



FLORIDA COMMERCE

Fiscal Year 2025 - 2026

LEGISLATIVE BUDGET REQUEST

October 15, 2024

Ms. Brandi Gunder, Deputy Budget Director
Office of Policy and Budget
Executive Office of the Governor
1702 Capitol
Tallahassee, Florida 32399-0001

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

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

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Legislative Budget Request for the Department of Commerce is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our proposed needs for the 2025-26 fiscal year.

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

If you have any questions, please contact me at (850) 245-7126.

Sincerely,



Tisha Womack
Chief Financial Officer

LEGISLATIVE BUDGET REQUEST

Florida Housing Finance Corporation
Department of Commerce

October 15, 2024

Brandi Gunder, Deputy Budget Director
Office of Policy and Budget
Executive Office of the Governor
1702 Capitol
Tallahassee, Florida 32399-0001

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

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

Dear Directors:

Pursuant to chapter 216, Florida Statutes, our Legislative Budget Request for the Florida Housing Finance Corporation is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our proposed needs for the 2025-26 Fiscal Year.

Sincerely,



Angeliki G. Sellers
Chief Financial Officer

Ron DeSantis, Governor

Board of Directors: Ryan Benson, Chair • Sandra Einhorn, Vice Chair
Larry Cretul • Justin Domer • Mario Facella • David Hall • Olivia Hoblit • Jody Hudgins • Ron Lieberman • Daniel Martell • Dev Motwani



State of Florida
Department of Commerce

Manual Exhibits, Schedules and Supporting Documents

Fiscal Year
2025-2026



State of Florida
Department of Commerce

**Temporary Special Duty-General Pay Additives
Implementation Plan for FY 2025-26**

**Fiscal Year
2025-2026**

PAY ADDITIVES IMPLEMENTATION PLAN FOR FISCAL YEAR 2025-26

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

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

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

On-Call Additives

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

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

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

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

COM currently has 44 positions designated as on-call and the total on-call hours reported last fiscal year were approximately 44,957 hours for a total payout of approximately \$135,421.55.

Lead Worker Additives

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

- Position description must be completed with lead worker duties to include training, coordinating workflow, and outcomes.
- Justification must include number of employees/positions, including OPS and contracted workers, which will fall under their scope of responsibility.
- If an amount over five percent of the incumbent's base rate of pay is requested, additional justification is required. This justification may include remote or itinerate job sites, knowledge, skills, and abilities of the incumbent might possess that could provide oversight of several program areas. COM currently has 38 positions designated as lead workers in the Division of Workforce Services and 8 positions designated as lead workers in Division of Housing and Community Development, all of which were approved by the Department of Management Services. The total annual additive amount is approximately \$92,695.76.

Temporary Special Duties – General

The “temporary special duties – general” pay additive is used when an employee has been assigned temporary duties and responsibilities not customarily assigned to their position (for example, temporarily assuming the duties of a vacant position or working on a special project that is outside of the normal duties of the position). The department has requested approval of “temporary special duties – general” pay additives for either temporary workload issues resulting from an increase of either Other Personal Services (OPS) staff or contracted positions or temporary special projects. COM currently has 0 position designated with temporary special duties.

Temporary Special Duty – Absence of Coworker

This additive is only granted when an employee is either on FMLA or military leave of absence. COM currently has 0 positions designated with temporary special duties of an absent coworker.

SUMMARY - The Department of Commerce requests delegation of authority to approve, implement and continue the pay additives described above during Fiscal Year 2025-26, using existing salary rate and Salary and Benefits operating budget authority.



State of Florida
Department of Commerce
Department Level

Exhibits and/or Schedules

Fiscal Year
2025-2026



State of Florida
Department of Commerce

Opening Trial Balance as of 07/01/2024

Fiscal Year
2025-2026

400000 DEPARTMENT OF COMMERCE

10 2 021063 ADMINISTRATIVE TRUST FUND

G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	289,856.28
16400	DUE FROM FEDERAL GOVERNMENT	
000700	U S GRANTS	219,689.22
31100	ACCOUNTS PAYABLE	
040000	EXPENSES	0.00
040000	CF EXPENSES	15,068.43-
100778	G/A-CONTRACTED SERVICES	0.00
100778	CF G/A-CONTRACTED SERVICES	9,047.00-
	** GL 31100 TOTAL	24,115.43-
32100	ACCRUED SALARIES AND WAGES	
010000	SALARIES AND BENEFITS	0.00
010000	CF SALARIES AND BENEFITS	1,497.52-
030000	OTHER PERSONAL SERVICES	0.00
030000	CF OTHER PERSONAL SERVICES	25,434.55-
	** GL 32100 TOTAL	26,932.07-
35300	DUE TO OTHER DEPARTMENTS	
040000	EXPENSES	0.00
040000	CF EXPENSES	18,636.44-
100778	G/A-CONTRACTED SERVICES	0.00
100778	CF G/A-CONTRACTED SERVICES	578.70-
	** GL 35300 TOTAL	19,215.14-
38900	REVENUES RECEIVED IN ADVANCE - CURRENT	
000700	U S GRANTS	4,112.18-
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	32,359.21
54999	ADJUST BEGINNING EQUITY	
000000	BALANCE BROUGHT FORWARD	32,359.21-
57200	RESTRICTED BY FEDERAL GOVERNMENT	
000000	BALANCE BROUGHT FORWARD	435,170.68-
94100	ENCUMBRANCES	
040000	CF EXPENSES	79,216.09
060000	CF OPERATING CAPITAL OUTLAY	55,862.80
100778	CF G/A-CONTRACTED SERVICES	537,383.71
100781	FLAIR SYSTEM REPLACEMENT	484,424.00
210023	CF NORTHWEST REGIONAL DC	9,840.84
	** GL 94100 TOTAL	1,166,727.44

400000 DEPARTMENT OF COMMERCE

10 2 021063 ADMINISTRATIVE TRUST FUND

G-L G-L ACCOUNT NAME

CAT	BUDGETARY FND BAL RESERVED/ENCUMBRANCE	BEGINNING BALANCE
98100		
040000	CF EXPENSES	79,216.09-
060000	CF OPERATING CAPITAL OUTLAY	55,862.80-
100778	CF G/A-CONTRACTED SERVICES	537,383.71-
100781	FLAIR SYSTEM REPLACEMENT	484,424.00-
210023	CF NORTHWEST REGIONAL DC	9,840.84-
	** GL 98100 TOTAL	1,166,727.44-
	*** FUND TOTAL	0.00

400000 DEPARTMENT OF COMMERCE

20 2 041001 STATE ECONOMIC ENHANCEMENT AND DEVELOPMENT TF

G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	221,629.32
14100	POOLED INVESTMENTS WITH STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	37,978,208.39
14300	SPECIAL INVESTMENTS W/STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	10,438,820.90
15300	INTEREST AND DIVIDENDS RECEIVABLE	
000500	INTEREST	126,588.87
100237	G/A-BLACK BUS LOAN PROGRAM	31,598.61
	** GL 15300 TOTAL	158,187.48
16400	DUE FROM FEDERAL GOVERNMENT	
000700	U S GRANTS	14,425.22
31100	ACCOUNTS PAYABLE	
040000	EXPENSES	2,080.06-
040000	CF EXPENSES	29,639.81-
100315	G/A-FL DEF SPPT TASK FORCE	2,311.32-
100778	G/A-CONTRACTED SERVICES	0.00
100778	CF G/A-CONTRACTED SERVICES	363,480.00-
	** GL 31100 TOTAL	397,511.19-
32100	ACCRUED SALARIES AND WAGES	
010000	SALARIES AND BENEFITS	0.00
010000	CF SALARIES AND BENEFITS	1,796.44-
030000	OTHER PERSONAL SERVICES	0.00
030000	CF OTHER PERSONAL SERVICES	7,931.66-
	** GL 32100 TOTAL	9,728.10-
35300	DUE TO OTHER DEPARTMENTS	
000500	INTEREST	4,226.82-
040000	EXPENSES	113.24-
040000	CF EXPENSES	1,789.02-
100237	G/A-BLACK BUS LOAN PROGRAM	1,055.09-
100778	G/A-CONTRACTED SERVICES	0.00
100778	CF G/A-CONTRACTED SERVICES	396.90-
	** GL 35300 TOTAL	7,581.07-
35600	DUE TO GENERAL REVENUE	
310322	SERVICE CHARGE TO GEN REV	29,664.65-

400000 DEPARTMENT OF COMMERCE

20 2 041001 STATE ECONOMIC ENHANCEMENT AND DEVELOPMENT TF

G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
38900	REVENUES RECEIVED IN ADVANCE - CURRENT	
000700	U S GRANTS	4,142.28-
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	1,085,348.73
54999	ADJUST BEGINNING EQUITY	
000000	BALANCE BROUGHT FORWARD	1,085,348.73-
57400	RESTRICTED BY ENABLING LEGISLATION	
000000	BALANCE BROUGHT FORWARD	48,362,644.02-
94100	ENCUMBRANCES	
040000	CF EXPENSES	522,552.14
100237	CF G/A-BLACK BUS LOAN PROGRAM	1,514,629.21
100248	CF HISPANIC BUSINESS INITIATIVE FUND OUTREACH	170,150.00
100315	G/A-FL DEF SPPT TASK FORCE	7,333.94
100778	CF G/A-CONTRACTED SERVICES	242,810.04
101485	CF G/A-FL SPORTS FOUNDATION	440,000.00
102026	CF G/A MILITARY BASE PROTECTION	901,082.90
107395	CF G/A-QTI BROWNFIELD BONUS	300,000.00
108445	CF G/A - SPACE FLORIDA	1,000,000.00
109072	CF QUICK RESPONSE TRAINING	3,261,875.00
	** GL 94100 TOTAL	8,360,433.23
98100	BUDGETARY FND BAL RESERVED/ENCUMBRANCE	
040000	CF EXPENSES	522,552.14-
100237	CF G/A-BLACK BUS LOAN PROGRAM	1,514,629.21-
100248	CF HISPANIC BUSINESS INITIATIVE FUND OUTREACH	170,150.00-
100315	G/A-FL DEF SPPT TASK FORCE	7,333.94-
100778	CF G/A-CONTRACTED SERVICES	242,810.04-
101485	CF G/A-FL SPORTS FOUNDATION	440,000.00-
102026	CF G/A MILITARY BASE PROTECTION	901,082.90-
107395	CF G/A-QTI BROWNFIELD BONUS	300,000.00-
108445	CF G/A - SPACE FLORIDA	1,000,000.00-
109072	CF QUICK RESPONSE TRAINING	3,261,875.00-
	** GL 98100 TOTAL	8,360,433.23-
	*** FUND TOTAL	0.00

BGTRBAL-10 AS OF 07/01/24

40000000000
BEGINNING TRIAL BALANCE BY FUND
JULY 01, 2024

DATE RUN 08/08/24
PAGE 5

400000 DEPARTMENT OF COMMERCE		
20 2 043001 TRIUMPH GULF COAST TRUST FUND		
G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	32,716,814.75
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	32,716,814.75-
	*** FUND TOTAL	0.00

BGTRBAL-10 AS OF 07/01/24

40000000000
BEGINNING TRIAL BALANCE BY FUND
JULY 01, 2024

DATE RUN 08/08/24
PAGE 6

400000 DEPARTMENT OF COMMERCE

20 2 109002 FL SM CITIES COMM DEVELOPMENT BLOCK GRANT TF

G-L G-L ACCOUNT NAME

CAT

BEGINNING BALANCE

12100 UNRELEASED CASH IN STATE TREASURY

000000 BALANCE BROUGHT FORWARD

0.00

54900 COMMITTED FUND BALANCE

000000 BALANCE BROUGHT FORWARD

0.00

*** FUND TOTAL

0.00

BGTRBAL-10 AS OF 07/01/24

40000000000
BEGINNING TRIAL BALANCE BY FUND
JULY 01, 2024

DATE RUN 08/08/24
PAGE 7

400000 DEPARTMENT OF COMMERCE		BEGINNING BALANCE
20 2 160001	DISPLACED HOMEMAKER TRUST FUND DOE	
G-L	G-L ACCOUNT NAME	
CAT		
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	0.00
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	0.00
	*** FUND TOTAL	0.00

BGTRBAL-10 AS OF 07/01/24

40000000000
BEGINNING TRIAL BALANCE BY FUND
JULY 01, 2024

DATE RUN 08/08/24
PAGE 8

400000 DEPARTMENT OF COMMERCE		
20 2 175001 ECONOMIC DEVELOPMENT TRANSPORTATION TF-EOG		
G-L	G-L ACCOUNT NAME	
CAT		BEGINNING BALANCE
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	0.00
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	0.00
	*** FUND TOTAL	0.00

400000 DEPARTMENT OF COMMERCE		BEGINNING BALANCE
20 2 177001 ECONOMIC DEVELOPMENT TF EOG TRADE & TOURISM		
G-L	G-L ACCOUNT NAME	
CAT		BEGINNING BALANCE
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	47,014,765.05
15300	INTEREST AND DIVIDENDS RECEIVABLE	
000000	BALANCE BROUGHT FORWARD	0.00
15400	LOANS AND NOTES RECEIVABLE	
000000	BALANCE BROUGHT FORWARD	0.00
24700	OTHER INVESTMENTS	
000000	BALANCE BROUGHT FORWARD	3,980.28
25400	OTHER LOANS AND NOTES RECEIVABLE	
000000	BALANCE BROUGHT FORWARD	0.00
25900	ALLOWANCE FOR UNCOLLECTIBLES	
000000	BALANCE BROUGHT FORWARD	0.00
35500	DUE TO OTHER GOVERNMENTAL UNITS	
000000	BALANCE BROUGHT FORWARD	4,000.00-
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	0.00
54999	ADJUST BEGINNING EQUITY	
000000	BALANCE BROUGHT FORWARD	0.00
57400	RESTRICTED BY ENABLING LEGISLATION	
000000	BALANCE BROUGHT FORWARD	47,014,745.33-
	*** FUND TOTAL	0.00

400000 DEPARTMENT OF COMMERCE

20 2 195003 EMPLOY SECURITY ADMIN TF-LAB,EMPLOY,TRAIN-LA

G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	1,904,172.50
16400	DUE FROM FEDERAL GOVERNMENT	
000700	U S GRANTS	352,600.30
31100	ACCOUNTS PAYABLE	
000000	BALANCE BROUGHT FORWARD	0.00
040000	EXPENSES	0.00
040000	CF EXPENSES	16,402.10-
100567	G/A - SNAP	0.00
100567	CF G/A - SNAP	7,500.00-
100778	G/A-CONTRACTED SERVICES	0.00
100778	CF G/A-CONTRACTED SERVICES	63,934.48-
	** GL 31100 TOTAL	87,836.58-
32100	ACCRUED SALARIES AND WAGES	
010000	SALARIES AND BENEFITS	62,793.91-
010000	CF SALARIES AND BENEFITS	19,604.89-
030000	OTHER PERSONAL SERVICES	0.00
030000	CF OTHER PERSONAL SERVICES	65,597.53-
	** GL 32100 TOTAL	147,996.33-
35200	DUE TO STATE FUNDS, WITHIN DEPARTMENT	
040000	EXPENSES	2,524.31-
35300	DUE TO OTHER DEPARTMENTS	
040000	EXPENSES	0.00
040000	CF EXPENSES	7,423.80-
100778	G/A-CONTRACTED SERVICES	0.00
100778	CF G/A-CONTRACTED SERVICES	78,800.10-
	** GL 35300 TOTAL	86,223.90-
35400	DUE TO FEDERAL GOVERNMENT	
000700	U S GRANTS	5,195.16-
38800	UNEARNED REVENUE - CURRENT	
000000	BALANCE BROUGHT FORWARD	813,721.55
000700	U S GRANTS	0.00
001500	TRANSFERS	813,721.55-
001510	TRANSFER OF FEDERAL FUNDS	0.00
	** GL 38800 TOTAL	0.00

400000 DEPARTMENT OF COMMERCE

20 2 195003 EMPLOY SECURITY ADMIN TF-LAB,EMPLOY,TRAIN-LA

G-L	CAT	G-L ACCOUNT NAME	BEGINNING BALANCE
38900		REVENUES RECEIVED IN ADVANCE - CURRENT	
000700		U S GRANTS	1,140,789.46-
54900		COMMITTED FUND BALANCE	
000000		BALANCE BROUGHT FORWARD	0.00
54999		ADJUST BEGINNING EQUITY	
000000		BALANCE BROUGHT FORWARD	0.00
57200		RESTRICTED BY FEDERAL GOVERNMENT	
000000		BALANCE BROUGHT FORWARD	786,207.06-
94100		ENCUMBRANCES	
040000	CF	EXPENSES	197,180.24
060000	CF	OPERATING CAPITAL OUTLAY	56,055.00
100778	CF	G/A-CONTRACTED SERVICES	1,249,749.80
100780	CF	G/A-LOCAL WF DEV BOARDS	59,695,472.70
100825	CF	CAREERSOURCE FLA OPERTNS	2,594,793.39
109074	CF	INCUMBENT WORKER TRAINING	1,958,166.36
210023	CF	NORTHWEST REGIONAL DC	60,956.96
		** GL 94100 TOTAL	65,812,374.45
98100		BUDGETARY FND BAL RESERVED/ENCUMBRANCE	
040000	CF	EXPENSES	197,180.24-
060000	CF	OPERATING CAPITAL OUTLAY	56,055.00-
100778	CF	G/A-CONTRACTED SERVICES	1,249,749.80-
100780	CF	G/A-LOCAL WF DEV BOARDS	59,695,472.70-
100825	CF	CAREERSOURCE FLA OPERTNS	2,594,793.39-
109074	CF	INCUMBENT WORKER TRAINING	1,958,166.36-
210023	CF	NORTHWEST REGIONAL DC	60,956.96-
		** GL 98100 TOTAL	65,812,374.45-
99100		BUDGETARY FUND BALANCE	
000000		BALANCE BROUGHT FORWARD	0.00
		*** FUND TOTAL	0.00

400000 DEPARTMENT OF COMMERCE

20 2 195004 EMPLOY SECURITY ADMIN TF-UNEMPLOYMENT COMP-L

G-L	G-L ACCOUNT NAME	CAT	BEGINNING BALANCE
11200	CASH IN BANK		
000000	BALANCE BROUGHT FORWARD		5,000.00
12100	UNRELEASED CASH IN STATE TREASURY		
000000	BALANCE BROUGHT FORWARD		1,965,441.12
12400	CASH IN STATE TREASURY UNVERIFIED		
001800	REFUNDS		0.00
001801	REIMBURSEMENTS		54.67
	** GL 12400 TOTAL		54.67
16200	DUE FROM STATE FUNDS, WITHIN DEPART.		
001500	TRANSFERS		4,545.23
16300	DUE FROM OTHER DEPARTMENTS		
000700	U S GRANTS		0.00
16400	DUE FROM FEDERAL GOVERNMENT		
000000	BALANCE BROUGHT FORWARD		4,343,250.92-
000700	U S GRANTS		7,801,993.85
	** GL 16400 TOTAL		3,458,742.93
31100	ACCOUNTS PAYABLE		
040000	EXPENSES		0.00
040000	CF EXPENSES		350,710.31-
100778	G/A-CONTRACTED SERVICES		0.00
100778	CF G/A-CONTRACTED SERVICES		2,498,454.63-
103005	REEMPLYMNT ASSNT/COMM-OPER		0.00
103005	CF REEMPLYMNT ASSNT/COMM-OPER		3,115.32-
	** GL 31100 TOTAL		2,852,280.26-
32100	ACCRUED SALARIES AND WAGES		
010000	SALARIES AND BENEFITS		14,183.63-
010000	CF SALARIES AND BENEFITS		39,545.84-
030000	OTHER PERSONAL SERVICES		0.00
030000	CF OTHER PERSONAL SERVICES		278,335.33-
103005	REEMPLYMNT ASSNT/COMM-OPER		0.00
103005	CF REEMPLYMNT ASSNT/COMM-OPER		2,029.00-
	** GL 32100 TOTAL		334,093.80-
35200	DUE TO STATE FUNDS, WITHIN DEPARTMENT		
040000	EXPENSES		2,401.54-

400000 DEPARTMENT OF COMMERCE

20 2 195004 EMPLOY SECURITY ADMIN TF-UNEMPLOYMENT COMP-L

G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
35300	DUE TO OTHER DEPARTMENTS	
040000	EXPENSES	0.00
040000	CF EXPENSES	100,018.37-
103005	REEMPLYMNT ASSNT/COMM-OPER	0.00
103005	CF REEMPLYMNT ASSNT/COMM-OPER	2,008.53-
	** GL 35300 TOTAL	102,026.90-
38800	UNEARNED REVENUE - CURRENT	
000700	U S GRANTS	0.00
38900	REVENUES RECEIVED IN ADVANCE - CURRENT	
000700	U S GRANTS	17,725.91-
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	12,319.76
54999	ADJUST BEGINNING EQUITY	
000000	BALANCE BROUGHT FORWARD	12,319.76-
57200	RESTRICTED BY FEDERAL GOVERNMENT	
000000	BALANCE BROUGHT FORWARD	2,125,255.54-
94100	ENCUMBRANCES	
040000	CF EXPENSES	1,638,738.01
060000	CF OPERATING CAPITAL OUTLAY	7,420.68
100280	CF TR/DOR RA TAX COLLECT SERV	2,075,687.40
100778	CF G/A-CONTRACTED SERVICES	8,632,835.65
103005	CF REEMPLYMNT ASSNT/COMM-OPER	6,618.75
	** GL 94100 TOTAL	12,361,300.49
98100	BUDGETARY FND BAL RESERVED/ENCUMBRANCE	
040000	CF EXPENSES	1,638,738.01-
060000	CF OPERATING CAPITAL OUTLAY	7,420.68-
100280	CF TR/DOR RA TAX COLLECT SERV	2,075,687.40-
100778	CF G/A-CONTRACTED SERVICES	8,632,835.65-
103005	CF REEMPLYMNT ASSNT/COMM-OPER	6,618.75-
	** GL 98100 TOTAL	12,361,300.49-
99100	BUDGETARY FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	0.00
	*** FUND TOTAL	0.00

400000 DEPARTMENT OF COMMERCE		BEGINNING BALANCE
20 2 261006 FEDERAL GRANTS TRUST FUND		
G-L	G-L ACCOUNT NAME	
CAT		BEGINNING BALANCE
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	32,609,693.23
12400	CASH IN STATE TREASURY UNVERIFIED	
001800	REFUNDS	117,232.07
14100	POOLED INVESTMENTS WITH STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	0.00
14300	SPECIAL INVESTMENTS W/STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	35,076,083.55
15300	INTEREST AND DIVIDENDS RECEIVABLE	
100328	FL SMALL BUS CREDIT INIT	38,274.48
100329	FED DISASTER-REV LOAN PROG	9,244.26
105177	ARP - SSBCI	65,553.94
	** GL 15300 TOTAL	113,072.68
16400	DUE FROM FEDERAL GOVERNMENT	
000700	U S GRANTS	27,453,202.10
31100	ACCOUNTS PAYABLE	
010000	SALARIES AND BENEFITS	0.00
040000	EXPENSES	0.00
040000	CF EXPENSES	4,469.93-
100192	BEAD	3,299.49-
100552	G/A-HOME ENERGY ASSISTANCE	4,777.50-
100778	G/A-CONTRACTED SERVICES	0.00
100778	CF G/A-CONTRACTED SERVICES	72,669.21-
105177	ARP - SSBCI	19.00-
105178	ARP - CAPITAL PROJECTS PGM	22,312.50-
145183	23 ARP - BROADBAND OPP PGM GR	171.00-
	** GL 31100 TOTAL	107,718.63-
32100	ACCRUED SALARIES AND WAGES	
010000	SALARIES AND BENEFITS	13,694.89-
030000	OTHER PERSONAL SERVICES	0.00
030000	CF OTHER PERSONAL SERVICES	79,553.77-
100192	BEAD	5,831.78-
105178	ARP - CAPITAL PROJECTS PGM	3,072.22-
	** GL 32100 TOTAL	102,152.66-

400000 DEPARTMENT OF COMMERCE

20 2 261006 FEDERAL GRANTS TRUST FUND

G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
35300	DUE TO OTHER DEPARTMENTS	
010000	SALARIES AND BENEFITS	0.00
040000	EXPENSES	0.00
040000	CF EXPENSES	7,596.10-
100193	G/A-MERIT AWARD PROGRAM	104.80-
100328	FL SMALL BUS CREDIT INIT	1,277.99-
100329	FED DISASTER-REV LOAN PROG	308.67-
100778	G/A-CONTRACTED SERVICES	0.00
100778	CF G/A-CONTRACTED SERVICES	735.32-
105177	ARP - SSBCI	2,188.86-
105178	ARP - CAPITAL PROJECTS PGM	48.24-
	** GL 35300 TOTAL	12,259.98-
35700	DUE TO COMPONENT UNIT/PRIMARY	
030000	OTHER PERSONAL SERVICES	0.00
030000	CF OTHER PERSONAL SERVICES	2,370.00-
	** GL 35700 TOTAL	2,370.00-
38800	UNEARNED REVENUE - CURRENT	
000700	U S GRANTS	0.00
38900	REVENUES RECEIVED IN ADVANCE - CURRENT	
000700	U S GRANTS	45,301,898.23-
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	17,675,796.84
54999	ADJUST BEGINNING EQUITY	
000000	BALANCE BROUGHT FORWARD	17,675,796.84-
57200	RESTRICTED BY FEDERAL GOVERNMENT	
000000	BALANCE BROUGHT FORWARD	49,842,884.13-
94100	ENCUMBRANCES	
040000	CF EXPENSES	22,758.12
100188	G/A-COMM SVCS BLOCK GRANTS	58,781.95
100188	CF G/A-COMM SVCS BLOCK GRANTS	5,502,087.00
100190	G/A-CDBG-SMALL CITIES	3,022,848.89
100192	BEAD	244,061.15
100193	G/A-MERIT AWARD PROGRAM	142,775.25
100552	G/A-HOME ENERGY ASSISTANCE	69,437.62
100553	G/A-WAP	6,859.52
100555	G/A-WAP-LIHEAP	125,331.58
100600	DISASTER RECOVERY/RELIEF	32,889,543.70
100600	CF DISASTER RECOVERY/RELIEF	418,486,287.00

400000 DEPARTMENT OF COMMERCE

20 2 261006 FEDERAL GRANTS TRUST FUND

G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
100778	CF G/A-CONTRACTED SERVICES	1,227,785.34
105146	ARP - HOME ASSIS FUND PGM	945,828.46
105146	CF ARP - HOME ASSIS FUND PGM	131,400.00
105177	ARP - SSBCI	740,273.62
105177	CF ARP - SSBCI	114,800.00
105178	ARP - CAPITAL PROJECTS PGM	9,726,589.43
	** GL 94100 TOTAL	473,457,448.63
98100	BUDGETARY FND BAL RESERVED/ENCUMBRANCE	
040000	CF EXPENSES	22,758.12-
100188	G/A-COMM SVCS BLOCK GRANTS	58,781.95-
100188	CF G/A-COMM SVCS BLOCK GRANTS	5,502,087.00-
100190	G/A-CDBG-SMALL CITIES	3,022,848.89-
100192	BEAD	244,061.15-
100193	G/A-MERIT AWARD PROGRAM	142,775.25-
100552	G/A-HOME ENERGY ASSISTANCE	69,437.62-
100553	G/A-WAP	6,859.52-
100555	G/A-WAP-LIHEAP	125,331.58-
100600	DISASTER RECOVERY/RELIEF	32,889,543.70-
100600	CF DISASTER RECOVERY/RELIEF	418,486,287.00-
100778	CF G/A-CONTRACTED SERVICES	1,227,785.34-
105146	ARP - HOME ASSIS FUND PGM	945,828.46-
105146	CF ARP - HOME ASSIS FUND PGM	131,400.00-
105177	ARP - SSBCI	740,273.62-
105177	CF ARP - SSBCI	114,800.00-
105178	ARP - CAPITAL PROJECTS PGM	9,726,589.43-
	** GL 98100 TOTAL	473,457,448.63-
	*** FUND TOTAL	0.00

400000 DEPARTMENT OF COMMERCE

20 2 338002 FLORIDA INTERNATIONAL TRADE & PROMOTION TRUST FU

G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	1,877,323.26
14100	POOLED INVESTMENTS WITH STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	4,551,146.64
15300	INTEREST AND DIVIDENDS RECEIVABLE	
000500	INTEREST	13,630.21
35300	DUE TO OTHER DEPARTMENTS	
000500	INTEREST	455.11-
35600	DUE TO GENERAL REVENUE	
310322	SERVICE CHARGE TO GEN REV	2,322.15-
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	167.70-
54999	ADJUST BEGINNING EQUITY	
000000	BALANCE BROUGHT FORWARD	167.70
57400	RESTRICTED BY ENABLING LEGISLATION	
000000	BALANCE BROUGHT FORWARD	6,439,322.85-
	*** FUND TOTAL	0.00

400000 DEPARTMENT OF COMMERCE

20 2 339098 GRANTS & DONATIONS TRUST FUND DCA

G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	5,603,104.66
14100	POOLED INVESTMENTS WITH STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	8,366,614.88
14300	SPECIAL INVESTMENTS W/STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	25,583,957.79
15300	INTEREST AND DIVIDENDS RECEIVABLE	
000500	INTEREST	25,057.14
109894	SMALL BUSINESS EMERGENCY BRIDGE LOAN PROGR	80,514.64
	** GL 15300 TOTAL	105,571.78
16400	DUE FROM FEDERAL GOVERNMENT	
000700	U S GRANTS	19.08
31100	ACCOUNTS PAYABLE	
040000	EXPENSES	0.00
040000	CF EXPENSES	11,805.63-
	** GL 31100 TOTAL	11,805.63-
32100	ACCRUED SALARIES AND WAGES	
010000	SALARIES AND BENEFITS	894.68-
010000	CF SALARIES AND BENEFITS	556.39-
030000	OTHER PERSONAL SERVICES	7,725.58-
	** GL 32100 TOTAL	9,176.65-
35300	DUE TO OTHER DEPARTMENTS	
000500	INTEREST	836.66-
040000	EXPENSES	0.00
040000	CF EXPENSES	108.42-
100778	G/A-CONTRACTED SERVICES	0.00
100778	CF G/A-CONTRACTED SERVICES	481.88-
109894	SMALL BUSINESS EMERGENCY BRIDGE LOAN PROGR	2,688.40-
	** GL 35300 TOTAL	4,115.36-
35600	DUE TO GENERAL REVENUE	
310322	SERVICE CHARGE TO GEN REV	5,452.99-
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	10,171.27-

400000 DEPARTMENT OF COMMERCE

20 2 339098 GRANTS & DONATIONS TRUST FUND DCA

G-L G-L ACCOUNT NAME

CAT		BEGINNING BALANCE
54999	ADJUST BEGINNING EQUITY	
000000	BALANCE BROUGHT FORWARD	10,171.27
57400	RESTRICTED BY ENABLING LEGISLATION	
000000	BALANCE BROUGHT FORWARD	39,628,717.56-
94100	ENCUMBRANCES	
100778	CF G/A-CONTRACTED SERVICES	41,654.39
109655	CF G/A-TECHNICAL/PLNG ASSIST	646,325.28
109670	CF G/A - COMPETITIVE FLORIDA	199,675.50
	** GL 94100 TOTAL	887,655.17
98100	BUDGETARY FND BAL RESERVED/ENCUMBRANCE	
100778	CF G/A-CONTRACTED SERVICES	41,654.39-
109655	CF G/A-TECHNICAL/PLNG ASSIST	646,325.28-
109670	CF G/A - COMPETITIVE FLORIDA	199,675.50-
	** GL 98100 TOTAL	887,655.17-
	*** FUND TOTAL	0.00

400000 DEPARTMENT OF COMMERCE		BEGINNING BALANCE
20 2 401001 WELFARE TRANSITION TRUST FUNDS		
G-L	G-L ACCOUNT NAME	
CAT		BEGINNING BALANCE
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	289,131.95
31100	ACCOUNTS PAYABLE	
040000	EXPENSES	0.00
040000 CF	EXPENSES	144,338.78-
100778	G/A-CONTRACTED SERVICES	0.00
100778 CF	G/A-CONTRACTED SERVICES	12,956.21-
	** GL 31100 TOTAL	157,294.99-
32100	ACCRUED SALARIES AND WAGES	
010000	SALARIES AND BENEFITS	0.00
010000 CF	SALARIES AND BENEFITS	119.97-
030000	OTHER PERSONAL SERVICES	5,958.91-
	** GL 32100 TOTAL	6,078.88-
35300	DUE TO OTHER DEPARTMENTS	
040000	EXPENSES	0.00
040000 CF	EXPENSES	338.25-
100778	G/A-CONTRACTED SERVICES	0.00
100778 CF	G/A-CONTRACTED SERVICES	1,461.20-
	** GL 35300 TOTAL	1,799.45-
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	9,248,963.67
54999	ADJUST BEGINNING EQUITY	
000000	BALANCE BROUGHT FORWARD	9,248,963.67-
57200	RESTRICTED BY FEDERAL GOVERNMENT	
000000	BALANCE BROUGHT FORWARD	123,958.63-
94100	ENCUMBRANCES	
040000 CF	EXPENSES	18,417.79
100564 CF	NON CUSTODIAL PARENT PRG	1,062,000.00
100778 CF	G/A-CONTRACTED SERVICES	31,836.21
100780 CF	G/A-LOCAL WF DEV BOARDS	6,941,298.70
100825 CF	CAREERSOURCE FLA OPERTNS	294,180.82
	** GL 94100 TOTAL	8,347,733.52
98100	BUDGETARY FND BAL RESERVED/ENCUMBRANCE	
040000 CF	EXPENSES	18,417.79-
100564 CF	NON CUSTODIAL PARENT PRG	1,062,000.00-
100778 CF	G/A-CONTRACTED SERVICES	31,836.21-
100780 CF	G/A-LOCAL WF DEV BOARDS	6,941,298.70-

BGTRBAL-10 AS OF 07/01/24

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BEGINNING TRIAL BALANCE BY FUND
JULY 01, 2024

DATE RUN 08/08/24
PAGE 21

400000 DEPARTMENT OF COMMERCE
20 2 401001 WELFARE TRANSITION TRUST FUNDS
G-L G-L ACCOUNT NAME

CAT
100825 CF CAREERSOURCE FLA OPERTNS
** GL 98100 TOTAL
*** FUND TOTAL

BEGINNING BALANCE
294,180.82-
8,347,733.52-
0.00

400000 DEPARTMENT OF COMMERCE

20 2 551001 PROFESSIONAL SPORTS DEVELOPMENT TRUST FUND

G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	7,081,015.38
35600	DUE TO GENERAL REVENUE	
310322	SERVICE CHARGE TO GEN REV	97,596.00-
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	198,975.00
54999	ADJUST BEGINNING EQUITY	
000000	BALANCE BROUGHT FORWARD	198,975.00-
57400	RESTRICTED BY ENABLING LEGISLATION	
000000	BALANCE BROUGHT FORWARD	6,983,419.38-
94100	ENCUMBRANCES	
101485	CF G/A-FL SPORTS FOUNDATION	1,337,770.56
98100	BUDGETARY FND BAL RESERVED/ENCUMBRANCE	
101485	CF G/A-FL SPORTS FOUNDATION	1,337,770.56-
	*** FUND TOTAL	0.00

400000 DEPARTMENT OF COMMERCE

20 2 600005 REVOLVING TRUST FUND-W/F INVESTMT & ACCOUNTABILI

G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	2,838,781.28
12400	CASH IN STATE TREASURY UNVERIFIED	
001801	REIMBURSEMENTS	206,841.10
16400	DUE FROM FEDERAL GOVERNMENT	
000700	U S GRANTS	225.00
26100	LEASE RECEIVABLE - NON-CURRENT	
000000	BALANCE BROUGHT FORWARD	16,125,323.10
31100	ACCOUNTS PAYABLE	
040000	EXPENSES	5,607.50-
080903 22	REED ACT PROJECT-STATEWIDE	451.10-
080903 24	REED ACT PROJECT-STATEWIDE	1,830.53-
100778	G/A-CONTRACTED SERVICES	0.00
100778 CF	G/A-CONTRACTED SERVICES	40,529.83-
	** GL 31100 TOTAL	48,418.96-
32100	ACCRUED SALARIES AND WAGES	
030000	OTHER PERSONAL SERVICES	3,733.37-
35300	DUE TO OTHER DEPARTMENTS	
040000	EXPENSES	1,430.29-
100778	G/A-CONTRACTED SERVICES	0.00
100778 CF	G/A-CONTRACTED SERVICES	3.24-
	** GL 35300 TOTAL	1,433.53-
49200	DEFERRED INFLOWS - LEASE RECEIVABLE	
000000	BALANCE BROUGHT FORWARD	16,125,323.10-
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	17,559.13-
54999	ADJUST BEGINNING EQUITY	
000000	BALANCE BROUGHT FORWARD	17,559.13
57200	RESTRICTED BY FEDERAL GOVERNMENT	
000000	BALANCE BROUGHT FORWARD	2,992,261.52-
94100	ENCUMBRANCES	
080903 22	REED ACT PROJECT-STATEWIDE	325,000.00
080903 23	REED ACT PROJECT-STATEWIDE	399,509.88
080903 24	REED ACT PROJECT-STATEWIDE	236,810.23

400000 DEPARTMENT OF COMMERCE

20 2 600005 REVOLVING TRUST FUND-W/F INVESTMT & ACCOUNTABILI

G-L G-L ACCOUNT NAME

CAT			BEGINNING BALANCE
100778	CF	G/A-CONTRACTED SERVICES	84,653.13
		** GL 94100 TOTAL	1,045,973.24
98100		BUDGETARY FND BAL RESERVED/ENCUMBRANCE	
080903	22	REED ACT PROJECT-STATEWIDE	325,000.00-
080903	23	REED ACT PROJECT-STATEWIDE	399,509.88-
080903	24	REED ACT PROJECT-STATEWIDE	236,810.23-
100778	CF	G/A-CONTRACTED SERVICES	84,653.13-
		** GL 98100 TOTAL	1,045,973.24-
		*** FUND TOTAL	0.00

400000 DEPARTMENT OF COMMERCE		BEGINNING BALANCE
20 2 648001 SPECIAL EMPLOYMENT SECURITY TRUST FUND		
G-L	G-L ACCOUNT NAME	
CAT		BEGINNING BALANCE
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	4,805,091.80
14100	POOLED INVESTMENTS WITH STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	30,673,913.83
15300	INTEREST AND DIVIDENDS RECEIVABLE	
000500	INTEREST	91,865.17
16200	DUE FROM STATE FUNDS, WITHIN DEPART.	
001520	TRANSFERS - SUBJECT TO SERVICE CHARGE	1,525,734.45
16400	DUE FROM FEDERAL GOVERNMENT	
000700	U S GRANTS	109,281.53
31100	ACCOUNTS PAYABLE	
100567	G/A - SNAP	0.00
100567	CF G/A - SNAP	9,185.92-
100778	G/A-CONTRACTED SERVICES	8,347.50-
	** GL 31100 TOTAL	17,533.42-
32100	ACCRUED SALARIES AND WAGES	
010000	SALARIES AND BENEFITS	42,782.70-
010000	CF SALARIES AND BENEFITS	23.82-
	** GL 32100 TOTAL	42,806.52-
35300	DUE TO OTHER DEPARTMENTS	
000500	INTEREST	3,067.39-
35600	DUE TO GENERAL REVENUE	
310322	SERVICE CHARGE TO GEN REV	410,077.00-
38900	REVENUES RECEIVED IN ADVANCE - CURRENT	
000700	U S GRANTS	72,266.17-
54900	COMMITTED FUND BALANCE	
000000	BALANCE BROUGHT FORWARD	0.00
54999	ADJUST BEGINNING EQUITY	
000000	BALANCE BROUGHT FORWARD	0.00
57400	RESTRICTED BY ENABLING LEGISLATION	
000000	BALANCE BROUGHT FORWARD	36,660,136.28-

400000 DEPARTMENT OF COMMERCE

20 2 648001 SPECIAL EMPLOYMENT SECURITY TRUST FUND

G-L G-L ACCOUNT NAME

CAT

BEGINNING BALANCE

94100 ENCUMBRANCES

040000 CF EXPENSES

18,387.10

100825 CF CAREERSOURCE FLA OPERTNS

490,830.31

** GL 94100 TOTAL

509,217.41

98100 BUDGETARY FND BAL RESERVED/ENCUMBRANCE

040000 CF EXPENSES

18,387.10-

100825 CF CAREERSOURCE FLA OPERTNS

490,830.31-

** GL 98100 TOTAL

509,217.41-

*** FUND TOTAL

0.00

400000 DEPARTMENT OF COMMERCE

20 2 722001 TOURISM PROMOTION TF EOG

G-L	CAT	G-L ACCOUNT NAME	BEGINNING BALANCE
12100		UNRELEASED CASH IN STATE TREASURY	
000000		BALANCE BROUGHT FORWARD	3,689,468.62
14100		POOLED INVESTMENTS WITH STATE TREASURY	
000000		BALANCE BROUGHT FORWARD	1,877,980.44
15300		INTEREST AND DIVIDENDS RECEIVABLE	
000500		INTEREST	5,624.36
35300		DUE TO OTHER DEPARTMENTS	
000500		INTEREST	187.80-
35600		DUE TO GENERAL REVENUE	
310322		SERVICE CHARGE TO GEN REV	2,946.25-
54900		COMMITTED FUND BALANCE	
000000		BALANCE BROUGHT FORWARD	1,771.09-
54999		ADJUST BEGINNING EQUITY	
000000		BALANCE BROUGHT FORWARD	1,771.09
57400		RESTRICTED BY ENABLING LEGISLATION	
000000		BALANCE BROUGHT FORWARD	5,569,939.37-
		*** FUND TOTAL	0.00

400000 DEPARTMENT OF COMMERCE

50 2 765002 UNEMPLOYMT COMP BENEFIT TF-UNEMPLOYMT COMP

G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
11100	CASH ON HAND	
000500	INTEREST	30,187,131.35
311033	DISB UNEMPLOYMENT COMPENSATION BENEFITS	5,356.23
	** GL 11100 TOTAL	30,192,487.58
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	4,325,912,505.64
12400	CASH IN STATE TREASURY UNVERIFIED	
311033	DISB UNEMPLOYMENT COMPENSATION BENEFITS	2,376.32
16400	DUE FROM FEDERAL GOVERNMENT	
000700	U S GRANTS	0.00
002400	UNEMPLOYMENT COMPENSATION	44,883.00
	** GL 16400 TOTAL	44,883.00
35300	DUE TO OTHER DEPARTMENTS	
311033	DISB UNEMPLOYMENT COMPENSATION BENEFITS	44,883.00-
35400	DUE TO FEDERAL GOVERNMENT	
000700	U S GRANTS	0.00
38800	UNEARNED REVENUE - CURRENT	
000700	U S GRANTS	0.00
53500	RESTRICTED FOR UNEMPLOYMENT COMPENSATI	
000000	BALANCE BROUGHT FORWARD	4,204,043,070.41-
53900	NET ASSETS UNRESTRICTED	
000000	BALANCE BROUGHT FORWARD	152,064,299.13-
	*** FUND TOTAL	0.00

400000 DEPARTMENT OF COMMERCE

50 2 767002 UNEMPLOYMENT COMP CLEARING TF-UNEMPLOY COMP

G-L	G-L ACCOUNT NAME	BEGINNING BALANCE
CAT		
11100	CASH ON HAND	
000100	FEEs	127,850.41-
000300	TAXES	127,850.41
	** GL 11100 TOTAL	0.00
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	4,285,375.98
12400	CASH IN STATE TREASURY UNVERIFIED	
000300	TAXES	36,671.42
15100	ACCOUNTS RECEIVABLE	
000300	TAXES	3,005,156.83
16200	DUE FROM STATE FUNDS, WITHIN DEPART.	
000300	TAXES	4,925.85
16300	DUE FROM OTHER DEPARTMENTS	
000300	TAXES	353,242.04
16500	DUE FROM OTHER GOVERNMENTAL UNITS	
000300	TAXES	991,527.74
16700	DUE FROM COMPONENT UNIT/PRIMARY	
000300	TAXES	125,162.16
35200	DUE TO STATE FUNDS, WITHIN DEPARTMENT	
181295	TR TO FUNDS UNEMPLOY COMP TAXES, PENALT/INT	1,430,196.82-
35300	DUE TO OTHER DEPARTMENTS	
220020	REFUND STATE REVENUES	51,287.06-
53500	RESTRICTED FOR UNEMPLOYMENT COMPENSATI	
000000	BALANCE BROUGHT FORWARD	159,384,877.27-
53900	NET ASSETS UNRESTRICTED	
000000	BALANCE BROUGHT FORWARD	152,064,299.13
	*** FUND TOTAL	0.00

400000	DEPARTMENT OF COMMERCE		
55 2 250001	LOCAL GOVERNMENT HOUSING TRUST FUND DCA		
G-L	G-L ACCOUNT NAME		
CAT		BEGINNING BALANCE	
12100	UNRELEASED CASH IN STATE TREASURY		
000000	BALANCE BROUGHT FORWARD		0.00
35700	DUE TO COMPONENT UNIT/PRIMARY		
000000	BALANCE BROUGHT FORWARD		9,000,000.00-
105035	G/A-HFC-AFFORD HSNG PRGM		9,000,000.00
	** GL 35700 TOTAL		0.00
53900	NET ASSETS UNRESTRICTED		
000000	BALANCE BROUGHT FORWARD		0.00
	*** FUND TOTAL		0.00

400000 DEPARTMENT OF COMMERCE		BEGINNING BALANCE
55 2 255093	STATE HOUSING TF-HOUSING FINANCE CORP. DCA	
G-L	G-L ACCOUNT NAME	
CAT		
12100	UNRELEASED CASH IN STATE TREASURY	
000000	BALANCE BROUGHT FORWARD	0.00
35700	DUE TO COMPONENT UNIT/PRIMARY	
000000	BALANCE BROUGHT FORWARD	726,687.42-
105035	G/A-HFC-AFFORD HSNG PRGM	726,687.42
	** GL 35700 TOTAL	0.00
53900	NET ASSETS UNRESTRICTED	
000000	BALANCE BROUGHT FORWARD	0.00
	*** FUND TOTAL	0.00



State of Florida
Department of Commerce

Schedule I – Department Level

Fiscal Year
2025-2026

		COL A01	COL A02	COL A03	COL A04
		ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
		EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE		40000000			
FUND: EMPLOYMENT SECURITY ADM TF 2195					
UNRESERVED FUND BALANCE - JULY 1	(A)	5,084,080			
ADD: REVENUES (FROM SECTION I)	(B)	410,739,850	356,238,820	411,130,588	
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	415,823,930	356,238,820	411,130,588	
LESS: OPERATING EXPENDITURES	(D)	351,962,508	372,792,536	386,193,957	
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	18,088,490	19,497,697	19,936,631	
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)				
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	45,772,932	36,051,413-	5,000,000	
NET ADJUSTMENTS (FROM SECTION III)	(H)	45,772,932-	36,051,413		
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)			5,000,000	
DISCREPANCIES:					
SCHEDULE IB TOTAL IS NOT EQUAL TO LINE I.....A03					
FUND: SPEC EMPLOYMNT SECU ADM TF 2648					
UNRESERVED FUND BALANCE - JULY 1	(A)	28,458,457	36,205,117	29,825,601	
ADD: REVENUES (FROM SECTION I)	(B)	19,729,958	18,525,429	14,111,216	
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	48,188,415	54,730,546	43,936,817	
LESS: OPERATING EXPENDITURES	(D)	7,120,389	7,277,088	12,290,566	5,645,900
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	4,741,122	17,688,700	4,827,326	
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)				
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	36,326,904	29,764,758	26,818,925	
NET ADJUSTMENTS (FROM SECTION III)	(H)	121,787-	60,843		
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)	36,205,117	29,825,601	26,818,925	
DISCREPANCIES:					
SCHEDULE IB TOTAL IS NOT EQUAL TO LINE I.....A03					

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: ADMINISTRATIVE TRUST FUND										2021			
SECTION I: DETAIL OF REVENUES													
REVENUE	CAP	SVC	AUTH	MATCHING %			CFDA						
CODE		CHG%	ST	I/C	LOC	I/C	NO.						
AA TRANSFER FROM 2041/40400100													
001500	NO	0.0	215	0.00	0.00			339,126		339,126			
AE TRANSFER FROM 2261/40300200													
001500	NO	0.0	215	0.00	0.00			9,863,652		9,600,126			
AE WIOA DISLOCATED WORKER FORMULA GRANTS													
000700	NO	0.0	215	0.00	0.00	17.278	3						
AF FROM TO 2041 40400100													
001500	NO	0.0	215	0.00	0.00			1,372,961	1,293,674	1,293,674			
AF TRANSFER FROM 2338/40400100													
001500	NO	0.0	215	0.00	0.00			35,012		35,012			
AG TRANSFER FROM 2339/40300200													
001500	NO	0.0	215	0.00	0.00			150,000		150,000			
AG UNEMPLOYMENT INSURANCE													
000700	NO	0.0	215	0.00	0.00	17.225	723,948						
AH FROM 2195 40200100 TO 2021 40100100													
001500	NO	0.0	215	0.00	0.00			5,362,409		5,737,396			
AH TRANSFER FROM 2401/40200100													
001500	NO	0.0	215	0.00	0.00			322,994		322,994			
AK TRANSFER FROM 2648/40200100													
001500	NO	0.0	215	0.00	0.00			8,741	688,700	688,700			
AK WAGNER-PEYSER													
000700	NO	0.0	215	0.00	0.00	17.207	1,119						
AL FROM 2722 40400100 TO 2021 40100100													
001500	NO	0.0	215	0.00	0.00			145,434					
AL TRANSFER FROM 2722/40400100													
001500	NO	0.0	215	0.00	0.00			252,787		252,787			
AP FROM 2195 40200100 TO 2021 40100200													
001500	NO	0.0	443	0.00	0.00			4,700,000					
EM WAP FOR LOW-INCOME PERSONS													
000700	NO	0.0	215	0.00	0.00	81.042	6,474						
FM FROM 2338 40400100													
001500	NO	0.0	215	0.00	0.00			22,039					
F5 REFUNDS													
001800	NO	0.0	443	0.00	0.00			5,711					
GL FROM 2261 40300200													
001500	NO	0.0	215	0.00	0.00			4,628,288					
GM TRANSFER FROM GR													
001500	NO	0.0	215	0.00	0.00			720,135					
G3 FROM DCF 2261													
001500	NO	0.0	20.50	0.00	0.00			95,694					
G4 FROM DCF 2401													
001500	NO	0.0	20.50	0.00	0.00			64,431					

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: ADMINISTRATIVE TRUST FUND										2021			
SECTION I: DETAIL OF REVENUES													
REVENUE	CAP	SVC	AUTH	MATCHING %			CFDA						
CODE		CHG%	ST	I/C	LOC	I/C	NO.						
HL CDBG/STATE'S PROGRAM	IN HAWAII												
000700	NO	0.0	215	0.00	0.00		14.228	154,695					
K5 UNEMPLOYMENT INSURANCE													
000700	NO	0.0	215	0.00	0.00		17.225	4,098,541	6,215,230	9,742,030			
K5 TRADE ADJUSTMENT ASSISTANCE													
000700	NO	0.0	215	0.00	0.00		17.245	2,073					
LG UNEMPLOYMENT INSURANCE													
000700	NO	0.0	215	0.00	0.00		17.225	260,219					
LG EMPLOYMENT SERVICE/WP FUNDED													
000700	NO	0.0	215	0.00	0.00		17.207	9,429					
LG WIOA YOUTH ACTIVITIES													
000700	NO	0.0	215	0.00	0.00		17.259	677					
LH WAGNER-PEYSER FUNDED ACTIVITIES													
000700	NO	0.0	215	0.00	0.00		17.207	614					
LH LABOR FORCE STATISTICS													
000700	NO	0.0	215	0.00	0.00		17.002	58,117					
L4 REFUNDS													
001800	NO	0.0	215	0.00	0.00			31					
L4 REFUNDS													
001800	NO	0.0	215	0.00	0.00			3,020					
L4 FROM 2648 40300200 TO 2021 40200600													
001500	NO	0.0	215	0.00	0.00			11,354					
MD FROM 2195 40200200 TO 2021 40100100													
001500	NO	0.0	215	0.00	0.00			383,570					
ME FROM 2401 40200100													
001500	NO	0.0	215	0.00	0.00			322,994					
MF FROM 2339 40300200													
001500	NO	0.0	215	0.00	0.00			61,988					
MG FROM 2600 40100200													
001500	NO	0.0	215	0.00	0.00			253,775					
MG LOW-INCOME HOME ENERGY ASSISTANCE													
000700	NO	0.0	215	0.00	0.00	93.568		15,906					
MH FROM 2648 40200100													
001500	NO	0.0	215	0.00	0.00			323,624					
M6 WAP LOW-INCOME PERSONS													
000700	NO	0.0	215	0.00	0.00	81.042		1,423					
M6 TEMPORARY LABOR CERT FOR FOREIGN WORKERS													
000700	NO	0.0	215	0.00	0.00	17.273		9,190					
NL ECONOMIC ADJUSTMENT ASSISTANCE													
000700	NO	0.0	215	0.00	0.00	11.307		189					
N0 LOW INCOME HOUSEHOLD WATER ASSIST PROG.													
000700	NO	0.0	215	0.00	0.00	93.499		189					

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: ADMINISTRATIVE TRUST FUND										2021			
SECTION I: DETAIL OF REVENUES													
REVENUE	CAP	SVC	AUTH	MATCHING %			CFDA						
CODE	CHG%		ST	I/C	LOC	I/C	NO.						
N0 WIOA DISLOCATED/ WIA EMERGENCY GRANTS			215	0.00	0.00		17.277	800					
000700 NO 0.0													
N3 WIOA DISLOCATED WORKER FORMULA GRANTS			215	0.00	0.00		17.278	2,923					
000700 NO 0.0													
N3 LOW-INCOME HOME ENERGY ASSISTANCE			215	0.00	0.00		93.568	6,146					
000700 NO 0.0													
N4 WIOA YOUTH ACTIVITIES			215	0.00	0.00		17.259	40,438					
000700 NO 0.0													
Q3 COMMUNITY SERVICES BLOCK GRANT			215	0.00	0.00		93.569	8,535					
000700 NO 0.0													
Y1 FROM 2195 40200200 TO 2021 40100300			255.249	0.00	0.00			12,616,430	14,113,092	14,199,235			
001500 NO 0.0													
ZZ ANTICIPATED REVENUE			215	0.00	0.00			242,693					
001500 NO 0.0													
3N COMMUNITY SERVICES BLOCK GRANT			215	0.00	0.00		93.569	9,506					
000700 NO 0.0													
3N JOBS FOR VETERANS STATE GRANTS			215	0.00	0.00		17.801	12,296					
000700 NO 0.0													
4N WORK OPPORTUNITY TAX CREDIT PROGRAM (WOTC)			215	0.00	0.00		17.271	69,792					
000700 NO 0.0													
4N JOBS FOR VETERANS STATE GRANTS			215	0.00	0.00		17.801	103					
000700 NO 0.0													
5K WIOA YOUTH ACTIVITIES			215	0.00	0.00		17.259	36,711					
000700 NO 0.0													
5K TRADE ADJUSTMENT ASSISTANCE			215	0.00	0.00		17.245	4,756					
000700 NO 0.0													
TOTAL TO LINE B IN SECTION IV										31,517,725	38,636,676	42,361,080	

SECTION II: DETAIL OF NONOPERATING EXPENDITURES

OBJECT	TRANSFER	CFDA		
CODE	TO BE	NO.		
AC ANTICIPATED TRANS BTW BE'S W/I FUND	810000 40100100		639,353	
A0 TR/GENERAL REVENUE-SWCAP	810000		1,868,429	
A2 FROM 2021 40100200 TO 2041 40300200	810000 40300200		4,490	
A3 FROM 2021 40100200 TO 2041 40400100	810000 40400100		66,363	
A4 FROM 2021 40100200 TO 2195 40200100	810000 40200100		428,898	
A5 FROM 2021 40100200 TO 2195 40200200	810000 40200200		1,410,375	
A6 FROM 2021 40100200 TO 2195 40200700	810000 40200700		13,266	

	COL A01 ACT PR YR EXP 2023-24	COL A02 CURR YR EST EXP 2024-25	COL A03 AGY REQUEST FY 2025-26	COL A04 AGY REQ N/R FY 2025-26
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COMMERCE 40000000

FUND: ADMINISTRATIVE TRUST FUND 2021

SECTION II: DETAIL OF NONOPERATING EXPENDITURES

	OBJECT CODE	TRANSFER TO BE	CFDA NO.	
A7 FROM 2021 40100200 TO 2261 40300200	810000	40300200		626,121
B0 FROM 2021 40100200 TO 2339 40300200	810000	40300200		19,575
B1 FROM 2021 40100200 TO 2401 40200100	810000	40200100		4,999
B2 FROM 2021 40100200 TO 2600 40100200	810000	40100200		109,788
B4 FROM 2021 40100200 TO 2648 40300200	810000	40300200		30,150
B5 FROM 2021 40100200 TO 2722 40300200	810000	40300200		50
B6 FROM 2021 40100200 TO 2722 40400100	810000	40400100		2,263
R2 BE TRANSFER IN 40100200	810000	40200100		161,448
R2 BE TRANSFER IN 40100200	810000	40200100		800,800-
TOTAL TO LINE E IN SECTION IV				4,584,768

SECTION III: ADJUSTMENTS

	OBJECT CODE		
B5 PY SEPTEMBER OPERATING REVERSIONS	991000	170,431	
B5 PY SEPTEMBER OPERATING REVERSIONS	991000	39,105	
B5 PY SEPTEMBER OPERATING REVERSIONS	991000	61,242	
B6 CY SEPTEMBER OPERATING REVERSIONS	991000		168,389
B6 CY SEPTEMBER OPERATING REVERSIONS	991000		10,525
B6 CY SEPTEMBER OPERATING REVERSIONS	991000		341,878
B9 PY AP NOT CF OPERATING ADJUSTMENT	991000	2,135	
B9 PY OPERATING NOT CF ADJUSTMENT	991000	116,774	
B9 PY AP NOT CF OPERATING ADJUSTMENT	991000	59,330	
C2 PY OPERATING CF PART B ENCUMBRANCES	991000	274,707-	
C2 PY OPERATING CF PART B ENCUMBRANCES	991000	15,198-	
C2 PY OPERATING CF TYPE B ENCUMBRANCES	991000	12,917-	
D1 ADJUSTMENT # B4000041	991000	4,440	
F1 ROUNDING	991000	2-	
F1 ROUNDING	991000	3	
F1 ROUNDING	991000	1	
F1 ROUNDING	991000	3	
TOTAL TO LINE H IN SECTION IV		150,640	520,792

	COL A01	COL A02	COL A03	COL A04
	ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
	EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE				
	40000000			
FUND: ADMINISTRATIVE TRUST FUND	2021			
SECTION IV: SUMMARY				
UNRESERVED FUND BALANCE - JULY 1	(A)	1,156,577		
ADD: REVENUES (FROM SECTION I)	(B)	31,517,725	38,636,676	42,361,080
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	32,674,302	38,636,676	42,361,080
LESS: OPERATING EXPENDITURES	(D)	28,240,174	39,157,468	42,361,080
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	4,584,768		635,000
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)			
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	150,640-	520,792-	
NET ADJUSTMENTS (FROM SECTION III)	(H)	150,640	520,792	
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)			
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:		1,156,578		

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: SEED TRUST FUND										2041			
SECTION I: DETAIL OF REVENUES													
REVENUE	CAP	SVC	AUTH	MATCHING %			CFDA						
CODE		CHG%	ST	I/C	LOC	I/C	NO.						
BC INTEREST													
000500	NO	8.0	215	0.00	0.00		1,759,510	1,500,000	1,500,000				
I9 DOC STAMPS TRANFER FROM DOR/2166													
001600	NO	0.0	288.1201	0.00	0.00			3,064,125	4,000,000				
L1 DISASTER UNEMPLOYMENT ASSISTANCE													
000700	NO	8.0	215	0.00	0.00	97.034	8						
L3 FROM 2021 40100200 TO 2041 40400100													
001500	NO	8.0	215	0.00	0.00		66,363						
L4 REFUNDS													
001800	NO	8.0	215	0.00	0.00		1,487,445						
L5 FROM DOR 2166 73410000 TO 2041 40400100													
001500	NO	8.0	215	0.00	0.00		75,000,000	62,489,340	60,049,509				
L6 ECONOMIC ADJUSTMENT ASSISTANCE													
000700	NO	8.0	215	0.00	0.00	11.307	12,073						
L7 ECONOMIC ADJUSTMENT ASSIST FOR ST GOVMTS													
000700	NO	8.0	215	0.00	0.00	12.617	92						
L8 CDBGs/STATE'S PROGRAM GRANTS IN HAWAII													
000700	NO	8.0	215	0.00	0.00	14.228	636						
L9 UNEMPLOYMENT INSURANCE													
000700	NO	8.0	215	0.00	0.00	17.225	3,119						
M2 REFUNDS													
001800	NO	8.0	215	0.00	0.00		4,744						
M3 STATE DIGITAL EQUITY PLANNING GRANTS													
000700	NO	8.0	215	0.00	0.00	11.032	291						
M4 BROADBAND EQUITY, ACCESS, AND DEPLOYMENT													
000700	NO	8.0	215	0.00	0.00	11.035	227						
M6 CDBG/STATE'S PROGRAM IN HAWAII													
000700	NO	8.0	215	0.00	0.00	14.228	22,360						
M7 CORONAVIRUS CAPITAL PROJECTS FUND													
000700	NO	8.0	215	0.00	0.00	21.029	40						
M8 WAP FOR LOW-INCOME PERSONS													
000700	NO	8.0	215	0.00	0.00	81.042	25						
M9 LOW INCOME HOUSEHOLD WATER ASSISTANCE PROGRAM													
000700	NO	8.0	215	0.00	0.00	93.499	304						
N2 COMMUNITY SERVICES BLOCK GRANT													
000700	NO	8.0	215	0.00	0.00	93.569	230						
N3 FROM 2021 40100200 TO 2041 40300200													
001500	NO	8.0	215	0.00	0.00		3,898						
N4 FROM 2041 40400100 TO 2041 40300200													
001500	NO	8.0	215	0.00	0.00		83,042						
P3 FROM DOR 2166 73410000													
001600	NO	0.0	288.1201	0.00	0.00			9,446,535	10,950,491				

							COL A01	COL A02	COL A03	COL A04
							ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
							EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE	40000000									
FUND: SEED TRUST FUND	2041									
SECTION I: DETAIL OF REVENUES										
	REVENUE	CAP	SVC	AUTH	MATCHING %		CFDA			
	CODE		CHG%	ST	I/C	LOC	I/C	NO.		
ZZ INTEREST	000500	NO	8.0	20.50	0.00	0.00		213,638		
TOTAL TO LINE B IN SECTION IV							78,658,045	76,500,000	76,500,000	

SECTION II: DETAIL OF NONOPERATING EXPENDITURES										
	OBJECT	TRANSFER	CFDA							
	CODE	TO	BE	NO.						
s2 BE TRANSFER OUT 40300100	810000	40300100			1,372,133					
s3 BE TRANSFER OUT 40200600	810000	40200600			50,630,498					
B7 SERVICE CHARGES	880800				180,988	120,000	120,000			
B9 FROM 2041 40400100 TO 2021 40100100	810000	40100100			1,372,961	1,293,674	1,293,674			
C1 FROM 2041 40400100 TO 2041 40300200	810000	40300200			83,042					
C2 FROM 2041 40400100 TO 2195 40200100	810000	40200100			3,541					
C3 FROM 2041 40400100 TO 2195 40200200	810000	40200200			6					
C4 FROM 2041 40400100 TO 2261 40300200	810000	40200200			790,450					
F7 FROM 2041 40400100 TO 2021 40100200	810000	40100200				399,126	399,126			
L3 5% REQUIRED RESERVE	999000						3,734,360			
S1 ANTICIPATED TRANS BTW BE'S W/I FUND	810000	40400100			63,498,343-					
T4 ANTICIPATED TRANS BTW BE'S W/I FUND	810000	40200100			6,414,014					
T6 ANTICIPATED TRANS BTW BE'S W/I FUND	810000	40300200			63,498,343					
T6 BE TRANSFER IN 40400100	810000	40400100			6,414,014-					
T7 BE TRANSFER IN 40400100	810000	40400100			1,373,133-					
T8 BE TRANSFER IN 40400100	810000	40400100			50,630,498-					
TOTAL TO LINE E IN SECTION IV							2,429,988	1,812,800	5,547,160	

SECTION III: ADJUSTMENTS										
	OBJECT									
	CODE									
AD TR10S TO RECORD SPIA ACTIVITY	991000	4,663,207								
AD ADJUSTMENT TO FUND BAL FOR PY ACCRUALS	991000	45,491-								
B1 PRIOR YEAR FCO BE 40400100	991000	6,315,438-								
B1 PRIOR YEAR FCO BE 40300200	991000	15,441,553-								
B3 CONTINUING APPROPRIATIONS CAT 134002	991000	1,331,382-								
B5 PY SEPTEMBER OPERATING REVERSIONS	991000	107,564								

	COL A01 ACT PR YR EXP 2023-24	COL A02 CURR YR EST EXP 2024-25	COL A03 AGY REQUEST FY 2025-26	COL A04 AGY REQ N/R FY 2025-26
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COMMERCE 40000000

FUND: SEED TRUST FUND 2041

SECTION III: ADJUSTMENTS

	OBJECT CODE			
B5 PY SEPTEMBER OPERATING REVERSIONS	991000	406,844		
B6 CY SEPTEMBER OPERATING REVERSIONS	991000		357,833	
B6 CY SEPTEMBER OPERATING REVERSIONS	991000		1,489,829	
B6 SEPTEMBER OPERATING REVERSIONS CY	991000		935,875	
C2 PY OPERATING CF PART B ENCUMBRANCES	991000	310,911-		
C2 PY OPERATING CF PART B ENCUMBRANCES	991000	4,002,922-		
TOTAL TO LINE H IN SECTION IV		22,270,082-	2,783,537	

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1	(A)	34,130,017	17,770,036	15,965,337	
ADD: REVENUES (FROM SECTION I)	(B)	78,658,045	76,500,000	76,500,000	
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	112,788,062	94,270,036	92,465,337	
LESS: OPERATING EXPENDITURES	(D)	63,317,956	74,275,436	71,494,163	6,250,000
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	2,429,988	1,812,800	5,547,160	
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)	7,000,000	5,000,000	12,000,000	5,000,000
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	40,040,118	13,181,800	3,424,014	
NET ADJUSTMENTS (FROM SECTION III)	(H)	22,270,082-	2,783,537		
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)	17,770,036	15,965,337	3,424,014	
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:		34,130,016			

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE			
	STATE(S)	RESTRICTED(R)		
	NONSTATE(N)	UNRESTRICTED(U)		
D1 DOCUMENTARY STAMPS	S	U	17,770,036	15,965,337 3,424,014
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			17,770,036	15,965,337 3,424,014

							COL A01	COL A02	COL A03	COL A04	
							ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R	
							EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26	
COMMERCE							40000000				
FUND: TRIUMPH GULF COAST TF							2043				
SECTION I: DETAIL OF REVENUES											
REVENUE	CAP	SVC	AUTH	MATCHING %		CFDA					
CODE		CHG%	ST	I/C	LOC	I/C	NO.				
N5 REFUNDS											
	001800	NO	0.0	288	0.00	0.00	80,682,757	80,000,000	80,000,000		
ZZ INTEREST											
	000500	NO	0.0	215	0.00	0.00	2,000,000				
TOTAL TO LINE B IN SECTION IV							82,682,757	80,000,000	80,000,000		
SECTION II: DETAIL OF NONOPERATING EXPENDITURES											
			OBJECT	TRANSFER	CFDA						
			CODE	TO BE	NO.						
C5 TR/TRIUMPH GULF COAST, INC			810192				80,000,000	80,000,000	80,000,000		
TOTAL TO LINE E IN SECTION IV							80,000,000	80,000,000	80,000,000		
SECTION III: ADJUSTMENTS											
			OBJECT								
			CODE								
ZZ ROUNDING			991000				1				
TOTAL TO LINE H IN SECTION IV							1				
SECTION IV: SUMMARY											
UNRESERVED FUND BALANCE - JULY 1			(A)				32,034,057	32,716,815	32,716,815		
ADD: REVENUES (FROM SECTION I)			(B)				82,682,757	80,000,000	80,000,000		
TOTAL FUNDS AVAILABLE (LINE A + LINE B)			(C)				114,716,814	112,716,815	112,716,815		
LESS: OPERATING EXPENDITURES			(D)				2,000,000				
LESS: NONOPERATING EXPENDITURES (SECTION II)			(E)				80,000,000	80,000,000	80,000,000		
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)			(F)								
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ			(G)				32,716,814	32,716,815	32,716,815		
NET ADJUSTMENTS (FROM SECTION III)			(H)				1				
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			(I)				32,716,815	32,716,815	32,716,815		
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:							32,034,057				

		COL A01	COL A02	COL A03	COL A04
		ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
		EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE	40000000				
FUND: TRIUMPH GULF COAST TF	2043				

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE				
	STATE(S)	RESTRICTED(R)			
	NONSTATE(N)	UNRESTRICTED(U)			
D6 TRIUMPH GULF COAST TF INTEREST	S	U	32,716,815	32,716,815	32,716,815
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			32,716,815	32,716,815	32,716,815

							COL A01	COL A02	COL A03	COL A04	
							ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R	
							EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26	
COMMERCE							40000000				
FUND: ECONOMIC DEVELOPMENT TF							2177				
SECTION I: DETAIL OF REVENUES											
REVENUE	CAP	SVC	AUTH	MATCHING %		CFDA					
CODE		CHG%	ST	I/C	LOC	I/C	NO.				
ad LOCAL GOVERNMENT MATCHING FUNDS											
000810	NO	8.0	288.106	0.00	0.00			7,750,000	2,500,000		
N6 REFUND											
001800	NO	0.0	288.106	0.00	0.00		2,484,310				
N7 TRANSFER FROM GR CATEGORY 108370											
001500	NO	0.0	288.106	0.00	0.00		88,100,000				
TOTAL TO LINE B IN SECTION IV							90,584,310	7,750,000	2,500,000		
SECTION II: DETAIL OF NONOPERATING EXPENDITURES											
			OBJECT	TRANSFER	CFDA						
			CODE	TO	BE	NO.					
L3 5% REQUIRED RESERVE			999000					125,000			
TOTAL TO LINE E IN SECTION IV									125,000		
SECTION III: ADJUSTMENTS											
			OBJECT								
			CODE								
B1 PY SEPTEMBER PART B ENCUMBRANCES			991000				1,433,874-				
B5 PY SEPTEMBER OPERATING REVERSIONS			991000				272,945				
C5 LONG TERM RECEIVABLE			991000				3,981-				
TOTAL TO LINE H IN SECTION IV							1,164,910-				
SECTION IV: SUMMARY											
UNRESERVED FUND BALANCE - JULY 1			(A)	6,944,730	47,010,765	46,590,765					
ADD: REVENUES (FROM SECTION I)			(B)	90,584,310	7,750,000	2,500,000					
TOTAL FUNDS AVAILABLE (LINE A + LINE B)			(C)	97,529,040	54,760,765	49,090,765					
LESS: OPERATING EXPENDITURES			(D)	49,353,365	8,170,000	2,920,000		2,500,000			
LESS: NONOPERATING EXPENDITURES (SECTION II)			(E)			125,000					
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)			(F)								
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ			(G)	48,175,675	46,590,765	46,045,765					
NET ADJUSTMENTS (FROM SECTION III)			(H)	1,164,910-							

	COL A01	COL A02	COL A03	COL A04
	ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
	EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE				
	40000000			
FUND: ECONOMIC DEVELOPMENT TF	2177			
SECTION IV: SUMMARY				
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)	47,010,765	46,590,765	46,045,765
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:		6,944,729		

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE				
	STATE(S)	RESTRICTED(R)			
	NONSTATE(N)	UNRESTRICTED(U)			
E1 RURAL COMMUNITY DEVELOPMENT 288.065(2)C	S	R	4,355,615	3,935,615	3,515,615
E3 LOCAL FINANCIAL SUPPORT 288.095(2)	S	R	1,815,661	1,815,661	1,690,661
ZZ LOCAL GOVERNMENT EMERGENCY BRIDGE LOAN	S	R	40,839,489	40,839,489	40,839,489
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			47,010,765	46,590,765	46,045,765

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: EMPLOYMENT SECURITY ADM TF										2195			
SECTION I: DETAIL OF REVENUES													
REVENUE	CAP	SVC	AUTH	MATCHING %			CFDA						
CODE		CHG%	ST	I/C	LOC	I/C	NO.						
AC FROM 2401 40200100 TO 2195 40200100													
001500 NO 0.0			215	0.00	0.00			61,265					
D0 ANTICIPATED GRANT REV													
001500 NO 0.0			215	0.00	0.00			53,345,760					
F6 ANTICIPATED REVENUE UC													
000700 NO 0.0			443	0.00	0.00	17.225		8,124,858					
N8 REFUND													
001800 NO 0.0			215	0.00	0.00			6,931					
N9 STATE ADM MATCHING GRANTS FOR THE SNAP													
000700 NO 0.0			215	0.00	0.00	10.561		51,122					
O1 CDBG/STATE'S PROGRAM AND GRANTS IN HAWAII													
000700 NO 0.0			215	0.00	0.00	14.228		69,821					
O2 LABOR FORCE STATISTICS													
000700 NO 0.0			215	0.00	0.00	17.002		2,275,290	2,331,609	2,331,609			
O3 EMPLOYMENT SERVICE/WPEYSER ACTIVITIES													
000700 NO 0.0			215	0.00	0.00	17.207		38,319,128	40,811,968	43,239,739			
O4 UNEMPLOYMENT INSURANCE													
000700 NO 0.0			215	0.00	0.00	17.225		11,237,340	15,522,297	14,690,000			
O5 TRADE ADJUSTMENT ASSISTANCE													
000700 NO 0.0			215	0.00	0.00	17.245		1,012,046					
O6 WIOA ADULT PROGRAM													
000700 NO 0.0			215	0.00	0.00	17.258		38,855,167	45,802,092	61,200,102			
O7 WIOA YOUTH ACTIVITIES													
000700 NO 0.0			215	0.00	0.00	17.259		53,843,605	50,122,862	60,302,630			
O8 WORK OPPORTUNITY TAX CREDIT PROGRAM (WOTC)													
000700 NO 0.0			215	0.00	0.00	17.271		869,067	962,997	962,997			
O9 TEMP LABOR CERTIFICATION FOR FOREIGN WORKERS													
000700 NO 0.0			215	0.00	0.00	17.273		782,824	804,527	804,527			
P1 WIOA DISLOCATED / WIA NATIONAL EMERGENCY													
000700 NO 0.0			215	0.00	0.00	17.277		19,430,094	19,431,002	19,431,002			
P2 WIOA DISLOCATED WORKER FORMULA GRANTS													
000700 NO 0.0			215	0.00	0.00	17.278		42,817,414	42,856,524	59,372,677			
P3 JOBS FOR VETERANS STATE GRANTS													
000700 NO 0.0			215	0.00	0.00	17.801		12,942,466	13,097,491	13,907,390			
P4 JOBS FOR VETERANS STATE GRANTS													
000700 NO 0.0			215	0.00	0.00	17.804		110,338					
P5 WEATHERIZATION ASST FOR LOW-INCOME PERSONS													
000700 NO 0.0			215	0.00	0.00	81.042		115,819					
P6 LOW INCOME HOUSEHOLD WATER ASSISTANCE PROGRAM													
000700 NO 0.0			215	0.00	0.00	93.499		1,503					
P7 TEMPORARY ASSISTANCE FOR NEEDY FAMILIES													
000700 NO 0.0			215	0.00	0.00	93.558		52					

								COL A01	COL A02	COL A03	COL A04	
								ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R	
								EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26	
COMMERCE								40000000				
FUND: EMPLOYMENT SECURITY ADM TF								2195				
SECTION I: DETAIL OF REVENUES												
REVENUE	CAP	SVC	AUTH	MATCHING %		CFDA						
CODE	CHG%		ST	I/C	LOC	I/C	NO.					
P8 93.568 - LOW-INCOME HOME ENERGY ASSISTANCE												
000700 NO	0.0		215	0.00	0.00	93.568	8,186					
P9 COMMUNITY SERVICES BLOCK GRANT												
000700 NO	0.0		215	0.00	0.00	93.569	6,663					
Q1 DISASTER UNEMPLOYMENT ASSISTANCE												
000700 NO	0.0		215	0.00	0.00	97.034	349					
Q3 FROM 2021 40100200 TO 2195 40200100												
001500 NO	0.0		215	0.00	0.00		428,899					
Q5 FROM 2041 40400100 TO 2195 40200100												
001500 NO	0.0		215	0.00	0.00		3,541					
Q7 FROM 2261 40300200 TO 2195 40200100												
001500 NO	0.0		215	0.00	0.00		902,792					
Q8 FROM DOE 2261												
001500 NO	0.0		215	0.00	0.00		989,659					
Q9 FROM DCF 2261 60910708 TO 2195 40200100												
001500 NO	0.0		215	0.00	0.00		8,575,335	5,893,908	5,893,908			
R4 FROM DCF 2401 60910708 TO 2195 40200100												
001500 NO	0.0		215	0.00	0.00		5,847,312					
R5 FROM 2600 40100200 TO 2195 40200100												
001500 NO	0.0		215	0.00	0.00		219,432					
R6 FROM 2648 40200100 TO 2195 40200100												
001500 NO	0.0		215	0.00	0.00		640,961					
R9 REFUND												
001800 NO	0.0		215	0.00	0.00		375,530					
S1 BROADBAND EQUITY, ACCESS, AND DEPLOYMENT												
000700 NO	0.0		215	0.00	0.00	11.035	2					
S2 CDBG/STATE'S PROGRAM GRANTS IN HAWAII												
000700 NO	0.0		215	0.00	0.00	14.228	63,908					
S3 LABOR FORCE STATISTICS												
000700 NO	0.0		215	0.00	0.00	17.002	13,432					
S4 EMPLOYMENT SERVICE/WPEYSER FUNDED ACTIVITIES												
000700 NO	0.0		215	0.00	0.00	17.207	4,167					
S5 UNEMPLOYMENT INSURANCE												
000700 NO	0.0		215	0.00	0.00	17.225	83,574,480	104,163,343	112,563,377			
S6 TRADE ADJUSTMENT ASSISTANCE												
000700 NO	0.0		215	0.00	0.00	17.245	849					
S7 WIOA YOUTH ACTIVITIES												
000700 NO	0.0		215	0.00	0.00	17.259	466,651					
S8 WORK OPPORTUNITY TAX CREDIT PROGRAM (WOTC)												
000700 NO	0.0		215	0.00	0.00	17.271	1,794					
S9 TEMPORARY LABOR CERT FOR FOREIGN WORKERS												
000700 NO	0.0		215	0.00	0.00	17.273	1,018					

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE													
40000000													
FUND: EMPLOYMENT SECURITY ADM TF 2195													
SECTION I: DETAIL OF REVENUES													
REVENUE	CAP	SVC	AUTH	MATCHING %			CFDA						
CODE	CHG%		ST	I/C	LOC	I/C	NO.						
T0 WIOA DISLOCATED/ WIA NATIONAL EMERG GRANTS													
000700 NO 0.0			215	0.00	0.00		17.277	200					
T1 WIOA DISLOCATED WORKER FORMULA GRANTS													
000700 NO 0.0			215	0.00	0.00		17.278	585					
T2 JOBS FOR VETERANS STATE GRANTS													
000700 NO 0.0			215	0.00	0.00		17.801	2,672					
T3 CORONAVIRUS CAPITAL PROJECTS FUND													
000700 NO 0.0			215	0.00	0.00		21.029	77					
T4 COMMUNITY SERVICES BLOCK GRANT													
000700 NO 0.0			215	0.00	0.00		93.569	3,300					
T5 DISASTER UNEMPLOYMENT ASSISTANCE													
000700 NO 0.0			215	0.00	0.00		97.034	152,766					
T6 LOST WAGES ASSISTANCE													
000700 NO 0.0			215	0.00	0.00		97.050	1,200					
T8 FROM 2021 40100200 TO 2195 40200200													
001500 NO 0.0			215	0.00	0.00			1,410,375					
T9 FROM 2041 40400100 TO 2195 40200200													
001500 NO 0.0			215	0.00	0.00			6					
U0 FROM 2195 40200100 TO 2195 40200200													
001500 NO 0.0			215	0.00	0.00			22,486					
U1 FROM DCF 2261 60910708 TO 2195 40200200													
001500 NO 0.0			215	0.00	0.00			4,272					
U3 FROM DCF 2401 60910708 TO 2195 40200200													
001500 NO 0.0			215	0.00	0.00			6,327					
U6 EMPLOYMENT SERVICE/WPEYSER ACTIVITIES													
000700 NO 0.0			215	0.00	0.00	17.207	2,288,567	2,000,000	2,000,000				
U7 WIOA YOUTH ACTIVITIES													
000700 NO 0.0			215	0.00	0.00	17.259	5,704,578	5,041,565	7,004,687				
U8 WIOA DISLOCATED WORKER FORMULA GRANTS													
000700 NO 0.0			215	0.00	0.00	17.278	760,810	2,870,416	2,870,416				
U9 ADULT EDUCATION - BASIC GRANTS TO STATES													
000700 NO 0.0			215	0.00	0.00	84.002	157,199						
V0 CAREER AND TECH EDU - BASIC GRANTS TO STATES													
000700 NO 0.0			215	0.00	0.00	84.048	70,074						
V1 UNEMPLOYMENT INSURANCE													
000700 NO 0.0			215	0.00	0.00	17.225	4,038,641	4,526,219	4,555,527				
V3 FROM 2021 40100200 TO 2195 40200700													
001500 NO 0.0			215	0.00	0.00		13,266						
ZZ ANTICIPATED REVENUES													
001500 NO 0.0			445	0.00	0.00		9,705,579						

	COL A01	COL A02	COL A03	COL A04
	ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
	EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26

COMMERCE 40000000

FUND: EMPLOYMENT SECURITY ADM TF 2195

SECTION I: DETAIL OF REVENUES

REVENUE CAP SVC AUTH	MATCHING %	CFDA				
CODE	CHG%	ST	I/C	LOC	I/C	NO.
TOTAL TO LINE B IN SECTION IV						
						410,739,850
						356,238,820
						411,130,588

SECTION II: DETAIL OF NONOPERATING EXPENDITURES

OBJECT	TRANSFER	CFDA				
CODE	TO BE	NO.				
AA TRANSFER TO 2021/40100100	810000	40100100			5,362,409	5,737,396
C6 REFUNDS	860000			180,400		
C7 FROM 2195 40200100 TO 2021 40100200	810304	40100200		4,700,000		
C9 FROM 2195 40200100 TO 2195 40200200	810100	40200200		22,486		
D0 FROM 2195 40200100 TO 2261 60910708	810100	60910708		140,773		
D5 BE TRANSFERS FROM 40200700	810100	40200700		20,408		
D6 REFUNDS	860000			15		
D7 FROM 2195 40200200 TO 2021 40100300	810304	40100300		12,616,430	14,113,092	14,199,235
D8 BE TRANSFERS TO 40200200	810100	40200200		24,408		
J1 FROM 2195 40200200 TO 2021 40100100	860000	40100100		383,570		
21 FROM 2195 40200100 TO 2021 40100100	810000	40100100			22,196	
TOTAL TO LINE E IN SECTION IV				18,088,490	19,497,697	19,936,631

SECTION III: ADJUSTMENTS

OBJECT				
CODE				
AD POST CLOSING ADJ B4000039	991000			26,677
B5 PY SEPTEMBER OPERATING REVERSIONS	991000			929,756
B5 PY SEPTEMBER OPERATING REVERSIONS	991000			20,652,162
B5 PY SEPTEMBER OPERATING REVERSIONS	991000			31,513
B5 PY SEPTEMBER OPERATING REVERSIONS	991000			1,537,552
B6 CY SEPTEMBER OPERATING REVERSIONS	991000			1,963,122
B6 CY SEPTEMBER OPERATING REVERSIONS	991000			4,516
B6 CY SEPTEMBER OPERATING REVERSIONS	991000			31,054,823
B6 CY SEPTEMBER OPERATING REVERSIONS	991000			3,028,952
B7 SWFS ADJUSTMENT B4000035	991000			1,904,317
B9 PY AP NOT CF OPERATING ADJUSTMENT	991000			160,231
B9 PY AP NOT CF OPERATING ADJUSTMENT	991000			195,356
CE POST CLOSING ADJUSTMENT B4000020	991000			1,535,393

		COL A01	COL A02	COL A03	COL A04
		ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
		EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE	40000000				
FUND: EMPLOYMENT SECURITY ADM TF	2195				
SECTION III: ADJUSTMENTS					
	OBJECT CODE				
C2 PY OPERATING CF PART B ENCUMBRANCES	991000	5,221,590-			
C2 PY OPERATING CF PART B ENCUMBRANCES	991000	63,225,649-			
C2 PY OPERATING CF PART B ENCUMBRANCES	991000	37,957-			
C2 PY OPERATING CF PART B ENCUMBRANCES	991000	4,261,117-			
D3 PRIOR PERIOD ADJUST BEGIN FUND BALANCE	991000	421			
F1 ROUNDING	991000	3			
TOTAL TO LINE H IN SECTION IV		45,772,932-	36,051,413		

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1	(A)	5,084,080			
ADD: REVENUES (FROM SECTION I)	(B)	410,739,850	356,238,820	411,130,588	
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	415,823,930	356,238,820	411,130,588	
LESS: OPERATING EXPENDITURES	(D)	351,962,508	372,792,536	386,193,957	
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	18,088,490	19,497,697	19,936,631	
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)				
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	45,772,932	36,051,413-	5,000,000	
NET ADJUSTMENTS (FROM SECTION III)	(H)	45,772,932-	36,051,413		
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)			5,000,000	
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:		5,084,079			

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

FUNDING SOURCE
 STATE(S) RESTRICTED(R)
 NONSTATE(N) UNRESTRICTED(U)

NO RECORDS FOUND

		COL A01	COL A02	COL A03	COL A04
		ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
		EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE					
	40000000				
FUND: LOCAL GOV HOUSING TF					
	2250				
SECTION I: DETAIL OF REVENUES					
	REVENUE CAP SVC AUTH MATCHING % CFDA				
	CODE CHG% ST I/C LOC I/C NO.				
AA DOCUMENTARY STAMP TAX REV	001600 NO 0.0 201 F.S. 0.00 0.00	149,364,254	155,900,000	162,600,000	
AB INTEREST	005000 NO 0.0 420 F.S. 0.00 0.00	106,215	62,556	22,835	
AC BOB SEC 243 TFR CASH FROM GR	001500 NO 0.0 288.106 0.00 0.00	77,000,000			
TOTAL TO LINE B IN SECTION IV		226,470,469	155,962,556	162,622,835	
SECTION II: DETAIL OF NONOPERATING EXPENDITURES					
	OBJECT TRANSFER CFDA				
	CODE TO BE NO.				
AK SERVICE CHARGE TO GR	880800	13,909	5,004	1,827	
TOTAL TO LINE E IN SECTION IV		13,909	5,004	1,827	
SECTION III: ADJUSTMENTS					
	OBJECT				
	CODE				
01 SWFS ADJUSTMENT L4000005	991000	84,479,880			
TOTAL TO LINE H IN SECTION IV		84,479,880			
SECTION IV: SUMMARY					
UNRESERVED FUND BALANCE - JULY 1	(A)		33,936,440	15,893,992	
ADD: REVENUES (FROM SECTION I)	(B)	226,470,469	155,962,556	162,622,835	
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	226,470,469	189,898,996	178,516,827	
LESS: OPERATING EXPENDITURES	(D)	277,000,000	174,000,000	178,515,000	178,515,000
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	13,909	5,004	1,827	
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)				
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	50,543,440-	15,893,992		
NET ADJUSTMENTS (FROM SECTION III)	(H)	84,479,880			
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)	33,936,440	15,893,992		

		COL A01	COL A02	COL A03	COL A04
		ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
		EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE	40000000				
FUND: LOCAL GOV HOUSING TF	2250				

SECTION IV: SUMMARY

TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE				
	STATE(S)	RESTRICTED(R)			
	NONSTATE(N)	UNRESTRICTED(U)			
01 DOC STAMP REVENUES	S	U	33,936,440	15,893,992	
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			33,936,440	15,893,992	

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: STATE HOUSING TF										2255			
SECTION I: DETAIL OF REVENUES													
REVENUE	CAP	SVC	AUTH	MATCHING %		CFDA							
CODE		CHG%	ST	I/C	LOC	I/C	NO.						
AD DOCUMENTARY STAMP TAX REV													
001600	NO	0.0	201	F.S.		0.00	0.00	213,685,620	66,500,000	69,400,000			
AE INTEREST													
005000	NO	0.0	420	F.S.		0.00	0.00	109,161	17,895	13,365			
AF BOB SEC 243 TFR CASH FROM GR													
001500	NO	0.0	288.106			0.00	0.00	33,000,000					
AG SB4-A, GRSC TFR													
001500	NO	0.0	288.106			0.00	0.00		150,000,000	150,000,000			
AH ARP (SLRF) FUNDS FROM GR													
001500	NO	0.0	288.106			0.00	0.00		100,000,000				
TOTAL TO LINE B IN SECTION IV								246,794,781	316,517,895	219,413,365			
SECTION II: DETAIL OF NONOPERATING EXPENDITURES													
						OBJECT	TRANSFER	CFDA					
						CODE	TO BE	NO.					
AM SERVICE CHARGE TO GR						880800							
									8,720	1,432	1,069		
TOTAL TO LINE E IN SECTION IV								8,720	1,432	1,069			
SECTION III: ADJUSTMENTS													
						OBJECT							
						CODE							
01 SWFS ADJUSTMENT L4000005						991000			37,953,180				
TOTAL TO LINE H IN SECTION IV								37,953,180					

	COL A01	COL A02	COL A03	COL A04
	ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
	EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE				
	40000000			
FUND: STATE HOUSING TF		2255		
SECTION IV: SUMMARY				
UNRESERVED FUND BALANCE - JULY 1	(A)	25,739,241	8,255,704	
ADD: REVENUES (FROM SECTION I)	(B)	246,794,781	316,517,895	219,413,365
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	246,794,781	342,257,136	227,669,069
LESS: OPERATING EXPENDITURES	(D)	259,000,000	334,000,000	227,668,000
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	8,720	1,432	1,069
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)			
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	12,213,939-	8,255,704	
NET ADJUSTMENTS (FROM SECTION III)	(H)	37,953,180		
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)	25,739,241	8,255,704	

TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE				
	STATE(S)	RESTRICTED(R)			
	NONSTATE(N)	UNRESTRICTED(U)			
01 DOC STAMP REVENUES	S	U	25,739,241	8,255,704	
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			25,739,241	8,255,704	

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: FEDERAL GRANTS TRUST FUND										2261			
SECTION I: DETAIL OF REVENUES													
REVENUE	CAP	SVC	AUTH	MATCHING %			CFDA						
CODE		CHG%	ST	I/C	LOC	I/C	NO.						
BA INTEREST EARNED ON INVESTMENTS													
000500	NO	0.0	20.6	0.00	0.00			2,412,964					
EQ SSBCI													
000700	NO	0.0	20.50	0.00	0.00	21.031		175,228,833					
I4 ANTICIPATED REVENUE CDBG													
000700	NO	0.0	290	0.00	0.00	14.228	375,338,926						
V5 REFUNDS													
001800	NO	0.0	215	0.00	0.00		207,075						
V6 STATE DIGITAL EQUITY PLANNING GRANTS													
000700	NO	0.0	445	0.00	0.00	11.032	923,732	28,788,795					
V7 BROADBAND EQUITY, ACCESS, AND DEPLOYMENT													
000700	NO	0.0	445	0.00	0.00	11.035	2,065,427	192,989,479					
V8 ECONOMIC ADJUSTMENT ASSISTANCE													
000700	NO	0.0	445	0.00	0.00	11.307	8,873,807						
V9 CDBG/STATE'S PROGRAM IN HAWAII													
000700	NO	0.0	445	0.00	0.00	14.228	365,437,596	81,051,607	677,057,416				
W0 EMPLOYMENT SERVICE/WPEYSER ACTIVITIES													
000700	NO	0.0	445	0.00	0.00	17.207	13,567						
W1 UNEMPLOYMENT INSURANCE													
000700	NO	0.0	443	0.00	0.00	17.225	22,516						
W4 JOBS FOR VETERANS STATE GRANTS													
000700	NO	0.0	445	0.00	0.00	17.801	6,020						
W6 CORONAVIRUS CAPITAL PROJECTS FUND													
000700	NO	0.0	445	0.00	0.00	21.029	2,131,914	24,486,296	99,973,820				
W8 WAP FOR LOW-INCOME PERSONS													
000700	NO	0.0	445	0.00	0.00	81.042	7,305,108	22,300,181	23,472,840				
W9 LOW INCOME HOUSEHOLD WATER ASSIST PROGRAM													
000700	NO	0.0	445	0.00	0.00	93.499	61,494,664						
X0 LOW-INCOME HOME ENERGY ASSISTANCE													
000700	NO	0.0	445	0.00	0.00	93.568	89,699,682	277,967,772	202,488,863				
X1 COMMUNITY SERVICES BLOCK GRANT													
000700	NO	0.0	445	0.00	0.00	93.569	21,308,332	35,311,580	28,979,253				
X4 FROM 2021 40100200 TO 2261 40300200													
001500	NO	0.0	215	0.00	0.00		626,121						
X6 FROM 2041 40400100 TO 2261 40300200													
001500	NO	0.0	215	0.00	0.00		790,450						
X8 FROM DCF 2261 60910708 TO 2261 40300200													
001500	NO	0.0	215	0.00	0.00		1,053						
Y1 FROM DCF 2401 60910708 TO 2261 40300200													
001500	NO	0.0	215	0.00	0.00		21,789						
Y2 FROM 2648 40200100 TO 2261 40300200													
001500	NO	0.0	215	0.00	0.00		1,612,423						

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: FEDERAL GRANTS TRUST FUND										2261			
SECTION I: DETAIL OF REVENUES													
	REVENUE	CAP	SVC	AUTH		MATCHING %		CFDA					
	CODE		CHG%	ST	I/C	LOC	I/C	NO.					
Y3 FROM 2648	40300200												
	001500	NO	0.0	215	0.00		0.00			72,322			
TOTAL TO LINE B IN SECTION IV										940,365,488	616,346,269	1253,750,466	
SECTION II: DETAIL OF NONOPERATING EXPENDITURES													
				OBJECT	TRANSFER			CFDA					
				CODE	TO	BE		NO.					
D9 REFUND				810100						97,375			
E0 FROM 2261	40300200			810304	40100100					4,628,288	9,863,652	9,600,126	
E1 FROM 2261	40300200			810100	40200100					902,791			
E3 ASSESSMENT ON INVESTMENTS				810000						104,008			
TOTAL TO LINE E IN SECTION IV										5,732,462	9,863,652	9,600,126	
SECTION III: ADJUSTMENTS													
				OBJECT									
				CODE									
AA PY REVERSIONS				991000						138,020			
AE TR10S TO RECORD SPIA ACTIVITY				991000						73,679,219-			
AN PY PART B ENCUMBRANCES				991000						76,986,390-			
B6 SEPTEMBER OPERATING REVERSIONS CY				991000							355,112,630		
TOTAL TO LINE H IN SECTION IV										150,527,589-	355,112,630		
SECTION IV: SUMMARY													
UNRESERVED FUND BALANCE - JULY 1				(A)						270,308,870			
ADD: REVENUES (FROM SECTION I)				(B)						940,365,488	616,346,269	1253,750,466	
TOTAL FUNDS AVAILABLE (LINE A + LINE B)				(C)						1210,674,358	616,346,269	1253,750,466	
LESS: OPERATING EXPENDITURES				(D)						1054,414,307	961,595,247	1244,150,340	1056,742,914
LESS: NONOPERATING EXPENDITURES (SECTION II)				(E)						5,732,462	9,863,652	9,600,126	
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)				(F)									
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ				(G)						150,527,589	355,112,630-		
NET ADJUSTMENTS (FROM SECTION III)				(H)						150,527,589-	355,112,630		

	COL A01	COL A02	COL A03	COL A04
	ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
	EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26

COMMERCE _____ 40000000

FUND: FEDERAL GRANTS TRUST FUND 2261

SECTION IV: SUMMARY

ADJUSTED UNRESERVED FUND BALANCE - JUNE 30 (I)

TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE: 270,308,870

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: FL INTER TRADE & PROM TF										2338			
SECTION I: DETAIL OF REVENUES													
	REVENUE	CAP	SVC	AUTH	MATCHING %		CFDA						
	CODE		CHG%	ST	I/C	LOC	I/C	NO.					
L7	TRANSFER FROM REV 2494									6,618,924	7,200,000	7,300,000	
Y4	FROM 2021 40100200 TO 2338 40300200												
	001500	NO	0.0	288.826	0.00	0.00							
	001500	NO	0.0	215	0.00	0.00			12				
TOTAL TO LINE B IN SECTION IV										6,618,936	7,200,000	7,300,000	
SECTION II: DETAIL OF NONOPERATING EXPENDITURES													
				OBJECT	TRANSFER	CFDA							
				CODE	TO BE	NO.							
E4	GR SERVICE CHARGE			880800			9,596	10,000	10,000				
E5	FROM 2338 40400100 TO 2021 40100100			810304	40100100		22,039	35,012	35,012				
L3	5% REQUIRED RESERVE			999000					362,749				
TOTAL TO LINE E IN SECTION IV										31,635	45,012	407,761	
SECTION III: ADJUSTMENTS													
				OBJECT									
				CODE									
B5	PY SEPTEMBER OPERATING REVERSIONS			991000			29,996						
C2	PY OPERATING PART B ENCUMBRANCES			991000			1,279,994-						
D1	SWFS ADJUSTMENT # B4000036			991000			567,665						
D2	ACCOUNTS PAYABLE NON OPERATING			991000			2,224-						
F1	ROUNDING			991000			2						
TOTAL TO LINE H IN SECTION IV										684,555-			

	COL A01	COL A02	COL A03	COL A04
	ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
	EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26

COMMERCE 40000000

FUND: FL INTER TRADE & PROM TF 2338

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1	(A)	6,134,512	7,007,443	8,969,906
ADD: REVENUES (FROM SECTION I)	(B)	6,618,936	7,200,000	7,300,000
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	12,753,448	14,207,443	16,269,906
LESS: OPERATING EXPENDITURES	(D)	5,029,815	5,192,525	6,093,272
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	31,635	45,012	407,761
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)			
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	7,691,998	8,969,906	9,768,873
NET ADJUSTMENTS (FROM SECTION III)	(H)	684,555-		
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)	7,007,443	8,969,906	9,768,873
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:		6,134,512		

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE				
	STATE(S)	RESTRICTED(R)			
	NONSTATE(N)	UNRESTRICTED(U)			
AA RENTAL CAR FEES	S	U	1,053,352	1,012,230	970,863
C9 RENTAL CAR FEES	S	U	5,954,091	7,957,676	8,798,010
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			7,007,443	8,969,906	9,768,873

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE													
										40000000			
FUND: GRANTS AND DONATIONS TF										2339			
SECTION I: DETAIL OF REVENUES													
REVENUE	CAP	SVC	AUTH	MATCHING %		CFDA							
CODE		CHG%	ST	I/C	LOC	I/C	NO.						
B7 INTEREST EARNED ON INVESTMENTS													
000500	NO	8.0	215	0.00	0.00			345,524	270,811	270,811			
Y8 REFUNDS													
001800	NO	0.0	215	0.00	0.00			238,685					
Y9 FROM DEM 2398 31700100 TO 2339 40400100													
001500	NO	0.0	215	0.00	0.00			20,000,000					
Z1 CDBG/STATE'S PROGRAM IN HAWAII													
000700	NO	0.0	215	0.00	0.00	14.228		265					
Z2 CORONAVIRUS CAPITAL PROJECTS FUND													
000700	NO	0.0	215	0.00	0.00	21.029		3					
Z3 WAP FOR LOW-INCOME PERSONS													
000700	NO	0.0	215	0.00	0.00	81.042		5					
Z4 LOW INCOME HOUSEHOLD WATER ASSIST PROGRAM													
000700	NO	0.0	215	0.00	0.00	93.499		118					
Z5 LOW-INCOME HOME ENERGY ASSISTANCE													
000700	NO	0.0	215	0.00	0.00	93.568		137					
Z6 COMMUNITY SERVICES BLOCK GRANT													
000700	NO	0.0	215	0.00	0.00	93.569		87					
Z7 FROM 2021 40100200 TO 2339 40300200													
001500	NO	0.0	215	0.00	0.00			19,575					
Z8 FROM DOR 2166 73410000 TO 2339 40300200													
001500	NO	0.0	215	0.00	0.00			3,061,369	3,250,000	3,250,000			
1M INTEREST EARNED ON INVESTMENTS													
000500	NO	8.0	215	0.00	0.00			2,353,701					
TOTAL TO LINE B IN SECTION IV										26,019,469	3,520,811	3,520,811	
SECTION II: DETAIL OF NONOPERATING EXPENDITURES													
OBJECT	TRANSFER	CFDA											
CODE	TO BE	NO.											
E6 GR SERVICE CHARGE			880800					46,629	21,665	21,665			
E7 FROM 2339 40300200 TO 2021 40100100			810304	40100100				61,988	150,000	150,000			
L3 5% REQUIRED RESERVE			999000							153,917			
TOTAL TO LINE E IN SECTION IV										108,617	171,665	325,582	

		COL A01	COL A02	COL A03	COL A04
		ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
		EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE	40000000				
FUND: GRANTS AND DONATIONS TF	2339				
SECTION III: ADJUSTMENTS					
	OBJECT CODE				
B1 SWFS ADJUSTMENT # B4000038	991000	135,738			
B5 PY SEPTEMBER OPERATING REVERSIONS	991000	55,200			
B6 CY SEPTEMBER OPERATING REVERSIONS	991000		38,931		
C2 PY OPERATING CF PART B ENCUMBRANCES	991000	1,296,362-			
ZZ PY AP NOT CF OPERATING ADJ	991000	6,492-			
ZZ TR10S TO RECORD ACTIVITY IN SPIA ACCTS	991000	21,352,929			
TOTAL TO LINE H IN SECTION IV		20,241,013	38,931		

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1	(A)	15,094,587	38,888,946	39,717,772
ADD: REVENUES (FROM SECTION I)	(B)	26,019,469	3,520,811	3,520,811
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	41,114,056	42,409,757	43,238,583
LESS: OPERATING EXPENDITURES	(D)	22,357,506	2,559,251	2,562,179
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	108,617	171,665	325,582
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)			
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	18,647,933	39,678,841	40,350,822
NET ADJUSTMENTS (FROM SECTION III)	(H)	20,241,013	38,931	
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)	38,888,946	39,717,772	40,350,822
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:		15,094,587		

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE				
	STATE(S)	RESTRICTED(R)			
	NONSTATE(N)	UNRESTRICTED(U)			
AA GOV EMERGENCY FUND	S	R	1,077,256	1,077,256	1,077,256
AA EMERGENCY BRIDGE LOAN	S	R	30,350,084	30,350,084	30,350,084
D1 DOCUMENTARY STAMPS	S	U	7,461,606	8,290,432	8,923,482
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			38,888,946	39,717,772	40,350,822

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: WELFARE TRANSITION TF										2401			
SECTION I: DETAIL OF REVENUES													
REVENUE	CAP	SVC	AUTH	MATCHING %		CFDA							
CODE		CHG%	ST	I/C	LOC	I/C	NO.						
b4 REFUNDS													
001800 NO	0.0		215	0.00	0.00		2,183,026						
A1 TEMPORARY ASSISTANCE FOR NEEDY FAMILIES													
000700 NO	0.0		445	0.00	0.00	93.558	8,354						
A2 LOW-INCOME HOME ENERGY ASSISTANCE													
000700 NO	0.0		445	0.00	0.00	93.568	30,928						
A3 COMMUNITY SERVICES BLOCK GRANT													
000700 NO	0.0		445	0.00	0.00	93.569	34,750						
B3 FROM DCF 2401 60910708 TO 2401 40200100													
001500 NO	0.0		215	0.00	0.00		42,773,188	55,894,000	57,365,775				
B4 FROM 2021 40100200 TO 2401 40200100													
001500 NO	0.0		215	0.00	0.00		4,999						
MR FROM DCF 2401 60910708 TO 2401 40200600													
001510 NO	0.0		445	0.00	0.00	93.558	1,074,824	623,256	753,256				
Q3 REFUNDS													
001800 NO	0.0		215	0.00	0.00		30,972						
Z1 EMPLOYMENT SERVICE/WPEYSER FUNDED													
000700 NO	0.0		445	0.00	0.00	17.207	52,551						
Z2 UNEMPLOYMENT INSURANCE													
000700 NO	0.0		443	0.00	0.00	17.225	15,255						
Z3 TRADE ADJUSTMENT ASSISTANCE													
000700 NO	0.0		445	0.00	0.00	17.245	6,273						
Z4 WIOA YOUTH ACTIVITIES													
000700 NO	0.0		445	0.00	0.00	17.259	96,389						
Z5 WORK OPPORTUNITY TAX CREDIT PROG (WOTC)													
000700 NO	0.0		445	0.00	0.00	17.271	1,862						
Z6 TEMPORARY LABOR CERT FOR FOREIGN WORKERS													
000700 NO	0.0		445	0.00	0.00	17.273	1,242						
Z8 WIOA DISLOCATED WORKER FORMULA GRANTS													
000700 NO	0.0		445	0.00	0.00	17.278	673						
Z9 JOBS FOR VETERANS STATE GRANTS													
000700 NO	0.0		445	0.00	0.00	17.801	27,370						
TOTAL TO LINE B IN SECTION IV										46,342,656	56,517,256	58,119,031	

SECTION II: DETAIL OF NONOPERATING EXPENDITURES

OBJECT	TRANSFER	CFDA		
CODE	TO BE	NO.		
E8 FROM 2401 40200100 TO 2021 40100100	810304 40100100		322,994	322,994 322,994

	COL A01 ACT PR YR EXP 2023-24	COL A02 CURR YR EST EXP 2024-25	COL A03 AGY REQUEST FY 2025-26	COL A04 AGY REQ N/R FY 2025-26
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COMMERCE 40000000

FUND: WELFARE TRANSITION TF 2401

SECTION II: DETAIL OF NONOPERATING EXPENDITURES

OBJECT CODE	TRANSFER TO BE	CFDA NO.			
E9 FROM 2401 40200100 TO 2195 40200100	810100	40200100	61,265		
F0 TO DCF 2401 60910708	810100	60910708	200,632		
F1 TO DCF 2261 60910708	860062	60910708	1,932		
TOTAL TO LINE E IN SECTION IV			586,823	322,994	322,994

SECTION III: ADJUSTMENTS

OBJECT CODE				
B5 PY SEPTEMBER OPERATING REVERSIONS	991000	193,561		
B5 PY SEPTEMBER OPERATING REVERSIONS	991000	90,827		
B6 CY SEPTEMBER OPERATING REVERSIONS	991000		130,000	
B6 CY SEPTEMBER OPERATING REVERSIONS	991000		971,958	
B7 SWFS ADJUSTMENT #B4000048	991000	8,644,540		
B9 SWFS ADJUSTMENT #B4000048	991000	63,661		
C2 PY OPERATING CF PART B ENCUMBRANCES	991000	194,706-		
C2 PY OPERATING CF PART B ENCUMBRANCES	991000	11,657,795-		
TOTAL TO LINE H IN SECTION IV			2,859,912-	1,101,958

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1	(A)	14,187,370	490,385	
ADD: REVENUES (FROM SECTION I)	(B)	46,342,656	56,517,256	58,119,031
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	60,530,026	57,007,641	58,119,031
LESS: OPERATING EXPENDITURES	(D)	56,592,906	57,786,605	57,796,037
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	586,823	322,994	322,994
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)			
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	3,350,297	1,101,958-	
NET ADJUSTMENTS (FROM SECTION III)	(H)	2,859,912-	1,101,958	
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)	490,385		
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:		14,187,370		

		COL A01	COL A02	COL A03	COL A04
		ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
		EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE	40000000				
FUND: WELFARE TRANSITION TF	2401				

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE		
	STATE(S)	RESTRICTED(R)	
	NONSTATE(N)	UNRESTRICTED(U)	
A1 US GRANTS RECD IN ADVANCE OF EXPENDITURES	N	R	490,385
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			490,385

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
-----										-----			
COMMERCE 40000000													
FUND: PROFESSIONAL SPORTS DEV TF 2551													
SECTION I: DETAIL OF REVENUES													
	REVENUE	CAP	SVC	AUTH		MATCHING %		CFDA					
	CODE		CHG%	ST		I/C LOC I/C		NO.					
B8	FROM HSMV 2488 76210100 TO 2551 40400100												
	001500 NO 0.0			215		0.00 0.00			5,504,855	5,869,979	6,020,955		

TOTAL TO LINE B IN SECTION IV										5,504,855	5,869,979	6,020,955	
										=====			
SECTION II: DETAIL OF NONOPERATING EXPENDITURES													
						OBJECT	TRANSFER	CFDA					
						CODE	TO BE	NO.					
F2	GR SERVICE CHARGE					880800			553,562	469,598	481,676		
L3	5% REQUIRED RESERVE					999000					276,964		

TOTAL TO LINE E IN SECTION IV										553,562	469,598	758,640	
										=====			
SECTION III: ADJUSTMENTS													
						OBJECT							
						CODE							
B1	BEGINNING EQUITY ADJUSTMENT					991000			97,696				
B4	SWFS ADJUSTMENT B4000040					991000			227,675				

TOTAL TO LINE H IN SECTION IV										325,371			
										=====			
SECTION IV: SUMMARY													
UNRESERVED FUND BALANCE - JULY 1	(A)								4,920,410	5,873,324	6,273,705		
ADD: REVENUES (FROM SECTION I)	(B)								5,504,855	5,869,979	6,020,955		
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)								10,425,265	11,743,303	12,294,660		
LESS: OPERATING EXPENDITURES	(D)								4,323,750	5,000,000	4,000,000		
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)								553,562	469,598	758,640		
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)												
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)								5,547,953	6,273,705	7,536,020		
NET ADJUSTMENTS (FROM SECTION III)	(H)								325,371				
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)								5,873,324	6,273,705	7,536,020		
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:										4,920,410			

	COL A01	COL A02	COL A03	COL A04
	ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
	EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE _____				
	40000000			
FUND: PROFESSIONAL SPORTS DEV TF	2551			

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE				
	STATE(S)	RESTRICTED(R)			
	NONSTATE(N)	UNRESTRICTED(U)			
D2 PROFESSIONAL SPORTS TAG FEES	S	U	5,873,324	6,273,705	7,536,020
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			5,873,324	6,273,705	7,536,020

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: REVOLVING TRUST FUND										2600			
SECTION I: DETAIL OF REVENUES													
	REVENUE	CAP	SVC	AUTH	MATCHING %		CFDA						
	CODE		CHG%	ST	I/C	LOC	I/C	NO.					
B9	REIMBURSEMENT - FACILITIES MANGT												
	001801	NO	0.0	215	0.00	0.00			4,506,470	986,091	4,216,867		
C0	UNEMPLOYMENT INSURANCE												
	000700	NO	0.0	443	0.00	0.00	17.225		225				
C1	WIOA DIS WORKER FORMULA GRANTS												
	000700	NO	0.0	445	0.00	0.00	17.278		7,446				
C2	FROM 2021 40100200 TO 2600 40100200												
	001500	NO	0.0	215	0.00	0.00			109,788				
L4	FROM 2648 40200100 TO 2600 40100200												
	001500	NO	0.0	215	0.00	0.00				1,000,000	3,500,000		
TOTAL TO LINE B IN SECTION IV										4,623,929	1,986,091	7,716,867	
SECTION II: DETAIL OF NONOPERATING EXPENDITURES													
				OBJECT	TRANSFER	CFDA							
				CODE	TO BE	NO.							
F3	FROM 2600 40100200 TO 2021 40100100			810304	40100100				253,775				
F4	FROM 2600 40100200 TO 2195 40200100			810304	40200100				219,432				
TOTAL TO LINE E IN SECTION IV										473,207			
SECTION III: ADJUSTMENTS													
				OBJECT									
				CODE									
B1	PRIOR YEAR FCO			991000					2,112,879-				
B3	PY POST CLOSING ADJUST BEGINNING EQUITY			991000					68,452-				
B5	PY SEPTEMBER OPERATING REVERSIONS			991000					114				
B6	CY SEPTEMBER OPERATING REVERSIONS			991000						57,094			
B9	PY AP NOT CF OPERATING ADJUSTMENT			991000					8,886				
C2	PY OPERATING CF PART B ENCUMBRANCES			991000					32,622-				
D1	SWFS ADJUSTMENT # B4000031			991000					3,230,776				
TOTAL TO LINE H IN SECTION IV										1,025,823	57,094		

	COL A01 ACT PR YR EXP 2023-24	COL A02 CURR YR EST EXP 2024-25	COL A03 AGY REQUEST FY 2025-26	COL A04 AGY REQ N/R FY 2025-26
COMMERCE	40000000			
FUND: REVOLVING TRUST FUND	2600			
SECTION IV: SUMMARY				
UNRESERVED FUND BALANCE - JULY 1	(A) 3,027,954	3,653,946	791,986	
ADD: REVENUES (FROM SECTION I)	(B) 4,623,929	1,986,091	7,716,867	
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C) 7,651,883	5,640,037	8,508,853	
LESS: OPERATING EXPENDITURES	(D) 3,530,553	4,187,145	4,195,141	
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E) 473,207			
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F) 1,020,000	718,000	2,962,000	2,962,000
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G) 2,628,123	734,892	1,351,712	
NET ADJUSTMENTS (FROM SECTION III)	(H) 1,025,823	57,094		
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I) 3,653,946	791,986	1,351,712	
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:	3,027,954			

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE				
	STATE(S)	RESTRICTED(R)			
	NONSTATE(N)	UNRESTRICTED(U)			
B1 RESERVED USDOL APPROVED FACILITIES PLAN	N	R	3,653,946	791,986	1,351,712
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			3,653,946	791,986	1,351,712

										COL A01	COL A02	COL A03	COL A04	
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R	
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26	
COMMERCE	40000000													
FUND: SPEC EMPLOYMNT SECU ADM TF 2648														
SECTION I: DETAIL OF REVENUES														
	REVENUE	CAP	SVC	AUTH	MATCHING %			CFDA						
	CODE		CHG%		ST	I/C	LOC	I/C	NO.					
B7	INTEREST EARNED ON INVESTMENTS													
	000500	NO	8.0	215	0.00	0.00				853,484				
C3	REFUNDS													
	001800	NO	0.0	215	0.00	0.00				61,725				
C4	STATE ADMIN MATCHING GRANTS FOR SNAP													
	000700	NO	0.0	445	0.00	0.00		10.561		18,707				
C6	EMPLOYMENT SERVICE/WPEYSER ACTIVITIES													
	000700	NO	0.0	445	0.00	0.00		17.207		22,302				
C7	UNEMPLOYMENT INSURANCE													
	000700	NO	0.0	443	0.00	0.00		17.225		5,157				
C8	TRADE ADJUSTMENT ASSISTANCE													
	000700	NO	0.0	445	0.00	0.00		17.245		2,010				
C9	WIOA YOUTH ACTIVITIES													
	000700	NO	0.0	445	0.00	0.00		17.259		26,015				
D0	WORK OPPORTUNITY TAX CREDIT PROGRAM (WOTC)													
	000700	NO	0.0	445	0.00	0.00		17.271		3,967				
D1	TEMPORARY LABOR CERTI FOR FOREIGN WORKERS													
	000700	NO	0.0	445	0.00	0.00		17.273		1,740				
D2	WIOA DIS WORKER / WIA NATIONAL EMERG GRANT													
	000700	NO	0.0	445	0.00	0.00		17.277		201				
D3	WIOA DISLOCATED WORKER FORMULA GRANTS													
	000700	NO	0.0	445	0.00	0.00		17.278		1,860				
D4	WAP FOR LOW-INCOME PERSONS													
	000700	NO	0.0	445	0.00	0.00		81.042		60				
D5	LOW-INCOME HOME ENERGY ASSISTANCE													
	000700	NO	0.0	445	0.00	0.00		93.568		382				
D6	COMMUNITY SERVICES BLOCK GRANT													
	000700	NO	0.0	445	0.00	0.00		93.569		429				
E5	REFUNDS													
	001800	NO	0.0	215	0.00	0.00				918,082				
E6	FROM 2767 40200200 TO 2648 40200100													
	001500	NO	0.0	215	0.00	0.00				11,614,730	3,929,182	3,984,182		
E9	CDBG/STATE'S GRANTS IN HAWAII													
	000700	NO	0.0	445	0.00	0.00		14.228		197,803				
F0	WAP FOR LOW-INCOME PERSONS													
	000700	NO	0.0	445	0.00	0.00		81.042		25,133				
F1	LOW INCOME HOUSEHOLD WATER ASST PROGRAM													
	000700	NO	0.0	445	0.00	0.00		93.499		46,332				
F2	COMMUNITY SERVICES BLOCK GRANT													
	000700	NO	0.0	445	0.00	0.00		93.569		75,418				
F3	FROM 2767 40200200													
	001500	NO	0.0	215	0.00	0.00				5,824,271	1,742,267	1,753,646		

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: SPEC EMPLOYMNT SECU ADM TF 2648													
SECTION I: DETAIL OF REVENUES													
REVENUE	CAP	SVC	AUTH	MATCHING %			CFDA						
CODE	CHG%		ST	I/C	LOC	I/C	NO.						
F4 FROM 2021 40100200 TO 2648 40300200													
001500 NO	0.0		215	0.00		0.00		30,150					
M3 TRANSFER P&I FROM 2767/40200200													
001520 NO	8.0		443	0.00		0.00	17.225	12,208,433	7,727,488				
ZZ INTEREST ON INVESTMENTS													
000500 NO	8.0		20.50	0.00		0.00		645,547	645,900				
TOTAL TO LINE B IN SECTION IV										19,729,958	18,525,429	14,111,216	

SECTION II: DETAIL OF NONOPERATING EXPENDITURES													
OBJECT	TRANSFER	CFDA											
CODE	TO BE	NO.											
A1 SWEEP TO GR			990002							16,000,000			
F2 FROM 2648 40200100 TO 2600 40100200			810000	40100200					1,000,000	3,500,000			
F5 REFUND TO DOL			810000							116,615			
F6 GR SERVICE CHARGE			880800							1,847,498			
F7 FROM 2648 40200100 TO 2261 40300200			810000	40300200					1,612,423				
F8 FROM 2648 40200100 TO 2195 40200100			810000	40200100					640,961				
F9 FROM 2648 40200100 TO 2021 40100100			810000	40100100					323,624	688,700	688,700		
G0 BE TRANSFER TO 40200200			810000	40200200					547,855				
G1 BE TRANSFER TO 40200600			810000	40200600					2,615,979				
G2 BE TRANSFER TO 40300200			810000	40300200					9,811,052				
G3 BE TRANSFER TO 40400100			810000	40400100					8,443,440				
G4 BE TRANSFER FROM 40200100			810000	40200100					547,855-				
G5 BE TRANSFER FROM 40200100			810000	40200100					2,615,978-				
G6 FROM 2648 40300200 TO 2021 40100200			810000	40100200					8,741				
G7 FROM 2648 40300200 TO 2021 40200600			810000	40200600					11,354				
G8 FROM 2648 40300200 TO 2261 40300200			810000	40300200					72,322				
G9 TO DEM 20275 31700100			810000							54,102			
H0 REFUNDS			810000							53,481			
H1 BE TRANSFER FROM 40200100			810000	40200100					9,811,052-				
H2 BE TRANSFER			810000							8,443,440-			
L3 5% REQUIRED RESERVE			999000							638,626			
TOTAL TO LINE E IN SECTION IV										4,741,122	17,688,700	4,827,326	

	COL A01 ACT PR YR EXP 2023-24	COL A02 CURR YR EST EXP 2024-25	COL A03 AGY REQUEST FY 2025-26	COL A04 AGY REQ N/R FY 2025-26
COMMERCE	40000000			
FUND: SPEC EMPLOYMNT SECU ADM TF	2648			
SECTION III: ADJUSTMENTS				
	OBJECT CODE			
B5 PY SEPTEMBER OPERATING REVERSIONS	991000	9,975		
B6 SEPTEMBER OPERATING REVERSIONS CY	991000		5,843	
B6 SEPTEMBER OPERATING REVERSIONS CY	991000		55,000	
B9 PY AP NOT CF OPERATING ADJUSTMENT	991000	818,792		
C2 .Y OPERATING CF PART B ENCUMBRANCES	991000	61,818-		
C2 PY OPERATING CF PART B ENCUMBRANCES	991000	434,904-		
F1 ROUNDING	991000	1-		
ZZ PY AP NOT CF OPERATING ADJUSTMENT	991000	28,512		
ZZ PY ACCOUNTS PAYABLE NONOPERATING	991000	482,343-		
TOTAL TO LINE H IN SECTION IV		121,787-	60,843	

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1	(A)	28,458,457	36,205,117	29,825,601	
ADD: REVENUES (FROM SECTION I)	(B)	19,729,958	18,525,429	14,111,216	
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	48,188,415	54,730,546	43,936,817	
LESS: OPERATING EXPENDITURES	(D)	7,120,389	7,277,088	12,290,566	5,645,900
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	4,741,122	17,688,700	4,827,326	
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)				
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	36,326,904	29,764,758	26,818,925	
NET ADJUSTMENTS (FROM SECTION III)	(H)	121,787-	60,843		
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)	36,205,117	29,825,601	26,818,925	
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:		28,458,467			

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE				
	STATE(S)	RESTRICTED(R)			
	NONSTATE(N)	UNRESTRICTED(U)			
AA REEMPLOYMENT PENALTY & INTEREST	S	U	353		
D5 REEMPLOYMENT PENALTY AND INTEREST	S	U	36,204,764	29,825,601	31,818,925
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			36,205,117	29,825,601	31,818,925

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: TOURISM PROMOTIONAL TF										2722			
SECTION I: DETAIL OF REVENUES													
	REVENUE	CAP	SVC	AUTH	MATCHING %		CFDA						
	CODE		CHG%		ST	I/C LOC I/C	NO.						
F5 FROM 2021 40100200 TO 2722 40300200	001500	NO	0.0	215	0.00	0.00		50					
F7 FROM 2021 40100200 TO 2722 40400100	001500	NO	0.0	215	0.00	0.00		2,263					
F9 FROM DOR 2494 73410000 TO 2722 40400100	001500	NO	0.0	215	0.00	0.00		24,118,337	26,525,595	26,524,534			
IA INTEREST EARNED - RENTAL CAR SURCHARGE	000500	NO	8.0	215	0.00	0.00		171,025	200,000	200,000			
L7 FROM DOR 2494 73410000 TO 2722 40400100	001500	NO	0.0	215	0.00	0.00			174,405	175,466			
TOTAL TO LINE B IN SECTION IV										24,291,675	26,900,000	26,900,000	
SECTION II: DETAIL OF NONOPERATING EXPENDITURES													
	OBJECT	TRANSFER	CFDA										
	CODE	TO BE	NO.										
F1 FROM 2722 40400100 TO 2021 40100100	810000	40100100		145,434									
F2 TRANSFER TO 2021 40100200	810000	40100200			252,787	252,787							
H3 BE TRANSFERS FROM 40400100	810000	40400100		108-									
H4 BE TRANSFERS FROM 40400100	810000	40400100		611,332-									
H5 BE TRANSFER TO 40100100	810000	40100100		108									
H6 BE TRANSFER TO 40300200	810000	40300200		611,332									
L1 SERVICE CHARGE TO GR	810000	40100200		15,364	16,000	16,000							
L3 5% RESERVE	999000					1,340,016							
TOTAL TO LINE E IN SECTION IV										160,798	268,787	1,608,803	
SECTION III: ADJUSTMENTS													
	OBJECT												
	CODE												
B5 PY SEPTEMBER OPERATING REVERSIONS	991000	6											
B9 SWFS ADJUSTMENT # B4000046	991000	2,103,699											
C2 PY OPERATING CF PART B ENCUMBRANCES	991000	5,250,657-											
D4 PY NON CF OPERATING ACCTS PAY	991000	2,554-											

	COL A01 ACT PR YR EXP 2023-24	COL A02 CURR YR EST EXP 2024-25	COL A03 AGY REQUEST FY 2025-26	COL A04 AGY REQ N/R FY 2025-26
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COMMERCE 40000000

FUND: TOURISM PROMOTIONAL TF 2722

SECTION III: ADJUSTMENTS

OBJECT
CODE

TOTAL TO LINE H IN SECTION IV

3,149,506-

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1	(A)	10,830,335	7,673,826	9,519,419
ADD: REVENUES (FROM SECTION I)	(B)	24,291,675	26,900,000	26,900,000
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	35,122,010	34,573,826	36,419,419
LESS: OPERATING EXPENDITURES	(D)	24,137,880	24,785,620	24,788,702
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	160,798	268,787	1,608,803
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)			
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	10,823,332	9,519,419	10,021,914
NET ADJUSTMENTS (FROM SECTION III)	(H)	3,149,506-		
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)	7,673,826	9,519,419	10,021,914
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:		10,830,335		

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE				
	STATE(S)	RESTRICTED(R)			
	NONSTATE(N)	UNRESTRICTED(U)			
AA RENTAL CAR FEES	S	U	7,673,826	9,519,419	10,021,914
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			7,673,826	9,519,419	10,021,914

										COL A01	COL A02	COL A03	COL A04
										ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
										EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26
COMMERCE										40000000			
FUND: UNEMPLOYMENT COMP BENE TF										2765			
SECTION I: DETAIL OF REVENUES													
	REVENUE	CAP	SVC	AUTH	MATCHING %		CFDA						
	CODE		CHG%	ST	I/C	LOC	I/C	NO.					
G0	REFUNDS												
	001800	NO	0.0	215	0.00	0.00			9,644				
G1	UNEMPLOYMENT INSURANCE												
	000700	NO	0.0	443	0.00	0.00	17.225		483,251,367				
G4	FROM 2767 40200200 TO 2765 40200200												
	001500	NO	0.0	215	0.00	0.00			1435,000,000	641,173,505	631,734,684		
TOTAL TO LINE B IN SECTION IV										1918,261,011	641,173,505	631,734,684	
SECTION II: DETAIL OF NONOPERATING EXPENDITURES													
				OBJECT	TRANSFER	CFDA							
				CODE	TO BE	NO.							
H7	UC BENEFIT PAYMENTS			810188					369,801,030	437,200,000	489,900,000		
TOTAL TO LINE E IN SECTION IV										369,801,030	437,200,000	489,900,000	
SECTION III: ADJUSTMENTS													
				OBJECT									
				CODE									
AA	BEGINNING EQUITY ADJUSTMENT			991000	272,945,358-								
A4	SWFS ADJUSTMENT #B0000001			991000	36,741,833								
A6	SWFS ADJUSTMENT #B4000008			991000	19,387,358								
A7	SWFS ADJUSTMENT #B4000013			991000	41,120,477-								
D1	POST CLOSING ADJ COMPENSABLE WEEKS			991000	18,427,236-								
ZZ	SWFS ADJUSTMENT #B4000015			991000	4,590,652-								
TOTAL TO LINE H IN SECTION IV										280,954,532-			

	COL A01	COL A02	COL A03	COL A04
	ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
	EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26

COMMERCE 40000000

FUND: UNEMPLOYMENT COMP BENE TF 2765

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1	(A)	3080,592,746	4348,098,195	4552,071,700
ADD: REVENUES (FROM SECTION I)	(B)	1918,261,011	641,173,505	631,734,684
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	4998,853,757	4989,271,700	5183,806,384
LESS: OPERATING EXPENDITURES	(D)			
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	369,801,030	437,200,000	489,900,000
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)			
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	4629,052,727	4552,071,700	4693,906,384
NET ADJUSTMENTS (FROM SECTION III)	(H)	280,954,532-		
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)	4348,098,195	4552,071,700	4693,906,384
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:		3080,592,746		

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE				
	STATE(S)	RESTRICTED(R)			
	NONSTATE(N)	UNRESTRICTED(U)			
C1 UI TAX RESTRICTED BY LAW STATE & FEDERAL	S	R	4348,098,195	4552,071,700	4693,906,384
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			4348,098,195	4552,071,700	4693,906,384

	COL A01	COL A02	COL A03	COL A04
	ACT PR YR	CURR YR EST	AGY REQUEST	AGY REQ N/R
	EXP 2023-24	EXP 2024-25	FY 2025-26	FY 2025-26

COMMERCE 40000000

FUND: UNEMPLOY COMP CLEARING TF 2767

SECTION I: DETAIL OF REVENUES

REVENUE CODE	CAP	SVC CHG%	AUTH	MATCHING %	CFDA NO.				
			ST	I/C LOC I/C					
A3 UNEMPLOYMENT COMPENSATION									
000100	YES	0.0	443	0.00 0.00	17.225		276,489		
B3 UNEMPLOYMENT COMPENSATION									
000300	YES	0.0	443	0.00 0.00	17.225	642,061,742	547,800,000	548,100,000	
B9 UNEMPLOYMENT COMPENSATION									
000500	NO	0.0	443	0.00 0.00	17.225	17,358,757	108,200,000	97,100,000	
M3 UNEMPLOY COMPENSATION									
001500	NO	0.0	443	0.00 0.00	17.225	810,000,000			
Q3 REFUNDS									
001800	NO	0.0	215	0.00 0.00				152,545	
X1 WARRANT CANCELLATIONS									
003700	NO	0.0	215	0.00 0.00				136,751	
X3 WARRANT CANCELLATIONS									
003800	NO	0.0	215	0.00 0.00				3,600,009	
TOTAL TO LINE B IN SECTION IV						1473,586,293	656,000,000	645,200,000	

SECTION II: DETAIL OF NONOPERATING EXPENDITURES

OBJECT CODE	TRANSFER TO BE	CFDA NO.							
C2 FROM 2767 40200200 TO 2648 40200600			810000		3,984,182				
C6 FROM 2767 40200200 TO 2648 40200100			810000		12,210,389				
C7 FROM 2767 40200200 TO 2648 40300200			810000		1,685,312				
H8 TO 2765 40200200	40200200		810188	1435,000,000	642,747,871				
H9 TO 2648 40200600	40200600		810188	11,614,730	631,734,684				
I0 TO 2648 40300200	40300200		810188	5,824,271					
I1 REFUNDS			860061		53,611,218				
TOTAL TO LINE E IN SECTION IV						1506,050,219	660,627,754	645,200,000	

SECTION III: ADJUSTMENTS

OBJECT CODE	
AA SWFS ADJUSTMENT #B4000043	991000 1,547,194
A1 SWFS ADJUSTMENT #B4000047	991000 27,172
A2 SWFS ADJUSTMENT #B4000002	991000 34,110,120

	COL A01 ACT PR YR EXP 2023-24	COL A02 CURR YR EST EXP 2024-25	COL A03 AGY REQUEST FY 2025-26	COL A04 AGY REQ N/R FY 2025-26
--	-------------------------------------	---------------------------------------	--------------------------------------	--------------------------------------

COMMERCE 40000000

FUND: UNEMPLOY COMP CLEARING TF 2767

SECTION III: ADJUSTMENTS

	OBJECT CODE			
A3 SWFS ADJUSTMENT #B4000003	991000	36,741,833-		
A5 SWFS ADJUSTMENT #B4000026	991000	1,635,476-		
TOTAL TO LINE H IN SECTION IV		2,692,823-		

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1	(A)	39,784,503	4,627,754	
ADD: REVENUES (FROM SECTION I)	(B)	1473,586,293	656,000,000	645,200,000
TOTAL FUNDS AVAILABLE (LINE A + LINE B)	(C)	1513,370,796	660,627,754	645,200,000
LESS: OPERATING EXPENDITURES	(D)			
LESS: NONOPERATING EXPENDITURES (SECTION II)	(E)	1506,050,219	660,627,754	645,200,000
LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)	(F)			
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ	(G)	7,320,577		
NET ADJUSTMENTS (FROM SECTION III)	(H)	2,692,823-		
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30	(I)	4,627,754		
TOTAL UNRESERVED FUND BALANCE FROM STATEWIDE CFO FILE:		39,784,503		

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE

	FUNDING SOURCE			
	STATE(S)	RESTRICTED(R)		
	NONSTATE(N)	UNRESTRICTED(U)		
C1 UI TAX RESTRICTED BY LAW STATE & FEDERAL	S	R	4,627,754	
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30			4,627,754	



State of Florida
Department of Commerce

Schedule VII – Agency Litigation Inventory

Fiscal Year
2025-2026

Schedule VII: Agency Litigation Inventory

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

Agency:	Florida Department of Commerce		
Contact Person:	Tim Newhall, OAG	Phone Number:	850-414-3633
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Key Haven Associated Enterprises v. DEP and Commerce		
Court with Jurisdiction:	Circuit Court for Leon County		
Case Number:	2021-CA-1613		
Summary of the Complaint:	Plaintiff brings declaratory judgment and inverse condemnation claims against DEP and Commerce after DEP denied environmental use permits for dredging and filling submerged land on five lots owned by Plaintiff in Monroe County. Plaintiff alleges DEP's denial was based on Commerce's objection to the permits for lack of compliance with the Florida Coastal Management Program and Monroe County's Comprehensive Plan and Land Development Regulations.		
Amount of the Claim:	Unspecified		
Specific Statutes or Laws (including GAA) Challenged:	N/A		
Status of the Case:	The Court entered an order on 1/30/24 denying Plaintiff's Motion for Partial summary Judgment. Plaintiff filed a Motion in Limine to determine the parent tract on 5/9/24. A status conference was held on 8/22/24.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A		

Schedule VII: Agency Litigation Inventory

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

Agency:	Florida Department of Commerce		
Contact Person:	Dan Bell, OAG	Phone Number:	850-414-3300
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Shen et al. v. FDACS, DEO, et al.		
Court with Jurisdiction:	U.S. District Court for the Northern District of Florida		
Case Number:	23-CV-208		
Summary of the Complaint:	Plaintiffs are challenging Senate Bill (SB) 264 and claiming that it violates: (1) the Equal Protection Clause under the 14th Amendment; (2) the right to procedural due process under the 14th Amendment and 42 U.S.C. 1983; (3) the Fair Housing Act; and (4) the Supremacy Clause of the U.S. Constitution.		
Amount of the Claim:	N/A		
Specific Statutes or Laws (including GAA) Challenged:	Chapter 692, Florida Statutes		
Status of the Case:	Plaintiffs filed a Motion for Preliminary Injunction on 6/1/23. The District Court entered an order denying the Plaintiffs' preliminary injunction on 8/17/23. Plaintiffs' appealed the District Court's order to the 11th Circuit Court of Appeals. The 11th Circuit issued an order granting Plaintiffs/Appellants' motion for an injunction pending appeal only as to two Plaintiffs (Shen and Xu). Oral argument was held on 4/19/24 regarding the issues presented on appeal. The 11th Circuit has not issued a mandate.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A		

Schedule VII: Agency Litigation Inventory

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

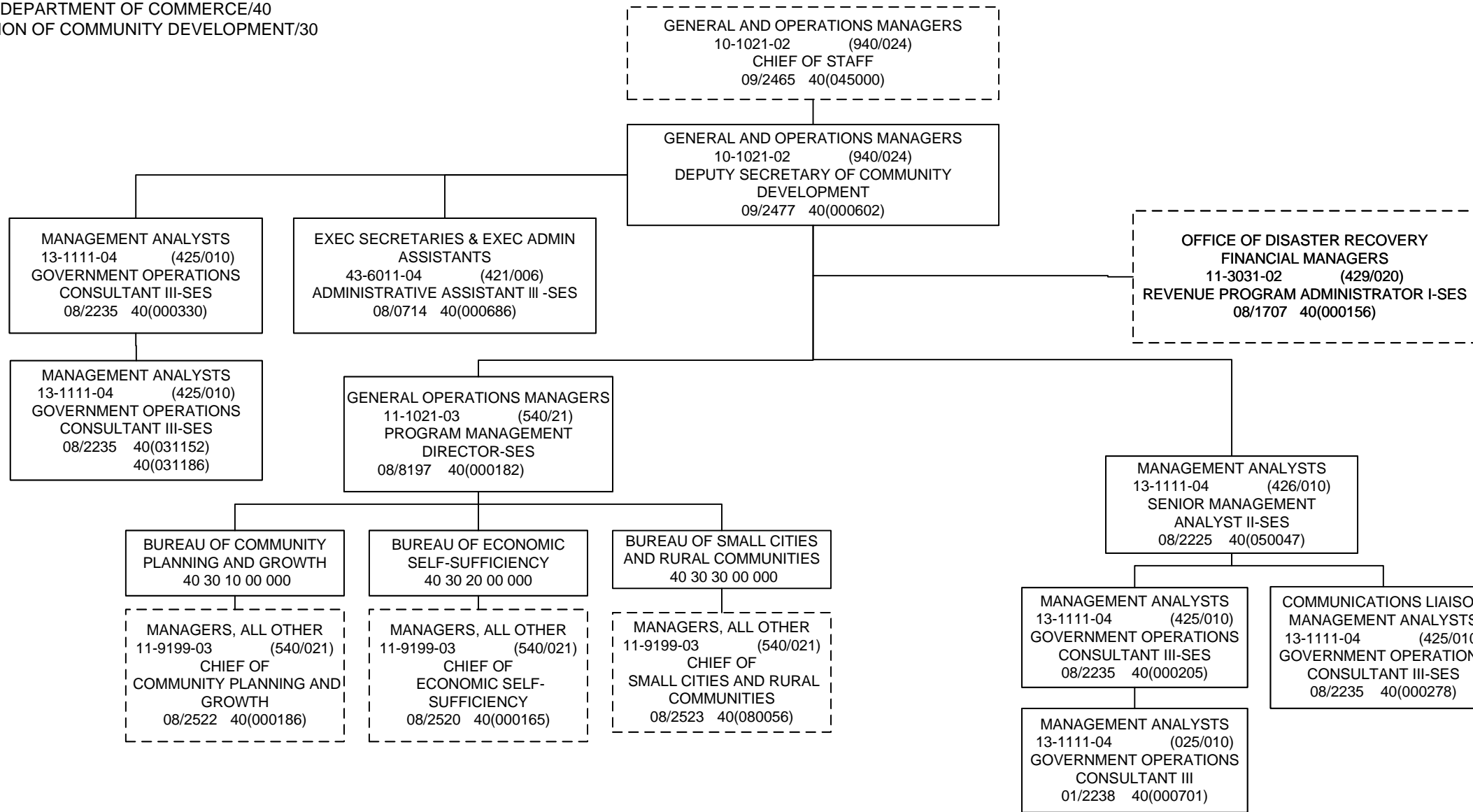
Agency:	Florida Department of Commerce		
Contact Person:	Robert Schenck, OAG	Phone Number:	850-414-3300
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	National Fair Housing Alliance, Inc., et al. v. Commerce, et al.		
Court with Jurisdiction:	U.S. District Court for the Southern District of Florida		
Case Number:	24-CV-21749		
Summary of the Complaint:	Plaintiffs are challenging Senate Bill (SB) 264 and claiming that it (1) discriminates on the basis of national origin in violation of the federal Fair Housing Act and Article I, section 2 of the Florida Constitution; and (2) violates the right to property guaranteed by Article I, section 2 of the Florida Constitution.		
Amount of the Claim:	N/A		
Specific Statutes or Laws (including GAA) Challenged:	Chapter 692, Florida Statutes		
Status of the Case:	Commerce filed a Motion to Transfer, or in the alternative stay the case pending the appeal in the Shen case. A hearing on Commerce's Motion to Transfer/Stay is scheduled for 9/25/24.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A		



State of Florida
Department of Commerce

Schedule X – Organization Structure

Fiscal Year
2025-2026



HR/FLAIR ORG: 40 30 00 00 000

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MANAGEMENT ANALYSTS
 13-1111-02 (017/006)
 OPERATIONS ANALYST I
 01/2209 *40(047151)

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

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

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

MANAGEMENT ANALYSTS
 13-1111-02 (017/006)
 OPERATIONS ANALYST I
 01/2209 *40(034256)

MANAGEMENT ANALYSTS
 13-1111-02 (017/006)
 OPERATIONS ANALYST I
 01/2209 *40(043023)

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

MANAGERS, ALL OTHER
 11-9199-03 (540/021)
 CHIEF OF ECONOMIC SELF-
 SUFFICIENCY
 08/2520 40(000165)

EXEC SECRETARIES &
 EXEC ADMIN ASSISTANTS
 43-6011-03 (018/05)
 ADMINISTRATIVE
 ASSISTANT II
 01/0712 40(000319)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(000605)

MANAGEMENT ANALYSTS
 13-1111-03 (022/007)
 GOVERNMENT ANALYST I
 01/2224 40(000699)

MANAGEMENT ANALYSTS
 13-1111-03 (021/007)
 GOVERNMENT OPERATIONS
 CONSULTANT I
 01/2234 40(000304)

WEATHERIZATION SVC
 40302040000

LIHEG & COMM SVC
 40302050000

WEATHERIZATION SVC
 MANAGERS, ALL OTHER
 11-9199-02 (426/020)
 COMMUNITY PROGRAM
 MANAGER-SES
 08/2336 40(000608)

COMMUNITY SVC
 MANAGERS, ALL OTHER
 11-9199-02 (426/020)
 COMMUNITY PROGRAM MANAGER-
 SES
 08/2336 40(000606)

WEATHERIZATION SVC
 MANAGERS, ALL OTHER
 11-9199-02 (426/020)
 COMMUNITY PROGRAM
 MANAGER-SES
 08/2336 40(047077)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(000040)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(000622)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(000607)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(000030)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(000623)
 40(000694)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(000693)

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

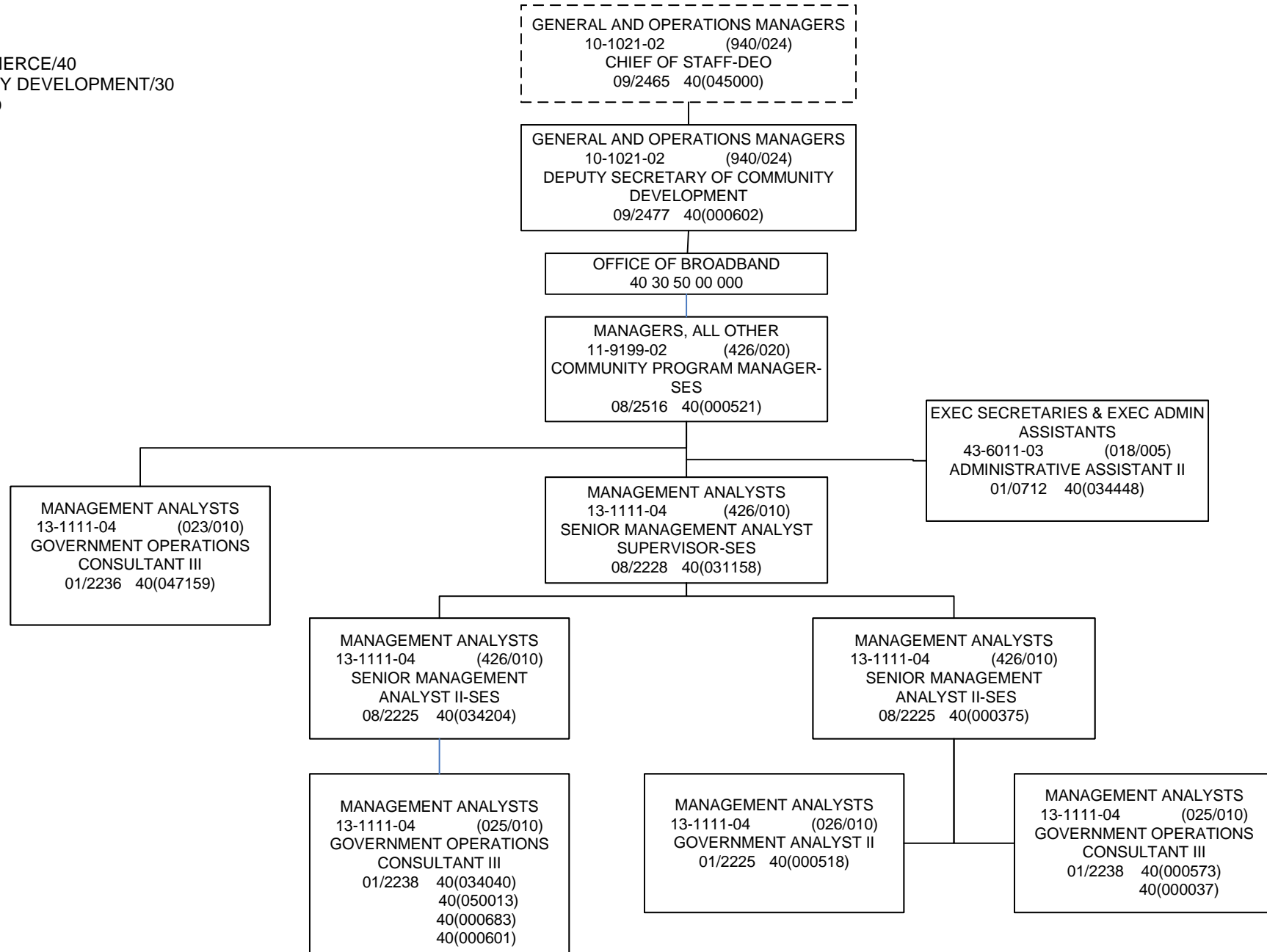
HR ORG: 40302040000
 FLAIR ORG: 40302040000

HR ORG: 40302050000
 FLAIR ORG: 40302050000

HUMAN RESOURCE MANAGEMENT/SLW

DEPARTMENT OF COMMERCE/40
DIVISION OF COMMUNITY DEVELOPMENT/30
OFFICE OF BROADBAND

FTE Count: 13
As of 06/30/2024



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

HUMAN RESOURCE MANAGEMENT/slw

DEPARTMENT OF COMMERCE/40
 DIVISION OF COMMUNITY DEVELOPMENT
 BLOCK GRANT DISASTER RECOVERY/32

FTE COUNT: 9
 As of 6/30/2024
 Chart 1 of 4

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

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

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

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

COMMUNITY DEVELOPMENT
 BLOCK GRANT DISASTER
 40 32 00 00 000
 MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT
 ANALYST SUPERVISOR-SES
 08/2228 40(050062)

DISASTER RECOVERY BUSINESS
 OPERATIONS
 40-32-20-00-000
 MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST
 SUPERVISOR-SES
 08/2228 40(000195)
 Chart 2 of 4

DISASTER RECOVERY FINANCE
 ADMINISTRATION
 40 32 10 00 000
 MANAGERS, ALL OTHER
 11-9199-02 (426/020)
 COMMUNITY PROGRAM
 MANAGER-SES
 08/2516 40(045017)
 Charts 3a & 3b of 4

DISASTER RECOVERY BUSINESS
 ECONOMIC RECOVERY
 40 32 30 00 000
 MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST
 SUPERVISOR-SES
 08/2228 40(034029)
 Chart 4 of 4

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III-SES
 08/2235 40(000198)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III-SES
 08/2235 40(000580)

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

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

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

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

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

As of 06/30/2024
FTE: 11

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

DISASTER RECOVERY
FINANCE ADMINISTRATION
40 32 10 00 000

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

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

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

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

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

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

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

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

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

DEPARTMENT OF COMMERCE/40
 DIVISION OF COMMUNITY DEVELOPMENT
 DISASTER RECOVERY/32
 FINANCE ADMINISTRATION/10

Chart 3b of 4

FTE Count: 7
 As of 06/30/2024

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

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

DISASTER RECOVERY
 FINANCE ADMINISTRATION
 40 32 10 00 000

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

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST
 SUPERVISOR-SES
 08/2228 40(031160)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(000350)

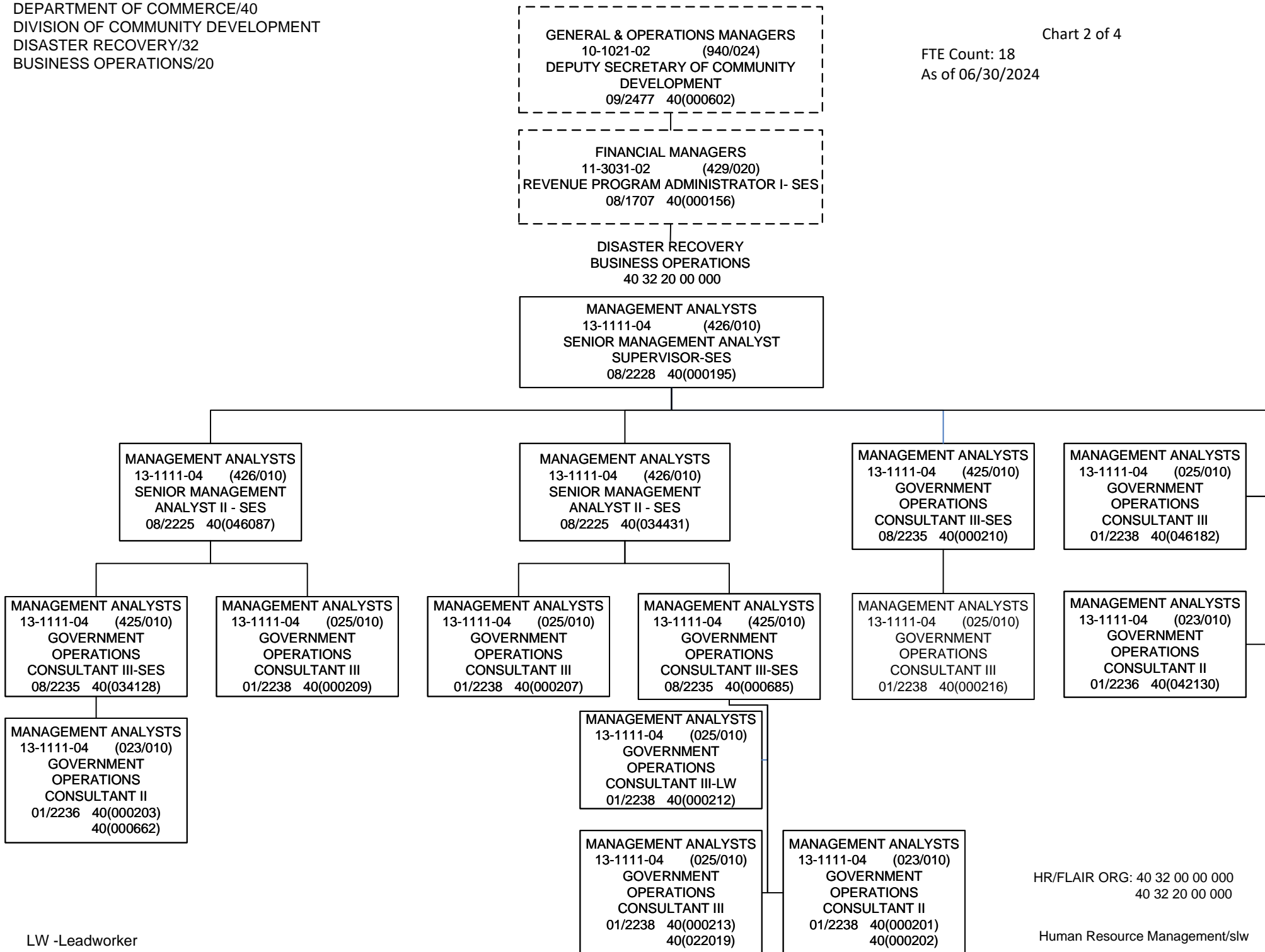
MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST II-SES
 08/2225 40(033041)

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST II-SES
 08/2225 40(000041))

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(000604)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(000345)
 40(000351)

FTE Count: 18
 As of 06/30/2024



LW -Leadworker

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

Human Resource Management/slw

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

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

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

DISASTER RECOVERY
 BUSINESS ECONOMIC RECOVERY
 40 32 30 00 000

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

FTE Count: 18
 As of 06/30/2024

Chart 4 of 4

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

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III
 01/2238 40(000009)
 40(031163)
 40(000665)

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

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

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

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

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

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

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

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III
 01/2238 40(000687)
 40(034243)

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

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT II-LW
 01/2236 40(000663)

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

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

LW -Leadworker

HUMAN RESOURCE MANAGEMENT/JBE

DEPARTMENT OF COMMERCE/40
DIVISION OF COMMUNITY DEVELOPMENT/30
BUREAU SMALL CITIES AND RURAL COMMUNITIES/30

FTE COUNT: 25
As of 06/30/2024

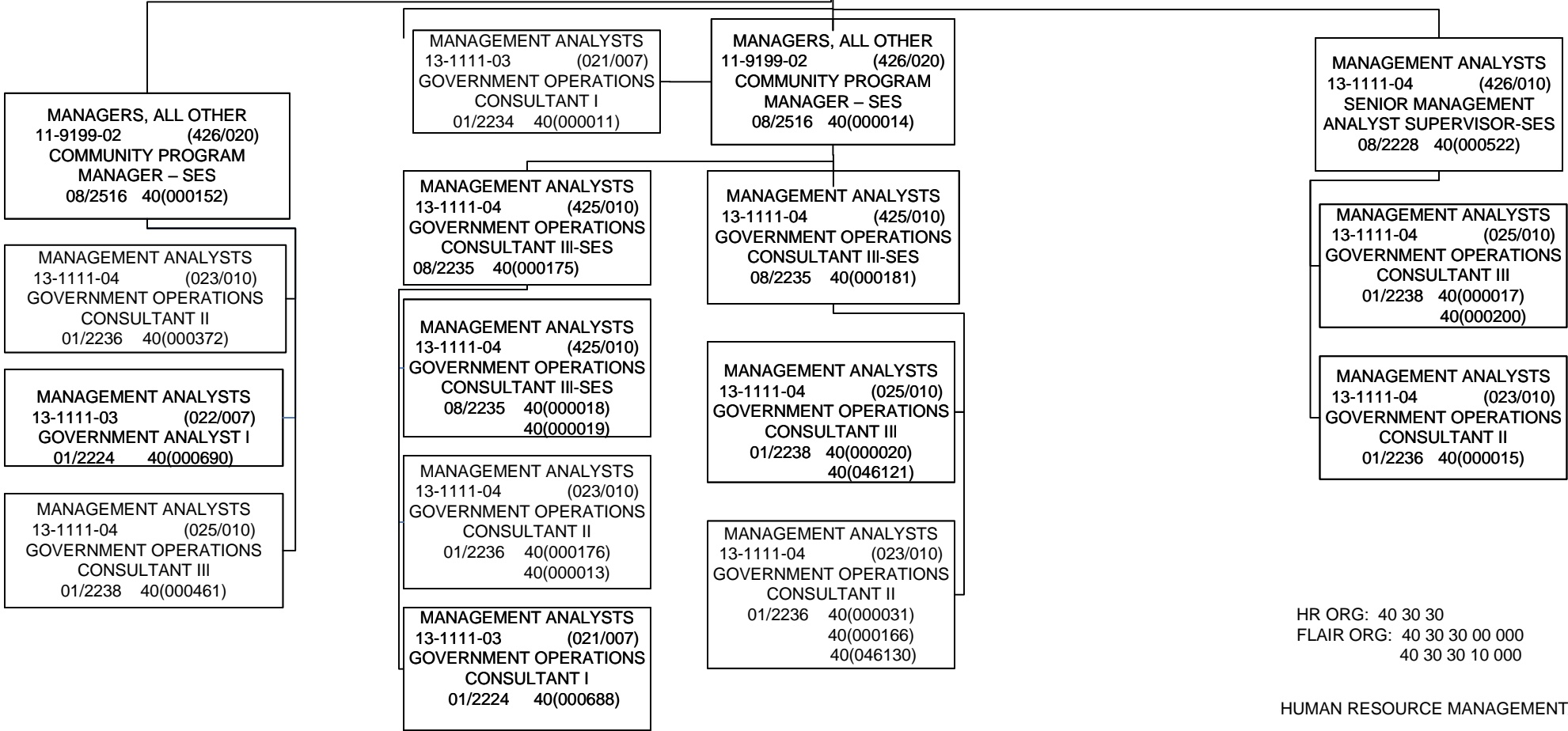
GENERAL & OPERATIONS MANAGERS
10-1021-02 (940/024)
DEPUTY SECRETARY OF COMMUNITY
DEVELOPMENT
09/2477 40(000602)

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

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

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

COMMUNITY ECONOMIC
DEVELOPMENT
40 30 30 10 000



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

HUMAN RESOURCE MANAGEMENT/SLW

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

As of 06/30/2024
FTE: 9

EXEC SECRETARIES & EXEC
ADMIN ASSISTANTS
43-6011-04 (421/006)
ADMINISTRATIVE ASSISTANT III-
SES
08/0714 40(010002)

EXEC SECRETARIES &
EXEC ADMIN ASSISTANTS
43-6011-05 (426/010)
EXECUTIVE ASSISTANT II-
SES
08/0720 40(010002)

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

MANAGERS, ALL OTHER
10-9199-01 (930/023)
DEPUTY CHIEF OF STAFF
09/7784 40(000371)

MANAGERS, ALL OTHER
10-9199-02 (940/024)
GENERAL COUNSEL
09/2463 40(010100)

COMPUTER & INFORMATION
SYSTEMS MANAGERS
11-9199-04 (230/022)
DEPUTY GENERAL COUNSEL
09/2474 40(051000)

FINANCE & ADMINISTRATION
40 05 00 00 000

ECONOMIC DEVELOPMENT
40 42 00 00 000
GENERAL & OPERATIONS
MANAGERS
10-1021-01 (940/023)
DIRECTOR OF ECONOMIC
DEVELOPMENT
09/2482 40(000365)

FINANCIAL MANAGERS
10-3031-01 (940/023)
CHIEF FINANCIAL
OFFICER
09/2468 40(010005)

OFFICE OF ADMINISTRATION
GENERAL AND
OPERATIONS MANAGERS
10-1021-02 (940/024)
CHIEF OPERATING
OFFICER
09/8286 40(052021)

LEGISLATIVE AFFAIRS
40 01 50 55 000
GENERAL & OPERATIONS
MANAGERS
11-1021-03 (530/021)
LEGISLATIVE AFFAIRS
ADMINISTRATOR
08/2466 40(010102)

PUBLIC RELATIONS
40 01 50 50 000
PUBLIC RELATIONS &
FUNDRAISING MANAGERS
11-2031-03 (530/021)
PUBLIC RELATIONS MANAGER
08/2467 40(000305)

ECONOMIC ACCOUNTABILITY &
TRANSPARENCY
COMPUTER & INFORMATION
SYSTEMS MANAGERS
11-3021-04 (429/022)
STRATEGIC PLANNING
COORDINATOR
08/2214 40(034360)

WORKFORCE SUPPORT
SERVICES
40 10 00 00 000
GENERAL AND OPERATIONS
MANAGERS
10-1021-02 (940/024)
DEPUTY SECRETARY OF
WORKFORCE SERVICES
09/2452 40(033024)

MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENT
ANALYST II-SES
08/2225 40(010110)

PUBLIC RELATIONS &
FUNDRAISING MANAGERS
11-2031-02 (520/020)
COMMUNICATIONS
COORDINATOR-SES
08/7596 40(046172)

PUBLIC RELATIONS &
FUNDRAISING MANAGERS
11-2031-02 (520/020)
COMMUNICATIONS
COORDINATOR-SES
08/7596 40(010006)
40(022000)
40(034136)

MANAGEMENT ANALYSTS
13-1111-04 (425/010)
GOVERNMENT OPERATIONS
CONSULTANT III-SES
08/2235 40(000187)

COMMUNITY
DEVELOPMENT
40 30 00 00 000
GENERAL & OPERATIONS
MANAGERS
10-1021-02 (940/024)
DEPUTY SECRETARY OF
COMMUNITY
DEVELOPMENT
09/2477 40(000602)

MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT OPERATIONS
CONSULTANT II
01/2236 40(034149)

PUBLIC RELATIONS
SPECIALIST
27-3031-02 (006/419)
PUBLIC INFORMATION
SPECIALIST-SES
08/3738 40(000003)

PUBLIC RELATIONS &
FUNDRAISING MANAGERS
11-2031-02 (520/020)
COMMUNICATIONS
COORDINATOR-SES
08/7596 40(023003)

MANAGEMENT ANALYSTS
13-1111-03 (421/007)
OPERATIONS & MANAGEMENT
CONSULTANT I-SES
08/2234 40(000074)

MANAGEMENT ANALYSTS
13-1111-04 (425/010)
GOVERNMENT OPERATIONS
CONSULTANT III-SES
08/2235 40(023212)

MANAGEMENT ANALYSTS
13-1111-04 (425/010)
GOVERNMENT OPERATIONS
CONSULTANT III-SES
08/2235 40(021109)

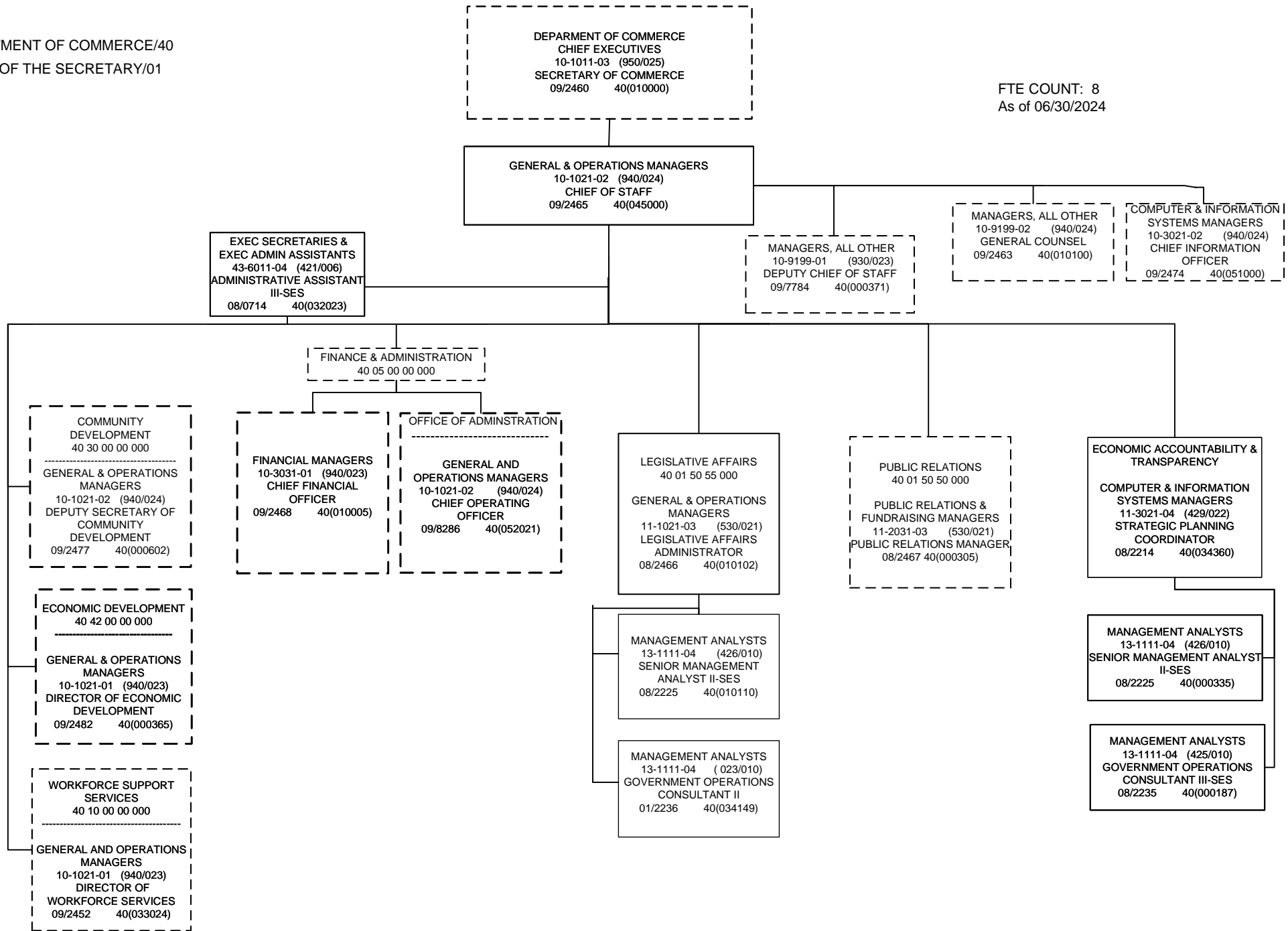
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13-1111-03 (021/007)
GOVERNMENT OPERATIONS
CONSULTANT I
01/2234 40(047105)*

MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENT
ANALYST II-SES
08/2225 40(032015)

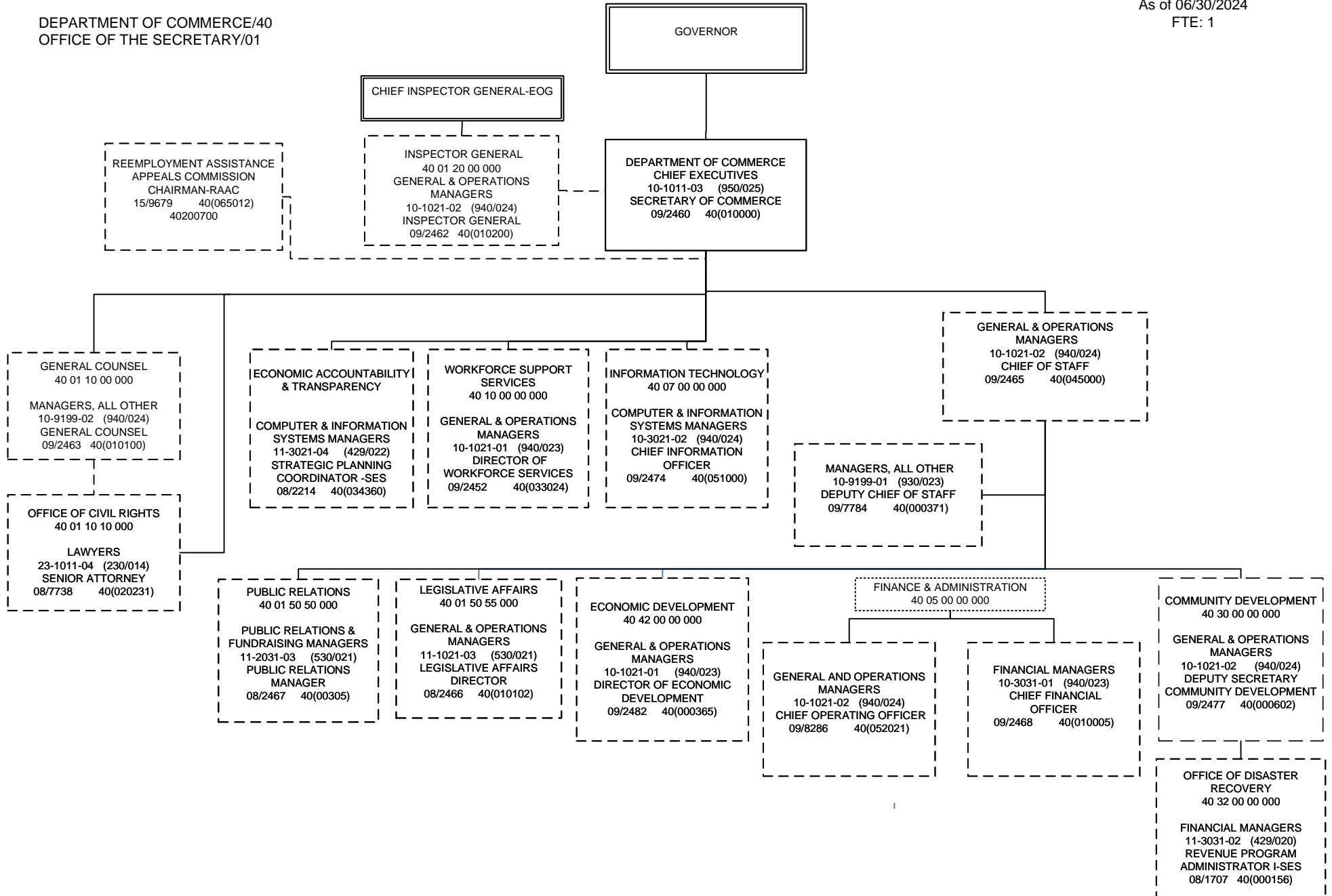
EXECUTIVE SECRETARIES &
EXEC ADMIN ASSISTANTS
43-6011-03 (418/005)
ADMINISTRATIVE ASSISTANT
II-SES
01/0712 40(022014)

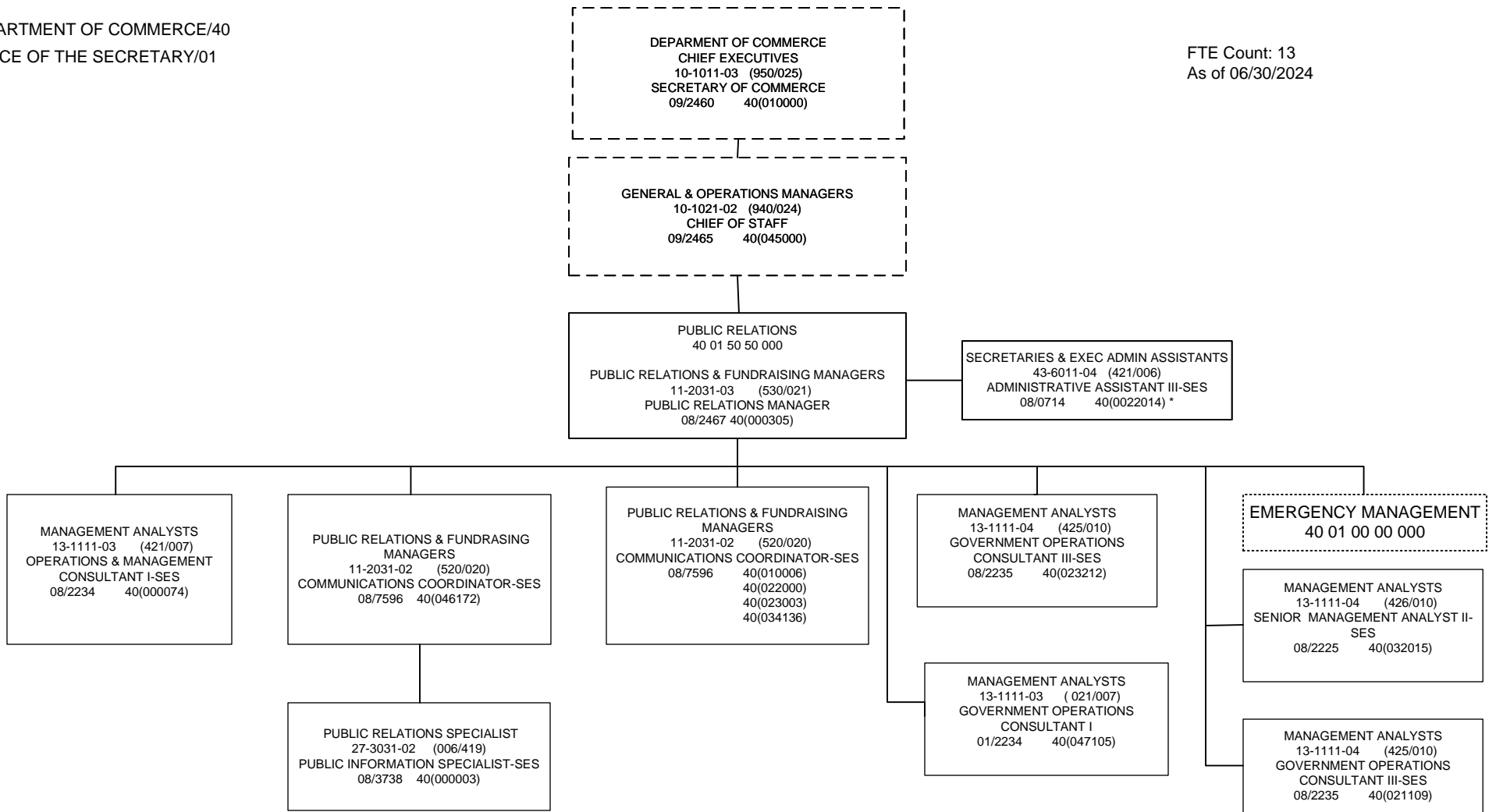
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40 01 50 50 000
40 01 50 55 000
40 05 00 00 000
40 40 20 00 000

HUMAN RESOURCE MANAGEMENT/SLW



HR ORG/FLAIR: 40 01 00 00 000
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40 01 50 55 000
40 05 00 00 000
40 40 20 00 000





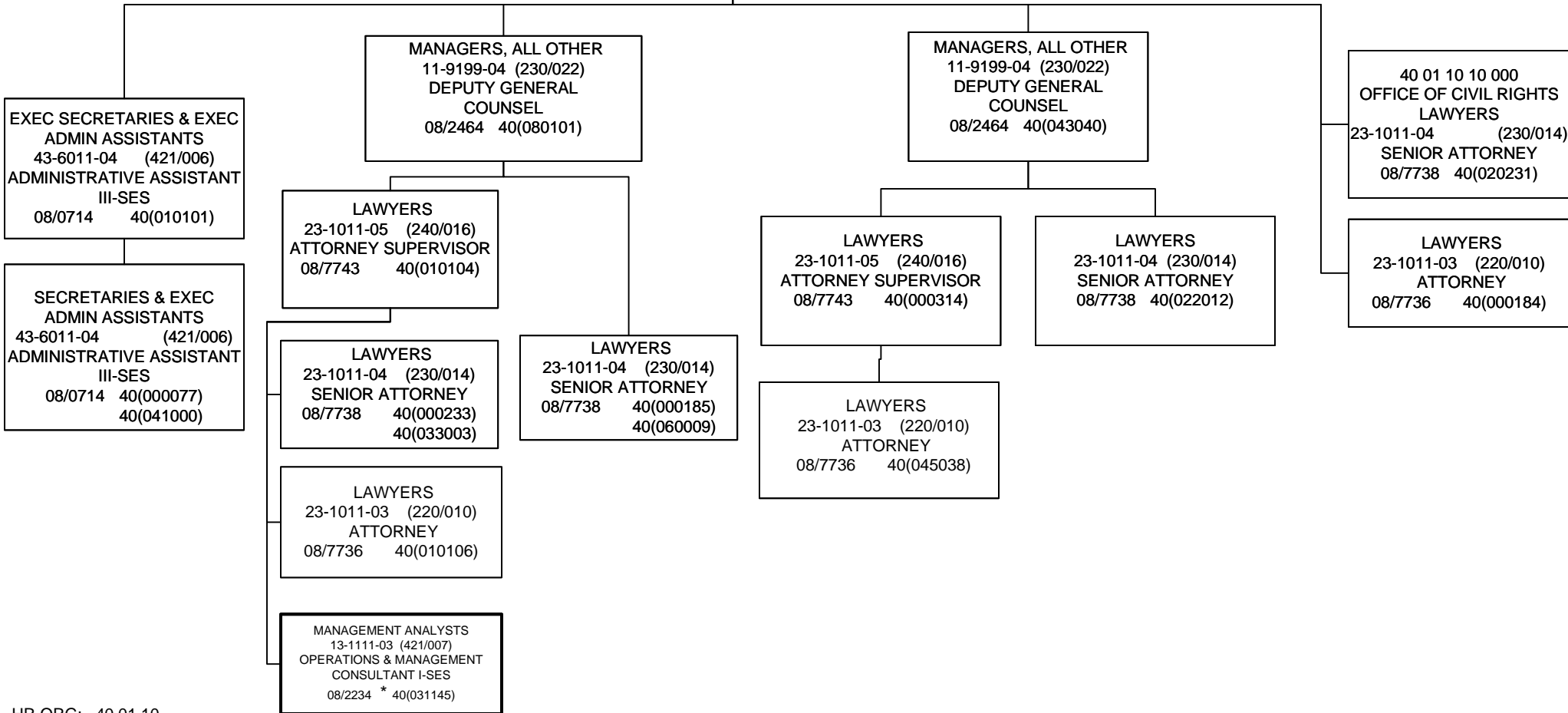
HR ORG/FLAIR: 40 01 00 00 000
40 01 50 50 000
40 01 50 55 000
40 05 00 00 000
40 40 20 00 000

DEPARTMENT OF COMMERCE/40
OFFICE OF THE SECRETARY/01
OFFICE OF GENERAL COUNSEL/10

FTE COUNT: 17
As of 06/30/2024

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

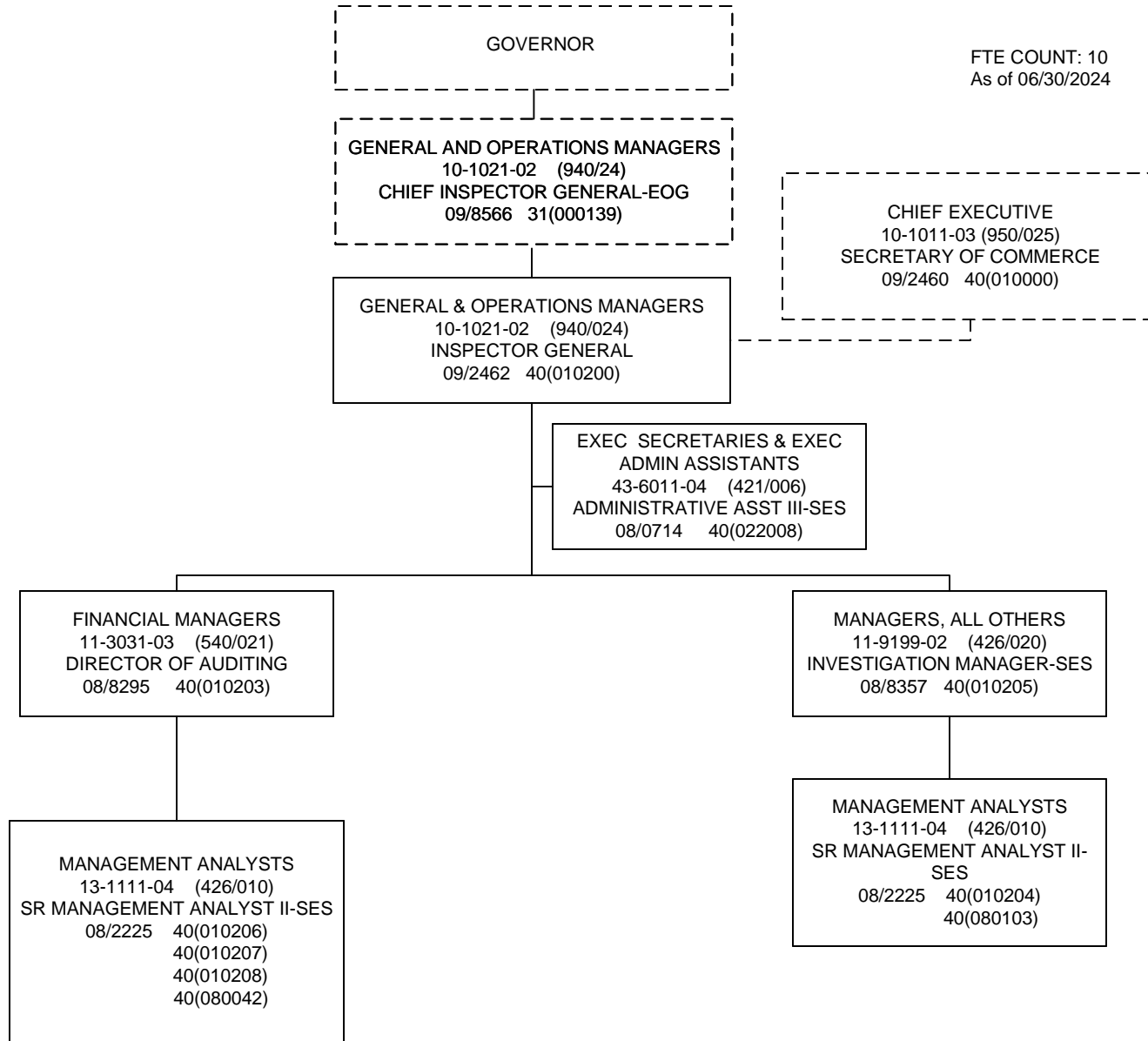
MANAGERS, ALL OTHER
10-9199-02 (940/024)
GENERAL COUNSEL
09/2463 40(010100)



HR ORG: 40 01 10
FLAIR: 40011000000
FLAIR: 40011010000

DEPARTMENT OF COMMERCE/40
OFFICE OF THE SECRETARY/01
INSPECTOR GENERAL/20

FTE COUNT: 10
As of 06/30/2024



HR ORG: 40 01 20
FLAIR: 4001200000

HUMAN RESOURCE MANAGEMENT/JBE

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

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

FINANCIAL MANAGERS
 10-3031-01 (940/023)
 CHIEF FINANCIAL OFFICER
 09/2468 40(010005)

Office of Administration

GENERAL AND OPERATIONS MANAGERS
 10-1021-02 (940/024)
 CHIEF OPERATING OFFICER
 09/8286 40(052021)

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST II-SES
 08/2225 40(021010)

EXEC SECRETARIES & EXEC ADMIN ASSISTANTS
 43-6011-04 (421/006)
 ADMINISTRATIVE ASSISTANT III-SES
 (08/0714) 40(034502)

BUREAU OF FINANCIAL MANAGEMENT
 40 05 70 00 000

BUREAU OF FINANCIAL MONITORING & ACCOUNTABILITY
 40 05 80 00 000

BUREAU OF BUDGET MANAGEMENT
 40 05 20 00 000

BUREAU OF GENERAL SERVICES
 40 05 50 00 000

BUREAU OF HUMAN RESOURCE MANAGEMENT
 40 05 40 00 000

FINANCIAL MANAGERS
 11-3031-03 (540/021)
 CHIEF OF FINANCIAL MANAGEMENT
 08/2471 40(021000)

FINANCIAL MANAGERS
 11-3031-03 (540/021)
 CHIEF OF FINANCIAL MONITORING & ACCOUNTABILITY
 08/2469 40(021005)

FINANCIAL MANAGERS
 11-3031-03 (540/021)
 CHIEF OF BUDGET MANAGEMENT
 08/2473 40(021114)

ADMINISTRATIVE SERVICES MANAGERS
 11-3011-03 (540/021)
 CHIEF OF GENERAL SERVICES
 08/2472 40(023200)

HUMAN RESOURCE MANAGERS
 11-3121-03 (540/021)
 CHIEF OF HUMAN RESOURCE MANAGEMENT
 08/2470 40(023100)

PROJECT MANAGEMENT SPECIALISTS
 13-1082-04 (425/010)
 PROJECT MANAGEMENT SPECIALIST IV-SES
 08/2220 * 40(053016)

FEDERAL REPORTING/
 REVENUE MANAGEMENT

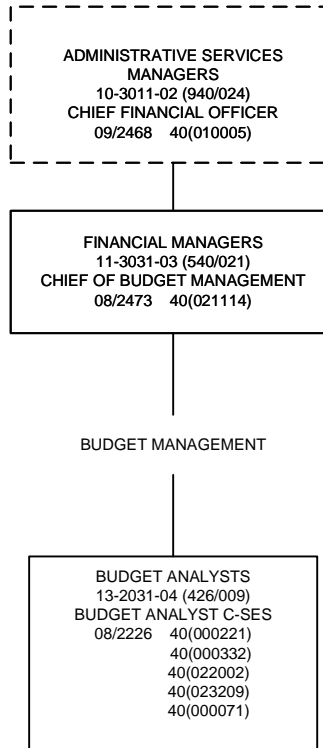
GRANTS MANAGEMENT

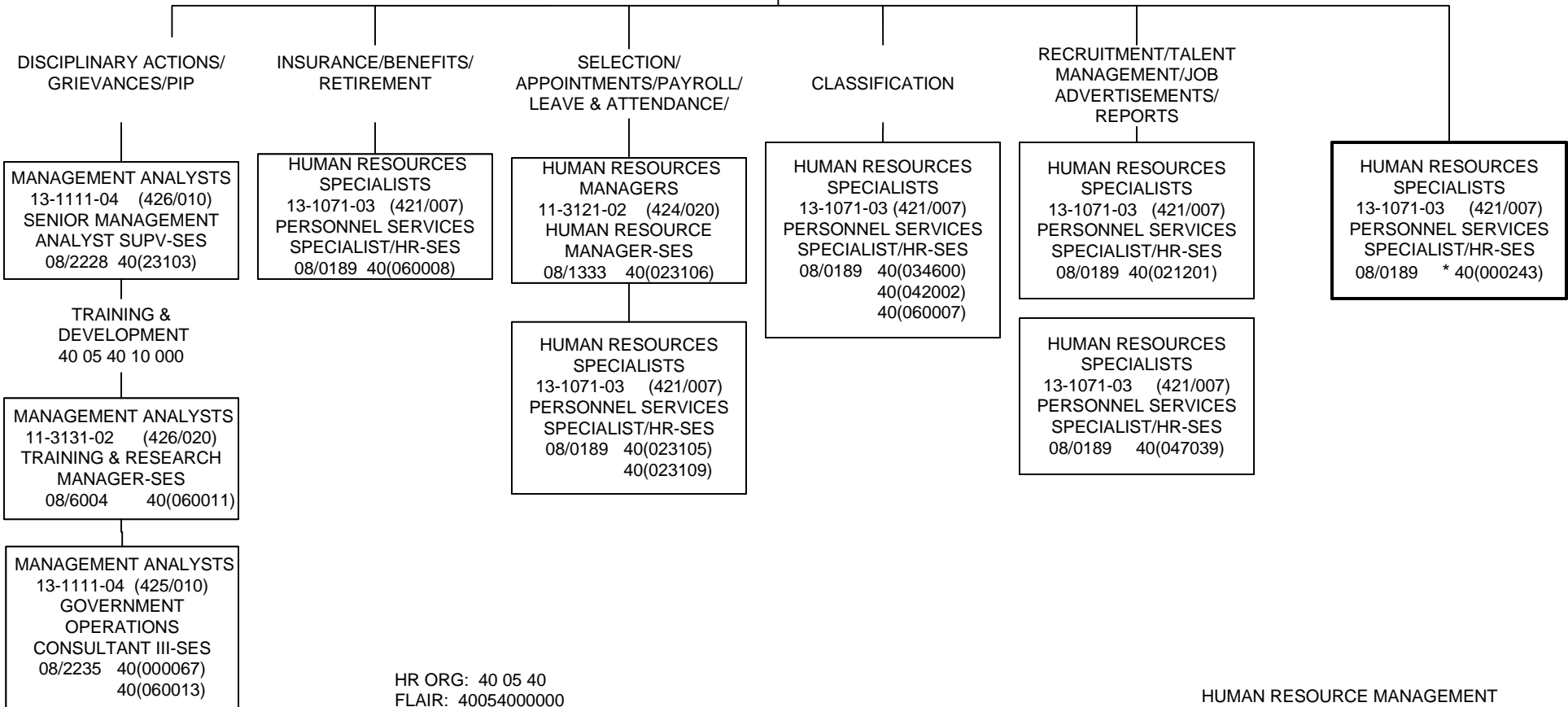
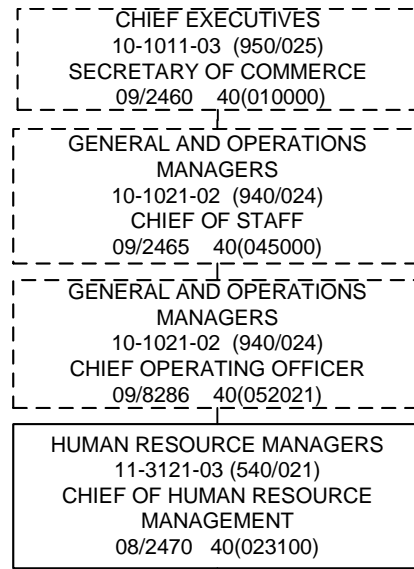
ACCOUNTING

FINANCIAL MANAGERS
 11-3031-02 (429/020)
 REVENUE PROGRAM ADMINISTRATOR I-SES
 08/1707 40(021102)

FINANCIAL MANAGERS
 11-3031-02 (429/020)
 REVENUE PROGRAM ADMINISTRATOR I-SES
 08/1707 40(033000)

FINANCIAL MANAGERS
 11-3031-02 (429/020)
 REVENUE PROGRAM ADMINISTRATOR I-SES
 08/1707 40(031033)





HR ORG: 40 05 40
 FLAIR: 40054000000

HUMAN RESOURCE MANAGEMENT

DEPARTMENT OF COMMERCE/40
DIVISION OF FINANCE & ADMINISTRATION/05
BUREAU OF GENERAL SERVICES/50

GENERAL AND OPERATIONS MANAGERS
10-1021-02 (940/023)
CHIEF OPERATING OFFICER
09/8286 40(052021)

ADMINISTRATIVE SERVICES MANAGERS
11-3011-03 (540/021)
CHIEF OF GENERAL SERVICES-DEO
08/2472 40(023200)

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS
CONSULTANT III
01/2238 40(080112)

PURCHASING MANAGERS
11-3061-02 (426/020)
WT:GENERAL SERVICES
PURCHASING DIRECTOR-SES
08/9147 40(050004)

CONTRACTS MANAGEMENT
40 05 50 11 000

FACILITIES MANAGEMENT
40 05 50 20 000

GENERAL & OPERATIONS MANAGERS
11-1021-02 (426/020)
OPERATIONS MANAGER C-SES
08/9119 40(023210)
Chart 2 of 2

MANAGERS, ALL OTHER
11-9199-02 (426/020)
CONTRACTS & GRANTS MANAGER-SES
08/2223 40(050043)

ACCOUNTANTS & AUDITORS
13-2011-03 (423/008)
ACCOUNTING SERVICES
ANALYST B-SES
08/4948 40(080051)

PROCUREMENT
40 05 50 10 000

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS
CONSULTANT III
01/2238 40(021119)
40(022030)
40(023201)
40(023217)
40(044084)
40(044086)
40(044095)

MANAGEMENT ANALYSTS
13-1111-03 (022/007)
GOVERNMENT ANALYST I
01/2224 40(000696)

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS
CONSULTANT III
01/2238 * 40(034032)

MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENTANALYST
SUPV-SES
08/2228 * 40(033032)

MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT OPERATIONS
CONSULTANT II
01/2236 * 40(034149)

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS
CONSULTANT III
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* 40(046170)
* 40(031194)
* 40(034189)
* 40(034108)
* 40(033061)

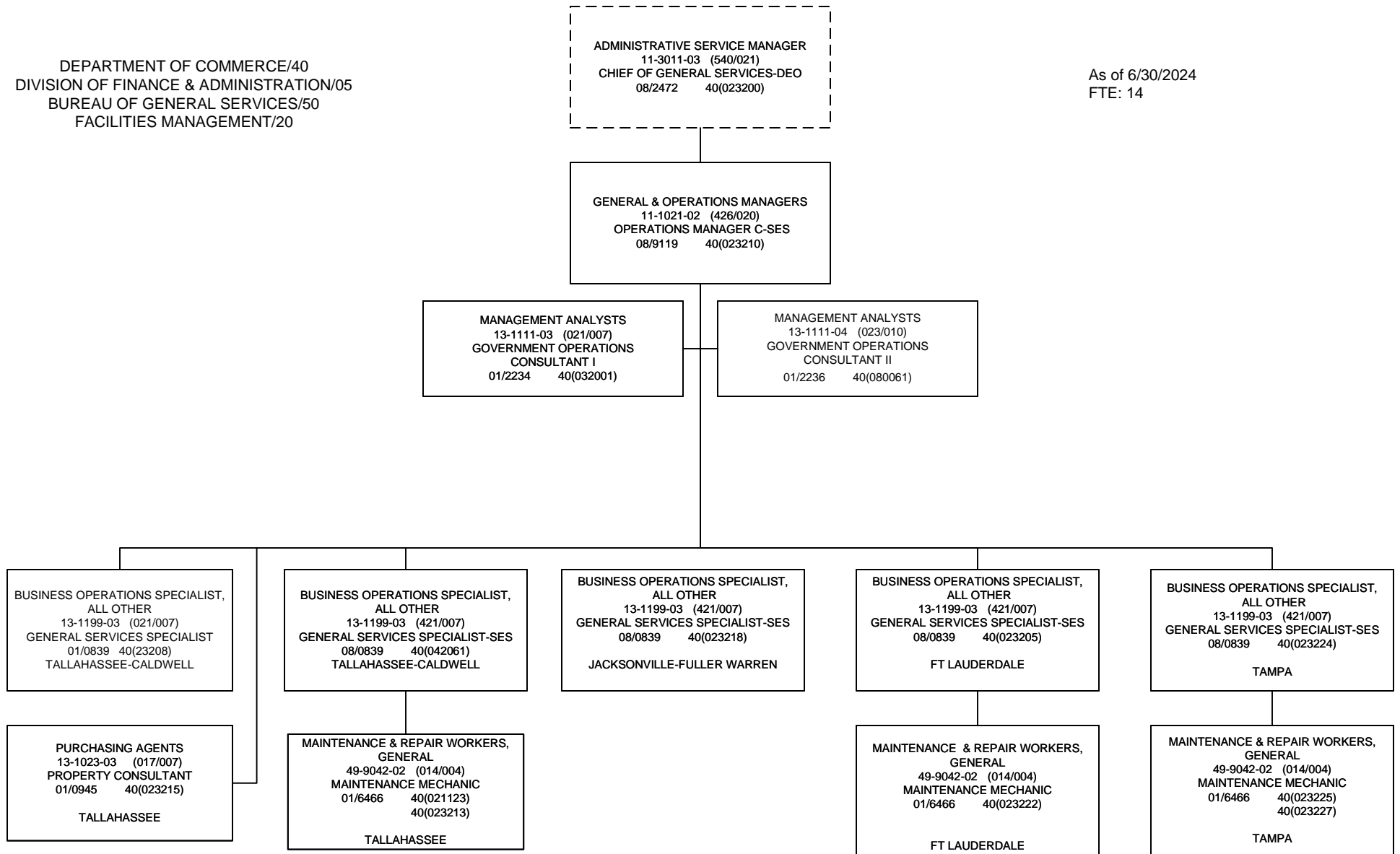
PURCHASING MANAGERS
11-3061-02 (426/020)
GENERAL SERVICES
PURCHASING MANAGER-SES
08/9147 40(023207)

PURCHASING AGENTS
13-1023-04 (023/010)
PURCHASING ANALYST
01/0830 40(000418)
40(021206)
40(023203)

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS
CONSULTANT III
01/2238 40(021115)
40(023202)

DEPARTMENT OF COMMERCE/40
DIVISION OF FINANCE & ADMINISTRATION/05
BUREAU OF GENERAL SERVICES/50
FACILITIES MANAGEMENT/20

As of 6/30/2024
FTE: 14



FINANCIAL MANAGERS
 10-3031-01 (940/023)
 CHIEF FINANCIAL OFFICER
 09/2468 40(010005)

FINANCIAL MANAGERS
 11-3031-03 (540/021)
 CHIEF OF FINANCIAL MANAGEMENT-
 DEO
 08/2471 40(021000)

FINANCIAL MANAGERS
 11-3031-02 (429/020)
 REVENUE PROGRAM
 ADMINISTRATOR I-SES
 08/1707 40(047178)

FINANCIAL MANAGERS
 11-3031-02 (429/020)
 REVENUE PROGRAM
 ADMINISTRATOR I-SES
 08/1707 40(033000)

FINANCIAL MANAGERS
 11-3031-02 (429/020)
 REVENUE PROGRAM
 ADMINISTRATOR I-SES
 08/1707 40(021102)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III-SES
 08/2235 40(021117)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III-SES
 08/2235 40(000434)

ACCOUNTANTS AND AUDITORS
 13-2011-03 (022/008)
 SENIOR PROFESSIONAL
 ACCOUNTANT
 01/1468 40(021111)

GRANTS MANAGEMENT
 4005700000000

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III-SES
 08/2235 40(021009)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(021112)

FEDERAL REPORTING/
 REVENUE/CASH MANAGEMENT
 4005700000000

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST
 II-SES
 08/2225 40(022010)

ACCOUNTANTS AND AUDITORS
 13-2011-03 (020/010)
 ACCOUNTING SYSTEMS
 ANALYST
 01/1440 40(000264)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(000513)
 40(21100)
 40(023101)

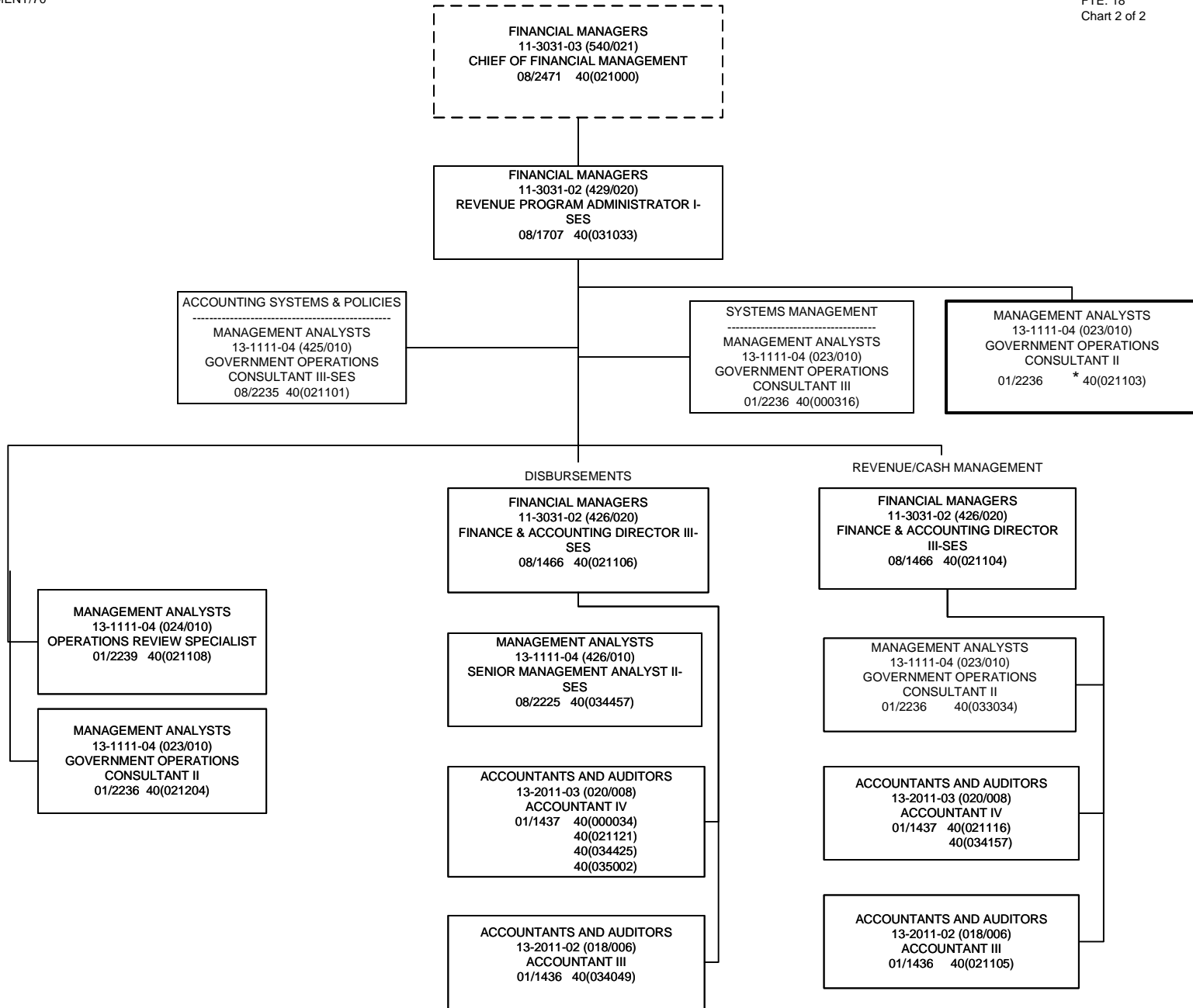
MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT
 ANALYST SUPV-SES
 08/2228 40(021200)

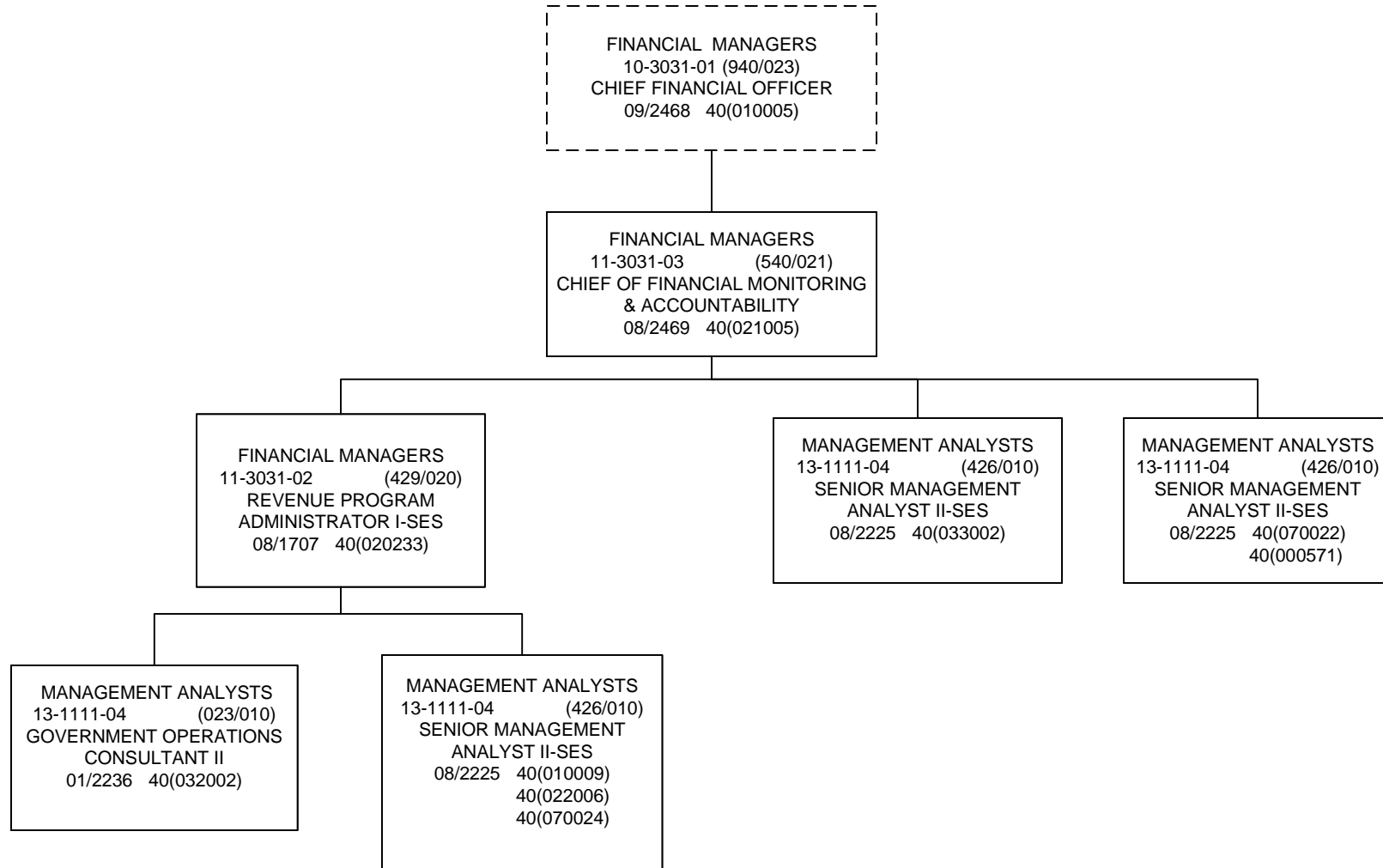
MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT
 ANALYST II-SES
 08/2225 40(070021)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III-SES
 08/2235 40(021122)
 40(021006)
 40(000130)
 40(021107)

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST
 II-SES
 08/2225 40(052013)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III-SES
 08/2235 40(021203)





4007000000

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

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

COMPUTER & INFO SYSTEMS MANAGERS
11-3021-02 (427/020)
INFO TECH BUSINESS CONSLT MGR-SES
08/2134 40(052009)

INFORMATION TECHNOLOGY APPLICATION DEVELOPMENT
40 07 25 00 000
COMPUTER & INFO SYS MGRS
11-3021-02 (427/020)
INFO TECH BUSINESS CONSLT MGR-SES
08/2134 40(023220)
See Chart 3

FINANCE MANAGERS
11-3031-02 (429/020)
REVENUE PROGRAM ADMINISTRATOR I-SES
08/1707 49(046051)

INFORMATION SYSTEMS & SUP SVCS SECURITY
40 07 22 00 000

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

INFORMATION TECHNOLOGY OPERATIONS
40 07 20 00 000
COMPUTER & INFO SYS MGRS
11-3021-02 (427/020)
INFO TECH BUSINESS CONSLT MGR-SES
08/2134 40(060012)
See Chart 2

INFORMATION TECHNOLOGY PLANNING & ADMINISTRATION
40 07 15 00 000
COMPUTER & INFO SYS MGRS
11-3021-02 (427/020)
INFO TECH BUSINESS CONSLT MGR-SES
08/2134 40(053043)

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS CONSULTANT III
01/2238 40(036003)

COMPUTER OCCUPATIONS, ALL OTHERS
15-1199-04 (426/009)
SR IT BUSINESS CONSULTANT-SES
08/2114 40(052010)

COMPUTER & INFO SYSTEMS MGRS
11-3021-02 (427/020)
INFO TECH BUSINESS CONSLT MGR-SES (CISO)
08/2134 40(060006)

MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT OPERATIONS CONSULTANT III
01/2236 * 40(021103)

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS CONSULTANT III
01/2238 40(034048)

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

PLANNING & ADMINISTRATION
40 07 15 00 000

MAINTENANCE APPLICATION DEVELOPMENT
40 07 15 10 000

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

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

COMPUTER OCCUPATIONS, ALL OTHERS
15-1199-04 (426/009)
SR IT BUSINESS CONSULTANT MGR-SES
08/2114 40(053000)

COMPUTER OCCUPATIONS, ALL OTHERS
15-1199-04 (426/009)
SR IT BUSINESS CONSULTANT - SES
08/2114 40(043088)

COMPUTER OCCUPATIONS, ALL OTHERS
15-1199-04 (426/009)
SR IT BUSINESS CONSULTANT-SES
08/2114 40(053019)

COMPUTER OCCUPATIONS, ALL OTHERS
15-1199-04 (426/009)
SR IT BUSINESS CONSULTANT-SES
08/2114 40(053031)

COMPUTER OCCUPATIONS, ALL OTHERS
15-1199-04 (426/009)
SR IT BUSINESS CONSULTANT-SES
08/2114 40(052006)

INFORMATION SECURITY ANALYST
15-1122-04 (025/010)
INFORMATION SECURITY ANALYST IV
01/2058 40(053030)
40(052011)

COMPUTER OCCUPATIONS, ALL OTHERS
15-1199-04 (026/009)
SR IT BUSINESS CONSULTANT
01/2114 40(032019)
40(033035)
40(052007)
40(052014)

COMPUTER OCCUPATIONS, ALL OTHERS
15-1199-04 (026/009)
SR IT BUSINESS CONSULTANT
01/2114 40(043103)
40(052008)

COMPUTER OCCUPATIONS, ALL OTHERS
15-1199-04 (026/009)
SR IT BUSINESS CONSULTANT
01/2114 40(032030)
40(052000)
40(053053)

COMPUTER PROGRAMMERS
15-1131-04 (025/009)
APPLICATION SYSTEMS PROGRAMMER III
01/2143 40(032033)
40(044022)
40(052003)
40(053015)
40(053017)

COMPUTER OCCUPATIONS, ALL OTHERS
15-1199-04 (026/009)
SR IT BUSINESS CONSULTANT
01/2114 40(053021)

COMPUTER PROGRAMMERS
15-1131-04 (025/009)
APPLICATION SYSTEMS PROGRAMMER III
01/2143 40(033020)
40(053014)

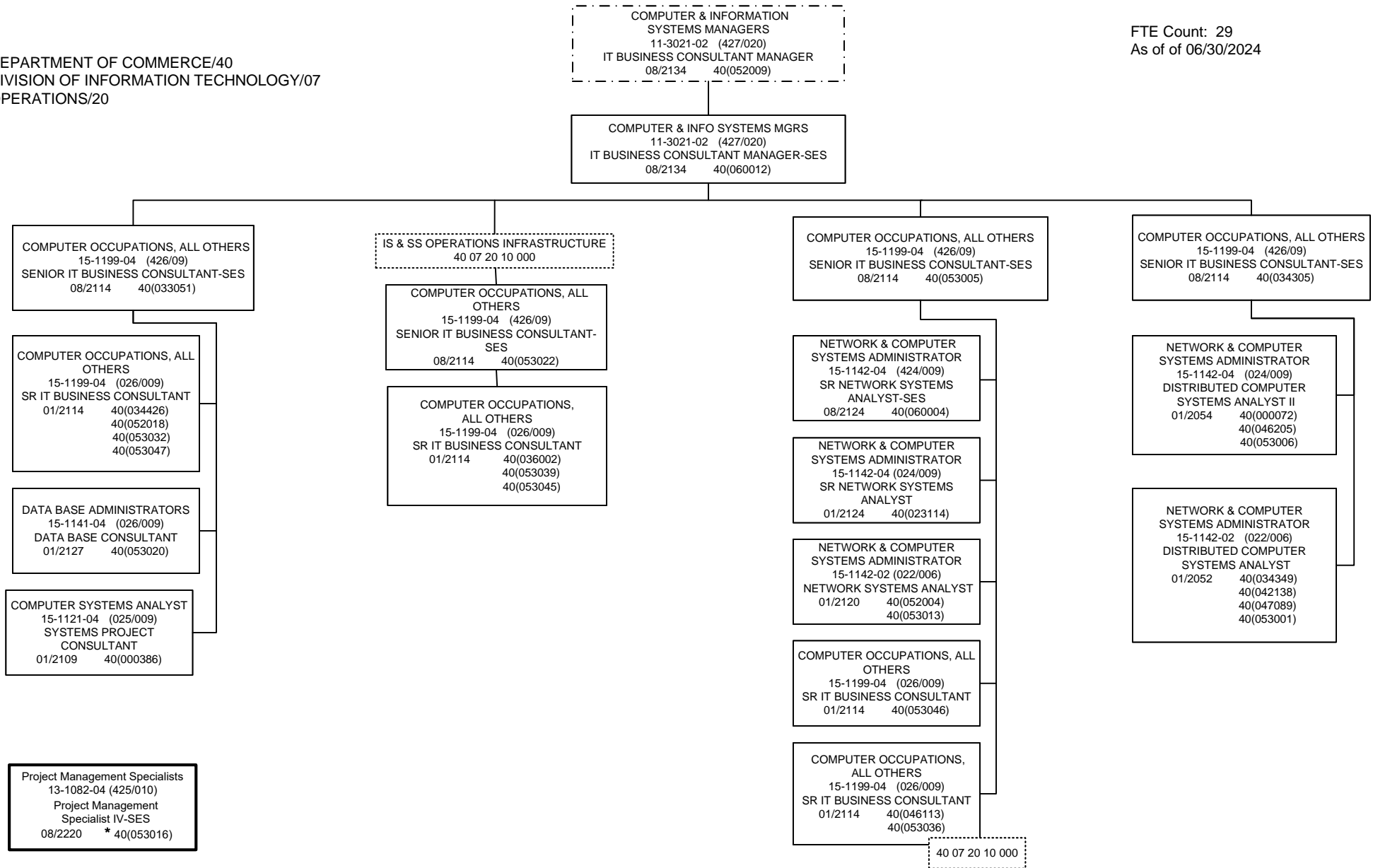
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15-1131-03 (024/008)
APPLICATION SYSTEMS PROGRAMMER II
01/2142 40(053048)
40(060005)

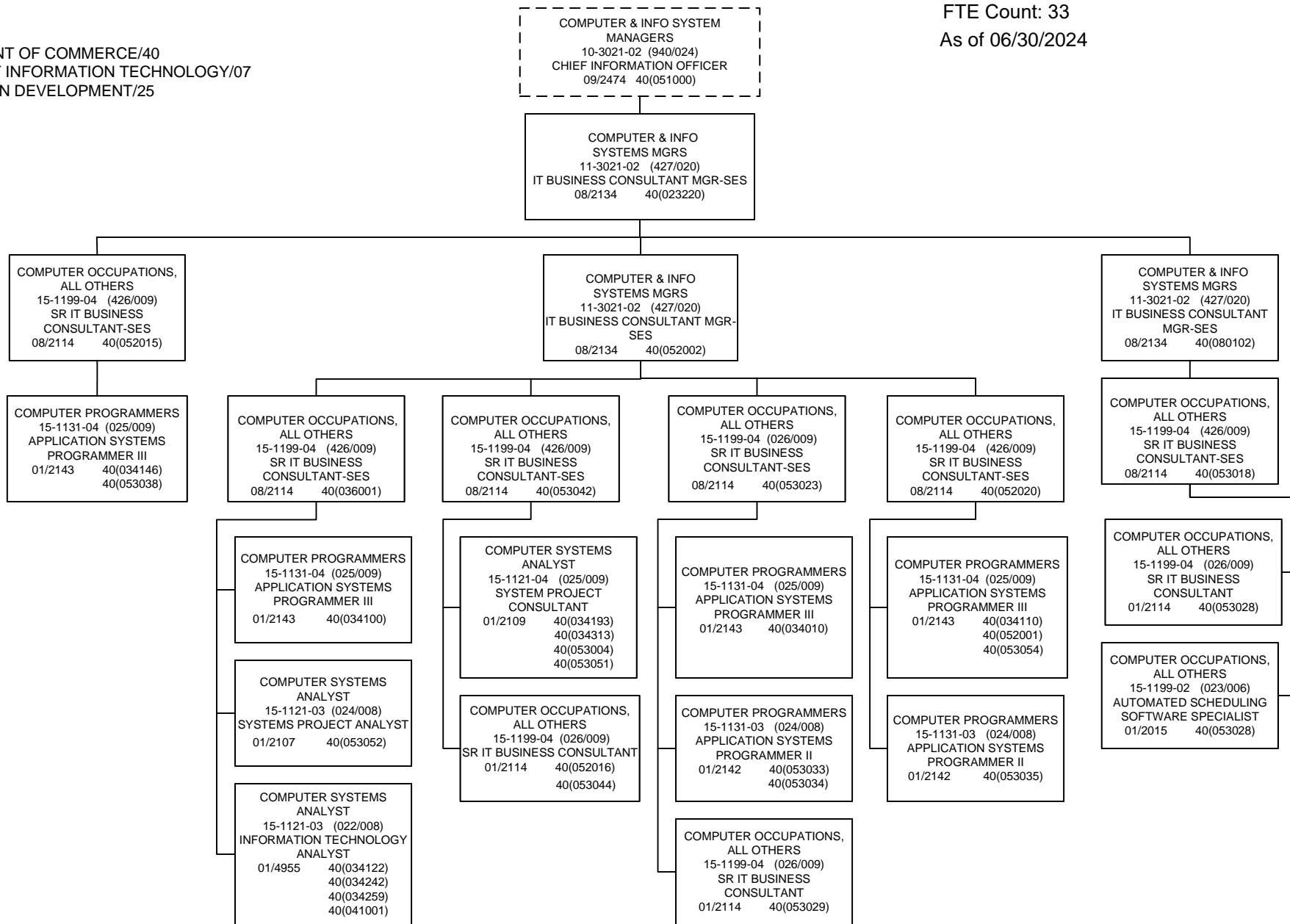
INFORMATION SECURITY ANALYST
15-1122-02 (021/006)
INFORMATION SECURITY ANALYST II
01/2056 40(034308)

COMPUTER PROGRAMMERS
15-1131-02 (022/006)
COMPUTER PROGRAMMER ANALYST II
01/2103 40(034150)

COMPUTER PROGRAMMERS
15-1131-02 (022/006)
COMPUTER PROGRAMMER ANALYST II
01/2103 40(053007)

T-Teleworker





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

FTE COUNT: 5
As of 06/30/2024

GENERAL AND OPERATIONS MANAGERS
10-1021-01 (940/023)
DIRECTOR OF WORKFORCE SERVICES-DEO
09/2452 40(033024)

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

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

MANAGEMENT ANALYSTS
11-3111-02 (426/020)
BENEFITS ADMINISTRATOR-SES
08/1244 40(034406)

BUREAU OF REEMPLOYMENT
ASSISTANCE APPEALS
40 12 10 00 000

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

BUREAU OF REEMPLOYMENT
ASSISTANCE OPERATIONS
40 12 30 00 000

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

BUREAU OF REEMPLOYMENT
ASSISTANCE CONTACT CENTERS
40 12 40 00 000

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

BUREAU OF REEMPLOYMENT
ASSISTANCE ADJUDICATION
40 12 50 00 000

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

MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENT ANALYST II-SES
08/2225 40(031058)

MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENT ANALYST II-SES
08/2225 40(046191)

HR ORG: 40 12 01
FLAIR: 40120100000

HUMAN RESOURCE MANAGEMENT/jbe

DEPARTMENT OF COMMERCE/40
 DIVISION OF WORKFORCE SERVICES
 REEMPLOYMENT ASSISTANCE/12
 BUREAU OF REEMPLOYMENT ASSISTANCE APPEALS/10
 ADMINISTRATION/10

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

FTE Count: 20
 As of 06/30/2024

Chart 1 of 4

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

40 12 10 10 000

EXEC SEC & EXEC ADMIN
 ASSISTANT
 43-6011-03 (018/005)
 ADMIN ASSISTANT II
 01/0712 40(031042)

GENERAL & OPRNS MANAGERS
 11-1021-02 (425/020)
 OPERATIONS & MANAGEMENT
 CONSULTANT MANAGER-SES
 08/2238 40(033001)

MANAGEMENT ANALYSTS
 13-1111-04 (424/010)
 RA APPEALS OFFICE ADMIN-SES
 08/3358 40(031052)
 TALLAHASSEE APPEALS OFFICE
 See Chart 2
 40 12 10 10 000

COMP, BENEFITS & JOB ANALYSIS
 SPEC
 13-1141-04 (422/010)
 BENEFITS PROGRAM SUPERVISOR/
 ANALYST-SES
 08/1241 40(034170)

COMP, BENEFITS & JOB ANALYSIS
 SPEC
 13-1141-04 (422/010)
 BENEFITS PROGRAM SUPERVISOR/
 ANALYST-SES
 08/1241 40(031120)

MANAGEMENT ANALYSTS
 13-1111-04 (424/010)
 REEMPLOYMENT ASSISTANCE
 APPEALS OFFICE ADMINISTRATOR-SES
 08/3358 40(031068)

COMP, BENEFITS & JOB ANALYSIS
 SPEC
 13-1141-03 (019/007)
 EMPLOYMENT PROGRAM
 SPECIALIST
 01/3375 40(031139)
 40(031041)
 40(031060)

COMMUNITY/SOCIAL SERVICE
 SPEC/
 ALL OTHER
 21-1099-03 (017/007)
 TRANSLATOR
 01/5989 40(031016)
 40(031028)
 40(031078)
 40(031123)
 40(031124)

ADMIN LAW JUDGE/ADJUD/HEAR
 OFFICER
 23-1021-02 (423/008)
 APPEALS REFEREE SUPERVISOR-
 SES
 08/3396 40(031079)

ADMIN LAW JUDGE/ADJUDICATION/
 HEARING OFFICER
 23-1021-02 (023/008)
 SPECIAL DEPUTY
 01/3395 40(031097) LW

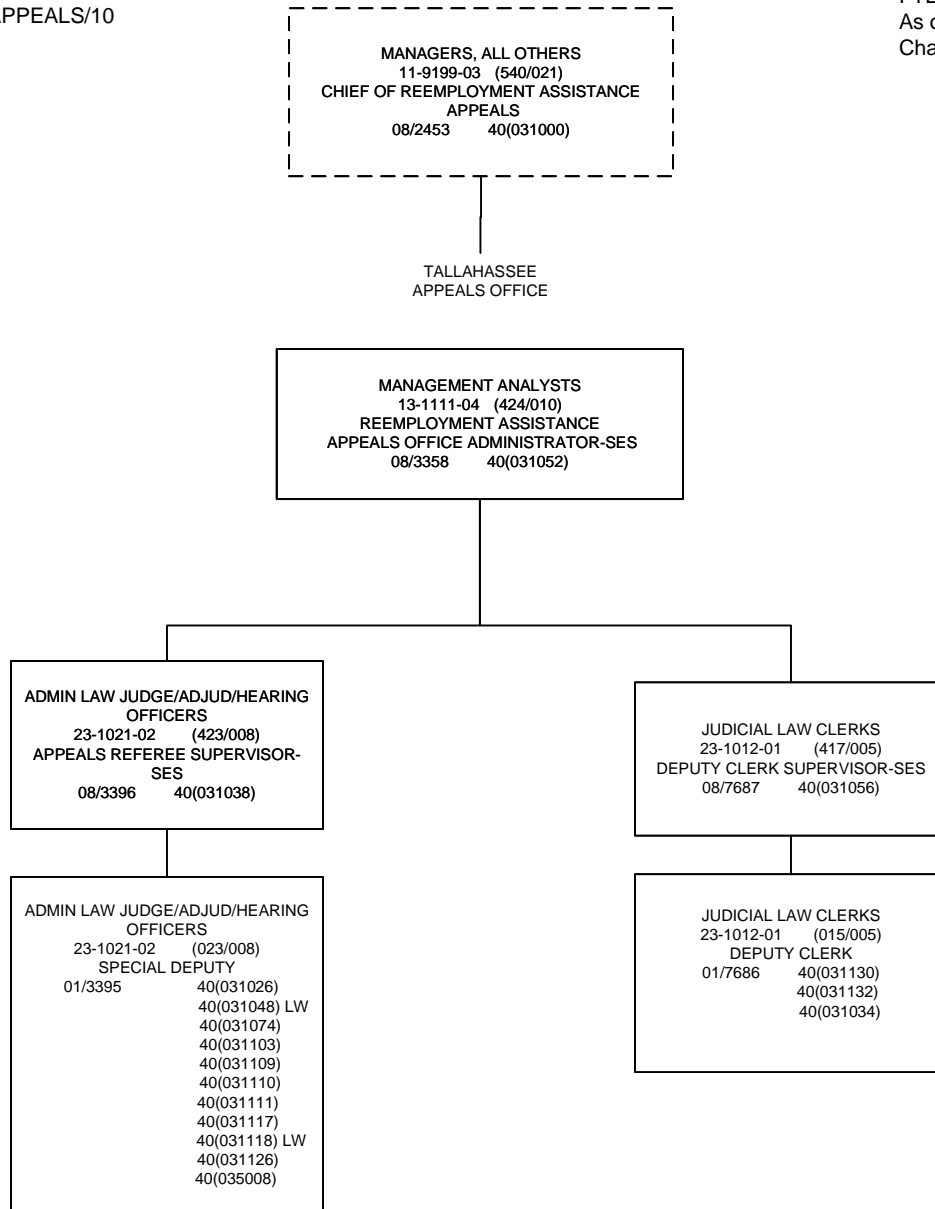
MANAGEMENT ANALYSTS
 13-1111-04 (424/010)
 RA APPEALS OFFICE ADMIN-SES
 08/3358 40(031045)
 JACKSONVILLE APPEALS OFFICE
 See Chart 3
 40 12 10 12 000

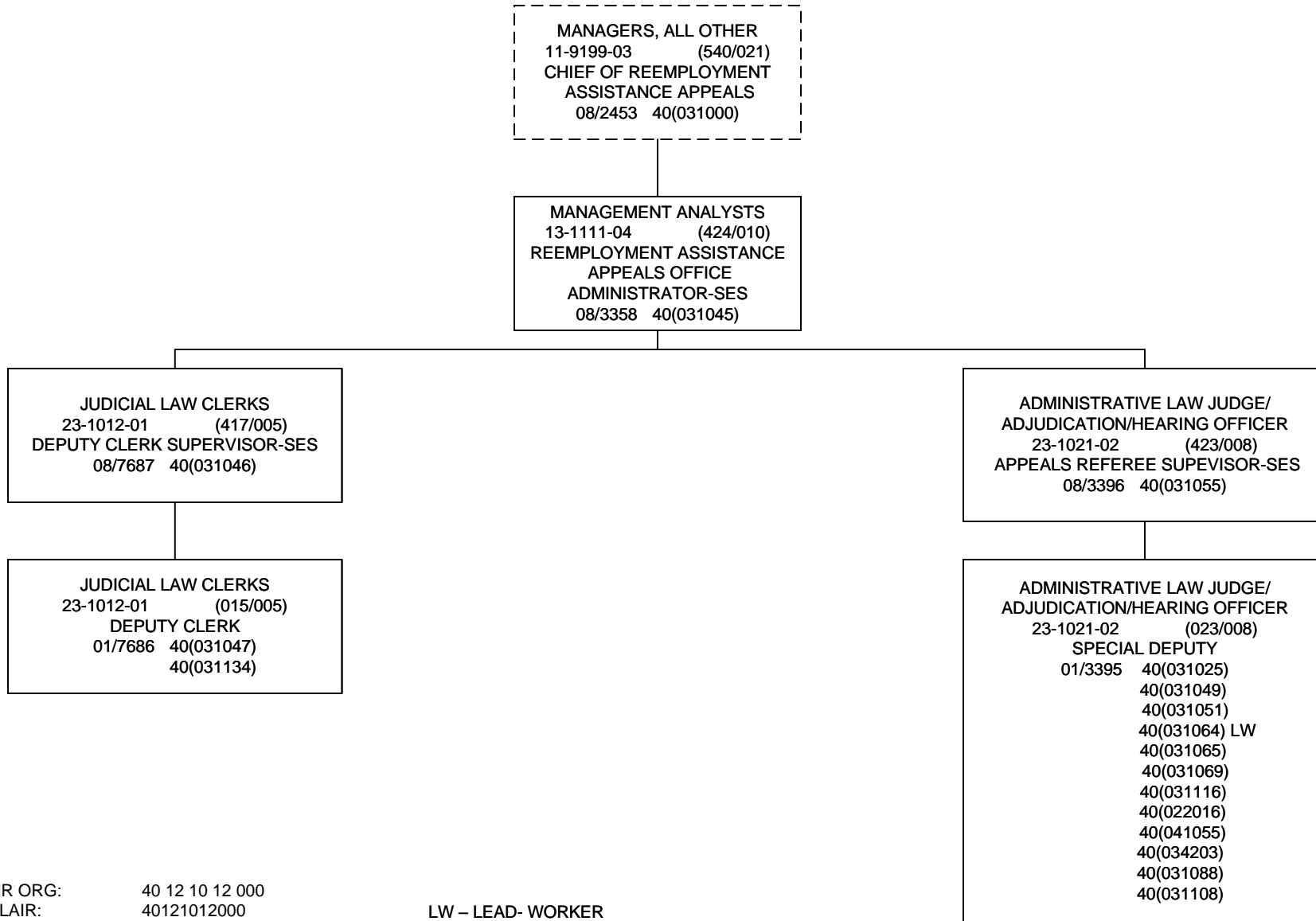
MANAGEMENT AALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(031032)

ADMIN LAW JUDGE/ADJUDICATION/
 HEARING OFFICER
 23-1021-02 (023/008)
 SPECIAL DEPUTY
 01/3395 40(031102)
 40(031107)

JUDICIAL LAW CLERKS
 23-1021-01 (015/005)
 DEPUTY CLERK
 01/7686 40(031043)

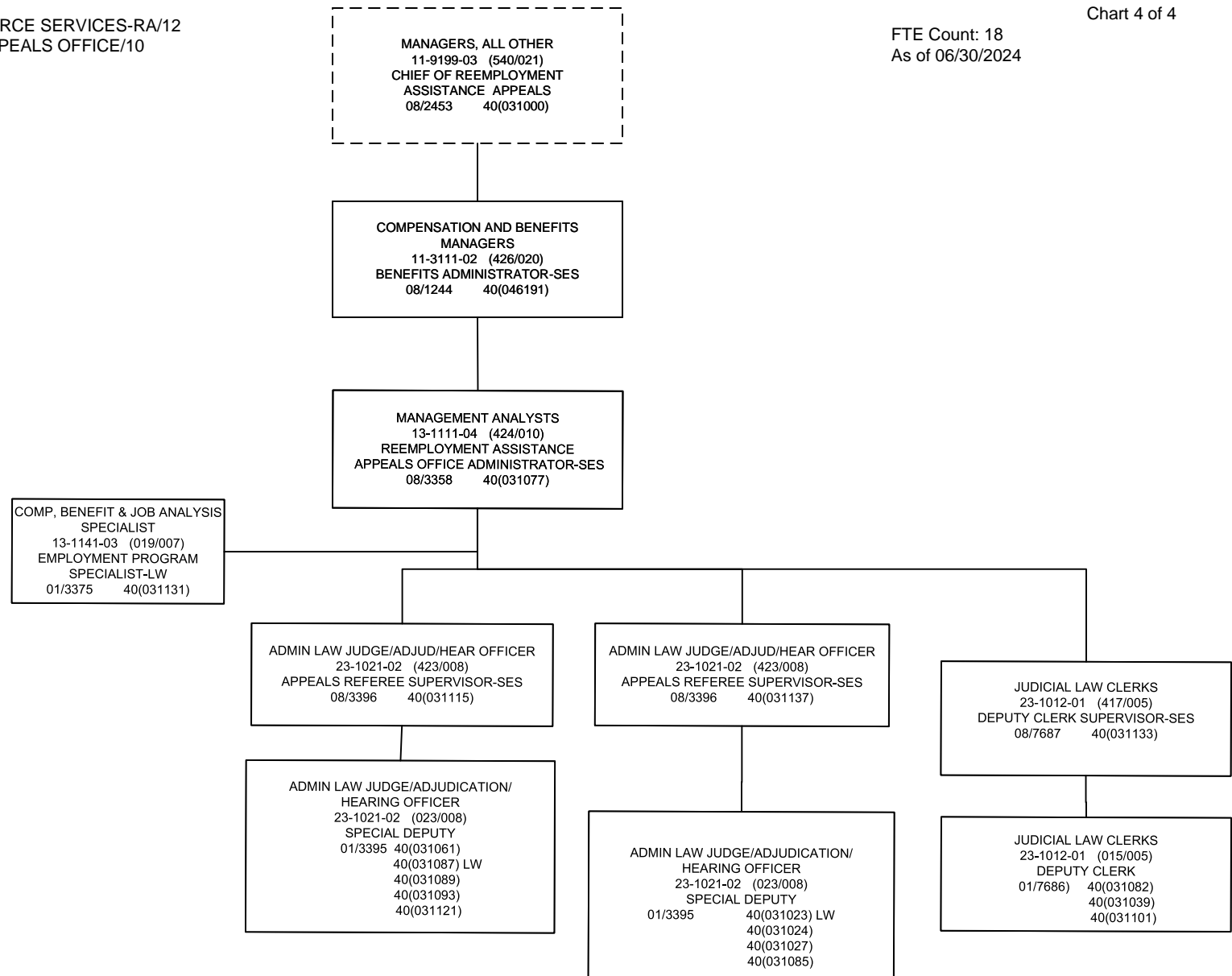
MANAGEMENT ANALYSTS
 13-1111-04 (424/010)
 RA APPEALS OFFICE ADMIN-SES
 08/3358 40(031077)
 SOUTH FLORIDA APPEALS OFFICE
 See Chart 4
 40 12 10 13 000

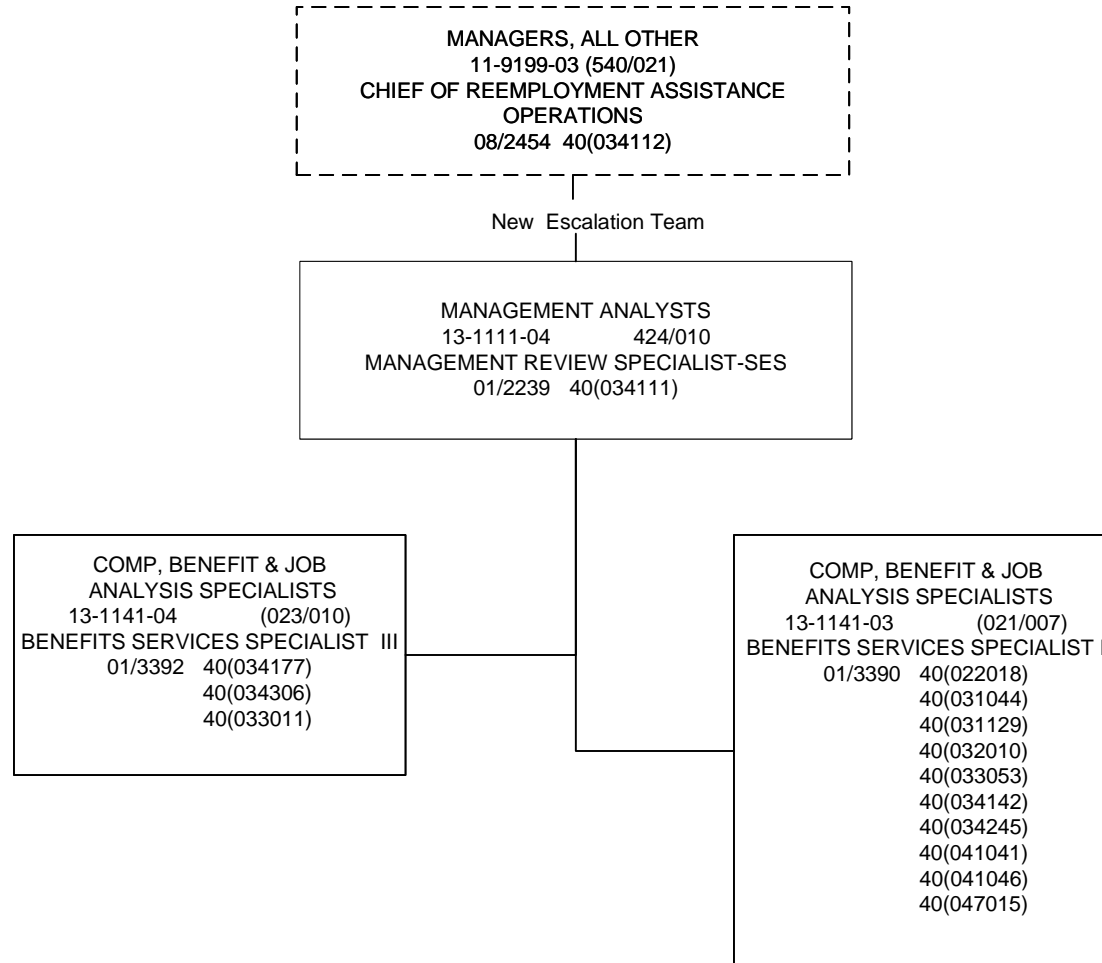




HR ORG: 40 12 10 12 000
FLAIR: 40121012000

LW – LEAD- WORKER





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

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

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

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

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

COMP, BENEFIT & JOB
 ANALYSIS SPECIALISTS
 13-1141-04 (425/010)
 BENEFITS SERVICES
 CONSULTANT – SES
 08/2237 40(042054)
 CHART 5

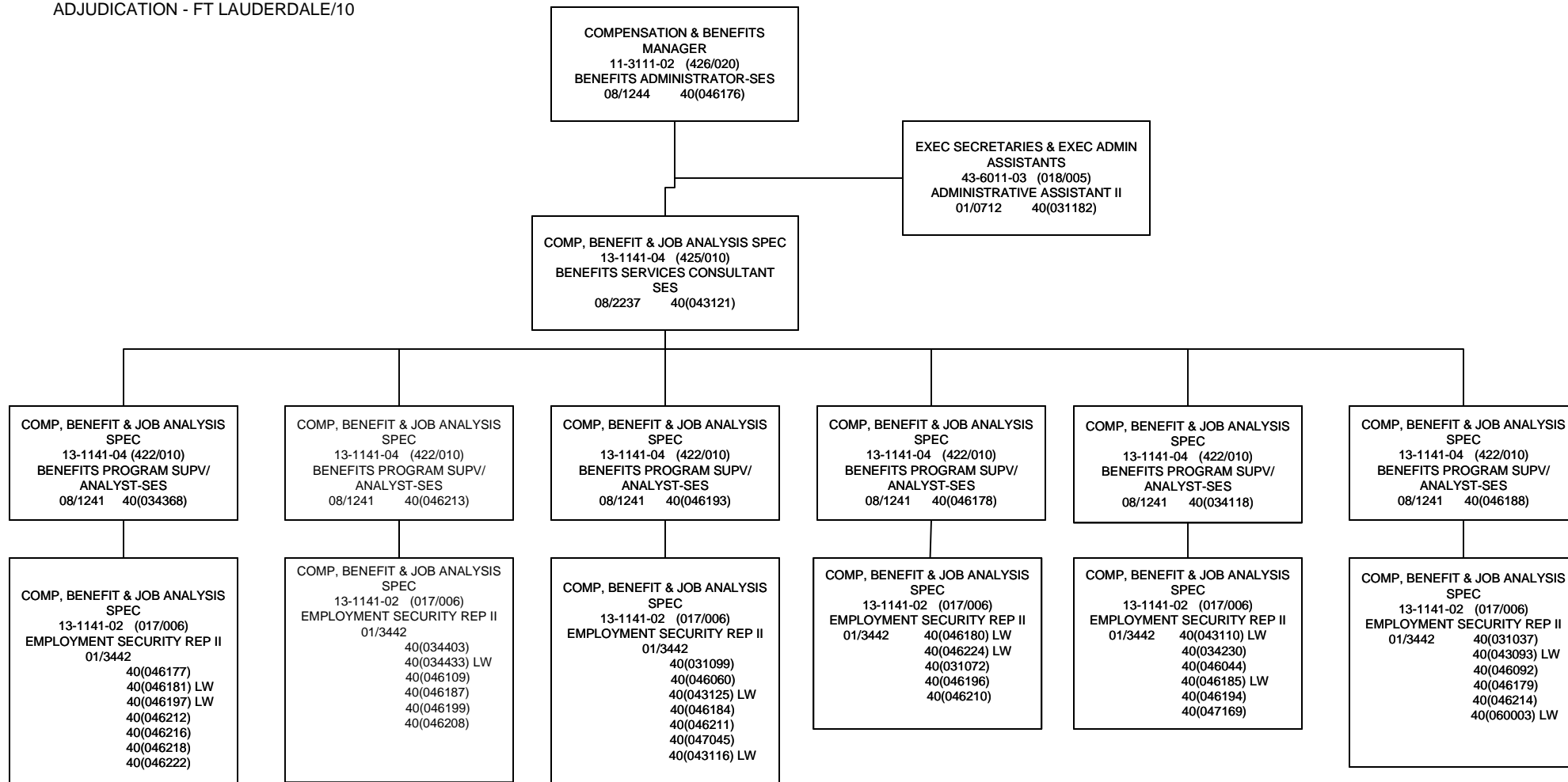
COMPENSATION &
 BENEFITS
 MANAGERS
 11-3111-02 (426/020)
 BENEFITS
 ADMINISTRATOR-SES
 08/1244 40(046176)
 40 12 50 00 000
 SEE FT. LAUDERDALE
 CHART 6

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

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

□

DEPARTMENT OF COMMERCE/40
DIVISION OF WORKFORCE SERVICES
BUREAU OF REEMPLOYMENT ASSISTANCE PROGRAMS/12
ADJUDICATION SECTION/50
ADJUDICATION - FT LAUDERDALE/10



HR ORG: 40 12 50 10 000 FT LAUDERDALE
FLAIR: 40125010000

LW-Lead Worker

FTE Count: 30
 As of 06/30/2024

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

COMP, BENEFIT & JOB ANALYSIS SPEC
 13-1141-04 (425/010)
 BENEFITS SERVICES CONSULTANT- SES
 08/2237 40(031183)
 40 12 50 20 000

COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-04 (422/010)
 BENEFITS PROGRAM SUPV/
 ANALYST- SES
 08/1241 40(031184)

COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-04 (422/010)
 BENEFITS PROGRAM
 SUPV/ANALYST- SES
 08/1241 40(031191)

COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-04 (422/010)
 BENEFITS PROGRAM SUPV/
 ANALYST- SES
 08/1241 40(034120)

COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-04 (422/010)
 BENEFITS PROGRAM
 SUPV/ANALYST- SES
 08/1241 40(034210)

COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-04
 (422/010)
 BENEFITS PROGRAM
 SUPV/ANALYST- SES
 08/1241 40(043090)

COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-04 (422/010)
 BENEFITS PROGRAM
 SUPV/ANALYST- SES
 08/1241 40(043113)

COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-04 (422/
 010)
 BENEFITS PROGRAM
 SUPV/ANALYST- SES
 08/1241 40(043104)

COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY
 REPRESENTATIVE II
 01/3442 40(042060) LW
 40(034030)
 40(043100)
 40(043115)
 40(043163)

COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY
 REPRESENTATIVE II
 01/3442 40(043096)
 40(034436)
 40(042070)-LW

COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY
 REPRESENTATIVE II
 01/3442 40(041049)
 40(041052)
 40(031031)-LW

COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY
 REPRESENTATIVE II
 01/3442 40(034254)
 40(041048) LW
 40(043106)
 40(043127)

COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-03 (019/007)
 EMPLOYMENT PROGRAM
 SPECIALIST
 01/3375 40(034435)

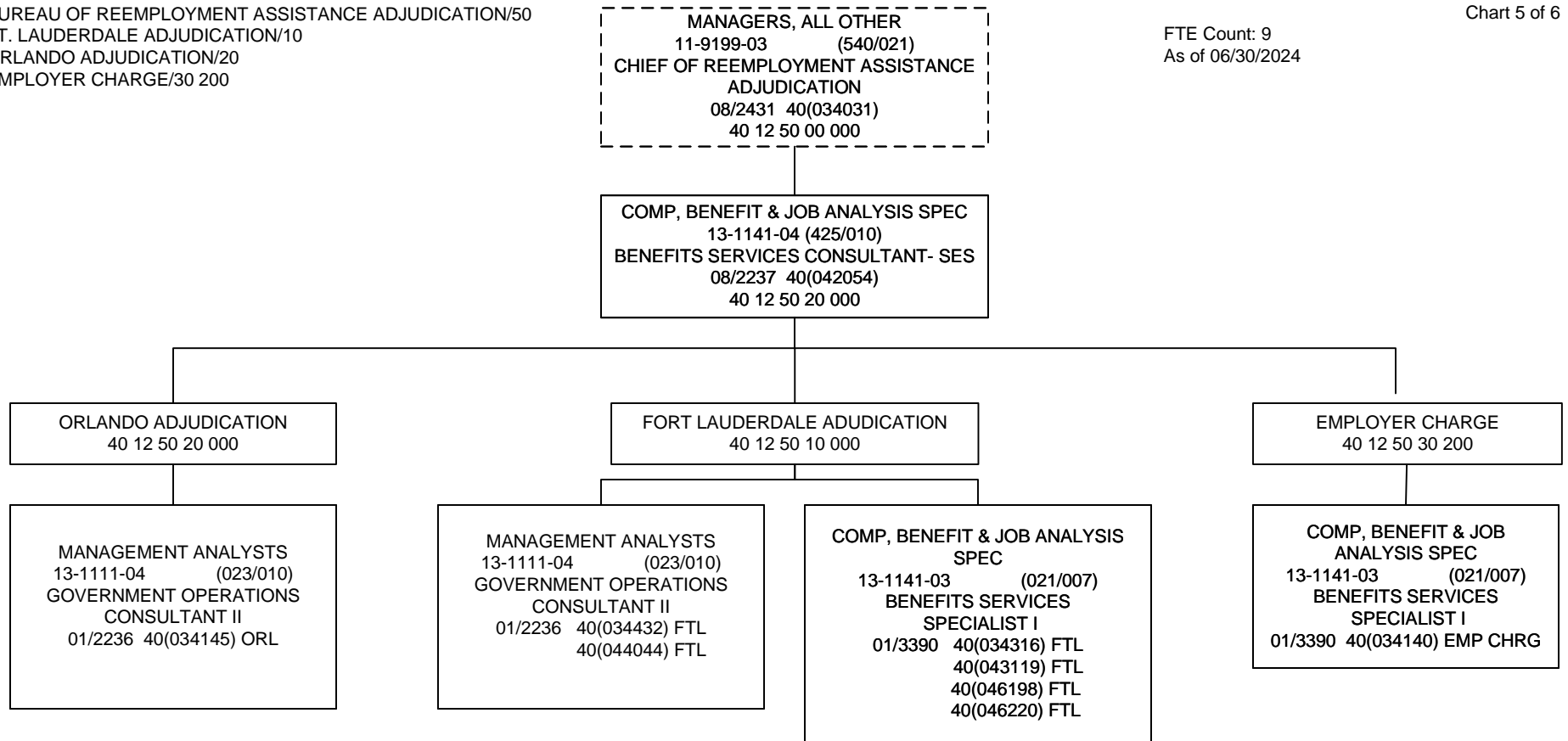
COMP, BENEFIT &
 JOB ANALYSIS SPEC
 13-1141-02 (017/006)
 EMPLOYMENT
 SECURITY
 REPRESENTATIVE II
 01/3442 40(046112)
 40(046189)

COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-02 (017/006)
 EMPLOYMENT
 SECURITY
 REPRESENTATIVE II
 01/3442 40(042057)
 40(042064)

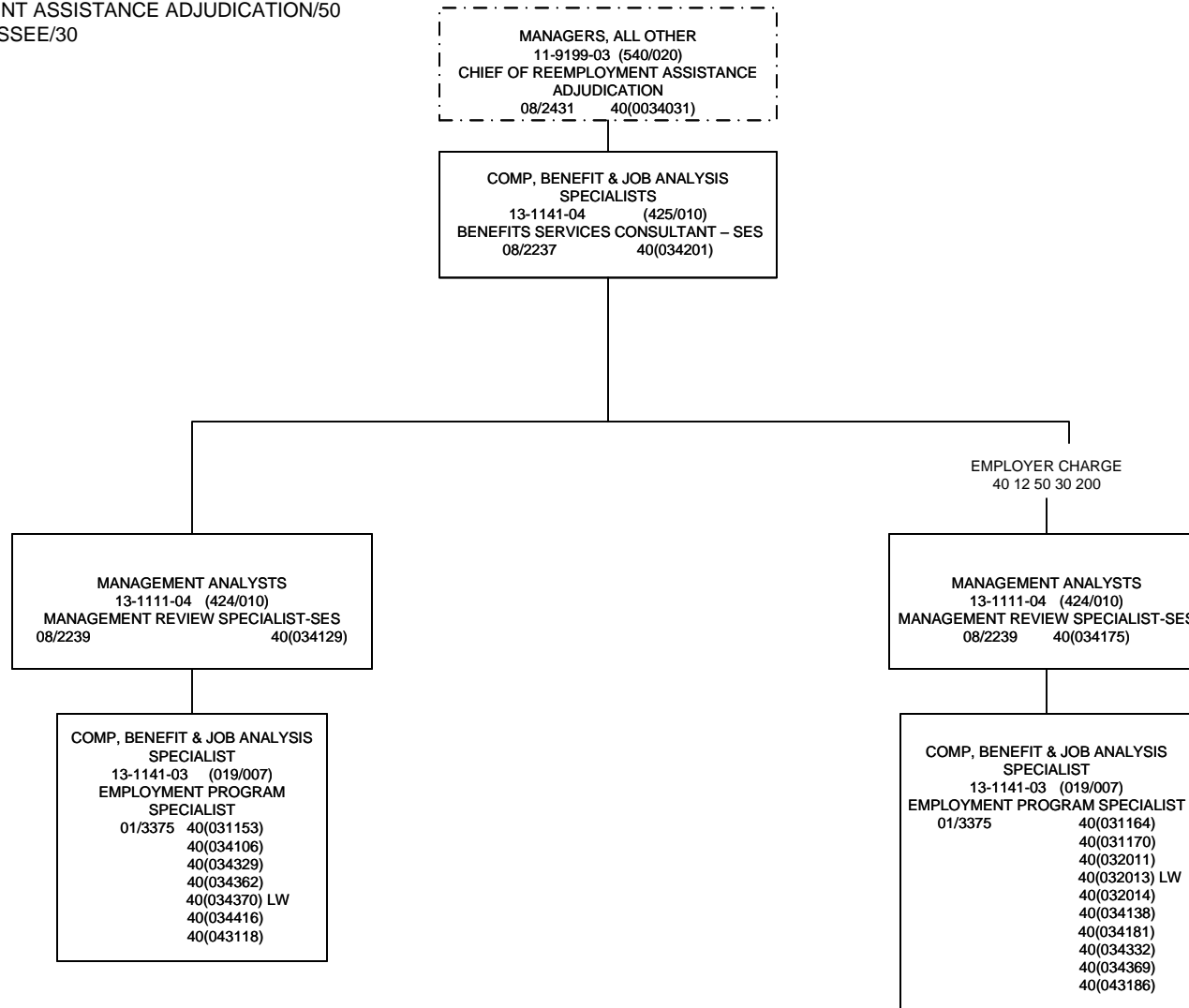
COMP, BENEFIT & JOB
 ANALYSIS SPEC
 13-1141-02 (017/006)
 EMPLOYMENT
 SECURITY
 REPRESENTATIVE II
 01/3442 40(034195)
 40(043095)
 40(046050)

DEPARTMENT OF COMMERCE/40
 BUREAU OF REEMPLOYMENT ASSISTANCE PROGRAMS/12
 BUREAU OF REEMPLOYMENT ASSISTANCE ADJUDICATION/50
 FT. LAUDERDALE ADJUDICATION/10
 ORLANDO ADJUDICATION/20
 EMPLOYER CHARGE/30 200

FTE Count: 9
 As of 06/30/2024

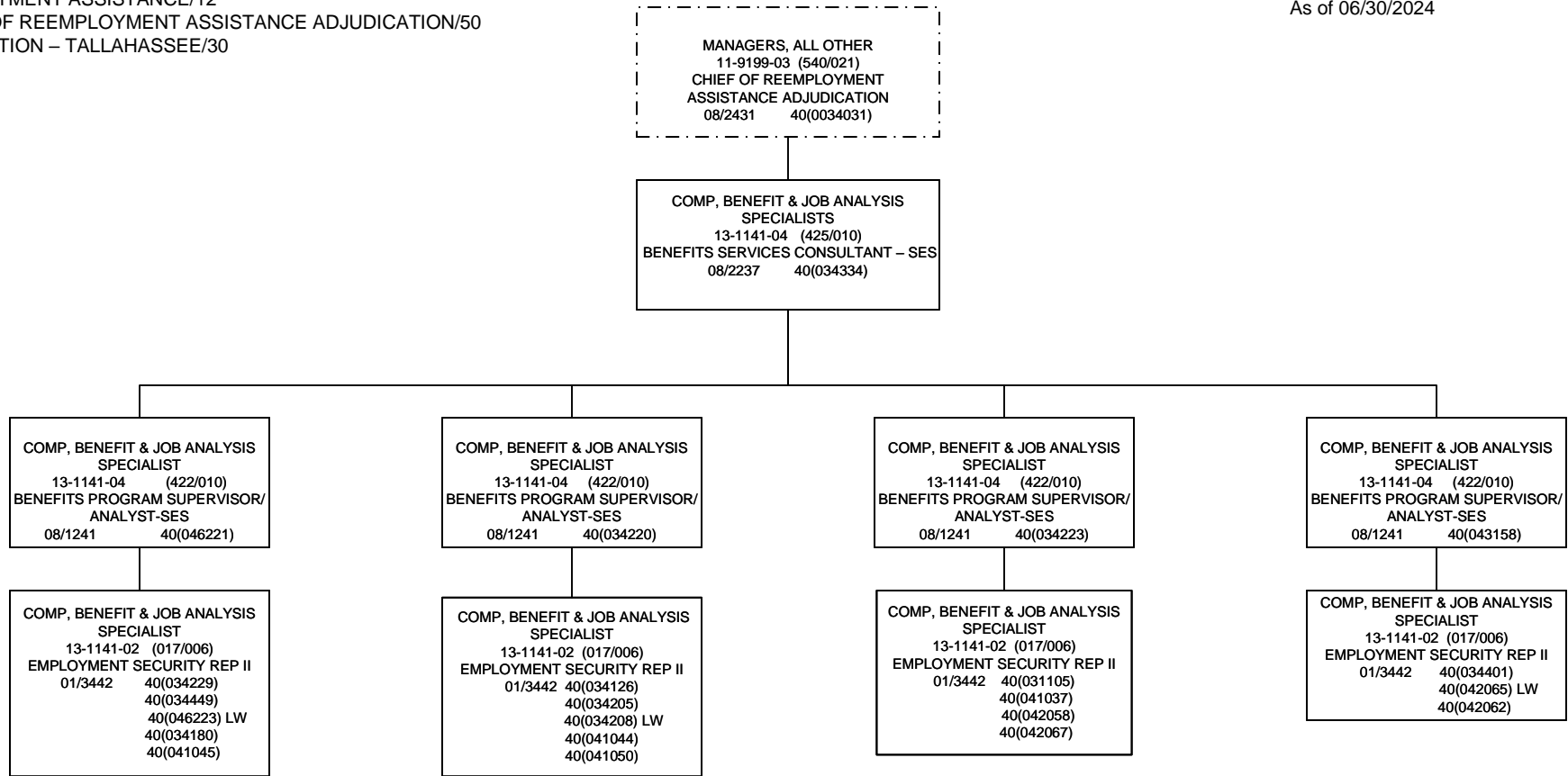


HR ORG: 40 12 50 10 000
 40 12 50 20 000
 40 12 50 30 200
 FLAIR: 40125010000
 40125020000
 40125030200



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

FLAIR: 40125030000 TALLAHASSEE
 40125030100 JACKSONVILLE
 40125030200 EMPLOYER CHARGES



HR ORG: 40 12 50 30 00 000
 40 12 50 30 10 000
 FLAIR: 40125030000
 40125030100

LW – Leadworker

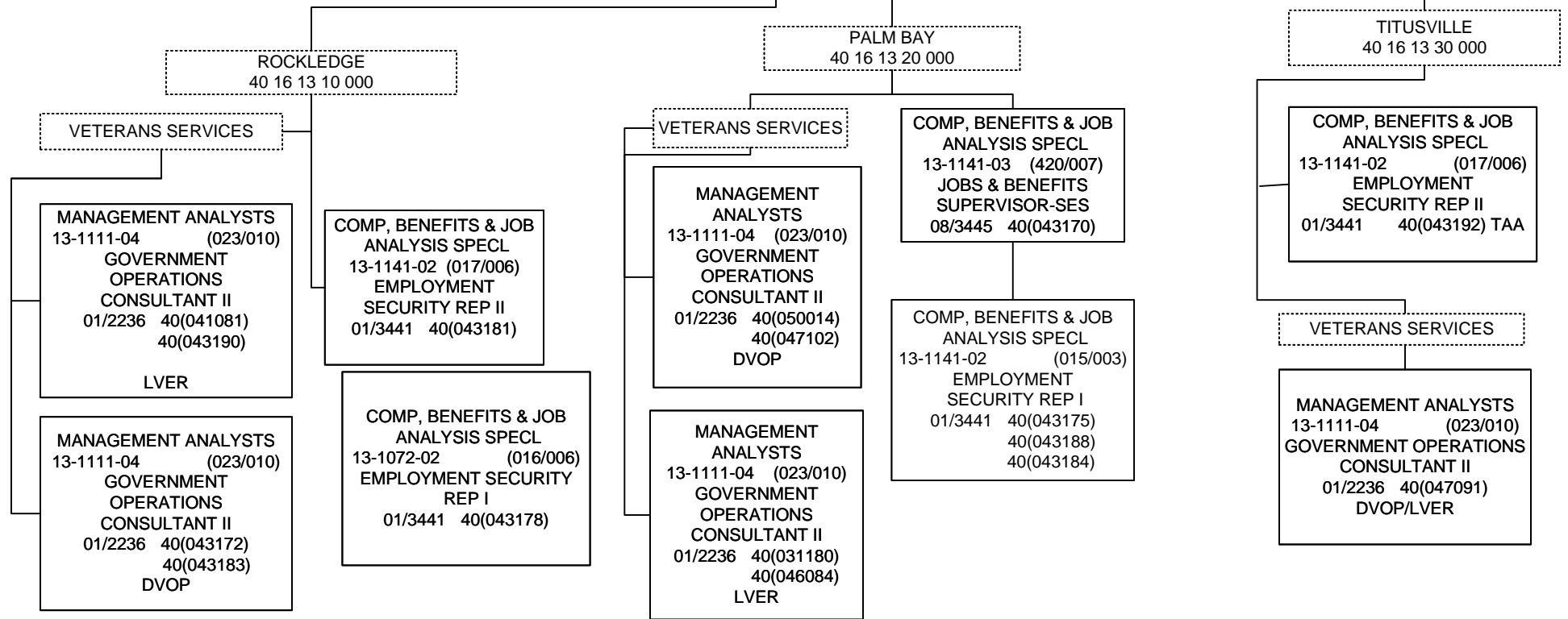
DEPARTMENT OF COMMERCE/40
 REGIONAL WORKFORCE BOARDS/16
 CAREERSOURCE BREVARD/13

FTE Count: 17
 As of 6/30/2024

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

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

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



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

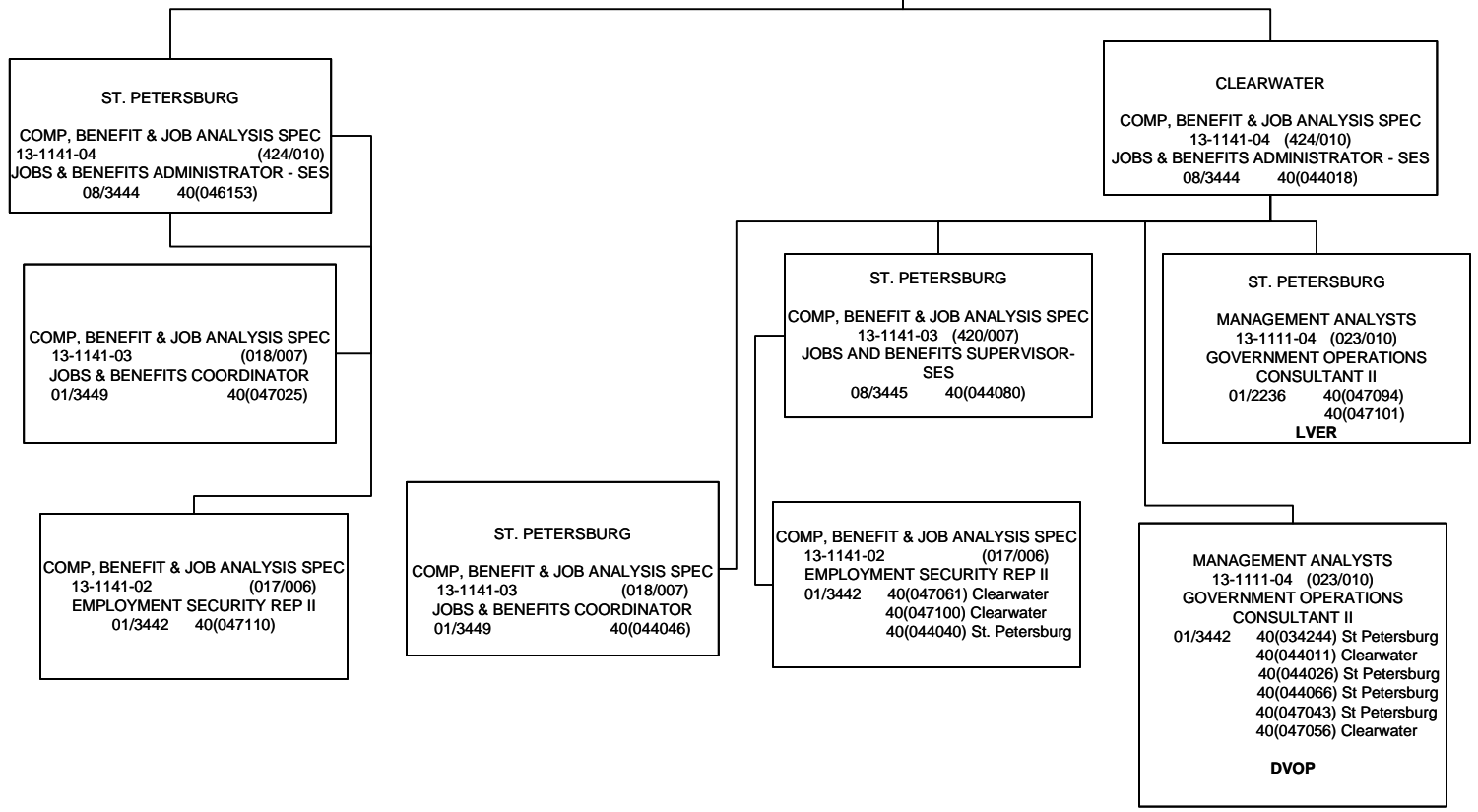
TAA-Trade Adjustment Assistance
 LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

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

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

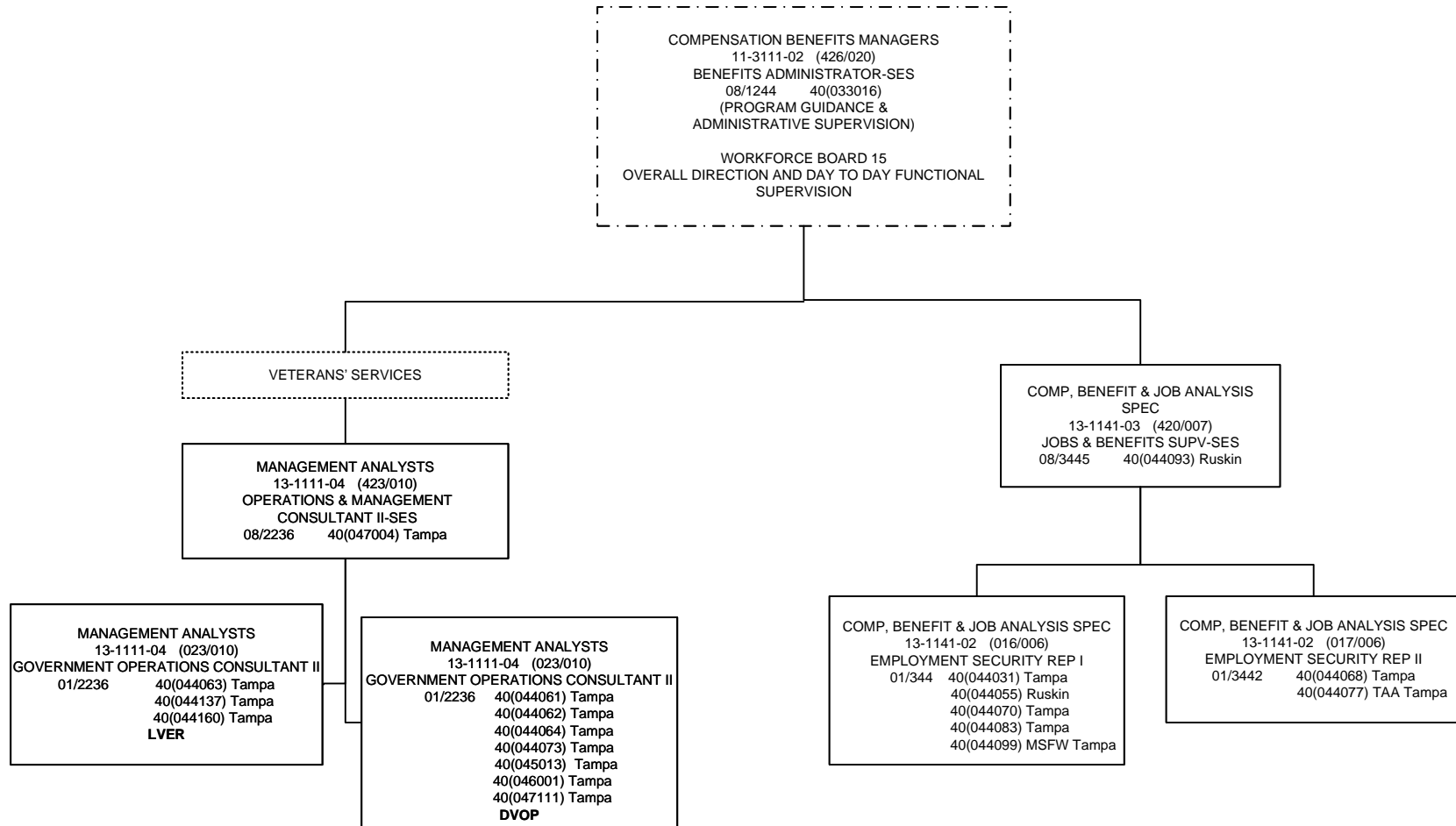
 Day-to-day supervision provided by One-Stop
 Manager as directed/appointed by Workforce
 Board 14

FTE Count:17
 As of 6/30/2024



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

HR ORG: 40 16 14 10
 FLAIR: 40161410000



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

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

FTE Count:12
 As of 6/30/2024

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

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

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

SPRING HILL
 40 16 16 10 000

NEW PORT RICHEY
 40 16 16 20 000

DADE CITY
 40 16 16 20 000

VETERANS' SERVICES

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

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

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

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

VETERANS' SERVICES

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

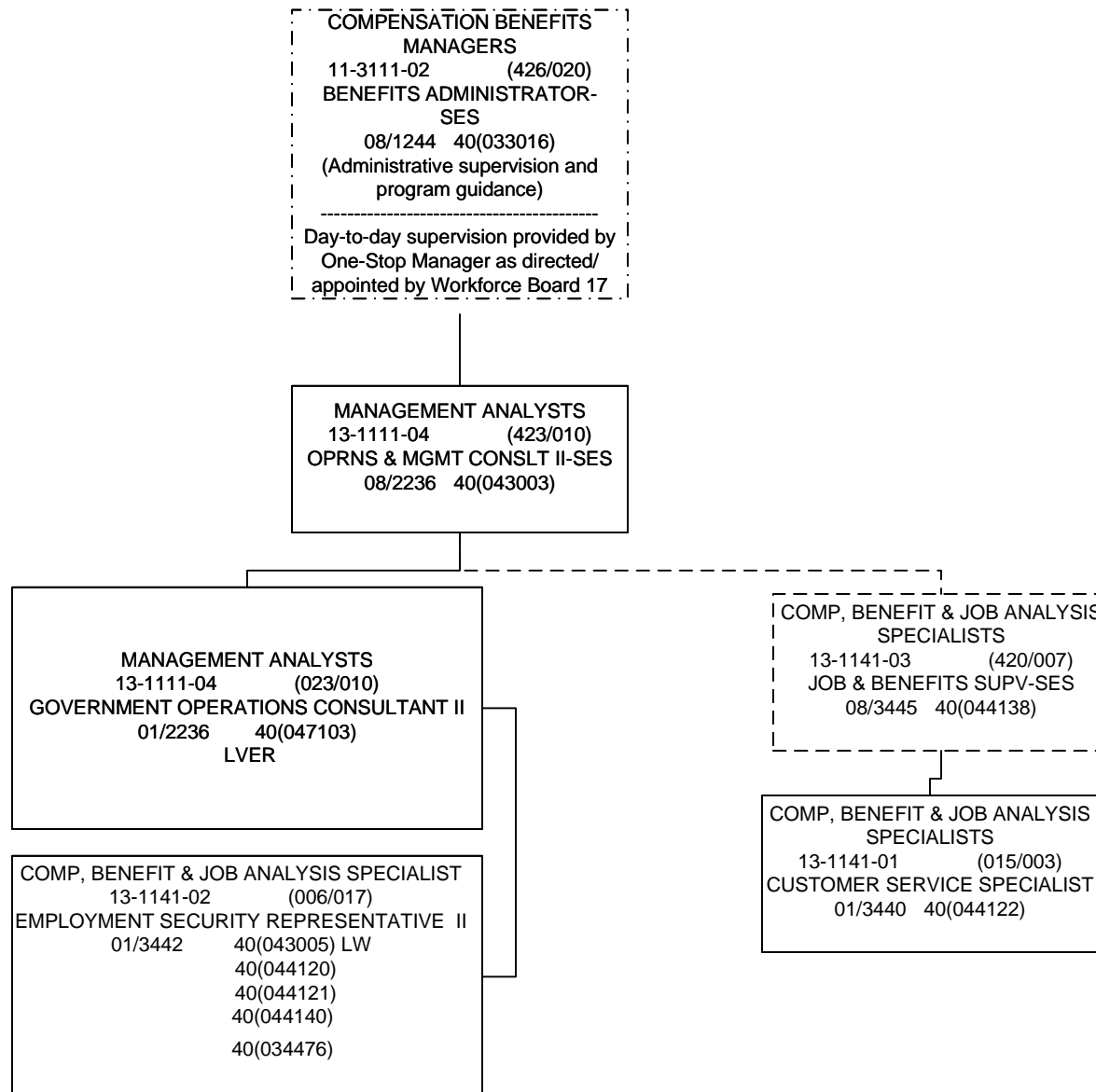
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 13-1111-04 (023/010)
GOVERNMENT OPERATIONS CONSULTANT II
 01/2236 40(041064)
 40(042107)
 DVOP

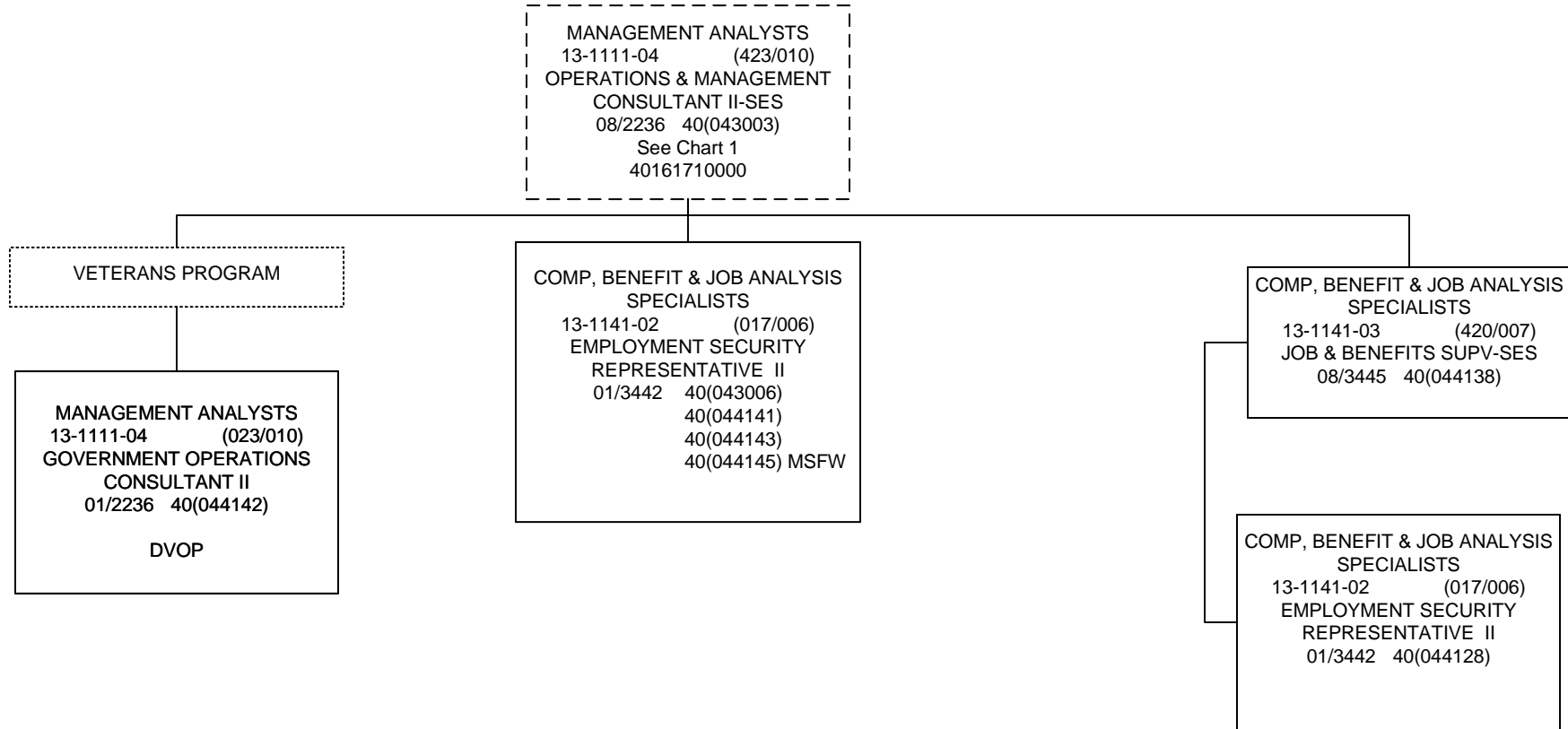
COMP, BENEFIT & JOB ANALYSIS SPECIALIST
 13-1141-02 (016/006)
EMPLOYMENT SECURITY REP I
 01/3441 40(044112)

VETERANS' SERVICES

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

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





ORG: 40 16 17 20
FLAIR: 40161720000

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

DEPARTMENT OF ECONOMIC OPPORTUNITY/40
REGIONAL WORKFORCE BOARD/16
CAREERSOURCE SUNCOAST/18
SARASOTA/MANATEE/10

FTE Count: 10
As of 6/30/2024

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

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

MANAGEMENT ANALYSTS
13-1111-04 (423/010)
**OPERATIONS & MANAGEMENT
CONSULTANT II-SES**
08/2236 40(041116)

MANATEE

SARASOTA

**COMP, BENEFIT & JOB
ANALYSIS SPECIALIST**
13-1141-02 (017/006)
**EMPLOYMENT SECURITY
REP II**
01/3442 40(044153)
40(045032)

VETERANS' SERVICES

**MANAGEMENT
ANALYSTS**
13-1111-04 (023/010)
**GOVERNMENT
OPERATIONS
CONSULTANT II**
01/2236 40(044146)
LVER

**MANAGEMENT
ANALYSTS**
13-1111-04 (023/010)
**GOVERNMENT
OPERATIONS
CONSULTANT II**
01/2236 40(044147)
DVOP

VETERANS' SERVICES

**MANAGEMENT
ANALYSTS**
13-1111-04 (023/010)
**GOVERNMENT
OPERATIONS
CONSULTANT II**
01/2236 40(044157)
DVOP

**MANAGEMENT
ANALYSTS**
13-1111-04 (023/010)
**GOVERNMENT
OPERATIONS
CONSULTANT II**
01/2236 40(034374)
LVER

**COMP, BENEFIT & JOB
ANALYSIS SPECIALIST**
13-1141-02 (017/006)
**EMPLOYMENT SECURITY
REP II**
01/3442 40(044163)
40(044164)
40(044167)

DEPARTMENT OF ECONOMIC DEVELOPMENT/40
REGIONAL WORKFORCE BOARDS/16
CAREERSOURCE HEARTLAND/19
SEBRING/10

FTE Count: 8
As of 6/30/2024

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

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

VETERAN'S SERVICES

OKEECHOBEE

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

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

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

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

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

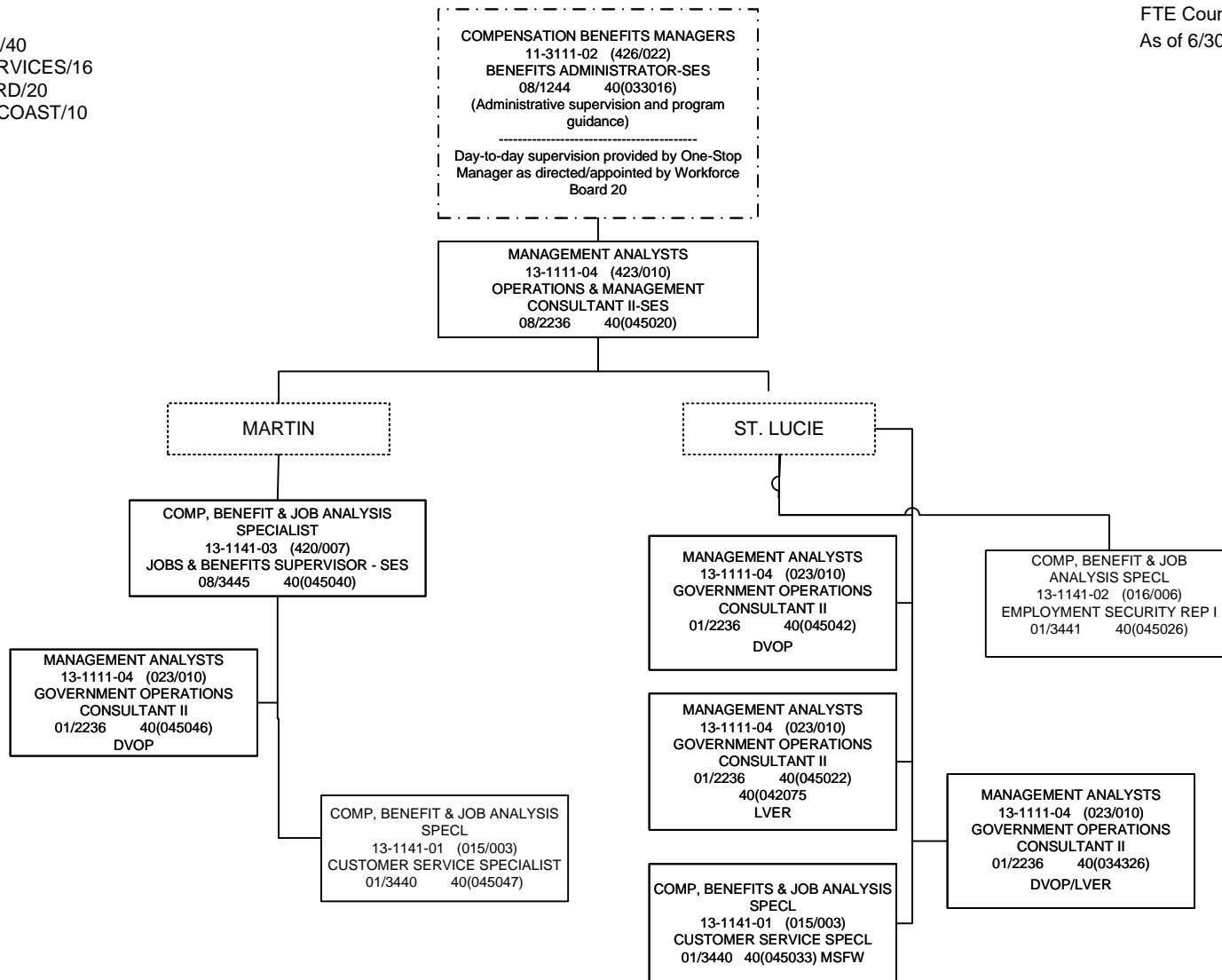
COMP, BENEFITS & JOB ANALYSIS SPECL
13-1141-02 (016/006)
EMPLOYMENT SECURITY REP I
01/3442 40(045016) MSFW

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

HR ORG: 40 16 19 10
FLAIR: 40161910000

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

HUMAN RESOURCE MANGEMENT/AC



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

FTE Count: 30
 As of 6/30/2024

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

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

EXEC SECRETARIES & EXEC ADMIN ASSISTS
 43-6011-02 (015/003)
 ADMINISTRATIVE ASSISTANT I
 01/0709 40(046038) West Palm Beach

WEST PALM BEACH

MANAGEMENT ANALYSTS
 13-1111-04 (423/010)
 OPERATIONS & MANAGEMENT CONSULTANT
 II-SES
 08/2236 40(046063)

BELLE GLADE

COMP, BENEFIT & JOB ANALYSIS
 SPEC
 13-1141-03 (018/007)
 Jobs & Benefits Coordinator
 01/3449 40(046033)

MANAGEMENT ANALYSTS
 13-1111-04 (024/010)
 OPERATIONS REVIEW SPECIALIST
 01/2239 40(046010)

VETERANS SERVICES

COMP, BENEFIT & JOB ANALYSIS SPEC
 13-1141-02 (016/006)
 EMPLOYMENT SECURITY REP I
 01/3441 40(046012)
 40(046013) MSFW
 40(046017)
 40(046068)

BOCA RATON

COMP, BENEFIT & JOB ANALYSIS SPEC
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY REP II
 01/3442 40(046016)
 40(046023)
 40(046026)
 40(046029)
 40(046066)
 40(046046)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS CONSULTANT II
 01/2236 40(042096)
 40(046041)
 40(046065)
 40(046157)
 DVOP

COMP, BENEFIT & JOB ANALYSIS SPEC
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY REP II
 01/3442 40(047134)

COMP, BENEFIT & JOB ANALYSIS SPEC
 13-1141-02 (016/006)
 EMPLOYMENT SECURITY REP I
 01/3441 40(042082)
 40(046018)
 40(046032)
 40(046035)
 40(046073)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS CONSULTANT II
 01/2236 40(041115)
 DVOP/LVER

COMP, BENEFIT & JOB ANALYSIS SPEC
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY REP II
 01/3442 40(046028)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS CONSULTANT II
 01/2236 40(034471)
 40(042120)
 40(047185)
 LVER

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

HR ORG: 40 16 21 10
 FLAIR: 40162110000

HUMAN RESOURCE MANAGEMENT/SLW

DEPARTMENT OF COMMERCE/40
 LOCAL WORKFORCE DEVELOPMENT BOARDS/16
 CAREERSOURCE BROWARD LWDB 22/22
 FT LAUDERDALE/10

FTE Count: 20
 As of 6/30/2024

MANAGERS, ALL OTHER
 11-9199-03 (540/021)
 CHIEF OF ONE STOP & PROGRAM SUPPORT-DEO
 08/2455 40(032000)
 (Administrative supervision and program guidance)
 Day-to-day supervision provided by One-Stop Manager as
 directed/appointed by Workforce Board 22

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST SUPV - SES
 08/2228 40(046090)

WORKFORCE ONE SOUTH
 Hollywood
 40 16 22 30 000
 COMPENSATION, BENEFIT &
 JOB ANALYSIS SPECIALIST
 13-1141-03 (420/007)
 JOBS & BENEFITS
 SUPERVISOR-SES
 08/3445 40(046002)
 See Chart

COMPENSATION, BENEFIT & JOB
 ANALYSIS SPECIALIST
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY REP II
 01/3442 40(046080)
 40(046111)
 40(046167)

VETERAN'S SERVICES

MANAGEMENT ANALYSTS
 13-1111-03 (021/07)
 GOVERNMENT OPERATIONS
 CONSULTANT I
 01/2234 40(046110)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(046122)
 40(047107)
 40(047132)
 DVOP

COMPENSATION, BENEFIT & JOB ANALYSIS
 SPECIALIST
 13-1141-03 (420/007)
 JOBS & BENEFITS SUPERVISOR - SES
 08/3445 40(046104)

EXECUTIVE SECRETARIES & EXECUTIVE
 ADMINISTRATIVE ASSISTANTS
 43-6011-02 (015/003)
 ADMINISTRATIVE ASSISTANT I
 01/0709 40(046141)

COMPENSATION, BENEFIT & JOB ANALYSIS
 SPECIALIST
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY REPRESENTATIVE II
 01/3442
 40(042073)
 40(044101)
 40(046085)
 40(046102)
 40(046127)
 40(046154)
 40(046158)
 40(046162)

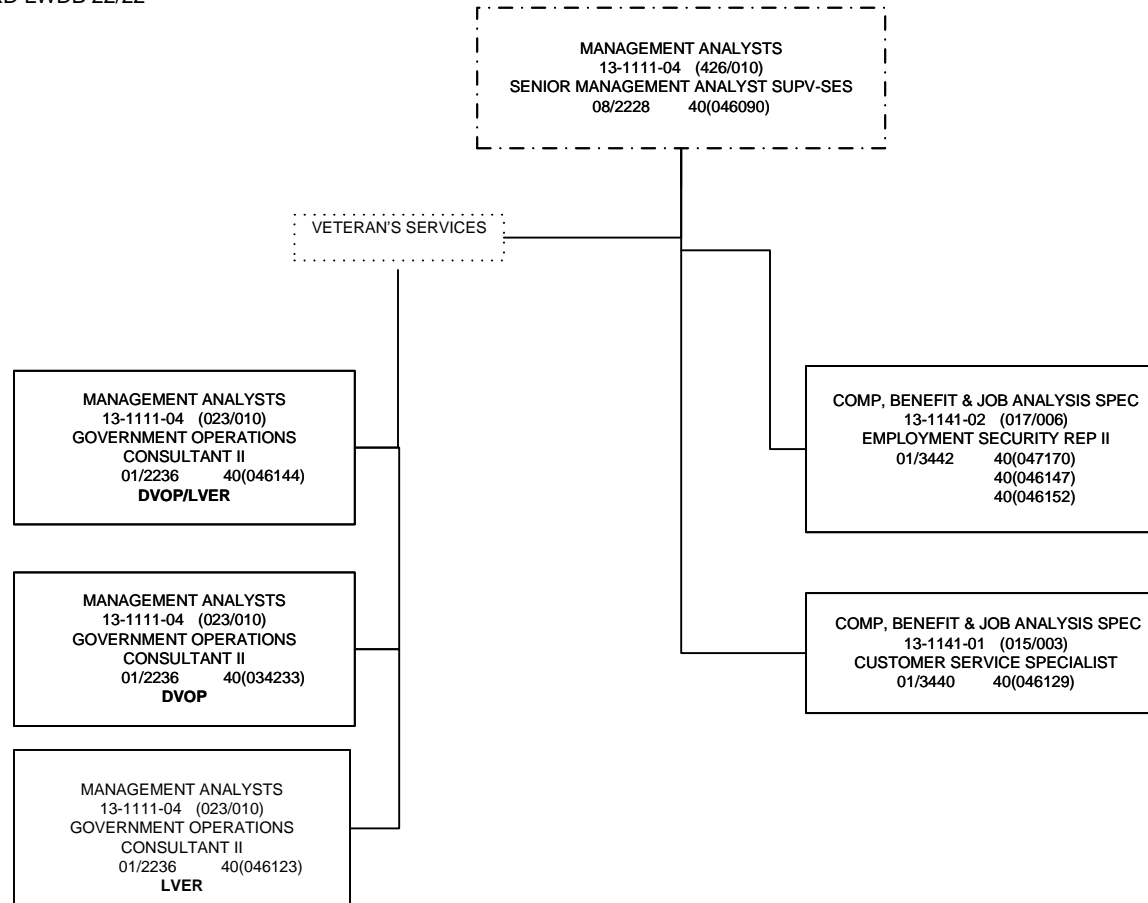
COMPENSATION, BENEFIT & JOB ANALYSIS
 SPECIALIST
 13-1141-01 (015/003)
 CUSTOMER SERVICE SPECIALIST
 01/3440 40(046100)
 40(046106)

ORG: 40 16 22 10
 FLAIR: 40162210000

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

HUMAN RESOURCE MANAGEMENT/slw

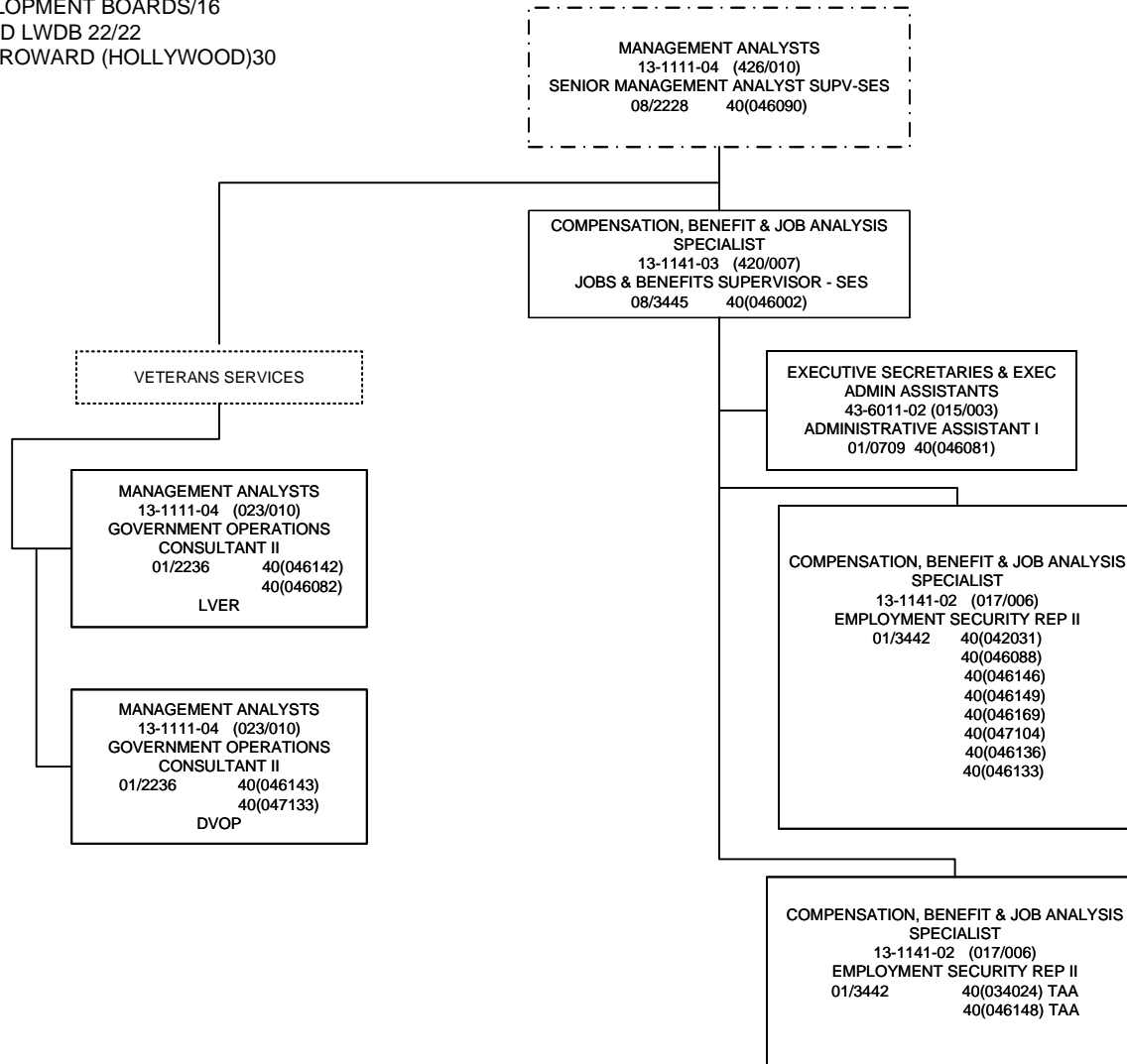
DEPARTMENT OF COMMERCE/40
LOCAL WORKFORCE DEVELOPMENT BOARDS/16
CAREERSOURCE BROWARD LWDB 22/22
NORTH BROWARD
POMPANO/20



HR ORG: 40 16 22 20
FLAIR: 40162220000

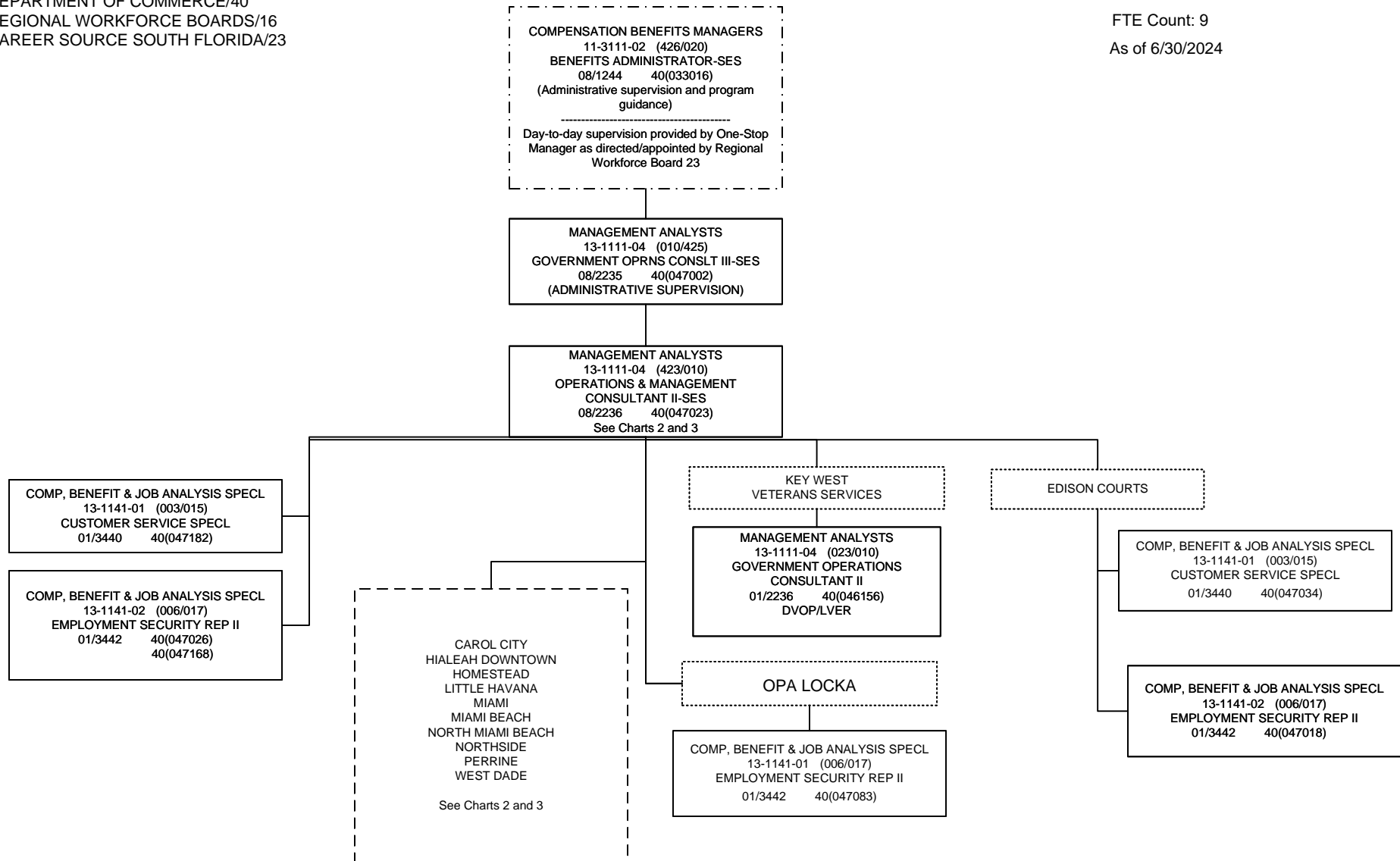
LVER-Local Veterans Employment Representative
DVOP-Disabled Veterans Outreach Program

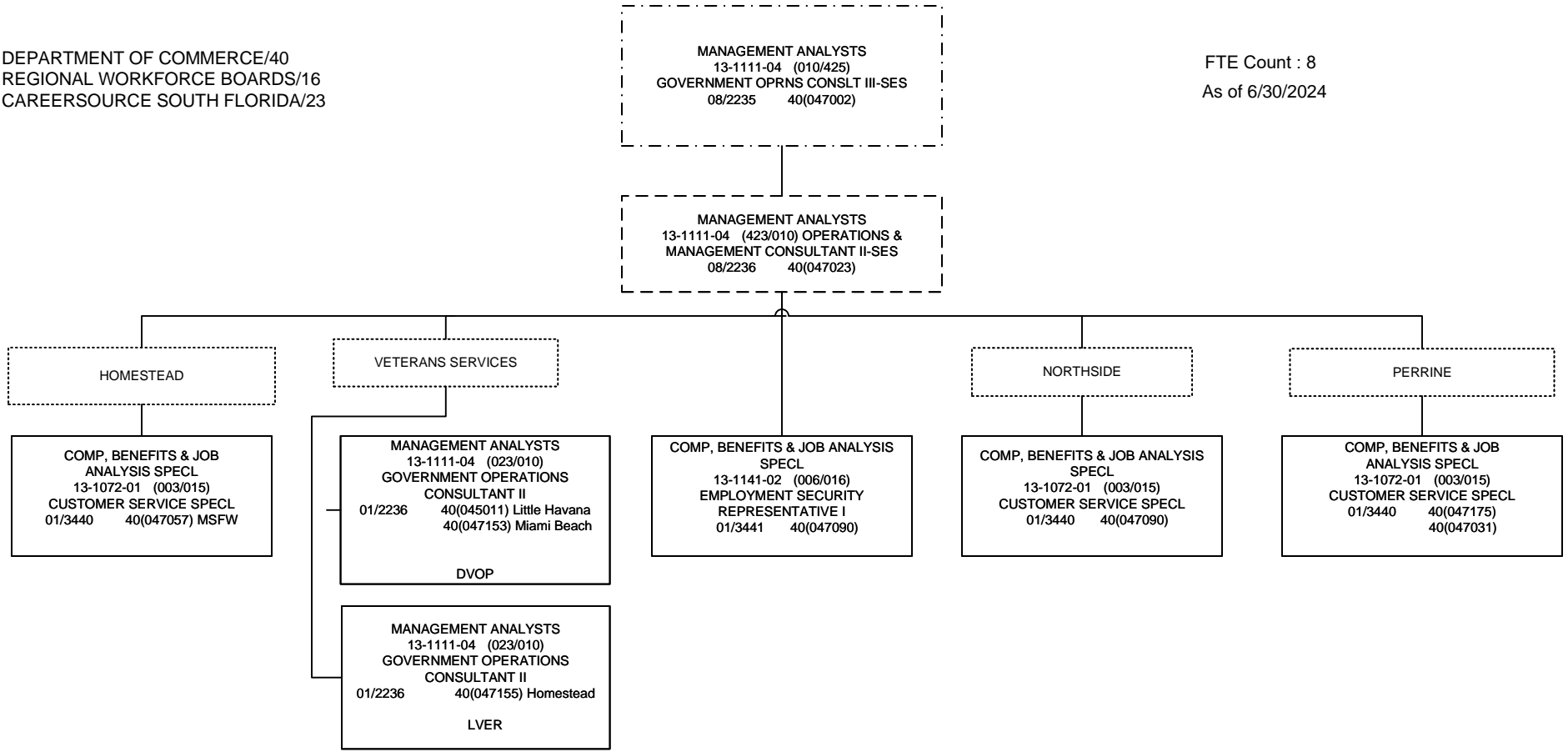
DEPARTMENT OF COMMERCE/40
LOCAL WORKFORCE DEVELOPMENT BOARDS/16
CAREER SOURCE BROWARD LWDB 22/22
CAREER SOURCE SOUTH BROWARD (HOLLYWOOD)30



ORG: 40 16 22 30
FLAIR: 40162230000

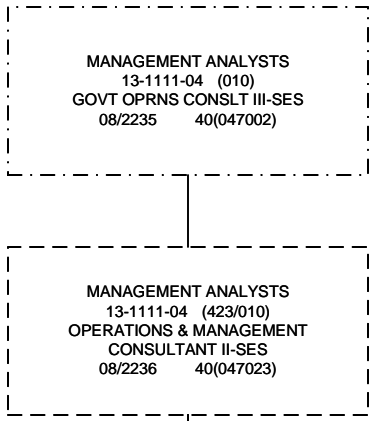
TAA-Trade Adjustment Assistance
LVER-Local Veterans Employment Representative
DVOP-Disabled Veterans Outreach Program





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

Chart 3 of 3
 FTE Count: 17
 As of 6/30/2024



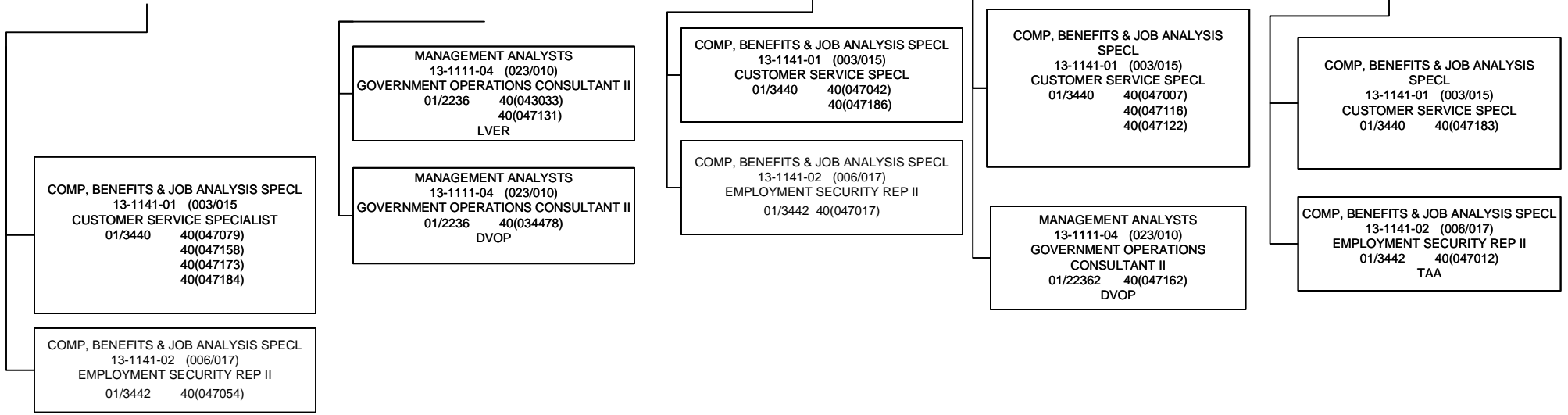
WEST DADE

CAROL CITY

CITY OF MIAMI

NORTH MIAMI BEACH

HIALEAH DOWNTOWN



HR ORG: 40 16 23 10
 FLAIR: 40162310000

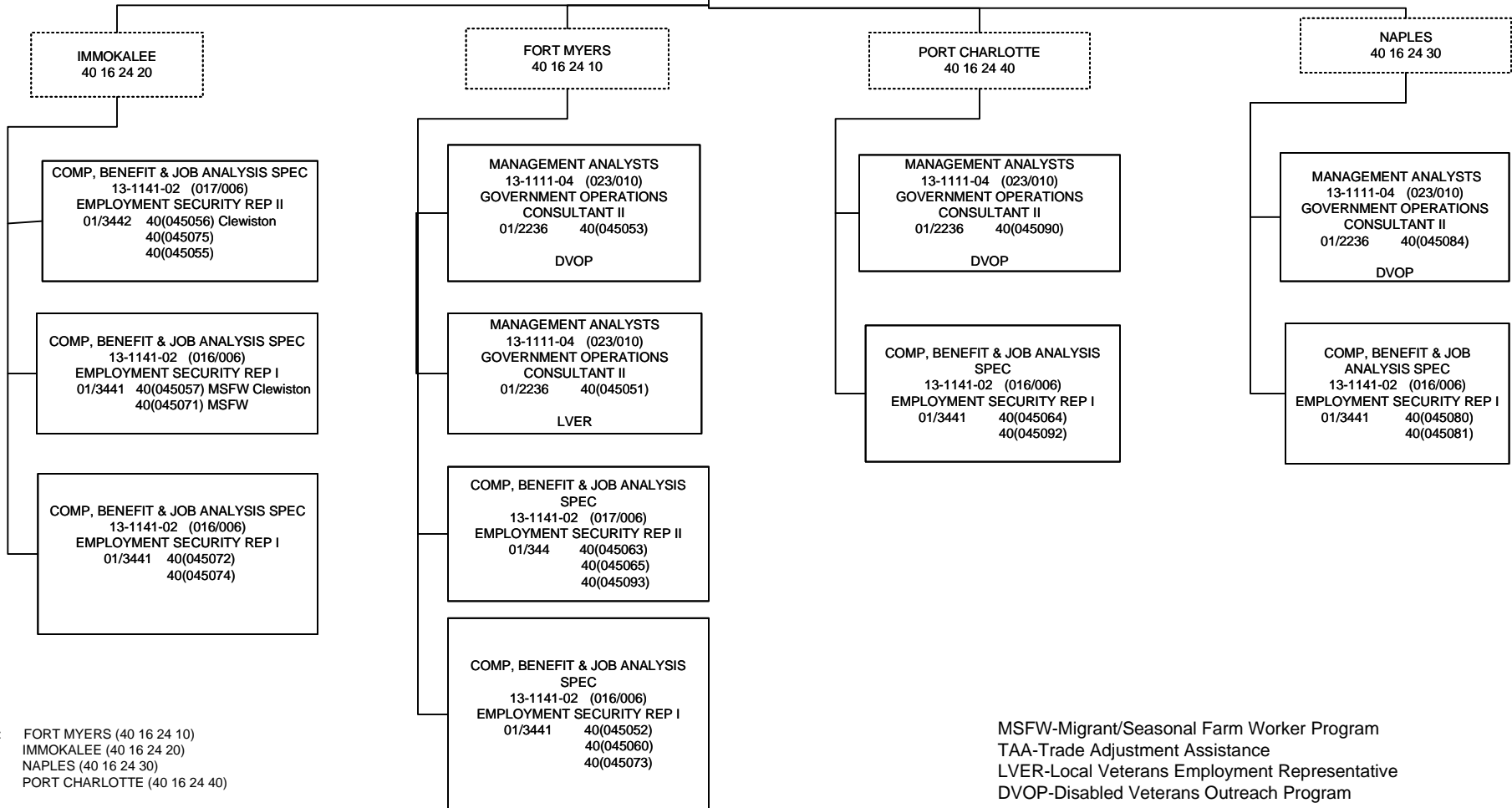
DEPARTMENT OF COMMERCE/40
 REGIONAL WORKFORCE BOARD/16
 CAREERSOURCE SOUTHWEST FLORIDA/24
 FORT MYERS/10
 IMMOKALEE/20
 NAPLES/30
 PORT CHARLOTTE/40

FTE Count: 22
 As of 06/30/2024

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

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

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



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

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

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

DEPARTMENT OF COMMERCE/40
 DIVISION OF ECONOMIC DEVELOPMENT/42
 OFFICE OF THE DEPUTY SECRETARY

FTE COUNT: 4
 As of 06/30/2024
 As of 06/30/2024

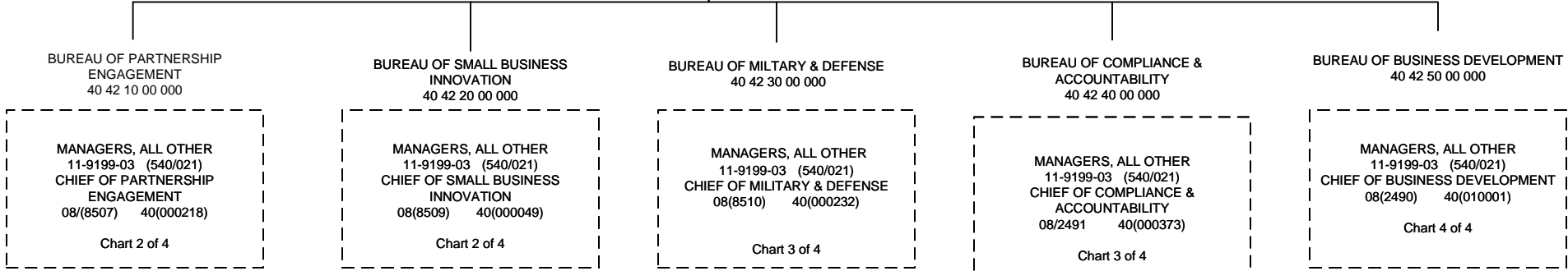
GENERAL AND OPERATIONS MANAGERS
 10-1021-02 (940/024)
 CHIEF OF STAFF
 09/2465 40(045000)

GENERAL AND OPERATIONS MANAGERS
 10-1021-01 (940/023)
 DIRECTOR OF ECONOMIC DEVELOPMENT
 09/2482 40(000365)

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

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

EXEC SECRETARIES & EXEC ADMIN ASSISTANTS
 43-6011-03 (018/005)
 ADMINISTRATIVE ASSISTANT II
 08/0712 40(000318)



DEPARTMENT OF COMMERCE/40
DIVISION OF ECONOMIC DEVELOPMENT/42
BUREAU OF PARTNERSHIP ENGAGEMENT/10

FTE COUNT: 8
As of 06/30/2024

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

GENERAL AND OPERATIONS MANAGERS
10-1021-01 (940/023)
DIRECTOR OF ECONOMIC DEVELOPMENT
09/2482 40(000365)

BUREAU OF PARTNERSHIP
ENGAGEMENT
40 42 10 00 000

MANAGERS, ALL OTHER
11-9199-03 (540/021)
CHIEF OF PARTNERSHIP ENGAGEMENT
08/(8507) 40(000218)

MARKET RESEARCH ANALYTS &
MARKETING SPECS
11-2021-04 (540/022)
MARKETING MANAGER IV
08/7826 40(000400)

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

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

MARKET RESEARCH ANALYTS &
MARKETING SPECS
13-1161-03 (023/008)
DEVELOPMENT REPRESENTATIVE II
01/3939 40(000236)

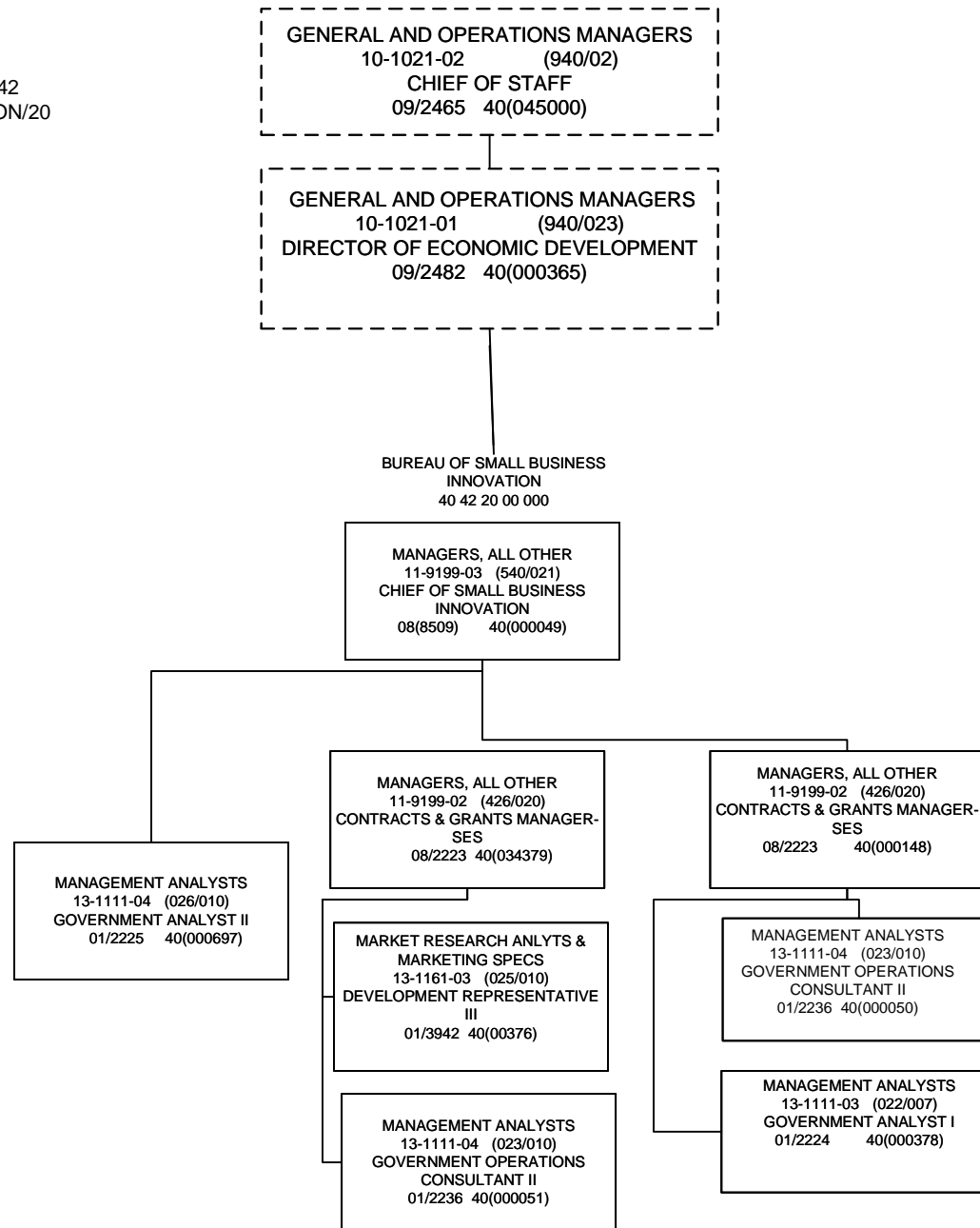
MARKET RESEARCH ANALYTS &
MARKETING SPECS
13-1161-03 (023/008)
DEVELOPMENT REPRESENTATIVE II
01/3939 40(045062)

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

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

DEPARTMENT OF COMMERCE/40
DIVISION OF ECONOMIC DEVELOPMENT/42
BUREAU OF SMALL BUSINESS INNOVATION/20

FTE COUNT: 8
As of 06/30/2024



DEPARTMENT OF COMMERCE/40
DIVISION OF ECONOMIC DEVELOPMENT/42
BUREAU OF MILITARY & DEFENSE /30

FTE COUNT: 7
As of 6/30/2024

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

GENERAL AND OPERATIONS MANAGERS
10-1021-01 (940/023)
DIRECTOR OF ECONOMIC DEVELOPMENT
09/2482 40(000365)

BUREAU OF MILITARY & DEFENSE
40 42 30 00 000

MANAGERS, ALL OTHER
11-9199-03 (540/021)
CHIEF OF MILITARY & DEFENSE
08(8510) 40(000232)

MARKET RESEARCH ANALYTS &
MARKETING SPECS
13-1161-03 (025/008)
DEVELOPMENT REPRESENTATIVE III
01/3942 40(000222)

GENERAL AND OPERATIONS
MANAGERS
11-1021-02 (426/020)
REVENUE MANAGEMENT MANAGER
08/2227 40(00368)

MARKET RESEARCH ANALYTS &
MARKETING SPECS
13-1161-03 (023/008)
DEVELOPMENT REPRESENTATIVE II
01/3939 40(000237)

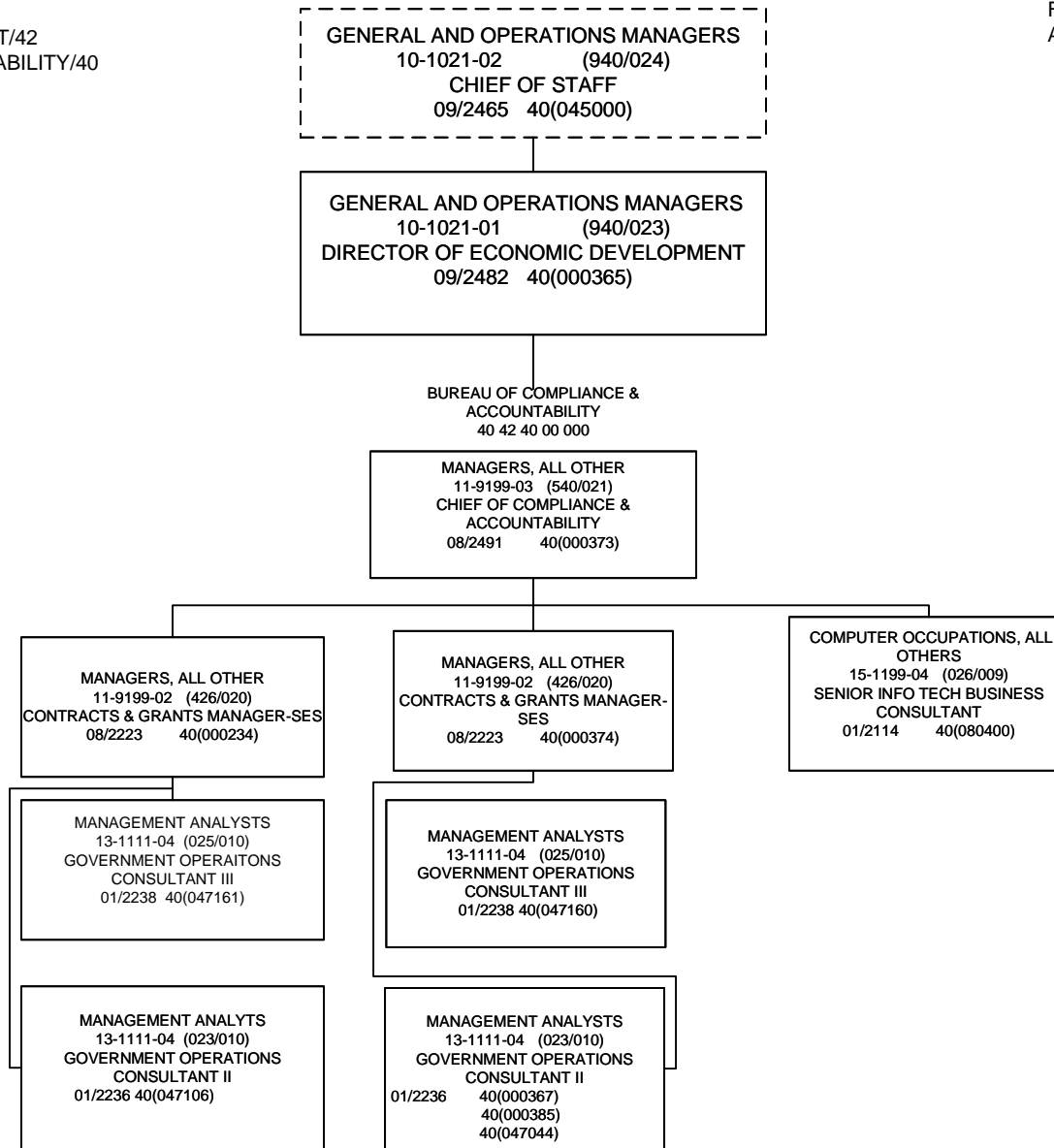
MARKET RESEARCH ANALYTS &
MARKETING SPECS
13-1161-03 (025/008)
DEVELOPMENT REPRESENTATIVE III
01/3942 40(034402)

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

MANAGEMENT ANALYSTS
13-1111-02 (017/006)
OPERATIONS ANALYST I
01/2209 * 40(047151)

HR ORG/FLAIR ORG:40 40 01 00 000
40 42 30 00 000

HUMAN RESOURCE MANAGEMENT/JBE



GENERAL AND OPERATIONS MANAGERS
 10-1021-01 (940/023)
 DIRECTOR OF ECONOMIC DEVELOPMENT
 09/2482 40(000365)

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

Tallahassee

Orlando

International Commerce

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/223 40(000204)
 40(000369)
 40(000370)
 40(000388)
 40(000052)

GENERAL AND OPERATIONS MANAGERS
 11-1021-02 (429/020)
 GENERAL OPERATIONS MANAGER I-SES
 08/2546 40(000227)

MARKET RESEARCH ANALYTS &
 MARKETING SPECS
 13-1161-04 (426/011)
 DEVELOPMENT REPRESENTATIVE
 SUPERVISOR-SES
 08(3945) 40(000223)

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST II -SES
 08(3945) 40(000220)

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST II -SES
 08(3945) 40(000377)

MARKET RESEARCH ANALYTS &
 MARKETING SPECS
 13-1161-03 (025/008)
 DEVELOPMENT REPRESENTATIVE III
 01/3942 40(000231)

EXEC SECRETARIES & EXEC
 ADMIN ASSISTANTS
 43-6011-03 (018/005)
 ADMINISTRATIVE ASSISTANT II
 01(0712) 40(031157)

HUMAN RESOURCES
 SPECIALISTS
 13-1071-03 (421/007)
 PERSONNEL SERVICES
 SPECIALIST/HR-SES
 08/0189 * 40(000243)

MEETING, CONVENTION AND EVENT
 PLANNERS
 13-1121-04 (426/010)
 EVENT PLANNER IV
 08(2319) 40(000219)

MARKET RESEARCH ANALYTS &
 MARKETING SPECS
 13-1161-03 (025/008)
 DEVELOPMENT REPRESENTATIVE III
 01/3942 40(000230)
 40(000228)
 40(000229)

MARKET RESEARCH ANALYTS &
 MARKETING SPECS
 13-1161-03 (025/008)
 DEVELOPMENT REPRESENTATIVE
 III
 01/3942 40(000226)

MARKET RESEARCH ANALYTS &
 MARKETING SPECS
 13-1161-03 (023/008)
 DEVELOPMENT REPRESENTATIVE II
 01/3939 40(000242)

MARKET RESEARCH ANALYTS &
 MARKETING SPECS
 13-1161-03 (025/008)
 DEVELOPMENT REPRESENTATIVE
 III
 01/3942 40(000224)

MARKET RESEARCH ANALYTS &
 MARKETING SPECS
 13-1161-03 (023/008)
 DEVELOPMENT REPRESENTATIVE II
 01/3939 40(000241)

MARKET RESEARCH ANALYTS &
 MARKETING SPECS
 13-1161-03 (023/008)
 DEVELOPMENT REPRESENTATIVE II
 01/3939 40(000235)

MARKET RESEARCH ANALYTS &
 MARKETING SPECS
 13-1161-03 (023/008)
 DEVELOPMENT REPRESENTATIVE II
 01/3939 40(000217)

HUMAN RESOURCE MANAGEMENT/AC

DEPARTMENT OF COMMERCE/40
DIVISION OF WORKFORCE SERVICES/10

FTE COUNT: 12
As of 06/30/2024

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

GENERAL & OPERATIONS MANAGER
10-1021-01 (940/023)
DIRECTOR OF WORKFORCE SERVICES
09/2452 40(033024)

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

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

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

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

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

40 14 40 000
MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENT ANALYST II -
SES
08/2225 40(032017)

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

MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENT ANALYST
II - SES
08/2225 40(033009)

INTERNAL SECURITY, TPS &
BUSINESS OPERATIONS SUPPORT
SERVICES
MANAGERS, ALL OTHER
11-9199-02 (426/020)
CONTRACTS & GRANTS MANAGER-
SES
08/2223 40(023112)
40 10 01 00 000

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS
CONSULTANT III
01/2238 40(053040)
40(053041)

MANAGEMENT ANALYSTS
13-1111-04 (425/010)
GOVERNMENT OPERATIONS
CONSULTANT III - SES
08/2235 40(042004)

ADMINISTRATIVE SERVICES
MANAGERS
11-3011-02 (422/020)
BUSINESS MANAGER III-SES
08/0742 *40(034352)

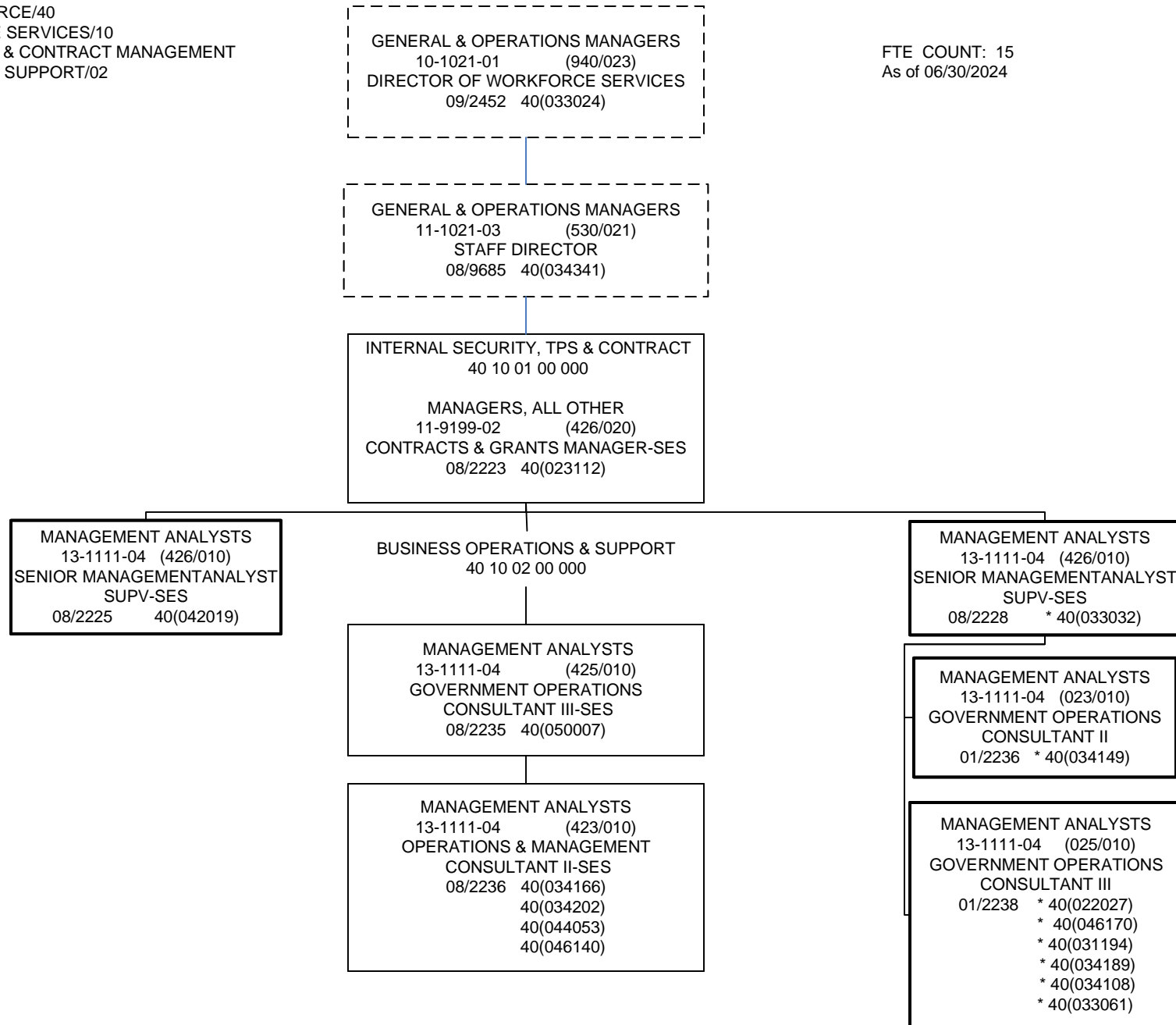
MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT OPERATIONS
CONSULTANT II
01/2236 40(033026)
40(046134)

HR ORG: 40 10 00 00 000
FLAIR: 401000000000

BUREAU OF HUMAN RESOURCE MANAGEMENT/AC

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

FTE COUNT: 15
As of 06/30/2024

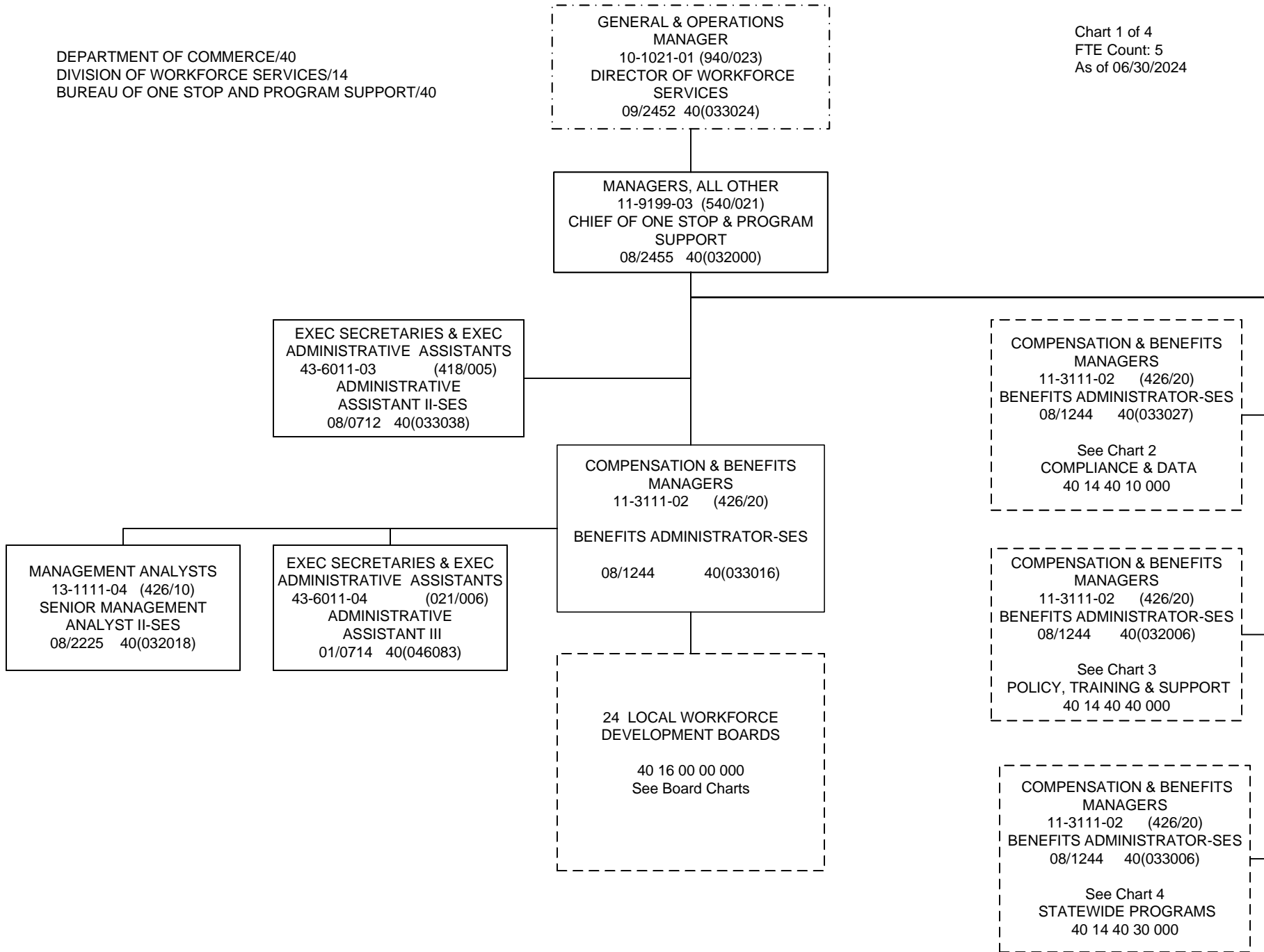


HR ORG: 40 10 00 00 000
FLAIR: 40100000000

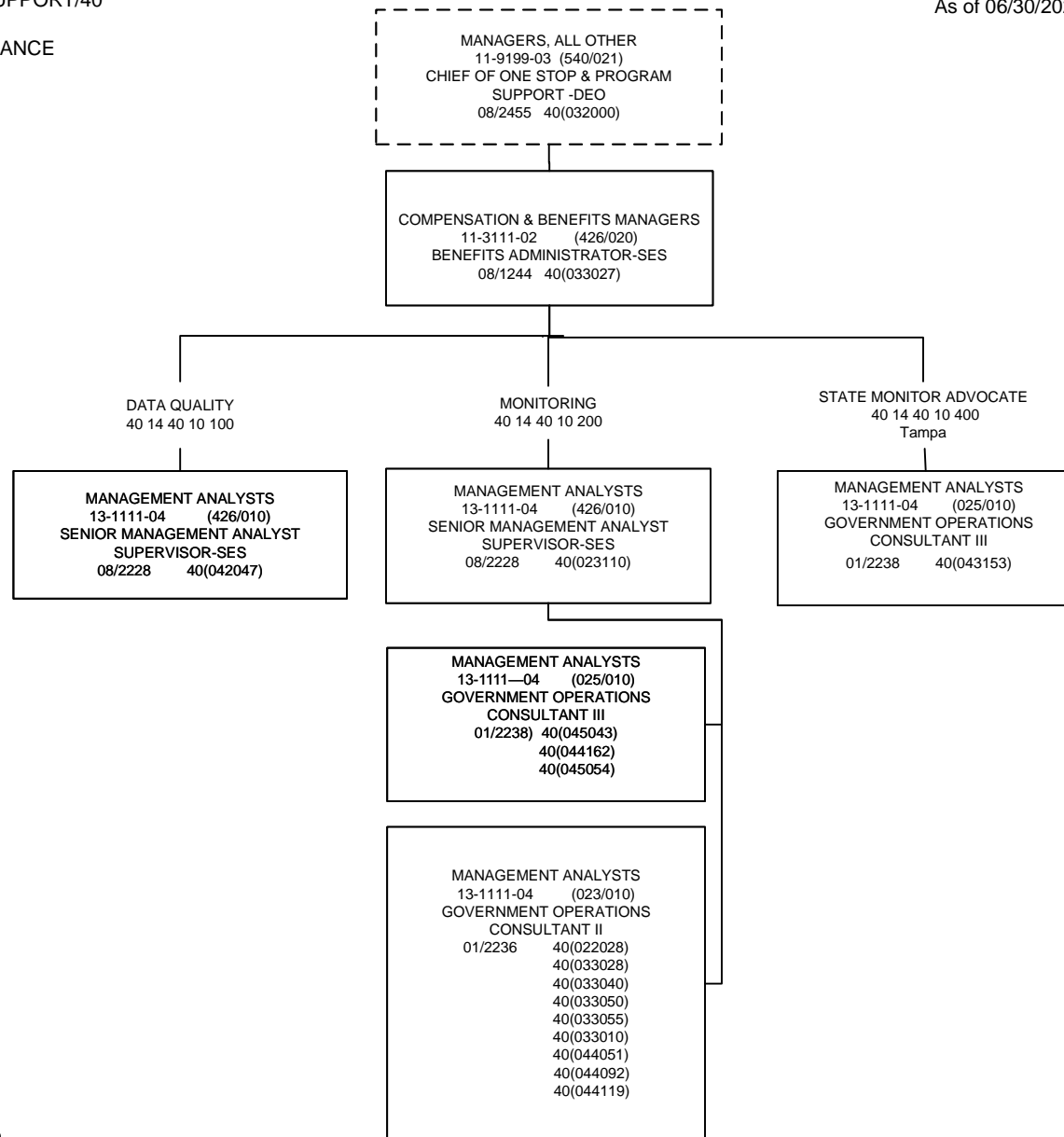
BUREAU OF HUMAN RESOURCE MANAGEMENT/JBE

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

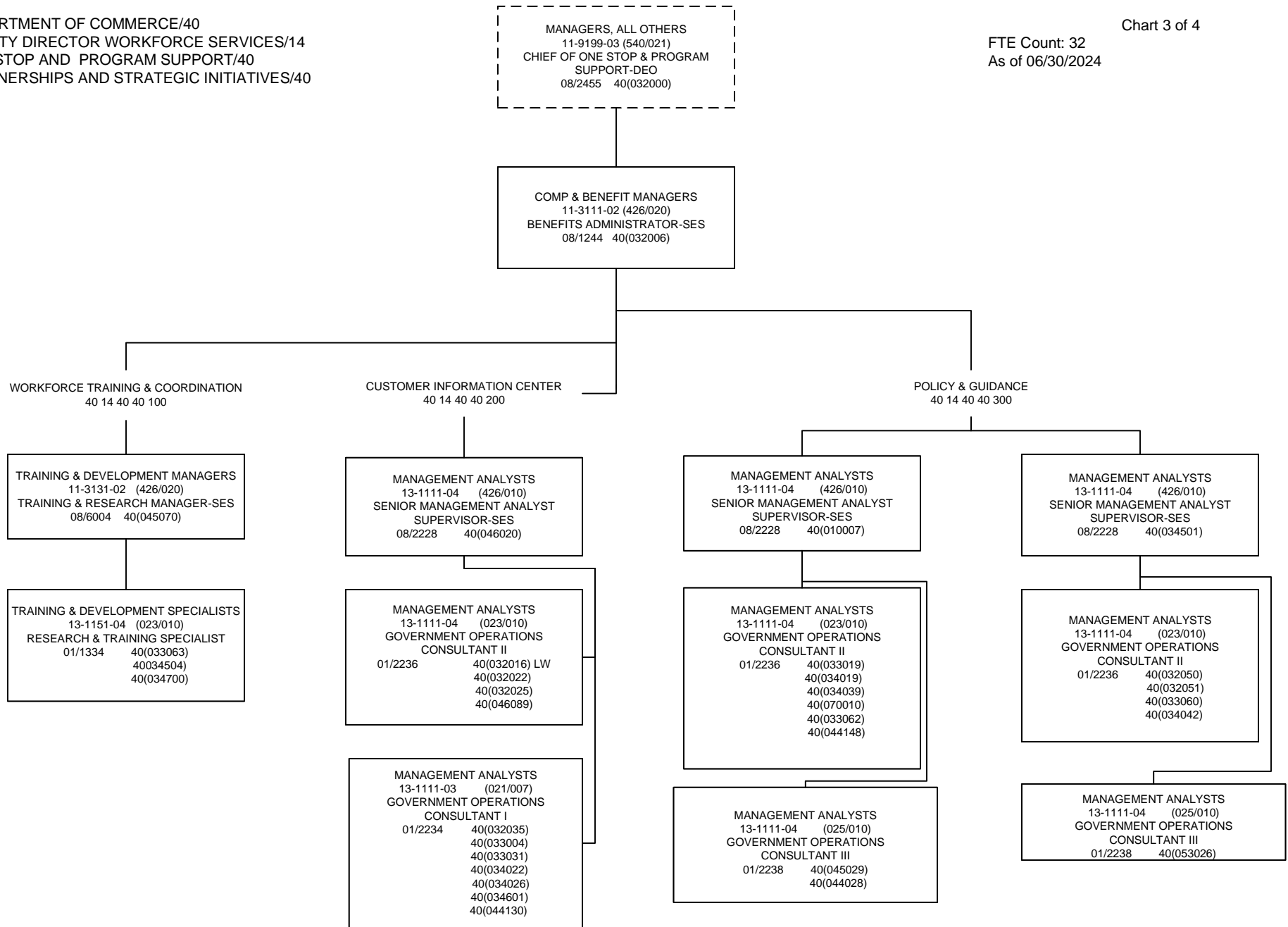
Chart 1 of 4
FTE Count: 5
As of 06/30/2024



HR ORG 40 14 40
FLAIR: 40144000000



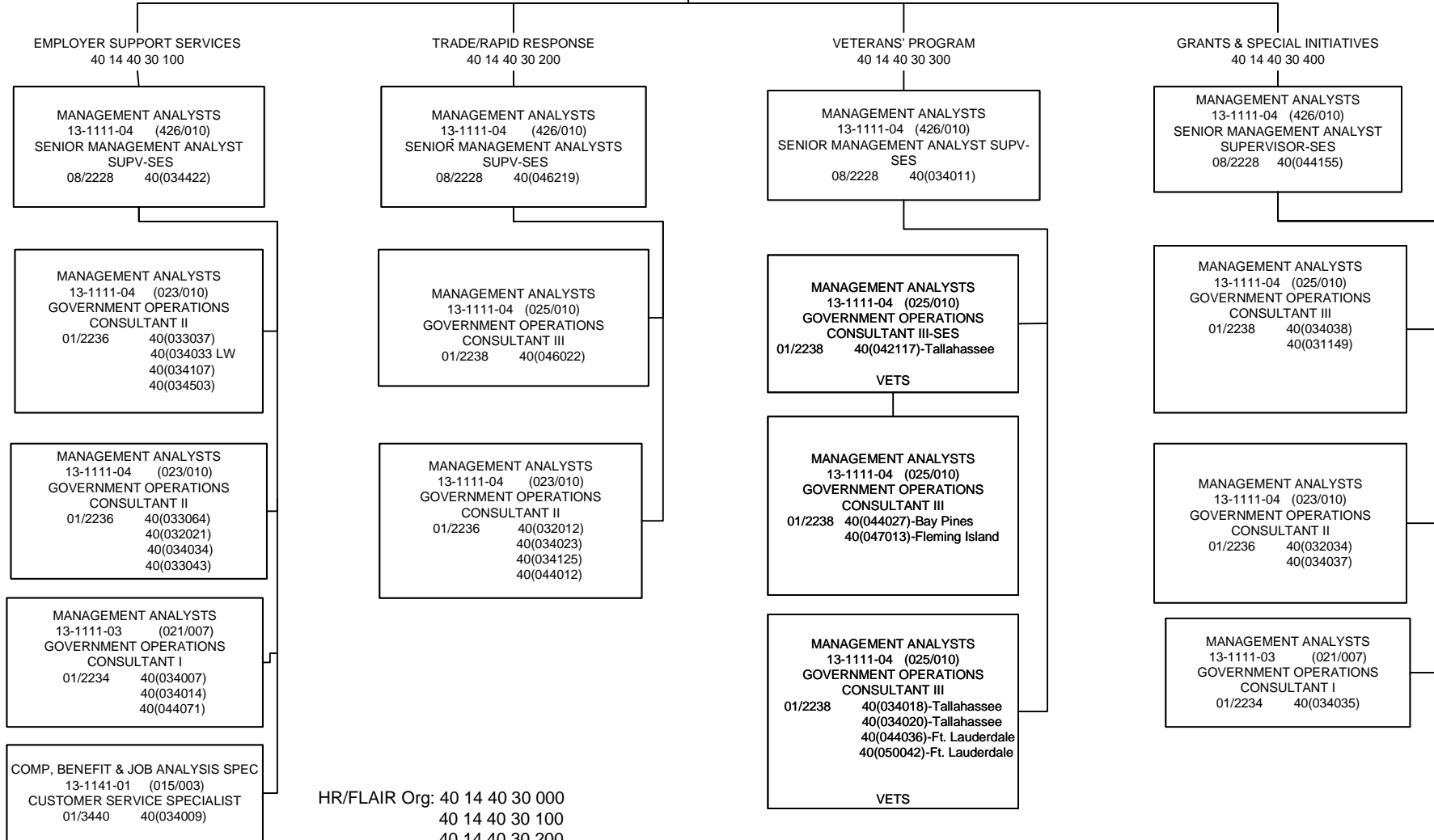
ORG: 40 14 40 10 000
 40 14 40 10 100
 40 14 40 10 200
 40 14 40 10 400
 FLAIR: 40144010000
 40144010100
 40144010200
 40144010400



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

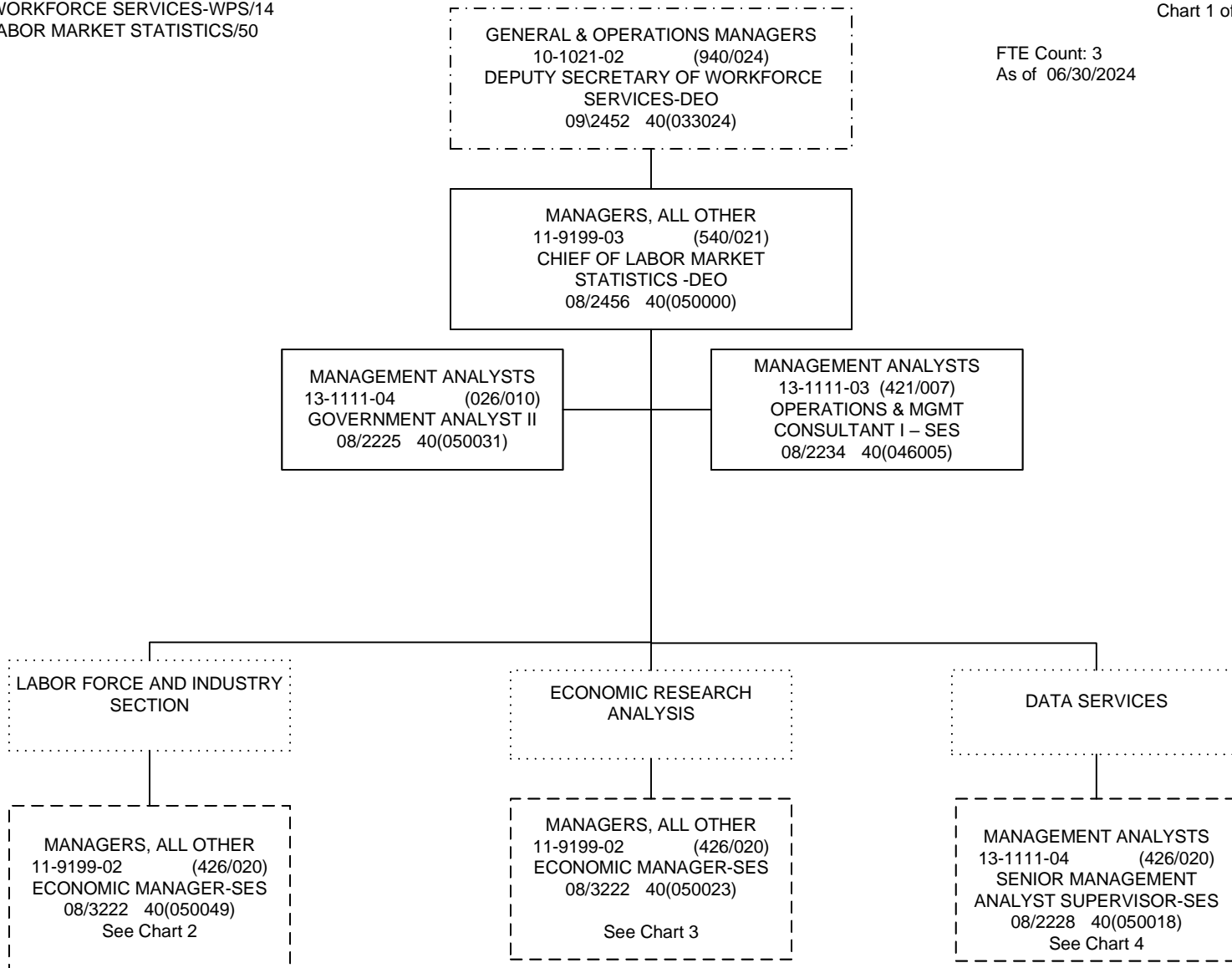
FTE Count:34
 As of 06/30/2024

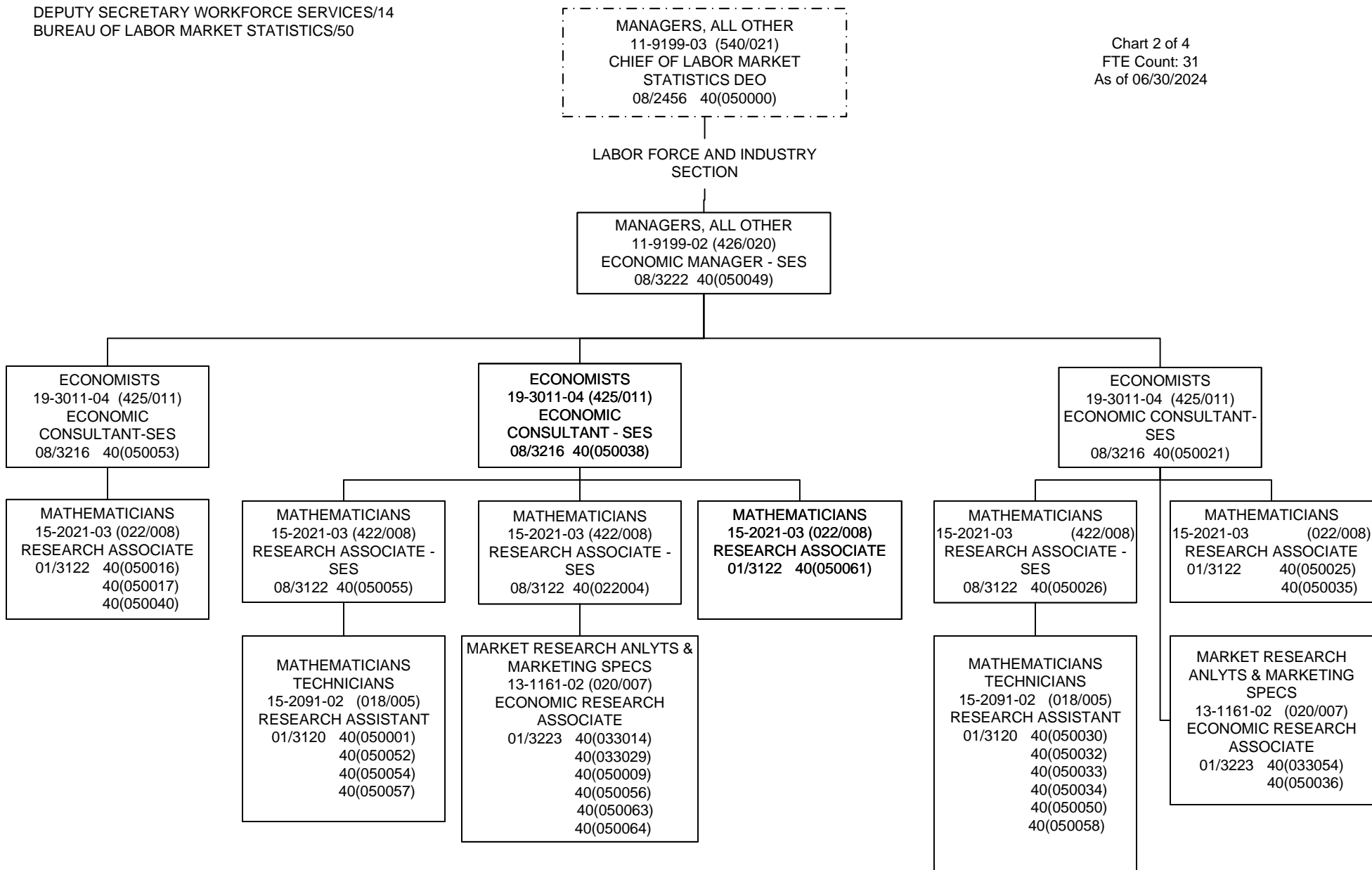
COMP & BENEFITS MANAGERS
 11-3111-02 (426/020)
 BENEFITS ADMINISTRATOR-SES
 08/1244 40(033006)



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

FTE Count: 3
 As of 06/30/2024





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

ECONOMIC RESEARCH ANALYSIS

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

ERA Team One

ERA Team Two

ERA Team Three

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

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

MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENT
ANALYST SUPERVISOR - SES
08/2228 40(032007)

ECONOMISTS
19-3011-03 (025/08)
ECONOMIC ANALYST
01/3215 40(050029)

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

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

ECONOMISTS
19-3011-04 (025/011)
ECONOMIC CONSULTANT
01/3216 40(042025)
40(050024)

ECONOMISTS
19-3011-03 (025/08)
ECONOMIC ANALYST
01/3215 40(047021)

ECONOMISTS
19-3011-03 (025/08)
ECONOMIC ANALYST
01/3215 40(046021)
40(050022)

ECONOMISTS
19-3011-03 (025/08)
ECONOMIC ANALYST
01/3215 40(044100)

ECONOMISTS
19-3011-03 (025/08)
ECONOMIC ANALYST
01/3215 40(044072)

HR ORG: 40 14 50 00 000
FLAIR: 40145000000

HUMAN RESOURCE MANAGEMENT/SLW

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

DATA SERVICES

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

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

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

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

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

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS
CONSULTANT III
01/2238 40(031011)
40(041023)

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS
CONSULTANT III
01/2238 *40(034032)

MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT OPERATIONS
CONSULTANT II
01/2236 40(034028)
40(022005)

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

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

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

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

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

As of 6/30/2024
 FTE: 14

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

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

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

VETERANS SERVICES

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

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

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

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

MILTON
 40 16 01 10

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

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

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

VETERANS SERVICES

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

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

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

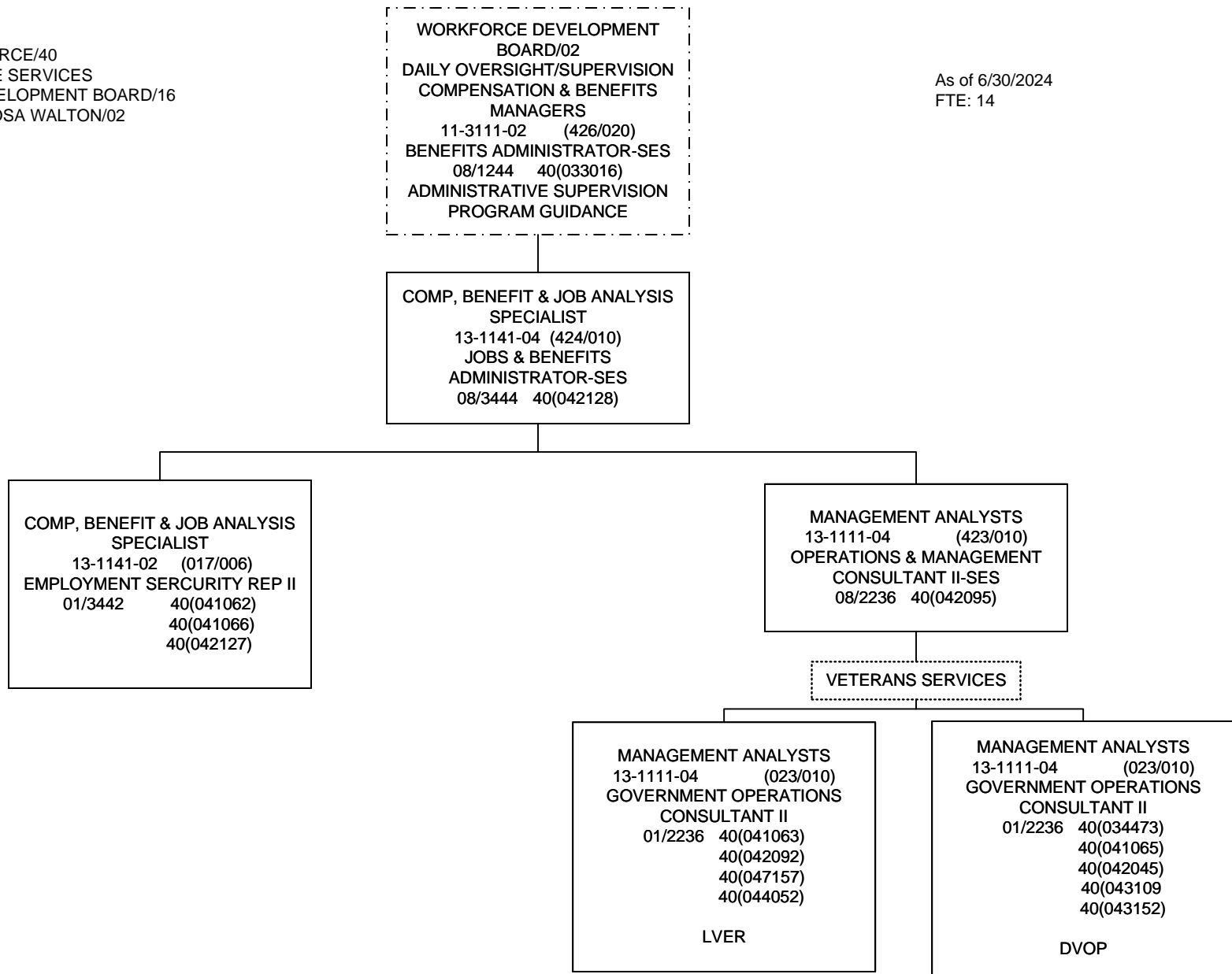
40 16 01 10 (Milton)
 40160110000

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

HUMAN RESOURCE MANAGEMENT

DEPARTMENT OF COMMERCE/40
DIVISION OF WORKFORCE SERVICES
LOCAL WORKFORCE DEVELOPMENT BOARD/16
CAREERSOURCE OKALOOSA WALTON/02
FT WALTON BEACH/10

As of 6/30/2024
FTE: 14



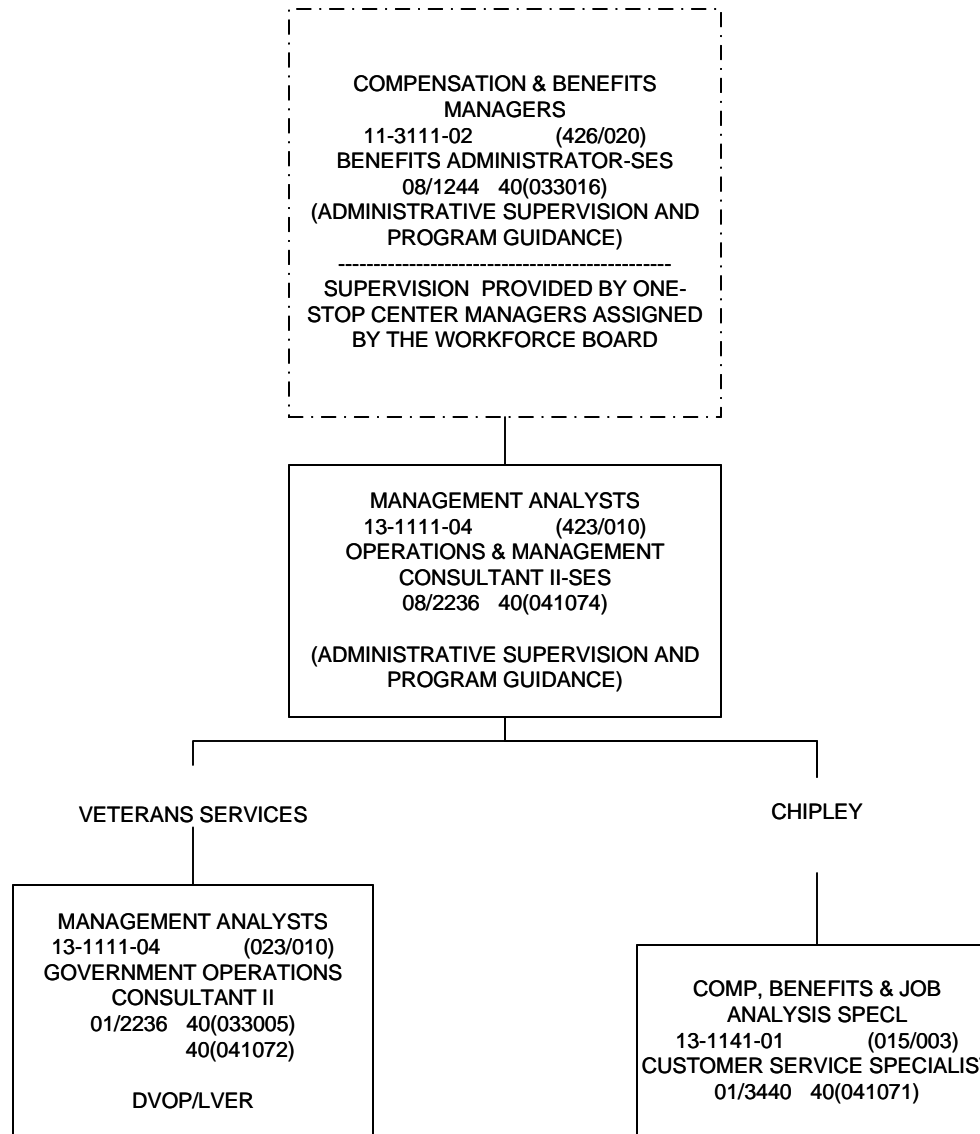
HR ORG: 40 16 02 10
FLAIR: 40160210000

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

HUMAN RESOURCE MANAGEMENT

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

As of 6/30/2024
FTE: 4



HR ORG: 40 16 03 10
FLAIR: 40160310000

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

HUMAN RESOURCE MANAGEMENT

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

As of 6/30/2024
FTE: 9

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

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

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

VETERANS SERVICES

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

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

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

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

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

HR ORG: 40 16 04 10
FLAIR: 40160410000

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

HUMAN RESOURCE MANAGEMENT

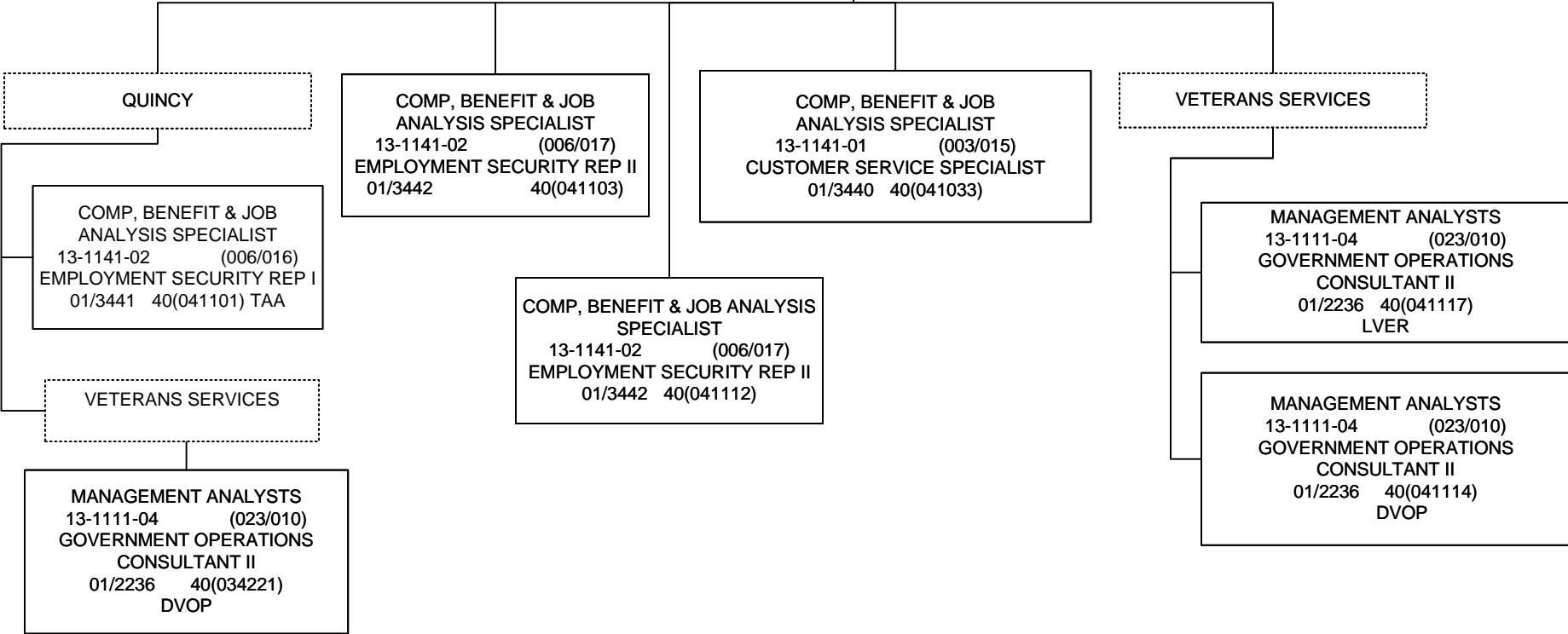
DEPARTMENT OF COMMERCE/40
DIVISION OF WORKFORCE SERVICES
REGIONAL WORKFORCE DEVELOPMENT BOARDS/16
CAREERSOURCE CAPITAL REGION/05
TALLAHASSEE/QUNICY/10

As of 6/30/2024
FTE: 7.5

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

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

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



HR ORG: 40 16 05 10 000
FLAIR: 40160510000

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

HUMAN RESOURCE MANAGEMENT/AC

DEPARTMENT OF COMMERCE/40
REGIONAL WORKFORCE DEVELOPMENT BOARDS/16
CAREER SOURCE NORTH FLORIDA/06
MADISON/10

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

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

As of 6/30/2024
FTE: 4

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

(Administrative supervision
and program guidance)

VETERAN'S SERVICE

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

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

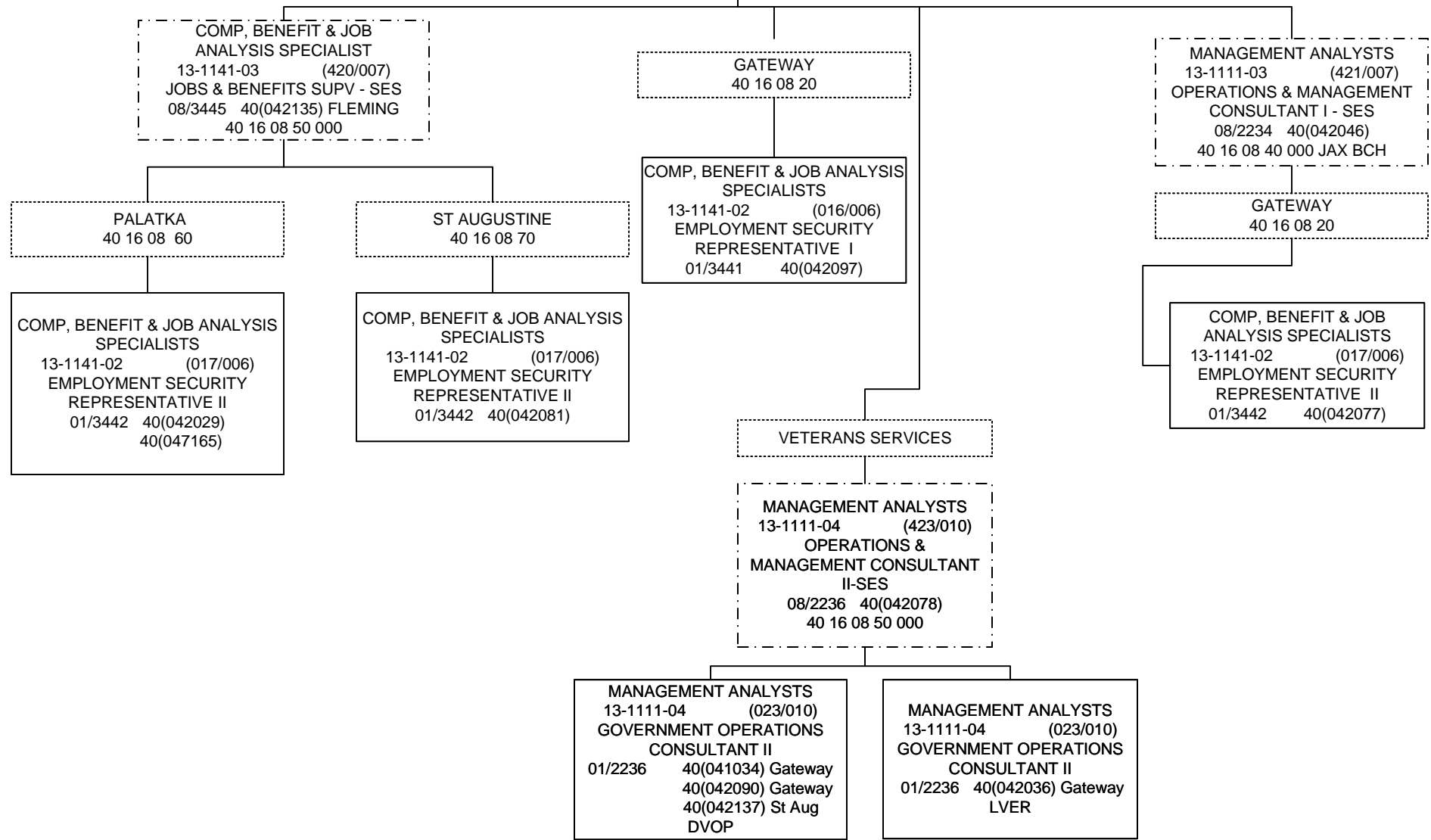
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GOVERNMENT OPERATIONS
CONSULTANT II
01/2236 40(043141)
DVOP/LVER

HR ORG: 40 16 06 10
FLAIR: 40160610000

DVOP-Disabled Veterans Outreach Program

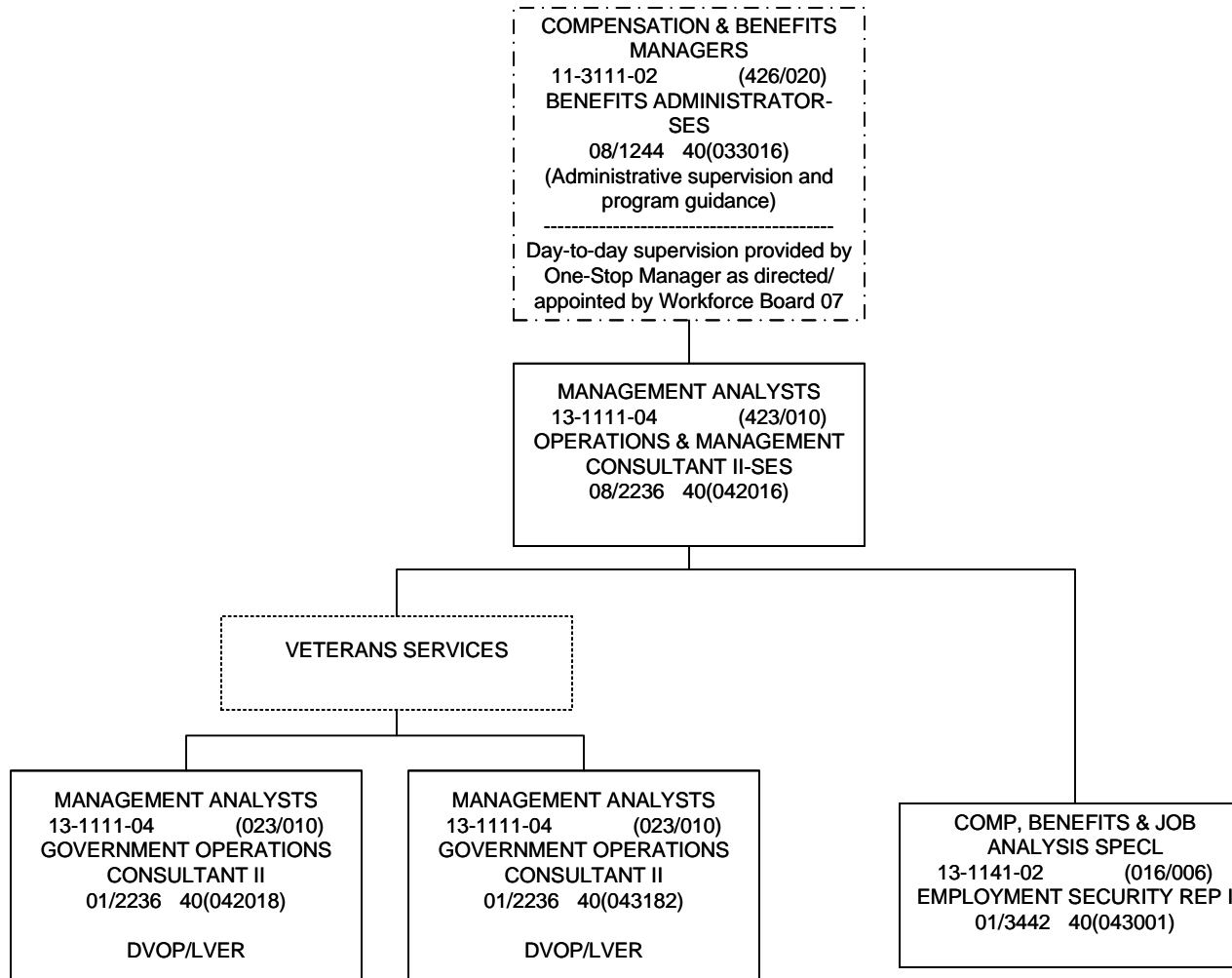
HUMAN RESOURCE MANAGEMENT/AC

GENERAL & OPERATIONS
 MANAGERS
 11-1021-02 (425/020)
 OPERATIONS & MANAGEMENT
 CONSULTANT MANAGER-SES
 08/2238 40(042049) YULEE



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

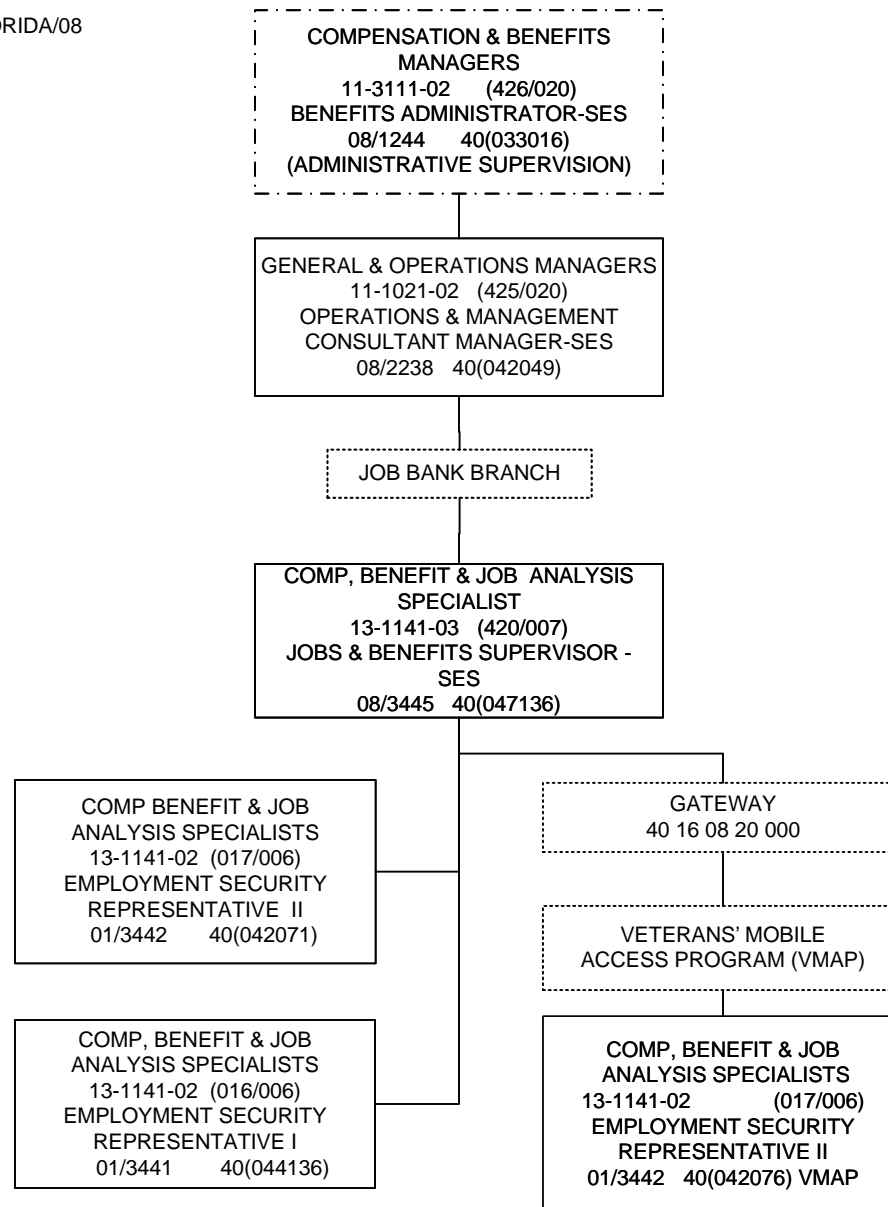
LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

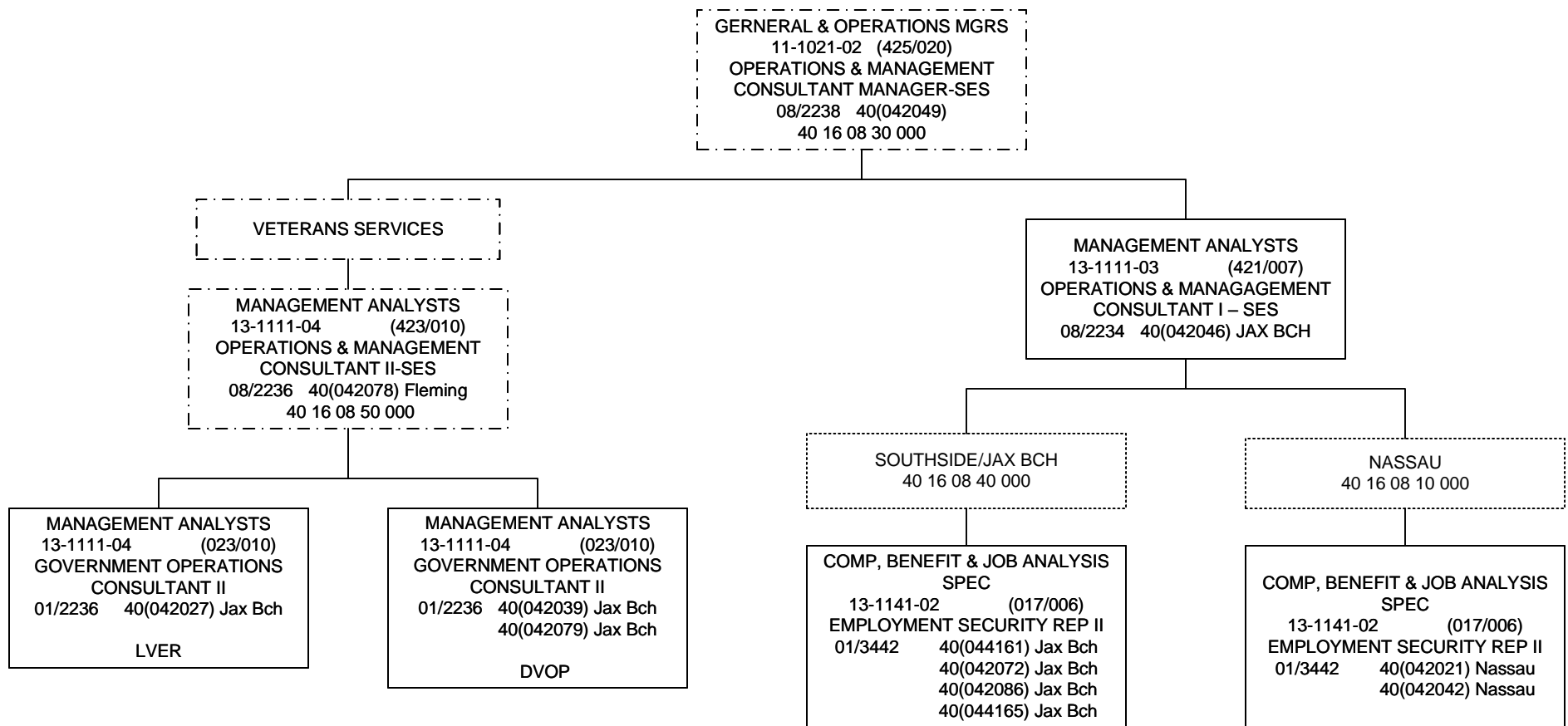


HR ORG: 40 16 07 10
FLAIR: 40160710000

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

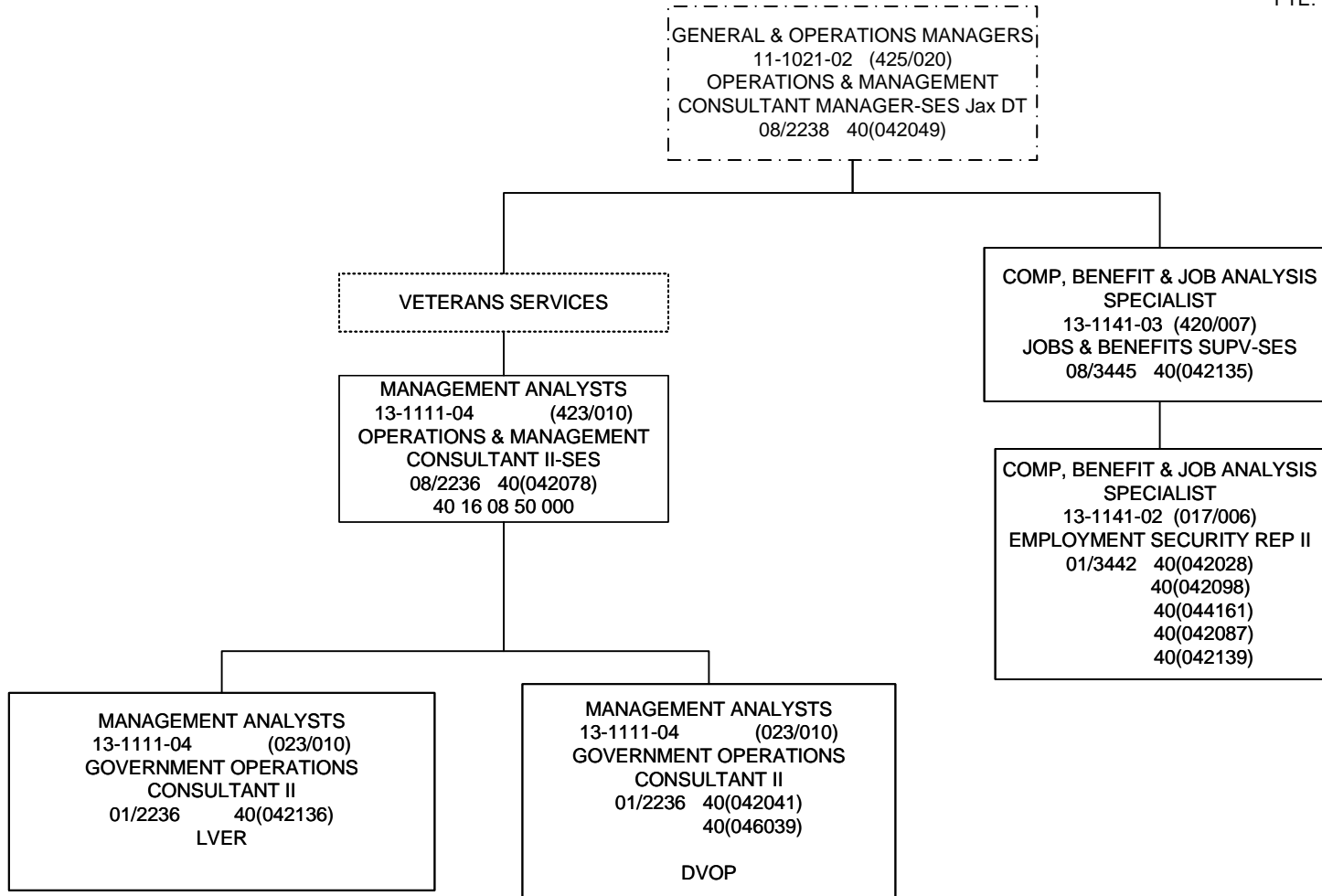
HUMAN RESOURCE MANAGEMENT/SLW





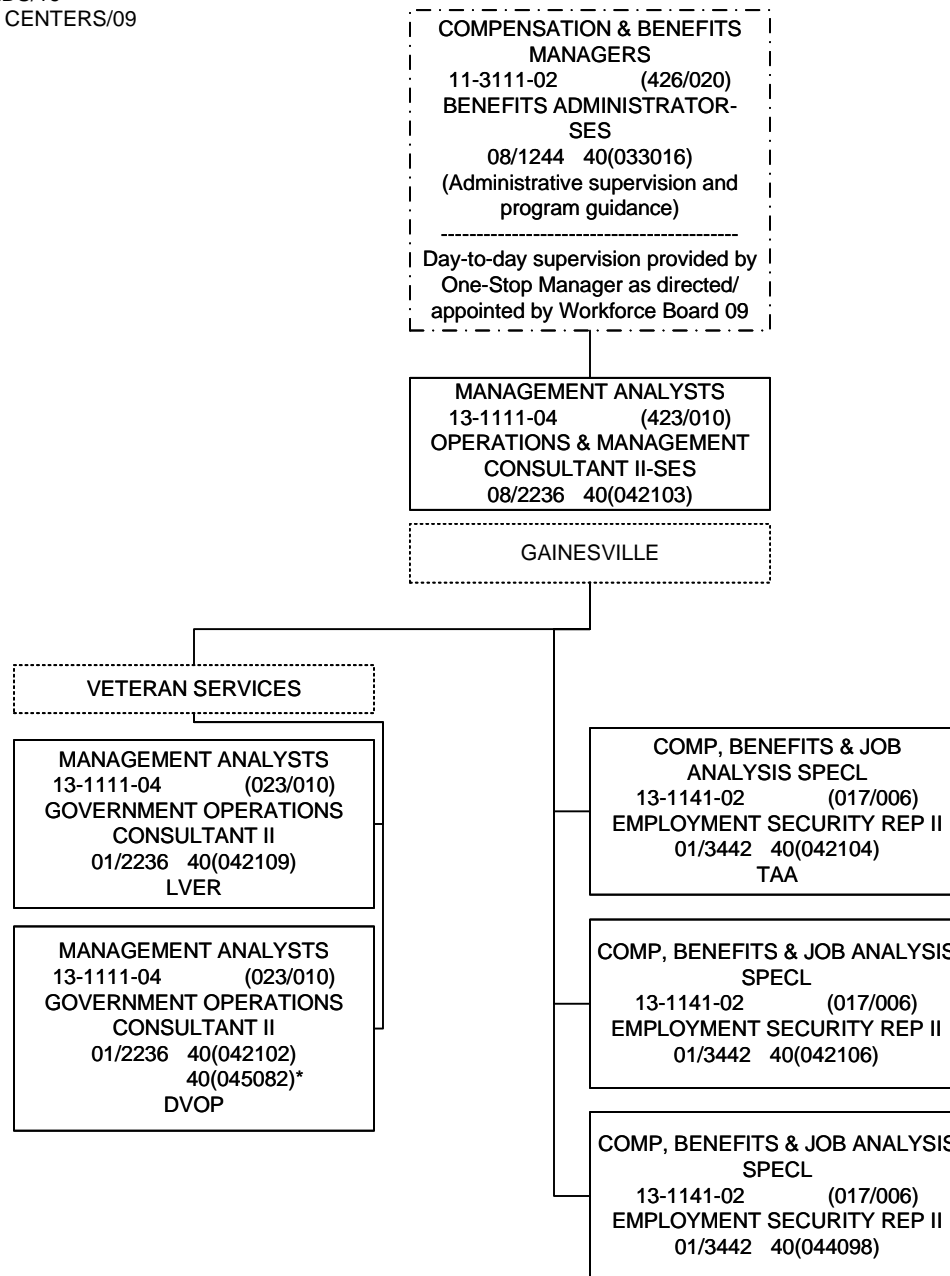
HR ORG/FLAIR: 40 16 08 10 (NASSAU)
 40 16 08 40 (SOUTHSIDE/JAX BCH)

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



DEPARTMENT OF COMMERCE/40
 REGIONAL WORKFORCE BOARDS/16
 ALACHUA/BRADFORD CAREER CENTERS/09
 GAINESVILLE/10

As of 06/30/2024
 FTE: 7



HR ORG: 40 16 09 10
 FLAIR: 40160910000

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

HUMAN RESOURCE MANAGEMENT/slw

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

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

As of 6/30/2024
FTE: 8

Day-to-day supervision provided by One-Stop
Manager as directed/appointed by Workforce
Board 10

MANAGEMENT ANALYSTS
13-1111-04 (423/010)
OPERATIONS & MANAGEMENT
CONSULTANT II-SES
08/2236 40(042115)

LECANTO

OCALA

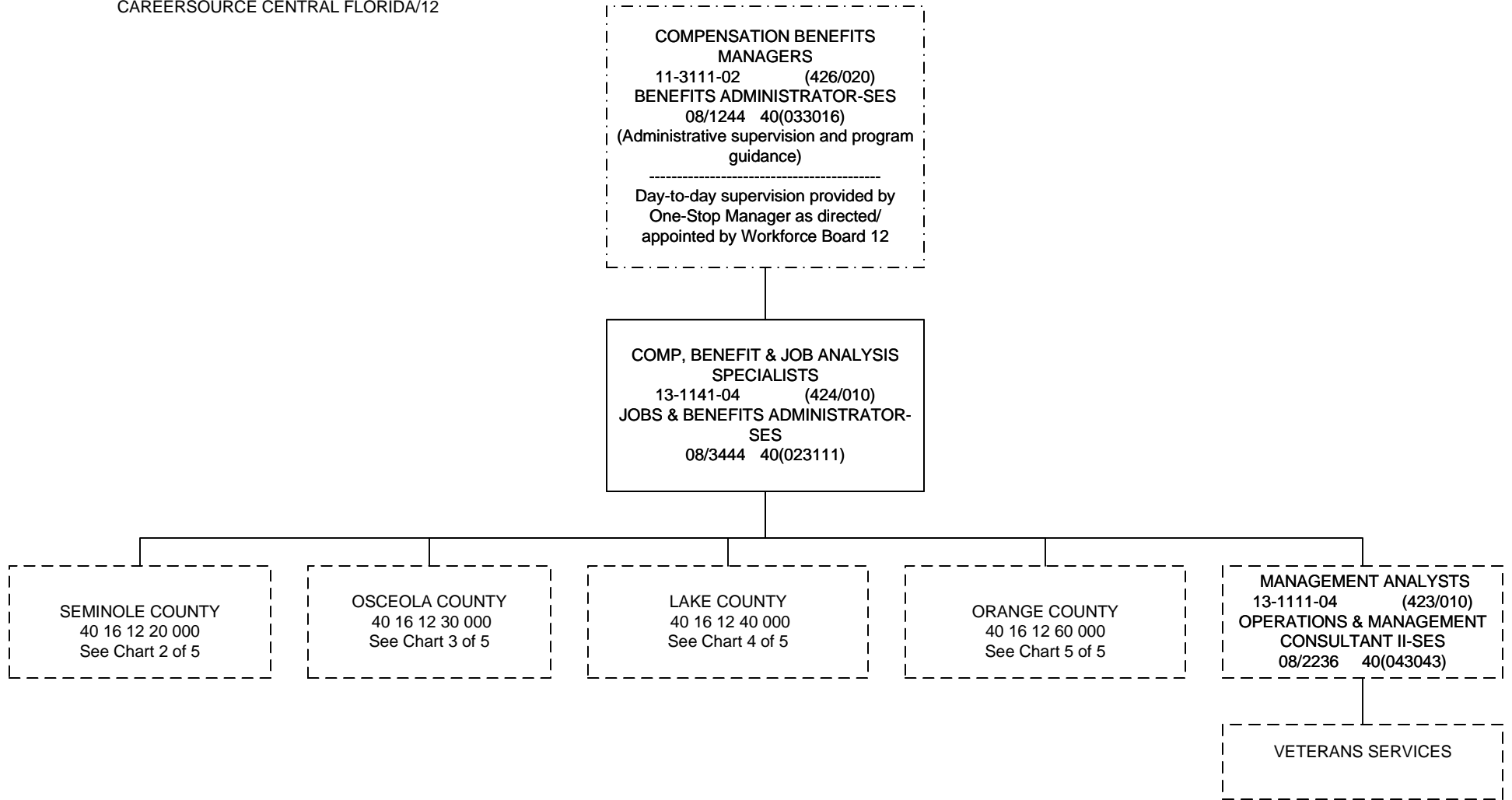
VETERANS SERVICES

COMP, BENEFIT & JOB ANALYSIS
SPECIALIST
13-1141-02 (017/006)
EMPLOYMENT SECURITY REP II
01/3442 40(042132)

COMP, BENEFIT & JOB ANALYSIS
SPECIALIST
13-1141-02 (017/006)
EMPLOYMENT SECURITY REP II
01/3442 40(042125)
40(042126)
40(042131)

MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT OPERATIONS
CONSULTANT II
01/2236 40(041024) DVOP
40(044111) DVOP

MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT OPERATIONS
CONSULTANT II
01/2236 40(042119) LVER



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

FTE COUNT: 13
 As of 6/30/2024

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

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

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

VETERANS SERVICES

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

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

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

ORANGE CITY
 40 16 11 20

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

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

VETERANS SERVICES

MANAGEMENT ANALYSTS
 13-1111-02 (017/006)
 OPERATIONS ANALYST I
 01/2209 * 40(043023)

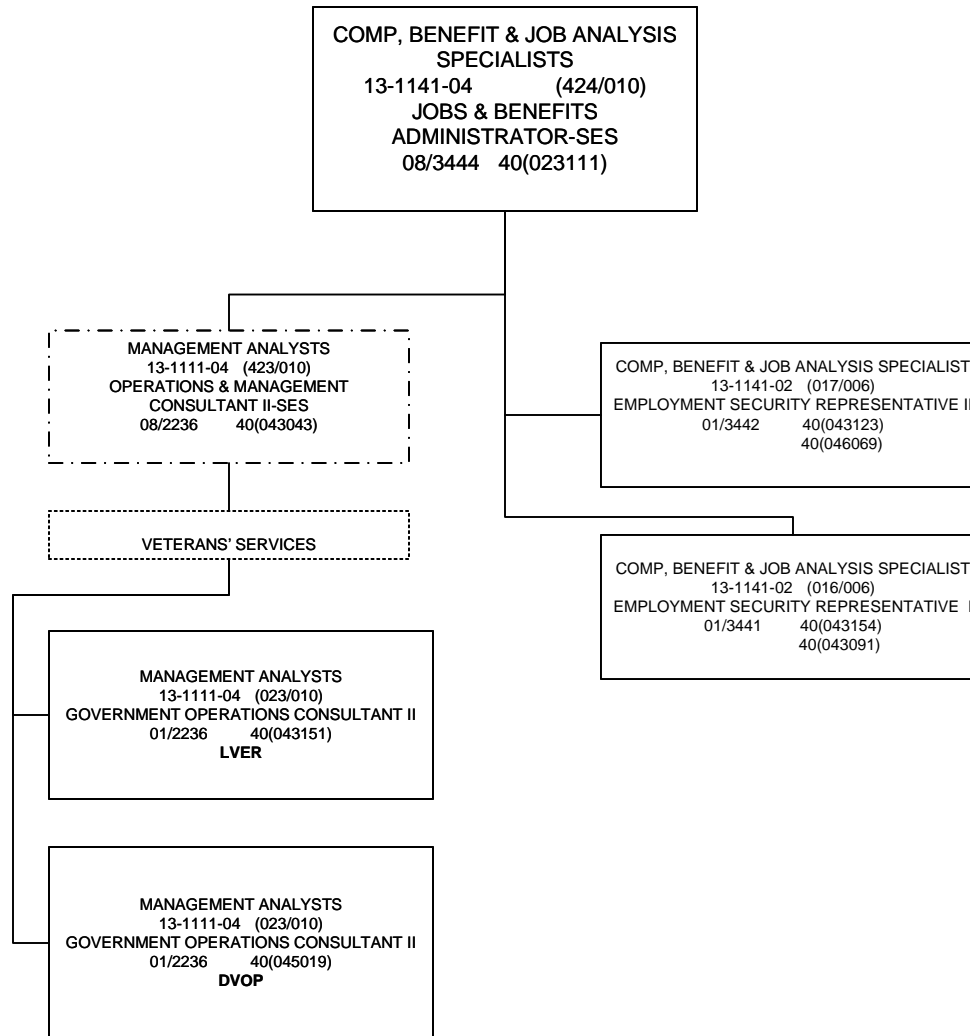
MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(043031)
 40(044166)
 LVER

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

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

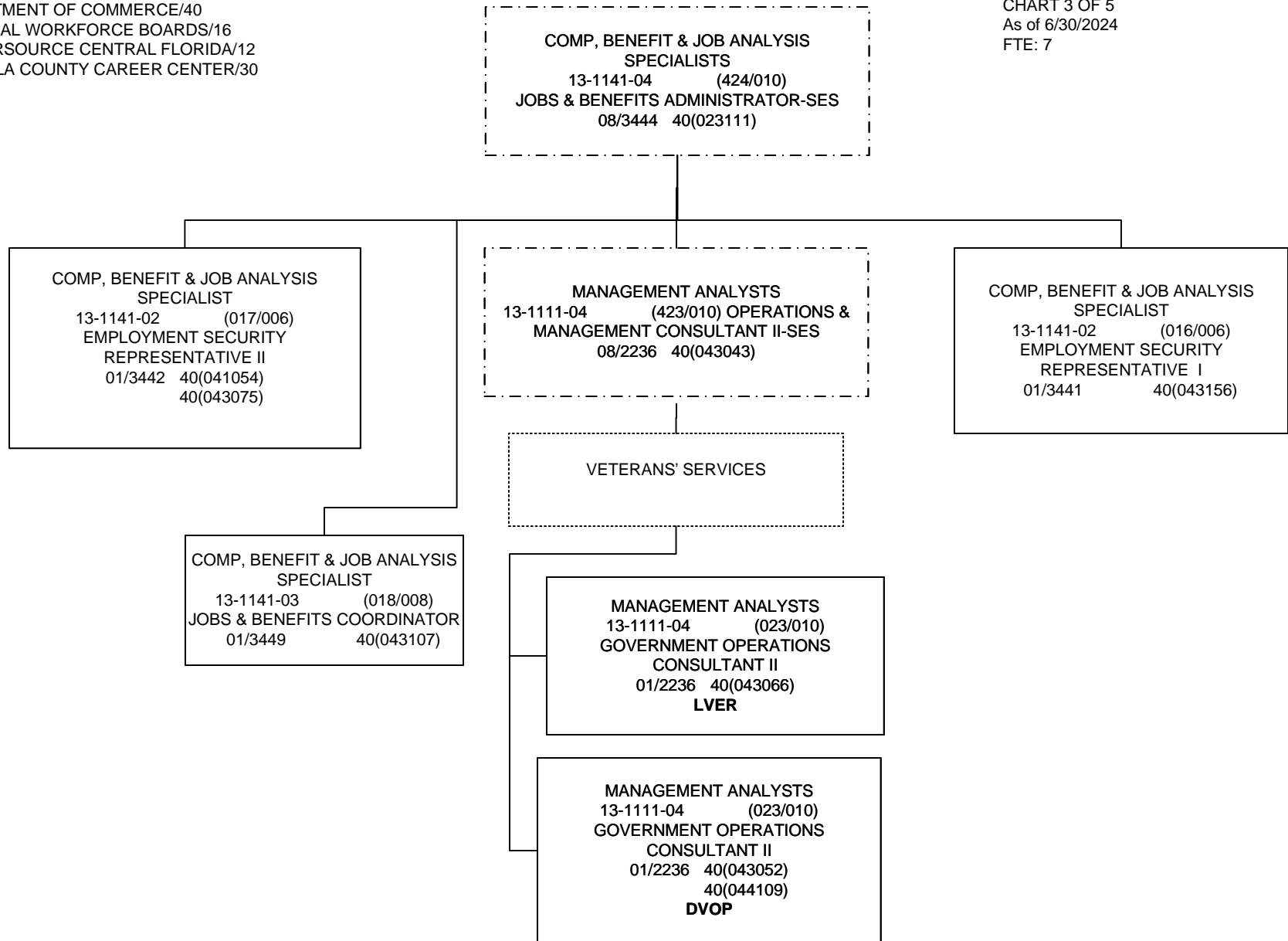
HR ORG: 40 16 11 10-DAYTONA 40 16 11 20-ORANGE CITY
 FLAIR: 40161110000 DAYTONA 40161120000-ORANGE CITY

HUMAN RESOURCE MANAGEMENT/AC



DEPARTMENT OF COMMERCE/40
REGIONAL WORKFORCE BOARDS/16
CAREERSOURCE CENTRAL FLORIDA/12
OSCEOLA COUNTY CAREER CENTER/30

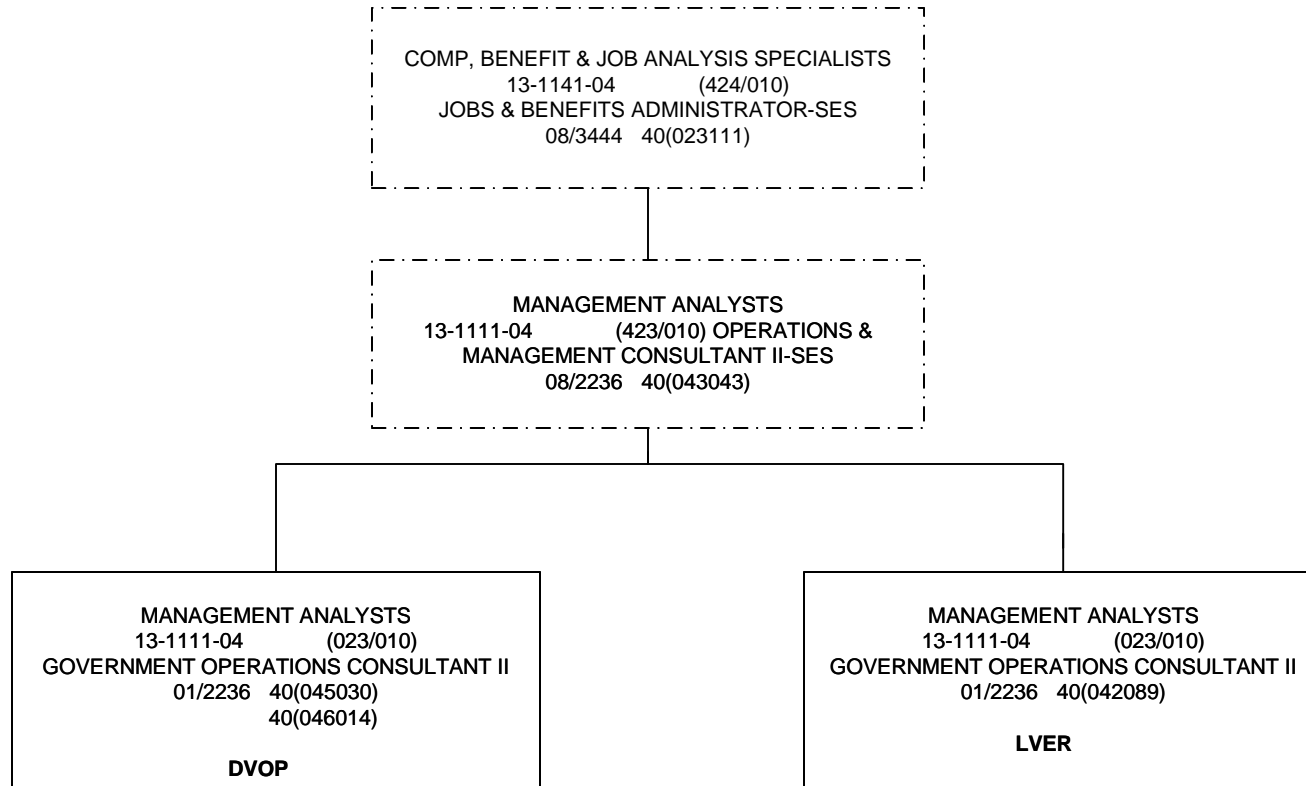
CHART 3 OF 5
As of 6/30/2024
FTE: 7



HR ORG; 40 16 12 30
FLAIR: 40161230000

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

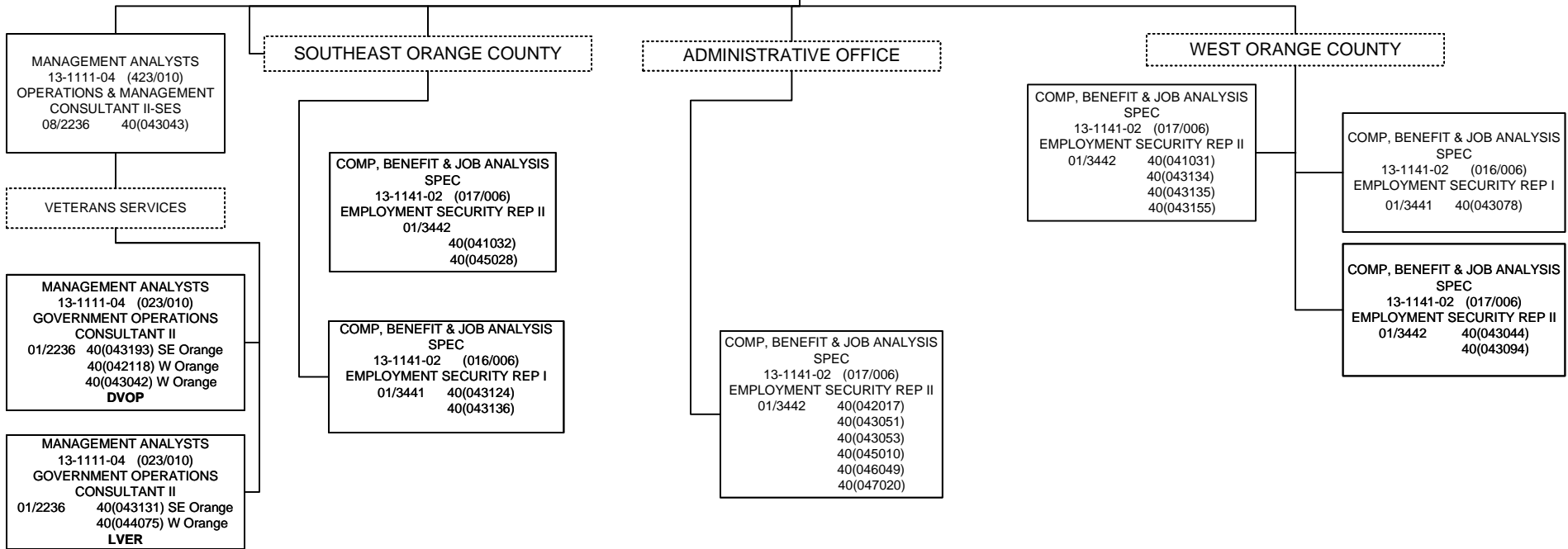
HUMAN RESOURCE MANAGEMENT/slw



DEPARTMENT OF COMMERCE/40
 REGIONAL WORKFORCE BOARDS/16
 CAREERSOURCE CENTRAL FLORIDA/12
 ORANGE COUNTY CAREER CENTER/60

CHART 5 OF 5
 As of 6/30/2024
 FTE: 23

COMP, BENEFIT & JOB ANALYSIS
 SPECIALISTS
 13-1141-04 (424/010)
 JOBS & BENEFITS
 ADMINISTRATOR-SES
 08/3444 40(023111)
 (Administrative Supervision)



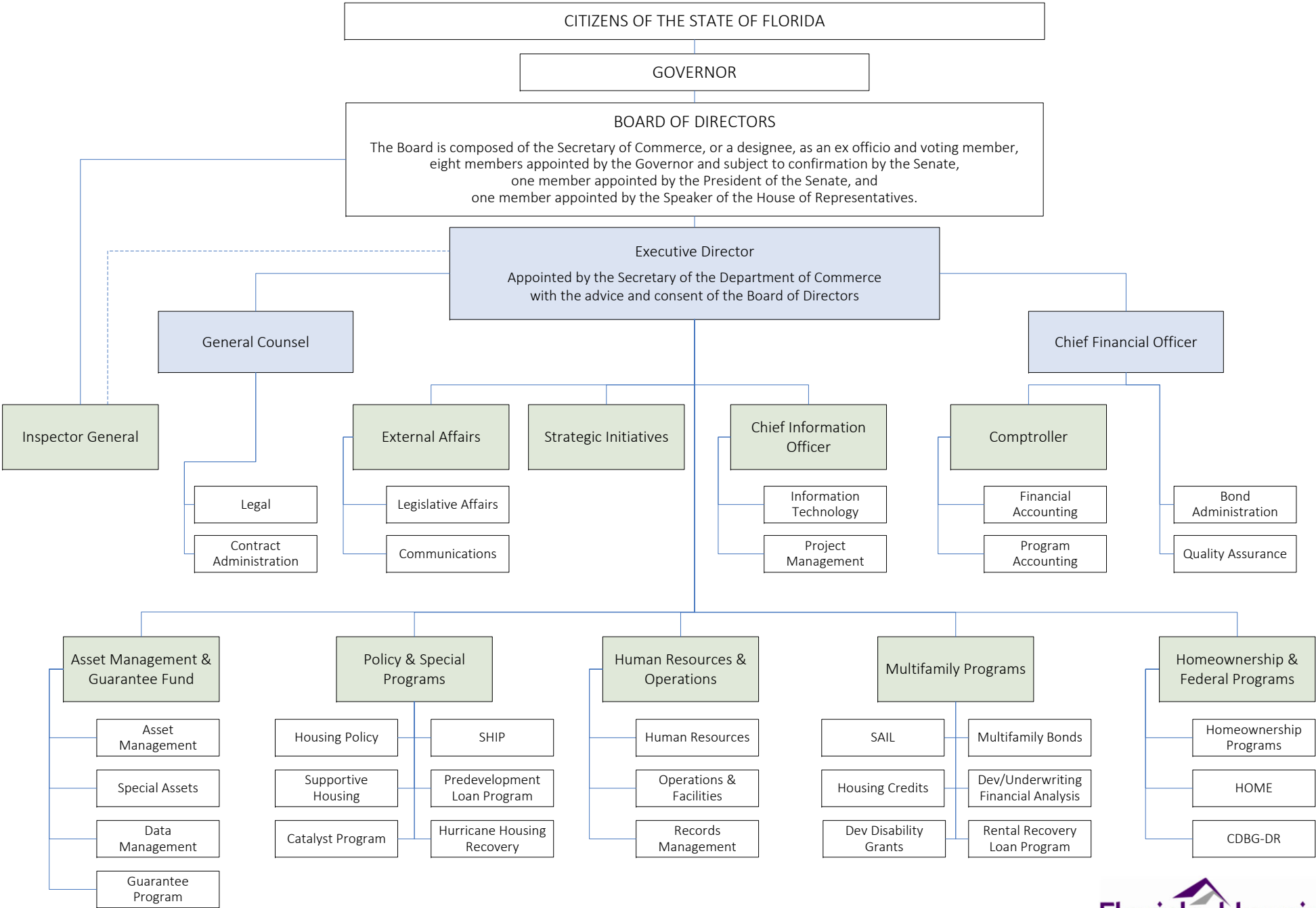


State of Florida
Department of Commerce

Schedule X – Organization Structure
Florida Housing Finance Corporation

Fiscal Year
2025-2026

Florida Housing Finance Corporation Organization Chart





State of Florida
Department of Commerce

Schedule XI – Agency-Level Unit Cost Summary

Fiscal Year
2025-2026

COMMERCE, DEPARTMENT OF		FISCAL YEAR 2023-24			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			1,685,043,199	139,306,212	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			2,027,831,454	-11,951,533	
FINAL BUDGET FOR AGENCY			3,712,874,653	127,354,679	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					127,354,679
Provide Workforce Services To Employers And Job Seekers * Number of employers, job seekers, training and welfare transition participants, & other workforce groups served; number of labor market statistics & information requests; number of strategic plan strategies implemented.		731,673	468.13	342,514,488	
Process Reemployment Assistance Claims * Number of initial claims filed and number of weeks paid by unemployed.		1,596,571	90.64	144,718,542	
Review Disputed Reemployment Assistance Appeals Referee Decisions And Defend Disputed Commission Orders In Court * Number of Reemployment Assistance appeals disposed of, appeals received, appeals filed with District Courts of Appeal by Reemployment Assistance Appeals Commission and District Courts of Appeal court decisions made.		3,750	1,299.78	4,874,187	
Community Assistance And Community Revitalization Initiatives * Number of grants/technical assist for infrastructure improve, economic develop, housing rehab, energy & weatherization assist, self-sufficiency training/community service programs. Number benefiting from CSBG services.		109,000	10,635.37	1,159,254,811	
Technical Planning Assistance To Local Governments - Funding And Assistance For Businesses - Small Business And Rural Initiative * Number of technical/planning assistance to local gov'ts, small businesses/rural initiatives; Number of grants benefiting businesses, communities/economic development organizations; number of strategic plan strategies.		3,005	4,283.08	12,870,657	
Economic Development Incentive Programs Business Development And Support * Number of incentives applications received and reviewed; number of payment claims validated.		195	1,513,049.39	295,044,631	
Administer Incentive Programs To Develop Florida's Film And Entertainment Industry * Number of applications approved for the Entertainment Industry Sales Tax Exemption program		828	32,561.67	26,961,064	
Economic Development Program Planning, Evaluation, And Partnership Coordination * Number of contracts and contract mgmt. deadlines completed; number of partner entities implementing one or more Strategic Plan strategies; number of economic development partners supported.		75	439,217.56	32,941,317	
Sadowski Programs * Number of loans funded		13,285	28,904.78	384,000,000	
TOTAL				2,403,179,697	127,354,679
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER				308,733,234	
REVERSIONS				607,400,169	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				3,319,313,100	127,354,679

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.



State of Florida
Department of Commerce

Schedule XII Series

Fiscal Year
2025-2026

SCHEDULE XII: OUTSOURCING OR PRIVATIZATION OF A SERVICE OR ACTIVITY

Schedule XII Cover Sheet and Agency Project Approval	
Agency: Florida Department of Commerce	Schedule XII Submission Date: 10/15/2024
Project Name: NO PROJECTS	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:	Date:
Printed Name:	
Agency Chief Information Officer: <i>(If applicable)</i>	Date:
Printed Name:	
Budget Officer:	Date:
Printed Name:	
Planning Officer:	Date:
Printed Name:	
Project Sponsor:	Date:
Printed Name:	



State of Florida
Department of Commerce

Schedule XIII

Fiscal Year
2025-2026

**SCHEDULE XIII
PROPOSED CONSOLIDATED FINANCING OF DEFERRED-PAYMENT
COMMODITY CONTRACTS**

Contact Information
Agency: Florida Department of Commerce
Name: Caroline Womack
Phone: (850) 245-7126
E-mail address: caroline.womack@commerce.fl.gov

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 <https://www.myfloridacfo.com/division/aa/state-agencies> 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.
Not Applicable.
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.



State of Florida
Department of Commerce

Schedule XIV – Variance from
Long-Range Financial Outlook

Fiscal Year
2025-2026

Schedule XIV
Variance from Long Range Financial Outlook

Agency: Department of Commerce

Contact: Caroline Womack

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

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

Yes No

- 2) If yes, please list the estimates for revenues and budget drivers that reflect an estimate for your agency for Fiscal Year 2025-2026 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	Legislative Budget Request
a	State Match for Federal FEMA Funding State Disaster Funding (Declared Disasters)	B	194.0	0.0
b	Economic Development and Workforce Programs	B	238.1	252.8
c				
d				
e				
f				

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

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

Economic Development and Workforce Programs - The long range financial outlook only includes projections for GR expenditures. The Department's LBR request includes funding of \$100 million for the Florida Job Growth Grant Fund, \$20 million for Rural Infrastructure Fund, \$6 million for the Space Industry Financing Fund, \$20 million for Economic Development Tools, \$20 million for VISIT FLORIDA, \$7 million for the Defense Infrastructure Grant, \$4.9 million for Reemployment Assistance Maintenance and Operations, \$23 million for LERB, and \$1.7 million for SecureFlorida.

* R/B = Revenue or Budget Driver

Schedule XIV
Variance from Long Range Financial Outlook

Agency: Florida Housing Finance Corporation

Contact: Kirstin Helms 850/488-4197

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

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

Yes No

- 2) If yes, please list the estimates for revenues and budget drivers that reflect an estimate for your agency for Fiscal Year 2025-2026 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	Legislative Budget Request
a	Affordable Housing Programs - State Housing Trust Fund (SHTF)	R	69,400,000	77,668,000
b	State Housing Initiatives Partnership (SHIP) Program - Local Government Housing Trust Fund (LGHTF)	R	162,600,000	178,515,000
c				
d				
e				
f				

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

The amount requested in the LBR for Affordable Housing Programs from the SHTF is \$8.3 million higher than the Revenue Estimating Conference estimates (as of August 2024) for SHTF documentary stamp collections due to a projected ending balance in the SHTF at June 30, 2025, plus investment income expected to be earned during the fiscal year.

The amount requested in the LBR for the SHIP Program from the LGHTF is \$15.9 million higher than the Revenue Estimating Conference estimates (as of August 2024) for LGHTF documentary stamp tax collections due to a projected ending balance in the LGHTF at June 30, 2025, plus investment income expected to be earned during the fiscal year.

* R/B = Revenue or Budget Driver



State of Florida
Department of Commerce

Schedule XV – Contract Reporting

Fiscal Year
2025-2026

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

Contact information
Agency: Florida Department of Commerce
Name: Caroline Womack
Phone: (850) 245-7126
E-mail address: caroline.womack@commerce.fl.gov

1. Vendor name		
Not Applicable.		
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)



State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules

Fiscal Year
2025-2026



State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules
Schedule I Series
Executive Leadership - 40100100

Fiscal Year
2025-2026

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(401,380.03)	(A)		(401,380.03)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	1,044.34	(D)		1,044.34
ADD: BE Transfer	800,800.10	(E)		800,800.10
Total Cash plus Accounts Receivable	400,464.41	(F)	-	400,464.41
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	11,559.96	(H)		11,559.96
Approved "B" Certified Forwards	388,789.46	(H)		388,789.46
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: Revenues Received in advance	114.99	(J)		114.99
Unreserved Fund Balance, 07/01/23	(0.00)	(K)	-	(0.00)**

Notes:

*SWFS = Statewide Financial Statement

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(108.00)	(A)		(108.00)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)	0	-
ADD: BE Transfers	108.00	(E)		108.00
Total Cash plus Accounts Receivable	-	(F)	-	-
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	-	(I)		-
LESS: Non-Certified Payables	-	(J)		-
Unreserved Fund Balance, 07/01/24	-	(K)	-	-

Notes:

*SWFS = Statewide Financial Statement

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



State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules
Schedule I Series
Finance and Administration - 40100200

Fiscal Year
2025-2026

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	614,690.99	(A)		614,690.99
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	17,171.77	(D)	4,439.63	21,611.40
ADD: <u>Anticipated Revenues - Indirect</u>	242,693.13	(E)		242,693.13
Total Cash plus Accounts Receivable	874,555.89	(F)	4,439.63	878,995.52
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	30,450.36	(H)		30,450.36
Approved "B" Certified Forwards	205,194.70	(H)		205,194.70
Approved "FCO" Certified Forwards		(H)		-
LESS: BE Transfers	639,353.27	(I)		639,353.27
LESS: Revenues Received in advance	3,997.19	(J)		3,997.19
Unreserved Fund Balance, 07/01/23	(4,439.63)	(K)	4,439.63	(0.00)**

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	1,077,255.68	(A)		1,077,255.68
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)	0	-
ADD: Anticipated Revenue	-	(E)		-
Total Cash plus Accounts Receivable	1,077,255.68	(F)	-	1,077,255.68
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: Non-Certified Payables	-	(J)		-
Unreserved Fund Balance, 07/01/24	1,077,255.68	(K)	-	1,077,255.68 **

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	REVOLVING TRUST FUND
LAS/PBS Fund Number:	40100200
	2600

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

Notes:

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State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules
Schedule I Series
Information Systems and Support Services - 40100300

Fiscal Year
2025-2026

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	76,546.02	(A)		76,546.02
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	201,473.11	(D)		201,473.11
ADD: BE Transfer	-	(E)		-
Total Cash plus Accounts Receivable	278,019.13	(F)	-	278,019.13
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	28,252.32	(H)		28,252.32
Approved "B" Certified Forwards	88,319.28	(H)		88,319.28
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: BE Transfers	161,447.53	(J)		161,447.53
Unreserved Fund Balance, 07/01/23	(0.00)	(K)	-	(0.00)**

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	353.21	(A)		353.21
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	353.21	(F)	-	353.21
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	-	(I)		-
LESS:	-	(J)		-
Unreserved Fund Balance, 07/01/24	353.21	(K)	-	353.21 **

Notes:

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



State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules
Schedule I Series
Workforce Development - 40200100

Fiscal Year
2025-2026

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(6,414,013.66)	(A)		(6,414,013.66)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: BE Transfers	6,414,013.66	(E)		6,414,013.66
Total Cash plus Accounts Receivable	-	(F)	-	-
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: A/P Non-Operating	-	(J)		-
Unreserved Fund Balance, 07/01/23	-	(K)	-	-

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	7,056,789.55	(A)		7,056,789.55
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	352,600.30	(D)	1,904,317.38	2,256,917.68
ADD: Anticipated Revenues	53,345,759.83	(E)	-	53,345,759.83
Total Cash plus Accounts Receivable	60,755,149.68	(F)	1,904,317.38	62,659,467.06
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	259,262.90	(H)		259,262.90
Approved "B" Certified Forwards	61,259,414.70	(H)		61,259,414.70
Approved "FCO" Certified Forwards	-	(H)		-
LESS: BE Transfers	-	(I)		-
LESS: Revenue Received in Advance	1,140,789.46	(J)		1,140,789.46
Unreserved Fund Balance, 07/01/24	(1,904,317.38)	(K)	1,904,317.38	0.00 **

Notes:

*SWFS = Statewide Financial Statement

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	58,611.92	(A)		58,611.92
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Accounts Receivable	-	(D)	8,644,539.81	8,644,539.81
ADD: Anticipated Revenue	-	(E)	-	-
Total Cash plus Accounts Receivable	58,611.92	(F)	8,644,539.81	8,703,151.73
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	159,214.41	(H)		159,214.41
Approved "B" Certified Forwards	8,053,552.70	(H)		8,053,552.70
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: 0	-	(J)		-
Unreserved Fund Balance, 07/01/24	(8,154,155.19)	(K)	8,644,539.81	490,384.62 **

Notes:

*SWFS = Statewide Financial Statement

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	25,337,632.37	(A)		25,337,632.37
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	30,673,913.83	(C)		30,673,913.83
ADD: Outstanding Accounts Receivable	1,639,139.39	(D)		1,639,139.39
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	57,650,685.59	(F)	-	57,650,685.59
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	9,209.74	(H)		9,209.74
Approved "B" Certified Forwards	18,387.10	(H)		18,387.10
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	-	(I)		-
LESS: BE Transfer	21,418,325.50	(J)		21,418,325.50
Unreserved Fund Balance, 07/01/24	36,204,763.25	(K)	-	36,204,763.25 **

Notes:

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



State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules
Schedule I Series
Reemployment Assistance Program - 40200200

Fiscal Year
2025-2026

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024	SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	1,939,286.40 (A)		1,939,286.40
ADD: Other Cash (See Instructions)	54.67 (B)		54.67
ADD: BE Transfers	24,408.75 (C)		24,408.75
ADD: Outstanding Accounts Receivable	3,456,262.53 (D)	1,562,070.34	5,018,332.87
ADD: Anticipated Revenues	8,124,857.44 (E)	-	8,124,857.44
Total Cash plus Accounts Receivable	13,544,869.79 (F)	1,562,070.34	15,106,940.13
LESS Allowances for Uncollectibles	-		-
LESS Approved "A" Certified Forwards	3,267,064.48 (H)		3,267,064.48
Approved "B" Certified Forwards	11,822,149.74 (H)		11,822,149.74
Approved "FCO" Certified Forwards	-		-
LESS: Other Accounts Payable (Nonoperating)			-
LESS: Non-certified Payables	17,725.91 (J)		17,725.91
Unreserved Fund Balance, 07/01/24	(1,562,070.34) (K)	1,562,070.34	(0.00)**

Notes:

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(65,512.10)	(A)		(65,512.10)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: BE Transfer	547,855.27	(E)		547,855.27
Total Cash plus Accounts Receivable	482,343.17	(F)	-	482,343.17
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	410,077.00	(I)		410,077.00
LESS: Revenues Received in Advance	72,266.17	(J)		72,266.17
Unreserved Fund Balance, 07/01/24	(0.00)	(K)	-	(0.00)**

Notes:

*SWFS = Statewide Financial Statement

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

Department Title:	Department of Commerce
Trust Fund Title:	UNEMPLOYMENT COMP BENE TF
Budget Entity:	DEPARTMENT
LAS/PBS Fund Number:	2765

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	4,356,104,993.22	(A)		4,356,104,993.22
ADD: Other Cash (See Instructions)	2,376.32	(B)		2,376.32
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	44,883.00	(D)	2,208,445,000.00	2,208,489,883.00
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	4,356,152,252.54	(F)	2,208,445,000.00	6,564,597,252.54
LESS Allowances for Uncollectibles	-	(G)	2,115,134,440.88	2,115,134,440.88
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	44,883.00	(I)	-	44,883.00
LESS: Other Accounts Payable (Nonoperating)	-	(J)	-	-
Unreserved Fund Balance, 07/01/24	4,356,107,369.54	(K)	93,310,559.12	4,449,417,928.66 **

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

Department Title:	Department of Commerce
Trust Fund Title:	UNEMPLOY COMP CLEARING TF
Budget Entity:	DEPARTMENT
LAS/PBS Fund Number:	2767

	Balance as of 6/30/2024	SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	4,285,375.98 (A)		4,285,375.98
ADD: Other Cash (See Instructions)	36,671.42 (B)		36,671.42
ADD: Investments	-	(C)	-
ADD: Outstanding Accounts Receivable	4,480,014.62 (D)	119,464,905.82	123,944,920.44
ADD: Outstanding Accounts Receivable	-	-	-
Total Cash plus Accounts Receivable	8,802,062.02 (F)	119,464,905.82	128,266,967.84
LESS Allowances for Uncollectibles	-	83,784,703.15 (G)	83,784,703.15
LESS Approved "A" Certified Forwards	-	(H)	-
Approved "B" Certified Forwards	-	(H)	-
Approved "FCO" Certified Forwards	-	(H)	-
LESS: Other Accounts Payable (Nonoperating)	1,481,483.88 (I)	38,373,026.13	39,854,510.01
LESS:	-	(J)	-
Unreserved Fund Balance, 07/01/24	7,320,578.14 (K)	(2,692,823.46)	4,627,754.68 **

Notes:

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State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules
Schedule I Series
CareerSource Florida - 40200600

Fiscal Year
2025-2026

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(0.70)	(A)		(0.70)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: BE Transfer	0.70	(E)		0.70
Total Cash plus Accounts Receivable	-	(F)	-	-
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: Non-Certified Payable	-	(J)		-
Unreserved Fund Balance, 07/01/23	-	(K)	-	-

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(47,368,623.40)	(A)		(47,368,623.40)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: BE Transfers	50,630,498.40	(E)		50,630,498.40
Total Cash plus Accounts Receivable	3,261,875.00	(F)	-	3,261,875.00
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	3,261,875.00	(H)		3,261,875.00
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	-	(I)		-
LESS: <u>Non-Certified Payables</u>	-	(J)		-
Unreserved Fund Balance, 07/01/23	-	(K)	-	-

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024	SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(5,152,617.05) (A)		(5,152,617.05)
ADD: Other Cash (See Instructions)	- (B)		-
ADD: Investments	- (C)		-
ADD: Outstanding Accounts Receivable	- (D)		-
ADD: Anticipated Revenues	9,705,576.80 (E)	-	9,705,576.80
Total Cash plus Accounts Receivable	4,552,959.75 (F)	-	4,552,959.75
LESS Allowances for Uncollectibles	- (G)		-
LESS Approved "A" Certified Forwards	- (H)		-
Approved "B" Certified Forwards	4,552,959.75 (H)		4,552,959.75
Approved "FCO" Certified Forwards	- (H)		-
LESS: BE Transfers	- (I)		-
LESS: Non-certified Payables	- (J)		-
Unreserved Fund Balance, 07/01/24	(0.00) (K)	-	(0.00)**

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	230,520.03	(A)		230,520.03
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)	63,660.79	63,660.79
ADD: Anticipated Revenue	-	(E)	-	-
Total Cash plus Accounts Receivable	230,520.03	(F)	63,660.79	294,180.82
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	294,180.82	(H)		294,180.82
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: Revenues Received in Advance	-	(J)		-
Unreserved Fund Balance, 07/01/24	(63,660.79)	(K)	63,660.79	(0.00)**

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

Department Title:	Department of Commerce
Trust Fund Title:	SPEC EMPLOYMNT SECU ADM TF
Budget Entity:	40200600
LAS/PBS Fund Number:	2648

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(2,125,148.12)	(A)		(2,125,148.12)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: BE Transfer	2,615,978.43	(E)		2,615,978.43
Total Cash plus Accounts Receivable	490,830.31	(F)	-	490,830.31
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	490,830.31	(H)		490,830.31
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	-	(I)		-
LESS:	-	(J)		-
Unreserved Fund Balance, 07/01/24	(0.00)	(K)	-	(0.00)**

Notes:

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State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules
Schedule I Series
Reemployment Assistance Appeals Commission
40200700

Fiscal Year
2025-2026

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	31,154.72	(A)		31,154.72
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: BE Transfers	-	(C)		-
ADD: Outstanding Accounts Receivable	7,025.63	(D)		7,025.63
ADD: Anticipated Revenues	-	(E)	-	-
Total Cash plus Accounts Receivable	38,180.35	(F)	-	38,180.35
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	7,152.85	(H)		7,152.85
Approved "B" Certified Forwards	6,618.75	(H)		6,618.75
Approved "FCO" Certified Forwards	-	(H)		-
LESS: BE Transfers	24,408.75	(I)		24,408.75
LESS: Non-certified Payables	-	(J)		-
Unreserved Fund Balance, 07/01/23	(0.00)	(K)	-	(0.00)**

Notes:

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State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules
Schedule I Series
Housing and Community Development - 40300200

Fiscal Year
2025-2026

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2023	SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(57,306,867.55) (A)		(57,306,867.55)
ADD: Other Cash (See Instructions)	- (B)		-
ADD: Investments	10,438,820.90 (C)		10,438,820.90
ADD: Outstanding Accounts Receivable	41,111.36 (D)		41,111.36
ADD: BE Transfers	63,498,343.46 (E)		63,498,343.46
Total Cash plus Accounts Receivable	16,671,408.17 (F)	-	16,671,408.17
LESS Allowances for Uncollectibles	- (G)		-
LESS Approved "A" Certified Forwards	201.09 (H)		201.09
Approved "B" Certified Forwards	1,684,779.21 (H)		1,684,779.21
Approved "FCO" Certified Forwards	14,986,427.22 (H)		14,986,427.22
LESS: Other Accounts Payable (Nonoperating)	- (I)		-
LESS: <u>Revenues Received in Advance</u>	0.65 (J)		0.65
Unreserved Fund Balance, 07/01/23	(0.00) (K)	-	(0.00)**

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	4,359,614.91	(A)		4,359,614.91
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	4,359,614.91	(F)	-	4,359,614.91
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	4,000.00	(I)		4,000.00
LESS:	-	(J)		-
Unreserved Fund Balance, 07/01/24	4,355,614.91	(K)	-	4,355,614.91 **

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

Department Title:	Department of Commerce
Trust Fund Title:	FEDERAL GRANTS TRUST FUND
Budget Entity:	DEPARTMENT
LAS/PBS Fund Number:	2261

	Balance as of 6/30/2024	SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	32,609,693.23 (A)	-	32,609,693.23
ADD: Other Cash (See Instructions)	117,232.07 (B)	-	117,232.07
ADD: Investments	35,076,083.55 (C)	-	35,076,083.55
ADD: Outstanding Accounts Receivable	27,566,274.78 (D)	-	27,566,274.78
ADD: Anticipated Revenues	375,585,126.39 (E)	-	375,585,126.39
Total Cash plus Accounts Receivable	470,954,410.02 (F)	-	470,954,410.02
LESS Allowances for Uncollectibles	-	-	-
LESS Approved "A" Certified Forwards	167,394.33 (H)	-	167,394.33
Approved "B" Certified Forwards	425,485,117.46 (H)	-	425,485,117.46
Approved "FCO" Certified Forwards	-	-	-
LESS: Revenues Received in advance	45,301,898.23 (I)	-	45,301,898.23
LESS: Other Accounts Payable (Nonoperating)	-	-	-
Unreserved Fund Balance, 07/01/24	(0.00) (K)	-	(0.00)**

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024	SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	1,053,351.57 (A)		1,053,351.57
ADD: Other Cash (See Instructions)	- (B)		-
ADD: Investments	- (C)		-
ADD: Outstanding Accounts Receivable	- (D)	0	-
ADD: Anticipated Revenue	- (E)		-
Total Cash plus Accounts Receivable	1,053,351.57 (F)	-	1,053,351.57
LESS: Allowances for Uncollectibles	- (G)		-
LESS: Approved "A" Certified Forwards	- (H)		-
Approved "B" Certified Forwards	- (H)		-
Approved "FCO" Certified Forwards	- (H)		-
LESS: Other Accounts Payable (Nonoperating)			-
LESS: Non-Certified Payables	- (J)		-
Unreserved Fund Balance, 07/01/24	1,053,351.57 (K)	-	1,053,351.57 **

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2023	SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(159,762.53) (A)		(159,762.53)
ADD: Other Cash (See Instructions)	- (B)		-
ADD: Investments	8,366,614.88 (C)		8,366,614.88
ADD: Outstanding Accounts Receivable	25,076.22 (D)	135,737.51	160,813.73
ADD:	- (E)		-
Total Cash plus Accounts Receivable	8,231,928.57 (F)	135,737.51	8,367,666.08
LESS Allowances for Uncollectibles	- (G)		-
LESS Approved "A" Certified Forwards	12,952.32 (H)		12,952.32
Approved "B" Certified Forwards	887,655.17 (H)		887,655.17
Approved "FCO" Certified Forwards	- (H)		-
LESS: Other Accounts Payable (Nonoperating)	5,452.99 (I)		5,452.99
LESS: Non-Certified Payables	- (J)		-
Unreserved Fund Balance, 07/01/24	7,325,868.09 (K)	135,737.51	7,461,605.60 **

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments		Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(611,332.20)	(A)			(611,332.20)
ADD: Other Cash (See Instructions)	-	(B)			-
ADD: Investments	-	(C)			-
ADD: Outstanding Accounts Receivable	-	(D)	0		-
ADD: BE Transfers	611,332.20	(E)			611,332.20
Total Cash plus Accounts Receivable	-	(F)	-		-
LESS Allowances for Uncollectibles	-	(G)			-
LESS Approved "A" Certified Forwards	-	(H)			-
Approved "B" Certified Forwards	-	(H)			-
Approved "FCO" Certified Forwards	-	(H)			-
LESS: Other Accounts Payable (Nonoperating)	-	(I)			-
LESS: Non-Certified Payables	-	(J)			-
Unreserved Fund Balance, 07/01/24	-	(K)	-		-

Notes:

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State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules
Schedule I Series
Florida Housing Finance Corporation - 40300600

Fiscal Year
2025-2026

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2025 - 2026
Trust Fund Title:	Department of Commerce
Budget Entity:	Local Government Housing Trust Fund
LAS/PBS Fund Number:	Florida Housing Finance Corporation (40300600)
	2250

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	0	(A)	0	0
ADD: Other Cash (See Instructions)	0	(B)	0	0
ADD: Investments	27,537,378	(C)	0	27,537,378
ADD: Outstanding Accounts Receivable	6,341,461	(D)	0	6,341,461
ADD: June 2024 investment income	58,600	(E)	0	58,600
Total Cash plus Accounts Receivable	33,937,439	(F)	-	33,937,439
LESS Allowances for Uncollectibles	0	(G)	0	0
LESS Approved "A" Certified Forwards	0	(H)	0	0
Approved "B" Certified Forwards	0	(H)	0	0
Approved "FCO" Certified Forwards	0	(H)	0	0
LESS: Other Accounts Payable (Nonoperating)	998	(I)	0	998
LESS: _____	0	(J)	0	-
Unreserved Fund Balance, 07/01/24	33,936,441	(K)	-	33,936,441 **

Notes:

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2025 - 2026
Trust Fund Title:	Department of Commerce
Budget Entity:	State Housing Trust Fund
LAS/PBS Fund Number:	Florida Housing Finance Corporation (40300600)
	2255

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	[]	(A)	[]	-
ADD: Other Cash (See Instructions)	[]	(B)	[]	-
ADD: Investments	22,980,723	(C)	[]	22,980,723
ADD: Outstanding Accounts Receivable	2,703,859	(D)	[]	2,703,859
ADD: June 2024 investment income	57,523	(E)	[]	57,523
Total Cash plus Accounts Receivable	25,742,105	(F)	-	25,742,105
LESS Allowances for Uncollectibles	[]	(G)	[]	-
LESS Approved "A" Certified Forwards	[]	(H)	[]	-
Approved "B" Certified Forwards	[]	(H)	[]	-
Approved "FCO" Certified Forwards	[]	(H)	[]	-
LESS: Other Accounts Payable (Nonoperating)	2,863	(I)	[]	2,863
LESS: _____	[]	(J)	[]	-
Unreserved Fund Balance, 07/01/24	25,739,241	(K)	-	25,739,241 **

Notes:

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State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules
Schedule I Series
Economic Development - 40400100

Fiscal Year
2025-2026

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	112,684,266.68	(A)		112,684,266.68
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	37,978,208.39	(C)		37,978,208.39
ADD: Outstanding Accounts Receivable	131,501.34	(D)		131,501.34
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	150,793,976.41	(F)	-	150,793,976.41
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	404,832.74	(H)		404,832.74
Approved "B" Certified Forwards	3,406,445.08	(H)		3,406,445.08
Approved "FCO" Certified Forwards	7,258,641.63	(H)		7,258,641.63
LESS: BE Transfers	121,915,988.27	(I)		121,915,988.27
LESS: Revenues Received in Advance	4,141.63	(J)	-	4,141.63
LESS: A/P Non-Operating	33,891.47	(J)	-	33,891.47
Unreserved Fund Balance, 07/01/23	17,770,035.59	(K)	-	17,770,035.59 **

Notes:

*SWFS = Statewide Financial Statement

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

Department Title:	Department of Commerce
Trust Fund Title:	Triumph Gulf Coast Trust Fund
Budget Entity:	DEPARTMENT
LAS/PBS Fund Number:	2043

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	32,716,814.75	(A)		32,716,814.75
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	32,716,814.75	(F)	-	32,716,814.75
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS:	-	(J)		-
Unreserved Fund Balance, 07/01/24	32,716,814.75	(K)	-	32,716,814.75 **

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	42,655,150.14	(A)		42,655,150.14
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: Other investments	-	(E)		-
Total Cash plus Accounts Receivable	42,655,150.14	(F)	-	42,655,150.14
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	-	(I)		-
LESS:	-	(J)		-
Unreserved Fund Balance, 07/01/24	42,655,150.14	(K)	-	42,655,150.14 **

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	823,971.69	(A)		823,971.69
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	4,551,146.64	(C)		4,551,146.64
ADD: Outstanding Accounts Receivable	13,630.21	(D)	567,664.73	581,294.94
ADD:		(E)		-
Total Cash plus Accounts Receivable	5,388,748.54	(F)	567,664.73	5,956,413.27
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	2,322.15	(I)		2,322.15
LESS: Non-Certified Payables	-	(J)		-
Unreserved Fund Balance, 07/01/24	5,386,426.39	(K)	567,664.73	5,954,091.12 **

Notes:

*SWFS = Statewide Financial Statement

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	4,685,611.51	(A)		4,685,611.51
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	25,583,957.79	(C)		25,583,957.79
ADD: Outstanding Accounts Receivable	80,514.64	(D)	0	80,514.64
ADD: Anticipated Revenue	-	(E)		-
Total Cash plus Accounts Receivable	30,350,083.94	(F)	-	30,350,083.94
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: Non-Certified Payables	-	(J)		-
Unreserved Fund Balance, 07/01/24	30,350,083.94	(K)	-	30,350,083.94 **

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

Department Title:	Department of Commerce
Trust Fund Title:	PROFESSIONAL SPORTS DEV TF
Budget Entity:	DEPARTMENT
LAS/PBS Fund Number:	2551

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	7,081,015.38	(A)		7,081,015.38
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)	227,675.00	227,675.00
ADD: SWFS Adjustment	-	(E)	-	-
Total Cash plus Accounts Receivable	7,081,015.38	(F)	227,675.00	7,308,690.38
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	1,337,770.56	(H)		1,337,770.56
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	97,596.00	(I)	-	97,596.00
LESS:	-	(J)		-
Unreserved Fund Balance, 07/01/24	5,645,648.82	(K)	227,675.00	5,873,323.82 **

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

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

	Balance as of 6/30/2024	(A)	SWFS* Adjustments	(B)	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	4,300,908.82	(A)			4,300,908.82
ADD: Other Cash (See Instructions)	-	(B)			-
ADD: Investments	1,877,980.44	(C)			1,877,980.44
ADD: Outstanding Accounts Receivable	5,624.36	(D)	2103699		2,109,323.05
ADD: Anticipated Revenue	-	(E)			-
Total Cash plus Accounts Receivable	6,184,513.62	(F)	2,103,698.69		8,288,212.31
LESS Allowances for Uncollectibles	-	(G)			-
LESS Approved "A" Certified Forwards	-	(H)			-
Approved "B" Certified Forwards	-	(H)			-
Approved "FCO" Certified Forwards	-	(H)			-
LESS: Other Accounts Payable (Nonoperating)	2,946.25	(I)	-		2,946.25
LESS: BE Transfers	611,440.20	(J)			611,440.20
Unreserved Fund Balance, 07/01/24	5,570,127.17	(K)	2,103,698.69		7,673,825.86 **

Notes:

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



State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules
Schedule IV-B – Information Technology Project
FLWINS - 40200200

Fiscal Year
2025-2026

SCHEDULE IV-B FOR FL WINS PROGRAM

For Fiscal Year 2025-26



10/15/2024

DEPARTMENT OF COMMERCE

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I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Department of Commerce	Schedule IV-B Submission Date: October 15, 2024
Project Name: FL WINS	Is this project included in the Agency's LRPP? _____ Yes <u> X </u> No
FY 2025-26 LBR Issue Code: N/A	FY 2025-26 LBR Issue Title: N/A
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Caroline (Tisha) Womack, 850-245-7126, Caroline.Womack@commerce.fl.gov	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head: <u>J. Alex Kelly</u>	Date: 10/15/2024
Printed Name: J. Alex Kelly, Secretary	
Agency Chief Information Officer (or equivalent): <u>Paul Forrester</u>	Date: 10/11/2024
Printed Name: Paul Forrester, Chief Information Officer	
Budget Officer: <u>Caroline Womack</u>	Date: 10/11/2024
Printed Name: Caroline (Tisha) Womack, Chief Financial Officer	
Planning Officer: <u>Adam Callaway</u>	Date: 10/15/2024
Printed Name: Adam Callaway, Chief of Staff	
Project Sponsor: <u>Lindsay Volpe</u>	Date: 10/14/2024
Printed Name: Lindsay Volpe, Deputy Secretary, Workforce Services	
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Adam Callaway, 850-717-8965 Adam.Callaway@commerce.fl.gov
Cost Benefit Analysis:	Caroline Womack, 850-717-7126 Caroline.Womack@commerce.fl.gov
Risk Analysis:	Lindsay Volpe, 850-245-7427 Lindsay.Volpe@commerce.fl.gov
Technology Planning:	Paul Forrester, 850-245-7314 Paul.Forrester@commerce.fl.gov
Project Planning:	Lindsay Volpe, 850-245-7427 Lindsay.Volpe@commerce.fl.gov

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

A. Background and Strategic Needs Assessment

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

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

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

1. Business Need

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

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

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

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

Business Integration Considerations

- Each agency is predominantly operating strictly according to the requirements of their program policies. Programs have integrated vertically with their partners – such as DOE data sharing with

educational institutions – but not horizontally between programs / agencies.

- Data sharing between programs does occur, but these efforts appear to directly address specific program requirements – such as DCF identifying new cases with workforce requirements to FloridaCommerce, who respond with identified compliance issues.
- No data sharing or referrals exist beyond these basic requirements. There is no use of master data to share common demographic data or documents to validate identity, income, or work / educational status.
- Referring customers to other programs which could assist their self-sufficiency efforts are predominantly made as ad hoc suggestions directly to customers based on the knowledge of the individual case worker and do not leverage case management systems.
- Each agency has established its own customer channels (e.g., online portals, phone support), requiring applicants and customers to contact each agency separately.

Policy and Program Management Considerations

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

Customer Service and Experience Considerations

- The in-scope systems cover a wide spectrum of workforce services across the WPAs.
- A universal web portal across FloridaCommerce, CareerSource Florida, DCF, and DOE that would provide fully integrated services directly to Floridians does not exist today.
- For the feasibility of a common intake form and the broad leveraging of customer data, the analysis is still pending as the Program studies the very large data intake forms and their associated data models.
 - **Updated Information 2024:** In August 2023, the Program completed a feasibility analysis, examining a total of 508 questions asked during the intake process for each in-scope program. These in-scope processes span eight applications across FloridaCommerce, DCF, and DOE. The analysis assessed that a common intake form for the Program is feasible. The Program determined approximately 72 percent of the data fields are used by more than one agency, 46 percent are common across the three core agencies, and approximately 11 percent of the data fields are common for all in-scope programs.

Technical Requirements Considerations

- The WPA system architecture is extremely diverse, including some very modern systems and some running on aging and challenging technologies.
- The technology mixtures range from first generation mainframe technology to second generation

client-server technologies, to more modern technology ecosystems around cloud and Software as a Service end-to-end solutions.

- Adherence to Florida’s cloud first policy.

2. Business Objectives

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

- **Streamlining services:** Florida’s workforce systems must be coordinated and consolidated to best serve participants.
- **Empowering individuals:** Individuals must be able to make informed decisions including all options to meet their workforce development needs through a “No Wrong Door” approach.
- **Universal access:** Services must be streamlined and consumer-friendly to ensure widespread accessibility to all Floridians.
- **Increased accountability:** The state must be able to measure and assess return on investment for the utilization of public funds to provide services to Floridians.

B. Baseline Analysis

Program specialists are conducting a review of the current WPA systems from both a functional and technical perspective to update and maintain a current state assessment. The scope of the assessment is to develop an understanding of the current systems and functional capabilities, technical environments, applicable state and federal rules and laws, and program requirements across all partners and systems. The current state assessment includes an evaluation of the services available through the WPA systems and the current system technical architecture so that the Program can establish a baseline for the development of functional and technical requirements needed to improve the delivery of these services. The major project areas include:

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

Updated Information 2024: The major project areas include the following:

- Workforce Integration Management
- Business Planning and Communications
- IT Operations and Management
- Solution Implementation (formerly Data Integration Solution and Common Customer Portal)

From 2023 to 2024, the Program conducted a comprehensive review and documentation of all WPA systems from both a functional and technical perspective. The Program used several replicable data collection methods, including interviews, workshop sessions, and stakeholder feedback surveys. These data collection methods reflected and informed the current state process and journey maps. The Program maintains these

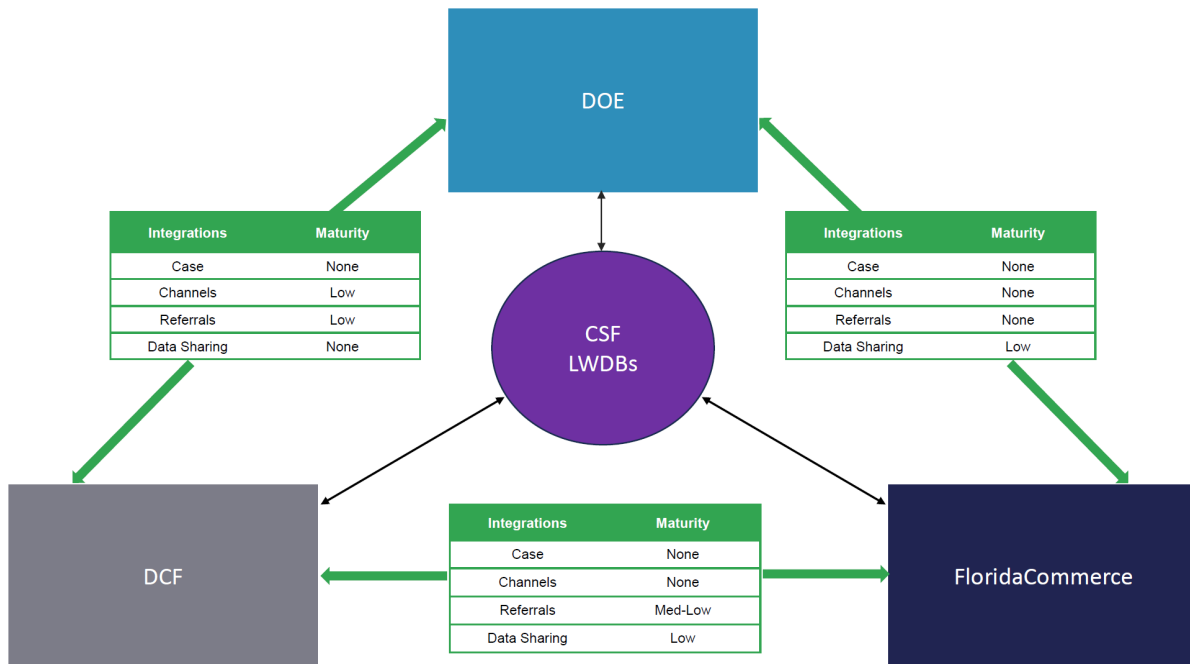
artifacts on the FL WINS SharePoint site.

1. Current Business Processes

Each of the WPAs established their operational structure and service delivery capabilities in strict accordance with the program policies that fund and govern program administration. Due to no apparent policy instruments prior to the REACH Act that specifically direct interoperability between these agencies, each agency followed a development and improvement path that focuses on the needs of their clients within the boundaries of their own program. As such, access, coordination, collaboration, incentivization, and accountability are the central drivers of this reform. Systems rationalization and modernization also serve as key enablers.

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

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



There are varying levels of automation and standardization in how Floridians who are participating in one program receive information about other complementary programs. For example, DCF provides automated referrals through data transfers of updated caseloads, yet FloridaCommerce does not reciprocate this referral strategy. Case workers simply provide clients with information on how they can apply to DCF programs if

they feel that the client might be eligible. Whether or not an agency refers a customer to other programs (which could assist them gain self-sufficiency) is highly dependent on the skills and experience of their assigned case worker. Because FloridaCommerce provides referral information only to the customer, it is extremely difficult to track the association of FloridaCommerce referrals to DCF applications. FloridaCommerce’s reciprocal information sharing is limited to informing DCF of clients pending sanctioning for failing to fulfill their TANF workforce requirements. Referral activity to and from DOE is fairly limited as few students or prospective students interact directly with the agency unless there are specialized programs such as vocational rehabilitation from which the individual gets direct case management support.

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

Updated Information 2024: The Program established a Target Operating Model (TOM) with approval of all elements in May 2024. The objective of the TOM is to translate the strategic direction of the REACH Act into operational capabilities by defining what WPAs need to do to achieve the objectives. The TOM contains the core activities aligned to the human centered design approach, including validated personas, customer and staff to-be journeys, draft process diagrams and service blueprints, and the Requirements Traceability Matrix (RTM). The roadmap outlined in the FL WINS TOM brings together approximately 42 programs across three WPAs (DCF, DOE, and FloridaCommerce) and workforce partner (CSFL) to provide a streamlined experience for customers and provide a ‘no wrong door entry’ point for workforce services across the state of Florida. The future state experience design includes the results of over 33 validation sessions, as well as 20 case worker, case manager, and customer sessions.

Several consistent customer experience themes emerged from the sessions, including uncertainty navigating the process regarding multiple WPA involvements, self-service options, and limited awareness of additional programs and services. The high-level RTM addresses the customer experience themes by detailing functional design capabilities focused on usability for individuals enrolled in multiple programs with a need for additional referrals. The Program developed a future state journey to address the pain points identified during discovery and provide the ideal customer experience. While the TOM and RTM outline all conceptual components, capabilities, features, and high-level functional and technical requirements for the FL WINS Program, the Program will implement these themes in an iterative approach to achieve higher quality, reduce risks, and better align with customer needs.

The Program maintains both the TOM and RTM as artifacts on the FL WINS SharePoint site.

2. Assumptions and Constraints

According to the analysis of the current state that was performed earlier in the Program lifecycle, the Program found that some of the core WPAs recently developed systems on modern technical platforms and others still operate on aging technologies. Through workshops and discussions with WPA departmental staff, the Program also evaluated the WPAs’ abilities to meet business needs. The Program made the following assumptions about the current systems and likelihood for integration, interoperability, improvements, or

replacement, and these assumptions are being validated by the Solution vendor for accuracy and updated, as needed.

- ***Maintain / Consolidate***

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

- ***Improve Business Functionality***

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

- ***Improve Technical Structure***

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

Updated Information 2023: The business value and technical quality (BV/TQ) of these current state systems was assessed in the initial Schedule IV-B. However, in the past year the BPR project validated in-scope programs and applications and found the original assessment to be incomplete. To ensure the BV/TQ of each in-scope program and system is accurate, there are ongoing efforts to conduct gap analyses and to ensure that the FL WINS Program accounts for other WPA modernization efforts. This is a continuous and ongoing initiative throughout the life of the Program.

Updated Information 2024: A full gap analysis is in the process of being conducted with the onboarding of the technology vendor in late August 2024. To date, the Program collected two technical readiness surveys and extensive current state system technical specification artifacts across all in-scope systems.

- ***Collaboration***

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

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

The core WPAs are required to review their resource needs specific to the FL WINS Program and identify resources to contribute to the Program’s success throughout their programs. Each agency must determine whether existing agency staff are available to allocate to the FL WINS Program or if staff must be hired or procured to meet those needs. Program resources may fluctuate in the amount of time required on various project activities throughout the life of the Program. For each phase of the Program and with turnover of staff supporting the FL WINS Program, WPAs need to identify resources available in each applicable legal, budget, contract, program area, and information technology (IT) office. Each WPA has been advised to assess the need and submit a legislative budget proposal to acquire necessary supplemental resources to support the Program.

- ***Cost Specific Assumptions:***

- Existing Program costs for FY 2022-23 were provided for each system by the responsible agency. Future year costs were straight-lined using the 2022-23 data where additional cost data was not available.

- This project will primarily utilize vendor resources (managed services) for development, implementation, and project management. State-managed personnel needs are assumed to be minimal (10 FTE and five OPS). Costs have been adjusted to reflect higher applications maintenance (managed services and software) costs.
- Cost estimates were developed by researching comparable large scale transformation projects and leveraging industry experiences on some of those transformation projects. The effort and cost required for the integration development for each of the existing systems, however, is difficult to estimate without more detailed IT cost data. In addition, there are always some cost differences even with comparable projects due to scope differences and the competitive marketplace at the time of procurement.
- Cost estimates were developed for integration of college and university systems; however more specific estimates will be required when more detail is available on college systems.
- Costs could increase should the State’s requirements include a broader set of functionalities than the baseline comparators used in the feasibility study.
- The total project cost assumes transitional operations and maintenance costs only. Transitional operations and maintenance are costs that occur in the six months following full implementation, which may be needed to address defects or deficiencies. Ongoing costs for operations and maintenance following this six-month transitional period are not reflected. The reason for this treatment is that the IV-B is not a request for ongoing operating funds, but a request for non-recurring funds needed to implement the project. Any costs necessary for ongoing systems operations and maintenance will be requested separately.
- The CBA was developed with the assumption that all aspects of the project would be funded using General Revenue (either supplemented with State Fiscal Recovery Funds or with state General Revenue). It is possible that federal administrative dollars provided to each agency could be used for some implementation and/or ongoing/transitional costs, if available and allowable.

C. Business Process Requirements

1. Proposed Business Process Requirements

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

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

Business Integration

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

Updated Information 2024: The Program developed an RTM, detailing high level functional capabilities, features and requirements that support the goal of business integration across the WPAs. Each requirement listed in the RTM is tied to a capability and a feature to group requirements based on functionality. Additionally, the TOM contains service blueprints, a diagram that visually maps the steps in a service process, from the user/customer’s perspective. This is based on the customer journey and focuses on the

customer experience, agency staff actions, and support processes that may or may not be visible to the customer.

Each blueprint is divided into frontstage and backstage actions. Frontstage actions can be “seen” by the customer and include the actions of the customer, agency staff, and visible interactions with technology such as a portal or application system. Backstage actions cannot be “seen” by the customer or the agency staff but allow for the technology to provide an effective customer journey. Backstage action may include data calls from other systems and integration between application systems.

Future phases of the system will allow for solution vendors to identify additional feature-level requirements that fit their solution and delivery methodology.

The Program maintains both the TOM and RTM as artifacts on the FL WINS SharePoint site.

Policy & Program Management

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

Customer Service and Experience

- Reduction in burden on the customer by providing consistent self-service options and information intake.
- Individuals must be able to make informed decisions including all options to meet their workforce development needs through a “no-wrong-door-entry strategy” approach.
- Reduction in duplicate interactions across programs through improved data sharing.
- Improved transparency to track customer progress across programs.

Technical Requirements

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

Updated Information 2024: The Program mapped its Success Criteria to both the TOM and the RTM to illustrate which criteria would be satisfied with the completion (i.e., deployment) of implementation phase.

The Program maintains the Success Criteria mapping to RTM capabilities analysis as an artifact on the FL WINS SharePoint site.

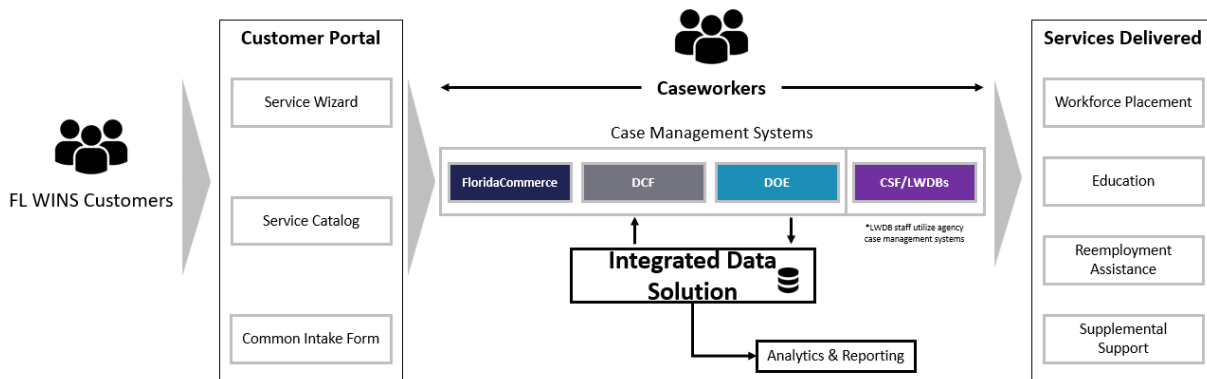
2. Recommended Business Solution

Hybrid Integration

To move from the current state of the WPA’s systems to the future integrated state, FloridaCommerce procured a vendor in 2021 to complete a feasibility study to gather a baseline of existing business and technical capabilities from each WPA to establish the requirements needed to improve the delivery of services to Floridians. The Program selected a hybrid integration option as the best option to move forward for implementation. This option addresses functional and technical requirements in six areas of integration:

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

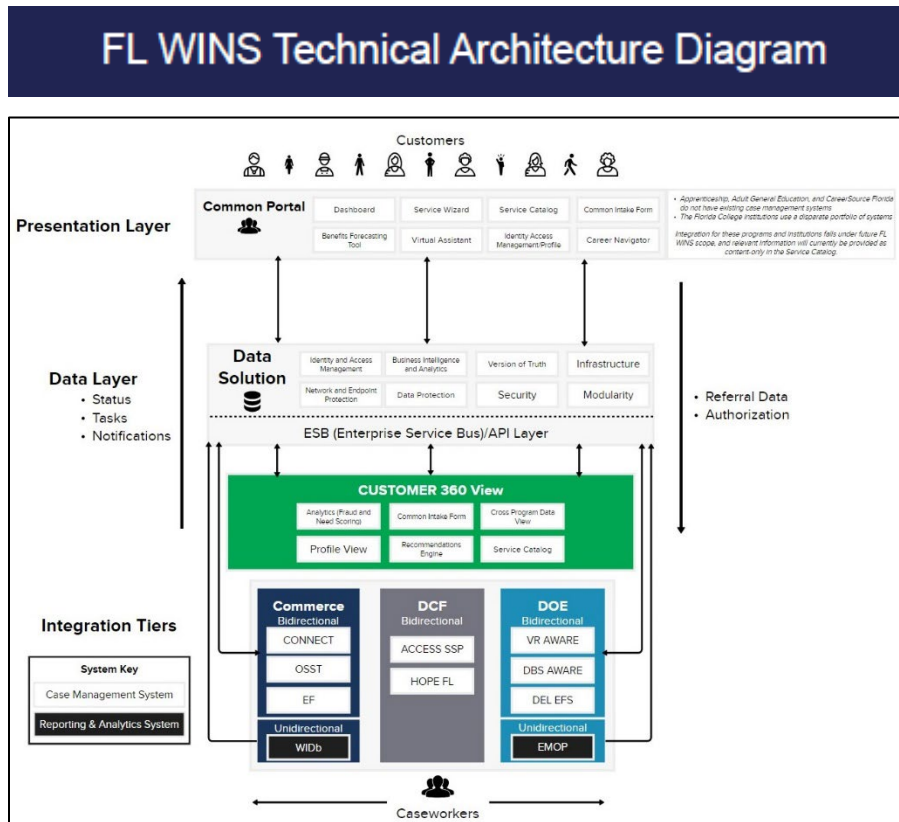
The integration of core WPA systems will remove barriers to interoperability among services provided to Floridians and will provide a no-wrong-door point of entry to access information from all participating WPAs. This will result in improved and efficient alignment of workforce services for Floridians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



The addition of the shared customer portal will provide a centralized location where Floridians can access information about services available from the WPAs. Floridians will be able to create an account and use it to apply or access a variety of self-service options. Implementation of a public portal will improve access, communication, and opportunity; promote self-sufficiency; drive efficiency; and improve the overall experience of interacting with the workforce system. It also promotes the following benefits for the partnership: streamlined eligibility; reduced manual data-entry; more consistent applicant and client data;

and reduced levels of effort required for making referrals, noticing and reminding, and providing information and support. It could also improve back-office data management and provide a rich source of data for analytics.

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



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

- **Data Management:**

- Data integration capabilities will enable data sharing across agency partners. Existing systems will remain in use.
- Data will be extracted, transformed, validated, integrated, and accessible by appropriate WPAs and customers.
- Data will be able to flow in and out using the enterprise service layer and will enable the entire system to stay in sync.

- **Case Management:**

- Preserves existing and familiar case-management applications.
- With data sharing and integration through the integration effort, the analytics and

dashboard components can provide perspectives approaching a 360-degree client view.

- **Public Portal:**
 - The portal included will enable a range of public-facing functionality.
 - Implementation of the portal will follow a well-developed roadmap, with initial steps providing links to the existing systems and extension of general information.
 - Additional features will be deployed to the public portal as they are developed and tested.
 - More powerful account management and self-service offerings **can** also be supported.
- **Analytics and Reporting:**
 - Integration will allow appropriate WPA staff to access more comprehensive data from across the WPA systems, which will enable enhanced analytics.
 - Information extraction can yield a wide range of choices with focused perspectives.
 - Access to more data will encourage better insights and enable utilization of artificial-intelligence techniques, such as recommended referrals when options are available.
 - On-going analysis will promote improved reporting consistency.
- **Referral:**
 - Hybrid integration and a public portal could support a broad range of common, high-value referral tools.
 - Self-service options can also be offered.
- **Application / Intake:**
 - Will support functionality ranging from retention of current intake processes to the extension of a centralized application that can support program choice and dynamic, coordinated questioning, eliciting the information needed by any or all programs.

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

Updated Information 2024: The Program established a TOM and RTM that detail the solution components, capabilities, features, and high-level requirements to support the hybrid integration approach. The RTM contains a Priority field to show which requirements are considered “Must-Have” or “Nice-to-Have.” Additionally, the Program mapped its Success Criteria to both the TOM and RTM illustrating which criteria would be satisfied with the completion (i.e., deployment) of implementation phase.

The Program maintains the TOM, RTM, and Success Criteria mapping to RTM capabilities analysis as artifacts on the FL WINS SharePoint site.

D. Functional and Technical Requirements

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

There are three kinds of requirements. “Functional” requirements answer “what” questions: What must the system do? The answers describe system features and use. “Data” requirements describe how information flows through the system and answer how the system collects and shares information. Finally, “Technical” (or “non-functional”) requirements address “how” questions, describing how the system is to be built.

Collectively, the answers shed light on the three pathways, and support directional choice.

Future State Functional Requirements – Client Portal

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

Future State Functional Requirements – Application/Intake

TITLE	REQUIREMENT
Dynamic Intake	Common intake processes will include dynamic forms that only solicit the data that is required, based on information provided and programs selected.
Intake Form	Grant access for users to submit and manage an intake form.

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

Future State Functional Requirements – Case Management

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

TITLE	REQUIREMENT
Case Manager Communications	Case managers must have the ability to communicate with other identified case managers who are supporting an individual or group in other common, active cases.

Future State Functional Requirements – Referrals

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

Future State Functional Requirements – Data Management

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

Future State Functional Requirements – Analytics and Reporting

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

Technical Requirements

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

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

Future State Technical Requirements – Portal

TITLE	REQUIREMENT
Portal Accessibility and Compatibility	The portal must be responsive, user-friendly, compatible with all mainstream browsers, and easily accessible from desktop computers, as well as mobile devices.

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

Future State Technical Requirements - Data

TITLE	REQUIREMENT
Data Recovery	The data solution must offer failover, backup, and disaster recovery (DR) including a business continuity plan (BCP) plan.
Data Expansion	Data integration capabilities must be cloud native and should offer scalability.

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

TITLE	REQUIREMENT
Convention	
Integration Compatibility	The enterprise integration platform must act as the communication broker for all in-scope organizations.
Log File Naming Convention	All portal error reports, and audit trails must be stored in a file with a standard, state-approved naming convention.

Future State Technical Requirements – Security

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

TITLE	REQUIREMENT
Prevention	
Password Reset	The solution shall have alternative password reset capabilities that comply with state requirements.

Future State Technical Requirements – Other

TITLE	REQUIREMENT
Environments	The solution must include test, development, performance, and production instances.
System Reliability	The solution must include an automated system-availability function that routinely determines whether all integration points and portals are returning expected results and meeting individual requirements.
Monitoring and Alerts	The solution must monitor and log all transactions and send notifications of all unsuccessful transactions in accordance with an agreed-upon timeline.
Future Enhancement	The solution must have the ability to host and invoke SOAP and REST APIs for any future enhancement.
Electronic Data Interchange	The solution must implement EDI transactions and manage the tool that supports state standards.
Financial Tracking	The solution must have a dashboard for consumptions and financials.

Updated Information 2024: The Program established an RTM documenting the functional and technical requirements needed to support the ideal to-be FL WINS solution. These requirements represent solutions to key pain points and considerations of both customers and agency staff; the Program identified these during validation sessions, customer listening sessions, case worker ride along, Art of the Possible sessions, and other conversations with FL WINS stakeholders. Requirements span both the functional and technical needs of the future solution. The functional requirements refer to components, capabilities, and features the customers or agency staff will experience. Frontstage actions are represented in the service blueprints found within the TOM. The technical requirements refer to the technology layer that contributes to the backstage actions of the service blueprints. The Program does not intend for current RTM to provide lower-level requirements. The TOM and RTM identify which capabilities and features are implemented during each iteration of the Program.

Future phases of the Program will allow for solution vendors to identify additional feature-level requirements that fit their solution and delivery methodology.

III. Success Criteria

The Program uses several quantitative and qualitative factors to determine the successful integration of the Core WPAs and the FL WINS overall Program. The table below describes many of these factors in the form of success criteria, including:

SCHEDULE IV-B FOR FL WINS PROGRAM

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

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Start Date (FY)
1	The solution creates an online opportunity portal to provide Floridians access to available state, federal, and local services, and evaluative tools to determine short-term employability and long-term self-sufficiency.	<p>Implementation of central portal providing information and guidance related to available services.</p> <p>Implementation of self-service functionality to identify services potentially available to an individual user.</p> <p>Provision of access to evaluative tools to determine short-term employability and long-term self-sufficiency</p>	Citizens System Users	FY 2024-25
2	The solution creates an online portal that provides broader access to education and training options, real-time labor market information, career planning and career services tools, and other support available for workforce training and education linked to middle- and high-wage in-demand jobs.	<p>Implementation of central portal providing information and guidance related to available services.</p> <p>Access to information related to available education and training options.</p> <p>Provision of real-time labor market information</p>	Citizens System Users	FY 2024-25
3	The solution will positively impact user experience by expanding self-service capabilities.	<p>Utilization of self-service options</p> <p>Ability to access self-</p>	Citizens System	FY 2025-26

SUCCESS CRITERIA TABLE				
		<p>service options for all associated programs in a central portal.</p> <p>Customer survey results</p>	Users	
4	The solution will positively impact user experience/employee satisfaction through reducing manual, time-consuming processes.	<p>Number of manual processes automated through implementation of new solution.</p> <p>Number of manuals vs. automated processes compared to baseline</p>	<p>Citizens</p> <p>System Users</p> <p>WPAs</p>	FY 2025-26
5	The solution will positively impact user experience/employee satisfaction through providing ease of use through application integration, a reduction in duplicative data entry, and increased efficiency in serving clients.	<p>Employee survey results</p> <p>Customer survey results</p> <p>Audits and review results</p> <p>Reduction in duplicative data entry</p>	<p>Citizens</p> <p>System Users</p> <p>WPAs</p>	FY 2025-26
6	The solution will provide common intake capabilities for applicable programs across the Workforce Partners.	<p>Percentage of applicable programs addressed in common intake functionality (also expressed as a whole number out of total possibilities)</p> <p>Percentage of programs receiving identified data from the data integration capabilities to begin intake process within associated application (also expressed as a whole number out of total possibilities)</p>	<p>Citizens</p> <p>System Users</p> <p>WPAs</p>	FY 2024-25
7	The project and solution will introduce a formal cross-departmental workgroup to collaboratively identify and address legal and/or policy issues arising from integrating the Workforce Partner programs, which contributes to the WIOA vision of aligning programs and services to provide the	Implementation of Legal and Policy Working Group	<p>Citizens</p> <p>System Users</p> <p>WPAs</p> <p>State of Florida</p>	FY 2021-22

SUCCESS CRITERIA TABLE				
	greatest value to citizens.			
8	The Program and solution will introduce a formal cross-departmental Enterprise Architecture (EA) function to establish standards, requirements, and processes to ensure the solution’s technical design aligns with business needs. EA will also establish a framework to guide ongoing technical decisions and ensure future technical sustainability.	Implementation of Enterprise Architecture Establishment of Target Shared Architecture	WPAs	FY 2022-23
9	The solution will incorporate modern technology with modular, reusable components, which enable lower costs and increased flexibility to incorporate emerging technologies in the future.	Implementation of service integration platform Implementation of data integration capabilities Time required for future implementation of other technologies. Cost required for future implementation of other technologies	Citizens System Users WPAs State of Florida	FY 2024-25
10	The solution will provide improvements in the efficiency and timeliness of data sharing between the Workforce Partners.	Total number and percentage of applications integrated. Timeliness of data updates shared with the data integration capabilities. Timeliness of data updates accessible to other applications	Citizens System Users WPAs	FY 2024-25
11	The solution will integrate program data from across the Workforce Partners, creating a consolidated central client record and providing a holistic view of clients served, which should result in improved collaboration/communication between the Workforce Partner programs and more individualized	Total number and percentage of applications integrated. Achieve ability to track clients being served by multiple programs. Number of cross-program customers identified and	Citizens System Users WPAs	FY 2024-25

SUCCESS CRITERIA TABLE				
	service provision to Floridians to achieve self-sufficiency.	served holistically		
12	The solution will utilize cloud-based hosting of the data integrations, which will enable the versatility to make on-demand changes to the solution and contribute to a high degree of scalability to expand and evolve as needed.	Implementation of data integration capabilities Time required to implement future changes	Citizens System Users WPAs State of Florida	FY 2024-25
13	The solution will provide enhanced reporting and analytics for quality assurance and strategic planning, which supports the REACH Act goal of enhancing transparency and accountability of workforce programs.	Measured against baseline of analytics and reports currently available	Citizens System Users WPAs State of Florida	FY 2024-25
14	The solution will improve the efficiency and timeliness of referrals between programs through enhanced data sharing and integration.	Achieve ability to track referrals between programs. Establish baseline against which to measure number and timeliness of referrals between programs	Citizens System Users WPAs	FY 2024-25
15	The solution will include reporting and analytics platform that can expand, scale, and evolve as needed to incorporate required data and information necessary for federal and state reporting requirements.	Comparison of new reporting capabilities to those originally available	System Users WPAs State of Florida	FY 2024-25
16	The solution will enable the Workforce Partners to identify and safeguard sensitive personal information to comply with statutory data sharing requirements.	Audits and review results	Citizens System Users WPAs	FY 2023-24
17	The solution will meet all federal and state requirements for system development and certification.	Audits and review results Implementation time for future changes in federal or state requirements Implementation cost for future changes in federal	System Users WPAs State of Florida	FY 2022-23

SUCCESS CRITERIA TABLE				
		or state requirements		
18	The project(s) will be completed on-schedule, in accordance with an approved project plan(s).	Adherence to established Program roadmap. Interim project milestones	Citizens System Users WPAs	FY 2021-22

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

A. Benefits Realization Table

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

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

- **The roadmap shown in Section VII.** Schedule IV-B Project Management Planning begins on January 1, 2022, and is adhered to throughout the program.
 - **Updated Information 2024:** The Program made several changes to the Roadmap in July 2024 for FY 2024-2025.
- **Required procurements are completed timely.**
 - **Updated Information 2024:** The Program did not meet the planned procurement date for the Solution Implementation vendor and will conduct detailed assessments on the impacts to the Benefits Realization upon initiation of those projects.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Start Date (FY)
1	Improved access to and opportunity from Florida’s workforce, education, and public benefit programs, including a “No-Wrong-Door”	Citizens WPAs State of Florida	Central portal Common intake Improved referral capabilities	Decreased customer time required to find and apply for services. Successful integration of common intake across applicable	FY 2024-25

BENEFITS REALIZATION TABLE					
	entry strategy			programs Decreased staff time required to submit referrals	
2	Enhanced transparency and accountability of workforce programs	Citizens WPAs State of Florida	Improved data management Increased access to data Enhanced reporting and analytics	Improved program management Published dashboards displaying KPIs and relevant metrics. Results from audits and reviews	FY 2023-24
3	Improved self-sufficiency for Floridians	Citizens State of Florida	Central portal Common intake Increased self-service capabilities	Improved results for key self-sufficiency metrics	FY 2024-25
4	Targeted investments to enhance career readiness and successful, long-term employment in high demand, high-earning occupations	Citizens WPAs State and Local Partner Organizations State of Florida	Improved access to services Increased collaboration and partnership between programs	Increased employment opportunities in targeted occupations Increased employment attainment in targeted occupations	FY 2023-24
5	Increased access to employment opportunities for Floridians	Citizens State of Florida	Integrated education and training opportunities with job openings and labor market trends Availability of common customer portal	Increase in number of Floridians who use the common customer portal to seek employment. Increase in number of employers who participate in promoting employment opportunities through the Program.	FY 2024-25

BENEFITS REALIZATION TABLE					
				Increased number of Floridians who participate in education and training opportunities and become employed	
6	Simplified application process for Floridians	Citizens WPAs State and Local Partner Organizations	Central portal provides the ability for Floridians to apply for multiple programs through a single portal and improved referrals	Percentage of users who complete applications with zero or minor mistakes – defined as mistakes that do not prevent intake of the application by the Program. Percentage of applicants referred to a workforce program that meets their specific requirement after initial application. Decrease in volume of calls to help desk/line for application related questions	FY 2024-25
7	Improved efficiency and timeliness of referrals between programs	Citizens WPAs State and Local Partner Organizations	Data sharing and rules logic that connects eligible participants to other available programs across agencies/programs	Improved ability to track referrals between/across programs. Average number of days from form submission to a program and subsequent referral to another program (when referrals are appropriate)	FY 2024-25
8	Improved efficiency and timeliness of data sharing between	WPAs State and Local Partner	Shared data resources support data analytics and strategic policy setting	Incremental improvements in identifying target industries and	FY 2024-25

BENEFITS REALIZATION TABLE					
	the Workforce Partners	Organizations		employment and training opportunities and adapting policy to those opportunities	
9	Integrated service delivery that provides seamless and comprehensive services to customers	Citizens WPAs State of Florida	Business process alignment based on shared data and analytics. Service delivery that reflects collaborative business processes	Decreased customer time required to find and apply for services. Successful integration of common intake across applicable programs Decreased staff time required to submit referrals	FY 2024-25
10	Improved programmatic coordination and management based on shared data that will support improved employment and training outcomes and remove barriers to employment	Citizens WPAs State and Local Partner Organizations State of Florida	Shared data resources support coordination, data analytics, and strategic policy setting	Incremental improvements in identifying target industries and employment and training opportunities and adapting policy to those opportunities	FY 2024-25

B. Cost Benefit Analysis (CBA)

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

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

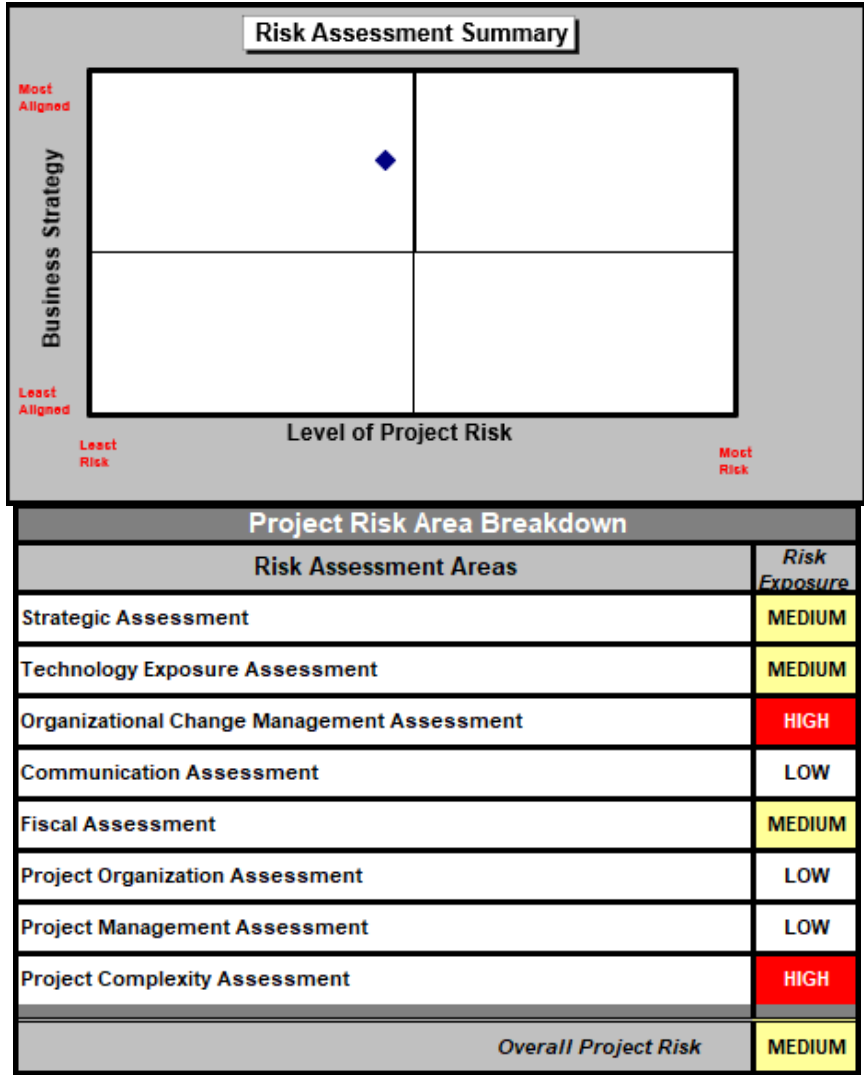
Cost Benefit Analysis	
Form	Description of Data Captured
	identified in the Benefits Realization Table. These estimates appear in the year the benefits will be realized.
CBA Form-2 - Project Cost Analysis	Baseline Project Budget: Estimated project costs. Project Funding Sources: Identifies the planned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

Cost Benefit Analysis Results

FL WINS is a multi-year program with costs estimated throughout the life of the project on an order of magnitude basis. This methodology assumes a total implementation cost of \$240,000,000, which includes transitional operations and maintenance costs. The methodology uses existing system cost data ratios, modified by specific project assumptions (outlined in II.B.2.), to allocate the total implementation cost to the FL WINS Program strategy and roadmap are assessed continually, with estimates being fine-tuned to incorporate new information. As such, cost amounts may change year-over-year as the FL WINS strategy evolves and planned activities are conducted.

V. Schedule IV-B Major Project Risk Assessment

The FL WINS Program is a large, complex program with impacts across multiple state agencies and to citizens who access services and benefits from the state. The Program conducted a risk assessment in accordance with state guidelines and included below. The full updated risk assessment is included as Appendix B.



Overall Project Risk – Medium

The overall project risk is Medium, which is down from High at the last iteration of this document. The lower risk is the result of substantial progress in the project management, project organization, and other planning metrics over the past year. The FL WINS Program continues those mitigation strategies as detailed below and in Section VII, Project Management Planning. The Program answered questions in the Risk Assessment Tool with the following considerations:

CATEGORY	PROPOSED MITIGATION ACTIONS (WITHIN ONE YEAR)
Strategic Risk	<p>Executive Program Sponsors has developed, approved, and signed the Program charter;</p> <p>The Program has created and defined a governance structure with buy-in and support from WPA Leadership; and</p> <p>Stakeholders have signed off on clearly documented Program objectives.</p> <p>The Program achieved strategic risk mitigation by Executive Program</p>

CATEGORY	PROPOSED MITIGATION ACTIONS (WITHIN ONE YEAR)
	<p>Sponsors (Executive Program Sponsors from the REACH Office; FloridaCommerce; Division of Workforce Services, Business Area; and FloridaCommerce Office of Information Technology, Technology Area) signing the Charter for the Program on August 31, 2022, and updating it on December 19, 2022, April 12, 2023, and its current, final version on November 27, 2023. The FL WINS Program’s Executive Steering Committee, with representation from the six Partner Agencies involved in this initiative, approved the three-tiered governance structure on December 19, 2022.</p>
<p>Organizational Change Management Risk</p>	<p>The Program has developed, approved, and is in the process of implementing the Organizational Change Management Plan (as a deliverable of the Transformational Change Management (TCM) project); and</p> <p>The Program will further define and document the TOM and business process changes. Currently, it is version 300, approved October 2024.</p>
<p>Communication Risk</p>	<p>The Program has developed and approved the overall Communications Strategy, including performing the following for the entire program and establishing standards to require individual projects throughout the roadmap to include Communications Plans that incorporate, at a minimum, the following elements:</p> <ul style="list-style-type: none"> • Identifying affected stakeholders for inclusion in the Communications Plan; • Identifying all communication channels which will be used in the Communications Plan; • Identifying key messages to document in the Communications Plan; • Developing desired message outcomes and success measures to document in the Communications Plan; • Developing and documenting strategies in the Communications Plan that will promote the collection and routine use of feedback; and • Identifying and assigning required staff responsible for executing Communications Plan activities. <p>The Program is managing the identified areas of risk for Communications. The TCM project is supporting the overall Program and also managing Program communications in close coordination with Program leadership.</p> <p>To date, these key activities established the foundation for mitigating Communication Risk:</p> <ul style="list-style-type: none"> • Created and managed a TCM Project • Created and operationalized the TCM Office in May 2023; the Program decided to change the name to TCM in October 2023 • Completed a Stakeholder Analysis, Program approved in June 2023 • Completed a Change Readiness Assessment in June 2023, an Annual Change Readiness Assessment in March 2024, and began a second Annual Change Readiness Assessment in May 2024 <p>Created a Change Management and Communication Plan in June 2023</p>

CATEGORY	PROPOSED MITIGATION ACTIONS (WITHIN ONE YEAR)
<p>Fiscal Risk</p>	<p>The Program developed and approved a spending plan template to be used for the project lifecycle;</p> <p>The Program identified and documented all project expenditures in the Spending Plan;</p> <p>The cost estimates for the project will be “detailed and rigorous (accurate within +/- 10)” as defined in the risk assessment.; and</p> <p>The Solution Implementation provider and the solution itself has been selected via a procurement strategy that used a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best-qualified candidate.</p> <p>The Program’s Spend Plan is based off the Operational Work Plan standard template. The Spend Plan is continually maintained, and end of month versions are provided with monthly updates.</p>
<p>Project Organization Risk</p>	<p>The Program has successfully defined, documented, and formally implemented the project organization and governance structure;</p> <p>The Program has developed and approved a project Staffing Plan to identify and document all staff roles and responsibilities; and</p> <p>The Program has established a formal change review and control board via the governance structure, including representation from all key project stakeholders, to address proposed changes in project scope, schedule, or cost.</p> <p>The FL WINS Program’s three-tiered governance structure includes an escalation path based on impacts to scope, schedule, budget, and quality. Defined thresholds place responsibility of change control within appropriate tiers. The Program manages change through the Change Management Plan and the companion Standard Operating Procedure (SOP).</p>
<p>Project Management Risk</p>	<p>The Program has developed and approved detailed program and project management standards to ensure individual projects along the roadmap utilize appropriate project management plans and processes (e.g., risk management, issue management, quality management, schedule management, etc.).</p> <p>The Program procured a vendor to augment Program Management responsibilities;</p> <p>The Program defined and documented detailed requirements and specifications;</p> <p>The Program created a Requirements Traceability Matrix to trace all requirements and specifications to business rules;</p> <p>The Program identified all Program and project deliverables and associated acceptance criteria;</p> <p>Project managers defined the Work Breakdown Structure to the work package level, a process that is ongoing now that the Solution Implementation provider is on board;</p>

CATEGORY	PROPOSED MITIGATION ACTIONS (WITHIN ONE YEAR)
	<p>The Program is in the process of creating an integrated program schedule, including all active projects, for the entire Program lifecycle, which will specify all project activities, go/no-go decision points, critical milestones, and resource requirements;</p> <p>The Program developed and implemented formal program and project status reporting processes;</p> <p>The Program developed and implemented formal risk and issue management processes to effectively manage and proactively mitigate risks and issues; and</p> <p>The Program developed and implemented documented processes for standard change request, review, and approval.</p> <p>The Program uses a Program Management Plan (PgMP) that consists of a main body supported with component plans as the basis for managing the Program and project work. A vendor developed the PgMP with an initial submission in October 2022, and the Program approved in December 2022. Since then, the PgMP went through several revisions and remediations to improve quality. Projects use individual Project Management Plans, which reference the PgMP as appropriate. This Program operates under a hybrid method of Traditional Waterfall and Agile disciplines due to the complexity and the collaborative effort needed from each partner to be successful. The Program reviews the PgMP on a routine basis as part of continuous improvement activities. The Program approved the latest update to the PgMP in September 2024.</p>

VI. Schedule IV-B Technology Planning

A. Current Information Technology Environment

1. Current Systems

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

Description of Current Systems

The Workforce Partner system components in the scope of this current state assessment include the following (graphic updated 2024):

IDENTIFIED PROGRAMS & SYSTEMS

	<p>DIVISION OF WORKFORCE SERVICES</p>	<p>Employ Florida CONNECT/Reemployment Assistance Workforce Information Database (WIDb)</p>
	<p>OFFICE OF ECONOMIC SELF-SUFFICIENCY HOPE FL</p>	<p>ACCESS Florida HopeFL System*</p>
	<p>DIVISION OF EARLY LEARNING DIVISION OF VOCATIONAL REHABILITATION DIVISION OF BLIND SERVICES DIVISION OF CAREER & ADULT EDUCATION*</p>	<p>DEL – EFS/Family Portal AWARE EMOP Career Planning & Work-Based Learning Coordination System Florida College Systems* Local School Districts*</p>

* - Partially in scope

The graphic depicts core WPAs on the left with their associated in-scope programs in the middle and in-scope systems on the right. It is important to note that several in-scope systems are under development or undergoing parallel modernization efforts. See below for delineation of each.

Systems in development (currently):

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

Systems undergoing modernization efforts:

- ACCESS
- Employ Florida
- RECONNECT
- AWARE & VR AWARE

Current System Resource Requirements

Current Systems Assessment

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

- **Application Maintainability Factors:** Source code, modularity, outsourced versus insourced, code brittleness, availability of modern APIs

- **Data Management Architecture (data as an asset):** Ability to extend from reporting to advanced analytics
- **Application Architecture:** Modern COTS software applications versus older custom development models, application integration (end-to-end application elegance, self service capabilities)
- **Platform Architecture:** On premise versus modern cloud technology, security structures for each

Antiquated	Better	Best
<ul style="list-style-type: none"> • Millions of lines of custom code • High degree of Code Maintenance 	<ul style="list-style-type: none"> • Modern APIs to connect various COTS software solutions • COTS Integration 	<ul style="list-style-type: none"> • SaaS

System	Application Maintainability Factors	Data Management Architecture	Application Architecture	Platform Architecture
Employ Florida System	Best	Better/Best	Better	Best
RECONNECT System	Antiquated/Better	Antiquated	Better	Antiquated
Workforce Information Database (WIDb)	Better/Best	Better	Better	Better
ACCESS Florida System – <i>Modernization effort underway</i>	Antiquated	Antiquated	Antiquated	Antiquated
DCF Self Service Portal (SSP) – <i>Modernization effort underway</i>	Better	Better	Better	Better
DCF Worker Portal (AMS) – <i>Modernization effort underway</i>	Better	Better	Antiquated/Better	Better
Division of Blind Services Aware Case Management System	Better/Best	Better	Better/Best	Better/Best

System	Application Maintainability Factors	Data Management Architecture	Application Architecture	Platform Architecture
Vocational Rehabilitation Information Management System	Better	Better	Better/Best	Better/Best
Division of Early Learning - – Modernization effort underway	Not Evaluated	Not Evaluated	Not Evaluated	Not Evaluated
Career & Technical Education Data Analytics Dashboard	Best	Best	Best	Best
Education and Career Meet Opportunity Platform - – Modernization effort underway	Better/Best	Best	Best	Best
HopeFL - – Modernization effort underway	Not Evaluated	Not Evaluated	Not Evaluated	Not Evaluated

Current System Performance

As mentioned earlier, each of the WPAs has established their operational structure and service delivery capabilities in strict accordance with the program policies that fund and govern program administration for each system. The WPAs individually operate their own information and case management systems and have followed a development and improvement path that focuses on the needs of their clients within the boundaries of their programs. This disparate model, while sufficient for satisfying the requirements of their individual programs, has limited their ability to achieve the level of integration needed to effectively manage very high volumes of business traffic and provide truly coordinated services.

These systems collect a host of data needed to determine program and participant eligibility and to administer the many individual programs and services that support the state’s efforts to educate, train, and support current and future generations of Florida’s workforce. They also provide the information that must be analyzed to evaluate, incentivize, and regulate participant achievement, as well as gather the data that must be collected and processed to satisfy the plethora of reports and evaluations required by federal, state, and local funding and regulating entities. Based on the current state assessment performed, the following summarizes some of the key opportunities and challenges for each department. Some of these key opportunities and challenges will evolve following ongoing system modernization efforts underway for some systems.

SCHEDULE IV-B FOR FL WINS PROGRAM

FOCUS AREA	COMMERCE	DCF	DOE
Business Integration	Has been able to establish some basic information sharing with other agencies, but no reciprocal or real time data sharing that could significantly improve the quality or timeliness of data shared or received.	Through previous efforts such as integrated eligibility, DCF has established deeper business integration capabilities that could be leveraged and built on to achieve workforce objectives.	Relationships with other agencies and partners are largely ad hoc. Each program within DOE seems to operate independently with little internal integration.
Policy & Program Management	Policies from all agencies are extremely complex in their treatment of information collection, storage, access, and sharing requirements and limitations. The interrelated and cross referenced federal and state rules will complicate efforts to identify and address policy limitations that could impede progress toward the REACH Act’s objectives.		
Customer Service & Experience	Has established multiple positive customer support and transaction capabilities with self-service portals for FloridaCommerce programs for case management services, and shared SNAP & TANF clients benefit from some level of data sharing with DCF.	Established multiple channels to be able to support customers in different ways, including efficient self-service options and more automated information verification services that reduce client documentation requirements.	Customer interactions are not directly automated by electronic self-service channels. They are supported in person with information keyed into case management systems manually.
Technical Requirements	Both the Employ Florida and Connect systems operate on a modern technology platform with effective integration capabilities that may represent opportunities to build from for future data sharing and integration. The RA modernization project will present additional opportunities for further collaboration.	Partially operates on a modern technology platform with opportunistic integration possibilities while older components are less open to easy integration to build from for future data sharing and integration.	Much of the transactional technology is independently owned and operated at the local level, creating challenges for near term integration. The data & analytics technology is undergoing a massive modernization effort that will accelerate the capabilities needed for this effort.

Based on the initial findings of the original feasibility study and Schedule IV-B, the current BPR project and

the Information Technology efforts will continue to build upon the original conclusions drawn to mitigate, resolve, or solve discrepancies throughout the life of the Program.

Updated Information 2024: A full gap analysis is in progress now that the Solution Implementation vendor has been selected and onboarded.

2. Information Technology Standards

Each WPA has department-specific information technology standards to which their individual systems are held. In addition to those internal information technology standards, these systems must also adhere to standards and guidelines published by the Florida Department of Management Services (DMS), including those listed below.

- Florida Information Technology Project Management and Oversight Standards described in Florida Administrative Rule 60GG-1.001 through 60GG-1.009, F.A.C.
- Florida Cybersecurity Standards described in Florida Administrative Rule 60GG-2.001 through 60GG-2.006, F.A.C.
- Florida Cloud Computing Standards described in Florida Administration Rule 60GG-4.001 through 60GG-2.006, F.A.C.
- Information Technology Architecture Standards described in Florida Administrative Rule 60GG-5, F.A.C.

B. Current Hardware and/or Software Inventory

This project does not propose to replace the current hardware and/or software of the WPA systems. Instead, this project proposes to incorporate additional technology to integrate the existing WPA systems and enable them to work together more seamlessly to achieve the associated goals of the REACH Act.

C. Proposed Technical Solution

There are a variety of methodologies and routes to consider when integrating systems. This includes foundational technical requirements that are critical for an organization to operate efficiently and effectively and to prepare for the future. It is important for the technical capabilities of a solution to be well-aligned with core business priorities to ensure the systems and technologies enable the businesses to realize their vision. It is also important to establish service level agreements between the technology and business teams that are tracked, measured, and reported on. This will help ensure the selected technology is serving the business in the expected manner.

The following provides details regarding important technical aspects to be considered when determining the most effective technology solution.

- **Portal:** Applicants, clients, partners, and departmental staff interact with a solution or a system via a portal, which typically serves as the face of the solution. A portal should be easy to use and navigate; be accessible to applicants, clients, staff, and other designated users at all times; provide users with key and easily digestible information about organizations, programs, benefits, and services; and be easy to modify to adapt to changing business needs. All intended users must be able to access the portal. It must fully comply with ADA and any other applicable state or federal accessibility standards.
- **Data:** Data is critical in today's world, and the amount of data used by organizations grows exponentially every day. So that it can be retrieved easily and quickly when required, it is imperative that data is maintained in a clean and organized way. Many data types can also be confidential or sensitive, so it is important that the right data is only accessible to the right person, at the right time. When dealing with integrated systems, compiling and analyzing data from multiple sources can provide organizations with crucial information. Data analytics and visualization methods can greatly

assist organizations with turning raw data into meaningful, valuable, and actionable insights and trends.

- **Security:** It is vital for an integrated system to be appropriately secured so that data is protected, the system is utilized appropriately, and appropriate business functions are enabled. The number of potential system security vulnerabilities increases every day, so properly securing a system protects against fraudulent activities, data loss, and negative impacts to system performance.
- **Others:** There are other factors necessary for a self-sufficient solution. For example, a solution should trigger alerts when there is a component that is unhealthy, and it should also be capable of automatically correcting issues. In technical terms, this is referred to as self-diagnosing and self-healing. In other words, the goal is a cognitive solution that can perform most of the maintenance work without significant human involvement.

To satisfy the business objectives, the proposed solution must meet the functional and technical requirements identified in **Section II. D Functional and Technical Requirements**.

1. Technical Solution Alternatives

The initial feasibility study of the WPAs presented three alternatives forward:

- Alternative 1: Centralized System would provide a high level of alignment with the strategic objectives of the REACH Act and would provide great benefit to the Florida Workforce System, but it is the most complex and costly approach, has the longest timeline, and presents the most risk
- Alternative 2: Integrated Systems is the least complex, involves the lowest cost approach, has the shortest timeline, and presents the least amount of risk, but this approach fails to meet some of the primary strategic objectives of the REACH Act and would not provide many of the benefits intended by the legislation
- Alternative 3: Hybrid Integration would provide a level of strategic alignment and benefit comparable to Alternative 1 while being much less costly and complex, requiring a shorter anticipated timeline, and presenting less overall risk for implementation

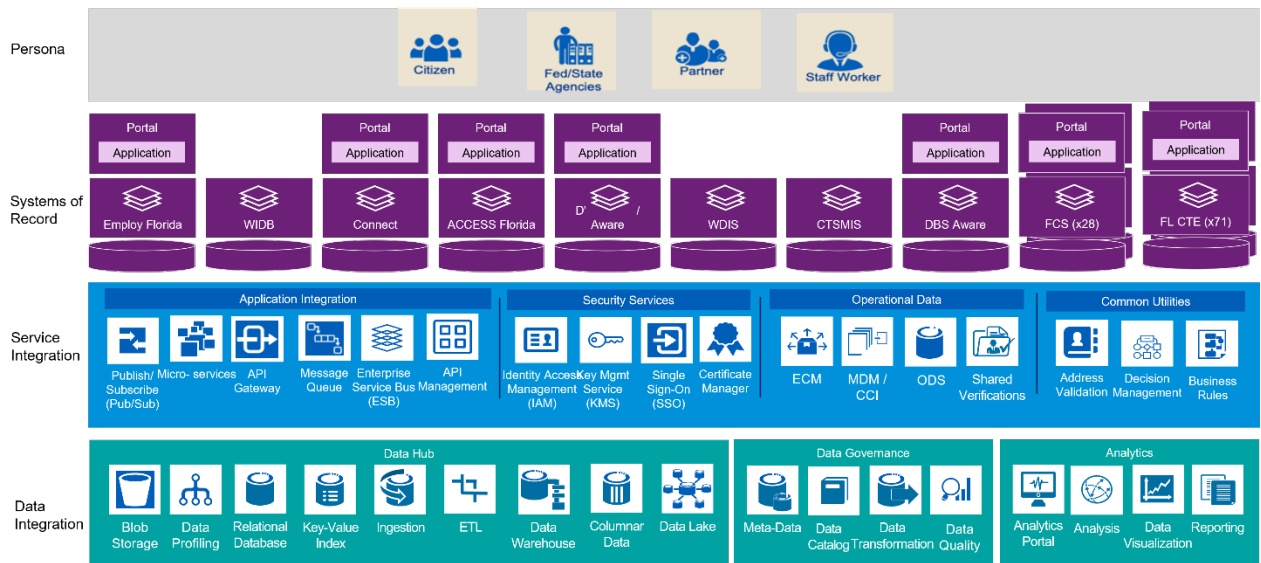
	Strategic Alignment	Complexity	Timeline	Implementation Cost	Benefit	Risk
<div style="background-color: #0056b3; color: white; padding: 5px; border-radius: 5px; display: inline-block;">1</div> Centralized System 	 Very Strong	 Very High	 10+ Years	 \$350M – \$550M	 Very High	 Very High
<div style="background-color: #c00000; color: white; padding: 5px; border-radius: 5px; display: inline-block;">2</div> Integrated Systems 	 Moderate	 Medium	 0 – 3 years	 \$125M – \$215M	 Medium	 Low
<div style="background-color: #0056b3; color: white; padding: 5px; border-radius: 5px; display: inline-block;">3</div> Hybrid Integration 	 Strong	 High	 3 – 6 years	 \$165M – \$290M	 High	 Moderate

2. Rationale for Selection

The Program conducted detailed assessments for each of the three strategic options to compare and evaluate for strategic alignment. Selection from these future state alternatives required a decision framework that identified key criteria and an objective scoring approach, which the Program used to evaluate each of the three alternatives.

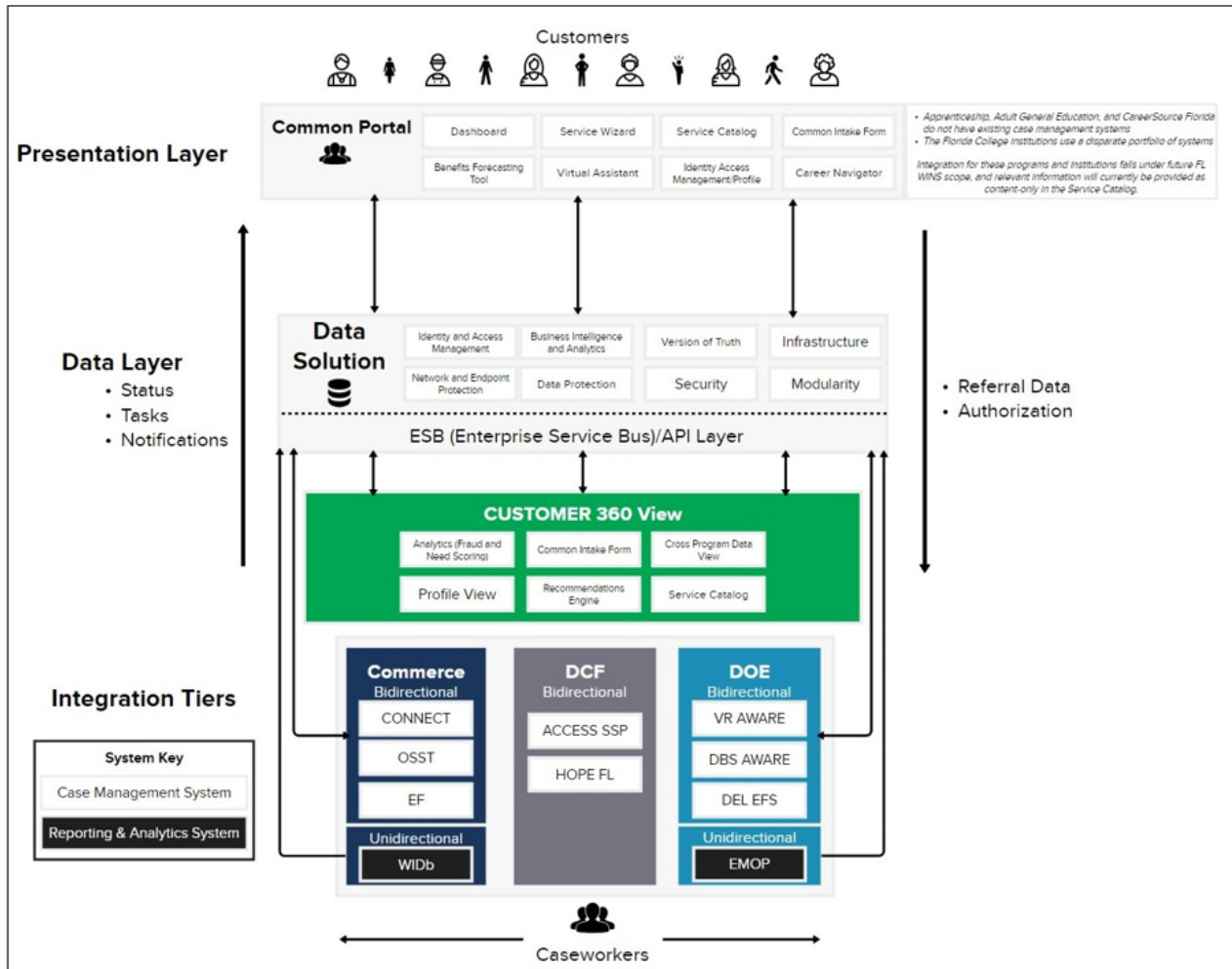
3. Recommended Technical Solution

The hybrid integration alternative incorporates all the back-office integration capabilities included in the overall integrated systems option but adds an enhanced and shared public portal. Like the large-scale public portal alternative, this hybrid integration alternative will provide a no-wrong-door point of entry into the workforce-partnership enterprise. Floridians will use the portal anonymously to access information. The portal could also support program screening. Floridians will create an account and use it to apply or access a variety of self-service options. Implementation of a public portal could improve access, communication, and opportunity; promote self-sufficiency; drive efficiency; and improve the overall experience of interacting with the workforce-partner ecosystem. It could also promote benefits for the partnership: It could streamline eligibility, reduce manual data-entry, ensure more consistent applicant and client data, and reduce the level of effort required for making referrals, noticing, reminding, and providing information and support. It could also improve back-office data management and provide a rich source of data for analytics.



- All system users will be described within the **Persona section**. This will include Floridians seeking services, state employees delivering services, in-scope departments and agencies, federal departments and agencies, and workforce development system partners. Functionality to allow system access to specialized, next-generation applications (for example, AI/Machine Learning, IVR, and Chat Bot applications), is also contained in the Persona section.
- Users will access the system through the **engagement layer section**. This will include a public portal, a portal for state employees, and a third portal for all others.

Updated Information 2024: The TOM outlines the requirement for two portals, one for customers that allows access to all in-scope programs and one for WPA employees for the use of customer service and management functions. For additional detail on the proposed conceptual FL WINS technical architecture, please reference the below diagram from the TOM.



- The model will contain modern application services architecture, such as an application integration hub. This functionality is needed to extend critical capabilities to all in-scope systems. **Application integration services** are needed to extend common client data/intake data and case management/referral data into the existing applications via APIs, service brokers, or other innovative techniques.
- **Security Services, Operational Data services, and Common Utilities** will be the same as and they would deliver standardized services for consumption by the existing systems.
- The newly provided data integration functions are designed as readily consumable services within the **data integration layer**.
- The **data integration section** allows for optimum data storage, data consumption, and data transmission techniques and would be designed to share and transmit common client data/intake data and case management/referral data across all existing systems.
- The **analytics section** provides the necessary analytic engines (advanced queries, statistical analysis, forecasting/predictive analytics, randomization, etc.), visualizations and reporting/publishing capabilities.
- The **data governance section** provides vital data classification and data control capabilities.

The Hybrid Integration model includes three primary scope elements – building for data integration capabilities, implementing a common customer portal, and including in the portal a shared intake/application

form for in-scope systems. The purpose of these scope elements is to share data among existing agency systems of record and enhance user experiences. Successful integration and data sharing requires more than shared systems of new technologies. Building a shared technology service requires coordinated management of the program across the Core WPAs.

In developing a roadmap to build these new business and technical capabilities, the Program employed phasing strategies and industry benchmarks to estimate the timing required for each phase. The Program assumed that there will be a vendor support strategy that will require business supports and systems integration, though it is still unknown if there will be a vendor-procured systems integrator or if this will be requested for inclusion in the solution build phase. The first set of procurements included (in this order) the procurement of an Independent Verification and Validation vendor (7/2022), the procurement of a Business Supports and Technical Advisory vendor, (08/2022) and the release of a Business Planning and Communications vendor to manage the BPR and TCM projects, executed in 12/2022. The Business Planning and Communications procurement was deployed in the first set of procurements to develop the Target Operational Model, which is driving the remaining solution build procurement set to be completed by the end of 2024.

The Program’s roadmap includes a series of projects. These projects fall into the following categories and include updated information regarding project accomplishments to date:

- **Workforce Integration Management:** Develop program and project management and governance standards for shared technology operations and establish a working group(s) to identify and address legal and policy barriers to information sharing.
 - **Updated Information 2023:** This Program was initiated with the establishment of the Program Management Office (PMO) via the Business Support and Technical Advisory contractor. While the PMO, PgMP, Center of Excellence (COE), and workgroups are intact and functional today, the contract for Business Support and Technical Advisory was terminated for convenience and a new Request for Quotes to provide PMO Services is under development (and is expected to release in August). It was realized in execution of the Business Supports and Technology Advisory procurement, that the established Program governance was robust enough not to require the presumed consulting services that the vendor was trying to impose on the Program. The procurement that will be released for a new PMO vendor, specifies that only business supports by way of PMO functions are needed.
 - **Updated Information 2024:** The Program procured a new PMO vendor in December 2023. The PMO onboarded in January 2024 and worked to establish and enhance the COE, providing Program level standards and processes in preparation for the procurement of the vendor for the Solution Implementation project.
- **Business Planning and Communications:** Design a new business operating model and processes and establish communications and change management plans to assist with the understanding and adoption of the changes.
 - **Updated Information 2023:** This project recommendation was satisfied with one contract (same vendor) to initiate two individual projects: BPR and TCM. The BPRs main deliverable is the TOM, which is a predecessor to future state requirements, TCM project helped establish a TCM Office, which is responsible for organizational change management and communication management.
 - **Updated Information 2024:** The Program established a TOM with approval of all elements in May 2024. The roadmap outlined in the FL WINS TOM brings together approximately 42 programs across three WPAs (DCF, DOE, and FloridaCommerce) and workforce partner (CSFL) to provide a streamlined experience for customers and provide a ‘no wrong door entry’ point for workforce services across the state of Florida. The future state experience design

includes the results of over 33 validation sessions, as well as 20 case worker, case manager, and customer sessions.

Several consistent customer experience themes emerged from the sessions, including uncertainty navigating the process regarding multiple WPA involvements, self-service options, and limited awareness of additional programs and services. The high-level RTM addresses the customer experience themes by detailing functional design capabilities focused on usability for individuals enrolled in multiple programs with a need for additional referrals. The Program developed a future state journey to address the pain points identified during discovery and provide the ideal customer experience. While the TOM and RTM outline all components, capabilities, features, and both functional and technical requirements for the FL WINS Program, the Program will implement these themes in an iterative approach to achieve higher quality, reduce risks, and better align with customer needs.

Additionally, the Program established a TCM team, which assesses transformational change readiness across the WPAs and executes change management and communications strategy to support the TOM through design, development, and implementation. The TCM team produced the following documents to provide guidance around communications and change management related to the Program as it continues to mature (documents will continue to be updated as needed):

- FL WINS Style Guide
- Stakeholder Analysis
- Training Needs Assessment and Approach
- Change Management and Communication Plan

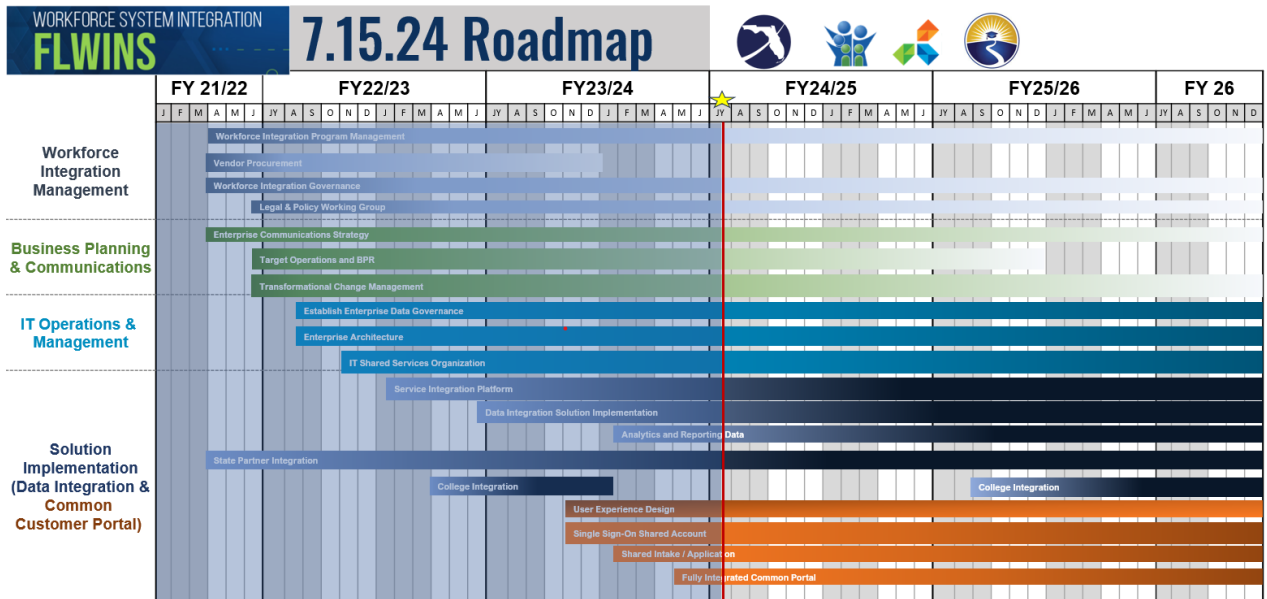
To-date, the Program conducted two Change Readiness Assessments to evaluate WPAs preparedness and ability to successfully navigate the changes associated with the Program. A third assessment is scheduled to align with the technology solution vendor onboarding and kickoff. The Program established a Change Champion Network, engaging stakeholder groups as they become impacted by various Program milestones.

The Program maintains the TOM, RTM and TCM artifacts on the FL WINS SharePoint site.

- **IT Operations and Management:** Develop the data governance and enterprise architectures required to design the future of systems integration and data sharing.
 - **Updated Information 2023:** Within the IT Operations category and not operationalized as a normal project, this recommendation is satisfied as data governance and enterprise architecture are being developed as part of the PgMP and Standard SOPs through the IT Shared Services Core Team Workgroup and specific focal area workgroups that will allow for maximizing WPA staff time and resources by focusing on drafted problem statements and providing recommendations back to the Core Team for either adopting or escalating to the appropriate governance tier (depending on the established Decision Matrix Scoring level).
 - **Updated Information 2024:** The ITSS Core Team Workgroup and Focal Areas established a meeting cadence to address problem statements that require resolution to support full implementation of the TOM. Business analysts compiled a backlog of problem statements with priority rankings for the BPR project. Once the implementation phase begins, the Workgroup will align each problem statement to the integrated program schedule to ensure timely resolution and support of the development timeline.

- **Solution Implementation (Data Integration Capabilities):** Develop the systems and data integration capabilities to share data between existing systems of record in an effective and efficient way leveraging modern technologies and cloud-based solutions.
 - **Updated Information 2023:** The Program logged an approved decision on 6/2/2023 as the Program shifted focus to initiating the Customer Portal project. The strategy is to let the customer and case worker drive the user experience, which in turn will drive the needs for the portal, which in turn helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects.
 - **Updated Information 2024:** The Program selected a vendor and initiated negotiations for the Solution Implementation project, which combines the previously named “Data Integration and Common Customer Portal” projects into one.
- **Solution Implementation (Customer Portal):** Enhance the customer experience through a single shared account which provides a common access point to update personal information, access program information, and submit common intake applications.
 - **Updated Information 2023:** Work on this project has been ongoing with pre-initiation activities in June and July. Formal initiation through a charter and project plan will occur in August 2023.
 - **Updated Information 2024:** The Program selected a vendor and initiated negotiations for the Solution Implementation project, which combines the previously named “Data Integration and Common Customer Portal” projects into one.

The updated Program Roadmap from July 2024 represents the efforts that have occurred and what has changed since the initial writing of the Schedule IV-B.



The expedited timeline in this roadmap reflects a realistic but aggressive approach that will require significant state resources to support procurement and program establishment.

Additionally, the updated roadmap reflects the shift in focus to initiating the customer portal portion of the Solution Implementation project before the data integration capabilities portion. While continuous updates to the roadmap (sequencing and duration of activities) are expected, the overall timeline remains the same.

However, the end date of the Program is earlier – December 31, 2026 – to align with funding constraint deadlines.

D. Capacity Planning

In terms of capacity requirements, as the implemented solution will not be replacing the existing technical infrastructure of the current WPA systems, historical and current trends of the current systems do not necessarily provide a reliable depiction of the capacity and utilization the new solution will support. As the new solution will only support specific data-sharing functions between the current systems, future decisions made regarding the volume of data shared, transactions tracked, and information stored will help to clarify the required capacity. However, scalability and flexibility are among the benefits of the proposed technical infrastructure of the data integration solution and should enable the solution to meet any capacity needs the WPAs have.

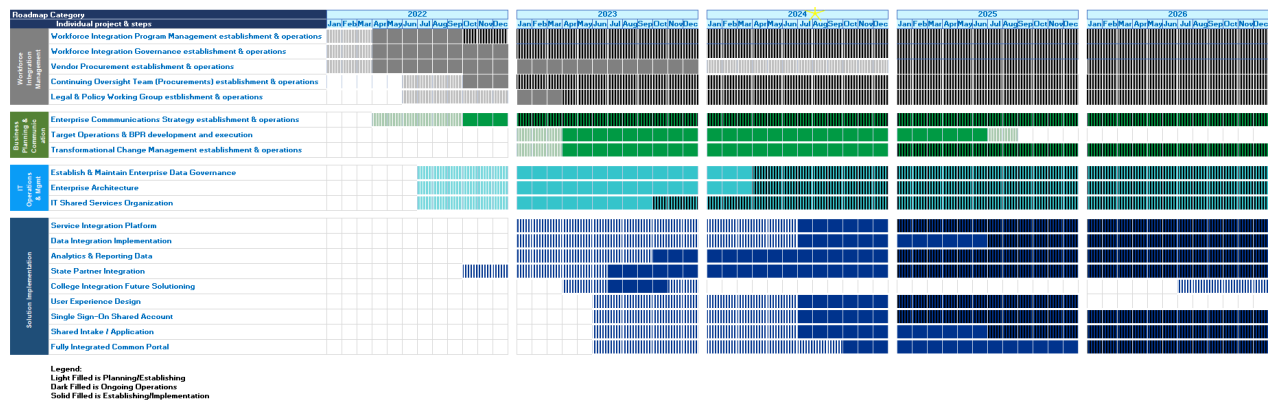
VII. Schedule IV-B Project Management Planning

A. Program Phasing Plan/Baseline Schedule

During the feasibility study, the Program Roadmap was developed through joint workshops with the WPAs. As a result of the workshops, the WPAs identified individual projects that help establish a business framework to manage the transformation program, establish new business capabilities, implement new technologies, and modify existing systems if needed.

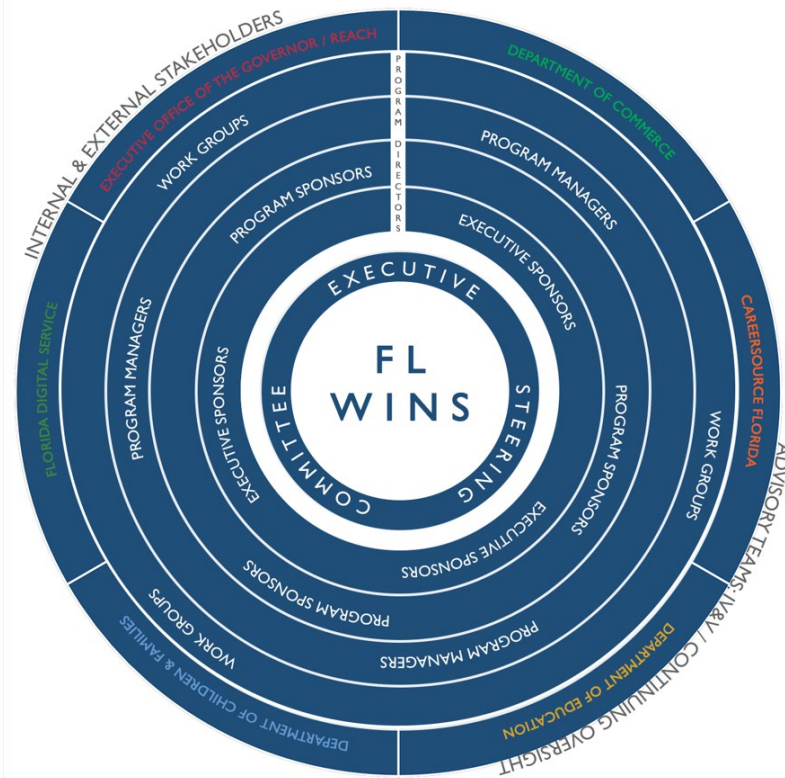
The WPAs reviewed the identified projects and their proposed scope, and solidified a comprehensive timeframe, including what capabilities are needed to reach specific milestones. This framework establishes the implementation strategy and identifies timing and key dependencies that exist between individual projects.

Updated information 2024: The Program Directors, PMO, WPA Program Managers, and the BPR and TCM Project Manager reviewed and updated the Program Roadmap in July 2024; also included as Appendix C.



B. Program Organization

The project’s organization consists of an Executive Steering Committee (ESC) and various governance bodies focused on primary functions, such as overall Program management, project management, architecture, data governance, and legal and policy issues. The Implementation Plan section describes these functions in further detail below. The following circular Program governance graphic represents the required collaboration from each WPA.



C. Implementation Plan

This section identifies and outlines the individual projects required to establish a business framework necessary to manage the envisioned transformation program, establish new business capabilities, implement new technologies, and modify existing systems.

- Overall timeframe, including what capabilities will need to be in place for specific milestones
- Implementation strategies, including where incremental development or ‘big bang’ implementations are preferred as timing will be affected by these strategies
- Timing and key dependencies between individual projects documented through a complete roadmap for all individual projects and the milestones that are expected to be operational by implementation completion

Each of these individual project areas are based on several assumptions, which are provided within each project section.

D. Implementation of Category and Individual Projects:

1. Workforce Integration Management

Roadmap Category		Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Workforce Integration Management	Transformational Program Management	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Program Charter & Standards		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Program Management Team		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Enterprise PMO Operations & Reporting			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Project Resource & Contract Management	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Transformational Program Governance	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Governance Charter & Standards		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Governance Operations	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Executive Steering Committee establishment		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Information Technology Shared Services Core Team establishment		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Legal & Policy Working Group		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Resource identification			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Issue identification & prioritization			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Issue review & planning			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Issue resolution			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Continuing Oversight Team (Procurements)	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Resource identification		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Team Planning & Process Defining			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Team Reviewing & Monitoring			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	IV&V Vendor Procurement	█	█	█	█																
	Establish requirements & SOW	█	█	█	█																
	Request for proposals		█	█	█																
	Negotiations & mobilization		█	█	█																
	Business Support (PMO) Vendor Procurement	█	█	█	█																
	Establish requirements & SOW	█	█	█	█																
	Request for proposals		█	█	█																
	Negotiations & mobilization		█	█	█																
	Business Process Reengineering & Transformational Change Management Procurement(s)		█	█	█	█	█	█	█												
Establish requirements & SOW		█	█	█	█	█	█	█													
Request for proposals		█	█	█	█	█	█	█													
Negotiations & mobilization		█	█	█	█	█	█	█													

The key assumptions used to develop the detail for the Workforce Integration Management (WIM) project included:

- Vendor shall adhere to state protocols, processes, and other key requirements in development of requirements, SOW, and mobilization (and will make recommendations on better practices as necessary)
 - **Updated Information 2023:**
 - The Program does not allow procured vendors on the FL WINS Program to participate in any other procurement negotiations
 - Standard procedures across agencies will be established to streamline processes and align priorities

- Due to the complexity of this initiative and its collaborative nature, this will be an ongoing effort.
- Vendor shall adhere to state requirements (including the use of the Project Management Institute’s Project Management Body of Knowledge [PMBOK] and F.A.C. 60GG-1) in the development of the program charter and standards
 - **Updated Information 2023:** Program Charter and PgMP have been developed and are utilized within the Program Standards.
 - **Updated Information 2024:** The Program developed new SOPs, updated previous SOPs and the complete PgMP, and created several work products to support monitoring and controlling the Program.
- State will provide fully dedicate resources to support overall program management in connection with vendor(s) and/or contractors
 - **Updated Information 2023:** Each WPA is represented in multiple areas of the Program’s governance structure to provide the most collaborative and aligned vision for the future state.
 - **Updated Information 2024:** In June 2024, during the Solution Implementation project, the Program initiated the process for hiring additional resources to support the needs of WPAs.
- Vendor shall provide integrated programmatic reporting (overall program and individual project statuses, risks, issues, etc.) to provide leadership (and other key stakeholders) with information required to make business decisions
 - **Updated Information 2023:** This is currently being handled by monthly status reporting and through the TCM Office. When the PMO re-release of procurement goes out in late summer early fall of CY 2023, the expectation is to have the PMO manage the programmatic reporting on a more frequent basis than monthly.
 - **Updated Information 2024:** As of January 2024, the PMO manages the weekly and monthly programmatic reporting, inclusive of the overall Program, individual projects, risks, issues, etc.
- Transformation management office should have the authority to make program management-based decisions based on standards defined in the program charter and PgMP.
 - **Updated Information 2024:** The Program does not have a “transformation management office,” it has a TCM project that supports and enables operational change management and Program level strategic communications. Under the direction of the FloridaCommerce FL WINS Program Director, the FL WINS PMO consists of FloridaCommerce employees and the PMO vendor. This joint PMO structure defines Program standards, makes routine Program decisions, and elevates decisions as necessary through the defined governance tier structure.
- State shall assign key leadership resources to provide input into the WIM governance standards
 - **Updated Information 2023:** This is currently being met through the robust governance structure of the Program, which allows for full collaboration and participation of Partners.
- State shall identify participants for the ESC
 - **Updated Information 2023:** The ESC was established and met in December 2022 and in July 2023; this group meets on an ad-hoc or quarterly basis as needed.
 - **Updated Information 2024:** The ESC meeting scheduled in August and September 2024 were cancelled due to Hurricanes Helene and Milton. Coordination efforts are underway to reschedule the meeting. A meeting cadence will be established based on the onboarding of the technology solution vendor.

- State shall identify participants for the IT Shared Services Workgroup
 - **Updated Information 2023:** The IT Shared Services “Core Team” Workgroup is established. The Program brings the workgroup together on an ad-hoc basis to resolve problem statements submitted by the encompassing Focal Area workgroups. The Program expects the workgroup to evaluate and decide on proposed recommendations and/or escalate to the appropriate governance tier for decision making.
 - **Updated Information 2024:** The IT Shared Services Workgroup meets on a routine basis and has established a charter and SOP. The “Core Team” is responsible for the identification of problem statements and works in collaboration with business analysts from the BPR project who identifies action plans with requirements and tasks for the Focal Area workgroups to accomplish.
- Vendor shall incorporate existing governance structures, SOPs, and processes into the development of the WIM governance model
 - **Updated Information 2023:** The Program has a robust 3-tier governance structure that is in place.
- At this time, the Program has not secured Systems Integrator (SI) services, nor has this avenue been completely removed. The Program is still evaluating this original recommendation and looking to the vendor community to make the business case on solving for this with an upcoming Request for Information tool that will be released at the end of August 2023. It is important to note that the decision to include a standalone SI vendor, is at the discretion of Program Leadership for FL WINS.
 - **Updated Information 2024:** The Program released an Invitation to Negotiate (24-ITN-001-TD) in November 2023 for software and implementation services for the FL WINS Solution Implementation vendor. A vendor was selected in April 2024 and a contract was executed in late August 2024.

The first two project categories in the roadmap (Workforce Integration Management and Business Planning and Communications) are primarily composed of non-technical projects that help the organization create a framework for coordinating and implementing the changes in strategy, policy, organization, business operations, and technology needed to transition to the desired target state. These projects have a cross-department and Program-wide approach.

Given the complexity and extensiveness of FL WINS, structural components for cross-departmental transformation are essential. Without a proper governance structure in place, the Program is not sustainable in its implementation, operational, and enhancement phases.

This project category is focused on establishing the governance model and structural processes which guide WPA systems integration projects to support this inter-agency initiative. This includes standards for setting priorities, project management, decision-making, issue escalation and resolution, legal and policy alignment, and tracking progress against expectations.

The Program established the following functions and governing boards for decision-making and delegation of authority.

Workforce Integration Management

Program Management Team

The Program Management Team is comprised of tier-1 and tier-2 leaders in the governance structure from each of the WPAs and other applicable stakeholders of Florida’s workforce programs. This team supported establishing the Program Charter and Standards, defining the scope for the entire FL WINS initiative, and is accountable for ensuring the initiative adheres to the vision and meets the related objectives of the REACH

Act.

The Program Management Team is responsible for operational and functional oversight of all efforts associated with achieving the related goals and objectives of the REACH Act, including both project and non-project efforts. This includes accountability for key stakeholder communication strategies and oversight of all PMO activities. A key aspect of the communication strategy for the Program Management Team is to ensure a consistent message is articulated to make certain that all stakeholders are aligned on the goals and outcomes of the initiative. This will ensure the target population is aware of ongoing progress and objectives, as well as increase the likelihood of stakeholder engagement and support of the initiative.

Updated Information 2023: Situated in tier-2 of the 3-tier governance structure, the Program Management Team was established in the initial PgMP and further elaborated in subsequent versions. Roles and responsibilities are established for Program Sponsors from each WPA, who lead the Program Management Team. Each WPA is supported with a Program Manager. Escalations within the Program Management Team, and up/down to other tiers, are led by two Program Directors – one from the REACH office and one from FloridaCommerce.

Program Management Office (PMO)

The PMO serves a significant role throughout the entirety of the Program roadmap by upholding established project management standards and overseeing the ongoing progress of roadmap projects, both individually and collectively. The PMO can include a combination of existing project and program management staff across the agencies, as well as an externally procured vendor that provides program and project management oversight services.

One of the key functions of the PMO is to establish, and ensure the consistent utilization of, high-quality project management standards and practices. The PMO develops these based on industry-standard methodologies and techniques, incorporating existing agency practices as appropriate, and satisfies all applicable State of Florida requirements for project management activities. Adhering to these standards helps to maintain project timelines and costs, ensures adequate project planning and execution, and mitigates or avoids unanticipated setbacks.

The PMO also contributes to effective governance by providing ongoing reporting of Program and project performance and facilitating timely communication to Program leadership of project status, risks, and issues to enable informed decision-making.

The Business Support and Technical Advisory (BSTA) contractor designed and constructed the above described PMO. Now known as the FL WINS PMO, the PMO underwent several revisions and mediations. To address deficiencies identified by the Program's Independent Verification and Validation (IV&V) contractor, the BSTA contractor conducted a major overhaul of the PMO in April 2023. Today, the FL WINS PMO is fully functional, backed by a Center of Excellence, Central Repository, and Project Management Information System using the ServiceNow application.

Updated Information 2023: The contract for BSTA was terminated for convenience and a new Request for Quotes to provide PMO Services was released in August 2023. It was realized in execution of the BSTA procurement, that the established Program governance was sufficient to require the presumed consulting services that the vendor was trying to impose on the Program. The procurement that was released for a new PMO vendor, specified that only business supports by way of PMO functions are needed.

Updated Information 2024: The Program procured a new PMO vendor in December 2023. The PMO onboarded in January 2024 and worked to establish and enhance the COE, providing Program level standards and processes in preparation for the procurement and onboarding of the vendor for the Solution Implementation project. The PMO now comprises of a combination of existing PMO vendor as well as FloridaCommerce program management staff.

Project Resource and Contract Management

As the Program identifies resource needs for projects throughout the initiative, each agency will review those needs to determine whether existing agency staff are available to allocate to the project(s) or if staff must be hired or procured to meet those needs. Once staff are allocated to projects, the Program Management Team and the PMO will coordinate to direct, manage, and monitor staff resources.

The Program expects that implementing the roadmap projects will result in multiple procurements, whether through renegotiating existing contracts or contracting for new services or solutions. As Florida continues to move towards integrated or shared services, contract management will be necessary for negotiating, contracting, and monitoring vendors and contracts.

Roadmap Phasing and Timing

Roadmap Category	Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Transformational Program Management																				
Program Charter & Standards																				
Program Management Team																				
Enterprise PMO Operations & Reporting																				
Project Resource & Contract Management																				
Transformational Program Governance																				
Governance Charter & Standards																				
Governance Operations																				
Executive Steering Committee establishment																				
Information Technology Shared Services Core Team establishment																				

KEY STEPS	DEPENDENCIES
1. Program Charter & Standards – Completed and updates approved in 2023. Identify goals and expectations, accountabilities, structure, roles & responsibilities, etc.	Identification of Program Management Team members
2. Program Management Team – Completed in 2023. Accountable for ensuring the initiative adheres to the vision and meets the related objectives of the REACH Act Establish and manage communication strategies for key stakeholders Establish and oversee the PMO	Program Charter ratification
3. PMO Operations & Reporting – Completed in 2023. Identify available PMO staff and hire or procure a vendor that performs project management oversight services, if desired Establish project management and reporting standards, considering existing documentation and standards from each agency and FLDS Regular communication of project progress, risks, issues, etc.	Establishment and staffing of PMO
4. Project Resource & Contract Management – Established and Ongoing Identify staff from each agency who will serve as project resources	

KEY STEPS	DEPENDENCIES
for the initiative Identify gaps which may need to be filled through hiring external resources Identify agency points of contact for ongoing contract management	

Updated Information 2023: To date, the Program achieved the above key steps: 1. Executed the Charter 2. The Program Management Team is established and operating 3. The PMO is established, operating, and is currently staffed with WPA Staff, Staff Augmentation resources, and contractor (vendor) staff; and the Project and workgroups are adequately resourced.

4. The contract management functions are bolstered by the creation and operation of a multi-agency Continuing Oversight Team (Reference 287.057(26) (a-c), Florida Statutes), that includes members from each WPA (excluding CSF currently).

Updated Information 2024: The Program procured a new PMO vendor in December 2023. The PMO is established and operating in close coordination with FloridaCommerce Program Management staff.

Anticipated Business & Process Impact:

Establishing a cross-departmental Program Management Team is necessary due to the impact of the FL WINS program as a whole and the nature of it spanning across multiple state agencies. This is especially important for this integration-based Program as so much of the work involves applications and systems that are currently under modernization efforts. These individual endeavors require coordination to ensure that – ultimately – all the “dots” connect to form a new and relatively seamless whole. The executive governance structures established or reformulated to guide this Program significantly impact ongoing Program and project management, project resource allocation, and contract management for the initiative.

Due to the size and scope of the initiative, agencies should assign dedicated resources, which could have significant impacts on existing agency priorities in the technology, programmatic, and procurement areas.

Updated Information 2024: The WPAs identified dedicated FL WINS Program Managers to focus on the necessary coordination of cross-departmental Program Management functions.

Anticipated Technology Impact:

To enable the PMO and its associated processes to develop appropriately, the WPAs should assess the available tools and utilize those that best enable the management of shared resources and track project status, issues, decisions, and performance.

Updated Information 2024: The PMO uses the FL WINS SharePoint site for artifact management, ServiceNow for the management of change requests, risks, actions, issues, decisions, and lessons learned (CRAIDL), Smartsheet for a weekly update of key Program information and metrics, and MS Teams for weekly status update meetings and other meetings necessary to coordinate management activities.

Benefits of the Approach:

One of the key benefits of incorporating these elements is alignment across the WPAs on Program goals and objectives. As indicated throughout the roadmap details of this report, maintaining a shared vision and alignment across the WPAs will have a significant contribution to the overall success of the Program. This alignment should also contribute to streamlined communications about the Program to promote awareness for all stakeholders regarding project status, upcoming initiatives, risks and issues, system changes, and other updates.

Identifying and documenting processes to guide the Program and individual projects should ensure continuity throughout all projects on the roadmap and prevent process ambiguity that can potentially result in confusion, delays, and unaddressed risks and issues. Documenting defined processes, roles, and responsibilities for decision-making authority, escalation of risks and issues, and project management standards should create a framework that enables both leadership and project teams to be proactive in performing their duties and responsive if issues arise. Additionally, establishing effective resource management practices should provide focus on the availability of critical staff throughout the Program.

Project Dependencies:

The success of the initiative is dependent upon having a high level of commitment, stakeholder buy-in, and executive support. It is vital to have consistent WPA participation and investment of time and effort.

Potential Challenges:

Establishing and maintaining a shared vision is a critical dependency for the long-term success of the program; maintaining continuity of a shared vision could also prove to be a significant challenge. Different visions could exist or arise across the three core agencies that could hinder the effectiveness of Program operations and success of projects throughout the Program. It is crucial for the WPAs to align on a shared vision from the start and ensure it persists throughout the life of the Program.

Another potential challenge could be availability of staff resources across the WPAs. Resource requirements for FL WINS will likely conflict with existing priorities for critical staff within each agency. Prioritization of key resources is critical to the success of this initiative.

Updated Information 2024:

- Given the complexity of the Program and the nature and size of the three-tier governance structure, there is a potential risk that the Program could face delays in the review and approval of needed deliverables. To mitigate risk of schedule delays, the Program will need to further define the various governance roles and authorities and utilize relationships to ensure buy-in from the WPAs for their timely support of deliverable review cycles.
- In June 2024, the Program initiated the process for hiring additional resources to support the needs of WPAs during the Solution Implementation project.

E. Procurement Strategy

The scope of the recommended alternative requires a significant level of investments into transformation of both business and technical operations. With the complexity of these changes and the anticipated level of effort, the state requires support from a variety of vendors with a wide spectrum of specialties. Naturally, there are several different strategies that the state could employ to procure the products and services that will meet these needs.

Product and Service Procurement Requirements

To successfully manage and execute the integration required by the REACH Act and identified in the Alternatives Analysis, the state will need to deepen its business and technical capabilities and capacity in several different ways. Integration at this level needs more than the implementation of new and shared technologies to share data and enhance customer experiences, it also needs business-level integration to facilitate development and operations of a shared service that will support all workforce integration partners in their efforts.

Option C – Best of Breed Vendors

By selecting vendors individually, the state will have the maximum flexibility in selecting vendors that align best to its priorities and preferred technical solutions. With more specialized vendors, lock-in to any one

vendor will be effectively eliminated, providing the state with the most long-term flexibility. Based on experiences with previous procurement efforts, it is expected that much smaller procurements will each benefit individually from a faster, less complicated process with few diverse requirements to consider.

With this flexibility, however, comes an increased challenge in vendor contract management and oversight that will be required thus continued funding the PMO is essential. A diverse set of vendors has the potential to add challenges with performance management, where deliverables are all interdependent on each other and any issues could lead to cross-cultural communication challenges. Diversified procurements also have the potential to add significant time required to the Program roadmap to allow for procurement, selection, negotiations, and potential conflict and/or issue resolution.

Introduction

Multiple procurements can contribute to the success of this initiative; therefore, it will be critical for the WPAs to employ a procurement strategy which provides flexibility in deciding whether to utilize a single vendor to address multiple needs or to selectively utilize different vendors to address different needs based on expertise. Regardless of the approach chosen, it will be important to establish a consistent structure for managing procurements to enable cooperation and collaboration between the WPAs throughout the initiative.

The recommended approach employs a procurement strategy that will utilize vendor partners to provide both business transformation services and technical development and integration services, in addition to the required utilization of an Independent Verification and Validation (IV&V) vendor. This approach assumes a minimum of three (3) procurements for these services but also provides for the procurements to be constructed in a manner that will allow the WPAs the flexibility to be selective of individual vendor partners for services and/or consolidate other aspects if desired. Each of the three primary procurements is described in brief detail below.

Business Support and Technical Advisory (BSTA)

The program should procure a vendor partner(s) to assist in establishing a foundation of professional services and support, as well as advise and provide support in the development of key technical aspects to guide the WPA systems integration program. The BSTA Vendor(s) should provide the consulting expertise needed to develop a strategic plan for the WPA systems integration program, as well as provide initial and ongoing strategic, technical, and programmatic support for several foundational elements of the program. In collaboration with the WPAs, the BSTA Vendor(s) should develop and manage governance for the overall program, manage individual projects, develop data and technical standards, develop and maintain information and technical architecture documentation, and establish a data security plan.

A Request for Quote to procure BSTA services was released in May 2022, which resulted in a contract that was fully executed in August 2022, after which the contractor was onboarded and operating. The contractor crafted many of the above foundational elements of the FL WINS Program. Additionally, the contractor supported the Program for nearly 11 months with key contributions of establishing and remediating the PgMP (and designing and building the PMO) operating the Program and initiating two projects and two workgroups. Ultimately, staffing, work quality, and contract concerns led to termination of the contract on June 23, 2023. As a result, the FL WINS Program is pursuing a three-pronged approach to staffing the BSTA function: 1. Redistribution of the work amongst the WPA (with the addition of two full-time resources from the BPR contractor), 2. Pursuit of additional short-term resources through a staff augmentation Request for Quotes (release accepted in August 2023), and 3. Pursue a new BSTA contractor to provide long-term resources through a Request for Quotes (release excepted in August 2023).

Updated Information 2024: In December 2023, the Program procured a new PMO vendor. The PMO onboarded in January 2024 and immediately took over PMO functions previously managed by the WPAs. The Program approved an amendment to the BPR and TCM contracts to extend business analyst support and facilitation of IT Shared Services and Legal and Policy Workgroups.

Systems Integrator

At the time the Program developed the original Schedule IV-B in 2021, the recommendation was to have a systems integration as one of the main three procurements. However, the Program leadership at the time determined the need to develop a TOM prior to solutioning for the technology build. This was incorporated into the BPR Project and is currently underway.

The Program has not concluded Systems Integrator Vendor(s) option yet and it may still be an option for upcoming procurements in the Program. Avoiding a Systems Integrator to this point enabled Program costs to remain low and added flexibility to empower the Program to secure the best solution (along with the right implementation model). The upcoming Request for Information to help inform the procurement for the customer portal will help define the implementation model (and/or need for a Systems Integrator).

The Program is still evaluating this original recommendation and looking to the vendor community to make the business case on solving for this with an upcoming Request for Information tool that will be released at the end of August 2023. It is important to note that the decision to include a standalone Systems Integrator Vendor, is at the discretion of Program Leadership for FL WINS.

Updated Information 2024: In June 2024, the BPR Project completed work on the TOM. In November 2023, the Program released an Invitation to Negotiate (24-ITN-001-TD) for software and implementation services for the Solution Implementation Project. The Program selected a vendor in April 2024 and as of July 2024, the contract is pending execution.

Independent Verification and Validation (IV&V)

The IV&V Vendor should provide an objective, neutral, and independent assessment of deliverables produced throughout the WPA systems integration program. The IV&V Vendor should also assess and report on the WPA systems integration program's organization and planning, procurement, management, and technical solution development and implementation.

IV&V services are required pursuant to the Florida Information Technology Project Management and Oversight Standards found in rules 60GG-1.001 through 60GG-1.009, Florida Administrative Code (F.A.C).

The Program released a Request for Quotes to procure an IV&V contractor in February 2022, resulting in a contract that was fully executed in June 2022, after which the contractor was onboarded and began operating in July 2022.

Roadmap Phasing and Timing:

Roadmap Category		Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Workforce Integratio	Individual project & steps																				
	Continuing Oversight Team (Procurements)																				
	Resource identification																				
	Team Planning & Process Defining																				
	Team Reviewing & Monitoring																				
	IV&V Vendor Procurement																				
	Establish requirements & SOW																				
	Request for proposals																				
	Negotiations & mobilization																				
	Business Support (PMO) Vendor Procurement																				
	Establish requirements & SOW																				
	Request for proposals																				
	Negotiations & mobilization																				
	Business Process Reengineering & Transformational Change Management Procurement(s)																				
	Establish requirements & SOW																				
	Request for proposals																				
	Negotiations & mobilization																				

As all procurements require time to advertise and award, incorporating a higher number of procurements will extend the timeline of the overall initiative timeline.

Anticipated Business & Process Impact:

In addition to time, the procurement process requires staff resources to perform the tasks of drafting language, reviewing, and evaluating responses, and managing contracts. A high volume of procurements will require increased commitments of staff resource time.

Benefits of the Approach:

The primary benefit of this approach is providing the WPAs with adequate flexibility in selecting the vendor(s) to provide services required throughout the program. This flexibility should help enable the WPAs to select the vendor(s) whose services will provide the most value to Floridians and the State of Florida.

Another benefit of this approach is the establishment of a clear framework and processes for procurement development, advertisement, evaluation, and award. This should help to prevent negative schedule and budget impacts caused by confusion and delays that result from undefined roles, responsibilities, and procedures.

Project Dependencies:

The success of the initiative is dependent upon having a high level of commitment, stakeholder buy-in, and executive support. It is vital to have consistent WPA participation and investment of time and effort.

Potential Challenges:

Establishing and maintaining a shared vision is a critical dependency for the long-term success of the Program; maintaining continuity of a shared vision could also prove to be a significant challenge. Different visions could exist or arise across the three core agencies that could hinder the effectiveness of program operations and success of projects throughout the program. It is crucial for the WPAs to align with a shared vision from the start and ensure it persists throughout the life of the program. In addition to maintaining a shared vision between the WPAs, the Program’s individual projects will likely conflict with competing

priorities within each agency on occasion. When these conflicts arise, executive leadership will need to make decisions on prioritization.

Workforce Integration Governance

Introduction

An overarching governance framework has critical structural components to ensure the success of this transformational initiative. Governance lays the foundation for key processes which enable informed, collaborative decision-making that will continue advancing the goals and vision for Florida’s WPAs. Below is a graphic representing the implemented robust 3-tier governance structure that is intended to allow for layers of WPA coordination and collaboration. This is intentional to ensure that complete alignment on vision is maintained throughout the life of the Program.



Executive Steering Committee (ESC)

The ESC is responsible for serving as the ultimate decision-making authority. It is responsible for:

- Engaging in matters that Executive Program Sponsors or the Program Management Team cannot resolve
- Decisions impacting Program activities aligned to the strategy including scope, budget, timeliness, or quality changes (decision scoring metric has been established)
- Championing the Program throughout their represented entity

The ESC membership is made up of Departmental and delegated leadership staff that represent each WPA. The inaugural ESC meeting was held on December 19, 2022, thus establishing membership of the ESC. Membership is comprised of Secretary/Department-head-level representation. At this same meeting, the ESC approved a three-tiered governance structure.

The WPAs should collaboratively develop formal processes for resolving potential conflicts based on shared, agreed-upon values and priorities to enable timely, objective decision-making.

Steering Committee membership: Departmental / Program leadership or delegates able to make decisions on behalf of their organizations.

Role: Evaluate escalated issues from individual projects, make decisions on strategic program elements, address cross-departmental implications.

Information Technology Shared Services Workgroup Core Team

Program Leadership chose not to establish an Architecture Review Board. Instead, they shifted the aforementioned functions to the IT Shared Services Workgroup. This was an intentional shift, by Program Leadership, away from the above recommendation. Program Leadership based the shift on the strength of the Program's governance structure, strategically avoiding duplicative work, and unnecessary redundancy in decision making. Strategically, this helps maintain consistent decision making by following the Program's escalation path to the appropriate governance tier. Tactically, recommendations are generated by the IT Shared Services Focal Groups (specialists in specific areas like architecture) and through the IT Shared Services Core Group (designated IT leaders from each WPA) to the appropriate governance tier for approval.

The Information Technology Shared Services Workgroup (ITSSWG) serves as a governance body that ensures each technology solution is designed to meet any applicable federal and state standards and guidelines and that each solution aligns with state information technology goals and objectives. The ITSSWG has a "Core Team" that includes leaders from each Partner in this collaborative effort. The larger ITSSWG, that has specific focal areas, provides recommendations to the ITSSWG Core Team. The ITSSWG is responsible for:

- Defining the technical architecture design standards, policies, and principles.
- Establishing architecture roadmaps that are consistent with the overall roadmap for the initiative.
- Overseeing all technical aspects of the solution.
- Ensuring that the solution design aligns with industry best practices.
- Providing guidance and technical recommendations.
- Leading architecture reviews.
- Approving project architecture.
- Overseeing the system development lifecycle (SDLC) and all program initiatives.

ITSSWG Core Team Membership: The ITSSWG Core Team is made up of each WPAs Chief Information

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Officer or Chief Technology Officer and the FL[DS] Chief Data Officer.

Role: The ITSSWG’s overarching purpose is to oversee the design and development of compliant and quality WPA information technology solutions.

For additional detail on the purpose, scope, and operations of the ITSS Workgroup, the ITSS Charter and Standard Operating Procedure (SOP) are located on the FL WINS SharePoint site.

Roadmap Phasing and Timing:

Roadmap Category	Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Transformational Program Governance																				
Governance Charter & Standards																				
Governance Operations																				
Executive Steering Committee establishment																				
Information Technology Shared Services Core Team establishment																				

KEY STEPS	DEPENDENCIES
1. Governance Charter & Standards – Completed and updated regularly. Identify goals and expectations, accountabilities, structure, roles and responsibilities, processes, meeting cadence, etc.	Senior leadership approval from all agencies
2. Executive Steering Committee establishment – Completed Identify Departmental / Program leadership to serve on Committee Schedule initial review and ratification of the Charter	Initial Charter
3. ITSSWG Core Team establishment – Completed Identify business and system owners to serve as members of ITSSWG Establish technical architecture standards	Initial Charter Updated Information 2024 – this dependency is obsolete with the development of the ITSS Workgroup Charter and SOP
4. Governance Operations – Established and ongoing Regular meetings in accordance with Charter and standards Expand on initial Charter scope over time	Establishment of Governance Charter and Standards, Executive Steering Committee, and Architecture Review Board

Anticipated Business & Process Impact:

Establishing a new governance structure is necessary due to the impact of the FL WINS Program as a whole and the nature of it spanning across three separate agencies. The new or augmented executive governance structures should enable a model of continuous modernization of the WPA systems and will have a significant impact on the processes associated with decision-making, resource allocation, and setting priorities for future enhancements and/or modifications, among others. Chartering of executive governance will help establish the guardrails of where and how FL WINS governance processes will be engaged in the context of overall management across the WPAs. Program executive operations and decision-making will also need to adapt to accommodate the FL WINS governance bodies and their associated increased

dependency/interoperability between agencies and on shared services.

Architecture governance will impact the business of managing technology assets across the WPA Systems domain. Architectural strategies should consider the overall initiative instead of focusing on individual projects within the initiative.

Anticipated Technology Impact:

The WPAs should consider incorporating a technical architecture team to manage the initial implementation more easily and effectively and to help facilitate the ongoing maturation of the enterprise architecture and associated processes. Architecture tools can help govern the increasingly shared IT environments, actively manage shared requirements, and support federal certifications, as appropriate.

Benefits of the Approach:

This approach should provide a clear framework of roles, responsibilities, and processes for FL WINS governance, decision-making, escalation, and communication. Establishing these cross-departmental governance processes should create a structure to enable collaborative prioritization for future enhancements and systems changes. The governance framework should also guide the WPAs in appropriately preparing for, and managing the impacts of, those changes.

Project Dependencies:

The success of the initiative is dependent upon having a high level of commitment, stakeholder buy-in, and executive support. It is vital to have consistent WPA participation and investment of time and effort. Additionally, plans should be established for future integration of FCS and CTE programs and institutions into the FL WINS purview, including representation in the Program’s governance bodies.

Potential Challenges:

Establishing and maintaining a shared vision is a critical dependency for the long-term success of the Program but maintaining continuity of a shared vision could also prove to be a significant challenge. Different visions could exist or arise across the three core agencies that could hinder the effectiveness of shared governance. It is crucial for the WPAs to align on a shared vision from the start and ensure it persists throughout the life of the program. In addition to maintaining a shared vision between the WPAs, the Program’s individual projects will likely conflict with competing priorities within each agency on occasion. When these conflicts arise, executive leadership will need to make decisions on prioritization.

Legal & Policy Working Group (LPWG)

Introduction

The LPWG ensures the accurate, timely, collaborative, and consistent implementation of all relevant laws, regulations, and policies relating to system design and development throughout the initiative. It also plays a leading role in the development and implementation of new state laws, regulations, and policies—as well as the amendment of existing authority—needed to effectively integrate the WPAs systems.

The LPWG must be prepared for intensive activity prior to the initiation of system implementation and throughout the design phase of the Program. During this time, the LPWG will research all existing authority relating to the initiative. The LPWG will:

- Identify issues that must be resolved prior to implementation.
- Support the negotiation and drafting any cross-program memoranda of understandings (MOUs) or service-level agreements (SLAs) needed to effectuate integration.
- Draft policy specification documents that will guide system design.

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- Pursue any remedies needed to ameliorate legal, regulatory, or policy hurdles impeding the achievement of the desired level of integration.
- Participate in requirements-development work sessions to ensure that the solution design adheres to applicable laws, regulations, and policies (e.g., federal, state, local, accessibility).
- Complete an early and comprehensive evaluation of the applicable standards governing system accessibility and provide the oversight needed to ensure delivery of a compliant, accessible, and user-friendly solution.

The LPWG will continue to support the initiative throughout development, but at a less intensive pace. After implementation, the LPWG will continue to function on an ad hoc basis to address any emergent legal or policy issues.

The Legal and Policy Workgroup (LPWG) received its charter in April 2023, with an inaugural meeting held on April 5, 2022. The Program achieved the key steps listed: 1. Membership of the LPWG Program established and is documented, 2. Issues established and regular workgroups occur, 3. Issues review/planning occurs regularly, and 4. Ongoing resolution is being achieved. In pursuit of continuous improvement, the LPWG is being streamlined to meet only when there is something to resolve – prompted by a “problem statement.” To ensure effectiveness of the LPWG, resources have been assigned to provide business analysis and technical writing services. In this manner, a symbiotic relationship is created in which the LPWG guides assigned resources on content that needs to be created; in turn the resources provide content to the LPWG for evaluation and recommendation (if necessary).

Workgroup membership: LPWG members are legal and policy experts, representing the programs that have a stake in the design and operation of integrated Workforce Partner systems. The LPWG serves as the escalation point for legal and policy issues that arise out of design workshops and other activities that support solution design and development. When the LPWG cannot resolve points of conflict, they escalate to the appropriate entities for resolution. The LPWG can expand to include additional personnel on an ad hoc basis to address specific program areas under consideration or any issues affecting cross-program functionality.

Roadmap Phasing and Timing:

Roadmap Category		Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Management	Legal & Policy Working Group																				
	Resource identification																				
	Issue identification & prioritization																				
	Issue review & planning																				
	Issue resolution																				

KEY STEPS	DEPENDENCIES
1. Resource Identification Identify legal and policy experts to serve on the LPWG	
2. Issue Identification & Prioritization Establish process for identifying and tracking issues Regular and/or ad hoc meetings to discuss and prioritize issues identified	LPWG resource identification

KEY STEPS	DEPENDENCIES
3. Issue review & planning Meet, as necessary, to further review issues and establish plans for resolution identification Escalate issues that cannot be resolved to appropriate parties	Issue identification
4. Issue resolution Ongoing resolution of issues as they arise	Issue review and planning

Anticipated Business & Process Impact:

The LPWG is primarily intended to address policy challenges that present barriers to increased interoperability between programs. Additionally, having the LPWG will provide an opportunity to evaluate new policy changes in each program in the context of other program’s policies.

Benefits of the Approach:

This approach provides a clear framework of roles, responsibilities, and processes for addressing legal and policy issues among programs, as well as escalation and decision-making authority, as necessary. An effective LPWG and processes guide how legal issues, policy changes, and associated impacts are managed and communicated to stakeholders.

Project Dependencies:

The success of the initiative is dependent upon having a high level of commitment, stakeholder buy-in, and executive support. It is vital to have consistent WPA participation and investment of time and effort. Additionally, plans should be established for future integration of FCS and CTE programs and institutions into the FL WINS purview, including representation in the LPWG.

Potential Challenges:

As with any new initiative pertaining to programs regulated by federal and state laws and policies, there is the potential for conflicting legal and policy issues that do not have a clear current resolution. Due to this, there may be certain legal and policy issues which require a larger investment of time and resources to reach conclusions.

Updated Information 2023: In April 2023, the Program approved the LPWG charter and an inaugural meeting was held on April 5, 2023. The Program achieved the key steps listed above: 1. Membership of the LPWG Program was established and is documented, 2. Issues have been established and regular workgroups have occurred, 3. Issues review/planning has occurred, and 4. Ongoing resolution is being achieved. In pursuit of continuous improvement, the Program streamlined the LPWG to meet only when there is something to resolve – prompted by a “problem statement.” To ensure effectiveness of the LPWG, the Program assigned resources to provide business analysis and technical writing services. In this manner, a collaborative relationship exists. The LPWG guides assigned resources on content that needs to be created and the resources provide content to the LPWG for evaluation and recommendation (if necessary).

Updated Information 2024:The LPWG established meeting cadences to address identified problem statements that require resolution to support full implementation of the TOM. Program business analysts (BAs) compiled a backlog of problem statements with priority rankings for each. Once the implementation phase of the Program begins, the BAs will align each problem statement to the Integrated Program Schedule to ensure timely resolution and support the development timeline.

The LPWG is conducting an analysis of all federal and state regulations relevant to FL WINS WPA in-scope programs and systems to confirm that there are no existing governing statutes, rules and/or policies that

would prohibit the implementation of FL WINS or prevent its vision for cross-agency interoperability from being realized.

The LPWG is also conducting an analysis of reporting requirements for in-scope programs and services at each WPA. The goal of this analysis is to help the FL WINS Program identify the common data elements necessary to produce each report. Knowing what common data elements are required for WPA reporting will help the Program better understand how the primary, secondary, and tertiary assignment of each data element can best support the integrated data model, while not obstructing the reporting requirements unique to each WPA.

Business Planning and Communications

The key assumptions used to develop the detail for the Business Planning and Communication project included:

- Communications and change management aimed at driving awareness and adoption of the solution will be required throughout the Program.
- Adequate time will be allotted for approval of Targeted Communications through the Governor's Office and/or other agency review processes to ensure all identified stakeholders receive the appropriate communications.
- All WPAs will be involved in both Joint Application Development (JAD) sessions using an agile approach with cross-functional teams to identify requirements and business process redesign sessions. JAD sessions are a process used to collect business requirements from various stakeholders.
- All WPAs will be directly involved with identifying the people, processes, and technology necessary when aligning the TOM to the overall vision and strategy of the Program by describing the desired state of the operating model. The TOM is the comprehensive blueprint for aligning the organization to deliver and execute the identified strategic objectives.
 - The goals of the Program and how they will be achieved must be clearly defined among all WPAs.
- To minimize resistance and maximize buy-in of the various stakeholder groups, the change management plan and communications plan will be developed in coordination with each other.
 - The key messages, timelines, and milestones of the Program should be the basis for both plans.
- A shared services approach will require WPAs to support functionality that delivers higher quality and better value services to Floridians statewide but may involve changes to some agency-specific business processes.

Business planning and communications provides an opportunity to develop a strategy for improving performance while utilizing key messages and tactics to engage with all relevant stakeholders impacted by the overall Program objectives. Further, agencies can provide stakeholders with information that connects their needs and expectations to the vision and strategy of the Program.

When developing the business strategy, it is important to determine a vision and set clear goals for the project. Further, the business strategy needs to set priorities, identify resources and available funding, establish desired outcomes, and define WPA accountabilities.

Business planning and communications includes efforts to address components of the following three (3) project categories:

- Enterprise Communications Strategy

- Target Operations & BPR
- TCM

Each of these project categories is explained in further detail below.

Enterprise Communications Strategy

Introduction

Given the broad scope of programs within the workforce development partnership, the numerous and diverse population of Floridians that interact with the partnership, and the myriad interested support groups, advocates, and other stakeholders, a robust, coordinated, and ongoing communications strategy will essentially contribute to the Program’s success.

A coordinated communications strategy helps provide target audiences with accurate information throughout the Program (why). Further, it helps determine who will be receiving specific communications, what will be communicated, when communications will be distributed, how communications will be provided, and where stakeholders can find additional information. It will be vital for communications to not be solely focused on project details and status updates. Communications need to articulate what changes are happening and how these changes are beneficial to providing Floridians a more coordinated government effort to help them train for and obtain a career of their choice.

The need and complexity of communicating an ambitious and holistic business change is easily underestimated. For this Program (project category), it is necessary to articulate a consistent message of project outcomes. The purpose of this enterprise communication strategy is to ensure that applicants, clients, and agency staff are aligned on the outcomes of the projects. It should begin at the start of the project and continue throughout to help ensure that all stakeholders are aware of, and become fully engaged in, the new capabilities available to them when complete. The communication plan must identify priority communications goals, the intended audiences and outline a framework for understanding and implementing the communications strategy.

Roadmap Phasing and Timing

Roadmap Category		Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business Planning & Communications	Enterprise communications strategy																				
	Identify stakeholders (customers, partners)																				
	Communications strategy, plan, & toolkit																				
	State workforce partner communication support																				
	College awareness communication support																				
	Communications content development																				
	Create targeted communications campaigns																				
	Target Operations & BPR																				
	Establish shared services accountabilities																				
	High level TOM / Macro Org Design																				
	Business process re-engineering																				
	Detailed business requirements																				
	Transformational Change Management																				
	Stakeholder identification																				
	Change readiness evaluation																				
	Organizational Change Management Plan																				
	Organizational Change Management																				

KEY STEPS	DEPENDENCIES
1. Identify stakeholders – Completed Identify key stakeholder groups that will need some level of communications	PMO establishment
2. Communications strategy, plan, & toolkit – Established and Ongoing Establish a communications plan Determine communications channels Determine frequency and sequencing Determine the sender Define intended outcomes	Executive Steering Committee approval
3. Communications content development – Established and Ongoing Develop content for target stakeholders based on plan WPA communication support College communication support Determine relevant topics Collaborate on objectives Determine key messages Align with change management plan	Communications strategy
4. Create target communications campaigns: Established and Ongoing Deliver communications Gather feedback Update as needed	Communications strategy

Anticipated Business and Process Impact

With the amount of stakeholder groups involved with this project, it is vital for communications not to focus solely on project details and status updates. Communications need to articulate what changes are happening and how these changes are beneficial to providing Floridians a more coordinated government effort to help them train for and obtain a career of their choice. Further, it is important to collaborate on key messages that are shared across agencies and the state. Lastly, the communications must provide the goals of the Program as well as a mechanism for stakeholders to provide feedback and ask questions. Specific attention to messaging should be considered when collaborating with the various WPA stakeholder groups as well as colleges.

Anticipated Technology Impact

There are several templates available in the market to develop a communications plan. For this Program, a detailed analysis of which types of communication channels (e.g., texts, emails, social media) best convey the information and outreach being shared to stakeholders is necessary. Once identified, some investment may be needed to ensure messages are received by intended audiences through those channels.

Benefits of the Approach

Having a streamlined communications plan minimizes the chances for misunderstandings and misinformation to derail the outcomes of the project. Also, clearly stating the goals and objectives of the Program through targeted communications keeps all stakeholders focused on the outcomes. Lastly, a well-

developed communications plan provides transparency for the entire Program. Stakeholders will be continuously informed of changes and progress which builds trust. This is extremely important when providing information to the various WPA stakeholder groups and the colleges.

Project Dependencies

To minimize resistance and maximize buy-in of the various stakeholder groups, the Program should develop the communications plan and change management plan in coordination with each other. It is important to ensure the key messages, timelines, and milestones of the project are the basis for both plans. Additionally, the Program needs to conduct ongoing analysis throughout the duration of the Program to determine if key messages were received, understood, and any relevant feedback was provided back by recipients. Lastly, messaging should be adjusted, when necessary, based on stakeholder feedback and analysis.

Potential Challenges

When implementing a statewide communications plan, inconsistencies in messaging can occur which can reduce awareness of the Program's goals. In addition, each agency may have specific review processes required before disseminating a targeted communication across the state to specific audiences. While not only relevant to communications planning, digital access (e.g., broadband internet service, internet-enabled devices) and digital literacy issues can limit which communication vehicles are available to use when providing key messages to stakeholders across the state.

Updated Information 2023: In June 2023, the Program achieved the key steps above: 1. The TCM project team conducted a stakeholder analysis.. The same team deployed an initial change readiness assessment in May 2023 and finalized it in June 2023. 2. The BSTA contractor developed a communication management plan in consultation with the TCM contractor. 3. In turn, the TCM contractor developed contented for the target stakeholders aligned with the Change Management and Communication Plan. 4. Together, the above activities deliver a cohesive approach to managing communications campaigns that is led and managed through the Program's TCM.

Updated Information 2024:

The Program established a Change Management and Communication Plan. The Program operationalized a partnered vendor/agency led TCM team in the spring of 2023, supporting the Program's communication and organizational change management initiatives.

The TCM team produced the following documents to provide guidance around communications and change management related to the Program as it continues to mature (documents will continue to be updated as needed):

- FL WINS Style Guide
- Stakeholder Analysis
- Training Needs Assessment and Approach
- Change Management and Communication Plan

To-date, the Program conducted two Change Readiness Assessments to evaluate WPAs preparedness and ability to successfully navigate the changes associated with the Program. A third assessment is scheduled to align with the technology solution vendor onboarding and kickoff. The Program established a Change Champion Network, engaging stakeholder groups as they become impacted by various Program milestones.

Target Operations and BPR

Introduction

The initial stages of the transformational journey can have the most profound impact on the Program's

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ultimate success. It is during this stage that the Program makes strategic decisions and determines the future state. The quality of the outcome is in direct relation to the clarity with which the Program addresses its vision and defines the strategic objectives. This project category helps evaluate the TOM and BPR impacts across all the projects identified in the Roadmap. The target operations and BPR project category is tasked with redefining the workflow of dealing with clients in an integrated way, transferring and escalating between agencies, and tracking tasks that may increase dependencies across agencies. Further, this project category considers how the Program should reengineer business processes to improve future-state operational performance. The TOM should be the framework for defining the business vision of the Program and aligning it to the core capabilities, functionalities, and processes to deliver value to both internal and external stakeholders. Part of the TOM should focus on the business value of designing a shared services IT workgroup to assist and manage the service delivery model associated with a hybrid integration approach. This would help enhance user satisfaction and facilitate transformation of the current business model by providing expertise on operational tasks and specific technologies. Further, this workgroup would be responsible for directing and coordinating efforts throughout the transition period when shifting to a shared services approach.

Roadmap Phasing and Timing

Roadmap Category		Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business Planning & Comm	Target Operations & BPR																				
	Establish shared services accountabilities																				
	High level TOM / Macro Org Design																				
	Business process re-engineering																				
	Detailed business requirements																				

KEY STEPS	DEPENDENCIES
1. Establish shared services accountabilities – Established and underway Determine operational decision-making Create a shared services workgroup	Governance Tier 2
2. High level TOM / Macro Org Design – Established and underway Establish a shared business vision Determine overall transformation strategy Identify people, processes, and technology Create plan & organizational framework	Governance Tier 2 and then coordination with Tier 3
3. Business Process Reengineering – Developed and Validation underway Create design principles Map staff & client journeys Define capabilities Conduct BPR sessions	TOM
4. Detailed Business Requirements – Developed and Validation underway. Conduct joint application development (JAD) sessions	TOM

KEY STEPS	DEPENDENCIES
Create a business requirements document (BRD) Create a RTM	

Anticipated Business and Process Impact

BPR design needs to be considered holistically at a macro level to understand business dependencies and impacts across projects as well as a detailed step by step level. This means time should be dedicated to reviewing all current activities and tasks being completed by the various agencies to determine areas in which these activities and tasks could be simplified or eliminated. Implementation of business process changes within each WPA program will need to be managed in the context of ongoing improvements within each agency, whether the changes are unique to the specific WPA program or are incorporating new shared service-based processes. When designing for the future state, the Program should evaluate both the automation opportunities associated with new and improved system functionalities as well as possible manual activity changes to accommodate other redesigned business processes. The TOM should be developed to clearly highlight how the WPAs intend to provide functionality in the future to benefit all impacted stakeholders. It provides the “big picture” of the future state across all business and technical domains of the project.

With investment in more shared services, evaluations within agencies should include possible program process changes that will cross-benefit agencies. The fundamental aspects of the TOM will help to define the business and systems architecture of the hybrid integration approach across all agencies.

Anticipated Technology Impact

It is important for the TOM to have the appropriate technology infrastructure to support the people and reengineered business processes for improving access and promoting self-sufficiency. This includes the environments, applications, and integrations that enable automation processes of the technology solution.

Benefits of the Approach

Detailed requirements will contribute to automation and integration of business processes that cross WPA programs while business process design sessions can facilitate alignment of tasks that may exist in separate systems of record across agencies currently.

A shared services approach will require WPAs to support functionality that delivers higher quality and better value services to Floridians statewide but may involve changes to some agency-specific business processes. Further, a shared services approach also enhances transparency and provides quicker responsiveness to changing business and policy needs across agencies.

Project Dependencies

To start, coordination and collaboration amongst WPA groups and colleges will be necessary when developing the TOM. The ability to coordinate reactions to problems, opportunities, and constraints in the BPR phase across agencies will be key aspects of the TOM. Further, resolving preferential dependencies for completing existing tasks in a certain way or sequence that may exist within each agency. Lastly, the timeline for development of the TOM and applicable design sessions is dependent on completion of work from other ongoing projects within each agency or college that may take priority over this Program in the short-term due to previously obligated funding.

Potential Challenges

Flaws in the TOM can adversely impact desired business outcomes over the Program long-term. If the TOM is not correctly aligned to specific business processes, agencies may continue to function in silos which creates inefficiencies and limits access to Floridians. Also, it can be difficult getting all WPA groups

involved in both JAD and business process redesign sessions. Additional challenges may exist in finding alignment of business processes, requirements, and prioritization of needs across agencies to define a clear workflow solution. However, these sessions allow stakeholders to quickly come to an agreement on the specifications and functionalities needed for Program success.

Updated Information 2023: The following key steps were achieved: 1. Established the IT Shared Services Workgroup. 2. The BPR team drafted a TOM, created customer journeys, conducted Art of the Possible workshops (BPR session), and assembled an RTM. 3. With progressive elaboration of the Program, Program leaders re-sequenced the BPR contract deliverables to accelerate delivery of the TOM. The TOM and associated RTM are critical to fostering a common understanding agreement of the FL WINS system’s future state.

Updated Information 2024:

The Program established a TOM with approval of all elements in May 2024. The roadmap outlined in the FL WINS TOM brings together approximately 42 programs across three WPAs (DCF, DOE, and FloridaCommerce) and workforce partner (CSFL) to provide a streamlined experience for customers and provide a ‘no wrong door entry’ point for workforce services across the state of Florida. The future state experience design includes the results of over 33 validation sessions, as well as 20 case worker, case manager, and customer sessions.

Several consistent customer experience themes emerged from the sessions, including uncertainty navigating the process regarding multiple WPA involvements, self-service options, and limited awareness of additional programs and services. The high-level RTM addresses the customer experience themes by detailing functional design capabilities focused on usability for individuals enrolled in multiple programs with a need for additional referrals. The Program developed a future state journey to address the pain points identified during discovery and provide the ideal customer experience. While the TOM and RTM outline all components, capabilities, features, and both functional and technical requirements for the FL WINS Program, the Program will implement these themes in an iterative approach to achieve higher quality, reduce risks, and better align with customer needs.

TCM

Introduction

Comprehensive change management processes and procedures are necessary for all internal and external stakeholders to understand and be prepared for all the changes required to support a hybrid integration approach. TCM provides a framework for identifying and mitigating risks and challenges associated with changes to people, processes, policy, technology, and organizational structure. A defined change management strategy can help reduce costs during a phased implementation and improve “buy-in” by stakeholders of the new business processes being developed for the project.

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business Planning & Comm	Transformational Change Management					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Stakeholder identification			█	█	█	█	█	█	█	█	█	█								
	Change readiness evaluation					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Project Change Management Plan					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Project Change Management					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

KEY STEPS	DEPENDENCIES
1. Stakeholder identification – Established and ongoing Identify key stakeholder groups that will be impacted by changes	PMO establishment
2. Change readiness evaluation – Established and ongoing. Determine impact of change on various stakeholder groups Survey and evaluate stakeholders’ readiness Assess potential risks and resistance	Governance approval
3. Project change management plan – Completed and updated as needed. Establish a change management plan Engage with committed leadership Create measurable goals Determine stakeholder training needs	Governance approval
4. Project change management – Established and ongoing Deliver targeted and effective communications aligned with the enterprise communications strategy Implement stakeholder training Gather feedback and analyze performance Update as needed	Change management strategy

Anticipated Business and Process Impact

There are many stakeholders whose input and opinions determine the overall success of the project. Time should be given to prioritizing stakeholder groups as well as identifying the level of impact upcoming changes will have on each stakeholder group. Given the scope of this project, there are significant changes to some established business processes and system functionalities. It is important to engage with all identified stakeholder groups to gain an understanding of their needs and willingness to accept changes.

Data collection methods, including interviews, focus groups, and surveys, should be used to obtain valuable insight into the various stakeholder groups. This information will help to determine the needs, perspectives, and pain points of various stakeholder groups.

Anticipated Technology Impact

There are various tools and methodologies available to design, assess, manage, train, and measure the effectiveness of organizational change management processes. This includes process maps, Gantt charts, the Prosci ADKAR Model, Kotter's 8-Step Change Model, ChangeGear Change Manager, Remedy Change Management 9, etc. Any of these options alone or in combination can help manage change, reduce resistance from stakeholders and sustain success of the Program in the future.

Benefits of the Approach

Utilizing the information gathered from the readiness assessments as well as the stated Program goals, a change management strategy and plan can be created to define the overall transformational change management approach. The plan helps ensure that there is alignment and commitment at the leadership level, that the goals of the project are tied to strategic business objectives, and to maintain momentum and support throughout the lifecycle of the project. Further, the plan provides an overall framework for all change management tasks and activities. Lastly, the change management plan should identify the training needs of the various stakeholder groups.

Project Dependencies

To minimize resistance and maximize buy-in of the various stakeholder groups, the change management plan and communications plan should be developed in coordination with each other. It will be important to ensure the key messages, timelines, and milestones of the project are the basis for both plans. Strategies and activities described in the change management plan should be adjusted, when necessary, based on stakeholder feedback throughout the lifecycle of the project.

Potential Challenges

Often, organizational change management planning does not begin at the start of a project. When this happens, there is a greater chance for pushback from stakeholder groups when changes are implemented. Another challenge can exist when trying to align the priorities of the project management plan and the change management plan. It is important to ensure both plans complement each other to provide a greater ROI from the amount of time, resources, and funds allocated for the project.

Updated Information 2023: The Program achieved the following key steps: 1. The TCM project team conducted a stakeholder analysis in May 2023 and finalized in June 2023. 2. The same team deployed an initial change readiness assessment in May 2023 and finalized in June 2023. 3. The BSTA contractor developed an organizational change management plan in consultation with the TCM contractor. 4. The TCM contractor created a Change Management and Communication Plan. Together, the above activities deliver a cohesive approach to managing change through the Program's TCM team.

Updated Information 2024:

The Program established a Change Management and Communication Plan. The Program operationalized a partnered vendor/agency led TCM team in the spring of 2023, supporting the Program's communication and organizational change management initiatives.

The TCM team produced the following documents to provide guidance around communications and change management related to the Program as it continues to mature (documents will continue to be updated as needed):

- FL WINS Style Guide
- Stakeholder Analysis
- Training Needs Assessment and Approach
- Change Management and Communication Plan

To-date, the Program conducted two Change Readiness Assessments to evaluate WPAs preparedness and ability to successfully navigate the changes associated with the Program. A third assessment is scheduled to align with the technology solution vendor onboarding and kickoff. The Program established a Change Champion Network, engaging stakeholder groups as they become impacted by various Program milestones.

3. IT Operations & Management

Roadmap Category		Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)				
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
IT Operations and Management	Establish Information Shared Services & Data Management																					
	Enterprise Data Governance																					
	Establish a role for a Chief Data Officer																					
	Define and socialize a governance model																					
	Implement ownership & data stewards group																					
	Develop and maintain enterprise wide data dictionary																					
	Develop defined processes and structured roles for the management of information and data																					
	Establish & maintain data entry controls																					
	Enterprise Architecture																					
	Architecture Development Management																					
	Target shared application architecture																					
	Target shared information architecture																					
	Develop & Validate Technical requirements																					

The key assumptions used to develop the detail for the IT Operations & Management project included:

- All WPAs will appoint adequate subject matter experts to participate and/or serve roles (as necessary) in the establishment and ongoing responsibilities of the data governance and enterprise architecture functions.
- Data Governance
 - A primary data contact will be established who is empowered to make decisions about data
 - Coordination with LPWG to identify data-related issues
 - In collaboration with LPWG, data-sharing questions and concerns will have been documented and addressed prior to final development of an enterprise data dictionary or processes and roles for managing information/data
- Enterprise Architecture
 - ITSS Core Team and Focal Area groups are established in time to review and approve Target Shared Application and Information Architecture, completed.

Information-technology operations and management (ITOM) is a leading component of a successful integration efforts. It is within this area that key decisions will be made about the information and technology strategies that must be implemented to enable interoperability across originally autonomous systems.

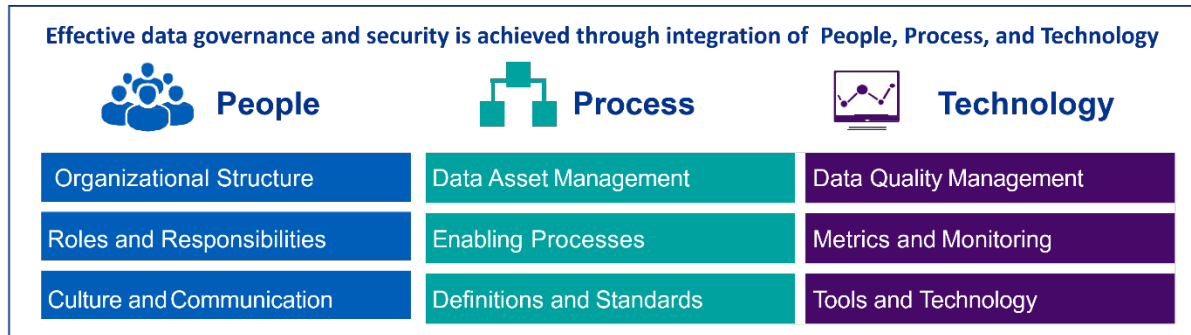
The professionals who direct this effort should be effective leaders vested with the authority needed to unite a large and diverse stakeholder group. Substantively, those operating within this domain should have sophisticated knowledge of cutting-edge integration practices and tools as well as intimate understanding of the structures and operations of the target systems.

The ITSS Core Team Workgroup will review recommendations provided by focal areas within this group. The focal area groups will be represented by each WPA and will be presented problem statements and, if needed, come together to develop and provide a recommendation to the ITSS Core Team, which will either move the recommendation up the governance structure or approve if it is at their decision metric level.

4. Data Governance

While integrating systems or migrating many systems into one system, the appropriate management and governance of data is among the most critical considerations, as improper data management could materially impact any of the following:

- Ability to serve current and potential clients
- Manage and measure risk effectively
- Meet regulatory compliance requirements
- Achieve operational and technological efficiencies
- Make informed business decisions
- Data sharing and privacy



The most innovative analytics, if built on a weak data foundation, can complicate and confuse insight at best and lead to the wrong conclusions at worst. The Program plans to use a business-centered approach, linking the business strategy (and regulation) and data analytics strategy to develop a comprehensive data governance framework.

Foundation of Data Governance		
Capability	Description	Benefits
Data Catalogue	A data catalogue is comprised of a set of data that gives information about other data, base tables, synonyms, views or synonyms and indexes, which enables capabilities that allow any type of user (developers, data scientist) to discover and consume data sources.	<ul style="list-style-type: none"> • Democratisation of data • Data security • Easily on board new & trusted data • Authoritative data source
Data Lineage	Data lineage includes the data's origins, what happens to it and where it moves over time. Data lineage gives visibility while greatly simplifying the ability to trace errors back to the root cause in the data analytics process.	<ul style="list-style-type: none"> • Target to Source mapping • Data Glossary & Dictionary • Change Management
Master Data Management	In business, Master Data Management (MDM) is a method used to define and manage the critical data of an organisation to provide, with data integration, a single point of reference. The data that is mastered may include reference data- the set of permissible values, and the analytical data that supports decision making.	<ul style="list-style-type: none"> • Eliminate poor quality data • Authoritative source • Consistency • Agility, faster response to change
Data Quality	Data quality refers to the condition of a set of values of qualitative or quantitative variables. It must fit for its intended use in operations, decision making and planning.	<ul style="list-style-type: none"> • Increased revenues • Reduced costs • Less time spent reconciling data • Improve confidence in analytical systems • Increased customer satisfaction
Metadata Management	Metadata management includes managing data that describe other data, whereby this "other data" is generally referred to as the actual data that runs the system. Metadata are catalogues, dictionaries, and taxonomies.	<ul style="list-style-type: none"> • Clarity of relationships • Clarity of data lineage • Consistency of definitions

The high-level elements of an effective framework for the governance of data within a workforce information system are outlined in the chart below. It is premised on best practices, as well as the following facts and assumptions about the workforce partnership:

- The workforce partnership is a federation of state, local, public, and private entities that play a wide range of roles in the administration and delivery of workforce training and educational services.
- While a workforce-information system will entail the sharing of some partnership data, other information will only be of interest to the agencies that collect or create it.
- A centralized body should be formed to establish consistent, system-wide data standards needed to

enable data sharing. Some regulations might also be applied more broadly to generally standardize and enhance partnership data.

- Authority to decide certain data issues could be left to the data owners. This might include, for example, decisions regarding application of an agency’s own policies or the applicability of an oversight authority’s data rules.
- Given the diversity of interests and the relatively large number of agencies within the partnership, there is a need for a representative, centralized governance body. Individual agencies—or voluntary coalitions of agencies—could also be established to manage decisions that are best left to data owners. This decentralized cohort could also be charged with responsibility to ensure agency compliance with broader principles and standards.

The initial proposed framework for data governance is below. This framework is subject to change and will evolve during the early stages of the roadmap devoted to firmly establishing the strategy, policies, and processes associated with data governance for the WPA systems. It portrays the consideration and planning the Program is devoting to data governance for these efforts.

The Program did not update the sections and groups below from the originally submitted Schedule IV-B. Although the Program will adhere to the Proposed Data Governance Committee duties and responsibilities, the next updated Schedule IV-B in FY 24-25 may have an updated term and name for this group.

Updated Information 2024: The roles of the ITSSWG is described in the subsequent table. The workgroup is conducting discovery to identify data governance across the WPAs. This discovery will lead to the comprehensive data governance structure for the Program.

STRUCTURE/ FUNCTION	DESCRIPTION
Interagency Data-Governance Committee (IDGC)	<p>An interagency data-governance committee (IDGC) should be established to preside over the shared data interests of the in-scope departments and agencies.</p> <p>The committee should be composed of members who represent the interests of the in-scope agencies (currently, FloridaCommerce, DOE, DCF, FLDS, CSF, and the REACH Office. Membership should also include representatives of the partnership agencies.</p>
Agency Data-Governance Committees (ADGC)	<p>Each in-scope agency should appoint a person or group to oversee the agency’s data governance (ADGC). Alternatively, similar agencies could voluntarily combine to form ADGC consortia.</p>
General IDGC Duties	<p>The IDGC maintains inventories of the data elements held by the in-scope partners. These inventories include basic information about the data, such as:</p> <ul style="list-style-type: none"> Description Format Source Data ownership, including the scope of authority to make decisions about data, such as access and quality standards Agencies that utilize shared data elements Quality indicator Lifecycle information (i.e., production, retention, retirement) Whether the data is shared—or available for sharing

STRUCTURE/ FUNCTION	DESCRIPTION
	<p>The authoritative version of a data element for situations in which multiple agencies collect or hold the same information)</p> <p>The IDGC maintains an indexed repository of the service-level agreements that are in effect between in-scope agencies to enable data sharing.</p> <p>The IDGC maintains a catalog of the relevant laws and policies that govern data management, use, and sharing. This information is available to in-scope agencies.</p> <p>The IDGC adopts generally applicable data policies and standards, designed to promote system-wide consistency, data hygiene, and security and to ensure appropriate data availability, access, and use. Standards cover:</p> <ul style="list-style-type: none"> Data definitions Data taxonomy Data formats Data-quality, addressing: Accuracy, Currency, Completeness, Trustworthiness, Consistency, Validity Data safeguards, addressing: Security, Confidentiality and privacy, Integrity (e.g., read only; read/write) Availability Storage Backup Audit Data-retention Metadata, for example: Data source, Creator, Creation time, Creation method, Standardization, facilitating interoperability, Purpose, Data quality, Access rules, Usage and tracking, Modification Data-breach policies SLA format and content Acceptable-use policies <p>The state will need to determine whether—or to what extent— this authority extends to agency-specific data.</p>

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STRUCTURE/ FUNCTION	DESCRIPTION
General ADGC Duties	<p>The ADGCs:</p> <ul style="list-style-type: none"> Represent the agencies on the IDGC Enforce IDGC data standards Promulgate additional standards needed to augment or supplement IDGC standards Establish agency standards for the use of external data. For example: <ul style="list-style-type: none"> Minimum standards for quality Reverification requirements Use restrictions User restrictions Train agency staff on applicable data standards and rules Represent the agency in: <ul style="list-style-type: none"> The evaluation of requests to receive agency-held data; and Seeking access to data that is held by others.
IDGC Data-Sharing Requests	<p>The IDGC can identify data elements that are candidates for interagency sharing. It can invite representatives of data-holding agencies to present relevant information about the data elements. This might include:</p> <ul style="list-style-type: none"> The source of the data Collection method Data format Potential restrictions on sharing, use, or reuse The holding's agency's assessment of the data quality (e.g., accuracy, recency, completeness, credibility, etc.) <p>If the IDGC decides that an agency's data should be incorporated within the workforce information system, the agency that holds the data is notified and provided an opportunity to evaluate sharing request.</p>
Interagency Data-Sharing Requests	<p>In-scope agencies can ask other in-scope agencies to share data that they hold. Holding agencies are provided an opportunity to evaluate sharing requests.</p>
ADGC Review of Data-Sharing Requests	<p>The holding agency's ADGC reviews sharing requests and determines whether sharing is permissible. If the ADGC determines that sharing is either prohibited or restricted, it notifies the requesting entity and provides the reasons for its position, including references to any relevant legal or policy authorities.</p>
Additional Information	<p>If the holding ADGC determines that its information may be shared, it provides the requesting entity information that includes:</p> <ul style="list-style-type: none"> The source of the data Collection method, if known Data format

STRUCTURE/ FUNCTION	DESCRIPTION
	Potential restrictions on sharing, use, or reuse (e.g., read-only access, user restrictions, duration of availability, etc.) Data quality (e.g., accuracy, recency, completeness, credibility, etc.)
Service Level Agreement	If the requesting entity elects to pursue the data, the agencies negotiate and execute an SLA that identifies the data and specifies: The transmission method Data format Included metadata Usage limitations, including end dates Any other prescribed behaviors regarding data use and keeping
Data Management	The IDGC and ADGCs appoint data managers, as needed, to: Implement and enforce the applicable data standards and practices Employ IT tools to help surface data-quality issues
Monitoring	The IDGC and ADGCs establish ongoing procedures to audit data and monitor data management and use to ensure compliance with applicable data standards
Dispute Resolution	Dispute-resolution processes should be established to address: Controversies that cannot be resolved at the IDGC level Disputes among agencies regarding the management, availability, or use of data

Establish Enterprise Data Governance

Introduction

The overarching objective of this initiative is to bring together a large number of free-standing systems and to forge an interoperable system that enables the frictionless flow of data. For the most part, these systems are individually owned and operated. They were developed at different times, with different technologies, and for different purposes. And, while there is a substantial amount of common data within these systems, there are disparities in how the information is defined, formatted, and governed.

Given this complexity, and the many challenges it engenders, it is imperative that there be explicit, coordinated, and sophisticated systems in place to ensure that data remains usable, available, and secure. A capable governance infrastructure is essential to develop, implement, and enforce the standards, practices, and policies that will be required to successfully configure existing data and to ensure the effective collection, storage, and utilization of information over time.

Mentioned earlier and represented now on the individual project roadmaps, the ITSSWG is developing data governance and enterprise architecture. This was an intentional shift, by Program Leadership, away from the above recommendation. The shift was based on the strength of the Program’s governance structure, and strategically avoiding duplicative work and unnecessary redundancy in decision making. Strategically, this helps maintain consistent decision making – by following the Program’s escalation path to the appropriate governance tier. Tactically, the ITSS Focal Groups (specialists in specific areas like security) generate recommendations and elevates them through the ITSS Core Group (designated IT leaders from each WPA)

to the appropriate governance tier for approval.

The following roles support the governance of the data within FL WINS:

- Chief Data Officer, this is the Statewide Chief Data Officer
 - Member of the executive group overseeing the enterprise initiative.
 - Role: Responsible for establishing and overseeing the overall data strategy that will guide the design, implementation, and integration of the WPA systems.
- Data Governance Committee, the section and this group have not been updated from the originally submitted Schedule IV-B. Although the Program will adhere to the Proposed Data Governance Committee duties and responsibilities, the next updated Schedule IV-B in FY 24-25 may have an updated term and name for this group.
 - Senior information-technology leaders representing the data interests of the in-scope stakeholders.
 - Role: Develop the standards and procedures needed to define, collect, store, manage, integrate, analyze, protect, and ensure the quality of the data that will be used within the system.
- Data Stewards Group, the section and this group have not been updated from the originally submitted Schedule IV-B. Although the Program will adhere to the Proposed Data Governance Committee duties and responsibilities, the next updated Schedule IV-B in FY 24-25 may have an updated term and name for this group.
 - Information-technology specialists from across the enterprise.
 - Role: Ensure the quality and fitness of enterprise data and resolves data problems that arise. Ensure compliance with data security and confidentiality requirements.
- **Updated Information 2024:** The ITSSWG is fulfilling the following roles.

Roadmap Phasing and Timing

Roadmap Category		Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)				
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Initiations and Management	Enterprise Data Governance																					
	Establish a role for a Chief Data Officer																					
	Define and socialize a governance model																					
	Implement ownership & data stewards group																					
	Develop and maintain enterprise wide data dictionary																					
	Develop defined processes and structured roles for the management of information and data																					
	Establish & maintain data entry controls																					

KEY STEPS	DEPENDENCIES
1. Establish Role for Chief Data Officer, completed this is the Statewide Chief Data Officer Develop an information strategy, ongoing Assemble a data-leadership team from across the Workforce Partnership this has been established and has met once.	Senior leadership approval from all agencies
2. Define and socialize a governance model: Currently being established. Establish a governance structure that supports timely and	Initial charter – ITSSWG Charter and SOP completed 2024 Stakeholder conceptual buy-in Mature enterprise architecture,

KEY STEPS	DEPENDENCIES
<p>definitive decisions regarding the standards, policies, and practices that will guide development of the program Develop the standards and policies that will be employed to develop common data definitions, cleanse existing data, and maintain adherence to data principles Produce and publish a document clearly defining the roles and responsibilities of the individuals and groups who will develop and implement the activities needed to set the stage for integration Convene a meeting of the stakeholder group to introduce, ratify, and normalize the project governance structure</p>	<p>mapping data-to-business functions</p>
<p>3. Implement a Data Stewards Group, group is formed, ongoing efforts to build out group as proof of concepts are matured from the BPR activities.</p> <p>Appoint information-technology staff from in-scope agencies and programs to serve as members of Data Stewards' group. The Data Stewards' group is responsible for:</p> <ul style="list-style-type: none"> Developing and maintaining the enterprise data model Profiling source data Developing standardized data-element definitions and formats Mapping data flows between systems Cleansing and deduplicating data Measuring and reporting on data quality Defining guidelines for creating and maintaining data Documenting data in a data dictionary Identifying and resolving data problems. 	<p>ITSS Focal Groups established 2024 Mature information strategy Overarching organization and coordinating leadership Participation of representative subject-matter experts Clearly defined data standards, practices, and policies</p>
<p>4. Develop Enterprise-Wide Data Dictionary, this is a vendor activity through the BPR project.</p> <p>Conduct an inventory of the data elements that are currently used by the in-scope programs and agencies Identify duplicate or similar elements Where feasible, merge like and similar elements into new, common elements that can be utilized throughout the Workforce Partnership Organize the Workforce Partnerships' data elements into a compendium of data owners, definitions, formats, and structures</p>	<p>Comprehensive articulation of integration strategy Cooperation of, and participation from, in-scope agencies and programs Detailed understanding of source data Appreciation of the individual data needs of in-scope stakeholders Catalog of external integrations and data requirements</p>
<p>5. Develop Defined Processes and Structured Roles for the Management of Information and Data, this is an ongoing BPR effort.</p> <p>Define detailed roles and responsibilities for: Chief Data Officer</p>	<p>Well-developed information strategy Mature information architecture Detailed understanding of source program's data standards and requirements Clear direction as to receiving entities'</p>

KEY STEPS	DEPENDENCIES
Data-Governance Committee Members Data Owners Data Stewards Develop methodologies for: Determining data-quality standards and, measuring, monitoring, and documenting data-quality. Documenting data-related standards and frameworks. Data sharing protocols Data creation and maintenance Ongoing management of information	data needs and intended utilizations Well-developed security and confidentiality standards Taxonomy of roles and responsibilities of data users
6. Establish Data-Entry Controls Develop standards and methods to ensure that data entered into the system is complete, adequate, and reliable	Well-developed data dictionary, establishing content and format requirements for each element

It is important to note that both the Data Governance Committee and Data Stewards from each WPA have been identified and are engaged, although they may not be specified out in this format, they are working towards common ground in the Program’s long-term data governance objectives.

As mentioned in an earlier update, the ITSSWG is developing the data governance and enterprise architecture. This was an intentional shift, by Program Leadership, away from the above recommendation. The shift is based on the strength of the Program’s governance structure, and strategically avoiding duplicative work and unnecessary redundancy in decision making. Strategically, this helps maintain consistent decision making – by following the Program’s escalation path to the appropriate governance tier. Tactically, the ITSS Focal Groups generate recommendations and send through the ITSS Core Group (designated IT leaders from each WPA) to the appropriate governance tier for approval.

Anticipated Business and Process Impact

In-scope entities must allocate staff resources for the design, development, and governance of FL WINS. System owners should undertake an architectural approach to the mapping of their applications, technologies, and data to their business capabilities and processes. Businesses should review their existing processes and engage in redesign where access to new data can enhance the value of delivered services. Programs and administrators should reevaluate how to leverage access to new data to enhance analytics.

Stakeholders must agree on the entities that “own” shared data elements, who may modify data, and how to handle data conflicts. All interested parties need to participate in the alignment, deduplication, and data cleansing that is necessary to enable efficient data sharing. All current data owners need to reevaluate their security and confidentiality rules to determine the conditions and circumstances for data sharing. Data users need to evaluate their data needs and establish protocols for determining the data elements that can be received, and the conditions under which the data can be accessed and employed.

Agencies and programs must reevaluate their technical infrastructure to determine how to modify systems to ingest new data, and how to store, implement, view, alter, and retransmit.

Anticipated Technology Impact

The data governance established for this initiative establishes the foundation for the design, implementation, and configuration of much of the technology needed to support integration. As such, it is important that the effort begins early enough to inform subsequent decisions regarding technology.

WPAs must allocate IT staff to support or undertake the activities listed above in the section on business and

process impact.

Benefits of the Approach

This approach will contribute to the successful configuration of existing data and help to ensure the effective collection, storage, and utilization of information over time.

Project Dependencies

- Buy-in of every agency and in-scope program that currently operates an information-technology system, as well as future system users.
- Broad participation of seasoned and knowledgeable subject-matter experts from across the partnership.
- Leadership structure to define, guide, and oversee the task completion necessary to ensure a successful implementation and ongoing maintenance and operations.
- Well-defined framework and processes for decision-making, escalation, and communication.
- Management infrastructure supporting the orchestration of the many data interests and needs from across the partnership.

Potential Challenges

Given the large stakeholder group, it could be difficult to achieve the necessary level of participation and agreement for success. Even with agreements in principle, it might be hard to devise workable standards and procedures. The two Program Workgroups (ITSS and L&P) serve to mitigate this challenge to a degree and have a well-developed process for escalation of specific decisions through the governance structure; however, the WPA representatives must actively participate in the Program Workgroups to ensure overall alignment with the REACH Act's goals.

Enterprise Architecture

Introduction

Enterprise architecture (EA) is a disciplined methodology that helps to ensure that IT systems are developed to meet business need and deliver desired outcomes. It offers a comprehensive suite of methods that can be leveraged to produce a business-services architecture to guide the complex technical-architecture decisions called for in this initiative.

EA's foundational tenet is that technology exists to enable business. It begins with a clear appreciation of the value the organization delivers and the business capabilities it employs to deliver that value. It helps organizations visualize how technology might be leveraged to strengthen or augment those capabilities and to enhance the organization's capacity to deliver value.

At the outset, EA helps the business establish a vision, set transformation goals, and define its business case. It enables the establishment of a governance framework to guide and drive the transformation program.

EA builds on this foundation by exposing a clear understanding of existing capabilities and processes. This assessment of current operations is then leveraged to help define the business's target state. The resulting TOM provides a conceptual model of future business interactions and helps the organization coalesce around a uniform vision of the target state.

The TOM serves as a template for the development of use cases and functional requirements. It is a vehicle for estimating cost and effort and unearthing the interdependencies of the program phases. This insight guides the development of a roadmap for sequencing the activities that lead to completion. EA and the TOM help to ensure that procurement requests generate responsive proposals and support the selection of the most capable vendors.

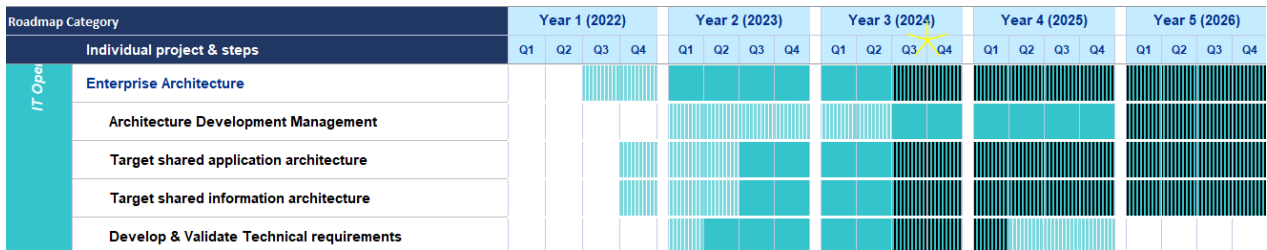
Enterprise Architects

Role: Enterprise architects help to crystalize program vision, craft a TOM, and design the processes and systems such that the organization’s technology strategy is in alignment with its desired business outcomes.

Enterprise architects work closely with business professionals to identify the value that the business creates and how that value is generated. They help to describe the organization’s capabilities and align them with the transformational mission. They also illustrate the organization’s business processes, including inputs, outputs, and internal and external interactions. They guide the design and automation of information-sharing by providing the bridge between business information needs and technical solution data, with the goal of enabling and enhancing interoperability.

Enterprise architects guide solution designs by describing the technology that enables business capabilities. They analyze the ongoing programs and projects of in-scope agencies and WPAs to ensure that the FL WINS implementation remains in line with those efforts and schedules

Roadmap Phasing and Timing



KEY STEPS	DEPENDENCIES
<p>1. Target Shared Application Architecture</p> <p>Work closely with business to identify the value that it creates and how that value is generated</p> <p>Describe the organization’s capabilities and their alignment with its mission</p> <p>Illustrate the organization’s business processes, including inputs, outputs, and internal and external interactions</p>	<p>Senior leadership approval from all agencies</p> <p>Full participation of subject-matter experts, representing all in-scope organizations</p> <p>Consensus as to the individual needs of in-scope stakeholders</p>
<p>2. Target Shared Information Architecture</p> <p>Guide the design and automation of information sharing</p> <p>Provide the bridge between business-information needs and technical-solution data, with the goal of enabling and enhancing interoperability</p>	<p>Well-defined TOM and a detailed set of models describing business interactions, capabilities, and business processes</p> <p>Clearly articulated data strategy</p> <p>Enterprise-wide data dictionary and other data-group outputs</p> <p>Participation of data-governance professionals operating under its supervision</p>
<p>3. Technical Requirements</p> <p>Guide solution designs by describing the technology that enables business capabilities</p> <p>Analyze the solution to ensure that infrastructure assumptions are valid and that enabling technologies are available in the marketplace</p>	<p>Well-defined TOM and a detailed set of models describing business interactions, capabilities, and business processes</p> <p>Contribution of subject-matter experts, representing all in-scope stakeholders</p>

KEY STEPS	DEPENDENCIES
<p>Continuously monitor and ensure that technology decisions remain in line with the program timeline, budget, and business need</p> <p>Unblock impediments and standardize the delivery</p>	
<p>4. Architecture Management</p> <ul style="list-style-type: none"> Define technology roadmap Help keep organization in line with architecture framework Evolve framework over time to adapt to emerging needs or technologies 	<p>Fully developed set of architectural models and designs</p> <p>Ongoing participation of ITSSWG and Focal Areas.</p>

The Program has not fully addressed the above key steps. The above key steps will leverage the TOM and RTM to build out the requirements. The BPR project completed the TOM and RTM. These activities will occur once the Solution Implementation (formerly called the Data Integration and Common Customer Portal project areas) development begins (during additional requirements gathering sessions). **Updated Information 2024:** As previously described in more detail, the BPR project completed the TOM and RTM. The Program maintains both as artifacts on the FL WINS SharePoint site for reference.

Anticipated Business and Process Impact

Enterprise architecture helps to ensure that transformation goals are well-developed, clearly articulated, and widely understood. In the process, current business capabilities and processes are identified documented and evaluated. Then, the business will be guided through a detailed and comprehensive process that will help it to envision, design, and crystalize structured and logical future-state business processes.

A component of the methodology is the development of a TOM. It will clearly express the desired future state and serve as the blueprint for procurement, design, and development

The approach also includes development of a roadmap that structures the program and sets the schedule for the initiative.

The application of the approach results in a procurement process that is based on a solid business plan, a clear appreciation of the technology options and approaches, and a good sense of the time, cost, and effort that will need to be earmarked for the program. It also provides business leaders with the artifacts, guidance, and benchmarks they will need to ensure that technology is designed and developed to realize the organization’s vision for the future state of its business.

Anticipated Technology Impact

Enterprise architecture helps to support the identification and specification of technologies founded upon a clear appreciation of business need. The established business architecture supports the development of data flow-diagrams and system design. Alignment of business and systems documentation produces an information model that will serve as a baseline that all systems will use to share the right data in the right way.

Enterprise architecture provides managers with the artifacts they need to manage the Program. Manager can leverage continuously updated artifacts to provide technical oversight and help verify that system design is in accordance with the organization’s vision and goals. The Program will receive guidance on the appropriate escalation, decision making, and governance processes needed to keep the Program on track. Testers will have a template to use to validate that the system performs as intended.

A modeling tool—such as SPARX Enterprise Architect (EA)—is used to build and manage the all-architecture models.

Benefits of the Approach

EA offers a structured and disciplined methodology for navigating the transformation process. Through an iterative process, it supports the organization’s progress from conceptualization to future-state operations. With emphasis on business design, governance, planning, and oversight, EA is a powerful technique for understanding the organization’s operations and assessing its business needs. Its objective is to ensure the alignment of that need to detailed systems blueprints and roadmaps. The approach identifies business and technical design challenges earlier in the project lifecycle and helps to reduce cost and lost time that might otherwise result when issues are surfaced later in the process.

Project Dependencies

The enterprise architecture methodology depends upon a sufficient commitment of time and resources. In-scope organizations must lend the effort of the required subject-matter experts to guide the transformation.

Potential Challenges

Inability of in-scope entities to reach consensus on the development and finalization of the EA artifacts.

IT Shared Services Workgroup Core Team and Focal Areas

Introduction

Undertaking an initiative of this magnitude requires a great deal of collaboration, cooperation, and strategic alignment among impacted agencies. While the establishment of a PMO, governance structure, and ITSSWG that span across all agencies assists in this effort, it is also imperative to establish a structured workgroup comprising key technical resources. This Shared Services IT Workgroup enables technical system experts to work closely with the technology transformation initiative and quickly respond to changing business needs or requirements.

The Program chartered the ITSSWG in May 2023, with an inaugural meeting held on April 18, 2023 (although related activity dates to August 2022). There are two levels of representation and participation. Focal Groups are specialists in specific areas like security and architecture. They meet to discuss topics established by the Core Group, designated IT leaders from each WPA. Tactically, the ITSS Focal Group generates recommendations and submits them through the ITSS Core Group to the appropriate governance tier for approval. To ensure the effectiveness of the ITSSWG, the Program assigned resources to provide business analysis and technical writing services. In this manner, a symbiotic relationship is created in which the ITSSWG guides resources on content that needs to be created, in turn the resources provide content to the ITSSWG for evaluation and recommendation (if necessary).

In addition to the ITSS Core Team Workgroup, each WPA identified key resources from their agency in “Focal Areas.” These individuals and focal areas assemble on an ad-hoc basis to resolve a pre-determined problem statement and provide a recommendation to the ITSS Core Workgroup for resolution or escalation to the appropriate governance authority for decision-making.

Information Technology Shared Services Focal Areas are:

- Data Governance/Data Stewardship
- Technology Standards/ Security & Testing
- Interoperability/Network Connectivity
- Identity Access Management / Operations

- Enterprise Architectures
- Data Analytics

Detailed Job Roles & Position Definition

A key success factor of the ITSSWG is the focus and prioritization of the resources assigned to the organization. Each resource assigned to the workgroup requires clearly defined roles and responsibilities associated with the Program and designated time allocations for the initiative. This becomes even more critical for workgroup resources that are employed at individual agencies due to their current job duties and agency-specific priorities.

Updated Information 2024: The ITSS Core Workgroup and focal areas established meeting cadences to address identified problem statements that require resolution to support full implementation of the TOM. The workgroup compiled a backlog of problem statements with priority rankings for each. Upon initiation of the implementation phase of the Program, the workgroup will align each problem statement to the integrated program schedule to ensure timely resolution in support of the development timeline.

Roadmap Phasing and Timing

Roadmap Category		Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)				
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
IT Operations and Management	Establish Information Shared Services & Data Management																					
	Enterprise Data Governance																					
	Establish a role for a Chief Data Officer																					
	Define and socialize a governance model																					
	Implement ownership & data stewards group																					
	Develop and maintain enterprise wide data dictionary																					
	Develop defined processes and structured roles for the management of information and data																					
	Establish & maintain data entry controls																					
	Enterprise Architecture																					
	Architecture Development Management																					
	Target shared application architecture																					
	Target shared information architecture																					
	Develop & Validate Technical requirements																					

Anticipated Business and Process Impact

Communication with technology resources responsible for the impacted systems could change due to organizational alignment and technical role changes. If a new organization is created during this effort, workflows for technology tasks and technical roles and responsibilities throughout the initiative could be impacted.

Anticipated Technology Impact

Technology change management could be significantly impacted, and clear, structured communication strategies would be critical to the initiative’s success.

Benefits of the Approach

Regardless of the method used to establish the workgroup, the Program can realize substantial benefits by leveraging an ITSSWG. A few of the benefits include:

- Clearly defined roles and responsibilities for technical tasks and projects, especially those that

- require extensive vendor and state IT resource collaboration
- Responsive, dedicated technical resources for the initiative that can quickly adapt to changes in modernization efforts, Program roadmaps, business requirements, and legislative/leadership direction

Project Dependencies

A primary dependency for the ITSSWG is the availability of key technical staff resources across the WPAs. Resource requirements for the Program will likely conflict with existing priorities for critical staff within each agency. Prioritization of key resources is critical to the success of this initiative. Additionally, the Program needs to define roles, responsibilities, and job duties for workgroup resources agree upon these across WPAs to ensure successful operation of the workgroup and prevent conflicting direction, miscommunication, and general misalignment with the overall initiative.

Potential Challenges

Establishing and maintaining a shared vision is a critical dependency for the long-term success of the Program but maintaining continuity of a shared vision could also prove to be a significant challenge. Different visions could exist or arise across the WPAs that could hinder the effectiveness of the ITSSWG. It is crucial for the WPAs to align on a shared vision from the start and ensure it persists throughout the life of the Program. In addition to maintaining a shared vision between the WPAs, the Program’s individual technical projects will likely conflict with competing priorities within each agency on occasion. When these conflicts arise, executive leadership will need to make decisions on prioritization.

If the Program creates a new organization, there are likely to be challenges concerning funding sources, level and source of authority, and properly staffing the workgroup.

Updated Information 2024: The ITSS Core Workgroup and focal areas established meeting cadences to address problem statements that require resolution to support full implementation of the TOM. The Core Workgroup established a backlog of problem statements with priority rankings for each. Once the implementation phase of the Program begins, the Core Workgroup will align each problem statement with the integrated program schedule to ensure timely resolution in support of the development timeline.

Solution Implementation (Formerly Common Data Integration Capabilities)

Roadmap Category	Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Systems & Data Integration																				
Plan, develop and establish technology standards																				
Solution(s) Securing Pre-Build																				
Establish requirements & SOW																				
Release procurement(s)																				
Negotiations & mobilization																				

As part of the selected integration strategy and to ensure the ongoing sustainability of the technology solutions, it is highly recommended to leverage a data integration solution. Data integration can be a centralized service that can connect multiple technology systems, manage the connections to each of the systems, orchestrate the data flow amongst systems, and enable robust data analytics capabilities or could also be connected through federation into existing case management systems.

The key assumptions used to develop the detail for the Data Integration Capabilities portion of the Solution Implementation project included:

- Solution implementation will be contracted to one systems integrator (SI) who understands SLG and

Federal guidelines and policies. This SI will come up with all the technologies and solutions needed (with license cost if any), including Cloud Subscription.

- **Updated Information 2023:** This may not be relevant any longer. However, the Program is not finite in the decision of utilizing an SI or not utilizing one.
- **Updated Information 2024:** The Program released an Invitation to Negotiate (24-ITN-001-TD) in November 2023 for software and implementation services for the FL WINS Customer Portal. The Program selected a vendor in April 2024 and as of July 2024, the contract is pending execution.
- Firewall, IAM, tooling & monitoring, fault tolerance, logging, compliances (FedRAMP, GDPR, NIST 800.53, encryption)
- Data integration solutions, Enterprise Service Layer (ESL), ingestion, conversion, synchronization, privacy, access control
- Networking, including connectivity with on-prem, with different components/system, performance
- Solution will be hosted on one of the major public cloud providers (e.g., AWS, Azure, Google, Redhat)
- All needed components for the solution will be either procured from one product vendor or, a mix of product vendors that the SI has integration experience with.
- The solution will be built and deployed in phases but all the requirements for the end solution will be captured at once.
- Modifications needed to the existing systems will be delivered by the team who owns those system as of today.
- Inflight projects will be captured during the requirement phase to revalidate the sequencing and time-window each phase.
- Timely availability of experienced personal is key to the timely completion.
- All documentation is up-to-date, and accessibility of documentation is a must.

Service Integration Platform

Introduction

An SI platform integrates applications, systems, and components and establishes a real time synchronization between them. The SI platform has the capability of integrating multiple end points and offers high availability, disaster recovery, security, and SLAs. This layer will serve as a strong foundation for future development and further integration, making the solution future proof.

Cloud Subscriptions

Before implementing an SI platform, a decision must be made regarding how the technology solutions will be hosted. Considering Florida's cloud-first law, the roadmap assumes the hosting platform will be either a public or private cloud. The first key step is to leverage a cloud subscription to gain access to cloud services, associated platforms, and storage. It will also be critical that all security and compliance practices are established and well-defined when selecting cloud service providers. The roadmap assumes that a cloud native solution will be leveraged and implemented for components such as firewalls, identity and access management (IAM), and monitoring.

API Management

A critical element to enable system integration and effective data sharing is the utilization of Application Programming Interfaces (APIs). APIs provide the ability for systems to connect and communicate. Effective API management enables API integrations to be created, modified, and disabled in a scalable and secure manner. The procured SI platform solution should provide key components to enable API management.

Enterprise Service Bus

As not every application can expose (or support) direct API integrations that will enable them to interact with other systems, an enterprise service bus (ESB) facilitates this communication by acting as a mediator to accept and transform data from one system into a format compatible to another system. This functionality can be critical when integrating with legacy systems or other unique or custom-built applications that do not use standard APIs.

Master Data Management (MDM)

Master Data Management (MDM) provides a structure to identify and link common data elements across multiple systems. This will allow the SI platform to utilize the data more efficiently from the existing systems and operate more effectively. This should also enable the existing systems to continue operating with minimal modification.

Enterprise Content Management

Along with raw data, other files and documents must be stored and made accessible to users, as appropriate. Enterprise Content Management defines the model for how unstructured data (e.g., Word documents, PDFs, etc.) are securely stored, organized, and accessed.

Roadmap Phasing & Timing

Roadmap Category		Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initiation	Service Integration Platform																				
	Cloud subscriptions																				
	API Management																				
	Enterprise Service Bus																				
	Master Data Management / Common Client Identifier																				
	Enterprise Content Management																				

KEY STEPS	DEPENDENCIES
<p>1. Cloud Subscription</p> <p>Procure a cloud subscription to host the implementation of but not limited to enterprise service layer, data hub, analytics and reporting, IAM, Firewall, portals.</p> <p>All the new development or software procurement as a part of this implementation will be hosted on this cloud subscription. The cloud subscription may be FedRAMP authorized and be complaint with SLG</p> <p>The software procurement and the cloud subscription must be compatible with each other</p>	<p>Architecture team establishment</p> <p>Technology selection shortlisted</p>
<p>2. API Management</p> <p>Create a list of interfaces ESL will interact with</p> <p>Technology of the interfaces</p>	<p>Cloud subscription finalized</p>
<p>3. Enterprise Service Bus</p> <p>Develop transport protocol conversion</p> <p>Develop message transformation and processing procedures</p>	<p>Cloud subscription finalized</p> <p>Technology software procurement</p>

KEY STEPS	DEPENDENCIES
Develop added security to protect unauthorized access and routing abilities to redirect a request Establish ESB	
4. Master Data Management / Common Client Identifier Determine the stakeholders of MDM Identify master data and evaluate data sources Analyze data lifecycle Develop architecture and data model Implement MDM Choose toolset to monitor and operate MDM	Cloud subscription finalized Technology software procurement
3. Enterprise Content Management Capture the type of contents Capture the policy around the content management Implement ECM	Cloud subscription finalized Technology software procurement

Updated Information 2023: The Program did not meet the above key steps because it shifted focus for the Customer Portal project to a strategy of letting the customer and case worker drive the user experience, which drives the needs for the portal, and helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects. The Program made some progress through efforts by the ITSSWG and discovery activities that are part of the BPR Project.

Updated Information 2024: Anticipated Business & Process Impact

Establishing and utilizing an SI platform should reduce the complexity of typical point-to-point integrations and consistently deliver enhanced levels of performance and connectivity. It will also significantly reduce the occurrence of duplicative data entry for staff users and enable a more effective case management and referral process. Other key impacts of the service integration platform include:

- Provides a better customer experience for Floridians by providing a single point of access and a centralized view of workforce, education, and public benefit services
- Strengthens measures to ensure privacy and security of confidential data
- Establishes scalable and sustainable technology solutions and streamlines future enhancements

Anticipated Technology Impact

Implementing an SI platform limits the need for the point-to-point integration between the WPA systems and connects those systems while still preserving their independence.

Benefits

The proposed technology solution is expected to have a high demand in terms of access and data sharing. An SI platform should enable better system performance and provide a better citizen experience. A few of the key benefits include:

An SI platform supports modern and legacy technology, structured and unstructured data, and real-time availability. This solution will make systems independent of each other while the data is being shared.

Future integration with new systems or changes to existing systems should be easier, providing faster time to market and lower cost of integration and support. Additionally, this solution is technology-agnostic, which will allow for future integration with best of breed solutions and the simplified

introduction or adoption of new data types.

Project Dependencies

The success of the SI platform is dependent on the establishment and utilization of appropriate governance structures and processes. Additionally, the availability of applicable agency subject matter experts plays a major role in determining the level of success of the platform.

Potential Challenges

The process of integrating multiple systems is inherently complex and significant effort is required to modify existing systems to communicate with the ESL. Additionally, since each system is different, the level of effort could substantially increase for those systems that currently have fewer integration capabilities. Once the integration is in progress or complete, effectively monitoring the new technology solutions to ensure consistently high performance and effective security could be difficult due to the complexity presented by multiple interconnected systems.

Another challenge for this project is the ability to maintain individual project schedules in order to adhere to the overall initiative timeline and budget. Ensuring that there are key personnel and documentation available is critical to the project's success.

Data Integration Capabilities Implementation

Introduction

Data hub enables data sharing by connecting 'producers of data' with 'consumers of data'; in some cases, both can be the same system. Endpoints interact with the data hub by sending and receiving data, and the hub serves as a mediation and management point. This creates a layer that is cohesively integrated with the service integration platform, providing a central and single repository of a unified data set. This architecture delivers effective mediation of data from a variety of independent systems, governance and efficient data sharing across systems, and enables business intelligence and analytics capabilities to decode data into meaningful insights. To streamline this integration with the service integration platform, it is recommended that the data hub and the SI platform be hosted on the same cloud solution as opposed to a multi-cloud solution.

Updated Information 2024: In November 2023, the Program decided to plan for and implement a federated data model that the ITSSWG recommended.

Canonical Data Model

A canonical data model is a type of data model that presents data entities and relationships in the simplest possible form to integrate processes across various systems and databases. This type of data model should be utilized to unify the various data models used across the existing systems.

Data Ingestion/Conversion

There are several components of data hub that work in harmony to enable the data integration, beginning with data ingestion from different sources with many different schemas and transforming or converting them into one data model.

Data Sharing and Access

To safeguard confidential data and ensure it is shared only with the appropriate parties, data sharing and access policies must be in place to secure the data and control access. These policies should align with the overall data governance model and adhere to state and federal requirements for confidentiality and privacy.

Roadmap Phasing & Timing

SCHEDULE IV-B FOR FL WINS PROGRAM

Roadmap Category		Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Solution Implementer	Data Integration Solution Implementation																				
	Canonical data model																				
	Common data development																				
	Data ingestion / conversion																				
	Data sharing and access																				

KEY STEPS	DEPENDENCIES
1. Canonical data model Identify all the different data models Create a canonical data model	Enterprise service layer is established or is at least halfway done
2. Common data stores development Determine different data type Extracting and loading data into data stores	Data integration solution software procurement
3. Data ingestion / conversion Identify all the sources of data that needs to be merged and duplicated Develop a conversion script to migrate them and integrate duplicates Load the migrated data into the centralized data hub Validate the data	Data integration solution software procurement
4. Data sharing and access Determine all the types of data Identify the data with confidentiality and privacy Document data policy and governance Develop data masking procedures	Data integration solution software procurement Data Migrated

Updated Information 2023: The Program did not meet the above key steps because it shifted focus for the Customer Portal project to a strategy of letting the customer and case worker drive the user experience, which drives the needs for the portal, and helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects. The Program made some progress through efforts by the ITSSWG and discovery activities that are part of the BPR Project.

Updated Information 2024:

Anticipated Business & Process Impact

Implementation of the data hub will be one of the key steps in achieving the “no wrong door” vision for Florida’s workforce system. By integrating the data of the WPA systems, multiple benefits will be realized, including:

- Improved data quality through a centralized and standardized data model.

- Heightened data security through measures such as access controls and standards, as well as data masking.

Anticipated Technology Impact

The integration of a data solution will have impacts across existing technology and many of the associated business processes. To fully achieve bidirectional integration with the data, it is necessary to modify each of the existing systems. Additionally, regular maintenance (e.g., daily health check, periodic data indexing) should be established to ensure that the data integration solution is healthy and performing as designed. The data integration solution capabilities should also perform to established uptime SLAs; therefore, high availability and disaster recovery strategies should be developed and implemented.

A key role of the data hub is to ingest and merge data from various sources. A few key components to consider ensuring validity of the data are listed below.

As it will likely require multiple iterations to ensure the data integration solution is successfully and accurately migrating and converting the data, extensive testing will be required to ensure the data model has been designed and implemented correctly. This testing should be performed by the appropriate subject matter experts from the WPAs.

Understanding updates will constantly occur as data is accessed and modified in the future, the WPAs should consider incorporating tools and processes to ensure consistent data reconciliation, safeguard data integrity, and manage version control.

Benefits

This solution will enable future integration with newer technology to help with future requirements. Utilizing a cloud-based hosting approach also presents multiple benefits, including the versatility to make on-demand changes to the solution and contributing to a high degree of scalability to expand and evolve as needed. Additionally, the development of a canonical data model will enable data from the disparate WPA systems to be combined, analyzed, and used in more efficient and effective ways.

Project Dependencies

The success of this program will be dependent on the establishment and utilization of appropriate governance structures and processes, including:

- Program/project governance to manage project resources and schedules
- Technical architecture governance to manage the various applicable technologies across the WPAs
- Data governance to ensure process and procedures are in place to manage data quality, integrity, storage, and security.

Potential Challenges

Integrating data from disparate systems can present a variety of challenges. Those described below are some of the potential challenges which should be anticipated in this effort.

- Each of the existing systems stores data differently, including the usage of different unique identifiers. Successful data migration will require the establishment of a unique identifier that can unify the cross-departmental data.
- There is a high possibility that duplicate records exist for a client(s). Integrating such data may turn out to be a complex solution from an implementation perspective.
- Data is dynamic, meaning it is continuously changing. Having a moving target creates complexity and could present challenges to the implementation of this solution.

- Data should be scanned during migration to identify potentially outdated data. Processes for the migration of non-active (backup/archived) data should be developed in advance.

Analytics & Reporting Data

Introduction

Advanced analytics capabilities are among the core benefits of integrated data from multiple systems. It is recommended that a cloud-based data analytics platform be procured and utilized to fully realize the benefits of unified data.

The ability to convert data into meaningful insights should help to inform business decisions and guide or provide actionable information to users. From a reporting perspective, the data integration solution can provide the foundation to create dashboards to visualize data appropriate for a range of audiences from front-end users to executive management. Standard reports can be established for regular access to specific information, or dashboards can be customized and configured by individuals to best serve their needs.

Roadmap Phasing & Timing

Roadmap Category	Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Analytics & reporting data																				
Analytics & reporting requirements																				
Analytics & reporting data store design																				
Development & data ingestion																				
Continual development																				

KEY STEPS	DEPENDENCIES
1. Analytics and reporting requirements Identify key stakeholder groups and understand the analytical requirement Document the requirements	PMO establishment
2. Analytics and reporting data store design Categorize the type of analytics required and frequency Design the portal to publish the data as a dashboard Document the type of alerts and notification	Data integration solution and ESL implemented
3. Development and data ingestion Develop data mart or a data fiber or API layer for each category of analytics	Analytical design completion
4. Continual development Create a customization layer for consumers	Analytical design completion

Updated Information 2023: The Program did not meet the above key steps because it shifted focus for the Customer Portal project to a strategy of letting the customer and case worker drive the user experience, which drives the needs for the portal, and helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects. The Program made some progress through efforts by the ITSSWG and discovery activities that are part of the BPR Project.

Updated Information 2024:

Anticipated Business & Process Impact

Due to the advanced reporting and analytics capabilities produced from this integration, existing reporting structures and processes could change.

Anticipated Technology Impact

Each agency has existing data analytics software/tools currently in use. Once the data integration solution is established, each agency will have to configure their tools to connect to the new data solution for data analysis and reporting purposes.

Another technical consideration for data analytics is the opportunity to introduce machine learning aspects into the data hub solution. Over time, a machine learning module could identify patterns of events and responses to automate tasks, improve incident response time, and increase efficiency.

Benefits

Employing well-planned data analytics and reporting strategies using a data hub can provide a myriad of benefits, including:

- Reports, dashboards, and other data analytics tools will leverage a wider range of data sources.
- Departmental staff will be able to access citizen information from multiple programs and agencies.
- Unified data will contribute to better trend analysis for all agencies, potentially leading to predictive and prescriptive analytics to inform business decisions and help to improve program services for citizens.
- Machine learning affords the opportunity to create more automation, making business processes more efficient and effective.

Project Dependencies

The data integration solution capabilities and ESL must be established prior to the introduction of new data analytics capabilities, and clear business requirements that articulate the data analytics needs will be critical for business success. Once implemented, adequate testing and data validation is important to ensure the quality of the data analytics.

Potential Challenges

Duplication of records and poor data quality can create ineffective and potentially misleading analytics while a staggered implementation will require repeated testing and data validation efforts each time a system or data set is introduced into the data hub. Additionally, the integration of existing data analytics tools may present a challenge due to the complexity involved.

State Partner Integration

Data Sharing Integration

Once the data is migrated and the ESL is established, the next step is to integrate WPA systems and enable real-time data synchronization. Before this can be achieved, the various systems must be analyzed and modified, as necessary, to ensure compatibility with the data hub and enable the exchange of data. The EA group will coordinate with the agencies to ensure the established target architecture aligns with current or upcoming modernization efforts of existing systems and enables compatibility with the data integration solution

Single Sign on Integration

While the modernization efforts for current systems are underway and the data integration solution capabilities architecture is being established, an identity and access management (IAM) solution to enable single sign on should be architected and implemented. Any existing IAM solutions and processes in place within each individual agency may need to be integrated with the new IAM solution.

Single Sign-On – Shared Account

Introduction

Initially, the common public portal will connect the existing workforce-development portals into a federated solution. Floridians will be able to initiate their online transactions from the common public portal. However, much of the online functionality will continue to be handled within the existing program portals.

Without a single sign-on, when the common public portal hands the user off to existing portals, the user would need to log in to each additional portal that they need to use. Clearly, this would be cumbersome for the user. The problem is compounded if different user IDs must be remembered, or passwords changed or reset.

Also, as each system must be independently maintained, this approach generates redundant costs for the workforce development partnership.

An IAM solution will enable a single sign-on service. This would allow the user to use one set of credentials to log into and access multiple systems. In addition to the convenience and cost savings that are enabled, this approach also goes a long way toward improving the user experience, as—from the user’s perspective—the federated system will feel more like a fully integrated common portal.

Anticipated Business and Process Impact

- With a new login and security system in place, all users (internal or external) may end up with a new user ID. It will be important to communicate these changes and explain how the new system is to be used.
- As with any new system, early on, there is a likelihood of instability. During this phase, it will be important to provide the customer support needed to guide users through the change and to report on any faults or issues that may surface. Likewise, resources should be provisioned to timely address and resolve any early issues that emerge.
- Initially high traffic should also be planned for: Given the large number of users who will access the system to update their credentials and explore the new functionality, latency issues could arise. A good design and scalable cloud services could mitigate these concerns, but they should be kept in mind.
- As it is very possible that, initially, a few users may lose some or all their current level of access, it is recommended that, until the new system is stable, users should have parallel access to both the new system as well as their existing portals.
- Before the new system is fully operational, testers should use the system to uncover any issues that should be resolved before launch. This will help to ensure fewer challenges when the system is generally released.
- User training sessions or manuals could help to smooth out the transition to the new system.

Anticipated Technology Impact

- With a single sign-on, it is best practice to employ multifactor authentication (MFA). This approach calls for more than one level of user authentication. For example, when a user enters their username and password to log into the system, the system generates a one-time password (OTP) and e-mails or texts it to the user, based on the user’s stated preference. Other approaches are also feasible.
- Implementation of a single sign-on must also be coupled with appropriate security controls. For example, a bastion server should be set up as a “jump server” to allow external access to a private

network.

- This implementation should include an appropriate toolset. For example, tools should be employed to bridge all the servers on the cloud, perform vulnerability scans, enable Host Based Intrusion Detection (HIDS), Host Based Intrusion Prevention (HIPS), certificate issuance, an—above all—a logging solution to trace all activity.
- Authorization is also an important feature of single sign-on. As access to information and functionality within the federated system must be limited to the right user for the right purpose, role and user-base access controls are required. The system must also control and distribute the privileges users have once granted access to information. These include some combination of the rights to view, alter, or delete information.
- A 24x7 command center should be established to immediately address any security vulnerabilities.

Shared Intake Integration

Once all systems are modernized, integrated with the data hub, and the data is synchronized, a Shared Intake Integration can be implemented. This will enable one central intake process for the WPAs.

Roadmap Phasing & Timing

Roadmap Category	Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Workforce Partner Integration																				
Commerce Modernization (ReConnect)																				
Commerce Modernization (EmployeeFL)																				
DCF Modernization (ACCESS In-scope only)																				
DCF Modernization (HopeFL)																				
DOE Modernization (AWARE/DBS)																				
DOE Modernization (AWARE/VR)																				
DOE Modernization (Early Learning)																				
DOE Division of Career and Adult Education (FCS & Institutions)																				
DOE Adult General Education Integration																				
DOE Apprenticeship Integration																				
DOE Modernization (EMOP) Integration																				
CSF (LWDB) Integration																				
Data Sharing Integration																				
Single Sign on Integration																				
Shared Intake Integration																				
Service Integration Platform																				
Cloud subscriptions																				
API Management																				
Enterprise Service Bus																				
Master Data Management / Common Client Identifier																				
Enterprise Content Management																				

KEY STEPS	DEPENDENCIES
1. Include Current System Modernization Efforts Document the details of modernization that are in-progress	PMO establishment – established and operational

KEY STEPS	DEPENDENCIES
Create a mapping of requirements that are needed for the integration with data hub via ESL Create a roadmap of joint modernization	ITSSWG Core Team – established and operational
5. Data Sharing Integration Establish connectivity with data hub Enabler synchronization between the system Test the connectivity and data quality Reconcile the data in different systems Implement monitoring tools to check the connectivity and performance at all times	Modernization completion of each of the organizations
6. Single Sign on Integration Establish a central IAM solution Migrate the credentials in the data solution	Data integration capabilities and service integration platform implemented Modernization efforts are complete Data sharing integration
7. Shared Intake Integration Document all the details required by all organization for their intake needs Create a comprehensive list of intake form Design a portal to receive all the information from clients	Single sign on established

Updated Information 2023: The Program did not meet the above key steps because it shifted focus for the Customer Portal project to a strategy of letting the customer and case worker drive the user experience, which drives the needs for the portal, and helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects. The Program made some progress through efforts by the ITSSWG and discovery activities that are part of the BPR Project.

Updated Information 2024: The IAM/Profile Capability in the TOM and RTM, maintained on the FL WINS SharePoint site as artifacts, provides additional detail on the utilization of Single Sign-On for the solution.

Anticipated Business & Process Impact

Existing governance structures and standard operating models should be re-evaluated and aligned with a common methodology that serves the purposes of the WPAs. Additionally, significant changes may be required for WPA systems to enable shared intake capabilities.

Anticipated Technology Impact

This integration will have several technological impacts, including the following:

- The WPAs should consider a tool that can monitor the connectivity and performance of the system.
- Existing IAM solutions and processes may be significantly impacted with the introduction of a central IAM component.
- Modernization efforts may need to consider the integration needs and requirements of the data hub.

- Data sharing capabilities of existing systems may need to be modified to enable bidirectional data exchange with the data integration solution.
- Front-end processes of existing systems may need to be modified to enable single sign on capabilities.
- Significant changes may be required for WPA systems to enable shared intake capabilities.

Benefits

Integrating the WPA data will help to achieve the goals set forth by the REACH Act by enabling data from the disparate WPA systems to be combined, analyzed, and utilized in more efficient and effective ways. It should also provide citizens with a more streamlined experience when seeking available workforce, education, and public benefits services. In addition, an integrated system will significantly reduce duplication of work and support streamlined case management and referral services.

Project Dependencies

The viability of this project relies on the completion and implementation of several other projects, including:

- Data solution capabilities implementation
- Data migration and duplication
- Data quality and integrity validation
- ESL implementation

Additionally, the planned and continuing modernization efforts of existing systems will need to be reviewed and possibly modified to ensure compatibility with the data hub. As with many of the projects, resource availability is also a key dependency.

Potential Challenges

Challenges for this project include:

- All modernization efforts planned or underway should be completed.
- Existing data models vary across the existing systems. A standardized data model must be established to unify the data.
- Any undocumented changes to existing systems (code changes/patches) could present challenges.
- Cybersecurity policies and standards could vary across WPAs, which could present a challenge to selecting a common IAM solution.
- Resource availability.

Local Education Agency Integration

Introduction

The local education agency (LEA) integration project category focuses on the ability to integrate a variety of existing systems (COTS, legacy, up-to-date, and homegrown) in use by Florida College System institutions and school districts across the state. There are 28 state colleges and 67 school districts in the state of Florida offering workforce education services. Each LEA is responsible for procuring or building its student information system. To understand the local landscape and build a compatible solution, the Program will survey LEAs to learn more about their systems.

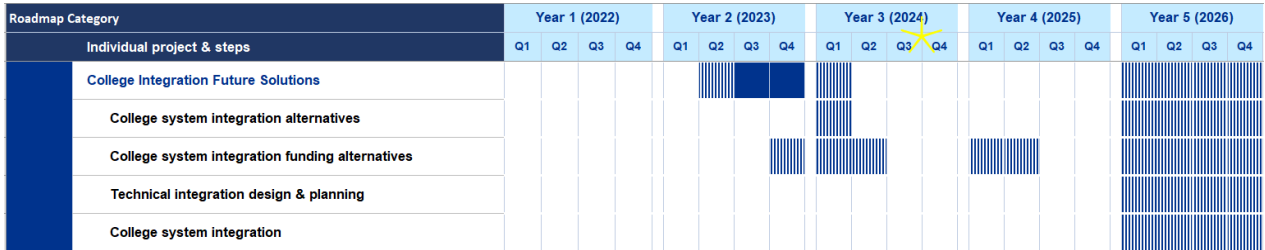
Using the information from the technical survey, the Program will design the FL WINS solution to offer several tiers of integration to LEAs. The Program will include all LEAs in the service catalog that will

SCHEDULE IV-B FOR FL WINS PROGRAM

provide Program information to users – this will constitute the lowest level of integration. LEAs interested in deeper integration and interoperability between FLWINS and their student information or learning management systems will have the opportunity to connect to the solution at higher integration tiers.

Updated Information 2024: The BPR Deliverable 4 – Discovery Report Iteration 2, completed in July 2023, outlines the Career and Adult Education (DCAE) and Educational Institutions landscape statewide and will be used in a later phase of the Program. The Program maintains this discovery report as an artifact on the FL WINS SharePoint site for reference.

Roadmap Phasing & Timing



KEY STEPS	DEPENDENCIES
1. College and school district system integration alternatives Inventory of existing systems	Data Integration Design Communication Plan
2. College and district system integration funding alternatives Review state funding allocations opportunities Review federal funding allocations opportunities	DOE and Legislature
3. Technical integration design and planning Data-sharing requirements and design Planning of integration scope for existing systems with options for tiered levels of integration	Data Integration Design

Solution Implementation (Formerly Common Customer Portal)

Roadmap Category	Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Individual project & steps																				
User Experience Design																				
User Experience requirements																				
High level design & planning																				
Single Sign on - Shared Account																				
Detailed design & planning																				
Development - security, data sharing, ECM, existing portal linkages																				
Account matching - existing accounts																				
Account linking - conversion																				
Shared Intake / Application																				
Shared application & common data design																				
Referral rules																				
Customer intake application development																				
Fully Integrated Common Portal																				
Detailed design & planning																				
Development																				

The key assumptions used to develop the detail for the Common Customer Portal portion of the Solution Implementation project included:

- Common portal functionality will be developed and released in phases to shorten time to deliver enhanced client experience, providing a “home base” for the other portals maintained by the WPAs.
- Initial phase will only collect core demographic data associated with an account leveraging MDM and Common Client Index
- Common application added later will facilitate more harmonized data collection and sharing
- It is unlikely that the common portal will ever fully replace existing portals, with options for maximal integration deferred
- Floridians will have the ability to navigate to native web content from the new, common portal. Floridians will also be able to navigate directly to a partner’s portal.
- The portal must be ADA compliant.
- All information that is collected on the common portal will be made available to existing systems on a publish-subscribe basis to facilitate auto-population and data processing.
- Some online services will be generally available to the public while other features will only be accessible to users who have created user accounts. Portal users will be able to access these services without first having to create an account or provide personally identifying information.
- Active referrals via the portal will be available from later phases with application intake, a screening tool that could identify the possibility of programs that might be pursued, or prompts.
- The portal will be accessible from mobile devices.
- All members of the Workforce Partnership will need to contribute to the design and development of the new, common portal.

- Staff across the partnership will need to be trained in the use of the new, common portal.
- A significant public-outreach campaign will be needed to educate the public about the portal.
- A common customer portal is a web-based channel into an organization’s information-technology system. The public can use it anonymously to get program information or self-screen for eligibility. People can also create a password-protected account to do more personal things. For example, a program applicant could create an account to apply for benefits. Clients could sign into their accounts to get information about their case, request referrals, report changes, renew eligibility, and other useful things.

Anticipated Business and Process Impact

A well-designed common public portal could have a significant, positive impact on the workforce-development partners’ businesses and processes:

- A common portal that offers comprehensive information about available workforce-development programs and services can promote accessibility and opportunity, as Floridians can learn about and choose the programs, benefits, and services that they feel are right for them.
- Self-service features, tools that limit repetitive data entry, the ability to upload documents, and other services that can be extended on a common public portal could significantly enhance customer experience and foster independence.

Anticipated Technology Impact

- Development resources will need to be devoted to the implementation of the common public portal. In addition to the development that will be needed to create an integration solution, individual programs will need to devote the resources needed to build out the connections required to connect existing portals to the system. There will also likely be other development needed to modify or configure existing systems to support new functionality that originates on the common public portal but executed by existing systems.

User Experience Design

Introduction

The creation of the public-facing components of a website or software product generally involves interrelated disciplines. User experience (UX) design focuses on the overall experience the user has when interacting with the product. It determines such things as content organization and feature sets. The result of the effort determines the user’s overall journey: Was the experience useful? Was the product easy to use? Was the interaction pleasing?

In the sample personas and journey maps below (updated to provide draft BPR project personas that are in development), there are a few important concepts to understand:

Personas offer a holistic view of key stakeholder groups, including empathetic insight into the state-of-mind for the types of users that currently occupy this persona.

Attributes highlight both key characteristics of interacting with the current and future systems and processes, and their current experience with each attribute (1-low, 5, high).


Modes take into consideration our persona’s expectations, motivations, and thoughts. While there are only a few mentioned users will be in multiple modes throughout their journey.

Behavioral design tactics provide guidance on design patterns and content to create a successful experience for users.

Journey Maps focus on the experience we expect the persona to have as they interact with different phases of the proposed solution.

The following are a few representative samples of the kinds of personas and journey maps that would support UX design (*it is important to note that these personas and journeys are still in the validation state with the WPAs and fully approved personas will not be available until fall 2023*):

As part of the BPR project, most of Key Steps above will soon be completed and fully represent the stakeholder and customer feedback from the in-scope programs and systems. The output of these efforts will be inputs to remaining work that will be utilized by a solution vendor to be undertaken and completed through the Common Portal (and CX/UX) project and accompanying procurement. Anticipated procurement and requirements are expected for late summer/fall of 2023, with the expectation of a vendor to begin work on future state building in the spring of 2024.



Cindy the Visually Impaired

Individual with overt disability looking for employment assistance

ABOUT

Cindy has a progressive bilateral visual impairment that makes her vision worse over time. It is becoming more challenging to go about daily life without assistance. She is passionate about art and building design and hopes to one day become an architect. She lacks the requisite qualifications and most potential employers lack the knowledge needed to employ blind individuals. Cindy also struggles to go about daily life in her Tampa Bay, FL neighborhood, where she lives in a sixth story apartment alone.

NEEDS

- Professional training
- Career counseling, job search
- Transportation services
- Support applying for programs and services
- Employer training on how to employ blind individuals

FRUSTRATIONS


- Inability to navigate services independently
- Inability to take care of daily essential tasks

GOALS

- Achieve total independence at home and at work
- Become fully employed
- Turn her passion into a fulltime profession

MOMENTS THAT MATTER

- Neighbor helping her get a referral to DBS
- Meeting with her counselor for the first time
- Gathering her medical documentation
- Meeting with her counselor to go over her plan
- Participating in the plan
- Looking for a job
- Becoming employed!



"I need to be able to live independently. I'm nervous about my financial situation and I need help."

POTENTIAL PROGRAMS & SERVICES

DBS Rehab Center for the Blind and Visually Impaired	Division of Blind Services
VR/DBS Deaf, Hard of Hearing & Deafblind Services	Division of Vocational Rehabilitation
DBS Business Enterprise Program	DBS Braille & Talking Book Library
	VR/DBS Employer Training Services

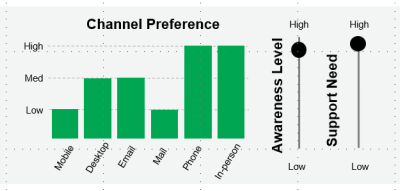
Key

DCF	Florida Commerce	DOE	Career Source
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ART OF THE POSSIBLE CONSIDERATIONS

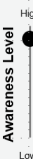
- DBS seeks to encourage customers to pursue careers in any field. Too often, visually impaired individuals get boxed into fields that only relate to their disability and not their aspirations.
- Many DBS customers will have visual impairments that progressively get worse over time. Customers will need additional support with adjusting to a new lifestyle.

Channel Preference



Channel	Preference Level
Mobile	Low
Desktop	Med
Email	Med
Mail	Low
Phone	High
In-person	High


Awareness Level



High

Low

Support Need



High

Low



Deborah the DOE DBS/VR Caseworker

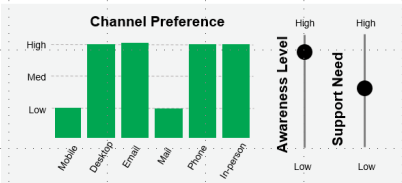
Dedicated public servant looking to be more efficient in serving her customers

ABOUT

Deborah is a life long civil servant with over 20 years of experience assisting disabled Floridians in obtaining the services and support they need to thrive. She is based in the Daytona Beach, FL Vocational Rehabilitation office and is frustrated with the length of time it takes to serve a customer. Staff shortages in her office have made it difficult to adequately serve all customers and has placed additional stress on her and her co-workers.

NEEDS

- Efficient scheduling process
- Expedited customer document submission
- Customer communication tracking process
- Reduction in customer back and forth communication for required information



FRUSTRATIONS

- Inability to give each customer timely service
- Frustrated with added stress of staffing shortages
- Frustrated with back-and-forth communication required to obtain all required info, resulting in further delays

GOALS

- Reduce time it takes to serve customer to case completion
- Successfully close the majority of cases
- Help disabled Floridians

MOMENTS THAT MATTER

- Initial customer intake interview
- Monthly check-in meetings
- Requesting services from vendor for customer
- Obtaining a job for the customer
- Case closure



"I love working with my customers and am satisfied with my career in public service but wish we could be more efficient."

PROGRAMS & SERVICES

- DBS Rahab Center for the Blind and Visually Impaired
- DBS Braille & Talking Book Library
- VR/DBS Deaf, Hard of Hearing & Deafblind Services
- TTW SSA Program
- VR/DBS Student and Youth Services
- Division of Blind Services
- DBS Business Enterprise Program
- VR/DBS Employer Training Services

Key DCF Florida Commerce DOE Career Source



Maryanne the Mother

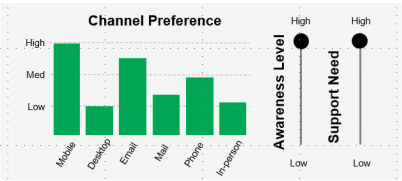
Single Mother Seeking Living Assistance and Training

ABOUT

Maryanne is a single mother of two children under the age of 10 living in an apartment building in a struggling neighborhood of Miami, FL. She had her first daughter as a senior in high school but was still able to earn her GED. She is struggling to meet her expenses and is reliant on SNAP benefits to feed her family and Temporary Cash Assistance to help pay rent. Maryanne is currently a substitute teacher, which does not require any certifications but dreams of acquiring the skills necessary to become a Registered Nurse. She has no child support, works 30 hours a week, has a work exemption and makes less than 40k a year. She is a loving mother who is involved with her community's urban farm. She is looking to build a better future for herself and her daughters.

NEEDS

- Registered Nurse
- Additional career training and counseling after her certification
- Childcare Support
- Transportation Support
- Job search support



FRUSTRATIONS

- Maryanne is frustrated by her slow progress on finding and completing post-secondary education for Nursing, as she is not able to focus on it due to needing to take care of her children.
- She is having difficulty balancing her family needs and career aspirations
- She is under tremendous financial stress and cannot take time off to apply for more benefits

GOALS

- Become a Registered Nurse
- Reduce/eliminate her reliance on SNAP benefits
- Become fully employed to provide for her daughters

MOMENTS THAT MATTER

- Finding the DCF ACCESS application
- Going to the DCF office to provide more information
- Receiving SNAP/TANF benefits
- DCF case worker referring her to HOPE FL
- Hope Navigator providing a warm handoff to CSF
- CSF providing guidance on how to pursue a nursing degree
- Hope Navigator providing support throughout nursing school
- Earning her nursing degree
- Becoming employed!

ART OF THE POSSIBLE CONSIDERATIONS

- Child support – payments count as income



"I need to be able to provide a better life for my daughters, and I've always dreamt of being a nurse. I need help to get there."

POTENTIAL PROGRAMS & SERVICES

- SNAP E&T
- Other WIOA Programs
- Adult Worker Program
- Re-Employment
- Welfare Transition (TANF) – Workforce Requirements
- Wagner-Peyser
- TANF
- Work Opportunity Tax Credit Program (EMPLOYER)
- SNAP
- Career Source
- HOPE FL
- DCAE Career & Tech Ed Services

Key DCF Florida Commerce DOE Career Source



Jeremy the LWDB Caseworker

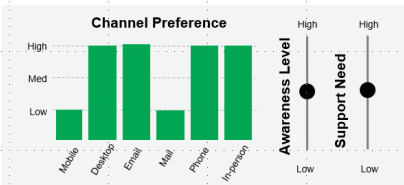
Dedicated public servant looking to be more efficient in serving their customers

ABOUT

Jeremy is a recent college graduate who has always wanted to work in civil service. He has been with the LWDB for over a year helping serve different customers looking for a variety of workforce services. He is based in a local career center. He is often frustrated with the multiple systems, agencies, programs, and services that he must navigate to get his customers the services they need.

NEEDS

- More training on available programs and services
- Customer being informed of the info they need prior to submitting a half-complete application
- Increased collaboration across other local partners



FRUSTRATIONS

- Inability to give each customer timely service
- Frustrated with added stress of staffing shortages
- Frustrated with back-and-forth communication required to obtain all required info, resulting in further delays

GOALS

- Reduce time it takes to serve each customer
- Attract the next generation of public servants
- Reduce the back and forth with customer to find all required information

MOMENTS THAT MATTER

- Initial customer intake interview
- Determining benefit eligibility for a customer
- Referral to partner vendors
- Receipt of vendor updates on customer progress
- Case closure



"I like serving others, but I feel I can't help every Customer because it takes so long to get the information I need. There are so many people who need help, and so many delays in the process."

PROGRAMS & SERVICES

Apprenticeship	State Rapid Response Program
Welfare Transition Workforce Requirements	SNAP E&T
Work Opportunity Tax Credit Program (EMPLOYER)	Adult Worker Program
Disaster Recovery and Dislocated Worker Grants	Title 1 Dislocated Worker Program
Military Family Employment Advocacy Program	Title 1 Youth Program
Federal Bonding Program	Trade Adjustment Assistance Program
Veterans Employment Program	Senior Employment Program
Wagner-Peyser	Migrant and Seasonal Farmworker Services
Other WIOA Programs	Re-Employment

Key DCF Florida Commerce DOE Career Source



Anthony the FloridaCommerce RECONNECT Staff

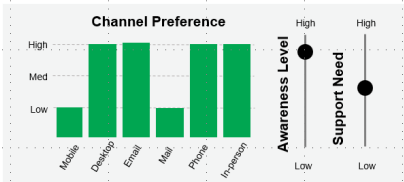
Passionate public servant dedicated to helping others reach self-sufficiency

ABOUT

Anthony is 40-year-old man who was looking to make a career change into civil service. After seeing his brother struggle with the unemployment process, Anthony decided to work for DOC. He has been with Reemployment Assistance for over a year helping serve different customers. He is based in a local service center. Anthony is often frustrated with the time it takes customers to receive their benefits, the lack of communication between the agency and customer, and the wait times with adjudication.

NEEDS

- Faster determinations for customers relying on Reemployment Assistance
- Better communication between the customer and agency



FRUSTRATIONS

- Inability to give each customer timely service
- Frustrated with added stress of staffing shortages
- Frustrated with back-and-forth communication required to obtain all required info, resulting in further delays
- Lack of communication with adjudication and customer

GOALS

- Reduce time it takes to serve each customer
- Attract the next generation of public servants
- Reduce the back and forth with customer to find all required information

MOMENTS THAT MATTER

- Determining Customer's need
- Determining benefit eligibility for a customer
- Case closure



"I want to be able to help as many people as possible, but I feel the process is long and exhausting for myself and the customer."

PROGRAMS & SERVICES

Re-Employment

Key DCF Florida Commerce DOE Career Source

User interface (UI) design develops the mechanisms for implementing the UX design. It focuses on the product's "look and feel." What colors are used? What should the buttons look like? What happens when a button is clicked? Together, UX and UI design ensures that the product is both pleasing and easy to use.

The following roles should support the portal's interface design:

UX Designers

UX designers ascertain portal user needs and design a pleasing, easy-to-use portal. To do so, UX designers

identify various user groups and develop an understanding of their various needs. They also communicate product design through journey maps, wire frames, storyboards, and site maps.

UI Designers

UI designers design the user interface to manifest the portal’s user-experience design. UI designers collaborate with UX designers and system developers and design the portal’s appearance and functionality.

Roadmap Phasing and Timing

Roadmap Category	Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
User Experience Design																				
User Experience requirements																				
High level design & planning																				

KEY STEPS	DEPENDENCIES
<p>1. UX Design – Currently in progress</p> <p>Identify user groups. Conduct interviews and other forms of discovery to ascertain user needs. Develop journey maps, wire frames, and other artifacts to support the further design and development of the portal. Provide consultation and guidance on the implementation of the UX design. Conduct focus groups and other tests to ensure that the portal’s user interface comports with the UX design.</p>	<p>In-scope programs and entities must be identified. Scope of portal functionality must be determined:</p> <p>Distribution of functions between common portal and existing portals</p> <p>New features to be hosted on the common portal (e.g., screening tool, common data intake, referral requests, customer-account access, other self-service features, etc.)</p>
<p>2. UI Design</p> <p>Collaborate with UX designers to support development of UI design. Create a style guide to be used in designing the user interface. Use UX artifacts to design individual screens. Design interactivity. Ensure that interface layout functions on supported platforms.</p>	<p>UX design should be developed and approved</p>

Anticipated Business and Process Impact

A well-designed common public portal could have a significant, positive impact on the WPAs’ businesses and processes. A common portal that offers comprehensive information about available workforce-development programs and services can promote accessibility and opportunity, as Floridians can learn about and choose the programs, benefits, and services that are right for them. A common portal can also provide self-service features, tools that limit repetitive data entry, the ability to upload documents, and other services that could significantly enhance the customer experience and foster independence.

When Floridians use the common public portal to get answers to their questions, there is less pressure on agencies to provide this service.

A common public portal—even one that is well executed—can also have negative business impacts. Online services that are good for many may be challenging for others. Support requirements could counterbalance some of the portal’s efficiency benefits and frustrate or confuse certain segments of the population. Also, during the design phase, the project could divert staff resources from other Program endeavors. Subject-matter experts will need to be deployed to contribute to the development of content and features that will be extended on the portal. Initially, changes to existing portals may also be needed. If existing portals will require rebranding or redesign to create a unified user experience, it could require tasking business staff with the responsibility.

Anticipated Technology Impact

Subject matter experts from each agency will need to be devoted to the implementation of the common public portal. In addition to the development required to create an integrated solution, individual programs will need to devote resources to build the connections between existing portals to the system. There will also likely be other development requirements to modify or configure existing systems to support new functionality originating on the common public portal but executed by existing systems.

Benefits of the Approach

Thoughtful and informed UX and UI design-planning contributes to the common portal’s ultimate success. The resulting portal will have the features and functionality needed to help bind Florida’s workforce-development partnership into a more cohesive and accessible source of services and supports. Floridians will be able to independently investigate the full range of programs that they might qualify for and to execute the other self-service opportunities that are extended to them on the common portal. This is likely to significantly enhance Floridians’ experiences as they navigate through their workforce-development options, apply for programs, and independently conduct many of the other activities in support of their enrollments.

Project Dependencies

A successful user-experience design depends upon a clearly developed delineation of the features and functions initially included on the common portal. Also, existing systems must be able to connect with and support the functionality extended on the common portal. There must be a clear set of requirements for upgrading and changing existing portals.

Design of a quality user experience depends on the development of a sophisticated taxonomy of user groups. This must include adequate discovery of user communities’ potential needs and abilities. A representative cohort of actual users must be assembled to give input as to proposed feature sets, provide design feedback, and test features and functions, as they are developed, and after they are assembled into a complete solution.

All in-scope agencies and programs must actively participate in the effort to ensure desired levels of interconnectivity, common branding, and design.

Finally, implementation will require a robust outreach campaign to educate Floridians about upcoming changes and train them to successfully interact with the new system.

Potential Challenges

Given the large number of stakeholders, it could be difficult to settle on the scope of the features for the common customer portal. It could be hard to achieve consensus among the partnership’s internal and external stakeholder groups as to the portal design and functionality. Existing portal owners may not be willing or able to modify their systems to connect and interact with a new common portal.

It may be difficult to design a system that meets the needs of the diverse set of intended users. Because much of the initial on-line functionality will continue to be hosted on individual portals, it may be difficult to achieve enough of a common look and feel to support the perception that users are interacting with a cohesive system.

Updated Information 2024: The Program established a TOM with approval of all elements in May 2024.

The roadmap outlined in the FL WINS TOM brings together approximately 42 programs across three WPAs (DCF, DOE, and FloridaCommerce) and workforce partner (CSFL) to provide a streamlined experience for customers and provide a ‘no wrong door entry’ point for workforce services across the state of Florida. The future state experience design includes the results of over 33 validation sessions, as well as 20 case worker, case manager, and customer sessions.

Several consistent customer experience themes emerged from the sessions, including uncertainty navigating the process regarding multiple WPA involvements, self-service options, and limited awareness of additional programs and services. The high-level RTM addresses the customer experience themes by detailing functional design capabilities focused on usability for individuals enrolled in multiple programs with a need for additional referrals. The Program developed a future state journey to address the pain points identified during discovery and provide the ideal customer experience. While the TOM and RTM outline all components, capabilities, features, and both functional and technical requirements for the FL WINS Program, the Program will implement these themes in an iterative approach to achieve higher quality, reduce risks, and better align with customer needs.

Single Sign-On – Shared Account

Introduction

Initially, the common public portal will connect the existing workforce-development portals into a federated solution. Floridians will be able to initiate their online transactions from the common public portal.

Without a single sign-on, when the common public portal hands the user off to existing portals, the user would need to log in to each additional portal that they need to use. Clearly, this would be cumbersome for the user. The problem is compounded if the user must remember different user IDs, or if passwords change or reset.

Also, as each system must be independently maintained, this approach generates redundant costs for the workforce development partnership.

An IAM solution will enable a single sign-on service. This would allow the user to use one set of credentials to log into and access multiple systems. In addition to the convenience and cost savings, this approach also goes a long way toward improving the user experience, as—from the user’s perspective—the federated system will feel more like a fully integrated common portal.

Updated Information 2024: The TOM and RTM provide additional detail on how the Solution Implementation project should utilize Single Sign-On. The Program maintains both the TOM and RTM as artifacts on the FL WINS SharePoint site.

Roadmap Phasing and Timing

Roadmap Category	Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Individual project & steps																				
Single Sign on - Shared Account																				
Detailed design & planning																				
Development - security, data sharing, ECM, existing portal linkages																				
Account matching - existing accounts																				
Account linking - conversion																				

KEY STEPS	DEPENDENCIES
<p>1. Detailed Design and Planning</p> <p>Identify an IAM solution to be implemented Document all requirements, policies, and compliances Design a IAM solution</p>	<p>Architecture team establishment Cloud subscription finalized Tools/solutions identified</p>
<p>2. Development</p> <p>Create a sprint of all tracks, security, data sharing, portals (all can also run in parallel) Configure/develop any UI customizations on the IAM solution Create definitions for role-based access</p>	<p>Implement monitoring, tooling, and auditing needs IAM tool finalized</p>
<p>3. Account Matching</p> <p>Create a list of accounts for each organization Identify the CCI and create a comprehensive list of all accounts Create a list of duplicate accounts</p>	<p>Dependent on detailed design and planning</p>
<p>4. Account Integration</p> <p>Categorize different types of accounts Develop role-based access system Define roles Migrate all accounts into one system (with duplicates removed) Develop solution for assigning a temporary password or leveraging an existing one Develop solution approach for first-time login Create a communication plan to be socialized with users about the change</p>	<p>Dependent on account-matching step</p>

Anticipated Business and Process Impact

With a new login and security system in place, all users (internal or external) may have a new user ID. It will be important to communicate these changes and explain how to use the new system.

As with any new system, early on, there is a likelihood of instability. During this phase, it will be important to provide the customer support needed to guide users through the change and to report on any faults or issues that may surface. Likewise, resources should be provisioned to address and resolve any issues that emerge.

Initially high traffic should also be planned for; given the large number of users who will access the system to update their credentials and explore the new functionality, latency issues could arise. A good design and scalable cloud services could mitigate these concerns.

Some existing users could lose some or all current level access, it is recommended that, until the new system is stable, users should have parallel access to both the new system as well as existing portals.

Before the new system is fully operational, testers should use the system to uncover any issues to resolve before launch. This will help ensure fewer challenges when the system is generally released.

User training sessions or manuals could help smooth the transition to the new system.

Anticipated Technology Impact

With a single sign-on, it is best practice to employ MFA. This approach calls for more than one level of user authentication. For example, when a user enters their username and password to log into the system, the system generates an OTP and e-mails or texts it to the user, based on the user's stated preference. Other approaches are also feasible.

Implementation of a single sign-on must be coupled with appropriate security controls. For example, a bastion server should be set up as a "jump server" to allow external access to a private network.

This implementation should include an appropriate toolset. For example, tools should be employed to bridge all the servers on the cloud, perform vulnerability scans, enable Host Based Intrusion Detection (HIDS), Host Based Intrusion Prevention (HIPS), certificate issuance, and—above all—a logging solution to trace all activity.

Authorization is also an important feature of single sign-on. As access to information and functionality within the federated system must be limited to the right user for the right purpose, role and user-based access controls are required. The system must control and distribute the privileges users have after receiving access. These include some combination of the rights to view, alter, or delete information.

A 24x7 command center should be established to immediately address any security vulnerabilities.

Project Dependencies

In-flight projects addressing existing portals must be factored into new system design and development. Also, cloud and platform choice will impact the implementation timeline.

Appropriate subject-matter experts from across the Workforce Partnership must be made available to address issues relating to roles and responsibilities and current sign-on accessibility. They must thoroughly evaluate the large number of roles and responsibilities across the Workforce Partnership.

Potential Challenges

Given the many programs that are included in the scope of the Program, it may be difficult to devise a common client identifier. Matching existing accounts and establishing relations between accounts, if any, could also be challenging. Inaccuracies will cause revoked access, resulting in phone calls and community expression of dissatisfaction.

Considering the size of integration, design and configuration of access controls will call for an extremely large amount of effort.

Shared Intake / Application

Introduction

Often used interchangeably, "application" and "intake" refer to the collection of information at the beginning of a case.

Application: Information is collected to determine eligibility. This can also include information verification.

Intake: For programs that do not determine eligibility, information is collected to open a case.

Shared intake leverages a feature hosted on a common customer portal. First, the person is offered the opportunity to select the programs for which they would like to enroll. Next, some or all needed information is collected and sent to the appropriate program. If necessary, the individual completes the process by providing any additional information directly to each program. The person does not need to provide the information again.

The hybrid integration strategy can support any of three approaches to shared intake. Two are based on the idea that, when workforce-development programs rely on common data elements at intake or application,

those items should be collected once and then shared with the programs that need them. The third variation is not directly concerned with shared data. However—like the first two options—it shares the goal of minimizing redundant data entry.

The simplest approach uses a common portal form to collect the data required for all in-scope programs. This would include, for example, elements such as “name,” “date of birth,” etc.

A somewhat more complicated strategy commonly collects any elements needed for two or more programs. With either strategy, the user provides shared items on the common portal and follows up by giving additional information to the programs that need it.

The third and most complex strategy extends a unified, dynamic application on the common portal. Automated business rules generate a personalized application for each user. The application collects all information needed by all relevant programs. This includes information that might only be needed by one program. It collects the minimum amount of information and never asks the same question twice. Once it is submitted, intakes and applications for all chosen programs are complete.

The variations are summarized in more detail below. The following section outlines the scope of common data within the workforce development partnership.

Collectively, the partners collect hundreds—probably thousands—of data elements at intake or application. While many of these elements are unique to individual programs, many are simultaneously collected by two or more programs. In the table that follows, intake-and-application data types are classified into three groups. Information in the yellow column is collected by all in-scope WPA programs. Information in blue columns is collected by two or more agencies. Information in the green columns is collected by single agencies.

This content is based on an “information inventory,” built from program applications and data dictionaries. For simplicity, many individual data elements are rolled up into information groups. Information that is not covered in the source documents is not reflected here. While the table does not show the ratio of common to unique, it should help to illustrate overlap and suggest sharing opportunities.

Intake/Application Data Groups

Universal Data Usage	Common Data Usage	Singular Data Usage
	Basic Information	
<ul style="list-style-type: none"> – Name – Address 	<ul style="list-style-type: none"> – Program/Service Selection – Contact Information – Parent's Information – Authorized-Representative Information 	<ul style="list-style-type: none"> – Agency/Vendor/School Information
	Personal Information	
<ul style="list-style-type: none"> – Unique Identifier (SSN/FLEID) – Date of Birth – Gender – Race – Ethnicity – Marital Status – Language 	<ul style="list-style-type: none"> – Citizenship – Voting – Military – Parenting 	<ul style="list-style-type: none"> – Place of Birth
	Special Needs	
<ul style="list-style-type: none"> – Disability – Service Need 	<ul style="list-style-type: none"> – Accommodation Needs 	<ul style="list-style-type: none"> – Conditions Preventing In-Person Interview
	Service Information	
	<ul style="list-style-type: none"> – Disability Services 	<ul style="list-style-type: none"> – Financial Services – Customized Employment Services – Indian Health Services
	Household Information	
	<ul style="list-style-type: none"> – Household Size – Financial Circumstances – Employment – Minor Child – Military 	<ul style="list-style-type: none"> – Assets – Expenses – Tax-Filing Status

Intake/Application Data Groups (Continued)

Universal Data Usage	Common Data Usage	Singular Data Usage
	Employment	
– Employment Information	– Employment Status – Reduced Hours – Migrant/Seasonal Worker – Unemployment History	– Employer Information – Self-Employment – Past Occupation – Work Setting – Dislocation Information – Unemployment Information
	Education	
– Highest Level Completed	– School status – High School Diploma/Equivalent	– Post-Secondary Credential
	Living Arrangement	
	– High Poverty Area – Substitute Care – Homelessness – Runaway Youth	– Institutionalization
	Public Benefits	
	– Food Assistance – Temporary Cash Assistance – Other Public Benefits – Social Security Disability – Supplemental Security Benefits	– Ability to Remain Off Temporary Cash Assistance – School Lunch – Participation in Welfare Transition Program – Medicaid Eligibility
	Criminal-Justice Involvement	
	– Juvenile/Adult Offender Status – Offense – Arrest/Conviction Record – Incarceration Status	– Employment Status at Time of Incarceration
	Apprenticeship Information	
	– Enrollment – Program of Study – Industry – Sponsor – Program of Study	
	Employment Needs	
	– Service Need – Basic Skills – Language Ability – Ability to Benefit from Services	
	Other Assistance Needs	
	– Educational Supports – Assistance to Get or Hold Employment	– Transportation – Child Care
	Other Eligibility Factors	
	– Prospects for Self-Sufficiency	– Domestic Violence – Relocation Need – Local Employment Prospects

Three Opportunities for Common Intake and Application

Shared Universal Data: Information that is needed for all workforce-development programs is collected by a feature on the common portal. The information is sent to all programs that the person is interested in. The person must separately give the additional information needed for each program. While the person is not asked again for the information already provided, they must give each program the rest of the information that it needs. If the person wants to enroll in more than two programs, and at least two--but not all—require the same information, the person will have to give the common information more than once.

Based on the analysis above, data elements in the following groups¹ should be collected on the common portal to support this option include:

Universal Data Groups

UNIVERSAL DATA	COMMON DATA	SINGLE-PROGRAM DATA
Name		
Address		
Unique Data Identifier		
Date of Birth		
Ethnicity		
Marital Status		
Gender		
Race		
Highest Education Level		
Language		
Disability		
Service Need		
Employment Information		

Shared Common Data: Information that is needed for two or more of the programs that the person is interested in is collected by a feature on the common portal. The information is sent to the programs that need it. The person must separately give the additional information needed for each program. While the person is not asked again for the information that they already gave, they must give each program all the rest of the information that it needs. As the person already gave the information needed by two or more programs, they are never asked to give the same information more than once.

¹ As noted above, given the large number of individual data items that are collected by the workforce development partners, the elements have been rolled up into the groups that are listed in this and the following tables in this section. (For example, the “address” group would include individual elements for “street,” “city,” “state,” and “zip code.”) Therefore, for any option, the actual number of elements that must be collected will exceed the number of groups reflected in these tables. Also, in several instances, the information for this evaluation was extracted from program applications. Thus, there are likely additional elements that are collected at intake or after the initial application is submitted. Similarly, individual community programs might collect information that is not included here. Therefore, further research and documentation will be needed to ensure a complete inventory of all data elements that must be collected for any of the three options.

The following data elements should be collected on the common portal to support this option:

Common Data Groups

UNIVERSAL DATA	COMMON DATA	SINGLE-PROGRAM DATA
Name	Employment Status	
Address	Reduced Hours	
Unique Data Identifier	Migrant/Seasonal Worker	
Date of Birth	Unemployment History	
Ethnicity	School Status	
Marital Status	High School Diploma/Equivalent	
Gender	High Poverty Area	
Race	Substitute Care	
Highest Education Level	Homelessness	
Language	Runaway Youth	
Disability	Food Assistance	
Service Need	Temporary Cash Assistance	
Employment Information	Other Public Benefits	
	Social Security Disability	
	Supplemental Security Benefits	
	Offender Status	
	Offense	
	Arrest/Conviction Record	
	Incarceration Status	
	Apprenticeship Enrollment	
	Apprenticeship Program of Study	
	Apprenticeship Sponsor	
	Apprenticeship Industry	
	Service Need	
	Basic Skills	
	Language Ability	
	Ability to Benefit from Services	
	Educational Support	
	Assistance to Get or Hold Emp.	
	Prospects for Self-Sufficiency	

Common Application: Information that is needed for all programs that the person is interested in is collected by a feature on the common portal. The feature “knows” what each program needs and asks the person to give only the information needed by those programs. The “right” information is sent to each program. The person is not asked to give the same information more than once. The person does not have to give any more information.

All data elements should be collected on the common portal to support this option:

Common-Application Data Groups

UNIVERSAL DATA	COMMON DATA	SINGLE-PROGRAM DATA
Name	Employment Status	Agency/Vendor/School Info.
Address	Reduced Hours	Place of Birth
Unique Data Identifier	Migrant/Seasonal Worker	Conditions Preventing Interview
Date of Birth	Unemployment History	Financial Services
Ethnicity	School Status	Customized-Employment Svces
Marital Status	High School Diploma/Equivalent	Indian Health Services
Gender	High Poverty Area	Assets
Race	Substitute Care	Expenses
Highest Education Level	Homelessness	Tax-Filing Status
Language	Runaway Youth	Employer Information
Disability	Food Assistance	Self-Employment
Service Need	Temporary Cash Assistance	Past Occupation
Employment Information	Other Public Benefits	Work Setting
	Social Security Disability	Dislocation Information
	Supplemental Security Benefits	Unemployment Information
	Offender Status	Post-Secondary Credential
	Offense	Institutionalization
	Arrest/Conviction Record	Ability to Remain Off TANF
	Incarceration Status	School Lunch
	Apprenticeship Enrollment	Welfare Transition Program
	Apprenticeship Program of Study	Medicaid Eligibility
	Apprenticeship Sponsor	Emp. Status at Incarceration
	Apprenticeship Industry	Transportation
	Service Need	Childcare
	Basic Skills	Domestic Violence
	Language Ability	Relocation Need
	Ability to Benefit from Services	Local Employment Prospects
	Educational Support	
	Assistance to Get or Hold Emp.	
	Prospects for Self-Sufficiency	

Roadmap Phasing and Timing

Roadmap Category	Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Shared Intake / Application																				
Shared application & common data design																				
Referral rules																				
Customer intake application development																				

KEY STEPS	DEPENDENCIES
<p>1. Determine Intake/Application Option</p>	
<p>2. Design and develop a portal feature that provides users with the ability to select the programs they want to enroll in.</p>	<p>Existing systems must be configurable to receive this information and automatically act on it.</p>
<p>3. Design and develop an electronic form.</p> <p>For the shared universal data option, the form prompts the user for the information that is commonly needed by all of the workforce-development programs. (In other words, the form only collects information if every program needs the same thing. “Name” and “address” are examples.)</p> <p>For the shared common data option, the form prompts the user for information that two or more programs need. (For example, if the person applies for three programs, and all three need “name,” two need “marital status,” and one needs “veteran status,” the form would collect “name” and “marital status,” but not “veteran status.” The purpose is to collect information that the person might otherwise have to give more than once.)</p> <p>For the common application option, the form prompts the user for all the information that is needed for all of the programs.</p>	<p>In-scope partners must agree on what data is to be shared and on any new data definitions and formats needed to enable sharing.</p> <p>Existing systems must be configurable to receive this information and auto-populate fields and forms.</p> <p>In-scope programs must be able to agree on the methods to be applied in soliciting shared information.</p>
<p>4. Design and develop integration for referring person and their information to each program that the person wants to enroll in.</p>	<p>Needed level of interconnectivity is achievable.</p>

Anticipated Business and Process Impact

Workers do not have to enter information if applicants or clients have already put it into the system. They will not need to answer as many questions or help customers with as many activities. However, some new work may be required if customers are confused by the process or need a new kind of help with navigating new features.

Anticipated Technology Impact

The state will need to develop a system for collecting information on the common customer portal and sending it to the correct program for further processing. Development complexity is inversely proportional to consumer usability.

Each program’s system must be modified to receive the information and process it. If additional information is required, individual systems must be programmed to avoid requests for information already provided. Programs that have eligibility requirements must adapt their systems to ingest and process information received from the common portal.

Benefits of the Approach

A common intake and application process improves the customer experience. Floridians could go to one place to review their options and request the programs and benefits that are of interest to them. This promotes opportunity and is a big step toward providing Floridians with “no-wrong-door” access to the state’s workforce development system. Also, Floridians would not need to give the same information over and over. They have the freedom to provide program information at the most convenient time and place. The system can also give additional information about next steps and tell the person about what they can expect.

These changes not only enhance the customer experience; they also promote customer independence, as people can do for themselves what they may now need help with.

Staff workload is reduced to the extent that people enter their own information and answer their own questions.

Project Dependencies

This initiative will require a high degree of program consensus on approach. The WPA programs must be able to identify and harmonize common data elements. They will also need to work together to ensure that the common customer portal asks the right questions. Individual systems must be able to receive and process portal information.

Potential Challenges

Some programs may not have systems that can ingest portal information and integrate it within their intake or application processes. Also, it may be challenging to develop a common form for the collection of intake and application information. Finally, it may be hard to get agreement on the approach or desired format for the information collection form.

Fully Integrated Common Portal

Introduction

A fully integrated common portal would provide Floridians with a single online location for the transaction of all their interactions with all the in-scope agencies and programs within the workforce development partnership. This portal would provide Floridians with a true “no wrong door” into the partnership. It would:

- Host information about all in-scope programs, services, and benefits
- Permit Floridians to choose the programs that they would like to pursue and apply for them in a single combined application
- Support applicant and client self-service capabilities for the in-scope programs.

Currently, a fully integrated common portal is not in scope. The current initiative calls for a common portal that would host some—but not all—online features. Native program portals will continue to support some current functionality. Integration between existing portals and the common customer portal will be leveraged to coordinate some web-based functionality.

Roadmap Phasing and Timing

Roadmap Category	Year 1 (2022)				Year 2 (2023)				Year 3 (2024)				Year 4 (2025)				Year 5 (2026)			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Fully Integrated Common Portal																				
Detailed design & planning																				
Development																				

KEY STEPS	DEPENDENCIES
1. Assess the framework of existing portals for potential reuse opportunities.	Implementation of data integration capability solution and enterprise service layer.
2. Develop a shared question set, encompassing the questions currently asked by each in-scope program for intake or application.	Existing systems must be configurable to receive this information and auto-populate fields and forms. In-scope programs must be able to agree on the methods to be applied in soliciting shared information. Fully functional centralized IAM.
3. Gather requirements for, develop, and test fully integrated common portal.	

Updated Information 2023: The above key steps will be addressed in the Customer Portal project. The output of the BPR project, including the TOM, will be leveraged to accelerate completion of the key steps, additionally, updates to this project will come in FY 24-25 Schedule IV-B, once this project is fully initiated.

Updated Information 2024: A vendor was selected in April 2024 and as of July 2024, the contract is being negotiated and execution is pending. The Program will include additional details on the associated project areas in subsequent Schedule IV-B updates.

Anticipated Business and Process Impact

New self-service options could ease staffing level of effort. Examples include a fully integrated intake and application form, document-upload, improved referral functions, and automation of some aspects of change reporting and eligibility renewal. These new options could reduce customer support level of need. However, there could also be some upward pressure owing to the need to assist with navigation of the new system.

Some customer support that is currently distributed may need to be centralized. This could require the establishment of a centralized customer support business unit and the transfer of resources from agencies and programs to underwrite the effort.

Agencies and programs will not need to dedicate as many staff resources to the content management of their online portals. Also, they will have less control over the UX and UI of the portal experience that is extended to their clients.

Anticipated Technology Impact

Centralized staffing will be needed to build and operate the new portal. This could require a transfer of resources from agencies and programs to underwrite the effort.

All programs will need to create APIs for the common portal and shared client access account to interface with their systems of record. The APIs for each program’s system of record can assume client authentication via the shared client access account and will need to accept data received through the common application / common data store.

Data mapping will be required between a common question set and the data required for determinations in each system of record. Also, the technical implications of access to shared storage of documents, shared verifications, and other common foundational technologies must be evaluated and addressed.

Benefits of the Approach

A fully integrated common portal can be expected to have significant, direct, and positive impacts on Floridians: the user experience will be far more holistic than the multiple encounters and interactions that they must now conduct, Floridians will have single-point access to comprehensive information about the available workforce development programs, services, and benefits, and, in a single transaction, they will be able to apply for all programs of their choosing.

A dynamic application will guide them through the information-collection process. It will selectively solicit just the right amount of information that must be collected for the person's chosen programs. If information about the person is already known to the system, it will not be asked for again.

The common portal that is supported by a data integration capabilities solution is then integrated with individual program systems of record will allow clients to view existing benefits, perform required recertification and redetermination activities, and report changes in circumstance. This portal will have integration with the electronic document management (EDM) repository, this will permit clients and applicants to upload requested documentation, which can then be shared across programs.

For the reasons outlined above in the section describing business and process impacts, the new system is likely to ease staffing pressure by reducing the need for routine or repetitive activities. For the WPAs, the portal will help to generate efficiency; unify the workforce development system; and improve access, opportunity, and self-sufficiency.

Project Dependencies

Successful design and implementation will depend upon availability of business and technical resources needed to orchestrate the transition. Public and stakeholder buy-in will also be needed.

From a technical perspective, success will depend upon the availability of a common client index (CCI), electronic document management (EDM) capability, and identity and access management (IAM), inclusive of single sign-on (SSO).

"My Benefits" client online account functionality will require development of a client dashboard, an online application, and features supporting submission of changes of circumstance and renewals.

Potential Challenges

Integration with program-specific, in-scope systems of record may be difficult. It may also be hard to develop inter-agency agreements on shared eligibility questions and data.

VIII. Appendices

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

Appendix A – Cost Benefit Analysis (CBA Tool)

Appendix B – Project Risk Assessment (R&A Tool)

Appendix C – Program & Project Roadmap Updated

Appendix D – Program Management Plan (PgMP)

APPENDICES

For Fiscal Year 2025-26



10/15/2024

DEPARTMENT OF COMMERCE

**Program Management Plan
Florida Workforce Integrated Networking Systems (FL WINS)**



Revision History

Date	Version	Description	Author
10/28/2022	001	Program Management Plan Florida Workforce Integrated Networking Systems (FL WINS) - Development Draft Version 001	Tara Kyvik and Rick Hawks (with supporting authors)
11/18/2022	002	Feedback Received from DEO (now FloridaCommerce)	Kent Whittington
11/29/2022	003	Select Content Revisions per DEO (now FloridaCommerce) Review	Drew Evers
11/29/2022	004	N/A – Version Number Skipped	N/A
12/14/2022	005 - 007	DEO (now FloridaCommerce) Revisions	Kent Whittington
12/14/2022	008	Select Content Revisions per DEO (now FloridaCommerce) Review	Drew Evers
1/25/2023	009	Select Content Revisions to Component Plans of PgMP per Stakeholder Feedback. (Communication Plan, Testing Management Plan, Configuration Management Plan, Data Governance Plan, Decision Management Plan, Procurement and Contract Management Plan, Project Change Management Plan, Systems Change Management Plan)	Steven Jones
2/1/2023	010	Reconcile edits from the ESC deck, plus to date updates	Kent Whittington
2/9/2023	100	Versioned 100 due to approval	Kimberly Watts
3/7/2023	101	Updated roadmap graphic on page 6 of 69 to reflect approved version and updated caption placement to precede graphic. Updated Author to BSTA Contractor (previously said North Highland). Consolidated 12/14/2022 DEO (now FloridaCommerce) revisions to single row in Revision History table. Updated revision 009 Author. Fixed pagination. Refreshed Table of Contents. February 2023 updates.	Drew Evers, Kelsea Gustavson, Tara Kyvik, Jane Matthews, Kimberly Watts
3/10/2023	200	Versioned 200 following approval	Kimberly Watts
3/10/2023	201	Updates broken links. Program functions, roles, and responsibilities table is now Attachment V.	Kimberly Watts
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Date	Version	Description	Author
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8/2/2024	701	<ul style="list-style-type: none"> • Formatting Updates: Updated table styles, table of contents, table of exhibits, bullets • Added second level headings to Section 1 • Added third level headings to 3H • Added clarity and detail to governance and roles and responsibilities • Addressed IV&V review comments • Revised Program Assumptions and Constraints • Updated lead agency roles and responsibility in Section 10 • Edited for voice, grammar, and readability throughout 	Scott Smith & Mark Kaperak
9/17/2024	800	Finalizing based on approval	Calvin Sloan



Modifications to the approved baseline version (100) of this artifact must be made in accordance with the *Attachment B – FL WINS Artifact Management Standards*.

Quality Review History

Date	Reviewer	Comments
10/28/2022	Drew Evers	Preliminary Draft Review
11/29/2022	Drew Evers	Secondary Draft Review of Select Edits
12/14/2022	Drew Evers	Secondary Draft Review of Select Edits
2/17/2023	Tara Kyvik	General QC Review
3/2/2023	Tara Kyvik	Confirmation of February updates
3/22/2023	Kelsea Gustavson, Tara Kyvik	Confirmation of March Updates
4/21/2023	Kimberly Watts	Quality Check Review
5/24/2023	Kimberly Watts	Quality Check Review
10/12/2023	Jackie Schaffer	FY 23-24 Schedule IV-B alignment draft review for approval
7/28/2024	Jennifer Long	Quality review to ensure edits are aligned with FY 2024-25 Schedule IV-B changes

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Section 1: FL WINS Executive Summary

1A. The REACH Act

In 2021, the Florida Legislature passed House Bill 1507, establishing the Reimagining Education and Career Help (REACH) Act. Governor Ron DeSantis signed the REACH Act into law on June 24, 2021. This innovative, system-wide approach to workforce development and education in Florida will create opportunities for meaningful employment and economic freedom for Floridians. The Florida Department of Commerce (FloridaCommerce) is coordinating on this important initiative with the REACH Office (REACH), the Florida Department of Children and Families (DCF), the Florida Department of Education (DOE), CareerSource Florida, and Florida Digital Services (FL[DS]). As detailed in media coverage at the bill signing, its practical effect, if implemented successfully, will be to create a “more efficient pipeline from the classroom to the workplace.”

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

The REACH Act will strategically align education and workforce initiatives across Florida agencies. This includes the development and implementation of a centralized online opportunity portal which will provide Floridians with broader access to education and training options, labor market information, career planning tools, workforce training, and education support, regardless of which “door” in the workforce development system they enter.

1B. Collaboration

The “no-wrong-door-entry strategy” introduced by the REACH Act is intended to improve equity and access to state and federally funded programs for individuals needing workforce related programs. The FL WINS Program (Program) includes a series of projects that address the development and implementation of a consumer-first workforce system required by the REACH Act.

Implementation of the FL WINS Program requires continuous collaboration among REACH, FloridaCommerce, DCF, DOE, CareerSource Florida, and FL[DS], referred to as Workforce Partner Agencies (WPAs). The Workforce Partners that house systems and programs that serve individuals Statewide are referenced as “core” Workforce Partners and include FloridaCommerce, DCF, and DOE.

The Program’s goals are to integrate existing core Workforce Partner departmental systems of record by creating a data integration solution and public facing consumer portal that allows interoperability among multiple WPAs and to create an enhanced user experience for Floridians. This will result in streamlined processes and creation of a common intake form, which will minimize duplicative data entry from both individuals and workforce-related programs.

1C. Implementation

To determine a path to successful implementation of the consumer-first workforce system, FloridaCommerce procured a vendor to provide a feasibility assessment of the current systems in use by core Workforce Partners. Specific areas of focus for aligning the Workforce Partners within the assessment included: business integration, policy and program management, customer service, and technical requirements. Recommendation areas in the feasibility assessment included streamlined services, empowered individuals, universal access, and increased accountability. As further elaborated below, the assessment identified a strategy that outlines both the business and technology related procurements that are fundamental for all Workforce Partners to achieve successful project completion.

The Program will establish a business framework to guide the significant level of investment in both business and technical operations. Before work began on the transformation of business processes and technology portions of the FL WINS Program, program leadership established the overall governance structure and the data governance structures.

The overall Program governance structure was developed in December 2022. Utilizing a 3-tiered governance structure, the Program can focus on collaboration between partner staff at every level of the tiered structure. Tier 1 is where most of the Program work is completed among project teams, vendors/contractors, and workgroups. Tier 2 is where the Executive Program Sponsors and WPAs' Business and Technology area leadership provide input, guidance, and communicate with their Tier 1 staff on the Program's efforts. Tier 3 is the Program's Executive Steering Committee, members who hold senior leadership roles within their respective agencies. This committee meets quarterly or as needed for updates and decision making that requires their guidance.

FloridaCommerce is the budget authority for the Program with the fiduciary responsibility to procure vendors and monitor the requirements of the executed contracts, ensuring that deliverables and measures comply with Procurement of Personal Property and Services, Chapter 287, Florida Statutes (F.S.). The REACH Office has responsibility for Program oversight, facilitation, and coordination of all WPAs engaged and actively participating in the FL WINS Program.

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

1D. Procurement

The procurement strategy utilizes a "best-of-breed" approach to vendor procurement due to the significant level of investments into transforming both business and technological options that affect the core WPAs involved. The "best-of-breed" approach establishes a series of procurements, each geared to hire vendors with specific capabilities based on their individual specialties allowing for the maximum flexibility in selecting vendors that align to project priorities and preferred technical solutions. FloridaCommerce, as the budget authority, procures vendor

support to provide additional resources to assist in the successful completion of the project. The Program requires extensive participation from all WPAs.

The governance structure for implementing the Program requires dedicated resources from each WPA, vendors, and stakeholders to carry out the necessary Program tasks. Stakeholders for the Program are expected to engage in strategic objectives by providing experience, perspective, and an understanding of the impacts of the Program on their respective entity's needs. Additionally, stakeholders are responsible for providing input on functional requirements, program activities, user feedback, program documents, business requirements, and deliverables as necessary.

Section 2: Program Management Plan Overview

The purpose of the FL WINS Program Management Plan (PgMP) is to establish standardization in project management processes executed by FL WINS project teams and to facilitate the integrated processes essential to the successful execution of the Program.

The FL WINS PgMP describes the scope, structure, and management method for the FL WINS Program (Program) and its projects and activities. This PgMP is a living document; as such, the Program Management Office (PMO) submits updates for approval as conditions change or as directed by FloridaCommerce and on behalf of the Workforce Partners. The PMO will review and update the PgMP annually at a minimum and ad hoc if significant updates are required.

Changes to the plan are made in accordance with Section 17: Project Change Management Plan and Section 8: Artifact Management Standards.

FL WINS Program teams use this document to:

- Establish the Program's governance framework
- Update the FL WINS Program's roadmap
- Establish program standards to promote consistency in the management of the Program and its projects
- Provide the templates and procedures to establish and maintain consistency in program management standards
- Provide the planning and management necessary for successful outcomes and realization of benefits
- Monitor and control the work of the Program
- Report on the Program
- Promote the consistent management of artifacts
- Establish a framework for data governance
- Promote the security of data associated with the planning, analysis, testing, and implementation of FL WINS

Additionally, the PgMP provides the approach, standards, and processes required to manage current and future FL WINS projects, meet customer expectations, and keep appropriate stakeholders informed and involved with Program progress.

The PgMP and its key integrated processes support:

- Effective communication of Program and project information among the various FL WINS stakeholders, including the Workforce Partners, FL WINS governance participants, FL WINS contractors, the Independent Verification and Validation (IV&V) contractor, and other State oversight organizations

- Effective management of the complex risks and issues that arise because of the requirements and priorities of the various stakeholders
- Effective engagement of the individual stakeholders and FL WINS project teams to gain the necessary decisions on expected outcomes, project plans, and key deliverables
- Coordination of the numerous FL WINS projects and stakeholders by creating the framework to gain support, resolve conflicts, and direct the various teams
- Assessment of whether the outputs or outcomes of the component projects and activities contribute to the outcomes and benefits identified for the Program
- Promotion of continuous alignment of the Workforce Partners and FL WINS project teams

2A. Program Management Approach

The program management approach described in this PgMP is based on industry standards and lessons learned from other programs. It is consistent with the State of Florida IT Project Management and Oversight Rule Chapter 60GG-1, F.A.C as it employs mostly traditional project management standards and practices, especially for the Initiation, Planning, and Closeout stages of a project. This PgMP incorporates Agile ways of working as necessary to allow for the most flexible approach to implement this Program and projects.

2B. Program Oversight

The FL WINS Program is subject to several layers of federal, state, and program-level oversight. Below is a list of key oversight bodies and the nature of their oversight:

- Federal – related to Federal level interests in the in-scope business process and system updates:
 - US Department of Labor
 - Centers for Medicare and Medicaid Services (CMS)
 - US Department of Agriculture
- State – required by Florida statutes:
 - Executive Office of the Governor
 - REACH Office – required by Section 14.36(3)(e), F.S., to oversee the Workforce Development Information System (also known as FL WINS)
 - Office of Policy and Budget (OPB) – Performed as part of their Planning and Budgeting authority under Chapter 216, F.S.
 - Florida Department of Management Services (DMS)
 - Florida Digital Service – required by Section 282.0051(1)(d), F.S., to perform project oversight of all state agency IT projects with costs of \$10 million or more
 - Florida Legislature – performed as part of their Planning and Budgeting authority under Chapter 216, F.S.
- Program – required by Florida Administrative Code, Florida statute, or Program specific plans and control documents:
 - IV&V contractor – required by administrative rule Chapter 60GG-1, F.A.C. to perform independent verification and validation of program and project activities
 - FL WINS Program Governance bodies – executive and senior-level oversight of program and project performance
 - FL WINS PMO – routine program and project management oversight
 - FL WINS Continuing Oversight Team – required by Section 287.057(26)(a), F.S. to monitor contracts meeting certain thresholds, report on deficient contract

performance that substantially affects successful completion, and changes in contract scope or cost

2C. Component Plans

Exhibit 1: Summary of Component Plans, below, lists the component management plans that support the FL WINS Program and are incorporated by reference. The component plans are stored on the FL WINS Central Repository.

Exhibit 1: Summary of Component Plans

PLAN NAME	ATTACHMENT IDENTIFIER	DESCRIPTION
Artifact Management Standards	B	Establishes the deliverable and artifact management standards, processes, and templates required to efficiently manage the Program's artifacts.
Change Management and Communications Plan	C	Provides the Transformational Change Management entity's Change Management and Communication (CMC) Plan. The plan serves as a guide for how messages are distributed to audiences, groups, and stakeholders impacted by the FL WINS transformation.
Configuration Management Plan	D	Addresses the management of configuration items (i.e., software, hardware, and documentation) associated with the Program.
Data Governance and Management Development Plan	E	Outlines the approach and plan for the establishment and implementation of FL WINS data governance and data management.
Decision Management Plan	F	Defines how the Program makes the necessary decisions on expected outcomes, project plans, and key deliverables for the duration of FL WINS.
Financial Management Plan	G	Establishes the process and procedures the Program uses to plan, manage, and control project costs.
Issues Management Plan	H	Provides an overview of how an issue is identified, logged, and tracked, including roles and responsibilities for each area.
Knowledge Transfer Plan	I	Outlines the knowledge transfer activities that occur throughout the solution integration and deployment phases of the Program.
Lessons Learned Management Plan	J	Provides an overview of the lessons learned process, including how to log a lesson learned and the roles and responsibilities for each element of the process.
Communications Plan	K	Retired and combined with Attachment C Change Management and Communications Plan.

PLAN NAME	ATTACHMENT IDENTIFIER	DESCRIPTION
Procurement and Contract Management Plan	L	Involves activities covering the entire life cycle of the procurement process from initial procurement strategy and planning, through the execution of a procurement, leading to the ongoing management of an active contract.
Project Change Management Plan	M	Describes the process for managing changes to scope, schedule, and/or cost at the Program level and project level.
Quality Management Plan	N	Documents the necessary information for planning, managing, and controlling the quality of the Program.
Requirements Management Plan	O	Describes the requirements identification, traceability, and maintenance processes for the Program.
Resource Management Plan	P	Defines the planning and management of resources for the duration of the Program.
Risk Management Plan	Q	Establishes the approach the Program uses to identify, analyze, and manage risks.
Schedule Management Plan	R	Defines how the schedule is managed throughout the Program's life cycle. The plan provides guidance and sets expectations for scheduling policies and procedures for planning, developing, managing, executing, and controlling the schedule.
System Change Management Plan	S	Provides a systematic approach to managing changes made to a product or system. The purpose is to ensure all changes are documented, services are not unnecessarily disrupted, and all affected stakeholders and end users are informed of the changes.
Testing Management Plan	T	Describes the overall technical and management approach, resources, and milestones for all intended test activities associated with development, validation, implementation, and operational testing.
Stakeholder Management Plan	U	Describes the method for identifying stakeholders and the approaches for planning, managing, and controlling stakeholder engagement over the life of the Program.
Functional Program Roles, and Responsibilities	V	Identifies stakeholders who have specific roles and responsibilities for the known governing bodies, workgroups, and project teams within the Program. Outlines the general roles and responsibilities for individuals relative to FL WINS program functions.

Section 3: Program Scope

3A. Program Summary

This section summarizes key elements of the FL WINS Program, Scope, Constraints and Assumptions, and Summary Timeline. The approved FL WINS Program Charter is incorporated by reference in *Attachment A*.

The Program is responsible for the development and implementation of a consumer-first workforce system, known as FL WINS. To achieve the Reimagining Education and Career Help (REACH) Act's goal of developing a "one-workforce strategy" consumer-first workforce system, the Program seeks to improve coordination among Workforce Partners and the delivery of workforce-related services to Floridians. Key features include:

- Preservation of existing Core Workforce Partner's case management systems with integration through a data integration solution, accessible by each Workforce Partner that enables referrals from entity to entity while allowing for the most minimal impact to existing case management systems
- Creation of a public-facing customer portal that includes a common intake form to minimize duplicate data entry and maximize the services provided by Workforce Partners
- Enhancing analytics and outcomes-based performance measurements to ensure that increased accountability, streamlining of services, universal access to Programs and services is provided to empower individuals to make informed decisions on options to meet their needs through the no-wrong-door approach

To move from the Core Workforce Partner systems current state to the anticipated future integrated state, the Program impacts business processes and technology capabilities at all WPAs. Separate from the FL WINS Program, each Workforce Partner must modernize their respective applications and systems to the minimum standards allowable to integrate with FL WINS. To meet this requirement, each WPA must:

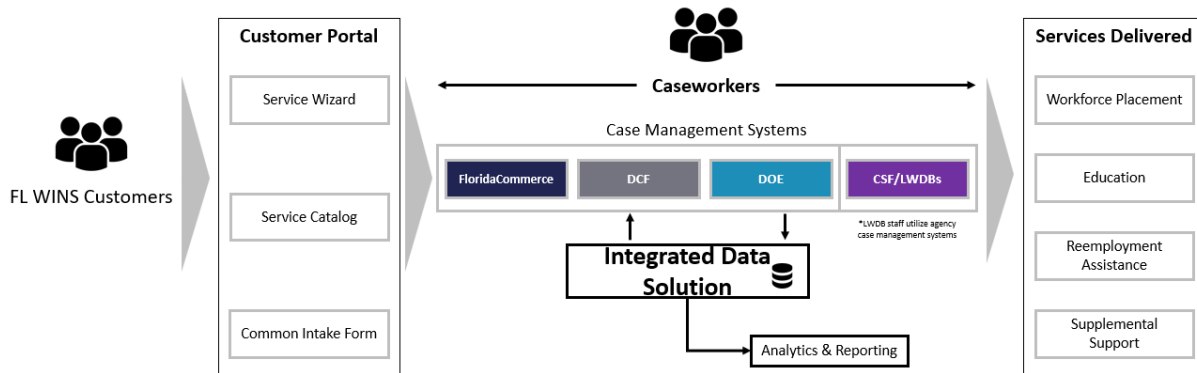
- Evaluate requirements for system changes to meet minimum standards required by the Program
- Secure resources to achieve these updates according to the Program's timeline

FL WINS is a multiyear program that employs a range of strategies, including modernization, integration, and coordination of information systems; realignment of program oversight; data-driven and performance-based decision-making; programmatic reform; and the adoption of new solutions, aimed at reimagining the state's workforce development system and driving toward a "no-wrong-door-entry" strategy. FL WINS is an innovative, consumer-first workforce development system that seeks to provide Floridians with improved access to workforce programs and services, enhance transparency and accountability of workforce programs, and promote self-sufficiency through interoperable systems and shared integrated data.

The main components, as described in **Exhibit 2: FL WINS Program Components** are:

- Customer Portal
- Common Intake Form
- Integrated Data Solution

Exhibit 2: FL WINS Program Components



The scope of the Program is identified by phase. Each phase is described below in detail. In addition, the five program category areas that are currently in scope for the Program are listed, described, and designated with an anticipated delivery methodology.

3B. Program Phases

Exhibit 3: FL WINS Program Scope and Standard Program Phases lists the scope and description of each phase.


Exhibit 3: FL WINS Program Scope and Standard Program Phases

Program Phase	Description
Phase 1: Program Definition Start Date: 7/21/2021 End Date: 12/31/2022	The Program Definition Phase of the FL WINS Program is where the team progressively elaborates goals and objectives of the Program and includes Program Formulation and Program Planning. Deliverables: <ul style="list-style-type: none"> • Feasibility Study • Program Charter • Program Management Plan • Program Roadmap • Initial Risk Identification Workshop • Program Governance Plan Procurements: <ul style="list-style-type: none"> • Workforce Integration Management/PMO contractor • IV&V contractor • Business Process Re-engineering contractor • Transformational Change Management contractor
Phase 2: Program Delivery Start Date: 1/1/2023 End Date: 12/31/2026	Stages: <ul style="list-style-type: none"> • Design/develop • Testing and readiness

Program Phase	Description
	<ul style="list-style-type: none"> • Cutover and post go-live <p>Each stage may be repeated multiple times, depending on the complexity of the project. This phase includes:</p> <ul style="list-style-type: none"> • Component Authorization Planning • Component Oversight & Integration • Component Transition to Operations and Closure <p>Deliverables:</p> <ul style="list-style-type: none"> • Project Solutions Standards • Requirements • Business Process Re-engineering • Solution Design • Solution Development/Configuration Testing • Training Materials and User Training • Deployment documentation <p>Procurements:</p> <ul style="list-style-type: none"> • Workforce Integration Management/PMO contractor • Solution Implementation (Customer Portal and Data Integration contractor) • Others (including staff augmentation resources)
Phase 3: Program Closure Start Date: TBD End Date: 12/31/2026	<p>Objectives:</p> <ul style="list-style-type: none"> • Acknowledgement of the Program’s completion, with a final Program Sponsor sign-off/acceptance of deliverables and benefits • Assessment of the Program’s success • Identification/documentation of best practices • Sharing of lessons learned with other projects and programs

Exhibit 4: FL WINS Project Phases describes the scope and description of each project phase.

Exhibit 4: FL WINS Project Phases



Project Phase	Description
Initiating	<p>The first step in establishing a project includes:</p> <ul style="list-style-type: none"> • Acquiring team members (including contractor procurements, if needed) • Conducting project kickoffs • Establishing interim tools and processes • Having preliminary discussions on approved approaches, templates, and standards <p>FL WINS projects will start upon written authorization from FloridaCommerce (e.g., via an approved task order or other written authorization). Reporting (e.g., status reporting, CRAIDL) will start at project start.</p>
Planning	<p>Establishes the framework for the standards, methodologies, and templates used throughout the project. Includes:</p> <ul style="list-style-type: none"> • Educating the project team on how these elements are applied to each specific project • Establishing a baseline project schedule that runs through the Transition Phase • Creating the various component plans that govern the program management aspects of each project • Defining specific benefits to be achieved by the project
Execution	<p>Delivery of each project. Includes:</p> <ul style="list-style-type: none"> • Finalization and documentation of requirements • Completion of the System Development Life Cycle (SDLC) • Provision of leadership and support throughout the development process • Governance and management for all projects within the Program
Monitoring and Controlling	<p>Includes processes for managing quality, scope/schedule/budget, status reporting, risks, and issues. These activities are performed for the Program and the individual projects.</p>
Transitioning	<p>Moves the project from contractor-managed to Workforce Partner management under the newly negotiated and signed contracts. Includes:</p> <ul style="list-style-type: none"> • Review and approval of transition plans from the incoming and outgoing contractors • Identification of risks and mitigation planning • Monitoring of operations

Project Phase	Description
Closeout	<p>Final phase of each project includes:</p> <ul style="list-style-type: none"> • Assisting with the transition of the operations and contract monitoring to the Workforce Partners • Gathering lessons learned to ensure future programs are successful • Archiving project data, artifacts, reports, and deliverables in the central FL WINS Repository • Ensuring the Program Management Center of Excellence (PMCoE) is current • Transferring knowledge between the FL WINS team and Workforce Partner staff, including FloridaCommerce approval of the contractor’s Knowledge Transfer Plan deliverable

3C. Anticipated Projects

Exhibit 4: FL WINS Project Phases serves as a roadmap of the in-scope initiatives necessary to establish the modernized FL WINS business framework. Due to the complexity of changes inherent in realizing the Program’s vision and the level of effort they require, this Program needs committed engagement and ongoing support from all Workforce Partners and a variety of contractors with a wide spectrum of specialties. Additionally, Workforce Partner stakeholders, both internal and external, are needed for the transformation of business processes and technologies necessary for successful project completion.

3C.1. Program Roadmap

This scope listed in the roadmap is high-level, and additional details are included in the schedule for the FL WINS Program. Individual project scopes are developed as the Program progresses. Separate individual project charters, schedules, and other requirements are also required.

The five program/roadmap categories and their primary projects and steps include:

- Workforce Integration Management
 - Workforce Integration Program Management
 - Workforce Integration Governance
 - Vendor Procurement
 - Continuing Oversight
 - Legal and Policy Workgroup
- Business Planning and Communications
 - Enterprise Communications Strategy
 - Target Operations and Business Process Re-engineering
 - Transformational Change Management
- IT Operations and Management
 - Establish and Maintain Enterprise Data Governance
 - Enterprise Architecture
 - IT Shared Services Organization
- Data Integrations
 - Service Integration Platform
 - Data Integration Implementation
 - Analytics and Reporting Data

- State Partner Integration
- College Integration
- Common Customer Portal
 - User Experience Design
 - Single Sign-On – Shared Account
 - Shared Intake/Application
 - Fully Integrated Common Portal

3D. Work Products Produced Through all Project Phases

Various work products are produced throughout many of the project phases. This section lists examples of these work products.

- Weekly Status Reports
- Monthly Status Reports
- CRAIDL (Changes, Risks, Actions, Issues, Decisions, Lessons Learned) Report
- Meeting Agendas and Meeting Minutes
- Change Control Request Artifacts including Impact Analysis and Sign-off
- Project Closeout Report (Closeout Phase Only)

3E. In-Scope Systems

As of the approval date of this PgMP, the following business areas and/or software systems are in-scope for the Program.

- FloridaCommerce Employ Florida System
- FloridaCommerce RECONNECT/Reemployment Assistance System
- FloridaCommerce Workforce Information Database (WIDb)
- FloridaCommerce OSST System
- DCF Self Service Portal (SSP)
- DCF HopeFlorida
- DCF Florida ACCESS
- DOE Division of Vocational Rehabilitation Case Management System (AWARE)
- DOE Division of Blind Services Case Management System (AWARE)
- DOE Employment Meets Opportunity Portal (EMOP)
- DOE Division of Early Learning – Enhanced Field System (EFS)
- DOE Florida College Systems and School Districts (partial integration)
- DOE Career and Adult Education
- CareerSource Florida – representing multiple Local Workforce Development Boards and systems.

3F. Out-of-Scope Items

Effective project management requires a project to stay within scope so that its original goals can be achieved. The same is true for the FL WINS Program. Below are items considered out of scope for the Program.

- Decision Making – making decisions related to projects and systems not identified as in-scope for the Program
- Definition of Business Rules or other Details – defining the business rules or other functional or technical details for projects or systems not identified as in-scope for the Program

- Execution – executing programs or projects not directly related to the Program
- Desktop Services and FloridaCommerce Network Infrastructure – providing technical support services that are not specifically part of an identified project under the Program
- Training – providing training not directly related to the Program and its projects

3G. Program Success Criteria

The Schedule IV-B for FL WINS Program, Fiscal Year 2025-26 identifies the criteria that must be realized for the Program to be considered a success. This table is in Appendix A, and Program Management Team members review and update it at least annually and as appropriate.

3H. Program Constraints and Assumptions

Constraints are limiting factors that affect the execution of a project, program, portfolio, or process (e.g., time, cost, and scope) and limit or constrain the potential ways of operating throughout the project lifecycle.

Assumptions are factors in the planning process considered to be true, real, or certain, without proof or demonstration. Plans are inaccurate when assumptions are untrue, so it is important to confirm or correct assumptions.

Attachment A – Program Charter identifies several assumptions and constraints in the categories of procurement, governance, partnership, and technology. These form the basis for this section along with additional assumptions and constraints that influence planning decisions.

3H.1. Overarching Constraints

- While the Program has \$250 million in total appropriations, the Program must request and be granted, spending authority beyond the \$25 million authorized for FY 2022-23.
- FloridaCommerce’s total appropriation for the Program is \$250 million in General Revenue funds that utilize the U.S. Treasury, State Fiscal Recovery Fund (SFRF), as authorized by the American Rescue Plan Act of 2021. SFRF funds may be used to cover eligible costs incurred during the period that began on March 3, 2021, and ends on December 31, 2024. All funds must be obligated by December 31, 2024, and must be expended by December 31, 2026.
 - There is a \$10 million setback in the \$250 million appropriated; the Program must maintain that there is \$240 million to be obligated by 12/31/2024.

3H.2. Overarching Assumptions

- The Program will continue to receive the required appropriations.
- Program team members, including Workforce Partners, subject matter experts, current and future solution providers, and FL WINS contractors, are available when needed to inform or support timely decisions, change requests, actions, issue resolution, or in support of key Program governance activities.
- Vendors complete all work according to the approved schedule(s) and the respective project managers proactively manage and communicate dependencies.

3H.3. Procurement Constraints

- The Program must complete or initiate procurement for the following contractors no later than December 31, 2024.

- Solution Implementation (SI) – in progress
- Independent Verification and Validation (IV&V) – complete
- Workforce Integration Management project (WIM) – complete
- Business Process Re-engineering (BPR) and Transformational Change Management (TCM) – complete

3H.4. Procurement Assumptions

- The Program will meet deadlines related to the various procurements required to sustain and execute funding for the Program.

3H.5. Governance Assumptions

- Workforce Partners will support the projects with appropriate leadership and subject matter expertise necessary for implementing the changes in strategy, policy, organization, business, operations, and technology to achieve the desired target state.

3H.6. WIM, Business and Technology Project Constraints

- The procured vendors on the FL WINS Program will not participate in other Program related procurement negotiations.
- Vendors shall adhere to state requirements (including the use of the Project Management Institute's Project Management Body of Knowledge (PMBOK)) in the development of the Program charter and standards.

3H.7. WIM, Business and Technology Project Assumptions

- The State will provide dedicated resources in the business and technology areas to support overall Program objectives for management in connection with vendor(s) and/or contractors.

3H.8. Partnership Constraints

- WPAs must support the establishment and ongoing responsibilities of data governance and enterprise architecture functions by appointing adequate subject matter experts to participate and/or serve in roles (as necessary).

3H.9. Partnership Assumptions

- WPAs will support the Legal and Policy Workgroup and ensure consistent interpretation and compliance with all new and existing laws, regulations, and policies relevant to the Program.
- In conjunction with the REACH Office, the Workforce Partners will establish and maintain a shared vision to support achieving the outcomes specified in the REACH Act.
- Information Technology subject matter experts representing the Workforce Partners and specific focal areas will be available to support IT Share Services Workgroups; establishing and maintaining a shared technological vision is required for relevant system design and implementation of the future state solution.

3H.10. Technology Constraints

- The FL WINS Program must account for other Workforce Partner modernization efforts throughout the life of the Program.

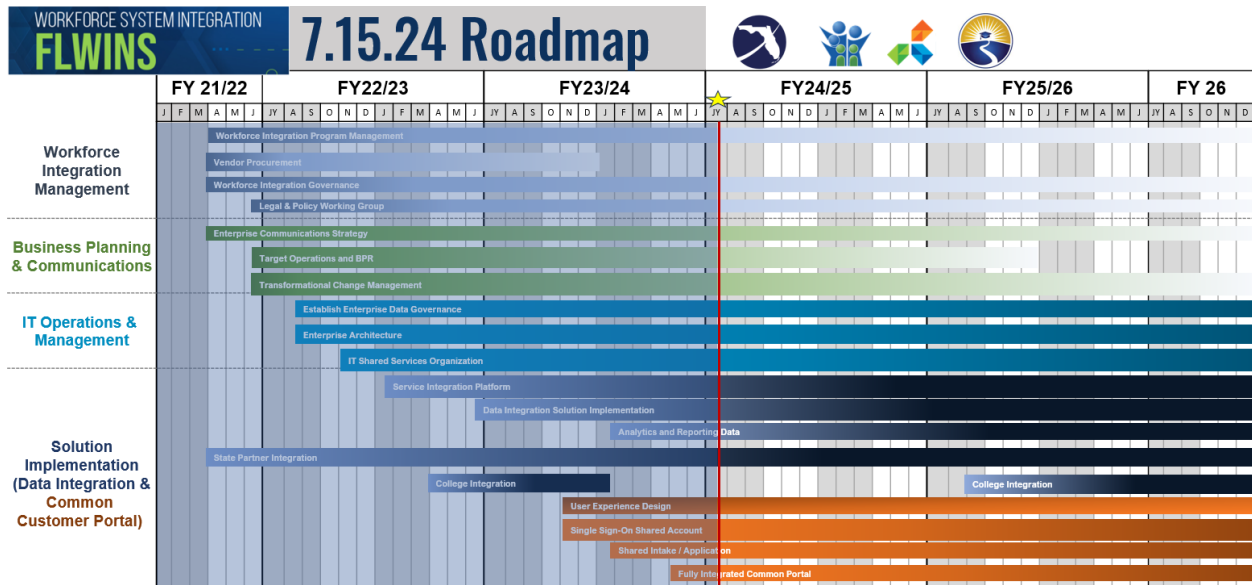
3H.11. Technology Assumptions

- Sufficient data subject matter cross-agency resources are available and allocated to support the Program.
- State of Florida and Federal standards and practices for data governance are followed by all WPAs.
- Contractors will respect and adhere to the requirements, standards, policies, and practices set forth by the FL WINS Program data governance.

3I. Program Summary Timeline

Exhibit 5: FL WINS Summary Timeline presents a high-level view of the Program’s primary activities and is a summary of the more detailed Workforce Partner Transformation Roadmap included in the FL WINS Schedule IV-B. The four roadmap categories displayed on the left side of Exhibit 5 are subdivided into individual projects and steps noting the progression of *Planning/Establishing, Establishing/Implementation, and Ongoing Operations*.

Exhibit 5: FL WINS Summary Timeline



Section 4: Program Structure for Stakeholders on Teams and Workgroups

In accordance with Section 14.36, F.S., the REACH Office is responsible for oversight, facilitation, and coordination of all WPAs essential to implementing a consumer-first workforce system.

FloridaCommerce is the budget authority for the FL WINS Program with the fiduciary responsibility to procure contractors and monitor the contractual requirements of the executed contracts ensuring deliverables and measures comply with Procurement of Personal Property and Services, per Chapter 287, F.S.

The FL WINS Program and its component projects meet the requirements for oversight per the Florida Information Technology Project Management and Oversight Standards in Chapter 60GG-1, F.A.C. Thus, the FL WINS Program is subject to oversight from FL[DS] and an IV&V contractor.

4A. Program Roles and Responsibilities

This section identifies stakeholders who have specific roles and responsibilities within the Program. *Attachment V – Functional Program Roles and Responsibilities*, lists the general roles and the responsibilities for individuals relative to FL WINS Program functions. These roles and responsibilities are influenced by the following expectations:

- Most of the design/build work is conducted by contractors and staff augmentation resources.
- Workforce Partners' subject matter experts (SMEs) are engaged as needed.
- Workforce Partner Program Managers are dedicated full time to the FL WINS Program and have responsibilities between the governance tiers.

Specific governance roles and responsibilities for workgroups, teams, and individuals within these groups are discussed in *Section 5, Program Governance* and more specifically in the Program's Responsible, Accountable, Consulted, and Informed (RACI) Chart.

4B. Stakeholders

This section lists initial Program stakeholders. A comprehensive Stakeholder Register will be built as part of *Attachment U – Stakeholder Management Plan* and maintained in the FL WINS Central Repository.

4B.1. Internal Stakeholders

- The REACH Office in the Executive Office of the Governor
- FloridaCommerce
- Florida Department of Children and Families
- Florida Department of Education
- CareerSource Florida
- The Florida Digital Service
- Agency Program areas
- FL WINS governance members
- FL WINS PMO
- FL WINS workgroups and project teams
- FL WINS contractors

- End-users of existing workforce information systems

4B.2. External Stakeholders

- The governor's office - Executive Office of Policy and Budget
- The Florida State Legislature
- The Department of Management Services
- The Florida Digital Service
- External end-users of existing workforce information systems
- Independent verification and validation contractor
- End-users of existing workforce information systems

Section 5: Program Governance

Governance refers to the structure, processes, tools, and templates that enable effective decision-making through a hierarchy of groups that provide analysis and recommendations. Effective governance enables management control of complex transformations by creating accountability at the right levels throughout the organization. Governance, executed effectively, controls the variables inherent in any large-scale transformation.

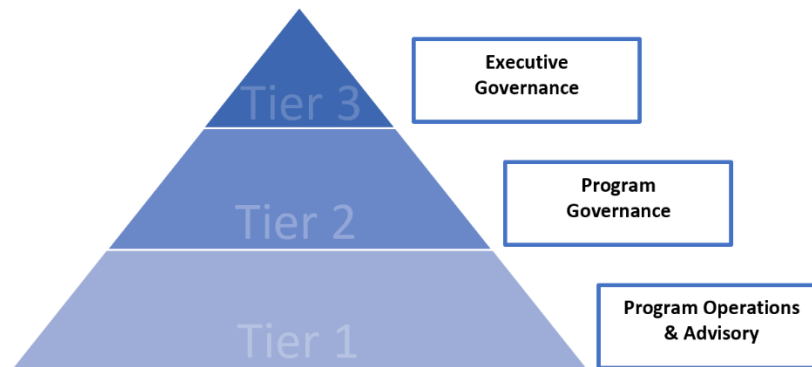
The goal of the FL WINS Program is to integrate existing departmental systems to allow for interoperability across multiple stakeholders and the Workforce Partners. To reach this goal, the Program executes a clear, robust, and repeatable decision-making framework to allow for successful governing.

5A. Program Governance Scope

Exhibit 6: Three-Tier Governance Model shows the system to facilitate the decision-making processes involved with the Program and has representation from the six WPAs involved in this initiative. The Executive Steering Committee (ESC) approved the three-tiered governance structure on December 19, 2022. The committee, sponsors, teams and/or Program Workgroups at each tier fulfill a critical role in providing information, advice, recommendations, and decisions to effectively guide and oversee the Program. These Governance bodies are decision-making and solution-oriented entities with representation from Workforce Partners, other impacted agency stakeholders, and contractors (as appropriate). The FL WINS Program's governance structure includes an escalation path based on impacts to scope, schedule, budget, and quality. Defined thresholds place responsibility of change control within appropriate tiers.

The Workforce Partner's ESC member is responsible for appointing their agency's respective Tier 2 (Executive Program Sponsor and Program Sponsor level) members. The Governor's Office makes appointments for members to Tier 3. The FloridaCommerce and REACH FL WINS Program Directors are responsible for notifying the WPA Program Managers, IV&V, and Project Team leads about any changes to Tier 2 or Tier 3 of the governance structure.

Exhibit 6: Three-Tier Governance Model



5B. Governance Organization

This section outlines three vital aspects of the FL WINS governance framework: (1) structure and membership, (2) roles and responsibilities, and (3) interactions and communications.

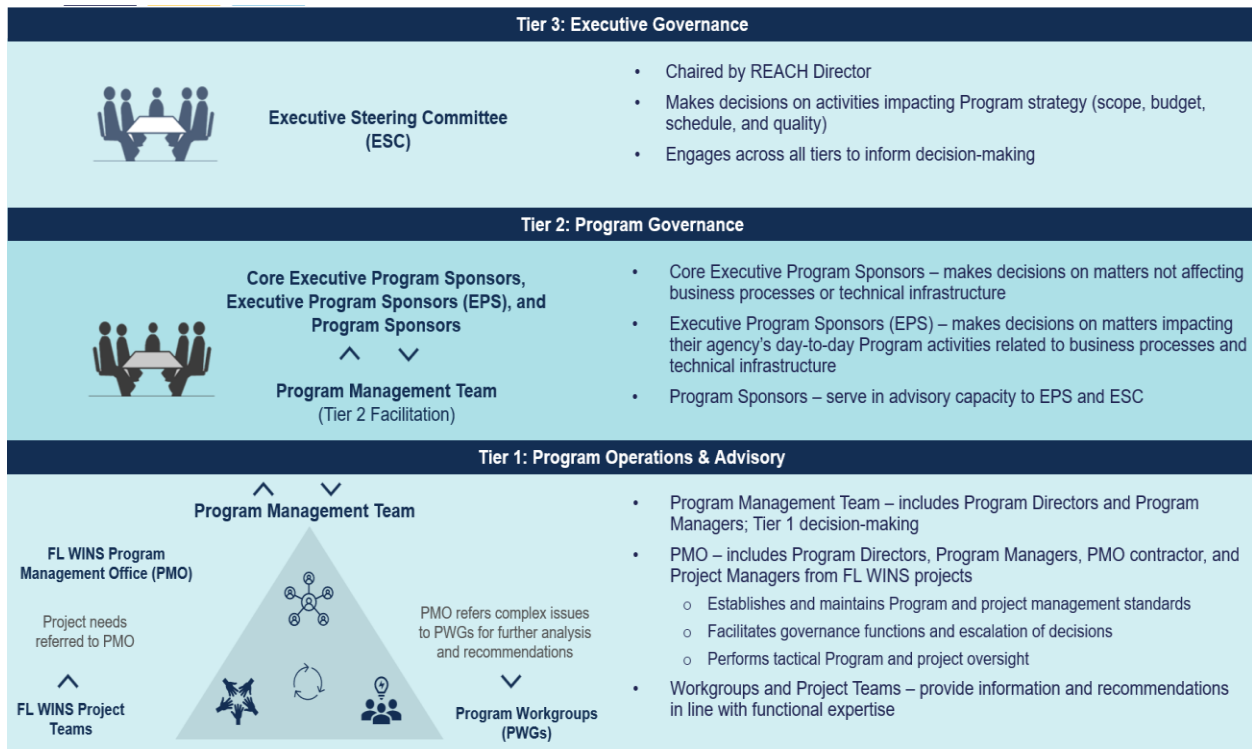
Exhibit 7: FL WINS Governance Framework illustrates the framework.

5B.1. Structure and Membership

- *Tier 3* – FL WINS Executive Steering Committee (ESC)
 - This tier represents executive-level governance that uses recommendations and information from Tier 2 to make decisions.
 - It is chaired by the REACH Director.
 - The REACH FL WINS Program Director serves as a non-voting member (liaison) of the ESC that collaborates within Tier 2 to bring agenda items to the ESC for decision making.
- *Tier 2* – The FL WINS Executive Program Sponsors, Program Sponsors, and Program Management Team
 - The Executive Program Sponsors comprise two agency-level leaders from each WPA (one representing business and one representing IT) and the REACH Deputy Director for Data and Systems.
 - The Core Executive Sponsors are a subset of the Executive Program Sponsors comprising the FloridaCommerce Deputy Secretary for the Division of Workforce Services, FloridaCommerce Chief Technology Officer, and the REACH Office Deputy Director for Data and Systems.
 - The Executive Program Sponsors have discussion and analysis responsibility related to operational project decisions and are the final decision maker for Tier 2 related decisions.
 - If the escalated decision does not affect the business processes or technical infrastructure of Workforce Partners outside of FloridaCommerce, then the decision may be made by the Core Executive Sponsors.
 - Program Sponsors comprise program-level business and IT representatives from each Workforce Partner in-scope system and serve in an advisory capacity to Executive Program Sponsors and the ESC. Program Sponsors are involved in preparations for ESC meetings and receive regular briefings on the status of FL WINS.

- For those items that require escalation, the REACH FL WINS Program Director works with the Executive Program Sponsors to escalate items to the ESC for a decision to be made at the ESC's next publicly noticed meeting.
- The Program Management Team has discussion and analysis responsibility related to operational program decisions and is the final decision maker for Tier 1.
- The Program Management Team may refer items to the Program Workgroups in Tier 1 for advice and input to provide a comprehensive recommendation.
- *Tier 1* – Project Teams, Program Workgroups (PWG), and FL WINS Program Management Office (PMO)
 - The governance structure begins at the project level with the FL WINS PMO, including the Program Managers and Project Team Owners.
 - Before escalating items to the Program Management Team, the FL WINS PMO works with Project Managers and Program Workgroups to receive advice and input.
 - The FL WINS PMO also assesses items and escalates them to Tier 2 of governance based on prescribed decision scoring criteria.
 - The FL WINS PMO works with the workgroups to formulate the recommendations before escalating to additional tiers of governance; however, any level/governance tier may refer these topics to an ad hoc workgroup.
 - The FL WINS PMO facilitates the material development and management of the governance processes. This includes facilitating the circulation of items and artifacts between the governance levels and PWGs to achieve a resolution.

Exhibit 7: FL WINS Governance Framework



5B.1.i. Governance Roles and Responsibilities

Exhibit 8: Governance Roles and Responsibilities Defines the roles and responsibilities and establishes a chain of command to ensure the process for accountability and decision-making is accurately followed.

Exhibit 8: Governance Roles and Responsibilities

TIER	TEAM NAME	MEMBERS	TEAM OVERVIEW
Tier 3	Executive Steering Committee (ESC)	<ul style="list-style-type: none"> REACH Director, Chair, (EOG) (Core WPA); Secretary, FloridaCommerce (Core WPA); Secretary, DCF (Core WPA); Commissioner, DOE (WPA); State Chief Data Officer, FL[DS] (WPA); President and CEO, CareerSource 	<ul style="list-style-type: none"> Serves as ultimate decision-making authority for FL WINS Program Engages in matters that cannot be resolved by the Executive Program Sponsors or the Program Management Team Responsible for decisions impacting Program activities aligned to the strategy including scope, budget, timelines, or quality changes (decision scoring metric used)

TIER	TEAM NAME	MEMBERS	TEAM OVERVIEW
		Florida (Workforce Partner) <ul style="list-style-type: none"> • (WPA); Secretary, DMS • (WPA); State Chief Technology Officer, FL[DS] • (Core WPA); Senior Chancellor, DOE • (Core WPA); Deputy Secretary, DCF 	<ul style="list-style-type: none"> • Engages groups across all Governance tiers, including Program Workgroups and Program SMEs, to inform the decision-making process
Tier 3	ESC – Liaison	REACH FL WINS Program Director, liaison	<ul style="list-style-type: none"> • Serves as a non-voting member of the ESC • Serves as liaison and facilitates the ESC meeting
Tier 2	Core Executive Program Sponsors (meet weekly)	<ul style="list-style-type: none"> • FloridaCommerce Deputy Secretary for Division of Workforce Services (Core) • FloridaCommerce Chief Information Officer (Core) • REACH Deputy Director (Core) 	<ul style="list-style-type: none"> • Core Executive Program Sponsors serve as decision maker in Tier 2 for decisions that do not affect the business processes or technical infrastructure of Workforce Partners (except for FloridaCommerce) • Responsible for issues elevated by the Program Management Team • Collaborates with FL WINS Program Directors on agenda items for escalation to Tier 3 • Responsible for contractor management issues that impact scope, budget, schedule, resources, or quality • Engage Executive Program and Workforce Partner Program Sponsors on any relevant topics when input is needed • Maintain decision-making authority for Program or project operational decisions that will interrupt or impact day-to-day Program or project activities that cannot be resolved by the Program Management Team

TIER	TEAM NAME	MEMBERS	TEAM OVERVIEW
Tier 2	Executive Program Sponsors (meet monthly)	<ul style="list-style-type: none"> • DCF Representation • DOE Representation • FL[DS] Representation • CareerSource Florida Representation 	<ul style="list-style-type: none"> • Maintains decision-making authority for Program or project operational decisions that will interrupt or impact their agency's day-to-day Program or project activities that cannot be resolved by the Program Management Team
Tier 2	Program Sponsors (meet quarterly)	<ul style="list-style-type: none"> • Comprised of program-level business and IT representatives from each Workforce Partner in-scope system 	<ul style="list-style-type: none"> • Serve in an advisory capacity to Executive Program Sponsors and the ESC. • Involved in preparation for ESC meetings and receive regular briefings on the status of FL WINS
Tier 2 (facilitator)	FL WINS Program Director	<ul style="list-style-type: none"> • REACH FL WINS Program Director 	<ul style="list-style-type: none"> • Serves as decision maker for Tier 1 • Collaborates with Executive Program Sponsors for agenda items going to Tier 3 • Collaborates daily with FloridaCommerce FL WINS Program Director, for agenda items moving to decision makers on Tier 2 for resolution • Serves as issue escalation point for Workforce Partners • Interacts with all three Governance tiers to ensure transparency and effective communication
Tier 2 (facilitator)	FL WINS Program Director	<ul style="list-style-type: none"> • FloridaCommerce FL WINS Program Director 	<ul style="list-style-type: none"> • Serves as decision maker for Tier 1 • Collaborates daily with REACH FL WINS Program Director for agenda items moving to decision makers on Tier 2 for resolution • Serves as issue escalation point for contractors • Interacts with all three Governance tiers to ensure transparency and effective communication

TIER	TEAM NAME	MEMBERS	TEAM OVERVIEW
Tier 1 (Tier 2 facilitator)	FL WINS Program Management Team	<ul style="list-style-type: none"> • REACH and FloridaCommerce FL WINS Program Directors • FL WINS Program Managers from DCF, FloridaCommerce, DOE, CareerSource Florida, and FL[DS] 	<ul style="list-style-type: none"> • Final decision makers for Tier 1 • Refers items to Program Workgroups in Tier 1 for advice and input as needed • Serves as escalation point for Tier 1 • Responsible for discussion, analysis, and decision-making in matters that cannot be resolved by the FL WINS PMO or PWGs • Responsible for discussion, analysis, and informing decision-making related to strategic and operational project decisions • Responsible for ensuring that discussion, analysis, and informing decision-making activities related to scope, budget, schedule, resources, or quality are continuously aligned to the Program's strategy • Engages with specific Program or project workgroups to gather information to support decision-making by the Executive Program Sponsors or ESC
Tier 1	FL WINS Program Management Office (PMO)	<ul style="list-style-type: none"> • FL WINS Program Directors • FL WINS Program Manager (PMO Contractor) • FL WINS Program Managers from DCF, FloridaCommerce, DOE, CareerSource Florida, and FL[DS] • Project Managers for active FL WINS projects 	<ul style="list-style-type: none"> • Responsible for facilitating governance functions • Establishes and maintains Program and project management standards • Facilitates the sharing of resources, tools, and techniques • Fosters consistency in the application of standards, processes, and templates • Performs tactical Program and project oversight • Conducts daily oversight of their assigned component projects to confirm they are

TIER	TEAM NAME	MEMBERS	TEAM OVERVIEW
			<p>progressing as planned and promptly reports risk to Program Management Team as problems arise</p> <ul style="list-style-type: none"> • Facilitates cross-team collaboration and dependency management, working with the impacted project teams, the Program's schedule, and CRAIDL managers as needed • Mentors project managers on how to apply the FL WINS standards and operating procedures
Tier 1	<ul style="list-style-type: none"> • Program Workgroups /Teams • Legal and Policy Workgroup • IT Shared Services Workgroup • Data Governance Workgroup • Enterprise Communication Workgroup • Continuing Oversight Team (only Workforce Partners: DCF, DOE, FloridaCommerce, and REACH) 	<ul style="list-style-type: none"> • FL WINS PMO • FL WINS Program Directors (as needed and on specific groups) • FL WINS Workforce Partner Program Managers (as needed and on specific groups) • WPA Business Area Staff (when Subject Matter Experts are needed and on specific groups) • WPA Technology Department Staff (in specific groups) • FloridaCommerce FL WINS Program Manager(s) (as needed and on specific groups) • FL WINS Project Managers, Contractor (Project Teams, Workgroups) 	<ul style="list-style-type: none"> • Recommends and contributes to change strategy, risk management, and navigating Program issues • Provides legal support (more specifically related to procurement and contract management) • Represents and communicates Program changes to parties within each respective workgroup • Works closely with individuals at all tier levels to bring specific knowledge and expertise • Engages and provides information to the Program Workgroups and Teams that represent their respective Agencies. • Represents experts and advisors that are outside of the main governing bodies
Tier 1	<ul style="list-style-type: none"> • Advisory and Information – Ad Hoc for FL WINS Program 	<ul style="list-style-type: none"> • Project Team/Workgroup Members as needed • WPA Subject Matter Experts 	<ul style="list-style-type: none"> • Represents experts and advisors that are outside of the main governing bodies

TIER	TEAM NAME	MEMBERS	TEAM OVERVIEW
	Management Team		

5B.2. Interaction and Communication

The FL WINS Transformational Change Management Project (TCM) is responsible for developing, managing, and disseminating all communications related to the FL WINS Program to internal and external stakeholders. TCM works closely with the Program Management Team including the Executive Program Sponsors (as needed), and the FL WINS PMO to ensure communication related to governance reaches the appropriate stakeholders and audiences. For more information regarding communication, please see the *Attachment C – Change Management and Communication Plan*. FL WINS Program governance uses several communications channels based on audience as shown in **Exhibit 9: Governance Communication Tools**

Exhibit 9: Governance Communication Tools

COMMUNICATION TOOLS	AUDIENCE
Issue Report	Executive Program Sponsors, Program Management Team, FL WINS PMO
Risk Report	Executive Program Sponsors, Program Management Team, FL WINS PMO
Change Order Summary Report	Executive Program Sponsors, Program Management Team, FL WINS PMO
Program Weekly Status Reports	Executive Program Sponsors, Program Management Team, FL WINS PMO
Monthly Status Reports	Executive Program Sponsors, Program Management Team, FL WINS PMO, Executive Steering Committee
CRAIDL	Executive Program Sponsors, Program Management Team, FL WINS PMO, Executive Steering Committee
Program Dashboard	Executive Program Sponsors, Program Management Team, FL WINS PMO
Executive Steering Deck	Executive Steering Committee

5C. Governance Process

This section outlines the general ways of working, including committee and workgroup operations and workflow, standardization of meetings, issue management and escalation, and continuous improvement.

5C.1. Committee and Workgroup Operations and Workflow

Exhibit 10: Committee and Workgroup Operations, below, outlines each committee or workgroup, meeting frequency, and necessary artifacts leveraged.

Exhibit 10: Committee and Workgroup Operations

COMMITTEE/ WORKGROUP	FREQUENCY	ARTIFACTS
FL WINS Executive Steering Committee	Quarterly or as needed	Program Dashboard, CRAIDL, Executive Steering Deck, and status reports
FL WINS Executive Program Sponsors	Monthly (or as directed by Program Leadership)	Program Dashboard, Program roadmap, and status reports
FL WINS Core Executive Program Sponsors	Weekly	Program Dashboard, CRAIDL, project status updates, Program status updates, Program schedule, and Program roadmap
FL WINS Program Management Team	Weekly (or as needed and determined by Program Leadership)	Program Dashboard, CRAIDL, project status updates, Program status updates, Program schedule, and Program roadmap
Program Workgroup	As directed by Program Leadership	Program Dashboard, CRAIDL, project status updates, Program status updates, Program roadmap, and problem statements
FL WINS PMO	Bi-Weekly or weekly	Program Dashboard, CRAIDL, project status updates, Program status updates, Program schedule, and Program roadmap
Project Teams	As directed by Program Leadership	Program Dashboard, CRAIDL, project status updates, Program status updates, and project schedule

5C.2. Standard Meetings

The following standard meeting procedures are an outline of best practices and are expected to change to fit the evolving needs of the committees. The FL WINS PMO is responsible for meeting logistics including but not limited to the items listed in this section.

Program Management Team Meetings

- Set the date, time, and room location (Note: If a virtual meeting is required, coordinate the meeting logistics and related virtual meeting links)
- Coordinate room set up, as applicable
- Develop the meeting agenda, with approval by Program Leadership on Tier 1
- Send the meeting invitation and agenda to Program Management Team members and other invited guests
- Source meeting materials from the project teams or other relevant subject matter experts and distribute the meeting materials electronically before the meeting
- Document and upload meeting materials into the FL WINS Repository
- Print and distribute meeting discussion materials for review in the meeting
- Confirm the meeting objectives and agenda
- Facilitate the meeting

Executive Steering Committee Meetings

- The FL WINS Program Directors, with the Executive Program Sponsors, prepare the agenda.
- The REACH Director chairs the ESC; however, the REACH FL WINS Program Director shares responsibility for conducting the meeting as the ESC liaison.
- The REACH Director provides the ESC updates on matters related to the FL WINS Program scope, schedule, budget, and resources and any other relevant Program information.
- The FloridaCommerce FL WINS Program Director provides administrative oversight of functions supporting the ESC, including publicly noticing meetings.
- The FL WINS Program Directors, with the Executive Program Sponsors, prepare and distribute to the ESC members the agenda, status reports, and other applicable documents for review prior to the meeting.
- The ESC meetings are scheduled at least two weeks in advance with ESC members and publicly noticed at least one week prior to the meeting date.
- The REACH Director allows for public comment before any ESC actions are taken by vote.

5C.2.i. Sunshine Law

All FL WINS meetings must adhere to the Sunshine Law, which stipulates:

- Meetings of public boards or commissions must be open to the public
- Reasonable notice of such meetings must be given
- Minutes of the meetings must be taken and promptly recorded

For the FL WINS Program, public meeting notices will be published in the Florida Administrative Register (FAR) in accordance with Rule 1-1.011, Florida Administrative Code. The process for noticing ESC meetings includes:

- Providing notice of the ESC meeting date, time, and location and a general description of the meeting's purpose
- Posting an agenda on the FL WINS external website and publishing in the FAR at least one week prior to the ESC meeting
- Confirming that notice and meeting materials are published through the FL WINS external website and in the FAR at least one week prior to the ESC meeting

5C.3. Governance Decision Escalation

The determination of the proper governance tier for decision making is a function of the impact ranking for risks, issues, and change requests. The Program uses the following guidance to recommend the correct governance decision making tier; ultimately the Program Directors determine the correct governance tier for decision escalation based on the established quantitative impact thresholds and qualitative analysis.

Decision escalation guideline:

- Impact ranking of 3 or 4 – Tier 1
- Impact ranking of 2 – Tier 2
- Impact ranking of 1 – Tier 3

Rank Value	Risk Impact	Issues and Changes
4	Low	Low
3	Moderate	Medium
2	High	High
1	Absolute	Critical

Note: The thresholds for specific Program control categories (scope, cost, schedule, resource, quality) are located in the *Program Impact Assessment Criteria* table located in *Attachment M – Project Change Management Plan*.

Section 6: Program Standards, Tools, Templates, and Procedures

Consistency and predictability are important when managing a complex program that brings together multiple departments, systems, contractors, and teams. The adoption of, and adherence to, program-wide standards, procedures, tools, and templates fosters consistency and predictability across interdependent project teams.

6A. Governing Standards

The FL WINS PgMP and its component plans comply with the following federal, state, and industry standards. Additional standards may be added during the life of the Program, and project teams are expected to comply.

- Federal
 - National Institute of Standards and Technology (NIST)
 - Federal Risk and Authorization Management Program (FedRAMP)
 - Section 504 and 508 of the Rehabilitation Act of 1973
 - Family Educational Rights and Privacy Act (FERPA)
- State
 - Florida IT Project Management and Oversight Standards, Chapter 60GG-1, F.A.C.
 - Florida Cybersecurity Standards, Chapter 60GG-2, F.A.C.
 - Cloud Computing, Chapter 60GG-4, F.A.C.
 - State of Florida Enterprise Architecture, Chapter 60GG-5, F.A.C.
 - Procurement of Personal Property and Services, Chapter 287, F.S.
 - Continuing Oversight Team Section 287.057 (26)(a), F.S.
- Industry Standards
 - Project Management Institute (PMI) A Guide to the Project Management Body of Knowledge (PMBOK) – Seventh Edition
 - Practice Standard for Project Risk Management (2009)
 - PMI Practice Standard for Scheduling – Second Edition (2011)

6B. Primary Tools

Several tools are used in the execution of the FL WINS Program. They are summarized below and described in more detail in the respective component plans, where applicable.

6B.1. Standard Productivity Tools

The Program uses industry-standard collaboration and productivity tools for spreadsheets, presentations, project schedules, collaboration, process flows, and documents.

- Adobe: Acrobat PDF
- Microsoft (MS) 365 suite: Word, Excel, PowerPoint, Project, SharePoint, Teams, and Visio

- ServiceNow: Used by the FL WINS Program for Program and Project Portfolio Management (PPM) and reporting
- Smartsheet: Used by the FL WINS Program for Program and Project information dashboards

6B.2. FL WINS Central Repository

The Program uses the FL WINS SharePoint site for storing artifacts. It contains five primary folders:

- Center of Excellence
- Governance
- IV&V
- Projects
- Workgroups

The FL WINS Repository is described in more detail in *Attachment B - Artifact Management Standards*.

6B.3. FL WINS Program and Project Portfolio Management

The Program uses FloridaCommerce’s instance of *ServiceNow* as its Project Management Information System (PMIS) for reporting and managing changes, risks, action items, issues, decisions, and lessons learned.

6C. Templates

The use of standard templates fosters consistency throughout the FL WINS Program. Templates are stored in the FL WINS SharePoint under *Center of Excellence > FL WINS Style Guide, Templates, and Branding*. List of approved style guidance and document templates:

- FL WINS Style Guide
- PowerPoint Presentation
- Word Document
- Meeting Minutes

6D. Procedures

This PgMP is augmented by standard operating procedures (SOPs) that explain how certain standards are applied in the execution of a project. SOPs are available in the FL WINS SharePoint under *Center of Excellence > Standard Operating Procedures*. The Program maintains SOPs for processes for which consistency is important for integration.

Section 7: Integrated Master Schedule

The FL WINS Integrated Master Schedule (IMS [as of 8/15/2024 the Program uses a Master Program Schedule that the PMO manually integrates; upon approval of the SI Project schedule the PMO will integrate all project schedules in MS Project into the FL WINS IMS]) is a compilation of all project schedule milestones, deliverables, and major tasks. The IMS is updated weekly with the update of each project schedule. Below is a list of project schedules included in the IMS:

- Workforce Integration Management, Project, Procurement, and Implementation
- Business Process and Re-engineering, Project, Procurement, and Implementation
- Transformational Change Management, Project, Procurement, and Implementation

- Solution Implementation, Project, Procurement, and Implementation

The IMS is the Program’s source of truth for the estimated duration of the Program since project schedules are updated weekly. The FL WINS PMO will align the IMS and roadmap when there is an event that impacts the Program, or at least annually.

The FL WINS PMO tracks and logs all dependencies between projects. Dependencies between projects are identified as a milestone in both schedules. FL WINS Project Managers must communicate schedule changes weekly and complete a Project Change Request (PCR) when necessary. Refer to *Attachment M - Project Change Management Plan* for additional details on the processes for managing and reporting changes. The FL WINS PMO monitors project dependencies throughout the life of the FL WINS Program and updates the IMS as necessary.

The FL WINS PMO builds placeholder schedules (phase level with estimated durations and a resource group or name assigned) for future projects based on the information known at the time of schedule development. Note: Placeholder schedules do not have work effort, nor are they baselined.

Refer to *Attachment R - Schedule Management Plan* for details on how project schedules are built and maintained over the life of the Program.

Section 8: Component Plans

A series of component plans accompanies the primary PgMP and provides critical information to support the effective management of the FL WINS Program. Below are descriptions of each component plan. These plans are available in the FL WINS Repository.

8A. Artifact Management Standards

The *Attachment B – Artifact Management Standards (AMS)* establishes standardization in quality and document (i.e., artifact) management processes executed by FL WINS project teams, FL WINS contractors, and FloridaCommerce. The AMS provides the approach, standards, and processes encompassing all aspects of deliverable and artifact management required to support current and future FL WINS projects and meet FloridaCommerce expectations.

8B. Change management and Communication Plan

The *Attachment C – Change Management and Communications (CMC) Plan* defines organizational change management efforts and focus areas of the FL WINS Program to enable successful realization of the Target Operating Model (TOM) and future state vision. The CMC plan documents the methodology that serves as the foundation of the recommended FL WINS organizational change management and communication activities; defines activities, methods, success metrics, and two-way feedback mechanisms for change management and stakeholder engagement activities; and provides a tactical communications plan designed to provide clear, consistent, and timely information to impacted stakeholders. The contents of this plan are intended to be supported by Transformation Change Management (TCM).

8C. Configuration Management Plan

The *Attachment D – Configuration Management (CM) Plan* establishes the technical and administrative direction and monitoring for the management of configuration items (i.e.,

software, hardware, and documentation) associated with the Program that are to be placed under configuration control.

8D. Data Governance and Management Development Plan

The *Attachment E – Data Governance and Management Development Plan* outlines the approach and plan for the establishment and implementation of FL WINS data governance and management. It describes the key steps and considerations for organizing and building out the cross-agency data governance function that involves developing, implementing, and enforcing program standards, practices, and policies. The plan ensures that the data challenges associated with the Program are addressed. It also ensures processes are created to promote the effective collection, storage, and utilization of data over time, with the goal of improving the quality of and the trust in the data.

8E. Decision Management Plan

The *Attachment F – Decision Management Plan* defines how the Program gains the necessary decisions on expected outcomes, project plans, and key deliverables for the duration of the Program. Decisions are used to clarify parameters within the bounds of contracted work or to outline parameters for a potential change request. Project Managers are responsible for logging decisions, while the FL WINS PMO is responsible for ensuring decisions are communicated.

8F. Financial Management Plan

The *Attachment G – Financial Management Plan* is intended to help ensure the Program and its contractors complete the FL WINS Program (and related projects) within budget. The Financial Management Plan identifies best practices and procedures to manage costs throughout the Program's life cycle. The plan covers the financial management approach, expenditure tracking, variance analysis, oversight of costs, and reconciliation between the State's budget, accounting, and project management cost processes.

8G. Issues Management Plan

The *Attachment H – Issues Management Plan* provides an overview of how an issue is to be identified, logged, and tracked. It also describes the roles and responsibilities each person plays during each issue stage. The document outlines an issue as being a problem affecting a project's scope, schedule, cost, and/or quality. Issues often arise from risks. Sometimes issues are unanticipated. An issue needs to be addressed and resolved as soon as possible to avoid negative project impacts.

8H. Knowledge Transfer Plan

The *Attachment I – Knowledge Transfer Plan* outlines the knowledge transfer activities that occur throughout the integration and deployment phases of the Program. Each contractor must make every reasonable effort to include key stakeholders in the knowledge transfer process and make available to them the relevant information resources. Contractors must ensure personnel are provided with the necessary technical support and user training to maximize the potential of the transferred solution.

8I. Lessons Learned Management Plan

The *Attachment J – Lessons Learned Management Plan* describes the process of identifying, recording, and formulating an action plan around lessons learned. It provides an overview of how the FL WINS project teams document lessons learned throughout the life of a project.

Lessons learned are collected throughout the project life cycle and at the end of each project phase.

8J. Organizational Change Management Plan

The *Attachment K – Organizational Change Management Plan* was retired and combined with *Attachment C Change Management and Communications Plan*.

8K. Procurement and Change Management Plan

The *Attachment L – Procurement and Contract Management Plan* outlines how resources are to be procured in accordance with Chapter 287.056, F.S. (State Term Contracts and Procurements). The plan reflects procurement best practices, summarizes procurement methodology, and describes the process for managing procurements. The plan identifies and defines the goods and services to be procured, the types of contracts to be used in support of the project, the contract approval process, and key decision criteria.

8L. Project Change Management Plan

The *Attachment M – Change Management Plan* identifies the groups and individuals involved in Program or project change management, as well as their roles and responsibilities. When properly implemented, change management allows informed decisions to be made at the right levels and with consistent documentation. This plan provides a guide for how the Program and projects identify, document, analyze, escalate, approve, and communicate changes to scope, schedule, and cost. The change management process is used in any situation where a change occurs to scope, schedule, cost, area of responsibility, or a contractor's scope of services.

8M. Quality Management Plan

The *Attachment N – Quality Management Plan* documents the necessary information for planning, managing, and controlling the quality of the FL WINS Program. It defines the Program's quality policies, procedures, areas of application and associated criteria, and roles and responsibilities.

8N. Requirements Management Plan

The *Attachment O – Requirements Management Plan* describes the overall approach to managing the requirements life cycle. It includes the roles and responsibilities for team members who participate in requirements management and describes the primary requirements development activities of analysis, elicitation, specification, and validation. The Requirements Management Plan also describes the process for managing changes to requirements and provides best practices for documenting high-quality requirements.

8O. Resource Management Plan

The *Attachment P – Resource Management Plan* defines the planning and management of resources for the duration of the FL WINS Program. It describes processes for planning resources' assignments and tracking their work allocations to help promote efficient and effective service delivery.

8P. Risk Management Plan

The *Attachment Q – Risk Management Plan* defines the process employed by the FL WINS Program and each project team involved in managing risks. It includes:

- Identifying and categorizing project risks (Identify),

- Validating and logging the risks (Validate/Log),
- Assessing and prioritizing the risks so they are manageable (Analyze),
- Developing response strategies and assigning responsibility (Plan),
- Monitoring open risks on a regular basis (Monitor/Track), and
- Communicating the risks and strategies on an ongoing basis throughout the life of the project (Communicate).

8Q. Schedule Management Plan

The *Attachment R – Schedule Management Plan* defines the development and management of the schedule for the duration of the Program. It identifies schedule templates and describes processes for developing the schedule, submitting the schedule for review and baselining, progressively elaborating the schedule, and submitting and approving schedule.

8R. System Change Management Plan

The *Attachment S – System Change Management Plan* documents a systematic approach to managing changes made to a product or system. The purpose is to ensure no unnecessary changes are made, all changes are documented, services are not unnecessarily disrupted, all affected stakeholders and end users are informed of the changes, and resources are used efficiently.

8S. Testing Management Plan

The *Attachment T – Testing Management Plan* describes the overall technical and management approach, resources, and milestones for all intended test activities associated with development, validation, implementation, User Acceptance Testing, and operational testing.

8T. Stakeholder Management Plan

The *Attachment U – Stakeholder Management Plan* describes the method for identifying stakeholders and the approaches for planning, managing, and controlling stakeholder engagement over the life of the Program.

Section 9: Reporting and Metrics

9A. Reporting Overview

This section describes the approach the FL WINS Program uses to provide FloridaCommerce, and any subsequent parties or agencies deemed necessary, progress reports relative to the overall health of the Program. This reporting is ongoing for the life the Program.

Exhibit 12: Project Reporting Requirements and Frequency identifies and describes the project reporting types and frequency for the Program and related projects provided to FloridaCommerce by the FL WINS Project Manager.

Exhibit 11: Project Reporting Requirements and Frequency

Report	Description	Frequency
Program Weekly Status Report (includes overall Program status and sections for each named project)	<p>This is the regularly produced status that is specific to the overall FL WINS Program and each active project. The report includes:</p> <ul style="list-style-type: none"> • Current CRAIDL items • Progress made over the past week • Upcoming activities • Items that need attention • Green/Yellow/Red reporting against schedule, budget, risks, and issues • Potential changes to scope • Schedule metrics 	Weekly
60GG Program Monthly Status	<p>This is the monthly detailed report of Program activities required by FL[DS] for oversight and includes:</p> <ul style="list-style-type: none"> • DMS-F-0505B Status Report • Risk Log • Master Program Schedule • Program Spend Plan • IV&V Monthly Report • Operational Work Plan • FL WINS Roadmap and PgMP as applicable/when updated 	Monthly
Operational Work Plan	<p>This document communicates Program and project status to gubernatorial and legislative stakeholders and includes:</p> <ul style="list-style-type: none"> • Scope, schedule, cost baselines • Key dates and milestones • Managerial and technical process to produce deliverables • Project roles and responsibilities definitions • Additional updates as needed 	Monthly
TCM Monthly Summary Report	<p>This report provides Program leadership a monthly summary of TCM operational activities including accomplishments during the reporting period, upcoming activities, and status of deliverables.</p>	Monthly
Independent Verification and Validation (IV&V) Monthly Report	<p>Executive level summary of IV&V matters related to Program management to support Program success.</p>	Monthly

Report	Description	Frequency
Monthly Status Report to FloridaCommerce	<p>This report is a summary of project activities for the month and Program status as well as costs referenced within the Spending Plan (as outlined in <i>Attachment G - Financial Management Plan</i>):</p> <ul style="list-style-type: none"> Program Status Overview Program Progress Program Issues/Risks Program Spend Plan <p>Per 60GG-1, F.A.C., the form DMS-F-0505B is used for monthly status reporting.</p>	Monthly
Performance Reporting	<p>FloridaCommerce monitors the contractors' performance using a Performance Reporting System to oversee the quality of the contractors' performance, document performance levels in critical areas of the system, facilitate the management of the contracts, and enhance the investment made by FloridaCommerce and Workforce Partners in the administration of the FL WINS Program.</p>	Monthly
Ad hoc reports	<p>Ad hoc analyses and reports at the written request of Program Leadership.</p>	As requested

9A.1. Administrative Program and Project Communications

Agendas and summaries for discussions involving key issues, decisions made, and follow up items (e.g., meeting minutes) are stored on the FL WINS SharePoint Site. For project email communications, the Project Team communicates directly with the corresponding FloridaCommerce and FL WINS contractor counterparts with the appropriate additional recipients copied for inclusion. In 2024, the Program began limited use of distribution groups to assist with continuity of communications for select groups; guidance on the use of the distribution groups is located on the FL WINS SharePoint.

Guidance for strategic Program communications focused on stakeholder engagement and transformational change management is located in *Attachment C – Change Management and Communication Plan*.

9B. Metrics Overview

As part of the Project Team's continuous assessment of project quality, risks, and overall project and Program statuses, the Project Manager uses performance measures to monitor progress and performance toward the completion of milestones and for assessing trends in overall health.

The standard frequency for monitoring and reporting of project and Program schedule metrics, along with performance management metrics, reporting mechanisms, and acceptable values, is detailed in **Exhibit 13: Performance Metrics**.

Exhibit 12: Performance Metrics

METRIC / MODEL NAME	GOAL	QUESTION	FORMULA	ANALYSIS LEVEL, FREQUENCY	TARGET VALUES	ANALYSIS REPORTING
% Complete (Percent Duration Complete)	Determine project status based on percentage of its completed duration	How much time is needed to complete the project?	(Actual Duration / Total Planned Duration) x 100	Summary Task and Project Levels; Weekly and Monthly	Actual Duration Complete % is aligned with Planned Duration Complete %.	Project Status Report and/or Meeting
Percent Duration Complete expresses the status of schedule activities as a percentage of the total scheduled duration that has been completed.						
Schedule Performance Index (SPI)	On Target According to Scheduled Timeframe	Are we meeting our schedule?	Earned Value / Planned Value	Summary Task and Project Levels; Weekly and Monthly	Between 0.90 and 1.10 with 1.00 as the primary target. Above 1.00 is better than below 1.00.	Project Status Report and/or Meeting
SPI is an earned value metric that measures whether the project is earning value at the scheduled rate. This metric is used to assist project managers in determining if a project will be completed on time, assuming current trends continue.						
Cost Performance Index (CPI)	On Target According to Resource-Allocation	Are we utilizing our scheduled resources efficiently?	Earned Value / Actual Cost	Project Level; Weekly and Monthly	Between 0.90 and 1.10 with 1.00 as the primary target. Above 1.00 is generally positive.	Project Status Report and/or Meeting
CPI is an earned value metric that measures the cost-efficiency of work completed by scheduled resources. This metric is used to assist project managers in determining if a project will be completed with its current level of resource allocation, assuming current trends continue.						

METRIC / MODEL NAME	GOAL	QUESTION	FORMULA	ANALYSIS LEVEL, FREQUENCY	TARGET VALUES	ANALYSIS REPORTING
Finish Variance	On Target According to Scheduled Finish Dates	Are scheduled tasks being completed as planned?	Current Scheduled Finish Date – Baseline Finish Date	Project Level; Weekly and Monthly	< 10% of overall project duration	Project Status Report and/or Meeting
The Finish Variance field contains the amount of time that represents the difference between the Baseline Finish Date of a task or project and its current Finish Date.						
Number of Open Risks	Ongoing Monitoring and Control of Project Risks	Are risks being identified and mitigated?	Count of Open Project Risks	Project Level; Weekly	Trend of total number on regular periodic basis.	Project Status Report and/or Meeting
Open risks are continuously monitored and addressed such that risks with high or increasing exposure values are stabilized, and the overall quantity of risks is decreasing.						
Overall Risk Exposure	Mitigate and reduce overall project risk	Are risks being addressed and mitigated?	Sum of all Exposures (Probability x Impact) score for all open risks	Project Level; Weekly	Trend of total exposure score on regular periodic basis.	Project Status Report and/or Meeting
Overall risk exposure looks at the project's risk posture according to its average Probability x Impact score for all open risks.						

9B.1. Program and Project Status

On a weekly basis, Program and project management staff prepare status reports for each active project and the overall Program. Often this evaluation process can be subjective rather than rooted in actionable criteria. **Exhibit 14: Status Rating Criteria** outlines the guidelines used when assigning a Green – Yellow – Red rating to each parameter. Any time a control category is either Yellow or Red, a documented Risk/Issue/Change Request must be logged and actively worked to return the parameter to Green. As part of this effort, Program management staff evaluate each project and the overall Program against the following four parameters in **Exhibit 14: Status Rating Criteria**.

Exhibit 13: Status Rating Criteria

Category	G (Green)	Y (Yellow)	R (Red)
Scope	FL WINS Program, or project, defined and approved scope will be achieved.	Unplanned, recommended scope changes (i.e., not currently on the roadmap directly) are pending Change Request. Additionally, current issues that have potential for defined scope to not be achieved.	Currently defined scope is no longer achievable. Scope refinements will need to be defined and approved.
Schedule	Currently defined milestones will be achieved. SPI is 0.93 to 1.0 or SPI > 1.00 with no negative impacts.	One or more key milestones are in danger of not being met. Risks/issues have been documented outlining potential issues with achieving dates. FV** ≥ 5% < 10% of baseline duration of execution phase or not baselined within five weeks from charter approval.	Key milestone dates have been missed or will definitively be missed. Risks/Issues have been documented. Change Requests will be needed to reset expectations on a revised baseline that can be achieved. FV** ≥ 10% of baseline duration of execution phase or not baselined within seven weeks from charter approval.
Resourcing	Program or project teams are fully staffed and aligned with the correct skillsets.	Resources are aligned but there are concerns with skillset or time allocation. Issue has been logged to track but no work-stoppages exist at this time.	Significant resource gaps exist. Missing resources and/or existing resource do not have the necessary skillsets or the time allocation. Resource gaps are now impacting the ability to proceed.
Budget	Program or project spending is within the appropriation. Budgets have been defined and the Program/project remains aligned to the budget parameters.	Currently at risk of exceeding budgetary parameters for the Program or project. Risks/Issues surrounding funding are logged and tracked but work may go on. Appropriation is less than amount requested in legislative budget request (LBR) (without an equivalent reduction in scope and/or schedule), or quarterly funding release is not granted by the end of the first month of the quarter.	Budget parameters for Program or project will be/have been exceeded. Risks/Issues have been logged outlining the root causes.

9B.2. Analysis and Corrective Actions

Quality control is the process of reviewing the results of quality assurance activities and audits and performing root cause analysis where appropriate. This includes applying corrective actions and process improvements to products, services, and processes as they relate to each project. As noted in Section 9.B.1 Program and Project Status, the Program must log a Risk, Issue, or Change Request if the Program's or one of the projects' control categories are Yellow or Red. The following guidance is applicable to bring the Program or Project back into Green status:

1. *Risk* – Corrective actions include acceptance, avoidance, mitigation, and transference. These actions reduce the likelihood of a risk becoming a reality or lessen the likelihood of impact.
2. *Issue* – The primary course of action is to resolve the issue. The course of action must be specific to the characteristics of the underlying issue; not all steps to resolve the issue need to be taken, rather they should be identified and documented for management purposes.
3. *Change Request* – The objective is to document and approve the necessary changes to establish a new baseline.

Throughout the Program and project lifecycles, the FL WINS PMO and project teams identify risks based on performance metrics, and log the risks, assess, and plan responses to minimize probability, and if possible, any impacts. If any metric results trigger the risk event, the contingency is to determine the root cause, and where appropriate, document it in the Project Status Report (weekly and/or monthly), with updated status depending on impact to the project and overall Program.

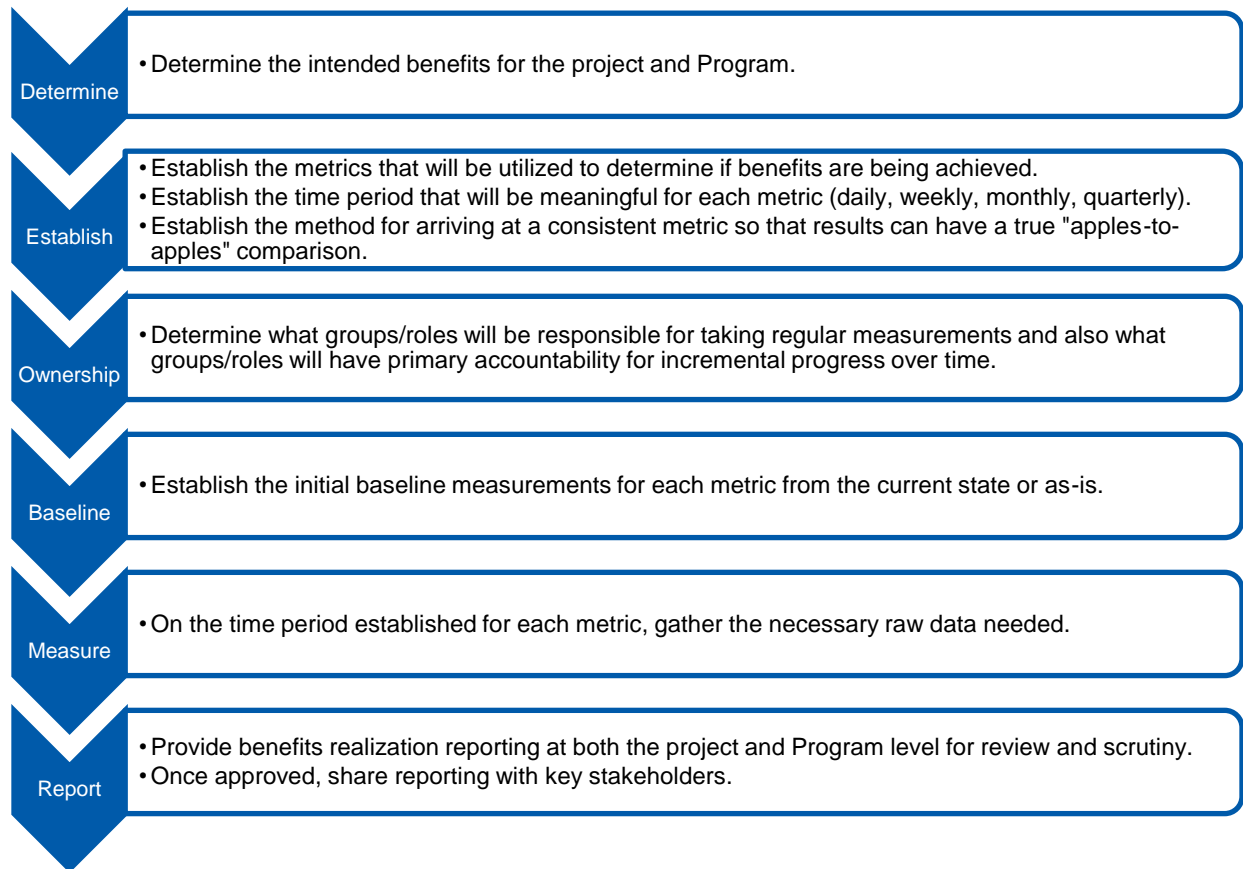
The FL WINS PMO and/or project team must analyze and determine root causes for metrics with results beyond limits or those with results trending in one direction. The FL WINS PMO and/or project team prepares a Corrective Action Plan to address root causes and report that plan to the FL WINS Program Directors during the weekly CRAIDL Disposition Meeting. Any identified corrective actions are logged in the Action Item Log (under the CRAIDL) and tracked to completion.

The Project Manager must complete a Project Change Request for corrective actions affecting project scope, budget, resources, schedule, or quality as outlined in *Attachment M – Project Change Management Plan*.

9B.3. Benefits Realization Plan

All Program and project team members must have a clear understanding of the desired benefits associated with the Program and for all parties to make concerted efforts to ensure that these benefits are achieved. As each new project is initiated, applicable team members ensure the goals and objectives for the project align to a distinct set of benefits that tie, either directly or indirectly, to the benefits of the Program. Reference the Benefits Realization Table of the FL WINS Schedule IV-B (Section IV, subsection A) for planned benefits and their realization timeframe.

Exhibit 14: Benefits Realization Process



Program and project management staff address the following questions, and or statements, during the project initiation and planning phases:

- Identify the approved benefit(s) and associated assumptions
- Describe how the project will achieve each benefit
- Provide metrics, including key performance indicators (KPI), and procedures to measure progress toward achieving benefits; a good time for capturing baseline metrics is during current state (or as-is) analysis
- Identify the roles and responsibilities of those managing benefits
- How will the planned benefits and capabilities transition into an operational state and achieve benefits?
 - Who will be responsible/accountable for this process?
- Prior to formal close out, what will be the ongoing process to assure the project has achieved/will achieve the desired benefits?

When establishing the metrics to be leveraged for realization, the metric must have a direct or indirect correlation to the actions taken by the Program/project. Also, the metric must represent either a tangible measurement (a numeric calculation) or an intangible measurement (a sentiment or perspective, i.e., customer satisfaction). It is preferred to establish tangible metrics that have a direct correlation to the project goals and objectives.

Once a metric is defined, the method for gathering the data and calculating the results must be clearly established so the same process can be applied each time the metric is evaluated to obtain a true “apples-to-apples” comparison. Efforts should be taken to establish a set of baseline measurements in the current state. If possible, measurements for a look-back period are taken to determine if there is already an established trend in the data.

The Program and project teams monitor and control benefits by considering the impact a proposed change has on a project’s ability to deliver planned outcomes and benefits. Changes that have a negative impact are escalated through the FL WINS PMO in alignment with the governance practices. If approved, the corresponding impacts to achievement of project benefits are communicated and goals/expectations are adjusted to account for the change.

Project managers monitor progress towards planned outcomes and benefits during the execution of the project. Project teams cannot wait until projects go-live to manage benefits as doing so increases the risk that desired benefits are not realized. Specific metrics vary by project; however, project managers may generally monitor and control progress toward benefits realization in terms of:

- Maintaining scope alignment to strategic objectives (functionality or services needed to achieve the planned outcome and benefit)
- Providing initial reporting against established metrics as a component of project status reporting
- Complying with federal regulations (which may impact certification and funding)
- Managing to schedule and cost baselines (both of which impact return on investment)
- Assessing consumer satisfaction/public relations, where applicable (reduction in complaint volume)

Section 10: Data Security Plan Strategy

10A. Introduction

The State of Florida mandated that all State agencies must comply with a minimum set of standards for managing and securing information technology (IT) resources. These standards are codified in Florida Administrative Code (FAC) Rules 60GG-2, which is referred to as the “State of Florida Cybersecurity Standards (SFCS)”. The SFCS covers five major areas of responsibility that State agencies should address for managing IT security risk, namely:

1. **IDENTIFY** (FAC 60GG-2.002)
2. **PROTECT** (FAC 60GG-2.003)
3. **DETECT** (FAC 60GG-2.004)
4. **RESPOND** (FAC 60GG-2.005)
5. **RECOVER** (FAC 60GG-2.006)

10B. Scope

The purpose of this section is to provide an outline of the key elements which comprise the FL WINS Data Security Plan (DSP). Specific details pertaining to how the SFCS data security requirements are satisfied by the FL WINS Program are covered in the standalone DSP document.

10C. Roles and Responsibilities

The FL WINS Program is a cross-agency initiative between the REACH Office, FloridaCommerce, DCF, DOE, and CareerSource Florida. Successful integration, management, security, and privacy protections of data extracted from and shared among these agencies requires collaboration and clarity around the roles and responsibilities. Therefore, the FL WINS DSP must clearly define the cross-agency roles and responsibilities described below.

10C.1. Information Security Manager (ISM)

As required by Section 282.318(4)(a) of the Florida Statutes, each State agency is required to have an ISM who is responsible for:

1. Development of a strategic information security (i.e., cybersecurity) plan and associated operational information security plan
2. Development and implementation of information security policies, procedures, standards, and guidelines
3. Direction and management of the information security awareness program
4. Coordination of the information security risk management process
5. Coordination of the Computer Security Incident Response Team
6. Coordination of Information Technology Disaster Recovery planning in support of the Continuity of Operations Plan
7. Serving as the internal and external point of contact for all information security and data protection matters
8. Communicating directly to the agency head in all information security duties
9. Compliance with applicable laws and regulations for information security as well as the rules, policies, procedures, and best practices promulgated by the Division of State Technology

Given the FL WINS Program crosses multiple agencies, FloridaCommerce is designated as the lead agency and has oversight responsibility, with the other agencies providing support. The

FloridaCommerce ISM is responsible for working in close coordination with the ISMs from the other agencies.

10C.2. Computer Security Incident Response Team (CSIRT)

The CSIRT is responsible for:

1. Selecting a team structure and staffing model
2. Developing templates for managing the cybersecurity incident/breach investigation and resolution management reporting
3. Creating and maintaining an incident response plan (IRP)
4. Staffing and training the incident response team
5. Investigating and analyzing incidents
6. Establishing relationships and lines of communication between the incident response team and other groups, both internal (e.g., legal department) and external (e.g., law enforcement agencies)
7. Coordinating with FL[DS] Enterprise Cyber Security Operation Center (ECSOC) for detecting, reporting, and responding to threats, breaches, or cybersecurity incidents
8. Managing internal communications and updates during or immediately after incidents.
9. Communicating with employees, stakeholders, contractors, and the communications team about incidents as needed
10. Remediating incidents
11. Recommending technology, policy, governance, and training changes after security incidents

The CSIRT has cross-agency representation from FloridaCommerce, DCF, DOE, FL[DS] and REACH with the designated lead agency, FloridaCommerce, serving as the team lead.

10C.3. Chief Technology Officer

The Chief Technology Officer role, housed within FloridaCommerce, is responsible for:

1. Advocating and funding information security requirements during budget planning and execution of the FL WINS Program
2. Coordinating with the other agencies' Directors of IT, ISM, and the FL WINS Program contractor teams to ensure proper workflow and touch points for the established FL WINS Program security tools and processes

10C.4. Privacy Officer

As the designated lead agency, FloridaCommerce's Privacy Officer (PO) has the responsibility for working with the other agencies' POs to:

1. Evaluate and track privacy incident reports that arise from the FL WINS contractor team assigned Security Officer
2. Conduct Privacy Impact Assessments (PIA) to ensure handling of FL WINS information (i) conforms to applicable legal, regulatory, and policy requirements regarding privacy; (ii) to determine the risks and effects of collecting, maintaining, and disseminating information in identifiable form in an electronic information system, and (iii) to examine and evaluate protections and alternative processes for handling information to mitigate potential privacy risks
3. Support the procurement process by performing PIA on contractors and reviewing the privacy policies of contractor-submitted responses to solicitations
4. Provide privacy assessment input and recommendation to the FL WINS Program Director of Information Technology for Authorization to Operate (ATO)

10D. Standards and Best Practices

Security standards play an important role in implementing secure systems that protect data privacy. Security standards are a set of rules to make decisions about security-related technology solutions. Using common technology standards and processes helps FL WINS implement projects that achieve the strategic vision. These security standards guide the implementation of all FL WINS projects. The standalone DSP document describes the framework of applicable federal, state, and agency security-related standards including 60GG and NIST800-53.

10E. Incident Reporting Process

The DSP document describes the process and guidance for the reporting of cybersecurity incidents and any resulting breach investigations. It provides a consolidated directive and describes the applicable tooling to manage security incidents. It describes:

- Current processes of enterprise system and data security
- Agency and internal departments, external organizations (including federal and state agencies and FL WINS project owners), and their roles and responsibilities within the context of an enterprise system and data security
- Current and future processes, templates, and tools used for incident reporting of security incidents
- Plans for transition from current to future state incident reporting and management processes
- Frequency of required reporting

10F. Privacy

Data privacy protection standards are key components to effective data management and should be addressed in the development of this plan. This would include defining the accessibility, authentication, and confidentiality protection standards that must be applied holistically representing all participating programs.

The goal is to review the individual FL WINS partners' privacy policies and notices to establish the FL WINS Program policy on how data should be classified, collected, used, disclosed, retained, and destroyed. It addresses maintaining compliance with federal and state regulations for specific types of data such as personally identifiable information and personal health information (PII/PHI), which, if PHI is identified in the shared data, will have HIPAA and HIPAA HITECH implications for the FL WINS Program.

Additional controls are required to ensure that only the appropriate people and systems have access to marked data. This is typically done via a role-based access control (RBAC) mechanism.

Security and privacy controls must also include:

- A plan to integrate data security and privacy into an overall cybersecurity strategy
- Data classification layers
- How consent management is handled – this includes provisions for consent of minors within a family account/hierarchy

10F.1. Encryption

The FL WINS Program involves handling personally identifiable information and other sensitive information such as Federal Tax Information (FTI) data which have regulatory requirements for

how this data must be safely handled while in transit and stored at rest. Therefore, the DSP identifies the data encryption requirements for the FL WINS Program.

10G. Security Training

The FL WINS DSP addresses training required for all FL WINS Program and contractor personnel to safely and securely access, use, manage, administer, and monitor the FL WINS system. The standalone DSP document defines the training required to cover overall responsibilities, policies, and procedures as well as specialized training required for specific user roles. In addition, the DSP defines the frequency by which recertification is required.

10G.1. Security Testing

Security testing is the process of making applications more resistant to security threats by identifying security weaknesses and vulnerabilities. The primary focus of application security testing is to recognize the digital and software system-related weaknesses and every possible loophole that can cause significant damages. The DSP document describes the various types of security testing required, how to report on the identified vulnerabilities, and the frequency of the testing and reporting.

It addresses the following types of vulnerability testing:

- *Network* – Review and analyze endpoint and device networks for security issues.
- *Cloud* (Amazon Web Services (AWS) and Azure) – Examine the security of cloud-specific configurations, cloud system passwords, cloud applications and encryption; and the security of APIs, databases, and storage access.
- *Application* – Scan web-based applications for security vulnerabilities such as Cross-site scripting, SQL Injection, Command Injection, Path Traversal, and insecure server configuration.
- *Code* – Analyze source code or compiled versions of code to find security flaws.
- *Compliance* – Locate and assess vulnerabilities in system hardening configurations.
- *SSL/TLS* – Execute testing of an SSL server, certificate, and ciphers.
- *Database* – Identify database configuration errors, default settings, and coding errors.

Security testing also addresses the process and requirements related to penetration testing which simulates cyber-attacks against a computer system to check for exploitable vulnerabilities.

10H. Risk Management

The DSP defines how to manage privacy and security risks. In accordance with the SFCS, the FL WINS Program’s risk management policies and procedures must adhere to the National Institute of Standards and Technology (NIST) Risk Management Framework (RMF), which provides a dynamic and flexible approach to help information system owners effectively manage security and privacy risk throughout the SDLC using a seven-step process.

1. *Prepare* – Create the context and priorities for managing security and privacy risk at both the organization and system-level.
2. *Categorize* – Classify the systems and data processed, stored, and transmitted based on impact analysis.
3. *Select* – Identify an initial set of controls for the system, tailoring them as needed to reduce risk to an acceptable level based on the risk assessment.
4. *Implement* – Create the controls, describing how these are employed within the system and operating environment.

5. *Assess* – Evaluate the controls to verify compliance and adequacy to satisfy security and privacy requirements.
6. *Authorize* – Grant the system or controls access based on a determination that the risk to the organizational operations, assets, individuals, and other organizations is acceptable.
7. *Monitor* – Monitor the system and controls on an ongoing basis to assess control effectiveness, document changes to the system and operational environment, conduct risk assessments and impact analyses, and report on the current security and privacy posture of the system.

10I. Reporting

The DSP defines the overall framework to track and report the Program's compliance with the security policies and standards put in place by the data governance team. This framework identifies the requirements for:

- Types and levels of compliance reports
- Frequency of reporting (annual, monthly, ad hoc)
- Scope
- Target audience

10J. Security Controls and Policy

Security controls are the administrative, physical, and technical measures prescribed to protect the confidentiality, integrity, and availability (CIA) of all applications. Establishing standards for controls, technology, and capabilities diminishes risk, reduces the threat surface, and increases the confidentiality, integrity, and availability of the FL WINS Program.

This section describes the security architecture, life cycle, and processes used to satisfy federal and state regulations, industry standards, and agency policy. It includes the process for determining the security level of the Program that determines which controls are implemented. It contains a System Security Plan template that documents the controls used. It addresses:

- Governing statutes and policies
- Security categorization
- Application and Infrastructure Finding Report results
- Acceptable risk safeguards
- Project availability requirements
- Agency security program governance

10K. Data Sharing

The overarching objective of the FL WINS Program is to integrate several standalone and disparate systems to enable a seamless sharing of data between the WPAs to create a common, shared view. Data integration solution will seek to adhere to the federated data model for data integration efforts. The joint agency FL WINS data governance team develops the standards, policies, and procedures needed to define, collect, store, manage, integrate, analyze, protect, and ensure the quality of the data within the system. This includes identifying the FL WINS Program roles and responsibilities for individual and group level access to the data elements. The DSP is responsible for documenting the requirements for implementing an attribute-based access control (ABAC) mechanism.

10L. Perimeter Protection

Perimeter security involves safeguarding an enterprise’s network limits from hackers, intruders, and other unwanted individuals. It includes surveillance detection, analyzing patterns, recognizing threats, and dealing with them effectively.

This section describes the various components used to provide perimeter security. It includes:

- Firewalls
- Border Gateway routers
- Intrusion Detection Systems (IDS)
- Host Intrusion Detection Systems (HIDS)
- Host Intrusion Prevention Systems (HIPS)
- Intrusion Prevention Systems (IPS)
- Unified Threat Management (UTM) monitoring systems
- De-militarized Zones (DMZs)
- Virtual Private Networks (VPN)
- Anti-Virus, Anti-Spyware, and Anti-Spam software

Section 11: Appendices

11A. Appendix A – FL WINS Success Criteria (FY 2022-23)

Several factors determine the success of the FL WINS Program. **Exhibit 16: FL WINS Success Criteria**, below, describes many of these factors in the form of success criteria, including:

- A brief description of the criteria
- The means for measuring or assessing the criteria
- Those who should benefit from the success criteria
- The fiscal year (FY) when the success criteria will begin to be realized through demonstrable change

These Realization Start Dates represent the earliest time-period when the success criteria begin to be realized. Full realization of the success criteria could take significantly longer based on complexity and the number of individual projects involved.

The success criteria originated in FloridaCommerce’s Schedule IV-B for Workforce Partner Systems Modernization, Fiscal Year 2023-2024 and underwent minor updates to the criteria assessment and realization start dates for the Fiscal Year 2025-2026 Schedule IV-B.

Exhibit 15: FL WINS Success Criteria

#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Start Date (FY)
1	The solution creates an online opportunity portal to provide Floridians access to available state, federal, and local services and evaluative tools to determine short-term employability and long-term self-sufficiency.	Implementation of central portal providing information and guidance related to available services Implementation of self-service functionality to identify services potentially available to an individual user	Citizens System Users	FY 2024-25

		Provision of access to evaluative tools to determine short-term employability and long-term self-sufficiency		
2	The solution creates an online portal that provides broader access to education and training options, real-time labor market information, career planning and career services tools, and other support available for workforce training and education linked to middle- and high-wage in-demand jobs.	Implementation of central portal providing information and guidance related to available services Access to information related to available education and training options Provision of real-time labor market information	Citizens System Users	FY 2024-25
3	The solution will positively impact user experience by expanding self-service capabilities.	Utilization of self-service options Ability to access self-service options for all associated programs in a central portal Customer survey results	Citizens System Users	FY 2025-26
4	The solution will positively impact user experience/employee satisfaction through reducing manual, time-consuming processes.	Number of manual processes automated through implementation of new solution Number of manual vs. automated processes compared to baseline	Citizens System Users WPAs	FY 2025-26
5	The solution will positively impact user experience/employee satisfaction through providing ease of use through application integration, a reduction in duplicative data entry, and increased efficiency in serving clients.	Employee survey results Customer survey results Audits and review results Reduction in duplicative data entry	Citizens System Users WPAs	FY 2025-26
6	The solution will provide common intake capabilities for applicable programs across the Workforce Partners.	Percentage of applicable programs addressed in common intake functionality (also expressed as a whole number out of total possibilities) Percentage of programs receiving identified data from the data integration capabilities to begin	Citizens System Users WPAs	FY 2024-25

		intake process within associated application (also expressed as a whole number out of total possibilities)		
7	The project and solution will introduce a formal cross-departmental workgroup to collaboratively identify and address legal and/or policy issues arising from integrating the Workforce Partner programs, which contributes to the WIOA vision of aligning programs and services to provide the greatest value to citizens.	Implementation of Legal and Policy Working Group	Citizens System Users WPAs State of Florida	FY 2021-22
8	The Program and solution will introduce a formal cross-departmental Enterprise Architecture (EA) function to establish standards, requirements, and processes to ensure the solution's technical design aligns with business needs. EA will also establish a framework to guide ongoing technical decisions and ensure future technical sustainability.	Implementation of Enterprise Architecture Establishment of Target Shared Architecture	WPAs	FY 2022-23
9	The solution will incorporate modern technology with modular, reusable components, which enable lower costs and increased flexibility to incorporate emerging technologies in the future.	Implementation of service integration platform Implementation of data integration capabilities Time required for future implementation of other technologies Cost required for future implementation of other technologies	Citizens System Users WPAs State of Florida	FY 2024-25
10	The solution will provide improvements in the efficiency and timeliness of data sharing between the Workforce Partners.	Total number and percentage of applications integrated Timeliness of data updates shared with the data integration capabilities Timeliness of data updates accessible to other applications	Citizens System Users WPAs	FY 2024-25

11	The solution will integrate program data from across the Workforce Partners, creating a consolidated central client record and providing a holistic view of clients served, which should result in improved collaboration/communication between the Workforce Partner programs and more individualized service provision to Floridians to achieve self-sufficiency.	Total number and percentage of applications integrated Achieve ability to track clients being served by multiple programs Number of cross-program customers identified and served holistically	Citizens System Users WPAs	FY 2024-25
12	The solution will utilize cloud-based hosting of the data integrations, which will enable the versatility to make on-demand changes to the solution and contribute to a high degree of scalability to expand and evolve as needed.	Implementation of data integration capabilities Time required to implement future changes	Citizens System Users WPAs State of Florida	FY 2024-25
13	The solution will provide enhanced reporting and analytics for quality assurance and strategic planning, which supports the REACH Act goal of enhancing transparency and accountability of workforce programs.	Measured against baseline of analytics and reports currently available	Citizens System Users WPAs State of Florida	FY 2024-25
14	The solution will improve the efficiency and timeliness of referrals between programs through enhanced data sharing and integration.	Achieve ability to track referrals between programs Establish baseline against which to measure number and timeliness of referrals between programs	Citizens System Users WPAs	FY 2024-25
15	The solution will include reporting and analytics platform that can expand, scale, and evolve as needed to incorporate required data and information necessary for federal and state reporting requirements.	Comparison of new reporting capabilities to those originally available	System Users WPAs State of Florida	FY 2024-25
16	The solution will enable the Workforce Partners to identify and safeguard sensitive personal information to comply	Audits and review results	Citizens System Users WPAs	FY 2023-24

	with statutory data sharing requirements.			
17	The solution will meet all federal and state requirements for system development and certification.	Audits and review results Implementation time for future changes in federal or state requirements Implementation cost for future changes in federal or state requirements	System Users WPAs State of Florida	FY 2022-23
18	The project(s) will be completed on-schedule, in accordance with an approved project plan(s).	Adherence to established Program roadmap Interim project milestones	Citizens System Users WPAs	FY 2021-22

11B. Appendix B – Capacity Planning for Operational Work Plan

A Capacity Plan may not be appropriate for all implementation projects given the State’s cloud-first policy. Each contractor may provide different infrastructure configurations and approaches to how they meet the capacity demands of their respective solution components. When and where necessary, the Program leadership determines the requirements for and who is responsible for preparing a FL WINS Capacity Plan.

11C. Appendix C – Glossary of Terms and Acronyms

Exhibit 17: Glossary of Terms and Acronyms, below, provides the definitions of distinct terms and acronyms in the PgMP, Component Plans, and select terms/acronyms associated with the FL WINS Program.

Exhibit 16: Glossary of Terms and Acronyms

TERM/ACRONYM	DEFINITION
ABAC	Attribute-based Access Control
ACCESS	Automated Community Connection to Economic Self Sufficiency
AMS	Department of Children and Families ACCESS Management System
API	Application Program Interface
ATO	Authorization to Operate
AWS	Amazon Web Services
BPR	Business Process Re-engineering
BRP	Business Realization Process
BSTA	Business Support and Technical Advisory
Central Repository	FL WINS SharePoint Repository for Artifact Management
CIA	Confidentiality, Integrity, and Availability
CM	Configuration Management
CMC	Change Management and Communication
CMS	Centers for Medicare and Medicaid Services
CoE	FL WINS Center of Excellence
CPI	Cost Performance Index

TERM/ACRONYM	DEFINITION
CRAIDL	Change Requests, Risks, Actions, Issues, Decisions, Lessons Learned
CSIRT	Computer Security Incident Response Team
DCF	State of Florida Department of Children and Families
DCF (CP)	DCF Champion
DAD	Deliverable Acceptance Document
DED	Deliverable Expectation Document
DMS	State of Florida Department of Management Services
DOA	State of Florida Department of Agriculture
DOE	State of Florida Department of Education
DOL	State of Florida Department of Labor
DOS	Department of State
DSC	Decision Scoring Criteria
DSP	FL WINS Data Security Plan
EA	Enterprise Architecture
ECSOC	FL Digital Service's Enterprise Cyber Security Operation Center
EMOP	DOE Employment Meets Opportunity Portal
EOG	State of Florida Executive Office of the Governor
ESC	Executive Steering Committee
FAC	Florida Administrative Code
FAR	Florida Administrative Register
FedRAMP	Federal Risk and Authorization Management Program
FMP	Financial Management Plan
FL WINS AMS	FL WINS Artifact Management Standards
FL[DS]	Florida Digital Service
FTI	Federal Tax Information
FV	Finish Variance
FY	Fiscal Year (Realization Start Date)
HB 1507	House Bill 1507
HIDS	Host Intrusion Detection Systems
HIPS	Host Intrusion Prevention Systems
IDS	Intrusion Detection Systems
IMS	FL WINS Integrated Master Schedule
IPS	Intrusion Prevention Systems
IRP	Incident Response Plan
ISM	Information Security Manager
IT	Information Technology
ITSSWG	Information Technology Shared Services Working Group
IV&V	Independent Verification & Validation
KPI	Key Performance Indicator
LBR	Legislative Budget Request

TERM/ACRONYM	DEFINITION
L&PWG	Legal and Policy Workgroup
MPS	FL WINS Master Program Schedule
MDM	Master Data Management
NIST	National Institute of Standards and Technology
NIST800-53	Cybersecurity standard and compliance framework developed by the National Institute of Standards in Technology
OPB	Office of Policy and Budget
OWP	Operational Work Plan
PCR	Project Change Request
PgMP	FL WINS Program Management Plan
PHI	Protected Health Information
PIA	Privacy Impact Assessment
PII	Personally Identifiable Information
PM	Project Manager
PgM	Program Manager
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMIS	Project Management Information System
PMO	FL WINS Program Management Office
PO	Privacy Officer
PPM	Project Portfolio Management
RBAC	Role-based Access Control
REACBIS	FloridaCommerce Re-employment Assistance Claims and Benefits Information System
REACH	Reimagining Education and Career Help
Risk Activities	Contains historical previously entered work notes
Risk Additional Assignee List	Additional persons responsible for communication of change in risk probability or responsible for response plan actions
Risk Assignment Group	Persons responsible for carrying out response plan actions
Risk Assigned To	The person primarily responsible for carrying out response plan actions
Risk Description	The narrative description of the risk identifies an event that has an effect on Program and/or objectives, what caused/causes the event, and what the event will result in/consequences to the Program
Risk Due Date	The next expected date of review based upon review cycle requirements derived from the risk rank and strategy of the risk.
Risk Estimated Cost	Cost associated with the risk coming to fruition, cost of risk strategy or response plan implementation
Risk Impact	An assessment of the impact to a project or the Program (Absolute – 1, High – 2, Moderate – 3, or Low – 4)
Risk Mitigation Plan	This is also referred to as the Response Plan. This addresses what to do if the risk occurs and how to minimize the impact or the actions needed to mitigate, transfer, avoid, or accept a risk

TERM/ACRONYM	DEFINITION
Risk Number	Number assigned to risk for easy identification and tracking
Risk Opened/ Closed	Date risk is identified, defined, and entered in the CRAIDL log/ Date risk is no longer a threat or opportunity to the Program and can be closed
Risk Owner	The person who has ownership of the risk, identifies trigger event, communicates risk probability and impact updates to CRAIDL Manager
Risk Probability	An estimate of the probability of occurrence for possible future events (Absolute – 1, High – 2, Moderate – 3, or Low – 4)
Risk Rank/ Risk Exposure	The score achieved by multiplying the values associated with the Risk Probability and Risk Impact
Risk Short Description	Working title or brief narrative description of the risk
Risk State	Tracks the status of a risk (Pending, Open, Work in Progress, Escalate to Issue, Closed Complete, Closed Incomplete, Closed Skipped)
Risk Strategy	Identifies the risk response and strategy to be employed for the risk (Pending, Achieved/Not Achieved, Mitigate, Transfer, Avoid, Accept)
Risk Task	A code that indicates which project the risk is associated with
Risk Value	An overall value computed by ServiceNow that use the Risk Probability and Risk Impact scores
Risk Work Notes	Regularly recurring updates related to the management of the risk, ongoing efforts to mitigate probability and/or impact of risk
RIMS	DOE Rehabilitation Information Management System
RMF	Risk Management Framework
SDLC	System Development Life Cycle
SFCS	State of Florida Cybersecurity Standards
SME	Subject Matter Expert
SOP	Standard Operating Procedure(s)
SPI	Schedule Performance Index
SQL	Structured Query Language
SSL	Secure Sockets Layer
SSP	Self Service Portal
TCM	Transformational Change Management
TCMO	Transformation Change Management Office
TLS	Transport Layer Security
UTM	Unified Threat Management
VPN	Virtual Private Network
WIDb	FloridaCommerce Workforce Information Database
WIS	Workforce Information Systems
WPAs	FL WINS Workforce Partner Agencies (FloridaCommerce, DCF, DOE, CareerSource Florida, and FL[DS])

CBAForm 1 - Net Tangible Benefits

Agency	Department of Commerce	Project	FL WINS
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Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBAForm 1A															
Agency <i>(Recurring Costs Only -- No Project Costs)</i>	FY 2022-23			FY 2023-24			FY 2024-25			FY 2025-26			FY 2026-27		
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	\$73,725,381	\$2,157,569	\$75,882,950	\$43,329,425	\$4,642,812	\$47,972,237	\$43,329,425	\$17,903,884	\$61,233,309	\$43,329,425	\$19,188,250	\$62,517,675	\$43,329,425	\$2,973,359	\$46,302,784
A.b Total Staff	494.33	7.50	501.83	417.08	15.00	432.08	417.08	23.00	440.08	417.08	25.00	442.08	417.08	43.00	460.08
A-1.a. State FTEs (Salaries & Benefits)	\$25,623,070	\$445,891	\$26,068,961	\$25,623,070	\$891,783	\$26,514,853	\$25,623,070	\$1,750,000	\$27,373,070	\$25,623,070	\$2,000,000	\$27,623,070	\$25,623,070	\$1,000,000	\$26,623,070
A-1.b. State FTEs (#)	321.26	5.00	326.26	321.26	10.00	331.26	321.26	18.00	339.26	321.26	20.00	341.26	321.26	38.00	359.26
A-2.a. OPS Staff (Salaries)	\$929,806	\$171,610	\$1,101,416	\$929,806	\$343,219	\$1,273,025	\$929,806	\$395,200	\$1,325,006	\$929,806	\$395,200	\$1,325,006	\$929,806	\$395,200	\$1,325,006
A-2.b. OPS (#)	16.82	2.50	19.32	16.82	5.00	21.82	16.82	5.00	21.82	16.82	5.00	21.82	16.82	5.00	21.82
A-3.a. Staff Augmentation (Contract Cost)	\$47,172,505	\$1,540,068	\$48,712,573	\$16,776,549	\$3,407,810	\$20,184,359	\$16,776,549	\$15,758,684	\$32,535,233	\$16,776,549	\$16,793,050	\$33,569,599	\$16,776,549	\$1,578,159	\$18,354,708
A-3.b. Staff Augmentation (# of Contractors)	156.25	0.00	156.25	79.00	0.00	79.00	79.00	0.00	79.00	79.00	0.00	79.00	79.00	0.00	79.00
B. Application Maintenance Costs	\$57,605,639	\$2,011,699	\$59,617,338	\$54,838,398	\$2,011,699	\$56,850,097	\$55,348,087	\$43,411,453	\$98,759,540	\$55,288,553	\$71,967,892	\$127,256,445	\$55,288,553	\$26,554,859	\$81,843,412
B-1. Managed Services (Staffing)	\$4,052,436	\$2,011,699	\$6,064,135	\$4,052,436	\$2,011,699	\$6,064,135	\$4,637,280	\$30,571,000	\$35,208,280	\$4,637,280	\$40,571,000	\$45,208,280	\$4,637,280	\$11,277,120	\$15,914,400
B-2. Hardware	\$3,055,097	\$0	\$3,055,097	\$2,664,131	\$0	\$2,664,131	\$2,588,976	\$0	\$2,588,976	\$2,529,442	\$0	\$2,529,442	\$2,529,442	\$0	\$2,529,442
B-3. Software	\$33,653,977	\$0	\$33,653,977	\$31,277,702	\$0	\$31,277,702	\$31,277,702	\$12,840,453	\$44,118,155	\$31,277,702	\$31,396,892	\$62,674,594	\$31,277,702	\$15,277,739	\$46,555,441
B-4. Other Specify	\$16,844,129	\$0	\$16,844,129	\$16,844,129	\$0	\$16,844,129	\$16,844,129	\$0	\$16,844,129	\$16,844,129	\$0	\$16,844,129	\$16,844,129	\$0	\$16,844,129
C. Data Center Provider Costs	\$22,422,111	\$1,656,667	\$24,078,778	\$22,422,111	\$1,656,666	\$24,078,777	\$22,422,111	\$4,715,366	\$27,137,477	\$22,422,111	\$4,715,366	\$27,137,477	\$22,422,111	\$4,715,366	\$27,137,477
C-1. Managed Services (Staffing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Infrastructure	\$458,000	\$33,133	\$491,133	\$458,000	\$33,133	\$491,133	\$458,000	\$33,133	\$491,133	\$458,000	\$33,133	\$491,133	\$458,000	\$33,133	\$491,133
C-3. Network / Hosting Services	\$19,398,790	\$1,441,300	\$20,840,090	\$19,398,790	\$1,441,300	\$20,840,090	\$19,398,790	\$4,500,000	\$23,898,790	\$19,398,790	\$4,500,000	\$23,898,790	\$19,398,790	\$4,500,000	\$23,898,790
C-4. Disaster Recovery	\$826,792	\$182,233	\$1,009,025	\$826,792	\$182,233	\$1,009,025	\$826,792	\$182,233	\$1,009,025	\$826,792	\$182,233	\$1,009,025	\$826,792	\$182,233	\$1,009,025
C-5. Other Specify	\$1,738,529	\$0	\$1,738,529	\$1,738,529	\$0	\$1,738,529	\$1,738,529	\$0	\$1,738,529	\$1,738,529	\$0	\$1,738,529	\$1,738,529	\$0	\$1,738,529
D. Plant & Facility Costs	\$105,032	\$0	\$105,032	\$105,032	\$0	\$105,032	\$105,032	\$0	\$105,032	\$105,032	\$0	\$105,032	\$105,032	\$0	\$105,032
E. Other Costs	\$178,859	\$0	\$178,859	\$178,859	\$0	\$178,859	\$178,859	\$12,508,007	\$12,686,866	\$178,859	\$17,209,087	\$17,387,946	\$178,859	\$0	\$178,859
E-1. Training	\$1,712	\$0	\$1,712	\$1,712	\$0	\$1,712	\$1,712	\$0	\$1,712	\$1,712	\$0	\$1,712	\$1,712	\$0	\$1,712
E-2. Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-3. Other Partner Integration Support	\$177,147	\$0	\$177,147	\$177,147	\$0	\$177,147	\$177,147	\$12,508,007	\$12,685,154	\$177,147	\$17,209,087	\$17,386,234	\$177,147	\$0	\$177,147
Total of Recurring Operational Costs	\$154,037,022	\$5,825,935	\$159,862,957	\$120,873,825	\$8,311,177	\$129,185,002	\$121,383,514	\$78,538,710	\$199,922,224	\$121,323,980	\$113,080,595	\$234,404,575	\$121,323,980	\$34,243,584	\$155,567,564
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:		(\$5,825,935)			(\$8,311,177)			(\$78,538,710)			(\$113,080,595)			(\$34,243,584)	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous <input type="checkbox"/>	Confidence Level	
Order of Magnitude <input checked="" type="checkbox"/>	Confidence Level	25%
Placeholder <input type="checkbox"/>	Confidence Level	

CBAForm 2 - Project Cost Analysis **DRAFT**

Agency	<u>Department of Commerce</u>	Project	<u>FL WINS</u>
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PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	
TOTAL PROJECT COSTS (*)	\$5,825,935	\$8,311,177	\$78,538,710	\$113,080,595	\$34,243,584	\$240,000,000
CUMULATIVE PROJECT COSTS <small>(includes Current & Previous Years' Project-Related Costs)</small>	\$5,825,935	\$14,137,111	\$92,675,821	\$205,756,416	\$240,000,000	
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	\$5,825,935	\$8,311,177	\$78,538,710	\$113,080,595	\$34,243,584	\$240,000,000
Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0
Federal Match <input checked="" type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> Specify	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT	\$5,825,935	\$8,311,177	\$78,538,710	\$113,080,595	\$34,243,584	\$240,000,000
CUMULATIVE INVESTMENT	\$5,825,935	\$14,137,111	\$92,675,821	\$205,756,416	\$240,000,000	

Characterization of Project Cost Estimate - CBAForm 2C		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	Confidence Level	
Order of Magnitude <input checked="" type="checkbox"/>	Confidence Level	25%
Placeholder	Confidence Level	

CBAForm 3 - Project
Investment Summary **DRAFT**

Agency	<u>Department of Commerce</u>	Project	<u>FL WINS</u>
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COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	TOTAL FOR ALL YEARS
Project Cost	\$5,825,935	\$8,311,177	\$78,538,710	\$113,080,595	\$34,243,584	\$240,000,000
Net Tangible Benefits	(\$5,825,935)	(\$8,311,177)	(\$78,538,710)	(\$113,080,595)	(\$34,243,584)	(\$240,000,000)
Return on Investment	(\$11,651,869)	(\$16,622,353)	(\$157,077,420)	(\$226,161,190)	(\$68,487,168)	(\$480,000,001)
Year to Year Change in Program Staffing	8	15	23	25	43	

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)	(\$426,831,412)	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	NO IRR	IRR is the project's rate of return.

Investment Interest Earning Yield -- CBAForm 3C					
Fiscal Year	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Cost of Capital	2.69%	2.90%	3.09%	3.29%	3.48%

Number	Short description	Description	Risk strategy	Mitigation plan	Probability	State	Due date	Assigned to
RSK0001509	Legal & Policy workgroup - lack of availability of Workforce Partner SMEs	If Subject Matter Experts (SMEs) from Workforce Partners involved in the FL WINS Program specific to procurement, legal and policy matters and IT are not available when planned or fail to respond to program related requests (e.g., ITSS WG problem statement replies), then milestones may slip and/or there may be issues with the accuracy and completeness of work products.	Mitigate	Conduct regular touchpoints and work with Work Force Partner Program Managers to coordinate with SMEs. Obtain input from SMEs when confirming their tasks in program related requirements. Set expectation that efforts should be made to avoid delays, e.g., complete work ahead of planned time off, coordinate coverage with a colleague, proactively work with PM to reschedule work, etc. Stakeholders will review and update the mitigation plan periodically as the FL WINS program evolves.	3 - Moderate	Work in Progress	2024-10-14 12:12:17	Sean Webster
RSK0001562	State resource capacity constraints for FL WINS SDLC support	<p>SUBMITTED DATE: 10/10/2024</p> <p>SUBMITTED BY: Shawn Aucutt</p> <p>SUBMISSION NOTES:</p> <p>RISK APPLIES TO: The entire FL WINS Program</p> <p>PRIORITY: High</p> <p>DESCRIPTION: If the IBM team crashes the FL WINS Program schedule by working multiple development efforts simultaneously, rather than sequentially, then the state agency resources who support the Program with various roles through all phases of the Software Development Life Cycle (SDLC) will not be able to support all requirements when separate efforts require involvement from the same resources at the same time, creating a timing conflict.</p> <p>BACKGROUND (optional): The current FL WINS Program schedule has already experienced delays in procurement which are impacting the initial draft Program schedule submitted by IBM. The Program team is researching ideas to achieve schedule compression. One of the ideas being investigated is for the IBM team to increase resources for disparate development efforts are perform them simultaneously where possible. These efforts were previously planned to be completed in sequence. State agencies have a limiting factor around the number of</p>	Mitigate	Key stakeholders must be identified for each phase of a simultaneous development effort and all potential conflicts must be deconflicted.	3 - Moderate	Pending	2024-10-14 15:39:08	Scott Smith
RSK0001559	Potential integration date delays for system details pending 10/24/2024 due date	<p>SUBMITTED DATE: 10/3/2024</p> <p>SUBMITTED BY: Heidi McLaughlin <Heidi.mclaughlin@commerce.fl.gov></p> <p>RISK APPLIES TO: PMO Solution Implementation</p> <p>PRIORITY: High</p> <p>SUBMISSION NOTES: This item has already been introduced by David McCrorie as a new item at the 10/7/2024 PMO WSR meeting.</p> <p>DESCRIPTION: If the Workforce Partner Agencies (WPAs) do not provide required system integration details to the IBM team by 10/24/2024, then key integration dates may be missed.</p> <p>BACKGROUND: Integration delivery dates, including that of the Workforce Partner Integration Document, Milestone 2 system Integration Development, and the Milestone 2 system integration test, are at risk due to dependencies on the Workforce Partner Agencies providing integration details including source-to-target mapping, identity management, connectivity, capacity management and security details to the IBM team by October 24, 2024 for the FLWINS Federated Data Solution interface.</p>	Mitigate	The Solution implementor submits problem statements to the Data Pod, IAM Pod and EA Pod. The pods ensure that the associated problem statements be fully responded to by the Workforce Partner Agency and resolved by October 24, 2024. This may require some back-and-forth questions and answers prior to the October 24 date.	4 - Low	Pending	2024-10-18 15:41:23	David McCrorie

RSK0001549	ITSS workgroup - Potential lack of availability of workforce partner SMEs	<p>Submission date: 7/22/2024</p> <p>Submitter name: Megan Owens <megan.owens2@ey.com></p> <p>Estimated probability: Moderate - 35% to 70% chance of occurrence</p> <p>Description: If Subject Matter Experts (SMEs) from Workforce Partners involved in the FL WINS Program specific to ITSS Core Team and Focal Teams are not available when planned or fail to respond to program related requests, then milestones may slip and/or there may be issues with the accuracy and completeness of work products.</p> <p>Risk type(s) - Operational, Internal resource, Communication and collaboration</p> <p>Have residual risks been identified as a result of the risk response? No</p> <p>Have secondary risks been identified as a result of the risk response? No</p> <p>Risk communication priority: Low - risk response has been in place and is actively being managed already, this risk is being logged to ensure periodic review and discussion.</p> <p>What are the potential impacts if the risk is realized?</p> <p>Schedule - Medium - potential change to the finish date of a project deliverable, but no changes to the critical path are estimated and the project timeline would not be impacted.</p> <p>Cost - None projected (possible variance in conjunction with other realized impacts)</p> <p>Scope - Low - potential for scope change that could lead to a change in total level of effort for the project (+/- 4%)</p> <p>Resource - Medium potential for resource availability or quantity impacts (+/- 4%)</p>	Mitigate	<p>Risk response: Staff Aug positions to be filled in August 2024 which may provide additional support to the ITSS Focal Areas and communication to the WPAs. Conduct regular touchpoints and work with Workforce Partner Program Managers to coordinate with SMEs. Obtain input from SMEs when confirming their tasks in program related requirements. Mitigation communication should follow the Issue Management Plan (PgMP Attachment H) as well as the overall Program Governance procedures (Section 5 of the PgMP). Stakeholders will review and update the mitigation plan periodically as the FL WINS Program evolves.</p>	3 - Moderate	Work in Progress	2024-10-28 08:35:16	Megan Owens
RSK0001213	Change in program leadership	<p>If there is a change in Program leadership or other key FL WINS personnel, then the overall Program timeline and direction could be impacted.</p> <p>Key FL WINS personnel and leadership is defined as:</p> <ul style="list-style-type: none"> • FL WINS Program Governance Bodies: Executive Program Sponsors and Senior-level leadership oversight members • Executive Steering Committee Members • FL WINS PMO Members (Directors, Program & Project Managers) • FL WINS Continuing Oversight Team • Workforce Partner Agency Information and Technology Agency Leads • Workgroup Leads • WPA SMEs 	Mitigate	<p>(Response Plan)</p> <p>Accept: If a change in FL WINS key personnel or leadership occurs, Program Directors and Managers will develop and implement an appropriate response plan and determine if an Issue should be opened. The response plan will be developed based on the anticipated impact and immediate needs of the Program at the time of occurrence.</p> <p>A. If there is a lapse in time from an exiting key FL WINS personnel or leader and a new member being onboarded, the following response plan elements are recommended, along with other efforts as needed:</p> <ol style="list-style-type: none"> 1. Risk Assignment Group will review the impact the change in leadership may have on the Program, specifically assessing possible schedule impacts. 2. Risk Assignment Group will identify gaps and develop a response plan to ensure essential duties are completed by existing staff. 3. Additional support resources will be secured, as needed, to maintain Program activities on schedule. 4. Risk Assignment Group will communicate anticipated impact and response plan to FL WINS Program team members and Program sponsors, as appropriate. <p>B. When a new leader is onboarded the FL WINS Program Directors and Managers will ensure the following actions are assigned and completed, with other efforts as needed:</p> <ol style="list-style-type: none"> 1. FL WINS Program Director(s) will introduce new leader to 	3 - Moderate	Work in Progress	2024-10-28 11:45:28	Scott Smith

RSK0001512	PMO (WIM project) functional specialty coverage during staff fluctuations	<p>BACKGROUND: The external PMO (WIM PMO project) manages support functional areas within the FL WINS Program PMO. These functional areas are focused on Program and project operations management. Each functional area has a project manager who is tasked to the management of the functional area. The functional areas include:</p> <ol style="list-style-type: none"> 1) Schedule management 2) CRAIDL management 3) Status reporting and stakeholder management 4) Artifact management 5) Contract deliverable management 6) Admin support <p>RISK DESCRIPTION: If a project manager, who is tasked to a functional area, leaves the Program, then the remaining WIM PMO staff must be capable of filling the gap without disruption to the management of all functional areas. Disruption to the management of functional areas may lead to delays in reporting and gaps in Program management resulting in cost, schedule, scope, quality, or resource issues.</p> <p>The risk probability is set according to current staffing levels and future expectations. A full staff with all resources planning to remain through the end of the Program establishes a low probability. Any reductions (or forecast reductions) in staff will increase the probability.</p> <p>All functional areas not covered by at least one alternate cross trained resource will drive an impact value of high. All functional areas covered by one alternate cross trained resource will drive an impact value of moderate. All functional areas covered by two or more alternate cross trained resource will drive an impact value of low.</p>	Mitigate	<p>The mitigation plan is to cross-train all PMO functional areas.</p> <p>Phase 1 mitigation: Cross train one alternate resource for each functional area.</p> <p>Phase 2 mitigation: Cross train two or more resources for each functional area</p> <p>Secondary risks include potential delays in extra-program reporting resulting from delays within the program.</p> <p>There are no risks resulting from the implementation of the mitigation plan as long as resource capacity is managed and primary responsibilities are not overlooked.</p>	4 - Low	Work in Progress	2024-10-28 12:20:09	Scott Smith
RSK0001557	Impact from unknown external IBM schedule dependencies	<p>SUBMITTED BY: Marlene Lopez</p> <p>PRIORITY: High</p> <p>SUBMISSION NOTES: Probability is currently set to high since there was no state schedule of tasks defined to support the satisfaction of external IBM schedule dependencies. Impact is currently rated as low since the magnitude of the scope of work required to satisfy IBMs external schedule dependencies is unknown and actively being discovered. Work is underway to define external tasks and dependencies associated with the IBM schedule. These values will be reevaluated over the life of the risk,</p> <p>RISK APPLIES TO: FL WINS PMO Transformational Change Management (TCM) Business Process Reengineering (BPR)</p> <p>DESCRIPTION: The risk being submitted pertains to the potential incomplete identification and tracking of all activities that impact external dependencies on the IBM schedule. Specifically, there is a concern that certain internal activities performed by PODS, Focal teams, and Workforce Partners may not be properly captured and included in the integrated master schedule.</p> <p>If all tasks required for state agencies and IT support resources are not properly identified and tracked in the Program schedule, then the PMO is unable to provide a confident evaluation of the Programs ability to support the external dependencies identified in the IBM solution implementation schedule.</p>	Mitigate	<p>Identify and Gather Activities: Coordinate with Focal teams, PODS, and Workforce Partners to ensure all activities that impact the IBM schedule are identified and documented. These activities will be reviewed and included in the IMS as appropriate.</p> <p>Regular Status Updates and Communication: establish a regular communication cadence with teams to receive timely updates on the status and feasibility of their activities.</p> <p>Monitoring and Accountability: PMO schedule manager will monitor the progress of these activities to ensure alignment with the IBM schedule, addressing any discrepancies or potential issues as they arise. Regular reviews will be will help maintain visibility and accountability across all teams involved.</p>	2 - High	Work in Progress	2024-10-28 13:36:16	Marlene Lopez

RSK0001558	(IN PROGRESS) Short review cycle durations for critical Program deliverables	<p>Submitted by: Kelly Bartholomew</p> <p>PRIORITY: High</p> <p>If review cycles for critical Program deliverables are rushed, then key elements of system design may not be adequately addressed, exposing the Program to unnecessary risk associated with quality, security, interoperability, and other critical system considerations. If any associated risks are realized, then the correction of the issue has the potential to impact multiple Program control categories.</p> <p>BACKGROUND: The draft solution vendor schedule includes some DED and Deliverable Review cycles that are not sufficiently long enough to facilitate multiple reviews (comment period for FL WINS and remediations for IBM) which puts the quality of those deliverables at risk. Many are very complex technical documents that require over 5 different review teams to provide input. Additionally, to date there have been many more iterations on the solution vendor's submissions due to lack of addressing FL WINS Program feedback and comments, which leads to additional review cycles that would have been unnecessary had feedback been addressed. This puts strain on the already-condensed project schedule that puts the Program at risk.</p> <p>This risk is pending further elaboration - expected complete by COB 10/9/2024</p>	Mitigate		2 - High	Work in Progress	2024-10-28 17:05:26	Kelly Bartholomew
RSK0001532	Legislative Budget Request (LBR) preparation time and information for WPAs	<p>A continued delay in the contracting of the FL WINS solution vendor may create risks for Workforce Partner Agencies (WPAs) regarding LBR preparation. The process for the preparation must allow appropriate time and provide adequate information. If the process is rushed and critical details are missed, the accuracy of the request may leaves gaps in future funding requirements.</p>	Mitigate	<p>1) Confer with WPAs to determine timing and information requirements. - work to submit draft LBRs?</p> <p>2) Evaluate the requirements against the forecast schedule for the solution vendor.</p> <p>3) readdress any known gaps</p> <p>Determination was made for WPAs to submit placeholders for their respective LBRs. The PMO is assisting with drafting boilerplate language for the placeholder. See ACT0001390</p> <p>Placeholder boilerplate language drafted and shared with Program leadership 6/26/2024. The draft language reads:</p> <p>This Legislative Budget Request (LBR) is being submitted to support the State of Florida FL WINS multiyear program. Funding this request is critical to continue the modernization of coordinated information systems, realignment of program oversight, data-driven and performance-based decision-making, and programmatic reform. This effort requires the collaboration between <Agency>, the REACH Office, FloridaCommerce, and other state agencies (Workforce Partner Agencies) to streamline access to services and increase accountability across the state through interoperable systems and shared integrated data. If this request is not funded, key functionality will not be developed and deployed, and increased project implementation risk will be introduced. This will prevent the Program from enabling an</p>	4 - Low	Work in Progress	2024-11-04 11:29:42	Scott Smith

RSK0001495	FL WINS governance structure and Program management practice misalignment	Misalignment between the Program governance structure and Program and project management practices will cause confusion, slowing Program execution and possibly impacting scope, schedule, cost, quality or resourcing. To avoid issues that may arise from confusion associated with misalignment, the FL WINS PMO needs to ensure all process management workflows and organizational process documentation provide clear and consistent guidance outlining the role of various tiers of governance within the Program as well as the expectations of Program stakeholders.	Mitigate	<p>In an effort to avoid this risk, the Program will prioritize the following:</p> <p>1. Review and update as needed, the clearly defined FL WINS Program Governance Framework, ensuring all stakeholders, newly onboarded team members, and vendors are aware of the requirements for adhering to this structure. Ensure accountability measures are included in the defined framework and subject the framework to continuous improvement assessments.</p> <p>8/28/2024 UPDATE: Mitigation required to close gaps in the existing FL WINS governance framework</p> <ul style="list-style-type: none"> a. Develop and maintain a openly accessible Program organizational chart identifying key roles, agency affiliations, and the position in the FL WINS governance. COMPLETED b. Develop and maintain a openly accessible Program roster identifying key roles, agency affiliations, workgroup affiliations, and the position in the FL WINS governance along with contact information and indicating if the role is vacant where true. COMPLETED c. Develop quantitative guidance for evaluating Program impacts resulting from change and risk management that can be used to develop clear recommendations for action where required. COMPLETED d. Define the process for governance decision escalation: What are the inputs? How is the need communicated? Who makes the final decision? COMPLETED 	3 - Moderate	Work in Progress	2024-11-04 11:58:10	Scott Smith
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Number	Assigned to	Short description	Due date	Description
ISU0010232	Colleen McGarry	Global JAD session completion deadline 10/11/2024	2024-10-14 11:57:48	<p>This issue has been escalated from RSK0001555 - Global JAD session completion deadline 10/11/2024</p> <p>ESCALATION RATIONALE:</p> <ul style="list-style-type: none"> • As of 9/25/24, when a decision was made to close FL state offices from noon 9/25 through EOB Friday 9/27, the new trigger turned this risk into an issue. • JAD sessions that were originally planned to take place the week of 9/23/24 were unable to take place and unable to be absorbed into another meeting. • Full impact assessment will be completed when Florida is able to return to the office. <p>ORIGINAL RISK DETAILS (from RSK0001555)</p> <p>SUBMITTED BY: Heidi McLaughlin <Heidi.mclaughlin@commerce.fl.gov></p> <p>SUBMISSION NOTES: Probability is estimated based on recent JAD session coordination</p> <p>RISK APPLIES TO: Program management office (PMO) Data Integration Customer Portal</p> <p>SUMMARY IMPACT IF THE RISK IS REALIZED: If JAD sessions do not complete by October 11, 2024, then Sprint 2 and subsequent planned activities including all go-live dates may be delayed.</p>
ISU0010230	Scott Smith	Reviewing and approving program documentation is a bottleneck	2024-10-21 10:26:48	<p>The amount of documentation has overwhelmed reviewers' ability to complete the work in a timely manner. Unclear expectations about governance escalations has intensified the issue.</p> <p>Actions for improvement:</p> <ol style="list-style-type: none"> 1) The PMO is working to define an appropriate (and streamlined) review team and review/approval workflow. 2) The PMO is working to define a schedule for updating documents at certain intervals, which will enable more accurate resource allocation. 3) The PMO is tracking and actively working to resolve this issue.

ISU0010225	Christian Stephens	Solution Vendor Contract Negotiation Delay Impacts	2024-10-21 14:04:02	<p>The FL WINS solution vendor procurement delay may directly impact the program delivery schedule and other associated control areas (e.g., budget and resources) if the solution vendor is unable to compensate for the programmatic delays in there delivery schedule. The overall schedule can only be evaluated after the solution vendor produces an initial project delivery schedule.</p> <p>The delay in executing a contract for the portal vendor represents a threat to the Program's ability to meet schedule, scope, budget, and quality requirements for the following reasons:</p> <ol style="list-style-type: none"> 1) To meet original forecast timelines after a procurement delay, the schedule will require compression (assuming scope and level of effort are accurate in the original rough order of magnitude planning) 2) Standard methodology to mitigate a schedule delay includes: <ol style="list-style-type: none"> a) Crashing the schedule (adding resources) which could impact Program cost b) Reducing scope to preserve cost, schedule, and resource levels which could impact Program quality c) Fast-tracking the schedule (working more parallel efforts simultaneously) which could impact Program resources and cost and increases quality risks in some cases <p>The ultimate length of the delay and the extent to which the vendor and the state can jointly compensate for it will drive the threat level. This issue can be expected to spawn multiple risks to specific control areas as the threat is better characterized and compensation actions devised.</p> <p>This issue has been escalated from risk RSK0001483</p> <p>Issue escalation approved via email by Christian Stephens 5/30/2024 (attached)</p>
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ISU0010227	Scott Smith	Program deliverables are not consistently adhering to the Style Guide.	2024-11-04 09:34:23	<p>Description updated 9/17/2024</p> <p>All program deliverables are expected to adhere to style guide requirements as defined in the most current published version of the FL WINS Style Guide. Versions of documentation have been submitted for approval even though they did not adhere to the style guide. Project Managers are expected to ensure all deliverables submitted for review have incorporated style guide and other quality check and confirm quality assurance/control review was completed.</p> <p>Poor work quality impacts credibility of the FL WINS Program, which could result in dissatisfied stakeholders. Stakeholder support is essential to ensure the Program has the necessary resources to comply with the REACH act.</p> <p>QA/QC needs to be established for Program deliverables and organizational process assets (OPAs) to ensure style guide adherence for all documentation.</p> <p>Issue resolution considerations:</p> <ol style="list-style-type: none"> 1) Ensure Style Guide is current and defect free (completed 9/16) 2) Ensure the process for non-editors to submit findings is included in the Artifact Management Plan (Pending) 3) Ensure the process for resolving errors is outlined in the Artifact Management Plan (how to determine the frequency for updates - priority by type) (Pending) 4) Artifact management review schedule (needs review) 5) Artifact CRM for source of truth for comment resolution (completed and in use) 6) QA/QC for contract deliverables (complete and in use) 7) QA/QC for OPAs (complete and in use)
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State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules
Schedule VI – Detail of Debt Service

Fiscal Year
2025-2026



State of Florida
Department of Commerce

Budget Entity Level Exhibits or Schedules
Schedule IX
Major Audit Findings and Recommendations

Fiscal Year
2025-2026

SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS

Budget Period: 2025 - 26

Department: Florida Department of Commerce

Chief Internal Auditor: Sean Shrader

Budget Entity: Executive Leadership

Phone Number: 850-245-7136

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General Report #2024-174, issued March 2024, <i>State of Florida Compliance and Internal Controls Over Financial</i>	7/1/2022-6/30/2023	Department-wide	The Auditor General conducted an audit of the basic financial statements of the State of Florida for the fiscal year ended June 30, 2023. The audit contained 12 major findings described below:		
			1) FCOM records did not evidence the timely deactivation of Subrecipient Enterprise Resource Application (SERA) access privileges for employees who separated from FCOM employment.	1) FloridaCommerce concurs with the finding. FloridaCommerce has since enhanced the controls within the SERA system to evidence that users are deactivated immediately upon a user's separation. The enhancements record the data and time a user is inactivated, as well as the system administrator who inactivated them.	
			2) FCOM did not always report subaward information required by the Federal Funding Accountability and Transparency Act (FFATA) in the Federal Funding Accountability and Transparency Act Subaward Reporting System (FSRS).	2) FloridaCommerce will enhance its procedures to ensure that all applicable subawards are appropriately and timely reported into the FSRS system.	
			3) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 2 that Reemployment Assistance Claims and Benefits Information System (RA System) application edits for postmark dates and related date sequencing continue to need improvement. As of June 2023, FCOM had not corrected the identified deficiencies.	3) FloridaCommerce concurs with the finding. A ticket has been opened that will address the remaining postmark date issue. <ul style="list-style-type: none"> • The defect is recorded in the ticketing system, ServiceNow and will be prioritized accordingly. • The defect ticket will be taken through the Agency Governance (build guild) to present the defect for acceptance and to add the fix to the monthly build rhythm. • Production Builds are deployed monthly correcting defects and/or adding enhancements. This build is expected to be deployed by June 2025. 	

SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS

Budget Period: 2025 - 26

Department: Florida Department of Commerce

Chief Internal Auditor: Sean Shrader

Budget Entity: Executive Leadership

Phone Number: 850-245-7136

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
			<p>4) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 3 that procedures for document intake, indexing, and tracking processes continue to need improvement to ensure that all documents received for processing in the Reemployment Assistance Claims and Benefits Information System (RA System) are timely and accurately indexed to the appropriate claimant, claim, and claim issue. As</p>	<p>4) FloridaCommerce concurs with the finding and has attached the current Standard Operating Procedure for document intake and indexing through Axiom Pro. All documents are scanned and provided to the appropriate business unit to process the claim. As of January 2024, we have initiated the Document Imaging System project that is scheduled to be implemented June 30, 2024.</p>	
			<p>5) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 4 that Reemployment Assistance Claims and Benefits Information System (RA System) processes related to system-generated claim issues continue to need improvement to ensure that claims are accurately and timely processed. As of June 2023, FCOM had not corrected the identified deficiencies.</p>	<p>5) FloridaCommerce concurs with the finding and has implemented a biweekly rhythm to correct deficiencies in the system which has resulted in a significant reduction of system processing defects.</p> <ul style="list-style-type: none"> • Subject matter experts (SME) meet with business unit leadership and identify highest level defects affecting experience or productivity. • The defect is recorded in the ticketing system, ServiceNow. When a defect is prioritized, the defect is moved to the RA Program’s Information Technology unit to determine how the defect can be resolved and how long it will take to complete. • The defect information is taken to the Agency Governance (build guild) to present the defect for acceptance and to add the fix to the monthly build rhythm. • Production Builds are deployed monthly correcting defects and/or adding 	
			<p>6) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 6 that processing defects related to claimant benefit payments, claimant overpayments, and employer charges still exist in the Reemployment Assistance Claims and Benefits Information System (RA System). As of June 2023, FCOM had not corrected the identified deficiencies.</p>	<p>6) FloridaCommerce concurs with the finding and continues to work on modernizing the RA Claims and Benefits Information System, Reconnect. Resolving this defect ticket requires a large-scale effort and extensive changes necessary to the RA System core component program code. Changes have not been implemented and an estimated resolution date is June 2025.</p>	

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			7) FCOM change management controls need improvement to ensure that all Reemployment Assistance Claims and Benefits Information System (RA System) program code changes are managed by, and do not bypass, the FCOM change management process.	7) FloridaCommerce concurs with the finding. FloridaCommerce will provide a system generated list from Team Foundation Serve (TFS) and Azure DevOps Services of all RA System program code changes that were implemented into the production environment during the 2022-23 fiscal year. FloridaCommerce has a very mature Change Management process that has internal controls for separation of duties for code development and deployment. FloridaCommerce used TFS during this review period to keep a history of all approved development changes which can be reviewed to find out who, why, and when changes were made. Attached are the documents for the 2023 Audit period for the Reconnect Releases between June 30, 2022, and July 1, 2023. Currently FloridaCommerce only keeps server logs for three months that would capture changes, but FloridaCommerce will improve on this process to extend the log retention for longer periods.	
			8) Certain security controls related to user authentication for the Reemployment Assistance Claims and Benefits Information System (RA System) need improvement to ensure the confidentiality, integrity, and availability of RA system data and related information technology (IT) resources.	8) FloridaCommerce concurs with the finding related to Reconnect security controls. FloridaCommerce's development team is working to remediate the listed security controls by December 31, 2024.	
			9) FCOM records did not clearly evidence that UI benefit payments were made only to eligible claimants.	9) FloridaCommerce concurs with the finding and has researched and resolved the conflicting responses for the six identified claimants. FloridaCommerce is prioritizing and updating the known system issue which will correct processing and prevent payments from being issued without clear evidence that the claimant(s) are eligible to receive UI benefits. This issue will be resolved by July 1, 2024. FloridaCommerce continues to work through our backlog to resolve any remaining cases that are workable. FloridaCommerce continues efforts to increase staff resources for improved productivity and reduce the outstanding cases to promote timely adjudication. The state continues its contract with a vendor to conduct the fact-finding portion of adjudication and provide ongoing comprehensive training to both new and tenured adjudicators. The current adjudication issue backlog is more than 495,000, and the oldest issue creation date is February 2, 2022. It is estimated to take FloridaCommerce until July 31, 2025 to resolve the backlog with 105 adjudicators working an average of 65 issues a week.	

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			10) FCOM did not always ensure or timely ensure that UI claimants complied with the participation requirements of the RESEA program.	10) FloridaCommerce concurs with the finding. FloridaCommerce continues to work through our backlog and resolve any remaining cases that are workable and marked for review. FloridaCommerce continues its efforts to increase staff resources for improved productivity and reduce outstanding cases to promote timely adjudication. The state will continue its contract with a vendor to assist with conducting the fact-finding portion of claim adjudication and provide ongoing comprehensive training to both new hires and tenured adjudicators. Adjudication has partnered with our Claims Processing Unit to create a specialized team to exclusively work the RESEA cases. With a backlog of 6,425 RESEA adjudication issues and the oldest issue created November 23, 2023, it will take FloridaCommerce until March 31, 2024, to resolve the backlog with the 8	
			11) Certain security controls related to user authentication for the Employ Florida (EF) system need improvement to ensure the confidentiality, integrity, and availability of EF system data and related information technology (IT) resources.	11) FloridaCommerce concurs with the finding related to Employ Florida security controls. We are working with the vendor to remediate the listed security controls by June 30, 2024.	
			12) FCOM did not appropriately evaluate each subrecipient's risk of noncompliance to determine the appropriate subrecipient monitoring and, consequently, FCOM could not demonstrate that the monitoring performed was based on a complete assessment of risk. Additionally, FCOM did not monitor one subrecipient within prescribed time frames or	12) FloridaCommerce will update the CSBG Policies and Procedures Manual to reflect current risk assessment procedures and ensure that all risk factors are used in determining the scope and timing of subrecipient monitoring. FloridaCommerce will also ensure that all management decisions are issued within 6 months of acceptance of the audit report in the Federal Audit Clearinghouse.	
Auditor General Report #2023-174, issued March 2023, <i>State of Florida Compliance and Internal Controls Over Financial</i>	7/1/2021-6/30/2022	Department-wide	The Auditor General conducted an audit of the basic financial statements of the State of Florida for the fiscal year ended June 30, 2022. The audit contained 15 major findings described below:	As of March 2024, six of the findings (Finding 2-3, 5, 7, 12, and 15) have been fully corrected.	

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			1) Certain security controls related to user authentication for the Reemployment Assistance Claims and Benefits Information System (RA System) need improvement to ensure the confidentiality, integrity, and availability of RA System data and related information technology (IT) resources.	1) FloridaCommerce concurs with the finding; however, progress has been made. Currently, any FloridaCommerce user that accesses these applications outside the FloridaCommerce network must first authenticate their identity via multi-factor authentication (MFA) through Global Protect before gaining access to the applications. In July 2021, FloridaCommerce initiated a two-year Reemployment Assistance Modernization (RA Mod) Program to Report No. 2023-174 Page 30 March 2023 address system performance and functional improvement needs. In September 2021, FloridaCommerce completed the first of three phases focused on Reemployment Assistance Claims and Benefits Information System (System) security through the Identity Management and User Authentication (IAM) project (implementing MFA). As part of phase two of the IAM project, FloridaCommerce is working to develop policies and Standard Operating Procedures (SOP) for access management and specifying how user roles are assigned, which is anticipated to be complete by June 2023. Phase three of the IAM project will start in the fall of 2023	
			2) FloridaCommerce did not always timely deactivate Reemployment Assistance Claims and Benefits Information System (RA System) access privileges for employees who separated from FloridaCommerce employment or when access to the RA System was no longer required	Fully Corrected	
			3) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 1 that the FloridaCommerce continued to lack processes and procedures for identifying, analyzing, and correcting technical system errors and other Reemployment Assistance Claims and Benefits Information System (RA System) defects that prevent or hinder the processing of RA System data. As of June 2022, the FloridaCommerce	Fully Corrected	

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			4) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 2 that Reemployment Assistance Claims and Benefits Information System (RA System) application edits for postmark dates and related date sequencing continue to need improvement. As of June 2022, the FloridaCommerce had not corrected the identified deficiencies.	4) FloridaCommerce concurs with the finding; however, progress has been made. In February 2022, FloridaCommerce implemented the “Reemployment Assistance Work Effort Priority, Release, and Deployment Process,” which establishes procedures for identifying, analyzing, prioritizing, and correcting technical system errors and defects for continuous modernization.	
			5) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 3 that procedures for document intake, indexing, and tracking processes continue to need improvement to ensure that all documents received for processing in the Reemployment Assistance Claims and Benefits Information System (RA System) are timely and accurately indexed to the appropriate claimant, claim, and claim issue. As of June 2022, the FloridaCommerce had not corrected the identified deficiencies.	Fully Corrected	

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			6) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 4 that Reemployment Assistance Claims and Benefits Information System (RA System) processes related to system-generated claim issues continue to need improvement to ensure that claims are accurately and timely processed. As of June 2022, the FloridaCommerce had not corrected the identified deficiencies.	6) FloridaCommerce concurs with the finding; however, progress has been made. FloridaCommerce corrected System-generated errors in October 2020, December 2020, February 2021, and April 2021 and will continue to document and correct System-generated errors and evaluate necessary changes and procedures through the Reemployment Assistance Work Effort Priority, Release, and Deployment Process. The RA Mod Program's Incremental Customer Experience/User Experience MobileResponsive Software Transformation project will implement application edit checks to ensure that complete and accurate data are entered in the System, minimizing the creation of incorrect claim issues.	
			7) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 5 that Reemployment Assistance Claims and Benefits Information System (RA System) processes related to the creation and distribution of claimant and employer claim notices continue to need improvement to ensure claim notices are timely distributed. As of June 2022, the FloridaCommerce had not corrected the identified deficiencies.	Fully Corrected	

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			8) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 6 that processing defects related to claimant benefit payments, claimant overpayments, and employer charges still exist in the Reemployment Assistance Claims and Benefits Information System (RA System). As of June 2022, the FloridaCommerce had not corrected the identified deficiencies.	8) FloridaCommerce concurs with the finding; however, progress has been made. FloridaCommerce has implemented the “Reemployment Assistance Work Effort Priority, Release, and Deployment Process,” which established procedures for identifying, analyzing, prioritizing, and correcting technical system errors and defects for continuous modernization. FloridaCommerce anticipates developing requirements to address any remaining components of this finding beginning in January 2024.	
			9) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 7 that language translations for Reemployment Assistance Claims and Benefits Information System (RA System) claimant communications continue to need improvement. As of June 2022, the	9) FloridaCommerce concurs with the finding; however, progress has been made. Claimant screens and language translations into Spanish and Haitian Creole will be resolved through the CX/UX RA Mod Program.	
			10) The FloridaCommerce did not always timely deactivate Subrecipient Enterprise Resource Application (SERA) user access privileges for employees who separated from FloridaCommerce employment.	10) FloridaCommerce concurs with the finding; however, FloridaCommerce received a USDOL Final determination letter dated October 4, 2022, for Audit Report No. 24-22-527-03- 225 stating this finding is corrected.	
			11) FloridaCommerce records did not clearly evidence that UI benefit payments were made only to eligible claimants.	11) FloridaCommerce concurs with the finding. To promote timely adjudication, FloridaCommerce will continue its efforts to increase staff resources for improved productivity and reduce outstanding cases. In addition, FloridaCommerce has contracted with a vendor to assist with conducting the fact-finding portion of claim adjudication, which has contributed to resolving a considerable amount of the adjudication backlog. Finally, FloridaCommerce will provide ongoing comprehensive training to both new hires and tenured adjudicators to also include	

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(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
			12) The FloridaCommerce did not maintain records to support the amounts reported in Federal Performance Reports submitted to the Employment and Training Administration (ETA).	Fully Corrected	