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State of Florida
Department of Children and Families

Ron DeSantis
Governor

Shevaun Harris
Secretary

LEGISLATIVE BUDGET REQUEST

October 14, 2024

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

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

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 Children and Families 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 2025-26 Fiscal Year.

If I may be of further assistance, please let me know.

Sincerely,

Shevaun L. Harris
Secretary

2415 North Monroe Street, Tallahassee, Florida 32303-4190

Florida Department of Children and Families
Temporary Special Duty – General Pay Additives Implementation Plan for Fiscal Year 2025-2026

Pursuant to section 110.2035(7)(b), F.S., this is the Florida Department of Children and Families (Department) written plan for implementing temporary special duties – general pay additives for Fiscal Year **2025-2026**. The Department requests approval to continue long-standing pay additives. The agency is not requesting any additional rate or appropriations for these additives.

In accordance with previous rule authority in 60L-32.0012, Florida Administrative Code, the Department has used existing rate and salary appropriations to grant pay additives when warranted based on the duties and responsibilities of the position. The requested additives are justified for reasons such as the need to recruit and retain employees with key skills and the specialized training required to perform the duties.

Pay additives are a valuable management tool which allows agencies to recognize and compensate employees for identified duties without providing a permanent pay increase.

The Department submits the following plan to continue granting the following Temporary Special Duty – General Pay Additives:

Mental Health Treatment Facilities – Medically Complex Living Areas Pay Additive
Two of the Department's Mental Health Treatment Facilities have various medically complex designated living areas; Florida State Hospital (FSH) and Northeast Florida State Hospital (NEFSH). These living areas serve a diverse population of individuals requiring mental health treatment as well as geriatric and long-term care; having been diagnosed with severe and persistent mental illness. To provide care for these complex and multi-medical problem individuals, an extensive skill set of the regular direct care staff that work in these living areas is required. A five percent additive for working in a medically complex living area and an additive five percent additive for employees that possess a valid Certified Nursing Assistant license may be awarded this additive only during the time the employees work within those living areas. The justification is as follows:

1. Mental Health Treatment Facilities operate 24 hours a day, 7 days a week and are responsible for providing treatment to medically complex individuals with long-term chronic and persistent severe mental illness that are medically unstable. The higher level of care required for the resident population also offers great challenges in terms of staffing these living areas. Employees hired frequently request transfer to another residential unit soon after hire, creating a perpetual staffing shortage that has been difficult to stabilize. One of these medically complex living areas is comprised of thirty-four (34) beds within a geriatric population that is certified as a 'distinct part' by the Centers for Medicare and Medicaid Services and require significant health care resources. The distinction of certification offers a higher degree of state and federal agency oversight for provision of care.

   A State of Florida Certified Nursing Assistant (CNA) license is required for employees in several medically complex units and preferred in the remaining units. The CNA licensure requires extensive training through both a written and practical exam. The additional training and extensive skills of a CNA are also in demand by outside nursing homes, medical hospitals, and numerous other facilities. Such additive will aide in the recruitment and retention of staff that possess this licensure is. Additional details surrounding the pay additive is as follows:

a. The agency requests approval for employees assigned to one of the designated living areas in an eligible class below to receive a five percent (5%) pay additive.

   Additionally, the agency requests approval for employees assigned to one of the designated living areas in an eligible class below to receive an additional five percent (5%) pay additive if they possess a valid CNA.

   i. Includes a total of **196.00** F.T.E. Career Service positions as follows:
      1. For NEFSH, includes a total of **80.00** positions in the following classifications:
         a. Human Services Worker II
         b. Unit Treatment and Rehabilitation Specialist (working title, Human Services Worker III)

      2. For FSH, includes a total of **116.00** positions in the following classifications:
         a. Human Services Worker I
         b. Human Services Worker II
         c. Unit Treatment and Rehabilitation Specialist (working title, Human Services Worker III)

b. Such additive may be awarded only during the time the employees is assigned to one of the designated living areas and shall be removed when the employee is no longer assigned to a medically complex living areas.

c. This additive has been provided since 2003.

d. The approximate annual cost for this additive (up to a ten percent (10%)) at NEFSH is **$276,593** and at FSH is **$233,062**.

e. The classes included in this plan are represented by AFSCME Council 79. Article 25, Section 1 of the AFSCME agreement states, “Pay shall be in accordance with the Fiscal Year **2025 - 2026** General Appropriations Act and other provisions of state law.” The Department has a past practice of providing these pay additives to bargaining unit employees.

Child Protective Investigation Weekend Unit Pay Additive

Child Protective Investigations is an area responsible for conducting investigations regarding allegations of abuse, neglect, abandonment and/or special conditions for children; Collects information through interviews with the children, parents, relatives, neighbors, and other parties associated with the case; and engages families, identifies needs and determines the level of intervention needed to include voluntary services or court ordered dependency services; provides services linkages to agency and community resources based on needs assessment. Employees in these positions were required to be on-call and work weekends which causes an unstable work week and increase workload; this created a high turnover rate and recruitment difficulties. All employees in Child Protective Investigator, Senior Child Protective Investigator and support staff classes who work in a weekend unit. Such additive may be awarded only during the time such employees work in a weekend unit. The justification is as follows:

1. This pay additive is necessary for employee retention in these units. Offering additional compensation for working in a “weekend unit” has significantly improved morale and retention.

2. These additives will be in effect from the first day the incumbent is assigned to the position.

3. This additive will be effective until the employee leaves that position, or the position is moved to standard workweek schedule.

4. The employees will receive a five percent (5%) pay additive.

5. Includes a total of **53.00** F.T.E. Career Service positions in the following classifications:
   - Senior Child Protective Investigator
   - Child Protective Investigator
   - Support Staff Positions

6. This additive has been provided for the past **12** years (since 2012).

7. Annual cost is approximately **$142,433.98**.

8. The classes included in this plan are represented by AFSCME Council 79. The relevant collective bargaining agreement language states as follows: "Increases to base rate of pay and salary additives shall be in accordance with state law and the Fiscal Year **2025 – 2026** General Appropriations Act." See Article 25, Section 1 of the AFSCME Agreement. We would anticipate similar language in future agreements. The Department has a past practice of providing these pay additives to bargaining unit employees.

Abuse Hotline Weekend Unit Pay Additive

Abuse Hotline is an area operating 24 hours a day, 7 days a week and is responsible for receiving and assessing allegations of abuse, neglect or abandonment of children, and abuse, neglect of exploitation of vulnerable adults. The Hotline determines if the information meets statutory criteria for an investigation of referral to an appropriate agency. Employees enter abuse reports in the appropriate information system and research appropriate information systems to determine prior history to assist in the safety and risk assessment of alleged victim. All Adult Registry Counselors who work in a weekend unit at the Abuse Hotline. Such additive may be awarded only during the time such employees work in a weekend unit. The justification is as follows:

1. This pay additive is necessary for employee retention in these units. Offering additional compensation for working in a "weekend unit" has significantly improved morale and retention.

2. These additives will be in effect from the first day the incumbent is assigned to the position.

3. These additives will be effective until the incumbent leaves that position or the position is moved to standard workweek schedule.

4. The employees will receive a five percent (5%) pay additive.

5. Includes a total of **19.00** F.T.E. Career Service positions in the following classifications: Abuse Registry Counselor.

6. These pay additives have been provided for the past **12** years (since 2012).

7. Annual Cost approximately **$50,412.18**.

8. The classes included in this plan are represented by AFSCME Council 79. The relevant collective bargaining agreement language states as follows: “Increases to base rate of pay and salary additives shall be in accordance with state law and the Fiscal Year **2025 – 2026** General Appropriations Act.” See Article 25, Section 1 of the AFSCME Agreement. We would anticipate similar language in future agreements. The Department has a past practice of providing these pay additives to bargaining unit employees.

Questions regarding this plan may be directed to Chad Barrett, Budget, Finance & Accounting Director, at (850) 717-4756.

State of Florida

Department of Children and Families

Department Level Exhibits and Schedules

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:	**Department of Children and Families**		
Contact Person:	Shawn Belcher	Phone Number:	850-717-4225

Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Chianne D., et al. v. Jason Weida, in his official capacity as Secretary for Florida Agency for Health Care Administration, et. Al.	
Court with Jurisdiction:	USDC – Middle District of Florida, Jacksonville Division	
Case Number:	3:23-cv-985	
Summary of the Complaint:	Class action alleges violation of Constitutional Due Process and of Medicaid Act based on insufficient notices sent to customers during the Medication Redetermination period	
Amount of the Claim:	$ Preliminary and permanent injunctive relief and attorney's fees.	
Specific Statutes or Laws (including GAA) Challenged:		
Status of the Case:	Post-trial	
Who is representing (of record) the state in this lawsuit? Check all that apply.		Agency Counsel
		Office of the Attorney General or Division of Risk Management
	X	Outside Contract Counsel
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	Certified class and sub-class. Florida Health Justice Project and National Health Law Program	

Office of Policy and Budget – July 2022

Department of Children and Families

Organizational Chart

Updated 09/27/2024

- THE PEOPLE
  - GOVERNOR — Ron DeSantis
    - SECRETARY — Shevaun Harris
      - INSPECTOR GENERAL — Keith Parks
      - DEPUTY SECRETARY — Kate Williams
        - ASST. SECRETARY FOR COMMUNITY SERVICES — Pattie Medlock
          - DEPUTY ASST. SECRETARY OPERATIONS — VACANT
            - Adult Protective Services
            - Domestic Violence
            - Homelessness
            - Human Trafficking
          - Hope Florida
        - ASST. SECRETARY FOR CHILD & FAMILY WELL-BEING — VACANT
          - DEPUTY ASST. SECRETARY SUPPORT SERVICES — Amanda VanLaningham
            - Business Operations
            - Data & Information Services
            - Partnerships & Prevention
              - Community Development
            - Policy
            - Strategic Planning & Projects
          - DEPUTY ASST. SECRETARY REGIONAL OPERATIONS — Brooke Bass
            - Child Protection
            - Family Navigation
            - Florida Abuse Hotline
        - ASST. SECRETARY FOR ECONOMIC SELF-SUFFICIENCY — Bridget Royster, Interim
          - DEPUTY ASST. SECRETARY SUPPORT SERVICES — VACANT
            - Business Operations
            - Data & Information Services
            - Policy & Programs
              - Refugee Services
            - Public Benefit Integrity
            - Strategic Planning & Projects
          - DEPUTY ASST. SECRETARY REGIONAL OPERATIONS — VACANT
            - Customer Call Center Services
            - Regional Operations
        - ASST. SECRETARY FOR SUBSTANCE ABUSE & MENTAL HEALTH — Erica Floyd Thomas
          - DEPUTY ASST. SECRETARY PROGRAM SERVICES — Shila Salem
            - Business Operations
            - Mental Health Treatment Facilities (MHTF)
            - Sexually Violent Predator Program
            - Substance Abuse Services
              - Opioid Recovery
              - Data & Information Services
              - Programs & Prevention
          - DEPUTY ASST. SECRETARY OPERATIONS — VACANT
            - Policy, Services & Contracts
            - Regional Operations
        - ASST. SECRETARY FOR QUALITY & INNOVATION — Martha Harbin
          - DEPUTY ASST. SECRETARY OFFICE OF QUALITY — Parker Campbell
            - CIRRT
            - Quality Review
            - Strategic Planning & Projects
            - Workforce Learning and Development
          - DEPUTY ASST. SECRETARY QUALITY IMPROVEMENT — Angela Shave
            - Licensing
      - GENERAL COUNSEL — Andrew McGinley
        - CHILDREN'S LEGAL SERVICES DIRECTOR — Grainne O'Sullivan
      - CHIEF OF STAFF — Casey Penn
        - ASST. SECRETARY FOR ADMINISTRATION — Chad Barrett
          - STAFF DIRECTOR FOR FINANCIAL MANAGEMENT — VACANT
          - STAFF DIRECTOR FOR PARTNER COMPLIANCE — VACANT
          - HUMAN RESOURCES DIRECTOR — Shelby Jefferson
          - CHIEF PROCUREMENT OFFICER — Crystal Demott
          - STAFF DIRECTOR FOR GENERAL SERVICES — Matt Howard
        - DEPUTY CHIEF OF STAFF/ COMMUNICATIONS — Mallory McManus
        - CHIEF INFORMATION OFFICER — Cole Sousa
        - DEPUTY CHIEF OF STAFF / LEGISLATIVE AFFAIRS — Samuel Kerce
          - Enterprise Support
          - Background Screening

CHILDREN AND FAMILIES, DEPARTMENT OF

SECTION I: BUDGET	FISCAL YEAR 2023-24 OPERATING	FIXED CAPITAL OUTLAY
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT	4,696,927,879	95,838,741
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)	542,449,884	-330,960
FINAL BUDGET FOR AGENCY	5,239,377,763	95,507,781

SECTION II: ACTIVITIES * MEASURES	Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)				95,507,781
Protective Services * **Number of people receiving protective supervision, and protective intervention services and number of investigations completed**	41,436	1,605.37	66,520,245	
Healthy Families * **Number of families served in Healthy Families**	8,335	3,644.90	30,380,263	
Protective Investigations * **Number of investigations**	159,549	1,994.60	318,236,535	
In-home Supports * **Number of children under protective supervision (point in time)**	7,836	75,893.00	594,697,561	
Out-of-home Supports * **Number of children with a goal of adoption who remain in out-of-home care after 24 months.**	4,280	101,704.00	435,293,117	
Child Welfare Legal Services * **Number of termination of parental rights petitions filed**	4,311	17,387.02	74,955,461	
Emergency Shelter Supports *	5,417	8,731.53	47,298,711	
Report Intake, Assessment And Referral * **Number of calls to the Florida Abuse Hotline**	430,918	69.49	29,945,741	
Adoption Subsidies * **Number of children receiving adoption subsidies**	44,775	6,376.51	285,508,188	
Adoption Services * **Children receiving adoptive services**	8,342	9,061.38	75,590,071	
License Child Care Arrangements * **Number of facilities and homes licensed**	7,797	2,926.85	22,820,645	
Daily Living * **Number of qualified disabled adults (ages(18 - 59) in the CCDA, ADA Medicaid Waiver Programs, and Consumer Directed Care Medicaid Waiver**	254	7,677.80	1,950,161	
Home Care For Disabled Adults * **Number of qualified disabled adults (ages 18 - 59) in the HCDA Program**	1,045	1,889.88	1,974,923	
Emergency Stabilization *	1,873	3,004.97	5,628,310	
Emergency Stabilization *	21,150	7,043.29	148,965,492	
Provide Forensic Treatment * **Number of adults in forensic commitment served**	3,810	67,663.58	257,798,231	
Provide Civil Treatment * **Number of people in civil commitment served**	2,384	108,209.82	257,972,206	
Community Support Services *	35,713	3,741.09	133,605,572	
Community Support Services *	2,538	217,807.22	552,794,720	
Assessment * **Number of sexual predators assessed**	3,761	9,081.65	34,156,086	
Detoxification *	305	8,004.12	2,441,256	
Treatment And Aftercare *	9,542	5,772.36	55,079,875	
Detoxification *	42,087	2,116.88	89,093,189	
Prevention *	213,349	1,569.59	334,871,431	
Benefit Recovery/Error Rate Reduction * **Return on investment from fraud prevention/benefit recovery**	28,708,317	0.71	20,473,506	
Refugee Assistance * **Number of refugee clients served**	421,871	425.17	179,368,726	
Issue Optional State Supplementation Payments * **Number of applications processed for Optional State Supplementation payments**	71	154,674.01	10,981,855	
Homeless Assistance * **Number of grants issued for homeless clients**	183,984	163.38	30,058,852	
Eligibility Determination/Case Management * **Number of cash assistance payments**	647,461	644.27	417,138,873	
Issue Welfare Transition Program Payments * **Total number of cash assistance applications**	311,675	341.97	106,582,184	
TOTAL			4,622,181,986	95,507,781

SECTION III: RECONCILIATION TO BUDGET		
PASS THROUGHS		
TRANSFER - STATE AGENCIES		
AID TO LOCAL GOVERNMENTS		
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS	34,360	
OTHER		
REVERSIONS	536,090,654	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)	5,158,307,000	95,507,781

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

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

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

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

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

SCHEDULE XII: OUTSOURCING OR PRIVATIZATION OF A SERVICE OR ACTIVITY

Schedule XII Cover Sheet and Agency Project Approval	
Agency:	**Schedule XII Submission Date:**
Project Name:	**Is this project included in the Agency's LRPP?** _____ Yes _____ No
FY 2025 - 2026 LBR Issue Code:	**FY 2025 -2026 LBR Issue Title:**
Agency Contact for Schedule XII (Name, Phone #, and E-mail address):	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule XII in support of our legislative budget request. I have reviewed and agree with the information in the attached Schedule XII.	
Agency Head: **Printed Name:**	**Date:**
Agency Chief Information Officer: ***(If applicable)*** **Printed Name:**	**Date:**
Budget Officer: **Printed Name:**	**Date:**
Planning Officer: **Printed Name:**	**Date:**
Project Sponsor: **Printed Name:**	**Date:**

SCHEDULE XII: OUTSOURCING OR PRIVATIZATION OF A SERVICE OR ACTIVITY

I.	Background Information
1.	Describe the service or activity proposed to be outsourced or privatized.
2.	How does the service or activity support the agency's core mission? What are the agency's desired goals and objectives to be achieved through the proposed outsourcing or privatization and the rationale for such goals and objectives?
3.	Provide the legal citation authorizing the agency's performance of the service or activity.
4.	Identify the service's or activity's major stakeholders, including customers, clients, and affected organizations or agencies.
5.	Describe and analyze how the agency currently performs the service or activity and list the resources, including information technology services and personnel resources, and processes used.
6.	Provide the existing or needed legal authorization, if any, for outsourcing or privatizing the service or activity.

7.	Provide the reasons for changing the delivery or performance of the service or activity. What is the current cost of service and revenue source?

II.	**Evaluation of Options**
1.	Provide a description of the available options for performing the service or activity and list for each option the general resources and processes needed to perform the service or activity. If state employees are currently performing the service or activity, provide at least one option involving maintaining state provision of the service or activity.
2.	For each option, describe its current market for the service or activity under consideration for outsourcing or privatizing. How many vendors are currently providing the specific service or activity on a scale similar to the proposed option? How mature is this market?
3.	List the criteria used to evaluate the options. Include a cost-benefit analysis documenting the direct and indirect specific baseline costs, savings, and qualitative and quantitative benefits involved in or resulting from the implementation of the recommended option(s).
4.	Based upon the evaluation criteria, identify and analyze the advantages and disadvantages of each option, including potential performance improvements and risks.
5.	For each option, describe the anticipated impact on the agency and the stakeholders, including impacts on other state agencies and their operations.
6.	Identify changes in cost and/or service delivery that will result from each option. Describe how the changes will be realized. Describe how benefits will be measured and provide the annual cost.

NOT APPLICABLE

7. List the major risks for each option and how the risks could be mitigated.
8. Describe any relevant experience of other agencies, other states, or the private sector in implementing similar options.

III. Information on Recommended Option
1. Identify the proposed competitive solicitation including the anticipated number of respondents.
2. Provide the agency's projected timeline for outsourcing or privatization of the service or activity. Include key events and milestones from the beginning of the procurement process through the expiration of a contract and key events and milestones for transitioning the service or activity from the state to the vendor. Provide a copy of the agency's transition plan for addressing changes in the number of agency personnel, affected business processes, employee transition issues including reemployment and retraining assistance plan for employees who are not retained by the agency or employed by the contractor, and communication with stakeholders such as agency clients and the public.
3. Identify all forms of compensation to the vendor(s) for performance of the service or activity, including in-kind allowances and state resources to be transferred to the vendor(s). Provide a detailed cost estimate of each.

4.	Provide an analysis of the potential impact on federal, state, and local revenues, and expenditures. If federal dollars currently fund all or part of the service or activity, what has been the response of the federal funding agency(ies) to the proposed change in the service delivery method? If federal dollars currently fund all or part of the service or activity, does the change in the service delivery method meet federal requirements?
5.	What responsibilities, if any, required for the performance of the service or activity will be retained and performed by the agency? What costs, including personnel costs, will the agency continue to incur after the change in the service delivery model? Provide these cost estimations. Provide the method for monitoring progress in achieving the specified performance standards within the contract.
6.	Describe the agency's contract management process for the outsourced or privatized service or activity, including a description of the specific performance standards that must be met to ensure adequate performance and how the agency will address potential contractor nonperformance. Attach a copy of any competitive solicitation documents, requests for quote(s), service level agreements, or similar documents issued by the agency for this competitive solicitation if available.
7.	Provide the agency's contingency plan(s) that describes the tasks involved in and costs required for its implementation and how the agency will resume the in-house provision of the service or activity in the event of contract termination/non-renewal.
8.	Identify all other Legislative Budget Request issues that are related to this proposal.

9.	Explain whether or not the agency can achieve similar results by a method other than outsourcing or privatization and at what cost. Please provide the estimated expenditures by fiscal year over the expected life of the project.
10.	Identify the specific performance measures that are to be achieved or that will be impacted by changing the service's or activity's delivery method.
11.	Provide a plan to verify vendor(s) compliance with public records laws.
12.	If applicable, provide a plan to verify vender compliance with applicable federal and state law ensuring access by persons with disabilities.
13.	If applicable, provide a description of potential differences among current agency policies or processes and a plan to standardize, consolidate, or revise current policies or processes.
14.	If the cost of the outsourcing is anticipated to exceed $10 million in any given fiscal year, provide a copy of the business case study (and cost benefit analysis if available) prepared by the agency for the activity or service to be outsourced or privatized pursuant to the requirements set forth in section 287.0571, Florida Statutes.

SCHEDULE XIII
PROPOSED CONSOLIDATED FINANCING OF DEFERRED-PAYMENT COMMODITY CONTRACTS

Contact Information
Agency:
Name:
Phone:
E-mail address:

Deferred-payment commodity contracts are approved by the Department of Financial Services (department). The rules governing these contracts are in Chapter 69I-3, Florida Administrative Code and may be accessed via the following website https://www.flrules.org/gateway/ChapterHome.asp?Chapter=69I-3 . Information on the program and other associated information on the Consolidated Equipment Financing Program and Guaranteed Energy Savings Contracts may be accessed via the following website http://www.myfloridacfo.com/Division/AA/StateAgencies/default.htm under the Financing tab.

For each proposed deferred-payment commodity contract that exceeds the threshold for Category IV as defined in section 287.017, Florida Statutes, complete the following information and submit Department of Financial Services forms Lease Checklist DFS-A1-411 and CEFP Checklist DFS-A1-410 with this schedule.

1.	**Commodities proposed for purchase.**
2.	**Describe and justify the need for the deferred-payment commodity contract including guaranteed energy performance savings contracts.**
3.	**Summary of one-time payment versus financing analysis including a summary amortization schedule for the financing by fiscal year (amortization schedule and analysis detail may be attached separately).**
4.	**Identify base budget proposed for payment of contract and/or issue code and title of budget request if increased authority is required for payment of the contract.**

Office of Policy and Budget

Schedule XIV
Variance from Long Range Financial Outlook

Agency: Department of Children and Families **Contact: Chad Barrett**

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

1) Does the long range financial outlook adopted by the Joint Legislative Budget Commission in September 2024 contain revenue or expenditure estimates related to your agency?

Yes [X] No [ ]

2) If yes, please list the estimates for revenues and budget drivers that reflect an estimate for your agency for Fiscal Year 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 2025-2026 Estimate/Request Amount: Long Range Financial Outlook	FY 2025-2026 Estimate/Request Amount: Legislative Budget Request
a	Maintenance Adoption Subsidies	B	489.4	17.3
b	Community-Based Care (CBC) Lead Agencies			0.0
c	Child Abuse Investigations			0.0
d	Foster Care Room and Board Rates			1.7
e	State Mental Health Treatment Facility Needs and Operating Contracts - see line o			0.0
f	Substance Abuse and Opioid Misuse Prevention - see line q			0.0
g	Mental Health Services - see line o			0.0
h	Forensic Treatment Beds - ss line o			
i	Funding Needs Resulting from Recent Federal Changes - see line n			0.0
j	Personnel Resources to Assist Individuals with Public Assistance Eligibility Determination - see line p			
k	Fixed Capital Outlay	B		11.3
l	Executive Direction & Support Services	B		
m	Information Technology 36316C0 -FLORIDA System Modernization 36123C0 - Child Welfare Software And Enterprise Architecture Modernization 36356C0 - Electronic Health Records - Mental Health Treatment Facilities 362360C0 - Enterprise Wireless Access Points (WAPs) Replacements 36326C0- Cyber Security Services 36333C0 - Enhanced Security Software 3600PC0 - Florida Planning, Accounting, and Ledger Management (PALM) Readiness	B		73.7

n	Family Safety and Preservation Services 4004960 - Auditing Services For Settlement Monitoring 4002410 - Continuation Funding for Hope Line Agents 4002420 - Continuation Funding for Behavioral Health Consultants 4001270 - Human Trafficking Coordinated Response 4002230 -Extended Fostercare 3000630 - Guardianship Assistance Program (GAP) 4600680 - Foster Parent and Guardian ad Litem Digital Recruitment Marketing Campaign 2600760 - Behavioral Qualified Residential Treatment Program 4000690 - Temporary Emergency Shelter Services Program Growth 4002440 - Increase Collaboration for Victim Services for Domestic Violence (STOP) 4000560 - Homelessness Housing Opprtunities 4000080 - Rapid Unsheltered Survivor Housing (RUSH) Grant 4001780 - APS Elder Justice Act (Elder Justice Act)	B		53.4
o	Mental Health Services 4000590 - Mental Health Treatment Bed Capacity Maintenance 4004580 - Cost Of Living Adjustment - Mental Health Contracted Agencies 4000600 - Operational Costs Adjustment 3300170 - Mental Health Facilities FTE Reduction	B		107.6
p	Economic Self Sufficiency Services 4002540 - Economic Self - Sufficiency Services - Mailing Operations 4000400 - Electronic Immigration Status Verification	B		5.2

q	Community Substance Abuse and Mental Health Services 4402030 - Community Residential Beds 4002560 - 988 State and Territory Improvement Grant 4001640 - Expand And Enhance 988 Suicide And Crisis Lifeline Services 4000170 - Florida Veterans Support Line 4300030 - Opioid Settlement - Applied Research 4300050 - Opioid Settlement - Court Diversion Program 4300070 - Opioid Settlement - On-Demand and Mobile Medication Assisted Treatment (MAT) 4300080 - Opioid Settlement - Hospital Bridge Programs 4300120 - Opioid Settlement - Naloxone 4300130 - Opioid Settlement - Prevention and Media Campaigns 4300140 - Opioid Settlement - Peer Supports and Recovery Community Organizations 4300150 - Opioid Settlement - Recovery Housing 4300160 - Opioid Settlement - Non-Qualified Counties 4300190 - Opioid Settlement - Treatment and Recovery Support Services	B		119.5

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

The Department of Children and Families identified needs for the Legislative Budget Request associated with its mission and statutory mandates. Following the identification of needs the department analyzed its ability to meet those needs utilizing existing resources (base budget) and resource requests above base (state and federal funds). Utilizing that planning/funding frame the department prioritized its Legislative Budget Request. Differences between the department's request and the Long Range Financial Outlook are related to differences in the planning/funding frame utilized by the department and the those preparing the Long Range Financial Outlook.

* R/B = Revenue or Budget Driver

Office of Policy and Budget

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

Contact Information
Agency:
Name:
Phone:
E-mail address:

1. Vendor Name		
2. Brief description of services provided by the vendor.		
3. Contract terms and years remaining.		
4. Amount of revenue generated		
Prior Fiscal Year	Current Fiscal Year	Next Fiscal Year (Request Year)
5. Amount of revenue remitted		
Prior Fiscal Year	Current Fiscal Year	Next Fiscal Year (Request Year)
6. Value of capital improvement		
7. Remaining amount of capital improvement		
8. Amount of state appropriations		
Prior Fiscal Year	Current Fiscal Year	Next Fiscal Year (Request Year)

NOT APPLICABLE

State of Florida

Department of Children and Families

Budget Entity Level Exhibits and Schedules

Schedule IV-B for ACCESS FLORIDA SYSTEM MODERNIZATION

For Fiscal Year 2025-26

SEPTEMBER 2024

DEPARTMENT OF CHILDREN AND FAMILIES

Contents

I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Department of Children and Families	Schedule IV-B Submission Date: October 2024
Project Name: ACCESS Florida System Modernization	Is this project included in the Agency's LRPP? X Yes ___ No
FY 2025-26 LBR Issue Code:	FY 2025-26 LBR Issue Title: Continuation of ACCESS Florida System Modernization
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Chad Barrett, 850-413-6780, Chad.Barrett@myflfamilies.com	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head:	Date: 10/11/24
Printed Name: Shevaun L. Harris	
Agency Chief Information Officer (or equivalent):	Date: 10/10/2024
Printed Name: Cole Sousa	
Budget Officer:	Date: 10/11/24
Printed Name: Chad Barrett	
Planning Officer:	Date: 10/10/24
Printed Name: Stephen W. Bowen	
Project Sponsor: Bridget Royster	Date: 10/11/24
Printed Name: Bridget Royster	
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
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Technology Planning:	Robert Foster, Robert.Foster@myflfamilies.com
Project Planning:	Andrea Latham, 850-445-4196, Andrea.Latham@myflfamilies.com

A. General Guidelines

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

Schedule IV-B is not required for requests to:

- Continue existing hardware and software maintenance agreements,
- Renew existing software licensing agreements that are similar to the service level agreements currently in use, or
- Replace desktop units ("refresh") with new technology that is similar to the technology currently in use.
- Contract only for the completion of a business case or feasibility study for the replacement or remediation of an existing IT system or the development of a new IT system.

B. Documentation Requirements

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

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

Compliance with section 216.023(4)(a)10, Florida Statutes, is also required if the total cost for all years of the project is $10 million or more.

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

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

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

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

II. Executive Summary

The Florida Department of Children and Families (DCF) has primary responsibility to assist the state's most vulnerable citizens and help individuals and families solve their safety, well-being, and self-sufficiency challenges. The Department's program and service areas include Economic Self-Sufficiency (ESS), Child Welfare, Adult Protective Services, Refugee Services, Mental Health, Substance Abuse, and Homelessness.

Through its ESS Program, the Department is responsible for administering several federal and state public assistance programs including the Supplemental Nutrition Assistance Program (SNAP, also known as food assistance or food stamps), Temporary Assistance for Needy Families (TANF, also known as temporary cash assistance), and the Refugee Assistance Program (RAP), as well as for determining eligibility for Florida's Medicaid Program. The Department's customers use these various forms of assistance to provide the necessities for their families, while moving towards self-sufficiency. Nationally, Florida ranks among the highest in households enrolled in these critical human services programs. During the last fiscal year, SNAP benefits were distributed to nearly 3 million individuals, over 4.1 million individuals received Medicaid benefits, and more than 64,300 individuals received TANF benefits monthly.

The ESS integrated eligibility system, known as the ACCESS Florida system, was designed almost 40 years ago as a mainframe system using COBOL and IMS. These outdated technologies are difficult to maintain, increasing the cost and time necessary to implement changes. Updates made over the years to address new business requirements did not replace the core mainframe hardware and software components. Instead, multiple ancillary software applications were developed to offer additional tools and functionality adding on to the technology platforms in use, complexity, and maintenance costs.

To ensure that the critical benefits provided to Florida households are not compromised and to mitigate risks associated with the ACCESS Florida System's dependency on an aging infrastructure, a strategic upgrade of components that rely on the legacy infrastructure is necessary. Migration from the legacy infrastructure also allows for new technologies to be deployed, such as artificial intelligence (AI), that can reduce costs and curtail waste and abuse surrounding public assistance benefits as well as improve the ability to integrate data and functionality across systems (interoperability) as required by §445.011, Florida Statutes.

The Department created a 6-year roadmap to incrementally update the system that streamlines the customer experience, improves worker efficiency, leverages enterprise architecture, and replaces the mainframe legacy infrastructure. State and Federal partners have invested three years of funding thus far. The ACCESS Florida System modernization project began in FY 22-23 with $16.5M (Year One). Funding for FY 23-24 (Year Two) was $20M and funding for FY 24-25 (Year Three) was $36.6M. Each year, results have been achieved and benefits realized. Thus far, the following ACCESS System milestones have been achieved:

- Year One (FY 22-23):
  - The cloud infrastructure and enterprise architecture components were established providing the Department with the foundation to incrementally modernize the ACCESS Florida system.
  - The legacy Self-Service Portal (SSP) was replaced with a new, fully responsive mobile-first, cloud-based Customer Portal and deployed to Production.
  - A new, fully responsive mobile-first, cloud-based Worker Portal (with one module) were deployed to Production. This portal will house all the staff functionality from the mainframe and ancillary systems as modernization continues.
- Year Two (FY 23-24):
  - The legacy ACCESS Document Imaging (ADI) was replaced with a new, document management module in the Worker Portal and deployed to Production.
  - Part one of new functionality for Community Partners and ESS Representatives were deployed to Production.
  - Work began on the replacement of the ACCESS Management System (AMS) and Client Registration (mainframe module).
- Year Three (FY 24-25):
  - The legacy AMS system functionality and Client Registration (mainframe module) deploys to Production.

- The remaining Community Partners and ESS Representative functionality deploys to Production.
- Work began on the replacement of several mainframe modules: Application Entry, Caseload Management, and Case Summary.

This Schedule IV-B for FY 25-26 supports the continuation of the project for Year Four with $36,625,000 requested in funding ($11,589,066 nonrecurring General Revenue and $25,035,934 in nonrecurring Federal Grants Trust Fund). The total anticipated cost for the 6-year project is $205,250,000 million.

A. Key Issues to be Addressed

The key issues involved in this Schedule IV-B relate to system upgrades that can be viewed under two broad categories: needed and useful.

Needed Upgrades: At a minimum, upgrades for the current ACCESS Florida System must address the following business objectives:

1. Mitigate risks associated with the cost of dependency on an aging infrastructure and decades-old legacy code (COBOL).
2. Enhance fraud prevention and detection capabilities.
3. Strengthen controls related to cybersecurity, data security, privacy, Personally Identifiable Information (PII) and confidentiality.
4. Improve system stability, reliability, and agility.
5. Provide mobile-friendly access to services and enhanced customer service.
6. Achieve interoperability with other systems and data streams.
7. Satisfy, at a minimum, the requirements of §445.011, Florida Statutes to cooperate and assist in the implementation of an automated consumer-first workforce system and integrated management system for one-stop service delivery across programs and agencies.

Useful Upgrades and Enhancements: Upgrades for the current ACCESS Florida System that would be useful to address include:

1. Improve external customer experience (CX) and internal user experience (UX) with the system and its services.
2. Increase efficiency and productivity.
3. Utilize RPA (robotic process automation) and AI (artificial intelligence) tools.
4. Improve reporting, dashboards, and analytics (predictive and prescriptive) to better leverage data.
5. Improve capability to meet family needs and foster economic self-sufficiency by enabling a holistic view of services requested and received across the Department consistent with the *Hope Florida: A Pathway to Prosperity* initiative.
6. Increase long-term system performance with cloud file storage.

B. Recommended Solution

The Department's solution proposes replacing the antiquated mainframe system with a scalable modern system that will enable a best of breed benefit delivery solution for the citizens of Florida utilizing federal funds.

PROBLEM	SOLUTION	ACCELERATOR	OUTCOME
The aging mainframe system is increasingly complex and costly to maintain, leading to challenges implementing new requirements, and meeting business objectives.	A full system replacement, starting with the mainframe, utilizing a modern architecture with cloud services will enable a flexible, scalable architecture at a reduced operating cost.	Federal funding opportunities that are currently available make the necessary system replacement feasible.	A modern system setup with the future in mind, will resolve the root cause of challenges stemming from the mainframe, while enabling ROI after implementation as well as long-term business value.

Exhibit II-1: Modernization Overview

The primary challenge with the ACCESS Florida System is that it is built on a mainframe system representing 80's-era technology. Previous attempts at modernization have resulted in funds sufficient only to add or update singular components connected to the mainframe while with each year, additional risk and cost associated with continuing to operate on this old technology continue to rise. The project approach prioritizes implementing key architecture elements in Year One, completing migration of core functionality from the mainframe to the cloud by the end of Year Four, and completing migration of the remaining mainframe functionality by Year Six. Currently, Northwest Regional Data Center (NWRDC) charges DCF nearly $20 million per year to host the ACCESS Florida System. The Department expects to realize an improvement in the cost of systems operation when migration to the cloud is completed pursuant to § 282.206, F.S..

The initial phase (Year One) set the groundwork for procuring and implementing critical infrastructure components such as an enterprise document management solution and customer facing modules to improve the customer experience when applying for public assistance benefits and initiated preliminary work toward the replacement of the worker portal with limited functionality. The initial phase also established a project management office (PMO) and identified the vendors and products relevant for this phase.

The following two phases (Year Two and beyond) focus on replacement of the mainframe by developing scalable and flexible modules that provide increased functionality and deliver new value to Florida citizens and DCF staff. Elements of this new functionality include advanced fraud detection, real-time information sharing, optimized efficiency in application determinations, mobile access, improved reporting and dashboards, and new channels for self-service. These enhancements will improve the experience for our internal and external clients. Additionally, this modernization effort will poise our system to interface with other state agencies to share common client information and services to assist Floridians in achieving more meaningful outcomes such as self-sufficiency.

Without replacement, the mainframe will continue to age, exacerbating the challenges and increasing costs to maintain the system. Prioritizing a system replacement now prevents challenges from growing and allows expedited delivery of valuable functionality to the citizens of Florida and maintains Florida's place as a premiere state for integrated eligibility determinations.

III. Schedule IV-B Business Case: Strategic Needs Assessment

A. Background and Strategic Needs Assessment

1. Business Need

Section 414.025, Florida Statutes, states: "It is the intent of the Legislature that families in this state be strong and economically self-sufficient so as to require minimal involvement by an efficient government." Subsection 20.19(4), Florida Statutes, created within the Florida Department of Children and Families (DCF) an Economic Self-Sufficiency (ESS) Program office. The responsibilities of this office encompass all public assistance benefit eligibility services operated by DCF including SNAP, TANF, and Medicaid services, as well as the Homelessness Program, Public Benefits Integrity and Refugee Assistance Programs**.**

The mission of the Department is to "work in partnership with local communities to protect the vulnerable, promote strong and economically self-sufficient families, and advance personal and family recovery and resiliency." The mission of the ESS Program office is to "promote strong and economically self-sufficient communities by providing public assistance to individuals and families on the road to economic recovery through private, community, and interagency partnerships that promote self-sufficiency." The array of public assistance eligibility services offered by the ESS Program advances these objectives on multiple fronts.

Exhibit III-1: DCF Mission

In accordance with the Department's mission, the ESS Program is utilizing a care coordination model in conjunction with First Lady Casey DeSantis branded *Hope Florida - A Pathway to Prosperity,* which guides Florida families on an individualized path to prosperity by focusing on community collaboration between the private sector, faith-based community, non-profits, and government entities to break down traditional community silos to maximize resources and uncover opportunities. Care Navigators are essential in helping individuals identify their unique and immediate barriers to prosperity and develop long-term goals. As H*ope Florida - A Pathway to Prosperity* continues to be deployed across the state to help our customers identify goals and remove barriers, we also acknowledge that many of these families will face fiscal cliffs and the challenges overcoming generational poverty while trying to achieve self-sufficiency.

ESS administers public assistance eligibility services for SNAP, TANF, and Medicaid benefits through the ACCESS Florida System, the Department's eligibility service delivery system. The ACCESS Florida System was based on a nearly 40-year-old design that was originally developed for the state of Ohio. The core processing in the FLORIDA mainframe, a component of the ACCESS Florida System, was developed using COBOL, a relic programming language primarily used on mainframe computer systems first developed in the late 1950's. COBOL systems that remain in production tend to be heavy with technical debt[1]. In most environments where COBOL is still in production, code has been modified, extended, updated, and moved to newer hardware numerous times. Software documentation, if any, is frequently out-of-date, further complicating routine software upgrades and maintenance of platforms coded in COBOL. Systems that still rely on COBOL are also facing a significant talent shortage because the generations of programmers most familiar with COBOL are retiring without viable replacements.

Because of its age, COBOL was not designed to integrate with modern systems and current functionality. It is imperative that a replacement system have the capability to effectively integrate with stakeholder systems and manage data, including data retrieval for reports, analytics (predictive and prescriptive), Robotic Process Automation (RPA), and Artificial Intelligence (AI). The current operating system also includes IMS, a hierarchical database technology. IMS is widely considered fragile and difficult to maintain, increasing the cost and time to implement changes.

Upon the initial rollout of the ACCESS Florida System, DCF entered a new era in its approach to administering Medicaid, SNAP and TANF. Over time, the system has undergone continual evaluation and improvement to adapt to the realities of a changing customer base and persistent caseload with limited financial resources. While technical advances have been made to the system over the last several years, including requirements for Medicaid eligibility determinations, those changes did not replace the core mainframe hardware and software components of the ACCESS Florida System, and did not address broader business process improvements in the SNAP and TANF Programs.

In addition to addressing essential business needs, system upgrades and enhancements will also be needed to satisfy the requirements of §445.011, Florida Statutes. Pursuant to that statute, DCF is required to cooperate and assist in the implementation of an automated consumer-first workforce system and integrated management system for the one-stop service delivery system, including common registration and intake for required one-stop partners, screening for needs and benefits, case management, training benefits management, service and training provider management, performance reporting, executive information and reporting, and customer-satisfaction tracking and reporting. The system solution should support service integration and case management across programs and agencies by providing

[1] Technical debt is a concept in programming that reflects the extra actual and implicit costs incurred as a result of development work that arises when older code that is easy to implement in the short run is deployed instead of upgrading systems to fit the current technology landscape. Source: https://www.techopedia.com/definition/27913/technical-debt.

for case tracking for participants in workforce programs, participants who receive ESS benefits administered by DCF under Chapter 414, and participants in welfare transition programs under Chapter 445.

To better serve Floridians, ESS is embarking on an enterprise technology modernization effort that is critical to the Department's core mission and is aligned with the state's policy and budget priorities. Technology modernization will focus on individuals and families who will need a variety of ESS services to become economically self-sufficient. This approach represents the modernization of the current integrated eligibility system, known as ACCESS Florida System. This includes the Florida Online Recipient Integrated Data Access (FLORIDA) legacy mainframe system and unites other program areas through technology and data sharing to achieve more favorable outcomes for Floridians.

In 2004, DCF began to modernize its approach to administering the Medicaid, SNAP and TANF Programs. This new business model drastically changed the way DCF staff processes applications and manages caseloads. It also improved the processes the Department uses to interact with customers.

To achieve this dramatic business model change, the Department conducted a complete review of applicable federal and state laws. This review resulted in the elimination of outdated, labor-intensive policies and practices that were not required and added little or no value to the process or outcomes. For example, the face-to-face interview requirement was eliminated for all benefit programs administered by ESS, and verification requirements were simplified with a greater reliance on electronic verifications. Additionally, Customer Call Centers were established to provide customers greater access to the Department to report changes in their household situation.

The initial ESS Program office efforts focused on streamlining workflows and simplifying policy with plans for enhanced technology at the foundation. Florida experienced a food assistance caseload increase of 169 percent since initiating the system completion effort in 2004. The Department managed the tremendous increase in workload without any corresponding increase in manpower, and therefore attempted to meet this expanding workload with the implementation of a variety of new technology applications. Many of these new applications function independently of the others, and some interface with the mainframe. While essential in conducting the business of the Department, the business processes supported by this functionality are extensive and slow.

With passage of the Affordable Care Act (ACA) in March 2013, the Department launched the Medicaid Eligibility System (MES) Project to modify the ACCESS Florida System to support the minimum requirements of the federal act. The project included the addition of the following new system components:

- A business rules engine to determine eligibility for medical assistance programs
- An interface to the Federal Data Services Hub (FDSH)
- Real time interface with the CHIP Agency, Florida Healthy Kids Corporation, and a real time interface for providing verification of Minimum Essential Coverage (MEC)
- A web portal with a single streamlined application for insurance affordability programs (IAPs)
- Partial enhancements to the system architecture to support the additional functionality

The aged infrastructure of the FLORIDA System is not able to maximize efficiencies or mirror the security solutions of more current technology. As a result, the business outcomes the Department must accomplish are diminished. There is a business need to infuse and leverage technology to achieve a higher state of operational efficiency as well as to enhance the quality of the benefit determination process by preventing fraud, trafficking, and identity theft. The gains in operational efficiency and fraud prevention from the infusion of modern, modular, and maintainable technology will allow the Department to focus on improved outcomes and customer self-sufficiency.

Specifically, DCF can maintain the progress it has made, support optimal system integration, and more effectively improve family outcomes and customer self-sufficiency by addressing the following critical business needs:

- Create flexibility to improve customer service and ever-increasing expectations regarding service levels:
    - Options such as real-time web services and enabling interactive mobile application would increase customer self-service.
- Improve privacy and confidentiality controls:
    - Federal mandates require states to establish and implement critical privacy and security standards as outlined in the Minimum Acceptable Risk Standards for Exchanges (MARS-E).
- Engage satisfactory and agile prevention and detection tools to reduce incidents of fraud, trafficking, and identity theft:
    - The ability to identify and prevent incidents of fraud, trafficking, and identity theft is limited due

to a lack of data integration within and across multiple systems and programs. The system must be able to improve program integrity with enhanced data analytics to be fiscally responsible to taxpayers.

- Accommodate future federal and state legislative, regulatory, and policy changes in a swift and cost-effective manner:
    - The current system architecture lacks the flexibility to cost-effectively accommodate changes.
- Maintain benchmarks by leveraging a modular approach for flexibility and innovation:
    - Increased worker efficiency will allow the Department to re-value staff to focus on more effectively moving a higher number of households to self-sufficiency through *Hope Florida: A Pathway to Prosperity*.
    - Workers are faced with a patchwork of technology requiring multiple logins to a variety of system modules to obtain information to conduct their work.
    - Additionally, the Department has been a leader in public assistance administrative and accuracy performance. With every year that passes, it becomes more of a challenge to maintain this status.

Through operational efficiencies and the migration to a consistent architectural platform, the Department will more effectively utilize valuable staff resources. These resources would then be re-valued to focus on increased customer service and moving customers more quickly toward self-sufficiency.

Exhibit III-2 organizes the Department's needs into four categories and summaries for each category are provided below.

Exhibit III-2: Modernization Needs Categories

a) *Business Functionality*

The ESS Program has an immediate need to address issues related to business processes and tools that are used to meet the daily needs of departmental staff and aid Floridians with their public assistance needs. For the fiscal year ending June 30, 2024, the average monthly number of individuals receiving SNAP, Medicaid and TCA benefits were as follows:

- SNAP: 2.99 million
- Medicaid: 4.1 million
- TCA: 64.3 thousand

To address current and projected future demand levels for ESS services, additional functionality is needed to improve upon performance. The Department can take advantage of technologies currently being implemented which can serve as a foundation to support transition of remaining system functions and, for the first time, serve as a foundational platform to support completion of remaining system components.

System complexity now makes the implementation of modifications a lengthy and expensive process. Federal and state policies continue to evolve, resulting in the need for system changes, while demand increases for tighter controls and increased security. Delaying completion due to increased costs or implementation time constraints leaves the Department open to the risk of non-compliance, litigation, and increased fraud. The unchanged workforce combined with maximum capacity system enhancements has achieved a level of excellence unmatched in the nation but is at risk of stagnancy due to system limitations. The inflexibility and cost of the current system jeopardizes the Department's ability to introduce changes and maintain its benchmarks and national recognition.

The ESS Program's ability to respond quickly to the needs of its customers, staff, state partner agencies, and federal oversight agencies is of critical importance to the mission of the Department. There are near-term opportunities for innovation, customer self-service, and increased worker efficiency by leveraging improvements to the system and changes due to the upgrade of the Medicaid Eligibility System (MES Project). Upgrades to the system should increase the available work capacity for staff in a routine day enabling staff to redirect and reinvest additional capacity into stronger coordination with partners such as workforce programs, increase customer service, and increase efforts to eradicate fraud. These programs in turn empower Floridians to become more economically self-sufficient. Additional business functions, which could benefit from improved technology, include:

- Customer self-service functionality
- Security authentication for various roles in DCF
- Manual validation by DCF staff of data input by customer
- Necessity to view, or toggle between, multiple applications at one time
- A system meeting Federal Center for Medicaid and Medicare (CMS) conditions and standards for:
    - Modularity: use of a modular, flexible approach including the use of open interfaces
    - MITA standards: aligned and ready for advancement in the Medicaid Information Technology Architecture
    - Industry compliance: alignment with, and incorporation of, industry standards: the Health Insurance Portability and Accountability Act of 1996 (HIPAA) security, privacy, and transaction standards
    - Security and Privacy compliance: alignment with the Minimum Acceptable Risk Standards for Exchanges (MARS-E)
    - Leverage: promotes sharing, leverage, and reuse
    - Business results: supports accurate and timely processing of eligibility with the public
    - Reporting: has the capability to produce reports supporting program evaluation, continuous improvement in business operations, and transparency and accountability
    - Interoperability: supports integration with the appropriate entities providing eligibility, enrollment, and outreach functions

b) Data and Information

In 2013, DCF rolled out groundbreaking public assistance fraud fighting initiatives, making Florida the first in the nation to implement aggressive front-end fraud prevention technology to ensure benefits only go to Floridians who are in need. Initiatives included customer authentication techniques, enhanced data matching, automated case closure of cases when a benefit ends, and stronger fraud prevention provisions within EBT contracts. Currently, the Department estimates it is only able to pursue 50% of fraud cases. If staff were able to spend less time performing other non-automated and time-consuming manual tasks, and more time utilizing automated and agile data analysis tools, they would be able to allocate more energy to preventing fraud, trafficking, and identity theft at the front end by addressing all potential fraud cases, resulting in improved integrity and greater cost avoidance.

Manual processes are widespread throughout the ACCESS Florida System. While system improvements have alleviated some of the manual burden, due to the outdated technology, several persist. This leaves workers more susceptible to engaging in inefficient tasks. Automation of system components and processes should be prioritized to continue benefit accuracy and increase efficiency.

The ESS Program collects data in various areas to determine if the program is meeting predetermined performance measures; however, the staff are lacking tools to assess current performance through customer and process trends over time. Informed strategic decisions could be made through the enhanced ability of executive leadership to look at trends and patterns to predict possible future outcomes or address changing needs. The inability to assess and fully utilize data, compromises program integrity and inhibits DCF's knowledge and ability to enact a higher state of vision for the Department regarding customer and program behavior, therefore negatively impacting management capabilities.

c) Architecture

A system that is technically stable and provides interoperability between partners, and the architectural flexibility to adapt to the Department's evolving needs is of utmost importance.

Today, DCF maintains a very complex environment of 28 interconnected applications across various platforms and over 150 internal and external interfaces to support interconnectivity. This inherently places the system at risk and results in unnecessary work for state and contracted staff, further increasing costs. Furthermore, the mainframe is built with a hierarchal database that is outdated, difficult, and costly to update. There are significant issues in trying to keep the existing mainframe system synchronized with other software applications due to the inflexibility and cost of the mainframe architecture. Other states have moved to relational databases that have proven much more agile, easier to adapt to changing rules and needs, and less expensive to change or maintain. For example, the State of Ohio implemented a COTS-based solution to replace their legacy eligibility and case management system. Ohio's solution was developed using a Service-Oriented Architecture (SOA) designed to provide flexibility to add, integrate with, or replace solution components with best-of-breed products in conjunction with the core eligibility and case management system. The solution was implemented to operate on a virtual server infrastructure allowing the solution to run on commodity servers without the need for the legacy mainframe, and to provide data center hosting flexibility.

Greater flexibility is needed for many reasons, including the reality that the Department's customers increasingly demand convenient access to DCF services from smartphones and other devices that are easily accessible and affordable. Cell phones have become ubiquitous: an estimated 20 million individuals nationwide received a free cellular telephone based on receipt of public assistance benefits. While there is no lack of opportunity when it comes to mobile technology, a significant investment is required to bring current applications and portals and take advantage of potential cloud services and technologies to support mobility.

Other Florida agencies have also completed the reengineering of their legacy mainframe systems. The Department of Revenue (DOR) moved off the mainframe with CAMS effectively increasing DCF legacy platform costs, and in November 2014 when DOH completed the migration of the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) from the ACCESS Florida System mainframe, the DCF legacy mainframe costs also increased[2]. Florida Safe Families Network (FSFN), the system used by DCF's Office of Child Welfare, is currently transitioning off the mainframe as well. A gap is widening between DCF's ESS Program and the technology platforms of other agencies.

d) Support and Maintenance

To effectively "keep the lights on," the Department incurs increasing costs to support the aging mainframe and software components. Hosting services at NWRDC are becoming increasingly costly and as more agencies move away from mainframe architecture, NWRDC charges more for the agencies that continue to rely on that technology. Current mainframe costs, which total nearly $20 million annually, would be significantly reduced through reengineering and standardizing the technical architecture. In addition, DCF incurs immense expense in trying to update the ACCESS Florida System to comply with policy changes and increasing customer needs as well as regular maintenance. For FY 22-23, the maintenance and operations expenses were $4.7 million with an additional $4.7 million for system enhancements ($9.4 million total).

2. Business Objectives

The following section describes business objectives which are consistent with the Department's existing policies per s. 216.023(4)(a)10, F.S.. The overarching business objective of the ACCESS Florida System modernization is to support DCF mission, vision, and goals, as well as program office goals and objectives in support of them.

As noted earlier in this section, the mission of the Department of Children and Families is to work in partnership with local communities to:

1. Protect the vulnerable
2. Promote strong and economically self-sufficient families, and
3. Advance personal and family recovery and resiliency.

The vision of the Department is to empower Floridians with opportunities that support and strengthen resiliency and well- being.

ACCESS Florida System modernization is in line with the Department's strategic direction, driven by the state's policy and budget priorities based upon legislative mandate and the governor's priorities. The following section outlines the main business objectives of the project and provides an overview of how the objectives directly relate to DCF's goals and the measures utilized to track the success of current and future performance. Project scope, governance structure, and estimated timeframes are discussed in future sections.

Departmental Goals and Objectives

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[2] NWRDC splits mainframe costs among agencies remaining on mainframe systems, so as more agencies migrate away from mainframes, the remaining agencies incur an increased proportionate share of those costs.

Pursuant to Chapter 216 of the Florida Statutes, the Department has documented its goals and strategic objectives in a Long- Range Program Plan (LRPP). In the 2022-2023 LRPP, priorities for Economic Self-Sufficiency were established primarily by federal regulations and state law as well as the Department's goal to reduce the number of families in crisis. To achieve this goal, the ESS Program set the following three objectives:

1. Enhance Program Effectiveness to Improve the Customers' Experience
2. Build a System of Accountability, Transparency, and Alignment
3. Enhance Workforce Development Efforts to Improve Stability, Culture, and Continuous Learning

Specific business objectives and outcomes were defined and aligned with the goals for public assistance services and the ESS Program office. These goals will be a core driver to the roadmap that will be developed and are depicted in **Exhibit III-3**.

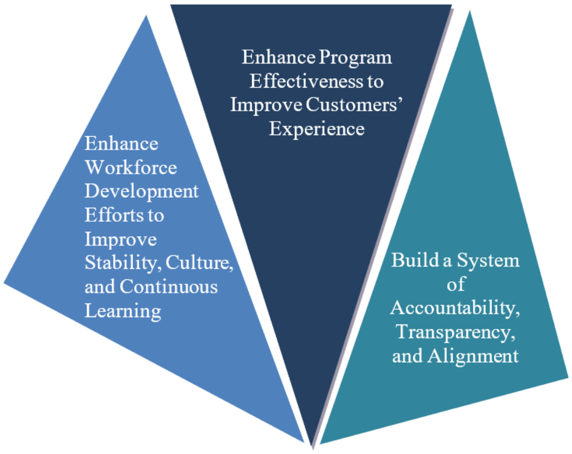


Exhibit III-3: DCF LRPP Goals

Beyond priorities established by requirements provided in federal regulations and state law, the ESS Program also prioritizes actions based on Department goals. The business objective of the ACCESS Florida System modernization will directly affect and further the Department's mission, vision, and goals. The Department's goals are directly promoted by the system completion with both tangible and intangible benefits expected. These benefits are outlined in **Section V** of this document. A brief outline of the system replacement objectives aligning with DCF goals is provided below.

The ACCESS Florida System replacement will help Floridians move to empowerment. With the system changes, the Department will:

- Provide mobile and self-service capabilities to applicants and recipients.
- Reduce opportunities for fraud and abuse by improved privacy and confidentiality controls, enhanced technology, data sharing, and data analytics to improve capability for identifying fraud, trafficking, and identity theft prior to disposition.
- Provide access to comprehensive data for complete and accurate trend analysis and statistical reporting, using a data warehouse.
- Consolidate systems to support easy access to information.
- Implement a system that speeds decision-making and maximizes automation.
- Collaborate with other state agencies to cohesively offer ESS programs and services to Floridians.

The ACCESS Florida System replacement will seek partnerships that promote local programs designed to strengthen families. With the system changes, the Department will:

- Make it easier for partners to navigate, enabling them to help customers provide all necessary information, thus speeding eligibility decisions and accuracy as well as other assistance.
- Allow for additional DCF personnel hours to be allocated to coordinate with workforce and self-sufficiency programs.
- Maintain a master client index which will improve the enterprise system of care by removing the silo

approach to helping customers.
- Enhance ability to interface with social service programs across the state, linking customers to these critical services.
- Make it easier for applicants and recipients to navigate and understand the system, enabling them to provide all information needed, and speeding eligibility decisions and accuracy.

The ACCESS Florida System modernization will apply proven best practices and employ state-of-the-art technology to maximize efficiencies and outcomes. With the system changes, the Department will:

- Implement a system that continues to fully comply with state and federal laws, regulations, and be able to adapt to changing policy landscapes quickly with less expense.
- Improve internal and external security via MARS-E compliance.
- Fully maximize the enhanced federal matching funds.
- Standardize and maximize business process and tools to achieve efficiencies and leverage capacity to keep pace with the persistent caseload.
- Empower front-line staff by providing immediate access to data to support decision-making processes.
- Develop enhanced report customization capabilities.
- Provide automated data population and cascading of data between input screens to improve productivity and benefit accuracy.
- Implement a system that efficiently interfaces with federal databases and partner agencies to obtain and share data needed to better serve customers, determine benefit eligibility, provide verification, and reduce attempted fraud.
- Provide simultaneous access to data among various users.
- Implement a case management system to store data on applicants, recipients, and benefits, including data needed for federal reports.
- Automate the resource assignments and re-assignments for required work based on the process flow.
- Prioritize alerts to bring important items to the worker's attention.
- Enhance accountability for staff as they monitor their assigned work and through management as they monitor assignments and productivity of operations.
- Eliminate duplicative data entry between disparate systems or within the same system.
- Support staff training to meet desired skill levels.

Performance Measures

The Department uses a robust set of measures to assess the level of performance of its business processes specific to public assistance. A list of the ESS performance measures is shown below in. These measures are monitored daily, and various stakeholders receive monthly, quarterly, and annually reports. In addition to the Performance Measures listed in the table below, other measures used to determine the effectiveness of the project can be found in **Section IV: Success Criteria**.

Number	Performance Measure
ES103	Percent of refugee assistance cases accurately closed at 12 months or less
ES104	Number of refugee cases closed
ES105	Percent of all applications for assistance processed within time standards
ES106	Total number of applications processed
ES107	Percent of food assistance benefits determined accurately
ES108	Percent of cash assistance benefits determined accurately
ES110	Percent of suspected fraud cases referred that result in front-end fraud prevention savings
ES111	Dollars collected through Benefit Recovery
ES112	Number of fraud prevention investigations completed
ES114	Percent of Optional State Supplementation (OSS) applications processed within time standards

ES115	Number of applications processed for OSS payments
ES119	Number of cash assistance participants referred to the Regional Workforce Development Boards
ES219	Percent of food assistance applications processed within 30 days
ES223	Percent of welfare transition sanctions referred by the Regional Workforce Development Boards executed within 10 days
ES305	Number of cash assistance applications
ES362	Number of refugee cases
ES369	Return on investment from fraud prevention / benefit recovery
ES678	Percent of 2-Parent TANF customers participating in work or work-related activities (2-Parent TANF Participation Rate)
ES733	Percentage of food assistance applications processed within 7 days (expedited)
ES4040	Percent of unemployed active caseload placed in employment
ES5087	Percent receiving a diversion payment / service that remain off cash assistance for 12 months
ES5088	Percent of All Family TANF customers participating in work or work-related activities (All Family TANF Participation Rate)
ES5089	Percent of work able food assistance customers participating in work or work- related activities

Exhibit III-4: Economic Self-Sufficiency Performance Measures

B. Baseline Analysis

1. Current Business Process(es)

To begin the process of determining eligibility for ESS services, Floridians in need must apply for benefits. DCF offers several ways to submit an application, including online, paper, and telephonic. Currently, DCF receives 90% of public benefit applications online through the MyACCESS Customer Portal. The following **Exhibit III-5: Customer Application Process** is intended to provide an overview of the methods and resources available to applicants/recipients as they apply for benefits.

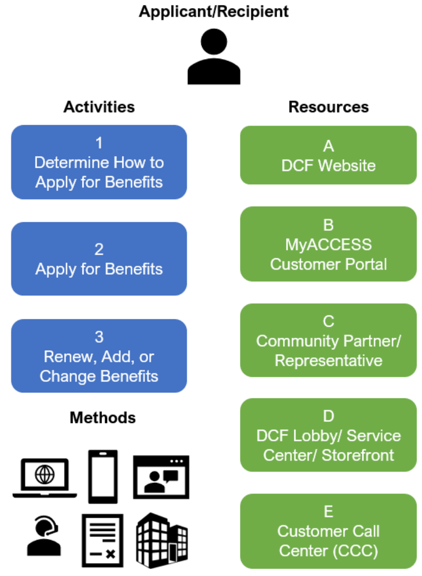


Exhibit III-5: Customer Application Process

The Customer Application Process describes in further detail, each way a potential applicant/recipient can apply for services. DCF understands that to truly reach all those in need, eligibility applications must be available through an assortment of resources and in a variety of methods.

Customer Application Process Narrative			
Index	**Type**	**Label**	**Activity Description**
1	Activity	Determine How to Apply for Benefits	The applicant/recipient determines how to apply for food, cash, and/or medical assistance. The resources available to the applicant/recipient include the DCF Website, MyACCESS Customer Portal, Community Partners/Representatives, DCF Lobbies/Service Centers/Storefronts, and the Customer Call Center (CCC).
2	Activity	Apply for Benefits	On the MyACCESS Customer Portal, a new or returning applicant/recipient may access and complete an online application, or the applicant/recipient may download a paper application to complete. Additionally, Community Partners/Representatives, DCF Lobbies/Service Centers/Storefronts, and the Customer Call Center (CCC) can assist applicants/recipients thru the Customer Portal.
3	Activity	Renew, Add, or Change Benefits	The applicant/recipient may access and complete a pre-populated online application for redetermination or to add/change benefits through their MyACCESS Customer Portal account. Additionally, Community Partners/Representatives, DCF Lobbies/Service Centers/Storefronts, and the Customer Call Center (CCC) can assist applicants/recipients thru the Customer Portal.
A	Resource	DCF Website	Website with program information, an anonymous pre-screener, and links to other resources including the online or paper application.
B	Resource	MyACCESS Customer Portal	Website with program information, an anonymous pre-screener, online application, account creation, pre-populated online renewal, pre-populated add/change benefits application, case management, document upload, notice history, and more.
C	Resource	Community Partner/Representative	Approved Community Partners/Representatives assist applicants/recipients complete online or paper applications.
D	Resource	DCF Lobby/Service Center/Storefront	DCF Lobbies/Service Centers/Storefronts assist applicants/recipients complete online or paper applications.
E	Resource	Customer Call Center (CCC)	Applicants/recipients may contact the DCF CCC to request a paper application be sent to their address or apply for benefits via phone. Completed paper applications may be faxed for processing.

Exhibit III-6: Customer Application Process Narrative

Once an application is submitted, a number of processes take place within the Department, some involving multiple external and internal stakeholders. **Exhibit III-7** contains an overview of current business processes taking place within the ACCESS Florida System's Program service delivery model, along with additional activities that support these business processes.

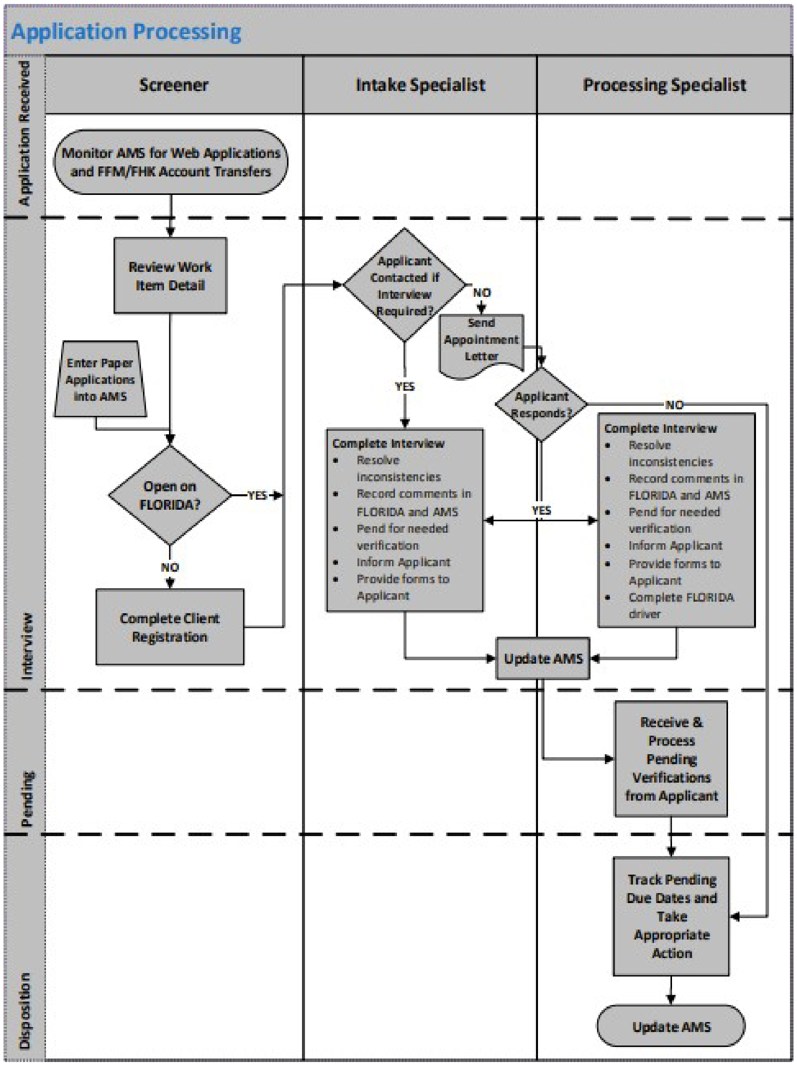


Exhibit III-7: Internal Application Processing

Eligibility Processing:

- **Application/Redetermination Processing:** Staff use a combination of the "ACCESS Summary" a copy of the customer's web application, ACCESS Management System (AMS), the FLORIDA mainframe systems, SAVE, DAVE, SOLQ, Worker Portal (Document Imaging), ACCESS Onlines, CCIS, NAC, eDRS, PARIS, and/or Vital Statistics database to determine program eligibility and benefit level.
- **Account Transfers and Interfaces:** This module allows DCF to exchange information with Federal, State, and third-party agencies via real-time web services and file transfer protocol (FTP) batch processes. In addition to the existing batch interfaces, DCF has developed/configured a number of real-time verification services as part of the Affordable Care Act (ACA) implementation. The verification services include Federal Data Service Hub (FDSH) for verification services, State Wage Information Collection Agency (SWICA) to verify state income, AHCA to receive minimum essential coverage (MEC) enrollment data and initiate medical service delivery, FSFN to verify children within or aged out of foster care, Florida Healthy Kids or Federally Facilitated Marketplace for applications from individuals not determined eligible for Medicaid, Children's Medical Services Network (CMSN) for the determination of clinical eligibility based on applicant/customer input, and the Florida Department of Health.

Customer Call Center (CCC):

- **Customer Call Center:** Call Centers are one of a customer's primary point of contact with ESS staff. Call

Center staff provide program information, receive and process reported changes and provide customers with information on their cases. There are several additional tools available to customers with case information without the need to speak with a call agent. The Interactive Voice Response (IVR), an automated telephonic triaging tool, is critical to managing customer contacts by providing customers with both general and case level information. This often eliminates the need to speak to an agent. The MyACCESS account and online case management tool provides customers the ability to obtain information on the status of their application, check for appointments and outstanding document requirements, report changes, and view copies of notices. Additionally, chatbot technology provides customers scripted responses to frequently asked questions.

Case Maintenance Units:

- **Case Maintenance:** Case Maintenance staff use the ACCESS Florida System to review, evaluate, and process data exchanges received from a variety of federal and state partners and to determine ongoing eligibility for benefits. They process bills received from providers, such as hospitals and pharmacies for customers on share of cost Medicaid. Case Maintenance staff also completes changes such as adding newborns or removing children who have aged out. They also must access several systems to determine the customer's eligibility. Additionally, Case Maintenance staff process non-automated changes reported online through the customer's MyACCESS account.

DCF Lobbies:

- **Customer Service Centers/Storefronts:** Customers are provided the opportunity to self-serve in these centers or storefronts. They can apply for benefits or access their accounts, scan documents to the mail scan center, copy documents, or speak to a representative. Lobbies are generally staffed with clerical staff with professional staff oversight.
- **DCF Lobbies:** Customers can utilize the self-service area at any local ACCESS Service Center location statewide in which they can apply for benefits, register for MyACCESS account, and check the status of their case.
- **Community Partner Management:** Staff engages and works with numerous local, community-based partners that provide alternative lobbies for those in need of ESS services to apply for and receive assistance.

Virtual Intake Units (VIU):

- **VIU:** VIU staff located in all six regions answer and conduct incoming eligibility interview calls routed from the IVR and generate pending letters when necessary. VIU staff use multiple systems including FLORIDA, ACCESS Summary, and DAVID to assist them in obtaining the most accurate information during the interview.

Supporting Activities:

- **Appeals:** The Office of Appeal Hearings is an impartial arbiter that, upon request, will evaluate the merits of a customer complaint, determine if an administrative disqualification should be imposed, and issue a binding decision on the Department's action or fraud investigation results.
- **Self-Service Portal:** Customers use their MyACCESS Customer Poral account to submit requests for assistance or changes online. The application or change is routed to intake and processing staff based on zip code and the type of assistance requested.
- **Benefit Issuance:** Food and cash assistance benefits are issued electronically via the EBT System. Medicaid services are provided via a Medicaid Gold Card issued by AHCA using eligibility data received by the ACCESS Florida System in the Department's Florida Medicaid Management Information System (FMMIS).
- **Public Benefits Integrity (PBI):** The Public Benefit Investigations (PBI) Program is responsible for the detection and prevention of public assistance fraud. PBI staff provides oversight for fraudulent activities in the public assistance programs by investigating cases prior to approval and monitoring active cases to ensure the proper receipt of benefits. Working in tandem with ESS eligibility staff, PBI scrutinizes areas in which the Department is vulnerable to fraud (internal or external), as well as provides solutions to minimize

departmental exposure. The Benefit Recovery (BR) Program establishes overpayments for collection. PBI works with the Division of Public Assistance Fraud (DPAF) to identify and prosecute individuals receiving benefits fraudulently and are responsible for recovering benefits paid in error. Quality Management (QM) staff review casework to ensure the accuracy of staff processing and decisions, then work with regional staff to identify errors and correct actions for continual program performance improvement.

- **Data Archiving:** A database for individuals in the system has grown larger over the years. The normal database-partitioning scheme has outgrown and required the applications group to develop and implement a data archiving process. In this process, data segments associated with an individual that meet a certain set of criteria are offloaded into an archive database. If an online transaction needs to call up data segments that have been archived, a message is returned to the worker onscreen and instructs the worker to request the individual's data segments to be restored from archive. The restore process then makes the data segments recopied back under the individual's online database record overnight. This process is run by batch on a regular basis.
- **Document Imaging:** The Department went paperless in 2007. The Document Imaging module is used by staff to collect, index and file documents required for eligibility determinations.
- **Notices:** The notice module of the ACCESS Florida System generates notices to customers providing information on actions taken by the Department regarding their eligibility. Clients can opt to receive notices electronically via their MyACCESS account, which provides rapid information transmission to the customer and savings to the Department via a reduction in printing, postage, and mailing costs.

Within each of the business processes there are varying degrees of performance, operations, and/or fiscal issues that present requirements to be addressed by DCF. **Exhibit III-8: Current Business Process Issues and Category Mapping** shown below identifies these issues for each process listed and organizes processes into four categories outlined within **Section III.A.1**. These processes will be updated periodically but are provided below to demonstrate the approach that will be taken to document alignment of business processes and the recommended technology solution.

Current Business Process	Specific performance, operational and/or fiscal issues that need to be addressed	Impacts:			
Interfaces	1. Volume of data exchange hits; workers are not able to consistently take action on this huge volume. 2. Eliminate redundant data exchanges (For example: once a social security number (SSN) has been verified, and there is no demographic change, there is no need to check for SSN again). 3. Some information is automatically updated within a case; however, more of this is required for efficiency and accuracy. 4. Integrated real time data exchanges as part of the case process will position the Department in a proactive approach.	✓	✓	✓	
Self-Service Portal	1. Insufficient communication from the system regarding what documents have been received and what is missing results in customer calls to the CCC. 2. Clients submit duplicate verification documents through the document imaging system.	✓	✓	✓	
Application/ Redetermination Processing	1. Staff must access and view verification documentation in a separate Document Imaging application and enter data from the verification documents into the appropriate fields within the FLORIDA screens. 2. Interview Clerks perform tasks which can be automated or streamlined.	✓	✓	✓	
Public Benefits Integrity	1. Need to implement a holistic, simplified, automated approach to fraud reduction and detection; and an increase in the accuracy of cases referred to Administrative Hearings (ADH) and SAO. 2. DCF needs to receive any modification to the overpayment amounts for the case from DPAF so that the recovery can be pursued accurately. 3. Workflow automation and further integration is needed to better prosecute public assistance fraud claims with the Division of Public Assistance Fraud.	✓	✓	✓	

Current Business Process	Specific performance, operational and/or fiscal issues that need to be addressed	Impacts: Business Functionality	Impacts: Information and Data	Impacts: Architecture	Impacts: Support & Maintenance
Customer Call Center	1. The CCC's IVR does not have the ability to provide real-time data to clients. Because of a 24-hour lag, these calls are forwarded by the IVR to CCC agents.	✓	✓		
Case Maintenance	1. Data exchanges received are not all automatically processed. Worker intervention is needed, and volume is significant.	✓	✓		
Data Archiving	1. Data has been stored since beginning of the FLORIDA system. 2. There is a need to create a comprehensive archive/purge strategy for all systems.		✓	✓	✓
Document Imaging	1. Staff are required to use a separate system for document indexing. 2. There is a need to allow customers to upload documents with their application by document type to reduce delays and manual indexing. 3. Provide clear instructions to clients regarding documentation submission to mitigate duplicate permanent record documents.	✓	✓		
Notices	1. Staff are required to manually generate notices for applications and reviews that require additional information to verify eligibility criteria. 2. Provide the flexibility for notices to be changed with minimal effort and limited costs.	✓		✓	
Quality Management	1. There is a need to provide the ability to maintain staff performance evaluation information and include staff-related statistics or information currently obtained only through data reports. 2. In annual performance reviews, performance evaluators have to manually review reports and look for information pertinent to the staff member being evaluated. 3. Currently QMS is an independent system, data is transferred between systems (AMS to QMS); may need to be integrated in to one system to gain efficiencies.	✓	✓		

= Business Functionality = Information and Data = Architecture = Support & Maintenance

Exhibit III-8: Current Business Process Issues and Category Mapping

1. *Stakeholders*

It is important to identify stakeholders to determine a baseline impact on the organization and connected entities. The Project Management Institute (PMI) defines a stakeholder as "anyone who may be positively or negatively impacted by the project." **Exhibit II-9: Business Process Stakeholder Groups** below lists the project's stakeholders that have been identified to date, as well as a summarization of how each will be affected by, or will participate in, the ACCESS Florida System replacement.

Business Process Stakeholder Groups	
Stakeholder	**How affected and/or how group will participate**
Florida Department of Children and Families (DCF)	DCF operates multiple programs who serve common customers and therefore all programs and operations housed within the Department are considered stakeholders. Internal stakeholders include: • Executive Leadership • ESS Programs • Legislative Affairs • Office of Appeal Hearings • Care Navigators • Office of Child Welfare (OCW) • Office of Substance Abuse and Mental Health (SAMH) • Homelessness • Child Protective Investigators (CPIs) • Refugee Assistance • Office of Adult Protective Services • Information Technology Services • DCF Training • DCF Communications
Public Assistance Applicants and/or Recipients	Any individual who uses ACCESS services to apply for benefits or who currently receives benefits.
General Public	A general body of people within the Florida community. The general public can access information regarding Department services, including ACCESS services, through the Department's internet site.
Florida Agency for Health Care Administration (AHCA)	AHCA, as the State Medicaid Agency, receives Medicaid eligibility information from the current system through an interface with FMMIS.
Florida Department of Health (DOH)	DOH, as the state agency responsible for disability determinations, provides information in the public assistance eligibility cases where disability is a factor.
Florida Department of Financial Services (DFS) - Division of Public Assistance Fraud (DPAF)	DPAF safeguards the public and businesses in Florida against acts of public assistance fraud by enforcing federal and state criminal laws in relation to customer eligibility and misuse of public assistance. The division investigates cases of benefit overpayments where fraud is thought to have occurred and works with the Attorney General's office and Florida State Attorney offices to prosecute those cases when evidence indicates criminal intent.
Florida Department of Revenue (DOR)	DOR manages the State's Child Support Enforcement Program. Child support is a determining factor in the public assistance eligibility process.
Florida Department of Commerce (FloridaCommerce) (formerly Department of Economic Opportunity/DEO)	FloridaCommerce provides mandatory work activities and employment programs for select groups of food and cash assistance recipients. FloridaCommerce also functions as a community partner in the ACCESS network. FloridaCommerce is also the purveyor of unemployment compensation data through its CONNECT system. DCF uses this data for verification purposes in its eligibility process.
Florida Healthy Kids Corporation (FHKC)	FHKC administers the Title XXI portion of the Children's Health Insurance Plan (CHIP). FHKC exchanges information on CHIP applicants to ensure that children who are not eligible for Title XXI CHIP are reviewed for Medicaid eligibility by DCF.
Florida Department of Corrections (DOC)	DOC operates in partnership with DCF to suspend benefits when a person enters the DOC State Prison System. The data provided also prevents incarcerated individual identities from being fraudulently used to apply for assistance.

Other State Agencies	Other agencies within the State of Florida that interact and/or are affected by the ESS Program include: • Florida Department of Elder Affairs (DOEA) • Florida Agency for Persons with Disabilities (APD) • Florida Department of Law Enforcement (FDLE) • Florida Office of the Attorney General (OAG) • Florida Public Service Commission (PSC) • Florida Division of Early Learning (DEL) • Florida Department of Agriculture and Consumer Services (FDACS) • Florida Department of Education (DOE) • Florida Lottery • Florida Department of Highway Safety and Motor Vehicles (DHSMV) • Clerk of Courts • Auditor General
Northwest Regional Data Center (NWRDC)	NWRDC provides utility computing services to the Department. The center maintains a 24x7x365, Tier II data center operation with redundant power, back-up generators, redundant network connections, and managed services for ACCESS Florida System, along with providing offsite disaster recovery services for the system.
Community Partner Network (CPN)	The 2,400 local, community-based organizations who assist Floridians in applying for benefit assistance.
Contracted Services	Third party vendors contract for various ESS related services. Examples of service contractors include: • Notice provider • Asset verification provider • Identity verification provider • EBT service provider • Maintenance & Operations (M&O) provider • Benefit recovery collections provider
Other States	Other states share data via interstate data matching services to identify customers receiving public assistance in multiple states in order to prevent fraudulent duplicate participation. Examples of data interfaces include: • National Accuracy Clearinghouse (NAC) • Public Assistance Reporting Information System (PARIS)
Florida Legislature	The Legislature has exclusive authority to determine statute and adopt the budget for state government activities.
Executive Office of the Governor (EOG)	As the leader of the State of Florida, the Executive Office of the Governor directs the executive branch in all functionalities under its purview.
United States Department of Agriculture (USDA) - Food and Nutrition Services (FNS), USDA Office of Inspector General	The federal grantor agency responsible for administering the SNAP Program.
United States Department of Health and Human Services (HHS): Center for Medicaid and Medicare (CMS), HHS Administration for Children and Families (ACF)	The federal agency responsible for administering the TANF and Refugee Cash and Medical Assistance Programs through ACF, and the Medicaid Program through CMS.

Other Federal Agencies	Other Federal Agencies have an impact on the ACCESS Florida System and provide a source of data used in determinations. They include: • Social Security Administration (SSA) • Internal Revenue Service (IRS) • Department of Defense (DoD) • Department of Treasury • Department of Justice (DOJ) • Department of Homeland Security (DHS) • Department of Labor (DOL) • Office of Child Support Enforcement (OCSE)

Exhibit III-9: Business Process Stakeholder Groups

2. Services Supported

The primary assistance categories and the detailed functioning components that assist customers in need are outlined in the narrative of **Exhibit III-10: ESS Service Area Descriptions** below.

ESS Services	
Category	**Description/Programs**
Medical Assistance	**Medicaid** provides medical coverage to low-income individuals and families who meet the technical, income and asset requirements of the program. The Department determines Medicaid eligibility and AHCA administers Medicaid services. ESS determines Medicaid eligibility for: • Parents and caretaker relatives of children, • Children only, • Pregnant women, • Former foster care individuals, • Non-citizens with medical emergencies, and • Aged and/or disabled individuals not currently receiving Supplemental Security Income (SSI).
Food Assistance	**SNAP** helps low-income individuals and families who meet the technical and income requirements of the program to buy the food they need for good health. The Disaster SNAP Program (DSNAP) offers emergency food benefits to victims of hurricanes or other types of disasters. **SNAP Employment and Training (E&T)** is jointly administered by DCF and the Department of Economic Opportunity (DEO) and CareerSource Florida, Inc. Florida's SNAP E&T Program is designed to assist Able- Bodied Adults Without Dependents (ABAWDs) in gaining skills, training, and/or work experience that will increase their ability to obtain regular employment that leads to economic self-sufficiency. DCF determines ABAWD status and refers these recipients to DEO for engagement. Data is exchanged between both agencies to facilitate the program.
Cash Assistance	**TANF** provides cash assistance to families with children under the age of 18 or under the age of 19 if full time secondary school students, who meet the technical, income, and asset requirements. The program helps families become self-supporting by assisting in the payment of rent, utilities, and other household expenses through the temporary cash assistance grant. It also provides cash assistance to **Non-Relative/Relative Caregivers** who have custody of a non-related/related child placed with them by the courts as an alternative to foster care. Additionally, **Optional State Supplementation (OSS)** provides payments to supplement the income of indigent elderly or disabled individuals who reside in community-based alternative living environments.
Refugee Assistance	**RAP** provides short-term (twelve months) cash and medical benefits to newly arrived refugees who are not eligible for TANF cash assistance and/or Medicaid.

Exhibit III-10: ESS Service Area Descriptions

2. Assumptions and Constraints

The assumptions and constraints that follow were developed regarding the ACCESS Florida System modernization effort.

Assumptions

The following assumptions are statements about the project or its environment that are taken to be true and, accordingly, are factored into DCF's plans and analysis for the project.

- The replacement system will achieve DCF's desire to increase process effectiveness and reduce manual steps that rely on the use of ad-hoc tools and processes.
- Any gains in operational efficiency that the Department realizes through these efforts will be used to allocate additional resources to value-added activities, including managing the persistently sustained caseload, reducing the occurrence of fraudulent claims, and improving customer service levels.
- A suitable architecture model exists to facilitate rapid and scalable deployment of the technical and functional initiatives outlined in the solution.
- DCF will employ the Organizational Change Management (OCM) activities required to implement the recommended solution in the most successful fashion.
- Best practices for IT project management will be followed and the project team will be adequately staffed to accomplish the project's deliverables, milestones, and infrastructure, manage user involvement, ensure proper testing, produce necessary project planning documents, project status reporting and complete other project management tasks.
- The system will invest in building data interfaces with other agencies/departments rather than re-create the storage of duplicate data.
- Data migration from multiple legacy systems will be required.
- Labor rates for contracted staff are assumed to be in accordance with the IT consulting State Term Contract for staff augmentation and comparable to similar projects recently undertaken by other Florida State Agencies.
- The solution will comply with all requirements of the Americans with Disabilities Act (ADA).
- Each fiscal year, upon release of continuation funding for the modernization project, DCF will procure resources and vendors for scoped integration work and IV&V services.

Constraints

Constraints are identified factors that will limit the project management team's options and affect the progress or success of the project.

- Project funding is appropriated annually and may be subject to periodic releases throughout the year, depending upon suitable schedule and cost performance.
- Approval by either the EOG (in consultation with the Legislature) or the Legislative Budget Commission (LBC) may be required before any appropriated funds are made available to the Department.
- All schedules depend on the continual availability and authority of appropriated funds.
- Information requests from external oversight agencies and partners can be time consuming to produce and can affect the project's timeline.
- State and/or federal statutory changes, changes in administrative rules, and DCF policy changes could affect the project.
- The software tools supporting desired capabilities will be determined based on the solution by the system integration vendor.
- The CMS security and privacy control framework must be maintained.
- Stakeholder involvement with and understanding of the project will be time-consuming.

C. Proposed Business Process Requirements

1. Proposed Business Process Requirements

In the evaluation of alternative solutions for this project, a partial system modernization solution was considered against a complete modernization solution. While partial modernization would be expected to result in reduced scope, shorter implementation time, lower cost and reduced project risk, a partial approach would not resolve the overarching technical infrastructure challenges that limit and constrain the Department's ability to meet essential business process requirements in the current market environment and into the foreseeable future. Under a partial solution, priority would be assigned to delivering maximum business value rather than migrating from the mainframe architecture. New modules would require some degree of COBOL programming to be "backward compatible" to the old mainframe and then rewritten once transitioned off the mainframe.

A complete modernization solution would include full migration of the FLORIDA mainframe to a new system platform that meets the Department's business objectives for a more integrated service delivery model that is customer-centered, outcome-driven, and less costly to maintain. For these reasons, a complete system modernization solution is preferred and recommended over a partial solution.

Business process requirements for the recommended solution are illustrated and described more fully in the subsections below.

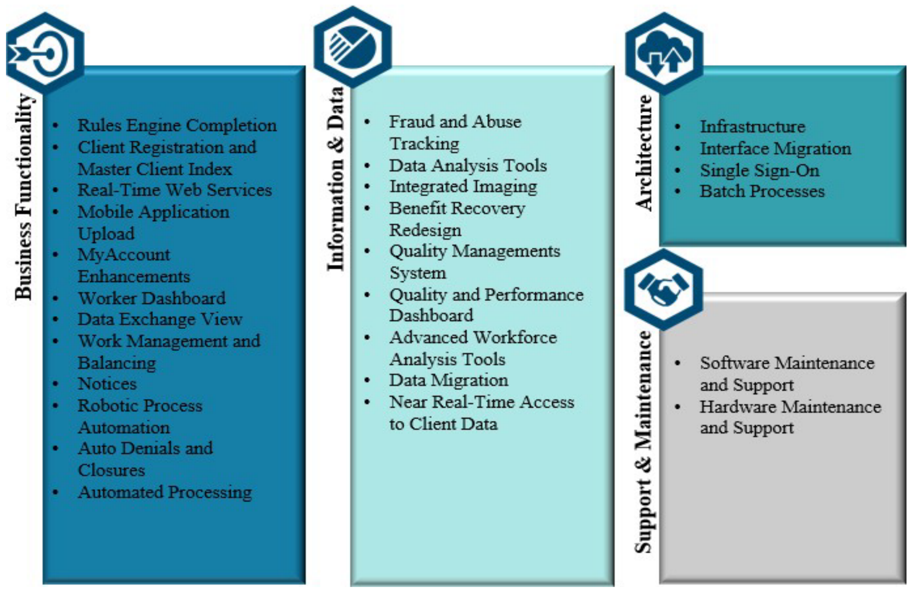


Exhibit III-11: System Initiatives

The following sections provide an overview of the business process requirements the system initiatives would support. These high-level requirements are a starting point for a more detailed requirements gathering and elaboration which will be conducted during the Definition Phase of the project.

a) Business Functionality

The business functionality system initiatives (above) involve the addition or improvement of system functionality across several related business areas that are critical to the administration of Florida's ESS Program. This is including, but not limited to intake, eligibility verification and determination, customer communications and relationship management, work management, and fraud and abuse prevention. The business process requirements for these initiatives are described below.

- **Rules Engine Completion:** The system initiative will migrate the eligibility rules for food and cash assistance programs from Florida to the ACCESS Florida System business rules engine so that all ESS Program eligibility rules will reside in and leverage the business rules engine that was implemented with the MES Project. The solution will also migrate Eligibility Determination and Benefit Issuance system functionality into a new worker portal application to support those business processes. The rules engine will also score incoming applications using a set of proven error and fraud prone profiles so that high risk applications can be assigned to specialized investigative skilled staff. In general, any business rules currently implemented outside of the rules engine will be moved to the rules engine.
- **Client Registration and Master Client Index:** The system initiative will consolidate and strengthen the front-end client registration and clearance process on an enterprise level. This ingenuity will streamline the intake functionality, improve worker application processing productivity, and help reduce fraud.
- **Real-Time Web Services:** The system initiative will provide workers with instant and automated access to customer verification data tracked by external agencies to increase worker productivity, improve application processing accuracy and timeliness, prevent identity theft and fraud, and speed customer access

to services and benefits. Web services would be established with a variety of partners, internal and third party. For example, information that is entered into the current ACCESS Florida System by DCF employees is not immediately available to everyone internally. This is because nightly batch processing is used to share information between the subsystems of ACCESS Florida System. In addition, the information that is shared and retrieved between DCF and its external partners such as other state agencies is also delayed by batch processing. The implementation of webservices will make the transfer of information seamless and immediate.

- **Mobile Application Upload:** The system initiative will provide DCF clients the ability to register and file for benefits using an application on a mobile device. This application would be a mobile-optimized version of "MyACCESS Account" Self-Service Portal which will allow clients the ability to capture, upload, and index images of verification documents, and the ability to use location services to find the nearest referral services, all without any assistance from the Department. Mobile devices have become an indispensable tool in the lives of many Americans. In alignment with this societal trend, this initiative promotes the use of mobile devices when interacting with clients.
- **MyACCESS Account Enhancements:** The system initiative will provide increased customer self-service options including maximizing the use of electronic notifications, will allow customers to perform page-by-page indexing of documents by individual and document type, preview submitted documents, view the processing status of each submitted document, view the current status of their application, and receive direct communication from the worker and/or engage in real-time chat on pending verifications and what specific information is needed from the customer to complete processing. In addition, this initiative will allow customers to request an EBT card without Department assistance and include enhanced customer security via multi-factor authentication allowing Florida to continue its status as a leader in security initiatives surrounding fraud prevention and increase its current Benefit Investigations cost avoidance and savings.
- **Worker Dashboard:** The Worker Dashboard system initiative will provide workers with a summarized view of work items that they are responsible for to intelligently track, display, and prioritize work items based on business needs. Currently, workers must sign into approximately 15 screens to complete assignments. Work items to be included are assignments, work in progress, appointments, incoming images, and alerts. The Worker Dashboard will also enable supervisors and administrators to access and monitor the same information for their respective areas of responsibility at the worker, unit, or administration level.
- **Data Exchange View:** The Data Exchange View system initiative would automate searches with third party systems to verify applicant citizenship status, income, assets, and other relevant information. This information would then be consolidated into a user-friendly format that can be easily accessed during application processing and during claim determination to recover overpaid benefits due to error or fraud.
- **Work Management and Balancing:** The system initiative will automate the balancing and distribution of workload across the State based on pre-defined criteria, including work levels, without requiring supervisor or administrator intervention. This functionality would dynamically throttle and configure the routing of incoming work items to administrative units and balance the load across regions and circuits so that statewide capacity is fully utilized, resources are optimized and virtual, and output is maximized, even and especially in the event of a disaster.
- **Notices:** The system initiative will allow detailed notices to customers and simplify the process of creating and modifying customer notices which will dramatically reduce the associated costs through the implementation of configurable, on demand notices. This initiative will also maximize the use of electronic notifications.
- **Robotic Process Automation:** The system initiative will enhance and secure automated processing of client applications for benefits to maintain benefit accuracy and integrity, improve application processing productivity, and keep historic records for on demand reporting.
- **Auto Denials and Closures:** The system initiative will automatically deny or close client applications based on predefined criteria without requiring worker intervention in order to enhance benefit accuracy and integrity, and workload associated with performing these case actions.
- **Automated Processing:** The system initiative will consolidate and streamline the data entry process for new applications, renewals, and changes to improve worker productivity via automatic data population and identification of conflicting existing customer data.

b) *Information and Data*

Like all health and human services enterprises, rapid access to high quality data is critical to the integrity, efficient and effective operation of the Department's business model. As such, the Department requires a modern approach to data management so that the information needed for business processes and reporting is available, accurate, and provides internal as well as external stakeholders with reliable data. The initiatives included in this area involve the integration of data that is currently maintained in separate databases and the creation of performance dashboards. The business process requirements for the information and data system initiatives are described below.

- **Fraud and Abuse Tracking:** The system initiative will support the Public Benefits Integrity Program workflows encompassing the entire lifecycle of fraud and abuse referrals, including flagging fraud-prone profiles to help identify and stop fraud before benefits are approved. It would enable case management functions, through the comprehensive identification, capture, tracking, and monitoring of complaints, referrals, investigations, claims, and disposition/outcomes, and the automated generation of alerts when action is needed. The solution will provide workers with the information needed to more efficiently process referrals, including access to multi-state data matches, to accelerate decision-making to prevent fraud and issuance of benefits, and to establish the foundation for future data analysis. It also would enable the Department to retire the current ACCESS Online System and reduce associated operations and maintenance costs.
- **Data Analytics Tools:** The system initiative will provide functionality to analyze current and historical program and customer data to identify trends and underlying factors related to fraud, waste, and abuse. The solution will provide the tools to enable the Department to search, understand, and triage data, detect potential fraud, and misuse of benefits, and improve decision making for workers, supervisors, administrators, and management in an improved manner.
- **Integrated Imaging:** The system initiative will streamline the Department's mail and scan operations and business processes by automating the indexing of documents submitted by customers with state-of-the-art encoding technology, smart forms, and automating the routing of customer documents to workers through predefined workflow criteria. The imaging solution will be integrated with the worker portal to provide staff with seamless access to customer documents directly through the Worker Dashboard and other worker portal screens.
- **Benefit Recovery Redesign:** The system initiative will support the Department's compliance with federal guidelines and benefit recovery business processes within the worker portal to provide enhanced visibility to data exchanges and alerts, and improve workflow management, enabling the Department to retire the currently fragile Benefit Recovery System, reduce operations and maintenance costs, increase productivity, and reduce the Benefit Recovery backlog. In the past few years, the Benefit Recovery Program has undergone a 40% reduction in staff, business process redesign, and changes in federal policies, yet the system has not kept up with these changes. Manual "workarounds" have become a permanent part of Benefit Recovery processes, limiting the type of productivity increases needed to address the workload. Large portions of Benefit Recovery functionality were retained in the FLORIDA system, requiring repeated reconciliations, manual processes, and alerts to notify IT when the interface between FLORIDA and IBRS fails.
- **Quality Management System:** The system initiative will integrate and support the ESS Program's quality management (QM) within the new worker portal, including the ability to generate random samples of cases for review, read case records, identify error-prone areas, and compile QM data and results.
- **Quality Control System:** The system initiative will enhance automation of federally mandated quality control (QC) business processes, including auto-population of review findings.
- **Quality and Performance Dashboard:** The system initiative will provide an overview of the ESS Program's performance, quality rating, and an organizational score card to enable the Department to better manage, monitor, and optimize critical business processes and activities using metrics of business performance that support data driven decision making. The solution would also trigger alerts when a problem arises and provide tools to analyze the root cause of the problem by exploring relevant and timely information from multiple perspectives and at various levels of detail.
- **Advanced Workforce Analysis Tools:** The system initiative will provide easier access to workforce data and an advanced set of data analysis tools and metrics that allows for comprehensive workforce performance measurement and productivity improvements. The solution would support decision-making around planning and forecasting for employment needs and labor cost avoidance, including overtime costs,

and enable the identification of inefficiencies that can be addressed through staff training and process improvements.

- **Data Migration:** The system initiative will include data cleanup activities conducted jointly with DCF and appropriate vendor staff, and migration of ESS Program data and processing from all databases including the hierarchical IMS database to improve data access and reduce operations and maintenance costs.
- **Real to Near Real-time Access to Client Data:** The system initiative will provide workers and customers with real or near real-time access to customer data via the worker portal and MyACCESS Account. This functionality would replace the nightly Florida Operational Data Store (FLODS) batch extract containing day-old account information that customers and workers currently receive and rely on to ensure more timely and accurate eligibility determination.

c) *Architecture*

Over time, a multitude of sub-systems and applications have been added on to the legacy system to support the Department's evolving business needs. As a result, the ACCESS Florida System has become overly complex and increasingly inflexible. The initiatives included in this area involve replacement and consolidation of servers and a new system infrastructure to better align with and support the Department's business processes today and well into the future. The business process requirements for these three architecture system initiatives are described below.

- **Infrastructure Upgrade:** The system modernization solution will establish a consolidated, scalable on demand, modern platform residing in the cloud that provides the solid base and flexibility needed to mitigate maintenance and operation costs associated with the legacy mainframe environment. The solution will also better support increased caseloads, facilitate the implementation of future operational efficiencies, allow a more rapid response to future state and federal program changes and constantly evolving challenges related to fraud prevention and detection. From a service perspective, the system solution will help build stronger relationships with customers and enable quicker access to services with improved outcomes.
- **Interfaces Migration:** The system initiative will eliminate the need for data used by the ESS Program's eligibility verification and case maintenance business processes to be transferred between multiple systems by migrating these interfaces to the new system platform. Interfaces that would be migrated include, but are not limited to, the Florida Department of Law Enforcement, Florida Department of Revenue, Florida Department of Corrections, United States Department of Agriculture Food and Nutrition Service, U.S. Internal Revenue Service, U.S. Department of Defense, Center for Medicare and Medicaid, Administration for Children and Families, Florida Lottery, Florida Department of Financial Services, Florida Agency for Health Care Administration, and Electronic Benefits Transfer.
- **Batch Processes:** The system initiative will migrate batch processes from the legacy mainframe to the new system platform. In situations where data availability constraints allow it, batch processes will be transformed into real-time processes.
- **Single Sign-On:** The system initiative will include single sign-on user authentication to eliminate redundancies and administrative burden. Single sign-on allows the user to log in once and access services without re-entering authentication factors.

d) *Support and Maintenance*

The initiatives included in this area involve the activities that are required for the operation and maintenance of the ACCESS Florida System, including but not limited to operating the system, monitoring system performance, fixing defects, testing changes to the system, and performing software maintenance and upgrades. The business process requirements for these two support and maintenance system initiatives are described below.

- **Software Maintenance/Support:** The system initiative will provide the Department with the ability to better manage ongoing software maintenance and support costs.
- **Hardware Maintenance/Support:** The system initiative will provide the Department with the ability to better manage ongoing hardware maintenance and support costs.

2. Business Solution Alternatives

For a complete system modernization project, the implementation and rollout generally fall under one of the two following options:

- **Big bang:** A big bang approach involves planning out all the work and determining all the requirements up front. Required functionality is subsequently implemented, tested, and deployed sequentially. The result is a single deployment and corresponding cutover from the legacy system to the new system. Modifications involving legacy systems are restricted to only those that support data conversion.
- **Phased:** A phased approach breaks the overall modernization effort into a series of releases, with each release including modernized replacement components and legacy updates to interoperate with the new modernized components. As a result, modifications to legacy systems are more extensive with this approach. The scope includes both development and implementation of the new modules as well as migration of data from the legacy system. The result of each release is a full-featured system comprised of more modernized components and fewer legacy components with each subsequent release.

When considering a phased approach, sequencing of module replacements must be carefully examined. Replacing a tightly coupled component in the middle of the overall process flow can result in excessive effort updating dependent legacy components. Sequencing the work with either the front-end components or the back-end components first will minimize this effort. Both variations of a phased approach are summarized below:

- **Front-End First:** This sequencing prioritizes public-facing aspects of the system prior to backend processing. More changes are required to the backend to support this approach. However, it provides more "visible" results sooner and potentially delivers more value to interface end users.
- **Back-End First:** This sequencing prioritizes replacing back-end components first. Changes resulting from modernization are not publicly visible early in the process as a result and can prolong end user value delivery.

As for a project schedule and timeline, a 4-Year and 6-Year timeline were considered. While the 6-Year timeline carries less risk by allowing for additional development and testing time, it would carry greater cost, would leverage fewer federal matching dollars, and would delay realization of full project benefits and return on investment (ROI). However, a 4-Year timeline is too aggressive and requires a greater annual budget approval from the state legislature. Therefore, a 6- Year implementation timeline and project schedule works best.

Additionally, the following selection criteria was considered:

- **Funding Availability:** This effort is expected to be funded with a combination of federal and state funds. Spending authority for these funds is provided incrementally. This incremental nature means that funding may not become available when planned, if at all. Selecting the approach for implementation should consider the potential loss of funding at each increment of funding being made available.
- **Short-Term Business Value:** Recognizing business value in the early stages of a multi-year project is often a consideration for priority. In the short term, this can help justify the purpose of the project and gives early benefits to justify the investment in the project. In some circumstances, this can reduce overall costs by enabling process improvements and improving efficiency before the entire effort has been completed. In other circumstances, prioritizing short-term return can lead to band-aid solutions that don't fully resolve the root of the organization's challenges. When evaluating the Department's current caseload, workload balancing, number of call center inquires, and overall pain points, it became clear that prioritizing customer and worker interfaces were preferred.
- **Long-Term Business Value:** With large multi-year projects, delivering business value over the long-term must be considered as well. These long-term benefits typically represent the major goal of the project, solving the root of the organization's challenges. Often, long term benefits are not obtained due to competing desires for short- term benefits. As a result, long term benefits must be prioritized in many cases at the expense of potential short- term gains. Prioritizing long-term benefits in some circumstances, can set the organization up for better long- term success. In this case, components of the mainframe will be addressed in each year of the roadmap to reduce the dependency incrementally.

3. Rationale for Selection

In conclusion, a phased, complete system modernization, taking a front-end first approach, over 6-Years was selected. The phased, front-end first approach delivers business value in both the short-term and long-term and mitigates the highest risk the Department faces in terms of replacing current infrastructure by including modules of mainframe functionality in each year of the roadmap.

4. Recommended Business Solution

a) Recommended Business Solution

In order to address the primary challenges of DCF's current ACCESS Florida System up-front, namely the relic mainframe and hierarchical database that sit at the center of the system and account for the majority of the cost and complexity, we recommend that the implementation approach the back-end mainframe components first. Under this approach, the order of operations would start with setting up the solution architecture, then begin prioritizing the development of modules to replace mainframe components, and finally, developing the front-end applications and additional non-mainframe back-end solutions to complete the full system replacement and modernization. Each of the software development and implementation activities highlighted in the roadmap includes the full software development life cycle (SDLC), beginning with requirements-gathering and culminating in production deployments.

Following is a summary of the high-level roadmap activities:

- **Management:** The Department has a PMO in place. As part of this modernization effort, the PMO will need to be expanded to encompass all the management and resource planning needed for this project. Given the scale of this undertaking, additional oversight in the form of IV&V (Independent Verification & Validation) and Business Advisory Services are warranted. Additionally, this modernization effort is expected to be transformational for the Department. Moving to cloud hosting, shifting from mainframe technology to a more modern technology stack, and replacing custom modules will require a significant retooling of the workforce from a technical standpoint. To address this, a focused Organizational Change Management process utilizing PMI best practices is required.
- **Infrastructure:** A combination of custom-developed software and COTS packages will be used to provide functionality currently provided by mainframe applications. This in combination with new infrastructure software will incur additional licensing costs. Also, the move to cloud infrastructure will require procuring cloud hosting hardware.

Components of the solution architecture are already in place. The business rules engine has been implemented and needs to be extended for all business rule processing in a centralized fashion. An enterprise service bus and integration layer has been selected and is in the process of being implemented. Additionally, DCF has selected other enterprise platforms, such as an enterprise document management solution, as part of Year 1 activities that contribute to the solution architecture development. This sets the foundation for the modernization project from a technical perspective.

- **Front-End:** Front-end applications include a modernized Customer Portal and mobile application. The components will be modernized early in the roadmap to enhance customer service and introduce a new channel for managing benefits.
- **Mainframe Replacement:** The retirement of mainframe technology will be carried out in two phases. The core phase will replace application processing while the secondary phase will focus on benefit eligibility and issuance processes as well as oversight processes such fraud detection and quality assurance. As modules are replaced, data will need to be converted to a format suitable for the replacement modules. Also, interfaces will need to be developed between legacy and modernized modules to ensure consistent overall operation as well as mitigate any risk resulting from potential loss of funding. This is expected occur throughout the modernization effort after the solution architecture is in place. In addition to the interfaces between modules, integration with systems outside of the Department will need to be maintained as the legacy modules are replaced.
- **Worker Back-End Functionality:** Although implemented in a non-mainframe technology, the worker portal is used for managing the benefit processing cases, including both the workload management and case management components, is tightly coupled with the mainframe applications. As a result, they will need to be modernized along with the mainframe replacement efforts.

As explained above, the recommended solution will adopt the 6-Year implementation plan and project timeline illustrated below in **Exhibit III-12.**

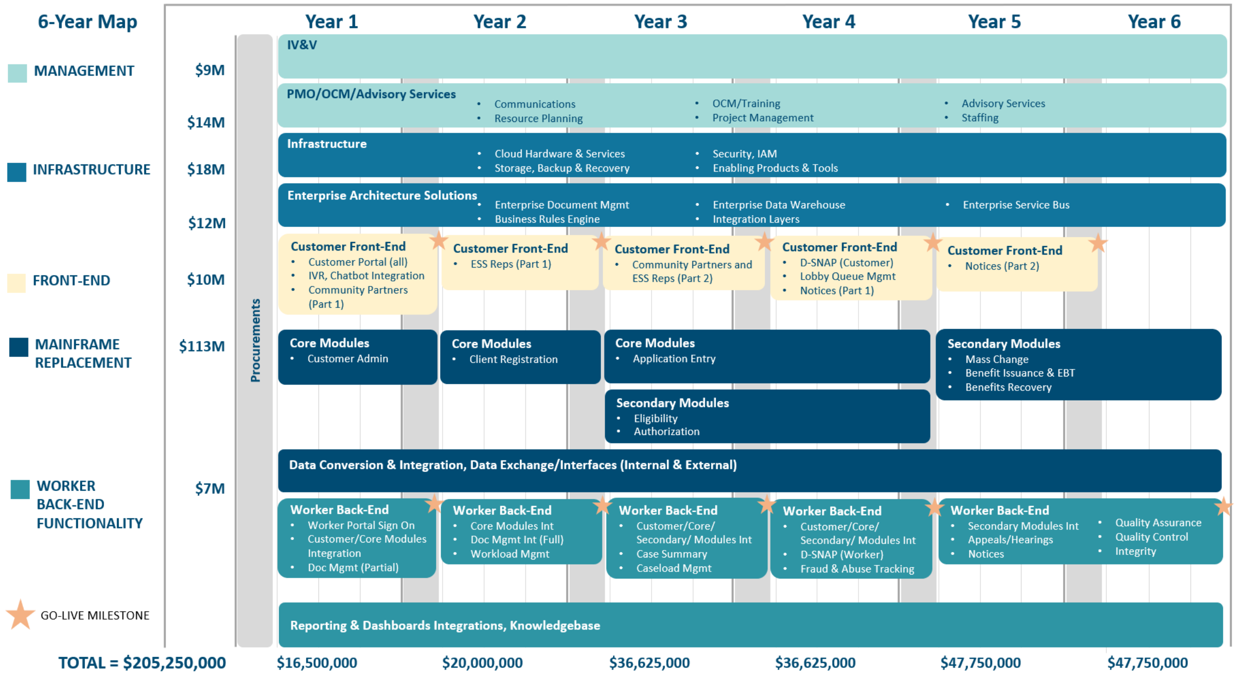


Exhibit III-12: Six Year Roadmap

The recommended solution prioritizes moving DCF away from the complex, costly, and challenging mainframe, and sets up DCF for more flexible, efficient, and future-forward operations. Each of the components of the solution, implemented in phases outlined in the roadmaps above, will provide solutions for both the business and technical objectives.

D. Functional and Technical Requirements

The functional and technical requirements are listed below in **Exhibit III-13: Functional and Technical Requirements**.

Requirement Area	Initiative	Description
Business Functionality	Rules Engine Completion	The solution shall utilize the IODM external business rule engine architecture to define and maintain configurable business and eligibility rules for the public assistance programs including Medical Assistance (Medicaid/CHIP), Food Assistance Program (SNAP), Cash Assistance (TANF), and Refugee Assistance Program (RAP).
Business Functionality	Real-time Web Services	The solution shall provide a real-time interface with Florida Medicaid Management Information System (FMMIS).
Business Functionality	Real-time Web Services	The solution shall provide a real-time interface with the DEO CONNECT system to provide real-time data on unemployment benefits utilized to determine eligibility.
Business Functionality	Real-time Web Services	The solution shall migrate existing web services.
Business Functionality	Mobile Access and Document Upload	The solution will enable functionality to present customers with a mobile-optimized version of MyACCESS Customer Portal that provides customers the ability to capture, upload, and index images of verification documents, and the ability to use location services to find the nearest referral services, all without any assistance from the Department.
Business Functionality	MyACCESS Account Enhancements	The solution shall provide customers real-time access to the status of new applications, requests for additional benefits, reported changes, renewals, verifications, and benefit amounts.

Requirement Area	Initiative	Description
Business Functionality	MyACCESS Account Enhancements	The solution shall enable customers to engage in direct communication with the worker on pending verifications and what specific information is needed from the customer to complete processing.
Business Functionality	Worker Dashboard and Data Exchange View	The solution shall display prioritized case information on a configurable worker dashboard with drill-down to detailed information, including data gathered from existing state and federal data exchanges, alerts, and third-party systems relevant to the individuals associated with the work item that is being processed.
Business Functionality	Work Management and Balancing	The solution shall have the ability to throttle and route incoming work items to staff based on a work management model that balances load across regions, circuits, and administrative units.
Business Functionality	Role-Based Routing	The solution shall have the ability to route incoming work items according to skill-based roles.
Business Functionality	Customer Call Center Enhancements	The solution shall integrate with CCC software to allow staff to communicate with customers via chat, email, and text.
Business Functionality	Notices	The solution shall trigger, generate, and publish detailed, configurable notices to customers.
Business Functionality	Notices	The solution shall retain a historic record of all notices for on demand reporting.
Business Functionality	Automated Processing	The solution shall automatically import data from electronic sources such as the existing self-service portal and account transfers into the worker portal system.
Business Functionality	Automated Processing	The solution shall automatically process a case from client registration through enrollment without user involvement when this meets pre-defined eligibility conditions.
Business Functionality	Automated Processing	Where conflicts exist between newly received electronic data and data that already exists in the system, the solution will display the conflicting data to the user so that the user can take action to resolve each conflict and move to the next.
Business Functionality	Automated Processing	The solution shall accurately and automatically re- determine eligibility and send an Automatic Redetermination notice for benefits where electronic verifications are available and allowable by DCF interpretation of policies and regulations.
Business Functionality	Auto Denials and Closures	The solution shall accurately and automatically deny or close cases without worker intervention based on pre- defined eligibility conditions.
Data and Information	Fraud and Abuse Tracking	The solution shall provide comprehensive application triage, workflow, and case management functionality to track and monitor complaints, referrals, investigations, claims, and outcomes for the Benefit Investigations and Benefit Recovery Programs integrated within the worker portal system.
Data and Information	Fraud and Abuse Tracking	The solution shall provide the ability to utilize EBT transaction data to identify fraud, trafficking, and identity theft.
Data and Information	Data Analysis Tools	The solution shall provide data analytic and forecasting capabilities for current, future, and historical data provided by the Data Warehouse to identify underlying factors related to fraud, waste, and abuse to detect potential misuse of benefits.
Data and Information	Data Analysis Tools	The solution shall provide the tools to identify trends and forecasting opportunities related to process improvement and training.
Data and Information	Data Analysis Tools	The system shall establish and produce a range of scores to categorize applications and work items by level of risk and priority.

Requirement Area	Initiative	Description
Data and Information	Integrated Imaging	The solution shall provide integrated access to previously submitted and indexed documents to a customer from the self-service portal (should be handled via Enterprise Content Management instead if implemented).
Data and Information	Integrated Imaging	The solution shall utilize a Services-Oriented Approach (SOA) and standards-based approach to imaging.
Data and Information	Integrated Imaging	The solution shall track customer forms and notices using state-of-the-art encoding technology and smart forms to automatically route documents based on document metadata and other predefined conditions.
Data and Information	Integrated Imaging	The solution shall automatically index verification documents based on customer identification through state- of-the-art encoding technology.
Data and Information	Reports Migration	The solution shall migrate legacy reports from the ACCESS Data and Reports system, Integrated Benefit Recovery System (IBRS), Exceptions Management System, and Supplemental Payment System (SPS), and MES Reports to a standardized reporting and analytics platform.
Data and Information	Benefit Recovery Redesign	The solution shall provide an interface to share benefit recovery data with the Department of Public Assistance Fraud (DPAF), Department of Corrections (DOC), Department of Lottery (DOL), and Florida Department of Law Enforcement (FDLE).
Data and Information	Benefit Recovery Redesign	The solution shall enable use of the worker dashboard to identify and recover overpayment of benefits.
Data and Information	Benefit Recovery Redesign	The solution shall provide a multi-program, multi-state interface to interchange information on customers receiving benefits in other states to avoid duplicate participation.
Data and Information	QMS Redesign	The solution shall provide comprehensive quality assurance and control functionality that allows for random sampling and supervisor and second party reviews from within the worker portal system.
Data and Information	Quality/Performance Dashboard	The solution shall provide views of organizational performance based on both qualitative and quantitative metrics in a dashboard format that can be configured based on roles (i.e., executive, supervisor, and worker).
Data and Information	Advanced Workforce Analysis Tools	The solution shall utilize workforce analysis and trend tools to identify potential opportunities to optimize labor costs.
Data and Information	Near Real-time Data Access	The solution shall provide workers and customers with real or near real-time access to customer data via the worker portal and MyACCESS account.
Architecture	Single Sign-On	The solution shall require users to sign on only once to access multiple systems that support ESS worker processing.
Architecture	SOA/Standards	The solution architecture shall be modular with open interfaces and business rules that are separate from application-related programming.
Architecture	SOA/Standards	The solution shall comply with CMS 7 Standards and Conditions and leverage an open, standards-based, SOA that aligns with the MITA maturity model as published in 42 CFR Part 433.
Architecture	SOA/Standards	The solution shall be deployed as a web-based, graphical user interface, accessed via a web browser and/or mobile application.

Requirement Area	Initiative	Description
Architecture	SOA/Standards	The solution architecture shall provide an efficient and flexible platform to accommodate legislative and policy changes.
Architecture	SOA/Standards	The solution shall comply with accessibility standards and regulations under Sections 504 and 508 of the Rehabilitation Act of 1973, as well as with the Americans with Disabilities Act of 1990 (ADA).
Architecture	Implementation Approach	The solution shall have the capability to interact with all existent non-modernized components to continue to provide existing business services while legacy ACCESS Florida Systems are undergoing reengineering in a phased implementation.
Architecture	System Performance	The solution shall provide the capability for capacity monitoring via server volume/capacity and network volume/capacity monitoring.
Architecture	System Performance	The solution shall provide the capability for application monitoring for all ACCESS Florida System functionality.
Architecture	System Performance	The solution shall be scalable to accommodate potential surges or gradual increases in processing of existing volume and capacity of ESS worker caseloads.
Architecture	Disaster Recovery	The solution shall provide the ability to create back up customer information, case information, eligibility benefits batch files, and all system components for disaster recovery.
Architecture	Data Migration	The solution shall convert functionality and processes written in COBOL and other third-party supporting software on the ACCESS Florida System to an open systems platform.
Architecture	Data Migration	The solution shall convert customer information such as but not limited to benefit/service history, overpayments, recoupments, benefit clocks, and sanctions from the IMS hierarchical database on the ACCESS Florida System to a relational database.
Architecture	Data Migration	The solution shall provide the capability to convert active (on-line), inactive (i.e., closed, denied) and archived (off- line) records.
Architecture	Data Migration	The solution shall provide a mechanism to clean the data and remove duplicate records.
Architecture	Interface Migration	The solution shall migrate interfaces with the ACCESS Florida System to an architecture based on an Enterprise Service Bus (ESB).
Architecture	Interface Migration	The solution supports the secure transmission of data via the ESB using an established security appliance.
Architecture	Interface Migration	The solution shall provide the ability to import data into the system in multiple formats (i.e., csv, fixed length ASCII, tab-delimited, etc.).
Architecture	Interface Migration	The solution shall provide the ability to maintain external system information for interfaces (i.e., connection strings, file paths).
Architecture	Interface Migration	The solution shall provide the ability to transmit and receive imported and exported data through multiple secure methods compliant with NIST standards (i.e., file output, web service, single and batch transactions).
Architecture	Security	The solution shall meet the minimum security requirements as defined by FIPS through the use of security controls in

Requirement Area	Initiative	Description
		accordance with NIST standards.
Architecture	Security	The solution shall support full compliance with the controls defined in Volume III: Catalog of Minimum Acceptable Risk Security and Privacy Controls for Exchanges, including the document suite of guidance, requirements, and templates known as the Minimum Acceptable Risk Standards for Exchanges (MARS-E).
Architecture	Security	The solution shall enable multi-factor authentication for secure access to data.

Exhibit III-13: Functional and Technical Requirements

IV. Success Criteria

The success of the ACCESS Florida System replacement project will be based on a number of quantitative and qualitative factors. Each of these factors are in alignment with the business objectives and business process requirements outlined in the Strategic Needs Assessment section of this document, as well as the overall vision and mission of the Department. Although the criteria and indicators for the system completion will be reviewed, they are broadly strategic and align to federal and state performance and compliance requirements and may or may not change.

The major success criteria for the project, along with the Key Performance Indicators (KPIs), are listed in the table below. The success criteria and the KPIs form the basis of any contracts pursued to implement the final solution. The Department anticipates the project management team responsible for the implementation of the solution will develop a benefit realization strategy and plan. The benefit realization plan will be designed to contemplate baseline measurement and several interim measurements before the final benefit realization report finishes.

Success Criteria		
	Description of Success Criteria	**Key Performance Indicator**
1	The solution will enable the Department to provide exceptional customer service demonstrated by efficient processing of applications through integrated enterprise data.	• Quality benchmarks • Percent of applications completed within time standards • Customer satisfaction surveys to clients • Accuracy in processing eligibility determinations • Reduction in errors • Increase in data exchange completed
2	The solution will support the Department in its on-going practice of sound fiscal stewardship of its assets, including optimized service delivery, verification of information/ documentation, and program integrity.	• Quality benchmarks • Fraud prevention cost avoidance (Possible use of AI) • Overhead costs • Reduced cost in system changes (changes in policy, benefits, notices, etc.) • Case cost • Financial reporting • Reduction in processing time to determine benefit eligibility
3	The solution will promote family and individual self-sufficiency and resiliency.	• Number of self-service options • Ease of use for customer-facing components

Success Criteria		
	Description of Success Criteria	**Key Performance Indicator**
4	The solution will improve internal operating efficiency through optimized business processes that streamline processes and utilizes automation and robotics to standardized processes where possible.	• Percent of applications completed within time standards • Percent of case action completed within time standards (renewals, applications, changes) • Fraud prevention as measured by cost avoidance • Reduce days to process • Reduction of calls to CCC • Number of cross-program customers identified and served holistically • Processing time saved based on the use of automated processes vs manual processes • Reduction of time spent on manual processes • Increase percentage of data exchanges being run and/or automated that improve case processing time and the quality of benefit determinations • Increase percentage of data exchanges to support automation
5	The solution will enable the Department to adapt to emerging trends on the health and human service landscape through modularity; can easily support ongoing State and Federal regulatory changes.	• Decrease time and cost to implement future changes • Facilitate the ability for the system to be modernized by implementing new and emerging technologies to better serve clients' future needs
6	The solution will provide value to the Department's customers through additional self-service options such as enhanced client portal functionality to enable additional avenues for interaction and communication with clients.	• Number of self-service options available • Usage of self-service options • Percent of applications, renewals and changes completed by use of automation • Percent of applications submitted via mobile technology platforms • Reduction in the number of CCC calls • Reduction of the number of DCF Lobby visits • Service quality surveys for clients • Portal activity metrics • Improve customer service using chatbots (AI)
7	The solution will mitigate the potential risk associated with on- going support and maintenance of the current systems.	• On-going support and maintenance costs • Number of unscheduled system outages • Adherence to benchmarks for system response times
8	The solution will present program data from the enterprise in an integrated view, providing a holistic, consolidated central client record that shows the customer situation, needs, and services. Improves collaboration/communication within the enterprise and with external agencies/entities through more accurate and timely information sharing.	• Number of cross-program customers identified and served holistically • Time spent managing client tasks • Number of duplicate records or records with errors • Service quality surveys for staff and clients • Increased data interfaces/exchanges with other systems to reduce data entry duplication across systems
9	The solution will meet the Federal regulatory requirements for system development and certification.	• Cost to implement future changes • Time to implement future changes • Passes federal monitoring and auditing reviews/ evaluations
10	The solution will be aligned with industry standards, such as the Medicaid Information Technology Architecture (MITA) and National Human Services Interoperability Architecture (NHSIA).	• Cost to implement future changes • Time to implement future changes • Passes federal monitoring and auditing reviews/ evaluations

Success Criteria		
	Description of Success Criteria	**Key Performance Indicator**
11	The solution will positively impact the user experience/employee satisfaction through enhanced and optimized User Interface (UI) functionality, providing ease of use through application integration and a reduction in duplicate data entry that will positively impact the user experience/employee satisfaction and increase efficiency with serving clients.	• Employee survey results • Customer survey results • Audits and review results • Reduction in duplicate data entry
12	The solution will enable a standardized data structure through identity linking, enabling the enterprise's data analytics needs and is scalable to meet future growth.	• On-going support and maintenance costs • Time to implement • Ability to support data analytics • Number of cross-program customers identified and served
13	The solution will enable the Department to identify sensitive personal information to comply with statutory data sharing requirements.	• Audits and review results
14	The solution will provide a positive financial ROI to the State of Florida.	• Project ROI • Project IRR
15	The project will be completed on-schedule, in accordance with an approved project plan.	• Interim project milestones
16	The project will be completed within the prescribed budget constraints defined in advanced of project initiation.	• Project financial performance and data reporting to DCF leadership, DST, and the Legislature • Reporting provided by IV&V
17	The solution will increase detection of identity theft and eligibility fraud before public assistance benefits are approved.	• Increased fraud prevention cost avoidance • Increased number of fraud investigations • Reduced number of identity theft claims
18	Provide robust mobile functionality (via Wi-Fi, cellular, offline with sync) to enhance DCF's ability to serve clients and enhance timeliness of benefit delivery and responsiveness.	• Number of clients served per day • Time spent on manual processes • Number of errors due to redundant data entry
19	Provide workforce management and workload balancing capabilities with alerts enabling quality oversight, increased integrity, and accountability of client services delivered.	• Completion of assigned activities • Staff performance reports for comparative analysis • Retention metrics
20	Provide enhanced reporting and analytics for quality assurance and strategic planning, supporting a preventive/pro-active approach to client services.	• Reports and analytics comprised of accurate enterprise data providing a holistic view of the customer • Improved drill-down analysis to improve responsiveness
21	Common information exchange and interoperability between internal DCF systems and external systems, supporting data sharing of the shared Medicaid population and enabling interoperability with external agencies and entities.	• Time and cost to share data within DCF • Time and cost to share data within external agencies and entities • Adherence to data sharing agreements • Reduction in duplicate data entry through integration
22	A modular solution that enables lower cost and flexibility to incorporate emerging technologies.	• Lower cost to extend technical and functional capabilities to improve benefit delivery • Ease of flexibility to incorporate emerging technologies
23	An enterprise content management system providing a foundation for updated and simplified processes and standardization through features such as artificial intelligence, machine learning, and optical character recognition, improving search ability and availability of	• Submission of accurate/complete documentation • Increased fraud detection

Success Criteria		
	Description of Success Criteria	**Key Performance Indicator**
	documentation. Enables ability to assess legitimacy of benefits based on submitted documentation.	
24	The solution supports identity linking and improves identity management, consequentially enhancing data quality and simplifying data sharing agreements. Helps maximize benefit delivery to achieve self-sufficiency.	• Number of eligible payments • Increased identity theft detection
25	Expanded browser compatibility	• System access across more devices and web browsers • Responsive design will enable multiple device type support for mobile and web
26	Alignment with strategic technology initiatives to progress toward an enterprise model for DCF and other HRS Agencies	• Improved systems integration between DCF and other Agencies promote data sharing • Reduced duplicate data entry, data records, and instances

Exhibit IV-1: Success Criteria

V. 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 Year**
Solution Architecture	• DCF Staff • DCF Customers (Program Participants) • DCF Partner Agencies • Florida Taxpayers	• Hosting cost reduction • Transitioning the remaining rules to the modern rules engine allows the business to assume more responsibility for changing and testing eligibility rules • Scalable technology allows the Department to scale their system up and down to meet case demand • More agile system allows system changes to occur quicker	• Cost of hosting services • Cost to implement changes based on new legislature, new requirements, and changes in demand • Cost of future enhancements or additions to system components • Time required to implement system changes	Year 1
Core Mainframe Replacement Replacement of core functionality within the mainframe, to include: • Client Registration • Customer Admin • Application Entry • Basic Fraud Detection	• DCF Staff • DCF Customers (Program Participants) • DCF Partner Agencies • Florida Taxpayers	• O&M cost reduction (10%) • Consolidation of entry processing to one system • Reduced number of screens required to process an application • Automated population of customer and administrative data • More robust disaster recovery	• Number of cases processed • Average application/registration processing time • Percentage of applications processed within time standards • Time needed to implement eligibility rules changes • Total O&M costs • Number of qualified midrange and client-server architecture support applicants • Total AST mainframe costs • Number of qualified midrange and client-server architecture support applicants • Average systems change request implementation time	Years 1-4

Secondary Mainframe Replacement Replacement of secondary functionality within the mainframe, to include: • Benefit Issuance/Mgmt • Authorization/Mass Change • Client Notices • Eligibility (SFU& EDBC) • Advanced Fraud Detection • Benefit Recovery • Quality Assurance • Quality Control	• DCF Staff • DCF Customers (Program Participants) • DCF Partner Agencies • Florida Taxpayers	• Enhanced fraud detection • Reduced workload for Benefit Recovery • Increased data integrity • Implementation of a single-source of truth for customer data that reduces instances of inconsistent and duplicated data between systems • Reduced fraud, waste, and abuse as a result of decreased probability of approving duplicate benefits • Reduced case processing times through automation of the case flagging for potential fraud, waste, and abuse • Improved benefits accuracy through increased time for QC staff to read cases rather manually sampling them • Increased collections (one month of benefits per claim on average) through the reduced lag time between claim disposition and the start of recoupment activities	• Number of fraud cases detected • Percentage of fraud cases investigated • Percentage of benefit recovery • Percentage of applications found to be duplicative • Negative error rate • Customer service scores • QC process times • Number of random samples • Average lag time between claim disposition and recoupment • Time and cost of implementation of notice changes	Years 3-6
Case Management	• DCF Staff • DCF Customers (Program Participants) • DCF Partner Agencies • Florida Taxpayers	• Implementation of a case management system that tracks and monitors complaints, referrals, investigations, claims and outcomes • Improved benefits accuracy through consolidation of customer data • Improved benefits accuracy through less manually intensive and timely case closures • Implementation of an imaging system that integrates with the Worker Portal and automatically updates case dashboard with document arrivals • Reduced case processing time resulting from decreased time caseworkers need to manually search for relevant case documentation • Enhanced customer service through a robust business delivery platform	• Number of cases processed • Case processing times • Percentage of applications processed within time standards • Percentage of benefits determined accurately • Number of referrals processed	Years 1-6

Workload Management	• DCF Staff • DCF Customers (Program Participants) • DCF Partner Agencies • Florida Taxpayers	• Implementation of dynamic work management functionality that automatically configures routing of incoming work items to the correct administrative unit • Improved work balance across the State to maximize current personnel • Optimized application process flow • Enhanced supplemental payment system workload management • Reduced overall case processing time through improved management of resources against key case processing tasks	• Amount of work routed properly the first time • Work output by personnel • Cases processed • Calls to the CCC	Years 2-3
Reporting and Dashboards	• DCF Staff • DCF Customers (Program Participants) • DCF Partner Agencies • Florida Taxpayers	• Reduced case processing times as a result of a simplified and prioritized view of work items and their statuses • Decreased report and systems navigation time related to case processing as a result of the integrated data exchange	• Case processing times	Year 1-6
Customer Portal	• DCF Staff • DCF Customers (Program Participants) • DCF Partner Agencies • Florida Taxpayers	• Reduced calls to the CCC for status updates • Reduced lobby visits related to application and documentation statuses • Reduced calls to the CCC for information captured in the self- service system • Increased online documentation uploads that reduces scanning, indexing searching of mailed case documentation • Enhanced customer service and satisfaction	• Number of calls to the CCC for status updates • Reduced lobby visits • Potential repositioning of lobby staff	Year 1
External Interfaces and Data Exchanges	• DCF Staff • DCF Customers (Program Participants) • DCF Partner Agencies • Florida Taxpayers	• Expanding interfaces and data exchanges • Implementation of real-time web services • Reduced case processing times through reduction of manual inquiries to DAVID and CCIS	• Number of data exchanges • Number of data transactions • Case processing times	Years 1-6

Exhibit V-1: Benefits Realization

B. Cost Benefit Analysis (CBA)

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

Cost Benefit Analysis	
Form	**Description of Data Captured**
CBA Form 1 - Net Tangible Benefits	**Agency Program Cost Elements:** Existing program operational costs versus the expected program operational costs resulting from this project. The agency needs to identify the expected changes in operational costs for the program(s) that will be impacted by the proposed project. **Tangible Benefits:** Estimates for tangible benefits resulting from 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: • Return on Investment • Payback Period • Breakeven Fiscal Year • Net Present Value • Internal Rate of Return

VI. Schedule IV-B Major Project Risk Assessment

A risk assessment of the ACCESS Florida System Modernization Project was performed using the risk assessment tool provided in the Information Technology Guidelines and Forms on the Florida Fiscal Portal. The tool evaluates risk characteristics of the project based on response to 89 questions within a Microsoft Excel workbook organized into eight assessment categories (tabs). A completed Risk Assessment Tool and Risk Assessment Summary for this project are included as **Appendix B** of this Schedule IV-B.

The Department has established and utilized a project management methodology that has resulted in multiple successful implementations over the past few years. One recent project successfully employing this approach was the Medicaid Eligibility System (MES) modifications to the ACCESS Florida System to ensure compliance with the Affordable Care Act (ACA). ACCESS MES was a multi-year, multi-million-dollar project, interfacing with over 30 partner organizations. This initiative was completed on time and on budget. The Department intends to leverage past successes by utilizing the Project Management and IV&V methodologies used for that engagement and other successful Department initiatives, as described in **Section VII: Project Management Planning**.

- **Strategic Risk**
  - Project objectives will be clearly aligned with DCF's mission and statutory charge
  - Project objectives will be clearly documented and signed off by the stakeholders
  - Project charter will be signed by the executive sponsor
  - Project requirements, assumptions, constraints, and priorities will be defined
  - Portfolio management will be adapted to incorporate the expansion of the reengineering effort
- **Technology Risk**
  - Detailed hardware and software capacity requirements will be defined

  - Meet Federal mandates that require states to establish and implement critical privacy and security standards as outlined in the Minimum Acceptable Risk Standards for Exchanges (MARS-E).
- **Change Management Risk**
  - Business process changes will be defined and documented
  - Organizational Change Management Plan will be approved
- **Communication Risk**
  - Communication Plan will be approved
  - Communication Plan will promote the routine use of feedback (at a minimum)
  - Stakeholders will be included in the Communication Plan
  - Key messages will be documented in the Communication Plan
  - Desired message outcomes and success measures will be documented in the Communication Plan
  - Communication Plan will identify and assign needed staff
- **Fiscal Risk**
  - Spending Plan will be documented and approved for the project lifecycle
  - Project components will be completed timely to maximize use of available federal funds
  - Project expenditures will be identified and documented in the Spending Plan
  - Cost estimates for the project will be accurate within +/- 10%
  - Funds will be available within existing resources to complete the project
  - Tangible benefits will be identified and validated
  - Federal financial participation will be requested and received
  - Procurement strategy will be reviewed and approved
  - Contract manager will be assigned to the project
- **Project Organization**
  - Project organization and governance structure will be defined and documented
  - Project staffing plan will identify and document all staff roles and responsibilities
  - Change review and control board will include representation from all stakeholders
- **Project Management Risk**
  - Requirements and specifications will be defined and documented as a part of the project
  - Requirements and specifications will be traceable to specific business rules as a part of the project
  - Project deliverables and acceptance criteria will be identified
  - Work Breakdown Structure will be defined to the work package level
  - Project schedule will specify all project tasks, go/no-go decision points, milestones, and resources
  - Formal project status reporting will be in place
  - Planning and reporting templates will be available
  - Known project risks and mitigation strategies will be identified
- **Project Complexity** (no material changes are anticipated in this risk assessment category post launch)

The Department's plan to continually identify, assess, and mitigate risk throughout the life of the project is discussed in **Section VII.**

VII. Schedule IV-B Technology Planning

A. Current Information Technology Environment

Over the last several years, there has been a national trend of states significantly retooling or replacing their public assistance delivery systems. These implementations resulted in increased customer self-service and worker efficiencies. Florida has the opportunity to reap similar benefits through incremental enhancements to its existing systems. Further, the risk related to implementing a wholesale system upgrade is minimized by taking an incremental approach. The justification for these enhancements includes:

- **Growing desire to track customers through multiple systems to identify resources and services that assist families in achieving self-sufficiency.** Through the establishment of the *Hope Florida: A Pathway to Prosperity* initiative and the Reimagining Education and Career Help (REACH) Act of 2021 the State of Florida is focused on enhancing the services provided to clients through collaboration among systems and programs to assist families in securing meaningful employment that will lead to economic independence. The REACH act aligns and coordinates Florida's workforce development system, create a "no-wrong-door" entry strategy where Floridians may access services from any workforce partner with a common intake form and case management system. The REACH Act will allow the state of Florida to continue to empower economic and upward mobility for every Floridian through the strategic alignment of all public services that support workforce education. Hope Florida - A Pathway to Prosperity works to unite communities through 'Care Navigators' to guide Floridians on an individualized path to prosperity, economic self-sufficiency and hope. DCF utilizes 'Care Navigators' to guide Floridians on an individualized path to prosperity by focusing on community collaboration between the private sector, faith-based community, nonprofits and government entities to break down traditional community silos, in an effort to maximize resources and uncover opportunities. Care Navigators are essential in helping individuals identify their unique and immediate barriers to prosperity, develop long term-goals, map out a strategic plan, and work to ensure all sectors of the community have a 'seat at the table' and are part of the solution.

- **Need to address increasing number and sophistication attempts to commit fraud against the human service programs.** The ability to deliver needed services to the public is increasingly impacted by people and organizations that attempt to use the programs fraudulently. The number and sophistication of people and organizations that attempt fraud is growing rapidly. Increased real-time integration and data sharing are key enablers to prevent and reduce the number of people and amount of money lost from fraud.
- **Growing need for holistic information about people across department, system, and state boundaries to impact overall program costs.** The research is indicating that social determinants are a major influence in the cost of health care and other human service programs. Programs to identify and address people that are at risk of driving avoidable costs rely on many people that interact with the individual having access to complete and accurate information at the right time. The current systems are not structured to operate in the emerging models that target significant program cost reduction and improved health and social outcomes for people.
- **Increasing challenges and demands for Security and Data Privacy.** The core processing systems were built in a time when self-service, real-time information sharing, and data analytics considerations were not a possibility. Increasing external and internal threats to security and privacy have also grown dramatically. The current systems limit the ability to operate securely and protect the privacy of citizen information. For example, a typical worker has unique ids and passwords for up to 15 different systems that need to be used. Since these are not integrated, the likelihood of people having to write down passwords or of them retaining access to some systems after leaving the Department creates risks to privacy.
- **A complex patchwork of aging software and hardware that does not support Florida's vision for its citizens.** The aging technology currently in place was never designed to handle the demands of the current (and future) business models. Even with the recent real-time eligibility development, it is increasingly impractical and expensive to support Florida's current model, let alone make the changes necessary to move the program into its desired state. As the Department becomes increasingly dependent on automated systems to perform rote business functions, a long-term technical strategy based on modern architecture, infrastructure, and hardware/software components is needed.
- **Need for efficiency with reduced operational funding levels.** During a period of dramatically reduced state revenues, government agencies are exploring mechanisms to increase efficiency and "do more with less." Beginning in 2003 Florida's ESS Program began staff reductions that ultimately resulted in a loss of 43% FTEs and the closure of more than half of its brick-and-mortar offices. DCF has taken advantage of a variety of new technologies, including establishing a modernized business rules engine, to meet this need, all without modifying the core of the FLORIDA mainframe. To gain further efficiencies the Department will need to invest in modern, fully integrated, and modular technology.
- **Data quality and customer expectations.** In an era of advanced technologies, both families in need and staff have reasonably come to expect systems that better support an automated self-service business model. Along with self- service options, the program's customers (families, staff, and state and federal partner agencies) expect, given the technologies available, the Department to provide an improved level of service, faster response times, and more accurate results. It is not possible to meet these expectations with the older technologies currently in use.
- **Loss of technical skills and resources.** Public assistance programs are technically detailed and complex.

The Department has relied upon a highly trained staff to maintain the ESS Program. It takes time to get new staff functional in the policies, processes, and systems required to support the program. However, given frequent turnover among skilled staff from attrition and retirement, it is critically important that new technologies are easier to learn and understand and, where possible, help staff through increasing efficiency and automation. In addition, the Department is almost exclusively reliant on contract staff for system support. As contractors roll off projects, it becomes increasingly difficult to maintain knowledgeable contractors to continue supporting the system as well.

- **Limited scalability.** The scalability of legacy ACCESS Florida Systems, including the mission-critical FLORIDA (system of record) and AMS, IBRS and ADI systems, are limited by archaic, hierarchical databases and application code. Without significant modifications in the underlying architecture of these older systems, the sustained caseload and workload and their rate of growth will pose an enormous burden on the Department in meeting the scalability constraints.

1. Current System

Automation of Florida's ESS Programs first went online in 1992 with the implementation of the FLORIDA mainframe system. In 2003, the Department began to develop additional modern systems to interface with the mainframe. As the plan for improved technology began to evolve, it was determined that certain functionality desired by the Department, such as using customer entered data from the web applications in the mainframe, could not be fully satisfied by the mainframe alone. This led to additional development of applications independent of but connected to the mainframe. These applications included newer technology such as Visual Basic, .NET, and Java. This now leaves the Department with a series of interfaces between multiple platforms and technologies that are challenging and costly to operate and maintain.

The description of the legacy ACCESS Florida System in the Technology Planning section of this document reflects functional and technical enhancements as implemented in December 2014.

General system overview

The ACCESS Florida System is comprised of a set of integrated front-end applications and background processes that together facilitate administration of the DCF ESS Program. **Exhibit VII-1: ACCESS Florida System Architecture** below depicts the high-level architecture of the supporting systems:

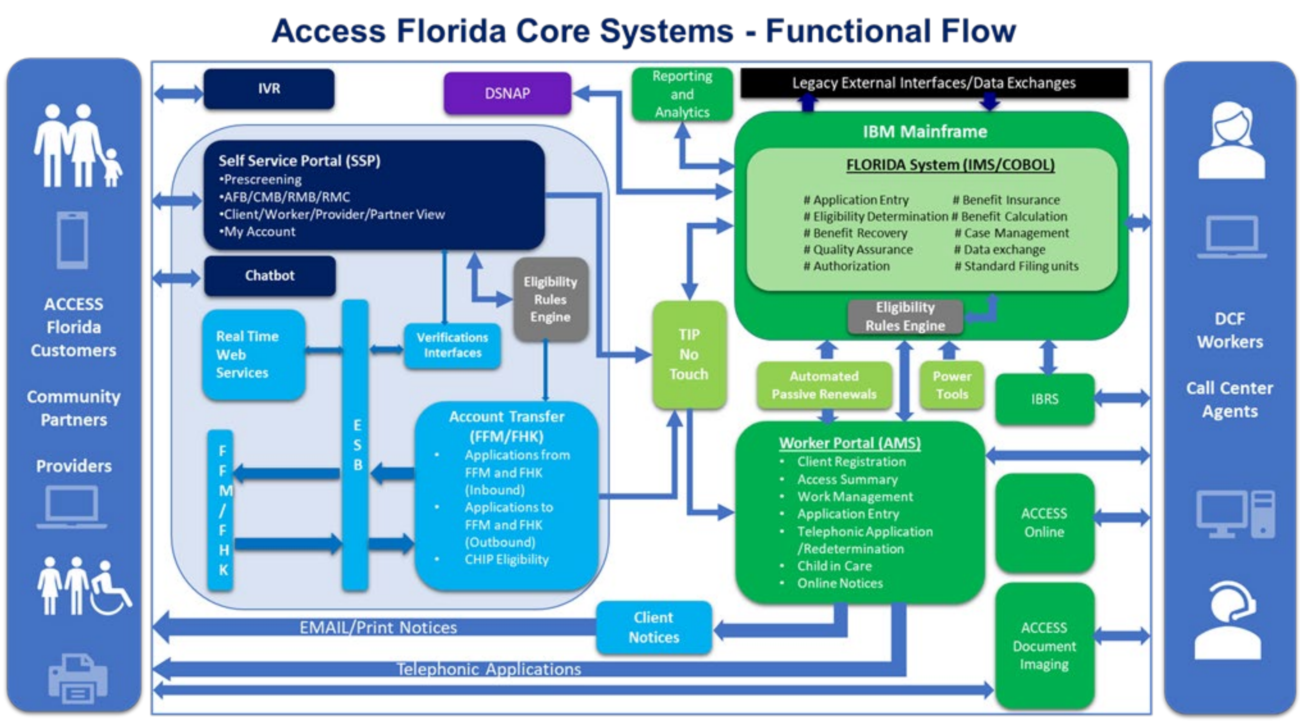


Exhibit VI-1: ACCESS Florida System Architecture

The following outlines the high-level functionality of each of the "components" of this architectural framework.

- **FLORIDA System (IMS/COBOL):** FLORIDA System (FLORIDA) is the legacy mission-critical system that contains the business rules, workflow, and interfaces for the public assistance programs. The FLORIDA system is written in IBM COBOL. FLORIDA is hosted on an IBM Mainframe SYSPLEX environment. It uses IMS Database (DB) and Transaction Manager (TM) capabilities. The FLORIDA mainframe system is comprised of Integrated Eligibility functions for SNAP, TANF, and Medicaid programs.
- **ACCESS Management System (AMS):** a web-based intranet application used by the DCF staff and call center agents to manage caseload and call center operations. AMS is integrated with FLORIDA and the Self-Service Portal to allow DCF workers to perform Client Registration and Intake processing through a web interface. The business rules remain in FLORIDA. This system does not replace FLORIDA functionality; rather it takes advantage of using customer-entered data in the web applications along with providing staff a web friendly environment to work in. IMS CONNECT is an application program interface product of IBM and enables access to mainframe transactions from AMS and other web applications. The application is written in Java with an Oracle back-end.
- **Worker Portal (WP):** A new, fully responsive mobile-first, cloud-based Worker Portal (with one module) was deployed to Production on December 5, 2023. This portal will house all the staff functionality from the mainframe and ancillary systems as modernization continues.
- **ACCESS Online:** ACCESS Online includes Exception Management System, Quality Management System, legacy Data & Reports, Knowledge Bank, and other applications.
- **ACCESS Document Imaging (ADI):** The ADI provides an integrated approach for storing documents used to determine eligibility and support benefit recovery, quality control, and Public Benefits Investigation findings. The document imaging system allows staff statewide to scan documents and then access those documents, as needed, from any computer statewide that has access to the intranet inside the DCF firewall. The system also includes workflow functionality to facilitate routing and processing of documents. This application is written in .Net with an Oracle back-end. The legacy ACCESS Document Imaging (ADI) was replaced with a new, document management module in the Worker Portal and deployed to Production on June 14, 2024.
- **Customer Self-Service Portal (SSP):** The SSP uses eligibility rules based on predefined criteria to allow customers to apply on-line for selected benefits. The system supports streamlined application for medical assistance, Children's Health Insurance Program (CHIP), and other insurance benefits. The SSP architecture integrates several shared services using a framework-based approach for federal verifications, state verifications, and real-time eligibility determination for MAGI- based medical assistance groups and CHIP. This application is written in Java and Oracle. The legacy Self-Service Portal (SSP) was replaced with a new, fully responsive mobile-first, cloud-based Customer Portal and deployed to Production on December 5, 2023.
- **Timesaving Innovation Process (TIP) No Touch:** A standalone automated batch process that populates as much information as possible from the application customers submit in the Self-Service Portal (SSP) into AMS and FLORIDA. If the customer does not enter information in the SSP application, or if information collected in FLORIDA is not collected in the SSP, or if additional verifications are required, the system will generate defaults into the applicable fields. TIP No Touch executes the same transactions executed by case workers to complete as much as possible the processing of MAGI-based Medicaid applications. This process uses the IMS CONNECT interface to transfer data to FLORIDA and execute the required transactions. This application is written in Java, Oracle, and utilizes the IMS CONNECT interface.
- **Reporting and Analytics:** The SAP Business Objects Platform provides DCF staff standard reporting, ad-hoc reporting, and data visualization capabilities. Crystal reports, WEBI, and Xcelsius are used to develop the reports.
- **Client Notices:** ExStream is an HP software platform used by DCF to create, manage, and deliver printed notices as required by government mandates for various state-administered public assistance programs, including SNAP, TANF, Medicaid, and Refugee Assistance. Currently, notices are formatted through ExStream, transferred via FTP to an external vendor (Novitex) for printing, and mailed through the United States Postal Service. Approximately 70,000 to 100,000 notices are transmitted for printing and mailing nightly through a batch process.
- **Disaster Supplemental Nutrition Assistance (D-SNAP):** D-SNAP is a stand-alone application that was

created as the State's Emergency Food Assistance (EFA) application after the destructive 2004/2005 hurricane seasons. The system features multiple modules that include a client facing self-service application that allows customers to pre-register (apply) for benefits over the Internet, a disaster service site worker module that allows DCF staff to review and approve or deny applications, and issue EBT cards for approved applications, as well as a function to allow for processing paper applications. In addition, the DSNAP central module features a broad range of functions that include administrative activities to manage disasters, disaster areas, service site locations and users in addition to the capabilities for the backroom processing of paper- based applications (paper or image). The DSNAP system functions in unison with the mainframe FLORIDA system for case creation, benefit calculation, and issuance through the EBT vendor interface. This system is written in Java with an Oracle back end.

- **Account Transfer (FFM/FHK):** The Account Transfer (FFM/FHK) module is designed to allow DCF to exchange information with Federal, State, and third-party agencies via real-time web services and FTP batch processes. In addition to the existing batch interfaces, DCF has developed and configured a number of real-time verification services as part of the Affordable Care Act implementation. The verification services include FDSH for verification services, Florida Healthy Kids to send or receive applications, SWICA to verify state income, Agency for Health Care Administration to receive enrollment data, FSFN to verify children aged out of foster care, and Florida DOH/Children's Medical Services Network (CMSN) for the determination of clinical eligibility based on applicant/customer input. These interfaces are developed in Java and ESB, accessing an Oracle database.
- **Eligibility Rules Engine:** The IBM Operation Decision Management (IODM) external business rule engine has been implemented to host MAGI-based Medicaid rules exposed to internal and external applications through Enterprise Service Bus. This provides flexibility to allow the same rules execute in both ACCESS Florida System and Open systems. These rules support the Self-Service Portal Real-time Eligibility and Screening modules, FHK CHIP Eligibility, and ACCESS Eligibility system.
- **Interactive Voice Response (IVR):** The IVR application allows customers 24x7 toll-free access to information about their public assistance case status, eligibility and benefit information, appointment details, verification items required, and information on other ESS programs. Customer input is received via telephone and interpreted by a voice response server. This server is outside the Department firewall and is hosted by a third-party vendor. The voice response server uses stored procedures to access the DCF Oracle databases and retrieve information in response to the customer inquiry. Benefits data is extracted from FLORIDA and loaded into the Oracle database tables on a nightly basis.
- **Chatbot:** Automated chat response technology provides callers with the most recent information related to their case, enabling customers to have their questions answered through self-service.
- **Telephonic Applications**: Telephonic application functionality allows operators to submit applications on behalf of customers.
- **Integrated Benefit Recovery System (IBRS):** The State of Florida BR Program for recovering overpaid benefits, referring, and reporting related information to the Federal Government uses IBRS. A fully functional and consolidated BR system maintains all customer, budget, claims, and accounting data on a single web-enabled platform. This simplifies the claims, collections, accounting, reporting, and monitoring activity of the BR management and staff. The system is written in JAVA with a Microsoft SQL Server back end.
- **Florida Operational Data Store (FLODS):** FLODS began as a relational database to store the last 13 months of data for use by the AMS. Over time, it has grown into a consolidated source of data for several systems that need real-time access to data in the official systems of record. FLODS is not categorized as a system but consists of processes on the IBM mainframe to extract data from the FLORIDA system and transform it for easy loading into relational tables. On a nightly basis, hundreds of processes run to extract and transform data to support customer and staff facing web applications.

Internal and External Interfaces

There are a number of major internal and external interfaces within the multiple applications that support the ESS Program. Internal interfaces are reflected on the architecture diagram above. External interfaces include:

- **FDSH (Federal Data Service Hub):** SSA Composite (SSN, ID, Date of Birth, Death, Incarceration) verifications for Medicaid eligibility, Verified Lawful Presence (VLP) service for the verification of citizenship for Medicaid eligibility, Verify Current Income (VCI), Remote Identity Proofing (RIDP) and FARS services for validating authenticity of Individuals.

- **LexisNexis:** ID verification for non-Medicaid or composite applications.
- **AHCA (Agency for Healthcare Administration):** The State Medicaid Agency, receives Medicaid eligibility information from FLORIDA through an interface with the Florida Medicaid Management Information System (FMMIS).
- **FIS (Fidelity National Information Services):** SNAP and TANF benefits are distributed through EBT ACCESS card.
- **FDACS (Florida Department of Agriculture and Consumer Services):** Information on students who are receiving public assistance and are thereby eligible for free/reduced meals.
- **USAC (Universal Service Administrative Company):** Third-party vendor handles the Lifeline Program, in which public assistance recipients are eligible for discounted phone service.
- **DEO (Department of Economic Opportunity):** State wage data, program sanctions, and job placement, out of state unemployment, and in state unemployment. Department staff also has individual on-line access to the CONNECT System.
- **DOR (Department of Revenue):** Child Support Enforcement sanctions.
- **OSCA (Office of the State Courts Administrator):** Verify child support payments via CCIS
- DOH (Department of Health): Vital Statistics.
- **SSA (Social Security Administration):** Bendex data, numerical identification, prisoner data, SSI data, and work history for non-citizens for 40 quarters. Department staff also has individual on-line access to SSA's database to verify customers SSN, SSA, and SSI information.
- **DHS (Department of Homeland Security):** Department staff has individual on-line access to the Systematic Alien Verification for Entitlement (SAVE) database.
- **IRS (Internal Revenue Service):** Unearned income data from form 1099.
- **DMS (Department of Management Services):** Florida Retirement data.
- **DOE (Department of Education):** School age children dropouts and truant data.
- **FFM (Federally Facilitated Marketplace):** The Department transfers ineligible Medicaid applications and ineligible/terminated Medicaid Case information to FFM via an account transfer process. It also receives applications from FFM for Medicaid eligibility determination.
- **FHK (Florida Healthy Kids Corporation):** The Department transfers ineligible children Medicaid applications/cases to FHK. It also receives applications from FHK for screening and determining for potential eligibility for Medicaid.
- **AVS (Asset Verification System):** Verify assets for the elderly/disabled adults.
- **TWN (The Work Number):** Verify employment income.
- **OCSE (Office of Child Support Enforcement):** The OCSE is a federal office that provides the Department with national new hire data through the National Directory of New Hires (NDNH).
- Electronic application transfers through third party agencies.

Security, Privacy and Confidentiality

Confidentiality is a hallmark of the ACCESS Florida System. Most applications are only accessible to authorized DCF staff from the DCF network. The client-facing web applications access data through firewalls and gateways, which provide a secure encrypted network to prevent unauthorized access to sensitive information while it is in transit over the Internet.

ACCESS Florida System and its supporting systems are compliant with the provisions of DCF Information Technology Services SOP S-13, Data Security Administration, and other applicable data security and privacy standards.

Technology Platforms

Exhibit VII-2: ACCESS Florida Systems and Technology Platforms below lists the related technology platforms supporting the ACCESS Florida Systems.

System	Technology Platform
Florida Online Recipient Integrated Data Access (FLORIDA) System	COBOL, Telon, IMS, IODM
ACCESS Management System (AMS)	Java, JSF, Oracle, TopLink, Hibernate

Customer Self-Service Portal (SSP)	Java, Struts, Spring, Oracle
Medicaid Eligibility System (MES) Real Time Eligibility (RTE)	Java, IODM
Medicaid Eligibility System (MES) Interfaces	Java, Message Broker Services, Data Power
ACCESS Document Imaging (ADI)	.NET, Oracle, Lead Tools, Atalasoft
Client Notices (CN)	ExStream, Java, COBOL
Interactive Voice Response (IVR) or ACCESS Response Unit (ARU)	Oracle, Avaya
FLORIDA Operational Data Store (FLODS)	COBOL ETL, Oracle
Data and Reports (D&R)	.NET, SQL Server
Integrated Benefit Recovery System (IBRS)	Java, SQL Server
Medicaid Eligibility System (MES) Reporting	Pentaho Kettle, SAP BOE
Food for Florida (DSNAP)	Java, Struts, Oracle
Community Partner Tracking System (CPTS)	.NET, SQL Server
User Administration	.NET, SQL Server
SUNCAP Web Reports	.NET, SQL Server
ACCESS Integrity (AI)	.NET, SQL Server
Exception Management System (EMS)	.NET, SQL Server
Quality Management System (QMS)	.NET, SQL Server
Quality Control (QC)	.NET, SQL Server
Power Tools	Visual Basic 6
Access Fraud and Reporting	.NET, SQL Server
Access Knowledge Bank	.NET, SQL Server
DSNAP Volunteer System	.NET, SQL Server
Application Packets	.NET, SQL Server
Interfaces and Data Exchanges	COBOL, IMS, Java, Oracle PL/SQL, Message Broker Services, Data Power, Connect Direct, CyberFusion, FTP, SFTP

Exhibit VII-2: ACCESS Florida Systems and Technology Platforms

User types

The tables below list the functional users of the ACCESS Florida System by role.

Full-time State Employee	Other Personnel Services (OPS) Roles
Economic Self-Sufficiency Specialist I	Economic Self-Sufficiency Specialist I
Investigation Specialist I	Investigation Specialist I
Quality Control Analyst	Economic Self-Sufficiency Specialist II
Economic Self-Sufficiency Specialist II	Operations Analyst / Program Specialist
Investigation Specialist II	Interviewing Clerk
ESS Supervisor / QC Supervisor	Administrative Assistant / Staff Assistant
Investigator Supervisor	Computer System Analyst
Operations Analyst / Program Specialist	
Interviewing Clerk	
Accountant / Revenue Specialist	
Administrative Assistant / Staff Assistant	
Program Administration	
Program Management	

Exhibit VII-3: ACCESS Florida System Employee Roles

a. Current System Resource Requirements

The paragraphs below outline information on the general hardware and software resource requirements associated with the ACCESS Florida System and its supporting systems.

1) Summary of current maintenance and operations cost

Exhibit VI-4: ACCESS Florida System Maintenance & Operations Costs for FY 22-23 lists the current annual maintenance and operating costs for the ACCESS Florida System. Included are the costs incurred at NWRDC to host both mainframe and midrange services and the system integrator cost to operate the ACCESS Florida System and provide ongoing enhancements.

Cost Category	Annual Cost
a) NWRDC Mainframe, Midrange Maintenance & Operations	$19,150,942
b) ACCESS Florida System Integrator Maintenance & Operations (M&O): Base Contract	$4,713,120
c) ACCESS Florida System Integrator M&O: Enhancements (provided in Base Contract)	$1,649,592
d) ACCESS Florida System Integrator M&O: Additional Enhancements (amendments)*	$3,107,746
Total	$28,621,400

**The base contract (b) provides a limited amount of enhancement hours (c). The contract is typically amended for additional enhancement expenditures (d).*

Exhibit VI-4: ACCESS Florida System Maintenance & Operations Costs for FY 22-23

b. Current System Performance

The new IODM business rules engine brought highly configurable, multi-layered Service Oriented Architecture (SOA) based sub-systems to the Department's IT assets. The system is meeting the ESS Program demands adequately and able to match or better prior application processing standards. The introduction of a rules-based architecture along with Real-time Eligibility and No-Touch processing significantly improved the automated case processing without worker intervention. These inconsistencies will eventually lead to system reliability and performance issues without all underlying mission-critical systems being under the umbrella of the overarching MES platform. Integrating technology enhancements into an overall system completion effort will automate many of the Department's business functions and boast numerous advancements, including:

- Reduction in operating costs
- Elimination of many manual business processes
- Better customer service
- Flexible platform to accommodate legislative and policy changes
- Real-time processing of many routine activities
- System-driven workload balancing
- Reduced overpayment and fraud
- Higher employee productivity through increased process automation and enterprise-wide access to information

2. Information Technology Standards

ACCESS and its supporting systems are compliant with the applicable Information Technology Standards outlined within the DCF Information Technology Services Standard Operating Procedures (SOPs) in addition to the following standards and rules:

- Medicaid Information Technology Architecture (MITA)
- Minimum Acceptable Risk Standards for Exchanges (MARS-E).
- National Human Services Interoperability Architecture (NHSIA)
- Information Technology Infrastructure Library (ITIL)
- Rule 60GG-2, FAC, which establishes the state standards relating to Information Technology security
- Chapter No. 2019-116, Laws of Florida, directs state agencies to show a preference for cloud-computing solutions

B. Current Hardware and/or Software Inventory

Exhibit VI-5: Current Mainframe Hardware Characteristics lists the hardware characteristics of the IBM mainframe.

Current Mainframe Hardware Characteristics	
Platform	FLORIDA runs on an IBM BC13:z13s: R05 (Model 2965-R05) mainframe computer with Serial# CF8B7. This is a Five CPU, 3 zIIP processor, 184 GB central storage and the operating system is z/OS.
Performance	315 million service units (MSUs)
	2545 purchased million instructions per second (MIPS)
	2545 active MIPS
Logical Partitions (LPARs)	The **FLIA** LPAR is used for FSFN non-production environments Dev/Test and UAT/Training. FLIA houses two DB2 subsystems to support the above-mentioned environments. FLIA is also used during the system testing, and stress testing by the new FSFN builds.
	The **FLIC LPAR** is used for generic batch job runs such as FLORIDA security audits. No usage-based subsystems are available here; therefore, heavy batch processes do not impact monthly software billing.
	The **FLIF** LPAR is used for all FLORIDA nonproduction Dev/Test, Acceptance and System test for DCF (10 IMS regions) and a part of the FLORIDA production batch cycles. DB2 Ad Hoc reporting for FLORIDA.
	The **FLIH** LPAR is used for FLORIDA production online transactions and production batch processes (IMS).
	The **FLIM** LPAR is used for operating system test.
	The **FLIN** LPAR is used for the sysplex network (production) and OMEGAMON (Monitoring tools).
	The **FLIS** LPAR is used for the FSFN production DB2 database.
	The **FLIT** LPAR is used for subsystem installation verification.
	The **FLIZ** LPAR is used for operating system test.
Processor Units	1: Internal Coupling Facility (ICF) Processor
	1: Integrated Facilities for Linux (IFL) Processor
	3: System z Integrated Information Processors (zIIP)
	1: System z Application Assist Processors (zAAP)
I/O Capacity	8 ports: InterSystem Channel (ISC) coupling links
	8 ports: Fibre Connection (FICON) E8s LX2P (0409)
	8 ports: FICON-E8s SX2P (0410)
	16 ports: FICON-E16s LX 2p (0418)
Communications	8 ports: OSA5s-GbE-SX 2p (0414)
	4 ports: OSA53-1000BT 2p (0417)
Disk Storage	1: EMC DLm6000 virtual tape library
	1: Hitachi Data Systems VSP (virtual storage platform) Disk

Exhibit VI-5: Current Mainframe Hardware Characteristics

C. Proposed Technical Solution

1. Technical Solution Alternatives

When performing any modernization effort, the "build versus buy" decision must be considered. Whether to "build" a custom solution or "buy" a commercial-off-the-shelf solution is a choice many governmental agencies, as well as private companies must make. Using capabilities that have already been developed by utilizing a COTS package minimizes risk and reduces implementation time in many cases. However, these potential benefits must be weighed against the solution requirements and potential constraints imposed by a COTS package. A fully custom solution can provide a precise fit to the business, but also carries some associated risks and constraints. This difficult decision is both multifaceted and complex mainly because all the consequences, advantages, and shortcomings can rarely be fully realized in advance. Many organizations conclude that what best fits their needs is some combination of choices, as was the case with the ACCESS Florida System modernization project.

In making this decision, the following technical alternatives were considered:

- **COTS:** Some COTS software can be an overall platform solution or provide add-on components intended to work seamless with a platform solution. COTS software can be tailored to meet specific business requirements through a combination of configuration and customization by software developers experienced with the platform.
- **Custom:** At the other end of the spectrum is a fully custom solution. In this case, flexibility is maximized, and the resulting solution will fit the business precisely. However, since the solution is developed specifically based on customer requirements rather than leveraging the capabilities of a COTS package, more effort is required to build the solution which involves additional risks.
- **Hybrid:** A hybrid solution utilizes a combination of COTS modules and custom developed modules. In this situation the "build versus buy" decision is made at the module level rather than the platform level. This allows utilizing COTS packages where requirements are closely aligned with package capabilities while avoiding the inflexibility of a COTS package that is ill-suited to be customized to meet requirements.
- **Transfer Solution:** A fourth option involves utilizing a transfer solution developed by another state. This can be either a COTS platform, custom, or hybrid solution. Notably, these transfer solutions have been customized to meet the requirements of the originating state. Careful validation of the transferred solution is required to assess the level of effort required to undo customizations made for the originating state while implementing the receiving state's requirements.

Additionally, the following business rationales were considered:

- **Business Alignment:** Business alignment assesses the ability of the solution to meet current requirements. For example, a custom solution would be very capable of meeting current requirements whereas a COTS solution would include constraints imposed by the COTS package vendor.
- **Flexibility:** As business alignment assesses current requirements, flexibility assesses the ability to meet future requirements as well as future considerations that could hinder meeting new requirements. Custom solutions would be expected to continue to provide maximum flexibility whereas COTS packages would be less flexible.
- **Maintainability:** This criterion assesses the ability for a solution to be maintained and operated after the initial deployment. Factors that affect this include the division of responsibility between a COTS package provider and an application maintenance team in this case of custom development. Also, vendor upgrades can require effort just to remain compatible when new versions are released.
- **Complexity:** Custom solutions tend to be more complex since the Department would be responsible for developing significantly more of the solution as opposed to utilizing components that have been proven to be effective elsewhere.
- **Time to Implement:** Time to implement is largely comparable to the amount of customization required. Thus, a COTS solution would be implemented faster than a custom solution. Transfer solutions require effort to undo customization for the source agency, however, they may still offer an advantage in time to implement if customizations are minimal.
- **Cost:** There are several drivers for cost including licensing fees, application development staff, and continued maintenance and operation costs. Custom development avoids licensing fees which can sometimes be quite expensive, while also incurring the costs of additional application development staff.
- **Scalability:** This criterion assesses the ability of the solution to support increased processing requirements as demand increases. Both custom and COTS solutions are expected to be scalable.

2. Rationale for Selection

By evaluating the technical solution alternatives and business rationales, the Department concluded that the solution be a hybrid approach, utilizing a combination of COTS packages, transferred solution from other state(s), and custom development (as needed).

3. Recommended Technical Solution

A hybrid approach allows selecting best of breed solutions at the module level while still retaining the flexibility of a custom developed solution where necessary. Additionality, this selection conforms with the SMD Letter of 3/31/2016 (#16-004) regarding the use of COTS software.

D. Proposed Solution Description

1. Summary Description of Proposed System

The solution will result in a strategic end-to-end replacement of the ACCESS Florida legacy system function and infrastructure components using a hybrid approach of transferred solutions, custom development, and COTS products. The resulting application will meet the Department's business objectives for a more integrated service delivery model that is customer-centered, outcomes-driven, and less costly to maintain. It will be built upon a modern architecture foundation, enhancing efficiency, and greatly reducing the risk of technical obsolescence that exists in the legacy system today. It will maximize technical and business process benefits and provide the flexibility and scalability needed for future enhancements. The diagram below provides an overview of both the business and technical solution, including the business needs and capabilities as well as the technical solution to achieve those capabilities.

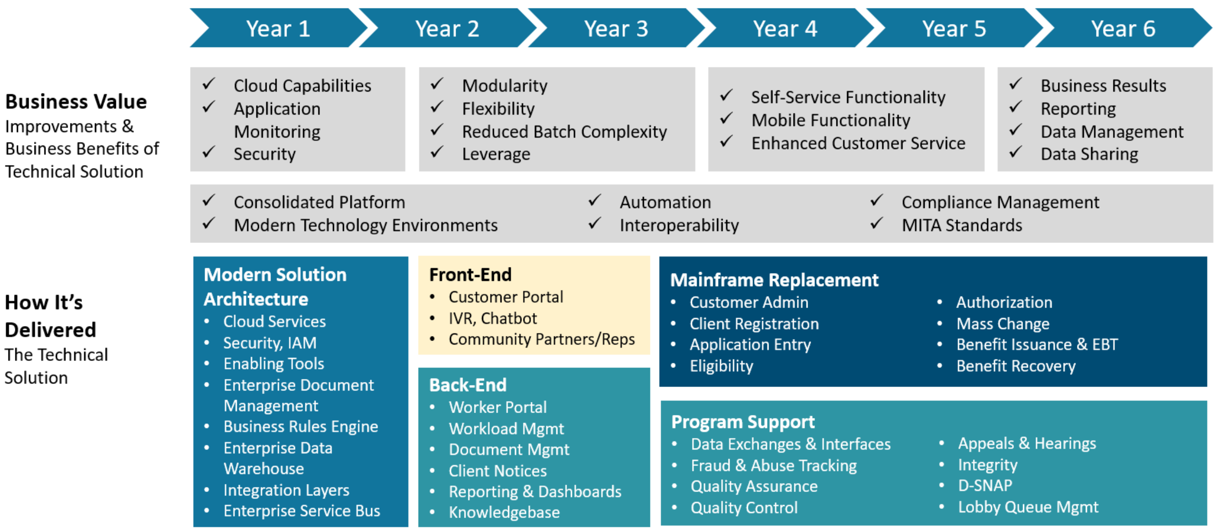


Exhibit VI-7: Solution

While the diagram above outlines how the recommended solution will achieve the needs of the program, the Future ACCESS Florida System architecture diagram below depicts how each technical component of the recommended solutions fits into the overall future-state system architecture.

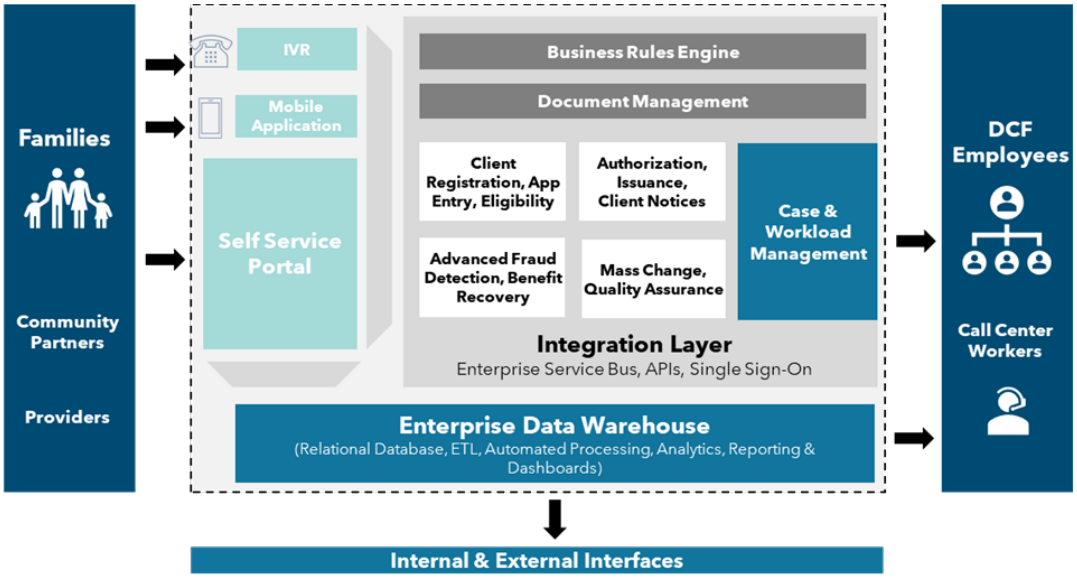


Exhibit VI-8: Future ACCESS Florida System Architecture

The future system consists of a consolidated platform utilizing modern technology with functionality built into modules to enable the ability to enhance and maintain the use of the system based on customer demand, business need, and changing regulation/law. This solution will incorporate a hybrid of custom-built and COTS applications as components of the system. The determination of COTS vs custom-built applications for each individual component of the solution architecture will be determined during the procurement effort, using the requirements and analysis developed to-date. The following provides a breakdown of the high-level system components of the solution architecture.

Front-end / User Facing Application Components - These are the applications that users will interact with related to benefits services.

- **Customer Self-Service Portal:** A Self-Service Portal (SSP) that allow customers to apply on-line for selected benefits and would provide verifications and in some cases real-time eligibility determination. The SSP could be COTS based series of components or component or Software-s-a-Service (SaaS) via the Cloud.
- **Interactive Voice Response (IVR):** An IVR application that allows customers 24x7 toll-free access to information about their public assistance case status, eligibility and benefit information, appointment details, verification items required, and information on other ESS programs.
- **Mobile Responsiveness:** Mobile-first design provides the ability for customers, partners, and staff to utilize mobile devices to more easily perform tasks, upload documents, acquire information, and modify data where needed.

Back-end System Components - This begins with the Solution Architecture components that are planned to be stood up in Year One, followed by development of the functional modules that will replace the mainframe.

- **Enterprise Data Warehouse:** A consolidate enterprise data warehouse to store, analyze, process, and transform data across the system. The warehouse would be a central component that communicates with each application and module to provide and capture data. Once successfully implemented, this warehouse would serve as the authority of source for the Department's benefit data.
- **Integration Layer:** A "communication" layer that serves to integrate all modules and applications as part of the overall system.
- **Rules Engine:** A business rules engine that maintains eligibility-based business rules that can be applied across internal and external applications through the Enterprise Service Bus. This provides flexibility to update business rules in one place and allow those same rules to execute across system components.
- **Document Management:** An Extensible document management solution that will allow integration with

multiple applications and provide management of scanned images for the Ocala Mail/Scan Center.

- **Case and Workload Management Portal:** A "Worker Portal" that comprises multiple functional components for managing benefits applications, cases, and workload.

Functional Modules: The below are functional modules that will replace functionality currently built into the mainframe. The development and deployment of these modules will be in two phases as shown in the roadmap.

- **Client Registration:** Provides registration and clearance of individuals applying for benefits, screening for expedited SNAP assistance, and triggering of Data Exchange requests.
- **Application Entry:** Collection and maintenance of case and individual demographic, household relationships, other non-financial and financial information (assets, income, expenses).
- **Eligibility Determination:** Builds filing unit groups of individuals and determines eligibility for benefits. This may be developed as one module for all benefit categories, or as several modules split by benefit category.
- **Authorization:** Provides for the review of the eligibility determination results and approval, denial, and closure of benefits.
- **Benefit Issuance:** Automated processes for issuance of benefits, including support for staff functions for auxiliary issuances and interventions.
- **Client Notices:** Provides functionality that trigger, consolidate, format, store and print client notices. This includes interfacing with print vendor, email notification capabilities, and the ability for customers to view notices within the SSP.
- **Quality Assurance:** Quality assurance proves that include random sampling and other methods to analyze, measure, and report program quality and error rates.
- **Mass Change:** Provides functionality to redetermine eligibility and benefits by applying updated eligibility/calculation parameters.
- **Benefit Recovery:** A fully functional and consolidated benefit recovery system maintains all customer, budget, claims, and accounting data. Supports the State of Florida Benefit Recovery Program for recovering overpaid benefits and reporting related information to the Federal Government.
- **Fraud & Abuse Detection & Tracking:** Enhanced capabilities to identify, track, and manage fraudulent and/or abusive activity related to state benefits.
- **External Transfers:** Functionality that will allow DCF to exchange information with Federal, State, and third-party agencies via real-time services.
- **Reporting and Analytics:** A reporting and analytics platform to facilitate DCF staff standard reporting, ad- hoc reporting, advanced analytics, and data visualization capabilities.
- **Internal and External Interfaces:** Modernized data exchanges, through the use of the Enterprise Service Bus and solution architecture components, to communicate and provide data in a timely manner to both internal and external interfaces.
- **Disaster- SNAP (D-SNAP):** Functionality for D-SNAP benefits may be developed as an independent application based on requirements for field-based activities that are not required on other functionality modules.

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

The high-level functional and technical system requirements that must be met by the project to achieve the business objectives and business requirements outlined in the Strategic Needs Assessment section of this document are detailed in **Section II-D.** In addition to those requirements, the solution should be aligned with the following:

- **Consolidated Platform:** Move to a single technology platform with integrated objects/components that may be modified without affecting the whole.
- **Modern Development Environments:** Tools and processes to streamline code development, testing, promotion/staging, and stress testing. Environments that promote and enable collaboration.
- **Modularity:** Use of a modular, flexible approach including the use of open interfaces.
- **Reduce batch complexity:** Incorporate sufficient compute power to perform real time processing/automation to decrease dependence on batch architecture.
- **Mobile Functionality:** Ability to employ mobile responsiveness.

- **Cloud Capabilities:** Where feasible and beneficial for reliability, cost efficiency, and visibility into systems behavior.
- **Application Monitoring:** Ability to be alerted immediately on application or any identified system component failure or performance problems.
- **Data Management:** A sound data governance framework including data standards, archiving, and retention policies.
- **MITA standards:** Aligned and ready for advancement in the Medicaid Information Technology Architecture.
- **Industry compliance:** Alignment with, and incorporation of, industry standards: the Health Insurance Portability and Accountability Act of 1996 (HIPAA) security, privacy, and transaction standards.
- **Compliance Management:** Integrate Risk Compliance with oversight agencies (CMS, IRS, SSA, AG, etc.) via tool integration.
- **Security and Privacy Compliance:** Alignment with the Minimum Acceptable Risk Standards for Exchanges (MARS-E)
- **Leverage:** Promotes sharing, leverage, and reuse.
- **Business results:** Supports accurate and timely processing of eligibility with the public.
- **Reporting:** Capabilities to produce reports supporting program evaluation, continuous improvement in business operations, transparency, and accountability.
- **Interoperability:** Supports integration with the appropriate entities providing eligibility, enrollment, and outreach functions.

The technical solution should be comprised of modern system characteristics including, but not limited to, those outlined in the table below:

Solution Alternative Technology Characteristics Considerations		
Item	**Legacy System Characteristics**	**Modern System Characteristics**
Hours of Operation	• Online primarily business hours • Online citizen usage 24x7, batch cycle evenings, some scheduled system wide maintenance outages	• 24x7
Users	• Internal workers	• Internal, external, and public
User Authentication and Access	• Internal system	• Federated authentication extending to external organizations
User Interface	• Fixed character screens	• Graphical, browser, mobile device
Integration	• Data replication; Data extract, transformation and load (ETL) • Fixed format file interfaces • File transfer	• Real-time data access • Web services • REST, XML data
Data Sharing	• External within state enterprise (other state systems)	• Public sector, private sector, academic organizations and citizen
Security	• Emphasis on firewall and perimeter security; Trusted internal staff and infrastructure	• Security hardening in every system component • Encryption of data at rest and in motion • Highly restricted data access
Reporting	• Extract to data repository • SQL-based reports	• Real-time operational reporting • Dashboards • Predicative analytics
Business Rules	• Embedded in custom application system logic	• Use of rules engine • Written in natural language

Processing Triggers	• Batch file records • Online user-entered data	• Messages and event-based from asynchronous and real time messages (often via an ESB)
Batch Processing	• Processing nightly driven by mainframe processing capacity/cost and database locking issues	• Processing can be run any time • Asynchronous updates
Workflow	• Custom-coded to manage human tasks and work queues of a business process steps performed internally in the organization • Low visibility to status of specific process or overall backlogs and slack resource utilization • Complex to change	• Manages human and machine tasks performed internally and external to the traditional organization • Processing status transparency with internal and external stakeholders • Dynamic workflow definition and updating
Architecture Services	• Custom-developed	• Service-oriented architecture • Use of "Best-of-Breed" COTS components or software services
Application Ownership	• Internally-owned asset	• COTS, Software as a Service • (SaaS) • Reduced internal ownership of assets
Application Development Strategy	• Custom development or • Customize a transfer system	• COTS • Reduced Custom development
Application Customization	• Business rules defined and • applications customized in response	• Align business rules to match application capabilities
Application Maintenance	• In-house on-site • Contracted hourly resources	• SaaS • Application maintenance provider task-based contracting
Infrastructure	• Mainframe • Dedicated servers • Using internal hosting services	• Cloud-based • Software as a Services (SaaS) or Infrastructure as a Service (IaaS)

Exhibit VI-9: Solution Alternative Technology Characteristics Considerations

Below are factors that should be considered for each of the modern system characteristics categories.

a) Hours of Operation / System Availability

Any significant system completion initiative for a system supporting a large number of users should require 24x7 application availability and continuous processing. Today, high availability systems with no single points of failure and automated failover of clustered components are a basic expectation.

Users
The expected number of system users should consider that external users have not historically used the system directly, and that they might begin to use the system either directly or via real time web service access. To support an undetermined number of users the application and hosting infrastructure must be horizontally and vertically scalable. Additionally, licensing terms should avoid per user licensing arrangements and restrictions when possible.

User Authentication and Access
User authentications and access controls are important considerations in differentiating technology solution alternatives. The existing systems have internal authentication and internal access controls within each application system. For workers this means they must keep multiple ids with multiple passwords. Architecturally, there are advantages for externalizing access controls from custom application logic. One area for consideration is whether an identity and access management system will support federated access controls. Federated access control is used when an external organization is

granted access to use the system with user authentication and role-based management done by the external organization.

User Interface
A common requirement for modern systems is to use responsive graphical design techniques. Responsive design means that the application will be optimized for any device, which is important given the diverse user base. Mobile device usage has a substantial and growing share and mobile device support should be assumed as a significant volume of transactions.

Integration
The expectation of real-time or near real-time integration should be the *de facto* expectation for interface processing in the modernized system. Legacy integration strategies of database replication, cross system data synchronization, file extracts, and other bulk data transfer strategies are being replaced for many reasons. The major reasons being the challenges of data privacy protection and the complexities and overhead of duplicated data. For the modernized system, the use of web services is a default expectation for transactional data sharing. Architecture requirements should use secure web services. Often an Enterprise Service Bus (ESB) is a component of the modernized system that provides a single point of access, common architecture services, and common processing controls for integration. Representational State Transfer (REST) based services are currently the standard for efficient data integration especially supporting mobile device interfaces.

Data Sharing
While there are many interfaces in the current system, the Department should expect data sharing to increase. Data sharing can be complex, especially when dealing with sensitive information or personal information. For this reason, there have been some delays and barriers to sharing data across system and organization boundaries. We expect that the benefits of data exchange are too significant to be a long-term deterrent to data sharing.

The system should secure robust support for data sharing. COTS solutions generally have dealt with this issue, and continue to stay current with industry trends, standard data sharing formats, and data sharing regulations.

Security
Security is an important consideration in system completion. The security threats and challenges that all systems, and government systems in particular, face can consume significant resources. This factor alone may be significant enough to influence the recommended system completion approach.

COTS products will generally have a significant advantage in this area because they invest in security architecture and perform ongoing vulnerability scans and analysis of application and infrastructure. In addition, because their solutions are in use in more locations, the products benefit from the cumulative experience of all customers, which is incorporated in security and data loss prevention techniques.

It is common for systems that run on mainframes to run in state hosting data centers or run in department hosting facilities that emphasize keeping bad actors outside the environment. In the legacy system environment, most emphasis goes to firewalls, identity, and access controls. There is little emphasis on encryption and controls for information that is moving around within what is considered a safe space. The modernized solution should require encryption for both external connections to the system and internal connections within the system. Likewise, a requirement for database encryption and encryption of transmission should be base requirements. Further, most, if not all, system administrators should not be able to access system data.

Reporting
From a technology perspective, the primary reporting considerations include:

- Data Model Updates
- Data Marts

- Tools
- Access
- Existing Reports

If the modernized systems use a COTS product, the COTS data model will be different from the current system data model. Even if current system data is migrated to data marts or a data warehouse for reporting, effort will be required to rework reports if a new or enhanced data model is used. A new COTS data model will have additional data and data types that allow enhanced reporting. It is important to specify expectations related to reports, because COTS vendors provide limited out of the box reports and often expect customers to customize or develop their own specific reports.

The current systems use reports as a tool to manage and assign work or to communicate outside the organization. Most COTS products and SaaS solutions will have increased online capabilities and real time integration capabilities that can eliminate the need to use current reports to manage and communicate. Therefore, the number of reports needed in the new system may be significantly less than the number or reports used in the existing systems.

Most customers will use an external reporting tool even if COTS products provide some base report development, customization, or delivery capability.

One technical consideration related to reports is report data location. If there is significant network latency between the workstation or reporting server that does report processing and the database server, performance (especially for ad hoc requests) may be slow. Likewise, if data is used from multiple sources in different locations, network latency may become an issue. Reporting requirements should specify report generation time based on peak data volume.

Business Rules

The general approach for a modernized system is to externalize business rules from custom application logic. The ACA MES ACCESS project implemented a rules engine running on the mainframe. In a properly architected modern system, use of an external rules engine can provide flexibility to make rules changes without making other application changes.

Vendors that provide dedicated rules engines, use rules engines, or have products that use rules engines often communicate that business staff will be able to maintain business rules in real-time, as needed. In practice, this is not usually practical, because changes in business rules can have ripple impacts to other system components. Additionally, from a configuration management perspective, most organizations strictly control and automate deployment of changes to production environments. Regardless, the expanded use of a rules engine can create improved processing consistency and reduce maintenance effort.

Processing Triggers

In the legacy system, processing triggers primarily originate from user-entered information and batch processing. The modernized system should primarily support real time event-based processing triggers. These real-time events cause workflow updates and system data updates. Requirements to accept real-time updates via web service message will provide the processing capability to support business needs into the future.

Batch Processing

The legacy system has significant batch processing that is mature and efficient for the legacy platform. This processing relies on operations services (provided by the hosting service) to perform job scheduling, restart processing, and processing notifications. Historically, the use of batch processing is usually a legacy strategy driven to encourage use of unused mainframe capacity when users are not online and because legacy application systems did not have data access controls to allow concurrent online and batch processing.

System completion efforts should scrutinize current batch requirements for potential elimination and allow processing to be performed in real-time or asynchronously where possible. The system should encourage external interfaces to move from batch to real time or asynchronous processing.

- Even where batch processing must continue because of external interfaces, system completion work should use techniques that will allow the migration to real-time without significant rework.

- A related consideration for batch processing is the temporal data support. In a modern system, processing can be run independent of the system clock or current date/time. The data stored in the system retains the temporal attributes making it possible to run processing as of a specific date and time in the past. This is useful for cut-off processing and to support re-run processing if operational errors require reprocessing. This capability can often eliminate the need to have production systems be down if nightly processing did not complete successfully.

Work management is one of the most important capabilities of the system. This area of processing requires the most scrutiny. It is important to evaluate the usability of the system interfaces that users access to view work items and manage work requests of tasks in the business process. In the legacy system environment, a worker may have to evaluate work item task lists in multiple sub systems.

One important feature in the modernized system is automatic updates to the workflow based on system actions or data changes. For example, if a workflow step is complete after a user enters a set of information, the system will be much more effective if the task detects the change in the data and automatically marks the task complete, as opposed to the worker having to go to a work assignment screen and mark the specific task closed. This feature for specific task types greatly increases user satisfaction and reduces delays in overall processing throughput, while at the same time provides improved program and administration integrity ensuring eligibility staff receives proper credits for completed transactions without the risk of erroneous manual entries.

An additional consideration is how tasks performed by external users can be managed and tracked in the system. This allows external users to perform their steps of a workflow. The ability for external users to integrate their systems with the workflow engine may be a valuable feature. Alternatively, external users may use interactive work management screens to manage work.

b) Architecture Services

There are many application architecture services that can be performed by COTS, open source solutions, SaaS services, or custom processing. COTS products balance the use of COTS architecture services to make their products cost effective. The use of architecture services reduces risk related to the specific component but increases the integration complexity. For COTS products, the vendor is typically responsible for integration of the COTS products used by their solution. If a customer requires customer-specific architecture components, those need to be specified and responsibility for performing this work should be explicit.

A recommended system completion requirement is to identify the specific architecture services to be used and the process to update or replace architecture services in the future.

Determining the right balance of custom-coded architecture services versus other types of architecture services is a matter of discretion. Architecture services that require specialized skills, must comply with external standards or compliance criteria, are widely used, or are low-cost are candidates to use external architecture services.

Architecture services such as security authentication and access, enterprise service bus and infrastructure monitoring should rarely be custom developed.

c) Application Ownership

The thinking on application ownership for modern systems has changed for most organizations. When systems provided a unique competitive differentiator or advantage, organizations wanted to retain ownership and control of the application. As organizations recognized that system processing techniques were common to many organizations, there has been a shift to COTS-based solutions.

The other consideration is that the system lifecycle has shortened significantly. When systems were expected to operate largely unchanged, other than normal maintenance for a period of decades, it made sense to own the solution. With the pace of major technology change, most organizations recognize that the expected life of a system is not as long as it has been in the past. For this reason, most organizations are now favoring a rent instead of buy strategy.

From a department budgeting perspective, renting reduces discretion on maintenance expenditures and reduces the effort to secure capital funds needed for major system updates. This can be an advantage to ensure the system receives a base set of maintenance to keep it operational.

d) Application Development Strategy

Custom development of replacement enterprise applications is generally not considered a viable option because of the large capital expenditure, track record of budget overruns, and delayed implementations. Transfers of custom solutions followed by customization of the system was a popular strategy 10-15 years ago. It was perceived that a transfer strategy was lower risk because the transferred application:

- May have some maturity from iterations of use
- May have eliminated of defects from production use
- Allowed the customer to end up with a custom solution that they owned

The transfer approach is now out of favor because in practice there are not significant savings, especially if there are a significant number of customer specific customizations. The application architecture of the transfer system will also influence ongoing maintenance costs and can limit ongoing system evolution.

Enterprise application development is now primarily completed in vendor development centers that concentrate thousands of workers, usually using offshore locations and low-cost resources. Vendors have hiring, management, professional development, and quality management synergies in these centers and prefer to do application development and maintenance work in these locations.

e) Application Customization

There has been a change in thinking on how to implement modernized systems. The traditional approach that derived from when there were few automated systems is to define requirements and then build or customize the new system to meet specified business requirements. With the introduction of COTS products, organizations are looking at total cost to implement and operate and are finding that instead of business requirements driving the system, it is often faster and more cost effective to change the business processes and requirements to match the capabilities of the COTS product or SaaS solution. These approaches are quite different. If procuring and considering a COTS product or SaaS solution it is important to align the procurement and negotiation strategy with the approach.

f) Application Maintenance

Application maintenance strategies have evolved and are continuing to change. The traditional application maintenance approach for enterprise custom systems owned by an organization is to have an onsite team of application developers. For government systems, these resources are often contracted resources that perform services for a long period. Organizations focus on minimizing rate per hour paid and work on a capacity basis providing maintenance and enhancement with the contracted capacity.

For organizations that purchase COTS products for enterprise use, it is common to use an application service provider that manages all maintenance of the COTS product. Work includes product customizations and integration work to support COTS product upgrades. The Application Service Provider works closely with the COTS vendor and often supports multiple customers with a shared pool of resources.

For organizations that use SaaS solutions, the service provider handles all application support and maintenance. These services are provided directly by the SaaS provider.

g) Infrastructure

A major part of modernizing the system is enabling and modernizing the system infrastructure. The system infrastructure is the network, servers, system software, hosting, and systems operations capabilities.

Improvements in technology have standardized and virtualized infrastructure, allowing leveraging of support resources across a much larger number of systems and system infrastructure components. Cloud providers use this standardization to support many customers at a low cost.

For this system, the move from department and state hosted infrastructure has the expected benefits of cost savings and improved service level. From an overall state level, migration and decommissioning of the current mainframe, state, and department data centers is a directional priority. If any system completion option retains existing system components there is work to make the current applications cloud ready.

h) Resource and Summary Level Funding Requirements for Solution (if known)

Refer to **Appendix B: Cost Benefit Analysis Workbook** for Staffing counts and costs for FY 22-23 through FY 2027-28.

E. Capacity Planning

For this assessment, existing capacity and trends over the past 10 years were reviewed to determine projections for future system use. Present system capacity must accommodate more than 12.8 million applications for ESS services annually.

Monthly benefits are distributed to nearly 3.8 million individuals. Fluctuations in annual volume can reach ten percent under normal circumstances and can be significantly greater under emergency circumstances.

In order to plan for foreseeable capacity requirements, migration from the current mainframe system architecture to a cloud-based system solution is recommended. A cloud-based platform will allow the Department to cost-effectively scale up or down quickly in response to rapid changes or fluctuations in demand for ESS services. With a cloud-based solution, the Department will also pay only for the level of cloud services used.

VIII. Schedule IV-B Project Management Planning

A. Project Charter

The program charter establishes a foundation for the program by ensuring that all participants share a clear understanding of the program purpose, objectives, scope, approach, deliverables, and timeline. It serves as a reference of authority for the future of the program. The project management approach established for system completion is described below and is expected to be adopted substantively for the system replacement effort, although work by year may vary and charts and tables relating to that information will be updated.

Program Name

This program is referred to as ACCESS Florida System Modernization.

Purpose

The purpose of the project is to replace an aging legacy mainframe system and associated applications with a modern, agile, cost-efficient system within the specified project period. The tangible benefits of the project include increased satisfaction to customers, worker productivity, enhanced fraud prevention, privacy, and confidentiality, improved compliance with federal and state standards and conditions and reduced operating costs for the ACCESS Florida System. The intangible benefits of the project include improved customer service, maintaining benefit accuracy, program integration, more effective use of resources, and enterprise interoperability. System replacement will require approved federal Planning and Implementation Advance Planning document updates and federal financial and procurement approvals for vendors and technology solutions. The technology option(s) chosen would meet USDA requirements and also CMS requirements for a solution strategy to implement modular components. CMS is guiding states to provide greater speed to value, reuse within the Medicaid Enterprise, encourage more vendor competition, adopt a phased implementation approach, and explore reusable solutions from other states. American Rescue Plan funds can be used to complete the ACCESS Florida System Replacement consistent with a strategic roadmap described in this updated Schedule IV-B.

Objectives

The ACCESS Florida System Modernization project will meet the following objectives:

- Promote personal and economic self-sufficiency
- Prevent fraud, protect privacy and confidentiality
- Advance personal and family recovery and resiliency
- Leverage increased efficiencies and serve Florida citizens in the most effective manner possible
- Position the Department to further maximize the benefit of the state investment in technologies implemented to support the Medicaid eligibility system
- Stabilize and reduce ongoing support costs

- Focus on the benefits of increasing “no touch” and rules engine-based automated processing
- Create a modern, integrated, rules-based system that supports the public assistance programs leveraging modern technology preferably using COTS, Cloud-based, or Software-as-a-service (SaaS) solutions
- Facilitate improved communication within the Department as well as between the Department and its’ external stakeholders
- Provide Department staff with timely access to information necessary for performance measurement and quality management
- Provide better access to data through searching and reporting capabilities
- Employ project management best practices throughout the life of the project
- Complete the project within agreed budget and timeframes

1. Project Phases

This project will be developed in four phases. Each phase will include the full SDLC:

1. Procurements
2. Solution Architecture
    a. Data Warehouse
    b. Integration Layers
    c. Enterprise Service Bus
    d. Business Rules Engine
    e. Document Management

1. Front-End Customer Applications
    a. Customer Portal
    b. IVR Integration
    c. Mobile App
2. Worker Back-End Functionality
    a. Worker Portal
    b. Inbox/Workload Management
3. Core Mainframe Replacement
    a. Client Registration
    b. Customer Administration
    c. Application Entry
    d. Basic Fraud Detection
4. Secondary Mainframe Replacement
    a. Benefit Issuance/Management
    b. Authorization/Mass Change
    c. Client Notices
    d. Eligibility (SFU & EDBC)
    e. Advanced Fraud Prevention
    f. Benefit Recovery
    g. Quality Assurance
    h. Quality Control
5. Data Conversion & Integration
6. Data Exchanges/Interfaces
7. Reporting & Dashboards
8. Knowledgebase

B. Project Management

The Department’s enterprise Project Management Office (PMO) will support the project. A dedicated Modernization Project Manager and Project Team of DCF staff will be assigned to execute tasks and work collaboratively with the Vendor/Contractor Project Teams. The day-to-day project will be run by the Modernization Project Manager, who will report status and escalate as necessary to the Chief Information Officer (CIO) and Assistant Secretary for the Office of Economic Self-Sufficiency. The Department’s Executive Governance Council will receive regular updates as well as project escalations as necessary. An IV&V vendor will provide oversight to the project and have visibility to observe, monitor, and report on project progress and risks.

Subject matter experts (SMEs) will be assigned to the project, both from the Department and procured externally, through vendor/contractor services. SMEs will be instrumental in assisting the project team throughout the system development project lifecycle including the validation of "as-is" and "to-be" process flows, requirements, project deliverables, testing, and organizational change management/training activities.
The project management methodology used by DCF and contracted vendors is based on the PMI's Project Management Framework. Contracted vendors will provide Project Management Plans for their work streams. DCF's Modernization Project Manager will execute and update the state's Operational Work Plan (OWP) for the overall project.

C. Project Scope

The scope of this project will include a significant business process analysis and requirements development effort as well as the design, development, testing, user training, and statewide implementation of a new business system to support the following DCF functional and technical areas across SNAP, TANF, and Medicaid eligibility programs:

- Establishment of a Project Management office
- Organizational Change Management
- Independent Verification and Validation (IV&V)
- Establish solution architecture
- Mainframe replacement (full SDLC)
- Data conversion and integration
- External interfaces (full SDLC)
- Customer portal (full SDLC)
- Case and workload management (full SDLC)
- Reporting functions (full SDLC)
- Statewide system implementation
- Content development for training materials
- End-user training
- Operations and maintenance planning

D. Project Deliverables

The following table contains a preliminary list of project deliverables. The final deliverables list, which will include acceptance criteria, will be developed in conjunction with the selected implementation vendor and will be appropriate to the technology solution chosen.

Name	Deliverable Description
Project Management Status Reports	Weekly status reports to project management team.
Risk and Issue Registers	Prioritized lists of risks and issues identified and reviewed during the course of the project.
Meeting Minutes	Record of decisions, action items, issues, and risks identified during formal stakeholder meetings.
Schedule IV-B Feasibility Study (Updates)	Incorporates information to be submitted with the Department's Legislative Budget Request for follow-on phases.
Project Charter	Issued by the Project Sponsor and formally authorizes the existence of the project and provides the Project Manager with the authority to apply organizational resources to project activities.

Name	Deliverable Description
Project Management Plan	Includes the following documents as required by the DCF Project Director and/or the PMO: • Work Breakdown Structure • Resource Loaded Project Schedule • Change Management Plan • Communication Plan • Document Management Plan • Scope Management Plan • Quality Management Plan • Risk Management Plan • Risk Response Plan • Issue Management Plan • Resource Management Plan • Conflict Resolution Plan • Baseline Project Budget
As-Is Business Process Flows	Represents, graphically, the current state of public assistance business processes using standard business process notation. This document should include narrative descriptions of key activities, including owners, inputs, and outputs.
To-Be Business Process Flows	Represents the future state of public assistance business processes, as reengineered by the vendor in conjunction with DCF subject matter experts. The process flows are developed using standard business process notation. This document should include narrative descriptions of key activities, including owners, inputs, and outputs.
Technical Design Specification	Detailed technical design for data and information processing in the new business system to include: • Data Model/ERD • Data Dictionary • Technical Architecture (to include a hardware usage plan) • User Role/Permissions Security Matrix
Design Demonstration	Review and acceptance of the system integrator's design required before proceedingto development. Key stakeholders will experience the prototype and then a go/no-go decision will be submitted to the Project Sponsors for action.
Data Conversion Plan	Plan for converting data from existing systems to meet the specifications of the new database design; to include detailed data conversion mapping.
Knowledge Transfer Plan	Details the steps taken to transfer knowledge about the system to the resources that ultimately will be responsible for implementation.
Organizational Change Management (OCM) Plan	Describes the overall objectives and approach for managing organizational change during the project, including the methodologies and deliverables that will be used to implement OCM for the project.
OCM Status Reports	Weekly status reports to project management team.
Stakeholder Analysis	Identifies the groups impacted by the change, the type and degree of impact, group attitude toward the change and related change management needs.
Training Plan	Defines the objectives, scope, and approach for training all stakeholders who require education about the new organizational structures, processes, policies, and system functionality.
Change Readiness Assessment	Surveys the readiness of the impacted stakeholders to "go live" with the project and identifies action plans to remedy any lack of readiness.
IV&V Project Charter	A document issued by the Project Sponsor that formalizes the scope, objectives, and deliverables of the IV&V effort.
IV&V Status Reports	Quarterly reports to the Executive Management Team.

Name	Deliverable Description
IV&V Periodic Assessments	Documents the results of IV&V activity to determine the status of project management processes and outcomes including but not limited to: • Schedule Review Summary • Budget Review Summary • Business Alignment Summary • Risk Review Summary • Issue Review Summary • Organizational Readiness Summary • Recommended Next Steps/Actions for each of the above areas • Milestone and Deliverable reviews (to determine if the project is prepared to proceed to the next phase in the project work plan) • Current scorecard of the project management disciplines • Strengths and areas for improvement in the project management disciplines • IV&V Next Steps/Actions
IV&V Contract Compliance Checklist	Documents that vendors involved with the project have met all contractual requirements.
Data Migration Plan	Plan for migration of data from existing systems to new databases (as required).
Test Plans	Detailed test plans for unit testing, system testing, load testing, and user acceptance testing.
Test Cases	Documented set of actions to be performed within the system to determine whether all functional requirements have been met.
Implementation Plan	Detailed process steps for implementing the new business system statewide.
Knowledge Transfer Plan	Based on a gap analysis, this plan will detail the steps taken to transfer knowledge about the system to the resources that ultimately will be responsible for post- implementation support.
Functional Business System	Final production version of the new business system.
System Operation and Maintenance Plan	Detailed plan for how the finished system will be operated and maintained.

Exhibit VII-1: Project Deliverables

a) General Project Milestones

The project will be managed according to the general milestones outlines in **Exhibit VII-2.** Specific deliverables for FY 24-25 will be included in vendor procurements as well as the Operational Work Plan (OWP). Go/no-go checkpoints may be added to the project schedule where appropriate based on the chosen solution. Checkpoints will require Project Sponsor sign-off prior to commencing the next activity.

Milestone	Deliverable(s) to Complete
Legislative Approval	• Updated Schedule IV-B
Federal Funding Approval	• Advance Planning Document
Project Kick-Off	• Project Charter
Project Management Documents Completed	• Various (See deliverable list)
Business Process Analysis Completed for Each Phase	• As-Is Business Process Flows • To-Be Business Process Flows
Acceptance of Functional and Technical Requirements for Each Phase	• System Requirements Document • Public Assistance Requirements Document
Acceptance of Validated Requirements for Each Phase	• Validated Functional Requirements Document
Acceptance of User Interface Prototypes for Each Phase	• User Interface Prototypes
Acceptance of Each Phase's Functional and Technical Design Specifications	• Functional and Technical Design Specification documents

User Acceptance Testing for Each Phase Completed	• End-to-end role-based test scripts • Log of UAT tickets by status
End User Training for Each Phase Completed	• On-site training sessions • Training materials
System Deployment Phases (based on ACCESS Modernization Roadmap)	• Functional system released into production
Project Close-out	• Lessons Learned • Knowledge Transfer • Contract Compliance Checklist • Sunset Plan • Project Close-out Checklist

Exhibit VII-2: Project Milestones and Deliverables to Complete

b) General Project Approach

The following activities are required to finish the ACCESS Florida System Modernization project:

1. Submit a Legislative Budget Request
2. Perform Schedule IV-B Feasibility Study update
3. Prepare federal Implementation Advance Planning Document Update (IAPDU)
4. Submit IAPDU for approval
5. Develop major procurements and submit for prior federal approval
6. Execute procurement(s)
7. Submit proposed award(s) and contract(s) for federal prior approval
8. Execute contract(s)
9. Execute the project
10. Monitor and control the project
11. Develop and test the solution as described in the Technology Planning section
12. Implement the solution
13. Conduct Organizational Change Management and Communications activities
14. Develop and Conduct Training
15. Deploy the system to trained users who are fully prepared to use the new system and are supported by on-screen help
16. Conduct knowledge transfer
17. Continued operations, administration, and support of the system through the warranty period
18. Close Out the project
19. Operate and enhance the system throughout its service life

c) Change Request Process

Projects of this magnitude should expect change as the project progresses through the design, development, and implementation phases. All change requests will be formally documented and validated by the PMO and the Change Control Board (CCB), which will be comprised of key project stakeholders according to the Change Management Plan. Once validation has occurred, the appropriate stakeholders will assess the change, determine the associated time, and cost implications.

Upon acceptance of the change request and its validation by the PMO, the tasks to implement the change will be incorporated into the project plan and a project change order will be initiated. A priority will be assigned, and the request will be scheduled accordingly. **Exhibit VII-3** illustrates the proposed change request process.

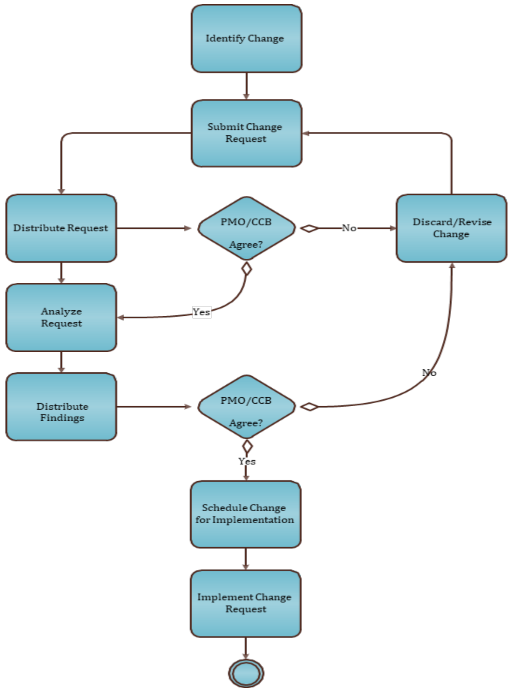


Exhibit VII-3: Proposed Change Process

E. Project Schedule

The actual project schedule will be highly dependent upon the business need priority, technical complexities, and solutions available. The development of the actual project schedule will be the responsibility of the DCF project manager and implementation vendor(s). The roadmap below provides an example of the high-level project schedule for the initial 6 years of the ACCESS System modernization project.

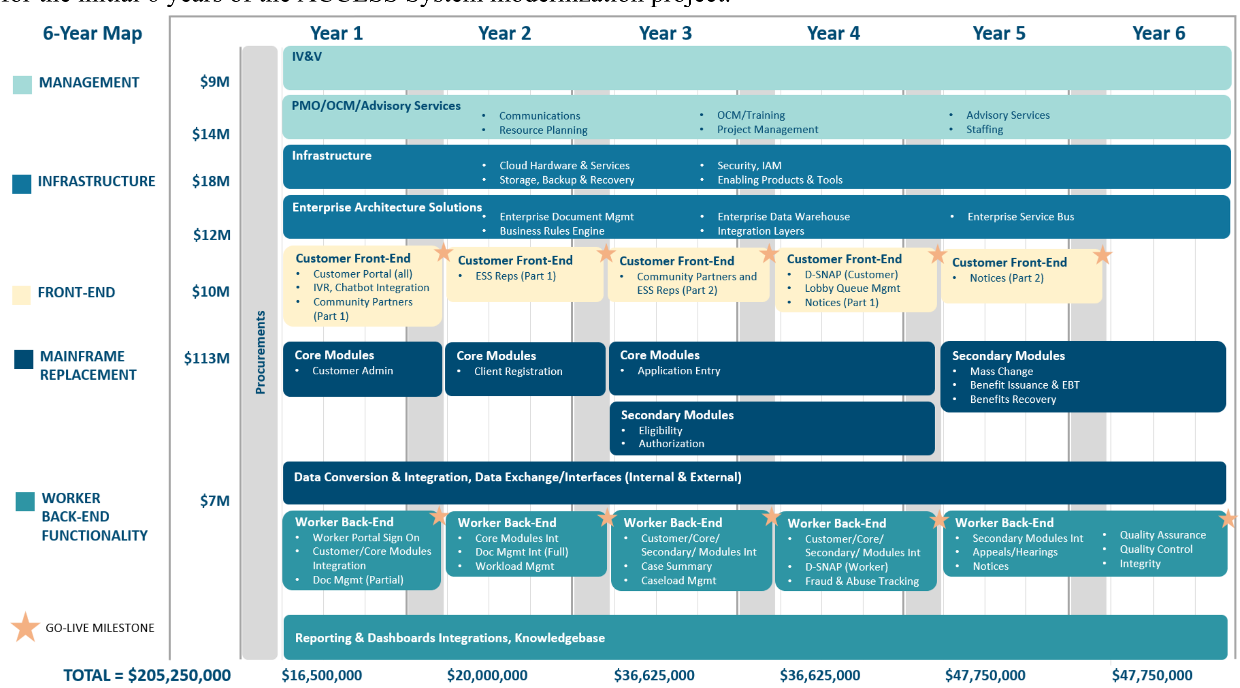


Exhibit VII-4: High-Level Project Schedule

IX. Appendices

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

A. Cost Benefit Analysis Workbook

See *Cost Benefit Analysis – ACCESS Florida System Modernization IVB.xlsx*

B. Risk Assessment

See *Risk Assessment – ACCESS Florida System Modernization IVB.xlsx*

CBAForm 1 - Net Tangible Benefits

Agency Department of Children & Families **Project** :ESS Florida System Moderniz:

Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBAForm 1A

Agency	FY 2022-23			FY 2023-24			FY 2024-25			FY 2025-26			FY 2026-27		
(Recurring Costs Only -- No Project Costs)	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	**$26,813,450**	**$0**	**$26,813,450**	**$26,813,450**	**$0**	**$26,813,450**	**$26,813,450**	**$0**	**$26,813,450**	**$26,813,450**	**-$1,123,353**	**$25,690,097**	**$25,690,097**	**-$2,316,736**	**$23,373,362**
A.b Total Staff	**466.00**	**0.00**	**466.00**	**466.00**	**0.00**	**466.00**	**466.00**	**0.00**	**466.00**	**466.00**	**-21.40**	**444.60**	**444.60**	**-43.00**	**401.60**
A-1.a. State FTEs (Salaries & Benefits)	$24,290,709	$0	$24,290,709	$24,290,709	$0	$24,290,709	$24,290,709	$0	$24,290,709	$24,290,709	-$1,123,353	$23,167,356	$23,167,356	-$2,316,736	$20,850,621
A-1.b. State FTEs (#)	450.00	0.00	450.00	$450	0.00	450.00	$450	0.00	450.00	$450	-21.40	428.60	$429	-43.00	385.60
A-2.a. OPS Staff (Salaries)	$2,047,805	$0	$2,047,805	$2,047,805	$0	$2,047,805	$2,047,805	$0	$2,047,805	$2,047,805	$0	$2,047,805	$2,047,805	$0	$2,047,805
A-2.b. OPS (#)	12.00	0.00	12.00	$12	0.00	12.00	$12	0.00	12.00	$12	0.00	12.00	$12	0.00	12.00
A-3.a. Staff Augmentation (Contract Cost)	$474,936	$0	$474,936	$474,936	$0	$474,936	$474,936	$0	$474,936	$474,936	$0	$474,936	$474,936	$0	$474,936
A-3.b. Staff Augmentation (# of Contractors)	4.00	0.00	4.00	$4	0.00	4.00	$4	0.00	4.00	$4	0.00	4.00	$4	0.00	4.00
B. Application Maintenance Costs	**$8,498,995**	**$0**	**$8,498,995**	**$8,498,995**	**$0**	**$8,498,995**	**$8,498,995**	**$0**	**$8,498,995**	**$6,103,391**	**$0**	**$6,103,391**	**$6,103,391**	**-$610,339**	**$5,493,052**
B-1. Managed Services (Staffing)	$6,314,494	$0	$6,314,494	$6,314,494	$0	$6,314,494	$6,314,494	$0	$6,314,494	$6,103,391	$0	$6,103,391	$6,103,391	-$610,339	$5,493,052
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	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-4. Other Specify	$2,184,501	$0	$2,184,501	$2,184,501	$0	$2,184,501	$2,184,501	$0	$2,184,501	$0	$0	$0	$0	$0	$0
C. Data Center Provider Costs	**$19,914,022**	**$0**	**$19,914,022**	**$19,914,022**	**$0**	**$19,914,022**	**$19,914,022**	**$0**	**$19,914,022**	**$19,914,022**	**$0**	**$19,914,022**	**$19,914,022**	**-$13,150,942**	**$6,763,080**
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	$19,150,942	$0	$19,150,942	$19,150,942	$0	$19,150,942	$19,150,942	$0	$19,150,942	$19,150,942	$0	$19,150,942	$19,150,942	-$13,150,942	$6,000,000
C-4. Disaster Recovery	$763,080	$0	$763,080	$763,080	$0	$763,080	$763,080	$0	$763,080	$763,080	$0	$763,080	$763,080	$0	$763,080
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	**$55,226,467**	**$0**	**$55,226,467**	**$55,226,467**	**$0**	**$55,226,467**	**$55,226,467**	**$0**	**$55,226,467**	**$52,830,864**	**-$1,123,353**	**$51,707,511**	**$51,707,511**	**-$16,078,017**	**$35,629,494**
F. Additional Tangible Benefits:		**$0**			**$0**			**$0**			**$0**			**$0**	
F-1. Specify		$0			$0			$0			$0			$0	
F-2. Specify		$0			$0			$0			$0			$0	
F-3. Specify		$0			$0			$0			$0			$0	
Total Net Tangible Benefits:		**$0**			**$0**			**$0**			**$1,123,353**			**$16,078,017**	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	☐	Confidence Level	
Order of Magnitude	☑	Confidence Level	50%
Placeholder	☐	Confidence Level	

	A	B	C	D	E	Q	R	S	T	U	V	W
1	Department of Children & Families	ACCESS Florida System Modernization			CBAForm 2A Baseline Project Budget							
2	*Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable.* ***Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.***				FY2022-23	FY2026-27			FY2027-28			TOTAL
3				$ -			$ 47,750,000			$ 47,750,000		$ 205,250,000
4	Item Description *(remove guidelines and annotate entries here)*	Project Cost Element	Appropriation Category	Current & Previous Years Project-Related Cost	YR 1 #	YR 5 #	YR 5 LBR	YR 5 Base Budget	YR 6 #	YR 6 LBR	YR 6 Base Budget	TOTAL
5	Costs for all state employees working on the project.	**FTE**	S&B	$ -	0.00	0.00	$ -	$ -	0.00	$ -	$ -	$ -
6	Costs for all OPS employees working on the project.	**OPS**	OPS	$ -	0.00	0.00		$ -	0.00		$ -	$ -
7	Staffing costs for personnel using Time & Expense.	**Staff Augmentation**	Contracted Services	$ -	0.00	0.00	$ 2,000,000	$ -	0.00	$ 2,000,000	$ -	$ 13,347,550
8	Project management personnel and related deliverables including procuremet support in YR 1.	**Project Management**	Contracted Services	$ -	0.00	0.00	$ 950,000	$ -	0.00	$ 950,000	$ -	$ 1,900,000
9	Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	**Project Oversight**	Contracted Services	$ -	0.00	0.00	$ 1,000,000	$ -	0.00	$ 1,000,000	$ -	$ 8,000,000
10	Staffing costs for all professional services not included in other categories.	**Consultants/Contractors**	Contracted Services	$ -	0.00	0.00	$ 990,000	$ -	0.00	$ 990,000	$ -	$ 6,480,000
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. Excess costs shown in YR 1 represent costs associated with setting up the Solution Architecture.	**Commercial Software**	Contracted Services	$ -			$ 850,000	$ -		$ 850,000	$ -	$ 11,846,000
14	Professional services with fixed-price costs (i.e. software development, installation, project documentation)	**Project Deliverables**	Contracted Services	$ -			$ 35,460,000	$ -		$ 35,460,000	$ -	$ 136,370,000
15	All first-time training costs associated with the project.	**Training**	Contracted Services				$ -	$ -		$ -	$ -	$ 3,800,000
16	Excess costs shown in YR 1 represent costs associated with setting up the Solution Architecture.	**Data Center Services - One Time Costs**	Data Center Category	$ -			$ -	$ -		$ -	$ -	$ 5,027,980
17	Other contracted services not included in other categories.	**Other Services**	Contracted Services	$ -			$ 4,500,000	$ -		$ 4,500,000	$ -	$ 10,200,000
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	$ -				$ -		$ -	$ -	$ 3,516,389
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	$ -			$ 2,000,000	$ -		$ 2,000,000	$ -	$ 4,762,081
21		**Total**		**$ -**	**0.00**	**0.00**	**$ 47,750,000**	**$ -**	**0.00**	**$ 47,750,000**	**$ -**	**$ 205,250,000**
22												
23												
24			**Original**	**Revised**								
25		**Year 1**	16,500,000	16,500,000								
26		**Year 2**	20,000,000	20,000,000								
27		**Year 3**	36,625,000	36,625,000								
28		**Year 4**	36,625,000	36,625,000								
29		**Year 5**	36,625,000	47,750,000								
30		**Year 6**	36,625,000	47,750,000								
31			**183,000,000**	**205,250,000**								
32												
33			183,000,000									
34			146,500,000									
35			36,625,000									
36			18,312,500									

CBAForm 2 - Project Cost Analysis

Agency	epartment of Children & Famili	Project	ACCESS Florida System Modernization

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	FY 2027-28	
TOTAL PROJECT COSTS (*)	$16,500,000	$20,000,000	$36,625,000	$36,625,000	$47,750,000	$47,750,000	$205,250,000
CUMULATIVE PROJECT COSTS *(includes Current & Previous Years' Project-Related Costs)*	$16,500,000	$36,500,000	$73,125,000	$109,750,000	$157,500,000	$205,250,000	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.							

PROJECT FUNDING SOURCES	*PROJECT FUNDING SOURCES - CBAForm 2B*						TOTAL
	FY 2022-23	FY 20232-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	
General Revenue	$694,000	$4,257,061	$11,589,066	$11,589,066	$15,109,294	$15,109,294	$58,347,781
Trust Fund	$0	$0	$0	$0	$0	$0	$0
Federal Match ☑	$15,806,000	$15,742,939	$25,035,934	$25,035,934	$32,640,706	$32,640,706	$146,902,219
Grants ☐	$0	$0	$0	$0	$0	$0	$0
Other ☐ Specify	$0	$0	$0	$0	$0	$0	$0
TOTAL INVESTMENT	$16,500,000	$20,000,000	$36,625,000	$36,625,000	$47,750,000	$47,750,000	$205,250,000
CUMULATIVE INVESTMENT	$16,500,000	$36,500,000	$73,125,000	$109,750,000	$157,500,000	$205,250,000	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous		Confidence Level	
Order of Magnitude	X	Confidence Level	50%
Placeholder		Confidence Level	

APPENDIX A

CBAForm 3 - Project Investment Summary

Agency Department of Children & Families **Project** ACCESS Florida System Modernization

COST BENEFIT ANALYSIS -- CBAForm 3A	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2026-27	TOTAL FOR ALL YEARS
Project Cost	$16,500,000	$20,000,000	$36,625,000	$36,625,000	$47,750,000	$47,750,000	$205,250,000
Net Tangible Benefits	$0	$0	$0	$1,123,353	$16,078,017	$2,634,367	$244,921,474
Return on Investment	($16,500,000)	($20,000,000)	($36,625,000)	($35,501,647)	($31,671,983)	($45,115,633)	($185,414,263)
Year to Year Change in Program Staffing	0	0	0	(21)	(43)	402	0

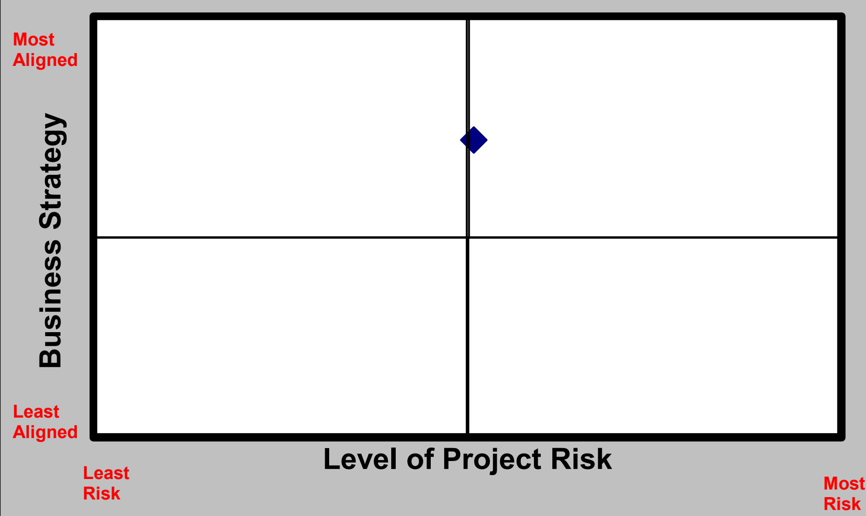
RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B		
Payback Period (years)	NO PAYBACK	Payback Period is the time required to recover the investment costs of the project.
Breakeven Fiscal Year	NO PAYBACK	Fiscal Year during which the project's investment costs are recovered.
Net Present Value (NPV)	($124,611,185)	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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Cost of Capital	3.30%	3.42%	3.51%	3.63%	3.80%	3.92%

Project	*ACCESS Florida System Modernization*		
Agency	*Florida Department of Children and Families*		
FY 2025-26 LBR Issue Code:		**FY 2025-26 LBR Issue Title:**	
Issue Code		*ACCESS Florida System Modernization*	
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):			
Andrea Latham, (850) 445-4196, andrea.latham@myflfamilies.com			
Executive Sponsor	*Casey Penn*		
Project Manager	*Project Manager Name*		
Prepared By	*Andrea Latham*		*9/4/2024*

Risk Assessment Summary



Project Risk Area Breakdown

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

	B	C	D	E
1	Agency: Florida Department of Children and Families		Project: ACCESS Florida System Modernization	
3	Section 1 -- Strategic Area			
4	#	Criteria	Values	Answer
5	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
6			41% to 80% -- Some objectives aligned	
7			81% to 100% -- All or nearly all objectives aligned	
8	1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Documented with sign-off by stakeholders
9			Informal agreement by stakeholders	
10			Documented with sign-off by stakeholders	
11	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
12			Most regularly attend executive steering committee meetings	
13			Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
14	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
15			Vision is partially documented	
16			Vision is completely documented	
17	1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	81% to 100% -- All or nearly all defined and documented
18			41% to 80% -- Some defined and documented	
19			81% to 100% -- All or nearly all defined and documented	
20	1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	Changes are identified and documented
21			Changes unknown	
22			Changes are identified in concept only	
23			Changes are identified and documented	
24			Legislation or proposed rule change is drafted	
25	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
26			Some	
27			All or nearly all	
28	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
29			Moderate external use or visibility	
30			Extensive external use or visibility	
31	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
32			Single agency-wide use or visibility	
33			Use or visibility at division and/or bureau level only	
34	1.10	Is this a multi-year project?	Greater than 5 years	Greater than 5 years
35			Between 3 and 5 years	
36			Between 1 and 3 years	
37			1 year or less	

	B	C	D	E
1	Agency: Florida Department of Children and Families		Project: ACCESS Florida System Modernization	
3	Section 2 -- Technology Area			
4	#	Criteria	Values	Answer
5	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
6			Supported prototype or production system less than 6 months	
7			Supported production system 6 months to 12 months	
8			Supported production system 1 year to 3 years	
9			Installed and supported production system more than 3 years	
10	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
11			External technical resources will be needed through implementation only	
12			Internal resources have sufficient knowledge for implementation and operations	
13	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
14			Some alternatives documented and considered	
15			All or nearly all alternatives documented and considered	
16	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
17			Some relevant standards have been incorporated into the proposed technology	
18			Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
19	2.05	Does the proposed technical solution require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Extensive infrastructure change required
20			Moderate infrastructure change required	
21			Extensive infrastructure change required	
22			Complete infrastructure replacement	
23	2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are based on historical data and new system design specifications and performance requirements
24			Capacity requirements are defined only at a conceptual level	
25			Capacity requirements are based on historical data and new system design specifications and performance requirements	

	B	C	D	E
1	Agency: Florida Department of Children and Families		Project: ACCESS Florida System Modernization	
3	Section 3 -- Organizational Change Management Area			
4	#	Criteria	Values	Answer
5	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	Extensive changes to organization structure, staff or business processes
6			Moderate changes to organization structure, staff or business processes	
7			Minimal changes to organization structure, staff or business processes structure	
8	3.02	Will this project impact essential business processes?	Yes	Yes
9			No	
10	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 defiined and documented
11			41% to 80% -- Some process changes defined and documented	
12			81% to 100% -- All or nearly all processes defiined and documented	
13	3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	Yes
14			No	
15	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
16			1% to 10% FTE count change	
17			Less than 1% FTE count change	
18	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
19			1 to 10% contractor count change	
20			Less than 1% contractor count change	
21	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)	Moderate changes
22			Moderate changes	
23			Minor or no changes	
24	3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Moderate changes
25			Moderate changes	
26			Minor or no changes	
27	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
28			Recently completed project with fewer change requirements	
29			Recently completed project with similar change requirements	
30			Recently completed project with greater change requirements	

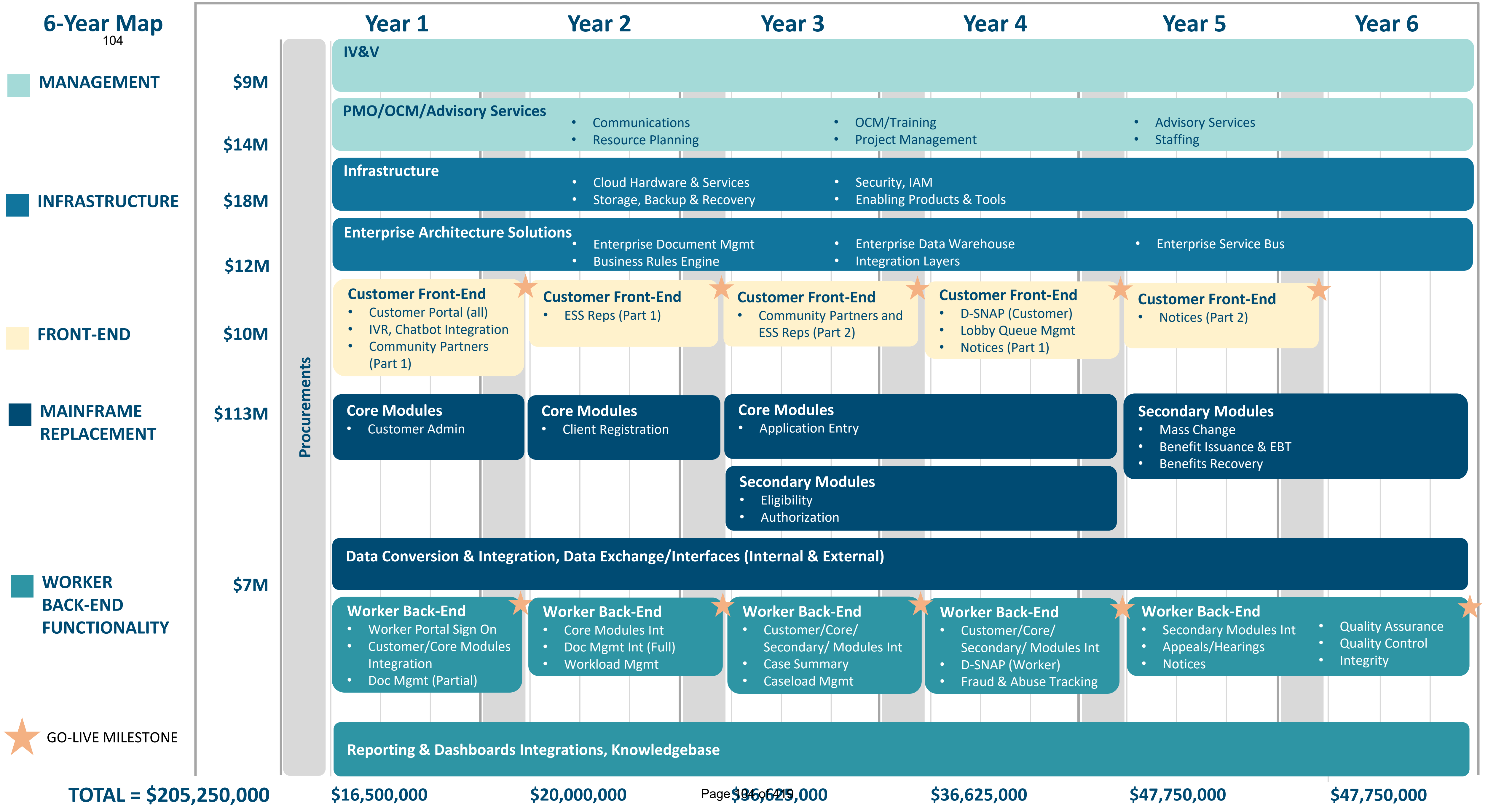
	B	C	D	E
1	Agency: Agency Name			Project: Project Name
3	Section 4 -- Communication Area			
4	#	Criteria	Value Options	Answer
5	4.01	Has a documented Communication Plan been approved for this project?	Yes	Yes
6			No	
7	4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Routine feedback in Plan
8			Routine feedback in Plan	
9			Proactive use of feedback in Plan	
10	4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	Yes
11			No	
12	4.04	Are all affected stakeholders included in the Communication Plan?	Yes	Yes
13			No	
14	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
15			Some key messages have been developed	
16			All or nearly all messages are documented	
17	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
18			Success measures have been developed for some messages	
19			All or nearly all messages have success measures	
20	4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	No
21			No	

	B	C	D	E
1	**Agency: Florida Department of Children and Families**		**Project: ACCESS Florida System Modernization**	
3	**Section 5 -- Fiscal Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	Yes
6			No	
7	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
8			41% to 80% -- Some defined and documented	
9			81% to 100% -- All or nearly all defined and documented	
10	5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Greater than $10 M
11			Greater than $10 M	
12			Between $2 M and $10 M	
13			Between $500K and $1,999,999	
14			Less than $500 K	
15	5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	No
16			No	
17	5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Detailed and rigorous (accurate within ±10%)
18			Order of magnitude – estimate could vary between 10-100%	
19			Placeholder – actual cost may exceed estimate by more than 100%	
20	5.06	Are funds available within existing agency resources to complete this project?	Yes	No
21			No	
22	5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
23			Funding from local government agencies	
24			Funding from other state agencies	
25	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
26			Requested but not received	
27			Requested and received	
28			Not applicable	
29	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
30			Some project benefits have been identified but not validated	
31			Most project benefits have been identified but not validated	
32			All or nearly all project benefits have been identified and validated	
33	5.10	What is the benefit payback period that is defined and documented?	Within 1 year	More than 5 years
34			Within 3 years	
35			Within 5 years	
36			More than 5 years	
37			No payback	
38	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
39			Stakeholders have not been consulted re: procurement strategy	
40			Stakeholders have reviewed and approved the proposed procurement strategy	
41	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
42			Firm Fixed Price (FFP)	
43			Combination FFP and T&E	
44	5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Just-in-time purchasing of hardware and software is documented in the project schedule
45			Purchase all hardware and software at start of project to take advantage of one-time discounts	
46			Just-in-time purchasing of hardware and software is documented in the project schedule	
47	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
48			Contract manager is the procurement manager	
49			Contract manager is the project manager	
50			Contract manager assigned is not the procurement manager or the project manager	
51	5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	Yes
52			No	
53	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
54			Some selection criteria and outcomes have been defined and documented	
55			All or nearly all selection criteria and expected outcomes have been defined and documented	
56	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
57			Multi-stage evaluation not planned/used for procurement	
58			Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
59	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	No, bid response did/will not require proof of concept or prototype
60			No, bid response did/will not require proof of concept or prototype	
61			Yes, bid response did/will include proof of concept or prototype	
62			Not applicable	

	B	C	D	E
1	**Agency: Florida Department of Children and Families**		**Project: ACCESS Florida System Modernization**	
3	**Section 6 -- Project Organization Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	Yes
6			No	
7	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
8			Some have been defined and documented	
9			All or nearly all have been defined and documented	
10	6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	System Integrator (contractor)
11			Agency	
12			System Integrator (contractor)	
13	6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	3 or more
14			2	
15			1	
16	6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented
17			Some or most staff roles and responsibilities and needed skills have been identified	
18			Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
19	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
20			No, project manager is assigned 50% or less to project	
21			No, project manager assigned more than half-time, but less than full-time to project	
22			Yes, experienced project manager dedicated full-time, 100% to project	
23	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
24			No, business, functional or technical experts dedicated 50% or less to project	
25			No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
26			Yes, business, functional or technical experts dedicated full-time, 100% to project	
27	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
28			Half of staff from in-house resources	
29			Mostly staffed from in-house resources	
30			Completely staffed from in-house resources	
31	6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Minimal or no impact
32			Moderate impact	
33			Extensive impact	
34	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
35			No	
36	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
37			No, only IT staff are on change review and control board	
38			No, all stakeholders are not represented on the board	
39			Yes, all stakeholders are represented by functional manager	

	B	C	D	E
1	Agency: Florida Department of Children and Families		Project: ACCESS Florida System Modernization	
3	Section 7 -- Project Management Area			
4	#	Criteria	Values	Answer
5 6 7	7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No Project Management team will use the methodology selected by the systems integrator Yes	Yes
8 9 10	7.02	For how many projects has the agency successfully used the selected project management methodology?	None 1-3 More than 3	More than 3
11 12 13	7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None Some All or nearly all	All or nearly all
14 15 16	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 81% to 100% -- All or nearly all have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
17 18 19	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 81% to 100% -- All or nearly all have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
20 21 22	7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable 41 to 80% -- Some are traceable 81% to 100% -- All or nearly all requirements and specifications are traceable	81% to 100% -- All or nearly all requirements and specifications are traceable
23 24 25	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 All or nearly all deliverables and acceptance criteria have been defined and documented	Some deliverables and acceptance criteria have been defined and documented
26 27 28	7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required Only project manager signs-off Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables
29 30 31	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 81% to 100% -- All or nearly all have been defined to the work package level	81% to 100% -- All or nearly all have been defined to the work package level
32 33	7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes No	Yes
34 35	7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes No	Yes
36 37 38	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 and executive steering committee use formal status reporting processes	Project team and executive steering committee use formal status reporting processes
39 40 41	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 All planning and reporting templates are available	All planning and reporting templates are available
42 43	7.14	Has a documented Risk Management Plan been approved for this project?	Yes No	No
44 45 46	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 All known risks and mitigation strategies have been defined	All known risks and mitigation strategies have been defined
47 48	7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes No	Yes
49 50	7.17	Are issue reporting and management processes documented and in place for this project?	Yes No	Yes

	B	C	D	E
1	**Agency: Florida Department of Children and Families**		**Project: ACCESS Florida System Modernization**	
2				
3	**Section 8 -- Project Complexity Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Similar complexity
6			More complex	
7			Similar complexity	
8			Less complex	
9	8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
10			3 sites or fewer	
11			More than 3 sites	
12	8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	3 sites or fewer
13			3 sites or fewer	
14			More than 3 sites	
15	8.04	How many external contracting or consulting organizations will this project require?	No external organizations	More than 3 external organizations
16			1 to 3 external organizations	
17			More than 3 external organizations	
18	8.05	What is the expected project team size?	Greater than 15	Greater than 15
19			9 to 15	
20			5 to 8	
21			Less than 5	
22	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
23			2 to 4	
24			1	
25			None	
26	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
27			Agency-wide business process change	
28			Statewide or multiple agency business process change	
29	8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	Yes
30			No	
31	8.09	What type of project is this?	Infrastructure upgrade	Combination of the above
32			Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
33			Business Process Reengineering	
34			Combination of the above	
35	8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	Similar size and complexity
36			Lesser size and complexity	
37			Similar size and complexity	
38			Greater size and complexity	
39	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
40			Lesser size and complexity	
41			Similar size and complexity	
42			Greater size and complexity	


6-Year Map
104
MANAGEMENT
INFRASTRUCTURE
FRONT-END
MAINFRAME REPLACEMENT
WORKER BACK-END FUNCTIONALITY
GO-LIVE MILESTONE
$9M
$14M
$18M
$12M
$10M
$113M
$7M
Procurements
Year 1
Year 2
Year 3
Year 4
Year 5
Year 6
IV&V
PMO/OCM/Advisory Services
Communications
Resource Planning
OCM/Training
Project Management
Advisory Services
Staffing
Infrastructure
Cloud Hardware & Services
Storage, Backup & Recovery
Security, IAM
Enabling Products & Tools
Enterprise Architecture Solutions
Enterprise Document Mgmt
Business Rules Engine
Enterprise Data Warehouse
Integration Layers
Enterprise Service Bus
Customer Front-End
Customer Portal (all)
IVR, Chatbot Integration
Community Partners (Part 1)
Customer Front-End
ESS Reps (Part 1)
Customer Front-End
Community Partners and ESS Reps (Part 2)
Customer Front-End
D-SNAP (Customer)
Lobby Queue Mgmt
Notices (Part 1)
Customer Front-End
Notices (Part 2)
Core Modules
Customer Admin
Core Modules
Client Registration
Core Modules
Application Entry
Secondary Modules
Eligibility
Authorization
Secondary Modules
Mass Change
Benefit Issuance & EBT
Benefits Recovery
Data Conversion & Integration, Data Exchange/Interfaces (Internal & External)
Worker Back-End
Worker Portal Sign On
Customer/Core Modules Integration
Doc Mgmt (Partial)
Worker Back-End
Core Modules Int
Doc Mgmt Int (Full)
Workload Mgmt
Worker Back-End
Customer/Core/Secondary/ Modules Int
Case Summary
Caseload Mgmt
Worker Back-End
Customer/Core/Secondary/ Modules Int
D-SNAP (Worker)
Fraud & Abuse Tracking
Worker Back-End
Secondary Modules Int
Appeals/Hearings
Notices
Quality Assurance
Quality Control
Integrity
Reporting & Dashboards Integrations, Knowledgebase
TOTAL = $205,250,000
$16,500,000
$20,000,000
$36,625,000
$36,625,000
$47,750,000
$47,750,000

Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6

Business Value
Improvements & Business Benefits of Technical Solution

- ✓ Cloud Capabilities
- ✓ Application Monitoring
- ✓ Security

- ✓ Modularity
- ✓ Flexibility
- ✓ Reduced Batch Complexity
- ✓ Leverage

- ✓ Self-Service Functionality
- ✓ Mobile Functionality
- ✓ Enhanced Customer Service

- ✓ Business Results
- ✓ Reporting
- ✓ Data Management
- ✓ Data Sharing

- ✓ Consolidated Platform
- ✓ Modern Technology Environments
- ✓ Automation
- ✓ Interoperability
- ✓ Compliance Management
- ✓ MITA Standards

How It's Delivered
The Technical Solution

Modern Solution Architecture
- Cloud Services
- Security, IAM
- Enabling Tools
- Enterprise Document Management
- Business Rules Engine
- Enterprise Data Warehouse
- Integration Layers
- Enterprise Service Bus

Front-End
- Customer Portal
- IVR, Chatbot
- Community Partners/Reps

Back-End
- Worker Portal
- Workload Mgmt
- Document Mgmt
- Client Notices
- Reporting & Dashboards
- Knowledgebase

Mainframe Replacement
- Customer Admin
- Client Registration
- Application Entry
- Eligibility
- Authorization
- Mass Change
- Benefit Issuance & EBT
- Benefit Recovery

Program Support
- Data Exchanges & Interfaces
- Fraud & Abuse Tracking
- Quality Assurance
- Quality Control
- Appeals & Hearings
- Integrity
- D-SNAP
- Lobby Queue Mgmt

Schedule IV-B for Modernizing Florida's Comprehensive Child Welfare Information System

For Fiscal Year 2025-26

October 2024

DEPARTMENT OF CHILDREN AND FAMILIES

Contents

I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Department of Children and Families	Schedule IV-B Submission Date: October 2024
Project Name: Modernizing Florida's Comprehensive Child Welfare Information System	Is this project included in the Agency's LRPP? __X__ Yes ____ No
FY 2024-25 LBR Issue Code: 36123C0	FY 2025-26 LBR Issue Title: Child Welfare Software and Enterprise Architecture Modernization (Updated)
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Chad Barrett, 850-413-6780, Chad.Barrett@myflfamilies.com	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head: [signature] Printed Name: Shevaun L. Harris	Date: 10/11/24
Agency Chief Information Officer (or equivalent): [signature] Printed Name: Cole Sousa	Date: 10/10/2024
Budget Officer: [signature] Printed Name: Chad Barrett	Date: 10/4/24
Planning Officer: [signature] Printed Name: Stephen W. Bowen	Date: 10/10/24
Project Sponsor: K. Williams Printed Name: Kathryn Williams	Date: 10/11/2024
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Kathryn Williams, 850-717-4073, Kathryn.Williams@myflfamilies.com
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Technology Planning:	James Cheatham, 850-879-5573, James.Cheatham@myflfamilies.com
Project Planning:	James Cheatham, 850-879-5573, James.Cheatham@myflfamilies.com

Executive Summary

The Florida Department of Children and Families (DCF) respectfully submits this Schedule IV-B for Modernizing Florida's Comprehensive Child Welfare Information System (CCWIS) to request $28 million in FY25-26 to procure the services and software necessary to continue to implement a CCWIS solution for the State of Florida. The Department selected the software application/solution in FY 2024-25 that will continue to align with Florida's child welfare practice model. The solution continues a hybrid approach that combines the use of Commercial off the Shelf/Software as a Service (COTS/SaaS) products that are cost-efficient and congruent with DCF's needs, while building custom components when the COTS/SaaS solution costs can be reduced, or functionalities must be enhanced. This approach, using a cloud-based solution, enables timely enhancements and customizations and provides the best option for aligning technology enhancements with business needs, and providing the greatest flexibility moving forward.

DCF works in close partnership with the Children's Bureau (CB) of the Administration for Children and Families (ACF) within the U.S. Department of Health and Human Services (HHS), as well as partner state and local agencies, and systems of community-based care throughout Florida to support Florida's most vulnerable citizens. While the state and local partners are more engaged with service delivery, ACF provides federal funding participation in the implementation of the state's child welfare practice model and the CCWIS technology to support it.

As a partner with ACF, DCF regularly reviews child welfare needs around the state and prepares a Five-Year Child and Family Services Plan (CFSP)[1] to delineate goals, objectives, and strategies to enhance prevention, intervention, and permanent placement strategies, and improve outcomes for children and families served by the child welfare system. Additionally, federal funding participation is available to support information technology that improves worker efficiency, enhances outcomes for children and families at-risk of entering or re-entering the child welfare system, and increases permanency for children placed in out-of-home settings.

ACF promulgated its Comprehensive Child Welfare Information System (CCWIS) framework rule[2] in 2016 for information systems. The CCWIS requirements inherently present an opportunity for states to undertake initiatives for substantially modernizing their child welfare information systems, moving away from antiquated systems, and customizing those systems to mirror and support the state's child welfare practice models more closely. These modernization efforts include remediating obsolete architecture, incorporating state-of-the-art technology, and providing more real-time and automated support to front-line workers, as well as community partner agencies and managerial staff. The ever-changing dynamic field of child welfare practice requires an ever-increasing need to keep technology as flexible, and to automate as many processes, as possible.

In 2019, a consultant group compiled documentation of the as-is child welfare business processes within a CCWIS Planning Project and conducted a needs assessment among stakeholders to identify specific automated functionalities that could provide maximum support to child welfare partnering agencies and staff, as well as DCF. This work provided the starting point for identifying areas for customization of a selected solution with the automated functions requested by users. Some of these requested functions translate directly to CCWIS compliance (e.g., maintaining federally required quality data that includes real-time data reporting and interoperability, etc.). In addition, the entire modernization project will implement CCWIS requirements by providing the tools that will support efficient, economical, and effective program administration.

The 2019 CCWIS project planning team's exploration of solutions available at that time resulted in a recommendation to re-architect the Department's current Florida Safe Families Network (FSFN) and replace components over time using a modular system design. This solution envisioned business process re-engineering to align the Florida child welfare community and systems with federal CCWIS requirements while leveraging DCF enterprise assets to configure and integrate modular best of breed Commercial off-the-Shelf (COTS) products. This solution was estimated to cost $199,623,143 to implement within a four-year timeframe.

Several developments ensued between 2019 and 2021 that presented alternative solutions that were not available at that time that included other states' progress in implementing CCWIS solutions and the emergence of Commercial off the Shelf (COTS) products that are more capable of supporting child welfare practice from intake through crisis resolution and permanency.

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[1] Florida Department of Children and Families (myflfamilies.com)

[2] Federal Register :: Comprehensive Child Welfare Information System

In FY22-23, the Department launched the development of Phase I of its CCWIS implementation that included modern modular functionality using a Salesforce platform to replace the Intake and Investigations functions performed by FSFN.

The FY 23-24 Schedule IV-B considered three (3) possible solutions for Florida to pursue to become fully CCWIS compliant:

1. Transfer a fully operational CCWIS modular system from another state, pending confirmation that minimal customization would be required to align with Florida's practice model, with the solution to achieve the business objectives identified in Section II.A.2. of this document.
2. Purchase Commercial off the Shelf (COTS) software, pending confirmation that minimal customization would be required to align with Florida's practice model, with the solution to achieve the business objectives identified in Section II.A.2. of this document.
3. Build a system using Service-Oriented Architecture that provides User Interface Flexibility and maximizes adaptability and extensibility.

The technical solution and approach that DCF elected in FY 23-24 was a hybrid of the second and third options - to implement a COTS solution that can be customized to support Florida's child welfare practice model and aligns with CCWIS requirements. No COTS solution will provide 100% of Florida's practice needs and CCWIS requirements, so additional components or custom-built solutions will need to be integrated. This is the foundation for the continued hybrid modular approach that includes:

- The most flexible option and provides the best fit for modern system characteristics.
- Aligns with CCWIS guidance using best-of-breed solution components in an interoperable solution as opposed to a big-bang solution strategy.
- Technical components that can be implemented and achieve value and return on investment more quickly; provide for reusability within the Human Service Enterprise; and be shared with other states.

The Department competitively procured the Salesforce application that comprises Phase I of the solution in FY23-24 and is currently underway in the continued development of the modular functionality that includes Case Management, Placement, and Foster Parent Licensing functionality in FY24-25. The CCWIS project is separated by phases due to the project's dependency on continued annual legislative funding. The remainder of modular functionality to be included in the CCWIS project is slated for completion in September 2026.

The current estimated total cost for FY25-26 is $28 million.

The overall risk assessment rating ("High") that this project poses aligns with expectations for a technology project of this scope, size, and complexity. These risks will change over the course of the project and will be initially identified in the first two (2) quarters of each fiscal year as the modular solution(s) are finalized, project management plans are completed, executive stakeholder approval secured, and detailed requirements are documented. An overview of specific elements of project management, consistent with the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) framework, including the Agile management of a software development lifecycle, and Chapter 60GG-1, Florida Administrative Code, that must be followed are outlined in Section VII Project Management Planning that acknowledge the need for a structured implementation approach to ensure effective risk mitigation throughout implementation.

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

A. Background and Strategic Needs Assessment

1. Business Need

Overview

Section 20.19, Florida Statute (F.S.), defines the mission of the Department of Children and Families (DCF or the Department):

to work in partnership with local communities to protect the vulnerable, promote strong and economically self-sufficient families, and advance personal and family recovery and resiliency.

DCF partners with privately-operated Community Based Care (CBC) lead agencies to deliver needed services to assist and support Florida's children and families. The Department's Office of Child and Family Well-Being (OCFW) is responsible for the development of policies and programs that are implemented at the local level to support DCF's mission. Other collaborating partners include other state and local agencies, Tribal representatives, foster/kinship caregivers, the legal and judicial systems, researchers, child advocates, Guardians ad litem, the Legislature, and private foundations.

Florida's child welfare system is administered and coordinated collaboratively with the federal government whose principal unit in this area is the Children's Bureau (CB) of the Administration for Children and Families (ACF) within the U.S. Department of Health and Human Services (HHS). Federal funding participation is available to child welfare agencies that cooperate in aligning with the ACF CB strategies.

One of these strategies is the routine development and management of a five-year Child and Family Services Plan (CFSP) that defines goals, objectives, performance standards, and quality assurance requirements that hold DCF accountable to the people of Florida and to the federal funding partner. DCF submitted its FY 2025-29 CFSP to the CB on June 29, 2024, for the Fiscal Years 2024-2025 through 2028-2029. The updated CFSP outlines DCF's priorities by setting the objectives and goals needed to fulfill DCF's mission and align with state and federal priorities. The goals delineated in this plan are listed below:

Goal 1: Protect children from abuse or neglect through preventable child deaths, preventable entries to child welfare system, and preventable entries to foster care.

Goal 2: Provide children with improved permanency, stability, and family connections through a redesigned placement services array.

Goal 3: Families have enhanced capacity to provide for their children's needs and children receive adequate services to meet their physical and mental health needs through collaborative strategies and new financing.

Goal 4: Engage parallel systems and organizations to develop understanding of service roles as well as to design approaches to jointly meet the needs of common clients.

The objectives identified for each goal are distinct and target different specific outcomes; however, the overall desired outcomes are 1) to improve workforce efficiency and effectiveness, and 2) to increase improved child and family outcomes as described in DCF's CFSP. The following summarizes the strategies to be employed:

- **Re-engineer Business Processes**
- **Increase Collaboration Between State and Regional Agencies**
- **Strengthen State/Regional Participation/Collaboration**
- **Increase CBC Capacity to Serve At-Risk Families**
- **Improve Substance Abuse and Mental Health (SAMH) Services to Child Welfare Clients**

- **Maximize Financial Health of the Child Welfare System**

The Family First Prevention Services Act (FFPSA)[3] presents a unique opportunity to apply a prevention and diversion focus and activities to transform the state's current child welfare system towards a proactive level, which is impossible to achieve with the current data system.

Communication between systems and teams is critical due to the layers of partners involved in Florida child welfare. A modernized system is necessary to support guardrails for critical decision-making. Examples of decisions that can be supported through system integration and structured workflow include:

- Expedited analysis of foster care licensing decisions using data validation (interface with the Florida Abuse Hotline and background checks)
- Automated restriction of child placements in a licensed foster home if an open abuse report is pending or determined unfounded.
- Prohibit approval of a foster care license if the applicant has an ineligible criminal background.
- Support decisions related to child removals and decisions to not remove during protective investigations by enabling an immediate 360-view of the family (Baker Acts, incidents of domestic violence, 911 calls, school episodes, Department of Juvenile Justice, or Agency for Persons with Disabilities involvement, etc.)

Prevention requires early intervention, which requires front-line professionals to have access to pertinent data and actionable intelligence so they can make the best and most sound decisions for the families they serve. Data sharing across agencies and organizations such as Guardian ad Litem, the Department of Juvenile Justice, the Department of Education, and the Agency for Healthcare Administration provides a 360-view and help identify the best approach to serving families.

Another strategy that was promulgated by the ACF CB is adherence to new child welfare information system requirements. Until 2017, states desiring federal funding participation to support their child welfare information system were required to comply with Statewide Automated Child Welfare Information System (SACWIS) requirements defined in 45 C.F.R. Section 1355.52. A new 45 C.F.R. Section 1355.52 rule was instituted in 2017 which enumerated alternative requirements for a Comprehensive Child Welfare Information System (CCWIS). States were told they needed to declare their intent by July 31, 2018, to:

1. Function as a non-CCWIS with their former SACWIS.
2. Transition an existing SACWIS to a CCWIS system.
3. Build a new CCWIS.

The prior emphasis of SACWIS requirements for child welfare information systems resulted in primarily creating large data repositories, drawing data from a prescribed set of functionalities, and complying with federal data reporting requirements. These systems tended to be large, one size fits all, rather than tailored to align with each state's practice model.

In contrast, the CCWIS requirements are intended to provide states the flexibility to build systems closely tailored to the states' needs. Though federal data reporting requirements are still intact, emphasis is more on data quality assurance, interoperability and data sharing between child welfare partnering agencies (Juvenile Justice, Education, etc.), and modularity to promote cost-efficiency by encouraging the sharing of modules between states. The CCWIS requirements were developed around the concept of modernizing child welfare practice through technological advancements (mobility, data analytics, etc.) and eliminating duplication of system development, software maintenance, and data entry to promote efficient, economical, and effective program administration.

The Department considered the three options above, and - during the 2018 Legislative session - recommended, with the Legislature's concurrence, that the state should opt to transition Florida's existing SACWIS, Florida Safe Families Network (FSFN), to comply with CCWIS requirements. FFPSA and CCWIS are inextricably linked and

[3] https://www.congress.gov/bill/115th-congress/house-bill/1892/text?q=%7B%22search%22%3A%5B%22hr1892%22%5D%7D&r=1

require a collective strategy.

In FY22-23, the Legislature approved $15M (of $25M requested) for the first year (Phase I) of the project. In FY 23-24, the Legislature approved $15M for the second year of the project, and in FY 23-24, $17.5M. This IV-B has been updated from the FY23-24 submission with the resulting changes.

Current Challenges

The Department must overcome two (2) primary challenges to fulfill its mission and implementing strategies that achieve the goals identified in the Child and Family Services Plan (CFSP) as program priorities: CCWIS compliance and modernizing FSFN's obsolete technology and insufficient functionality. These challenges are interrelated with the technology for modernization playing a major role in meeting CCWIS requirements (efficient, economical, and effective administration; modularity; data requirements; etc.) and critical for the Department to meet the needs of Florida's expanding population that is placing ever-increasing demands on limited existing resources. These challenges are outlined in more detail below.

Comprehensive Child Welfare Information System Compliance

One of the primary business need and driver for the modernization of Florida's FSFN is the need to align the existing FSFN with CCWIS requirements by transitioning from an obsolete monolithic architecture to more modern technology capable of providing the enhanced functionality needed today and the agility and flexibility to meet future objectives and needs. Additionally, and equally important, since FSFN does not currently support CCWIS requirements, DCF runs the risk of losing out on the maximum in federal funding participation the longer FSFN remains in operation.

Aligning with CCWIS requirements will, at a minimum, require a solution that:

- Provides state-of-the-art architecture that affords the greatest flexibility to meet current and future needs and enables the Department to provide efficient, effective, and economical program administration while disallowing duplicative system development.
- Continues to collect, maintain, and format data as required by the Indian Child Welfare Act, the National Child Abuse and Neglect Data System, Title IV-B, Title IV-E, and the state to support child welfare laws/regulations/policies (including IV-E eligibility determinations, authorizations of services and expenditures), monitoring activities, and generation of required reports.
- Uses the same automated function to conduct all eligibility determinations.
- Collects and maintains data that meets the most rigorous applicable federal and state standards for completeness, timeliness, and accuracy; is consistently and uniformly collected by the CCWIS and child welfare contributing agency systems; can be exchanged and maintained in accordance with federal and state confidentiality requirements; and is not created by default or inaccurately assigned.
- Implements and maintains automated functions that regularly monitor data quality; alerts staff to collect, update, correct, and enter needed data; sends automated requests to child welfare contributing agency systems to submit current and historical data; prevents the need to re-enter data already captured or exchanged with the system; and generates reports of continuing or unresolved CCWIS data quality problems.
- Supports efficient, economical, and effective bi-directional data exchanges with systems generating the financial payments and claims for titles IV-B and IV-E; systems operated by child welfare contributing agencies that are collecting or using the data listed in the second bullet above; each system used to calculate one or more components of title IV-E eligibility determinations; and each system external to the CCWIS used to collect data.
- To the extent practicable, supports bi-directional data exchange with each of the following state systems:
    - Child abuse and neglect system(s)

- System(s) operated under Title IV-A
- Systems operated under title XIX, including systems to determine Medicaid eligibility and Medicaid Management Information Systems
- Systems operated under Title IV-D
- Systems operated by the court(s) of competent jurisdiction over title IV-E and guardianship programs; and
- Systems operated by state or tribal education agencies, or school districts, or both.

- Employs a single data exchange standard that identifies the data to exchange, and provides definitions, formats, and other needed specifications.
- Can be copied and provided to the U.S. Department of Health and Human Services upon request.

There are also specific design requirements that the CCWIS:

- Is composed of automated functions that:
  - Are developed in modules with the business rules separated from the core programming.
  - Are documented in plain language.
  - Adhere to state or industry defined standards that promote efficient, economical, and effective development of automated functions and produces reliable systems.
  - Is capable of being shared, leveraged, and reused as a separate component within and among states and tribes.

Modernizing Obsolete Technology and Inadequate Functionality

Though modernized Intake and Investigation modular functionality was introduced in FY 22-23 and FY 23-24, FSFN is the primary child welfare information system used by the Department and its partners to provide children and families with the essential and often lifesaving services they require. FSFN is a twenty-plus-year-old transfer system from the state of Wisconsin that is built with obsolete technology. The existing architecture was not specifically designed to support DCF's (and more generally, modern Child Welfare Practice's) unique and dynamic needs. This constraint on data, advanced analytics, and transparency prevents an integrated eligibility and child welfare system and hinders the Department's ability to coordinate services, identify services that can be provided as a preventive measure, address "whole person" needs, and decrease or eliminate duplicate, all of which impacts the objectives identified for the goals outlined in the CFSP.

Further, updates and augmentation of FSFN over the years has been approached without an overarching strategy that anticipated and aligns with future technological advancements and increasing functional needs of DCF, its partners, and the clients served. The following are the top FSFN architecture/technology categories of deficiencies that need to be addressed and some specific limitations (and how they support CCWIS compliance or business needs):

Architecture

- Limited capability for modular design (CCWIS requires modular design).
- Dated coding languages.
- Lack of extensibility, creating a security risk for the confidential data DCF collects and maintains on behalf of its clients.

Data Quality Support

- Very limited automated data quality assurance tools (such as Master Data Management (MDM), data profiling, data cleansing) (CCWIS requires automated routine data quality monitoring).
- Limited search parameters and limited capability to search for, identify, and eliminate duplicate cases, people, and providers or perform data merges and unmerges to eliminate duplicative data (CCWIS requires data entry is not duplicated).

- Data extracts are not current with system changes to data fields (CCWIS requires that data quality is assured).
- Data tools are primarily embedded in the application, not incorporated into the database design causing limited referential integrity (CCWIS requires a separate business rule engine).

Data Exchanges (CCWIS requires data exchanges and specifies they be established with certain agencies)

- Limited interoperability ad lack of data exchanges with key external organizations, including the CBCs.
- Lack of real-time data exchanges to obtain critical data for investigations and case management (social security numbers, driving records, criminal history, etc.).

Mobility (CCWIS requires data quality and users state that real-time data is needed to ensure quality of data)

- Dated web services limiting data entry, data availability, and search capability in the field.
- Lack of valuable electronic capabilities in the field (e.g., electronic signatures, geo mapping, voice dictation, off-line data entry, automated forms processing, daily activity management, and robust alerts and notifications).

Reporting (FSFN users communicate this as critical to ensure efficient, effective, and economical program administration)

- FSFN's Business Objects Environment (BOE) universes are too complex for most users to extract needed data, there is little BOE technical support available to users, and existing BOE reports are limited by the size of the report and system time required to run the report.
- Lack of advanced data analytics capability.
- Lack of automated capability to create and track performance metrics.

System Usability (FSFN users communicate this as critical to ensure efficient, effective, and economical program administration)

- Outdated, non-intuitive user interface and system navigation.
- Incompatibility with contemporary web browsers.
- Lack of user-friendly, searchable document management resources.
- Lack of self-service portals available for sharing information with kids, families, providers, and external agencies.
- Lack of flexibility in workflows and templates.

Training and Documentation (FSFN users communicate this as critical to ensure efficient, effective, and economical program administration)

- Limited availability of up-to-date system and training documentation.
- Lack of user-friendly training resources.
- Limited availability of live training.

2. Business Objectives

The following key business objectives/solutions have been identified by DCF to address the major challenges with aligning to CCWIS requirements and continuing to mitigate the obsolete and functionally deficient FSFN. The proposed objectives/solutions comply with CCWIS requirements that determine important federal funding, while providing innovative technology advances to equip front-line staff with real time information and functionality that helps inform critical child safety decisions. The key project objectives and solutions identified by DCF leadership, key project stakeholders, and the Chief Information officer are listed in **Exhibit II-1: DCF Key Business Objectives/Solutions** (on the next page).

Exhibit II--1: DCF Key Business Objectives/Solutions

Challenges	Description of Objectives/Solutions to Address Challenges
Comply Fully with CCWIS Requirements	• Control Costs to be efficient, economical, and effective. • Maintain Data to support federal audits, reviews, and other monitoring activity. • Remain Compliant with Reporting Requirements (state and federal) • Implement and Maintain an Automated Functions inventory. • Develop and Implement a Data Quality Plan to improve the quality of child welfare data. • Conduct Biennial Data Quality Reviews • Establish Standards-Based, Scalable Bi-directional Data Exchanges with child welfare contributing agencies. • Establish Standards-Based, Scalable Data Exchanges with internal and external agencies (Courts, Education, Juvenile Justice, MMIS, etc.). • Automate and Consolidate Eligibility Processing, and Authorization of Services and Expenditures under IV-B and IV-E. • Eliminate Duplicative Application System Development, Software Maintenance, and Data Entry. • Provide for Sharing Agency-Owned Software developed/installed with FFP. • Use Modular Design and a Standalone Rules Engine for New Functionality. • Incorporate Rules Written in Natural Language.
Maximize Federal Funding Participation	• Comply fully with CCWIS requirements. • Eliminate Duplicative Application System Development, Software Maintenance, and Data Entry. • Use Modular Design and a Standalone Rules Engine for New Functionality. • Ensure Consistent use of Automated Functions.
Enhance User Support/Experience	• Provide Youth and Caregiver Online Self-service Portals (allowing access to their records, status, etc.). • Incorporate Self-Service Features (e.g., interactive dashboards, appointment reminders, document submission functionality, online help, and training). • Provide Real-Time Data (access and information quality). • Reduce Manual Processes with Automated Functionality. • Build Browser and Device-Agnostic User Interfaces. • Build Persona-based Intuitive User Interfaces.
Enable Mobile Functionality	• Incorporate Mobile Device Support (laptop, tablet, or smartphone). • Include Mobile (Wi-Fi and Cellular) Assessment Functionality. • Accommodate Offline Work Capabilities (including Data Synchronization). • Incorporate Route Management (automated GPS route planning and directions).
Enhance Workflow/Workforce Management	• Create Dynamic Workflow Processes/Updates. • Manage Manual and Automated Tasks (internal and external to DCF). • Monitor Resource Utilization. • Incorporate Task Assignment & Work Prioritization Notification Tools. • Conduct Quality Checks via Alerts. • Support Performance Evaluations. • Link Alerts/Notifications to Actions.
Improve Analytics, Reporting & Alerts	• Provide Real-Time Operational Reporting. • Provide Dashboards and Data Visualizations. • Provide Alerts/Notifications. • Integrate Predictive Analytics (for strategic planning).

Challenges	Description of Objectives/Solutions to Address Challenges
Enable Interoperability	• Use 1) Service-Oriented Architecture Representational State Transfer (REST), 2) Open Standards-Based Secure Application Program Interfaces (API), and 3) Extensible Markup Language (XML) - Based System Components to Develop New Functionality. • Establish Standards-Based, Scalable Bi-directional Data Exchanges with Child Welfare Contributing Agencies. • Use Asynchronous, Event-based, and Real-Time Messaging (i.e., via Enterprise Service Bus (ESB)). • Build Browser and Device-Agnostic User Interfaces. • Maintain Master Data Management (MDM).
Enhance Data Quality and Management	• Implement Florida's CCWIS Data Quality Plan and align with CCWIS functions. • Integrate CCWIS with MDM and Data Quality Assurance Tools.
Ensure the Security and Confidentiality of CCWIS Data	• Align with and incorporate Industry-Based Standards for maintaining security and confidentiality of CCWIS data (Health Insurance Portability and Accountability Act of 1996 (HIPAA)), security, privacy, and transaction standards.
Enhance Batch Processing	• Provide for On-Demand Report Processing that can be run any time. • Incorporate Asynchronous Updates.
Reduce Cost of Ownership	• Select Cost Efficient Options for CCWIS Architecture and Supporting Technology. • Employ "Best of Breed" COTS (or component products). • Employ Software as a Service (SaaS) (when cost-effective). • Allow for Standards-Based Application Changes.
Customize Solution	• Align Business Rules to Match Application Capabilities. • Design New Functionality in Modular Components.
Manage Infrastructure	• Employ a Cloud-based Model. • Employ SaaS or Infrastructure as a Service (IaaS) (when cost-efficient). • Ensure Scalability. • Align with DCF Disaster Recovery (DR) Plan and Continuity of Operations Plan (COOP).

B. Baseline Analysis

1. Current Business Process(es)

This section includes a high-level overview of the overall operational structure of the Department and its child welfare partners, followed by more detailed information on current business process flows.

Child Welfare Service Delivery

Services for children and families are coordinated through an administrative structure of six (6) geographic regions, aligned with Florida's 20 judicial circuits that serves all 67 counties. The Department remains responsible for program oversight, operating the Florida Abuse Hotline, conducting child protective investigations, and providing legal representation in court proceedings. The state's child welfare system is administered and coordinated through highly collaborative relationships with other state and local agencies, Tribal representatives, foster/kinship caregivers, foster youth, community-based lead agencies, the judiciary, researchers, child advocates, Guardians ad Litem, the Legislature, and private foundations to maximize child safety, permanency, well-being, and families' opportunities for success. Child protective investigation duties are performed by Department staff. Children's Legal Services (CLS) operates as an internal "firm" for child-focused advocacy in all areas; in some areas of the state, this includes coordination with attorneys under contract with the State Attorney's Office or the Office of the Attorney General. Coordination with other program areas (particularly Substance Abuse, Mental Health, and Domestic Violence) within the Department is also critical.

Community-Based Care Lead Agencies

Within Florida's six regions, Community-Based Care (CBC) lead agencies manage the delivery of community-based services as codified in law (409.988, F.S.):

- Serve children referred via a report of abuse, neglect, or abandonment to the Department's central abuse hotline, including children who are subjects of verified reports and those with unverified reports who are at moderate-to-extremely high risk of abuse, neglect, or abandonment regardless of state funding allocations.
- Serve children who are at risk of abuse, neglect, or abandonment to prevent entry into child protective services or the child welfare system.
- Provide accurate and timely information necessary for oversight by the Department as established in the child welfare Results-Oriented Accountability program.
- Follow the financial guidelines developed by the Department and providing for regular independent auditing of financial activities.
- Ensure that all individuals who provide care for dependent children receive appropriate training and meet the minimum employment standards established by the Department.

The Department determines allocations of state and federal funds to CBC lead agencies by geographical areas to support delivery of local, community-based services. These allocations fund initiatives for improvement, expansion, development, planning, evaluation, implementation, annual needs assessments, and direct consumer services to meet requirements of various federal grant programs. The Department also contracts with other statewide agencies and programs for services, such as program development, evaluation, implementation, as well as direct consumer services. This effort complements and supports the local community-based service delivery systems.

Most CBCs contract with subcontractors for case management and direct care services to children and their families. This arrangement allows local agencies to engage community partners in designing local systems of care that maximizes resources to meet local needs. The CBC providers have created, designed, and implemented intervention strategies for the various components of the service array within their areas of responsibility. The freedom and flexibility to develop unique plans and share them with others is the hallmark of this system.

How do Child Welfare Professionals use FSFN?

FSFN is the state's official case file and record for each investigation and case and the system of record for all homes and facilities licensed by the state or approved for adoption placement. Additionally, FSFN is the system of record for all expenditures related to service provision for children, youth, and/or families receiving in-home, out-of-home, adoption, adoption subsidy, and post-foster care services. This financial information supports determination of care costs for each individual child, as well as allocation of expenditure claims to the appropriate funding sources. All pertinent information about every investigative and case management function must be entered in FSFN. Staff may have duplicate paper copies of the case file, along with supporting paper documentation, but the FSFN electronic case file is the primary record for each investigation, case, and placement provider, including all related financial expenditures and activities.

FSFN facilitates child welfare best practice and service provision under federal and state requirements. FSFN consolidates critical data and supports reporting needs. This automated system reduces communication gaps by providing access to information required to make informed decisions on behalf of children and families. Immediate electronic access to complete case information supports a rapid and effective response to the needs of families and children.

Business Process Workflows

In 2019, a CCWIS project planning team conducted Joint Application Requirements (JAR) sessions with key DCF and child welfare partner stakeholders to delineate current business processes across functional areas and document these "as-is" business process flows. This planning effort resulted in the development of a Business Requirements Document (***Section VIII Appendices: Appendix A - Business Requirements Document***) that included these business process flows which are also included in the Appendices of this document as ***Section VIII Appendices: Appendix B - Business Process Flow Diagrams***. These diagrams cover the following functional areas:

Adoption and Extension of Adoption Maintenance Subsidy
Adoption – General
Case Management
Children's Legal Services – Appeals
Children's Legal Services – Initial
Children's Legal Services – Judicial Reviews
Eligibility – Candidacy
Eligibility – In-Home
Eligibility – Out -of-Home
Finance – Payment of Placement or Service
Finance – Service Invoice
Guardianship Assistance Program – EGAA
Guardianship Assistance Program – General
Hotline – Caregiver Unavailable and PNA
Hotline – Child on Child Sexual Abuse
Hotline – CIU
Hotline – Foster Care Referral
Hotline – General Intake
Hotline – Information & Referral
Interstate Compact on Adoption & Medicaid Assistance
Interstate Compact on Placement of Children – Receiving State
Interstate Compact on Placement of Children – Sending State
Independent Living – Aftercare Services
Independent Living – EFC Re-entry
Independent Living – PESS
Independent Living – Ages 13-17
Investigations – General
Investigations – Institutional
Investigations – Other
Investigations – Referrals
Licensing – Caregiver Level 1
Licensing – Caregiver Levels 2-5
Licensing – Child Placing Agency
Licensing – Group Home
Missing Child Report and Alert
Provider Management – Placement Services
Provider Management – Provider Status

2. Assumptions and Constraints

This Schedule IV-B considers and notes several assumptions and constraints for CCWIS modernization. These assumptions and constraints include:

Assumptions

A. The project has ongoing support from the DCF Executive Project Sponsor, Business Sponsor, and Chief Information Officer.

B. Procurement of vendor services for year 3 (FY 24-25) and year 4 (FY 25-26) of the project to implement the CCWIS solution is timely executed.

C. The requested funding (state and federal) for the project will be available in line with the project's expected activities. (Note: Federal funding participation is only available after approval is provided by ACF).

D. DCF will employ Organizational Change Management (OCM) activities required to implement the transformational effort required for the phased modernization initiative.

E. The project team will be adequately staffed to produce the project's deliverables, meet milestones, provide infrastructure, manage user involvement, ensure adequate system testing, produce necessary project planning documents and status reports, and complete other project management tasks as required for successful execution and delivery of the project.

F. DCF and CBC lead agencies business, functional, and technical subject matter experts will be made available timely for project activities requiring their input.

G. Interfaces between FSFN and external systems that require changes will be appropriately scheduled and coordinated in-line with project requirements.

H. Efforts to enhance FSFN's current technical infrastructure to align with CCWIS requirements are not risky and are cost-effective or efficient for the goals and objectives of Florida's child welfare community.

Constraints

A. Stakeholder involvement with and understanding of the project will be time-consuming. Many staff will not be available full-time for project activities that may result in staff availability competing with their work-related duties.

B. Federal funding participation is not guaranteed and is considered critical for the implementation of this initiative.

C. State project funding is appropriated annually and may be subject to periodic releases throughout the year, depending upon acceptable schedule, cost, performance, and scope control.

D. Approval by either the Florida Executive Office of the Governor (EOG) (in consultation with the Legislature) or the Legislative Budget Commission (LBC) will be required before any appropriated funds are made available to the Department.

E. Funding for the project is subject to approval by the Florida Legislature and Administration for Children and Families (ACF).

F. Project schedules are dependent on the continued availability of appropriated funds.

G. Information requests from external oversight agencies and partners can be time-consuming to produce and can affect the project's timeline.

H. State and/or federal statutory changes, changes in administrative rules, and DCF policy changes could affect the project.

C. Proposed Business Process Requirements

1. Proposed Business Process Requirements

A CCWIS project planning team conducted Joint Application Requirements (JAR) sessions in 2019 with representatives from each functional area. Along with the "as-is" business process flows, a Functional Requirements Traceability Matrix was compiled which includes 436 user stories that reflect stakeholders' proposed business process requirements (see ***Section VIII Appendices: Appendix C - Functional Requirements***). These stories will continue to inform implementing the new CCWIS technology and functionality timely since they serve as a primary source for story tailoring in FY 24-25 and FY 25-26.

It was determined that the Intake and Investigation modules would be developed and implemented with integration with the Department's legacy system for year 1 (Phase I) and Case Management and associated modules would be developed for years 2 and 3 to be introduced in late 2026 with no integrated functionality with FSFN. Requirements validation sessions were held in July-August 2022 to validate the requirements for intake, investigation, common functions, and non-functional requirements. Validation schedules were held in FY 23-24 and continue into FY 24-25 to validate requirements for case management and associated modular functionality, as well as common functions, and non-functional requirements.

2. Business Solution Alternatives

The search for a full CCWIS solution for Florida has been an ongoing exercise since the Department and Legislature elected to declare the intent to transition FSFN to a CCWIS system in 2018. In 2017, an assessment of development costs was conducted for 1) making FSFN changes needed to maximize federal fund claiming and 2) incrementally building on the existing FSFN until the application had transitioned to CCWIS compliance. At that time, the cost for both activities were estimated to be $14,695,030 across three (3) years. The CCWIS planning project effort in 2019 projected a four-year timeframe to implement a CCWIS solution incrementally at a cost of $199,623,143.

Between 2019 and 2021, alternative solutions emerged, including lessons learned from other states that were/are transitioning an existing system to CCWIS compliance. Three (3) states reported they had implemented their full CCWIS solution; one of which achieved compliance by developing requirements on a COTS solution. As a result, the Department explored three (3) viable alternatives for Florida's continued transition to CCWIS based on iterative modular replacement of Florida's current child welfare legacy system, FSFN:

Alternative 1: Replace FSFN with a full "CCWIS-compliant" system from another state (rejected)

Alternative 2: Purchase/subscribe to a best-of-breed COTS solution(s) that can be evaluated based on the extent to which it can achieve the objectives shown in Exhibit II-1 for the identified modular features/functions for FY 24-25 and FY 25-26.

Alternative 3: Build a custom system on a modular Service-Oriented Architecture, providing a unified and decentralized design with considerable user interface and future enhancement flexibility and modularity.

3. Rationale for Selection

A thorough analysis of these alternatives' ability to achieve the objectives in Exhibit II-1 was completed during the procurement phase of the CCWIS Strategic Roadmap for both FY 24-25 and FY 25-26 (shown in **Exhibit II-2: Modernizing Florida's Child Welfare Information System – CCWIS Strategic Roadmap** below). In addition, a determination of the current market costs for both alternatives, based on the ability of each to fulfill the Department's objectives, was estimated based on discussions with vendors and other states' budget requests for what are anticipated to be a similar modular CCWIS systems. This section describes what was estimated about these options based on completed research.

Alternative 2

Purchasing/subscribing to a best-of-breed COTS solution provides a ready-made, canned solution. This option also offers the advantage of being cloud-based, using Software as a Service (SaaS).

There are currently only a few COTS solutions that claim to have a total end-to-end CCWIS solution; however, that market has continued to expand as additional states build new CCWIS solutions using COTS solutions. This alternative also offers the flexibility of purchasing multiple COTS solutions to bridge gaps that may exist in the primary application. For example, a COTS for a Foster Parent Module that may exist and can then be integrated with the best-of-breed CCWIS application. Cost estimates for implementing this option are projected at $50 to $70 million; however, this alternative would require recurring licenses, operational costs, and a long-term relationship with the selected vendor. Additionally, the need for customization could be substantial. This option could also require greater initial cost outlay, and there may be hidden costs that may not be identifiable in the short-term. This alternative may also not afford the flexibility the CBC lead agencies desire.

To accommodate any customization that may be required as well as hidden costs, actual total costs for this alternative could range from $60,000,000 to $100,000,000. In addition, Maintenance and Operations costs are expected to be between $8 and $15 million per year.

Alternative 3

A custom modular system built with a Service-Oriented Architecture (SoA) provides more User Interface options provides maximum flexibility in the immediate and long-term and is also adaptable and extensible. In addition, this alternative can be developed using Software as a Service, employing technology that can meet needs not anticipated in the two prior alternatives.

However, this alternative would likely be the most expensive and require a longer timeframe to implementation if the entire solution is custom built. In addition, no other state has been identified that has done this, and the only cost estimate available is based upon costs the current system integrator has provided in the past. This is expected to be $60,000,000 to $130,000,000. Maintenance and Operations costs are expected to be an additional $10 to $18 million per year.

4. Recommended Business Solution

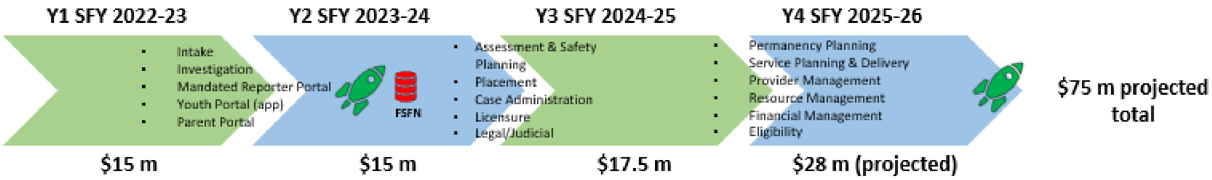
The recommended alternative was a combination of alternatives 2 and 3, utilizing COTS/SaaS where feasible, while building custom components where COTS/SaaS solutions are not feasible. A cloud-based solution that enables timely enhancements and customizations provides the best alignment of business needs with technology optimization, and flexibility moving forward.

The Department competitively procured and elected to continue to build on the Salesforce application that supports its Phase I CCWIS modular functionality. Projected costs for FY 25-26 is $28 million with Federal Financial Participation (FFP) as specified in the table below. FFP for development tasks are 100% of 50%, where M&O tasks are funded at 92.35% of 50% until FSFN is replaced.

	Year 1 FY 2022-2023	Year 2 FY 2023-2024	Year 3 FY 2024-2025	Year 4 FY 2025-2026	TOTAL
State Funding	$7,500,000	$7,500,000	$8,750,000	$14,000,000	**$37,750,000**
Federal Funding	$7,500,000	$7,500,000	$8,750,000	$14,000,000	**$37,750,000**
TOTAL	**$15,000,000**	**$15,000,000**	**$17,500,000**	**$28,000,000**	**$75,000,000**

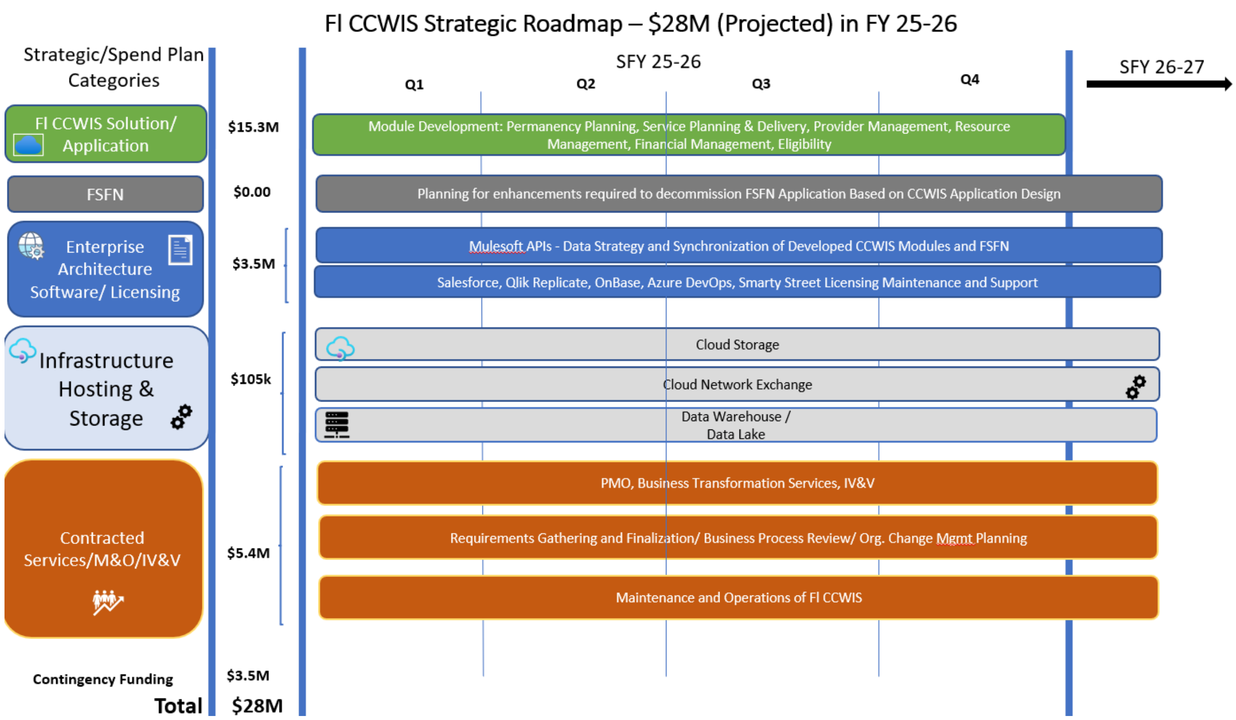
DCF has developed a phased approach to develop and incrementally implement CCWIS functionality. Exhibit II-2 depicts the functionality that is planned to be developed in each phase. Intake and Investigation modular functionality was developed in FY 22-23, Case Management functionality will be developed in FY 24-25 and FY 25-26.

Exhibit II-2: Modernizing Florida's Child Welfare System – CCWIS Phased Functional Implementation



DCF has also developed a Roadmap (shown in **Exhibit II-3: Modernizing Florida's Child Welfare Information System – CCWIS Strategic Roadmap**) for the implementation of Florida's CCWIS in FY 25-26. A description of the activities identified on this diagram by each project component/sub-project (e.g., CCWIS Application, Enterprise Framework/Software) follows in this section.

Exhibit II-3: Modernizing Florida's Child Welfare System – CCWIS Strategic Roadmap



The table below represents the broad workstreams included in the revised Fl CCWIS Strategic Roadmap per Strategic/Spend Plan category for SFY 2023-24 and the Fl CCWIS Strategic Roadmaps for SFY 2024-25 and SFY 2025-26:

Fl CCWIS Strategic Roadmap – 2025-26 – Strategic Spend Plan Categories		
Category: Fl CCWIS Solution/Application		
Workstream	**Description**	**SFY 25-26 Quarterly**

		Duration
Procurement of SI Vendor/Fl CCWIS solution	• The Department received seven (7) responses to its DCF RFQ 2324 025-2 and selected Deloitte as the preferred SI Vendor and the continued use of its GovConnect Salesforce accelerator to complete the full Fl CCWIS solution in FY 24-25.	Completed in FY 24-25
Module Development	• The Department has prioritized the number and order of six (6) modules to be developed in SFY 2025-26. • This workstream includes the lifecycle management of each module from development through being in a "Production Ready" state.	The Department projects all six (6) SFY 2025-26 modules to be in a "Production Ready" state by at least Q4 SFY 2025-26 (June 2026) and if delayed, no later than Q1 SFY 2026-27 (September 2026).
Category: FSFN		
Workstream	**Description**	**SFY 25-26 Quarterly Duration**
Planning for FSFN enhancements dependent on development of Fl CCWIS modules	• The Department does not project any FSFN data sync needs.	NA
Planning for FSFN enhancements required to decommission FSFN in SFY 2026-27	• This workstream is strictly planning for any needed activities in SFY 2026-27 to fully decommission FSFN, replicate any originating/creation activities in FSFN in the Fl CCWIS solution and/or the Department's EA EDW.	Q4 SFY 2025-26 (June 2026)
Category: Enterprise Architecture Software/Licensing		
Workstream	**Description**	**SFY 25-26 Quarterly Duration**
Data Strategy and Sync of Developed MuleSoft APIs	• Many MuleSoft APIs were developed for the Intake and Investigation	Q4 SFY 2025-26

	modules that requires ongoing monitoring. • The Department will collaborate with the SI vendor and internal and external project partners to explore additional APIs that may need to be developed throughout module development to meet federal CCWIS requirements. Operationalization of these new APIs is not expected until SFY 2026-27.	(June 2026)
Salesforce and Department EA Component Licensure Management	• The Department will continue to collaborate internally on the EA software and hardware needs throughout FL CCWIS implementation. • The Department will continue to collaborate with its SI vendor and Salesforce team to effectively manage Salesforce licensing needs throughout FL CCWIS implementation.	Q4 SFY 2025-26 (June 2026)
Category: Infrastructure Hosting & Storage		
Workstream	**Description**	**SFY 25-26 Quarterly Duration**
Cloud Storage	• The Department will continue to collaborate internally on the EA cloud storage needs to support FL CCWIS throughout implementation.	Q4 SFY 2025-26 (June 2026)
Cloud Network Exchange	• The Department will continue to collaborate internally on the EA cloud network needs to support FL CCWIS throughout implementation.	Q4 SFY 2025-26 (June 2026)
Enterprise Data Warehouse	• The Department will continue to collaborate internally on the EA EDW needs to support FL CCWIS throughout implementation. • The Department will continue to collaborate with Fl CCWIS users and Program Office teams to effectively utilize the EDW as the official source of truth for enterprise data visualization and reporting for Child Welfare and data quality issues.	Q4 SFY 2025-26 (June 2026)
Category: Contracted Services		
Workstream	**Description**	**SFY 25-26 Quarterly**

		Duration
Procurement of IV&V, Staff Aug, and PMO Services	• The Department has entered into an agreement with CSG Government Solution for ongoing IV&V and enhanced testing services with language in the agreement on options for renewals. • The Department has contracts in place for staff augmentation staff that provides enterprise testing, technical support (application and data architecture, cloud support, IAM and web consultants, etc.), and training. Each contract is renewed annually. • The Department has entered into an agreement with KPMG for ongoing PMO and other services with language in the agreement on options for renewals.	Q4 SFY 2025-26 (June 2026)
PMO, Business Transformation Services, IV&V	• PMO services will be delivered throughout the duration of full Fl CCWIS implementation. • Business Transformation Services in the form of business process analysis and mapping and ongoing organizational change management will be provided throughout the duration of full Fl CCWIS implementation. • IV&V services will be delivered throughout the duration of full Fl CCWIS implementation.	Q4 SFY 2025-26 (June 2026)
Requirements Gathering, Business Process Reviews, Organizational Change Management (OCM) Planning	• Requirements gathering will be conducted as part of the development lifecycle of each Fl CCWIS module as prioritized and developed. • Process Reviews will be included in the requirements gathering exercises. • OCM methodologies will be applied within and following the Fl CCWIS module development lifecycle.	Q4 SFY 2025-26 for OCM (June 2026) Q3 SFY 2025-26 for Requirements Gathering (January 2026)
Maintenance and Operations (M&O) of Fl CCWIS	• M&O is currently being managed by Deloitte, the SI vendor for SFY 2022-23 activities and the preferred vendor for ongoing Fl CCWIS implementation. • The Department will continue to collaborate internally and with the SI vendor on ongoing M&O needs to support FL CCWIS and its users throughout implementation.	Q4 SFY 2025-26 (June 2026)

Project Management Office, Business Requirements & OCM Services, IV&V

Project management services will be provided throughout the project and will ensure that the project remains within scope, on schedule, delivers quality products within budget, and the necessary documentation and metrics to reflect the project's success are maintained.

Business Requirements Services may continue to be procured to assist OCFW in evaluating current business processes and identify necessary changes to improve services to customers; the Business Requirement Services provider will also assist the Department in establishing a model for identifying opportunities and strategies for Organizational Change Management (OCM) and making required business process changes as the dynamic field of child welfare matures while these services are enacted.

Independent Verification and Validation (IV&V) services are required because the project exceeds $10 million. The IV&V provider will oversee the project activities to serve as a check that the project team is employing best practices and will give particular attention to ensuring that project metrics are maintained and that business objectives are met. The IV&V provider may also provide enhanced testing and/or quality services for the project.

The current FSFN system will be decommissioned at the completion of the project. Decommissioning includes the documentation and implementation of specific procedures for termination (sunsetting) of an application/service, how data will be retained (if required), and steps for transitioning to a new system.

D. Functional and Technical Requirements

1. Functional Requirements

The 2019 CCWIS planning project helped to define functional priorities for users that will facilitate CCWIS compliance (see ***Section VIII Appendices: Appendix A – Business Requirements Document)***. Through various requirements elicitation approaches, key stakeholders were asked what they would consider the highest priorities for a solution that aligned with CCWIS requirements. This led to the identification of priorities considered critical to developing a solution that will support frontline workers as well as improve the timeliness, accuracy, and completeness of data collected.

The high priority requirements elicited included:

- Enhanced Mobile Functionality: users want a system that can be accessed from any device.
- Enhanced Document Management: users want enhanced technology in maintaining and indexing documentation and securing signatures.
- Enhanced Data Access, Quality and Management: users want access to real time data, automated data quality assurance tools, and improved data reporting functions to promote and require data and insight-driven decision making; and
- Remediated Deficiencies in System Functionality.

Requirements that address deficiencies in system functionality were also detailed in user stories found in the Functional Requirements Traceability Matrix that was included in the Business Requirements Document (BRD) (see ***Section VIII Appendices: Appendix A – Business Requirements Document)*** as well as in the Appendices of this document.

2. Technical Requirements

Compliance with CCWIS will also entail certain technical architecture requirements necessary to comply with CCWIS design requirements and meet the needs of the users. Technical requirements that will help meet the needs of users include:

- Browser and device-agnostic access design
- Real-time data synchronization
- Event-driven notifications and alerts
- Bi-directional data exchanges that enable CBC flexibility and improved access to external child welfare supporting data; and
- External customer portals that provide support to caregivers, providers, youth, young adults formerly in foster care, and community partners.

CCWIS design requirements were identified in the Current Challenges – Comprehensive Child Welfare System Compliance section of this document and are also listed below:

1) Follow a modular design that includes the separation of business rules from core programming.
2) Be documented using plain language.
3) Adhere to a state, tribal, or industry-defined standards that promote efficient, economical, and effective development of automated functions and produce reliable systems; and
4) Be capable of being shared, leveraged, and reused as a separate component within and among states and tribes.

In addition, the 2019 CCWIS Planning Project also produced specific user stories related to architectural needs (see ***Section VIII Appendices: Appendix E - Non-Functional Requirements Traceability Matrix)***

III. Success Criteria

A critical step in the strategic modernization of the DCF systems/platforms is the development of clear goals and success criteria which align with the overall mission and vision for Florida's CCWIS. The success of the modernization project will be assessed using quantitative and qualitative criteria. Each of the success goals below aligns with the business objectives and proposed business process requirements outlined in the Strategic Needs Assessment section of this document.

Success Criteria Table			
#	Description of Success Criteria	How will the criteria be measured/assessed?	Who benefits?
1	Full CCWIS Compliance	• Measured and assessed by ACF through the ACF-prescribed compliance review process. • IV&V Documentation.	• State of Florida • DCF staff • Florida Taxpayers
2	Maximized Federal Funding	• Assessed by comparing the federal fund claiming filed in the year prior to and for each year during the implementation of the solution to ensure increases in federal funding participation.	• State of Florida • DCF staff • Florida Taxpayers
3	Enhanced User Support/ Experience	IV&V Documentation of: • Creation of Youth and Caregiver Self-Service Portals • Creation of Self-Service Vehicles (Interactive Dashboards, Appointment Reminders, Document Submission Functionality, Online Help, and Trainings) • Provision of Real-Time Data • Automation of Previously Manual Processes • Browser and Device-Agnostic User Interfaces Built • Persona-Based Intuitive User Interfaces	• Child Protective Investigators and Case Managers • Children and Families Served by DCF • Foster Parents
4	Mobile Functionality	IV&V Documentation of: • Availability of Mobile Device Support • Availability of Mobile Assessment Functionality • Availability of Offline Work Capability and Subsequent Data Synchronization • Availability of Route Management Tools	• DCF Staff • Children & Families Served by DCF
5	Enhanced Workflow/Workforce Management	IV&V Documentation of: • Availability of Automated Dynamic Workflow Processes and Updates • Availability of Automated Resource Utilization Monitoring • Availability of Automated Task Assignment and Prioritization with Alerts • Availability of Automated Performance Evaluation and Monitoring Tools	• Child Protective Investigators and Case Managers • DCF Staff • Children & Families Served by DCF

Success Criteria Table			
#	Description of Success Criteria	How will the criteria be measured/assessed?	Who benefits?
6	Improved Analytics, Reporting, and Alerts	IV&V Documentation of: • Availability of Real-Time Operational Reporting • Availability of Dashboards and Data Visualization Tools • Availability of Automated Alerts/Notification of Tasks Due • Incorporation of Predictive Analytics Tools	• State of Florida • DCF Staff • Children & Families Served by DCF
7	Interoperability Enabled	IV&V Documentation of: • Functionality Built on a Service Oriented Architecture Representational State Transfer (REST) - Application Program Interfaces (API), and Extensible Markup Language (XML) -Based System Components Built • Open Standards-Based Secure APIs Built • Availability of Event-Based and Real-Time Messaging	• DCF Staff • DCF Leadership • Children & Families Served by DCF
8	Enhanced Data Quality and Data Management Tools	IV&V Documentation of: • Availability of Data Quality Assurance Tools • Integration with MDM and Data Quality Assurance Tools	• Child Protective Investigators and Case Managers • DCF Leadership • Children & Families Served by DCF
9	Enhanced Batch Processing	IV&V Documentation of: • Availability of On-Demand Report Processing • Availability of Asynchronous Data Updates	• Child Protective Investigators and Case Managers • DCF Leadership
10	Reduced Cost of Ownership	Documentation of: • Operations and Maintenance Costs Each Year During Implementation • Incorporation of Best-of-Breed COTS Components • Use of SaaS, When Cost-Efficient	• State of Florida • DCF Staff • Florida Taxpayers
11	Customized Solution	IV&V Documentation of: • Alignment of Business Rules with Application Functionality • Modularly Built Functionality	• Child Protective Investigators and Case Managers • Foster Parents • DCF Leadership • Children & Families Served by DCF
12	Managed Infrastructure	• Cloud-Based Model Used • SaaS or IaaS Employed, When Cost-Efficient • Scalability is Provided • Alignment with DCF Disaster Recovery (DR) and Continuity of Operations Plan (COOP)	• State of Florida • Florida Taxpayers • DCF Staff • Child Protective Investigators and Case Managers • Foster Parents • Children & Families

Success Criteria Table			
#	Description of Success Criteria	How will the criteria be measured/assessed?	Who benefits?
			Served by DCF

Successful Procurement

This project may require multiple procurements in the final FY of implementation, including:

- IV&V services
- Project management services
- The solution or solution components or support services (to be determined in the first two quarters of the project) that align to the CCWIS Strategic Roadmap

DCF has a long history of implementing processes required by the Florida procurement laws and regulations. To successfully support the development and execution of procurements to support this project, DCF will utilize the appropriate procurement mechanism(s) to provide open and fair competition while providing options to negotiate the best value for DCF and the state. The following objectives will govern the procurement:

- **Mitigate the risk of protest:** Adhere to the defined processes, procedures, and legal requirements as defined in Florida's state procurement requirements, and by applying discipline and rigor to the process, to ensure the procurement moves forward in a technically correct and transparent manner.
- **Be precise but flexible enough to allow for innovation:** Present the requirements in such a way to allow vendors to propose innovative technologies or solutions to the procurement process for consideration, while also clearly and appropriately defining DCF's needs and requirements.
- **Use Subject Matter Experts:** Identify DCF subject matter experts early in the process when developing the Invitation to Negotiate (ITN) and implementing the procurement process.
- **Use Experienced Evaluators and Negotiators:** Select knowledgeable and experienced evaluators and negotiators with the appropriate training to ensure outcomes aligned with DCF objectives and vision.
- **Establish a realistic and achievable procurement plan (schedule):** Delineate a realistic and achievable schedule for the procurement that leaves ample room for schedule adjustments without sacrificing critical elements and allowing the process to focus on best value outcomes and not timelines.

To the extent practicable and relevant to any given procurement, the criteria shown in **Exhibit VI-7: Solution Alternatives Technology Evaluation Criteria** (beginning on page 41) will be used to evaluate proposals.

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

A. Benefits Realization Table

Many benefits will be realized through the deployed modernization efforts associated with this project and those benefits will be significant to the Department, the state, child welfare professionals, and the overall system of care. Benefits such as improved worker productivity and decision making will be the result of the new and cutting-edge technology that will accompany CCWIS compliance.

Exhibit IV-1 provides a description of benefits and identifies beneficiaries. The benefits measurement plan and projected realization projection is also listed.

Exhibit IV - 1: Benefits Realization Table

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is the benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
A.1	**Benefit 1- Maximized Federal Funding Participation (FFP)**	DCF State of Florida	By a 7.65% increase in federal fund claiming/ reimbursement Target: $382,500/ yr. additional federal funding participation	By tracking federal fund claiming and reimbursement to document the % change	FY 27/28
A.2	**Benefit 2- Reduced System Enhancement Costs**	DCF State of Florida	By a 10% reduction in system enhancement costs Target: $1,000,000/ yr. reduction in system enhancement costs	By tracking changes to the enhancement costs for the system and comparing to previous year's data	FY 27/28
A.3	**Benefit 3- Enhanced Staff Productivity**	DCF State of Florida	By reduced times to permanent placements	By tracking permanency data and comparing to previous year's data	FY 26/27
A.4	**Benefit 4- Improved Data Sharing - Impacting Decision Making**	DCF State of Florida Provider Network Partnering Agencies	By fewer children entering into care and reduced times to permanent placements	By tracking entry and permanency data and comparing to previous year's data	FY 26/27
A.5	**Benefit 5- Improved Accountability- Impacting Program Effectiveness and**	DCF State of Florida Provider Network	By fewer children entering care and reduced times to permanent placements	By tracking entry and permanency data and comparing to previous year's data	FY 26/27

	Quality of Services				
A.6	**Improved Foster and Adoptive Parent Engagement**	Foster and Adoptive Parents	Increased issuance of foster parent licenses	By tracking the number of foster parent licenses issued and comparing it to previous year's data	FY 26/27

A.1 Benefit 1- Maximized Federal Funding Participation

This section contains a summary of the cost and benefit analyses for CCWIS Modernization. This provides a picture of the program's financial impact, as evidenced by the Internal Rate of Return (IRR), the Net Present Value (NPV), the Payback Period, and the Breakeven Fiscal Year. The CBA forms are provided in ***Section VIII Appendices: Appendix F – Cost Benefit Analysis Documentation***.

Under the CCWIS final rule, states are eligible for federal financial participation of up to fifty percent (50%) for development costs as they relate to the approved activity and appropriate program categories. Approved activity defined by ACF includes a project task that supports planning, designing, developing, installing, operating, or maintaining a CCWIS.

In addition to the federal financial participation available in implementing the selected hybrid of Alternative 2 and 3 for the scope of this project, it is important to additionally consider that system enhancements beyond the life of this project would continue to be eligible for fifty percent (50%) federal financial participation per the CCWIS guidelines. This maximized federal funding participation will continue to benefit DCF.

A.2 Benefit 2 - Reduced System Enhancement Costs

The Children's Bureau defines "modularity" as the breaking down of complex functions into separate, manageable, and independent components. Using this modular approach, CCWIS compliant systems will feature components that function independently, simplifying future upgrades or procurements because they can be completed on singular modules rather than dissembling the entire system to modify the various interdependent parts. These modular systems will be much more adaptable to policy and practice changes than their predecessors and will have lower enhancement costs due to their receptiveness to future augmentation. A cost benefit will also be realized by the Department as the current system is incrementally decommissioned.

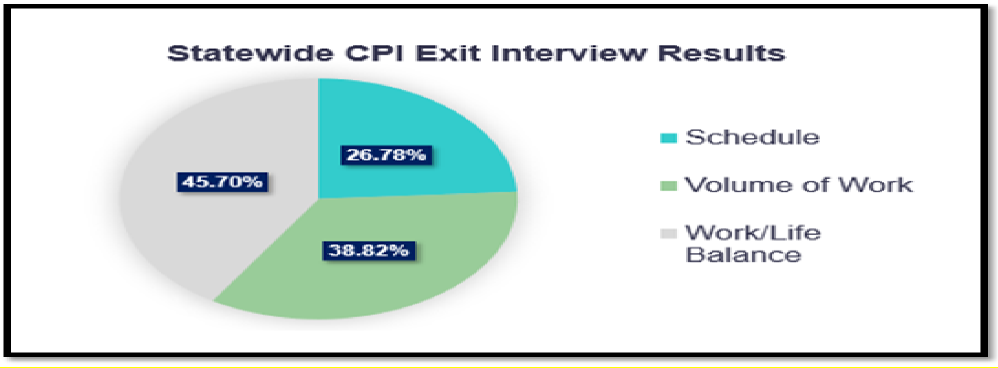
A.3 Benefit 3 - Enhanced Staff Productivity through CCWIS Solution Mobility

Productivity enhancements are reductions in future staff effort associated with assigned tasks or functions. By bringing DCF's CCWIS solution into compliance, the Department will be able to realize cost benefits through the tool and practice model related to mobility enhancements. In past interviews and surveys, DCF child protective investigators and CBC case managers expressed a need for the CCWIS solution to be more mobile and accessible by personal electronic devices.

Productivity enhancements will be realized through increased efficiencies. Reductions in future staff time spent on average cases and increases in volume of work completed will serve as indicators that mobility is helping to increase staff productivity. Investigators, who can dynamically receive updated information while in the field will make more rapid decisions by having enhanced access to pertinent data. This will help our frontline staff become more effective in their work.

As shown in **Exhibit IV- 2: Statewide CPI Exit Interview Results**, exit interviews with Child Protective Investigators (CPIs) indicate CPIs leave their jobs due to schedule, volume of work, or work/life balance. The benefits from a modernized system, including productivity enhancements, could improve all three of these for CPIs and result in higher retention of CPIs.

Exhibit IV – 2.: Statewide CPI Exit Interview Results



Solution mobility can be realized through the CCWIS modernization project, and the benefits include increased efficiency in meeting deadlines due to CPI and case managers being able to access the system from their phone or personal electronic device rather than having to return to their workstations to action needed and required data entry. Staff may also reallocate the time spent performing the duplicated work tasks of entering the same case notes in multiple application and help improve prevention service coordination and referrals. This mobile functionality has proven to be successful in other states and offers the immediate benefit of affording child welfare professionals the ability to complete forms out in the field.

The work efficiencies that will be realized through having a mobile solution will not only enhance staff's ability to further engage families but will also support the Department's staff recruitment and retention efforts. Child welfare professionals will be better positioned to manage workload demands leading to healthier, more balanced work lives. A reduction in documentation requirements for staff to streamline time spent in the office engaged in documentation allows for more time managing child protection and child welfare duties, which should improve job satisfaction for high turnover (critical class) positions. Further, these efforts will transform the state's child welfare system to become more preventative and integrated from intake through case management, to permanency to:

- Proactively help prevent entry into Florida's child welfare system and safely preserve families.
- Mitigate placement risks for children who are in, or must enter, care and to safely expedite their exits to permanency.

A.4 Benefit 4 - Improved Data Sharing Impacting Decision Making

A major component of CCWIS is information sharing across systems (interoperability) and this functionality is particularly important for children in foster care who oftentimes experience complex behavioral and mental health care needs. A compliant CCWIS solution must support collaboration, interoperability, and data sharing that is efficient, economical, and effective. The CCWIS Final Rule requirements mandate data exchanges with courts, education, and Medicaid systems as well as other child welfare contributing and ancillary systems, especially those used by child welfare professionals.

Through these real-time data exchanges, programs and child welfare workers have will newer, faster, and more innovative methods of obtaining and responding to information. As an access point for information on clients, providers, and services, the utilization and end-user value of the tool will far exceed current FSFN functionality. Child welfare professionals will have a consistent method of receiving timely information which directly benefits their ability to make decisions that are in the best interest of the clients they serve.

Accurate information, received in a timely manner and evaluated properly, is the key to good decision-making. The realized benefits of the CCWIS mandated data exchanges and the information they will provide include:

- Child Welfare professionals can deploy a proactive versus reactive approach to working with families
- A family's situation can be weighed against child risk factors so that decisions can be made with confidence
- Referrals can be executed more quickly to address the client's and/or family's needs
- Child Welfare professionals will have more certainty in the planning and developing of new or additional programs to assist families

Prevention requires early intervention, which will require front-line professionals to have access to pertinent data and actionable intelligence so they can make the best and most sound decisions for the families served. System integration will also help improve insight to cases during review and investigations. Examples include:

- Child Protective Investigator preparedness for immediate investigations using readily available information.
- Facilitate referrals for needs and services directly to resources able to meet those needs and automate feedback of the success of connection to those resources (closed loop referrals).
- Live outcome measures to see progress and improvements based on service provision, safety plan compliance, and other case actions.
- Improved coordination and communication with partners to support collective transparency and sharing of relevant information should lead to better placement decisions, fewer placement changes and faster permanency.
- Provide a comprehensive picture of a child's needs to the placement host to enable the appropriate placement management, reduce trauma and support placement success.
- System queries for existing information to eliminate duplication and unnecessary work. For example, person look-up from existing data rather than manual entry of person with each encounter.

A.5 Benefit 5 - Improved Accountability Program Effectiveness and Quality of Services

Thousands of children and families are being engaged daily through the programs and services embedded within Florida's child welfare system of care. Through transitioning to a CCWIS compliant tool, the effectiveness and quality of these programs and services can be more easily monitored through the available performance and reporting analytics features. CCWIS compliant solutions employ dashboard visualization functionality that can be used for alerts and notifications to help improve enterprise data quality, accuracy, real-time availability, visualization, and reporting in support of crisis prevention and workforce efficiency. This portfolio of system functionality would be a launch pad for improved accountability and would assist child welfare professionals in completing and reporting their job tasks.

Due to the layers of partners involved in Florida child welfare, communication between systems and teams is critical. A modernized system is necessary to support guardrails for critical decision-making. Examples of decisions that can be supported through system integration and structured workflow include:

- Expedited analysis of foster care licensing decisions using data validation (interface with the Florida Abuse Hotline and background checks).
- Automated restriction in child placements in a licensed foster home if an open abuse report is pending or determined unfounded.
- Prohibit approval of a foster care license if the applicant has an ineligible criminal background.
- Support decisions related to child removals and decisions to not remove during protective investigations by enabling an immediate 360-view of the family (Baker Acts, incidents of domestic violence, 911 calls, school episodes, Department of Juvenile Justice or Agency for Persons with Disabilities involvement, etc.).

The primary benefit of improved accountability is the opportunity it affords to avoid serious and sometimes tragic outcomes that can occur in instances where a child is experiencing abuse and/or neglect. CCWIS system analytics tools will provide the vital information and data needed to appropriately assess the quality and effectiveness of our services. This will result in more effective interventions with children and families and a higher level of accountability and/or responsibility from those providing services.

A.6 Benefit 6 - Improved Foster and Adoptive Parent Engagement

The Department understands the importance of supporting and consistently engaging adults who care for Florida's children. This engagement and its continued evolution play a vital role in the Department's recruitment and retention efforts and its dependent on creative ideas and innovation.

The modularity of the CCWIS solution will allow the Department to access innovative technology tools to create and end-user experience that is aimed towards foster and adoptive parent engagement. The Department plans to design a secure portal that will utilize foster and adoptive parent information and data to:

- Improve matching capabilities.
- Provide pertinent and appropriate information on the children placed with them.

- Enrich communication between foster parents and case managers.
- Enhance access to quality guidance, support, and training.

The Department will create efficiencies in the state's foster care system by deploying innovative technology through its CCWIS solution. These efficiencies will enhance attraction towards becoming a foster parent and promote greater participation in communities throughout Florida.

B. Cost Benefit Analysis

Exhibit IV-3 reflects the costs across the three years for the project and the quantifiable benefits anticipated in the two years following project completion.

Exhibit IV - 3: Cost Benefit Analysis (CBA Form 2A)

	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	$15,000,000	$15,000,000	$25,000,000	$10,000,000	$0	$65,000,000
Net Tangible Benefits	$0	($4,000,000)	($6,000,000)	($8,286,850)	$0	($18,286,849)
Return on Investment	($15,000,000)	($19,000,000)	($31,000,000)	($18,286,850)	$0	($83,286,849)
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)	($76,613,638)	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 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

Exhibit IV-4 provides the funding source breakdown for each year. Recurring funding is included to pay for software licensing and maintenance and operations support that is planned to be implemented in phase 1 of the project during FY22-23.

Exhibit IV - 4: Fiscal Information for FY23-24

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	$7,500,000	$10,153,000	$10,229,500	$5,229,500	$0	$33,112,000
Trust Fund	$0	$0	$0	$0	$0	$0
Federal Match ☑	$7,500,000	$9,847,000	$9,770,500	$4,770,500	$0	$31,888,000
Grants ☐	$0	$0	$0	$0	$0	$0
Other ☐ Specify	$0	$0	$0	$0	$0	$0
TOTAL INVESTMENT	$15,000,000	$20,000,000	$20,000,000	$10,000,000	$0	$65,000,000
CUMULATIVE INVESTMENT	$15,000,000	$35,000,000	$55,000,000	$65,000,000	$65,000,000	

Note: Federal Match is 100% of 50% for Development Funding
Federal Match is 92.35% of 50% for M&O until FSFN is decommissioned

V. Schedule IV-B Major Project Risk Assessment

A risk assessment of the *Modernization of Florida's Comprehensive Child Welfare Information System* was performed using the risk assessment tool provided in the Information Technology Guidelines and Forms located on the Florida Fiscal Portal. The risk assessment tool collects a snapshot of the current risk characteristics of the project based on DCF responses to 89 questions; classified into eight (8) assessment categories, the results are summarized below.

Based on answers provided by DCF at the time the risk snapshot was taken, the overall risk assessment for the Modernization of Florida's Comprehensive Child Welfare Information System was rated as "High." The primary drivers for a high-risk rating are outlined by the defined risk categories below.

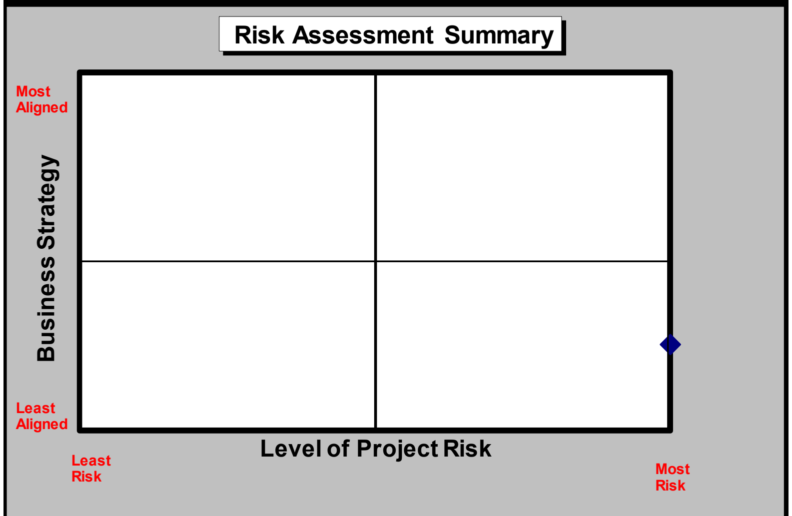
- **Strategic Assessment:** The project will have multiple agency visibility, statewide enterprise visibility, public visibility, and will likely take multiple years to implement. Additionally, some of the project milestones and completion dates are dependent upon state or federal actions.
- **Technology Assessment:** External technical resources will be used to implement the technology solution. Technology alternatives are being considered that will be complex to implement. The proposed solution will require extensive infrastructure and platform changes to complete the work successfully.
- **Organization Change Management Assessment:** This project will require extensive organizational change management as users transition to using more advanced technology to complete their job responsibilities. DCF will need additional resources to support the organizational transformation.
- **Communication:** The primary driver for the risk rating in this category is because a formal communication plan has not been developed.
- **Fiscal Assessment:** The size and estimated duration of the project are significant drivers in the overall risk classification for this category. Likewise, uncertainty around benefit amounts, federal funding participation, and timing are also contributors. Any statewide reengineering project would have a similar fiscal risk level.
- **Project Organization:** The primary driver for the risk rating in this category is because a formal organizational structure and project plan has not yet been agreed upon nor finalized.
- **Project Management:** The primary driver for the risk rating in this category is because a formal project management plan has not been finalized.
- **Project Complexity:** The proposed project involves more than three (3) stakeholders and more than four (4) external entities. For a project of this size, scope, and complexity, a high-risk level is expected.

The overall risk assessment rating that this project poses aligns with expectations for a project of this scope, size, and complexity. These risks will change over the course of the project and will be identified in the first two (2) quarters of the project as the solution(s) are finalized, project management plans are completed, executive stakeholder approval secured, and detailed requirements are documented. An overview of specific elements of Project Management, consistent with the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) framework and Chapter 60GG-1, Florida Administrative Code, that must be followed are outlined in Section VII Project Management Planning to acknowledge the need for a rigid approach to ensure risks are mitigated.

Exhibit V-1 below provides the summary results calculated by the risk assessment tool (see ***Section VIII Appendices: Appendix G – Risk Assessment Backup Documentation)*** as well as the individual risk assessment categories and the risk exposure assessed in each category. When answering the questions in the risk assessment tool, the current state snapshot did not take into consideration the project planning and program activities (described at a high level in Section VII) that will be undertaken to prepare DCF for the next phases of the project. These more detailed planning activities will reduce the overall risks to the project.

Exhibit V-1: Major Project Risk Assessment Summary

Project	*DCF Modernizing CCWIS - FSFN Replacement*	
Agency	*Department of Children and Families*	
FY 2022-23 LBR Issue Code:	**FY 2022-23 LBR Issue Title:**	
Issue Code	*Issue Title*	
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):		
Timtothy Lawson, Timothy.Lawson@myflfamilies.com		
Executive Sponsor		
Project Manager	*TBD*	
Prepared By	*Timothy Lawson*	*9/2/2022*



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

VI. Technology Planning

A. Current Information Technology Environment

1. Current System

The Florida Safe Families Network (FSFN) is an enterprise application that supports Florida's child welfare system. FSFN currently supports the previous federal Statewide Automated Child Welfare Information System (SACWIS) requirements; however, it does not support the current federal Comprehensive Child Welfare Information System (CCWIS) requirements.

a. Description of Current System

i. Current FSFN Architecture

FSFN was migrated to the Amazon Web Services (AWS) cloud platform in December 2017. A modular hardware and system software approach was used to build the FSFN technical architecture within AWS.

The FSFN technical architecture contains five key component areas, as outlined below:

- Application Web Servers – WebLogic
- Reporting Servers - SAP Business Objects and File Servers
- Data Extract, Transform, and Load (ETL) Servers - SAP Data Services
- Batch Processing - Java, and FTP; and
- Databases - IBM DB2 LUW, Oracle DB.

Exhibit VI-1 (on the next page) illustrates the current FSFN Architecture. The following sections describe the FSFN technical architecture components.

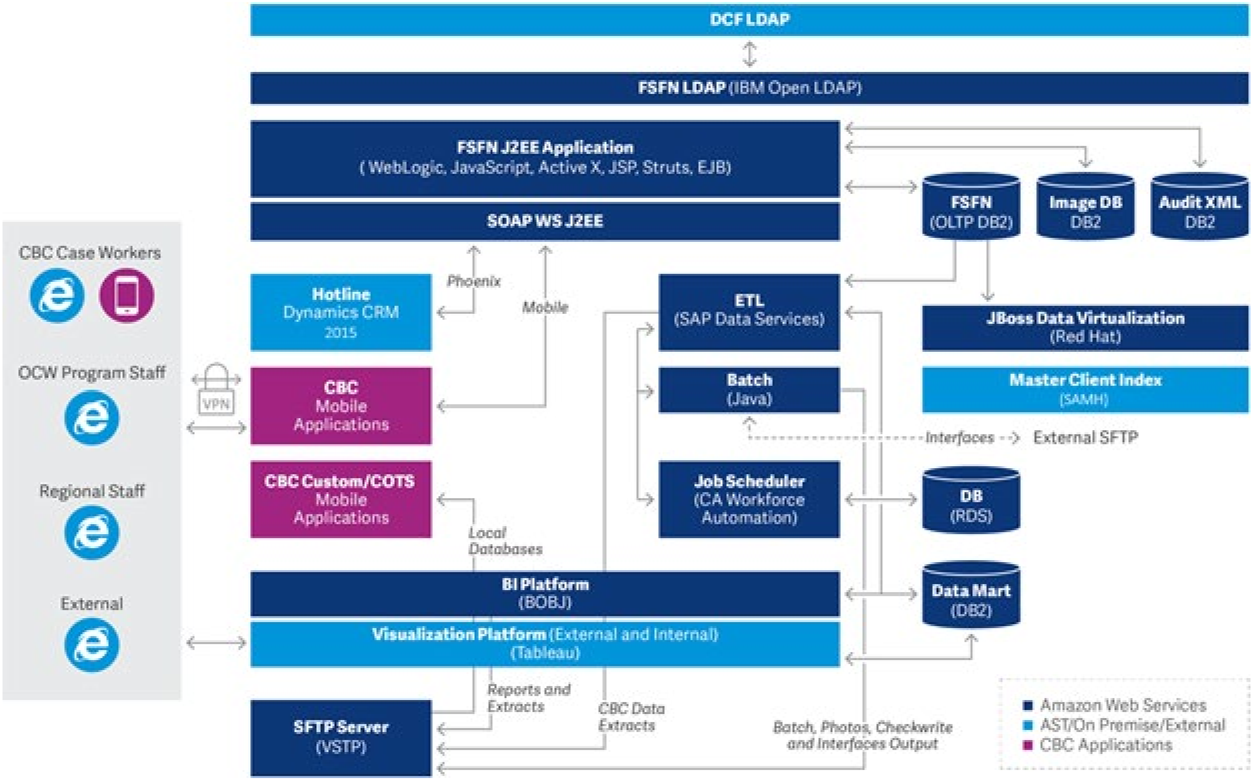
ii. Application Web Servers

Amazon Web Services (AWS) hosts the FSFN Web Application for the State of Florida. The Web Application is accessed by users across the State of Florida. The FSFN Web Application consists of five WAR/EAR deployments in WebLogic, all written in Java.

iii. Reporting Services

SAP Business Objects operates as the reporting component for FSFN. Business Objects contains over 1,000 reports that are both system reports and user-created reports, including required federal reports.

Exhibit VI-1: Current FSFN Architecture



iv. Data Extract, Transform, and Load (ETL)

SAP Data Services (DS) performs functions needed to share data with other systems. The ETL applications extract data from the OLTP database, reorganize the data to make it easier to report, and write the data to a Data Warehouse and Data Mart database. Additionally, DS produces daily case files for each of the Community Based Care organizations to upload to their systems.

v. Batch

Batch jobs are used in FSFN to update data, create shared files, and to interface or share data with other systems (internal or external).

vi. Databases

There are five primary databases used to store data for the FSFN system.

1. **OLTP:** The OLTP database contains transactional data and is the system of record for Child Welfare in the State of Florida.
2. **Data Warehouse:** The Data Warehouse contains transactional data which has been reorganized to simplify reporting.
3. **Data Mart:** The Data Mart contains transactional data for client reporting.
4. **Image:** The Image database stores documents uploaded through the Web Application.
5. **Audit:** The Audit database stores entries for user interactions with the Web Application.

2. Current System Resource Requirements

The production environment in AWS is designed to maintain high availability for servers needed to support the workforce 24 hours a day, seven (7) days a week, 365 days a year. The environment has the option of scaling the specific instance groups up and down depending on peak hours or increased performance needs, although this has not been needed as the baseline resources have easily met current peak resource requirements.

3. Current System Performance

FSFN currently has several issues that impact its ability to meet the DCF program and business objectives and support users, children, and their families effectively. Exhibit VI-2 describe the key FSFN issues.

Exhibit VI-2: Current FSFN Issues

Issue	Description
20+Year Old Transfer System	FSFN is a 20+ year-old system transferred from Wisconsin (WiSACWIS) that was designed using SACWIS requirements. The original application is based on currently outdated technologies but is critical to day-to-day operation. As a result, over the years, needed modifications have created an extremely convoluted system magnifying the drawbacks of an already antiquated architecture and infrastructure which are not open and flexible enough to support today's requirements of the dynamic field of child welfare practice. Further, it is not reasonable to assume that FSFN, in its current state, can continue to be supported for much longer.
Difficult to Enhance / Maintain	FSFN's older, dated technology and infrastructure is challenging and costly to modify. This makes it difficult for DCF to quickly implement new Federal and State mandates or take advantage of state-of-the-art innovations.
Limited Modularity	FSFN is a monolithic, complex, and tightly coupled application that is not designed to allow FSFN functional components to be managed as separate, independent, stand-alone modules, as required by CCWIS. The lack of modularity makes it difficult to make system changes quickly and effectively, which also increases maintenance and support cost and time consumption.
Obsolete User Interface (UI)	FSFN's user interface is more than 12 years old and does not meet expectations for usability and enhanced user experience.
Not Meeting CCWIS Requirements	FSFN application design and architecture do not meet the design requirements stated in the CCWIS Rules (45 CFR§ 1355.53). Gaps for CCWIS compliance include, but are not limited to data quality, data exchanges, reporting, and security.
Data Quality	FSFN currently has data quality issues, with duplicate records – individuals, providers, and cases – creating a major CCWIS deficiency. Another critical issue is the unavailability of real time accurate case data. These issues adversely impact the productivity and decision-making capability of the workers as well as potential federal fund claiming.
Limited Support for Mobility	FSFN currently offers limited support for user mobility and prevents field access to data and documents in real-time or near real-time. This reduces the amount of time that workers can spend out of the office working substantively and directly with clients.

Issue	Description
Limited Document Management	FSFN currently provides limited document management support to users. The existing File Cabinet structure allows file storage but lacks indexing capability for easy file retrieval; it also limits the types of media that can be stored, managed, and retrieved.
Limited Interoperability	FSFN does not support integration and interoperability with external systems via bi-directional data exchanges. Critical external systems include Medicaid, Education, Courts, Juvenile Justice, and others.
Limited Browser Capability	FSFN currently supports a limited number of browsers – primarily Internet Explorer 10 and 11. This limits user access to FSFN functionality via the Web.

4. Information Technology Standards

Exhibit VI-3 identifies the Information Technology Standards used for FSFN.

Exhibit VI-3: Information Technology Standards for FSFN

FSFN Information Technology Component	Current FSFN Information Technology Standards
Framework	Java Enterprise Edition
Web Page Development language	Java Server Pages with Struts framework build HTML pages
Web Services	W3C
Cascading Style Sheets	W3C
HTML	W3C
JavaScript	W3C (legacy components utilize Microsoft proprietary extensions)
Database Queries	SQL (ANSI standard with IBM proprietary extensions)
Business Logic	Java
Application Protocol I Distributed Directory Information Services over IP	Lightweight Directory Access Protocol (LDAP)

B. Current Hardware and/or Software Inventory

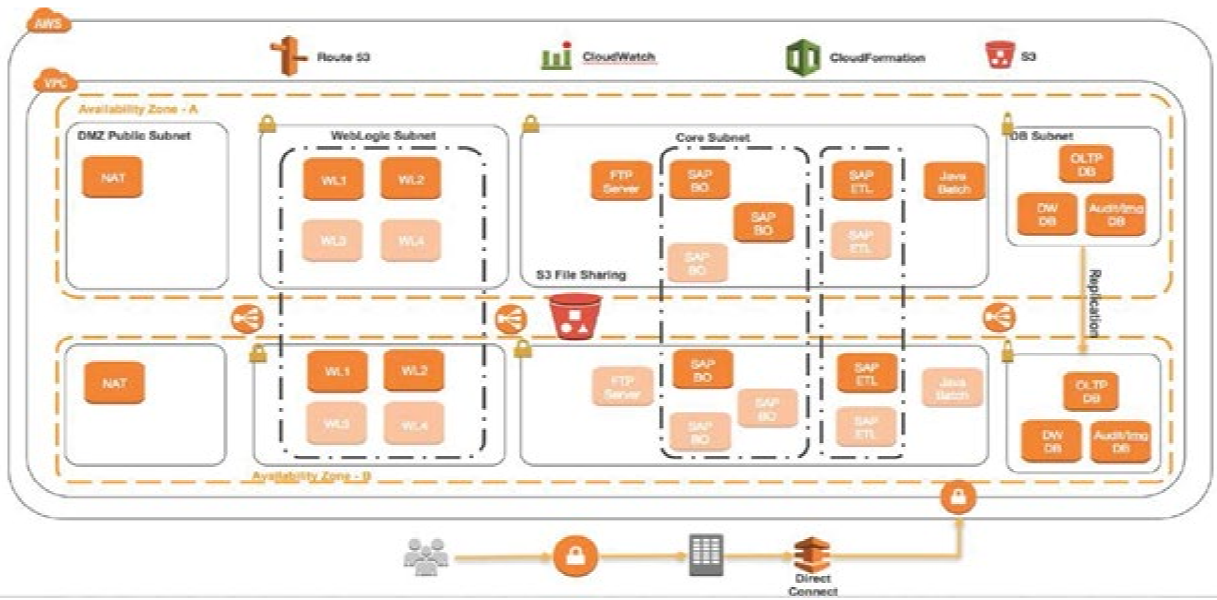
1. Server Inventory

The production server environment in AWS is designed to maintain high availability for servers needed to support the workforce 24 hours a day, seven (7) days a week, 365 days a year. The environment has the option of scaling the specific instance groups up and down among several pre-configured instances depending on peak hours or increased performance needs.

Other servers that perform regular but not continuous jobs use a fail-over design to assure the availability of these servers; however, they are not designed to be highly available.

Exhibit VI-4: Current FSFN Production Servers, provides a high-level architecture of the production environment's primary Virtual Private Cloud (VPC).

Exhibit VI-4: Current FSFN Production Servers



2. Software Inventory

Exhibit VI-5 contains a specific list of licensed software and quantities needed for the FSFN system at a Cloud Service Provider. It is the assumption that all other software licenses are under a General Public License (GPU).

Exhibit VI-5: Software License Requirements

Software	License Requirements
IBM DB2	4220 PVUs
Oracle BEA WebLogic	40 (80 Virt Cores) 9 UN Web Intelligence CPU 3 UN BOE Enterprise Premium CPU
SAP BOE and Data Services	UN BOBJ Data Integrator Premium per 4-CPU 80 Named User Dev/Test 20 Crystal Developer 1 SAP Xcelsius 25 Agents

CA Workload Center (AutoSys)	1 Prod server 1 Test server iDash license

C. Proposed Technical Solution

The proposed CCWIS technology solution should provide for case worker self-service functionality via mobile devices and dashboards, while continuing to meet needs for security, privacy, and confidentiality. This solution's elements, summarized below in Exhibit VI-6, also align with ACF CCWIS requirements.

Exhibit VI-6: Technical Requirements

CCWIS Requirement	Description of Technical Requirements
Enhanced Modularity	Use of a modular, flexible, agile approach including the use of open interfaces to provide design flexibility, Reduced development costs, Phased development, and Increased product integration options.
Enhanced Data Exchanges	Enable efficient data exchanges with State/Federal agencies, Courts, Education, National Electronic Interstate Compact Enterprise (NEICE) information sharing.
Compliance with Industry Standards	Alignment with, and incorporation of, industry standards: The Health Insurance Portability and Accountability Act of 1996 (HIPAA) security, privacy, and transaction standards.
Reusability / Portability	State agencies must own the application & data along with the reuse of enterprise assets.
Business Results	Supports accurate and timely processing of eligibility and other financial objectives
Data Quality / Reporting	Capability to produce reports supporting program evaluation, Federal and state outcome measurement, continuous improvement in business operations, and transparency and accountability.
Interoperability	Supports integration with the appropriate entities providing Finance, eligibility, and outreach functions

1. Technical Solution Alternatives

Three approaches for incorporating the above technical elements were considered for this Schedule IV-B.

a. State Transfer

Transfer a fully operational CCWIS system from another state, pending confirmation that minimal customization would be required to align with Florida's practice model and include the technical elements identified above.

b. Commercial-off-the-Shelf (COTS)

Purchase Commercial off the Shelf software (COTS), pending confirmation that minimal customization would be required to align with Florida's practice model and include the technical elements identified above.

c. Custom Solution

Build a custom system on a modular Service Oriented Architecture, providing a unified and decentralized design with considerable user interface and future enhancement flexibility

2. Recommended Technical Solution

The technical solution and approach that DCF has selected is to use a hybrid approach that is a combination of alternatives 2 and 3, utilizing COTS/SaaS where feasible, while building custom components in situations where COTS/SaaS solutions are not feasible. A cloud-based solution that enables timely enhancements and customizations provides the best alignment of business needs with technology optimization, and flexibility moving forward.

It is expected that no COTS solution will provide 100% of Florida's requirements for a replacement CCWIS. It is anticipated that there will be some additional components or custom solutions integrated that may result in the final solution being a COTS solution with integrated enterprise and custom components.

This approach is born out of the desire to implement a high performing CCWIS solution, continue leveraging cloud service provider delivery and pricing models to ensure cost efficiencies, and ease of maintenance moving forward. This approach provides the most flexible option and provides the best fit for Modern System Characteristics. It also aligns the CCWIS guidance to use best-of-breed solution components in an interoperable solution as opposed to using single vendor big-bang solution strategies. With this solution, technical components can be implemented more quickly, achieve value, and return on investment more quickly, provide for reusability within the Human Service Enterprise, and be shareable with other states.

Exhibit VI-7 lists the criteria that will be used in evaluating the technology capabilities for the proposed CCWIS implementation alternatives.

Exhibit VI-7: Solution Alternatives Technology Evaluation Criteria

Evaluation Criteria	System Characteristics
User Support	• Self-service online tools • Supports internal and external caseworkers and program staff. • Providers and Citizens • Self-service features provide access to interactive dashboards, appointments, document submissions, online help, and training
User Authentication and Access & Security	• Federated authentication extending to external Organizations. • Multi-factor authentication • Security Hardening in every system component • Encryption of Data at Rest and In Motion • Highly restricted data access
User Experience	• Browser and Device agnostic user interface • Persona-based intuitive user interface • Mobile functionality
Interoperability	• Service-Oriented Architecture (REST API, XML API) based system components. • Open standards-based Secure APIs • Asynchronous and Real-time Event-Based messaging (often via an ESB)
Data Exchanges	• Standards-based scalable data exchanges with internal and external agencies (Courts, Education, Juvenile Justice, and MMIS, etc.) • Schedule based bi-directional data exchanges
Reuse of Existing Technology Assets	• Reuse and integrate with existing IT assets. • Maximize the use of DCF Enterprise IT roadmap assets

Evaluation Criteria	System Characteristics
Analytics and Reporting	• Real-Time Operational Reporting • Dashboards and Data Visualization • Predictive Analytics
Business Rules	• Use of Rules Engine • Written in Natural Language
Data Management and Data Quality	• Implement and align with CCWIS Data Quality plan. • Integrate with MDM and Data Quality tools
Batch Processing	• Processing can be run at any time. • Asynchronous Updates
Workflow	• Manages human and machine tasks performed internally and external to the traditional organization. • Processing Status transparency with internal and external stakeholders • Dynamic workflow definition and updating
Enterprise Architecture Alignment	• Service-Oriented Architecture • Use of Best of Breed COTS components or Software Services • Alignment with DCF Enterprise Architecture Roadmap
Cost of Ownership	• COTS • SaaS
Application Development Strategy, Methodology, and Approach	• Alignment with DCF SDLC Methodology • Use of automated tools for release and testing
Solution Customization	• Align Business Rules to Match Application Capabilities • Modular Design
Application Maintenance	• COTS product • Standards based Application changes. • Application Maintenance
Infrastructure	• Cloud based. • SaaS or IaaS • Scalable • Alignment with DCF DR and COOP
Alignment with Federal Requirements	• Alignment with ACF CCWIS Standards

D. Proposed Solution Description

1. Summary Description of Proposed System

Combination of alternatives 2 and 3 - Utilize COTS/SaaS where feasible, while building custom components where COTS/SaaS solutions are not feasible.

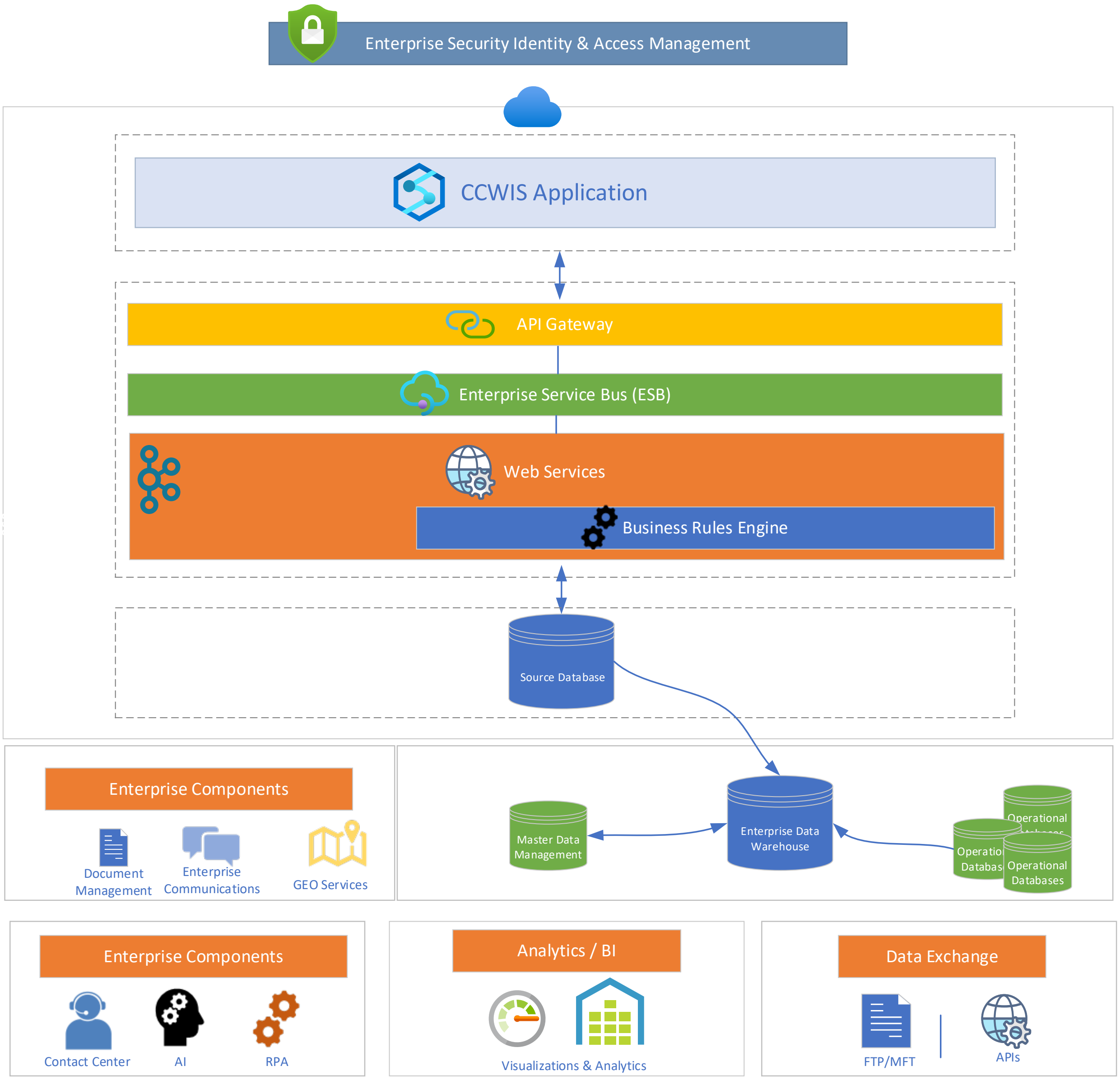
This alternative involves replacing the current FSFN components with modern, "best-of-breed" solution components that offer greater flexibility, interoperability, performance, and data quality, while providing alignment with DCF's overall enterprise strategy. For any components that cannot be replaced with a COTS solution, the current components may be enhanced, or custom solutions may be developed. Exhibit VI-8 depicts the proposed FSFN "To-

Be" representative architecture. The proposed solution will result in a strategic completion of modernization in two-to-three years depending on the procured COTS solutions. The resulting application will meet DCF business objectives for a more integrated service delivery model that is worker-centered, outcome-driven, and less costly to maintain. It will also build on a modern architecture foundation, greatly reducing the risk of technical obsolescence that exists in the legacy FSFN system today. It will maximize technical and business process benefits and provide the flexibility and scalability needed for future enhancements.

The solution is designed with integration practices that are based on secure and open standards that allow for easier integration with other agencies and business partners.

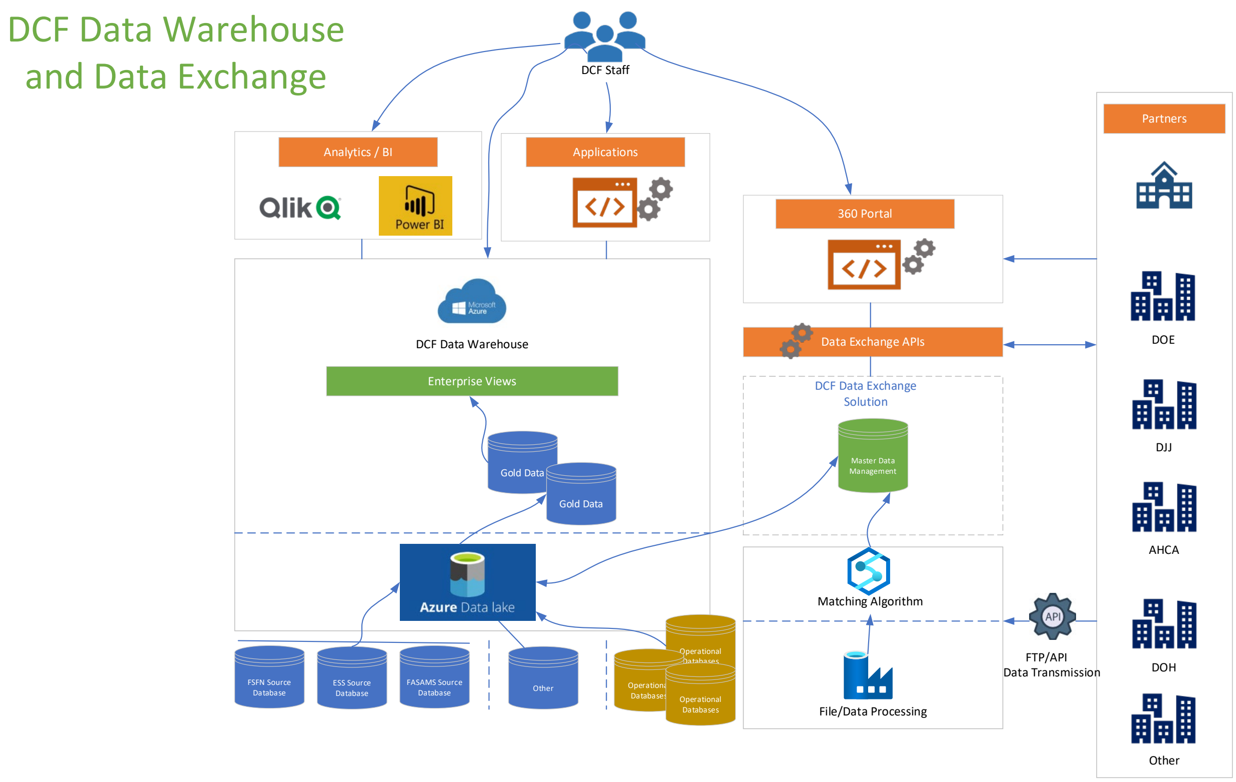
Exhibit VI-8 (on the next page) depicts the proposed system architecture that aligns with the Strategic Roadmap, where the approach consists of a CCWIS Application that is integrated with an API Gateway, Enterprise Service Bus, Business Rules Engine, and Web Services.

Exhibit VI--8: CCWIS Solution Architecture Approach



A key component of the CCWIS solution centers around the approach for data and analytics. This is a critical future driver for the Department having the ability to meet the child welfare goals discussed earlier. Exhibit VI-10 depicts the proposed Data Warehouse and Data Exchange architecture for the solution that aligns with the Strategic CCWIS Roadmap.

Exhibit VI--9: CCWIS Solution Proposed Architecture Approach



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

The resource and summary funding level requirements for the proposed solution are currently unknown as the CCWIS solution and integrator is currently in procurement at the time of updating the IV-B. The RFQ for the CCWIS solution and integrator to deliver phase 1 functionality was posted in late August 2022.

E. Capacity Planning

The FSFN system is currently operating on Amazon Web Services as the Cloud Platform to host this system. Storage capacity is paid on a usage basis and exponential growth is available.

The solution employing COTS, would be on a Software as a Service (SaaS) platform which would similarly have the benefit of not being limited by capacity. One of the benefits of that model is that the vendor can easily/quickly increase capacity, at cost, as needed.

VII. Schedule IV-B Project Management Planning

A detailed Project Management Plan will be developed for the final FY 25-26 phase of implementation. This plan will include identifying project deliverables and milestones. This section describes the project elements and management artifacts that will be used to manage the multiple project components, collectively referred to as the project. These are based on the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) framework and chapter 60-GG-1, Florida Administrative Code. All project customers, stakeholders and participants are expected to be familiar with the outlines of this framework.

Project Name

Modernizing Florida's Comprehensive Child Welfare Information System

Project Charter

A project charter was drafted for FY 22-23, FY 23-24, and FY 24-25 of the project to establish the foundation for the project and ensure that all participants share a clear understanding of the project purpose, objectives, scope, approach, deliverables, and timeline. It was agreed to by the key stakeholders and serves as a reference of authority for the management of the project. It includes the following:

Purpose

The purpose of the Modernizing Florida's Comprehensive Child Welfare Information System project is to enhance the current child welfare system through an implementation model that achieves the goal to meet the Comprehensive Child Welfare Information System (CCWIS) requirements in a manner that aligns with Florida's Child Welfare Practice Model.

Roles and Responsibilities

A Project Management Team and a System Integrator Project Manager (PM) will be responsible for the day-to-day execution of the project and will report to a Program and a Technical DCF Project Director who will be responsible for the overall successful delivery of the project. The project directors will report to a Steering Committee, which is chaired by the project sponsor.

For a project of this size, complexity, and duration, DCF will implement a Project Management Office (PMO) to create project management plans, monitor project issues, and risks, and provide general support to the project directors throughout the project. The PMO will be staffed with multiple project management professionals.

The business stakeholder members of the project management team include experienced DCF staff, CBC staff, and other key partners from the program's core business areas. These stakeholders will provide specific subject matter expertise (SME) and will be instrumental in assisting the project team throughout the system development project lifecycle for the new business system. They will also assist in the review of project deliverables.

Exhibit VII-1, proposes roles in the project organization and a summary of corresponding responsibilities. These roles and responsibilities will be more fully defined and agreed to during the project planning phase.

Exhibit VII-1: Project Organization Members - Roles & Descriptions

Role Name	Description	Assign to
DCF Executive Sponsor	• Provides executive oversight and support to the project. • Acts as final escalation for all issue resolution. • Chairs the Executive Steering Committee and directs governance.	DCF Secretary or Designee
DCF Project Business Sponsor	• Provides programmatic decision-making authority. • Champions the project within DCF. • Provides guidance on overall strategic direction. • Provides business resources for project success. • Ensures Programmatic responsibility for successful development and implementation of the project.	DCF OCFW
DCF Project IT Sponsor	• Provides IT decision-making authority. • Provides input in the development of strategy and vision. • Champions the project within DCF IT. • Provides guidance on overall strategic direction. • Provides IT resources for project success. • Provides subject matter expertise for system development lifecycle phases of the project. • Facilitates communication with the Executive Management Team.	DCF CIO
DCF Project Budget Officer	• Controls project budget. • Provides budget-related input into project scope, project change control, and contractual financial impacts.	TBD
PMO Project Director	• Has overall responsibility for the successful development and implementation of the project. • Oversees the development and implementation of the project. • Oversees the Project Management Office for the project. • Liaisons with IT Sponsor for resources. • Liaisons with Project Business Sponsor for business resources and day-to-day activities.	DCF Designee

DCF Project Manager(s)	• Responsible for day-to-day project oversight. • Provides overall guidance and direction to the System Integrator. • Coordinates with the PMO Project Director for resources. • Works with System Integrator Project Manager to ensure stakeholder needs are met. • Has daily decision-making authority. • Oversees and manages the project plan. • Facilitates the Business Stakeholders Committee. • Coordinates project resources, budgets, and contract management. • Reviews and provides feedback on project deliverables. • Responsible for project management, including scope, risk, communication, quality and change control. • Liaisons with external agencies as needed.	OCFW & OITS
Project Business Stakeholders Committee **(*Group of internal and external stakeholders from DCF and other agencies.)***	• Provides input on functional requirements. • Participates in project user group meetings and sessions. • Provides input on project activities. • Reviews and comments on project documents and deliverables. • Disseminates project information and updates to local internal/external stakeholders.	TBD
Systems Integrator (SI) Project Manager	• Reports to the Project Director. • Works with the Project Management Office to seek guidance and direction. • Responsible for systems integrator and project management activities. • Leads the planning and development of project deliverables. • Develops and manages the project schedule and associated tasks. • Maintains all project documentation including detailed project plan. • Ensures adherence to the process and project management standards and guidelines. • Responsible for project management areas including scope, risk, quality and change control. • Prepares formal project reports and presentations. • Ensures deliverables conform to DCF standards. • Facilitates project related meetings as required.	Vendor System Integrator

Project Scope

The need for design, development, testing, and implementation activities will be fully defined following the selection of a CCWIS solution to support DCF functional and technical areas across the child welfare system. The proposed functional scope per phase was provided in Exhibit II-2 above.

Project Objectives

The project objectives are to:

- Transition from FSFN to a new modular solution that aligns with federal CCWIS requirements.
- Support and maximize continuation of federal funding participation for implementing CCWIS.
- Increase data quality.
- Enhance worker efficiency, accuracy, and accountability; and
- Provide leadership with the analytical tools required to support achievement of DCF OCFW goals and objectives.

Project Management

The primary project management methodology used by DCF is based on the Project Management Institute's (PMI's) Project Management Framework. The PMO Project Manager, the DCF project managers, and the vendor Project Manager will agree upon an appropriate project implementation methodology.

Regardless of the specific implementation methodology employed, standard project control documentation/ mechanisms, agreed to by all stakeholders, will be produced, including:

- Project Charter
- Contract(s) Management Plan
- Project Management Plan
- Project Schedule Management Plan
- Communications Management Plan
- Deliverables Management Plan
- RAIDL (Risk Action Item, Issue, Decision, and Lessons learned) Management Plan
- Project Change Management Plan
- Organizational Change Management Plan
- Quality Management Plan
- Financial Management Plan
- Procurement Management Plan
- Monitoring and Reporting
- Training Plan

The use of the project control framework described above, together with the application of the Project Management Plan Project schedule will assist both the Project Manager and Project Sponsor in planning, executing, managing, administering, and controlling all phases of the project. These activities will include, but are not limited to:

- Monitoring and reporting project progress, as well as identifying, documenting, evaluating, and resolving project-related challenges that arise.
- Reviewing, evaluating, and making decisions regarding proposed changes to the project scope will follow the defined change management processes outlined in the Project Change Management Plan.
- Identifying risks, developing timely risks mitigation strategies, monitoring, and managing to minimize the impact on the project as required by the RAIDL plan.
- Identifying issues, developing timely issue resolution strategies, monitoring, and managing to minimize impact on the project as required by the RAIDL plan.
- Monitoring the quality of project deliverables and managing deficiencies as defined in the Quality Management Plan and the Contract; and
- Monitoring the contracts to ensure the terms of the contract and statement of work are being met.

External Project Oversight

DCF will incorporate an Independent Verification and Validation (IV&V) effort throughout the life of the project. The purpose of IV&V is to provide an unbiased review and assessment of the project to help ensure it is meeting its desired goals and to ensure adherence to internally documented or recognized industry standards and guidelines, the products or deliverables meet the requirements and are of high quality, appropriate controls are defined and utilized, and the stakeholders are effectively involved and aligned. Specific objectives of the IV&V effort for this project will include:

1. Providing validation that the System Integrator vendor:
    - Complies with the terms of the contract.
    - Performs and provides deliverables to the satisfaction of DCF.
    - Fulfills the technical and non-technical requirements of the contract.
    - Completes the project within the expected timeframe.
    - Demonstrates value and is committed to achieving the goals outlined by DCF; and
    - Acts in the best interests of DCF and surfaces issues in a timely and comprehensive manner.
2. Providing an independent, forward-looking perspective on the project by raising key risks, issues, and concerns and making actionable recommendations to address.
3. Enhancing management's understanding of the progress, risks, and concerns relating to the project and providing information to support sound business decisions.
4. Providing open and honest advice and direction to the Executive Management Team, the Project Director and DCF Executive Leadership throughout each phase of the project.

The PMO Project Manager will work closely with OCFW and OITS to ensure that sufficient external project oversight is established and maintained throughout the project.

Approach

The final phase of the project is expected to take up to 12 months to fully implement the CCWIS solution.

The support services of the PMO, OCM, IV&V, and Training will span the entire lifecycle of the solution implementation work.

A summary project schedule for Phase I is provided in Exhibit VII-2. Phases II-IV will have similar schedules that will be created during the planning phase of each phase.

Exhibit VII-2: Phase 1 Project Schedule Summary

Task Name	Duration	Start	Finish
Project Initiation	**146d**	**04/01/22**	**10/26/22**
Project Development	**146d**	**04/01/22**	**10/26/22**
FL[DS] Project Documentation	**68d**	**05/16/22**	**08/19/22**
Risk & Complexity - Required Format	53d	05/16/22	07/29/22
Status Reporting - Required Format	20d	07/25/22	08/19/22
Project Planning	**358d**	**04/06/22**	**09/05/23**
Deliverable: Create Project Management Plan and Master Schedule	***21d***	***11/30/22***	***12/29/22***
Deliverable: Create Communications Plan, Change Management Plan, and Risk Management Plan	***21d***	***11/30/22***	***12/29/22***
Budget Planning Documents (State & Federal)	**251d**	**04/07/22**	**04/05/23**
Modernization Modules & Requirements	**33d**	**04/06/22**	**05/20/22**
Organizational Change Management	**194d**	**11/30/22**	**09/05/23**
CCWIS Platform Research	**35d**	**08/08/22**	**09/26/22**
Executing	**392d**	**03/01/22**	**09/15/23**
Procurements - Vendors/Resources/Services	**372d**	**03/14/22**	**08/30/23**
Procurements - Software	**161d**	**03/01/22**	**10/14/22**
CCWIS Solution/Application	**170d**	**11/30/22**	**08/01/23**
Enterprise Architecture	**392d**	**03/01/22**	**09/15/23**
Monitoring and Controlling	**232d**	**11/01/22**	**10/03/23**
User Acceptance Testing	**214d**	**11/01/22**	**09/07/23**
Training	**205d**	**11/01/22**	**08/24/23**
Implementation	**217d**	**11/01/22**	**09/12/23**
Maintenance and Operations	**188d**	**01/09/23**	**10/03/23**
Project Close Out	**6d**	**09/12/23**	**09/19/23**

Project Monitoring and Control

1. Implement a Risk Management Plan, as follows:

Risk Identification

Any project team member may identify potential project risks resulting from normal activity on the project. Risk identification defines future events that could have an undesirable impact on project cost, schedule, business, or technical performance. Upon identification, a statement is developed that establishes a concise definition of the risk. The description articulates a clear cause and effect relationship that supports effective risk mitigation actions. The definition of the risk should be well defined and bounded. Failure to do so can complicate the analysis activity and may result in the implementation of incorrect preventative action.

Ordinarily when a project team member identifies a potential risk, this risk is entered directly into the risk tracking tool. In some cases, the potential risk is provided to a designated individual(s) for review and concurrence prior to entry into the Risk database. The Risk Coordinator is notified. Potential risks are presented to and evaluated by a Risk Management Working Group established for the project. When a potential risk originates from a task, the Risk Originator should be prepared to present the risk.

Once the risk is confirmed, it shall be assigned a unique designation and logged into the risk tracking tool. Analysis is required to verify the risk is specific and fully defined before it becomes a formal risk with a managed risk mitigation strategy. Risks are reviewed either weekly or biweekly.

Risk Analysis

Risk analysis is the process of estimating the probability of occurrence and the magnitude of impact for each risk event. After the risk has been identified risk analysis is conducted. The Risk Originator or the Risk Coordinator conducts the initial analyses. The risk is reviewed in relation to probability of occurrence, impact assessment, and timing. The information resulting from the risk analysis is captured and maintained in the Risk database. The result of the risk analysis is a characterization of the magnitude of the risk.

The probability of occurrence estimates the likelihood that the risk will become a reality. The probability rating is used in establishing priorities and is based on experience and insights, and often reflects an expert's (or a team's) best judgment coupled with a high, medium, or low evaluation. The scale for probability of occurrence of the risk is characterized as follows:

HIGH **Better than 70 percent chance for occurrence of the risk**

MEDIUM **Between 30 and 70 percent chance of occurrence**

LOW **Less than 30 percent chance of occurrence.**

Impact Assessment is defined as the magnitude of any resulting deviation from the desired outcome. Impacts may be assessed quantitatively but are generally stated in qualitative terms. For example, the real dollar cost of an outcome might be estimated as part of the assessment; but the impact is stated as severe, high, medium, or low based on a standard scale.

Timing identifies when, if the risk occurs, it will affect the project. Timing is characterized as short (30 days), medium (30 – 60 days), and long (beyond the next 60 days).

There are several tools and sources of data to understand how probability and impact affect the project's cost, schedule, or objectives, such as PERT, GANTT, simulations, historical data, and expert judgment (internal or external). The project shall use the baseline project schedule as the primary tool to assist in understanding impact to schedule and resources. Cost impact is derived from analyzing impact to resources and associated expenditures for hardware, software, telecom, and personnel. Risk analysis also helps determine the prioritization of all risks and what resources to apply to address each risk.

Mitigation Planning

The project team shall define response strategies to be performed to minimize the probability or impact of identified risks to the project. These strategies will occur throughout the life cycle and will encompass the full range of project management initiatives including:

- Resource allocation and management
- Hardware/Software design or configuration
- Schedule management
- Elevation of risks within executive chain-of-command

- Early and ongoing communications throughout the project team

Mitigation strategies are noted and tracked within the risk tracking tool and the Executive/Project Status Report.

Risk Documentation and Tracking

All open risks associated with the project are discussed, and details associated with those risks are updated at a regularly scheduled meeting of the Risk Management Working Group. In addition, specific information such as Risk Name, Owner, Business Owner, History, Contingencies, Mitigations and Closure data are maintained in the risk tracking tool. A summary of all risks is provided in the Executive/Project Status Report. The risk tracking tool is designed as a centralized repository to record, manage, and track project information, including risks, at an individual project level. The higher the level of impact and probability of the risk, the more detailed the information. The project Risk Coordinator is responsible for entering a project's risks and amplifying information.

Responsibility for risk control must be defined clearly to effectively implement a risk response. The Risk Management Working Group will utilize an action item list or responsibility assignment matrix to accomplish this activity. The Project Manager and Risk Owner will maintain regular communication channels with all parties to assess, evaluate, and monitor risks. Consensus among the team members or direction from the Project Manager and/or Risk Coordinator is required before risk information is officially changed. The Risk Management Working Group is the established project management organization for risk control activities.

Risk Closure

A risk may be closed by the Risk Management Working Group if it is determined all action items associated with the risk have been complete, or the risk will no longer impact the project. The risk may also be closed if the Risk Management Working Group determines that the risk should be elevated to the status of an issue. In this circumstance, the Risk Management Working Group has concluded that the proposed mitigation strategy associated with the risk cannot control the impact or probability of occurrence and other resources are required. All closed risks will indicate the date the risk was closed, who initiated the action and any comments appropriate to the clarification of the action. This data is maintained in the risk tracking tool and reviewed regularly.

2. Implement a Project Communication Plan

Project communication is the exchange of project-specific information with the emphasis on creating understanding between the sender and the receiver. Effective communication is one of the most important factors contributing to the success of a project.

Three clear communication channels will be established. They include:

- Upward channel with senior executives and steering committee to highlight issues, risks, and scope exceptions.
- Lateral channel with sponsor(s), stakeholders, and other agency management involving requirements, resources, budgets, and time allocations.
- Downward channel with the project team highlighting processes, activities, dates, status, and general team briefings.

A communication plan describes how project communication events will occur across the channels described above. The events themselves may be periodic or one-time in nature.

VIII. Appendices

Appendix A – Business Requirements Document

The Business Requirements Document (BRD) provides DCF and the reader with an understanding of the high-level business requirements necessary to align the State's child welfare system to CCWIS requirements.

See Attached Appendix A.

Appendix A -
Business Requireme

Appendix B – Business Process Flow Diagrams

See Attached Appendix B.

Appendix B -
Business Process Flo

Appendix C - Functional Requirements

The Functional Requirements Traceability Matrix provides requirements gathered to identify functional needs to be included in Florida's CCWIS. The matrix has been updated in this submission based on requirements validation sessions for intake, investigation, and common functions that were held in July and August 2022.

See Attached Appendix C.

Appendix C-
Functional Requirer

Appendix D – CCWIS Functional Modules

See Attached Appendix D.

Appendix D - FSFN Modules.docx

Appendix E – Non-Functional Requirements Traceability Matrix

See Attached Appendix E.

Appendix E -
Non-Functional Req

Appendix F – Cost/Benefit Analysis

See Attached Appendix F.

Appendix F - CBA
MODERNIZING FLOI

Appendix G – Risk Assessment

See Attached Appendix G.

Appendix G - Risk
Assessment - Moder

Business Requirements Document (BRD)

Comprehensive Child Welfare Information System (CCWIS) Planning Project

State of Florida – Department of Children and Families

Date: August 30, 2019

v4.0

PCG | Human Services
Public Focus. Proven Results.™

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Revision History

Version Number	Release Date	Notes
v1.0	06/28/2019	First submission to DCF
v2.0	07/15/2019	Second Submission to DCF *The document below provides an overview of the comments received and changes made to this version of the deliverable:* CCWIS Planning - PCG Response to BRD
v3.0	08/09/2019	Third Submission to DCF *The document below provides an overview of the comments received and changes made to this version of the deliverable:* CCWIS Planning - PCG Response to BF
v4.0	08/30/2019	Final submission with approvals embedded.

Business Requirements Document Approvals

Approval of the Business Requirements Document (BRD) indicates an understanding of the purpose and content described in this document.

By signing this document, the Project Sponsor agrees all work performed on this project following the processes defined herein and necessary project resources should be committed to implementing the established processes.

The following table contains a list of the designated approvers for the BRD.

BRD Approvals

Approver Name	Approver Title	Approver Signature	Date
Julie Madden	DCF – OITS CIO	BRD Approval - Julie Madden.pdf The above embedded document contains the electronic approval for Julie Madden.	08/30/2019
Patricia Medlock	DCF – OCW Assistant Secretary for Child Welfare	BRD Approval - Patricia Medlock.pd· The above embedded document contains the electronic approval for Patricia Medlock.	08/19/2019
Bob Miller	CEO – FSSNF CBC Liaison	BRD Approval - Bob Miller.pdf The above embedded document contains the electronic approval for Bob Miller.	08/20/2019

1 EXECUTIVE SUMMARY

1.1 Project Overview

The Federal Comprehensive Child Welfare Information System (CCWIS) rules have replaced the previous Statewide Automated Child Welfare Information System (SACWIS) rules. To better support their operational environment, CCWIS allows states to enhance child welfare information systems in a meaningful way. In the State of Florida's Fiscal Year (FY) 2018-2019 budget, the Florida legislature approved the designation of the State's child welfare system as a CCWIS. The Department of Children and Families (DCF) has now notified the Division of State Systems at the Federal Administration for Children and Families (ACF) of the State's election to become aligned with CCWIS requirements.

The CCWIS Planning Project is Phase 1 of a multi-phase feasibility study and is intended to provide a high-level roadmap (cost/schedule) for the transition to CCWIS, a State funding document for CCWIS implementation, and provide high-level business requirements, business architecture requirements, and process maps that support roadmap and funding recommendations.

1.2 Project Approach

Public Consulting Group (PCG) used a proven requirements elicitation approach to collect the functional and non-functional requirements for the Business Requirements Document (BRD) and the Business Architecture Document (BAD). The requirements elicitation approach was broken up into several distinct phases:

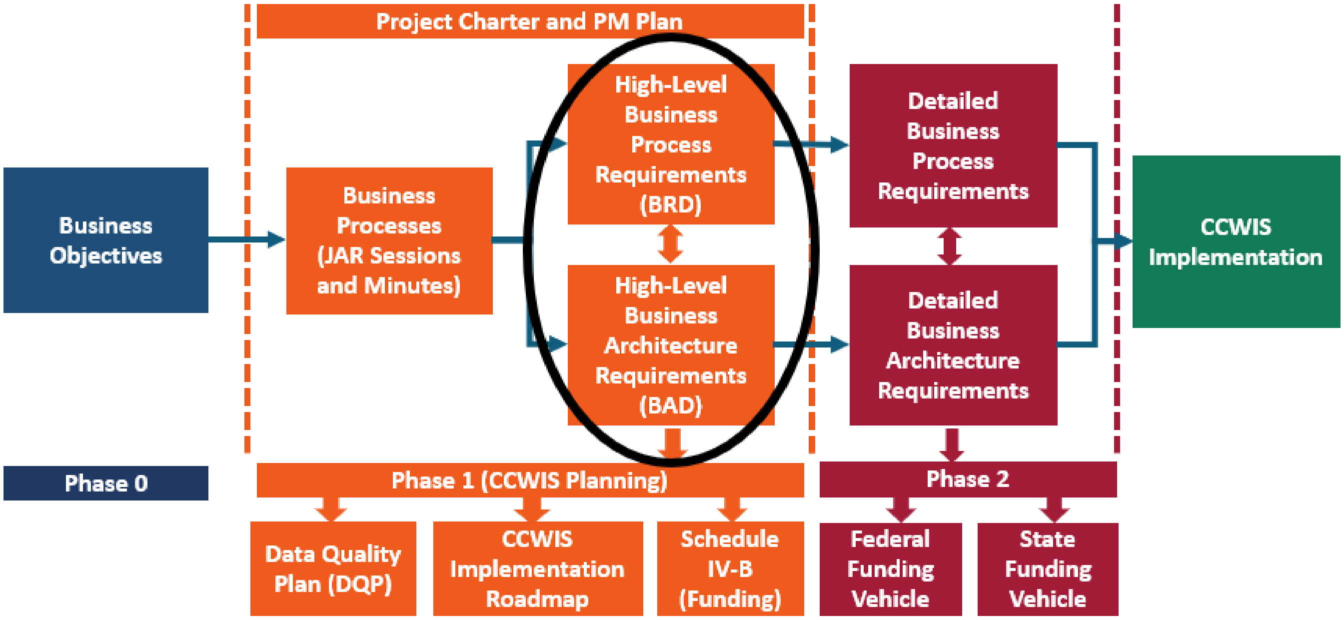
- **Executive Interview Sessions:** Requirements gathered from DCF and Office of Information Technology Services (OITS) staff through executive-level interviews. Executive interviews also conducted with CBC leadership and technical staff.
- **Joint Application Requirements (JAR) Sessions:** JAR sessions conducted with the Department of Children and Families (DCF), Office of Information Technology Services (OITS), Child Protection Investigators (CPIs), Children's Legal Services (CLS), Community-Based Care (CBCs) agencies, Case Management Organizations (CMOs), and applicable sheriff's offices across the state.
- **"As-Is" Business Process Flows**: PCG created "As-Is" business process flows during many of the Office of Child Welfare (OCW) JAR sessions as well as with the three (3) CBC workgroups.

A total of 79 JAR and Executive Interview sessions were conducted to identify pain points, discuss desired future requirements ("wish list"), and develop business process flows.

Figure 1-1 depicts the phases of the CCWIS Planning Project. The ORANGE portion of the diagram represents the work currently being performed by PCG. We are submitting the BRD and the BAD to describe the functional and non-functional requirements used in assessing the three (3) potential CCWIS implementation alternatives.

PCG has collected the functional and non-functional requirements and presented them in a Functional Requirements Traceability Matrix (included the BRD) and a Non-Functional Requirements Traceability Matrix (included in the BAD). Once these requirements are reviewed and approved, they will be baselined and used as input to the final project deliverables – the CCWIS Implementation Roadmap and the Schedule IV-B.

Figure 1-1: CCWIS Planning Project Phases



1.3 Key Findings & Results

While conducting the JAR and Executive Interview Sessions, PCG collected a variety of information regarding the business needs (in the BRD) and business architecture needs (in the BAD) of the designated stakeholders.

For the BRD, the key findings categorized as follows:

- Users want a system that can be accessed from any device.
- Users want a system that is continuously updated with real-time information.
- Users want a system that seamlessly connects alerts and notifications to identifiable information within the system.
- Users want a system that can exchange data with other agencies, including education agencies and the courts' system, and that will enhance data quality across the state.
- Users want a system with external portals to provide additional support to caregivers, providers, youth and young adults formerly in foster care, and community partners.

For the BAD, the key findings categorized as follows:

- Need for improved data quality
- Need for enhanced and required data exchanges
- Need for mobility capability
- Need for enhanced reporting capability
- Need for improved system usability
- Need for additional training and documentation

A more detailed description of key findings for both the BRD and BAD, contained within the deliverables.

1.4 CCWIS Implementation Alternatives

During the Business Architecture requirements definition process, PCG also worked with the DCF to develop and refine a set of proposed CCWIS implementation alternatives. These alternatives represent the CCWIS solution options evaluated during the development of the CCWIS Implementation Roadmap – and one of these options, determined/recommended as the “go-forward” alternative for CCWIS implementation.

The three (3) alternatives presented in this section are:

- Alternative #1 – FSFN Enhancement
  - This alternative involves continued enhancement of the existing FSFN solution to meet the CCWIS requirements.
- Alternative #2 – FSFN Modernization
  - This alternative involves modernizing FSFN by upgrading the existing technical and applications architecture.
- Alternative #3 – FSFN Replacement
  - This alternative involves the replacement of FSFN with a modern, platform-based solution.

More detailed descriptions of these alternatives presented in the BAD.

PCG has also performed a “side-by-side” comparison of the three (3) alternatives, using criteria that represent issues critical to a successful CCWIS implementation. The comparison chart for the alternatives is available in the BAD.

1.5 Next Steps

As shown in Figure 1-1, once the requirements baseline is approved, PCG will use these requirements to build a CCWIS Implementation Roadmap to document the selected CCWIS implementation alternative and document the proposed CCWIS implementation approach (cost, timeframe). PCG will also develop a Schedule IV-B document to support the DCF’s legislative funding request for CCWIS implementation.

2 INTRODUCTION

2.1 Project Overview

The Federal CCWIS rules have replaced the previous SACWIS rules. To better support their operation environment, CCWIS affords the states an opportunity to enhance child welfare systems in a meaningful way. In the State of Florida's FY 2018-2019 budget, the Florida legislature approved the designation of the State's child welfare system as a CCWIS. DCF has now notified the Division of State Systems at the Federal ACF of the State's election to become aligned with CCWIS requirements.

For DCF, CCWIS is not just a system; it is an opportunity to innovate and achieve better efficiency for front-line workers. This opportunity paves the way for improving child welfare outcomes by creating quality data that will be seamlessly collected and shared to provide vital and current information to front-line workers regarding the children and families they serve.

As DCF begins this exciting opportunity to transform the way child welfare information is collected and shared, PCG is working with the Department to complete a planning project. The outcome of the planning project will provide a CCWIS Implementation Roadmap that will lay out what needs to be done by the Department to align with CCWIS requirements and how to get there.

2.2 Business Requirements Document (BRD)

Part of the planning project includes the development of a BRD. The BRD will provide DCF with an understanding of the high-level business requirements necessary to align the State's child welfare system to CCWIS requirements. Further, these requirements will serve as the basis for system enhancements that can be estimated as costs and presented for State and Federal approval. The BRD will also provide details about how an enhanced system solution could best support business processes.

The BRD is intended to contribute enough detail to assist in the procurement of a CCWIS solution. Additionally, the information detailed within this document will provide DCF with foundational support for recommended areas of potential business process redesign as a result of efficiencies gained with an improved system solution.

Note: It is critical that the business requirements of the Functional Requirements Traceability Matrix not be so granular that it limits the universe of available options to the Department, but that they provide enough details to ensure that the business needs of the State can be achieved with an enhanced version of the current system solution or full replacement of the existing system solution.

2.3 Deliverable Contents

Table 2-1 provides an overview of the sections of the BRD deliverable.

Table 2-1: BRD Deliverable Sections

Section	Description
Introduction	This section will introduce the document purpose and structure. It will describe the document contents, problem statement, and business goals, and will describe how the document aligns with the scope of the project.
Stakeholders	This section will provide a list of the key stakeholders (both groups and individual participants) and how their input was obtained.
Requirements Elicitation Approach	This section will provide an overview of the various methods and sessions used to gather the business requirements.

Section	Description
Key Requirement Considerations	This section will include the identification of key areas for consideration when developing requirements and identifying areas impacted by current business processes as well as gaps within the functionality of the current system solution based on the Automated Function Checklist.
Business Process Flow Considerations	This section will include areas of efficiency that could be gained for users through the implementation of a system solution aligned with CCWIS regulations.
Functional Requirements Traceability Matrix	This section will provide a detailed description of the categories that comprise the matrix. The categories and subcategories will be identified to help group requirements into key functional areas. The key functional areas will also be defined.
Glossary of Terms	This section will define all acronyms used within the deliverable.
Appendices	The appendices will include the functional requirements traceability matrix, all referenced documents, business process flows, cited sources, and additional documentation deemed pertinent to understanding deliverable content.

3 STAKEHOLDERS

For the CCWIS Planning Project, many stakeholders seek to promote DCF's goal of supporting the well-being of children and families within the State of Florida. These stakeholders include frontline workers, supervisors, agency directors, regional directors, and information technology staff.

3.1 Office of Child Welfare (OCW)

The OCW is responsible for several programs and services that ensure safety, timely permanency, and the well-being of children and families within the state. Staff within OCW conduct, supervise, and provide oversight of the programmatic implementation and policies that impact multiple functional areas. These areas include the Florida Abuse Hotline, Intake, Investigations, Case Management, Adoption, Independent Living, and Prevention

3.2 Office of Information Technology Services (OITS)

The OITS provides information technology (IT) support services to DCF and helps manage Florida Safe Families Network's (FSFN) business and technical architecture.

3.3 Community-Based Care (CBC) and Case Management Organization (CMO) Agencies

DCF contracts with a statewide network of CBC agencies to provide child welfare services across the state. These CBC agencies and applicable CMOs deliver child welfare services and support families within their local communities.

3.4 DCF Regional Child Protective Investigators (CPIs) and Sherriff's Offices

CPIs and applicable sheriff's offices conduct investigations regarding allegations of abuse, neglect, abandonment, and/or special conditions for children within the state. DCF currently conducts child protective investigations in 60 of Florida's 67 counties. Sherriff's Offices in seven (7) counties (Broward, Hillsborough, Manatee, Pasco, Pinellas, Seminole, and Walton) perform child protective investigations through grant agreements with DCF.

3.5 Children's Legal Services (CLS)

CLS represents DCF in legal matters by advocating for the safety, well-being, and permanency of Florida's abused, abandoned, and neglected children involved with a Chapter 39 proceeding (FL Statutes 39.001 – 39.815).

Note: The Office of Attorney General (OAG) represents circuits 13 and 17. The 6th Judicial State Attorney's Office represents circuit 6.

3.6 Adult Protective Services (APS)

APS provides protection of vulnerable adults from neglect, exploitation, or self-neglect. In addition, APS supports adults with disabilities to remain in their community.

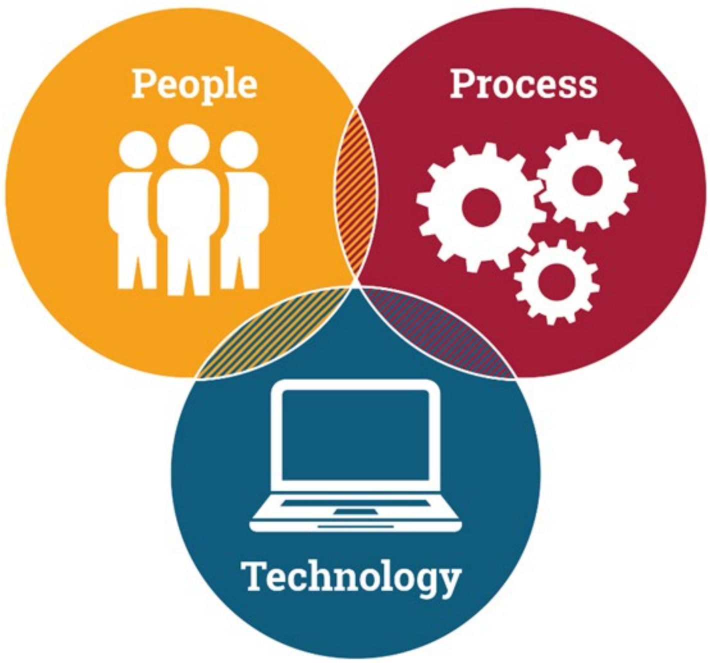
As APS currently uses FSFN, PCG met with APS to understand and collect functionality and business requirements. Although not under the CCWIS umbrella (for regulation or potential funding), APS requirements need to be considered as changes are made to FSFN. The APS requirements were collected and tracked in a separate requirements matrix. To find the requirements for APS, refer to Section 10.2: APS – Functional Requirements Traceability Matrix.

4 REQUIREMENTS ELICITATION APPROACH

The requirements elicitation approach was broken up into several distinct phases. Requirements gathered from DCF and OITS staff through executive-level interviews, and Executive interviews conducted with CBC leadership and technical staff. JAR sessions conducted with DCF, OITS, CPI, CLS, CBC, CMO, and applicable sheriffs' offices across the state. In addition to the JAR sessions, PCG created "As-Is" business process flows during many of the OCW JAR sessions as well as through three (3) CBC workgroups.

A total of 79 sessions were conducted to discuss pain points, and business process flows.

Figure 4-1: Gathering Requirements



4.1 Executive Interviews

PCG met with DCF, OITS, and CBC executive leadership to identify their goals and objectives for the CCWIS planning project. These sessions allowed for an open conversation between PCG and executive staff to help gain a deeper understanding of the strategic goals, objectives, and vision for a CCWIS solution. Executive interviews consisted of approximately one (1) hour conversations in which PCG prepared guiding questions and executive leadership responded based on their understanding of current FSFN issues and how a future system solution can support their ongoing priorities.

A complete list of the executives involved in the executive interview process are found in the *JAR Session Minutes Summary Report*, refer to Section 11.1: JAR Session Minutes Summary Report.

4.2 JAR Sessions

PCG conducted JAR sessions with DCF, OITS, CPI, CLS, CBC, CMO, and applicable sheriffs' offices across the state. These sessions were used to discuss FSFN and current business processes. The objective was to collect information regarding "pain points" (current challenges) and "wish lists" (desired future capabilities) while addressing key child welfare functional areas (such as Intake, Investigations, Licensing, and others). The sessions consisted of a conversation with participants (between 90 minutes and three (3) hours depending on functional area) in which PCG presented a Microsoft PowerPoint of guided questions to capture the primary business needs a CCWIS solution must support. The responses provided by the participants were used to develop the high-level functional requirements contained in the Functional Requirements Traceability Matrix and submitted as part of the BRD deliverable (Section 10.1 CCWIS Planning – Functional Requirements Traceability Matrix).

A complete list of JAR sessions are found in the *JAR Session Minutes Summary Report*, refer to Section 11.1: JAR Session Minutes Summary Report.

4.3 Business Process Flows

In addition to capturing the functional needs of the various stakeholders involved with the CCWIS Planning Project, PCG evaluated business processes across functional areas through the development of "As-Is" business process flows. Each functional area was encouraged to think about the high-level steps necessary to complete various business processes involving functional areas such as adoption, licensing, or investigations.

All finalized business process flows developed for functional areas, as part of the BRD deliverable, can be found in Appendix A: Business Process Flows ("AS-IS") of this document.

4.4 Validation of Minutes and Process Flows

The collected information was documented as meeting minutes for each JAR session. The meeting minutes and business process flows captured the various needs and functions a system solution will need to support as well as gaps currently identified within FSFN. These meeting minutes were then submitted to the participants for review and feedback. Once participants of the various sessions completed reviews, the meeting minutes were finalized and placed on an intranet site (http://apps.dcf.state.fl.us/ccwis/).

5 KEY REQUIREMENTS CONSIDERATIONS

Through the various requirements elicitation approaches, stakeholders were asked what they would consider being their highest priorities for a system solution that aligned with CCWIS requirements. The consistencies heard during these sessions, combined with PCG's experience working with other states on CCWIS initiatives, led to the identification of several key areas for consideration when developing requirements for a CCWIS solution. These considerations will be critical in developing a system solution that will support frontline workers as well as improve the timeliness, accuracy, and completeness of data collected.

5.1 Enhanced Mobile Functionality

While some DCF and CBC staff have access to a mobile application that provides limited ability to complete required documentation while in the field, it does not currently work across multiple devices or support complete functionality with FSFN. Many users expressed a desire to access a CCWIS solution from any device, including tablets and smartphones. Further, users want the ability to use their desired device to collect and review data regardless of their ability to be connected to a wireless or Wi-Fi network. With access to a robust mobile solution, frontline staff will have the detailed information necessary to better connect with the children and families they serve.

Enhanced mobile functionality was identified as a consistent priority not only by those who currently have access to a mobile application but those who do not have access to any application as well. Areas of proposed increased functionality to improve the accuracy, timeliness, and completeness of data while frontline workers are in the field include:

- The ability to have all information and documentation from the application synchronizes automatically with the CCWIS solution.
- The ability to access historical information.
- The ability to review and edit information entered into the mobile solution.
- The ability to take pictures with a phone or tablet device and have them automatically upload to an investigation or case.
- The ability to send and receive relevant alerts within the mobile solution.
- The ability to securely access email from the mobile solution while in the field.

With enhanced mobile functionality, frontline staff will have the opportunity to increase their productivity and save time by reducing the need to re-enter information previously collected while in the field or spending extra time uploading pictures or documents once they return to the office.

5.2 Enhanced Document Management

The CCWIS requirements provide an opportunity for DCF to truly shift towards paperless processes that include an integrated e-signature feature. E-signature technology decreases the amount of time needed to review and approve applicable assessments, forms, and documents. By replacing manual paper processes with an enhanced document management approach, users gain efficiencies in both how information is collected and received as well as increased trust in the information stored within a system solution. Further, enhanced document management processes will eliminate the need for users to upload documents (case plans, safety plans, legal documents) into multiple systems. Areas of a need expressed by users include:

- The ability to complete and receive information in real-time.
- The ability to capture e-signatures on required forms and documents, to the extent allowable under applicable Florida statutes.
- The ability to upload, store, tag (files are tagged based on their path, name, content, etc.), and sort relevant documentation.

- The ability to search structured and unstructured data within the system.
- The ability to redact information within a stored document.
- The ability to save redacted documentation separately from the original document.
- The ability to print entire case files when applicable for records requests.
- The ability to link multiple documents across cases within the system.

By increasing access to crucial documentation and allowing users to collaborate on this information in real-time, current business processes can be streamlined to improve performance. It will also be important for all required documentation, including forms and required assessments, to be reviewed for critical components. This review should consider the possibilities to auto-populate known system information when applicable and eliminate any duplication in current processes. Less tedious documentation processes will support staff in completing their documentation timely and accurately. Additionally, the security of data should always be considered when enhancing document management processes. This should include security features that allow for restricted access to specific cases and functions based on user roles within the system.

5.3 Data Enhancements

Another priority that was consistently expressed by stakeholders was to have a system solution that improved how data was captured, shared, and analyzed. One (1) of the major inefficiencies identified with FSFN utilization was the lack of access to trusted system generated reports to support users' reporting needs. Further, users must obtain required information from data that has been uploaded and stored into multiple systems. As a result, many users across functional areas are tracking and analyzing information based on reports created within Microsoft Excel. These actions reduce the quality of data that is being analyzed and included within required state and federal reports. Areas of need that are related to data capabilities expressed by users include:

- The ability to correct data previously submitted within the system.
- The ability to create, customize, and generate reports at the individual, caseload, and agency level.
- The ability to create and generate ad hoc reports.
- The ability of the system to spell check and autocorrect common words and grammar.
- The ability to merge and unmerge case participants.
- The ability of the system to track timeframes.
- The ability to track when documents and tasks are completed within the system.
- The ability to track and view pertinent placement information.
- The ability for the system to adjust for time zone differences (compliance to timeliness requirements).
- The ability to access the system through multiple web browsers.

Although increasing users' access to data is important, it is imperative that the user is accessing quality data. Having quality data reduces oversights, minimizes risks, and improves decision-making. Depending on the CCWIS Implementation Alternative selected, the CCWIS solution will also need the ability to send to CCWIS client information originating in a CBC ancillary system to reduce or eliminate duplicate data entry. (This assumes the data sent will comply with established data governance, integrity and security standards). As DCF moves forward with transforming how quality data is collected and shared across the state, the requirements highlighted in this section will be necessary to include in the development of a CCWIS solution.

5.4 Functionality Gaps

Currently, there are functionality gaps that exist in FSFN as it relates to the Automated Functions Checklist. These gaps prevent the Department from gaining CCWIS compliance with the current state of FSFN functionality. Further, any automated functions that are duplicated may only qualify for non-CCWIS cost allocation funding.

Examples of gaps currently within FSFN that would prevent CCWIS compliance include the lack of a consistently used module for tracking training of staff and an automated financial claiming module.

As noted in the Annual Advance Planning Document Update (AAPDU) submitted by the Department in May 2019, there are several areas of duplication between FSFN and local ancillary systems used by the CBCs. The CBCs utilize these ancillary systems because FSFN functionality does not fully support the business needs and necessary workflows associated with their systems of care. A full description of these areas of duplication can be found in the AAPDU (Appendix C: 11.2 Florida Safe Families Network - Annual Advance Planning Document Update). In addition, areas of duplication and automation will also be addressed in the CCWIS Implementation Roadmap deliverable submitted as part of the planning project.

While the key requirements listed in the previous sections pertain to how a CCWIS solution can best support users, the following list highlights gaps that would currently prevent FSFN from achieving CCWIS compliance; this includes:

- Areas of duplication between FSFN and external systems. Examples include, but are not limited to:
    - Service Management – Independent Living
    - Service Management – File Cabinet
    - Service Management – Case Planning
    -
    - Service Management - Service Request Authorization
    - Service Management – Placement Requests
    - Service Management - Family Support
    - Financial Management – Payment Requests
    - Financial Management – Trust Accounts
    - Financial Management – Financial Activity
    - Provider Management – Address Maintenance
    - Provider Management – Duplication of Providers
    - Provider Management – Service Rates
    - Common Management – Training Courses
    - Common Management – Individual Worker Training
- Current Federal Data Extracts (NCANDS, NYTD, AFCARS) need to be modified to comply with recent regulation changes as well as possible changes in the future.
- A CCWIS solution must meet data exchange requirements. A listing of data exchanges can be found in Section 6.2: Exchanging Data with Other Agencies

Several change requests have been submitted to address current functionality within FSFN. As a CCWIS Implementation Alternative is selected, the current gaps and areas of duplication listed above must be addressed when selecting the alternative.

6 BUSINESS PROCESS FLOWS CONSIDERATIONS

Upon validation of the "As-Is" business process flows with both DCF and CBC staff, PCG carefully reviewed areas of efficiency or levels of automation that could consistently benefit users through the development of a CCWIS solution. An overview of these efficiencies is highlighted in this section. A complete listing of the business process flows developed for the CCWIS Planning Project can be found in Appendix A: Business Process Flows ("AS-IS") of this document.

6.1 Connecting Alerts and Notifications to Actionable Information

Some of the manual processes identified during the development of the "As-Is" business process flows were the result of inefficient alert and notification functionality within FSFN. Several participants involved with the JAR sessions discussed their frustration with the volume of alerts received that either does not provide them with relevant case information or allow them to take direct action from the alert on a case within FSFN. Within a child welfare agency, having access to critical information in real-time can be a major factor in the successful outcome of a case. Therefore, having actionable alerts and notifications reduces the possibility of issues being overlooked.

Further, actionable alerts and notifications will assist both DCF and CBC staff in their decision-making processes as well as improve timeliness performance measures. Some examples of enhanced alerts and notifications include:

- The ability to assign tasks and obtain approvals from within the system or through a mobile solution would eliminate the time delay currently required to allow supervisors the opportunity to be notified a task requires review, review that task, and provide their approval.
- The ability to send and receive alerts and notifications related to workload tasks such as:
    - The ability for a CPI to receive an alert when a new investigation has been assigned.
    - The ability for all relevant individuals assigned to a case be alerted when a change in the placement of a child occurs.
    - The ability for finance staff to be alerted when changes in a case occur that affect payment status.
    - The ability for finance staff to be alerted when changes in a case occur that affect eligibility.
    - The ability for adoption counselors and supervisors to receive alerts when court filings associated with assigned cases or when an action associated with adoption is filed (ex. TPR petition, order, or intervention).
    - The ability for post-adoption staff to receive an alert when an intake/investigation has been received/opened pertaining to an adoptive parent.
    - The ability for staff to be notified when a missing child alert has been entered or when a child has been recovered.
- As the CCWIS solution will enhance access to external portals, alerts will be necessary as items are being submitted through portals. For example:
    - The ability for staff to be notified when a prospective parent has uploaded an adoption application.

Enhanced alert and notification functionality would support the work conducted throughout the current child welfare processes completed in Florida. While FSFN currently has alerts and notifications functionality, a future CCWIS solution should enhance those capabilities. One way to enhance alerts and notifications would be to create priority levels for specific alerts and notifications. This would assist staff in determine which alerts need immediate attention versus an informational-related alert or notification.

6.2 Exchanging Data with Other Agencies

During the JAR sessions, multiple participants discussed the value and importance of being able to receive relevant data from other agencies and community partners. Regarding a CCWIS solution, both DCF and CBC staff want to be able to share information with education systems, the courts and Medicaid claims processing (MMIS). The ability to share and receive information from these agencies would eliminate the need to share information externally from the system. Further, the ability to obtain information from these agencies would decrease the time it takes for both DCF and CBC staff to complete required forms, referrals, assessments, judicial reviews, and review available medical records (including claims history).

- A CCWIS solution should be developed to exchange data with the courts to expedite court processes and provide accurate information to all staff related to a case.
- A CCWIS solution should be developed to exchange data with educational systems to improve a child's educational outcomes, ensure appropriate services, obtain enrollment status, grade transcripts, and provide accurate information to all staff related to a case.
- A CCWIS system should be developed to exchange data with these additional systems:
  - FLORIDA (Florida Online Recipient Integrated Data Access)
  - SAVE system
  - SAFE (FL Immigration System)
  - Social Security Office
  - DMV/BMV (for addresses from driver's licenses)
  - Department of Economics Development Opportunity - CONNECT
  - Clerk of Courts' CICS system
  - Department of Revenue - System for Unified Taxation (SUNTAX)
  - TANF Title IV-D - Child Support
  - Agency for Health Care Administration (AHCA) providers
  - Agency for Persons with Disabilities (APD) providers
  - Substance Abuse and Mental Health (SAMH) providers
  - National Electronic Interstate Compact Enterprise (NEICE) system
- Depending on the CCWIS Implementation Alternative selected, a CCWIS solution should be developed to exchange data with relevant CBC ancillary systems to expedite processes and provide accurate client information to all stakeholders.

To the extent possible, data exchanges should be leveraged within a CCWIS solution to ensure both state and federal requirements are met.

6.3 Utilizing External Portals

Throughout the JAR sessions, participants provided feedback about utilizing external portals across functional areas. Caregivers, providers, and mandated reporters could utilize external portals to submit and update applicable information securely into a CCWIS solution; this would include the submission of:

- Foster care applications
- Abuse and neglect information
- Required documentation (driver's license, birth certificate, etc.)
- Certifications, invoices, and contract data

- Quality Assurance reviews
- Police report(s) from law enforcement when a report filed on a child in DCF custody/involvement

Multiple functional areas would benefit from sending and receiving information from external stakeholders and community partners through external portals. External portals would provide an opportunity for these external partners to engage with DCF and CBC staff directly. Since external portals would allow authorized users to access and provide specific information pertinent to their record(s), both DCF and CBC staff will save time in trying to obtain this information through phone calls and email. Some of the requested external portals include:

- Provider portal
- Parent/caregiver portal
- Youth portal
- Intake portal
- DCF Quality Assurance (QA) Portal

Consideration should also be given to the development of an application-based portal that can be utilized by any smartphone or tablet device. Providing external stakeholders and community partners with an application-based portal allows them to obtain information and upload supporting documentation quickly.

A CCWIS solution will allow DCF to develop a system that improves the availability of timely, accurate, and complete data. While a CCWIS solution can be developed to support business process efficiencies, it is important for DCF to examine what impact these changes might have on existing programmatic policies or current job functions of users within the system. Further, it would be beneficial for DCF to explore how business process redesign (BPR) or organizational change management (OCM) investments can increase the effectiveness of desired changes within a CCWIS solution. Lastly, DCF will want to ensure the CCWIS solution supports security features that would limit the access that external users have to information and create restricted features for external portals.

7 FUNCTIONAL REQUIREMENTS TRACEABILITY MATRIX

The information collected during the JAR and Executive Interview Sessions was used to generate the Functional requirements necessary for the CCWIS implementation effort. These high-level requirements will be used to help evaluate the feasibility of the three (3) implementation alternatives and will also be used to help generate cost and schedule estimates for the CCWIS implementation effort.

7.1 Requirements Definition Process

Once the JAR and Executive Interview Sessions were completed, PCG began the process of using the minutes from the interview sessions to generate both functional (program) requirements and non-functional (technical and architecture) requirements.

Requirements were defined by reviewing minutes from all 79 interview sessions that held across the State.

The process used to generate the functional and non-functional requirements was as follows:

- The session minutes were reviewed to identify actionable statements (such as “we need …”, “we want …”, “we must have …”, “the system must …”, etc.).
- Each requirement was reviewed in more detail to determine whether it should be broken down further into multiple requirements or sub-requirements.
- Once defined, each requirement was classified as functional (program) or non-functional (technical, architecture).
- Each requirement was reviewed to validate that it was indeed an actionable statement and was not duplicated elsewhere in the list of requirements.
- Each requirement was worded to state its intent.
    - Example: “I am an authorized user, and I want the system to provide information in real-time.”
- Once defined, each requirement was assigned a unique identifier.
- Each defined requirement was then assigned to an appropriate category and subcategory.

Once the defined requirements have been reviewed and approved by the DCF, they will be baselined and managed through version control.

7.2 Structure of the Functional Requirements Matrix

The structure of the Functional Requirements Traceability Matrix provides a listing of business processes and common requirements. A subcategory listing further distinguishes each business process and the common requirement. Contained within each subcategory is a full listing of all high-level requirements that pertain to that specific subcategory.

All high-level requirements in the matrix contain:

- Name
- Description
- Status (Draft, Proposed, Under Review, Approved, Deleted)
- Priority (Critical, High, Medium, Low)

Please refer to the functional requirements matrix for additional information.

7.3 Categories of the Functional Requirements Matrix

The table below displays the following, as indicated in the Functional Requirements Matrix (Section 10.1: CCWIS Planning – Functional Requirements Traceability Matrix):

- **Outline #**: This column shows the outline used to number each of the requirements.
- **Category**: This column displays the primary categories, used for the requirement.
- **Subcategory**: This column displays the subcategories, used for each primary category.

Table 7-1: Functional Requirements Traceability Matrix

Outline Number #	Category	Subcategory
A.01.	Business Process	Case Management
A.02.	Business Process	Adoptions & Guardianship Assistance Program (GAP)
A.03.	Business Process	Independent Living and Licensing
A.04.	Business Process	Training Tracking
A.05.	Business Process	Provider Management & Service Management
A.06.	Business Process	Eligibility
A.07.	Business Process	FFPSA
A.08.	Business Process	ICWA
A.09.	Business Process	CLS
A.10.	Business Process	Investigation
A.11.	Business Process	Intake / Hotline / Screening
A.12.	Business Process	Finance
A.13.	Business Process	ICPC/ICAMA
B.01.	Common Requirements	Alerts and System Notifications
B.02.	Common Requirements	State and Federal Requirements
B.03.	Common Requirements	Dashboard
B.04.	Common Requirements	Shared Functions
B.05.	Common Requirements	Document Management
B.06.	Common Requirements	Reporting
B.07.	Common Requirements	External Portals
B.08.	Common Requirements	Mobility

8 GLOSSARY OF TERMS

Table 8-1 is a culmination of acronyms found across the BRD, CCWIS Planning – Functional Requirements Traceability Matrix, APS – Functional Requirements Traceability Matrix, and business process flows documents.

Table 8-1: Glossary of Terms

Acronym	Definition
AAPDU	Annual Advance Planning Document Update
ACF	Administration for Children and Families
AFCARS	Adoption and Foster Care Analysis and Reporting System
AHCA	Agency for Health Care Administration
APD	Agency for Persons with Disabilities
APS	Adult Protective Services
ASFA	Adoption and Safe Families Act
BPR	Business Process Redesign
BRD	Business Requirements Document
CBC	Community-Based Care
CCWIS	Comprehensive Child Welfare Information System
CEO	Chief Executive Officer
CFCIP	Chafee Foster Care Independence Program
CIO	Chief Information Officer
CIU	Criminal Intelligence Unit
CLS	Children's Legal Services
CMO	Case Management Organization
CPI	Child Protective Investigator
CPT	Child Protection Team
DCF	Department of Children and Families
DEO	Department of Economic Opportunity
DJJ	Department of Juvenile Justice
DOB	Date of Birth
DOE	Department of Education

Acronym	Definition
DOH	Department of Health
EFC	Extended Foster Care
EFT	Electronic Funds Transfer
EGAA	Extension of Guardianship Assistance Agreement
EMAS	Extension of Maintenance Adoption Subsidy
FDLE	Florida Department of Law Enforcement
FFA	Family Functioning Assessment
FFA-I	Family Functioning Assessment - Investigation
FFA-O	Family Functioning Assessment - Ongoing
FFPSA	Family First Prevention Services Act
FL	Florida
FSFN	Florida Safe Families Network
FSSNF	Family Support Services of North Florida
FY	Fiscal Year
GAP	Guardianship Assistance Program
GPS	Global Positioning System
HQ	Headquarters
ICAMA	Interstate Compact on Adoption and Medical Assistance
ICPC	Interstate Compact on the Placement of Children
ICWA	Indian Child Welfare Act
IL	Independent Living
JAR	Joint Application Requirements
MCR	Missing Child Report
MMIS	Medicaid Management Information System
NCANDS	National Child Abuse and Neglect Data System
NEICE	National Electronic Interstate Compact Enterprise
NYTD	National Youth in Transition Database
OAG	Office of Attorney General

Acronym	Definition
OCM	Organizational Change Management
OCW	Office of Child Welfare
OITS	Office of Information Technology Services
PCG	Public Consulting Group
PDF	Portable Document Format
PESS	Postsecondary Education Services and Support
PNA	Parent in Need of Assistance
QA	Quality Assurance
QRTP	Qualified Residential Treatment Program
SACWIS	Statewide Automated Child Welfare Information System
SAMH	Substance Abuse and Mental Health
SUNTAX	System for Unified Taxation
TANF	Temporary Assistance for Needy Families

9 APPENDIX A: BUSINESS PROCESS FLOWS (“AS-IS”)

Double-click a pdf file to view in adobe reader. Here's how to download Adobe Reader for free. If you have any older versions of Adobe Reader, you'll need to uninstall them before installing the new version of Adobe Reader.

Table 9-1: Process Flows

Business Process	Process Flow (“As-Is”)
Adoption – EMAS	Adoption - EMAS (1.0).pdf
Adoption – General	Adoption - General (2.0).pdf
Case Management	Case Management (1.0).pdf
CLS – Appeals	CLS - Appeals (2.0).pdf
CLS – Initial	CLS - Initial (2.0).pdf
CLS – Judicial Reviews	CLS - Judicial Reviews (2.0).pdf
Eligibility – Candidacy	Eligibility - Candidacy (1.0).pdf
Eligibility – In-Home	Eligibility - In-Home (1.0).pdf
Eligibility – Out-of-Home	Eligibility - Out-of-Home (1.0).pd
Finance – Payment of Placement or Service	Finance - Payment of Placement or Service

Business Process	Process Flow (“As-Is”)
Finance – Service Invoice	Finance - Service Invoice (2.0).pdf
GAP – EGAA	Guardianship Assistance Program -
GAP – General	Guardianship Assistance Program -
Hotline – Caregiver Unavailable and PNA	Hotline - Caregiver Unavailable and PNA
Hotline – Child on Child Sexual Abuse	Hotline - Child on Child Sexual Abuse (1.
Hotline – CIU	Hotline - CIU (1.0).pdf
Hotline – Foster Care Referral	Hotline - Foster Care Referral (1.0).pdf
Hotline – General Intake	Hotline - General Intake (1.0).pdf
Hotline – Information & Referral	Hotline - Information and Referral (1.0).pdf
ICAMA	ICAMA (1.0).pdf
ICPC – Receiving State	ICPC - Receiving State (1.0).pdf
ICPC – Sending State	ICPC - Sending State (1.0).pdf

Business Process	Process Flow (“As-Is”)
Independent Living – Aftercare Services	Independent Living - Aftercare Services (1.(
Independent Living – EFC Re-entry	Independent Living - EFC Re-Entry (2.0).pdf
Independent Living – PESS	Independent Living - PESS (1.0).pdf
Independent Living – Ages 13-17	Independent Living - Ages 13-17 (1.0).pdf
Investigations – General	Investigations - General (2.0).pdf
Investigations – Institutional	Investigations - Institutional (2.0).pdf
Investigations – Other	Investigations - Other (2.0).pdf
Investigations – Referrals	Investigations - Referrals (2.0).pdf
Licensing – Caregiver Level 1	Licensing - Caregiver Level 1 (2.0).pdf
Licensing – Caregiver Levels 2-5	Licensing - Caregiver Levels 2-5 (1.0).pdf
Licensing – Child Placing Agency	Licensing - Child Placing Agency (1.0).p
Licensing – Group Home	Licensing - Group Home (1.0).pdf

Business Process	Process Flow ("As-Is")
Missing Child Report and Alert	Missing Child Report and Alert (1.0).pdf
Provider Management – Placement Services	Provider Management - Placen
Provider Management – Provider Status	Provider Management - Provid

10 APPENDIX B: FUNCTIONAL REQUIREMENTS TRACEABILITY MATRIX

10.1 CCWIS Planning – Functional Requirements Traceability Matrix

CCWIS Planning -
Functional Requirer

10.2 APS – Functional Requirements Traceability Matrix

Adult Protective
Services - Functional F

11 APPENDIX C: REFERENCED DOCUMENTS

11.1 JAR Session Minutes Summary Report

[Link is not embedded. Please refer to document *"CCWIS Planning – JAR Session Minutes Summary Report"* on the DCF network shared drive: http://apps.dcf.state.fl.us/ccwis/]

11.2 Florida Safe Families Network - Annual Advance Planning Document Update

2019
APDU05312019.pdf

These Business Process Workflow Diagrams were produced as part of a CCWIS Planning Project in 2019. Double-click a pdf file to view in adobe reader. Here's how to download Adobe Reader for free. If you have any older versions of Adobe Reader, you'll need to uninstall them before installing the new

Business Process	Process Flow ("As-Is")
Adoption – EMAS	Adoption - EMAS (1.0).pdf
Adoption – General	Adoption - General (2.0).pdf
Case Management	Case Management (1.0).pdf
CLS – Appeals	CLS - Appeals (2.0).pdf
CLS – Initial	CLS - Initial (2.0).pdf
CLS – Judicial Reviews	CLS - Judicial Reviews (2.0).pdf
Eligibility – Candidacy	Eligibility - Candidacy (1.0).pdf
Eligibility – In-Home	Eligibility - In-Home (1.0).pdf
Eligibility – Out-of-Home	Eligibility - Out-of-Home (1.0).pd

Business Process	Process Flow ("As-Is")
Finance – Payment of Placement or Service	Finance - Payment of Placement or Service
Finance – Service Invoice	Finance - Service Invoice (2.0).pdf
GAP – EGAA	Guardianship Assistance Program -
GAP – General	Guardianship Assistance Program -
Hotline – Caregiver Unavailable and PNA	Hotline - Caregiver Unavailable and PNA
Hotline – Child on Child Sexual Abuse	Hotline - Child on Child Sexual Abuse (1
Hotline – CIU	Hotline - CIU (1.0).pdf
Hotline – Foster Care Referral	Hotline - Foster Care Referral (1.0).pdf
Hotline – General Intake	Hotline - General Intake (1.0).pdf
Hotline – Information & Referral	Hotline - Information and Referral (1.0).pdf

Business Process	Process Flow ("As-Is")
ICAMA	ICAMA (1.0).pdf
ICPC – Receiving State	ICPC - Receiving State (1.0).pdf
ICPC – Sending State	ICPC - Sending State (1.0).pdf
Independent Living – Aftercare Services	Independent Living - Aftercare Services (1.(
Independent Living – EFC Re-entry	Independent Living - EFC Re-Entry (2.0).pdf
Independent Living – PESS	Independent Living - PESS (1.0).pdf
Independent Living – Ages 13-17	Independent Living - Ages 13-17 (1.0).pdf
Investigations – General	Investigations - General (2.0).pdf
Investigations – Institutional	Investigations - Institutional (2.0).pdf
Investigations – Other	Investigations - Other (2.0).pdf

Business Process	Process Flow ("As-Is")
Investigations – Referrals	Investigations - Referrals (2.0).pdf
Licensing – Caregiver Level 1	Licensing - Caregiver Level 1 (2.0).pdf
Licensing – Caregiver Levels 2-5	Licensing - Caregiver Levels 2-5 (1.0).pdf
Licensing – Child Placing Agency	Licensing - Child Placing Agency (1.0).p
Licensing – Group Home	Licensing - Group Home (1.0).pdf
Missing Child Report and Alert	Missing Child Report and Alert (1.0).pdf
Provider Management – Placement Services	Provider Management - Placen
Provider Management – Provider Status	Provider Management - Provid

Outline #	Category	Subcategory
A.	**Business Processes**	
A.01.	Business Processes	Case Management
A.02.	Business Processes	Adoptions & Guardianship Assistance Program (GAP)
A.03.	Business Processes	Independent Living and Licensing
A.04.	Business Processes	Training Tracking
A.05.	Business Processes	Provider Management & Service Management
A.06.	Business Processes	Eligibility
A.07.	Business Processes	FFPSA
A.08.	Business Processes	ICWA
A.09.	Business Processes	CLS
A.10.	Business Processes	Intake / Hotline / Screening - Displayed on separate tab
A.11.	Business Processes	Investigation - Displayed on separate tab
A.12.	Business Processes	Finance
A.13.	Business Processes	ICPC/ICAMA
A.14.	Business Processes	Person Data - Displayed on separate tab
B.	**Common Requirements - Displayed on separate tab**	
B.01.	Common Requirements	Alerts and System Notifications
B.02.	Common Requirements	State and Federal Requirements
B.03.	Common Requirements	Dashboard
B.04.	Common Requirements	Shared Functions
B.05.	Common Requirements	Document Management
B.06.	Common Requirements	Reporting
B.07.	Common Requirements	External Portals
B.08.	Common Requirements	Mobility

Requirement ID	Name	Description	Category	Subcategory	Priority	Ability to Meet	Agree to Complete Partially Met/UnMet	Level of Effort
A.	Business Processes	Business Processes						
A.10.	Business Processes - Intake Management	Business Processes - Intake Management						
A.10.01	Documenting Intake Information	I am a Hotline worker. I want the ability to document all intake information, including but not limited to the time and date a call (or calls) was placed, the allegations, the alleged perpetrator(s) and relationship to victim, maltreatment types, the victim(s), other related parties, demographics, collaterals, date of allegations, primary county, Intake/screening decision and response time.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.02	Prefilling Intake Information	I am a Hotline worker. I want the system to prefill all intake information completed by mandated and non-mandated reporters on the Intake portal into the Intake Report Screen, including but not limited to reporter information, demographics, date and time report was completed on the portal, type of report (online/portal)	Business Processes	Intake/Hotline/Screening	High			
A.10.03	Searching and Creating Persons	I am a Hotline worker. I want the ability to manually search for and create new persons when documenting an Intake.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.04	Intake Types and Referrals	I am a Hotline worker. I want the ability to create and capture all information for various intake types and referrals, including but not limited to adult intakes, service referrals, special conditions, child intakes, etc.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.05	Capturing Child Intake Information	I am a Hotline worker. I want the ability to add and capture all information related to a child intake to an existing/new initial intake.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.06	Additional and Supplemental Intake	I am a Hotline worker. I want the ability to document an additional and supplemental intake to an investigation without creating a completely new investigation each time.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.07	Confidential Intakes	I am a Hotline worker. I want the system to flag and display an intake as confidential limiting user access and view where needed.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.08	Auto-Saving/Caching Information	I am a Hotline worker. I want the system to intermittently auto-save/cache information during intake data entry, including those in a pending status.	Business Processes	Intake/Hotline/Screening	Medium			
A.10.09	Multiple Participant Role Assignments	I am a Hotline worker. I want the system to allow a person to have multiple roles as a participant in an intake.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.10	Multiple Participant Role View	I am a Hotline worker. I want the ability to see when a participant of a new intake is an active employee, foster parent, or other existing role in the system.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.11	Case History Access	I am a Hotline worker. I want the ability to access the case history while documenting an Intake and when performing a search in the system, including but not limited to searches on persons, intakes, investigations, cases, providers, etc.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.12	Case History View	I am a Hotline worker. I want the ability to view the history of all selected participants prior to saving and generating an intake number from within the intake screen.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.13	Case History Summary	I am a Hotline worker. I want the system to display a robust case history on the intake screen upfront when existing persons, referrals, cases, investigtions are found as a result of a search.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.14	Associating History to Participant Roles	I am a Hotline worker. I want the system to automaticallly link all intake, investigation and case history of an existing participant to their various roles (i.e. as an individual, provider and system user).	Business Processes	Intake/Hotline/Screening	Critical			
A.10.15	AVAYA and SANCHECK Integration	I am a Hotline worker. I want the system to pre-populate information that captured from the AVAYA and SANCHECK phone systems including but not limited to the date, time, duration of call, caller ID number, associate the information to the Intake and display the information on the Intake screen.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.16	AVAYA and SANCHECK Audio-Recording Capture	I am a Hotline worker. I want the system to attach the audio-recording of the intake interview captured via the AVAYA and SANCHECK phone system and attach/associate the recorded file to the Intake.	Business Processes	Intake/Hotline/Screening	High			
A.10.17	Searching Legacy FSFN	I am a Hotline worker. I want the ability to search the legacy FSFN for information, including providers and have the system associate and link providers found through searches to an intake.	Business Processes	Intake/Hotline/Screening	High			
A.10.18	Information and Referrals	I am a Hotline worker. I want the ability to capture all information for Information and Referral (I&Rs) calls.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.19	Background Check Information	I am a Hotline worker. I want the ability to document all information necessary to request background checks when creating an Intake.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.20	Automated Background Check Request	I am a Hotline worker. I want the system to automatically route a background check request to a CIU dashboard for any new participants added to an intake without reissuing new background check requests for already existing participants of the intake.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.21	Auto-Populating from Scanned Documents	I am a Hotline worker. I want the system to automatically populate reporter information, demographics, intake source, addesses, etc. from scanned documents regardless of format such as pdf, email, fax, etc. and create a new intake in pending status.	Business Processes	Intake/Hotline/Screening	High			
A.10.22	Existing Person Search for Pending Status Intakes	I am a Hotline worker. I want the system to require a search for existing persons on all intakes with pending statuses and if found, link all existing persons to the intake.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.23	New Person Creation	I am a Hotline worker. I want the ability to create a new person directly from a search conducted on intakes that are in a pending status.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.24	Law Enforcement Administrative Messages	I am a Hotline worker. I want the ability to select the law enforcement jurisdictional county for Florida administrative messages (FAM).	Business Processes	Intake/Hotline/Screening	Critical			
A.10.25	Intake Data Freeze	I am a Hotline worker. I want the system to ensure that intake data is frozen at the time an intake is screened in or screened out.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.26	Intake Modifications	I am a Hotline worker. I want the ability to reopen/modify/update a frozen screened in intake and have the updated version also frozen as a new copy once saved without generating a new intake number.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.27	Intake Identifier	I am a Hotline worker. I want the system to auto-generate a unique identifier for each intake.	Business Processes	Intake/Hotline/Screening	Critical			

A.10.28	Intake Record Statuses	I am a Hotline worker. I want the system to monitor and display intake record statuses such as pending, screened in, screened out, created in error, etc.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.29	Intake Workflow Actions	I am a Hotline worker. I want the system to generate workflow actionable items such as alerts, flags, ticklers, notifications and tasks based upon intake statuses, intake types, reporting sources and other intake information as determined by the agency.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.30	Data Entry Information Types	I am a Hotline worker. I want the ability to enter different information types including but not limited to open text, drop-down menu, radio buttons, etc. when creating or modifying an intake.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.31	Multiple Intake Types	I am a Hotline worker. I want the ability to record and update multiple types of intakes (information only, community service referrals, special conditions, child and adult, etc).	Business Processes	Intake/Hotline/Screening	Critical				
A.10.32	Incorrectly Identified Intake	I am a Hotline worker. I want the ability to modify an incorrectly identified intake without creating a new intake number or re-entering data into the system	Business Processes	Intake/Hotline/Screening	Critical				
A.10.33	Intake Method	I am a Hotline worker. I want the ability to track the method the intake information was received (eg call, mail, portal, scanned document, etc)	Business Processes	Intake/Hotline/Screening	Critical				
A.10.34	Manual Entry of Intake Date and Time	I am a Hotline worker. I want the ability to enter the date and time the intake was received when that information is not prepopulated from the Intake portal or AVAYA or SANCHECK phone systems.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.35	Automatic Capture and Tracking of Date and Time	I am a Hotline worker. I want the system to display the dates and times when intake information is entered into the system and track the time it takes for the intake to be completed.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.36	Intake Narratives	I am a Hotline worker. I want the system to support the capture of Intake narratives, including the ability to auto-spell check as information is entered in the system.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.37	Worker Safety Concerns	I am a Hotline worker. I want the ability to select and document any information received, or viewed in the prior history, that may pose a danger to a worker.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.38	Worker Safety Flag	I am a Hotline worker. I want the system to display a flag or some other agreed-upon identifier for intakes, investigations and cases where there are safety concerns or considered dangerous for workers.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.39	Sequence Intake Identifier	I am a Hotline worker. I want the system to generate a sequence intake identifier when creating a supplemental intake and have the supplemental automatically linked to the primary intake.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.40	Relationships Capture and View	I am a Hotline worker. I want the ability to document and view relationships as reported during intake.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.41	Automatic Age Calculation	I am a Hotline worker. I want the system to calculate and display the age or approximate age of the victim as of the date of the intake	Business Processes	Intake/Hotline/Screening	Critical				
A.10.42	Living Arrangment	I am a Hotline worker. I want the ability to record the living arrangement of the child at the time of alleged maltreatment incident.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.43	Multiple Perpetrators and Victims	I am a Hotline worker. I want the ability to record data on multiple perpetrators and multiple victims when creating an intake.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.44	Age Validation Based on Intake Type	I am a Hotline worker. I want the system to validate ages of all identified victims based on the intake type.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.45	Disabilities and Impairments	I am a Hotline worker. I want the ability to identify disabilities for participants as well as impairments (hearing loss, blindness, etc.)	Business Processes	Intake/Hotline/Screening	Critical				
A.10.46	Location	I am a Hotline worker. I want the ability to record the location of each participant at the time of the intake.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.47	Multiple Reporters on Same Call	I am a Hotline worker. I want the ability to gather and identify information from multiple reporters who are on the same call while completing an intake.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.48	Reporting Source Types	I am a Hotline worker. I want the abiity to capture the reporting source type (eg friend, neighbor, medical professional, ER physicians, individuals calling on behalf of ER physicians, teacher, etc)	Business Processes	Intake/Hotline/Screening	Critical				
A.10.49	Prefilling Existing Reporter Information	I am a Hotline worker. I want the system to prevent having to reenter the reporter name and related demographic information when the same reporter makes multiple intakes on a single call.	Business Processes	Intake/Hotline/Screening	High				
A.10.50	DCF Employee as Intake Participant	I am a Hotline worker. I want the system to automatically make the intake confidential when a DCF employee is selected as an intake participant.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.51	Multiple Maltreatment Types	I am a Hotline worker. I want the ability to capture one or more maltreatment types for the same alleged victim.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.52	Capture of Fatality Data	I am a Hotline worker. I want the system to provide the ability to record the date, place and cause of the death when maltreatment type "fatality" is selected.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.53	Fatality Alerts	I am a Hotline worker. I want the system to automatically alert/notify appropriate individuals of fatalities by email, text, dashboard or other means as determined by the agency.	Business Processes	Intake/Hotline/Screening	High				
A.10.54	Documenting 3 Hit Reviews	I am a Hotline worker. I want the ability to document 3 hit reviews when same victim has 3 or more screened out Intakes.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.55	3 Hit Review Intake Generation	I am a Hotline worker. I want the ability to generate a new intake based on the result of the 3 hit review process and prefill all necessary information into the new intake.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.56	Associating Intake Records	I am a Hotline worker. I want the system to automatically associate an intake record to other existing records such as Intake, Person, Case, Investigation, Provider.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.57	Unknown Client	I am a Hotline worker. I want the ability to create an intake with an Unknown Client without generating a person identifier.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.58	Modifying Participants	I am a Hotline worker. I want the ability to change a participant entered in an intake or investigation to reflect the actual identity of the participant.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.59	Intake Screening Decision	I am a Hotline worker. I want the ability to record the intake screening decision.	Business Processes	Intake/Hotline/Screening	Critical				
A.10.60	Screen-Outs	I am a Hotline worker. I want the ability to screen out intakes and capture screened-out reason, including the date and time.	Business Processes	Intake/Hotline/Screening	Critical				

A.10.61	Mailbox Alerts	I am a Hotline worker. I want the system to trigger email alerts to all relevant mailboxes, e.g. DJJ, law enforcement, non-caregiver child, etc. when applicable screened-out reasons are selected.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.62	Screen-Out Limitations	I am a Hotline worker. I want the system to display an error message/alert to the worker and prevent certain intakes from being screened out based on maltreatment types, e.g. human-trafficking.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.63	Screening Decision Overrides	I am a Hotline worker. I want the ability to override a screening decision and include a narrative of the reason for the override.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.64	Address Validation	I am a Hotline worker. I want the system to use robust address validation capabiities such as law enforcement and/or USPS to confirm counties when creating an intake.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.65	Reporter Notification	I am a Hotline worker. I want the system to automatically notify reporters via email when the intake decision/disposition is completed.	Business Processes	Intake/Hotline/Screening	High			
A.10.66	CIU Workload	I am a CIU worker. I want the ability to view my workload, relevant notifications and alerts, and access my work directly from a dashboard.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.67	Background Check Requests Queue	I am a CIU worker. I want the system to track and display a queue of all background check requests and their statuses (e.g. pending, approved, etc..) on a CIU dashboard.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.68	Background Check Requests Routing	I am a CIU worker. I want the system to automatically route background check requests to a queue on a CIU dashboard when the intake screening decision is selected as screened in.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.69	Background Check Requests Routing Rules	I am a CIU worker. I want the system to ensure that individuals on a screened in intake are known, have a valid SSN or DOB before routing a background check request to the CIU dashboard once the screened in decision has been made.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.70	Background Check Requests Routing Participants	I am a CIU worker. I want the system to automatically route a background check request to a CIU dashboard for any new participants added to an intake without reissuing new background check requests for already existing participants of the intake.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.71	Intake Data Dashboard	I am a Hotline Supervisor. I want a configurable dashboard that tracks and displays pertinent call and intake data like the call date and time, worker name, call handling time, time it took intake to be completed, etc. related to various types of calls received at the Hotline (i.e. Information and Referral (I&R), screened in calls, etc.).	Business Processes	Intake/Hotline/Screening	Critical			
A.10.72	Intake Aggregated Data	I am an authorized user. I want the system to calculate and display intake and call data aggregated by agency-specified categories, e.g. number of prior intakes received on same family by screened in versus screened out.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.73	Intake Dashboard Capability	I am a Hotline Supervisor. I want the ability to sort, filter, search, review and complete approval actions related to calls and intakes directly from a configurable Hotline dashboard.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.74	3 Hit Review Dashboard	I am authorized user. I want a dashboard that displays a queue of all intakes needing a 3 hit review from which supervisors and the QA team can directly access and generate first and second level reviews.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.75	3 Hit Review QA Notification	I am a Hotline Supervisor. I want the system to automatically notify the QA team when a supervisory review of a 3 hit review has been completed and is ready for their 2nd level review.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.76	Specific Items for Review	I am an authorized user. I want the system to automatically track and identify specific items for review such as a missing child, fatalities, etc. and route these items to relevant dashboards.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.77	Intake Access	I am an authorized user and I want the system to allow me to access any intake through search in view mode.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.78	Intake Worker Duplication	I am a Hotline supervisor. I want the system to prevent multiple worker assignments to an intake that another worker is already working on.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.79	Intake Worker View	I am a Hotline worker. I want the ability to view if another worker has an intake in a draft form.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.80	Supervisor Ability to Modify Intakes	I am a Hotline Supervisor. I want the ability to modify intake in pending status even though it is assigned to a worker.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.81	Person Duplication	I am a Hotline worker. I want the system to display a message alerting a worker to a possible duplicate when creating a new person who has the same name and DOB as someone else already in the system.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.82	Preventing Person Creation (SSN Parameters)	I am a Hotline worker. I want the system to prevent creating a person with SSN that starts with numbers 123, triple 0, triple 6, or single digit 9 and display an error message if creation of a person with the above parameters are attempted.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.83	Filterable Searches	I am an authorized user. I want the ability to perform filterable searches based on agency-specified criteria such as intake type, persons, reporter type, maltreatment type, county, etc.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.84	People Merge and Unmerge	I am an authorized user. I want the ability to manually merge persons when a duplicate person is determined and to manually unmerge persons where applicable.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.85	Sequencing Intakes	I am a Hotline worker. I want the ability to sequence intakes and change the sequenced intake number or link to alternate intake prior to completing the intake and linking to the case.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.86	Prefilling Participant Information	I am a Hotline worker. I want the system to automatically populate existing information about existing participants into an intake.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.87	Intake Flags/Identifier	I am an authorized user. I want the system to display a flag or some other agreed-upon identifier on runaways, participants under DCF supervision, and other criteria as determined by the agency	Business Processes	Intake/Hotline/Screening	Critical			
A.10.88	Automated Intake Assignment	I am a Hotline worker. I want the system to automatically assign intakes once completed to the appropriate person/receiving unit based on applicable intake assignment workflows (e.g. intake type, county, unit, supervisor etc.)	Business Processes	Intake/Hotline/Screening	Critical			
A.10.89	Changing County Assignments	I am an authorized user, and I want the system to allow me to manually change the assignment county of an intake.	Business Processes	Intake/Hotline/Screening	Critical			

A.10.90	On-Call Worker Schedule	I am a Hotline worker/Supervisor. I want the system to track on-call worker availability in real-time and display an on-call schedule and any special instructions with the ability to use an on-call button to contact the worker directly from the system.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.91	Provider Allegations Alerts on New Intakes	I am a Hotline worker. I want the system to automatically notify and share information about an intake with staff who have a case or client or whoever is responsible to a provider who has an allegation against them	Business Processes	Intake/Hotline/Screening	Critical			
A.10.92	Provider Allegations Alerts on Existing Intakes	I am a Hotline worker. When there are open allegations against a provider, if that provider's person record is opened (either directly or through search results), I want the system to notify the user of the open allegations.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.93	Intakes Awaiting Dispositions Tracking	I am a Hotline Supervisor. I want a configurable dashboard that tracks and displays intakes that have not been dispositioned within a specified timeframe determined by the agency.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.94	Worker Intake Alerts	I am a Hotline worker. I want the system to generate an alert to a worker assigned to the case when a new intake is received and linked to the case or when a new intake is screened out on an open case.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.95	Intake Audit Trail	I am an authorized user. I want the system to automatically create a full audit record/trail that documents who created intakes, when they are created, merged, have a screening decision assigned, or are altered or updated in any way at the data field level as well as track who views the screens even when update are not made.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.96	Tribe/Tribal Agency Audit Trail	I am a Hotline worker. I want the system to automatically maintain an audit record that documents when information is sent to a tribe/tribal agency.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.97	Automated Quality Checks	I am an authorized user. I want the ability to perform automated quality checks on intakes, e.g. missing data, etc.	Business Processes	Intake/Hotline/Screening	Critical			
A.10.98	Information to APS	I am an authorized user. I want the system to transmit/send all necessary intake information to the APS system of record once intake is screened in/screened out.	Business Processes	Intake/Hotline/Screening				
A.10.99	Background Checks to APS	I am authorized user. I want the system to process screened-in adult intakes through CI unit for background checks and transmit/send the results to the APS system.	Business Processes	Intake/Hotline/Screening				
A.10.100	Closing Intake	I am authorized user. I want the system to automatically close an intake once adult intake is screened in and background checks processed.	Business Processes	Intake/Hotline/Screening				
A.10.101	Form Completion	I am authorized user. I want the ability to generate and complete all forms/templates and documentation within the system.	Business Processes	Intake/Hotline/Screening				

Requirement ID	Name	Description	Category	Subcategory	Priority	Ability to Meet	Agree to Complete Partially Met/UnMet	Level of Effort
A.	Business Processes	Business Processes						
A.11.	Business Processes - Investigation Management	Business Processes - Investigation Management						
A.11.01	Case Identifier	I am a Child Protection Investigator, and I want the system to auto-generate a unique case identifier.	Business Processes	Investigation	Critical			
A.11.02	Documenting Investigations	I am a Child Protection Investigator. I want the ability to document information related to my investigation including but not limited to case notes, face to face and non face to face contacts, collaterals, sources, assessment tool findings, etc.	Business Processes	Investigation	Critical			
A.11.03	Participant Characteristics	I am a Child Protection Investigator. I want the ability to document participant characteristics, including disabilities, language needs (sign language), impairments, limitations, etc. for an investigation.	Business Processes	Investigation	Critical			
A.11.04	Investigation Findings	I am a Child Protection Investigator. I want the ability to document investigation findings for maltreatment, the roles, incident date, ICWA and sex trafficking information.	Business Processes	Investigation	Critical			
A.11.05	Modifying Investigations	I am a Child Protection Investigator. I want the ability to modify certain fields and information on a closed investigation, including fields on related pieces of work to that investigation.	Business Processes	Investigation	Critical			
A.11.06	Versioning Case Notes	I am a Child Protection Investigator, and I want the system to version case notes.	Business Processes	Investigation	Critical			
A.11.07	Linking Case Notes	I am a Child Protection Investigator. I want the system to automatically link notes taken during an investigation with the investigation record/ID.	Business Processes	Investigation	Critical			
A.11.08	Viewing Participant Involvements	I am a Child Protection Investigator. I want the ability to view all participants' prior involvements with department while still doing an investigation and not having to go to another screen.	Business Processes	Investigation	Critical			
A.11.09	Investigation History	I am a Child Protection Investigator. I want the ability to view, access/drill directly into all history for each participant, including all prior involvements in an investigation.	Business Processes	Investigation	Critical			
A.11.10	Search/Filter/Sort	I am a Child Protection Investigator. I want the ability to search, filter, sort, by participants or other criteria in the investigation history screen.	Business Processes	Investigation	Critical			
A.11.11	Documenting Narrative Analysis	I am a Child Protection Investigator. I want the ability to document a narrative analysis of the criminal history and DCF history.	Business Processes	Investigation	Critical			
A.11.12	Concurrent Investigations	I am a Child Protection Investigator, and I want the ability to complete concurrent investigations on the same family	Business Processes	Investigation	Critical			
A.11.13	Police Reports	I am a Child Protection Investigator, and I want the ability to access Police reports within the system.	Business Processes	Investigation	Medium			
A.11.14	CCIS Access	I am a Child Protection Investigator, and I want the ability to access CCIS within the system.	Business Processes	Investigation	Critical			
A.11.15	Form/Template Completion	I am a Child Protection Investigator, and I want the ability to generate and complete all forms/templates and documentation within the system.	Business Processes	Investigation	Critical			
A.11.16	Multiple Assessment Types	I am a Child Protection Investigator. I want the ability to capture and view information for multiple types of assessments, including but not limited to Present Danger, Family Functioning - Investigation (FFA-I), initial SDM Risk Assessment, etc.	Business Processes	Investigation	Critical			
A.11.17	Other Parent Home Assessment	I am a Child Protection Investigator. I want the ability to complete an Other Parent Home Assessment.	Business Processes	Investigation	Critical			
A.11.18	Multiple Assessments on Single Investigation	I am a Child Protection Investigator. I want the ability to generate one/more Family Functioning assessments, including Other Parent Home Assessments, if needed, when multiple households are involved in a single investigation.	Business Processes	Investigation	Critical			
A.11.19	Organizing Multiple Assessments	I am a Child Protection Investigator, and I want the system to allow for multiple assessments related to the same investigation to be organized logically and allow relevant parties the ability to sort and search through old and new assessment results	Business Processes	Investigation	Critical			
A.11.20	Special Conditions Assessment	I am an authorized user. I want the ability to capture Special Conditions Assessments, including both foster homes and group homes.	Business Processes	Investigation	Critical			
A.11.21	Investigation/Special Conditions Referral	I am an authorized user. I want the ability to create an investigation/special conditions referral for any intakes assigned to me.	Business Processes	Investigation	Critical			
A.11.22	Comprehensive Placement Assessment Process	I am a Child Protection Investigator/Child Welfare Professional, and I want the system to contain all components required for the Comprehensive Placement Assessment process (outlined in s. 39.523).	Business Processes	Investigation	Critical			
A.11.23	Safety Plan Creation and Update	I am a Child Protection Investigator, and I want the ability to create and update a safety plan and link/associate it to the related investigation	Business Processes	Investigation	Critical			
A.11.24	Background Check/Recheck Request	I am a Child Protection Investigator, and I want the ability to request a background check or recheck on new or existing participants.	Business Processes	Investigation	Critical			
A.11.25	Queuing Background Checks	I am a Child Protection Investigator, and I want the system to identify when a background check request is already in the queue for recheck and prevent the creation of a new one.	Business Processes	Investigation	Critical			
A.11.26	Background Check Results Alerts	I am a Child Protection Investigator, and I want system to provide an alert when background check results are ready and the ability to view the background check results.	Business Processes	Investigation	Critical			

A.11.27	Multi-media Files Upload/Link	I am a Child Protection Investigator. I want the ability to upload and associate images, documents, audio files, video files, and other attachments with an investigation.	Business Processes	Investigation	Critical			
A.11.28	Mapping/Navigation Tools	I am a Child Protection Investigator. I want the ability to provide mapping tools to provide location and geographic information based on various address types such as by participant's residence, perpertrator location, victim/child location, school addresses, etc.	Business Processes	Investigation	Critical			
A.11.29	Caseload Routing Optimization	I am a Child Protection Investigator. I want the system to provide routing optimization options for my caseload.	Business Processes	Investigation	Low			
A.11.30	Modifying Existing Investigations	I am a Child Protection Investigator, and I want the ability to add and modify information to an existing investigation (eg add/remove a participant, allegation, role, relationship, etc)	Business Processes	Investigation	Critical			
A.11.31	Documenting Client Interviews	I am a Child Protection Investigator, and I want the ability to capture whether and when all individuals were interviewed including but not limited to children, perpetrators, etc and if not, the reason	Business Processes	Investigation	Critical			
A.11.32	Text & Audio Recording Interviews	I am a Child Protection Investigator, and I want the ability to enter and maintain text and audio recorded information gathered during interviews of clients and collaterals	Business Processes	Investigation	Critical			
A.11.33	Efforts to Locate Parents	I am a Child Protection Investigator, and I want the ability to record that attempts or efforts to identify and locate absent parent(s)/legal guardian(s) or putative father	Business Processes	Investigation	Critical			
A.11.34	First Face to Face Contact	I am a Child Protection Investigator, and I want the ability to capture date, hour and minute of the first face-to-face contact with the alleged victim(s) of child maltreatment.	Business Processes	Investigation	Critical			
A.11.35	Documenting Investigation Decisions	I am a Child Protection Investigator, and I want the system to require the capture of the investigation decision, date it was completed and rationale to be made for each allegation	Business Processes	Investigation	Critical			
A.11.36	Documenting Various Meeting Types	I am a Child Protection Investigator/Supervisor. I want the ability to create a staffing/meeting record based on agency-identified criteria, and document various types of meetings and staffings including all applicable details such as meeting participants, dates and times, narratives, etc.	Business Processes	Investigation	Critical			
A.11.37	Virtual Meeting/Staffing Recordings	I am a Child Protection Investigator/Supervisor. I want the system to generate a recording of virtual meetings/staffings, capturing transcription, if needed, and include all applicable details such as meeting participants, dates and times, narratives, etc.	Business Processes	Investigation	Medium			
A.11.38	Splitting Investigations	I am a Child Protection Supervisor/authorized user. I want the ability to generate/split my investigation for multiple households if applicable without having to contact the Hotline.	Business Processes	Investigation	Critical			
A.11.39	Mssing Information Alert	I am a Child Protection Investigator. I want the system to provide an alert when critical information is missing from an investigation such as primary residence and other demographic information as identified by the agency.	Business Processes	Investigation	High			
A.11.40	Investigation Findings Overrides	I am a Child Protection Investigator, and I want the ability to perform overrides of investigation findings by authorized staff	Business Processes	Investigation	Critical			
A.11.41	Closing Investigations	I am a Child Protection Investigator. I want the ability to close my investigation for various applicable reasons as determined by the agency.	Business Processes	Investigation	Critical			
A.11.42	Closing Investigations When No Action Needed	I am a Child Protection Investigator. I want the ability to easily close out an investigation when no further action is needed for reasons such as duplicates, patently unfounded, etc.	Business Processes	Investigation	Critical			
A.11.46	Investigation Workload Dashboard	I am a Child Protection Investigator and Supervisor, and I want the ability to view and manage investigation workloads, relevant notifications and alerts, and access my work directly from a dashboard.	Business Processes	Investigation	Critical			
A.11.47	Preventing Duplicate Investigations	I am a Child Protection Investigator, and I want the ability to prevent creation of duplicate investigations.	Business Processes	Investigation	Critical			
A.11.48	Transferring Investigations	I am a Child Protection Supervisor, and I want the ability to transfer an Investigation to a new investigator.	Business Processes	Investigation	Critical			
A.11.49	Prefilling Information and User Data Entry	I am a Child Protection Investigator. I want the system to both prefill from system screens and allow for user data entry as needed for my investigation.	Business Processes	Investigation	Critical			
A.11.50	Investigation Workflows	I am a Child Protection Investigator and Supervisor, and I want the system to generate workflow actionable items such as alerts, flags, ticklers, notifications and tasks based upon investigation information as determined by the agency	Business Processes	Investigation	Critical			
A.11.51	Investigation Record Statuses	I am a Child Protection Investigator, and I want the system to monitor and display the investigation record status such as open, closed, pending closure, etc.	Business Processes	Investigation	Critical			
A.11.52	Verified Findings Process	I am a Child Protection Investigator, and I want the ability to track the internal review of verified findings process for a investigation (i.e. who's completing review, evidence to support findings, date of review, final decision, etc.).	Business Processes	Investigation	Critical			
A.11.53	Data Entry Types	I am a Child Protection Investigator, and I want the ability to enter a range of information types when conducting an investigation, including but not limited to open text, allowing for special characters, information from a drop-down menu, and radio buttons	Business Processes	Investigation	Critical			
A.11.54	Ongoing Case for Services Creation	I am a Child Protection Investigator, and I want the ability to create a new ongoing case for services from an investigation record	Business Processes	Investigation	Medium			

A.11.55	Documenting Services During Investigations	I am a Child Protection Investigator, and I want the ability to initate, provide and document all services provided to clients during an investigation, including prevention services	Business Processes	Investigation	Critical			
A.11.56	Fraudulent Intakes	I am a Child Protection Investigator, and I want the ability to identify and record a fraudulent intake	Business Processes	Investigation	Critical			
A.11.57	Freezing Investigation Data	I am a Child Protection Investigator, and I want the system to ensure investigation data is frozen upon completion	Business Processes	Investigation	Critical			
A.11.58	Expungement Procedures	I am a Child Protection Investigator, and I want the system to support expungement procedures as defined by agency policy	Business Processes	Investigation	Low			
A.11.59	Associating/Linking Investigations	I am a Child Protection Investigator, and I want the system to link/associate investigations to an existing case, persons, assessments, plans, etc.	Business Processes	Investigation	Critical			
A.11.60	Audit Trail for Investigations	I am a Child Protection Investigator, and I want the system to automatically create a full audit record/trail that documents who created investigations, when they are created, or altered or updated in any way at the data field level as well as track who views the screens even when updates are not made.	Business Processes	Investigation	Critical			
A.11.61	Request/Forward Information to Indian Tribe	I am a Child Protection Investigator, and I want the ability to request and forward information to a Indian tribe/tribal entity.	Business Processes	Investigation	Critical			
A.11.62	Field Feedback Review	I am a Child Protection Investigator/Supervisor, and I want the ability to request a field feedback review of an Intake.	Business Processes	Investigation	Critical			
A.11.63	Upcoming Tasks, Events and Deadlines	I am a Child Protection Investigator/Supervisor, and I want the system to track and view upcoming tasks, events, and deadlines.	Business Processes	Investigation	Critical			
A.11.64	Printing Investigation-Related Information	I am a Child Protection Investigator, and I want the ability to print investigation-related information, e.g. forms, assessments, plans, etc.	Business Processes	Investigation	Critical			
A.11.65	Interactive Drawing Tools	I am a Child Protection Investigator, and I want the system to provide interactive drawing tools for use with a client during an interview.	Business Processes	Investigation	Low			
A.11.66	Electronic Signatures	I am a Child Protection Investigator, and I want the ability to capture electronic signatures and send documents with request for signatures.	Business Processes	Investigation	Critical			
A.11.67	Annotating/Labeling Pictures	I am a Child Protection Investigator, and I want the ability to annotate, label, and write comments on pictures.	Business Processes	Investigation	Critical			
A.11.68	Emailing Documents	I am a Child Protection Investigator, and I want the ability to email documents and the system generate an automated note when calls or emails are sent from system, including date and timestamp, etc.	Business Processes	Investigation	Critical			
A.11.69	Case Creation	I am a Child Protection Investigator, and I want the system to create a case once an intake has been screened in and assigned to allow an investigator to create the investigation.	Business Processes	Investigation	Critical			
A.11.70	Multiple Worker Assignments	I am a Child Protection Investigator and I want the ability to create multiple assignments from one screen while in an investigation	Business Processes	Investigation	High			
A.11.71	Biometric Technology	I am an authorized user. I want the system to allow logging in to the application using biometric technology.	Business Processes	Investigation	Medium			

Requirement ID	Name	Description	Category	Subcategory	Priority	Ability to Meet	Agree to Complete Partially Met/UnMet	Level of Effort
A.	Business Processes	Business Processes						
A.14.	**Business Processes - Person Management**	**Business Processes - Person Management**						
A14.01	Person Identifier	I am an authorized user. I want the system to assign a unique identifier to each person whose name is not unknown.	Business Processes	Person	Critical			
A14.02	Maintaining Person Data	I want the system to maintain data that is specific to an individual and must not require re-entry when cases or roles change	Business Processes	Person	Critical			
A14.03	Person Summary View	I want the system to provide a person summary view	Business Processes	Person	Critical			
A14.04	Names, Addresses and Phone Numbers	I want the ability to record the names, addresses and phone numbers for any person entered in the system	Business Processes	Person	Critical			
A14.05	Aliases and Nicknames	I want the ability to record the aliases and nicknames of any person entered into the system	Business Processes	Person	Critical			
A14.06	Multiple Races	I want the ability to enter multiple races up to five (5) races per person.	Business Processes	Person	Critical			
A14.07	Ethnicity	I want the ability to select the ethnicity Hispanic/Latino for each person using Yes and No identifiers.	Business Processes	Person	Critical			
A14.08	Gender/Sex	I want the ability to record the gender/sex of the person	Business Processes	Person	Critical			
A14.09	Person Characteristics	I want the ability to record the child's height, weight, eye color, hair color and other distinctive characteristics	Business Processes	Person	Critical			
A14.10	Date of Birth	I want the ability to record a person's date of birth	Business Processes	Person	Critical			
A14.11	Estimated Age	I want the ability to document an estimated age if the person's date of birth is unknown	Business Processes	Person	Critical			
A14.12	Auto-calculating Age	I want the system to auto-calculate and display the person's age	Business Processes	Person	Critical			
A14.13	Date of Birth Verification	I want the inability to record if the date of birth was verified and the source of verification	Business Processes	Person	Critical			
A14.14	Date of Death	I want the ability to record the date of death	Business Processes	Person	Critical			
A14.15	Date of Death Verification	I want the ability to record the verification source of the death and the date of verification	Business Processes	Person	Critical			
A14.16	Social Security Number (SSN)	I want the ability to record the person's Social Security Number	Business Processes	Person	Critical			
A14.17	SSN Verification	I want the ability to indicate the source and date that the Social Security Number was verified	Business Processes	Person	Critical			
A14.18	Interpreter	I want the ability to record if the person requires an interpreter (also ASL)	Business Processes	Person	Critical			
A14.19	Disabilities, Limitations, Impairments	I want the aiblity to record a person's disaiblities, limitations and impairments.	Business Processes	Person	Critical			
A14.20	Languages	I want the ability to record the person's primary language and languages spoken at home	Business Processes	Person	Critical			
A14.21	Multiple Addresses, Phone Numbers and Work Locations	I want the ability to record multiple addresses, phone numbers, and work locations for any persons	Business Processes	Person	Critical			
A14.22	Primary Address	I want the system to allow for only one current primary address per person	Business Processes	Person	Critical			
A14.23	Address Types	I want the ability to document the type of address (eg work, school, daycare, etc)	Business Processes	Person	Critical			
A14.24	Address Effective Dates	I want the ability to enter effective dates for each address entered.	Business Processes	Person	Critical			
A14.25	Address History	I want the system to maintain and display a history of addresses related to a person.	Business Processes	Person	Critical			
A14.26	Email Addresses & Social Media	I want the ability to enter in email addresses and social media contact information for any person	Business Processes	Person	Critical			
A14.27	Citizenship & Related Details	I want the ability to record a person's citizenship and related details	Business Processes	Person	Critical			
A14.28	Citizenship Verification	Track the citizenship source of verification and date of verification	Business Processes	Person	Critical			
A14.29	Legal Parents/Caregivers 1 and 2	I want the ability to record a child's legal parents/caregivers 1 and 2.	Business Processes	Person	Critical			
A14.30	Custodial Status	I want the ability to record a child's custodial status.	Business Processes	Person	Critical			
A14.31	Counrty of Origin	I want the ability to record the child's parent's country of origin	Business Processes	Person	Critical			
A14.32	Migrant Status	I want the ability to record a person's migrant status, date entered country, etc.	Business Processes	Person	Critical			
A14.33	Military Status	I want the ability to record the military status of a person and if a legal dependent of an individual in US Armed Services	Business Processes	Person	Critical			
A14.34	Reciprocal Relationships	I want the system to automatically generate reciprocal relationships	Business Processes	Person	Critical			
A14.35	Relationship History	I want the system to maintain and display a history of all relationships entered.	Business Processes	Person	Critical			
A14.36	Marital, Educational and Criminal History	I want the ability to capture a person's current marital status, educational status and criminal history information.	Business Processes	Person	Critical			
A14.37	Data Entry Types	I want the ability to enter different information types including but not limited to open text, allowing for special characters, drop-down menu, radio buttons, etc.	Business Processes	Person	Critical			

Requirement ID	Name	Description	Category	Subcategory	Priority	Ability to Meet	Agree to Complete Partially Met/UnMet	Level of Effort
A.	**Business Processes**	**Business Processes**						
A.01.	**Business Processes - Case Management**	**Business Processes - Case Management**						
A.01.01	Linking Case Access	I am a case worker, and I want the ability to click on a link within an email that will directly open up a dependency case.	Business Process	Case Management	High			
A.01.02	Navigation Within System	I am a case worker, and I want the ability to receive drive directions, step-by-step navigation, and school overlays within a dependency case.	Business Process	Case Management	Medium			
A.01.03	Mileage Calculator	I am a case worker, and I want the system to track mileage for travel costs.	Business Process	Case Management	Medium			
A.01.04	Workload Efficiency	I am a case worker, and I want the system to display relevant cases and workload in regards to current location.	Business Process	Case Management	Medium			
A.01.05	Case Notes Search	I am a case worker, and I want the ability to search through all case notes within a case.	Business Process	Case Management	Critical			
A.01.06	External Data Access	I am a case worker, and I want the ability to access and share data with other information systems. To include but not be limited to: DOE, DJJ, DOH, SAMH, ACCESS, and DOC.	Business Process	Case Management	Critical			
A.01.07	Court Data Access	I am a case worker, and I want the ability to streamline access to all court data for a case.	Business Process	Case Management	Critical			
A.01.08	Independent Case Files	I am a case worker, and I want the ability to create independent case shells from the main case shell.	Business Process	Case Management	Medium			
A.01.09	Placement Match	I am a case worker, and I want the ability to have the system match the best placement for a youth when they are in need of placement.	Business Process	Case Management	Critical			
A.01.10	Youth Foster Home Preferences	I am a case worker, and I want the ability to capture information about a youth's foster home preferences. To include but not be limited to: religious and language preferences.	Business Process	Case Management	Critical			
A.01.11	Diligent Search	I am a case worker, and I want the ability to track diligent search efforts within the system.	Business Process	Case Management	Critical			
A.01.12	Domestic Violence Documentation	I am a case worker, and I want the ability to identify domestic violence within a case.	Business Process	Case Management	Critical			
A.01.13	Human Trafficking Documentation	I am a case worker, and I want the ability to identify human trafficking information for a youth.	Business Process	Case Management	Critical			
A.01.14	Extended Foster Care	I am a case worker, and I want the system to track information for youth who are 18 and older. To include but not be limited to: placements, court hearings, and demographic information.	Business Process	Case Management	Critical			
A.01.15	Family Functioning Assessment - Ongoing	I am a case worker, and I want the ability to complete a Family Functioning Assessment - Ongoing (FFA-O) by utilizing known system information where applicable to complete tasks.	Business Process	Case Management	Critical			
A.01.16	Case Plan Worksheet	I am a case worker, and I want the ability to complete a Case Plan Worksheet by utilizing known system information where applicable to complete tasks.	Business Process	Case Management	Critical			
A.01.17	Progress Evaluation	I am a case worker, and I want the ability to complete a Progress Evaluation by utilizing known system information where applicable to complete tasks.	Business Process	Case Management	Critical			
A.01.18	Judicial Review Worksheet	I am a case worker, and I want the ability to complete a Judicial Review Worksheet by utilizing known system information where applicable to complete tasks.	Business Process	Case Management	Critical			
A.01.19	Education Information	I am a case worker, and I want the ability to track education information within the system.	Business Process	Case Management	Critical			
A.01.20	Placement Entered in Error	I am a case worker, and I want the ability to correct a placement entered in error without having to enter all information again.	Business Process	Case Management	Critical			
A.01.21	Child Protection Team Reports	I am a case worker, and I want the ability to access Child Protection Team (CPT) reports quickly and easily.	Business Process	Case Management	Critical			
A.01.22	Unified Home Study Update	I am a case worker, and I want the ability to update the Unified Home Study after it has been completed.	Business Process	Case Management	Critical			
A.01.23	Foster Home Location	I am a case worker, and I want the ability to locate foster homes in certain areas in the county through a heat map that has characteristics that align with the child I'm trying to place.	Business Process	Case Management	Critical			
A.01.24	Parenting Males	I am a case worker, and I want the ability to identify parenting males who are under the department's supervision.	Business Process	Case Management	Critical			
A.01.25	ICWA Eligibility	I am a case worker, and I want the ability to identify which children or parents are ICWA eligible.	Business Process	Case Management	Critical			
A.01.26	Kinship Services Tracking	I am a case worker, and I want the ability to caputure and track all kinship services and linking to community resources.	Business Process	Case Management	Critical			
A.01.27	School Notification of Placement	I am a case worker, and I want the system to notify and provide informaiton to a school when a child is placed in foster care. To include but not be limited to: picture and contact information of the current caseworker and foster parent information.	Business Process	Case Management	Critical			
A.01.28	Caregiver Notification for Services	I am a case worker, and I want the system to notify relative and non-relative caregivers on open and closed cases of availble benefits and services for the children in their care on a yearly basis. To include but not be limited to the college tuition waiver.	Business Process	Case Management	Critical			
A.01.29	Testing Reminders	I am a case worker, and I want the ability for schools to send reminders to DCM, relatives, non-relatives, and foster parents of testing dates and requirements of SAT and ACT testing as well as vocational school information.	Business Process	Case Management	Critical			
A.01.30	APD Access	I am a case worker, and I want the ability to access the APD system to locate placements for children with special needs such as autism and developmental delays.	Business Process	Case Management	Critical			
A.01.31	Available Placements in School Zone	I am a case worker, and I want the ability to view available placements in the child's current school zone.	Business Process	Case Management	Critical			
A.01.32	Housing Authority Assistance	I am a case worker, and I want the ability to have access to the Housing Authority to assist with homes for parents, relatives, and non-relatives to asisst with placing a child and sibling groups.	Business Process	Case Management	Critical			

A.01.33	Placement Recommendations	I am a case worker, and I want the system to identify possible relative and non-relative placements for children.	Business Process	Case Management	Critical			
A.01.34	Treatment Team Meeting Notes	I am a case worker, and I want the system to have access to treatment team meeting notes at an in-patient treatment center for children in out-of home care (SIPP PLACMENTS).	Business Process	Case Management	Critical			
A.01.35	Unified Home Study	I am a case worker, and I want the ability to create a Unified Home Study within the system.	Business Process	Case Management	Critical			
A.01.36	Other Parent Home Assessment	I am a case worker, and I want the ability to create an Other Parent Home Assessment within the system.	Business Process	Case Management	Critical			
A.02.	**Business Processes - Adoptions & Guardianship Assistance Program (GAP)**	**Business Processes - Adoptions & Guardianship Assistance Program (GAP)**						
A.02.01	Adoption Streamlined Approach	I am an Adoption Counselor, and I want all Adoption documents to be created and filled out electronically within the system.	Business Process	Adoptions & GAP	Critical			
A.02.02	GAP Streamlined Approach	I am a GAP worker, and I want all GAP documents to be created and filled out electronically within the system.	Business Process	Adoptions & GAP	Critical			
A.02.03	Adoption Record Storage	I am an Adoption Counselor, and I want the ability to view all history in the system for a youth that has been adopted.	Business Process	Adoptions & GAP	Critical			
A.02.04	Adoption Record Redaction	I am an Adoption Counselor, and I want the ability to redact information within the system before I print documentation	Business Process	Adoptions & GAP	High			
A.02.05	Adoption Process	I am an Adoption Counselor, and I want a system that supports capturing and maintaining the information required for the adoption process. To include but not be limited to: Child Study, Adoption Home Study, Adoption Packet, Adoption Assistance Agreement, EMAS documentation, and court hearings.	Business Process	Adoptions & GAP	Critical			
A.02.06	GAP Process	I am a GAP worker, and I want a system that supports capturing and maintaining the information required for the GAP process. To include but not be limited to: Guardianship Assistance Agreement, Guardianship information, EGAA documentation, and court hearings.	Business Process	Adoptions & GAP	Critical			
A.02.07	Youth Adoptive Home Preferences	I am an Adoption Counselor, and I want the ability to capture information about a youth's adoptive home preferences. To include but not be limited to: religious and language preferences.	Business Process	Adoptions & GAP	Critical			
A.02.08	Post-Adoption Services Outreach	I am an Adoption Counselor, and I want the system to capture efforts to reach out to adoptive families to offer post-adoption services	Business Process	Adoptions & GAP	Critical			
A.02.09	Post-Adoption Services	I am an Adoption Counselor, and I want the system to capture post-adoption services completed by adoptive families.	Business Process	Adoptions & GAP	Critical			
A.02.10	Denial Process	I am an Adoption Counselor, and I want the ability to capture the Denial Process entirely in the system.	Business Process	Adoptions & GAP	Critical			
A.02.11	Predictive Analytics for Budgeting	I am an authorized user, and I want the ability to utilize predictive analytics to drive and support legislative budgeting activities for funding.	Business Process	Adoptions & GAP	Critical			
A.02.12	Available Status	I am an Adoption Counselor, and I want the ability to capture the available status of a child who is going through the adoption process.	Business Process	Adoptions & GAP	Critical			
A.02.13	Upload to Adoption Exchange	I am an Adoption Counselor, and I want the ability to upload available children directly to the adoption exchange website.	Business Process	Adoptions & GAP	Critical			
A.02.14	Private Agencies Search	I am an Adoption Counselor/Supervisor, and I want the ability to identify and search for private adoption agencies licensed by DCF throughout the state.	Business Process	Adoptions & GAP	Critical			
A.02.15	Adoption Case Creation	I am an Adoption Counselor, and I want the ability to create a new case under adoptive parents' names that is not linked to the biological parent's case.	Business Process	Adoptions & GAP	Critical			
A.02.16	Medicaid Number for Adopted Children	I am an Adoption Counselor, and I want the system to assign a new Medicaid number to a child when he or she is adopted.	Business Process	Adoptions & GAP	Critical			
A.03.	**Business Processes - Independent Living and Licensing**	**Business Processes - Independent Living and Licensing**						
A.03.01	Foster Home Licensing	I am a licensing worker, and I want a system that supports capturing and maintaining the information required for foster home licensing of Level 1 and Levels 2-5 Caregivers. To include but not be limited to: background checks, home studies, licensing packets, and relicensure.	Business Process	Independent Living & Licensing	Critical			
A.03.02	Child Placing Agency (CPA) Licensing	I am a licensing worker, and I want a system that supports capturing and maintaining the information required for licensing of Child Placing Agencies. To include but not be limited to: site visits, background screenings, and annual relicensure.	Business Process	Independent Living & Licensing	Critical			
A.03.03	Supporting IL	I am an IL Caseworker, and I want the ability to capture information about a youth's involvement with IL services. To include but not be limited to: case notes, education information (PESS), EFC Re-entry, life skills, transition plans, court hearings, vital statistics documents, and employment information.	Business Process	Independent Living & Licensing	Critical			
A.03.04	Tracking Caregiver and Provider Compliance	I am a licensing worker, and I want the system to support tracking caregiver and provider compliance with state regulations, including but not limited to: ongoing home studies, background checks, continuing education efforts, and licensing violations.	Business Process	Independent Living & Licensing	Critical			
A.03.05	Viewing Caregiver and Provider Placement History	I am an authorized user, and I want the ability to view placement history for a caregiver or provider.	Business Process	Independent Living & Licensing	Critical			
A.03.06	Licensing Complaints	I am a licensing worker, and I want a system that supports tracking and investigating licensing complaints. To include but not be limited to the following tracking components: name of provider, region located, complaint type (categories), complaint outcome, Closed date, number of previous complaints, and history of complaints stored under each provider.	Business Process	Independent Living & Licensing	Critical			
A.03.07	Prospective Caregiver Tracking	I am a licensing worker, and I want the ability to capture information about prospective foster homes, adoptive homes, and Child Caring Agencies. To include but not be limited to: recruiting efforts and completed trainings.	Business Process	Independent Living & Licensing	Critical			

A.03.08	Recruiting Tracking	I am a licensing worker, and I want the system to track the recruiting process. To include but not be limited to: how many signed up and what happened to them (applying, dropped out (includes why), and denials).	Business Process	Independent Living & Licensing	Critical			
A.03.09	Placement Refusals	I am a case worker, and I want the ability to see which homes have refused to take children.	Business Process	Independent Living & Licensing	Critical			
A.03.10	Foster Home Need Tracking	I am a licensing worker, and I want the ability to determine the number of specified homes (teen, sibling, ht, etc.) to recruit through the use of a standardized methodology that is incorporated in the system and can automatically pull from existing data in the system to calculate the need.	Business Process	Independent Living & Licensing	Critical			
A.03.11	Placement and Licensing Module	I am a child welfare professional, and I want the ability to utilize an electronic system that is compatible for a placement and licensing module that is synced.	Business Process	Independent Living & Licensing	Critical			
A.04.	**Business Processes - Training Tracking**	**Business Processes - Training Tracking**						
A.04.01	Learning Management System	I am a trainer, and I want the system to provide Learning Management capabilities.	Business Process	Training Tracking	Critical			
A.04.02	Training Completion Records	I am a trainer, and I want the ability to mark the completion of trainings for trainees in bulk.	Business Process	Training Tracking	High			
A.04.03	Required Trainings	I am an authorized user, and I want the system to assign required trainings based on transcripts, hours, and classes needed.	Business Process	Training Tracking	Critical			
A.04.04	Ex-Employee Access	I am a trainee, and I want the ability to have access to my completed trainings after I am no longer employed with the agency.	Business Process	Training Tracking	Medium			
A.04.05	Hours of Training	I am a trainee, and I want the ability to enter the number of hours for a training.	Business Process	Training Tracking	Critical			
A.04.06	Transcripts and Mandatory Trainings	I am an authorized user, and I want the ability to upload transcripts and mandatory trainings into the system.	Business Process	Training Tracking	Critical			
A.04.07	Information Dissemination	I am an authorized user, and I want the ability to disseminate information in bulk and receive acknowledgement in bulk that information has been received.	Business Process	Training Tracking	High			
A.04.08	Training Surveys	I am a trainee, and I want the ability to complete surveys specific to a certain training within the system.	Business Process	Training Tracking	High			
A.04.09	Training Evaluations	I am a trainee, and I want the ability to complete evaluations of trainings within the system.	Business Process	Training Tracking	Critical			
A.04.10	Trainer Evaluation Reports	I am a trainer, and I want the ability to access reports that are created from training evaluations.	Business Process	Training Tracking	Critical			
A.04.11	Training Library	I am a trainee, and I want the ability to access a library of all available trainings.	Business Process	Training Tracking	Critical			
A.04.12	Training Calendar	I am a trainee, and I want the ability to access a master calendar of all available trainings.	Business Process	Training Tracking	Critical			
A.04.13	Calendar Syncing	I am a trainee, and I want the ability to have my calendar updated automatically when I register for a training.	Business Process	Training Tracking	Medium			
A.04.14	Foster Parent Training	I am a trainer, and I want the ability to track foster parent trainings in the system.	Business Process	Training Tracking	Critical			
A.04.15	Quarterly Training Reports	I am an authorized user, and I want the ability to track Quarterly Training Reports from outside sources. To include but not be limited to CBCs and Sheriff's Offices.	Business Process	Training Tracking	Critical			
A.04.16	Attestation and Signatures	I am a trainee, and I want the ability to sign and/or attest to training documentation within the system.	Business Process	Training Tracking	Critical			
A.04.17	Online Training Tracking	I am a trainee and I want the ability to track online trainings from other systems. To include but not be limited to The Center for Child Welfare.	Business Process	Training Tracking	High			
A.04.18	Training Registration	I am a trainee, and I want the ability to register for trainings within the system.	Business Process	Training Tracking	Critical			
A.04.19	Training Documentation Uploads	I am an authorized user, and I want the ability to upload documentation from trainings. To include but not be limited to training certificates and sign-in sheets.	Business Process	Training Tracking	Critical			
A.04.20	Online Training Access	I am a trainee, and I want the ability to access trainings through different devices. To include but not be limited to computers, tablets, or smartphones.	Business Process	Training Tracking	Critical			
A.04.21	CBC Training Data Exchange	I am a trainee, and I want the system to have a bi-directional data exchange with CBCs to allow for the sharing of training information between CBC and DCF.	Business Process	Training Tracking	Critical			
A.04.22	Training Environment	I am a trainer, and I want the ability to teach classes in a specialized protected training environment.	Business Process	Training Tracking	Critical			
A.04.23	Training Environment Data	I am a trainer, and I want the system to to have a specialized protected training environment that has automated loads of seed data that can be customized based on my training needs.	Business Process	Training Tracking	Critical			
A.05.	**Business Processes - Provider Management & Service Management**	**Business Processes - Provider Management & Service Management**						
A.05.01	Screening of Providers	I am an authorized user, and I want a system to enforce screening of new providers when they are added to the system to help prevent duplication.	Business Process	Provider Management & Service Management	Critical			
A.05.02	Provider Deletion	I am an authorized user, and I want the ability to delete a provider from the system.	Business Process	Provider Management & Service Management	High			
A.05.03	Recruitment Tool	I am an authorized user, and I want the system to incorporate a recruitment tool.	Business Process	Provider Management & Service Management	Critical			
A.05.04	Service Array	I am an authorized user, and I want the system to provide a service array for all providers entered into the system	Business Process	Provider Management & Service Management	Critical			

A.05.05	Provider Services Outcomes	I am an authorized user, and I want the system to capture outcomes of services provided by providers	Business Process	Provider Management & Service Management	High			
A.05.06	Behavioral Health Monitoring	I am an authorized user, and I want the system to capture behavioral health information captured by providers. To include but not be limited to: substance abuse and physical abuse.	Business Process	Provider Management & Service Management	High			
A.05.07	Capture Caregiver and Provider Beds	I am an authorized user, and I want the ability to capture bed availability at all caregiver and provider locations. To include but not be limited to: foster care bed availability and utilization.	Business Process	Provider Management & Service Management	Critical			
A.05.08	Viewing Caregiver and Provider Beds	I am an authorized user, and I want the ability to view bed availability at all caregiver and provider locations.	Business Process	Provider Management & Service Management	Critical			
A.05.09	Address Updates	I am an authorized user, and I want the system to immediately enforce the update of addresses for providers to reflect the location of a child.	Business Process	Provider Management & Service Management	High			
A.06.	**Business Processes - Eligibility**	**Business Processes - Eligibility**						
A.06.01	Single, Automated Process for Eligibility Determination	I am an Eligibility worker, and I want a mechanism that automates eligibility determinations. To include but not be limited to: IV-E, Medicaid, and TANF.	Business Process	Eligibility	Critical			
A.06.02	Comprehensive Access to Information Needed to Eligibility Determinations	I am an Eligibility worker and I want comprehensive access to all case information required as part of eligibility determinations. To include but not be limited to: IV-E, Medicaid, and TANF.	Business Process	Eligibility	Critical			
A.06.03	Automated Redetermination Based on Changes to Key Indicators	I am an Eligibility worker, and I want a mechanism that automates eligibility redetermination when there are changes in key eligibility indicators.	Business Process	Eligibility	Critical			
A.06.04	Automated Redetermination Without Changes to Key Indicators	I am an Eligibility worker, and I want a mechanism that automates eligibility redetermination in the event that there have been no changes in key eligibility indicators and a prescribed amount of time.	Business Process	Eligibility	Critical			
A.06.05	Reviewing Automated Determinations	I am an Eligibility worker, and I want the ability to review automated determinations and redeterminations made by the system.	Business Process	Eligibility	Critical			
A.06.06	Support Adoption Subsidy Tracking	I am an Eligibility worker, and I want the ability to capture and maintain adoption subsidy information.	Business Process	Eligibility	Critical			
A.06.07	Tracking Application for Social Security Benefits	I am an Eligibility worker, and if a youth is eligible to receive Social Security, VA, Railroad, or child support benefits, I want the ability to track the status of their application to receive these benefits.	Business Process	Eligibility	Critical			
A.06.08	Eligibility Tracking/Auditing	I am an Eligibility worker, and I want the system to have tracking/auditing functionality to track and monitor revisions made to documents that are being shared.	Business Process	Eligibility	Critical			
A.06.09	AFDC Module	I am an Eligibility worker, and I want the system to provide an AFDC module.	Business Process	Eligibility	Critical			
A.06.10	Eligibility Data Exchanges	I am an Eligibility worker, and I want the system to have data exchanges with other systems. To include but not be limited to: SAFE, Social Security, Clerk of Courts, Bureau of Motor Vehicles, DEO, FLORIDA, banking systems to show active accounts, and homestead status of a property.	Business Process	Eligibility	Critical			
A.07.	**Business Processes - FFPSA**	**Business Processes - FFPSA**						
A.07.01	QRTP Placement Setting	I am an authorized user, and I want the system to identify Qualified Residential Treatment Providers.	Business Processes	FFPSA	Critical			
A.07.02	QRTP 30-Day Assessment (Case Worker)	I am a case worker, and I want the ability to enter a 30-Day Assessment for youth who are placed in a QRTP.	Business Processes	FFPSA	Critical			
A.07.03	QRTP 30-Day Assessment (Eligibility Worker)	I am an Eligibility worker, and I want the ability to verify that a 30-Day Assessment has been entered into the system.	Business Processes	FFPSA	Critical			
A.07.04	QRTP 60-Day Decision (Case Worker)	I am a case worker, and I want the ability to document a 60-Day Court Hearing and decision for a youth's placement in a QRTP.	Business Processes	FFPSA	Critical			
A.07.05	QRTP 60-Day Decision (Eligibility Worker)	I am an Eligibility worker, and I want the ability to verify that a 60-Day Court Hearing and decision has been documented in the system.	Business Processes	FFPSA	Critical			
A.07.06	QRTP Continued Placement	I am case worker, and I want the ability to document why a youth continues to be placed in a QRTP and the efforts to move them to a less restrictive setting.	Business Processes	FFPSA	Critical			
A.07.07	QRTP Family and Permanency Team	I am a case worker, and I want the ability to identify a family and permanency team for a youth placed in a QRTP.	Business Processes	FFPSA	Critical			
A.07.08	Pregnant and/or Parenting Youth	I am a case worker, and I want the ability to identify youth that are pregnant and/or parenting a child.	Business Processes	FFPSA	Critical			
A.07.09	Pregnant and/or Parenting Youth Placement Setting	I am an authorized user, and I want the system to identify a placement setting that specializes in providing prenatal, post-partum, or parenting supports for youth.	Business Processes	FFPSA	Critical			
A.07.10	Independent Living Youth Placement Setting	I am an authorized user, and I want the system to identify a placement for youth ages 18 and older who are living independently in a supervised setting.	Business Processes	FFPSA	Critical			
A.07.11	Sex Trafficking Victim	I am a case worker, and I want the ability to identify a youth that is at risk of becoming, or is already a victim of, sex trafficking.	Business Processes	FFPSA	Critical			
A.07.12	Sex Trafficking Victim Placement Setting	I am an authorized user, and I want the system to identify a placement setting that provides high-quality residential care and supportive services to youth who have been found to be or are at risk of becoming, sex trafficking victims.	Business Processes	FFPSA	Critical			
A.07.13	Residential Family-Based Substance Abuse Treatment Facilities	I am an authorized user, and I want the system to identify a Residential Family-Based Substance Abuse Treatment Facility.	Business Processes	FFPSA	Critical			

A.07.14	Candidacy	I am an Eligibility worker, and I want the ability to identify that a youth is at imminent risk of being removed from home absent any prevention services being put in place.	Business Processes	FFPSA	Critical			
A.07.15	Prevention Plan (Case Worker)	I am a case worker, and I want the ability to enter a Prevention Plan in the system.	Business Processes	FFPSA	Critical			
A.07.16	Prevention Plan (Eligibility Worker)	I am an Eligibility worker, and I want the ability to review a Prevention Plan in the system.	Business Processes	FFPSA	Critical			
A.07.17	Service Timeframes (Case Worker)	I am a case worker, and I want the ability to document the date that services have been identified for a youth.	Business Processes	FFPSA	Critical			
A.07.18	Service Timeframes (Eligibility Worker)	I am an Eligibility worker, and I want the ability to verify that services for a youth were identified in a Prevention Plan before services began.	Business Processes	FFPSA	Critical			
A.07.19	Evidence-Based Services	I am an authorized user, and I want the system to identify prevention services approved by the Title IV-E Prevention Services Clearinghouse.	Business Processes	FFPSA	Critical			
A.07.20	QRTP Accredidation	I am an authorized user, and I want the system to have the ability to identify if a child caring agency is accredited and by which accrediting entity.	Business Processes	FFPSA	Critical			
A.07.21	Prevention Services	I am a case worker, and I want the ability to enter all prevention services within the system. To include but not be limited to: Mental health and substance abuse prevention and treatment services provided by qualified clinicians, In-home parent skill-based programs that include parenting skills training, parent education, and individual and family counseling.	Business Processes	FFPSA	Critical			
A.07.22	Evidence-Based Services Usage	I am an authorized user, and I want the system to track the percentage of evidence-based services approved by the Title IV-E Prevention Services Clearinghouse being utilized by families.	Business Processes	FFPSA	Critical			
A.08.	**Business Processes - ICWA**	**Business Processes - ICWA**						
A.08.01	Tribe Identification	I am a case worker, and I want the ability to identify which tribe a youth or family belongs to.	Business Processes	ICWA	Critical			
A.08.02	Tribe Member Number	I am a case worker, and I want the ability to enter a tribal member number for a youth or family member.	Business Processes	ICWA	Critical			
A.08.03	Tribal System Notifications	I am an authorized user, and I want the ability to receive notifications from other tribal systems.	Business Processes	ICWA	Critical			
A.08.04	ICWA Eligible Report	I am an authorized user, and I want the ability to create a report of youth that are ICWA eligible.	Business Processes	ICWA	High			
A.08.05	Tribal Electronic Notification	I am an authorized user, and I want the ability to create an electronic notification to alert tribes and military bases when a youth becomes involved with DCF.	Business Processes	ICWA	High			
A.08.06	Active Efforts Tracking	I am a case worker, and I want the ability to track active effort collaboration with tribes.	Business Processes	ICWA	Critical			
A.08.07	Tribal System Access	I am case worker, and I want the ability to access information from tribal systems.	Business Processes	ICWA	Critical			
A.08.08	DCF System Access	I am a tribal worker, and I want the ability to access information from the DCF system.	Business Processes	ICWA	High			
A.08.09	ICWA Licensed Placement	I am a case worker, and I want the ability to identify a placement as being ICWA licensed.	Business Processes	ICWA	Critical			
A.08.10	Court System Utilization	I am an authorized user, and I want the ability to track involvement with a tribe when the tribe utilizes the court system.	Business Processes	ICWA	High			
A.08.11	Tribal Contact Tracking	I am a case worker, and I want the ability to track contact with caregivers and/or family members of a tribe.	Business Processes	ICWA	Critical			
A.08.12	ICWA Documentation	I am a case worker, and I want the ability to capture all ICWA requirements and regulations. In addition to having automatic access to electronically notify all federally recognized tribes.	Business Processes	ICWA	Critical			
A.09.	**Business Processes - CLS**	**Business Processes - CLS**						
A.09.01	Court Hearings	I am an authorized user, and I want the ability to track all court hearings in the system. To include but not be limited to: Adjudication, Dispositional, Judicial Reviews, Permanency Hearings, and Appeals.	Business Processes	CLS	Critical			
A.09.02	Legal Documentation	I am an authorized user, and I want the system to store all legal documentation. To include but not be limited to: petitions and orders.	Business Processes	CLS	Critical			
A.09.03	Legal Staffings and Decisions	I am an authorized user, and I want the capability to enter legal staffings and decisions from them within the system.	Business Processes	CLS	Critical			
A.09.04	Legal Triggers	I am an authorized user, and I want the system to provide triggers for legal events when other events are entered into the system. For example, when a youth enters placement the system will trigger the user to enter the subsequent court hearing.	Business Processes	CLS	Critical			
A.09.05	Calendar Links	I am an attorney, and I want the ability to click on links within a case to open a case worker's calendar or court calendar.	Business Processes	CLS	Medium			
A.09.06	Collaborative Calendars	I am an attorney, and I want the ability to have a collaborative calendar that can be automated to track all CLS tasks on the same calendar for all specified Staff using Outlook.	Business Processes	CLS	High			
A.09.07	Trial Case Workload Listing	I am an attorney, and I want the system to provide a listing of trial case workloads for each attorney.	Business Processes	CLS	Critical			
A.09.08	Specified Documents	I am an attorney, and I want the ability to receive specific documents through the system without having to sort through hundreds of records.	Business Processes	CLS	Critical			
A.09.09	Workload Reassignment	I am an attorney, and I want the ability to reassign my workload to another staff member in my absence.	Business Processes	CLS	High			
A.09.10	Paralegal Data Entry	I am a Paralegal, and I want the ability to enter legal information in a case without restrictions to access.	Business Processes	CLS	High			
A.09.11	Court Orders	I am an authorized user, and I want the ability to automate court orders for direct transmission into applicable systems.	Business Processes	CLS	High			
A.09.12	Legal Systems Data Exchange	I am an authorized user, and I want the system to automatically pull information from the Driver and Verification Identification System (DAVID).	Business Processes	CLS	Critical			

A.09.13	Court System Data Exchange	I am an authorized user, and I want the system to automatically pull information from the Clerk of Courts Systems (CCIS). To include but not be limited to: court orders, petitions, and hearing dates.	Business Processes	CLS	Critical			
A.12.	**Business Processes - Finance**	**Business Processes - Finance**						
A.12.01	Initiating Payments	I am an authorized user, and I want the ability to initiate payments.	Business Processes	Finance	Critical			
A.12.02	Automated Payments	I am a Finance worker, and I want the ability to generate automated caregiver, provider, and vendor payments.	Business Processes	Finance	Critical			
A.12.03	Making Payments from Multiple Funding Streams	I am a Finance worker, and I want the ability to make payments from multiple funding streams.	Business Processes	Finance	Critical			
A.12.04	Automated Clearing House	I am a Finance worker, and I want the ability to make payments via bank transfer from the system through an automated clearing house network.	Business Processes	Finance	Critical			
A.12.05	Processing, Generating, and Documenting Payment	I am a Finance worker, and I want the ability to process, generate, and document payments, regardless of funding stream.	Business Processes	Finance	Critical			
A.12.06	System Safeguards Against Duplication of Payments	I am a Finance worker, and I want a system that contains safeguards against duplication of payments.	Business Processes	Finance	Critical			
A.12.07	Validate and Balance Payments	I am a Finance worker, and I want the system to validate and balance payments and invoices.	Business Processes	Finance	Critical			
A.12.08	Reviewing Automated Payment Changes	I am a Finance worker, and I want the ability to review any case changes that resulted in a change in payment source or amount.	Business Processes	Finance	Critical			
A.12.09	Schedule Reoccurring Payments	I am a Finance worker, and I want the ability to schedule reoccurring payments.	Business Processes	Finance	Critical			
A.12.10	Automated Payment Suspension	I am a Finance worker, and I want the system to automatically suspend caregiver or provider payment in the event that there are discrepancies in the reconciliation between billing claim and state potential billing documentation.	Business Processes	Finance	Critical			
A.12.11	Child Specific Payments	I am a Finance worker, and I want the ability to view detailed child funding information including funding sources and reimbursements.	Business Processes	Finance	Critical			
A.12.12	Access to Historical Financial Information	I am a Finance worker, and I want access to historical financial information, including but not limited to: previous payment information.	Business Processes	Finance	Critical			
A.12.13	Categorizing Expenditures	I am a Finance worker, and I want the ability to categorize expenditures for reporting and tracking purposes.	Business Processes	Finance	Critical			
A.12.14	Processing Reimbursements from Multiple Funding Streams	I am a Finance worker, and I want the ability to process reimbursements from multiple funding streams.	Business Processes	Finance	Critical			
A.12.15	Automated Identification of Mismatches in Claims	I am a Finance worker, and I want the system to automatically identify mismatches in billing claims and potential billing information.	Business Processes	Finance	Critical			
A.12.16	Support Check Run Batches	I am a Finance worker, and I want the system to support batch check runs.	Business Processes	Finance	Critical			
A.12.17	Direct Access to Accounting System	I am a Finance worker, and I want direct access to the State accounting system.	Business Processes	Finance	Critical			
A.12.18	Automatic Check Recording	I am a CBC Finance worker, and I want the system to automatically record check numbers.	Business Processes	Finance	Critical			
A.12.19	Audit Trail of Financial Transactions	I am a Finance worker, and I want the system to keep an audit trail of all transactions, even if a transaction has been deleted.	Business Processes	Finance	Critical			
A.12.20	Automatic Reconciliation	I am a Finance worker, and I want the system to automatically reconcile payments made by CBCs.	Business Processes	Finance	Critical			
A.12.21	Clear Service Descriptions	I am a Finance worker, and I want the system to clearly specify which services are being invoiced and paid.	Business Processes	Finance	Critical			
A.12.22	Audit Functionality	I am a Finance worker, and the I want the system to have an automated function to perform audits internally and externally.	Business Processes	Finance	Critical			
A.12.23	CBC Queries	I am a CBC Finance worker, and I want the ability to query the system to pull data. To include but not be limited to: penetration rates, client eligibility, payments, and client counts.	Business Processes	Finance	Critical			
A.12.24	CB496 Form Completion	I am a Finance worker, and I want the system to automatically pull data into the CB496 form.	Business Processes	Finance	Critical			
A.12.25	CBC Supporting Documentation	I am a CBC Finance worker, and I want the capability to store supporting documentation directly within the system.	Business Processes	Finance	Critical			
A.12.26	Cleared Payments	I am a Finance worker, and I want the system to automatically flag payments that are have been cleared.	Business Processes	Finance	Critical			
A.12.27	FEID Numbers Required	I am a Finance worker, and I want the system to require FEID numbers for all providers entered into the system.	Business Processes	Finance	Critical			
A.12.28	Dually Involved Youth	I am a Finance worker, and I want the capability to flag youth who are dually involved.	Business Processes	Finance	Critical			
A.12.29	EFT Clearing	I am a Finance worker, and I want the system to handle EFT checks automatically for clearing and updating in all systems (internal/external)	Business Processes	Finance	Critical			
A.12.30	Fixed Price Contracts Services/Placements	I am a Finance Worker, and I want the ability to set up services/placements for Fixed Priced Contracts to allow for units of # of days or by # of children	Business Processes	Finance	Critical			
A.12.31	Detailed Services/Placement Payments	I am a Finance Worker, and I want the system to have the ability to set up and view detailed child services/placements payments by type of service paid and the time period in which the payment is for.	Business Processes	Finance	Critical			
A.12.32	Master Trust Fund Accounts	I am a Finace Worker, and I want the ability to track and manage Master Trust Fund accounts for children who receive other funds such as child support, SSI, SSA, Veterans Benefits, as well as any items purchased on behalf of the child using any of these funds.	Business Processes	Finance	Critical			
A.12.33	Payment Reduction	I am a Finance Worker, and I want the ability to reduce a Service/Placement payment by a specified amount of a child's Master Trust Fund, utilizing the various fund source itemized identification, if applicable.	Business Processes	Finance	Critical			
A.12.34	Fund Sources	I am a Finance Worker, and I want the system to automatically adjust fund sources based on a child's documented eligibility record, current and retroactively, for those payments processed in a prior period.	Business Processes	Finance	Critical			
A.12.35	Prevention Services Payments	I am a Finance worker, and I want the system to capture all payments made for prevention services.	Business Processes	Finance	Critical			
A.13.	**Business Processes - ICPC/ICAMA**	**Business Processes - ICPC/ICAMA**						

A.13.01	System Access	I am an ICPC/ICAMA worker, and I want the ability to pull data from the child welfare information system.	Business Process	ICPC/ICAMA	Critical			
A.13.02	Natural Disaster Area Locating	I am an ICPC worker, and I want the ability to identify youth who are located within a natural disaster area.	Business Process	ICPC/ICAMA	High			
A.13.03	Natural Disaster Safe Identifier	I am an ICPC worker, and I want the ability to mark a youth as being safe when they are located in a natural disaster area.	Business Process	ICPC/ICAMA	High			
A.13.04	ICAMA Case Distinction	I am an ICAMA worker, and I want the ability to distinguish between Adoption cases and Guardianship cases.	Business Process	ICPC/ICAMA	Critical			
A.13.05	Productivity	I am an ICPC worker or supervisor, and I want the ability to track productivity within the system.	Business Process	ICPC/ICAMA	High			
A.13.06	Quality Assurance	I am an ICPC worker or supervisor, and I want the ability to track quality assurance efforts within the system.	Business Process	ICPC/ICAMA	High			
A.13.07	CBC Blue Iron Access	I am a CBC worker, and I want the ability to enter information into the Blue Iron system.	Business Process	ICPC/ICAMA	Critical			
A.13.08	Form Completion	I am an ICPC/ICAMA worker, and I want the ability complete forms and applications within the system.	Business Process	ICPC/ICAMA	Critical			
A.13.09	100B Tracking	I am an ICPC worker, and I want the ability to track the 100B within the system.	Business Process	ICPC/ICAMA	High			
A.13.10	NEICE System Exchange	I am an ICPC worker, and I want the ability to exchange information with the NEICE system.	Business Process	ICPC/ICAMA	Critical			
A.13.11	Blue Iron Exchange	I am an ICAMA worker, and I want the ability to exchange information with the Blue Iron system.	Business Process	ICPC/ICAMA	Critical			
A.13.12	Out-of-State Worker Access	I am a case worker, and I want the system to allow real-time access and data entry to ICPC workers in other states. To include but not be limited to: ICPC notes and uploading documents to the Filing Cabinet.	Business Process	ICPC/ICAMA	Critical			
A.13.13	Out-of-State Services	I am a case worker, and I would like the ability to look at the services and providers in another state and to be able to add them to the Case Plan.	Business Process	ICPC/ICAMA	Critical			

Requirement ID	Name	Description	Category	Subcategory	Priority	Ability to Meet	Agree to Complete Partially Met/UnMet	Level of Effort
B.	Common Requirements	Common Requirements						
B.01.	Common Requirements - Alerts and System Notifications	Common Requirements - Alerts and System Notifications						
B.01.01	Supervisor Creating/Assigning/Reviewing Alerts	I am a supervisor, and I want the ability to create, assign and review my workers' tasks alerts that either the system or my workers have completed.	Common Requirements	Alerts and System Notifications	High			
B.01.02	Creating Custom Alerts	I am an authorized user, and I want the ability to create custom alerts for myself, including but not be limited to the ability to customize based on types (caregivers, providers, adoption, foster care).	Common Requirements	Alerts and System Notifications	High			
B.01.03	Customize Alerts Received	I am an authorized user, and I want the ability to customize the alerts that I receive, including but not be limited to: silence non-mandatory alerts and set alert timeframes.	Common Requirements	Alerts and System Notifications	High			
B.01.04	Prioritizing Task Alerts	I am an authorized user, and I want the ability to prioritize task alerts.	Common Requirements	Alerts and System Notifications	High			
B.01.05	Customizing Alert Notifications	I am an authorized user, and I want the ability to receive alerts via customizable outputs, including but not be limited to: text message, email, and dashboard notification.	Common Requirements	Alerts and System Notifications	High			
B.01.06	Action Item Alerts	I am an authorized user, and I want the ability to receive alerts based on actions I must take within my case.	Common Requirements	Alerts and System Notifications	Critical			
B.01.07	Syncing Alerts to Calendar	I am an authorized user, and I want the ability to sync my alerts to my calendar.	Common Requirements	Alerts and System Notifications	High			
B.01.08	Court Hearing Alerts	I am an authorized user, and I want the ability to receive automated alerts and notifications of court cases information, including but not be limited to trial cancellations and emergency trials.	Common Requirements	Alerts and System Notifications	Critical			
B.01.09	Home Visit Alerts	I am a case worker, and I want the ability to receive alerts for home visits that are coming due.	Common Requirements	Alerts and System Notifications	High			
B.01.10	Automatically Clearing Alerts	I am an authorized user, and I want the system to automatically mark an alert as complete once the task has been completed.	Common Requirements	Alerts and System Notifications	Critical			
B.01.11	Color Coding Alerts	I am an authorized user, and I want the ability to color code my alerts.	Common Requirements	Alerts and System Notifications	High			
B.01.12	Training Alerts	I am an authorized user, and I want the ability to be notified when trainings need completed.	Common Requirements	Alerts and System Notifications	Critical			
B.01.13	Critical Event Alerts	I am an authorized user, and I want the ability to receive alerts when there is a critical event, including but not be limited to: When parents have been arrested, court trial dates have been changed, and children visit the hospital.	Common Requirements	Alerts and System Notifications	Critical			
B.01.14	Medicaid Alert	I am an ICAMA worker, and I want the ability to receive an alert or notification when Medicaid is opened on a youth.	Common Requirements	Alerts and System Notifications	Critical			
B.01.15	ICAMA Case Begin Alert	I am an ICAMA worker, and I want the ability to receive an alert or notification to prompt me to begin working on a case.	Common Requirements	Alerts and System Notifications	Critical			
B.01.16	ICPC Customizable Alerts	I am an ICPC worker, and I want the ability to create and customize alerts and notifications.	Common Requirements	Alerts and System Notifications	Critical			
B.01.17	Adoption Finalized Alert	I am an ICPC/ICAMA worker, and I want the ability to receive an alert when an adoption is finalized.	Common Requirements	Alerts and System Notifications	Critical			
B.01.18	Relocation Alert	I am an ICPC/ICAMA worker, and I want the ability to receive an alert when a child's placement is changed.	Common Requirements	Alerts and System Notifications	Critical			
B.01.19	Placement Disruption	I am an ICPC/ICAMA worker, and I want the ability to receive an alert when a child's placement is disrupting.	Common Requirements	Alerts and System Notifications	High			
B.01.20	Six Month Alert	I am an ICAMA worker, and I want the ability to receive an alert 6 months after an approval has been made but a placement has not occurred.	Common Requirements	Alerts and System Notifications	Critical			
B.01.21	Child Protection Team (CPT) Alerts	I am an authorized user, and I want the ability to receive alerts concerning the CPT.	Common Requirements	Alerts and System Notifications	Critical			
B.01.22	Instant Messaging	I am an authorized user, and I want the ability to chat directly with other users in the system, with my team and post message to every user.	Common Requirements	Alerts and System Notifications	Medium			
B.01.23	Placement Alerts	I am an authorized user, and I want the system to automatically alert all involved parties when a child is placed or moved from a placement.	Common Requirements	Alerts and System Notifications	Critical			
B.01.24	Investigation Assignment Alert	I am a Child Protection Investigator, and I want the system to alert me when a new investigation has been assigned to me.	Common Requirements	Alerts and System Notifications	Critical			

B.01.25	Plans Alert	I am an authorized user, and I want the system to notify me when plans (e.g. safety plans) have been completed or not completed, or updated.	Common Requirements	Alerts and System Notifications	Critical			
B.01.26	Intake Assignment Alert	I am a Hotline Supervisor, and I want the system to notify me when an intake has not been assigned after a specified time.	Common Requirements	Alerts and System Notifications	Critical			
B.01.27	Linked Intake Alert	I am a Hotline worker, and I want the system to notify me when an intake is linked to an open investigation.	Common Requirements	Alerts and System Notifications	Critical			
B.01.28	Open Case Intake Alert	I am an authorized user, and I want the system to notify me when a new intake is created on an open case.	Common Requirements	Alerts and System Notifications	Critical			
B.01.29	Finance Alerts	I am a Finance worker, and I want the system to notify me when events happen in a case that affects payments. To include but not be limited to: canceled invoices and Initial Medicaid Eligibility gets 'stuck.'	Common Requirements	Alerts and System Notifications	Critical			
B.01.30	Risk Alerts	I am an authorized user, and I want the system to create alerts for individuals that present a risk to workers. To include but not be limited: mental health issues, criminal history, and past DCF history.	Common Requirements	Alerts and System Notifications	Critical			
B.01.31	Links Within Alerts	I am an authorized user, and I want the ability to click on a link within an alert that will go directly to the information received within that alert.	Common Requirements	Alerts and System Notifications	Critical			
B.01.32	Open Case Investigation Notification	I am a case worker, and I want the ability to have an automatic notification when an investigator is assisgned to an open case in ongoing services.	Common Requirements	Alerts and System Notifications	Critical			
B.01.33	Court Filing Alerts for Adoption Workers	I am an Adoption Counselor or Supervisor, and I want to receive alerts when regarding court filings associated with assigned cases or when an action associated with adoption is filed. To include but not be limited to: TPR petition, order, or intervention.	Common Requirements	Alerts and System Notifications	Critical			
B.01.34	Post Adoption Alert	I am a Post Adoption worker, and I want to receive an alert when an intake/invesitigation has been created for an adoptive parent.	Common Requirements	Alerts and System Notifications	Critical			
B.01.35	External Information Added Alert	I am an Adoption Counselor, and I want the system to notify me when information is added to a case through an external portal. To include but not be limited to: adoption application uploaded by a prospective parent, or the worker would be notificed when this action has occurred.	Common Requirements	Alerts and System Notifications	Critical			
B.01.36	Foster Home on Hold Alert	I am a licensing worker or CBC worker, and I want the system to notify me when a foster home is put on hold.	Common Requirements	Alerts and System Notifications	Critical			
B.02.	**Common Requirements - State and Federal Requirements**	**Common Requirements - State and Federal Requirements**						
B.02.01	Supporting AFCARS, NCANDS and NYTD Data	I am an authorized user, and I want a system that captures and maintains the information necessary to support the AFCARS, NCANDS and NYTD reporting requirements.	Common	State and Federal Requirements	Medium			
B.02.02	Supporting AFCARS Exception Reporting	I am an authorized user and I want the sytem to support AFCARS exception reporting.			Medium			
B.02.03	Validating AFCARS, NCANDS and NYTD Data	I am an authorized user, and I want the ability to validate any AFCARS, NCANDS and NYTD data being entered.	Common	State and Federal Requirements	Low			
B.02.04	Supporting Adoption and Safe Families Act	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of the Adoption and Safe Families Act (ASFA).	Common	State and Federal Requirements	Low			
B.02.05	Supporting Indian Child Welfare Act	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of the Indian Child Welfare Act (ICWA).	Common	State and Federal Requirements	Medium			
B.02.06	Supporting FAC 65C-13	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Administrative Code 65-C13 (Substitute Care of Children).	Common	State and Federal Requirements	Low			
B.02.07	Supporting FAC 65C-14	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Administrative Code 65C-14 (Group Care).	Common	State and Federal Requirements	Low			
B.02.08	Supporting FAC 65C-15	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Administrative Code 65C-15 (Child Placing Agencies).	Common	State and Federal Requirements	Low			

B.02.09	Supporting FAC 65C-16	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Administrative Code 65C-16 (Adoption).	Common	State and Federal Requirements	Low			
B.02.10	Supporting FAC 65C-27	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Administrative Code 65C-27 (Suitability Assessment for Residential Placement).	Common	State and Federal Requirements	Low			
B.02.11	Supporting FAC 65C-28	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Administrative Code 65C-28 (Out of Home Care).	Common	State and Federal Requirements	Low			
B.02.12	Supporting FAC 65C-29	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Administrative Code 65C-29 (Protective Investigations).	Common	State and Federal Requirements	Critical			
B.02.13	Supporting FAC 65C-30	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Administrative Code 65C-30 (General Child Welfare Provisions).	Common	State and Federal Requirements	Medium			
B.02.14	Supporting FAC 65C-31	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Administrative Code 65C-31 (Services to Young Adults Formerly in the Custody of the Department).	Common	State and Federal Requirements	Medium			
B.02.15	Supporting FAC 65C-35	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Administrative Code 65C-35 (Psychotropic Medications for Children in Out of Home Care).	Common	State and Federal Requirements	Medium			
B.02.16	Supporting FAC 65C-38	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Administrative Code 65C-38 (SACWIS Checks for Placement of Children).	Common	State and Federal Requirements	Medium			
B.02.17	Supporting FAC 65C-41	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Administrative Code 65C-41 (Extension of Foster Care).	Common	State and Federal Requirements	Medium			
B.02.18	Supporting FAC 65C-43	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Administrative Code 65C-43 (Placement and Services for Sexually Exploited Children).	Common	State and Federal Requirements	Medium			
B.02.19	Supporting Chapter 39	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Statute Chapter 39 (Proceedings Relating to Children).	Common	State and Federal Requirements	Medium			
B.02.20	Supporting Chapter 63	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Statute Chapter 63 (Adoption).	Common	State and Federal Requirements	Medium			
B.02.21	Supporting Chapter 402	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Statute Chapter 402 (Health and Human Services - Miscellaneous Provisions).	Common	State and Federal Requirements	Medium			
B.02.22	Supporting Chapter 409	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Statute Chapter 409 (Social and Economic Assistance).	Common	State and Federal Requirements	Medium			
B.02.23	Supporting Chapter 744	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Statute Chapter 744 (Guardianship).	Common	State and Federal Requirements	Medium			
B.02.24	Supporting Chapter 751	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Florida Statute Chapter 751 (Temporary Custody of Minor Children by Extended Family).	Common	State and Federal Requirements	Medium			
B.02.25	Supporting Title IV	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Title IV - Grants to States for Aid and Services to Needy Families with Children and for Child-Welfare Services.	Common	State and Federal Requirements	Medium			

B.02.26	Supporting Title IV, Part A	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Title IV, Part A - Block Grants to States for Temporary Assistance for Needy Families.	Common	State and Federal Requirements	Medium			
B.02.27	Supporting Title IV, Part B	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Title IV, Part B - Child and Family Services.	Common	State and Federal Requirements	Medium			
B.02.28	Supporting Title IV, Subpart 1	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Title IV, Subpart 1 - Stephanie Tubbs Jones Child Welfare Services Program.	Common	State and Federal Requirements	Medium			
B.02.29	Supporting Title IV, Subpart 2	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of Title IV, Subpart 2 - Promoting Safe and Stable Families.	Common	State and Federal Requirements	Medium			
B.02.30	Supporting Child Abuse Prevention and Treatment Act	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of the Child Abuse Prevention and Treatment Act (CAPTA).	Common	State and Federal Requirements	Medium			
B.02.31	Supporting Chafee Foster Care Independence Program	I am an authorized user, and I want a system that captures and maintains the information necessary to support the requirements of the Chafee Foster Care Independence Program (CFCIP).	Common	State and Federal Requirements	Low			
B.02.32	State and Federal Compliance	I am an authorized user, and I want the system to facilitate compliance with necessary state and federal mandates. To include but not be limited to: Program Improvement Plans and Child and Family Services Reviews.	Common	State and Federal Requirements	Medium			
B.03.	**Common Requirements - Dashboard**	**Common Requirements - Dashboard**						
B.03.01	Case Worker Dashboard	I am a case worker, and I want the system to provide a customizable dashboard that prioritizes work based on real-time information.	Common Requirements	Dashboards	Low			
B.03.02	Case Worker Supervisor Dashboard	I am a case worker supervisor, and I want the system to provide a customizable dashboard that prioritizes work for my reports based on real-time information.	Common Requirements	Dashboards	Low			
B.03.03	Executive Dashboard	I am an Executive, and I want the ability to create a customizable dashboard within the system.	Common Requirements	Dashboards	Low			
B.04.	**Common Requirements - Shared Functions**	**Common Requirements - Shared Functions**						
B.04.01	Robust Search Functionality	I am an authorized user, and I want a system with robust search functionality that will search for identical or extremely close potential existing individuals, case records, or providers before opening a new record.	Common Requirements	Shared Functions	Critical			
B.04.02	Accessing Court Information	I am an authorized user, and I want the ability to access court information for youth and families.	Common Requirements	Shared Functions	Medium			
B.04.03	Unmerging	I am an authorized user, and I want the ability to unmerge people after I have merged them incorrectly.	Common Requirements	Shared Functions	Medium			
B.04.04	Participant Search	I am an authorized user, and I want the ability to search for multiple people at once instead of just one at a time.	Common Requirements	Shared Functions	High			
B.04.05	Editing Functionality	I am an authorized user, and I want the system to utilize editing functions such as spellcheck, autocorrect, etc.	Common Requirements	Shared Functions	Critical			
B.04.06	Unknown Person	I am an authorized user, and I want the system must identify any Unknown Person without applying a Person ID to that individual.	Common Requirements	Shared Functions	Critical			
B.04.07	Automated Background Checks	I am an authorized user, and I want the ability to electronically submit and receive background checks automatically.	Common Requirements	Shared Functions	Critical			
B.04.08	Performance Measures	I am an authorized user, and I want the system to track key performance metrics, identify areas of concern and suggest actions based on data within the system.	Common Requirements	Shared Functions	High			
B.04.09	Profile Pictures	I am an authorized user, and I want the system to the ability to house a picture of each person that has a profile within the system.	Common Requirements	Shared Functions	High			
B.04.10	Partner Access	I am a Community Partner and/or Advocacy Center, and I want the ability to access information within the system.	Common Requirements	Shared Functions	Critical			
B.04.11	Security Roles	I am a Security Administrator, and I want the system to offer clearly defined roles for each type of user.	Common Requirements	Shared Functions	Critical			

B.04.12	System Validations	I am an authorized user, and I want the system to provide validations for data entry.	Common Requirements	Shared Functions	Critical			
B.04.13	System Configuration	I am an authorized user, and I want the system to be easily configured when a change is initiated at the State or Federal level.	Common Requirements	Shared Functions	Critical			
B.04.14	Time Zones	I am an authorized user, and I want the system to automatically adjust for time zone differences	Common Requirements	Shared Functions	Critical			
B.04.15	Data Correction	I am an authorized user, and I want the ability to easily correct data within the system.	Common Requirements	Shared Functions	Critical			
B.04.16	Case Reopen	I am an authorized user, and I want the ability to reopen a case.	Common Requirements	Shared Functions	Medium			
B.04.17	Service Referrals	I am an authorized user, and I want the ability to create a special condition/service referral within the system based on current agency practice.	Common Requirements	Shared Functions	Critical			
B.04.18	Quality of Visits	I am an authorized user, and I want the system to provide a "Quality of Visit" indicator.	Common Requirements	Shared Functions	Medium			
B.04.19	Automatic Form Population	I am an authorized user, and I want the system to automatically populate forms before they are printed.	Common Requirements	Shared Functions	Critical			
B.04.20	Approval Process	I am an authorized user, and I want the system to incorporate an approval process that alerts other users when approvals are needed or have occurred.	Common Requirements	Shared Functions	Critical			
B.04.21	Assignment Process	I am an authorized user, and I want the ability to assign one primary and multiple secondary workers.	Common Requirements	Shared Functions	Critical			
B.04.22	Family History and Timeline	I am an authorized user, and I want the system to provide a consolidated view of the family history and timeline of historical events, and display a photo of the child while presenting the family history/timeline.	Common Requirements	Shared Functions	Medium			
B.04.23	Case Timeline	I am an authorized user, and I want the system to capture a consolidated view of the timeline of events based on uploaded content and relevant case data.	Common Requirements	Shared Functions	High			
B.04.24	Batch Uploads	I am an authorized user, and I want the ability to upload information to the system in batches.	Common Requirements	Shared Functions	Critical			
B.04.25	Case Transfers	I am an authorized user, and I want the ability to easily transfer intakes, investigations, and cases between workers.	Common Requirements	Shared Functions	Critical			
B.04.26	Translation	I am an authorized user, and I want the system to translate multiple languages for information within the system and on forms. To include but not be limited to: Spanish and Creole.	Common Requirements	Shared Functions	Critical			
B.04.27	ADA Accessibility	I am an authorized user and I want the system to support ADA accessiblity requirements.	Common Requirements	Shared Functions	Critical			
B.04.28	Multiple User Roles	I am an authorized user, and I want the ability to switch between user roles without having to log out and log back in to the system.	Common Requirements	Shared Functions	Critical			
B.04.29	System Access by Different Devices	I am an authorized user, and I want the ability access the system through multiple devices. To include but not be limited to computers, tablets, and phones.	Common Requirements	Shared Functions	Critical			
B.04.30	Audit Trail of Data	I am an authorized user, and I want the system to automatically create a full audit record/trail that documents all actions taken in the system, including who created, or altered or updated information in any way down to the data field level as well as track who views the screens even when updates are not made.	Common Requirements	Shared Functions	Critical			
B.04.31	Predictive Analytics	I am an authorized user, and I want the system to provide predictive analytics to help guide workflow.	Common Requirements	Shared Functions	Critical			
B.04.32	Autofill of Known Information	I am an authorized user, and I want the ability to have known system information automatically prepopulate into case plans, assessments and forms, including but not limited to address, phone number and SSN.	Common Requirements	Shared Functions	High			
B.04.33	Filtering of Case Information	I am an authorized user, and I want the ability to filter case information by specific criteria. To include but not be limited to: type, date, people, risk, or topic.	Common Requirements	Shared Functions	High			
B.04.34	System Access by Browser	I am an authorized user, and I want the ability to access the system through multiple web browsers.	Common Requirements	Shared Functions	Critical			
B.04.35	Medication Tracking	I am an authorized user, and I want the ability to document and track all medications. To include but not be limited to psychotropic medications.	Common Requirements	Shared Functions	High			
B.04.36	Voice To Text	I am an authorized user, and I want the system to offer voice to text funcionality.	Common Requirements	Shared Functions	Critical			

B.04.37	Expanded DJJ Interface	I am an authorized user, and I want the system to exchange all needed information with the DJJ system.	Common Requirements	Shared Functions	Critical			
B.04.38	Integrated Search	I am an authorized user, and I want the system to have a robust search function that fully integrates with other systems, including but not limited to FSFN, Vital Statistics, etc.	Common Requirements	Shared Functions	Critical			
B.04.39	Restricted Access by User Profile	I am an authorized user, and I want the ability to restrict access to certain cases and functions based on user profiles.	Common Requirements	Shared Functions	Critical			
B.04.40	Genogram Automation	I am a case worker, and I want the ability to have genograms automatically populated by the system.	Common Requirements	Shared Functions	Critical			
B.05.	**Common Requirements - Document Management**	**Common Requirements - Document Management**						
B.05.01	Supporting Electronic Signatures	I am an authorized user, and I want the ability to capture and store electronic signatures.	Common Requirements	Document Management	Critical			
B.05.02	Uploading Relevant Documentation	I am an authorized user, and I want the ability to upload, download, store, and sort documentation, pictures, and audio relevant to an investigation, case, individual, caregiver, or provider in color or black and white. To include but not be limited to audio recordings from the SANCHECK phone system.	Common Requirements	Document Management	Critical			
B.05.03	Associating Documentation	I am an authorized user, and I want the system to automatically associate uploaded documentation, pictures, or audio, directly to an investigation, case, individual, caregiver, or provider.	Common Requirements	Document Management	Critical			
B.05.04	Redacted from Uploaded Documentation	I am an authorized user, and I want the ability to electronically redact information from documentation.	Common Requirements	Document Management	Critical			
B.05.05	Redacted Versus Original Documentation	I am an authorized user, and I want the ability to save redacted documentation separately from the original document.	Common Requirements	Document Management	Critical			
B.05.06	Document Scanning	I am an authorized user, and I want the system to process documents received as a fax, email, etc. and generate an attachment with the system.	Common Requirements	Document Management	High			
B.05.07	Populating from Scanned Documents	I am an authorized user and I want the system to automatically populate applicable screens with data from scanned documents.	Common Requirements	Document Management	High			
B.05.08	Email Entry	I am an authorized user, and I want the ability to email documents and attachments directly into the system.	Common Requirements	Document Management	Critical			
B.05.09	Real-Time Form Completion	I am an authorized user, and I want the ability to complete forms in real-time.	Common Requirements	Document Management	Critical			
B.05.10	Hover Feature	I am an authorized user, and I want the ability to hover over a document to receive a preview without having to open the document.	Common Requirements	Document Management	High			
B.05.11	Tool-Tip Text	I am an authorized user and I want the system to provide tool-tip text capability on agency-determined data entry fields in the system.	Common Requirements	Document Management	Critical			
B.05.12	Completing Forms in the System	I am an authorized user, and I want the ability to create, modify and complete any forms available in the system.	Common Requirements	Document Management	Critical			
B.05.13	Naming Conventions	I am an authorized user, and I want the system to enforce standardized naming conventions within it.	Common Requirements	Document Management	Critical			
B.05.14	Document Tags	I am an authorized user, and I want the ability to create tags for documents in the system.	Common Requirements	Document Management	Critical			
B.05.15	New Document Types/Categories	I am a super user and I want the ability to create new types and categories for documents that are stored in the system.	Common Requirements	Document Management	Medium			
B.05.16	Real-Time Data	I am an authorized user, and I want the system to provide information in real-time.	Common Requirements	Document Management	Critical			
B.05.17	Searching Structured Data	I am an authorized user, and I want the ability to easily search structured data within current or past case information, including but not be limited to: date of birth, social security number, and name.	Common Requirements	Document Management	Critical			
B.05.18	Searching Unstructured Data	I am an authorized user, and I want the ability to easily search unstructured data (e.g. case notes) within current or past case information.	Common Requirements	Document Management	Critical			
B.05.19	Case File Printing	I am an authorized user, and I want the ability to easily print an entire case file in various formats, including pdf, word, etc.	Common Requirements	Document Management	Critical			
B.05.20	Entering of Narrative	I am an authorized user, and I want the system to automatically expand text boxes when completing narrative fields.	Common Requirements	Document Management	High			
B.05.21	Draft Versioning	I am an authorized user, and I want the system to allow me to store draft versions of forms and assessments which can be finalized at a later date.	Common Requirements	Document Management	Critical			
B.05.22	Case Notes Timeout	I am an authorized user, and I want the ability to enter case notes in the system without having it time out.	Common Requirements	Document Management	Critical			

B.05.23	Saving Case Notes	I am an authorized user, and I want the system to save case notes when they are being entered so information is not lost.	Common Requirements	Document Management	Critical			
B.05.24	Automated Document Scanning	I am an authorized user, and I want the system to have optical character recognition (OCR) processing capabilities.	Common Requirements	Document Management	Critical			
B.05.25	Linking Multiple Documents	I am an authorized user, and I want the ability to link muliple documents across cases.	Common Requirements	Document Management	Critical			
B.05.26	Other Languages	I am an authorized user and I want the system to make forms and documents available in other languages, including but not limited to Spanish, Creole, etc.	Common Requirements	Document Management	Critical			
B.06.	**Common Requirements - Reporting**	**Common Requirements - Reporting**						
B.06.01	Customizable Reports	I am an authorized user, and I want the ability to create and generate custom reports based on real-time data.	Common Requirements	Reporting	High			
B.06.02	Reporting Mechanism	I am an authorized user, and I want the ability to create and generate reports at the individual, caseload, and agency level.	Common Requirements	Reporting	High			
B.06.03	Exporting Reports	I am an authorized user, and I want the ability to export reports in various file formats. To include but not be limited to: Excel and PDF.	Common Requirements	Reporting	High			
B.06.04	Data Analytics Report	I am an authorized user, and I want the ability to utilize data analytics tools built into the system.	Common Requirements	Reporting	High			
B.06.05	Reporting for Trainings	I am an authorized user, and I want the system to support the creation of customizable reports for staff trainings.	Common Requirements	Reporting	Low			
B.06.06	Ad hoc Reporting	I am an authorized user, and I want the ability to generate and run ad hoc reports.	Common Requirements	Reporting	High			
B.06.07	Federal Reporting	I am an authorized user, and I want the system to support reporting for Federal Reporting and Cost Allocation purposes. To include but not be limited to: the number of training sessions held for a specified period of time, by training type and number of attendees per training session, by role.	Common Requirements	Reporting	Low			
B.06.08	Legislative Budget Report	I am an authorized user, and I want the ability to create Legislative Budget Reports	Common Requirements	Reporting	Low			
B.06.09	Adoption Dissolution Report	I am an authorized user, and I want the ability to create a report that examines adoption dissolutions.	Common Requirements	Reporting	Low			
B.06.10	Guardianship Assistance Report	I am an authorized user, and I want the ability to create a report for all youth involved with the Guardianship Assistance Program (GAP).	Common Requirements	Reporting	Low			
B.06.11	Eligibility Reports	I am an authorized user, and I want a full suite of Eligibility reports that are fully operational and support day-to-day work activities.	Common Requirements	Reporting	Low			
B.06.12	Legal Reports	I am an attorney, and I want the capability to access within the system the 48 external reports currently used.	Common Requirements	Reporting	Low			
B.06.13	Adoption EMAS Report	I am a Finance worker, and I want the ability to access a report within the system that identifies payments to adopted youth that are 18 years and older.	Common Requirements	Reporting	Low			
B.06.14	Quality Assurance Support	I am an authorized user, and I want the system to support Quality Assurance efforts. To include but not be limited to: pull information from FSFN, data exchanges, mobile access, review notes with findings, and availability of resulting data in the reporting environment.	Common Requirements	Reporting	Low			
B.07.	**Common Requirements - External Portals**	**Common Requirements - External Portals**						
B.07.01	Youth Portal	I am youth with an open case or investigation, and I want the ability to submit information to the system through a secure portal.	Common Requirements	External Portals	Low			
B.07.02	Provider or Foster/Adoptive Parent Portal	I am a provider or foster/adoptive parent, and I want the ability to submit information to the system through a secure portal.	Common Requirements	External Portals	Low			
B.07.03	Vital Statistics Portal	I am a case worker, and I want the ability to access vital statistics information. To include but not be limited to birth certificates and death records.	Common Requirements	External Portals	Critical			
B.07.04	Parent/Legal Guardian Portal	I am a parent or legal guardian, and I want the ability to submit information to the system through a portal that provides me secure access. including but not limited to address changes, eligibility, employment documentation, etc.	Common Requirements	External Portals	Medium			
B.07.05	Intake Portal	I am a mandated reporter and I want the ability to submit reports of abuse and neglect through in a secure portal.	Common Requirements	External Portals	Medium			

B.07.06	Florida Department of Law Enforcement Portal	I am a Officer in the Florida Department of Law Enforcement, and I want the ability to submit information to the system through a portal that provides me secure access.	Common Requirements	External Portals	Critical			
B.07.07	NEICE Portal	I am an authorized user, and I want the ability to access the NEICE system through an external portal.	Common Requirements	External Portals	Low			
B.08.	**Common Requirements - Mobility**	**Common Requirements - Mobility**						
B.08.01	Full Investigation Module Functionality	I am an authorized user, and I want the system to provide full functionality of the Investigation module, including commencement of Investigation and documenting Present Danger Assessment and Safety Plan.	Common Requirements	Mobility	Critical			
B.08.02	Alert for Assigned Referrals via Mobile Solution	I am an authorized user, and I want the ability to be alerted by my mobile solution when I am assigned a new intake, investigation or case while I am out in the field.	Common Requirements	Mobility	Critical			
B.08.03	Safety Function Within Solution	I am an authorized user, and I want the ability to contact my supervisor and/or local law enforcement at any time from my solution. To include but not be limited to a panic button.	Common Requirements	Mobility	Critical			
B.08.04	Ability to Track GPS Location of Mobile Devices	I am a supervisor, and I want a mobile solution that will track the GPS location of my workers while they are out in the field.	Common Requirements	Mobility	Critical			
B.08.05	Supervisor Approval from the Mobile Solution	I am a supervisor, and I want the ability to approve case reviews that require my attention from the field via the mobile solution. To include but not be limited to: assessments and case notes.	Common Requirements	Mobility	Critical			
B.08.06	Configurable Solution	I am an authorized user, and I want the ability to easily configure assessment tools (i.e. Family Functioning Assessment, Risk Assessment) and forms utilized by staff and have changes reflected in mobile solution.	Common Requirements	Mobility	Critical			
B.08.07	Mobile Device that Connects to a Mobile Network	I am an authorized user, and I want a mobile device that connects to a mobile network.	Common Requirements	Mobility	Critical			
B.08.08	Mobile Device that has GPS Functionality	I am an authorized user, and I want a mobile device that has GPS functionality or integrates with a navigation product.	Common Requirements	Mobility	Critical			
B.08.09	Offline Capability	I am an authorized user, and I want the system to provide offline capability to view and complete assessments and forms, notes, etc.	Common Requirements	Mobility	Critical			
B.08.10	Preparing for Offline Work	I am an authorized user. While online, I want the ability to retrieve case information and store it within the solution to prepare for offline work in event I have no internet connection.	Common Requirements	Mobility	Critical			
B.08.11	Remote Access to Electronic Case Record Documentation	I am an authorized user, and in the event that I no longer have internet connection, I want the ability to access all electronic documentation from the point when I was last online and have it available when offline.	Common Requirements	Mobility				
B.08.12	Sending Emails via Mobile Solution	I am an authorized user, and I want the ability to send emails while in the field via my mobile solution.	Common Requirements	Mobility	Critical			
B.08.13	Voice To Text via Mobile	I am an authorized user, and I want the ability to have voice to text functionality for my mobile solution.	Common Requirements	Mobility	Critical			
B.08.14	Entering Case Data when Offline	I am an authorized user, and I want the ability to enter data for a case on my mobile device when I'm offline and have the ability for the device to automatically sync with the system of record when it comes online.	Common Requirements	Mobility	Critical			
B.08.15	Automatic Picture/Video Capture and Uploads	I am an authorized user, and I want the ability to capture pictures/videos with my phone and have them automatically upload to an investigation or case.	Common Requirements	Mobility	Critical			
B.08.16	Accessing System via Links	I am an authorized user, and I want the ability to directly access the system via the link provided to me through an email or alert on my mobile device.	Common Requirements	Mobility	Critical			
B.08.17	Review and Editing Information Saved From Mobile Solution	I am an authorized user, and I want the ability to review and edit any case information back in the office that was added from my mobile solution while in the field.	Common Requirements	Mobility	Critical			
B.08.18	Mobile-Friendly Documentation	I am an authorized user, and I want the ability for a mobile solution to present existing assessments, forms and documentation in a manner that is user friendly when presented on a mobile device.	Common Requirements	Mobility	Critical			
B.08.19	Completing Assessments, Case Notes and Forms via Mobile Solution	I am an authorized user, and I want the ability to complete assessments, case notes and forms from my mobile solution. To include but not be limited to: home studies and safety plans.	Common Requirements	Mobility	Critical			
B.08.20	Receive Alerts Within the Mobile Solution	I am an authorized user, and I want a mobile solution that is able to send me alerts based on my tasks and deadlines.	Common Requirements	Mobility	Critical			

B.08.21	Customizable Alerts Within the Mobile Solution	I am an authorized user, and I want the ability to customize the alerts I receive within a mobile solution.	Common Requirements	Mobility	Critical			
B.08.22	Sending Alerts from Mobile Solution	I am an authorized user, and I want the ability to send alerts back to the system via email, text, etc, including but not be limited to when I need Supervisor approval on a document from the field.	Common Requirements	Mobility	High			
B.08.23	Case History Information from Mobile Solution	I am an authorized user, and I want the ability to access historical client and case level data from my mobile solution.	Common Requirements	Mobility	Critical			
B.08.24	Edit Information from Mobile Solution	I am an authorized user, and I want the ability to review, edit or remove any information including photos, videos, forms, assessments, notes, etc. that was added from my mobile solution.	Common Requirements	Mobility	Critical			
B.08.25	Searching Structured Data within the Mobile Solution	I am an authorized user, and I want the ability to search structured data within current or past case information easily within the mobile solution. To include but not be limited to: date of birth, social security number, and name.	Common Requirements	Mobility	Critical			
B.08.26	Searching Unstructured Data within the Mobile Solution	I am an authorized user, and I want the ability to search unstructured data (e.g., case notes) within current or past case information easily within the mobile solution.	Common Requirements	Mobility	Critical			
B.08.27	Mobile Solution Electronic Signatures	I am an authorized user, and I want the ability for a mobile solution to capture electronic signatures.	Common Requirements	Mobility	Critical			
B.08.28	Mobile Solution Form Completion	I am an authorized user, and I want the system to allow completion and sending of forms, photos, documents, etc. electronically via email or SMS.	Common Requirements	Mobility	Critical			
B.08.29	Mobile Solution Provider Search	I am an authorized user, and I want the ability to search for providers only when I am online in the field by specific parameters, e.g. geographic location, school district, bed availability, etc.	Common Requirements	Mobility	Critical			
B.08.30	Mobile Solution Provider Creation	I am an authorized user, and I want the ability to create providers only when I am online in the field.	Common Requirements	Mobility	Critical			
B.08.31	Removal and Placement Documentation	I am an authorized user, and I want the ability to document removal and placement information while in field.	Common Requirements	Mobility	Critical			
B.08.32	Living Arrangement Documentation	I am an authorized user, and I want the ability to document living arrangements while in the field.	Common Requirements	Mobility	Critical			
B.08.33	Calendar Event/Appointment, Reminder etc. Access	I am an authorized user, and I want the ability to access and generate information about calendar events, appointments, reminders, meetings and case notes while in the field.	Common Requirements	Mobility	Critical			
B.08.34	Mapping/Navigation Capability	I am an authorized user, and I want the system to integrate with Google Maps or other mapping application to allow a user to activate voice guided turn by turn navigation by selecting an address from a case file, calendar, etc.	Common Requirements	Mobility	Critical			
B.08.35	Zoom In-Zoom Out on Maps	I am an authorized user, and I want the ability to see an address on a map with the ability to zoom in and out by pinching expanding views for additional information.	Common Requirements	Mobility	Critical			
B.08.36	View Caseload on Maps	I am an authorized user, and I want the ability to view my caseload on one map.	Common Requirements	Mobility	Critical			
B.08.37	Versioning Case Notes	I am an authorized user, and I want the system to capture versioning of case notes.	Common Requirements	Mobility	Critical			
B.08.38	Linking Case Notesa and Contacts	I am an authorized user, and I want the ability to associate people with case notes, face to face and non face to face contacts to people.	Common Requirements	Mobility	Critical			
B.08.39	Future Module Support on Mobile Application	I am an authorized user, and I want a mobile application that is able support additional modules in the future.	Common Requirements	Mobility	High			
B.08.40	Real-time Interface with FSFN	I am an authorized user, and I want the system to provide a real-time interface with FSFN.	Common Requirements	Mobility	Critical			
B.08.41	Data Synchronization with FSFN	I am an authorized user. I want the system to provide a means to ensure that information sent and received to and from FSFN is always based on most current/real-time information to ensure accurate data synchronization.	Common Requirements	Mobility	Critical			
B.08.42	Discrepancy Identification and Log	I am an authorized user. I want the system to identify discrepancies between the system and mobile application related to versioning and provide a detailed log.	Common Requirements	Mobility	Critical			

FSFN Modules

Intake
- Information & Referral
- Command Center Queue
- Counselor Productivity Report
- Call Record
- Call Record Search
- Reporter Search
- Background Check Listing
- Receiving Unit
- Hotline (link to Phoenix)

Case Management
- Maintain Case
- Interim Child Information (Legacy)
- Medical/Mental Health
- Education
- Assets and Employment
- Missing Child Report
- Alerts
- Children Receiving Services
- Notes
- Meetings
- File Cabinet
- Case Transfer Request
- Forms
- Supervisor Consultation
- Case Merge
- Case Split
- Create Case after Adoption Finalization
- Create Young Adult Case

Service Delivery
- Unmet Needs
- Family Support
- Living Arrangement
- Non-Placement Services
- Service Request Authorization
- Create/Maintain Service Type
- Service Category Options
- List Service Types

Investigation
- Child Investigation (Legacy)
- Child Investigation (Current)
- Special Conditions Referral
- Adult Investigation
- Investigation/Special Conditions Referral Workload Listing
- On Call Schedule
- Background Check

Assessment
- Family Assessment (Legacy)
- Reunification Home Study
- Present Danger Assessment
- Family Functioning Assessment
- Family Functioning Assessment Ongoing
- Progress Update
- Risk Assessment
- Child on Child Assessment
- Special Conditions Referral Assessment
- Child Safety Assessment (Legacy)
- Institutional Safety Assessment (Legacy)
- Institutional Safety Assessment
- Adult Safety Assessment
- Capacity to Consent

Service Planning
- Safety Plan
- Case Plan Worksheet
- Judicial Review Worksheet
- Child Placement Agreement

Placement
- Placement Request
- Bed Reservation
- Out-of-Home Placement
- Foster Care Rate Setting
- Placement Correction

Legal
- Legal Record
- Legal Document
- Legal Record Search
- Multiple Legal Action Copy
- Judicial Group Management
- Diligent Search for Parent

Adoption
- Adoption Subsidy Agreement Information
- Extended Maintenance Adoption Assistance Agreement
- Adoption Information Page
- Private Adoption
- Post-Adoption Services
- Adoption Exchange Photos
- Basic Subsidy Rate

Independent Living
- Independent Living
- Young Adult Case Plan Worksheet
- Young Adult Judicial Review Worksheet
- Young Adult Program Eligibility
- PDESS Program Eligibility

Guardianship Assistance
- Guardianship Assistance Program
- Guardianship Assistance Information
- Guardianship Assistance Agreement
- Extended Guardianship Assistance Agreement

Eligibility
- Medicaid
- TANF
- IV-E Foster Care
- IV-E Adoption
- Adoption TANF
- FPL Maintenance

Prospective Providers
- Recruitment Activity
- Recruitment Event
- Provider Inquiry (Person)
- Person Provider Inquiry Search

Provider Information
- Person Provider
- Organization Provider
- Provider File Cabinet
- Provider Merge
- Provider Delete
- Provider Address Maintenance
- Link/Delink Provider
- Provider Notes

Licensure
- License
- License/Relicense Checklist
- Name Amendment

Provider Assessment
- Unified Home Study
- Submit Background Check Request
- Provider Background Screening

Service Provision
- Provider Repayment Method
- Provider Service Rate
- Parent Agency History
- Edit Services

Payment Process
- Financial Activity
- Update Payment Request
- Review Pending Invoices
- Check Number Recording
- Invoice Batch Release Schedule
- Invoice Disposition
- Manual Checks
- Maintain Invoice Batch Number
- Overpayment Request
- Overpayment Adjustment

Claiming
- Reporting Category/OCA
- Payment Download

Trust Account
- Trust Account
- Trust Account Options
- Bank
- Maximum Balance
- Trust Account Search

Federal Reporting
- AFCARS
- AFCARS Exceptions
- AFCARS Footnotes

NYTD Footnotes

User Support
- Desktop Navigation
- Task Management
- Checklist
- Online Help
- Automated Messages
- Messages and Links

Common Functions
- Worker Search
- Case Search
- Person Search
- Worker Transaction Search
- Approval Management
- Assignment Management
- Maintain Person
- Delete Person
- Case Book
- Person Book
- Templates & Notifications
- Person Merge

Security & Organization
- Security Profiles
- Security User Groups
- Worker Management
- Unit Management
- Agency Management
- Agency Contacts

Worker Training
- Training Courses
- Trainee Management
- Individual Worker Training

Requirement ID	Name	Description	Category	Subcategory	Priority	Ability to Meet	Agree to Complete Partially Met/UnMet	Level of Effort
C.	Non Functional Requirements							
C.01.	Architecture - Accessibility	Architecture - Accessibility: Sub-parent Requirement						
C.01.01	Accessing authorized information	The system shall have the ability to prevent users from accessing information they are not authorized to access.	Architecture	Accessibility	Medium			
C.01.02	Updating unauthorized information	The system shall have the ability to prevent users from updating information they are not authorized to update.	Architecture	Accessibility	Medium			
C.01.03	Revoking access to client information	The system shall have the ability to revoke access to client information for specific authorized users when necessary.	Architecture	Accessibility	Medium			
C.01.04	Revoking system access	The system shall have the ability to allow system administrators to revoke and/or resume system access.	Architecture	Accessibility	Medium			
C.01.05	Read-only roles	The system shall have the ability to allow authorized users to have read-only access to designated information based on their roles.	Architecture	Accessibility	Medium			
C.01.06	Role-based customized desktop	The system shall display a desktop that is customized based on the type of user and their role.	Architecture	Accessibility	Medium			
C.01.07	Updating information after being entered	The system shall allow authorized users the ability to update designated information after it has been entered.	Architecture	Accessibility	Medium			
C.01.08	Preventing information from being edited	The system shall have the ability to retain the original versions of Information that has been entered but still allow data edits. All version including edits should be visible to the user.	Architecture	Accessibility	Medium			
C.01.09	Managing role-based security	The system shall have the ability to allow an authorized user to manage role-based security as users change employment or positions.	Architecture	Accessibility	Medium			
C.01.10	Ability to control, create, display, and change access to system transactions	The system shall have the ability to allow an authorized user the privileges to control, create, display, and change access to system transactions, and allow user-defined assignment of these privileges on a transaction-specific basis.	Architecture	Accessibility	Medium			
C.01.11	User profiles	The system shall allow establishment of standard user profiles from which individual users may inherit privileges.	Architecture	Accessibility	Medium			
C.01.12	Ability to create and execute a transaction on behalf of another user	The system shall have the ability to enable an authorized user to create and execute a transaction on behalf of another authorized user (delegation).	Architecture	Accessibility	Medium			
C.01.13	Multiple security levels	The system shall allow definition of multiple security levels so security may be controlled both centrally or at the agency level.	Architecture	Accessibility	Medium			
C.01.14	Limiting access to user profiles to designated agency administrators	The system shall allow designated agency administrators to only access user profiles associated with their agencies.	Architecture	Accessibility	Medium			
C.01.15	Assignment of multiple security profiles	The system shall have the ability to allow multiple security profiles to be assigned to a user profile	Architecture	Accessibility	Medium			
C.01.16	Preventing combination of incompatible security profiles	The system shall have the ability to prevent a system administrator from combining security profiles for incompatible functions.	Architecture	Accessibility	Medium			
C.01.17	Warning message for conflicting security profiles	The system shall have the ability to generate a warning message to notify a system administrator if multiple security profiles are in conflict when applied to a single user profile.	Architecture	Accessibility	Medium			
C.01.18	Maintaining federal information processing standards	The system shall maintain Federal Information Processing Standards (FIPS) code values and descriptions needed to support Federal interfaces and reports.	Architecture	Accessibility	Medium			
C.01.19	Complying with the Americans with Disabilities Act (ADA)	The system shall comply with the Americans With Disabilities Act (ADA-508 Compliance).	Architecture	Accessibility	Medium			
C.01.20	Coding placement type and services data	The system shall code all placement type and services data in compliance with current placement type and reporting categories.	Architecture	Accessibility	Medium			
C.01.21	Compatibility with Microsoft Products	The system shall have the ability to be compatible with Microsoft Suite products (e.g. MS Word, MS Excel).	Architecture	Accessibility	Medium			
C.01.22	Compatibility with Adobe Products	The system shall have the ability to be compatible with Adobe products (e.g. Adobe PDF).	Architecture	Accessibility	Medium			
C.02.	Architecture - Capacity	Architecture - Capacity: Sub-parent Requirement						
C.02.01	Accommodating capacity growth	The system shall accommodate capacity growth assumptions established during design.	Architecture	Capacity	Medium			
C.02.02	Supporting concurrent user capacity	The system shall have the capacity to support the number of concurrent users that are identified during design.	Architecture	Capacity	Medium			
C.02.03	Supporting concurrent transactions	The system shall have the capacity to support the number of concurrent transactions that are identified during design.	Architecture	Capacity	Medium			
C.02.04	Implementation concurrent user and transactional loads	The system shall have the ability to handle concurrent user and transactional loads, when implemented, at capacities determined during system design.	Architecture	Capacity	Medium			
C.03.	Architecture - Design Requirements	Operations Management - Design Requirements: Sub-parent Requirement						
C.03.01	Modular automated functions	The system shall have automated functions that have a modular design (as defined by ACF); this includes the separation of business rules from programming.	Architecture	Design Requirements	High			

C.03.02	Documenting CCWIS functions	The system shall have all CCWIS functions documented in plain language.	Architecture	Design Requirements	High			
C.03.03	Ability of automated functions to be reused as separate components	The system shall have automated functions that are capable of being shared, leveraged, and reused as separate components.	Architecture	Design Requirements	High			
C.04.	**Architecture - Performance**	**Operations Management - Performance: Sub-parent Requirement**						
C.04.01	Availability of critical components	The system shall provide a mechanism to monitor high-availability for critical components such as load balancing, clustering, failover *(specific standards regarding system uptime and downtime will be determined during design).*	Architecture	Performance	Medium			
C.04.02	Conducting online system maintenance	The system shall have the ability to be "hot swappable" to conduct system maintenance without the need to take the system offline or have an agreed method for the Hotline to process intakes during system maintenance .	Architecture	Performance	Medium			
C.04.03	Back-up / Restore management tools	The system shall provide enterprise back-up / restore management tools (e.g., full and incremental backup cycles).	Architecture	Performance	Medium			
C.04.04	Job scheduling tools	The system shall support the use of job scheduling tools to automate administrative tasks (such as database backups or regular report production).	Architecture	Performance	Medium			
C.04.05	Complying with DCF Enterprise IT standards	The system shall comply with DCF Enterprise IT standards.	Architecture	Performance	Medium			
C.04.06	Compatibility with DCF network protocols	The system shall comply with DCF network protocols.	Architecture	Performance	Medium			
C.05.	**Architecture - Scalability**	**Operations Management - Scalability: Sub-parent Requirement**						
C.05.01	Promoting reusability and facilitating accommodation of change	The system shall be built to interoperate in a manner that promotes reusability and facilitates accommodation of change.	Architecture	Scalability	Medium			
C.05.02	Supporting additional users	The system shall have the capacity to support adding additional users.	Architecture	Scalability	Medium			
C.05.03	Supporting growth of records	The system shall have the capacity to support the growth of records and addition of cases.	Architecture	Scalability	Medium			
C.05.04	Capacity to scale	The system shall have the capacity to scale to support growth in the number of concurrent users and transactions without redesign.	Architecture	Scalability	Medium			
C.05.05	Mobile scalability	The host site and its access to the mobile networks will be able to scale appropriately as the use of the mobile solution increases.	Architecture	Scalability	Medium			
C.06.	**Architecture - Methodology**	**Architecture - Methodology: Sub-parent Requirement**						
C.06.01	Methodology	The System shall utilize a proven and well established formal methodology across the entire Software Development Lifecycle (SDLC).	Architecture	Methodology	Medium			
C.06.02	Methodology	The System shall be delivered using a phased development approach that supports the DCF's requirement to sign-off on iterations of the system before proceeding to the next development phase.	Architecture	Methodology	Medium			
C.06.03	Methodology	System planning must include DCF and key applicable stakeholder participation and involvement in all testing efforts throughout the Software Development Lifecycle.	Architecture	Methodology	Medium			
C.06.04	Methodology	The System's testing methodology must provide and address the following test cycles, at a minimum: * Unit Testing * Integration Testing * Performance Testing * Load Testing * Stress Testing * Capacity Testing * Data Conversion Testing * User Acceptance Testing * Disaster Recovery Testing	Architecture	Methodology	Medium			
C.06.05	Methodology	The system deployment test approach must include integration with required legacy systems.	Architecture	Methodology	Medium			
C.06.06	Methodology	The Contractor must utilize a proven and well-established methodology for reporting, tracking, and management of system defects.	Architecture	Methodology	Medium			
C.06.07	Methodology	The system shall utilize workflows in software development lifecycle to move between environments (ie; dev, system test, UAT envrionments).	Architecture	Methodology	Medium			
C.07.	**Architecture - Configuration Management**	**Architecture - Configuration Management: Sub-parent Requirement**						
C.07.01	Configuration Management	The Contractor shall employ and enforce a formal configuration management process for all system artifacts used in the requirements, design, build, and execution of the system.	Architecture	Configuration Management	Medium			
C.07.02	Configuration Management	The Contractor shall implement and use a continuous integration build process throughout the SDLC that automates builds and enforces compliance with project development standards, analyzes and reports on code quality and code coverage, and ensures the integrity of the build.	Architecture	Configuration Management	Medium			

C.07.03	Configuration Management	The Contractor's approach to continuous integration shall provide the capability to trigger an automated build both on a scheduled, pre-determined frequency as well as by a developer source code check-in event.	Architecture	Configuration Management	Medium			
C.08.	Architecture - workflows	Architecture - Workflows: Sub-parent Requirement						
C.08.01	Configurability for system administrators	The system shall have a business workflow engine that has the ability to allow rules, roles, variables and work flow patterns to be configurable by system administrators. Note that the Department has an enterprise business rules engine that may be required to leverage for complex rules based on design discussions.	Architecture	Workflow	High			
C.08.02	Mechanism for approval timeframes	The system shall provide a mechanism for user-defined, standard approval timeframes and alternative approval paths along with automatic notification for overdue tasks.	Architecture	Workflow	Medium			
C.08.03	Supporting multiple workflows	The system shall support multiple workflows, dependent on content type.	Architecture	Workflow	Medium			
C.08.04	Attaching notes within the workflow	The system shall allow users to attach notes to content items within the workflow and store these notes with user ID and date/time stamp.	Architecture	Workflow	Medium			
C.08.05	Designating workflow type	The system shall have the ability to designate workflows as either 'informational' or 'action (such as approval) required'.	Architecture	Workflow	Medium			
C.08.06	Tools for workflow analysis	The system shall provide tools to support workflow analysis for workflow process improvement.	Architecture	Workflow	Medium			
C.08.07	Workflow that supports different action types	The system shall have a workflow engine that can be configured to allow simultaneous actions or to require consecutive actions, as defined by an authorized administrator.	Architecture	Workflow	Medium			
C.08.08	Routing rejecting transactions	The system shall have the ability to route rejected transactions to any designated prior approver.	Architecture	Workflow	Medium			
C.08.09	Displaying workflow status transactions	The system shall have the ability to display the status of workflow transactions so participants can determine where actions are delayed.	Architecture	Workflow	Medium			
C.08.10	Integrated workflow error handling	The system shall provide a mechanism to support integrated workflow error handling.	Architecture	Workflow	Medium			
C.08.11	Tracking workflow approvals and rejections	The system shall have the ability to track workflow approvals and rejections.	Architecture	Workflow	Medium			
C.09.	Architecture - Availability	Architecture - Availability: Sub-parent Requirement						
C.09.01	Server Redundancy	The system shall support server redundancy, fail-over and load-balancing capabilities.	Architecture	Availability	Medium			
C.09.02	Data backup, Restore and High Availability	The system should have data backup, restore capability and high data availability.	Architecture	Availability	Medium			
C.09.03	High Availability	The system shall be designed in a manner that prevents a single point of failure from causing the system to become unavailable.	Architecture	Availability	Medium			
C.09.04	High Availability	The system shall have the ability to leverage cloud infrastructure to support high availability, load tolerance and real-time failover. The Contractor shall identify the hardware, topologies and configurations needed to meet this requirement.	Architecture	Availability	Medium			
C.09.05	High Availability	The system shall leverage redundant hardware infrastructure that is designed to eliminate a single point of failure on the hardware device (e.g., redundant power supplies, fans, network interface cards, etc...). The Contractor shall identify the hardware design and configuration requirements for devices in the system that are needed to meet this requirement.	Architecture	Availability	Medium			
C.09.06	High Availability	The system shall leverage a high availability design across the application and in all tiers of the application, including but not limited to: * Clustered application server environments with automated node failover * Load balanced applications and application components * Redundant application data and storage designs; including application data, logs, messages, and message queues The Contractor shall explain and illustrate the high availability design in the system, including the high availability scheme (e.g., Active/Active, Active/Passive), in accordance with this requirement.	Architecture	Availability	Medium			
C.10.	Data Quality and Data Management	Common Requirements - Data Quality and Data Management: Sub-parent Requirement						
C.10.01	Database	The system database design shall consistently and uniformly leverage comprehensive database naming and metadata standards for data model definitions.	Common Requirements	Data Quality and Data Management	Medium			
C.10.02	Database	The system shall utilize well-structured, relational data models for all data stores, which align with the business domain model.	Common Requirements	Data Quality and Data Management	Medium			
C.10.03	Database	The Contractor shall describe the processes, tools, and personnel required to support the system data architecture.	Common Requirements	Data Quality and Data Management	Medium			
C.10.04	Database	The system shall have a data dictionary that allows metadata to be defined and documented.	Common Requirements	Data Quality and Data Management	Medium			
C.10.05	Database	The system database shall support data replication and synchronization across multiple physical or virtualized servers.	Common Requirements	Data Quality and Data Management	Medium			

C.10.06	Database	The system's physical data model shall be capable of mapping to a fully normalized logical model. Where denormalization is needed, it must be for performance reasons which the implementer must identify and provide.	Common Requirements	Data Quality and Data Management	Medium			
C.10.07	Data Integrity	The system shall include database integrity tools to be used to enforce field and relationship requirements.	Common Requirements	Data Quality and Data Management	Medium			
C.10.08	Data Integrity	The system shall include controls to prevent duplicate or orphan records.	Common Requirements	Data Quality and Data Management	Medium			
C.10.09	Data Integrity	The Contractor's conversion process shall maintain consistency of data in each system.	Common Requirements	Data Quality and Data Management	Medium			
C.10.10	Data Integrity	The Contractor shall develop a Conversion Plan that addresses the DCF's needs in a cost-effective manner, considers impact on staff and clients and provides a schedule, conceptual design, cross-reference, and detailed rules. The Contractor shall: * Analyze data of legacy systems * Develop a Conversion Plan * Provide the necessary conversion equipment and software * Implement the Conversion Plan	Common Requirements	Data Quality and Data Management	Medium			
C.10.11	Data Integrity	The system database shall support distributed transactions as required, and maintain transactional integrity within such transactions.	Common Requirements	Data Quality and Data Management	Medium			
C.10.12	Database	The Contractor shall clearly define the approach to maximize concurrency in the system, while maintaining data integrity. This approach shall address concurrent processing and updates of system records, including but not limited to the following sources: * Users (internal and external) * Systems (synchronization, MDM, interfaces) * Other external sources (systems, partners, data feeds)	Common Requirements	Data Quality and Data Management	Medium			
C.10.13	Database	The system shall provide the ability to apply locks at the record level for update processing to ensure correct updating of the data and prevent commits using dirty reads. However, record or table level locks shall not prevent read-only access to the data, and the system shall be designed to provide robust conflict resolution where concurrent database activities could negatively impact running processes.	Common Requirements	Data Quality and Data Management	Medium			
C.10.14	Database	If an item is already opened for update (by User A) and the same item is opened by a different user (B), the system should have a method to handle this without overwriting any changes and not result in deadlocks.	Common Requirements	Data Quality and Data Management	Medium			
C.10.15	Database	The system shall provide monitoring for long running, blocking processes that may affect system performance or user experience.	Common Requirements	Data Quality and Data Management	Medium			
C.10.16	Database	The system's business intelligence and reporting components shall not negatively impact or degrade system performance of online transactions.	Common Requirements	Data Quality and Data Management	Medium			
C.10.17	Database	The system shall have self service features without impacting online transaction performance.	Common Requirements	Data Quality and Data Management	Medium			
C.10.18	Database	The system's self-service web portal shall be designed to have 24x7 access to the data stores supporting its online self-service features, whether via independent data store or direct reads from the master system of record.	Common Requirements	Data Quality and Data Management	Medium			
C.10.19	Archive and Purge	The system shall provide the ability to purge, archive, and restore inactive records based on a retention schedule stored in the business rules. (Note that the restore feature would not be used until the new CCWIS becomes the system of record).	Common Requirements	Data Quality and Data Management	Medium			
C.10.20	Archive and Purge	The system shall fully support automated, non-disruptive, rules-based data purge.	Common Requirements	Data Quality and Data Management	Medium			
C.10.21	Archive and Purge	The system purge process shall not require that the system be unavailable.	Common Requirements	Data Quality and Data Management	Medium			
C.10.22	Archive and Purge	The system shall fully support automatic, non-disruptive, rules-based data archival and subsequent near real-time retrieval.	Common Requirements	Data Quality and Data Management	Medium			
C.10.23	Archive and Purge	The system shall be able to identify data that has been archived and provide a means to restore the archived data.	Common Requirements	Data Quality and Data Management	Medium			
C.10.24	Archive and Purge	The process to retrieve archived data shall execute within predictable times that are within performance standards mutually agreed upon by the DCF and the Contractor.	Common Requirements	Data Quality and Data Management	Medium			
C.10.25	Records Management	The system shall provide the ability to inactivate records rather than purge or perform a physical delete of the record in the database - as required by audit and data retention rules.	Common Requirements	Data Quality and Data Management	Medium			
C.10.26	Records Management	The system shall support data retention policies in accordance with records management retention rules and regulations.	Common Requirements	Data Quality and Data Management	Medium			
C.10.27	Conversion	The Contractor shall provide a comprehensive conversion strategy for extracting data from legacy systems as needed, in a manner that maintains necessary referential integrity relationships for related data.	Common Requirements	Data Quality and Data Management	Medium			
C.10.28	Conversion	The conversion strategy shall include pre-defined and mutually agreed upon success criteria and acceptable time thresholds.	Common Requirements	Data Quality and Data Management	Medium			
C.10.29	Conversion	The conversion strategy shall define the criteria by which entities will be included or excluded from the conversion process.	Common Requirements	Data Quality and Data Management	Medium			

C.10.30	Conversion	The conversion process shall provide flexible and recoverable load processes that include abilities to stop, start, cancel, or reload.	Common Requirements	Data Quality and Data Management	Medium			
C.10.31	Conversion	The conversion deliverables shall include reporting of processing statistics that include, but are not limited to, load execution time, duration, and counts.	Common Requirements	Data Quality and Data Management	Medium			
C.10.32	Conversion	The conversion execution shall include appropriate reporting of failures, error conditions, and unexpected terminations.	Common Requirements	Data Quality and Data Management	Medium			
C.10.33	Conversion	The Contractor's data migration strategy shall allow for existing data sets to be imported to the new CCWIS, with minimal impact to programs operating at implementation time.	Common Requirements	Data Quality and Data Management	Medium			
C.10.34	Archive and Purge	The system's archive and purge strategy shall allow privileged system users to initiate a disposition action hold on a record that will prevent the system's archive and purge processes from processing marked records.	Common Requirements	Data Quality and Data Management	Medium			
C.10.35	Archive and Purge	Backup functionality shall allow specific data tables to be archived separately for program/database-specific archive and destruction methods.	Common Requirements	Data Quality and Data Management	Medium			
C.10.36	Master Data Management	The system shall align with data quality standards outlined in the state's data quality plan.	Common Requirements	Data Quality and Data Management	Medium			
C.10.37	Master Data Management	The system shall include a Master Data Management component that has the capability to integrate with of an enterprise MDM solution.	Common Requirements	Data Quality and Data Management	Medium			
C.10.38	Master Data Management	The system shall have unique identifiers for key entities and should have role-based capabilities to merge the duplicate records based on the "golden record" principles.	Common Requirements	Data Quality and Data Management	Medium			
C.10.39	Master Data Management	The system shall provide an address service that normalizes and standardizes individual addresses (e.g., zip code extensions) that are electronically and/or manually added.	Common Requirements	Data Quality and Data Management	Medium			
C.10.40	Master Data Management	The system shall capture and identify all address types and address status for entities (e.g., individuals, employers, insurers.). These address types include, but are not limited to, mailing, residential, work address, and other serviceable addresses.	Common Requirements	Data Quality and Data Management	Medium			
C.10.41	Reporting and BI Data	The system shall integrate with the enterprise data warehouse and enterprise business intelligence.	Common Requirements	Data Quality and Data Management	Medium			
C.10.42	Reporting and Business Intelligence	The system shall include an architecturally distinct and reusable reporting service that provides various types of reports, including but not limited to: * Static (canned) reports; * Dynamic (parameter-driven) reports; and * Ad-Hoc reports	Common Requirements	Data Quality and Data Management	Medium			
C.10.43	Reporting and Business Intelligence	The system shall support initiation of reports through various methods, including but not limited to: on-demand requests, scheduled requests, and event-driven requests.	Common Requirements	Data Quality and Data Management	Medium			
C.10.44	Reporting and Business Intelligence	The system shall provide ad-hoc reporting capabilities that support drill-down and drill-up functionality.	Common Requirements	Data Quality and Data Management	Medium			
C.10.45	Reporting and Business Intelligence	The system shall provide ad-hoc reporting capabilities that enable privileged end users to create reports using defined, user-friendly metadata elements.	Common Requirements	Data Quality and Data Management	Medium			
C.10.46	Reporting and Business Intelligence	The system shall provide ad-hoc reporting capabilities that leverage pre-defined relationships and table joins to minimize the risk of executing poorly performing ad-hoc queries.	Common Requirements	Data Quality and Data Management	Medium			
C.10.47	Reporting and Business Intelligence	The system shall provide reporting capabilities that do not negatively impact performance on the transactional database.	Common Requirements	Data Quality and Data Management	Medium			
C.10.48	Reporting and Business Intelligence	The system must enforce role-based access control to reports, including but not limited to: * Job function or role * Organization, department, and/or region * Report type (operational, business, federally mandated); and * Public reports.	Common Requirements	Data Quality and Data Management	Medium			
C.10.49	Reporting and Business Intelligence	The system's basic reporting capabilities (e.g., static, canned, and parameter-driven reports) must follow established standards and conventions.	Common Requirements	Data Quality and Data Management	Medium			
C.10.50	Reporting and Business Intelligence	The system shall provide the capability to generate operational, transparency and accountability, and program evaluation reports in compliance with federal reporting requirements.	Common Requirements	Data Quality and Data Management	Medium			
C.10.51	Reporting and Business Intelligence	The system shall provide the ability to expose federal reports through open interfaces, and automatically generate and distribute reports to designated federal recipients.	Common Requirements	Data Quality and Data Management	Medium			
C.10.52	Reporting and Business Intelligence	The system shall provide a robust business intelligence capability for analysis of historical data, identification and forecasting of trends, and audit/fraud analysis activities.	Common Requirements	Data Quality and Data Management	Medium			
C.10.53	Reporting and Business Intelligence	The system must provide a robust extract, transform, and load capability functionality for loading disparate data sources into an analytic database.	Common Requirements	Data Quality and Data Management	Medium			
C.10.54	Reporting and Business Intelligence	The Contractor shall provide business intelligence capability to support a broad range of data analytics used for Federal reporting.	Common Requirements	Data Quality and Data Management	Medium			
C.10.55	Reporting and Business Intelligence	The system shall provide audit reports.	Common Requirements	Data Quality and Data Management	Medium			

C.11.	**Document Management**	**Common Requirements - Document Management: Sub-parent Requirement**						
C.11.01	Document Management	The system shall provide the capability to directly receive user-provided documents through the web self-service portal, and shall automatically associate relevant metadata elements with the associated document(s) for indexing and subsequent search.	Common Requirements	Document Management	Medium			
C.11.02	Document Management	The system shall isolate and automatically scan all user uploaded documents for viruses before submission to the proposed document management solution for storage.	Common Requirements	Document Management	Medium			
C.11.03	Document Imaging & Capture	The Contractor shall configure and implement document-related workflows and approval processes.	Common Requirements	Document Management	Medium			
C.11.04	Content Management	The system shall provide a means of delivering and managing help content for external users, including but not limited to: instructions, manuals, guides, and informational worksheets.	Common Requirements	Document Management	Medium			
C.11.05	Content Management	The system shall leverage a full-featured knowledge base for internal and external stakeholders who are responsible for customer assistance functions.	Common Requirements	Document Management	Medium			
C.11.06	Forms Services	The system shall include a reusable forms service for capturing data input associated with electronic forms and applications.	Common Requirements	Document Management	Medium			
C.11.07	Forms Services	The system user interface shall be aligned with the respective business processes (e.g., the system's data entry fields for processing forms), and shall mirror actual forms in content and layout.	Common Requirements	Document Management	Medium			
C.11.08	Forms Services	The system shall provide the ability to capture data input for electronic forms via user-friendly wizards (e.g., step-by-step instruction-led data entry), as well as classic forms-based entry that mirrors the actual legislative form and form field definitions.	Common Requirements	Document Management	Medium			
C.11.09	Forms Services	The system shall provide the ability to configure electronic forms to be rendered in either wizard format or classic forms entry format from the same base form definition.	Common Requirements	Document Management	Medium			
C.11.10	Forms Services	The system shall provide the ability to execute web service calls from the electronic form process for real-time validation of user data inputs or for execution of asynchronous processes (as needed).	Common Requirements	Document Management	Medium			
C.11.11	Forms Services	The system shall provide the end user the ability to render a flattened output (e.g., PDF) of electronic forms completed online to save or print locally.	Common Requirements	Document Management	Medium			
C.11.12	Forms Services	The system shall provide the ability to store and restore the transient state of forms data entry to enable completion of forms data entry across multiple web sessions.	Common Requirements	Document Management	Medium			
C.11.13	Forms Services	The system shall provide support for data entry of multiple versions of a form over time via forms version control and effective dating mechanisms.	Common Requirements	Document Management	Medium			
C.11.14	Document Generation	The system shall include a reusable document generation service for creating outbound content.	Common Requirements	Document Management	Medium			
C.11.15	Document Generation	The system's document generation service must include capabilities for managing document templates to be used in outbound communications, including but not limited to: * Static document templates; * Document templates with variable field inputs; * Dynamic document templates with pre-defined template customization options (e.g., paragraph fragments inventory, free form text fragments); and * Dynamic creation of new document templates by the application end user	Common Requirements	Document Management	Medium			
C.11.16	Document Generation	The system's document generation service shall provide the ability to generate documents on-demand as well as on scheduled frequencies.	Common Requirements	Document Management	Medium			
C.11.17	Document Generation	The system's document generation service shall provide the ability to support various output formats for generated documentation, for example, PDF, MS Word, MS Excel, Postscript, XML, HTML, and other formats as dictated by business requirements.	Common Requirements	Document Management	Medium			
C.11.18	Document Template	The system's document generation service shall support the creation of secure, read-only, and non-alterable output (e.g., secure PDF) in compliance with federal and DCF standards for sensitive content output.	Common Requirements	Document Management	Medium			
C.11.19	Document Generation	The system's document generation service shall provide the configurable ability to distribute output over various channels while maintaining safeguards of sensitive information as required.	Common Requirements	Document Management	Medium			
C.11.20	Document Generation	The system's document generation service shall provide the ability to define configurable distribution lists of output recipients.	Common Requirements	Document Management	Medium			
C.12.	**Interoperability**	**Common Requirements - Interoperability Functionality: Sub-parent Requirement**						
C.12.01	Services	The system shall be capable of writing data to legacy data systems in real-time, as appropriate, during phased data migration where attributes of an entity may exist in multiple solutions.	Common Requirements	Interoperability	Medium			
C.12.02	Services	The system shall design and architect business and technical services to promote reuse by other systems and applications as well as by other States and ACF.	Common Requirements	Interoperability	Medium			

C.12.03	Services	The system shall avoid developing and implementing multiple services that provide overlapping functionality.	Common Requirements	Interoperability	Medium			
C.12.04	Services	The system shall have the ability to integrate with common authoritative data sources and data exchange services, including but not limited to, Federal, other State and local agencies, and commercial entities as needed.	Common Requirements	Interoperability	Medium			
C.12.05	Services	The system shall comply with open architecture standards (non-proprietary) for ease of information exchange with both internal and external entities.	Common Requirements	Interoperability	Medium			
C.12.06	Services	The system shall support the ability to monitor service usage and execution history for enforcing adherence to established Service Level Agreements (SLAs).	Common Requirements	Interoperability	Medium			
C.12.07	Services Design	The system shall establish consistent communication patterns and protocols for data exchange with external entities. Interfaces shall be developed using common, widely-used transport protocols.	Common Requirements	Interoperability	Medium			
C.12.08	Services Design	The system shall support both automatic and manual retry for failed messages.	Common Requirements	Interoperability	Medium			
C.12.09	Services Design	The system shall leverage standard, reusable integration design patterns (e.g., publish/subscribe, request/reply, event-driven consumer, etc...) as functional requirements dictate.	Common Requirements	Interoperability	Medium			
C.12.10	Services Design	The system shall be capable of producing customized historical reports on service execution metrics.	Common Requirements	Interoperability	Medium			
C.12.11	Data Exchanges	The system shall have the capability to integrate with a data exchange platform in batch mode or real time integration.	Common Requirements	Interoperability	Medium			
C.12.12	Data Exchanges	The system shall have the capability to integrate with a data exchange platform to using multiple formats and using standard protocols.	Common Requirements	Interoperability	Medium			
C.13.	**Security**	**Common Requirements - Security: Sub-parent Requirement**						
C.13.01	Regulatory and Policy Compliance	The system shall support compliance with Federal and State laws, regulations and policies relevant to system security, confidentiality and safeguarding of information. Where policies overlap, the system shall always strive to attain the more stringent policy. The most recent versions for standards and specifications will be applicable.	Common Requirements	Security	Medium			
C.13.02	Regulatory and Policy Compliance	The system shall support the NIST SP 800-53 Rev. 4 Moderate Control Baseline for security controls guidance. The Contractor shall identify and explain any planned deviations from this standard, and provide justification for why this standard cannot be adhered to within the system.	Common Requirements	Security	Medium			
C.13.03	Regulatory and Policy Compliance	The Contractor shall interact with a 3rd party company to complete a Certification and Accreditation of the system controls prior to go-live. This Certification and Accreditation shall follow NIST SP 800-53 Rev. 4 guidance and standards for Moderate Controls Baseline. The outcome of the Certification and Accreditation shall be delivered in both electronic and paperbound format.	Common Requirements	Security	Medium			
C.13.04	Regulatory and Policy Compliance	The system shall provide automated technical security controls that meet or exceed (in capability and in usage) those specified by the NIST SP 800-53 Rev. 4 Moderate Control Baseline. The specific families of controls identified by this requirement are: • Access Control (AC) (i.e., view, modify, delete and add); • Audit and Accountability (AU); • Identification and Authentication (IA); and • System and Communications Protection (SC). The system's implementation of these security controls shall incorporate the guidance described by the relevant publications of the NIST and the SANS (SysAdmin, Audit, Network, Security) Institute.	Common Requirements	Security	Medium			

C.13.05	Regulatory and Policy Compliance	The system shall provide sufficient capabilities, automating as many as possible, to enable DCF to implement operational, management, or procedural security controls as specified by NIST SP 800-53 Rev. 4 Moderate Control Baseline. The specific families of controls identified by this requirement are: • Awareness and Training (AT); • Certification, Accreditation, and Security (CA); • Configuration Management (CM); • Contingency Planning (CP); • Incident Response (IR); • Maintenance (MA); • Media Protection (MP); • Physical and Environmental Protection (PE); • Planning (PL); • Personnel Security (PS); • Risk Assessment (RA); • System and Services Acquisition (SA); and • System and Information Integrity (SI). The system implementation of these security controls must incorporate the guidance described by the relevant publications of the NIST and the SANS Institute.	Common Requirements	Security	Medium			
C.13.06	Access Control	The system shall integrate with the Department's enteprise IAM solution to provide for the following security functions: • User provisioning and de-provisioning; • Authentication; • Authorization; • Single Sign-On; • Credentialing; • Self-Service; and • Access Audit Logging. The Contractor shall demonstrate how the system will integrate with, leverage, or replace existing tools used for these functions.	Common Requirements	Security	Medium			
C.13.07	Access Control	The system shall include a component that will serve as the primary vehicle for implementation of the following families of technical security controls: • Access Control (AC); and • Identification and Authentication (IA). The Contractor shall identify and explain where compliance with these controls cannot be fully provided existing DCF tools, and how the Contractor intends to meet or exceed these controls.	Common Requirements	Security	Medium			
C.13.08	Access Control	The system shall integrate with authentication services as the DCF dictates, for secure sign-on of internal users to the web portal interface.	Common Requirements	Security	Medium			
C.13.09	Access Control	The Contractor shall demonstrate how the system will provide self-service user provisioning while providing a seamless user experience.	Common Requirements	Security	Medium			
C.13.10	Access Control	The Contractor shall demonstrate how the system will provide for internal user provisioning and de-provisioning.	Common Requirements	Security	Medium			
C.13.11	Authentication	The system shall require and enforce authentication measures commensurate with the risk associated with a user's authorized role and privileges within the system.	Common Requirements	Security	Medium			
C.13.12	Authentication	The system shall support authentication mechanisms for both internal and external users.	Common Requirements	Security	Medium			
C.13.13	Authentication	The system must support authentication mechanisms for batch or web-service based interfaces for data exchange with the other agencies and system and other business partners.	Common Requirements	Security	Medium			
C.13.14	Authentication	The system shall require unique authentication credentials for each user of the system, and must not permit "group" or "corporate" logins (e.g., single shared navigator account for a navigator agency, single shared household account, etc...).	Common Requirements	Security	Medium			
C.13.15	Authentication	The Contractor shall identify and explain the use or need for any multi-factor authentication techniques within the system.	Common Requirements	Security	Medium			
C.13.16	Authentication	The system shall support and enforce password rules, including but not limited to: * Complexity rules for password creation * Configurable expiration of user passwords * Retention of prior passwords and * Requirement of new, unique passwords upon expiration	Common Requirements	Security	Medium			
C.13.17	Authentication	The system shall provide for user initiated self-service password reset capabilities with appropriate reset challenges (knowledge-based, resource-based, etc.), commensurate with the risk associated with a user's system privileges.	Common Requirements	Security	Medium			
C.13.18	Authentication	The system's automated user lockout rules shall be configurable based on DCF policies.	Common Requirements	Security	Medium			

C.13.19	Authentication	The system administrative lockout capabilities shall provide for override of user lockout by privileged system administrators.	Common Requirements	Security	Medium			
C.13.20	Authentication	The system's external facing websites shall provide the ability for a privileged user to manually initiate a secure logout of the application.	Common Requirements	Security	Medium			
C.13.21	Authorization	The system shall provide the ability for delegated authority.	Common Requirements	Security	Medium			
C.13.22	Authorization	The system shall secure application functions, features, and system processes using role-based access control for defined security roles within the application.	Common Requirements	Security	Medium			
C.13.23	Authorization	The system shall restrict or permit a user's access to system functions, features, and system processes based on the user's assigned roles.	Common Requirements	Security	Medium			
C.13.24	Authorization	The system shall provide the ability for privileged users (e.g., administrative users) to assign and revoke user security roles from within the application.	Common Requirements	Security	Medium			
C.13.25	Authorization	The system shall record an immutable audit log of security role assignment and revocation activities performed within the application.	Common Requirements	Security	Medium			
C.13.26	Authorization	The system shall support fine-grained access control (e.g., field-level) based on a user's role and privileges.	Common Requirements	Security	Medium			
C.13.27	Authorization	The system shall provide the ability to define and implement fine-grained exclusion controls on a per-user basis.	Common Requirements	Security	Medium			
C.13.28	Authorization	The system shall provide the capability to permit or restrict access to sensitive documents, generated forms, and other content based on a user's assigned security roles.	Common Requirements	Security	Medium			
C.13.29	Encryption	The system shall provide encryption capabilities used by the solution.	Common Requirements	Security	Medium			
C.13.30	Encryption	The system shall provide the ability to encrypt both data at rest and data in motion.	Common Requirements	Security	Medium			
C.13.31	Encryption	The system shall provide a reusable architecture service for the encryption and decryption of application shared secrets/keys.	Common Requirements	Security	Medium			
C.13.32	Encryption	The system shall support file-based encryption of flat or XML files received from external entities.	Common Requirements	Security	Medium			
C.13.33	Encryption	The system shall provide transport-level encryption of data submitted from client to server devices using Secure Sockets Layer (SSL) encryption over HTTP.	Common Requirements	Security	Medium			
C.13.34	Encryption	The system shall implement message-level security in support of multiple node message delivery, including reliance on standards, such as WS-Security, XML encryption, XML Signature, WS-Trust, WS-Secure Conversation and WS-Security Policy, and SAML.	Common Requirements	Security	Medium			
C.13.35	Audit	The system shall provide the capability to correlate, analyze, and report on all logged user (application and administration operations) events and associated data.	Common Requirements	Security	Medium			
C.13.36	Audit	The system shall routinely monitor system access.	Common Requirements	Security	Medium			
C.13.37	Audit	The system shall provide the ability to produce sortable and exportable audit logs on-demand.	Common Requirements	Security	Medium			
C.13.38	Audit	The system shall provide audit logging for access control events that occur within the application (unattended batch authentication attempts - successful and failed events, resource-level access events - successful and failed events, etc...)	Common Requirements	Security	Medium			
C.13.39	Audit	The system shall generate alerts for conditions that violate security rules, which includes but is not limited to: a). Attempts to access unauthorized data and system functions b). Logon attempts that exceed the maximum allowed c). Termination of authorized sessions after a specified time of no activity	Common Requirements	Security	Medium			
C.13.40	Audit	The system shall provide security incident reporting and mitigation mechanisms, including but not limited to: a). Generates warning or report on system activity based on security parameters b). Terminates access and/or generates report when potential security violation detected c). Preserves and reports specified audit data when potential security violation detected	Common Requirements	Security	Medium			
C.13.41	Audit	The system shall provide audit logging for security administration events that occur (e.g., shared secret/key creation, reads/updates of shared secrets, etc...)	Common Requirements	Security	Medium			
C.13.42	Privacy	The system shall capture, maintain and dispose of data in accordance with applicable Federal and State standards and policies to protect the privacy of DCF stakeholders and the integrity of the information in the system.	Common Requirements	Security	Medium			
C.13.43	Privacy	The system shall have security warning banners, headers and footers, adhering to Federal, DCF and other applicable standards that are prominently displayed on all screens and reports and be readily customizable by support staff.	Common Requirements	Security	Medium			
C.13.44	Privacy	The system shall provide the capability for auditing user (application and administration operations) access to personally identifiable information (PII), including logging of events and user dialogs explaining access.	Common Requirements	Security	Medium			
C.13.45	Privacy	The system shall provide the capability to produce an immutable audit log in sufficient detail (e.g., access date and time, user identification, machine or IP identification, event actions/activity identification and chronology) for PII data-related events.	Common Requirements	Security	Medium			

C.13.46	Privacy	The system shall provide the capability to designate, maintain and report data at multiple levels (e.g., program, entity, site) as restricted or sensitive (e.g., student-level).	Common Requirements	Security	Medium			
C.13.47	Privacy	The system shall be protected against unauthorized access to computer resources and data to reduce erroneous or fraudulent activities and protect the privacy rights of individuals against unauthorized disclosure of confidential information.	Common Requirements	Security	Medium			
C.13.48	Privacy	The system shall provide the ability to warn a user about accessing sensitive data (e.g., PII, Student-Level Education Data, etc...) and allow the user to confirm and proceed with such actions.	Common Requirements	Security	Medium			
C.13.49	Privacy	The system shall provide the capability to monitor, log, and report access to Privacy Protected data. Reporting shall be provided by protected person, as well as by system user.	Common Requirements	Security	Medium			
C.13.50	Privacy	The system shall notify and require users to read and accept privacy policies and rules with regard to application use.	Common Requirements	Security	Medium			
C.13.51	Privacy	The system shall inform users of privacy policy regulations enforced by the application - including the logging of user's access attempts to PII and other actions taken within the application that are subject to privacy reporting and disclosure notification.	Common Requirements	Security	Medium			
C.13.52	Vulnerability	The system shall provide mechanisms that prevent XML-specific security vulnerabilities, including: • Whether the solution will rely on XML-aware networking devices; • Protection against XML Denial of Service Attacks (invalid or non-well-formed messages, self-referencing entity definitions, large number of nodes, etc...); and • Protection against XML attachments that may contain malware (viruses, worms, etc.).	Common Requirements	Security	Medium			
C.13.53	Vulnerability	The system shall provide mechanisms that prevent SQL-specific security vulnerabilities, such as SQL injections.	Common Requirements	Security	Medium			
C.13.54	Database	The system shall provide both column and row-level security access.	Common Requirements	Security	Medium			
C.13.55	Vulnerability	The system shall provide mechanisms to prevent against client-side specific security vulnerabilities (e.g., cross-site scripting.)	Common Requirements	Security	Medium			
C.14.	User Experience	Common Requirements - User Experience: Sub-parent Requirement						
C.14.01	Standards	The system's presentation tier shall provide a uniform "look and feel" across web interfaces to provide a consistent user experience and shall be designed using responsive web design (RWD) principles.	Common Requirements	User Experience	Medium			
C.14.02	Standards	The system's presentation tier shall leverage DCF-approved graphic/style elements (e.g., templates, stylesheets, logos, other branding elements), where feasible. The Contractor shall identify where DCF-approved graphic/style elements cannot be utilized, or are not advisable, in the proposed solution and why.	Common Requirements	User Experience	Medium			
C.14.03	User Interface	The system must provide a secure, browser-based solution. The presentation tier must not require that any application, applet, or plug-in be installed in order to provide its functionality.	Common Requirements	User Experience	Medium			
C.14.04	User Interface	The system's presentation layer shall support multiple views tailored to the end user's role and purpose.	Common Requirements	User Experience	Medium			
C.14.05	User Interface	The system shall not depend solely on client-side validation (screen edits) of user input (e.g., proper formatting of SSN, etc...). Validation of user inputs shall also be performed server-side.	Common Requirements	User Experience	Medium			
C.14.06	User Interface	The system shall allow for integration with Google Analytics or equivalent for website/portal usage information.	Common Requirements	User Experience	Medium			
C.14.07	User Interface	The system shall provide accessibility to persons with disabilities and be in compliance with the following standards and guidelines: * Rehabilitation Act of 1973, Section 508(c); * US Access Board Guidelines for Section 508 (http://www.access-board.gov/sec508/guide/index.htm); and * W3C's Web Content Accessibility Guidelines (WCAG) 2.0 (http://www.w3.org/TR/WCAG20). * Human Centered User Experience UX2014 (http://http://www.ux2014.org/). * Americans with Disability Act (http://www.ada.gov/2010ADAstandards_index.htm).	Common Requirements	User Experience	Medium			
C.14.08	User Interface	The Contractor shall include a Section 508 Product Assessment Package as part of their SDLC, and shall perform regularly scheduled (i.e., automatic) scans and manual testing for Section 508(c) compliance for all types of user interface screens (static, dynamic, Web, mobile, etc...).	Common Requirements	User Experience	Medium			
C.14.09	User Interface	The system shall present information, and solicit responses at an appropriate literacy level that meets the language needs of the consumer. The Contractor shall take reasonable steps to provide meaningful access by persons with limited English proficiency.	Common Requirements	User Experience	Medium			
C.14.10	User Interface	The system shall provide the capability for mobile access to all application functionality on small form factor devices and mobile computing platforms (i.e., smartphones, tablets, and PDA applications).	Common Requirements	User Experience	Medium			

C.14.11	User Interface	The system shall allow any recent version web browser-based component to operate consistently and fully across web browsers in widespread use for **all** users, including support at a minimum for the following browser platforms: * Microsoft Edge; * Mozilla Firefox; and * Google Chrome The Contractor shall identify the complete list of browsers (including version numbers) the system will support.	Common Requirements	User Experience	Medium			
C.14.12	User Interface	The system shall employ consistent error handling that catches both known and unknown errors, and display "user friendly" error messages.	Common Requirements	User Experience	Medium			
C.14.13	User Interface	The system shall provide context-sensitive help functions at multiple levels, including but not limited to: page help, field-level help, and system-wide help.	Common Requirements	User Experience	Medium			
C.14.14	Mobility	Mobile functions shall be accessible from and compatible with internet-connected devices such as Computers, Laptops, Tablets and Cellular Phones.	Common Requirements	User Experience	Medium			
C.14.15	Mobility	Application features shall be available securely on all devices and shall enable self-service for internal and external users.	Common Requirements	User Experience	Medium			
C.14.16	Mobility	The system shall allow offline data collection capability for selective features such as intake, service initiation forms/electronic signature, assessments, contacts and visitation log and synchronize with the live database when connectivity is available.	Common Requirements	User Experience	Medium			
C.14.17	Mobility	Allow users to use all features in mobile devices in connected mode.	Common Requirements	User Experience	Medium			
C.14.18	Mobility	All application functionality shall be Mobile enabled and be compatible with iOS and Android platforms.	Architecture	Accessibility	Medium			
C.14.19	Portals	The System shall have the ability to provision external portals for providers and citizens to perform specific functions.	Common Requirements	User Experience	Medium			
C.14.20	Portals	The System shall have the capability to perform QA functions.	Common Requirements	User Experience	Medium			
C.15.	Architecture-Misc.	Common Requirements - Architecture-Misc.						
C.15.01	Architecture	The cloud hosting environment shall be configurable to turn off lower environments when not in use (e.g. nights and weekends) if that results in cost savings.	Architecture	Misc.	Medium			
C.15.02	Architecture	The system shall have the flexibity to have up to 10 full code streams available when needed, where each code stream consists of a development, system test, and UAT environment).	Architecture	Misc.	Medium			
C.15.03	Architecture	The Cloud hosting environment shall be certified to store PHI, HIPAA, and CJIIS data	Architecture	Misc.	Medium			
C.15.04	Architecture	The system shall be capable of upgrades and deployments with no system down time.	Architecture	Misc.	High			

CBAForm 1 - Net Tangible Benefits

Agency Children and Families

Project SCHEDULE IV-B FOR MODERNIZING FLORIDA'S COMPREHENSIVE CHILD WELFARE INFORMATION SYSTEM

Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBAForm 1A															
Agency	FY 2022-23			FY 2023-24			FY 2024-25			FY 2025-26			FY 2024-25		
(Recurring Costs Only -- No Project Costs)	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	$711,297	$0	$711,297	$746,862	$0	$746,862	$784,205	$0	$784,205	$823,416	$0	$823,416	$864,587	$0	$864,587
A.b Total Staff	14.50	0.00	14.50	14.50	0.00	14.50	14.50	0.00	14.50	14.50	0.00	0.00	14.50	0.00	14.50
A-1.a. State FTEs (Salaries & Benefits)	$711,297	$0	$711,297	$746,862	$0	$746,862	$784,205	$0	$784,205	$823,416	$0	$823,416	$864,587	$0	$864,587
A-1.b. State FTEs (#)	14.50	0.00	14.50	14.50	0.00	14.50	14.50	0.00	14.50	14.50	0.00	14.50	14.50	0.00	14.50
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	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A-3.b. Staff Augmentation (# of Contractors)	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	0.00	0.00
B. Application Maintenance Costs	$7,395,501	$0	$7,395,501	$7,765,276	$4,000,000	$11,765,276	$8,153,540	$6,000,000	$14,153,540	$8,561,216	$8,500,000	$17,061,216	$8,989,277	$2,197,874	$11,187,151
B-1. Managed Services (Staffing)	$5,611,792	$0	$5,611,792	$5,892,382	$1,800,000	$7,692,382	$6,187,001	$2,000,000	$8,187,001	$6,496,351	$2,500,000	$8,996,351	$6,821,169	($2,235,759)	$4,585,410
B-2. Hardware	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-3. Software	$1,237,709	$0	$1,237,709	$1,299,594	$2,200,000	$3,499,594	$1,364,574	$4,000,000	$5,364,574	$1,432,802	$6,000,000	$7,432,802	$1,504,442	$4,500,000	$6,004,442
B-4. Other Data Analytics, Physical RDBS Support	$546,000	$0	$546,000	$573,300	$0	$573,300	$601,965	$0	$601,965	$632,063		$632,063	$663,666	($66,367)	$597,300
C. Data Center Provider Costs	$1,804,522	$0	$1,804,522	$1,894,748	$0	$1,894,748	$1,989,485	$0	$1,989,485	$2,088,959	($208,896)	$1,880,063	$2,193,407	($2,193,408)	-$1
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
C-3. Network / Hosting Services	$1,804,522	$0	$1,804,522	$1,894,748	$0	$1,894,748	$1,989,485	$0	$1,989,485	$2,088,959	($208,896)	$1,880,063	$2,193,407	($2,193,408)	-$1
C-4. Disaster Recovery	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-5. Other N/A	$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
E. Other Costs	$36,750	$0	$36,750	$38,588	$0	$38,588	$40,517	$0	$40,517	$42,543	($4,254)	$38,289	$44,670	($4,467)	$40,203
E-1. Training	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E-2. Travel	$36,750	$0	$36,750	$38,588	$0	$38,588	$40,517	$0	$40,517	$42,543	($4,254)	$38,289	$44,670	($4,467)	$40,203
E-3. Other Supplies	$0	$0	$0	$0		$0	$0		$0	$0		$0	$0	$0	$0
Total of Recurring Operational Costs	$9,948,070	$0	$9,948,070	$10,445,474	$4,000,000	$14,445,474	$10,967,747	$6,000,000	$16,967,747	$11,516,134	$8,286,850	$19,802,984	$12,091,941	($0)	$12,091,940
F. Additional Tangible Benefits:		$0			$0			$0			$0			$0	
F-1. Specify		$0			$0			$0			$0			$0	
F-2. Specify		$0			$0			$0			$0			$0	
F-3. Specify		$0			$0			$0			$0			$0	
Total Net Tangible Benefits:		$0			($4,000,000)			($6,000,000)			($8,286,850)			$0	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	☐	Confidence Level	
Order of Magnitude	☑	Confidence Level	+ - 50%
Placeholder	☐	Confidence Level	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	Children and Families	SCHEDULE IV-B FOR MODERNIZING FLORIDA'S COMPREHENSIVE CHILD WELFARE INFORMATION SYSTEM			CBAForm 2A Baseline Project Budget															
2	Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable. ***Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.***				FY2022-23			FY2023-24			FY2024-25			FY2025-26			FY2024-25			TOTAL
3				$ -		$ 15,000,000			$ 15,000,000			$ 25,000,000			$ 10,000,000			$ -		$ 65,000,000
4	Item Description *(remove guidelines and annotate entries here)*	Project Cost Element	Appropriation Category	Current & Previous Years Project-Related Cost	YR 1 #	YR 1 LBR	YR 1 Base Budget	YR 2 #	YR 2 LBR	YR 2 Base Budget	YR 3 #	YR 3 LBR	YR 3 Base Budget	YR 4 #	YR 4 LBR	YR 4 Base Budget	YR 5 #	YR 5 LBR	YR 5 Base Budget	TOTAL
5	Costs for all state employees working on the project.	FTE	S&B	$ -	0.00	$ -	$ -	0.00	$ -	$ -	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	$ 1,650,000	$ -	0.00	$ 1,650,000	$ -	0.00	$ 1,650,000	$ -	0.00	$ -	$ -	0.00	$ -	$ -	$ 4,950,000
8	Project management personnel and related deliverables.	Project Management	Contracted Services	$ -	3.00	$ 700,000	$ -	2.00	$ 700,000	$ -	2.00	$ 700,000	$ -	0.00	$ 300,000	$ -	0.00	$ -	$ -	$ 2,400,000
9	Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	$ -	1.00	$ 1,500,000	$ -	1.00	$ 1,500,000	$ -	1.00	$ 1,500,000	$ -	0.00	$ 600,000	$ -	0.00	$ -	$ -	$ 5,100,000
10	Staffing costs for all professional services not included in other categories.	Consultants/Contractors	Contracted Services	$ -	0.00	$ 1,500,000	$ -	0.00	$ 1,500,000	$ -	0.00	$ 1,500,000	$ -	0.00	$ -	$ -	0.00	$ -	$ -	$ 4,500,000
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	Contracted Services	$ -		$ 400,000	$ -		$ 400,000	$ -		$ 6,000,000	$ -		$ 6,000,000	$ -		$ -	$ -	$ 12,800,000
14	Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	Contracted Services	$ -		$ 9,000,000	$ -		$ 9,000,000	$ -		$ 13,000,000	$ -		$ 3,000,000	$ -		$ -	$ -	$ 34,000,000
15	All first-time training costs associated with the project.	Training	Contracted Services	$ -		$ 150,000	$ -		$ 150,000	$ -		$ 150,000	$ -		$ 100,000	$ -		$ -	$ -	$ 550,000
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	$ -		$ 100,000	$ -		$ 100,000	$ -		$ 500,000	$ -		$ -	$ -		$ -	$ -	$ 700,000
21		Total		$ -	4.00	$ 15,000,000	$ -	3.00	$ 15,000,000	$ -	3.00	$ 25,000,000	$ -	0.00	$ 10,000,000	$ -	0.00	$ -	$ -	$ 65,000,000
22																				
23						-														
24																				
25																				
26																				
27																				
28																				

CBAForm 2 - Project Cost Analysis

Agency	Children and Families	Project	SCHEDULE IV-B FOR MODERNIZING FLORIDA'S COMPREHENSIVE CHILD WELFARE INFORMATION SYSTEM

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 (*)	$15,000,000	$15,000,000	$25,000,000	$10,000,000	$0	$65,000,000
CUMULATIVE PROJECT COSTS (includes Current & Previous Years' Project-Related Costs)	$15,000,000	$30,000,000	$55,000,000	$65,000,000	$65,000,000	
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	$7,500,000	$10,153,000	$10,229,500	$5,229,500	$0	$33,112,000
Trust Fund	$0	$0	$0	$0	$0	$0
Federal Match ☑	$7,500,000	$9,847,000	$9,770,500	$4,770,500	$0	$31,888,000
Grants ☐	$0	$0	$0	$0	$0	$0
Other ☐ Specify	$0	$0	$0	$0	$0	$0
TOTAL INVESTMENT	$15,000,000	$20,000,000	$20,000,000	$10,000,000	$0	$65,000,000
CUMULATIVE INVESTMENT	$15,000,000	$35,000,000	$55,000,000	$65,000,000	$65,000,000	

Note: Federal Match is 100% of 50% for Development Funding
Federal Match is 92.35% of 50% for M&O until FSFN is decommissioned

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous		Confidence Level	
Order of Magnitude	X	Confidence Level	25 - 40%
Placeholder		Confidence Level	

CBAForm 3 - Project Investment Summary

Agency	Children and Families	Project	SCHEDULE IV-B FOR MODERNIZING FLORIDA'S COMPREHENSIVE CHILD WELFARE INFORMATION SYSTEM

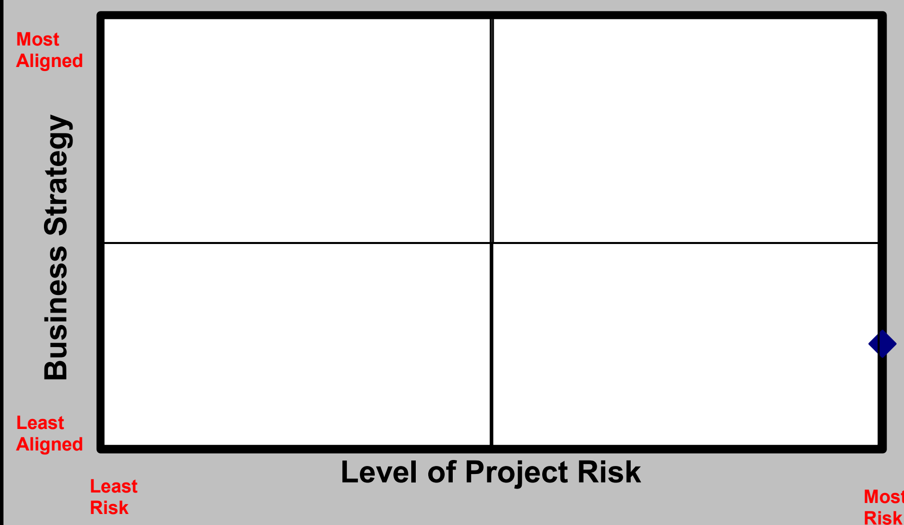
COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	TOTAL FOR ALL YEARS
Project Cost	$15,000,000	$15,000,000	$25,000,000	$10,000,000	$0	$65,000,000
Net Tangible Benefits	$0	($4,000,000)	($6,000,000)	($8,286,850)	$0	($18,286,849)
Return on Investment	($15,000,000)	($19,000,000)	($31,000,000)	($18,286,850)	$0	($83,286,849)
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)	($76,613,638)	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 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

	B	C	D	E	F	G	H
3-4	**Project**		*DCF Modernizing CCWIS - FSFN Replacement*				
5	**Agency**		*Department of Children and Families*				
6	**FY 2022-23 LBR Issue Code:**			**FY 2022-23 LBR Issue Title:**			
7	*Issue Code*			*Issue Title*			
8	**Risk Assessment Contact Info (Name, Phone #, and E-mail Address):**						
9	*Timtothy Lawson, Timothy.Lawson@myflfamilies.com*						
10	**Executive Sponsor**						
11	**Project Manager**		*TBD*				
12	**Prepared By**		*Timothy Lawson*			*9/2/2022*	

Risk Assessment Summary



Project Risk Area Breakdown

	Risk Assessment Areas	Risk Exposure
36-37	**Strategic Assessment**	**HIGH**
38	**Technology Exposure Assessment**	**HIGH**

	B	C	D	E	F	G	H
39	**Technology Exposure Assessment**						**HIGH**
40 41	**Organizational Change Management Assessment**						**HIGH**
42 43	**Communication Assessment**						**HIGH**
44 45	**Fiscal Assessment**						**HIGH**
46 47	**Project Organization Assessment**						**HIGH**
48 49	**Project Management Assessment**						**HIGH**
50 51	**Project Complexity Assessment**						**HIGH**
52							
53						***Overall Project Risk***	**HIGH**

	B	C	D	E
1	Agency: Department of Children and Families		Project: DCF Modernizing CCWIS - FSFN Replacement	
3	Section 1 -- Strategic Area			
4	#	Criteria	Values	Answer
5	1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	41% to 80% -- Some objectives aligned
6			41% to 80% -- Some objectives aligned	
7			81% to 100% -- All or nearly all objectives aligned	
8	1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Informal agreement by stakeholders
9			Informal agreement by stakeholders	
10			Documented with sign-off by stakeholders	
11	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	Not or rarely involved
12			Most regularly attend executive steering committee meetings	
13			Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
14	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
15			Vision is partially documented	
16			Vision is completely documented	
17	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
18			41% to 80% -- Some defined and documented	
19			81% to 100% -- All or nearly all defined and documented	
20	1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	No changes needed
21			Changes unknown	
22			Changes are identified in concept only	
23			Changes are identified and documented	
24			Legislation or proposed rule change is drafted	
25	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
26			Some	
27			All or nearly all	
28	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
29			Moderate external use or visibility	
30			Extensive external use or visibility	
31	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
32			Single agency-wide use or visibility	
33			Use or visibility at division and/or bureau level only	
34	1.10	Is this a multi-year project?	Greater than 5 years	Between 3 and 5 years
35			Between 3 and 5 years	
36			Between 1 and 3 years	
37			1 year or less	

	B	C	D	E
1	Agency: Department of Children and Families		Project: DCF Modernizing CCWIS - FSFN Replacement	
3	Section 2 -- Technology Area			
4	#	Criteria	Values	Answer
5	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
6			Supported prototype or production system less than 6 months	
7			Supported production system 6 months to 12 months	
8			Supported production system 1 year to 3 years	
9			Installed and supported production system more than 3 years	
10	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
11			External technical resources will be needed through implementation only	
12			Internal resources have sufficient knowledge for implementation and operations	
13	2.03	Have all relevant technical alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	Some alternatives documented and considered
14			Some alternatives documented and considered	
15			All or nearly all alternatives documented and considered	
16	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
17			Some relevant standards have been incorporated into the proposed technology	
18			Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
19	2.05	Does the proposed technical solution require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Extensive infrastructure change required
20			Moderate infrastructure change required	
21			Extensive infrastructure change required	
22			Complete infrastructure replacement	
23	2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are based on historical data and new system design specifications and performance requirements
24			Capacity requirements are defined only at a conceptual level	
25			Capacity requirements are based on historical data and new system design specifications and performance requirements	

	B	C	D	E
1	Agency: Department of Children and Families		Project: DCF Modernizing CCWIS - FSFN Replacement	
3	Section 3 -- Organizational Change Management Area			
4	#	Criteria	Values	Answer
5	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
6			Moderate changes to organization structure, staff or business processes	
7			Minimal changes to organization structure, staff or business processes structure	
8	3.02	Will this project impact essential business processes?	Yes	Yes
9			No	
10	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
11			41% to 80% -- Some process changes defined and documented	
12			81% to 100% -- All or nearly all processes defiined and documented	
13	3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	No
14			No	
15	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
16			1% to 10% FTE count change	
17			Less than 1% FTE count change	
18	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
19			1 to 10% contractor count change	
20			Less than 1% contractor count change	
21	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)	Moderate changes
22			Moderate changes	
23			Minor or no changes	
24	3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Moderate changes
25			Moderate changes	
26			Minor or no changes	
27	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
28			Recently completed project with fewer change requirements	
29			Recently completed project with similar change requirements	
30			Recently completed project with greater change requirements	

	B	C	D	E
1	Agency: Agency Name			Project: Project Name
3	Section 4 -- Communication Area			
4	#	Criteria	Value Options	Answer
5	4.01	Has a documented Communication Plan been approved for this project?	Yes	No
6			No	
7	4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Routine feedback in Plan
8			Routine feedback in Plan	
9			Proactive use of feedback in Plan	
10	4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	No
11			No	
12	4.04	Are all affected stakeholders included in the Communication Plan?	Yes	No
13			No	
14	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
15			Some key messages have been developed	
16			All or nearly all messages are documented	
17	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
18			Success measures have been developed for some messages	
19			All or nearly all messages have success measures	
20	4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	No
21			No	

	B	C	D	E
1	**Agency: Department of Children and Families**		**Project: DCF Modernizing CCWIS - FSFN Replacement**	
3	**Section 5 -- Fiscal Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	No
6			No	
7	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
8			41% to 80% -- Some defined and documented	
9			81% to 100% -- All or nearly all defined and documented	
10	5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Greater than $10 M
11			Greater than $10 M	
12			Between $2 M and $10 M	
13			Between $500K and $1,999,999	
14			Less than $500 K	
15	5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	No
16			No	
17	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%
18			Order of magnitude – estimate could vary between 10-100%	
19			Placeholder – actual cost may exceed estimate by more than 100%	
20	5.06	Are funds available within existing agency resources to complete this project?	Yes	No
21			No	
22	5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
23			Funding from local government agencies	
24			Funding from other state agencies	
25	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
26			Requested but not received	
27			Requested and received	
28			Not applicable	
29	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
30			Some project benefits have been identified but not validated	
31			Most project benefits have been identified but not validated	
32			All or nearly all project benefits have been identified and validated	
33	5.10	What is the benefit payback period that is defined and documented?	Within 1 year	No payback
34			Within 3 years	
35			Within 5 years	
36			More than 5 years	
37			No payback	
38	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
39			Stakeholders have not been consulted re: procurement strategy	
40			Stakeholders have reviewed and approved the proposed procurement strategy	
41	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
42			Firm Fixed Price (FFP)	
43			Combination FFP and T&E	
44	5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Just-in-time purchasing of hardware and software is documented in the project schedule
45			Purchase all hardware and software at start of project to take advantage of one-time discounts	
46			Just-in-time purchasing of hardware and software is documented in the project schedule	
47	5.14	Has a contract manager been assigned to this project?	No contract manager assigned	Contract manager is the procurement manager
48			Contract manager is the procurement manager	
49			Contract manager is the project manager	
50			Contract manager assigned is not the procurement manager or the project manager	
51	5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	No
52			No	
53	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
54			Some selection criteria and outcomes have been defined and documented	
55			All or nearly all selection criteria and expected outcomes have been defined and documented	
56	5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	Procurement strategy has not been developed	Multi-stage evaluation not planned/used for procurement
57			Multi-stage evaluation not planned/used for procurement	
58			Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
59	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	No, bid response did/will not require proof of concept or prototype
60			No, bid response did/will not require proof of concept or prototype	
61			Yes, bid response did/will include proof of concept or prototype	
62			Not applicable	

	B	C	D	E
1	Agency: Department of Children and Families		Project: DCF Modernizing CCWIS - FSFN Replacement	
3	Section 6 -- Project Organization Area			
4	#	Criteria	Values	Answer
5	6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	No
6			No	
7	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
8			Some have been defined and documented	
9			All or nearly all have been defined and documented	
10	6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	Agency
11			Agency	
12			System Integrator (contractor)	
13	6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	3 or more
14			2	
15			1	
16	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
17			Some or most staff roles and responsibilities and needed skills have been identified	
18			Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
19	6.06	Is an experienced project manager dedicated fulltime to the project?	No experienced project manager assigned	No, project manager is assigned 50% or less to project
20			No, project manager is assigned 50% or less to project	
21			No, project manager assigned more than half-time, but less than full-time to project	
22			Yes, experienced project manager dedicated full-time, 100% to project	
23	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
24			No, business, functional or technical experts dedicated 50% or less to project	
25			No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
26			Yes, business, functional or technical experts dedicated full-time, 100% to project	
27	6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Few or no staff from in-house resources
28			Half of staff from in-house resources	
29			Mostly staffed from in-house resources	
30			Completely staffed from in-house resources	
31	6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Moderate impact
32			Moderate impact	
33			Extensive impact	
34	6.10	Does the project governance structure establish a formal change review and control board to address proposed changes in project scope, schedule, or cost?	Yes	No
35			No	
36	6.11	Are all affected stakeholders represented by functional manager on the change review and control board?	No board has been established	No board has been established
37			No, only IT staff are on change review and control board	
38			No, all stakeholders are not represented on the board	
39			Yes, all stakeholders are represented by functional manager	

	B	C	D	E
1	Agency: Department of Children and Families		Project: DCF Modernizing CCWIS - FSFN Replacement	
3	Section 7 -- Project Management Area			
4	#	Criteria	Values	Answer
5	7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
6			Project Management team will use the methodology selected by the systems integrator	
7			Yes	
8	7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
9			1-3	
10			More than 3	
11	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
12			Some	
13			All or nearly all	
14	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
15			41 to 80% -- Some have been defined and documented	
16			81% to 100% -- All or nearly all have been defined and documented	
17	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
18			41 to 80% -- Some have been defined and documented	
19			81% to 100% -- All or nearly all have been defined and documented	
20	7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	41 to 80% -- Some are traceable
21			41 to 80% -- Some are traceable	
22			81% to 100% -- All or nearly all requirements and specifications are traceable	
23	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
24			Some deliverables and acceptance criteria have been defined and documented	
25			All or nearly all deliverables and acceptance criteria have been defined and documented	
26	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
27			Only project manager signs-off	
28			Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
29	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
30			41 to 80% -- Some have been defined to the work package level	
31			81% to 100% -- All or nearly all have been defined to the work package level	
32	7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	No
33			No	
34	7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	No
35			No	
36	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
37			Project team uses formal processes	
38			Project team and executive steering committee use formal status reporting processes	
39	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
40			Some templates are available	
41			All planning and reporting templates are available	
42	7.14	Has a documented Risk Management Plan been approved for this project?	Yes	No
43			No	
44	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
45			Some have been defined and documented	
46			All known risks and mitigation strategies have been defined	
47	7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	No
48			No	
49	7.17	Are issue reporting and management processes documented and in place for this project?	Yes	No
50			No	

	B	C	D	E
1	Agency: Department of Children and Families		Project: DCF Modernizing CCWIS - FSFN Replacement	
2				
3	Section 8 -- Project Complexity Area			
4	#	Criteria	Values	Answer
5	8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Unknown at this time
6			More complex	
7			Similar complexity	
8			Less complex	
9	8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
10			3 sites or fewer	
11			More than 3 sites	
12	8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
13			3 sites or fewer	
14			More than 3 sites	
15	8.04	How many external contracting or consulting organizations will this project require?	No external organizations	1 to 3 external organizations
16			1 to 3 external organizations	
17			More than 3 external organizations	
18	8.05	What is the expected project team size?	Greater than 15	Greater than 15
19			9 to 15	
20			5 to 8	
21			Less than 5	
22	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
23			2 to 4	
24			1	
25			None	
26	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
27			Agency-wide business process change	
28			Statewide or multiple agency business process change	
29	8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	No
30			No	
31	8.09	What type of project is this?	Infrastructure upgrade	Combination of the above
32			Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
33			Business Process Reengineering	
34			Combination of the above	
35	8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	Similar size and complexity
36			Lesser size and complexity	
37			Similar size and complexity	
38			Greater size and complexity	
39	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
40			Lesser size and complexity	
41			Similar size and complexity	
42			Greater size and complexity	

Schedule IV-B for [PALM Readiness]
For Fiscal Year 2025-26

OCTOBER 2024

[DEPARTMENT OF CHILDREN AND FAMILIES]

Contents

I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Department of Children and Families	Schedule IV-B Submission Date: October 2024
Project Name: PALM Readiness	Is this project included in the Agency's LRPP? _X_ Yes ____ No
FY 2025-26 LBR Issue Code:	FY 2025-26 LBR Issue Title: PALM Readiness
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address) Chad Barrett, 850-413-6780, Chad.Barrett@myflfamilies.com	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head: Printed Name: Shevaun L. Harris	Date: 10/11/24
Agency Chief Information Officer (or equivalent): Printed Name: Cole Sousa	Date: 10/10/2024
Budget Officer: Printed Name: Chad Barrett	Date:
Planning Officer: Printed Name: Stephen W. Bowen	Date: 10/10/24
Project Sponsor: Printed Name: Chad Barrett	Date: 10/11/24
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Chad Barrett, 850-413-6780, Chad.Barrett@myflfamilies.com
Cost Benefit Analysis:	Quantrel Johnson (903) 399-1565 Quantrel.Johnson@myflfamilies.com
Risk Analysis:	Quantrel Johnson (903) 399-1565 Quantrel.Johnson@myflfamilies.com
Technology Planning:	Joan Davis (850) 228-3647 Joan.Davis@myflfamilies.com
Project Planning:	Quantrel Johnson (903) 399-1565 Quantrel.Johnson@myflfamilies.com

General Guidelines

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

Schedule IV-B is not required for requests to:

- Continue existing hardware and software maintenance agreements,
- Renew existing software licensing agreements that are similar to the service level agreements currently in use, or
- Replace desktop units ("refresh") with new technology that is similar to the technology currently in use.
- Contract only for the completion of a business case or feasibility study for the replacement or remediation of an existing IT system or the development of a new IT system.

Documentation Requirements

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

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

Compliance with section 216.023(4)(a)10, Florida Statutes, is also required if the total cost for all years of the project is $10 million or more.

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

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

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

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

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

A. Background and Strategic Needs Assessment

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

1. Business Need

The Florida Department of Children and Families (Department) requests $1,750,000 of nonrecurring General Revenue budget authority for the implementation of Florida's Planning, Accounting, and Ledger Management system (PALM).

Florida PALM is the State of Florida's new Enterprise Resource Planning (ERP) system that will replace the State's current accounting and financial management system, FLAIR. It is scheduled to launch Financials and Payroll functionality in January 2026.

The Department has identified the continued need for multiple agency business systems to support the future-state of our internal Budget, Revenue, Accounting, Finance and Reporting functions. The Department's allocation of costs is more complex than other state agencies due to the number of federal grants funding Department programs' operations and administration. GRANTS enables the Department to apply costs to the benefitting program based on the methodologies approved by our federal partners. Approved methodologies (statistics) vary from program to program and are based on a range of variables, such as program client counts, case counts, employee time, etc. GRANTS ensures the Department correctly reports costs by federal grant award and period of performance in federal financial reports, as well as enables the Department to complete federal cash draws. Other financial systems on our project roadmap provide automation to support our overall budget and cost allocation models (generate cost allocation matrices, and PALM speed keys), split encumbrances and expenditures based on the complex cost allocation models to allow for upload to PALM and other Enterprise Applications affected and changing with PALM implementation such as MyFloridaMarketPlace (MFMP), Florida Accountability Contract Tracking System (FACTS), etc. All of this automation is functionality not available to the agency via PALM or available only in fashion that would require substantial manual effort to complete without this automation.

In addition, much of our existing portfolio of agency business systems is built on older technology that needs to be upgraded to function in cloud environments. We plan to consolidate and modernize our systems as we remediate for PALM.

2. Business Objectives

The project aims to replace or remediate the highest priority agency business systems for integration with Florida PALM, taking full advantage of PALM functionality where applicable. Much of our remediation activities are planned to take place during FY 24-25. The supplemental resources requested for FY 25-26 will provide the critical capacity and skillsets necessary to ensure the department's successful transition to the PALM solution.

- Supplement existing department information technology resources during the user acceptance testing, interface testing, and implementation period.
- Perform continued remediation of agency business systems with indirect integration with PALM.
- Provide supplemental infrastructure to host remediated systems during the transition period.

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

B. Baseline Analysis

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

1. Current Business Process(es)

Please see attached documentation of current DCF Business Processes.

- BI-01 Current State Position and Role Catalog_v1.0.xlsx
- BI-02 Current State Business Process and Procedure Catalog_Narrative_v1.0.pdf

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

2. Assumptions and Constraints

Assumptions

- DCF business system owners will provide requirements for necessary system modifications with enough detail and time to implement the changes according to the Florida PALM schedule.
- The DFS Florida PALM project will provide key information identifying the functionality, business processes, and timeline of the larger project in a timely manner to facilitate planning and execution.
- The legacy enterprise systems have accessible data sources that can be utilized for extracting and integrating data into the enterprise data warehouse.
- The hybrid framework approach combining predictive and agile methodologies is suitable for the project's objectives.

Constraints

- The external schedule for implementation is determined by the DFS Florida PALM project. All key milestones and transition dates are provided by the larger PALM Project.
- The level of complexity involved in integrating data from legacy enterprise systems may vary, requiring custom development or complex transformations to align the data with the enterprise data warehouse schema.
- The project must adhere to relevant data privacy regulations and security policies to ensure the protection of sensitive information during data extraction, transformation, and loading processes.

C. Proposed Business Process Requirements

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

1. Proposed Business Process Requirements

In general, the Department's overall business process needs are the same with the implementation of Florida PALM. Specific business requirements for the replaced and remediated systems are still under development as the Agency works on completion of gap analysis as PALM Design Sessions are presented. The majority of changes to existing business workflows and agency business systems will revolve around the new Chart of Accounts format and the need to adjust our budget allotment and cost allocation methodologies to the stringent requirements of PALM budget and cash checking.

As part of the replacement/remediation strategy, the existing systems should be modernized to allow for hosting in a cloud environment.

2. Business Solution Alternatives

The Department considered a build vs. buy scenarios to replace or remediate each current system that remains relevant in supporting business processes under PALM. In addition, we reached out to sister agencies, such as the Department of Health to identify any transfer opportunities around the areas of grants management and cost allocation. The majority of the current portfolio consists of custom-built applications within the agency.

3. Rationale for Selection

DCF applied several criteria to compare alternatives and recommend an approach that meets the business and strategic needs of the agency.

These criteria include:

- Ability to meet the business requirements: The solutions must be able to meet the specific needs of DCF and integrate with other systems, including PALM.
- Ability to meet the required timeline: The solutions directly integrating with PALM must be ready for integration testing by July 2025. The solutions with indirect integrations or containing financial data elements should be ready for implementation on/near January 2026.
- Ability to host/be hosted in a cloud environment.

The Department has recognized that the custom requirements of our complex cost allocation methodologies and the tight timeline remaining to implementation, does not lend itself to a successful procurement strategy.

4. Recommended Business Solution

The recommended approach for the Department is to primarily use a combination of in-house development staff with a team of staff augmentation developers and technical lead to complete the required system remediations and replacements. With this approach the majority of business needs are expected to be met on the required timeframe.

For the more complex and antiquated GRANTS System (COBOL-based), we are taking both a short and long-term approach to meet the PALM project remediation requirements. The short-term approach involves a file translation at the front and back ends of the existing solution – taking the PALM output files that will feed GRANTS and translate the format to one GRANTS will accept; and taking the GRANTS output files that currently feed FLAIR and translate to the format PALM will accept. The long-term approach involves a procurement strategy, whereby an RFQ will be released to build or buy a replacement (modernized) system on a more reasonable timeline – better guaranteeing a successful outcome.

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

D. Functional and Technical Requirements

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

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

Detailed functional and technical requirements are under development now as PALM Design sessions are wrapping up with agencies.

All systems include an Enterprise Data Warehouse component. We are moving our on-prem hosted Oracle Financial Warehouse to Azure Synapse (cloud-based).

Systems to be replaced/modernized and moved from on-prem to cloud hosted:

- Financial Resource Center: Build to incorporate the following existing systems/functionality incorporating PALM Chart of Accounts formatting and Updated business processes:

    - Automated Journal Transfer (AJT)/Collocated Journal Transfer (CJT) System

    - Automation Toolkit - Certified Forward AJT: Continued need uncertain pending business process changes.

    - Budget Resource Center (BRC) and Budget Amendment Data Validation

    - Automation Toolkit - AJT Matrix Generation: draw matrix from new Budget Ledger system and feed AJT/CJT replacement process / PALM Speedkey definition

- Automation Toolkit - Automated Allotments: Process allotments data from new Budget Ledger component and feed PALM

- CJT Matrix Update: Create collocated matrixes to feed AJT/CJT replacement process

- Grants, Revenue, Allocation and Tracking System (GRANTS): Continued need critical. COBOL based. Include the following:

- Chart 8 Viewer - Web: Include additional query options available in Chart 8 client.

- Enterprise Output Manager: Report delivery platform for GRANTS and AJT/CJT. Continued need pending approach for GRANTS.

- Cash Receipts: Combine with Fee Maintenance for a true A/R system able to interface with PALM. Include the following:

- Fee Maintenance: Combine with Cash Receipts for a true A/R system able to interface with PALM

- FLAIR Data and IDS Datawarehouse: Replace with Enterprise Data Warehouse.

- Voucher Imaging: Replace Axiom Pro and Print Plus with OnBase (DCF's existing Enterprise Content Management System); resulting in license cost-savings for Axiom Pro

Systems to be remediated and where possible/necessary, lifted to cloud:

- Home Care for Disabled Adults – Invoice Processing

- GRANTS (short-term solution)

- Managed File Transfer Process

- Community Based Care Financial System

- Substance Abuse and Mental Health Warehouse Management (Inventory System)

- ACCESS FLORIDA System

- Integrated Benefit Recovery System

- Wage Garnishment – Benefit Overpayment System

- Information Delivery System (Financial data warehouse) Query Facility

Systems/processes to be retired:

- FLAIR Transaction Processors

- Statewide Asset Tracking - Mobile

- Statewide Asset Tracking System (SATS)

- Budget Position / Rate Ledger

- Chart 8 - Client

- CSFA Reconciliation Database

- FLAIR Access Request

- FLAIR Audit System

- PC Uploads

- Spending Plan

- Statewide Asset Tracking - Review

- Payroll - Access Database

- Payroll Management Data System (PMDS)

Training Plan: Please see attached document Training Plan_DRAFT_20240819.docx

III. Success Criteria

SUCCESS CRITERIA TABLE				
#	**Description of Criteria**	**How will the Criteria be measured/assessed?**	**Who benefits?**	**Realization Date (MM/YY)**
1	Comprehensive Stakeholder Engagement	Regular feedback is collected and addressed; stakeholders participate in training sessions and decision-making processes.	DCF DFS(PALM)	01/2026
2	Agency staff receive adequate training on Florida PALM and remediated business systems, with a focus on understanding new processes and functionalities.	A high percentage of staff complete training programs and demonstrate proficiency in using the system, measured by assessments and user fb	DCF	01/2026
3	All necessary financial data is accurately migrated from legacy systems to Florida PALM without data loss or integrity issues.	Data reconciliation reports show minimal discrepancies; historical data is fully accessible and functional within the new system.	DCF	01/2026
4	The transition to Florida PALM causes minimal disruption to the agency's daily financial operations.	Key financial processes (e.g., payment processing, reporting) are maintained throughout the implementation with little to no downtime.	DCF	01/2026
5	The agency meets all project milestones, including system configuration, testing, and go-live, within the established timeline.	Milestones are tracked and reported; any delays are promptly addressed with corrective actions.	DCF DFS(PALM)	01/2026
6	The agency implements a strong change management plan to guide staff through the transition to Florida PALM.	Change management activities, such as communications, training,	DCF	01/2026

		and support, are successfully executed; resistance to change is minimal.		
7	The implementation of Florida PALM ensures compliance with all relevant financial regulations and standards.	Audits and compliance checks confirm that the system meets regulatory requirements, with no significant issues identified.	DCF	01/2026
8	Adequate post-implementation support is provided, and the system is continuously optimized based on user feedback and operational needs.	Support requests are resolved promptly; ongoing system improvements are documented and implemented effectively.	DCF	01/2026

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

A. Benefits Realization Table

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

#	Type of Benefit (Tangible or Intangible)	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	Intangible	Operational Efficiency	DCF PALM	Streamlined financial processes leading to reduced manual effort, faster transaction processing, and improved workflow management.	Reduction in processing time for financial transactions. Decrease in manual data entry tasks. Time savings in report generation.	01/2026
2	Intangible	Financial Reporting Accuracy and	DCF	Improved accuracy and timeliness of financial reports, enabling better	Accuracy of financial reports as compared to pre-	1/2026

		Timeliness		decision-making.	implementation data. Timeliness of report generation (e.g., monthly, quarterly).	
3	Intangible	Data Transparency and Accessibility	DCF	Enhanced access to real-time financial data, enabling better transparency and informed decision-making.	Accessibility of financial data to authorized users. Transparency improvements, such as audit trails and data sharing.	1/2026
4	Intangible	Compliance and Risk Management	DCF	Ensuring full compliance with state and federal regulations and enhancing risk management capabilities.	Compliance audit results post-implementation. Improvement in risk management practices.	01/2026

B. Cost Benefit Analysis (CBA)

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

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

Please attached Cost Benefit Analysis - DCF PALM Readiness CBA IVB.xlsx

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.

Cost Benefit Analysis	
Form	**Description of Data Captured**
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: • Return on Investment • Payback Period • Breakeven Fiscal Year • Net Present Value • Internal Rate of Return

V. Schedule IV-B Major Project Risk Assessment

A risk assessment of the Florida PALM Implementation Project was performed using the risk assessment tool provided in the Information Technology Guidelines and Forms on the Florida Fiscal Portal. The tool evaluates risk characteristics of the project based on response to 89 questions within a Microsoft Excel workbook organized into eight assessment categories (tabs). A completed Risk Assessment Tool and Risk Assessment Summary for this project are included as **Appendix B** of this Schedule IV-B.

The Department has established and utilized a project management methodology that has resulted in multiple successful implementations over the past few years. The Department intends to leverage past successes by utilizing the Project Management Methodologies used for other successful Department initiatives, as described in **Section VII: Project Management Planning**.

- **Strategic Risk**
  - Project objectives will be clearly aligned with DCF's mission and statutory charge
  - Project objectives will be clearly documented and signed off by the stakeholders
  - Project charter will be signed by the executive sponsor
  - Project requirements, assumptions, constraints, and priorities will be defined
  - Portfolio management will be adapted to incorporate the expansion of the reengineering effort
- **Technology Risk**
  - Detailed hardware and software capacity requirements will be defined
  - Business process changes will be defined and documented
  - Organizational Change Management Plan will be approved
- **Communication Risk**
  - Communication Plan will be approved
  - Communication Plan will promote the routine use of feedback (at a minimum)
  - Stakeholders will be included in the Communication Plan
  - Key messages will be documented in the Communication Plan
  - Desired message outcomes and success measures will be documented in the Communication Plan
  - Communication Plan will identify and assign needed staff
- **Fiscal Risk**
  - Spending Plan will be documented and approved for the project lifecycle
  - Project components will be completed timely to maximize use of available funds
  - Project expenditures will be identified and documented in the Spending Plan

- Cost estimates for the project will be accurate within +/- 10%
- Funds will be available within existing resources to complete the project
- Tangible benefits will be identified and validated
- Procurement strategy will be reviewed and approved
- Contract manager is assigned to the project
- **Project Organization**
  - Project organization and governance structure will be defined and documented
  - Project staffing plan will identify and document all staff roles and responsibilities
  - Change review and control board will include representation from all stakeholders
- **Project Management Risk**
  - Requirements and specifications will be defined and documented as a part of the project
  - Requirements and specifications will be traceable to specific business rules as a part of the project
  - Project deliverables and acceptance criteria will be identified
  - Work Breakdown Structure will be defined to the work package level
  - Project schedule will specify all project tasks, go/no-go decision points, milestones, and resources
  - Formal project status reporting will be in place
  - Planning and reporting templates will be available
  - Known project risks and mitigation strategies will be identified
- **Project Complexity** (no material changes are anticipated in this risk assessment category post launch)

The Department's plan to continually identify, assess, and mitigate risk throughout the life of the project is discussed in **Section VII.**

VI. Schedule IV-B Technology Planning

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

A. Current Information Technology Environment

Current System

The DCF currently operates on numerous legacy financial systems, including the DFS Florida Accounting Information Resource (FLAIR) and the Cash Management System (CMS). These systems have been in use for several decades and are scheduled to be replaced by Florida PALM to improve financial management, reporting, and transparency. DCF has also developed several applications/systems to accomplish unique tasks necessary to complete the agency's financial business.

Description of Current System

The current system includes:

FLAIR: Primarily used for accounting, budgeting, and fiscal management.
CMS: Used for cash management, fund transfers, and financial reconciliation.
30+ Agency Business Systems and Tools: Used for automating otherwise manual processes for integration with FLAIR and/or supporting agency financial analysis, contract management, and federal reporting requirements.

Current System Resource Requirements

Hardware Requirements: Legacy Windows and Linux servers at or reaching end of maintenance period.
Software Requirements: Custom developed applications utilizing .NET, COBOL, XGEN, SQL 2012, SQL 2016, Crystal Reports, BOE Enterprise. Licensed applications: Axiom Pro, Print Plus, Enterprise Output Manager
Staffing Requirements: DCF has dedicated IT staff and financial personnel to manage and maintain these systems, requiring significant operational effort to ensure fiscal compliance and accurate reporting.

Current System Performance

The current systems face issues with:

Scalability: Limited ability to handle growing data volumes.
Flexibility: Lacks modern features such as real-time data processing and integration with other state systems.
Efficiency: High processing times and reliance on manual processes, increasing the risk of human error.

Information Technology Standards

The current systems do not fully adhere to modern IT standards for cybersecurity, accessibility, or interoperability with newer financial systems.

B. Current Hardware and/or Software Inventory

See attached NWRDC Servers hosting DCF Financial Systems.XLSX

NOTE: Current customers of the state data center would obtain this information from the data center.

C. Proposed Technical Solution

1. Technical Solution Alternatives

DCF considered an overall build/buy/remediation approach for each application/tool in our current financial portfolio not otherwise slated for retirement.

2. Rationale for Selection

The Department of Children and Families (DCF) has aligned its technology strategy with the overall goals of the Florida PALM project. The key focus areas include modernizing financial management systems, ensuring data integrity, and maintaining compliance with state and federal regulations.

3. Recommended Technical Solution

Transition from legacy financial systems to Florida PALM where applicable and rebuilding/remediating systems that are unique to DCF financial operations, enabling and improving automation of key financial processes. Migrating majority of agency financial business systems and existing financial data warehouse to Azure Cloud. Replacement of legacy contract management solution with cloud-based software as a service (SaaS) product.

D. Proposed Solution Description

1. Summary Description of Proposed System

DCF's FL PALM implementation project aims to support the state's goal of implementing a new, modern financial management solution. Through this project DCF will address needed business process re-engineering by replacing, remediating, or retiring legacy agency business systems, and providing both change management and training around these agency business systems/processes, FL PALM, and other affected enterprise systems.

Details regarding the systems to be replaced and remediated are listed in section II. D.

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

A. Resource summary for replacing/rebuilding agency business systems.

Project/System	Current (New) Tech	Staff Aug	State	Estimated Hours	Tentative Build Dates	FY 24/25	FY 25/26	Total Cost
Financial Resource Center	.NET, SQL, COBOL, XGEN (.Net, SQL)	1 x .NET, .5 x SQL	2 x FTE's	2000	9/1/2024 - 5/31/2025	$220,500		$220,500
Grants (long-term)	COBOL, SQL (.Net,SQL)	1 x COBOL, 2 x .NET, 1 x SQL (or Vend or TBD)		12000	7/1/2025 - 6/30/2026		$1,258,000	$1,258,000
Cash Receipts/Fee Maintenance	.NET, SQL	.5 x SQL	3 x FTE's	1600	7/1/2025 - 2/28/2026		$84,000	$84,000
Enterprise Data Warehouse	Oracle (Azure Synapse)	1 ETL		2000	9/1/2024 – 2/28/2026	$126,000	$84,000	$280,000
Voucher Imaging	Axiom Pro (OnBase)	1 x OnBase, 1 x Mulesoft	1 x FTE's	TBD (500)	2/1/2025 – 4/30/2025	$68,783		$68,783
6 Apps/Projects		**10 resources**	**5 resources**	**17600**		**$415,283**	**$1,426,000**	**$2,341,283**

B. Resource summary for remediating agency business systems.

Project/System	Technology	Est. Hrs	Tentative Dates	State	Staff AUG	FY 24/25	FY25/26	Total Cost
Automation Toolkit - HCDA Invoice Processing	.NET, SQL, Redmane	120	1/1/2025 - 1/31/2025	1 x FTE's	ASIS Resource	$8,200		$8,200
GRANTS (Short-term)	COBOL/XGEN, .NET, SQL	300	2/15/2025 – 4/30/2025	2 x FTE's	1 .NET, 1 COBOL	$31,000		$31,000
MFTP	.NET, XML, SQL	200	12/1/2024 - 2/28/2025	2 x FTE's	1 x .NET,1 x SQL	$21,000		$21,000
CBC Financial	.NET, SQL	600	3/1/2025 - 5/31/2025	2 x FTE's	2 x .NET, 1 x SQL	$60,000		$60,000
SIMS (SAMH)	COTS	200			Vendor Resource	$50,000		$50,000
Access/Florida & IBRS & Wage Garnishment		(400)						
IDS Query Facility*	.NET, SQL	1200	7/1/2025 - 1/1/2026	2 x FTE's	2 - 3 .NET, 1 x SQL		$126,000	$126,000
7 Apps		2760 hrs		6 Resources	12 Resources	$170,200	$126,000	$296,200

C. Additional Positions needed: (FTE & Staff AUG)

Role	Estimated Hours	Tentative Dates	State	Staff AUG	FY 24/25	FY25/26	Total Cost
Project Manager	4000	7/1/2024 - 6/30/2026		1 x PM	180,000.00	200,000.00	380,000.00
Organization Change Management	3000	9/1/2024 - 6/30/2026	1 x OCM	1 x OCM	135,000.00	90,000.00	225,000.00
Training Development and Delivery	1500	3/1/2025 - 6/30/2026	1 x Training Coordinator	3x Training Dev	135,000.00	270,000.00	405,000.00
Technical Lead	1600	9/1/2024 – 6/30/2026		1 x TL	176,000.00	220,000.00	308,000.00
	10100		**2 Resources**	**6 Resources**	**$626,000**	**$780,000**	**$1,318,000**

E. Capacity Planning *(historical and current trends versus projected requirements)*

Not yet developed.

VII. Schedule IV-B Project Management Planning

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

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

Please see attached documents:

DCF_PALM_Project_Management_Plan.docx

Risk Assessment-Florida PALM Implementation Project IVB (1).xlsx

VIII. Appendices

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

1. BI-01 Current State Position and Role Catalog_v1.0.xlsx
2. BI-02 Current State Business Process and Procedure Catalog_Narrative_v1.0.pdf
3. BI-03 Business Application and Technology Catalog_v1.0.xlsx
4. Training Plan_DRAFT_20240819.docx

5. Cost Benefit Analysis - DCF PALM Readiness CBA IVB.xlsx
6. NWRDC Servers hosting DCF Financial Systems.xlsx
7. DCF_PALM_Project_Management_Plan.docx
8. Risk Assessment-Florida PALM Implementation Project IVB (1).xlsx

Position and Role Catalog

Functional Role Methodology: Assigned functional roles to financial management activities based on whether the individual uses data to inform decision making (i.e. analysts) or simply provides operational services (i.e. processors)

Functional Role	Role Description	Business Unit	Process/Subprocess
Budget Processor	This role collects data for analysis, compiles data into corresponding reports, distributes reports for review and consumption, and processes budget amendments	Budget Office	1.106, 1.107, 1.108, 1.109, 1.110, 1.203, 1.301, 1.401, 1.601
Budget Analyst	This role conducts analyses to inform reports produced by the Budget Office	Budget Office, Cash Management	1.101, 1.102, 1.103, 1.104, 1.201, 1.202, 1.301, 1.302, 1.303, 1.401, 4.3021
Legislative Analyst	This role reviews and analyzes proposed or newly passed legislation and facilitates the Legislative Budget Request (LBR) process	Budget Office, Trust Fund Management	1.105, 1.501, 1.701, 4.405
Budget Office Supervisor	This role reviews and approves reports and outputs generated or compiled by the Budget Office	Budget Office	1.101, 1.102, 1.104, 1.105, 1.106, 1.107, 1.108, 1.109, 1.110, 1.201, 1.202, 1.203, 1.301, 1.303, 1.401, 1.701
Support Services Analyst	This role processes warrants and generates disbursement reports	Financial Support Services	2.501, 2.502, 2.504, 2.601, 2.602, 2.603
Payment Processor	This role processes payments, makes payment adjustments and audits invoices, vouchers and receipts	Financial Support Services, Cash Management, Trust Fund Management	2.101, 2.102, 2.103, 2.104, 2.105, 2.201, 2.202, 2.203, 2.204, 2.205, 2.206, 2.207, 2.301, 2.302, 2.303, 2.304, 2.305, 2.306, 2.401, 2.402, 2.403, 2.404, 2.405, 2.503, 4.3011, 4.3012, 4.3013, 4.3014, 4.3023, 4.3024, 4.3028, 4.3029, 4.404
Financial Systems Processor	This role maintains and monitors financial systems, manages access control and validates vouchers	Financial Systems	3.1011, 3.1012, 3.1013, 3.1014, 3.1021, 3.1022, 3.1023, 3.1031, 3.1032, 3.1033, 3.1034, 3.1035
Reconciliation Processor	This role reconciles financial data and processes adjustments	Financial Reconciliations	3.2011, 3.2012, 3.2021, 3.2022, 3.2023, 3.2024
Financial Reporting Processor	This role reconciles bank statements, processes financial statement adjustments, and generates financial reports	Financial Reporting	3.3011, 3.3013, 3.3031, 3.3032, 3.3033, 3.3034, 3.3035, 3.3037, 3.3038
Financial Reporting Analyst	This role performs Department and Inter-Agency balance validation	Financial Reporting	3.3012, 3.3021, 3.3022, 3.3023, 3.3024
Cost Allocation Processor	This role monitors cost allocation plans and maintains Chart 8 data	Cost Allocation	4.101, 4.102, 4.103, 4.106, 4.108
Cost Allocation Analyst	This role creates and monitors cost allocation plans	Cost Allocation	4.105
Cost Allocation Supervisor	This role reviews and approves outputs generated by the Cost Allocation team	Cost Allocation	4.101, 4.102, 4.104, 4.105, 4.106
RMTS Administrator	This role administers the Random Moment Time Sampling process	Cost Allocation	4.104
GRANTS Administrator	This role maintains GRANTS	Cost Allocation	4.107
Grant Processor	This role generates and distributes grant report and helps administer federal grant programs	Federal Reporting, Cash Management	4.201, 4.202, 4.203, 4.3024, 4.3026
Federal Reporting Supervisor	This role reviews and approves outputs generated by the Cost Allocation team	Federal Reporting	4.201
Cash Management Processor	This role monitors payment and revenue collection, processes payment and revenue adjustments, and manages investments and dis-investments	Cash Management	4.3024, 4.3025, 4.3026, 4.3027, 4.3030, 4.501, 4.502, 4.503, 4.504
Cash Management Analyst	This role monitors fund availability for various assistance programs and assist in creating non-operating budget request	Cash Management, Budget Office	1.101, 1.103, 4.3022, 4.3024, 4.3030
Cash Management Supervisor	This role reviews and approves outputs generated by the Cash Management office and Budget office	Cash Management, Budget Office, Trust Fund Management	1.101, 4.3024, 4.402
Benefits Recovery Processor	This role administers overpayment collection	Cash Management	4.3024, 4.3029,
Trust Fund Analyst	This role monitors revenue and expenses and performs trust fund analyses	Trust Fund Management	4.401, 4.402, 4.403, 4.404, 4.405
Trust Fund Supervisor	This role reviews and approves analyses, adjustments and outputs related to Trust Funds	Trust Fund Management	4.401

Position and Role Catalog

Functional Role Methodology: Assigned functional roles to financial management activities based on whether the individual uses data to inform decision making (i.e. analysts) or simply provides operational services (i.e. processors)

Functional Role	Role Description	Business Unit	Process/Subprocess
Fiscal Accountability Processor	This role, specific to CBCs/MEs, processes cost allocation plan adjustments, performs risk assessments, reconciles financial data, provides training and technical assistance, and generates and distributes financial reports	Fiscal Accountability & Partner Compliance	5.101, 5.102, 5.103, 5.201, 5.203, 5.204, 5.206
Fiscal Accountability Analyst	This role, specific to CBCs/MEs, analyzes financial reports, monitors trend data, creates cost allocation plans and analyzes LBRs	Fiscal Accountability & Partner Compliance	5.202, 5.205, 5.207
Fiscal Accountability Supervisor	This role reviews and approves analyses, adjustments and outputs generated by the Fiscal Accountability & Partner Compliance unit	Fiscal Accountability & Partner Compliance	5.101, 5.102, 5.103, 5.202, 5.203

Master List

Process ID	Process	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
1.101	Start Up Activities	Create Non-Operating Budget Request	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	8-16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.101	Start Up Activities	Create Non-Operating Budget Request	Cash Management Analyst	Cash Management Office	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	40 hours	Annually	Unknown	Cash Management Supervisor	Crystal Sims	2 Staff
1.102	Start Up Activities	Conduct Position Data Review and Update	Budget Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	40 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.102	Start Up Activities	Conduct Position Data Review and Update	Budget Analyst	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	40 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Cash Management Analyst	Cash Management Office	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.104	Start Up Activities	Create Early Release Budget Requests	Budget Analyst	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	40 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	2 Staff
1.104	Start Up Activities	Create Early Release Budget Requests	Budget Analyst	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	40 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	2 Staff
1.105	Start Up Activities	Analyze Bill Actions	Legislative Analyst	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	8-16 hours	As Needed	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.105	Start Up Activities	Analyze Bill Actions	Legislative Analyst	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	8-16 hours	As Needed	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.105	Start Up Activities	Analyze Bill Actions	Legislative Analyst	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	8-16 hours	As Needed	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.106	Start Up Activities	Realign Human Resources Budget	Budget Processor	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	8-16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.106	Start Up Activities	Realign Human Resources Budget	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	8-16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.106	Start Up Activities	Realign Human Resources Budget	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	8-16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.108	Start Up Activities	Complete Risk Assessment - Account Design and Exposure Base Inquiry Survey	Budget Processor	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	2 hours	Annually	Unknown	Budget Office Supervisor	Chad Barrett	3 Staff
1.108	Start Up Activities	Complete Risk Assessment - Account Design and Exposure Base Inquiry Survey	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	2 hours	Annually	Unknown	Budget Office Supervisor	Chad Barrett	3 Staff
1.108	Start Up Activities	Complete Risk Assessment - Account Design and Exposure Base Inquiry Survey	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	2 hours	Annually	Unknown	Budget Office Supervisor	Chad Barrett	3 Staff
1.109	Start Up Activities	Pay Property/Fire Insurance Premiums	Budget Processor	Budget Office	Unknown	Budget Office General Services Pays Team	Unknown	Unknown	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.110	Start Up Activities	Administer Fund Adjustments	Budget Processor	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	16 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	3 Staff
1.110	Start Up Activities	Administer Fund Adjustments	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	3 Staff
1.110	Start Up Activities	Administer Fund Adjustments	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	3 Staff
1.110	Start Up Activities	Administer Fund Adjustments	Budget Processor	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	3 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.203	Approved Operating Budget Activities	Created Collected Journal Transfer Matrix	Budget Processor	Budget Office	60060291	Darrell Zabaldo	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	40-80 hours	Unknown	Unknown	Budget Office Supervisor	Darrell Zabaldo	15 Staff
1.203	Approved Operating Budget Activities	Created Collected Journal Transfer Matrix	Budget Processor	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	40-80 hours	Unknown	Unknown	Budget Office Supervisor	Darrell Zabaldo	15 Staff
1.203	Approved Operating Budget Activities	Created Collected Journal Transfer Matrix	Budget Processor	Budget Office	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	40-80 hours	Unknown	Unknown	Budget Office Supervisor	Darrell Zabaldo	15 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.302	Spending Plan Activities	Create Spending Plan	Budget Analyst	Budget Office	60037120	Joan Sutton	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Monthly	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.302	Spending Plan Activities	Create Spending Plan	Budget Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Monthly	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.303	Spending Plan Activities	Create and Distribute Budget Reversion Report	Budget Analyst	Budget Office	60035175	Robert Dorman	PURCHASING ANALYST	PURCHASING ANALYST	8-10 hours	Unknown	Unknown	Budget Office Supervisor	Darrell Zabaldo	1 Staff
1.401	Budget Amendment Activities	Create Internal/External Budget Amendments	Budget Processor	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1-40 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	4 Staff
1.401	Budget Amendment Activities	Create Internal/External Budget Amendments	Budget Processor	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1-40 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	4 Staff
1.401	Budget Amendment Activities	Create Internal/External Budget Amendments	Budget Processor	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1-40 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	4 Staff
1.401	Budget Amendment Activities	Create Internal/External Budget Amendments	Budget Processor	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1-40 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	4 Staff
1.401	Budget Amendment Activities	Create Internal/External Budget Amendments	Budget Analyst	Budget Office	Unknown	Technical Team within Budget Office	Unknown	Unknown	1-40 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	4 Staff
1.501	Legislative Budget Requests Activities	Create Legislative Budget Requests (LBR) and Supplemental Legislative Budget Request (SLBR)	Legislative Analyst	Budget Office	Unknown	Unknown	Unknown	Unknown	5 minutes-8 hours	Annually	Unknown	Secretary	Shevaun Harris	20 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff

Master List

Process ID	Process	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
2.101	STMS and WORKS Distribution	Audit Transaction	Payment Processor	FSS	60018102	Jessica Dyer	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	STMS and WORKS Distribution	Audit Transaction	Payment Processor	FSS	60018188	Fanta Moore	ACCOUNTANT I	ACCOUNTANT I	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	STMS and WORKS Distribution	Audit Transaction	Payment Processor	FSS	60034560	Gina Vines	ACCOUNTANT II	ACCOUNTANT II	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	STMS and WORKS Distribution	Audit Transaction	Payment Processor	FSS	60037107	Megan Ferguson	ACCOUNTANT III	ACCOUNTANT III	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	STMS and WORKS Distribution	Audit Transaction	Payment Processor	FSS	60037124	Pat Williams-Gallon	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	STMS and WORKS Distribution	Audit Transaction	Payment Processor	FSS	60069487	Tiffany Washington	ACCOUNTANT I	ACCOUNTANT I	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	STMS and WORKS Distribution	Audit Transaction	Payment Processor	FSS	Unknown	Maria Constanin	Unknown	Unknown	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	STMS and WORKS Distribution	Audit Transaction	Payment Processor	FSS	Unknown	Dominique Walker	Unknown	Unknown	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.102	STMS and WORKS Distribution	Approve Transactions	Payment Processor	FSS	60018102	Jessica Dyer	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	STMS and WORKS Distribution	Approve Transactions	Payment Processor	FSS	60018188	Fanta Moore	ACCOUNTANT I	ACCOUNTANT I	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	STMS and WORKS Distribution	Approve Transactions	Payment Processor	FSS	60034560	Megan Ferguson	ACCOUNTANT II	ACCOUNTANT II	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	STMS and WORKS Distribution	Approve Transactions	Payment Processor	FSS	60037107	Patricia Williams-Gallon	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	STMS and WORKS Distribution	Approve Transactions	Payment Processor	FSS	60037124	Tiffany Washington	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	STMS and WORKS Distribution	Approve Transactions	Payment Processor	FSS	60069487	Gina Vines	ACCOUNTANT I	ACCOUNTANT I	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	STMS and WORKS Distribution	Approve Transactions	Payment Processor	FSS	Unknown	Maria Constanin	Unknown	Unknown	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	STMS and WORKS Distribution	Approve Transactions	Payment Processor	FSS	Unknown	Dominique Walker	Unknown	Unknown	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.103	STMS and WORK Distribution	Batch Processing	Payment Processor	FSS	60018102	Jessica Dyer	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	16 hours	Unknown	Unknown	Unknown	Unknown	Unknown
2.104	STMS and WORKS Distribution	Voucher Assembly	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Unknown	Unknown	Unknown	Unknown	Unknown
2.104	STMS and WORKS Distribution	Voucher Assembly	Payment Processor	FSS	60018102	Jessica Dyer	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	24+ hours	Unknown	Unknown	Unknown	Unknown	Unknown
2.105	STMS and WORKS Distribution	Voucher Verification	Payment Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60003514	Fontella Bush	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60037110	Angela Miles	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60021834	Vanessa Hackley	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60003171	Dallas Izurieta	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60016510	Sandi Bush	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60019893	Xiomara Sequeda	ACCOUNTING SERVICES SUPERVISOR I - SES	ACCOUNTING SERVICES SUPERVISOR I - SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60020281	Cira Acuna	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60024604	Ileana Pagola	ACCOUNTANT IV	ACCOUNTANT IV	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60034541	Ivis Acevedo	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60008546	Juana Dame	FISCAL ASSISTANT II	FISCAL ASSISTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60022905	Maria Zapata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60000508	Sophia Hall	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	60037130	Victor Sbrigata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Diana Nielsen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Ricky Goodman	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Cheyanna Fussell	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Sandra Ball	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Sonya Moran	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Wendy Surrency	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Krystle Deen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Ryann Barong	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Misty Walker	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Jessica Dinkins	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Candy Smith	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Missy Durren	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	MFMP Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Melissa Olive	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60003514	Fontella Bush	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60037110	Angela Miles	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60021834	Vanessa Hackley	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60003171	Dallas Izurieta	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60016510	Sandi Bush	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60019893	Xiomara Sequeda	ACCOUNTING SERVICES SUPERVISOR I - SES	ACCOUNTING SERVICES SUPERVISOR I - SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60020281	Cira Acuna	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60024604	Ileana Pagola	ACCOUNTANT IV	ACCOUNTANT IV	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60034541	Ivis Acevedo	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60008546	Juana Dame	FISCAL ASSISTANT II	FISCAL ASSISTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60022905	Maria Zapata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60000508	Sophia Hall	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	60037130	Victor Sbrigata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	Unknown	Diana Nielsen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	Unknown	Ricky Goodman	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	Unknown	Cheyanna Fussell	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	Unknown	Sandra Ball	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	Unknown	Sonya Moran	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	Unknown	Wendy Surrency	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	Unknown	Krystle Deen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	Unknown	Ryann Barong	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	Unknown	Misty Walker	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	Unknown	Jessica Dinkins	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	Unknown	Candy Smith	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	Unknown	Missy Durren	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	MFMP Disbursements	Audit Transaction	Payment Processor	FSS	Unknown	Melissa Olive	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60003514	Fontella Bush	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60037110	Angela Miles	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60021834	Vanessa Hackley	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60003171	Dallas Izurieta	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60016510	Sandi Bush	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60019893	Xiomara Sequeda	ACCOUNTING SERVICES SUPERVISOR I - SES	ACCOUNTING SERVICES SUPERVISOR I - SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60020281	Cira Acuna	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60024604	Ileana Pagola	ACCOUNTANT IV	ACCOUNTANT IV	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60034541	Ivis Acevedo	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60008546	Juana Dame	FISCAL ASSISTANT II	FISCAL ASSISTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60022905	Maria Zapata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60000508	Sophia Hall	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	60037130	Victor Sbrigata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Diana Nielsen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Ricky Goodman	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Cheyanna Fussell	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Sandra Ball	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Sonya Moran	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Wendy Surrency	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Krystle Deen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Ryann Barong	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Misty Walker	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Jessica Dinkins	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Candy Smith	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Missy Durren	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	MFMP Disbursements	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Melissa Olive	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60003514	Fontella Bush	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60037110	Angela Miles	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60021834	Vanessa Hackley	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60003171	Dallas Izurieta	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60016510	Sandi Bush	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60019893	Xiomara Sequeda	ACCOUNTING SERVICES SUPERVISOR I - SES	ACCOUNTING SERVICES SUPERVISOR I - SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60020281	Cira Acuna	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60024604	Ileana Pagola	ACCOUNTANT IV	ACCOUNTANT IV	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60034541	Ivis Acevedo	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60008546	Juana Dame	FISCAL ASSISTANT II	FISCAL ASSISTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff

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Process ID	Process	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60022905	Maria Zapata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60000508	Sophia Hall	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	60037130	Victor Sbrigata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Diana Nielsen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Ricky Goodman	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Cheyanna Fussell	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Sandra Ball	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Sonya Moran	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Wendy Surrency	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Krystle Deen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Ryann Barong	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Misty Walker	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Jessica Dinkins	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Candy Smith	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Missy Durren	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	MFMP Disbursements	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Melissa Olive	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60003514	Fontella Bush	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60037110	Angela Miles	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60021834	Vanessa Hackley	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60003171	Dallas Izurieta	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60016510	Sandi Bush	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60019893	Xiomara Sequeda	ACCOUNTING SERVICES SUPERVISOR I - SES	ACCOUNTING SERVICES SUPERVISOR I - SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60020281	Cira Acuna	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60024604	Ileana Pagola	ACCOUNTANT IV	ACCOUNTANT IV	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60034541	Ivis Acevedo	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60008546	Juana Dame	FISCAL ASSISTANT II	FISCAL ASSISTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60022905	Maria Zapata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60000508	Sophia Hall	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	60037130	Victor Sbrigata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Diana Nielsen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Ricky Goodman	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Cheyanna Fussell	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Sandra Ball	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Sonya Moran	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Wendy Surrency	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Krystle Deen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Ryann Barong	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Misty Walker	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Jessica Dinkins	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Candy Smith	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Missy Durren	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	MFMP Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Melissa Olive	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.206	MFMP Disbursements	Voucher Verification	Payment Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60003514	Fontella Bush	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60037110	Angela Miles	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60021834	Vanessa Hackley	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60003171	Dallas Izurieta	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60016510	Sandi Bush	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60019893	Xiomara Sequeda	ACCOUNTING SERVICES SUPERVISOR I - SES	ACCOUNTING SERVICES SUPERVISOR I - SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60020281	Cira Acuna	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60024604	Ileana Pagola	ACCOUNTANT IV	ACCOUNTANT IV	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60034541	Ivis Acevedo	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60008546	Juana Dame	FISCAL ASSISTANT II	FISCAL ASSISTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60022905	Maria Zapata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60000508	Sophia Hall	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	60037130	Victor Sbrigata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Diana Nielsen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Ricky Goodman	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Cheyanna Fussell	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Sandra Ball	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Sonya Moran	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Wendy Surrency	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Krystle Deen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Ryann Barong	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Misty Walker	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Jessica Dinkins	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Candy Smith	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Missy Durren	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Disbursements	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Melissa Olive	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.301	Contracts Disbursements	Retrieve Invoices	Payment Processor	FSS	60000071	Tonye Akeredolu-Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A (LW)	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Contracts Disbursements	Retrieve Invoices	Payment Processor	FSS	60019239	Constance Young	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Contracts Disbursements	Retrieve Invoices	Payment Processor	FSS	60019347	Kaye Ryals	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Contracts Disbursements	Retrieve Invoices	Payment Processor	FSS	60021674	Mary Williams	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Contracts Disbursements	Retrieve Invoices	Payment Processor	FSS	60047902	Christina White	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Contracts Disbursements	Retrieve Invoices	Payment Processor	FSS	60050004	Madlyn Towels	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Contracts Disbursements	Retrieve Invoices	Payment Processor	FSS	60069921	Farnaz Kelly	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Contracts Disbursements	Retrieve Invoices	Payment Processor	FSS	Unknown	Anna Crooms	Unknown	Unknown	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Contracts Disbursements	Audit Invoices	Payment Processor	FSS	60000071	Tonye Akeredolu-Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A (LW)	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Contracts Disbursements	Audit Invoices	Payment Processor	FSS	60019239	Constance Young	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Contracts Disbursements	Audit Invoices	Payment Processor	FSS	60019347	Kaye Ryals	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Contracts Disbursements	Audit Invoices	Payment Processor	FSS	60021674	Mary Williams	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Contracts Disbursements	Audit Invoices	Payment Processor	FSS	60047902	Christina White	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Contracts Disbursements	Audit Invoices	Payment Processor	FSS	60050004	Madlyn Towels	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Contracts Disbursements	Audit Invoices	Payment Processor	FSS	60069921	Farnaz Kelly	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Contracts Disbursements	Audit Invoices	Payment Processor	FSS	Unknown	Anna Crooms	Unknown	Unknown	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	Contracts Disbursements	FLAIR Input	Payment Processor	FSS	60000071	Tonye Akeredolu-Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A (LW)	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	Contracts Disbursements	FLAIR Input	Payment Processor	FSS	60019239	Constance Young	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	Contracts Disbursements	FLAIR Input	Payment Processor	FSS	60019347	Kaye Ryals	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	Contracts Disbursements	FLAIR Input	Payment Processor	FSS	60021674	Mary Williams	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	Contracts Disbursements	FLAIR Input	Payment Processor	FSS	60047902	Christina White	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	Contracts Disbursements	FLAIR Input	Payment Processor	FSS	60050004	Madlyn Towels	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	Contracts Disbursements	FLAIR Input	Payment Processor	FSS	60069921	Farnaz Kelly	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	Contracts Disbursements	FLAIR Input	Payment Processor	FSS	Unknown	Anna Crooms	Unknown	Unknown	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Contracts Disbursements	Invoice Payment Processing	Payment Processor	FSS	60000071	Tonye Akeredolu-Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A (LW)	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Contracts Disbursements	Invoice Payment Processing	Payment Processor	FSS	60019239	Constance Young	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Contracts Disbursements	Invoice Payment Processing	Payment Processor	FSS	60019347	Kaye Ryals	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Contracts Disbursements	Invoice Payment Processing	Payment Processor	FSS	60021674	Mary Williams	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Contracts Disbursements	Invoice Payment Processing	Payment Processor	FSS	60047902	Christina White	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Contracts Disbursements	Invoice Payment Processing	Payment Processor	FSS	60050004	Madlyn Towels	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Contracts Disbursements	Invoice Payment Processing	Payment Processor	FSS	60069921	Farnaz Kelly	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Contracts Disbursements	Invoice Payment Processing	Payment Processor	FSS	Unknown	Anna Crooms	Unknown	Unknown	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.305	Contracts Disbursements	Voucher Verification	Payment Processor	Financial Systems	60000071	Vonda Smith	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A (LW)	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Contracts Disbursements	Voucher Assembly	Payment Processor	FSS	60019239	Tonye Akeredolu-Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Contracts Disbursements	Voucher Assembly	Payment Processor	FSS	60019347	Constance Young	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Contracts Disbursements	Voucher Assembly	Payment Processor	FSS	60021674	Kaye Ryals	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Contracts Disbursements	Voucher Assembly	Payment Processor	FSS	60047902	Mary Williams	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Contracts Disbursements	Voucher Assembly	Payment Processor	FSS	60050004	Christina White	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Contracts Disbursements	Voucher Assembly	Payment Processor	FSS	60069921	Madlyn Towels	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Contracts Disbursements	Voucher Assembly	Payment Processor	FSS	60069921	Farnaz Kelly	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Contracts Disbursements	Voucher Assembly	Payment Processor	FSS	Unknown	Anna Crooms	Unknown	Unknown	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.401	Special Payments Distribution	Receive Invoices	Payment Processor	FSS	60000071	Tina Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A (LW)	Unknown	Daily	Unknown	Unknown	Unknown	Unknown
2.401	Special Payments Distribution	Receive Invoices	Payment Processor	FSS	60019239	Sherry Legros	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	Unknown
2.402	Special Payments Distribution	Audit Invoices	Payment Processor	FSS	60019347	Tina Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	30 minutes	Daily	30 payments daily	Unknown	Unknown	Unknown
2.402	Special Payments Distribution	Audit Invoices	Payment Processor	FSS	60021674	Sherry Legros	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	30 minutes	Daily	30 payments daily	Unknown	Unknown	Unknown
2.402	Special Payments Distribution	Audit Invoices	Payment Processor	FSS	60047902	Theresa Daniels	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	30 payments daily	Unknown	Unknown	Unknown
2.403	Special Payments Distribution	Invoice Payment Processing	Payment Processor	FSS	60050004	Tina Thomas	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	30 payments daily	Unknown	Unknown	Unknown
2.403	Special Payments Distribution	Invoice Payment Processing	Payment Processor	FSS	60069921	Sherry Legros	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	30 payments daily	Unknown	Unknown	Unknown

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Process ID	Process	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
2.403	Special Payments Distribution	Invoice Payment Processing	Payment Processor	FSS	60064101	Theresa Daniels	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	30 payments daily	Unknown	Unknown	Unknown
2.404	Special Payments Distribution	Voucher Schedule/Voucher Assembly	Payment Processor	FSS	60032592	Tina Thomas	ACCOUNTANT III	ACCOUNTANT III	30 minutes	Daily	30 payments daily	Unknown	Unknown	Unknown
2.404	Special Payments Distribution	Voucher Schedule/Voucher Assembly	Payment Processor	FSS	60037108	Sherry Legros	ACCOUNTANT II	ACCOUNTANT II	30 minutes	Daily	30 payments daily	Unknown	Unknown	Unknown
2.404	Special Payments Distribution	Voucher Schedule/Voucher Assembly	Payment Processor	FSS	60064101	Theresa Daniels	ACCOUNTANT I	ACCOUNTANT I	30 minutes	Daily	30 payments daily	Unknown	Unknown	Unknown
2.405	Special Payments Distribution	Warrant Creation	Payment Processor	FSS	60032592	Tina Thomas	ACCOUNTANT III	ACCOUNTANT III	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
2.405	Special Payments Distribution	Warrant Creation	Payment Processor	FSS	60037108	Sherry Legros	ACCOUNTANT II	ACCOUNTANT II	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
2.405	Special Payments Distribution	Warrant Creation	Payment Processor	FSS	60064101	Theresa Daniels	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
2.501	Warrants Distribution	Maintain Vendor Information	Support Services Analyst	FSS	60019497	Annie Carroll	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.501	Warrants Distribution	Maintain Vendor Information	Support Services Analyst	FSS	60031284	Cassandra Bradford	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.501	Warrants Distribution	Maintain Vendor Information	Support Services Analyst	FSS	60034407	Susan Sorey	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.502	Warrants Distribution	Voucher Deletion or Reduction	Support Services Analyst	FSS	60019497	Annie Carroll	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.502	Warrants Distribution	Voucher Deletion or Reduction	Support Services Analyst	FSS	60031284	Cassandra Bradford	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.502	Warrants Distribution	Voucher Deletion or Reduction	Support Services Analyst	FSS	60034407	Susan Sorey	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.503	Warrants Distribution	Warrant Cancellation	Payment Processor	FSS	60019497	Annie Carroll	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.503	Warrants Distribution	Warrant Cancellation	Payment Processor	FSS	60031284	Cassandra Bradford	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.503	Warrants Distribution	Warrant Cancellation	Payment Processor	FSS	60034407	Susan Sorey	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.504	Warrants Distribution	Complete Duplicate Warrant Requests	Support Services Analyst	FSS	60019497	Annie Carroll	ACCOUNTANT I	ACCOUNTANT I	80 hours	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.504	Warrants Distribution	Complete Duplicate Warrant Requests	Support Services Analyst	FSS	60031284	Cassandra Bradford	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	80 hours	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.504	Warrants Distribution	Complete Duplicate Warrant Requests	Support Services Analyst	FSS	60034407	Susan Sorey	ACCOUNTANT I	ACCOUNTANT I	80 hours	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.505	Warrants Distribution	Warrant Report/Distribute Warrants	Support Services Analyst	FSS	60019497	Annie Carroll	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	50 Warrants	Unknown	Unknown	Unknown
2.505	Warrants Distribution	Warrant Report/Distribute Warrants	Support Services Analyst	FSS	60031284	Cassandra Bradford	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	Unknown	Daily	50 Warrants	Unknown	Unknown	Unknown
2.505	Warrants Distribution	Warrant Report/Distribute Warrants	Support Services Analyst	FSS	60034407	Susan Sorey	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	50 Warrants	Unknown	Unknown	Unknown
2.601	Report and Disbursement Analysis	Monitor Encumbrances	Support Services Analyst	FSS	60011510	Cindy Cooley	FINANCE & ACCOUNTING DIRECTOR III - SES	FINANCE & ACCOUNTING DIRECTOR III - SES	Unknown	Weekly	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60062263	Mary Vanguilder	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Monthly	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60062263	Mary Vanguilder	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Daily	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60062263	Mary Vanguilder	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Biweekly	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60062263	Mary Vanguilder	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Weekly	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60062263	Mary Vanguilder	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60056042	Dale Elliot	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Monthly	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60056042	Dale Elliot	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Daily	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60056042	Dale Elliot	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Biweekly	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60056042	Dale Elliot	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Weekly	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60056042	Dale Elliot	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60022489	David Hamby	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Monthly	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60022489	David Hamby	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Daily	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60022489	David Hamby	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Biweekly	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60022489	David Hamby	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Weekly	Unknown	Unknown	Unknown	Unknown
2.602	Report and Disbursement Analysis	Reporting & Analysis	Support Services Analyst	FSS	60022489	David Hamby	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
2.603	Report and Disbursement Analysis	Respond to Financial Inquiries	Support Services Analyst	FSS	60011510	Cindy Cooley	FINANCE & ACCOUNTING DIRECTOR III - SES	FINANCE & ACCOUNTING DIRECTOR III - SES	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
3.1011	Monitor Internal Accounting System	Voucher Verification	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	30-45 minutes	Daily	Unknown	Unknown	Unknown	1 Staff
3.1012	Monitor Internal Accounting System	Monitor IDS Tables	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	1 minutes	Daily	27 IDS tables	Unknown	Unknown	1 Staff
3.1013	Monitor Internal Accounting System	Run Daily Reports	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	45 minutes	Daily	Unknown	Unknown	Unknown	1 Staff
3.1014	Monitor Internal Accounting System	Verify Scheduled System Updates	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	Unknown	Bi-Weekly	Unknown	Unknown	Unknown	1 Staff
3.1014	Monitor Internal Accounting System	Verify Scheduled System Updates	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	Unknown	Weekly	Unknown	Unknown	Unknown	Unknown
3.1021	Access Control	Audit User Access	Financial Systems Processor	Financial Systems	Unknown	Unknown	Unknown	Unknown	80 hours	Quarterly	Unknown	Unknown	Unknown	1 Staff
3.1022	Access Control	Manage User Access	Financial Systems Processor	Financial Systems	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
3.1023	Access Control	Facilitate User Access to Network	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
3.1031	Maintenance of Financial Systems	Maintain PALM Chart of Accounts	Financial Systems Processor	Financial Systems	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
3.1032	Maintenance of Financial Systems	Manage Accounts and Codes in FLAIR	Financial Systems Processor	Financial Systems	60010661	Sue Davis	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
3.1033	Maintenance of Financial Systems	Update SharePoint Site	Financial Systems Processor	Financial Systems	Unknown	Unknown	Unknown	Unknown	15 minutes-3 hours	Unknown	Unknown	Unknown	Unknown	1-5 Staff
3.1034	Maintenance of Financial Systems	Publish Budget Document to Florida Fiscal Portal	Financial Systems Processor	Financial Systems	Unknown	Unknown	Unknown	Unknown	5 minutes	Unknown	11 LRPPs	Unknown	Unknown	Unknown
3.1034	Maintenance of Financial Systems	Publish Budget Document to Florida Fiscal Portal	Financial Systems Processor	Financial Systems	Unknown	Unknown	Unknown	Unknown	40 hours	Unknown	4 citizen documents	Unknown	Unknown	Unknown
3.1035	Maintenance of Financial Systems	Report Unclaimed Property	Financial Systems Processor	Financial Systems	Unknown	Financial Systems Team	Unknown	Unknown	20-25 hours	Annually	Unknown	Unknown	Unknown	1 Staff
3.1036	Maintenance of Financial Systems	User Acceptance Testing (UAT)	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	5 minutes-1 hour	As Needed	Unknown	Unknown	Unknown	1-5 Staff
3.1036	Maintenance of Financial Systems	User Acceptance Testing (UAT)	Financial Systems Processor	Financial Systems	60010661	Sue Davis	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	5 minutes-1 hour	As Needed	Unknown	Unknown	Unknown	Unknown
3.1036	Maintenance of Financial Systems	User Acceptance Testing (UAT)	Financial Systems Processor	Financial Systems	Unknown	April Edmonds	Unknown	Unknown	5 minutes-1 hour	As Needed	Unknown	Unknown	Unknown	Unknown
3.1036	Maintenance of Financial Systems	User Acceptance Testing (UAT)	Financial Systems Processor	Financial Systems	Unknown	Kay Schaub	Unknown	Unknown	5 minutes-1 hour	As Needed	Unknown	Unknown	Unknown	Unknown
3.1036	Maintenance of Financial Systems	User Acceptance Testing (UAT)	Financial Systems Processor	Financial Systems	Unknown	Asheema Vemuri	Unknown	Unknown	5 minutes-1 hour	As Needed	Unknown	Unknown	Unknown	Unknown
3.2011	Reconciliation of Accounts in FLAIR	Submit Request for Action (RFAs)	Reconciliations Processor	Financial Reconciliations	60019262	Jeffrey Whitford	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	5-100 RFAs per Month	Unknown	Unknown	3 Staff
3.2011	Reconciliation of Accounts in FLAIR	Submit Request for Action (RFAs)	Reconciliations Processor	Financial Reconciliations	60037005	Mary Eldib	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	5-100 RFAs per Month	Unknown	Unknown	3 Staff
3.2011	Reconciliation of Accounts in FLAIR	Submit Request for Action (RFAs)	Reconciliations Processor	Financial Reconciliations	60069926	Alice (Kay) Schaub	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	15 minutes-60 minutes	Daily	5-100 RFAs per Month	Unknown	Unknown	3 Staff
3.2012	Reconciliation of Accounts in FLAIR	Post Outstanding Documents	Reconciliations Processor	Financial Reconciliations	60019262	Jeffrey Whitford	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	Unknown	Unknown	Unknown	4 Staff
3.2012	Reconciliation of Accounts in FLAIR	Post Outstanding Documents	Reconciliations Processor	Financial Reconciliations	60037005	Mary Eldib	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	Unknown	Unknown	Unknown	4 Staff
3.2012	Reconciliation of Accounts in FLAIR	Post Outstanding Documents	Reconciliations Processor	Financial Reconciliations	60069926	Alice (Kay) Schaub	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	15 minutes-60 minutes	Daily	Unknown	Unknown	Unknown	3 Staff
3.2021	Allotments and Encumbrances for Contracts	Post Allotments and Encumbrances for Contracts	Reconciliations Processor	Financial Reconciliations	60019246	Nidia Tew	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	2-75 changes per month	Unknown	Unknown	4 Staff
3.2021	Allotments and Encumbrances for Contracts	Post Allotments and Encumbrances for Contracts	Reconciliations Processor	Financial Reconciliations	60019262	Jeffrey Whitford	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	2-75 changes per month	Unknown	Unknown	4 Staff
3.2021	Allotments and Encumbrances for Contracts	Post Allotments and Encumbrances for Contracts	Reconciliations Processor	Financial Reconciliations	60037005	Mary Eldib	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	2-75 changes per month	Unknown	Unknown	4 Staff
3.2021	Allotments and Encumbrances for Contracts	Post Allotments and Encumbrances for Contracts	Reconciliations Processor	Financial Reconciliations	60069926	Alice (Kay) Schaub	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	15 minutes-60 minutes	Daily	2-75 changes per month	Unknown	Unknown	4 Staff
3.2022	Allotments and Encumbrances for Contracts	Analyze CARS budget to the Schedule of Allotment Balance (SAB)	Reconciliations Processor	Financial Reconciliations	60019262	Jeffrey Whitford	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	As needed	Unknown	None	None	4 Staff
3.2022	Allotments and Encumbrances for Contracts	Analyze CARS budget to the Schedule of Allotment Balance (SAB)	Reconciliations Processor	Financial Reconciliations	60037005	Mary Eldib	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	As needed	Unknown	None	None	4 Staff
3.2022	Allotments and Encumbrances for Contracts	Analyze CARS budget to the Schedule of Allotment Balance (SAB)	Reconciliations Processor	Financial Reconciliations	60069926	Alice (Kay) Schaub	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	15 minutes-60 minutes	As needed	Unknown	None	None	4 Staff
3.2022	Allotments and Encumbrances for Contracts	Analyze CARS budget to the Schedule of Allotment Balance (SAB)	Reconciliations Processor	Financial Reconciliations	60019246	Nidia Tew	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	As needed	Unknown	None	None	4 Staff
3.2023	Allotments and Encumbrances for Contracts	Adjustment Journal Transfer	Reconciliations Processor	Financial Reconciliations	60020946	Keywana Brooks	ACCOUNTING SERVICES ANALYST B	ACCOUNTING SERVICES ANALYST B	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2023	Allotments and Encumbrances for Contracts	Adjustment Journal Transfer	Reconciliations Processor	Financial Reconciliations	60019262	Jeffrey Whitford	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2023	Allotments and Encumbrances for Contracts	Adjustment Journal Transfer	Reconciliations Processor	Financial Reconciliations	60037005	Mary Eldib	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2023	Allotments and Encumbrances for Contracts	Adjustment Journal Transfer	Reconciliations Processor	Financial Reconciliations	60069926	Alice (Kay) Schaub	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2024	Allotments and Encumbrances for Contracts	Collocated Journal Transfer (CJT)	Reconciliations Processor	Financial Reconciliations	60020946	Keywana Brooks	ACCOUNTING SERVICES ANALYST B	ACCOUNTING SERVICES ANALYST B	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2024	Allotments and Encumbrances for Contracts	Collocated Journal Transfer (CJT)	Reconciliations Processor	Financial Reconciliations	60019246	Nidia Tew	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2024	Allotments and Encumbrances for Contracts	Collocated Journal Transfer (CJT)	Reconciliations Processor	Financial Reconciliations	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2024	Allotments and Encumbrances for Contracts	Collocated Journal Transfer (CJT)	Reconciliations Processor	Financial Reconciliations	60019262	Jeffrey Whitford	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2024	Allotments and Encumbrances for Contracts	Collocated Journal Transfer (CJT)	Reconciliations Processor	Financial Reconciliations	60037005	Mary Eldib	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2024	Allotments and Encumbrances for Contracts	Collocated Journal Transfer (CJT)	Reconciliations Processor	Financial Reconciliations	60069926	Alice (Kay) Schaub	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.3011	Analysis for Financial Statements	Process and Review Journal Transfers	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	Unknown	Annually	Unknown	Unknown	Unknown	Unknown
3.3011	Analysis for Financial Statements	Process and Review Journal Transfers	Financial Reporting Processor	Financial Reporting	60070143	Asheema Vemuri	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Unknown	Unknown	Unknown
3.3012	Analysis for Financial Statements	Review CBC and ME Contracts Budget in FLAIR	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	8-10 hours	Weekly	Unknown	Budget Managers	Unknown	2 Staff
3.3012	Analysis for Financial Statements	Review CBC and ME Contracts Budget in FLAIR	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	8-10 hours	Weekly	Unknown	FSS Managers	Unknown	2 Staff
3.3012	Analysis for Financial Statements	Review CBC and ME Contracts Budget in FLAIR	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	8-10 hours	Weekly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	2 Staff
3.3013	Analysis for Financial Statements	Execute Year-End Close	Financial Reporting Processor	Financial Reporting	60070143	Asheema Vemuri	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Daily	25 Items	Financial Reporting Supervisor	Asheema Vemuri	Unknown
3.3013	Analysis for Financial Statements	Execute Year-End Close	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	Unknown	Daily	25 Items	Financial Reporting Supervisor	Asheema Vemuri	Unknown
3.3021	Inter-Agency Transfers	Create Inter-Agency Transfer Report	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	40 hours	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3022	Inter-Agency Transfers	Validate Balance of Financial Reports	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	Unknown	Quarterly	Unknown	Unknown	Unknown	Unknown
3.3023	Inter-Agency Transfers	Analyze Trial Balance	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	4-5 hours	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3024	Inter-Agency Transfers	Review Property Reconciliation	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	48-80 hours	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3031	Local Trust Funds	Maintain and Reconcile QuickBooks	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	4-5 hours	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3032	Local Trust Funds	Obtain Bank Statements from Wells Fargo	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	30 minutes	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3033	Local Trust Funds	Obtain Revolving Fund Bank Statements	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	30 minutes	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3034	Local Trust Funds	Prepare Reports for Review and Distribution to Regions	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	1 hour	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3035	Local Trust Funds	Process Revolving and Welfare Trust Fund Check Requests	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	4-6 hours	As Needed	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3036	Local Trust Funds	Deposit Revolving Funds Reimbursement	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	1 hour	As Needed	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3037	Local Trust Funds	Monitor and Review All Local Fund Reconciliations	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	4-5 hours	Quarterly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3038	Local Trust Funds	Complete Monthly Welfare Trust Fund Regional Analysis and Treasury's Quarterly Report	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	4-5 hours	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
4.101	Cost Allocation	Prepare Public Assistance Cost Allocation Plan (PACAP) - Initial PACAP	Cost Allocation Processor	Cost Allocation	Unknown	Unknown	Unknown	Unknown	100 hours	Quarterly	Unknown	Cost Allocation Supervisor	Unknown	5 Staff
4.101	Cost Allocation	Prepare Publish Assistance Cost Allocation Plan (PACAP) - Amendments	Cost Allocation Processor	Cost Allocation	Unknown	Unknown	Unknown	Unknown	60 hours	As Needed	Unknown	Cost Allocation Supervisor	Unknown	5 Staff
4.101	Cost Allocation	Prepare Public Assistance Cost Allocation Plan (PACAP) - Random Moment Time Sampling	RMTS Administrator	Cost Allocation	Unknown	Unknown	Unknown	Unknown	6 hours	Monthly	Unknown	Cost Allocation Supervisor	Unknown	2 Staff
4.101	Cost Allocation	Prepare Public Assistance Cost Allocation Plan (PACAP) - Produce the Employee Work Certification	Cost Allocation Processor	Cost Allocation	Unknown	Unknown	Unknown	Unknown	6 hour	Semi-Annually	75 Certifications	Unknown	Unknown	1 Staff
4.102	Cost Allocation	Comply with Federal and State Recipient/Subrecipient Reporting - Post Award Notice	Cost Allocations Processor	Cost Allocation	Unknown	Unknown	Unknown	Unknown	4-8 hours	Annually	13 PANs	Cost Allocation Supervisor	Unknown	2 Staff
4.102	Cost Allocation	Comply with Federal and State Recipient/Subrecipient Reporting -Schedule of Expenditures of Federal Awards (SEFA)	Cost Allocations Analyst	Cost Allocation	60025265	Kathryn Parker	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	80-100 hours	Annually	Unknown	Cost Allocation Supervisor	Unknown	2 Staff
4.102	Cost Allocation	Comply with Federal and State Recipient/Subrecipient Reporting -Schedule of Expenditures of Federal Awards (SEFA)	Cost Allocations Processor	Cost Allocation	60031812	Frances Buckner	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	80-100 hours	Annually	Unknown	Cost Allocation Supervisor	Unknown	2 Staff
4.102	Cost Allocation	Comply with Federal and State Recipient/Subrecipient Reporting - FFATA	Cost Allocation Processor	Cost Allocation	Unknown	Unknown	Unknown	Unknown	10-15 hours	Monthly	Unknown	Cost Allocation Supervisor	Unknown	2 Staff

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Process ID	Process	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
4.102	Cost Allocation	Comply with Federal and State Recipient/Subrecipient Reporting - Single Act Coordination	Cost Allocation Processor	Cost Allocation	60025265	Kathryn Parker	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	175-200 hours	Annually	Unknown	Unknown	Unknown	1 Staff
4.103	Cost Allocation	GRANTS Management	GRANTS Administrator	Cost Allocation	Unknown	Unknown	Unknown	Unknown	15 minutes-2 hours	As Needed	Unknown	Unknown	Unknown	Unknown
4.103	Cost Allocation	GRANTS Management - Chart 8	GRANTS Administrator	Cost Allocation	Unknown	Unknown	Unknown	Unknown	70 hours	Quarterly	Unknown	Unknown	Unknown	2 Staff
4.201	Federal Reporting	Execute Federal Grants Reporting Requirements	Grant Processor	Federal Reporting	60011356	Amy Warrick	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	80 hours	Monthly	50 Federal Financial Status Reports	Chief of Revenue Management	Morgan Helton	5 Staff
4.201	Federal Reporting	Execute Federal Grants Reporting Requirements	Grant Processor	Federal Reporting	60019494	Jane Barnes	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	80 hours	Monthly	50 Federal Financial Status Reports	Chief of Revenue Management	Morgan Helton	5 Staff
4.201	Federal Reporting	Execute Federal Grants Reporting Requirements	Grant Processor	Federal Reporting	60055460	Luz Tavera	ACCOUNTANT IV	ACCOUNTANT IV	80 hours	Monthly	50 Federal Financial Status Reports	Chief of Revenue Management	Morgan Helton	5 Staff
4.201	Federal Reporting	Execute Federal Grants Reporting Requirements	Grant Processor	Federal Reporting	60060301	Diane Hart	ACCOUNTANT IV	ACCOUNTANT IV	80 hours	Monthly	50 Federal Financial Status Reports	Chief of Revenue Management	Morgan Helton	5 Staff
4.202	Federal Reporting	Execute Grants Administration Activities	Grant Processor	Federal Reporting	60011356	Amy Warrick	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	30 minutes	Quarterly	Unknown	Federal Reporting Supervisor	Diane Sunday	1 Staff
4.202	Federal Reporting	Execute Grants Administration Activities	Grant Processor	Federal Reporting	60019494	Jane Barnes	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	30 minutes	Quarterly	Unknown	Federal Reporting Supervisor	Diane Sunday	1 Staff
4.202	Federal Reporting	Execute Grants Administration Activities	Grant Processor	Federal Reporting	60055460	Luz Tavera	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes	Quarterly	Unknown	Federal Reporting Supervisor	Diane Sunday	1 Staff
4.202	Federal Reporting	Execute Grants Administration Activities	Grant Processor	Federal Reporting	60060301	Diane Hart	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes	Quarterly	Unknown	Federal Reporting Supervisor	Diane Sunday	1 Staff
4.203	Federal Reporting	Conduct Grant Analysis	Grant Processor	Federal Reporting	60011356	Amy Warrick	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	80 hours	Unknown	Unknown	Unknown	Unknown	1 Staff
4.203	Federal Reporting	Conduct Grant Analysis	Grant Processor	Federal Reporting	60019494	Jane Barnes	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	80 hours	Unknown	Unknown	Unknown	Unknown	1 Staff
4.203	Federal Reporting	Conduct Grant Analysis	Grant Processor	Federal Reporting	60055460	Luz Tavera	ACCOUNTANT IV	ACCOUNTANT IV	80 hours	Unknown	Unknown	Unknown	Unknown	1 Staff
4.203	Federal Reporting	Conduct Grant Analysis	Grant Processor	Federal Reporting	60060301	Diane Hart	ACCOUNTANT IV	ACCOUNTANT IV	80 hours	Unknown	Unknown	Unknown	Unknown	1 Staff
4.3011	Physical Payments & Receipts	Receive and Process Physical Payments and Credit Card Receipts (FLAIR TR30)	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Daily	Unknown	Unknown	Unknown	Unknown
4.3012	Physical Payments & Receipts	Cash Transfers In (FLAIR TR96)	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
4.3013	Physical Payments & Receipts	Preform Analysis and Payment Processing	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
4.3014	Physical Payments & Receipts	Restore Budget Authority	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
4.3021	Cash Management Activities	Fund Budget Authority	Budget Analyst	Budget Office	Unknown	Unknown	Unknown	Unknown	Unknown	Annually	Unknown	Unknown	Unknown	Unknown
4.3022	Cash Management Activities	Prepare Non-Operating Budget	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
4.3023	Cash Management Activities	Draw Federal Funds	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Bi-weekly	Unknown	Unknown	Unknown	Unknown
4.3023	Cash Management Activities	Draw Federal Funds	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Quarterly	Unknown	Unknown	Unknown	Unknown
4.3024	Cash Management Activities	Comply with Federal Reporting Requirements	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Cash Management Supervisor	Crystal Sims	Unknown
4.3024	Cash Management Activities	Comply with Federal Reporting Requirements	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Chief of Revenue Management	Morgan Helton	Unknown
4.3024	Cash Management Activities	Comply with Federal Reporting Requirements	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Cash Management Supervisor	Crystal Sims	Unknown
4.3024	Cash Management Activities	Comply with Federal Reporting Requirements	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Chief of Revenue Management	Morgan Helton	Unknown
4.3024	Cash Management Activities	Comply with Federal Reporting Requirements	Benefits Recovery Processor	Benefits Recovery	60069924	Janet Quinn	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3024	Cash Management Activities	Comply with Federal Reporting Requirements	Benefits Recovery Processor	Benefits Recovery	60069924	Janet Quinn	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Quarterly	Unknown	Unknown	Unknown	Unknown
4.3025	Cash Management Activities	Execute Emergency Disaster Coordination	Cash Management Processor	Cash Management	60069924	Janet Quinn	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3026	Cash Management Activities	Set Up and Maintain Chart 8	Grant Processor	Federal Reporting Team	Unknown	Unknown	Unknown	Unknown	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3026	Cash Management Activities	Set Up and Maintain Chart 8	Cash Management Processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3027	Cash Management Activities	Set Up and Maintain Chart of Accounts - Revenue/Non-Operating	Cash Management Processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3028	Cash Management Activities	Manage Electronic Benefits Transfer (EBT) and Initiate Special Purpose Investment Account (SPIA) Process	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3028	Cash Management Activities	Manage Electronic Benefits Transfer (EBT) and Initiate Special Purpose Investment Account (SPIA) Process	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3028	Cash Management Activities	Manage Electronic Benefits Transfer (EBT) and Initiate Special Purpose Investment Account (SPIA) Process	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Monthly	Unknown	Unknown	Unknown	Unknown
4.3029	Cash Management Activities	Benefits Recovery (SNAP, TANF, AFDC)	Benefits Recovery Processor	Benefits Recovery	60069924	Janet Quinn	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Quarterly	Unknown	Chief of Revenue Management	Morgan Helton	Unknown
4.3029	Cash Management Activities	Benefits Recovery (SNAP, TANF, AFDC)	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Quarterly	Unknown	Chief of Revenue Management	Morgan Helton	Unknown
4.3029	Cash Management Activities	Benefits Recovery (Uncollectable Items)	Benefits Recovery Processor	Benefits Recovery	60069924	Janet Quinn	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	As Needed	Unknown	Chief of Revenue Management	Morgan Helton	Unknown
4.3030	Cash Management Activities	Prepare, Analyze and Distribute State Accounts and Voucher Audit (SAVA)	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
4.3031	Cash Management Activities	Client and Welfare Trust Fund Investment/Disinvestment	Cash Management Processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3031	Cash Management Activities	Client and Welfare Trust Fund Investment/Disinvestment	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Monthly	Unknown	Unknown	Unknown	Unknown
4.401	Trust Fund Management	Prepare Schedule I's and Supporting Documentation	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	32 hours	Annually	Unknown	Trust Fund Supervisor	Crystal Sims	3 Staff
4.401	Trust Fund Management	Prepare Schedule I's and Supporting Documentation	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	32 hours	Annually	Unknown	Chief of Revenue Management	Morgan Helton	3 Staff
4.402	Trust Fund Management	Prepare Cash and Conference Sheet	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	2-3 hours	2-4 times per year	Unknown	Cash Management Supervisor	Crystal Sims	1 Staff
4.402	Trust Fund Management	Prepare Cash and Conference Sheet	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	2-3 hours	Bi-Annually	Unknown	Cash Management Supervisor	Crystal Sims	1 Staff
4.403	Trust Fund Management	Produce Trust Fund Books	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Unknown	Unknown	1 Staff
4.404	Trust Fund Management	Execute Year- End Financial Adjustments Entries	Payment Procesor	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Unknown	Unknown	3 Staff
4.404	Trust Fund Management	Execute Year- End Financial Adjustments Entries	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Unknown	Unknown	3 Staff
4.405	Trust Fund Management	Update Schedule I's	Legislative Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As needed	Unknown	Unknown	Unknown	Unknown
4.405	Trust Fund Management	Update Schedule I's	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As needed	Unknown	Unknown	Unknown	Unknown
4.501	Revenue Forecasting	Prepare Revenue Forecasting	Cash Management Processor	Cash Management	60035366	Sabrina Sermons	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.501	Revenue Forecasting	Prepare Revenue Forecasting	Cash Management Processor	Cash Management	60002048	Donna Cobe	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.502	Revenue Forecasting	Review Statues	Cash Management Processor	Cash Management	60035366	Sabrina Sermons	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.502	Revenue Forecasting	Review Statues	Cash Management Processor	Cash Management	60002048	Donna Cobe	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.503	Revenue Forecasting	Upload Estimated Revenue	Cash Management Processor	Cash Management	60035366	Sabrina Sermons	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.503	Revenue Forecasting	Upload Estimated Revenue	Cash Management Processor	Cash Management	60002048	Donna Cobe	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.504	Revenue Forecasting	Analyze and Update Revenue	Cash Management Processor	Cash Management	60035366	Sabrina Sermons	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.504	Revenue Forecasting	Analyze and Update Revenue	Cash Management Processor	Cash Management	60002048	Donna Cobe	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
5.101	Financial Monitoring	Review and Approve CBC/ME Cost Allocation Plans (CAP)	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60046148	Kenneth Sasser	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	16-24 hours	Annually	Unknown	Fiscal Accountability Supervisor	Barney Ray	6 Staff
5.101	Financial Monitoring	Review and Approve CBC/ME Cost Allocation Plans (CAP)	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60003696	Daniel Papk	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	16-24 hours	Annually	Unknown	Fiscal Accountability Supervisor	Barney Ray	6 Staff
5.101	Financial Monitoring	Review and Approve CBC/ME Cost Allocation Plans (CAP)	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60068992	Simone Litus	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Annually	Unknown	Fiscal Accountability Supervisor	Barney Ray	6 Staff
5.101	Financial Monitoring	Review and Approve CBC/ME Cost Allocation Plans (CAP)	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60070423	Desmond Wilson	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Annually	Unknown	Fiscal Accountability Supervisor	Barney Ray	6 Staff
5.101	Financial Monitoring	Review and Approve CBC/ME Cost Allocation Plans (CAP)	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60071927	Akeem Tory	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Annually	Unknown	Fiscal Accountability Supervisor	Barney Ray	6 Staff
5.101	Financial Monitoring	Review and Approve CBC/ME Cost Allocation Plans (CAP)	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60002060	Paul Kennedy	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Annually	Unknown	Fiscal Accountability Supervisor	Barney Ray	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60046148	Kenneth Sasser	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	1-8 hours	As Needed	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60003696	Daniel Papk	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	1-8 hours	As Needed	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60068992	Simone Litus	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	As Needed	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60070423	Desmond Wilson	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	As Needed	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60071927	Akeem Tory	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	As Needed	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60002060	Paul Kennedy	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	As Needed	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60046148	Kenneth Sasser	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	1-8 hours	Monthly	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60003696	Daniel Papk	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	1-8 hours	Monthly	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60068992	Simone Litus	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	Monthly	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60070423	Desmond Wilson	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	Monthly	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60071927	Akeem Tory	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	Monthly	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60002060	Paul Kennedy	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	Monthly	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60046148	Kenneth Sasser	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	16-24 hours	Unknown	7 ME	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60003696	Daniel Papk	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	16-24 hours	Unknown	7 ME	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60068992	Simone Litus	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	7 ME	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60070423	Desmond Wilson	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	7 ME	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60071927	Akeem Tory	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	7 ME	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60002060	Paul Kennedy	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	7 ME	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60046148	Kenneth Sasser	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	16-24 hours	Unknown	19 CBC	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60003696	Daniel Papk	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	16-24 hours	Unknown	19 CBC	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60068992	Simone Litus	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	19 CBC	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60070423	Desmond Wilson	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	19 CBC	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60071927	Akeem Tory	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	19 CBC	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60002060	Paul Kennedy	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	19 CBC	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.201	Reporting, Training and Technical Assistance	Training	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60000239	Barney Ray	STAFF DIRECTOR FOR REVENUE MGMT - DCF	DIRECTOR OF REVENUE MGMT&PARTNER COMPLIA	80 hours	Unknown	Unknown	Unknown	Unknown	Unknown
5.201	Reporting, Training and Technical Assistance	Training	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60069920	Marci Kirkland	SENIOR MANAGEMENT ANALYST II - SES	SENIOR MANAGEMENT ANALYST II - SES *	80 hours	Unknown	Unknown	Unknown	Unknown	Unknown
5.202	Reporting, Training and Technical Assistance	Reporting	Fiscal Accountability Analyst	Fiscal Accountability and Partner Compliance	60000239	Barney Ray	STAFF DIRECTOR FOR REVENUE MGMT - DCF	DIRECTOR OF REVENUE MGMT&PARTNER COMPLIA	80 hours	Quarterly	Unknown	Fiscal Accountability Supervisor	Barney Ray	4 Staff
5.202	Reporting, Training and Technical Assistance	Reporting	Fiscal Accountability Analyst	Fiscal Accountability and Partner Compliance	60073922	Anna Quinif	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	80 hours	Quarterly	Unknown	Fiscal Accountability Supervisor	Barney Ray	4 Staff
5.202	Reporting, Training and Technical Assistance	Reporting	Fiscal Accountability Analyst	Fiscal Accountability and Partner Compliance	60035916	Annie Wang	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	80 hours	Quarterly	Unknown	Fiscal Accountability Supervisor	Barney Ray	4 Staff
5.202	Reporting, Training and Technical Assistance	Reporting	Fiscal Accountability Analyst	Fiscal Accountability and Partner Compliance	60069920	Marci Kirkland	SENIOR MANAGEMENT ANALYST II - SES	SENIOR MANAGEMENT ANALYST II - SES *	80 hours	Quarterly	Unknown	Fiscal Accountability Supervisor	Barney Ray	4 Staff
5.203	Reporting, Training and Technical Assistance	Schedule of Funds - CBC	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	Unknown	Unknown	Unknown	Unknown	30 minutes - 8 hours	Yearly	Unknown	Fiscal Accountability Supervisor	Barney Ray	2 Staff
5.203	Reporting, Training and Technical Assistance	Schedule of Funds - ME	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	Unknown	Unknown	Unknown	Unknown	30 minutes - 8 hours	As Needed	Unknown	Unknown	Unknown	2 Staff
5.204	Reporting, Training and Technical Assistance	CBC Risk Pool Application Assessment	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60000239	Barney Ray	STAFF DIRECTOR FOR REVENUE MGMT - DCF	DIRECTOR OF REVENUE MGMT&PARTNER COMPLIA	160 hours	Annual	4-8 Applications	Unknown	Unknown	Unknown
5.204	Reporting, Training and Technical Assistance	CBC Risk Pool Application Assessment	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60073922	Anna Quinif	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	160 hours	Annual	4-8 Applications	Unknown	Unknown	Unknown
5.204	Reporting, Training and Technical Assistance	CBC Risk Pool Application Assessment	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60035916	Annie Wang	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	160 hours	Annual	4-8 Applications	Unknown	Unknown	Unknown
5.204	Reporting, Training and Technical Assistance	CBC Risk Pool Application Assessment	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60069920	Marci Kirkland	SENIOR MANAGEMENT ANALYST II - SES	SENIOR MANAGEMENT ANALYST II - SES *	160 hours	Annual	4-8 Applications	Unknown	Unknown	Unknown
5.205	Reporting, Training and Technical Assistance	Create CBC Allocations	Fiscal Accountability Analyst	Fiscal Accountability and Partner Compliance	60000239	Barney Ray	STAFF DIRECTOR FOR REVENUE MGMT - DCF	DIRECTOR OF REVENUE MGMT&PARTNER COMPLIA	40 hours	Unknown	Unknown	Office of Child and Family Well-Being	Unknown	3 Staff
5.205	Reporting, Training and Technical Assistance	Create CBC Allocations	Fiscal Accountability Analyst	Fiscal Accountability and Partner Compliance	60073922	Anna Quinif	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	40 hours	Unknown	Unknown	Office of Child and Family Well-Being	Unknown	3 Staff
5.205	Reporting, Training and Technical Assistance	Create CBC Allocations	Fiscal Accountability Analyst	Fiscal Accountability and Partner Compliance	60069920	Marci Kirkland	SENIOR MANAGEMENT ANALYST II - SES	SENIOR MANAGEMENT ANALYST II - SES *	40 hours	Unknown	Unknown	Office of Child and Family Well-Being	Unknown	3 Staff
5.206	Reporting, Training and Technical Assistance	Provide FSFN Support	Fiscal Accountability Processor	Fiscal Accountability and Partner Compliance	60069920	Marci Kirkland	SENIOR MANAGEMENT ANALYST II - SES	SENIOR MANAGEMENT ANALYST II - SES *	15 minutes	As Needed	Unknown	Unknown	Unknown	1 Staff
5.207	Reporting, Training and Technical Assistance	Process LBR Inquiries	Fiscal Accountability Analyst	Fiscal Accountability and Partner Compliance	60000239	Barney Ray	STAFF DIRECTOR FOR REVENUE MGMT - DCF	DIRECTOR OF REVENUE MGMT&PARTNER COMPLIA	10 minutes - 8 hours	As Needed	Unknown	Unknown	Unknown	3 Staff
5.207	Reporting, Training and Technical Assistance	Process LBR Inquiries	Fiscal Accountability Analyst	Fiscal Accountability and Partner Compliance	60073922	Anna Quinif	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	10 minutes - 8 hours	As Needed	Unknown	Unknown	Unknown	3 Staff
5.207	Reporting, Training and Technical Assistance	Process LBR Inquiries	Fiscal Accountability Analyst	Fiscal Accountability and Partner Compliance	60069920	Marci Kirkland	SENIOR MANAGEMENT ANALYST II - SES	SENIOR MANAGEMENT ANALYST II - SES *	10 minutes - 8 hours	As Needed	Unknown	Unknown	Unknown	3 Staff

Budget Office

Process ID	Process	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
1.101	Start Up Activities	Create Non-Operating Budget Request	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	8-16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.101	Start Up Activities	Create Non-Operating Budget Request	Cash Management Analyst	Cash Management Office	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	40 hours	Annually	Unknown	Cash Management Supervisor	Crystal Sims	2 Staff
1.102	Start Up Activities	Conduct Position Data Review and Update	Budget Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	40 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.102	Start Up Activities	Conduct Position Data Review and Update	Budget Analyst	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	40 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Budget Analyst	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.103	Start Up Activities	Produce Fund and Lapse Table	Cash Management Analyst	Cash Management Office	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Revenue Management Supervisor	Morgan Helton	1 Staff
1.104	Start Up Activities	Create Early Release Budget Requests	Budget Analyst	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	40 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	2 Staff
1.104	Start Up Activities	Create Early Release Budget Requests	Budget Analyst	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	40 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	2 Staff
1.105	Start Up Activities	Analyze Bill Actions	Legislative Analyst	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	8-16 hours	As Needed	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.105	Start Up Activities	Analyze Bill Actions	Legislative Analyst	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	8-16 hours	As Needed	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.105	Start Up Activities	Analyze Bill Actions	Legislative Analyst	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	8-16 hours	As Needed	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.106	Start Up Activities	Realign Human Resources Budget	Budget Processor	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	8-16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.106	Start Up Activities	Realign Human Resources Budget	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	8-16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.106	Start Up Activities	Realign Human Resources Budget	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	8-16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.107	Start Up Activities	Realign Causality Insurance Premium	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.108	Start Up Activities	Complete Risk Assessment - Account Design and Exposure Base Inquiry Survey	Budget Processor	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	2 hours	Annually	Unknown	Budget Office Supervisor	Chad Barrett	3 Staff
1.108	Start Up Activities	Complete Risk Assessment - Account Design and Exposure Base Inquiry Survey	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	2 hours	Annually	Unknown	Budget Office Supervisor	Chad Barrett	3 Staff
1.108	Start Up Activities	Complete Risk Assessment - Account Design and Exposure Base Inquiry Survey	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	2 hours	Annually	Unknown	Budget Office Supervisor	Chad Barrett	3 Staff
1.109	Start Up Activities	Pay Property/Fire Insurance Premiums	Budget Processor	Budget Office	Unknown	Budget Office General Services Pays Team	Unknown	Unknown	16 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	1 Staff
1.110	Start Up Activities	Administer Fund Adjustments	Budget Processor	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	16 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	3 Staff
1.110	Start Up Activities	Administer Fund Adjustments	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	3 Staff
1.110	Start Up Activities	Administer Fund Adjustments	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	3 Staff
1.110	Start Up Activities	Administer Fund Adjustments	Budget Processor	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	3 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Jeana Underwood	20 Staff
1.201	Approved Operating Budget Activities	Create the Approved Operating Budget	Budget Analyst	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Annually	Unknown	Budget Office Supervisor	Darrell Zabaldo	20 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.202	Approved Operating Budget Activities	Analyze Unfunded Budget Report	Budget Analyst	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1 hour	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	5 Staff
1.203	Approved Operating Budget Activities	Created Collected Journal Transfer Matrix	Budget Processor	Budget Office	60060291	Darrell Zabaldo	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	40-80 hours	Unknown	Unknown	Budget Office Supervisor	Darrell Zabaldo	15 Staff
1.203	Approved Operating Budget Activities	Created Collected Journal Transfer Matrix	Budget Processor	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	40-80 hours	Unknown	Unknown	Budget Office Supervisor	Darrell Zabaldo	15 Staff
1.203	Approved Operating Budget Activities	Created Collected Journal Transfer Matrix	Budget Processor	Budget Office	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	40-80 hours	Unknown	Unknown	Budget Office Supervisor	Darrell Zabaldo	15 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60068993	Jeana Underwood	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	24 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Amy Kelly	7-22 Staff
1.301	Spending Plan Activities	Trend Analysis	Budget Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	80 hours	Monthly	Unknown	Budget Office Supervisor	Jeana Underwood	7-22 Staff
1.302	Spending Plan Activities	Create Spending Plan	Budget Analyst	Budget Office	60037120	Joan Sutton	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Monthly	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.302	Spending Plan Activities	Create Spending Plan	Budget Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Monthly	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.303	Spending Plan Activities	Create and Distribute Budget Reversion Report	Budget Analyst	Budget Office	60035175	Robert Dorman	PURCHASING ANALYST	PURCHASING ANALYST	8-10 hours	Unknown	Unknown	Budget Office Supervisor	Darrell Zabaldo	1 Staff
1.401	Budget Amendment Activities	Create Internal/External Budget Amendments	Budget Processor	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1-40 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	4 Staff
1.401	Budget Amendment Activities	Create Internal/External Budget Amendments	Budget Processor	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1-40 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	4 Staff
1.401	Budget Amendment Activities	Create Internal/External Budget Amendments	Budget Processor	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1-40 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	4 Staff
1.401	Budget Amendment Activities	Create Internal/External Budget Amendments	Budget Processor	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	1-40 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	4 Staff
1.401	Budget Amendment Activities	Create Internal/External Budget Amendments	Budget Analyst	Budget Office	Unknown	Technical Team within Budget Office	Unknown	Unknown	1-40 hours	As Needed	Unknown	Budget Office Supervisor	Jeana Underwood	4 Staff
1.501	Legislative Budget Requests Activities	Create Legislative Budget Requests (LBR) and Supplemental Legislative Budget Request (SLBR)	Legislative Analyst	Budget Office	Unknown	Unknown	Unknown	Unknown	5 minutes-8 hours	Annually	Unknown	Secretary	Shevaun Harris	20 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.601	Governors Recommendation Activities	Match DCF's Budget to match the Governor's Budget	Budget Processor	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	16 hours	Annually	Unknown	Budget Office Director	Chad Barrett	2 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60003580	Alexus Chambers	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60010519	Sharon Bufford	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60035573	Joseph Walker	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60025864	Linda Zwirz	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60061319	Holly Merrick	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60068888	Paul Berryman	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60069909	Lynita Bell	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60070431	Julie Mayo	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60070781	Joella McGoogan	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff
1.701	Legislature Activities	Analyze Bills	Legislative Analyst	Budget Office	60073754	Amber Adkison	BUDGET ANALYST C-SES	BUDGET ANALYST C-SES	Unknown	Annually	Unknown	Budget Office Supervisor	Terri Brown	1 Staff

Financial Support Services (FSS)

Process ID	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
2.101	Audit Transaction	Payment Processor	FSS	60018102	Jessica Dyer	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	Audit Transaction	Payment Processor	FSS	60018188	Fanta Moore	ACCOUNTANT I	ACCOUNTANT I	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	Audit Transaction	Payment Processor	FSS	60034560	Gina Vines	ACCOUNTANT II	ACCOUNTANT II	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	Audit Transaction	Payment Processor	FSS	60037107	Megan Ferguson	ACCOUNTANT III	ACCOUNTANT III	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	Audit Transaction	Payment Processor	FSS	60037124	Pat Williams-Gallon	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	Audit Transaction	Payment Processor	FSS	60069487	Tiffany Washington	ACCOUNTANT I	ACCOUNTANT I	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	Audit Transaction	Payment Processor	FSS	Unknown	Maria Constanin	Unknown	Unknown	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.101	Audit Transaction	Payment Processor	FSS	Unknown	Dominique Walker	Unknown	Unknown	10 minutes	Daily	150 transactions	Unknown	Unknown	5 full-time staff, 3 part-time staff
2.102	Approve Transactions	Payment Processor	FSS	60018102	Jessica Dyer	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	Approve Transactions	Payment Processor	FSS	60018188	Fanta Moore	ACCOUNTANT I	ACCOUNTANT I	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	Approve Transactions	Payment Processor	FSS	60034560	Megan Ferguson	ACCOUNTANT II	ACCOUNTANT II	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	Approve Transactions	Payment Processor	FSS	60037107	Patricia Williams-Gallon	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	Approve Transactions	Payment Processor	FSS	60037124	Tiffany Washington	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	Approve Transactions	Payment Processor	FSS	60069487	Gina Vines	ACCOUNTANT I	ACCOUNTANT I	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	Approve Transactions	Payment Processor	FSS	Unknown	Maria Constanin	Unknown	Unknown	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.102	Approve Transactions	Payment Processor	FSS	Unknown	Dominique Walker	Unknown	Unknown	24+ hours	Daily	Unknown	Unknown	Unknown	Unknown
2.103	Batch Processing	Payment Processor	FSS	60018102	Jessica Dyer	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	16 hours	Unknown	Unknown	Unknown	Unknown	Unknown
2.104	Voucher Assembly	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Unknown	Unknown	Unknown	Unknown	Unknown
2.104	Voucher Assembly	Payment Processor	FSS	60018102	Jessica Dyer	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	24+ hours	Unknown	Unknown	Unknown	Unknown	Unknown
2.105	Voucher Verification	Payment Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
2.201	Retrieve Invoices	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	60003514	Fontella Bush	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	60037110	Angela Miles	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	60021834	Vanessa Hackley	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	60003171	Dallas Izurieta	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	60016510	Sandi Bush	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	60019893	Xiomara Sequeda	ACCOUNTING SERVICES SUPERVISOR I - SES	ACCOUNTING SERVICES SUPERVISOR I - SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	60020281	Cira Acuna	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	60024604	Ileana Pagola	ACCOUNTANT IV	ACCOUNTANT IV	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	60034541	Ivis Acevedo	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	60008546	Juana Dame	FISCAL ASSISTANT II	FISCAL ASSISTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	60022905	Maria Zapata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	60000508	Sophia Hall	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	60037130	Victor Sbrigata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	Unknown	Diana Nielsen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	Unknown	Ricky Goodman	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	Unknown	Cheyanna Fussell	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	Unknown	Sandra Ball	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	Unknown	Sonya Moran	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	Unknown	Wendy Surrency	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	Unknown	Krystle Deen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	Unknown	Ryann Barong	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	Unknown	Misty Walker	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	Unknown	Jessica Dinkins	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	Unknown	Candy Smith	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	Unknown	Missy Durren	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.201	Retrieve Invoices	Payment Processor	FSS	Unknown	Melissa Olive	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60003514	Fontella Bush	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60037110	Angela Miles	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60021834	Vanessa Hackley	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60003171	Dallas Izurieta	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60016510	Sandi Bush	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60019893	Xiomara Sequeda	ACCOUNTING SERVICES SUPERVISOR I - SES	ACCOUNTING SERVICES SUPERVISOR I - SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60020281	Cira Acuna	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60024604	Ileana Pagola	ACCOUNTANT IV	ACCOUNTANT IV	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60034541	Ivis Acevedo	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60008546	Juana Dame	FISCAL ASSISTANT II	FISCAL ASSISTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60022905	Maria Zapata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60000508	Sophia Hall	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	60037130	Victor Sbrigata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	Unknown	Diana Nielsen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	Unknown	Ricky Goodman	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	Unknown	Cheyanna Fussell	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	Unknown	Sandra Ball	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	Unknown	Sonya Moran	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	Unknown	Wendy Surrency	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	Unknown	Krystle Deen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	Unknown	Ryann Barong	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	Unknown	Misty Walker	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	Unknown	Jessica Dinkins	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	Unknown	Candy Smith	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	Unknown	Missy Durren	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.202	Audit Transaction	Payment Processor	FSS	Unknown	Melissa Olive	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60003514	Fontella Bush	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60037110	Angela Miles	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60021834	Vanessa Hackley	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60003171	Dallas Izurieta	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60016510	Sandi Bush	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60019893	Xiomara Sequeda	ACCOUNTING SERVICES SUPERVISOR I - SES	ACCOUNTING SERVICES SUPERVISOR I - SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60020281	Cira Acuna	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60024604	Ileana Pagola	ACCOUNTANT IV	ACCOUNTANT IV	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60034541	Ivis Acevedo	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60008546	Juana Dame	FISCAL ASSISTANT II	FISCAL ASSISTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60022905	Maria Zapata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60000508	Sophia Hall	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	60037130	Victor Sbrigata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Diana Nielsen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Ricky Goodman	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Cheyanna Fussell	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Sandra Ball	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Sonya Moran	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Wendy Surrency	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Krystle Deen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Ryann Barong	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Misty Walker	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Jessica Dinkins	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Candy Smith	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Missy Durren	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.203	Create Invoice Reconciliation	Payment Processor	FSS	Unknown	Melissa Olive	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60003514	Fontella Bush	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff

Financial Support Services (FSS)

Process ID	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60037110	Angela Miles	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60021834	Vanessa Hackley	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60003171	Dallas Izurieta	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60016510	Sandi Bush	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60019893	Xiomara Sequeda	ACCOUNTING SERVICES SUPERVISOR I - SES	ACCOUNTING SERVICES SUPERVISOR I - SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60020281	Cira Acuna	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60024604	Ileana Pagola	ACCOUNTANT IV	ACCOUNTANT IV	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60034541	Ivis Acevedo	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60008546	Juana Dame	FISCAL ASSISTANT II	FISCAL ASSISTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60022905	Maria Zapata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60000508	Sophia Hall	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	60037130	Victor Sbrigata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Diana Nielsen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Ricky Goodman	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Cheyanna Fussell	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Sandra Ball	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Sonya Moran	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Wendy Surrency	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Krystle Deen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Ryann Barong	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Misty Walker	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Jessica Dinkins	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Candy Smith	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Missy Durren	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.204	Approve Invoice Reconciliation	Payment Processor	FSS	Unknown	Melissa Olive	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60003514	Fontella Bush	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60037110	Angela Miles	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60021834	Vanessa Hackley	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60003171	Dallas Izurieta	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60016510	Sandi Bush	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60019893	Xiomara Sequeda	ACCOUNTING SERVICES SUPERVISOR I - SES	ACCOUNTING SERVICES SUPERVISOR I - SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60020281	Cira Acuna	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60024604	Ileana Pagola	ACCOUNTANT IV	ACCOUNTANT IV	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60034541	Ivis Acevedo	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60008546	Juana Dame	FISCAL ASSISTANT II	FISCAL ASSISTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60022905	Maria Zapata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60000508	Sophia Hall	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	60037130	Victor Sbrigata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	Unknown	Diana Nielsen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	Unknown	Ricky Goodman	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	Unknown	Cheyanna Fussell	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	Unknown	Sandra Ball	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	Unknown	Sonya Moran	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	Unknown	Wendy Surrency	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	Unknown	Krystle Deen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	Unknown	Ryann Barong	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	Unknown	Misty Walker	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	Unknown	Jessica Dinkins	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	Unknown	Candy Smith	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	Unknown	Missy Durren	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.205	Invoice Payment Processing	Payment Processor	FSS	Unknown	Melissa Olive	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.206	Voucher Verification	Payment Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60034522	Rhonda Reed	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60003514	Fontella Bush	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60037110	Angela Miles	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60021834	Vanessa Hackley	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60003171	Dallas Izurieta	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60016510	Sandi Bush	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60019893	Xiomara Sequeda	ACCOUNTING SERVICES SUPERVISOR I - SES	ACCOUNTING SERVICES SUPERVISOR I - SES	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60020281	Cira Acuna	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60024604	Ileana Pagola	ACCOUNTANT IV	ACCOUNTANT IV	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60034541	Ivis Acevedo	ACCOUNTANT II	ACCOUNTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60008546	Juana Dame	FISCAL ASSISTANT II	FISCAL ASSISTANT II	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60022905	Maria Zapata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60000508	Sophia Hall	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	60037130	Victor Sbrigata	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Diana Nielsen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Ricky Goodman	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Cheyanna Fussell	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Sandra Ball	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Sonya Moran	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Wendy Surrency	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Krystle Deen	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Ryann Barong	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Misty Walker	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Jessica Dinkins	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Candy Smith	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Missy Durren	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.207	MFMP Payment Update e-Form	Payment Processor	FSS	Unknown	Melissa Olive	Unknown	Unknown	Unknown	Daily	Unknown	Unknown	Unknown	28 Staff
2.301	Retrieve Invoices	Payment Processor	FSS	60000071	Tonye Akeredolu-Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A (LW)	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Retrieve Invoices	Payment Processor	FSS	60019239	Constance Young	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Retrieve Invoices	Payment Processor	FSS	60019347	Kaye Ryals	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Retrieve Invoices	Payment Processor	FSS	60021674	Mary Williams	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Retrieve Invoices	Payment Processor	FSS	60047902	Christina White	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Retrieve Invoices	Payment Processor	FSS	60050004	Madlyn Towels	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Retrieve Invoices	Payment Processor	FSS	60069921	Farnaz Kelly	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.301	Retrieve Invoices	Payment Processor	FSS	Unknown	Anna Crooms	Unknown	Unknown	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Audit Invoices	Payment Processor	FSS	60000071	Tonye Akeredolu-Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A (LW)	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Audit Invoices	Payment Processor	FSS	60019239	Constance Young	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Audit Invoices	Payment Processor	FSS	60019347	Kaye Ryals	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Audit Invoices	Payment Processor	FSS	60021674	Mary Williams	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Audit Invoices	Payment Processor	FSS	60047902	Christina White	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Audit Invoices	Payment Processor	FSS	60050004	Madlyn Towels	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Audit Invoices	Payment Processor	FSS	60069921	Farnaz Kelly	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.302	Audit Invoices	Payment Processor	FSS	Unknown	Anna Crooms	Unknown	Unknown	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	FLAIR Input	Payment Processor	FSS	60000071	Tonye Akeredolu-Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A (LW)	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	FLAIR Input	Payment Processor	FSS	60019239	Constance Young	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	FLAIR Input	Payment Processor	FSS	60019347	Kaye Ryals	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	FLAIR Input	Payment Processor	FSS	60021674	Mary Williams	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	FLAIR Input	Payment Processor	FSS	60047902	Christina White	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	FLAIR Input	Payment Processor	FSS	60050004	Madlyn Towels	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	FLAIR Input	Payment Processor	FSS	60069921	Farnaz Kelly	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.303	FLAIR Input	Payment Processor	FSS	Unknown	Anna Crooms	Unknown	Unknown	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Invoice Payment Processing	Payment Processor	FSS	60000071	Tonye Akeredolu-Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A (LW)	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Invoice Payment Processing	Payment Processor	FSS	60019239	Constance Young	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Invoice Payment Processing	Payment Processor	FSS	60019347	Kaye Ryals	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Invoice Payment Processing	Payment Processor	FSS	60021674	Mary Williams	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Invoice Payment Processing	Payment Processor	FSS	60047902	Christina White	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown

Financial Support Services (FSS)

Process ID	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
2.304	Invoice Payment Processing	Payment Processor	FSS	60050004	Madlyn Towels	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Invoice Payment Processing	Payment Processor	FSS	60069921	Farnaz Kelly	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.304	Invoice Payment Processing	Payment Processor	FSS	Unknown	Anna Crooms	Unknown	Unknown	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.305	Voucher Verification	Payment Processor	Financial Systems	60000071	Vonda Smith	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A (LW)	24+ hours	Unknown	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Voucher Assembly	Payment Processor	FSS	60019239	Tonye Akeredolu-Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Voucher Assembly	Payment Processor	FSS	60019347	Constance Young	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Voucher Assembly	Payment Processor	FSS	60021674	Kaye Ryals	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Voucher Assembly	Payment Processor	FSS	60047902	Mary Williams	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Voucher Assembly	Payment Processor	FSS	60050004	Christina White	ACCOUNTANT III	ACCOUNTANT III	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Voucher Assembly	Payment Processor	FSS	60069921	Madlyn Towels	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Voucher Assembly	Payment Processor	FSS	60069921	Farnaz Kelly	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.306	Voucher Assembly	Payment Processor	FSS	Unknown	Anna Crooms	Unknown	Unknown	24+ hours	Daily	150-250 transactions daily	Unknown	Unknown	Unknown
2.401	Receive Invoices	Payment Processor	FSS	60000071	Tina Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A (LW)	Unknown	Daily	Unknown	Unknown	Unknown	Unknown
2.401	Receive Invoices	Payment Processor	FSS	60019239	Sherry Legros	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	Unknown	Daily	Unknown	Unknown	Unknown	Unknown
2.402	Audit Invoices	Payment Processor	FSS	60019347	Tina Thomas	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	30 minutes	Daily	30 payments daily	Unknown	Unknown	Unknown
2.402	Audit Invoices	Payment Processor	FSS	60021674	Sherry Legros	ACCOUNTING SERVICES ANALYST A	ACCOUNTING SERVICES ANALYST A	30 minutes	Daily	30 payments daily	Unknown	Unknown	Unknown
2.402	Audit Invoices	Payment Processor	FSS	60047902	Theresa Daniels	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	30 payments daily	Unknown	Unknown	Unknown
2.403	Invoice Payment Processing	Payment Processor	FSS	60050004	Tina Thomas	ACCOUNTANT III	ACCOUNTANT III	Unknown	Daily	30 payments daily	Unknown	Unknown	Unknown
2.403	Invoice Payment Processing	Payment Processor	FSS	60069921	Sherry Legros	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	Unknown	Daily	30 payments daily	Unknown	Unknown	Unknown
2.403	Invoice Payment Processing	Payment Processor	FSS	60064101	Theresa Daniels	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	30 payments daily	Unknown	Unknown	Unknown
2.404	Voucher Schedule/Voucher Assembly	Payment Processor	FSS	60032592	Tina Thomas	ACCOUNTANT III	ACCOUNTANT III	30 minutes	Daily	30 payments daily	Unknown	Unknown	Unknown
2.404	Voucher Schedule/Voucher Assembly	Payment Processor	FSS	60037108	Sherry Legros	ACCOUNTANT II	ACCOUNTANT II	30 minutes	Daily	30 payments daily	Unknown	Unknown	Unknown
2.404	Voucher Schedule/Voucher Assembly	Payment Processor	FSS	60064101	Theresa Daniels	ACCOUNTANT I	ACCOUNTANT I	30 minutes	Daily	30 payments daily	Unknown	Unknown	Unknown
2.405	Warrant Creation	Payment Processor	FSS	60032592	Tina Thomas	ACCOUNTANT III	ACCOUNTANT III	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
2.405	Warrant Creation	Payment Processor	FSS	60037108	Sherry Legros	ACCOUNTANT II	ACCOUNTANT II	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
2.405	Warrant Creation	Payment Processor	FSS	60064101	Theresa Daniels	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
2.501	Maintain Vendor Information	Support Services Analyst	FSS	60019497	Annie Carroll	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.501	Maintain Vendor Information	Support Services Analyst	FSS	60031284	Cassandra Bradford	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.501	Maintain Vendor Information	Support Services Analyst	FSS	60034407	Susan Sorey	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.502	Voucher Deletion or Reduction	Support Services Analyst	FSS	60019497	Annie Carroll	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.502	Voucher Deletion or Reduction	Support Services Analyst	FSS	60031284	Cassandra Bradford	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.502	Voucher Deletion or Reduction	Support Services Analyst	FSS	60034407	Susan Sorey	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.503	Warrant Cancellation	Payment Processor	FSS	60019497	Annie Carroll	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.503	Warrant Cancellation	Payment Processor	FSS	60031284	Cassandra Bradford	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.503	Warrant Cancellation	Payment Processor	FSS	60034407	Susan Sorey	ACCOUNTANT I	ACCOUNTANT I	Unknown	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.504	Complete Duplicate Warrant Requests	Support Services Analyst	FSS	60019497	Annie Carroll	ACCOUNTANT I	ACCOUNTANT I	80 hours	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.504	Complete Duplicate Warrant Requests	Support Services Analyst	FSS	60031284	Cassandra Bradford	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	80 hours	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.504	Complete Duplicate Warrant Requests	Support Services Analyst	FSS	60034407	Susan Sorey	ACCOUNTANT I	ACCOUNTANT I	80 hours	Unknown	50 Warrants	Unknown	Unknown	Unknown
2.505	Warrant Report/Distribute Warrants	Support Services Analyst	FSS	60019497	Annie Carroll	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	50 Warrants	Unknown	Unknown	Unknown
2.505	Warrant Report/Distribute Warrants	Support Services Analyst	FSS	60031284	Cassandra Bradford	ACCOUNTING SERVICES ANALYST B-SES	ACCOUNTING SERVICES ANALYST B-SES	Unknown	Daily	50 Warrants	Unknown	Unknown	Unknown
2.505	Warrant Report/Distribute Warrants	Support Services Analyst	FSS	60034407	Susan Sorey	ACCOUNTANT I	ACCOUNTANT I	Unknown	Daily	50 Warrants	Unknown	Unknown	Unknown
2.601	Monitor Encumbrances	Support Services Analyst	FSS	60011510	Cindy Cooley	FINANCE & ACCOUNTING DIRECTOR III - SES	FINANCE & ACCOUNTING DIRECTOR III - SES	Unknown	Weekly	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60062263	Mary Vanguilder	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Monthly	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60062263	Mary Vanguilder	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Daily	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60062263	Mary Vanguilder	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Biweekly	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60062263	Mary Vanguilder	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Weekly	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60062263	Mary Vanguilder	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60056042	Dale Elliot	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Monthly	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60056042	Dale Elliot	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Daily	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60056042	Dale Elliot	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Biweekly	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60056042	Dale Elliot	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Weekly	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60056042	Dale Elliot	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60022489	David Hamby	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Monthly	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60022489	David Hamby	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Daily	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60022489	David Hamby	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Biweekly	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60022489	David Hamby	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	Weekly	Unknown	Unknown	Unknown	Unknown
2.602	Reporting & Analysis	Support Services Analyst	FSS	60022489	David Hamby	BUDGET ANALYST B-SES	BUDGET ANALYST B-SES *	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
2.603	Respond to Financial Inquiries	Support Services Analyst	FSS	60011510	Cindy Cooley	FINANCE & ACCOUNTING DIRECTOR III - SES	FINANCE & ACCOUNTING DIRECTOR III - SES	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown

Financial Systems

Process ID	Process	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
3.1011	Monitor Internal Accounting System	Voucher Verification	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	30-45 minutes	Daily	Unknown	Unknown	Unknown	1 Staff
3.1012	Monitor Internal Accounting System	Monitor IDS Tables	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	1 minutes	Daily	27 IDS tables	Unknown	Unknown	1 Staff
3.1013	Monitor Internal Accounting System	Run Daily Reports	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	45 minutes	Daily	Unknown	Unknown	Unknown	1 Staff
3.1014	Monitor Internal Accounting System	Verify Scheduled System Updates	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	Unknown	Bi-Weekly	Unknown	Unknown	Unknown	1 Staff
3.1014	Monitor Internal Accounting System	Verify Scheduled System Updates	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	Unknown	Weekly	Unknown	Unknown	Unknown	Unknown
3.1021	Access Control	Audit User Access	Financial Systems Processor	Financial Systems	Unknown	Unknown	Unknown	Unknown	80 hours	Quarterly	Unknown	Unknown	Unknown	1 Staff
3.1022	Access Control	Manage User Access	Financial Systems Processor	Financial Systems	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
3.1023	Access Control	Facilitate User Access to Network	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
3.1031	Maintenance of Financial Systems	Maintain PALM Chart of Accounts	Financial Systems Processor	Financial Systems	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
3.1032	Maintenance of Financial Systems	Manage Accounts and Codes in FLAIR	Financial Systems Processor	Financial Systems	60010661	Sue Davis	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
3.1033	Maintenance of Financial Systems	Update SharePoint Site	Financial Systems Processor	Financial Systems	Unknown	Unknown	Unknown	Unknown	15 minutes-3 hours	Unknown	Unknown	Unknown	Unknown	1-5 Staff
3.1034	Maintenance of Financial Systems	Publish Budget Document to Florida Fiscal Portal	Financial Systems Processor	Financial Systems	Unknown	Unknown	Unknown	Unknown	5 minutes	Unknown	11 LRPPs	Unknown	Unknown	Unknown
3.1034	Maintenance of Financial Systems	Publish Budget Document to Florida Fiscal Portal	Financial Systems Processor	Financial Systems	Unknown	Unknown	Unknown	Unknown	40 hours	Unknown	4 citizen documents	Unknown	Unknown	Unknown
3.1035	Maintenance of Financial Systems	Report Unclaimed Property	Financial Systems Processor	Financial Systems	Unknown	Financial Systems Team	Unknown	Unknown	20-25 hours	Annually	Unknown	Unknown	Unknown	1 Staff
3.1036	Maintenance of Financial Systems	User Acceptance Testing (UAT)	Financial Systems Processor	Financial Systems	60000513	Vonda Smith	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	5 minutes-1 hour	As Needed	Unknown	Unknown	Unknown	1-5 Staff
3.1036	Maintenance of Financial Systems	User Acceptance Testing (UAT)	Financial Systems Processor	Financial Systems	60010661	Sue Davis	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	5 minutes-1 hour	As Needed	Unknown	Unknown	Unknown	Unknown
3.1036	Maintenance of Financial Systems	User Acceptance Testing (UAT)	Financial Systems Processor	Financial Systems	Unknown	April Edmonds	Unknown	Unknown	5 minutes-1 hour	As Needed	Unknown	Unknown	Unknown	Unknown
3.1036	Maintenance of Financial Systems	User Acceptance Testing (UAT)	Financial Systems Processor	Financial Systems	Unknown	Kay Schaub	Unknown	Unknown	5 minutes-1 hour	As Needed	Unknown	Unknown	Unknown	Unknown
3.1036	Maintenance of Financial Systems	User Acceptance Testing (UAT)	Financial Systems Processor	Financial Systems	Unknown	Asheema Vemuri	Unknown	Unknown	5 minutes-1 hour	As Needed	Unknown	Unknown	Unknown	Unknown

Financial Systems

Process ID	Process	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete

Financial Reconciliations														
Process ID	**Process**	**Subprocess**	**Functional Role**	**Business Unit**	**Position Number**	**Personnel**	**Class Title**	**Working Title**	**Duration**	**Frequency**	**Volume**	**Approved By**	**Approved By Personnel**	**Staffing to Complete**
3.2011	Reconciliation of Accounts in FLAIR	Submit Request for Action (RFAs)	Reconciliations Processor	Financial Reconciliations	60019262	Jeffrey Whitford	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	5-100 RFAs per Month	Unknown	Unknown	3 Staff
3.2011	Reconciliation of Accounts in FLAIR	Submit Request for Action (RFAs)	Reconciliations Processor	Financial Reconciliations	60037005	Mary Eldib	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	5-100 RFAs per Month	Unknown	Unknown	3 Staff
3.2011	Reconciliation of Accounts in FLAIR	Submit Request for Action (RFAs)	Reconciliations Processor	Financial Reconciliations	60069926	Alice (Kay) Schaub	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	15 minutes-60 minutes	Daily	5-100 RFAs per Month	Unknown	Unknown	3 Staff
3.2012	Reconciliation of Accounts in FLAIR	Post Outstanding Documents	Reconciliations Processor	Financial Reconciliations	60019262	Jeffrey Whitford	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	Unknown	Unknown	Unknown	4 Staff
3.2012	Reconciliation of Accounts in FLAIR	Post Outstanding Documents	Reconciliations Processor	Financial Reconciliations	60037005	Mary Eldib	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	Unknown	Unknown	Unknown	4 Staff
3.2012	Reconciliation of Accounts in FLAIR	Post Outstanding Documents	Reconciliations Processor	Financial Reconciliations	60069926	Alice (Kay) Schaub	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	15 minutes-60 minutes	Daily	Unknown	Unknown	Unknown	3 Staff
3.2021	Allotments and Encumbrances for Contracts	Post Allotments and Encumbrances for Contracts	Reconciliations Processor	Financial Reconciliations	60019246	Nidia Tew	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	2-75 changes per month	Unknown	Unknown	4 Staff
3.2021	Allotments and Encumbrances for Contracts	Post Allotments and Encumbrances for Contracts	Reconciliations Processor	Financial Reconciliations	60019262	Jeffrey Whitford	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	2-75 changes per month	Unknown	Unknown	4 Staff
3.2021	Allotments and Encumbrances for Contracts	Post Allotments and Encumbrances for Contracts	Reconciliations Processor	Financial Reconciliations	60037005	Mary Eldib	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	Daily	2-75 changes per month	Unknown	Unknown	4 Staff
3.2021	Allotments and Encumbrances for Contracts	Post Allotments and Encumbrances for Contracts	Reconciliations Processor	Financial Reconciliations	60069926	Alice (Kay) Schaub	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	15 minutes-60 minutes	Daily	2-75 changes per month	Unknown	Unknown	4 Staff
3.2022	Allotments and Encumbrances for Contracts	Analyze CARS budget to the Schedule of Allotment Balance (SAB)	Reconciliations Processor	Financial Reconciliations	60019262	Jeffrey Whitford	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	As needed	Unknown	None	None	4 Staff
3.2022	Allotments and Encumbrances for Contracts	Analyze CARS budget to the Schedule of Allotment Balance (SAB)	Reconciliations Processor	Financial Reconciliations	60037005	Mary Eldib	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	As needed	Unknown	None	None	4 Staff
3.2022	Allotments and Encumbrances for Contracts	Analyze CARS budget to the Schedule of Allotment Balance (SAB)	Reconciliations Processor	Financial Reconciliations	60069926	Alice (Kay) Schaub	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	15 minutes-60 minutes	As needed	Unknown	None	None	4 Staff
3.2022	Allotments and Encumbrances for Contracts	Analyze CARS budget to the Schedule of Allotment Balance (SAB)	Reconciliations Processor	Financial Reconciliations	60019246	Nidia Tew	ACCOUNTANT IV	ACCOUNTANT IV	15 minutes-60 minutes	As needed	Unknown	None	None	4 Staff
3.2023	Allotments and Encumbrances for Contracts	Adjustment Journal Transfer	Reconciliations Processor	Financial Reconciliations	60020946	Keywana Brooks	ACCOUNTING SERVICES ANALYST B	ACCOUNTING SERVICES ANALYST B	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2023	Allotments and Encumbrances for Contracts	Adjustment Journal Transfer	Reconciliations Processor	Financial Reconciliations	60019262	Jeffrey Whitford	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2023	Allotments and Encumbrances for Contracts	Adjustment Journal Transfer	Reconciliations Processor	Financial Reconciliations	60037005	Mary Eldib	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2023	Allotments and Encumbrances for Contracts	Adjustment Journal Transfer	Reconciliations Processor	Financial Reconciliations	60069926	Alice (Kay) Schaub	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2024	Allotments and Encumbrances for Contracts	Collocated Journal Transfer (CJT)	Reconciliations Processor	Financial Reconciliations	60020946	Keywana Brooks	ACCOUNTING SERVICES ANALYST B	ACCOUNTING SERVICES ANALYST B	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2024	Allotments and Encumbrances for Contracts	Collocated Journal Transfer (CJT)	Reconciliations Processor	Financial Reconciliations	60019246	Nidia Tew	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2024	Allotments and Encumbrances for Contracts	Collocated Journal Transfer (CJT)	Reconciliations Processor	Financial Reconciliations	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2024	Allotments and Encumbrances for Contracts	Collocated Journal Transfer (CJT)	Reconciliations Processor	Financial Reconciliations	60019262	Jeffrey Whitford	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2024	Allotments and Encumbrances for Contracts	Collocated Journal Transfer (CJT)	Reconciliations Processor	Financial Reconciliations	60037005	Mary Eldib	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff
3.2024	Allotments and Encumbrances for Contracts	Collocated Journal Transfer (CJT)	Reconciliations Processor	Financial Reconciliations	60069926	Alice (Kay) Schaub	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTING SERVICES ANALYST D-SES	30 minutes-16 hours	Weekly	2-100 journal transfers	Unknown	Unknown	6 Staff

Financial Reporting

Process ID	Process	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
3.3011	Analysis for Financial Statements	Process and Review Journal Transfers	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	Unknown	Annually	Unknown	Unknown	Unknown	Unknown
3.3011	Analysis for Financial Statements	Process and Review Journal Transfers	Financial Reporting Processor	Financial Reporting	60070143	Asheema Vemuri	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Unknown	Unknown	Unknown
3.3012	Analysis for Financial Statements	Review CBC and ME Contracts Budget in FLAIR	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	8-10 hours	Weekly	Unknown	Budget Managers	Unknown	2 Staff
3.3012	Analysis for Financial Statements	Review CBC and ME Contracts Budget in FLAIR	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	8-10 hours	Weekly	Unknown	FSS Managers	Unknown	2 Staff
3.3012	Analysis for Financial Statements	Review CBC and ME Contracts Budget in FLAIR	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	8-10 hours	Weekly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	2 Staff
3.3013	Analysis for Financial Statements	Execute Year-End Close	Financial Reporting Processor	Financial Reporting	60070143	Asheema Vemuri	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Daily	25 Items	Financial Reporting Supervisor	Asheema Vemuri	Unknown
3.3013	Analysis for Financial Statements	Execute Year-End Close	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	Unknown	Daily	25 Items	Financial Reporting Supervisor	Asheema Vemuri	Unknown
3.3021	Inter-Agency Transfers	Create Inter-Agency Transfer Report	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	40 hours	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3022	Inter-Agency Transfers	Validate Balance of Financial Reports	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	Unknown	Quarterly	Unknown	Unknown	Unknown	Unknown
3.3023	Inter-Agency Transfers	Analyze Trial Balance	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	4-5 hours	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3024	Inter-Agency Transfers	Review Property Reconciliation	Financial Reporting Analyst	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	48-80 hours	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3031	Local Trust Funds	Maintain and Reconcile QuickBooks	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	4-5 hours	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3032	Local Trust Funds	Obtain Bank Statements from Wells Fargo	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	30 minutes	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3033	Local Trust Funds	Obtain Revolving Fund Bank Statements	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	30 minutes	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3034	Local Trust Funds	Prepare Reports for Review and Distribution to Regions	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	1 hour	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3035	Local Trust Funds	Process Revolving and Welfare Trust Fund Check Requests	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	4-6 hours	As Needed	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3036	Local Trust Funds	Deposit Revolving Funds Reimbursement	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	1 hour	As Needed	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3037	Local Trust Funds	Monitor and Review All Local Fund Reconciliations	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	4-5 hours	Quarterly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff
3.3038	Local Trust Funds	Complete Monthly Welfare Trust Fund Regional Analysis and Treasury's Quarterly Report	Financial Reporting Processor	Financial Reporting	60000054	Monika Patel	ACCOUNTING SERVICES ANALYST D-SES	ACCOUNTANT SERVICES ANALYST D-SES	4-5 hours	Monthly	Unknown	Financial Reporting Supervisor	Asheema Vemuri	1 Staff

Cost Allocation

Process ID	Process	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
4.101	Cost Allocation	Prepare Public Assistance Cost Allocation Plan (PACAP) - Initial PACAP	Cost Allocation Processor	Cost Allocation	Unknown	Unknown	Unknown	Unknown	100 hours	Quarterly	Unknown	Cost Allocation Supervisor	Unknown	5 Staff
4.101	Cost Allocation	Prepare Publish Assistance Cost Allocation Plan (PACAP) - Amendments	Cost Allocation Processor	Cost Allocation	Unknown	Unknown	Unknown	Unknown	60 hours	As Needed	Unknown	Cost Allocation Supervisor	Unknown	5 Staff
4.101	Cost Allocation	Prepare Public Assistance Cost Allocation Plan (PACAP) - Random Moment Time Sampling	RMTS Administrator	Cost Allocation	Unknown	Unknown	Unknown	Unknown	6 hours	Monthly	Unknown	Cost Allocation Supervisor	Unknown	2 Staff
4.101	Cost Allocation	Prepare Public Assistance Cost Allocation Plan (PACAP) - Produce the Employee Work Certification	Cost Allocation Processor	Cost Allocation	Unknown	Unknown	Unknown	Unknown	6 hour	Semi-Annually	75 Certifications	Unknown	Unknown	1 Staff
4.102	Cost Allocation	Comply with Federal and State Recipient/Subrecipient Reporting - Post Award Notice	Cost Allocations Processor	Cost Allocation	Unknown	Unknown	Unknown	Unknown	4-8 hours	Annually	13 PANs	Cost Allocation Supervisor	Unknown	2 Staff
4.102	Cost Allocation	Comply with Federal and State Recipient/Subrecipient Reporting -Schedule of Expenditures of Federal Awards (SEFA)	Cost Allocations Analyst	Cost Allocation	60025265	Kathryn Parker	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	80-100 hours	Annually	Unknown	Cost Allocation Supervisor	Unknown	2 Staff
4.102	Cost Allocation	Comply with Federal and State Recipient/Subrecipient Reporting -Schedule of Expenditures of Federal Awards (SEFA)	Cost Allocations Processor	Cost Allocation	60031812	Frances Buckner	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	80-100 hours	Annually	Unknown	Cost Allocation Supervisor	Unknown	2 Staff
4.102	Cost Allocation	Comply with Federal and State Recipient/Subrecipient Reporting - FFATA	Cost Allocation Processor	Cost Allocation	Unknown	Unknown	Unknown	Unknown	10-15 hours	Monthly	Unknown	Cost Allocation Supervisor	Unknown	2 Staff
4.102	Cost Allocation	Comply with Federal and State Recipient/Subrecipient Reporting - Single Act Coordination	Cost Allocation Processor	Cost Allocation	60025265	Kathryn Parker	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	175-200 hours	Annually	Unknown	Unknown	Unknown	1 Staff
4.103	Cost Allocation	GRANTS Management	GRANTS Administrator	Cost Allocation	Unknown	Unknown	Unknown	Unknown	15 minutes-2 hours	As Needed	Unknown	Unknown	Unknown	Unknown
4.103	Cost Allocation	GRANTS Management - Chart 8	GRANTS Administrator	Cost Allocation	Unknown	Unknown	Unknown	Unknown	70 hours	Quarterly	Unknown	Unknown	Unknown	2 Staff

Federal Reporting

Process ID	Process	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
4.201	Federal Reporting	Execute Federal Grants Reporting Requirements	Grant Processor	Federal Reporting	60011356	Amy Warrick	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	80 hours	Monthly	50 Federal Financial Status Reports	Chief of Revenue Management	Morgan Helton	5 Staff
4.201	Federal Reporting	Execute Federal Grants Reporting Requirements	Grant Processor	Federal Reporting	60019494	Jane Barnes	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	80 hours	Monthly	50 Federal Financial Status Reports	Chief of Revenue Management	Morgan Helton	5 Staff
4.201	Federal Reporting	Execute Federal Grants Reporting Requirements	Grant Processor	Federal Reporting	60055460	Luz Tavera	ACCOUNTANT IV	ACCOUNTANT IV	80 hours	Monthly	50 Federal Financial Status Reports	Chief of Revenue Management	Morgan Helton	5 Staff
4.201	Federal Reporting	Execute Federal Grants Reporting Requirements	Grant Processor	Federal Reporting	60060301	Diane Hart	ACCOUNTANT IV	ACCOUNTANT IV	80 hours	Monthly	50 Federal Financial Status Reports	Chief of Revenue Management	Morgan Helton	5 Staff
4.202	Federal Reporting	Execute Grants Administration Activities	Grant Processor	Federal Reporting	60011356	Amy Warrick	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	30 minutes	Quarterly	Unknown	Federal Reporting Supervisor	Diane Sunday	1 Staff
4.202	Federal Reporting	Execute Grants Administration Activities	Grant Processor	Federal Reporting	60019494	Jane Barnes	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	30 minutes	Quarterly	Unknown	Federal Reporting Supervisor	Diane Sunday	1 Staff
4.202	Federal Reporting	Execute Grants Administration Activities	Grant Processor	Federal Reporting	60055460	Luz Tavera	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes	Quarterly	Unknown	Federal Reporting Supervisor	Diane Sunday	1 Staff
4.202	Federal Reporting	Execute Grants Administration Activities	Grant Processor	Federal Reporting	60060301	Diane Hart	ACCOUNTANT IV	ACCOUNTANT IV	30 minutes	Quarterly	Unknown	Federal Reporting Supervisor	Diane Sunday	1 Staff
4.203	Federal Reporting	Conduct Grant Analysis	Grant Processor	Federal Reporting	60011356	Amy Warrick	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	80 hours	Unknown	Unknown	Unknown	Unknown	1 Staff
4.203	Federal Reporting	Conduct Grant Analysis	Grant Processor	Federal Reporting	60019494	Jane Barnes	GOVERNMENT OPERATIONS CONSULTANT III	GOVERNMENT OPERATIONS CONSULTANT III	80 hours	Unknown	Unknown	Unknown	Unknown	1 Staff
4.203	Federal Reporting	Conduct Grant Analysis	Grant Processor	Federal Reporting	60055460	Luz Tavera	ACCOUNTANT IV	ACCOUNTANT IV	80 hours	Unknown	Unknown	Unknown	Unknown	1 Staff
4.203	Federal Reporting	Conduct Grant Analysis	Grant Processor	Federal Reporting	60060301	Diane Hart	ACCOUNTANT IV	ACCOUNTANT IV	80 hours	Unknown	Unknown	Unknown	Unknown	1 Staff

Cash Management

Process ID	Process	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
4.3011	Physical Payments & Receipts	Receive and Process Physical Payments and Credit Card Receipts (FLAIR TR30)	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Daily	Unknown	Unknown	Unknown	Unknown
4.3012	Physical Payments & Receipts	Cash Transfers In (FLAIR TR96)	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
4.3013	Physical Payments & Receipts	Preform Analysis and Payment Processing	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
4.3014	Physical Payments & Receipts	Restore Budget Authority	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
4.3021	Cash Management Activities	Fund Budget Authority	Budget Analyst	Budget Office	Unknown	Unknown	Unknown	Unknown	Unknown	Annually	Unknown	Unknown	Unknown	Unknown
4.3022	Cash Management Activities	Prepare Non-Operating Budget	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
4.3023	Cash Management Activities	Draw Federal Funds	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Bi-weekly	Unknown	Unknown	Unknown	Unknown
4.3023	Cash Management Activities	Draw Federal Funds	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Quarterly	Unknown	Unknown	Unknown	Unknown
4.3024	Cash Management Activities	Comply with Federal Reporting Requirements	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Cash Management Supervisor	Crystal Sims	Unknown
4.3024	Cash Management Activities	Comply with Federal Reporting Requirements	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Chief of Revenue Management	Morgan Helton	Unknown
4.3024	Cash Management Activities	Comply with Federal Reporting Requirements	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Cash Management Supervisor	Crystal Sims	Unknown
4.3024	Cash Management Activities	Comply with Federal Reporting Requirements	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Chief of Revenue Management	Morgan Helton	Unknown
4.3024	Cash Management Activities	Comply with Federal Reporting Requirements	Benefits Recovery Processor	Benefits Recovery	60069924	Janet Quinn	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3024	Cash Management Activities	Comply with Federal Reporting Requirements	Benefits Recovery Processor	Benefits Recovery	60069924	Janet Quinn	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Quarterly	Unknown	Unknown	Unknown	Unknown
4.3025	Cash Management Activities	Execute Emergency Disaster Coordination	Cash Management Processor	Cash Management	60069924	Janet Quinn	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3026	Cash Management Activities	Set Up and Maintain Chart 8	Grant Processor	Federal Reporting Team	Unknown	Unknown	Unknown	Unknown	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3026	Cash Management Activities	Set Up and Maintain Chart 8	Cash Management Processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3027	Cash Management Activities	Set Up and Maintain Chart of Accounts - Revenue/Non-Operating	Cash Management Processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3028	Cash Management Activities	Manage Electronic Benefits Transfer (EBT) and Initiate Special Purpose Investment Account (SPIA) Process	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3028	Cash Management Activities	Manage Electronic Benefits Transfer (EBT) and Initiate Special Purpose Investment Account (SPIA) Process	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3028	Cash Management Activities	Manage Electronic Benefits Transfer (EBT) and Initiate Special Purpose Investment Account (SPIA) Process	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Monthly	Unknown	Unknown	Unknown	Unknown
4.3029	Cash Management Activities	Benefits Recovery (SNAP, TANF, AFDC)	Benefits Recovery Processor	Benefits Recovery	60069924	Janet Quinn	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Quarterly	Unknown	Chief of Revenue Management	Morgan Helton	Unknown
4.3029	Cash Management Activities	Benefits Recovery (SNAP, TANF, AFDC)	Payment processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Quarterly	Unknown	Chief of Revenue Management	Morgan Helton	Unknown
4.3029	Cash Management Activities	Benefits Recovery (Uncollectable Items)	Benefits Recovery Processor	Benefits Recovery	60069924	Janet Quinn	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	As Needed	Unknown	Chief of Revenue Management	Morgan Helton	Unknown
4.3030	Cash Management Activities	Prepare, Analyze and Distribute State Accounts and Voucher Audit (SAVA)	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
4.3031	Cash Management Activities	Client and Welfare Trust Fund Investment/Disinvestment	Cash Management Processor	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As Needed	Unknown	Unknown	Unknown	Unknown
4.3031	Cash Management Activities	Client and Welfare Trust Fund Investment/Disinvestment	Cash Management Analyst	Cash Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Monthly	Unknown	Unknown	Unknown	Unknown
4.501	Revenue Forecasting	Prepare Revenue Forecasting	Cash Management Processor	Cash Management	60035366	Sabrina Sermons	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.501	Revenue Forecasting	Prepare Revenue Forecasting	Cash Management Processor	Cash Management	60002048	Donna Cohe	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.502	Revenue Forecasting	Review Statues	Cash Management Processor	Cash Management	60035366	Sabrina Sermons	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.502	Revenue Forecasting	Review Statues	Cash Management Processor	Cash Management	60002048	Donna Cohe	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.503	Revenue Forecasting	Upload Estimated Revenue	Cash Management Processor	Cash Management	60035366	Sabrina Sermons	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.503	Revenue Forecasting	Upload Estimated Revenue	Cash Management Processor	Cash Management	60002048	Donna Cohe	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.504	Revenue Forecasting	Analyze and Update Revenue	Cash Management Processor	Cash Management	60035366	Sabrina Sermons	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff
4.504	Revenue Forecasting	Analyze and Update Revenue	Cash Management Processor	Cash Management	60002048	Donna Cohe	GOVERNMENT ANALYST II	GOVERNMENT ANALYST II	Unknown	Annually	Unknown	Unknown	Unknown	2 Staff

Trust Fund Management

Process ID	Process	Subprocess	Functional Role	Business Unit	Position Number	Personnel	Class Title	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
4.401	Trust Fund Management	Prepare Schedule I's and Supporting Documentation	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	32 hours	Annually	Unknown	Trust Fund Supervisor	Crystal Sims	3 Staff
4.401	Trust Fund Management	Prepare Schedule I's and Supporting Documentation	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	32 hours	Annually	Unknown	Chief of Revenue Management	Morgan Helton	3 Staff
4.402	Trust Fund Management	Prepare Cash and Conference Sheet	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	2-3 hours	2-4 times per year	Unknown	Cash Management Supervisor	Crystal Sims	1 Staff
4.402	Trust Fund Management	Prepare Cash and Conference Sheet	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	2-3 hours	Bi-Annually	Unknown	Cash Management Supervisor	Crystal Sims	1 Staff
4.403	Trust Fund Management	Produce Trust Fund Books	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Unknown	Unknown	1 Staff
4.404	Trust Fund Management	Execute Year- End Financial Adjustments Entries	Payment Procesor	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Unknown	Unknown	3 Staff
4.404	Trust Fund Management	Execute Year- End Financial Adjustments Entries	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	Annually	Unknown	Unknown	Unknown	3 Staff
4.405	Trust Fund Management	Update Schedule I's	Legislative Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As needed	Unknown	Unknown	Unknown	Unknown
4.405	Trust Fund Management	Update Schedule I's	Trust Fund Analyst	Trust Fund Management	60003691	Crystal Sims	OPERATIONS & MGMT CONSULTANT MGR - SES	OPERATIONS & MGMT CONSULTANT MGR - SES	Unknown	As needed	Unknown	Unknown	Unknown	Unknown

Fiscal Accountability and Partner Compliance

Process ID	Process	Subprocess	Functional Role	Working Title	Duration	Frequency	Volume	Approved By	Approved By Personnel	Staffing to Complete
5.101	Financial Monitoring	Review and Approve CBC/ME Cost Allocation Plans (CAP)	Fiscal Accountability Processor	OPERATIONS & MGMT CONSULTANT MGR - SES	16-24 hours	Annually	Unknown	Fiscal Accountability Supervisor	Barney Ray	6 Staff
5.101	Financial Monitoring	Review and Approve CBC/ME Cost Allocation Plans (CAP)	Fiscal Accountability Processor	GOVERNMENT ANALYST II	16-24 hours	Annually	Unknown	Fiscal Accountability Supervisor	Barney Ray	6 Staff
5.101	Financial Monitoring	Review and Approve CBC/ME Cost Allocation Plans (CAP)	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Annually	Unknown	Fiscal Accountability Supervisor	Barney Ray	6 Staff
5.101	Financial Monitoring	Review and Approve CBC/ME Cost Allocation Plans (CAP)	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Annually	Unknown	Fiscal Accountability Supervisor	Barney Ray	6 Staff
5.101	Financial Monitoring	Review and Approve CBC/ME Cost Allocation Plans (CAP)	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Annually	Unknown	Fiscal Accountability Supervisor	Barney Ray	6 Staff
5.101	Financial Monitoring	Review and Approve CBC/ME Cost Allocation Plans (CAP)	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Annually	Unknown	Fiscal Accountability Supervisor	Barney Ray	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	OPERATIONS & MGMT CONSULTANT MGR - SES	1-8 hours	As Needed	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	GOVERNMENT ANALYST II	1-8 hours	As Needed	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	As Needed	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	As Needed	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	As Needed	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	As Needed	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	OPERATIONS & MGMT CONSULTANT MGR - SES	1-8 hours	Monthly	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	GOVERNMENT ANALYST II	1-8 hours	Monthly	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	Monthly	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	Monthly	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	Monthly	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.102	Financial Monitoring	Monitor CBC/ME Contracts	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	1-8 hours	Monthly	Unknown	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	OPERATIONS & MGMT CONSULTANT MGR - SES	16-24 hours	Unknown	7 ME	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	GOVERNMENT ANALYST II	16-24 hours	Unknown	7 ME	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	7 ME	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	7 ME	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	7 ME	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	7 ME	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	OPERATIONS & MGMT CONSULTANT MGR - SES	16-24 hours	Unknown	19 CBC	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	GOVERNMENT ANALYST II	16-24 hours	Unknown	19 CBC	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	19 CBC	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	19 CBC	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	19 CBC	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.103	Financial Monitoring	Year-End Close Out	Fiscal Accountability Processor	GOVERNMENT OPERATIONS CONSULTANT III	16-24 hours	Unknown	19 CBC	Fiscal Accountability Supervisor	Kenneth Sasser	6 Staff
5.201	Reporting, Training and Technical Assistance	Training	Fiscal Accountability Processor	DIRECTOR OF REVENUE MGMT&PARTNER COMPLIA	80 hours	Unknown	Unknown	Unknown	Unknown	Unknown
5.201	Reporting, Training and Technical Assistance	Training	Fiscal Accountability Processor	SENIOR MANAGEMENT ANALYST II - SES *	80 hours	Unknown	Unknown	Unknown	Unknown	Unknown
5.202	Reporting, Training and Technical Assistance	Reporting	Fiscal Accountability Analyst	DIRECTOR OF REVENUE MGMT&PARTNER COMPLIA	80 hours	Quarterly	Unknown	Fiscal Accountability Supervisor	Barney Ray	4 Staff
5.202	Reporting, Training and Technical Assistance	Reporting	Fiscal Accountability Analyst	GOVERNMENT ANALYST II	80 hours	Quarterly	Unknown	Fiscal Accountability Supervisor	Barney Ray	4 Staff
5.202	Reporting, Training and Technical Assistance	Reporting	Fiscal Accountability Analyst	GOVERNMENT ANALYST II	80 hours	Quarterly	Unknown	Fiscal Accountability Supervisor	Barney Ray	4 Staff
5.202	Reporting, Training and Technical Assistance	Reporting	Fiscal Accountability Analyst	SENIOR MANAGEMENT ANALYST II - SES *	80 hours	Quarterly	Unknown	Fiscal Accountability Supervisor	Barney Ray	4 Staff
5.203	Reporting, Training and Technical Assistance	Schedule of Funds - CBC	Fiscal Accountability Processor	Unknown	30 minutes - 8 hours	Yearly	Unknown	Fiscal Accountability Supervisor	Barney Ray	2 Staff
5.203	Reporting, Training and Technical Assistance	Schedule of Funds - ME	Fiscal Accountability Processor	Unknown	30 minutes - 8 hours	As Needed	Unknown	Unknown	Unknown	2 Staff
5.204	Reporting, Training and Technical Assistance	CBC Risk Pool Application Assessment	Fiscal Accountability Processor	DIRECTOR OF REVENUE MGMT&PARTNER COMPLIA	160 hours	Annual	4-8 Applications	Unknown	Unknown	Unknown
5.204	Reporting, Training and Technical Assistance	CBC Risk Pool Application Assessment	Fiscal Accountability Processor	GOVERNMENT ANALYST II	160 hours	Annual	4-8 Applications	Unknown	Unknown	Unknown
5.204	Reporting, Training and Technical Assistance	CBC Risk Pool Application Assessment	Fiscal Accountability Processor	GOVERNMENT ANALYST II	160 hours	Annual	4-8 Applications	Unknown	Unknown	Unknown
5.204	Reporting, Training and Technical Assistance	CBC Risk Pool Application Assessment	Fiscal Accountability Processor	SENIOR MANAGEMENT ANALYST II - SES *	160 hours	Annual	4-8 Applications	Unknown	Unknown	Unknown
5.205	Reporting, Training and Technical Assistance	Create CBC Allocations	Fiscal Accountability Analyst	DIRECTOR OF REVENUE MGMT&PARTNER COMPLIA	40 hours	Unknown	Unknown	Office of Child and Family Well-Being	Unknown	3 Staff
5.205	Reporting, Training and Technical Assistance	Create CBC Allocations	Fiscal Accountability Analyst	GOVERNMENT ANALYST II	40 hours	Unknown	Unknown	Office of Child and Family Well-Being	Unknown	3 Staff
5.205	Reporting, Training and Technical Assistance	Create CBC Allocations	Fiscal Accountability Analyst	SENIOR MANAGEMENT ANALYST II - SES *	40 hours	Unknown	Unknown	Office of Child and Family Well-Being	Unknown	3 Staff
5.206	Reporting, Training and Technical Assistance	Provide FSFN Support	Fiscal Accountability Processor	SENIOR MANAGEMENT ANALYST II - SES *	15 minutes	As Needed	Unknown	Unknown	Unknown	1 Staff
5.207	Reporting, Training and Technical Assistance	Process LBR Inquiries	Fiscal Accountability Analyst	DIRECTOR OF REVENUE MGMT&PARTNER COMPLIA	10 minutes - 8 hours	As Needed	Unknown	Unknown	Unknown	3 Staff
5.207	Reporting, Training and Technical Assistance	Process LBR Inquiries	Fiscal Accountability Analyst	GOVERNMENT ANALYST II	10 minutes - 8 hours	As Needed	Unknown	Unknown	Unknown	3 Staff
5.207	Reporting, Training and Technical Assistance	Process LBR Inquiries	Fiscal Accountability Analyst	SENIOR MANAGEMENT ANALYST II - SES *	10 minutes - 8 hours	As Needed	Unknown	Unknown	Unknown	3 Staff

Florida Department of Children & Families

Current State Business Process and Procedure Catalog

Ernst & Young, LLP

Office of Financial Management

Table of Contents

Section 1 - Budget Office

The Budget Office is responsible for development, management, oversight, analysis, and compliance monitoring related to fiscal activity affected by programmatic and operational goals and outcomes. The Office of Budget Services is responsible for ensuring compliance with technical budget policy related to agency Chief Financial Officer (CFO) requirements and Law and Office of Policy and Budget (OPB) instructions. The processes performed by the Budget Office are organized in relation to the budget cycle:

- Start Up Activities
- Approved Operating Budget Activities
- Spending Plan Activities
- Budget Amendment Activities
- Department of Children and Families (DCF) Legislative Budget Request Activities
- Governor's Recommendation Activities
- Legislature Activities

1.1 Start Up Activities

The Governor's Office requires information to start up the Department of Children and Families (DCF) budget. These subprocesses begin at the end of session to prepare for the new year, prior to July 1. The subprocesses included are:

- 1.101 - Create Non-Operating Budget Request
- 1.102 - Conduct Position Data Review and Update
- 1.103 - Produce Fund and Lapse Table
- 1.104 - Create Early Release Budget Requests
- 1.105 - Analyze Bill Actions
- 1.106 - Realign Human Resources Budget
- 1.107 - Realign Causality Insurance Premium
- 1.108 - Complete Risk Assessment- Account Design and Exposure Base Inquiry Survey
- 1.109 - Pay Property/Fire Insurance Premiums
- 1.110 - Administer Fund Adjustments

Start Up Activities- Business Process Flow Details

1.101 - Create Non-Operating Budget Request
To transfer the funding streams between agencies, non-operating budget is required and the amounts for the transfers must be identified. This transfer authority allows each agency to align its budget appropriations with funding streams for planning purposes during the fiscal year. Annually, the budget analyst will: • Pull data from the Information Delivery System (IDS) and request spreadsheets from Budget Managers outlining the need from each agency • Enter the values provided into the Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS) Annually, the cash management analyst will: • Receive an email from the Budget Office to assist with the creation of the non-operating budget request

- Run reports in LAS/PBS as a projection for the remainder of the year (NOPA/C/I Non-Operating Budget Data Entry Report, NOPR Non-Operating Budget List Request Report)
- Break down the reports to the Other Cost Accumulator (OCA) level
- Request a statewide LAS/PBS download for trust funds from OPB via email
- Review information regarding contracted amounts in the Contract Accountability Reporting System (CARS) and look at Schedule I information from the previous year spreadsheet to validate information
- Request additional information from other program areas and the Agency for Health Care Administration (AHCA) via email, if needed
- Analyze the upcoming fiscal year non-operating budget projections using an existing Excel template
- Send to Budget Office via email, which will input values and narrative into LAS/PBS.
    - The cash management supervisor and the Budget Office may also need to provide justification for projections during OPB review

Note: This process from beginning to end takes one Budget Office staff 1 – 2 days to complete, and two Cash Management staff 1 week each to complete. Budget Office activities are approved by the budget office supervisor. Revenue Management activities are approved by the cash management supervisor

1.102 - Conduct Position Data Review and Update

The position data review and update is a two-step process that begins with reconciling year-end PeopleFirst data to full time equivalent (FTE) counts contained within LAS/PBS data and the Department's Position and Rate Ledger system. Next, any adjustments from the General Appropriations Act (GAA) are applied to the reconciled year-end data, informing the subsequent realignment of HR appropriations (see "Realign Human Resources Budget" for additional detail).

To execute this process, annually, the budget analyst will:

- Compare data from the Position and Rate Ledger, EK080 (payroll records), and Legislature
- Complete position amendments in the Position and Rate Ledger
- Communicate changes and provide justification to the managers within the Budget Office, the HR Office, and the Program Office via email

Note: This process from beginning to end takes one staff 5 days to complete and is approved by the budget office supervisor

1.103 - Produce Fund and Lapse Table

The Fund and Lapse Table is an analysis of the funding structure of the salary category by Fund and Fund Source Indicator (FSI). The Fund and Lapse Table is used by the Revenue Management Office to apply additional appropriations to the salary category throughout the fiscal year, (e.g., adjust administered funds to reflect health insurance or retirement).

To produce the Fund and Lapse Table, annually, the budget analyst will:

- Receive memo from the OPB with request for Fund and Lapse Table (via email or accessed via portal after July 1)
- Pull salaries appropriation and apply percentages to it in LAS/PBS to create the Fund and Lapse Table report
- Send the report created in PDF format to the cash management supervisor for review

The cash management supervisor will:

- Pull the conference bill from LAS/PBS (to obtain additional detail behind GAA)

- Develop pivot table to analyze conference bill against Fund and Lapse Table report (LAS/PBS, Excel)
- Verify values and percentages and notify Budget Office of any discrepancies via email

1.104 - Create Early Release Budget Requests

The early release budget request identifies additional release needed above that of the approved GAA release plan for programs with contract language requiring payment exceeding the scheduled release amount.

To execute this analysis, annually, the budget analyst will:

- Review information in the Budget Ledger, which is a table in IDS, to see how much money needs to be released early
- Complete budget amendment based on identified amount
- Send the early release budget request to the Executive Office of the Governor (EOG) OPB for approval via Budget Amendment Processing System (BAPS), triggering departmental and central Florida Accounting Information Resource (FLAIR) updates

Governing Legislation: Florida Statutes (F.S.) 216.192(1), 216.177(2)(a)
Note: This process from beginning to end takes two staff 5 days to complete and is approved by the budget office supervisor

1.105 - Analyze Bill Actions

When a bill is passed into law and it carries a budget appropriation that is outside of the GAA, an analysis is required to identify the budgetary details for the supplemental appropriation to be posted to State Accounts. Once the supplemental appropriation is posted, an internal budget amendment is necessary to balance the budget ledger.

To carry out this process, as needed, the legislative analyst will:

- Pull IDS query to identify funds posting location upon enactment of GAA
- Process budget amendment to post appropriation to State Accounts

Note: This process from beginning to end takes one staff 1-2 days to complete and is approved by the budget office supervisor

1.106 - Realign Human Resources Budget

The Human Resources (HR) Services appropriation is allocated based on FTE counts from PeopleFirst at the beginning of the fiscal year and requires a reconciliation and realignment to the correct programs.

To carry out this activity, after the Position Data Review and Update is completed, the budget processor will:

- Realign the HR budget to the correct program area via BAPS based on the output from the Position Data Review (note: this process is different from the Position Data Review and Update because realigning the HR budget involves moving the budget provided by the Legislature to give to the Department of Management Services (DMS) for administering DCF's HR)

Note: This process from beginning to end takes one staff 1-2 days to complete and is approved by the budget office supervisor

1.107 - Realign Causality Insurance Premium

DCF pays DMS for liability insurance.

Annually, the budget processor updates the budget to reflect yearly fluctuations in premium amounts by conducting the following activities: • Receive automated email that an adjustment has been made in LAS/PBS • Review the adjustment in LAS/PBS per category and break down to OCA using analysis conducted on an Excel spreadsheet • Prepare budget amendment that is uploaded into Budget Ledger and FLAIR *Note: This process from beginning to end takes one staff 16 hours to complete and is approved by the budget office supervisor*
1.108 - Complete Risk Assessment- Account Design and Exposure Base Inquiry Survey
Annually, the budget office processor will: • Receive an email through LAS/PBS, indicating that the Risk Assessment must be completed • Provide spreadsheet to each budget manager via email for them to record their answers • Collect completed spreadsheet via email • Enter information into system from Department of Financial Services (DFS) EBI Survey web portal *Note: This process from beginning to end takes three staff 2 hours collectively to complete and is approved by the budget office supervisor*
1.109 - Pay Property/Fire Insurance Premiums
The following activities are completed annually by the budget processor (General Services pays premiums annually, typically in May or June): • Receive automated email that an adjustment has been made in LAS/PBS • Review the adjustment in LAS/PBS per category and break down to OCA using analysis conducted on an Excel spreadsheet • Prepare budget amendment that is uploaded into Budget Ledger and FLAIR *Note*: *This process from beginning to end takes one staff 16 hours to complete and is approved by the budget office supervisor*
1.110 - Administer Fund Adjustments
Changes in the State's contribution to salary-related expenses (retirement, health insurance, etc.) necessitate adjustments to the salary appropriation. When these adjustments are made throughout the year, a reconciliation and realignment is required to balance the Budget Ledger to State Accounts. To carry out this process, as needed, the Budget Office will: • Receive automated email that an adjustment has been made in LAS/PBS • Review the adjustment in LAS/PBS per category and break down to OCA using analysis conducted on an Excel spreadsheet • Prepare budget amendment that is uploaded into Budget Ledger and FLAIR Note: *This process from beginning to end takes three staff 16 hours to complete and is approved by the budget office supervisor*

1.2 Approved Operating Budget Activities

The Budget Office reviews, evaluates, and recommends how appropriations are to be allocated by the program to support DCF's mission. These activities take place beginning in late June. The business process subprocesses included are:

- 1.201 - Create Approved Operating Budget
- 1.202 - Analyze Unfunded Budget Report
- 1.203 - Create Collocated Journal Transfer Matrix

Approved Operating Budget Activities- Business Process Flow Details

1.201 - Create the Approved Operating Budget

This process entails developing DCF's approved operating budget (AOB) to ensure consistency with the GAA and the intent of the legislature. This includes assigning agency appropriation amounts to the program/region level based on the predicted expenditures per historical patterns, trends, and department policy decisions.

To carry out this process, annually (from March through end of June, with posting in mid-July), the budget analyst will:

- Download export of the GAA from LAS/PBS. The information is provided at the budget entity (BE) state program category fund level. There are issue numbers contained in the GAA
    - The revenue management team breaks down the information to more granular levels (region and OCA) using the master file to identify accounting codes (the master file is an Excel spreadsheet that contains historical budget and issue data)
- Pull the base budget from LAS/PBS and compare the issue numbers in the GAA to identify differences in the budget that are specific to DCF
- Adjust the master file to match the issues in the GAA
- Create allocation workbooks (Excel) for each program. Each program has its own allocation methodology, so the Budget Office may need to review historical data to project the budget allocation
- Combine each allocation workbook as a separate tab in the master file
- Use master file to create budget amendment- uploaded through Budget Ledger (technical details are needed)

Note: This process from beginning to end takes 20 staff 10 days collectively to complete and is approved by the budget office supervisor

1.202 - Analyze Unfunded Budget Report

The Unfunded Budget Report provides visibility on budget authority that is being held in control because (1) the intended purpose of the budget does not have a defined location specified; or (2) the budget has been placed in unfunded status because the funding that originally supported the budget is no longer available (due to funding stream decreases, end of grant period of performance, etc.).

To prepare this report, monthly, the budget analyst will:

- Pull budget authority data via IDS
- Input data into Excel spreadsheet to identify items with budget authority and no available funding

Note: This process from beginning to end takes five staff 1 hour to complete collectively and is approved by the budget office supervisor

1.203 - Create Collocated Journal Transfer Matrix

The collocated journal transfer matrix identifies the allocation plan related to shared expenditures to automate the payment process and ensure accurate splitting of costs across programs. To use the Matrix to process cost allocations, the budget processor will: • Review collocated journal transfer matrix, updated manually by budget managers, to determine cost allocation percentages (developed based on criteria such as square footage and FTE count) • Input allocations into collocated journal transfer system to assign shared costs to programs, triggering movement of funds in FLAIR (note: IDS contains the updated cost allocation tables) *Note: This process from beginning to end takes 15 staff 40-80 hours collectively to complete and is approved by the budget office supervisor*

1.3 Spending Plan Activities

The Budget Office develops department spending plans for DCF leadership review. These activities take place beginning in August. The business process subprocesses included are:

- 1.301 - Trend Analysis
- 1.302 - Create Spending Plan
- 1.303 - Create and Distribute Budget Reversion Report

Spending Plan Activities- Business Process Flow Details

1.301 - Trend Analysis

A component of the spending plan, the trend analysis compares expenditure and obligation data to the AOB to identify operational and policy trends. The analysis is created by the Budget Office for the program offices and leadership.
 	
To create the trend analysis, monthly, the budget processor and budget analyst will:
• Review data in IDS to verify integrity of expenditure data (e.g. identify missing expenditures or expenditures with no budget) and forecast what the end of the year will look like based on past and current year trends
• Review data via Visual Basics to develop Salary and OPS (Other Personal Services) Trend Report in Excel and update throughout the month (note: report takes one day to create)
    ○ The budget processor completes the PeopleFirst portion, the personnel related portion, and the outstanding operational information portion of this report
    ○ The Salary and OPS Trend Report is then included in the Spending Plan, described below
 	
Note: This process from beginning to end takes 7-22 staff 10 days collectively to complete and is approved by the budget office supervisor

1.302 - Create Spending Plan
Developing Department spending plans involves monitoring, reconciling, and tracking expenditures, corrections, allotments, and projections to analyze budget issues and identify potential solutions. To create the spending plan, the budget analyst leverages the trend analysis described above to conduct the following activities monthly: • Combine downloads from IDS and PeopleFirst into a spreadsheet (Processing and Management staff) • Create the Spending Plan based on spreadsheet (Policy and Planning staff)

• Add information regarding expenditures to provide an accurate outlook and gather additional information from Contract Managers to inform the Spending Plan • Input responses from Budget Managers manually to the Spending Plan (note: this manual entry may include 1,000+ lines) (Processing and Management staff) • Send the Spending Plan to the program offices to inform them of their budget   ○ Information is used by the Budget Director to facilitate monthly meetings with the Secretary to discuss current year trends *Note: This process from beginning to end takes 2 staff 2 days to complete and is approved by the Budget Director*
1.303 - Create and Distribute Budget Reversion Report
The Budget Reversion Report provides budgetary reversion data associated with over 200 budgetary amendments at a detailed level. To develop the report, the budget analyst conducts the following activities annually: • Reconcile data from IDS, the Legislature, and state and departmental accounts (via LAS/PBS) to identify funds that were not spent • Summarize data in Excel document and store on shared drive *Note: This process from beginning to end takes one staff 8-10 hours to complete and is approved by the budget office supervisor*

1.4 Budget Amendment Activities

Internal and external budget amendments are used to redirect agency resources between appropriation categories and programs where needed. The business process subprocesses included are:

- 1.401 – Create Internal and External Budget Amendments

Budget Amendment Activities- Business Process Flow Details

1.401 - Create Internal and External Budget Amendments
Internal and external budget amendments are used to redirect agency resources between appropriation categories and programs (relative to the initial AOB allocations) to accomplish a high priority need. To carry out this process, upon receipt of a budget amendment, the budget processor will: • Record budget amendment request on Excel spreadsheet located on shared drive • Provide spreadsheet to technical team for review The technical team within the Budget Office will: • Review spreadsheet • Provide spreadsheet to revenue team for funding analysis (including amount required for funding and process for reallocating funds) • Validate codes upon receipt of reviewed spreadsheet from revenue team by running test procedure including business rules provided by the Budget Office • Run audit checks on spreadsheet and upload into Budget Ledger upon receipt of approval from Governor's Office (documented within BAPS and communicated via email) *Governing Legislation: F.S. 216*

Note: This process from beginning to end takes four staff between 1-40 hours to complete, depending on size of requests, and is approved by the budget office supervisor. There are over 200 amendments per year

1.5 Legislative Budget Request Activities

This process involves preparing and developing the Department's Legislative Budget Request (LBR)- an annual budget request for funds and positions the agency believes necessary to perform legislatively authorized or required services and activities. This includes incorporating the policies and decisions issued by the Secretary, review and evaluation of LBR proposals, exhibits, schedules, and any issues related to the submission of the Department's LBR, and the appropriate input of all required information into LAS/PBS as well as the reconciliation and audit of the Department's submission. The business process subprocesses included are:

- 1.501 – Create Legislative Budget Request (LBR) and Supplemental Legislative Budget Request (SLBR)

Legislative Budget Request Activities- Business Process Flow Details

1.501 - Create Legislative Budget Request (LBR) and Supplemental Legislative Budget Request (SLBR)
To create the LBR, annually, the legislative analyst in the Budget Office will: • Coordinate internal meetings with DCF leadership to discuss ideas for upcoming LBRs • Send LBR Policy proposal templates and instructions to program offices and coordinate Policy and Budget Brainstorming Sessions with program offices, Office of Deputy Secretary, Legislative Affairs, and Budget Office • Receive LBR proposal submissions (Issue Proposal Form) (also submitted to Legislative Affairs) and review for quality assurance • Schedule VIIIB-2 Reductions by developing targets for the department to initiate approach on Schedule VIIIB-2 • Coordinate the first round of Executive Leadership LBR & Policy Presentations (note: these can be conducted as a group or over several days through individual meetings). This will determine which LBR proposals move forward for LBR D-3A completion • Submit LBR D-3A template and instructions for completion to the program offices (note: the purpose of the D-3A is to submit to the Legislature the amount of funds and positions the agency believes is necessary to perform legislatively authorized or required services and activities. The D-3A is the most detailed level of the LBR and provides the justification and impacts of the requested funding) • Receive LBR D-3A's (note: this includes the Budget and Revenue Offices working with the program offices on the development/ reviews) • Submit Policy Proposals and Draft Language to Legislative Affairs for review (note: review packages include a bill analysis, draft bill language, and one-page bill summary) • Coordinate Final Round of Executive Leadership LBR & Policy Presentations • Review LBR proposals (note: this step finalizes the D-3A and assures compliance) and complete Legislative Proposal and Language edits in preparation for EOG OPB submission • Complete data and narrative entry in LAS/PBS (note: includes a final file submitted to the Revenue Office for Schedule Is) • Submit Schedule IV-B (IT projects) to the Budget Office via email, which posts the LBR to the Florida Fiscal Portal

To prepare or submit additional budget requests, about 2-4 weeks before the start of the session, the Budget Office may file a SLBR in accordance with the same process *Governing Legislation: F.S. 216.013, 216.023* *Note: This process from beginning to end (LBR) takes 20 staff six months (May through October). The total duration is dictated by how long staff work on the LBR each day (may range from 5 minutes to 8 hours). LBRs, SLBRs and associated documentation is approved by the Secretary.*

1.6 Governor's Recommendation Activities

Upon receipt of the Governor's Annual Budget, the Budget Office updates DCF's budget accordingly and files an amended LBR. The business process subprocesses included are:

- 1.601 – Match DCF's Budget to Governor's Budget

Governor's Recommendation Activities- Process Flow Details

1.601 – Match DCF's Budget to Governor's Budget
Upon receipt of the Governor's Annual Budget, the budget processor will conduct the following activities to update DCF's budget to mirror the Governor's budget: • Download report for current DCF Budget from LAS/PBS (Excel) and compare to the Governor's Budget to find discrepancies • Edit DCF Budget via LAS/PBS to match Governor's Budget • Run reports on updated budget using Amended D-3A format • File amended LBR by uploading to Florida Fiscal Portal *Governing Legislation: F.S. 216.162* *Note: This process from beginning to end takes two staff 2 days to complete and is approved by the budget office supervisor*

1.7 Legislature Activities

The Budget Office reviews and analyzes the fiscal portion of House and Senate bills to identify bills requiring additional justification and financial information. The business process subprocesses included are:

- 1.701 – Analyze Bills

Legislature Activities- Process Flow Details

1.701 – Analyze Bills

To analyze bills, the legislative analyst will:
• Receive emails from the Secretary's Office notifying them of new bills to review (note: over 100 bills are analyzed, and it can take between 30 minutes to 3 hours for each bill)
• Assist program areas in analyzing bills that require additional justification and financial information by completing Bill Analysis forms
    ○ Once complete, the Bill Analysis Form (Word document) is sent back to Legislative Affairs (bill owner) via email. The responses and analyses created are stored in Outlook
    ○ The Secretary's Office tracks the review and analysis of bills in a spreadsheet, including the due date and date reviewed

Note: *This process takes 30 minutes to 3 hours to for each bill, is performed by one staff, and is approved by the budget office supervisor*

Section 1 - Budget Office Reports

Report Number	Report Description	Technology	Report Frequency	Audience
1.301R	Salary and OPS Trend Report (Trend Analysis)	IDS, LAS/PBS, Excel	Monthly	DCF Leadership, Program Managers, OPB, Budget Managers
1.302R	Trend Report (Spending Plan)	FLAIR, IDS, PeopleFirst, Excel	Monthly	DCF Leadership, Program Managers, OPB, Budget Managers
1.303R	Budget Reversion Report	IDS, LAS/PBS, Excel	Annually	DCF Leadership, Program Managers, OPB, Budget Managers
1.501R	LBR and SLBR	FLAIR, IDS, LAS/PBS, BAPS, PeopleFirst, Excel	Annually, (SLBR if needed)	DCF Leadership, Program Managers, OPB, Budget Managers

Section 2 - Financial Support Services

Financial Support Services (FSS) formerly known as the Accounting Services and Support Center provides administrative support services to the Department of Children and Families (DCF). The team operates out of three (3) locations: North (Tallahassee), South (Miami), and the MacClenny location. Their objective is to ensure disbursements to customers including vendors, other DCF staff, partners etc. are timely and accurate. Financial Support Services does this by performing the following business processes and assisting with any related requests:

- Disbursements Teams
    - Statewide Travel Management System (STMS) and WORKS Distribution
    - MyFloridaMarketPlace (MFMP) Disbursements
    - Contracts Disbursement
    - Special Payment
    - Warrants Distribution
- Reporting Encumbrance Disbursement Team
    - Reporting & Disbursement Analysis

2.1 STMS and WORKS Distribution

STMS disbursements processes travel payments. WORKS processes purchase card (p-card) payments. STMS and the WORKS system are Bank of America products. The purpose is to audit and process payments related to travel and p-cards. The subprocesses included are:

- 2.101 - Audit Transactions
- 2.102 - Approve Transactions
- 2.103 - Batch Processing
- 2.104 - Voucher Assembly
- 2.105 - Voucher Verification

STMS and WORKS Distribution- Business Process Flow Details

2.101 – Audit Transactions

The payment processor (STMS and WORKS disbursement staff) performs the following activities daily:
• Review p-card transactions in the WORKS system. The transactions are either approved (see below) or flagged for the account holder (card holder) to make corrections
    o From the point of sale, it takes about 2-3 business days for transactions to be visible in the WORKS system
    o The following items must be verified as complete to pass audit: Receipts; Redactions; Exceptions; and Comments
• Add rejection comments in WORKS for flagged commodity or service items and notify account holder via email (reasons for flags include not attaching the proper receipt, not providing proper justifications, etc.)
    o Account holders are notified in WORKS and by FSS directly as needed**.** FSS requires account holders to communicate via email for all flagged items due to the WORKS one-notification process
    o FSS can remove all flags, but account holders and approvers cannot lower flags unless they created them. Corrections are made directly into WORKS
• Review travel transactions in the STMS system after they have been approved by traveler approvers, typically their supervisor
    o There are 3 different types of STMS transactions that can be audited: reimbursement with reimbursement, general authorization, and advances
 	
Note: The five full time staff and three part time staff audit approximately 150 transactions per day

2.102 – Approve Transactions
Upon review of transactions, the payment processor completes the following activity: • Approve transactions that have complete documentation within the respective systems (STMS for travel and WORKS for p-card transactions)   o Department of Financial Services (DFS) may kick back an FSS-approved STMS travel transaction during their random audit, which restarts the process
2.103 – Batch Processing
Once transactions are approved, the transactions are overnight batch uploaded into Florida Accounting Information Resource (FLAIR) for payment processing. Batch processing is a system scheduled job that requires the payment processor to trigger. *Note: "Batching" takes 2 days for WORKS and overnight for STMS*
2.104 – Voucher Assembly

After batch processing, the payment processor will: • Download the transaction details, summary, receipts, and any other supporting documentation for WORKS transactions. Download the TripReport for STMS trips • Attach to each voucher schedule in Axiom Pro as supporting documentation *Note: The payment and voucher assembly process from beginning to end takes staff three or more days depending on if the transaction requires additional quality assurance support at any stage of the process*
2.105 – Voucher Verification
The Vouchers are assigned to respective auditing staff daily. Once staff have completed the voucher assembly process, the assigner (supervisor or team lead staff member) conducts voucher verification to ensure each voucher schedule is assembled properly

2.2 MyFloridaMarketPlace (MFMP) Disbursements

MFMP disbursements process vendor payments from MFMP. MFMP disbursements are processed in roughly equal volumes from three locations: the HQ location, the Miami location and the Institutions. The purpose is to audit and process payments according to the purchase order (PO). The subprocesses included are:

- 2.201 - Retrieve Invoices
- 2.202 - Audit Invoices
- 2.203 - Create Invoice Reconciliation
- 2.204 - Approve Invoice Reconciliation
- 2.205 - Invoice Payment Processing
- 2.206 - Voucher Verification
- 2.207 - MFMP Payment Update e-Form

MFMP Disbursements- Business Process Flow Details

2.201 – Retrieve Invoices
Daily, the payment processor will: • Receive invoices through the shared MFMP email inboxes for the 3 disbursement locations. Paper invoices through the USPS mail system are also accepted
2.202 – Audit Invoices
Upon receipt of invoices, the payment processor will: • Perform a same-day manual audit of invoices working from oldest to newest to ensure that the file is complete   ○ The following items must be verified as complete to pass audit: Signatures, Receipts, Redactions, Exceptions, and Comments
2.203 – Create Invoice Reconciliation
The payment processor completes the following activities: • Perform an invoice reconciliation in Ariba system (part of MFMP) for payment approval   ○ In the MacClenny location, for quality control purposes, the payment processor will act as either an exception handler (currently 3 staff) or an invoice manager (currently 2 staff). The roles are not separated in the North and South locations (separation is planned for FY23) Depending on whether the invoice is for a service or a commodity, the exception handler will: • Verify that the service was performed successfully by confirming that the requestor submitted a Certification Statement in MFMP, or a completed Contract Summary Form (service)

• Do nothing, as the Ariba system will send the MFMP approval notification to the disbursement requestor (commodity)
2.204 – Approve Invoice Reconciliation
Once the commodity has been received or the service has been performed, the payment processor will: • Perform a final quality assurance check to ensure completeness of the file • Approve and submit transaction for payment
2.205 – Invoice Payment Processing
The invoices are processed through a real-time FLAIR integration process, which verifies that the codes on the PO are still valid (MFMP-FLAIR interface) • Sometimes, there will be rejections due to MFMP and FLAIR data inconsistencies (i.e., password has not been reset or updated in MFMP) • In these instances, the request for payment is resubmitted in FLAIR until there is a successful FLAIR validation
2.206 – Voucher Verification (Separate business process under Financial Systems)
The day after invoices are processed in FLAIR, the payment processor conducts voucher verification • After voucher verification, contract accounting staff receive an email notification that vouchers are available in Axiom Pro
2.207 – MFMP Payment Update e-Form
After the invoice is processed in FLAIR, the payment processor completes a Payment Update e-Form in MFMP • In the event of submission issues, the payment processor notates the associated voucher number in the comment section of the invoice reconciliation to evidence proof of payment in FLAIR

2.3 Contracts Disbursement

Contracts disbursement staff process agency contract payments to vendors. The purpose is to audit and process payments according to the contract. The subprocesses are:

- 2.301 - Receive Invoices
- 2.302 - Audit Invoices
- 2.303 – FLAIR Input
- 2.304 - Invoice Payment Processing
- 2.305 - Voucher Verification (separate business process)
- 2.306 - Voucher Assembly

Contracts Disbursement- Business Process Flow Details

2.301 – Receive Invoices
The payment processor performs the following activities daily: • Receive invoice notifications for contracts via shared email inboxes • Assign invoices to staff via email for processing
2.302 – Audit Invoices
Upon receipt of invoices, the payment processor will: • Complete manual audit of invoices, reconciling against the contract to verify accuracy and completeness of invoice information (note: may take a day to a week depending on the discrepancy identified)

• Work with the client contract manager to resolve identified issues via email *Note: the contract information is stored in Contract Accountability Reporting System (CARS), which interfaces with the Florida Accountability Contract Tracking System (FACTS). FACTS must be updated before transactions can be posted in FLAIR*
2.303 – FLAIR Input
Once transactions issues are resolved, the payment processor will key invoices into FLAIR
2.304 – Invoice Payment Processing
Once payments are keyed into FLAIR, payment logs are updated accordingly to reflect the most recent payment made. Payment logs are manually maintained in Excel and accessible via the shared network drive
2.305 – Voucher Identification (Separate business process under Financial Systems
Daily**,** the payment processor will: • Review Excel spreadsheet with all vouchers that are ready to be assembled • Sort spreadsheet by User ID to identify the vouchers associated with the prior day's payments (input into FLAIR)
2.306 – Voucher Assembly
After batch processing, the payment processor will: • Download the transaction details, summary, receipts, and any other supporting documentation • Attach to each voucher in Axiom Pro as supporting documentation • Save on network shared drive for daily submission to DFS (via GlobalScape), which audits vouchers and posts for payment *Note: The contracts disbursement team dedicates about 1-2 hours a day to process payments per person. The entire team processes 150-250 transactions a day. This process from beginning to end can take 3 or more days depending on if the transaction requires additional quality assurance support at any stage of the process*

2.4 Special Payments Distribution

The special payments distribution team processes vendor payments that are not from MFMP, a contract, a p-card, or related to travel. The purpose is to audit and process special payments. This process from beginning to end takes about 3 days. The subprocesses are:

- 2.401 - Receive Invoices
- 2.402 - Audit Invoices
- 2.403 - Invoice Payment Processing
- 2.404 - Voucher Schedule/ Voucher Assembly
- 2.405 - Warrant Creation

Special Payments Distribution- Business Process Flow Details

2.401 – Receive Invoices
Day 1: Daily, the payment processor will: • Receive invoices through the shared special payment email inbox or the USPS mail system (if received via USPS, the Warrant Distribution team scans and sends to the shared special payment email inbox)
2.402 – Audit Invoices

Day 1: Upon receipt of invoices, the payment processor will:
• Verify that the vendor is in FLAIR
• Verify that the invoice has not already been paid by reviewing FLAIR records
• Perform a same-day manual audit of invoices working from oldest to newest to ensure that the file is complete. The following items must be verified as complete to pass audit:
    ○ Approvals/ Signatures
    ○ Object code
    ○ Receipts
    ○ Redactions
    ○ Exceptions
    ○ Comments

2.403 – Invoice Payment Processing
Day 1: After payments have been audited, the payment processor will: • Input directly into FLAIR • Print out FLAIR voucher summary to verify information that was manually entered into FLAIR The Financial Systems staff that performs daily voucher verifications is responsible for voucher processing
2.404 – Voucher Schedule/ Voucher Assembly
Day 2: After invoices have been processed in FLAIR: • A voucher schedule is created and stored in Axiom Pro along with other supporting documentation, forming a complete voucher packet
2.405 – Warrant Creation
Day 3: The voucher warrant or check is created

2.5 Warrants Distribution

The warrants distribution team receives and distributes voucher warrants or makes requests to cancel or reduce vouchers. They also maintain record of all warrant vouchers and vendor information. The processes to perform these functions are:

- 2.501 - Maintain Vendor Information
- 2.502 - Voucher Deletion or Reduction
- 2.503 - Warrant Cancellation
- 2.504 - Complete Duplicate Warrant Requests
- 2.505 - Warrant Report/Distribute Warrants

Warrants Distribution- Business Process Flow Details

2.501 – Maintain Vendor Information
To update or delete vendor information, the support services analyst will: • Complete a DFS Vendor Update Form (Word document) and send to DFS via email   ○ DFS will confirm the update via email • Input vendor information in FLAIR for new vendors
2.502 – Voucher Deletion or Reduction
To delete or reduce a voucher because a payment is incorrect (amount, vendor, etc.), the support services analyst will: • Complete a DFS Voucher Deletion or Reduction Form (Excel) and send to DFS via email. The request must also include the voucher containing supporting documentation

○ If a voucher is deleted, a transaction 58 should be completed in FLAIR (note: separate business process under Journal Transfer)
2.503 – Warrant Cancellation
If a payment is issued incorrectly a warrant cancellation is completed through the following process: • Complete a DFS cancellation request form on the intranet, which automatically emails a shared DFS inbox. Initiate warrant cancellation in FLAR and email warrant cancellation approver, which will finalize the cancellation ○ If the check is at DCF, it is stored for 5 years ○ If duplicate warrant needed, complete DFS duplicate warrant request form (Word document) and send via email to the vendor relations staff person ○ The duplicate warrant request takes 2 weeks to approve. DFS does not send notification of approval ○ The duplicate check will arrive with all other warrant checks through physical mail
2.504 – Complete Duplicate Warrant Requests
If a duplicate warrant is needed, the support services analyst will: • Complete DFS duplicate warrant request form (Word document) and send via email to the vendor relations staff person ○ The duplicate warrant request takes 2 weeks to approve. DFS does not send notification of approval ○ The duplicate check will arrive with all other warrant checks through physical mail
2.505 – Warrant Report/Distribute Warrants
Daily, the support services analyst will: • Run Warrant Report in Information Delivery System (IDS) to determine how many checks should be received for the day • Receive DFS warrant checks through postal mail • Prepare vendor envelopes to mail warrant checks (certain vendors) • Mail warrants

2.6 Reporting & Disbursement Analysis

The reporting & disbursement analysis team generates reports to be used by customers (contract managers, vendors, DCF staff, or state partners) to review invoices, make decisions, inform policy, and any other ad hoc reporting. They also monitor, research, and respond to any disbursement and financial inquiries from internal customers. Their process steps are:

- 2.601 - Monitor Encumbrances
- 2.602 - Reporting & Analysis
    - Contracts
    - MFMP
    - Prompt Payment
    - Desk Status
- 2.603 - Respond to Financial Inquiries

Reporting & Disbursement Analysis- Business Process Flow Details

2.601 – Monitor Encumbrances

To monitor encumbrances, the support services analyst will:
• Create multiple Excel spreadsheets of all payments and encumbrances using data retrieved from FLAIR, IDS, CARS, FACTS and MFMP
• Send compiled spreadsheets to customers for accuracy review
  ○ MFMP Encumbrance Report
  ○ Contracts Encumbrance Report
• Receive confirmation from customers of encumbrance and payment accuracy
  ○ If necessary, forward action item to appropriate DCF staff person for correction
• Send final spreadsheets to the Budget Director and the Budget Office for review and to inform decision-making. The Budget Director reviews the encumbrance reports weekly and sends to the Secretary's Office

2.602 – Reporting & Analysis

The support services analyst creates all reports for the Office of Financial Support Services. The data for these reports is compiled and analyzed from all systems including FLAIR, IDS, CARS, FACTS and MFMP, for all disbursements. These reports may be created daily, weekly, bi-weekly, monthly, or ad hoc, as follows:
• Contracts Reports- monthly
• MFMP Reports- daily, weekly, monthly
  ○ The reporting & disbursement analysis team creates the invoice reconciliation report for the MFMP disbursements team to monitor for outstanding payment processing
• Prompt Payment Report- biweekly
  ○ DFS sends a biweekly reporting of invoices over 20 days old. The reporting & disbursement analysis team investigates and reports why invoices were not timely
• Desk Status Report - every Thursday
  ○ The reporting & disbursement analysis team creates this report for all FSS every week for the Budget Director's review. The report is a compilation of the managers weekly status reports of invoices, processed invoices, pending invoices, etc.

2.603 – Respond to Financial Inquiries
The support services analyst responds to internal DCF financial inquiries by researching and pulling data from FLAIR, IDS, CARS, WORKS, FACTS and MFMP

Section 2 - Financial Support Services Reports

Report Number	Report Description	Technology	Report Frequency	Audience
2.505R	Warrant Report	IDS DFS software	Daily	Internal (Warrant distribution team)
2.601R1	MFMP Encumbrance Report	FLAIR, IDS, Excel, MFMP	Monthly	MFMP customers, Budget Office
2.601R2	Contracts Encumbrance Report	FLAIR, IDS, Excel, CARS, FACTS	Monthly	Contract managers, PO requester, Budget Office
2.602R1	Desk Status Report	Excel	Weekly	Budget Director

2.602R2	MFMP Invoice Reconciliation Report	FLAIR, IDS, Excel, MFMP	Daily, Weekly	MFMP disbursement team
2.602R3	Contracts Customer as of Current Month Report	CARS/FACTS/ IDS	Monthly	Contract managers, Budget Office
2.602R4	MFMP Customer as of Current Month Report	MFMP 3.0/ MFMP 3.0 Analysis	Monthly	MFMP customers, Budget Office
2.602R5	Prompt Payment (response)	FLAIR	Bi-weekly	DFS

Section 3 - Office of Financial Accountability

3.1 Financial Systems

The financial systems team operates in the Reconciliations and Financial Reporting Office with the purpose of overseeing user access and data accuracy in all Department of Children and Families (DCF) financial systems. The financial systems team provides services for DCF's financial systems and related requests. The subprocess steps for the financial systems team include:

- 3.101 - Monitor Internal Accounting Systems
- 3.102 - Access Control- Financial Systems
- 3.103 - Maintenance of Financial Systems

3.101 Monitor Internal Accounting Systems - Business Process Flow Details

<table>
<tr><th>3.1011 – Voucher Verification</th></tr>
<tr><td>The voucher verification process validates vouchers and ensures that vouchers were loaded to Axiom Pro, the voucher imaging system. To perform daily voucher verification, the financial systems processor will:
• Run script in Entire Connection (system) which automatically picks up batch jobs. The batches are sent to Image API's file transfer protocol (FTP) server, a program within Axiom Pro
• Run query in Information Delivery Systems (IDS) to download an Excel file for comparison using the table transaction detail history
    ○ Verify vouchers using the IDS query Excel file and export records from Axiom Pro
• Download voucher summary listing in Axiom Pro once vouchers have loaded
    ○ If there are highlights in the listing flagging that some vouchers were not successfully uploaded, work with IT to resolve the issue
• Send voucher load notification email to distribution list

Note: This process from beginning to end takes approximately 30-45 minutes; however, it only takes one staff member 2 minutes to run the script, verify vouchers and send email to users</td></tr>
<tr><th>3.1012 – Monitor IDS Tables</th></tr>
<tr><td>To confirm that all 27 IDS tables were loaded from the night before, daily, the financial systems processor will:
• Verify that the data is current using the load date
    ○ If a table is not loaded or there is a discrepancy, the financial analyst contacts IT</td></tr>
</table>

Note: This process from beginning to end takes one financial systems processor 1 minute to complete
3.1013 – Run Daily Reports
Daily, the financial systems processor runs the following reports from queries that are saved in the financial accountability Access database on the shared network directory using 7-Zip (an open-source file archiver used to compress and uncompressed files): • Pending vouchers • Unexpended releases • Encumbrances • Invoice reconciliations from the last DCF approver The reports are then posted to the “Daily Reports” channel in Microsoft Teams *Note: This process from beginning to end takes one financial systems processor approximately 45 minutes to complete.*
3.1014 – Verify Scheduled System Updates
There are some financial management systems that have scheduled updates or loads. The financial systems processor verifies that the following systems and updates have occurred as they should. • Payroll management system (bi-weekly updates) • Allotments (weekly updates)

3.102 Access Control- Financial Systems - Business Process Flow Details

3.1021 – Audit User Access
Quarterly, to validate that system users who no longer require access or who have been terminated, have been removed from applicable systems, the financial systems processor will: • Review reports from the Office of Information Technology Services (OITS) listing current users associated with each system/application • Remove and deactivate terminated employees   ○ If necessary, request Lightweight Directory Access Protocol (LDAP) removes role *Note: This process from beginning to end takes one financial systems processor approximately 2 weeks to complete*
3.1022 – Manage User Access

The financial systems processor assists system owners in maintaining accurate users for each application by facilitating system access where needed. To carry out this process, the financial systems processor will:
• Grant user access to financial systems when possible
    ○ If not able to grant access directly, create help desk tickets with IT requesting access
• Serve as system administrator for the following applications:
• Cash Receipts System (CRS)
    ○ Budget Resources System (BRC)
    ○ Grants Revenue Allocation and Tracking System (GRANTS)
        ▪ Install GRANTS on new Office of Revenue Management employees’ personal computers
        ▪ Initiate forms for signatures
    ○ Collocated Journal Transfer (CJT) Update Application

◦ Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS) ▪ Request setup in System Design and Development (SDD) training environment for new users ◦ Planning, Accounting, Ledger Management (PALM) ◦ Axiom Pro ▪ Add/inactivate users ◦ Web Assistant ◦ K-1 Data Update Application ◦ Email distributions lists ◦ Microsoft Teams channels
3.1023 – Facilitate User Access to Network
The financial systems processor facilitates access to the DCF network by: • Coordinate with IT data security team to resolve issues users may have with the DCF network, including login issues • Coordinate with IT to grant external auditor access and removal, once audit completes

3.103 Maintenance of Financial Systems - Business Process Flow Details

3.1031 – Maintain PALM Chart of Accounts (COA)
This process is not currently done but will be done weekly by the financial systems team
3.1032 – Manage Accounts and Codes in Florida Accounting Information Resource (FLAIR)
The financial systems processor manages the mapping of accounts (organizations, expansion options (EO), and Other Cost Accumulators (OCAs)) and other account codes in FLAIR. The steps to complete this process are: • Create profile in FLAIR using user information • Manually (<5), or using IDS processor (>5), find unique EOs that map to the organization or OCA • Run script in FLAIR via Entire Connection • Send email to requestor notifying that updated information is available in IDS (FLAIR uploads to IDS overnight)
3.1033 – Update SharePoint Site
The financial systems team maintains the SharePoint site for the accounting offices. The financial systems processor updates the SharePoint site as needed by conducting the following activities: • Receive via email or shared directory updated cost allocation plans (CAP), public assistance cost allocation plans (PACAP), Random Moment in Time Sampling (RMTS) information, or other financial reports required to update Community-Based Care (CBC) / Managing Entity (ME) contracts • Receive updated FMAP (Federal Medical Assistance Percentages) from Federal Reporting team via email • Post updated documents to SharePoint site (note: SharePoint interoperate with intranet site) Note: *This process from beginning to end takes one staff 15 minutes to several hours to complete, depending on number of documents*
3.1034 – Publish Budget Documents to Florida Fiscal Portal

During budget cycle, the financial systems processor publishes the budget information to the Florida Fiscal Portal (the Long-Range Program Plan (LRPP) is due on September 15th) *Governing Legislation: Florida Statutes (F.S.) 216.023(1), 216.023(2)* *Note: This process from beginning to end takes one staff between 5 minutes (for LRPP) to 40 hours (for citizens documents), depending on number of documents. Annually, approximately 110 documents (that make up the Legislative Budget Request (LBR)), 4 citizen documents, and 11 LRPPs are received*
3.1035 – Report Unclaimed Property

The financial system processor reports unclaimed property to the Department of Financial Services (DFS) at the end of April, or at the latest early May, annually. To perform this process, the team will:
• Send an email to CBC contract managers, Budget Office staff, and CBC lead agency contact to begin the annual Florida unclaimed property reporting process. The email should contain a blank DCF Disposition of Unclaimed Property form and Unclaimed Intangible Personal Property form
• Record a summary of unclaimed property on the Checks and Disposition Forms Received log
• Verify 'Last Transaction Date' on the DCF Disposition form is within the allowable reporting period. Property must have reached the required dormancy of one year
    o If property is submitted too early, the provider must be contacted to resubmit a corrected form and the check, if received or mailed, must be returned
• Verify check amount equals total unclaimed property on DCF Disposition of Unclaimed Intangible Personal Property Form
• Compile Unclaimed Property Report using the information from the DCF Disposition of Unclaimed Property Form and Unclaimed Intangible Personal Property forms on the cash template
• Format cash template and file through the holder reporting online system
• Hand deliver documentation to DFS
    o Documentation includes the voucher schedule (if applicable for HR beneficiary payments), a copy of the DCF Disposition of Unclaimed Intangible Personal Property form, Checks and Disposition Forms Received log, Consolidated DCF Disposition form, copy of the holder filing coupon, and all unclaimed property reporting checks made payable to DFS
 	
Note: This process from beginning to end takes one staff 20-25 hours to complete

3.1036 – User Acceptance Testing (UAT)
As needed, the financial system processor will: • Receive notification from OITS that UAT is required for system modifications • Perform UAT for associated systems, which may include running queries in the UAT environment to investigate identified issues • Send email to systems programmer, who will initiate UAT request outlining what was tested and document results *Note: This process from beginning to end takes 1-5 staff between 5 minutes to 1 hour to complete, depending on the complexity of the UAT script*

3.2 Financial Reconciliation

The financial reconciliation team exists within the Reconciliations and Financial Reporting Office. It is responsible for maintaining accurate balances of accounts between central and departmental accounting. They reconcile outstanding transactions from prior months such as disbursements, revenue, appropriations, etc. and identify required adjustments in FLAIR. The reconciliation program will automate as much as possible, but if there are any additional outstanding items, the financial reconciliations team will make manual adjustments to FLAIR. The subprocesses of financial reconciliation include:

- 3.201 - Reconciliation of Accounts in FLAIR
- 3.202 - Allotments and Encumbrances (not for CBC/ ME contracts)

3.201 Reconciliation of Accounts in FLAIR - Business Process Flow Details

3.2011 – Submit Request for Action (RFAs)
Daily, the reconciliation processor will: • Review the Reconciliation Report that is provided by the reconciliation program, to identify line items that are outstanding and not able to be reconciled within the Department (e.g. payroll recon) • Enter the RFA into the Reconciliation System, and select the necessary team and the reconciliation processor to be notified via email • Monitor the reconciliation and follow up with the necessary teams until reconciled *Note: This process from beginning to end takes three staff each 15-60 minutes per RFA, depending on how much research is needed and the degree of communication required with other teams or agencies. Approximately 5-100 RFA's are processed each month*
3.2012 – Post Outstanding Documents
As needed, the reconciliation processor will receive journal transfers and documents from other agencies. If it is in a disbursement regional category (except for those belonging to institutions), the reconciliation processor is responsible for posting the information to FLAIR *Note: This process from beginning to end takes three staff each 15-60 minutes per RFA, depending on how much research is needed and the degree of communication required with other teams or agencies*

3.202 Allotments and Encumbrances for Contracts - Business Process Flow Details

3.2021 – Post the Allotments and Encumbrances for Contracts
To identify and validate requested contract changes so that the associated allotments and encumbrances can be posted in FLAIR, daily, the reconciliation processor will: • Divide up the different contracts to monitor each contract for changes. The group uses a shared inbox that is notified once a change occurs in the Contract Accountability Reporting System (CARS) budget If there are changes to CARS: • Validate that requested changes are in scope for current fiscal year and conduct research to determine whether the change can be posted *Governing Legislation: F.S. 61.1826, 166.241* *Note: This process from beginning to end takes 4 staff each 15-60 minutes to complete. There are typically 2 to 75 contract changes per month*
3.2022 – Analyze CARS budget to the SAB (Schedule of Allotment Balance)
On an as needed basis, the reconciliation processor will:

• Run a SAB in IDS and compare to CARS Budget sheet to identify differences representing contract changes (note: the team runs a schedule of 2 to 75 allotment balances per month on average). This process will identify required updates to allotment and encumbrances • Update allotments and encumbrances in FLAIR using FLAIR processor (for addition of new line items) or manually (for changes to existing line items) • Post TR20s (for allotments) and TR60s (for encumbrances) and notify Financial Support Services (FSS) contact accountant that allotment of CARS budget has been completed • Work with contract manager to resolve any communicated discrepancies *Governing Legislation: F.S. 61.1826, 166.241* *Note: This process from beginning to end takes four staff each 15 minutes to an hour, depending on the number of allotments. The process is not approved, but the weekly SAB review captures errors by office*
3.2023 – Adjustment Journal Transfer (AJT)

Appropriations and federal dollars are accounted for in several different funds. To avoid issuing two or more warrants on a single invoice to be paid from several related funds, a payment is made on a single invoice from one fund and distributed to other funds based on an AJT Matrix. An automated AJT matrix is generated on Friday nights and transmits the information to FLAIR. On a weekly basis an automated process is completed by the reconciliation processor, as follow:
• Edit transactions selected by the AJT system against the AJT matrix
• List transactions meeting edits on the AJT detail for distribution (note: on average, there are 2 to 100 journal transfers completed)
  o If ODN does not begin with XC, the transaction was bypassed by the CJT system and did not have an AJT OCA on the AJT matrix
  o All the MRK subtotals are compared by the AJT system to the AJT matrix
• Pick up FTP files on Monday night from DFS on secure server and upload to FLAIR during nightly processing (Tuesday night)
 	
Note: This process from beginning to end takes six staff each 30 minutes to 2 days, depending on the nature of the request and scope of identified issues

3.2024 – Collocated Journal Transfer (CJT)
A Collocated Journal Transfer distributes collocated expenditures such as rent, leases, utilities etc., paid from a single fund to other operating cost centers based on a CJT Matrix. An automated process is completed by the reconciliation processor on a weekly basis: • Generate an FTP file on Friday night (consisting of transactions from previous Monday through Friday) and transmits from FLAIR to IDS • Read the FTP file through the CJT system on Monday night, selects collocated transactions based on selection criteria, and includes selected transactions in the AJT process • Load selected transactions from AJT file into FLAIR (Departmental) on Tuesday (note: on average, there are 2 to 100 journal transfers completed) • Generate error report containing records that are not selected *Note: This process from beginning to end takes six staff each 30 minutes to 2 days, depending on the nature of the request and scope of identified issues*

3.3 Financial Reporting

The Financial Reporting team exists within the Reconciliations and Financial Reporting Office, and their objective is to provide DFS, the Attorney General's Office, and the public financial reports. The Financial Reporting team also executes a variety of accounting and local funds management activities aligned with regulatory requirements. The purpose of their analysis is to review trends, inform decisions, and find discrepancies. The subprocesses of financial reporting are:

- 3.301 - Analysis for Financial Statement
- 3.302 - Inter-Agency Transfers
- 3.303 - Local Funds Tasks

3.301 Analysis for Financial Statements – Business Process Details

3.3011 – Process and Review Journal Transfers

Annually, the financial reporting processor processes financial statement adjustments needed to record the information required by The Statewide Financial Reporting Section (SFRS), based on DFS final audited reports. These adjustments include:

- Process Journal Transfer requests or other accounting corrections as needed using the FLAIR processor
  - Transaction types: 10/20/51/58/60
- Process transaction 51 using the FLAIR processor for the SWCAP to GR indirect earning transfer and Service Charge to GR transfer to assist Revenue Management

Governing Legislation: F.S. 17.04
Note: The duration of this process depends on the adjustments needed

3.3012 – Review CBC and ME Contracts Budget in FLAIR

On a weekly basis, the financial reporting processor and the accounting services analyst will:

- Pull SAB Report (for CBC/ME contracts) from IDS and compare to Budget Report (compiled based on budget ledger) to verify the following:
  - Recorded budgets exist in FLAIR for each contract
  - Budget total aligns with the FLAIR total (per SAB report, which includes Allotment total, Encumbrance balance, Expenditure's total, and Available Balance)
- Initiate required corrections by recording allotments and encumbrances within FLAIR (where missing) and working with FSS to execute required contract changes
  - Discrepancies are communicated via email with details
  - The SAB Report analysis is also uploaded to MS Teams for weekly FSS review

Note: This process from beginning to end takes two staff 8-10 hours and is approved by the financial reporting supervisor, FSS managers, and budget managers

3.3013 – Execute Year-End Close

At year-end, the financial reporting processor will:

- Prepare financial statement adjustments necessary to record information required by SFRS at DFS and process corrections required to verify accuracy of trial balance (TB) prior to close
- Prepare 25 item SFRS Compliance Checklist based on the TB and supporting queries provided by DFS (via Access Database interfaced with FLAIR). The checklist, evaluated by DFS for accuracy, verifies various items including the accuracy of fund balances, accuracy of General Ledger (GL) codes, and compliance with reporting requirements
  - Note: Each checklist item has its own individually titled report within the database, along with additional data including the Trial Balance, Adjustment report etc.

• Work with SFRS to respond to questions, provide additional information, or prepare additional financial statement adjustments, as required *Governing Legislation: F.S. 17.04* *Note: This process is completed each day after 6/30 until all the requirements are satisfied and all required forms are submitted. The checklist is reviewed and approved by the financial reporting supervisor*

3.302 Inter-Agency Transfers– Business Process Flow Details

3.3021 – Create Inter-Agency Transfer Report
On a monthly basis, the financial reporting analyst will: • Run Inter-Agency Transfer Report via IDS (note: IDS report may be reconciled against source data in FLAIR to verify accuracy) • Format report using filters and pivot tables to isolate relevant data fields for validation (via IDS Query Facility) • Review report to identify transactions associated with invalid GL codes by confirming that GL codes contain the correct alphanumeric characters and align with supporting documentation (including internal procedures, checklists, invalid GL code query searches, and DFS Reference Guidance and GL code listing) • Research discrepancies via IDS if required • Enter corrections into FLAIR Processor template upon identification of incorrect GL code (for internal discrepancies; if discrepancy is external, it is corrected by the respective state agency) • Provide to the financial reporting supervisor for validation, and send approved FLAIR template to processor for input into system (note: if the FLAIR template is unavailable, corrections may be processed manually) *Note: This process from beginning to end takes one staff 40 hours (with a target completion data of the tenth of the month) and is approved by the financial reporting supervisor*
3.3022 – Validate Balance of Financial Reports
On a quarterly basis, the financial reporting analyst completes the following activities to validate DCF's balances: • Provide Inter-Agency Transfer Report (generated and reviewed in accordance with the procedures above) to other state agencies • Receive email confirmation that the identified totals align with the respective agency's records • Record email response and annotate Inter-Agency Transfer Report accordingly On a quarterly basis, the financial reporting analyst completes the following activities to help other state agencies validate their balances: • Receive Inter-Agency Transfer Report from other state agencies • Provide email confirmation that the identified totals align with the respective agency's records; or identify required discrepancies, if applicable
3.3023 – Analyze Trial Balance (TB)
On a monthly basis, the financial reporting analysis completes the following activities: • Print TB from FLAIR and/or Run TB Report via IDS • Verify that GL codes contain the correct alphanumeric characters and align with supporting documentation • Verify that balances align with general accounting principles and DFS rules

• Verify that the Beginning Fund Balance at the start of each fiscal year aligns with the Ending Fund Balance of the previous fiscal year *Note: This process from beginning to end takes one staff 4-5 hours to complete and is approved by the financial reporting supervisor*
3.3024 – Review Property Reconciliation
On a monthly basis, the financial reporting analyst completes the following activities: • Run the Property Report via IDS • Format report using filters and pivot tables to isolate relevant data fields • Review report to: (1) identify transactions associated with invalid GL codes by confirming that GL codes contain the correct alphanumeric characters and align with internal procedure and Reference Guidance provided by DFS; and (2) verify that transactions comply with the approved property threshold per DFS Capital Asset policy *Note: This process from beginning to end takes one staff 6-10 days to complete and is approved by the financial reporting supervisor*

3.303 Local Funds Tasks – Business Process Flow Details

3.3031 – Maintain and Reconcile QuickBooks
On a monthly basis, the financial reporting processor will: • Reconcile QuickBooks to FLAIR and associated bank statements to ensure accuracy (note: volume depends on the number of transactions processed for each fund account) *Note: This process from beginning to end takes one staff 4-5 hours to complete, and is approved by the financial reporting supervisor*
3.3032 – Obtain Bank Statements from Wells Fargo
On a monthly basis, the financial reporting processor will: • Obtain Mildred and Welfare Trust Fund (WTF) bank statements from Wells Fargo's website *Note: This process from beginning to end takes one staff 30 minutes to complete, and is approved by the financial reporting supervisor*
3.3033 – Obtain Revolving Fund Bank Statement
On a monthly basis, the financial reporting processor will: • Obtain the Revolving Fund bank statement from Florida PALM *Note: This process from beginning to end takes one staff 30 minutes to complete, and is approved by the financial reporting supervisor*
3.3034 – Prepare Reports for Review and Distribution to Regions
Client Trust Funds and WTFs have investments earning interest and administrative fees, which must be allocated to the associated account each month. On a monthly basis, the financial reporting processor will: • Receive analyzed Investment Earning Statement for the Monthly Interest Apportionment from Revenue Management (which retrieves it from PALM) • Allocate total interest earned and administrative fees to each account • Provide balance to region budget managers, CBC contacts, Institution managers, and other interested parties via email

Note: This process from beginning to end takes one staff 1 hour to complete, and is approved by the financial reporting supervisor
3.3035 – Process Revolving and Welfare Trust Fund Check Requests
On a as needed basis, the financial reporting processor will: • Processes revolving and WTF check requests in QuickBooks and FLAIR to record the transactions for payment and reimbursement in accordance with desk procedures and Accounting Procedure Manuals (APMs) (note: volume for this process depends on the number of requests received) *Note: This process from beginning to end takes one staff 4-6 hours to complete, and is approved by the financial reporting supervisor*
3.3036 – Deposit Revolving Funds Reimbursement
On an as needed basis, the financial reporting processor will: • Take revolving fund reimbursements from DFS to Wells Fargo for deposit, in accordance with desk procedures and APMs (note: volume for this process depends on the number of requests received) *Note: This process from beginning to end takes one staff 1 hour to complete, and is approved by the financial reporting supervisor*
3.3037 – Monitor and Review all Local Fund Reconciliations
The Quarterly Treasury Report is required by Division of Treasury each month for accounts outside of the Concentrated Account with Treasury. To support the development of this report, quarterly, financial reporting processor will: • Monitor and review all other local fund monthly reconciliations received in Central (note: volume is 18-20 statements) • Ensure proper documentation is maintained for the quarterly reports *Note: This process from beginning to end takes one staff 4-5 hours to complete, and is approved by the financial reporting supervisor*
3.3038 – Complete Monthly Welfare Trust Fund Regional Analysis and Treasury's Quarterly Report (for clearing and revolving accounts)
To provide the accurate balance for cash and investments to each sub account, monthly, the financial reporting processor will: • Input data into Treasury-provided template and maintain supporting information (note: the Excel report is subdivided by each account) • Submit to the financial reporting supervisor for review *Note: This process from beginning to end takes one staff 4-5 hours to complete, and is approved by the financial reporting supervisor*

Section 3 - Office of Financial Accountability Reports

Report Number	Report Description	Technology	Report Frequency	Audience
3.1035R	Unclaimed Property Report	Excel	Annually	DCF leadership
3.3012R	SAB Report Analysis	IDS, Excel	Weekly	Financial reporting supervisor,

				FLAIR Processor, FSS
3.3013R	SFRS Compliance Checklist	Word, Access (input reports)	Annually	DFS leadership
3.3021R	Inter-Agency Transfer Report Analysis	IDS, Excel	Monthly, quarterly (for distribution to state agencies)	Financial reporting supervisor, DFS leadership, State agencies
3.3023R	Trial Balance Report	IDS, Excel, PDF	Monthly	Financial reporting supervisor, DFS leadership
3.3024R	Property Report Analysis	IDS, Excel	Monthly	Financial reporting supervisor, DFS leadership
3.3034R	Investment Earning Statement Report	PALM, Excel	Monthly	Impacted regions
3.3038R	Treasury Report (for clearing and revolving accounts)	Excel	Quarterly	Treasury

Section 4 - Office of Revenue Management

The Office of Revenue Management provides oversight of state cost allocation and federal reporting, cash management, and revenue forecasting for the Department of Children and Families (DCF).

4.1 Cost Allocation

One of the cost allocation team's main responsibilities is to prepare a public assistance cost allocation plan (PACAP) that adheres to Federal guidelines. The team works with the program offices to ensure that the proposed allocation methodologies are reasonable and related to the performance of the Federal award. The team's additional responsibilities include the following:

- 4.101 - Prepare Public Assistance Cost Allocation Plan (PACAP)
- 4.102 - Comply with Federal and State Recipient/Subrecipient Reporting
- 4.103 - GRANTS Management

Cost Allocation- Process Flow Details

4.101 – Prepare Public Assistance Cost Allocation Plan (PACAP)
The PACAP process includes preparing the PACAP Form, supporting the Random Moment in Time Sampling (RMTS) methodology to allocate costs, and tracking incurred costs through the Employee Work Assignment Certification Form. In the first quarter of each fiscal year, the cost allocation processor performs the following activities to prepare the PACAP: • Identify Other Cost Accumulators (OCAs) to include for the applicable grant period • Prepare cost allocation plan (CAP) narrative using information from previous PACAPs, DCF intranet websites, Long Range Program Plan (LRPP), or existing documentation from prior years. The final output is a Word document

  - Process any amendments to PACAPs, as necessary, following the same process outlined above

The cost allocation supervisor will:
- Review and approve the PACAP Form
- Distribute via email to federal partners and the Division of Cost Allocation Services

Governing Legislation: Completion and submission of the PACAP is pursuant to the following Codes of Federal Regulation (CFR)- 45 CFR 95.507, 2 CFR 200, and 45 CFR 75
Note: The preparation of the PACAP narrative takes several months. From beginning to end takes five staff 100 hours to complete the initial PACAP and 60 hours to complete PACAP amendments, as needed (typically quarterly)

The Random Moment in Time Sampling (RMTS) is a cost allocation methodology used to assist in claiming federal dollars. The cost allocation office currently performs monthly RMTS for 3 programs: Child Protective Investigations (CPI), Adult Protective Services (APS), and Automated Community Connection to Economic Self Sufficiency (ACCESS). To do this the RMTS administrator will:
- Work with the program offices to ensure the programs and the activities fully represent the program
- Work with the quality office and programs to develop training
- Create the participant sample pool using the Personnel Report (Excel) from PeopleFirst and combine with the Roster Report (Excel) received from the Sheriff's Office roster information into Maximus
- Generate the RMTS Sample Report in Maximus (pdf)

Governing Legislation: 2 CFR 200 and 45 CFR 75
Note: This process from beginning to end takes two staff 6 hours collectively each day and is approved by the cost allocation supervisor

Employees who work solely on a single federally funded program must sign an Employee Work Assignment Certification Form semi-annually stating that their costs were incurred for the Federal award. Certifications are compiled twice a year. Once in July, for the January-June reporting period and once in January, for the July-December reporting period. This federal requirement is pursuant to Title 2 of the Code of Federal Regulations (CFR) Subpart E 200.413(b). Once each reporting cycle, the cost allocations processor performs the following activities:
- Utilize the Personnel Report from PeopleFirst to identify staff working on a single federal program.
- Run IDS query to match OCAs to employees working on specific grants
- Send the final list to Human Resources (HR) to input a supervisor name for each identified employee
- Create mail merge document using the final list to produce a certification form for each identified employee
  - The Employee Work Certification Memorandum and list of employees is approved by the cost allocation supervisor and the Memorandum is signed by the Chief of Revenue Management
- Send (email) and receive from each supervisor the Employee Work Assignment Certification memorandum and a certification form for each employee under their supervision

- Update the master tracking spreadsheet to record receipt. The signed forms remain on the Revenue Management's shared drive indefinitely to support any subsequent audit requests

Note: This process from beginning to end takes one staff 6 hours to complete. There are approximately 75 certifications collected during each reporting period.

4.102 – Comply with Federal and State Recipient/Subrecipient Reporting

To comply with Federal and State recipient/subrecipient reporting requirements, the cost allocation team prepares the Post Award Notice (PAN) and submits the Schedule of Expenditures of Federal Awards (SEFA) and completes Federal Funding Accountability and Transparency Act (FFATA) reporting using the inputs. The cost allocation team also coordinates Single Audit Act responsibilities per federal requirements.

The cost allocation processor performs the following activities to prepare the PAN:

- Compile data electronically from FLAIR (expenditure transaction data), Contract Accountability Reporting System (CARS) (budget data) and GRANTS (allocation data).
- Review PAN and research items for accuracy and completeness
- Send PAN monthly via email to applicable grants contract managers, who then provide it to the appropriate subrecipients
- Research and respond to questions regarding the PAN processes, including the weekly PAN Error Reports

Governing Legislation: The PAN creation and distribution cycle is pursuant to F.S. 215.97, 2 CFR 200.332, and 45 CFR 75
Note: This process from beginning to end takes two staff 4-8 hours collectively to complete (not including weekly error reports) and is approved by the cost allocations supervisor.
Approximately 13 PANs are submitted annually

After the closing of each fiscal year, each state agency receiving federal grant awards is required to submit the SEFA to DFS for the previous fiscal year. DFS requires the SEFA as a component of the reporting package they submit to the Federal Government pursuant to 2 CFR 200 (Uniform Guidance) for the State of Florida. To complete this the cost allocation processor:

- Receive the following to produce the SEFA: the CM618D2 data identifying subrecipient contracts by grant; EBT amounts from the program office; and the CM618L1-L4 report which identifies current year and certified forward earnings
- Reconcile the CM618D2 data against the CM618L1-L4 Report (including recipient amounts pulled from IDS) to ensure accuracy
- Identify instances where cumulative recipient amounts exceed total earnings (resulting in negative earnings)
    - If negative earnings are identified, adjust manually by creating new tabs on the CM618 evidencing negative earnings and supporting IDS queries (note: this process cannot be completed within FLAIR). These adjustments will be carried over to the SEFA Form
- Download the SEFA Form from DFS' website and use the information captured on the CM618 spreadsheet to complete, organizing by program
- Populate remaining grant information, including GL codes, via working trial balance (TB) (within FLAIR)
- Submit via email to DFS

Governing Legislation: 2 CFR 200
Note: This process from beginning to end takes two staff 80-100 hours each to complete and is approved by the cost allocation supervisor

The FFATA requires prime awardees to report specific information about Federal Awards provided to first tier subrecipients in the Federal Subaward Reporting System (FSRS). To complete FFATA Reporting, the cost allocation processor will:

- Derive data from the monthly PAN broken down by contract
- Enter subawards into FSRS by Federal Award Identification Number (FAIN)
- Create tracking spreadsheet annually to track subawards, ensuring all subawards that meet the $30,000 threshold are reported
- Save PDF of each report entered into FSRS on the shared drive for documentation purposes
- Create spreadsheet listing all awards by FAIN to document review of awards. This is compared to the PDF reports to ensure data was entered accurately and completely

Governing Legislation: 2CFR170 and Public Law 110-252
Note: This process takes two staff collectively 10-15 hours per month

Single Audit Act Coordination consists of two independent and distinct responsibilities. The first responsibility is identifying new state financial assistance projects and is performed when the General Appropriations Act (GAA) is released each fiscal year. The second responsibility is performed in response to the required Department of Financial Services (DFS) annual certification process.

To determine new state financial assistance projects, the cost allocation processor will:

- Review the newly released GAA to identify any new state financial assistance projects
- Assign new projects with a unique project number. For reference purposes, a PDF of the GAA is maintained with the project number identified
- Maintain a spreadsheet with historical information as a reconciliation tool to ensure sequential numbering for FLAIR input by DFS
- Complete the following required DFS Forms: Florida Single Audit Act State Project Determination Checklist, the Agency Request Form for New Catalog of State Financial Assistance (CSFA) Project Number, the Agency Reporting Form for the State Projects Compliance Supplement (requiring collaboration with Program Offices)
- Route forms for review and required signature and submit to DFS, who then review and add the new project to the Catalog of State Financial Assistance and into FLAIR

The DFS Annual Certification process is as follows:

- Pull each DCF state project catalog entry and corresponding Compliance Supplement from the Catalog of State Financial Assistance in pdf format, from DFS' website and make any necessary budgetary changes for each project for the current fiscal year by GAA line item and budget category
- Email each project catalog entry and Compliance Supplement to the program area for updates and review. Once reviewed it must be approved and signed by the appropriate program director
- Maintain tracking log of documentation sent and received to ensure all projects have been reviewed and signed off on
- Once all documentation has been signed and sent back the CSFA Agency Certification Form is completed and signed and submitted to DFS electronically with the signed documentation

Governing Legislation: F.S. 215.97
Notes: This process from beginning to end takes one staff 175-200 hours to complete

To support GRANTS management, the cost allocation team creates and titles OCAs, reconciles GRANTS to FLAIR, and maintains the Chart 8.

The GRANTS administrator performs the following duties:

- Create, title, modify, and delete OCAs and Cost Objectives in the GRANTS system and notify owners
- Reconcile GRANTS to FLAIR daily using FLAIR Report Distribution System (RDS) and GRANTS reports to verify that GRANTS and FLAIR are in balance
- Compile data from the GRANTS/FLAIR Weekly Error Report to assist chart owners in identifying errors in Chart 8. Some errors are not related to Chart 8 and are corrected by either Budget or Finance and Accounting
- Compile data from the GRANTS Weekly Excess Earnings Report to assist grant owners in identifying grants where earnings may need to be adjusted
- Create calendar of GRANTS cycles quarterly outlining deadlines for Revenue Management staff for the current quarter

Note: Each of these duties are independent and range from 15 minutes to 2 hours to complete

Members of the Cost Allocation Team are Chart 8 owners of OCAs related to State Financial Assistance, IT, and Fixed Capital Outlay. The GRANTS administrator performs the following:

- Update the Chart 8 in GRANTS as needed
- Review the charts owned for accuracy and completeness quarterly; and update as necessary

Note: This process from beginning to end takes two staff 70 hours collectively each quarter

4.2 Federal Reporting

The Federal Reporting team is responsible for administering federal grants programs by establishing cost allocations, ensuring that programs have sufficient budgetary authority, and fulfilling federal reporting requirements. These activities include:

- 4.201 - Execute Federal Grants Reporting Requirements
- 4.202 - Execute Grants Administration Activities
- 4.203 - Conduct Grants Analysis

Federal Reporting- Business Process Flow Details

4.201 – Execute Federal Grants Reporting Requirements
To populate the Quarterly Reporting form, monthly, the grant processor will: • Input statistics for Federal grant programs into a template, which auto-generates program allocations • Update GRANTS with associated template outputs (note: cost allocation information from GRANTS interfaces with FLAIR to allocate costs to benefiting programs) • Populate the quarterly Federal Reporting Form with relevant IDS query output and certify and submit via the Payment Management System (PMS), Grant Solutions On-Line Data Collection (OLDC), Food Programs Reporting System (FPRS), JustGrants and the Social Services Block Grant Portal *Note: This process from beginning to end takes five staff about 2 weeks to complete and is approved by the Chief of Revenue Management. Completion of the Federal Reporting Form varies depending on the complexity of the federal financial form. Standard SF-425 forms can be completed in 30 minutes. Approximately 50 federal financial status reports are prepared each*

quarter. Approximately 14 grants have costs allocated to them based on the results of quarterly statistics. There are approximately 12 sources/systems that provide the cost allocation statistics

4.202 – Execute Grants Administration Activities

To verify that there is sufficient budget authority to process transfers, upon receipt of a request (invoice), the grant processor will:

- Reconcile transaction amounts (pulled via IDS) against total budget (pulled via IDS Budget Ledger)
- Provide Non-Operating Transfer Analysis Report to Cash Management team via email for input into FLAIR (triggering creation of voucher to process transfers if appropriate)

To establish new OCAs within chart 8 system, the grant processor will:

- Identify the service associated with the OCA (provided by Cost Allocations team and Budget Office) and the statistic that will drive the cost allocation for the service (provided by the Federal Reporting team and Office of Information Technology Services)
- Establish the cost allocation within the Chart 8 system (within GRANTS) upon receipt of budget authority from cost allocation supervisor

When a new cost objective is needed, the grant processor will:

- Update cost objectives for existing programs (to reflect new period of performance) and create cost objectives for new programs within Excel template
- Provide template to grants team, which updates GRANTS accordingly

Note: This process from beginning to end takes one staff 30 minutes to complete and is approved by the federal reporting supervisor

4.203 – Conduct Grants Analysis

To identify required budgetary amendments, the grant processor will:

- Pull grant expenditure data via FLAIR to confirm funds expended to-date and funds expended this year; and pull budget via IDS Budget Module to confirm funds remaining (through period of performance)
- Compare funds expended to funds remaining to identify whether additional budget authority will be required to spend remaining funds (if underspending is projected), or whether a budgetary adjustment will be required to obtain additional funds (if overspending is projected)

To confirm whether expenditures are assigned to the correct cost objective, the grant processor will:

- Pull grant expenditure data from FLAIR Transaction Detail and cost objectives data from GRANTS Information View
- Compare expenditures by date against associated cost objectives to verify whether expenditures are assigned to the correct cost objective (based on grant period of performance)
- Process manual adjustment via GRANTS to re-align expenditures with cost objectives where discrepancies are noted

Note: This process from beginning to end takes approximately one staff 80 hours to complete

4.3 Cash Management

The office of Cash Management objective is to assist with the funding of the agency's budgetary needs and monitor all payment entries. The business processes are:

- 4.301 - Process Physical Payments and Credit Card Receipts
- 4.302 - Perform Cash Management Activities

4.301 - Physical Payments & Receipts - Business Process Flow Details

4.3011 – Receive and Process Physical Payments and Credit Card Receipts (FLAIR TR30)

With respect to receipts, the respective program offices are responsible for receiving their own payments
• For checks and money orders received by the Child Care Licensure and the Provider Funded, also known as Eligibility Determination Partnership Program Offices, the Offices are responsible for verifying that the payment is due and provide the check/money order along with the appropriate supporting documentation to the Cash Receipts team. To maintain quality control, the payment processor matches transactions to underlying support to ensure accuracy
• For checks and money orders received by other Offices, the office receiving the check/money order verifies that the payment is due and records the instrument in the Cash Receipts System (CRS). Once logged in the CRS, the check/money order, along with the Cash Receipts Log and supporting documentation, is sent to the Cash Receipts P.O. Box
 	
With respect to processing payments, the payment processor's role varies based on the payment type
• For Substance Abuse credit card payments, the payment processor verifies that amounts in the Substance Abuse Provider Licensure and Designations System (PLADS) Report match amounts within National Information Center (NIC) and Planning, Accounting, and Ledger Management (PALM)
• For Child Care credit card payments, the payment processor identifies payment codes based on NIC Report and upload into TR30 using automated coding tool (which flows back into FLAIR scripter)
• For ACH/Wire Payments, the payment processor pulls the Unreconciled Report (Excel or PDF) via PALM to identify deposits that have not been entered in FLAIR. After determining the source of the deposit, the payment processor obtains supporting documentation and executes a TR30 script, which is uploaded into the TR30 processor and transmitted in FLAIR (DFS and Treasury are responsible for confirming transmission)
• For all other payment types, the payment processor will:
    • Process checks received through PO Box by verifying that the check/money order is made out to the appropriate entity, date stamping, endorse, and log into an Excel spreadsheet to manually assign code required for FLAIR input
    • Deposit check/money order at Wells Fargo (online or in person)
    • Receive bank receipt, script Excel spreadsheet, and transmit receipt transactions in FLAIR. Around 4PM daily, DFS, Division of Treasury confirms the transactions uploaded into FLAIR by verifying alignment with the bank file

4.3012 – Cash Transfers In (FLAIR TR96)
The payment processor conducts the following activities to receive a cash transfer: • Analyze the IDS State Accounts query and the FLAIR Transaction Detail query using the Transfer-In Report Template (Excel with add-ins) to identify the current day's transfers. After determining the supporting documentation needed, execute a TR96 template, which is uploaded in the TR96 processor and transmitted to FLAIR • Track revenue to revenue payment requests at the first of the year, evidenced by email that the revenue has been placed in FLAIR

Warrant cancellations are performed by the support services analyst. See the Warrant Distribution process (under Financial Support Services Office) for additional detail
4.3013 – Perform Analysis and Payment Processing
The payment processor will process refunds for clients, identify interest due to the Federal government, and enter benefit recovery transactions in FLAIR, as follows: • Process Refunds for Clients: Upon receipt of DFS refund application for Refund, the payment processor will process refunds for clients by verifying that revenue has been received and processed in FLAIR (via IDS Transaction Detail Query), creating a voucher/579 Form to process the refund processing a TR51 in FLAIR, to create a voucher in Axiom Pro, and attaching supporting documentation for submission to DFS (via file transfer protocol (FTP)). and loading the documentation to Axiom Pro for submission to DFS. Process EBT Refunds: See EBT Management subprocess below for additional detail • Return EBT Intertest: See EBT Management subprocess below for additional detail • Identify Interest due to the Federal Government: The payment processor will prepare and analyze the related Federal Liability Report, indicating which grants are subject to Federal interest collections, by populating Excel file with interest due and providing to DFS via email • Recover Supplemental Nutrition Assistance Program (SNAP) Benefits: See Benefits Recovery subprocess below for additional detail • Recover Temporary Assistance for Needy Families (TANF) Benefits: See Benefits Recovery subprocess below for additional detail • Recover Aid for Families and Dependent Children (AFDC) Benefits: See Benefits Recovery subprocess below for additional detail • Inter-agency Transfers: Inter-agency Transfers are performed by the financial reporting analyst. See Inter-agency Transfer process (within the Office of Financial Accountability) for additional detail
4.3014 – Restore Budget Authority
If DFS has overpaid the Cash Management team, to restore budget authority the payment processor will treat this as a current year refund (to an operating category) by conducting the following activities: • Receive CF679 Form via email, incorporate FLAIR entries, and send to team supervisors for review against the associated voucher • Attach the approved CF679 to the voucher, upload to Axiom Pro, and submit to DFS (via FTP)

4.302 - Cash Management Activities - Business Process Flow Details

4.3021 – Fund Budget Authority
Annually, the budget analyst will fund the budget authority based on the GAA, process budget amendments, and process legislative budget requests (LBR). For additional information, see the Budget Amendment Activities and Legislative Budget Activities processes (within the Budget Office)
4.3022 – Prepare Non-Operating Budget
Annually, the cash management analyst will receive an email from the Budget Office to assist with the creation of the Non-Operating Budget. For additional information, see the Start Up Activities process (within the Budget Office)

4.3023 – Draw Federal Funds
The payment processor will draw federal funds from PMS and Automated Standard Application for Payments (ASAP) (twice a week), and the Integrated Disbursement and Information System (IDIS) (quarterly). To carry out this process, the payment processor will: • Pull and analyze CM 633 Report (containing earnings by cost objective, budget entity (BE) and fund containing information on expenditures by activity) to determine whether award balance is sufficient to cover draw. This is done by comparing information against the balance query (for PMS and ASAP) or working with the Program Offices to match expenditures to activities (for IDIS) • Draw funds within respective payment system, process in FLAIR (viaTR30 script), and submit funds to Treasury
4.3024 – Comply with Reporting Requirements
The cash management team will submit the following Federal reports: • Annual CFO e-payment (Credit Card) Report: Per Section 69C-4.009, FAC, each Agency and Judicial Branch of state government is required to report the details of their electronic transaction (E-payment) operations to the Chief Financial Officer (CFO) within 30 days of the end of the fiscal year. Annually, the payment processor will send Credit Card Reports listing the prior fiscal year's credit card types, transaction amount counts, total receipts, convenience fee receipts, and convenience fee rate information fees received (pulled from orbit pay, pay easy, and NIC) to DFS via email (in PDF format). Report is reviewed by the cash management supervisor and the Chief of Revenue Management. • Debt Collection Report: Annually, the cash management analyst analyzes salary (provided via secure email), benefits recovery (provided via Integrated Benefit Recovery System (IBRS)), and facilities (provided via Fee Maintenance System) data and creates summary of results (Word document). The report is routed to Department leadership for approval, and provided to the House, Senate, Governor's Office, and DFS. This process takes one staff to complete • Annual Revenue CAP Report: Annually, the cash management analyst will pull input reports from PALM RDS (including Revenues by operating level of organization (OLO), Revenues by Category and Balances for Category), verify balances against IDS transactions, reconcile against justifying adjustments, and submit to DFS via email (in PDF format). Report is reviewed by the cash management supervisor and the Chief of Revenue Management; This process takes four staff to complete • Cash Management Improvement Act (CMIA): CMIA governs the efficient transfer of funds between the federal government and the state. To validate compliance, annually, the cash management analyst reviews the agreement with Treasury by identifying anticipated grant changes and creating corresponding FLAIR codes and preparing and analyzing clearance patterns by reviewing IDS queries for input into DFS spreadsheet • Write-Off Report: As needed, the benefits recovery processor tracks write-off requests when funds are deemed uncollectable and create memos directed to DFS for approval • Quarterly FNS209 Report: Quarterly, the benefits recovery processor completes the FNS209 form, including SNAP benefits and collections against households, and inputs information into the US Department of Agriculture (DOA) Food and Nutrition Services (FNS) website. For additional information regarding payment processing, see Benefits Recovery subprocess

4.3025 – Execute Emergency Disaster Coordination
Upon declaration of a disaster, the cash management processor will coordinate tracking of disaster related funds by executing the following activities: • Request Charge Object code (via Human Resources), External Program codes (via Financial Accountability), and complete the Activity Log for recording time incurred on disaster response (Excel spreadsheet, or fillable PDF) and send to DCF staff To receive reimbursements for disaster-related expenditures, the cash management processor submits Federal Emergency Management Agency (FEMA) claims by conducting the following activities: • Submit estimated expenditures to the Department of Emergency Management (DEM) by analyzing payroll information (via IDS) and related activities (via submitted activity logs). FEMA will notify the state when it is eligible to begin claiming reimbursements • Complete the Request for Public Assistance (RPA) webform, schedule a Recovery Scoping Meeting, and create a Damage Inventory Report (Excel) itemizing reimbursements by project • Submit supporting documentation for each project listed in the Damage Inventory Report (and within GrantsPortal) to collect reimbursement. The cash management team reports all funds received to the Office of Policy and Budget (OPB) • Receive FEMA payment from DEM, which will journal transfer the money into the appropriate DCF accounts • Close out projects and events by verifying that amounts received are correct and match the documentation provided. Send signed closeout letter to DCF
4.3026 – Set up and Maintain Chart 8
The Chart-8 System is used to communicate with the Federal Government regarding eligible grant expenditures. To set up Chart 8 system, the grant processor will: • Title the OCA in GRANTS and assign to position owner (note: Federal Reporting team inputs six sections to complete chart) • Assign OCA to a cost objective, which is tied to the necessary funds and state objectives • Pull related information from the Program Office and enter in GRANTS, which automatically synthesizes information to create the Chart-8 Upon receipt of a new grant (as communicated by the program office), the cash management processor will: • Email GRANTS to make sure OCA is available and identify unique OCA based on guidelines • Communicate with program office to understand the intended purpose of the OCA, what the money is being assigned to, and how many OCAs are needed • Verify alignment with OCA revenue guidance, research previous grant history and advance planning document to determine appropriate treatment for new revenue sources, and issue OCA The Federal Reporting team is also responsible for aspects of Chart 8 maintenance. See the Federal Reporting process within the Federal Reporting section (within the Revenue Management Office) for additional detail
4.3027 – Set up and Maintain Chart of Accounts - Revenue/Non-Operating

To maintain the chart of accounts (COA), the cash management processor conducts the following activities: • Work with the program or Budget Office to confirm that the following information has been established: comptroller account code, object code, GL codes, expansion set, FLAIR org code and EO • Request that missing information be established; and process adjustments as needed
4.3028 – Manage Electronic Benefits Transfer (EBT) and Initiate Special Purpose Investment Account (SPIA) Process
Upon client request for EBT benefits, the payment processor completes the following activities: • Enter client application into the Florida Online Recipient Integrated Data Access (FLORIDA) system (internal) upon receipt. The FLORIDA System populates EBT Edge (Vendor System), which issues the payment • Submit monthly certification (provided by Program Office) and invoice to the Financial Support Services (FSS) disbursement team via email   o To supplement this process, the payment processor may use automated intercept reports in the FLORIDA System to adjust the EBT certification where needed Once EBT payments are disbursed, the cash management analyst will initiate the SPIA process daily, which will move EBT funds into the SPIA account. To carry out this process, the cash management analyst will conduct the following activities: • Pull the Clearing Statement (via EBT Edge) to determine the prior day's card use by program type; and the Vendor Payment history to identify DCF or DEO investments • Complete the DCF and DEO EBT Daily Settlement Workbook and the SPIA Daily Balance Sheet, based on the information in the Clearing Statement and Vendor Payment History • Liquidate and/or invest funds using the DCF & DEO EBT Daily Settlement Workbook containing the SPIA entries, and validate that the ending balance is accurate using the SPIA Daily Balance Sheet • Retain confirmation of liquidation/investment from the Treasury website, and notify the team's chief and supervisor overseeing SPIA completion Monthly, cash management analyst is responsible for returning unused EBT funds to the client and accrued intertest to the Federal government, as follows: • To return unused EBT funds to the client, the cash management analyst liquidates expunged funds from the SPIA account (identified through the Expunged Report from the FL System) and provides supporting documentation to the cash receipts team to record the TR30 • Invested EBT funds accrue interest from the SPIA account, which must be returned to the respective state and federal trust funds. To do so, the cash management analyst liquidates accrued interest from the SPIA account and provides supporting documentation to the cash receipts team to record the TR30
4.3029 – Benefits Recovery
The benefits recovery processor and payments processor work together to recover overpayments from program participants and process collection adjustments. With respect to SNAP benefits, on a quarterly basis: • The benefits recovery processor completes the FNS209 Form based on a quarterly report from IBRS; and inputs information into the FNS US DOA FNS website

• Upon Federal approval of the FNS209 Form (submitted by the benefits recovery processor), the payment processor will create the TR51 script and supporting memo for disbursement by FSS Disbursement Team. The script and supporting memo are approved by the Chief of Revenue Management With respect to TANF benefits, on a quarterly basis: • The benefits recovery processor identifies the refund amount based on a review of IDS queries (showing which funds belong to various grants) and the Financial Participation rate • After the benefits recovery team identifies the refund amount, the payment processor will adjust collection receipts in FLAIR through a TR30. The script and supporting memo are approved by the Chief of Revenue Management With respect to AFDC benefits, on a quarterly basis: • The benefits recovery processor will analyze IDS queries to determine revenue collections during the current quarter • The payment processor sends a memo and TR 51 script for the refund to FSS, which will process the disbursement in FLAIR. The script and supporting memo are approved by the Chief of Revenue Management As needed, the benefits recovery processor writes off uncollectable items by maintaining a write-off tracker and supporting memos reviewed by the Chief of Revenue Management (non-SNAP requests are also sent to DFS for approval)
4.3030 – Prepare, Analyze and Distribute State Accounts and Voucher Audit (SAVA)
The cash management analyst will identify the agency's cash position by pulling data from RDS and copying to an Excel file for distribution to Finance and Accounting and Cash Management Staff
4.3031 – Client and Welfare Trust Fund Investment/ Disinvestment
The cash management team keeps trust funds at a certain level by investing excess funds and disinvesting where liquidation is required. With respect to investments, the cash management analyst will: • Deposit check upon receipt and submit manual voucher template to DFS indicating where funds should be invested • Execute TR58 and remove funds from DCF account upon DFS approval of voucher With respect to disinvestments, the cash management team will: • Execute entries via PALM to liquidate funds upon verification of available funding • Execute TR96 in FLAIR (next day) to receive funds and execute TR51 in FLAIR (next day) to generate the warrant • Complete voucher and submit to DFS, which will mail or wire funds to the recipient Monthly, the cash management analyst reconciles DFS investment accounts to the team's supporting spreadsheets through the following activities: • Pull DFS statement (Investment Activity Report) via PALM and reconciles against the Excel ledger • Conduct research and update records if items do not reconcile • Provide reconciliation to reconciliations and financial reporting team, which notifies providers and mental health (MH) facilities of the balance

4.4 Trust Fund Management

Trust Fund Management is performed by Cash Management staff to monitor and control eligible benefits of specific programs. Incoming revenues and outgoing expenses are tracked to ensure that the designated funds are spent for their intended purpose and identify and adjust projected under or over obligations. The subprocesses are:

- 4.401 - Prepare Schedule Is and Supporting Documentation
- 4.402 - Prepare Cash and Conference Sheets
- 4.403 - Produce Trust Fund Books
- 4.404 - Execute Year-End Financial Adjustment Entries
- 4.405 - Update Schedule Is on an Ongoing Basis

Trust Fund Management- Business Process Flow Details

4.401 – Prepare Schedule Is and Supporting Documentation
The Schedule I, submitted to the OPB via the Florida Fiscal Portal, is a financial statement outlining collections and expenditures for the prior year, current year, and upcoming fiscal year (forecasted) for each grant awarded to DCF. Annually, due September 15th (regular session year) or October 15th (late session year), the Schedule I is manually prepared for review by the trust fund analyst supervisor based on the following inputs collected throughout the year: • Revenue Health Reports and Revenue Estimates: Provides estimated revenue based on accrual forms (accessed via IDS) and data from the SQL DataMart. These reports are input into the Schedule I monthly by the trust fund processor • Trust Fund Analysis: Reconciles earnings against expenditures in each trust fund, using data from the following sources: IDS, Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS), Budget Amendment Processing System (BAPS), Transparency Florida, OPB, interagency agreements (via CARS), grant analyses and the Budget office's master file (Excel). This analysis is input into the Schedule I as needed by the trust fund analyst • Block Grant Analysis: Reconciles earnings against expenditures in each block grant using data from the Trust Fund Analysis and a report pulled from the Federal Payment Management System (PMS), submitted to department leadership, OPB, and the House and Senate via email. This analysis is input into the Schedule I as needed by the trust fund analyst • Fee Schedules: Lists fees based on estimates provided by the program offices (Form submitted via Florida Fiscal Portal). This analysis is input into the Schedule I as needed by the trust fund analyst • Interagency Confirmation: Includes interagency billing data provided by IDS and validated by program offices (Form submitted via Florida Fiscal Portal). This analysis is input into the Schedule I as needed by the trust fund analyst • Supporting Narratives: Provides additional support for the items listed above. This analysis is input into the Schedule I as needed by the trust fund analyst
4.402 – Prepare Cash and Conference Sheets
The Cash and TANF Block Grant Conference sheets are distributed to department leadership, OPB, and the House and Senate, as well as inputs to the Trust Fund Books (summarized in the subprocess below), as described: • Cash Sheet: Communicates the current cash standing, expected cash standing, and available funds. The Cash Sheet is updated by the trust fund analyst 2-4 times per year

based on the submitted Schedule I information, Trust Fund Analysis, and changes to Trust Fund and Revenue Health Reports following review by cash management supervisor

- TANF Block Grant Conference Sheet: The TANF Block Grant Conference Sheet outlines, by current year and out year, the carry forward balance from the previous year, the expected grant award amount for the upcoming cycle, and the amount anticipated to be transferred to other grants. This yields the available expenditures for the current cycle. The Conference Sheet is updated by the trust fund analyst bi-annually, based on the Block Grant Analysis and outputs from a TANF estimating conference, and as needed following significant changes to the grant award

4.403 – Produce Trust Fund Books

The Trust Fund Books (PDF), distributed to DCF leadership, OPB and the House and Senate, summarize the funding supporting each trust fund (excluding General Revenue) per the corresponding Schedule I. The Trust Fund Books are prepared annually by the trust fund analyst based on the following inputs:

- Trust Fund description (via LAS/PBS Exhibit B)
- Issue Summary Report (via LAS/PBS)
- Cash Sheet
- TANF Block Grant Conference Sheet
- Schedule Is

4.404 – Execute Year-End Financial Adjustment Entries

After the Schedule Is are submitted, to execute year-end financial adjustment entries, the payment processor will:

- Identify obligations and expenditures requiring a payable or receivable in FLAIR; and reverse accruals in FLAIR to reduce the revenue collected current year for obligations related to prior year
- Request a financial statement entry be made to FLAIR via DFS Form to process any fund transfers from other agencies that may occur after the year-end deadline (note: output is included in Trust Fund analysis packet and Schedule I and uploaded to the Florida Fiscal Portal where the transfer impacts equity)

To reconcile DCF and DFS records, the trust fund analyst will:

- Reconcile the unreserved fund balance reported in DCF's Schedule Is and Trust Fund Books to the DFS-reported fund balance reconciliation amount (via FLAIR Warehouse Reports)
- Remediate identified discrepancies through adjustment entries (may entail entering adjustment in FLAIR, or updating Schedule I to reflect DFS adjustments)

4.405 – Update Schedule Is

After submission, Schedule Is are updated on an ongoing basis based on review of the following documentation:

- Statutes and Laws of Florida: Upon enactment of new legislation, the legislative analyst will document new financial requirements on a shared Excel spreadsheet, informing updates to the Schedule Is
- OPB Bond Finance Drill: In response to request from OBP, the trust fund analyst will review information from Budget Ledger (via IDS), supporting documentation from OPB, and information provided by the Chief of Revenue Management to identify updates to submitted Schedule Is. The documentation is recorded on the SCF - Schedule I for Bond Reserve Report (Excel), which includes each trust fund with an ending unreserved fund balance

4.5 Revenue Forecasting

Forecasting is performed once a year in August or September to estimate how much money will be collected from revenue during the fiscal year. Forecasting helps determine how best to allocate the budget and plan for anticipated expenditures. The processes are:

- 4.501 - Prepare, Analyze and Update Estimated Revenue
- 4.502 - Review Status
- 4.503 - Upload Estimated Revenue
- 4.504 - Analyze and Update Revenue

Revenue Forecasting- Business Process Flow Details

4.501 – Prepare Revenue Forecasting
Annually, the cash management processor will: • Run Economic Demographic Research, Conference Reports, Historical Trends Report from IDS, and IDS queries (which include queries for Budget Ledger master file)
4.502 – Review Statutes
After running reports, the cash management processor will: • Review the work papers to determine if any additional revenue has been written into law, based on bill analysis
4.503 – Upload Estimated Revenue
Upon identifying additional revenue, the cash management processor will: • Load the estimated revenue into FLAIR via TR 10 script
4.504 – Analyze and Update Revenue
After the estimate has been updated in August/September, the cash management processor will: • Analyze and update the revenue as needed or monthly at minimum

Section 4 - Office of Revenue Management Reports

Report Number	Report Description	Technology	Report Frequency	Audience
4.101R1	RMTS Sample Report	Maximus, PDF	Monthly	APS, ACCESS and CPI program areas
4.101R2	ACCESS Report	Maximus	Daily	Federal Reporting team
4.101R3	APS Report	Maximus	Daily	Federal Reporting team
4.101R4	CPI Section Report	Maximus	Daily	Office of Child Welfare
4.201R	Quarterly Federal Reporting Form	PMS, OLDC, FPRS, JustGrants, Social Services Block Grant Portal	Quarterly	Federal awarding agencies

4.202R1	Cost Objectives Template	Excel	Annually	Grants team
4.202R2	Non-Operating Transfer Analysis Report	IDS	Annually	Cash Management Office
4.3024R	FNS209	FNS US DOA FNS website	Quarterly	Federal government
4.3025R1	DEM Daily Report	Excel	Daily	DEM
4.3025R2	OPB Weekly Report	Excel	As needed, Weekly	Budget Office, OPB
4.3026R	OCA Request Spreadsheet	Excel, Shared Drive	As needed	Budget Office, Federal Reporting team
4.3031R	Investment Activity Report	PALM	Quarterly	Reconciliations and financial reporting team, providers, MH facilities
4.402R1	Cash Sheet	Excel	2-4 times a year, as needed	DCF Leadership, OPB, and House/ Senate
4.402R2	TANF and MOE Block Grant Conference Sheet	Excel	Bi-annually (updated report produced as necessary)	DCF leadership, OPB, and the House and Senate
4.403R	Trust Fund Book	PDF	Annual	DCF leadership and staff, OPB and House and Senate
4.405R	SCF - Schedule I for Bond Reserve	Excel	AS needed	OPB

Section 5 - Fiscal Accountability & Partner Compliance

The Fiscal Accountability office is responsible for monitoring the financial accountability of all Community-Based Care (CBC) and Managing Entity (ME) contracts. The team provides the following services and assists with related requests:

- Financial Monitoring
- Reporting, Training and Technical Assistance

5.1 Financial Monitoring

Financial monitoring of CBC/ME contracts consists of reviewing yearly cost allocation plans (CAP) for each entity, monitoring expenditures against the plan throughout the year and reconciling all expenditures against payments at fiscal year-end. The Department of Children and Families (DCF) is required to perform monitoring of recipients of state financial assistance and subrecipients of federal financial assistance pursuant to Section Florida Statutes (F.S.) 402.7305(4), 215.97(1)(f), 215.971(2)(c), Chief Financial Officer Memorandum (CFOM) No. 04 & 05 and the following Codes of Federal Regulation (CFR): CFR 200.332(d) and 200.334. The subprocesses are:

- 5.101 - Review and Approve CBC/ME Cost Allocation Plans (CAP)
- 5.102 - Monitor CBC/ME Contracts
- 5.103 - Year-End Close Out

Financial Monitoring- Business Process Flow Details

5.101 – Review and Approve CBC/ME Cost Allocation Plans (CAP)
Annually, the fiscal accountability processor performs the following activities: • Create CBC and ME CAP templates (a Word document with Excel attachments) • Post templates to respective DCF intranet site (CBC – office of child welfare website; ME – ME website) • Notify groups via email and communicate August 31st deadline • Receive completed CAP from contract managers via email or through file transfer protocol (FTP) • Review CAP against General Ledger report (in Information Delivery System (IDS)) to verify cost codes are correct for each Other Cost Accumulator (OCA). If errors are identified, send back to contract manager and CBC/ME group for correction • Send to the fiscal accountability supervisor for approval • Email approved CAP to CBC/ME leadership *Governing Legislation: F.S. 402.7305(4), 215.97(1)(f), 215.971(2)(c), CFOM No. 04 & 05 and CFR 200.332(d) and 200.334* *Note: This process from beginning to end takes approximately six staff between 16-24 hours to complete and is approved by the fiscal accountability supervisor*
5.102 – Monitor CBC/ME Contracts
Throughout the year, the fiscal accountability processor performs the following activities: • Reconcile General Ledger report (in IDS) to Expenditure Report (in IDS) • Perform annual risk assessment to determine which entities will require a site visit • Schedule and assign staff members to CBC site reviews for each quarter. The schedule of assignments is kept on the current fiscal year version of the Monitoring Review Reports and Tracking Log (Excel) • Create and update monitoring tools and procedures for both on-site and desk review processes, as needed • Perform on-site and desk reviews and document findings on the Completed Reports tab within the Monitoring Review Reports and Tracking Log (Excel) • Issue draft report (Excel) to respective parties and contract managers for feedback Incorporate feedback, as applicable • Produce final reports (Excel) and distribute to respective parties and Contract Managers On a monthly basis, the fiscal accountability processor will: • Follow up with Contract Manager to monitor and document if findings have been corrected • Produce status report (email) consisting of all findings captured during the reporting period

Governing Legislation: F.S. 402.7305(4), 215.97(1)(f), 215.971(2)(c), CFOM No. 04 & 05 and CFR 200.332(d) and 200.334 *Note: This process from beginning to end takes approximately six staff (five processors and one supervisor, see names above) between 1-8 hours to complete, and is approved by the fiscal accountability supervisor*
5.103 – Year-End Close Out
On an annual basis (due August 15th), the fiscal accountability processor performs the following activities for each of the 19 CBC and 7 ME contracts: • Perform year-end reconciliation of payments to expenditures for CBCs and MEs. Expenditure data is pulled from Florida Accounting Information Resource (FLAIR) via IDS and payment data is pulled from General Ledger via IDS and placed into the current fiscal year version of the CBC or ME reconciliation template (Excel) to perform reconciliation • Create CF-MH 1037 Form for each ME provider to identify any unearned funds that need to be reported on the Carry Forward Spending Plan for each respective ME, so they can be paid back in the following fiscal year. An Excel spreadsheet titled, Template 15 Substance Abuse and Mental Health (SAMH) ME Spending Plan for Carry Forward is used to record this information • Review final Florida Safe Families Network (FSFN) to CBC report reconciliation. Data pulled from FSFN is reconciled against monthly expense reports for accuracy; two amounts must equal. At year end, unreconciled items must be reported to document expenditures that won't clear until next fiscal year *Governing Legislation: F.S. 402.7305(4), 215.97(1)(f), 215.971(2)(c), CFOM No. 04 & 05 and CFR 200.332(d) and 200.334* *Note: This process from beginning to end takes approximately six staff (5 processors and one supervisor) 16-24 hours to complete, and is approved by the fiscal accountability supervisor*

5.2 Reporting, Training and Technical Assistance

The Reporting, Training, and Technical Assistance (RTTA) team provides financial training and technical assistance to the DCF's contract managers and CBC/ME financial staff. They also create the schedule of Funds for CBCs\MEs, which organizes budget allocations by contract and is placed in CBC and ME contracts to identify the type of funding they are to receive in the current fiscal year.

The subprocesses are:

- 5.201 - Training
- 5.202 - Reporting
- 5.203 - Schedule of Funds
- 5.204 - CBC Risk Pool Application Assessment
- 5.205 - Create CBC Allocations
- 5.206 - Provide FSFN Support
- 5.207 - Process LBR Inquiries

Reporting, Training, and Technical Assistance- Business Process Flow Details

5.201 – Training
The Reporting, Training, and Technical Assistance team creates and maintain training materials/presentations for: • New DCF contract managers of CBC contracts

• New CFO or financial staff of CBCs • Resulting from changes to state law • New funds for CBCs
5.202 – Reporting

To provide financial reports and analysis on CBC and ME contracts, the fiscal accountability analyst will:
• Provide financial reports and analysis on CBC and ME contracts by compiling expenditure data from Budget Ledger via IDS and payment data from FSFN into Tableau to create tables/views
• Analyze the data for any outlying trends, comparing against current contract funding to identify any projected surplus or deficits in the coming quarter
    o The spreadsheet outlining identified surplus/deficits is approved by the fiscal accountability supervisor and submitted to the Legislative Budget Appropriations Committee
• Analyze data for trends and communicate to regional contract managers via email (analysis is also used by fiscal accountability processor to perform desk reviews)
    o An analysis summary and custom Tableau views are also sent to DCF's Secretary and Chief of Staff, the Assistant Secretary for each specific program, program regional staff, applicable contract managers, as well as posted to DCF's internal SharePoint site
 	
On a quarterly basis, the fiscal accountability analyst will:
• Produce and distribute via email the Monthly Budget to Actual Expenditure Report to CBCs/MEs using CBC budget projections sent by the CBCs
 	
Note: This process from beginning to end takes 4 staff about 80 hours each to complete and is approved by the fiscal accountability supervisor

5.203 – Schedule of Funds
The creation of the Schedule of Funds occurs at the beginning of the fiscal year, and as needed when budget amendments are made. The fiscal accountability processor completes the following activities for MEs and CBCs: • Set up the Excel template to read information (transactions, contract number, etc.) that is pulled from Budget Ledger   o If the information is not all in the Budget Ledger export, the fiscal accountability processor will have to manually enter this information • Send out the Schedule of Funds (Excel spreadsheet) to contract managers • Reviews Budget Ledger every morning to see if there are new budget amendments. Budget Liaisons for different program areas may also notify the Fiscal Accountability team of budget amendments • Append new transactions from Budget Ledger at the bottom of the Schedule of Funds if there are any amendments • Send out the Amended Schedule of Funds (Excel spreadsheet) to contract managers *Note: This process from beginning to end takes two staff approximately .5-8 hours for each CBC and 16-24 hours for each ME and is approved by the fiscal accountability supervisor*
5.204 – CBC Risk Pool Application Assessment
On an annual or bi-annual basis, the fiscal accountability processor will: • Prepare the application template (Word document) and send to CBC for submittal • Compile financial and performance data from applicable CBC applications, multi-year review of revenues, expenditures and Financial Position Report (required by statute),

current year budget and expenditures, FSFN payment data, Child Welfare Dashboard data, case manager caseload and turnover reports from CBC websites, and recent certified public accountant (CPA) audits • Draft a report for each applicant, including an executive summary of findings • Determine if applicant qualifies for risk pool funds and make amount recommendation *Governing Legislation: F.S. 409.990(8)* *Note: This process from beginning to end takes four staff 160 hours collectively to complete. Approximately 4-8 applications are prepared each year*
5.205 – Create CBC Allocations
On an annual basis, the fiscal accountability analyst will: • Create annual allocations by contract for all CBC contracts using the Budget Office's master file as input • Break cost allocations down to OCA level and compile in final version (Excel) for distribution • Distribute to respective program area budget liaisons *Note: This process from beginning to end takes three staff 40 hours each to complete, The Office of Child & Family Well-Being approves the allocations*
5.206 – Provide FSFN Support
Throughout the year, the fiscal accountability processor performs the following activities: • Consult and advise on FSFN financial module design during design sessions with the Department's contracted FSFN Design, Maintenance & Operation Provider, IBM. • Participate in User Acceptance Testing (UAT) to ensure updates made in FSFN do not negatively affect the payment process and/or to ensure the correct cost pool is captured by individual payment records • Work with end user to troubleshoot and resolve (email or MS Teams)   ○ For issues the fiscal responsibility processor can't resolve, the end user submits a helpdesk ticket through FootPrints *Note: This process from beginning to end takes one staff 15 minutes on average to resolve each request*
5.207 – Process LBR Inquiries
Throughout the year, the fiscal accountability analyst performs the following activities: • Intake information requests related to Legislative Budget Request (LBR) via email, from Budget Liaisons • Analyze request and send analysis and any necessary documentation back to requester *Note: This process from beginning to end takes three staff between 10 minutes to 8 hours to process each request depending on the complexity*

Section 5 - Fiscal Accountability & Partner Compliance Reports

Report Number	Report Description	Technology	Report Frequency	Audience
5.102R1	CBC/ME Expenditure Analysis	Excel	Monthly	Fiscal Accountability, DCF leadership

5.102R2	Findings Status Report	Email	Monthly	CBCs, MEs and Contract Managers
5.203R1	CBC/ME Budget Projections	Excel	Monthly	Legislative Budget Appropriations Committee
5.203R2	Budget to Actual Expenditure Report	Excel	Monthly	CBCs/MEs
5.203R3	Schedule of Funds	Excel	Annual	CBCs, MEs and Contract Managers
5.203R4	Amended Schedule of Funds	Excel	As needed	CBCs, MEs and Contract Managers
5.204R1	Findings Report	Excel	Annual	CBCs, MEs and Contract Managers
5.204R2	Risk Pool Executive Summary Report	Excel	Annually	Applicants, CBCs, MEs and Contract Managers
5.204R3	Risk Pool Review Committee Report	Excel	Annually	CBCs, MEs and Contract Managers

Governing Legislation Glossary

Number	Title	Description	Process/Sub-Process
F.S. 166.241	Fiscal years, budgets, appeal of municipal law enforcement agency budget, and budget amendments	State legislation that outlines municipality requirements for establishing a fiscal year, adopting a budget, and reporting to the state	3.202, 3.2021, 3.2022
F.S. 17.04	To audit and adjust accounts of officers and those indebted to the state	State legislation that establishes the Chief Financial Officer's responsibility to examine, audit, adjust, and settle the accounts of all the officers of Florida	3.301, 3.3011, 3.3013
F.S. 215.97	Florida Single Audit Act	State legislation that establishes uniform state audit requirements	4.1, 4.102

F.S. 215.97(1)(f)	Florida Single Audit Act	State legislation that ensures state agencies monitor, use, and follow up on audits of state financial assistance provided by nonstate entities	5.1, 5.101, 5.102, 5.103
F.S. 215.971(2)(c)	Florida Single Audit Act	State legislation that establishes a Catalog of State Financial Assistance shall be issued by the Department of Financial Services on an annual basis	5.1, 5.101, 5.102, 5.103
F.S. 216.013	Long-range program plan	State legislation that establishes the requirement for state agencies and the judicial branch to develop long-range program plans to achieve state goals	1.5, 1.501
F.S. 216.023(1)(2)	Legislative budget requests to be furnished to Legislature by agencies	State legislation that outlines state agency requirements for submitting legislative budget requests to the Legislature and the Governor	1.5, 1.501, 3.1034
F.S. 216.162	Governor's recommended budget to be furnished Legislature: copies to members	State legislation that outlines requirements for the Governor to furnish a copy of the recommended balanced budget for the state to each senator or representative, and what details must be included in the budget	1.6, 1.601
F.S. 216.177(2)(a)	Appropriations acts, statement of intent, violation, notice, review, and objection procedures	State legislation that outlines requirements for providing notice to the Legislative Budget Commission or appropriations committees when action is taken by the Executive Office of the Governor or	1.1, 1.104

		the Chief Justice of the Supreme Court	
F.S. 216.192(1)	Release of appropriations; revision of budgets	State legislation that outlines the release of appropriations for state agencies and the judicial branch during the fiscal year, as well as the responsibilities of each party involved	1.1, 1.104
F.S. 402.7305(4)	Department of Children and Families; procurement of contractual services; contract management-contract monitoring requirements and process	State legislation that outlines requirements for DCF's contract monitoring process and the personnel that conduct it	5.1, 5.101, 5.102, 5.103
F.S. 409.990(8)	Funding for lead agencies	State legislation that outlines the requirement for DCF to develop a community-based care risk pool initiative, to mitigate the financial risk to eligible lead agencies	5.2, 5.204
F.S. 61.1826	Procurement of services for State Disbursement Unit and the non-Title IV-D component of the State Case Registry; contracts and cooperative agreements; penalties; withholding payment	State legislation that outlines the establishment, modification, collection, and enforcement of child support	3.202, 3.2021, 3.2022
Chief Financial Officer Memorandum (CFOM) No. 04	Contract Manager Training Requirements	This CFO Memorandum provides guidance for state agencies regarding training requirements for contract managers	5.1, 5.101, 5.102, 5.103
Chief Financial Officer Memorandum	Contract monitoring and documenting contractor performance	This CFO Memorandum provides requirements for state agencies	5.1, 5.101, 5.102, 5.103

Memo (CFOM) No. 05		regarding the contract monitoring process	
2 CFR 200	Uniform administrative requirements, cost principles, and audit requirements for federal awards	This federal regulation establishes uniform administrative requirements, cost principles, and audit requirements for Federal awards to non-Federal entities and provides the basis for collection and submission by Federal agencies of information on all Federal financial assistance programs to the Office of Management and Budget (OMB)	4.1, 4.101, 4.102
2 CFR 200.332(d)	Requirements for pass-through entities	This federal regulation outlines requirements for pass-through entities. Section D addresses the monitoring requirements for pass-through entities to ensure the subaward is used for authorized purposes, and that the subaward performance goals are met	5.1, 5.101, 5.102, 5.103
2 CFR 200.334	Retention requirements for records	This federal regulation outlines retention requirements for records pertinent to a Federal award	5.1, 5.101, 5.102, 5.103
2 CFR 200.344	Closeout	This federal regulation outlines requirements for Federal awarding agencies or pass-through entities to close out a Federal award once all actions have been completed by the non-Federal entity	5.1, 5.101, 5.102, 5.103

2 CFR Subpart E 200.413(b)	Direct costs. Application to Federal awards.	This federal regulation provides guidance regarding the nature of costs charged to a Federal award.	4.1, 4.101
45 CFR 75	Uniform administrative requirements, cost principles, and audit requirements for HHS awards	This federal regulation establishes uniform administrative requirements, cost principles, and audit requirements for Federal (Health and Human Services) awards to non-Federal entities and provides the basis for collection and submission by Federal agencies of information on all Federal financial assistance programs to the Office of Management and Budget (OMB).	4.1, 4.101, 4.102
45 CFR 95.507	Plan requirements	This federal regulation outlines requirements for the creation and submission of a cost allocation plan by State agencies to the Director of the Division of Cost Allocation (in the appropriate Health and Human Services Regional Office)	4.1, 4.101

Acronym Glossary

Acronym	**Definition**
ACCESS	Automated Community Connection to Economic Self Sufficiency
AFDC	Aid for Families and Dependent Children
AHCA	Agency for Health Care Administration

AJT	Adjustment Journal Transfer
AOB	Approved Operating Budget
APM	Administrative Policy Manual
APS	Adult Protective Services
ASAP	Automated Standard Application for Payments
BAPS	Budget Amendment Processing System
BE	Budget Entity
BRC	Budget Resources System
CAP	Cost Allocation Plan
CARS	Contract Accountability Reporting System
CBC	Community Based Care
CFO	Chief Financial Officer
CFOM	Chief Financial Officer Memorandum
CFR	Code of Federal Regulations
CJT	Collocated Journal Transfer
CMIA	Cash Management Improvement Act
COA	Chart of Accounts
CPA	Certified Public Accountant
CPI	Child Protection Investigations
CRS	Cash Receipts System
CSFA	Catalog of State Financial Assistance
DCF	Department of Children and Families
DEM	Department of Emergency Management
DFS	Department of Financial Services
DMS	Department of Management Services
DOA	Department of Agriculture

EBT	Electronic Benefits Transfer
EO	Expansion Option
EOG	Executive Office of the Governor
FACTS	Florida Accountability Contract Tracking System
FEMA	Federal Emergency Management Agency
FFATA	Federal Funding Accountability and Transparency Act
FLAIR	Florida Accounting Information Resource
FLORIDA system	Florida Online Recipient Integrated Data Access system
FMAP	Federal Medical Assistance Percentages
FNS	Food and Nutrition Services
FPRS	Food Programs Reporting System
FSRS	Federal Subaward Reporting System
F.S.	Florida Statutes
FSFN	Florida Safe Families Network
FSI	Fund Source Indicator
FTE	Full Time Equivalent/Employee
FTP	File Transfer Protocol
FSS	Financial Support Services
GAA	General Appropriations Act
GL code	General Ledger code
GRANTS	Grants Revenue Allocation and Tracking System
IBRS	Integrated Benefit Recovery System
IDIS	Integrated Disbursement Information System
IDS	Information Delivery System
LAS/PBS	Legislative Appropriations System/Planning and Budgeting Subsystem

LBR	Legislative Budget Request
LDAP	Lightweight Directory Access Protocol
LRPP	Long Range Program Plan
ME	Managing Entity
MFMP	MyFloridaMarketPlace
MH	Mental Health
NIC	National Information Center
OCA	Other Cost Accumulator
OITS	Office of Information Technology Services
OLDC	On-Line Data Collection
OLO	Operating Level Organization
OPB	Office of Policy and Budget
OPS	Other Personal Services
P-card	Purchase card
PAN	Post Award Notice
PACAP	Public Assistance Cost Allocation Plan
PALM	Planning, Accounting, and Ledger Management
PLADS	Provider Licensure and Designations System
PMS	Payment Management System
PO	Purchase Order
RDS	Report Distribution System
RFA	Request for Action
RMTS	Random Moment in Time Sampling
RPA	Request for Public Assistance
RTTA	Reporting, Training, and Technical Assistance
SAB	Schedule of Allotment Balance

SAMH	Substance Abuse and Mental Health
SAVA	State Accounts and Voucher Audit
SDD	System Design and Development
SEFA	Schedule of Expenditures of Federal Awards
SFRS	Statewide Financial Reporting Section
SLBR	Supplemental Legislative Budget Request
SNAP	Supplemental Nutrition Assistance Program
SPIA	Special Purpose Investment Account
STMS	Statewide Travel Management System
TANF	Temporary Assistance for Needy Families
TB	Trial Balance
UAT	User Acceptance Testing
WTF	Welfare Trust Fund

DCF Current State Applications

#	Application Name	Process Area	Enterprise, Vendor or Internal Application	Enterprise, 3rd Party, Internal Support or Unsupported	Vendor Hosted, State hosted or Other	Application Description	Interfaces With	Platform/Database	Process IDs	Additional Notes
1	Access Database	Cost Allocation	Internal	Internal	State	An excel payroll listing provided by HR and an A-87 OCA excel report from IDS is uploaded into an Access database. A query is then run in the database to match OCAs to employees working on specific grants. The final list, in excel format, is emailed, and reviewed for accuracy by the Federal Reporting unit	Not owned by DCF OITS	Not owned by DCF OITS	3.1013, 3.3013	
2	Adult Services Information System (ASIS)	Cash Management	Internal	Internal	State	ASIS application uses IDS database which hosts Financial information (data loaded from DFS daily) about HCDA Payee. No Direct FLAIR interface. ASIS uses FLAIR data from IDS database but it doesn't have a direct interface with FLAIR. We extract HCDA payee data from ASIS every month and provide that to DCF EDS team who prepares invoices based on HCDA information provided and uploads the invoice to FLAIR system (using the Automation Toolkit application).	IDS, Automation Toolkit	Java/Oracle		Random Moment Sampling (Pull of active employee data for Adult Protective Services (APS) and ACCESS from People First that feeds into the Random Moment Sampling System).
3	Automated Standard Application for Payments (ASAP)	Cash Management	Unknown	Unknown	Unknown	The federal system for grant payments.	Unknown	Unknown	4.3023	
4	Automation Toolkit	Budget Office, Reconciliation and Financial Reporting, Financial Support Services, Financial Systems	Internal	Internal	State	Suite of user tools (6) for integration and reporting of departmental accounting and banking data. Tools include 1. Automated Journal Transfer (AJT) Matrix Creation (Primarily generated from Budget Ledger, used in AJT processing under User Accounting); 2. Automated Allotments (Comparison of last week's Budget Ledger to previous day's Budget Ledger; includes reversing entries for manual allotments. Results in upload of transactions to FLAIR); 3. Budget vs. Expenditure and Encumbrance Report (Comparison of Budget Ledger where approved budget exists (> $1) and encumbrances plus expenditures are greater than approved budget); 4. Certified Forward AJT (Once a year conversion of Transaction 51's with a Certified Forward Indicator of C to Payable transactions; and produces a daily simulation of expected results for up to two weeks prior to final run.); 5. Random Moment Sampling (Pull of active employee data for Adult Protective Services (APS) and ACCESS from People First that feeds into the Random Moment Sampling System).	IDS, FLAIR Departmental, FLAIR Central, Payroll	.NET/SQL Server	1.302, 3.20, 3.2021, 3.2022, 3.2023, 3.2024, 3.3012	
5	Axiom Pro - Financial and HR	Budget Office, Reconciliation and Financial Reporting, Financial Support Services, Financial Systems, Financial Accountability, Cash Management	Internal	Internal and 3rd Party	State	The Axiom Pro system is a vendor-developed; web based digital imaging application that provides on line indexing and retrieval of DCF's personnel records and financial voucher documentation. Such a document management system has been used at the ASSC for over 10 years. The Department contracted with Image API in 2015 to upgrade to Axiom Pro and add functionality for Human Resources.	FLAIR	COTS/ SQL Server	2.104, 2.206, 2.306, 2.404, 3.1011, 4.3013, 4.3014	All vouchers are automatically uploaded into Axiom Pro after the completion of several automated processing jobs. A script is then created to automate the request for vouchers input in FLAIR the prior business day (VP-Voucher Print function) for loading to Axiom Pro. Once the script is run there is then a daily voucher template created in Power Query that will be used to compare vouchers in IDS and Axiom Pro vouchers to verify all vouchers were loaded successful.
6	Budget Ledger vs State Accounts/Allotment Balances System	Budget Office	Internal	Internal	State	An online report that matches Budget Ledger balances with State Account balances verifying that they are in sync. Originally developed in the business area.	IDS	Classic ASP/SQL Server	3.2022	
7	Budget Position / Rate Ledger	Budget Office	Internal	Internal	State	The Budget Position/Rate Ledger is a web tool that reports the Department's authorized positions & rate in accordance to the Legislature & General Appropriations Act, and the approved position & rate allocations based on the agency's Approved Operating Budget. The tool is used to track current fiscal year adjustments (personnel amendments) and reconcile discrepancies with the People First system. Originally developed in the business area.	PeopleFirst, IDS	.NET/SQL Server	1.102, 1.104, 1.105, 1.107, 1.109, 1.110, 1.201, 1.401, 3.3012, 4.202, 4.404, 4.501, 5.202, 5.203	
8	Budget Resource Center (BRC)	Budget Office, Financial Accountability	Internal	Internal	State	BRC is a portal used by the Budget office to load and validate budget transactions to FLAIR: Once budget transactions are loaded to the Transaction Posting system, the accounting office uses the CBT10 section to review these transactions. The portal allows access to the following budget web systems: Title Validation , Transaction Posting, Change Budget Transaction 10s (CBT10), TRANS 10 Certified Forward, User Administration	FLAIR Central, FLAIR Departmental, IDS	.NET/SQL Server	3.1022	BRC is a business system used for high-level planning and management. Budget Ledger details the Department's legislative approved plan for operational and fixed capital expenditure, special appropriations, and its non-operating budget. Amendments to General Appropriations Act (GAA) and the Department's Approved Operating Budget (AOB) are managed through this system. It contains historical budget ledger data (back to 1999). The system is used to develop their budget, to analyze trends, executive decision making, and for forecasting future fiscal years. Information from the system provides a base level of data for spending plans, allotments, payroll, automated journal transfers, collocated journal transfers, disbursements, etc.
9	Cash Receipts	Cash Management, Financial Accountability	Internal	Internal	State	This application provides a mechanism for offices to log checks received for departmental services or employee reimbursements. It provides for the creation of a deposit, adding Florida Accounting Information Resource (FLAIR) detail to each check, and inputs receipt transactions into FLAIR via terminal emulation.	FLAIR Transaction Processors, IDS	.NET/SQL Server	4.3011, 4.3028	CRS is a web-based system available through the Department's Web System Portal, used to capture business and deposit data. Cash Receipts Accountants use CRS to code and script receipt entries (e.g. checks) for FLAIR processing. Use of this business system helps avoid manual entry and improves processes.
10	Chart 8 - Client	Cash Management, Federal Reporting	Internal	Internal	State	Chart 8 is a client/server stand-alone desktop application used by region and program office staff to help optimize the use of federal financial participation in funding department programs. It provides robust query functionality of Chart 8 data housed within the Information Delivery System (IDS) Data Warehouse. The ultimate source of this data is GRANTS.	IDS	VB6/Oracle	4.103, 4.202, 4.3026	Chart 8 is a reporting sub-system for the GRANTS system. It serves as a repository of all DCF Other Cost Accumulators. It is used primarily by Revenue Management staff and Budget Services staff to produce the DCF Cost Allocation Plan for the Federal Government.
11	Chart 8 Viewer - Web	Revenue Management	Internal	Internal	State	Chart 8 Viewer is a web-based application used by region and program office staff to view federal financial participation percentages in funding department programs. It provides limited query functionality of Chart 8 data housed within the Information Delivery System (IDS) Data Warehouse and delivers the output in print-ready format. The ultimate source of this data is GRANTS.	IDS	Classic ASP/Oracle	4.103, 4.202, 4.3026	Chart 8 is a reporting sub-system for the GRANTS system. It serves as a repository of all DCF Other Cost Accumulators. It is used primarily by Revenue Management staff and Budget Services staff to produce the DCF Cost Allocation Plan for the Federal Government.

DCF Current State Applications

#	Application Name	Process Area	Enterprise, Vendor or Internal Application	Enterprise, 3rd Party, Internal Support or Unsupported	Vendor Hosted, State hosted or Other	Application Description	Interfaces With	Platform/Database	Process IDs	Additional Notes
12	Child Care Administration Regulation and Enforcement System (CARES)		Internal	Internal	State	Application supporting Office of Child and Family Wellness and supported by the OITS FCS team (not EDS).	No Direct FLAIR interface. NIC -Online payment solution for licensing fees. Revenue utilizes the NIC system to reconcile payments in FLAIR.	.NET/SQL Server		
13	CJT Matrix Update	Budget, Finance & Accounting	Internal	Internal	State	Formerly known as the Collocated Journal Transfer (CJT) Upload and the Collocated Matrix Update, the CJT Matrix Update System allows budget analysts to load and manage the percentage split of collocated costs to be paid. The resulting matrix is utilized in the User Accounting System when generating weekly CJT transactions.	IDS, FLAIR	.NET/SQL Server	1.203, 3.2024	Input to User Accounting CJT processing. Uses FLAIR title files through IDS for data validation.
14	Client Trust Fund	Cash Management	Internal	Internal	State	This application allows for the tracking and reporting of Client Trust Funds. Initially written for the Suncoast Region and used by the Administrative Services Budget section, the system now is used by Community Based Care Providers who eventually took over the processing of the Client Trust Fund accounts. The system maintains accounting information related to the Client Trust funds and also generates automated distribution of interest to all clients following state procedures/calculations.	None	FLAIR (Departmental Asset Management)	3.3034	
15	CM618 Spreadsheet	Cost Allocation	Internal	Internal	State	Data to compile the CM618 spreadsheet comes from three sources, 1) the Cost Allocation office runs the Annual A-C Final, which produces the CM618D2 form, identifying earnings from certified forward funds, 2) the Cost Allocation office also generates CM618L1-L4 reports via an IDS query script that places the reports in EOM, and 3) the ACCESS program area provides, via email, EBT amounts.	Not owned by DCF OITS	Not owned by DCF OITS	4.102	
16	Community Based Care (CBC) Financial	Financial Accountability & Partner Compliance	Internal	Internal	State	This application provides the Community Based Care (CBC) providers, contract managers and the Fiscal Accountability unit in Financial Management the means to track and approve various financial reports required by the contracts with the providers. These include schedule of funds, CBC proposed budget, actual expenditures, and management summary.	No Interface	.NET/SQL Server	3.1033	
17	Contract Accountability Reporting System (CARS)	Budget Office, Financial Support Services, Reconciliation and Financial Reporting, Cost Allocation, Cash Management	Internal	Internal	State	CARS is the Department's system of record for basic contract information. This system is the source for contract metadata submitted to the Department of Financial Services' FACTS system. There is an administrative component requiring user login, and a publicly available (internal to DCF) search tool for access to published contract data. Originally developed in the business area.	FACTS	.NET/SQL Server	1.101, 2.302, 2.601, 2.602, 2.603, 3.2021, 3.2022, 4.102, 4.401	Prior to posting allotment, contract email inbox, any changes in CARS goes into the inbox Each team member manages different contracts. Checks several times a day to see if any changes were made to the assigned contracts. Once notification is received, regarding the change it can take 10-20 minutes to research if the item can be posted. Get rid of everything not for this fiscal year as it will not be useful.
18	Disaster Cost Tracking System	Cash Management	Internal	Internal	State	Disaster Cost Tracking System is used by Revenue Management to track expenditures related to disaster recovery throughout the state. Application last used for expenditure reporting in 2005. (Candidate for sunset.)	No Interface	Classic ASP/SQL Server	4.3025	
19	e-forms		Retired	Retired	Retired	The E-forms / E-Voucher system is used by the ASSC to print Vouchers at the ASSC North/South Offices and in the Office of Financial Management.	Retired	Retired		Retired
20	Enterprise Output Manager	GRANTS and User Accounting	Internal	Internal and 3rd Party	State	Custom off the shelf software package used to convert GRANTS and User Accounting reports from raw text files to PDF and which serves as the repository for each system's batch reporting. It also offers search and display capability for end-users.	No Interface	COTS/SQL Server		
21	FACTS (Florida Accountability Contract Tracking System)	Financial Support Services, Cost Allocation	Enterprise (DFS, not DCF)	Enterprise	State	Enterprise system for maintaining agency contract information.	CARS	Not owned by DCF OITS	2.302, 2.601, 2.602, 2.603	CARS System integrates with FACTS to load contract data . NO further information on FACTS.
22	Fee Maintenance	Cash Management	Internal	Internal	State	Supports the collection of fees for client services for Department of Children and Families (DCF) Substance Abuse and Mental Health Treatment Facilities. Functionality includes the recording of fees and collections, generation of monthly billing statements, and allows for writing-off uncollectable debts. There is no direct interface to FLAIR at this time. Duplicate data entry is required.	FLAIR Departmental (Manual Entry)	.NET/SQL Server	4.3024	No interface. Information pertaining to Cash Receipts is keyed separately to Fee Maintenance and to FLAIR.
23	FLAIR Access Request	Financial Systems	Internal	Internal	State	This application provides a means to electronically track requests for access to FLAIR. This includes access to FLAIR online, access to Report Distribution System/Information Warehouse, and password reset requests for both environments.	No Interface	.NET/SQL Server		
24	FLAIR Audit System	Financial Systems	Internal	Internal	State	Checks to make sure every user associated with the Department of Children and Families in FLAIR is an active DCF employee. If they are not, it updates their user status to "Delete" in FLAIR. This results in the immediate inactivation of the user. A summary report is sent to Financial Management personnel.	FLAIR Departmental (scripting and screen-scraping), IDS	.NET/SQL Server	3.102, 3.1021	Includes functionality to automate deletion of FLAIR users when DCF employment has ended. (via scripting and screen scraping) System is being rewritten to utilize daily AC1 file via IDS in place of screen scraping. The scripting will continue.
25	FLAIR Reconciliation (RECON)	Budget Office, Reconciliation and Financial Reporting, Financial Support Services, Financial Systems, Financial Accountability, Cash Management	Internal	Internal	State	This application reconciles the data that the Department of Children and Families (DCF) inputs into FLAIR with the FLAIR Central Accounting System which is responsible for writing and issuing the state warrants to vendors. This includes reconciliation of cash balances, disbursements, budget, unexpended releases, and appropriations.	IDS, FLAIR Departmental, FLAIR Central	.NET/SQL Server		

DCF Current State Applications

#	Application Name	Process Area	Enterprise, Vendor or Internal Application	Enterprise, 3rd Party, Internal Support or Unsupported	Vendor Hosted, State hosted or Other	Application Description	Interfaces With	Platform/Database	Process IDs	Additional Notes
26	FLAIR Transaction Processors	Budget Office, Reconciliation and Financial Reporting, Financial Support Services, Financial Systems	Internal	Internal	State (client SW)	Suite of desktop batch transaction processing tools (18) used to dynamically generate and input FLAIR transactions on demand. An LDAP secured web-based application provides access for download and installation of the processors. A FLAIR account with appropriate permissions is required to execute the transactions. Processors include: Transaction 10 (General Accounting); Transaction 20 (Allotments); Transaction 51 (Unencumbered Disbursements); Transaction 58 (Disbursement Corrections); Transaction 60 (Encumbrances); Transaction 70 (Encumbered Disbursements); Transaction 80 (Unencumbered Payables); Unemployment Compensation (Matches employees invoiced by DOR as having received UEC payments in the prior quarter with personnel and financial records to generate supporting documentation and payable records for payment of DOR's invoice.); AJT Splitter (split Interagency payments by AJT); Expansion Option Lookup (looks up EO from other processor spreadsheets); Transaction 30 (Cash Receipts); Transaction 53 (Payable disbursement); Transaction 60D (Delete Encumbrances); Transaction 80D (Delete Payables); Transaction 81 (Convert Encumbrance to Payable); Transaction 96 (JT Receipts); Expansion (Create new EO), Vendor Add (Add vendor)	FLAIR Departmental (scripting and screen-scraping), IDS	.NET	3.2022, 3.3011, 3.3021	At least 20 separate processors that function to automate on-line data entry via scripting for assorted business functions. Number of processors has steadily grown over the past few years to relieve data entry burden and improve data quality. Previous submissions categorized functionality under User Accounting.
27	Florida Online Recipient Integrated Data Access (FLORIDA)	Financial	Internal	Internal	State	The FLORIDA system interfaces with FLAIR through the DCF-specific "MORSPAY" process, initiating payments to eligible clients.	FLAIR	Mainframe based	4.3028	enter client application into the Florida Online Recipient Integrated Data Access (FLORIDA) system (internal) upon receipt. The Florida FLORIDA System populates EBT Edge (Vendor System), which issues the payment
28	Florida Safe Families Network (FSFN)	Federal Reporting, Fiscal Accountability & Partner Compliance	Internal	Internal and 3rd Party	Vendor	The FSFN information that goes directly into FLAIR would be the Non-Relative Caregiver payments. When the Checkwrite File is produced, it gets uploaded to FLAIR; however, the DCF staff who processes the NRC payments might only use a portion of the FSFN information for the FLAIR upload.	No interfaces	Java/DB2 (Mainframe in cloud)	5.103, 5.202, 5.204, 5.206	From OITS: there is No Direct FLAIR interface in FSFN. The individual payments processed through FSFN by the CBCs are not captured in FLAIR. Both Relative and Non-Relative Caregiver payments are processed and distributed by ESS.
29	FootPrints	Human Resources	Internal	Internal and 3rd Party	State	BMC FootPrints is commercial-off-the-shelf software with customizations/interfaces. It serves as the incident tracking tool for the IT Service Desk, the Service Management tool for provision and request of IT Services (including with the Agency for State Technology), the configuration management database for IT resources, the change management tool for IT Application Support teams, the workload/ticketing system for the HR Shared Services Center, and for tracking fraud reports received by the Office of Public Benefits Integrity.	HRTS	BMC Footprints COTS SW	5.206	
30	Grants, Revenue, Allocation and Tracking System (GRANTS)	Financial Systems, Cost Allocation, Federal Reporting, Cash Management	Internal	Internal	State	GRANTS tracks grant related expenditures and revenues, assigns expenditures to funding sources, calculates earnings, assists in financial statements and federal reporting, provides functionality to estimate future cash needs by grant.	FLAIR Departmental, IDS, Central FLAIR	XGEN / Microfocus COBOL/ SQL Server	3.1022, 4.102, 4.103, 4.201, 4.202, 4.203, 4.3026	GRANTS, (Grants and Other Revenue, Allocation and Tracking System) is a cost allocation system that provides the ability to perform a detailed analysis of grant activity and other revenue sources. It manages $1.3 billion of activity. This system is an extension of FLAIR Accounting. DCF does not use Grant numbers on original transactions. Budget Entity, Other Cost Accumulators, and Categories/Revenue source determine which Grant is applied when the Revenue and Disbursement data is pulled weekly and process through this system. Grant Analysts input pertinent grant information and necessary statistics for creating earnings and Chart 8. It also uses information from DCF CARS and FLAIR Titles and stores the indirect rates. GRANTS was implemented for the purpose of tracking grant related expenditures and revenues, assign expenditures to funding sources, calculate earnings, assist in financial and federal reporting, and the drawing of cash from the federal government. It supports the need for quarterly grant reporting.
31	Home Care for Disabled Adults	Cash Management	Retired	Retired	Retired	This application captures client and payee information in order to generate monthly vouchers for Adult Services Clients, who are eligible for Subsidy, Medical and Supplemental payments under the Disabled Adults Program. The system also provides staff the ability to generate retroactive payments for clients whose eligibility is determined prior to the current vouchering cycle.	Retired	Retired		Retired. NOTE: This entry references a retired application specific to the Suncoast Region. The remaining application for automating HCDA invoicing is actually a part of the "Automation Toolkit" application supported by EDS.
32	Human Resources Employee Management System (HREMS)	Human Resources	Internal	Internal	State	The HR Employee Management System currently contains 4 major functional components: the tracking of Worker's Compensation claims data; the tracking of personnel records storage (inventory location); an interface to DHSMV to validate employee driver's license, vehicle and insurance data; and functionality to track the impact of larger scale workforce reduction exercises.	DHSMV (DL, vehicle, insurance data)	.NET/SQL Server		
33	Human Resources Tracking System (HRTS)	Human Resources	Internal	Internal	State	Provides and tracks on-line and classroom training for employees and contractors. A daily interface with People First supports keeping active employee data current and accurate. Data from this interface is then fed to Footprints contact records, the DCF Directory, and is planned to be used as the source for updating contact information of active employees in the Everbridge emergency notification system.	PeopleFirst, Footprints, Everbridge, DCF Directory	.NET/SQL Server		
34	Imaging Lite Filing System	Financial Support services	Internal	Internal	State	Online application for document indexing, storage, and retrieval. Houses historic (archived - view only) financial records pertaining to interagency fund transfers and cash receipts. In active use by the Office of Child Welfare in posting ad hoc reports for secured access by regions and business partners.	No interfaces	.NET/SQL Developer		

DCF Current State Applications

#	Application Name	Process Area	Enterprise, Vendor or Internal Application	Enterprise, 3rd Party, Internal Support or Unsupported	Vendor Hosted, State hosted or Other	Application Description	Interfaces With	Platform/Database	Process IDs	Additional Notes
35	Information Delivery System (IDS)	All	Internal	Internal	State	The IDS Data Warehouse is a data repository and user interface that provides user-friendly read-only access to any single view of data. It is also referenced by several DCF business systems.	FLAIR and multiple internal	.Net/Oracle	1.101, 1.104, 1.105, 1.202, 1.203, 1.301, 1.302, 1.303, 2.505, 2.601, 2.602, 2.603	The Budget Office will review information in the Budget Ledger, which is a table in IDS, to see how much money needs to be released early. Once the amount has been identified, the Budget Office will send the early release budget request to the Executive Office of the Governor's Office of Policy and Budget (EOG OPB). (how are they sending it?).The Budget office reviews data in IDS and makes projections using past data or current year trends to forecast what the end of the year will look like. Expenditures are also reviewed for data integrity to make sure there is no missing or incorrect data in the report. The Budget office uses Visual Basics to massage the data gathered and create the report. The final output is an excel document called the Salary and OPS Trend Report, which is created in a day and updated throughout the month. A lot of reports come form IDS e.g. Intra agency transfer, trial balance, property reports.
36	Information Delivery System Query Facility (IDSQF)	All	Internal	Internal	State	The IDSQF allows staff to view and perform customized queries against financial and contract data loaded from Florida Accounting Information Resource (FLAIR) and department financial and contract systems to the Information Delivery System Data Warehouse (Oracle database environment).	NO interfaces	.NET/Oracle		
37	Integrated Benefit Recovery System (IBRS)	Cash Management	Internal	Internal	State	System of record for payment transactions received for the collection of outstanding claims.	FLAIR	Mainframe based	4.3024, 4.3029	
38	K-1 Reporting System	Financial Systems	Internal	Internal	State	This application gathers data from the institutions and the Community Based Care (CBC) partners for each client's share of the interest of the Master Client Trust Fund. The application also generates PDF files for the clients and text files for upload to the Internal Revenue Service. K-1 is an IRS required form associated with federal income tax collections.	No interfaces	.NET/SQL Server		The K-1 Data Submission Application was developed to allow the Department of Children and Families, Regions, Institutions, and Community-Based Care provider partners to input their 1041-K1 interest data for IRS filing into a central system.
39	Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS)	Budget Office	Enterprise (not DCF, jointly owned by Governor and Legislature)	Enterprise	State	Create and submit external budget amendments. Request and approval is in BAPS	FLAIR Central, FLAIR Departmental	Not owned by DCF OITS	1.101, 1.102, 1.103, 1.104, 1.105, 1.106, 1.107, 1.108, 1.109, 1.110, 1.201, 1.303, 1.401, 1.501, 1.601, 3.1022, 4.401, 4.403	Create non operating budget requests. The Budget Office will pull data from IDS and request spreadsheets from Budget Managers outlining the need from each agency. The Budget Office will then enter the values provided into the Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS)
40	Managed File Transfer System (MFTS)	All	Internal	Internal	State	Application for automation of file transfers between DCF and DFS, primarily for files going to/from FLAIR. Is parameterized using configuration entries, to enable easy adoption for other file transfer processes.	DFS FLAIR Central and Departmental	.NET/SQL Server		
41	MFMP	Financial Support Services, Reconciliation and Financial Reporting	Enterprise (DMS, not DCF)	Enterprise	Vendor	My Florida Marketplace (MFMP) disbursements process vendor payments from the MFMP. The purpose is to audit and process payments according to the contract. The subprocesses are: • Retrieve Invoices • Audit Invoices • Create Invoice Reconciliation	Not owned by DCF OITS	Not owned by DCF OITS	2.201, 2.202, 2.203, 2.204, 2.205, 2.206, 2.207	• Retrieve Invoices • Audit Invoices • Create Invoice Reconciliation • Approve Invoice Reconciliation • Invoice Payment Processing • Voucher Verification • MFMP Payment Update e-Form
42	Payment Management System (PMS)	Federal Reporting, Cash Management	Unknown	Unknown	Unknown	Payment management system for processing payments.	Unknown	Unknown	4.201, 4.3023, 4.401	
43	Payroll Management Data System (PMDS)	Budget Office, Reconciliation and Financial Reporting, Financial Support Services, Financial Systems	Internal	Internal	State	PMDS is a salary transaction and reporting system. It is a batch system designed to create Florida Accounting Information Resource (FLAIR) salary transactions (unencumbered disbursements - transaction 51s) and reports, as well as warrant distribution reports. The source of the input data is from the Bureau of State Payrolls (BSP), and from the People First Personnel System.	FLAIR Departmental, IDS, Payroll	.NET/SQL Server		PMDS is a business system used to record payroll and produce agency financial statements and reports. The system also generates certified forward transactions (payroll run in July covering June of the previous fiscal year) for FLAIR. PMDS provides the IDS Warehouse business system with data for reporting and data analysis.
44	PeopleFirst	Budget Office, Cost Allocation	Enterprise (DMS, not DCF)	Enterprise	Vendor	The RMTS Administrator pulls roster data from PeopleFirst and the applicable Sheriff's office to identify the participant sample pool and enters roster information into Maximus.	Not owned by DCF OITS	Not owned by DCF OITS	1.102, 1.106, 1.301, 1.302, 4.101	Data from PeopleFirst is being pulled into HRTS.
45	Spending Plan	Budget Office, Fiscal Accountability and Partner Compliance	Internal	Internal	State	This application allows the Budget Office to review current budget levels and forecast spending and budgets into the future to watch for any potential concerns. Data is loaded from Information Delivery System (IDS) on the first day of each month.	IDS	.NET/SQL Server	1.301, 1.302, 5.103	
46	Statewide Asset Tracking	General Services	Internal	Internal	State	This application handles all aspects of asset tracking, from the initial receipt to the eventual surplusing of the equipment. Provides for mobile barcode scanning of equipment to comply with state regulations and automatically updates the Florida Accounting Information Resource System (FLAIR) which eliminates dual entry. System generates inventory reports, surplus requests/certifications as well as generates the barcoded asset tags which are placed on all equipment.	FLAIR (Departmental Asset Management)	.NET/SQL Server		
47	Statewide Asset Tracking - Mobile	General Services	Internal	Internal	State	This is a support web site for the Statewide Asset Tracking (SATS) web site. This web site provides an interface that operates on a smartphone. This interface allows the worker to access/add/update SATS data while performing inventory activities when away from a laptop/desktop.	None (except SATS)	.NET/SQL Server		
48	Statewide Asset Tracking - Review	General Services	Retired	Retired	State	This application provides supervisors the ability to review an employees equipment assignments and verify non-Flair equipment. This web site is only being used by the Suncoast Region	None (except SATS)	.NET/SQL Server		Retired.
49	STMS	Financial Support Services	Enterprise (DMS, not DCF)	Enterprise	Vendor	STMS disbursements processes travel payments. The purpose is to audit and process payments related to travel	Not owned by DCF OITS	Not owned by DCF OITS	2.101, 2.102, 2.103, 2.104, 2.105	• Retrieve Invoices • Audit Transactions • Approve Transactions • Batch Processing • Voucher Assembly • Voucher Verification
50	Supply Inventory Management System (SIMS)	Facilities	Internal	Internal	State	This application is used by staff at our public mental health treatment facilities who manage warehouse operations. It's used to help manage the inventory of supplies for the facilities.	FLAIR (vendor file and asset/property)	.NET/SQL Server		

DCF Current State Applications

#	Application Name	Process Area	Enterprise, Vendor or Internal Application	Enterprise, 3rd Party, Internal Support or Unsupported	Vendor Hosted, State hosted or Other	Application Description	Interfaces With	Platform/Database	Process IDs	Additional Notes
51	TR30/TR96 Excel Spreadsheet)	Financial Reporting, Cash Management,	Internal	Internal	State	Unknown	Not owned by DCF OITS	Not owned by DCF OITS	4.3011, 4.3012, 4.3023, 4.3028, 4.3029, 4.3031	
52	User Access Audit		Internal	Internal	State	The User Access Auditing data extraction application was created with the purpose to help with agency audits and findings regarding access to applications and resources for DCF employees and Non DCF Employees that have left the agency over time or have had a changed in duties. This application is the initial step towards improving the process of user access and re-certification process to make sure DCF employees and Non DCF employees have access to the proper applications and resources and to further define a process to remove the access to application and resources to those individuals that no longer need access.	DFS FLAIR Central and Departmental	.NET/SQL Server	3.1021, 3.1022, 3.1023	
53	User Accounting/User Accounting Certified Forward	Budget Office, Reconciliation and Financial Reporting, Financial Support Services, Financial Systems	Internal	Internal	State	Batch only system. Produces reports on the Comptroller's account balances, discrepancies between the department's balances and the Comptroller's accounts, and transfers funds between accounts in Florida Accounting Information Resource (FLAIR) system through Automated Journal Transfers and Collocated Journal Transfers for Department of Children and Families (DCF). Also known as the AJT/CJT System.	FLAIR Central, FLAIR Departmental, IDS	XGEN / Microfocus COBOL	3.2023, 3.2024	This agency business system redistributes overhead operating cost. This addresses a requirement to match cost to funding. DCF uses Cost Accumulator - for multiple funding sources, the OCA is how they identify the funding. DCF wants to know how Florida PALM will handle their process.
54	Web Systems Portal	All	Internal	Internal	State	Intranet accessible, single sign-on solution for multiple internal LDAP Security-based applications (i.e.. HR Tracking System).	No interfaces	.NET/SQL Server	1.103, 1.108, 1.501, 1.601, 3.1034, 4.201, 4.3025, 4.401, 4.404	Systems Accessed - •Fund and Lapse table access •Department of Financial Services (DFS) EBI Survey •Florida Fiscal Portal. •GrantsPortal
55	WORKS	Financial Support Services	Enterprise (DMS, not DCF)	Enterprise	Vendor	WORKS processes p-card payments. The purpose is to audit and process payments related to p-cards.	Not owned by DCF OITS	Not owned by DCF OITS	2.101, 2.102, 2.103, 2.104, 2.105	•Retrieve Invoices •Audit Transactions •Approve Transactions •Batch Processing •Voucher Assembly •Voucher Verification

APPENDIX A

Fiscal Year 2021-22

CBAForm 1 - Net Tangible Benefits

Agency Department of Children & Families **Project** DCF PALM Readiness

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 Program Cost	FY 2023-24			FY 2024-25			FY 2025-26			FY 2026-27			FY 2027-28			FY 2028-29		
(Recurring Costs Only -- No Project Costs)	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) 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	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A.b Total Staff	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	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	$0	$0	$0
A-1.b. State FTEs (#)	$0	0.00	0.00	$0	0.00	0.00	$0	0.00	0.00	$0	$0	0.00	$0	$0	0.00	$0	$0	0.00
A-2.a. OPS Staff (Salaries)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A-2.b. OPS (#)	$0	0.00	0.00	$0	0.00	0.00	$0	0.00	0.00	$0	$0	0.00	$0	$0	0.00	$0	$0	0.00
A-3.a. Staff Augmentation (Contract Cost)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A-3.b. Staff Augmentation (# of Contractors)	$0	0.00	0.00	$0	0.00	0.00	$0	0.00	0.00	$0	$0	0.00	$0	$0	0.00	$0	$0	0.00
B. Application Maintenance Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$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	$0	$0	$0
B-2. Hardware	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-3. Software	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-4. Other Specify	$0	$0	$0	$0	$0	$0	$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	$0	$0	$0
C-1. Managed Services (Staffing)	$0	$0	$0	$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	$0	$0	$0
C-3. Network / Hosting Services	$0	$0	$0	$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	$0	$0	$0
C-5. Other Specify	$0	$0	$0	$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	$0	$0	$0
E. Other Costs	$0	$0	$0	$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	$0	$0	$0
E-2. Travel	$0	$0	$0	$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	$0	$0	$0
Total of Recurring Operational Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
F. Additional Tangible Benefits:		$0			$0			$0			$0			$0			$0	
F-1. Specify		$0			$0			$0			$0			$0			$0	
F-2. Specify		$0			$0			$0			$0			$0			$0	
F-3. Specify		$0			$0			$0			$0			$0			$0	
Total Net Tangible Benefits:		$0			$0			$0			$0			$0			$0	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B			
Choose Type		**Estimate Confidence**	**Enter % (+/-)**
Detailed/Rigorous	☐	**Confidence Level**	
Order of Magnitude	☐	**Confidence Level**	
Placeholder	☐	**Confidence Level**	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
1	**Department of Children & Families**	**DCF PALM Readiness**			*CBAForm 2A Baseline Project Budget*																		
2	*Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable.* ***Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.***				**FY 2023-24**			**FY 2024-25**			**FY 2025-26**			**FY 2026-27**			**FY 2027-28**			**FY 2028-29**			**TOTAL**
3				**$ -**		**$ 210,000**			**$ 2,605,000**			**$ 3,882,000**			**$ -**			**$ -**			**$ -**		**$ 6,697,000**
4	**Item Description** *(remove guidelines and annotate entries here)*	**Project Cost Element**	**Appropriation Category**	**Current & Previous Years Project-Related Cost**	**YR 1 #**	**YR 1 LBR**	**YR 1 Base Budget**	**YR 2 #**	**YR 2 LBR**	**YR 2 Base Budget**	**YR 3 #**	**YR 3 LBR**	**YR 3 Base Budget**	**YR 4 #**	**YR 4 LBR**	**YR 4 Base Budget**	**YR 5 #**	**YR 5 LBR**	**YR 5 Base Budget**	**YR 6 #**	**YR 6 LBR**	**YR 6 Base Budget**	**TOTAL**
5	Costs for all state employees working on the project.	**FTE**	S&B	$ -		$ -	$ 210,000		$ -	$ 1,050,000		$ -	$ 1,050,000		$ -	$ -		$ -	$ -		$ -	$ -	**$ 2,310,000**
6	Costs for all OPS employees working on the project.	**OPS**	OPS	$ -			$ -			$ -			$ -			$ -			$ -			$ -	**$ -**
7	Staffing costs for personnel using Time & Expense.	**Staff Augmentation**	Contracted Services	$ -			$ -		$ 761,483			$ 1,772,000				$ -			$ -			$ -	**$ 2,533,483**
8	Project management personnel and related deliverables including procuremet support in YR 1.	**Project Management**	Contracted Services	$ -		$ -	$ -			$ 180,000			$ 200,000			$ -			$ -			$ -	**$ 380,000**
9	Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	**Project Oversight**	Contracted Services	$ -			$ -			$ -			$ -			$ -			$ -			$ -	**$ -**
10	Staffing costs for all professional services not included in other categories.	**Consultants/Contractors**	Contracted Services	$ -		$ -	$ -		$ 135,000	$ -		$ 90,000	$ -			$ -			$ -			$ -	**$ 225,000**
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. Excess costs shown in YR 1 represent costs associated with setting up the Solution Architecture.	**Commercial Software**	Contracted Services	$ -			$ -									$ -			$ -			$ -	**$ -**
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				$ -		$ 135,000	$ -		$ 270,000	$ -			$ -			$ -			$ -	**$ 405,000**
16	Excess costs shown in YR 1 represent costs associated with setting up the Solution Architecture.	**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	Azure Cloud Envrionment	**Equipment**	Expense						$ 343,517			$ 500,000											**$ 843,517**
20	Include costs associated with leasing space for project personnel.	**Leased Space**	Expense	$ -		$ -	$ -			$ -			$ -			$ -			$ -			$ -	**$ -**
21	Other project expenses not included in other categories.	**Other Expenses**	Expense	$ -			$ -			$ -			$ -			$ -			$ -			$ -	**$ -**
22		**Total**		**$ -**	**0.00**	**$ -**	**$ 210,000**	**0.00**	**$ 1,375,000**	**$ 1,230,000**	**0.00**	**$ 2,632,000**	**$ 1,250,000**	**0.00**	**$ -**	**$ -**	**0.00**	**$ -**	**$ -**	**0.00**	**$ -**	**$ -**	**$ 6,697,000**
23																							
24	Row 7 - All tech staff aug																						
25	Row 10 - OCM																						
26	Row 15 - Training																						
27																							

CBAForm 2 - Project Cost Analysis

Agency	epartment of Children & Famili	Project	DCF PALM Readiness

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	FY 2028-29	
TOTAL PROJECT COSTS (*)	$210,000	$2,605,000	$3,882,000	$0	$0	$0	$6,697,000
CUMULATIVE PROJECT COSTS *(includes Current & Previous Years' Project-Related Costs)*	$210,000	$2,815,000	$6,697,000	$6,697,000	$6,697,000	$6,697,000	
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	FY 2028-29	
General Revenue	$202,000	$2,353,000	$3,610,000	$0	$0	$0	$6,165,000
Trust Fund	$0	$180,000	$200,000	$0	$0	$0	$380,000
Federal Match ☐	$0	$0	$0	$0	$0	$0	$0
Grants ☑	$8,000	$72,000	$72,000	$0	$0	$0	$152,000
Other ☐ Specify	$0	$0	$0	$0	$0	$0	$0
TOTAL INVESTMENT	$210,000	$2,605,000	$3,882,000	$0	$0	$0	$6,697,000
CUMULATIVE INVESTMENT	$210,000	$2,815,000	$6,697,000	$6,697,000	$6,697,000	$6,697,000	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous		Confidence Level	
Order of Magnitude	X	Confidence Level	50%
Placeholder		Confidence Level	

CBAForm 3 - Project Investment Summary

Agency	Department of Children & Families	Project	DCF PALM Readiness

COST BENEFIT ANALYSIS -- CBAForm 3A	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2026-27	TOTAL FOR ALL YEARS
Project Cost	$210,000	$2,605,000	$3,882,000	$0	$0	$0	$6,697,000
Net Tangible Benefits	$0	$0	$0	$0	$0	$0	$6,697,000
Return on Investment	($210,000)	($2,605,000)	($3,882,000)	$0	$0	$0	($6,697,000)
Year to Year Change in Program Staffing	0	0	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)	($6,139,177)	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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Cost of Capital	3.30%	3.42%	3.51%	3.63%	3.80%	3.92%

CBAForm 1 - Net Tangible Benefits

Agency Department of Children & Families **Project** DCF PALM Readiness

Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBAForm 1A															
Agency	FY 2023-24			FY 2024-25			FY 2025-26			FY 2026-27			FY 2027-28		
(Recurring Costs Only -- No Project Costs)	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A.b Total Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-1.a. State FTEs (Salaries & Benefits)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A-1.b. State FTEs (#)	$0	0.00	0.00	$0	0.00	0.00	$0	0.00	0.00	$0	$0	0.00	$0	$0	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	0.00	0.00	$0	0.00	0.00	$0	0.00	0.00	$0	$0	0.00	$0	$0	0.00
A-3.a. Staff Augmentation (Contract Cost)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A-3.b. Staff Augmentation (# of Contractors)	$0	0.00	0.00	$0	0.00	0.00	$0	0.00	0.00	$0	$0	0.00	$0	$0	0.00
B. Application Maintenance Costs	$0	$0	$0	$0	$0	$0	$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	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-4. Other Specify	$0	$0	$0	$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	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
F. Additional Tangible Benefits:		$0			$0			$0			$0			$0	
F-1. Specify		$0			$0			$0			$0			$0	
F-2. Specify		$0			$0			$0			$0			$0	
F-3. Specify		$0			$0			$0			$0			$0	
Total Net Tangible Benefits:		$0			$0			$0			$0			$0	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B			
Choose Type		**Estimate Confidence**	**Enter % (+/-)**
Detailed/Rigorous	☐	**Confidence Level**	
Order of Magnitude	☐	**Confidence Level**	
Placeholder	☐	**Confidence Level**	

State of Florida
Cost Benefit Analysis

APPENDIX A

Fiscal Year 2021-22

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
1	Department of Children & Families	DCF PALM Readiness			CBAForm 2A Baseline Project Budget																		
2	*Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable.* ***Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.***				FY 2023-24			FY 2024-25			FY 2025-26			FY 2026-27			FY 2027-28			FY 2028-29			TOTAL
3				$ -		$ -			$ 1,555,000			$ 2,832,000			$ -			$ -			$ -		$ 4,387,000
4	Item Description *(remove guidelines and annotate entries here)*	Project Cost Element	Appropriation Category	Current & Previous Years Project-Related Cost	YR 1 #	YR 1 LBR	YR 1 Base Budget	YR 2 #	YR 2 LBR	YR 2 Base Budget	YR 3 #	YR 3 LBR	YR 3 Base Budget	YR 4 #	YR 4 LBR	YR 4 Base Budget	YR 5 #	YR 5 LBR	YR 5 Base Budget	YR 6 #	YR 6 LBR	YR 6 Base Budget	TOTAL
5	Costs for all state employees working on the project.	FTE	S&B	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ -
6	Costs for all OPS employees working on the project.	OPS	OPS	$ -			$ -			$ -			$ -			$ -			$ -			$ -	$ -
7	Staffing costs for personnel using Time & Expense.	Staff Augmentation	Contracted Services	$ -			$ -		$ 761,483			$ 1,772,000				$ -			$ -			$ -	$ 2,533,483
8	Project management personnel and related deliverables including procuremet support in YR 1.	Project Management	Contracted Services	$ -		$ -	$ -			$ 180,000			$ 200,000			$ -			$ -			$ -	$ 380,000
9	Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	$ -			$ -			$ -			$ -			$ -			$ -			$ -	$ -
10	Staffing costs for all professional services not included in other categories.	Consultants/Contractors	Contracted Services	$ -		$ -	$ -		$ 135,000	$ -		$ 90,000	$ -			$ -			$ -			$ -	$ 225,000
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. Excess costs shown in YR 1 represent costs associated with setting up the Solution Architecture.	Commercial Software	Contracted Services	$ -			$ -									$ -			$ -			$ -	$ -
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				$ -		$ 135,000	$ -		$ 270,000	$ -			$ -			$ -			$ -	$ 405,000
16	Excess costs shown in YR 1 represent costs associated with setting up the Solution Architecture.	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	Azure Cloud Envrionment	Equipment	Expense						$ 343,517			$ 500,000											$ 843,517
20	Include costs associated with leasing space for project personnel.	Leased Space	Expense	$ -		$ -	$ -			$ -			$ -			$ -			$ -			$ -	$ -
21	Other project expenses not included in other categories.	Other Expenses	Expense	$ -			$ -			$ -			$ -			$ -			$ -			$ -	$ -
22		Total		$ -	0.00	$ -	$ -	0.00	$ 1,375,000	$ 180,000	0.00	$ 2,632,000	$ 200,000	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	$ 4,387,000
23																							
24	Row 7 - All tech staff aug																						
25	Row 10 - OCM																						
26	Row 15 - Training																						
27																							

CBAForm 2 - Project Cost Analysis

Agency	epartment of Children & Famili	Project	DCF PALM Readiness

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	FY 2028-29	
TOTAL PROJECT COSTS (*)	$0	$1,555,000	$2,832,000	$0	$0	$0	$4,387,000
CUMULATIVE PROJECT COSTS *(includes Current & Previous Years' Project-Related Costs)*	$0	$1,555,000	$4,387,000	$4,387,000	$4,387,000	$4,387,000	
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	FY 2028-29	
General Revenue	$0	$1,375,000	$2,632,000	$0	$0	$0	$4,007,000
Trust Fund	$0	$180,000	$200,000	$0	$0	$0	$380,000
Federal Match ☐	$0	$0	$0	$0	$0	$0	$0
Grants ☐	$0	$0	$0	$0	$0	$0	$0
Other ☐ Specify	$0	$0	$0	$0	$0	$0	$0
TOTAL INVESTMENT	$0	$1,555,000	$2,832,000	$0	$0	$0	$4,387,000
CUMULATIVE INVESTMENT	$0	$1,555,000	$4,387,000	$4,387,000	$4,387,000	$4,387,000	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous		Confidence Level	
Order of Magnitude	X	Confidence Level	50%
Placeholder		Confidence Level	

CBAForm 3 - Project Investment Summary

Agency	Department of Children & Families	Project	DCF PALM Readiness

COST BENEFIT ANALYSIS -- CBAForm 3A

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2026-27	TOTAL FOR ALL YEARS
Project Cost	$0	$1,555,000	$2,832,000	$0	$0	$0	$4,387,000
Net Tangible Benefits	$0	$0	$0	$0	$0	$0	$4,387,000
Return on Investment	$0	($1,555,000)	($2,832,000)	$0	$0	$0	($4,387,000)
Year to Year Change in Program Staffing	0	0	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)	($4,007,417)	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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Cost of Capital	3.30%	3.42%	3.51%	3.63%	3.80%	3.92%

PALM Readiness Project Management Plan

Quantrel Johnson

Table of Contents

Contacts

Agency Project Manager		Agency Project Sponsor	
Quantrel Johnson		Chad Barrett	
Phone:	903-399-1565	Phone:	850-413-6780
Email:	Quantrel.Johnson@myflfamiles.com	Email:	Chad.Barrett@myflfamilies.com

Revision History

Version	Date	Author	Purpose
0.1	9/9/24	Quantrel Johnson	Create and Draft initial version.

Signature and Acceptance Page

I have reviewed this Project Management Plan (PMP) and agree that the content of the document is accurate and clearly describes the project management methodology for the [Subject]PALM Readiness Project.

Signature:		Date:	
Print Name:	Chad Barrett		
Title:			
Agency:	Department of Children and Families		
Role:	Project Sponsor		

Signature:		Date:	
Print Name:	Quantrel Johnson		
Title:			
Agency:	Department of Children and Families		
Role:	Project Manager		

1 Overview

This Project Management Plan is compliant with the Florida Information Technology Project Management and Oversight Standards contained in Rule 60GG-1, F.A.C., and was developed using information contained in the following documents published by the Project Management Institute:

- *A Guide to the Project Management Body of Knowledge, 6th Edition ©2017*
- *The PMI Guide to Project Management, 6th Edition ©2017*
- *The PMI Guide to Business Analysis, 1st Edition © 2016*
- *Business Analysis for Practitioners: A Practice Guide, 1st Edition © 2015*

1.1 Purpose

This Project Management Plan defines how the DCF PALM Readiness Project is planned, executed, monitored, and controlled, and closed.

The Project Team will keep the following tracking logs of information affecting the overall project:

- Action Items
- Assumption/Constraint
- Decision
- Lessons Learned
- Issues

1.2 Audience

The intended audience of this document is all project stakeholders including:

- Executive/Senior Leadership
- Change Champion Network (CNN)
- Project Sponsor(s)
- Project Manager
- Project Team

1.3 Definitions

The following terms are defined and used in this document:

- **Issue:** A current condition or situation that may have an impact on the project objectives.
- **Issue Log:** A project document where information about issues is recorded and monitored.
- **Knowledge:** A mixture of experience, values and beliefs, contextual information, intuition, and insight that people use to make sense of new experiences and information.
- **Log:** A document used to record and describe or denote selected items identified during execution of a process or activity. Usually used with a modifier, such as issue, change, issue, or assumption.
- **Project:** A temporary endeavor undertaken to create a unique product, service, or result.
- **Project Governance:** The framework, functions, and processes that guide project management activities in order to create a unique product, service, or result to meet organizational, strategic, and operational goals.

- **Project Management:** The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.
- **Project Management Plan:** The document that describes how the project will be executed, monitored and controlled, and closed.
- **Project Management System:** The aggregation of the processes, tools, techniques, methodologies, resources, and procedures to manage a project.
- **Project Management Team:** The members of the project team who are directly involved in project management activities.
- **Project Manager (PM):** The person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.
- **Project Organization Chart:** A document that graphically depicts the project team members and their interrelationships for a specific project.
- **Project Phase:** A collection of logically related project activities that culminates in the completion of one or more deliverables.
- **Project Team:** A set of individuals who support the project manager in performing the work of the project to achieve its objectives.

1.4 Project Artifacts: Documents, Forms, & Tools

The following Documents, Forms, & Tools are incorporated into this Project Management Plan for the Project:

Document, Form, or Tool Name	Link/Location
All Project Files are in our Smartsheet workspace_ Florida Palm (OITS)	https://app.smartsheet.com/workspaces/WvQPxGCrFWQVPcJhCjFHqqpH5HRvVMgJvfg5GqV1

The project aims to replace or remediate the highest priority agency business systems for integration with Florida PALM, taking full advantage of PALM functionality where applicable. Much of our remediation activities are planned to take place during FY 24-25. The supplemental resources requested for FY 25-26 will provide the critical capacity and skillsets necessary to ensure the department's successful transition to the PALM solution.

- Supplement existing department information technology resources during the user acceptance testing, interface testing, and implementation period.
- Perform continued remediation of agency business systems with indirect integration with PALM.
- Provide supplemental infrastructure to host remediated systems during the transition period. Project Management Plan

The Project Manager named in the Project Charter has the overall responsibility for managing and executing this project according to this Project Management Plan. The Project Manager will work with all resources to perform project planning.

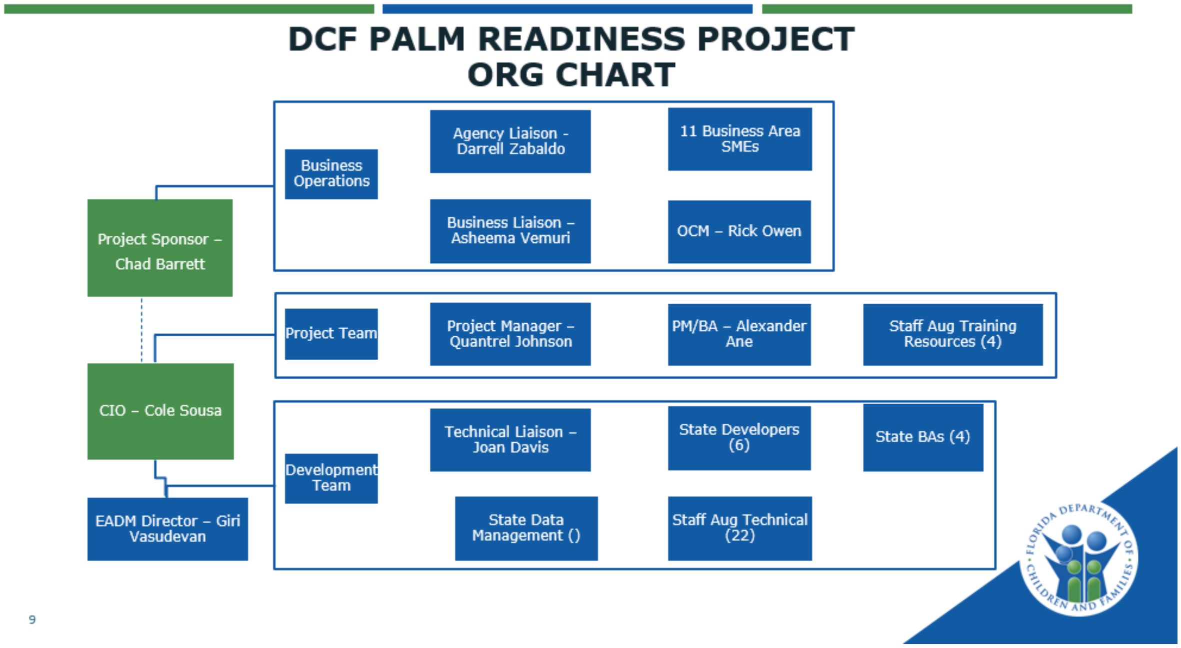
All project management plans will be reviewed and approved by the project sponsor.

All funding decisions will also be made by the project sponsor.

Any delegation of approval authority to the project manager should be done in writing and be signed by both the project sponsor and project manager.

2 Project Organizational and Governance Structure

The PALM Readiness Project has the following organizational structure.



3 Project Life Cycle Description

The PALM Readiness Project

Phase Reviews Entry Criteria Exit Criteria

Initiating

Planning

Executing

Closing

4 Deliverable Development Approach for PALM Readiness Project (Hybrid Approach using SDLC)

The DCF PALM project will use a **Hybrid approach** combining elements of both **Waterfall** and **Agile methodologies**, based on the specific needs of each project phase and system. The project will follow the **Software Development Life Cycle (SDLC)** to ensure structured progress while maintaining flexibility to adapt to changes during the implementation.

Tactics for Managing the Project and Developing or Remediating the Solutions

The hybrid approach allows the project team to apply a predictive Waterfall methodology in the early stages, such as planning and requirements gathering, while using Agile techniques for development, testing, and integration. This approach will ensure that structured processes are followed for critical planning, but iterative development cycles can be leveraged for flexibility during the build and testing phases.

Phases of the SDLC in the Hybrid Approach:

1. Requirements Gathering and Analysis (Waterfall)

Objective: Define all functional and non-functional requirements for each system.

Methodology: Waterfall

Approach:

A detailed requirements analysis will be conducted in collaboration with stakeholders.

Formal requirements documentation will be created.

Once finalized, these requirements will guide the design and development phases, ensuring all stakeholders have agreed upon the scope and functionality of the system.

2. System Design (Waterfall)

Objective: Create a detailed system architecture and design.

Methodology: Waterfall

Approach:

High-level system architecture will be designed, followed by detailed design specifications.

Decisions on system infrastructure, data storage, integration with PALM, and interfaces with legacy systems will be outlined.

The design phase is crucial to ensure there is clarity before the development team begins building.

3. Development (Agile)

Objective: Build the systems/complete remediations in iterative sprints, with regular feedback from stakeholders.

Methodology: Agile

Approach:

The development phase will follow Agile Scrum practices. The efforts will be broken down into multiple sprints of 2-4 weeks.

Each sprint will focus on building or remediating specific functional modules.

At the end of each sprint, a working prototype will be presented to stakeholders for review and feedback, ensuring continuous alignment with project goals.

Priorities can be adjusted based on stakeholder feedback and evolving requirements.

4. Data Migration (Hybrid)

Objective: Safely transfer data from legacy systems to new systems and the Enterprise Data Warehouse.

Methodology: Hybrid

Approach:

A predictive, Waterfall-style approach will be used for the initial planning and design of data migration.

Detailed mappings and transfer strategies for legacy data will be established in this phase.

The actual data migration and testing will be performed iteratively in conjunction with the development sprints, ensuring that migrated data is aligned with new system features.

Continuous testing and validation of data integrity will be part of the iterative cycles.

5. Testing (Agile with Waterfall elements)

Objective: Ensure the systems meet all requirements and functions as expected.

Methodology: Hybrid

Approach:

Unit testing and integration testing will be conducted after each Agile sprint. Users will be given advance access to testing system functionality during the development phases to minimize risk in formal User Acceptance Testing (UAT).

Toward the end of development, a more traditional Waterfall-style UAT phase will be carried out, ensuring all system components are thoroughly validated.

Regression testing will be performed after significant changes to ensure no existing functionality is broken.

Continuous testing in Agile will ensure that issues are caught early in the process, while comprehensive Waterfall-style UAT ensures the entire system is ready for deployment.

6. Deployment (Waterfall)

Objective: Deploy all new/remediated agency business systems into production.

Methodology: Waterfall

Approach:

Deployment will be done in a series of events based on the established schedule (Go-Live on January 2026).

A detailed deployment plan will include cutover activities, backups, and fallbacks in case of issues.

7. Post-Implementation Support (Agile)

Objective: Provide continuous support and resolve any post-Go-Live issues.

Methodology: Agile

Approach:

Post-Go-Live support will follow Agile Kanban, where any issues that arise are tracked and prioritized for quick resolution.

An ongoing hypercare period will involve the technical team actively monitoring the systems and responding to any issues.

The project team will be a matrix in that team members from each organization continue to report to their organizational management throughout the duration of the project. The project manager is responsible for communicating with organizational managers on the progress and performance of each project resource.

5 Action Item Management Plan

5.1 Description

An Action Item is a discrete task that must be accomplished, usually by an individual or small group, which is not related to a specific project activity, but which is required to achieve overall project objectives. Action Items are often identified as follow-up tasks to any of the following:

- Project Communications (e.g. announcements, emails, chats, discussions, interviews, meetings, status reports, work progress information, etc.)
- Any additional, changing, or presently relevant Assumptions, Constraints, Issues, Decisions, Lessons Learned, or Risks

The Project Manager will formally log and assign Action Items to ensure they are tracked, have an owner, and completed in a timely manner.

The following are examples of Action Items:

- Scheduling a separate meeting or discussion
- Forwarding information or documentation to a third party
- Providing an estimate
- Researching a particular topic and reporting back

6 Assumption/Constraint Management Plan

6.1 Description

An assumption is a factor in the planning process that is true, real, or certain, without proof or demonstration. A constraint a limiting factor that affects the execution of an activity, project, program, portfolio, or process.

Integration, Scope, Schedule, Cost, Quality, Resource, Communications, Risk, Procurement, Stakeholder

The Project Manager will ensure that assumptions and constraints are carefully managed, reducing the likelihood of unexpected project risks and keeping the project aligned with its goals.

7 Decision Management Plan

7.1 Description

The **Decision Management Plan** for the PALM Readiness project provides a structured approach to making, documenting, and tracking key project decisions. Effective decision management ensures that project choices are made in a timely, transparent manner and are aligned with the project's goals and objectives. This plan outlines the roles, responsibilities, processes, and tools to be used for managing decisions throughout the project life cycle.

7.2 Process

Step	Description	Responsible
1. Identification	Identify the need for a decision.	Any team member
2. Analysis	Analyze alternatives, impacts, and risks.	Project Manager, SMEs
3. Consultation	Consult with relevant stakeholders and technical leads.	Project Manager
4. Approval	Obtain formal approval of the decision.	Project Sponsor, PM
5. Documentation	Record decision in the Decision Log.	Project Manager
6. Communication	Communicate the decision to stakeholders.	Project Manager
7. Implementation	Execute tasks related to the decision.	Project Team
8. Review & Monitoring	Monitor the decisions effectiveness and make adjustments if necessary.	Project Manager, Team

8 Lessons Learned Management Plan

8.1 Description

The **Lessons Learned Management Plan** for the PALM Readiness project outlines the approach for capturing, documenting, analyzing, and applying lessons learned throughout the project life cycle. By implementing a structured lessons learned process, the project team ensures that successes and challenges are identified and used to improve future phases of the project or future projects.

This plan promotes continuous improvement by leveraging past experiences to optimize processes, mitigate risks, and enhance decision-making.

8.2 Process

Identification of Lessons Learned

The Project Manager (PM) will facilitate the process with input from the project team and stakeholders.

Capture lessons learned during and after significant project events such as project phases, milestones, testing cycles, and meetings.

Regularly schedule lessons learned sessions at key project milestones (e.g., phase completion, after critical testing phases, or during retrospectives).

Use feedback from project team members, stakeholders, and other relevant parties to identify lessons.

9 Issue Management Plan

9.1 Description

The Issue Management Plan outlines the issue management approach for the [Subject]PALM Readiness Project. It provides standard terminology, clear roles and responsibilities, a detailed description of the approved issue management process, and the standard templates used in that process. It is designed to guide the project team and stakeholders.

9.2 Process

The Project Manager will ensure this method to be used on the project for each step of the risk management process. These steps are:

1. issue identification
2. issue analysis
3. issue response
4. issue tracking and reporting

Note that the first three steps happen in sequence, and the final step, issue tracking and reporting, happens throughout the process.

9.3 Objectives of Issue Management

The **Issue Management** process is crucial for identifying, tracking, and resolving problems that arise during the project. Its primary objectives ensure that issues are addressed promptly and effectively, minimizing their impact on project scope, schedule, cost, and quality. Below are the key objectives of issue management for the DCF PALM project:

Early Identification of Issues

- Proactively identify potential issues as early as possible to minimize their impact on the project.
- Regularly monitor project activities and hold frequent team discussions to detect issues related to scope, resources, stakeholder involvement, or technology.
- Reducing the risk of issues escalating into larger problems that could delay project timelines or increase costs.

Clear Documentation and Tracking

- Ensure all identified issues are clearly documented and tracked throughout the project life cycle.
- Use an **Issue Log** to document details such as the issue description, root cause, impact, severity, status, and owner.

Prioritization of Issues

- Classify and prioritize issues based on their severity and potential impact on the project.
- Use a prioritization system to categorize issues (e.g., Critical, High, Medium, Low) and address the most urgent issues first.
- Ensures that resources are focused on resolving issues that pose the greatest threat to the project's success.

Timely Resolution

- Resolve issues promptly to minimize delays, cost overruns, or disruptions to project activities.
- Assign issue ownership to team members, define deadlines for resolution, and ensure ongoing monitoring of issue progress.

9.3.1 Escalation of Critical Issues

- Establish a clear escalation process for issues that cannot be resolved at the project team level.
- Escalate unresolved or high-impact issues to the **Project Sponsor**, or senior leadership when necessary.

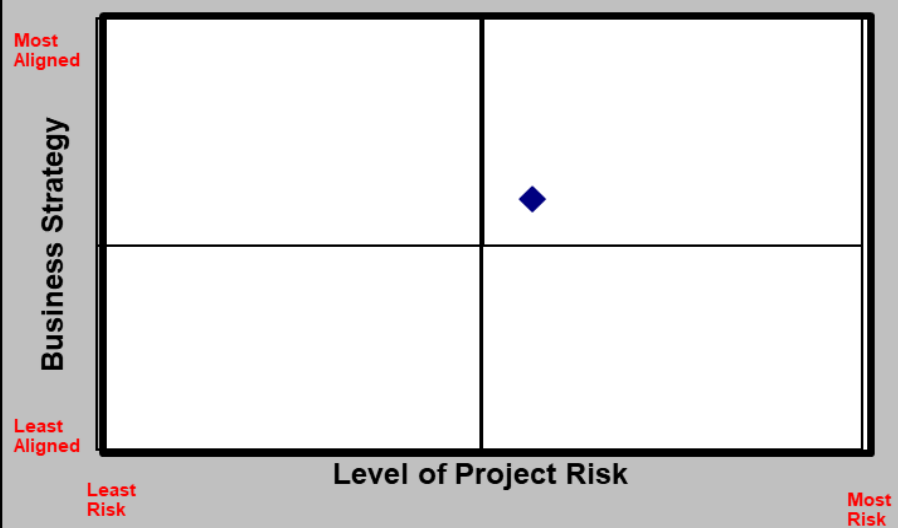
Environment	Server	Operating System	OS Version	End of Life	End of Support	Purpose	Location
Production	DCF-WPAP027	Windows R2 Standard Server	2012	10/09/2018	10/10/2023	Application Server	State Data Center-SDC
Production	DCF-WPWS005	Windows R2 Standard Server	2012	10/09/2018	10/10/2023	Web Server	State Data Center-SDC
Production	DCF-WPWS008	Windows R2 Standard Server	2012	10/09/2018	10/10/2023	Web Server	State Data Center-SDC
Test	DCF-WTAP008	Windows R2 Standard Server	2012	10/09/2018	10/10/2023	Application Server	State Data Center-SDC
Production	NS-DCF-WVPAP11	Windows R2 Standard Server	2012	10/09/2018	10/10/2023	Application Batch Server	State Data Center-SDC
Production	NS-DCF-WVPCS02	Windows R2 Standard Server	2012	10/09/2018	10/10/2023	SQL Cluster	State Data Center-SDC
Production	NS-DCF-WVPDB12	Windows R2 Standard Server	2012	10/09/2018	10/10/2023	SQL 2012 DB	State Data Center-SDC
Production	NS-DCF-WVPDB13	Windows R2 Standard Server	2012	10/09/2018	10/10/2023	SQL 2012 DB	State Data Center-SDC
Production	NS-DCF-WVPWS06	Windows R2 Standard Server	2012	10/09/2018	10/10/2023	Web Server	State Data Center-SDC
Test	NS-DCF-WVTAP05	Windows R2 Standard Server	2012	10/09/2018	10/10/2023	Application Server	State Data Center-SDC
Test	NS-DCF-WVTCL01	Windows R2 Standard Server	2012	10/09/2018	10/10/2023	SQL Listener	State Data Center-SDC
Test	NS-DCF-WVTDB05	Windows R2 Standard Server	2012	10/09/2018	10/10/2023	SQL 2012 DB	State Data Center-SDC
Development	SCFWVDAPP1	Windows R2 Standard Server	2012	10/09/2018	10/10/2023	Application Server	State Data Center-SDC
Production	SCFMZBOE1	Windows Standard Server	2008	01/14/2020	01/14/2020	Reporting	State Data Center-SDC
Development	SCFMZBOEDEV	Windows Standard Server	2008	01/14/2020	01/14/2020	Reporting	State Data Center-SDC
Test	DCF-WDCL001-A	Windows Standard Server	2016	01/11/2022	01/11/2027	SQL 2016 DB	State Data Center-SDC
Test	DCF-WDCL001-B	Windows Standard Server	2016	01/11/2022	01/11/2027	SQL 2016 DB	State Data Center-SDC
Production	DCF-WPAP031	Windows Standard Server	2016	01/11/2022	01/11/2027	Application Server	State Data Center-SDC
Production	DCF-WPCL001-A	Windows Standard Server	2016	01/11/2022	01/11/2027	SQL 2016 DB	State Data Center-SDC
Production	DCF-WPCL001-B	Windows Standard Server	2016	01/11/2022	01/11/2027	SQL 2016 DB	State Data Center-SDC

Environment	Server	Operating System	OS Version	End of Life	End of Support	Purpose	Location
Test	dcf-wtap010	Windows Standard Server	2016	01/11/2022	01/11/2027	Application Server	State Data Center-SDC
Development	DCF-WDAP014	Windows Standard Server	2019	01/09/2024	01/09/2029	Reporting	State Data Center-SDC
Production	DCF-WPAP037	Windows Standard Server	2019	01/09/2024	01/09/2029	Reporting	State Data Center-SDC

Environment	Server	Operating System	OS Version	Application (s)	End of Life	End of Support	Purpose	Location
Production	IDS	Linux Red Hat Enterprise Server	6.1	Information Delivery System Data Warehouse	11/30/2020	05/10/2016	Oracle Database	State Data Center-SDC

Project	*Florida PALM Implementation Project*
Agency	*Florida Department of Children and Families*
FY 2025-26 LBR Issue Code:	**FY 2025-26 LBR Issue Title:**
Issue Code	*LBR Title goes here*
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):	
Quantrel Johnson, (903) 399-1565, Quantrel.Johnson@myflfamilies.com	
Executive Sponsor	*Chad Barrett*
Project Manager	*Quantrel Johnson*
Prepared By	*Quantrel Johnson* 9/6/2024

Risk Assessment Summary



Project Risk Area Breakdown

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

	B	C	D	E
1	**Agency: Florida Department of Children and Families**		**Project: Florida PALM Implementation Project**	
3	**Section 1 -- Strategic Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	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
6			41% to 80% -- Some objectives aligned	
7			81% to 100% -- All or nearly all objectives aligned	
8	1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Documented with sign-off by stakeholders
9			Informal agreement by stakeholders	
10			Documented with sign-off by stakeholders	
11	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
12			Most regularly attend executive steering committee meetings	
13			Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
14	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
15			Vision is partially documented	
16			Vision is completely documented	
17	1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	81% to 100% -- All or nearly all defined and documented
18			41% to 80% -- Some defined and documented	
19			81% to 100% -- All or nearly all defined and documented	
20	1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	Changes are identified and documented
21			Changes unknown	
22			Changes are identified in concept only	
23			Changes are identified and documented	
24			Legislation or proposed rule change is drafted	
25	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
26			Some	
27			All or nearly all	
28	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
29			Moderate external use or visibility	
30			Extensive external use or visibility	
31	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
32			Single agency-wide use or visibility	
33			Use or visibility at division and/or bureau level only	
34	1.10	Is this a multi-year project?	Greater than 5 years	Between 1 and 3 years
35			Between 3 and 5 years	
36			Between 1 and 3 years	
37			1 year or less	

	B	C	D	E
1	**Agency: Florida Department of Children and Families**			**Project: Florida PALM Implementation Project**
3	**Section 2 -- Technology Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	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	Supported prototype or production system less than 6 months
6			Supported prototype or production system less than 6 months	
7			Supported production system 6 months to 12 months	
8			Supported production system 1 year to 3 years	
9			Installed and supported production system more than 3 years	
10	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
11			External technical resources will be needed through implementation only	
12			Internal resources have sufficient knowledge for implementation and operations	
13	2.03	Have all relevant technical alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	Some alternatives documented and considered
14			Some alternatives documented and considered	
15			All or nearly all alternatives documented and considered	
16	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
17			Some relevant standards have been incorporated into the proposed technology	
18			Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
19	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
20			Moderate infrastructure change required	
21			Extensive infrastructure change required	
22			Complete infrastructure replacement	
23	2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are based on historical data and new system design specifications and performance requirements
24			Capacity requirements are defined only at a conceptual level	
25			Capacity requirements are based on historical data and new system design specifications and performance requirements	

	B	C	D	E
1	**Agency: Florida Department of Children and Families**		**Project: Florida PALM Implementation Project**	
3	**Section 3 -- Organizational Change Management Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	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	Extensive changes to organization structure, staff or business processes
6			Moderate changes to organization structure, staff or business processes	
7			Minimal changes to organization structure, staff or business processes structure	
8	3.02	Will this project impact essential business processes?	Yes	Yes
9			No	
10	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 defiined and documented
11			41% to 80% -- Some process changes defined and documented	
12			81% to 100% -- All or nearly all processes defiined and documented	
13	3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	Yes
14			No	
15	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
16			1% to 10% FTE count change	
17			Less than 1% FTE count change	
18	3.06	Will the number of contractors change as a result of implementing the project?	Over 10% contractor count change	1 to 10% contractor count change
19			1 to 10% contractor count change	
20			Less than 1% contractor count change	
21	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)	Moderate changes
22			Moderate changes	
23			Minor or no changes	
24	3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Moderate changes
25			Moderate changes	
26			Minor or no changes	
27	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
28			Recently completed project with fewer change requirements	
29			Recently completed project with similar change requirements	
30			Recently completed project with greater change requirements	

	B	C	D	E
1	Agency: Agency Name			Project: Project Name
3	Section 4 -- Communication Area			
4	#	Criteria	Value Options	Answer
5	4.01	Has a documented Communication Plan been approved for this project?	Yes	Yes
6			No	
7	4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Routine feedback in Plan
8			Routine feedback in Plan	
9			Proactive use of feedback in Plan	
10	4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	Yes
11			No	
12	4.04	Are all affected stakeholders included in the Communication Plan?	Yes	Yes
13			No	
14	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
15			Some key messages have been developed	
16			All or nearly all messages are documented	
17	4.06	Have desired message outcomes and success measures been identified in the Communication Plan?	Plan does not include desired messages outcomes and success measures	All or nearly all messages have success measures
18			Success measures have been developed for some messages	
19			All or nearly all messages have success measures	
20	4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	Yes
21			No	

	B	C	D	E
1	**Agency: Florida Department of Children and Families**		**Project: Florida PALM Implementation Project**	
3	**Section 5 -- Fiscal Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	Yes
6			No	
7	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
8			41% to 80% -- Some defined and documented	
9			81% to 100% -- All or nearly all defined and documented	
10	5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Greater than $10 M
11			Greater than $10 M	
12			Between $2 M and $10 M	
13			Between $500K and $1,999,999	
14			Less than $500 K	
15	5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	No
16			No	
17	5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Detailed and rigorous (accurate within ±10%)
18			Order of magnitude – estimate could vary between 10-100%	
19			Placeholder – actual cost may exceed estimate by more than 100%	
20	5.06	Are funds available within existing agency resources to complete this project?	Yes	No
21			No	
22	5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
23			Funding from local government agencies	
24			Funding from other state agencies	
25	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
26			Requested but not received	
27			Requested and received	
28			Not applicable	
29	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
30			Some project benefits have been identified but not validated	
31			Most project benefits have been identified but not validated	
32			All or nearly all project benefits have been identified and validated	
33	5.10	What is the benefit payback period that is defined and documented?	Within 1 year	More than 5 years
34			Within 3 years	
35			Within 5 years	
36			More than 5 years	
37			No payback	
38	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
39			Stakeholders have not been consulted re: procurement strategy	
40			Stakeholders have reviewed and approved the proposed procurement strategy	
41	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
42			Firm Fixed Price (FFP)	
43			Combination FFP and T&E	
44	5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Just-in-time purchasing of hardware and software is documented in the project schedule
45			Purchase all hardware and software at start of project to take advantage of one-time discounts	
46			Just-in-time purchasing of hardware and software is documented in the project schedule	
47	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
48			Contract manager is the procurement manager	
49			Contract manager is the project manager	
50			Contract manager assigned is not the procurement manager or the project manager	
51	5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	Yes
52			No	
53	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
54			Some selection criteria and outcomes have been defined and documented	
55			All or nearly all selection criteria and expected outcomes have been defined and documented	
56	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
57			Multi-stage evaluation not planned/used for procurement	
58			Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
59	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
60			No, bid response did/will not require proof of concept or prototype	
61			Yes, bid response did/will include proof of concept or prototype	
62			Not applicable	

	B	C	D	E
1	**Agency: Florida Department of Children and Families**		**Project: Florida PALM Implementation Project**	
3	**Section 6 -- Project Organization Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	Yes
6			No	
7	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
8			Some have been defined and documented	
9			All or nearly all have been defined and documented	
10	6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	System Integrator (contractor)
11			Agency	
12			System Integrator (contractor)	
13	6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	1
14			2	
15			1	
16	6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented
17			Some or most staff roles and responsibilities and needed skills have been identified	
18			Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
19	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
20			No, project manager is assigned 50% or less to project	
21			No, project manager assigned more than half-time, but less than full-time to project	
22			Yes, experienced project manager dedicated full-time, 100% to project	
23	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
24			No, business, functional or technical experts dedicated 50% or less to project	
25			No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
26			Yes, business, functional or technical experts dedicated full-time, 100% to project	
27	6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Few or no staff from in-house resources
28			Half of staff from in-house resources	
29			Mostly staffed from in-house resources	
30			Completely staffed from in-house resources	
31	6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Minimal or no impact
32			Moderate impact	
33			Extensive impact	
34	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
35			No	
36	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
37			No, only IT staff are on change review and control board	
38			No, all stakeholders are not represented on the board	
39			Yes, all stakeholders are represented by functional manager	

	B	C	D	E
1	**Agency: Florida Department of Children and Families**		**Project: Florida PALM Implementation Project**	
3	**Section 7 -- Project Management Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
6			Project Management team will use the methodology selected by the systems integrator	
7			Yes	
8	7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
9			1-3	
10			More than 3	
11	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
12			Some	
13			All or nearly all	
14	7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
15			41 to 80% -- Some have been defined and documented	
16			81% to 100% -- All or nearly all have been defined and documented	
17	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
18			41 to 80% -- Some have been defined and documented	
19			81% to 100% -- All or nearly all have been defined and documented	
20	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
21			41 to 80% -- Some are traceable	
22			81% to 100% -- All or nearly all requirements and specifications are traceable	
23	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
24			Some deliverables and acceptance criteria have been defined and documented	
25			All or nearly all deliverables and acceptance criteria have been defined and documented	
26	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
27			Only project manager signs-off	
28			Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
29	7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	81% to 100% -- All or nearly all have been defined to the work package level
30			41 to 80% -- Some have been defined to the work package level	
31			81% to 100% -- All or nearly all have been defined to the work package level	
32	7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	Yes
33			No	
34	7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	Yes
35			No	
36	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
37			Project team uses formal processes	
38			Project team and executive steering committee use formal status reporting processes	
39	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
40			Some templates are available	
41			All planning and reporting templates are available	
42	7.14	Has a documented Risk Management Plan been approved for this project?	Yes	Yes
43			No	
44	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
45			Some have been defined and documented	
46			All known risks and mitigation strategies have been defined	
47	7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	Yes
48			No	
49	7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
50			No	

	B	C	D	E
1	Agency: Florida Department of Children and Families		Project: Florida PALM Implementation Project	
2				
3	Section 8 -- Project Complexity Area			
4	#	Criteria	Values	Answer
5	8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Similar complexity
6			More complex	
7			Similar complexity	
8			Less complex	
9	8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
10			3 sites or fewer	
11			More than 3 sites	
12	8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	Single location
13			3 sites or fewer	
14			More than 3 sites	
15	8.04	How many external contracting or consulting organizations will this project require?	No external organizations	1 to 3 external organizations
16			1 to 3 external organizations	
17			More than 3 external organizations	
18	8.05	What is the expected project team size?	Greater than 15	Greater than 15
19			9 to 15	
20			5 to 8	
21			Less than 5	
22	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
23			2 to 4	
24			1	
25			None	
26	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
27			Agency-wide business process change	
28			Statewide or multiple agency business process change	
29	8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	Yes
30			No	
31	8.09	What type of project is this?	Infrastructure upgrade	Combination of the above
32			Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
33			Business Process Reengineering	
34			Combination of the above	
35	8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	Similar size and complexity
36			Lesser size and complexity	
37			Similar size and complexity	
38			Greater size and complexity	
39	8.11	Does the agency management have experience governing projects of equal or similar size and complexity to successful completion?	No recent experience	Greater size and complexity
40			Lesser size and complexity	
41			Similar size and complexity	
42			Greater size and complexity	

1. Introduction

The training plan aims to prepare all stakeholders and users for the transition to the new PALM system, ensuring they have the necessary knowledge and skills to use the system and related enterprise and agency business systems effectively. The plan includes a detailed training approach, including curriculum development, training delivery, and methods to measure success.

2. Training Goals

- Ensure all users understand the key features and benefits of PALM and related enterprise and agency business systems.
- Provide hands-on training sessions to ensure proficiency in using PALM and related enterprise and agency business systems.
- Minimize disruptions during the transition to PALM.
- Foster a positive attitude towards the new systems.

3. Roles and Responsibilities

- **PALM Project Manager:** This individual has primary responsibility for the overall success of the PALM project at DCF.
- **Training Lead:** This position will be contracted to oversee the development and execution of the training plan while serving a dual role as curriculum developer and trainer.
- **Curriculum Developers/Trainers:** These positions will be contracted to develop and deliver in-person and online training curriculum for revised Department business processes, use of updated agency business systems, and use of PALM.
- **Subject Matter Experts (SMEs):** Business area and technical staff who will provide expertise and assist in developing and delivering training content.

4. Training Approach

The training will be conducted in multiple phases, including pilot training, initial training, ongoing support, and refresher courses. The DCF PALM Project Team will be responsible for development and presentation of training and support prior to and during the PALM implementation period. Responsibility for post-launch training and refresher courses will be transitioned to the DCF Administrative Services subject matter experts and managers.

The approach will encompass the following training methods:

- **In-Person Training:** Interactive sessions where users can ask questions and receive immediate feedback.
- **Online Tutorials:** Step-by-step guides and video tutorials accessible at any time.

- **Self-Help Resources:** User manuals, quick reference guides, and FAQs available on the Department's intranet.
- **Workshops and Webinars:** Focused sessions on specific functionalities of PALM or agency business systems.

5. Training Audience:

1. **Budget Services**
    - **Roles:** Budget Analysts, Budget Officers
    - **User Descriptions:** Responsible for the allocation, tracking, and reporting of budgetary resources.
2. **CBC/ME Financial Accountability**
    - **Roles:** Financial Analysts, Accountability Officers
    - **User Descriptions:** Ensure financial accountability and compliance within Community-Based Care and Medical Entities.
3. **Financial Accountability**
    - **Roles:** Accountants, Auditors
    - **User Descriptions:** Maintain financial accuracy and accountability across all financial transactions.
4. **Financial Support Services**
    - **Roles:** Financial Support Specialists, Administrative Assistants
    - **User Descriptions:** Provide support services related to financial transactions and record-keeping.
5. **Revenue Management**
    - **Roles:** Revenue Managers, Collection Specialists
    - **User Descriptions:** Manage the accounting, reporting, and collection of outstanding state revenues.
6. **General Services**
    - **Roles:** General Services Managers, Procurement Specialists
    - **User Descriptions:** Oversee the procurement, management, and maintenance of Department assets and services.
7. **Office of Contracted Client Services**
    - **Roles:** Contract Managers, Client Service Coordinators
    - **User Descriptions:** Manage and oversee contracts with external service providers and ensure that client service agreements are fulfilled.
8. **Human Resources**
    - **Roles:** HR Managers, Payroll Specialists
    - **User Descriptions:** Payroll, benefits administration, leave payout, and verification of employment.

4. Training Schedule

The training schedule will be divided into several stages to ensure comprehensive coverage and understanding:

- **Planning and Preparation (March 2025)**

  - Identify needed training content.
  - Establish schedule for curriculum development.
- **Training Curriculum Development (April – August 2025)**
  - Develop detailed training content.
  - Create user manuals and quick reference guides, incorporating and reusing DFS PALM project developed materials and other enterprise business system resources as appropriate.
- **Content Review (July – September 2025)**
  - Internal review by project leadership.
  - Final review and approval by project sponsors.
- **Pilot Training (October 2025)**
  - Conduct hands-on training sessions.
  - Provide access to online tutorials and resources.
  - Revise training materials based on participant feedback.
- **User Training (November 2025 – January 2026)**
  - Conduct hands-on training sessions.
  - Provide access to online tutorials and resources.

7. Measuring Success

To ensure the training program is effective, the following metrics will be used:

- **User Feedback:** Collect feedback through surveys and focus groups.
- **Proficiency Tests:** Assess users' understanding and ability to use PALM and related agency business systems.
- **Usage Metrics:** Monitor system usage and identify areas where additional training is needed.
- **Performance Metrics:** Evaluate the impact of training on users' performance and efficiency.

8. Communication Plan

- **Pre-Training Communication:** Inform all stakeholders about the upcoming training sessions, schedules, and objectives.
- **Ongoing Updates:** Provide regular updates on training progress, new resources, and support options.
- **Feedback Channels:** Establish clear channels for users to provide feedback and ask questions.

9. Training Resources

- **Training Portal:** Centralized online platform for all training materials and resources.
- **Community Forums:** Online forums for users to share tips, ask questions, and collaborate.

11. Continuous Improvement

- **Post-Implementation Review:** Conduct a thorough review after the initial implementation phase to identify areas for improvement.
- **Ongoing Training Needs Assessment:** Regularly assess training needs and update the training plan accordingly.

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: Children and Families **Budget Period 2025 -2026_**

Budget Entity: 60910506

(1) SECTION I		(2) ACTUAL FY 2023- 2024	(3) ESTIMATED FY 2024-2025	(4) REQUEST FY 2025- 2026
Interest on Debt	(A)	$1,434,250.00	$1,155,875.00	$863,375.00
Principal	(B)	$5,430,000.00	$5,705,000.00	$5,995,000.00
Repayment of Loans	(C)			
Fiscal Agent or Other Fees	(D)	$9,601.82	$12,000.00	$12,000.00
Other Debt Service	(E)			
Total Debt Service	**(F)**	$6,873,851.82	$6,872,875.00	$6,870,375.00

Explanation: South Florida Evaluation Treatment Center COP - 2021A($12,945,000.00)
Florida Civil Commitment Center COP - 2021B ($28,520,000.00)

SECTION II

ISSUE: South Florida Evaluation Treatment Center COP - 2021A($12,945,000.00)

(1) INTEREST RATE	(2) MATURITY DATE	(3) ISSUE AMOUNT	(4) JUNE 30, 2025_	(5) JUNE 30, 2026__
5%	10/1/2025	$12,945,000.00	$2,855,000.00	$0.00

(6)		(7) ACTUAL FY 2023- 2024	(8) ESTIMATED FY 2024-2025	(9) REQUEST FY 2025- 2026
Interest on Debt	(G)	$343,125.00	$210,625.00	$71,375.00
Principal	(H)	$2,585,000.00	$2,715,000.00	$2,855,000.00
Fiscal Agent or Other Fees	(I)	$4,040.63	$5,000.00	$5,000.00
Other	(J)			
Total Debt Service	**(K)**	$2,932,165.63	$2,930,625.00	$2,931,375.00

ISSUE: Florida Civil Commitment Center COP - 2021B ($28,520,000.00)

INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	JUNE 30, 2025___	JUNE 30, 2026___
5%	10/1/2029	$28,520,000.00	$17,410,000.00	$14,270,000.00

		ACTUAL FY 2023- 2024	ESTIMATED FY 2024-2025	REQUEST FY 2025- 2026
Interest on Debt	(G)	$1,091,125.00	$945,250.00	$792,000.00
Principal	(H)	$2,845,000.00	$2,990,000.00	$3,140,000.00
Fiscal Agent or Other Fees	(I)	$5,561.19	$7,000.00	$7,000.00
Other	(J)			
Total Debt Service	**(K)**	$3,941,686.19	$3,942,250.00	$3,939,000.00

Office of Policy and Budget - July 2022

SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS **Budget Period: 2025-2026**

Department: **Children and Families** **Chief Internal Auditor:** Keith Parks

Budget Entity: **Phone Number:** (850) 488-1225

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
Internal Audit Report # A-2223DCF-080	Aug 2023	Office of Information Technology	**Finding #1** User access to FSFN was not terminated in accordance with Department security of data and information technology resources policy and procedure. **Recommendation #1** We recommend the Office of Information Technology Services update Department policies and procedures to include a specified number of days in which separated employees access to Department IT resources is terminated.	**Recommendation #1 - Fully Implemented** OITS staff collaborated with internal stakeholders to improve Department policies and procedures for processing separation requests. •November 3, 2023, OITS revised the System Management operating procedure, CFOP 50-2, Security of Data and Information Technology Resources, sections 2-1(b-c), which establish the timeframe by which OITS Identity and Access Management (I&AM) staff shall process Statewide Help Desk 'deactivation' ticket requests; refer to Artifact Recommendation 1_CFOP 50-2. •June 16, 2023, the Office of Quality and Innovation, Curriculum Development & Training staff published the revised Department Security Awareness Training (SAT) course based on collaboration with OITS, which included the following	

Internal Audit Report # A-2223DCF-080 (continued)	Aug 2023	Office of Information Technology	**<u>Recommendation #2</u>** Additionally, we recommend the Office of Information Technology Services implement monitoring procedures to ensure the enforcement of IT resource termination policies as timely removal reduces the risk of unauthorized access to data or misuse of information by separated employees.	**<u>Recommendation #2 - Not Completed</u>** As of January 2024, OITS staff began the project planning phase to identify current practices and administrative and operational enforcement measures to address the DCF OIG recommendation #2. Based on the results of this analysis and final determination, the Department shall establish an implementation schedule (plan of action and milestones [POA&M]) by June 30, 2024, that monitors and supports the Department's IT resource termination policies related to timely removal of IT resource access when access is no longer appropriate.	
Auditor General Report No. 2024-174	Mar 2024	Office of Information Technology	**<u>Finding 2023-027</u>** Florida Department of Children and Families (FDCF) change management controls need improvement to ensure that all Florida Online Recipient Integrated Data Access (FLORIDA) system program code changes are managed by, and do not bypass, the FDCF change management process. **<u>Recommendation</u>** We recommend that FDCF management enhance change management controls to ensure that all FLORIDA system program code changes are managed by, and do not bypass, the FDCF change management process.	**Partially Implemented** July 2024, FDCF change management subject matter expert met with Florida Auditor General staff to discuss FLORIDA system program code change process, code reconciliation and notification mechanisms for abnormalities. FDCF plans to provide evidentiary information to confirm adequate change management control are operational before the 2023-24 SWFA Exit Conference. Anticipated Completion Date: October 30, 2024	

Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Information Technology	**<u>Finding 2023-028</u>** The FDCF did not conduct periodic reviews of the appropriateness of Florida Online Recipient Integrated Data Access (FLORIDA) system user access privileges or always ensure that access to the FLORIDA system was limited to authorized users. Additionally, FDCF records did not always evidence the timely deactivation of FLORIDA system access privileges for employees who separated from FDCF employment and, in those instances, indicated that the employees' accounts were used to access the FLORIDA system subsequent to the employees' termination. **<u>Recommendation</u>** We recommend that FDCF management perform periodic reviews of the appropriateness of FLORIDA system user access privileges. We also recommend that FDCF management enhance controls to ensure that FDCF records evidence	**Partially Implemented** In March 2024, the Florida Department of Children and Families Office of Information Technology Services and Office of Economic Self Sufficiency staff collaborated to facilitate a review of active FLORIDA Mainframe user accounts. The periodic review is ongoing to validate external user accounts. FDCF continues to evaluate processes and procedures based on industry best practices and available technology to deactivate access to IT resources in a timely manner when no longer appropriate. Anticipated Completion Date: December 30, 2024.	
Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Information Technology	**<u>Finding 2023-029</u>** Certain security controls related to user authentication for the Florida Online Recipient Integrated Data Access (FLORIDA) system need improvement to ensure the confidentiality, integrity, and availability of FLORIDA system data and related information technology (IT) resources. **<u>Recommendation</u>** We recommend that FDCF management improve certain security controls related to FLORIDA system user authentication to ensure the confidentiality, integrity, and availability of FLORIDA system data and related IT resources.	**Not Corrected** The Office of Information Technology Services (OITS) ACCESS Application personnel that support the Florida Online Recipient Integrated Data Access (FLORIDA) system are in phase two (2) of a multi-year modernization initiative. FDCF has deployed an approved standard IAM solution that complies with authentication controls. During the latter phases of the modernization initiative, FDCF shall migrate FLORIDA functionality into the Department's IAM solution platform. Anticipated Completion Date: State	

Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Administration	**<u>Finding 2023-030</u>** The FDCF did not meet the Federal Temporary Assistance for Needy Families (TANF) maintenance of effort (MOE) requirement for Federal fiscal year 2022. **<u>Recommendation</u>** We recommend that the FDCF ensure that the State meets the TANF MOE requirement for subsequent fiscal years.	**Partially Corrected** Federal TANF expenditures have been reassigned to TANF MOE to meet the FFY 2022 MOE requirement. The 9/30/22 ACF-196 federal financial status report will be revised to reflect the corrective action. This corrective action was communicated and approved by the Department of Health and Human Services, Administration	
Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Administration	**<u>Finding 2023-031</u>** The FDCF did not correctly report expenditure data on one TANF Financial Report submitted to the Administration for Children and Families (ACF). **<u>Recommendation</u>** We recommend that FDCF management include in the TANF Financial Reports the actual amounts of FCOM and FDOE expenditures to ensure that accurate expenditure data is reported to the ACF.	**Partially Corrected** The process for applying the OCA crosswalk to the expenditure data by federal reporting category has been updated to incorporate all quarters in the expenditure detail query by OCA. Each quarter will be reconciled to the federal report submitted to ensure the OCA in the current reporting quarter is being identified to the correct category on the federal report to ensure consistency from quarter to quarter.	
Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Economic Self-Sufficiency	**<u>Finding 2023-032</u>** The FDCF could not always demonstrate that Florida Department of Revenue (FDOR) Child Support Enforcement (CSE) sanction requests for uncooperative TANF recipients were timely processed and appropriately imposed. **<u>Recommendation</u>** We recommend that the FDCF ensure that CSE program sanction requests are timely reviewed and processed within established time frames, and TANF benefits are promptly discontinued, if necessary.	**Partially Corrected** FDCF has extended the completion date to August 31, 2024, to provide a refresher training on properly and timely imposing child support sanctions to the affected area(s). FDCF reinstituted the manual notification process in October 2023 to ensure timely completion of child support sanctions requiring a manual sanction notification. All applicable case corrections and benefit recovery referrals were	

Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Economic Self-Sufficiency	**<u>Finding 2023-033</u>** The FDCF did not always timely review and process Income Eligibility and Verification System (IEVS) data exchange responses. **<u>Recommendation</u>** We recommend that the FDCF take action, including necessary control enhancements, to ensure that data exchange responses are reviewed and processed within established time frames.	**Not Corrected** The FDCF is undergoing a modernization of its eligibility system and continues a phased approach for modernizing the modules that make up the current eligibility (ACCESS) system. FDCF continues to use the allocated funding to modernize and streamline business processes. Part of this overhaul includes data exchanges, both how these work items are received and reviewed, but also how exchanges are handled through the eligibility process. The worker portal is on schedule for development in State	
Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Economic Self-Sufficiency	**<u>Finding 2023-034</u>** The State did not achieve its two-parent work participation rate for Federal fiscal year 2022. **<u>Recommendation</u>** We recommend that the FDCF continue to work with the OFA to resolve the waiver request for the SFAG penalty.	**Not Corrected** As of June 6, 2024, the Administration for Children and Families (ACF), Office of Family Assistance advised the request for the discretionary reduction is still under review.	
Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Administration	**<u>Finding 2023-036</u>** The FDCF did not expend the minimum amount of MaryLee Allen Promoting Safe and Stable Families (PSSF) grant funds for adoption promotion and support services. **<u>Recommendation</u>** We recommend that the FDCF ensure that at least 20 percent of PSSF program funds are allocated to all four service categories during the budget process and that the minimum amount of PSSF program funds is expended in all four service categories.	**Partially Corrected** Funding for the Adoption Promotion and Support category in the Promoting Safe and Stable Families grant was not allocated to at least 20% in the SFY 22-23 approved operating budget, therefore, funding was not expended to meet the set aside requirement. This has been brought to the attention of CBC Financial Accountability staff who will monitor expenditures to ensure they're meeting the required 20% of the state's allotment to each of the four service categories and will realign the budget where needed as	

Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Information Technology	**Finding 2023-038** FDCF change management controls need improvement to ensure that all Florida Safe Families Network system (FSFN) program code changes are managed by, and do not bypass, the FDCF change management process. **Recommendation** We recommend that FDCF management enhance change management controls to ensure that all FSFN program code changes are managed by, and do not bypass, the FDCF change management process.	**Partially Implemented** July 2024, FDCF change management subject matter expert met with Florida Auditor General staff to discuss FSFN system program code change process, code reconciliation and notification mechanisms for abnormalities. FDCF plans to provide evidentiary information to confirm adequate change management control are operational before the 2023-24 SWFA Exit Conference. Anticipated Completion Date:	
Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Information Technology	**Finding 2023-039** Certain security controls related to user authentication for the Florida Safe Families Network system (FSFN) need improvement to ensure the confidentiality, integrity, and availability of FSFN data and related information technology (IT) resources. **Recommendation** We recommend that FDCF management improve certain security controls related to FSFN user authentication to ensure the confidentiality, integrity, and availability of FSFN data and related IT resources.	**Not Completed** In September 2023, the Department began deploying a multi-phase modernization initiative to completely replace and decommission the FSFN legacy system by late State Fiscal Year (SFY) 2026-27. The Department is introducing a modern child welfare solution that meets federal Comprehensive Child Welfare Information System (CCWIS) requirements and ensure the confidentiality, integrity, and availability of Child Welfare information and related IT resources by SFY 2026-27.	
Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Information Technology	**Finding 2023-040** The FDCF did not always timely deactivate Florida Safe Families Network system (FSFN) access privileges for employees who separated from FDCF employment. **Recommendation** We recommend that FDCF management establish a process and related controls to manage and control access to FSFN, including the documented performance of periodic reviews of the appropriateness of FSFN user access privileges and the timely deactivation of FSFN user access privileges upon a user's separation	**Not Completed** FDCF continues to evaluate processes and procedures based on industry best practices and available technology to deactivate access to IT resources in a timely manner when no longer appropriate timely. Anticipated Completion Date: December 30, 2024	

Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Child & Family Well-Being	**Finding 2023-041** FDCF records did not always evidence that Foster Care – Title IV-E (Title IV-E) maintenance payments were calculated correctly and authorized. **Recommendation** We recommend that the FDCF enhance review procedures to ensure that enhanced maintenance payments are paid in accordance with State law and are allowable.	**Fully Corrected** The Department ensured payment corrections were completed for the improper payments identified. Statewide training occurred on 01/26/2024 which addressed rate entry in FSFN aligning with the approved frequency. Evaluation of need for additional staff resources dedicated to review payments for continued appropriateness was completed and a legislative budget request is proposed for additional FTE resources to allow for more in depth reviews. In addition to the established process for Financial Monitoring by the Office of CBC/ME Financial Accountability through Annual Desk Reviews, the Department will periodically review payments to monitor that they align with the established Foster Parent Cost of Living Allowance memorandums, with the Lead Agency's region-approved rate matrix, and with child-specific enhanced payment approval documentation. OCFW completed a review of all Lead Agency's Foster	
Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Administrative Services	**Finding 2023-042** FDCF expenditures charged to Social Services Block Grant (SSBG) and Block Grants for Prevention and Treatment of Substance Abuse (SAPT) program grants were not incurred during the authorized period of performance. **Recommendation** We recommend that the FDCF ensure that costs are attributable to the authorized period of performance and are charged to the correct grant. We also recommend that the FDCF review expenditure data and records to determine the total costs that were charged to	**Partially Corrected** A manual adjustment (2440033) has been processed moving the expenditures to the correct grant year. This corrective action has been communicated to the Florida Department of Financial Services and the Department of Health and Human Services. Ongoing training of staff is occurring on how to perform a period of performance review to ensure expenditures are charged to the correct grant period.	

Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Administrative Services	**Finding 2023-043** The FDCF did not maintain documentation supporting the total number of recipients of selected Social Services Block Grant (SSBG) services included in the Post-Expenditure Report submitted to the Office of Community Services and incorrectly reported the total number of recipients of Day Care Children and Education and Training services. **Recommendation** We recommend that the FDCF establish procedures for maintaining the data used as the basis to report information in the Post-Expenditure Report and enhance controls to	**Partially Corrected** Procedures for preparing the SSBG Post-Expenditure Report have been prepared and outline the requirement to provide how and where the data is derived. The basis used to determine the number of recipients will be included in the data provided by the various State agencies and DCF programs and will be maintained in the electronic folder containing all supporting documentation used to prepare the SSBG Post-Expenditure report.	
Auditor General Report No. 2024-174 (continued)	Mar 2024	Office of Economic Self-Sufficiency	**Finding 2023-047** The FDCF did not always terminate Medicaid client eligibility in accordance with Federal regulations. **Recommendation** We recommend that the FDCF enhance controls to ensure that Medicaid client eligibility is terminated in accordance with Federal regulations and such termination information is transmitted to FMMIS.	**Fully Corrected** The Medicaid coverage group for the three identified cases were closed by February 29, 2024. Per the Centers for Medicare and Medicaid Services April 25, 2024, letter, a financial adjustment is not required. Any modifications put in place as a result of the Public Health Emergency (PHE), ended March 31, 2024, to ensure the termination of PHE continuous coverage in accordance	

Auditor General Report No. 2024-040	Oct 2023	Office of Child & Family Well-Being	**Finding #1** For (one) 1 investigation, Department records did not evidence a criminal records check was completed for one of the two caregivers, and for 20 investigations, the Department did not timely upload (3-22 business days late) updated Present Danger Safety Plans (PDSPs) or Impending Danger Safety Plans (IDSPs). **Recommendation #1** We recommend that Department management strengthen controls to ensure that required criminal records checks are performed and documented on all applicable child protective investigation case participants and that FSFN is promptly updated for all safety plan revisions.	**Recommendation #1 - Fully Implemented** CCWIS-Intake and Investigations launched in September 2023, providing a more streamlined approach to timely and accurately request criminal records checks for qualifying participants within an investigation. The Hotline Criminal Intelligence Unit has developed and deployed statewide training relating to criminal records checks. Implementation of CCWIS-Intake and Investigations also provide a more streamlined approach to entering and updating safety plans in real time. Additional training has been incorporated to ensure staff are familiar with the policies and procedures related to timely entering documentation including Present Danger Safety Plans and Impending Danger Safety Plans. The Office of Quality and Innovation continues to complete life of case reviews which include factors related to timely and accurate background history	

Auditor General Report No. 2024-040 (continued)	Oct 2023	Office of Child & Family Well-Being	**<u>Finding #2</u>** In summary, CBCs did not always evidence the conduct of critical child welfare case management activities. These findings included deficiencies in documentation of timely case transfer conferences, case transfer, case acceptance, Family Functioning Assessment Ongoing (FFA-O), IDSP modifications, case planning, documented adoption progress, timely child face-to-face contact, timely unannounced visits, and timely parent/guardian contact. **<u>Recommendation #2</u>** We recommend that CBC management strengthen case management procedures to ensure that FSFN evidences the conduct of all critical child welfare case management activities in accordance with State law, Department rules, and Department policies and procedures.	**<u>Recommendation #2 - Partially Implemented</u>** Target date for full implementation is 12/31/24 as Programmatic Monitoring develops and contract language is updated. Programmatic Monitoring meetings began on February 29, 2024, and are being held monthly with each CBC. Those participating in these meetings are evaluating data and continuing to identify areas in which improvement can be made. CBC lead agencies are aware of the implementation of increasing penalties for failure to comply with contract requirements. The Department enhanced its approach to Corrective Action Planning (CAP). This approach is collaborative with CBC lead agencies. When issues are identified, the Department provides data to the CBC lead agency to support the identified deficiency. The CBC lead agency then communicates strategies (short, mid, and long-term) for how they will address the issue. The Department continues to track	

Auditor General Report No. 2024-040 (continued)	Oct 2023	Office of Child & Family Well-Being	**Finding #3** An evaluation of 1,044 service event entries recorded in FSFN between July 2019 through January 2021 was conducted by comparing the service event entry date FSFN to the timestamp on the FSFN event record associated with the entries. There were 189 of these events were not documented within (two) 2 business days of the service event as required by the Department's contract with CBC lead agencies. **Recommendation #3** We recommend that CBC management strengthen controls over FSFN data entry to ensure that all service event data is timely recorded in FSFN.	**Recommendation #3 - Partially Implemented** Target date for full implementation is 12/31/24 as Programmatic Monitoring develops and contract language is updated. Programmatic Monitoring began on February 29, 2024, and continues monthly with each CBC. The Programmatic Monitoring Team Reviews include examination of data and exception reports. These reviews continue to strengthen the Department's current to ensure FSFN data are entered accurately and timely. CBC lead agencies have been informed that CAPs may be implemented when	
Auditor General Report No. 2024-040 (continued)	Oct 2023	Office of Information Technology	**Finding #4** Selected CBC lead agency controls were evaluated for authorizing, reviewing, and timely deactivating user access to FSFN. A review of 150 FSFN user accounts active during the period July 2019 through January 2021 disclosed that the appropriateness of FSFN user access privileges were not always adequately documented due to incomplete or unavailable FSFN access authorization forms. **Recommendation #4** We recommend that the CBCs maintain documentation supporting all FSFN user access privileges authorized by management and the BBCBC perform and document periodic reviews of the continued appropriateness of assigned FSFNN user access privileges. We also recommend that the CBCs work in concert with the Department to ensure the prompt	**Recommendation #4 - Fully Implemented** All CBCs are required to have an IT security officer review and follow Department protocol and procedures. The Department is reviewing FSFN user accounts every six months. If the user has not used their LDAP (access login) in the six-month time frame, their account will be flagged for review. A list of these flagged individuals is created by the Department and sent to the respective CBC lead agency IT security officer to determine if the account should remain active or be de-provisioned.	

Auditor General Report No. 2024-040 (continued)	Oct 2023	Office of Administrative Services	**Finding #5** During the period of July 2020 through January 2021, Department Contract Oversight Units (COUs) issued 19 CBC monitoring reports. CBC monitoring controls and Department records were evaluated for (five) 5 of the CBC monitoring engagements and noted that, although Department policies and procedures required COU contract monitors to sign a Conflict of Interest Statement before monitoring each CBC, these were not completed prior to the (five) 5 monitoring engagements. **Recommendation #5** We again recommend that Department management ensure that Department records evidence the completion of Conflict of Interest Statements by all Department monitors prior to	**Recommendation #5 - Fully Implemented** The Department now requires anyone involved with in the contract process to complete a Conflict of Interest form prior to conducting monitoring activities. To determine where conflicts may exist, the forms are reviewed by the Contract Oversight Unit before activities begin.	
Auditor General Report No. 2024-040 (continued)	Oct 2023	Office of Administrative Services	**Finding #6** A review of selected CBC property controls and related records determined that CBC controls and records need enhancement to better ensure and demonstrate the accuracy and completeness of the information necessary to accurately report and maintain proper accountability over CBC property purchased with Department-provided funds. **Recommendation #6** We recommend that CBC management enhance controls to ensure that all required CBC property information is timely and accurately recorded for all applicable property items. We also recommend that CBC management ensure that annual physical inventories be properly conducted and documented in accordance with Department requirements and by persons independent of the property record-keeping function. CBC management should also ensure that the results of annual physical inventories	**Recommendation #6 - Fully Implemented** CBC lead agency Fiscal Property Inventories are completed annually by the Department's General Services Office through the assigned CBC contract managers. During Programmatic Monitoring meetings, the inventory results are evaluated and opportunities for improvement are identified in areas such as timely documentation.	

Auditor General Report No. 2024-040 (continued)	Oct 2023	Office of Child & Family Well-Being	**Finding #7** The monitoring activities of four selected CBCs were evaluated related to subawards with monitoring reports issues during the July 2019 through January 2021. The evaluation included an examination of CBC records for 15 selected monitoring engagements and found that, Embrace Families policies and procedures did not require and consequently, Embrace Families contract monitors did not complete, conflict of interest statements. Additionally, Embrace Families did not maintain the working papers and supporting documentation related to the report for (two) 2 of the (three) 3 monitoring engagements selected for audit. **Recommendation #7** We recommend that Embrace Families management ensure that monitoring records evidence prior to each monitoring engagement that staff are independent of, and have no conflicts of interest related to, the providers being monitored. We also recommend that Embrace Families management ensure that	**Recommendation #7 - Fully Implemented** Embrace Families terminated their contract, effective May 1, 2024. The Department is actively transitioning the associated contract to Brevard Family Partnership as the new CBC lead agency.	

Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Department of Children amd Families

Agency Budget Officer/OPB Analyst Name: Chad Barrett - Kate West

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	Action	Program or Service (Budget Entity Codes)					
		60900101	60900202	60910310	60910506	60910708	60910950
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
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
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
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
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
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 56 of the LBR Instructions?	Y	Y	Y	Y	Y	Y
2.2	Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Y	Y	Y	Y	Y	Y
2.3	Are the issue codes and titles consistent with *Section 3* of the LBR Instructions (pages 14 through 27)? Do they clearly describe the issue?	Y	Y	Y	Y	Y	Y

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	Action	Program or Service (Budget Entity Codes)					
		60900101	60900202	60910310	60910506	60910708	60910950
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.	NA	NA	NA	NA	NA	NA
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
3.3	Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? **(EXBR, EXBC - Report should print "Records Selected Net To Zero")**	Y	Y	Y	Y	Y	Y
TIP	Generally look for and be able to fully explain significant differences between A02 and A03.						
TIP	Exhibit B - A02 equal to B07: Compares Current Year Estimated column to a backup of A02. This audit is necessary to ensure that the historical detail records have not been adjusted. Records selected should net to zero.						
TIP	Requests for appropriations which require advance payment authority must use the sub-title "Grants and Aids". For advance payment authority to local units of government, the Aid to Local Government appropriation category (05XXXX) should be used. For advance payment authority to non-profit organizations or other units of state government, a Special Categories appropriation category (10XXXX) should be used.						
4. EXHIBIT D (EADR, EXD)							
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 59 of the LBR Instructions?	Y	Y	Y	Y	Y	Y
4.2	Is the program component code and title used correct?	Y	Y	Y	Y	Y	Y
TIP	Fund shifts or transfers of services or activities between program components will be displayed on an Exhibit D whereas it may not be visible on an Exhibit A.						

Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Department of Children amd Families	
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	Action	Program or Service (Budget Entity Codes)					
		60900101	60900202	60910310	60910506	60910708	60910950
5. EXHIBIT D-1 (ED1R, EXD1)							
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Y	Y	Y	Y	Y	Y
AUDITS:							
5.2	Do the fund totals agree with the object category totals within each appropriation category? **(ED1R, XD1A - Report should print "No Differences Found For This Report")**	Y	Y	Y	Y	Y	Y
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? **(EXBR, EXBB - Negative differences [with a $5,000 allowance] need to be corrected in Column A01.)**	Y	Y	Y	Y	Y	Y
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? **(EXBR, EXBD - Differences [with a $5,000 allowance at the department level] need to be corrected in Column A01.)**	Y	Y	Y	Y	Y	Y
TIP	If objects are negative amounts, the agency must make adjustments to Column A01 to correct the object amounts. In addition, the fund totals must be adjusted to reflect the adjustment made to the object data.						
TIP	If fund totals and object totals do not agree or negative object amounts exist, the agency must adjust Column A01.						
TIP	Exhibit B - A01 less than B04: This audit is to ensure that the disbursements and carry/certifications forward in A01 are less than FY 2023-24 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
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 14 through 27 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See pages 64 through 69 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 66 through 69 of the LBR Instructions?	Y	Y	Y	Y	Y	Y
7.4	Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	Y	Y	Y	Y	Y	Y

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	Action	Program or Service (Budget Entity Codes)					
		60900101	60900202	60910310	60910506	60910708	60910950
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.7 of the LBR Instructions.)	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
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 94 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Y	Y	Y	Y	Y	Y
7.9	Does the issue narrative reference the specific county(ies) where applicable?	Y	Y	Y	Y	Y	Y
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 #24-040?	NA	NA	NA	NA	NA	NA
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)**	NA	NA	NA	NA	NA	NA
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	NA	NA	NA	NA	NA	NA
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	NA	NA	NA	NA	NA	NA
7.14	Do the amounts reflect appropriate FSI assignments?	Y	Y	Y	Y	Y	Y
7.15	Are the 33XXXX0 issues negative amounts only and do not restore nonrecurring cuts from a prior year or fund any issues that net to a positive or zero amount? Check D-3A issues 33XXXX0 - a unique issue should be used for issues that net to zero or a positive amount.	Y	Y	Y	Y	Y	Y
7.16	Do the issue codes relating to special *Salaries and Benefits* issues (e.g., position reclassification, pay grade adjustment, overtime/on-call pay, etc.) have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See pages 26 and 27 of the LBR Instructions.)	NA	NA	NA	NA	NA	NA
7.17	Do the issues relating to *Information Technology (IT)* have a "C" in the sixth position of the issue code (36XXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 24010C0, 30010C0, 33011C0, 160E470, or 160E480)?	Y	Y	Y	Y	Y	Y
7.18	Are the issues relating to *Major Audit Findings and Recommendations* properly coded (4A0XXX0, 4B0XXX0)?	NA	NA	NA	NA	NA	NA
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

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		Program or Service (Budget Entity Codes)					
	Action	60900101	60900202	60910310	60910506	60910708	60910950
AUDIT:							
7.20	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? **(GENR, LBR1)**	NA	NA	Y	NA	NA	NA
7.21	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? **(GENR, LBR2)**	NA	NA	NA	NA	NA	NA
7.22	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? **(GENR, LBR3)**	Y	NA	Y	Y	Y	Y
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)**	Y	NA	NA	NA	NA	NA
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
7.25	Has the agency entered annualization issues (260XXX0) for any issue that was partially funded in Fiscal Year 2024-25? Review Column G66 to determine whether any incremental amounts are needed to fully fund an issue that was initially appropriated in Fiscal Year 2024-25. Do not add annualization issues for pay and benefit distribution issues, as those annualization issues (26AXXXX) have already been added to A03.	NA	NA	NA	NA	NA	NA
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 64 through 69 of the LBR Instructions.						
TIP	Check BAPS to verify status of budget amendments. Check for reapprovals not picked up in the General Appropriations Act. Verify that Lump Sum appropriations in Column A02 do not appear in Column A03. Review budget amendments to verify that 160XXX0 issue amounts correspond accurately and net to zero for General Revenue funds.						
TIP	If an agency is receiving federal funds from another agency the FSI should = 9 (Transfer - Recipient of Federal Funds). The agency that originally receives the funds directly from the federal agency should use FSI = 3 (Federal Funds).						
TIP	If an appropriation made in the FY 2024-25 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**						
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y	Y	Y	Y	Y	Y

Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Department of Children amd Families	
Agency Budget Officer/OPB Analyst Name: Chad Barrett - Kate West	

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	Action	Program or Service (Budget Entity Codes)					
		60900101	60900202	60910310	60910506	60910708	60910950
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Y	Y	Y	Y	Y	Y
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Y	Y	Y	Y	Y	Y
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	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
8.6	Has the Inter-Agency Transfers Reported on Schedule I form been included as applicable for transfers totaling $100,000 or more for the fiscal year?	Y	Y	Y	Y	Y	Y
8.7	If the agency is scheduled for the annual trust fund review this year, have the Schedule ID and applicable draft legislation been included for recreation, modification or termination of existing trust funds?	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
8.9	Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)? For non-grant federal revenues, is the correct revenue code identified (codes 000504, 000119, 001270, 001870, 001970)?	Y	Y	Y	Y	Y	Y
8.10	Are the statutory authority references correct?	Y	Y	Y	Y	Y	Y
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to section 215.20, Florida Statutes, for appropriate General Revenue Service Charge percentage rates.)	Y	Y	Y	Y	Y	Y
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	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
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Y	Y	Y	Y	Y	Y
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Y	Y	Y	Y	Y	Y
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	N/A	N/A	N/A	N/A	N/A	N/A
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Y	Y	Y	Y	Y	Y
8.18	Has the agency certified the revenue estimates in columns A02 and A03 to be the latest and most accurate available? Does the certification include a statement that the agency will notify OPB of any significant changes in revenue estimates that occur prior to the Governor's Budget Recommendations being issued?	Y	Y	Y	Y	Y	Y

Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Department of Children amd Families	
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	Action	Program or Service (Budget Entity Codes)					
		60900101	60900202	60910310	60910506	60910708	60910950
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
8.20	Are appropriate General Revenue Service Charge nonoperating amounts included in Section II?	Y	Y	Y	Y	Y	Y
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Y	Y	Y	Y	Y	Y
8.22	Do transfers balance between funds (within the agency as well as between agencies)? (See also 8.6 for required transfer confirmation of amounts totaling $100,000 or more.)	Y	Y	Y	Y	Y	Y
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y	Y	Y	Y	Y	Y
8.24	Are prior year September operating reversions appropriately shown in column A01, Section III?	Y	Y	Y	Y	Y	Y
8.25	Are current year September operating reversions (if available) appropriately shown in column A02, Section III?	Y	Y	Y	Y	Y	Y
8.26	Does the Schedule IC properly reflect the unreserved fund balance for each trust fund as defined by the LBR Instructions, and is it reconciled to the agency accounting records?	Y	Y	Y	Y	Y	Y
8.27	Has the agency analyzed for continuing appropriations (category 13XXXX) and properly accounted for in the appropriate column(s) in Section III?	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
8.29	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y	Y	Y	Y	Y	Y
AUDITS:							
8.30	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y	Y	Y	Y	Y	Y
8.31	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? If a Schedule IB was prepared, do the totals agree with the Schedule I, Line I? **(SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")**	Y	Y	Y	Y	Y	Y
8.32	Has a Department Level Reconciliation been provided for each trust fund and does Line A of the Schedule I equal the CFO amount? If not, the agency must correct Line A. **(SC1R, DEPT)**	Y	Y	Y	Y	Y	Y
8.33	Has a Schedule IB been provided for ALL trust funds having an unreserved fund balance in columns A01, A02 and/or A03, and if so, does each column's total agree with line I of the Schedule I?	Y	Y	Y	Y	Y	Y
8.34	Have A/R been properly analyzed and any allowances for doubtful accounts been properly recorded on the Schedule IC?	Y	Y	Y	Y	Y	Y
TIP	The Schedule I is the most reliable source of data concerning the trust funds. It is very important that this schedule is as accurate as possible!						
TIP	Determine if the agency is scheduled for trust fund review. (See page 124 of the LBR Instructions.) Transaction DFTR in LAS/PBS is also available and provides an LBR review date for each trust fund.						

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		Program or Service (Budget Entity Codes)					
	Action	60900101	60900202	60910310	60910506	60910708	60910950
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 *Base Rate Audit* on page 155 of the LBR Instructions.)	N/A	N/A	Y	Y	N/A	Y

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		60900101	60900202	60910310	60910506	60910708	60910950
10. SCHEDULE III (PSCR, SC3)							
10.1	Is the appropriate lapse amount applied? (See page 90 of the LBR Instructions.)	N/A	N/A	N/A	N/A	N/A	N/A
10.2	Are amounts in *Other Salary Amount* appropriate and fully justified? (See pages 93 and 94 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	Y	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
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
13. SCHEDULE VIIIB-1 (EADR, S8B1)							
13.1	**NOT REQUIRED FOR THIS YEAR**	NA	NA	NA	NA	NA	NA
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 99 through 102 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
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 104-108 of the LBR Instructions for detailed instructions) (Required							
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. **The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.** (Note: Pursuant to section 216.023(4) (b), Florida Statutes, the Legislature can reduce the funding level for any agency that does not provide this information.)	Y	Y	Y	Y	Y	Y
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP (if submitting) and LBR match?	NA	NA	NA	NA	NA	NA

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AUDITS INCLUDED IN THE SCHEDULE XI REPORT:							
16.3	Does the FY 2023-24 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (**GENR, ACT1)**	Y	Y	Y	Y	Y	Y
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? **(Audit #1 should print "No Activities Found")**	Y	Y	Y	Y	Y	Y
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? **(Audit #2 should print "No Operating Categories Found")**	Y	Y	Y	Y	Y	Y
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which should appear in Section II? (Note: The activities listed in **Audit #3** do not have an associated output standard. In addition, the activities were not identified as a Transfer to a State Agency, as Aid to Local Government, or a Payment of Pensions, Benefits and Claims. Activities listed here should represent transfers/pass-throughs that are not represented by those above or administrative costs that are unique to the agency and are not appropriate to be allocated to all other activities.)	Y	Y	Y	Y	Y	Y
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? **(Audit #4 should print "No Discrepancies Found")**	N/J	N/J	N/J	N/J	N/J	N/J
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 52 through 152 of the LBR Instructions), and are they accurate and complete?	Y	Y	Y	Y	Y	Y
17.2	Does manual exhibits tie to LAS/PBS where applicable?	Y	Y	Y	Y	Y	Y
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y	Y	Y	Y	Y	Y
17.4	Does the LBR include a separate Schedule IV-B for each IT project over $1 million (see page 128 and 129 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
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) ?	Y	Y	Y	Y	Y	Y
AUDITS - GENERAL INFORMATION							
TIP	Review *Section 6: Audits* of the LBR Instructions (pages 154 through 156) 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.						

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18. CAPITAL IMPROVEMENTS PROGRAM (CIP) (Required to be posted to the Florida Fiscal Portal)							
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y	Y	Y	Y	Y	Y
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	Y	Y	Y	Y	Y	Y
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	Y	Y	Y	Y	Y	Y
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	Y	Y	Y	Y	Y	Y
18.5	Are the appropriate counties identified in the narrative?	Y	Y	Y	Y	Y	Y
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
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