



Executive
Director
Lisa Echeverri

Child Support
Enforcement
Ann Coffin
Director

General Tax
Administration
Jim Evers
Director

Property Tax
Oversight
James McAdams
Director

Information
Services
Tony Powell
Director

October 15, 2009

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

JoAnne Leznoff, Council Director
House Full Appropriations Council on General Government & Health Care
221 Capitol
Tallahassee, Florida 32399-1100

Skip Martin, Council Director
House Full Appropriations Council on Education & Economic Development
221 Capitol
Tallahassee, Florida 32399-1100

Cynthia Kelly, Staff Director
Senate Policy and Steering Committee on Ways and Means
201 Capitol
Tallahassee, Florida 32399-1300

Dear Directors:

The Legislative Budget Request for the Department of Revenue is submitted in accordance with Chapter 216, *Florida Statutes*, and 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 2010-11 Fiscal Year. As executive director of the Department of Revenue, I have approved this submission.

If you have any questions about our Legislative Budget Request, please contact Lia Mattuski, Director of Financial Management, at 850-488-5009, or me at 850-488-5238.

Sincerely,

Lisa Echeverri

Lisa Echeverri

LE/ccw

Tallahassee,
Florida
32399-0100
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40 Years
of Serving
Florida



2010-2011

Legislative Budget Request

Department Level Exhibits and Schedules



40 Years
of Serving
Florida



2010-2011

Legislative Budget Request

Schedule IV-C

- Recurring Information Technology Budget Planning for Fiscal Year 2010-11

Non-Strategic IT Service:		Network Service		Form: FY 2010-11 Schedule IV-C - Non-Strategics; Ver 1					
Dept./Agency: Department of Revenue				# of Assets & Resources Apportioned to this IT Service in FY 2010-11		A	Estimated IT Service Costs		D
Prepared by: Clay White				Number used for this service	Number w/ costs in FY 2010-11	Initial Estimate for Fiscal Year 2009-10	B Estimated FY 2009-10 Allocation of Recurring Base Budget (based on Column G64 minus G65)	C Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	D Planned Increase/Decrease Use of Recurring Base Funding (Columns C - B)
Phone: (850) 488-5009									
Service Provisioning -- Assets & Resources (Cost Elements)			Footnote Number						
A. Personnel				14.58		\$1,093,326	\$863,363	\$863,363	\$0
A-1.1	State FTE			14.58		\$911,766	\$863,363	\$863,363	\$0
A-2.1	OPS FTE			0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)			0.00		\$181,560	\$0	\$0	\$0
B. Hardware				2171	242	\$1,043,858	\$429,545	\$429,545	\$0
B-1	Servers			320	4	\$117,000	\$48,000	\$48,000	\$0
B-2	Server Maintenance & Support	1		96	96	\$90,000	\$95,000	\$95,000	\$0
B-3.1	Network Devices & Hardware (e.g., routers, switches, hubs, cabling, etc.)	2		604	13	\$60,000	\$62,000	\$62,000	\$0
B-3.2	Other Hardware Assets (e.g., system mgt workstation, printers, UPS, etc)	3		1151	129	\$776,858	\$224,545	\$224,545	\$0
C. Software						\$578,130	\$560,000	\$560,000	\$0
D. External Service Provider(s)						\$1,700,000	\$1,300,000	\$1,300,000	\$0
D-1	LAN External Service Provider			0	0	\$0	\$0	\$0	\$0
D-2	WAN External Service Provider			0	0	\$1,700,000	\$1,300,000	\$1,300,000	\$0
E. Plant & Facility for LAN/WAN Service				0	0	\$150,000	\$135,000	\$135,000	\$0
F. Other (Please describe in Footnotes Section below)			4			\$0	\$237,072	\$237,072	\$0
H. Total for IT Service						\$4,565,314	\$3,524,980	\$3,524,980	\$0
Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.									
1	Hardware maintenance for Dell servers, Sun hardware, Data Domain and EMC hardware								
2	Hardware maintenance for Nortel hardware, Sniffer and Infoblox hardware.								
3	Network connected printers, leased network connected copiers, HP8150 & 2 UPS								
4	449 aircards in DOR costing approximately \$44 per month each.								
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Non-Strategic IT Service: E-Mail, Messaging, and Calendaring Service							
Agency: Enter Agency Name or Acronym on Network Service Worksheet				Form: FY 2010-11 Schedule IV-C -Non-Strategic; Ver 1			
Prepared by: Clay White							
Phone: (850) 488-5009							
Service Provisioning -- Assets & Resources (Cost Elements)	Footnote Number	# of Assets & Resources Apportioned to this IT Service in FY 2009-10		Estimated IT Service Costs			
		Number used for this service	Number w/ costs in FY 2010-11	A Initial Estimate for Fiscal Year 2009-10	B Estimated FY 2009-10 Allocation of Recurring Base Budget (based on Column G64 minus G65)	C Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	D Planned Increase/Decrease Use of Recurring Base Funding (Columns C - B)
A. Personnel		2.90		\$365,706	\$149,464	\$149,464	\$0
A-1 State FTE		2.90		\$365,706	\$149,464	\$149,464	\$0
A-2 OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3 Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware		66	40	\$52,200	\$63,001	\$63,001	\$0
B-1 Servers	2	30	6	\$49,000	\$42,000	\$42,000	\$0
B-2 Server Maintenance & Support		4	2	\$3,200	\$1,801	\$1,801	\$0
B-3.1 Wireless Communication Devices & Related Hardware	3	32	32	\$0	\$19,200	\$19,200	\$0
B-3.2 Other Hardware Assets (e.g., system mgt workstation, printers, etc)		0	0	\$0	\$0	\$0	\$0
C. Software	4			\$210,879	\$301,159	\$301,159	\$0
D. External Service Provider(s)		0	0	\$0	\$0	\$0	\$0
E. Plant & Facility		0	0	\$51,495	\$46,654	\$46,654	\$0
F. Other (Please describe in Footnotes Section below)				\$0	\$0	\$0	\$0
G. Total for IT Service				\$680,280	\$560,278	\$560,278	\$0
Administrative Overhead - Percentage of Other Non-Strategic IT Service Costs Supporting Email Service							
	Non-Strategic Service	Footnote	%	Cost	To determine the fully-loaded cost of the e-mail service, agencies must estimate the amount (percentage) of the other non-strategic IT services that are "consumed" by the e-mail service. For example, desktop support personnel install and configure the e-mail software on the desktop, which is used in the e-mail service, so to obtain a fully-loaded cost for the e-mail service, it is important to include the indirect workload and associated costs of the desktop service expended in support of the e-mail service. The portion of Network, IT Security & Risk Mitigation, and IT Administration & Management services will be estimated by the AEIT based on the agency Schedule IV-C submissions for these IT services. For the purposes of the Schedule IV-C analysis, the data submitted in this section will NOT be added to the cost of the e-mail service.		
OT-1	Network			-			
OT-2	Desktop IT Service			-			
OT-3	Help Desk	1	1.20%	\$ 2,796			
OT-4	IT Security & Risk Mitigation						
OT-5	IT Administration & Management						
SUBTOTAL				\$ 2,796			
Fully-loaded IT Service Cost \$				563,074			
Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.							
1	This was based on the number of tickets that were escalated out of the service desk and includes Helpdesk and Desktop staff.						
2	This # based on a 5-year replacement cycle @ \$7,000 each.						
3	32 PDA's in use for DOR, cost is approximately \$1,600/month.						
4	This cost includes: Groupwise, Message Manager, Symantec Brightmail Gateway and Tumbleweed						
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Non-Strategic IT Service:		Desktop Computing Service						
Agency: Department of Revenue		Form: FY 2010-11 Schedule IV-C -Non-Strategics: Ver 1						
Prepared by: Clay White		# of Assets & Resources Apportioned to this IT Service in FY 2010-11		Estimated IT Service Costs				
Phone: (850) 488-5009								
Service Provisioning -- Assets & Resources (Cost Elements)	Footnote Number	# of Assets & Resources Apportioned to this IT Service in FY 2010-11		A Initial Estimate for Fiscal Year 2009-10	Estimated IT Service Costs			D Planned Increase/Decrease Use of Recurring Base Funding (Columns C - B)
		Number used for this service	Number w/ costs in FY 2010-11		B Estimated FY 2009-10 Allocation of Recurring Base Budget (based on Column G64 minus G65)	C Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)		
A. Personnel		22.98		\$1,120,659	\$1,360,820	\$1,360,820	\$0	
A-1 State FTE		22.98		\$1,120,659	\$1,360,820	\$1,360,820	\$0	
A-2 OPS FTE		0.00		\$0	\$0	\$0	\$0	
A-3 Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0	
B. Hardware		7778	1660	\$1,664,041	\$740,145	\$1,116,646	\$376,501	
B-1 Servers		4	0	\$0	\$0	\$0	\$0	
B-2 Server Maintenance & Support		0	0	\$0	\$2,000	\$2,000	\$0	
B-3.1 Desktop Computers	1	5810	1317	\$1,367,484	\$468,036	\$803,896	\$335,860	
B-3.2 Mobile Computers (e.g., Laptop, Notebook, Handheld, Wireless Computer)	2	1563	282	\$275,115	\$249,100	\$282,900	\$33,800	
B-3.3 Other Hardware Assets (e.g., system mgt workstation, printers, scanners, etc)		401	61	\$21,442	\$21,009	\$27,850	\$6,841	
C. Software				\$419,953	\$433,233	\$427,867	-\$5,366	
D. External Service		0	0	\$0	\$0	\$0	\$0	
E. Plant & Facility		0	0	\$0	\$0	\$0	\$0	
F. Other (Please describe in Footnotes Section below)				\$0	\$0	\$0	\$0	
G. Total for IT Service				\$3,204,653	\$2,534,198	\$2,905,333	\$371,135	
Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
1	purchase pc's according to 5-year replacement cycle							
2	purchase laptops according to 5-year replacement cycle							
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Non-Strategic IT Service:		Helpdesk Service		Form: FY 2010-11 Schedule IV-C -Non-Strategics; Ver 1			
Agency: Department of Revenue							
Prepared by: Clay White							
Phone: (850) 488-5009							
Service Provisioning -- Assets & Resources (Cost Elements)	Footnote Number	# of Assets & Resources Apportioned to this IT Service in FY 2010-11		Estimated IT Service Costs			
		Number used for this service	Number w/ costs in FY 2010-11	A Initial Estimate for Fiscal Year 2009-10	B Estimated FY 2009-10 Allocation of Recurring Base Budget (based on Column G64 minus G65)	C Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	D Planned Increase/Decrease Use of Recurring Base Funding (Columns C - B)
A. Personnel		11.76		\$619,278	\$643,827	\$643,827	\$0
A-1 State FTE		11.76		\$619,278	\$643,827	\$643,827	\$0
A-2 OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3 Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware		0	0	\$0	\$0	\$0	\$0
B-1 Servers		0	0	\$0	\$0	\$0	\$0
B-2 Server Maintenance & Support		0	0	\$0	\$0	\$0	\$0
B-3 Other Hardware Assets (e.g., system mgt workstation, printers, etc)		0	0	\$0	\$0	\$0	\$0
C. Software	1			\$0	\$8,500	\$8,500	\$0
D. External Service Provider(s)		0	0	\$0	\$0	\$0	\$0
E. Plant & Facility		0	0	\$0	\$0	\$0	\$0
F. Other (Please describe in Footnotes Section below)				\$0	\$0	\$0	\$0
G. Total for IT Service				\$619,278	\$652,327	\$652,327	\$0
Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.							
1	Software maintenance for SM7						
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Non-Strategic IT Service:		IT Security/Risk Mitigation Service		Form: FY 2010-11 Schedule IV-C -Non-Strategics; Ver 1			
Agency: Department of Revenue							
Prepared by: Clay White							
Phone: (850) 488-5009							
Service Provisioning -- Assets & Resources (Cost Elements)		# of Assets & Resources Apportioned to this IT Service in FY 2010-11		Estimated IT Service Costs			
Footnote Number		Number used for this service	Number w/ costs in FY 2010-11	A Initial Estimate for Fiscal Year 2009-10	B Estimated FY 2009-10 Allocation of Recurring Base Budget (based on Column G64 minus G65)	C Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	D Planned Increase/Decrease Use of Recurring Base Funding (Columns C - B)
A. Personnel		9.06		\$566,685	\$505,833	\$505,833	\$0
A-1	State FTE	9.06		\$566,685	\$505,833	\$505,833	\$0
A-2	OPS FTE	0.00		\$0	\$0	\$0	\$0
A-3	Contractor Positions (Staff Augmentation)	0.00		\$0	\$0	\$0	\$0
B. Hardware		0	0	\$1,000	\$0	\$0	\$0
B-1	Servers	0	0	\$0	\$0	\$0	\$0
B-2	Server Maintenance & Support	0	0	\$0	\$0	\$0	\$0
B-3	Other Hardware Assets (e.g., system mgt workstation, printers, UPS, etc)	0	0	\$1,000	\$0	\$0	\$0
C. Software				\$0	\$0	\$0	\$0
D. External Service Provider(s)		1	0	\$121,698	\$105,960	\$105,960	\$0
E. Plant & Facility			0	\$0	\$0	\$0	\$0
F. Other (Please describe in Footnotes Section below)				\$0	\$0	\$0	\$0
G. Total for IT Service				\$689,383	\$611,793	\$611,793	\$0
Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.							
1	Sungard Disaster Recovery services for 6 months.						
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Non-Strategic IT Service: IT Support Service for Agency Financial and Administrative Systems							
Agency: Department of Revenue Prepared by: Clay White Phone: (850) 488-5009		Form: FY 2010-11 Schedule IV-C -Non-Strategics; Ver 1					
Service Provisioning -- Assets & Resources (Cost Elements)	Footnote Number	# of Assets & Resources Apportioned to this IT Service in FY 2010-11		Estimated IT Service Costs			
		Number used for this service	Number w/ costs in FY 2010-11	A Initial Estimate for Fiscal Year 2009-10	B Estimated FY 2009-10 Allocation of Recurring Base Budget (based on Column G64 minus G65)	C Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	D Planned Increase/Decrease Use of Recurring Base Funding (Columns C - B)
A. Personnel		3.17		\$456,565	\$190,984	\$190,984	\$0
A-1 State FTE		3.17		\$456,565	\$190,984	\$190,984	\$0
A-2 OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3 Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware		9	4	\$79,600	\$56,850	\$47,850	-\$9,000
B-1 Servers		5	0	\$23,000	\$9,000	\$0	-\$9,000
B-2 Server Maintenance & Support	1	4	4	\$56,600	\$47,850	\$47,850	\$0
B-3 Other Hardware Assets (e.g., system mgt workstation, printers, etc)		0	0	\$0	\$0	\$0	\$0
C. Software	2			\$155,260	\$118,000	\$118,000	\$0
D. External Service Provider(s)		0	0	\$47,250	\$0	\$0	\$0
E. Plant & Facility		0	0	\$12,963	\$12,785	\$12,785	\$0
F. Other (Please describe in Footnotes Section below)				\$150,000	\$0	\$0	\$0
G. Total for IT Service				\$901,638	\$378,619	\$369,619	-\$9,000
Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.							
1	HP hardware maintenance for the servers that run Occulus and LMS						
2	This software maintenance includes: Crystal Reports, Adobe, Cold Fusion & Oracle for Occulus & LMS						
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Non-Strategic IT Service: IT Administration and Management Service									
Agency: Department of Revenue			Form: FY 2010-11 Schedule IV-C -Non-Strategics; Ver 1						
Prepared by: Clay White			# of Assets & Resources Apportioned to this IT Service in FY 2010-11		Estimated IT Service Costs				
Phone: (850) 488-5009					A	B	C	D	
Service Provisioning -- Assets & Resources (Cost Elements)			Footnote Number	Number used for this service	Number w/ costs in FY 2010-11	Initial Estimate for Fiscal Year 2009-10	Estimated FY 2009-10 Allocation of Recurring Base Budget (based on Column C64 minus G65)	Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column C64 minus G65)	Planned Increase/Decrease Use of Recurring Base Funding (Columns C - B)
A. Personnel				20.33		\$1,275,832	\$1,288,064	\$1,288,064	\$0
A-1	State FTE			20.33		\$1,275,832	\$1,288,064	\$1,288,064	\$0
A-2	OPS FTE			0.00		\$0	\$0	\$0	\$0
A-3	Contractor Positions (Staff Augmentation)			0.00		\$0	\$0	\$0	\$0
B. Hardware				0	0	\$0	\$0	\$0	\$0
B-1	Servers			0	0	\$0	\$0	\$0	\$0
B-2	Server Maintenance & Support			0	0	\$0	\$0	\$0	\$0
B-3	Other Hardware Assets (e.g., system mgt workstation, printers, etc)			0	0	\$0	\$0	\$0	\$0
C. Software			1			\$70,000	\$135,000	\$135,000	\$0
D. External Service Provider(s)				0	0		\$0	\$0	\$0
E. Plant & Facility				0	0	\$97,224	\$95,891	\$95,891	\$0
F. Other (Please describe in Footnotes Section below)			2			\$112,646	\$98,880	\$98,880	\$0
G. Total for IT Service						\$1,555,702	\$1,617,835	\$1,617,835	\$0
Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.									
1	Software maintenance includes HP Business Availability Center & PMO								
2	Gartner Research Services Advisor Seats								
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FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Network Service

Dept/Agency: **Department of Revenue**
 Submitted by: **Tony Powell, CIO**
 Phone: **850-921-4444**
 Date submitted: **10/15/2009**

Network Service

This service enables data connectivity and transport using Local Area Network (LAN) and/or Wide Area Network (WAN) technologies. Please consult the *Guidelines for Schedule IV-C: IT Costs and Service Requirements* for the complete definition of this IT Service and specific direction on how to complete this document.

Identify the major commercial hardware and software associated with the LAN Service:			
1	Ethernet Switches	5	Intel servers w/Netware
2	Nortel Routers	6	IDS system
3	Firewalls	7	BCN router @ Carlton
4	Intel Servers w/Windows Server OS	8	

1. IT Service Definition

1.1. Who is the LAN service provider? *(Indicate all that apply)*

- Central IT staff
- Program staff
- Another State agency
- State Primary Data Center
- Other External service provider

1.2. Who is the WAN service provider? *(Indicate all that apply)*

- Central IT staff
- Program staff
- Another State agency
- External service provider

1.3. Who uses the service? *(Indicate all that apply)*

- Agency staff (state employees or contractors)
- Employees or contractors from one or more additional state agencies
- External service providers
- Public (please explain in Question 5.2)

1.4. Please identify the number of users of the Network Service. 12,240

1.5. How many locations currently host IT assets and resources used to provide LAN services? 77

1.6. How many locations currently use WAN services? 77

1.7. What types of WAN connections are included in this service? *(Indicate all that apply)*

- ATM
- SUNCOM RTS
- Radio
- Other
- Frame Relay
- Internet
- Satellite
- Cellular Network
- Dedicated Wired connection
- Dial-up connection

2. Service Unique to Agency

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Network Service

2.1. Is a similar or identical IT service provided by another agency or external service provider?
(Identical, Very Similar, No) Very Similar

2.2. If the same level of service could be provided through another agency or source for less than the current cost of the IT service, could your agency change to another service provider?

Yes No

2.2.1. If yes, what must happen for your agency to use another IT service provider?

Must comply with certain security standards, ex. FIPS for internal and external emails. They must archive all emails including attachments. Must archive the secure email system (Tumbleweed). Must provide Nationwide connectivity to out-of-state offices. 24x7 access to self serve web servers for businesses and taxpayers. 24x7 connection to remote offices in Florida and the nation.

2.2.2. If not, why does your agency need to maintain the current provider for this IT service?

3. IT Service Levels Required to Support Business Functions

3.1. Has the agency specified the service level requirements for LAN service?

- Yes; formal Service Level Agreement(s)
 Yes; informal agreement(s)
 No; specific requirements have not been determined and approved by the department

If you answered "Yes," identify major (formal or informal) service level requirements:

System will be available 24x7 except on Sundays from 4:00 p.m. to Monday 6:00 a.m.

3.2. Has the agency specified the service level requirements for WAN service?

- Yes; formal Service Level Agreement(s)
 Yes; informal agreement(s)
 No; specific requirements have not been determined and approved by the department

If you answered "Yes," identify major (formal or informal) service level requirements:

3.3. Timing and Service Delivery Requirements

3.3.1. Hours/Days that service is required (e.g., 0800-1600 M-F, 24/7) for:

- 3.3.1.1. Online availability M-S 24/7
3.3.1.2. Offline and availability for maintenance Sun 1600-Mon 0600

3.3.2. What is the agency's tolerance for down time during peak periods, i.e., time before management-level intervention occurs (e.g., 5 min, 15 min, 60 min)? 15 min.

3.3.2.1. What are the impacts on the agency's business if this down-time standard is exceeded?

Taxpayers and recipients of child support will not receive server/information needed. Movement of money in and out of the agency could be disrupted.

3.3.3. Does the agency have a standard for required bandwidth its locations? Yes No

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Network Service

If yes, indicate the standard (*e.g. fiber channels for certain locations*)

100MB for all LAN and MAN networks. 512 Kbps min. for WAN connections. Full T1 is typical.

3.3.4. Are there any agency-unique service requirements? Yes No

If yes, specify (*include any applicable constitutional, statutory, or rule requirements*)

LDAP connections for many apps including SAP. Out of state network.

3.3.5. What are security requirements for this IT service? (*Indicate all that apply*)

- User ID/Password Access through Internet or external network
- Access through internal network only Access through Internet with secure encryption
- Other _____

3.3.6. Are there any federal, state, or agency privacy policies or restrictions applicable to this IT Service?

- Yes No

3.3.6.1. If yes, please specify and describe:

FIPS – Federal Information Protection Standards

4. User/customer satisfaction

4.1. Are service level metrics reported to business stakeholders or agency management?

- Yes No

If yes, briefly describe the frequency of reports and how they are provided:

Quarterly Executive Management briefings.

4.2. Are currently defined IT service levels adequate to support the business needs?

- Yes No

4.2.1. If no, what changes need to be made to the current IT service? (*Briefly explain*)

4.2.2. List any significant projects (e.g., total cost greater than \$500,000) that are underway or planned to upgrade or enhance any resources or system associated with this IT service.

Project Name	Description	Start Date	End Date	Estimated Total Cost to Complete
CAMS Phase 2				

5. Additional Information

5.1. Please describe the funding source(s), i.e., general revenue, trust fund, federal grant, or other, which is used to provide this service. Identify whether there is a cost recovery or cost allocation plan for this service. Be sure to describe any anticipated adjustments to the funding source(s) or funding level for

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Network Service

FY 2010-11. If such adjustments are anticipated, please describe any corresponding change needed in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.).

General Revenue, Operating Trust Fund and Federal Trust Funds.

5.2. Other comments (Briefly describe the usage pattern for any public user groups identified in Question 1.3, e.g., annual use, occasional use, self-service, or optional use, and any other comments to explain the service.)

Self-Service; Tax Reporting

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: E-Mail, Messaging, and Calendaring Service

Dept/Agency: **Department of Revenue**
 Submitted by: **Tony Powell, CIO**
 Phone: **850-921-4444**
 Date submitted: **10/15/2009**

E-Mail, Messaging, and Calendaring Service

This service enables users to send and receive e-mail and attachments, perform departmental calendaring, manage address lists, create and maintain shared or private folders, and store message data provided through the e-mail service. Please consult the *Guidelines for Schedule IV-C: IT Costs and Service Requirements* for the complete definition of this IT Service and specific direction on how to complete this document.

Identify the major commercial hardware and software associated with the E-Mail Service:			
1	Groupwise	5	Novell Operating System
2	Tumbleweed Secure email	6	
3	Symantec Brightmail Gateway	7	
4	Message Manager	8	

1. IT Service Definition

1.1. Who is the service provider? *(Indicate all that apply)*

- Central IT staff
- Program staff
- Another State agency
- State Primary Data Center
- Other External service provider

1.2. Who uses the service? *(Indicate all that apply)*

- Agency staff (state employees or contractors)
- Employees or contractors from one or more additional state agencies
- External service providers
- Public (please explain in Question 5.2)

1.3. Please identify the number of users (e-mail accounts/mailboxes) of this service. 15,791

1.4. How many locations currently host IT assets and resources used to provide e-mail, messaging, and calendaring services? 77

2. Service Unique to Agency

2.1. Is a similar or identical IT service provided by another agency or external service provider? *(Identical, Very Similar, No)* Very Similar

2.2. If the same level of service could be provided through another agency or source for less than the current cost of the IT service, could your agency change to another service provider?

- Yes
- No

2.2.1. If yes, what must happen for your agency to use another IT service provider?

Must comply with certain security standards, ex. FIPS for internal and external emails. They must archive all emails including attachments. Must archive the secure email system (Tumbleweed)

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: E-Mail, Messaging, and Calendaring Service

2.2.2. If not, why does your agency need to maintain the current provider for this IT service?

3. IT Service Levels Required to Support Business Functions

3.1. Has the agency specified the service level requirements for this IT Service?

- Yes; formal Service Level Agreement(s)
- Yes; informal agreement(s)
- No; specific requirements have not been determined and approved by the department

If you answered "Yes," identify major (formal or informal) service level requirements:

Expectation of 24x7 uptime (except Sunday 4 PM-Midnight)

3.2. Timing and Service Delivery Requirements

3.2.1. Hours/Days that service is required (e.g., 0600-2100 M-F, 24/7): 24/7 M-SAT, Midnight-4pm Sunday

3.2.2. What is the agency's tolerance for down time during peak periods, i.e., time before management-level intervention occurs (e.g., 5 min, 15 min, 60 min)? 60 min

3.2.2.1. What are the impacts on the agency's business if this down-time standard is exceeded?

Loss of communication which has now become critical to all areas of the agency's business.

3.2.3. Are there any agency-unique service requirements? Yes No

If yes, specify (include any applicable constitutional, statutory, or rule requirements)

128-bit encryption on internal and external (SMTP messages, archiving of all emails, including attachments. Robust SPAM filtering and virus scanning.

3.2.4. What are security requirements for this IT service? (Indicate all that apply)

- User ID/Password
- Access through Internet or external network
- Access through internal network only
- Access through Internet with secure encryption
- Other _____

3.2.5. Are there any federal, state, or agency records retention or privacy policies, restrictions, or requirements applicable to this IT Service?

- Yes
- No

3.2.5.1. If yes, please specify and describe:

IRS-FIPS Federal Information Protection Standards

4. User/customer satisfaction

4.1. Are service level metrics reported to business stakeholders or agency management?

- Yes
- No

If yes, briefly describe the frequency of reports and how they are provided:

Monthly meeting with Exec office and Program Directors.

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: E-Mail, Messaging, and Calendaring Service

4.2. Are currently defined IT service levels adequate to support the business needs?

Yes No

4.2.1. If no, what changes need to be made to the current IT service? *(Briefly explain)*

4.2.2. List any significant projects (e.g., total cost greater than \$500,000) that are underway or planned to upgrade or enhance any resource or system associated with this IT service.

Project Name	Description	Start Date	End Date	Estimated Total Cost to Complete

5. Additional Information

5.1. Please describe the funding source(s), i.e., general revenue, trust fund, federal grant, or other, which is used to provide this service. Identify whether there is a cost recovery or cost allocation plan for this service. Be sure to describe any anticipated adjustments to the funding source(s) or funding level for FY 2010-11. If such adjustments are anticipated, please describe any corresponding change needed in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.).

General Revenue, Operating Trust Fund and Federal Trust Funds.

5.2. Other comments (Briefly describe the usage pattern for any public user groups identified in Question 1.3, e.g., annual use, occasional use, self-service, or optional use, and any other comments to explain the service.)

Tumbleweed secure email system for public correspondence.

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Desktop Computing Service

Dept/Agency: **Florida Department of Revenue**
 Submitted by: **Tony Powell**
 Phone: **850-921-4444**
 Date submitted: **10/15/2009**

Desktop Computing Service

This service enables use of standard office automation functions, as well as access to other applications that require standard desktop functionality. Please consult the *Guidelines for Schedule IV-C: IT Costs and Service Requirements* for the complete definition of this IT Service and specific direction on how to complete this document.

Identify the major commercial hardware and software associated with the Desktop Computer Service:			
1	Dell PCs	5	Various Operating Systems
2	HP Printers	6	
3	Various Scanners	7	
4	Microsoft Office Suite	8	

1. IT Service Definition

1.1. Who is the service provider? *(Indicate all that apply)*

- Central IT staff
- Program staff
- Another State agency
- State Primary Data Center
- Other External service provider

1.2. Who uses the service? *(Indicate all that apply)*

- Agency staff (state employees or contractors)
- Employees or contractors from one or more additional state agencies
- External service providers
- Public

1.3. Please identify the number of users of this service. 21,447

1.4. How many locations currently use desktop computing services? 77

2. Service Unique to Agency

2.1. Is a similar or identical IT service provided by another agency or external service provider?
(Identical, Very Similar, No, Unknown) Similar

2.2. If the same level of service could be provided through another agency or source for less than the current cost of the IT service, could your agency change to another service provider?

- Yes
- No

2.2.1. If yes, what must happen for your agency to use another IT service provider?

Ensure agencies specific needs are addressed for internal staff since they know their access needs and requirements to various applications. Support for technical issues. LAN network connectivity.

2.2.2. If not, why does your agency need to maintain the current provider for this IT service?

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Desktop Computing Service

3. IT Service Levels Required to Support Business Functions

3.1. Has the agency specified the service level requirements for this IT Service?

- Yes; formal Service Level Agreement(s)
- Yes; informal agreement(s)
- No; specific requirements have not been determined and approved by the department

If you answered "Yes," identify major (formal or informal) service level requirements:

Several measurements are in the Helpdesk Service Level Agreement regarding response to hardware/software problems called in – time to resolve; and installation of new equipment. Areas such as enterprise-wide software upgrades are not in a formal agreement.

3.2. Timing and Service Delivery Requirements

3.2.1. Hours/Days that service is required (*e.g., 0800-1600 M-F, 24/7*) 0700-1730
M-F

3.2.2. What are the impacts on the agency's business if the Desktop Service is not available?

Loss of productive time for supervisors and employees.

3.2.3. Are there any agency-unique service requirements? Yes No
If yes, specify (*include any applicable constitutional, statutory, or rule requirements*)

3.2.4. What are security requirements for this IT service? (*Indicate all that apply*)

- User ID/Password
- Access through Internet or external network
- Access through internal network only
- Access through Internet with secure encryption
- Other _____

3.2.5. Are there any federal, state, or agency privacy policies or restrictions applicable to this IT Service?

- Yes
- No

3.2.5.1. If yes, please specify and describe:

FIPS – Federal Information Protection Standards

4. User/customer satisfaction

4.1. Are service level metrics reported to business stakeholders or agency management

- Yes
- No

If yes, briefly describe the frequency of reports and how they are provided:

Quarterly reporting to Executive Management.

4.2. Are currently defined IT service levels adequate to support the business needs?

- Yes
- No

4.2.1. If no, what changes need to be made to the current IT service? (*Briefly explain*)

IT Service Requirements Worksheet: Desktop Computing Service

4.2.2. List any significant projects (e.g., total cost more than \$500,000) that are underway or planned to upgrade or enhance any resource or system associated with this IT service.

Project Name	Description	Start Date	End Date	Estimated Total Cost to Complete

5. Additional Information

5.1. Please describe the funding source(s), i.e., general revenue, trust fund, federal grant, or other, which is used to provide this service. Identify whether there is a cost recovery or cost allocation plan for this service. Be sure to describe any anticipated adjustments to the funding source(s) or funding level for FY 2010-11. If such adjustments are anticipated, please describe any corresponding change needed in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.).

General Revenue, Operating Trust Fund and Federal Trust Funds.

5.2. Other comments

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Helpdesk Service

Dept/Agency: **Florida Department of Revenue**
 Submitted by: **Tony Powell, CIO**
 Phone: **921-4444**
 Date submitted: **10/15/2009**

Helpdesk Service

This service involves the centralized or consolidated intake and resolution of IT system problems for users and stakeholders throughout the department. Please consult the *Guidelines for Schedule IV-C: IT Costs and Service Requirements* for the complete definition of this IT Service and specific direction on how to complete this document.

Identify any major commercial hardware and software associated with the Helpdesk Service:			
1	HP Service Manager 7	5	
2		6	
3		7	
4		8	

1. IT Service Definition

1.1. Who is the service provider? *(Indicate all that apply)*

- Central IT staff
- Program staff
- Another State agency
- State Primary Data Center
- Other External service provider

1.2. Who uses the service? *(Indicate all that apply)*

- Agency staff (state employees or contractors)
- Employees or contractors from one or more additional state agencies
- External service providers
- Public (please explain in Question 5.2)

1.3. Please identify the number of users of this service: 21,447

1.4. How many locations currently host IT assets and resources used to provide helpdesk services? 1

1.5. What communication channels are used for the service? *(Indicate all that apply)*

- On-line self-serve
- Telephone/IVR
- Remote desktop (e.g., PC Anywhere)
- Other
- On-line interactive
- Face-to-face

1.6. What is the scope of the service provided by the Help Desk: *(Check all boxes that apply)*

Help Desk Action	Simple problems	Moderately complex problems	Complex problems
Accepting and logging	X	X	X
Referring/escalating		X	X
Tracking and reporting	X	X	X
Resolving/closing	x	x	

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Helpdesk Service

1.7. Please identify the major IT systems or services for which the Help Desk must provide assistance:

1	SUNTAX	5	Incident management
2	CAMS	6	Novell Groupwise email
3	Desktop Support	7	
4	Access Management	8	

2. Service Unique to Agency

2.1. Is a similar or identical IT service provided by another agency or external service provider?

(Identical, Very Similar, No, Unknown)

Very

Similar

2.2. If the same level of service could be provided through another agency or source for less than the current cost of the IT service, could your agency change to another service provider?

Yes No

2.2.1. If yes, what must happen for your agency to use another IT service provider?

Proof of maintaining or improving existing service levels established by this work unit. Ensure agencies specific needs are addressed for internal staff since they know their access needs and requirements to various applicants.

2.2.2. If not, why does your agency need to maintain the current provider for this IT service?

3. IT Service Levels Required to Support Business Functions

3.1. Has the agency specified the service level requirements for this IT Service?

- Yes; formal Service Level Agreement(s)
- Yes; informal agreement(s)
- No; specific requirements have not been determined and approved by the department

If you answered "Yes," identify major (formal or informal) service level requirements:

Incident acknowledgement and update frequency based on priority of ticket:

Priority	Time to Acknowledge	Update Frequency until Resolution	Time to resolve before escalation to Level II	Time to resolve before escalation to Level III	Time to resolve before escalation to Nth Level or Vendor
1	15 Minutes	Once an Hour	15 Minutes*	30 Minutes*	45 Minutes*
2	60 Minutes	Once a Day	60 Minutes*	2 Hours*	4 Hours*
3	2 Hours	Once every 3 Days	2 Hours*	4 Hours*	8 Hours*
4	4 Hours	Once every 5 Days	4 Hours*	8 Hours*	16 Hours*

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Helpdesk Service

3.2. Timing and Service Delivery Requirements

3.2.1. Hours/Days the Help Desk service is required (e.g., 0800-1600 M-F, 24/7) 0700-1730
M-F

3.2.2. What are the impacts on the agency's business if the Help Desk service is not available?

Loss of ability to resolve simple to moderate issues. Loss of ability to triage and route complex issues. Loss of ability to report and communicate on major outages.

3.2.3. What is the average monthly volume of calls/cases/tickets? 5,000

3.2.4. Are there any agency-unique service requirements? Yes No

If yes, specify (include any applicable constitutional, statutory, or rule requirements)

On-call on Saturdays and Sunday; On-call during Legislative session; Online Transaction system support – passwords, terminal and user lockouts.

3.2.5. What are security requirements for this IT service? (Indicate all that apply)

- User ID/Password Access through Internet or external network
- Access through internal network only Access through Internet with secure encryption
- Other _____

3.2.6. Are there any federal, state, or agency privacy policies or restrictions applicable to this IT Service?

Yes No

3.2.6.1. If yes, please specify and describe:

FIPS (Federal Information Protection Standards)

4. User/customer satisfaction

4.1. Are service level metrics reported to business stakeholders or agency management?

Yes No

If yes, briefly describe the frequency of reports and how they are provided:

Reports are provided Quarterly to Executive management.

4.2. Are currently defined IT service levels adequate to support the business needs?

Yes No

4.2.1. If no, what changes need to be made to the current IT service? (Briefly explain)

4.2.2. List any significant projects (e.g., total cost greater than \$500,000) that are underway or planned to upgrade or enhance any resource or system associated with this IT service.

Project Name	Description	Start Date	End Date	Estimated Total Cost to Complete

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Helpdesk Service

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5. Additional Information

5.1. Please describe the funding source(s), i.e., general revenue, trust fund, federal grant, or other, which is used to provide this service. Identify whether there is a cost recovery or cost allocation plan for this service. Be sure to describe any anticipated adjustments to the funding source(s) or funding level for FY 2010-11. If such adjustments are anticipated, please describe any corresponding change needed in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.).

General Revenue, Operating Trust Fund and Federal Trust Funds.

5.2. Other comments (Briefly describe the usage pattern for any public user groups identified in Question 1.3, e.g., annual use, occasional use, self-service, or optional use, and any other comments to explain the service.)

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FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: IT Security/Risk Mitigation Service

Dept/Agency: **Department of Revenue**
Submitted by: **Tony Powell, CIO**
Phone: **850-921-4444**
Date submitted: **10/15/2009**

IT Security/Risk Mitigation Service

This service involves the implementation of measures to reduce risk and ensure continuity of the IT Services supporting the agency. Please consult the *Guidelines for Schedule IV-C: IT Costs and Service Requirements* for the complete definition of this IT Service and specific direction on how to complete this document.

1. IT Service Definition

1.1. Who is the service provider? (*Indicate all that apply*)

- | | |
|--|--|
| <input checked="" type="checkbox"/> Central IT staff | <input type="checkbox"/> State Primary Data Center |
| <input checked="" type="checkbox"/> Program staff | <input type="checkbox"/> Other External service provider |
| <input type="checkbox"/> Another State agency | |

1.2. Who uses the service? (*Indicate all that apply*)

- | |
|---|
| <input checked="" type="checkbox"/> Agency staff (state employees or contractors) |
| <input checked="" type="checkbox"/> Employees or contractors from one or more additional state agencies |
| <input type="checkbox"/> External service providers |
| <input type="checkbox"/> Public (please explain in Question 5.2) |

2. Service Unique to Agency

2.1. Is a similar or identical IT service provided by another agency or external service provider?
(*Identical, Very Similar, No*)

Similar

Very

2.2. If the same level of service could be provided through another agency or source for less than the current cost of the IT service, could your agency change to another service provider?

- Yes No

2.2.1. If yes, what must happen for your agency to use another IT service provider?

OCSE, IRS & FIPS Compliance must be met, current virus scan and intrusion detection, and encrypted LDAP must be enabled. However, the Department uses IRS data which cannot be disclosed to external entities.

2.2.2. If not, why does your agency need to maintain the current provider for this IT service?

3. IT Service Levels Required to Support Business Functions

3.1. Has the agency specified the service level requirements for this IT Service?

- | |
|---|
| <input type="checkbox"/> Yes; formal Service Level Agreement(s) |
| <input type="checkbox"/> Yes; informal agreement(s) |
| <input checked="" type="checkbox"/> No; specific requirements have not been determined and approved by the department |

If you answered "Yes," identify major (formal or informal) service level requirements:

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: IT Security/Risk Mitigation Service

[Redacted]

3.2. Timing and Service Delivery Requirements

- 3.2.1. Hours/Days that service is required (*e.g., 0800-1600 M-F, 24/7*): 24/7 minus a few hours on Sunday.
- 3.2.2. In the event of an emergency, how quickly must essential services be restored to maintain the agency's continuity of operations? 48 hours
- 3.2.3. How frequently must the IT disaster recovery plan be tested? Annually
- 3.2.4. In the event of a security breach, what is the agency's tolerance for down time of security IT services during peak periods, i.e., time before management-level intervention occurs (*e.g., 10 min, 60 min, 4 hours*)? 10 minutes
- 3.2.5. Are there any agency-unique service requirements? Yes No
If yes, specify (*include any applicable constitutional, statutory, or rule requirements*)

[Redacted] OCSE, IRS & FIPS Federal Information Protection Standards; financial deposits to the Department and to state funds must not be interrupted.

- 3.2.6. What are security requirements for this IT service? (*Indicate all that apply*)
- User ID/Password Access through Internet or external network
 Access through internal network only Access through Internet with secure encryption
 Other _____
- 3.2.7. Are there any federal, state, or agency privacy policies or restrictions applicable to this IT Service?
 Yes No
If yes, please specify and describe:

[Redacted] OCSE, IRS & FIPS Federal Information Protection Standards; 60-DD-2, F.A.C.

4. User/customer satisfaction

- 4.1. Are service level metrics reported regularly to business stakeholders or agency management?
 Yes No
If yes, briefly describe the frequency of reports and how they are provided:

[Redacted] Monthly – provided electronically and in meetings with Program Directors.

- 4.2. Are currently defined IT service levels adequate to support the business needs?
 Yes No

- 4.2.1. If no, what changes need to be made to the current IT service? (*Briefly explain*)

[Redacted] Metrics are currently under development.

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: IT Security/Risk Mitigation Service

4.2.2. List any significant projects (e.g., total cost greater than \$500,000) that are underway or planned to upgrade or enhance any resource or system associated with this IT service.

Project Name	Description	Start Date	End Date	Estimated Total Cost to Complete

5. Additional Information

5.1. Please describe the funding source(s), i.e., general revenue, trust fund, federal grant, or other, which is used to provide this service. Identify whether there is a cost recovery or cost allocation plan for this service. Be sure to describe any anticipated adjustments to the funding source(s) or funding level for FY 2010-11. If such adjustments are anticipated, please describe any corresponding change needed in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.).

General Revenue, Operating Trust Fund and Federal Trust Funds.

5.2. Other comments (Briefly describe the usage pattern for any public user groups identified in Question 1.3, e.g., annual use, occasional use, self-service, or optional use, and any other comments to explain the service.)

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: IT Support Service for Agency Financial and Administrative Functions

Dept/Agency: **Department of Revenue**
 Submitted by: **Tony Powell, CIO**
 Phone: **850-921-4444**
 Date submitted: **10/15/2009**

IT Support Service for Agency Financial and Administrative Systems

This service enables users in the agency's administrative and support areas to operate and maintain the non-strategic applications that support agency administrative. Please consult the *Guidelines for Schedule IV-C: IT Costs and Service Requirements* for the complete definition of this IT Service and specific direction on how to complete this document.

Identify major IT Systems (applications) that are included (in whole or part) in this IT Service:			
1	FICAS	5	Recognition
2	EE&D	6	Supervisor Assistance Module
3	HIRE	7	Contract Management System
4	Occulus	8	Learning Management System

1. IT Service Definition

1.1. Who is the service provider? (*Indicate all that apply*)

- Central IT staff
- Program staff
- Another State agency
- State Primary Data Center
- Other External service provider

1.2. Who uses the service? (*Indicate all that apply*)

- Agency staff (state employees or contractors)
- Employees or contractors from one or more additional state agencies
- External service providers
- Public (please explain in Question 5.2)

1.3. Please identify the number of users of this service. 6000

1.4. How many locations currently host agency financial/ administrative systems? 1

2. Service Unique to Agency

2.1. Is a similar or identical IT service provided by another agency or external service provider?
 (*Identical, Very Similar, No*) Very Similar

2.2. If the same level of service could be provided through another agency or source for less than the current cost of the IT service, could your agency change to another service provider?

- Yes
- No

2.2.1. If yes, what must happen for your agency to use another IT service provider?

The provider would have to understand the needs of the agency in designing and support evaluation, recognition, expert supervisor, financial and hiring systems.

2.2.2. If not, why does your agency need to maintain the current provider for this IT service?

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: IT Support Service for Agency Financial and Administrative Functions

3. IT Service Levels Required to Support Business Functions

Answer the following questions for the primary or dominant IT system within this IT Service.

3.1. Has the agency specified the service level requirements for this IT Service?

- Yes; formal Service Level Agreement(s)
- Yes; informal agreement(s)
- No; specific requirements have not been determined and approved by the department

If you answered "Yes," identify major (formal or informal) service level requirements:

Working on developing Service Level Measurements for this are.

3.2. Timing and Service Delivery Requirements

3.2.1. Hours/Days that service is required (*e.g., 0700-1800 M-F, 24/7*) for:

3.2.1.1. User-facing components of this IT service (online) 7:30-17:00
M-F

3.2.1.2. Back-office-facing components of this IT service (batch and maintenance) _____

3.2.2. What is the agency's tolerance for down time during peak periods, i.e., time before management-level intervention occurs (*e.g., 15 min, 30 min, 60 min*)? 60 min

3.2.2.1. What are the impacts on the agency's business if this down-time standard is exceeded?

Loss of productive time for supervisors and employees.

3.2.3. Are there any agency-unique service requirements? Yes No

If yes, specify (*include any applicable constitutional, statutory, or rule requirements*)

3.2.4. What are security requirements for this IT service? (*Indicate all that apply*)

- User ID/Password Access through Internet or external network
- Access through internal network only Access through Internet with secure encryption
- Other _____

3.2.5. Are there any federal, state, or agency privacy policies or restrictions applicable to this IT Service?

- Yes No

3.2.5.1. If yes, please specify and describe:

Agency evaluation and hiring systems have confidentiality.

4. User/customer satisfaction

4.1. Are service level metrics reported to business stakeholders or agency management

- Yes No

If yes, briefly describe the frequency of reports and how they are provided:

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
**IT Service Requirements Worksheet: IT Support Service for Agency Financial and
 Administrative Functions**

4.2. Are currently defined IT service levels adequate to support the business needs?

Yes No

4.2.1. If no, what changes need to be made to the current IT service? *(Briefly explain)*

4.2.2. List any significant projects that are underway or planned to upgrade or enhance any system associated with this IT service.

Project Name	Description	Start Date	End Date	Estimated Total Cost to Complete
LMS	Upgrade the Learning Mgmt System	7/1/09	06/30/10	\$150,000

5. Additional Information

5.1. Please describe the funding source(s), i.e., general revenue, trust fund, federal grant, or other, which is used to provide this service. Identify whether there is a cost recovery or cost allocation plan for this service. Be sure to describe any anticipated adjustments to the funding source(s) or funding level for FY 2010-11. If such adjustments are anticipated, please describe any corresponding change needed in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.).

General Revenue, Operating Trust Fund and Federal Trust Funds.

5.2. Other comments (Briefly describe the usage pattern for any public user groups identified in Question 1.3, e.g., annual use, occasional use, self-service, or optional use, and any other comments to explain the service.)

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: IT Administration and Management Service

Dept/Agency: **Department of Revenue**
Submitted by: **Tony Powell, CIO**
Phone: **850-921-4444**
Date submitted: **10/15/2009**

IT Administration and Management Service

This service enables the management and administration of the agency's central IT program or unit. Please consult the *Guidelines for Schedule IV-C: IT Costs and Service Requirements* for the complete definition of this IT Service and specific direction on how to complete this document.

Identify major IT Systems (applications) that are included (in whole or part) in this IT Service:			
1		5	
2		6	
3		7	
4		8	

1. IT Service Definition

1.1. Who is the service provider? *(Indicate all that apply)*

- Central IT staff
- Program staff
- Another State agency
- External service provider

1.2. How many locations currently host assets and resources used to provide IT administration and management services? 9

2. Service Unique to Agency

2.1. If the same level of service could be provided through another agency or external source for less than the current cost of the IT service, could your agency change to another service provider?

- Yes No

2.1.1. If yes, what must happen for your agency to use another IT service provider?

2.1.2. If not, why does your agency need to maintain the current provider for this IT service?

3. IT Service Levels Required to Support Business Functions

3.1. Has the agency specified the service level requirements for this IT Service?

- Yes; formal Service Level Agreement(s)
- Yes; informal agreement(s)
- No; specific requirements have not been determined and approved by the department

If you answered "Yes," identify major (formal or informal) service level requirements:

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: IT Administration and Management Service

3.2. Timing and Service Delivery Requirements

- 3.2.1. Hours/Days that service is required (*e.g., 0800-1600 M-F, 24/7*) for the systems included in this service: 8-5 M-F
- 3.2.2. What is the agency's tolerance for down time during peak periods, i.e., time before management-level intervention occurs (*e.g., 5 min, 15 min, 60 min*)?
- 3.2.3. Are there any federal, state, or agency privacy policies or restrictions applicable to this IT Service?
 Yes No

If yes, please specify and describe:

- 3.2.4. Are there any agency-unique service requirements? Yes No
 If yes, specify (*include any applicable constitutional, statutory, or rule requirements*)

4. User/customer satisfaction

- 4.1. Are service level metrics reported to business stakeholders or agency management?
 Yes No

If yes, briefly describe the frequency of reports and how they are provided:

- 4.2. Are currently defined IT service levels adequate to support the business needs of the agency?
 Yes No

If no, what changes need to be made to the current IT service? (*Briefly explain*)

- 4.3. List any significant projects that are underway or planned to upgrade or enhance any system, resource, or process associated with this IT service.

Project Name	Description	Start Date	End Date	Estimated Total Cost of Completion

5. Additional Information

- 5.1. Please describe the funding source(s), i.e., general revenue, trust fund, federal grant, or other, which is used to provide this service. Identify whether there is a cost recovery or cost allocation plan for this service. Be sure to describe any anticipated adjustments to the funding source(s) or funding level for FY 2010-11. If such adjustments are anticipated, please describe any corresponding change needed in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.).

FY 2010-11 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: IT Administration and Management Service

5.2. Other comments

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the "Legislative Budget Request (LBR) Instructions" located on the Governor's website.

Agency:	Department of Revenue														
Contact Person:	Richard Robinson	Phone Number:	(850) 488-0712												
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Bank of America, N.A. v. Florida Department of Revenue														
Court with Jurisdiction:	13 th Judicial Circuit, Hillsborough County (within 2 nd DCA)														
Case Number:	05-07427 Div J														
Summary of the Complaint:	<p>The case challenges whether notes secured by mortgages are exempt from 1) from <u>Documentary Stamp Tax</u> pursuant to 201.08 and 201.09 as a <u>renewal</u>, and 2) , from <u>Nonrecurring Intangible Personal Property Tax</u> (IPPT) pursuant to 199.133 and 199.145(4) as a <u>refinancing</u>, when they "replace" prior notes and mortgages between the same lender and borrowers, based on the full amount of the "new" notes and mortgages, or based on any excess of the "new" loan amount over the then principal balance of the prior note and mortgage, when a satisfaction of the prior note and mortgage was recorded.</p> <p>This case is styled an action for refund <u>and</u> an action for declaratory relief pursuant to chapter 86. Furthermore, the complaint presents (a) a challenge to Rule 12B-4.052(12)(f)(4), F.A.C., which states that a renewal does not include a "new" loan when a satisfaction of the prior loan was satisfied; and (b) a challenge to an "unpromulgated rule," allegedly that, for IPPT, a refinance does not include a "new" loan when a satisfaction of the prior loan was recorded.</p>														
Amount of the Claim:	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: right;">\$\$</td> <td style="width: 15%; text-align: right;">4,800.00</td> <td style="width: 10%;"></td> <td style="width: 75%;">Documentary Stamp Tax</td> </tr> <tr> <td></td> <td style="text-align: right;">+ 2,750.00</td> <td></td> <td>Nonrecurring Intangible Tax</td> </tr> <tr> <td></td> <td style="text-align: right;">\$ 7,550.00</td> <td></td> <td>Total**</td> </tr> </table> <p>** Should the plaintiff prevail in this action, as to either tax, the potential impact may exceed \$10,000,000 per year and might further exceed \$50,000,000. This is partly because large amounts of tax have been collected during the past several years when "refinancing" of home loans has been very common.</p>			\$\$	4,800.00		Documentary Stamp Tax		+ 2,750.00		Nonrecurring Intangible Tax		\$ 7,550.00		Total**
\$\$	4,800.00		Documentary Stamp Tax												
	+ 2,750.00		Nonrecurring Intangible Tax												
	\$ 7,550.00		Total**												
Specific Statutes or Laws (including GAA) Challenged:	Sections 201.08, 201.09 [Doc Tax]; 199.133, 199.145(4) [IPPT], F.S. Rules 12B-4.052(12)(a), (b), (c), (d), (f)(4), F.A.C.														
Status of the Case:	DOR and the plaintiff have each prepared motions for summary judgment, and have been discussing whether settlement is an option.														
Who is representing (of record) the state in this lawsuit? Check all that apply.		Agency Counsel													
	X	Office of the Attorney General or Division of Risk Management													
		Outside Contract Counsel													
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A														

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the "Legislative Budget Request (LBR) Instructions" located on the Governor's website.

Agency:	Department of Revenue		
Contact Person:	George Hamm	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Joseph Boccia, et al. v. Florida Department of Revenue		
Court with Jurisdiction:	11 th Circuit		
Case Number:	05-18001		
Summary of the Complaint:	Whether the Department improperly denied the Plaintiffs' refund claims for sales taxes paid to a vehicle leasing company for certain end-of-lease fees that the Plaintiffs contend should not be taxable.		
Amount of the Claim:	Undetermined		
Specific Statutes or Laws (including GAA) Challenged:	Section 212.05, F.S.		
Status of the Case:	Pursuant to a hearing held on August 29, 2008, the parties were ordered to stipulate to facts and issues for a future hearing held on January 6, 2009 to address the legal issues regarding the validity of the applications for refunds, with reference to the exhaustion of administrative remedies. The court found that the Plaintiffs all filed valid administrative refund claims and that the Department of Revenue did not act in bad faith in its original denial of those refund applications. A final evidentiary hearing to address the legal issues as to whether or not sales and/or use tax is required to be imposed on vehicle lease end charges related to excess wear and tear and excess mileage has not yet been scheduled.		
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 Governor's website.

Agency:	Department of Revenue		
Contact Person:	Benjamin Jablow	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Catalina Marketing Corporation and Subsidiaries v. Florida Department of Revenue		
Court with Jurisdiction:	2 nd Circuit and 2 nd DCA		
Case Number:	03-6375 and 2D08-914		
Summary of the Complaint:	<p>Whether the fees charged by the parent corporation to its subsidiaries for corporate overhead are included in the numerator of the Florida sales factor pursuant to Rule 12C-1.0155(1)(i), F.A.C.</p> <p>* The Department has issued a bill to the taxpayer seeking repayment of over \$1 Million, because the Department erroneously paid a refund claim to the Taxpayer on this same issue.</p>		
Amount of the Claim:	\$47,230.46 (\$1,047,230.46)*		
Specific Statutes or Laws (including GAA) Challenged:	<p>Section 220.15(5), F.S.</p> <p>Rule 12C-1.0155(1)(i), F.A.C.</p>		
Status of the Case:	<p>The circuit court granted final summary judgment to the taxpayer for the refund claim. The Department filed an appeal with the 2nd DCA regarding the refund claim. The 2nd DCA, in a written opinion, reversed the circuit court's decision. The taxpayer filed three motions: (1) rehearing, (2) rehearing en banc, and (3) certification of the issue as one of great public importance to the Florida Supreme Court. The Department requested an extension of time to file a response to the taxpayer's motions. The audit assessment portion of the case is in discovery in the circuit court.</p>		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A		

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the "Legislative Budget Request (LBR) Instructions" located on the Governor's website.

Agency:	Department of Revenue		
Contact Person:	Richard Robinson	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	CC-Investors 1997-11 v. Florida Department of Revenue		
Court with Jurisdiction:	12 th Circuit		
Case Number:	06-3514		
Summary of the Complaint:	Petitioner owns commercial real property in Florida that it leases to a third party. The issue is whether sales tax is due upon the lease payments, when petitioner alleges that it is a synthetic lease, or a capital lease, which constitutes a mortgage and not a true lease.		
Amount of the Claim:	\$1,387,280.29		
Specific Statutes or Laws (including GAA) Challenged:	Section 212.031, F.S.		
Status of the Case:	The parties are engaged in discovery.		
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 Governor's website.

Agency:	Department of Revenue		
Contact Person:	Benjamin Jablow	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	CitiBank International v. Department of Revenue		
Court with Jurisdiction:	11 th Circuit		
Case Number:	07-1352		
Summary of the Complaint:	The complaint seeks to determine whether the taxpayer properly calculated its expenses that relate to eligible gross income of its Florida International Banking Facility.		
Amount of the Claim:	\$ 4,375,348.67 tax and interest		
Specific Statutes or Laws (including GAA) Challenged:	Section 220.63, F.S.		
Status of the Case:	The case is in discovery.		
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 Governor's website.

Agency:	Department of Revenue		
Contact Person:	Benjamin Jablow	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Daimler Chrysler Corporation v. Department of Revenue		
Court with Jurisdiction:	2 nd Circuit		
Case Number:	06-2229		
Summary of the Complaint:	The complaint seeks to determine whether the taxpayer properly claimed EET credits and net operating loss carry forwards on its corporate income tax returns.		
Amount of the Claim:	\$ 4,653,538.19 tax and interest (\$2,691,446 tax \$ 1,962,092.19 interest)		
Specific Statutes or Laws (including GAA) Challenged:	Section 220.13(1)(b)1. and 221.02, F.S.		
Status of the Case:	The matter has been settled and the case was dismissed.		
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 Governor's website.

Agency:	Department of Revenue		
Contact Person:	Benjamin Jablow	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Fidelity National Title Ins. Co. v. Florida Department of Revenue		
Court with Jurisdiction:	2 nd Circuit		
Case Number:	07-CA-2894		
Summary of the Complaint:	The taxpayer writes title insurance which is subject to the Florida insurance premium tax. The taxpayer alleges the Department incorrectly determined the taxpayer's insurance premium tax liability by including the gross premium written for title insurance instead of the net premiums received by the taxpayer.		
Amount of the Claim:	\$1,700,972.23		
Specific Statutes or Laws (including GAA) Challenged:	Section 624.509(1), F.S.		
Status of the Case:	The matter is in discovery.		
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 Governor's website.

Agency:	Department of Revenue		
Contact Person:	George Hamm	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	General Motors Corp. v. Florida Department of Revenue		
Court with Jurisdiction:	2 nd Circuit		
Case Number:	04-2739		
Summary of the Complaint:	Whether use tax should be imposed when GM makes repairs to vehicles which fall outside the contractual terms and conditions of the new vehicle warranty or extended warranty period under special programs, known as Special Policy Adjustments, Goodwill Policy Adjustments, Dealer Product Campaign Bulletins, or Recalls.		
Amount of the Claim:	\$30,583,000.00		
Specific Statutes or Laws (including GAA) Challenged:	Section 212.02 (14), (15), (16), and (20), F.S.		
Status of the Case:	Still currently in discovery phase. GM recently entered and exited bankruptcy and the case was stayed during that time.		
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 Governor’s website.

Agency:	Department of Revenue		
Contact Person:	Isabel Nogues	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Haas Publishing Companies, Inc. v. Florida Department of Revenue		
Court with Jurisdiction:	DOAH		
Case Number:	08-3477		
Summary of the Complaint:	Haas Publishing Companies, Inc. (Haas) challenges the Department’s use tax assessment on its unallocated portion of payments made to retailers for the “exclusive” right to use real property to place publication racks. Haas believes that a portion of payments made to retailers is for a right to exclusivity and that this right is a separate right from the lease of real property and considered to be intrinsically valuable personal property such as franchises, trademarks, service marks, logos, or patents, which are not subject to tax, pursuant to s. 212.031(1)(c), F.S.		
Amount of the Claim:	\$1,010,740.83 (approximate tax and interest through 6/6/08)		
Specific Statutes or Laws (including GAA) Challenged:	Section 212.031, F.S		
Status of the Case:	Following hearing, the parties filed proposed recommended orders and, upon request by the Administrative Law Judge (ALJ), memorandas to address specific questions by the ALJ. The parties await issuance of the Recommended Order.		
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 Governor's website.

Agency:	Department of Revenue		
Contact Person:	Benjamin Jablow	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	HCA, Inc. v. Florida Department of Revenue		
Court with Jurisdiction:	2 nd Circuit		
Case Number:	03-440		
Summary of the Complaint:	Challenge to Corporate Income Tax assessment on the following issues: (1) Commerce Clause violation re wage subtraction; (2) nonbusiness income issue re dividends, interest, and capital gains received from affiliated members; and (3) whether interest, dividends and capital gain income from intangible assets should be included in sales factor of the Florida apportionment factor.		
Amount of the Claim:	Over \$1,614,292.76		
Specific Statutes or Laws (including GAA) Challenged:	Sections 220.13(1)(b)3, 220.03(1)(r), 220.16, 220.15, and 220.152, F.S.		
Status of the Case:	The parties executed a partial settlement agreement resolving issues 1 and 2 above. Discovery is also proceeding for the remaining issue.		
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 Governor's website.

Agency:	Department of Revenue		
Contact Person:	Benjamin Jablow	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	HCA - The Healthcare Company v. Florida Department of Revenue		
Court with Jurisdiction:	2 nd Circuit		
Case Number:	CV 01-74		
Summary of the Complaint:	Challenge to Corporate Income Tax assessment on the following issues: (1) Commerce Clause violation re wage subtraction; (2) nonbusiness income issue re dividends, interest, and capital gains received from affiliated members; and (3) whether interest, dividends and capital gain income from intangible assets should be included in sales factor of the Florida apportionment factor.		
Amount of the Claim:	Over \$1,883,430.91		
Specific Statutes or Laws (including GAA) Challenged:	Sections 220.13(1)(b)3, 220.03(1)(r), 220.16, 220.15, and 220.152, F.S.		
Status of the Case:	The parties executed a partial settlement agreement resolving issues 1 and 2 above. Discovery is also proceeding for the remaining issue.		
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 Governor's website.

Agency:	Department of Revenue		
Contact Person:	Isabel Nogues	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Home Depot USA, Inc. v. Florida Department of Revenue		
Court with Jurisdiction:	13 th Circuit		
Case Number:	08-14990		
Summary of the Complaint:	Home Depot filed a refund application, requesting a refund of sales tax paid on balances due a third-party bank that were written off by the third-party bank for federal income tax purposes. The Department denied the refund claim on the grounds that Home Depot did not own and write off the accounts for federal income tax purposes, as required, pursuant to s. 212.17, F.S.		
Amount of the Claim:	\$5,063,984.78		
Specific Statutes or Laws (including GAA) Challenged:	Section 212.17, F.S.		
Status of the Case:	The Department is preparing to file an answer to the complaint.		
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 Governor's website.

Agency:	Department of Revenue		
Contact Person:	Isabel Nogues	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Home Depot USA, Inc. v. Florida Department of Revenue		
Court with Jurisdiction:	13 th Circuit		
Case Number:	07-CA-004335		
Summary of the Complaint:	Home Depot filed four refund claims for a refund of sales tax paid on balances due a third-party bank that were written off by the third-party bank for federal income tax purposes. The Department denied those refund claims on the grounds that Home Depot did not own and write off the accounts for federal income tax purposes, as required, pursuant to s. 212.17, F.S.		
Amount of the Claim:	\$17,486,467.08		
Specific Statutes or Laws (including GAA) Challenged:	Section 212.17, F.S.		
Status of the Case:	Discovery is ongoing.		
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 Governor's website.

Agency:	Department of Revenue		
Contact Person:	Richard Robinson	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Muvico Theaters, Inc. v. Florida Department of Revenue		
Court with Jurisdiction:	17 th Judicial Circuit		
Case Number:	07-1860		
Summary of the Complaint:	Whether the exemption provided for real property leased to persons providing food and drink concessionaire services under s. 212.031(1)(a)10., F.S., applies to the lease of property on which movie theaters are located by movie theaters who operate a food and beverage service using their own personnel within the theater		
Amount of the Claim:	\$3,593,995.72		
Specific Statutes or Laws (including GAA) Challenged:	Section 212.031(1)(a)10, F.S.		
Status of the Case:	The plaintiff presented an amended complaint containing more refined legal argument. The parties are engaged in serious settlement negotiations and have reached a tentative settlement.		
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 Governor's website.

Agency:	Department of Revenue		
Contact Person:	Isabel Nogues	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Ogborn, Marcus & Patricia v. Florida Department of Revenue		
Court with Jurisdiction:	2 nd Circuit		
Case Number:	05-CA-1354		
Summary of the Complaint:	Issue: Constitutionality of Communication Services Tax imposed on Direct Broadcast Satellite under Commerce Clause and Equal Protection Clause. Pre-emption under federal law. Class Action with prayer for damages and attorney fees.		
Amount of the Claim:	Refund potential of \$47 million annual recurring.		
Specific Statutes or Laws (including GAA) Challenged:	Chapters 202; 203, F.S.		
Status of the Case:	The Department's motion to dismiss complaint was granted by the Circuit Court. On July 11, 2008, the 1 st District Court of Appeal reversed the Circuit Court's dismissal and held that Plaintiffs are claiming a facial challenge. The case was remanded to the Circuit Court for further processing.		
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).	Cooper, Ridge & Lantinberg, P.A. Korn & Zehmer, P.A. The Barnett Law Firm, P.C.		

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the "Legislative Budget Request (LBR) Instructions" located on the Governor's website.

Agency:	Department of Revenue		
Contact Person:	Richard Robinson	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Regal Cinemas, Inc. v. Florida Department of Revenue		
Court with Jurisdiction:	2 nd Circuit		
Case Number:	07-CA-287		
Summary of the Complaint:	Whether the exemption provided for real property leased to persons providing food and drink concessionaire services under s. 212.031(1)(a)10., F.S., applies to the lease of property on which movie theaters are located by movie theaters who operate a food and beverage service using their own personnel within the theater.		
Amount of the Claim:	\$6,787,090.83		
Specific Statutes or Laws (including GAA) Challenged:	Section 212.031(1)(a)10, F.S.		
Status of the Case:	This case has been consolidated with United Artist Theater Circuit, Inc. v. Florida Department of Revenue, 2 nd Circuit Case No. 2007-CA-0286. The parties are awaiting the outcome of Muvico Theaters, Inc. v. Florida Department of Revenue, 17 th Circuit Case No. 07-1860. The parties are engaging in settlement negotiations for these cases, and have reached a tentative settlement.		
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 Governor's website.

Agency:	Department of Revenue		
Contact Person:	Isabel Nogues	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	RTG Furniture Corp. v. Florida Department of Revenue		
Court with Jurisdiction:	N/A		
Case Number:	N/A		
Summary of the Complaint:	<p>RTG Furniture Corp. (RTG) is challenging a refund denial of sales tax previously paid on retail sales. These sales were financed by a third-party bank and pertain to transactions with balances that were due the bank and later written off by the bank for federal income tax purposes. RTG had received a discounted amount from the bank as payment for these retail sales. Then, RTG deducted the difference between the sales price and the discounted amount received from the bank on these transactions as a discount on its federal income tax return. The Department denied the refund claim on the grounds that amounts deducted by RTG Furniture Corp. on its federal income tax returns do not constitute bad debts for federal income tax purposes, as required by s. 212.17, F.S.</p>		
Amount of the Claim:	\$3,075,008.44.		
Specific Statutes or Laws (including GAA) Challenged:	Section 212.17, F.S.		
Status of the Case:	The taxpayer filed a Petition, but requested that the case be held in abeyance, awaiting the outcome of Home Depot USA, Inc.		
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 Governor’s website.

Agency:	Department of Revenue		
Contact Person:	Isabel Nogues	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Sprint Communications Company, LP. v. State of Florida, Department of Revenue		
Court with Jurisdiction:	2 nd Judicial Circuit		
Case Number:	08-CA-2234		
Summary of the Complaint:	<p>The Taxpayer is challenging the Department’s refund denial of sales tax remitted for the period 1/1/99-9/30/01. The Taxpayer claims that telecommunication services that it sold, during the period, to telecommunication service dealers for their internal use in connection with their business of providing telecommunication services were excluded from sales tax, pursuant to paragraph 212.05(1)(g), F.S.(2000). This paragraph imposed sales tax on the actual cost of operating a substitute telecommunication system for a person’s own use, but did not impose sales tax on the use by any local telecommunications company or any telecommunications carrier of its telecommunications system to provide telecommunications services for hire. The Taxpayer also asserts that, because the Legislature, in replacing the sales tax with the communications services tax, indicated that there would be no fiscal impact from the replacement of the “old” sales tax on telecommunication services and, because subparagraph 202.11(13)(b)6., F.S., (which became effective on 10/1/01) exempts from communications services tax a dealer’s internal use of communications services in connection with its business of providing communications services (the type of transactions at issue), then, necessarily, paragraph 212.05(1)(g), F.S., in effect for the applicable period, excluded sales tax paid by the other entities to the Taxpayer. The Taxpayer refers to these other entities as being related to the Taxpayer. However, these entities are separate legal entities for sales tax purposes.</p>		
Amount of the Claim:	\$2,190,645.60		
Specific Statutes or Laws (including GAA) Challenged:	Section 212.05(1)(g), F.S.		
Status of the Case:	The Department recently received the Complaint in this case and is preparing an Answer.		
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 Governor's website.

Agency:	Department of Revenue		
Contact Person:	Benjamin Jablow	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	UPS Worldwide Forwarding, Inc. v. Florida Department of Revenue		
Court with Jurisdiction:	2 nd Circuit		
Case Number:	06-3081		
Summary of the Complaint:	The taxpayer is challenging whether the apportionment boundaries provided in Section 220.151(2)(c), F.S., unconstitutionally apportion income to Florida.		
Amount of the Claim:	\$1,243,911.24		
Specific Statutes or Laws (including GAA) Challenged:	Section 220.151(2)(c), F.S.		
Status of the Case:	Answer filed. Discovery is continuing. A tentative settlement has been reached with the taxpayer.		
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		

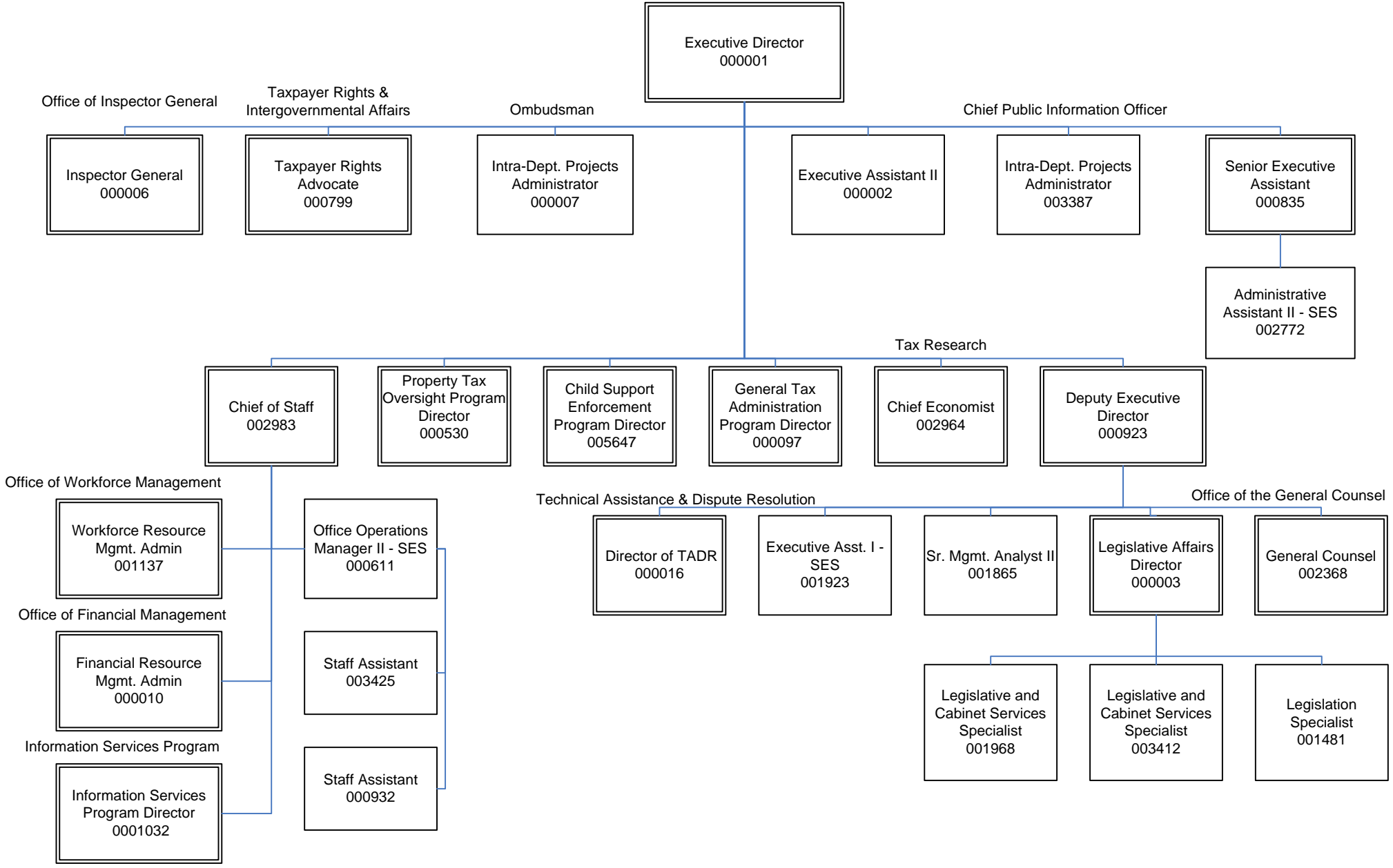
Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the "Legislative Budget Request (LBR) Instructions" located on the Governor's website.

Agency:	Department of Revenue		
Contact Person:	Benjamin Jablow	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	UPS Worldwide Forwarding, Inc. v. Florida Department of Revenue		
Court with Jurisdiction:	2 nd Circuit		
Case Number:	07-721		
Summary of the Complaint:	May TP assert that it has no nexus with Florida when it filed and continues to file Florida corporate income tax returns? Is the mileage method contained in 220.152(2), F.S., to apportion airline income unconstitutional because the measurement of Florida miles may exceed the land boundaries of Florida?		
Amount of the Claim:	\$1,683,138.67		
Specific Statutes or Laws (including GAA) Challenged:	Section 220.152(2), F.S.		
Status of the Case:	Answer filed. Discovery is continuing. A tentative settlement has been reached with the taxpayer.		
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		

Executive Direction & Support Services Program

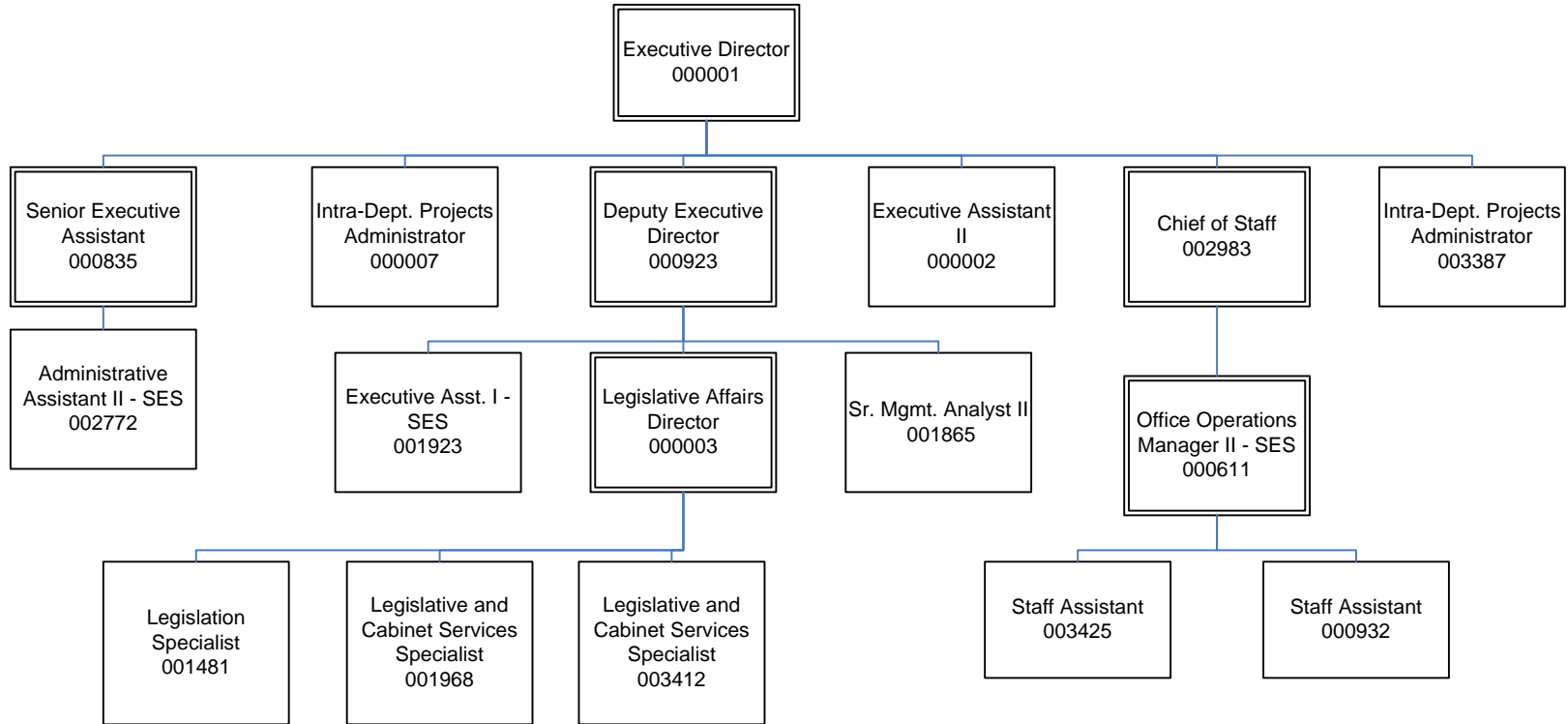
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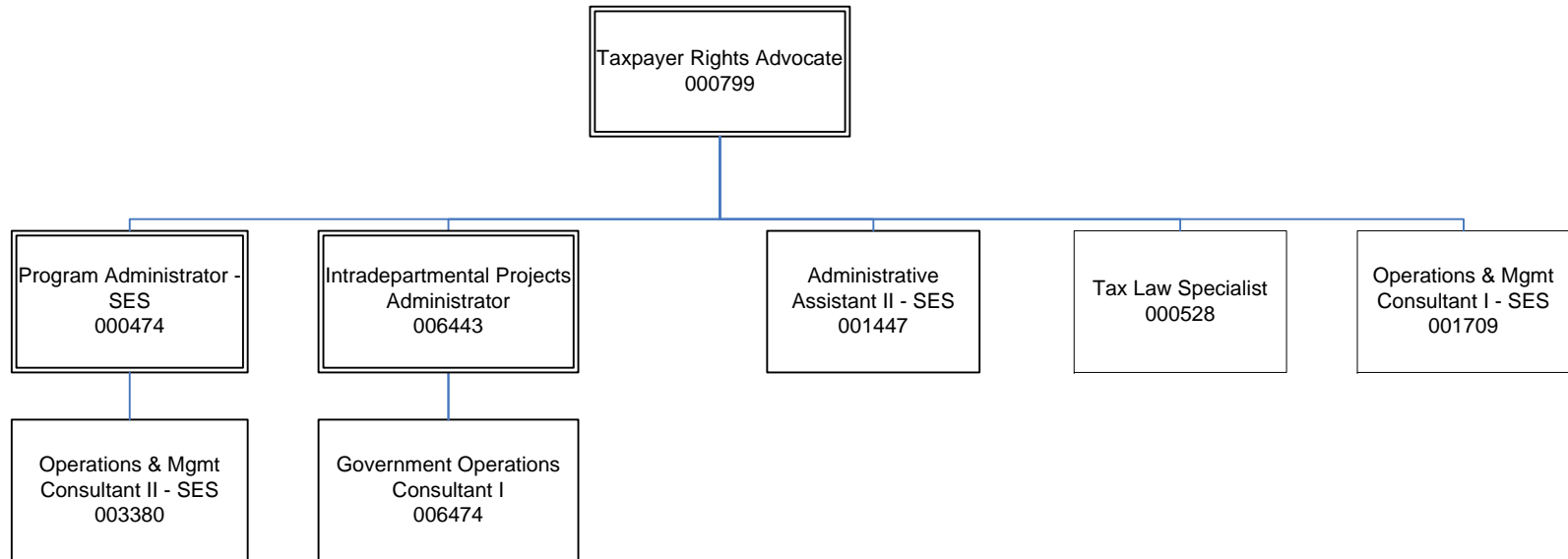
Executive Direction & Support Services Program

Office of the Executive Director

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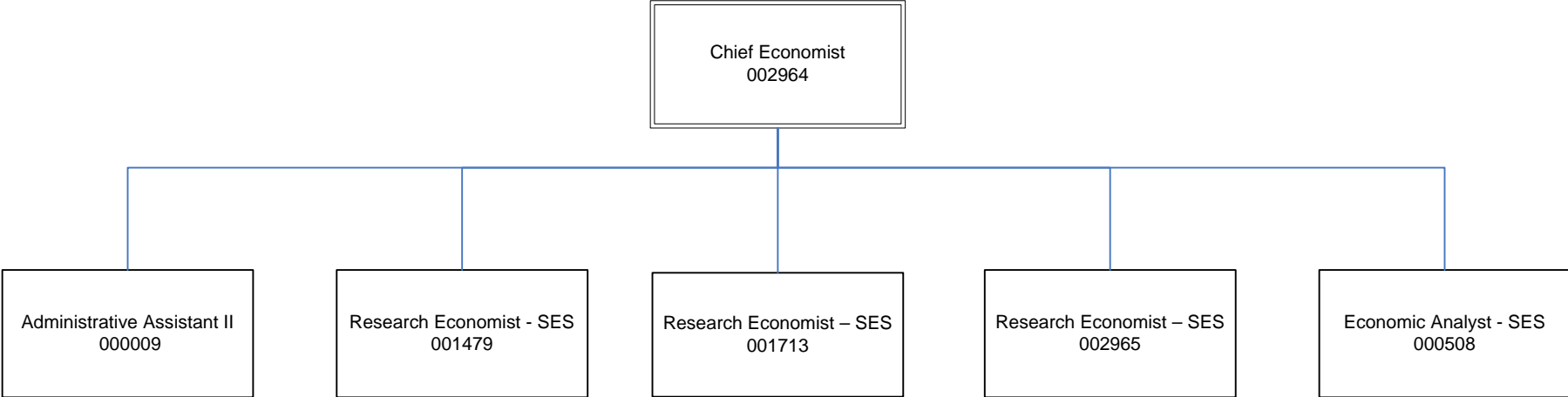
**Executive Direction & Support Services Program
Taxpayer Rights & Intergovernmental Affairs
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Executive Direction & Support Services Program

Tax Research

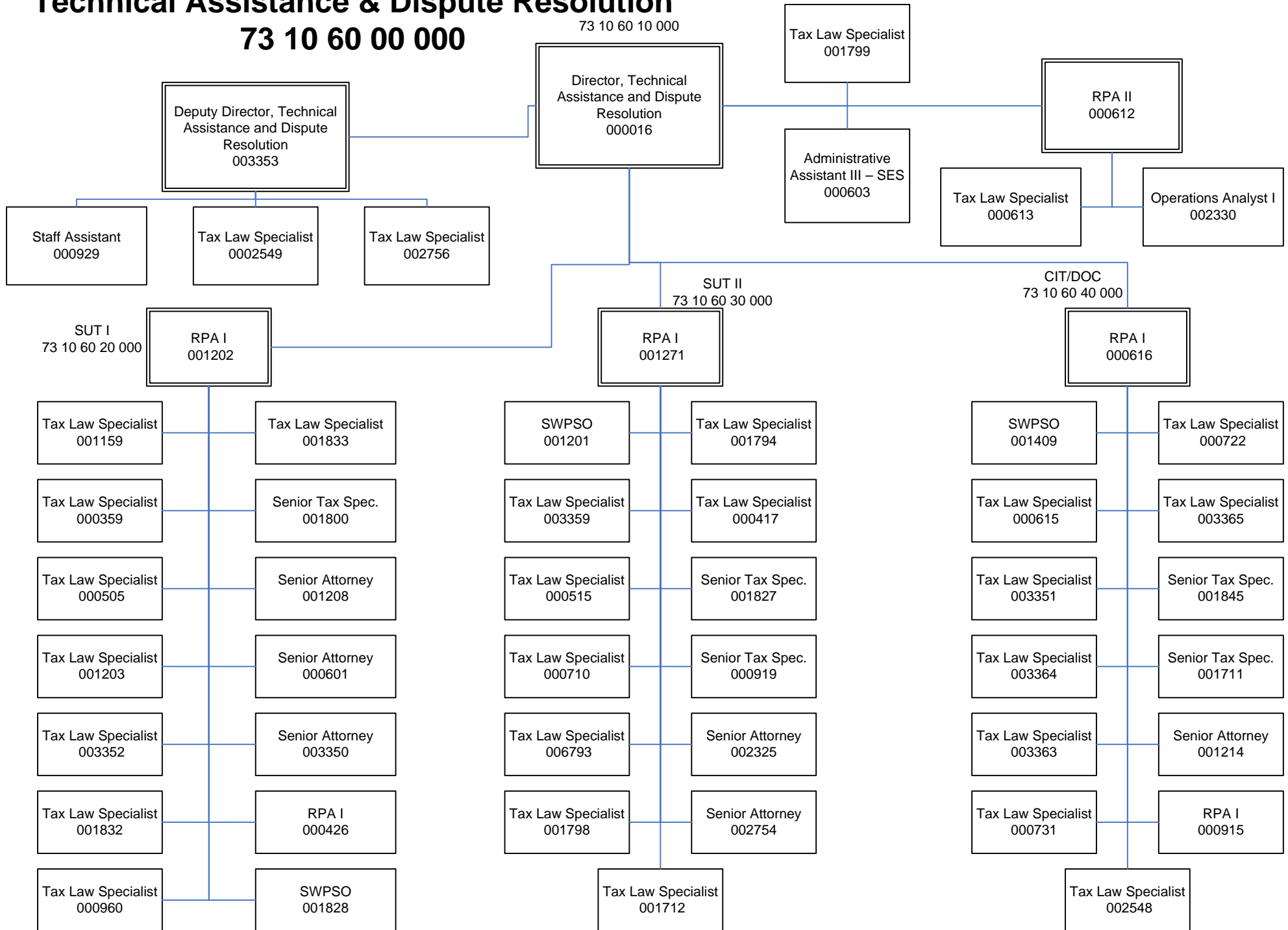
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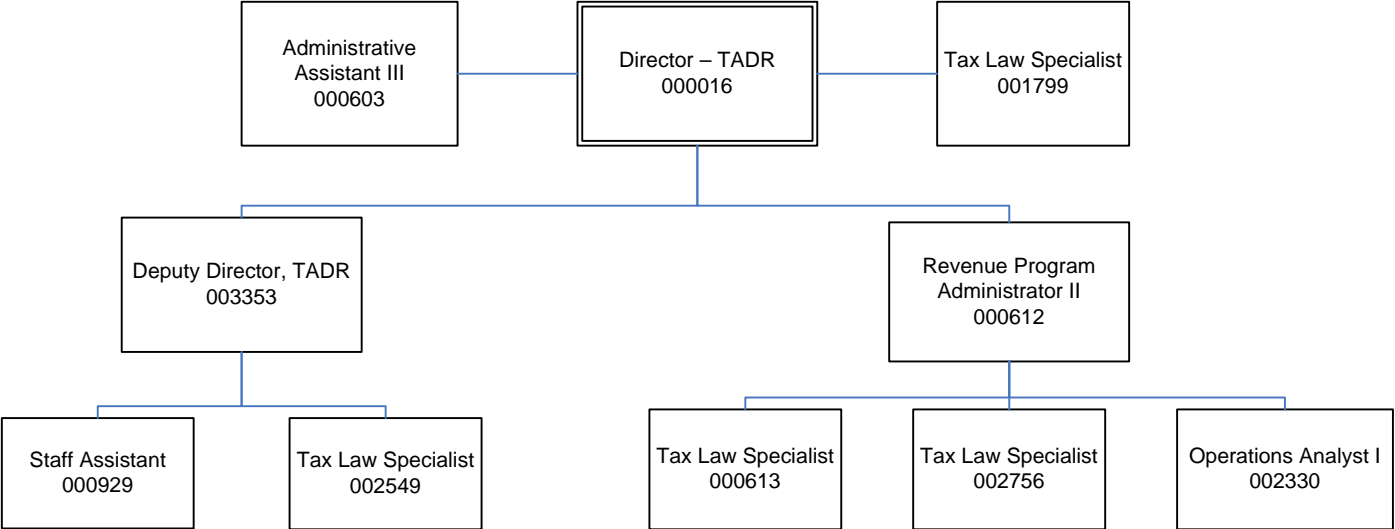
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Technical Assistance & Dispute Resolution

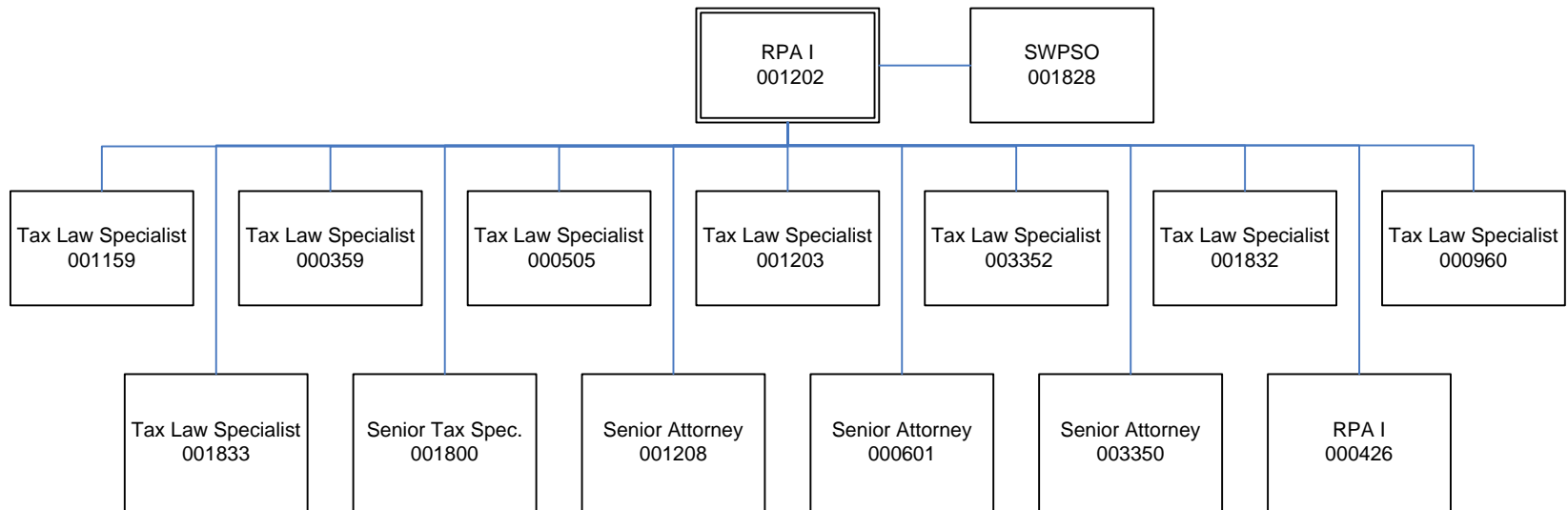
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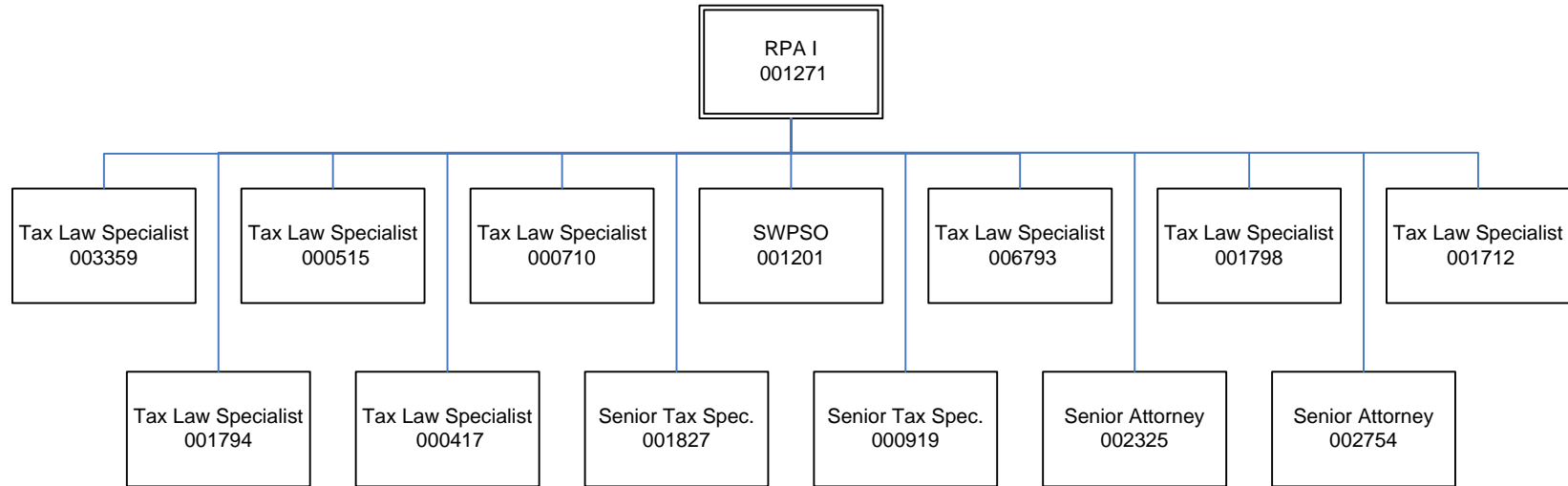
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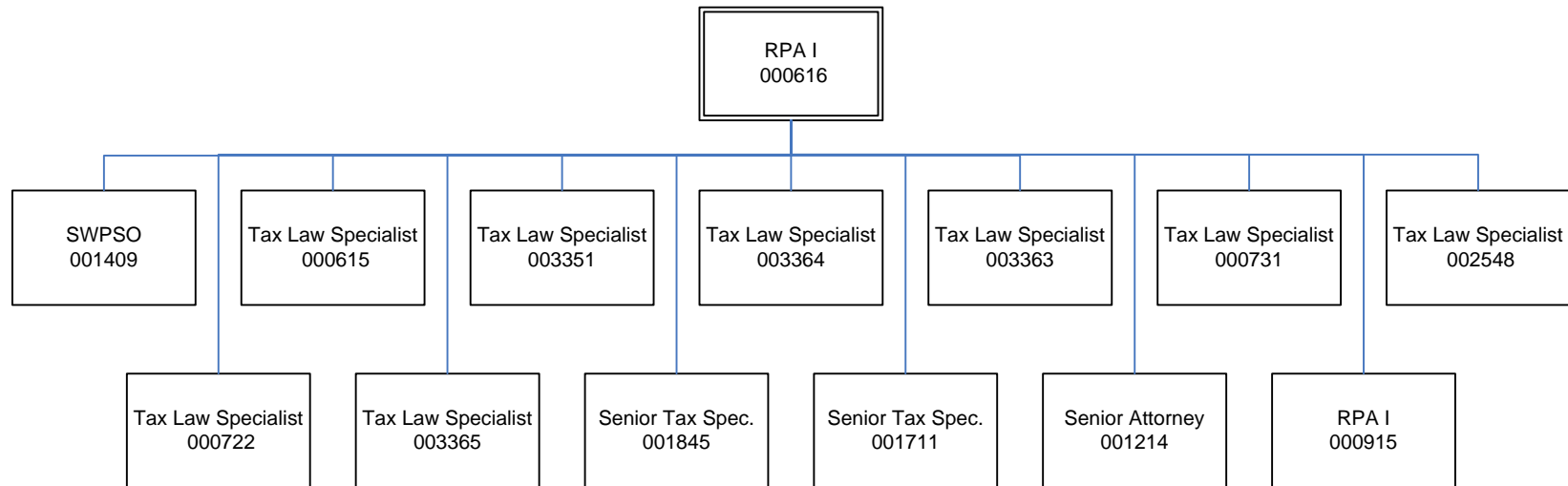
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Executive Direction & Support Services Program
TADR – Sales Tax II
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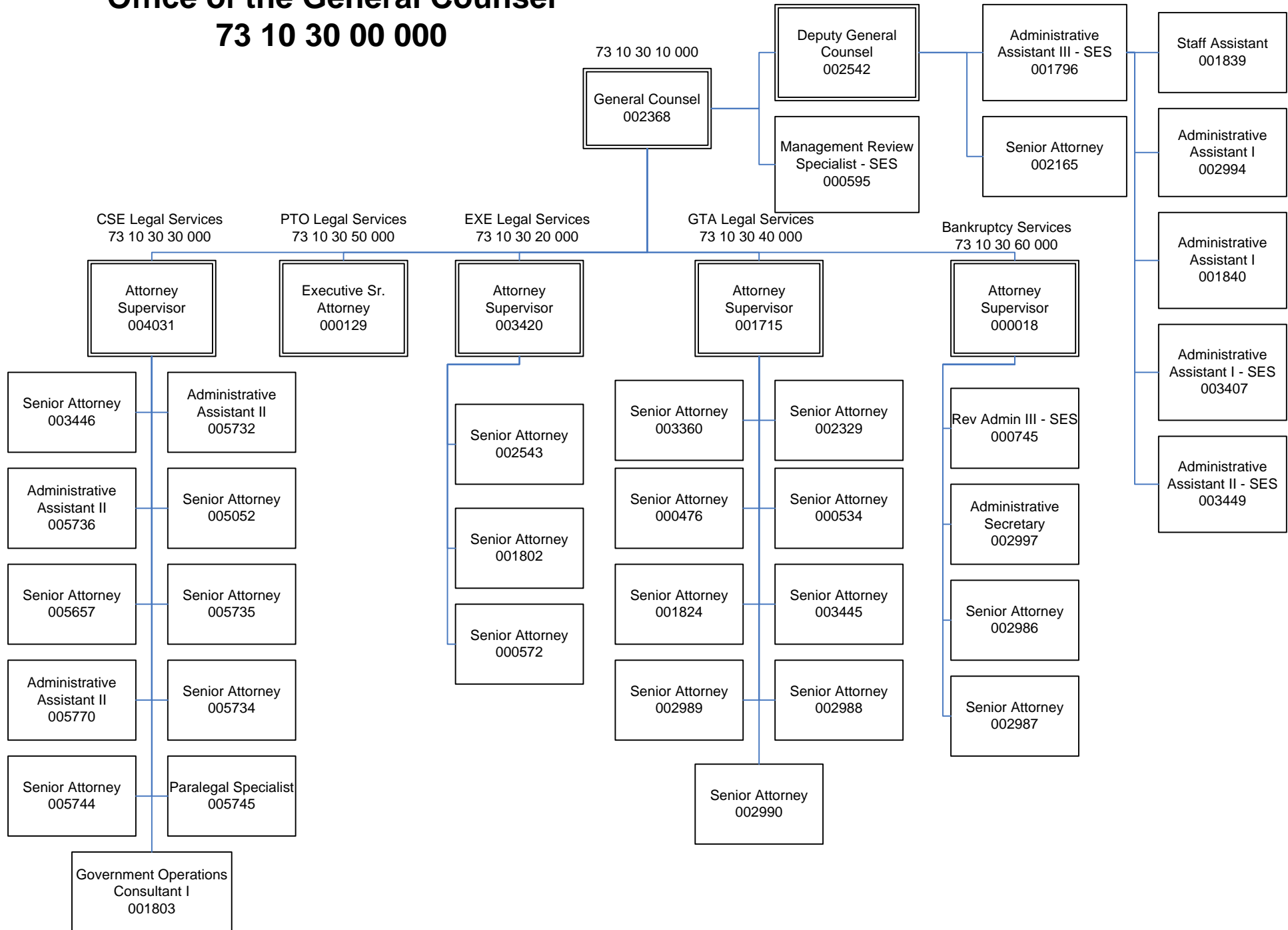
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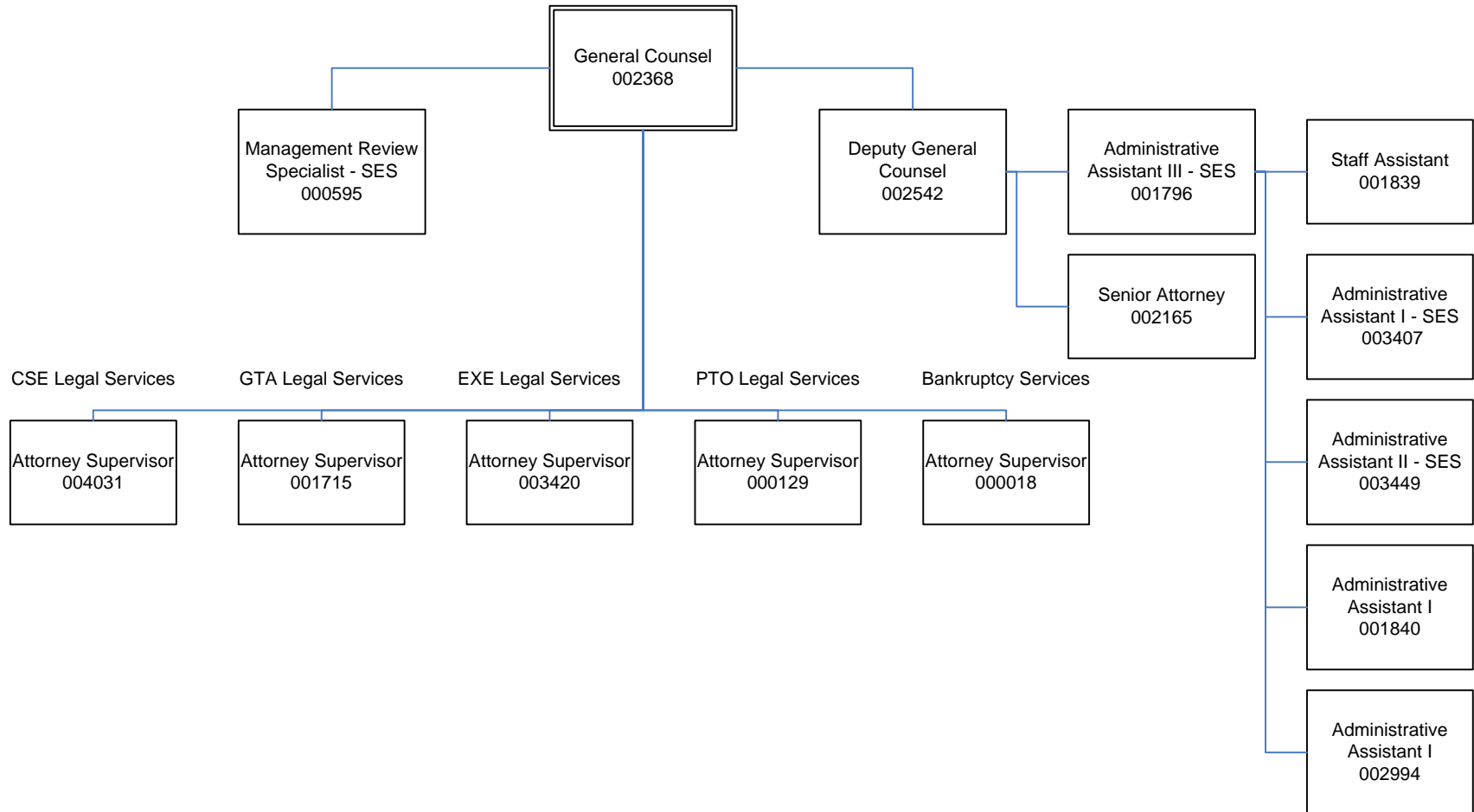
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Office of the General Counsel

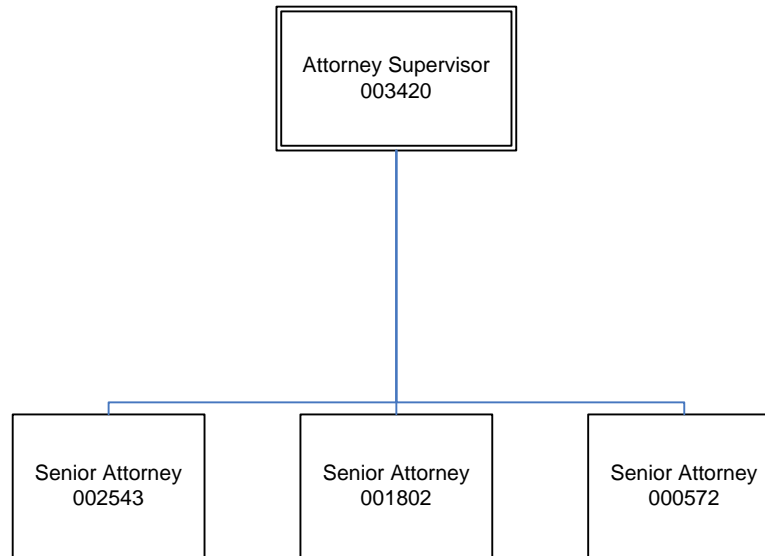
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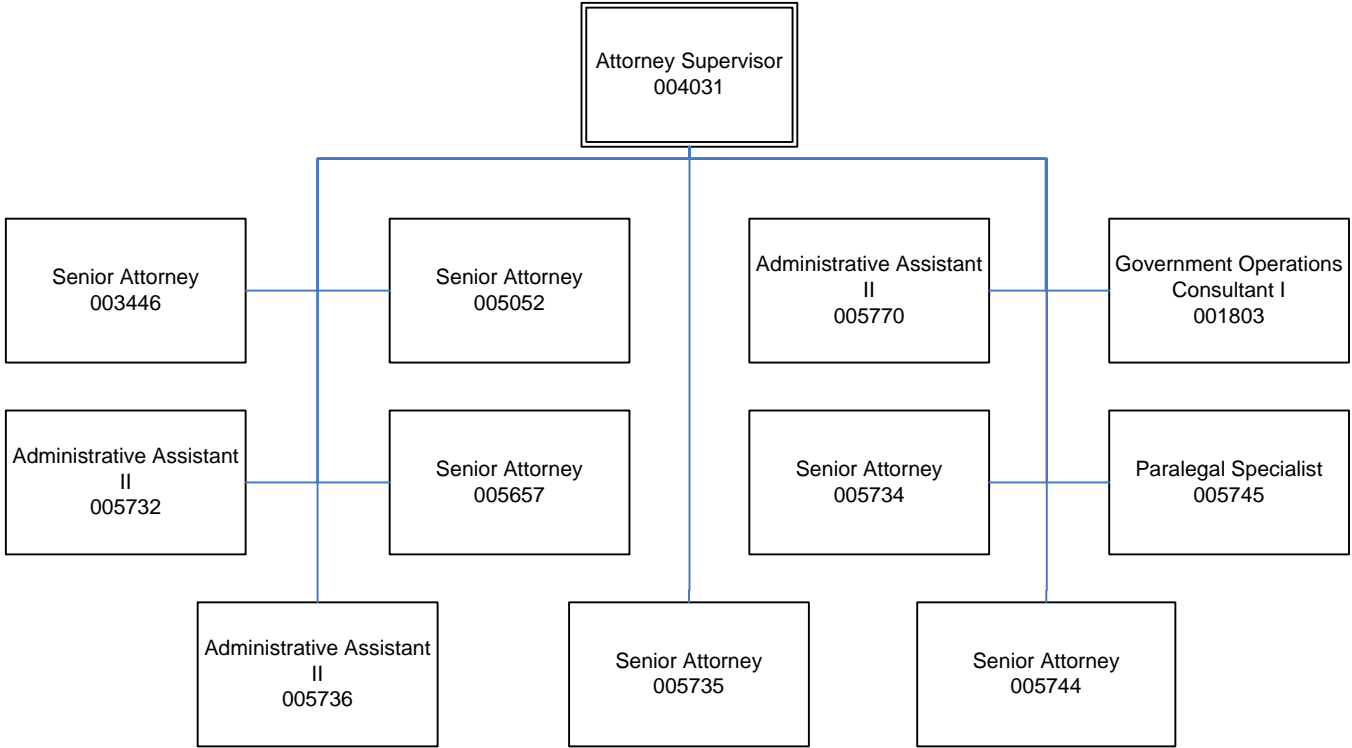
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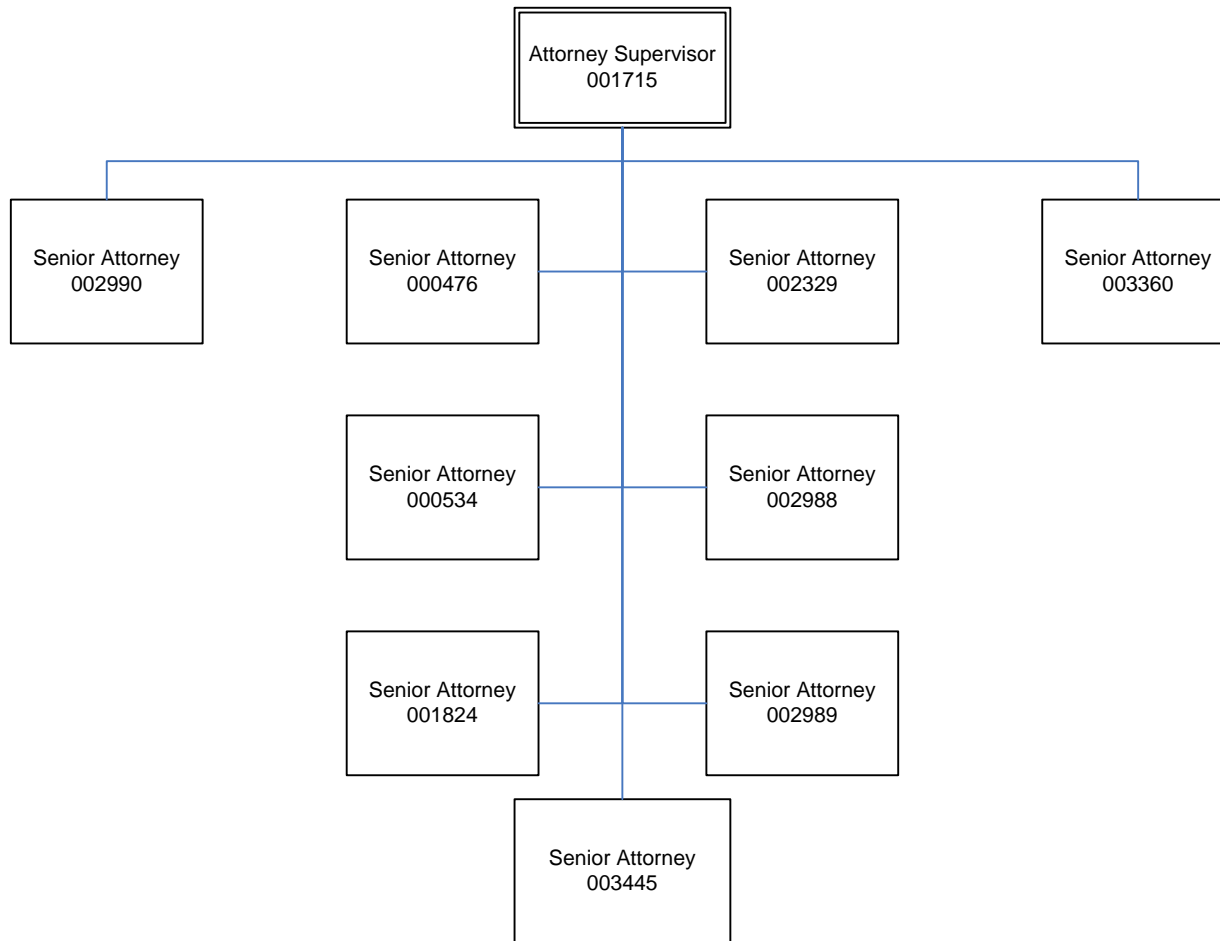
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Executive Direction & Support Services Program
OGC – Child Support Enforcement
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Executive Direction & Support Services Program
OGC – General Tax Administration
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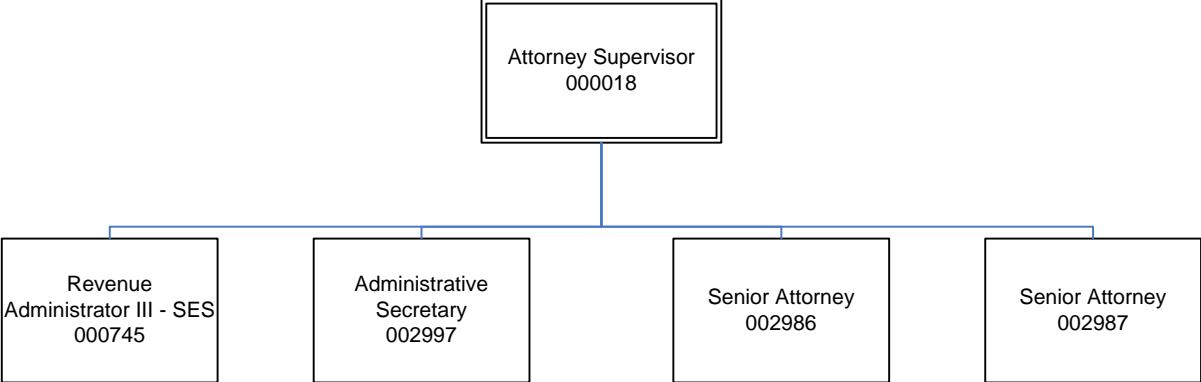
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Senior Executive
Attorney
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Executive Direction & Support Services Program

OGC – Bankruptcy

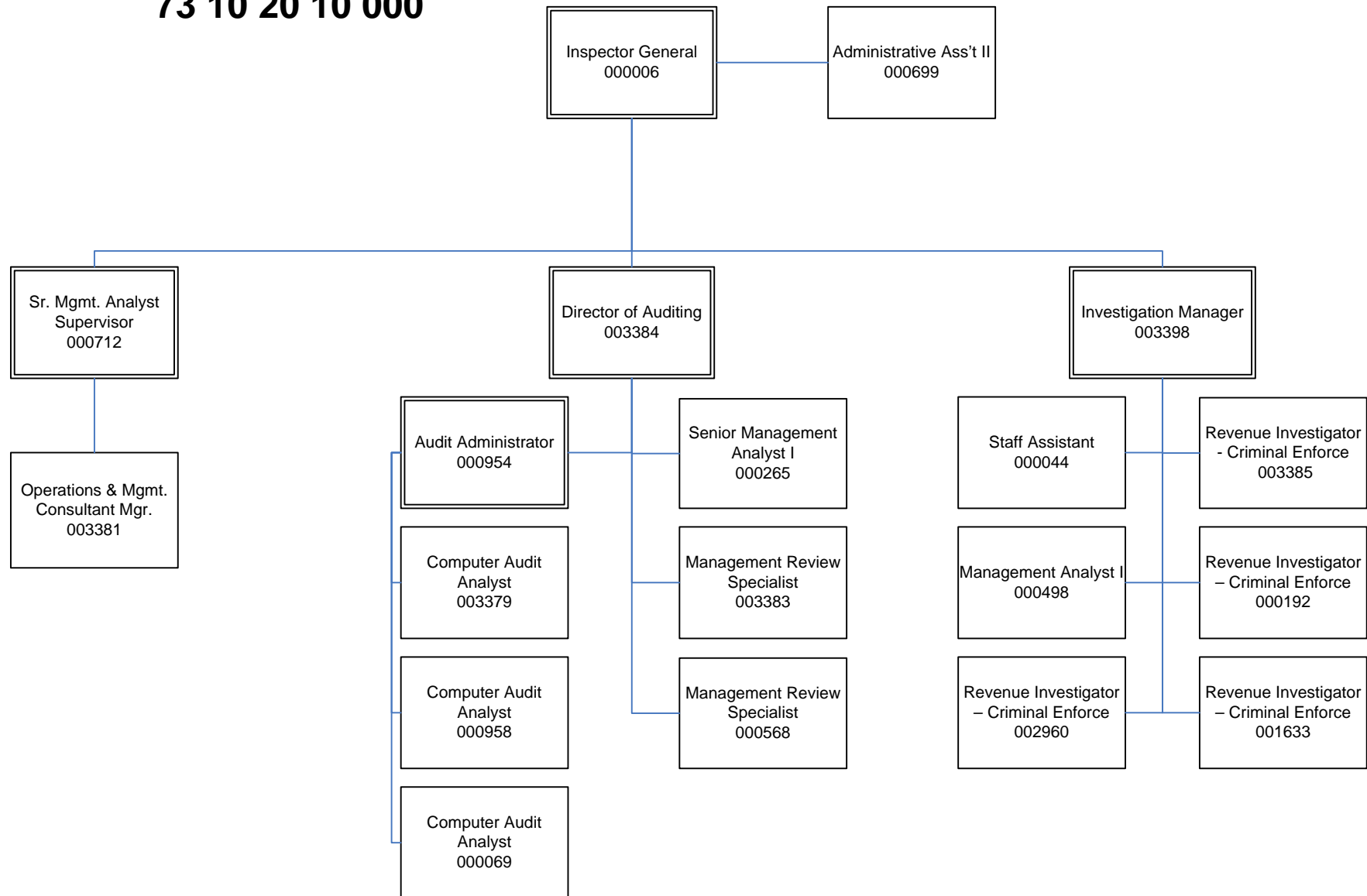
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Executive Direction & Support Services Program

Office of the Inspector General

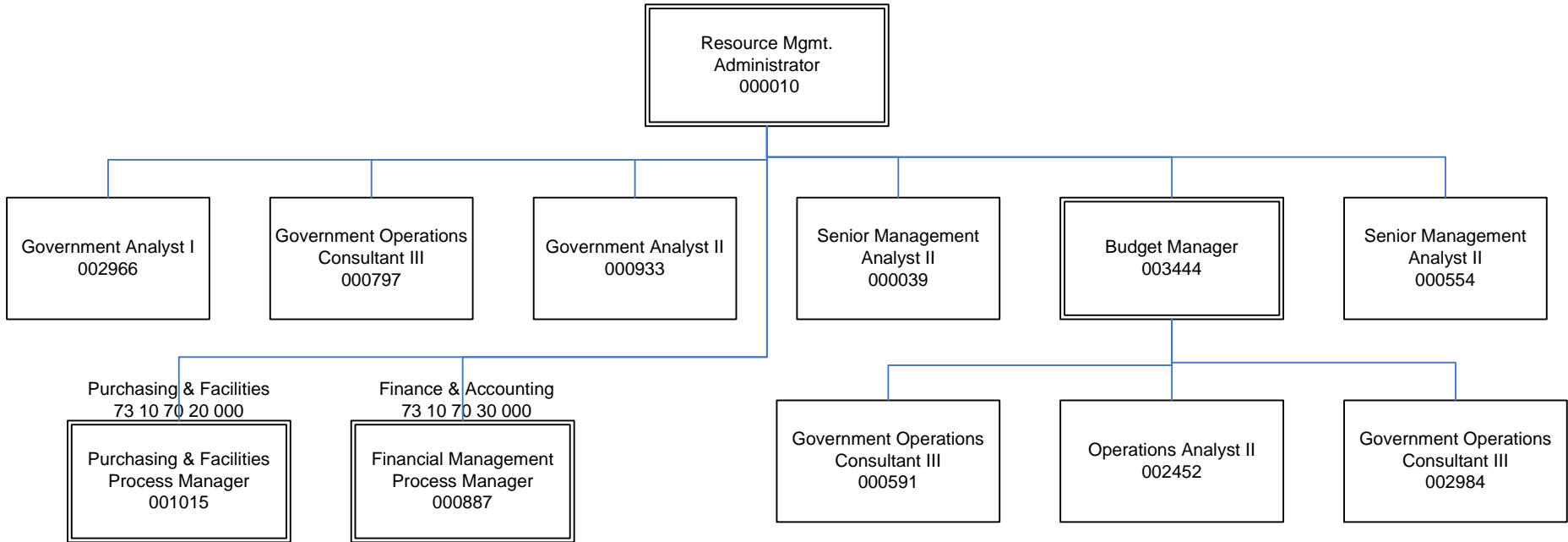
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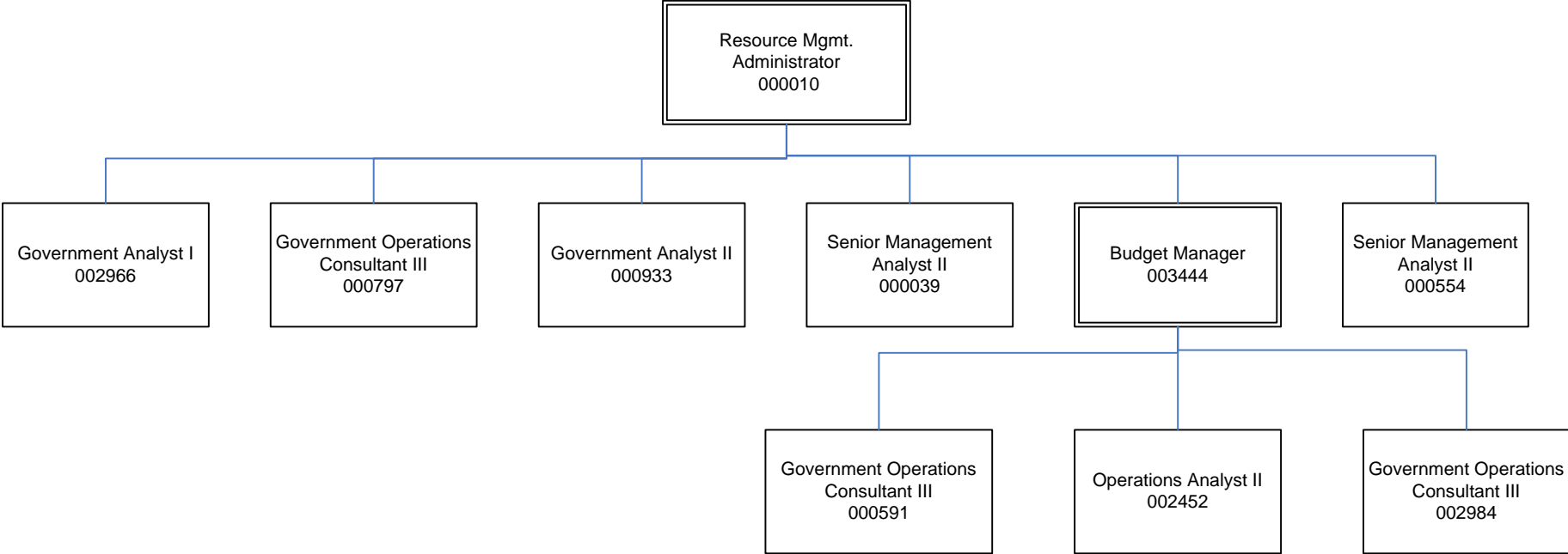
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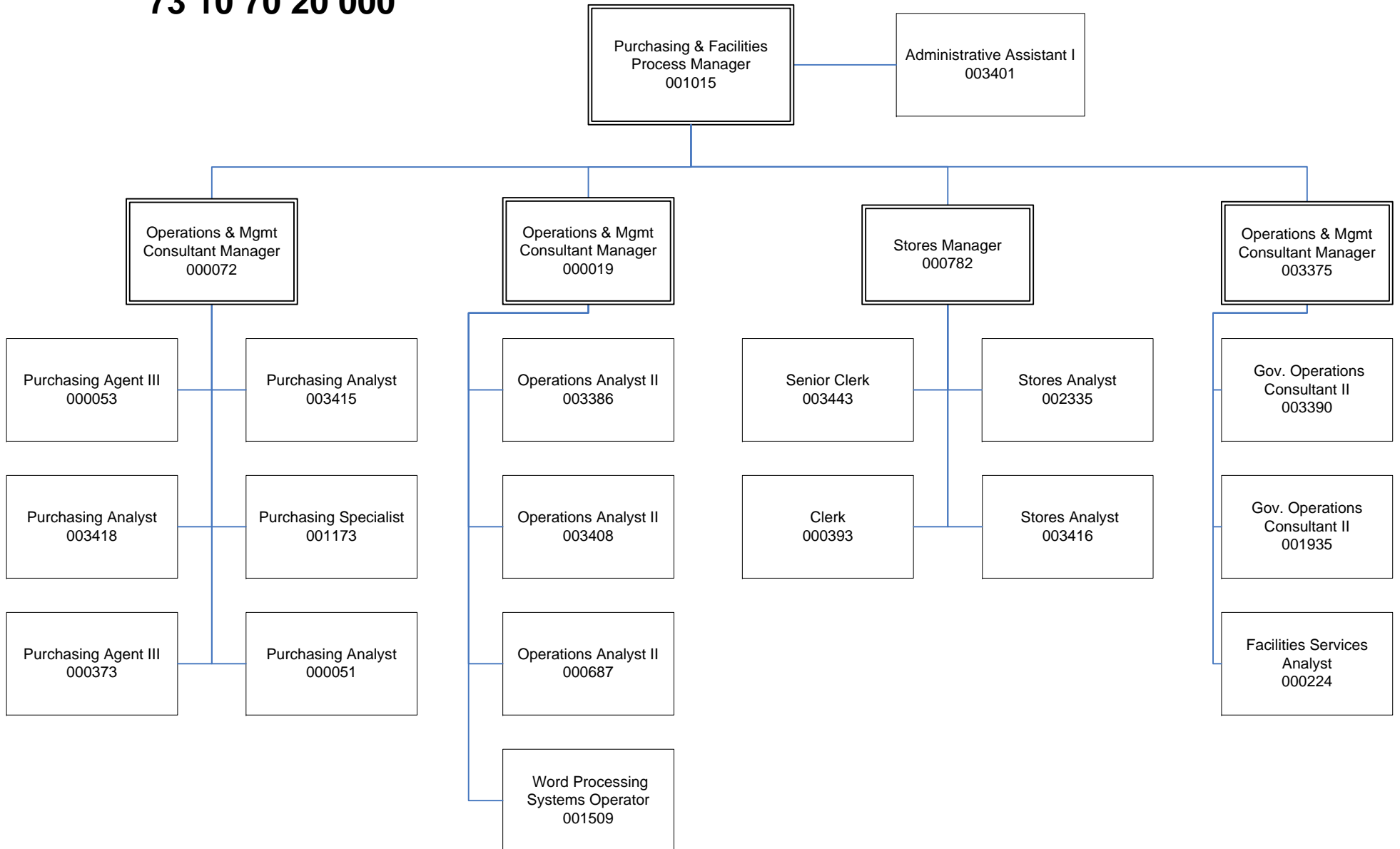
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Office of Financial Management
Financial Mgmt. & Budget
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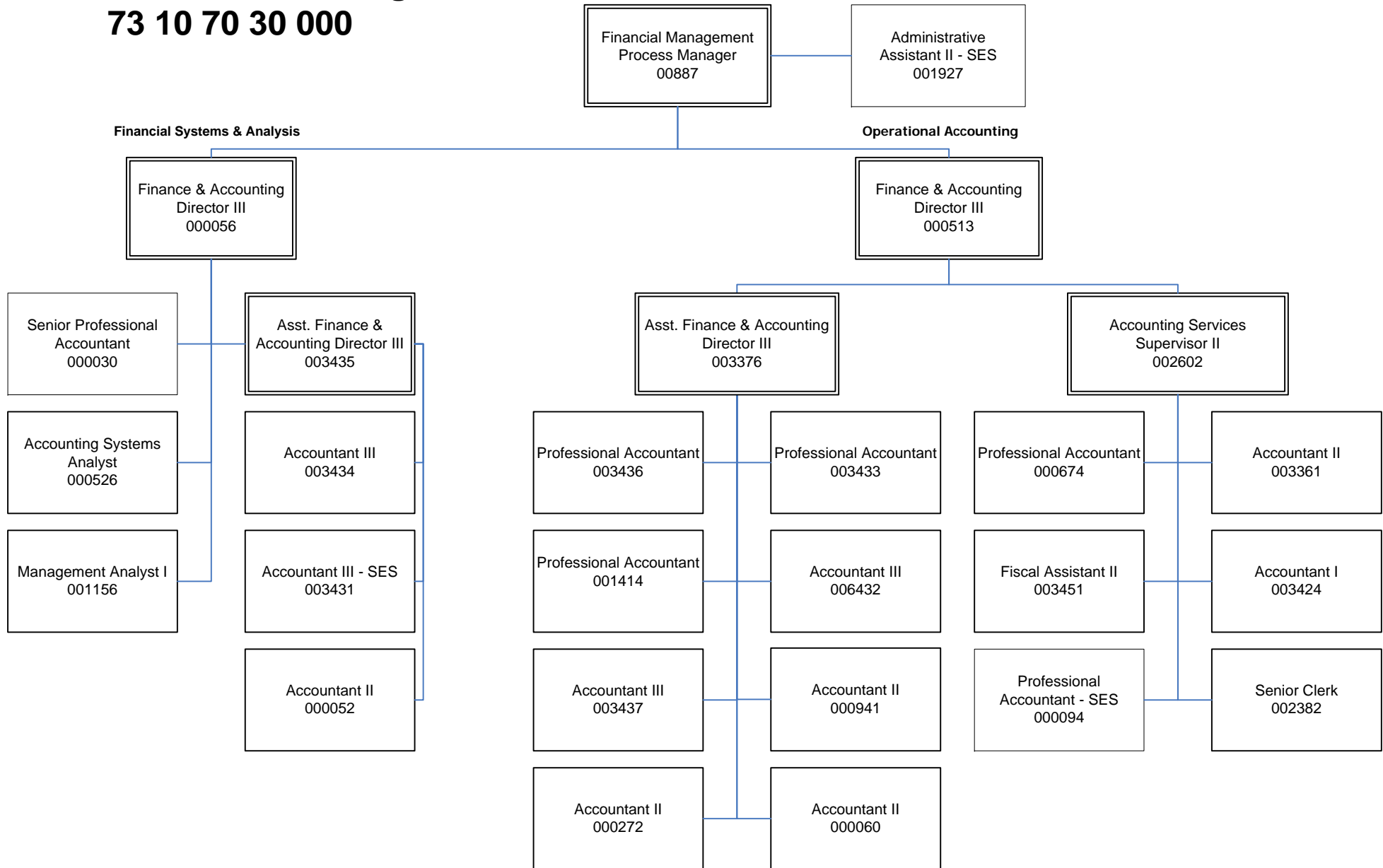
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Office of Financial Management

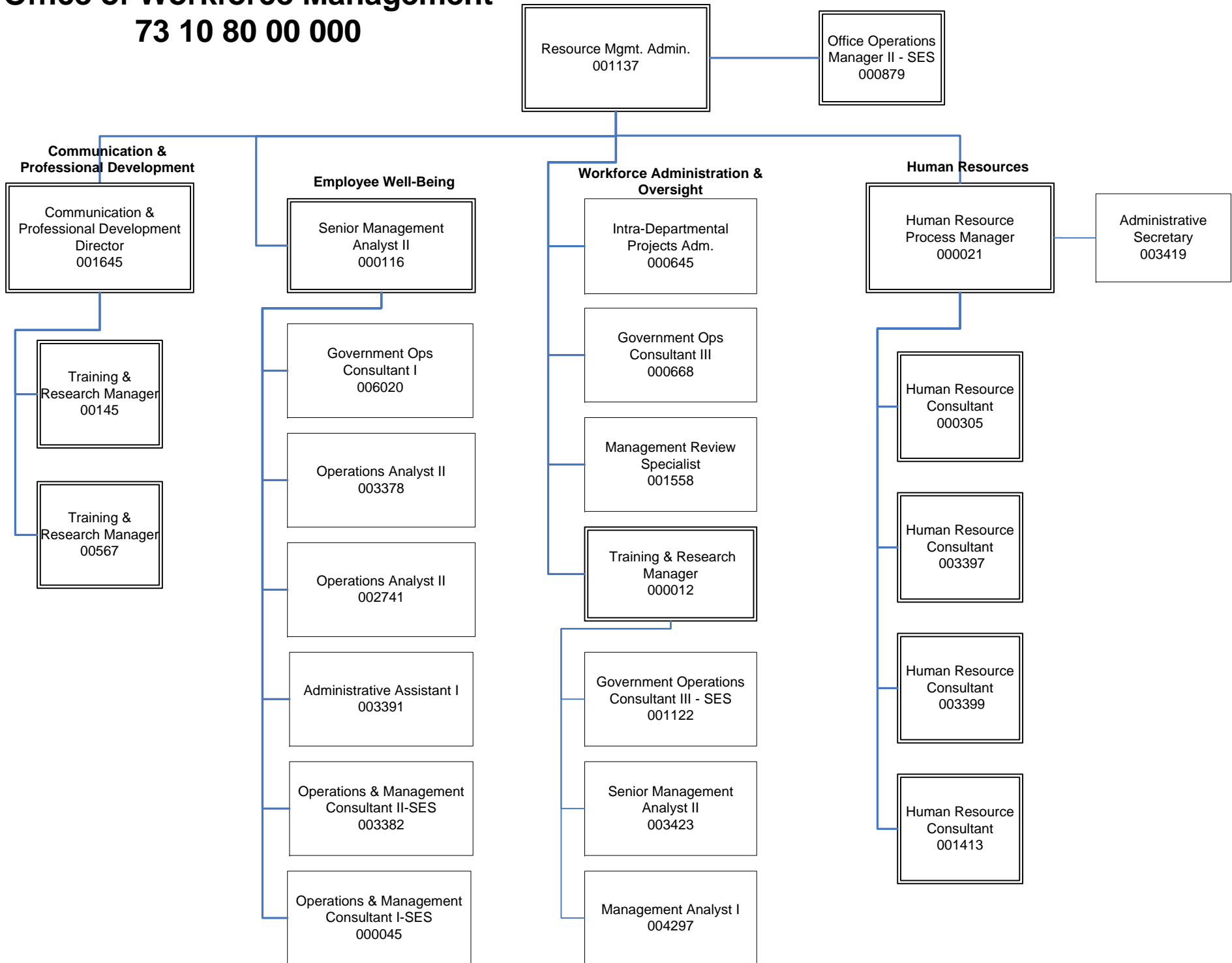
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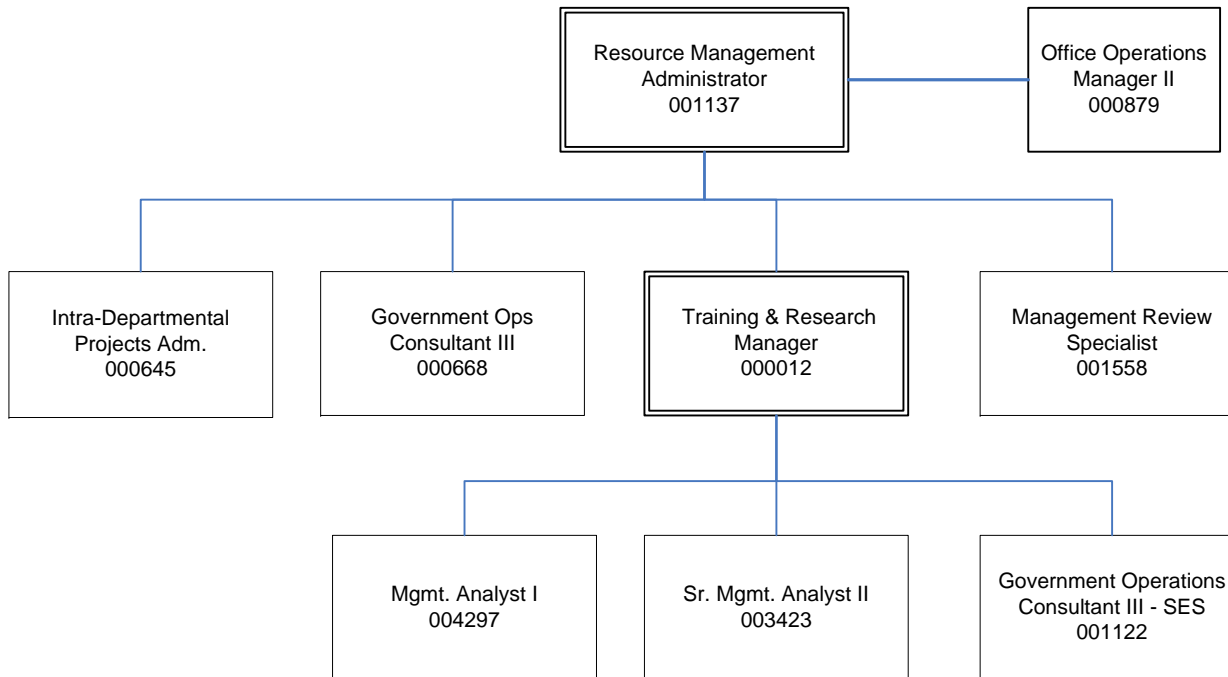


Office of Workforce Management

73 10 80 00 000



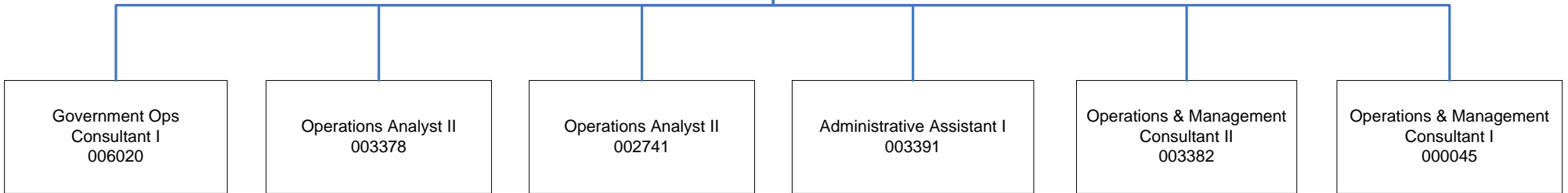
Office of Workforce Management
Workforce Administration & Oversight
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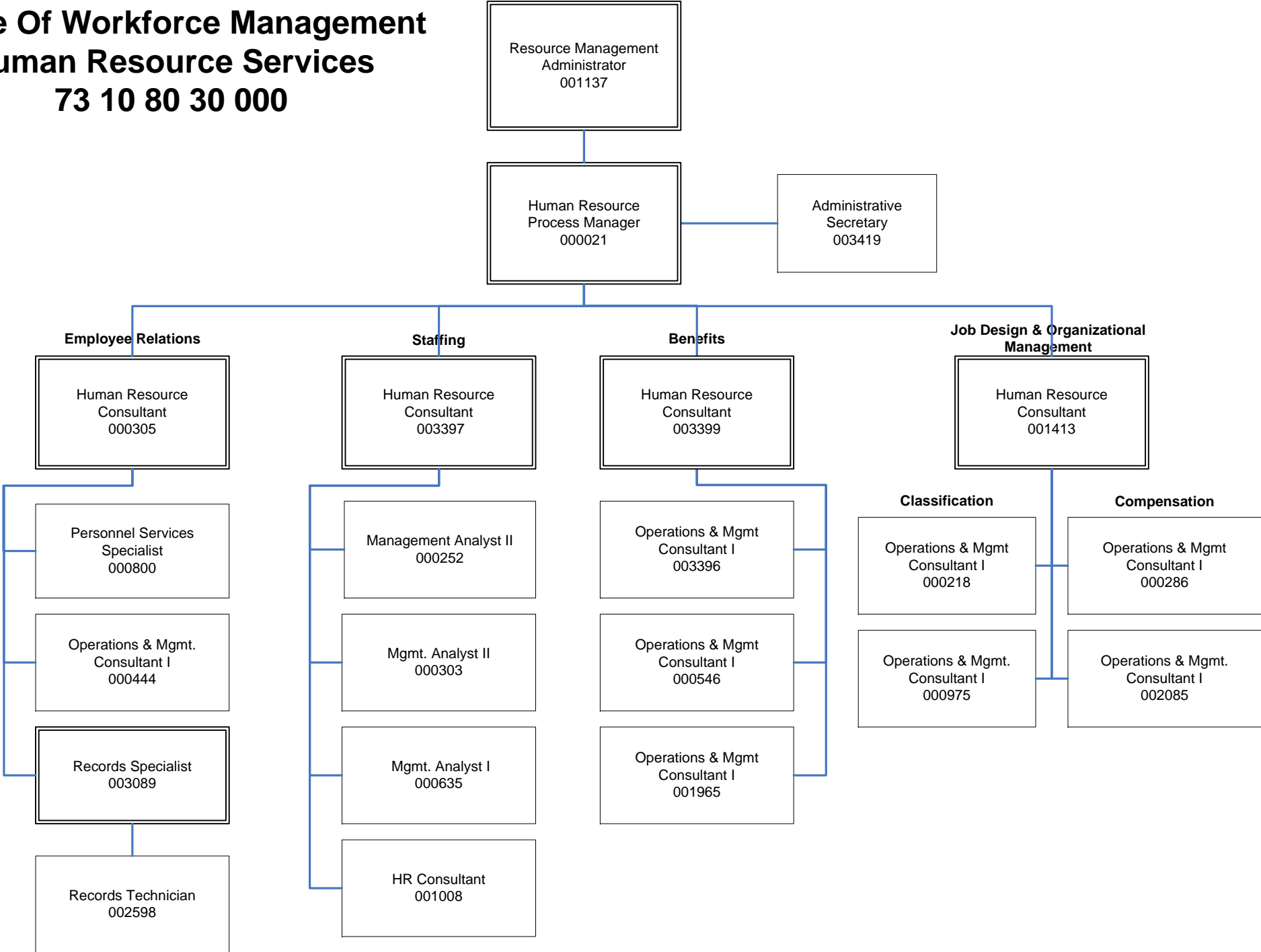
**Office of Workforce Management
Employee Well-Being
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Resource Management
Administrator
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Senior
Management
Analyst II
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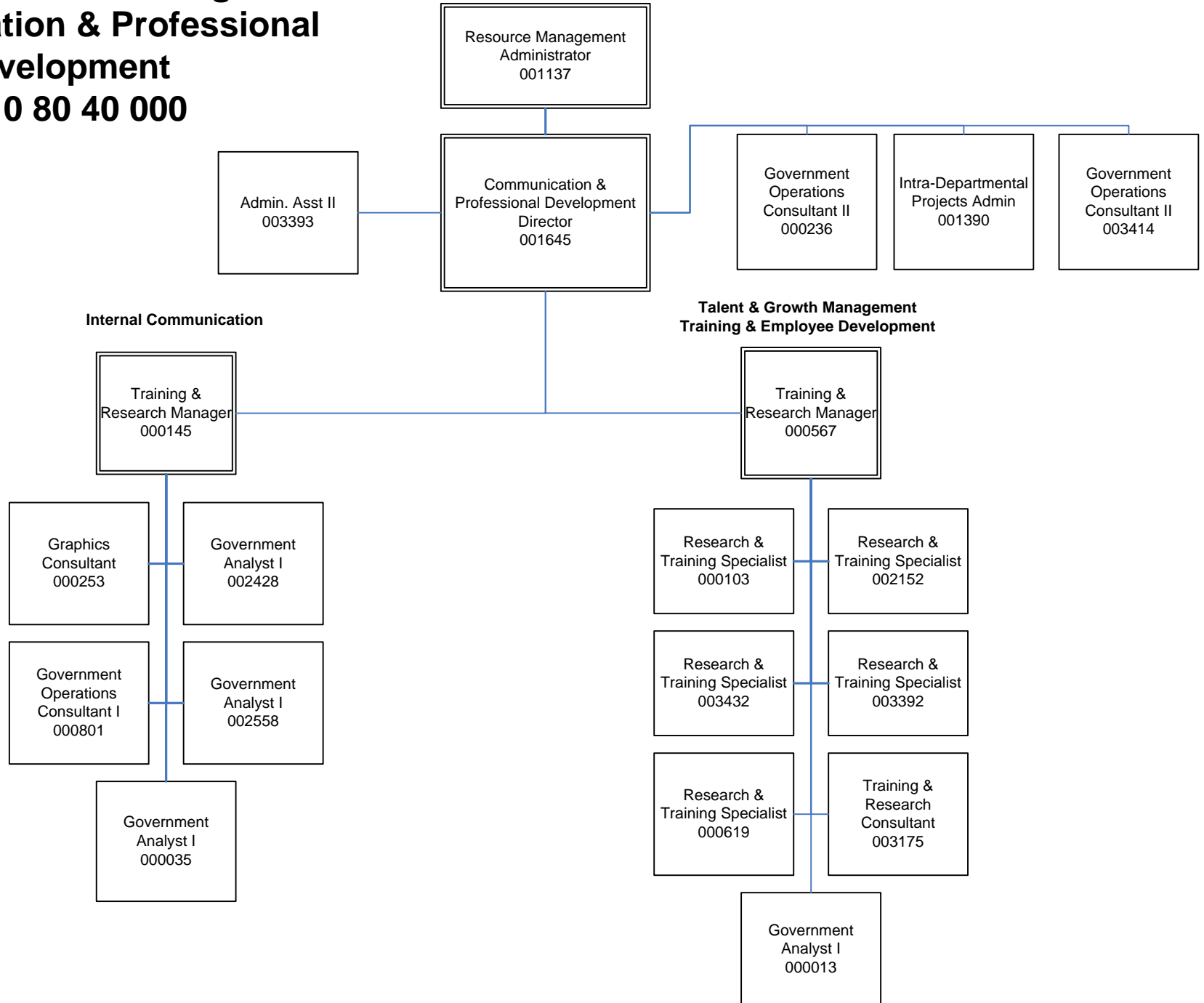


Office Of Workforce Management Human Resource Services 73 10 80 30 000

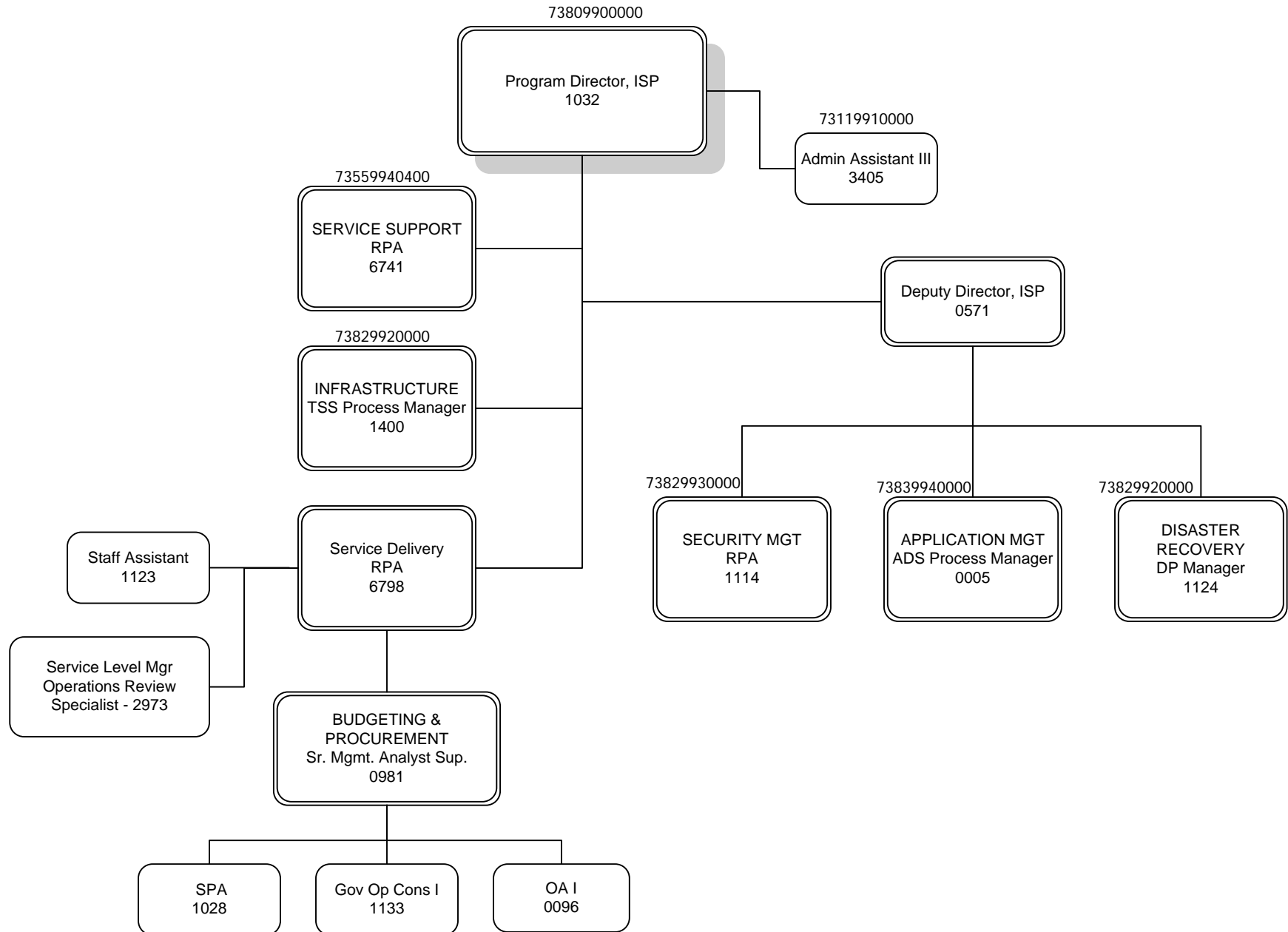


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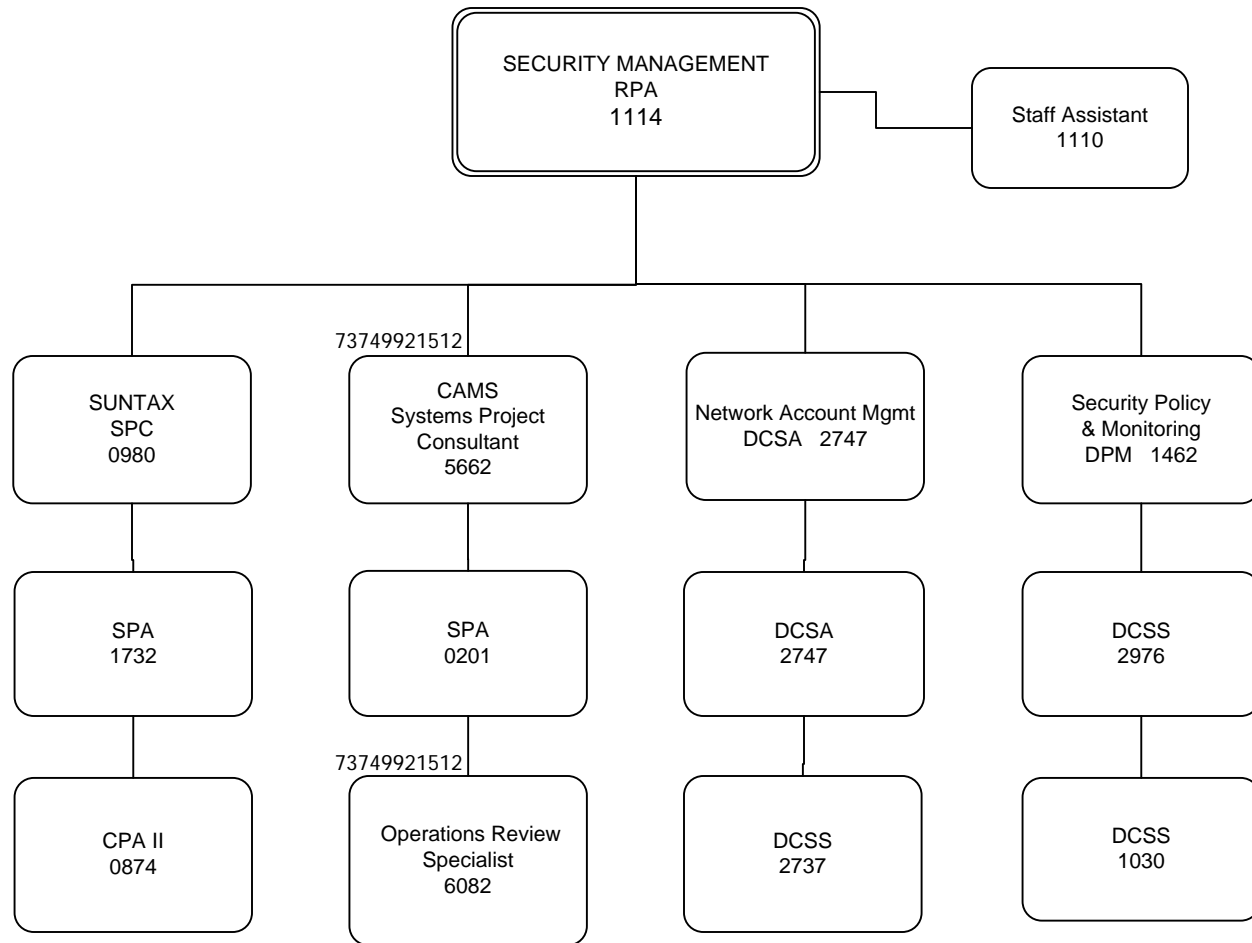
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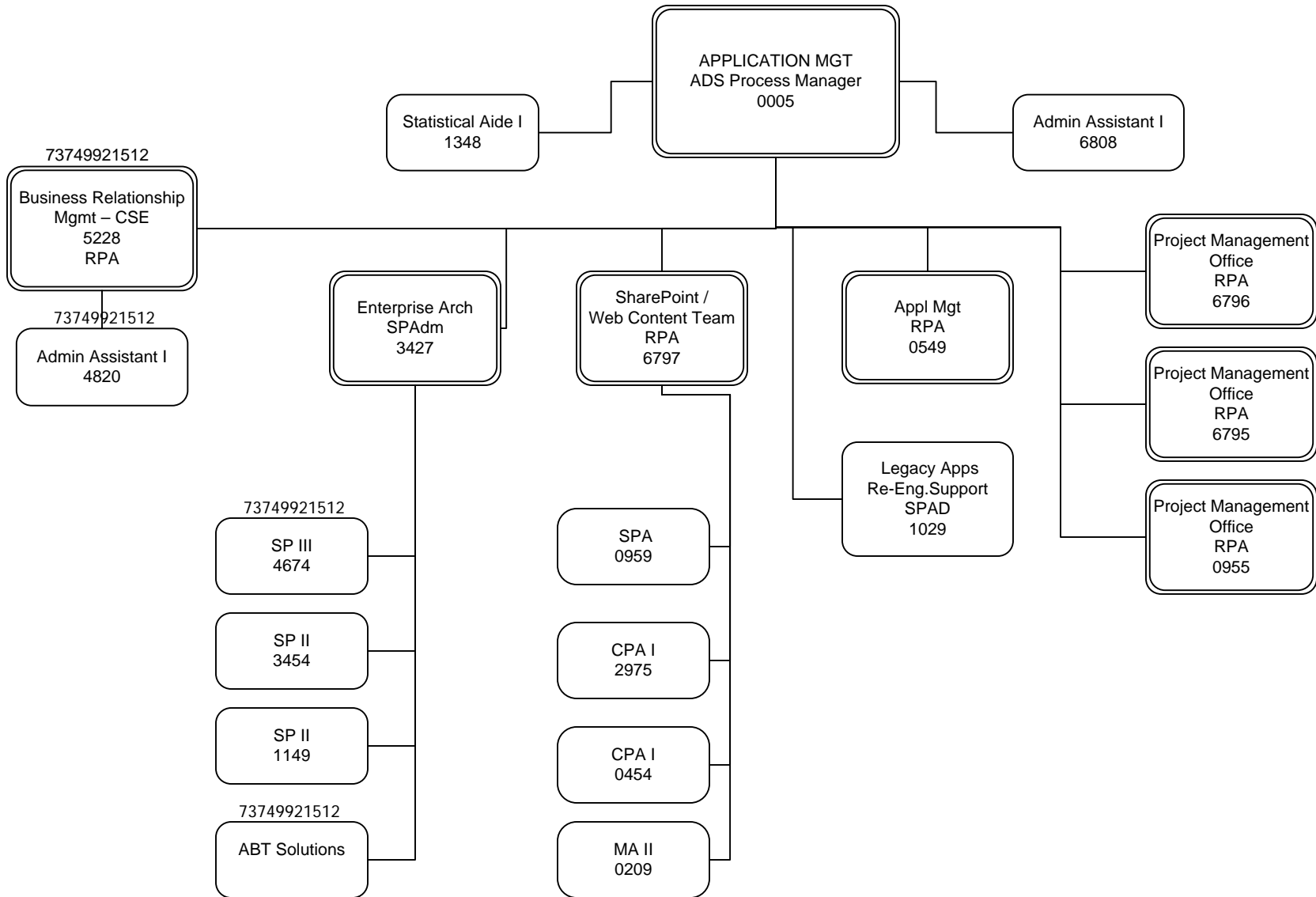
DIRECTOR'S OFFICE



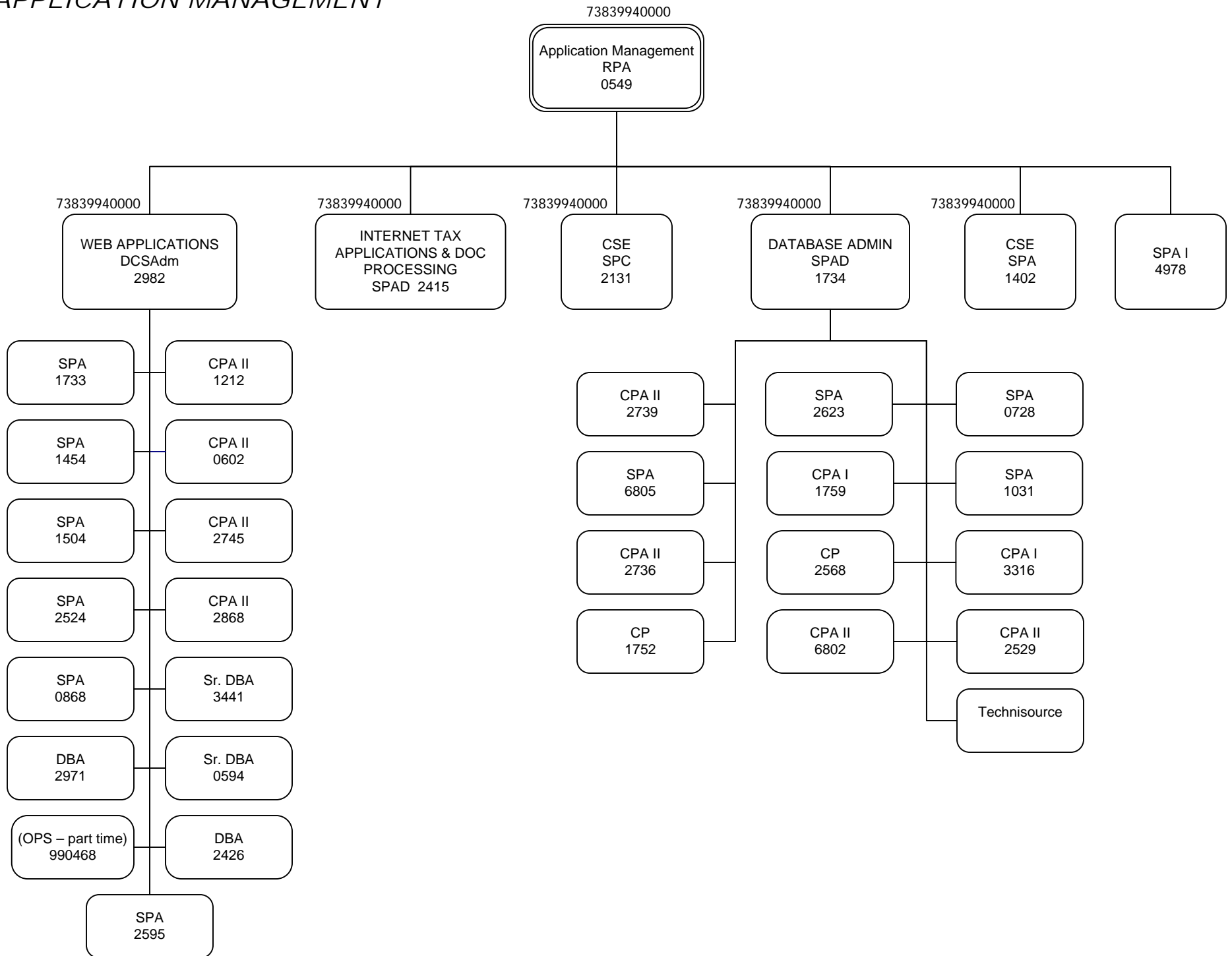
SECURITY MANAGEMENT



APPLICATION MANAGEMENT



APPLICATION MANAGEMENT

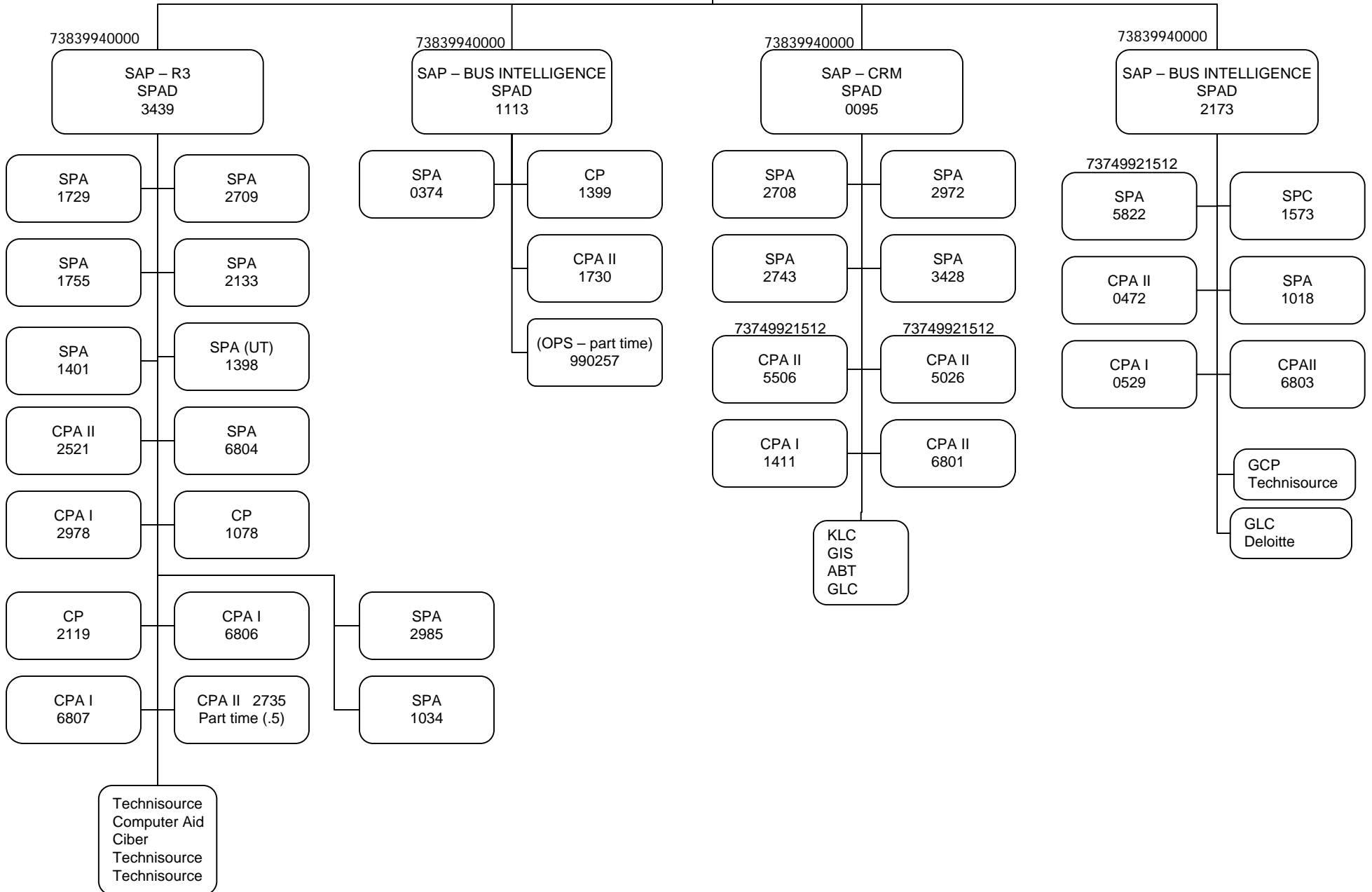


SAP APPLICATION MANAGEMENT

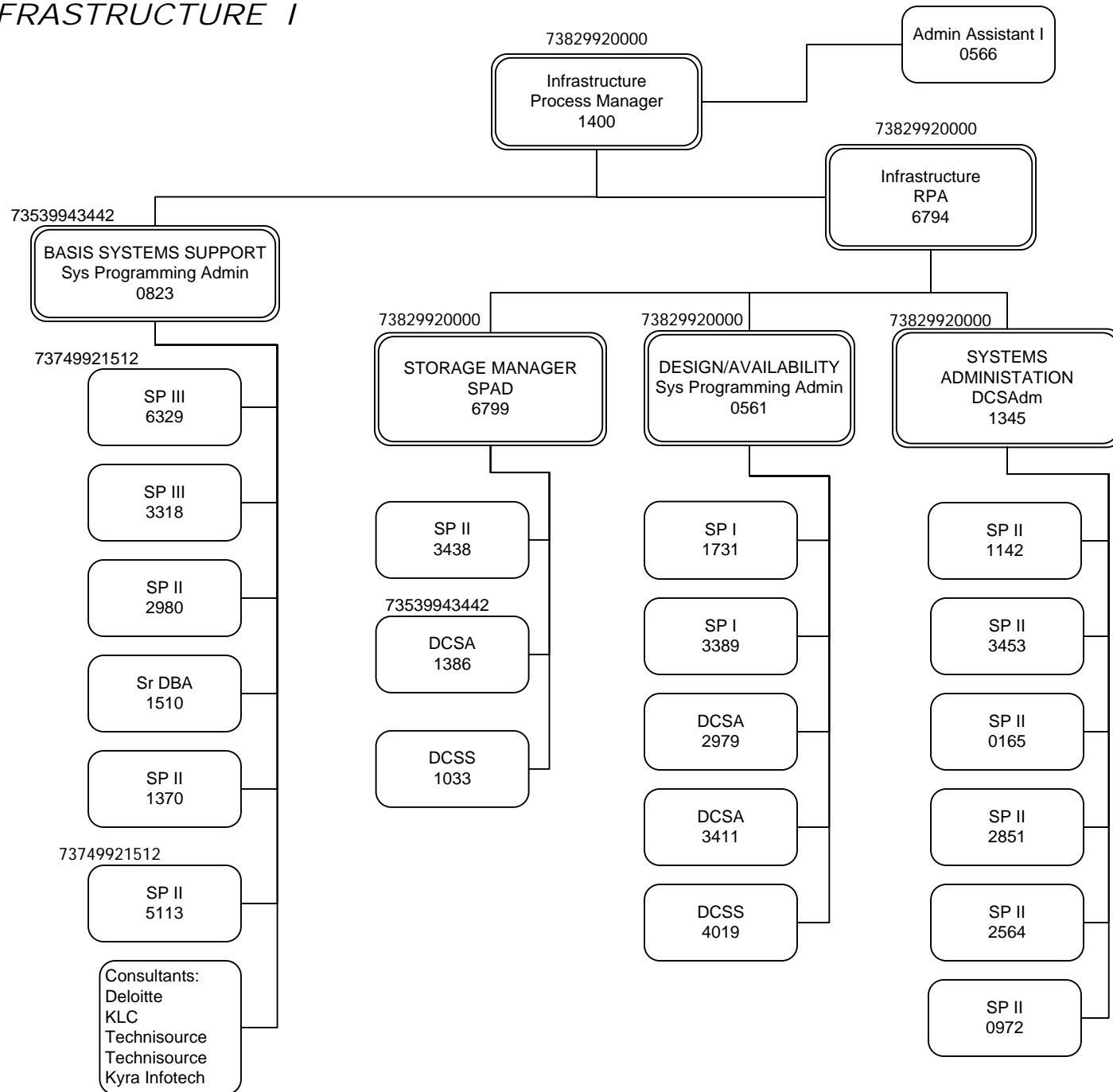
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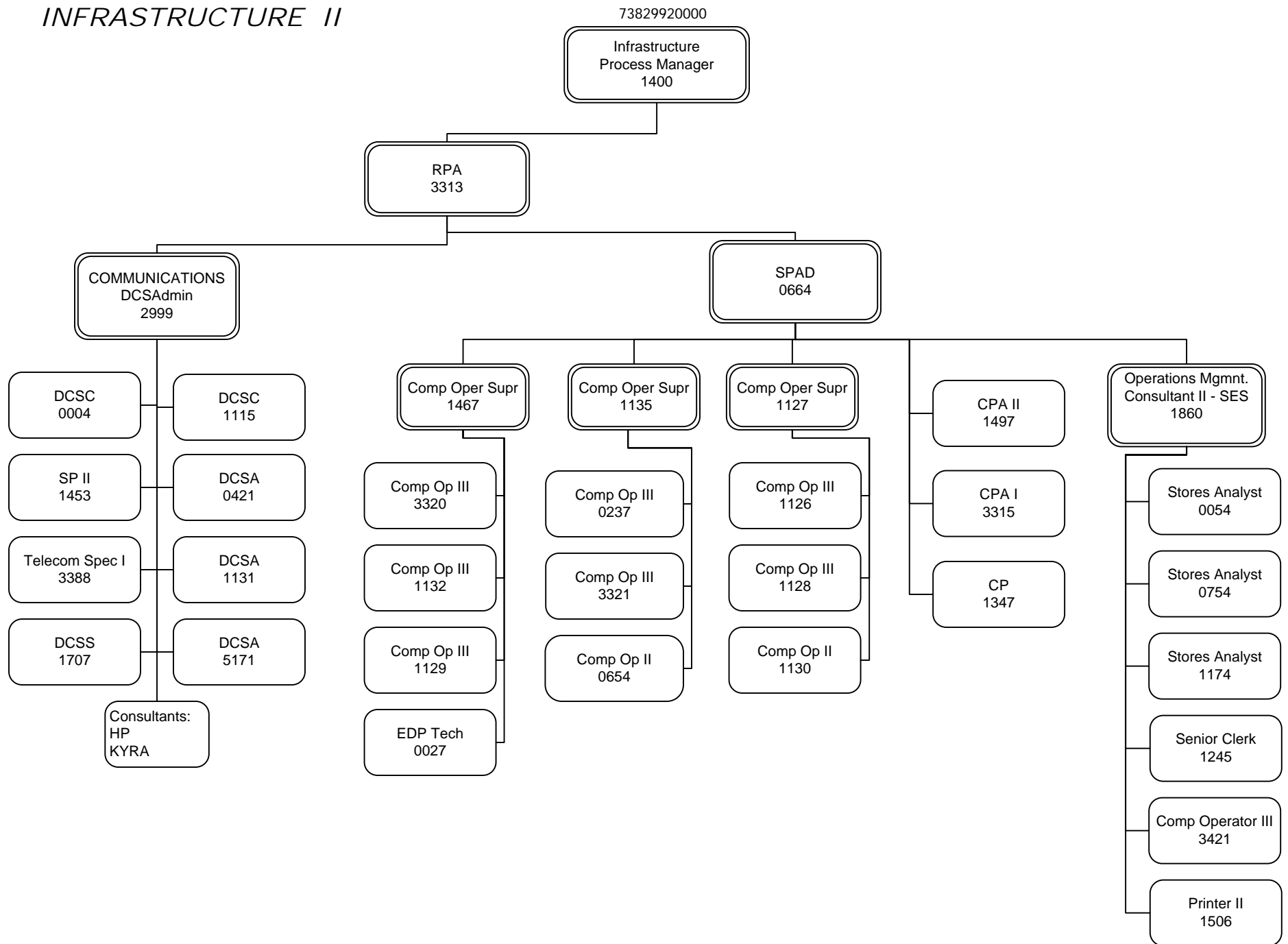
Staff Assistant
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INFRASTRUCTURE I



INFRASTRUCTURE II

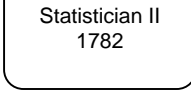
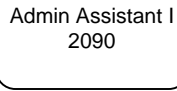


SERVICE SUPPORT

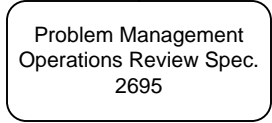
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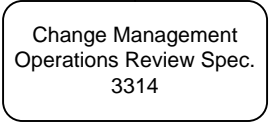
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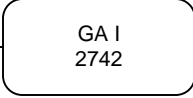
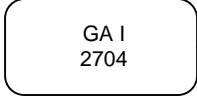
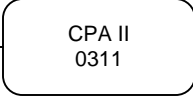
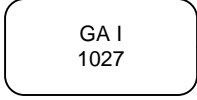
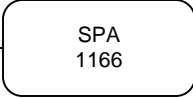
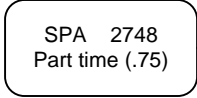
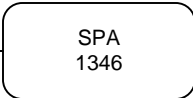
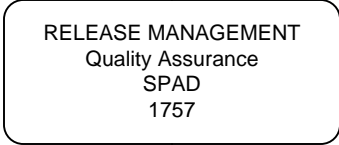


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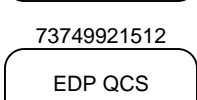
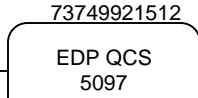
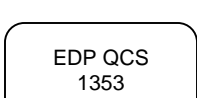
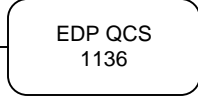
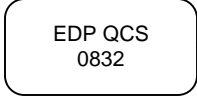
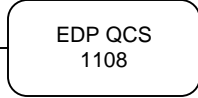
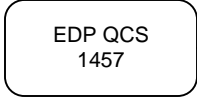
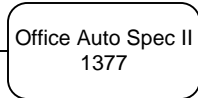
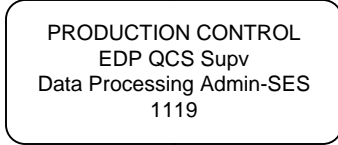


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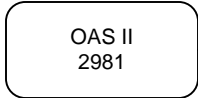
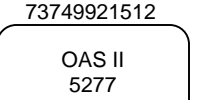
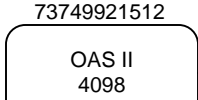
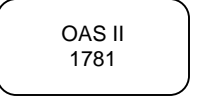
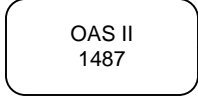
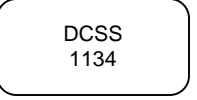
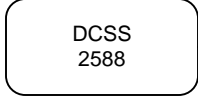
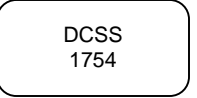
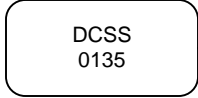
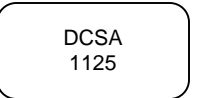
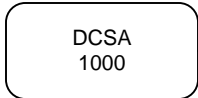
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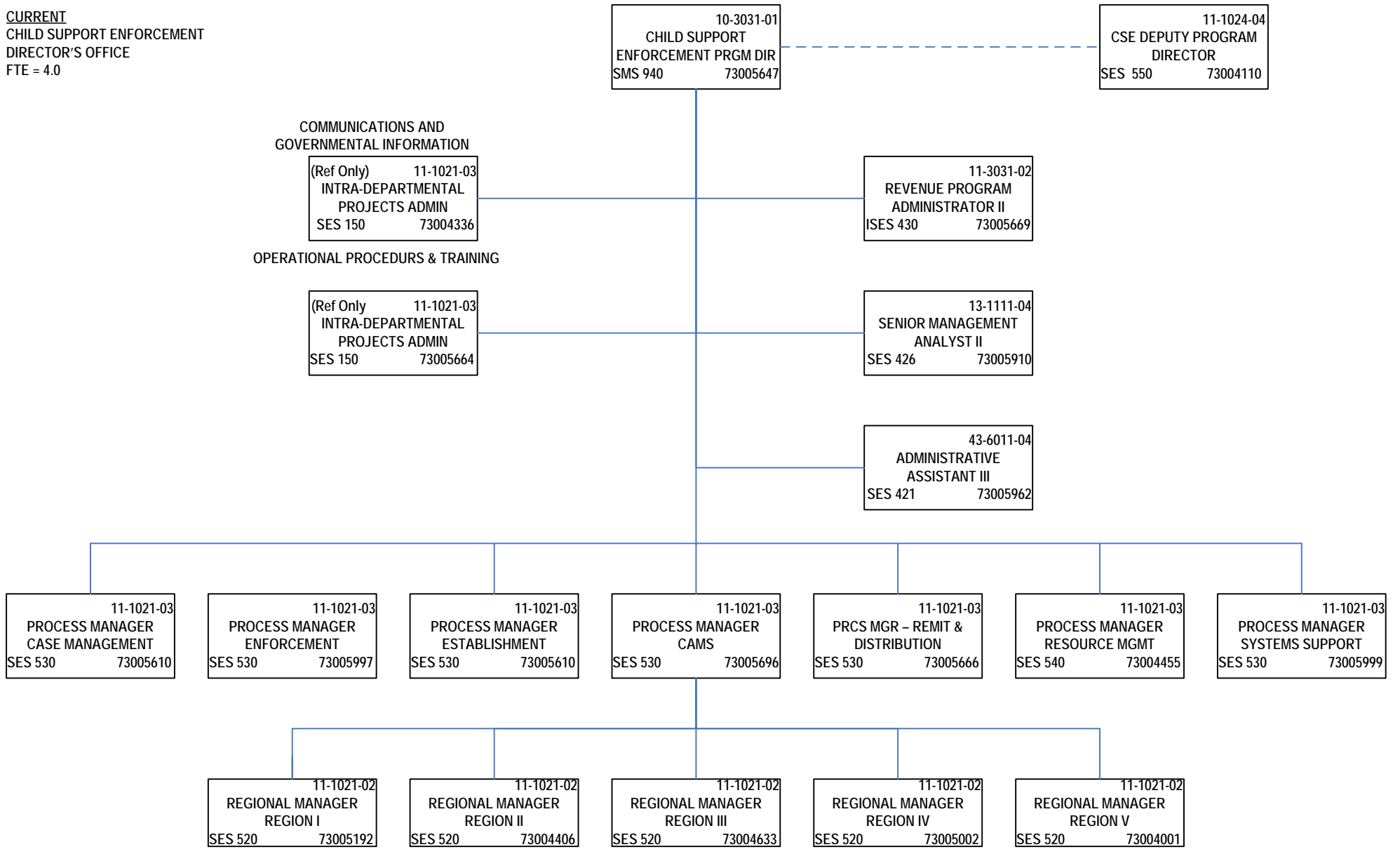
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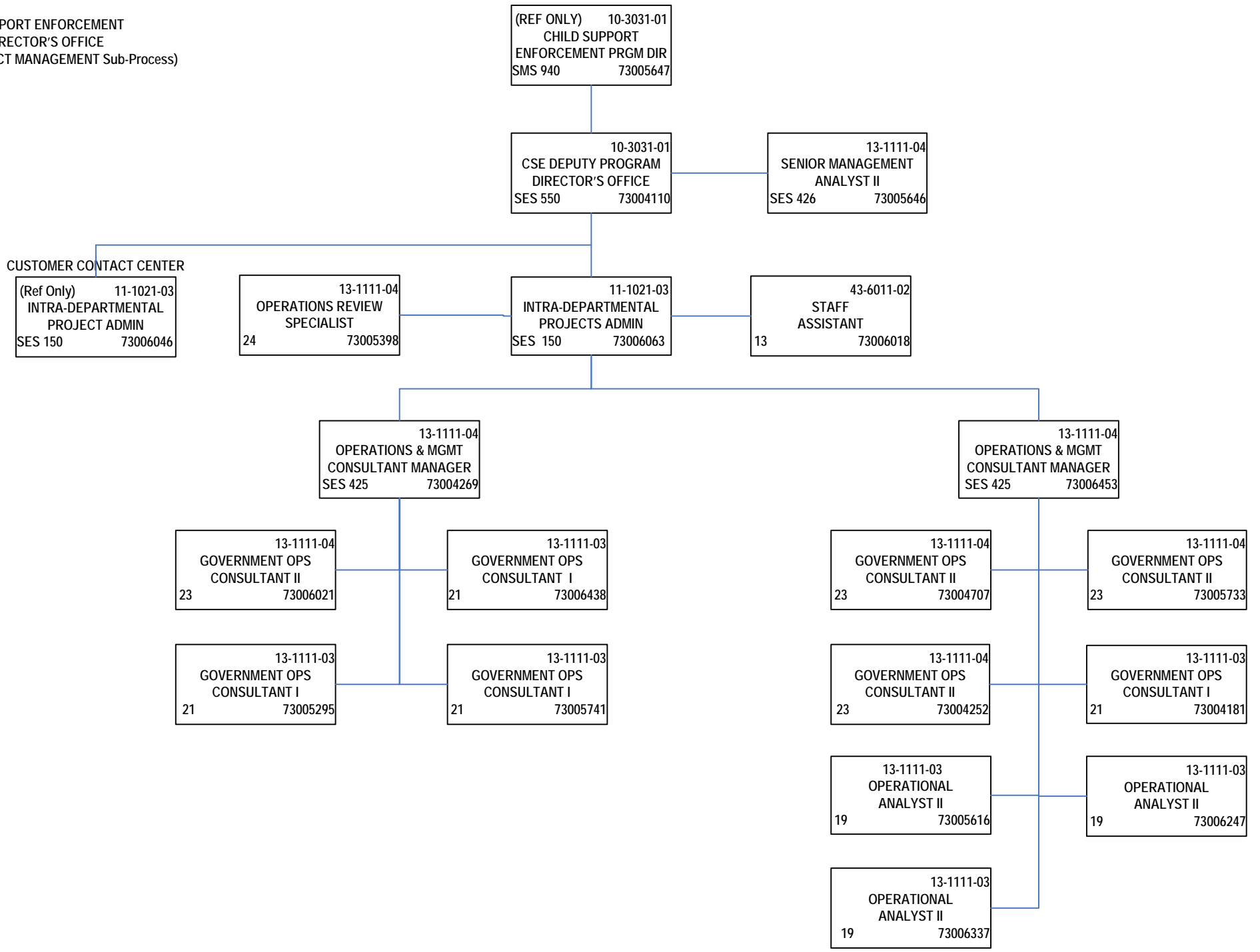
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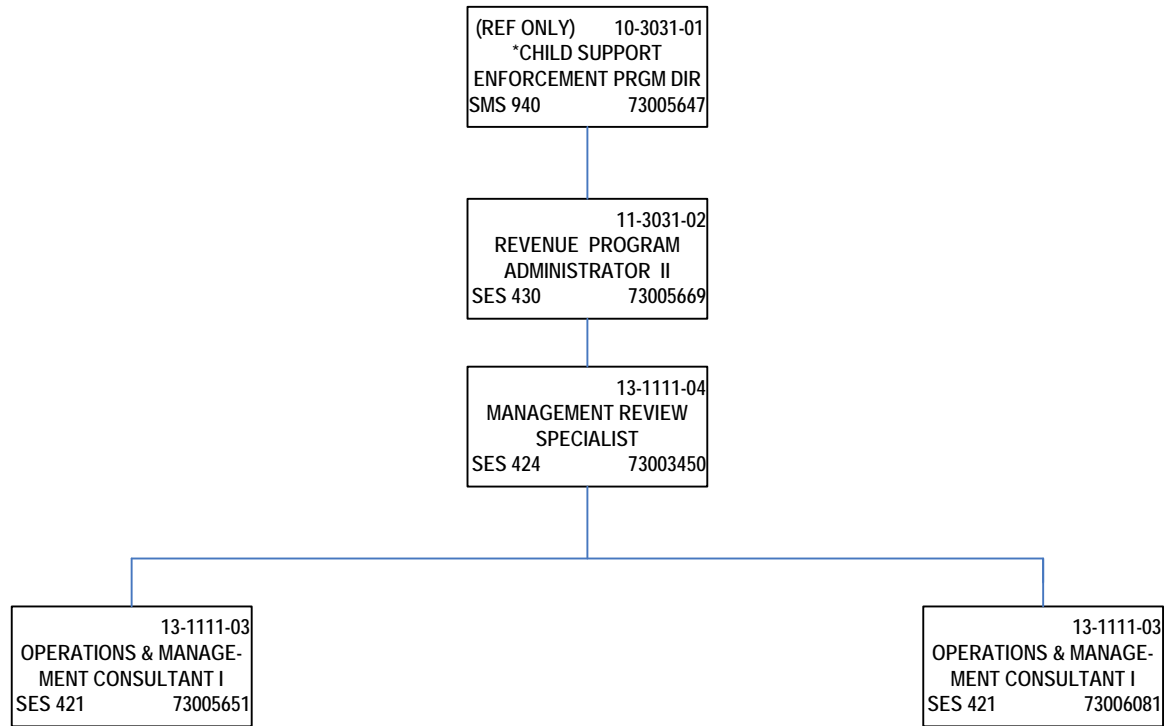
CURRENT
 CHILD SUPPORT ENFORCEMENT
 DIRECTOR'S OFFICE
 FTE = 4.0



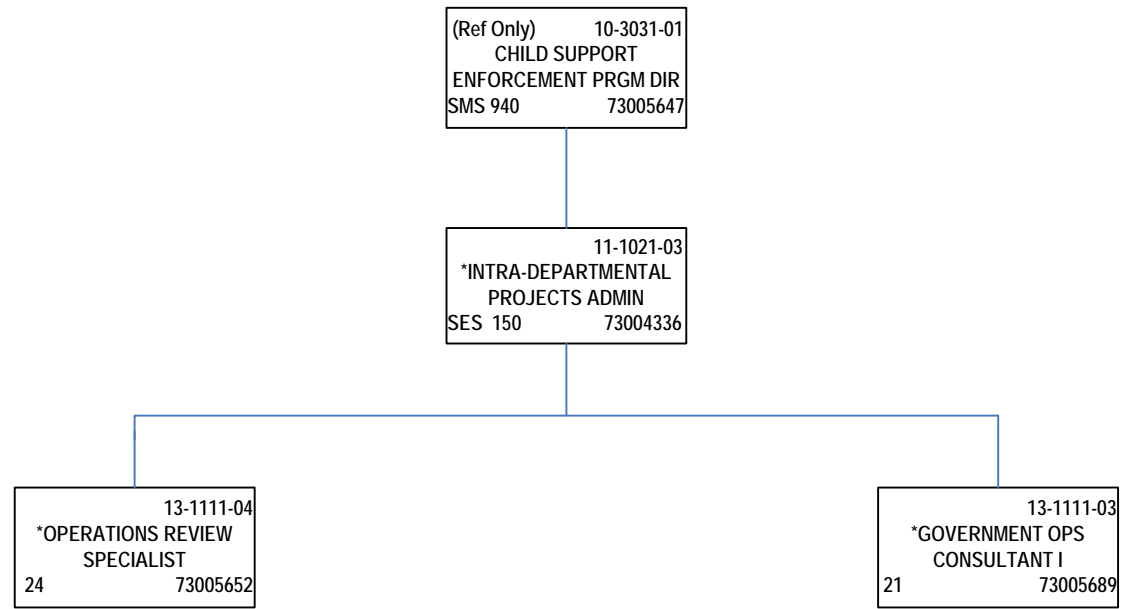
CURRENT
 CHILD SUPPORT ENFORCEMENT
 DEPUTY DIRECTOR'S OFFICE
 (CONTRACT MANAGEMENT Sub-Process)
 FTE = 18.0



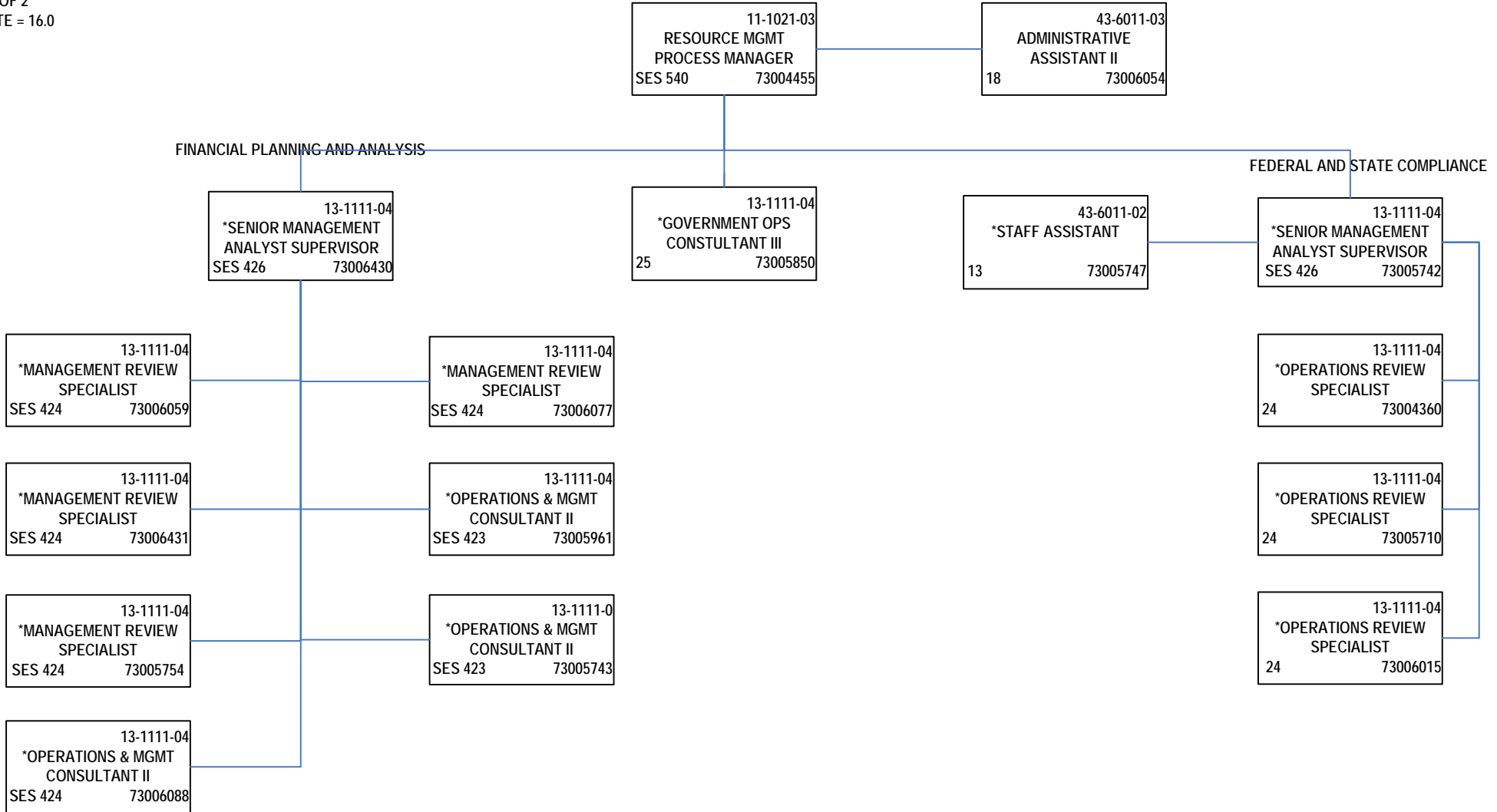
CURRENT
CHILD SUPPORT ENFORCEMENT
DIRECTOR'S OFFICE
HUMAN RESOURCES
FTE = 4.0



CURRENT
CHILD SUPPORT ENFORCEMENT
DIRECTOR'S OFFICE
INTRA-GOVERNMENT & COMMUNICATIONS
FTE = 3.0

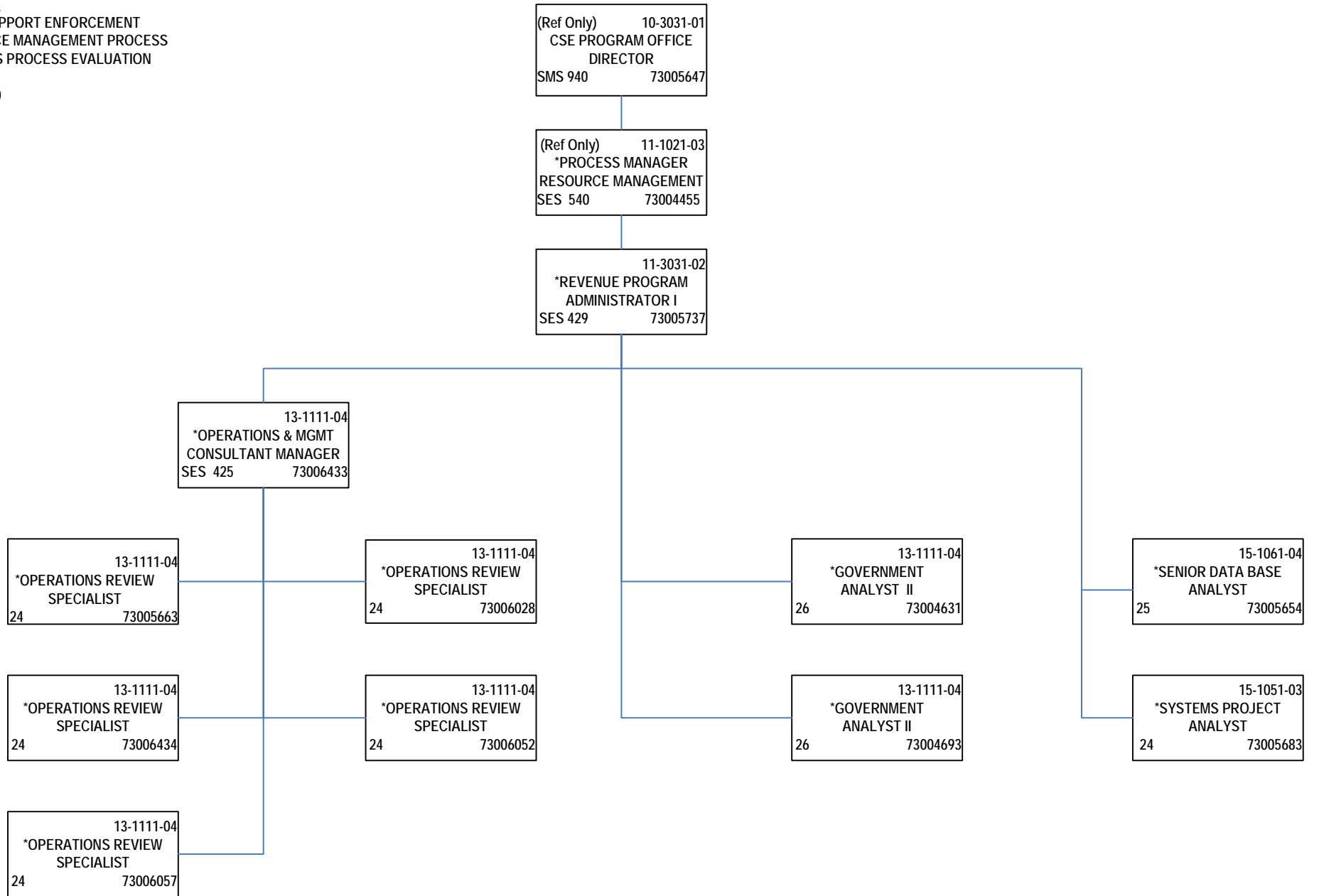


CURRENT
 CHILD SUPPORT ENFORCEMENT
 RESOURCE MANAGEMENT PROCESS
 FINANCIAL MANAGEMENT
 1 OF 2
 FTE = 16.0

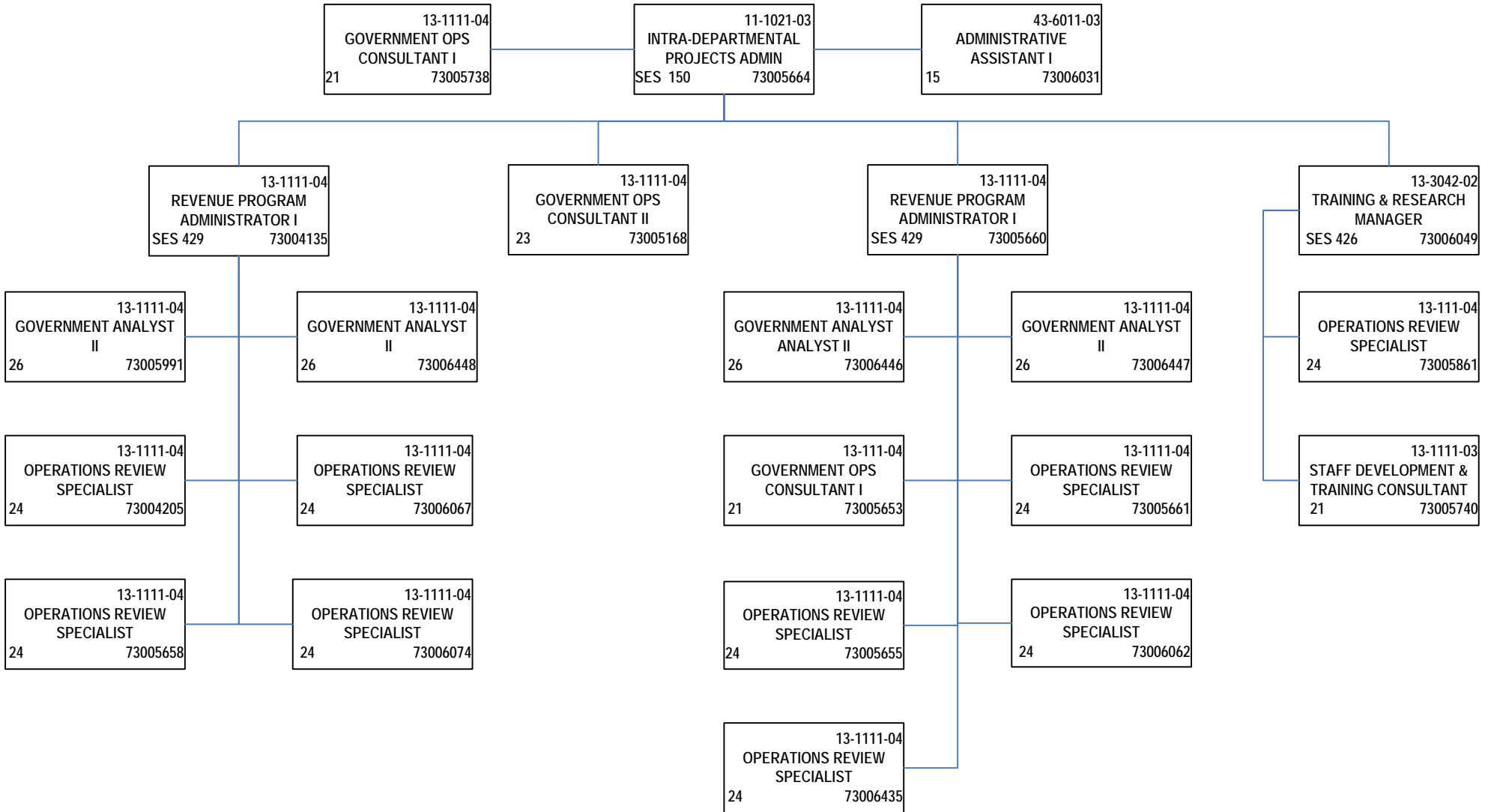


CURRENT

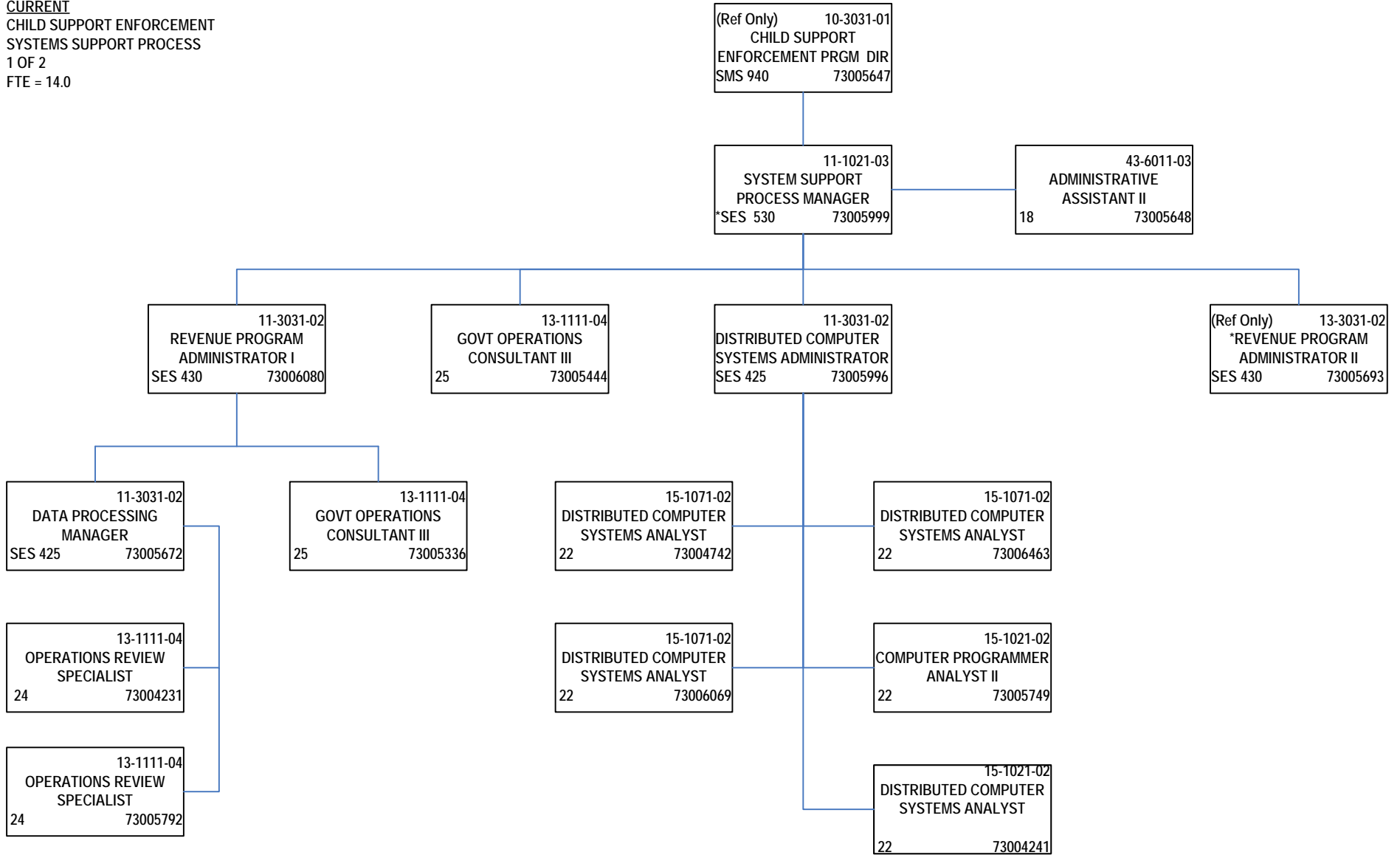
CHILD SUPPORT ENFORCEMENT
RESOURCE MANAGEMENT PROCESS
BUSINESS PROCESS EVALUATION
2 OF 2
FTE = 11.0



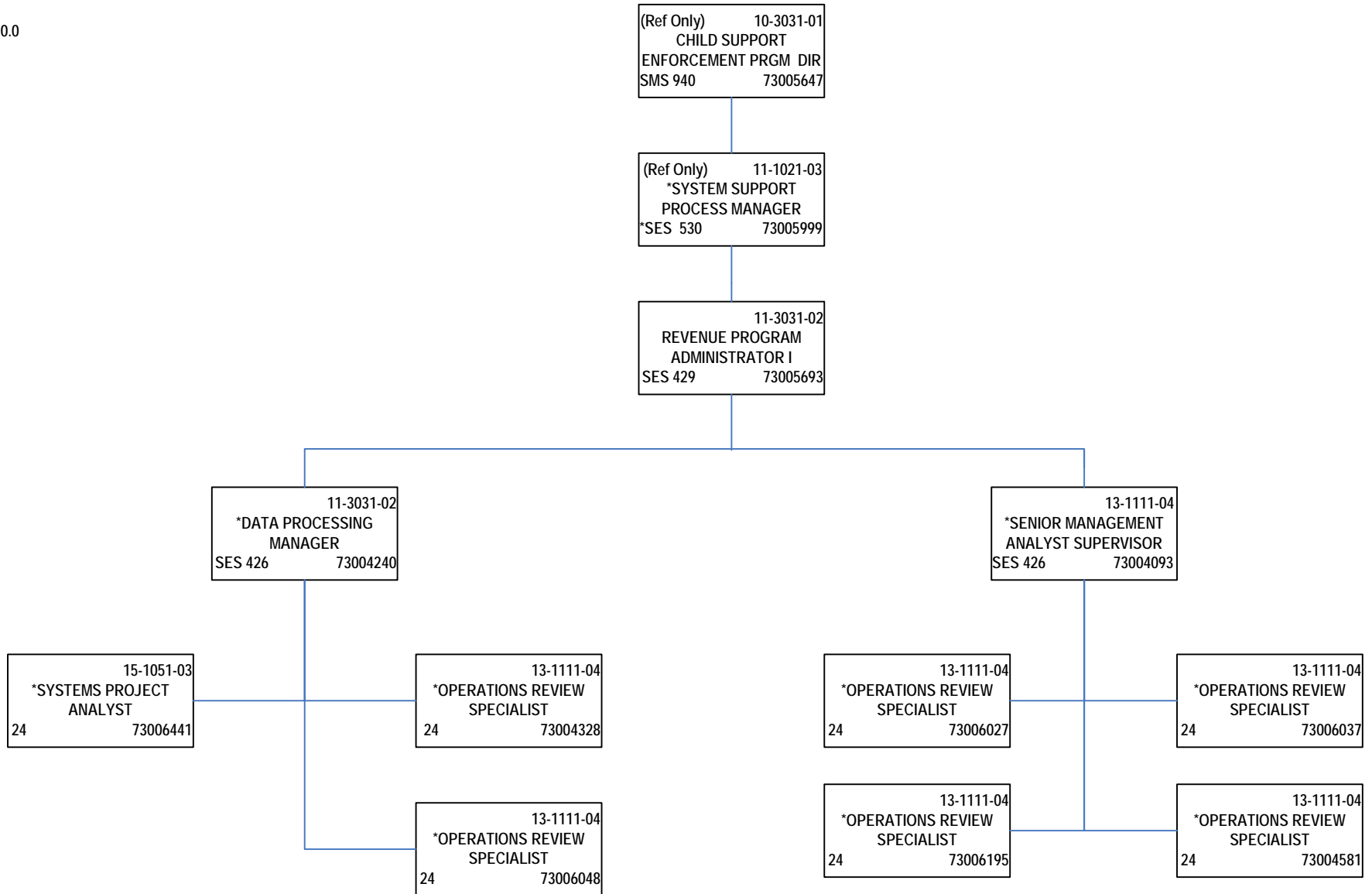
CURRENT
 CHILD SUPPORT ENFORCEMENT
 DIRECTOR'S OFFICE
 OPERATIONAL PROCEDURES, TRAINING & RULES
 FTE = 22



CURRENT
 CHILD SUPPORT ENFORCEMENT
 SYSTEMS SUPPORT PROCESS
 1 OF 2
 FTE = 14.0



CURRENT
CHILD SUPPORT ENFORCEMENT
SYSTEMS SUPPORT PROCESS
2 OF 2
FTE = 10.0



(Ref Only) 10-3031-01
 CHILD SUPPORT
 ENFORCEMENT PRGM DIR
 SMS 940 73005647

43-6011-04
 *PROCESS MANAGER
 ENFORCEMENT
 SES 530 73005997

43-6011-03
 *ADMINISTRATIVE
 ASSISTANT II
 18 73006078

BUSINESS PARTNER MAINTENANCE
 TEAM (BPMU)

(Ref Only) 11-3031-02
 *REVENUE
 ADMINISTRATOR II
 SES 422 73006098

43-6011-04
 *REVENUE PROGRAM
 ADMINISTRATOR II
 SES 430 73006033

11-3031-02
 *REVENUE PROGRAM
 ADMINISTRATOR I
 SES 429 73004053

11-3031-02
 *REVENUE
 ADMINISTRATOR II
 SES 422 73006459

11-3031-02
 *REVENUE
 ADMINISTRATOR II
 SES 422 73006003

15-1009-03
 *COMPUTER
 PROGRAMMER ANALYST II
 22 73006458

13-1111-04
 *GOVERNMENT ANALYST II
 26 73006454

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73006071

13-1111-03
 *REVENUE SPECIALIST
 III
 17 73006476

13-1111-03
 *REVENUE SPECIALIST
 III
 17 73006484

13-1111-03
 *REVENUE SPECIALIST
 II
 16 73005320

13-1111-03
 *REVENUE SPECIALIST
 II
 16 73005311

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73006235

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73006389

13-1111-03
 *REVENUE SPECIALIST
 II
 16 73006464

13-1111-03
 *REVENUE SPECIALIST
 II
 16 73004756

13-1111-03
 *REVENUE SPECIALIST
 II
 16 73006045

13-1111-03
 *REVENUE SPECIALIST
 II
 16 73006460

13-1111-03
 *REVENUE SPECIALIST
 II
 16 73005950

13-1111-03
 *REVENUE SPECIALIST
 II
 16 73005236

13-1111-03
 *REVENUE SPECIALIST
 II
 16 73005874

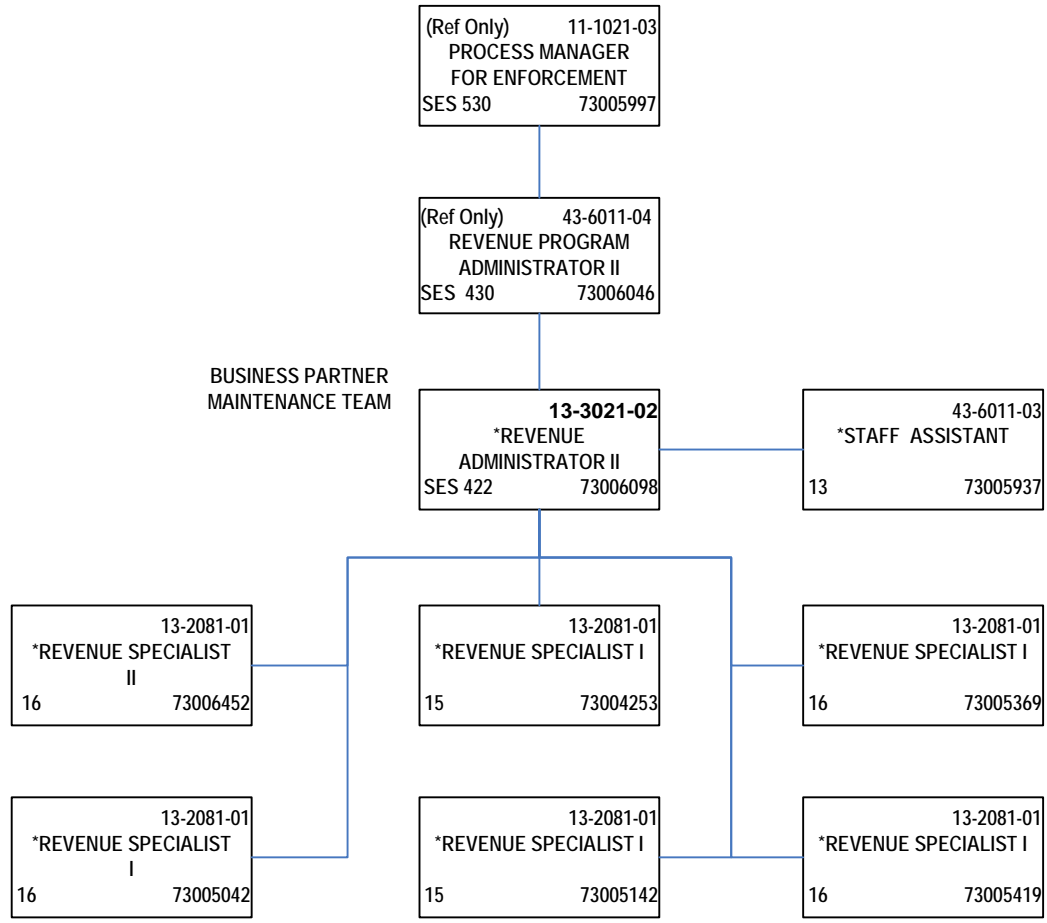
13-1111-03
 *REVENUE SPECIALIST
 II
 16 73006461

13-1111-03
 *REVENUE SPECIALIST
 I
 15 73005700

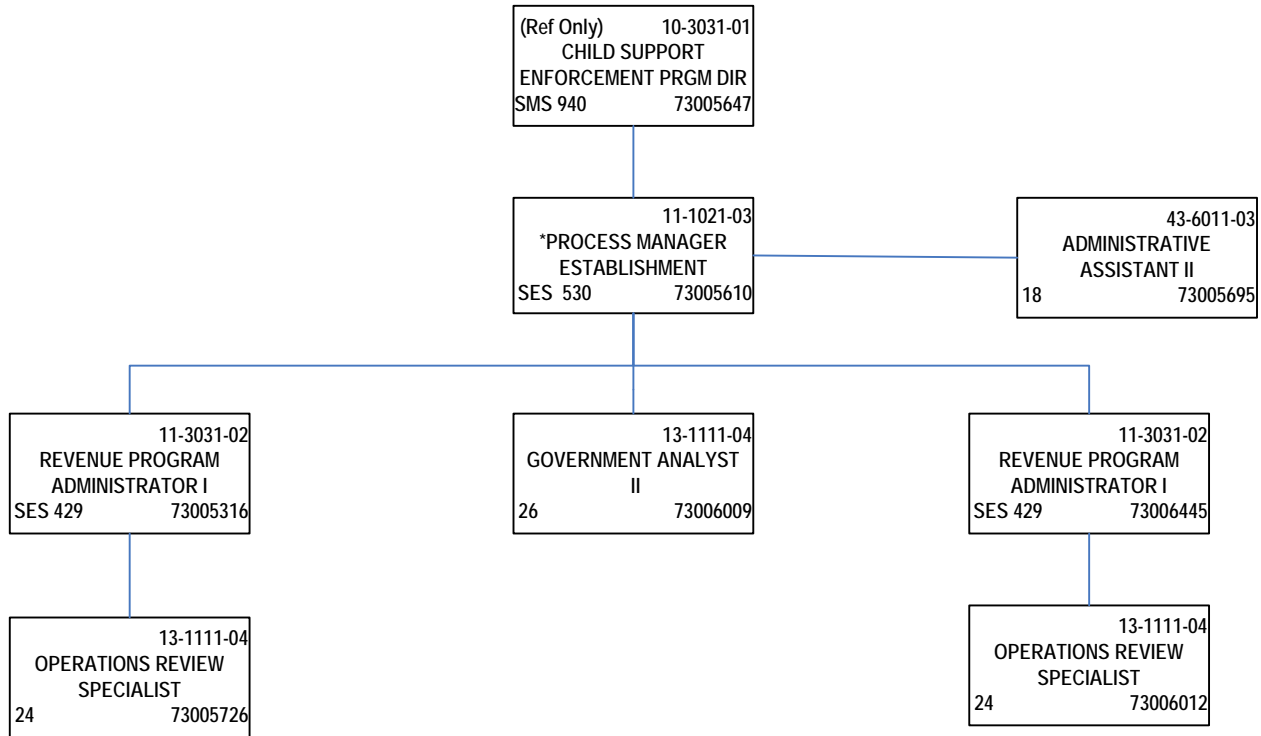
13-1111-03
 *REVENUE SPECIALIST
 II
 16 73006465

43-6011-02
 STAFF ASSISTANT
 13 73005650

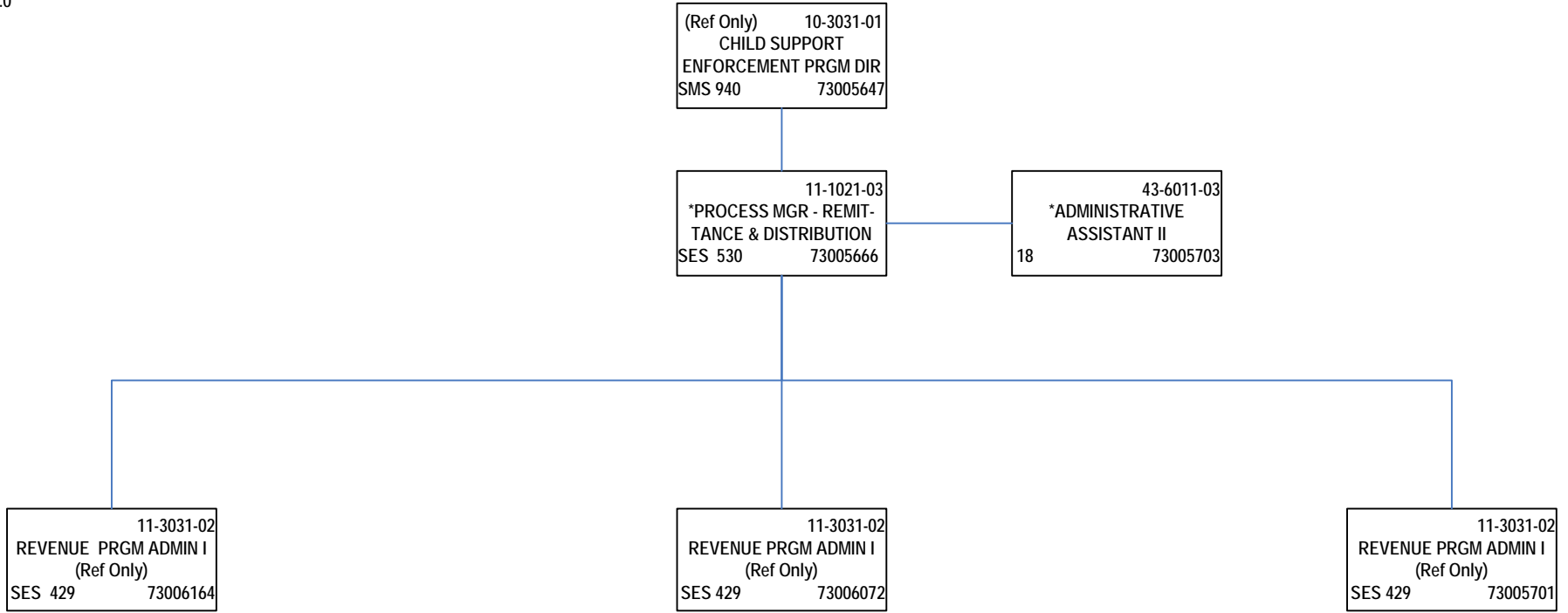
CURRENT
CHILD SUPPORT ENFORCEMENT
ENFORCEMENT PROCESS
BUSINESS PARTNER MAINTENANCE TEAM
2 OF 2
FTE = 8.0



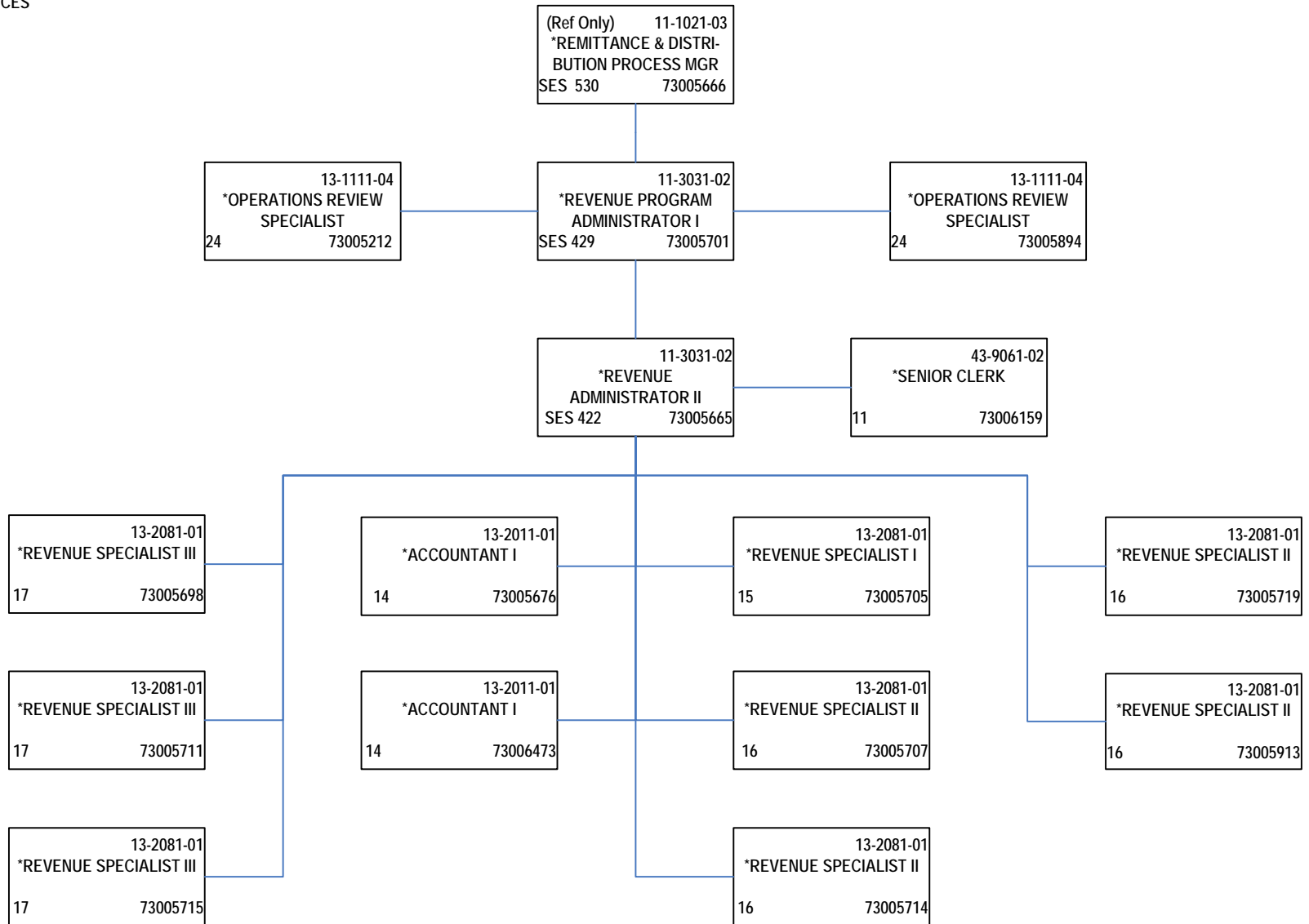
CURRENT
CHILD SUPPORT ENFORCEMENT
ESTABLISHMENT PROCESS
FTE = 7.0



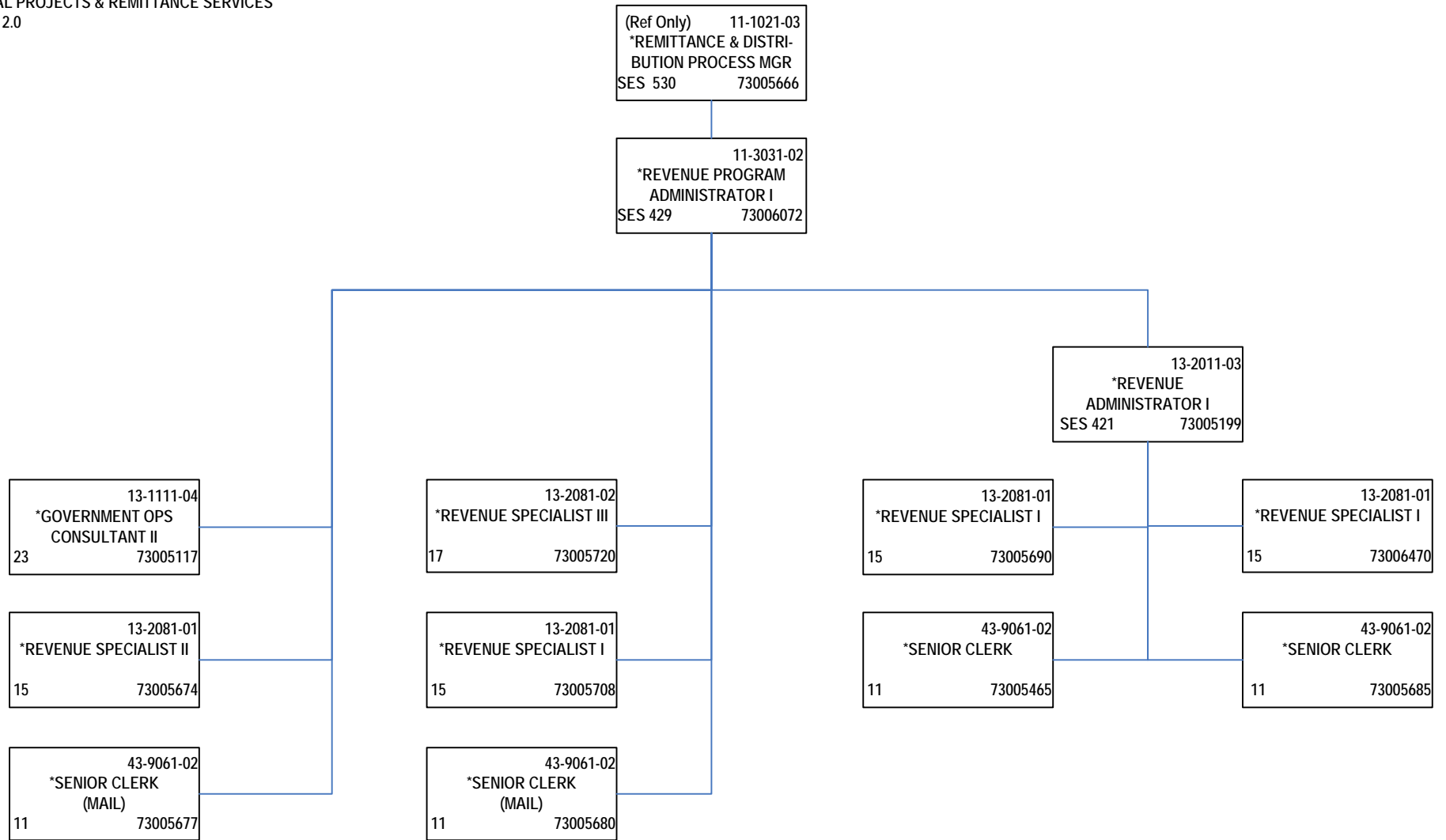
CURRENT
CHILD SUPPORT ENFORCEMENT
REMITTANCE AND DISTRIBUTION
PROCESS (ADMIN)
FTE = 2.0
1 of 4



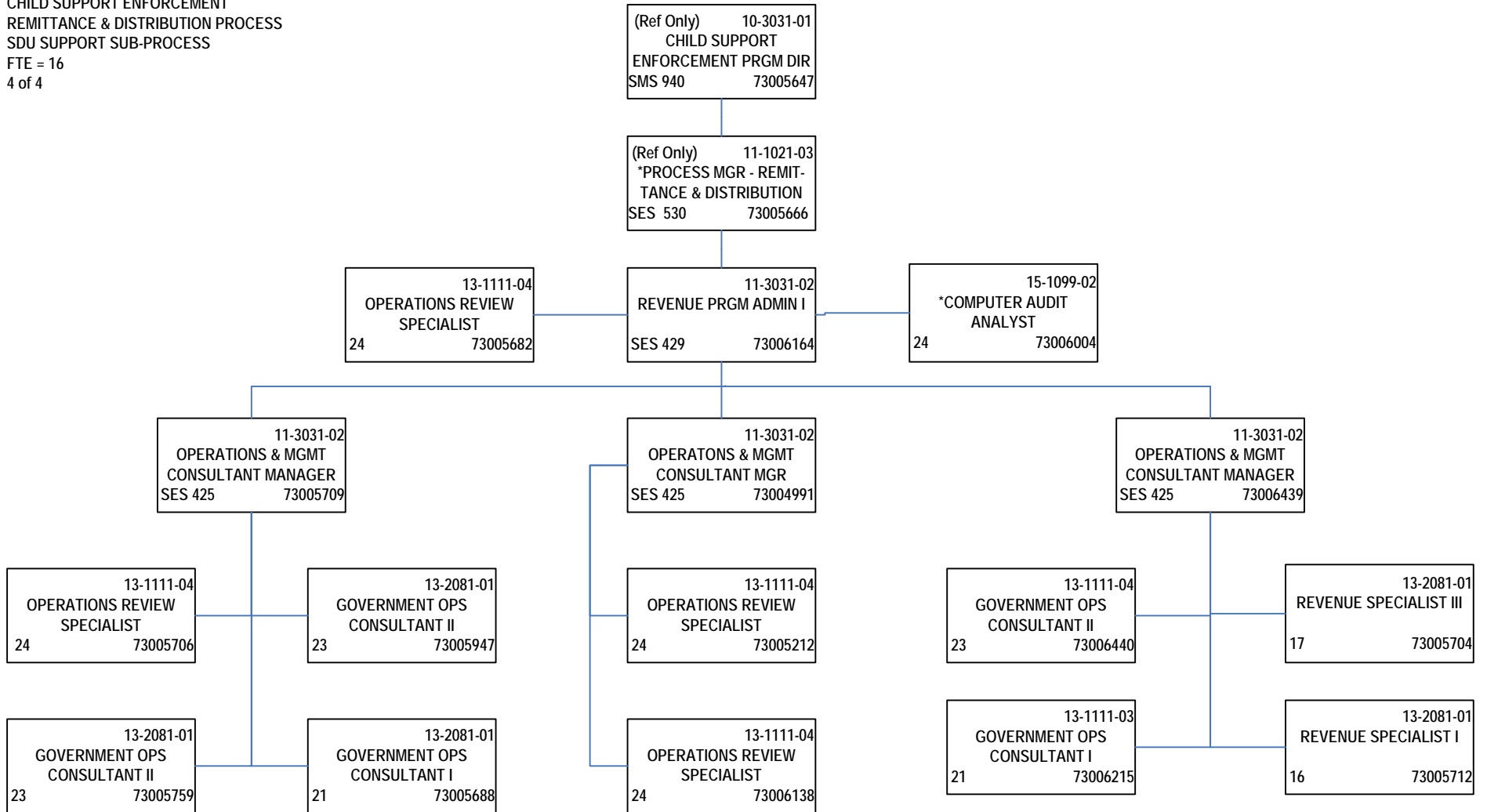
CURRENT
 CHILD SUPPORT ENFORCEMENT
 REMITTANCE & DISTRIBUTION PROCESS
 DISTRIBUTION SERVICES
 FTE = 15.0
 2 of 4



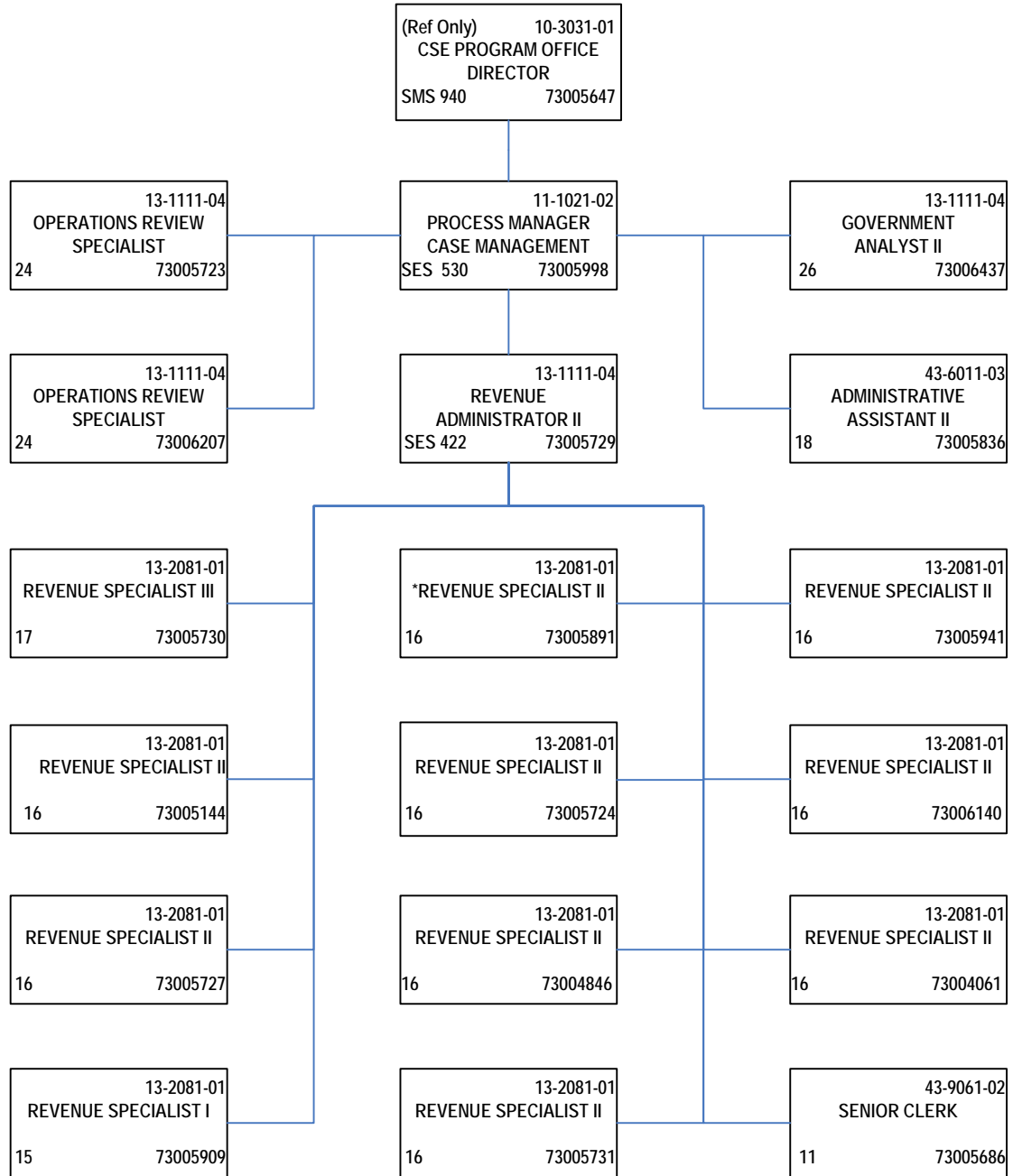
CURRENT
 CHILD SUPPORT ENFORCEMENT
 REMITTANCE & DISTRIBUTION PROCESS
 SPECIAL PROJECTS & REMITTANCE SERVICES
 FTE = 12.0
 3 of 4

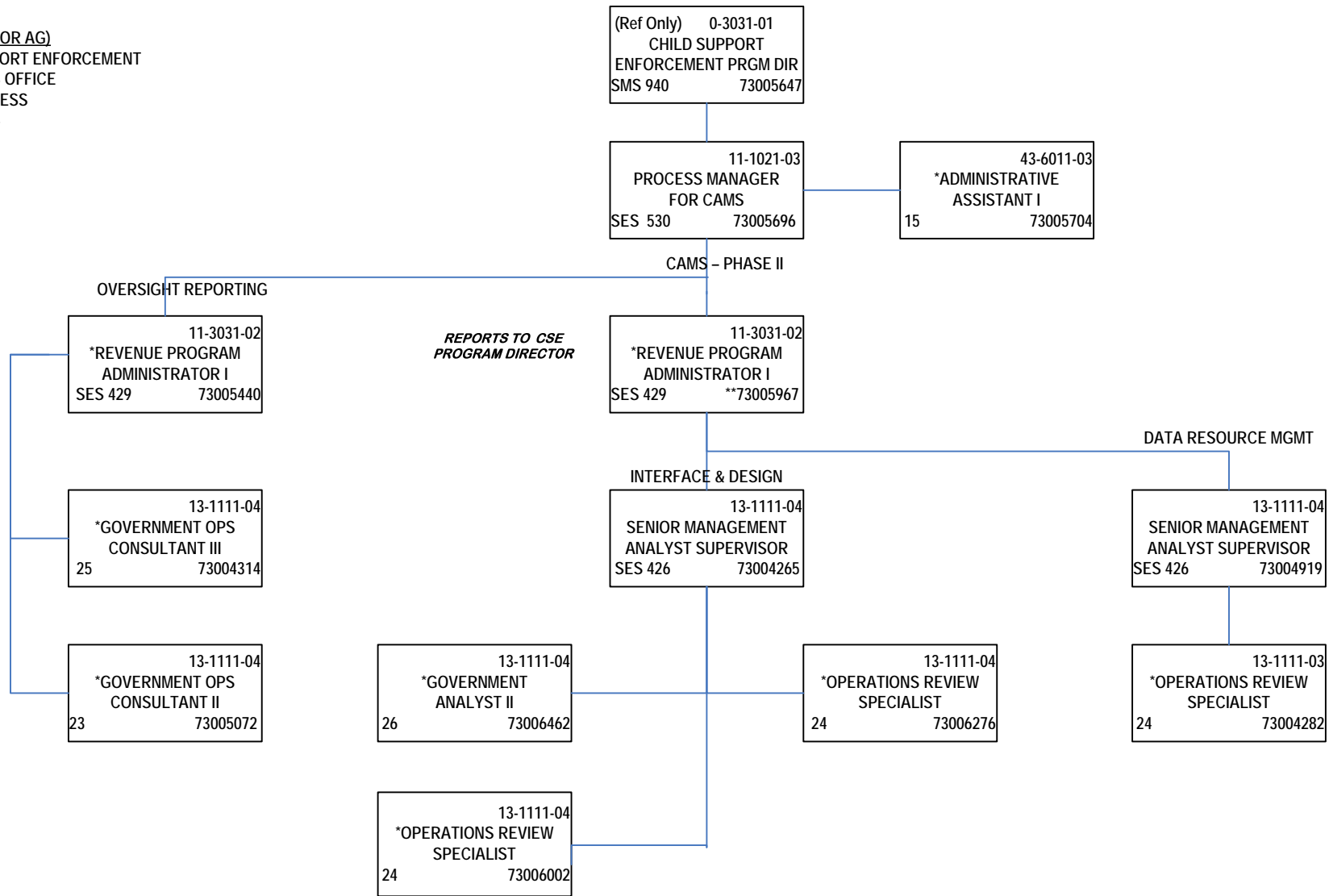


CURRENT
 CHILD SUPPORT ENFORCEMENT
 REMITTANCE & DISTRIBUTION PROCESS
 SDU SUPPORT SUB-PROCESS
 FTE = 16
 4 of 4



CURRENT
 CHILD SUPPORT ENFORCEMENT
 CASE MANAGEMENT PROCESS
 (CENTRAL REGISTRY)
 FTE = 18.0





(Ref Only) 0-3031-01
 CHILD SUPPORT
 ENFORCEMENT PRGM DIR
 SMS 940 73005647

(Ref Only) 11-1021-03
 *PROCESS MANAGER
 FOR CAMS
 SES 530 73005696

WORKFORCE TRANSITION

11-3031-02
 *REVENUE PROGRAM
 ADMINISTRATOR II
 SES 430 73004208

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73004643

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73005261

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73005873

13-1111-04
 *GOVERNMENT OPS
 CONSULTANT II
 23 73006216

13-1111-03
 *GOVERNMENT OPS
 CONSULTANT I
 21 73006483

CAMS DESIGN & SUPPORT

11-3031-02
 *REVENUE PROGRAM
 ADMINISTRATOR I
 SES 429 73006007

13-1111-04
 SENIOR MANAGEMENT
 ANALYST SUPERVISOR
 SES 426 73005575

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73005446

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73005699

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73006055

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73004821

13-1111-04
 SENIOR MANAGEMENT
 ANALYST SUPERVISOR
 SES 426 73006196

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73004321

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73004434

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73005668

13-1111-04
 *OPERATIONS REVIEW
 SPECIALIST
 24 73005784

(Ref Only) 11-3031-02
 *REVENUE PROGRAM
 ADMINISTRATOR I
 SES 429 73005976

CONFIGURATION MGMT

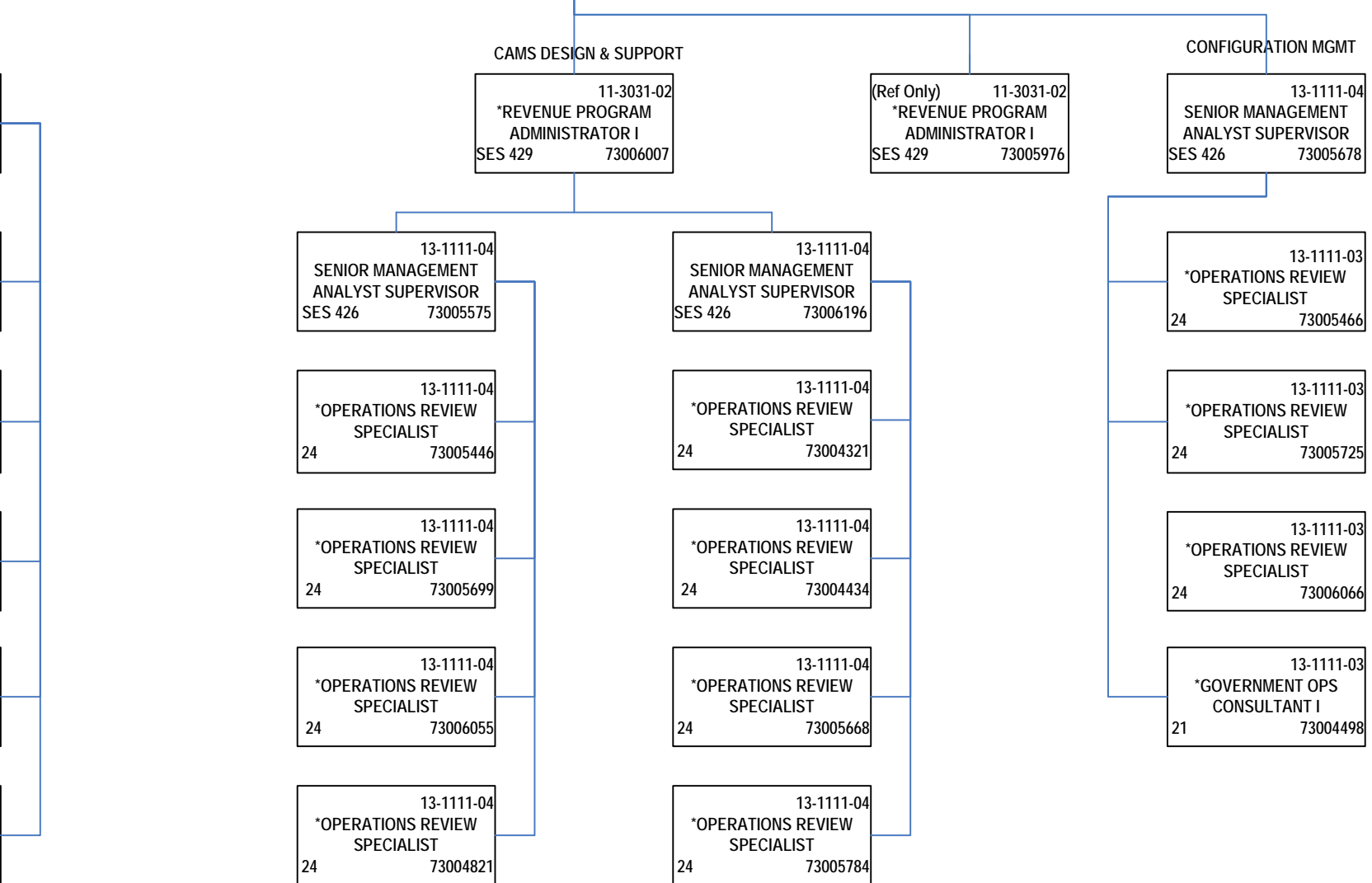
13-1111-04
 SENIOR MANAGEMENT
 ANALYST SUPERVISOR
 SES 426 73005678

13-1111-03
 *OPERATIONS REVIEW
 SPECIALIST
 24 73005466

13-1111-03
 *OPERATIONS REVIEW
 SPECIALIST
 24 73005725

13-1111-03
 *OPERATIONS REVIEW
 SPECIALIST
 24 73006066

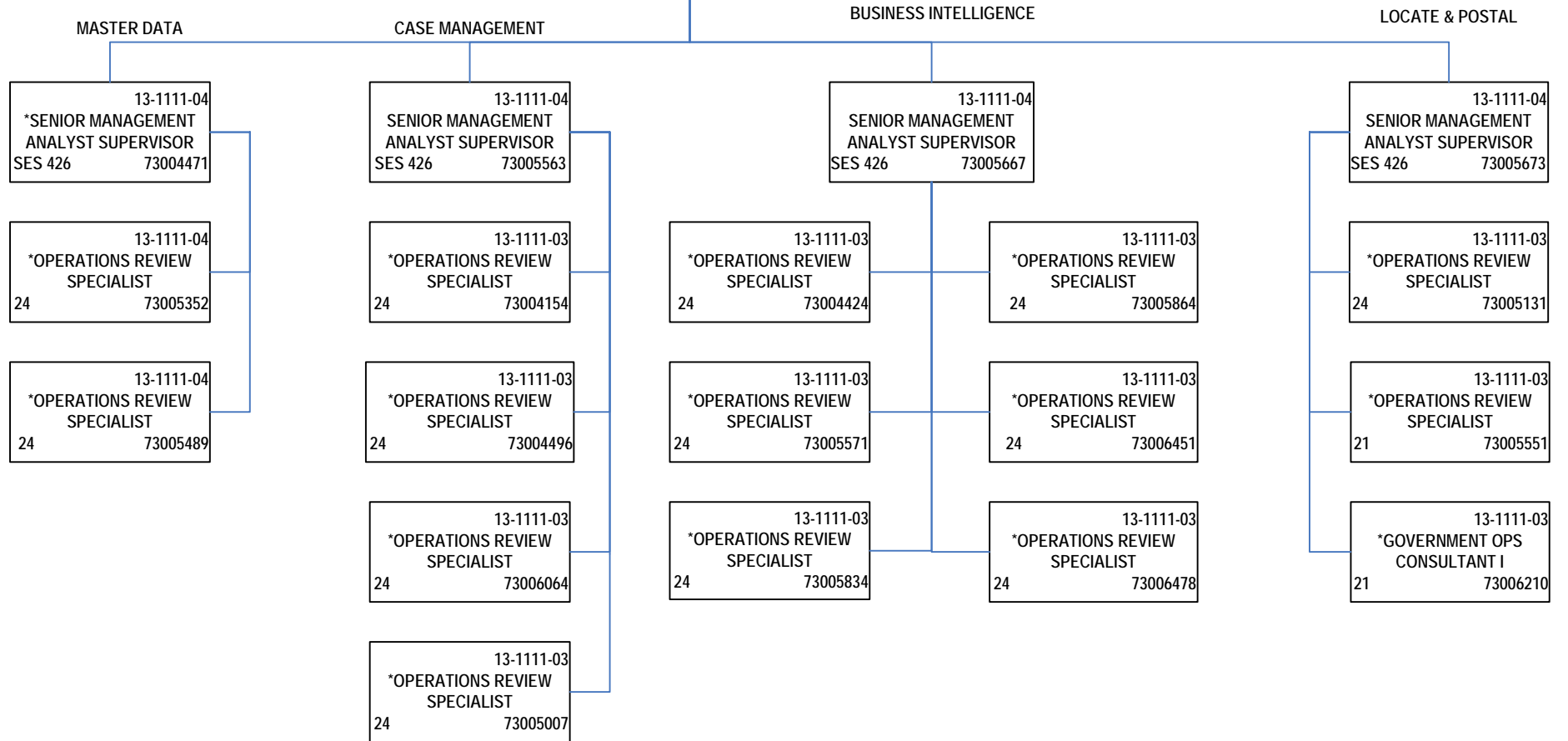
13-1111-03
 *GOVERNMENT OPS
 CONSULTANT I
 21 73004498



(Ref Only) 0-3031-01
 CHILD SUPPORT
 ENFORCEMENT PRGM DIR
 SMS 940 73005647

(Ref Only) 11-1021-03
 *PROCESS MANAGER
 FOR CAMS
 SES 530 73005696

11-3031-02
 *REVENUE PROGRAM
 ADMINISTRATOR I
 SES 429 73005976



CURRENT
 CHILD SUPPORT ENFORCEMENT
 DIRECTOR'S OFFICE
 CAMS - DEPLOYMENT & SUPPORT TEAM
 ((STAFF ON LOAN TO ISP)
 PAGE 4 OF 4
 FTE = 14.0

(Ref Only) 10-3031-01
 CHILD SUPPORT
 ENFORCEMENT PRGM DIR
 SMS 940 73005647

10-3031-01
 *INFORMATION SERVICES
 PROGRAM DIRECTOR
 SMS 940 73001032

(ON LOAN) 11-3031-02
 *REVENUE PROGRAM
 ADMINISTRATOR I
 SES 429 73005228

46-6011-02
 *ADMINISTRATIVE
 ASSISTANT I
 15 (ON LOAN) 73004820

15-1051-04
 *SYSTEMS PROJECT
 CONSULTANT
 25 (ON LOAN) 73005662

15-1081-03
 SYSTEMS PROGRAMMER
 II
 24 (ON LOAN) 73005113

15-1021-02
 COMPUTER PROGRAMMER
 ANALYST II
 22 (ON LOAN) 73005026

15-1041-01
 *OFFICE AUTOMATION
 SPECIALIST II
 17 (ON LOAN) 73004098

15-1099-01
 *EDP QUALITY CONTROL/
 SCHEDULING SPECIALIST
 17 (ON LOAN) 73004724

15-1081-04
 SYSTEMS PROGRAMMER
 III
 25 (ON LOAN) 73004674

15-1051-03
 *SYSTEMS PROJECT
 ANALYST
 24 (ON LOAN) 73005822

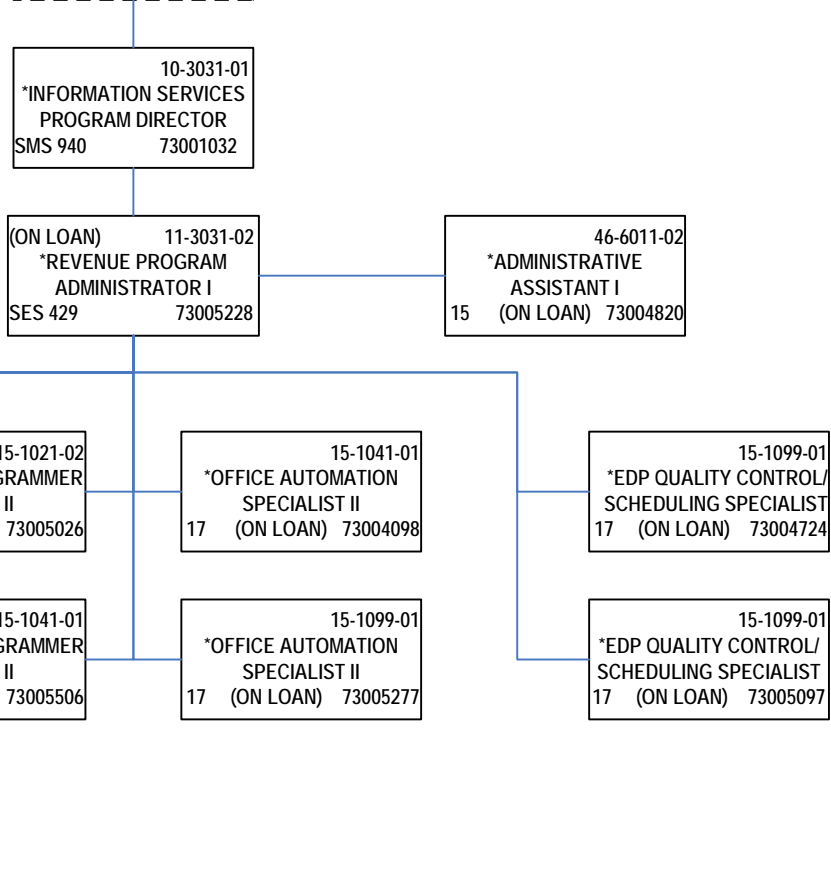
15-1041-01
 *COMPUTER PROGRAMMER
 ANALYST II
 22 (ON LOAN) 73005506

15-1099-01
 *OFFICE AUTOMATION
 SPECIALIST II
 17 (ON LOAN) 73005277

15-1099-01
 *EDP QUALITY CONTROL/
 SCHEDULING SPECIALIST
 17 (ON LOAN) 73005097

15-1081-04
 *SYSTEMS PROGRAMMER
 III
 25 (ON LOAN) 73006329

13-1111-03
 *OPERATIONS REVIEW
 SPECIALIST
 24 (ON LOAN) 73006082



CURRENT FOR AG
 CHILD SUPPORT ENFORCEMENT
 DEPUTY DIRECTOR'S OFFICE
 CUSTOMER CALL CENTER (ADMIN)
 1 OF 5
 FTE = 10.0

(Ref Only) 10-3031-01
 CSE DEPUTY PROGRAM
 DIRECTOR'S OFFICE
 SES 550 73004110

11-1021-03
 INTRA-DEPARTMENTAL
 PROJECTS ADMIN
 SES 150 73006046

11-3031-02
 REVENUE PROGRAM
 ADMINISTRATOR II
 SES 430 73004759

43-6011-03
 ADMINISTRATIVE
 ASSISTANT II
 18 73005586

11-1111-04
 SENIOR MANAGEMENT
 ANALYST SUPERVISOR
 SES 426 73006455

13-1111-03
 OPERATIONAL
 ANALYST II
 19 73004548

11-3042-02
 STAFF DEVELOPMENT
 & TRAINING CONSULTANT
 21 73004023

13-1073-03
 TRAINING CONSULTANT
 19 73004244

15-1071-02
 DISTRIBUTED COMPUTER
 SYSTEMS ANALYST
 22 73005238

13-1111-03
 OPERATIONAL
 ANALYST I
 17 73004040

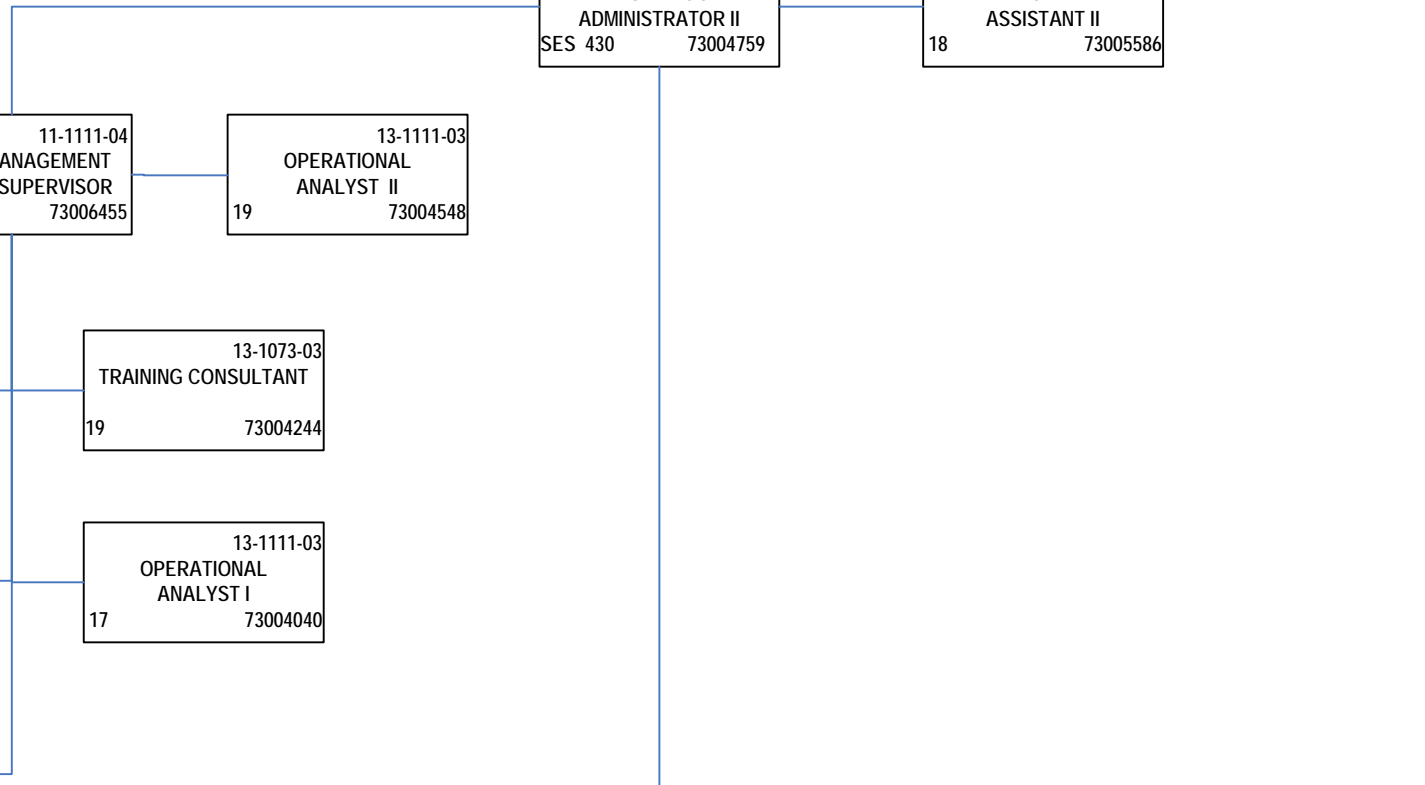
43-9061-02
 SENIOR CLERK
 11 73005986

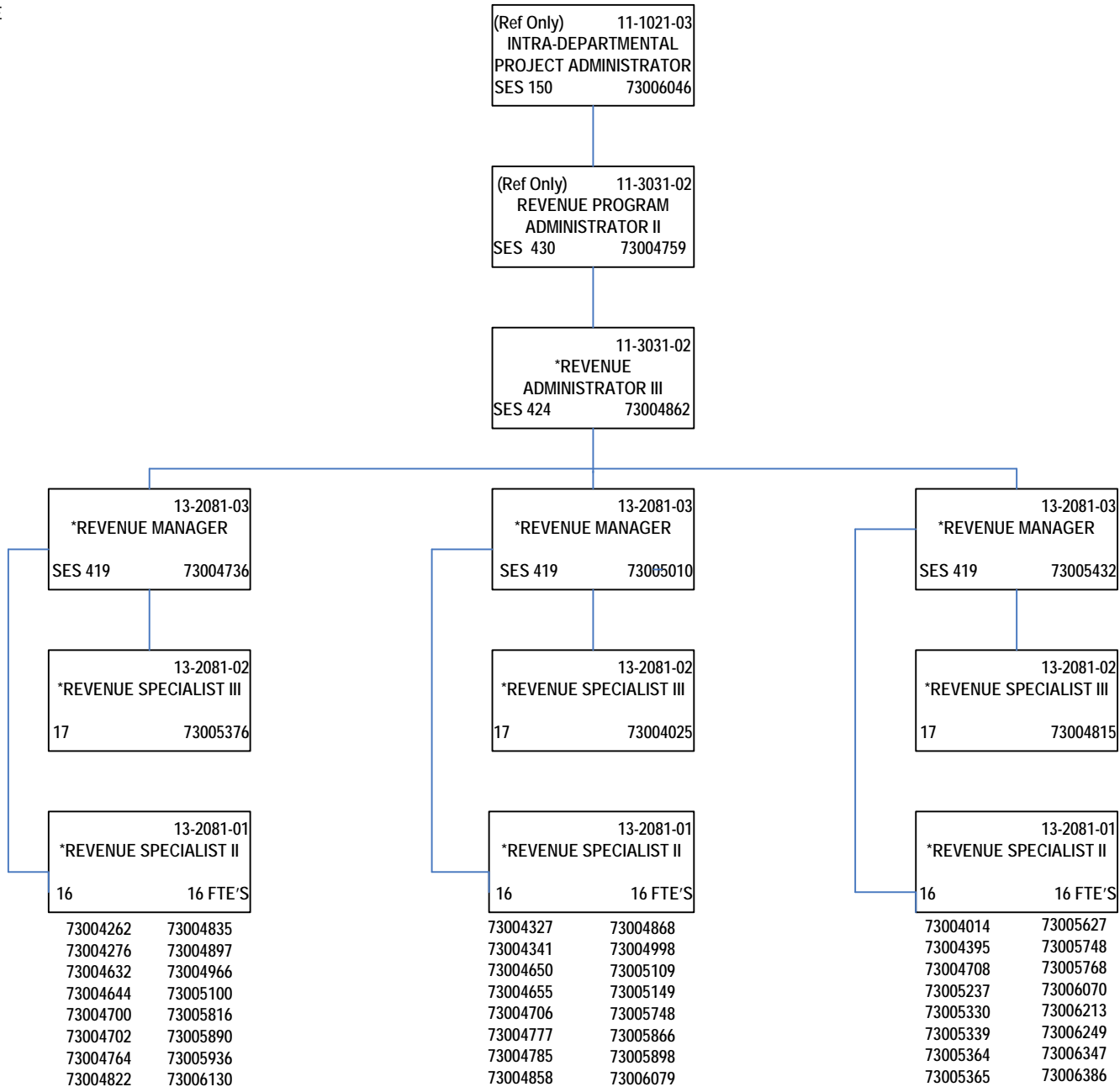
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 REVENUE
 ADMINISTRATOR III
 SES 424 73004862

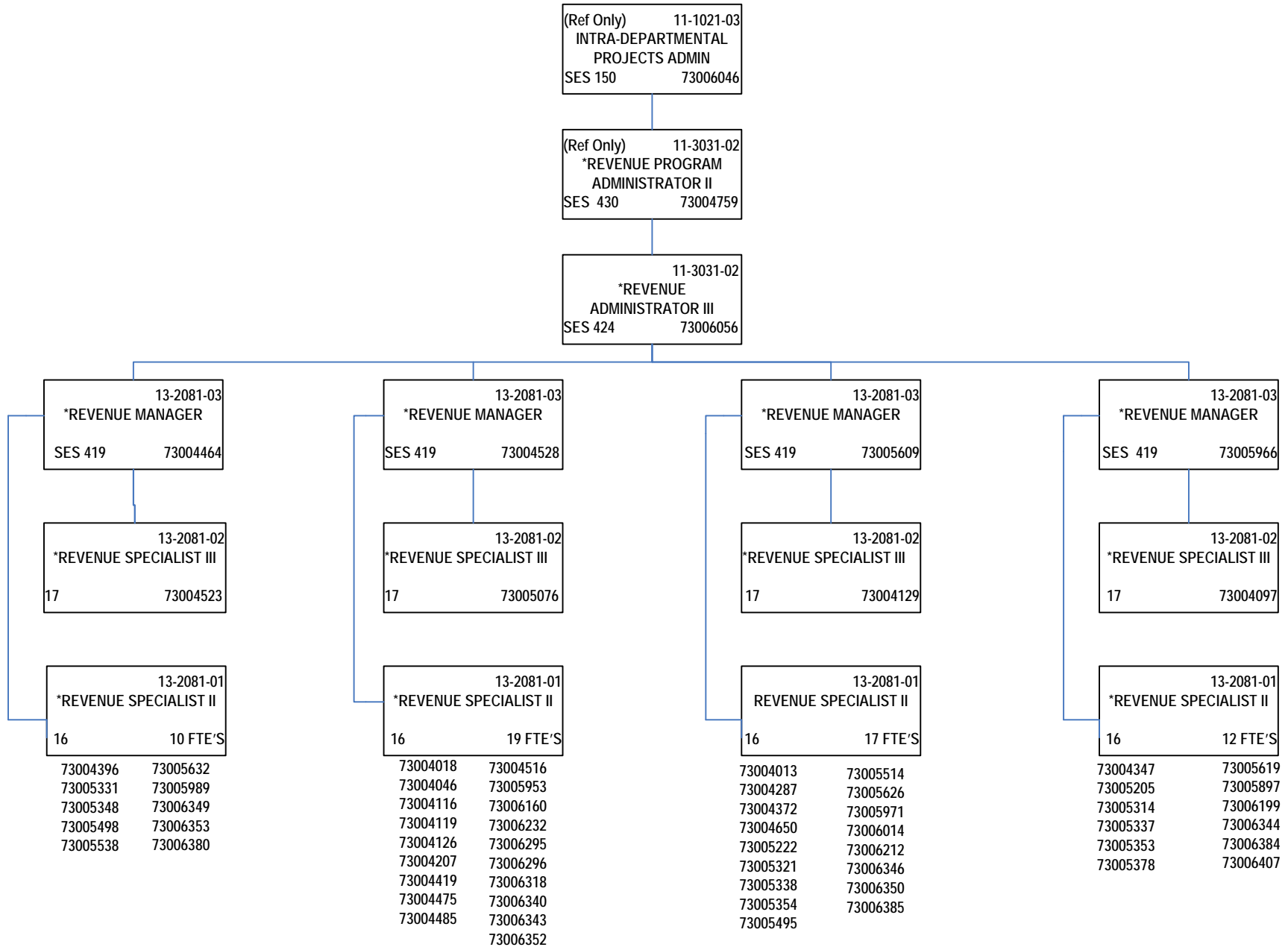
(Ref Only) 13-3031-02
 REVENUE
 ADMINISTRATOR III
 SES 424 73005860

(Ref Only) 13-3031-02
 REVENUE
 ADMINISTRATOR III
 SES 424 73006056

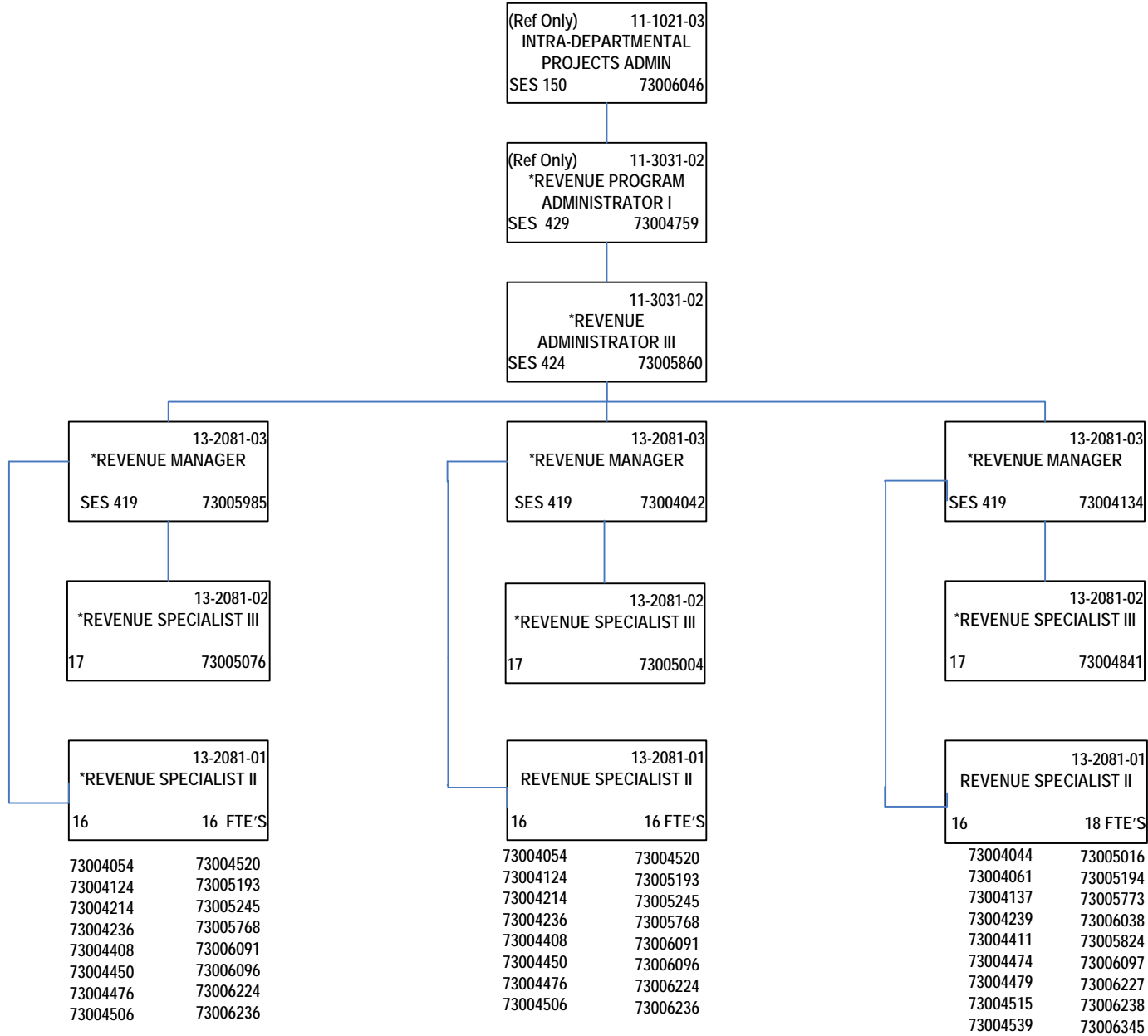
(Ref Only) 13-3031-02
 REVENUE
 ADMINISTRATOR II
 SES 422 73005697



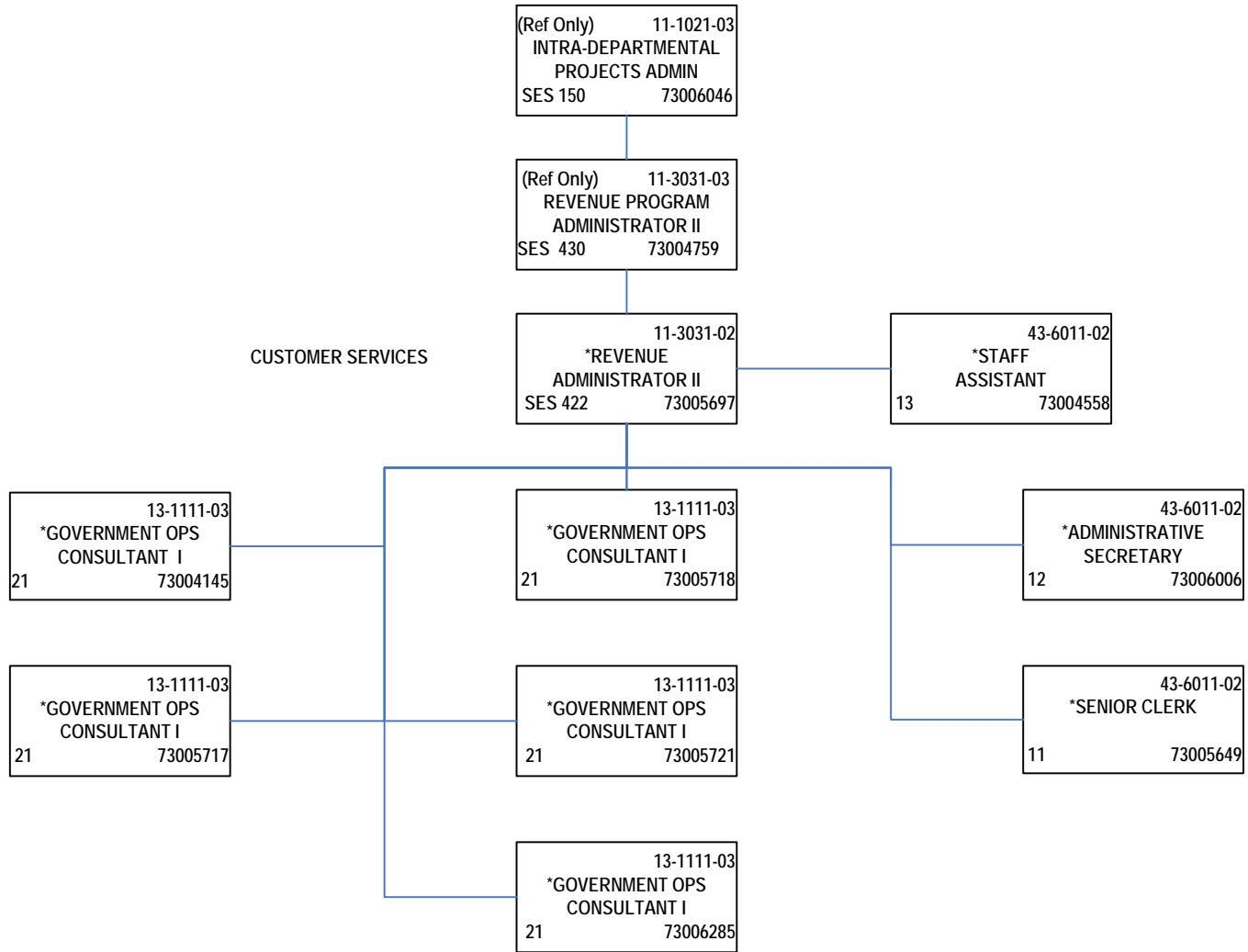




CURRENT
 CHILD SUPPORT ENFORCEMENT
 DEPUTY DIRECTOR'S OFFICE
 CUSTOMER CALL CENTER
 4 OF 5
 FTE = 57.0

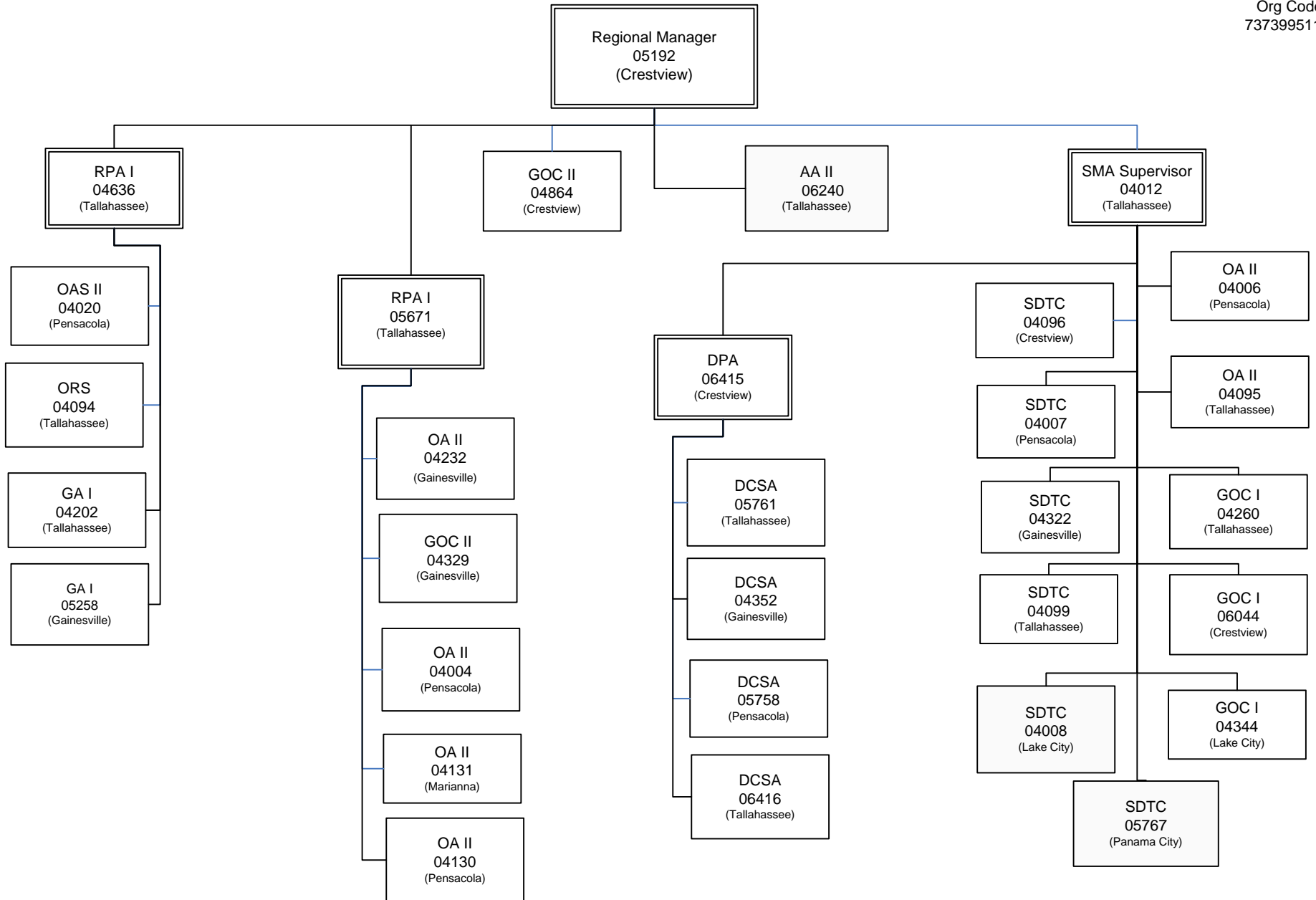


CURRENT
 CHILD SUPPORT ENFORCEMENT
 DEPUTY DIRECTOR'S OFFICE
 CUSTOMER CALL CENTER
 CUSTOMER SERVICES (5 of 5)
 FTE = 9.0

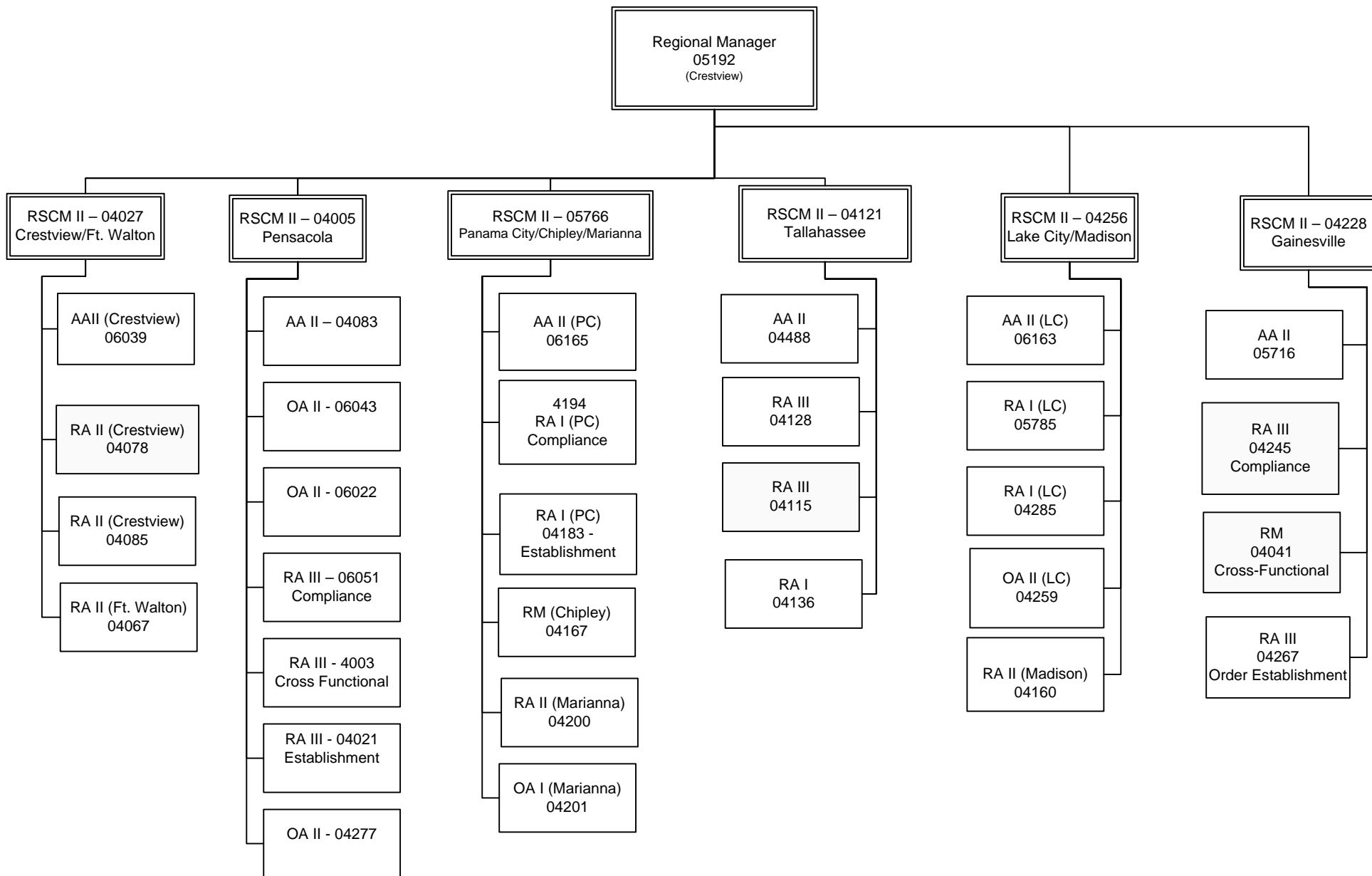


Child Support Enforcement Region 1 - Administration

Org Code:
73739951153

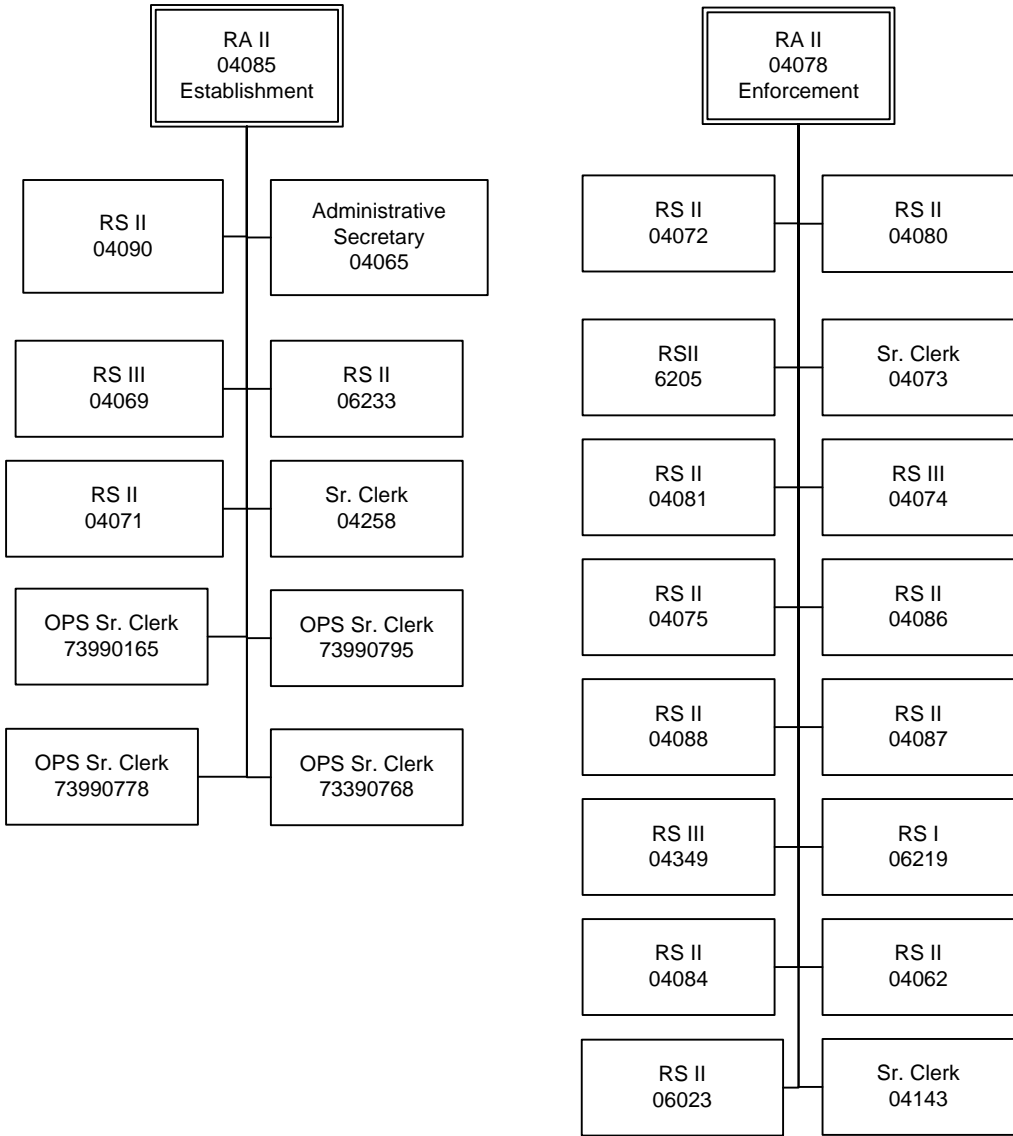


Region 1 - Service Centers



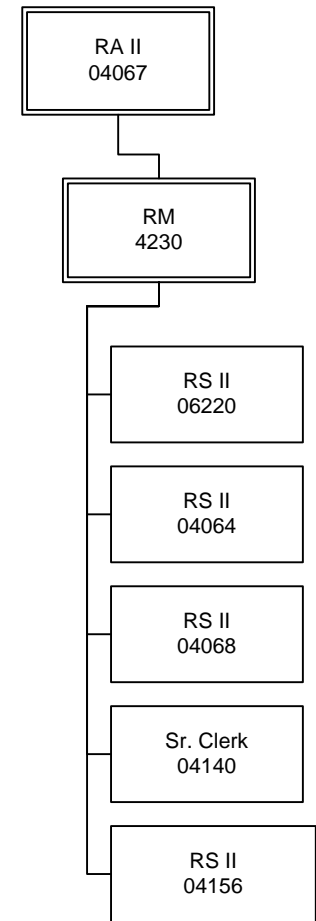
Crestview/Ft. Walton Service Centers

Crestview



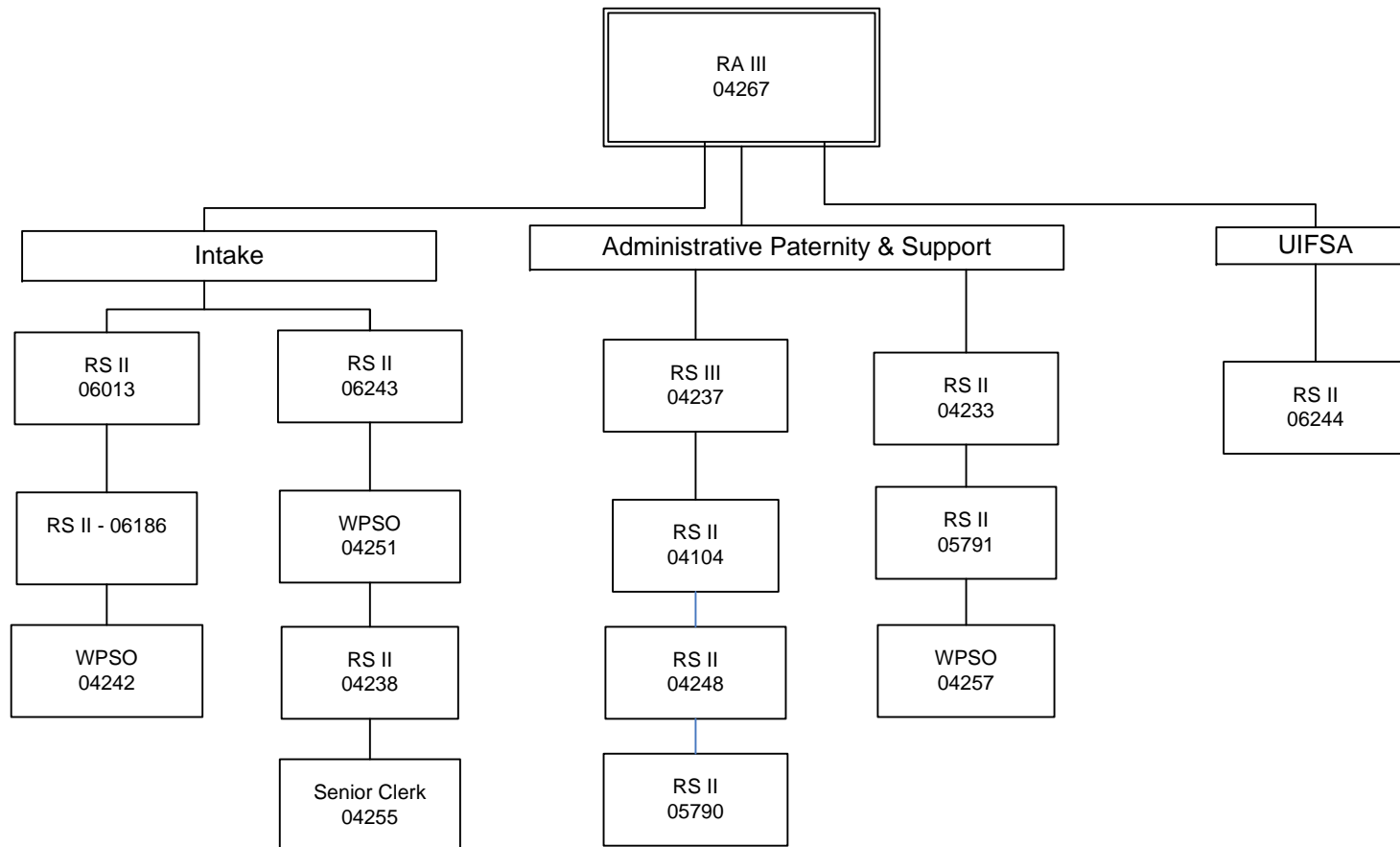
Org Code:
73739951011
73749951011
73719951611

Ft. Walton



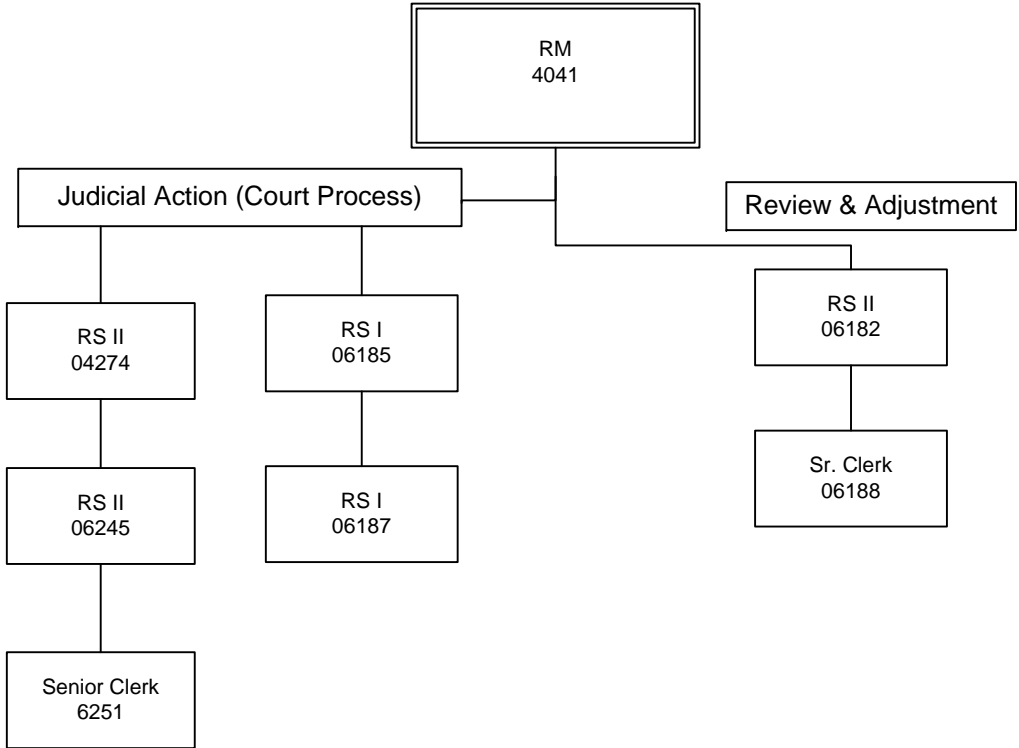
Org Code:
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Gainesville Service Center Order Establishment Process

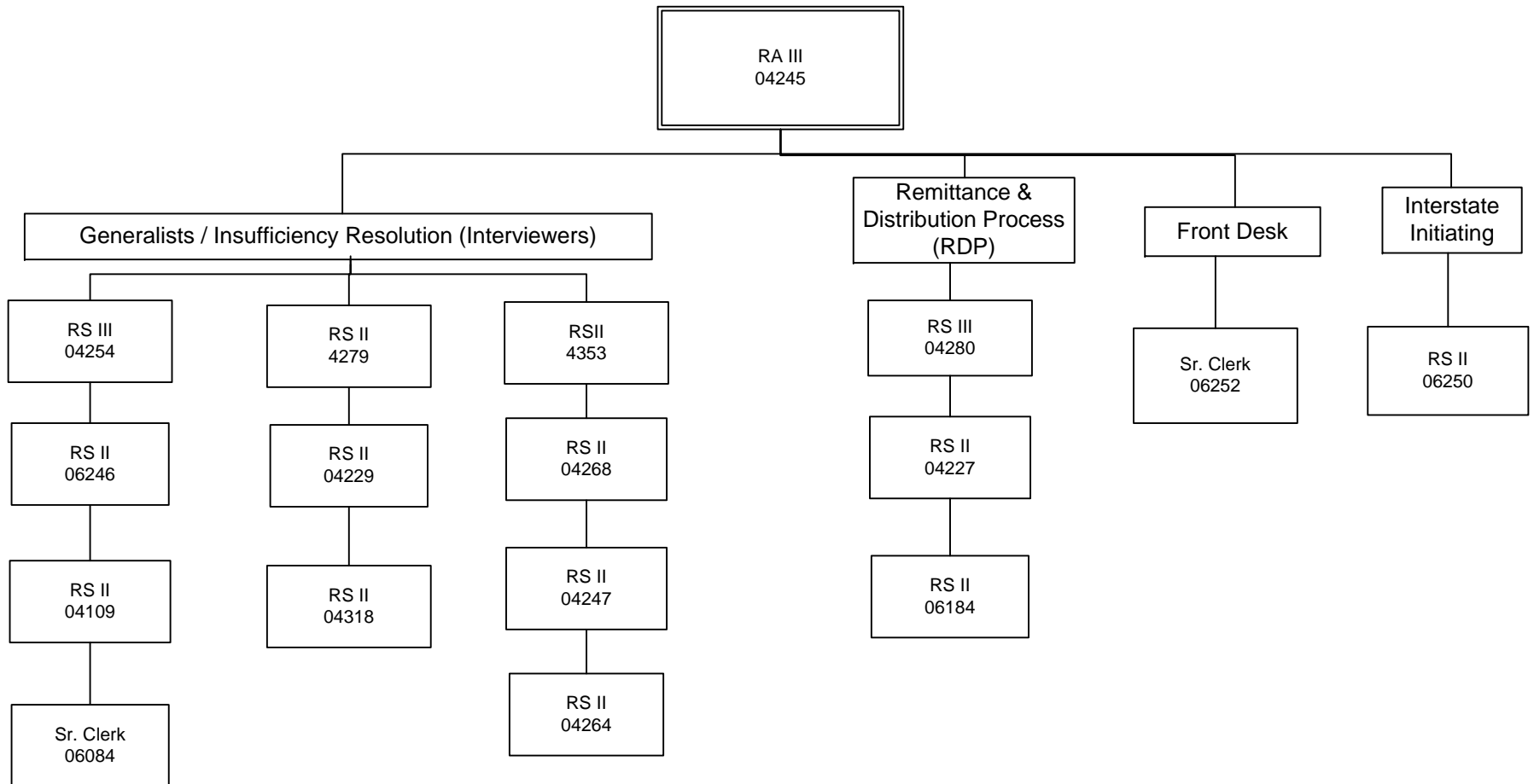


Org Code:
73719951016

Gainesville Service Center Order Establishment Process

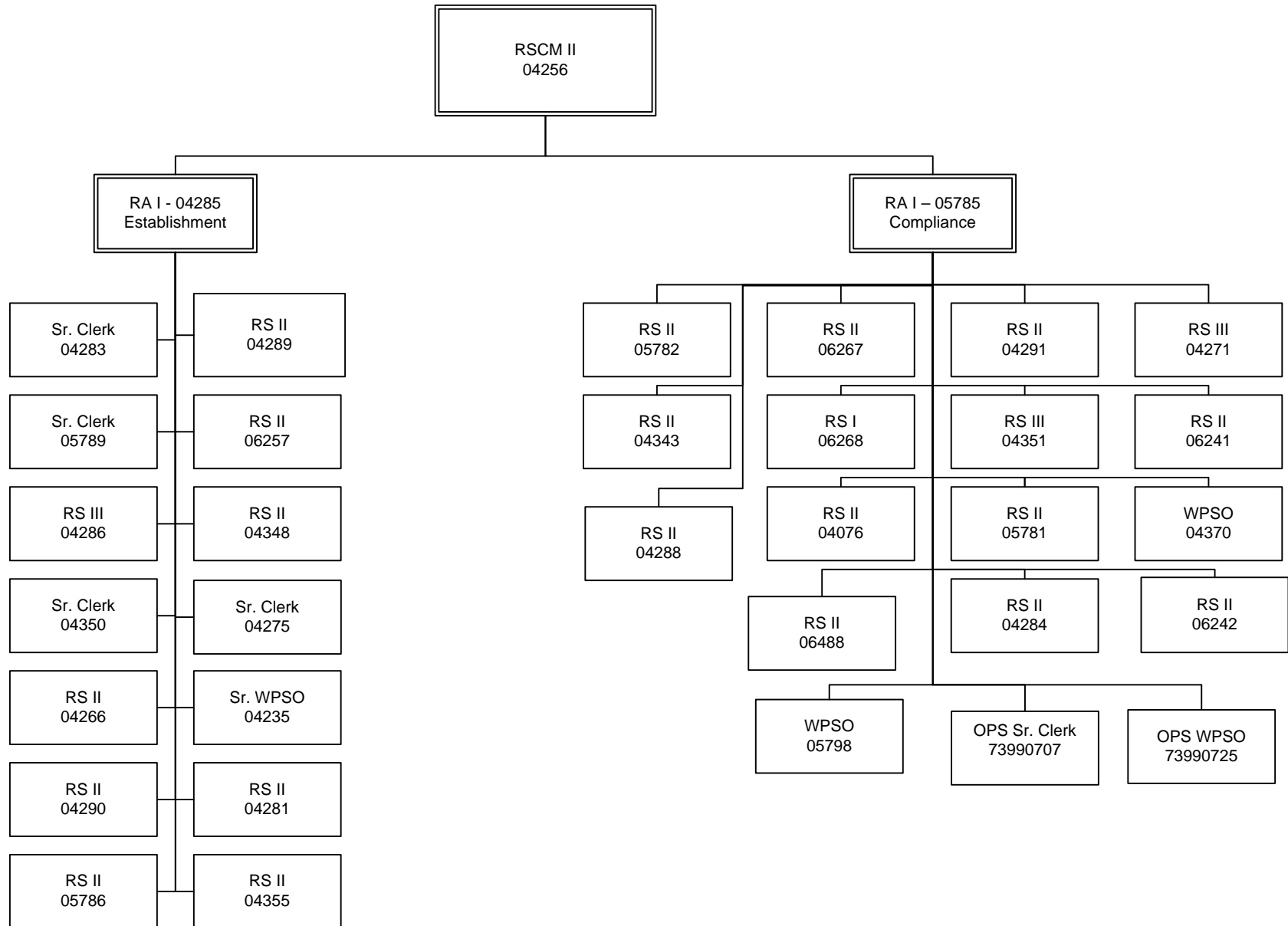


Gainesville Service Center Compliance Process



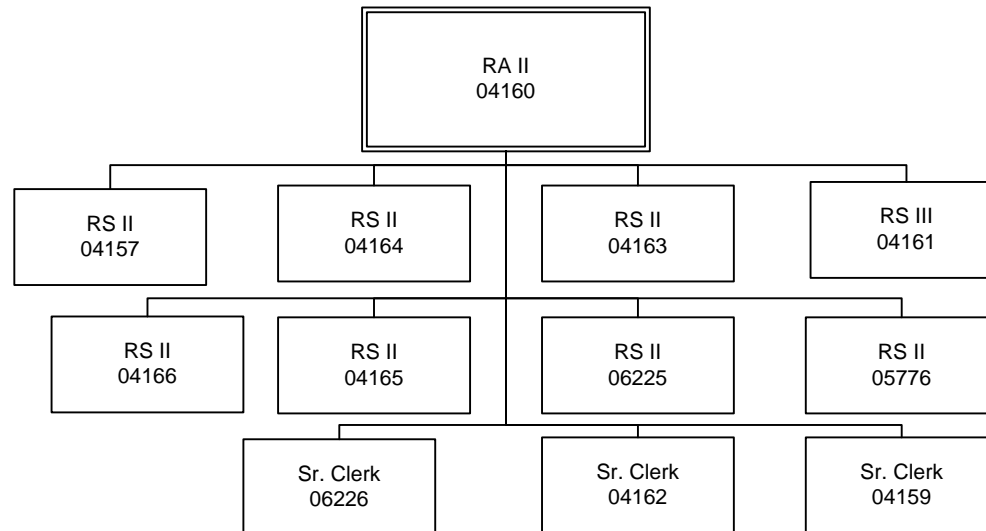
Org Code:
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Lake City Service Center

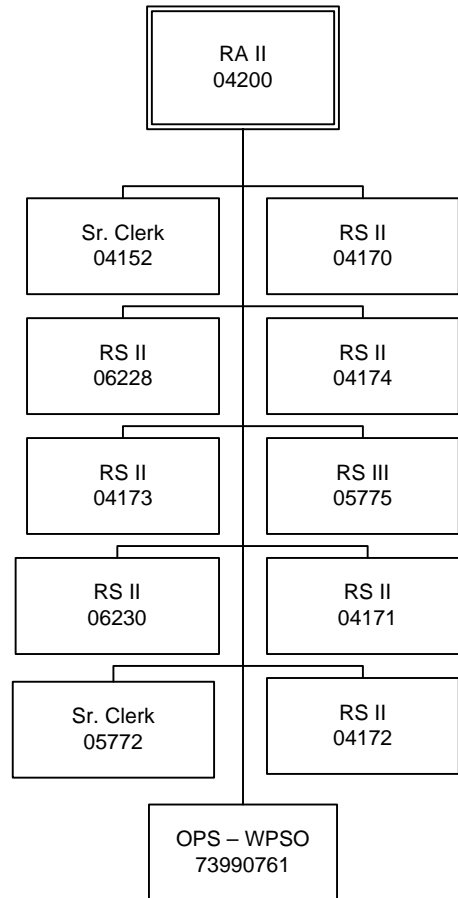


Org Code:
73719951028
73729951028

Madison Service Center



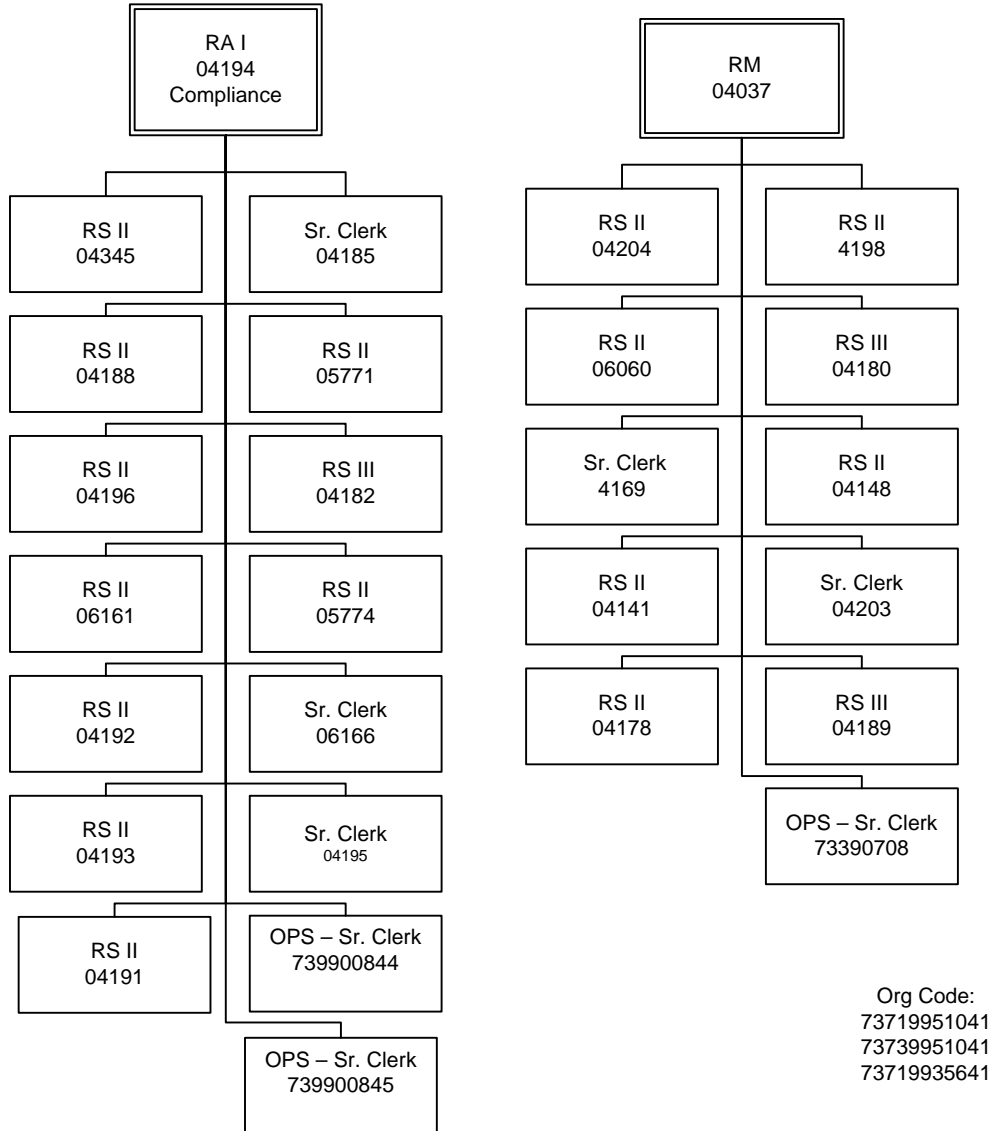
Marianna Service Site



Org Code:
73739951032

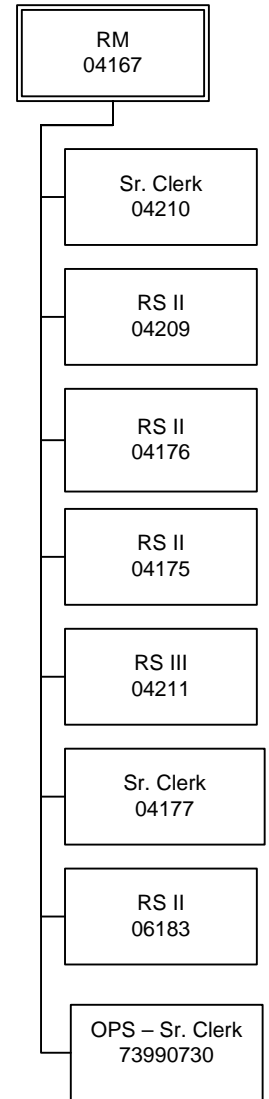
Panama City / Chipley Service Sites

Panama City



Org Code:
73719951041
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73719935641

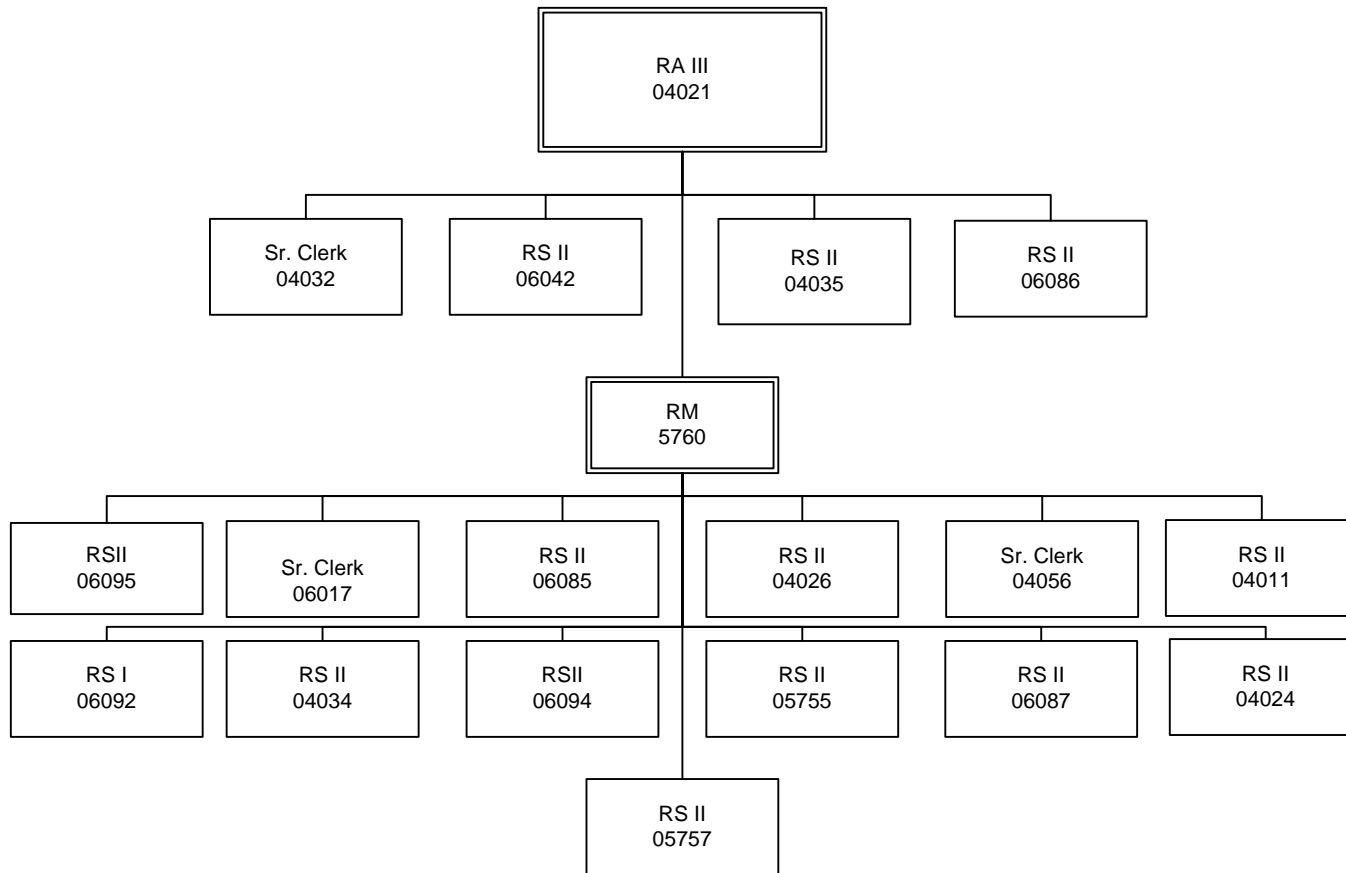
Chipley



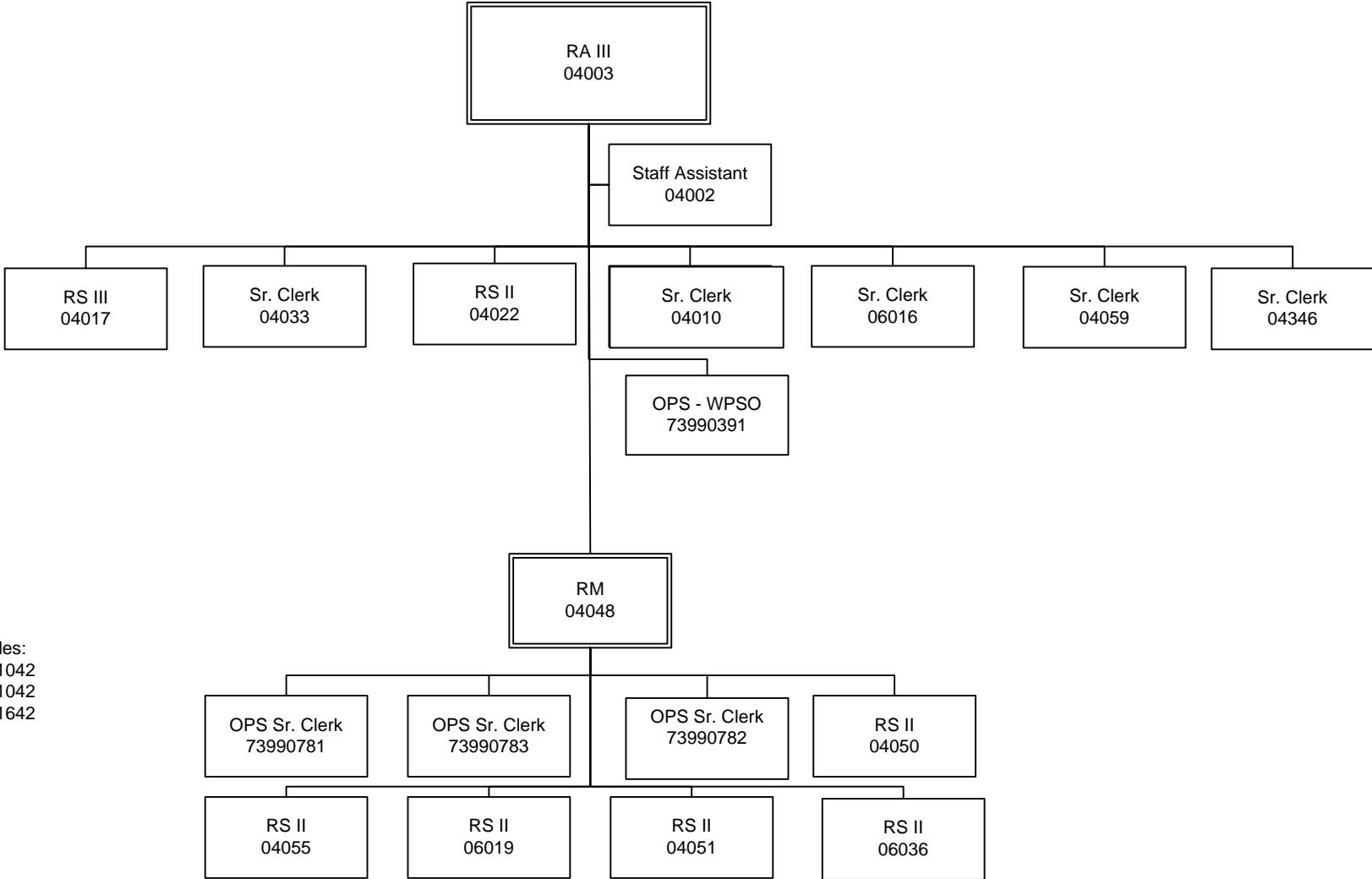
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Pensacola Service Center Order Establishment

Org Codes:
73739951042

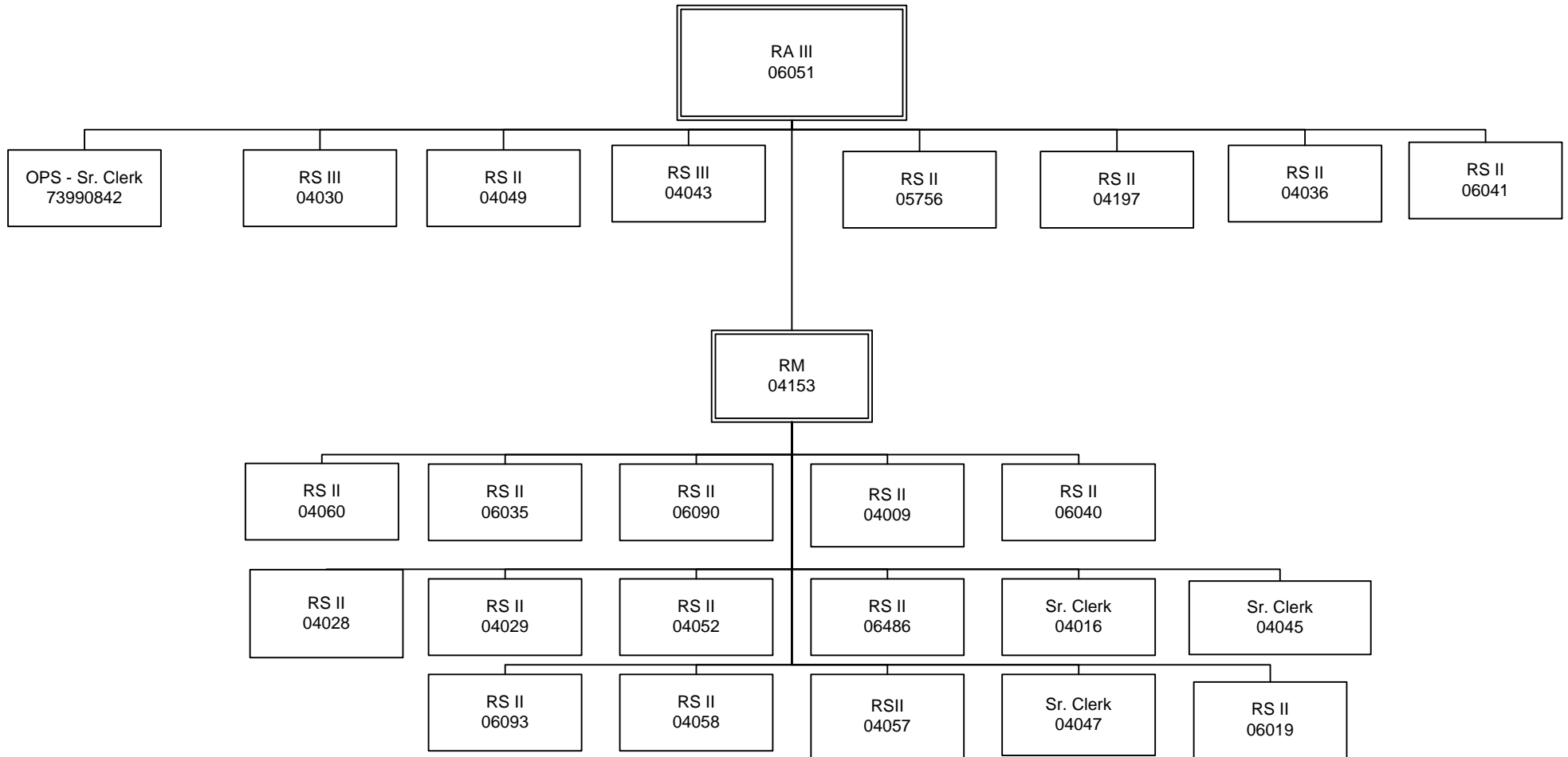


Pensacola Service Center Cross Functional Process



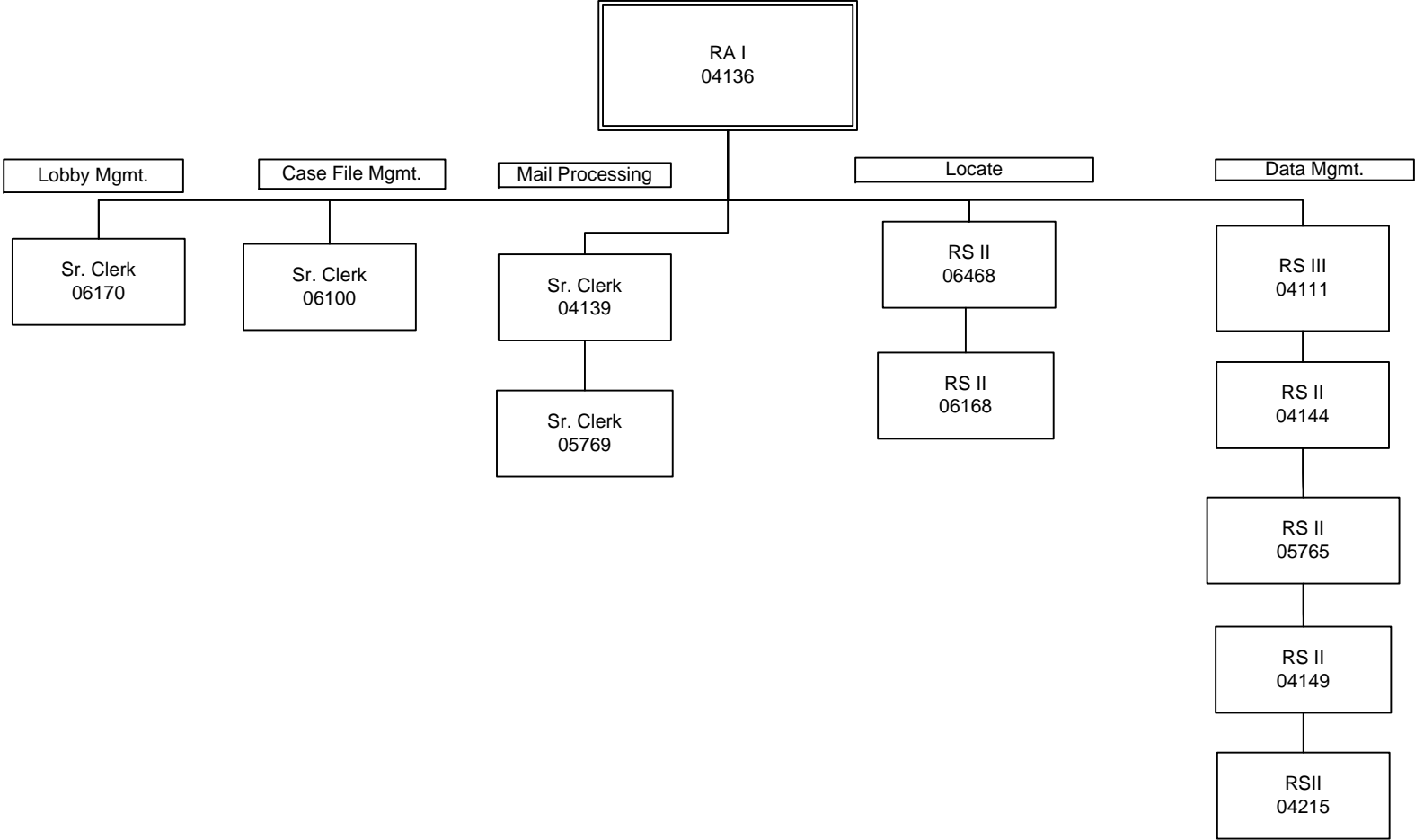
Org Codes:
73719951042
73739951042
73719951642

Pensacola Service Center Collection & Distribution

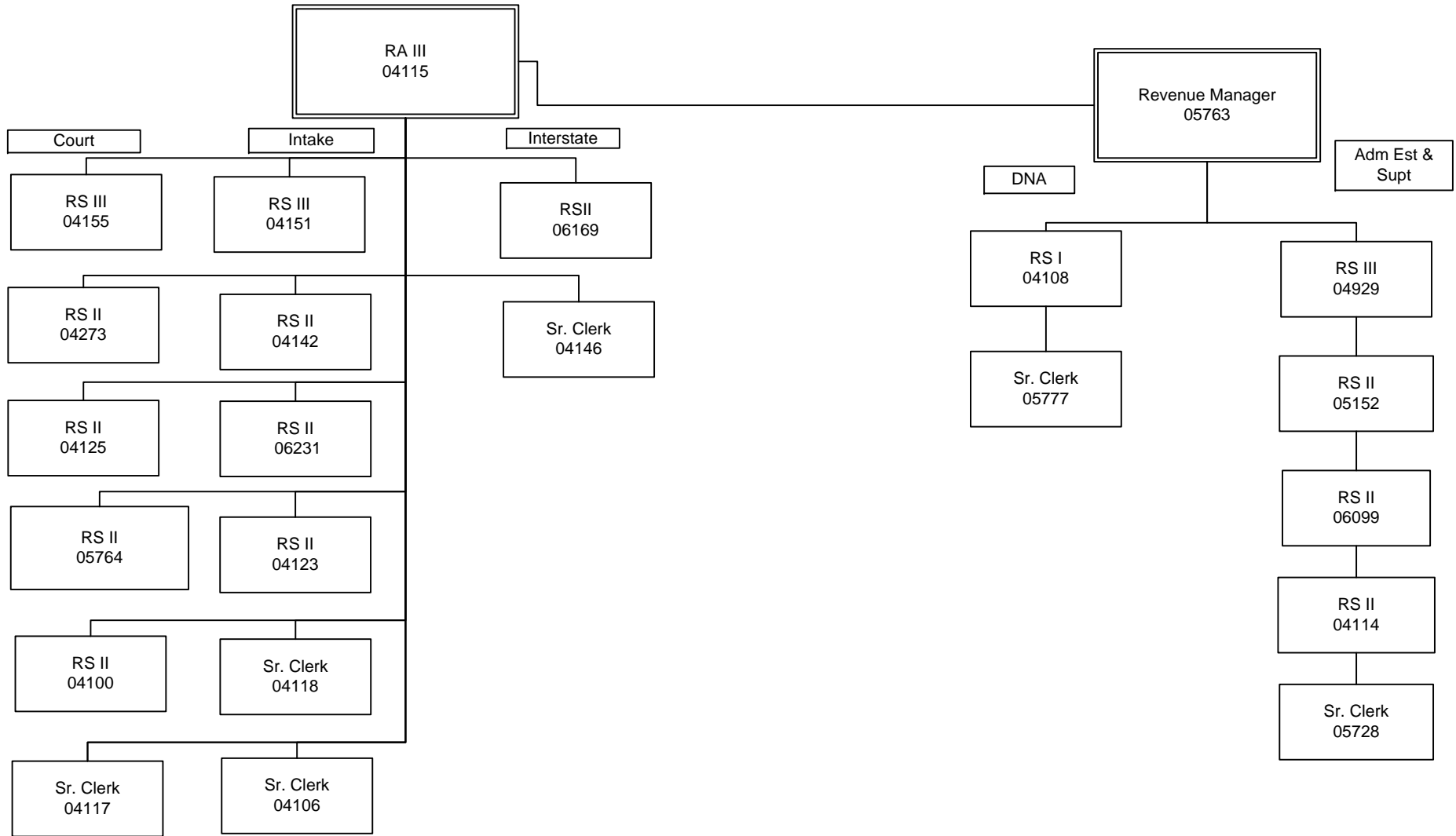


Org Codes:
73719951042
73739951042

Tallahassee Service Center Operations Support Process

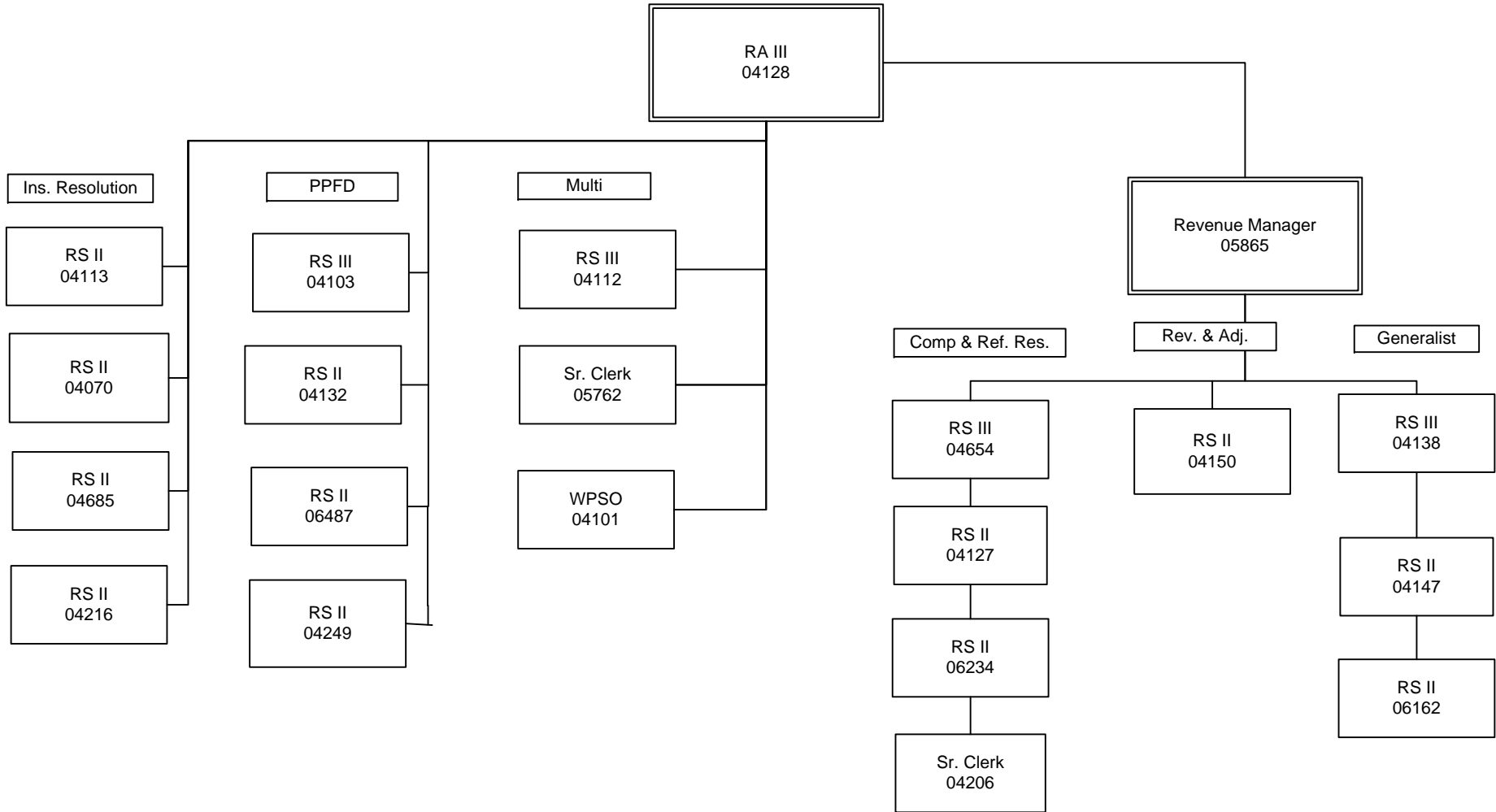


Tallahassee Service Center Establishment Process



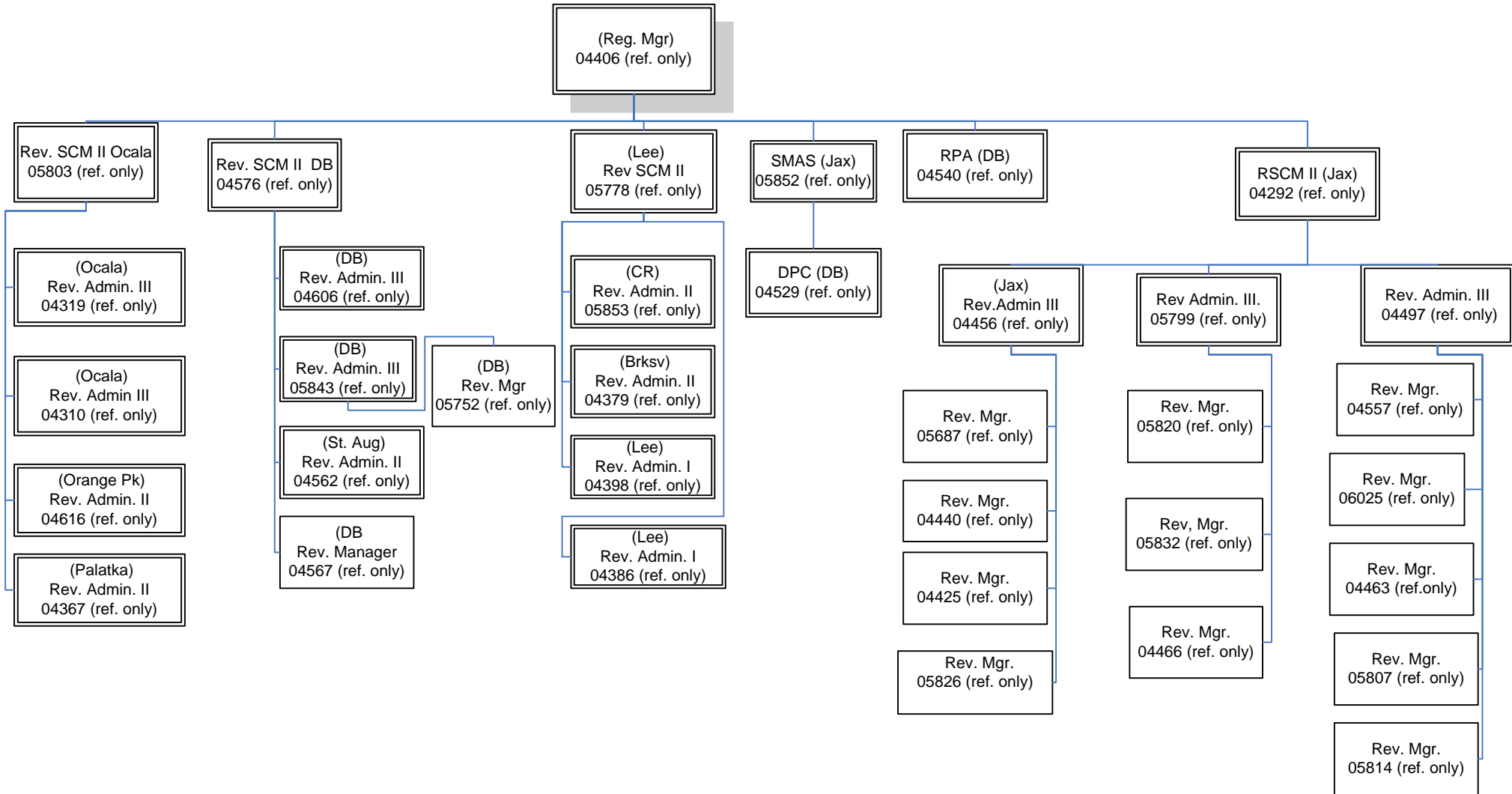
Org Code:
73719951053
73739951053

Tallahassee Service Center Compliance Process

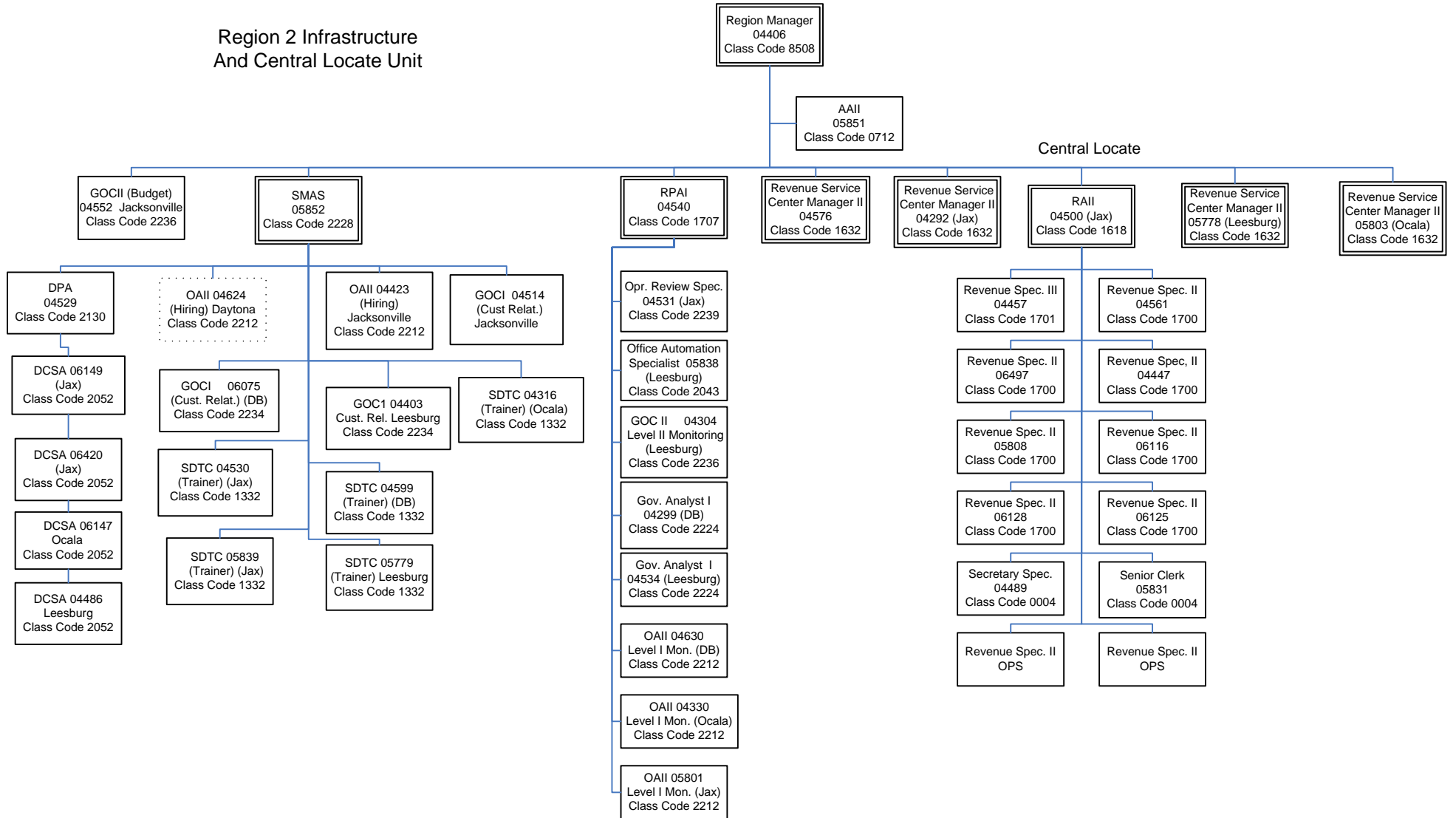


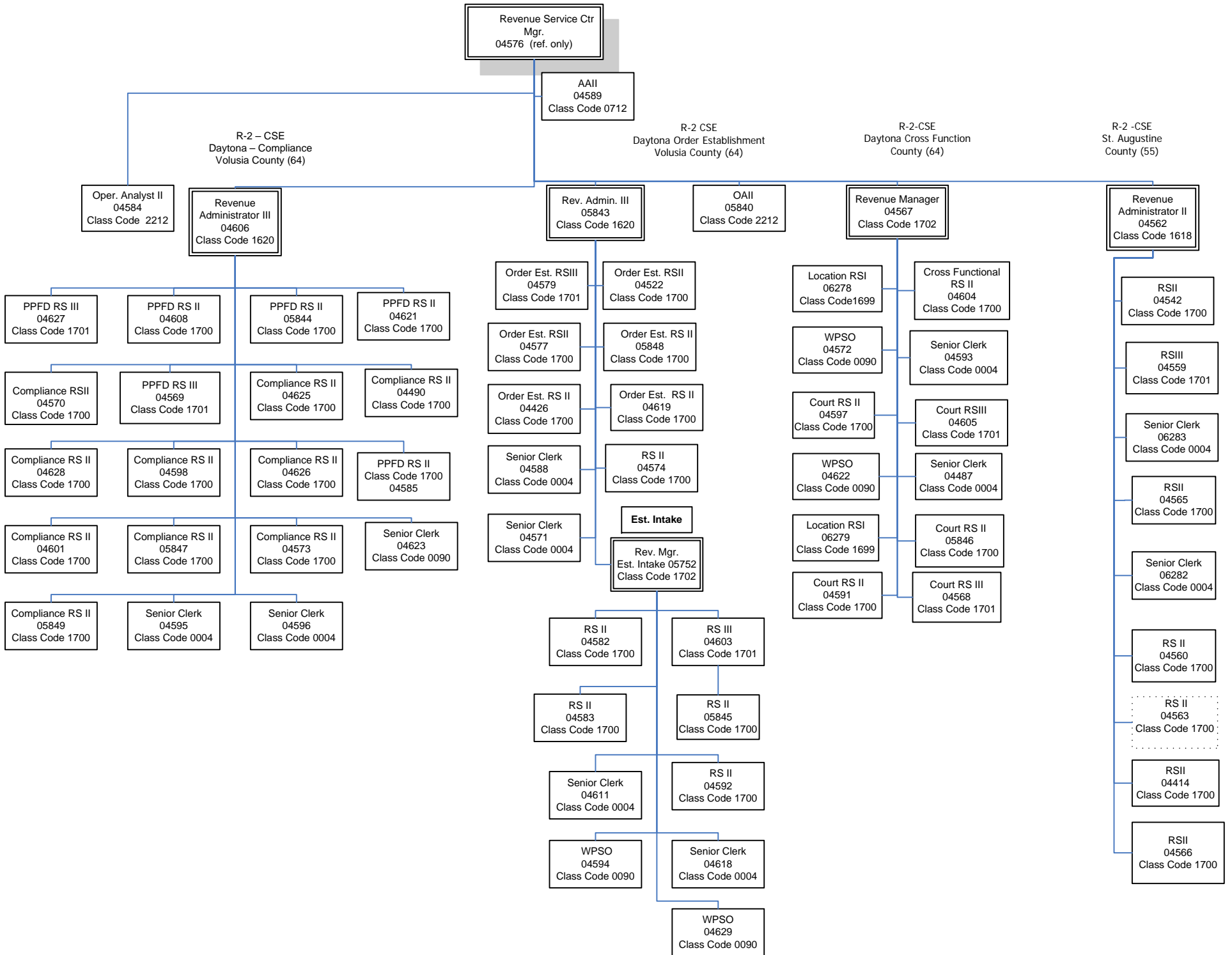
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Region 2 CSE Supervisors-All Levels

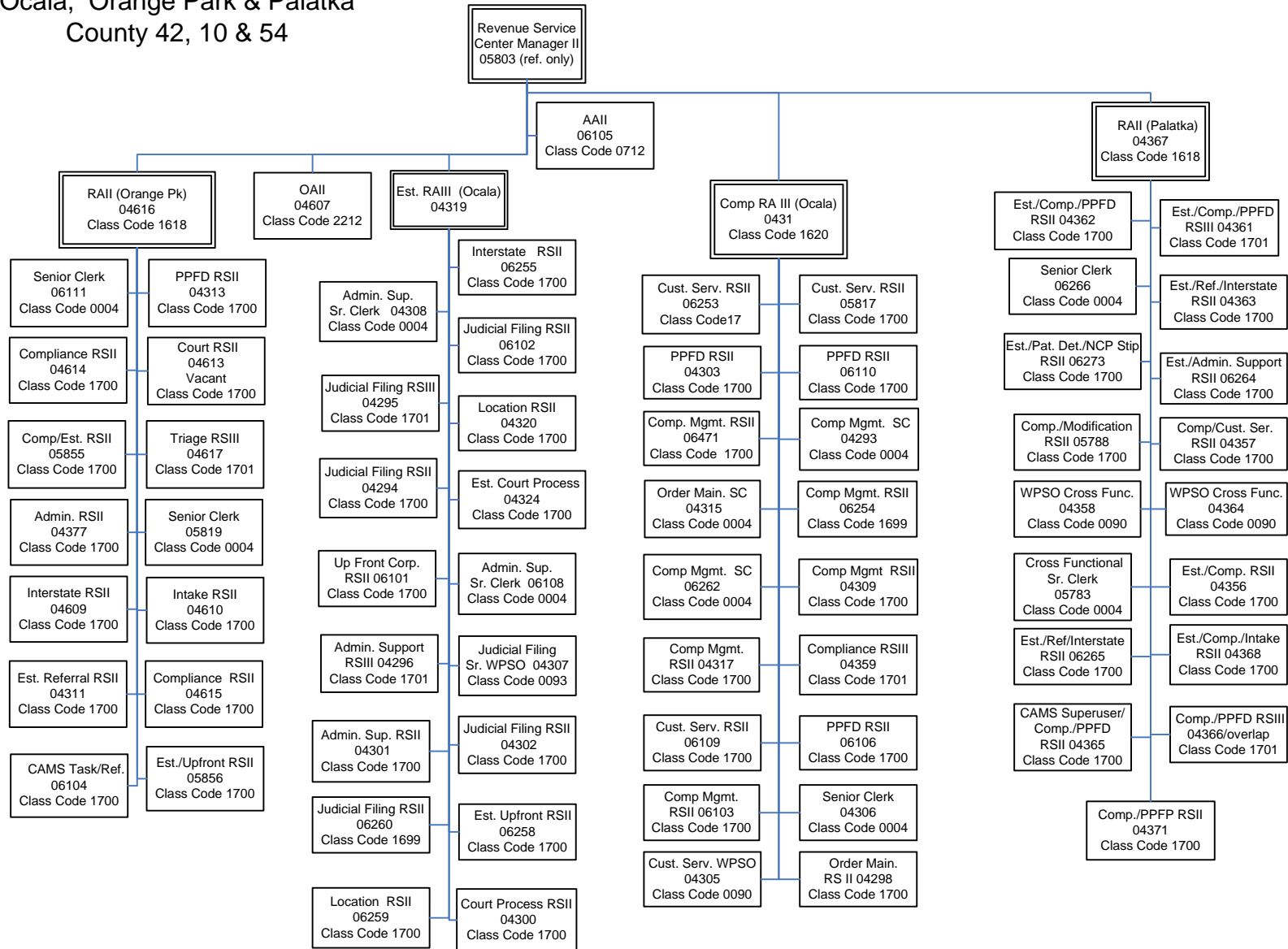


Region 2 Infrastructure And Central Locate Unit

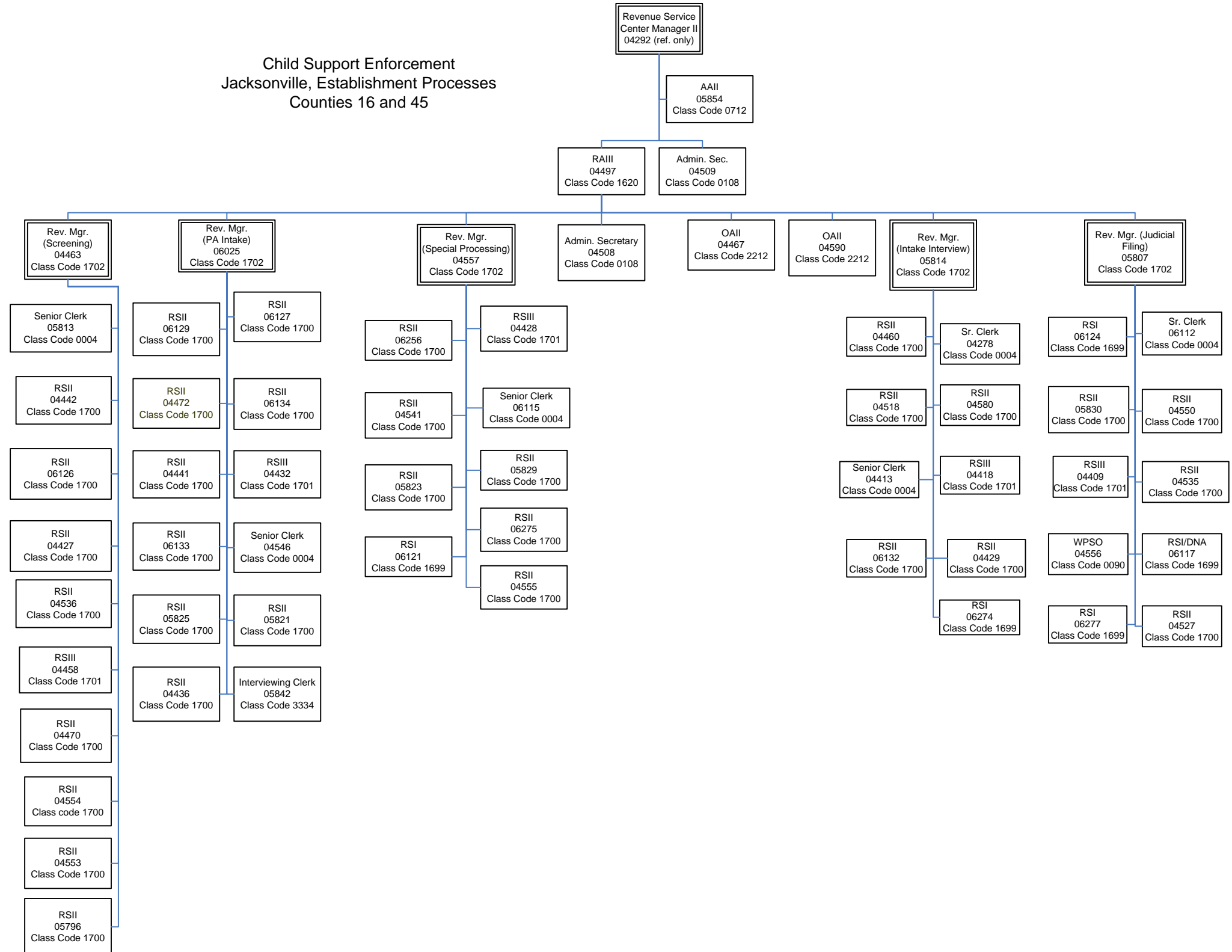




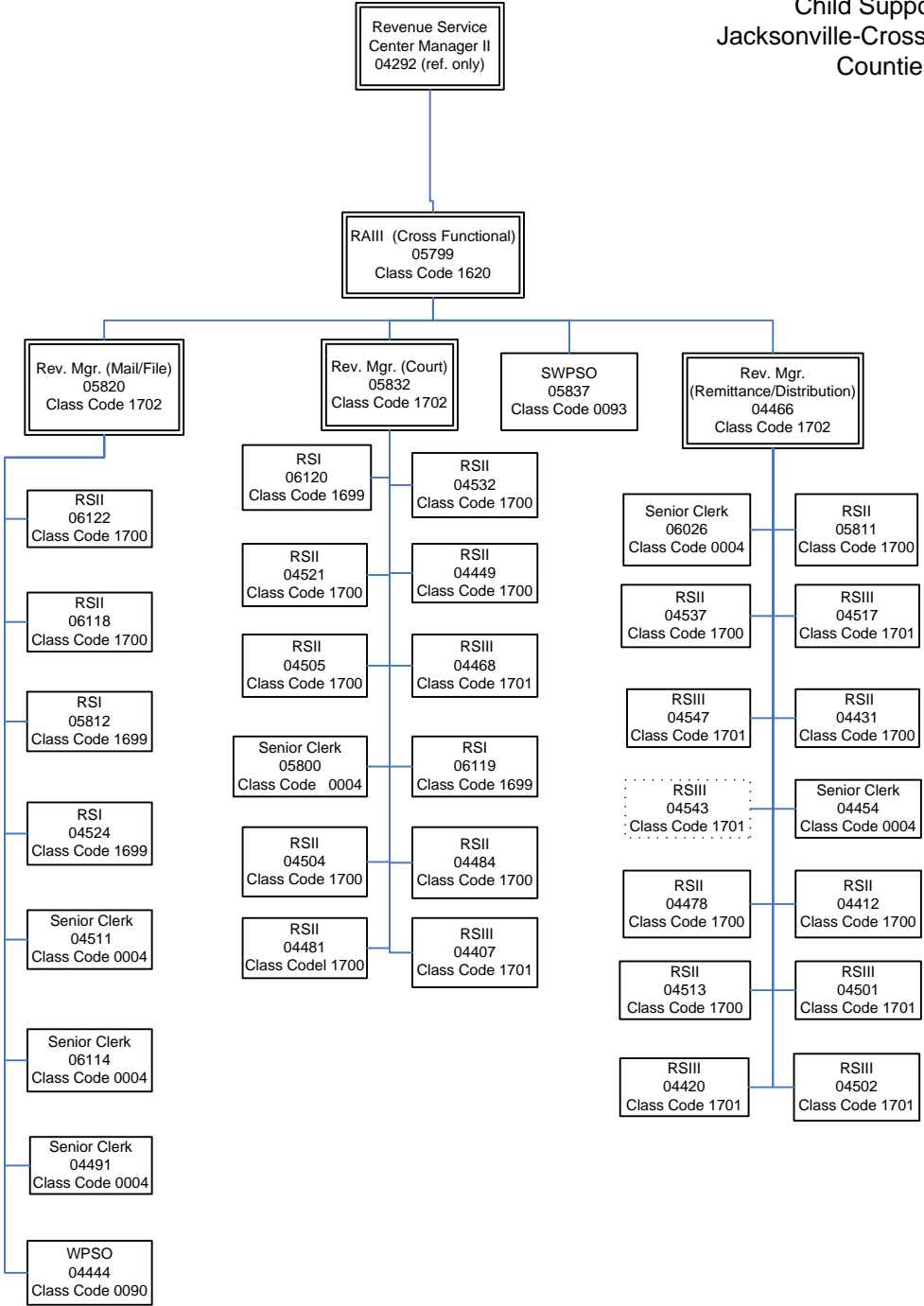
Region 2 CSE
 Ocala, Orange Park & Palatka
 County 42, 10 & 54



Child Support Enforcement
 Jacksonville, Establishment Processes
 Counties 16 and 45

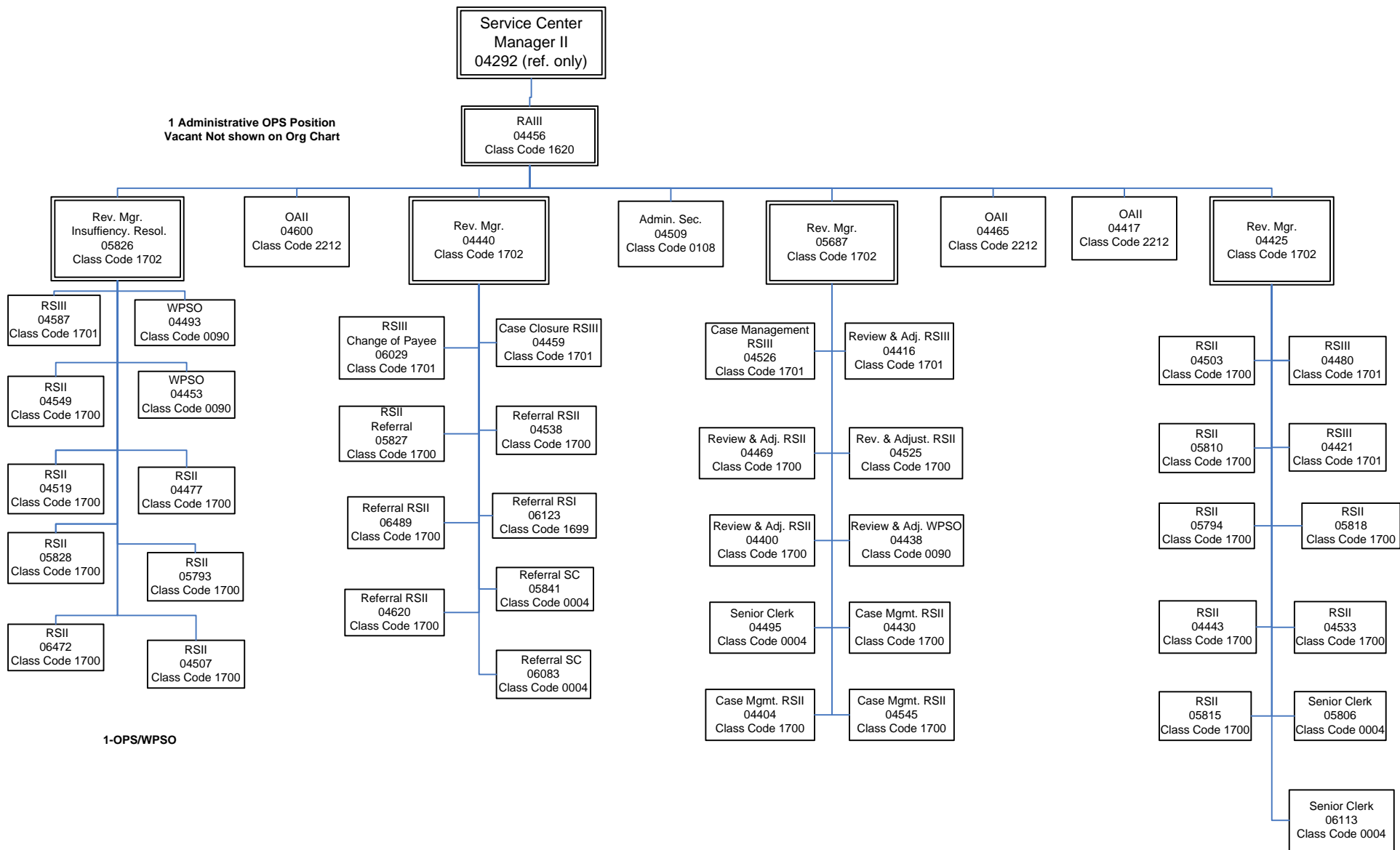


Child Support Enforcement
 Jacksonville-Cross Functional Processes
 Counties 16 and 45



1 OPS/WPSO positions

R-2 Child Support Enforcement
 Jacksonville-Compliance Processes
 Counties 16 and 45



1 Administrative OPS Position
 Vacant Not shown on Org Chart

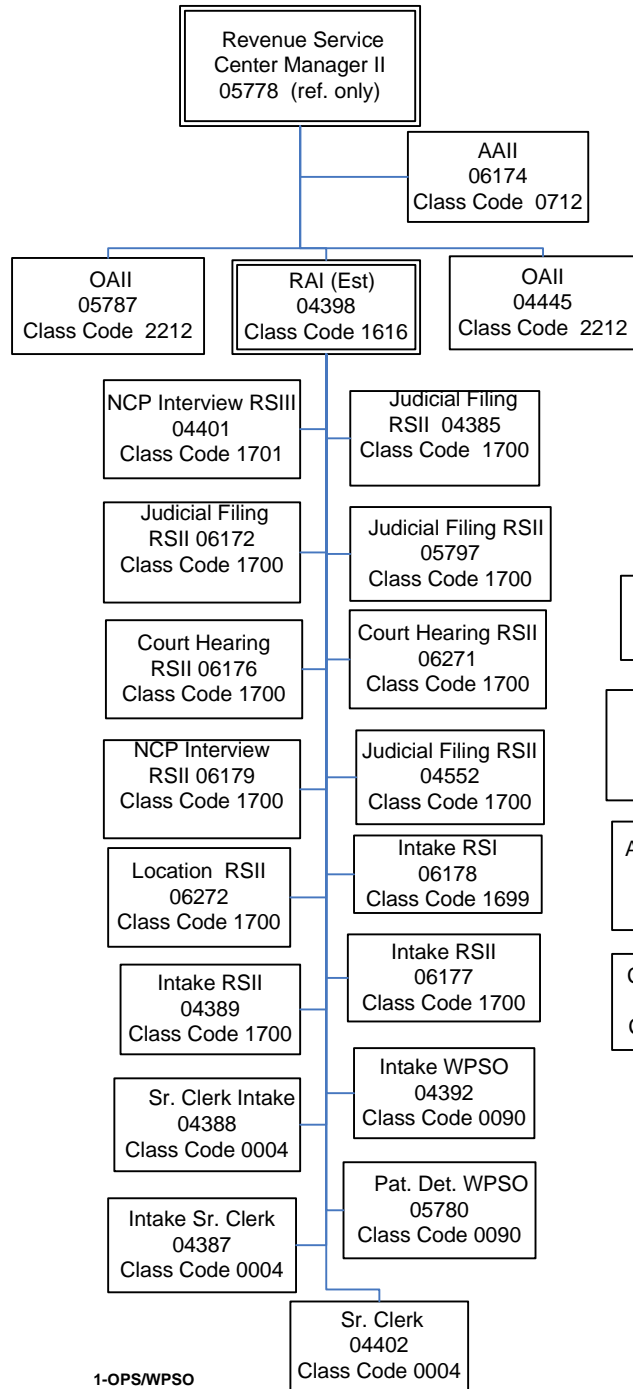
1-OPS/WPSO

Child Support Enforcement
Leesburg Establishment & Admin. Positions
Counties 35 & 60

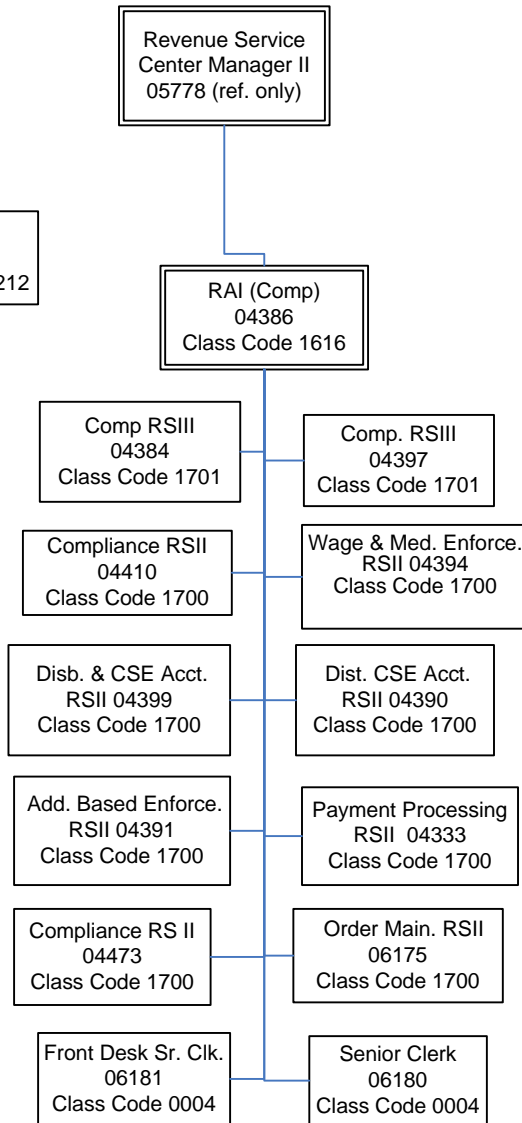
Child Support Enforcement
Leesburg Compliance
Counties 35 & 60

Child Support Enforcement
Brooksville
County 27

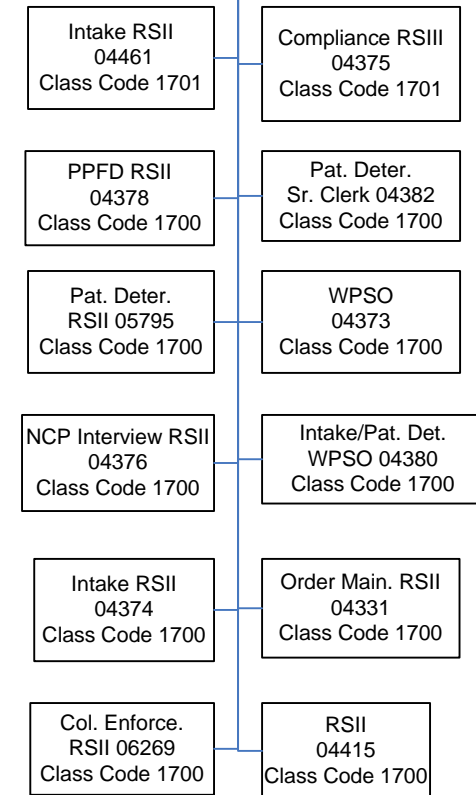
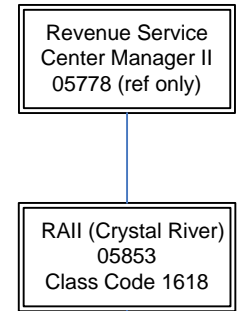
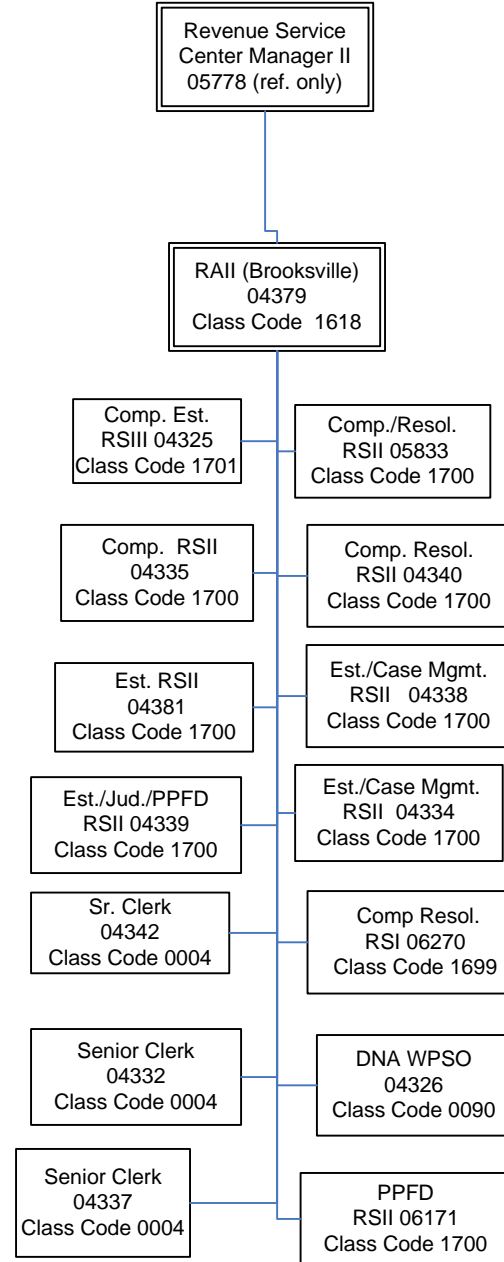
Child Support Enforcement
Crystal River
County 09



1-OPS/WPSO



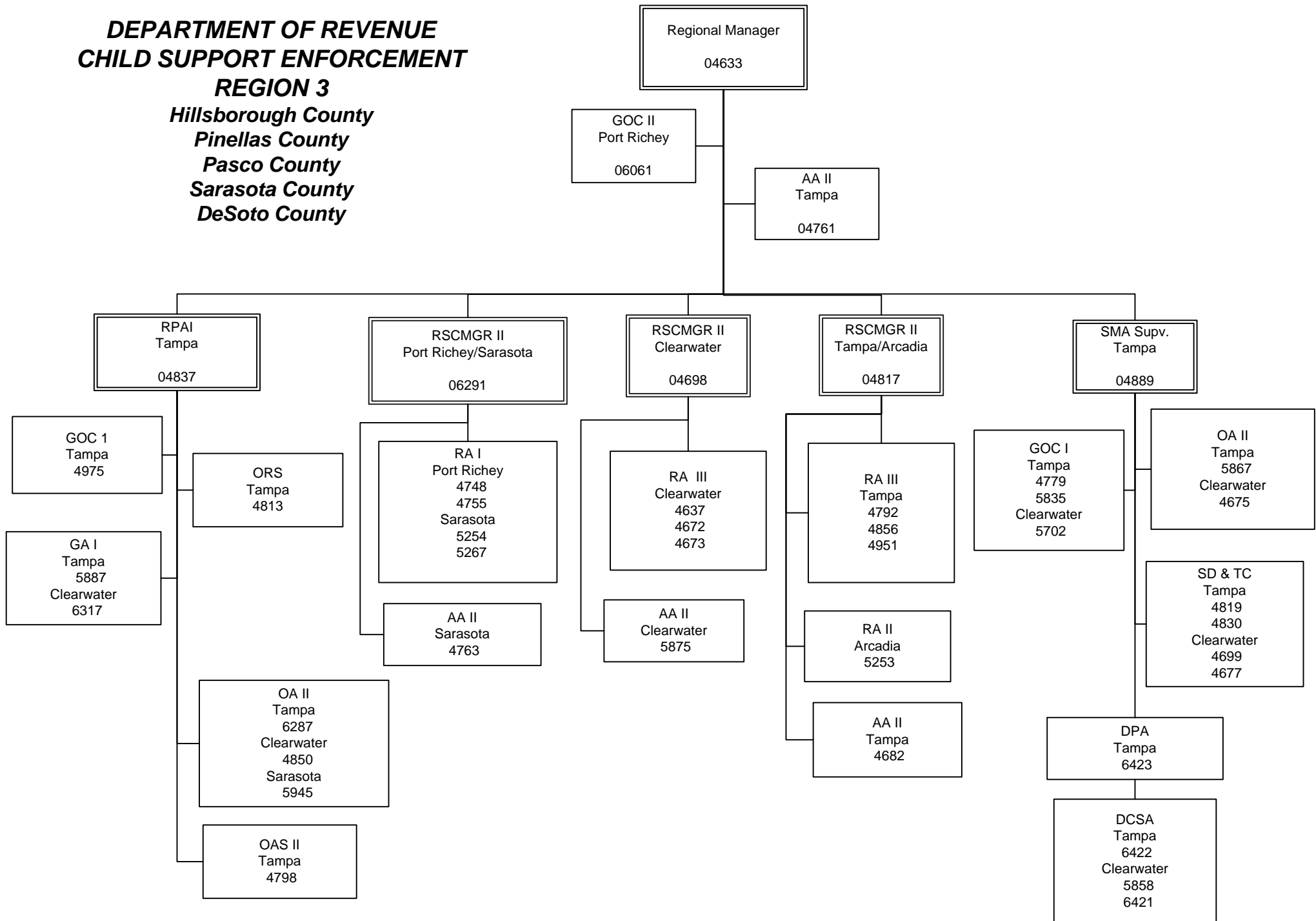
1-OPS/WPSO



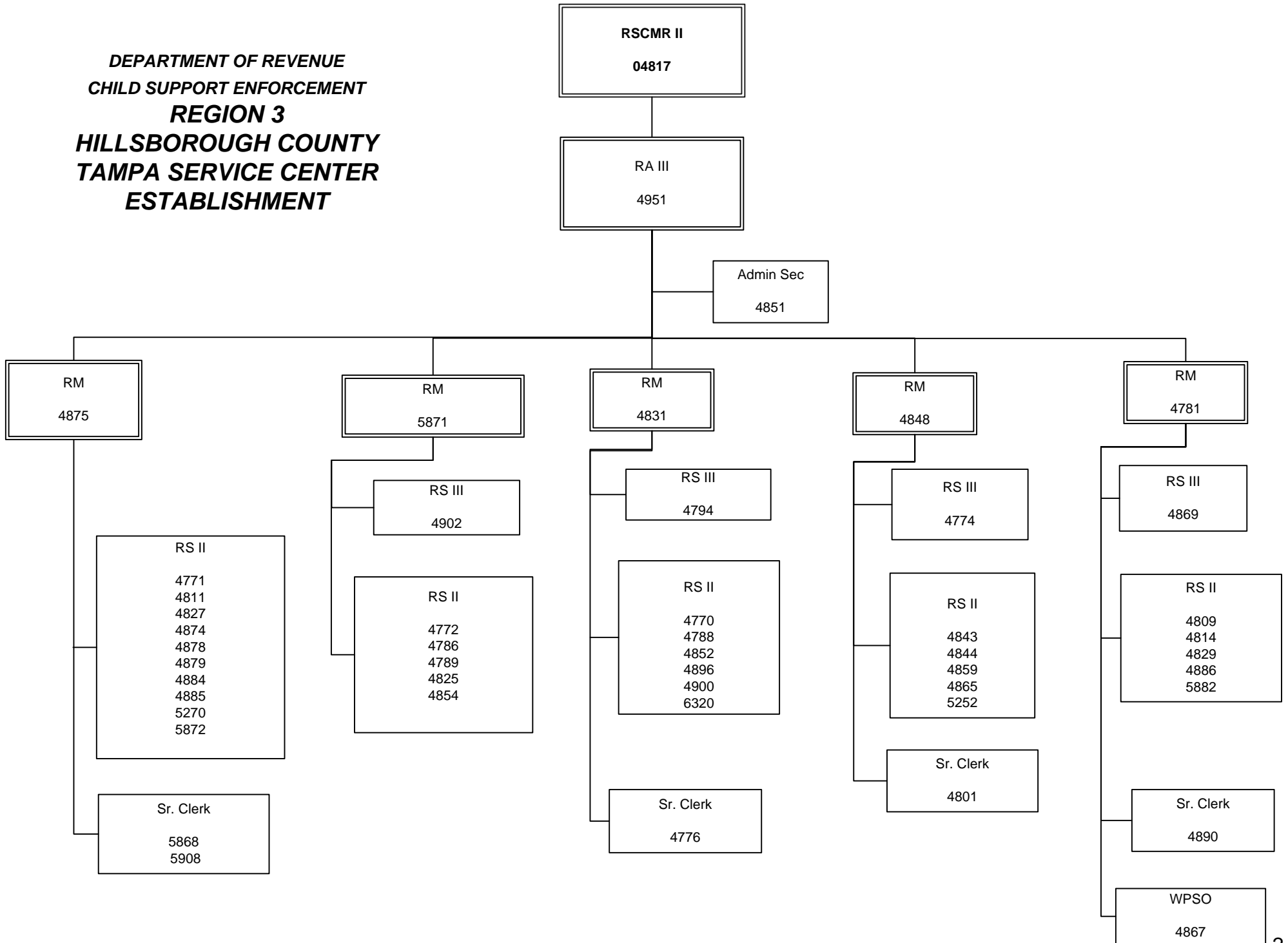
1-OPS/RSII

**DEPARTMENT OF REVENUE
CHILD SUPPORT ENFORCEMENT
REGION 3**

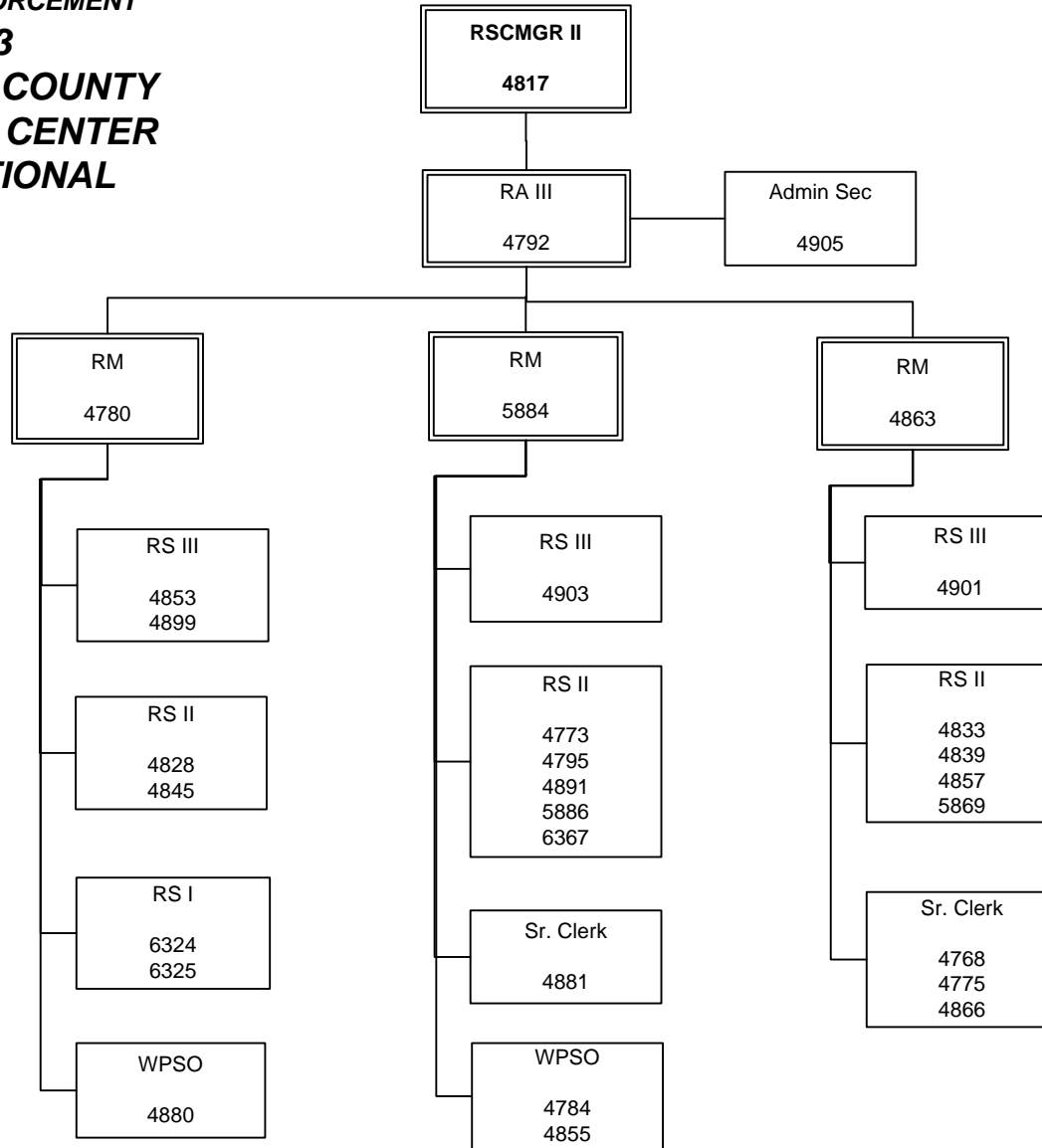
**Hillsborough County
Pinellas County
Pasco County
Sarasota County
DeSoto County**



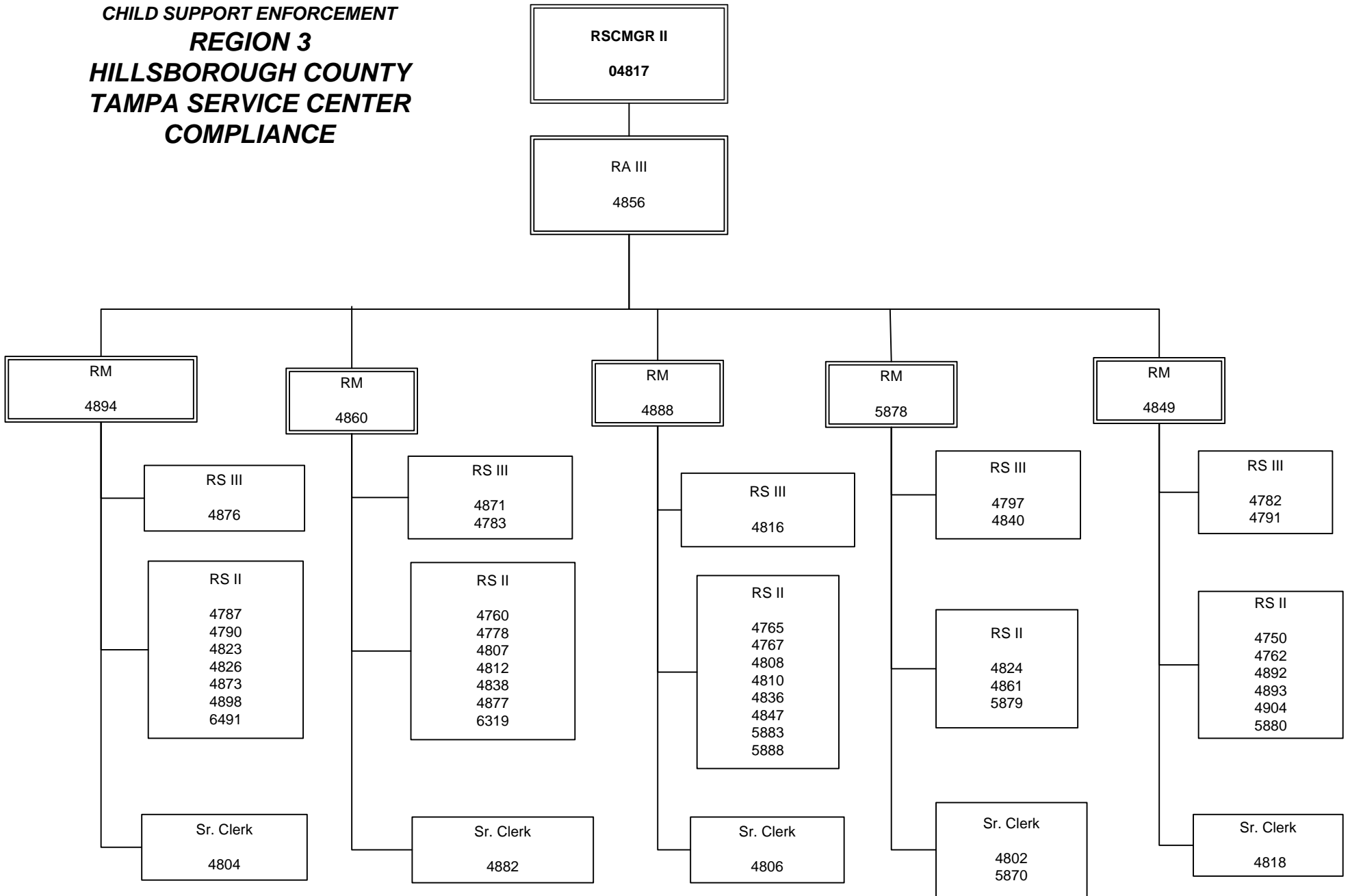
**DEPARTMENT OF REVENUE
 CHILD SUPPORT ENFORCEMENT
 REGION 3
 HILLSBOROUGH COUNTY
 TAMPA SERVICE CENTER
 ESTABLISHMENT**



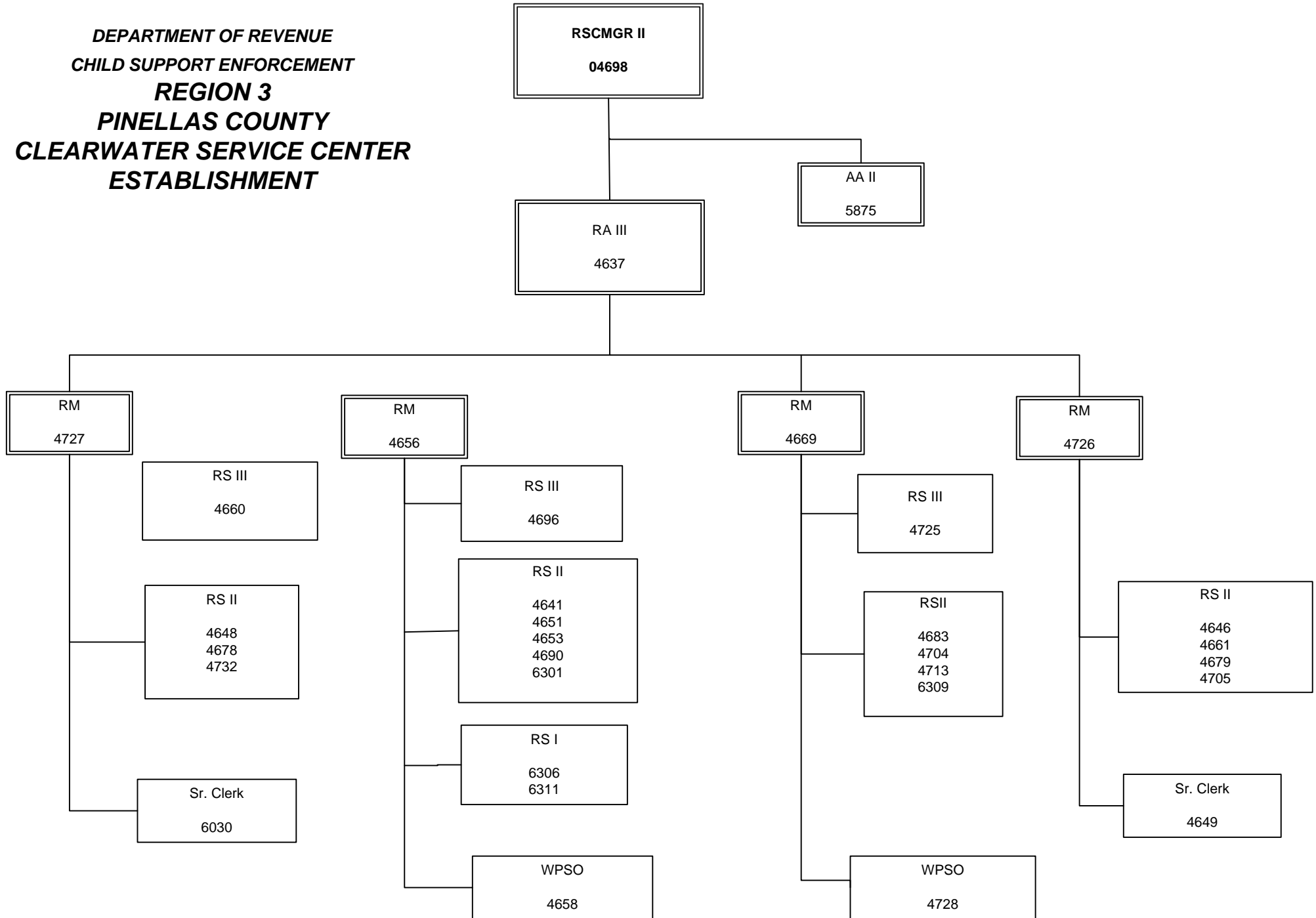
**DEPARTMENT OF REVENUE
CHILD SUPPORT ENFORCEMENT
REGION 3
HILLSBOROUGH COUNTY
TAMPA SERVICE CENTER
CROSS-FUNCTIONAL**



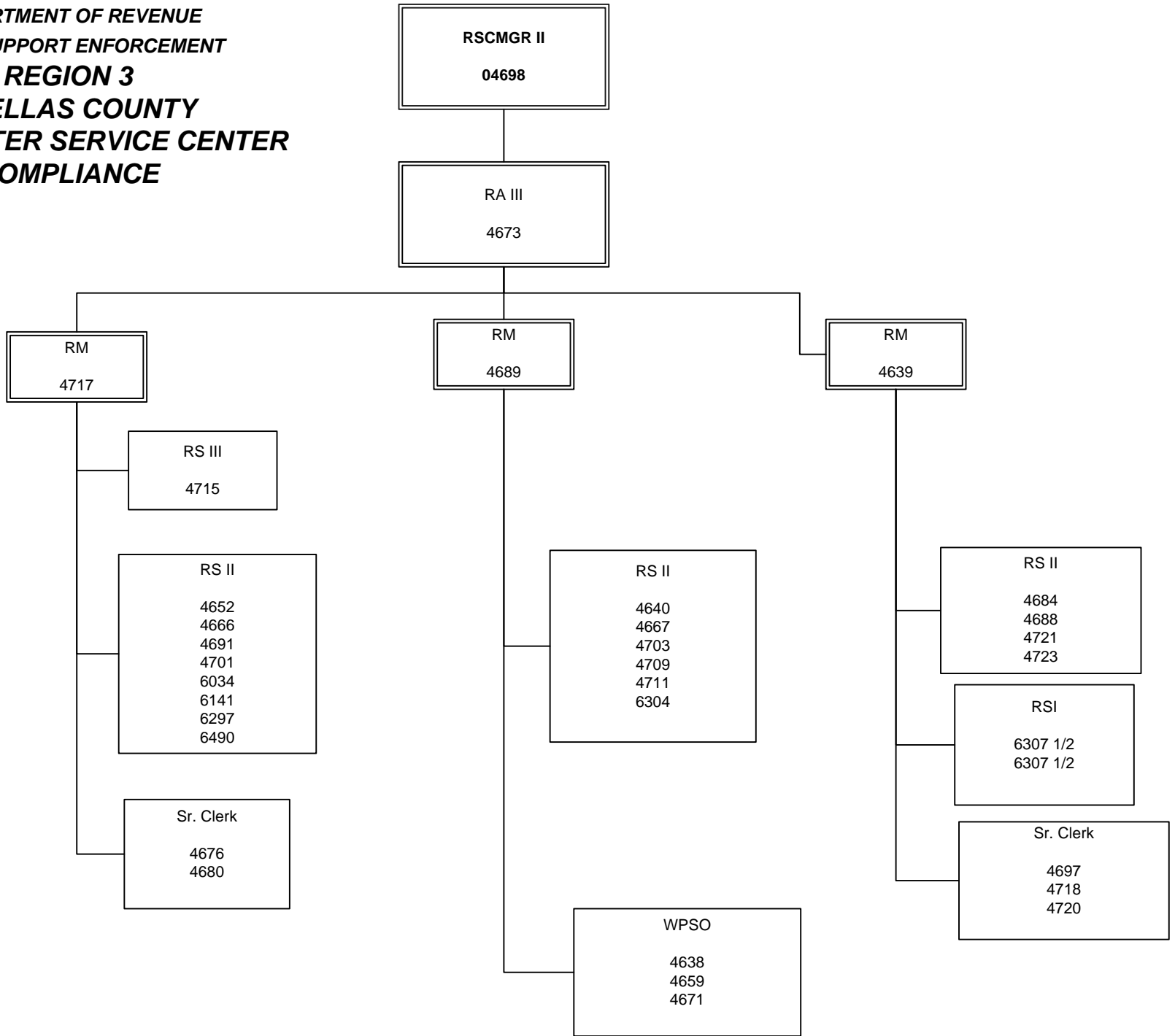
**DEPARTMENT OF REVENUE
 CHILD SUPPORT ENFORCEMENT
 REGION 3
 HILLSBOROUGH COUNTY
 TAMPA SERVICE CENTER
 COMPLIANCE**



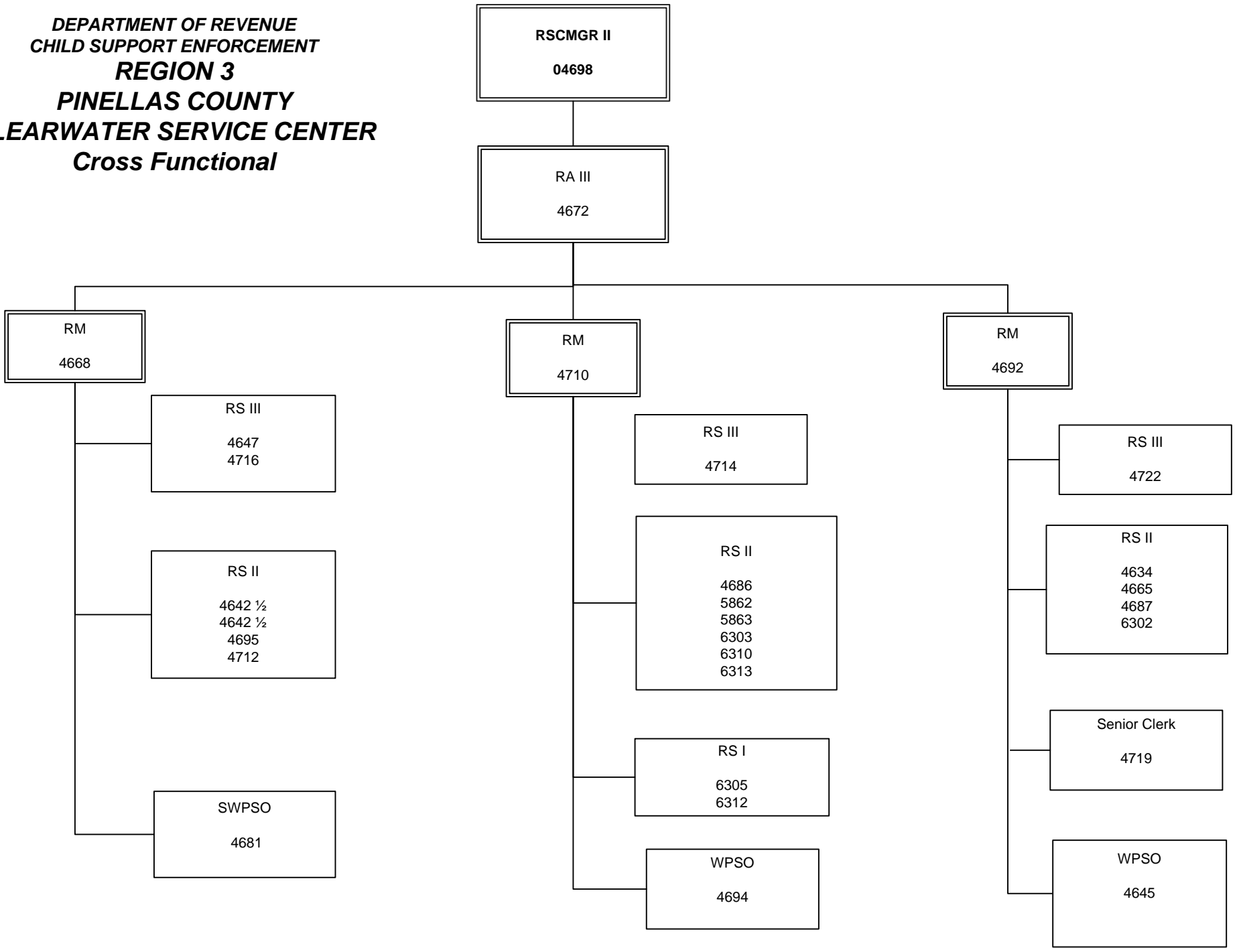
**DEPARTMENT OF REVENUE
 CHILD SUPPORT ENFORCEMENT
 REGION 3
 PINELLAS COUNTY
 CLEARWATER SERVICE CENTER
 ESTABLISHMENT**



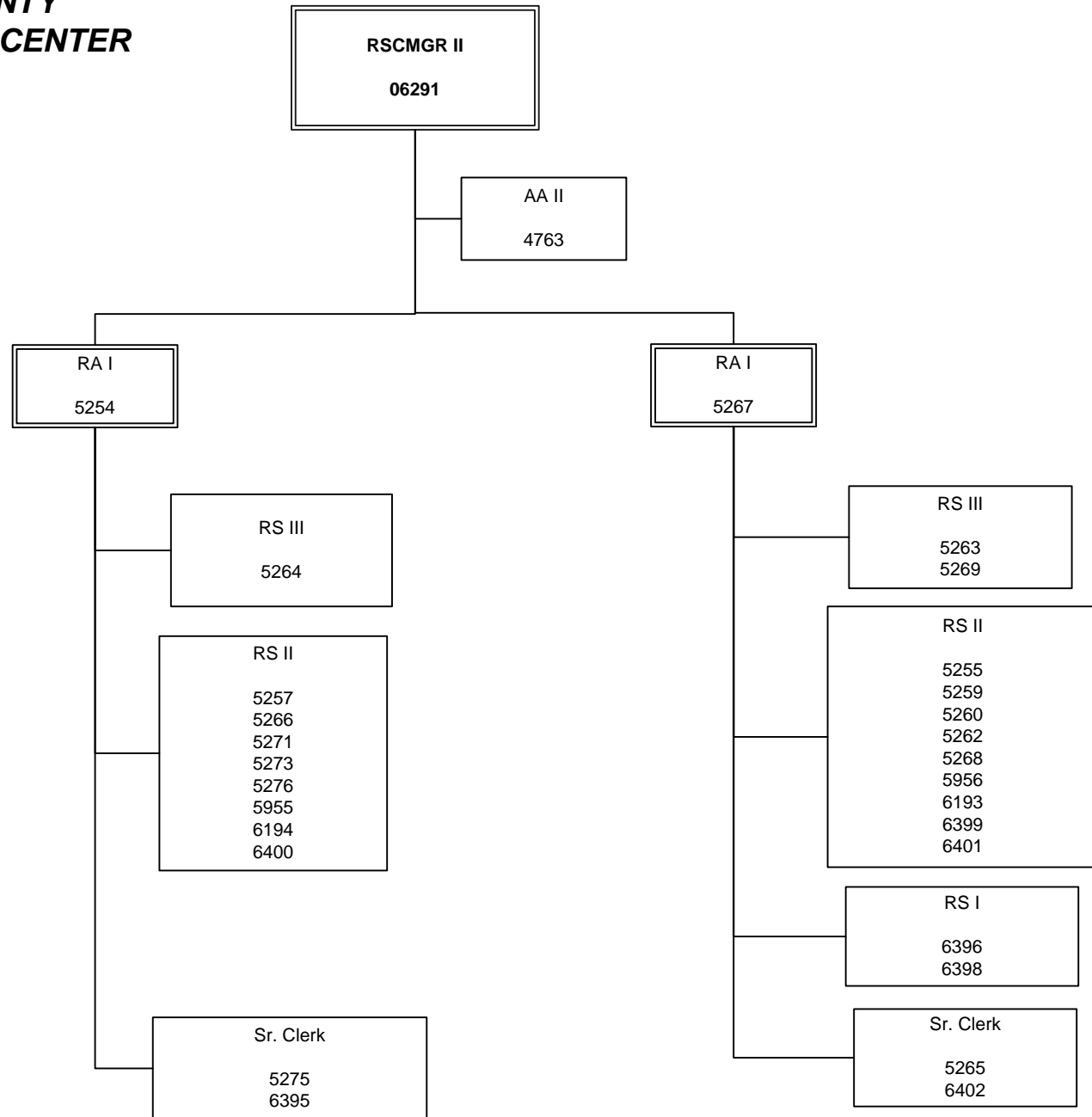
**DEPARTMENT OF REVENUE
 CHILD SUPPORT ENFORCEMENT
 REGION 3
 PINELLAS COUNTY
 CLEARWATER SERVICE CENTER
 COMPLIANCE**



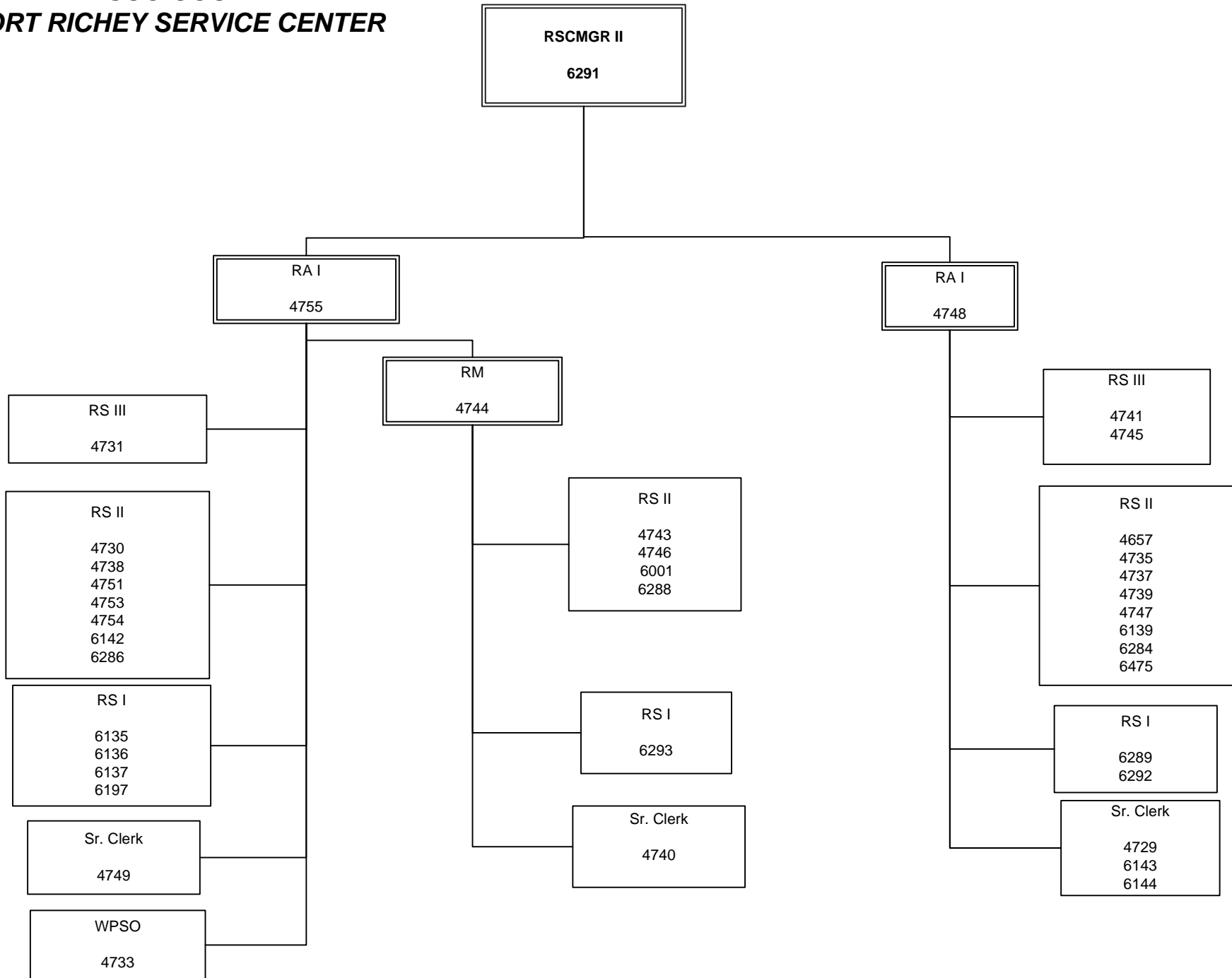
**DEPARTMENT OF REVENUE
CHILD SUPPORT ENFORCEMENT
REGION 3
PINELLAS COUNTY
CLEARWATER SERVICE CENTER
Cross Functional**



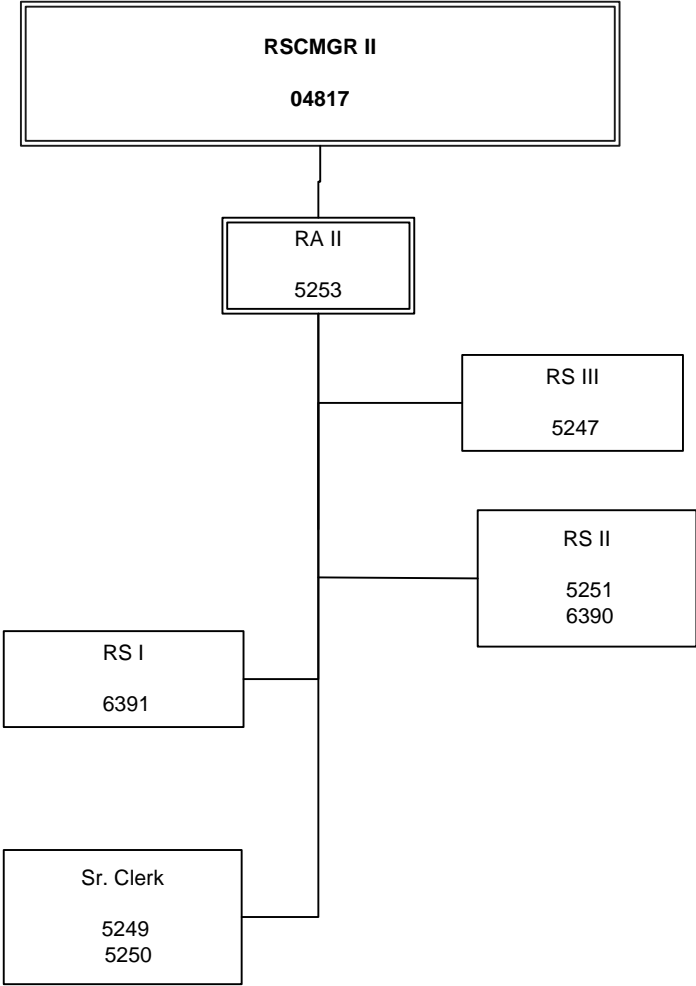
DEPARTMENT OF REVENUE
CHILD SUPPORT ENFORCEMENT
REGION 3
SARASOTA COUNTY
SARASOTA SERVICE CENTER



**DEPARTMENT OF REVENUE
 CHILD SUPPORT ENFORCEMENT
 REGION 3
 PASCO COUNTY
 PORT RICHEY SERVICE CENTER**

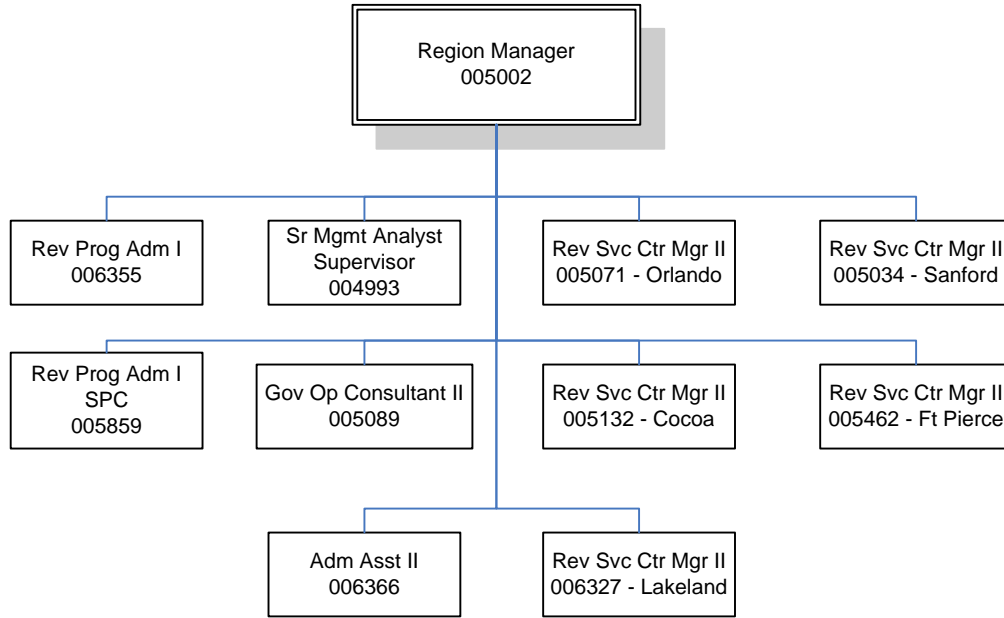


**DEPARTMENT OF REVENUE
CHILD SUPPORT ENFORCEMENT
REGION 3
DESOTO COUNTY
ARCADIA SERVICE CENTER**

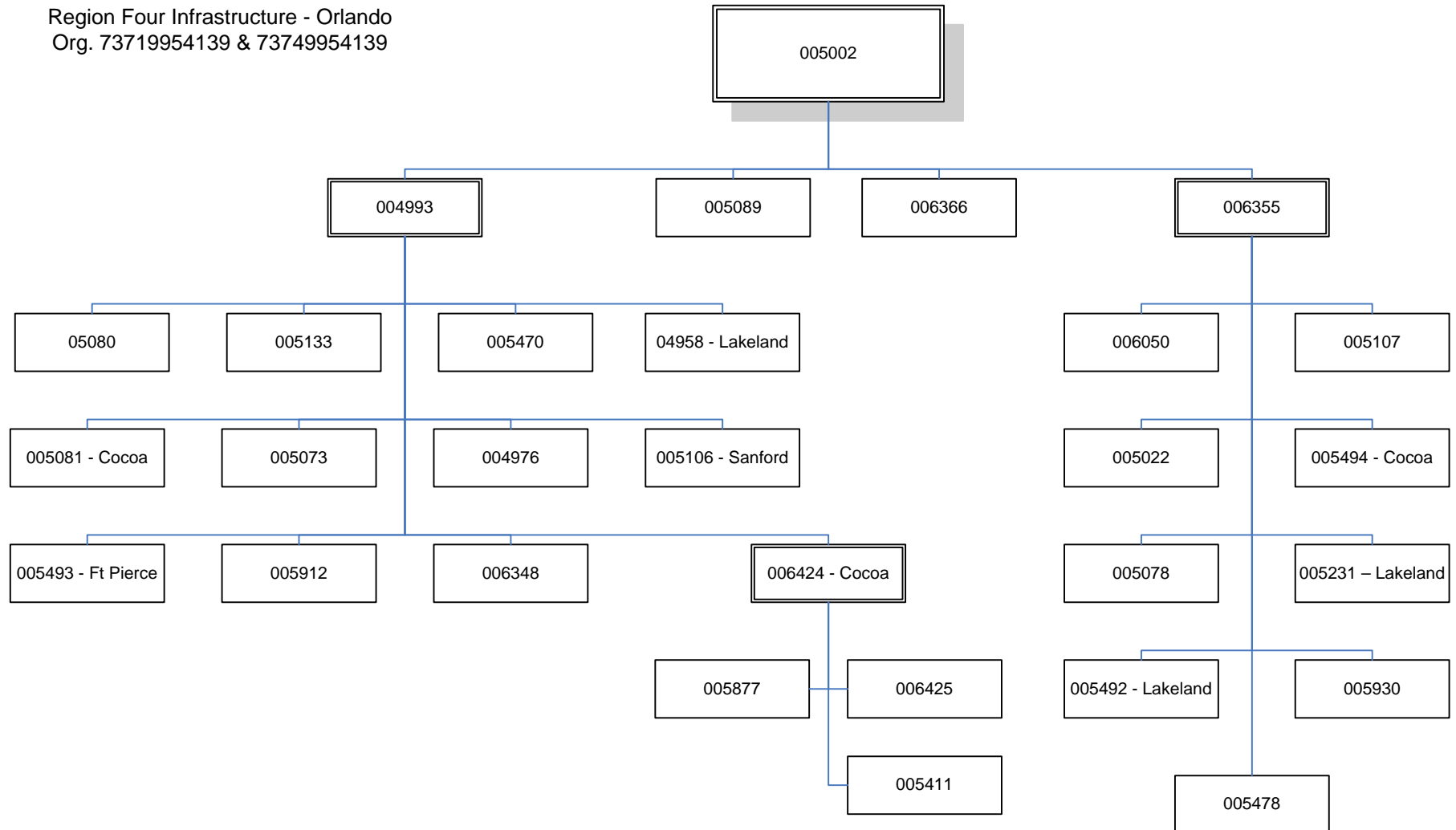


Region Four
Orlando

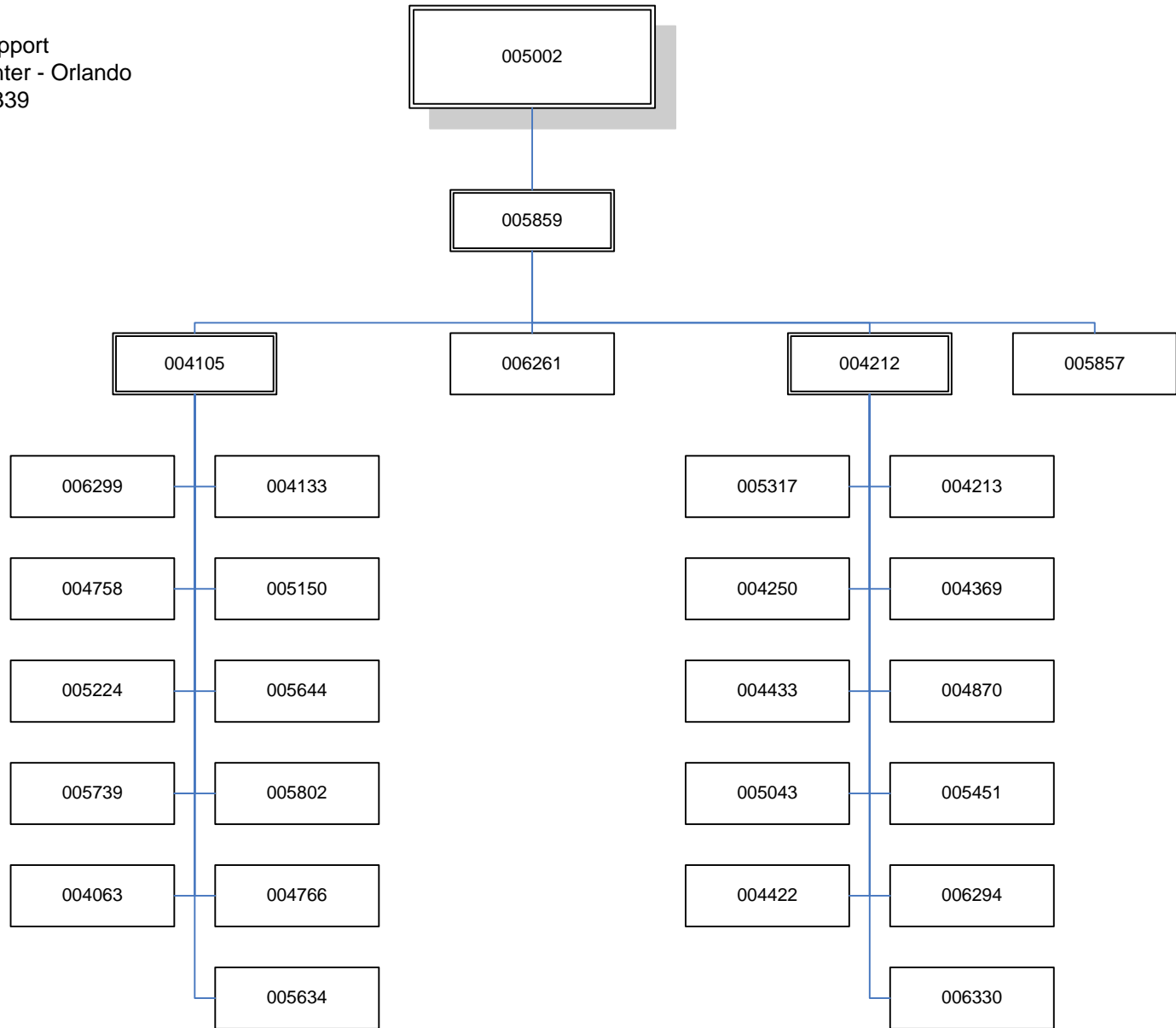
Org. 73719954139, 73739954139 & 73749954139



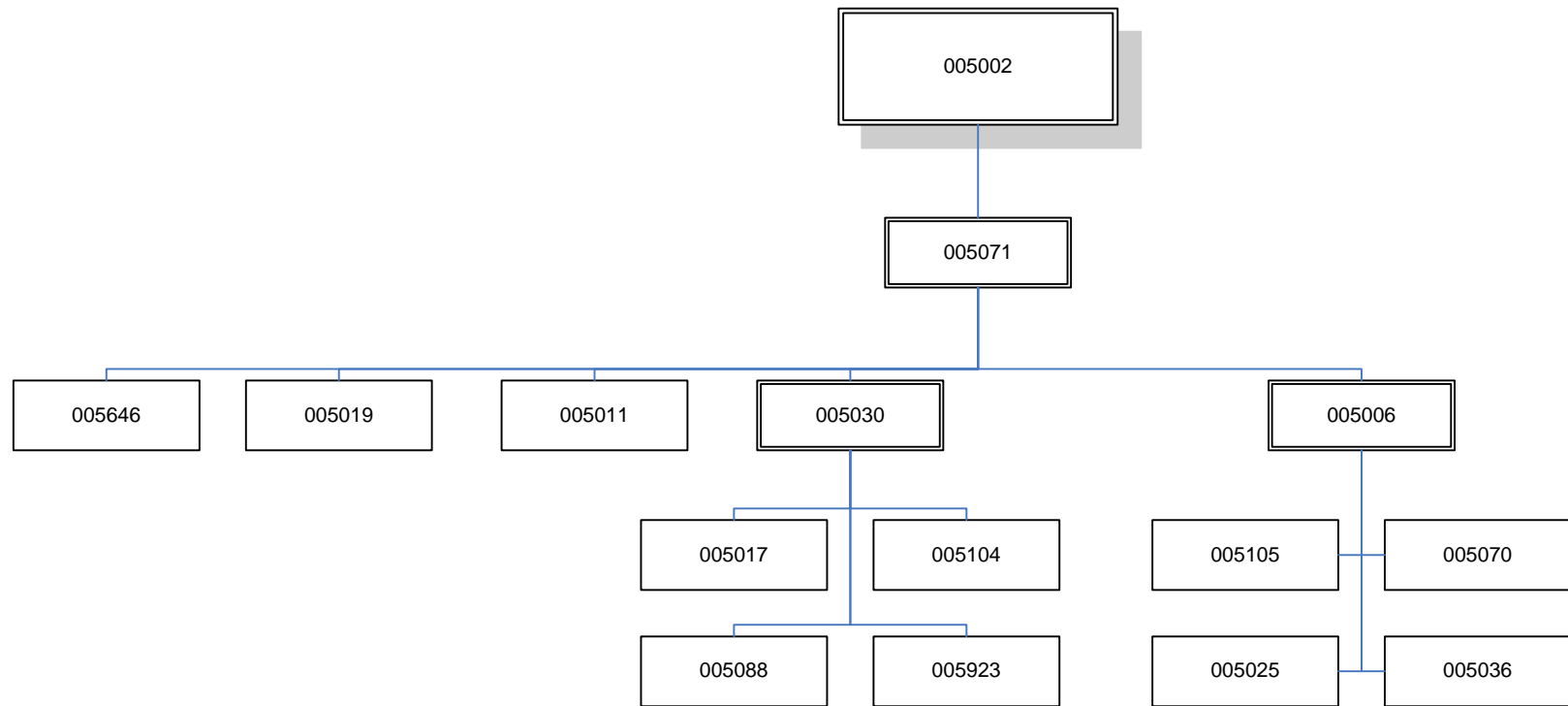
Region Four Infrastructure - Orlando
Org. 73719954139 & 73749954139



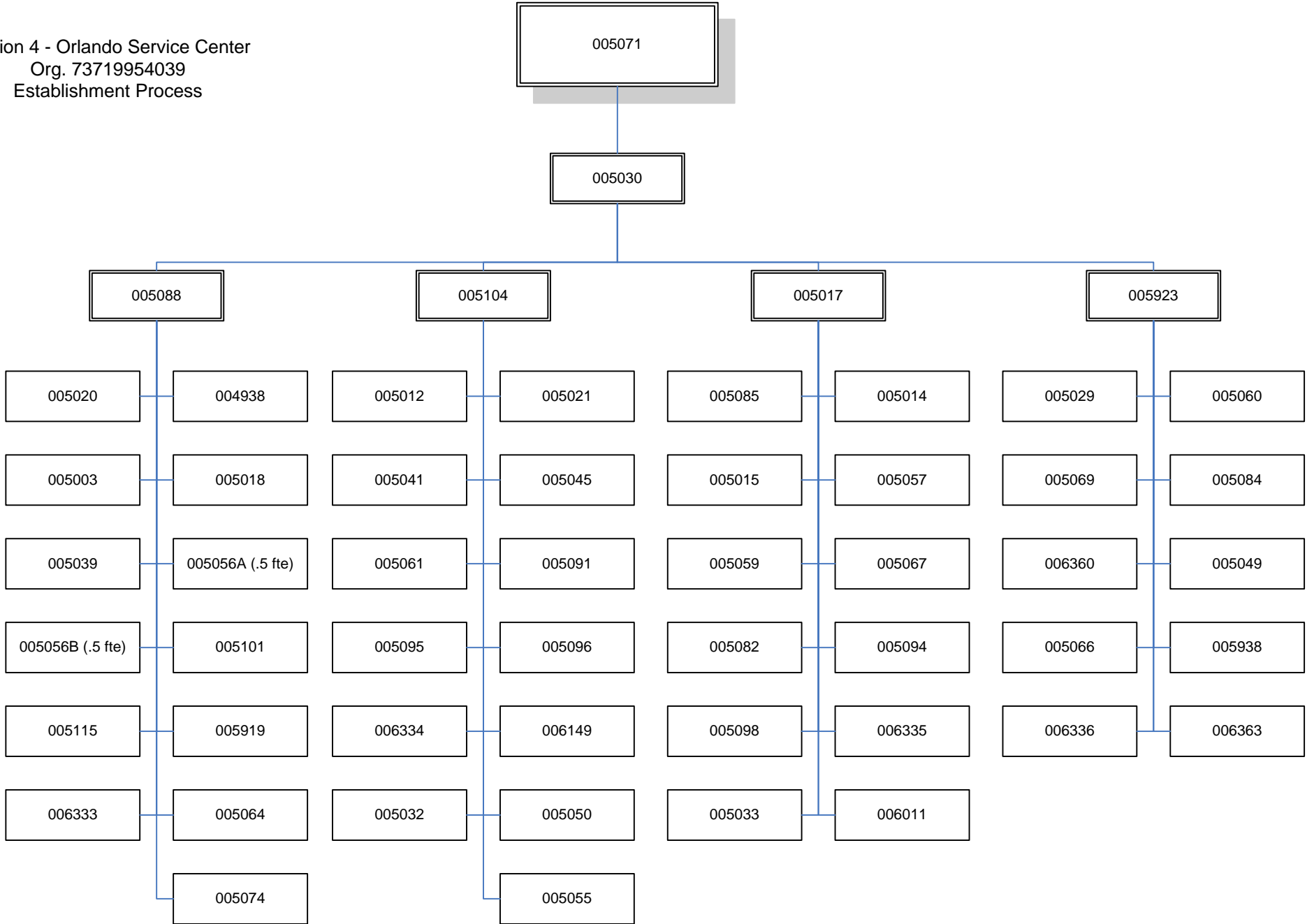
Administrative Support
Statewide Processing Center - Orlando
Org. 73739930339



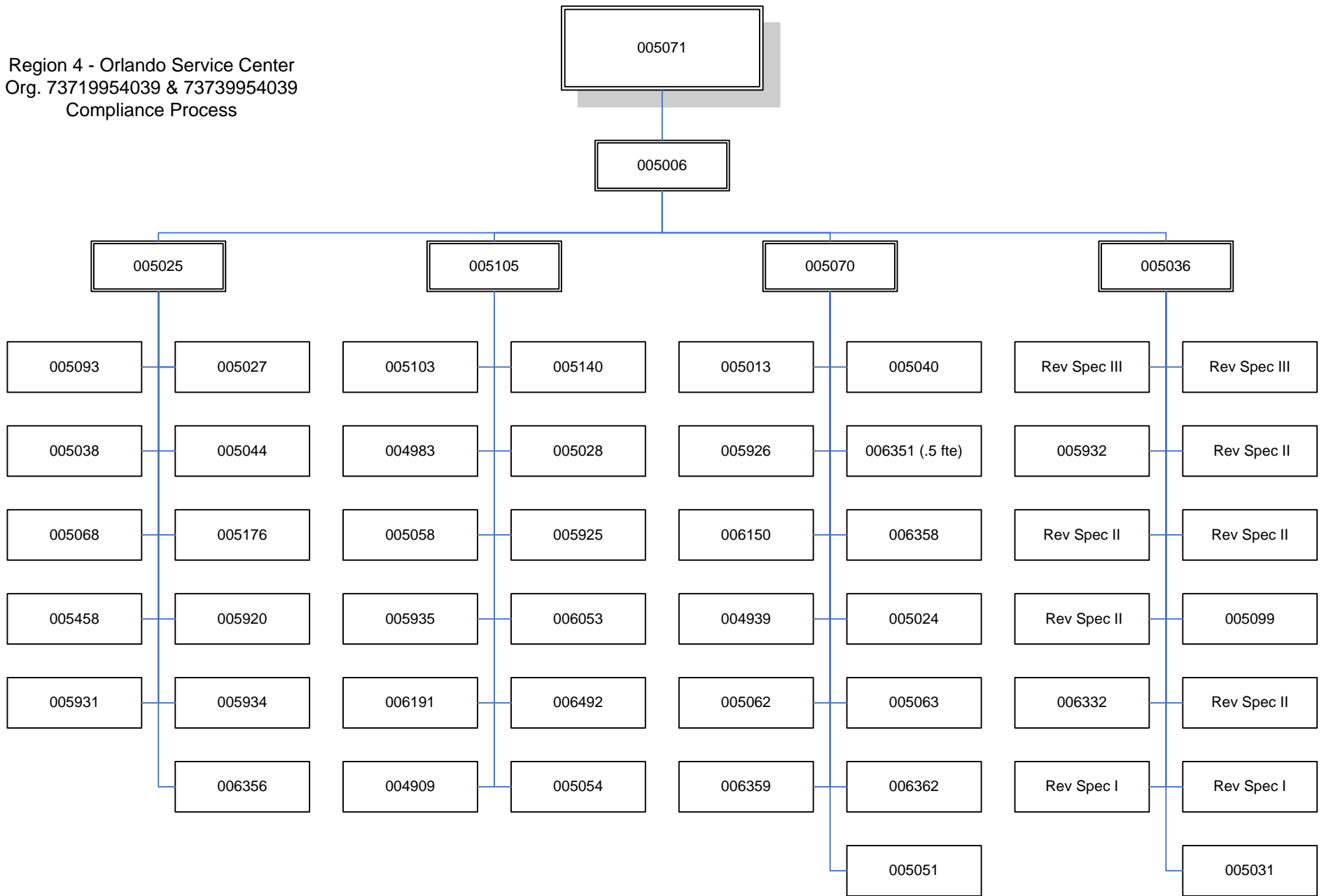
Region 4 - Orlando Service Center
Org. 73719954039 & 73739954039



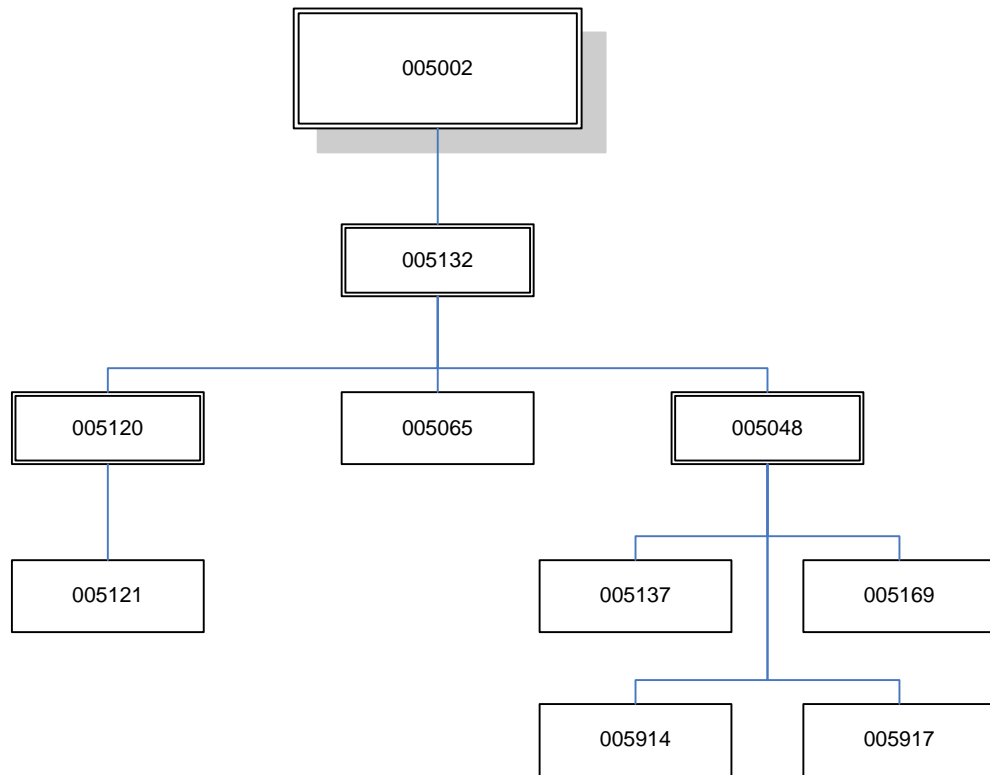
Region 4 - Orlando Service Center
Org. 73719954039
Establishment Process



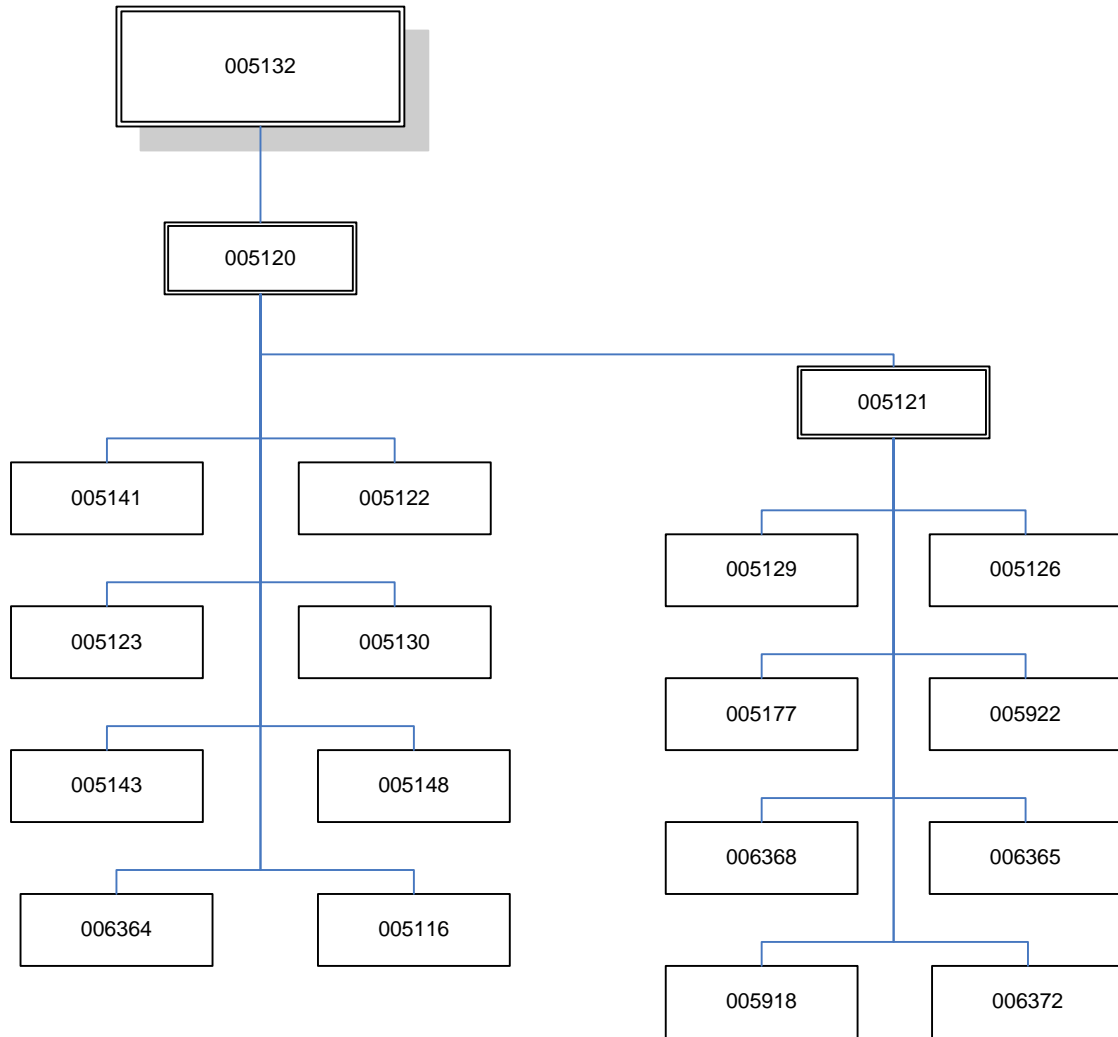
Region 4 - Orlando Service Center
 Org. 73719954039 & 73739954039
 Compliance Process



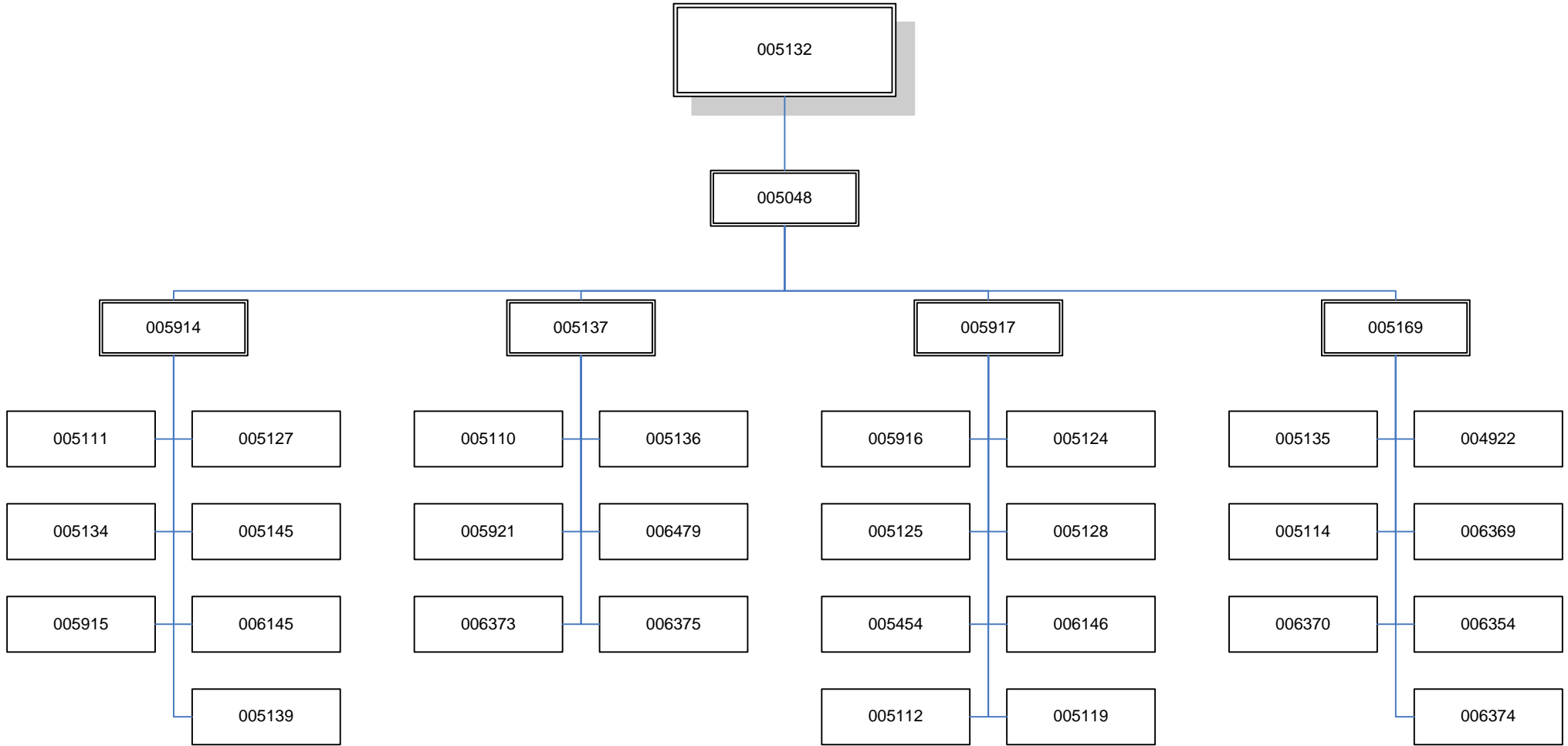
Region 4 - Cocoa Service Center
Org. 73739954008
August 1, 2009



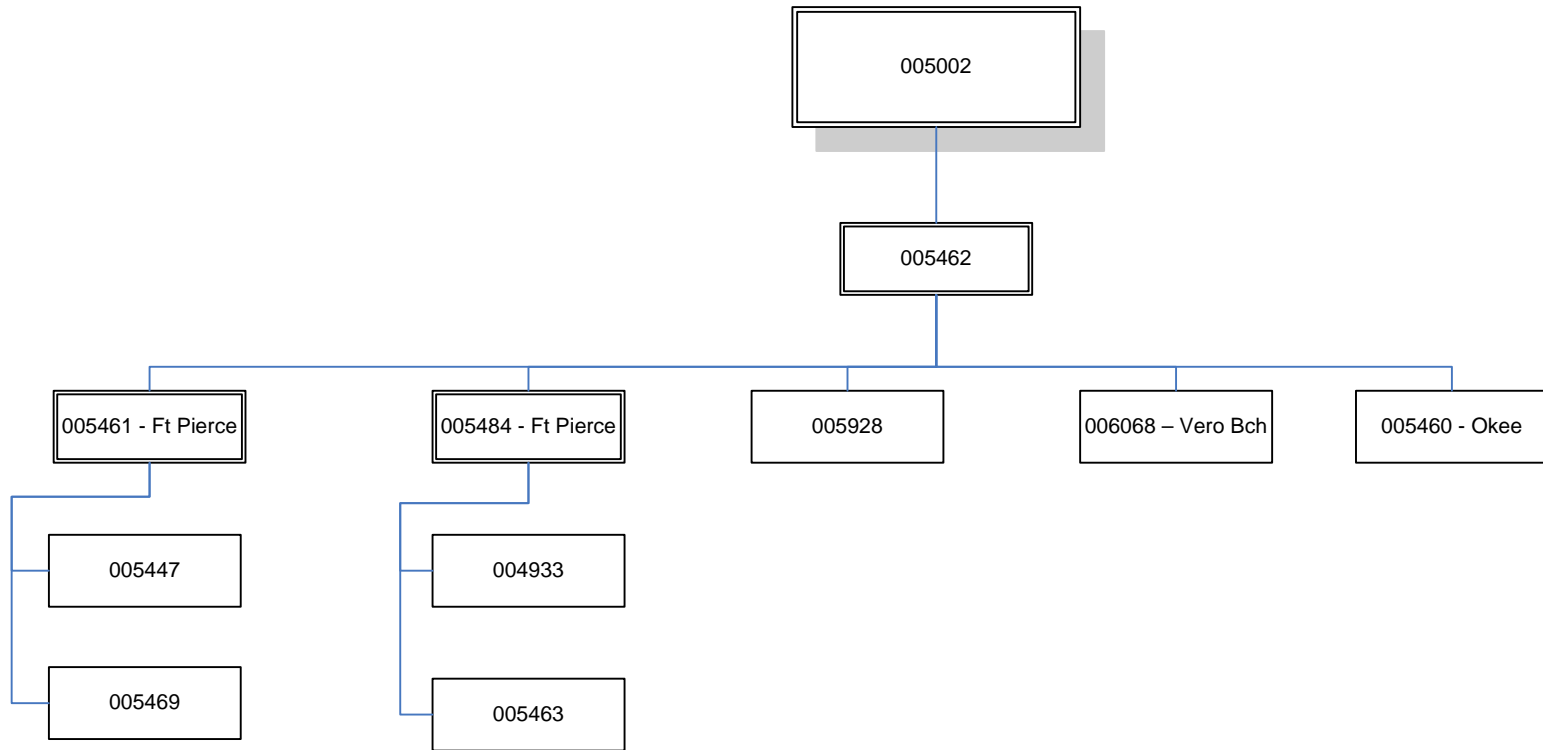
Region 4 - Cocoa Service Center
Org. 73739954008
Establishment Process



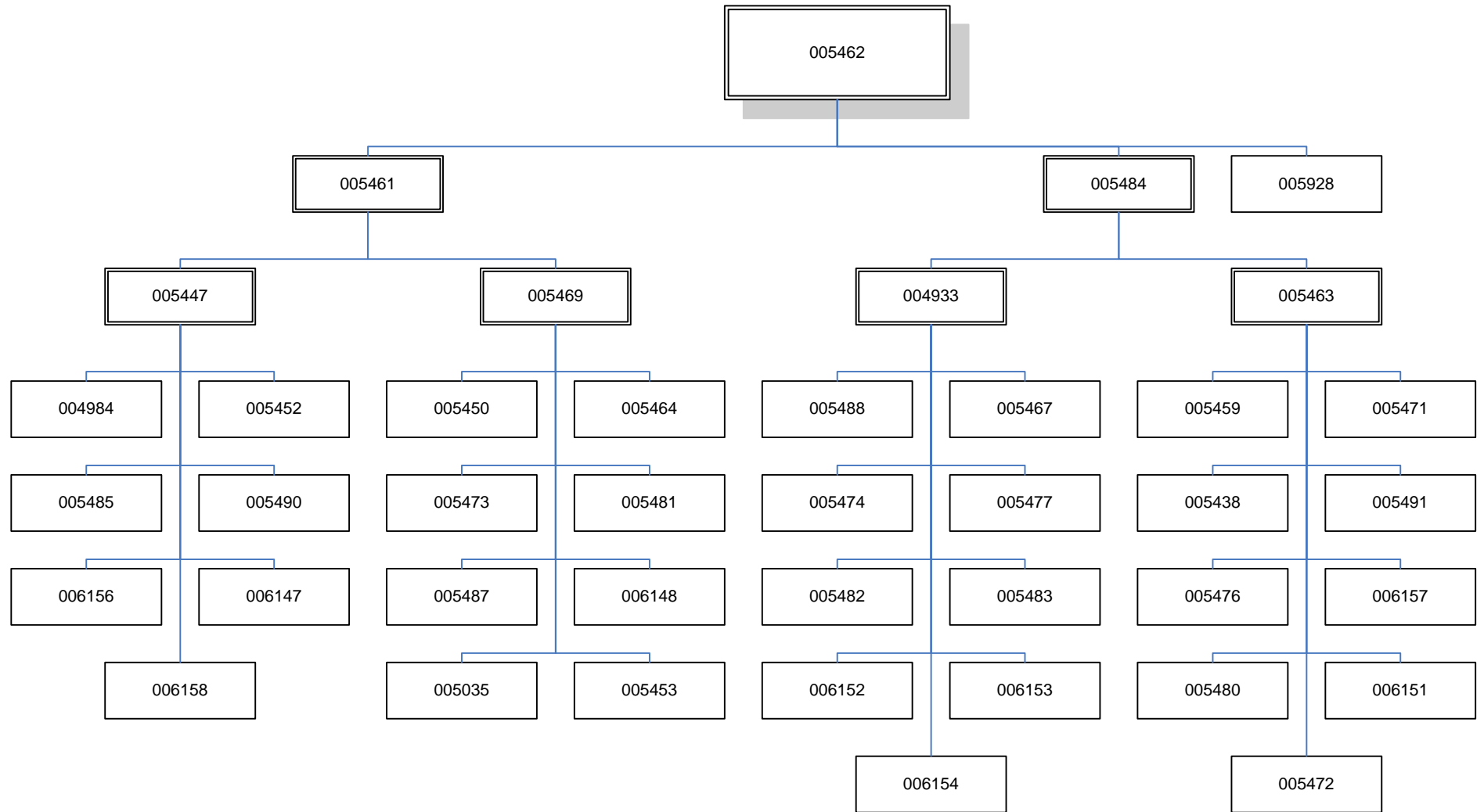
Region 4 - Cocoa Service Center
Org. 73739954008
Compliance/Remittance & Distribution Processes



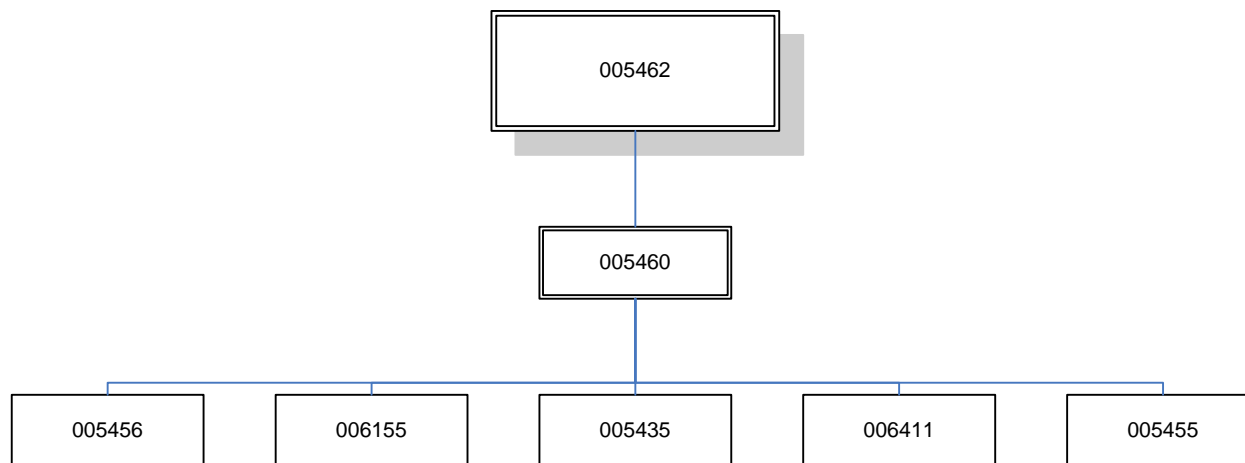
Region 4 - Ft Pierce/Okeechobee/Vero Beach
Org. 73749954047, 73739954038, 73719954055



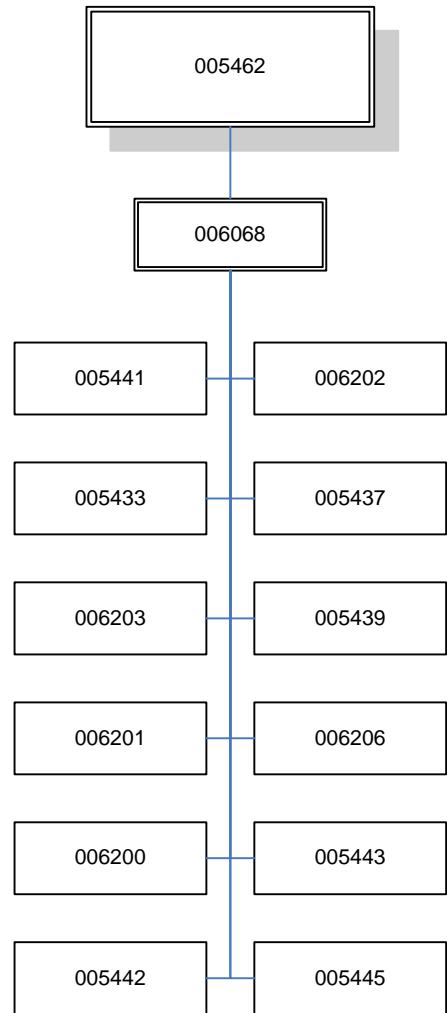
Region 4 - Fort Pierce Service Center
Org. 73749954047



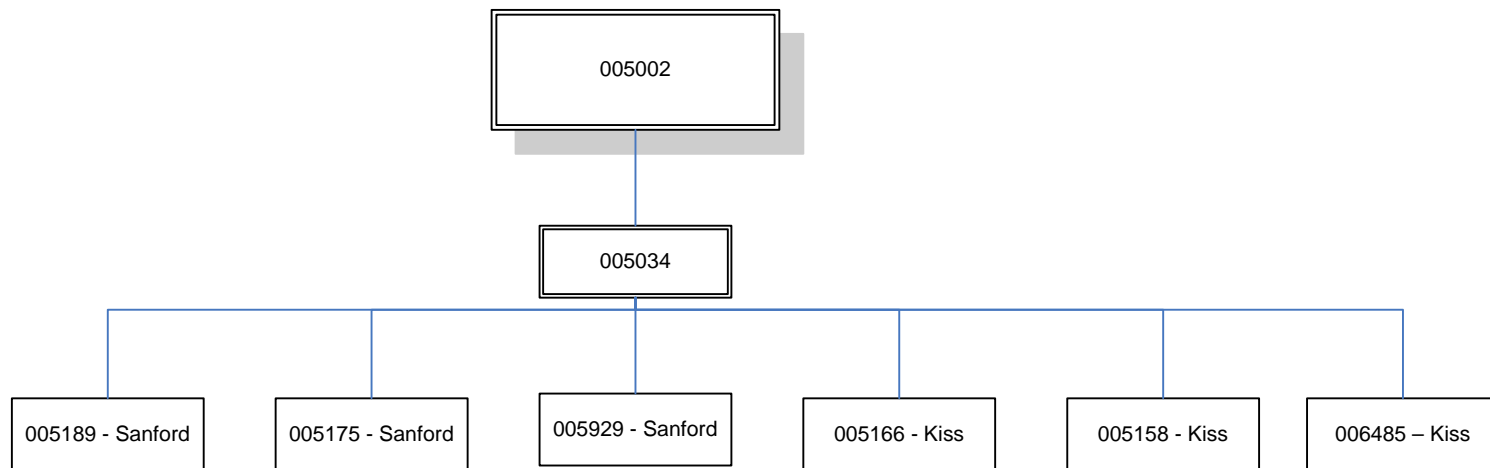
Region 4 - Okeechobee Service Center
Org. 73739954038



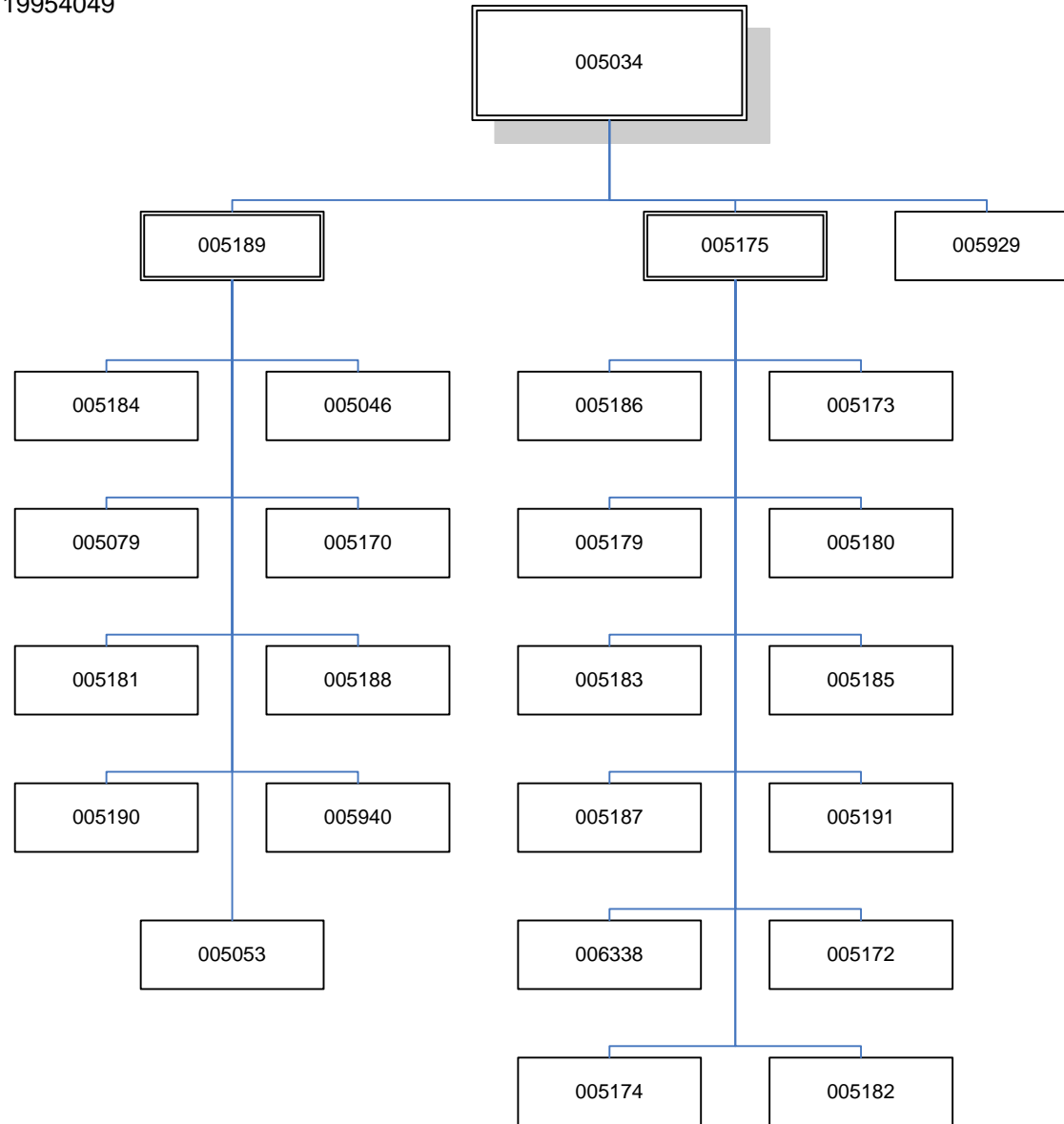
Region 4 - Vero Beach Service Center
Org. 73719954055



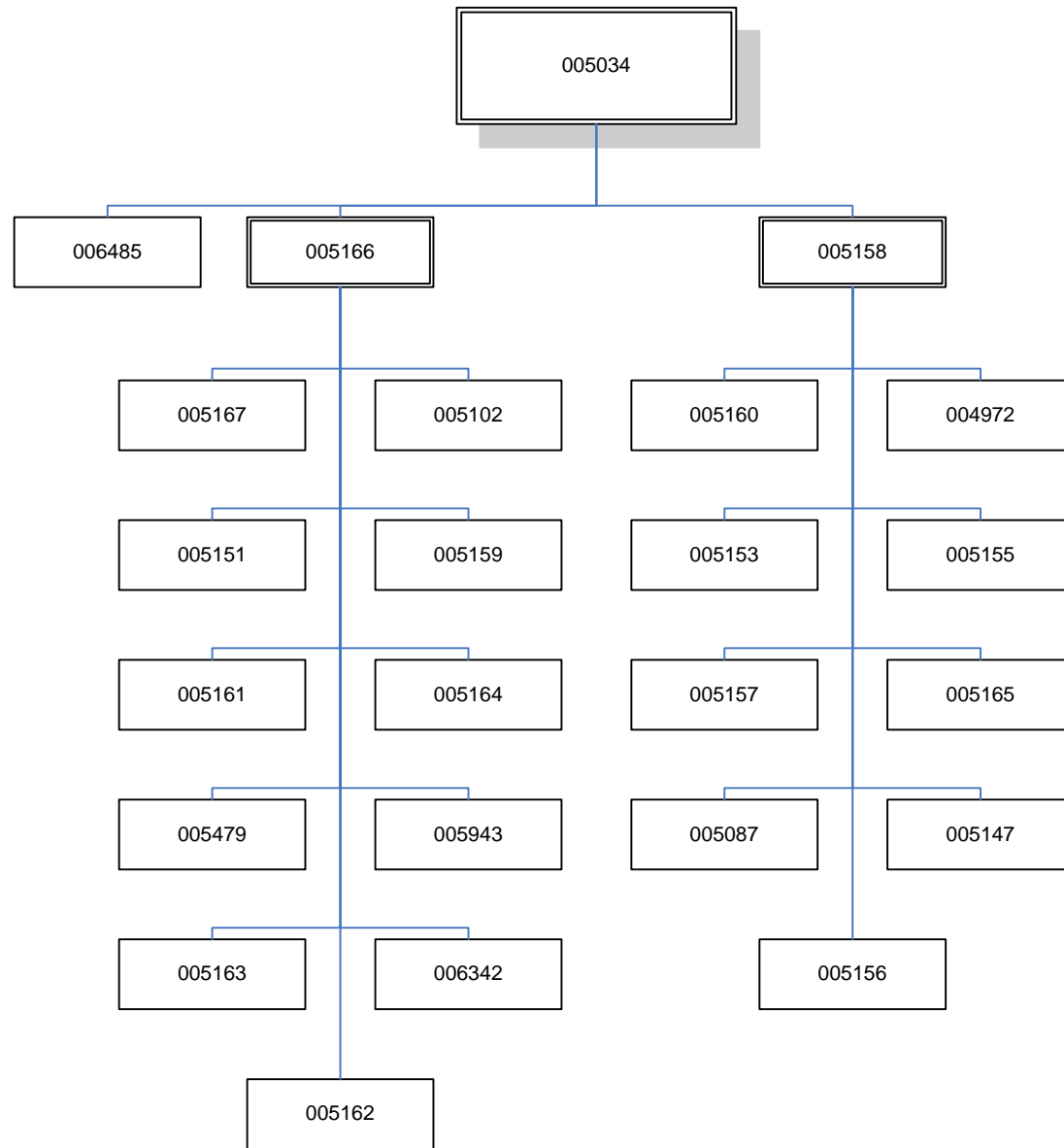
Region 4 - Sanford/Kissimmee Service Centers
Org. 73719954049, 73739954026 & 73749954026



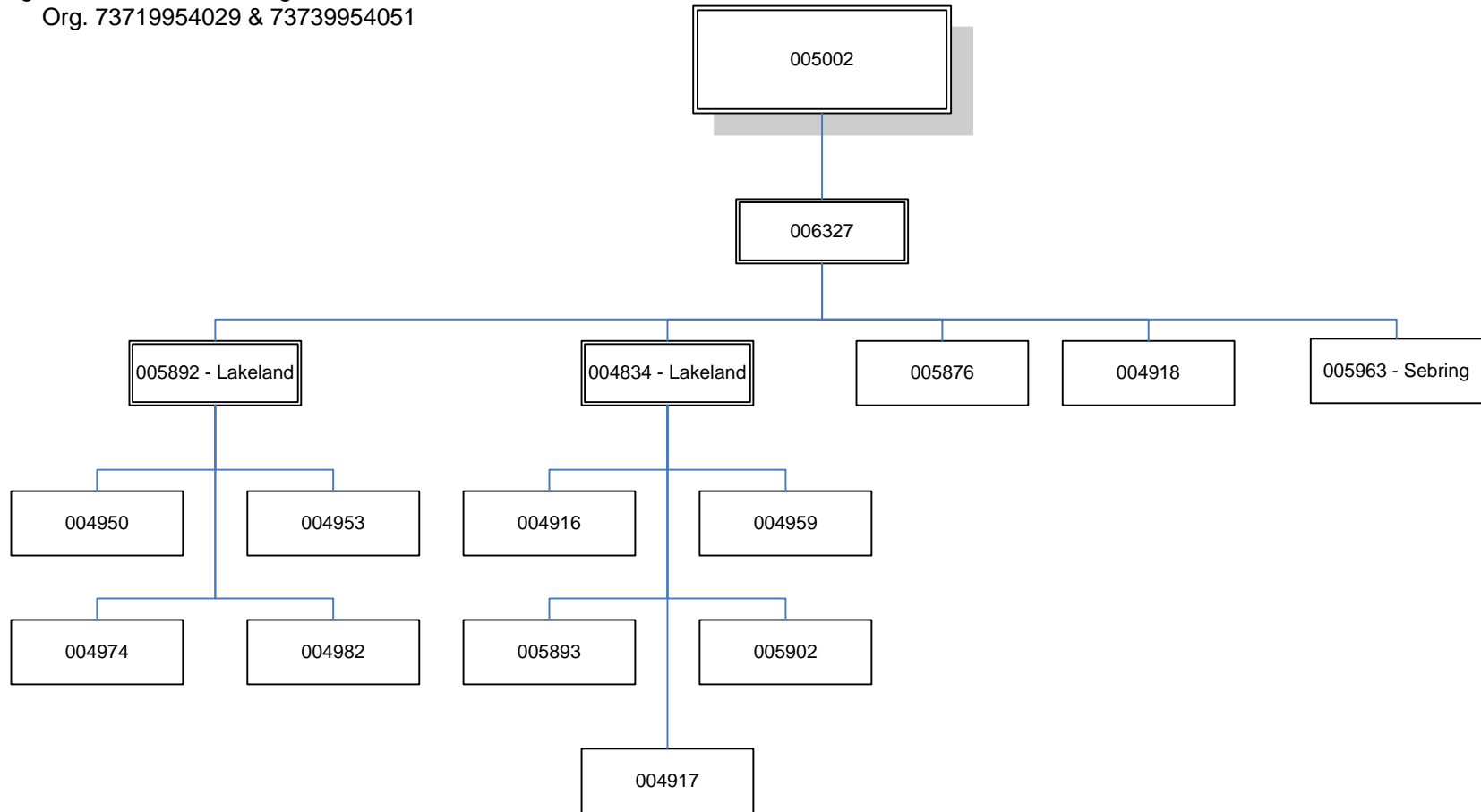
Region 4 - Sanford Service Center
Org. 73719954049



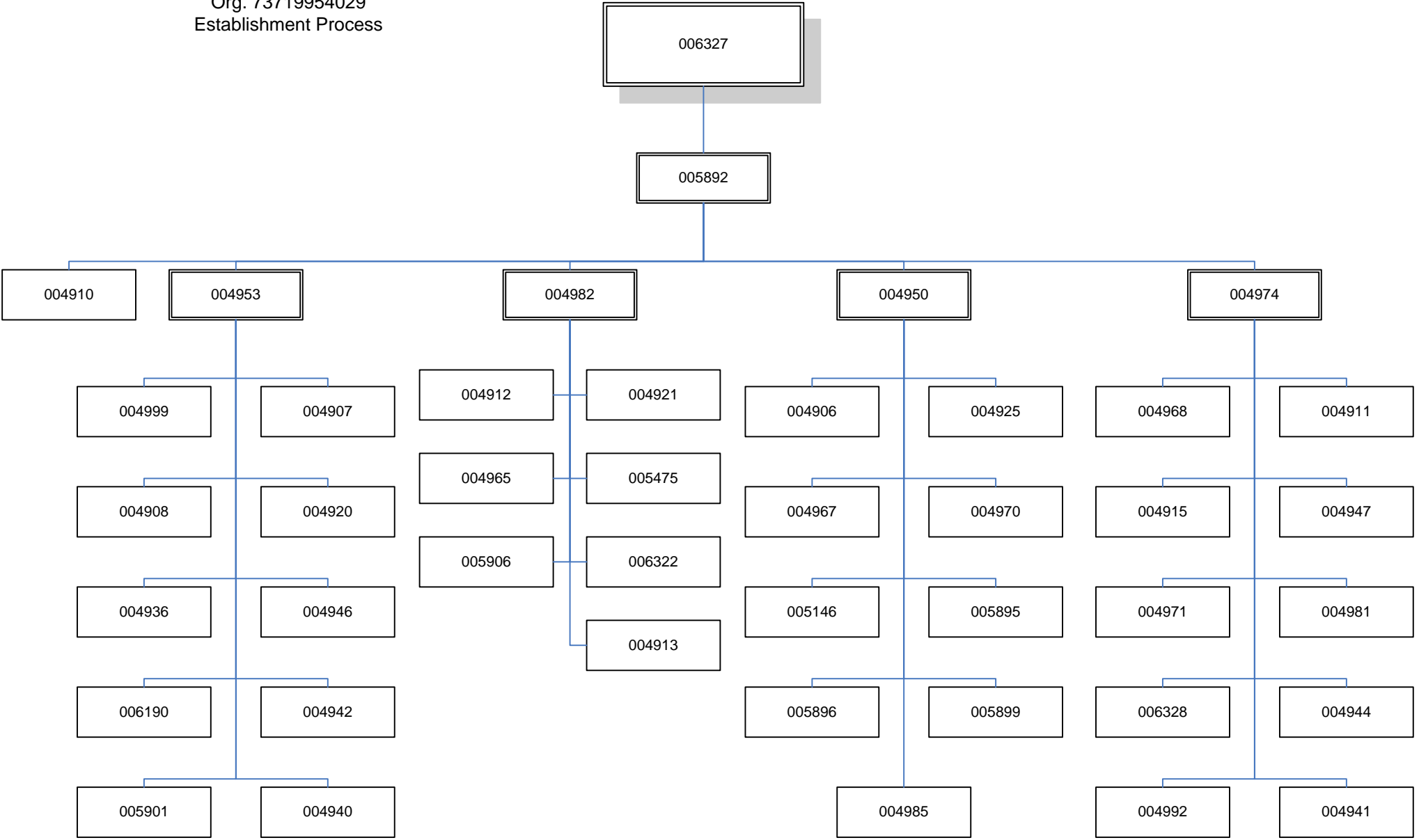
Region 4 - Kissimmee Service Center
Org. 73739954026 & 73749954026



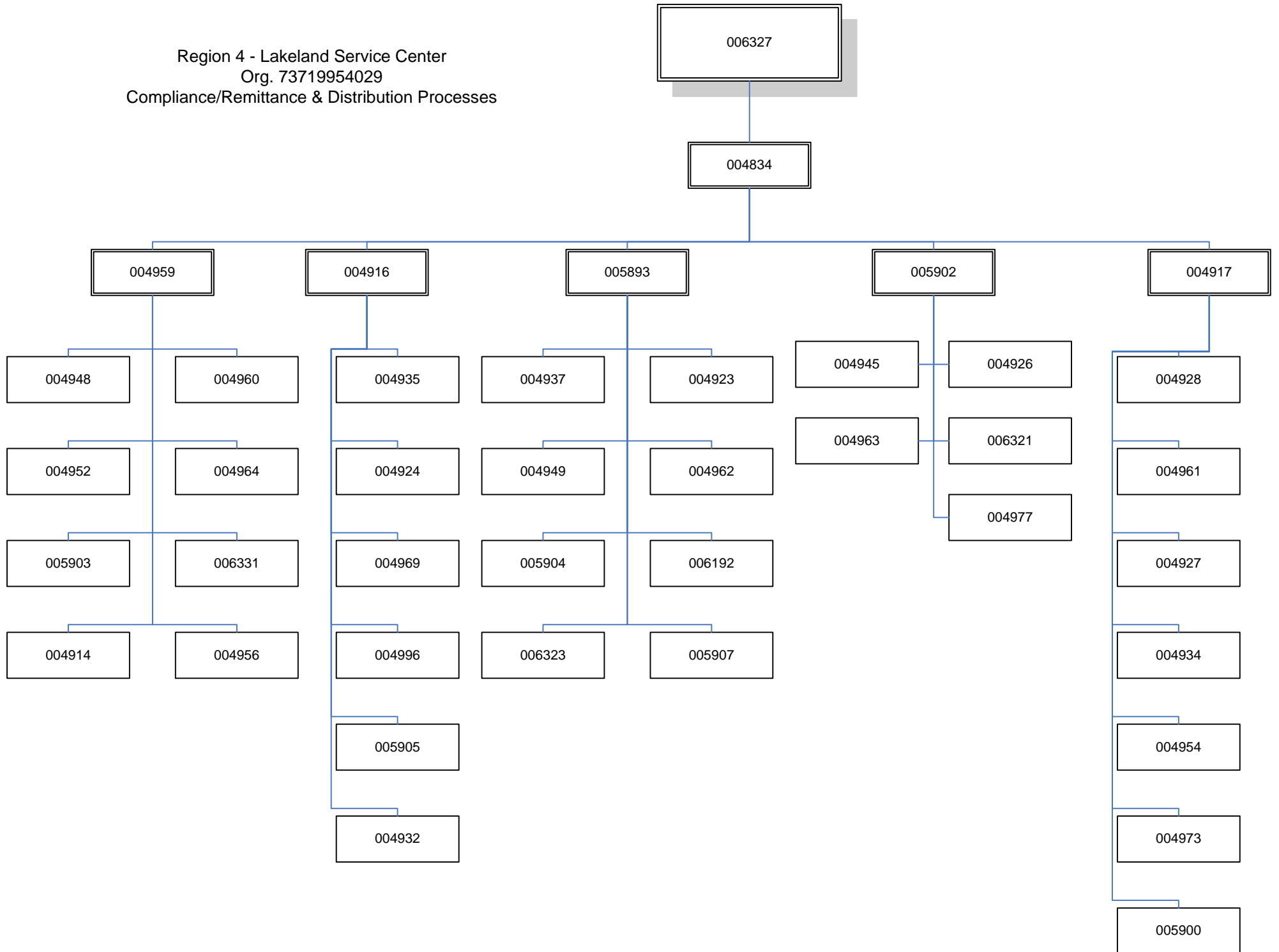
Region 4 - Lakeland/Sebring Service Centers
Org. 73719954029 & 73739954051



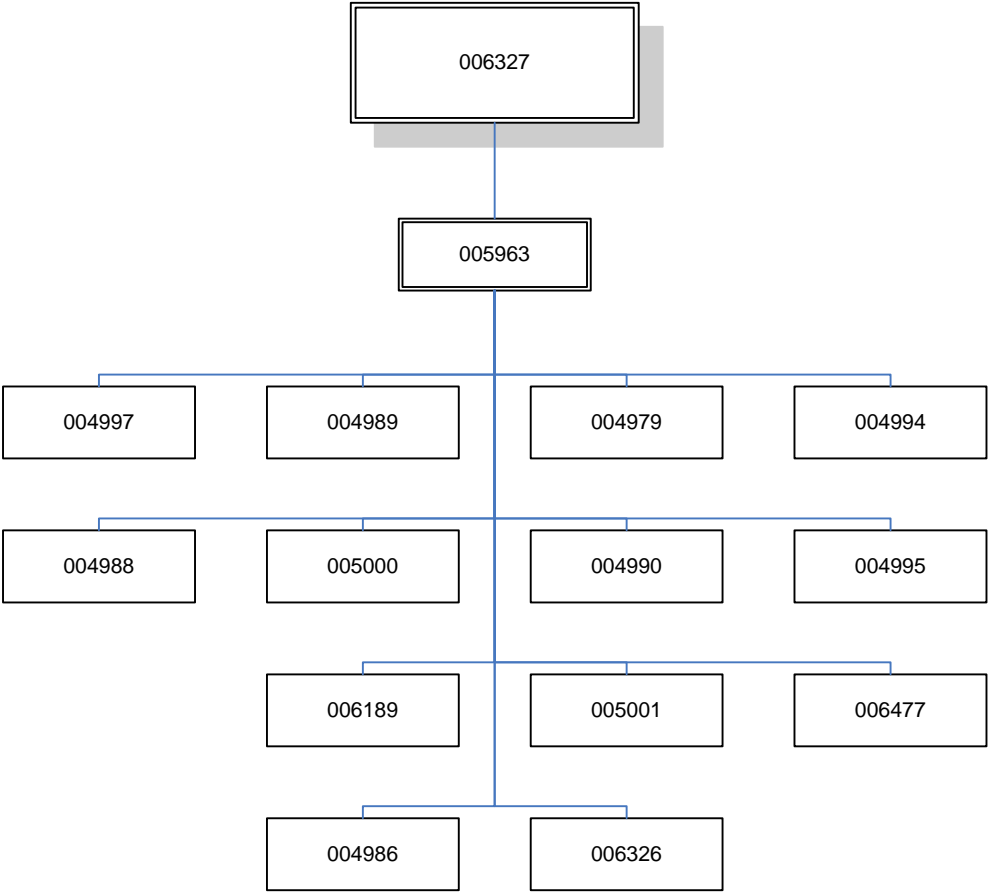
Region 4 - Lakeland Service Center
Org. 73719954029
Establishment Process



Region 4 - Lakeland Service Center
Org. 73719954029
Compliance/Remittance & Distribution Processes

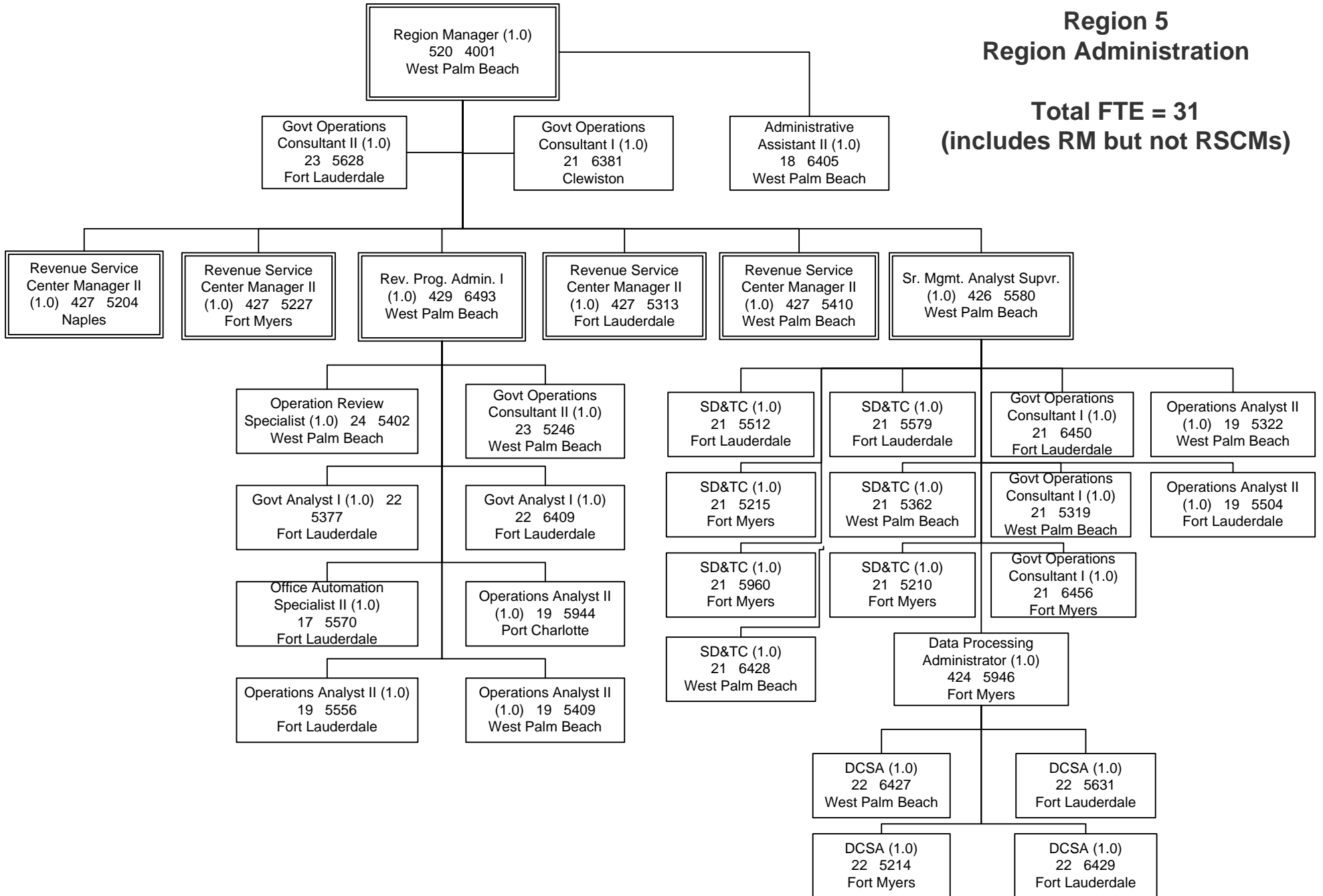


Region 4 - Sebring Service Center
Org. 73739954051



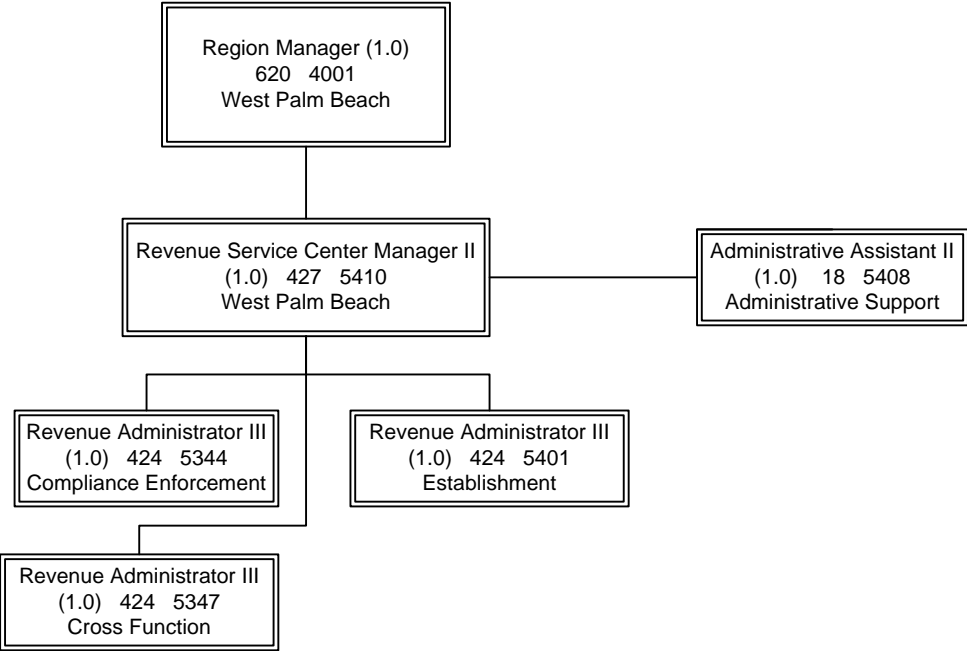
Region 5 Region Administration

**Total FTE = 31
(includes RM but not RSCMs)**



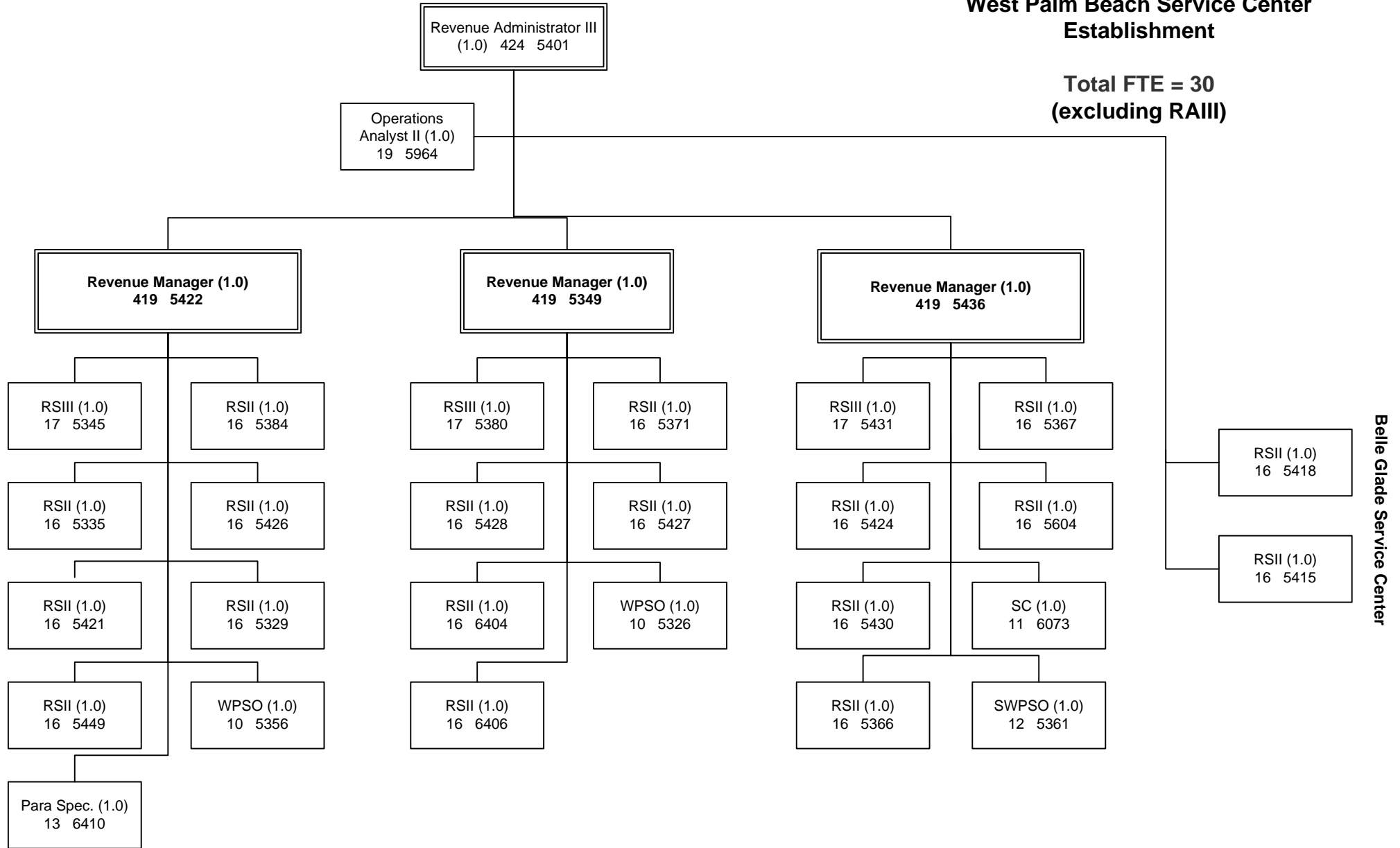
**West Palm Beach Service Center
Administration**

**Total FTE = 5
(excluding RM)**



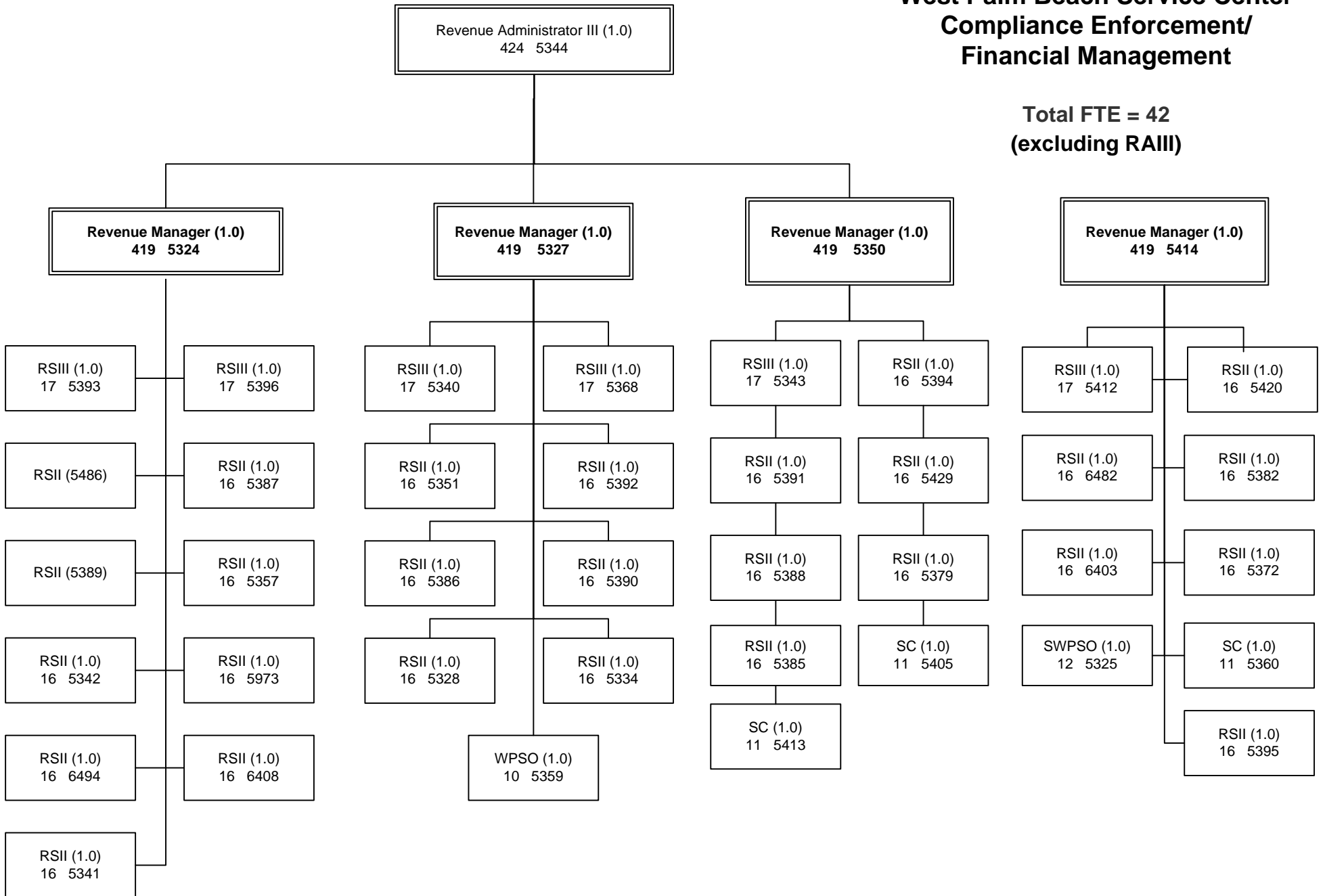
West Palm Beach Service Center Establishment

**Total FTE = 30
(excluding RAIII)**



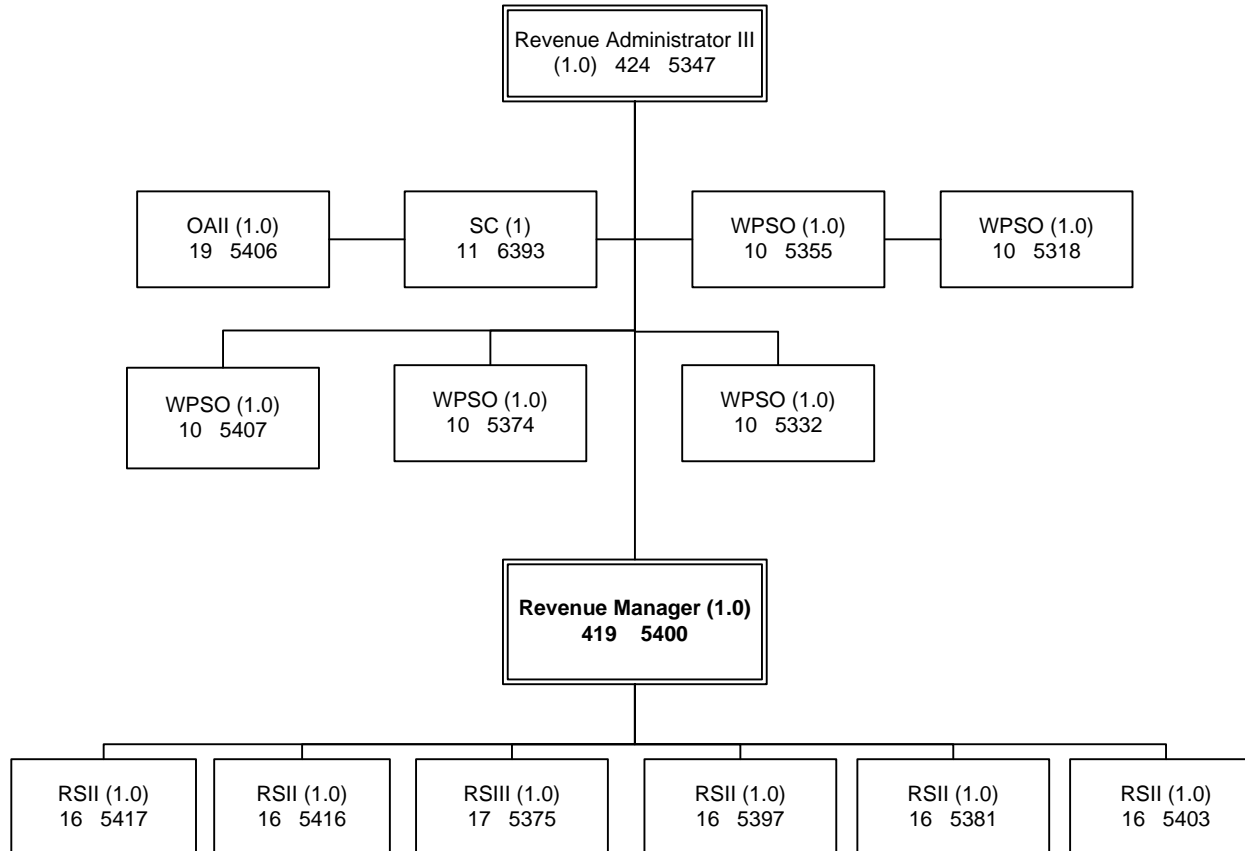
West Palm Beach Service Center Compliance Enforcement/ Financial Management

**Total FTE = 42
(excluding RAIII)**



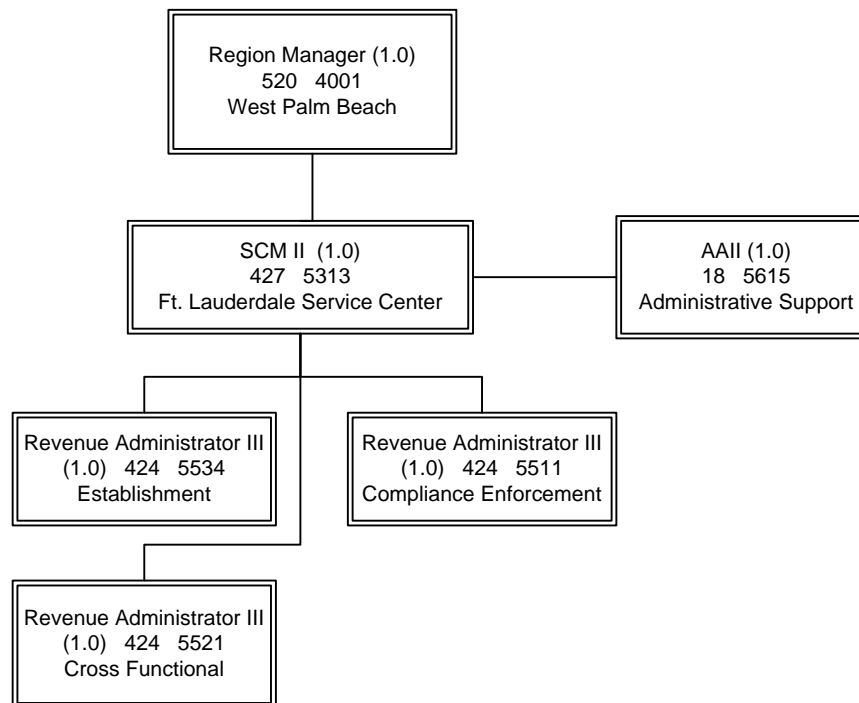
West Palm Beach Service Center Cross Functional

Total FTE = 14
(excluding RAll)



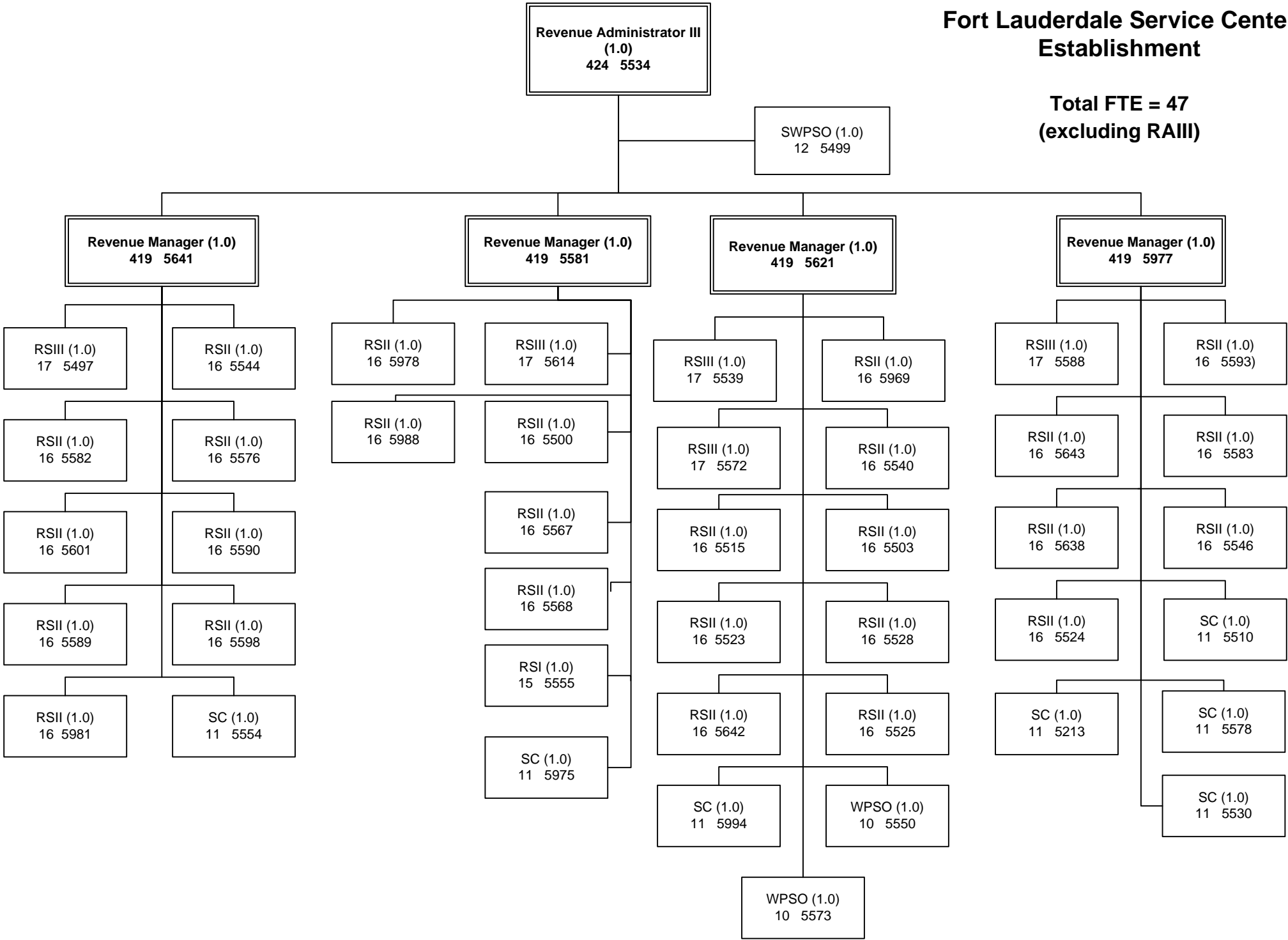
Fort Lauderdale Service Center Administration

**Total FTE = 5
(excluding RM)**



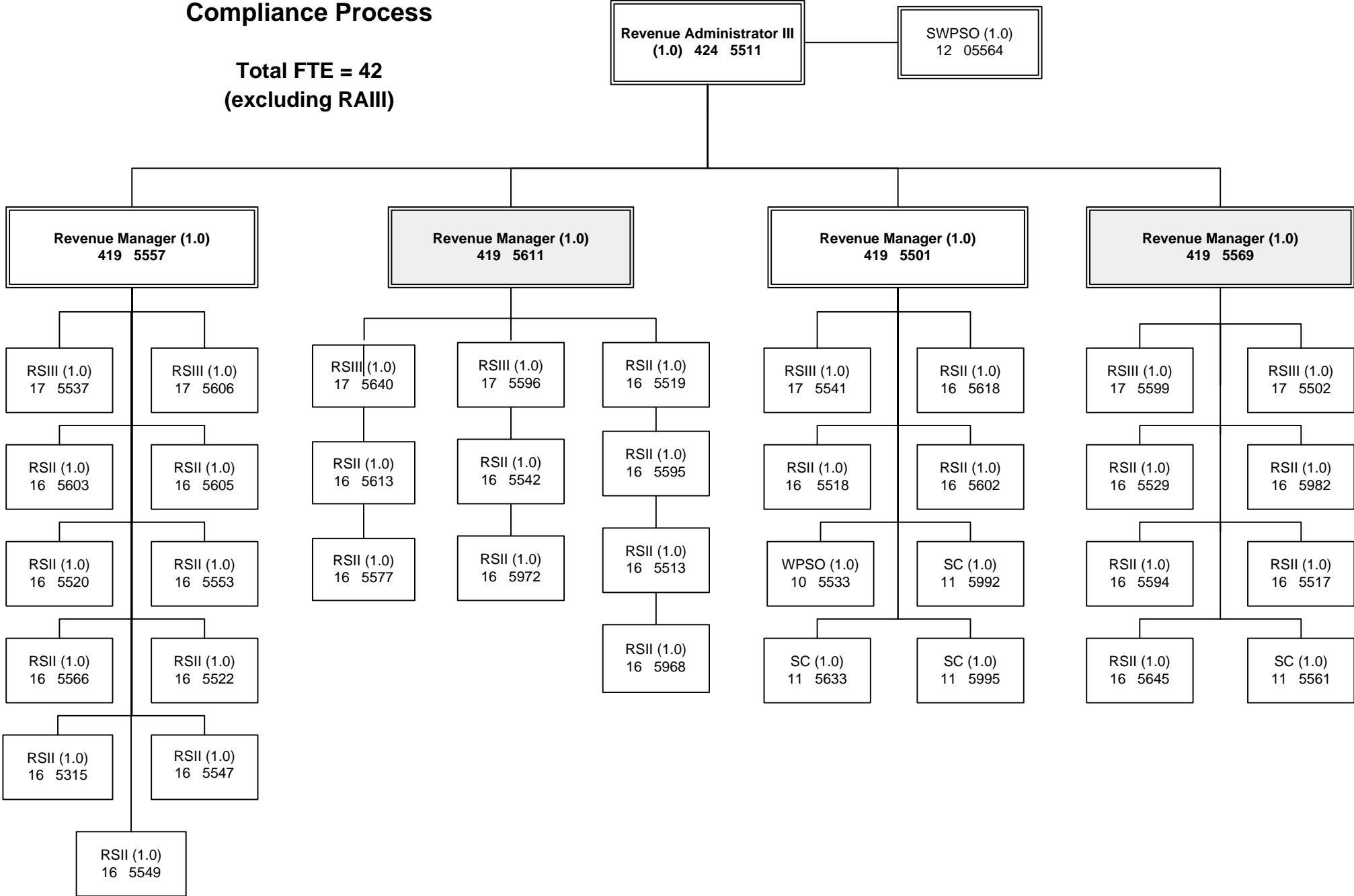
Fort Lauderdale Service Center Establishment

**Total FTE = 47
(excluding RAIII)**



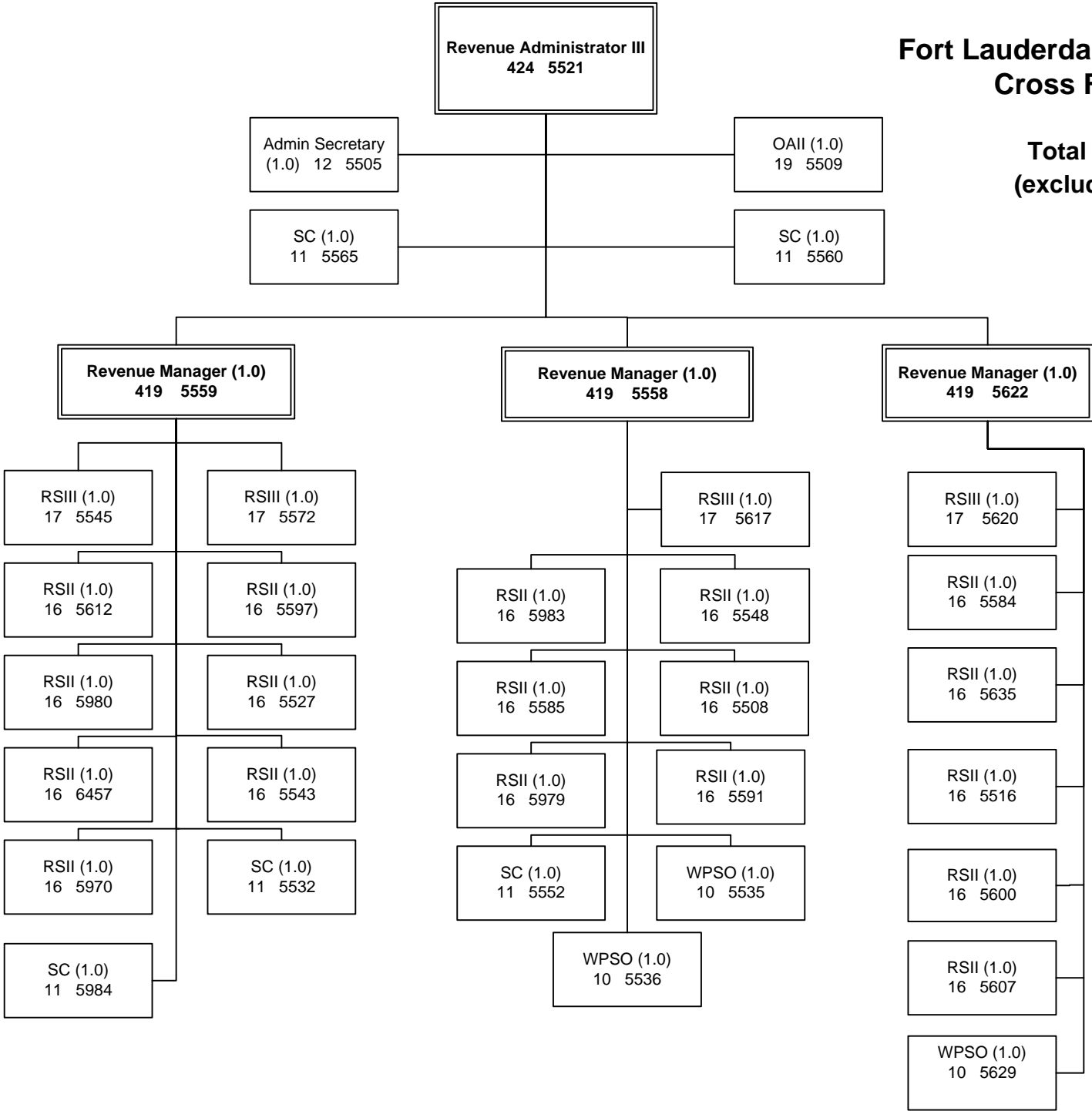
Fort Lauderdale Service Center CAMS Task Organization Compliance Process

**Total FTE = 42
(excluding RAIII)**



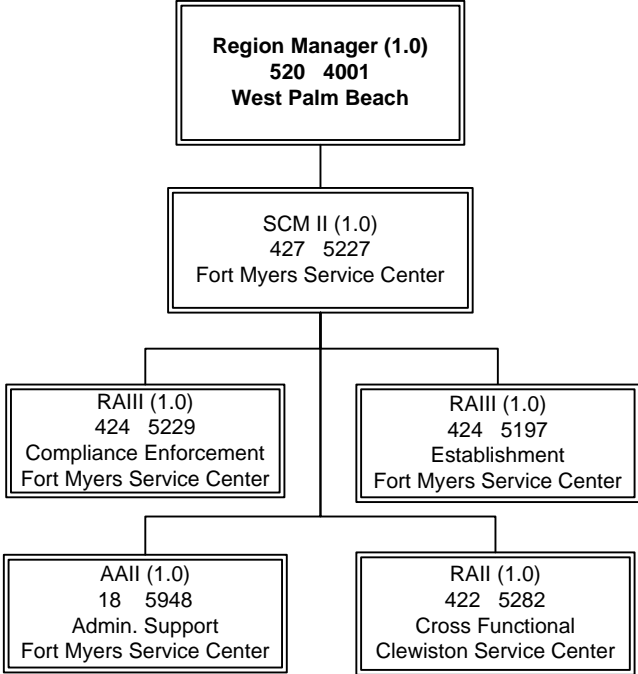
**Fort Lauderdale Service Center
Cross Functional**

**Total FTE = 35
(excluding RAll)**



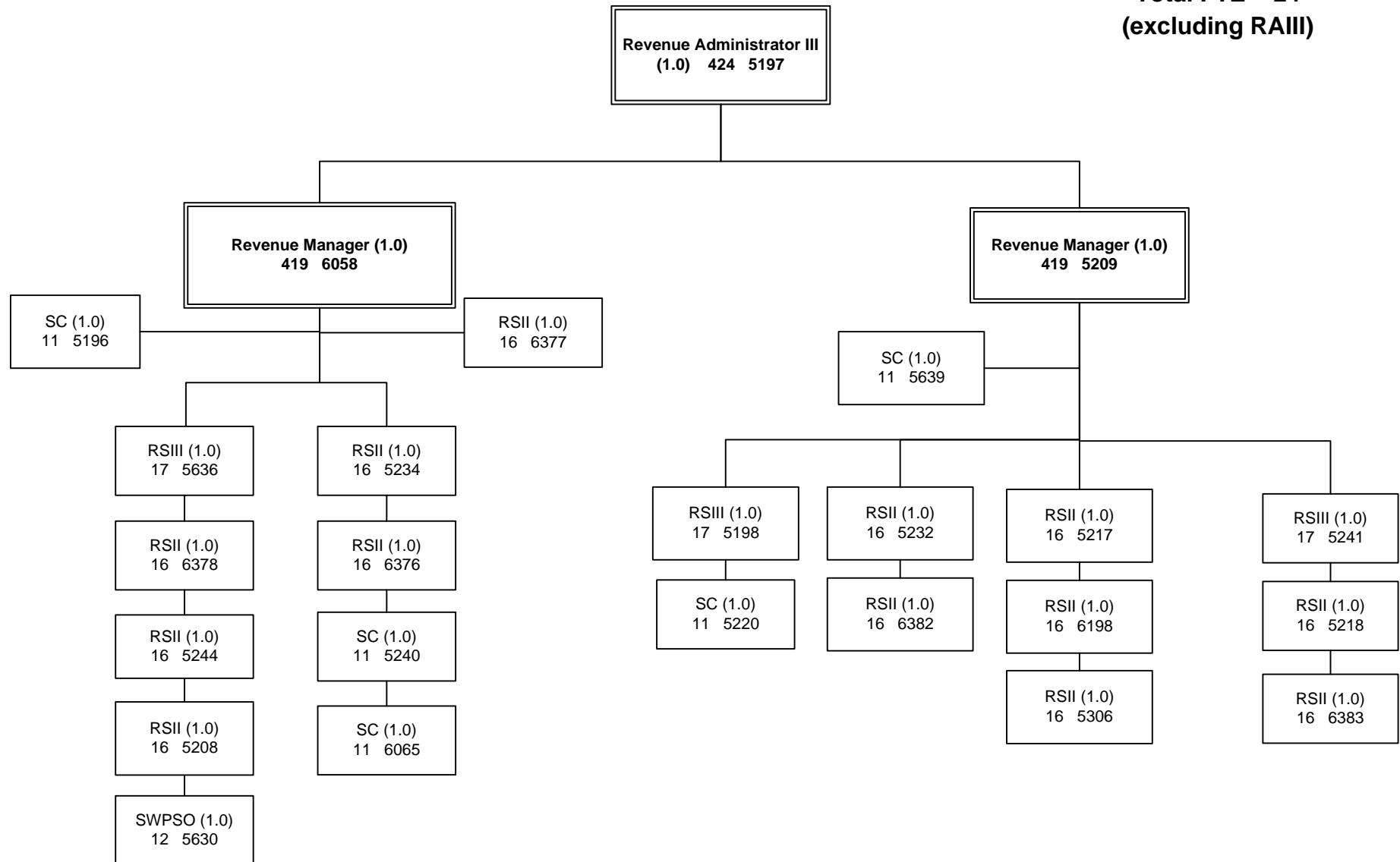
**Fort Myers Service Center
Administration**

**Total FTE = 5
(excluding RM)**



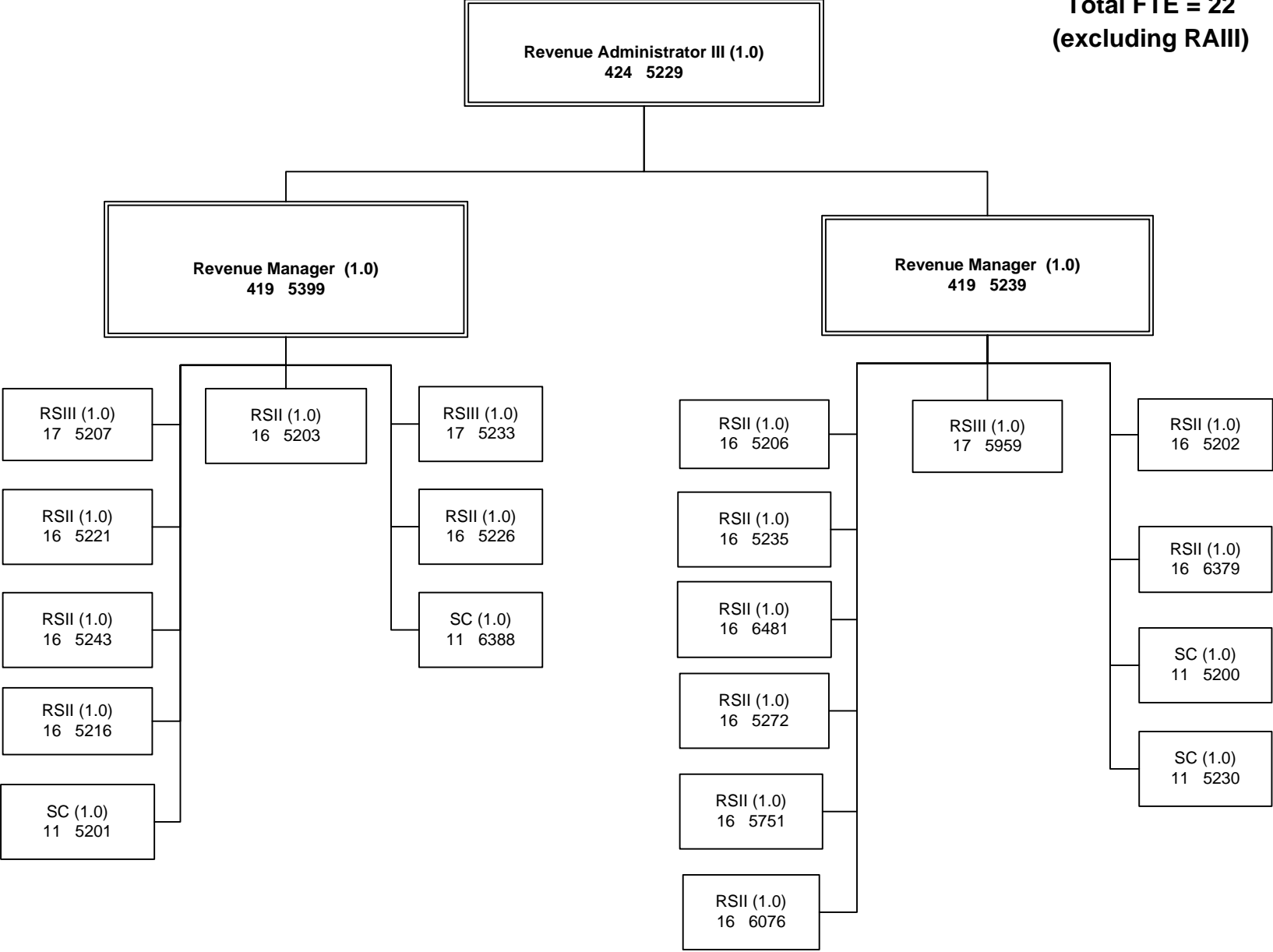
Fort Myers Service Center Order Establishment Process

**Total FTE = 24
(excluding RAIII)**



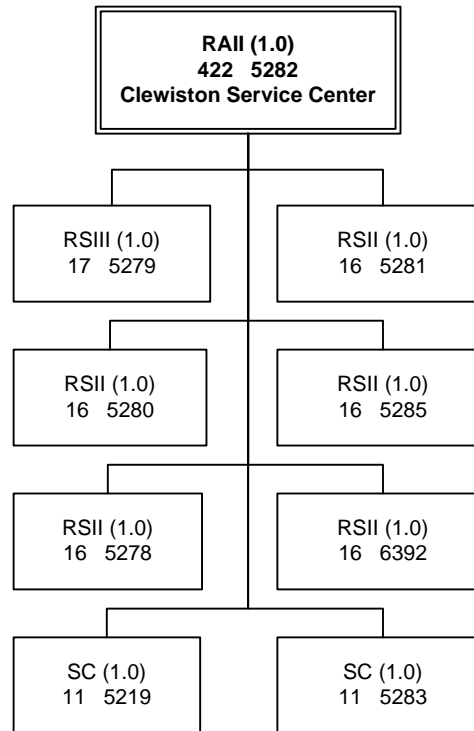
Fort Myers Service Center Compliance Enforcement

Total FTE = 22
(excluding RAIII)



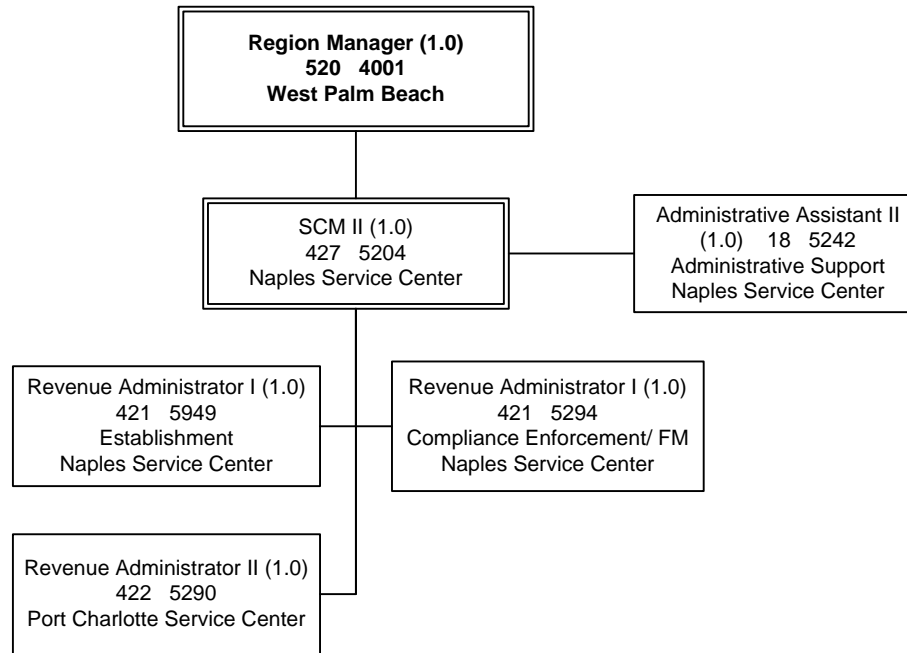
**Clewiston
Service Center
Cross Functional**

**Total FTE = 8
(excluding RAI)**



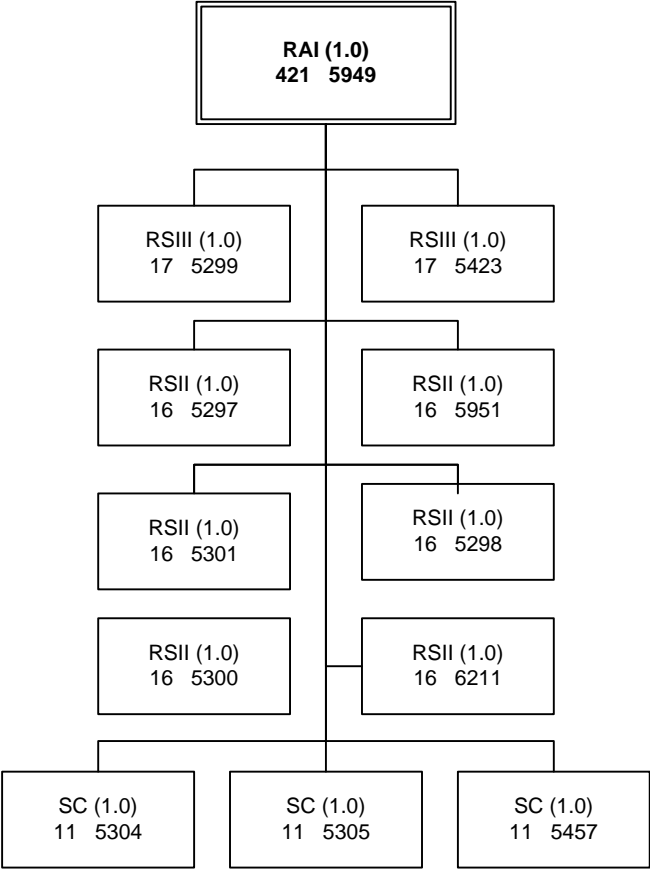
Naples Service Center Administration

Total FTE = 5
(excluding RM)



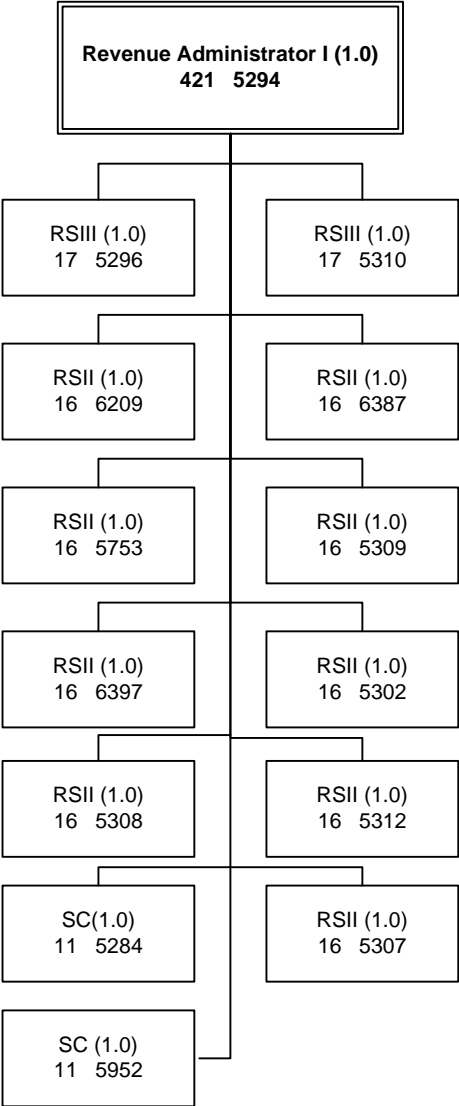
Naples Service Center Establishment Process

Total FTE = 11
(excluding RAI)



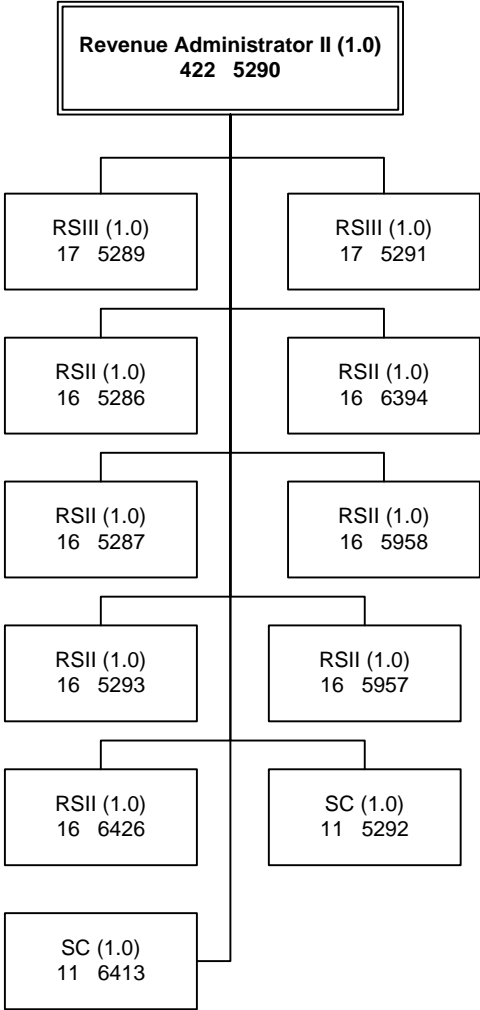
**Naples Service Center
Compliance Enforcement/ Financial
Management**

**Total FTE = 13
(excluding RAI)**



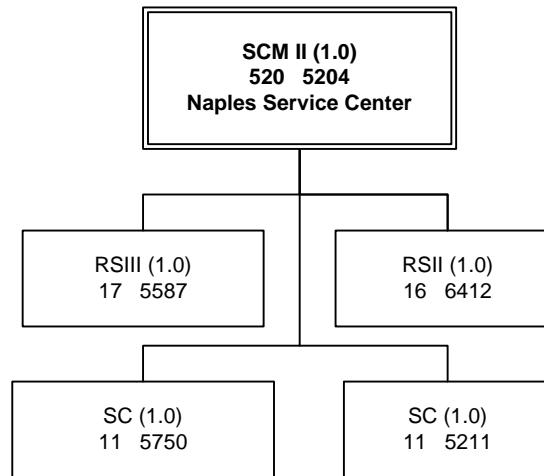
**Port Charlotte Service Center
Cross Functional**

**Total FTE = 11
(excluding RAI)**



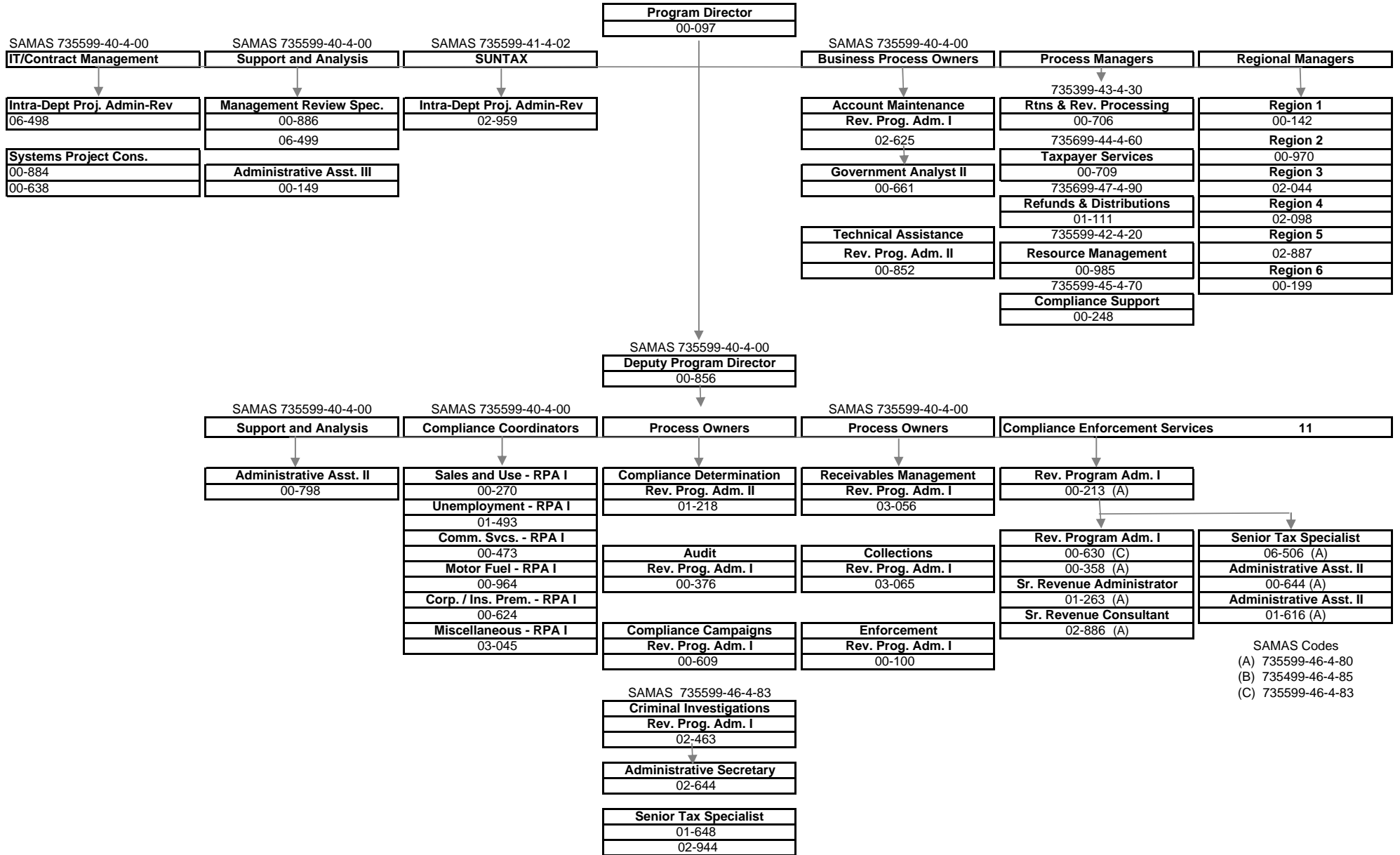
Key West Service Center Cross Functional

Total FTE = 4
(excluding SCMII)



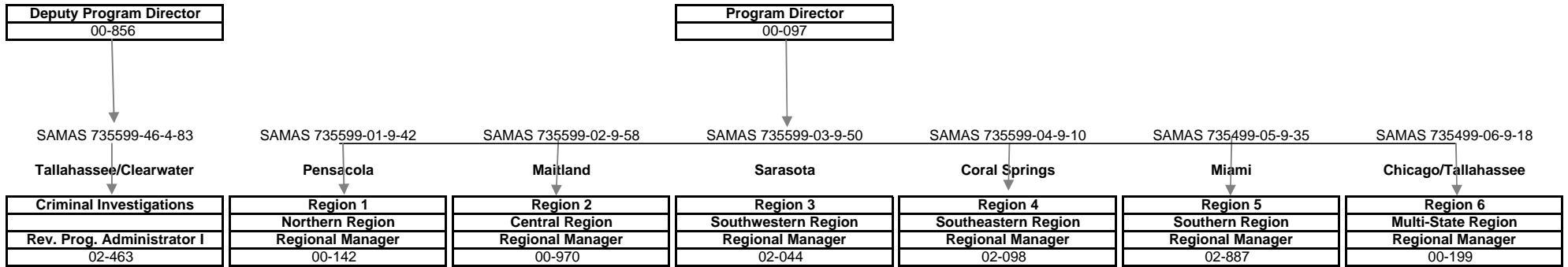
General Tax Administration - Program Office

SAMAS 735599-40-4-00



SAMAS Codes
 (A) 735599-46-4-80
 (B) 735499-46-4-85
 (C) 735599-46-4-83

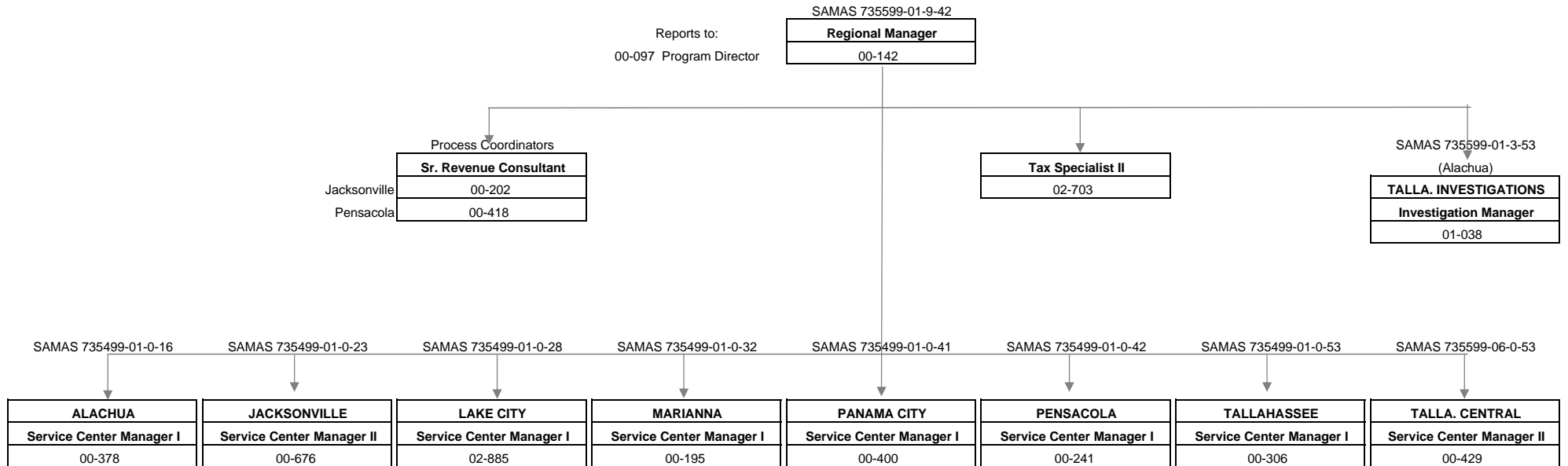
Compliance Enforcement Criminal Investigations & Regions



Region 1 - Northern Region (Pensacola)

SAMAS 735x99-01-x-xx

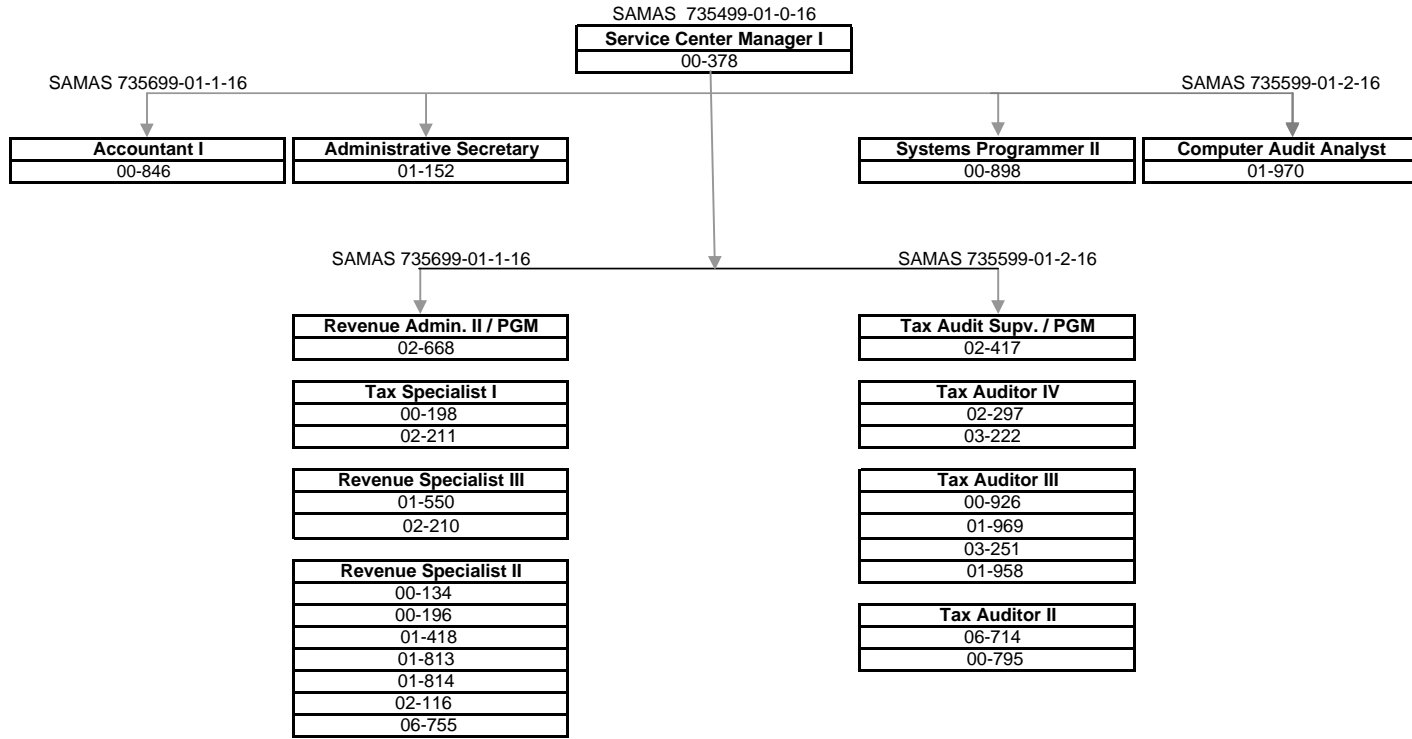
5 FTE



Alachua Service Center

SAMAS 735x99-01-x-16

27 FTE

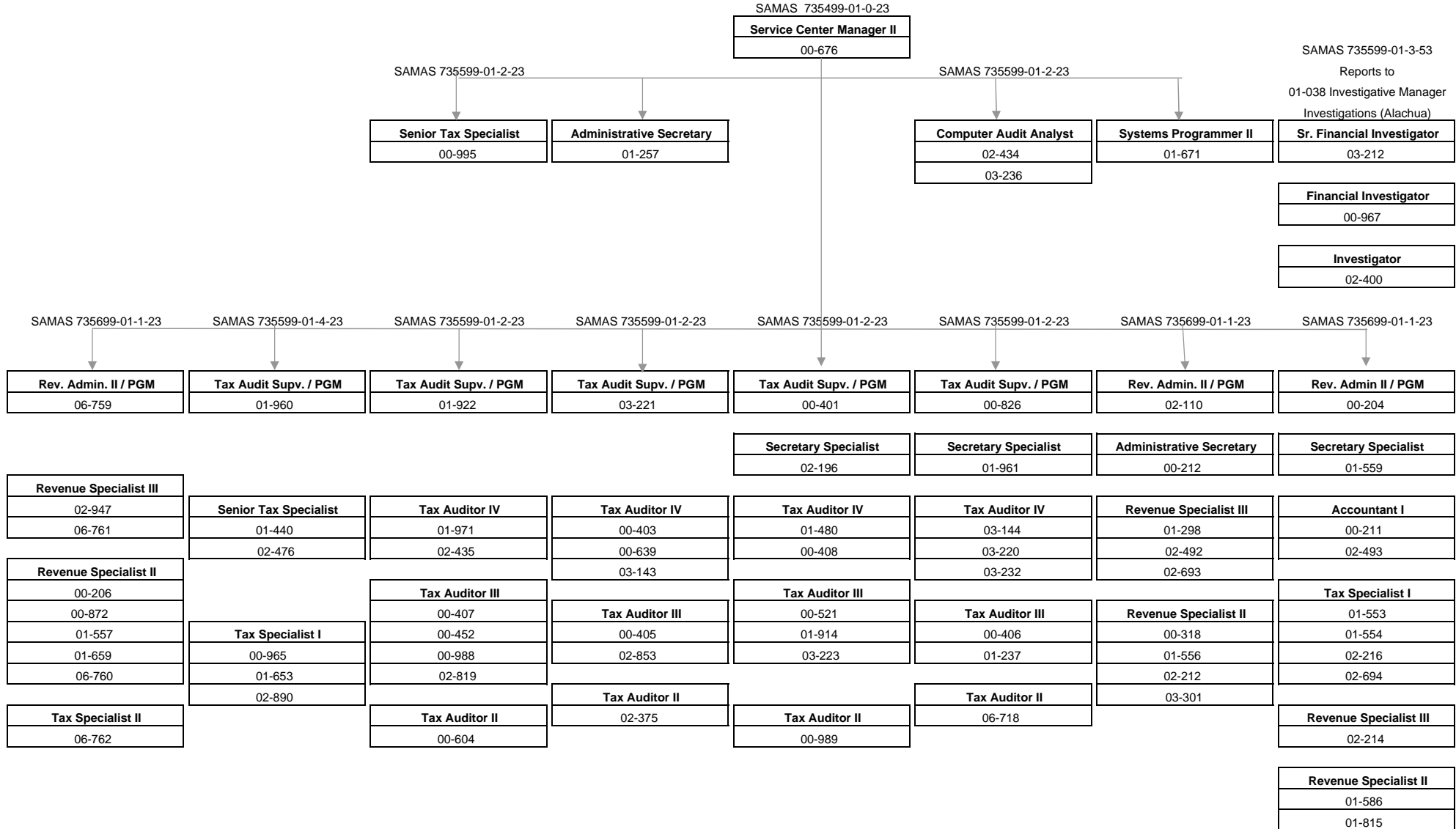


SAMAS 735599-01-3-16
Reports to
01-038 Investigative Manager
Investigations (Alachua)
Sr. Financial Investigator
02-911

Jacksonville Service Center

SAMAS 735x99-01-x-23

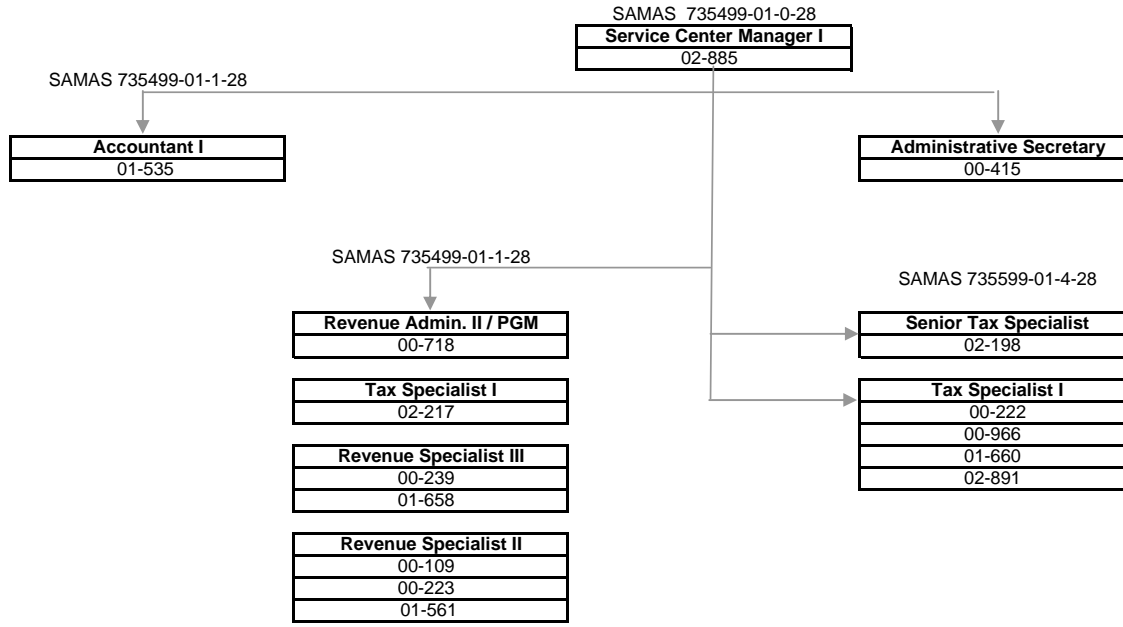
75 FTE



Lake City Service Center

SAMAS 735x99-01-x-28

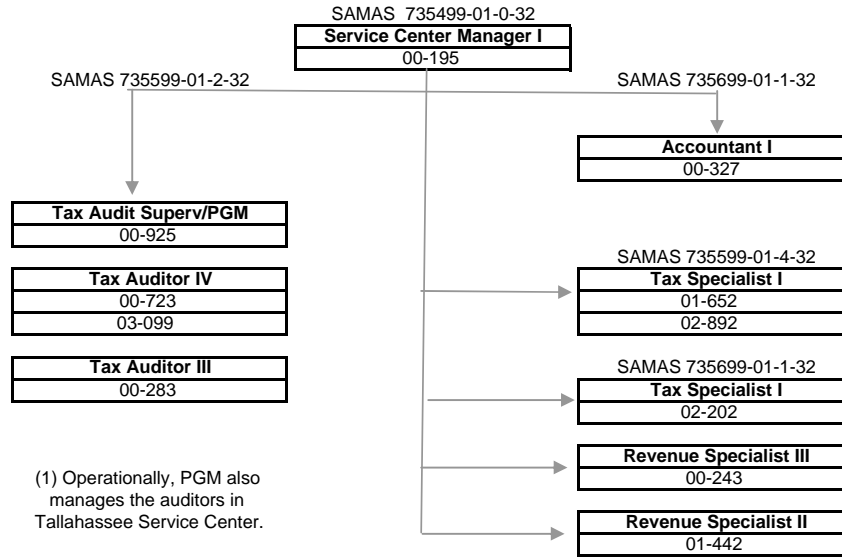
15 FTE



Marianna Service Center

SAMAS 735x99-01-x-32

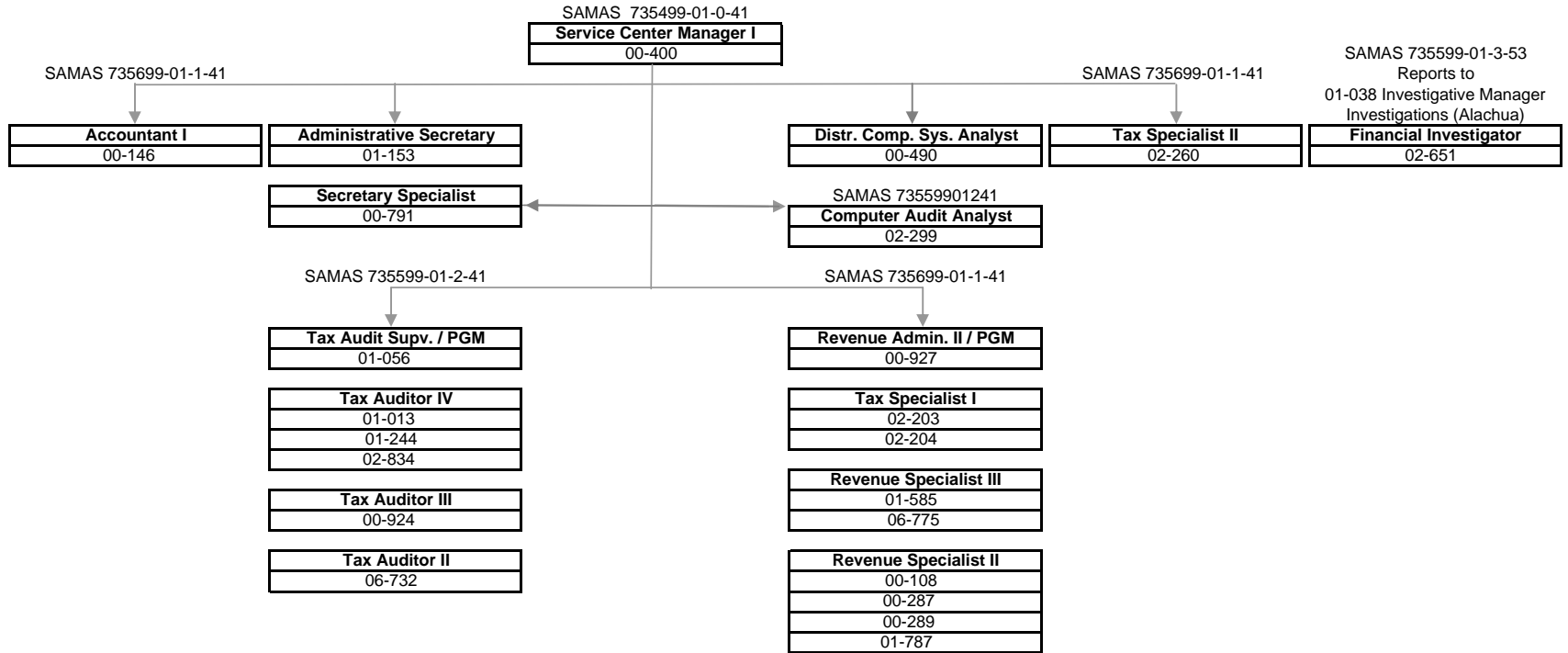
11 FTE



Panama City Service Center

SAMAS 735x99-01-x-41

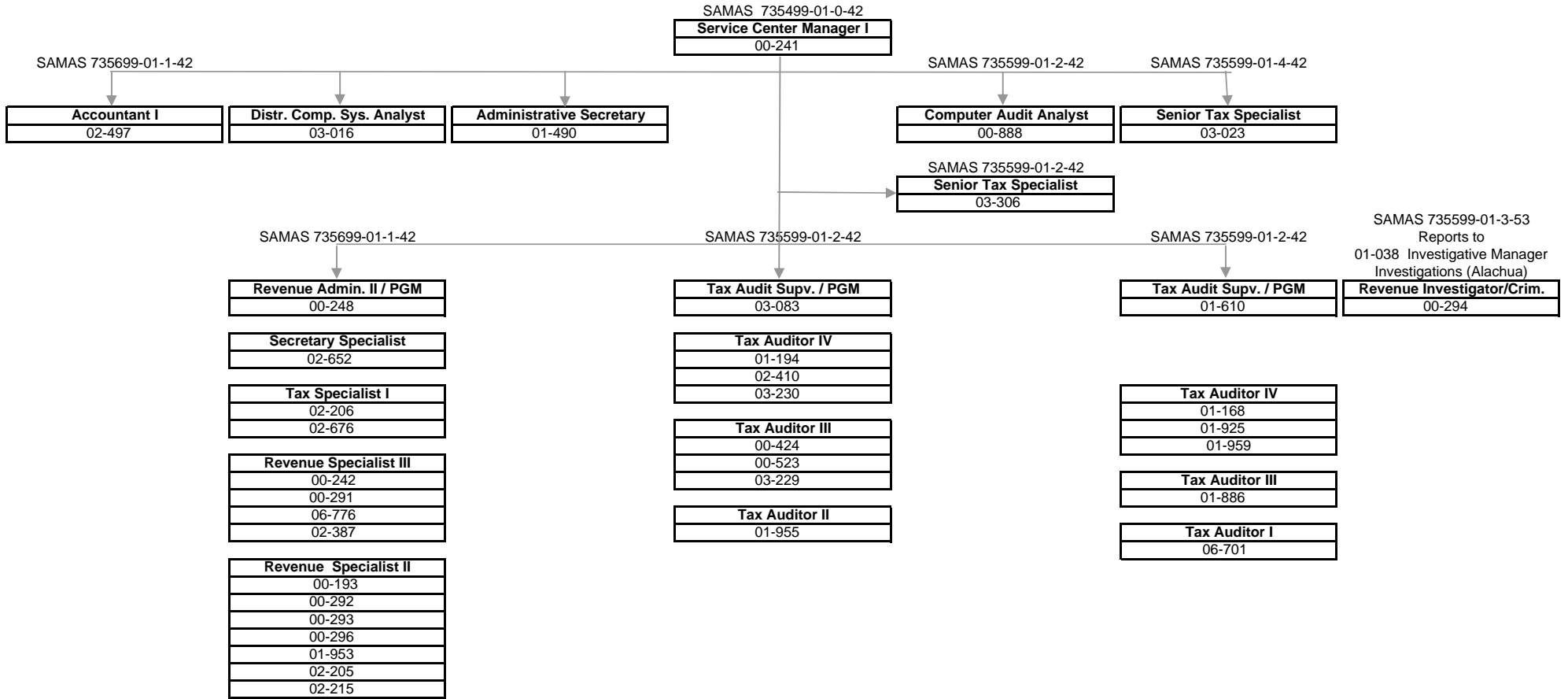
23 FTE



Pensacola Service Center

SAMAS 735x99-01-x-42

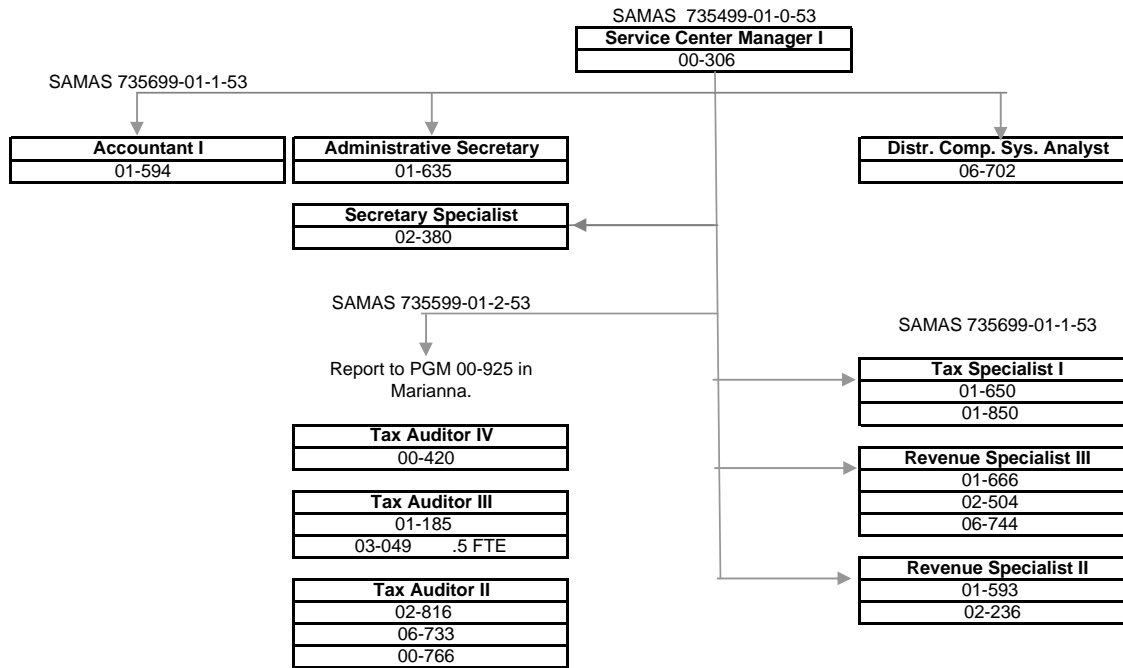
37 FTE



Tallahassee Service Center

SAMAS 735x99-01-x-53

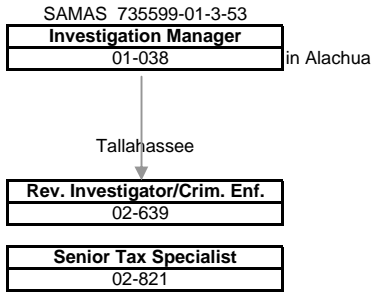
17.5 FTE
3 - Investigations
(20.5 Total)



Investigations

SAMAS 735599-01-3-53

3 FTE



Also Supervises:

- 02-911 Sr. Financial Investigator (Alachua)
- 03-212 Sr. Financial Investigator (Jacksonville)
- 00-967 Financial Investigator (Jacksonville)
- 02-197 Investigator (Jacksonville)
- 02-651 Financial Investigator (Panama City)
- 00-294 Rev. Investigator/Crim. (Pensacola)

Tallahassee Central Service Center

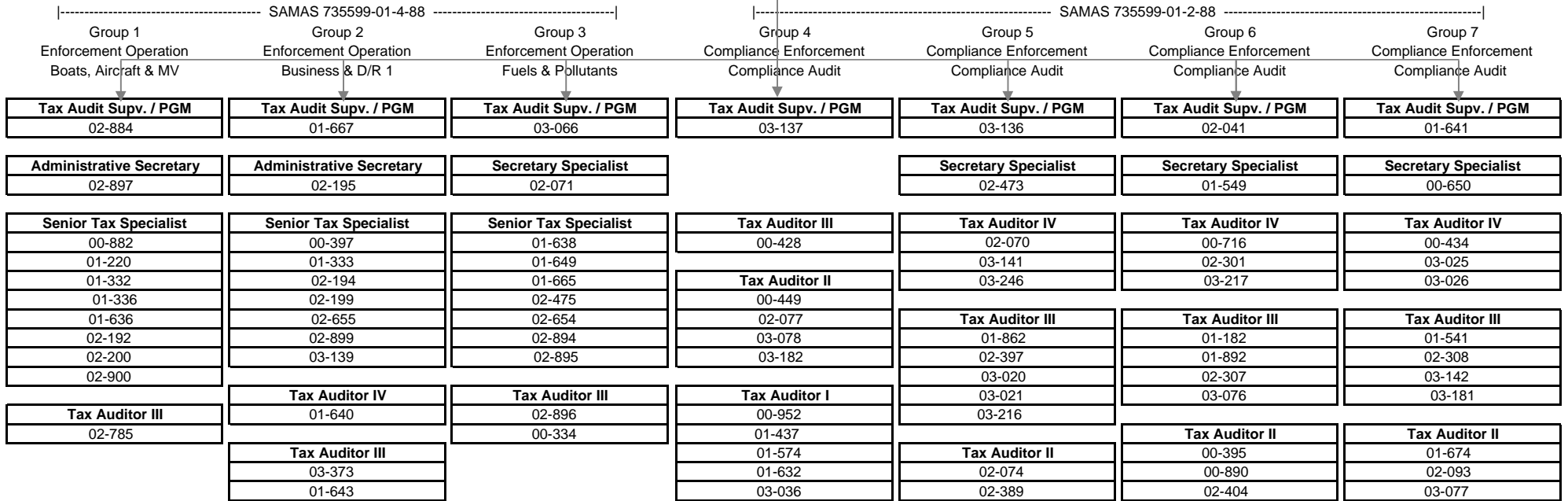
SAMAS 735x99-01-x-88

90 FTE

SAMAS 735599-01-0-88

Service Center Manager II
00-429

SAMAS 735599-01-2-88



Region 2 - Central Region (Maitland)

SAMAS 735x99-02-x-xx

12 FTE

Reports to:
00-097 Program Director

SAMAS 735599-02-9-58

Regional Manager
00-970

Process Coordinators

Sr. Revenue Consultant
00-873
01-307
01-849

Systems Programmer II
03-126

Tax Specialist II
02-720

SAMAS 735599-02-3-58

Supervised by
01-655 Investigation Manager
Lakeland

Administrative Secretary
02-353

Sr. Financial Investigator
01-622

Financial Investigator
02-648

SAMAS 735499-02-0-08

SAMAS 735499-02-0-12

SAMAS 735499-02-0-29

SAMAS 735499-02-0-30

SAMAS 735499-02-0-39

SAMAS 735499-02-0-58

COCOA
Service Center Manager I
00-208

DAYTONA BEACH
Service Center Manager I
00-153

LAKELAND
Service Center Manager I
00-225

LEESBURG
Service Center Manager I
03-227

ORLANDO
Service Center Manager I
00-343

MAITLAND
Service Center Manager I
02-142

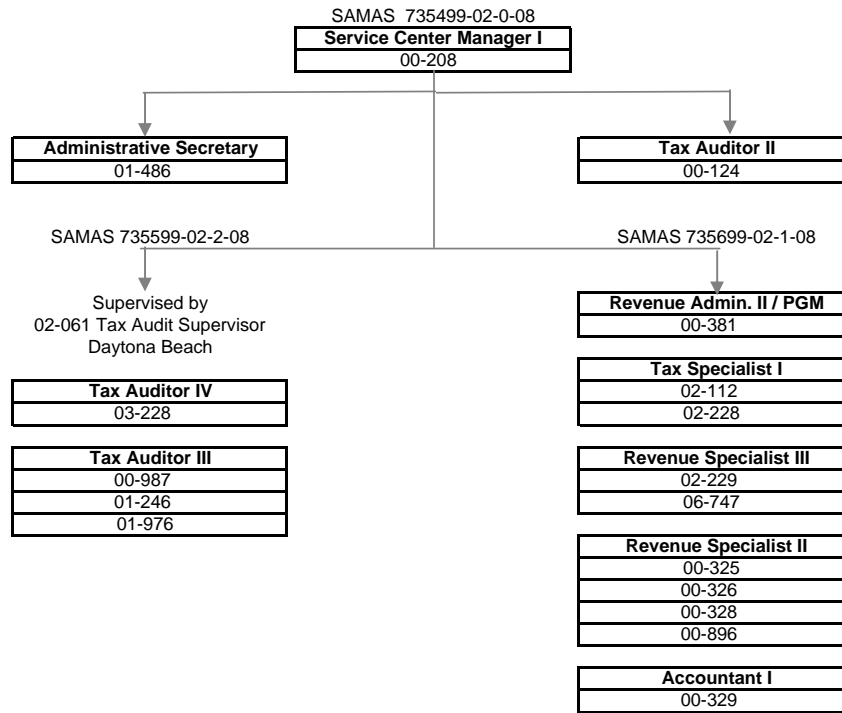
Rev. Investigator/Crim.Enf.
02-157

Sr. Tax Specialist
02-901

Cocoa Service Center

SAMAS 735x99-02-x-08

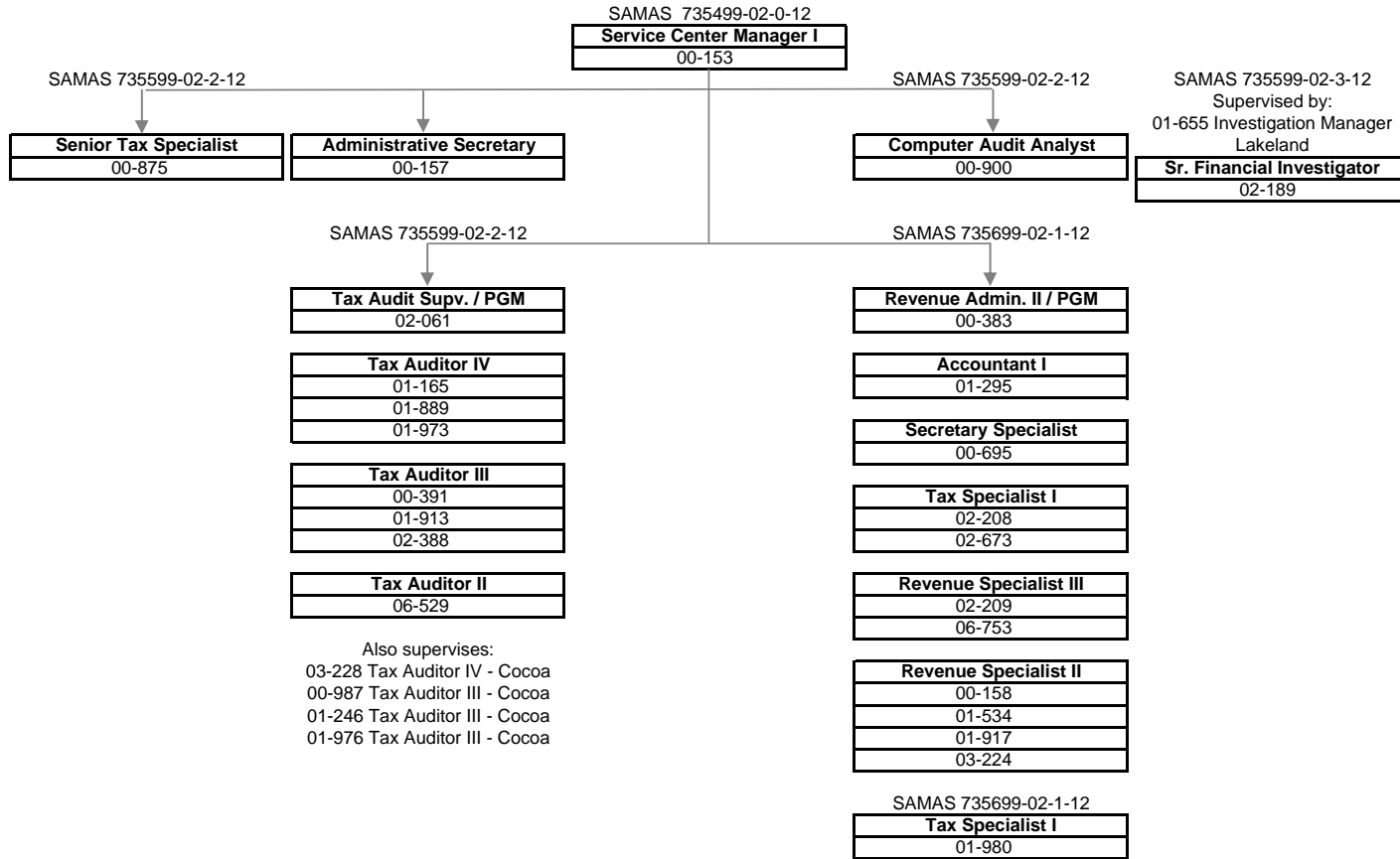
17 FTE



Daytona Beach Service Center

SAMAS 735x99-02-x-12

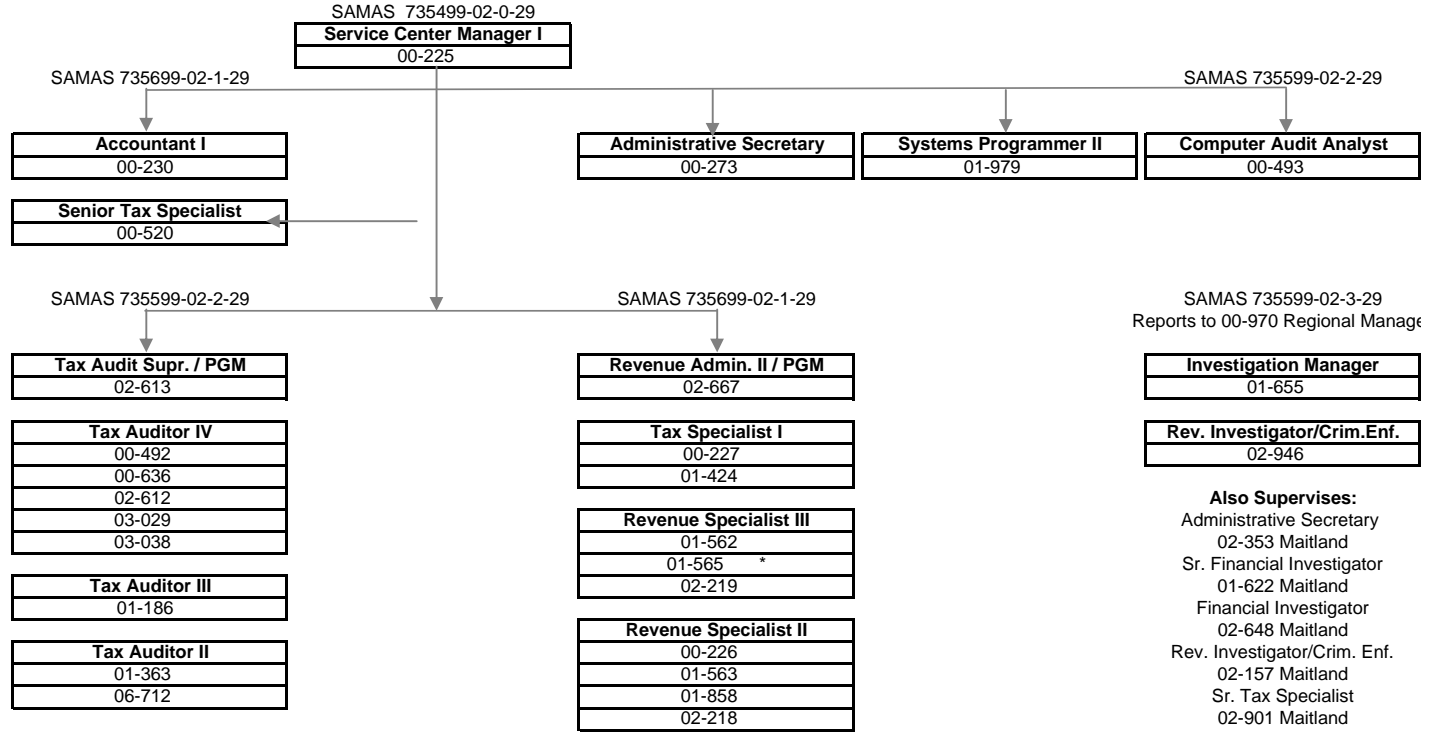
25 FTE



Lakeland Service Center

SAMAS 735x99-02-x-29

27 FTE



SAMAS 735599-02-3-29
Reports to 00-970 Regional Manager

Also Supervises:

- Administrative Secretary
02-353 Maitland
- Sr. Financial Investigator
01-622 Maitland
- Financial Investigator
02-648 Maitland
- Rev. Investigator/Crim. Enf.
02-157 Maitland
- Sr. Tax Specialist
02-901 Maitland

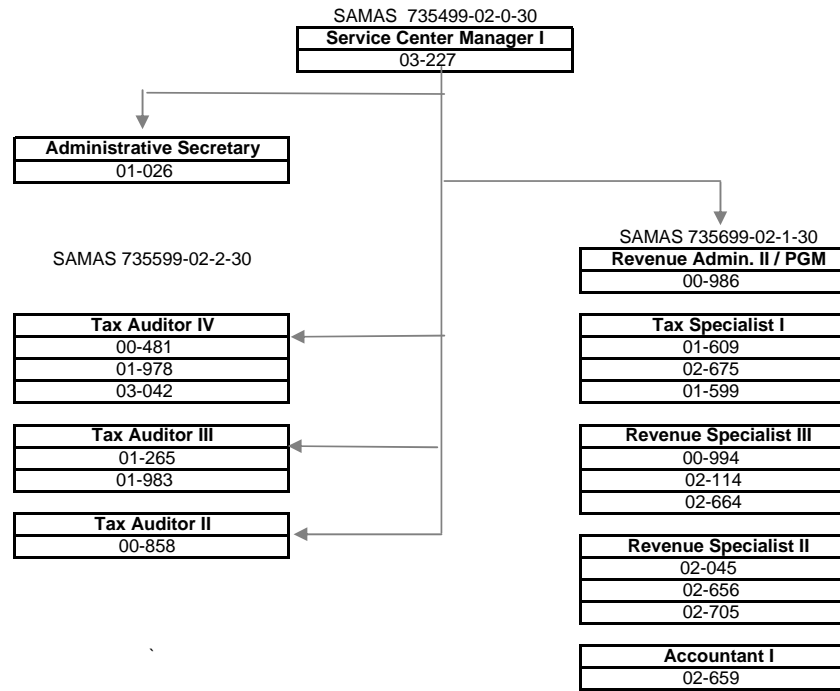
Sr. Financial Investigator
02-189 Daytona Beach

*SAMAS Code is 73549902029

Leesburg Service Center

SAMAS 735x99-02-x-30

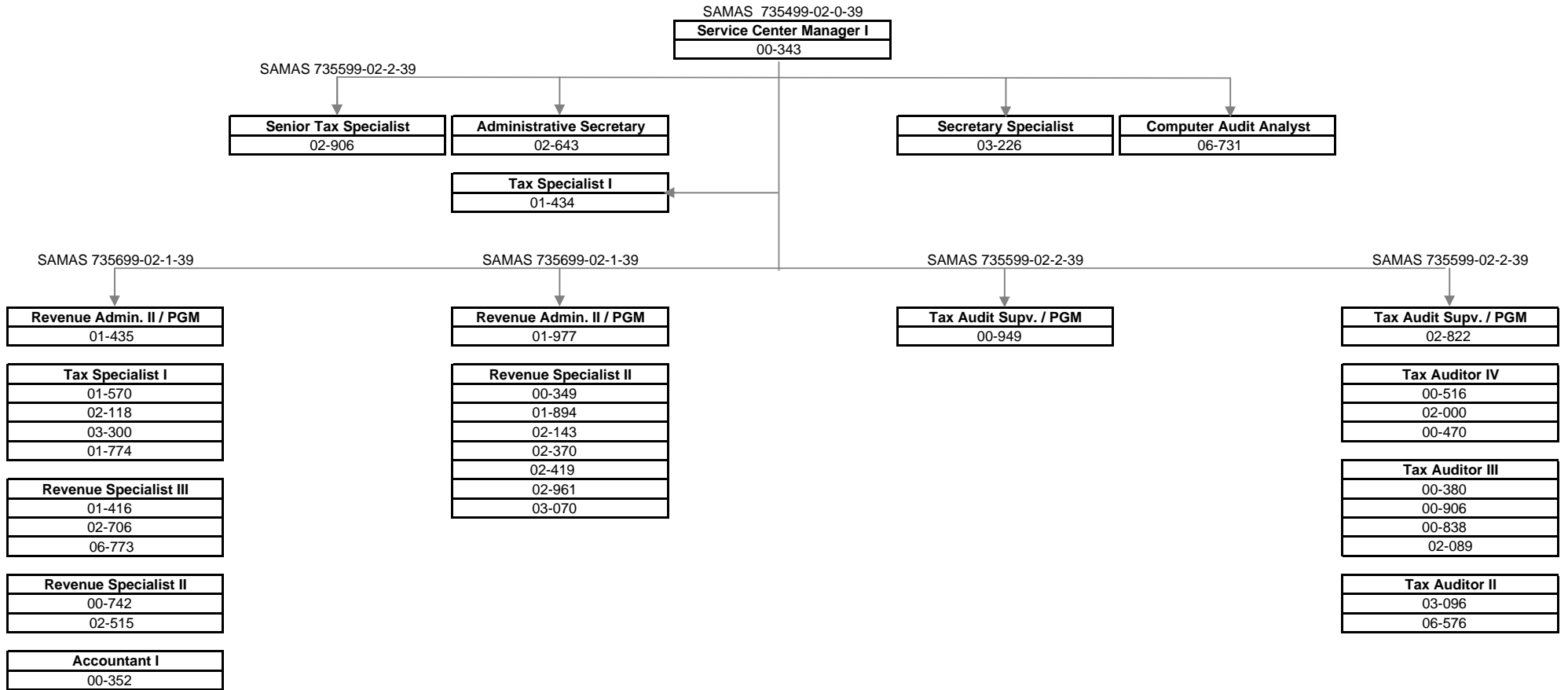
19 FTE



Orlando Service Center

SAMAS 735x99-02-x-39

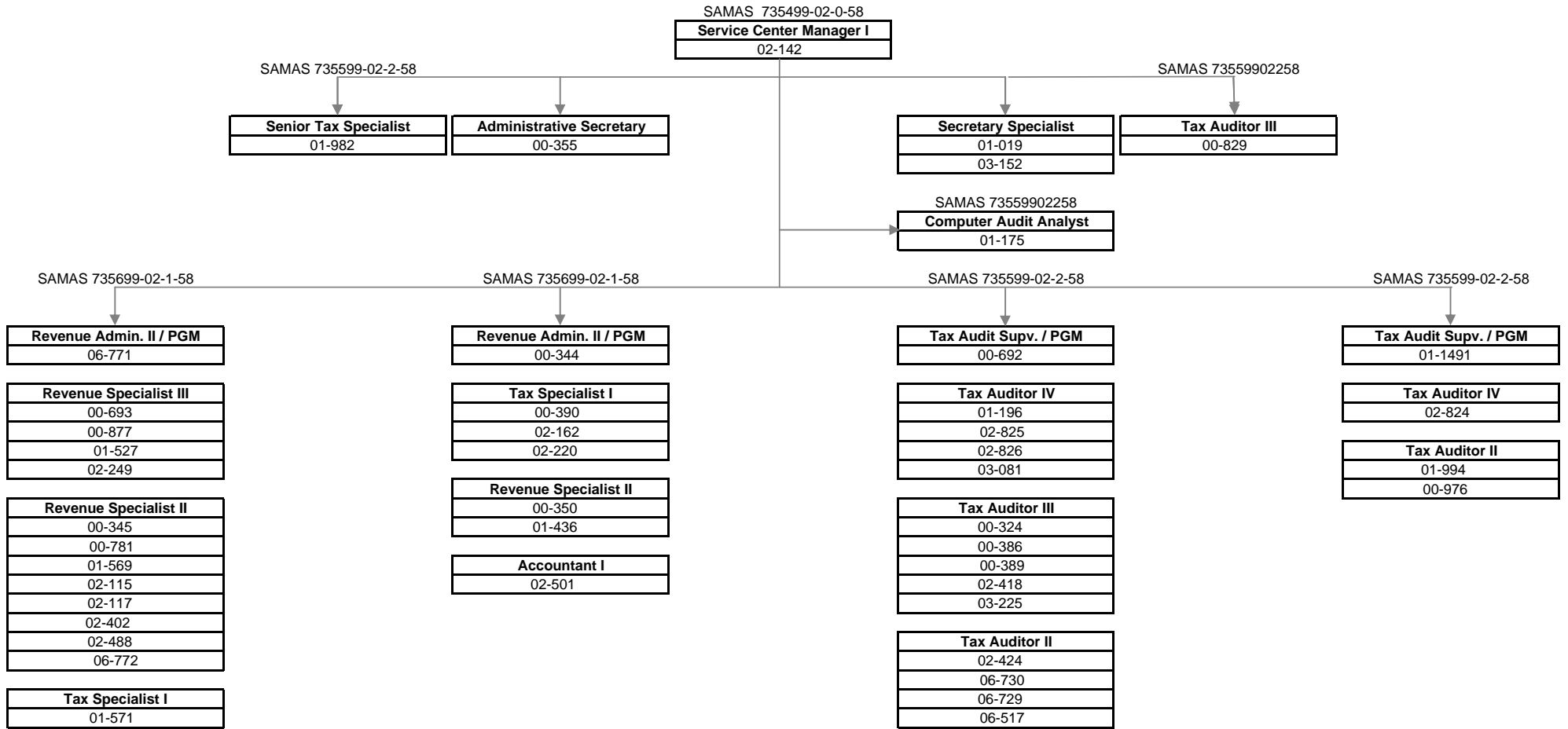
36 FTE



Maitland Service Center

SAMAS 735x99-02-x-58

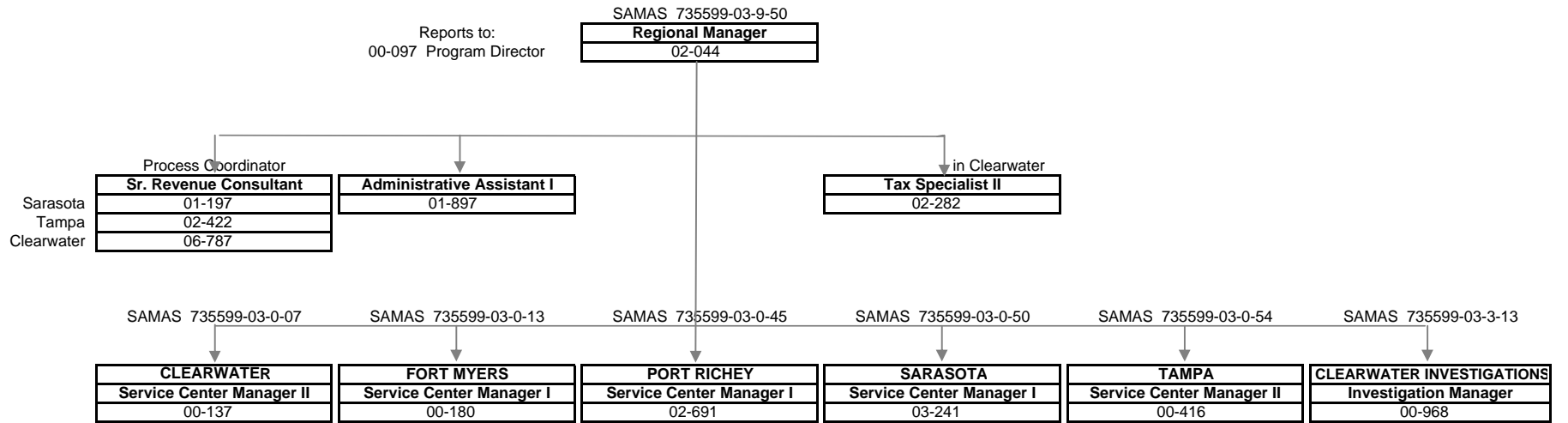
43 FTE



Region 3 - Southwestern Region (Sarasota)

SAMAS 735x99-03-x-xx

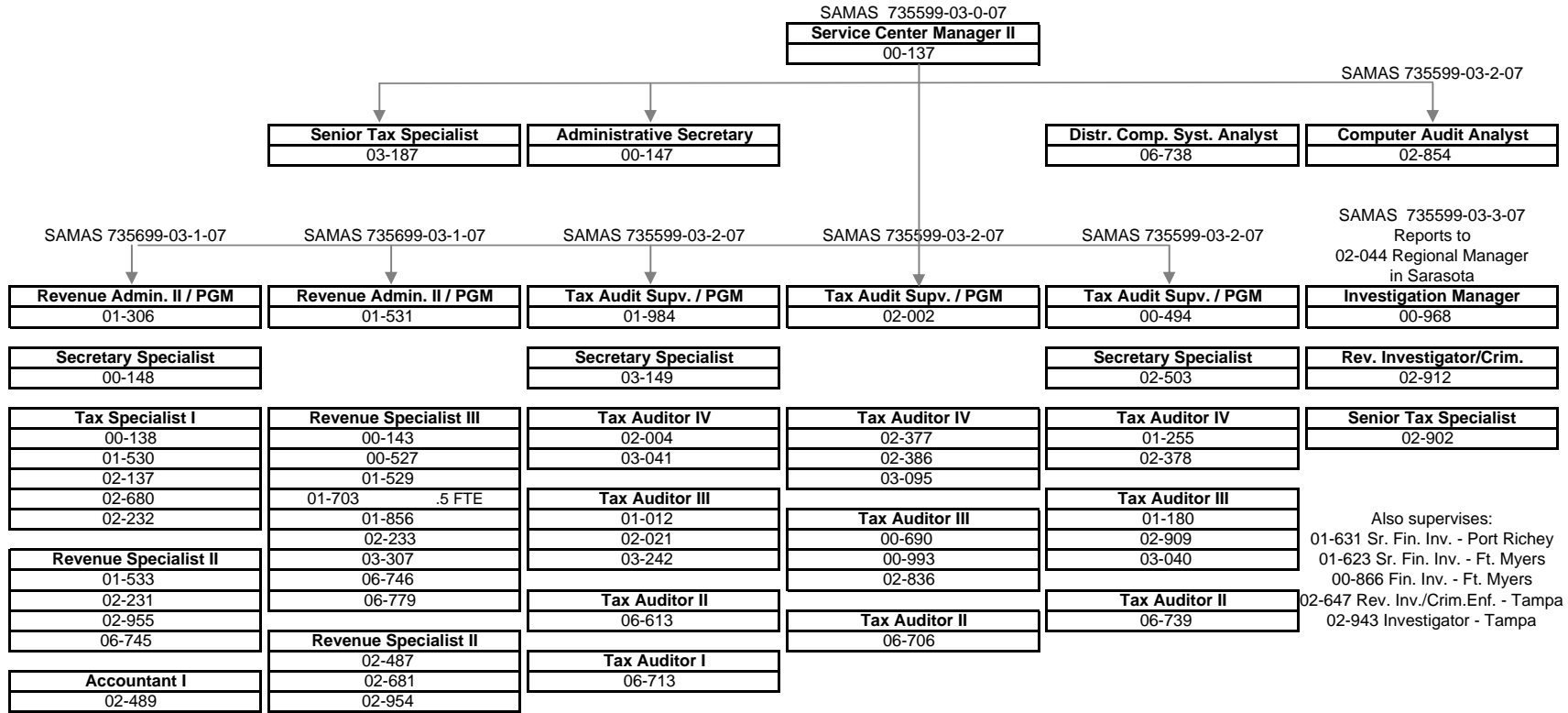
6 FTE



Clearwater Service Center

SAMAS 735x99-03-x-07

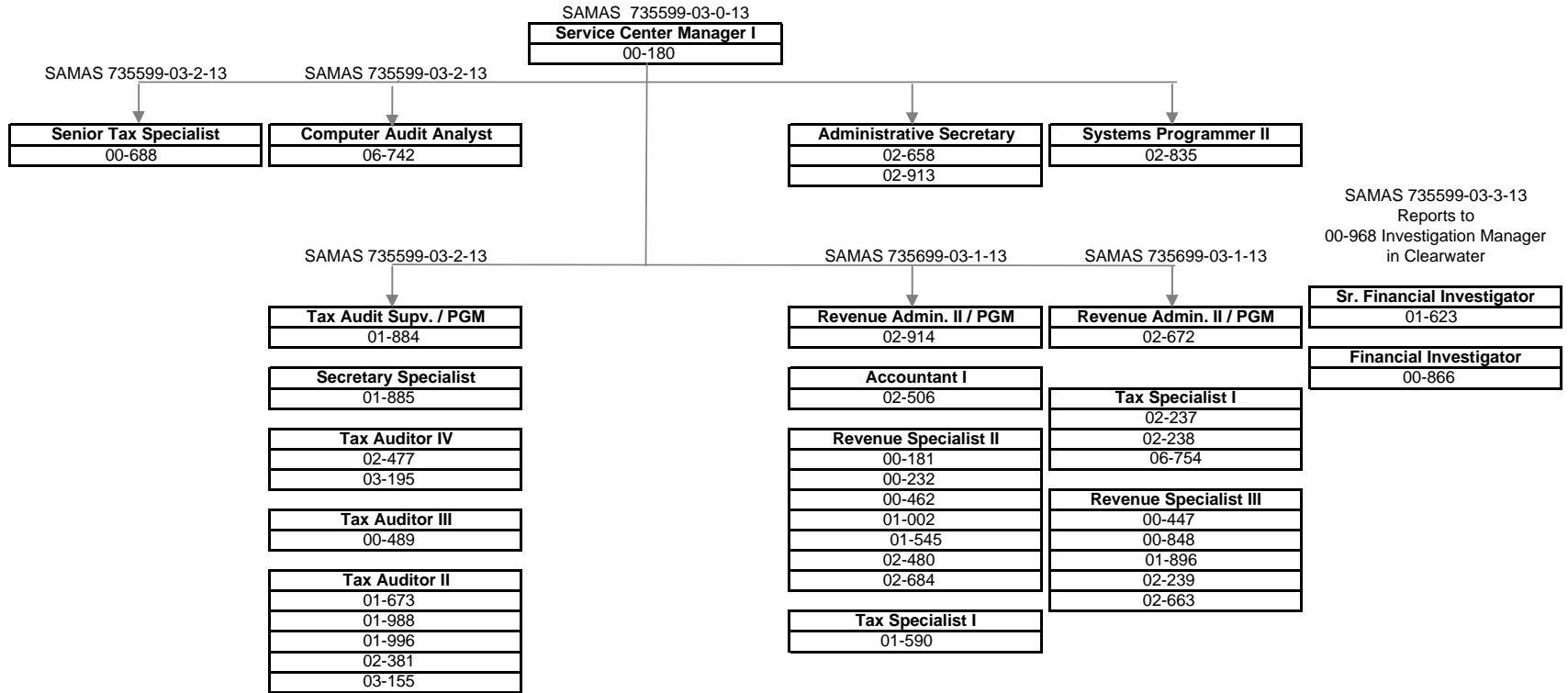
57.5 FTE



Fort Myers Service Center

SAMAS 735x99-03-x-13

37 FTE

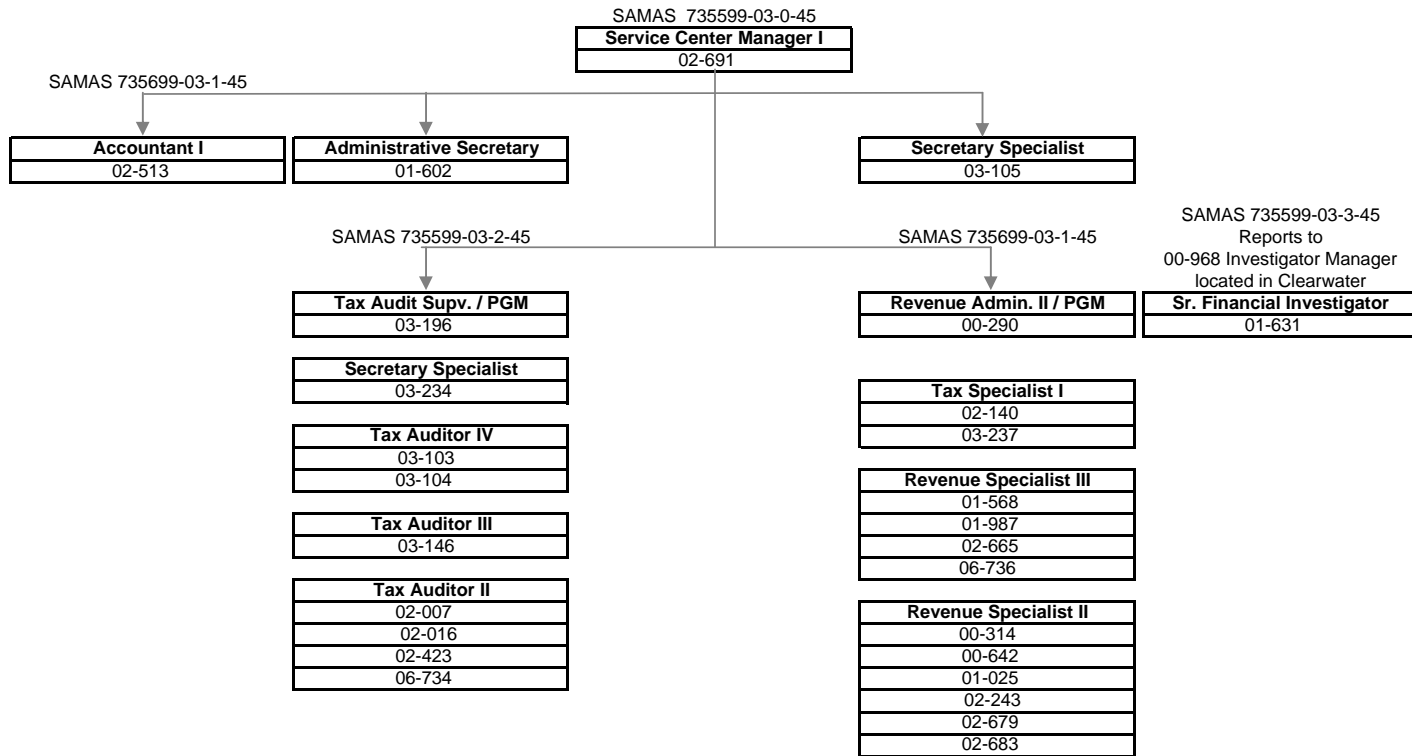


02-085 (TALI) on loan to HRSP

Port Richey Service Center

SAMAS 735x99-03-x-45

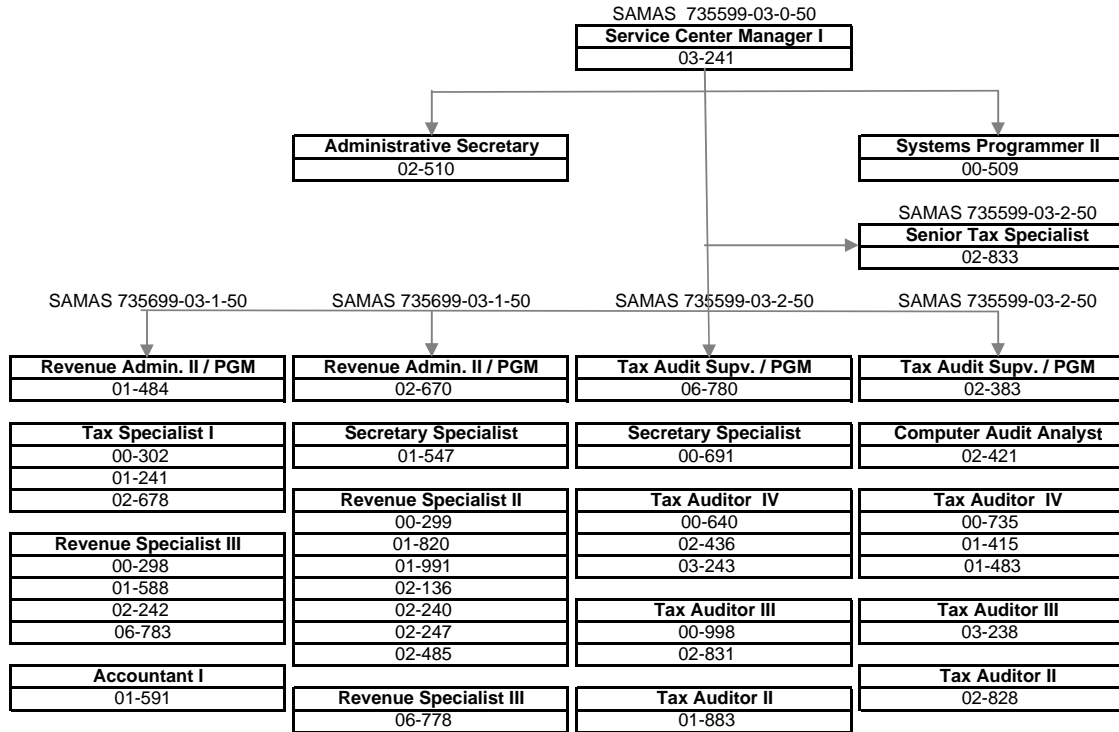
28 FTE



Sarasota Service Center

SAMAS 735x99-03-x-50

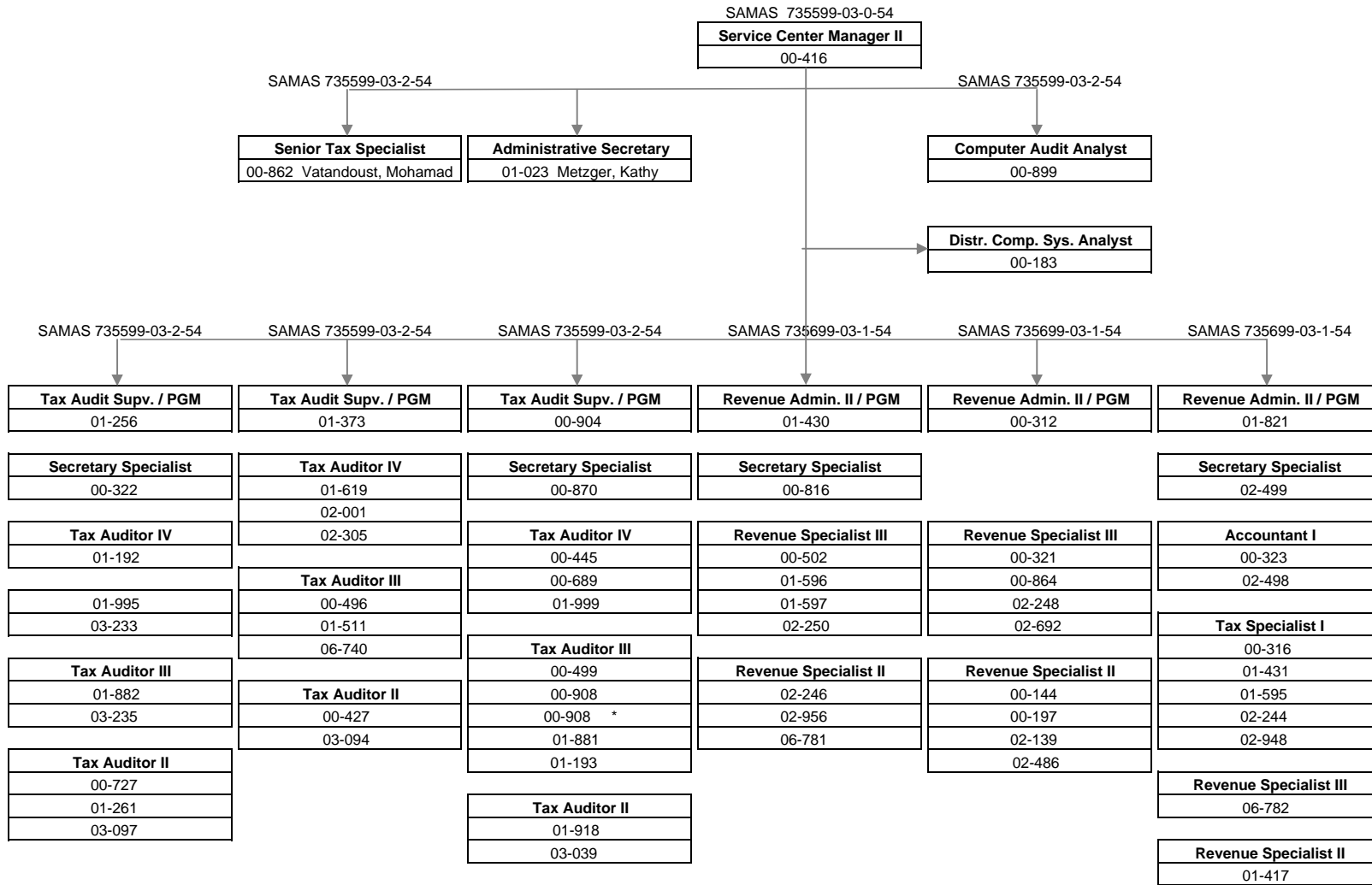
38 FTE



Tampa Service Center

SAMAS 735x99-03-x-54

66 FTE



SAMAS 735599-03-3-54
Reports to
00-968 Investigative Manager
located in Clearwater

Rev. Invest/Crim. Enf.
02-647

Investigator
02-943

* Overlap
on military leave.

Region 4 - Southeastern Region (Coral Springs)

SAMAS 735x99-04-x-xx

12 FTE

Reports to:
00-097 Program Director

SAMAS 735599-04-9-10

Regional Manager
02-098

SAMAS 735599-04-9-10

in WPB

Senior Revenue Admin.
01-895

Systems Programmer II
03-122

Process Coordinator

Sr. Revenue Consultant
02-102
02-151

Administrative Assistant I
03-034

Tax Specialist II
02-256 I

SAMAS 735599-04-3-10

Investigation Manager
01-629

Administrative Secretary
01-627

Rev. Inv./Crim.Enf.-RICE
02-638

Sr. Financial Investigator
01-630
02-942

in CSP

SAMAS 735599-04-4-10

Sr. Revenue Consultant
03-051

Also Supervises:
01-904 Sr. Tax Spec. - WPB
02-905 Sr. Tax Spec. - WPB
02-472 Sr. Tax Spec. - HWD

SAMAS 735599-04-0-10

CORAL SPRINGS
Service Center Manager II
03-035

SAMAS 735599-04-0-19

HOLLYWOOD
Service Center Managed by: 03-035 SCM II in Coral Springs

SAMAS 735599-04-0-47

FORT PIERCE
Service Center Managed by: 01-419 SCM II in West Palm Beach

SAMAS 735599-04-0-56

WEST PALM BEACH
Service Center Manager II
01-419

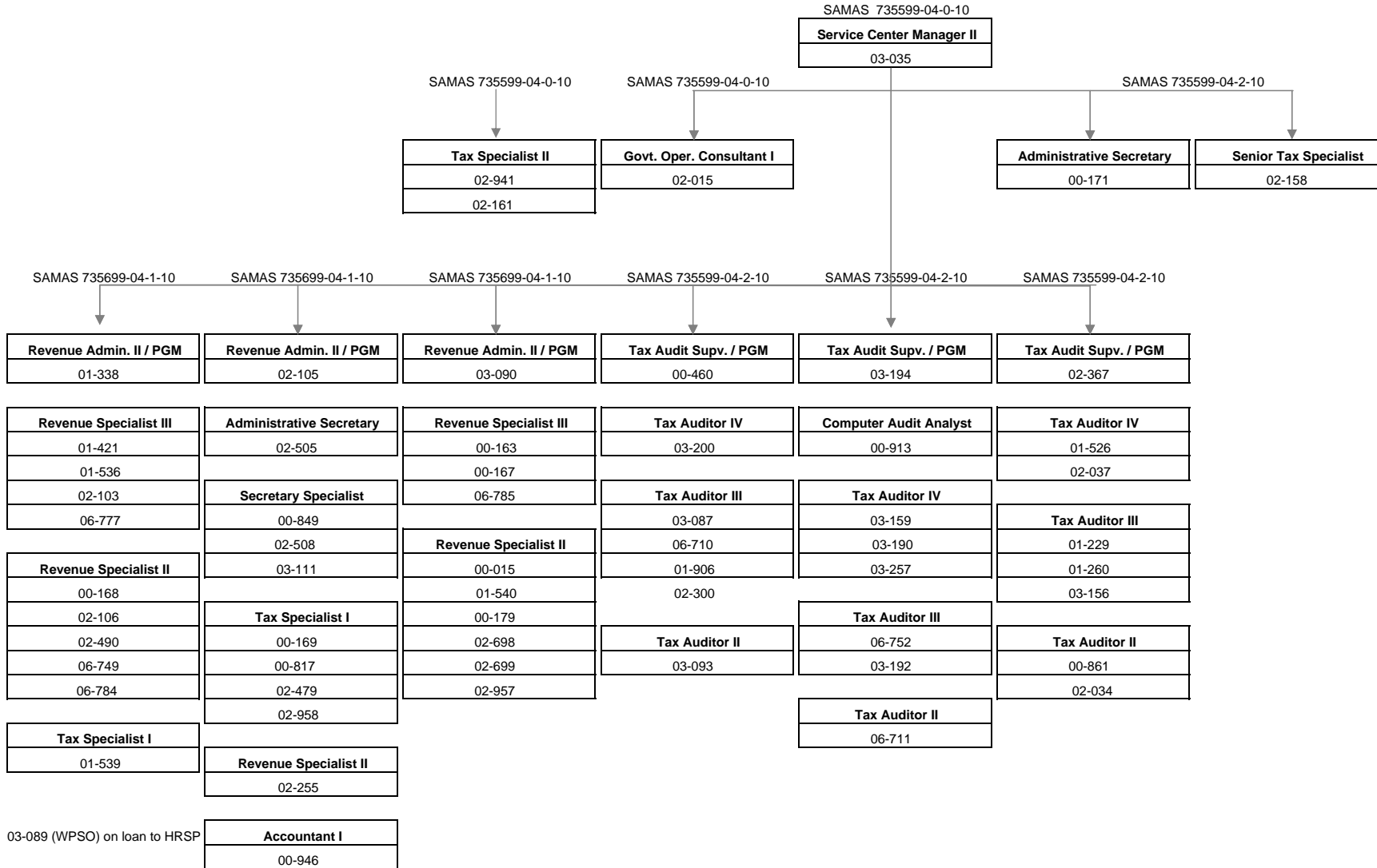
02-469 Rev. Investigator/Crim.Enf. - Hollywood
02-945 Rev. Investigator/Crim.Enf. - WPB
01-040 Fin. Investigator - Hollywood
02-400 Investigator - WPB
01-625 Sr Fin. Investigator - Ft. Pierce

Also supervises:

Coral Springs Service Center

SAMAS 735x99-04-x-10

61 FTE



Hollywood Service Center

SAMAS 735x99-04-x-19

48 FTE

SAMAS 735599-04-0-19
Service Center Managed by:
03-035 SCM II
in Coral Springs

Supervised by:
 01-895 Sr. Rev. Admin.
 SAMAS 735599-04-4-19

SAMAS 735599-04-3-19
 Reports to 01-629 Investigation
 Manager in Coral Springs

Senior Tax Specialist 02-472	Administrative Secretary 00-485
--	---

Financial Investigator 01-040

Rev. Investigator-Crim. 02-469
--

SAMAS 735699-04-1-19	SAMAS 735699-04-1-19	SAMAS 735699-04-1-19	SAMAS 735599-04-2-19	SAMAS 735599-04-2-19
Revenue Admin. II / PGM 01-230	Revenue Admin. II / PGM 03-258	Revenue Admin. II / PGM 01-537 r	Tax Audit Supv. / PGM 02-025	Tax Audit Supv. / PGM 01-227

Secretary Specialist 01-542 02-621

Revenue Specialist III 00-160 02-100 06-758

Revenue Specialist III 00-262 02-294

Tax Auditor IV 01-228 03-032

Tax Auditor IV 03-157 03-160

Clerk Specialist 03-185

Revenue Specialist II 00-162 00-175 01-231 02-251 02-252 03-298
--

Revenue Specialist II 01-812 02-101 02-107 02-148 02-254
--

Tax Auditor III 03-086 03-188 03-255
--

Tax Auditor III 03-088 03-199
--

Tax Specialist I 00-161 02-029 02-104 02-257

Tax Auditor II 01-661 03-186

Tax Auditor II 00-839 03-037

Revenue Specialist II 06-757
--

Tax Auditor II 01-661 03-186

Computer Audit Analyst 02-842

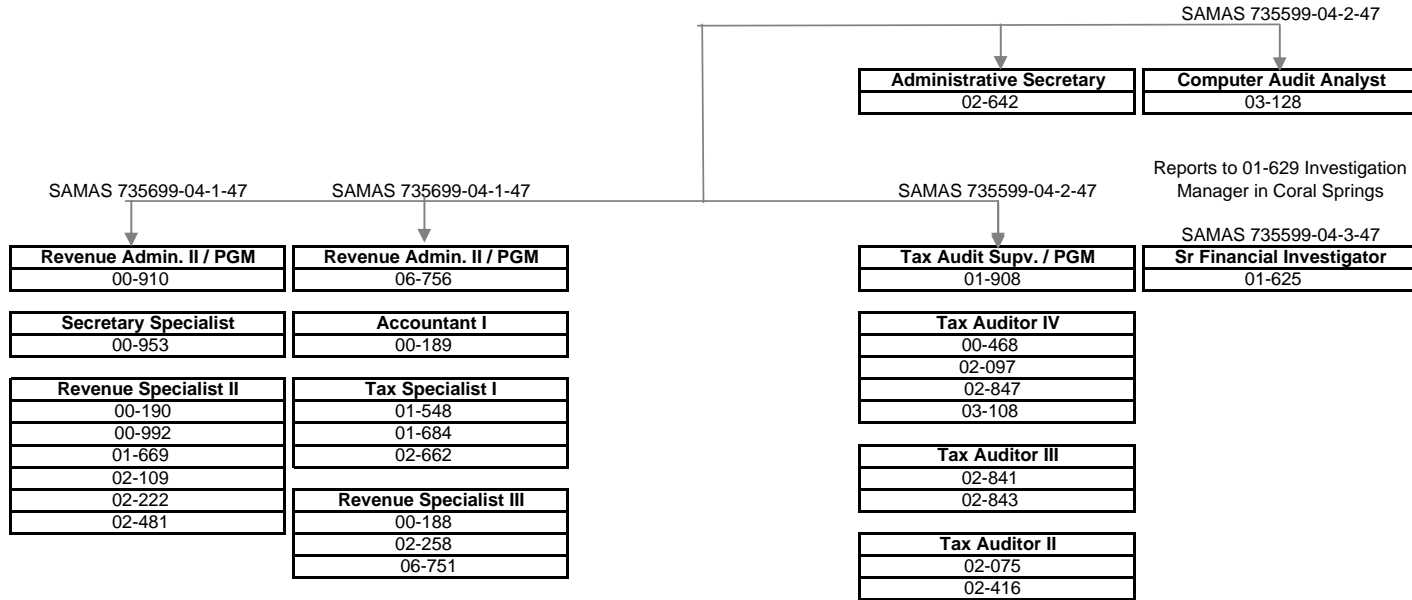
Accountant I 00-172

Fort Pierce Service Center

SAMAS 735x99-04-x-47

28 FTE

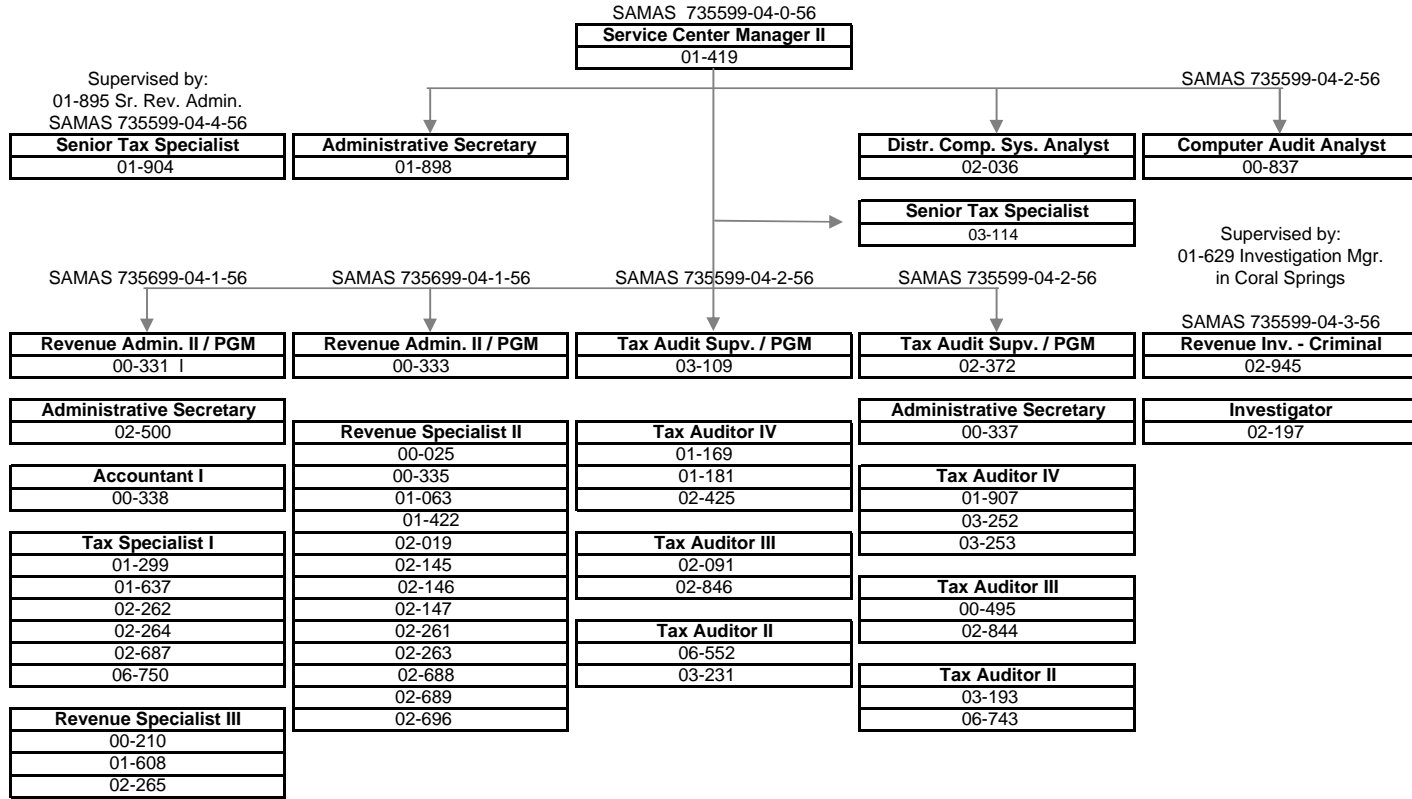
SAMAS 735599-04-0-47
 Service Center Managed by:
 01-419 SCM II
 in West Palm Beach



West Palm Beach Service Center

SAMAS 735x99-04-x-56

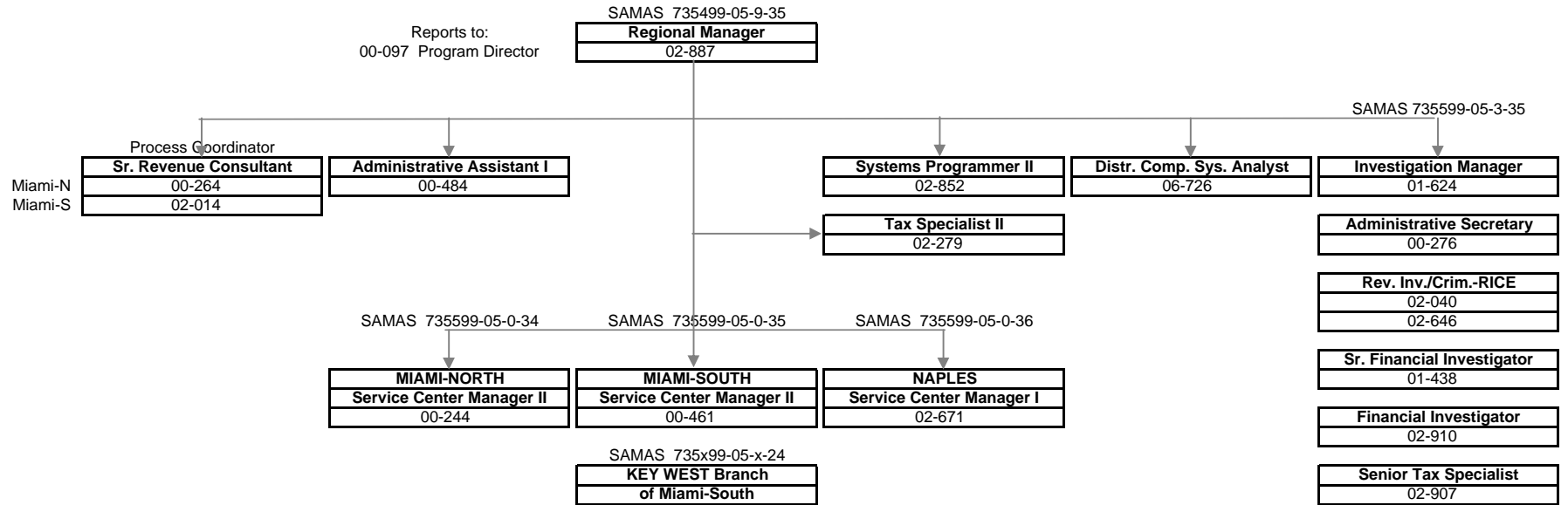
52 FTE



Region 5 - Southern Region (Miami)

SAMAS 735x99-05-x-xx

14 FTE



Also supervises:
00-717 Sr Fin Invest - Key West
02-650 Sr Fin Invest - Naples

Naples Service Center

SAMAS 735x99-05-x-36

19 FTE

SAMAS 735599-05-0-36

Service Center Manager I
02-671

Administrative Secretary
02-657

SAMAS 735699-05-1-36

Revenue Admin. II / PGM
02-234

Accountant I
01-022

Tax Specialist I
01-543
02-952

Revenue Specialist III
02-083
06-770

Revenue Specialist II
00-185
00-831
02-682
02-950

SAMAS 735599-05-2-36

Tax Audit Supv. / PGM
03-098

Tax Auditor IV
03-101
03-102

Tax Auditor III
01-242
03-075

Tax Auditor II
06-727

Supervised by:
01-624 Investigation Mgr.
in Miami-South
SAMAS 735599-05-3-36

Sr Financial Investigator
02-650

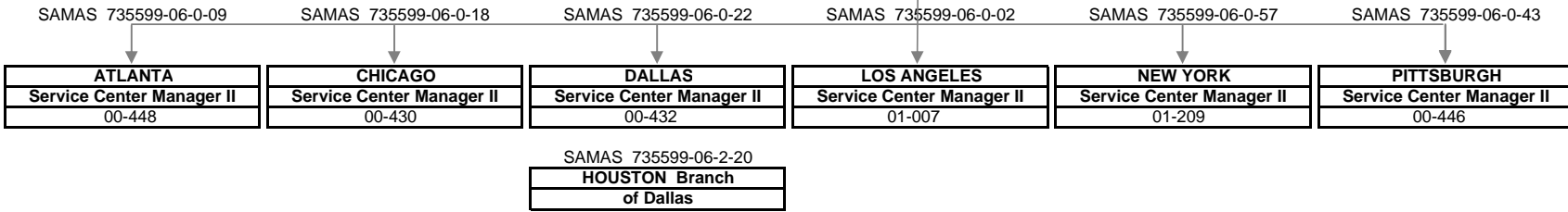
Region 6 - Multi-State Region

SAMAS 735x99-06-x-xx

5 FTE

Reports to:
00-097 Program Director

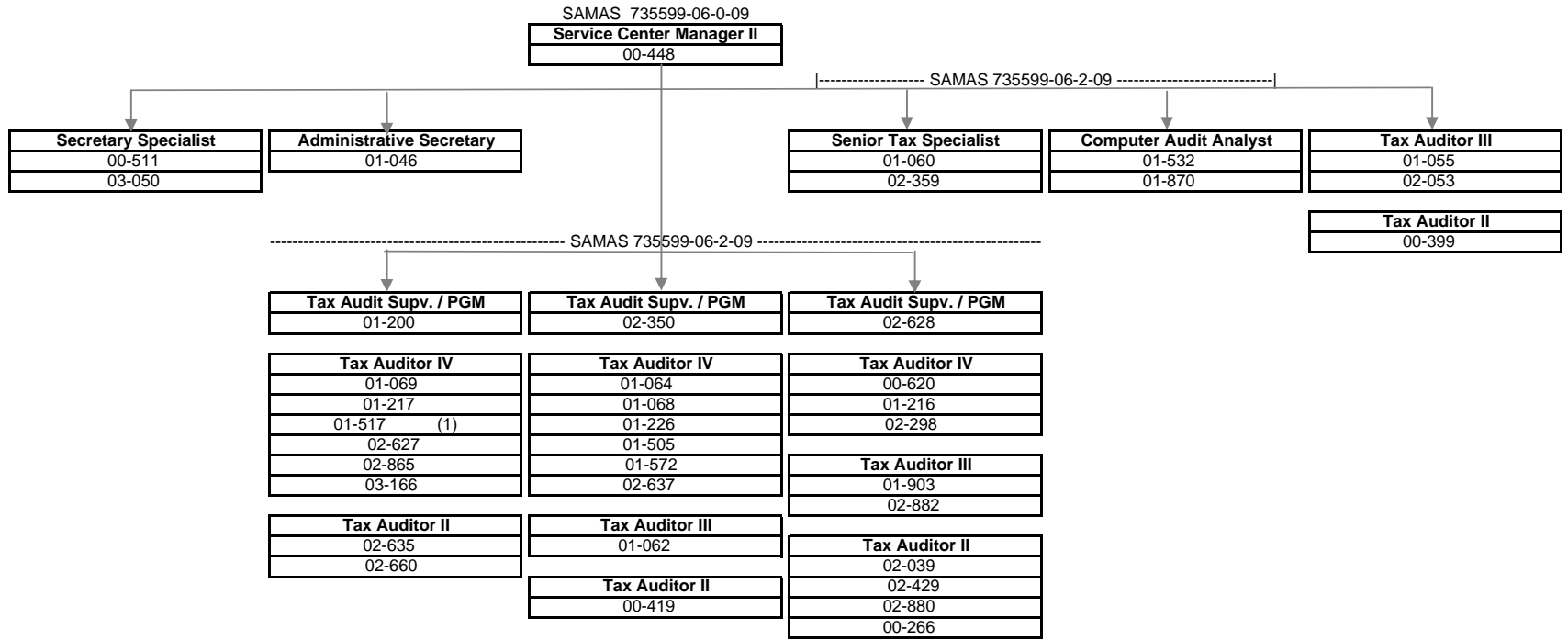
SAMAS 735499-06-9-18 Regional Manager 00-199	Chicago
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Atlanta Service Center

SAMAS 735x99-06-x-09

39 FTE



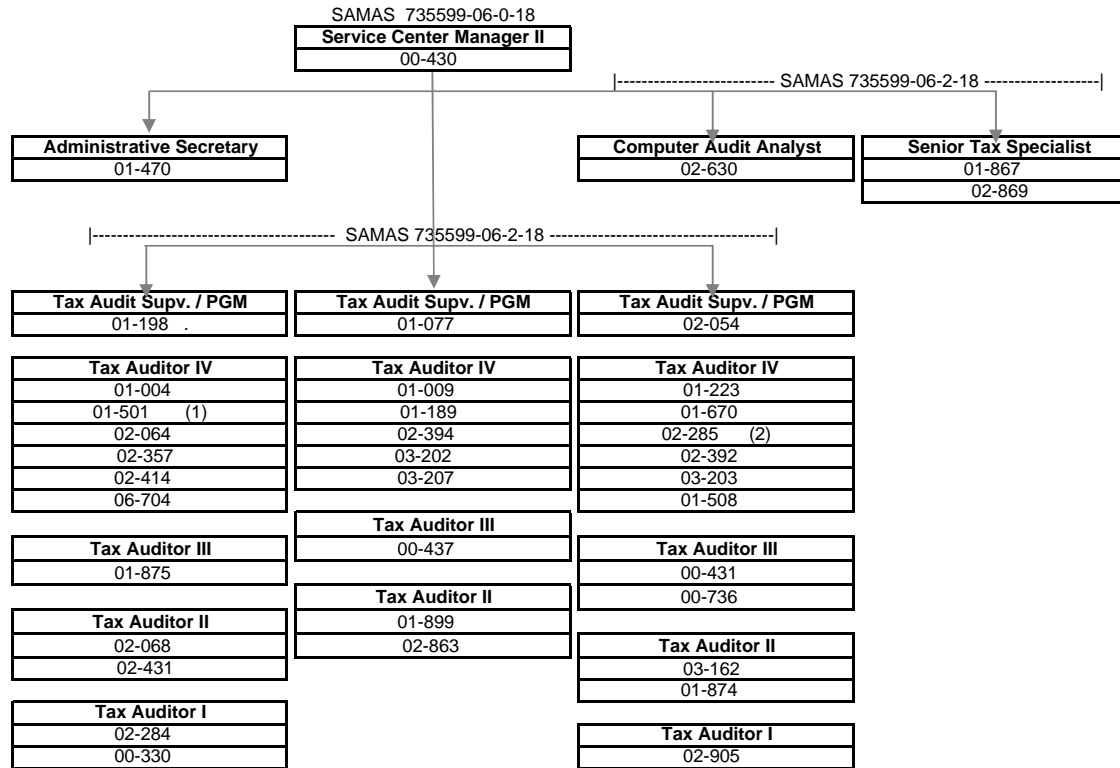
Satellite employees-->>

(1) Greenville, SC

Chicago Service Center

SAMAS 735x99-06-x-18

37 FTE



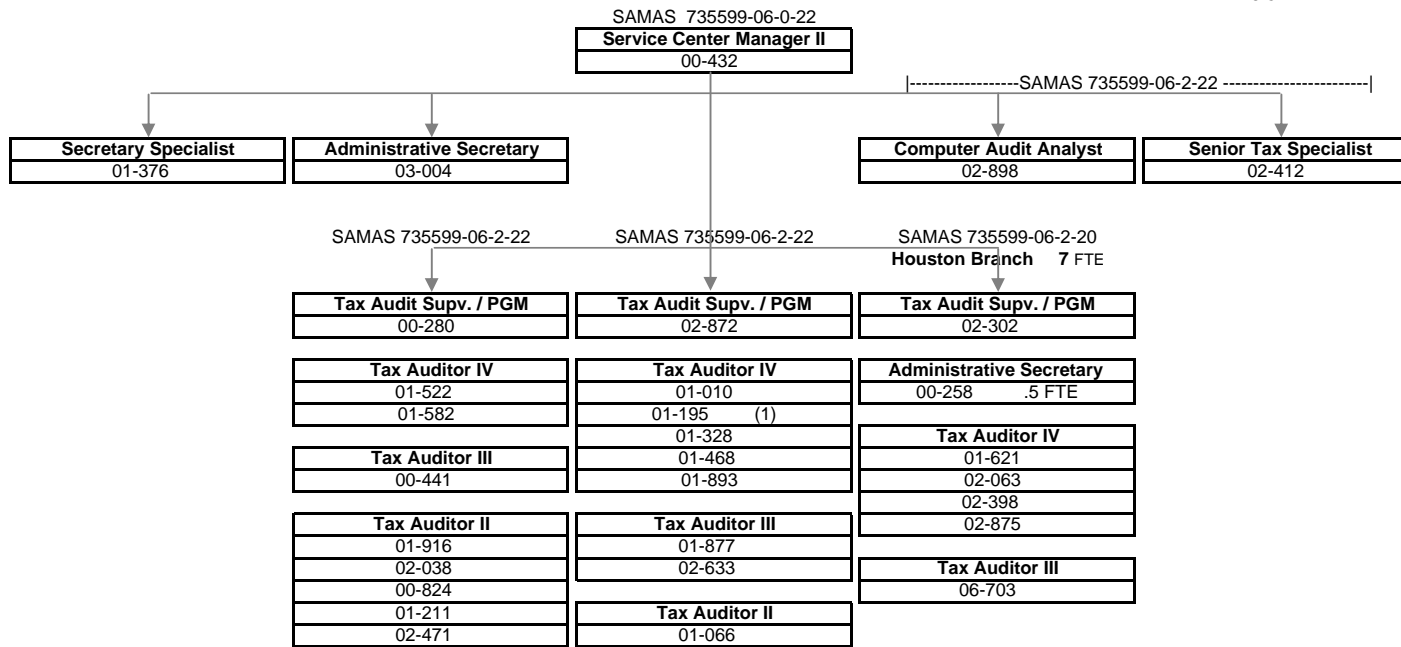
Satellite employees----->>>

- (1) St. Louis, MO
- (2) Minneapolis, MN

Dallas Service Center

SAMAS 735x99-06-x-xx

29.5 FTE



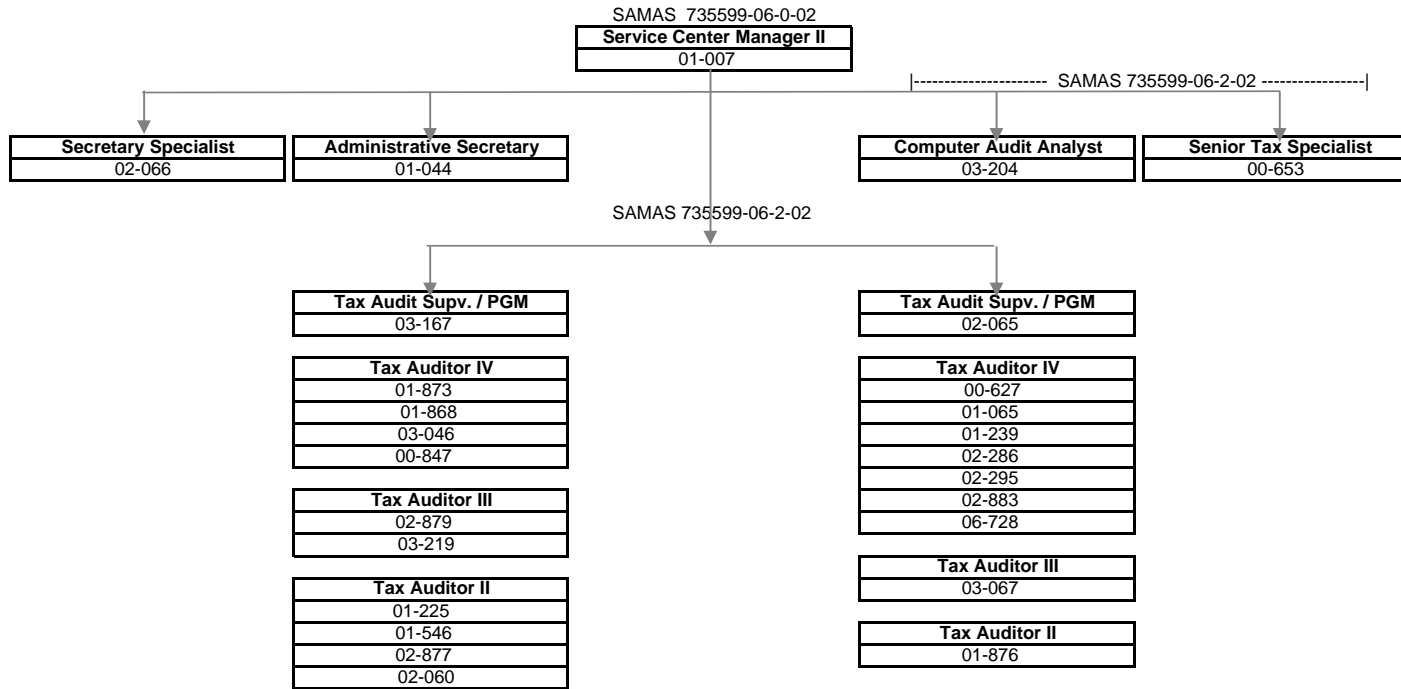
Satellite employee >>>>

(1) Denver, CO

Los Angeles Service Center

SAMAS 735x99-06-x-02

26 FTE



New York Service Center

SAMAS 735x99-06-x-xx

39 FTE

SAMAS 735599-06-0-57

Service Center Manager II
01-209

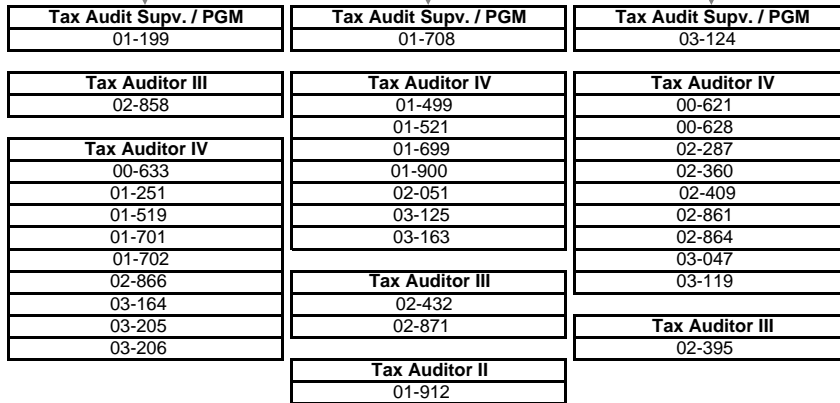
SAMAS 735599-06-2-57

Administrative Secretary
01-041

Computer Audit Analyst
00-442
01-176

Senior Tax Specialist
02-396

----- SAMAS 735599-06-2-57 -----

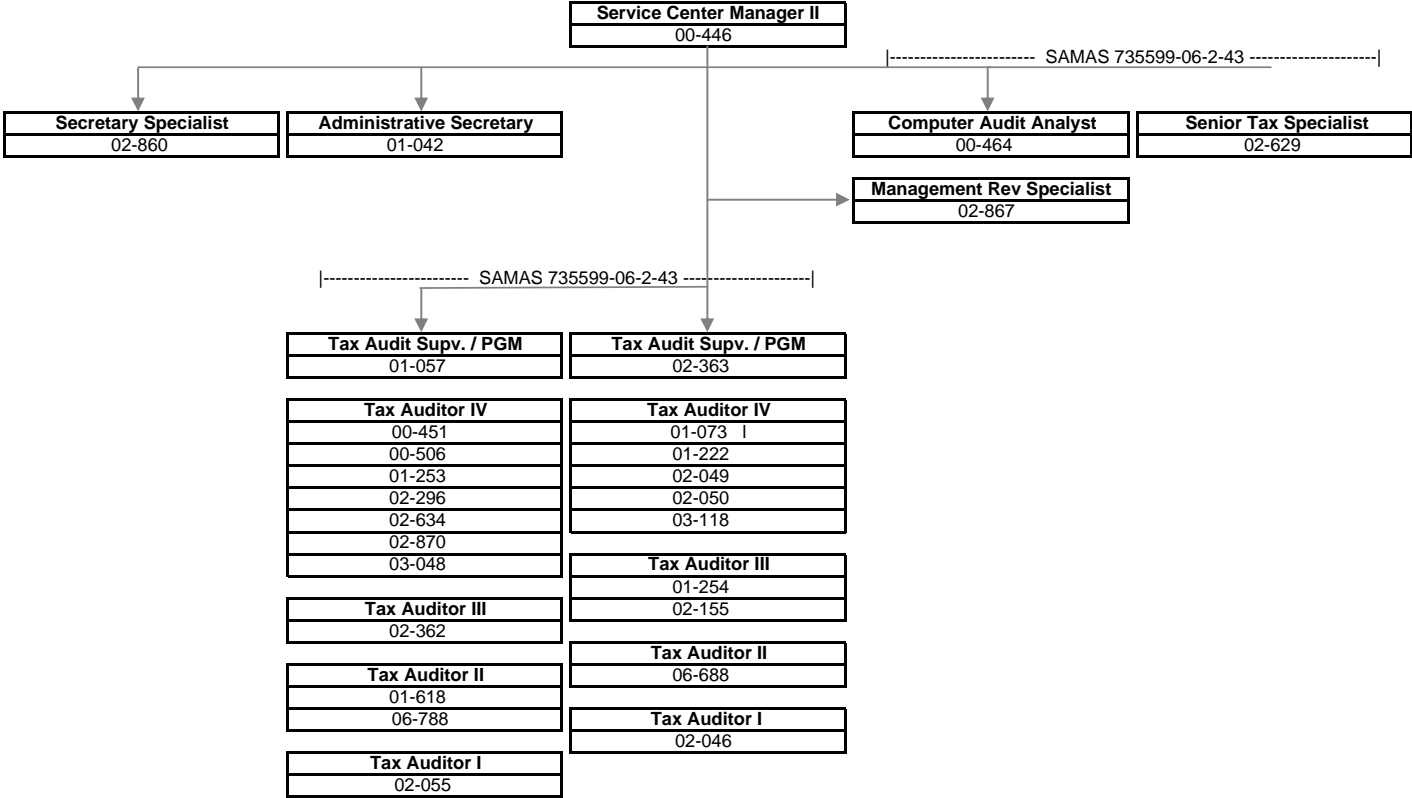


Pittsburgh Service Center

SAMAS 735x99-06-x-xx

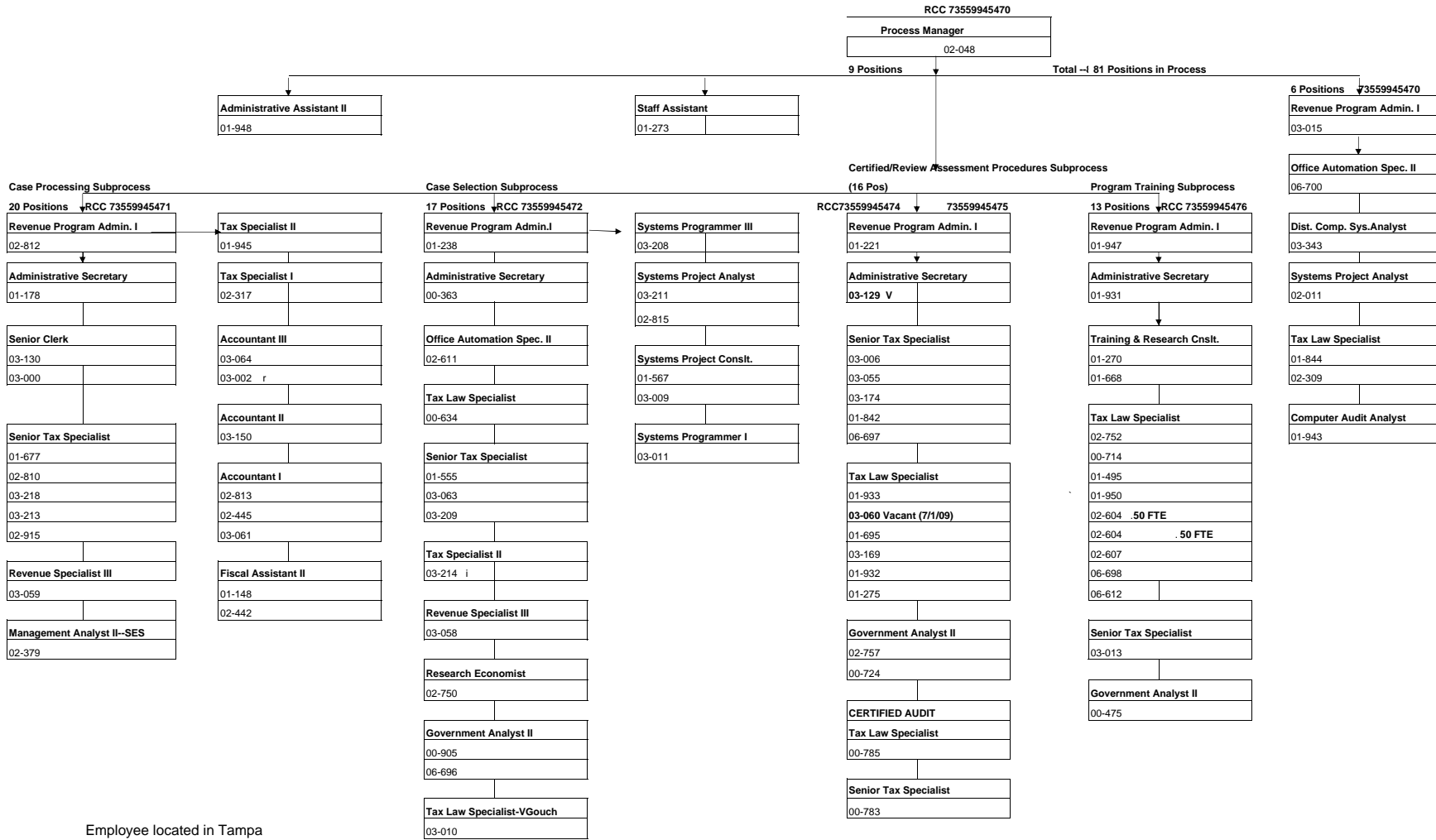
28 FTE

SAMAS 735599-06-0-43

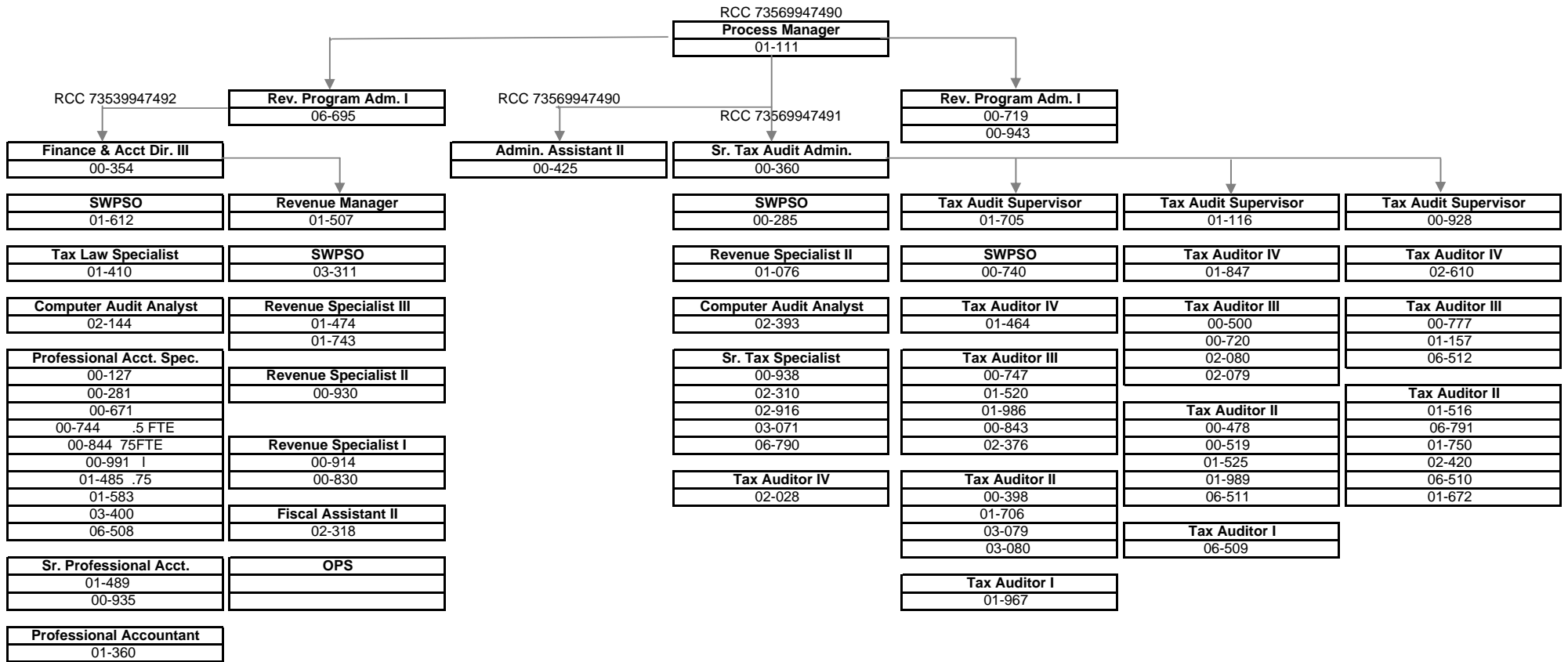


COMPLIANCE SUPPORT PROCESS ROSTER

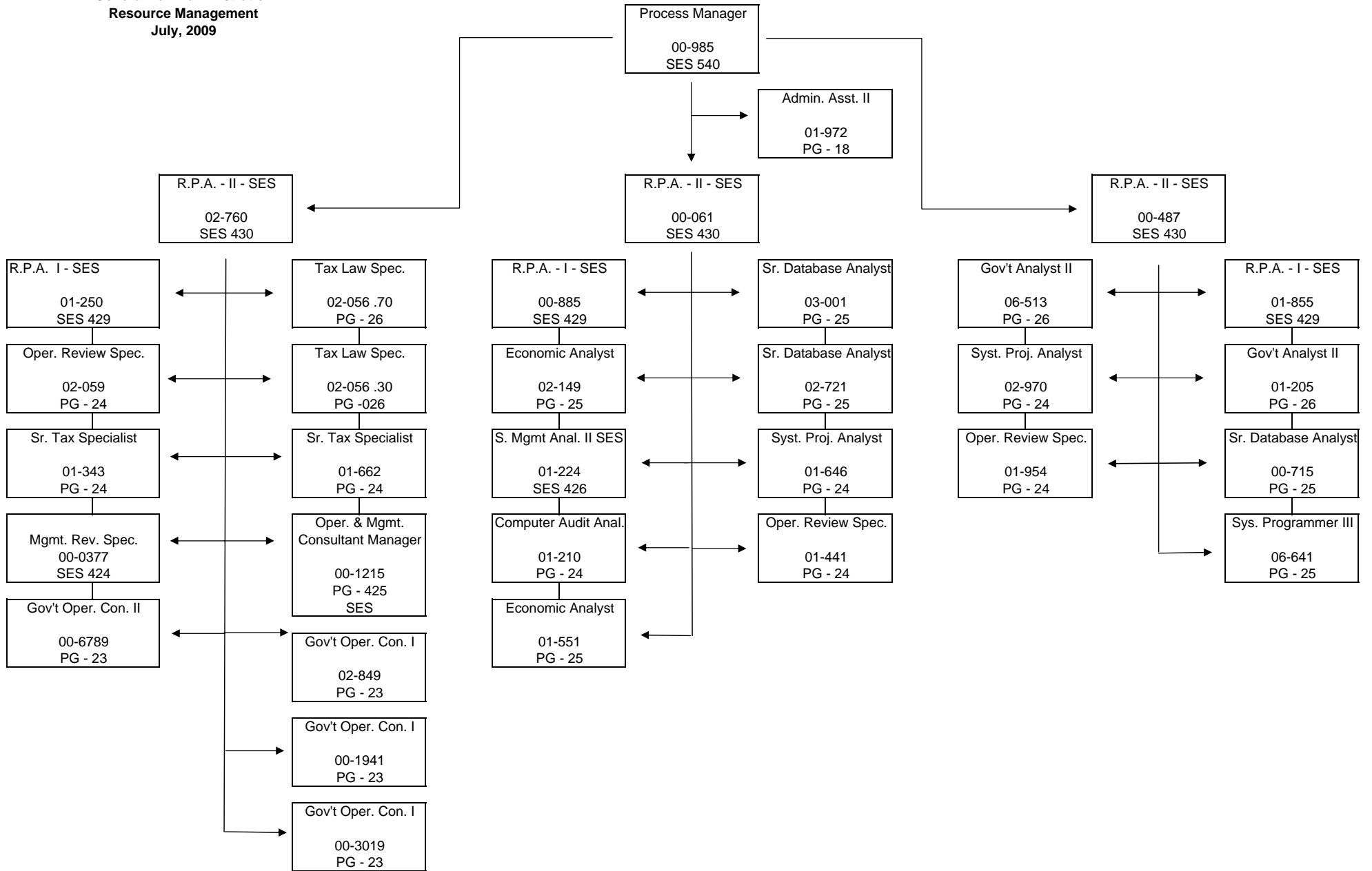
5050 WEST TENNESSEE STREET, TAXWORLD, BLDG F.



Employee located in Tampa

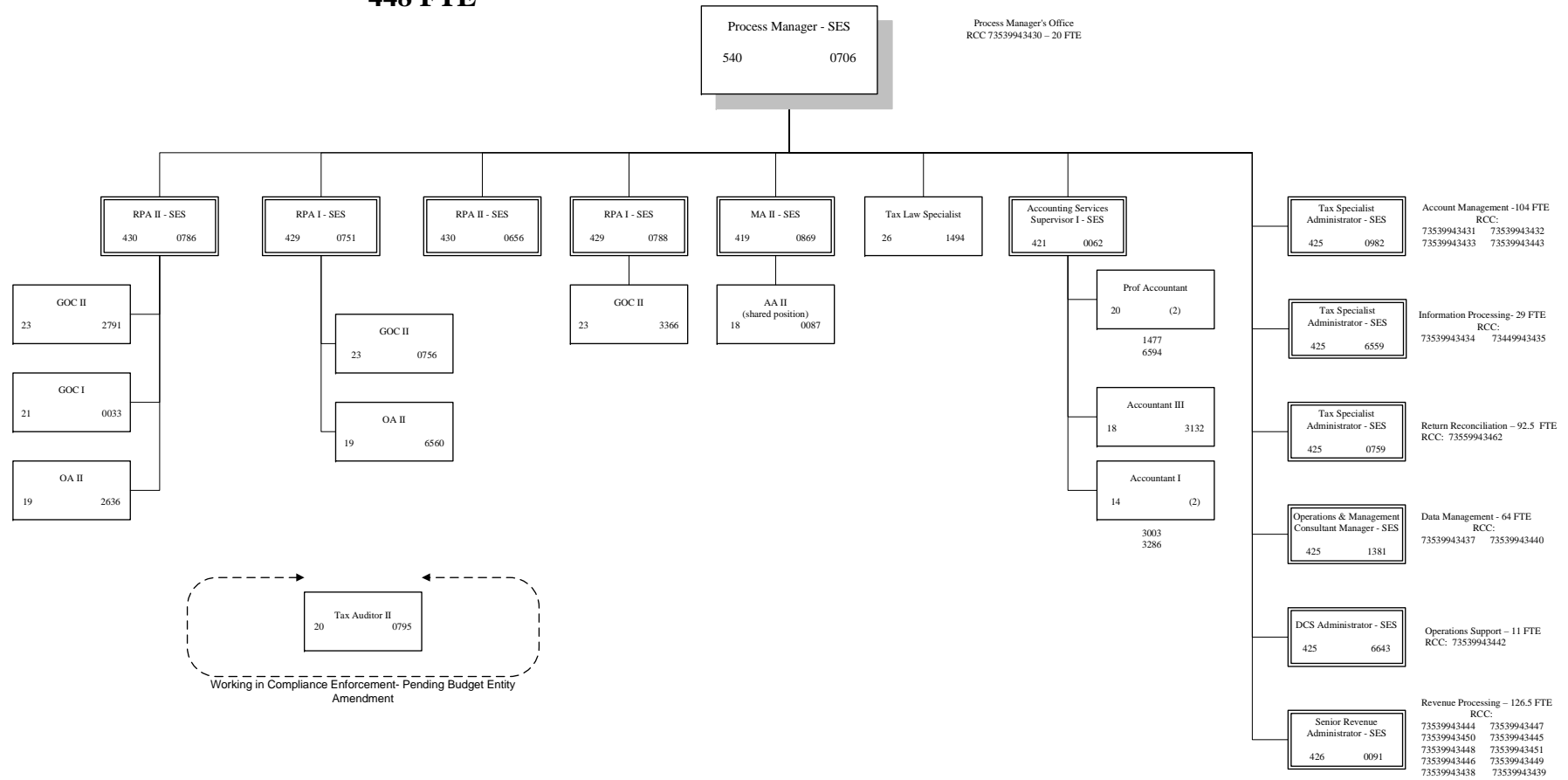


**General Tax Administration
Resource Management
July, 2009**



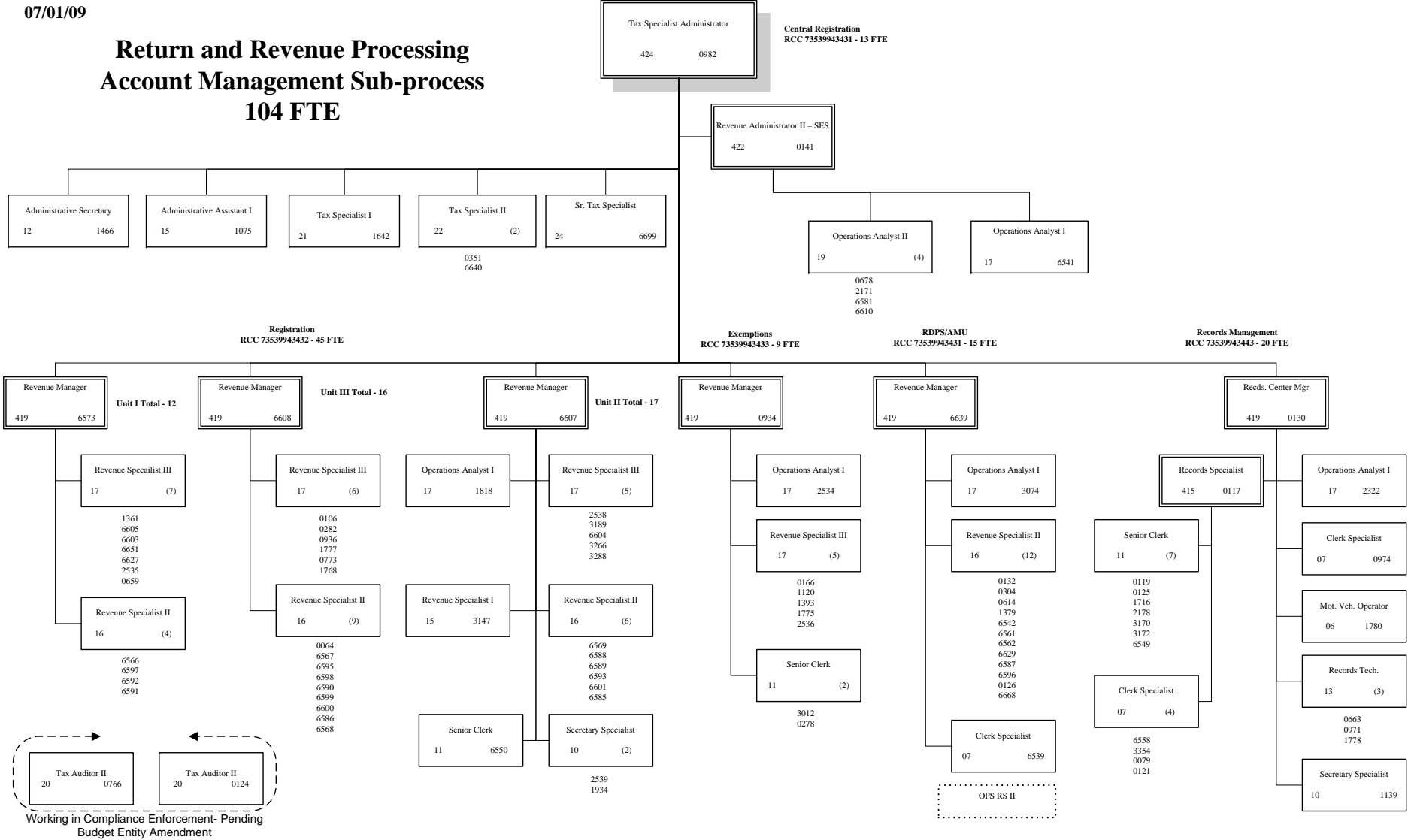
07/01/09

General Tax Administration Return and Revenue Processing 448 FTE



07/01/09

Return and Revenue Processing Account Management Sub-process 104 FTE

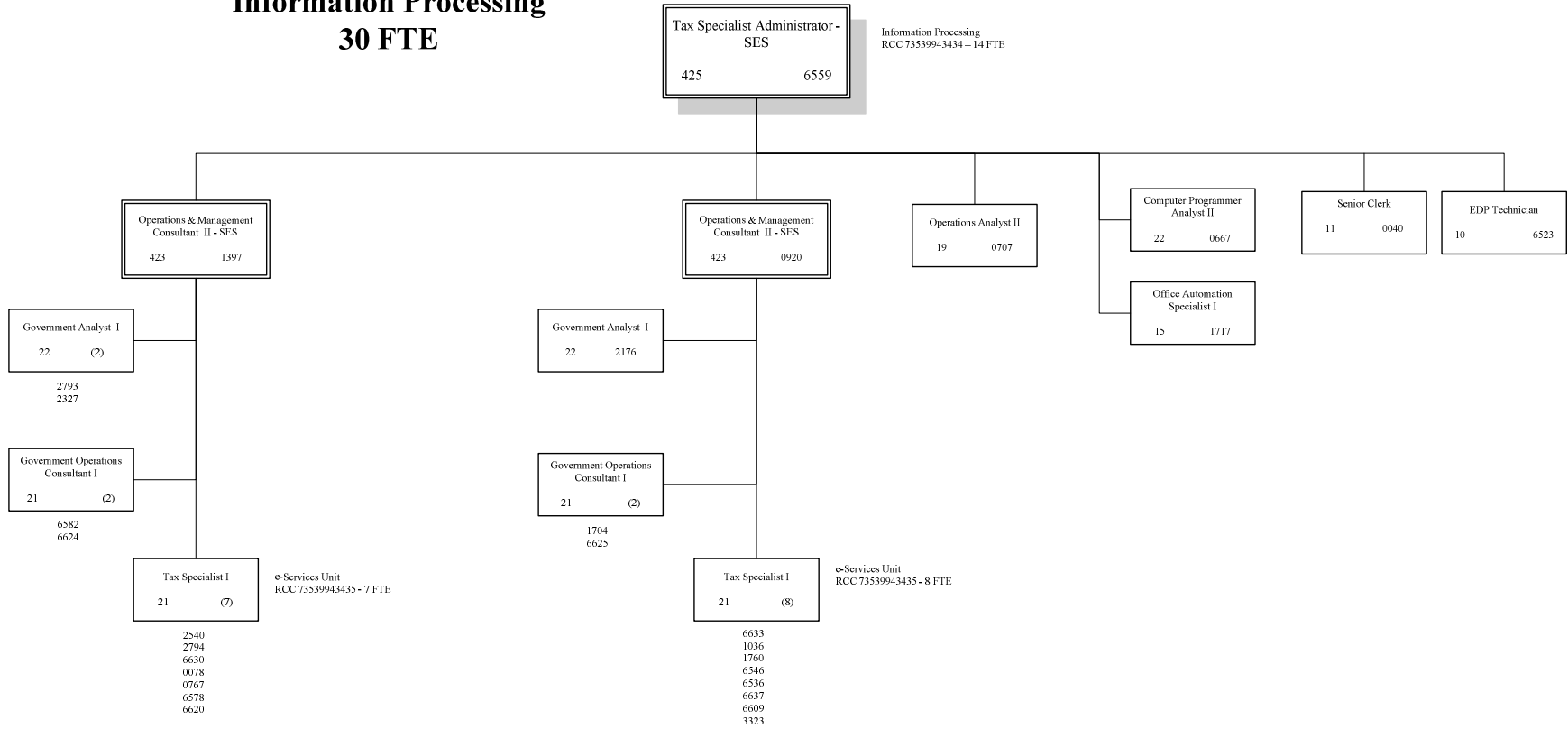


Tax Auditor II 0766 Tax Auditor II 0124

Working in Compliance Enforcement- Pending Budget Entity Amendment

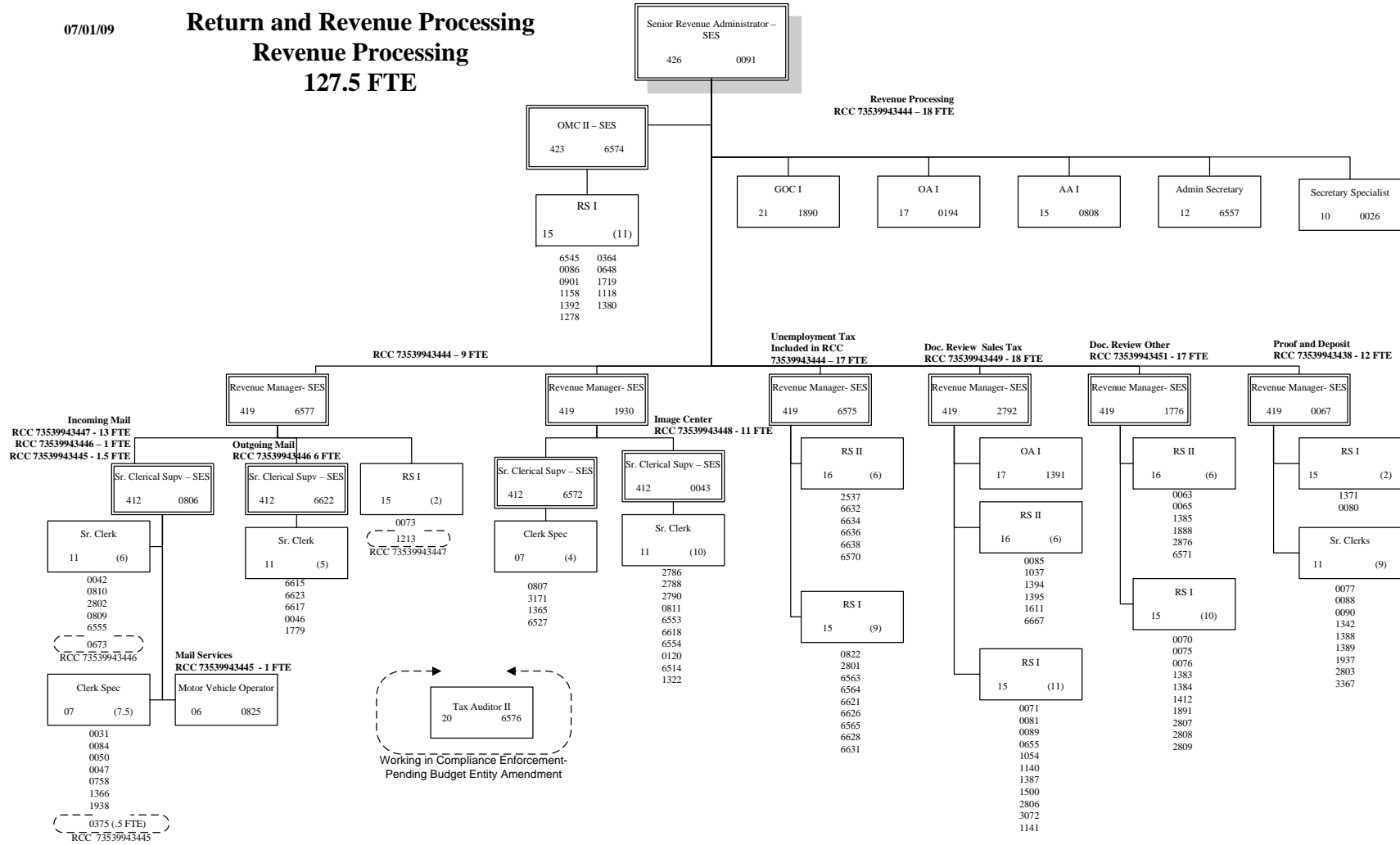
7/1/2009

Return and Revenue Processing Information Processing 30 FTE



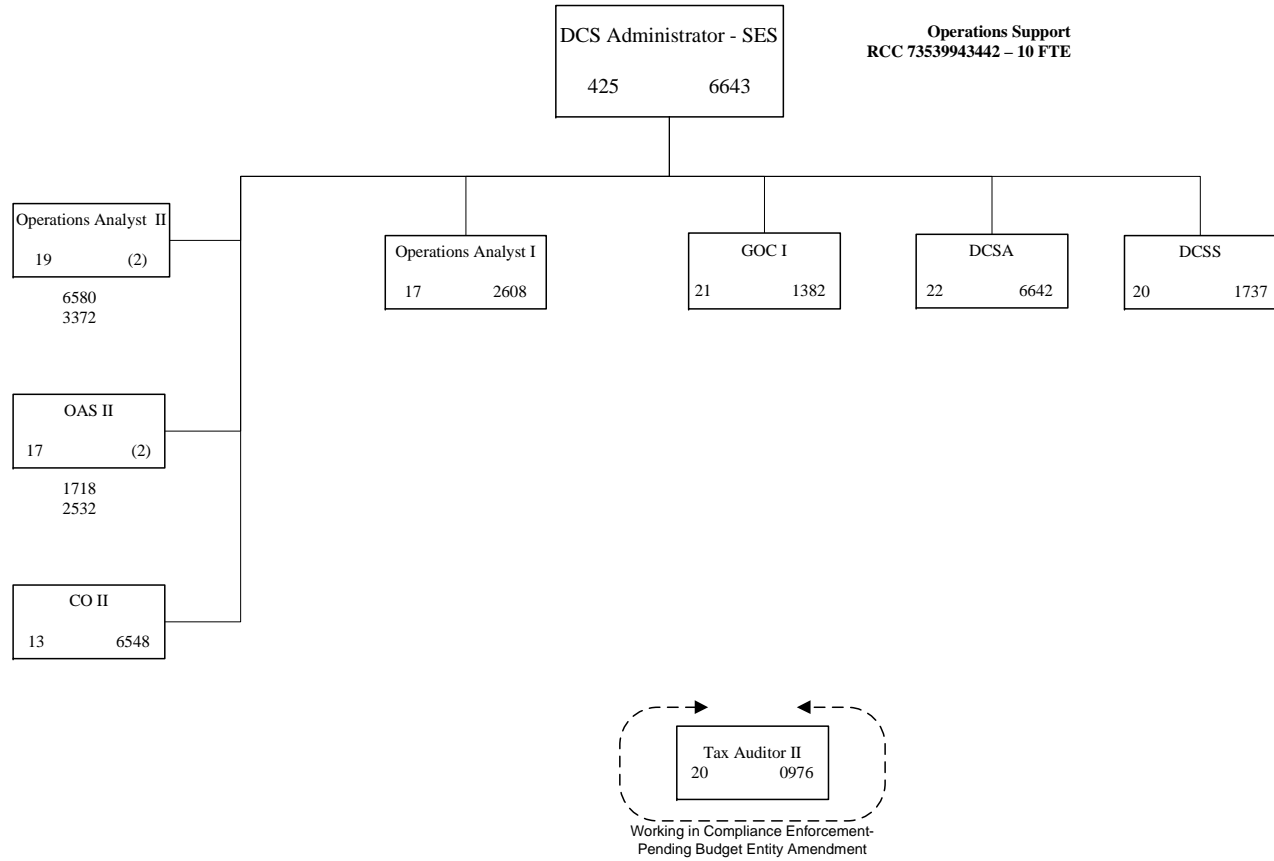
07/01/09

Return and Revenue Processing Revenue Processing 127.5 FTE



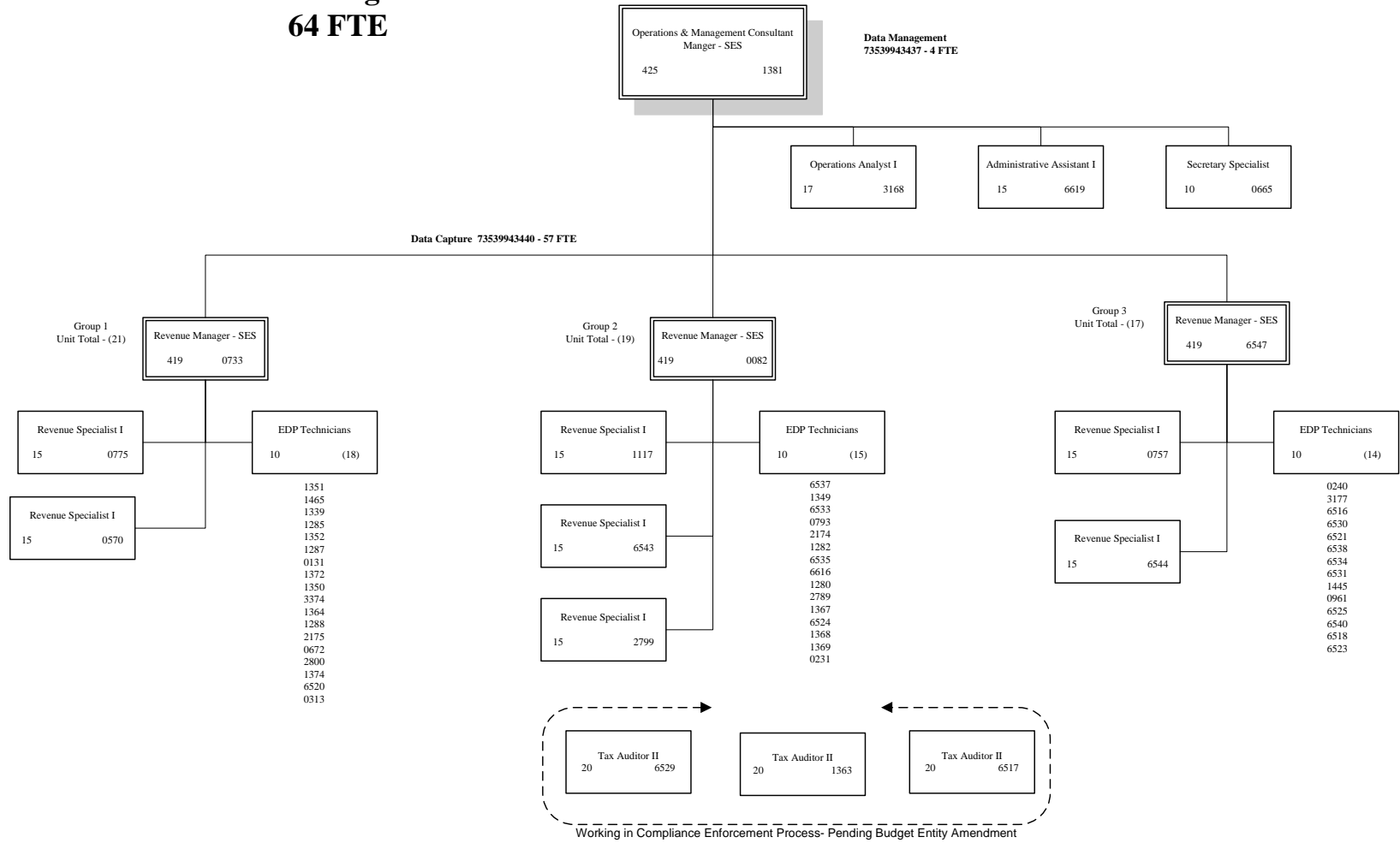
07/01/09

Return and Revenue Processing Operations Support 11 FTE



07/01/09

Return and Revenue Processing Data Management 64 FTE

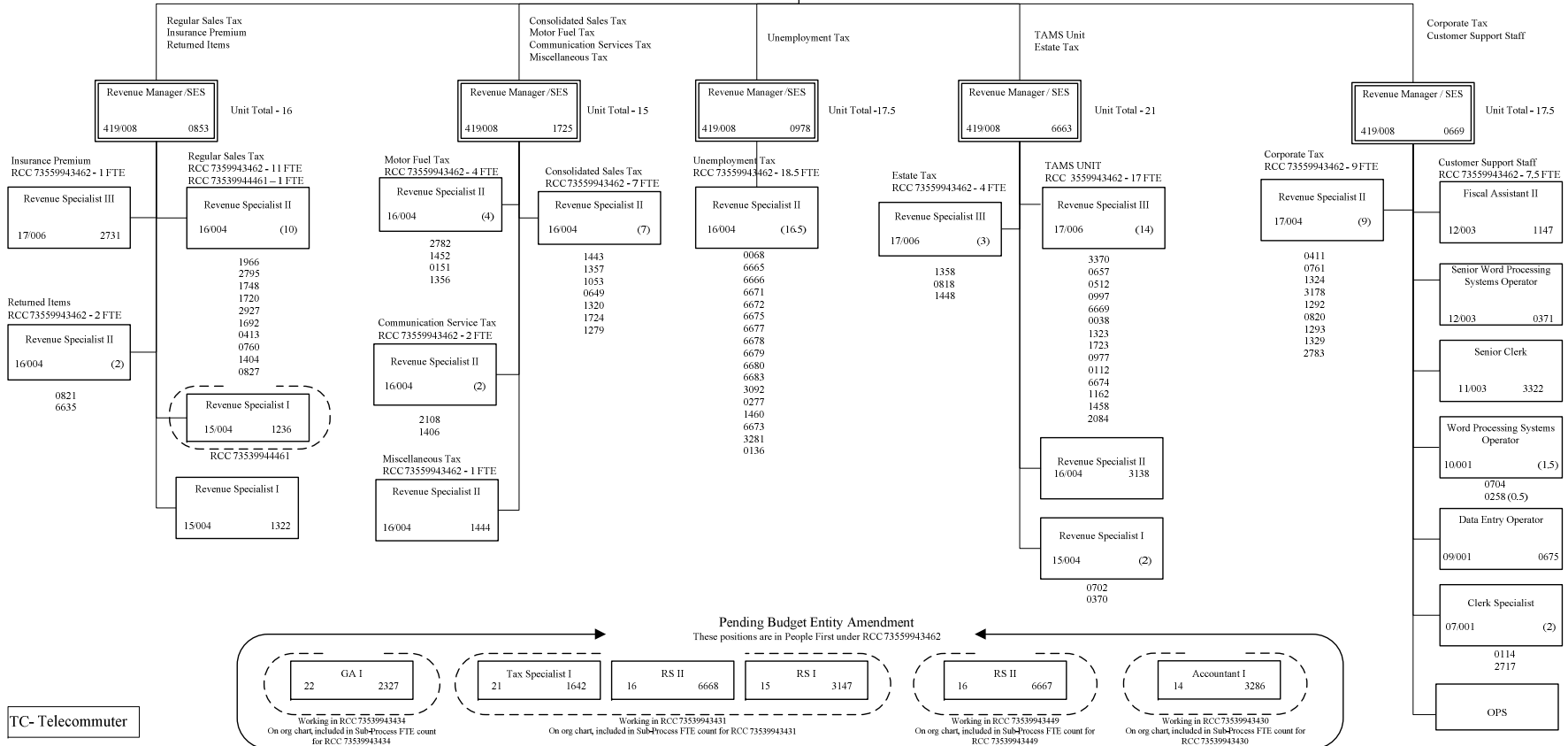


06/01/09

Return and Revenue Processing Return Reconciliation 92 FTE

Revenue Administrator III/SES	
424 020	0759
RCC 73559943462 - 5 FTE	

Government Operations Consultant I 21 008 6693	Tax Specialist I 21 008 2290	Administrative Assistant I 15 003 1138	Administrative Secretary 12 003 2714
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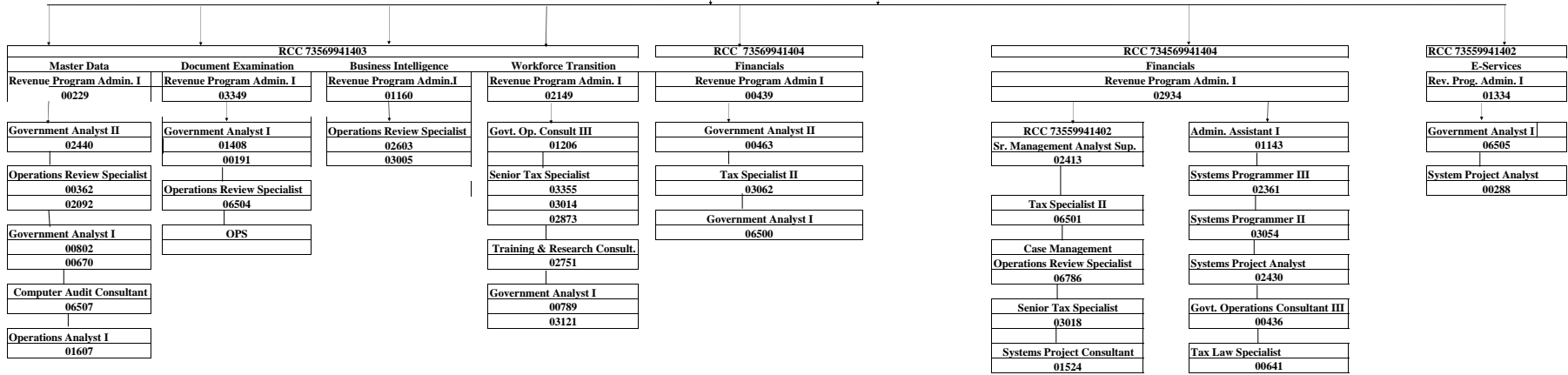
TC- Telecommuter

GTA/SUNTAX PROCESS
 5050 West Tennessee Street, Bldg. C
RCC 73559941402
Intra-Departmental Project Administrator
 02959

RCC 73559941402
 Administrative Assistant I
 00170

RCC 73569941404
 Administrative Assistant I
 01949

RCC 73569941404
 Operations Analyst II
 00098

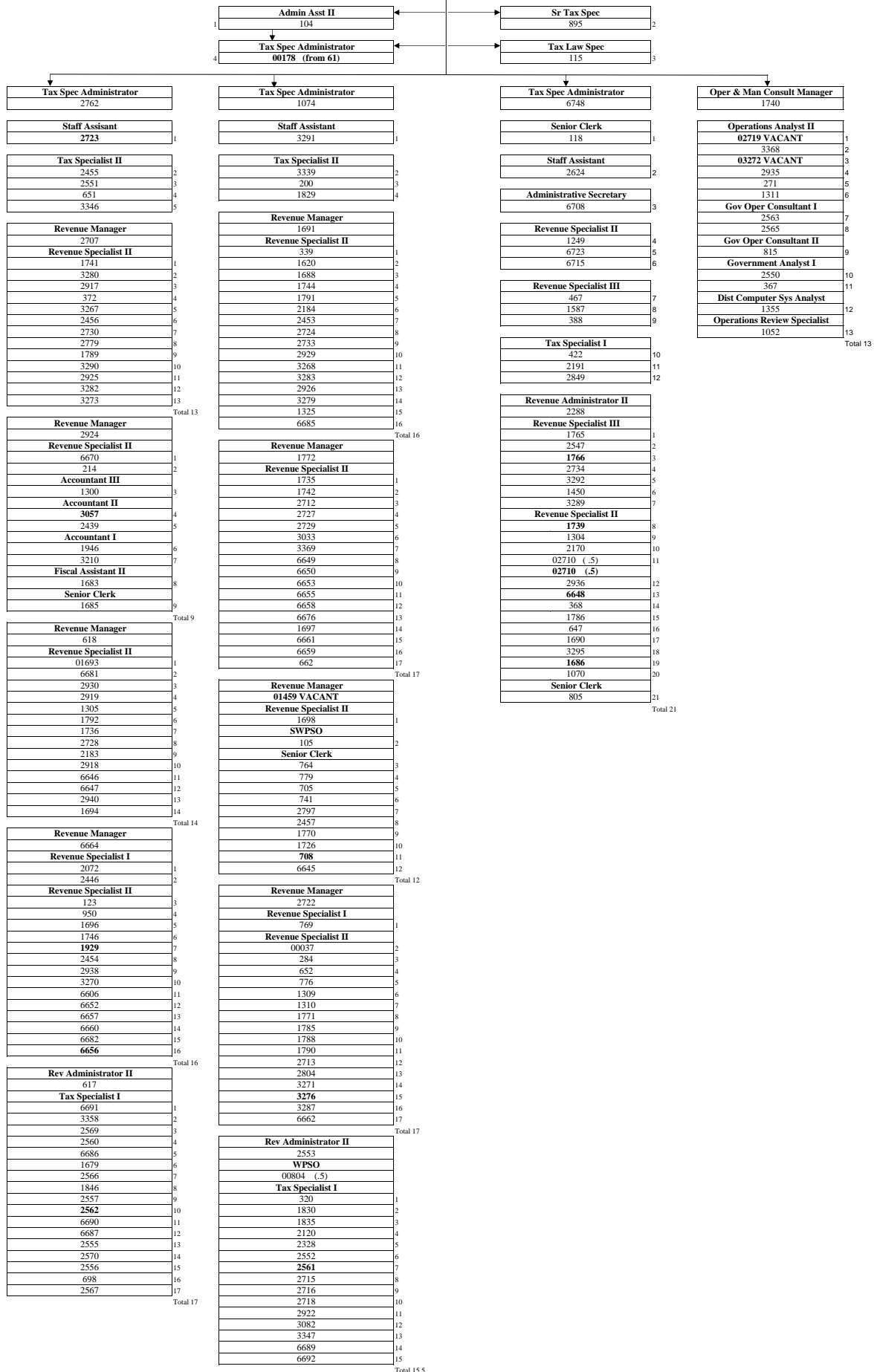


Taxpayer Services Process

RCC#73569944460

Process Manager
709

Total FTE: 221.5



FTE: 80

FTE: 87.5

FTE: 35

FTE: 14

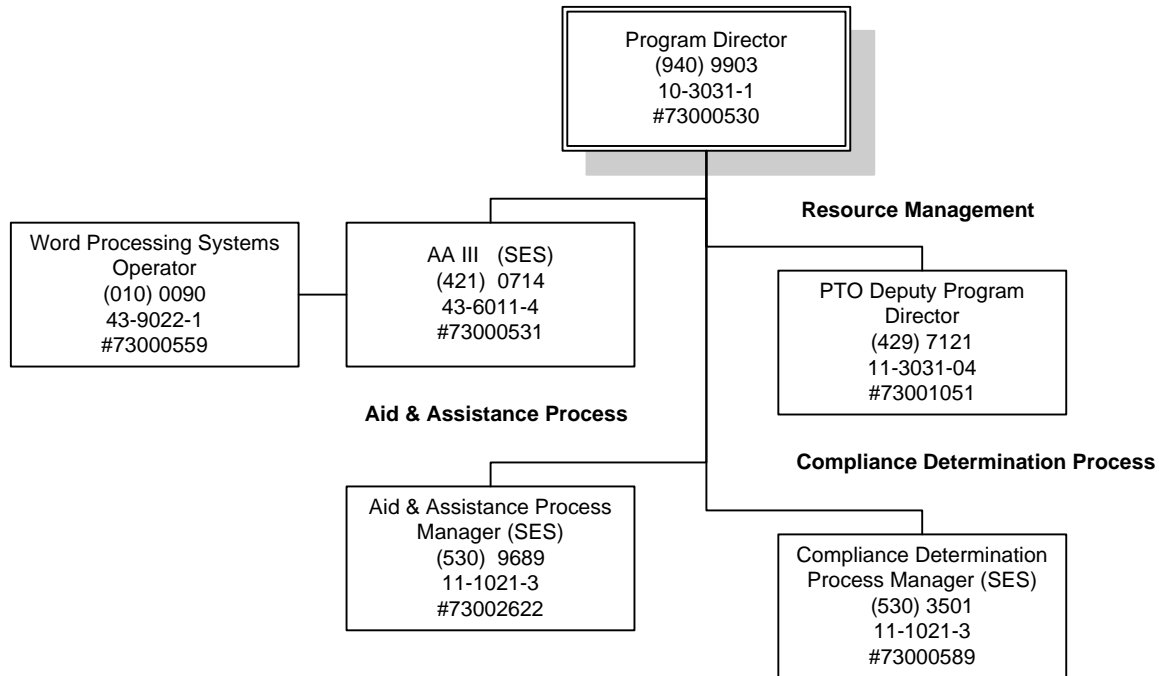
RCC#73549944464

RCC#73559944466

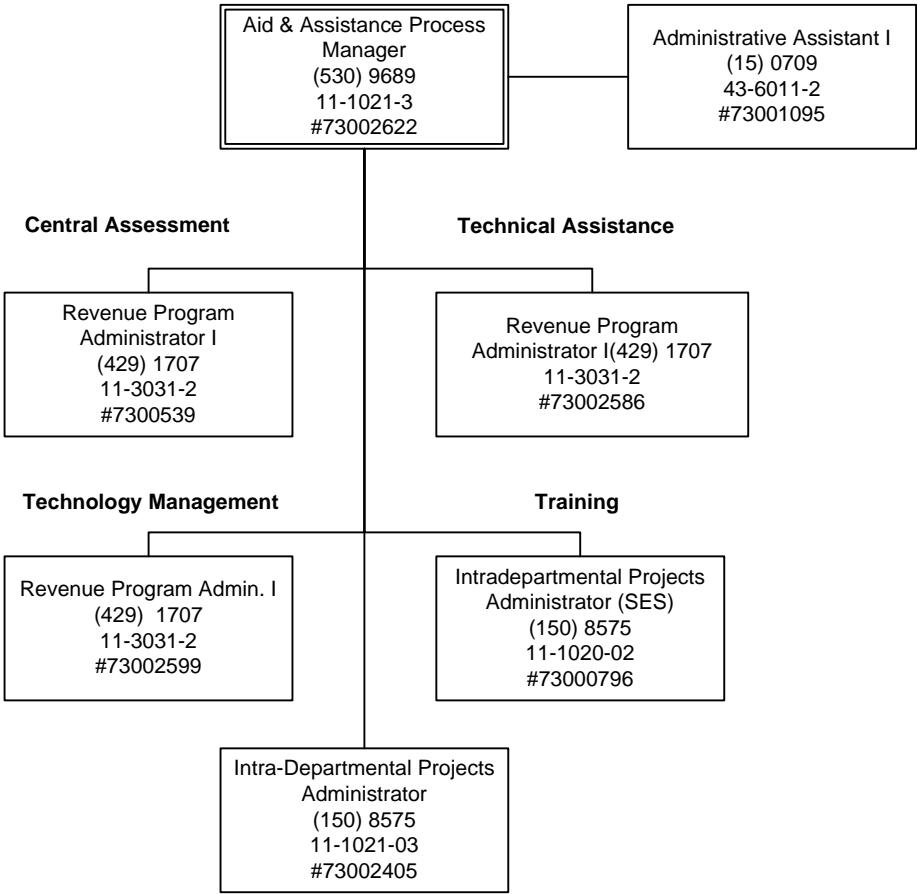
RCC#73559944462

RCC#73569944465

Property Tax Oversight



Aid & Assistance Process



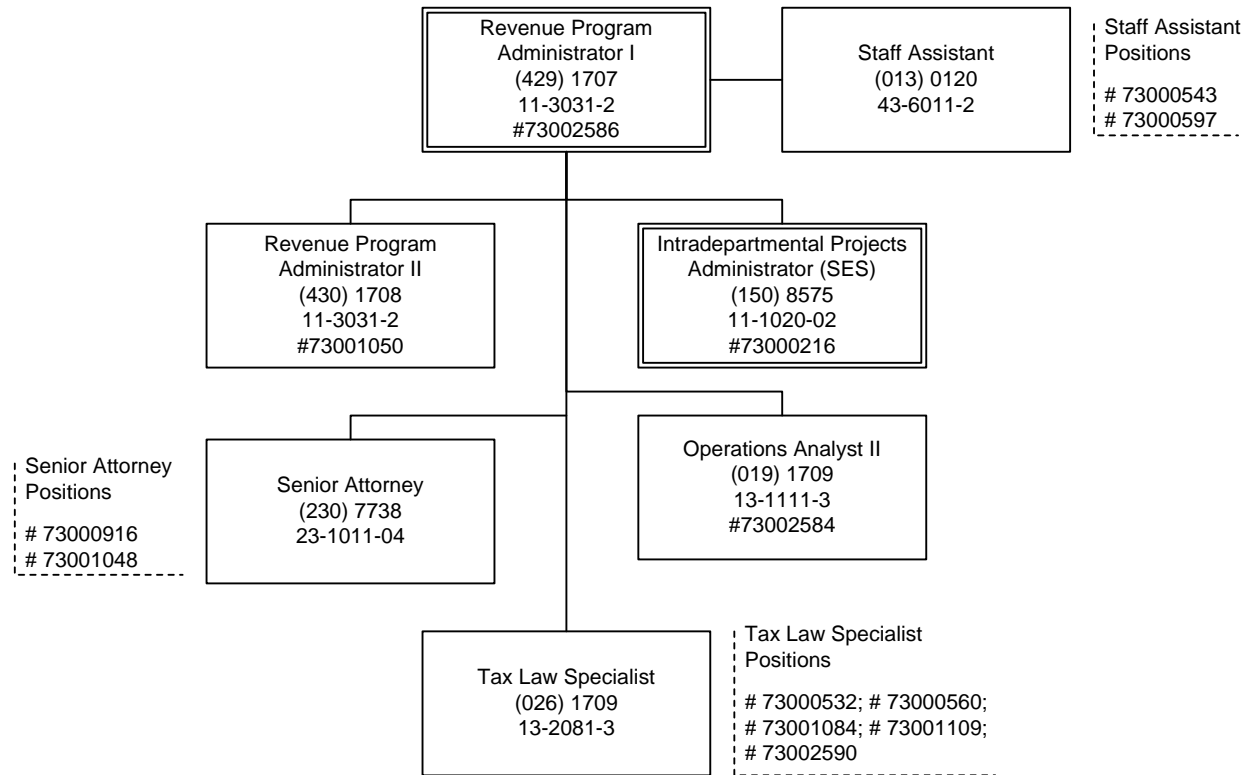
Central Assessment

Revenue Program
Administrator I
(429) 1707
11-3031-2
#73000539

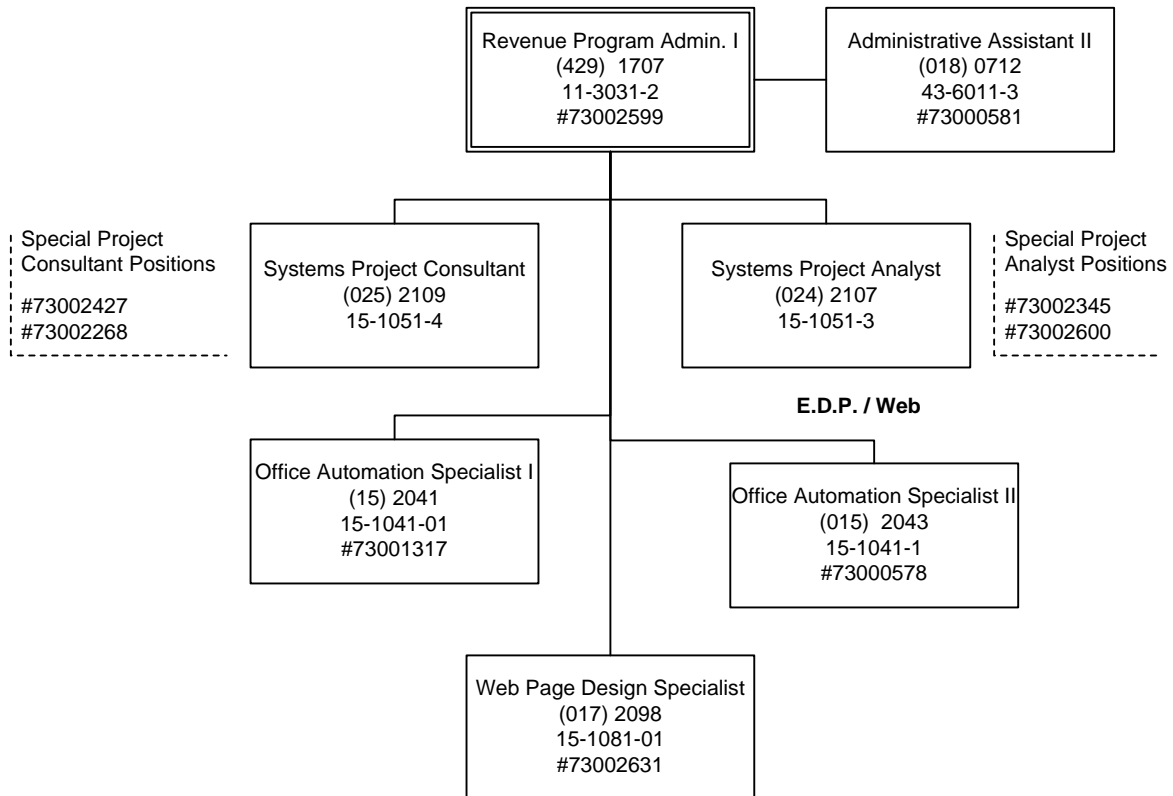
Senior Tax Specialist
(024) 1705
13-2081-3

Sr. Tax Specialist Positions
#73000538; #73002339;
#73002346

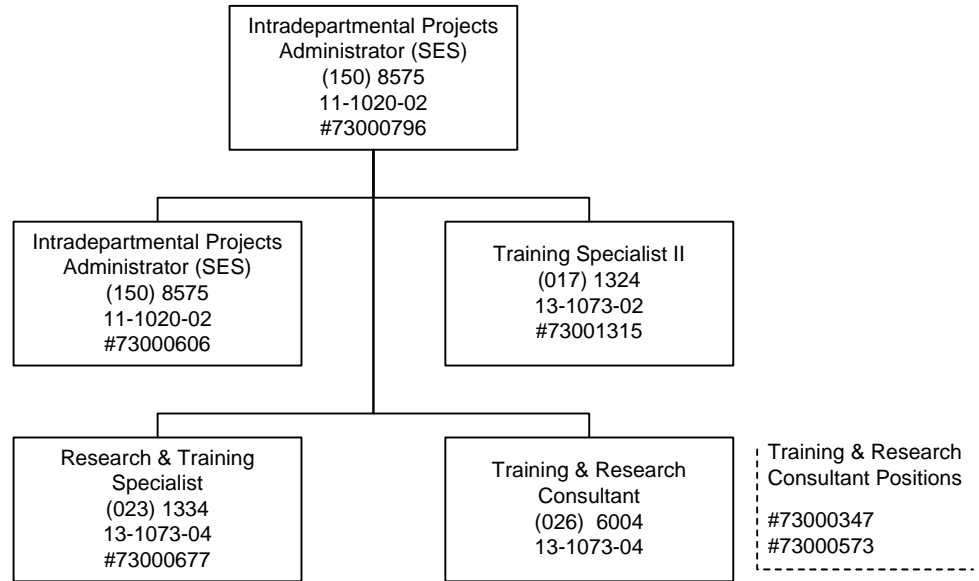
Technical Assistance



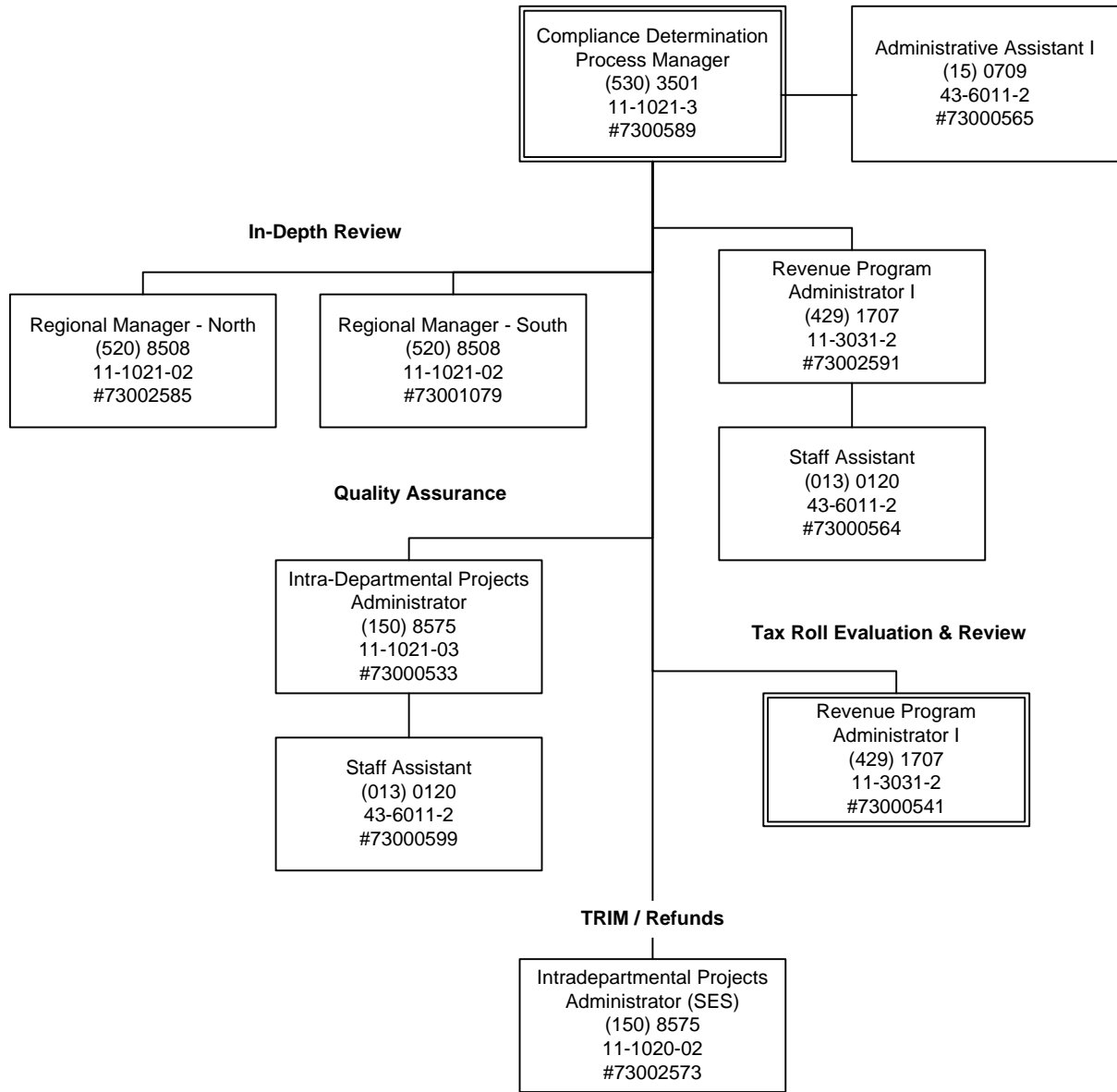
Technology Management



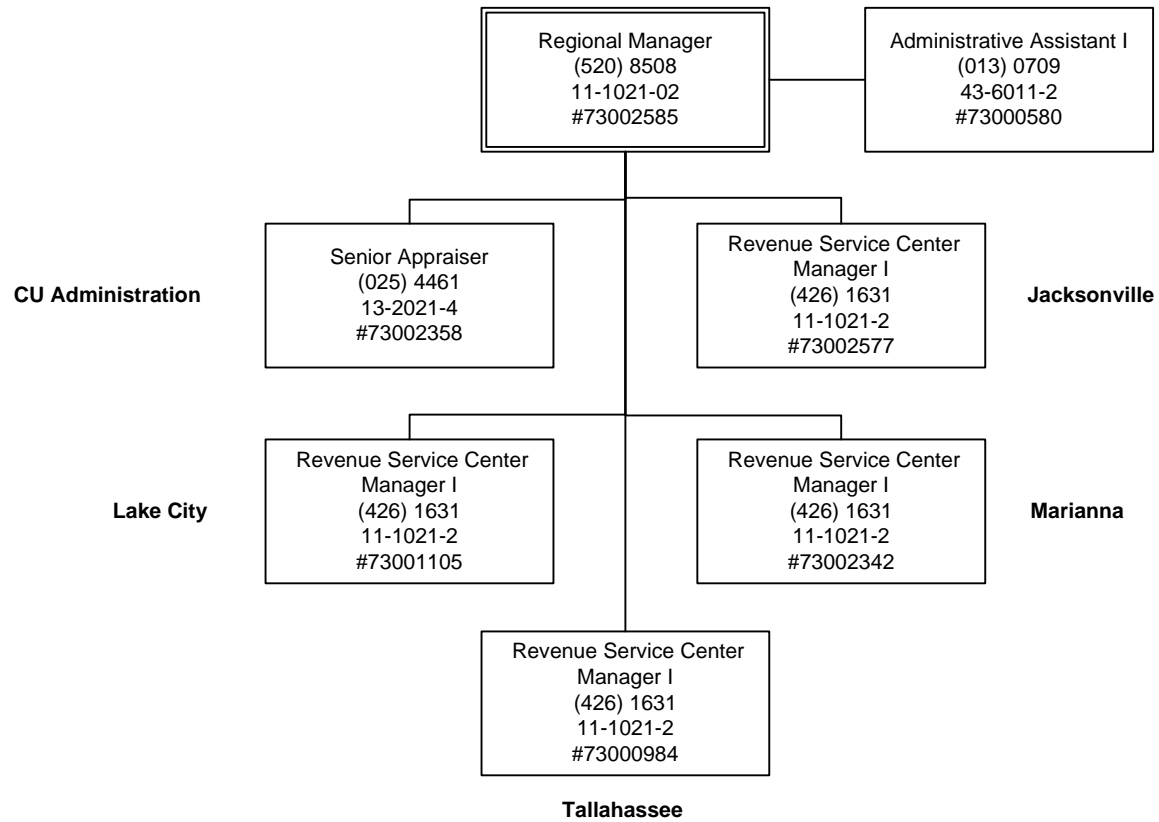
Training



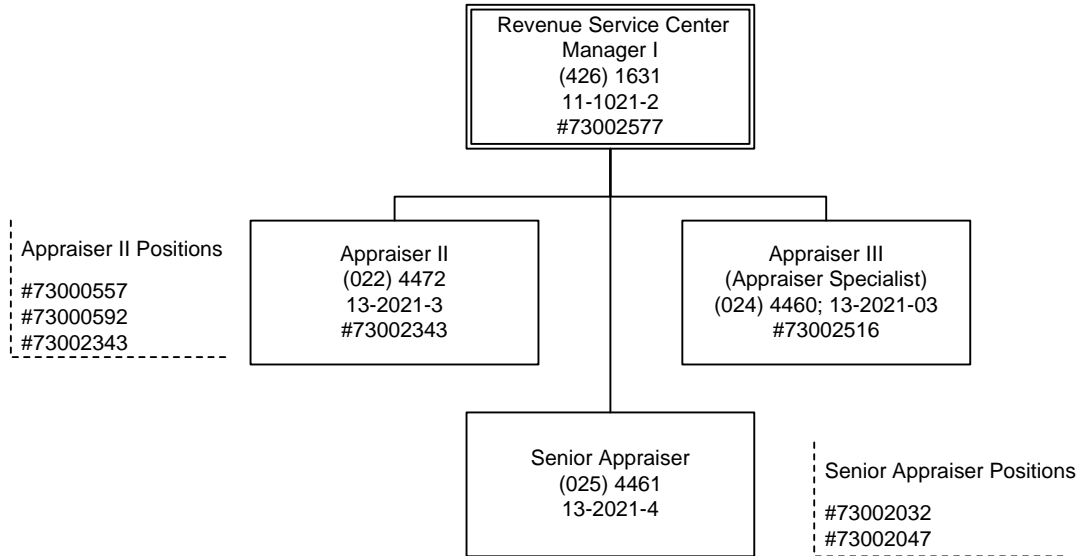
Compliance Determination



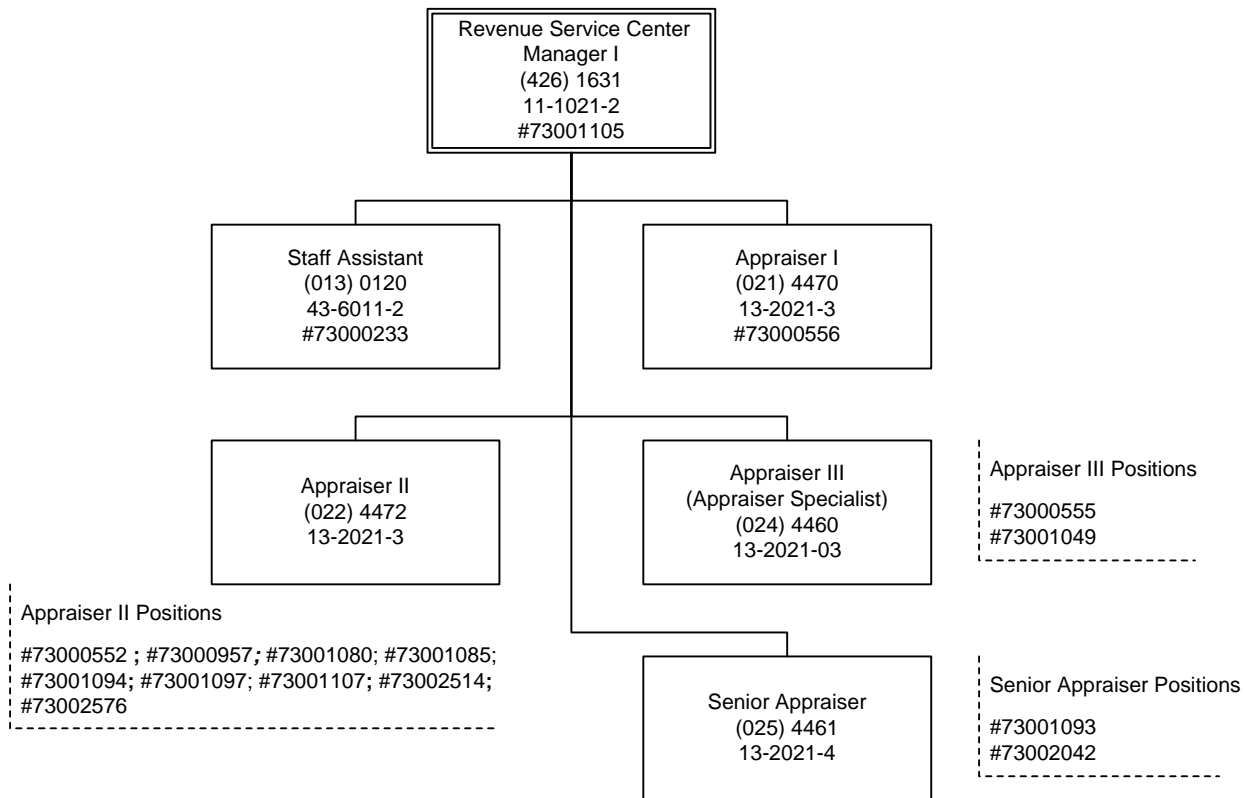
In-Depth Review North



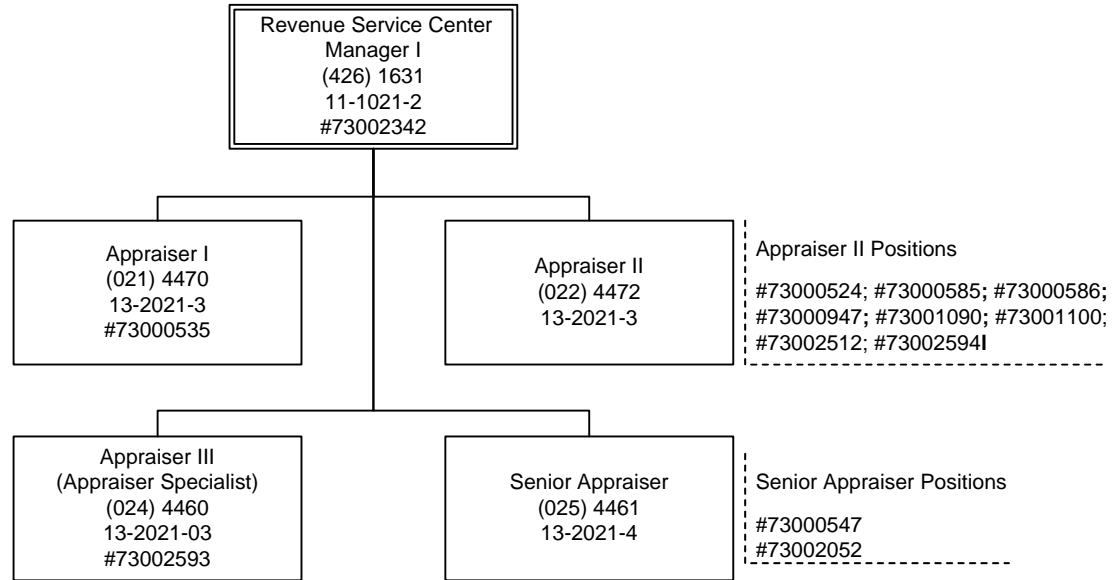
Jacksonville



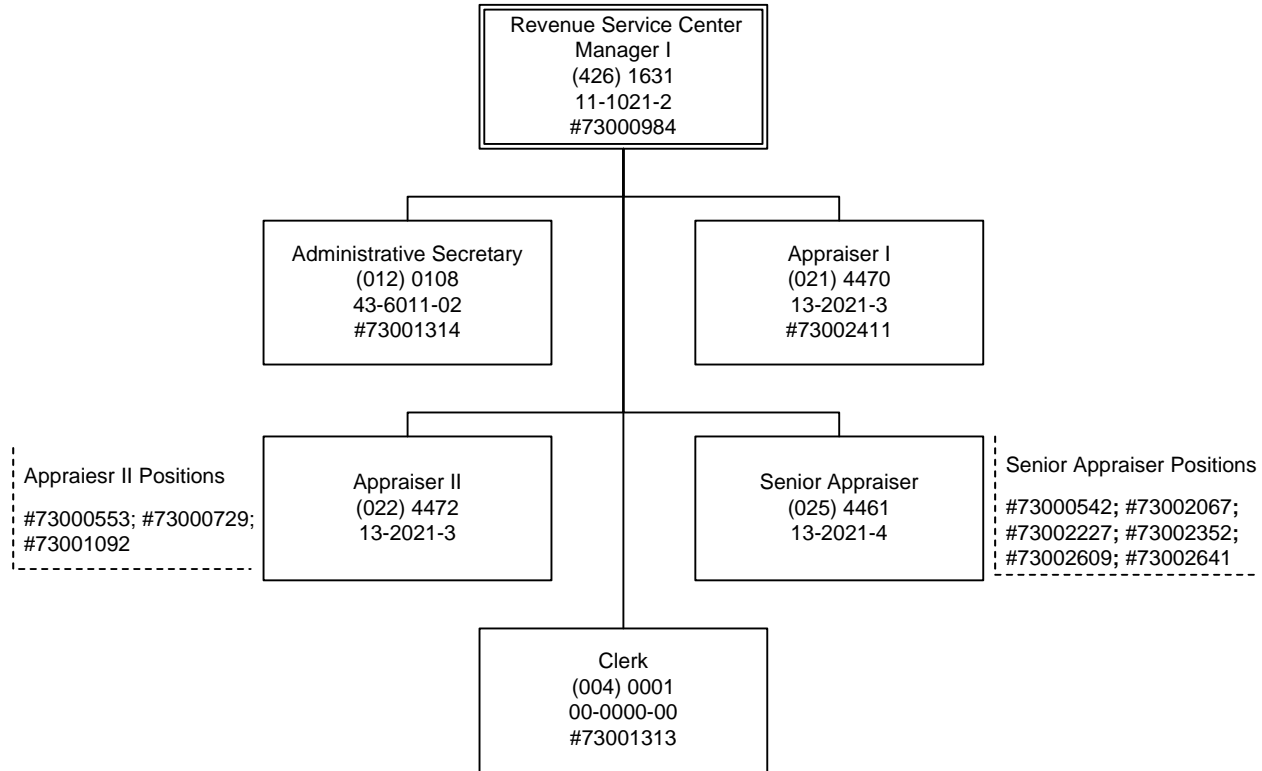
Lake City



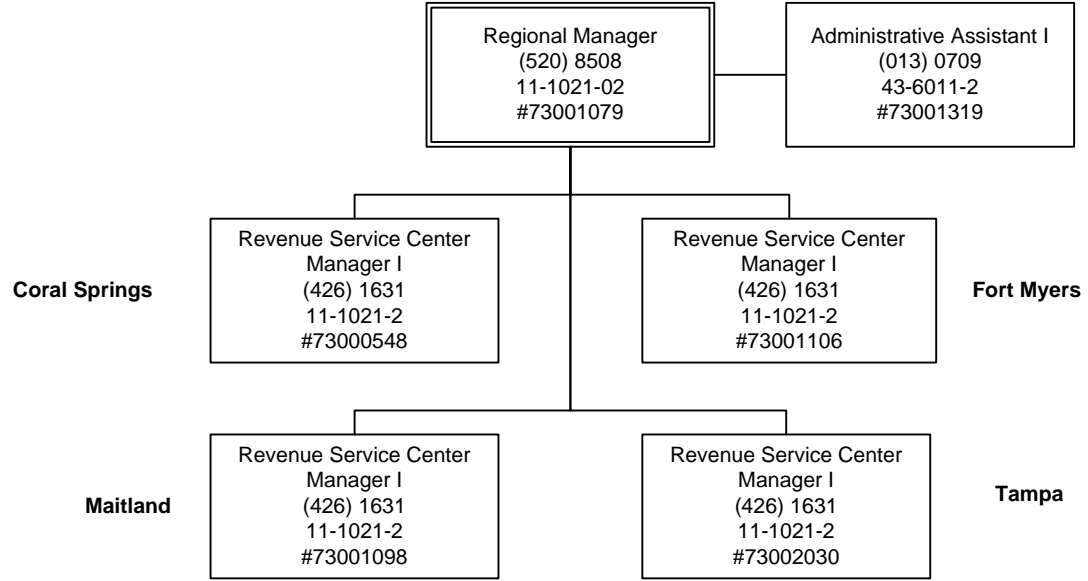
Marianna



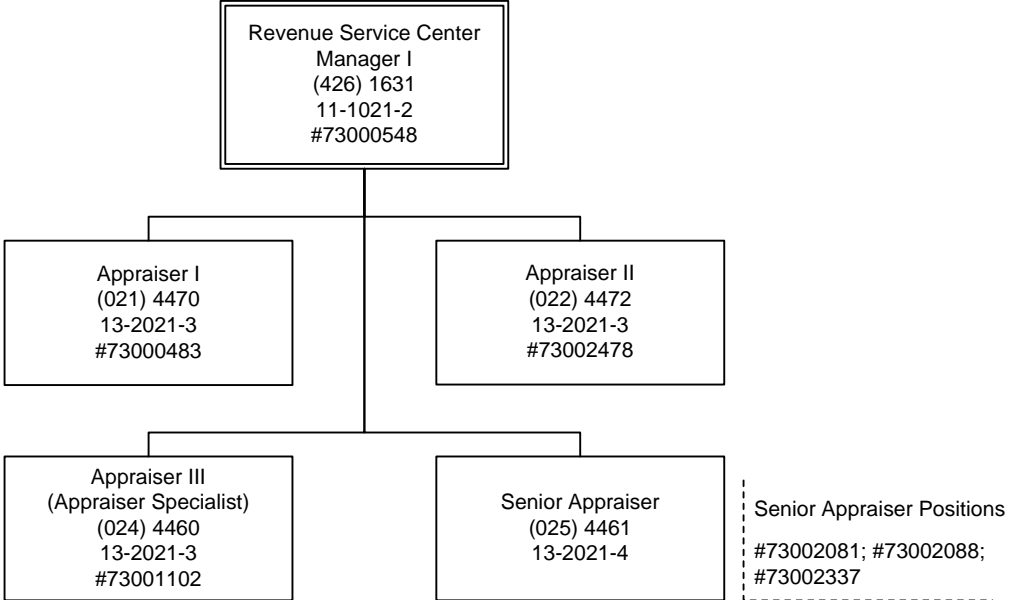
Tallahassee



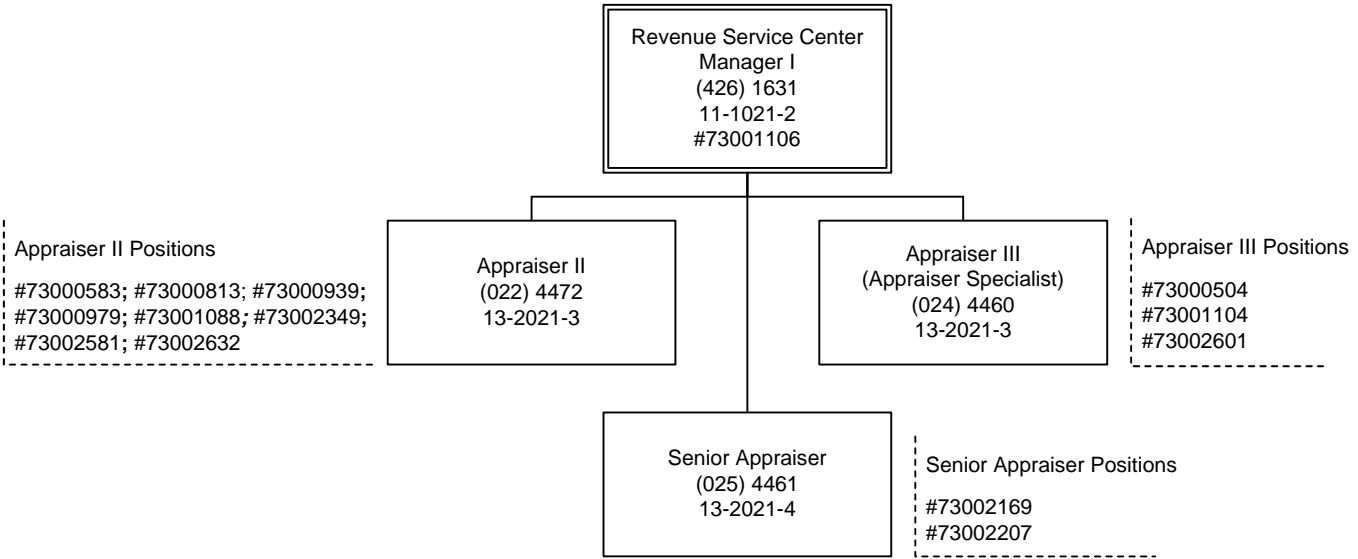
In-Depth Review South



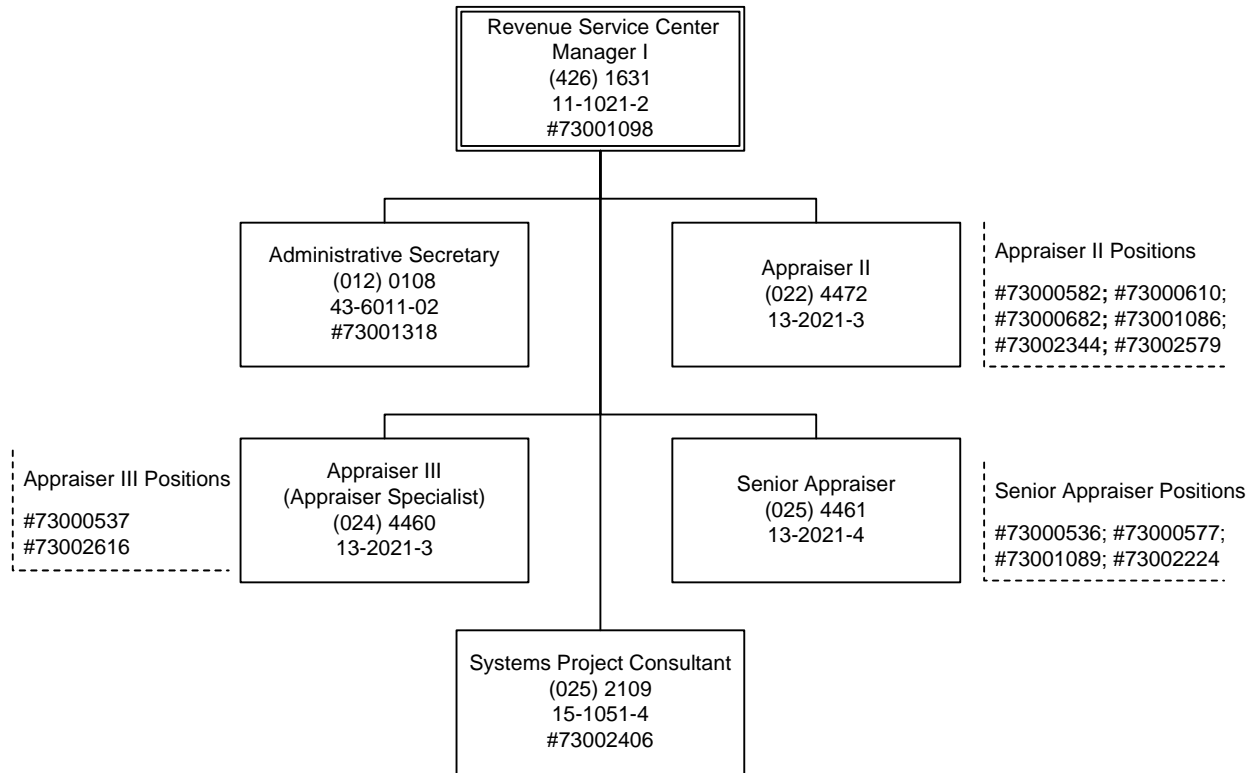
Coral Springs



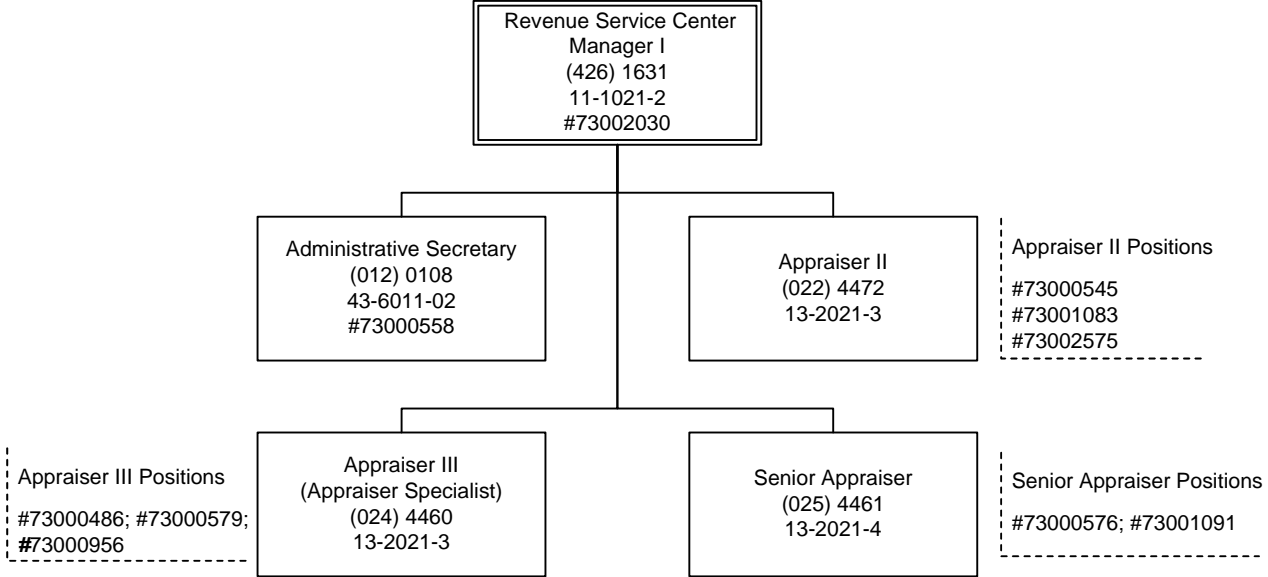
Fort Myers



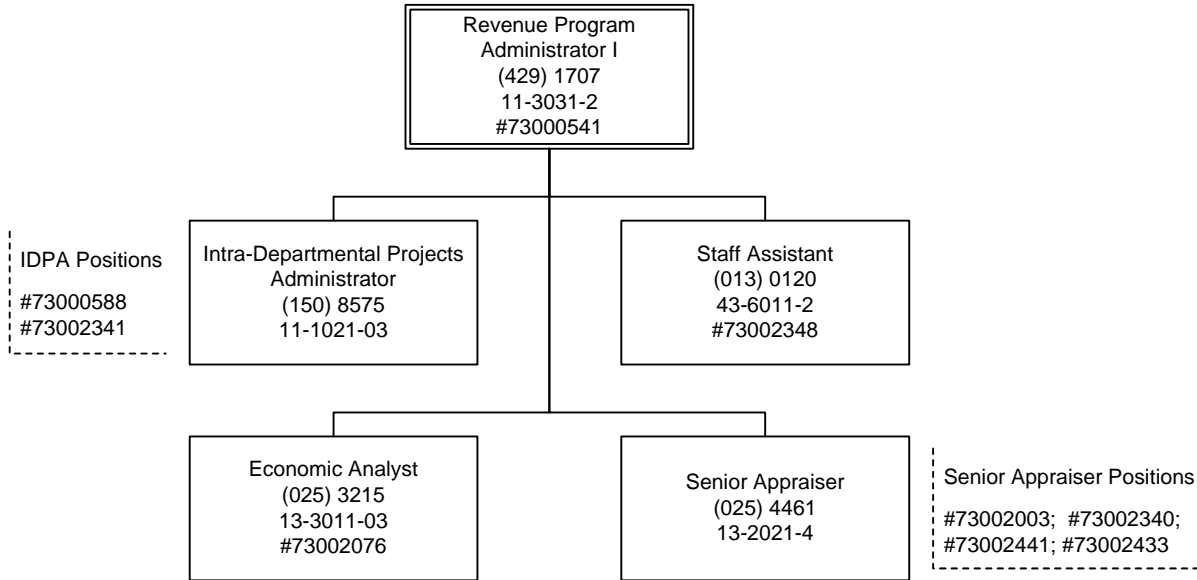
Maitland



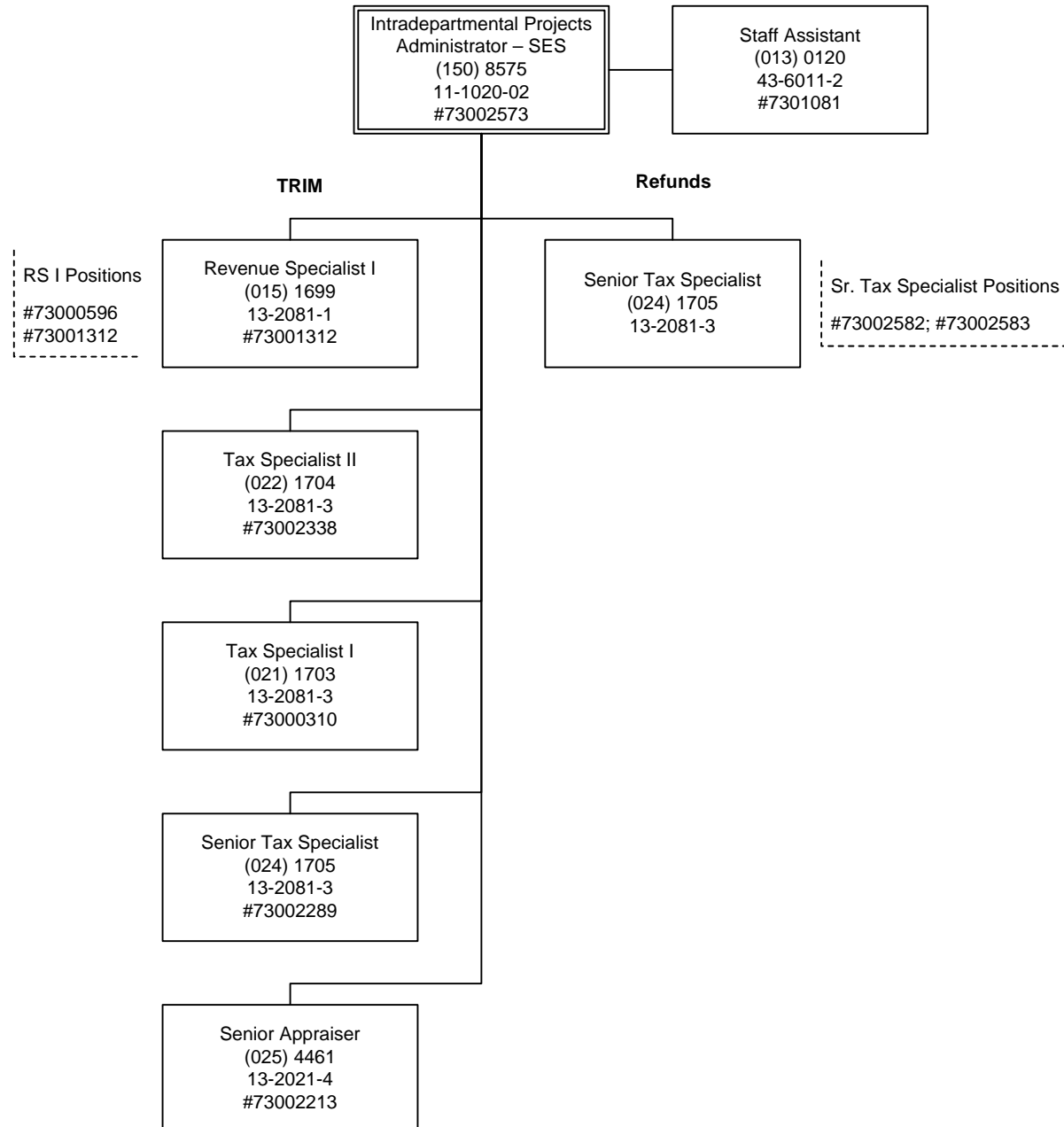
Tampa



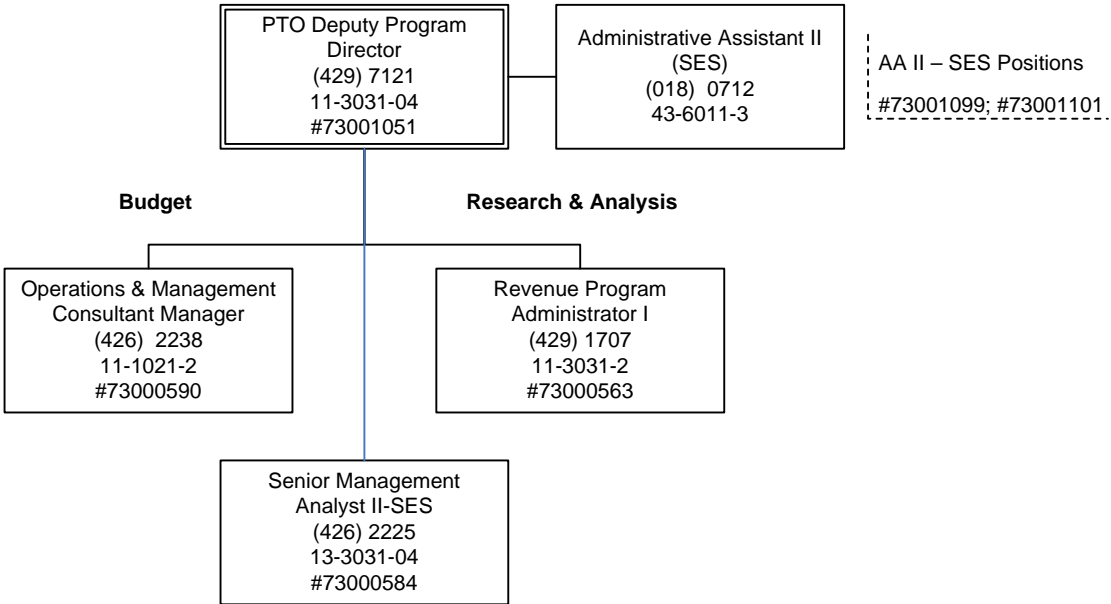
Tax Roll Evaluation & Review



TRIM / Refunds



Resource Management



Budget

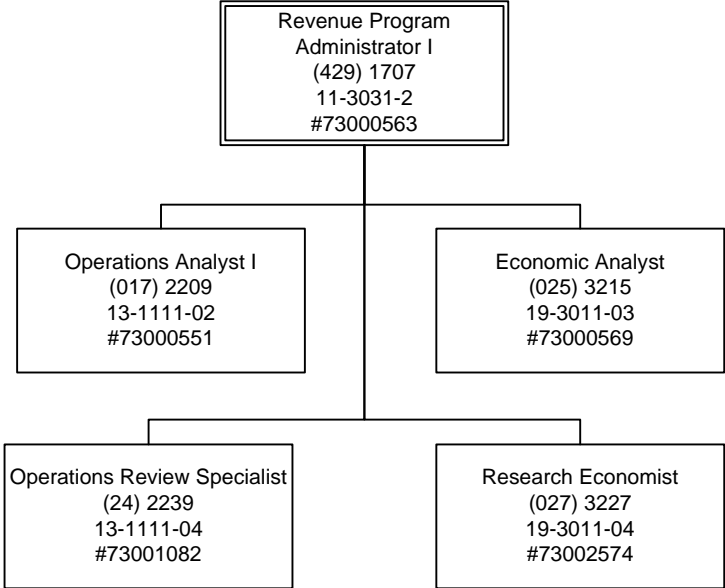
Operations & Management
Consultant Manager
(426) 2238
11-1021-02
73000590

Purchasing / Contracts

Management Analyst II (SES)
(419) 2212
13-1111-03
#73001269

Government Operations
Consultant I
(021) 2234
13-1111-03
#73000587

Research & Analysis



REVENUE, DEPARTMENT OF		FISCAL YEAR 2008-09			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			606,489,599	0	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			-3,313,598	0	
FINAL BUDGET FOR AGENCY			603,176,001	0	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
<i>Executive Direction, Administrative Support and Information Technology (2)</i>					0
Central Assessment Of Railroads *		235	2,554.84	600,388	
Determine Real Property Roll Compliance * Number of in-depth classes studied with a statistically valid sample		85	108,458.01	9,218,931	
Review Refunds/Tax Certificates/Tax Deeds * Number of refund/tax certificate applications processed		5,295	35.61	188,580	
Provide Information * Number of student training hours provided		36,030	21.02	757,252	
Provide Aid And Assistance * Number of hours of aid and assistance consultation provided to elected officials		2,729	4,416.39	12,052,333	
Maintain Child Support Cases * Total number of cases maintained during the year		1,072,805	70.81	75,962,902	
Provide Education And Assistance * Total number of individual educational contacts and inquires answered		13,709,042	2.20	30,170,443	
Process Support Payments * Total number of collections processed		10,168,329	2.56	26,045,678	
Distribute Support Payments * Total number of collections distributed		9,618,826	2.15	20,655,400	
Establish Paternity * Total number of paternities established and genetic testing exclusions		100,171	384.27	38,492,765	
Establish And Modify Support Orders * Total number of newly established and modified orders		39,197	1,333.46	52,267,825	
Determine Compliance With Support Orders * Total number of obligated cases identified for compliance resolution		607,421	29.56	17,956,661	
Resolve Compliance Discrepancies * Total number of actions processed during the year		3,084,556	15.79	48,703,045	
Manage Accounts * Number of accounts maintained		1,409,618	6.50	9,156,910	
Process Returns And Revenue * Number of tax returns processed		9,597,729	2.33	22,363,041	
Account For Remittances * Number of distributions made		149,759	50.19	7,517,118	
Determine Filing Compliance * Number of filing compliance exams completed		1,787,951	3.95	7,065,488	
Select Cases For Tax Compliance Determination * Number of taxpayers selected for a tax compliance examination		36,245	116.30	4,215,293	
Perform Audits * Number of audits completed		21,829	2,603.41	56,829,858	
Discover Unregistered Taxpayers * Number of discovery examinations completed		13,696	790.74	10,829,944	
Investigate Criminal Tax Avoidance * Number of criminal investigations completed		720	6,989.02	5,032,097	
Collect Identified Liabilities * Number of collection cases resolved		1,406,429	17.05	23,981,668	
Resolve Disputes * Number of disputes resolved		298,769	39.48	11,794,502	
Educate Taxpayers * Number of individual educational contacts made		1,011,106	5.94	6,003,644	
Assist Taxpayers * Number of taxpayers provided with assistance		1,978,971	3.08	6,085,858	
TOTAL				503,947,624	
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER				38,385,552	
REVERSIONS				60,842,893	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				603,176,069	

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

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

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

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

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

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

Contact Information
Agency: Department of Revenue
Name: Tony Lloyd
Phone: (850) 488-5009
E-mail address: LloydT@dor.state.fl.us

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

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.
Production printer (up to 1.2 million copies per month) for the Department's SUNTAX system.
2. Describe and justify the need for the deferred-payment commodity contract including guaranteed energy performance savings contracts.
Printer was needed to replace an older model that was experiencing maintenance problems.
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).
Purchase price was \$477,793 (less old equipment trade-in of \$137,000). Total financed amount was \$340,793. Approved Form DFS-A1-410 (approval number C06-066) and amortization schedule attached.
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.
FLAIR: Org: 73809900000 - EO: 01 - Obj. Code: 134500 Budget Entity: 73710100 Appropriation Category: 040000

CONSOLIDATED EQUIPMENT FINANCING PROGRAM

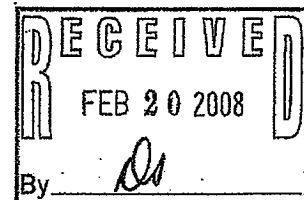
Department of Financial Services

Application to Finance Equipment Per Section 287.064, F.S.

RECEIVED
DEPARTMENT OF REVENUE
PURCHASING OFFICE

2008 FEB 19 PM 12:34

1. a) Name of Agency: DOR
b) Address of Agency: 501 South Calhoun Street Tallahassee FL 32399
c) Agency Contact: Melvin Payne Phone: 850-921-1390
Email address: Payne.M@DOR.STATE.FL.US Fax: _____
d) Agency Address and Contact Person (if different from above) _____
e) Reviewed by Purchasing Office (signature): [Signature]
f) Submitted by (signature): [Signature]
2. a) Equipment Description Xerox DocuTech 180 HLCP printer
b) Proposed Location of Equipment: 501 South Calhoun St. Room 04
c) Equipment Vendor Name, Address: Xerox Corporation 656 Capital Circle NE
Equipment Vendor FEID No. F160468020 Tallahassee FL 32308
d) Financing vendor name, address:
SunTrust Leasing Corporation
Hampton Plaza, 7th Floor
300 E. Joppa Road
Towson, Maryland 21286
Financing Vendor FEID No. 54-0904325
3. Attach written justification based on public purpose served by acquisition, need, size of purchase, and financial benefit to the State for deferred payment purchase.
4. FLAIR Account from which payments will be made:
73 - 10 - 1 - 000406 - 1371010⁰ 00 - 060000 - 00
5. Vendor Selection Method State Term Contract Number _____
Other Selection Method _____
* ITB 07/08-11
* *Attach bid tabulation sheet or other appropriate document.*
6. Were funds specifically appropriated to purchase or replace existing equipment with this equipment? No Yes
Appropriation line item number _____
Appropriation amount for current FY \$ _____
7. If acquisition is for Information Technology Resources that have a purchase price more than threshold amount for Cat. THREE in §287.017, F.S., attach Information Resource Manager Approval if required by your agency or university.



8. Ensure that:
- a) An equipment schedule is prepared in detail.
 - b) The equipment meets the definition of commodity and ownership provisions of agreement will be satisfied.
 - c) Insurance selection on equipment has been made (check one of the following):
 Self-insurance Commercial insurance policy
9. If purchasing a telephone system, attach Department of Management Services' approval.

10. a) Requested Financing term 20 Quarters
 b) Equipment useful life 28 Quarters
 c) Anticipated period the equipment will be used before major upgrade, modification or replacement 28 Quarters
 Anticipated acceptance date 3-1-08

11. Equipment - Total Purchase Price	<u>\$ 477,793</u>
Less Discounts and Credits	<u>()</u>
Less Trade-in	<u>(137,000)</u>
Add Transportation, Placement or Rigging Charges	<u> </u>
Total Cash Sale Price - Amount to be capitalized	<u> </u>
Less Down Payment (if any)	<u>()</u>

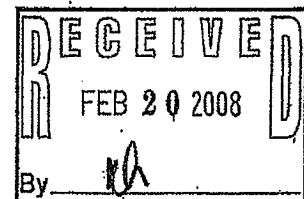
12. Amount to be financed: \$ 340,793

First payment is due within ten (10) days of funding.
 Subsequent payments are due quarterly thereafter.

Send to:
 Department of Financial Services
 Bureau of Accounting, Finance and Leasing Section
 200 E. Gaines Street
 Tallahassee, FL 32399-0353
 Phone: (850) 413-5363 or SC 293-5363
 Fax: (850) 413-3232 or SC 293-3232
 E-mail Address: financing@fldfs.com

APPROVED
 DEPARTMENT OF FINANCIAL SERVICES
 DIVISION OF ACCOUNTING AND AUDITING
 BY: Nara Handell
 DATE: 2/20/08
 APPROVAL NO: 2006-0266

DFS-A1-410
 Revised 2/1/2008



**Payment Schedule
State of Florida
Florida Department of Revenue
Schedule No. 066**

**Closing: March 13, 2008
Interest Rate: 2.57%**

<u>Payment Number</u>	<u>Payment Date</u>	<u>Payment Amount</u>	<u>Principal Component</u>	<u>Interest Component</u>	<u>Purchase Price*</u>
1	3/13/08	18,096.23	18,096.23	0	322,696.77
2	6/13/08	18,096.23	16,022.90	2,073.33	306,673.87
3	9/13/08	18,096.23	16,125.84	1,970.39	290,548.03
4	12/13/08	18,096.23	16,229.45	1,866.78	274,318.58
5	3/13/09	18,096.23	16,333.73	1,762.50	257,984.85
6	6/13/09	18,096.23	16,438.67	1,657.56	241,546.18
7	9/13/09	18,096.23	16,544.29	1,551.94	225,001.89
8	12/13/09	18,096.23	16,650.59	1,445.64	208,351.30
9	3/13/10	18,096.23	16,757.57	1,338.66	191,593.73
10	6/13/10	18,096.23	16,865.24	1,230.99	174,728.50
11	9/13/10	18,096.23	16,973.60	1,122.63	157,754.90
12	12/13/10	18,096.23	17,082.65	1,013.58	140,672.25
13	3/13/11	18,096.23	17,192.41	903.82	123,479.84
14	6/13/11	18,096.23	17,302.87	793.36	106,176.97
15	9/13/11	18,096.23	17,414.04	682.19	88,762.93
16	12/13/11	18,096.23	17,525.93	570.3	71,237.01
17	3/13/12	18,096.23	17,638.53	457.7	53,598.48
18	6/13/12	18,096.23	17,751.86	344.37	35,846.62
19	9/13/12	18,096.23	17,865.91	230.32	17,980.70
20	12/13/12	18,096.23	17,980.69	115.54	0
Totals		361,924.60	340,793.00	21,131.60	

***Including Rental Payment due on such date, plus any other amounts accrued and unpaid on such date.**

Acknowledgement of Payment Schedule:

By: _____
Name: Dara Stanfill
Title: Professional Accountant Specialist
Division of Accounting & Auditing
Florida Department of Financial Services

FLORIDA DEPARTMENT OF REVENUE

SCHEDULE IV-B FOR CHILD SUPPORT ENFORCEMENT AUTOMATED MANAGEMENT SYSTEMS II (CAMS II) FOR FISCAL YEAR 2010-11



State of Florida

The Florida Legislature

Governor's Office of Policy and Budget

October 15, 2009

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I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Florida Department of Revenue	Schedule IV-B Submission Date: October 15, 2009
Project Name: CSE Automated Management System Phase II (CAMS II)	Is this project included in the Agency's LRPP? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FY 2010-11 LBR Issue Code: 36321C0	FY 2010-11 LBR Issue Title: Child Support Automated Management System Phase II (CAMS II)
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Mel Hedick, 413-0605, hedickm@dor.state.fl.us	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head: Printed Name: Lisa Echeverri	Date:
Agency Chief Information Officer: Printed Name: Tony Powell	Date:
Budget Officer: Printed Name: Tony Lloyd	Date:
Planning Officer: Printed Name: Louis Panebianco	Date:
Project Sponsor: Printed Name: : Ann Coffin	Date:
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Mary Whitacre, 488-3152, whitacrm@dor.state.fl.us
Cost Benefit Analysis:	Christopher Ellis, 922-9584, ellisc@dor.state.fl.us
Risk Analysis:	Joe Sisson, 414-9719, sissonj@dor.state.fl.us
Technology Planning:	Mary Whitacre, 488-3152, whitacrm@dor.state.fl.us
Project Planning:	Louis Panebianco, 414-0044, panebial@dor.state.fl.us

II. Schedule IV-B Business Case

A. Background and Strategic Needs Assessment

The Florida Department of Revenue (DOR) has migrated to management by business process. Each program within the agency has defined business processes and established performance measures. These processes form the basis for the agency strategic plan.

The Child Support Enforcement (CSE) Program has found that the ability to effectively assess performance is critical for a variety of reasons. Federal funding incentives are based upon performance compared to other CSE programs in the nation.

The Florida CSE Program currently relies upon the Florida Online Recipient Integrated Data Access (FLORIDA) System for its information processing needs. FLORIDA is operated and maintained by the State of Florida Department of Children and Families (DCF). The system is difficult and expensive to use and maintain and does not provide needed functionality or management reporting capabilities. An outgrowth of this situation is a proliferation of nonintegrated, stand-alone systems developed to provide user-desired functionality and reporting lacking in FLORIDA. This contributes to inefficiencies in core processes, data redundancy, and additional processing to synchronize disparate systems. System improvements are critically needed.

B. Baseline Analysis

The CSE Automated Management System (CAMS) is envisioned as a redesigned information system serving internal and external customers and suppliers of the Child Support Enforcement Program through the use of state of the art technology. The CAMS Project is envisioned to be developed and deployed in two phases. Development of the first phase of this system began in late 2001 with the implementation vendor contract being signed in October 2003. It is anticipated that the system development will continue through early 2012.

CAMS Phase I, Compliance, consists primarily of the following functions:

- *Locate*. This function determines missing demographic, location, employment, and asset information for an individual. It also enables verification of such data.
- *Compliance Management*. This function determines the next appropriate enforcement action to be taken, based on available data and case history and status.
- *Enforcement*. This function promotes support order compliance and facilitates collection of support obligations. It includes the application of direct and indirect enforcement tools.
- *Assistance*. This function provides contact center support for those case activities currently performed in CAMS.
- *Other Supporting Functions*. Other functions include interface integration, rule- and case-based decision making, knowledge management, document management, workflow management, activity logging, case history, security management, reports, locate matching, audit, support for training, and CAMS-FLORIDA bi-directional interface.

CAMS Phase I was deployed state-wide January-April 2006 and is currently in use statewide.

Phase II, consists of Case Management, Establishment, and Payment Processing core processes. Additionally, Phase II will include the balance of two core business process (Child Support Aid and Compliance) not included in Phase I. Phase II will support:

Case Management

- Case Creation.
This process involves initialization of person and case data, including referrals from external partner systems with which FDOR interacts such as Title IV-A, Title IV-E, Title XIX, referrals from other states, territories and countries and non-public assistance applications.
- Case Maintenance.
This process will be designed to monitor case activity and member data and initiate the next appropriate action. Case management processes will include maintenance of case action history; location; case closure; emancipation and updates coming from and going to FLORIDA, the Title XIX system, the Title IV-E system and other external suppliers and partners.

Payment Processing

- Revenue Processing.
This process receives support payments, administrative cost recovery payments and overpayment recovery payments from custodial parents, noncustodial parents, employers, financial institutions, state and federal agencies.
- Payment Data Processing.
This process receives payment data from Revenue Processing. Based on existing case and financial information, payment data is matched to individual cases and is applied to specific accounts according to predefined business rules.
- Fund Distribution.
This process receives a nightly electronic disbursement file created in Payment Data Processing. It distributes support payments and program income to parents, other states' and countries' child support agencies, as well as to Florida's general revenue fund and trust funds.

Establishment

- Paternity Establishment.
This process identifies children for whom paternity has not been established and takes action to encourage parents to establish paternity through voluntary acknowledgments or takes action through the administrative or judicial process. Contained within the process is coordination with external business partners to perform genetic testing.
- Support Order Establishment and Modification.
This process identifies cases that require establishment or modification of child and/or medical support obligations through the administrative or judicial processes. Contained within this process is functionality related to calculating child support guidelines.

Child Support Aid

- CSE Education.
This process identifies the need for and provides general child support program services information to custodial parents, noncustodial parents, other states and countries' child support agencies, external partners, and the public who are in need of such information in order to increase awareness of and facilitate compliance with child support laws and regulations.

- CSE Assistance.
This process responds to inquiries and requests for information made by custodial and non-custodial parents, third-parties, other states, countries, and external individuals or entities.

The improved automated functionality of CAMS is expected to enhance child support services provided by the Department to parents and children residing in Florida and other states. Additionally, CAMS is expected to result in improved performance as measured by federal performance measures, such as percent of current support collected in relation to child support owed, and percentage of cases in arrears that received a payment during the federal fiscal year.

The culmination of both phases of the CAMS Project will be improved Child Support Enforcement Program performance measures as displayed in the following table.

Performance Measures

Federal, State and Agency Performance Measures	Performance Impact
Program: Child Support Enforcement Outcome: Total child support dollars collected per \$1 of total expenditures (federal definition)	Increase
Service: Establishment	
Output: Number of cases with a newly established orders	Increase
Primary Outcome: Percent IV-D cases with an order for support	Improve
Other Outcome: Percent of children with paternity established	Improve
Activity 1 Paternity Establishment: Output: Number of stipulated agreements	Increase
Output: Number of cases with paternity determined	Increase
Output: Number of children with paternity established or resolved	Increase
Activity 2 Support Order Establishment and Modification: Output: Total number of newly established and modified orders	Increase
Service: Remittance and Distribution	
Output: Total number of collections distributed	Increase
Outcome: Percent of state disbursement unit collections disbursed within 2 business days after receipt	Improve
Activity 3 Revenue Processing: Output: Total number of collections processed	Increase
Activity 4,5 Payment Data Processing and Fund Distribution: Output: Total number of collections distributed	Increase
Service: Compliance	
Output: Number of cases that received a payment during the year	Increase
Primary Outcome: Percent of current support collected	Improve
Other Outcome: Percent of cases with arrears due, paying toward arrears	Improve
Activity 6 Compliance Determination: Output: Number of obligated cases reviewed for next appropriate action	Increase
Activity 7 Compliance Resolution: Output: Number of cases with an enforcement action during the year	Increase
Service: Case Processing	
Activity 8 Case Creation: Output: Number of cases maintained	Unknown
Activity 9 Case Maintenance: Output: Number of individuals with new location information	Increase
Output: Number of orders maintained	Increase
Activity 10 CSE Assistance: Output: Number of calls answered by customer service unit	Increase
Outcome: Percent of calls answered by customer service unit	Improve
Activity 11 CSE Education: Output: Number of educational presentations to external groups	Unknown

C. Business Process Requirements

- The CAMS Phase II contract was signed in February 2008. The project schedule has been delivered by the vendor and is a base lined artifact in the project repository. Deliverable B201 that lists system requirements was accepted by the Department in August 2009 following a rigorous review. A Formal Review was held, as per the Invitation to Negotiate, to coincide with the B201 deliverable process. The Formal Review afforded the Department a formal milestone to make a “go/no go” decision based upon the progress of the project and signified the importance placed on the B201 deliverable. The Department made a "go" decision after the July 2009 review. The Department and the Vendor will use these requirements as the base for functional design of the system.

Appendix B displays Child Support Enforcement's high level process outline.

Detailed business process flows developed for the project are available upon request.

1. User Categorization

Users: When CAMS Phase II is realized, the system will support approximately 3,000 to 4,000 users.

CAMS Users		
	Region	# of FTE
1	FDOR CSE Staff	2500
2	Legal Service Providers	120
3	Vendors	25
4	Miami-Dade County	420
5	Manatee County	55
6	Total	3120

Following is a brief description of the users in each category:

- DOR CSE Staff – CSE staff will use CAMS to perform daily work related to administration of the CSE Program, including establishing paternity, establishing and modifying support orders, enforcing support orders, receiving, distributing and disbursing payments, validating obligation balances, and providing customer service.
- Legal Service Providers – Legal Service Provider (LSP) staff will use CAMS to receive referrals for establishment of paternity, establishment and modification of support and enforcement of support, to initiate and track activities associated with referrals, including but not limited to service of process status, docket schedules,

document generation, receipt of legal documents, to maintain inventory of assigned child support cases, to access case information and calculate child support guidelines before and during court and to submit invoices for payment.

- Vendors – Various vendors will use CAMS to maintain an inventory of their referred work, to provide schedules of genetic testing, and to support quality assurances for invoices for payment.
- Miami-Dade County – Miami-Dade County staff will use CAMS to perform their daily work related to administration of the Child Support Enforcement Program, including establishing paternity, establishing and modifying support orders, enforcing support orders, receiving, distributing and disbursing payments, validating obligation balances, and providing customer service.
- Manatee County – Manatee County staff will use CAMS to perform their daily work related to administration of the Child Support Enforcement Program, including establishing paternity, establishing and modifying support orders, enforcing support orders, receiving, distributing and disbursing payments, validating obligation balances, and providing customer service.

2. Forms

The system shall manage outgoing documents for mailing and distribution methods while retaining an image of the document related to the appropriate activity. The system shall interface with the existing DOR Imaging system to automate and manage the incoming images and data (CAMS generated returned forms, SDU generated images, financial documents, unsolicited/unknown correspondence, certified mail, and undeliverable mail.

3. Processing

Large amounts of data will require efficient and expeditious processing in the CAMS application. As such, special attention was paid to the necessary technical requirements of the application and specific JAD sessions were conducted to understand what these needs are. Technical processing requirements will be included in the following major areas:

- Adaptability Requirements
- Archiving Requirements
- Availability Requirements
- Hardware and Software Maintainability Requirements
- Performance Requirements
- Reliability Requirements
- System Capacity Requirements
- Usability Requirements

4. Workstation needs

As noted in the CAMS Phase II Invitation to Negotiate (ITN), the users for the system are currently defined as users from within DOR, Miami-Dade County and Manatee County. Below are tables depicting the anticipated need with regard to providing these entities with workstations:

DOR FLORIDA and CAMS User Workstations

Workstation	Quantity
Precision 370s bought in FY 04/05	805
Precision 670s bought in FY 04/05 for training room (10) & Mgmt staff (10) at CCC	20
Precision 380s bought in FY 05/06	30
Precision 380s for CAMS bought in FY 05/06	2
Precision 380s for CCC training room bought in FY 05/06	6
Optiplex GX620s bought in FY 05/06	795
Precision 380s bought for CAMS BA unit in FY 05/06	30
Precision 670s bought for Tech Team in FY 05/06	7
Precision 380s bought for Call Center in FY 06/07	3
Optiplex 745s bought in FY 06/07	858
Optiplex 755s bought in FY 07/08	401
Total PCs purchased for Region/Program Office	2957

Miami-Dade County User Workstations

Workstation	Quantity
HP Compaq DC5800	65
Gateway E4620	25
Gateway E2610	400
Gateway E2500	44
Gateway E2300	54
Gateway E2000	25
Dell Optiplex 745	30
Total User Workstations	643

Manatee County User Workstations

Workstation	Quantity
Precision 370	42
Optiplex GX 240	6
Optiplex GX 260	2
Optiplex GX 280	1
Optiplex GX 520	6
Precision 4600	2
Total User Workstations	59

5. Participants

The CAMS Project is expected to be a state-of-the-art automated system. With its far reaching functionality, many stakeholders have been identified.

The next two tables identify the internal and external CAMS stakeholders and the communication issues, needs, and concerns of each group having an interest in the success of CAMS. During the course of the project, CAMS Communication staff will develop a plan indicating the message and media type that would be most effective to communicate with each group.

Internal Stakeholders

Internal Stakeholder/Audience	Issues/Needs/Concerns
CSE Staff	Need general information about CAMS (what it is and why the Department is changing systems). Specific information about CAMS. Duplicate data input. General information about SAP. Timeline. Back-end staff needs. Link to Department overall strategic initiatives and goals. Change in positions, roles, and resources. History of CAMS Project. Resource information. Training, skill needs, ongoing help, and system support. Executive/management buy-in.
CAMS Process Staff	Need general information about CAMS (what it is and why the Department is changing systems). Specific information about CAMS. Duplicate data input. General information about SAP. Timeline. Back-end staff needs. Link to Department overall strategic initiatives and goals. Change in positions, roles, and resources. History of CAMS Project. Resource information. Training, skill needs, ongoing help, and system support. Executive/management buy-in.
Systems Support Process	Need general information about CAMS (what it is and why is the Department is changing systems). Specific information about CAMS. Duplicate data input. General information about SAP. Timeline. Back-end staff needs. Link to Department overall strategic initiatives and goals. Change in positions, roles, and resources. History of CAMS Project. Resource information. Training, skill needs, ongoing help, and system support. Executive/management buy-in. Systems resources needed and change in job duties. Knowledge transfer. Data integrity and reliability. Job load.
CAMS Phase II Staff	Need general information about CAMS (what it is and why the Department is changing systems). Specific information about CAMS. Duplicate data input. General information about SAP. Timeline. Back-end staff needs. Link to Department overall strategic initiatives and goals. Change in positions, roles, and resources. History of CAMS Project. Resource information. Training, skill needs, ongoing help, and system support. Executive/management buy-in.

**FY 2010-11 SCHEDULE IV-B FEASIBILITY STUDY FOR
CAMS II**

Internal Stakeholder/Audience	Issues/Needs/Concerns
Resource Management	Need general information about CAMS (what it is and why the Department is changing systems). Specific information about CAMS. Duplicate data input. General information about SAP. Timeline. Back-end staff needs. Link to Department overall strategic initiatives and goals. Change in positions, roles, and resources. History of CAMS Project. Resource information. Training, skill needs, ongoing help, and system support. Executive/management buy-in.
Executive Staff	Staff acceptance of a new management system. Tie CAMS to the Department's overall strategic initiatives. Trust. Resource allocation. Budget. Oversight. Risks.
Legal and Inspector General	Data security. Risks.
Information Services Process (ISP)	Need general information about CAMS. ISP roles and responsibilities. Ongoing support. Risks.
Office of Strategic Planning and Performance Development (OSPPD)	Need general information about CAMS and the CAMS Methodology. Risks.
Budget Services	Recurring funding.
Legislative and Cabinet Services (LCS)	Budget, oversight, and progress. Risks.
Research and Analysis (R&A)	Resource allocation. Need general information about CAMS. Time line.
CSEPO Staff	No specific issues
CSE Management	Need general information about CAMS (what it is and why the Department is changing systems). Specific information about CAMS. Duplicate data input. General information about SAP. Timeline. Link to Department overall strategic initiatives and goals. Change in positions, roles, and resources. History of CAMS Project. Resource information. Training, skill needs, ongoing help, and system support. Executive/management buy-in. Additional job opportunities. Proactive knowledge. Risks.
Business Process Owners	Need general information about CAMS (what it is and why the Department is changing systems). Specific information about CAMS. Duplicate data input. General information about SAP. Timeline. Back-end staff needs. Link to Department overall strategic initiatives and goals. Change in positions, roles, and resources. History of CAMS Project. Resource information. Training, skill needs, ongoing help, and system support. Executive/management buy-in. Risks.
Training Staff	Need general information about CAMS (what it is and why the Department is changing systems). Specific information about CAMS. Duplicate data input. General information about SAP. Timeline. Back-end staff needs. Link to Department overall strategic initiatives and goals. Change in positions, roles, and resources. History of CAMS Project. Resource information. Training, skill needs, ongoing help, and system support. Executive/management buy-in. Risks. Specific training information, support needs, and training implementation.

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CAMS II**

Internal Stakeholder/Audience	Issues/Needs/Concerns
Administrative Services Process (ASP)	Position changes (salary, title, description, opportunities)
Media Services	Needs workload, resources, contact information.
Customer Service	Need general information about CAMS (what it is and why the Department is changing systems). Specific information about CAMS. Duplicate data input. General information about SAP. Timeline. Back-end staff needs. Link to Department overall strategic initiatives and goals. Change in positions, roles, and resources. History of CAMS Project. Resource information. Training, skill needs, ongoing help, and system support. Executive/management buy-in. Risks.
General Tax Administration (GTA)	Integration with SUNTAX. Knowledge transfer. Funding and additional resources and staff.
Property Tax Administration (PTA)	Integration with Property Tax Database. Knowledge transfer. Funding and additional information.
Customer Service	Need general information about CAMS (what it is and why the Department is changing systems). Specific information about CAMS. Duplicate data input. General information about SAP. Timeline. Back-end staff needs. Link to Department overall strategic initiatives and goals. Change in positions, roles, and resources. History of CAMS Project. Resource information. Training, skill needs, ongoing help, and system support. Executive/management buy-in. Risks.

External Stakeholders

Internal Stakeholder/Audience	Issues/Needs/Concerns
Custodial Parents	Time to receipt and amount of support
Non custodial Parents	Payment processing
Un-located Parents	Locate functionality
Legal Service Providers	Workload and change in current procedures
FACC – LMIMS	No specific issues
State Agencies w/Access to FLORIDA	Interface with the new system procedures. Contract changes. Costs.
Other State and Country IV-D Programs	Data exchange. Conversion specifics.
Advocacy Group (Fatherhood Commission, ACES, etc.)	Financing, benefits, locate functionality, support enhancements.
Data Exchange Partners (IRS, Financial Institutions, INS, OVS, AWI, etc.)	Contract impact. Costs.
Governor and Cabinet	Oversight. Funding. Risks.
Legislature	Oversight. Funding. Risks.
Vendors for CAMS	Information sharing. Resources.
Deloitte Consulting LLP	Information sharing. Resources. Timeline.

Internal Stakeholder/Audience	Issues/Needs/Concerns
Miami-Dade/Manatee County	No specific issues
OCSE	General information. Resources. Contract specifics. Risks.
Clerks of Court	No specific issues
Judiciary Courts	Workload and change in current procedures
Employers	Change in current procedures
Department of Children and Families (DCF)	Need general information about CAMS. Timeline. Resource information. Executive/ Management buy-in. Information sharing. Contract impact. Benefits. Risks. Financial impact/timeframes of phase out of FLORIDA.

6. Process Mapping

Pre-Joint Application Design

Prior to a vendor being selected, Department staff developed “As Is” Process flows for most tasks and activities performed in the Child Support business processes. The “As Is” flows provided a clear, consistent and detailed representation of the business processes that were communicated to the vendor during the JAD sessions. The “As Is” flows represent the details in each business process area and the exceptions.

Child Support field staff from around the State participated in these Pre-JAD sessions. The Pre-JAD sessions provided a forum for the field office staff to be involved and actively participate in the “As Is” and “Desired State” flows. They also provided a platform for cross-functional business process areas to communicate and validate the “touch-points” across business processes. During those sessions the Vendor used the Industry Print process mapping tool to produce process flows and other related content for the project. That content will be kept up-to-date as the project progresses. The Department has been licensed to use the tool and has the capacity to create similar flows.

Vendor-led Joint Application Design

JAD sessions were conducted in the summer of 2008 and concluded on August 19, 2008. The Department has approved the formal deliverable (B213 JAD Session Report) associated with the completion of the design sessions.

7. Assumptions and Constraints

In order to receive federal financial participation, the CAMS project must comply with specified rules and regulations regarding planning and procurement documents and resulting contracts. The CAMS Phase II project has the following constraint and assumptions identified:

Constraint:

- DOR and Office of Child Support Enforcement (OCSE) recognize staffing as a constraint to the project. Additional staffing and implementation of alternative supplements to CAMS staff (through contracts) are being employed.

Assumptions:

- The CAMS project will continue to receive State and federal funding to develop and complete all phases of the project.
- The choice of an SAP Solution will allow DOR to maximize its use of SAP in the SUNTAX and CAMS environments and realize a cost savings through leveraging existing DOR capabilities.
- The Florida Legislature will support CAMS through approval of spending authority.
- The CSE Program will submit and gain federal approval of Advance Planning Document (APD) Updates as required to continue federal financial participation.
- The new system will interface with the FLORIDA legacy system throughout development of CAMS.
- The resulting CAMS system will meet federal certification requirements specified by OCSE to allow the CSE Program to continue to receive federal funding.

8. Business Solution Alternatives

In June 1998, DOR engaged TRW Systems and Information Technology Group to conduct a feasibility study to evaluate alternatives to the existing CSE information system. During the course of the study, TRW performed a high-level needs analysis, surveyed existing state CSE systems, and performed a cost/benefit analysis on each of the alternatives under consideration. TRW concluded that no existing CSE system could meet Florida's requirements without significant modification, and that developing a new system would save approximately \$100,000,000 over the next 10 years compared to maintaining the existing system. Developing a new system offered the most flexibility and allowed a "best-practices" approach that would build on the accrued experience of Florida, other states, and private industry as a framework for design and development.

In March 1999, Florida CSE representatives traveled to Washington, D.C., to review TRW's feasibility study with federal officials, who found the TRW study to be insufficiently objective and suggested that Florida prepare a Planning Advance Planning Document (PAPD) to secure approval and federal financial support for conducting a formal planning phase for a new system acquisition effort.

In December 1999, after preparing and gaining federal approval of a PAPD, DOR contracted with Systems Design of Tallahassee to conduct a planning phase of a new CSE Automated Management System (CAMS). The business case produced as a result of this effort indicated that a comprehensive new CSE system, developed using a "big-bang" approach, would cost approximately \$180,000,000, a figure DOR considered to be financially unsupportable since it did not include total program cost. DOR abandoned this approach and presented an alternative, modular approach to federal officials. The alternative approach focused on an initial development effort for the Compliance Enforcement (CE) core process, gradually moving CSE functionality from the existing FLORIDA system to an independent platform. The CE core process showed the greatest potential return on investment, with a projected dramatic increase in collections of current support and past due amounts to families through timely initiation and application of enforcement remedies. Federal officials concurred with this approach, and suggested that DOR consider this incremental approach as an enhancement to the existing FLORIDA system, even though the resulting Compliance Enforcement module

would be expected to run on a platform completely separate from the existing system architecture. Defining this modular approach as an enhancement to the existing CSE system avoids the extensive analysis of alternatives and oversight required with a comprehensive new system development effort. Subsequent reengineering and system enhancement efforts will include the Establishment (EST) and Payment Processing and Fund Distribution core business processes.

Over the past several years, DOR has moved toward a philosophy of management via business process. Each program within the agency has defined its business processes and established performance measures. The resulting framework now forms the basis for the agency strategic plan.

The ability to effectively assess performance is becoming increasingly important to the CSE Program. Federal funding incentives are based upon performance compared to other CSE Programs nationwide, and penalties for noncompliance with performance benchmarks are growing. The CAMS enhancements are expected to improve performance measures such as the percentage of current support collected and the percentage of cases that received a payment in arrears due during the fiscal year.

In January 2001, DOR contracted with Accenture LLP (formerly Andersen Consulting) to reengineer the Compliance core business process. This effort produced revised business process, data, and organizational models. It also identified business requirements, performance measures, and key enabling processes critical to achieving the desired level of automation and performance. These enabling processes also support subsequent CAMS functional increments. This process reengineering effort will serve as a bridge to the CAMS automation effort, helping to ensure that the business requirements and processes, the recommended organization, and the required data are well understood before beginning any system development effort.

In October 2001, DOR contracted with Northrop Grumman Information Technology to support CAMS planning and develop an APD Update to secure federal funding approval to begin CAMS implementation. Included in the Northrop Grumman Information Technology effort was preparation of a procurement document to competitively solicit an implementation vendor for the first CAMS increment, assist DOR in selecting the winning contractor, and provide quality assurance and oversight of the implementation effort after contract award.

An Invitation to Negotiate (ITN) was originally issued by the State in February 2002. After a protracted procurement process and negotiations, Deloitte Consulting LLP was chosen to develop, design and implement CAMS Phase I. The contract between Deloitte Consulting LLP and the Florida Department of Revenue was signed on October 20, 2003. Based upon previous feasibility studies, DOR requested and received concurrence from federal officials to pursue an incremental approach to creating the CAMS system through enhancements to the existing FLORIDA system. The CSE Program is planning a system development effort with Deloitte Consulting LLP that will enhance the automated functionality required for the CSE business processes. The development effort will build on the results of preparatory business process reengineering for each functional increment. The improved automated functionality of CAMS Phase I and the Phase II increment is expected to improve performance of federal incentive measures and services provided to citizens. Based on prior work, no additional feasibility studies or analyses of alternatives are considered necessary to justify pursuit of the CAMS initiative.

9. Recommended Business Solution

FLORIDA is based on outdated technology (mainframe platforms, hierarchical architecture, and COBOL programming language), is difficult and expensive to maintain, and does not provide user-desired functionality and desired management reporting

capabilities. An outgrowth of this situation is a proliferation of nonintegrated, stand-alone systems developed to provide user-desired functionality lacking in FLORIDA, which contributes to inefficiencies in core processes, data redundancy, and additional processing to synchronize disparate systems.

The CSE system needs to be modernized by leveraging state-of-the-art technology such as Relational Database Management Systems (RDBMS), Web-enabled systems, open system architectures, and the latest generation high-order computer software languages. Modernization initiatives will provide a highly automated, flexible system that can be more efficiently and expeditiously updated to incorporate future federal, State, and user requested changes.

Adoption of a SAP Enterprise solution meets DOR's desire to develop a state-of-the-art system with the functionality described in last year's Schedule IV-B and provides the flexibility to accommodate future needs and regulatory changes.

III. Schedule IV-B Cost Benefit Analysis

A. Cost Benefit Analysis Forms

Benefit Realization Table, Appendix C.

CBA Form 1 Tangible Benefit Changes, Appendix D.

B. Cost Benefit Analysis

1. Tangible Changes in Operating Costs

Tangible operating cost changes shown in CBA Form 1 are extracted from the Department of Revenue July 2009 Annual Advance Planning Document Update (AAPDU) submitted to the federal government. The negative amounts shown for state fiscal years (SFY) 2010-11, 2011-12, and 2012-13 represent the recurring base salary and benefits for Child Support Enforcement (CSE) Program staff, Department of Children and Families (DCF) Data Center data processing expenditures, and Northwood Shared Resource Center (NSRC) expenditures that are estimated to be devoted to the CAMS development effort. The amounts are included in the project cost, thus the net effect on the return on investment is \$0.

Key assumptions used in the cost benefit analysis are:

- CAMS Phase II will be fully implemented and federally certified by September 4 2012.
- The Department will no longer need the \$18.7 million combined DCF Data Center/NRSC appropriation beginning in SFY 2013-14. There are issues to reduce this appropriation to \$15.4 million in FY 2010-11.

Based upon the Best and Final Offer (BAFO) from the implementation vendor, the cost of operating a fully deployed CAMS is estimated to be \$13.9 million. The Department's estimate of the cost is still under development pending completion of the design documents. \$4.9 million is currently funded to operate CAMS Phase I. The incremental increase to CAMS Operations and Maintenance (O&M) of \$9 million is shown on the staff augmentation (contracted cost) and other data processing lines, although currently it is undetermined to what extent the operation of the system will be contracted. This will result in an estimated net savings of \$6.1 million as shown on CBA Form 1, Total of Operational Costs for SFY 2013-14. Some of this decrease is due to a greater reliance on state staff than is present in the current FLORIDA environment. The dedication of these staff to the O&M effort is not included in this cost analysis. Additionally, some of the savings should be realizable in SFY 2012-13, however due to uncertainty regarding the timing of federal certification (which would allow us to "turn off" the Child Support Enforcement component of the FLORIDA system) no savings are shown until SFY 2013-14.

2. Revenue Estimates

Based upon the economic conditions and collections trends in Florida and other states, it is assumed that without CAMS, Florida's child support collections will increase by 3.8% annually in federal fiscal year (FFY) 2009-10, and 3% in subsequent years based upon FFY 2009 collections (actual collections for October, 2008 through September 2009).

CAMS Phase I became operational statewide in April 2006. As the CSE Program staff became more experienced with the new application, portions of the functionality were identified for enhancement and application changes were made to improve system efficiency during SFY 2006-07 and SFY 2007-08. Movement into production of a few key system interfaces, which enable systematic entry of demographic and financial information, was delayed until SFY 2007-08. Two of these were the Federal Case Registry National Directory of New Hires Records interface and unemployment tax information. The delay adversely impacted the Department's ability to initiate enforcement actions.

The realization of tangible benefits consists of two phases. The first phase started January 2009 upon deployment of the final Phase I system modifications prior to a lockdown for Phase II development. At that point, it is estimated that CAMS has increased child support distributions 0.5% annually over and above the levels that would be achieved without CAMS.

The second phase begins April 2014, two years after the deployment of Phase II. This uses assumptions developed by CSE managers and core process owners. This phase considers the fact that staff will have experience using CAMS and leverages the fact that the CSE Program will have a single, integrated business system and is no longer operating on CAMS and FLORIDA. CAMS will then provide an estimated increase, over and above the base rate, to child support distributions as follows:

First year of realization	1%
Second year of realization	1%
Third year of realization	2%
Fourth year of realization	3%
Fifth year of realization	3%
Sixth year of realization	2%
Seventh year of realization	1%
Eighth year of realization	1%
Ninth year of realization and thereafter:	0%

The incremental collections are calculated by taking the difference between projected total collections with and without CAMS. These collections directly result in the estimated tangible benefits using the assumptions detailed in the Benefits Realization Table Benefit Description, Appendix C.

Additionally, the implementation of CAMS Phase II is expected to increase the Child Support Enforcement obligated caseload by reducing the time to order, through streamlining the support order establishment process. The additional child support orders will also result in additional collections. An estimate of the additional collections resulting from the increased order percentage has not yet been developed.

Tangible benefits that accrue to the State are shown on CBA Form 1. Tangible benefits that accrue to children and other states are summarized below. Tangible benefits to counties and the federal government are not displayed as they do not affect the investment calculation.

3. State Retained Collections

Pursuant to Federal Regulations, certain collections are retained by the State to reimburse Public Assistance (PA) obligations. For FFY 2008-09, 4.25% of total distributions were retained. It is assumed that 4.25% of the incremental collections

from CAMS will be retained. From this amount, the federal share is paid based upon the Federal Medical Assistance Percentage (FMAP) in effect at the time. The latest FMAP published for FFY 2008-09 is 54.98% for the federal share of retained collections and is used for all future years. The State keeps 45.02% of the total retained collections and this amount is deposited into the General Revenue Fund. This amount is shown on CBA Form 1, Line F-1, as it will directly benefit the State and feeds into the Net Present Value (NPV) and Internal Rate Return (IRR) calculations on CBA Form 3.

4. Federal Incentive Earnings

The CSE Program earns incentives from the federal government based on its collections and performance in five incentive measures relative to the collections and performance of the other 49 states and 4 territories as applied to a fixed amount of federal incentive dollars. The calculation is moderately complex and additional detail can be provided upon request. To estimate the additional incentive earnings, it was assumed that all states will increase by the same base rate of collections increase that is used for Florida and that base performance for all five Federal measures for all other states would remain constant at FFY 2008 (unaudited) levels. Without CAMS, it is assumed that Florida's base performance would remain at the FFY 2008 actual levels of:

90.7% (or more)	Paternity Establishment Percentage
73.9%	Percentage of Cases with a Support Order
52.4%	Percentage of Current Support Collected
62.3%	Percent of Cases Paying on Arrears
4.55	Cost Effectiveness (Cost effectiveness excluding a prior year claim)

The impact of implementing CAMS is assumed, in addition to the collections increases previously estimated, to increase performance in two of the five federal measures as follows.

Current Support Collections Performance Years 1 & 2 of the second realization phase:	1% marginal increase
Current Support Collections Performance Years 3 of the second realization phase:	2% marginal increase
Current Support Collections Performance Years 4 & 5 of the second realization phase:	3% marginal increase
Current Support Collections Performance Years 6 of the second realization phase:	2% marginal increase
Current Support Collections Performance Years 7 & 8 of the second realization phase:	1% marginal increase
Cases Paying on Arrears Performance Years 1 & 2 of the second realization phase:	1% marginal increase
Cases Paying on Arrears Performance Years 3 of the second realization phase:	2% marginal increase
Cases Paying on Arrears Performance Years 4 & 5 of the second realization phase:	3% marginal increase
Cases Paying on Arrears Performance Years 6 of the second realization phase:	2% marginal increase
Cases Paying on Arrears Performance Years 7 & 8 of the second realization phase:	1% marginal increase

The incremental incentives are calculated by taking the difference between projected total incentives with and without CAMS. Federal law requires states to share incentive earnings with political subdivisions that participate financially in the cost of the program. Florida political subdivisions (counties) participate financially in the cost of the Program.

The county share of incentive earnings is estimated based upon the methodology used to pay the counties. The methodology uses the federal incentive earnings approach, basing allocations on performance associated with four of the five federal performance accountability measures and the total collections distributed by each county. Using the federal measures to evaluate county performance affords CSE's partners an opportunity to be rewarded for their efficiency and effectiveness in helping the Program achieve its goals. The counties share is deducted and the balance is shown on CBA Form 1, line F-3 as a direct benefit to the state.

5. Cost Avoidance

There is also an indirect cost avoidance benefit to the State resulting from the payments to children. Costs of other benefit programs such as Temporary Assistance for Needy Families (TANF), Medicaid, and Food Stamps are reduced due to child support payments, which affect the eligibility, enrollment, and benefit levels of child support recipients.

This figure is estimated on the basis of Child Support Cost Avoidance in 1999, Final Report (Prepared for: Department of Health and Human Services Administration for Children and Families Office of Child Support Enforcement By Laura Wheaton The Urban Institute, June 6, 2003.).

The study computes an average reduction in transfer program benefits resulting from IV-D child support collections at a ratio of \$0.19 per \$1 of child support distributed to families. The study analyzed the following five programs with the resulting average benefit reduction per dollar of child support collected: TANF, \$0.055; Supplemental Security Income (SSI), \$0.010; Housing, \$0.010; Food Stamps, \$0.072; and Medicaid \$0.044.

TANF is funded by a block grant so that the savings accrue to the State; however, due to Maintenance of Effort (MOE) requirements, the reduction in TANF grant payments may not result in a decreased outlay to the State, but rather in the redirection of resources for training programs and other support services. When the State's spending on activities that are eligible to be counted as MOE exceeds the required amount, the reduction in grant payments results in a reduced cash outlay.

SSI, federal housing programs, and food stamps are 100% federally funded. Thus, any costs avoided accrue to the federal government. Medicaid is funded based on the FMAP. The federal share of a cost reduction accrues to the federal government and the state share to the State.

Total state cost avoidance is calculated as 100% of TANF cost avoidance plus 45.02% of the Medicaid cost avoidance, shown on CBA Form 1, Line F-1.

The amounts reported on lines one and three are detailed on the table below and extended through FFY 2021-22.

Tangible Benefits to the State
Reported on Lines F1 & F3 of CBA Form 1
Marginal Impact of CAMS

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State Fiscal Year	State Share of Retained Portion of Line F-3	State Incentives Line F-2	Subtotal Revenues	State Share of Public Assistance Costs Avoided Portion of Line F-3	Total Revenues & Cost Avoidance
FY 08-09	70,304	71,114	141,418	239,747	381,165
FY 09-10	139,116	116,514	255,630	474,407	730,037
FY 10-11	252,554	220,364	472,918	861,247	1,334,165
FY 11-12	408,276	353,179	761,455	1,392,287	2,153,742
FY 12-13	616,139	543,441	1,159,580	2,101,129	3,260,709
FY 13-14	952,547	906,417	1,858,964	3,248,333	5,107,297
FY 14-15	1,403,329	1,546,126	2,949,455	4,785,571	7,735,026
FY 15-16	2,231,540	2,511,742	4,743,282	7,609,902	12,353,184
FY 16-17	3,388,848	3,830,786	7,219,634	11,556,504	18,776,138
FY 17-18	4,539,119	5,335,864	9,874,983	15,479,109	25,354,092
FY 18-19	5,377,575	6,354,983	11,732,558	18,338,372	30,070,930
FY 19-20	5,966,330	7,102,907	13,069,237	20,346,123	33,415,360
FY 20-21	6,466,999	8,393,328	14,860,327	22,053,482	36,913,809
FY 21-22	6,661,009	8,899,942	15,560,951	22,715,086	38,276,037
Total	38,473,685	46,186,707	84,660,392	131,201,299	215,861,691

6. Payments to Children and Other States

Child support distributed to recipients is the largest tangible benefit. Custodial parents and their children in Florida and other states will receive all of the incremental child support collections (that is--collections resulting from CAMS over the base amount the Department estimates that it would receive without CAMS) that are not retained by the State. These benefits are shown on the table below.

Incremental Impact of CAMS (Over Base Amount)
Payments to Families

State Fiscal Year	Collections Distributed to Children & Other States (\$)
FY 08-09	5,400,688
FY 09-10	7,322,373
FY 10-11	15,084,088
FY 11-12	23,343,757
FY 12-13	36,296,534
FY 13-14	54,159,662
FY 14-15	82,262,375
FY 15-16	130,707,663
FY 16-17	192,431,160
FY 17-18	248,851,643
FY 18-19	288,253,569
FY 19-20	319,453,094
FY 20-21	340,360,273
FY 21-22	350,571,082
Total	2,094,497,961

a. Federal Financial Participation (FFP)

Pursuant to federal regulations and the approved APD, the federal government will reimburse the CSE program for 66% of project expenditures. 66% of project costs and 66% of the change in program operational costs are used. Additionally, federal funding changes required by the federal Deficit Reduction Act of 2005 require the state to reduce its federal financial participation for expenditures made using federal incentives. FFP is reduced by \$0.66 for each additional dollar of federal incentive revenue. The American Recovery and Reinvestment Act of 2009 temporarily reinstated the eligibility of incentive earnings to draw federal matching funds. The additional match is reflected in the first quarter of SFY 2010-11. The reduction in Operations and Maintenance costs in SFY 2013-14 results in a reduction in grant revenue.

Estimates for tangible changes are order of magnitude and substantial revisions may occur as implementation progresses. It is not currently possible to assign a percentage confidence to the projections.

b. CBA Form 2 – Costs, Appendix D

Project costs are taken from the July 2009 AAPDU, as updated by more current information; program operational costs are taken from the SFY 2010-11 Legislative Budget Request. Both the enterprise cost estimates and the program operational cost estimates (particularly for out-years) are considered order of magnitude.

The Department has a firm fixed price deliverable based contract with the implementation vendor. It is anticipated that the total contract cost could not change by more than +/- 10%.

C. Cost Benefit Analysis Results

As shown on CBA Form 3 – Project Investment Summary, Appendix D, there is a five year return on investment of (\$2.8 million). This return on investment is based upon the comparison of the state share of project costs to the additional General Revenue deposits, additional federal incentive earnings, the state share of costs to public assistance programs avoided, and the state share of operational cost savings beginning in SFY 2013-14 over the five year period beginning SFY 2010-11 and ending SFY 2014-15. The payback period for the remainder of the project costs is 6 years and so does not display on the Project Investment Summary Form.

Although the form does not show a positive return, if benefits are extended through the end of the full realization period described above, then the return is substantial. As displayed on the TAB titled cash flows the returns of state retained collections deposited in General Revenue, Federal Incentives and state costs to other public assistance programs avoided justify the state's investment in the project. Even discounting the long term returns at 5% annually, the total discounted return of \$125.5 million justifies the state's \$74.5 M state share appropriation over the life of both Phases of CAMS.

D. Funding Source Analysis

Project funds can come from four sources:

- a. The federal government pays 66% of the total project cost.

- b. The state share of salaries, DCF Data Center and NSRC costs in support of CAMS development are paid from the Child Support Enforcement Program's base appropriation.
- c. The balance of the state share of project costs will be requested from the General Revenue Fund.
- d. Beginning in SFY 2010-11 the program is requesting General Revenue to complete the project. A total of \$24.5 million is anticipated to be requested: \$12.1 million in SFY 2010-11; \$10.5 million in SFY 2011-12 and \$1.9 million in SFY 2012-13. The project's return on investment justifies its costs. In the event the federal government repeals the incentive matching provisions of the Federal Deficit Reduction Act of 2005, the need for General Revenue will be considerably less.

IV. Major Project Risk Assessment Component

A. Risk Assessment Tool, refer to Appendix E.

B. Risk Assessment Summary

A risk assessment of the CAMS project was completed according to the Risk Assessment Component of the Schedule IV-B. In terms of overall project risk, CAMS is rated as Medium, the same rating as the prior year assessment. In fact, the risk assessment rating for each area remains the same. The summary graphic shows CAMS centered on the risk continuum, slightly more aligned with Business Strategy. This improvement over the prior year assessment would be expected as the project progresses. Requirements have been documented, and the design is well- underway.

The Project Risk Area Breakdown indicates Project Complexity as one area of high risk. Specific aspects contributing to that high risk rating are discussed below.

- Business and end users provide service to Custodial and Non-Custodial Parents in local service centers distributed across the state. Established Communication and Organizational Change Management plans are instrumental in managing expectations, keeping stakeholders informed, and preparing the organization for the new system.
- CAMS employ multiple contracts in support of the project. In addition to the primary implementation vendor, federally funded projects like CAMS require Independent Verification and Validation (IV&V) services for project oversight, and contract resources are utilized to supplement state resources in many areas for the duration of the project. CSE maintains a dedicated Contract Management unit to assist in procurement and contract administration.
- CSE requires data exchange and interfaces with multiple state and federal agencies along with various business partners. Interface development and support comprises a significant component of project resources involved in the development and acceptance of a major project deliverable.
- CAMS involves a significant investment in infrastructure, use of commercially-available off-the-shelf (COTS) software, some degree of customization associated with the unique needs of CSE, and an expected re-engineering of business processes to take full advantage of the new information technology. The project management and its subsidiary plans and processes help ensure CAMS success. In addition, the Project Manager helped manage SUNTAX, a successful project employing similar technology in the agency.

V. Technology Planning Component

Technology Planning Section	\$1-2M	\$2 – 10 M		> \$10 M
		Routine upgrades & infrastructure	Business or organizational change	
Current Information Technology Environment		X	X	X
Proposed Solution Description	X	X	X	X
Capacity Planning	X	X	X	X
Analysis of Alternatives	X	X	X	X

A. Current Information Technology Environment

1. Current System

a. Description of current system

The Child Support Enforcement (CSE) Program currently relies upon the Department of Children and Families (DCF) FLORIDA system for many of its information processing needs. The FLORIDA system was implemented to support both Child Support Enforcement and Economic Services functions. The system is an online and batch transaction processing system consisting of COBOL application programs using Information Management Systems/Data Communication (IMS/DC) as a teleprocessing monitor, which creates operational data stored under the control of IBM's Information Management System/Data Base (IMS/DB), a hierarchical database management system. CA-TELON, a COBOL application code generator, is used for approximately one-third of the programs to generate online transaction processing applications. It is a single, integrated computer system that uses an integrated database structure.

The FLORIDA system was adapted from a Public Assistance system implemented by the State of Ohio. The basic, hierarchical data structures using IMS DB were carried over to FLORIDA from the Ohio system. The CSE data structures were also implemented using the hierarchical model and IMS DB. Logical relationships were established between the public assistance and child support enforcement databases, creating an integrated database structure.

The FLORIDA system is logically composed of application modules, or subsystems, that provide specific automated business functionality. The FLORIDA system is logically segregated into three broad modules as follows:

- *Public Assistance.* This collection of modules provides automated public assistance business functionality to the Economic Services Program of the Department of Children and Families.
- *Child Support Enforcement.* This collection of modules provides automated child support enforcement business functionality to the CSE Program of the Department of Revenue.
- *Common Modules.* This collection of modules provides shared automated functionality to both the Economic Services and CSE Programs.

A brief description of each related child support enforcement FLORIDA module is provided below. Also identified is whether the child support enforcement module is a component of the CSE module or a common module.

- *Parent Locate.* This CSE module provides automated support for the functions associated with the location of a noncustodial parent or a custodial parent. Locate functionality was implemented in CAMS Phase I excluding transmission activities associated with CSENet and FCR processing.
- *Activity Tracking.* This CSE module provides automated monitoring of all case activity, including location, paternity/obligation establishment, enforcement, payment status, case reviews, interstate activity, and determination of the next appropriate action for the case.
- *Archive Maintenance.* This common module provides archiving and retrieval services for historical case, person, and financial data.
- *Caseload Management.* This common module provides automated support for creating and maintaining the CSE-related system administrative structure, caseloads, displaying automated alerts, and caseload transfers.
- *Client Notice.* This common module provides generation of online and batch notices generated to CPs and/or NCPs advising of the status and activities occurring on the client's behalf. Notice history and the ability to recreate generated notices are also provided. Enforcement and NCP notices are now being generated on CAMS.
- *CSE Reporting.* This CSE module produces extract files for the generation of various CSE management reports.
- *Client Registration.* This common module is used to register an applicant for public assistance or child support enforcement services. This module determines if the applicant and all individuals associated with the applicant are known to FLORIDA or have had prior involvement with the system.
- *Comprehensive Scheduling.* This common module provides automated support for scheduling CP and NCP interviews.
- *Data Exchange.* This common module provides automated support for the exchange of information between FLORIDA and other external automated systems at a local, state, and national level. Most of this functionality is now part of CAMS Phase I. However, FLORIDA still performs some minimal Data Exchange functionality, such as the Federal Case Registry (FCR) transmissions. (The OCSE direct connection is currently on FLORIDA. This means that FLORIDA sends and receives the FCR data and then sends it to CAMS Phase I for processing).
- *Enforcement.* This CSE module provides for child support enforcement activities to ensure compliance with a court order. Most enforcement functionality was implemented in CAMS Phase I, excluding overpayment resolution, interstate/international enforcement and enforcement legal activities.
- *Federal Reporting.* This module generates the 34A and 157 federally mandated reports to accurately report CSE data and ensure compliance with federal requirements.
- *Financial Management.* This CSE module provides child support financial management and accounting activities, including the maintenance of accounts, charging of obligations, receipt of collections, allocation of receipts collection to accounts, manual check writing capabilities, disbursement, account adjustments, identification of delinquent accounts and generation of federal reports. This module also has functionality for the FLORIDA/SDU interface.
- *History Maintenance.* This common module provides for the integrated process of maintaining historical data, including the ability to merge and split case- and member-related data.

- *Interactive Interview.* This CSE module provides for online case and member establishment, assignment of a case to a specific CSE business process, the ability to modify case status and the maintenance of case- and member-related data.
- *Interface Module.* This common module provides support for the automated interface process between the Economic Services and CSE Programs.
- *Inquiry Module.* This CSE module provides for CSE case inquiry, including the Voice Response Unit.
- *Interstate.* This CSE module provides support for interstate initiating and responding case activity, including the Child Support Enforcement Network (CSENet) process.
- *Paternity/Obligation Establishment.* This CSE module provides automated support for activities relating to the establishment of paternity and support obligations.
- *Quality Assurance.* This common module provides for activities associated with quality control and monitoring.
- *Reference Tables.* This common module provides for creation and maintenance of user- and system-related reference tables. These tables are utilized not only for reference but also for edit-checking functionality.
- *Security Maintenance.* This common module provides application security to the FLORIDA system and maintenance of user security profiles, which determines what screens a user can access and what the user can do on each accessible screen. This module also includes automated audits for online and technical staff regarding viewing and safeguarding Federal Tax Information (FTI).

b. Current system resource requirements

The computer is housed within the Northwood Shared Resource Center at the Northwood Data Center, Tallahassee, Florida. The FLORIDA mainframe computer is an IBM 9672-R36 and IBM 9672-RX6 mainframe operating in a sysplex environment. The FLORIDA system currently maintains over 2,700 COBOL programs that execute in excess of 4.5 million lines of code (in excess of 7 million lines of code including Public Assistance) and generates an average of 8.9 million IMS online transactions per day with connections to over 6,200 concurrent CSE users statewide (approximately 11,000 online users, including Public Assistance). The IMS online region is considered one of the largest regions in the world. Within the batch environment, FLORIDA has an estimated 3,800 jobs and associated procedures to support the FLORIDA system.

c. Current system performance

FLORIDA is based on old technology (mainframe platforms, hierarchical architecture, COBOL programming language, etc.), is difficult and expensive to maintain, and does not provide user-desired functionality and desired management reporting capabilities. An outgrowth of this situation is a proliferation of nonintegrated, stand-alone systems developed to provide user-desired functionality lacking in FLORIDA, which contributes to inefficiencies in core processes, data redundancy, and additional processing to synchronize disparate systems.

The CSE system needs to be modernized by leveraging state-of-the-art technology such as Relational Database Management Systems (RDBMS), Web-enabled systems, open system architectures, and the latest generation high-order computer software languages. Modernization initiatives will provide a highly automated, flexible, lower-cost system that can be more efficiently and expeditiously updated to

incorporate future federal-, State-, and user- requested changes.

2. Strategic Information Technology Direction

As mentioned in earlier sections of the document, DOR has chosen to employ SAP's ERP solution as a key component of the CAMS system. This decision is in keeping with the strategic IT direction of the Department and provides the opportunity to leverage our existing technical resources in our Information Services Program (ISP) that have gained much knowledge and expertise over the past 6 years working on the Department's SUNTAX and CAMS Phase I projects. The Department has been proactive in reaching out to SAP directly for advice and assistance in making our applications as efficient as possible. Consequently this effort has forged a very good working relationship with SAP that should continue to pay dividends in the future.

3. Information Technology Standards

The CAMS Phase II scope of work requires that our technical resources are aware and held to industry standards in terms of development and technical architecture proficiency. To that end our ISP division is continuing their alignment in accordance with the ITIL (Information Technology Infrastructure Library) body of knowledge and has successfully implemented Service Desk and Change Management components of ITIL. This realignment will enhance the department's ability to provide long term support for the CAMS application during and after go-live. The CSE Program currently operates under a Service Level Agreement with our ISP partners. This process has been a very good one for both entities and has given us confidence that we are improving our application of IT best practices in this area. CAMS currently operate under a Quality Assurance Plan that monitors performance against specific metrics in all facets of the project, from project management to development, testing and configuration. These metrics were based on industry best practices and then evaluated for relevance to CAMS and then in some cases tailored to fit our unique needs. Additional detail can be provided in this area as needed.

B. Proposed Solution Description

1. Summary description of proposed system

CAMS development has been divided into two phases:

CAMS Phase I – Compliance Objectives

Compliance consists primarily of the following processes that have been deployed state wide with specified functionality currently operational:

- *Locate*. This function determines missing demographic, location, employment, and asset information for an individual. It also enables verification of such data.
- *Compliance Management*. This function determines the next appropriate enforcement action to be taken, based on available data and case history and status.
- *Enforcement*. This function promotes support order compliance and facilitates collection of support obligations. It includes the application of direct and indirect enforcement tools.
- *Assistance*. This function provides contact center support for those case activities currently performed in CAMS.

- *Other Supporting Functions.* Other functions include interface integration, rule- and case-based decision making, knowledge management, document management, workflow management, activity logging, case history, security management, reports, locate matching, audit, support for training, and CAMS-FLORIDA bi-directional interface.

With the implementation of CAMS Phase I, the following functionality that was part of FLORIDA is being completed in whole or in part in CAMS:

- Client Notice – the common module that provides generation of online and batch notices generated to CPs and/or NCPs advising of the status and activities occurring on the customer's behalf. Notice history and ability to recreate generated notices is also provided. Enforcement, Case Closure, Location, and Review notices are now being generated on CAMS.
- Data Exchange – the common module that provides automated support for the exchange of information between FLORIDA and other external automated systems at a local, state and national level. Most of this functionality is now part of CAMS Phase I. However, FLORIDA still performs some minimal Data Exchange functionality, such as the Federal Case Registry (FCR) transmissions (the OCSE direct connection is currently on FLORIDA. This means that FLORIDA sends and receives the FCR data and then sends it to CAMS Phase I for processing.)
- Enforcement – the CSE module that provides for support enforcement activities to ensure compliance with a support order. Most enforcement functionality was implemented in CAMS Phase I, excluding overpayment resolution, interstate/international enforcement, and enforcement judicial activities.
- Parent Locate – the CSE module that provides automated support for the functions associated with the location of a NCP or CP. Locate functionality was implemented in CAMS Phase I excluding transmission activities associated with CSENet and FCR processing.

The CAMS Phase I solution consists of components of the SAP Business Suite of products. This suite includes: Customer Relationship Management (SAP CRM), Business Information Warehouse (SAP BW), Netweaver XI (Netweaver) and Enterprise Portal (SAP Enterprise Portal). This software suite provides the core data structures, business process frameworks, functions and features for the CAMS Phase I application. One non-SAP product, Postal Soft, is used to support system functions such as address matching and normalization.

Since November 2006, the CAMS Phase I hardware has been housed within the Southwood Shared Resource Center (SSRC). DOR had long planned to house CAMS Phase II infrastructure in the SSRC. However, DOR was informed in June 2008 by the SSRC that they would not be able to accommodate or support the physical infrastructure needs of the CAMS Phase II infrastructure. As a result DOR had to mitigate the risk to the CAMS project, and utilized the Northwest Shared Resource Center (NWSRC) for housing CAMS Phase II infrastructure. This necessitated the acquisition of MAN, MAN router, IP switch, floor space, and electrical configuration services.

The components of the mySAP Business Suite that the FDOR purchased for Phase I of the CAMS Project are:

- SAP Enterprise 4.7 Extension Set 2.00 with Web Application Server (WAS) 6.20 is the core ERP product on top of which the industry solution (IS-PS-CD) resides.

(NOTE: the SAP Enterprise 4.7 solution was not implemented during Phase I of CAMS, but is available for use during Phase II of the CAMS Project.)

- IS-PS-CD with ABA-PLUS Add-on is available to provide the core data structures and business process framework for modeling members, as well as financial, billing and dunning functionality. (NOTE: IS-PS-CD was not implemented during Phase I of CAMS, but is available for use during Phase II of the CAMS Project.)
- mySAP Enterprise Portal (EP) 6.0 provides single sign-on and web-based access for CAMS users, as well as access for external stakeholders such as employers, CPs and NCPs. In addition, this portal provides web-based connectivity for CAMS, allowing the case worker or customer service representative access to external/internal web sites for research, analysis, documentation, or communications.
- mySAP Business Information Warehouse (BW) 3.5 provides data warehousing and reporting for CAMS, as well as a repository for certain required data (e.g., external organizations' locate databases.)
- mySAP Customer Relationship Management (CRM) was upgraded to CRM2007 and BW 3.5 was upgraded to BW 7.0 in production December 2008.
- mySAP NetWeaver Exchange Infrastructure (XI) 3.0 provides middleware and tools necessary for interfacing CAMS to legacy and external systems. While this component of the Netweaver architecture was originally scoped for CAMS Phase I, scalability issues resulted in the project bypassing this software. Instead, data exchange modules to support the importing of external data into the CAMS environment were developed and have been successfully deployed. Future opportunities for utilizing the XI software – once the product more fully matures – will be considered in Phase II.
- mySAP Solution Manager 3.1 provides CAMS with a link to SAP's Online Support System (OSS) to support logging and fixing product defects, as well as access to the AcceleratedSAP (ASAP) methodology repository. Support packages (a.k.a. "hot packages"), which are a collection of OSS notes provided by SAP as fixes to defects or enhancements, are received from SAP via this software.

Non-SAP products are used to support ancillary system functions of identification of duplicate address information and correction and standardization of address components stored within the CAMS database. The non-SAP products that are utilized for these functions are:

- Postal Soft Match/Consolidate is used to identify duplicate address information and consolidate the records into a consistent and standardized format.
- Postal Soft Address Directories Address Correcting and Encoding (ACE) software is used to correct and standardize address components stored within the CAMS database.
- Postal Soft DataRight IQ, in conjunction with Match/Consolidate, is used to identify member matches between external interfaces and CAMS business partners.

The tables provided below present a summary of the application software installed in the CAMS production environment as of June 2007.

The DOR has purchased 2640 Limited Professional Users/60 Developer User licenses for the software listed in the table below.

Software Licenses	
Category	Software
	Customer Relationship Management (CRM)
1	DBMS Oracle 10g

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Software Licenses		
	Category	Software
2	CRM	SAP Customer Relationship Management
3	SAP_Basis	SAP Basis Component
4	SAP_ABAP	SAP Cross Application Component
5	Kernel	Web Application Server
6	PI_Basis	Basis Plug-In
7	ABAP_Plus	SAP Coding Language
8	ST-PI	SAP Solution Tools Plug-in
9	BBPCRM	CRM Support Package
10	WP-PI	Portal Plug-In
11	ST-API	Application Service Tools
12	Operating System	UNIX
Business Information Warehouse (BW)		
1	DBMS	Oracle 10g
2	BW	SAP Business Information Warehouse
3	SAP_Basis	SAP Basis Component
4	SAP_ABAP	SAP Cross Application Component
5	Kernel	Web Application Server
6	PI_Basis	Basis Plug-In
7	BI_CONT	Business Intelligence Content
8	Operating System	UNIX
Netweaver Exchange Infrastructure (XI)		
1	DBMS	Oracle 9i
2	XI	Net Weaver Exchange Infrastructure
3	SAP_Basis	SAP Basis Component
1	SAP_ABAP	SAP Cross Application Component
2	Kernel	SAP Application Server
3	PI_Basis	Basis Plug-in
4	BW	Business Information Warehouse
5	Operating System	UNIX
Enterprise Portals (EP)		
1	DBMS	Oracle 10g
2	EP	Enterprise Portals
3	JAVA	J2EE Engine
4	Operating System	Windows

The CAMS Phase I landscape is composed of five separate environments, each containing all of the installed SAP components. This is a common configuration for SAP system installations because it allows continuing development, training and QA testing to proceed without impacting on-going business operations. When appropriate the coding and configuration of CAMS can be transported between environments as means of bringing new or changed functionality into service. The five environments are described as follows:

- An environment where customizing and development (DEV) can be performed and unit testing applied. This is the CAMS development system.
- An isolated environment for testing the customizing and development changes. This is the QA environment where integration testing, data load testing, stress testing and user-acceptance testing is performed. SAP customizing and development changes are imported into this environment, using the SAP Transport Management System, from the DEV environment.
- A stand-alone production environment (PRD). No changes are performed directly on this system; all changes are imported into the PRD environment, using the SAP Transport Management System, from the QA environment.

- A training environment (TRN) is a component of the CAMS landscape. The users are trained in this environment prior to the import of new functionality into the CAMS production environment.
- A Sandbox system (SBX) is also part of the SAP environment for CAMS. This is the system where preliminary tests, SAP patch/upgrade tests and proof of concept are performed. The Sandbox system is not linked via any transport route to the Development-Quality Assurance-Production System landscape.

Additional information about the five SAP environments is show in the following table:

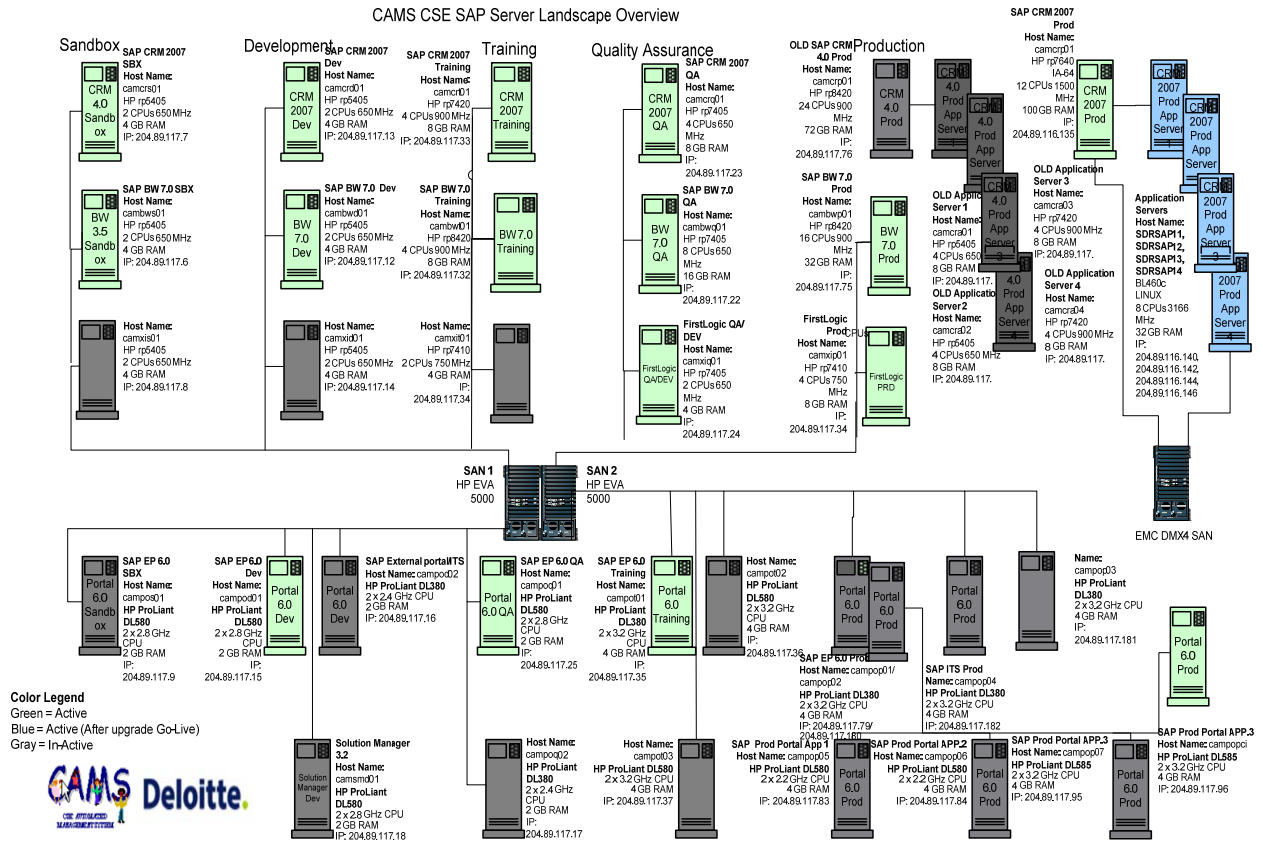
CAMS Environments			
Environment	Function	SAP Systems	TMS Transport Route
Sandbox (SBX)	Proof of concept	BW CRM XI	Not applicable
Development (DEV)	Development & unit testing	BW CRM XI	DEV
Quality Assurance (QA)	Integration & user acceptance testing	BW CRM XI	DEV -> QA
Production (PRD)	Live statewide production environment	BW CRM XI	QA -> PRD
Training (TRN)	Training environment		QA -> TRN <small>(subject to change)</small>

The CAMS servers installed for Phase I of the project broadly consist of Hewlett Packard servers with either a HP-UNIX or Windows Server 2003 operating system installed.

The mySAP Enterprise Portal, along with Solution Manager, software is installed on Hewlett Packard servers under the control of the Windows Server 2003 operating system. All other SAP and non-SAP products are installed on Hewlett Packard servers under the control of the HP_UNIX (Release B.11.11) operating system.

Exhibit V-1 below depicts the hardware environment that has been implemented for CAMS Phase I:

CAMS System Landscape



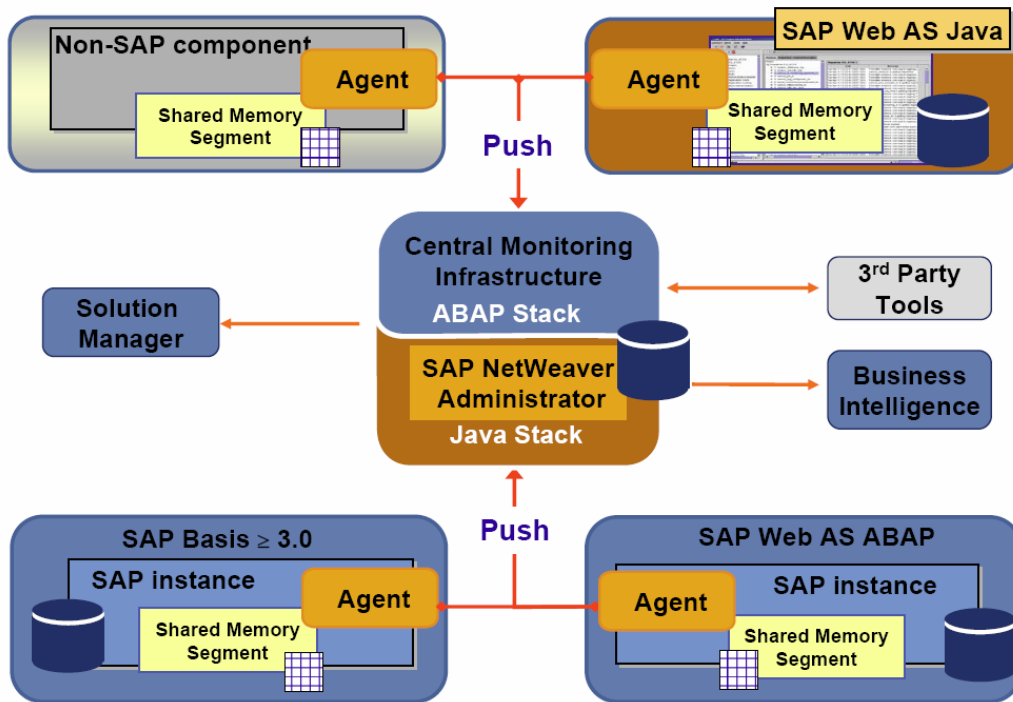
C. Capacity Planning

1. Department Capacity Planning Projects

The Information Systems Process of the Department has prepared "Florida Department of Revenue, Information Services Program, Capacity Management Specification", a comprehensive document which fits within the ITIL framework and creates a complete capacity planning process for the Department of Revenue as a whole.

The Information Systems Process is in the process of configuring a capacity planning statistics collection and reporting system based on SAP's Central Monitoring System and Business Intelligence System. All CAMS SAP servers will automatically report utilization statistics into the Central Monitoring System, which will in turn publish them into a cube within the Business Intelligence database. The Business Intelligence product provides a rich environment for reporting on the collected statistics, including statistical projection and on-demand, web-based report creation and viewing. See diagram below:

Monitoring Overview



Florida Department of Revenue Computer Center Management System

Each individual SAP component monitors itself for a given 24 hour period. By design the data overwrites itself for each 24 hour period. In order to provide better systems operations and capacity metrics, ISP is implementing the SAP Computer Center Management System. This system captures monitor data from each component server and stores it in a central database in order to compile trend data. This trend data can then be used by many reporting systems; including Solution Manager, BI, or third party tools (IE:HP OpenView).

The Information Systems Process has signed a contract with HP for licensing and installation of Business Process Monitoring software which will automate monitoring of CAMS from a user perspective. Computers located in each regional site will execute CAMS transactions in the same way our users do, measuring response time. All results will automatically be reported into the Central Monitoring System described above.

2. Expectations for Capacity Planning For CAMS Phase II

CAMS Phase II hardware is defined in B214 CAMS System Landscape and methodology for sizing and capacity monitoring is defined in B215 Cams Server Sizing Study. The CAMS Phase II ITN, however, specified capacity planning deliverables that the selected vendor will provide as part of their contract. The Best and Final Offer (BAFO) includes sizing and capacity management estimates based on the ITN and the Proposer's research of CSE needs.

The tables below provide current production statistics for our CRM and BW systems, as well as the information that was provided in last year's Schedule IV B. The tables provide average CPU utilization by server.

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Reporting period **08/01/2008 - 07/31/2009**

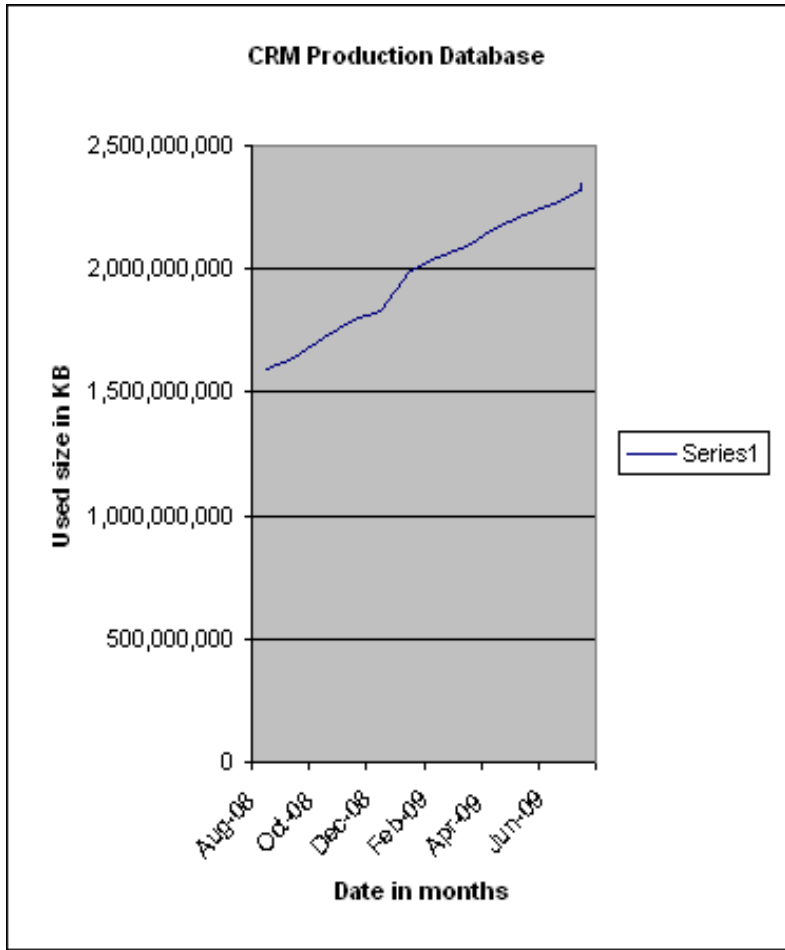
CRM Production Database Analysis

SID - CCP

Host - camcrp01

History of the Database

Scale: Day		Database				Tables Total		Indices	
Date	Values	Size/kb	Free/kb	Used	%Used	Size/kb	Total	Total	Size/kb
07/31/2009	Total	2,430,012,248	72,149,488	2,357,862,760	98	31,397	1,440,113,624	41,336	848,509,272
07/01/2009	Total	2,379,680,600	64,539,440	2,315,141,160	98	31,376	1,412,676,248	41,316	832,722,392
06/01/2009	Total	2,346,126,168	79,227,440	2,266,898,728	97	31,375	1,388,008,600	41,315	816,090,456
05/01/2009	Total	2,279,017,304	62,406,960	2,216,610,344	98	31,358	1,356,664,472	41,295	793,510,040
04/01/2009	Total	2,222,394,200	57,240,312	2,165,153,888	98	31,374	1,323,485,664	41,314	769,062,104
03/01/2009	Total	2,172,062,552	76,565,688	2,095,496,864	97	31,374	1,291,508,960	41,314	745,022,488
02/01/2009	Total	2,104,851,288	58,197,376	2,046,653,912	98	31,348	1,260,443,104	41,282	721,192,600
01/01/2009	Total	2,054,519,640	64,164,800	1,990,354,840	97	31,348	1,227,699,360	41,282	697,463,704
12/01/2008	Total	1,970,363,216	139,846,984	1,830,516,232	93	20,377	1,122,595,640	27,439	638,220,656
11/01/2008	Total	1,827,757,896	35,856,376	1,791,901,520	99	20,356	1,093,594,232	27,416	656,648,760
10/01/2008	Total	1,760,649,032	43,381,952	1,717,267,080	98	20,356	1,049,198,768	27,416	626,281,208
09/01/2008	Total	1,693,540,168	55,710,848	1,637,829,320	97	20,356	1,011,930,288	27,416	600,318,008
08/01/2008	Total	1,643,208,520	52,598,016	1,590,610,504	97	20,338	974,183,920	27,397	575,266,424



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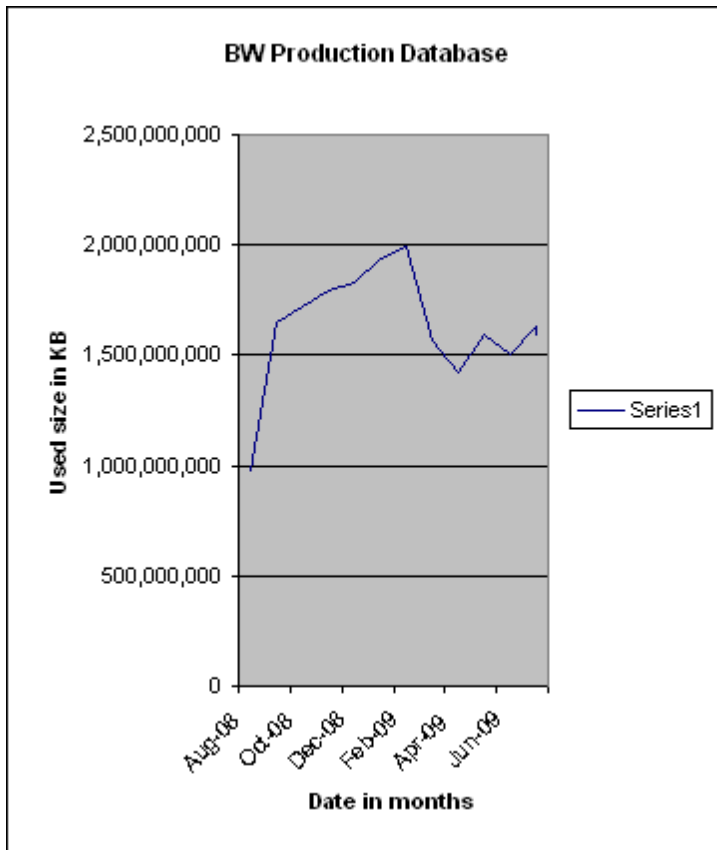
BW Production Database Analysis

SID - CBP

Host - cambwp01

History of the Database

Scale: Day		Database				Tables Total		Indices	
Date	Values	Size/kb	Free/kb	Used	%Used	Size/kb	Total	Size/kb	
07/31/2009	Total	1,905,092,280	321,440,768	1,583,651,512	84	30,022	1,110,179,968	55,976	425,503,104
07/01/2009	Total	1,871,537,848	237,490,112	1,634,047,736	88	30,219	1,150,324,544	55,323	435,018,496
06/01/2009	Total	1,871,537,848	371,206,912	1,500,330,936	81	30,086	1,054,561,536	56,654	395,721,664
05/01/2009	Total	1,821,206,200	226,308,416	1,594,897,784	88	30,166	1,116,607,936	55,860	431,571,200
04/01/2009	Total	1,821,206,200	403,467,520	1,417,738,680	78	29,783	981,237,504	54,583	387,146,240
03/01/2009	Total	1,754,097,336	187,140,224	1,566,957,112	90	29,620	1,102,863,424	53,463	412,320,576
02/01/2009	Total	2,071,296,856	75,954,688	1,995,342,168	97	31,348	1,229,386,784	41,282	699,115,928
01/01/2009	Total	2,003,828,736	67,108,864	1,936,719,872	97	29,783	981,237,504	54,583	387,146,240
12/01/2008	Total	1,970,363,216	139,846,984	1,830,516,232	93	20,377	1,122,595,640	27,439	638,220,656
11/01/2008	Total	1,827,757,896	35,856,376	1,791,901,520	99	20,356	1,093,594,232	27,416	656,648,760
10/01/2008	Total	1,760,649,032	43,381,952	1,717,267,080	98	20,356	1,049,198,768	27,416	626,281,208
09/01/2008	Total	1,710,317,384	62,648,064	1,647,669,320	97	20,356	1,012,525,424	27,416	600,831,160
08/01/2008	Total	1,754,924,712	778,564,416	976,360,296	56	24,938	648,238,784	46,108	292,169,280



CPU utilization

Application servers	CPU count	Aug-09	Jan-00	Oct-08	CPU count	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09
CRM production														
camcrp01	24	36	63	72	10	38	33	31	77	67	73	87	82	75
sdrsap11	4	56	63	71	8	59	6.75	9.6	11	8	5	10	6	3
sdrsap12	4	55	64	68	8	61	9.2	11	11	10	9	12	4	8
sdrsap13	4	44	58	62	8	47	9	9	14	8	7	13	9	9
sdrsap14	4	35	59	61	8	50	8.5	10	12	16	5	13	8	8
BW production														
cambwp01	16	37	52	32	16	35	23	18	16	18	15	43	22	7

Refer to Appendix I – CAMS Capacity Report.

D. Analysis of Alternatives

1. Assessment of Alternatives

In 1998, DOR engaged TRW Systems and Information Technology Group to conduct a feasibility study that would evaluate alternatives to the existing CSE information system. The minimum options under consideration were to:

- Transfer existing CSE-related software from the Department of Children and Families FLORIDA mainframe to a DOR platform;
- Transfer an operating and certified Title IV-D CSE system from another state or territory and modify it for DOR’s CSE Program;
- Develop a totally new system; or
- Retain the current FLORIDA System

2. Assessment Process

During the course of this study, TRW performed a high level needs analysis, surveyed existing state CSE systems, and performed a cost-benefit analysis on each of the alternatives under consideration.

3. Technology Recommendation

TRW Systems and Information Technology Group concluded that no existing CSE system could meet Florida’s requirements without significant modification, and that developing a new system would save approximately \$100 million over the next 10 years compared to maintaining the existing system. Developing a new system offered the most flexibility, and allowed a “best practices” approach that would build on the accrued experience of Florida, other states, and private industry as a framework for design and

development.

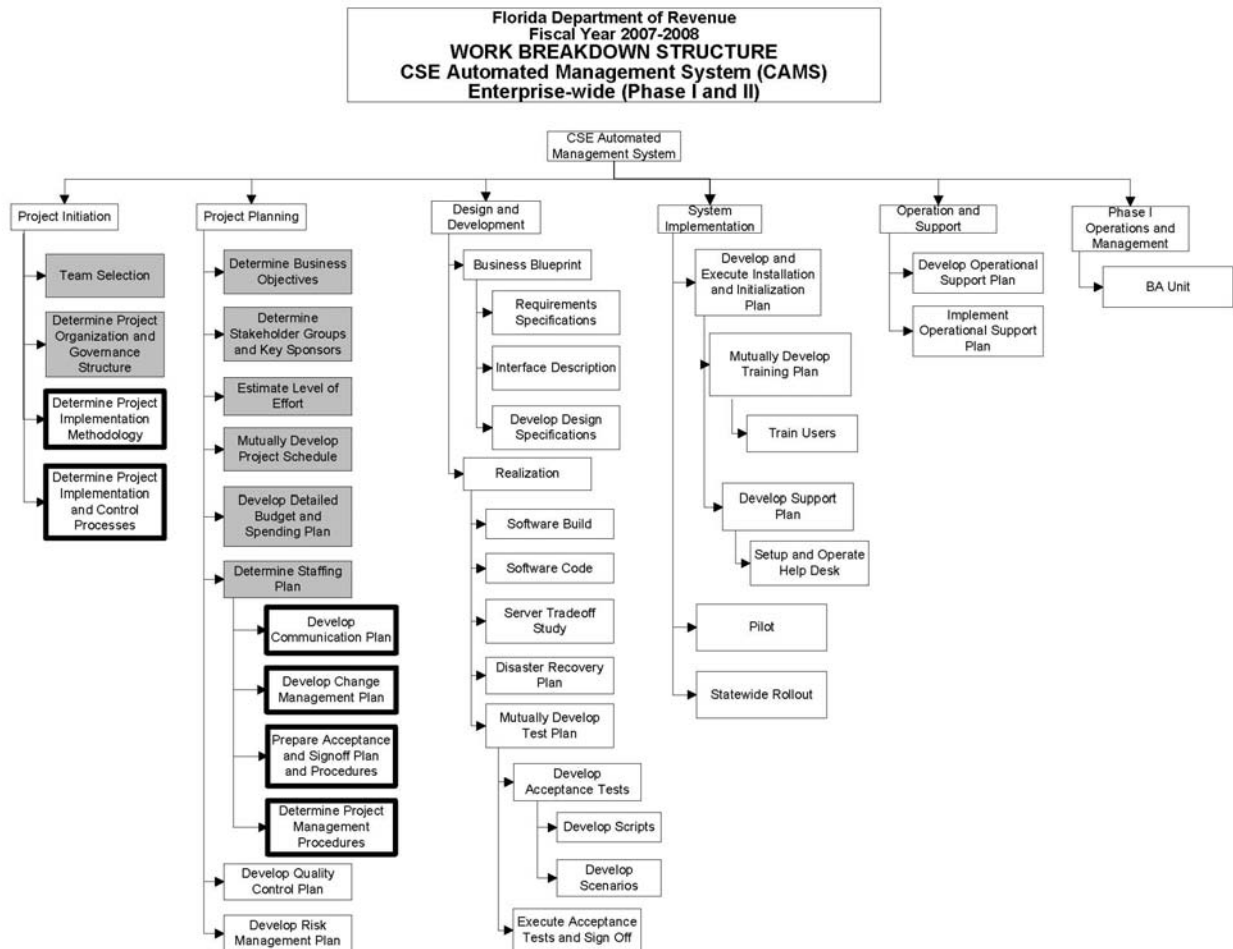
VI. Project Management Planning Component

A. Project Charter, refer to Appendix A

B. Work Breakdown Structure

Below is a high level depiction of the WBS for the enterprise CAMS Project Team.

Refer to Appendix G for a detailed Work Breakdown Structure.



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C. Resource Loaded Project Schedule

ID	Task Name	WBS	Start	Finish	Actual Start	Actual Finish	% Complete
0	CSES - CAMS Master Project Schedule	0	Mon 6/15/1998	Mon 12/31/2012	Mon 6/15/1998	NA	62%
2	Planning and Project Administration	2	Fri 5/26/2006	Fri 11/30/2012	Fri 5/26/2006	NA	47%
3	Office Of Child Support Enforcement (OCSE)	2.1	Mon 3/16/2009	Mon 3/21/2011	Mon 3/16/2009	NA	1%
7	Technology Review Workgroup (TRW)	2.2	Tue 4/22/2008	Fri 9/9/2011	Tue 4/22/2008	NA	4%
27	Legislative Budget Request (LBR)	2.3	Tue 7/1/2008	Wed 10/15/2008	Tue 7/1/2008	Wed 10/15/2008	100%
29	Risk Management	2.4	Wed 5/31/2006	Wed 12/28/2011	Wed 5/31/2006	NA	81%
214	Issues Management	2.5	Thu 2/15/2007	Wed 12/28/2011	Thu 2/15/2007	NA	3%
247	Schedule Management	2.6	Wed 9/9/2009	Fri 9/2/2011	NA	NA	0%
254	Project Meetings	2.7	Tue 1/6/2009	Thu 12/29/2011	Tue 1/6/2009	NA	2%
377	Project Management Office	2.8	Mon 3/16/2009	Fri 6/11/2010	Mon 3/16/2009	NA	23%
378	PMO Services 2009-2010	2.8.1	Mon 5/18/2009	Fri 6/11/2010	Mon 5/18/2009	NA	11%
379	Contract Renewal Start Date	2.8.1.1	Mon 5/18/2009	Mon 5/18/2009	Mon 5/18/2009	Mon 5/18/2009	100%
380	Task 1 Contract Administration and Reporting	2.8.1.2	Mon 7/6/2009	Mon 3/29/2010	NA	NA	0%
386	Task 2 Management of the PMO	1.4	Mon 5/18/2009	Mon 5/17/2010	Mon 5/18/2009	NA	13%
443	Task 3 Project Level PM Services	1.7	Mon 5/18/2009	Mon 5/17/2010	Mon 5/18/2009	NA	10%
554	Task 4 Enterprise Level PM Services	1.56	Fri 5/29/2009	Fri 6/11/2010	Fri 5/29/2009	NA	11%
621	Enterprise PM Support	1.177	Mon 5/18/2009	Mon 5/17/2010	Mon 5/18/2009	NA	13%
760	Project Management Plan Services 2009	2.9	Tue 2/17/2009	Tue 7/28/2009	Tue 2/17/2009	NA	85%
761	Update Project Charter	2.9.1	Mon 4/27/2009	Tue 7/28/2009	Mon 4/27/2009	NA	61%
768	Communication Management	2.9.2	Tue 2/17/2009	Wed 4/29/2009	Tue 2/17/2009	NA	98%
775	Update Scope Management Plan 2009	2.9.3	Thu 3/19/2009	Tue 7/7/2009	Thu 3/19/2009	NA	95%
782	Operational Work Plan (OWP)	2.9.4	Thu 4/2/2009	Fri 4/17/2009	Thu 4/2/2009	Fri 4/17/2009	100%
786	Quality Management	2.10	Fri 1/19/2007	Fri 9/30/2011	Fri 1/19/2007	NA	41%
787	QMT Document, Process/Scheduled Return Follow-up Audits	2.10.1	Fri 1/19/2007	Tue 7/27/2010	Fri 1/19/2007	NA	90%
811	QMT Metric and VQA Operations	2.10.2	Mon 7/2/2007	Fri 9/30/2011	Mon 7/2/2007	NA	29%
944	Meetings	2.10.3	Mon 7/2/2007	Tue 9/13/2011	Mon 7/2/2007	NA	48%
1002	Monitoring Availability, Heat, and Security Performance	2.10.4	Tue 7/24/2007	Thu 9/29/2011	Tue 7/24/2007	NA	32%
1100	Configuration Management	2.11	Fri 3/13/2009	Fri 11/30/2012	Fri 3/13/2009	NA	8%
1101	Requirements Management Process	2.11.1	Mon 3/16/2009	Thu 12/29/2011	Mon 3/16/2009	NA	7%
1180	Document Management Process	2.11.2	Wed 3/18/2009	Wed 3/10/2010	Wed 3/18/2009	NA	40%
1202	Phase II Configuration Tasks	2.11.3	Fri 3/13/2009	Fri 11/30/2012	Fri 3/13/2009	NA	4%
1807	Configuration Management Operations	2.11.4	Tue 5/19/2009	Tue 10/18/2011	Tue 5/19/2009	NA	9%
1891	Organizational Change Management	2.12	Fri 5/26/2006	Thu 7/30/2009	Fri 5/26/2006	NA	99%
1892	Regional Trainer Knowledge Transfer Management-Assist	2.12.1	Mon 1/5/2009	Thu 3/5/2009	Mon 1/5/2009	Thu 3/5/2009	100%
1896	Regional Trainer Knowledge Transfer Management-Case	2.12.2	Mon 1/5/2009	Thu 3/5/2009	Mon 1/5/2009	Thu 3/5/2009	100%
1900	Regional Trainer Knowledge Transfer-Compliance	2.12.3	Mon 1/5/2009	Fri 3/20/2009	Mon 1/5/2009	Fri 3/20/2009	100%
1905	Regional Trainer Knowledge Transfer Management-Est.	2.12.4	Mon 1/5/2009	Fri 2/27/2009	Mon 1/5/2009	Fri 2/27/2009	100%
1908	Regional Trainer Knowledge Transfer Management	2.12.5	Mon 1/5/2009	Fri 3/20/2009	Mon 1/5/2009	Fri 3/20/2009	100%
1912	Regional Trainer Knowledge Transfer - Financials	2.12.6	Mon 1/5/2009	Wed 3/11/2009	Mon 1/5/2009	Wed 3/11/2009	100%
1916	CAMS Chronicle Newsletter	2.12.7	Mon 10/2/2006	Wed 8/27/2008	Mon 10/2/2006	Wed 8/27/2008	100%
1919	Training Plan Phase II	2.12.8	Mon 1/5/2009	Wed 6/3/2009	Mon 1/5/2009	Wed 6/3/2009	100%
1921	Prepare the OCM Team	2.12.9	Mon 12/1/2008	Wed 3/25/2009	Mon 12/1/2008	Wed 3/25/2009	100%
1929	Assess Organizational Change Readiness	2.12.10	Mon 1/26/2009	Mon 4/27/2009	Mon 1/26/2009	Mon 4/27/2009	100%
1933	Prepare Sponsors	2.12.11	Mon 1/26/2009	Thu 7/30/2009	Mon 1/26/2009	NA	89%
1964	Develop Resistance Prevention and Mitigation Strategies	2.12.12	Mon 2/9/2009	Mon 2/23/2009	Mon 2/9/2009	Mon 2/23/2009	100%
1970	Prepare Stakeholders	2.12.13	Mon 2/9/2009	Thu 4/30/2009	Mon 2/9/2009	Thu 4/30/2009	100%
1977	Technical Training	2.12.14	Wed 3/14/2007	Fri 2/20/2009	Wed 3/14/2007	Fri 2/20/2009	100%
1986	Phase II Training	2.12.15	Mon 6/19/2006	Tue 12/16/2008	Mon 6/19/2006	Tue 12/16/2008	100%
1999	Surveys	2.12.17	Tue 12/26/2006	Fri 1/2/2009	Tue 12/26/2006	Fri 1/2/2009	100%
2008	Development	3	Fri 8/1/2003	Fri 9/21/2012	Fri 8/1/2003	NA	64%
2009	System Support Process (SSP) FLORIDA Projects	3.1	Fri 8/1/2003	Wed 6/9/2010	Fri 8/1/2003	NA	93%
2010	SSP Planning Projects	3.1.1	Mon 5/1/2006	Wed 6/9/2010	Mon 5/1/2006	NA	65%

**FY 2010-11 SCHEDULE IV-B FEASIBILITY STUDY FOR
CAMS II**

ID	Task Name	WBS	Start	Finish	Actual Start	Actual Finish	% Complete
2264	SSP Active Projects	3.1.2	Fri 6/30/2006	Wed 11/18/2009	Fri 6/30/2006	NA	86%
4180	SSP Closed Projects	3.1.3	Fri 8/1/2003	Fri 6/19/2009	Fri 8/1/2003	Fri 6/19/2009	100%
4367	Enhancements	3.2	Mon 3/17/2008	Mon 3/22/2010	Mon 3/17/2008	NA	65%
4368	Active	3.2.1	Mon 3/17/2008	Mon 3/22/2010	Mon 3/17/2008	NA	48%
4496	Completed	3.2.2	Mon 12/1/2008	Tue 6/2/2009	Mon 12/1/2008	Tue 6/2/2009	100%
4513	Information Services Program (ISP)	3.3	Tue 1/13/2009	Thu 12/30/2010	Tue 1/13/2009	NA	23%
4516	CAMS Enterprise Architecture Strategy and Evaluations	3.3.3	Tue 1/13/2009	Thu 12/30/2010	Tue 1/13/2009	NA	23%
4560	CAMS development team support CAMS Phase II	3.3.4	Fri 3/13/2009	Thu 12/30/2010	Fri 3/13/2009	NA	17%
4601	Phase II	3.4	Mon 6/19/2006	Fri 9/21/2012	Mon 6/19/2006	NA	50%
4602	Development	3.4.1	Mon 6/19/2006	Tue 6/14/2011	Mon 6/19/2006	NA	94%
4603	Planning	3.4.1.1	Tue 12/23/2008	Fri 8/20/2010	Tue 12/23/2008	NA	7%
4613	Data	3.4.1.2	Mon 6/19/2006	Tue 6/14/2011	Mon 6/19/2006	NA	37%
4712	Develop, Design, Implement (DDI)	3.4.1.3	Fri 12/1/2006	Mon 1/4/2010	Fri 12/1/2006	NA	99%
5864	Interface	3.4.1.4	Wed 6/4/2008	Wed 12/23/2009	Wed 6/4/2008	NA	99%
5982	CRM SAP Upgrade	3.4.1.5	Mon 10/15/2007	Mon 3/23/2009	Mon 10/15/2007	Mon 3/23/2009	100%
6686	Phase II Implementation	3.4.2	Sun 1/13/2008	Fri 9/21/2012	Sun 1/13/2008	NA	24%
6687	PROJECT PREPARATION PHASE	3.4.2.1	Sun 1/13/2008	Wed 9/10/2008	Sun 1/13/2008	Wed 9/10/2008	100%
6807	BUSINESS DEFINITION/BLUEPRINT PHASE	3.4.2.2	Tue 2/26/2008	Wed 8/3/2011	Tue 2/26/2008	NA	59%
8880	REALIZATION PHASE / DEVELOPMENT	3.4.2.3	Mon 6/22/2009	Wed 12/21/2011	Mon 6/22/2009	NA	0%
10641	FINAL PREP / SYSTEM IMPLEMENTATION	3.4.2.4	Thu 6/24/2010	Wed 2/8/2012	NA	NA	0%
11044	Go Live and Support	3.4.2.5	Thu 7/22/2010	Fri 9/21/2012	NA	NA	0%
11414	Federal Certification Review	3.5	Fri 12/30/2011	Tue 9/4/2012	NA	NA	0%
11415	Federal Certification Received	3.6	Tue 9/4/2012	Tue 9/4/2012	NA	NA	0%
11417	Operations	4.1	Thu 7/12/2007	Fri 11/6/2009	Thu 7/12/2007	NA	80%
11418	Active	4.1.1	Fri 12/5/2008	Fri 11/6/2009	Fri 12/5/2008	NA	59%
11503	Completed	4.1.2	Thu 7/12/2007	Fri 5/29/2009	Thu 7/12/2007	Fri 5/29/2009	100%
11517	Operations & Support	4.2	Mon 2/9/2009	Wed 4/7/2010	Mon 2/9/2009	NA	66%
11518	Disaster Recovery Test 2009	4.2.1	Mon 2/9/2009	Fri 7/10/2009	Mon 2/9/2009	NA	93%
11526	Disaster Recovery Test 2010	4.2.2	Thu 2/11/2010	Wed 4/7/2010	NA	NA	0%
11530	Testing	4.3	Tue 8/1/2006	Tue 5/11/2010	Tue 8/1/2006	NA	88%
11536	Mercury Test Director Test Tools Procurement	4.3.9	Tue 8/1/2006	Tue 5/11/2010	Tue 8/1/2006	NA	87%
11585	DOR-CSE Move to New Building	4.4	Tue 5/11/2010	Mon 5/24/2010	NA	NA	0%

D. Project Budget

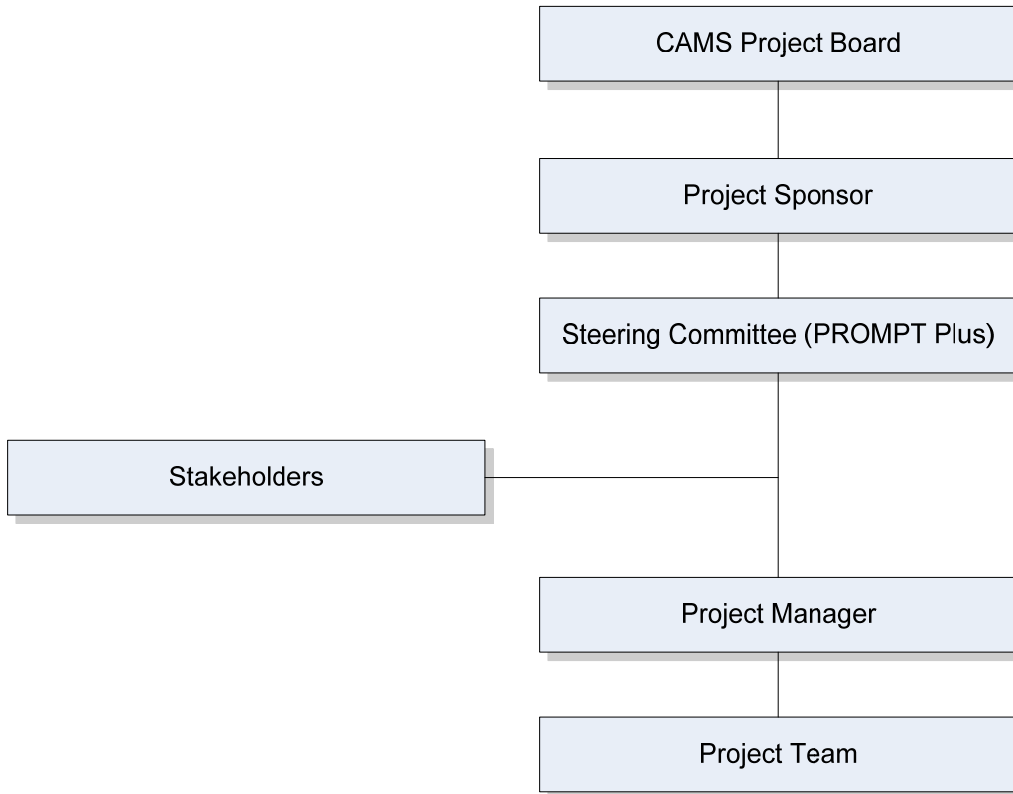
The most recent CAMS project budget is provided as part of the transmitting Legislative Budget Request. Projections and total budget needs are reflected in Appendix H.

E. Project Organization

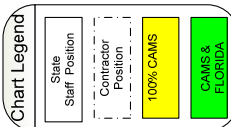
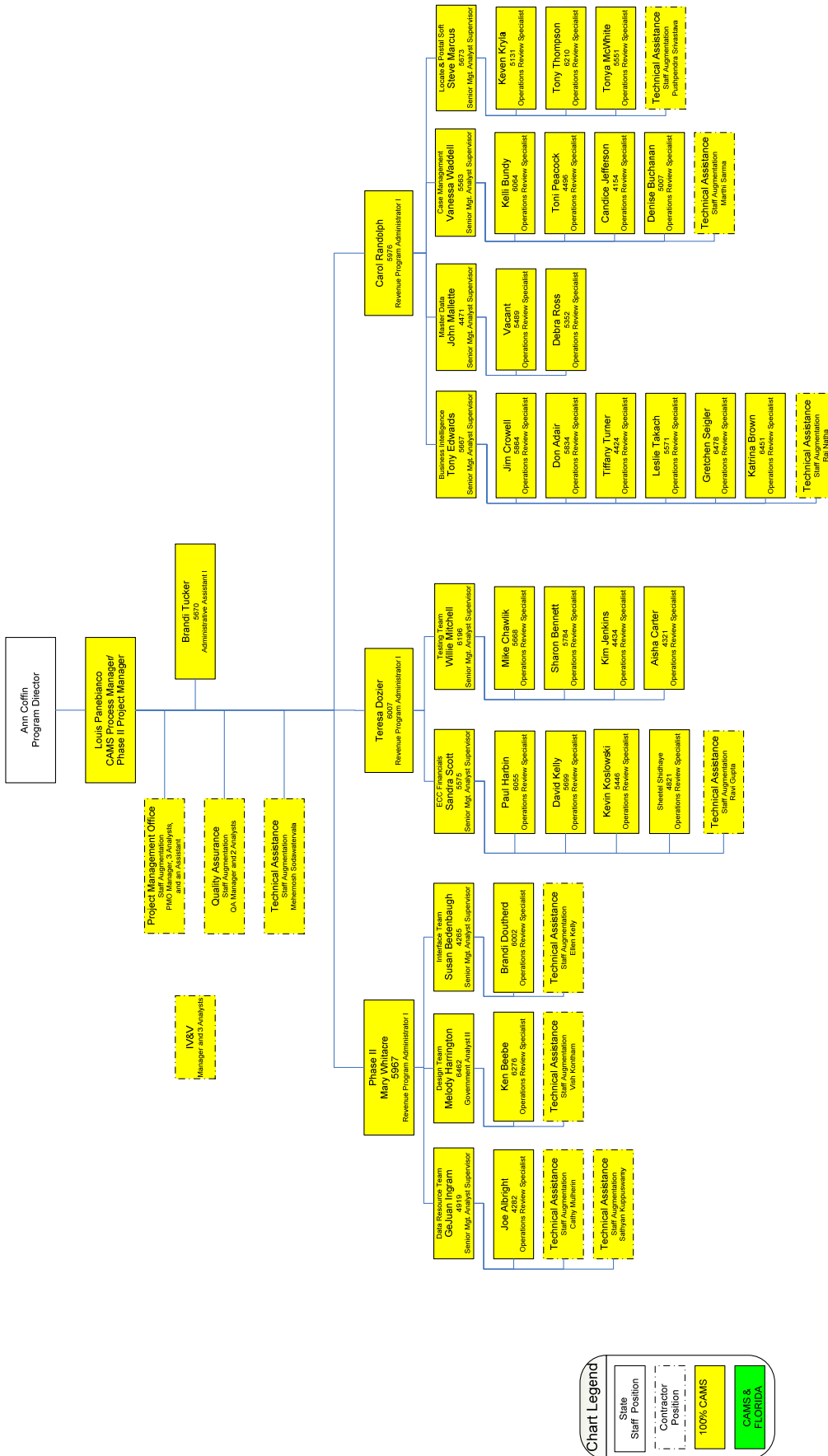
CAMS Project Governance activities/responsibilities occur at the following levels within the agency:

- CAMS Project Board – High-level oversight and strategic guidance
- Project Sponsor/CSE Program Director – Provides vision, facilitates Steering Committee process, escalates issues to Executive Management, controls budget
- Steering Committee – Provides overall direction, guidance, support, monitoring and Change Management oversight
- Stakeholders – Provide funding, oversight, and/or provide input into project direction

- Oversight bodies and funding sources
- General Stakeholders – Users, constituents, or others affected by the system or changes to it
- CAMS Project Manager – Reports progress, issues, risks, and other key information to the Steering Committee
- CAMS Project Teams – Perform the day-to-day work, report progress and issues



CAMS Project Team Organizational Structure



**FY 2010-11 SCHEDULE IV-B FEASIBILITY STUDY FOR
CAMS II**

The table below identifies key State personnel associated with program oversight, direction, and integrated project management of the Florida Child Support Enforcement System (CSES). The table identifies the key positions, incumbents, and role in the program.

Key State Personnel

Key Position		Role/Responsibilities
FDOR Executive Director	Ms. Lisa Echeverri	Chairs the CAMS Project Board. Represents external customers and stakeholders most affected by the final results of the program. Has the authority to allocate Department resources to the program team. Ensures that the program's intended results support the Department's mission and strategic direction.
Florida CSE Program Director	Ms. Ann Coffin	Serves as the Florida CSES sponsor. Serves on the FDOR CAMS Project Board and chairs the CAMS Steering Committee. Is ultimately responsible for the program's success or failure. Has the authority to change or cancel the program if need be, provided such decisions are coordinated with the Executive Board.
Florida CSE Deputy Program Director and Florida CSES Program Manager	Mr. Tom Mato	Serves as the overall Florida CSE Program Manager. Responsible for integrated program management of the Program.
FLORIDA System Support Process Manager	Ms. Pat Salapa	Serves as overall FDOR System Support Process Manager for the FLORIDA component of the Florida CSE.
CAMS Phase II Project Manager	Mr. Louis Panebianco	Serves as the Project Manager for the CAMS component of the Florida CSE.
Compliance Process Manager	Ms. Sharon Keri	Serves as the lead subject-matter expert in providing Compliance process requirements to the FDOR Project Team. Represents the CSE user community.
Establishment Process Manager	Ms. Patterson Poulson	Serves as the lead subject-matter expert in providing Establishment process requirements to the FDOR Project Team. Represents the EST user community.
Payment Processing and Fund Distribution Process Manager	Mr. Buster Pfaender	Serves as the lead subject-matter expert in providing Payment Processing and Fund Distribution process requirements to the FDOR Project Team. Represents the user community in this area.
Case Management Process Manager	Ms. Sharyn Thomas	Serves as the lead subject-matter expert in providing Case Management process requirements to the FDOR Project Team. Represents the Case Management user community.

Child Support Process Manager and Education Process Manager	Angela Willis-Clay Nancy Luja	Serve as the lead subject-matter experts in providing Child Support Aid and Education requirements to the FDOR Project Management Team. Represents the Customer Service and Education community.
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F. Project Quality Control

The CAMS project employs an enterprise Quality Management (QM) process that encompasses Quality Planning, Quality Assurance, and Quality Control. This process is used to identify relevant quality standards, ensure that the project employs all processes needed to meet requirements, and monitor results for compliance while eliminating causes of unsatisfactory performance. A Quality Management Team staffed by contract resources is responsible for the execution of the Quality Management process, as described in the Enterprise Quality Management Plan.

The overarching CAMS Project Management Plan and all subsidiary plans include a quality management section that states the critical tasks and associated performance metrics that describe success criteria for each plan and process. These subsidiary plans include Requirements Management, Configuration Management, Scope Management, Communication Management, Risk Management, and Issue and Action Item Management. Metrics are reported to the QM team on a regular basis as defined in each plan, and reported to key project stakeholders with the bi-weekly Quality Management Status Report.

In addition, the Quality Management Team performs audits or reviews of project management processes. These reviews ensure compliance with established plans and provide recommendations for process improvements. The results of each process audit are provided to the CAMS Project Manager for review and action.

G. External Project Oversight

CAMS is subject to Independent Verification & Validation (IV&V), as required by the Federal Office of Child Support Enforcement (OCSE). As the current IV&V service provider, Software Engineering Services (SES) provides ongoing, on-site oversight of project activities and produces quarterly review reports and interim progress reports. In accordance with OCSE requirements, these reports are provided to OCSE before they are reviewed by Revenue. The reports highlight areas of concern and provide prioritized list of findings and recommendations for the project.

The budgeted amount for IV&V in SFY 10-11 is \$1,075,575.

H. Risk Management

The CAMS Project follows a Risk Management Plan to ensure that project risks are identified and managed, to reduce the likelihood of negative risk events, and the impact should the risk event occur. A formal Risk Management Team meets monthly, or more often as required, to assess new risks and monitor the development and execution of risk response plans. The Risk Management Team represents a sub-set of the CAMS

Steering Committee, and includes the CAMS Project Manager, CSE Process Owners, CSE Region Representatives, DOR Information Services, CSE Systems Support, and a Deloitte representative. The team is lead by a Risk Coordinator and supported by the CAMS Project Management Office. Each risk is assigned a Risk Owner responsible for documenting the risk, preparing a risk response plan, and execution of the plan, as required. A Risk Form documents identifying information, qualitative and quantitative analysis, response and contingency plans, as required, and is presented to the Risk Management Team for formal approval. Risk response strategies may include avoidance, transference, mitigation, or acceptance. Risk monitoring is accomplished through regular reviews of the Risk Register, scheduled risk response activities, and reports from the Risk Owner to the Risk Management Team, as required.

All risks are tracked in a risk register that includes relevant information on each risk. A view of the current CAMS Risk Register is included in Appendix F, along with a representative Risk Form.

I. Organizational Change Management

The CAMS Project includes an Organizational Change Management team. Organizational Change Management provides expertise on change management issues and activities related to the CAMS implementation. Organizational Change Management includes processes and tools for managing the people-side of the change at an organizational level. These tools include a structured approach that can be used to effectively transition groups or organizations through change. Some of the products the Organizational Change Management Team is responsible for are:

- Stakeholder analysis
- Sponsor analysis and Action Plans
- Involvement Plan
- Organizational Impact Analysis and Alignment

J. Project Communication

The CAMS Project uses an enterprise Communication Plan that was developed to ensure project communication occurs with all stakeholders. The Communications team is responsible for the project newsletter, the internal project website in addition to other communication materials. The Communications team will work collaboratively with the CAMS II Implementation vendor to develop a formal Communication Plan deliverable and materials used in the CAMS project. This Plan will include the scope of communications for the project implementation.

K. Special Authorization Requirements

Because the CSE Program is federally funded, and due to special emphasis on federally funded CSE systems, CAMS has a number of special authorization requirements from the Federal Office of Child Support Enforcement. These requirements include the submission and approval of Advance Planning Documents, oversight in the form of Independent Verification and Validation (IV&V), periodic visits from OCSE representatives, and system certification.

Advance Planning Documents (APDs) are submitted annually, or on an as-needed basis when significant changes occur in the project scope, schedule, or budget. APD Updates provide a status of the project, progress to date, plans for the future, and an explanation of any variance from previous APDs. The APD also includes a comprehensive cost/benefit analysis utilizing the Revenue Stream Model provided by OCSE. An APD is closed out only when the system meets certification requirements and has achieved payback according to the cost/benefit analysis provided by the Revenue Stream Model.

Independent Verification & Validation (IV&V) is required by OCSE. The current IV&V service provider is Software Engineering Services. These services provide ongoing on-site oversight of project activities and result in quarterly review reports along with interim reports provided to OCSE before they are reviewed by Revenue. These reports highlight areas of concern and provide prioritized list of findings and recommendations for the project.

OCSE representatives travel to Tallahassee periodically for on-site assessments of project progress and activities. These visits typically result in further recommendations or clarifications of current findings.

Once completed, CAMS will undergo certification to ensure compliance with all federal requirements pertaining to CSE systems. Certification is dependant on the system meeting all requirements in a federal test deck, and includes on-site reviews in the program office and in regional service centers.

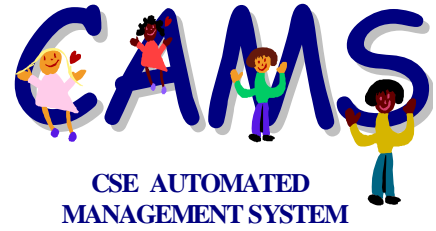
VII. Appendices

- Appendix A: CAMS Project Charter
- Appendix B: Process Map
- Appendix C: Benefits Realization Table
- Appendix D: Cost Benefits Analysis
- Appendix E: Risk Assessment Tool
- Appendix F: Risk and Mitigation Table
- Appendix G: Work Breakdown Structure
- Appendix H: Project Budget
- Appendix I: Capacity Plan Template

NOTE: Appendix A is being submitted in a separate file.

Appendix A

CAMS Project Charter



Florida Department of Revenue CAMS Project

CAMS Project Charter Deliverable 3.1.4

Version 4.00



Executive Director
Lisa Echeverri

Child Support Enforcement
Ann Coffin
Director

General Tax Administration
Jim Evers
Director

Property Tax Oversight
James McAdams
Director

Information Services
Tony Powell
Director

August 12, 2009

To All Interested Parties:

I am pleased to issue the revised Child Support Enforcement Automated Management System (CAMS) Project Charter. The Florida Department of Revenue has made significant progress in implementing CAMS and the Charter provides the framework for continued success.

The CAMS Project Charter reflects the Department's commitment to implementing a state-of-the-art system to support Florida's vision to make a difference by ensuring families receive the child support they need and deserve. CAMS will improve services to families and will be considered by users to be a dependable, accurate, secure, and valued tool, integral to the success of the Child Support Program.

As always, I welcome your input and participation.

Sincerely,

A handwritten signature in black ink, appearing to read "Ann Coffin".

Ann Coffin
Director
Child Support Enforcement Program

Tallahassee,
Florida
32399-0100
www.myflorida.com/dor

Revision History

Date	Version	Description	Author
06/28/2006	0.01	Created	Chuck Eisenbies Rich Romanski
06/29/2006	0.02	Incorporated Quality Review revisions	Chuck Eisenbies Rich Romanski
08/09/2006	0.03	Incorporated Client Quality Review revisions	Chuck Eisenbies Rich Romanski
08/14/2006	0.04	Incorporated Client Quality Review revisions	Rich Romanski
08/16/2006	0.05	Incorporated Quality Review revisions	Rich Romanski
08/31/2006	0.06	Incorporated Client revisions	Rich Romanski
09/12/2006	0.07	Incorporated Client revisions	Mick Metz
09/12/2006	1.00	Baselined	Faith Kendrick
10/27/2006	1.01	Ported to latest version of general document template; revised Table of Contents based on OCSE suggestions	Mick Metz
11/13/2006	1.02	Revisions based on feedback from Fran Buie and Joe Sisson	Mick Metz
11/14/2006	1.03	Revisions based on clarifications from Fran Buie	Mick Metz
11/16/2006	1.04	Added cover letter signed by Lillie Bogan	Mick Metz
01/12/2007	1.05	Ann Coffin replaced Lillie Bogan	Mick Metz
01/12/2007	2.00	Baselined	Faith Kendrick
01/28/2008	2.01	Updated components addressed in the Overview section. Replaced the Governance section with content/concepts initially developed by Tim Rearick and approved by the Prompt Plus group. Applied document template version 4 conventions.	Michael Stephens
02/18/2008	2.02	Updated document with content changes resulting from 02/14/2008 meeting with Ann Coffin, CSE Program Director.	Michael Stephens, Tim Rearick
03/03/2008	2.03	Updated cover letter, project objectives, core process goals, and phase contents based on input from final meeting with Ann Coffin.	Michael Stephens, Tim Rearick
03/21/2008	2.04	Created version 2.04. Incorporated comments from the review team (Sharyn Thomas, Patterson Poulson and Ann	Michael Stephens

Date	Version	Description	Author
		Coffin). Moved Scope section to follow the Introduction. Updated cost/benefit figures. Revised the glossary, and the list of interfaces. Removed redundant references to phase contents and project objectives. Grammatical and other edits to clarify the language in the document.	
04/01/2008	2.05	Created version 2.05. Incorporated QA feedback.	Michael Stephens
06/06/2008	2.06	<p>Created version 2.06. Incorporated feedback from Ann Coffin after her review of edits from program office staff.</p> <ul style="list-style-type: none"> - Revised Section 1.1 Overview - Removed language related to initial funding need from section 3.1, Business Background. - Updated language in section 4.3, Primary Business Partners and Customers. - Minor style and grammatical edits. - Updated to Template version 5.00 styles. 	Michael Stephens
07/17/2008	2.07	Created version 2.07. Incorporated revised cover letter from Ann Coffin. Prepared for baseline activities.	Michael Stephens
07/18/2008	3.00	Re-Baselined	Merrie Jo Norman
05/06/2009	3.01	<p>Update requested by Project Sponsor. Changes include:</p> <ul style="list-style-type: none"> - Minor style and grammatical edits. - Added Child Support Aid to the list of Core Processes in section 4. - Changed CAMS Project Manager to CAMS Phase II Project Manager - Changed Workforce Transition to Organizational Change Management - Changed organization responsible for CAMS training to CSE's Office of Procedures and Training (OPT) - Updated Glossary 	Mick Metz
05/21/2009	3.02	Updates based on informal review	Mick Metz
06/15/2009	3.03	Updated based on Project Sponsor review prior to formal review.	Eddie Currie

Date	Version	Description	Author
07/21/2009	3.04	Update based on formal review comments	Mick Metz
08/12/2009	4.00	Re-Baselined	Merrie Jo Norman

Modifications to the baseline version (1.00) of this artifact must be made in accordance with the Change Control process that is part of the CAMS Project Management Plan.

Quality Review History

Date	Reviewer	Comments
06/28/2006	Scott Rainey	Initial Draft QA
07/25/2006	Joe Sisson, Hal Bankirer	Content Review
07/31/2006	Fran Buie	Content Review
08/13/2006	Fran Buie, Joe Sisson	Content Review
08/15/2006	Faith Kendrick	Copy Edit
08/16/2006	Rob Szumowski	QA
09/12/2006	Fran Buie, Joe Sisson, Hal Bankirer	Content Review
11/13/2007	Fran Buie, Joe Sisson	Content Review
01/12/2007	OCSE	Content Review
02/27/2008	Tim Rearick	QA related to changes requested by the Program Director.
03/28/2008	Merrie Jo Norman	Format Review
03/28/2008	Mick Metz	Content Review
03/21/2008	Sharyn Thomas, Patterson Poulson and Ann Coffin	Formal Review
07/14/2009	Eddie Currie, Ann Coffin, Joe Sisson	Formal Review

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CAMS Project Charter

Document 3.1.4 – Project Charter: The Project Charter is a foundational project document resulting from task 3.1, “Develop, maintain and administer the plans and processes required to ensure various elements of the project are properly coordinated.”

1. Introduction

1.1 Overview

In 1975, Congress enacted Public Law 93-647, adding part D to Title IV of the Social Security Act. Effective July 1975, each state, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands and Guam were required to establish a child support enforcement program as a condition for receiving federal funding for public assistance programs. The law further provided for cooperative agreements between the states, courts, and law enforcement officials to provide assistance in enforcing child support obligations.

Anticipating this legislation, the 1974 Florida Legislature passed Chapter 74-380, Laws of Florida, mandating that the Department of Health and Rehabilitative Services (DHRS) establish a statewide Title IV-D program. With field staff in place by January 1975, Florida became one of the first states with such a program. Since then, federal legislation has tailored and expanded the Child Support Enforcement program, resulting in a comprehensive federal-state partnership. Provisions of this law, as amended, are now found in Chapter 409 and several other sections of the Florida Statutes.

On July 1, 1994, the state's child support enforcement activities were transferred from DHRS to the Florida Department of Revenue (“The Department”). Since assuming responsibility for the Florida Child Support Enforcement (CSE) program, the Department has instituted many innovative programs that are responsible for significant improvements in service to customers, as well as increasing child support collections.

The Florida CSE Program currently relies upon the SAP application delivered in Phase I of the Child Support Enforcement Automated Management System (CAMS) project plus the Florida Department of Children and Families (DCF) FLORIDA system for its information processing needs. The FLORIDA system is difficult and expensive to use and maintain and does not provide needed functionality or management reporting capabilities. An outgrowth of this situation is a proliferation of nonintegrated, stand-alone systems developed to provide user-desired functionality and reporting lacking in FLORIDA. This contributes to inefficiencies in core processes, data redundancy, and additional processing to synchronize disparate systems. System improvements are critically needed, and CAMS is intended to correct these deficiencies.

The CAMS Project has employed best practices and Project Management Body of Knowledge (PMBOK) guidelines in the construction of this system enhancement. The Department recognizes the value of and has included the applicable requirements contained in the Federal Clinger Cohen Act (Information Technology Management Report Act) of 1996. These practices include linkage of the agency’s mission to strategic goals and performance measures, and application of business process reengineering and cost benefit analysis prior to Information Technology investment. The project has implemented competitive procurements and endeavored to adhere to state of the art development processes.

Further development of the CAMS application is expected to dramatically increase collections for custodial parents and their children, generate additional income to the State in the form of increased federal incentives, and improve performance in all business processes.

CAMS Phase I was deployed statewide January-April 2006 and includes many of the activities within the following processes:

- *Locate*. This function proactively identifies and verifies demographic address, employment, and asset information for custodial and noncustodial parents.
- *CSE Assistance*. This function responds to inquiries and requests for information made by custodial and noncustodial parents, third parties, other states, other countries and external individuals or entities.
- *Case Management*. This function includes a subset of case management activities, review and adjustment, and case closure.
- *Compliance Determination*. This function identifies all cases that have not fully complied or have over-complied with ordered provisions and create data identifying cases with a compliance discrepancy.
- *Compliance Resolution*. This function comprises three sub-functions which identify whether the noncustodial parent did not fully comply, over-complied, or is contesting the determination that a discrepancy exists. The Insufficiency Resolution and Overpayment Resolution sub-functions are responsible for determining the most appropriate method to resolve the discrepancy and completing the selected method. Dispute Resolution is responsible for responding to noncustodial parents' disputes regarding the actions initiated to resolve the discrepancy.
- *Other Supporting Functions*. Other functions include interface integration, rule-and case-based decision making, knowledge management, document management, workflow management, automated scheduling, activity logging, case history, security management, reports, customer service, and support for training.

Phase II consists of the Case Management, Establishment, and Payment Processing and Fund Distribution core processes, and remaining compliance and customer service activities not included in Phase I. Phase II will support:

- *Case Creation*. This function involves initial case intake activities including accepting referrals from external partner systems with which the Department interacts such as Title IV-A, Title IV-E, Title XIX, referrals from other states, territories and countries and non-public assistance applications.
- *Case Management*. This function monitors and maintains person, case, and location data. Case management functions include maintenance of case action history, location, case closure, and emancipation.
- *Revenue Processing*. This function receives support payments, administrative cost recovery payments and overpayment recovery payments from custodial parents, noncustodial parents, employers, financial institutions, state and federal agencies.
- *Payment Data Processing*. This function receives payment data from Revenue Processing. Based on existing case and financial information, payment data is matched to individual cases and is applied to specific accounts according to predefined match criteria.
- *Fund Distribution*. This function receives a nightly electronic disbursement file created in Payment Data Processing. It distributes support payments to custodial parents, other states and other countries' child support agencies' and retained collections and program income to the appropriate state and federal governments.
- *Paternity Establishment*. This function identifies children for whom paternity has not been established and takes action to encourage parents to establish paternity through voluntary acknowledgments or takes action through the administrative or judicial processes. Contained within this process is coordination with external business partners to perform genetic testing of all parties. The establishment function supports the efforts to legally establish paternity and obtaining support orders.

- *Support Order Establishment and Modification.* This function identifies cases that require establishment or modification of child and/or medical support obligations through the administrative or judicial processes. Contained within this process is functionality related to calculating child support guidelines.
- *CSE Education.* This function identifies the need for and provides general child support program services information to custodial parents, noncustodial parents, other states and countries' child support agencies, external partners and the public who are in need of such information in order to increase awareness of and facilitate compliance with child support laws and regulations.
- *CSE Assistance.* This function responds to inquiries and requests for information made by custodial and noncustodial parents, third parties, other states, other countries and external individuals or entities.
- *Compliance Determination.* This function identifies all cases that have not fully complied or have over-complied with ordered provisions and creates data identifying cases with a compliance discrepancy.
- *Compliance Resolution.* This function comprises three sub-functions which identify whether the noncustodial parent did not fully comply, over-complied, or is contesting the determination that a discrepancy exists. The Insufficiency Resolution and Overpayment Resolution sub-functions are responsible for determining the most appropriate method to resolve the discrepancy and completing the selected method. Dispute Resolution is responsible for responding to noncustodial parents' disputes regarding the actions initiated to resolve the discrepancy.

In addition to the Florida CSE business processes, the scope of CAMS Phase II extends the SAP-based functionality provided in the CAMS Phase I implementation to support the following:

- *Interstate Processing.* This function supports electronic referrals from the federal Child Support Enforcement Network (CSENet) System and all CSENet transaction data sets between all child support entities with which the Department interacts. This process also supports the manual processing of forms received from and sent to other child support programs.
- *CAMS Phase I Improvements* (as specified in requirements included in section 4 of the August 2007 APDU). This includes enhancements to Location, Case Closure, Review and Adjustment, and other existing case management activities.
- *State Disbursement Unit (SDU) Services.* Federal regulations require each state to establish a centralized location for the receipt and disbursement of support payments. Payments for all Title IV-D cases and Income Deduction Order payments for non-Title IV-D cases established on or after January 1, 1994, are required to be processed by the SDU. The Department will contract with an entity to continue to perform SDU related activities that are not a part of CAMS. At CAMS Phase II go-live, a vendor will provide daily receipts and exceptions files to CAMS and disburse all payments to intended recipients. CAMS will perform all other SDU related activities including: 1) preparing the disbursement files to send to the SDU; 2) preparing various notice files to send to a vendor for printing and mailing; 3) providing the data required by customer service personnel to answer support payment inquiries, including non-Title IV-D cases required to be processed by the SDU; 4) providing the data to support banking operations; and 5) providing all data needed for reconciliation of financial data with dollars received and disbursed at the case level.

The improved automated functionality of CAMS is expected to improve federal performance measures, such as percent of current support collected in relation to child support owed, and percentage of cases in arrears that received a payment during the federal fiscal year.

1.2 Purpose

The purpose of the CAMS Charter is to formally authorize the CAMS project. The Project Charter:

- Describes the project's impact on organizations and groups
- Describes the project's guiding principles
- Describes the business need
- Describes the project scope
- Links the CAMS project to the Department's goals
- Describes the project strategies and approach
- Defines the project governance
- Defines the authority to spend money and commit resources to the project

The CAMS Project Management Plan includes the detailed project plans. Any significant changes to the project direction will result in updates to this Charter. Any change to this Charter should call into question whether or not the project should continue. The Charter is maintained by the CAMS Project Management Office and approved by the CAMS Steering Committee.

2. Project Guiding Principles

The following guiding principles have been established for the planning, development, implementation, and operation of CAMS:

- The project will adhere to a scope management plan to manage the impact of system changes to scope.
- Business and management requirements developed within the project are consistent with Federal and State requirements, and Department and Program policy.
- The operation and maintenance of the new system will be the responsibility of the CAMS Project Team in concert with the Department's Information Services Program (ISP).
- There will be qualified businesses willing to partner with the Department to design, develop, implement, and maintain the new system.
- The project will be managed in accordance with the Project Management Body of Knowledge published by the Project Management Institute.

3. Project Scope

3.1 Business Background

The Florida CSE Program is charged with the responsibility of administering the Title IV-D program to help ensure that children are supported by both parents. The CSE Program comprises Department staff located in 43 service sites providing Title IV-D services to 65 counties, with the Miami-Dade State Attorney's Office providing Title IV-D services to Miami-Dade County and the Manatee Clerk of Court providing Title IV-D services to Manatee County.

The CSE Program currently relies on a blended system consisting of the CAMS SAP application delivered in Phase I and the FLORIDA system for its information processing needs. (See Section 1.1 for an overview of the functionality of the CAMS SAP Phase I application). CAMS Phase II will enhance the system to reduce the dependency on the FLORIDA system.

The FLORIDA system was implemented to support both Child Support Enforcement and Economic Services functions. The system is an online and batch transaction processing system consisting of COBOL application programs using Information Management Systems/Data Communication (IMS/DC) as a teleprocessing monitor, which creates operational data stored under the control of IBM's Information Management System/Data Base (IMS/DB), a hierarchical database management system.

In June 1998, the Department engaged TRW Systems and Information Technology Group (TRW Systems) to conduct a feasibility study to evaluate alternatives to the CSE information system as it existed at that time. During the course of the study, TRW Systems performed a high-level needs analysis, surveyed existing state CSE systems, and performed a cost/benefit analysis on each of the alternatives under consideration. TRW Systems concluded that no existing CSE system could meet Florida's requirements without significant modification, and that developing a new system would save approximately \$100,000,000 over the next 10 years compared to maintaining the existing system. Developing a new system offered the most flexibility and allowed a "best-practices" approach that would build on the accrued experience of Florida, other States, and private industry as a framework for design and development.

Therefore, the Department initiated a program to develop CAMS as a new automated information system to serve internal and external customers and suppliers of Florida's CSE Program. The system is being acquired as an enhancement to Florida's current Title IV-D automated information system.

A lifecycle cost-benefit estimate for CAMS was developed in accordance with OSCE guidelines. As documented in the Advanced Planning Document Update (APDU) for federal fiscal year 2009, from a total project standpoint, cumulative cost through Federal Fiscal Year (FFY) 2009 is \$625,726,040, and the corresponding benefit is \$1,248,222,866 through FFY 2009. The resulting cost benefit ratio is 1.00:1.99; for every dollar invested, it is anticipated that \$1.99 in benefits will be realized.

In addition to the revenue stream model results, the Department anticipates other quantitative benefit measures. It is anticipated the deployment of CAMS will reduce by one quarter the recurring Data Center operations and maintenance cost, which is expected to result in savings of approximately \$5,000,000 per year.

CAMS has been determined to be economically viable and will enable Federal and State leaders to make informed decisions as data related to performance measures will be readily accessible. End-users will find the solution efficient and effective, increasing work productivity and the quality of their jobs. Ultimately the biggest impact will be on the public as child support collections increase and more children have health care coverage or receive medical support, resulting in a better quality of life for custodial parents and children.

3.2 Business Need

In order to achieve Florida's CSE vision, reduce costs, ensure high quality of services, and increase benefits to the families of Florida, the CSE automated system needs to be modernized. Modernization initiatives will provide a highly automated, flexible, lower-cost system that can be more efficiently and expeditiously updated to incorporate future Federal, State, and user-requested changes.

Projections indicate that through Federal Fiscal Year (FFY) 2009, the annual CSE caseload will increase from 667,829 (FFY 2002) to 823,462 (FFY 2009). It is also estimated that collections will increase from \$803,427,506 to \$1,524,533,303 during that same period. Modernization of the system is required to support the CSE program business functions in managing this growth in workload and overall collections.

3.3 Link to Strategic CSE Objectives

The goals of this project are driven by the CSE mission, vision, and beliefs statements summarized below.

CSE Mission

- To make it easy for parents to provide support to their children.
- To serve customers with respect, concern, and professionalism.
- To ensure families can depend on their child support payments.
- To work with parents, partners and the community to continually improve the child support program.

CSE Vision

- To be a program that makes a difference by ensuring families receive the child support they need and deserve.

CSE Beliefs

- We believe that the child support program provides critical services to the families we serve. We are committed to striving for excellence in all services we provide to families.
- We believe that child support services should focus on the customer, be fair, reliable, and easy to access.
- We believe that all children should have paternity established. We will ensure that all parents have the opportunity and necessary information to establish paternity.
- We believe that all families should have support orders that reflect their current circumstances. We commit to making it easy for parents to establish and modify their support obligations.
- We believe that support payments should be paid to families timely and accurately. We will continue to implement streamlined, more accurate procedures to handle the child support payments we process.
- We believe that support should be dependable; the correct amount paid when it is due. We commit to making it easy for parents to voluntarily comply and meet their support obligations. We will take enforcement action timely, when a parent that can pay does not pay.
- We believe that we must continue to improve the way we do our work. We will provide child support professionals with the training, tools, and skills they need to provide excellent service to our customers. We will seek out best practices and innovative ways to improve the child support program.

Strategic Leadership System

The Department's Strategic Leadership System includes activities to develop and deploy operational plans at the business process level in support of the CSE mission, vision, values, and beliefs. These operational plans include strategies, projects, and initiatives that will be implemented in order for each business and core process to meet their annual output and/or outcome targets. Operational plans are living documents and are reviewed and updated on a monthly basis.

The following technology strategy is included in the operational plans for all of the CSE business processes:

1. Implement Phase II of CAMS

Overall, the CAMS enhancements are expected to dramatically improve delivery of CSE services in the following areas:

Legislative/Sociopolitical

- Ensure that no child support case is unattended
- Maximize automation, minimize worker intervention
- Enable rapid reaction to changes in law or operational requirements
- Improve quality of service to the public through automation
- Increase worker satisfaction by automating routine activities that users currently perform manually (approximately 75% of the total activities)
- Improve the ability to rapidly respond to Federal, State, or program requirements
- Increase user productivity
- Increase access to capabilities with differing levels of sophistication, depending upon the user's skills and experience

Programmatic

- Support the Program's mission and objectives by providing a more efficient and effective means to "ensure that families receive the child support they need and deserve."
- Improve overall management of information through integration
- Improve access and information sharing with customers and suppliers
- Enhance the management reporting capability
- Improve intelligent data flow based on robust programmable scenarios of business rules
- Improve data validation through the use of "intelligent" decision support software
- Streamline and automate processes involved in case creation
- Improve accuracy of data and ability to identify inconsistent, inaccurate, or missing data
- Improve document sharing capability with internal and external partners, provide electronic genetic testing results, and auto-update birth records
- Increase support order establishment and streamline modifications
- Allow CSE to utilize one fully integrated system for the comprehensive management of child support by incorporating establishment, payment processing, and fund distribution into CAMS
- Reengineer the payment processing and fund distribution processes for greater efficiency and effectiveness
- Expand CRM and CAMS to all CSE cases to provide increased efficiencies to call center agents

Technical

- Improve security
- Avoid technological obsolescence
- Migrate from batch processing to “near real-time” processing
- Migrate from obsolete mainframe platforms with end-state system minimally connected to the FLORIDA system
- Facilitate future changes through the use of a modern open architecture with built-in expansion, scalability features, and the capability to communicate over the Internet
- Provide access/connectivity to a wide variety and number of users and managers

By providing improvements in service, CAMS will support the following State and Federal strategic objectives:

State Strategic Goals

- Provide for the integrity and privacy of State Information Technology (IT) resources with improved data integrity
- Develop a State enterprise infrastructure with improved access and information sharing with external customers and suppliers
- Provide for common data administration with the integration of stand-alone systems

Improve Federal Incentive and State Outcome Performance Measures

- Improve number of cases available for any appropriate action – Percentage of cases with missing critical data elements which prevent next appropriate action (State LRPP measure)
- Improve statewide paternity establishment percentage – Percent of children with paternity established (Federal incentive and Program measure)
- Improve obligation rate – Percentage of IV-D cases with an order for support (Federal incentive and State LRPP measure)
- Improve distribution of support payments – Percent of state disbursement unit collections disbursed within two business days of receipt (Federal non-incentive and State LRPP measure)
- Improve collections on current support obligations – Percent of current support collected (Federal incentive and State LRPP measure)
- Improve number of cases paying on arrears owed – Percent of cases paying on arrears with arrears due (Federal incentive and Program measure)
- Improve assistance to customer and increase Program awareness – Outcome measure is under development

3.4 Project Objectives

CAMS is envisioned as a redesigned information system serving internal and external customers and suppliers of the Child Support Enforcement Program. CAMS is intended to support the CSE program and assist the Program to improve performance on federal incentive and State performance measures:

Implementing the CAMS program and achieving the above goals, will allow the CSE program to achieve its established vision (see section 3.3).

The following project objectives support the CSE mission, vision, beliefs and core process goals:

- Improve performance of the Child Support Enforcement program; especially related to the establishment of paternity; establishment and modification of orders; medical support establishment and enforcement, enforcement of orders; processing of child support payments; and provision of partner education and quality customer service
- Improve the ability of customers to access services through multiple routes
- Provide a web-based user interface to increase access to CAMS for a wider range of stakeholders and customers
- Implement automated system changes more quickly to better meet new and changing customer, staff, state and federal requirements
- Implement a system that fully supports the business process needs of the CSE program while meeting state and federal requirements
- Ensure accessibility for persons with disabilities
- Implement automated processes to increase CSE staff productivity and efficiency in delivering services to customers
- Increase user satisfaction
- Reduce the time required to process critical transactions (internal and external) by reducing the number of nightly batch processes
- Obtain Federal certification for CAMS
- Improve CSE performance to increase potential for additional federal incentive earnings
- Reduce maintenance costs by consolidating multiple stand-alone, ancillary systems
- Improve access to critical information, increase data integrity, and reduce data duplication through the centralization of shared case data

4. Impact Statement

This section describes the organizations and persons affected by the CAMS project. This includes both internal and external stakeholders. Descriptions of the impacts to these entities are included.

4.1 Child Support Program Administration

The following CSE Process areas will transition from the FLORIDA system to the CAMS application. For CSE employees this represents a major change in how they perform their daily work on the primary child support enforcement computer system.

Process	Process Description	CAMS Phase
Compliance	<p>The purpose of the Compliance Core Process is to quickly and accurately identify and resolve compliance discrepancies on child support cases to ensure that noncustodial parents are meeting their support obligations. This includes enforcing medical support obligations and obtaining health care coverage for children. Identifying and initiating activities to resolve compliance discrepancies are required by State and Federal law.</p> <p>This is expected to improve timeliness of collections, increase compliance in the "hard-to-enforce" cases and significantly improve the timeliness and accuracy in the locate process.</p>	Phase I
Case Management	<p>This function supports the activity of creating cases when service requests are received from IV-A, IV-E, Title XIX, Food Stamps, other states and countries, and non-assistance applicants. Case management functions will include maintenance of case action history; case closure; and location activities.</p> <p>CAMS is expected to monitor case activity (or lack thereof) and take the next appropriate action and inform the worker when action by the worker is needed.</p>	Phase II
Establishment	<p>The purpose of the Establishment Core Process is to timely and accurately establish paternity and establish and modify support and medical support orders. Activities to establish paternity and establish and modify support orders are required by State and Federal law.</p> <p>CAMS is expected to automate many of the existing manual processes.</p>	Phase II

Process	Process Description	CAMS Phase
Payment Processing/Fund Distribution	<p>The purpose of the Payment Processing and Fund Distribution Core Process is to quickly and accurately deposit monies received by the CSE program and create instructions required for the disbursement of those monies to the intended recipients as prescribed by State and Federal law.</p> <p>The Fund Distribution business process timely and accurately distributes support payments and program income to custodial parents, noncustodial parents, other states and countries' child support agencies, and the State and Federal governments. The distribution of these funds is prescribed by State and Federal law.</p>	Phase II
Child Support Aid	<p>The purpose of the Child Support Aid Core Process is to respond to inquiries and requests for information. The process also identifies the need for and provides general Child Support program services information made by parents, third parties, other states, other countries, and external individuals or entities.</p>	Phase II

Table 1 — CSE Process Areas

4.2 Primary Business Partners and Customers

CAMS is expected to have a significant impact on business partners and customers, as described in the following sections.

4.2.1 Child Support Enforcement Program Staff

The CSE Program staff will use the CAMS application to help provide child support services including locating parents, establishing paternity, establishing, enforcing and modifying support orders, and receipting, distributing, and disbursing child support payments to the intended recipients. Users of CAMS can expect a change or restructuring of their work as system automation increases. In addition, users can expect improved access to data, improved data integrity, and automated workflows that will minimize the number of tasks requiring user intervention.

4.2.2 Parent Seeking Child Support – (Custodial Parent)

The parent seeking child support is the person having primary care and control of the child(ren). CAMS will increase collections and will provide faster and easier access to case information, including updates to demographic data. In addition, CAMS will provide enabling technology that will help reduce the time to establish and modify support orders.

4.2.3 Parent Required to Provide Support (Noncustodial Parent)

An alleged father or legal parent of a child who is or may be ordered to provide financial or/and medical support. CAMS will make it easier for noncustodial parents to provide support and have easier, better access to case information, including updates to demographic data.

4.2.4 Legal Service Providers

Legal service providers represent the Department in judicial and administrative child support cases pertaining to the determination of paternity, the establishment, modification, and enforcement of support obligations, and all other legal proceedings related to child support.

4.2.5 Sheriff

The Sheriff primarily provides service of process associated with child support petitions, motions, and writs.

4.2.6 Judiciary

The judicial branch determines support obligations and enters child support orders through the judicial process.

4.2.7 Clerks of the Court

The Clerk of the Circuit Court handles filing of child support petitions, motions and other court papers and is the official record keeper of child support payments.

4.2.8 Department of Children and Families

The Department of Children and Families administers the temporary cash assistance, Food Stamps, Medicaid eligibility, and Foster Care programs. Information sharing between these programs and the Child Support Program is beneficial for all programs to meet their objectives and is required by Federal law.

Prior to CAMS Phase I implementations, the Department of Children and Families provided the information technology needs of the CSE Program through the FLORIDA system. With the implementation of CAMS Phase II, all CSE-specific data and processing will shift from FLORIDA to CAMS, leaving FLORIDA as a data exchange partner for specific data for parents and children receiving public assistance.

4.2.9 Division of Administrative Hearings (DOAH)

If parties contest a proposed administrative order, DOAH hears the case to make a determination on the final administrative paternity and/or support order.

4.2.10 Information Services Program

With the implementation of CAMS Phase I, the Information Services Program within the Department of Revenue became the primary application service provider for the CSE Program. Their role will be expanded to include Phase II.

4.3 Interfaces

The CAMS enhancements include automated and manual interfaces with Federal, State, interstate, and intrastate sources, where appropriate, to effectively facilitate collection, verification, and distribution of case information. These include dependencies with the Florida Accounting Information Resource system (FLAIR), FLORIDA/DCF, completing CSE initiatives, legislative initiatives, electronic signature, the Department's Information Services Program (ISP), the Department's General Tax Administration (GTA), SDU, external organizations such as sheriffs, clerks, judiciary, hospitals, etc. Many of these interfaces currently exist in the FLORIDA system. During Phase II requirements analysis, additional CAMS interfaces may be defined.

The primary interface dependency for support of Florida's CSE Program is access to the FLORIDA system and its related application support services, online and batch data processing, and CSE financial reporting. The Department and DCF have established a cooperative working relationship at all Department levels to ensure continued FLORIDA support. Upon the completion of Phase II, the dependence on the FLORIDA system and the exchange of data between FLORIDA and CAMS will diminish.

Until full operation of CAMS Phase II the interface between FLORIDA and CAMS is critical to the successful operation of all components of the CSE program. Data supporting the child support enforcement effort will reside in CAMS and FLORIDA databases. It is critical to the success of the child support program that data is shared within this extended and enhanced system smoothly and on a timely basis. The processing that occurs between CAMS and the FLORIDA application is very similar in nature to data exchanges that typically occur between IV-A (public assistance) and IV-D (child support enforcement) applications.

4.3.1 FLORIDA to CAMS

Currently, when a new child support case is set up in the FLORIDA system data is transported to CAMS either through a nightly batch process or via a near real-time interface. The type of interface is determined by the criticality and sensitivity of the data (e.g., payment data) as well as the capacity and capabilities of the FLORIDA system.

Once the case is set up in CAMS, information such as Business Partner (BP) address(es), employer information, name, date of birth, or social security number cannot be edited in FLORIDA.

With the implementation of CAMS Phase II, the interfaces to FLORIDA will be significantly reduced as the child support case will be managed exclusively in CAMS.

4.3.2 CAMS to FLORIDA

Whenever a change is made to a case or member record within CAMS (e.g., a location action is triggered, an enforcement notice is sent out to the parent, etc.), either manually or through an automated process, a workflow is triggered that logs key values of the changes made into a temporary store. A nightly batch process and near real time interface reads the temporary data store and collects the required data to create a data file that is transferred to the FLORIDA system via File Transfer Protocol (FTP) for further processing.

CAMS interfaces with the FLORIDA system through the interactions indicated in the table displayed below.

#	Interface Transaction Direction	Information Exchanged Over Interface	Applicable OCSE Requirements
1	FLORIDA to CAMS	<ul style="list-style-type: none"> • New case participant information (including CP, NCP, children, support order, insurance information, case status, and other data) • Payment data that has been received for a specified case • CSENet information 	A-1(b)(2), A-2(e)(2), A-3(e)(2), A-4(e)(2) E-1(b), E-2(b)(1), E-5(e), E-5(f), E-16(a)(2), E-3(e)(9), E-4(f)(6)

#	Interface Transaction Direction	Information Exchanged Over Interface	Applicable OCSE Requirements
2	CAMS to FLORIDA	<ul style="list-style-type: none"> Updated case (including demographics, case closure, history, enforcement action information, and other data) Notification that transaction with associated fee (e.g., FPLS) has occurred for a specified case CSENet enforcement actions Medicaid availability information 	A-8, D-2(d) F-4(h)

Table 2 — CAMS/FLORIDA Interfaces

The following current and desired interfaces with external partners have been identified.

- Agency for Health Care Administration (AHCA)
- Agency for Workforce Innovation (AWI)
- CAMS Supported Database
- Clay Electric Cooperative
- Consumer Reporting Agencies (CRA) - Equifax
- Consumer Reporting Agencies (CRA) - Experian
- Consumer Reporting Agencies (CRA) - Innovis
- Consumer Reporting Agencies (CRA) - TransUnion
- Department of Business & Professional Regulation (DBPR)
- Department of Children and Families (DCF)
- Department of Corrections (DOC) (Offender Based Information System)
- Department of Financial Services (DFS)
- Department of Health (DOH), Medical Quality Assurance (MQA)
- Department of Highway Safety & Motor Vehicles (DHSMV)
- Department of Revenue, Property Tax Administration (PTA)
- Federal Case Registry (FCR)
- Federal Child Support Enforcement Network (CSENet)
- Federal Office of Child Support Enforcement (OCSE)
- Financial Institutions
- Fish & Wildlife Conservation Commission (FWC)
- Florida Accounting Information Resource (FLAIR)
- Florida Association of Clerks & Comptroller (FACC) (CLERC system)
- Florida Department of Law Enforcement (FDLE)
- Florida Department of Law Enforcement (FDLE), Public Assistance Fraud Unit
- Florida Department of Revenue, Bankruptcy Section
- Florida Department of Revenue, General Tax Administration (GTA)
- Florida Lottery System
- Florida Office of Attorney General (OAG)

- Florida Online Recipient Integrated Data Access System (FLORIDA)
- Florida Power & Light
- Florida Safe Family Network (FSFN)
- Ft. Pierce Utility Authority
- Genetic Testing Vendors
- Gulf Power
- Jacksonville Electric Authority
- Kissimmee Utility Authority
- New Hire
- Ocala Electric Utility
- Office of Vital Statistics (OVS)
- Orlando Utilities Commission
- Progress Energy
- Query Interstate Cases for Kids (QUICK)
- Seisint (or other 3rd party location service)
- State Disbursement Unit (SDU)
- Talquin Utilities
- Tampa Electric Company
- Utilities Inc.
- Voice Response Unit (VRU/IVR)
- Web Site

The Department recognizes that the magnitude, number, and complexity of these interfaces represent a significant risk to the CAMS effort. The interface area has and will continue to receive special management attention and staff support during the implementation and maintenance phases of the system. The CAMS project management organization includes a team fully dedicated to the FLORIDA/CAMS interface implementation.

5. Project Strategies and Approach

5.1 Project Strategies

Based upon the feasibility and cost-benefit studies referenced in section 3.1, the Department requested and received concurrence from federal officials to pursue an incremental approach to creating a new CAMS application. The development effort will build on the results of preparatory business process reengineering for each functional phase. The improved automated functionality of CAMS is expected to improve performance of federal performance measures. Based on prior work, no additional feasibility studies or analyses of alternatives are considered necessary to justify pursuit of the CAMS initiative.

The Department utilized Northrop Grumman as the vendor to assist in the remaining planning steps for Phase II, including:

- Preparation of a requirements analysis, resulting in a detailed delineation of functional requirements;
- Development of an Invitation to Negotiate (ITN) to obtain the services of an implementation contractor for Phase II; and
- Provision of assistance to the Department in evaluating proposals and selecting the proposal in the best interests of the State.

An ITN for the CAMS Phase II Implementation Services was prepared and issued on July 6, 2006. Negotiations were completed and the Phase II contract was awarded to Deloitte, with project start-up in February 2008.

The CAMS solution consists of components of the SAP Business Suite of products. This suite includes: Customer Relationship Management (SAP CRM), ERP Central Component (ECC), Business Information Warehouse (SAP BI), Netweaver XI (Netweaver) and Enterprise Portal (SAP Enterprise Portal). This software suite provides the core data structures, business process frameworks, functions and features for the CAMS Phase I application. One non-SAP product, First Logic, is used to support system functions such as address matching and normalization.

The common SAP five-system landscape is used for each of the installed SAP components. This consists of the following environments:

- An environment where customization, development, and unit testing can be performed (DEV)
- An isolated environment for testing customization and development changes (QA)
- A stand-alone production environment (PRD)
- A Training Environment (TRN) where users are trained prior to the import of new functionality into the CAMS production environment
- A Sandbox System (SBX) where preliminary tests, SAP patch/upgrade tests and proofs of concept are performed

When completed, CAMS will consist of the following:

- A single, integrated, electronic database to replace the multiple databases currently being used
- Intelligent software with data mining capabilities
- A robust, user-friendly Graphical User Interface (GUI) with prompted screen menus
- A strong, Web-enabled search engine to perform locate functions based on name, social security number, driver license number, case number, and other actual data elements

- Automated management, mandatory report generation, and ad hoc reporting capabilities (e.g., trend analysis and forecasting capabilities, including the ability to run “what-if” scenarios)
- A single electronic record file to replace multiple paper files
- Rules-based system automation
- Batch (and supplemental batch) processing capabilities, where required, but migration to “near real-time” or “real time” processing where appropriate
- Automated forms capability
- Message and tickler capabilities
- A built-in electronic suspense system
- The ability to interface and/or download/upload (file transfer) pertinent information from agencies, associations, and organizations on a near real-time basis
- Document management/workflow and imaging capabilities
- Predefined data queries
- Fuzzy match capability for data acquisition
- Caseload management capabilities
- Interactive, Web-enabled customer use
- Electronic Performance Support Systems (EPSS) capabilities

Through automation, manual work should be reduced, thereby boosting efficiency. Personnel can focus on tasks that humans do best (such as customer interaction, making decisions the computer cannot, and resolving issues the computer cannot). Computer technology will focus on tasks that computers do best (processing data, tracking needed actions, and taking action based on defined rules).

5.2 Project Approach

5.2.1 Project Management

The CAMS Project will be managed according to the CAMS Project Management Plan. The Project Management Plan describes the Project Management methodologies, tools, and processes (principles, practices and procedures) that will be used to manage the development and implementation of the CAMS Project as chartered by the Florida Department of Revenue. The Project Management Plan was generated in accordance with government and industry best practices using the Institute for International Learning (IIL’s), Unified Project Management Methodology (UPMM) templates, and the Project Management Institutes (PMI’s) Project Management Body of Knowledge (PMBOK) guidelines. This plan is also augmented by the Project Management documents provided to the Department by the Office of Child Support Enforcement.

The Project Management Plan and subsidiary plans represent each of the Project Management Institute’s nine knowledge areas including Integration, Scope, Schedules, Cost, Risk, Communications, Procurement, Quality Management, and Human Resources. The Project Management Plan also provides a procedure of steps throughout the major activities in PMI’s Project Management Process Groups (Initiating, Planning, Executing, Controlling, and Closing) to increase efficiency in performing projects, help to meet customer expectations, and keep appropriate stakeholders involved and informed of project progress.

As part of the CAMS Project, the Department has implemented a Project Management Office (PMO) to ensure that best practices are followed in the development, implementation, and execution of the Project Management Plan and its subsidiary plans.

5.2.2 *Change Management*

Change Management will be managed according to the CAMS Organizational Change Management Plan. The Organizational Change Management (OCM) Plan describes the principles for managing the change and outlines the approach and responsibilities of Organizational Change Management for the CAMS implementation project. This document describes the iterative change management approach for the project and provides the basis for developing the supporting change plans to execute change management for CAMS.

The plan is based on fundamental principles of Organizational Change Management, as well as observations by the Project Team (see section 6.5.1) and interviews with key Department representatives regarding change issues and challenges, Department culture, past project history, and experience in the Department (see the CAMS Organizational Change Management Plan for details). This plan encompasses the primary areas of change management, including vision and benefits, sponsorship, communication, involvement, education and training, organizational impact, organizational alignment, and readiness.

5.2.3 *Requirements Definition*

Requirements definition will be managed according the CAMS Requirements Management Plan. The Requirements Management Plan identifies and describes the Requirements Management processes, practices and activities for the entire CAMS Project lifecycle. The plan provides the framework for successfully identifying, analyzing, specifying, documenting and managing both individual requirements and the full set of requirements for the CAMS Project. Revisions to this plan will be carried out periodically, and as required, in order to reflect the prevailing requirements management work.

For CAMS Phase II a requirements development team, formed from across the CSE Program, will work in partnership with the application development vendor and/or CSE Business Process Owners in defining a comprehensive, consistent, and complete set of requirements. This team will take the business requirements stated in the ITN and will transform them into the system and software, functional and technical requirements on which CAMS will be constructed.

As system and software, functional and technical, requirements emerge from the ITN they will be refined, clearly defined, documented, and entered into the requirements traceability matrix (Serena RTM tool). The RTM will provide the ability to trace or link requirements from the initial high-level business requirements to functional requirements, technical specifications, final software components, test cases, training materials, and user documentation. The RTM is essential for management of changes, deletions, and additions to the CAMS requirements set.

Once the requirements development team and the CAMS project team reach agreement on the requirements set, the requirements documentation, including the RTM, will be baselined. Following baselining, all proposed changes to the requirements set will be managed using approved change control procedures described in the CAMS Configuration Management Plan. When the system requirements are first approved the contractor will conduct the system specification Formal Review.

5.2.4 *Functional Design*

The Phase II implementation contractor will analyze the requirements in the FDOR-reviewed Requirements Specifications and the FDOR-reviewed Interface Definition to develop the functional design for the CAMS system. The contractor will generate a Business Blueprint Document that describes the functional design for the CAMS system. The contractor will perform all activities necessary to determine how requirements are to be allocated to standard SAP or other COTS functionality, SAP configuration or equivalent other COTS changes, form, report, interface, conversion and enhancement (FRICE) or equivalent objects, non-COTS (custom) software developed to provide specific functionality needed for CAMS, processes, workflow and data. The contractor will also perform all activities necessary to ensure that all requirements are completely and correctly allocated.

As part of the functional design, the contractor will develop models in both graphic and narrative forms. Functional specifications will be developed for every FRICE or equivalent object. All business rules and workflows will be clearly defined with similar graphic and narrative components and documented in detail. During functional design, the contractor will make every effort to present all information required to complete each user task on one screen when that task is assigned, to avoid requiring the user to access multiple screens for information pertinent to the task.

The functional design will be developed using an iterative approach and with regular interaction with FDOR staff. This will not only ensure that the functional design meets the expectations of FDOR but will also facilitate knowledge transfer.

The contractor will conduct informal functional design reviews during the development process. The FDOR and contract support staff, external business partners and agencies will participate in the design reviews.

When the Business Blueprint is approved the contractor will conduct the Functional Design Formal Review.

5.2.5 *Technical Design*

The Business Blueprint Document will be the basis of the Technical Design. The contractor will generate a Design Description to provide the technical documentation for the proposed CAMS system. The contractor will perform all activities necessary to create technical specifications corresponding to the functional specifications for CAMS using SAP functionality, other COTS package functionality or software developed to provide specific functionality needed for CAMS. The contractor will also perform all activities necessary to ensure that the technical specifications are complete and correct.

The contractor will generate a Design Description and update the Requirements Traceability to reflect the relationship between requirements and design elements.

The contractor will conduct informal technical design reviews during the development process. The FDOR and contract support staff, external business partners and agencies will be invited to participate in all informal technical design reviews.

At the completion of the system development, the contractor will ensure that the Design Description is updated to represent the complete “as built” CAMS system.

The contractor will conduct in-process development reviews, use software development standards such as IEEE standards, perform code and unit tests, and maintain Technical Specification documents for each FRICE or equivalent object being developed.

The technical design will be developed using an iterative approach and with regular interaction with FDOR staff. This will not only facilitate knowledge transfer but will also ensure that the technical design meets the expectations of FDOR.

Any enhancement of the SAP system must be performed using "SAP best practices" or SAP established application programming interfaces (API) to preserve the SAP upgrade path. The equivalent must also be performed for enhancements to other COTS systems included in the CAMS solution. Any deviation from this form of enhancement (i.e., customization) should be minimal and used only after appropriate justification and written approval by FDOR.

The contractor will minimize the number of software languages used in order to facilitate maintenance. The contractor will reduce data redundancy within the CAMS database to the lowest level possible without jeopardizing system performance. In the SAP environment, the contractor will ensure that the new custom tables and/or fields satisfy this requirement.

5.2.6 Development

The Phase II implementation contractor will develop the new system. If developing software specifically for CAMS or customizing COTS/ERP, the contractor will conduct in-process development reviews, use software development standards, perform code and unit tests, and provide software code and release notes that are accessible to the Department, the oversight contractor, and the IV&V contractor. The contractor will record in a software code and release notes deliverable inventory of software contents, instructions for installation, and problems or known defects.

The contractor will develop and document Software Build Procedures that automatically build all executable software from source code. The contractor will provide Software Code as planned in the project schedule. The contractor will update and resubmit the Software Code whenever changes to the operational software are implemented.

The contractor will maintain a database of all reported problems, document the problems in Problem Reports Status, and confirm the successful resolution of all reported problems. The contractor will provide the Department easy and frequent access to the problem reporting database, either through direct access to the database, daily downloads, or some other mechanism. When the development is complete the contractor will conduct the Technical Design Formal Review.

At the completion of the system development, the contractor will ensure that the Design Description is updated to represent the "as built" CAMS application.

5.2.7 Testing

The Phase II implementation contractor will conduct system testing of the new system. This includes the following testing phases and related testing activities for the CAMS Phase II project:

- Unit Testing
- Integration / Acceptance Testing
 - Functional testing
 - System testing
 - Batch testing
 - Technical testing
 - Load testing
 - Performance testing
 - Regression testing
 - Stress testing
 - Interface testing
 - Forms testing
 - Conversion testing

- o Security testing
- o Usability testing
- o Federal Certification testing
- o Training Region testing
- o Go-Live testing

Note: All testing activities performed in Integration Testing will also occur in Acceptance Testing.

Each of the key testing phases (Unit Testing, Integration Testing, and Acceptance Testing) has its own distinct set of goals and objectives. Additionally, each of these phases has roles and responsibilities for the project resources assigned to prepare and execute all testing activities including negative tests. For each testing phase and associated testing activity, dedicated testing environments are established to execute tests. As defects are identified the defect management process is followed to address and resolve defects within the expected timeframe.

The following table provides a description of the various testing phases in the sequence in which they will be executed, with the expected project team members required to participate in that testing phase, and the SAP system clients where the tests will be executed. Note: FDOR testing resources will be involved in all testing phases.

Test Phase	Goals	Responsible
Unit Testing	<ul style="list-style-type: none"> • Confirms the individual components of the application (i.e., forms, reports, interfaces, conversions, enhancements and security). • Confirms each individual transaction and its appropriate variants. • Confirms object functionality is broken down to the lowest level (subroutine, function module) and checks whether actual results are met. • FDOR testing team reviews test results and participate in unit testing as appropriate. 	Implementation Contractor
Integration Testing	<ul style="list-style-type: none"> • Validates the application(s) and technical architecture support the end-to-end business processes; tests are executed in fully integrated production-like environments. • Includes testing activities performed by implementation contractor. • Confirms SAP programs, modules, and other certified SAP 3rd party COTS products and other programs developed for CAMS operate effectively together and in accordance with the ITN requirements. • FDOR testing team reviews test results and participates in integration testing as appropriate. 	Implementation Contractor
Acceptance Testing	<ul style="list-style-type: none"> • Determines whether requirements are satisfied based on test functions and features previously identified from the B201 Functional Lower Level Requirements (LLRs), B201 Enabling (LLRs), and B201 Technical Enabler Requirements. • Includes testing activities performed with implementation contractor. • Tests the operation of the FLORIDA/CAMS Interface and the External Interfaces to determine whether requirements, as defined during CAMS Acceptance Testing to verify defect correction and to help confirm that the satisfaction of related requirements, is not being negatively impacted by the fixes. • FDOR testing team executes acceptance tests, documents and reviews testing results. 	FDOR and Implementation Contractor

Table 3 — Description of Testing Phases

The testing will conform to DHHS regulations listed in “Automated System for Child Support Enforcement: A Guide for States”:

- Objective H-3, item d: All testing of programs must be accomplished using test data as opposed to “live (production) data”

The contractor will successfully complete Acceptance Testing before conducting the Installation Readiness Formal Review.

5.2.8 Implementation

The Phase II implementation contractor will implement the new system. The contractor will install all hardware specifically needed for CAMS regardless of whether it is purchased by the contractor or purchased by the Department. The contractor will install all software (on servers and clients) and initialize the entire system including setup of initial user accounts and privileges. For client software installation, the contractor will coordinate with the Department, who will facilitate and schedule the installations. The contractor will identify legacy data that requires cleansing early enough to allow the Department to cleanse the contractor-specified records. The contractor will verify cleansed data, convert data, migrate data from the legacy system to the new system, and validate data values and data integrity after migration. All operations on or with the FLORIDA system will be performed by DCF technical staff, coordinated by the Department. The contractor will develop an Installation and Initialization Plan and Installation and Initialization Report.

The contractor will determine when the system is ready for operational use. The contractor will base this determination on successful completion of acceptance testing, hardware and software installation, data cleansing, data migration from legacy system to CAMS, and initialization of CAMS. When the system is ready for operational use, the contractor will generate an Operational Use Readiness Report for Department approval and will conduct the Operational Use Readiness Formal Review.

5.2.9 Operation and Maintenance

The Phase I system is currently maintained by units within the CAMS project team. The Phase II implementation contractor will perform system operations during the base contract operational period and during option year operational periods, if exercised by the Department. The contractor will operate the CAMS system in the data center where the system is located. The contractor will perform all operations tasks, including operator support, system administration, database administration, problem troubleshooting and coordination, preventive maintenance, repair, and physical security if located in a contractor facility. The contractor will generate a Monthly Operations Report each month.

The contractor will develop an Operational Transition Plan during the basic contract that covers two aspects of operational transition: (1) when the contractor transitions from development to operations of CAMS, and (2) when the contractor transitions operations of CAMS to the Department or another contractor.

The contractor will operate the CAMS application at time of deployment for the duration of the contract and then transition the operation of CAMS to the Department or its agent.

The contractor will develop a Maintenance Transition Plan that describes all actions necessary to transition maintenance of CAMS to the Department or a Department-selected contractor. The contractor will transition the maintenance of CAMS as directed and according to the Department-approved Maintenance Transition Plan. As part of the transition, the contractor will provide current, machine readable copies of Requirements Specification, Requirements Traceability Matrix, Interface Description, Design Description, Software Build Procedures, Software Code, Acceptance Test Plan, Acceptance Test Scripts, User Manual, System Administrator/Operator Manual, Maintainer Manual, Technical Support Manual, Training Materials, and Federal Certification Compliance Narratives. The contractor will ensure that the material to be transitioned is complete and correct at the time of transition.

The contractor will deliver the Development/Support System used to develop and support the system, with user's guides or other descriptions on how to use the tools. The contractor will generate a Maintenance Transition Report at the completion of the transition.

6. Project Governance

Governance is the process and structure used to exercise overall control and set the direction for a project. It defines the purpose of the project, sets strategies for attaining the purpose and gives authority for the use of resources to implement the defined strategies. Governance provides the structure that links process, resources and the business strategies and objectives.

Governance includes the activities and associated responsibilities required to provide leadership, strategic direction, control, and accountability. In contrast, management is concerned with administration and delivery through planning, monitoring and reporting. While the two areas are related, they are distinctly different functions. This section is intended to describe the Governance model for the CAMS project.

CAMS Project Governance activities/responsibilities occur at the following levels within the agency:

- CAMS Project Board – High-level oversight and strategic guidance
- Project Sponsor/CSE Program Director – Provides vision, facilitates Steering Committee process, escalates issues to Executive Management, controls budget
- Steering Committee – Provides overall direction, guidance, support, monitoring and Change Management oversight
- Stakeholders – Provide funding, oversight, and/or provide input into project direction
 - Oversight bodies and funding sources
 - General Stakeholders – Users, constituents, or others affected by the system or changes to it
- CAMS Phase II Project Manager/CAMS Process Manager – Reports progress, issues, risks, and other key information to the Steering Committee
- CAMS Project Teams – Perform the day-to-day work, report progress and issues

The CAMS Governance model is depicted in Figure 1, and is described in the sections following.

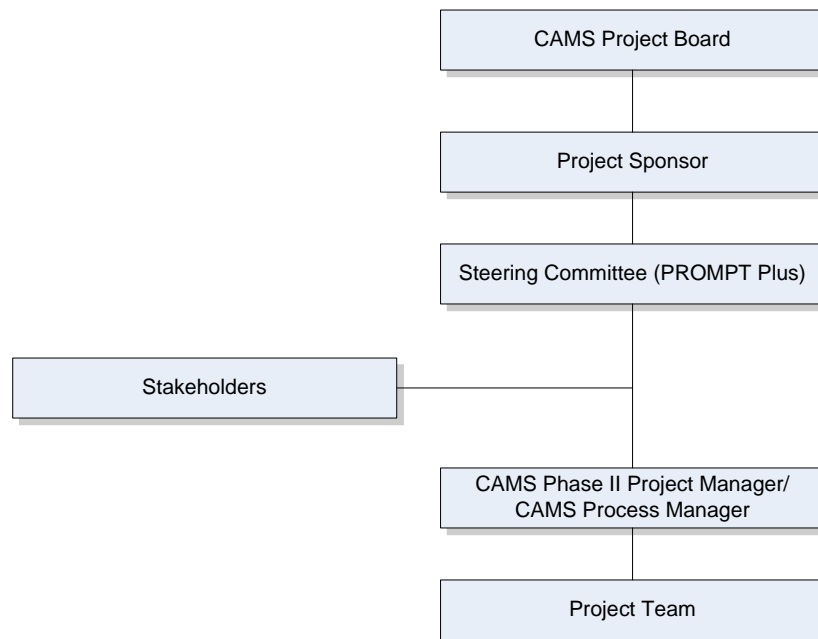


Figure 1 — CAMS Governance Model

The CAMS Governance structure described above ensures:

- Accountability for what is planned and implemented
- That project objectives are met
- That risks are balanced against returns

6.1 CAMS Project Board

The CAMS Project Board comprises key stakeholders who meet quarterly to review project status and provide strategic input. Membership includes, but is not limited to:

- Department of Revenue Executive Director
- Department of Revenue Chief of Staff and Executive Program Director
- General Tax Administration Director or Designee
- Information Services Process Director or Designee
- Child Support Enforcement (CSE) Program Director

Other standing invitees include:

- Department of Revenue Budget Director
- Technology Review Workgroup Representative
- Governor's Office of Policy and Budget Representative
- House and Senate Appropriations Representative(s)
- Independent Verification & Validation Representative
- Quality Management Team Representative
- Other External Partners, as needed (for example, Florida Association of Court Clerks, Department of Children and Families, etc.)

Roles and responsibilities of the CAMS Project Board include:

- Becoming familiar with the goals and objectives of the project
- Advising the CAMS project leadership team on issues related to the development and implementation of system, and its impact on key stakeholders
- Communicating the status of the project to their peers in their respective agencies and organizations
- Soliciting feedback from their agencies and organizations concerning the development and implementation of the project

6.2 Project Sponsor/CSE Program Director

The CSE Program Director has overall management responsibility for the CSE Program. In addition, the Program Director serves as the CAMS Project Sponsor, and is responsible for the following:

- Serving as champion of the project
- Chairing Steering Committee meetings
- Seeking guidance on significant issues from the Department's Executive Leadership team. The Sponsor engages the Executive Director and the Executive Leadership Team on an ad hoc basis whenever issues/decisions are beyond the scope of authority of the Steering Committee (see section 6.3)
- Reporting project status to the Executive Leadership Team

- Holding or allocating the project budget
- Delivery of the project within approved scope, timelines and budget

6.3 Steering Committee

The CAMS Steering Committee is the existing PROMPT group and represents the key business process stakeholders. Its governance role is to provide overall direction, guidance and support to the project, and to monitor the project to ensure successful delivery of expected outputs and outcomes within scope and budget. Specific responsibilities of this group include:

- Approving key project documents including, but not limited to: the project scope, charter and project management plan
- Reviewing and approving substantial project scope, budget, objective and plan changes within delegated authority, as defined in the project management plan
- Providing formal approval of project deliverables at relevant milestones, with recommendations for continuation to the next phase on successful completion of deliverables
- Ensuring that proper risk assessment is performed and mitigation strategies are developed
- Monitoring project progress (by exception), including sub-projects
- Working with the CAMS Phase II Project Manager to obtain stakeholder buy-in
- Ensuring that the project meets the Department's statutory obligations and protects the State's interests
- Ensuring that the project delivers the required benefits
- Confirming project cancellation, where necessary, in concert with the Executive Director and the Project Sponsor

Steering Committee membership includes core process owners, support process managers, regional managers, and other stakeholders as needed. Committee members have a business interest in ensuring the success of the project and are prepared to take personal responsibility to ensure a successful outcome to the project. Members are responsible for providing thoughtful, constructive input and for committing the time required to attend and actively participate in the Steering Committee meetings throughout the project. Steering Committee actions are documented in minutes that are separate and distinct from PROMPT activities.

Depending on project needs, the Steering Committee group includes external resources possessing technical or other expertise, as they can be valuable in providing an unbiased view. Representatives from the Department's Information Services Program (ISP) and the Department of Children and Families (DCF) actively participate in the Steering Committee meetings as stakeholders and provide input to the voting members of the committee.

The CAMS Steering Committee group assists the CSE Program Director in formulating overall requirements, approving key project documents, reviewing and approving substantial scope, budget and plan changes, providing formal deliverable approvals and recommendations for project continuance, ensuring that risk assessments are performed, monitoring project progress, ensuring stakeholder buy-in, ensuring that the project meets statutory obligations, ensuring that the required benefits are achieved, and working with the Project Sponsor and the Executive Director to confirm project cancellation if necessary. The Steering Committee reviews the project on a monthly basis, unless otherwise required by the CSE Program Director. The Steering Committee conducts milestone reviews and provides the associated approval to proceed into the next phase of the project.

The CAMS Steering Committee also determines the resolution of issues that affect CSE Program policies and procedures, or issues that cannot be resolved at lower levels of the organization. Issues that cannot be resolved by the CAMS Steering Committee, (e.g., issues that affect departmental policies) are referred to the Department's Executive Management Team by the Project Sponsor. Steering Committee meetings are agenda driven. Agenda items may be informational (i.e. status reporting) or requests for a committee decision. For decision requests options are presented (in the form of white papers or option papers) and discussed, following established procedures. Final decisions are made by majority vote of the committee membership.

6.3.1 Change Control Oversight

Change Control Oversight is provided by a subcommittee of the Steering Committee. The subcommittee is responsible for providing oversight for all project changes. Examples include, but are not limited to: changes in scope, schedule, cost, contract and the application.

The subcommittee's responsibilities include:

- Reviewing and approving changes that have been characterized by the Configuration Management Board or project staff to have a potentially major impact on the CAMS Project or one of the externally interfacing systems
- Providing advice to the Steering Committee on all CAMS Project changes
- Ensure that all approved changes are aligned with the highest executive, business, and technical objectives of the Department and are allied to the CSE Program's strategic initiatives

Please see the CAMS Project Management Plan for details of the Change Control Oversight process.

6.4 Management of Key Stakeholders

The CAMS Phase II Project Manager and Steering Committee are responsible for managing the relationships with all Stakeholders. This function is critical because stakeholders can have a significant impact on the project outcome.

Steering Committee stakeholder management responsibilities include:

- Identification of stakeholders
- Development of strategies for managing relationships with each category of stakeholder
- Understanding stakeholder behavior and motivation
- Providing appropriate and timely project updates to stakeholders
- Involving stakeholders in project activities when appropriate

Stakeholders include key funding sources and other constituents impacted by the project. Please see the Impact Statement section of this document for a detailed description of project stakeholders.

Key funding stakeholders play a role in Governance. In addition to OCSE and Department executive-level oversight, the CAMS project is carefully monitored by the Florida Legislature through the Florida Technology Review Workgroup. Based on OCSE recommendations, the Department has arranged the services of an Independent Verification and Validation (IV&V) contractor. The IV&V contractor provides reports directly to OCSE as well as to the Department. Each of these entities is an example of a key stakeholder with a critical governance role. The key funding stakeholders and their roles in Governance are described below:

6.4.1 *Legislative Budget Commission – Technology Review Workgroup*

The 1997 Legislature created the Technology Review Workgroup (TRW) in s. 216.0446, F.S., to provide analysis and recommendations regarding agency funding requests for information technology projects. The TRW also provides legislative oversight of strategic information technology projects that have been specifically identified in the General Appropriations Act. The TRW reports its findings and recommendations to the Legislative Budget Commission Governor's Office of Policy and Budget.

The Office of Policy and Budget (OPB) provides coordinated planning, policy development, budgeting, and evaluation in support of the Governor, State agencies and State Legislature pursuant to authority under the Florida Statutes. The Information Technology Unit within OPB coordinates and develops recommendations and advises the Governor on information technology through establishing and directing the IT investment management process that supports the preparation, execution, and amendment of the State budget.

6.4.2 *Federal Office of Child Support Enforcement*

The Office of Child Support Enforcement (OCSE) is responsible for Federal oversight of all State Title IV-D programs, verifying compliance with Federal requirements and approving Federal Funding Participation (FFP) in the States' CSE programs. OCSE oversight includes review and approval of as-needed or annual updates to Advance Planning Documents (APD) submitted by States to describe their CSE information system projects.

6.4.2.1 *IV&V Project Monitor*

OCSE requires Independent Verification & Validation (IV&V) oversight and reporting on major projects such as CAMS. IV&V is typically performed by a qualified professional services contractor. The IV&V contractor is funded by the CAMS Project but reports directly to OCSE, as well as to the Department, to promote independence and objectivity.

6.5 **CAMS Phase II Project Manager Governance Responsibilities**

The CAMS Phase II Project Manager directs a project team that administers and has authority for the day-to-day-activities of the project. The CAMS Phase II Project Manager is also responsible for complying with direction from the Project Board, the Steering Committee, and the Project Sponsor. The CAMS Phase II Project Manager is assisted by State and contractor support staff, to include as-required support from business process managers and user representatives.

The CAMS Phase II Project Manager is responsible for the following activities in support of Project Governance:

- Participating in Steering Committee meetings
- Reporting to the Steering Committee (normally monthly and/or at significant milestones for large projects)
- Providing regular progress reports (by exception) to the Steering Committee
- Delivering project plans, budgets, scope and resource requirements and changes to the Steering Committee for approval
- Undertaking full risk assessments, and developing and implementing risk mitigation strategies as agreed by the Steering Committee
- Providing full and proper quality assurance at regular intervals, acting on the quality assurance findings, and reporting to the Sponsor where appropriate
- Working with the Steering Committee to manage Key Stakeholder relationships

In addition, the CAMS Phase II Project Manager is responsible for the following Project Management activities to include, but not limited to:

- Day-to-day management of the project against the approved project plan, budget and scope to deliver the specified objectives and benefits
- Ensuring the project is resourced properly and efficiently
- Ensuring effective delivery of the business process changes, including documentation and training
- Managing all third parties contracted during the project life cycle

Please see the CAMS Project Management Plan for a detailed description of the project management responsibilities of the CAMS Phase II Project Manager.

6.5.1 *Project Team*

The CAMS Project Team has been established to effectively manage this project and consists of the following groups:

- Project Management Office (PMO)
 - Schedule Management
- Quality Management
- Project Administration
- Document Management
- Federal and State Budget
- CAMS Phase II Team
 - Data Resource Management (DRM)
 - Design Development and Implementation (DDI)
 - Interface
- Organizational Change Management
 - Communications
 - Organizational Model
- Training (Training for CAMS is handled by CSE's Office of Procedures and Training (OPT))
- Configuration Management Team
- Requirements Management Team
- Design and Support Team 1
 - R/3 Financials
 - Testing Team
 - Deployment and Support Team
- Design and Support Team 2
 - Business Intelligence
 - Master Data
 - Case Management
 - Locate and Postal Soft

In terms of Governance, it is the responsibility of each of these groups to report status, issues, and other critical project information to the Project Manager as required by the various project management plans. Please see section 4.2 of the CAMS Project Management Plan for a detailed description of the responsibilities of the project team.

7. Contract Authority

Overall authority and responsibility for the CAMS Project lies with the Program Director of CSE. The Program Director has full authority and responsibility for all business functions and outcomes including setting the strategic vision, approving business automation objectives, evaluating business results, and ensuring that program goals are met.

Appendices

- Appendix A – Glossary of Terms / Acronyms

Appendix A – Glossary of Terms / Acronyms

Definition of terms and acronyms are presented in this section. Acronym definitions are shown with an italicized font.

APD — *Advance Planning Documents* – Documents submitted to OCSE to request funding or seek reimbursement for costs of planning, designing, developing, and implementing a system.

APDU — *Advance Planning Document Update* – A document submitted to OCSE on the annual anniversary of the Implementation APD to provide project status updates, request continued project funding, and report post-implementation costs and benefits.

CAMS — *CSE Automated Management System*

CCIS — *Comprehensive Case Information System (CCIS)* - A secured internet portal provided by the Florida Association of Court Clerks and Comptrollers that provides a single point of search for statewide court case information.

CLERC — *Clerk of the Court Child Support Enforcement Collection System*- CLERC serves as an interface between the SDU and CSE for the receipt and disbursement of support payments required to be paid to and disbursed by the SDU, and for the daily transmission of collection and disbursement information.

Clerks of Court — The Clerk of the Circuit Court, established by the Constitution of 1838, is the public trustee for the county. The Clerk provides the checks and balances in county government by acting in their capacity as Clerk to the Board, Clerk to the Court, Keeper of the Public Records, Comptroller and Internal Auditor of county funds.

COBOL — *CO(mmon) B(usiness)-O(riented) L(anguage)* – A programming language particularly suited for writing programs to process large files of data, using a vocabulary of common English words, phrases, and sentences.

COTS — *Commercial Off-the-Shelf* – A software package that is created for sale to individuals or organizations. COTS packages are generally promoted as capable of being installed with little or no custom programming required (although some packages do require “configuration.”)

CP — *Custodial Parent*

CRM — *Customer Relationship Management, an SAP module employed by CAMS.*

CSE — *Child Support Enforcement*

CSENet — *Federal Child Support Enforcement Network*

DCF — *Florida Department of Children and Families*

DDI — *Design, Development, and Implementation*

DEV – *Development* - An environment where customization, development, and unit testing can be performed

DHHS — *Department of Health and Human Services*

DHRS — *Department of Health and Rehabilitative Services* – The agency that preceded the Florida Department of Children and Families (DCF).

DRM — *Data Resource Management*

ECC — *ERP Central Component* – SAP's upgraded version of its former R/3 module.

EPSS — *Electronic Performance Support System* - A system that provides electronic task guidance and support to the user at the moment of need.

ERP — *Enterprise Resource Planning* – A process used to integrate and manage the components of an organization's key business functions. Organizations often use software such as SAP R/3 to support this process.

FCR — *Federal Case Registry* - The Federal Case Registry contains state Child Support Enforcement (IV-D) and non IV-D case data and serves as a pointer system to help locate persons across state lines.

FFP — *Federal Funding Participation*

FFY — *Federal Fiscal Year* – The annual Federal budget year, October 1st to September 30th.

FLAIR — *Florida Accounting Information Resource* – The State of Florida's Florida Financial Management Information Systems.

FLORIDA — *Florida Online Recipient Integrated Data Access System* - FLORIDA is operated and maintained by the State of Florida Department of Children and Families (DCF).

FSFN — *Florida Safe Family Network*

FTP — *File Transfer Protocol* – A software protocol for exchanging information between computers over a network.

GTA — *General Tax Administration*

GUI — *Graphical User Interface*

IEEE — *Institute of Electrical and Electronics Engineers*

IIL — *Institute for International Learning (IIL's)*

ISP — *The Florida Department of Revenue's Information Services Program*

ITN — *Invitation to Negotiate*

IVR — *Interactive Voice Response* – A system that uses prerecorded voice messages to present options to a user. User input is captured via the telephone touch-pad.

IV&V — *Independent Verification & Validation* – Independent oversight and reporting on major projects such as CAMS.

NCP — *Noncustodial Parent* - The parent of the child(ren) who may be or is obligated to pay child support.

OCM — *Organizational Change Management*

OCSE — *Federal Office of Child Support Enforcement* - The Office of Child Support Enforcement (OCSE) is responsible for Federal oversight of all State Title IV-D programs, verifying compliance with Federal requirements and approving Federal Funding Participation (FFP) in the States' CSE programs.

OPB — *The Governor's Office of Policy and Budget*

OPT — *CSE's Office of Procedures and Training*

OVS — *Office of Vital Statistics* - Vital Statistics consists of official records for birth, death, fetal death, marriage, and dissolution of marriage (divorce).

PMBOK — Project Management Institutes (PMI's) *Project Management Body of Knowledge* (PMBOK).

PMO — *Project Management Office*

PRD — *Production* – An environment used to host the production instance of the CAMS software.

Project Management Plan — The Project Management Plan (PMP) describes the Project Management methodologies, tools, and processes (principles, practices and procedures) that will be used to manage the development and implementation of the CSE Automated Management System (CAMS) Project.

PROMPT— *CSE PROgram Management Planning Team*

QA – *Quality Assurance* - An isolated environment for testing customization and development changes (not to be confused with quality assurance as in a process within a quality management program)

QUICK — *Query Interstate Cases for Kids* – A system that provides child support enforcement personnel with real-time access to financial and case activity information from other participating states.

R/3 — *Enterprise resource planning software produced by SAP AG.*

RTM — *Requirements Traceability Matrix*

SBX — *Sandbox* – An environment used to host a test instance or copy of the CAMS application. This environment is used for preliminary tests, SAP patch/upgrade tests and proofs of concept.

SDU — *State Disbursement Unit*

Service of Process — The act of delivering a writ, summons, or court order to a person.

Title IV-A — Part A of Title IV of the Federal Social Security Act — Block Grants to States for Temporary Assistance for Needy Families.

Title IV-D — Part D of Title IV of the Federal Social Security Act — Child Support and Establishment of Paternity.

Title IV-E — Part E of Title IV of the Federal Social Security Act — Federal Payments for Foster Care and Adoption Assistance.

Title XIX — Title 19 of the Federal Social Security Act - Grants to States for Medical Assistance Programs.

TRN — *Training* – An environment utilized for user training prior to and after the import of new functionality into the CAMS production environment.

TRW — *Technology Review Workgroup* - The Technology Review Workgroup (TRW) is created under the Legislative Budget Commission to independently review and make recommendations related to information management needs identified in agency plans and agency budget requests.

UPMM — *Unified Project Management Methodology*

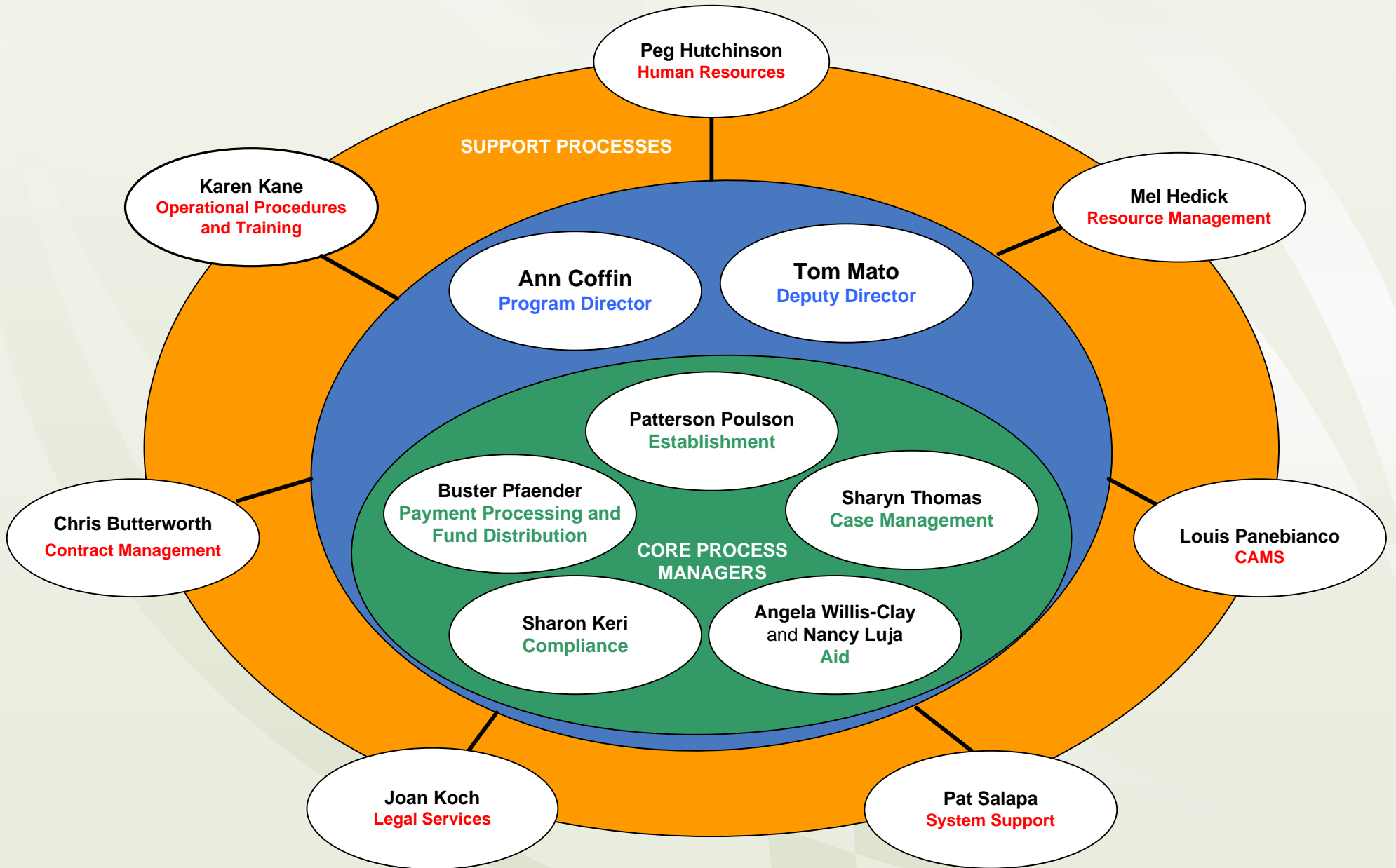
VRU — *Voice Response Unit* – See IVR.

Writ — A written order issued by a court, commanding the party to whom it is addressed to perform or cease performing a specified act. (Source: American Heritage Dictionary).

Appendix B

Process Map

Florida Department of Revenue
Child Support Enforcement Program



Appendix C

Benefits Realization Table

BENEFITS REALIZATION TABLE

#	Description of Benefit	Tangible or Intangible	Who receives the benefit?	How is the benefit realized?	How will the realization of the benefit be assessed/measured?	Realization Date (MM/YY)
1	Retained collections: state share:	Tangible	Florida	Child support distribution	General Revenue Deposits	01/2009
2	Retained collections: federal share	Tangible	Federal government	Child support distribution	Federal Grant Adjustment	01/2009
3	Federal incentives: state share	Tangible	Florida	Federal award	Amount of Incentives Earned	01/2009
4	Federal incentives: county share	Tangible	Counties	Pass through	Amount of Incentives Earned	01/2009
5	Cost avoidance: state share	Tangible	Florida	Cost avoidance	Actual will be unknown, must be estimated based upon child support distributions.	01/2009
6	Cost avoidance: federal share	Tangible	Federal government	Cost avoidance	Actual will be unknown, must be estimated based upon child support distributions.	01/2009
7	Payments to children and other states	Tangible	Custodial parents, children, & other states.	Child support payment	Child Support Collection & Distribution Report-OCSE-34A	01/2009
8	Federal financial participation	Tangible	Florida	Federal award	Child Support Expenditure Report-OCSE-396A	Ongoing
9	Customer satisfaction	Intangible	Parents, children and other states	Improved customer service		Ongoing
10	Improve customer support	Intangible	Citizens of Florida and other states	Better access to services		Ongoing
11	Increase user productivity	Intangible	CSE Program, parents and other states	Improved automation		4/2014

BENEFITS REALIZATION TABLE

#	Description of Benefit	Tangible or Intangible	Who receives the benefit?	How is the benefit realized?	How will the realization of the benefit be assessed/measured?	Realization Date (MM/YY)
12	Enhance management reporting capability	Intangible	CSE Program Florida and Federal government	Improved reporting tools		4/2014
13	Increased child support orders from CAMS phase II	Tangible	Custodial parents, children, & other states.	Child support payment	Child Support Statistical Report OCSE-157	04/2014
14	Reduced Operating costs from CAMS Phase II and transitioning away from the FLORIDA System	Tangible	State & federal government.	Reduced expenditures	Reduced appropriations	07/2013
15	Increased child support distributions and resulting revenue from additional orders from CAMS phase II (Same as 1-7 above.)	Tangible	See 1-7 above	See 1-7 above	See 1-7 above	04/2014

Appendix D

Cost Benefits Analysis

CBAForm 1 - Net Tangible Benefits

Agency _____	Revenue _____	Project _____	CAMS _____
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Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBAForm 1A															
Agency (Operations Only -- No Project Costs)	FY 2010-11			FY 2011-12			FY 2012-13			FY 2013-14			FY 2014-15		
	(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) 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 -- Total FTE Costs (Salaries & Benefits)	\$107,690,949	(\$4,201,110)	\$103,489,839	\$107,572,028	(\$4,201,110)	\$103,370,918	\$107,572,028	(\$1,050,281)	\$106,521,747	\$107,572,028	\$5,326,535	\$112,898,563	\$107,572,028	\$5,326,535	\$112,898,563
A.b Total FTE	2,355.00	0.00	2,355.00	2,355.00	0.00	2,355.00	2,355.00	0.00	2,355.00	2,355.00	0.00	2,355.00	2,355.00	0.00	2,355.00
A-1.a. State FTEs (Salaries & Benefits)	\$102,734,672	(\$4,201,110)	\$98,533,562	\$102,734,672	(\$4,201,110)	\$98,533,562	\$102,734,672	(\$1,050,281)	\$101,684,391	\$102,734,672	\$0	\$102,734,672	\$102,734,672	\$0	\$102,734,672
A-1.b. State FTEs (# FTEs)	2337.00	0.00	2337.00	2337.00	0.00	2337.00	2337.00	0.00	2337.00	2337.00	0.00	2337.00	2337.00	0.00	2337.00
A-2.a. OPS FTEs (Salaries)	\$1,018,921	\$0	\$1,018,921	\$900,000	\$0	\$900,000	\$900,000	\$0	\$900,000	\$900,000	\$0	\$900,000	\$900,000	\$0	\$900,000
A-2.b. OPS FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	\$3,937,356	\$0	\$3,937,356	\$3,937,356	\$0	\$3,937,356	\$3,937,356	\$0	\$3,937,356	\$3,937,356	\$5,326,535	\$9,263,891	\$3,937,356	5,326,535.00	\$9,263,891
A-3.b. Staff Augmentation (# of Contract FTEs)	18.00	0.00	18.00	18.00	0.00	18.00	18.00	0.00	18.00	18.00	0.00	18.00	18.00	0.00	18.00
B. Data Processing -- Costs	\$16,662,713	(\$9,161,581)	\$7,501,132	\$16,662,713	(\$9,161,581)	\$7,501,132	\$16,662,713	(\$2,290,395)	\$14,372,318	\$16,662,713	(\$11,961,038)	\$4,701,675	\$16,662,713	(\$11,961,038)	\$4,701,675
B-1. Hardware	\$723,500	\$0	\$723,500	\$723,500	\$0	\$723,500	\$723,500	\$0	\$723,500	\$723,500	\$0	\$723,500	\$723,500	\$0	\$723,500
B-2. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Other DCF Data Center/SRCs	\$15,939,213	(\$9,161,581)	\$6,777,632	\$15,939,213	(\$9,161,581)	\$6,777,632	\$15,939,213	(\$2,290,395)	\$13,648,818	\$15,939,213	(\$11,961,038)	\$3,978,175	\$15,939,213	(\$11,961,038)	\$3,978,175
C. External Service Provider -- Costs	\$103,777,191	\$0	\$103,777,191	\$103,205,947	\$0	\$103,205,947	\$103,205,947	\$0	\$103,205,947	\$103,205,947	\$0	\$103,205,947	\$103,205,947	\$0	\$103,205,947
C-1. Consultant Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Maintenance & Support Services	\$1,775,862	\$0	\$1,775,862	\$1,775,862	\$0	\$1,775,862	\$1,775,862	\$0	\$1,775,862	\$1,775,862	\$0	\$1,775,862	\$1,775,862	\$0	\$1,775,862
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Data Communications Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other Purchase of Service	\$102,001,329	\$0	\$102,001,329	\$101,430,085	\$0	\$101,430,085	\$101,430,085	\$0	\$101,430,085	\$101,430,085	\$0	\$101,430,085	\$101,430,085	\$0	\$101,430,085
D. Plant & Facility -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Others -- Costs	\$32,553,147	\$0	\$32,553,147	\$32,534,476	\$0	\$32,534,476	\$32,534,476	\$0	\$32,534,476	\$32,534,476	\$0	\$32,534,476	\$32,534,476	\$0	\$32,534,476
E-1. Training	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-2. Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-3. Other Expense, Annual Fee, Risk	\$32,553,147	\$0	\$32,553,147	\$32,534,476	\$0	\$32,534,476	\$32,534,476	\$0	\$32,534,476	\$32,534,476	\$0	\$32,534,476	\$32,534,476	\$0	\$32,534,476
Total of Operational Costs (Rows A through E)	\$260,684,000	(\$13,362,691)	\$247,321,309	\$259,975,164	(\$13,362,691)	\$246,612,473	\$259,975,164	(\$3,340,676)	\$256,634,488	\$259,975,164	(\$6,634,503)	\$253,340,661	\$259,975,164	(\$6,634,503)	\$253,340,661
F. Additional Tangible Benefits:		\$24,796,097			\$22,552,210			\$6,521,485			\$130,290			\$2,335,811	
F-1. FFP	\$154,268,104	\$23,461,932	\$177,730,036	\$153,448,526	\$20,398,468	\$173,846,994	\$153,075,412	\$3,260,776	\$156,336,188	\$152,693,959	(\$4,977,007)	\$147,716,952	\$152,312,969	(\$5,399,215)	\$146,913,754
F-2. Federal Incentives	\$26,944,449	\$220,364	\$27,164,813	\$27,477,397	\$353,179	\$27,830,576	\$28,042,721	\$543,441	\$28,586,162	\$28,620,680	\$906,417	\$29,527,097	\$29,197,939	\$1,546,126	\$30,744,065
F-3. GR Dep & St. Cost Avoid	\$122,091,134	\$1,113,801	\$123,204,935	\$129,522,627	\$1,800,563	\$131,323,190	\$133,408,306	\$2,717,268	\$136,125,574	\$137,410,555	\$4,200,880	\$141,611,435	\$141,532,871	\$6,188,900	\$147,721,771
Total Net Tangible Benefits:		\$38,158,788			\$35,914,901			\$9,862,161			\$6,764,793			\$8,970,314	

SPECIFY CHARACTER 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
Placeholder	<input type="checkbox"/>	Confidence Level

CBAForm 2 - Project Cost Analysis

Agency	<u>Revenue</u>	Project	<u>CAMS</u>
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PROJECT COST ELEMENTS	PROJECT COST TABLE -- CBAForm 2A					TOTAL
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
State FTEs (Salaries & Benefits)	\$ 4,201,110.00	\$ 4,201,110.00	\$ 1,050,281.00	\$0	\$0	\$9,452,501
OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0
Contractors (Costs)	\$8,659,998	\$8,666,747	\$2,166,688	\$0	\$0	\$19,493,433
Deliverables	\$23,253,797	\$21,687,500	\$3,132,500	\$0	\$0	\$48,073,797
Major Project Tasks	\$0	\$0	\$0	\$0	\$0	\$0
Hardware Deloitte	\$2,520,674	\$0	\$0	\$0	\$0	\$2,520,674
COTS Software	\$428,940	\$0	\$0	\$0	\$0	\$428,940
Misc. Equipment OCO	\$59,155	\$15,000	\$15,000	\$0	\$0	\$89,155
Other Project Costs DCF/NSRC +	\$ 9,787,399.00	\$ 9,787,399.00	\$ 2,460,217.25	\$0	\$0	\$22,035,015
	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL PROJECT COSTS (*)	\$48,911,073	\$44,357,756	\$8,824,686	\$0	\$0	\$102,093,515
CUMULATIVE PROJECT COSTS	\$48,911,073	\$93,268,829	\$102,093,515	\$102,093,515	\$102,093,515	

INVESTMENT SUMMARY						TOTAL
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
General Revenue	\$12,086,450	\$10,538,322	\$1,864,563	\$0	\$0	\$24,489,335
Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0
Federal Match	\$32,281,308	\$29,276,119	\$5,824,293	\$0	\$0	\$67,381,720
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Other St Funds in Base A	\$4,543,315	\$4,543,315	\$1,135,830	\$0	\$0	\$10,222,460
TOTAL INVESTMENT (*)	\$48,911,073	\$44,357,756	\$8,824,686	\$0	\$0	\$102,093,515
CUMULATIVE INVESTMENT (*)	\$48,911,073	\$93,268,829	\$102,093,515	\$102,093,515	\$102,093,515	

(*) Total Costs and Investments are carried forward to CBAForm3 Project Investment Summary worksheet.

Character of Project Costs Estimate - CBAForm 2B		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous <input type="checkbox"/>	Confidence Level	
Order of Magnitude <input checked="" type="checkbox"/>	Confidence Level	
Placeholder <input type="checkbox"/>	Confidence Level	

CBAForm 3 - Project Investment Summary

Agency	Revenue	Project	CAMS
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<i>COST BENEFIT ANALYSIS -- CBAForm 3A</i>						
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	TOTAL
Project Cost	\$48,911,073	\$44,357,756	\$8,824,686	\$0	\$0	\$102,093,515
Net Tangible Benefits	\$38,158,788	\$35,914,901	\$9,862,161	\$6,764,793	\$8,970,314	\$99,670,957
Return on Investment	(\$10,752,285)	(\$8,442,855)	\$1,037,475	\$6,764,793	\$8,970,314	(\$2,422,558)
Year to Year Change in Program Staffing	0	0	0	0	0	

<i>RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B</i>		
Payback Period (years)	NO PAYBACK	Payback Period is the time required to recover the investment costs of the project.
Breakeven Fiscal Year	NO PAYBACK	Fiscal Year during which the project's investment costs are recovered.
Net Present Value (NPV)	(\$4,534,257)	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	-4.35%	IRR is the project's rate of return.

<i>Treasurer's Investment Interest Earning Yield -- CBAForm 3C</i>					
Fiscal Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Cost of Capital	5.35%	5.38%	5.38%	5.38%	5.38%

**Child Support Enforcement
CSE Automated Management System (CAMS)
FY 2010-2011 and Out Years (LBR Schedule IV-B Estimate)**

Description	FY 10-11 Budget	FY 11-12 Budget	FY 12-13 Budget	Total from 7/1/10
Development Tasks				
CAMS Phase II				
Contractor Cost				
Implementation Contract - Deloitte	26,203,411.00	21,687,500.00	3,132,500.00	51,023,411.00
	26,203,411.00	21,687,500.00	3,132,500.00	51,023,411.00
Data Center Development Support				
Server Hosting				
Contract Testers	2,562,560.00	2,562,560.00	640,640.00	5,765,760.00
	2,562,560.00	2,562,560.00	640,640.00	5,765,760.00
Program Management				
Contractor Cost				
Technical Assistance Staff Augmentation	1,950,198.00	1,950,198.00	487,550.00	4,387,946.00
Quality Assurance Staff Augmentation	436,800.00	436,800.00	109,200.00	982,800.00
Project Management Office	1,624,842.00	1,624,842.00	406,211.00	3,655,895.00
	4,011,840.00	4,011,840.00	1,002,961.00	9,026,641.00
Travel				
State Cost	162,518.00	162,518.00	40,630.00	365,666.00
	162,518.00	162,518.00	40,630.00	365,666.00
Training				
CAMS State Cost				
CAMS Professional Development	198,000.00	198,000.00	49,500.00	445,500.00
	198,000.00	198,000.00	49,500.00	445,500.00
IV&V				
Contractor Cost	1,075,575.00	1,082,324.00	270,581.00	2,428,480.00
	1,075,575.00	1,082,324.00	270,581.00	2,428,480.00
Miscellaneous Expenses				
State Cost (includes: CAMS Staff software and hardware, Rent, Office Furniture, Office supplies, and other Misc. (Expense))	247,478.00	247,478.00	61,870.00	556,826.00
Hardware - OCO	15,000.00	15,000.00	15,000.00	45,000.00
Hardware - CAMS II enterprise: Adobe Forms	44,155.00	0.00	0.00	44,155.00
Gartner Consulting	17,822.00	17,822.00	17,822.00	53,466.00
	324,455.00	280,300.00	94,692.00	699,447.00
Critical CAMS/FLORIDA Expenditures Balance				
Critical CAMS/FLORIDA Expenditures Balance	1,010,023.00	1,010,023.00	252,506.00	2,272,552.00
	1,010,023.00	1,010,023.00	252,506.00	2,272,552.00
Total CAMS Phase II (Dev) LBR Expenditures	35,548,382.00	30,995,065.00	5,484,010.00	72,027,457.00
State share	12,086,450.00	10,538,322.00	1,864,563.00	24,489,335.00
Federal Share	23,461,932.00	20,456,743.00	3,619,447.00	47,538,122.00
Total	35,548,382.00	30,995,065.00	5,484,010.00	72,027,457.00
Total less Deloitte	9,344,971.00	9,307,565.00	2,351,510.00	21,004,046.00
Expense - Deloitte	428,940.00	0.00	0.00	428,940.00
Expense	409,996.00	409,996.00	102,500.00	922,492.00
OCO - Deloitte	2,520,674.00	0.00	0.00	2,520,674.00
OCO	59,155.00	15,000.00	15,000.00	89,155.00
Purchase of Service - Deloitte	23,253,797.00	21,687,500.00	3,132,500.00	48,073,797.00
Purchase of Service	8,875,820.00	8,882,569.00	2,234,010.00	19,992,399.00
	35,548,382.00	30,995,065.00	5,484,010.00	72,027,457.00

CAMS Compliance Enforcement Module
Collections Increase

FFY	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
Collections	1,092,386,223	1,194,483,765	1,249,727,753	1,268,916,605	1,381,086,327	1,404,155,499	1,457,152,198	1,500,866,765	1,545,892,768	1,592,269,552	1,640,037,638	1,689,238,768	1,739,915,931	1,792,113,410	1,845,876,812	1,901,253,117	1,958,290,711	2,017,039,433	2,077,550,615
% Incr over prior year	9.5	9.3	4.6	1.5	8.8	1.7	3.8	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
CAMS % Incr					0	0.391	0.122	0.515	0.515	0.781	1.030	1.563	2.595	3.090	2.552	1.525	1.030	0.497	0.000
Collections w/ CAMS	1,092,386,223	1,194,483,765	1,249,727,753	1,268,916,605	1,381,086,327	1,409,556,187	1,464,474,571	1,515,950,853	1,569,236,527	1,628,566,086	1,694,197,300	1,771,501,143	1,870,623,594	1,984,544,570	2,094,728,455	2,189,506,686	2,277,743,805	2,357,399,706	2,428,121,697
CAMS Impact	0	0	0	0	0	5,400,688	7,322,373	15,084,088	23,343,757	36,296,534	54,159,662	82,262,375	130,707,663	192,431,160	248,851,643	288,253,569	319,453,094	340,360,273	350,571,082
Cumulative Impact	0	0	0	0	0	5,400,688	12,723,061	27,807,149	51,150,906	87,447,440	141,607,102	223,869,477	354,577,140	547,008,300	795,859,943	1,084,113,512	1,403,566,606	1,743,926,879	2,094,497,961

SFY Conversion	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
SFY Collections	1,068,669,962	1,168,975,095	1,245,889,477	1,264,291,616	1,330,861,908	1,410,439,069	1,446,890,529	1,490,252,868	1,534,960,454	1,581,009,269	1,628,439,547	1,677,292,734	1,727,611,516	1,779,439,862	1,832,823,058	1,897,807,750	1,944,441,983	2,002,775,243	2,062,858,500
Collections w/ CAMS	1,068,669,962	1,168,975,095	1,245,889,477	1,264,291,616	1,330,861,908	1,414,113,451	1,454,161,336	1,503,452,412	1,556,298,764	1,613,211,358	1,678,233,776	1,750,636,796	1,844,241,517	1,956,555,825	2,070,057,208	2,168,863,201	2,256,268,387	2,340,768,780	2,410,991,843
CAMS Impact	0	0	0	0	0	3,674,382	7,270,807	13,199,544	21,338,310	32,202,089	49,784,229	73,344,062	116,630,001	177,115,963	237,234,150	281,055,451	311,826,404	337,993,537	348,133,343
Cumulative Impact	0	0	0	0	0	3,674,382	10,945,189	24,144,733	45,483,043	77,685,132	127,469,361	200,813,423	317,443,424	494,559,387	731,793,537	1,012,848,988	1,324,675,392	1,662,668,929	2,010,802,272

Marginal Impacts	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
Retained	229,529	311,201	641,074	992,110	1,542,603	2,301,786	3,496,151	5,555,076	8,178,324	12,250,777	13,576,756	14,465,312	14,899,271	14,976,667	14,976,667	14,976,667	14,976,667	14,976,667	14,976,667
State Share	103,334	140,103	288,612	446,648	694,480	1,036,264	1,573,967	2,500,895	3,681,881	5,515,300	6,112,256	6,512,283	6,705,612	6,785,911	6,785,911	6,785,911	6,785,911	6,785,911	6,785,911
Fed Share	126,195	171,098	352,462	545,462	848,123	1,265,522	1,922,184	2,854,181	4,496,443	6,735,477	7,464,500	7,953,029	8,191,619	8,191,619	8,191,619	8,191,619	8,191,619	8,191,619	8,191,619
Incentives-Total	98,472	128,511	262,320	401,680	618,821	1,049,565	1,793,425	2,886,571	4,357,199	5,965,102	6,851,448	7,600,837	8,348,203	8,348,203	8,348,203	8,348,203	8,348,203	8,348,203	8,348,203
Incentives-State	94,819	123,746	252,570	386,715	595,683	1,009,995	1,724,837	2,774,044	4,183,034	5,720,141	6,566,597	7,281,677	8,026,296	8,026,296	8,026,296	8,026,296	8,026,296	8,026,296	8,026,296
Incentives-County	3,653	4,765	9,750	14,965	23,138	39,570	68,588	112,527	174,165	244,961	284,851	319,160	394,735	402,907	402,907	402,907	402,907	402,907	402,907
Children & Other States	5,171,159	7,011,172	14,443,014	22,351,647	34,753,931	51,857,876	78,765,224	125,152,587	184,252,836	238,275,448	276,002,792	305,876,338	325,894,961	335,671,811	335,671,811	335,671,811	335,671,811	335,671,811	335,671,811
Cost Avoidance to other Programs	899,702	1,219,936	2,512,961	3,898,841	6,046,547	9,922,469	15,704,106	21,774,616	32,057,145	41,455,245	48,030,220	53,217,765	56,700,686	58,401,707	58,401,707	58,401,707	58,401,707	58,401,707	58,401,707
State Share	352,385	477,772	984,210	1,523,139	2,368,285	3,533,822	5,367,475	8,528,444	12,555,794	16,237,131	18,808,037	20,843,751	22,207,907	22,874,144	22,874,144	22,874,144	22,874,144	22,874,144	22,874,144
Fed Share	547,316	742,064	1,528,651	2,375,702	3,678,262	5,488,647	8,338,631	12,446,171	19,501,352	25,219,114	29,212,183	32,374,004	34,492,779	35,527,562	35,527,562	35,527,562	35,527,562	35,527,562	35,527,562

SFY	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
Retained	156,161	309,009	560,981	906,878	1,388,589	2,115,830	3,117,123	4,956,775	7,527,428	10,082,451	11,944,857	13,252,622	14,364,725	14,795,667	14,795,667	14,795,667	14,795,667	14,795,667	14,795,667
State Share of Retained Collections	70,304	139,116	252,554	408,276	616,139	952,547	1,403,329	2,231,540	3,388,848	4,538,119	5,377,575	5,966,330	6,466,999	6,661,009	6,661,009	6,661,009	6,661,009	6,661,009	6,661,009
Fed Share Of Retained Collections	85,857	169,893	308,427	498,602	752,450	1,163,283	1,713,794	2,725,235	4,138,580	5,545,332	6,567,282	7,286,292	7,897,726	8,134,658	8,134,658	8,134,658	8,134,658	8,134,658	8,134,658
Incentives-Total	73,854	121,001	228,868	366,840	564,536	941,879	1,607,460	2,613,285	3,989,542	5,563,126	6,629,862	7,413,490	8,169,710	9,300,806	9,300,806	9,300,806	9,300,806	9,300,806	9,300,806
Incentives-State	71,114	116,514	220,364	353,179	543,441	906,417	1,546,126	2,511,742	3,830,786	5,335,864	6,354,983	7,102,907	8,393,328	9,899,942	9,899,942	9,899,942	9,899,942	9,899,942	9,899,942
Incentives-County	2,740	4,487	8,504	13,661	21,095	35,462	61,334	101,543	158,756	227,262	274,879	310,583	375,842	400,864	400,864	400,864	400,864	400,864	400,864
Children & Other States	3,518,221	6,961,798	12,638,563	20,431,432	30,833,563	47,668,399	70,226,339	111,673,226	169,588,535	227,151,699	269,110,594	298,573,782	323,628,812	333,337,676	333,337,676	333,337,676	333,337,676	333,337,676	333,337,676
Cost Avoidance to other Programs	612,116	1,211,245	2,198,915	3,554,753	5,364,552	8,293,565	12,218,402	19,429,415	29,505,784	39,520,884	46,821,084	51,947,223	56,306,411	57,993,652	57,993,652	57,993,652	57,993,652	57,993,652	57,993,652
State Share	239,747	474,407	861,247	1,392,287	2,101,129	3,248,333	4,785,571	7,609,902	11,556,504	15,479,109	18,338,372	20,346,123	22,053,482	22,715,086	22,715,086	22,715,086	22,715,086	22,715,086	22,715,086
Fed Share	372,369	736,838	1,337,668	2,162,466	3,263,423	5,045,232	7,432,831	11,819,513	17,949,280	24,041,775	28,482,712	31,601,100	34,252,929	35,280,517	35,280,517	35,280,517	35,280,517	35,280,517	35,280,517

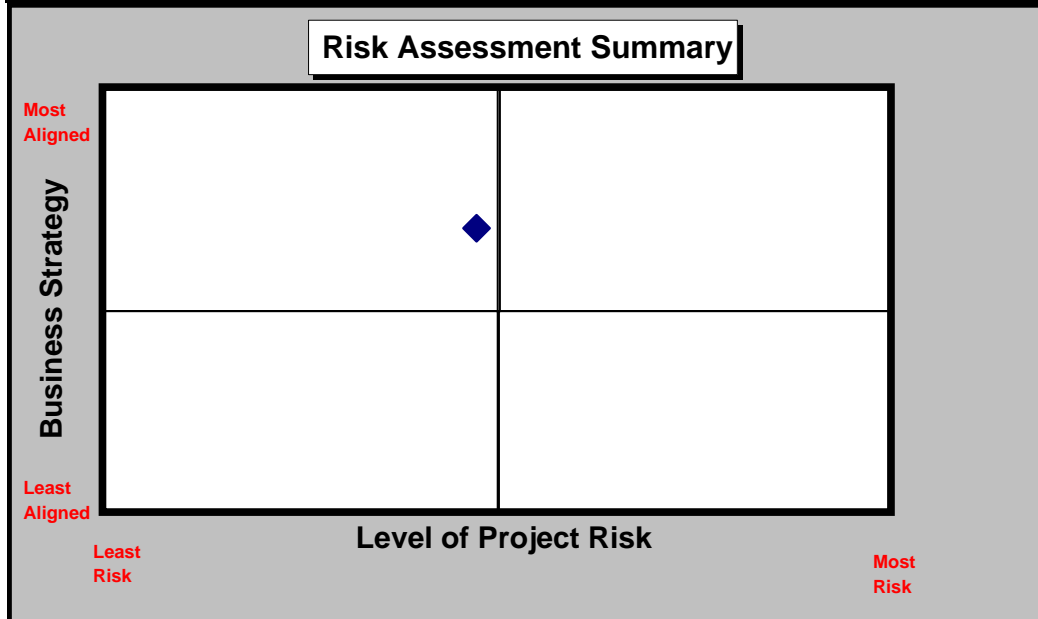
Tangible Benefit to the state																			
Tangible Benefit to Another Entity																			
Discount						1	1	0.952380952	0.907028478	0.863837599	0.822702475	0.783526166	0.746215397	0.71068133	0.676839362	0.644608916	0.613913254	0.584679289	0.556837418
Discounted FFY retained	103,334	140,103	274,869	405,123	599,818	852,637	1,233,244	1,866,206	2,816,644	3,222,705	3,555,212	3,752,395	3,807,597	3,735,072	3,735,072	3,735,072	3,735,072	3,735,072	3,735,072
Discounted FFY CA	94,819	123,746	240,543	350,762	514,573	830,925	1,351,455	2,070,034	2,972,804	3,871,617	4,232,887	4,470,318	5,124,058	4,981,076	4,981,076	4,981,076	4,981,076	4,981,076	4,981,076
Discounted FFY Incr	352,385	477,772	937,343	1,381,532	2,045,813	2,907,284	4,205,557	6,364,056	8,923,168	10,989,929	12,123,828	12,796,255	12,984,503	12,737,180	12,737,180	12,737,180	12,737,180	12,737,180	12,737,180

Base (Pre CAMS)	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
Retained	50,765,560	53,113,430	53,928,956	58,696,169	59,676,609	61,928,968	63,786,838	65,700,443	67,671,456	69,701,600	71,792,648	73,946,427	76,164,820	78,449,765	80,803,257	83,227,355	85,724,176	88,295,901	
State Share	22,854,655	23,911,666	24,278,816	26,425,015	26,866,409	27,880,421	28,716,834	29,578,339	30,465,689	31,379,660	32,321,050	33,290,681	34,289,402	35,318,084	36,				

Appendix E

Risk Assessment Tool

Project	<i>CSE Automated Management System</i>	
Agency	<i>Revenue</i>	
FY 2010-11 LBR Issue Code:	FY 2010-11 LBR Issue Title:	
<i>36321C0</i>	<i>CAMS Phase II</i>	
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):		
<i>Joe Sisson, (850) 414-9719, sissonj@dor.state.fl.us</i>		
Executive Sponsor	<i>Ann Coffin</i>	
Project Manager	<i>Louis Panebianco</i>	
Prepared By	<i>Joe Sisson</i>	<i>08/19/2009</i>



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

Agency: Revenue

Project: CSE Automated Management System

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

Agency: Revenue

Project: CSE Automated Management System

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

Agency: Revenue

Project: CSE Automated Management System

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

Agency: Agency Name

Project: Project Name

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

Section 5 -- Fiscal Area			
#	Criteria	Values	Answer
5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	Yes
		No	
5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	81% to 100% -- All or nearly all defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Greater than \$10 M
		Greater than \$10 M	
		Between \$2 M and \$10 M	
		Between \$500K and \$1,999,999	
		Less than \$500 K	
5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	Yes
		No	
5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Detailed and rigorous (accurate within ±10%)
		Order of magnitude – estimate could vary between 10-100%	
		Placeholder – actual cost may exceed estimate by more than 100%	
5.06	Are funds available within existing agency resources to complete this project?	Yes	No
		No	
5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
		Funding from local government agencies	
		Funding from other state agencies	
5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Requested and received
		Requested but not received	
		Requested and received	
		Not applicable	
5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	Most project benefits have been identified but not validated
		Some project benefits have been identified but not validated	
		Most project benefits have been identified but not validated	
		All or nearly all project benefits have been identified and validated	
5.10	What is the benefit payback period that is defined and documented?	Within 1 year	More than 5 years
		Within 3 years	
		Within 5 years	
		More than 5 years	
		No payback	
5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Stakeholders have reviewed and approved the proposed procurement strategy
		Stakeholders have not been consulted re: procurement strategy	
		Stakeholders have reviewed and approved the proposed procurement strategy	
5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Combination FFP and T&E
		Firm Fixed Price (FFP)	
		Combination FFP and T&E	

Agency: Revenue

Project: CSE Automated Management System

Section 5 -- Fiscal Area			
#	Criteria	Values	Answer
5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Just-in-time purchasing of hardware and software is documented in the project schedule
		Purchase all hardware and software at start of project to take advantage of one-time discounts	
		Just-in-time purchasing of hardware and software is documented in the project schedule	
5.14	Has a contract manager been assigned to this project?	No contract manager assigned	Contract manager assigned is not the procurement manager or the project manager
		Contract manager is the procurement manager	
		Contract manager is the project manager	
		Contract manager assigned is not the procurement manager or the project manager	
5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	No
		No	
5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	All or nearly all selection criteria and expected outcomes have been defined and documented
		Some selection criteria and outcomes have been defined and documented	
		All or nearly all selection criteria and expected outcomes have been defined and documented	
5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	Procurement strategy has not been developed	Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor
		Multi-stage evaluation not planned/used for procurement	
		Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
5.18	For projects with total cost exceeding \$10 million, did/will the procurement strategy require a proof of concept or prototype as part of the bid response?	Procurement strategy has not been developed	Yes, bid response did/will include proof of concept or prototype
		No, bid response did/will not require proof of concept or prototype	
		Yes, bid response did/will include proof of concept or prototype	
		Not applicable	

Agency: Revenue

Project: CSE Automated Management System

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

Agency: Revenue

Project: CSE Automated Management System

Section 7 -- Project Management Area			
#	Criteria	Values	Answer
7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
		Project Management team will use the methodology selected by the systems integrator	
		Yes	
7.02	For how many projects has the agency successfully used the selected project management methodology?	None	1-3
		1-3	
		More than 3	
7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None	Some
		Some	
		All or nearly all	
7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.05	Have all design specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	41 to 80% -- Some have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	41 to 80% -- Some are traceable
		41 to 80% -- Some are traceable	
		81% to 100% -- All or nearly all requirements and specifications are traceable	
7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	Some deliverables and acceptance criteria have been defined and documented
		Some deliverables and acceptance criteria have been defined and documented	
		All or nearly all deliverables and acceptance criteria have been defined and documented	
7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required	Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables
		Only project manager signs-off	
		Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	81% to 100% -- All or nearly all have been defined to the work package level
		41 to 80% -- Some have been defined to the work package level	
		81% to 100% -- All or nearly all have been defined to the work package level	
7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	Yes
		No	

Agency: Revenue

Project: CSE Automated Management System

Section 7 -- Project Management Area			
#	Criteria	Values	Answer
7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	Yes
		No	
7.12	Are formal project status reporting processes documented and in place to manage and control this project?	No or informal processes are used for status reporting	Project team and executive steering committee use formal status reporting processes
		Project team uses formal processes	
		Project team and executive steering committee use formal status reporting processes	
7.13	Are all necessary planning and reporting templates, e.g., work plans, status reports, issues and risk management, available?	No templates are available	All planning and reporting templates are available
		Some templates are available	
		All planning and reporting templates are available	
7.14	Has a documented Risk Management Plan been approved for this project?	Yes	Yes
		No	
7.15	Have all known project risks and corresponding mitigation strategies been identified?	None or few have been defined and documented	All known risks and mitigation strategies have been defined
		Some have been defined and documented	
		All known risks and mitigation strategies have been defined	
7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	Yes
		No	
7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
		No	

Agency: Revenue

Project: CSE Automated Management System

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

Appendix F

Risk and Mitigation Table



CAMS Risk Form

Section 1 - Risk Identification

Instructions: Please complete the first section of this form when a new risk is submitted to the Risk Management Team for consideration. The second section is completed only if the ICT approves Section 1 and accepts the issue for tracking.

1. Risk #:		2. Risk Title:	
37		Lack of State or Federal Funding could threaten CAMS	
3. Originator:		4. Origin Date:	
		10/30/2006	
5. Risk Owner:		6. Assignment Date	
Todd Gardner Nicole Whaley		08/29/2007 07/01/2007	
7. Risk Description:			
If State of Federal funding was reduced or eliminated, then the CAMS project could fail.			

Section 2 - Qualitative Analysis

Instructions: The following section is to be completed by the Risk Owner within 2 business days of assignment.

8. Revised Risk Description:			
If State of Federal funding was reduced or eliminated, then the CAMS project could fail.			
9. Consequence or Impact Description:			
Without federal funding, the state would have to pay 100% of project costs. Without state funding, the Department would not be able to pay contract resources for work on CAMS. The Department would be forced to continue the project with only state resources or cease work on the project altogether.			
10. Risk Category:		11. Probability:	12. Impact:
Political/Legislative/Legal		0.3	0.7
13. Assumptions:			
1. Executive/Legislative branches of the Florida government will look for opportunities to reduce the state budget. 2. Large cost, multi-year projects will come under increased scrutiny by the Legislature. 3. The assumptions used to develop the business case for Phase II are still accurate.			
14. Risk Timeline:		Start:	End:
		10/20/2006	12/31/2012
15. Triggering Event(s): (An indicator the risk has occurred or is about to occur, the contingency plan should be initiated, and an issue logged.)			Date:
1. Delay in submission of the Annual Advanced Planning Document Update (AAPDU).			
2. Delay in submission of the Legislative Budget Request (LBR).			
3. Formal notification from the Office of Child Support Enforcement (OCSE) of potential problems in funding all or part of the AAPDU request.			
4. Formal notification from Legislative staff of potential problems in funding all or part of the LBR.			
16. Risk Urgency: (the criticality of addressing the risk at the current time)			Urgency:
			0.8
17. Quantitative Analysis Required?	18. Date Required:	19. Response Plan Required?	20. Date Required:
[Yes/No]	MM/DD/YYYY	Yes	01/29/2008



CAMS Risk Form

Section 3 - Quantitative Analysis

Instructions: The following section is to be completed by the Risk Owner only if required above.

21. Consequence or Impact Description:					
(What is the context of the risk? What will the consequences be if the risk is not addressed? Describe impact in terms of cost, scope, schedule, business process, technology)					
Task	Duration	Start	Finish	Cost	
Identify alternative scenarios for completing the project	15 d	3/2/2009	3/20/2009	\$21,360	
Analyze the alternative scenarios (identify strengths and weaknesses, impact on scope, schedule and cost)	18 d	3/23/2009	4/15/2009	\$25,632	
Evaluate the alternative scenarios based on specific objective criteria	22 d	4/16/2009	5/15/2009	\$20,086	
Rank the alternatives in order of preference	10 d	5/18/2009	5/29/2009	\$1,150	
Select alternative	5 d	6/1/2009	6/5/2009	\$4,565	
Implement selected alternative	1 d	7/1/2009	7/1/2009	\$1,424	
22. Assumptions:					
[Any assumptions used during analysis.]					
23. Revised Probability:	24. Revised Impact:	25. Response Plan Required?	26. Date Required:	27. Contingency Plan Required?	28. Date Required:
(0 < P < 1)	(0 < I < 1)	[Yes/No]	MM/DD/YYYY	[Yes/No]	MM/DD/YYYY

Section 4 – Response Planning

Instructions: The following section is to be completed by the Risk Owner only if required above.

29. Response Steps						
Strategy	#	Action Step(s)	P	I	Duration	Resource(s)
Mitigation		Educate key stakeholders (status reports, steering committee, project board, etc.)			ongoing	Project Team
Mitigation		Prepare Annual Advance Planning Document	-0.1	-0.1	30 d	PMO
Mitigation		Prepare annual LBR	-0.1	-0.1	20 d	LBR Team

Section 5 – Contingency Planning

Instructions: The following section is to be completed by the Risk Owner only if required above.

30. Contingency Plan			
Trigger	Action Step(s)	Duration	Resource(s)
LBR / APD rejected	Identify alternative scenarios for completing the project	15 d	
	Analyze the alternative scenarios (identify strengths and weaknesses, impact on scope, schedule and cost)	18 d	
	Evaluate the alternative scenarios based on specific objective criteria	22 d	
	Rank the alternatives in order of preference	10 d	
	Select an alternative	5 d	
	Implement the best alternative	1 d	

Section 6 – Risk Monitoring

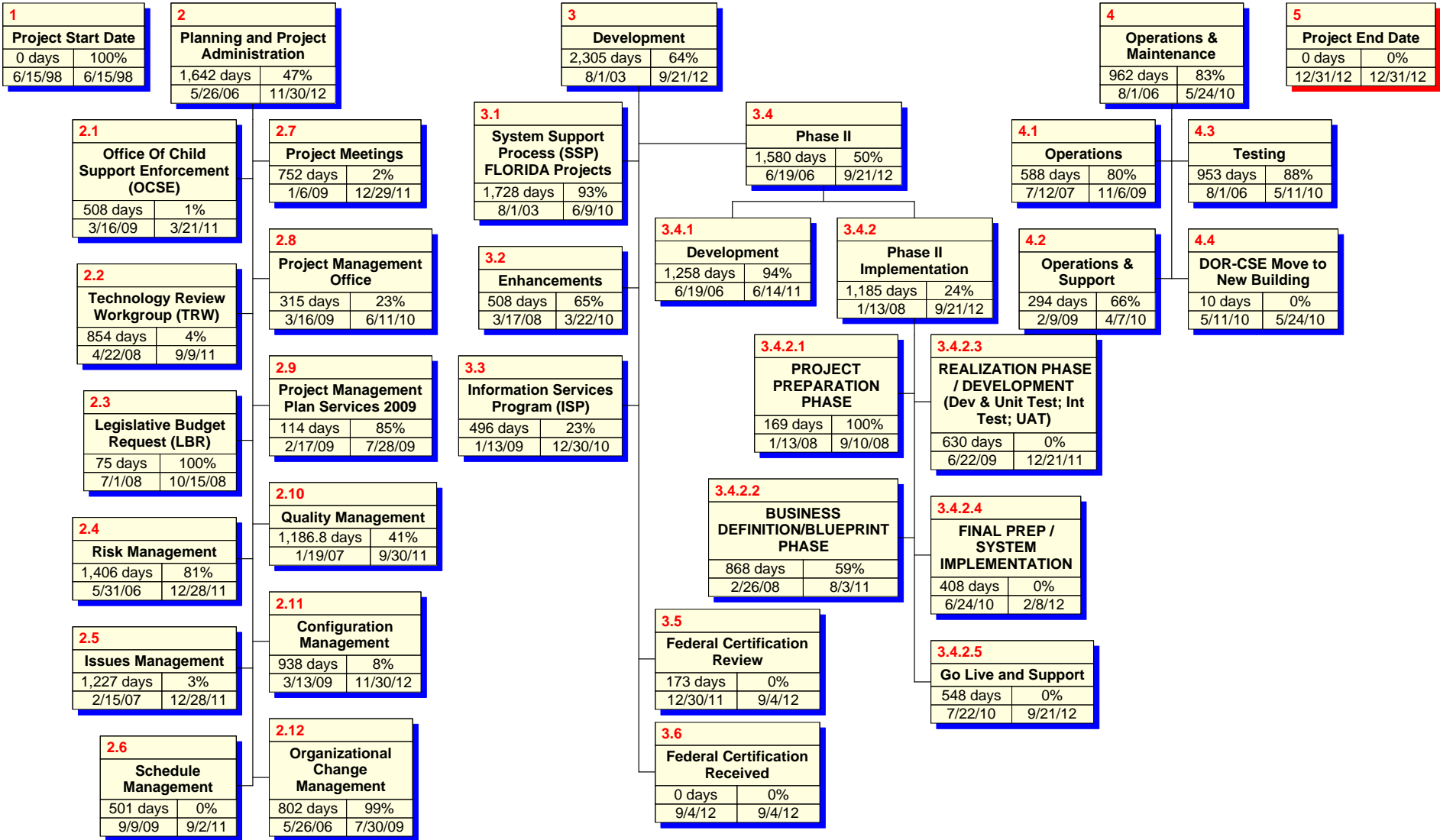
Instructions: The following section is to be completed by the Risk Owner only if required above.

31. Monitoring History	
Date	Note(s)
08/19/2009	Urgency reduced from 0.99 to 0.8 based upon submission of Annual APD Update.

Appendix G

Work Breakdown Structure

CSES - CAMS Master Project Schedule



Fields	
WBS	
Name	
Duration	% Complete
Start	Finish

Critical Task

Critical Milestone

Critical Summary

Noncritical Task

Noncritical Milestone

Noncritical Summary

Appendix H

Project Budget

Florida Department of Revenue
Child Support Enforcement Program
CSE Automated Management System (CAMS)
FY 2009-2010 - Annual Operational Work Plan

Description	Category	FY 10-11 Budget	July-10		August-10		September-10		October-10		November-10		December-10	
			Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Expenditures from LBR Funding														
A. CAMS Development														
CAMS Phase II														
Contractor Cost														
B009 - Training Schedule	POS	1,600,000.00	-	-	-	-	-	-	-	-	-	-	-	-
B102 - Formal Review Briefing Packages	POS	1,400,000.00	-	-	-	-	-	-	-	-	700,000.00	-	-	-
B201 - Requirements Specification	POS	380,000.00	-	-	380,000.00	-	-	-	-	-	-	-	-	-
B204 - Design Description	POS	4,680,000.00	-	-	-	-	-	-	4,320,000.00	-	-	-	-	-
B206 - Software Code & Release Notes	POS	560,000.00	-	-	-	-	-	-	-	-	-	-	-	-
B207 - Problem Reports Status	POS	700,000.00	100,000.00	-	100,000.00	-	100,000.00	-	100,000.00	-	100,000.00	-	100,000.00	-
B210 - Data Conversion Schedule	POS	2,160,000.00	-	-	-	-	-	-	-	-	-	-	-	-
B301 - Disaster Recovery Plan	POS	935,000.00	-	-	-	-	-	-	935,000.00	-	-	-	-	-
B303 - Operations & Maintenance Transition	POS	1,147,500.00	-	-	-	-	-	-	-	-	-	-	-	-
B402 - Acceptance Test Scripts	POS	1,600,000.00	-	-	-	-	-	-	-	-	-	-	-	-
B404 - Testing & Tuning Results	POS	1,200,000.00	-	-	-	-	-	-	-	-	-	-	-	-
B501 - Communication Plan	POS	900,000.00	800,000.00	-	-	-	-	-	-	-	-	-	-	-
B502 - Communication Materials	POS	630,000.00	-	-	-	-	-	-	-	-	560,000.00	-	-	-
B503 - Communication Report	POS	2,700,000.00	-	-	-	-	-	-	-	-	-	-	-	-
B702 - Technical Manual	POS	595,000.00	-	-	-	-	-	-	-	-	-	-	-	-
B705 - Training Materials	POS	1,600,000.00	-	-	-	-	-	-	-	-	-	-	-	-
B802d - Second Hardware Purchase	OCO	2,520,674.00	-	-	-	-	-	-	-	-	-	-	-	2,520,674.00
B802e - Second Software Purchase	Expense	428,940.00	-	-	-	-	-	-	-	-	-	-	-	428,940.00
B802f - Second Software Maintenance	POS	107,500.00	-	-	-	-	-	-	-	-	-	-	-	107,500.00
B1001 - Monthly Facilities Report	POS	301,797.00	33,533.00	-	33,533.00	-	33,533.00	-	33,533.00	-	33,533.00	-	33,533.00	-
CR-0111 Adobe Forms	POS	57,000.00	57,000.00	-	-	-	-	-	-	-	-	-	-	-
		26,203,411.00	990,533.00	-	513,533.00	-	133,533.00	-	5,388,533.00	-	1,393,533.00	-	3,190,647.00	-
D. Program Management														
Contractor Cost														
Technical Assistance Staff Augmentation														
CSE														
Brandt (2 contractor)	POS	385,056.00	33,616.00	-	32,088.00	-	32,088.00	-	33,616.00	-	27,504.00	-	33,616.00	-
Computer Aid Inc. (1 contractors)	POS	141,120.00	12,320.00	-	11,760.00	-	11,760.00	-	12,320.00	-	10,080.00	-	12,320.00	-
KLC (1 contractors)	POS	236,598.00	20,655.36	-	19,716.48	-	19,716.48	-	20,655.36	-	16,899.84	-	20,655.36	-
Revolution Technologies (1 contractor)	POS	322,560.00	28,160.00	-	26,880.00	-	26,880.00	-	28,160.00	-	23,040.00	-	28,160.00	-
CanDoTech (1 contractor)	POS	219,744.00	19,184.00	-	18,312.00	-	18,312.00	-	19,184.00	-	15,696.00	-	19,184.00	-
GIS (1 contractor)	POS	231,840.00	20,240.00	-	19,320.00	-	19,320.00	-	20,240.00	-	16,560.00	-	20,240.00	-
KLC (2 contractors)	POS	413,280.00	36,080.00	-	34,440.00	-	34,440.00	-	36,080.00	-	29,520.00	-	36,080.00	-
		1,950,198.00	170,255.36	-	162,516.48	-	162,516.48	-	170,255.36	-	139,299.84	-	170,255.36	-
Quality Assurance Staff Augmentation														
Acacia (1 contractor)	POS	145,600.00	12,133.00	-	12,133.00	-	12,133.00	-	12,133.00	-	12,133.00	-	12,133.00	-
Infinity (2 contractors)	POS	291,200.00	24,267.00	-	24,267.00	-	24,267.00	-	24,267.00	-	24,267.00	-	24,267.00	-
		436,800.00	36,400.00	-	36,400.00	-	36,400.00	-	36,400.00	-	36,400.00	-	36,400.00	-
Project Management Office														
1.2.2 PM Contract Schedule	POS	23,840.00	5,960.00	-	-	-	-	-	5,960.00	-	-	-	-	-
2.2.1 Monthly PMO Management	POS	303,588.00	25,299.00	-	25,299.00	-	25,299.00	-	25,299.00	-	25,299.00	-	25,299.00	-
3.2.3 Updated Scope Management Plan	POS	1,870.00	-	-	-	-	1,870.00	-	-	-	-	-	-	-
3.11.3 Updated Organizational Change Management Plan	POS	1,840.00	-	-	-	-	-	-	-	-	-	-	-	-
3.11.8 Updated Training Plan	POS	6,000.00	-	-	-	-	-	-	-	-	-	-	-	-
3.11.9 CAMS OCM Activities	POS	288,000.00	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-
3.16.1 CAMS Phase II Activities	POS	288,000.00	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-
4.1.2 Updated Project Management Plan	POS	10,160.00	-	-	-	-	-	-	-	-	-	-	-	-
4.2.2 Updated Risk Management Plan	POS	4,340.00	-	-	-	-	4,340.00	-	-	-	-	-	-	-
4.3.2 Updated Issue/Action Item Management Plan	POS	3,950.00	3,950.00	-	-	-	-	-	-	-	-	-	-	-
4.4.2 Updates Schedule Management Plan	POS	4,310.00	4,310.00	-	-	-	-	-	-	-	-	-	-	-
4.5.2 Updated Status Reporting Plan	POS	4,130.00	-	-	4,130.00	-	-	-	-	-	-	-	-	-
4.5.6 Annual Advanced Planning Document Update (APDU)	POS	60,000.00	-	-	60,000.00	-	-	-	-	-	-	-	-	-
4.5.7 Annual Operational Workplan	POS	12,000.00	-	-	-	-	-	-	-	-	-	-	-	-
4.5.8 Quarterly Operational Workplan	POS	15,000.00	3,750.00	-	-	-	-	-	3,750.00	-	-	-	-	-
4.5.9 Quarterly TRW Status Report	POS	24,000.00	-	-	-	-	6,000.00	-	-	-	-	-	6,000.00	-
4.6.2 Monthly Dev and Imp of Proj Mgt Processes	POS	117,444.00	9,787.00	-	9,787.00	-	9,787.00	-	9,787.00	-	9,787.00	-	9,787.00	-
4.8.3 Updated Enterprise Stakeholder Communication Plan	POS	4,100.00	-	-	-	-	-	-	-	-	4,100.00	-	-	-
4.9.2 Updated Enterprise DRM Plans & Procedures	POS	4,130.00	-	-	-	-	-	-	-	-	4,130.00	-	-	-
4.11.3 Document Management Plan Update	POS	6,000.00	-	-	-	-	-	-	-	-	-	-	-	-
4.13.4 Enterprise Deliverable Review Plan Update	POS	6,000.00	-	-	-	-	-	-	-	-	-	-	-	-
4.14.3 Maintenance Plan Update	POS	25,500.00	-	-	-	-	-	-	-	-	-	-	-	-
4.15.1 CAMS Enterprise Activities	POS	288,000.00	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-
5.1.1 Monthly Consulting, Mentoring and Support	POS	61,320.00	5,110.00	-	5,110.00	-	5,110.00	-	5,110.00	-	5,110.00	-	5,110.00	-
5.2.1 Monthly Project Management Education and Training	POS	61,320.00	5,110.00	-	5,110.00	-	5,110.00	-	5,110.00	-	5,110.00	-	5,110.00	-
		1,624,842.00	135,276.00	-	181,436.00	-	129,516.00	-	127,016.00	-	125,536.00	-	123,306.00	-
E. IV&V														
Contractor Cost														
	POS	1,075,575.00	19,317.00	-	19,317.00	-	433,528.00	-	19,317.00	-	19,317.00	-	280,392.00	-
		1,075,575.00	19,317.00	-	19,317.00	-	433,528.00	-	19,317.00	-	19,317.00	-	280,392.00	-
F-1. Data Center Development Support														
Contractor Cost														
Maximus (14 contractors)	POS	1,854,314.00	154,526.00	-	154,526.00	-	154,526.00	-	154,526.00	-	154,526.00	-	154,526.00	-
Global Information Systems (3 contractors)	POS	340,851.00	28,404.00	-	28,404.00	-	28,404.00	-	28,404.00	-	28,404.00	-	28,404.00	-
KLC Consulting (1 contractor)	POS	129,704.00	10,809.00	-	10,809.00	-	10,809.00	-	10,809.00	-	10,809.00	-	10,809.00	-
Unisys Corporation (1 contractor)	POS	128,196.00	10,683.00	-	10,683.00	-	10,683.00	-	10,683.00	-	10,683.00	-	10,683.00	-
Technisource (1 contractor)	POS	109,495.00	9,125.00	-	9,125.00	-	9,125.00	-	9,125.00	-	9,125.00	-	9,125.00	-
		2,562,560.00	213,547.00	-	213,547.00	-	213,547.00	-	213,547.00	-	213,547.00	-	213,547.00	-

Florida Department of Revenue
 Child Support Enforcement Program
 CSE Automated Management System (CAMS)
 FY 2009-2010 - Annual Operational Work Plan

Description	Category	FY 10-11 Budget	July-10		August-10		September-10		October-10		November-10		December-10	
			Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
G. Travel														
State Cost														
Professional Development Training Travel	Expense	50,000.00	4,167.00		4,167.00		4,167.00		4,167.00		4,167.00		4,167.00	
CAMS Phase II Development Travel	Expense	82,518.00	6,877.00		6,877.00		6,877.00		6,877.00		6,877.00		6,877.00	
CAMS Misc. Travel (avg. of \$2500 per month)	Expense	30,000.00	2,500.00		2,500.00		2,500.00		2,500.00		2,500.00		2,500.00	
		162,518.00	13,544.00	-	13,544.00	-	13,544.00	-	13,544.00	-	13,544.00	-	13,544.00	-
H. Training														
State Cost														
CAMS Professional Development	POS	198,000.00	16,500.00		16,500.00		16,500.00		16,500.00		16,500.00		16,500.00	
		198,000.00	16,500.00	-	16,500.00	-	16,500.00	-	16,500.00	-	16,500.00	-	16,500.00	-
I. Miscellaneous Expenses														
Contractor Cost														
Gartner Consulting	POS	17,822.00	-		-		17,822.00		-		-		-	
State Cost														
Hardware - OCO	OCO	15,000.00	-		-		-		-		-		-	
Hardware - Associated with CR-0111 Adobe Forms	OCO	44,155.00	44,155.00		-		-		-		-		-	
Rent	Expense	93,000.00	-		-		23,250.00		-		-		23,250.00	
NWRDC Rent	Expense	73,452.00	-		-		18,363.00		-		-		18,363.00	
Misc.	Expense	81,026.00	6,752.00		6,752.00		6,752.00		6,752.00		6,752.00		6,752.00	
		324,455.00	50,907.00	-	6,752.00	-	66,187.00	-	6,752.00	-	6,752.00	-	48,365.00	-
J. Critical CAMS/FLORIDA Expenditures														
Misc. Critical CAMS	POS	1,010,023.00	84,169.00		84,169.00		84,169.00		84,169.00		84,169.00		84,169.00	
		1,010,023.00	84,169.00	-	84,169.00	-	84,169.00	-	84,169.00	-	84,169.00	-	84,169.00	-
Total LBR Expenditures		35,548,382.00	1,730,448.36	-	1,247,714.48	-	1,289,440.48	-	6,076,033.36	-	2,048,597.84	-	4,177,125.36	-
	POS	32,129,617.00	1,665,997.36	-	1,227,418.48	-	1,227,531.48	-	6,055,737.36	-	2,028,301.84	-	1,165,602.36	-
	expense	838,936.00	20,296.00	-	20,296.00	-	61,909.00	-	20,296.00	-	20,296.00	-	490,849.00	-
	oco	2,579,829.00	44,155.00	-	-	-	-	-	-	-	-	-	2,520,674.00	-
	total	35,548,382.00	1,730,448.36	-	1,247,714.48	-	1,289,440.48	-	6,076,033.36	-	2,048,597.84	-	4,177,125.36	-

Florida Department of Revenue
 Child Support Enforcement Program
 CSE Automated Management System (CAMS)
 FY 2009-2010 - Annual Operational Work Plan

Description	January-11		February-11		March-11		April-11		May-11		June-11		Budget YTD	Actual YTD	Variance YTD	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual				
Expenditures from LBR Funding																
A. CAMS Development																
CAMS Phase II																
Contractor Cost																
B009 - Training Schedule	-	-	-	-	1,600,000.00	-	-	-	-	-	-	-	1,600,000.00	-	-	1,600,000.00
B102 - Formal Review Briefing Packages	700,000.00	-	-	-	-	-	-	-	-	-	-	-	1,400,000.00	-	-	1,400,000.00
B201 - Requirements Specification	-	-	-	-	-	-	-	-	-	-	-	-	380,000.00	-	-	380,000.00
B204 - Design Description	-	-	360,000.00	-	-	-	-	-	-	-	-	-	4,680,000.00	-	-	4,680,000.00
B206 - Software Code & Release Notes	-	-	560,000.00	-	-	-	-	-	-	-	-	-	560,000.00	-	-	560,000.00
B207 - Problem Reports Status	100,000.00	-	-	-	-	-	-	-	-	-	-	-	700,000.00	-	-	700,000.00
B210 - Data Conversion Schedule	-	-	-	-	2,160,000.00	-	-	-	-	-	-	-	2,160,000.00	-	-	2,160,000.00
B301 - Disaster Recovery Plan	-	-	-	-	-	-	-	-	-	-	-	-	935,000.00	-	-	935,000.00
B303 - Operations & Maintenance Transition	-	-	-	-	-	-	-	-	-	-	1,147,500.00	-	1,147,500.00	-	-	1,147,500.00
B402 - Acceptance Test Scripts	1,600,000.00	-	-	-	-	-	-	-	-	-	-	-	1,600,000.00	-	-	1,600,000.00
B404 - Testing & Tuning Results	-	-	-	-	-	-	1,200,000.00	-	-	-	-	-	1,200,000.00	-	-	1,200,000.00
B501 - Communication Plan	-	-	-	-	-	-	100,000.00	-	-	-	-	-	900,000.00	-	-	900,000.00
B502 - Communication Materials	-	-	-	-	-	-	70,000.00	-	-	-	-	-	630,000.00	-	-	630,000.00
B503 - Communication Report	-	-	-	-	2,400,000.00	-	300,000.00	-	-	-	-	-	2,700,000.00	-	-	2,700,000.00
B702 - Technical Manual	-	-	-	-	-	-	-	-	595,000.00	-	-	-	595,000.00	-	-	595,000.00
B705 - Training Materials	-	-	-	-	-	-	-	-	-	-	1,600,000.00	-	1,600,000.00	-	-	1,600,000.00
B802d - Second Hardware Purchase	-	-	-	-	-	-	-	-	-	-	-	-	2,520,674.00	-	-	2,520,674.00
B802e - Second Software Purchase	-	-	-	-	-	-	-	-	-	-	-	-	428,940.00	-	-	428,940.00
B802f - Second Software Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	107,500.00	-	-	107,500.00
B1001 - Monthly Facilities Report	33,533.00	-	33,533.00	-	33,533.00	-	-	-	-	-	-	-	301,797.00	-	-	301,797.00
CR-0111 Adobe Forms	-	-	-	-	-	-	-	-	-	-	-	-	57,000.00	-	-	57,000.00
	2,433,533.00	-	953,533.00	-	6,193,533.00	-	1,670,000.00	-	595,000.00	-	2,747,500.00	-	26,203,411.00	-	-	26,203,411.00
D. Program Management																
Contractor Cost																
Technical Assistance Staff Augmentation																
CSE																
Brandt (2 contractor)	29,032.00	-	30,560.00	-	35,144.00	-	33,616.00	-	30,560.00	-	33,616.00	-	385,056.00	-	-	385,056.00
Computer Aid Inc. (1 contractors)	10,640.00	-	11,200.00	-	12,880.00	-	12,320.00	-	11,200.00	-	12,320.00	-	141,120.00	-	-	141,120.00
KLC (1 contractors)	17,838.72	-	18,777.60	-	21,594.24	-	20,655.36	-	18,777.60	-	20,655.60	-	236,598.00	-	-	236,598.00
Revolution Technologies (1 contractor)	24,320.00	-	25,600.00	-	29,440.00	-	28,160.00	-	25,600.00	-	28,160.00	-	322,560.00	-	-	322,560.00
CanDoTech (1 contractor)	16,568.00	-	17,440.00	-	20,056.00	-	19,184.00	-	17,440.00	-	19,184.00	-	219,744.00	-	-	219,744.00
GIS (1 contractor)	17,480.00	-	18,400.00	-	21,160.00	-	20,240.00	-	18,400.00	-	20,240.00	-	231,840.00	-	-	231,840.00
KLC (2 contractors)	31,160.00	-	32,800.00	-	37,720.00	-	36,080.00	-	32,800.00	-	36,080.00	-	413,280.00	-	-	413,280.00
	147,038.72	-	154,777.60	-	177,994.24	-	170,255.36	-	154,777.60	-	170,255.60	-	1,950,198.00	-	-	1,950,198.00
Quality Assurance Staff Augmentation																
Acacia (1 contractor)	12,133.00	-	12,133.00	-	12,133.00	-	12,133.00	-	12,133.00	-	12,137.00	-	145,600.00	-	-	145,600.00
Infinity (2 contractors)	24,267.00	-	24,267.00	-	24,267.00	-	24,267.00	-	24,267.00	-	24,263.00	-	291,200.00	-	-	291,200.00
	36,400.00	-	36,400.00	-	36,400.00	-	36,400.00	-	36,400.00	-	36,400.00	-	436,800.00	-	-	436,800.00
Project Management Office																
1.2.2 PM Contract Schedule	5,960.00	-	-	-	-	-	5,960.00	-	-	-	-	-	23,840.00	-	-	23,840.00
2.2.1 Monthly PMO Management	25,299.00	-	25,299.00	-	25,299.00	-	25,299.00	-	25,299.00	-	25,299.00	-	303,588.00	-	-	303,588.00
3.2.3 Updated Scope Management Plan	-	-	-	-	-	-	-	-	-	-	-	-	1,870.00	-	-	1,870.00
3.11.3 Updated Organizational Change Management Plan	1,840.00	-	-	-	-	-	-	-	-	-	-	-	1,840.00	-	-	1,840.00
3.11.8 Updated Training Plan	-	-	-	-	6,000.00	-	-	-	-	-	-	-	6,000.00	-	-	6,000.00
3.11.9 CAMS OCM Activities	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	288,000.00	-	-	288,000.00
3.16.1 CAMS Phase II Activities	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	288,000.00	-	-	288,000.00
4.1.2 Updated Project Management Plan	-	-	10,160.00	-	-	-	-	-	-	-	-	-	10,160.00	-	-	10,160.00
4.2.2 Updated Risk Management Plan	-	-	-	-	-	-	-	-	-	-	-	-	4,340.00	-	-	4,340.00
4.3.2 Updated Issue/Action Item Management Plan	-	-	-	-	-	-	-	-	-	-	-	-	3,950.00	-	-	3,950.00
4.4.2 Updates Schedule Management Plan	-	-	-	-	-	-	-	-	-	-	-	-	4,310.00	-	-	4,310.00
4.5.2 Updated Status Reporting Plan	-	-	-	-	-	-	-	-	-	-	-	-	4,130.00	-	-	4,130.00
4.5.6 Annual Advanced Planning Document Update (APDU)	-	-	-	-	-	-	-	-	-	-	-	-	60,000.00	-	-	60,000.00
4.5.7 Annual Operational Workplan	-	-	-	-	-	-	12,000.00	-	-	-	-	-	12,000.00	-	-	12,000.00
4.5.8 Quarterly Operational Workplan	3,750.00	-	-	-	-	-	3,750.00	-	-	-	-	-	15,000.00	-	-	15,000.00
4.5.9 Quarterly TRW Status Report	-	-	-	-	6,000.00	-	-	-	-	-	6,000.00	-	24,000.00	-	-	24,000.00
4.6.2 Monthly Dev and Imp of Proj Mgt Processes	9,787.00	-	9,787.00	-	9,787.00	-	9,787.00	-	9,787.00	-	9,787.00	-	117,444.00	-	-	117,444.00
4.8.3 Updated Enterprise Stakeholder Communication Plan	-	-	-	-	-	-	-	-	-	-	-	-	4,100.00	-	-	4,100.00
4.9.2 Updated Enterprise DRM Plans & Procedures	-	-	-	-	-	-	-	-	-	-	-	-	4,130.00	-	-	4,130.00
4.11.3 Document Management Plan Update	-	-	6,000.00	-	-	-	-	-	-	-	-	-	6,000.00	-	-	6,000.00
4.13.4 Enterprise Deliverable Review Plan Update	-	-	6,000.00	-	-	-	-	-	-	-	-	-	6,000.00	-	-	6,000.00
4.14.3 Maintenance Plan Update	-	-	-	-	-	-	25,500.00	-	-	-	-	-	25,500.00	-	-	25,500.00
4.15.1 CAMS Enterprise Activities	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	24,000.00	-	288,000.00	-	-	288,000.00
5.1.1 Monthly Consulting, Mentoring and Support	5,110.00	-	5,110.00	-	5,110.00	-	5,110.00	-	5,110.00	-	5,110.00	-	61,320.00	-	-	61,320.00
5.2.1 Monthly Project Management Education and Training	5,110.00	-	5,110.00	-	5,110.00	-	5,110.00	-	5,110.00	-	5,110.00	-	61,320.00	-	-	61,320.00
	128,856.00	-	139,466.00	-	129,306.00	-	164,516.00	-	117,306.00	-	123,306.00	-	1,624,842.00	-	-	1,624,842.00
E. IV&V																
Contractor Cost																
Maximus (14 contractors)	154,526.00	-	154,526.00	-	154,526.00	-	154,526.00	-	154,526.00	-	154,526.00	-	1,854,314.00	-	-	1,854,314.00
Global Information Systems (3 contractors)	28,404.00	-	28,404.00	-	28,404.00	-	28,404.00	-	28,404.00	-	28,404.00	-	340,851.00	-	-	340,851.00
KLC Consulting (1 contractor)	10,809.00	-	10,809.00	-	10,809.00	-	10,809.00	-	10,809.00	-	10,805.00	-	129,704.00	-	-	129,704.00
Unisys Corporation (1 contractor)	10,683.00	-	10,683.00	-	10,683.00	-	10,683.00	-	10,683.00	-	10,683.00	-	128,196.00	-	-	128,196.00
Technisource (1 contractor)	9,125.00	-	9,125.00	-	9,125.00	-	9,125.00	-	9,125.00	-	9,120.00	-	109,495.00	-	-	109,495.00
	213,547.00	-	213,547.00	-	213,547.00	-	213,547.00	-	213,547.00	-	213,543.00	-	2,562,560.00	-	-	2,562,560.00
F-1. Data Center Development Support																
Contractor Cost																
Maximus (14 contractors)	154,526.00	-	154,526.00	-	154,526.00	-	154,526.00	-	154,526.00	-	154,526.00	-	1,854,314.00	-	-	1,854,314.00
Global Information Systems (3 contractors)	28,404.00	-	28,404.00	-	28,404.00	-	28,404.00	-	28,404.00	-	28,404.00	-	340,851.00	-	-	340,851.00
KLC Consulting (1 contractor)	10,809.00	-	10,809.00	-	10,809.00	-	10,809.00	-	10,809.00	-	10,805.00	-	129,704.00	-	-	129,704.00
Unisys Corporation (1 contractor)	10,683.00	-	10,683.00	-	10,683.00	-	10,683.00	-	10,683.00	-	10,683.00	-	128,196.00	-	-	128,196.00
Technisource (1 contractor)	9,125.00	-	9,125.00	-	9,125.00	-	9,125.00	-	9,125.00	-	9,120.00	-	109,495.00	-	-	109,495.00
	213,547.00	-	213,547.00	-	213,547.00	-	213,547.00	-	213,547.00	-	213,543.00	-	2,562,560.00	-	-	2,562,560.00

Florida Department of Revenue
 Child Support Enforcement Program
 CSE Automated Management System (CAMS)
 FY 2009-2010 - Annual Operational Work Plan

Description	January-11		February-11		March-11		April-11		May-11		June-11		Budget YTD	Actual YTD	Variance YTD
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual			
G. Travel															
State Cost															
Professional Development Training Travel	4,167.00		4,167.00		4,167.00		4,167.00		4,167.00		4,163.00		50,000.00	-	50,000.00
CAMS Phase II Development Travel	6,877.00		6,877.00		6,877.00		6,877.00		6,877.00		6,871.00		82,518.00	-	82,518.00
CAMS Misc. Travel (avg. of \$2500 per month)	2,500.00		2,500.00		2,500.00		2,500.00		2,500.00		2,500.00		30,000.00	-	30,000.00
	13,544.00	-	13,544.00	-	13,544.00	-	13,544.00	-	13,544.00	-	13,534.00	-	162,518.00	-	162,518.00
H. Training															
State Cost															
CAMS Professional Development	16,500.00		16,500.00		16,500.00		16,500.00		16,500.00		16,500.00		198,000.00	-	198,000.00
	16,500.00	-	16,500.00	-	16,500.00	-	16,500.00	-	16,500.00	-	16,500.00	-	198,000.00	-	198,000.00
I. Miscellaneous Expenses															
Contractor Cost															
Gartner Consulting	-		-		-		-		-		-		17,822.00	-	17,822.00
State Cost															
Hardware - OCO	15,000.00		-		-		-		-		-		15,000.00	-	15,000.00
Hardware - Associated with CR-0111 Adobe Forms	-		-		-		-		-		-		44,155.00	-	44,155.00
Rent	-		-		23,250.00		-		-		23,250.00		93,000.00	-	93,000.00
NWRDC Rent	-		-		18,363.00		-		-		18,363.00		73,452.00	-	73,452.00
Misc.	6,752.00		6,752.00		6,752.00		6,752.00		6,752.00		6,754.00		81,026.00	-	81,026.00
	21,752.00	-	6,752.00	-	48,365.00	-	6,752.00	-	6,752.00	-	48,367.00	-	324,455.00	-	324,455.00
J. Critical CAMS/FLORIDA Expenditures															
Misc. Critical CAMS	84,169.00		84,169.00		84,169.00		84,169.00		84,169.00		84,164.00		1,010,023.00	-	1,010,023.00
	84,169.00	-	84,169.00	-	84,169.00	-	84,169.00	-	84,169.00	-	84,164.00	-	1,010,023.00	-	1,010,023.00
Total LBR Expenditures	3,114,656.72	-	1,638,005.60	-	7,026,788.24	-	2,395,000.36	-	1,257,312.60	-	3,547,258.60	-	35,548,382.00	-	35,548,382.00
	3,079,360.72	-	1,617,709.60	-	6,964,879.24	-	2,374,704.36	-	1,237,016.60	-	3,485,357.60	-	32,129,617.00	-	32,129,617.00
	20,296.00	-	20,296.00	-	61,909.00	-	20,296.00	-	20,296.00	-	61,901.00	-	838,936.00	-	838,936.00
	15,000.00	-	-	-	-	-	-	-	-	-	-	-	2,579,829.00	-	2,579,829.00
	3,114,656.72	-	1,638,005.60	-	7,026,788.24	-	2,395,000.36	-	1,257,312.60	-	3,547,258.60	-	35,548,382.00	-	35,548,382.00

Appendix I

Capacity Plan

CAMS CE Monthly Operations Report
A 909
Reporting Period - August 2009

 [Go to 909 Report](#)

No.	Description	Detail	Source
	System Uptime %	Downtime / Uptime - Detailed Report Provided	Basis Team
	Database	Databases	Basis Team

CAMS CE Monthly Operations Report
A 909
Reporting Period - August 2009

 [Go Back to 909 Summary](#)

No.	Description	Aug-09
	System	
	Uptime %	
	- Application	100.00%
	Database	
	- CRM Production Database size in GB	2,317.44
	- BW Production Database size in GB	1,816.84
	Average Active Users (Concurrent Users) vs. Named Users	
	- CRM	~ 1770 vs.4494
	- BW	~ 11 vs. 940
		Max%CPU Usage % Memory Usage
	CRM Production	
	camcrp01 (avg is 45%)	90 75
	sdrsap11	10 99
	sdrsap12	10 99
	sdrsap13	14 99
	sdrsap14	15 99
	BW Production	
	cambwp01	10 85

Details of Downtime for the Reporting Period

 [Go Back to 909 Summary](#)

Scheduled Downtime

Description	Date	Systems Impacted (Please select from the following System list below - Hardware, Operating System, Application, LDAP, Network, Other)	Component of System Impacted (for example CRM, BW e.t.c.)	Hours of Downtime	Reason for Downtime	Additional Comments
Offline Backup	Every Sunday	Application	CRM - CCP	8:00 pm - 2:00 am	Weekly Offline Backup	
Offline Backup	Every Sunday	Application	BW - CBP	8:00 pm - 02:00 am	Weekly Offline Backup	

Unscheduled Downtime

Date	System	Total down time	Hours of Downtime	Reason for Downtime	Additional Comments
None					

Other Stats

MTBF		744.5 downtime considered since 9/20/2007 as per previous A909 reports	(Mean time between failures)
MTRF	93.88 mins		(Mean time to respond to failures)

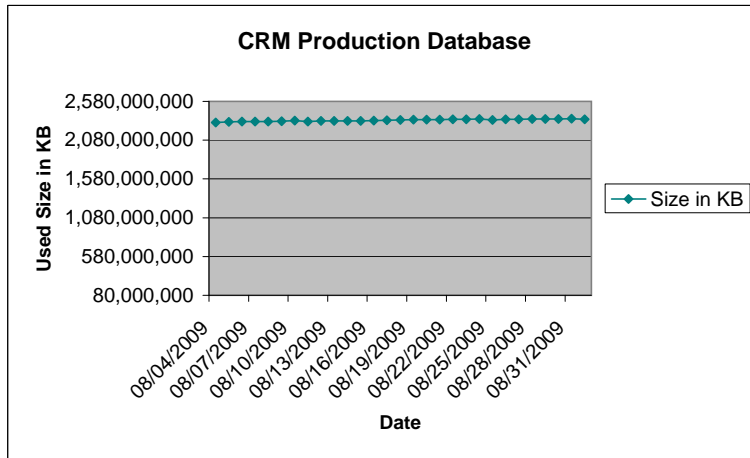
[Go Back to 909 Summary](#)

CRM Production Database Analysis

SID - CCP
Host - camcrp01

History of the Database

Scale: Day Date	Values	Database				Total	Tables		Indices	
		Size/kb	Free/kb	Used	%Used		Size/kb	Total	Size/kb	Total
09/01/2009	Total	2,430,012,248	80,183,088	2,349,829,160	97	31,397	1,441,178,776	41,336	849,357,400	
08/31/2009	Total	2,430,012,248	71,904,944	2,358,107,304	98	31,397	1,440,152,472	41,336	848,714,264	
08/30/2009	Total	2,430,012,248	76,979,888	2,353,032,360	97	31,397	1,440,066,264	41,336	848,485,784	
08/29/2009	Total	2,430,012,248	76,337,072	2,353,675,176	97	31,397	1,439,438,872	41,336	848,099,992	
08/28/2009	Total	2,430,012,248	76,944,560	2,353,067,688	97	31,397	1,438,847,192	41,336	847,810,392	
08/27/2009	Total	2,413,235,032	63,099,184	2,350,135,848	98	31,397	1,436,694,552	41,336	846,743,448	
08/26/2009	Total	2,413,235,032	65,704,368	2,347,530,664	98	31,397	1,435,044,760	41,336	845,641,432	
08/25/2009	Total	2,413,235,032	73,484,784	2,339,750,248	97	31,397	1,433,947,928	41,336	844,941,016	
08/24/2009	Total	2,413,235,032	61,753,392	2,351,481,640	98	31,397	1,432,845,784	41,336	844,341,592	
08/23/2009	Total	2,413,235,032	63,946,096	2,349,288,936	98	31,397	1,432,508,760	41,336	843,816,280	
08/22/2009	Total	2,413,235,032	65,412,208	2,347,822,824	98	31,397	1,431,944,728	41,336	843,573,656	
08/21/2009	Total	2,413,235,032	66,867,568	2,346,367,464	98	31,397	1,430,729,496	41,336	843,309,592	
08/20/2009	Total	2,413,235,032	68,382,768	2,344,852,264	98	31,397	1,429,713,176	41,336	842,964,184	
08/19/2009	Total	2,413,235,032	69,028,912	2,344,206,120	98	31,397	1,428,681,944	41,336	842,155,096	
08/18/2009	Total	2,396,457,816	54,636,016	2,341,821,800	98	31,397	1,427,398,616	41,336	841,318,424	
08/17/2009	Total	2,396,457,816	61,193,712	2,335,264,104	98	31,397	1,425,459,032	41,336	840,468,696	
08/16/2009	Total	2,396,457,816	64,386,288	2,332,071,528	98	31,397	1,425,295,384	41,336	840,016,152	
08/15/2009	Total	2,396,457,816	66,523,760	2,329,934,056	98	31,397	1,424,785,880	41,336	839,503,448	
08/14/2009	Total	2,396,457,816	67,357,360	2,329,100,456	98	31,397	1,424,180,120	41,336	839,363,800	
08/13/2009	Total	2,396,457,816	68,289,456	2,328,168,360	98	31,395	1,423,048,664	41,336	838,415,640	
08/12/2009	Total	2,396,457,816	69,191,792	2,327,266,024	98	31,395	1,421,991,064	41,336	838,182,424	
08/11/2009	Total	2,396,457,816	78,056,368	2,318,401,448	97	31,395	1,421,461,784	41,336	837,518,808	
08/10/2009	Total	2,396,457,816	65,563,888	2,330,893,928	98	31,395	1,419,920,280	41,336	836,779,800	
08/09/2009	Total	2,379,680,600	56,635,440	2,323,045,160	98	31,395	1,419,516,056	41,336	836,262,296	
08/08/2009	Total	2,379,680,600	58,891,696	2,320,788,904	98	31,395	1,419,389,144	41,336	836,216,792	
08/07/2009	Total	2,379,680,600	59,170,224	2,320,510,376	98	31,395	1,418,477,016	41,336	835,816,664	
08/06/2009	Total	2,379,680,600	59,853,488	2,319,827,112	98	31,395	1,417,721,304	41,336	835,655,768	
08/05/2009	Total	2,379,680,600	62,172,336	2,317,508,264	98	31,395	1,416,130,008	41,336	834,794,584	
08/04/2009	Total	2,379,680,600	73,888,496	2,305,792,104	97	31,394	1,415,020,888	41,335	833,902,552	

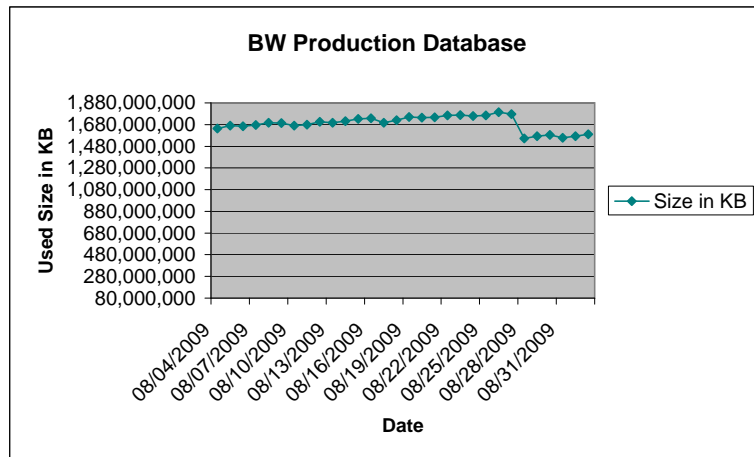


BW Production Database Analysis

SID - CBP
Host - cambwp01

History of the Database

Scale: Day Date	Values	Database				Total	Tables		Indices	
		Size/kb	Free/kb	Used	%Used		Size/kb	Total	Size/kb	
09/02/2009	Total	1,905,092,280	312,929,792	1,592,162,488	84	30,027	1,115,572,672	56,045	427,241,536	
09/01/2009	Total	1,905,092,280	332,750,720	1,572,341,560	83	30,011	1,099,964,032	56,029	422,238,784	
08/31/2009	Total	1,905,092,280	347,208,640	1,557,883,640	82	30,000	1,088,472,128	55,991	419,273,728	
08/30/2009	Total	1,905,092,280	320,897,024	1,584,195,256	84	30,022	1,110,188,864	55,976	425,505,472	
08/29/2009	Total	1,905,092,280	331,866,560	1,573,225,720	83	30,003	1,103,256,768	55,931	422,530,944	
08/28/2009	Total	1,905,092,280	352,070,080	1,553,022,200	82	29,974	1,085,724,544	55,868	417,856,704	
08/27/2009	Total	1,871,537,848	93,600,000	1,777,937,848	95	30,470	1,267,224,000	56,337	461,000,640	
08/26/2009	Total	1,871,537,848	77,564,160	1,793,973,688	96	30,479	1,278,592,256	56,314	465,812,032	
08/25/2009	Total	1,871,537,848	106,497,024	1,765,040,824	95	30,451	1,256,167,104	56,254	458,713,984	
08/24/2009	Total	1,871,537,848	111,515,328	1,760,022,520	95	30,441	1,252,063,360	56,212	458,121,984	
08/23/2009	Total	1,871,537,848	103,453,184	1,768,084,664	95	30,446	1,261,663,872	56,196	460,155,328	
08/22/2009	Total	1,871,537,848	106,102,848	1,765,435,000	95	30,435	1,257,099,264	56,153	459,594,240	
08/21/2009	Total	1,871,537,848	125,781,312	1,745,756,536	94	30,408	1,241,626,432	56,119	454,953,408	
08/20/2009	Total	1,871,537,848	126,761,984	1,744,775,864	94	30,411	1,240,319,616	56,090	455,025,600	
08/19/2009	Total	1,871,537,848	121,084,224	1,750,453,624	94	30,416	1,242,990,784	56,063	457,198,656	
08/18/2009	Total	1,871,537,848	151,658,112	1,719,879,736	92	30,382	1,220,278,656	55,997	450,051,520	
08/17/2009	Total	1,871,537,848	173,875,648	1,697,662,200	91	30,345	1,204,494,144	55,915	445,140,224	
08/16/2009	Total	1,871,537,848	133,294,400	1,738,243,448	93	30,373	1,234,911,040	55,934	455,128,960	
08/15/2009	Total	1,871,537,848	138,804,416	1,732,733,432	93	30,367	1,231,194,368	55,914	453,526,016	
08/14/2009	Total	1,871,537,848	160,501,440	1,711,036,408	92	30,337	1,213,329,152	55,850	448,561,536	
08/13/2009	Total	1,871,537,848	174,089,472	1,697,448,376	91	30,330	1,202,770,752	55,811	445,808,960	
08/12/2009	Total	1,871,537,848	165,659,392	1,705,878,456	92	30,339	1,207,039,104	55,793	449,092,160	
08/11/2009	Total	1,871,537,848	191,331,904	1,680,205,944	90	30,311	1,188,081,600	55,738	442,731,200	
08/10/2009	Total	1,871,537,848	199,979,840	1,671,558,008	90	30,279	1,176,980,096	55,673	439,779,584	
08/09/2009	Total	1,871,537,848	176,465,984	1,695,071,864	91	30,315	1,199,931,392	55,689	446,899,840	
08/08/2009	Total	1,871,537,848	174,887,040	1,696,650,808	91	30,311	1,198,872,192	55,680	445,980,224	
08/07/2009	Total	1,871,537,848	195,591,232	1,675,946,616	90	30,282	1,181,730,560	55,617	441,544,832	
08/06/2009	Total	1,871,537,848	208,132,480	1,663,405,368	89	30,271	1,171,795,776	55,574	439,025,408	
08/05/2009	Total	1,871,537,848	200,582,528	1,670,955,320	90	30,278	1,175,690,496	55,549	442,066,816	
08/04/2009	Total	1,871,537,848	226,365,696	1,645,172,152	88	30,247	1,156,474,752	55,486	435,690,176	



SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS

Budget Period: 2009-10

Department: Florida Department of Revenue

Chief Internal Auditor: Bob Bliss

Budget Entity: All

Phone Number: 487-0701

(1)	(2)	(3)	(4)	(5)	IS C
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	
AG 2009-144	FY 2008-09	Financial Management/General Tax Administration Program	Although the Florida Department of Revenue (FDOR) implemented some corrective action during the 2007-08 fiscal year, FDOR did not follow established procedures to demonstrate that a determination was made that contractors were not suspended or debarred prior to entering into covered transactions with the contractors. We recommend that FDOR continue its efforts to ensure the effective implementation of the updated Purchasing and Contract Management Manual and instruct staff on how to identify contracts involving Federal funds.	FDOR has fully implemented the Auditor General's recommendations. The Purchasing and Contract Management Manual was updated to require Contract Managers (when federal funds are used) to access the U.S. Government's Excluded Parties List System (EPLS) and verify that the contractor has not been debarred by any federal agency for contracts that have a value of \$25,000 or greater. Contract Managers are also required to provide a justification to document the renewal is in the best interest of the State. Lastly, contract manager training classes were held during April 2009 for all DOR Contract Managers.	

AG 2009-144	FY 2008-09	General Tax Administration Program	<p>Although the Florida Agency for Workforce Innovation (FAWI) and FDOR implemented some corrective actions, deficiencies continued to exist in the 2008 UI tax rate calculation process. We continue to recommend that FAWI and FDOR ensure that timely and complete reconciliations are performed between the detail and summary benefit and wage data and that necessary system programming is made prior to the calculation of the annual UI tax rate. We also continue to recommend that FAWI enhance and document the process used for overpayment redeterminations.</p>	<p>With the migration of unemployment tax into SUNTAX (System for Unified Taxation), both agencies were required to revisit and document the UI tax rate calculation process. Prior to the go-live date of March 10, 2008, a simulation of the 2008 rate run was performed and compared against the actual results from TRAIN. Among other testing, 50 randomly selected accounts were interrogated and the detailed records that were used in determining the tax rate in the SUNTAX system were closely reviewed. Test results were shared with FDOR and FAWI subject matter experts and were determined to be accurate and consistent with Florida law. The 2009 rate run was successfully performed in the SUNTAX environment in December 2008. This should correct previous deficiencies noted.</p>	
AG 2009-144	FY 2008-09	Child Support Enforcement	<p>During the 2007-08 fiscal year, FDOR procedures, as implemented, did not ensure adequate oversight and monitoring of State Disbursement Unit (SDU) collection and disbursement of child support payments and the reporting thereof. To ensure the integrity of the collection and disbursement functions at the SDU, we recommend that FDOR enhance its monitoring and oversight efforts. Specifically, we recommend that FDOR consider requiring that the SDU contractor provide an annual audit of SDU operations made in accordance with U.S. Auditing Standards applicable to audits of service organizations. Such an audit, commonly referred to as a SAS 70 audit, would provide FDOR with information as to the effectiveness of internal controls over collections and disbursements as implemented by the SDU contractor.</p>	<p>Contract management staff identified potential vendors and obtained a price quote for planning purposes. The Program is in the process of determining the availability of recurring funds and whether or not to proceed with contracting for the audit on a recurring basis.</p>	

AG 2009-144	FY 2008-09	Child Support Enforcement	Matters disclosed in the prior audit regarding FDOR procedures for reconciling SDU-maintained information to information maintained in the FLORIDA System continued to exist during the 2007-08 fiscal year. We recommend that FDOR include the development of a comprehensive reconciliation component in its design and development of the CSE Automated Management System (CAMS) Phase II.	The Department is working with the vendor on developing system requirements to ensure reconciliation is a key component.	
AG 2009-144	FY 2008-09	Child Support Enforcement	FDOR did not have procedures in place to ensure compliance with all Federal requirements relating to subrecipient monitoring. We recommend that FDOR revise the standard award and contract documents to identify the Federal awarding agency and include the CFDA number and title, as appropriate. We also recommend that FDOR develop and implement comprehensive, formal policies and procedures with regard to obtaining, reviewing, and following up on subrecipient audits.	Attachment D of the standard contract was amended to reflect the requirements of the audit. The Program is in the process of exploring how to address other agreements already in place. Standard operating procedures were developed and are now in effect as of June 30, 2009.	
AG 2009-144	FY 2008-09	Child Support Enforcement	Our tests disclosed that where medical support had been ordered, FDOR did not always request the necessary information from the responsible parents to determine whether health insurance was reasonably available or take enforcement action to secure medical support. Pending the enhancement of medical support compliance functionality in CAMS, we recommend that FDOR implement procedures to obtain the necessary information from the responsible parents and take enforcement action to secure medical support.	Revisions of procedures for Order Entry are scheduled for completion by 09/30/2009. FM Module II will reflect Medical Support changes based on the newly revised procedures and is expected to be completed by 07/31/2009. Production and verification are completed to enhance the CAMS I system allowing the Program to automatically identify and enforce cases determined noncompliant with the order to provide health insurance.	
AG 2009-144	FY 2008-09	Child Support Enforcement	FDOR did not timely refer initiating interstate cases to the responding states' interstate central registries for action within the required time frame. We recommend that FDOR strengthen its procedures for initiating interstate cases to ensure initiating interstate cases are processed and referred within the required time frame to the responding states' interstate central registries for action.	Existing interstate procedures have been reviewed and updated to ensure instructions regarding required federal time frames are clear. A self-assessment questionnaire was developed for region supervisors to use to analyze local interstate workflow. The design for Phase II of CAMS to ensure the federal time frames are accommodated for interstate initiating process is being reviewed.	

OIG 08-0068	FY 2008-09	Child Support Enforcement	The Child Support Enforcement (CSE) Program has not verified IV-D accounts for certain periods. We recommend the CSE Program: 1. Follow established procedures and complete the verification of the IV-D accounts. 2. Consider adding an additional step to the on-site monitoring program which would require periodic tracing of a sample of disbursements authorized by DOR to the individual accounts.	Verification of IV-D accounts is now up-to-date. Data provided by the vendor is verified against bank statements within ten business days of receipt. CSE has added sampling of electronic disbursements to its monitoring plan.	
OIG 08-0068	FY 2008-09	Child Support Enforcement	Copies of Internal Audits and Quality Assurance Reports have not been obtained by CSE from the Vendor. We recommend that an audit performed in accordance with Statement on Auditing Standards No. 70 (SAS70), or other operational audit of the State Disbursement Unit (SDU) by an independent CPA firm, be performed annually to help ensure controls over collections, disbursements, and reporting are adequate. Such audits would provide additional assurance that funds are accounted for and reported correctly.	Contract management staff identified potential vendors that could conduct an annual SAS 70 audit of the SDU operations and obtained a price quote for planning purposes. The Program is in the process of determining the availability of recurring funds and whether or not to proceed with contracting for the audit on a recurring basis.	
OIG 2007-0067	FY 2008-09	Information Services Program	Revenue's Web Standards Policy (DOR-WEB-001) and Internet Systems Security Policy (DOR-SEC-001) need improvement. We recommend the Information Services Program (ISP) compare Revenue's Web standards to the Florida Administrative Code and NIST to ensure that Revenue's Web standards are sufficient to secure Internet applications. We recommend ISP update DOR-WEB-001 and DOR-SEC-001 to include detailed guidance for the security of Internet applications and to ensure compliance with industry standards. We recommend ISP include in DOR-WEB-001 and DOR-SEC-001 requirements for an independent quality assurance review to be performed by the Department's Service Support Release Management program as application code is being developed or when significant changes in an Internet application are performed to ensure that security standards are effective.	ISP will review the Florida Administrative Code and NIST standards, and revise DOR security policies to incorporate appropriate security safeguards and web standards by May 30, 2010. ISP will also include policy requirements for independent quality review by Release Management for application code changes and security review by Information Security Management for new or significant changes to Internet applications to ensure sufficient security standards are in place June 30, 2010.	

Fiscal Year 2010-11 LBR Technical Review Checklist

Department/Budget Entity (Service): Administrave Services Program 73010100

Agency Budget Officer/OPB Analyst Name: Lia Mattuski / Connie Mayo

A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.

Action	Program or Service (Budget Entity Codes)				
	100				

1. GENERAL

1.1 Are Columns A01, A02, A04, A05, A10, A11, A36, IA1, IV1, IV3 and NV1 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for both the Budget and Trust Fund columns? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? **(CSDI)**

Y				
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1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? **(CSDI)**

Y				
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AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. **(EXBR, EXBA)**

Y				
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1.4 Has security been set correctly? **(CSDR, CSA)**

Y				
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TIP The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.

2. EXHIBIT A (EADR, EXA)

2.1 Is the budget entity authority and description consistent with the agency's LRPP and does it conform to the directives provided on page 56 of the LBR Instructions?

Y				
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2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?

Y				
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2.3 Are the issue codes and titles consistent with *Section 3* of the LBR Instructions (pages 15 through 27)? Do they clearly describe the issue?

Y				
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2.4 Have the coding guidelines in *Section 3* of the LBR Instructions (pages 15 through 27) been followed?

Y				
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3. EXHIBIT B (EXBR, EXB)

3.1 Is it apparent that there is a fund shift and were the issues entered into LAS/PBS correctly? Check D-3A funding shift issue 340XXX0 - a unique deduct and unique add back issue should be used to ensure fund shifts display correctly on the LBR exhibits.

Y				
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AUDITS:

3.2 Negative Appropriation Category Audit for Agency Request (Columns A03 and A04): Are all appropriation categories positive by budget entity at the FSI level? Are all nonrecurring amounts less than requested amounts? **(NACR, NAC - Report should print "No Negative Appropriation Categories Found")**

Y				
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3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? **(EXBR, EXBC - Report should print "Records Selected Net To Zero")**

Y				
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TIP Generally look for and be able to fully explain significant differences between A02 and A03.

		Program or Service (Budget Entity Codes)				
Action		100				
TIP	Exhibit B - A02 equal to B07: Compares Current Year Estimated column to a backup of A02. This audit is necessary to ensure that the historical detail records have not been adjusted. Records selected should net to zero.					
TIP	Requests for appropriations which require advance payment authority must use the sub-title "Grants and Aids". For advance payment authority to local units of government, the Aid to Local Government appropriation category (05XXXX) should be used. For advance payment authority to non-profit organizations or other units of state government, the Special Categories appropriation category (10XXXX) should be used.					
4. EXHIBIT D (EADR, EXD)						
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 59 of the LBR Instructions?	Y				
4.2	Is the program component code and title used correct?	Y				
TIP	Fund shifts or transfers of services or activities between program components will be displayed on an Exhibit D whereas it may not be visible on an Exhibit A.					
5. EXHIBIT D-1 (ED1R, EXD1)						
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Y				
AUDITS:						
5.2	Do the fund totals agree with the object category totals within each appropriation category? (ED1R, XD1A - Report should print "No Differences Found For This Report")	Y				
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? (EXBR, EXBB - Negative differences need to be corrected in Column A01.) <i>Please note that the LBR Instructions reference the wrong B column.</i>	Y				
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? (EXBR, EXBD - Differences need to be corrected in Column A01.) <i>Please note that the LBR Instructions reference the wrong B column.</i>	Y				
TIP	If objects are negative amounts, the agency must make adjustments to Column A01 to correct the object amounts. In addition, the fund totals must be adjusted to reflect the adjustment made to the object data.					
TIP	If fund totals and object totals do not agree or negative object amounts exist, the agency must adjust Column A01.					
TIP	Exhibit B - A01 less than B04: This audit is to ensure that the disbursements and carry/certifications forward in A01 are less than FY 2008-09 approved budget. Amounts should be positive.					
TIP	If B08 is not equal to A01, check the following: 1) the initial FLAIR disbursements or carry forward data load was corrected appropriately in A01; 2) the disbursement data from departmental FLAIR was reconciled to State Accounts; and 3) the FLAIR disbursements did not change after Column B08 was created.					
6. EXHIBIT D-3 (ED3R, ED3) (Not required in the LBR - for analytical purposes only.)						
6.1	Are issues appropriately aligned with appropriation categories?	Y				

Action		Program or Service (Budget Entity Codes)				
		100				
TIP	Exhibit D-3 is no longer required in the budget submission but may be needed for this particular appropriation category/issue sort. Exhibit D-3 is also a useful report when identifying negative appropriation category problems.					
7. EXHIBIT D-3A (EADR, ED3A)						
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Y				
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 65 of the LBR Instructions.)	Y				
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 66 through 70 of the LBR Instructions?	Y				
7.4	Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	Y				
7.5	Does the issue narrative explain any variances from the Standard Expense and Human Resource Services Assessments package? Is the nonrecurring portion in the nonrecurring column? (See pages E-4 and E-5 of the LBR Instructions.)	Y				
7.6	Does the salary rate request amount accurately reflect any new requests and are the amounts proportionate to the Salaries and Benefits request? Note: Salary rate should always be annualized.	Y				
7.7	Does the issue narrative thoroughly explain/justify all Salaries and Benefits amounts entered into the Other Salary Amounts transactions (OADA/C)? Amounts entered into OAD are reflected in the Position Detail of Salaries and Benefits section of the Exhibit D-3A.	Y				
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Y				
7.9	Does the issue narrative reference the specific county(ies) where applicable?	Y				
7.10	Do the 160XXX0 issues reflect budget amendments that have been approved (or in the process of being approved) and that have a recurring impact (including Lump Sums)? Have the approved budget amendments been entered in Column A18 as instructed in Memo #10-002?	Y				
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. (PLRR, PLMO)	Y				
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	Y				
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	Y				
7.14	Do the amounts reflect appropriate FSI assignments?	Y				
7.15	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 26 and 86 of the LBR Instructions.)	Y				

Action		Program or Service (Budget Entity Codes)				
		100				
7.16	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	Y				
7.17	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	Y				
AUDIT:						
7.18	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. (EADR, FSIA - Report should print "No Records Selected For Reporting")	Y				
7.19	Does the General Revenue for 160XXXX issues net to zero? (GENR, LBR1)	Y				
7.20	Does the General Revenue for 180XXXX issues net to zero? (GENR, LBR2)	Y				
7.21	Does the General Revenue for 200XXXX issues net to zero? (GENR, LBR3)	Y				
7.22	Have FCO appropriations been entered into the nonrecurring column A04? (GENR, LBR4 - Report should print "No Records Selected For Reporting" or a listing of D-3A issue(s) assigned to Debt Service (IOE N) or in some cases State Capital Outlay - Public Education Capital Outlay (IOE L))	Y				
TIP	Salaries and Benefits amounts entered using the OADA/C transactions must be thoroughly justified in the D-3A issue narrative. Agencies can run OADA/OADR from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.					
TIP	The issue narrative must completely and thoroughly explain and justify each D-3A issue. Agencies must ensure it provides the information necessary for the OPB and legislative analysts to have a complete understanding of the issue submitted. Thoroughly review pages 64 through 70 of the LBR Instructions.					
TIP	Check BAPS to verify status of budget amendments. Check for reapprovals not picked up in the General Appropriations Act. Verify that Lump Sum appropriations in Column A02 do not appear in Column A03. Review budget amendments to verify that 160XXX0 issue amounts correspond accurately and net to zero for General Revenue funds.					
TIP	If an agency is receiving federal funds from another agency the FSI should = 9 (Transfer - Recipient of Federal Funds). The agency that originally receives the funds directly from the federal agency should use FSI = 3 (Federal Funds).					
TIP	If an appropriation made in the FY 2009-10 General Appropriations Act duplicates an appropriation made in substantive legislation, the agency must create a unique deduct nonrecurring issue to eliminate the duplicated appropriation. Normally this is taken care of through line item veto.					
8. SCHEDULE I & RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)						
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y				
8.2	Has a Schedule I been completed in LAS/PBS for each operating trust fund?	Y				

Action		Program or Service (Budget Entity Codes)				
		100				
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IB, Schedule IC, and Reconciliation to Trial Balance)?	Y				
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Y				
8.5	Have the required detailed narratives been provided (5% trust fund reserve narrative; method for computing the distribution of cost for general management and administrative services narrative; adjustments narrative; revenue estimating methodology narrative)?	Y				
8.6	Has the Inter-Agency Transfers Reported on Schedule I form been included as applicable for transfers totaling \$100,000 or more for the fiscal year?	Y				
8.7	If the agency is scheduled for the annual trust fund review this year, have the Schedule ID and applicable draft legislation been included for recreation, modification or termination of existing trust funds?	Y				
8.8	If the agency is scheduled for the annual trust fund review this year, have the necessary trust funds been requested for creation pursuant to <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	Y				
8.9	Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)?	Y				
8.10	Are the statutory authority references correct?	Y				
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Y				
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Y				
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Y				
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Y				
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Y				
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Y				
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Y				
8.18	Has the agency certified the revenue estimates in columns A02 and A03 to be the latest and most accurate available?	Y				
8.19	Is a 5% trust fund reserve reflected in Section II? If not, is sufficient justification provided for exemption? Are the additional narrative requirements provided?	Y				
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Y				
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Y				

Action		Program or Service (Budget Entity Codes)				
		100				
8.22	Do transfers balance between funds (within the agency as well as between agencies)? (See also 8.6 for required transfer confirmation of amounts totaling \$100,000 or more.)	Y				
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y				
8.24	Are prior year September operating reversions appropriately shown in column A01?	Y				
8.25	Are current year September operating reversions appropriately shown in column A02?	Y				
8.26	Does the Schedule IC properly reflect the unreserved fund balance for each trust fund as defined by the LBR Instructions, and is it reconciled to the agency accounting records?	Y				
8.27	Does Column A01 of the Schedule I accurately represent the actual prior year accounting data as reflected in the agency accounting records, and is it provided in sufficient detail for analysis?	Y				
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y				
AUDITS:						
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y				
8.30	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? (SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")	Y				
8.31	Has a Department Level Reconciliation been provided for each trust fund and does Line A of the Schedule I equal the CFO amount? If not, the agency must correct Line A. (SC1R, DEPT)	Y				
TIP	The Schedule I is the most reliable source of data concerning the trust funds. It is very important that this schedule is as accurate as possible!					
TIP	Determine if the agency is scheduled for trust fund review. (See page 124 of the LBR Instructions.)					
TIP	Review the unreserved fund balances and compare revenue totals to expenditure totals to determine and understand the trust fund status.					
TIP	Typically nonoperating expenditures and revenues should not be a negative number. Any negative numbers must be fully justified.					
9. SCHEDULE II (PSCR, SC2)						
AUDIT:						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? (BRAR, BRAA - Report should print "No Records Selected For This Request") Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 156 of the LBR Instructions.)	Y				
10. SCHEDULE III (PSCR, SC3)						
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 88 of the LBR Instructions.)	Y				
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 95 of the LBR Instructions for appropriate use of the OAD transaction.) Use OADI or OADR to identify agency other salary amounts requested.	Y				

		Program or Service (Budget Entity Codes)				
Action		100				
11. SCHEDULE IV (EADR, SC4)						
11.1	Are the correct Information Technology (IT) issue codes used?	Y				
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.					
12. SCHEDULE VIIIA (EADR, SC8A)						
12.1	Is there only one #1 priority, one #2 priority, one #3 priority, etc. reported on the Schedule VIII-A? Are the priority narrative explanations adequate?	Y				
13. SCHEDULE VIIIB-1						
13.1	This schedule is not required in the October 15, 2009 LBR submittal.					
14. SCHEDULE VIIIB-2 (EADR, S8B2)						
14.1	Do the reductions comply with the instructions provided on pages 101 and 102 of the LBR Instructions regarding a 10% reduction in recurring General Revenue and Trust Funds?	Y				
15. SCHEDULE XI (LAS/PBS Web - see page 108 of the LBR Instructions for detailed instructions)						
15.1	Has the Schedule XI one page summary Excel file been e-mailed to OPB at OPB.UnitCostSummary@laspbs.state.fl.us? Agencies are required to generate this spreadsheet via the LAS/PBS Web. (Note: Pursuant to <i>section 216.023(4)(b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Y				
15.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match the Excel file e-mailed to OPB?	Y				
AUDITS INCLUDED IN THE SCHEDULE XI REPORT:						
15.3	Does the FY 2008-09 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (GENR, ACT1)	Y				
15.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? (Audit #1 should print "No Activities Found")	Y				
15.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? (Audit #2 should print "No Operating Categories Found")	Y				
15.6	Has the agency provided the necessary demand (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: Audit #3 will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Y				
15.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? (Audit #4 should print "No Discrepancies Found")	Y				
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
16. MANUALLY PREPARED EXHIBITS & SCHEDULES						
16.1	Do exhibits and schedules comply with LBR Instructions (pages 109 through 153 of the LBR Instructions), and are they accurate and complete?	Y				
16.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Y				

		Program or Service (Budget Entity Codes)				
Action		100				
16.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y				
AUDITS - GENERAL INFORMATION						
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions for a list of audits and their descriptions.					
TIP	Reorganizations may cause audit errors. Agencies must indicate that these errors are due to an agency reorganization to justify the audit error.					
17. CAPITAL IMPROVEMENTS PROGRAM (CIP)						
17.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y				
17.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	Y				
17.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	Y				
17.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	Y				
17.5	Are the appropriate counties identified in the narrative?	Y				
TIP	Requests for Fixed Capital Outlay appropriations which are Grants and Aids to Local Governments and Non-Profit Organizations must use the Grants and Aids to Local Governments and Non-Profit Organizations - Fixed Capital Outlay major appropriation category (140XXX) and include the sub-title "Grants and Aids". These appropriations utilize a CIP-B form as justification.					
18. FLORIDA FISCAL PORTAL						
18.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Y				

Fiscal Year 2010-11 LBR Technical Review Checklist

Department/Budget Entity (Service): Child Support Enforcement Program 73300600; 73300700, 73300800, 73300900

Agency Budget Officer/OPB Analyst Name: Lia Mattuski / Connie Mayo

A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.

Action	Program or Service (Budget Entity Codes)				
	600	700	800	900	

1. GENERAL

1.1 Are Columns A01, A02, A04, A05, A10, A11, A36, IA1, IV1, IV3 and NV1 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for both the Budget and Trust Fund columns? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? (CSDI)	Y	Y	Y	Y	
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? (CSDI)	Y	Y	Y	Y	

AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. (EXBR, EXBA)	Y	Y	Y	Y	
1.4 Has security been set correctly? (CSDR, CSA)	Y	Y	Y	Y	
TIP The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.					

2. EXHIBIT A (EADR, EXA)

2.1 Is the budget entity authority and description consistent with the agency's LRPP and does it conform to the directives provided on page 56 of the LBR Instructions?	Y	Y	Y	Y	
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Y	Y	Y	Y	
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 27)? Do they clearly describe the issue?	Y	Y	Y	Y	
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 27) been followed?	Y	Y	Y	Y	

3. EXHIBIT B (EXBR, EXB)

3.1 Is it apparent that there is a fund shift and were the issues entered into LAS/PBS correctly? Check D-3A funding shift issue 340XXX0 - a unique deduct and unique add back issue should be used to ensure fund shifts display correctly on the LBR exhibits.	Y	Y	Y	Y	
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AUDITS:

3.2 Negative Appropriation Category Audit for Agency Request (Columns A03 and A04): Are all appropriation categories positive by budget entity at the FSI level? Are all nonrecurring amounts less than requested amounts? (NACR, NAC - Report should print "No Negative Appropriation Categories Found"). Due to consolidation issue, some negative amounts appear in columns A03-A04	N	N	N	N	
3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? (EXBR, EXBC - Report should print "Records Selected Net To Zero")	Y	Y	Y	Y	
TIP Generally look for and be able to fully explain significant differences between A02 and A03.					

Action		Program or Service (Budget Entity Codes)				
		600	700	800	900	
TIP	Exhibit B - A02 equal to B07: Compares Current Year Estimated column to a backup of A02. This audit is necessary to ensure that the historical detail records have not been adjusted. Records selected should net to zero.					
TIP	Requests for appropriations which require advance payment authority must use the sub-title "Grants and Aids". For advance payment authority to local units of government, the Aid to Local Government appropriation category (05XXXX) should be used. For advance payment authority to non-profit organizations or other units of state government, the Special Categories appropriation category (10XXXX) should be used.					
4. EXHIBIT D (EADR, EXD)						
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 59 of the LBR Instructions?	Y	Y	Y	Y	
4.2	Is the program component code and title used correct?	Y	Y	Y	Y	
TIP	Fund shifts or transfers of services or activities between program components will be displayed on an Exhibit D whereas it may not be visible on an Exhibit A.					
5. EXHIBIT D-1 (ED1R, EXD1)						
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Y	Y	Y	Y	
AUDITS:						
5.2	Do the fund totals agree with the object category totals within each appropriation category? (ED1R, XD1A - Report should print "No Differences Found For This Report")	Y	Y	Y	Y	
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? (EXBR, EXBB - Negative differences need to be corrected in Column A01.) <i>Please note that the LBR Instructions reference the wrong B column.</i>	Y	Y	Y	Y	
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? (EXBR, EXBD - Differences need to be corrected in Column A01.) <i>Please note that the LBR Instructions reference the wrong B column.</i>	Y	Y	Y	Y	
TIP	If objects are negative amounts, the agency must make adjustments to Column A01 to correct the object amounts. In addition, the fund totals must be adjusted to reflect the adjustment made to the object data.					
TIP	If fund totals and object totals do not agree or negative object amounts exist, the agency must adjust Column A01.					
TIP	Exhibit B - A01 less than B04: This audit is to ensure that the disbursements and carry/certifications forward in A01 are less than FY 2008-09 approved budget. Amounts should be positive.					
TIP	If B08 is not equal to A01, check the following: 1) the initial FLAIR disbursements or carry forward data load was corrected appropriately in A01; 2) the disbursement data from departmental FLAIR was reconciled to State Accounts; and 3) the FLAIR disbursements did not change after Column B08 was created.					
6. EXHIBIT D-3 (ED3R, ED3) (Not required in the LBR - for analytical purposes only.)						
6.1	Are issues appropriately aligned with appropriation categories?	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		600	700	800	900	
TIP	Exhibit D-3 is no longer required in the budget submission but may be needed for this particular appropriation category/issue sort. Exhibit D-3 is also a useful report when identifying negative appropriation category problems.					
7. EXHIBIT D-3A (EADR, ED3A)						
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Y	Y	Y	Y	
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 65 of the LBR Instructions.)	Y	Y	Y	Y	
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 66 through 70 of the LBR Instructions?	Y	Y	Y	Y	
7.4	Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	Y	Y	Y	Y	
7.5	Does the issue narrative explain any variances from the Standard Expense and Human Resource Services Assessments package? Is the nonrecurring portion in the nonrecurring column? (See pages E-4 and E-5 of the LBR Instructions.)	Y	Y	Y	Y	
7.6	Does the salary rate request amount accurately reflect any new requests and are the amounts proportionate to the Salaries and Benefits request? Note: Salary rate should always be annualized.	Y	Y	Y	Y	
7.7	Does the issue narrative thoroughly explain/justify all Salaries and Benefits amounts entered into the Other Salary Amounts transactions (OADA/C)? Amounts entered into OAD are reflected in the Position Detail of Salaries and Benefits section of the Exhibit D-3A.	Y	Y	Y	Y	
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Y	Y	Y	Y	
7.9	Does the issue narrative reference the specific county(ies) where applicable?	Y	Y	Y	Y	
7.10	Do the 160XXX0 issues reflect budget amendments that have been approved (or in the process of being approved) and that have a recurring impact (including Lump Sums)? Have the approved budget amendments been entered in Column A18 as instructed in Memo #10-002?	Y	Y	Y	Y	
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. (PLRR, PLMO)	Y	Y	Y	Y	
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	Y	Y	Y	Y	
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	Y	Y	Y	Y	
7.14	Do the amounts reflect appropriate FSI assignments?	Y	Y	Y	Y	
7.15	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 26 and 86 of the LBR Instructions.)	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		600	700	800	900	
7.16	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	Y	Y	Y	Y	
7.17	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	Y	Y	Y	Y	
AUDIT:						
7.18	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. (EADR, FSIA - Report should print "No Records Selected For Reporting")	Y	Y	Y	Y	
7.19	Does the General Revenue for 160XXXX issues net to zero? (GENR, LBR1)	Y	Y	Y	Y	
7.20	Does the General Revenue for 180XXXX issues net to zero? (GENR, LBR2)	Y	Y	Y	Y	
7.21	Does the General Revenue for 200XXXX issues net to zero? (GENR, LBR3)	Y	Y	Y	Y	
7.22	Have FCO appropriations been entered into the nonrecurring column A04? (GENR, LBR4 - Report should print "No Records Selected For Reporting" or a listing of D-3A issue(s) assigned to Debt Service (IOE N) or in some cases State Capital Outlay - Public Education Capital Outlay (IOE L))	Y	Y	Y	Y	
TIP	Salaries and Benefits amounts entered using the OADA/C transactions must be thoroughly justified in the D-3A issue narrative. Agencies can run OADA/OADR from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.					
TIP	The issue narrative must completely and thoroughly explain and justify each D-3A issue. Agencies must ensure it provides the information necessary for the OPB and legislative analysts to have a complete understanding of the issue submitted. Thoroughly review pages 64 through 70 of the LBR Instructions.					
TIP	Check BAPS to verify status of budget amendments. Check for reapprovals not picked up in the General Appropriations Act. Verify that Lump Sum appropriations in Column A02 do not appear in Column A03. Review budget amendments to verify that 160XXX0 issue amounts correspond accurately and net to zero for General Revenue funds.					
TIP	If an agency is receiving federal funds from another agency the FSI should = 9 (Transfer - Recipient of Federal Funds). The agency that originally receives the funds directly from the federal agency should use FSI = 3 (Federal Funds).					
TIP	If an appropriation made in the FY 2009-10 General Appropriations Act duplicates an appropriation made in substantive legislation, the agency must create a unique deduct nonrecurring issue to eliminate the duplicated appropriation. Normally this is taken care of through line item veto.					
8. SCHEDULE I & RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)						
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y	Y	Y	Y	
8.2	Has a Schedule I been completed in LAS/PBS for each operating trust fund?	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		600	700	800	900	
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IB, Schedule IC, and Reconciliation to Trial Balance)?	Y	Y	Y	Y	
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Y	Y	Y	Y	
8.5	Have the required detailed narratives been provided (5% trust fund reserve narrative; method for computing the distribution of cost for general management and administrative services narrative; adjustments narrative; revenue estimating methodology narrative)?	Y	Y	Y	Y	
8.6	Has the Inter-Agency Transfers Reported on Schedule I form been included as applicable for transfers totaling \$100,000 or more for the fiscal year?	Y	Y	Y	Y	
8.7	If the agency is scheduled for the annual trust fund review this year, have the Schedule ID and applicable draft legislation been included for recreation, modification or termination of existing trust funds?	Y	Y	Y	Y	
8.8	If the agency is scheduled for the annual trust fund review this year, have the necessary trust funds been requested for creation pursuant to <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	Y	Y	Y	Y	
8.9	Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)?	Y	Y	Y	Y	
8.10	Are the statutory authority references correct?	Y	Y	Y	Y	
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Y	Y	Y	Y	
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Y	Y	Y	Y	
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Y	Y	Y	Y	
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Y	Y	Y	Y	
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Y	Y	Y	Y	
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Y	Y	Y	Y	
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Y	Y	Y	Y	
8.18	Has the agency certified the revenue estimates in columns A02 and A03 to be the latest and most accurate available?	Y	Y	Y	Y	
8.19	Is a 5% trust fund reserve reflected in Section II? If not, is sufficient justification provided for exemption? Are the additional narrative requirements provided?	Y	Y	Y	Y	
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Y	Y	Y	Y	
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		600	700	800	900	
8.22	Do transfers balance between funds (within the agency as well as between agencies)? (See also 8.6 for required transfer confirmation of amounts totaling \$100,000 or more.)	Y	Y	Y	Y	
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y	Y	Y	Y	
8.24	Are prior year September operating reversions appropriately shown in column A01?	Y	Y	Y	Y	
8.25	Are current year September operating reversions appropriately shown in column A02?	Y	Y	Y	Y	
8.26	Does the Schedule IC properly reflect the unreserved fund balance for each trust fund as defined by the LBR Instructions, and is it reconciled to the agency accounting records?	Y	Y	Y	Y	
8.27	Does Column A01 of the Schedule I accurately represent the actual prior year accounting data as reflected in the agency accounting records, and is it provided in sufficient detail for analysis?	Y	Y	Y	Y	
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y	Y	Y	Y	
AUDITS:						
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y	Y	Y	Y	
8.30	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? (SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")	Y	Y	Y	Y	
8.31	Has a Department Level Reconciliation been provided for each trust fund and does Line A of the Schedule I equal the CFO amount? If not, the agency must correct Line A. (SC1R, DEPT)	Y	Y	Y	Y	
TIP	The Schedule I is the most reliable source of data concerning the trust funds. It is very important that this schedule is as accurate as possible!					
TIP	Determine if the agency is scheduled for trust fund review. (See page 124 of the LBR Instructions.)					
TIP	Review the unreserved fund balances and compare revenue totals to expenditure totals to determine and understand the trust fund status.					
TIP	Typically nonoperating expenditures and revenues should not be a negative number. Any negative numbers must be fully justified.					
9. SCHEDULE II (PSCR, SC2)						
AUDIT:						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? (BRAR, BRAA - Report should print "No Records Selected For This Request") Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 156 of the LBR Instructions.)	Y	Y	Y	Y	
10. SCHEDULE III (PSCR, SC3)						
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 88 of the LBR Instructions.)	Y	Y	Y	Y	
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 95 of the LBR Instructions for appropriate use of the OAD transaction.) Use OADI or OADR to identify agency other salary amounts requested.	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		600	700	800	900	
11. SCHEDULE IV (EADR, SC4)						
11.1	Are the correct Information Technology (IT) issue codes used?	Y	Y	Y	Y	
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.					
12. SCHEDULE VIIIA (EADR, SC8A)						
12.1	Is there only one #1 priority, one #2 priority, one #3 priority, etc. reported on the Schedule VIII-A? Are the priority narrative explanations adequate?	Y	Y	Y	Y	
13. SCHEDULE VIIIB-1						
13.1	This schedule is not required in the October 15, 2009 LBR submittal.					
14. SCHEDULE VIIIB-2 (EADR, S8B2)						
14.1	Do the reductions comply with the instructions provided on pages 101 and 102 of the LBR Instructions regarding a 10% reduction in recurring General Revenue and Trust Funds?	Y	Y	Y	Y	
15. SCHEDULE XI (LAS/PBS Web - see page 108 of the LBR Instructions for detailed instructions)						
15.1	Has the Schedule XI one page summary Excel file been e-mailed to OPB at OPB.UnitCostSummary@laspbs.state.fl.us? Agencies are required to generate this spreadsheet via the LAS/PBS Web. (Note: Pursuant to <i>section 216.023(4)(b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Y	Y	Y	Y	
15.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match the Excel file e-mailed to OPB?	Y	Y	Y	Y	
AUDITS INCLUDED IN THE SCHEDULE XI REPORT:						
15.3	Does the FY 2008-09 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (GENR, ACT1)	Y	Y	Y	Y	
15.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? (Audit #1 should print "No Activities Found")	Y	Y	Y	Y	
15.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? (Audit #2 should print "No Operating Categories Found")	Y	Y	Y	Y	
15.6	Has the agency provided the necessary demand (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: Audit #3 will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Y	Y	Y	Y	
15.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? (Audit #4 should print "No Discrepancies Found")	Y	Y	Y	Y	
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
16. MANUALLY PREPARED EXHIBITS & SCHEDULES						
16.1	Do exhibits and schedules comply with LBR Instructions (pages 109 through 153 of the LBR Instructions), and are they accurate and complete?	Y	Y	Y	Y	
16.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		600	700	800	900	
16.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y	Y	Y	Y	
AUDITS - GENERAL INFORMATION						
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions for a list of audits and their descriptions.					
TIP	Reorganizations may cause audit errors. Agencies must indicate that these errors are due to an agency reorganization to justify the audit error.					
17. CAPITAL IMPROVEMENTS PROGRAM (CIP)						
17.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y	Y	Y	Y	
17.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	Y	Y	Y	Y	
17.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	Y	Y	Y	Y	
17.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	Y	Y	Y	Y	
17.5	Are the appropriate counties identified in the narrative?	Y	Y	Y	Y	
TIP	Requests for Fixed Capital Outlay appropriations which are Grants and Aids to Local Governments and Non-Profit Organizations must use the Grants and Aids to Local Governments and Non-Profit Organizations - Fixed Capital Outlay major appropriation category (140XXX) and include the sub-title "Grants and Aids". These appropriations utilize a CIP-B form as justification.					
18. FLORIDA FISCAL PORTAL						
18.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Y	Y	Y	Y	

Fiscal Year 2010-11 LBR Technical Review Checklist

Department/Budget Entity (Service): General Tax Administration 73401000; 73401100; 73401200; 73401300

Agency Budget Officer/OPB Analyst Name: Lia Mattuski / Connie Mayo

A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.

Action	Program or Service (Budget Entity Codes)				
	1000	1100	1200	1300	

1. GENERAL

1.1 Are Columns A01, A02, A04, A05, A10, A11, A36, IA1, IV1, IV3 and NV1 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for both the Budget and Trust Fund columns? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? (CSDI)	Y	Y	Y	Y	
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? (CSDI)	Y	Y	Y	Y	

AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. (EXBR, EXBA)	Y	Y	Y	Y	
1.4 Has security been set correctly? (CSDR, CSA)	Y	Y	Y	Y	
TIP The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.					

2. EXHIBIT A (EADR, EXA)

2.1 Is the budget entity authority and description consistent with the agency's LRPP and does it conform to the directives provided on page 56 of the LBR Instructions?	Y	Y	Y	Y	
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Y	Y	Y	Y	
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 27)? Do they clearly describe the issue?	Y	Y	Y	Y	
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 27) been followed?	Y	Y	Y	Y	

3. EXHIBIT B (EXBR, EXB)

3.1 Is it apparent that there is a fund shift and were the issues entered into LAS/PBS correctly? Check D-3A funding shift issue 340XXX0 - a unique deduct and unique add back issue should be used to ensure fund shifts display correctly on the LBR exhibits.	Y	Y	Y	Y	
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AUDITS:

3.2 Negative Appropriation Category Audit for Agency Request (Columns A03 and A04): Are all appropriation categories positive by budget entity at the FSI level? Are all nonrecurring amounts less than requested amounts? (NACR, NAC - Report should print "No Negative Appropriation Categories Found"). Due to the consolidated budget issue, some negative amounts appear in columns A03.	N	N	N	N	
3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? (EXBR, EXBC - Report should print "Records Selected Net To Zero")	Y	Y	Y	Y	
TIP Generally look for and be able to fully explain significant differences between A02 and A03.					

Action		Program or Service (Budget Entity Codes)				
		1000	1100	1200	1300	
TIP	Exhibit B - A02 equal to B07: Compares Current Year Estimated column to a backup of A02. This audit is necessary to ensure that the historical detail records have not been adjusted. Records selected should net to zero.					
TIP	Requests for appropriations which require advance payment authority must use the sub-title "Grants and Aids". For advance payment authority to local units of government, the Aid to Local Government appropriation category (05XXXX) should be used. For advance payment authority to non-profit organizations or other units of state government, the Special Categories appropriation category (10XXXX) should be used.					
4. EXHIBIT D (EADR, EXD)						
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 59 of the LBR Instructions?	Y	Y	Y	Y	
4.2	Is the program component code and title used correct?	Y	Y	Y	Y	
TIP	Fund shifts or transfers of services or activities between program components will be displayed on an Exhibit D whereas it may not be visible on an Exhibit A.					
5. EXHIBIT D-1 (ED1R, EXD1)						
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Y	Y	Y	Y	
AUDITS:						
5.2	Do the fund totals agree with the object category totals within each appropriation category? (ED1R, XD1A - Report should print "No Differences Found For This Report")	Y	Y	Y	Y	
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? (EXBR, EXBB - Negative differences need to be corrected in Column A01.) <i>Please note that the LBR Instructions reference the wrong B column.</i>	Y	Y	Y	Y	
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? (EXBR, EXBD - Differences need to be corrected in Column A01.) <i>Please note that the LBR Instructions reference the wrong B column.</i>	Y	Y	Y	Y	
TIP	If objects are negative amounts, the agency must make adjustments to Column A01 to correct the object amounts. In addition, the fund totals must be adjusted to reflect the adjustment made to the object data.					
TIP	If fund totals and object totals do not agree or negative object amounts exist, the agency must adjust Column A01.					
TIP	Exhibit B - A01 less than B04: This audit is to ensure that the disbursements and carry/certifications forward in A01 are less than FY 2008-09 approved budget. Amounts should be positive.					
TIP	If B08 is not equal to A01, check the following: 1) the initial FLAIR disbursements or carry forward data load was corrected appropriately in A01; 2) the disbursement data from departmental FLAIR was reconciled to State Accounts; and 3) the FLAIR disbursements did not change after Column B08 was created.					
6. EXHIBIT D-3 (ED3R, ED3) (Not required in the LBR - for analytical purposes only.)						
6.1	Are issues appropriately aligned with appropriation categories?	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		1000	1100	1200	1300	
TIP	Exhibit D-3 is no longer required in the budget submission but may be needed for this particular appropriation category/issue sort. Exhibit D-3 is also a useful report when identifying negative appropriation category problems.					
7. EXHIBIT D-3A (EADR, ED3A)						
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Y	Y	Y	Y	
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 65 of the LBR Instructions.)	Y	Y	Y	Y	
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 66 through 70 of the LBR Instructions?	Y	Y	Y	Y	
7.4	Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	Y	Y	Y	Y	
7.5	Does the issue narrative explain any variances from the Standard Expense and Human Resource Services Assessments package? Is the nonrecurring portion in the nonrecurring column? (See pages E-4 and E-5 of the LBR Instructions.)	Y	Y	Y	Y	
7.6	Does the salary rate request amount accurately reflect any new requests and are the amounts proportionate to the Salaries and Benefits request? Note: Salary rate should always be annualized.	Y	Y	Y	Y	
7.7	Does the issue narrative thoroughly explain/justify all Salaries and Benefits amounts entered into the Other Salary Amounts transactions (OADA/C)? Amounts entered into OAD are reflected in the Position Detail of Salaries and Benefits section of the Exhibit D-3A.	Y	Y	Y	Y	
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Y	Y	Y	Y	
7.9	Does the issue narrative reference the specific county(ies) where applicable?	Y	Y	Y	Y	
7.10	Do the 160XXX0 issues reflect budget amendments that have been approved (or in the process of being approved) and that have a recurring impact (including Lump Sums)? Have the approved budget amendments been entered in Column A18 as instructed in Memo #10-002?	Y	Y	Y	Y	
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. (PLRR, PLMO)	Y	Y	Y	Y	
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	Y	Y	Y	Y	
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	Y	Y	Y	Y	
7.14	Do the amounts reflect appropriate FSI assignments?	Y	Y	Y	Y	
7.15	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 26 and 86 of the LBR Instructions.)	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		1000	1100	1200	1300	
7.16	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	Y	Y	Y	Y	
7.17	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	Y	Y	Y	Y	
AUDIT:						
7.18	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. (EADR, FSIA - Report should print "No Records Selected For Reporting")	Y	Y	Y	Y	
7.19	Does the General Revenue for 160XXXX issues net to zero? (GENR, LBR1)	Y	Y	Y	Y	
7.20	Does the General Revenue for 180XXXX issues net to zero? (GENR, LBR2)	Y	Y	Y	Y	
7.21	Does the General Revenue for 200XXXX issues net to zero? (GENR, LBR3)	Y	Y	Y	Y	
7.22	Have FCO appropriations been entered into the nonrecurring column A04? (GENR, LBR4 - Report should print "No Records Selected For Reporting" or a listing of D-3A issue(s) assigned to Debt Service (IOE N) or in some cases State Capital Outlay - Public Education Capital Outlay (IOE L))	Y	Y	Y	Y	
TIP	Salaries and Benefits amounts entered using the OADA/C transactions must be thoroughly justified in the D-3A issue narrative. Agencies can run OADA/OADR from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.					
TIP	The issue narrative must completely and thoroughly explain and justify each D-3A issue. Agencies must ensure it provides the information necessary for the OPB and legislative analysts to have a complete understanding of the issue submitted. Thoroughly review pages 64 through 70 of the LBR Instructions.					
TIP	Check BAPS to verify status of budget amendments. Check for reapprovals not picked up in the General Appropriations Act. Verify that Lump Sum appropriations in Column A02 do not appear in Column A03. Review budget amendments to verify that 160XXX0 issue amounts correspond accurately and net to zero for General Revenue funds.					
TIP	If an agency is receiving federal funds from another agency the FSI should = 9 (Transfer - Recipient of Federal Funds). The agency that originally receives the funds directly from the federal agency should use FSI = 3 (Federal Funds).					
TIP	If an appropriation made in the FY 2009-10 General Appropriations Act duplicates an appropriation made in substantive legislation, the agency must create a unique deduct nonrecurring issue to eliminate the duplicated appropriation. Normally this is taken care of through line item veto.					
8. SCHEDULE I & RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)						
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y	Y	Y	Y	
8.2	Has a Schedule I been completed in LAS/PBS for each operating trust fund?	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		1000	1100	1200	1300	
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IB, Schedule IC, and Reconciliation to Trial Balance)?	Y	Y	Y	Y	
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Y	Y	Y	Y	
8.5	Have the required detailed narratives been provided (5% trust fund reserve narrative; method for computing the distribution of cost for general management and administrative services narrative; adjustments narrative; revenue estimating methodology narrative)?	Y	Y	Y	Y	
8.6	Has the Inter-Agency Transfers Reported on Schedule I form been included as applicable for transfers totaling \$100,000 or more for the fiscal year?	Y	Y	Y	Y	
8.7	If the agency is scheduled for the annual trust fund review this year, have the Schedule ID and applicable draft legislation been included for recreation, modification or termination of existing trust funds?	Y	Y	Y	Y	
8.8	If the agency is scheduled for the annual trust fund review this year, have the necessary trust funds been requested for creation pursuant to <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	Y	Y	Y	Y	
8.9	Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)?	Y	Y	Y	Y	
8.10	Are the statutory authority references correct?	Y	Y	Y	Y	
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Y	Y	Y	Y	
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Y	Y	Y	Y	
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Y	Y	Y	Y	
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Y	Y	Y	Y	
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Y	Y	Y	Y	
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Y	Y	Y	Y	
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Y	Y	Y	Y	
8.18	Has the agency certified the revenue estimates in columns A02 and A03 to be the latest and most accurate available?	Y	Y	Y	Y	
8.19	Is a 5% trust fund reserve reflected in Section II? If not, is sufficient justification provided for exemption? Are the additional narrative requirements provided?	Y	Y	Y	Y	
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Y	Y	Y	Y	
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		1000	1100	1200	1300	
8.22	Do transfers balance between funds (within the agency as well as between agencies)? (See also 8.6 for required transfer confirmation of amounts totaling \$100,000 or more.)	Y	Y	Y	Y	
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y	Y	Y	Y	
8.24	Are prior year September operating reversions appropriately shown in column A01?	Y	Y	Y	Y	
8.25	Are current year September operating reversions appropriately shown in column A02?	Y	Y	Y	Y	
8.26	Does the Schedule IC properly reflect the unreserved fund balance for each trust fund as defined by the LBR Instructions, and is it reconciled to the agency accounting records?	Y	Y	Y	Y	
8.27	Does Column A01 of the Schedule I accurately represent the actual prior year accounting data as reflected in the agency accounting records, and is it provided in sufficient detail for analysis?	Y	Y	Y	Y	
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y	Y	Y	Y	
AUDITS:						
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y	Y	Y	Y	
8.30	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? (SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")	Y	Y	Y	Y	
8.31	Has a Department Level Reconciliation been provided for each trust fund and does Line A of the Schedule I equal the CFO amount? If not, the agency must correct Line A. (SC1R, DEPT)	Y	Y	Y	Y	
TIP	The Schedule I is the most reliable source of data concerning the trust funds. It is very important that this schedule is as accurate as possible!					
TIP	Determine if the agency is scheduled for trust fund review. (See page 124 of the LBR Instructions.)					
TIP	Review the unreserved fund balances and compare revenue totals to expenditure totals to determine and understand the trust fund status.					
TIP	Typically nonoperating expenditures and revenues should not be a negative number. Any negative numbers must be fully justified.					
9. SCHEDULE II (PSCR, SC2)						
AUDIT:						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? (BRAR, BRAA - Report should print "No Records Selected For This Request") Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 156 of the LBR Instructions.)	Y	Y	Y	Y	
10. SCHEDULE III (PSCR, SC3)						
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 88 of the LBR Instructions.)	Y	Y	Y	Y	
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 95 of the LBR Instructions for appropriate use of the OAD transaction.) Use OADI or OADR to identify agency other salary amounts requested.	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		1000	1100	1200	1300	
11. SCHEDULE IV (EADR, SC4)						
11.1	Are the correct Information Technology (IT) issue codes used?	Y	Y	Y	Y	
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.					
12. SCHEDULE VIIIA (EADR, SC8A)						
12.1	Is there only one #1 priority, one #2 priority, one #3 priority, etc. reported on the Schedule VIII-A? Are the priority narrative explanations adequate?	Y	Y	Y	Y	
13. SCHEDULE VIIIB-1						
13.1	This schedule is not required in the October 15, 2009 LBR submittal.					
14. SCHEDULE VIIIB-2 (EADR, S8B2)						
14.1	Do the reductions comply with the instructions provided on pages 101 and 102 of the LBR Instructions regarding a 10% reduction in recurring General Revenue and Trust Funds?	Y	Y	Y	Y	
15. SCHEDULE XI (LAS/PBS Web - see page 108 of the LBR Instructions for detailed instructions)						
15.1	Has the Schedule XI one page summary Excel file been e-mailed to OPB at OPB.UnitCostSummary@laspbs.state.fl.us? Agencies are required to generate this spreadsheet via the LAS/PBS Web. (Note: Pursuant to <i>section 216.023(4)(b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Y	Y	Y	Y	
15.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match the Excel file e-mailed to OPB?	Y	Y	Y	Y	
AUDITS INCLUDED IN THE SCHEDULE XI REPORT:						
15.3	Does the FY 2008-09 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (GENR, ACT1)	Y	Y	Y	Y	
15.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? (Audit #1 should print "No Activities Found")	Y	Y	Y	Y	
15.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? (Audit #2 should print "No Operating Categories Found")	Y	Y	Y	Y	
15.6	Has the agency provided the necessary demand (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: Audit #3 will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Y	Y	Y	Y	
15.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? (Audit #4 should print "No Discrepancies Found")	Y	Y	Y	Y	
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
16. MANUALLY PREPARED EXHIBITS & SCHEDULES						
16.1	Do exhibits and schedules comply with LBR Instructions (pages 109 through 153 of the LBR Instructions), and are they accurate and complete?	Y	Y	Y	Y	
16.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		1000	1100	1200	1300	
16.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y	Y	Y	Y	
AUDITS - GENERAL INFORMATION						
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions for a list of audits and their descriptions.					
TIP	Reorganizations may cause audit errors. Agencies must indicate that these errors are due to an agency reorganization to justify the audit error.					
17. CAPITAL IMPROVEMENTS PROGRAM (CIP)						
17.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y	Y	Y	Y	
17.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	Y	Y	Y	Y	
17.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	Y	Y	Y	Y	
17.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	Y	Y	Y	Y	
17.5	Are the appropriate counties identified in the narrative?	Y	Y	Y	Y	
TIP	Requests for Fixed Capital Outlay appropriations which are Grants and Aids to Local Governments and Non-Profit Organizations must use the Grants and Aids to Local Governments and Non-Profit Organizations - Fixed Capital Outlay major appropriation category (140XXX) and include the sub-title "Grants and Aids". These appropriations utilize a CIP-B form as justification.					
18. FLORIDA FISCAL PORTAL						
18.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Y	Y	Y	Y	

Fiscal Year 2010-11 LBR Technical Review Checklist

Department/Budget Entity (Service): Revenue - Information Services Program 73710100

Agency Budget Officer/OPB Analyst Name: Lia Mattuski / Connie Mayo

A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.

Action	Program or Service (Budget Entity Codes)				
	0100				

1. GENERAL

1.1 Are Columns A01, A02, A04, A05, A10, A11, A36, IA1, IV1, IV3 and NV1 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for both the Budget and Trust Fund columns? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? **(CSDI)**

Y				
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1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? **(CSDI)**

Y				
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AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. **(EXBR, EXBA)**

Y				
---	--	--	--	--

1.4 Has security been set correctly? **(CSDR, CSA)**

Y				
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TIP The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.

2. EXHIBIT A (EADR, EXA)

2.1 Is the budget entity authority and description consistent with the agency's LRPP and does it conform to the directives provided on page 56 of the LBR Instructions?

Y				
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2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?

Y				
---	--	--	--	--

2.3 Are the issue codes and titles consistent with *Section 3* of the LBR Instructions (pages 15 through 27)? Do they clearly describe the issue?

Y				
---	--	--	--	--

2.4 Have the coding guidelines in *Section 3* of the LBR Instructions (pages 15 through 27) been followed?

Y				
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3. EXHIBIT B (EXBR, EXB)

3.1 Is it apparent that there is a fund shift and were the issues entered into LAS/PBS correctly? Check D-3A funding shift issue 340XXX0 - a unique deduct and unique add back issue should be used to ensure fund shifts display correctly on the LBR exhibits.

Y				
---	--	--	--	--

AUDITS:

3.2 Negative Appropriation Category Audit for Agency Request (Columns A03 and A04): Are all appropriation categories positive by budget entity at the FSI level? Are all nonrecurring amounts less than requested amounts? **(NACR, NAC - Report should print "No Negative Appropriation Categories Found")**

Y				
---	--	--	--	--

3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? **(EXBR, EXBC - Report should print "Records Selected Net To Zero")**

Y				
---	--	--	--	--

TIP Generally look for and be able to fully explain significant differences between A02 and A03.

		Program or Service (Budget Entity Codes)				
Action		0100				
TIP	Exhibit B - A02 equal to B07: Compares Current Year Estimated column to a backup of A02. This audit is necessary to ensure that the historical detail records have not been adjusted. Records selected should net to zero.					
TIP	Requests for appropriations which require advance payment authority must use the sub-title "Grants and Aids". For advance payment authority to local units of government, the Aid to Local Government appropriation category (05XXXX) should be used. For advance payment authority to non-profit organizations or other units of state government, the Special Categories appropriation category (10XXXX) should be used.					
4. EXHIBIT D (EADR, EXD)						
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 59 of the LBR Instructions?	Y				
4.2	Is the program component code and title used correct?	Y				
TIP	Fund shifts or transfers of services or activities between program components will be displayed on an Exhibit D whereas it may not be visible on an Exhibit A.					
5. EXHIBIT D-1 (ED1R, EXD1)						
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Y				
AUDITS:						
5.2	Do the fund totals agree with the object category totals within each appropriation category? (ED1R, XD1A - Report should print "No Differences Found For This Report")	Y				
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? (EXBR, EXBB - Negative differences need to be corrected in Column A01.) <i>Please note that the LBR Instructions reference the wrong B column.</i>	Y				
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? (EXBR, EXBD - Differences need to be corrected in Column A01.) <i>Please note that the LBR Instructions reference the wrong B column.</i>	Y				
TIP	If objects are negative amounts, the agency must make adjustments to Column A01 to correct the object amounts. In addition, the fund totals must be adjusted to reflect the adjustment made to the object data.					
TIP	If fund totals and object totals do not agree or negative object amounts exist, the agency must adjust Column A01.					
TIP	Exhibit B - A01 less than B04: This audit is to ensure that the disbursements and carry/certifications forward in A01 are less than FY 2008-09 approved budget. Amounts should be positive.					
TIP	If B08 is not equal to A01, check the following: 1) the initial FLAIR disbursements or carry forward data load was corrected appropriately in A01; 2) the disbursement data from departmental FLAIR was reconciled to State Accounts; and 3) the FLAIR disbursements did not change after Column B08 was created.					
6. EXHIBIT D-3 (ED3R, ED3) (Not required in the LBR - for analytical purposes only.)						
6.1	Are issues appropriately aligned with appropriation categories?	Y				

Action		Program or Service (Budget Entity Codes)				
		0100				
TIP	Exhibit D-3 is no longer required in the budget submission but may be needed for this particular appropriation category/issue sort. Exhibit D-3 is also a useful report when identifying negative appropriation category problems.					
7. EXHIBIT D-3A (EADR, ED3A)						
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Y				
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 65 of the LBR Instructions.)	Y				
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 66 through 70 of the LBR Instructions?	Y				
7.4	Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	Y				
7.5	Does the issue narrative explain any variances from the Standard Expense and Human Resource Services Assessments package? Is the nonrecurring portion in the nonrecurring column? (See pages E-4 and E-5 of the LBR Instructions.)	Y				
7.6	Does the salary rate request amount accurately reflect any new requests and are the amounts proportionate to the Salaries and Benefits request? Note: Salary rate should always be annualized.	Y				
7.7	Does the issue narrative thoroughly explain/justify all Salaries and Benefits amounts entered into the Other Salary Amounts transactions (OADA/C)? Amounts entered into OAD are reflected in the Position Detail of Salaries and Benefits section of the Exhibit D-3A.	Y				
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Y				
7.9	Does the issue narrative reference the specific county(ies) where applicable?	Y				
7.10	Do the 160XXX0 issues reflect budget amendments that have been approved (or in the process of being approved) and that have a recurring impact (including Lump Sums)? Have the approved budget amendments been entered in Column A18 as instructed in Memo #10-002?	Y				
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. (PLRR, PLMO)	Y				
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	Y				
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	Y				
7.14	Do the amounts reflect appropriate FSI assignments?	Y				
7.15	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 26 and 86 of the LBR Instructions.)	Y				

Action		Program or Service (Budget Entity Codes)				
		0100				
7.16	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	Y				
7.17	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	Y				
AUDIT:						
7.18	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. (EADR, FSIA - Report should print "No Records Selected For Reporting")	Y				
7.19	Does the General Revenue for 160XXXX issues net to zero? (GENR, LBR1)	Y				
7.20	Does the General Revenue for 180XXXX issues net to zero? (GENR, LBR2)	Y				
7.21	Does the General Revenue for 200XXXX issues net to zero? (GENR, LBR3)	Y				
7.22	Have FCO appropriations been entered into the nonrecurring column A04? (GENR, LBR4 - Report should print "No Records Selected For Reporting" or a listing of D-3A issue(s) assigned to Debt Service (IOE N) or in some cases State Capital Outlay - Public Education Capital Outlay (IOE L))	Y				
TIP	Salaries and Benefits amounts entered using the OADA/C transactions must be thoroughly justified in the D-3A issue narrative. Agencies can run OADA/OADR from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.					
TIP	The issue narrative must completely and thoroughly explain and justify each D-3A issue. Agencies must ensure it provides the information necessary for the OPB and legislative analysts to have a complete understanding of the issue submitted. Thoroughly review pages 64 through 70 of the LBR Instructions.					
TIP	Check BAPS to verify status of budget amendments. Check for reapprovals not picked up in the General Appropriations Act. Verify that Lump Sum appropriations in Column A02 do not appear in Column A03. Review budget amendments to verify that 160XXX0 issue amounts correspond accurately and net to zero for General Revenue funds.					
TIP	If an agency is receiving federal funds from another agency the FSI should = 9 (Transfer - Recipient of Federal Funds). The agency that originally receives the funds directly from the federal agency should use FSI = 3 (Federal Funds).					
TIP	If an appropriation made in the FY 2009-10 General Appropriations Act duplicates an appropriation made in substantive legislation, the agency must create a unique deduct nonrecurring issue to eliminate the duplicated appropriation. Normally this is taken care of through line item veto.					
8. SCHEDULE I & RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)						
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y				
8.2	Has a Schedule I been completed in LAS/PBS for each operating trust fund?	Y				

Action		Program or Service (Budget Entity Codes)				
		0100				
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IB, Schedule IC, and Reconciliation to Trial Balance)?	Y				
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Y				
8.5	Have the required detailed narratives been provided (5% trust fund reserve narrative; method for computing the distribution of cost for general management and administrative services narrative; adjustments narrative; revenue estimating methodology narrative)?	Y				
8.6	Has the Inter-Agency Transfers Reported on Schedule I form been included as applicable for transfers totaling \$100,000 or more for the fiscal year?	Y				
8.7	If the agency is scheduled for the annual trust fund review this year, have the Schedule ID and applicable draft legislation been included for recreation, modification or termination of existing trust funds?	Y				
8.8	If the agency is scheduled for the annual trust fund review this year, have the necessary trust funds been requested for creation pursuant to <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	Y				
8.9	Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)?	Y				
8.10	Are the statutory authority references correct?	Y				
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Y				
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Y				
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Y				
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Y				
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Y				
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Y				
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Y				
8.18	Has the agency certified the revenue estimates in columns A02 and A03 to be the latest and most accurate available?	Y				
8.19	Is a 5% trust fund reserve reflected in Section II? If not, is sufficient justification provided for exemption? Are the additional narrative requirements provided?	Y				
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Y				
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Y				

Action		Program or Service (Budget Entity Codes)				
		0100				
8.22	Do transfers balance between funds (within the agency as well as between agencies)? (See also 8.6 for required transfer confirmation of amounts totaling \$100,000 or more.)	Y				
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y				
8.24	Are prior year September operating reversions appropriately shown in column A01?	Y				
8.25	Are current year September operating reversions appropriately shown in column A02?	Y				
8.26	Does the Schedule IC properly reflect the unreserved fund balance for each trust fund as defined by the LBR Instructions, and is it reconciled to the agency accounting records?	Y				
8.27	Does Column A01 of the Schedule I accurately represent the actual prior year accounting data as reflected in the agency accounting records, and is it provided in sufficient detail for analysis?	Y				
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y				
AUDITS:						
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y				
8.30	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? (SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")	Y				
8.31	Has a Department Level Reconciliation been provided for each trust fund and does Line A of the Schedule I equal the CFO amount? If not, the agency must correct Line A. (SC1R, DEPT)	Y				
TIP	The Schedule I is the most reliable source of data concerning the trust funds. It is very important that this schedule is as accurate as possible!					
TIP	Determine if the agency is scheduled for trust fund review. (See page 124 of the LBR Instructions.)					
TIP	Review the unreserved fund balances and compare revenue totals to expenditure totals to determine and understand the trust fund status.					
TIP	Typically nonoperating expenditures and revenues should not be a negative number. Any negative numbers must be fully justified.					
9. SCHEDULE II (PSCR, SC2)						
AUDIT:						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? (BRAR, BRAA - Report should print "No Records Selected For This Request") Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 156 of the LBR Instructions.)	Y				
10. SCHEDULE III (PSCR, SC3)						
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 88 of the LBR Instructions.)	Y				
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 95 of the LBR Instructions for appropriate use of the OAD transaction.) Use OADI or OADR to identify agency other salary amounts requested.	Y				

		Program or Service (Budget Entity Codes)				
Action		0100				
11. SCHEDULE IV (EADR, SC4)						
11.1	Are the correct Information Technology (IT) issue codes used?	Y				
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.					
12. SCHEDULE VIIIA (EADR, SC8A)						
12.1	Is there only one #1 priority, one #2 priority, one #3 priority, etc. reported on the Schedule VIII-A? Are the priority narrative explanations adequate?	Y				
13. SCHEDULE VIIIB-1						
13.1	This schedule is not required in the October 15, 2009 LBR submittal.					
14. SCHEDULE VIIIB-2 (EADR, S8B2)						
14.1	Do the reductions comply with the instructions provided on pages 101 and 102 of the LBR Instructions regarding a 10% reduction in recurring General Revenue and Trust Funds?	Y				
15. SCHEDULE XI (LAS/PBS Web - see page 108 of the LBR Instructions for detailed instructions)						
15.1	Has the Schedule XI one page summary Excel file been e-mailed to OPB at OPB.UnitCostSummary@laspbs.state.fl.us? Agencies are required to generate this spreadsheet via the LAS/PBS Web. (Note: Pursuant to <i>section 216.023(4)(b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Y				
15.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match the Excel file e-mailed to OPB?	Y				
AUDITS INCLUDED IN THE SCHEDULE XI REPORT:						
15.3	Does the FY 2008-09 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (GENR, ACT1)	Y				
15.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? (Audit #1 should print "No Activities Found")	Y				
15.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? (Audit #2 should print "No Operating Categories Found")	Y				
15.6	Has the agency provided the necessary demand (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: Audit #3 will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Y				
15.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? (Audit #4 should print "No Discrepancies Found")	Y				
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
16. MANUALLY PREPARED EXHIBITS & SCHEDULES						
16.1	Do exhibits and schedules comply with LBR Instructions (pages 109 through 153 of the LBR Instructions), and are they accurate and complete?	Y				
16.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Y				

		Program or Service (Budget Entity Codes)				
Action		0100				
16.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y				
AUDITS - GENERAL INFORMATION						
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions for a list of audits and their descriptions.					
TIP	Reorganizations may cause audit errors. Agencies must indicate that these errors are due to an agency reorganization to justify the audit error.					
17. CAPITAL IMPROVEMENTS PROGRAM (CIP)						
17.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y				
17.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	Y				
17.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	Y				
17.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	Y				
17.5	Are the appropriate counties identified in the narrative?	Y				
TIP	Requests for Fixed Capital Outlay appropriations which are Grants and Aids to Local Governments and Non-Profit Organizations must use the Grants and Aids to Local Governments and Non-Profit Organizations - Fixed Capital Outlay major appropriation category (140XXX) and include the sub-title "Grants and Aids". These appropriations utilize a CIP-B form as justification.					
18. FLORIDA FISCAL PORTAL						
18.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Y				

Fiscal Year 2010-11 LBR Technical Review Checklist

Department/Budget Entity (Service): Property Tax Oversight Program 7320500; 7320700

Agency Budget Officer/OPB Analyst Name: Lia Mattuski / Connie Mayo

A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.

Action	Program or Service (Budget Entity Codes)				
	500	700			

1. GENERAL

1.1 Are Columns A01, A02, A04, A05, A10, A11, A36, IA1, IV1, IV3 and NV1 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for both the Budget and Trust Fund columns? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? (CSDI)	Y	Y			
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? (CSDI)	Y	Y			

AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. (EXBR, EXBA)	Y	Y			
1.4 Has security been set correctly? (CSDR, CSA)	Y	Y			
TIP The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.					

2. EXHIBIT A (EADR, EXA)

2.1 Is the budget entity authority and description consistent with the agency's LRPP and does it conform to the directives provided on page 56 of the LBR Instructions?	Y	Y			
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Y	Y			
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 27)? Do they clearly describe the issue?	Y	Y			
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 27) been followed?	Y	Y			

3. EXHIBIT B (EXBR, EXB)

3.1 Is it apparent that there is a fund shift and were the issues entered into LAS/PBS correctly? Check D-3A funding shift issue 340XXX0 - a unique deduct and unique add back issue should be used to ensure fund shifts display correctly on the LBR exhibits.	Y	Y			
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AUDITS:

3.2 Negative Appropriation Category Audit for Agency Request (Columns A03 and A04): Are all appropriation categories positive by budget entity at the FSI level? Are all nonrecurring amounts less than requested amounts? (NACR, NAC - Report should print "No Negative Appropriation Categories Found"). Due to the consolidated issue, some negative amounts appear in columns A03-A04.	N	N			
3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? (EXBR, EXBC - Report should print "Records Selected Net To Zero")	Y	Y			
TIP Generally look for and be able to fully explain significant differences between A02 and A03.					

Action		Program or Service (Budget Entity Codes)				
		500	700			
TIP	Exhibit B - A02 equal to B07: Compares Current Year Estimated column to a backup of A02. This audit is necessary to ensure that the historical detail records have not been adjusted. Records selected should net to zero.					
TIP	Requests for appropriations which require advance payment authority must use the sub-title "Grants and Aids". For advance payment authority to local units of government, the Aid to Local Government appropriation category (05XXXX) should be used. For advance payment authority to non-profit organizations or other units of state government, the Special Categories appropriation category (10XXXX) should be used.					
4. EXHIBIT D (EADR, EXD)						
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 59 of the LBR Instructions?	Y	Y			
4.2	Is the program component code and title used correct?	Y	Y			
TIP	Fund shifts or transfers of services or activities between program components will be displayed on an Exhibit D whereas it may not be visible on an Exhibit A.					
5. EXHIBIT D-1 (ED1R, EXD1)						
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Y	Y			
AUDITS:						
5.2	Do the fund totals agree with the object category totals within each appropriation category? (ED1R, XD1A - Report should print "No Differences Found For This Report")	Y	Y			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? (EXBR, EXBB - Negative differences need to be corrected in Column A01.) <i>Please note that the LBR Instructions reference the wrong B column.</i>	Y	Y			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? (EXBR, EXBD - Differences need to be corrected in Column A01.) <i>Please note that the LBR Instructions reference the wrong B column.</i>	Y	Y			
TIP	If objects are negative amounts, the agency must make adjustments to Column A01 to correct the object amounts. In addition, the fund totals must be adjusted to reflect the adjustment made to the object data.					
TIP	If fund totals and object totals do not agree or negative object amounts exist, the agency must adjust Column A01.					
TIP	Exhibit B - A01 less than B04: This audit is to ensure that the disbursements and carry/certifications forward in A01 are less than FY 2008-09 approved budget. Amounts should be positive.					
TIP	If B08 is not equal to A01, check the following: 1) the initial FLAIR disbursements or carry forward data load was corrected appropriately in A01; 2) the disbursement data from departmental FLAIR was reconciled to State Accounts; and 3) the FLAIR disbursements did not change after Column B08 was created.					
6. EXHIBIT D-3 (ED3R, ED3) (Not required in the LBR - for analytical purposes only.)						
6.1	Are issues appropriately aligned with appropriation categories?	Y	Y			

Action		Program or Service (Budget Entity Codes)				
		500	700			
TIP	Exhibit D-3 is no longer required in the budget submission but may be needed for this particular appropriation category/issue sort. Exhibit D-3 is also a useful report when identifying negative appropriation category problems.					
7. EXHIBIT D-3A (EADR, ED3A)						
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Y	Y			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 65 of the LBR Instructions.)	Y	Y			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 66 through 70 of the LBR Instructions?	Y	Y			
7.4	Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	Y	Y			
7.5	Does the issue narrative explain any variances from the Standard Expense and Human Resource Services Assessments package? Is the nonrecurring portion in the nonrecurring column? (See pages E-4 and E-5 of the LBR Instructions.)	Y	Y			
7.6	Does the salary rate request amount accurately reflect any new requests and are the amounts proportionate to the Salaries and Benefits request? Note: Salary rate should always be annualized.	Y	Y			
7.7	Does the issue narrative thoroughly explain/justify all Salaries and Benefits amounts entered into the Other Salary Amounts transactions (OADA/C)? Amounts entered into OAD are reflected in the Position Detail of Salaries and Benefits section of the Exhibit D-3A.	Y	Y			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Y	Y			
7.9	Does the issue narrative reference the specific county(ies) where applicable?	Y	Y			
7.10	Do the 160XXX0 issues reflect budget amendments that have been approved (or in the process of being approved) and that have a recurring impact (including Lump Sums)? Have the approved budget amendments been entered in Column A18 as instructed in Memo #10-002?	Y	Y			
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. (PLRR, PLMO)	Y	Y			
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	Y	Y			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	Y	Y			
7.14	Do the amounts reflect appropriate FSI assignments?	Y	Y			
7.15	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 26 and 86 of the LBR Instructions.)	Y	Y			

Action		Program or Service (Budget Entity Codes)				
		500	700			
7.16	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	Y	Y			
7.17	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	Y	Y			
AUDIT:						
7.18	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. (EADR, FSIA - Report should print "No Records Selected For Reporting")	Y	Y			
7.19	Does the General Revenue for 160XXXX issues net to zero? (GENR, LBR1)	Y	Y			
7.20	Does the General Revenue for 180XXXX issues net to zero? (GENR, LBR2)	Y	Y			
7.21	Does the General Revenue for 200XXXX issues net to zero? (GENR, LBR3)	Y	Y			
7.22	Have FCO appropriations been entered into the nonrecurring column A04? (GENR, LBR4 - Report should print "No Records Selected For Reporting" or a listing of D-3A issue(s) assigned to Debt Service (IOE N) or in some cases State Capital Outlay - Public Education Capital Outlay (IOE L))	Y	Y			
TIP	Salaries and Benefits amounts entered using the OADA/C transactions must be thoroughly justified in the D-3A issue narrative. Agencies can run OADA/OADR from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.					
TIP	The issue narrative must completely and thoroughly explain and justify each D-3A issue. Agencies must ensure it provides the information necessary for the OPB and legislative analysts to have a complete understanding of the issue submitted. Thoroughly review pages 64 through 70 of the LBR Instructions.					
TIP	Check BAPS to verify status of budget amendments. Check for reapprovals not picked up in the General Appropriations Act. Verify that Lump Sum appropriations in Column A02 do not appear in Column A03. Review budget amendments to verify that 160XXX0 issue amounts correspond accurately and net to zero for General Revenue funds.					
TIP	If an agency is receiving federal funds from another agency the FSI should = 9 (Transfer - Recipient of Federal Funds). The agency that originally receives the funds directly from the federal agency should use FSI = 3 (Federal Funds).					
TIP	If an appropriation made in the FY 2009-10 General Appropriations Act duplicates an appropriation made in substantive legislation, the agency must create a unique deduct nonrecurring issue to eliminate the duplicated appropriation. Normally this is taken care of through line item veto.					
8. SCHEDULE I & RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)						
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y	Y			
8.2	Has a Schedule I been completed in LAS/PBS for each operating trust fund?	Y	Y			

Action		Program or Service (Budget Entity Codes)				
		500	700			
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IB, Schedule IC, and Reconciliation to Trial Balance)?	Y	Y			
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Y	Y			
8.5	Have the required detailed narratives been provided (5% trust fund reserve narrative; method for computing the distribution of cost for general management and administrative services narrative; adjustments narrative; revenue estimating methodology narrative)?	Y	Y			
8.6	Has the Inter-Agency Transfers Reported on Schedule I form been included as applicable for transfers totaling \$100,000 or more for the fiscal year?	Y	Y			
8.7	If the agency is scheduled for the annual trust fund review this year, have the Schedule ID and applicable draft legislation been included for recreation, modification or termination of existing trust funds?	Y	Y			
8.8	If the agency is scheduled for the annual trust fund review this year, have the necessary trust funds been requested for creation pursuant to <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	Y	Y			
8.9	Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)?	Y	Y			
8.10	Are the statutory authority references correct?	Y	Y			
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Y	Y			
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Y	Y			
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Y	Y			
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Y	Y			
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Y	Y			
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Y	Y			
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Y	Y			
8.18	Has the agency certified the revenue estimates in columns A02 and A03 to be the latest and most accurate available?	Y	Y			
8.19	Is a 5% trust fund reserve reflected in Section II? If not, is sufficient justification provided for exemption? Are the additional narrative requirements provided?	Y	Y			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Y	Y			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Y	Y			

Action		Program or Service (Budget Entity Codes)				
		500	700			
8.22	Do transfers balance between funds (within the agency as well as between agencies)? (See also 8.6 for required transfer confirmation of amounts totaling \$100,000 or more.)	Y	Y			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y	Y			
8.24	Are prior year September operating reversions appropriately shown in column A01?	Y	Y			
8.25	Are current year September operating reversions appropriately shown in column A02?	Y	Y			
8.26	Does the Schedule IC properly reflect the unreserved fund balance for each trust fund as defined by the LBR Instructions, and is it reconciled to the agency accounting records?	Y	Y			
8.27	Does Column A01 of the Schedule I accurately represent the actual prior year accounting data as reflected in the agency accounting records, and is it provided in sufficient detail for analysis?	Y	Y			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y	Y			
AUDITS:						
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y	Y			
8.30	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? (SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")	Y	Y			
8.31	Has a Department Level Reconciliation been provided for each trust fund and does Line A of the Schedule I equal the CFO amount? If not, the agency must correct Line A. (SC1R, DEPT)	Y	Y			
TIP	The Schedule I is the most reliable source of data concerning the trust funds. It is very important that this schedule is as accurate as possible!					
TIP	Determine if the agency is scheduled for trust fund review. (See page 124 of the LBR Instructions.)					
TIP	Review the unreserved fund balances and compare revenue totals to expenditure totals to determine and understand the trust fund status.					
TIP	Typically nonoperating expenditures and revenues should not be a negative number. Any negative numbers must be fully justified.					
9. SCHEDULE II (PSCR, SC2)						
AUDIT:						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? (BRAR, BRAA - Report should print "No Records Selected For This Request") Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 156 of the LBR Instructions.)	Y	Y			
10. SCHEDULE III (PSCR, SC3)						
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 88 of the LBR Instructions.)	Y	Y			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 95 of the LBR Instructions for appropriate use of the OAD transaction.) Use OADI or OADR to identify agency other salary amounts requested.	Y	Y			

Action		Program or Service (Budget Entity Codes)				
		500	700			
11. SCHEDULE IV (EADR, SC4)						
11.1	Are the correct Information Technology (IT) issue codes used?	Y	Y			
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.					
12. SCHEDULE VIIIA (EADR, SC8A)						
12.1	Is there only one #1 priority, one #2 priority, one #3 priority, etc. reported on the Schedule VIII-A? Are the priority narrative explanations adequate?	Y	Y			
13. SCHEDULE VIIIB-1						
13.1	This schedule is not required in the October 15, 2009 LBR submittal.					
14. SCHEDULE VIIIB-2 (EADR, S8B2)						
14.1	Do the reductions comply with the instructions provided on pages 101 and 102 of the LBR Instructions regarding a 10% reduction in recurring General Revenue and Trust Funds?	Y	Y			
15. SCHEDULE XI (LAS/PBS Web - see page 108 of the LBR Instructions for detailed instructions)						
15.1	Has the Schedule XI one page summary Excel file been e-mailed to OPB at OPB.UnitCostSummary@laspbs.state.fl.us? Agencies are required to generate this spreadsheet via the LAS/PBS Web. (Note: Pursuant to <i>section 216.023(4)(b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Y	Y			
15.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match the Excel file e-mailed to OPB?	Y	Y			
AUDITS INCLUDED IN THE SCHEDULE XI REPORT:						
15.3	Does the FY 2008-09 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (GENR, ACT1)	Y	Y			
15.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? (Audit #1 should print "No Activities Found")	Y	Y			
15.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? (Audit #2 should print "No Operating Categories Found")	Y	Y			
15.6	Has the agency provided the necessary demand (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: Audit #3 will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Y	Y			
15.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? (Audit #4 should print "No Discrepancies Found")	Y	Y			
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
16. MANUALLY PREPARED EXHIBITS & SCHEDULES						
16.1	Do exhibits and schedules comply with LBR Instructions (pages 109 through 153 of the LBR Instructions), and are they accurate and complete?	Y	Y			
16.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Y	Y			

Action		Program or Service (Budget Entity Codes)				
		500	700			
16.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y	Y			
AUDITS - GENERAL INFORMATION						
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions for a list of audits and their descriptions.					
TIP	Reorganizations may cause audit errors. Agencies must indicate that these errors are due to an agency reorganization to justify the audit error.					
17. CAPITAL IMPROVEMENTS PROGRAM (CIP)						
17.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y	Y			
17.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	Y	Y			
17.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	Y	Y			
17.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	Y	Y			
17.5	Are the appropriate counties identified in the narrative?	Y	Y			
TIP	Requests for Fixed Capital Outlay appropriations which are Grants and Aids to Local Governments and Non-Profit Organizations must use the Grants and Aids to Local Governments and Non-Profit Organizations - Fixed Capital Outlay major appropriation category (140XXX) and include the sub-title "Grants and Aids". These appropriations utilize a CIP-B form as justification.					
18. FLORIDA FISCAL PORTAL						
18.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Y	Y			