



Executive
Director
Lisa Vickers

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, 2010

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 Councils
221 Capitol
Tallahassee, Florida 32399-1100

David Coburn, 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 2011-12 Fiscal Year. As executive director of the Department of Revenue, I have approved this submission, pending review and approval by the Governor and Cabinet.

If you have any questions about our Legislative Budget Request, please contact Lia Mattuski, Director of Financial Management, at 850-617-8377, or me at 850-617-8950.

Sincerely,

Lisa Vickers

Lisa Vickers (Echeverri)

LE/ccw

Department Level Exhibits and Schedules

Schedule IV-C – Recurring
Information Technology Budget
Planning

Non-Strategic IT Service:		Network Service		Resources Apportioned to this IT Service in FY 2011-12				Combined v.2011-12	
Dept/Agency: Department of Revenue									
Prepared by: Clay White									
Phone: 850-717-7569									
Service Provisioning -- Assets & Resources (Cost Elements)			Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	A	B	C	D
						Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Planned Increase/Decrease Use of Recurring Base Funding (Columns C - B)
A. Personnel				12.68		\$863,363	\$943,734	\$943,734	\$0
A-1.1	State FTE			11.68		\$863,363	\$752,214	\$752,214	\$0
A-2.1	OPS FTE			0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		1	1.00		\$0	\$191,520	\$191,520	\$0
B. Hardware				717	19	\$429,545	\$318,032	\$318,032	\$0
B-1	Servers		2	105	0	\$48,000	\$0	\$0	\$0
B-2	Server Maintenance & Support		3	20	19	\$95,000	\$32,197	\$32,197	\$0
B-3	Network Devices & Hardware (e.g., routers, switches, hubs, cabling, etc.)		4	592	0	\$62,000	\$7,482	\$7,482	\$0
B-4	Online Storage for file and print (indicate GB of storage)			0		\$0	\$0	\$0	\$0
B-5	Archive Storage for file and print (indicate GB of storage)		5	0		\$0	\$0	\$0	\$0
B-6	Other Hardware Assets (Please specify in Footnote Section below)		6			\$224,545	\$278,353	\$278,353	\$0
C. Software				7		\$560,000	\$480,128	\$480,128	\$0
D. External Service Provider(s)						\$1,300,000	\$1,300,000	\$1,300,000	\$0
D-1	MyFloridaNet					\$1,300,000	\$1,300,000	\$1,300,000	\$0
D-2	Other (Please specify in Footnote Section below)					\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)				8		\$237,072	\$237,072	\$237,072	\$0
F. Total for IT Service						\$3,389,980	\$3,278,966	\$3,278,966	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.									
1	Telecommunications consultant needed for input on new phone system for new buildings								
2	No new hardware plans due to budget cuts. In addition to the physical servers, there are 112 Virtual Servers. These counts do not include servers that were given to data centers for FST.								
3	Dell and Data Domain Server maintenance for servers not located at NWRDC or SSRC, HP support and PowerMac maintenance for training and graphics servers								
4	Network hardware maintenance for items not located at NWRDC or SSRC, Bluecoat & Sniffer								
5	32,208 GB storage								
6	Networked Printers, Networked Copiers, Networked Scanners, 14 Video Teleconferencing systems around the state. (Costs for 2-UPS moved to Data Center tab)								
7	Novell, Checkpoint, Call Center software, Netbackup, Enterasys, Fluke (Some network software taken for SSRC)								
8	449 aircards in DOR costing approximately \$44 per month each.								
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Non-Strategic IT Service:		E-Mail, Messaging, and Calendaring Service			Form: FY 2011-12 Schedule IV-C -			
Agency: Department of Revenue		# of Assets & Resources Apportioned to this IT Service in FY 2011-12		Estimated IT Service Costs				
Prepared by: Clay White		Number used for this service	Number w/ costs in FY 2011-12	A	B	C	D	
Phone: 850-717-7569				Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Planned Increase/Decrease Use of Recurring Base Funding (Columns C - B)	
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number						
A. Personnel			1.45		\$149,464	\$80,868	\$80,868	\$0
A-1	State FTE		1.45		\$149,464	\$80,868	\$80,868	\$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					\$19,200	\$11,312	\$11,312	\$0
B-1	Servers	2	4	0	\$0	\$0	\$0	\$0
B-2	Server Maintenance & Support		0	0	\$0	\$0	\$0	\$0
B-3	Wireless Communication Devices (e.g., Blackberries, I-phones, PDAs, etc.)	3	19	14	\$19,200	\$11,312	\$11,312	\$0
B-4	Online Storage (indicate GB of storage)		0		\$0	\$0	\$0	\$0
B-5	Archive Storage (indicate GB of storage)	4	85		\$0	\$0	\$0	\$0
B-6	Other Hardware Assets (Please specify in Footnote Section below)				\$0	\$0	\$0	\$0
C. Software		5			\$301,159	\$253,047	\$253,047	\$0
D. External Service Provider(s)					\$0	\$0	\$0	\$0
D-1	Southwood Shared Resource Center				\$0	\$0	\$0	\$0
D-2	Northwood Shared Resource Center				\$0	\$0	\$0	\$0
D-3	Northwest Regional Data Center				\$0	\$0	\$0	\$0
D-4	Other Data Center External Service Provider (specify in Footnotes below)				\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$469,823	\$345,227	\$345,227	\$0
G. 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		1.19%	\$ 31,832				
OT-3	Help Desk	1	1.20%	\$ 7,945				
OT-4	IT Security & Risk Mitigation							
OT-5	IT Administration & Management							
				SUBTOTAL	\$	39,777		
				Fully-loaded IT Service Cost	\$	385,004		
H. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
1	Percentage of calls that came in to the Service Desk that were email related.							
2	Not projecting any server purchases due to upcoming email consolidation - number does not include servers given to SSRC during FST							
3	PDA Cost							
4	Groupwise, Tumbleweed, Brightmail (Message Manager is included in the FST SSRC costs)							
5	85 GB of Storage, does not include servers in SSRC.							
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Non-Strategic IT Service: Desktop Computing Service							
Agency: Department of Revenue Prepared by: Clay White Phone: 850-717-7569		# of Assets & Resources Apportioned to this IT Service in FY 2011-12		Form: FY 2011-12 Schedule IV-C -			
Service Provisioning -- Assets & Resources (Cost Elements)				Estimated IT Service Costs			
	Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	A Initial Estimate for Fiscal Year 2010-11	B Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	C Estimated FY 2011-12 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		24.34		\$1,360,820	\$1,482,149	\$1,482,149	\$0
A-1 State FTE		24.34		\$1,360,820	\$1,482,149	\$1,482,149	\$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		7983	1270	\$1,116,646	\$1,087,348	\$1,094,148	\$6,800
B-1 Servers		4	0	\$0	\$0	\$0	\$0
B-2 Server Maintenance & Support		0	0	\$2,000	\$0	\$0	\$0
B-3.1 Desktop Computers		5745	960	\$803,896	\$806,088	\$819,588	\$13,500
B-3.2 Mobile Computers (e.g., Laptop, Notebook, Handheld, Wireless Computer)		1836	250	\$282,900	\$275,260	\$268,560	-\$6,700
B-3.3 Other Hardware Assets (Please specify in Footnote Section below)	1	398	60	\$27,850	\$6,000	\$6,000	\$0
C. Software	2,3			\$69,926	\$83,842	\$83,842	\$0
D. External Service Provider(s)		0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)	4			\$0	\$14,826	\$14,826	\$0
F. Total for IT Service				\$2,547,392	\$2,668,165	\$2,674,965	\$6,800
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.							
1	Desktop Printers and Scanners						
2	Safeboot, 2-netzoom licenses renewed annually, 300 insti-mcafee for desktops, Audit Survey, Audit Leverage, ToolBook, Equipment Management Information System, Acrobat Professional licenses, Visio Professional Licenses						
3	WinZip Professional Licenses, ArcInfo, ArcGIS Server, ArcView, SPSS, SAS bundle						
4	Theft, disappearance & destruction insurance, flash drives, keyboards, wireless mouse(s) and assorted desktop peripherals						
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Non-Strategic IT Service:		Helpdesk Service		Form: FY 2011-12 Schedule IV-C -				
Agency: Department of Revenue								
Prepared by: Clay White								
Phone: 850-717-7569								
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number	# of Assets & Resources Apportioned to this IT Service in FY 2011-12		A	Estimated IT Service Costs		D
			Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	B	C	Planned Increase/Decrease of Recurring Base Funding (Columns C - B)
						Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	
A. Personnel			10.45		\$643,827	\$547,243	\$547,243	\$0
A-1	State FTE		10.45		\$643,827	\$547,243	\$547,243	\$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 (Please specify in Footnote Section below)		0	0	\$0	\$0	\$0	\$0
C. Software		1			\$8,500	\$8,500	\$8,500	\$0
D. External Service Provider(s)		2	0	0	\$0	\$106,313	\$106,313	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$652,327	\$662,056	\$662,056	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
1	SM7 software							
2	SaaS - HP Hosting services for SM7							
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Non-Strategic IT Service: IT Security/Risk Mitigation Service							
Agency: Department of Revenue Prepared by: Clay White Phone: 850-717-7569		# of Assets & Resources Apportioned to this IT Service in FY 2011-12		Form: FY 2011-12 Schedule IV-C -			
Service Provisioning -- Assets & Resources (Cost Elements)	Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Estimated IT Service Costs			
				A Initial Estimate for Fiscal Year 2010-11	B Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	C Estimated FY 2011-12 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		7.87		\$505,833	\$434,973	\$434,973	\$0
A-1 State FTE		7.87		\$505,833	\$434,973	\$434,973	\$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		3	3	\$0	\$38,283	\$38,283	\$0
B-1 Servers		0	0	\$0	\$0	\$0	\$0
B-2 Server Maintenance & Support		3	3	\$0	\$38,283	\$38,283	\$0
B-3 Other Hardware Assets (Please specify in Footnote Section below)		0	0	\$0	\$0	\$0	\$0
C. Software				\$0	\$24,141	\$24,141	\$0
D. External Service Provider(s)		0	0	\$105,960	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)				\$0	\$0	\$0	\$0
F. Total for IT Service				\$611,793	\$497,397	\$497,397	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.							
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Non-Strategic IT Service: Agency Financial and Administrative Systems Support Service									
Agency: Department of Revenue Prepared by: Clay White Phone: 850-717-7569		# of Assets & Resources Apportioned to this IT Service in FY 2011-12		Form: FY 2011-12 Schedule IV-C -					
Service Provisioning -- Assets & Resources (Cost Elements)			Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Estimated IT Service Costs			
						A	B	C	D
						Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Planned Increase/Decrease Use of Recurring Base Funding (Columns C - B)
A. Personnel				2.48		\$190,984	\$160,583	\$160,583	\$0
A-1	State FTE			2.48		\$190,984	\$160,583	\$160,583	\$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	\$47,850	\$0	\$0	\$0
B-1	Servers			0	0	\$0	\$0	\$0	\$0
B-2	Server Maintenance & Support		1	0	0	\$47,850	\$0	\$0	\$0
B-3	Other Hardware Assets (Please specify in Footnote Section below)			0	0	\$0	\$0	\$0	\$0
C. Software			2			\$118,000	\$35,377	\$35,377	\$0
D. External Service Provider(s)				0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)						\$0	\$0	\$0	\$0
F. Total for IT Service						\$356,834	\$195,960	\$195,960	\$0
G. 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 costs for Oculus and LMS are now provided through the FST SSRC.								
2	Inquisite Survey Software, Ethics Compliance and Learning Management System (HP Software for Oculus & LMS, Crystal Reports, Adobe and Cold Fusion Costs are now provided through the FST SSRC)								
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Non-Strategic IT Service: IT Administration and Management Service									
Agency: Department of Revenue				Form: FY 2011-12 Schedule IV-C -					
Prepared by: Clay White									
Phone: 850-717-7569									
Service Provisioning -- Assets & Resources (Cost Elements)			Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Estimated IT Service Costs		Planned Increase/Decrease Use of Recurring Base Funding (Columns C - B)	
						A	B	C	D
						Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	
A. Personnel				18.53		\$1,304,012	\$1,085,706	\$1,085,706	\$0
A-1	State FTE			17.53		\$1,287,884	\$1,069,578	\$1,069,578	\$0
A-2	OPS FTE			1.00		\$16,128	\$16,128	\$16,128	\$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 (Please specify in Footnote Section below)			0	0	\$0	\$0	\$0	\$0
C. Software			1			\$135,000	\$89,102	\$89,102	\$0
D. External Service Provider(s)			2	0	0	\$0	\$104,045	\$104,045	\$0
E. Other (Please describe in Footnotes Section below)			3			\$98,880	\$100,110	\$100,110	\$0
F. Total for IT Service						\$1,537,892	\$1,378,963	\$1,378,963	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.									
1	HP BAC & PMO software maintenance								
2	Saas - HP hosting of PPM								
3	Gartner, SAP Prof Journal for 12 users								
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Non-Strategic IT Service: Portal/Web Management Service								
Dept/Agency: Department of Revenue Prepared by: Clay White Phone: 850-717-7569		# of Assets & Resources Apportioned to this IT Service in FY 2011-12		Form: Schedule IV-C -Combined v.2011-12				
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Estimated IT Service Costs			
					A Initial Estimate for Fiscal Year 2010-11	B Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	C Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	D Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			5.71		\$0	\$310,079	\$258,079	-\$52,000
A-1.1	State FTE		4.71		\$0	\$258,079	\$258,079	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)	1	1.00		\$0	\$52,000	\$0	-\$52,000
B. Hardware					\$0	\$0	\$0	\$0
B-1	Servers	2	0	0	\$0	\$0	\$0	\$0
B-2	Server Maintenance & Support		0	0	\$0	\$0	\$0	\$0
B-3	Other Hardware Assets (Please specify in Footnotes Section below)		0	0	\$0	\$0	\$0	\$0
C. Software		3			\$0	\$287,880	\$287,880	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$597,959	\$545,959	-\$52,000
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
1	Sharepoint consultant let go 9/30/10 due to budget cuts.							
2	Web Servers were given to SSRC during FST							
3	Sharepoint, Verisign, Websense Web filter, Constant Contact, TOAD							
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Non-Strategic IT Service:		Data Center Service		Form: Schedule IV-C -Combined v.2011-12			
Dept/Agency: Department of Revenue							
Prepared by: Clay White							
Phone: 850-717-7569							
Service Provisioning -- Assets & Resources (Cost Elements)	Footnote Number	# of Assets & Resources Apportioned to this IT Service in FY 2011-12		Estimated IT Service Costs			D Planned Increase/Decrease Use of Recurring Base Funding
		Number used for this service	Number w/ costs in FY 2011-12	A Initial Estimate for Fiscal Year 2010-11 (if submitted)	B Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	C Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	
A. Personnel (performing data center functions defined in w. 282.201(2)(d)1.e., F.S.)		34.00		\$0	\$1,362,245	\$1,362,245	\$0
A-1.1 State FTE		33.00		\$0	\$1,346,117	\$1,346,117	\$0
A-2.1 OPS FTE		1.00		\$0	\$16,128	\$16,128	\$0
A-3.1 Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
Calculated total non-mainframe servers from all IV-C services	127			\$0	\$312,453	\$312,453	\$0
Calculated total mainframes from all IV-C services	0						
B. Hardware							
B-1 Non-Mainframe Servers (including single-function logical servers not assigned to another service)		13	0	\$0	\$0	\$0	\$0
B-2 Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-3 Server Maintenance & Support		0	0	\$0	\$5,853	\$5,853	\$0
B-4 Online or Archival Storage Systems (indicate GB of storage)		0		\$0	\$0	\$0	\$0
B-5 Data Center/ Computing Facility Internal Network				\$0	\$0	\$0	\$0
B-6 Other Hardware (Please specify in Footnotes Section below)	1			\$0	\$306,600	\$306,600	\$0
C. Software				\$0	\$2,309	\$2,309	\$0
D. External Service Provider(s)				\$0	\$6,987,243	\$6,987,243	\$0
D-1 Southwood Shared Resource Center (indicate # of Board votes)	2	1		\$0	\$2,886,120	\$2,886,120	\$0
D-2 Northwood Shared Resource Center (indicate # of Board votes)	3	1		\$0	\$3,072,221	\$3,072,221	\$0
D-3 Northwest Regional Data Center (indicate # of Board votes)	4	1		\$0	\$1,028,902	\$1,028,902	\$0
D-4 Other Data Center External Service Provider (specify in Footnotes below)				\$0	\$0	\$0	\$0
E. Plant & Facility		Total	Est Utilized	\$0	\$280,967	\$389,145	\$108,178
E-1 Agency Data Center (indicate total square feet)	5	10238	0	\$0	\$169,889	\$379,670	\$209,781
E-2 Computing Facilities (indicate total square feet)		0	0	\$0	\$0	\$0	\$0
E-3 Office Space (indicate total square feet)		4314	0	\$0	\$48,719	\$0	-\$48,719
E-4 Backup Generator, Power Distribution Units, UPS, etc. (indicate capacity in KW)		300	0	\$0	\$14,633	\$0	-\$14,633
E-5 Utilities (e.g., electricity and water) (estimated total annual KWH)	6	172000		\$0	\$29,344	\$9,344	-\$20,000
E-6 Environmentals (e.g., HVAC, fire control, and physical security)	7			\$0	\$18,382	\$131	-\$18,251
E-7 Other (please specify in Footnotes Section below)				\$0	\$0	\$0	\$0
F. Other (Please describe in Footnotes Section below)				\$0	\$0	\$0	\$0
G. Total for IT Service				\$0	\$8,945,217	\$9,053,395	\$108,178
H. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.							
1	Maintenance and Leases on Xerox printers						
2	Agency Total for \$ given to SSRC in during FST, 1 Board Vote for SSRC						
3	1 Board vote for NSRC						
4	Agency Total for \$ given to NWRDC during FST, 1 Board vote NWRDC						
5	7.18% of lease costs for Bldg L						
6	This estimated KW is for the print shop only, Carlton Data Center Utilities is included in rent. FY 11/12 print, g-4 data center & Production Control will be co-located utilities will be included in the rent. 7.18% of lease costs for Bldg L						
7	Security Monitoring for Building L						
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Strategic IT Service: Child Support IT Service

Form: Schedule IV-C -Combined v.2011-12

Dept/Agency: **Department of Revenue**
 Prepared by: **Clay White**
 Phone: **850-717-7569**

Service Provisioning -- Assets & Resources (Cost Elements)	Footnote Number	# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs			
		Number used for this service	Number w/ costs in FY 2011-12	A Initial Estimate for Fiscal Year 2010-11	B Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	C Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	D Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel		116.60		\$0	\$8,779,830	\$8,779,830	\$0
A-1.1 State FTE		105.10		\$0	\$6,375,952	\$6,375,952	\$0
A-2.1 OPS FTE		0.50		\$0	\$20,160	\$20,160	\$0
A-3.1 Contractor Positions (Staff Augmentation)		11.00		\$0	\$2,383,718	\$2,383,718	\$0
B. Hardware		0	0	\$0	\$0	\$0	\$0
B-1 Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2 Servers - Non-Mainframe	1	0	0	\$0	\$0	\$0	\$0
B-3 Server Maintenance & Support	2			\$0	\$0	\$0	\$0
B-4 Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software				\$0	\$0	\$0	\$0
D. External Service Provider(s)	3	0	0	\$0	\$11,732,667	\$11,742,012	\$9,345
E. Other (Please describe in Footnotes Section below)				\$0	\$0	\$0	\$0
F. Total for IT Service				\$0	\$20,512,497	\$20,521,842	\$9,345

G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.

1	Servers were transferred to the Northwest Shared Resource Center (NWRDC)
2	Costs are included in the NWRDC funding reported under data center tab
3	Department of Children & Families (DCF) Office of Information Technology Services (OITS), category 210008
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Strategic IT Service: Tax Administration IT								
Dept/Agency: Department of Revenue		<i>Form: Schedule IV-C -Combined v.2011-12</i>						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources <i>(Cost Elements)</i>		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget <i>(based on Column G64 minus G65)</i>	Estimated FY 2011-12 Allocation of Recurring Base Budget <i>(based on Column G64 minus G65)</i>	Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			127.95		\$0	\$9,326,452	\$9,326,452	\$0
A-1.1	State FTE		110.20		\$0	\$7,904,717	\$7,904,717	\$0
A-2.1	OPS FTE		2.50		\$0	\$100,800	\$100,800	\$0
A-3.1	Contractor Positions (Staff Augmentation)		15.25		\$0	\$1,320,935	\$1,320,935	\$0
B. Hardware			0	0	\$0	\$579,868	\$579,868	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe	1	0	0	\$0	\$451,019	\$451,019	\$0
B-3	Server Maintenance & Support	2			\$0	\$128,269	\$128,269	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)	3			\$0	\$580	\$580	\$0
C. Software		4			\$0	\$966,107	\$966,107	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other <i>(Please describe in Footnotes Section below)</i>					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$10,872,427	\$10,872,427	\$0
G. Footnotes - <i>Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.</i>								
7	IT equipment and IT supplies							
8	Hardware maintenance and supplies							
9	Repairs							
10	Software Maintenance							
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Strategic IT Service: Tax Oversight IT								
Dept/Agency: Department of Revenue		<i>Form: Schedule IV-C -Combined v.2011-12</i>						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources <i>(Cost Elements)</i>		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget <i>(based on Column G64 minus G65)</i>	Estimated FY 2011-12 Allocation of Recurring Base Budget <i>(based on Column G64 minus G65)</i>	Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			17.90		\$0	\$1,182,635	\$1,182,635	\$0
A-1.1	State FTE		17.40		\$0	\$1,162,475	\$1,162,475	\$0
A-2.1	OPS FTE		0.50		\$0	\$20,160	\$20,160	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			1	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe	1	1	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software		2			\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$1,182,635	\$1,182,635	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
1	1 Dell server purchased in 2008 with 5 year maintenance agreement							
2	Oracle software that is included in the data center tab under SSRC							
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Strategic IT Service: Agency Strategic IT Service #4								
Dept/Agency: Department of Revenue		Form: Schedule IV-C -Combined v.2011-12						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget <i>(based on Column G64 minus G65)</i>	Estimated FY 2011-12 Allocation of Recurring Base Budget <i>(based on Column G64 minus G65)</i>	Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			0.00		\$0	\$0	\$0	\$0
A-1.1	State FTE		0.00		\$0	\$0	\$0	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			0	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe		0	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software					\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$0	\$0	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
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Strategic IT Service: Agency Strategic IT Service #5								
Dept/Agency: Department of Revenue		Form: Schedule IV-C -Combined v.2011-12						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			0.00		\$0	\$0	\$0	\$0
A-1.1	State FTE		0.00		\$0	\$0	\$0	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			0	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe		0	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software					\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$0	\$0	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
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Strategic IT Service: Agency Strategic IT Service #6								
Dept/Agency: Department of Revenue		Form: Schedule IV-C -Combined v.2011-12						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			0.00		\$0	\$0	\$0	\$0
A-1.1	State FTE		0.00		\$0	\$0	\$0	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			0	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe		0	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software					\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service						\$0	\$0	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
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Strategic IT Service: Agency Strategic IT Service #7								
Dept/Agency: Department of Revenue		Form: Schedule IV-C -Combined v.2011-12						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget <i>(based on Column G64 minus G65)</i>	Estimated FY 2011-12 Allocation of Recurring Base Budget <i>(based on Column G64 minus G65)</i>	Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			0.00		\$0	\$0	\$0	\$0
A-1.1	State FTE		0.00		\$0	\$0	\$0	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			0	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe		0	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software					\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$0	\$0	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
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Strategic IT Service: Agency Strategic IT Service #8								
Dept/Agency: Department of Revenue		<i>Form: Schedule IV-C -Combined v.2011-12</i>						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources <i>(Cost Elements)</i>		<i>Footnote Number</i>	<i>Number used for this service</i>	<i>Number w/ costs in FY 2011-12</i>	<i>Initial Estimate for Fiscal Year 2010-11</i>	<i>Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)</i>	<i>Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)</i>	<i>Planned Increase/Decrease Use of Recurring Base Funding</i>
A. Personnel			0.00		\$0	\$0	\$0	\$0
A-1.1	State FTE		0.00		\$0	\$0	\$0	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			0	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe		0	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software					\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other <i>(Please describe in Footnotes Section below)</i>					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$0	\$0	\$0
G. Footnotes - <i>Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.</i>								
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Strategic IT Service: Agency Strategic IT Service #9								
Dept/Agency: Department of Revenue		Form: Schedule IV-C -Combined v.2011-12						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget <i>(based on Column G64 minus G65)</i>	Estimated FY 2011-12 Allocation of Recurring Base Budget <i>(based on Column G64 minus G65)</i>	Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			0.00		\$0	\$0	\$0	\$0
A-1.1	State FTE		0.00		\$0	\$0	\$0	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			0	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe		0	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software					\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$0	\$0	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
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Strategic IT Service: Agency Strategic IT Service #10								
Dept/Agency: Department of Revenue		<i>Form: Schedule IV-C -Combined v.2011-12</i>						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			0.00		\$0	\$0	\$0	\$0
A-1.1	State FTE		0.00		\$0	\$0	\$0	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			0	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe		0	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software					\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$0	\$0	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
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Strategic IT Service: Agency Strategic IT Service #11								
Dept/Agency: Department of Revenue		Form: Schedule IV-C -Combined v.2011-12						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			0.00		\$0	\$0	\$0	\$0
A-1.1	State FTE		0.00		\$0	\$0	\$0	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			0	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe		0	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software					\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$0	\$0	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
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Strategic IT Service: Agency Strategic IT Service #12								
Dept/Agency: Department of Revenue		<i>Form: Schedule IV-C -Combined v.2011-12</i>						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			0.00		\$0	\$0	\$0	\$0
A-1.1	State FTE		0.00		\$0	\$0	\$0	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			0	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe		0	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software					\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$0	\$0	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
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Strategic IT Service: Agency Strategic IT Service #13					Form: Schedule IV-C -Combined v.2011-12			
Dept/Agency: Department of Revenue		# of Assets & Resources apportioned to this IT Service Number used for this service Number w/ costs in FY 2011-12			Estimated IT Service Costs			
Prepared by: Clay White					A	B	C	D
Phone: 850-717-7569					Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Planned Increase/Decrease Use of Recurring Base Funding
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number						
A. Personnel			0.00		\$0	\$0	\$0	\$0
A-1.1	State FTE		0.00		\$0	\$0	\$0	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			0	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe		0	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software					\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$0	\$0	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
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Strategic IT Service: Agency Strategic IT Service #14								
Dept/Agency: Department of Revenue		Form: Schedule IV-C -Combined v.2011-12						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			0.00		\$0	\$0	\$0	\$0
A-1.1	State FTE		0.00		\$0	\$0	\$0	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			0	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe		0	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software					\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$0	\$0	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
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Strategic IT Service: Agency Strategic IT Service #15								
Dept/Agency: Department of Revenue		<i>Form: Schedule IV-C -Combined v.2011-12</i>						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources (Cost Elements)		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Estimated FY 2011-12 Allocation of Recurring Base Budget (based on Column G64 minus G65)	Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			0.00		\$0	\$0	\$0	\$0
A-1.1	State FTE		0.00		\$0	\$0	\$0	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			0	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe		0	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software					\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$0	\$0	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
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Strategic IT Service: Agency Strategic IT Service #16								
Dept/Agency: Department of Revenue		<i>Form: Schedule IV-C -Combined v.2011-12</i>						
Prepared by: Clay White		# of Assets & Resources apportioned to this IT Service		Estimated IT Service Costs				
Phone: 850-717-7569				A	B	C	D	
Service Provisioning -- Assets & Resources <i>(Cost Elements)</i>		Footnote Number	Number used for this service	Number w/ costs in FY 2011-12	Initial Estimate for Fiscal Year 2010-11	Estimated FY 2010-11 Allocation of Recurring Base Budget <i>(based on Column G64 minus G65)</i>	Estimated FY 2011-12 Allocation of Recurring Base Budget <i>(based on Column G64 minus G65)</i>	Planned Increase/Decrease Use of Recurring Base Funding
A. Personnel			0.00		\$0	\$0	\$0	\$0
A-1.1	State FTE		0.00		\$0	\$0	\$0	\$0
A-2.1	OPS FTE		0.00		\$0	\$0	\$0	\$0
A-3.1	Contractor Positions (Staff Augmentation)		0.00		\$0	\$0	\$0	\$0
B. Hardware			0	0	\$0	\$0	\$0	\$0
B-1	Servers - Mainframe		0	0	\$0	\$0	\$0	\$0
B-2	Servers - Non-Mainframe		0	0	\$0	\$0	\$0	\$0
B-3	Server Maintenance & Support				\$0	\$0	\$0	\$0
B-4	Other Hardware Assets (e.g., system mgt workstation, printers, UPS)				\$0	\$0	\$0	\$0
C. Software					\$0	\$0	\$0	\$0
D. External Service Provider(s)			0	0	\$0	\$0	\$0	\$0
E. Other (Please describe in Footnotes Section below)					\$0	\$0	\$0	\$0
F. Total for IT Service					\$0	\$0	\$0	\$0
G. Footnotes - Please be sure to indicate there is a footnote for the corresponding row above. Maximum footnote length is 1024 characters.								
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Combined v.2011-12				Strategic Services																
Agency: Department of Revenue				Child Support IT Service	Tax Administration IT	Tax Oversight IT	Agency Strategic IT Service #4	Agency Strategic IT Service #5	Agency Strategic IT Service #6	Agency Strategic IT Service #7	Agency Strategic IT Service #8	Agency Strategic IT Service #9	Agency Strategic IT Service #10	Agency Strategic IT Service #11	Agency Strategic IT Service #12	Agency Strategic IT Service #13	Agency Strategic IT Service #14	Agency Strategic IT Service #15	Agency Strategic IT Service #16	
Budget Entity Name	BE Code	Program Component Code	Program Component Name	Identified Funding as % of Total Cost of Service		100.0%	100.0%	100.0%												
				Costs within BE	Funding Identified for IT Service															
Case Processing	73300600	1304000000	Services Most Vulnerable	\$7,127,782	\$7,127,782	\$20,521,842	\$10,872,427	\$1,182,635	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Remittance & Distribution	73300700	1304000000	Services Most Vulnerable	\$4,122,061	\$4,122,061															
Establishment	73300800	1304000000	Services Most Vulnerable	\$4,702,124	\$4,702,124															
Compliance	73300900	1304000000	Services Most Vulnerable	\$2,198,319	\$2,198,319															
Tax Processing	73401000	1601	Governmental Operations	\$1,058,372	\$1,058,372		\$1,058,372													
Taxpayer Aid	73401100	1601	Governmental Operations	\$334,480	\$334,480		\$334,480													
Compliance Determination	73401200	1601	Governmental Operations	\$2,812,355	\$2,812,355		\$2,812,355													
Compliance Resolution	73401300	1601	Governmental Operations	\$1,233,499	\$1,233,499		\$1,233,499													
Information Technology	73710100	1603	Information Technology	\$8,987,911	\$8,987,911	\$2,371,556	\$5,433,720	\$1,182,635												
				\$0	\$0															
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				\$0	\$0															
				Sum of IT Cost Elements Across IT Services																
IT Cost Element Data as entered on IT Service Worksheets	Personnel	State FTE (#)		232.70		105.10	110.20	17.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Personnel	State FTE (Costs)		\$15,443,144		\$6,375,952	\$7,904,717	\$1,162,475	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Personnel	OPS FTE (#)		3.50		0.50	2.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Personnel	OPS FTE (Cost)		\$141,120		\$20,160	\$100,800	\$20,160	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Personnel	Vendor/Staff Augmentation (# Positions)		26.25		11.00	15.25	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
	Personnel	Vendor/Staff Augmentation (Costs)		\$3,704,653		\$2,383,718	\$1,320,935	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Hardware			\$579,868		\$0	\$579,868	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Software			\$966,107		\$0	\$966,107	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	External Services			\$11,742,012		\$11,742,012	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other			\$0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals of Costs				\$32,576,904		\$20,521,842	\$10,872,427	\$1,182,635	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals of FTE				262.45		116.60	127.95	17.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

	Currently Authorized Positions				Contracted Services FTE	Contracted Services Cost	Total Personnel	Total Personnel Cost	Servers -				External Service		TOTAL	
	State FTE		OPS FTE						Mainframe	Non-Mainframe	Hardware	Software	Provider	Other		
	FTE	Cost	FTE	Cost												
IV-C Service	11.68	\$ 752,214	0.00	\$ -	0.00	\$ 191,520	11.68	\$ 943,734	105	\$	318,032	\$ 480,128	\$ 1,300,000	\$	237,072	\$ 3,278,966
Network	1.45	\$ 80,868	0.00	\$ -	0.00	\$ -	1.45	\$ 80,868	4	\$	11,312	\$ 253,047	\$ -	\$ -	\$ -	\$ 345,227
Email, Messaging, @ Calendaring	24.34	\$ 1,482,149	0.00	\$ -	0.00	\$ -	24.34	\$ 1,482,149	4	\$	1,094,148	\$ 83,842	\$ -	\$ -	\$ 14,826	\$ 2,674,965
Desktop Computing	10.45	\$ 547,243	0.00	\$ -	0.00	\$ -	10.45	\$ 547,243	0	\$	-	\$ 8,500	\$ 106,313	\$ -	\$ -	\$ 662,056
Help Desk	7.87	\$ 434,973	0.00	\$ -	0.00	\$ -	7.87	\$ 434,973	0	\$	38,283	\$ 24,141	\$ -	\$ -	\$ -	\$ 497,397
IT Security/Risk Mitigation	2.48	\$ 160,583	0.00	\$ -	0.00	\$ -	2.48	\$ 160,583	0	\$	-	\$ 35,377	\$ -	\$ -	\$ -	\$ 195,960
Financial and Administrative Systems Support	17.53	\$ 1,069,578	1.00	\$ 16,128	0.00	\$ -	18.53	\$ 1,085,706	0	\$	-	\$ 89,102	\$ 104,045	\$ 100,110	\$ -	\$ 1,378,963
IT Administration & Management	4.71	\$ 258,079	0.00	\$ -	1.00	\$ -	5.71	\$ 258,079	0	\$	-	\$ 287,880	\$ -	\$ -	\$ -	\$ 545,959
Portal/Web Management	33.00	\$ 1,346,117	1.00	\$ 16,128	0.00	\$ -	34.00	\$ 1,362,245	0	\$	312,453	\$ 2,309	\$ 6,987,243	\$ -	\$ -	\$ 9,053,395
Data Center	113.51	\$ 6,131,804	2.00	\$ 32,256	1.00	\$ 191,520	116.51	\$ 6,355,580	0.00	\$	126.00	\$ 1,774,228	\$ 1,264,326	\$ 8,497,601	\$ 352,008	\$ 18,632,888
Total																

Data Center Plant & Facility: \$ 389,145 (included in Data Center total)

	Currently Authorized Positions				Contracted Services FTE	Contracted Services Cost	Total Personnel	Total Personnel Cost	Servers -				External Service		TOTAL
	State FTE		OPS FTE						Mainframe	Non-Mainframe	Hardware	Software	Provider	Other	
	FTE	Cost	FTE	Cost											
IV-C Service	105.10	\$ 6,375,952	0.50	\$ 20,160	11.00	\$ 2,383,718	116.60	\$ 8,779,830	0	\$	-	\$ -	\$ 11,742,012	\$ -	\$ 20,521,842
Child Support IT Service	110.20	\$ 7,904,717	2.50	\$ 100,800	15.25	\$ 1,320,935	127.95	\$ 9,326,452	0	\$	579,868	\$ 966,107	\$ -	\$ -	\$ 10,872,427
Tax Administration IT	17.40	\$ 1,162,475	0.50	\$ 20,160	0.00	\$ -	17.90	\$ 1,182,635	0	\$	1	\$ -	\$ -	\$ -	\$ 1,182,635
Tax Oversight IT	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Agency Strategic IT Service #4	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Agency Strategic IT Service #5	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Agency Strategic IT Service #6	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Agency Strategic IT Service #7	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Agency Strategic IT Service #8	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Agency Strategic IT Service #9	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Agency Strategic IT Service #10	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Agency Strategic IT Service #11	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Agency Strategic IT Service #12	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Agency Strategic IT Service #13	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Agency Strategic IT Service #14	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Agency Strategic IT Service #15	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Agency Strategic IT Service #16	0.00	\$ -	0.00	\$ -	0.00	\$ -	0.00	\$ -	0	\$	-	\$ -	\$ -	\$ -	\$ -
Total	232.70	\$ 15,443,144	3.50	\$ 141,120	26.25	\$ 3,704,653	262.45	\$ 19,288,917	0.00	\$	579,868	\$ 966,107	\$ 11,742,012	\$ -	\$ 32,576,904

	Currently Authorized Positions				Contracted Services FTE	Contracted Services Cost	Total Personnel	Total Personnel Cost	Mainframe	Non-Mainframe	Hardware	Software	Provider	Other	TOTAL	
	State FTE		OPS FTE													
	FTE	Cost	FTE	Cost												
All Schedule IV-C Services	113.51	\$ 6,131,804	2.00	\$ 32,256	1.00	\$ 191,520	116.51	\$ 6,355,580	0	\$	126	\$ 1,774,228	\$ 1,264,326	\$ 8,497,601	\$ 352,008	\$ 18,243,743
Non-Strategic IT Services	232.70	\$ 15,443,144	3.50	\$ 141,120	26.25	\$ 3,704,653	262.45	\$ 19,288,917	0	\$	1	\$ 579,868	\$ 966,107	\$ 11,742,012	\$ -	\$ 32,576,904
Strategic IT Services	232.70	\$ 15,443,144	3.50	\$ 141,120	26.25	\$ 3,704,653	378.96	\$ 25,644,497	0.00	\$	127.00	\$ 2,354,096	\$ 2,230,433	\$ 20,239,613	\$ 352,008	\$ 50,820,647
Total																

	% of Total Reported IT Cost						Total	Total Utilized
	% IT Positions	% Hardware	% Software	% External Service Provider	% Other	% of Total Reported IT Cost		
All Schedule IV-C Services								
Non-Strategic IT Services	34.84%	9.73%	6.93%	46.58%	1.93%	35.90%		
Strategic IT Services	59.21%	1.78%	2.97%	36.04%	0.00%	64.10%		
% of Total Reported IT Cost	50.461%	4.632%	4.389%	39.826%	0.693%			

Data Center Summary		Total	Total Utilized
Total Data Center Personnel			34.00
Total Servers from All IT Services - Mainframe			0
Total Servers from All IT Services - Non-Mainframe			127
Agency Data Center (TOTAL SQUARE FEET)		10238	0
Computing Facilities (TOTAL SQUARE FEET)		0	0
Office Space (TOTAL SQUARE FEET)		4314	0
Backup Generator, Power Distribution Units, UPS, etc. (CAPACITY IN KW)		300	
Utilities-Electricity (ESTIMATED TOTAL ANNUAL KWH)		172000	

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

Dept/Agency: **Department of Revenue**
 Submitted by: **Clay White**
 Phone: **850-717-7569**
 Date submitted: **10/15/10**

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 hardware and commercial 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)*

- | | |
|--|---|
| <input checked="" type="checkbox"/> Central IT staff | <input type="checkbox"/> Southwood Shared Resource Center |
| <input checked="" type="checkbox"/> Program staff | <input type="checkbox"/> Northwood Shared Resource Center |
| <input type="checkbox"/> Other state agency <i>(non-primary data center)</i> | <input type="checkbox"/> Northwest Regional Data Center |
| <input type="checkbox"/> Other External Service Provider <i>(specify)</i> | |

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 5.3)

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?

IT Service Requirements Worksheet: Desktop Computing Service

[Redacted]

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)

[Redacted]

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)

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Desktop Computing Service

4.2.2. List any significant projects that are underway or planned to upgrade or enhance any system, resource, or process associated with this IT service. *Please indicate the D3-A issue number in the Description for any projects that require funds in a legislative budget request for FY 2011-12.*

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, that is used to provide this service, and describe any anticipated adjustments to the funding source(s) or funding level for FY 2011-12

General Revenue, Operating Trust Fund and Federal Trust Funds.

5.2. Please indicate whether there is a cost recovery or cost allocation plan for this service, and describe any anticipated adjustments or needed changes in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.)

5.3. Other pertinent information related to this service

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

Dept/Agency: **Department of Revenue**
 Submitted by: **Clay White**
 Phone: **850-717-7569**
 Date submitted: **10/15/10**

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 hardware and commercial 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)*

- | | |
|--|--|
| <input checked="" type="checkbox"/> Central IT staff | <input checked="" type="checkbox"/> Southwood Shared Resource Center |
| <input checked="" type="checkbox"/> Program staff | <input type="checkbox"/> Northwood Shared Resource Center |
| <input type="checkbox"/> Other state agency <i>(non-primary data center)</i> | <input type="checkbox"/> Northwest Regional Data Center |
| <input type="checkbox"/> Other External Service Provider <i>(specify)</i> | |

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 5.3)

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

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: E-Mail, Messaging, and Calendaring Service

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)

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

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: E-Mail, Messaging, and Calendaring Service

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.

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, resource, or process associated with this IT service. *Please indicate the D3-A issue number in the Description for any projects that require funds in a legislative budget request for FY 2011-12.*

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, that is used to provide this service, and describe any anticipated adjustments to the funding source(s) or funding level for FY 2011-12

General Revenue, Operating Trust Fund and Federal Trust Funds.

5.2. Please indicate whether there is a cost recovery or cost allocation plan for this service, and describe any anticipated adjustments or needed changes in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.)

5.3. Other pertinent information related to this service

Tumbleweed secure email system for public correspondence.

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

Dept/Agency: **Department of Revenue**
 Submitted by: **Clay White**
 Phone: **850-717-7569**
 Date submitted: **10/15/10**

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 hardware and commercial software associated with this service:			
1	Ethernet Switches	5	Intel servers w/Netware
2	Nortel Routers	6	IDS system
3	Firewalls	7	
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
- Other state agency *(non-primary data center)*
- Other External Service Provider *(specify)* _____
- Southwood Shared Resource Center
- Northwood Shared Resource Center
- Northwest Regional Data Center

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 5.3)

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
- Frame Relay
- Internet
- Satellite
- Cellular Network
- Dedicated Wired connection
- Dial-up connection

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

Other _____

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). 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:

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

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?

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

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

100MB for all LAN and MAN networkds. 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 that are underway or planned to upgrade or enhance any system, resource, or process associated with this IT service. *Please indicate the D3-A issue number in the Description for any projects that require funds in a legislative budget request for FY 2011-12.*

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

5. Additional Information

IT Service Requirements Worksheet: Data Center Service

5.1. Please describe the funding source(s), i.e., general revenue, trust fund, federal grant, or other, that is used to provide this service, and describe any anticipated adjustments to the funding source(s) or funding level for FY 2011-12

General Revenue, Operating Trust Fund and Federal Trust Funds.

5.2. Please indicate whether there is a cost recovery or cost allocation plan for this service, and describe any anticipated adjustments or needed changes in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.)

5.3. Other pertinent information related to this service

Self-Service; Tax Reporting.

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

Dept/Agency: **Department of Revenue**
 Submitted by: **Clay White**
 Phone: **850-717-7569**
 Date submitted: **10/15/10**

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 hardware and commercial 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)*

- | | |
|--|---|
| <input checked="" type="checkbox"/> Central IT staff | <input type="checkbox"/> Southwood Shared Resource Center |
| <input type="checkbox"/> Program staff | <input type="checkbox"/> Northwood Shared Resource Center |
| <input type="checkbox"/> Other state agency <i>(non-primary data center)</i> | <input type="checkbox"/> Northwest Regional Data Center |
| <input type="checkbox"/> Other External Service Provider <i>(specify)</i> | |

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 5.3)

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)*

- | | |
|--|--|
| <input checked="" type="checkbox"/> On-line self-serve | <input type="checkbox"/> On-line interactive |
| <input checked="" type="checkbox"/> Telephone/IVR | <input checked="" type="checkbox"/> Face-to-face |
| <input checked="" type="checkbox"/> Remote desktop (e.g., PC Anywhere) | |
| <input type="checkbox"/> Other | |

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 2011-12 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*
5	8 Hours	Once every 10 Days	8 Hours*	16 Hours*	24 Hours*
6	24 Hours	Once every 15 Days	24 Hours*	24 Hours*	24 Hours*

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*) 0630-1800, 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? 6000

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 systems 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 that are underway or planned to upgrade or enhance any system, resource, or process associated with this IT service. *Please indicate the D3-A issue number in the Description for any projects that require funds in a legislative budget request for FY 2011-12.*

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

FY 2011-12 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, that is used to provide this service, and describe any anticipated adjustments to the funding source(s) or funding level for FY 2011-12

General Revenue, Operating Trust Fund and Federal Trust Fund.

5.2. Please indicate whether there is a cost recovery or cost allocation plan for this service, and describe any anticipated adjustments or needed changes in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.)

5.3. Other pertinent information related to this service

FY 2011-12 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: **Clay White**
 Phone: **850-717-7569**
 Date submitted: **10/15/10**

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 application systems that are included (in whole or part) in this IT Service:			
1	Project Portfolio Management	5	
2	Business Availability Center	6	
3		7	
4		8	

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"/> Southwood Shared Resource Center |
| <input checked="" type="checkbox"/> Program staff | <input type="checkbox"/> Northwood Shared Resource Center |
| <input type="checkbox"/> Other state agency <i>(non-primary data center)</i> | <input type="checkbox"/> Northwest Regional Data Center |
| <input type="checkbox"/> Other External Service Provider <i>(specify)</i> _____ | |

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?

Ensure the other service provider could provide the same requirements that are currently in place.

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

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

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

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:

M-F, 0800-1700

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*)?

n/a

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*)

4.2.1. List any significant projects that are underway or planned to upgrade or enhance any system, resource, or process associated with this IT service. *Please indicate the D3-A issue number in the Description for any projects that require funds in a legislative budget request for FY 2011-12.*

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, that is used to provide this service, and describe any anticipated adjustments to the funding source(s) or funding level for FY 2011-12

General Revenue, Trust Fund, Federal Grants

5.2. Please indicate whether there is a cost recovery or cost allocation plan for this service, and describe any anticipated adjustments or needed changes in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.)

5.3. Other pertinent information related to this service

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

Dept/Agency: **Department of Revenue**
Submitted by: **Clay White**
Phone: **850-717-7569**
Date submitted: **10/15/10**

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 checked="" type="checkbox"/> Southwood Shared Resource Center |
| <input checked="" type="checkbox"/> Program staff | <input type="checkbox"/> Northwood Shared Resource Center |
| <input type="checkbox"/> Other state agency <i>(non-primary data center)</i> | <input checked="" type="checkbox"/> Northwest Regional Data Center |
| <input type="checkbox"/> Other External Service Provider <i>(specify)</i> _____ | |

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 5.3)

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?

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

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

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

[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*)

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 internal network only
- Other _____
- Access through Internet or external network
- Access through Internet with secure encryption

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:

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:

Quarterly – 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]

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

4.2.2. List any significant projects that are underway or planned to upgrade or enhance any system, resource, or process associated with this IT service. *Please indicate the D3-A issue number in the Description for any projects that require funds in a legislative budget request for FY 2011-12.*

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, that is used to provide this service, and describe any anticipated adjustments to the funding source(s) or funding level for FY 2011-12

General Revenue, Operating Trust Fund and Federal Grants

5.2. Please indicate whether there is a cost recovery or cost allocation plan for this service, and describe any anticipated adjustments or needed changes in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.)

5.3. Other pertinent information related to this service

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

Dept/Agency: **Department of Revenue**
 Submitted by: **Clay White**
 Phone: **850-717-7569**
 Date submitted: **10/15/10**

Agency Financial and Administrative Systems Support Service

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 application systems that are included (in whole or part) in this IT Service:			
1	Oculus	5	EE&D
2	Contract Accountability & Tracking System	6	Correspondence Tracking System
3	FICAS	7	Learning Management System
4	Legislative Bill Tracking	8	Ethics Compliance System

1. IT Service Definition

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

- Central IT staff
- Southwood Shared Resource Center
- Program staff
- Northwood Shared Resource Center
- Other state agency *(non-primary data center)*
- Northwest Regional Data Center
- Other External Service Provider *(specify)* _____

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 5.3)

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.

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center 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

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 area.

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) 0730-1700
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:

FIPS – Federal Information Protection Standards

4. User/customer satisfaction

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

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?

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, resource, or process associated with this IT service. *Please indicate the D3-A issue number in the Description for any projects that require funds in a legislative budget request for FY 2011-12.*

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, that is used to provide this service, and describe any anticipated adjustments to the funding source(s) or funding level for FY 2011-12

General Revenue, Operating Trust Fund, Federal Trust Fund

5.2. Please indicate whether there is a cost recovery or cost allocation plan for this service, and describe any anticipated adjustments or needed changes in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.)

5.3. Other pertinent information related to this service

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Portal/Web Management Service

Dept/Agency: **Revenue**
 Submitted by: **Clay White**
 Phone: **850-717-7569**
 Date submitted: **10/15/10**

Portal/Web Management Service

The Portal/Web Management service enables the publishing of the agency's standard, mission-critical information with its employees and the public. 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 hardware and commercial software associated with this service:			
1	Sharepoint	5	
2	Cold Fusion	6	
3	FS Networks BIG-IP-LTM	7	
4	SAP Portal	8	

1. IT Service Definition

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

- | | |
|--|--|
| <input checked="" type="checkbox"/> Central IT staff | <input checked="" type="checkbox"/> Northwood Shared Resource Center |
| <input type="checkbox"/> Program staff | <input checked="" type="checkbox"/> Southwood Shared Resource Center |
| <input type="checkbox"/> Other state agency <i>(non-primary data center)</i> | <input type="checkbox"/> Northwest Regional Data Center |
| <input checked="" type="checkbox"/> Other External Service Provider <i>(specify)</i> <u>BSWA</u> | |

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 5.3)

- 1.3. Please identify the number of Internet users of this service. 3.25 million
- 1.4. Please identify the number of intranet users of this service. 5,000
- 1.5. How many locations currently host IT assets and resources used to provide this service? 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)* 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?

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

We are developing this technology based on FDOR's unique needs

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:

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

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*)? 30 mins.

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

Internet – no tax money deposited

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:

Federal IRS, State & Agency privacy policies that employees must complete annually

4. User/customer satisfaction

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

- Yes No

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

Weekly and Monthly reports are given

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

- Yes No

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Portal/Web Management Service

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, resource, or process associated with this IT service. *Please indicate the D3-A issue number in the Description for any projects that require funds in a legislative budget request for FY 2011-12.*

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, that is used to provide this service, and describe any anticipated adjustments to the funding source(s) or funding level for FY 2011-12

General Revenue, Trust Fund, Federal Grant

5.2. Please indicate whether there is a cost recovery or cost allocation plan for this service, and describe any anticipated adjustments or needed changes in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.)

5.3. Other pertinent information related to this service

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

Dept/Agency: **Department of Revenue**
 Submitted by: **Clay White**
 Phone: **(850) 717-7569**
 Date submitted: **10/15/2010**

Data Center Service

This service provides the centralized operation and management of data center services through (a) data centers and computing facilities as defined in s. 282.0041, F.S., and (b) single logical-server installations. It includes all resources required to perform data center functions identified in s. 282.201(2)(d)1.e., F.S. for agency strategic and non-strategic IT services.

Statutory definitions from s. 282.0041, F.S., are provided here for convenience:

- "Primary data center" means a state or non-state agency data center that is a recipient entity for consolidation of non-primary data centers and computing facilities. A primary data center may be authorized in law or designated by the Agency for Enterprise Information Technology pursuant to s. [282.201](#).
- "Data center" means agency space containing 10 or more physical or logical servers any of which supports a strategic or nonstrategic information technology service, as described in budget instructions developed pursuant to s. [216.023](#).
- "Computing facility" means agency space containing fewer than a total of 10 physical or logical servers, any of which supports a strategic or nonstrategic information technology service, as described in budget instructions developed pursuant to s. [216.023](#), but excluding single, logical-server installations that exclusively perform a utility function such as file and print servers.

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 non-strategic <i>and</i> strategic IT services that are supported (in whole or part) by data center services offered at the following data centers and computing facilities.		
1	Northwood Shared Resource Center	
2	Southwood Shared Resource Center	STS, SUNTAX, data center management and operations, security, backup and recovery, system administration, system programming, storage, technical support, help desk, and managed services
3	Northwest Regional Data Center	CAMS, data center management and operations, security, backup and recovery, system administration, system programming, storage, technical support, help desk, and managed services
4	Agency (non-primary) Data Center	
5	Agency Computing Facilities	Imaging, Printing Services, Remote Office email and Novel servers
6	Other External Data Center(s)	Service Manager 7

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"/> Northwood Shared Resource Center |
| <input checked="" type="checkbox"/> Program staff | <input checked="" type="checkbox"/> Southwood Shared Resource Center |
| <input type="checkbox"/> Other state agency (<i>non-primary data center</i>) | <input checked="" type="checkbox"/> Northwest Regional Data Center |
| <input checked="" type="checkbox"/> Other External Service Provider (<i>specify</i>) <u>HP SaaS</u> | |

1.2. Who uses the service? **DOR, AWI, DBPR**

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

- Agency staff (state employees or contractors)
- Employees or contractors from one or more additional state agencies
- External service providers
- Public (please explain in Question 5.3)

1.3. Provide the following information regarding agency data centers included in this service:

1.3.1. Number of agency data center(s) 3

1.3.2. List the major IT application systems¹ hosted at each of these facilities:

Name of Agency Data Center	Major IT Application Systems Supported	External Agency Supported <i>(if applicable)</i>
NWRDC	CAMS, Sharepoint, PTO Oracle	
SSRC	SUNTAX, EXE systems, DOR Internet / Intranet	
Building L	Imaging	
	Printing Services	

1.4. Provide the following information regarding agency computing facilities included in this service:

1.4.1. Number of agency computing facilities

1.4.2. List the major IT application systems¹ hosted at each of these facilities:

Name of Computing Facility	Major IT Application Systems Supported	External Agency Supported <i>(if applicable)</i>

1.5. Provide the following information regarding single logical-server installations included in this service:

1.5.1. Total number of logical servers not housed in an agency data center, agency computing facility, or primary data center N/A

1.5.2. Total number of single logical-server installations

1.5.3. List all major IT application systems¹ supported by these servers in 1.5.1 and 1.5.2:

Groupwise email, Novell

2. Data Center Consolidation

2.1. When are your agency data center and computing facilities scheduled for consolidation into a primary data center? *If not yet scheduled, indicate "Not Available."*

(Indicate month/ year)

¹ Any custom developed system, commercially acquired, or open-source software product that is included in the definition of a non-strategic or strategic IT service. *Note: Strategic IT Services and their constituent systems are defined in Worksheets SC-1 & SC-2.*

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

2.2. Has your agency specified service level requirements for this IT service in a service level agreement (SLA) executed with a primary data center in compliance with s. 282.203, F.S.?

Yes No

2.2.1. If no, please explain the specific issues preventing execution, and describe your plan and schedule for resolving those issues.

2.2.2. If yes, please provide an electronic copy of the executed service level agreement with your Schedule IV-C submission.

3. IT Service Levels Required to Support Business Functions

3.1. Timing and Service Delivery Requirements

3.1.1. Hours/Days that service is required (*e.g., 0600-2400 M-F, 24/7*) M 7:00am
– Sun 4:00pm

3.1.2. 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*)

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

Yes No

If yes, please specify and describe:

IRS Tax information, Personally Identifiable Information

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

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

Federal

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

- | | |
|---|---|
| <input checked="" type="checkbox"/> Restricted system administration rights | <input checked="" type="checkbox"/> Secured entrance to facility |
| <input type="checkbox"/> Systems access through internal network only | <input type="checkbox"/> Systems access through secure encryption |
| <input checked="" type="checkbox"/> Criminal background check for data center staff | <input type="checkbox"/> Other |

4. User/customer satisfaction

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

Yes No

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

Monthly, Quarterly

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

Yes No

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

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Data Center Service

4.2.2. List any significant projects that are underway or planned to upgrade or enhance any system, resource, or process associated with this IT service. *Please indicate the D3-A issue number in the Description for any projects that require funds in a legislative budget request for FY 2011-12.*

Project Name	Description	Start Date	End Date	Estimated Total Cost of Completion
CAMS II	Second part of CAMS	2/13/08	9/12/11	\$111,925,409

5. Additional Information

5.1. Please describe the funding source(s), i.e., general revenue, trust fund, federal grant, or other, that is used to provide this service, and describe any anticipated adjustments to the funding source(s) or funding level for FY 2011-12

general revenue, trust fund, federal grant

5.2. Please indicate whether there is a cost recovery or cost allocation plan for this service, and describe any anticipated adjustments or needed changes in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.)

There is a cost recovery for this service including SSRC and NWRDC.

5.3. Other pertinent information related to this service

Listing of Agency IT Systems

FY 2010-11 Schedule IV-C
Worksheet SC-1

Dept/Agency: **Department of Revenue**
 Prepared by: **Clay White**
 Phone: **850-717-7569**
 Date Completed: **10/01/2010**

#	Name of IT System	Description of IT System	Agency Program or Function Supported	Notes
1	CAMS	Child Support Automated Management System - This system consists of several components including the Customer Relationship, Business Warehouse. These components are used for activities associated with Child Support compliance determination and resolution, Case Management, enforcement tools, location of non-custodial parents, and enforcement of collections to help children receive the financial support they need. Included are selected Customer Service support functions. They are also used for reporting, data analysis, and access and data entry related to undistributed check data and employer data.	Child Support	
2	FLORIDA	FLorida Online Recipient Integrated Data Access - This system is very essential to the automation of Child Support Enforcement's (CSE) internal processes. It consists of several components that make up the CSE and Public Assistance (PA) systems. These components	Child Support	

Listing of Agency IT Systems

FY 2010-11 Schedule IV-C
Worksheet SC-1

#	Name of IT System	Description of IT System	Agency Program or Function Supported	Notes
		include Client Registration, Activity Tracking, Caseload Management, Client Notice, CSE and Federal Reporting, Data Exchange, Enforcement, Financial Management, Parent Locate, Paternity/Obligation, Quality Assurance, and Security Maintenance.		
3	CAMS Procurement Library	CAMS Procurement Library.	Child Support	
4	CADET	Collection And Distribution Evaluation Technology	Child Support	
5	CAPS	CSE Administrative Process System	Child Support	
6	CCC Scripting	Customer Contact Center Scripting application for CSE	Child Support	
7	Child Support Undistributed Collections	Allows the public to search for undistributed checks where the department has been unable to locate the Custodial Parent	Child Support	
8	CSE Legislative Inquires	CSE Legislative Inquires	Child Support	
9	New Hire	Data entry of wage information	Child Support	
10	PAILS TRAINING TPAILS: Performance Accountability	PAILS (Performance Accountability and Invoicing for Legal Services) is a tool used by the State of Florida, Department of Revenue (DOR), Child Support Enforcement (CSE) Program to track the performance of Legal Service providers who, under contract with the State, provide legal services in support of the child support operations of	Child Support	

Listing of Agency IT Systems

FY 2010-11 Schedule IV-C
Worksheet SC-1

#	Name of IT System	Description of IT System	Agency Program or Function Supported	Notes
		CSE. This system provides a way for LSPs to report activities on cases referred to them and for the State to assess whether the performance of these activities satisfies contractually imposed performance accountability measures (PAMs).		
11	PLUS	Parent Locator undeliverable System	Child Support	
12	SUNTAX	System for UNified TAX (Integrated Tax) System - This system consists of several components including the Enterprise Core Components, Customer Relationship, Business Warehouse. These components are used for processing all tax returns and payments, managing tax accounts, managing collections, audits, bankruptcy, refunds, reporting and analyzing data. Allows Clerks of Court to remit taxes, verification of Sales Tax and Communication Services Tax certificate numbers, and allows access and processing of Unemployment Tax information. Access to Business Warehouse reports is also allowed for the Agency for Workforce Innovation, IRS, and Lead Development.	Tax Administration	
13	Accounting Distribution System	Distributes various taxes to counties and municipalities	Tax Administration	

Listing of Agency IT Systems

FY 2010-11 Schedule IV-C
Worksheet SC-1

#	Name of IT System	Description of IT System	Agency Program or Function Supported	Notes
14	DocProc Account Management	This group will allow the helpdesk access to put users from document processing in our tables.	Tax Administration	
15	E-refunds	E-refunds application created for Tax Administration program.	Tax Administration	
16	Estate Tax	Estate Tax Receivable Tracking System	Tax Administration	
17	Estate Tax Calculator - ETC	Estate Tax Calculator application	Tax Administration	
18	External Image Retrieval	This is an outward facing imaging system that is used by other agencies. The data is collected by through IMS but ht e access method is different. The system is used by Highway Safety and Motor Vehicles, Department of Business and Professional Regulation, Agency for Workforce Innovation and others.	Tax Administration	
19	Film in Florida Inquiry	Allows DOR and Office of Governor to search for data filed by film companies	Tax Administration	
20	GEOTAX	Geographical Tax Information - The Florida Department of Revenue (DOR) is required to create and maintain a statewide electronic database that designates for each statutory address type the local taxing jurisdiction in which the address is located and the appropriate code for each jurisdiction. The Florida Address/Jurisdiction Database has over 2.5 million street range and	Tax Administration	

Listing of Agency IT Systems

FY 2010-11 Schedule IV-C
Worksheet SC-1

#	Name of IT System	Description of IT System	Agency Program or Function Supported	Notes
		PO Box range records for the over 400 incorporated municipalities and 67 counties of Florida.		
21	IMS	IMS – the Image Management System serves several different purposes. It manages the intake of documents including tax returns (checks coupons and full size returns) and other documents that need to be imaged or have some type of data captured. Some components are imaging, workflow, workflow management, image retrieval, data capture, data correction, and reporting. The IMS processes work from external agencies as well.	Tax Administration	
22	Compliance	Supports the Compliance Determination Core Process to verify the accuracy of information reported on tax returns, identify non-compliance with the tax laws, notify tax filers of errors and corrective actions required, and deter non-compliance.	Tax Administration	
23	Distribution	Supports the Tax Administration Distribution process by allowing Local Governments to access Communication Services tax information.	Tax Administration	
24	Enrollment	Supports the Tax Administration e-Services enrollment process to allow taxpayers to securely file and pay tax returns and liabilities	Tax Administration	

Listing of Agency IT Systems

FY 2010-11 Schedule IV-C
Worksheet SC-1

#	Name of IT System	Description of IT System	Agency Program or Function Supported	Notes
		electronically.		
25	File and Pay	Allow taxpayers to file and pay tax returns online. The Receivables Management Core Process is to minimize lost revenue to the State by identifying and pursuing past due liabilities.	Tax Administration	
26	Receivables	Supports the Receivables Management Core Process to minimize lost revenue to the State by identifying and pursuing past due liabilities.	Tax Administration	
27	Registration	Supports the Tax Administration Account Creation Business Process to create taxpayer/employer accounts for entities that are required to file tax returns and/or remit taxes, entities that are exempt from paying tax, and other entities required to have a relationship with the Department.	Tax Administration	
28	Mapper Data Storage System	ISP Run Documentation System - This will contain an area where legacy data from Mapper will be stored in a secured area.	Tax Administration	
29	Miscellaneous Tax system	Processing of non imaged remittance documents	Tax Administration	
30	Municipal Public Service (MPST)	Municipal Public Service	Tax Administration	
31	Revenue Collections Online (RCO)	Revenue Collections Online (RCO)	Tax Administration	
32	Revenue Sharing Confirmation Online (RCO)	Revenue Sharing Confirmation Online	Tax Administration	

Listing of Agency IT Systems

FY 2010-11 Schedule IV-C
Worksheet SC-1

#	Name of IT System	Description of IT System	Agency Program or Function Supported	Notes
33	Samas	Tracking and distribution of funds at the state level.	Tax Administration	
34	SFO	Scholarship Funding Organizations	Tax Administration	
35	Tax Administration Revocation	The application tracks Tax Administration revocation hearings.	Tax Administration	
36	UCT Conversion	Application is used to facilitate data clean-up between UT TRAIN system and SUNTAX R/3. No data is being changed in the application, but notes are kept to identify the resolution for the Conversion programs.	Tax Administration	
37	DORWeb Library - PTA/PTL	One of the secure directories in the DORWeb Library.	Tax Oversight	
38	Elected Official Budget Submission	Elected Official Budget Submission	Tax Oversight	
39	Population Change Analysis	Population Change Analysis (Code 4 Analyses)	Tax Oversight	
40	Property Tax Database (VPI)	This application tracks parcel information for property appraisers.	Tax Oversight	
41	Property Tax Refunds	Data is entered by DOR staff from DR462 (request for refund) and DR510 (tax certificate) forms as submitted by tax collectors for corporations and individuals for the purpose of approving and denying refunds.	Tax Oversight	
42	PTA Project Tracking System (PTS)	An online application to track projects and generate reports for the PTA program.	Tax Oversight	
43	PTA Recap (Data Book)	Allows Property appraisers to submit recap sheets (DR-403) for	Tax Oversight	

Listing of Agency IT Systems

FY 2010-11 Schedule IV-C
Worksheet SC-1

#	Name of IT System	Description of IT System	Agency Program or Function Supported	Notes
		inclusion into the DataBook and produces reports for posting.		
44	PTA Trust Fund Tracking System (TFT)	Trust Fund Tracking System (TFT)	Tax Oversight	
45	PTO .NET TRIM	Property Tax Oversight - Truth In Millage	Tax Oversight	
46	PTO Appraisal Tracking System	Application to track the Appraisal process for PTO	Tax Oversight	
47	Railroad	Allows data from Railroads to be entered and produces reports which aid in the assessment and distribution of values	Tax Oversight	
48	Real Property	The Real Property System statistically measures the values of the property data against various resources (Sales, Appraisal's etc.) and produces statistical reports on how well the valuation of the properties in that County are assessed	Tax Oversight	
49	Role approval	Allows for approval of tax rolls submitted by each county	Tax Oversight	
50	Tangible Personal Property	This system measures the value of Personal Property to validate assessments and provides for online retrieval of data	Tax Oversight	
51	AppTrack: Application and User Tracking Center	AppTrack has been created as a central security system for DOR applications. It has two main modules "Applications" and "Users". Applications module is managed by DOR programmers who enter the basic application	Internal Support	

Listing of Agency IT Systems

FY 2010-11 Schedule IV-C
Worksheet SC-1

#	Name of IT System	Description of IT System	Agency Program or Function Supported	Notes
		data and role/level specifications for each application they create. Users module is managed by Network security folks who authorize/deny the users to access a particular application or part of its functions.		
52	Adobe Form Server	Approved forms developers area	Internal Support	
53	BOD : Business Office Database	Business office database. This tracks the ISP requisitions and the budget.	Internal Support	
54	CARDS	Tcard and Pcard errors tracking system , users manually enter invoices, according the data of PCARD, then creating error for auditing memo	Internal Support	
55	CMS : Case Management Systems	CMS: Case Management Systems - Technical Assistance and dispute Resolution	Internal Support	
56	Contract Accountability & Tracking System (CATS)	Contract Accountability & Tracking System (CATS).	Internal Support	
57	Criminal Record Check (CRC)	This is used by the OIG to maintain a criminal record check for any DOR employee and potential employee	Internal Support	
58	CTS : Correspondence Tracking System	CTS: Correspondence Tracking System	Internal Support	
59	DORNET users	Application to avoid duplicate user name entries in LDAP directory. Before creating a new LDAP account, users must use this	Internal Support	

Listing of Agency IT Systems

FY 2010-11 Schedule IV-C
Worksheet SC-1

#	Name of IT System	Description of IT System	Agency Program or Function Supported	Notes
		application to ensure a user ID is not already in LDAP system.		
60	DORWeb Library	Document management system for all of DOR	Internal Support	
61	DORWeb Library	The DORweb Library is here to provide DOR employees with a well documented, easy to transverse index of the plethora of departmental forms and documents. This application serves as a well documented and concise listing of DOR's most used documents & forms.	Internal Support	
62	EE&D: Employee Evaluation and Development	EE&D: Employee Evaluation and Development Supervisors needing access to this application should request access to the HIRE application. Roles listed for EE&D are specialized roles.	Internal Support	
63	Facilities Tracking System	Facilities Tracking Application for the leasing group	Internal Support	
64	Facility Tracking	Facilities Tracking Application for the leasing group	Internal Support	
65	Financial Info Cost Allocation System (FICAS)	DOR Financial Information Cost Allocation System (FICAS).	Internal Support	
66	Forums	Discussion forums are intended to provide employees an on-line discussion area to facilitate communication on current issues or the various functional or technical areas in DOR.	Internal Support	
67	GWAR : GroupWise	GroupWise Archive application	Internal Support	

Listing of Agency IT Systems

FY 2010-11 Schedule IV-C
Worksheet SC-1

#	Name of IT System	Description of IT System	Agency Program or Function Supported	Notes
	Archive	system		
68	HERO : PEntry	PEntry is for a select few to create or modify Position Descriptions of employees.	Internal Support	
69	HIRE: DOR Hiring System	Department of Revenue Hiring System	Internal Support	
70	FO : Forms Ordering	Forms Ordering system	Internal Support	
71	Income Tax	State and federal tax calculator for out-of-state DOR employees.	Internal Support	
72	Project Management System (PMS)	Project Management System (PMS) is a project management tool used by DOR supervisors and employees.	Internal Support	
73	Knowledge Base (Kbase)	DOR Knowledge Base is a department-wide public online information retrieval system. It provides a searchable online data repository for "Frequently Asked Questions". Each DOR program area manages their own knowledge bases and the categories under them. Some knowledge bases may be restricted and require permission to access.	Internal Support	
74	Legislative Bill Tracking System	Legislative Bill Tracking System	Internal Support	
75	MARS IG	This application is for the IG Office and allows them to retrieve archived emails on an as needed basis.	Internal Support	
76	Message Board and Highlights	DOR message board is used for important announcements by program areas.	Internal Support	
77	New Hire Enrollment	This application replaces the NEO	Internal Support	

Listing of Agency IT Systems

FY 2010-11 Schedule IV-C
Worksheet SC-1

#	Name of IT System	Description of IT System	Agency Program or Function Supported	Notes
		system.		
78	OATS	Operational Accounting Tracking System	Internal Support	
79	Office Inspection Checklist (OIC)	This application is used for quarterly safety inspections for all of DOR's facilities	Internal Support	
80	Phone Book (PB)	Department's online Phone Book, consists of three individual directories: phonebook, referral, and exec directories.	Internal Support	
81	Recognition	This is the online Recognition application.	Internal Support	
82	Revenue Venue Online (RNNT)	Venue - RNN is Revenue's online newsletter	Internal Support	
83	RunDoc	Rundoc system - mapper system converted to java application and contains Job Documentation.	Internal Support	
84	SATs : Survey and Test System	SATs is a survey and test system which allows users to create customized surveys and tests that can be distributed throughout DOR.	Internal Support	
85	Server Configuration Management (SCM)	System used to track hardware devices	Internal Support	
86	Sick Leave Pool (SLP)	Sick Leave Pool (SLP) online application tracks the SLP cases, maintains balances, and provides reports for SLP administrators.	Internal Support	
87	STARS	System for Tracking And ReportS, regarding DOR forms ordering, via Consultant, printing, inventory	Internal Support	
88	Stock Inventory System (SIS)	Florida Department of Revenue stock inventory system.	Internal Support	

Listing of Agency IT Systems

FY 2010-11 Schedule IV-C
Worksheet SC-1

#	Name of IT System	Description of IT System	Agency Program or Function Supported	Notes
89	TRA: Case Tracking System	TRA: Case Tracking System for EXEC	Internal Support	

(Insert as many rows into table as needed.)

Listing of Strategic IT Services

(FY 2010-11 Schedule IV-C

Worksheet SC-2)

Dept/Agency: **Department of Revenue**
Prepared by: **Clay White**
Phone: **850-717-7569**
Date Completed: **10/01/2010**

1. Child Support IT Service

The Child Support IT Service supports the administration of operations for Child Support Enforcement, (CSE). The Child Support Enforcement Automated Management System (CAMS) is an ongoing integration of systems to automate CSE internal processes. This system supports the ability to onboard new clients, locate parents, establish paternity for children born out of wedlock, and establish child support orders to include both financial and medical support. The majority of these business processes are automated in an SAP Enterprise Resource Planning system. This system consists of several components including the Customer Relationship and Business Warehouse. Future system development will focus on front-end financial and accounting systems.

The following IT Systems are constituent elements of this Strategic IT Service.

- 1.a. **CAMS – Child Support Automated Management System** - *This system consists of several components including the Customer Relationship, Business Warehouse. These components are used for activities associated with Child Support compliance determination and resolution, Case Management, enforcement tools, location of non-custodial parents, and enforcement of collections to help children receive the financial support they need. Included are selected Customer Service support functions. They are also used for reporting, data analysis, and access and data entry related to undistributed check data and employer data.*
- 1.b. **FLORIDA -Florida Online Recipient Integrated Data Access** - *This system is very essential to the automation of Child Support Enforcement's (CSE) internal processes. It consists of several components that make up the CSE and Public Assistance (PA) systems. These components include Client Registration, Activity Tracking, Caseload Management, Client Notice, CSE and Federal Reporting, Data Exchange, Enforcement, Financial Management, Parent Locate, Paternity/Obligation, Quality Assurance, and Security Maintenance.*
- 1.c. **CAMS Procurement Library** - *CAMS Procurement Library is a web application that maintains CAMS documents.*
- 1.d. **CADET - Collection And Distribution Evaluation Technology**

Listing of Strategic IT Services

(FY 2010-11 Schedule IV-C

Worksheet SC-2)

-
- 1.e. **CAPS** - CSE Administrative Process System
 - 1.f. **CCC Scripting** - Customer Contact Center Scripting application for CSE
 - 1.g. **Child Support Undistributed Collections** - Allows the public to search for undistributed checks where the department has been unable to locate the Custodial Parent
 - 1.h. **CSE Legislative Inquires** – application for CSE to track answers to questions or requests from Legislators.
 - 1.i. **New Hire** - Data entry of wage information
 - 1.j. **PAILS TRAINING TPAALS: Performance** Accountability - PAILS (Performance Accountability and Invoicing for Legal Services) is a tool used by the State of Florida, Department of Revenue (DOR), Child Support Enforcement (CSE) Program to track the performance of Legal Service providers who, under contract with the State, provide legal services in support of the child support operations of CSE. This system provides a way for LSPs to report activities on cases referred to them and for the State to assess whether the performance of these activities satisfies contractually imposed performance accountability measures (PAMs).
 - 1.k. **PLUS** - Parent Locator undeliverable System

2. Tax Administration IT Service

The Tax Administration IT Service supports the administration of 33 taxes and fees, collecting more than \$30 billion per year to support schools, health care, transportation, prisons, environmental protection, and other essential services. The System for UNified TAX (SUNTAX) is the integrated tax system that supports most of these efforts. SUNTAX consists of several components including the Enterprise Core Components, Customer Relationship, and Business Warehouse. These components are used for processing all tax returns and payments, managing tax accounts, managing collections, audits, bankruptcy, refunds, reporting and analyzing data. These systems allows the Clerks of Court to remit taxes, verification of Sales Tax and Communication Services Tax certificate numbers, and allows access and processing of Unemployment Tax information. Access to Business Warehouse reports is also allowed for the Agency for Workforce Innovation, IRS, and Lead Development.

In addition, Ad Hoc Image Retrieval supports external agencies imaging requirements. This is an imaging retrieval system where data is collected

Listing of Strategic IT Services

(FY 2010-11 Schedule IV-C

Worksheet SC-2)

through the Image Management System (IMS). Many agencies are utilizing this service including Highway Safety and Motor Vehicles, Department of Business and Professional Regulation, Agency for Workforce Innovation and others.

The following IT Systems are constituent elements of this Strategic IT Service.

- 2.a. *SUNTAX*** - System for UNified TAX (Integrated Tax) System - This system consists of several components including the Enterprise Core Components, Customer Relationship, and Business Warehouse. These components are used for processing all tax returns and payments, managing tax accounts, managing collections, audits, bankruptcy, refunds, reporting and analyzing data. Allows Clerks of Court to remit taxes, verification of Sales Tax and Communication Services Tax certificate numbers, and allows access and processing of Unemployment Tax information. Access to Business Warehouse reports is also allowed for the Agency for Workforce Innovation, IRS, and Lead Development.
- 2.b. *Accounting Distribution System*** - Distributes various taxes to counties and municipalities
- 2.c. *DocProc Account Management*** - This group will allow the helpdesk access to put users from document processing in our tables.
- 2.d. *E-refunds*** - E-refunds application created for Tax Administration program.
- 2.e. *Estate Tax*** - Estate Tax Receivable Tracking System
- 2.f. *Estate Tax Calculator – ETC*** - Estate Tax Calculator application
- 2.g. *External Image Retrieval*** - This is an outward facing imaging system that is used by other agencies. The data is collected by through IMS but the access method is different. The system is used by Highway Safety and Motor Vehicles, Department of Business and Professional Regulation, Agency for Workforce Innovation and others.
- 2.h. *Film in Florida Inquiry*** - Allows DOR and Office of Governor to search for data filed by film companies
- 2.i. *GEOTAX*** - Geographical Tax Information - The Florida Department of Revenue (DOR) is required to create and maintain a statewide electronic database that designates for each statutory address type the local

Listing of Strategic IT Services

(FY 2010-11 Schedule IV-C

Worksheet SC-2)

taxing jurisdiction in which the address is located and the appropriate code for each jurisdiction. The Florida Address/Jurisdiction Database has over 2.5 million street range and PO Box range records for the over 400 incorporated municipalities and 67 counties of Florida.

- 2.j. IMS** - *The Image Management System serves several different purposes. It manages the intake of documents including tax returns (checks coupons and full size returns) and other documents that need to be imaged or have some type of data captured. Some components are imaging, workflow, workflow management, image retrieval, data capture, data correction, and reporting. The IMS processes work from external agencies as well.*
- 2.k. Compliance** - *Supports the Compliance Determination Core Process to verify the accuracy of information reported on tax returns, identify non-compliance with the tax laws, notify tax filers of errors and corrective actions required, and deter non-compliance.*
- 2.l. Distribution** - *Supports the Tax Administration Distribution process by allowing Local Governments to access Communication Services tax information.*
- 2.m. Enrollment** - *Supports the Tax Administration e-Services enrollment process to allow taxpayers to securely file and pay tax returns and liabilities electronically.*
- 2.n. File and Pay** - *Allow taxpayers to file and pay tax returns online. The Receivables Management Core Process is to minimize lost revenue to the State by identifying and pursuing past due liabilities.*
- 2.o. Receivables** - *Supports the Receivables Management Core Process to minimize lost revenue to the State by identifying and pursuing past due liabilities.*
- 2.p. Registration** - *Supports the Tax Administration Account Creation Business Process to create taxpayer/employer accounts for entities that are required to file tax returns and/or remit taxes, entities that are exempt from paying tax, and other entities required to have a relationship with the Department.*
- 2.q. Mapper Data Storage System - ISP Run Documentation System** - *This will contain an area where legacy data from Mapper will be stored in a secured area.*

Listing of Strategic IT Services

(FY 2010-11 Schedule IV-C

Worksheet SC-2)

- 2.r. **Miscellaneous Tax system** - Processing of non imaged remittance documents
- 2.s. **Municipal Public Service (MPST)** – Web application for Municipalities and charter counties to find out more about the information they must report to DOR, as required by law.
- 2.t. **Revenue Collections Online (RCO)** - Revenue Collections Online (RCO)
- 2.u. **Revenue Sharing Confirmation Online (RCO)** - Revenue Sharing Confirmation Online
- 2.v. **SFO** – Web application for tracking Tax Credit Allocation for Contributions to Non profit Scholarship Funding Organizations
- 2.w. **Tax Administration Revocation** - The application tracks Tax Administration revocation hearings.
- 2.x. **UCT Conversion** - Application is used to facilitate data clean-up between UT TRAIN system and SUNTAX R/3. No data is being changed in the application, but notes are kept to identify the resolution for the Conversion programs.

3. Tax Oversight IT Service

The Tax Oversight IT Service provides the support to automate the Truth In Millage (TRIM) Process, complete the Roll Approval Process, and helps ensure equitable assessments. These systems link the necessary information and data through the creation of a single user interface with the business partners. The implementation of a Business Intelligence warehouse will deliver the entire profile and transaction history for each local government or taxing authority. This system will support the data needs and analysis for oversight of local property taxes assessments, levying and collections, and aid and assistance to local governments.

The following IT Systems are constituent elements of this Strategic IT Service.

- 3.a. **DORWeb Library - PTA/PTL** - One of the secure directories in the DORWeb Library.
- 3.b. **Elected Official Budget Submission** - Elected Official Budget Submission

Listing of Strategic IT Services

(FY 2010-11 Schedule IV-C

Worksheet SC-2)

-
- 3.c. **Population Change Analysis** - Population Change Analysis (Code 4 Analyses)
 - 3.d. **Property Tax Database (VPI)** - This application tracks parcel information for property appraisers.
 - 3.e. **Property Tax Refunds** - Data is entered by DOR staff from DR462 (request for refund) and DR510 (tax certificate) forms as submitted by tax collectors for corporations and individuals for the purpose of approving and denying refunds.
 - 3.f. **PTA Project Tracking System (PTS)** - An online application to track projects and generate reports for the PTA program.
 - 3.g. **PTA Recap (Data Book)** - Allows Property appraisers to submit recap sheets (DR-403) for inclusion into the DataBook.
 - 3.h. **PTA Trust Fund Tracking System (TFT)** - Trust Fund Tracking System (TFT)
 - 3.i. **PTO .NET TRIM (TURBO TRIM)**- Property Tax Oversight - Truth In Millage
 - 3.j. **PTO Appraisal Tracking System** - Application to track the Appraisal process for PTO
 - 3.k. **Railroad** - Allows data from Railroads to be entered and produces reports which aid in the assessment and distribution of values
 - 3.l. **Real Property** - The Real Property System statistically measures the values of the property data against various resources (Sales, Appraisal's etc.) and produces statistical reports on how well the valuation of the properties in that County are assessed
 - 3.m. **Role approval** - Allows for approval of tax rolls submitted by each county
 - 3.n. **Tangible Personal Property** - This system measures the value of Personal Property to validate assessments and provides for online retrieval of data

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Child Support IT Service

Dept/Agency: **Department of Revenue**
 Submitted by: **Clay White**
 Phone: **(850) 717-7569**
 Date submitted: **(insert date submitted)**

Child Support IT Service

Please consult the *Guidelines for Schedule IV-C: IT Costs and Service Requirements* for specific direction on how to complete this document.

Identify all major IT application systems (custom developed or commercial software) that are included (in whole or part) in this IT Service:			
1	CAMS – CSE Automated Management System	7	Child Support Undistributed Collections
2	FLORIDA - Florida Online Recipient Integrated Data Access	8	CSE Legislative Inquires
3	CAMS Procurement Library	9	New Hire - Data entry of wage information
4	CADET – Collection And Distribution Evaluation Technology	10	PAILS / Training - Performance Accountability and Invoicing for Legal Services
5	CAPS – CSE Administrative Process System	11	PLUS - Parent Locator undeliverable System
6	CCC Scripting - Customer Contact Center Scripting application for CSE	12	QUICK – Query Interstate Cases for Kids

1. IT Service Definition

1.1.1. Provide the definition of this service as identified on Form SC2 (Strategic IT Service Catalog).

The Child Support IT Service supports the administration of operations for Child Support Enforcement, (CSE). The Child Support Enforcement Automated Management System (CAMS) is an ongoing integration of systems to automate CSE internal processes. This system supports the ability to onboard new clients, locate parents, establish paternity for children, and establish child support orders to include both financial and medical support. The majority of these business processes are automated in an SAP Enterprise Resource Planning system. This system consists of several components including Customer Relationship Management, Business Warehouse, and Financial Management. Future system development will focus on front end financial and accounting systems.

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

- | | |
|---|--|
| <input checked="" type="checkbox"/> Central IT staff | <input checked="" type="checkbox"/> Northwood Shared Resource Center |
| <input checked="" type="checkbox"/> Program staff | <input checked="" type="checkbox"/> Southwood Shared Resource Center |
| <input checked="" type="checkbox"/> Other state agency <i>(non-primary data center)</i> | <input checked="" type="checkbox"/> Northwest Regional Data Center |
| <input type="checkbox"/> Other External Service Provider <i>(specify)</i> | |

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 5.3)

1.4. Please identify the number of users of this service.

742,584 external – 3300 internal

1.5. How many locations currently host this service?

3

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) No

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?

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

It's the only provider of this 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:

Data Center Services, Network Services, Mainframe Services, Managed Disk Storage

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: 0700-1900

3.2.1.1. User-facing components of this IT service (online)

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?

Reduced performance and impaired service to customers

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

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

OCSE, IRS & FIPS (Federal Information Processing Standards); financial deposits to the Department and to state funds must not be interrupted

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

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

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

Yes No

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: Child Support IT Service

3.2.5.1. If yes, please specify and describe:

OCSE, IRS & FIPS (Federal Information Processing Standards); 60-DD-2, F.A.C.

4. User/customer satisfaction

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

Yes No

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

CAMS performance metrics are provided monthly at the performance brief, on demand, through a web interface, and quarterly at the executive brief. (See also attached SLAs)

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, resource, or process associated with this IT service. *Please indicate the D3-A issue number in the Description for any projects that require funds in a legislative budget request for FY 2011-12.*

Project Name	Description	Start Date	End Date	Estimated Total Cost to Complete
CAMS Phase II	Transition from FLORIDA to CAMS Issue Code 36321C0	Feb 2008	Aug 2012	\$162,552,971

5. Additional Information

5.1. Please describe the funding source(s), i.e., general revenue, trust fund, federal grant, or other, that is used to provide this service, and describe any anticipated adjustments to the funding source(s) or funding level for FY 2011-12

66% Federal funding / 34% General Revenue

5.2. Please indicate whether there is a cost recovery or cost allocation plan for this service, and describe any anticipated adjustments or needed changes in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.)

No

5.3. Other pertinent information related to this service

The program has 742,584 approved external user licenses. The program rolled out e-services to approximately 450,000 custodial parents in Florida with obligations on August, 23, 2010.

As of the first 23 days of operation, 6,138 users were registered. Parents required to pay support and parents without orders will be added in the future. As subsequent users are added, more licenses can be approved.

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: [Insert Service Name]

Dept/Agency: **(Insert Agency name)**
 Submitted by: **(Insert the name of Agency Budget Officer, Administrative Services Director, or Chief Information Officer)**
 Phone: **(insert phone number for person identified above)**
 Date submitted: **(insert date submitted)**

[Tax Administration IT Service]

Please consult the *Guidelines for Schedule IV-C: IT Costs and Service Requirements* for specific direction on how to complete this document.

Identify all major IT application systems (custom developed or commercial software) that are included (in whole or part) in this IT Service:			
1	System for Unified TAX System (SUNTAX)	5	Geotax
2	Image Management System (IMS)	6	Accounting Distribution System
3	Municipal Public Service (MPST)	7	Estate Tax
4	Scholarship Funding Organization (SFO)	8	Film in Florida Inquiry

1. IT Service Definition

1.1.1. Provide the definition of this service as identified on Form SC2 (Strategic IT Service Catalog).

Tax Administration IT Service supports the administration of 33 taxes and fees, collecting more than \$30 billion per year to support schools, health care, transportation, prisons, environmental protection, and other essential services. The System for UNified TAX (SUNTAX) is the integrated tax system that supports most of these efforts. SUNTAX consists of several components including the Enterprise Core Components, Customer Relationship, Business Warehouse. These components are used for processing all tax returns and payments, managing tax accounts, managing collections, audits, bankruptcy, refunds, reporting and analyzing data. These systems allows the Clerks of Court to remit taxes, verification of Sales Tax and Communication Services Tax certificate numbers, and allows access and processing of Unemployment Tax information. Access to Business Warehouse reports is also allowed for the Agency for Workforce Innovation, IRS, and Lead Development.

In addition, Ad Hoc Image Retrieval supports external agencies imaging requirements. This is an imaging retrieval system where data is collected through the Image Management System (IMS). Many agencies are utilizing this service including Highway Safety and Motor Vehicles, Department of Business and Professional Regulation, Agency for Workforce Innovation and others.

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

- | | |
|---|--|
| <input checked="" type="checkbox"/> Central IT staff | <input checked="" type="checkbox"/> Northwood Shared Resource Center |
| <input checked="" type="checkbox"/> Program staff | <input checked="" type="checkbox"/> Southwood Shared Resource Center |
| <input type="checkbox"/> Other state agency (non-primary data center) | <input type="checkbox"/> Northwest Regional Data Center |
| <input type="checkbox"/> Other External Service Provider (specify) | |

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

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: [Insert Service Name]

Public (please explain in Question 5.3)

1.4. Please identify the number of users of this service.

6648

1.5. How many locations currently host this service?
backup location

1 plus 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)

No

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?

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

Revenue is the only provider for General Tax Administration.

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:

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)

0700-1900

M F

3.2.1.2. Back-office-facing components of this IT service (batch and maintenance) 1800-0700

M-Th, 1800-0400 Friday thru Sunday, 1300-2100 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., 15 min, 30 min, 60 min)*?

Level 1

Incident – 15 minutes

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

Down time during business hours slow down revenue processing times, lesson customer service ability, slow down deposits to state accounts, increase time to process refunds to customers, and increase the amount of time to distribute funds to state funds and local jurisdictions.

3.2.3. Are there any agency-unique service requirements?

Yes No

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

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: [Insert Service Name]

Chapters 20, 125, 192, 198, 201, 203, 206, 207, 211, 212, 213, 220, 221, 336, 370, 376, 443, 538, 624, and 681, Florida Statutes.

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:

The SUNTAX system contains federal and state tax return information that is confidential and must be secured appropriately.

4. User/customer satisfaction

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

- Yes No

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

Monthly internal program accountability measures (PAMS) are reported to management. System information is used for output and outcome issues in the Long Range Performance Plan (LRPP).

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, resource, or process associated with this IT service. *Please indicate the D3-A issue number in the Description for any projects that require funds in a legislative budget request for FY 2011-12.*

Project Name	Description	Start Date	End Date	Estimated Total Cost to Complete
Collection Analytics	Prioritize collections by best private practices.	11/2010	06/2011	2,600,000

5. Additional Information

5.1. Please describe the funding source(s), i.e., general revenue, trust fund, federal grant, or other, that is used to provide this service, and describe any anticipated adjustments to the funding source(s) or funding level for FY 2011-12

Base budget funding is comprised of GR 900,000, Trust Fund 2,700,000. No funding adjustments are anticipated for 2011-12.

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: [Insert Service Name]

5.2. Please indicate whether there is a cost recovery or cost allocation plan for this service, and describe any anticipated adjustments or needed changes in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.)

Currently, Revenue contracts with the Agency for Workforce Innovation (AWI) for processing Unemployment Taxes. AWI is billed monthly for the services provided. At this time, no changes are anticipated for 2011-12.

5.3. Other pertinent information related to this service

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: [Insert Service Name]

Dept/Agency: **(Florida Department of Revenue)Property Tax Oversight
IT**

Submitted by: **(Clay White)**

Phone: **(850) 717-7569**

Date submitted: **(insert date submitted)**

Property Tax Oversight -IT

Please consult the *Guidelines for Schedule IV-C: IT Costs and Service Requirements* for specific direction on how to complete this document.

Identify all major IT application systems (custom developed or commercial software) that are included (in whole or part) in this IT Service:			
1	Roll Approval	5	Tangible Personal Property
2	PTO.NET TRIM	6	Railroad
3	Property Tax Database	7	Real Property
4	Population Change Analysis	8	Refunds

1. IT Service Definition

1.1.1. Provide the definition of this service as identified on Form SC2 (Strategic IT Service Catalog).

The Tax Oversight IT Service provides the support to automate the Truth In Millage (TRIM) Process, complete the Roll Approval Process, and helps ensure equitable assessments. These systems link the necessary information and data through the creation of a single user interface with the business partners. The implementation of a Business Intelligence warehouse will deliver the entire profile and transaction history for each local government or taxing authority. This system will support the data needs and analysis for oversight of local property taxes assessments, levying and collections, and aid and assistance to local governments.

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

- | | |
|--|---|
| <input checked="" type="checkbox"/> Central IT staff | <input type="checkbox"/> Northwood Shared Resource Center |
| <input type="checkbox"/> Program staff | <input type="checkbox"/> Southwood Shared Resource Center |
| <input type="checkbox"/> Other state agency <i>(non-primary data center)</i> | <input type="checkbox"/> Northwest Regional Data Center |
| <input type="checkbox"/> Other External Service Provider <i>(specify)</i> | |

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 5.3)

1.4. Please identify the number of users of this service. 176

1.5. How many locations currently host this service? 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) No

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: [Insert Service Name]

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?

[Redacted]

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

It is the only provider for this 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:

[Redacted]

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) 0700-1900
M-F

3.2.1.2. Back-office-facing components of this IT service (batch and maintenance) 0700-
1900M-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., 15 min, 30 min, 60 min)? 60

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

Statutory responsibilities and deadlines may not be fulfilled.

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

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

[Redacted]

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

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

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:

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: [Insert Service Name]

4. User/customer satisfaction

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

Yes No

4.1.1. 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?

Yes No

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

No service level agreement exists between PTO & ISP.

4.2.2. List any significant projects that are underway or planned to upgrade or enhance any system, resource, or process associated with this IT service. *Please indicate the D3-A issue number in the Description for any projects that require funds in a legislative budget request for FY 2011-12.*

Project Name	Description	Start Date	End Date	Estimated Total Cost to Complete
SharePoint	Enterprise SharePoint Implementation	2/1/2010	TBD	TBD

5. Additional Information

5.1. Please describe the funding source(s), i.e., general revenue, trust fund, federal grant, or other, that is used to provide this service, and describe any anticipated adjustments to the funding source(s) or funding level for FY 2011-12

5.2. Please indicate whether there is a cost recovery or cost allocation plan for this service, and describe any anticipated adjustments or needed changes in the service funding model (e.g., charge-back, cost allocation, fee-per-transaction, etc.)

5.3. Other pertinent information related to this service

FY 2011-12 Schedule IV-C: Information Technology (IT) Costs & Service Requirements
IT Service Requirements Worksheet: [Insert Service Name]

Schedule VII – Agency Litigation Inventory

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 (IPPT)</u> 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%;"></td> <td style="width: 15%; text-align: right;">\$\$ 4,800.00</td> <td style="width: 15%;">Documentary Stamp Tax</td> <td style="width: 60%;"></td> </tr> <tr> <td></td> <td style="text-align: right;">+ 2,750.00</td> <td>Nonrecurring Intangible Tax</td> <td></td> </tr> <tr> <td></td> <td style="text-align: right;">\$ 7,550.00</td> <td>Total**</td> <td></td> </tr> </table> <p>Should the plaintiff prevail in this action, as to either tax, the potential impact may exceed \$10,000,000. This is partly because this taxpayer has filed other refund claims, and there is exposure to refund claims from other taxpayers, based on the same issues.</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. Although it is not clear whether settlement is likely, the parties have been exploring settlement possibilities.														
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel													
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management													
	<input type="checkbox"/>	Outside Contract Counsel													

If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A
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Office of Policy and Budget – July, 2010

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:	s. 212.031, F.S.		
Status of the Case:	The parties are continuing 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.)	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:	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:	09-CA-1708		
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:	\$1,165,574.00		
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:	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:	Benjamin Jablow	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	HCA Squared, LLC v. Florida Department of Revenue		
Court with Jurisdiction:	2 nd Circuit		
Case Number:	CV 08-4143		
Summary of the Complaint:	<p>The taxpayer was audited by the IRS for its 1987 and 1988 federal income tax liability and agreed to federal audit changes on October 4, 2004. On December 3, 2004, the taxpayer filed amended Florida corporate income tax returns amending their 1987 and 1988 liability pursuant to section 220.23, F.S., to reflect the federal audit changes and paid additional tax to Florida. Sections 220.23 and 220.809, F.S., were amended in 2002 by the Florida Legislature to address the decision in <u>Barnett Banks, Inc. v. Department of Revenue</u>, 738 So. 2d 502 (Fla. 1st DCA 1999), to require a taxpayer to pay interest from the original due date of the return for amended returns filed pursuant to Section 220.23, F.S. The amendment became effective January 1, 2003. The taxpayer alleges that it is not required to pay interest from the original due date of the returns (4/1/88 and 4/1/89), because this would be a retroactive application of law.</p>		
Amount of the Claim:	Over \$1,796,421.89		
Specific Statutes or Laws (including GAA) Challenged:	Sections 220.23 and 220.809, F.S.		
Status of the Case:	The Department filed a motion for partial summary judgment. No hearing date has been set.		
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:	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:	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:	Isabel Nogues	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Marianna Mobil, Inc. v. Department of Revenue		
Court with Jurisdiction:	Division of Administrative Hearings		
Case Number:	09-6639		
Summary of the Complaint:	The taxpayer is contesting the Department’s sales and use tax assessment. The taxpayer claims that it did not own and operate during the audit period the business locations that are involved in the case. The taxpayer claims that these businesses were independent of the taxpayer		
Amount of the Claim:	\$1.4 million		
Specific Statutes or Laws (including GAA) Challenged:	Section 212.05, 212.06, 212.18, F.S.		
Status of the Case:	The Division of Administrative Hearings has temporarily closed its files to give the parties time to obtain and review documents.		
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.)	Mortgage Guaranty Insurance Corporation v. Florida Department of Revenue		
Court with Jurisdiction:	13 th Circuit		
Case Number:	08-27215		
Summary of the Complaint:	<p>The taxpayer is an insurance company that is required to apportion its income to Florida pursuant to section 220.151, F.S., using a single factor for apportionment based upon direct premiums written. The taxpayer also owns an interest in a limited liability company (LLC) whose income is included on the taxpayer’s return. Section 220.15, F.S., the general apportionment statute provides a three factor formula based upon payroll, property and sales, permits a taxpayer (other than insurance companies and transportation companies) to include the LLC’s payroll, property and sales as part of the taxpayer’s payroll, property and sales. There is no statute which permits the conversation of the LLC’s payroll, property and sales into direct written premium. The taxpayer alleges that it is entitled to apportionment relief, because the income from the LLC is included in the taxpayer’s income without representation in the apportionment formula.</p>		
Amount of the Claim:	\$1,163,180.11 tax and interest		
Specific Statutes or Laws (including GAA) Challenged:	Sections 220.15 and 220.151, 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:	Isabel Nogues	Phone Number:	(850) 488-0712
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Consolidated cases of Ogborn, Marcus & Patricia, on behalf of themselves and others similarly situated v. Jim Zingale, acting in his official capacity as the Director of the Florida Department of Revenue (Ogborn); DirecTV, Inc., and EchoStar Satellite, LLC, v. State of Florida, Department of Revenue (DirecTV). (The Florida Cable Telecommunications Association (FCTA) is an intervenor in the case.)		
Court with Jurisdiction:	2 nd Circuit		
Case Number:	05-CA-1354 (Ogborn); 05-CA-1037 (DirecTV)		
Summary of the Complaint:	The Plaintiffs are requesting refunds of communications services tax. Issue: Constitutionality of communication services tax imposed on direct-to-home satellite service providers under Commerce Clause and Equal Protection Clause. Pre-emption under federal law. DirecTV and EchoStar Satellite challenge the statute as service providers, while the Ogborns raise their challenge on behalf of a class of subscribers. (Class has not been certified.) The Ogborns request damages and attorney fees.		
Amount of the Claim:	Refund potential of \$47 million annual recurring.		
Specific Statutes or Laws (including GAA) Challenged:	Chapters 202 and 203, F.S.		
Status of the Case:	The Department and FCTA filed respective motions to dismiss DirecTV’s Amended Complaint. The motions to dismiss were heard on October 14, 2009. On April 6, 2010, the Judge issued an order converting the motions to dismiss to motions for summary judgment and allowing parties to take discovery to develop a full factual record. A case management conference took place on June 15, 2010. Discovery is ongoing. The cutoff date for discovery is November 1, 2010		
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).	Counsel for the Ogborns: The Barnett Law Firm; Joel L. Terwilliger, Esq.		

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; Roomstogo.com, Inc. v. Florida Department of Revenue; Ormond Atlantic Corporation v. Florida Department of Revenue; RTG Interstate Corporation v. Florida Department of Revenue		
Court with Jurisdiction:	N/A		
Case Number:	N/A		
Summary of the Complaint:	These cases involve separate Petitions. The taxpayers are challenging refund denials of sales tax previously paid on retail sales. These sales were financed by third-party banks and pertain to transactions with balances that were due the banks and later written off by the banks for federal income tax purposes. These taxpayers had received a discounted amount from the banks as payment for these retail sales. Then, the taxpayers deducted the difference between the sales price and the discounted amount received from the bank on these transactions as a discount (business expense) on their federal income tax return. The Department denied the refund claims on the grounds that amounts deducted by these taxpayers on their federal income tax returns do not constitute bad debts for federal income tax purposes, as required by s. 212.17, F.S.		
Amount of the Claim:	\$22.8 million		
Specific Statutes or Laws (including GAA) Challenged:	Chapters 212, F.S.		
Status of the Case:	The taxpayers filed their Petitions, 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).	Counsel for the Ogborns: The Barnett Law Firm; Joel L. Terwilliger, Esq.		

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:	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.		
Amount of the Claim:	\$3,075,008.44.		
Specific Statutes or Laws (including GAA) Challenged:	Chapter 212, 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:	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
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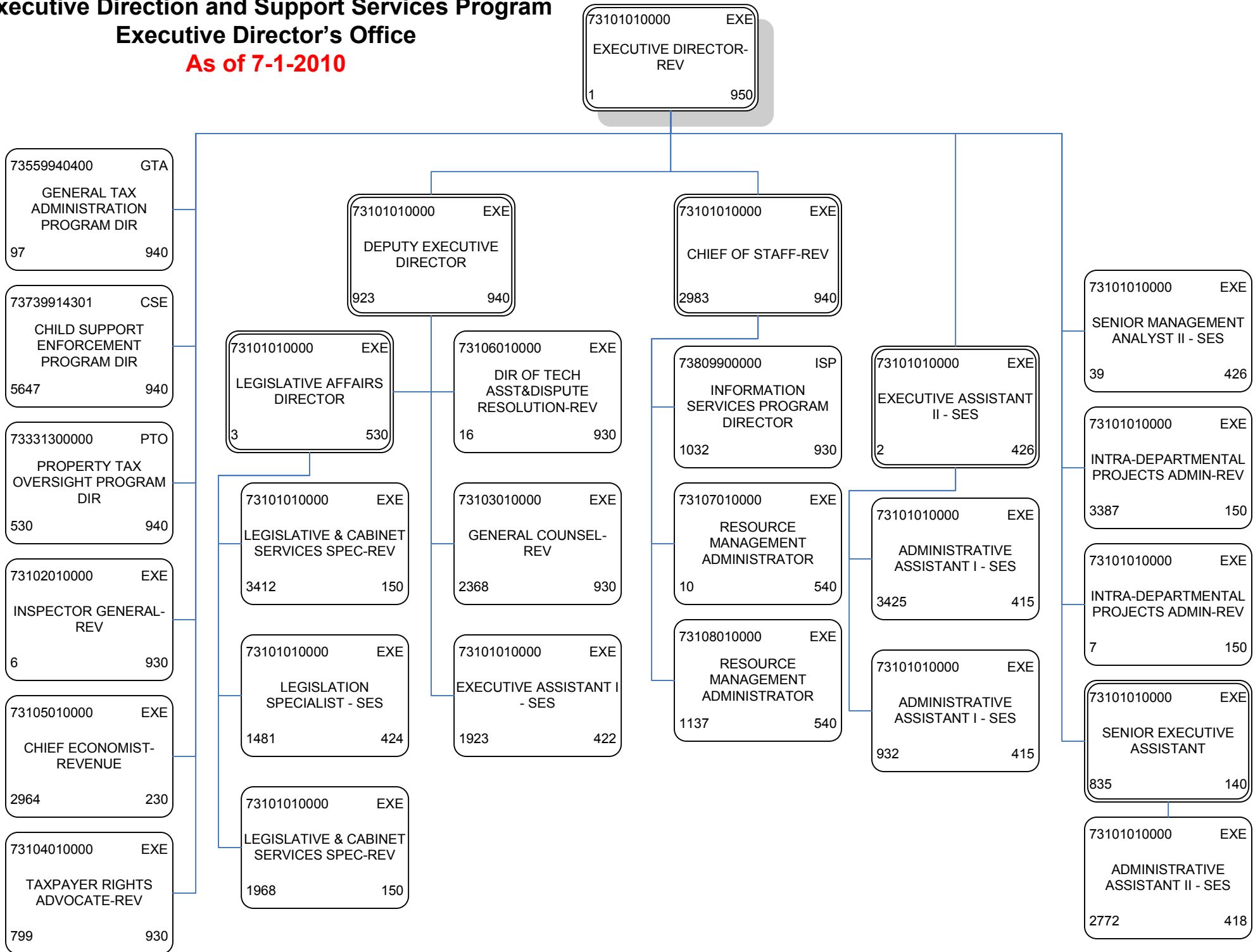
Office of Policy and Budget – July, 2010

Schedule X – Organization Structure

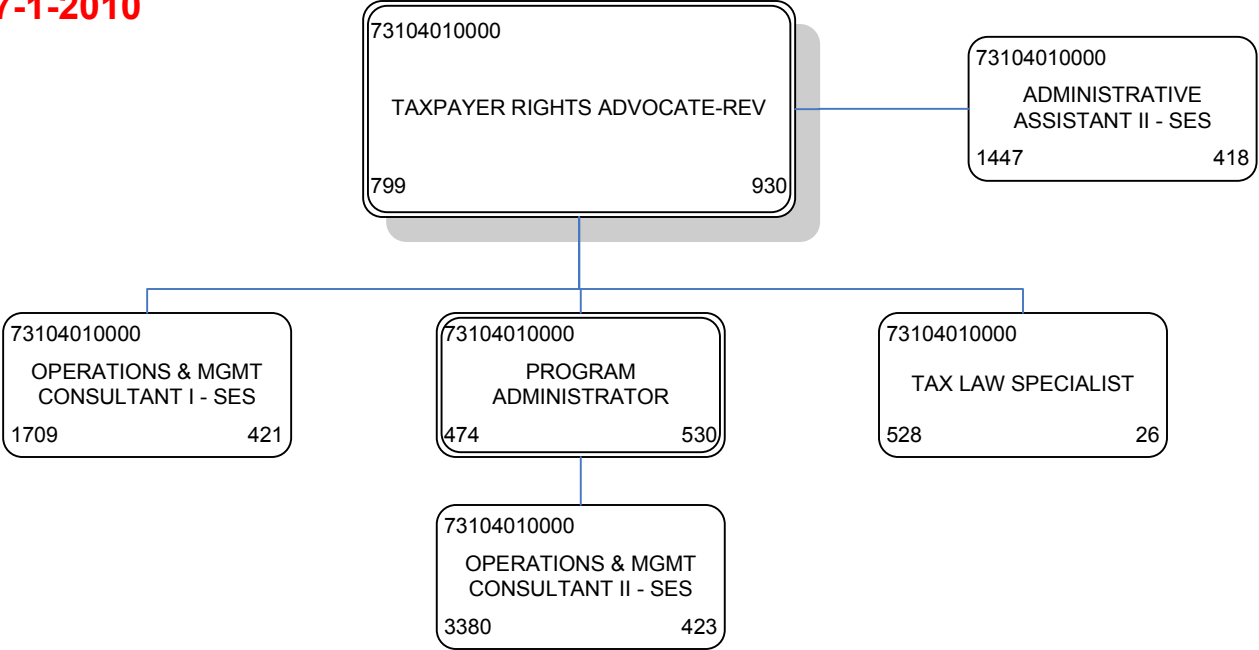
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Executive Director's Office

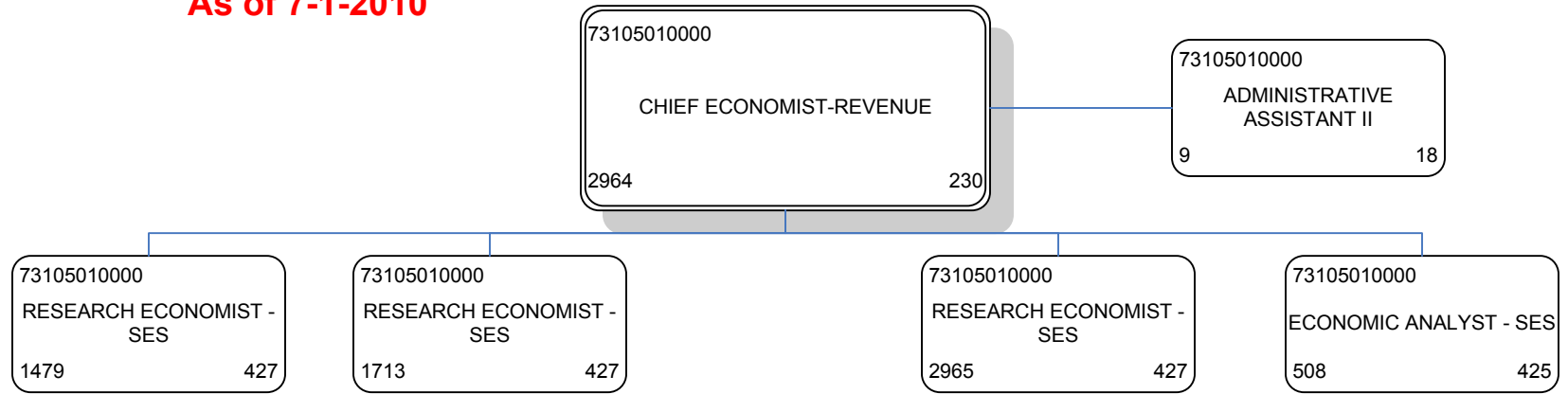
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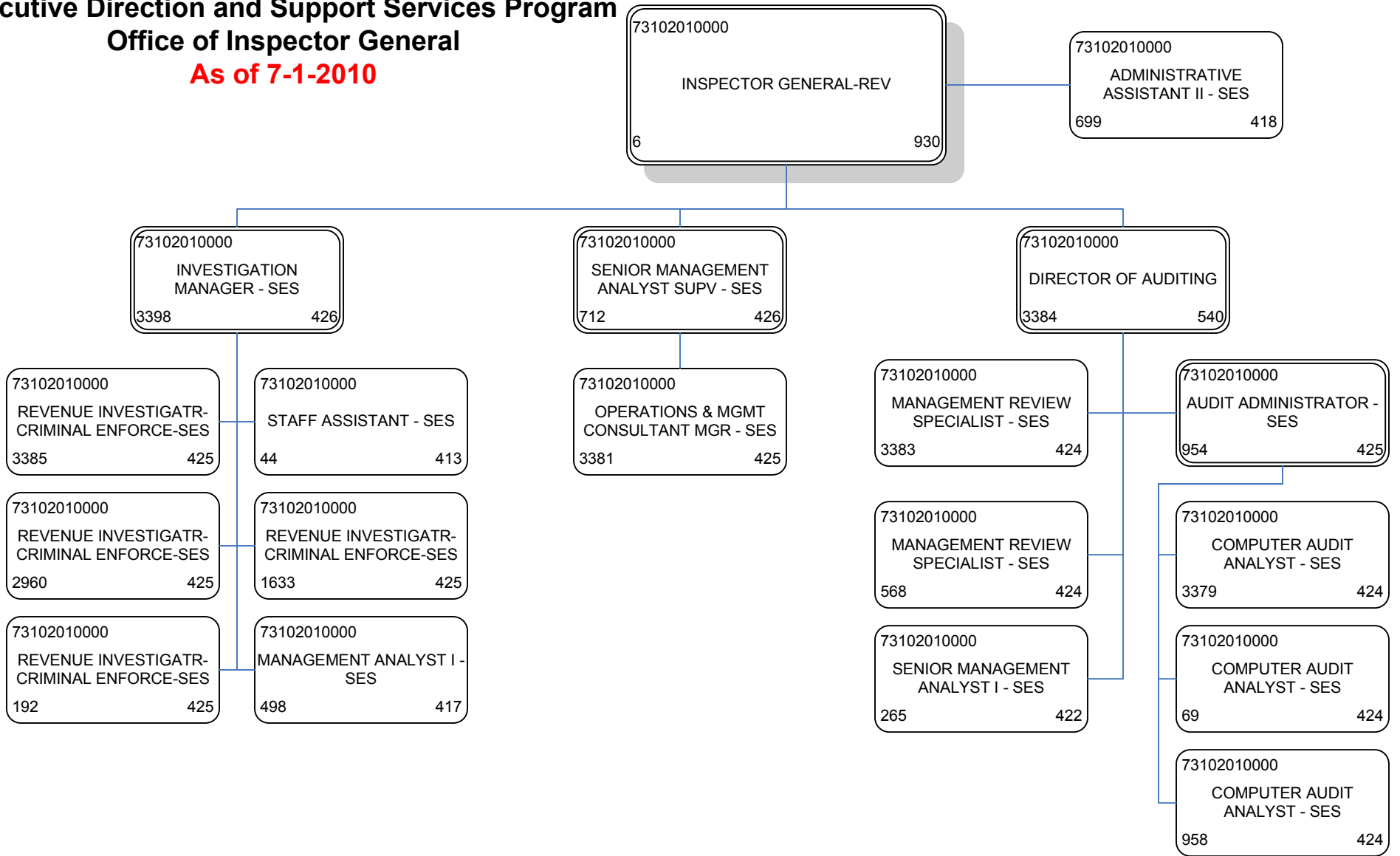
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Taxpayer Rights
As of 7-1-2010



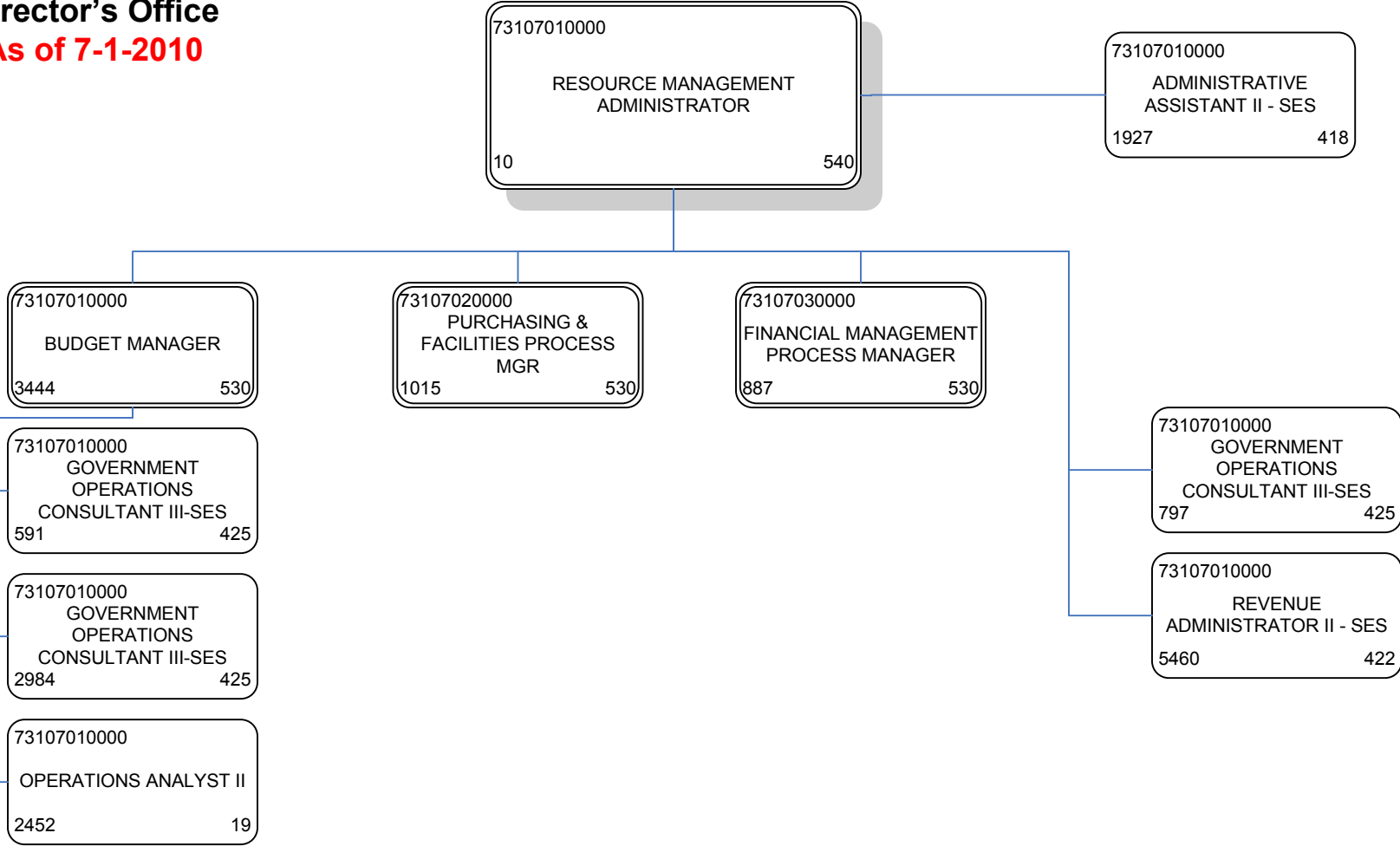
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Tax Research
As of 7-1-2010



Executive Direction and Support Services Program
Office of Inspector General
As of 7-1-2010



Executive Direction and Support Services Program
Office of Financial Management
Director's Office
As of 7-1-2010



Executive Direction and Support Services Program
Office of Financial Management
Purchasing & Facilities
As of 7-1-2010

73107010000
 RESOURCE MANAGEMENT
 ADMINISTRATOR
 10 540

73107020000
 PURCHASING &
 FACILITIES PROCESS
 MGR
 1015 530

73107020000
 ADMINISTRATIVE
 ASSISTANT I
 3401 15

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 OPERATIONS & MGMT
 CONSULTANT MGR - SES
 3375 425

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 OPERATIONS & MGMT
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 19 425

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 CONSULTANT MGR - SES
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 STORES MANAGER - SES
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 GOVERNMENT
 OPERATIONS
 CONSULTANT II
 60 23

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 OPERATIONS ANALYST II
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 PURCHASING AGENT III
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 FACILITIES SERVICES
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 WORD PROCESSING
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 PURCHASING SPECIALIST
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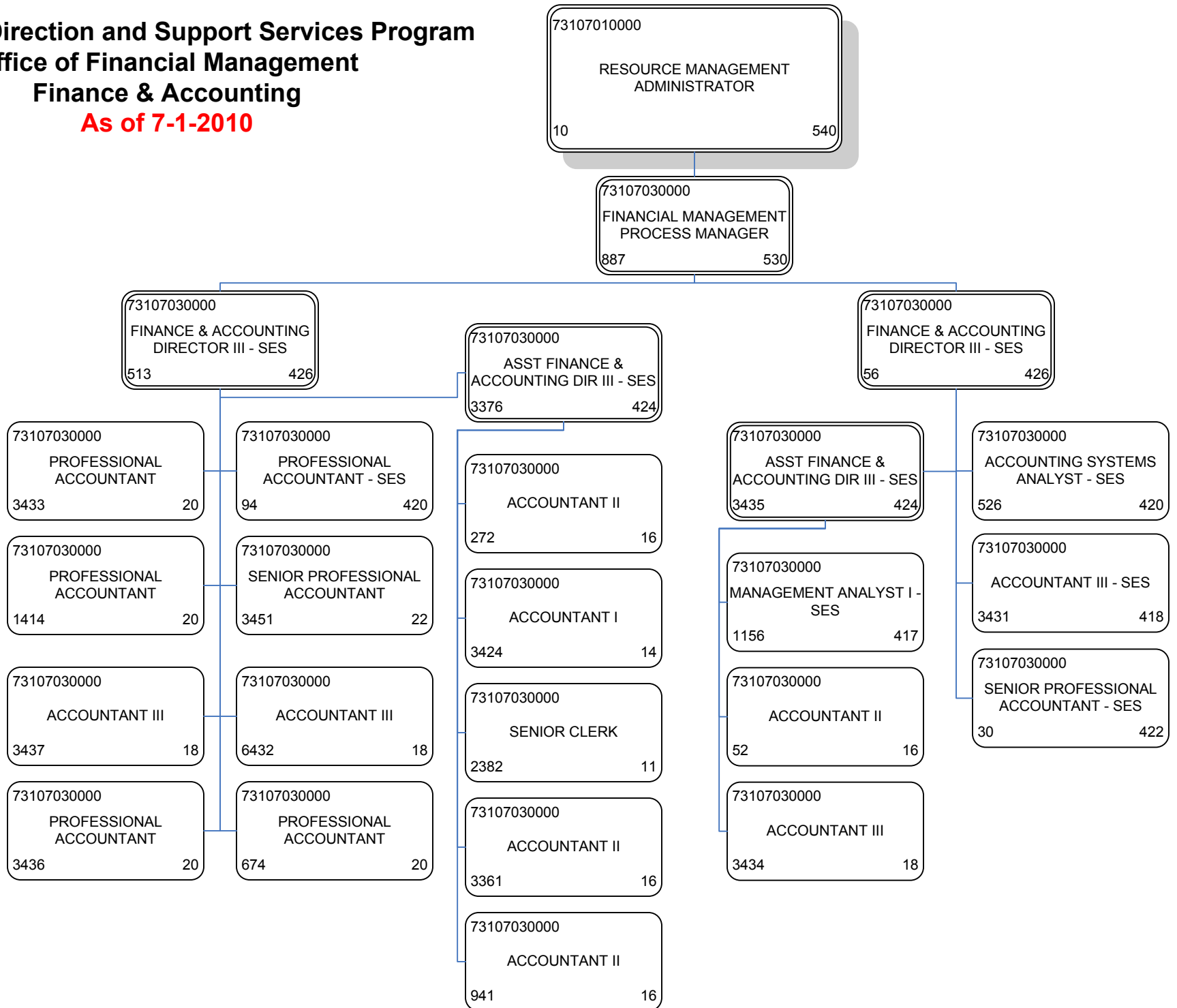
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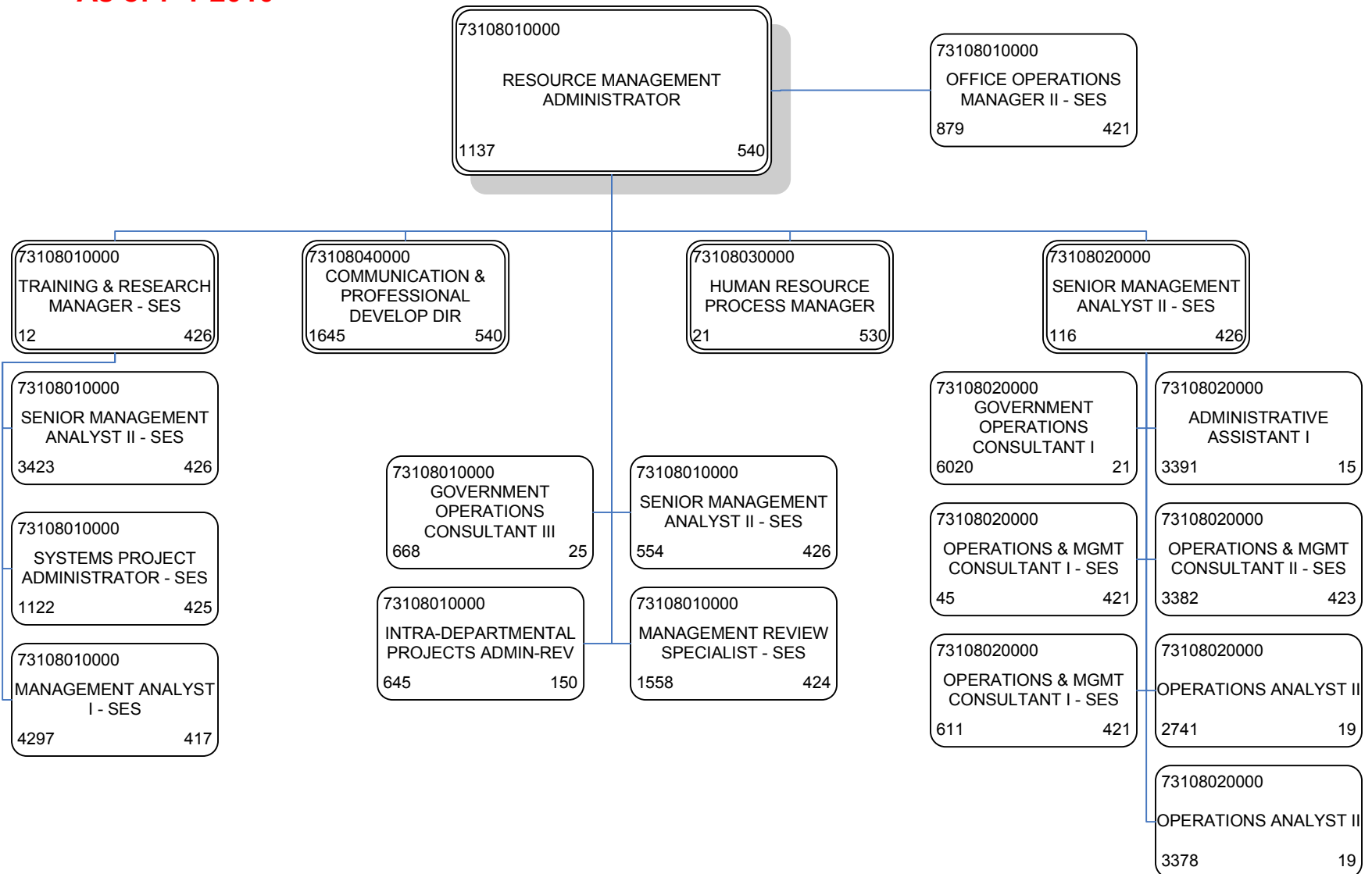
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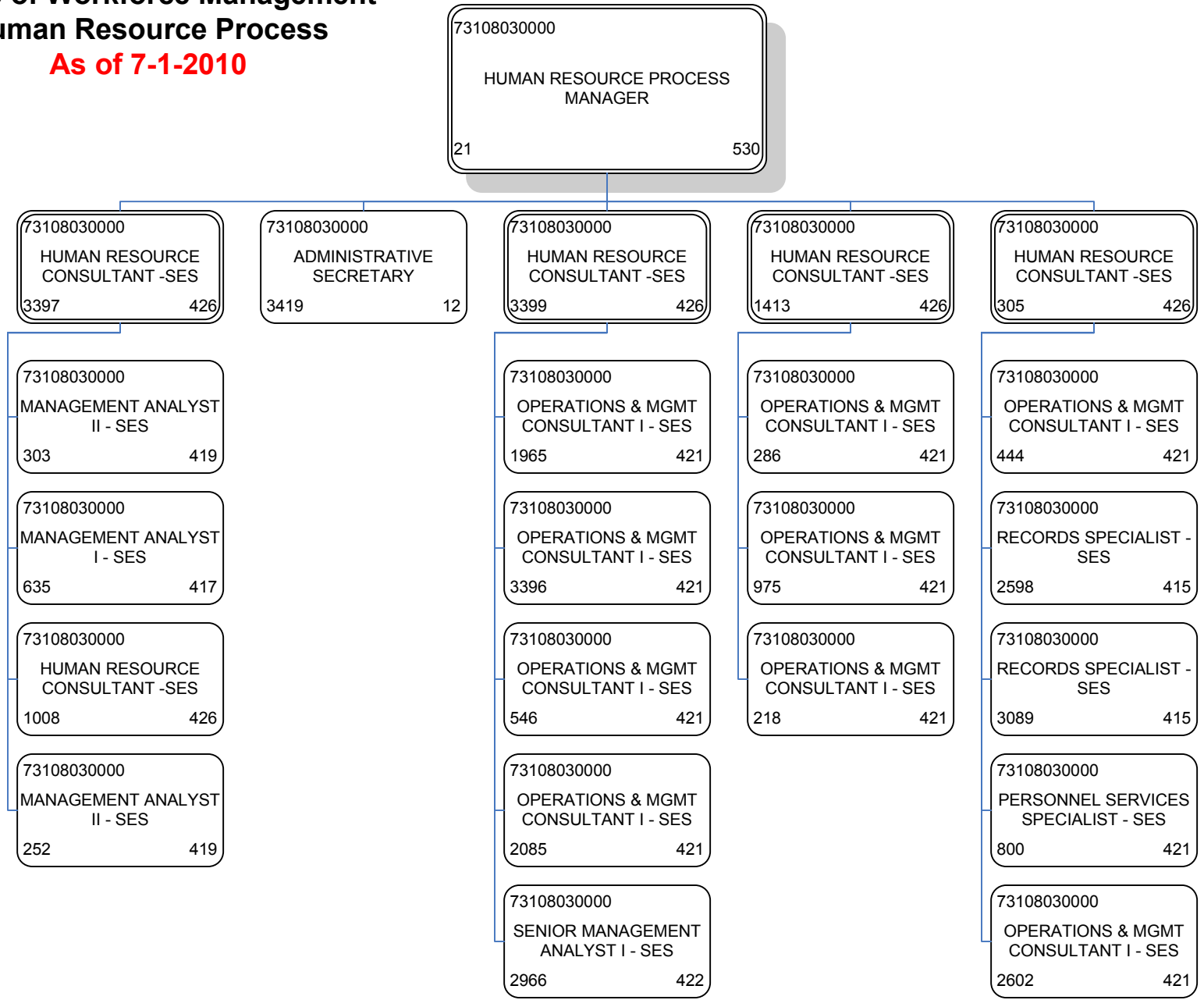
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Office of Financial Management
Finance & Accounting
As of 7-1-2010



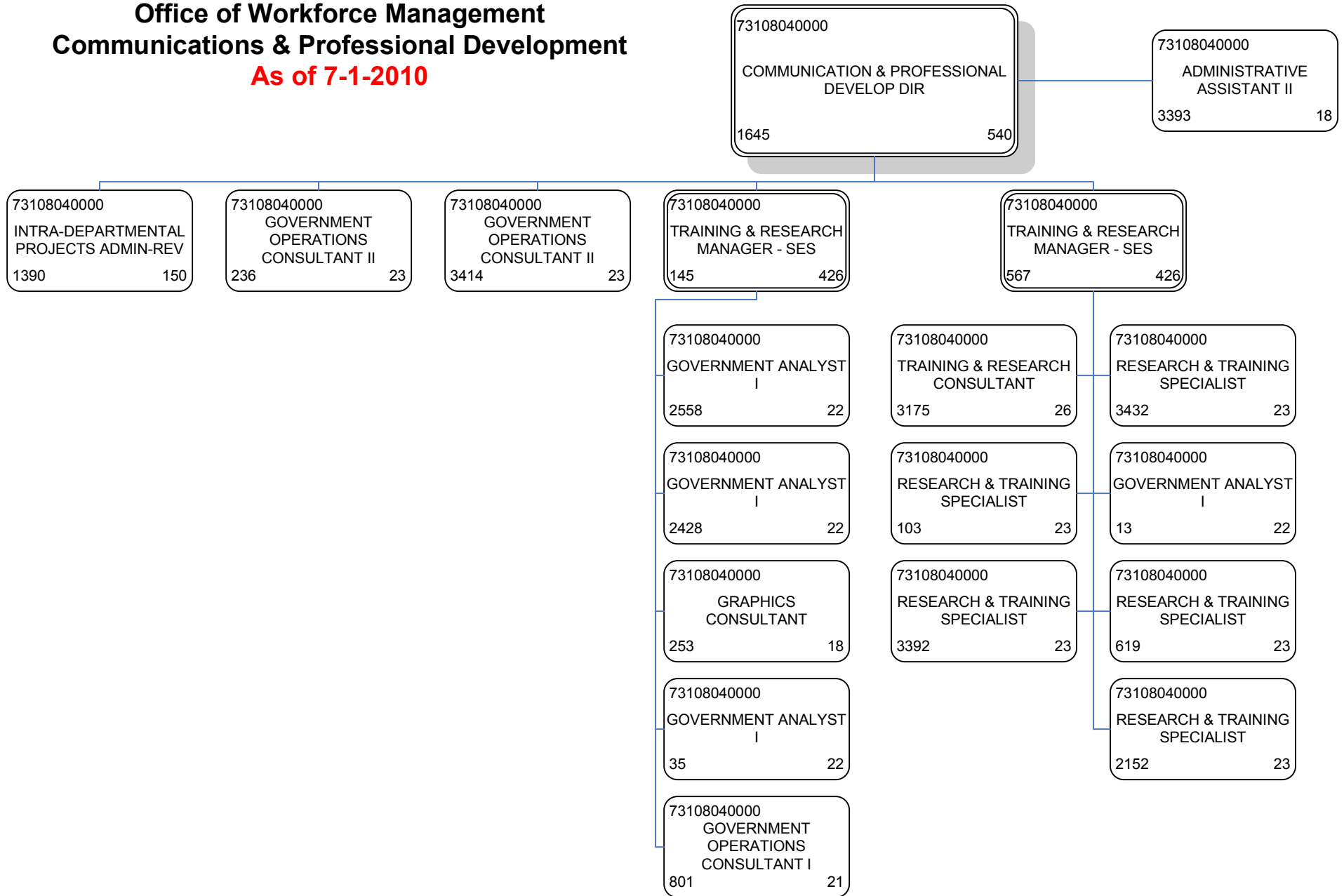
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Office of Workforce Management
As of 7-1-2010



Executive Direction and Support Services Program
Office of Workforce Management
Human Resource Process
As of 7-1-2010



Executive Direction and Support Services Program
Office of Workforce Management
Communications & Professional Development
As of 7-1-2010



Executive Direction and Support Services Program
Office of the General Counsel
As of 7-1-2010

73103010000
 GENERAL COUNSEL-REV
 2368 930

73103050000
 EXECUTIVE SENIOR
 ATTORNEY
 129 240

73103010000
 MANAGEMENT REVIEW
 SPECIALIST - SES
 595 424

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 DEPUTY GENERAL
 COUNSEL-REV
 2542 230

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 ATTORNEY
 SUPERVISOR
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 SUPERVISOR
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 ASSISTANT II
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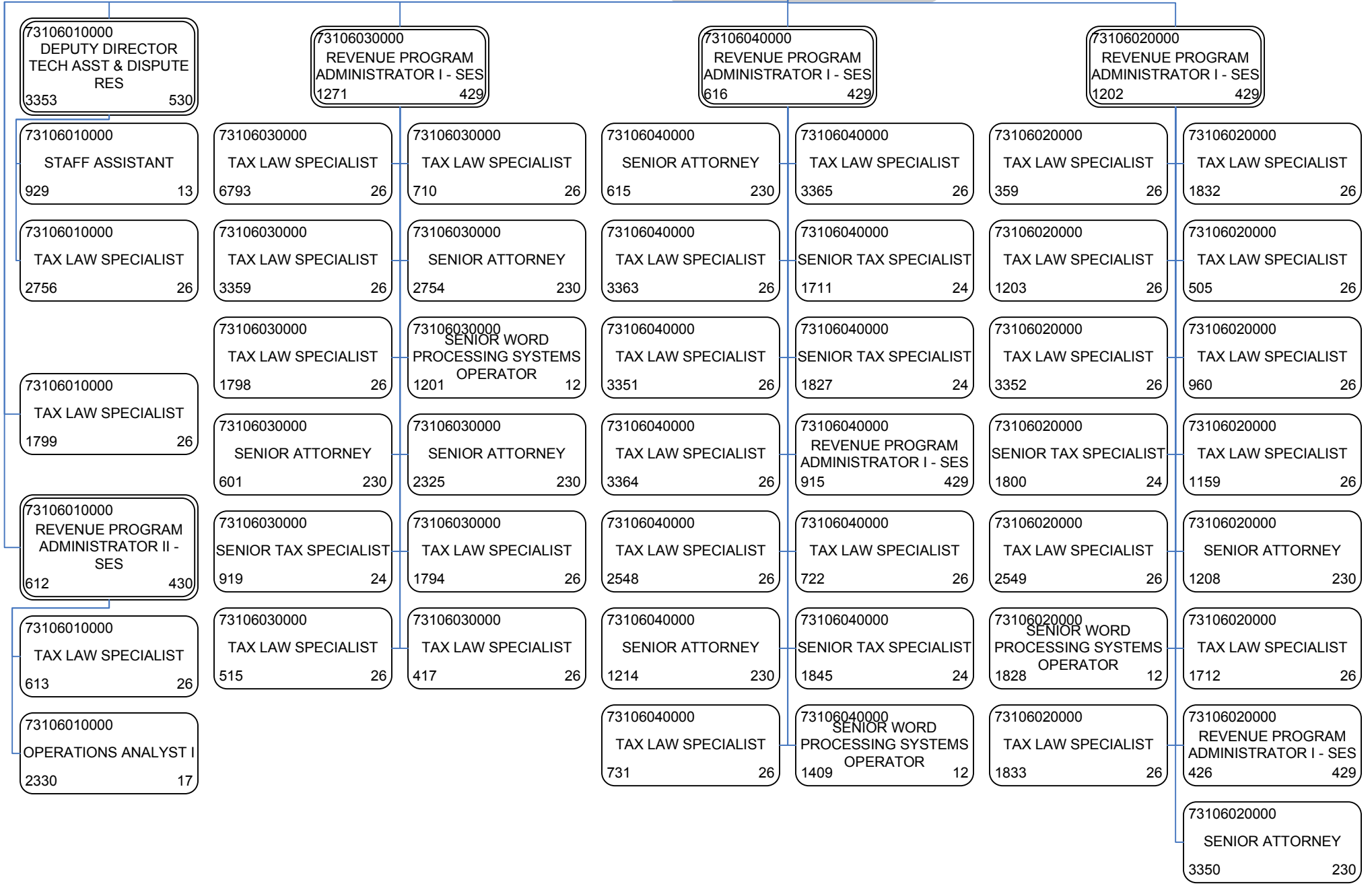
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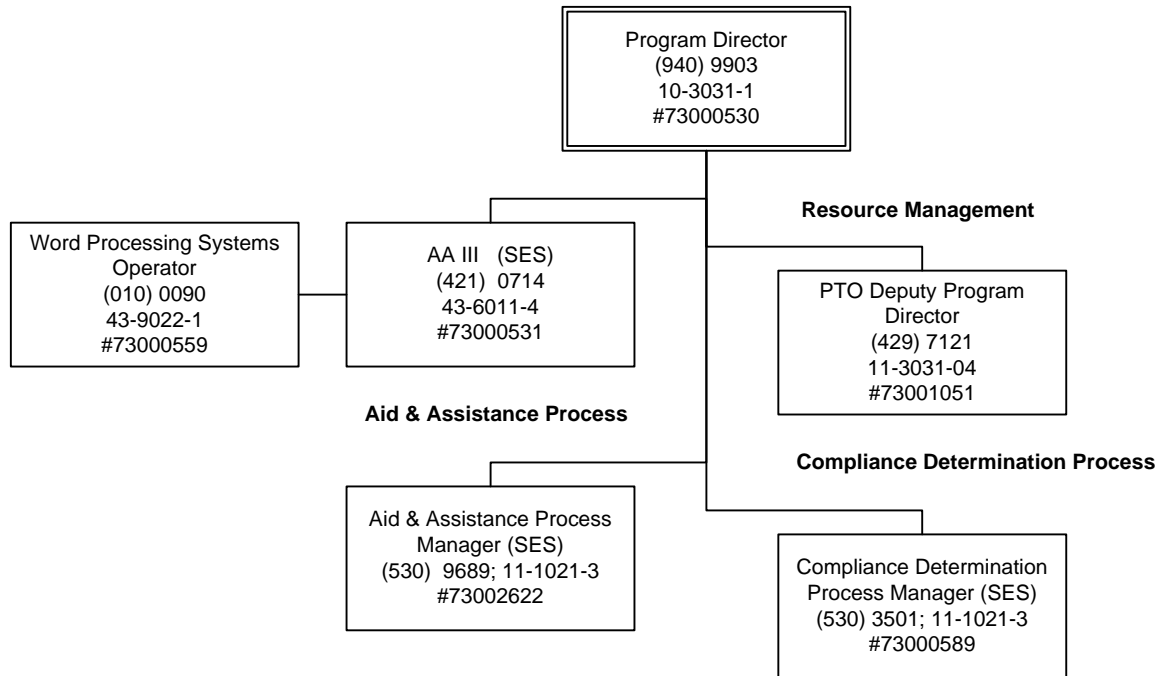
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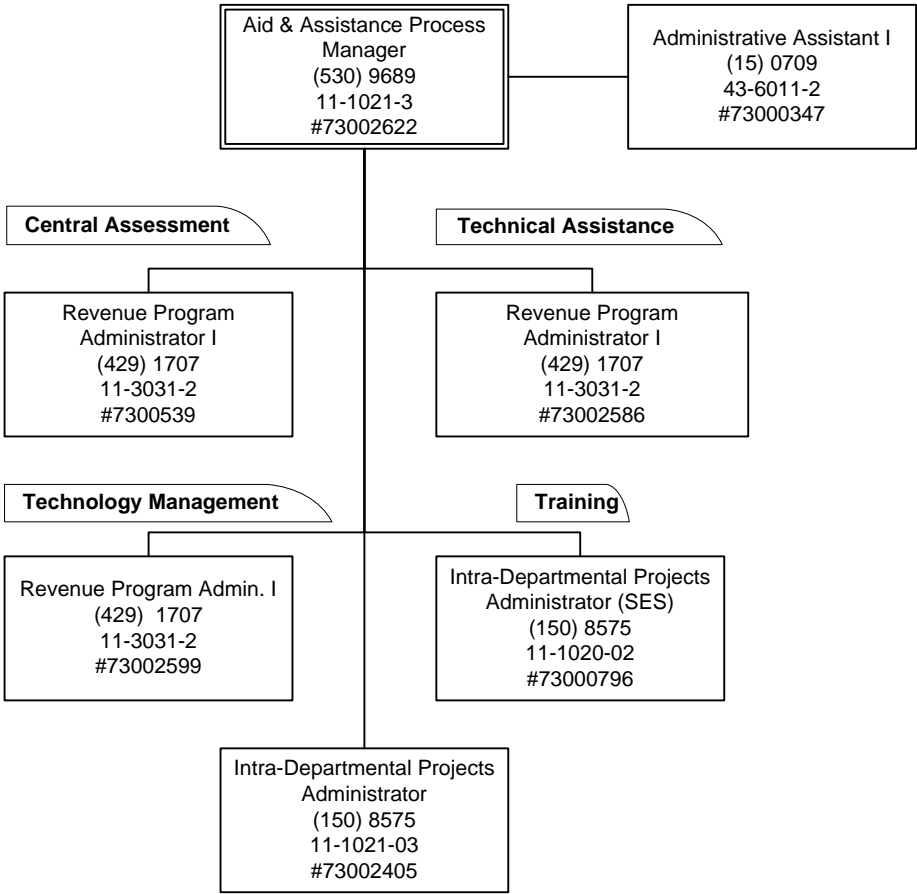
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Property Tax Oversight



Aid & Assistance Process



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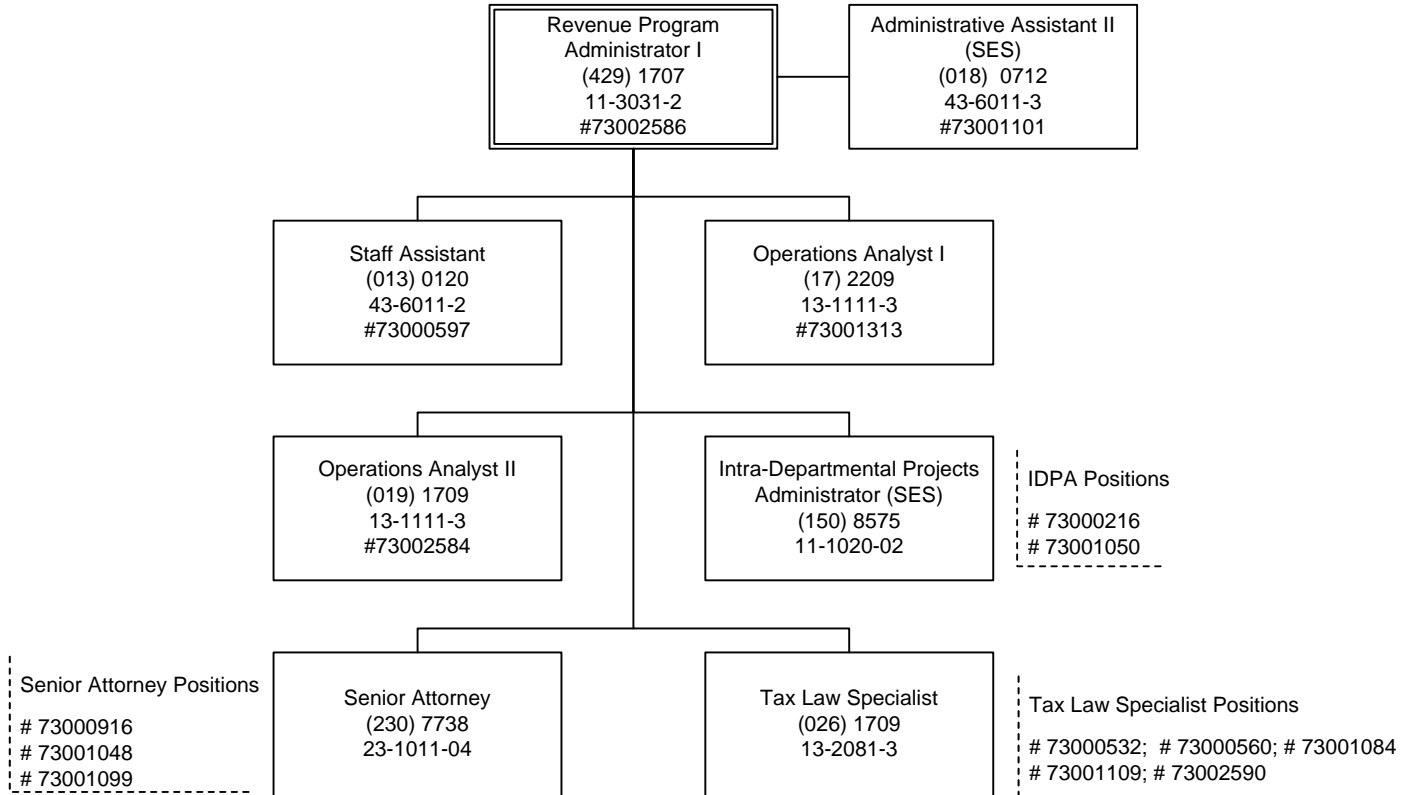
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13-2081-3

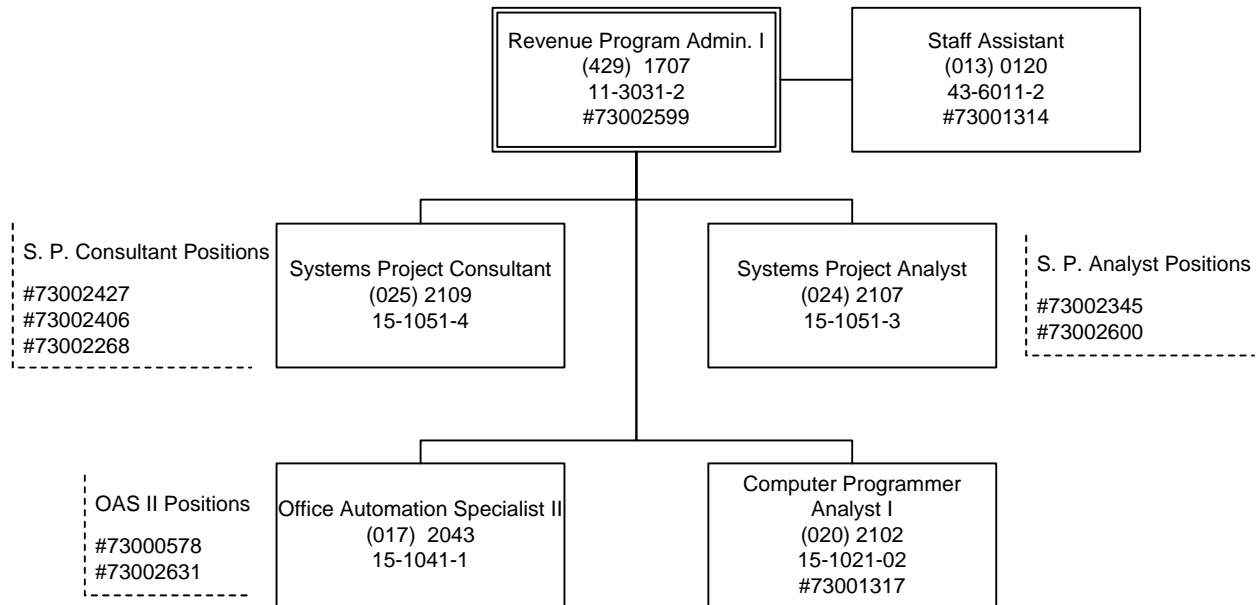
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- #73002339
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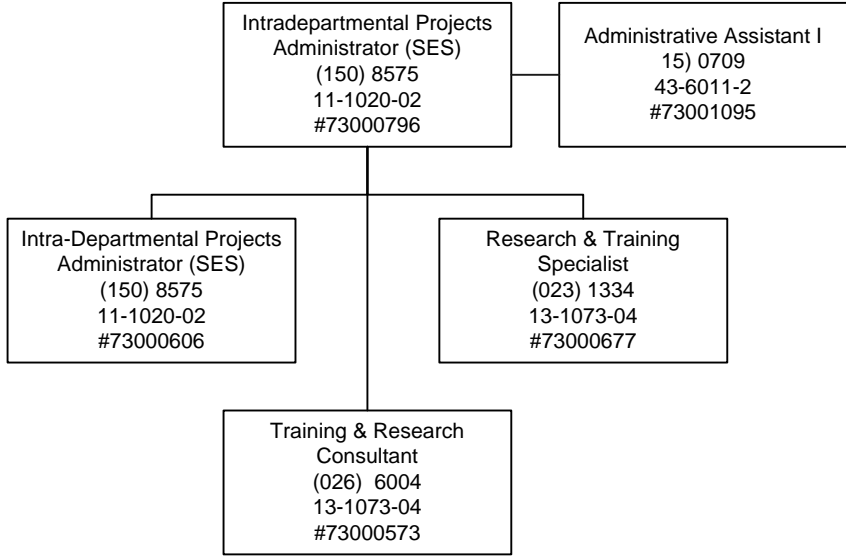
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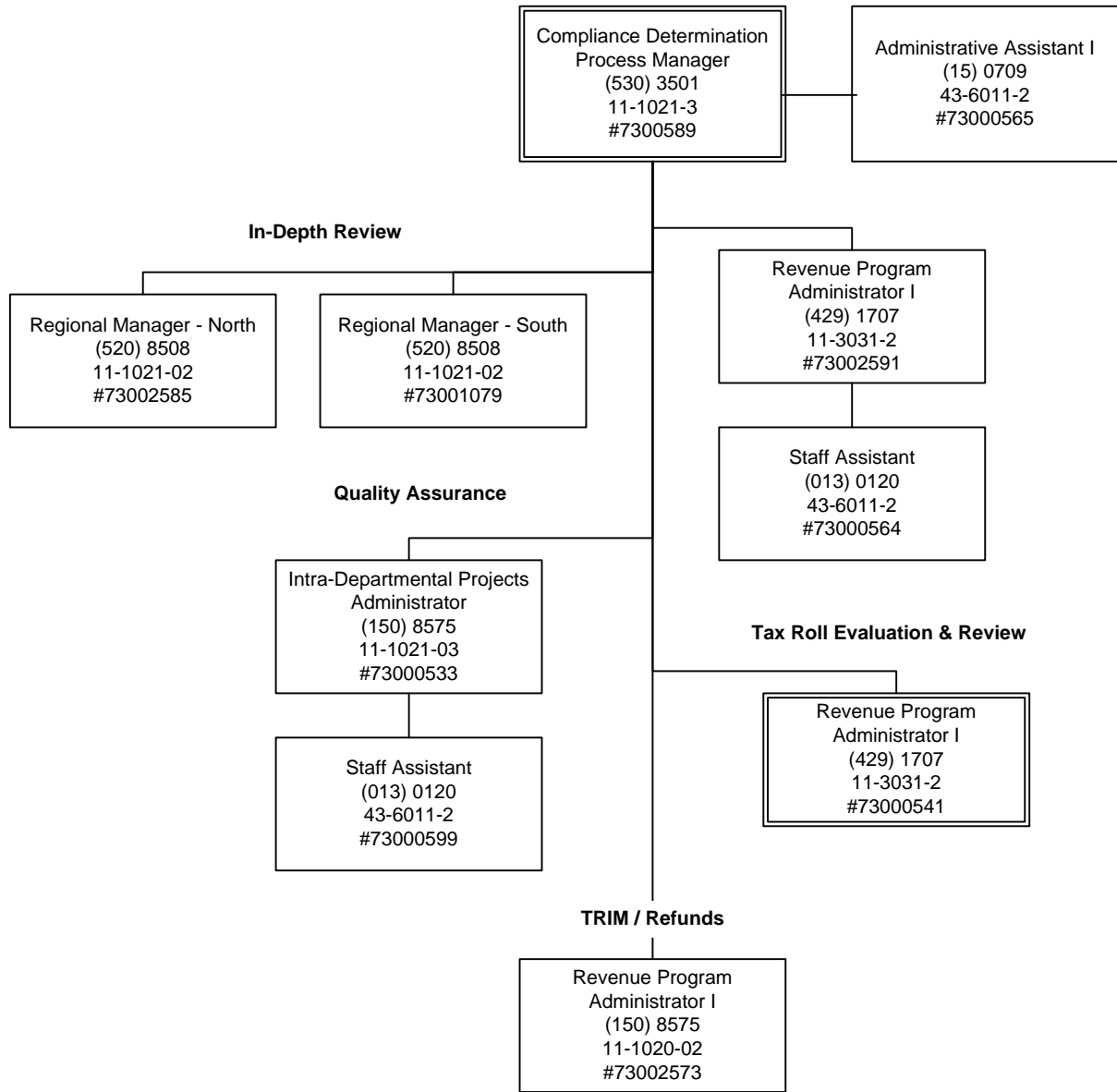
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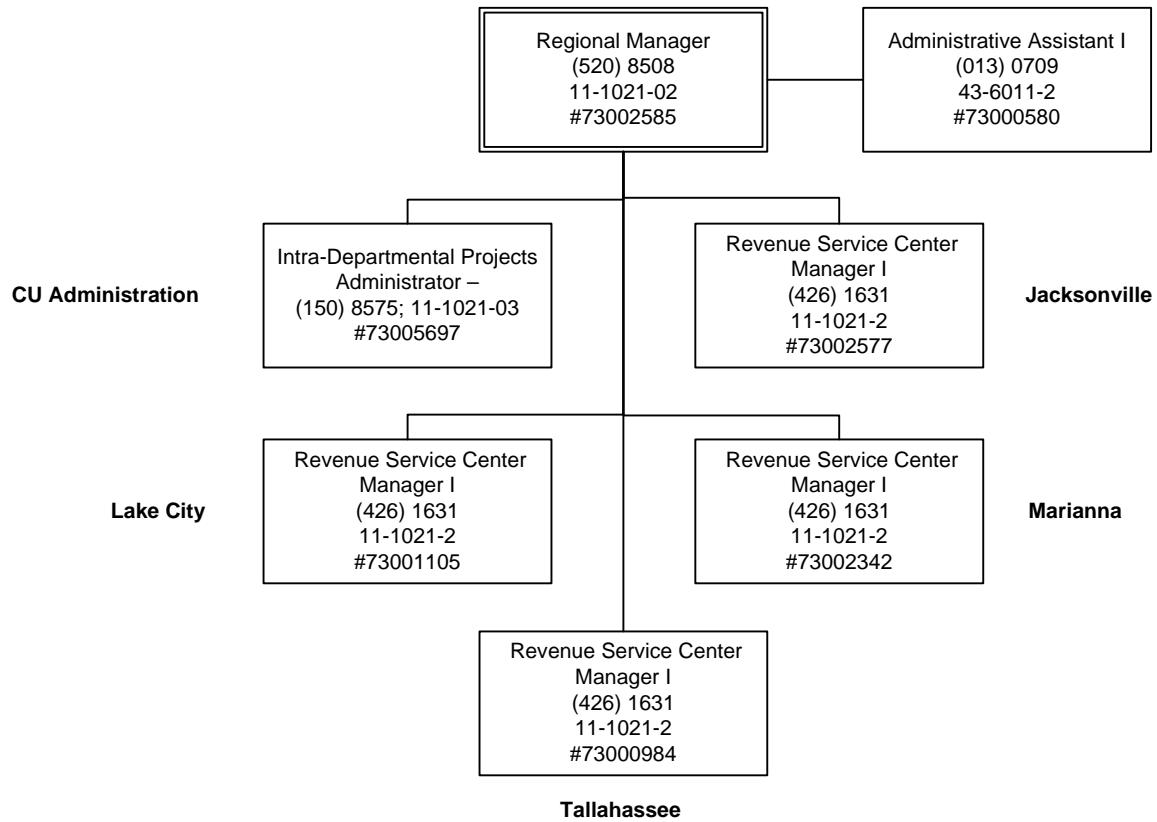
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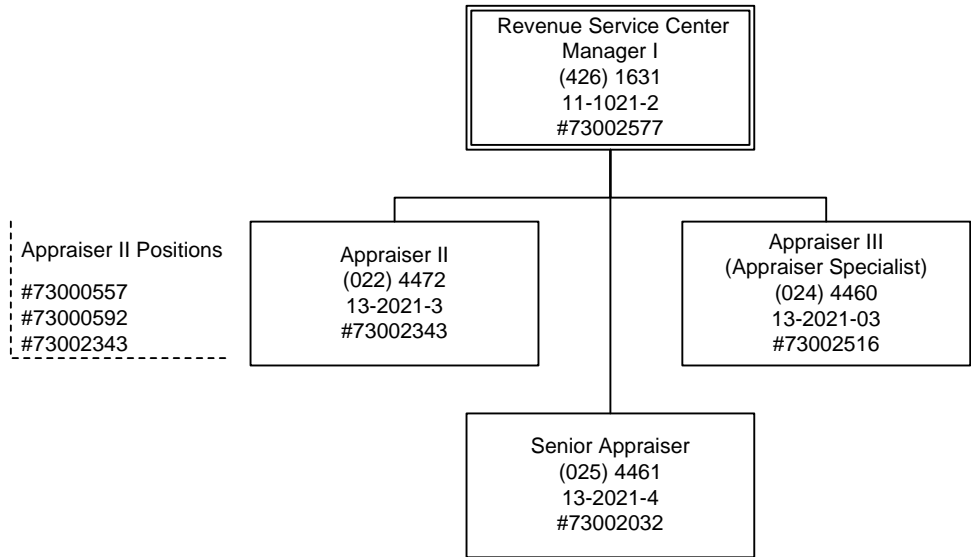
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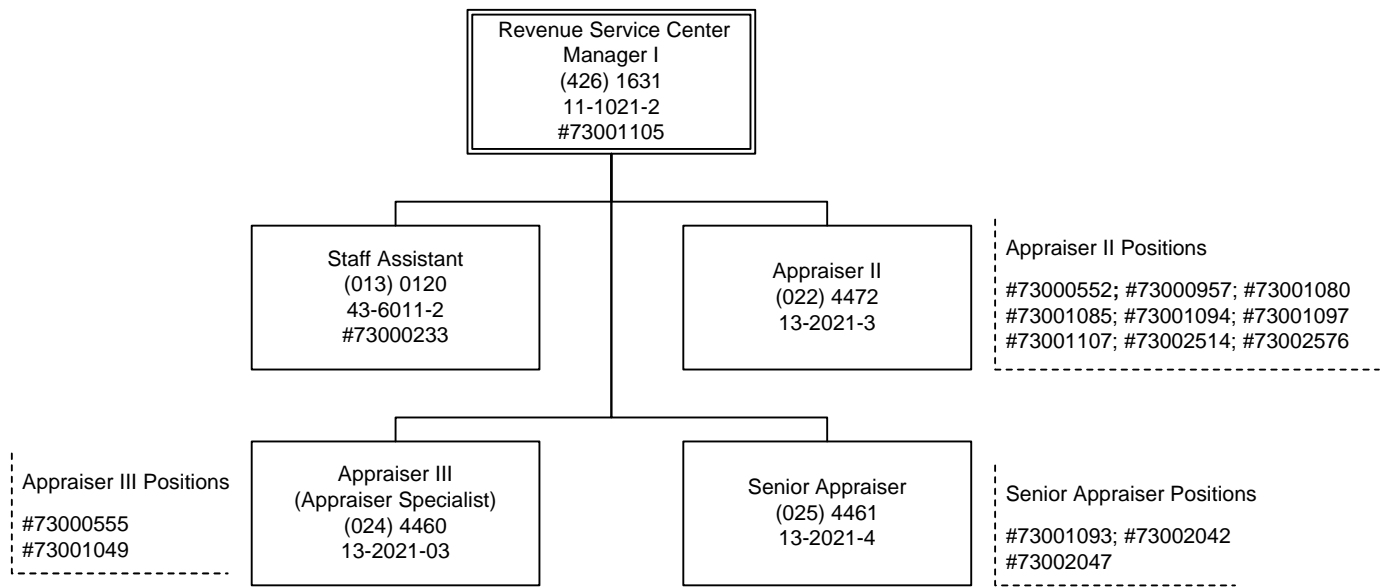
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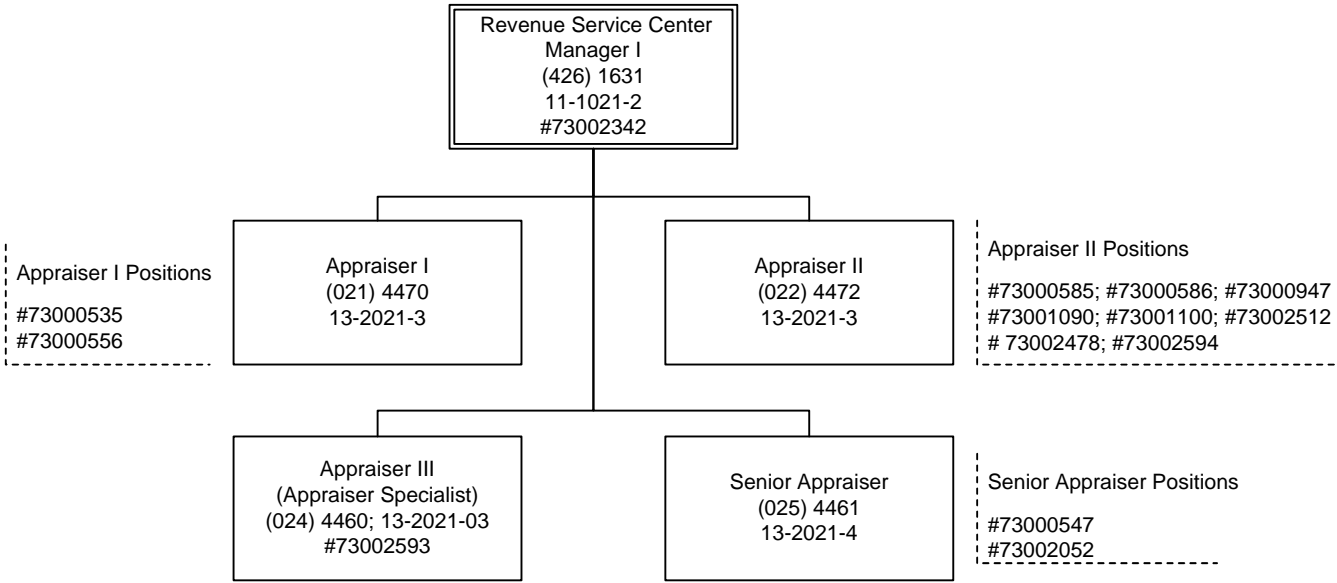
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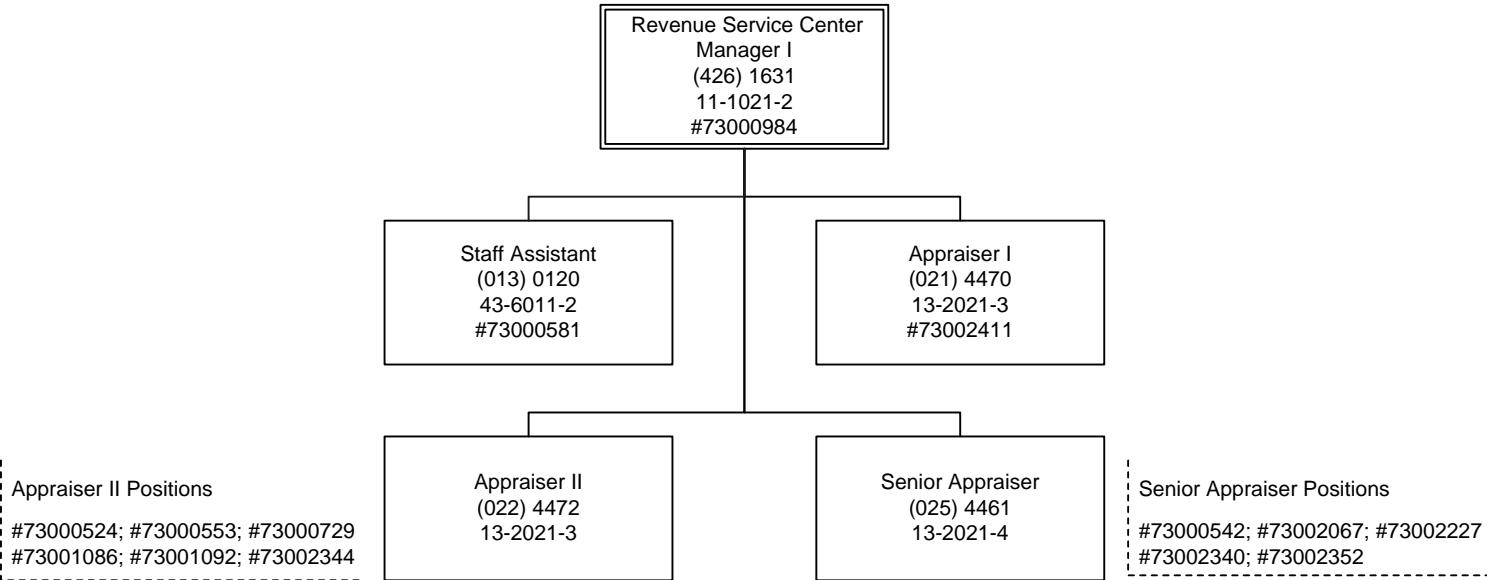
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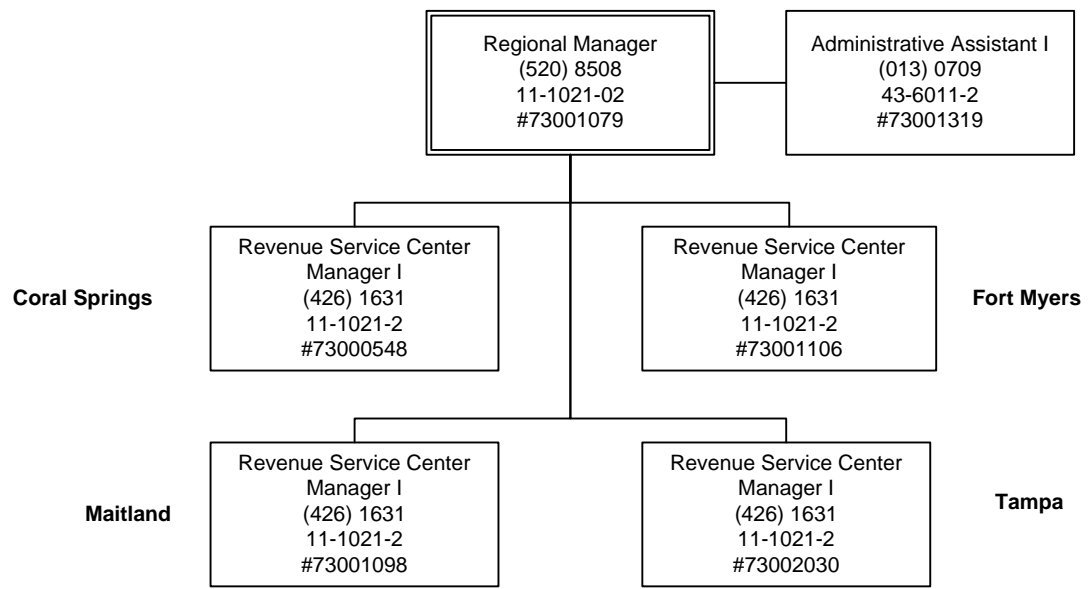
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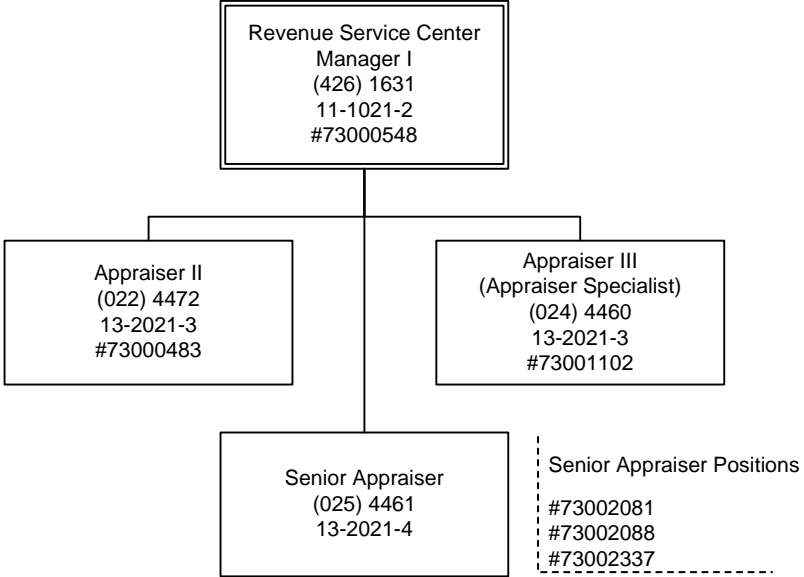
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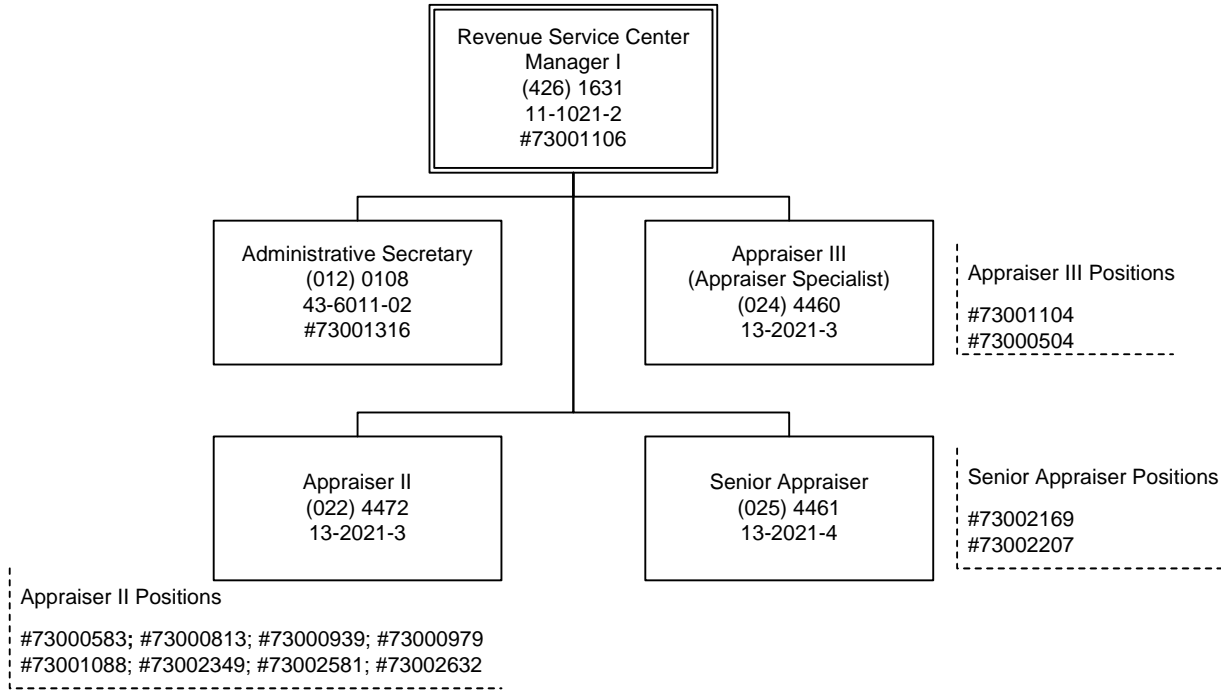
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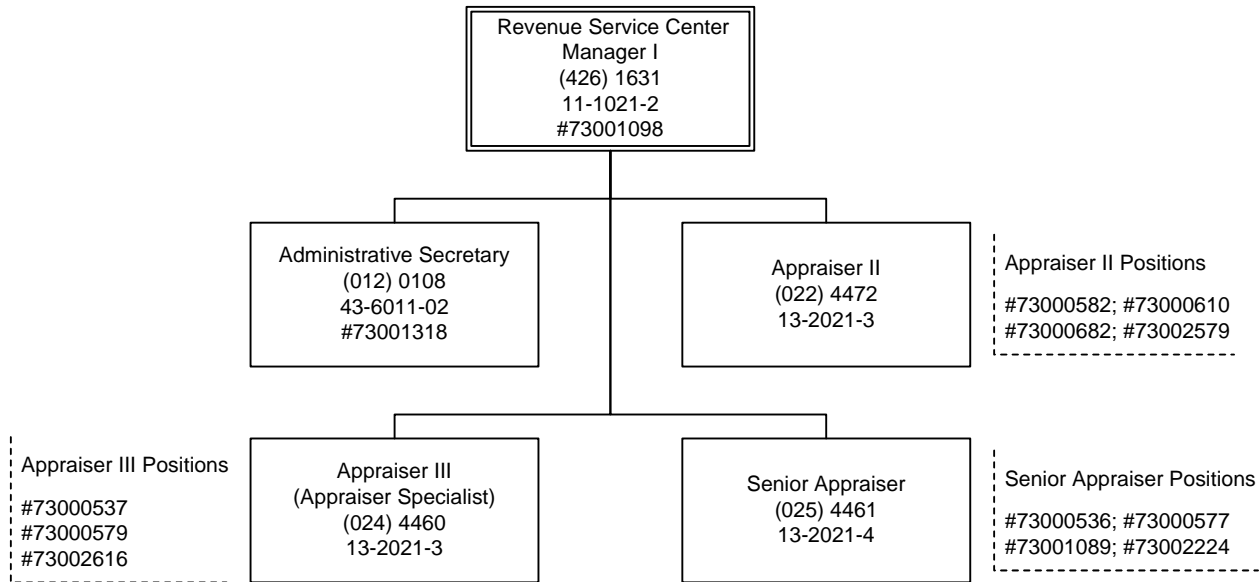
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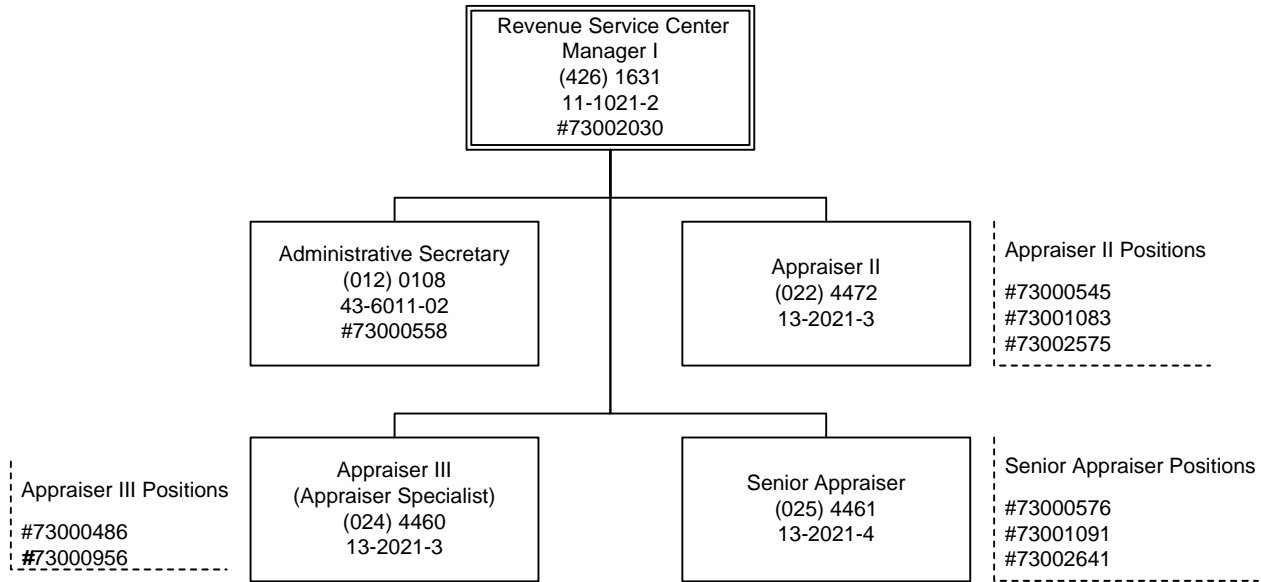
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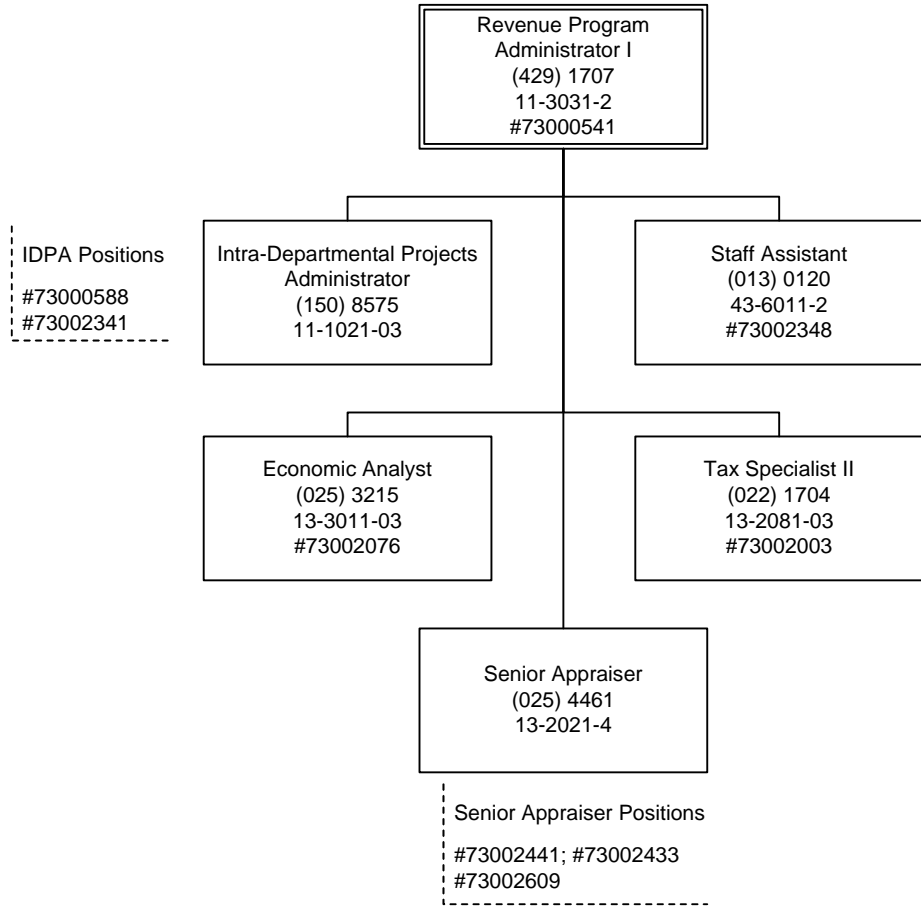
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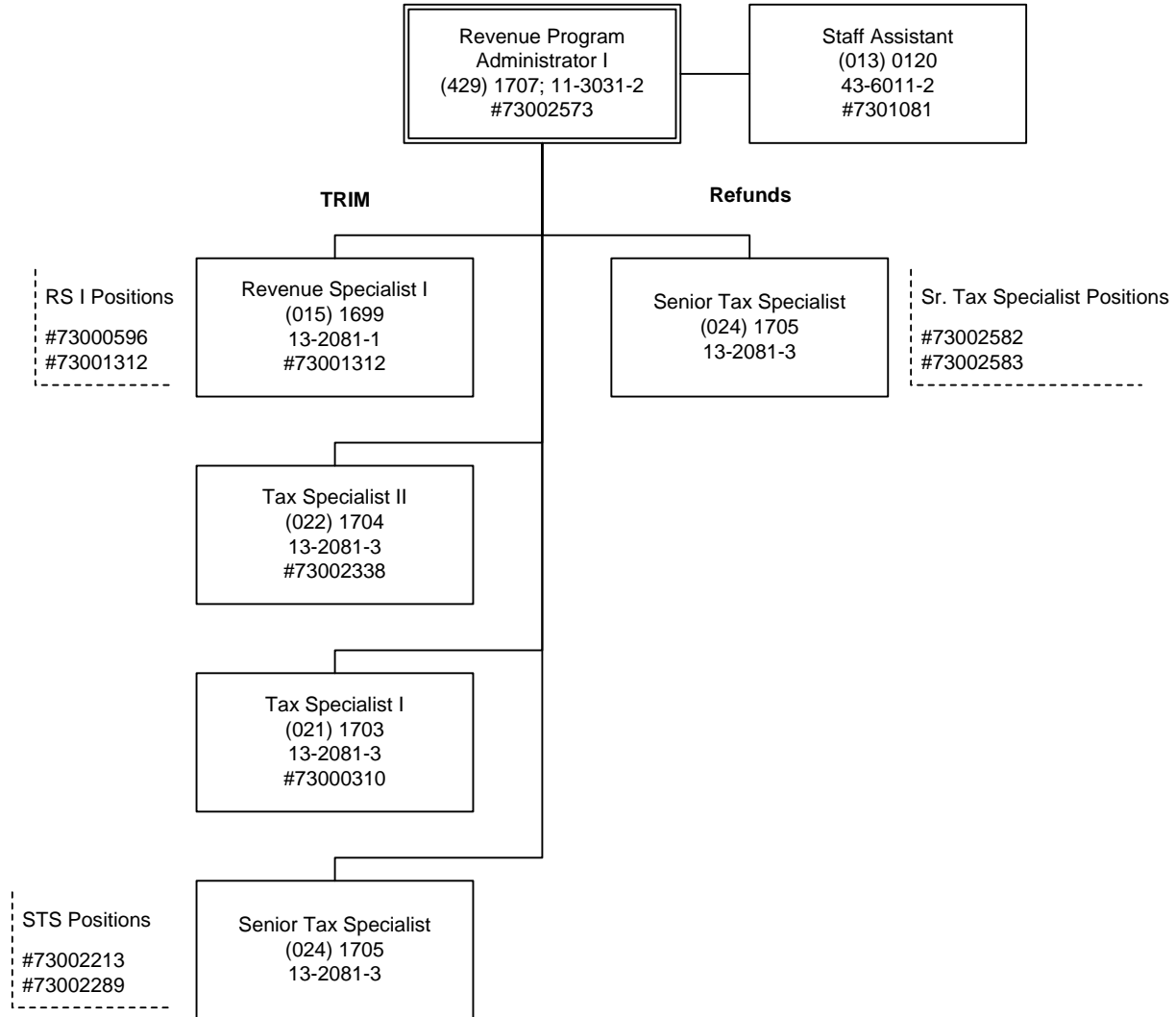
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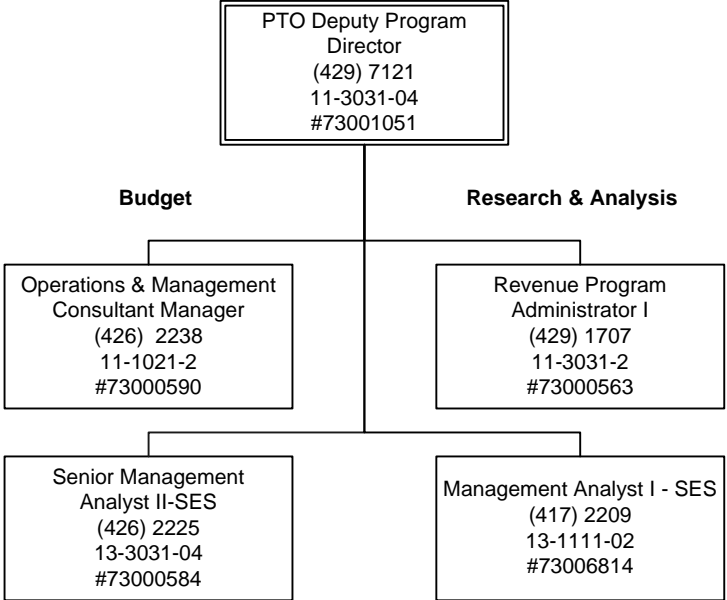
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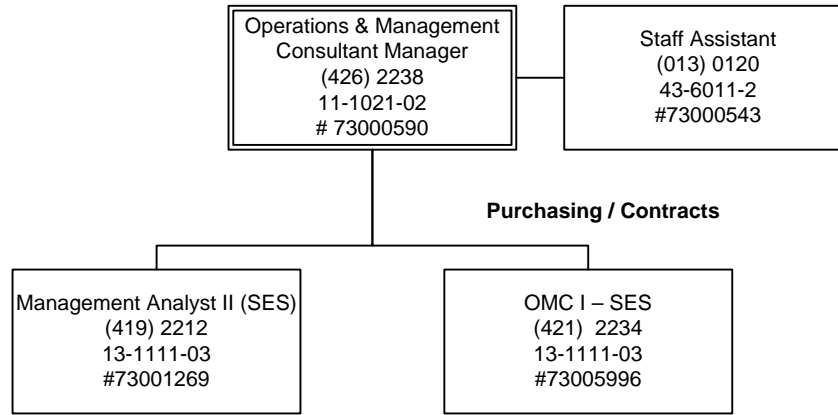
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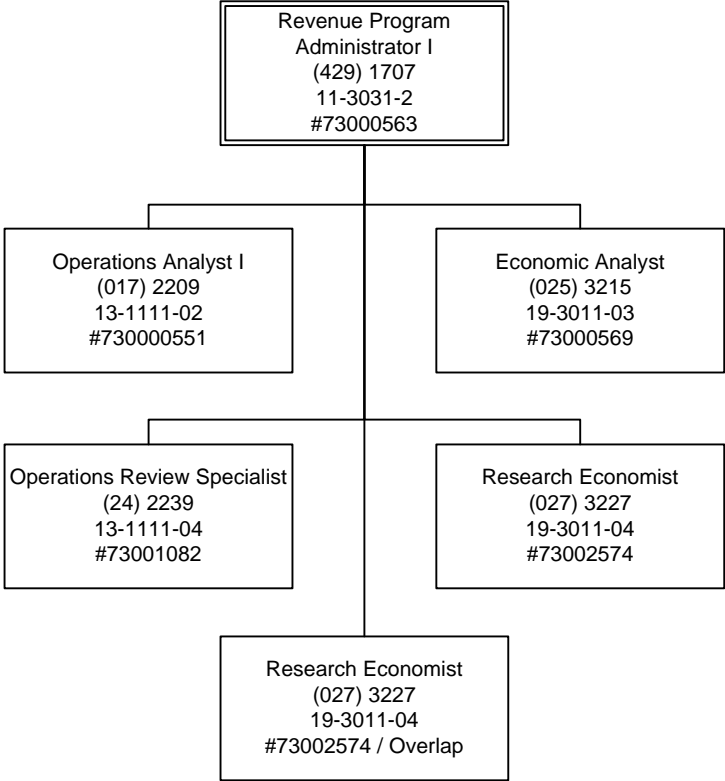
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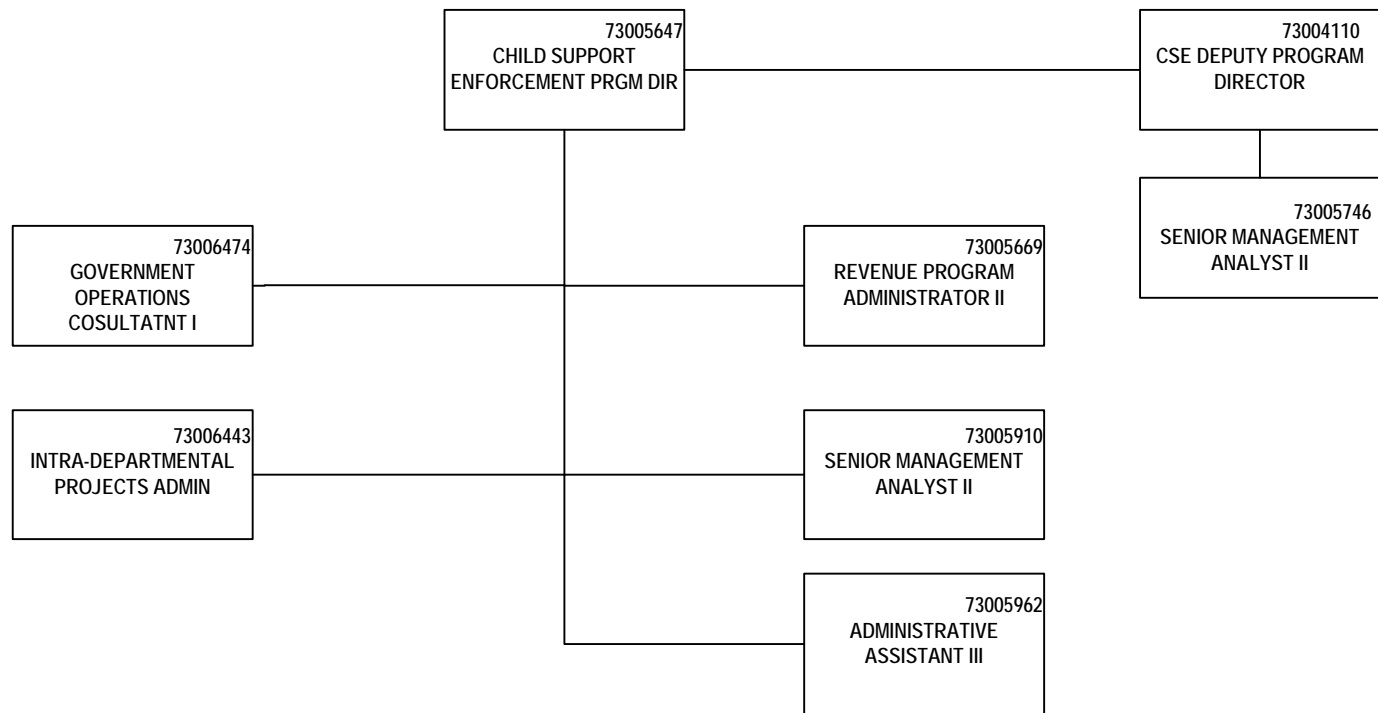
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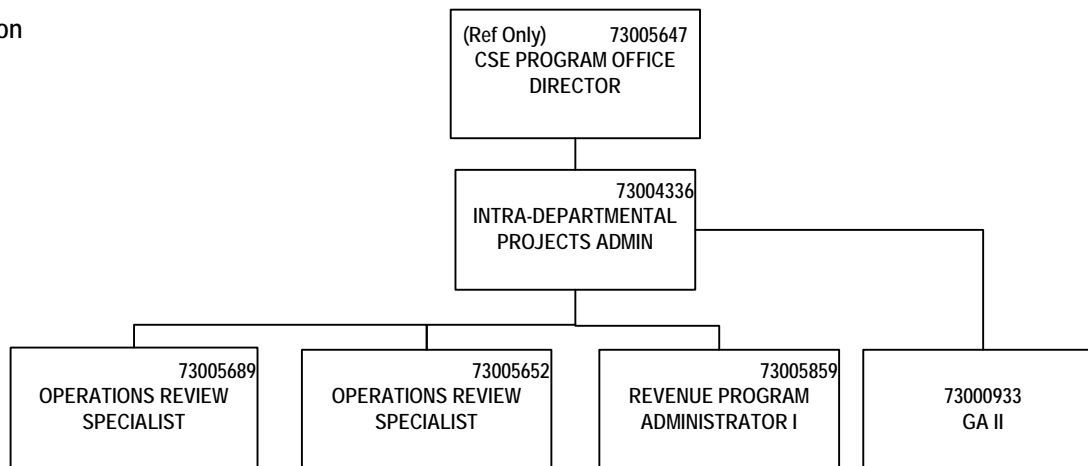
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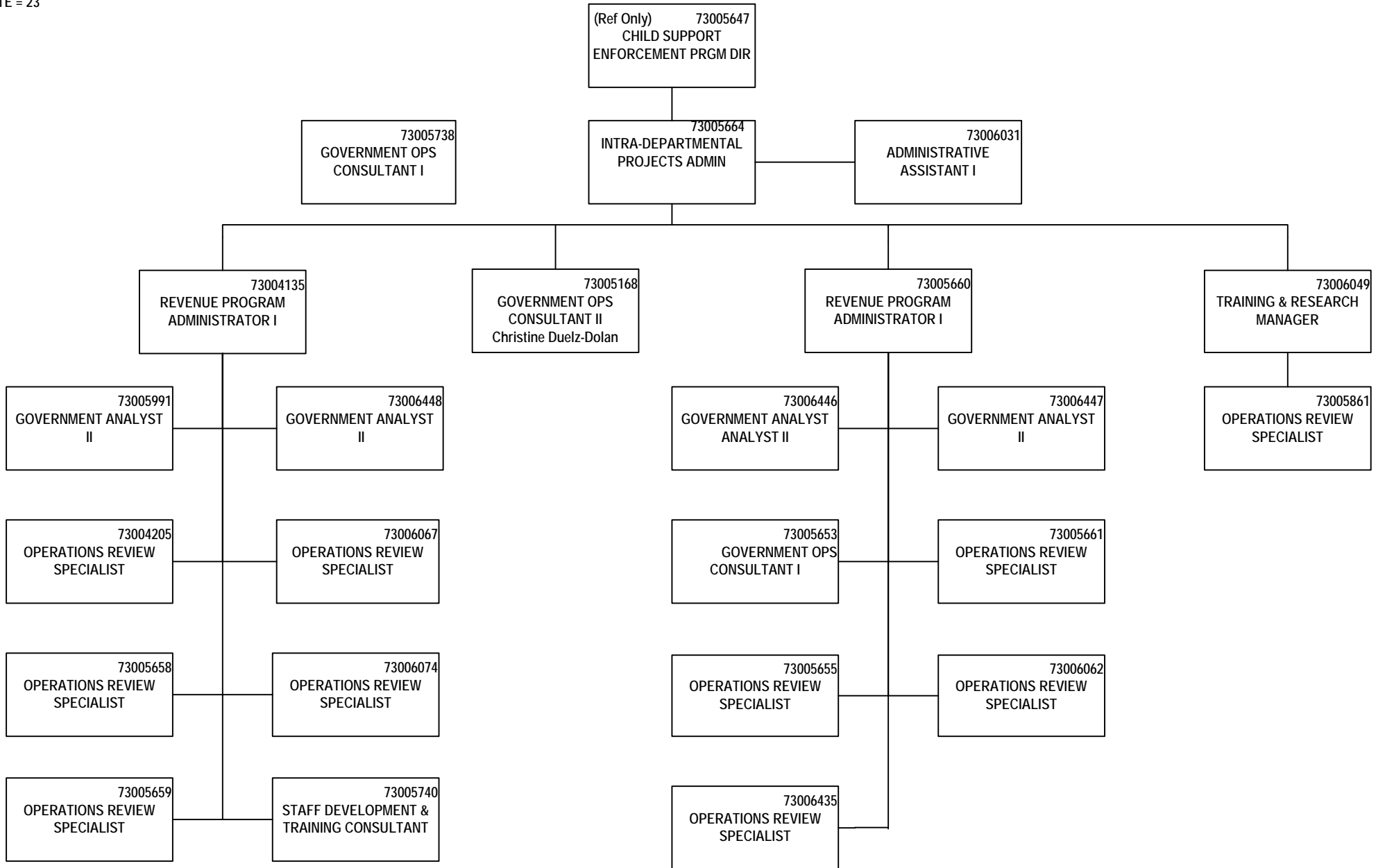
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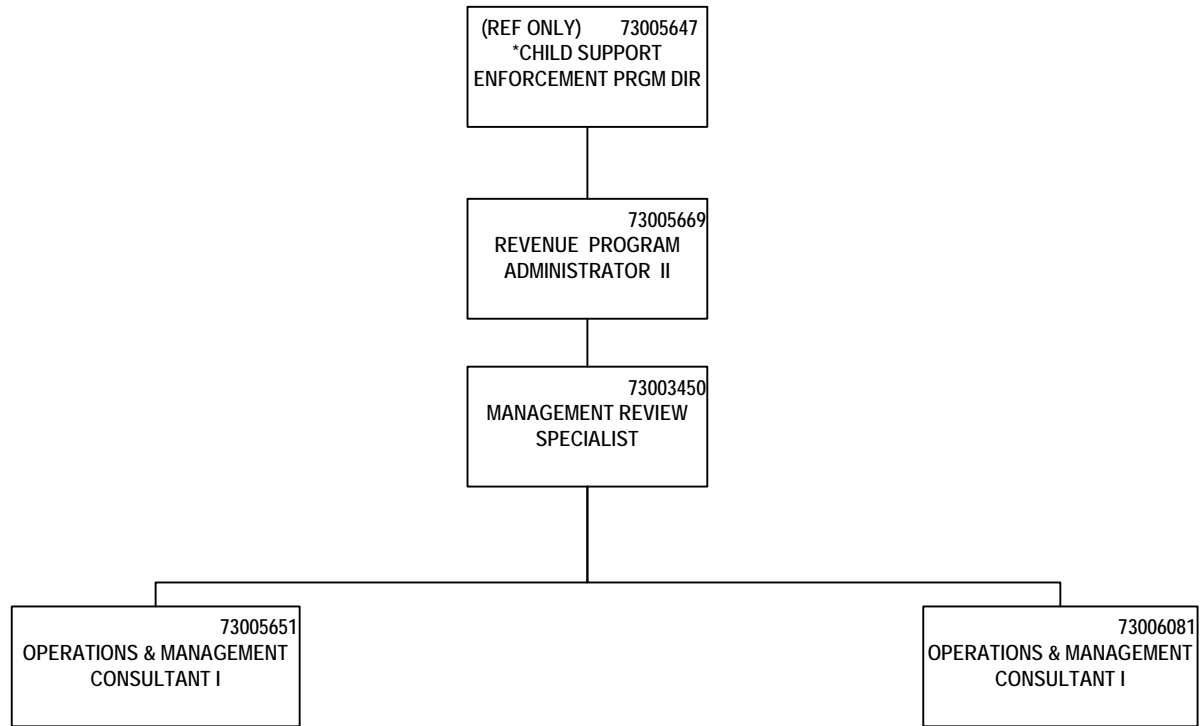
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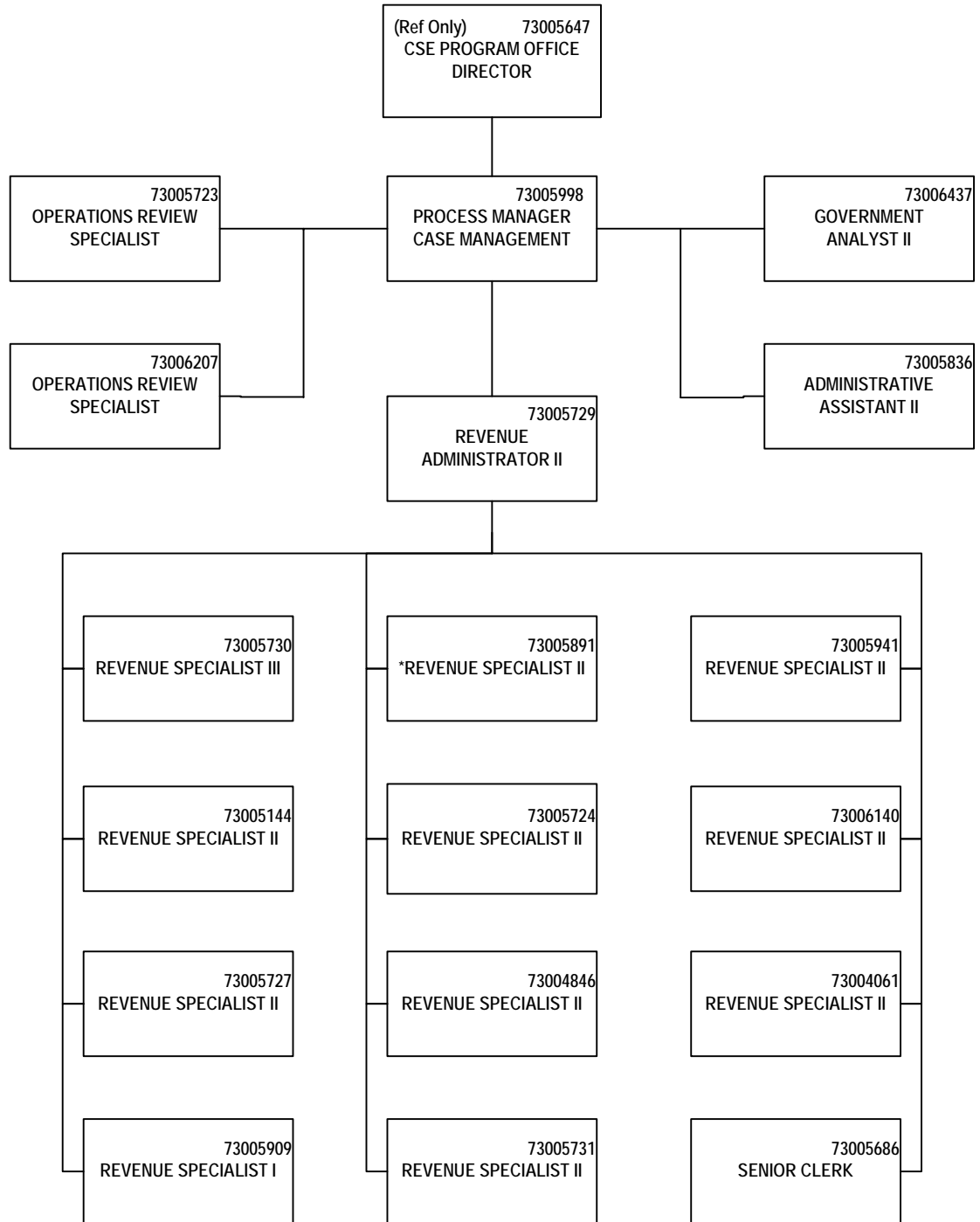
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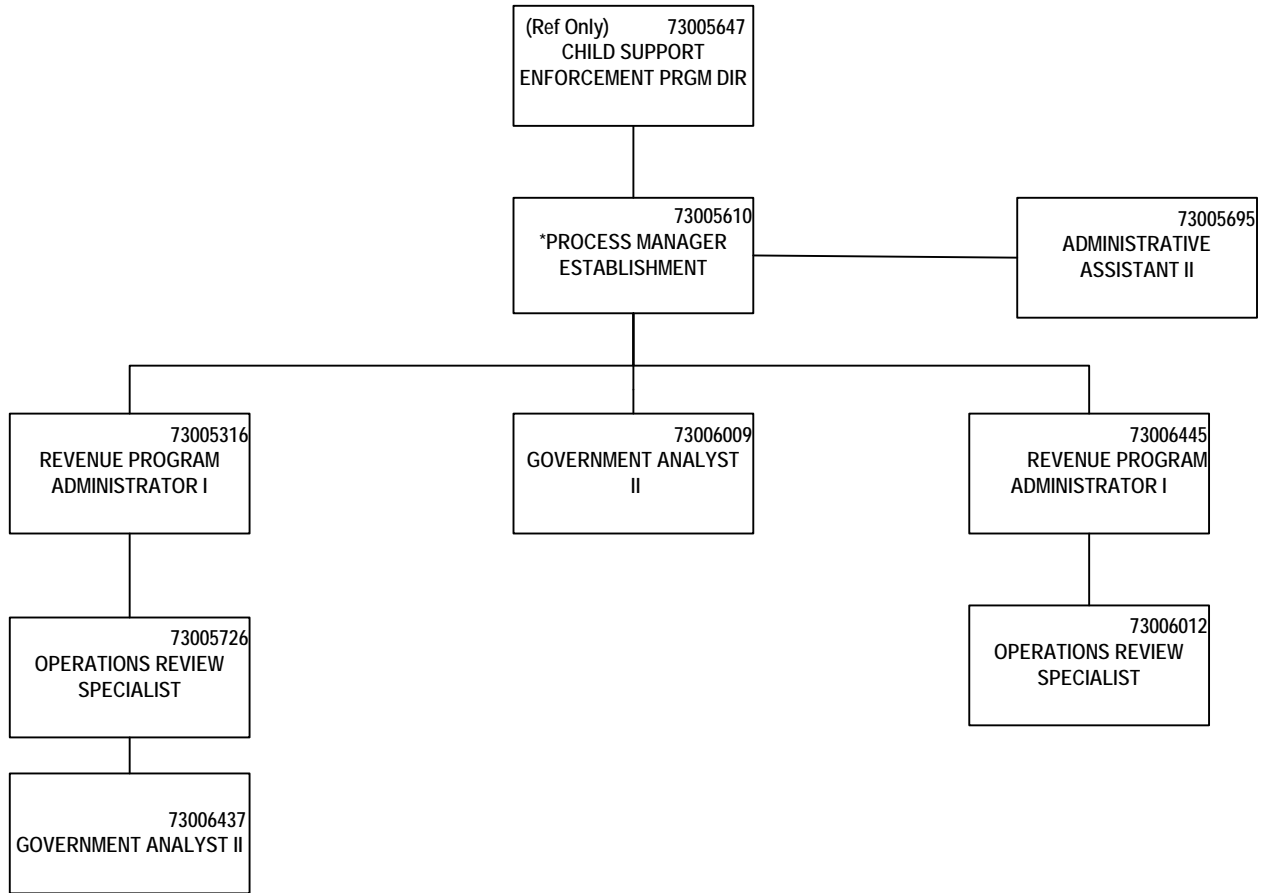
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 FOR CAMS

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 SPECIALIST

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 SPECIALIST

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 Government Analyst II

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 SPECIALIST

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73005784
 OPERATIONS REVIEW
 SPECIALIST

73006055
 OPERATIONS REVIEW
 SPECIALIST

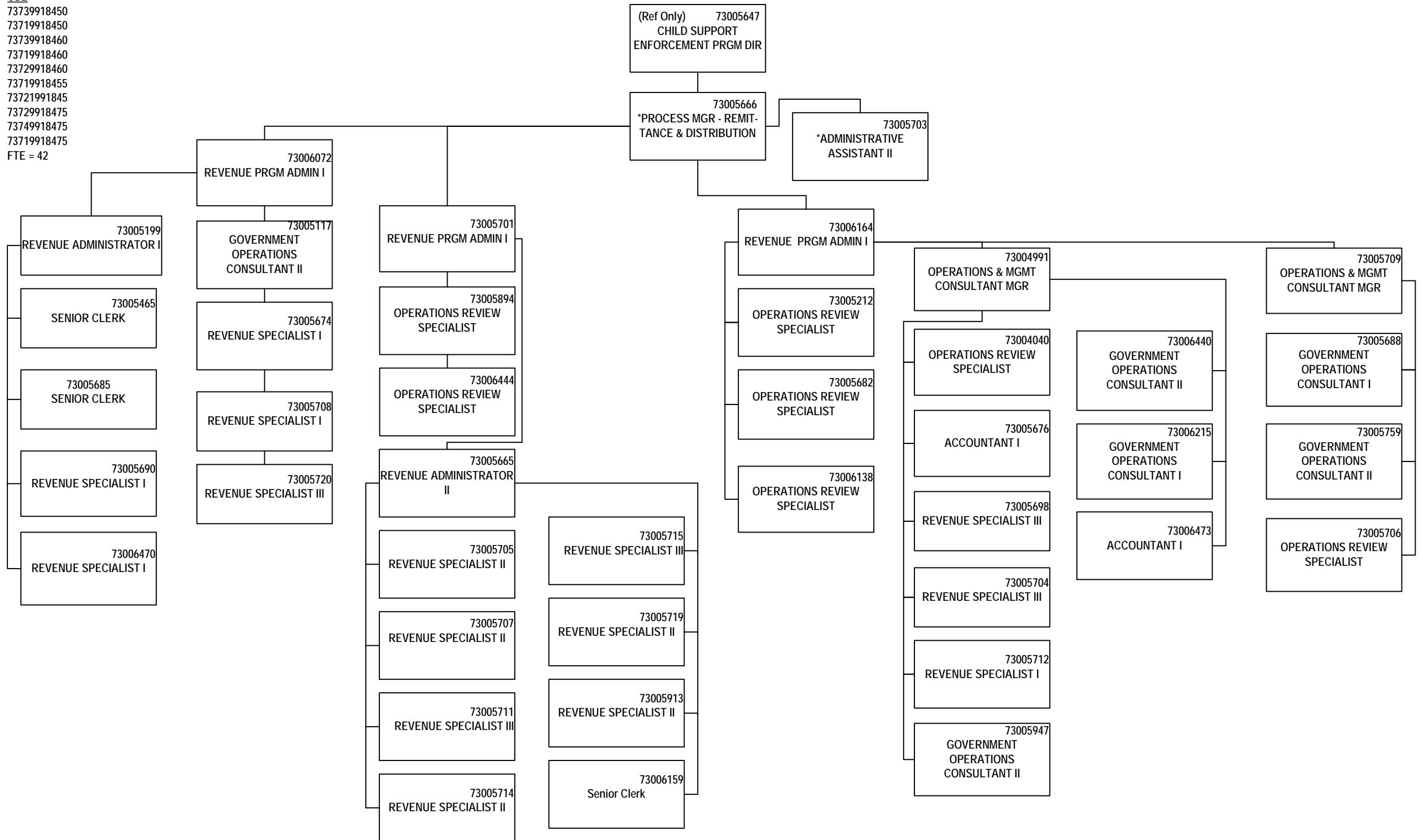
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 SPECIALIST

73006441
 OPERATIONS REVIEW
 SPECIALIST

73006478
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 SPECIALIST

CSE

73739918450
73719918450
73739918460
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73729918460
73719918455
73721991845
73729918475
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FTE = 42



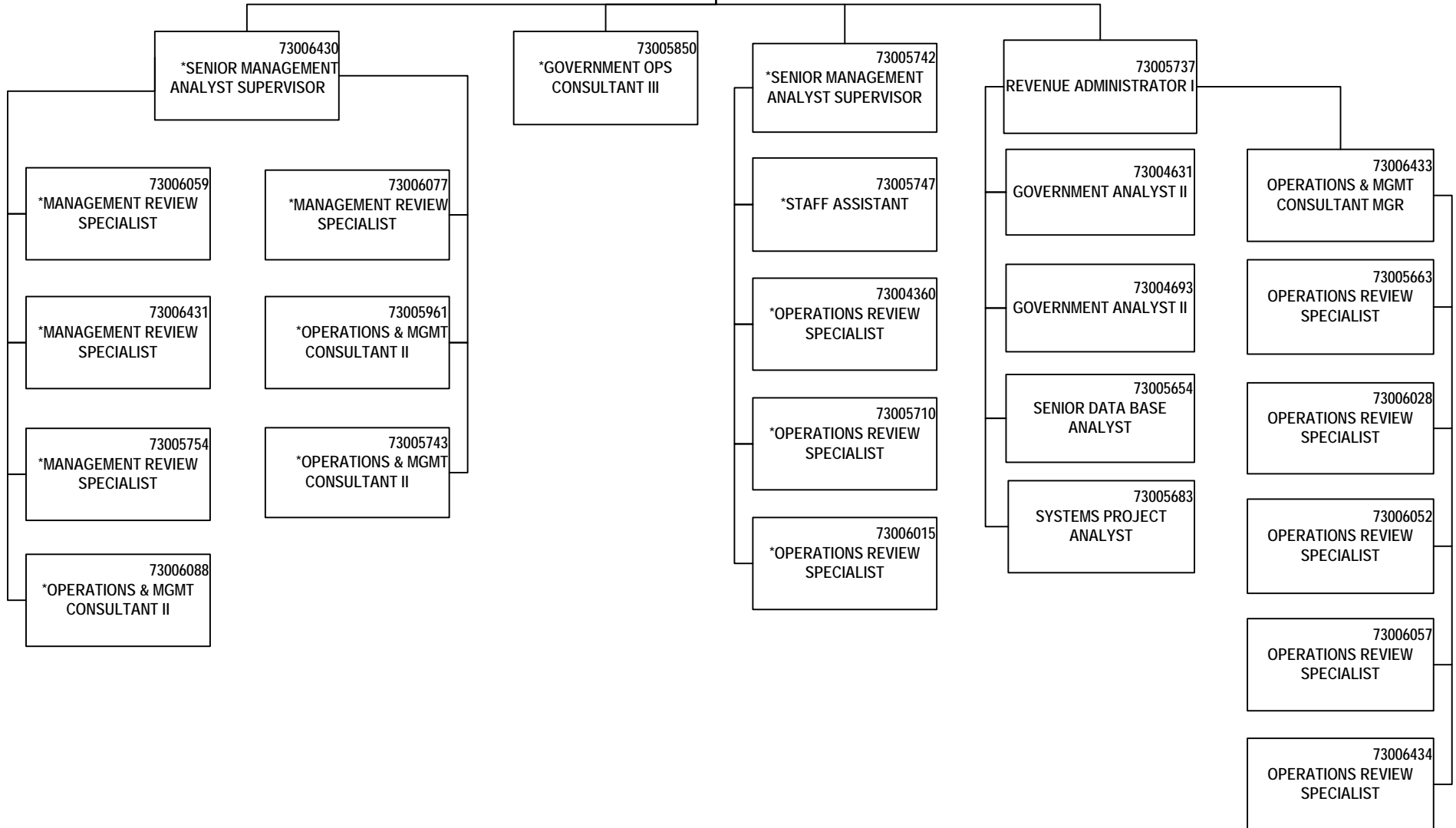
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FTE = 27

(Ref Only) 73005647
CHILD SUPPORT
ENFORCEMENT PRGM DIR

73004455
RESOURCE MGMT
PROCESS MANAGER

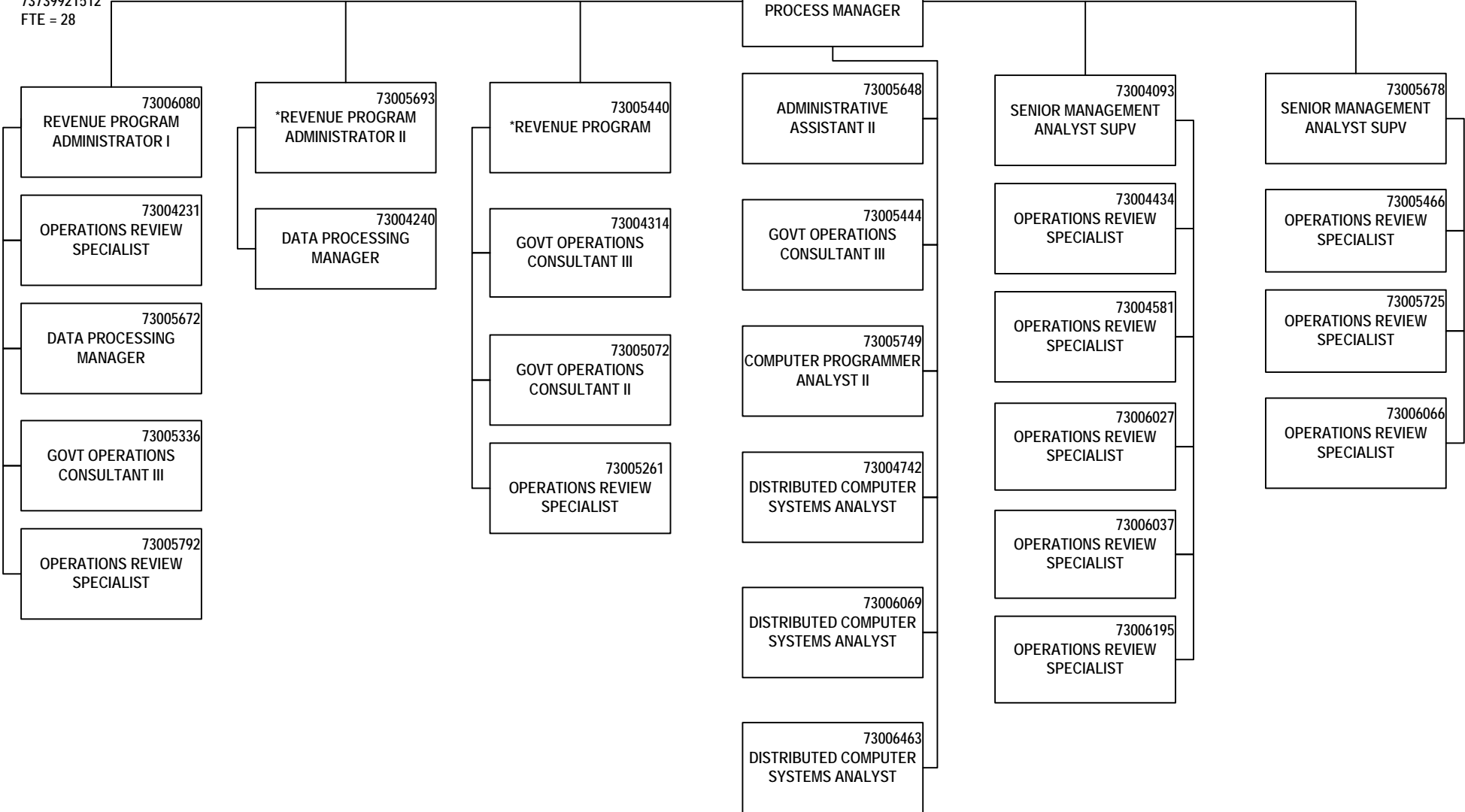
73006054
ADMINISTRATIVE
ASSISTANT II



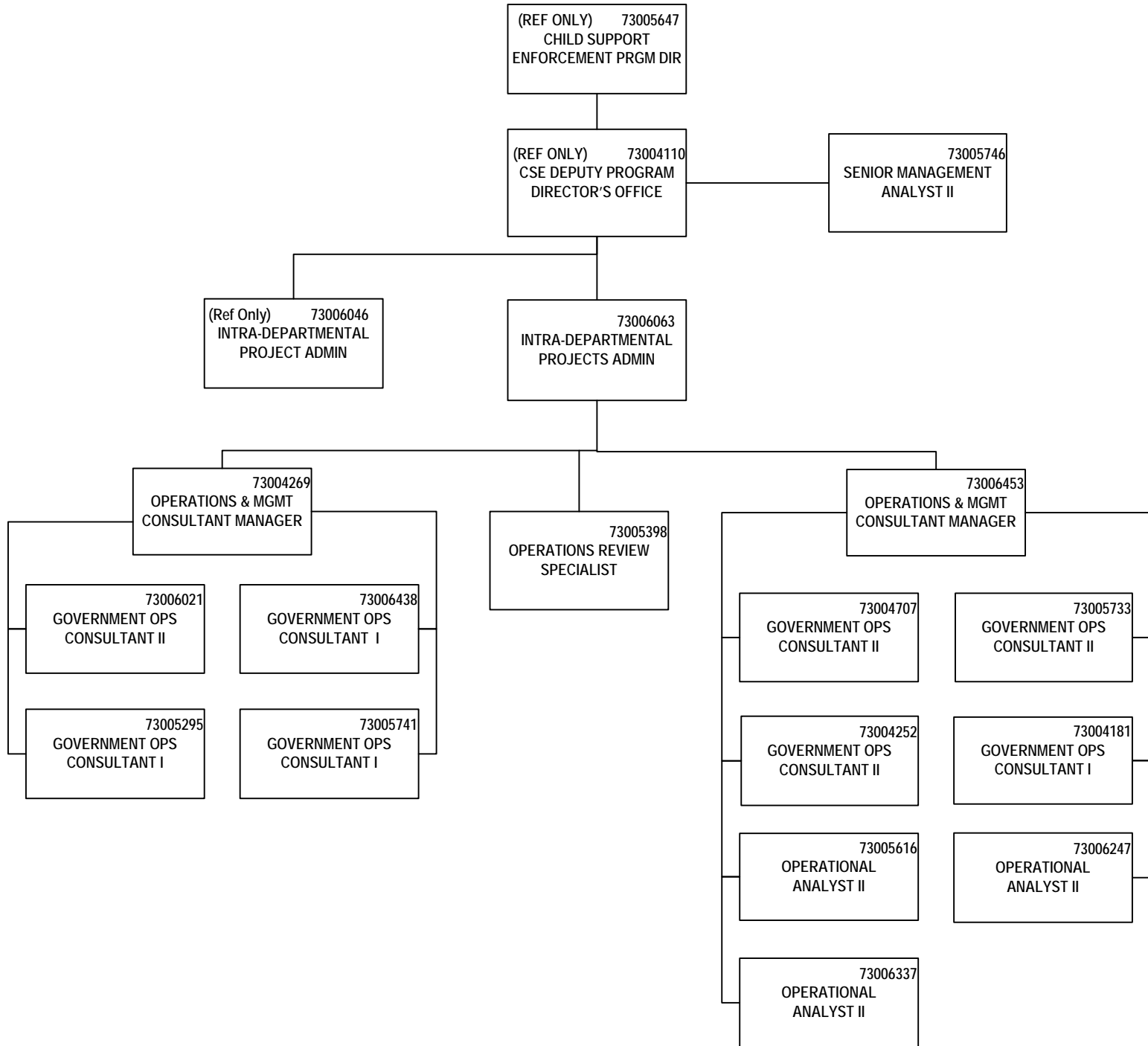
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 73739919482
 73749921513
 73749921512
 73739921512
 FTE = 28

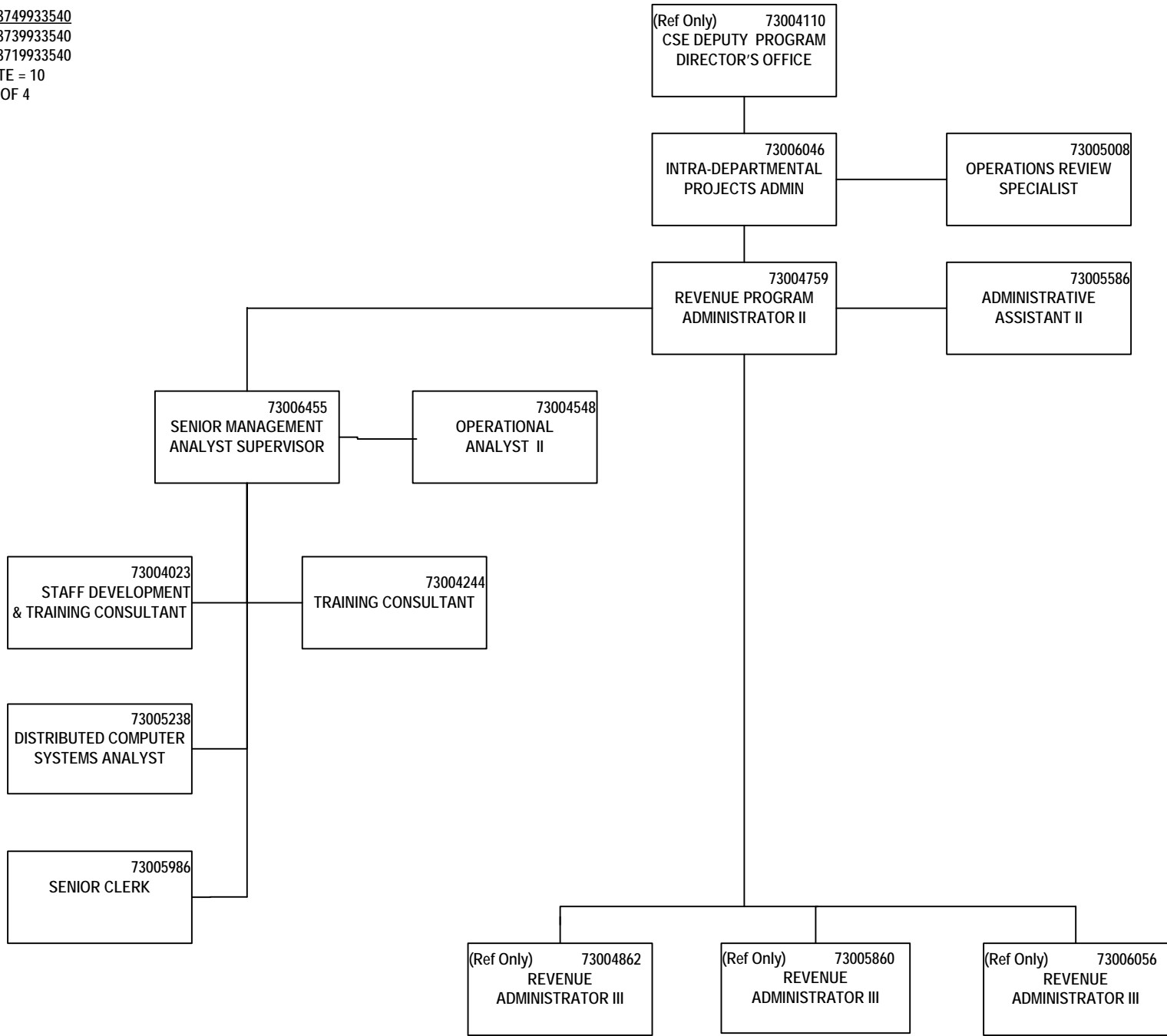
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 CHILD SUPPORT
 ENFORCEMENT PRGM DIR

73005999
 SYSTEM SUPPORT
 PROCESS MANAGER



CSE
73739914340
73719914340
FTE = 15





(Ref Only) 73004759
REVENUE PROGRAM
ADMINISTRATOR II

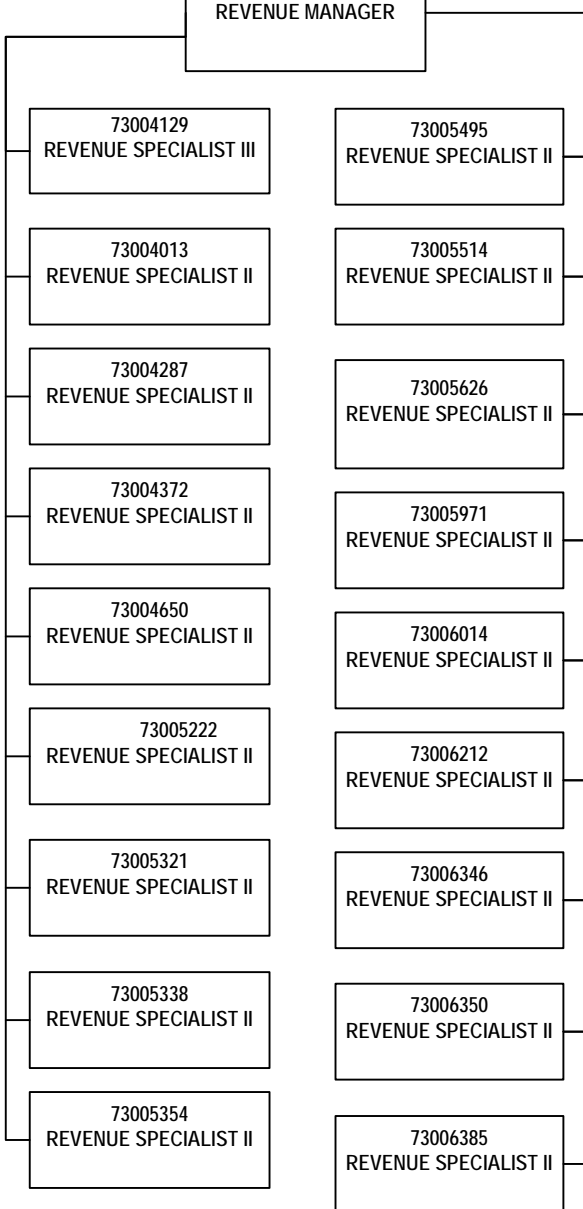
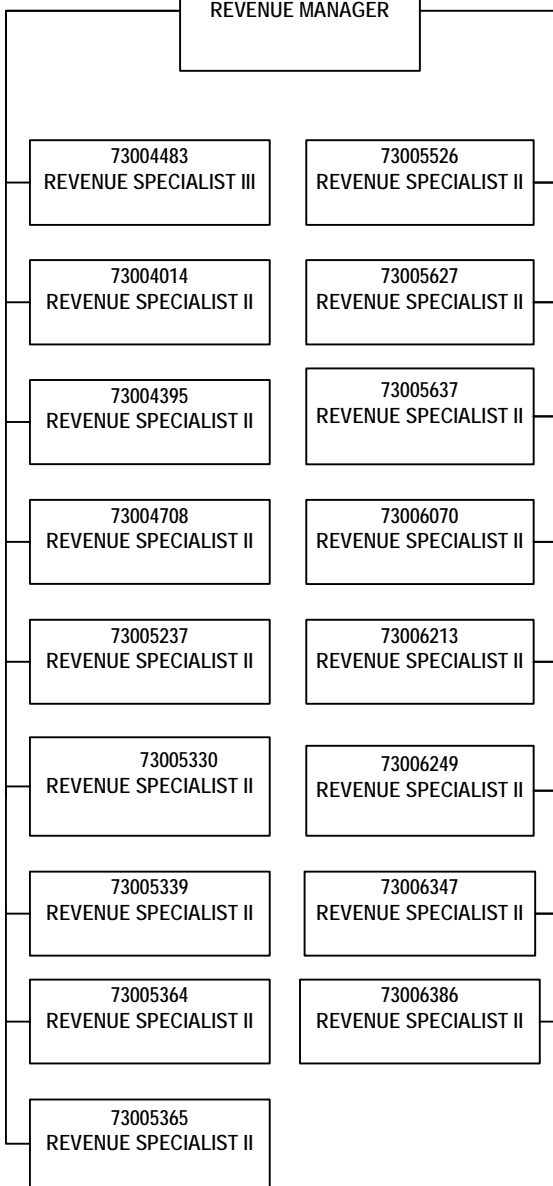
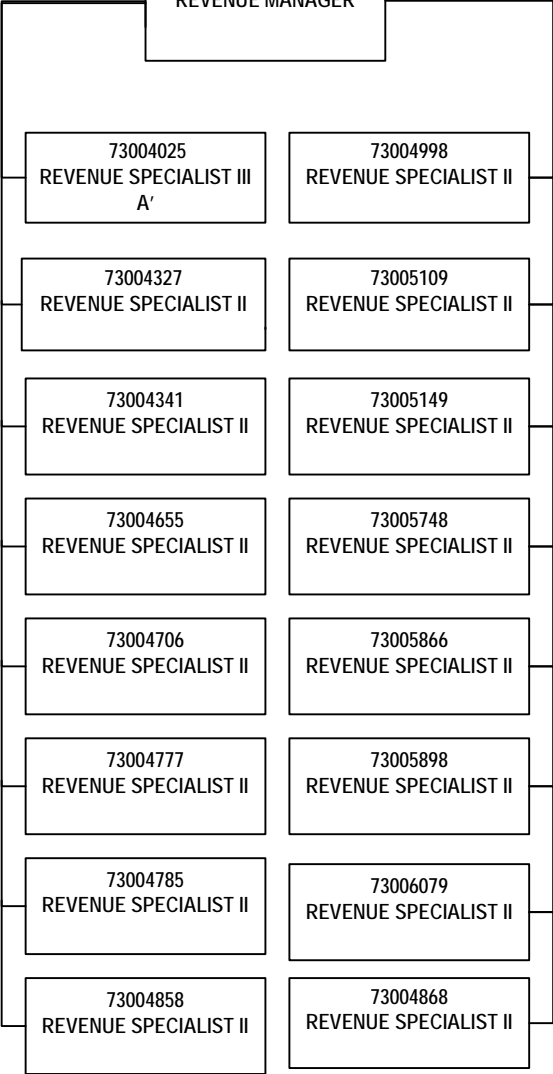
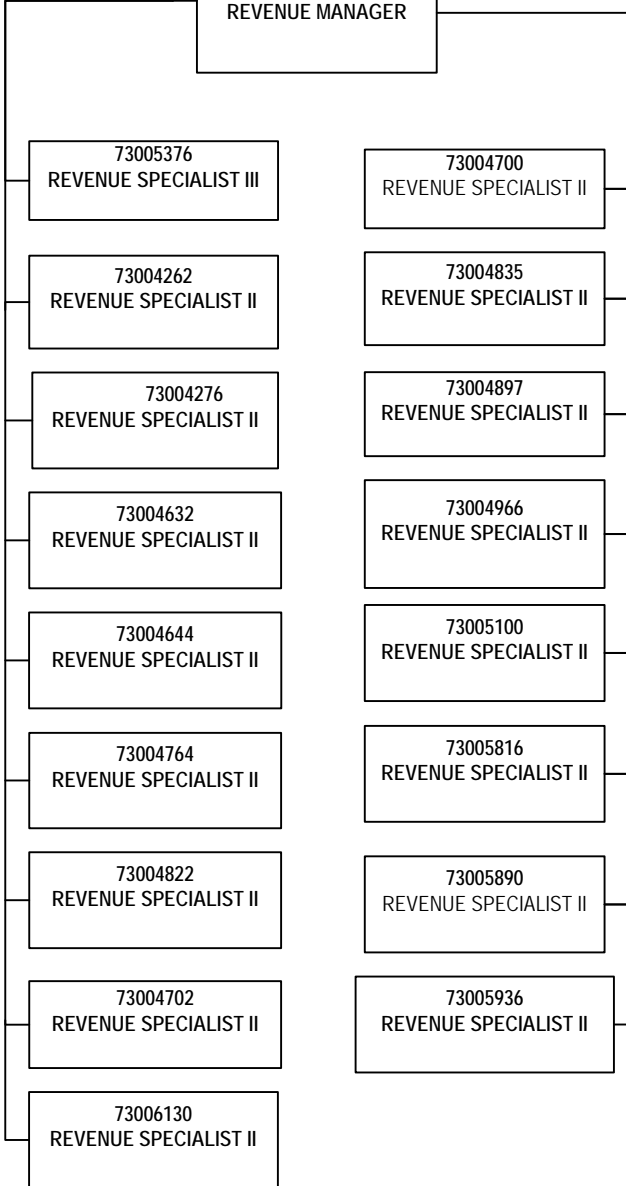
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REVENUE ADMINISTRATOR
III

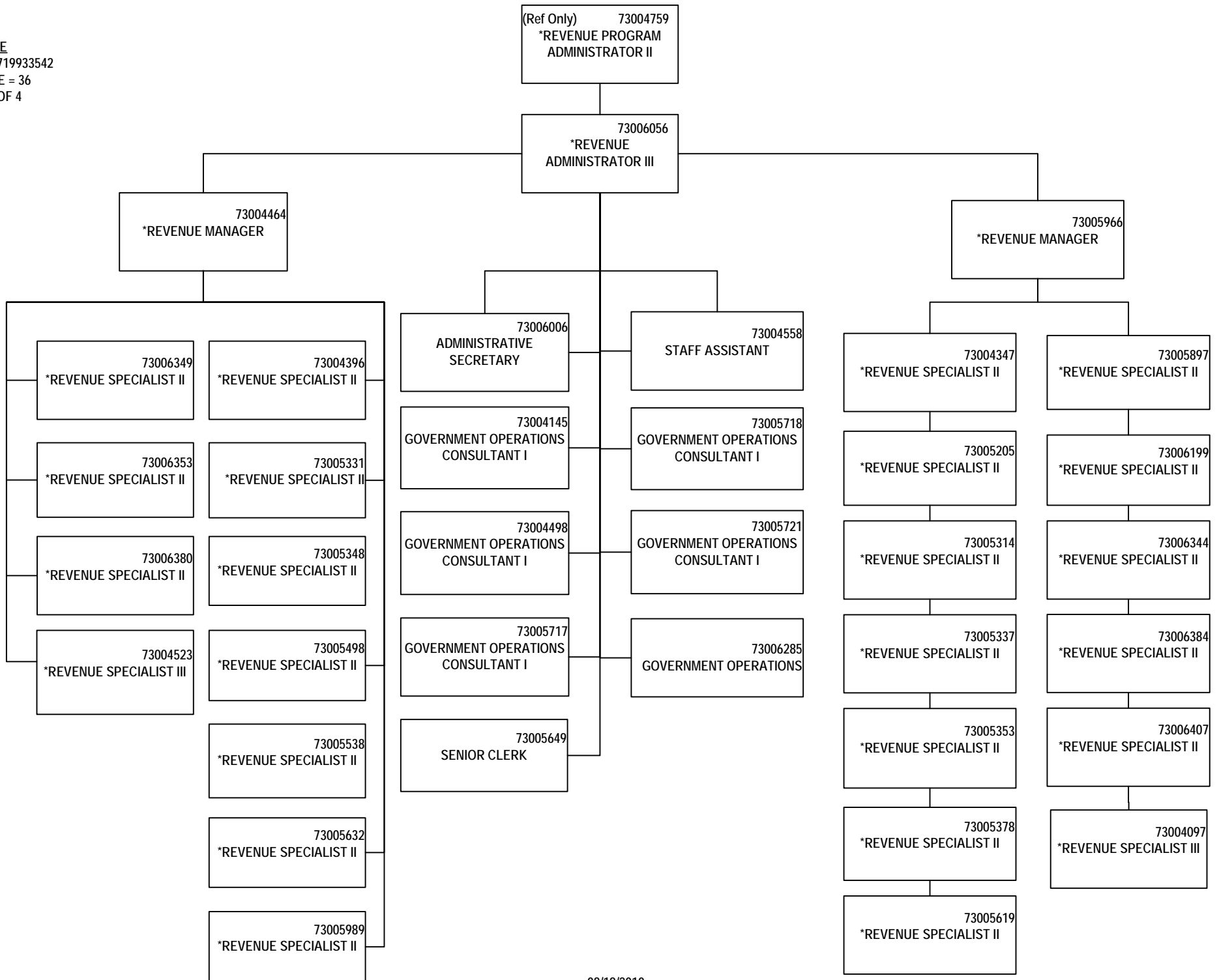
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REVENUE MANAGER

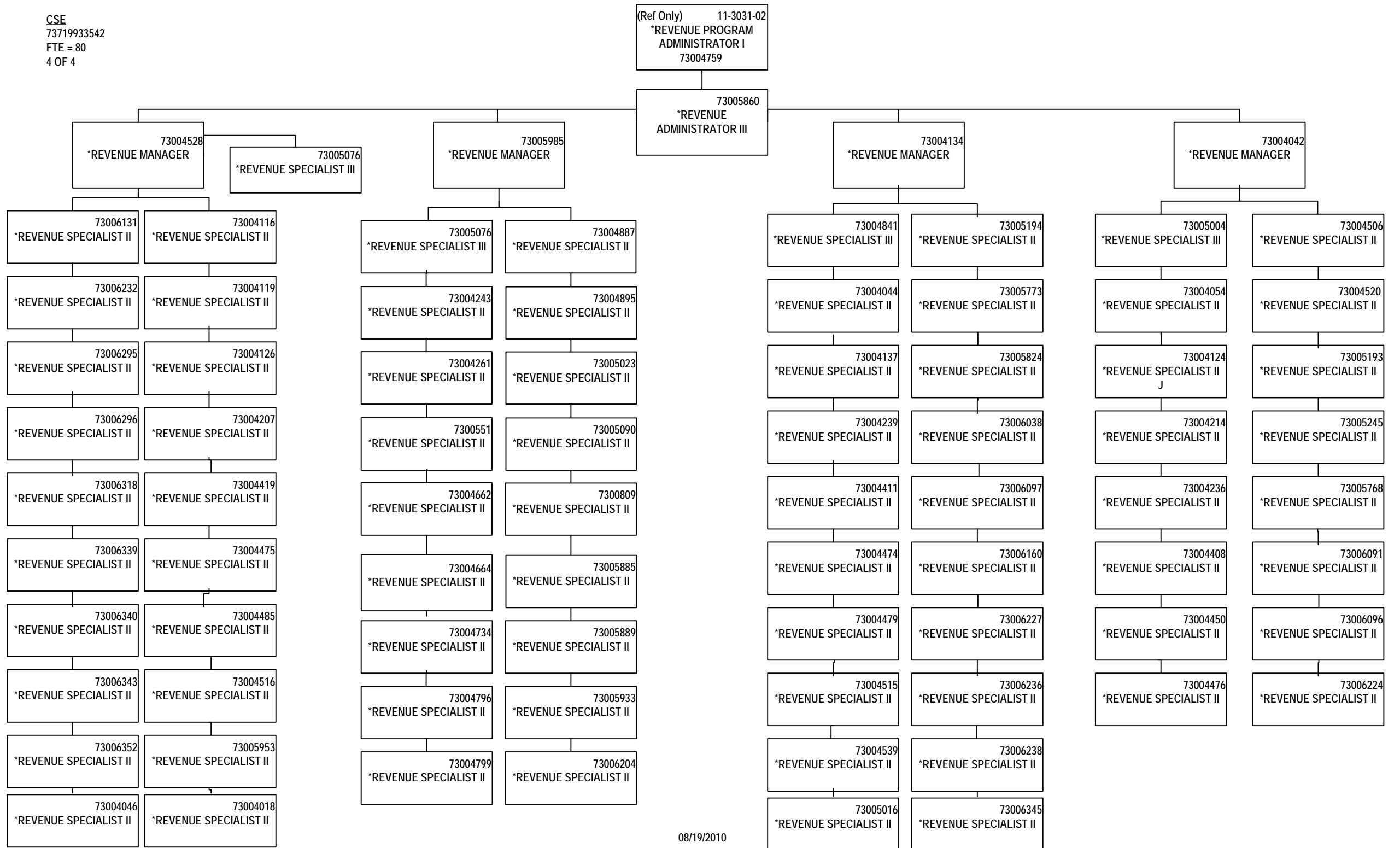
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REVENUE MANAGER

73005432
REVENUE MANAGER

73005609
REVENUE MANAGER

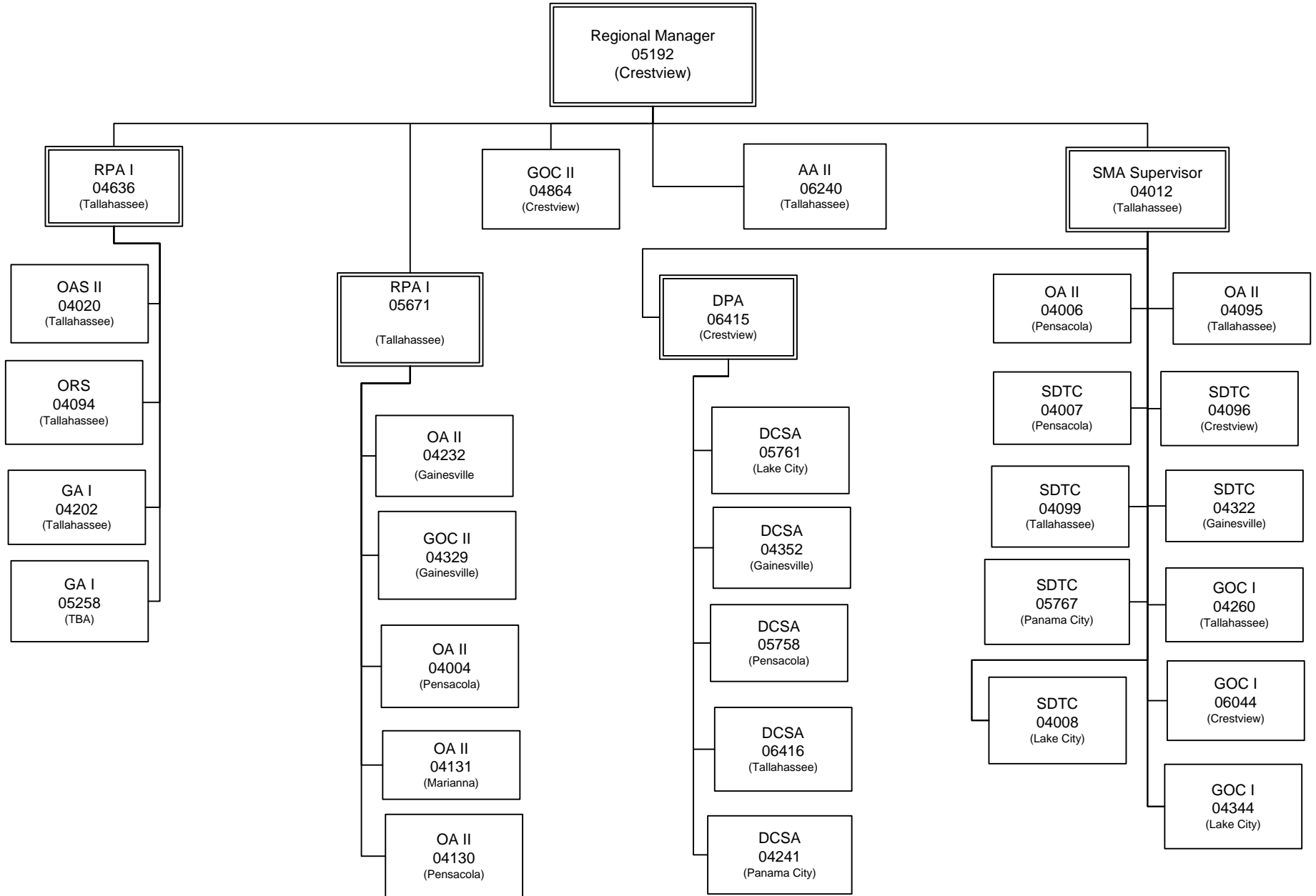




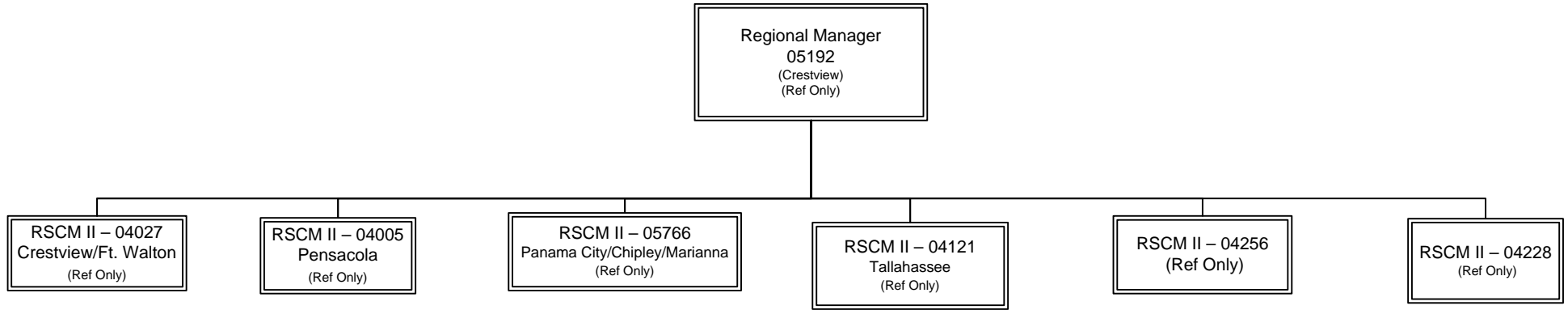


Org Code:
73739951153
FTE=32

Child Support Enforcement Region 1 - Administration



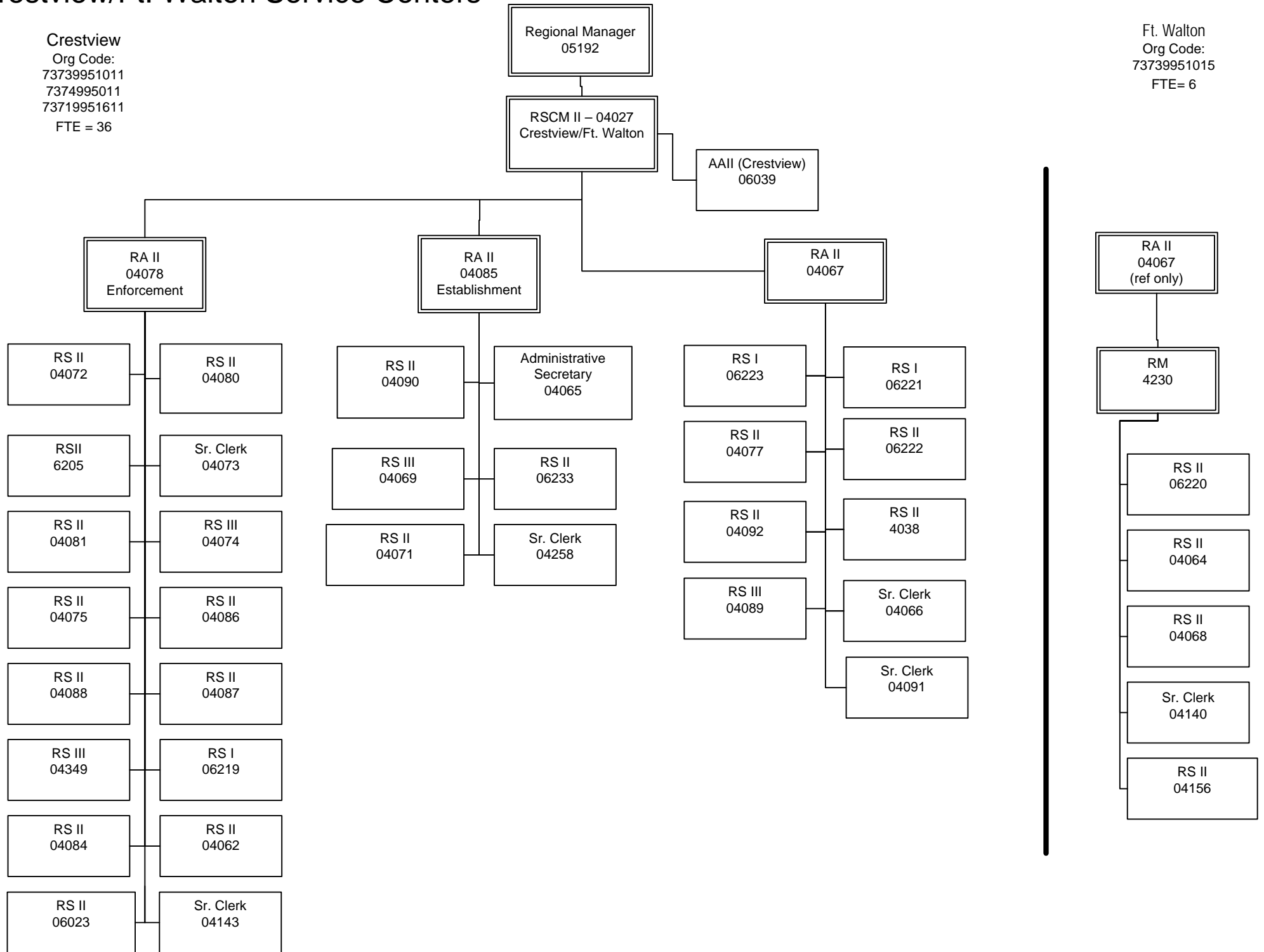
Region 1 - Service Centers



Crestview/Ft. Walton Service Centers

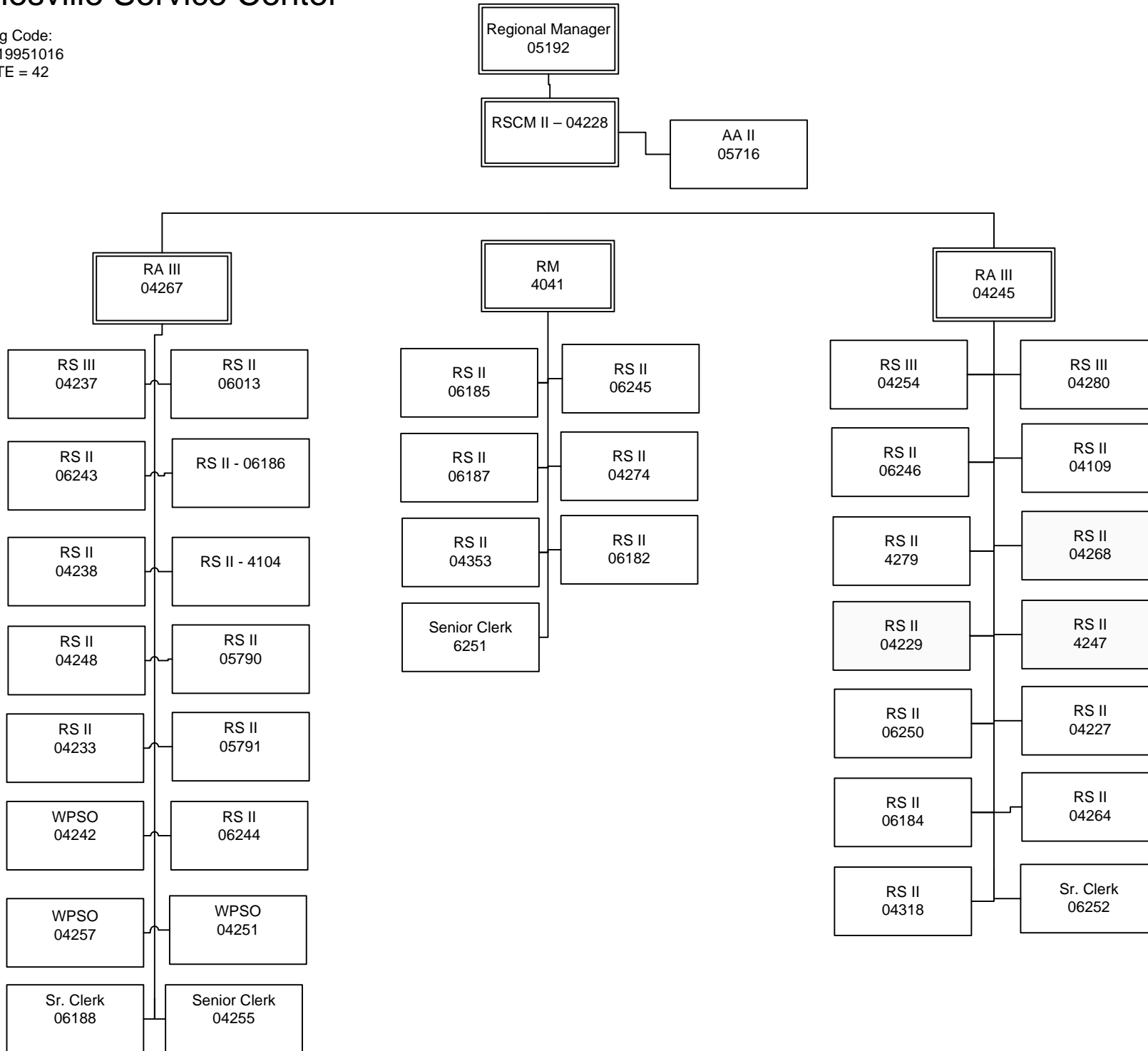
Crestview
 Org Code:
 73739951011
 7374995011
 73719951611
 FTE = 36

Ft. Walton
 Org Code:
 73739951015
 FTE= 6



Gainesville Service Center

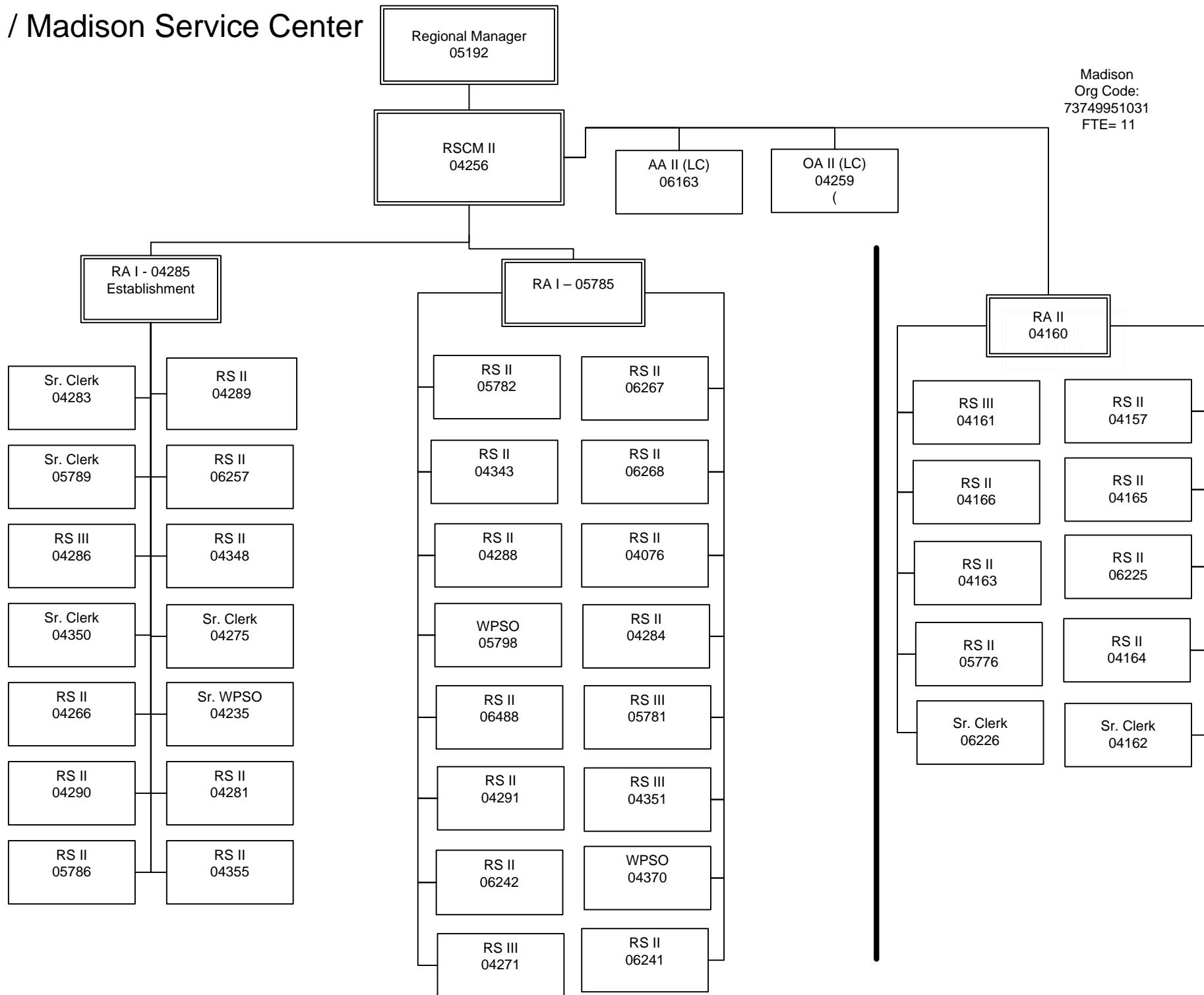
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FTE = 42



Lake City / Madison Service Center

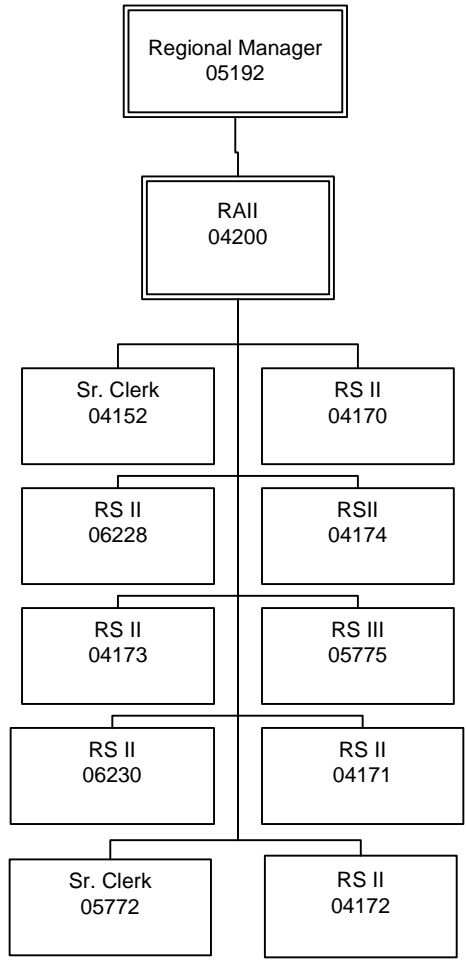
Lake City
 Org Code:
 73719951028
 73729951028
 FTE=35

Madison
 Org Code:
 73749951031
 FTE= 11



Marianna Service Site

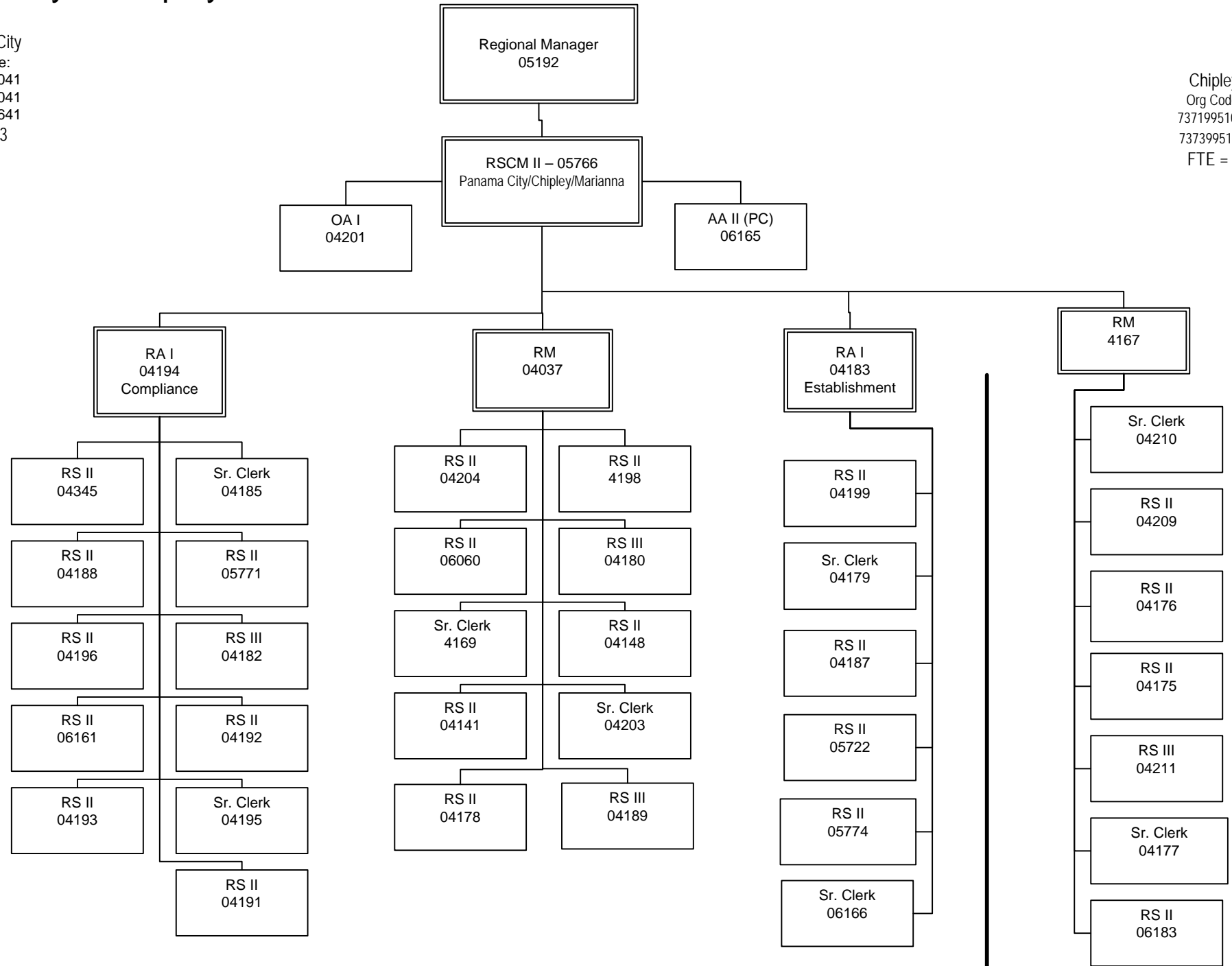
Org Code:
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Fte=11



Panama City / Chipley Service Sites

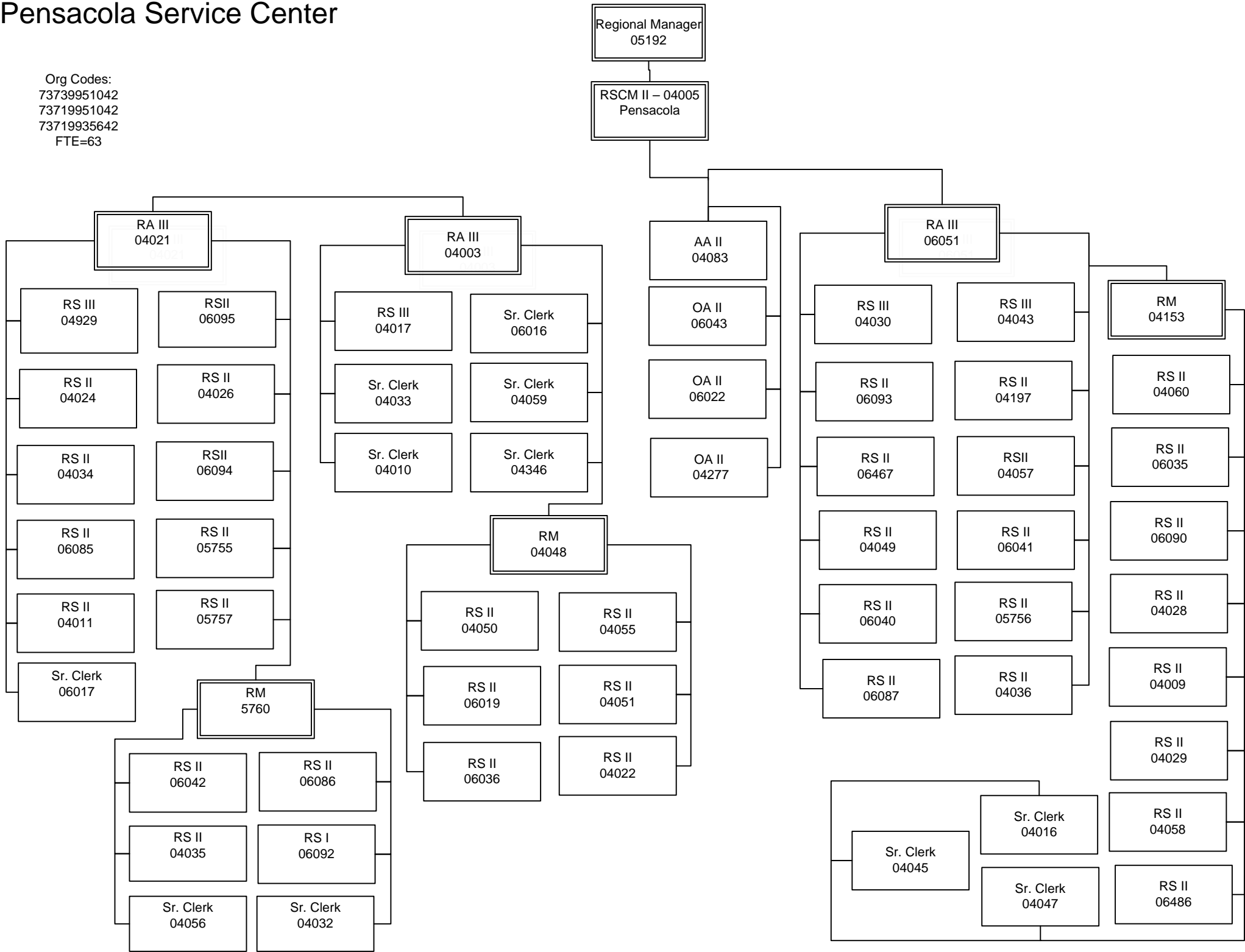
Panama City
 Org Code:
 73719951041
 73739951041
 73719935641
 FTE = 33

Chipley
 Org Code:
 73719951006
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 FTE = 8



Pensacola Service Center

Org Codes:
 73739951042
 73719951042
 73719935642
 FTE=63

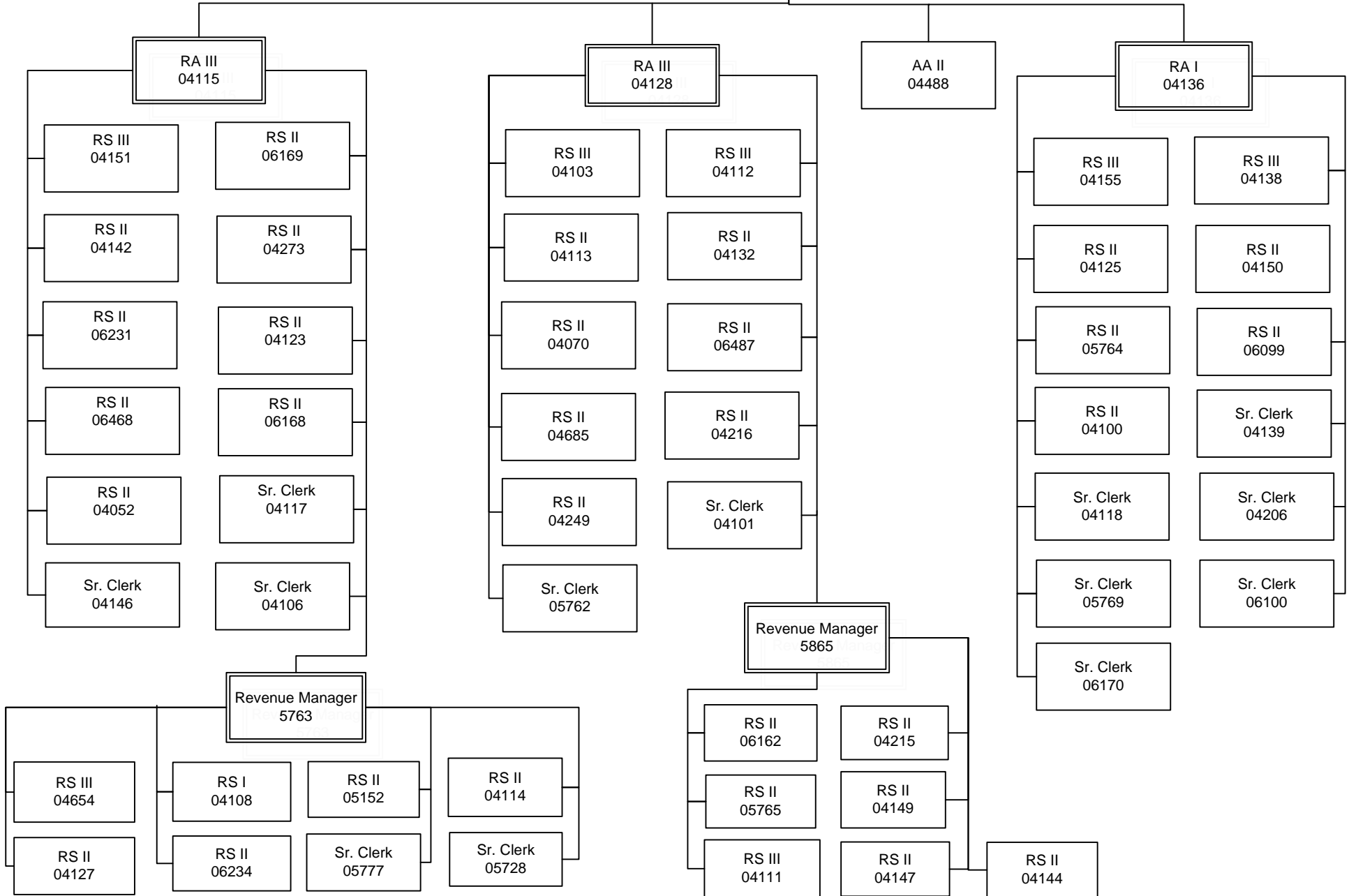


Tallahassee Service Center

Org Code:
73719951053
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FTE= 58

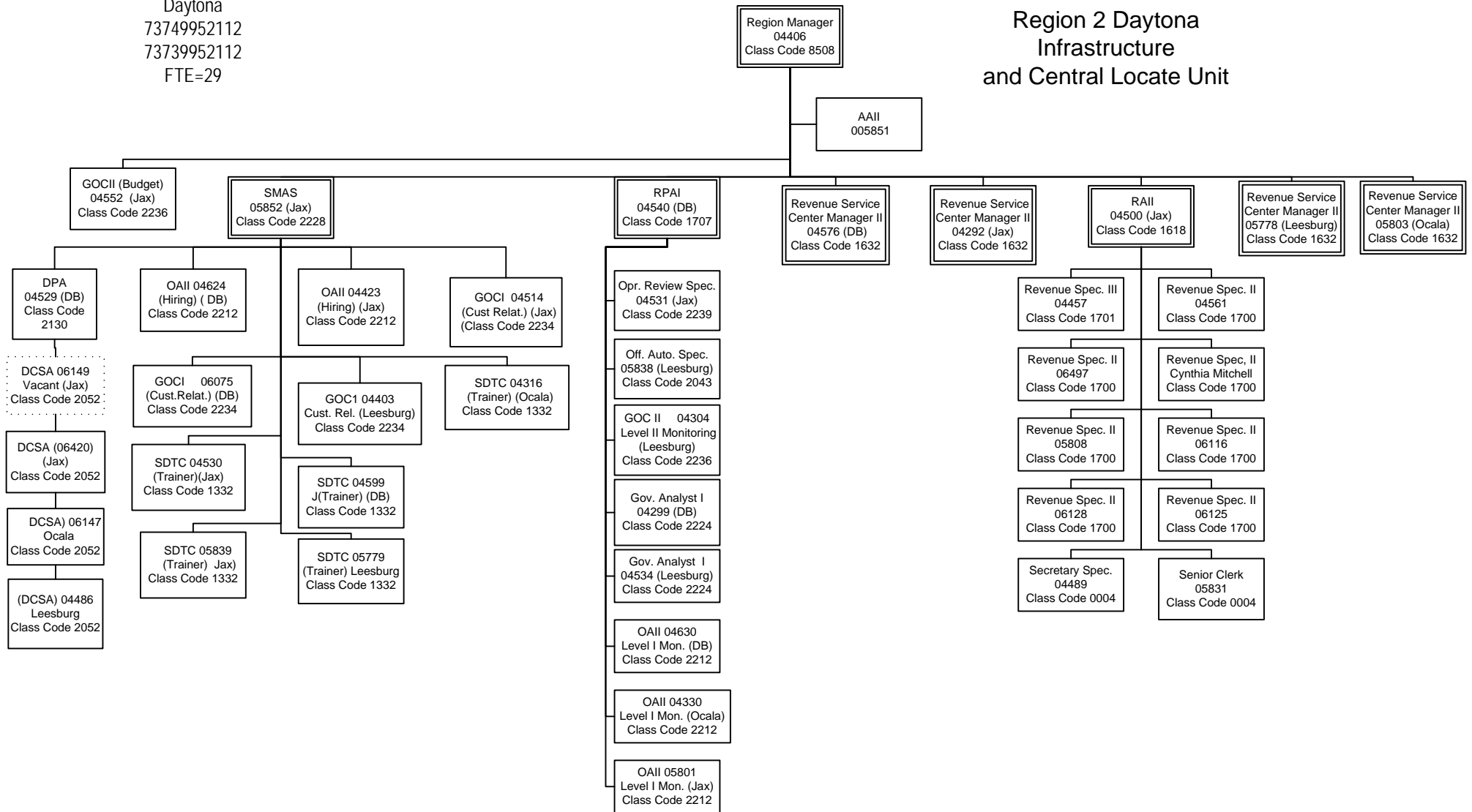
Regional Manager
05192

RSCM II - 04121
Tallahassee



Daytona
73749952112
73739952112
FTE=29

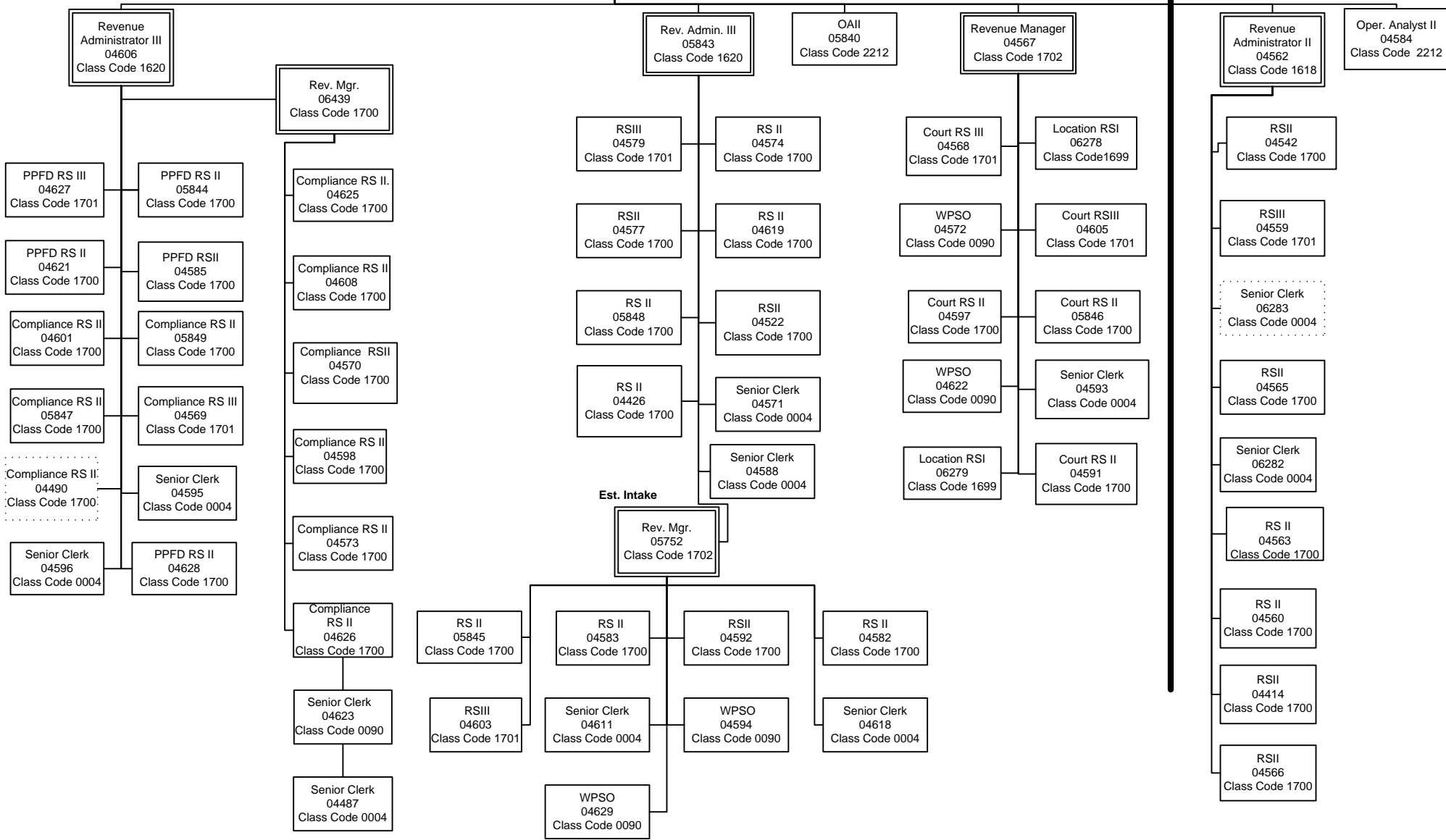
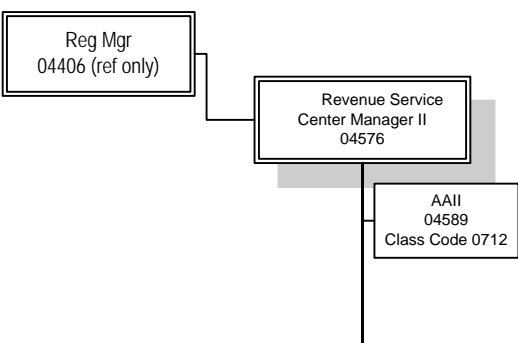
Region 2 Daytona Infrastructure and Central Locate Unit



Daytona
Org. 73719952012
73729952012
FTE=57

St. Augustine
Org. 73719952052
FTE=10

Region 2 Daytona/St Augustine

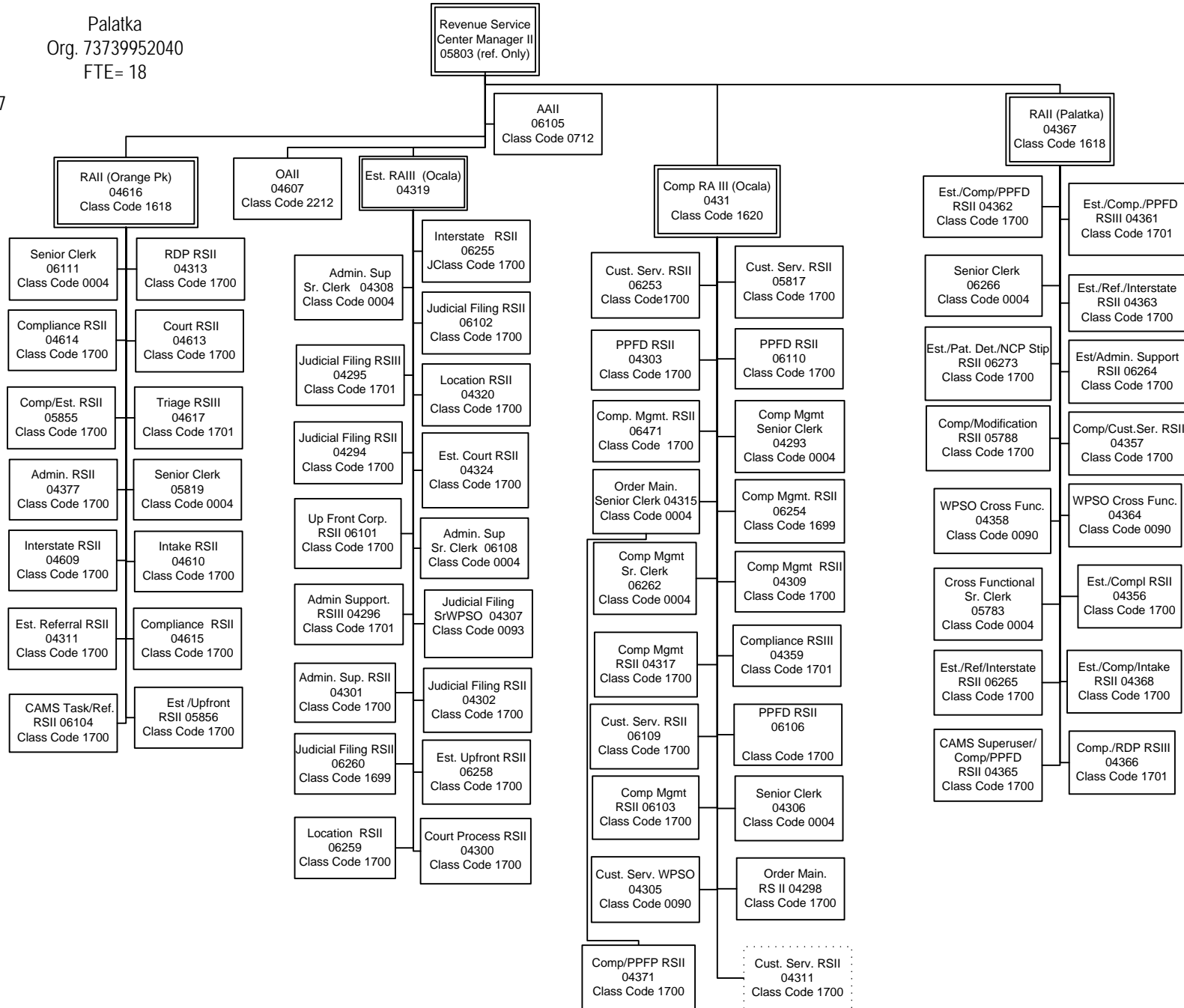


Orange Park
Org 73719952017
73749952017
FTE=15

Ocala
Org 73719952037
73739952037
FTE=40

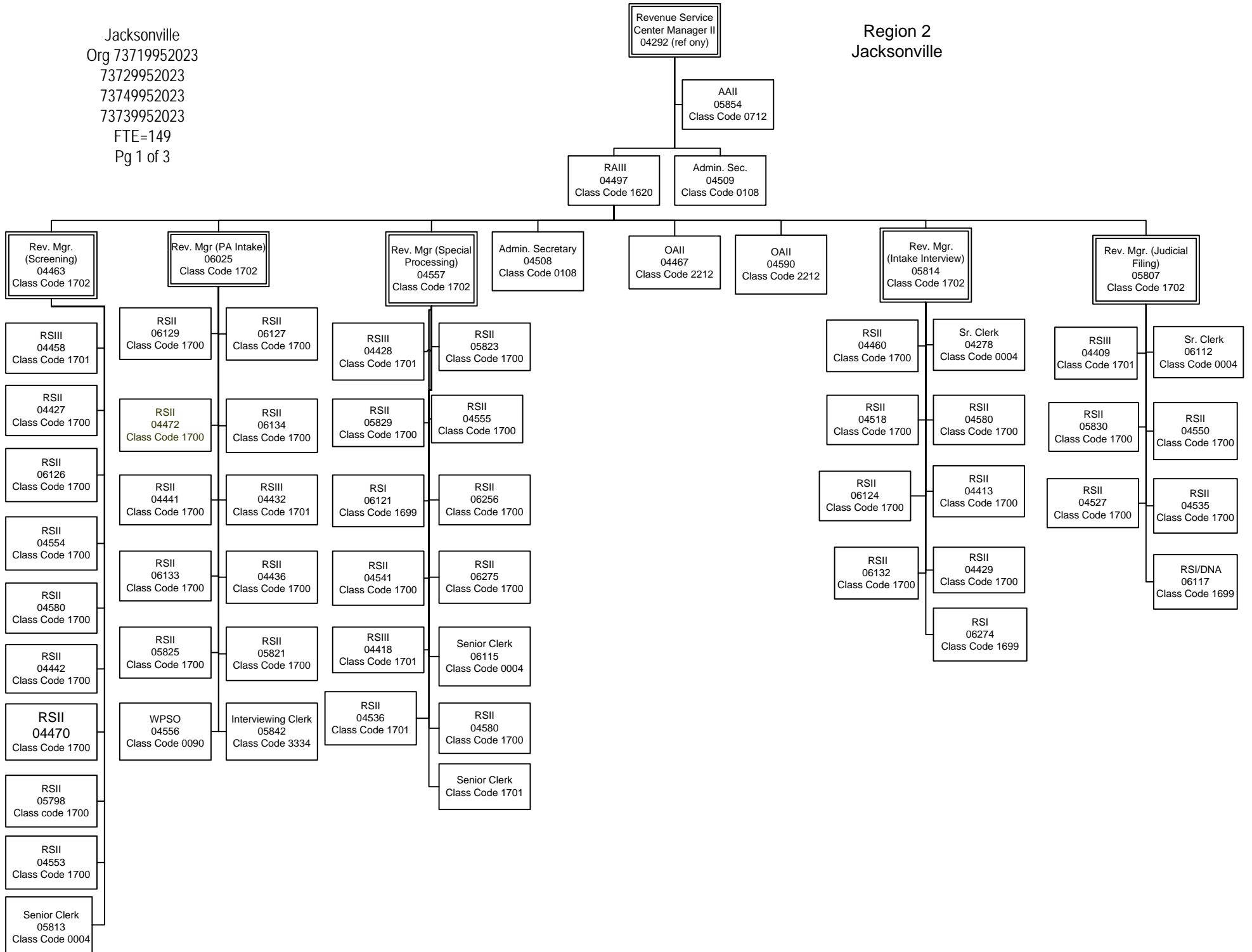
Palatka
Org. 73739952040
FTE= 18

Region 2 Ocala, Orange Park & Palatka



Jacksonville
 Org 73719952023
 73729952023
 73749952023
 73739952023
 FTE=149
 Pg 1 of 3

Region 2
 Jacksonville

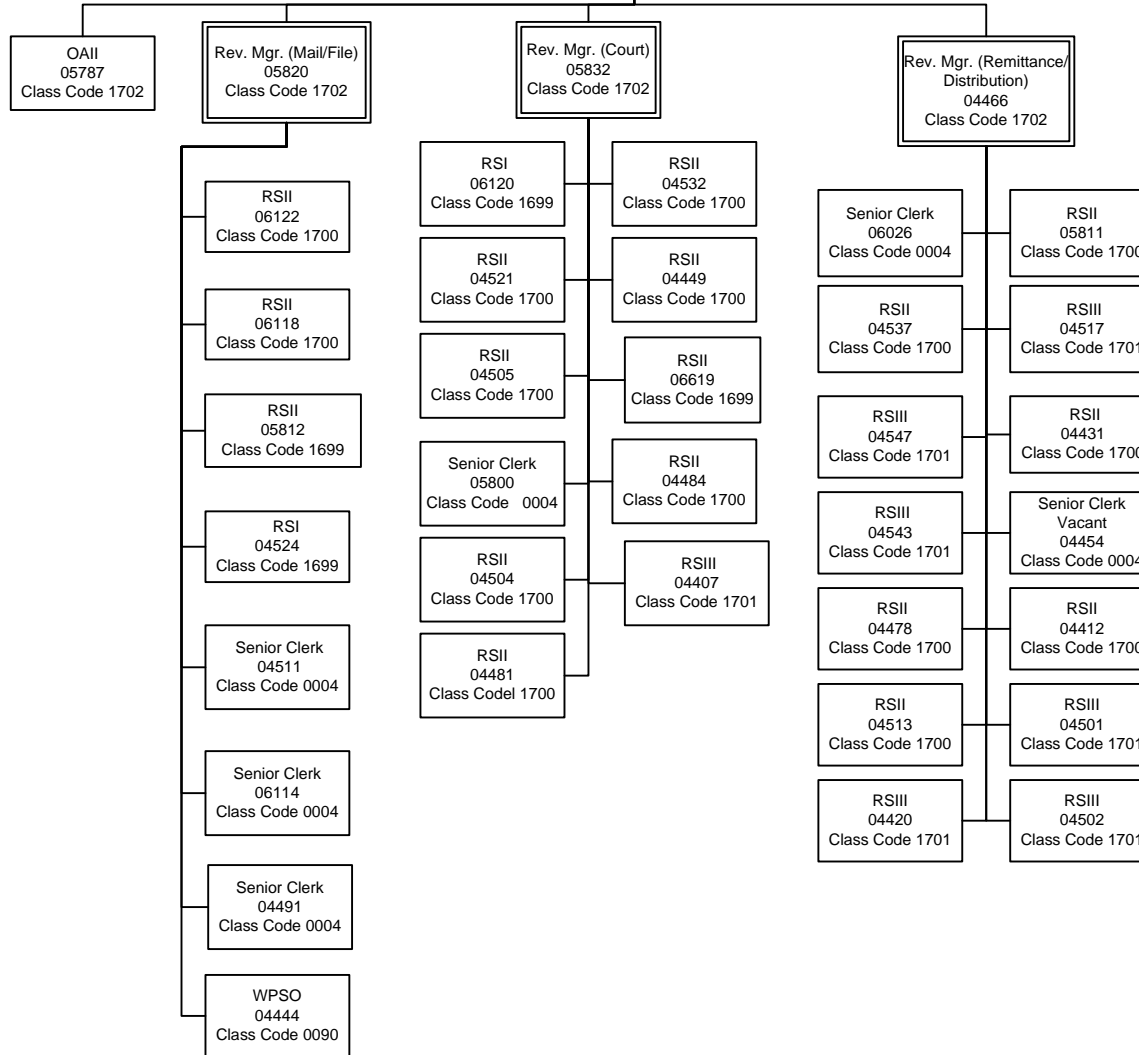


Jacksonville
 Org 73719952023
 73729952023
 73749952023
 73739952023
 FTE=149
 Pg 2 of 3

Region 2
 Jacksonville

Revenue Service
 Center Manager II
 04292 (ref only)

RAIII (Cross Functional)
 05799
 Class Code 1620

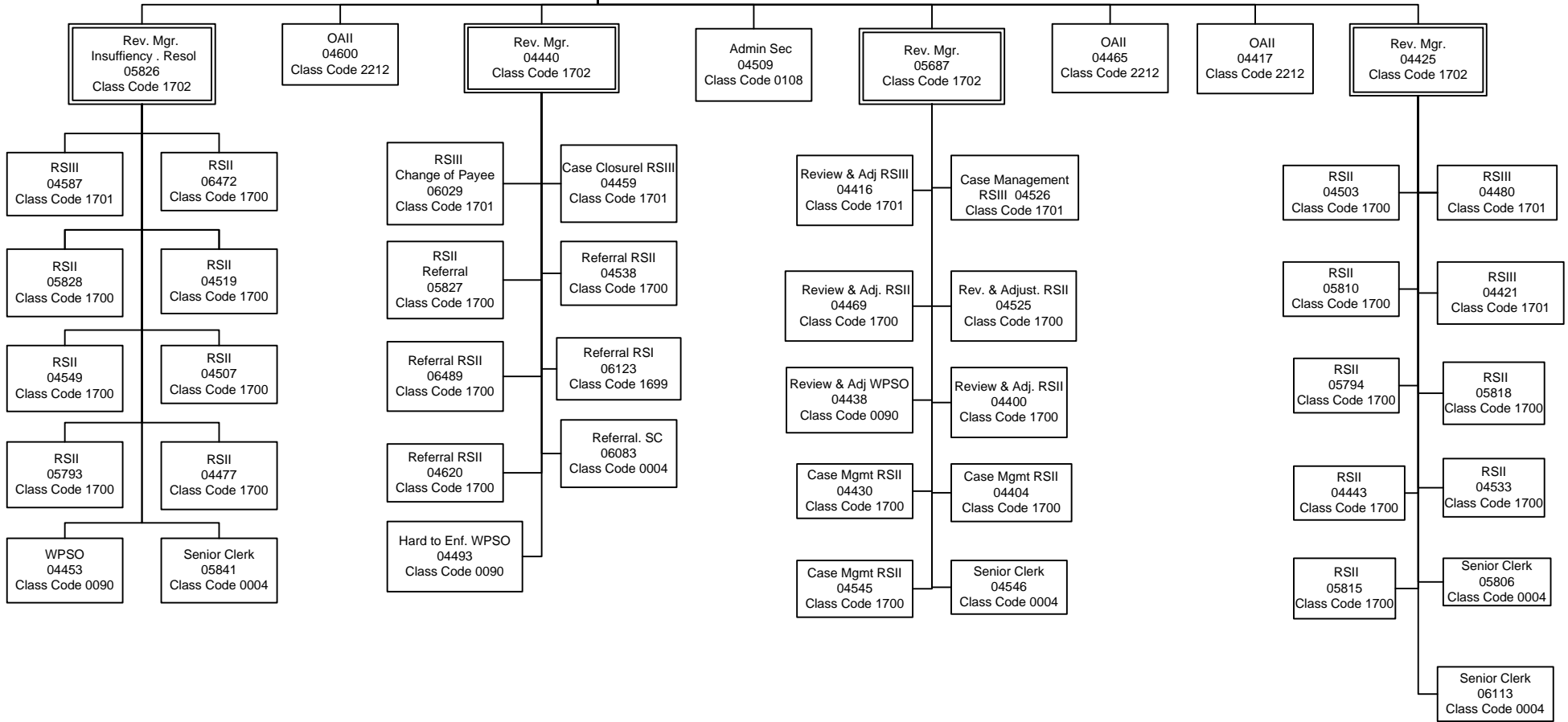


Region 2
Jacksonville

Jacksonville
Org 73719952023
73729952023
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73739952023
FTE=149
Pg 3 of 3

Service Center Manager II
04292 (ref only)

RAIII
04456
Class Code 1620

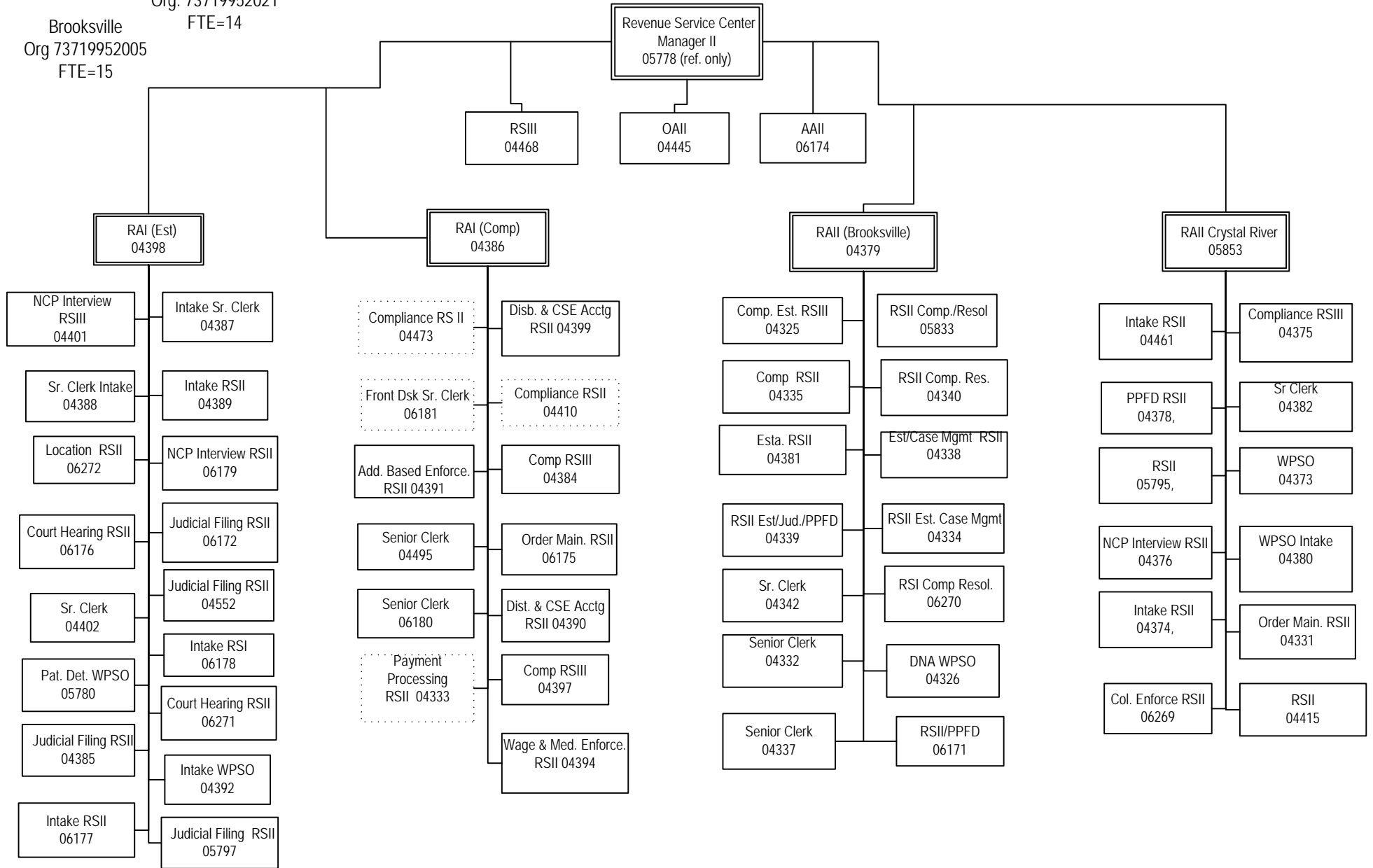


Leesburg
 Org. 73749952030
 73729952030
 FTE=36

Crystal River
 Org. 73719952021
 FTE=14

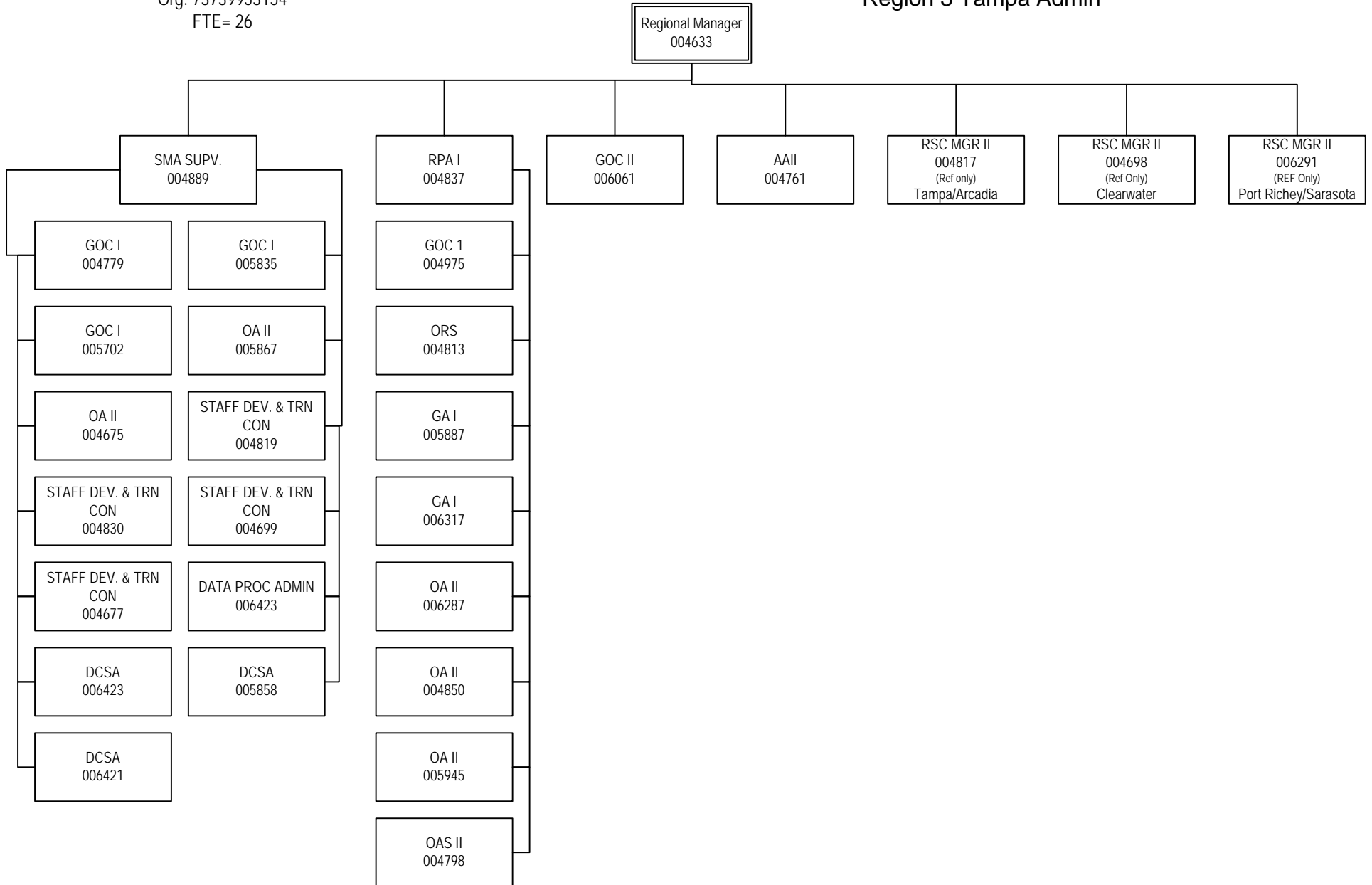
Brooksville
 Org 73719952005
 FTE=15

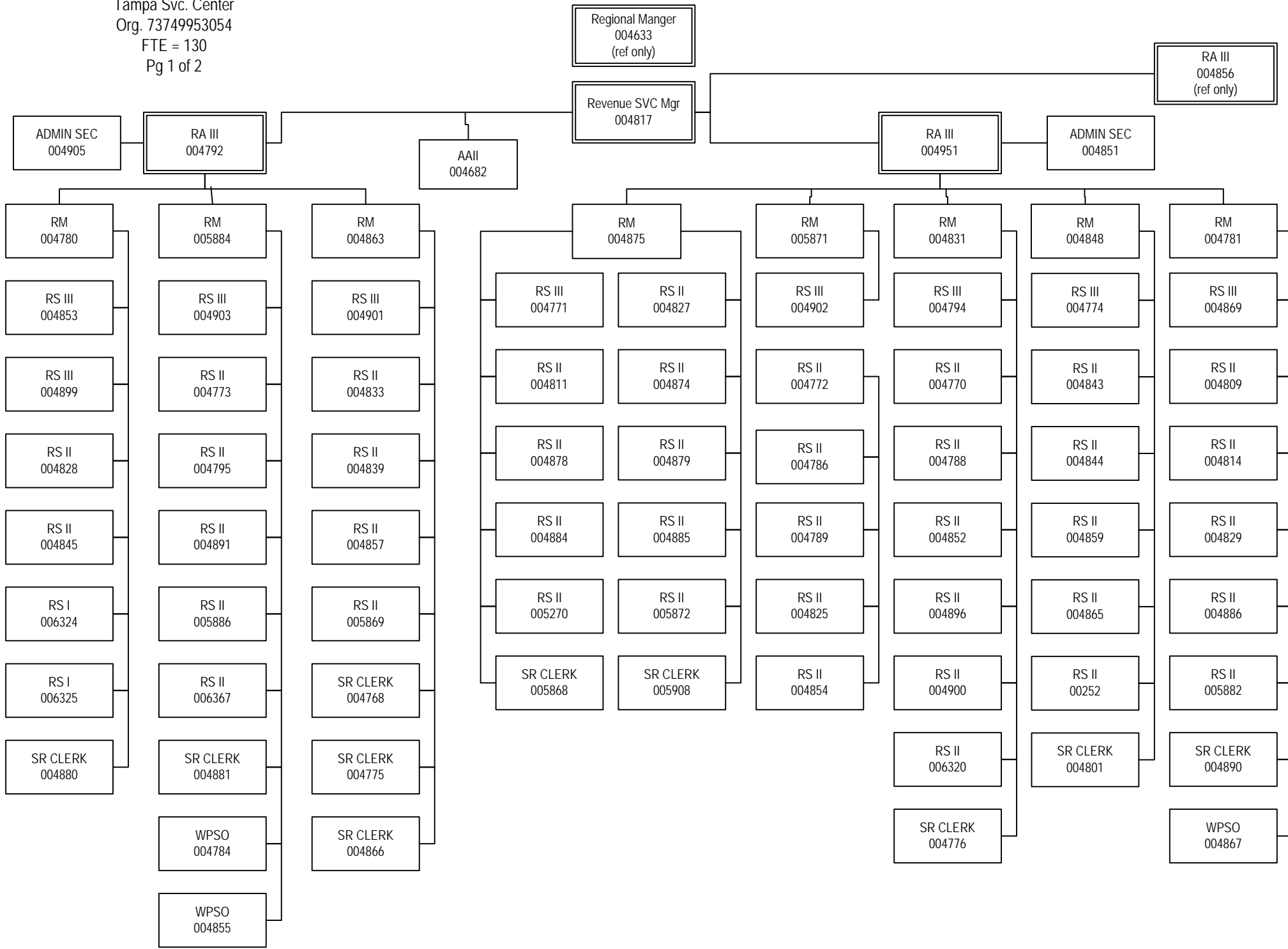
Region 2 Leesburg, Brooksville & Crystal River

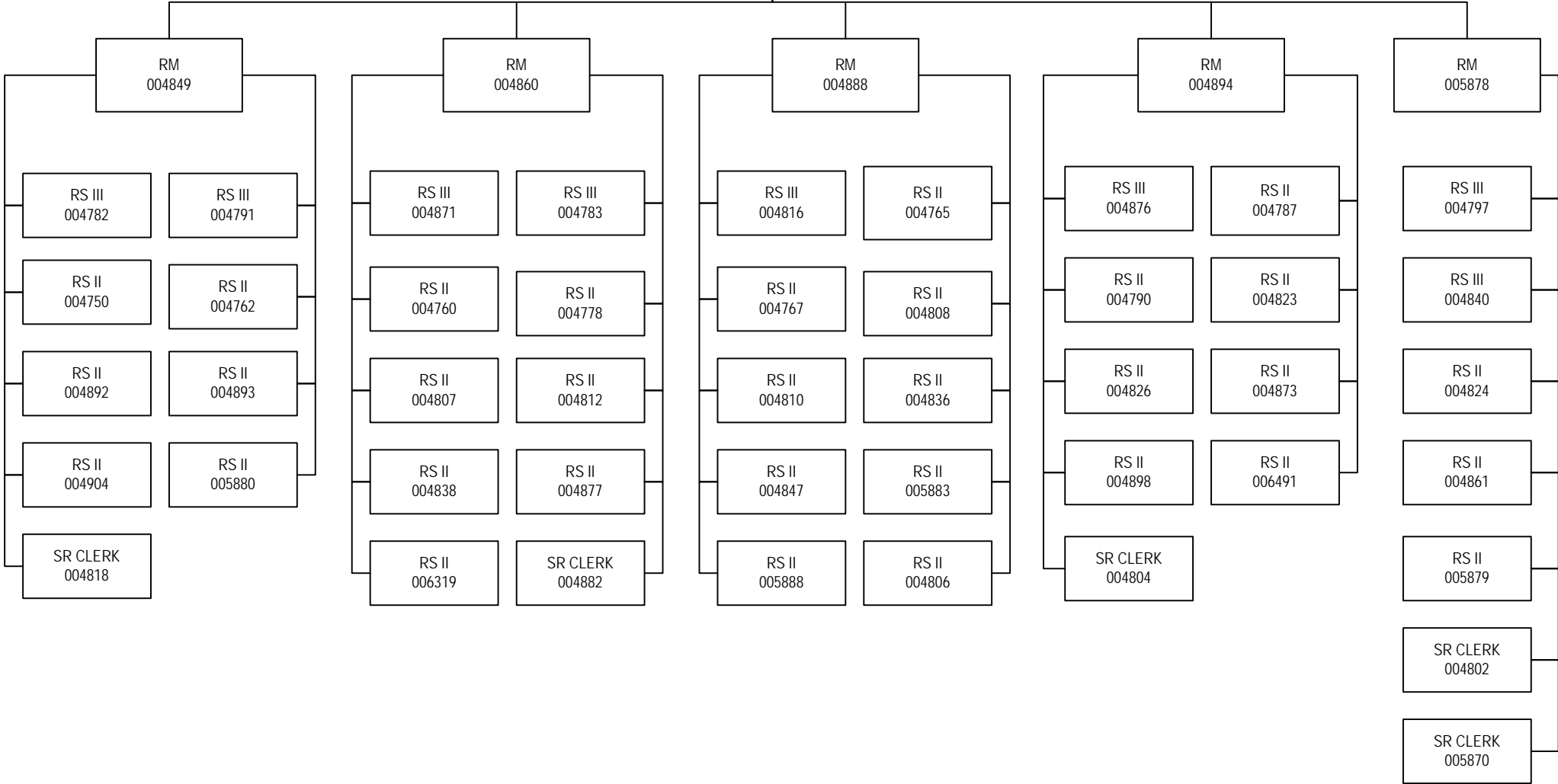
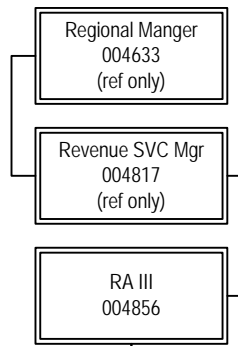


Tampa
Org. 73739953154
FTE= 26

Region 3 Tampa Admin

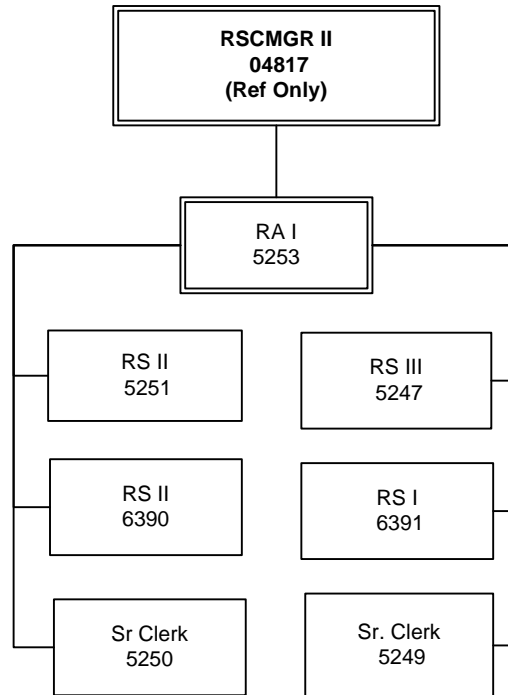






Arcadia
Org. 73729953003
FTE=7

REGION 3 ARCADIA SERVICE CENTER



Clearwater
Org 73719953007
FTE = 91

Region 3 Clearwater Svc Center

Regional Manger
004633
(ref only)

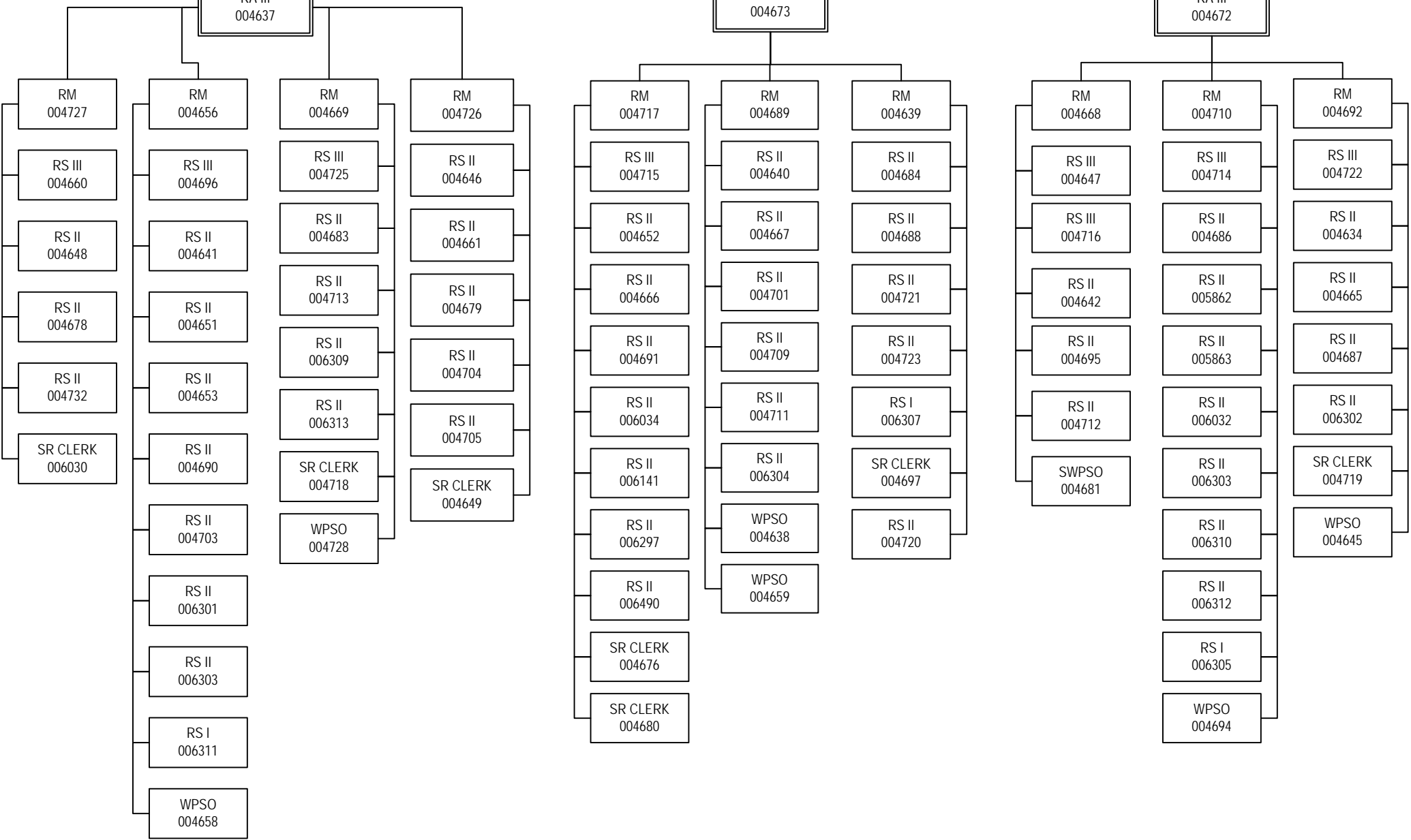
RSC MGR II
004698

AA II
005875

RA III
004637

RA III
004673

RA III
004672



Sarasota
Org 73719953050
FTE = 29

Port Richey
Org 73749953045
FTE= 39

Regional Manager
004633
(Ref Only)

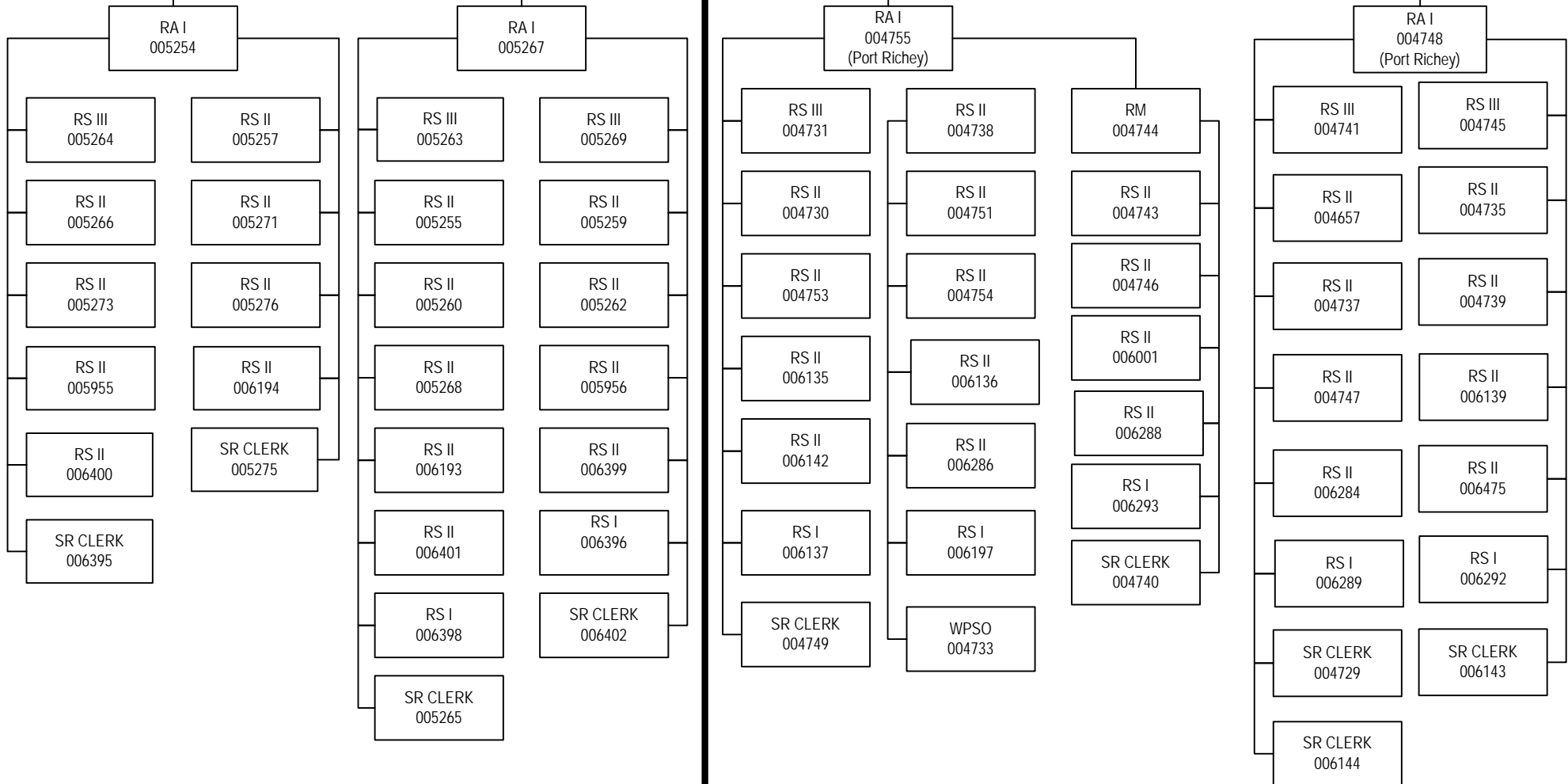
Region 3 Sarasota & Port Richey Service Center

RSC MGR II
006291

AA II
004763

Region 3 Sarasota

Region 3 Port Richey



Cocoa
Org 7379954008
FTE= 53

Region Manager
005002
(ref only)

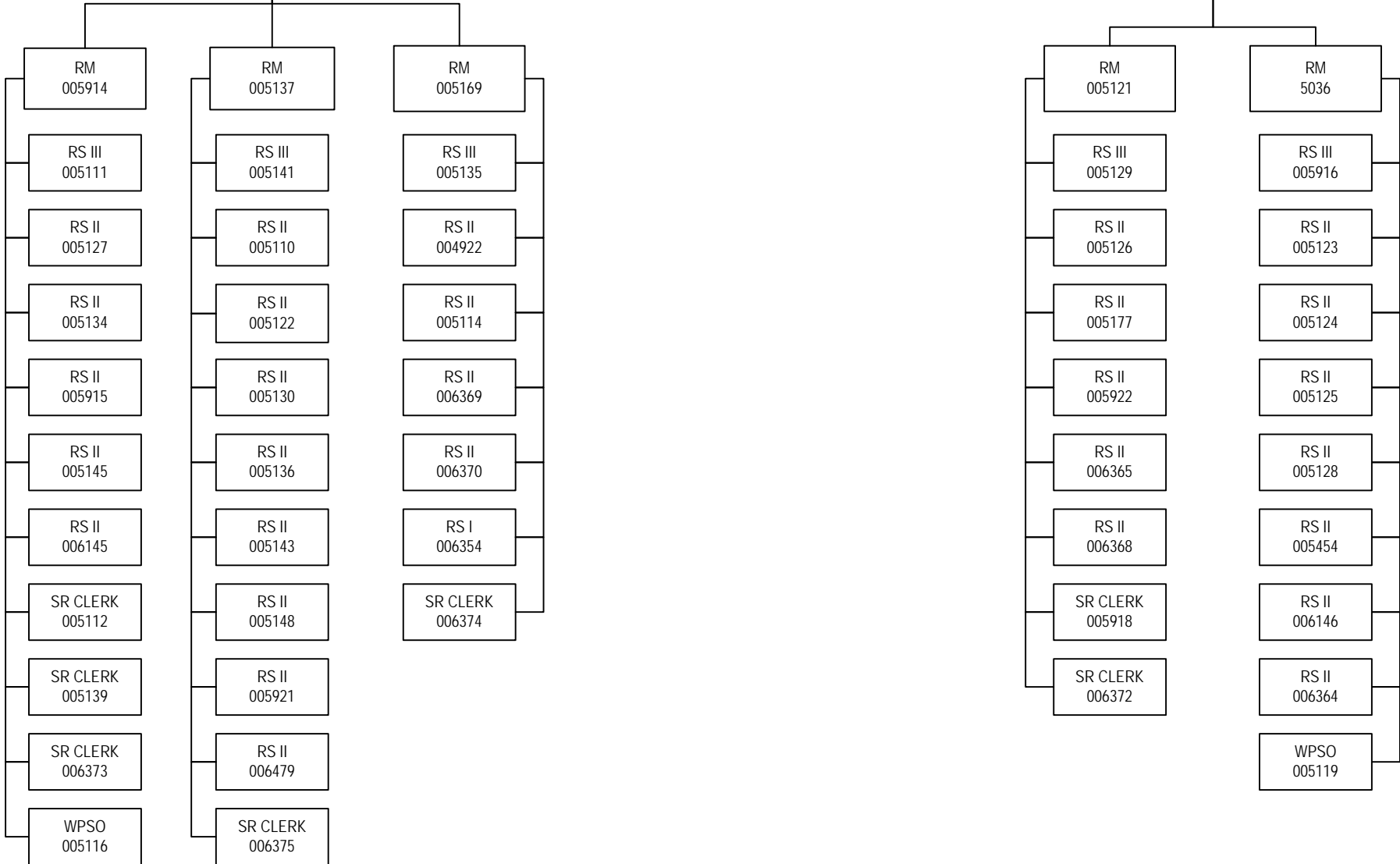
Region 4 Cocoa Service Center

RSC Mgr II
005132

RA III
005048

AA II
005065

RA III
005120



Kissimmee
Org 73739954026
73719954026
73749954026
FTE= 26

Sanford
Org 73719954049
73739954049
FTE = 26

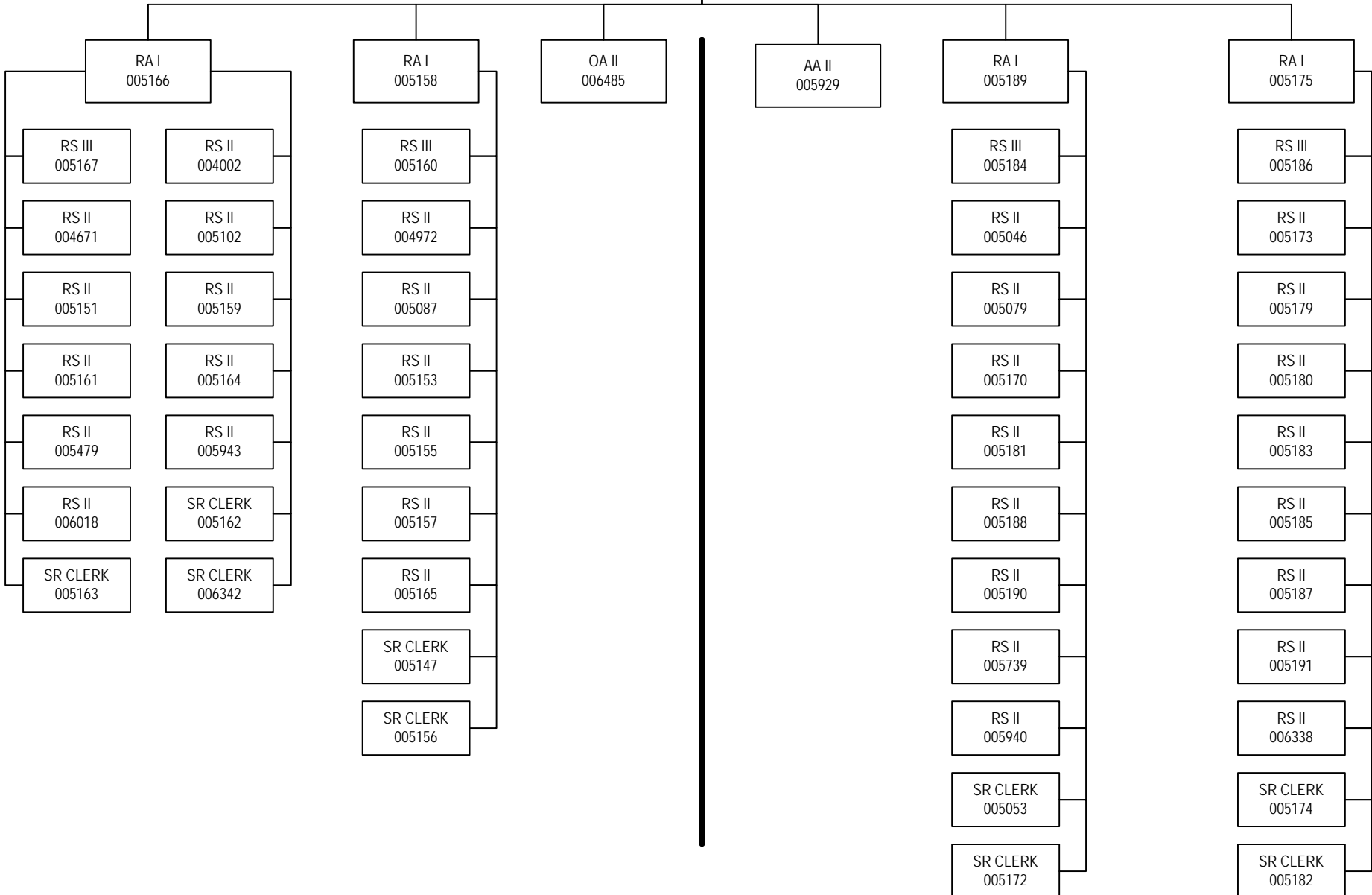
Region 4 Kissimmee Service Center & Sanford Service Center

Region Manager
005002
(ref only)

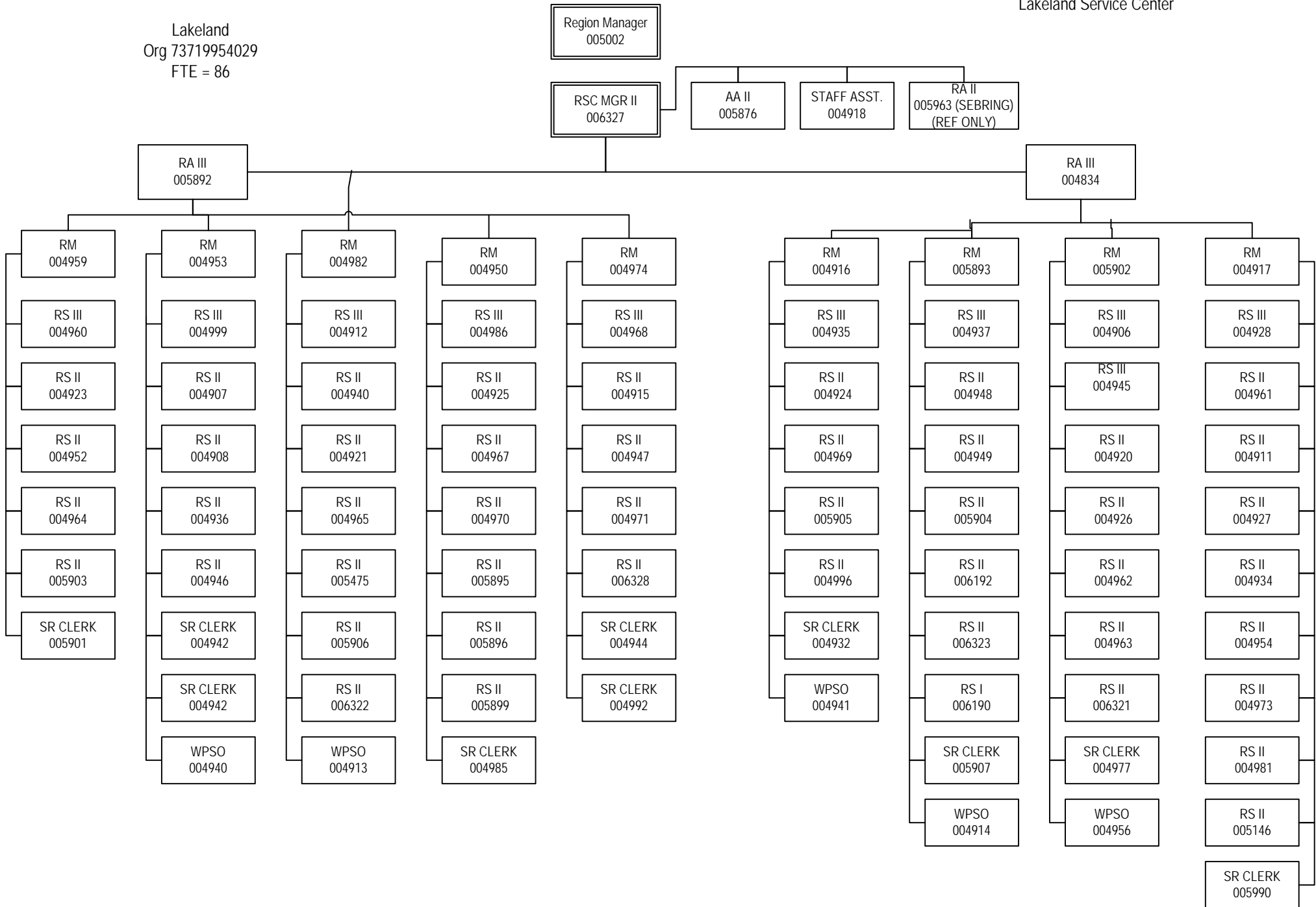
RSC MGR II
005034

Kissimmee Service Center

Sanford Service Center

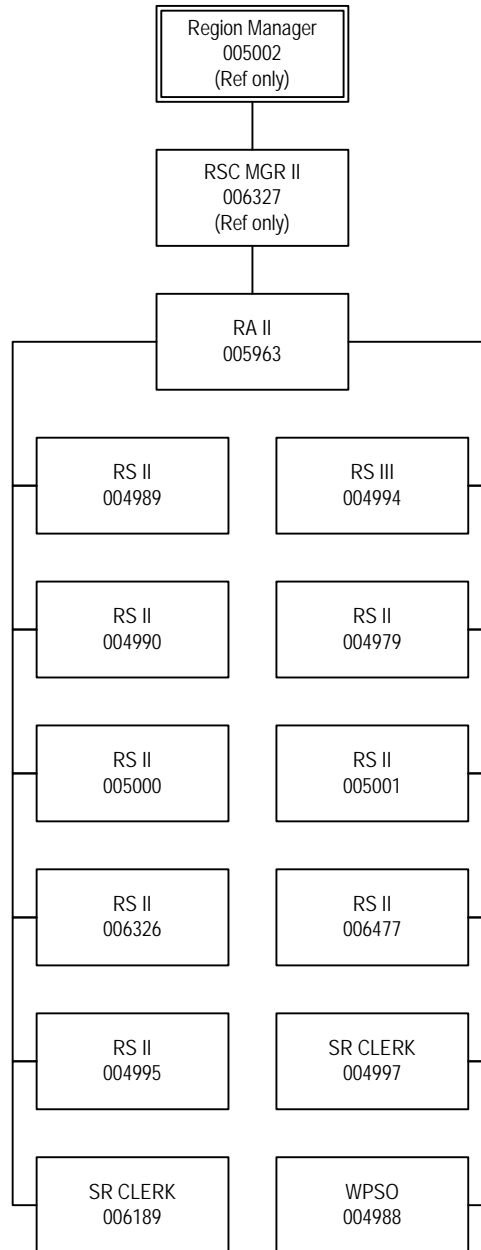


Lakeland
Org 73719954029
FTE = 86



Sebring
Org 73739954051
FTE= 13

Region 4 Sebring Service Center



Ft Pierce
Org 73749954047
73739954047
FTE = 43

Okeechobee
Org 73739954038
FTE = 5

Vero
Org 73719954055
FTE = 13

Region Manager
005002
(Ref Only)

Ft Pierce, Okeechobee & Vero Beach Service Centers

RSC MGR II
005462

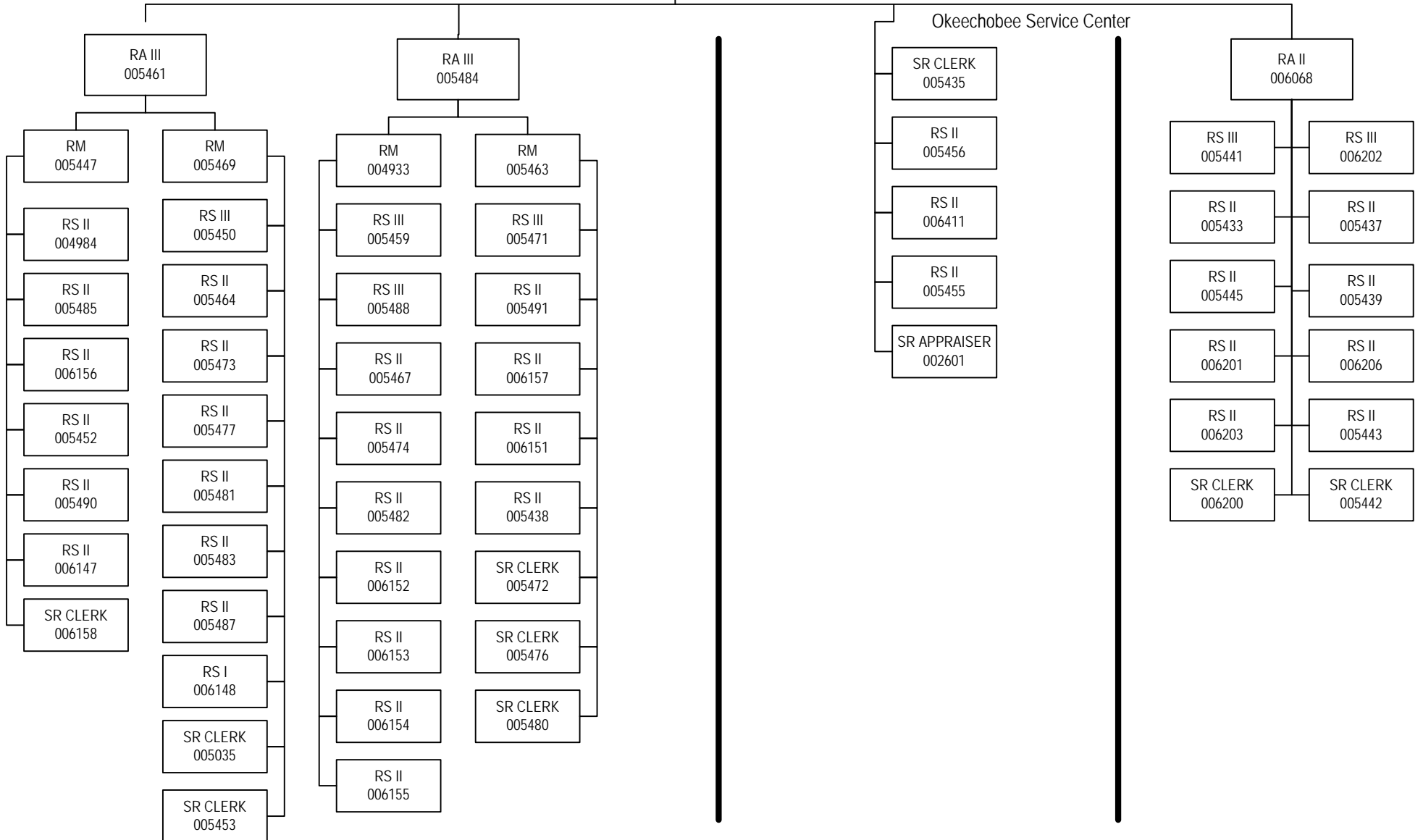
AA II
005928

OA II
001313

Ft Pierce Service Center

Vero Service Center

Okeechobee Service Center



Region Manager
005002
(ref only)

Orlando Service Center

Orlando
Org 73719954039
73749954039
73739954039
FTE = 110

RA III
005030

RSC MGR II
005071

RA III
005006

RM
005088

RM
005104

RM
005017

RM
005923

AA II
005011

RM
005025

RM
005105

RM
005070

Name
Title

RS III
005020

RS III
005012

RS III
005085

RS III
005029

OA II
05646

RS III
005093

RS III
005103

RS III
005013

RS III
005037

RS II
004938

RS III
005021

RS II
005014

RS II
005060

OA II
005019

RS II
005024

RS II
004983

RS II
005058

RS III
005927

RS II
005003

RS II
004159

RS II
005015

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005069

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RS III
005932

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RS II
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SR CLERK
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005919

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005098

SR CLERK
006363

RS II
005920

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SR CLERK
005054

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RS II
006496

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006333

RS I
006149

RS I
005098

SR CLERK
006363

RS II
005934

RS II
005934

SR CLERK
005054

SR CLERK
005062

RS I
006361

SR CLERK
005064

SR CLERK
005032

SR CLERK
005033

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006363

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SR CLERK
005054

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005063

RS I
006371

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005050

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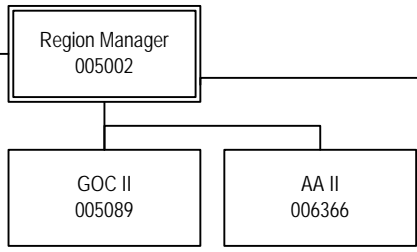
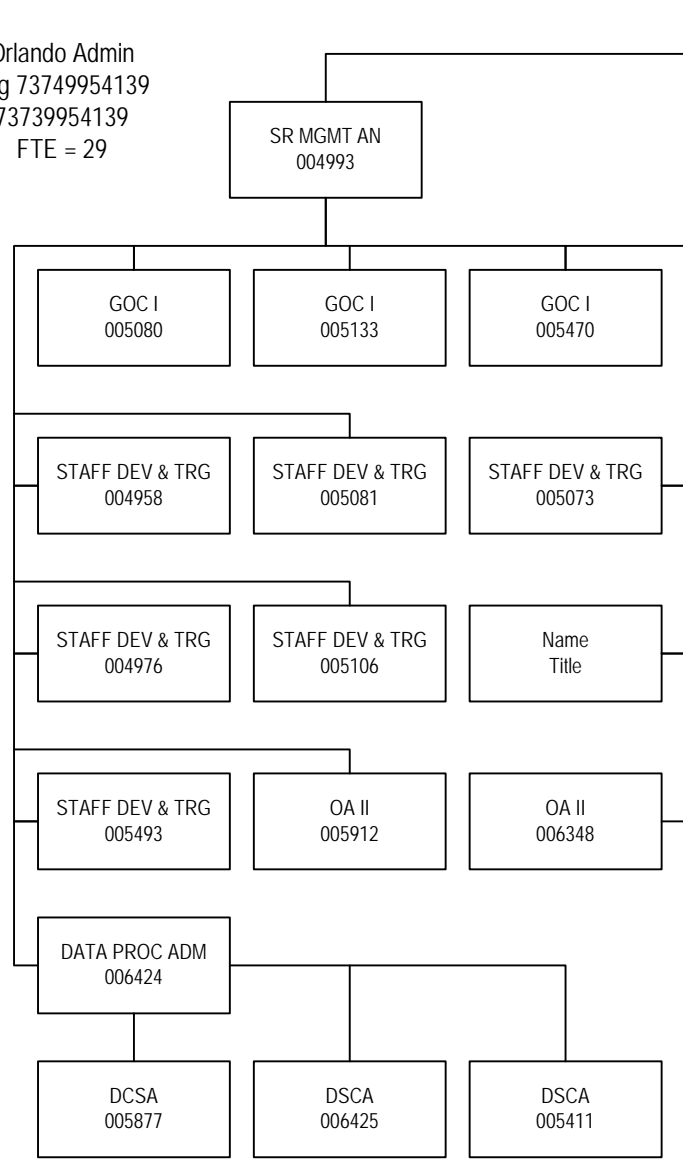
SR CLERK
006359

SR CLERK
005054

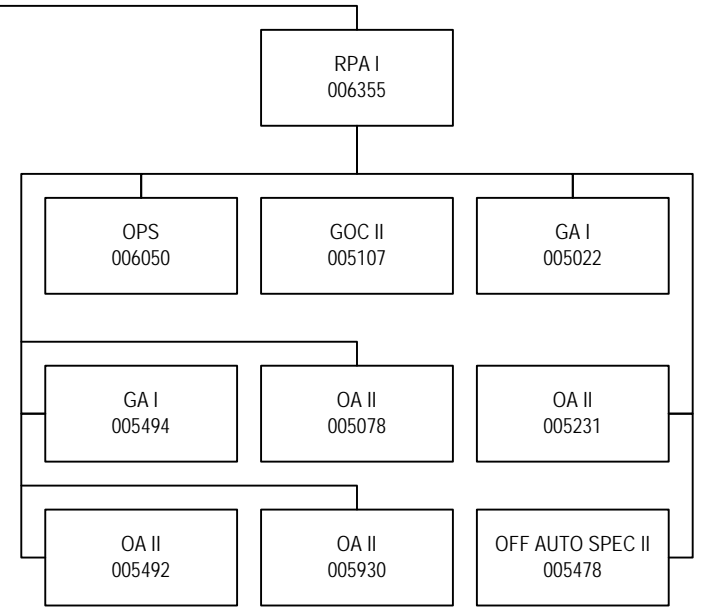
WPSO
005051

SR CLERK
005031

Orlando Admin
Org 73749954139
73739954139
FTE = 29



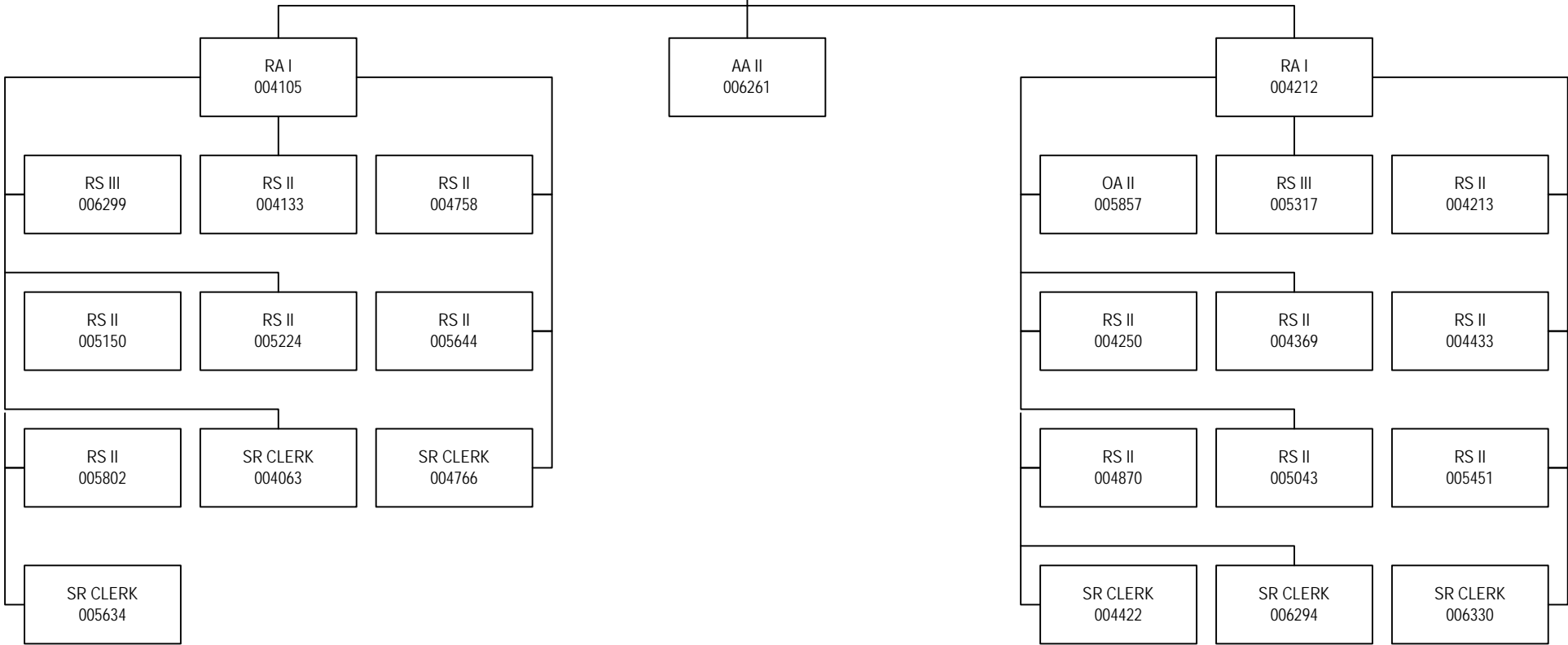
Region 4 Orlando Admin



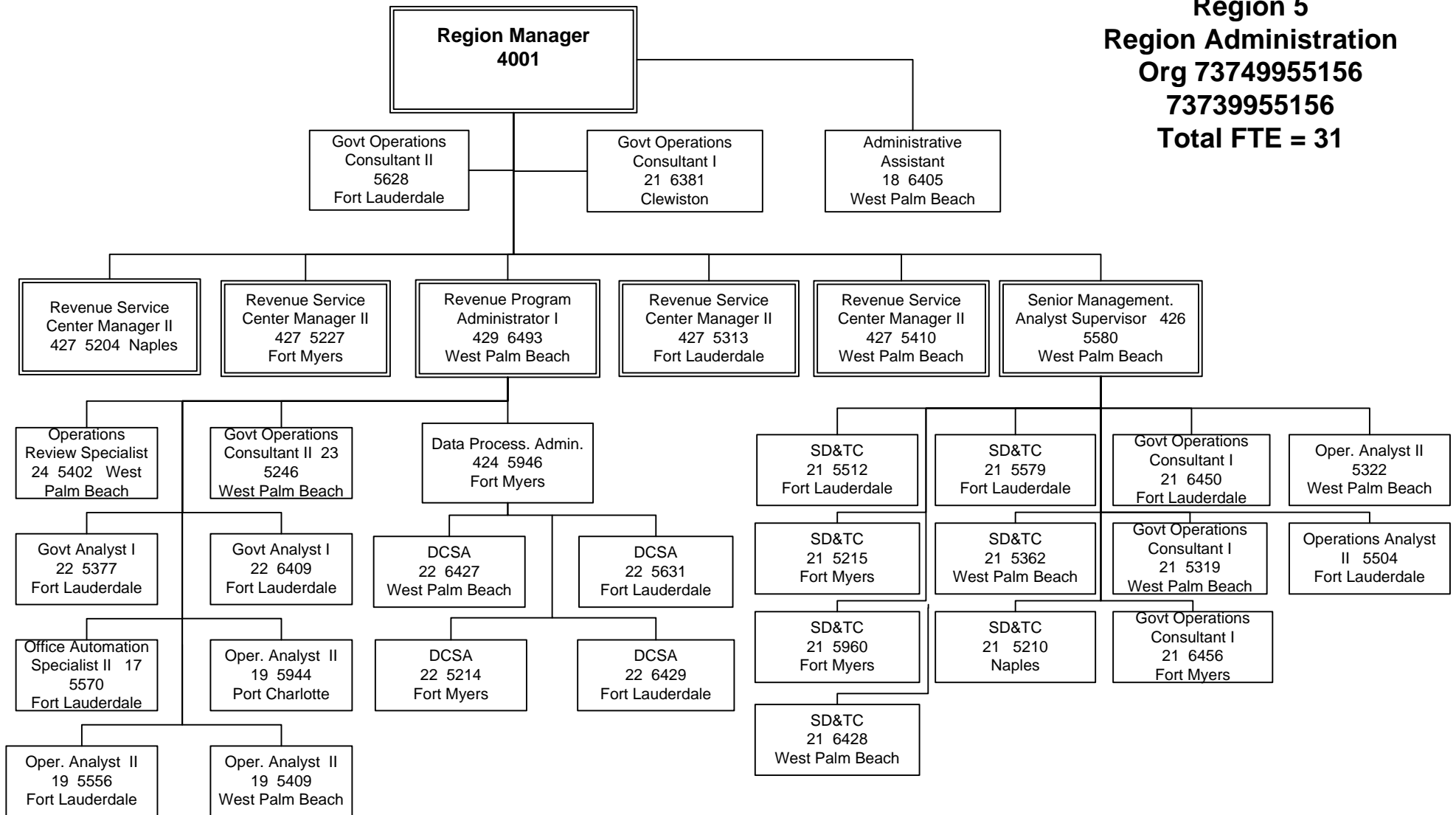
Org 73739930339
FTE = 25

Region Manager
005002

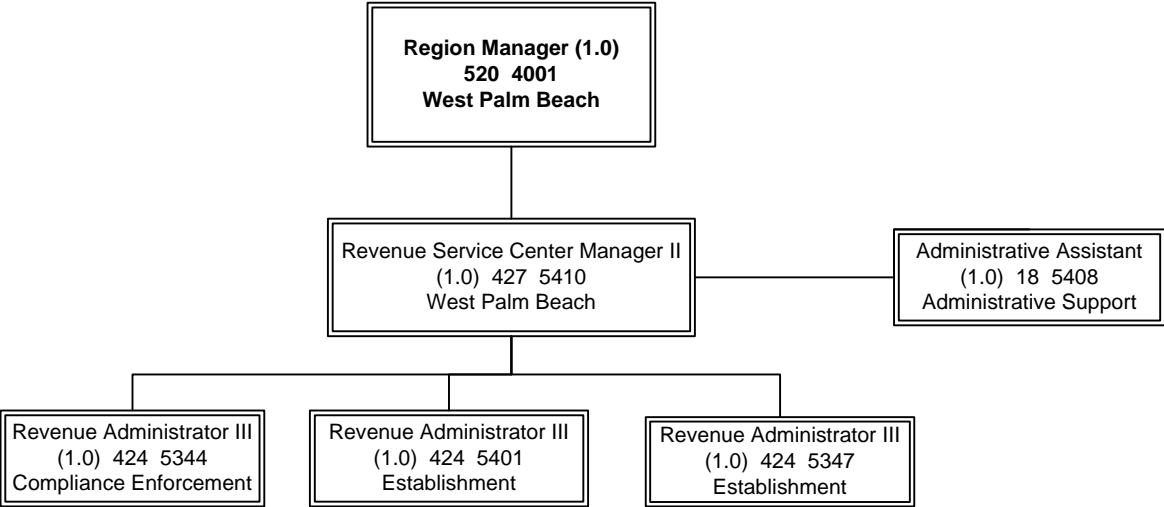
Orlando Admin Support



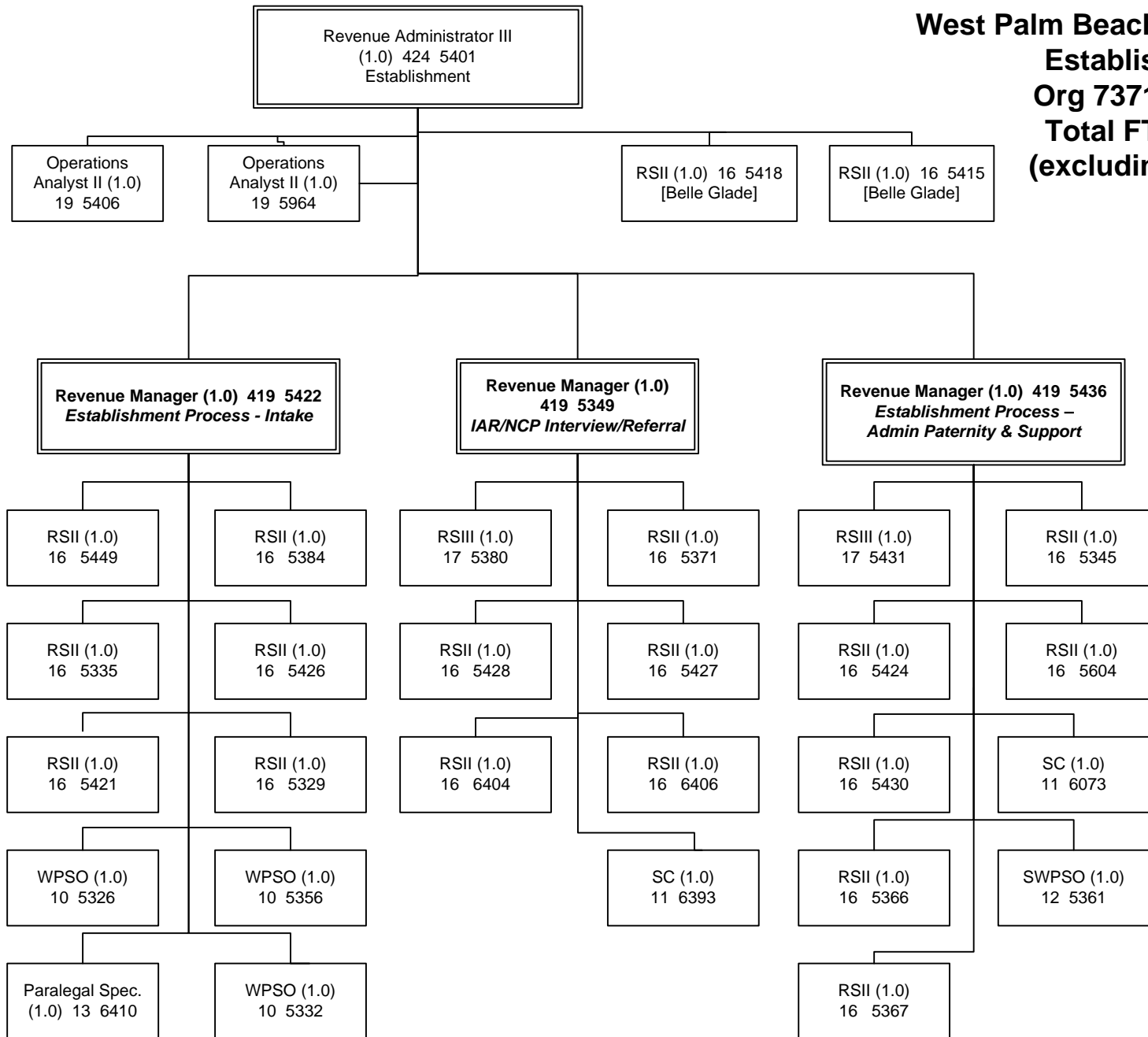
**Region 5
Region Administration
Org 73749955156
73739955156
Total FTE = 31**



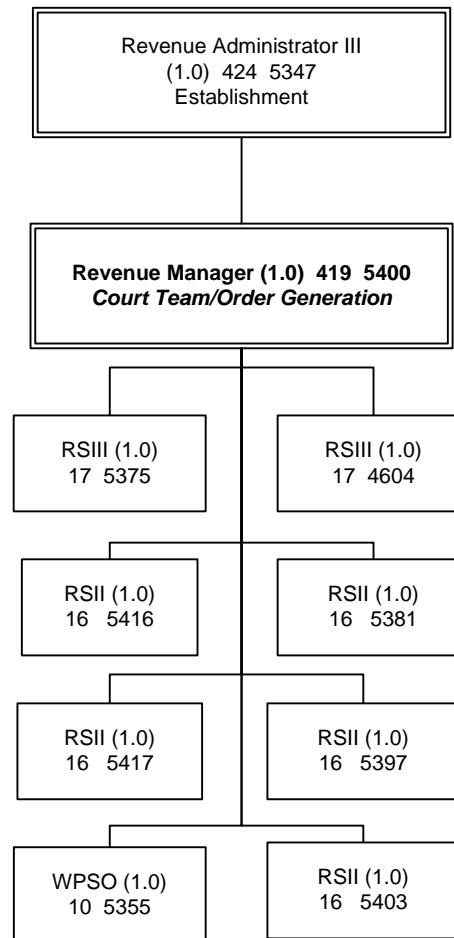
**West Palm Beach Service Center
Administration
Org 73749955056
73719955056
Total FTE = 5
(excluding RM)**



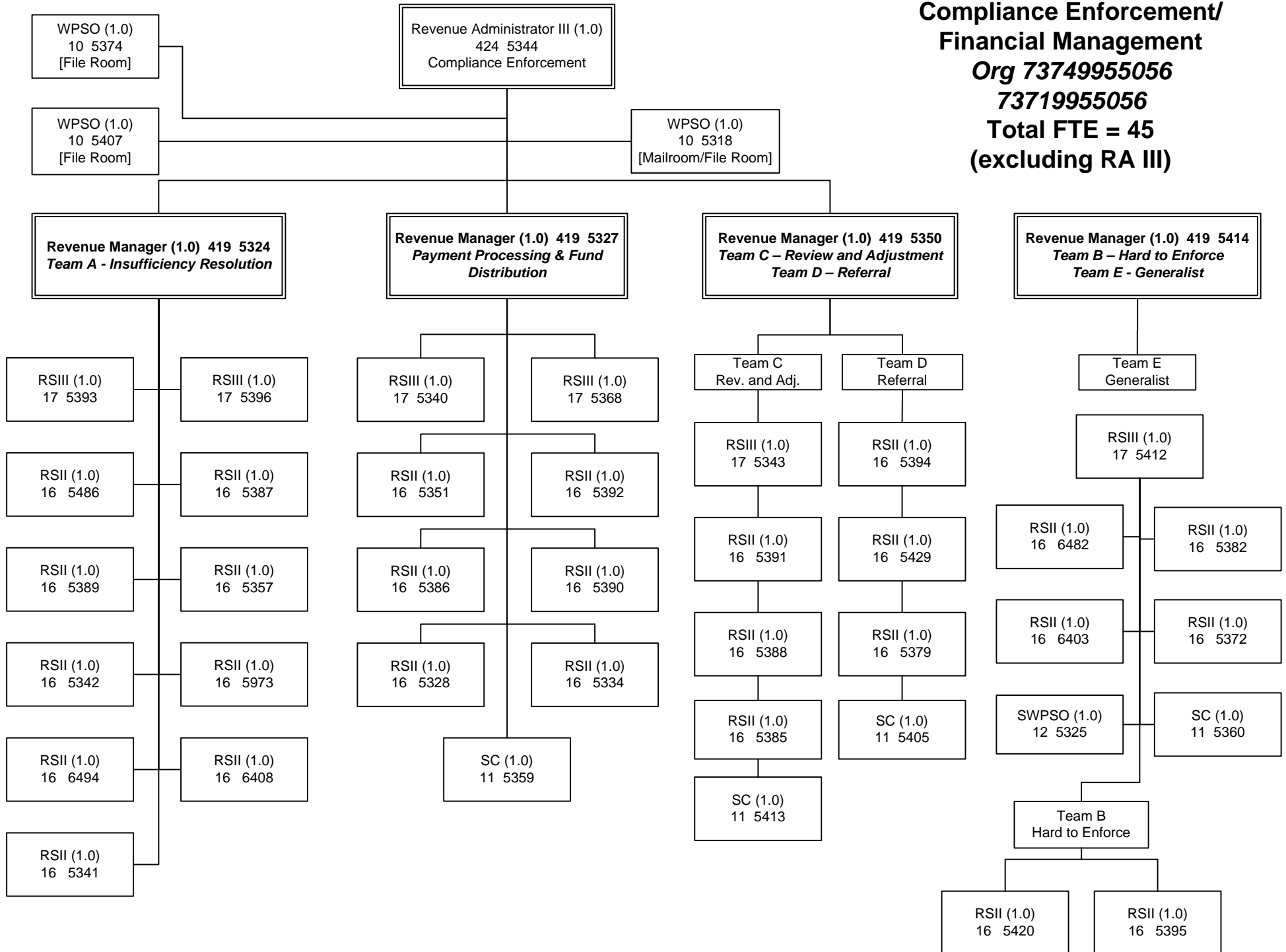
**West Palm Beach Service Center
Establishment
Org 7371992056
Total FTE = 33
(excluding RAIII)**



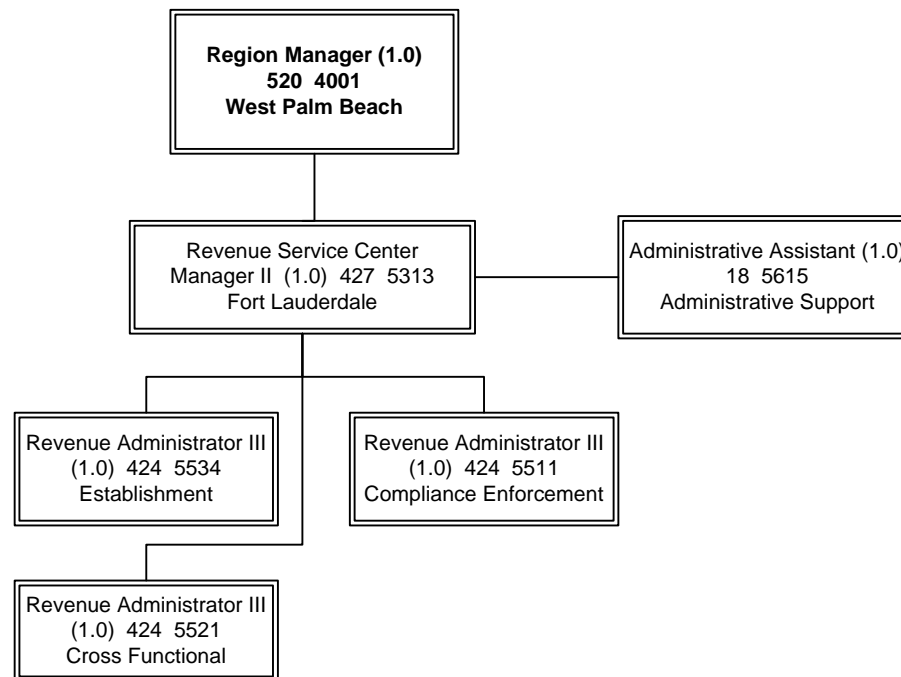
**West Palm Beach Service Center
Cross Function
Org 73719955056
Total FTE = 9
(excluding RAIII)**



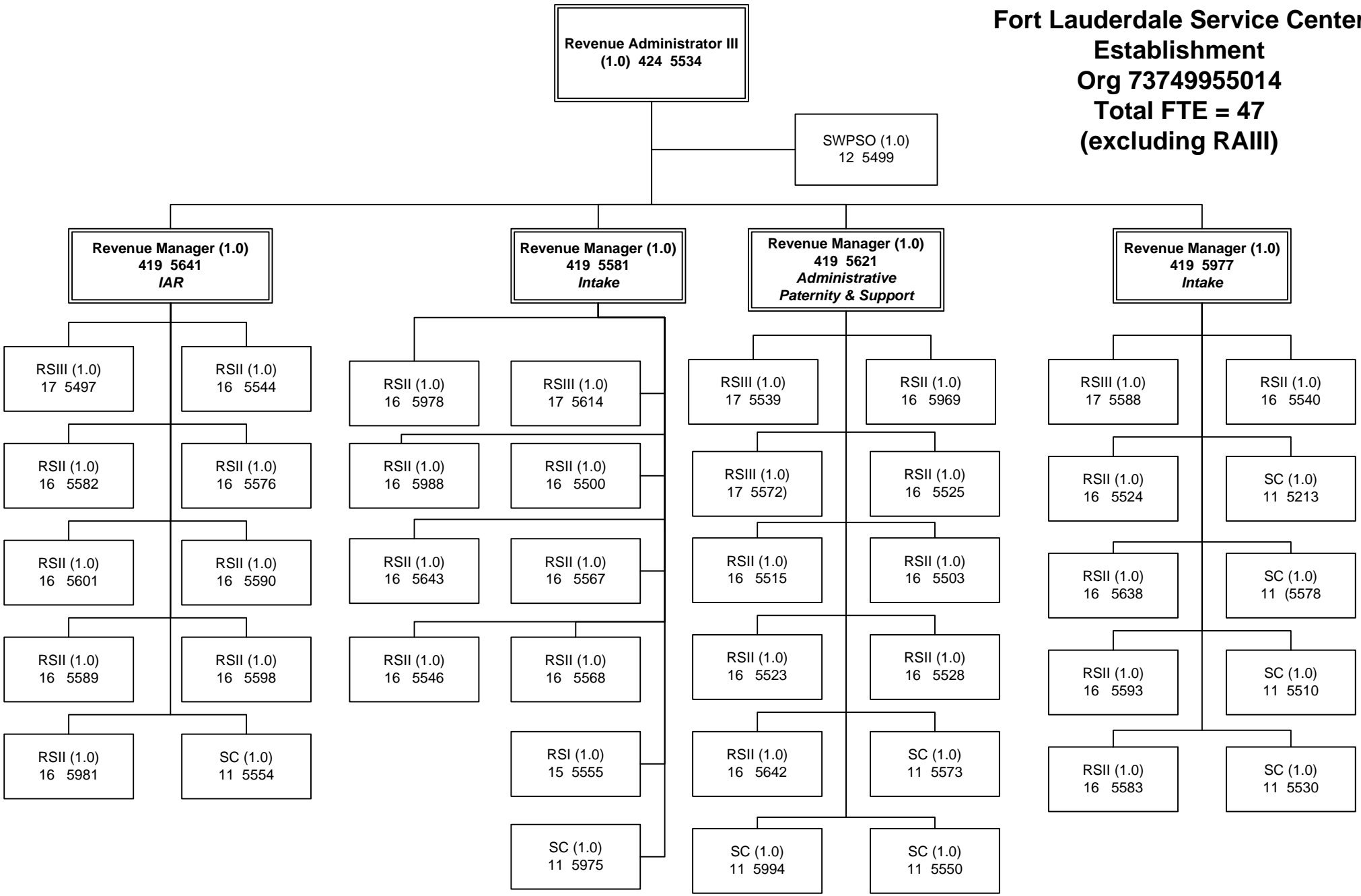
**West Palm Beach Service Center
Compliance Enforcement/
Financial Management
Org 73749955056
73719955056
Total FTE = 45
(excluding RA III)**



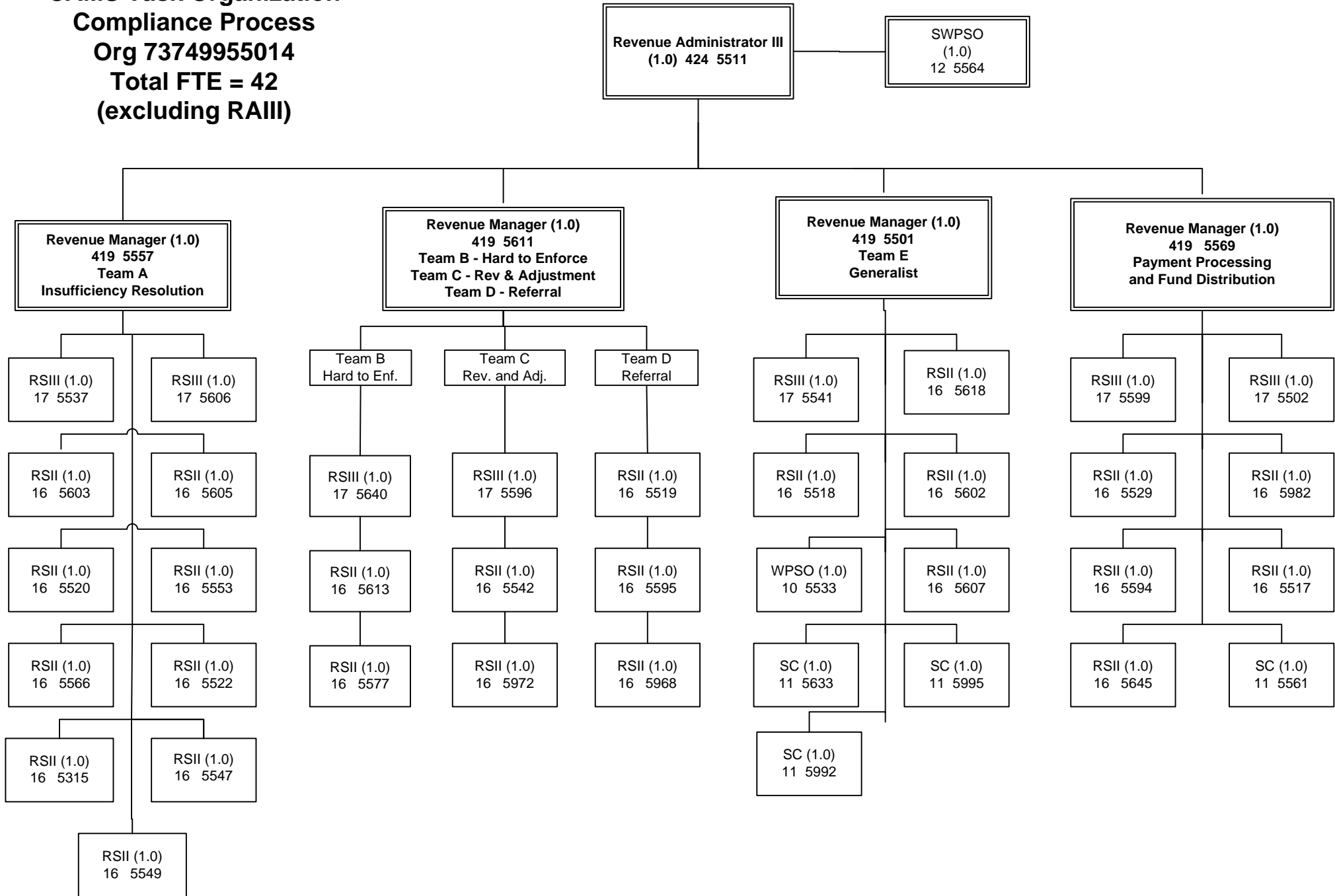
**Fort Lauderdale Service
Center Administration
73749955014
Total FTE = 5
(excluding RM)**



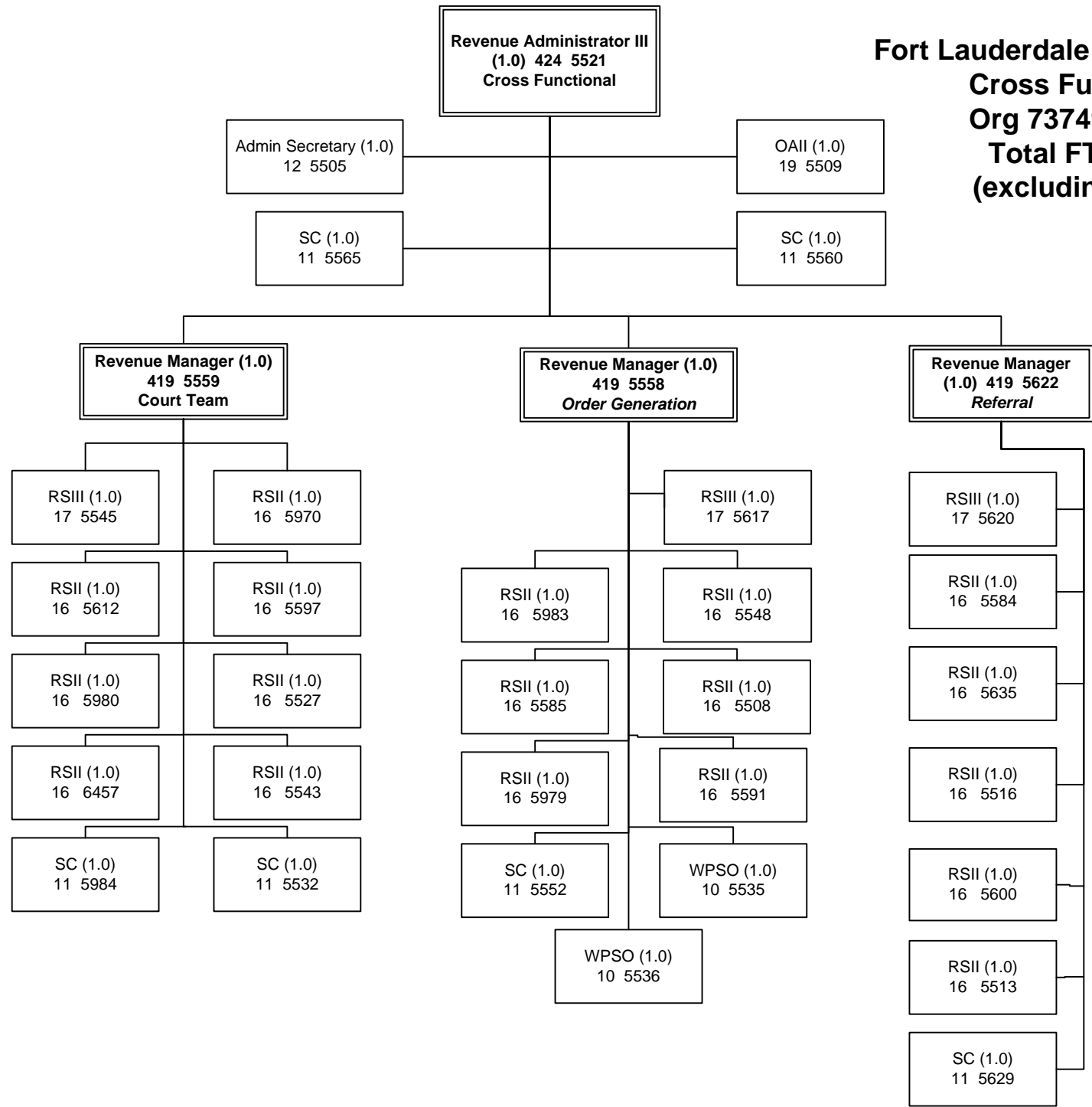
**Fort Lauderdale Service Center
Establishment
Org 73749955014
Total FTE = 47
(excluding RAIII)**



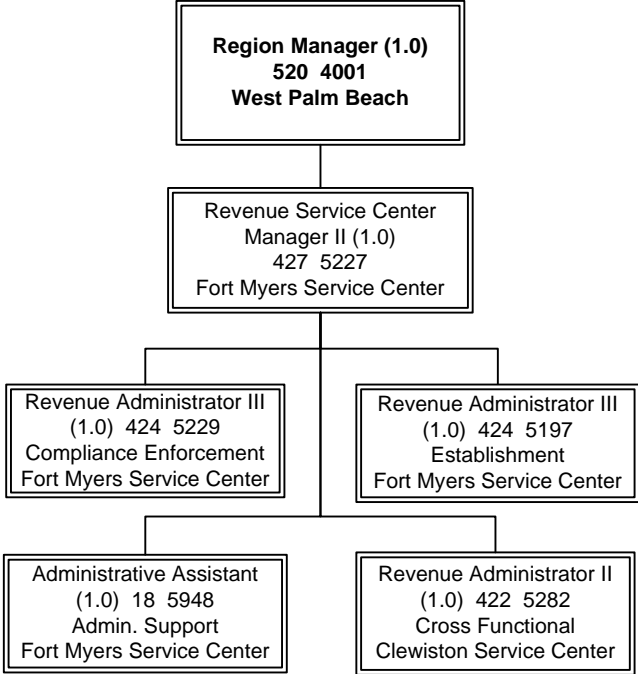
**Fort Lauderdale Service Center
 CAMS Task Organization
 Compliance Process
 Org 73749955014
 Total FTE = 42
 (excluding RAIII)**



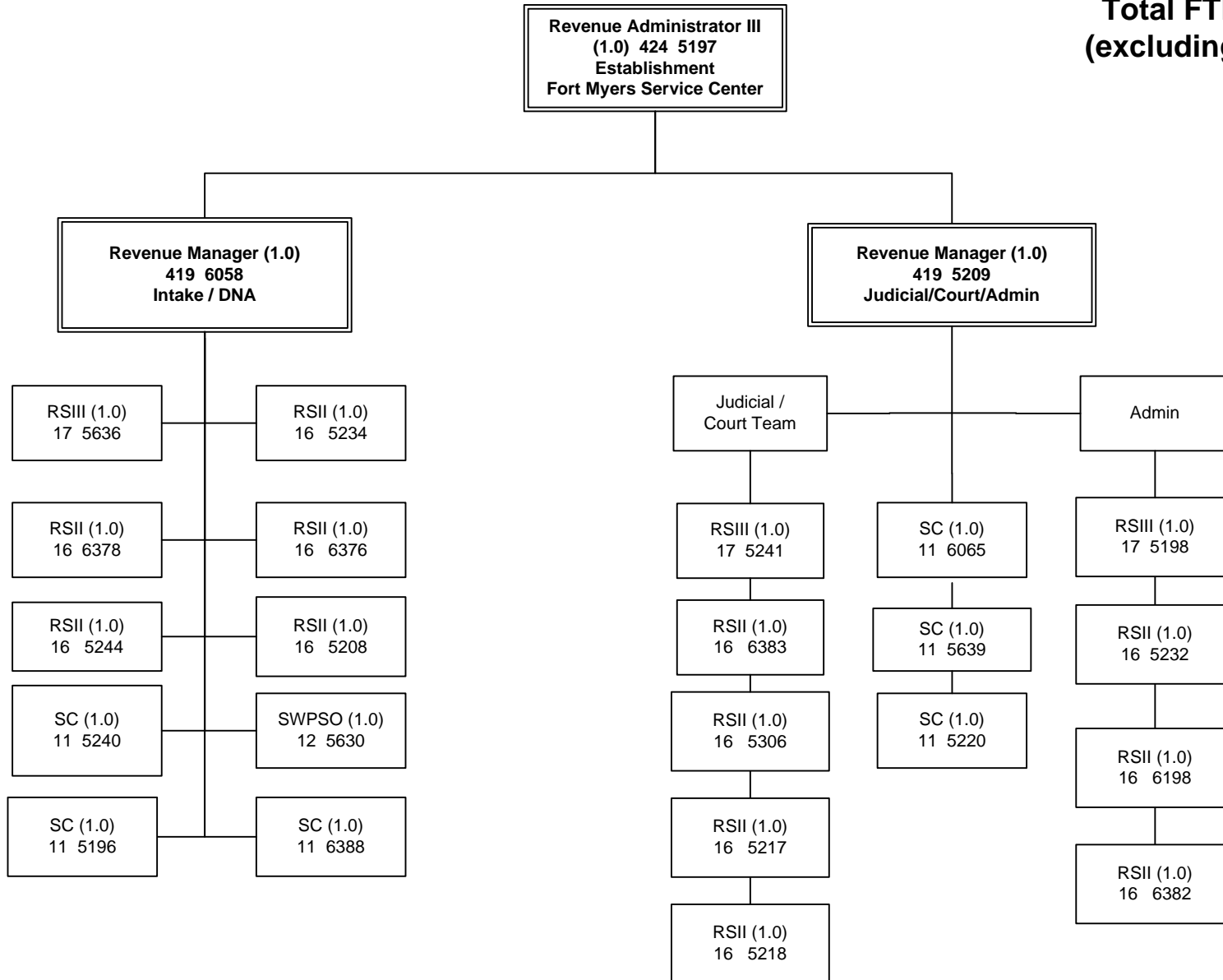
**Fort Lauderdale Service Center
 Cross Functional
 Org 73749955014
 Total FTE = 34
 (excluding RAll)**



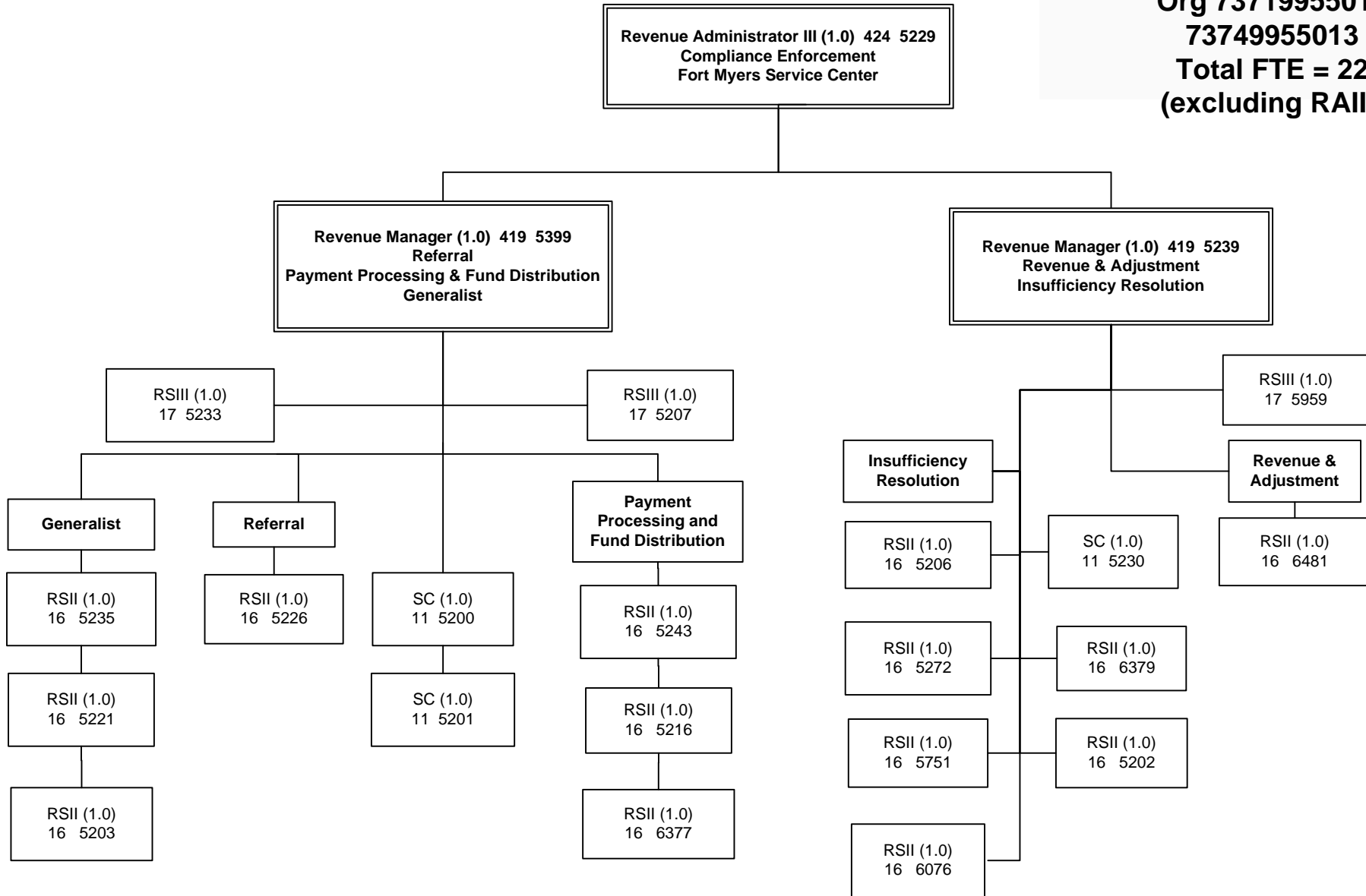
**Fort Myers Service Center
Administration
Org 73719955013
73749955013
Total FTE = 5
(excluding RM)**



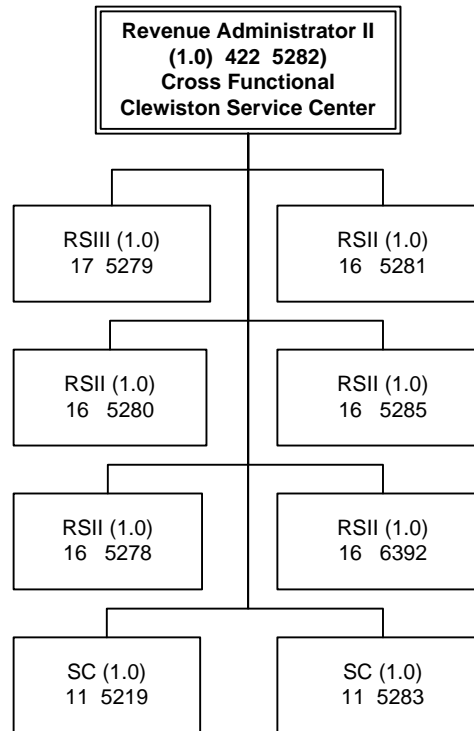
**Fort Myers Service Center
 Order Establishment Process
 Org 73719955013
 73749955013
 Total FTE = 24
 (excluding RAll)**



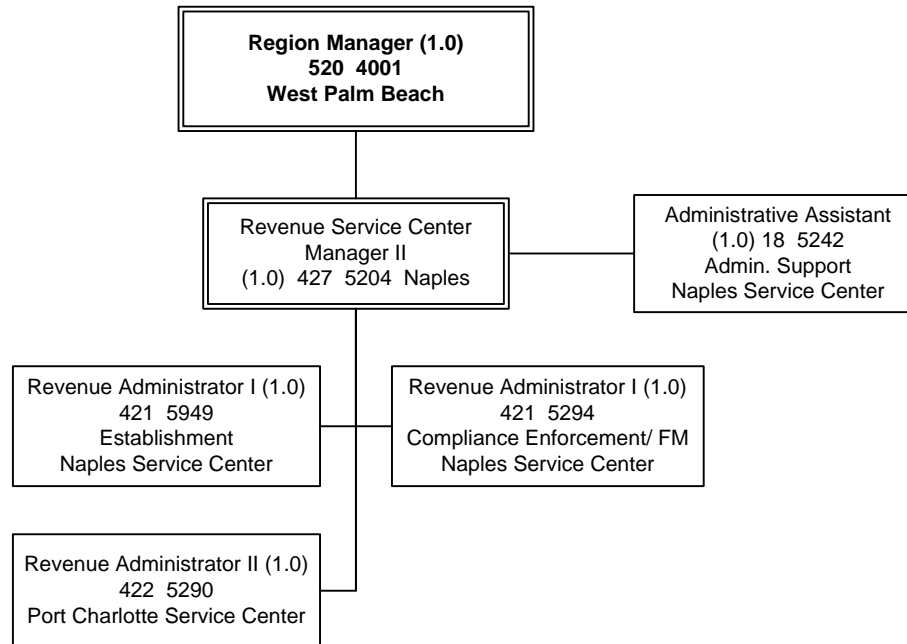
**Fort Myers Service Center
Compliance Enforcement
Org 73719955013
73749955013
Total FTE = 22
(excluding RAllI)**



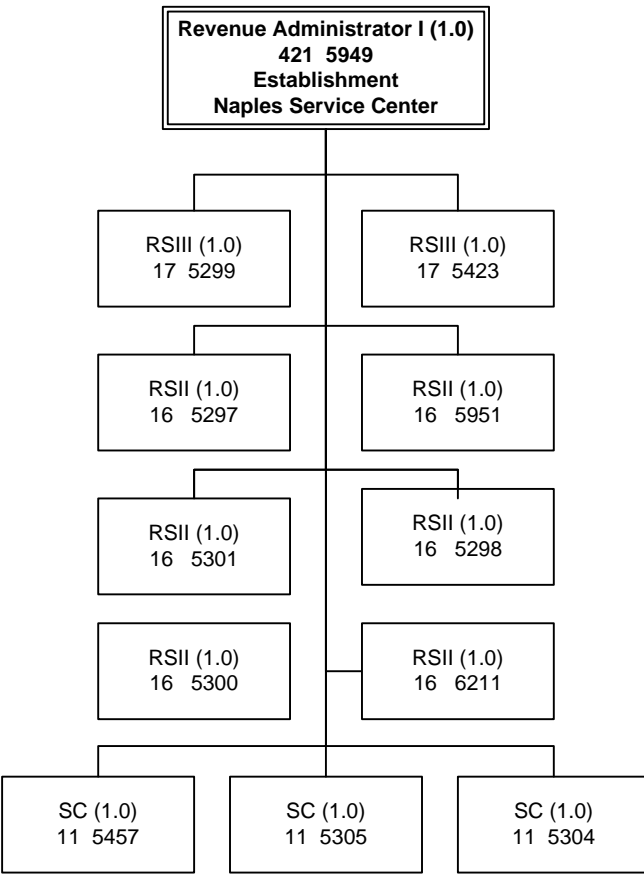
**Clewiston
Service Center
Cross Functional
Org 73749955027
Total FTE = 8
(excluding RAll)**



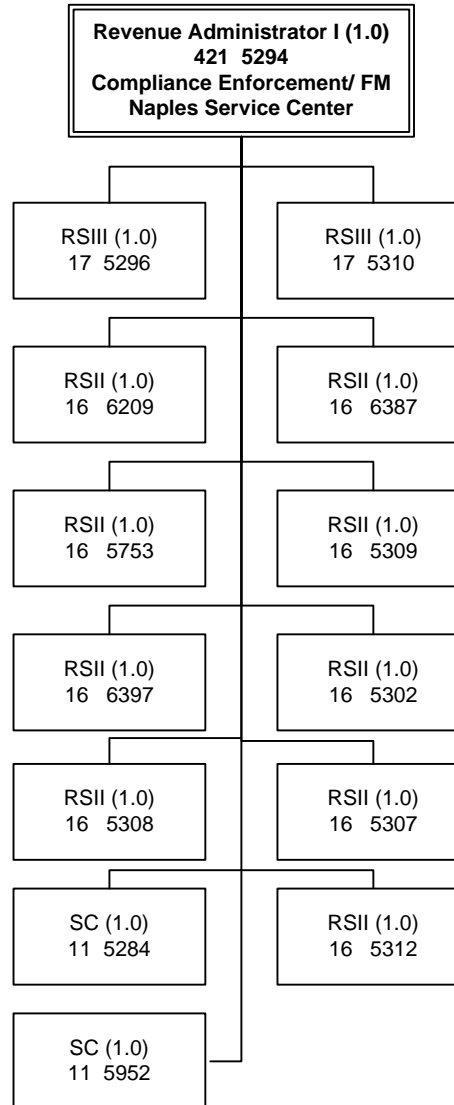
**Naples Service Center
Administration
Org 73739955036
Total FTE = 5
(excluding RM)**



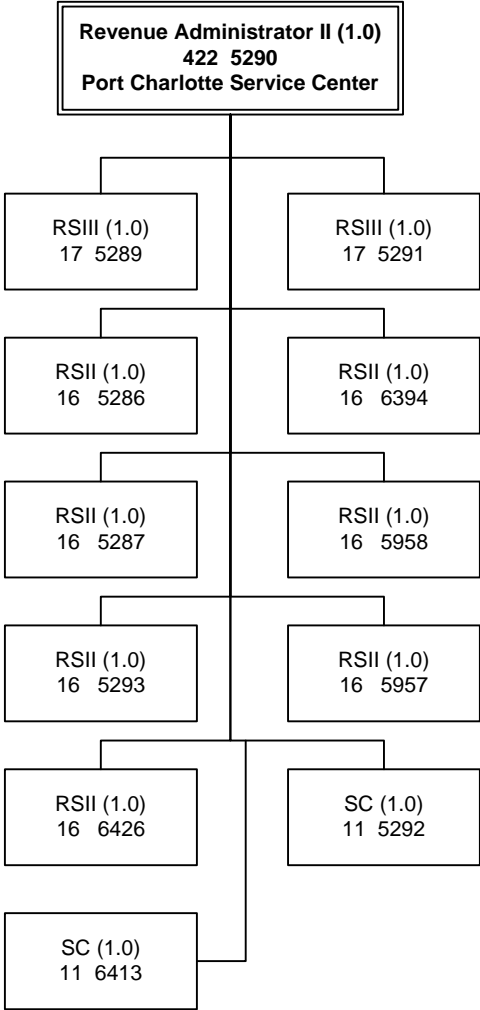
**Naples Service Center
Establishment Process
Org 73739955036
Total FTE = 11
(excluding RAI)**



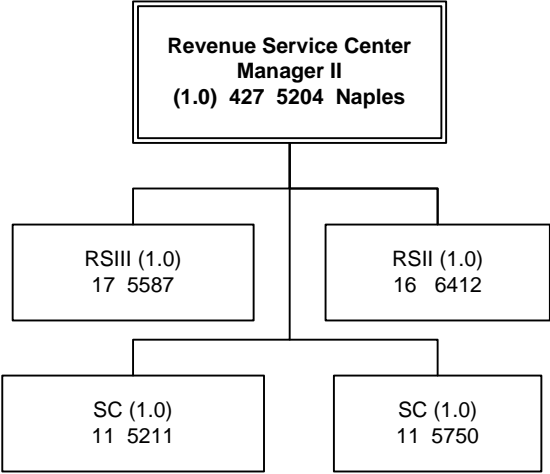
**Naples Service Center
Compliance Enforcement/ FM
Org 73739955036
Total FTE = 13
(excluding RAI)**



**Port Charlotte Service Center
Cross Functional
73739955044
Total FTE = 11
(excluding RAI)**

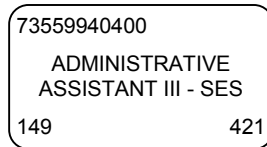
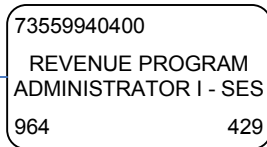
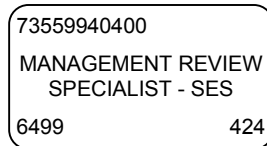
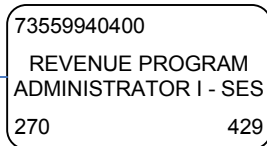
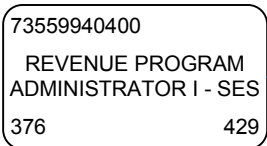
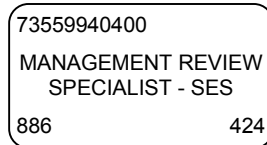
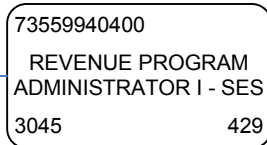
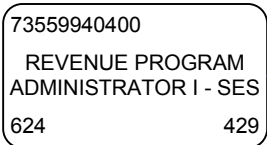
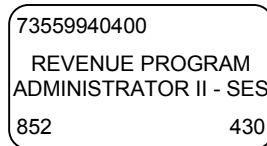
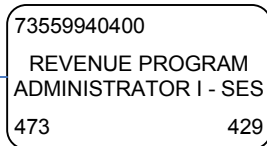
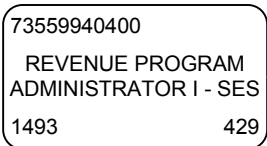
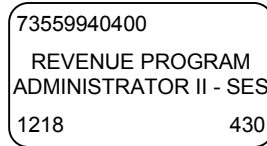
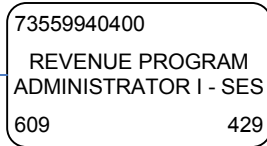
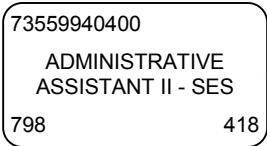
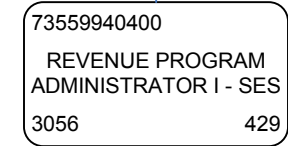
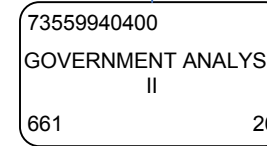
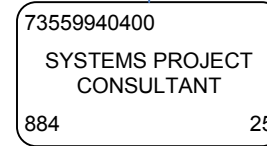
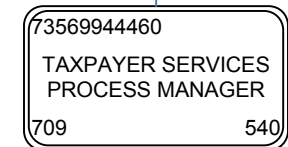
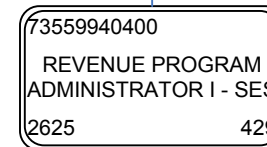
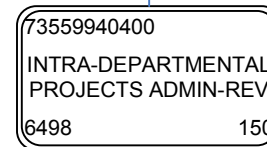
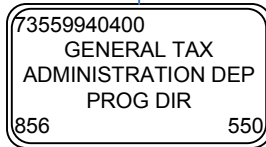
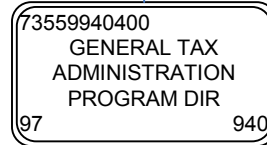
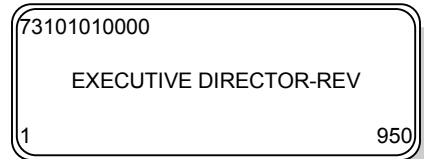


**Key West Service Center
Cross Functional
Org 73739955024
Total FTE = 4
(excluding SCM)**

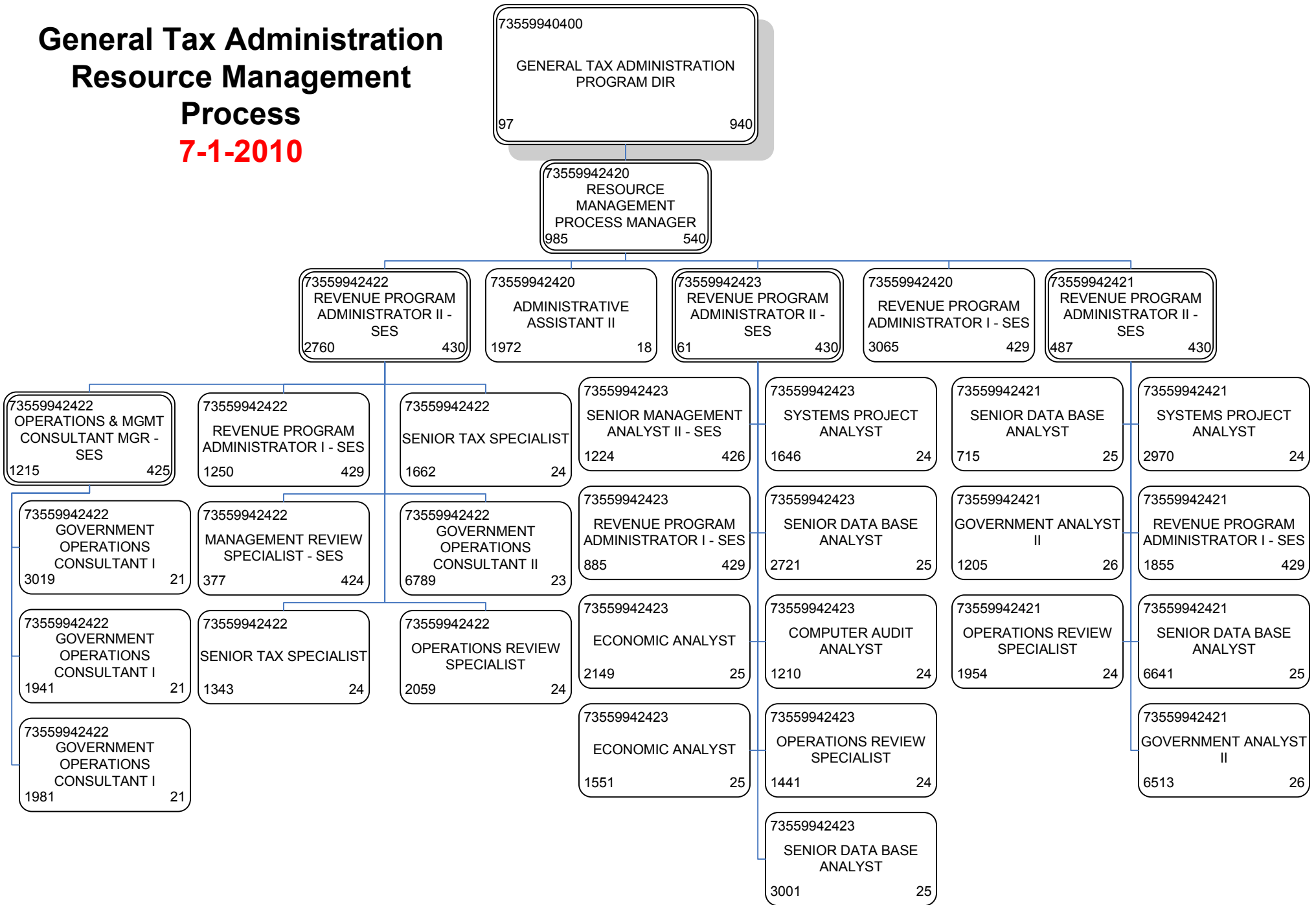


General Tax Administration Program Director's Office

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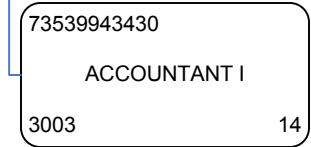
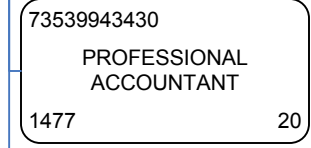
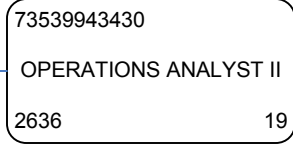
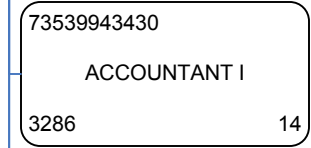
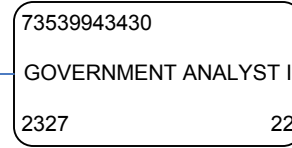
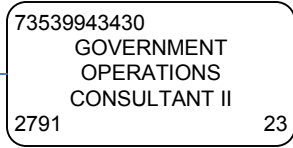
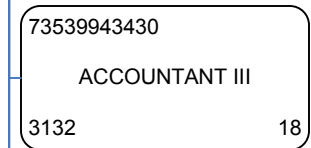
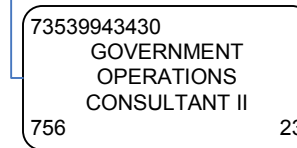
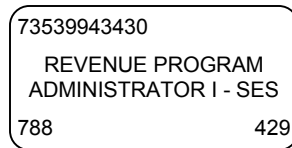
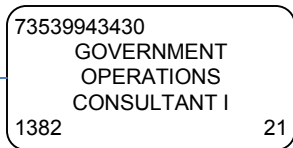
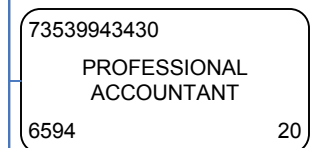
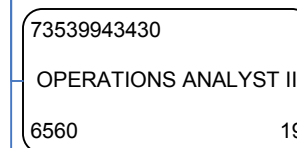
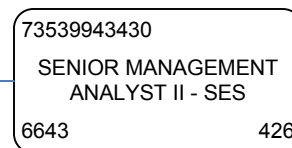
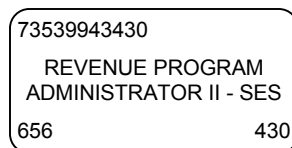
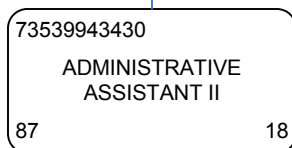
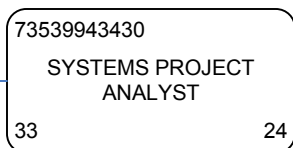
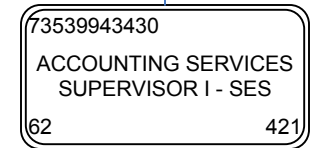
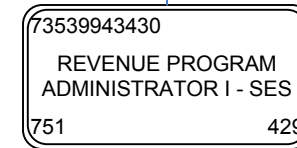
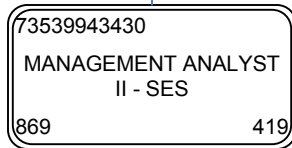
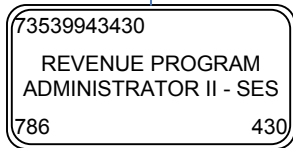
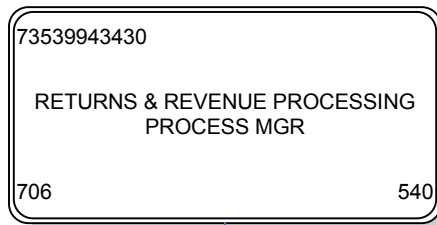


General Tax Administration Resource Management Process 7-1-2010



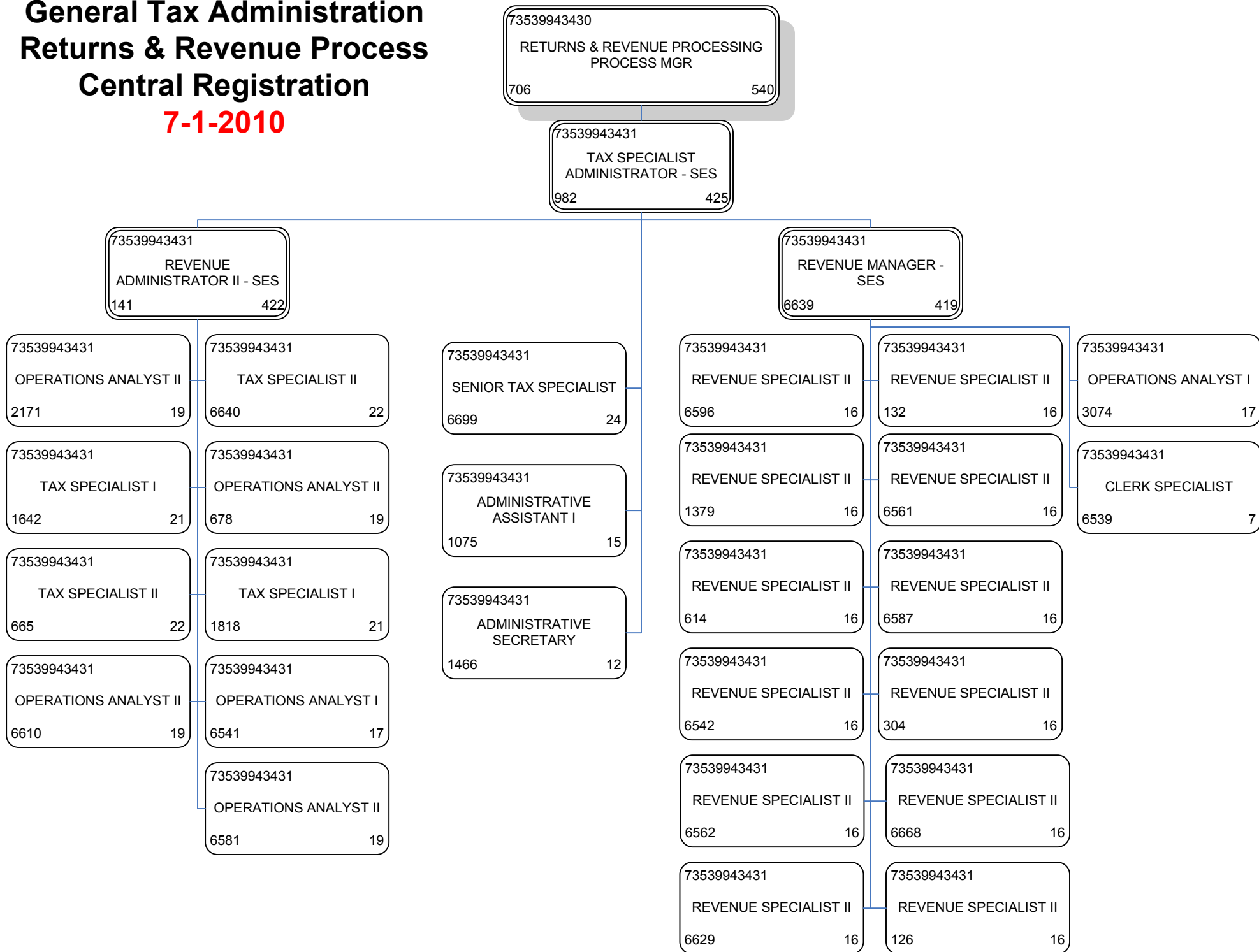
General Tax Administration Returns & Revenue Process Process Manager

7-1-2010



General Tax Administration Returns & Revenue Process Central Registration

7-1-2010



General Tax Administration Returns & Revenue Process Data Capture & Management

7-1-2010

73539943430
RETURNS & REVENUE PROCESSING
PROCESS MGR
706 540

73539943437
OPERATIONS & MGMT
CONSULTANT MGR - SES
1381 425

73539943440
REVENUE MANAGER -
SES
6547 419

73539943440
REVENUE MANAGER -
SES
82 419

73539943437
OPERATIONS ANALYST I
3168 17

73539943440
REVENUE MANAGER -
SES
733 419

73539943440
EDP TECHNICIAN
6516 10

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EDP TECHNICIAN
6521 10

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EDP TECHNICIAN
1349 10

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EDP TECHNICIAN
6535 10

73539943440
REVENUE SPECIALIST I
6619 15

73539943440
EDP TECHNICIAN
1465 10

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REVENUE SPECIALIST I
775 15

73539943440
EDP TECHNICIAN
6538 10

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EDP TECHNICIAN
1445 10

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EDP TECHNICIAN
1280 10

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REVENUE SPECIALIST I
6543 15

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EDP TECHNICIAN
3374 10

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1285 10

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EDP TECHNICIAN
2800 10

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REVENUE SPECIALIST I
757 15

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EDP TECHNICIAN
6530 10

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EDP TECHNICIAN
6524 10

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6616 10

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EDP TECHNICIAN
1352 10

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REVENUE SPECIALIST I
1367 15

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EDP TECHNICIAN
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961 10

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1368 10

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REVENUE SPECIALIST I
6534 15

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1350 10

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1351 10

73539943440
EDP TECHNICIAN
1287 10

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REVENUE SPECIALIST I
6544 15

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EDP TECHNICIAN
6531 10

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REVENUE SPECIALIST I
1117 15

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EDP TECHNICIAN
6537 10

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313 10

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REVENUE SPECIALIST I
1339 15

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EDP TECHNICIAN
2174 10

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231 10

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131 10

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1372 10

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EDP TECHNICIAN
3177 10

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REVENUE SPECIALIST I
1282 15

73539943440
EDP TECHNICIAN
2789 10

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1369 10

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1364 10

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REVENUE SPECIALIST I
2799 15

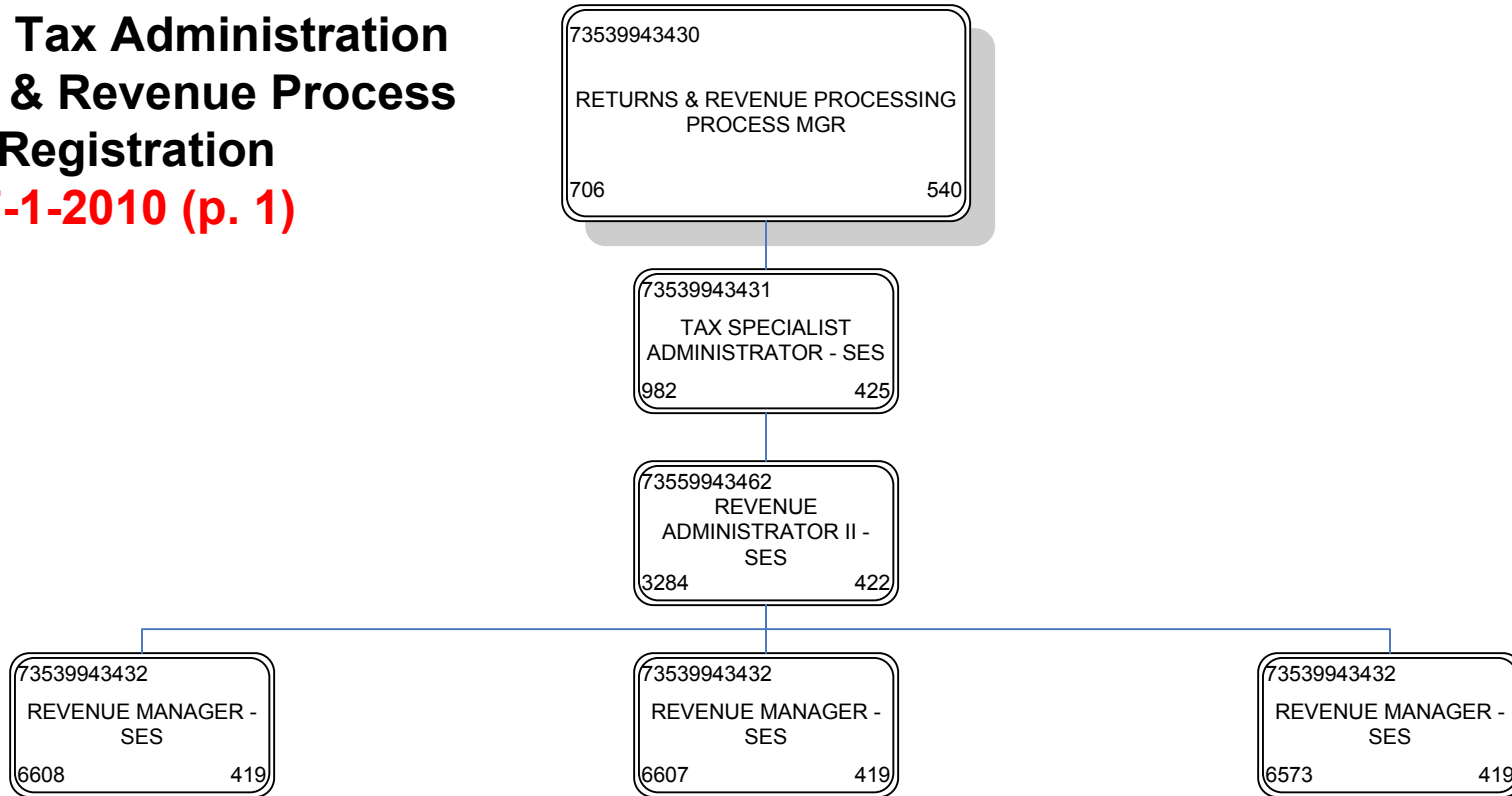
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REVENUE SPECIALIST I
570 15

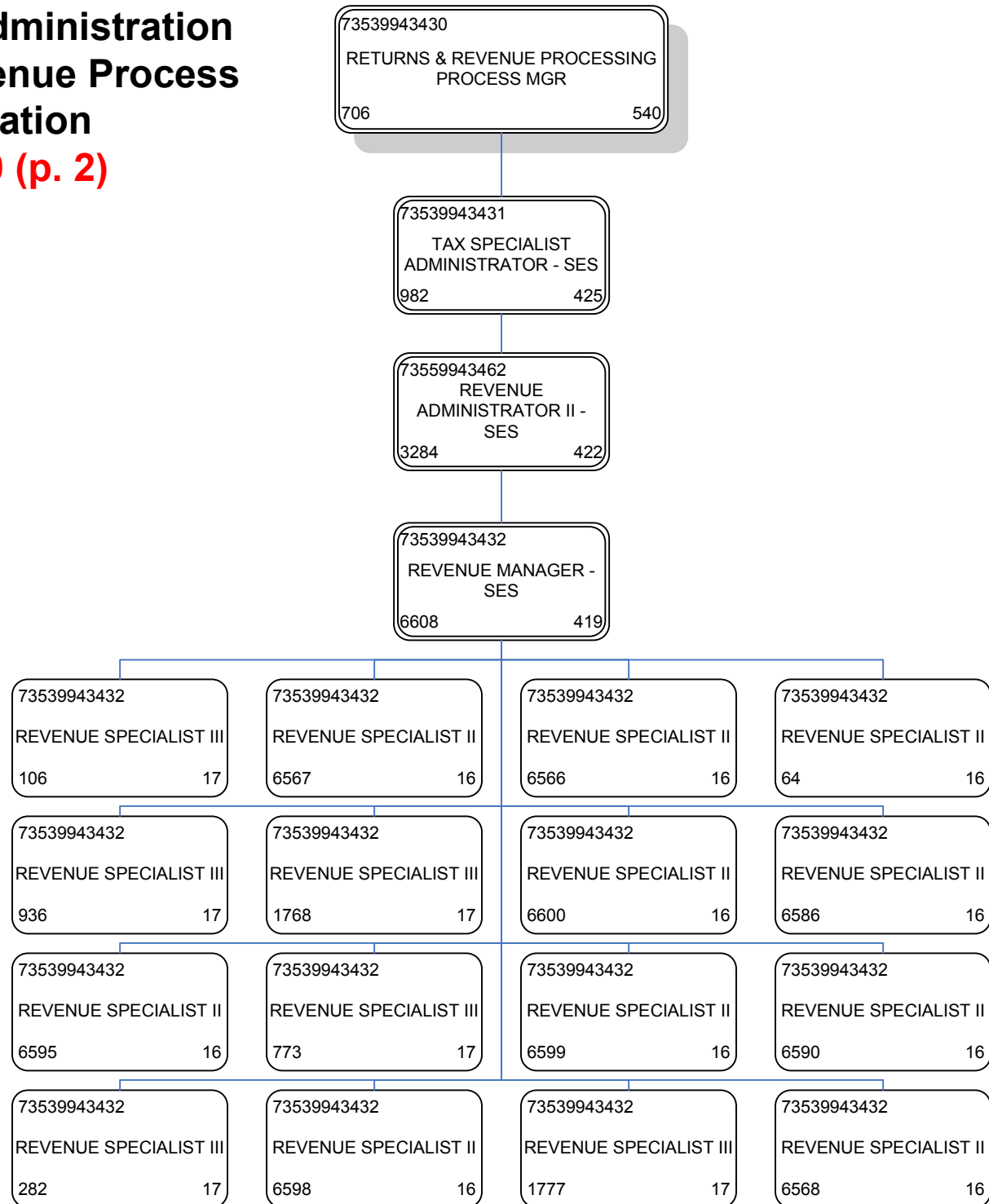
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General Tax Administration Returns & Revenue Process Registration

7-1-2010 (p. 1)

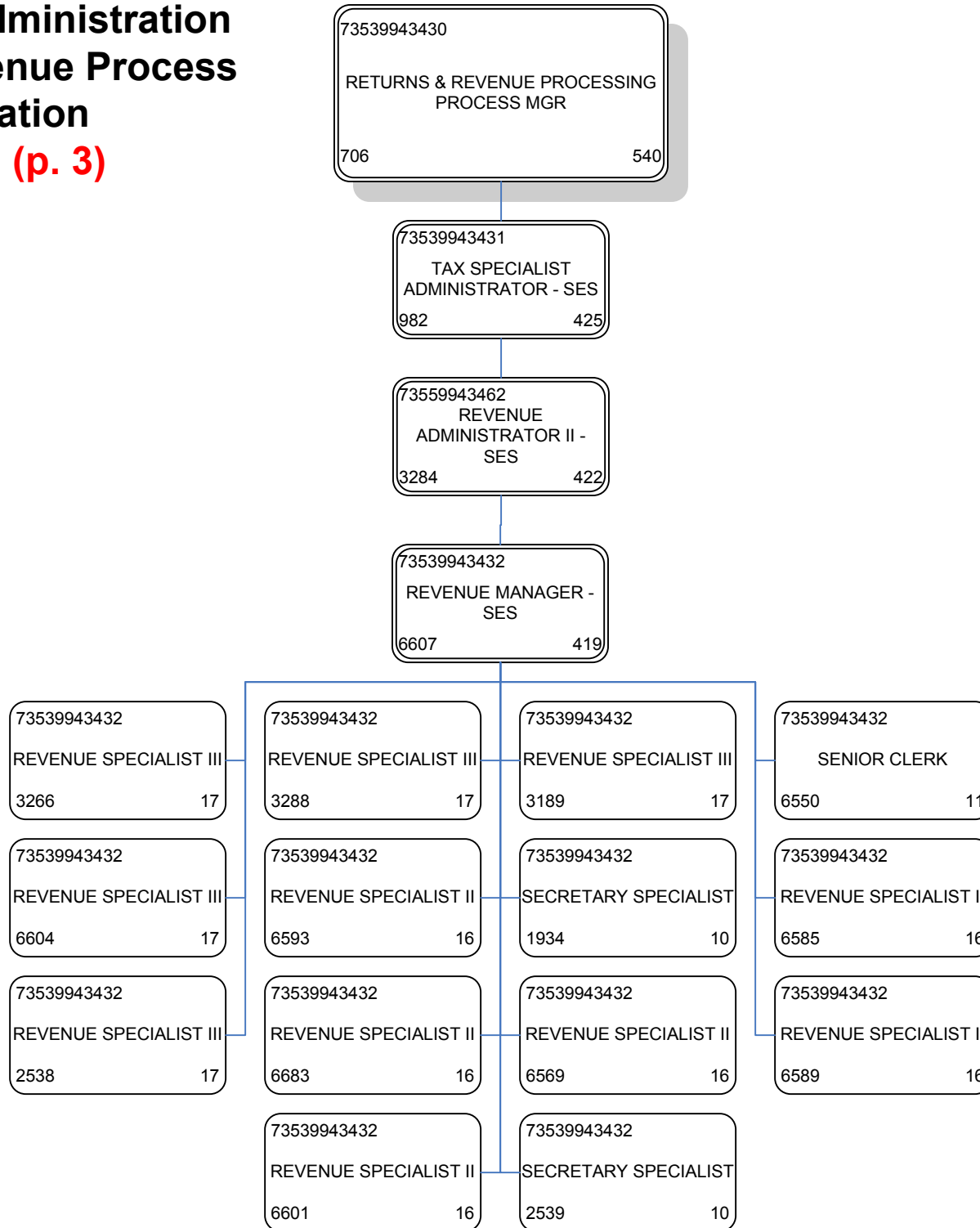


General Tax Administration Returns & Revenue Process Registration 7-1-2010 (p. 2)



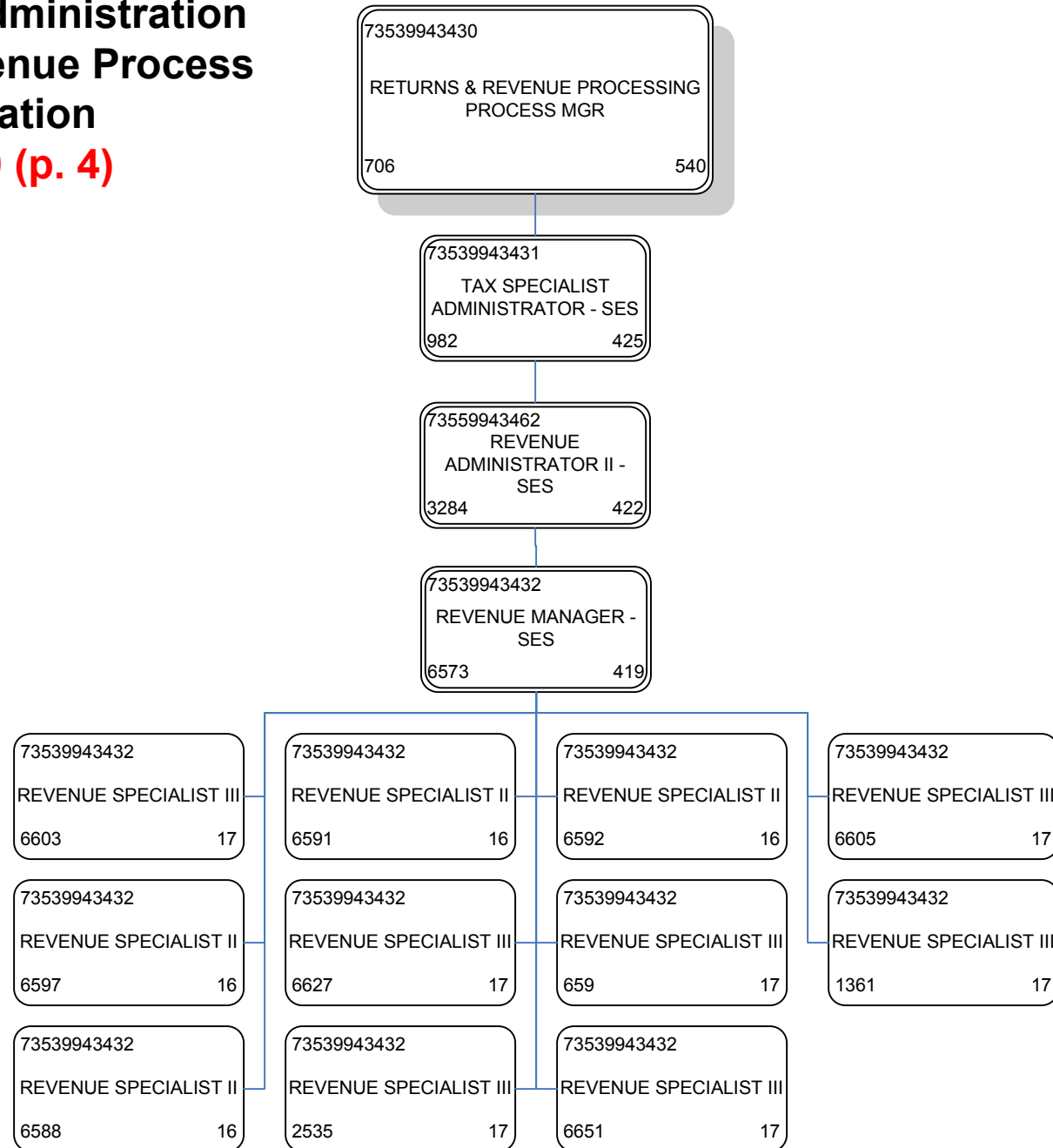
General Tax Administration Returns & Revenue Process Registration

7-1-2010 (p. 3)



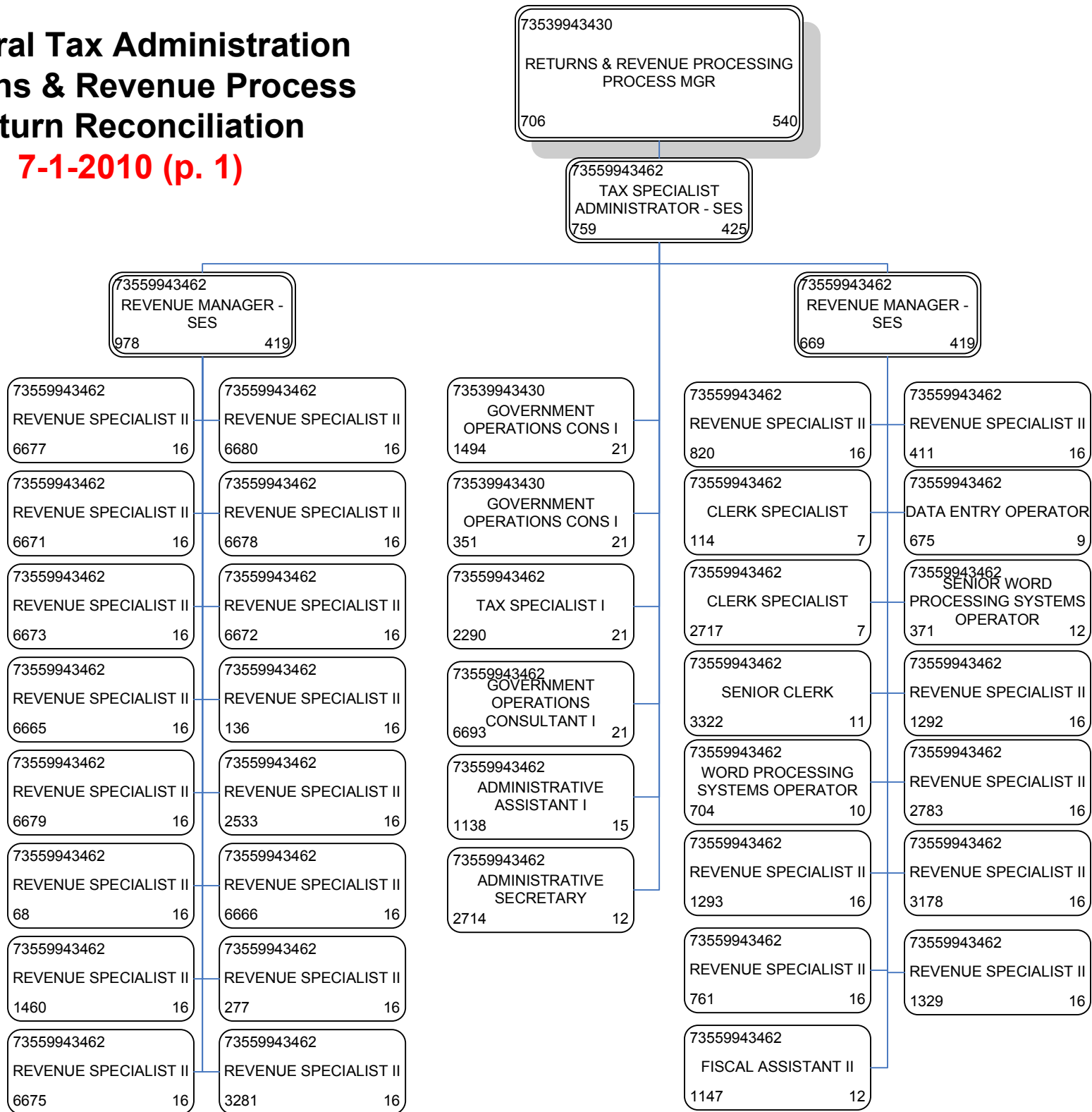
General Tax Administration Returns & Revenue Process Registration

7-1-2010 (p. 4)



General Tax Administration Returns & Revenue Process Return Reconciliation

7-1-2010 (p. 1)



General Tax Administration

Returns & Revenue Process

Return Reconciliation

7-1-2010 (p. 2)

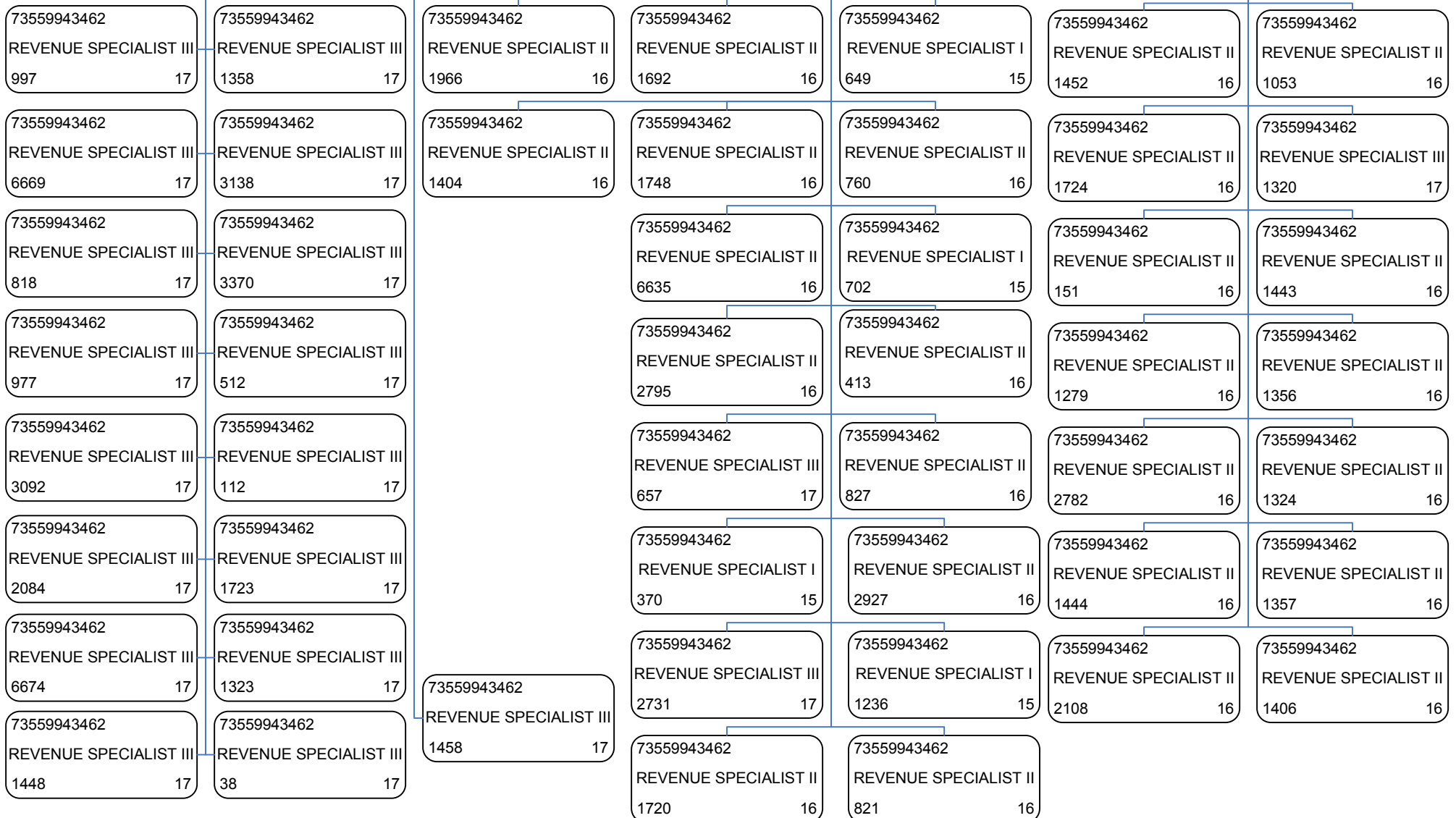
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 PROCESS MGR
 706 540

73559943462
 TAX SPECIALIST ADMINISTRATOR - SES
 759 425

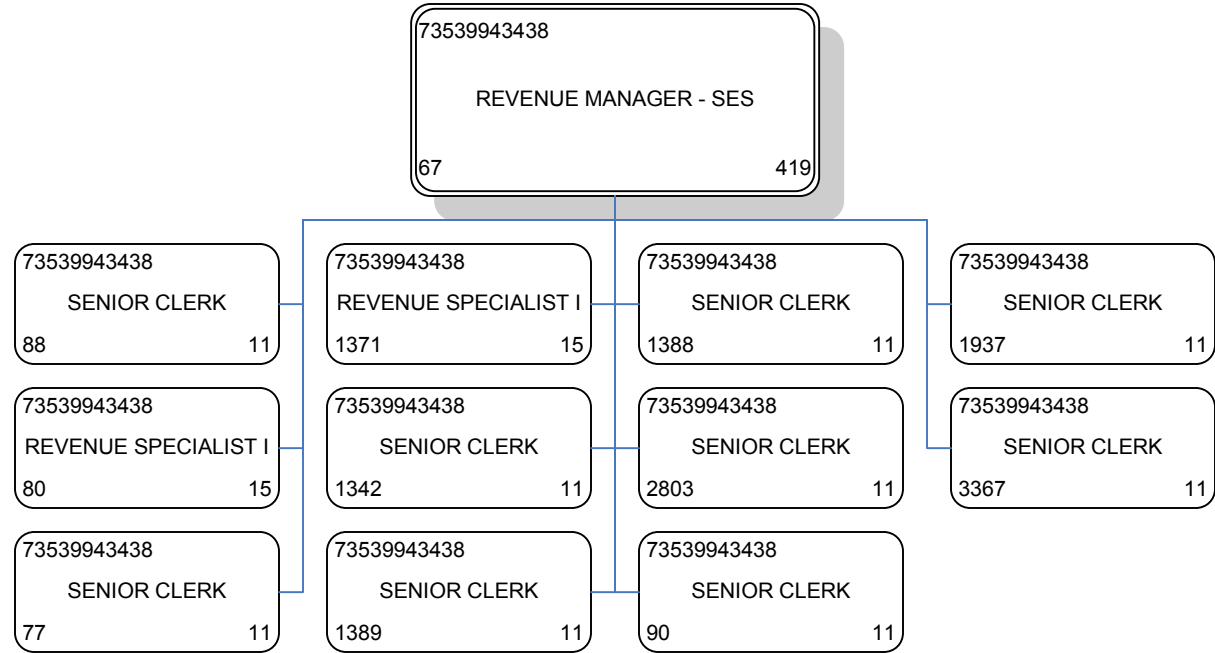
73559943462
 REVENUE ADMINISTRATOR I - SES
 6663 421

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 REVENUE ADMINISTRATOR I - SES
 1725 421

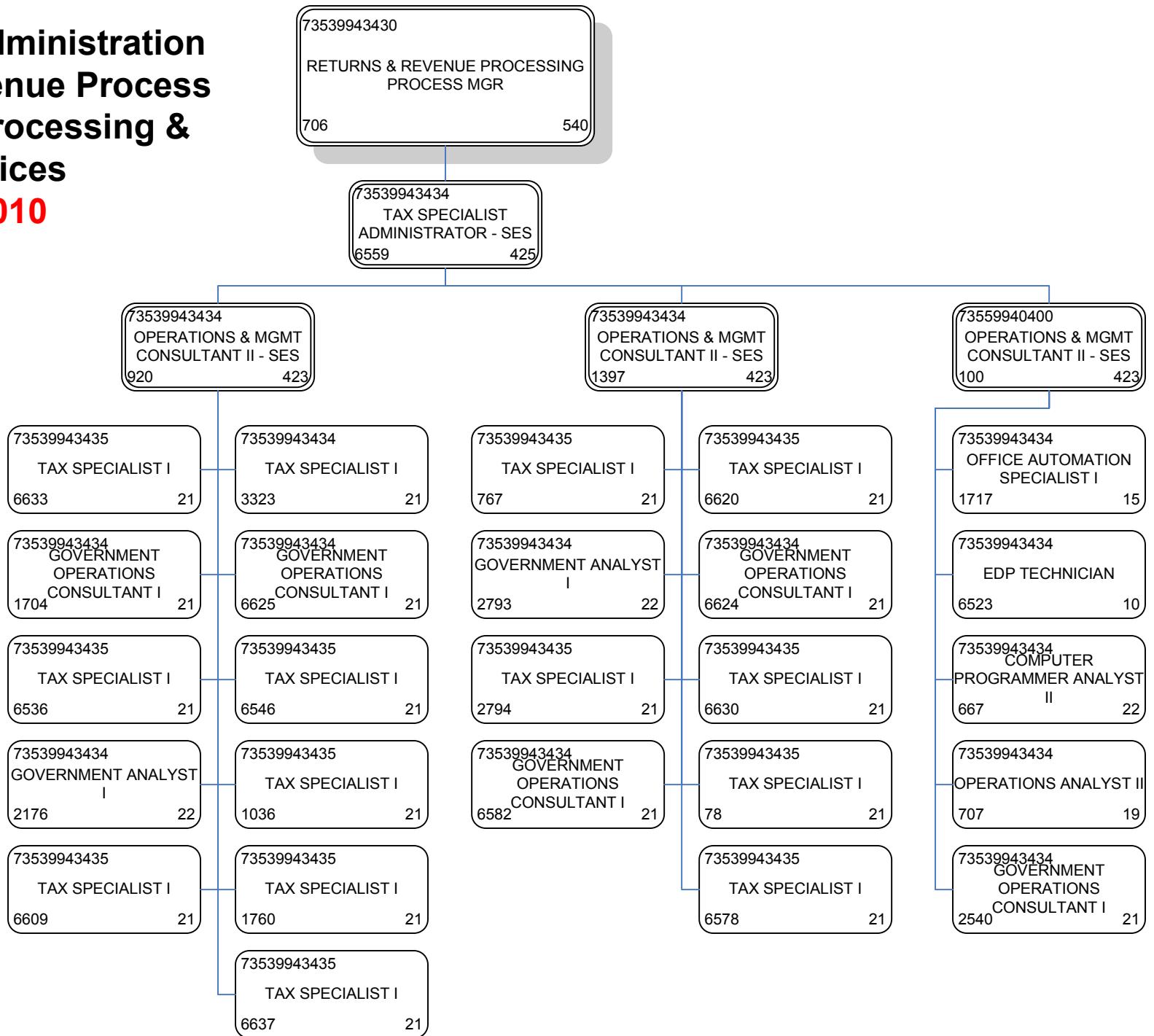


General Tax Administration Returns & Revenue Process Proof & Deposit 7-1-2010



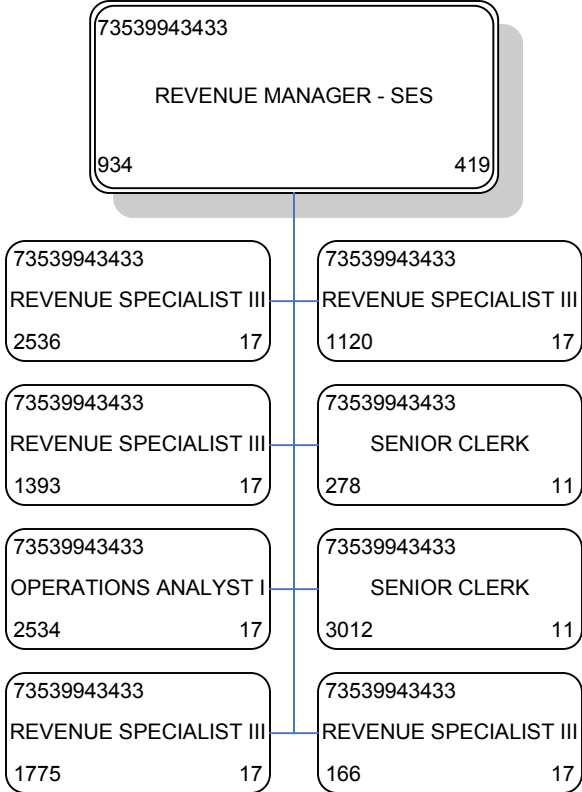
General Tax Administration Returns & Revenue Process Information Processing & E-Services

7-1-2010

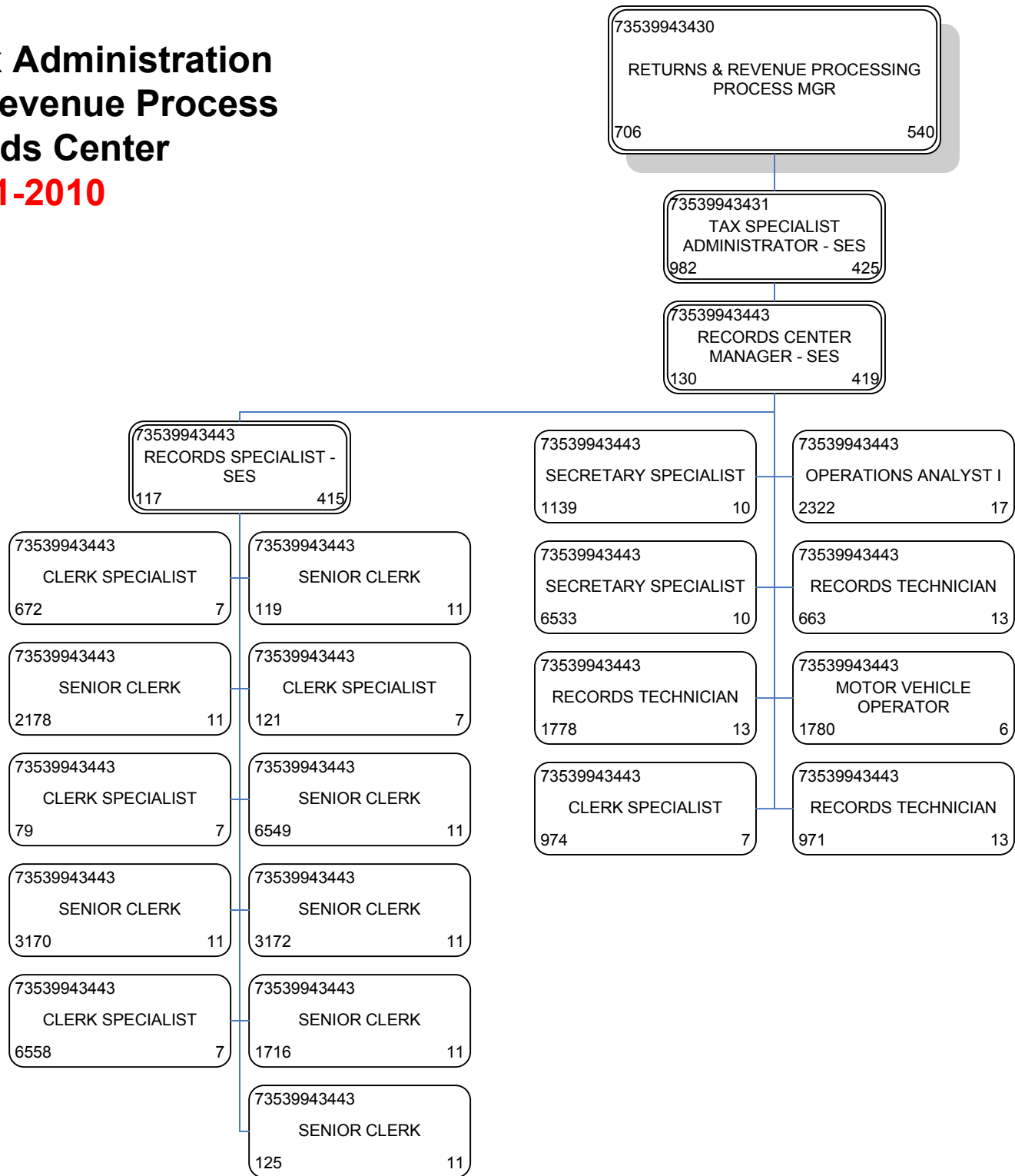


General Tax Administration Returns & Revenue Process Exemptions

7-1-2010



General Tax Administration Returns & Revenue Process Records Center 7-1-2010



General Tax Administration Returns & Revenue Process

7-1-2010

73539943430
RETURNS & REVENUE PROCESSING
PROCESS MGR
706 540

73539943444
SENIOR REVENUE
ADMINISTRATOR - SES
91 426

73539943444
OPERATIONS & MGMT
CONSULTANT II - SES
6574 423

73539943444
REVENUE MANAGER -
SES
6577 419

73539943449
REVENUE MANAGER -
SES
2792 419

73539943444
OPERATIONS ANALYST I
194 17

73539943444
ADMINISTRATIVE
SECRETARY
6557 12

73539943444
REVENUE MANAGER -
SES
6575 419

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REVENUE MANAGER -
SES
1930 419

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REVENUE MANAGER -
SES
1776 419

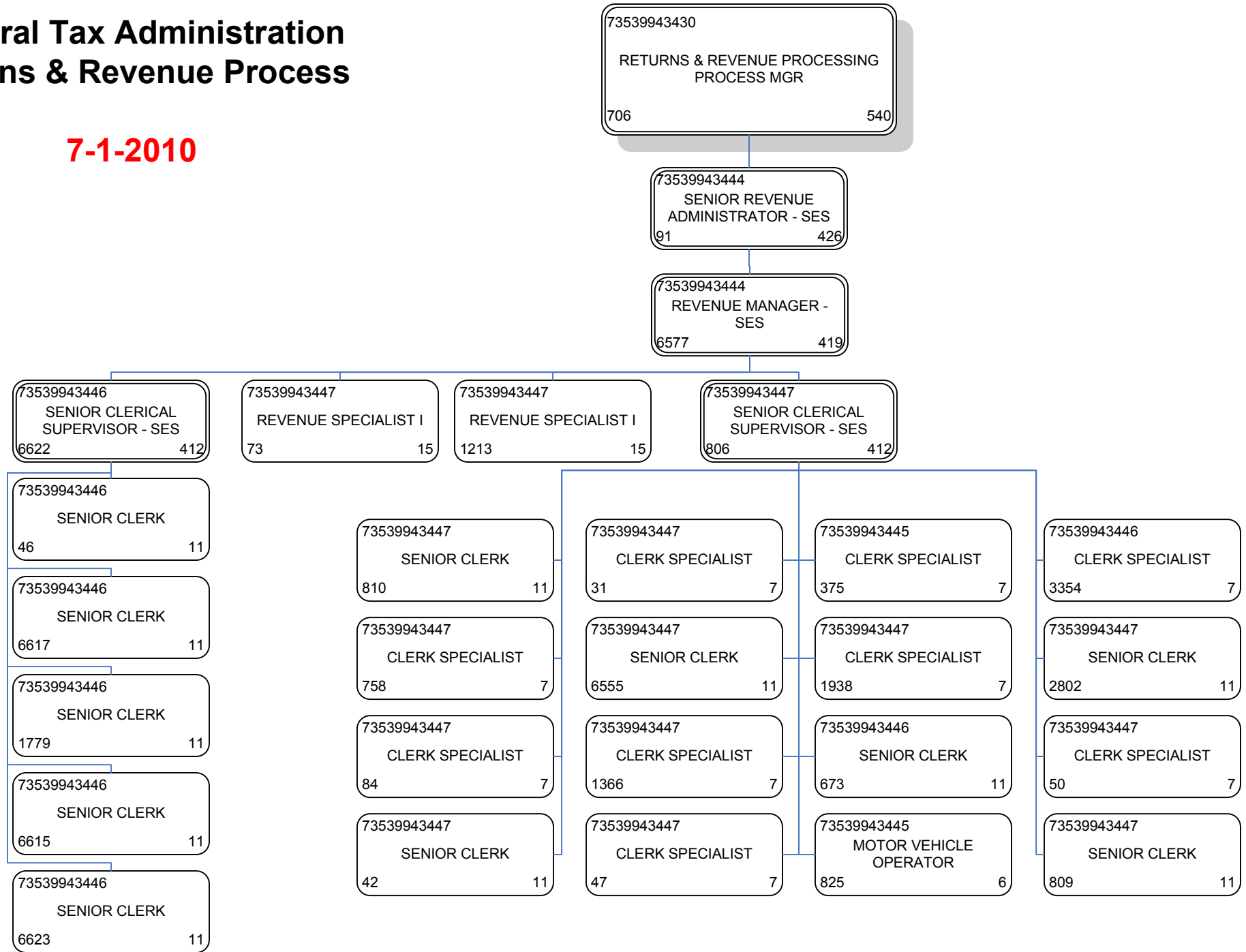
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GOVERNMENT
OPERATIONS
CONSULTANT I
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ADMINISTRATIVE
ASSISTANT I
808 15

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SECRETARY SPECIALIST
26 10

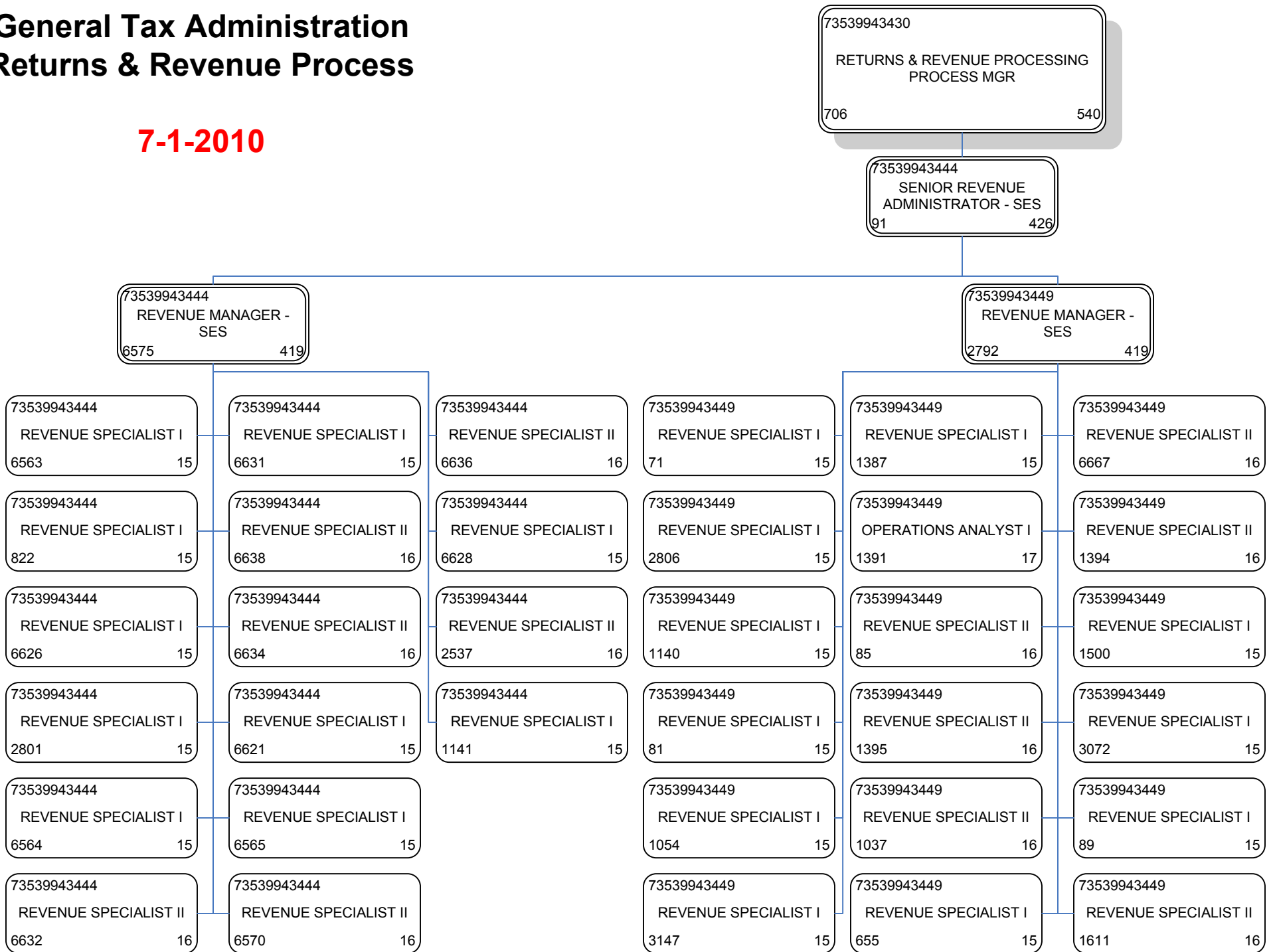
General Tax Administration Returns & Revenue Process

7-1-2010



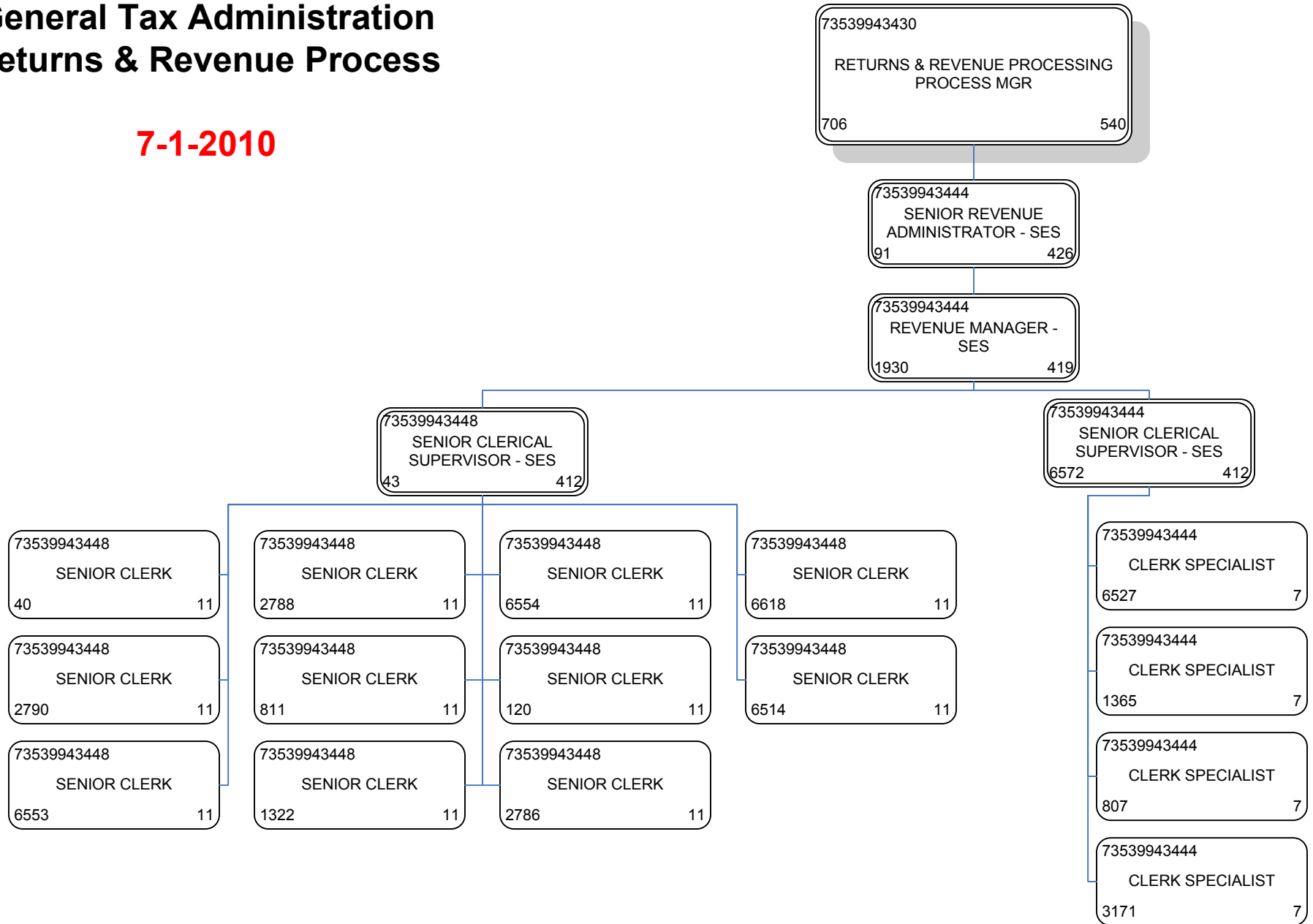
General Tax Administration Returns & Revenue Process

7-1-2010



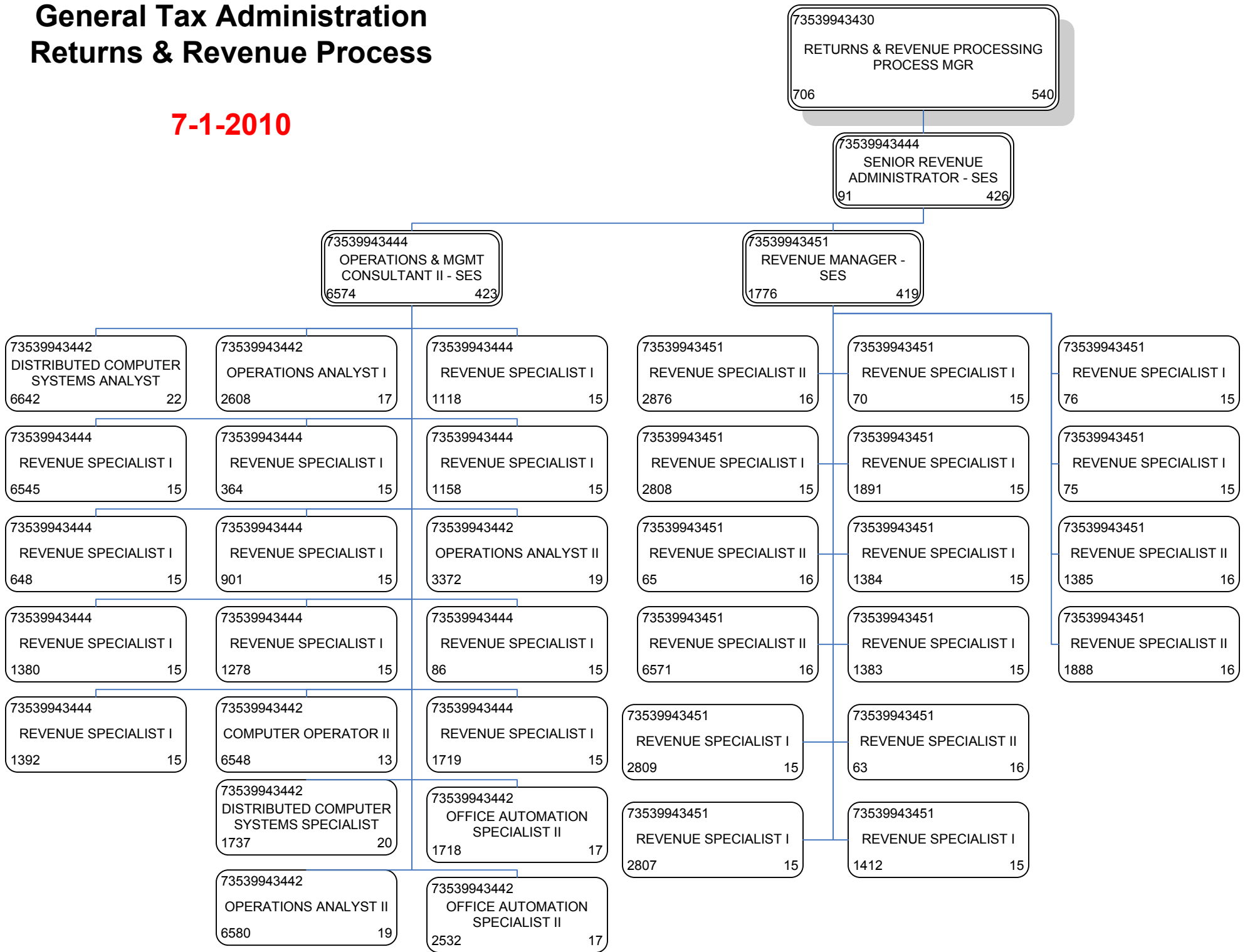
General Tax Administration Returns & Revenue Process

7-1-2010



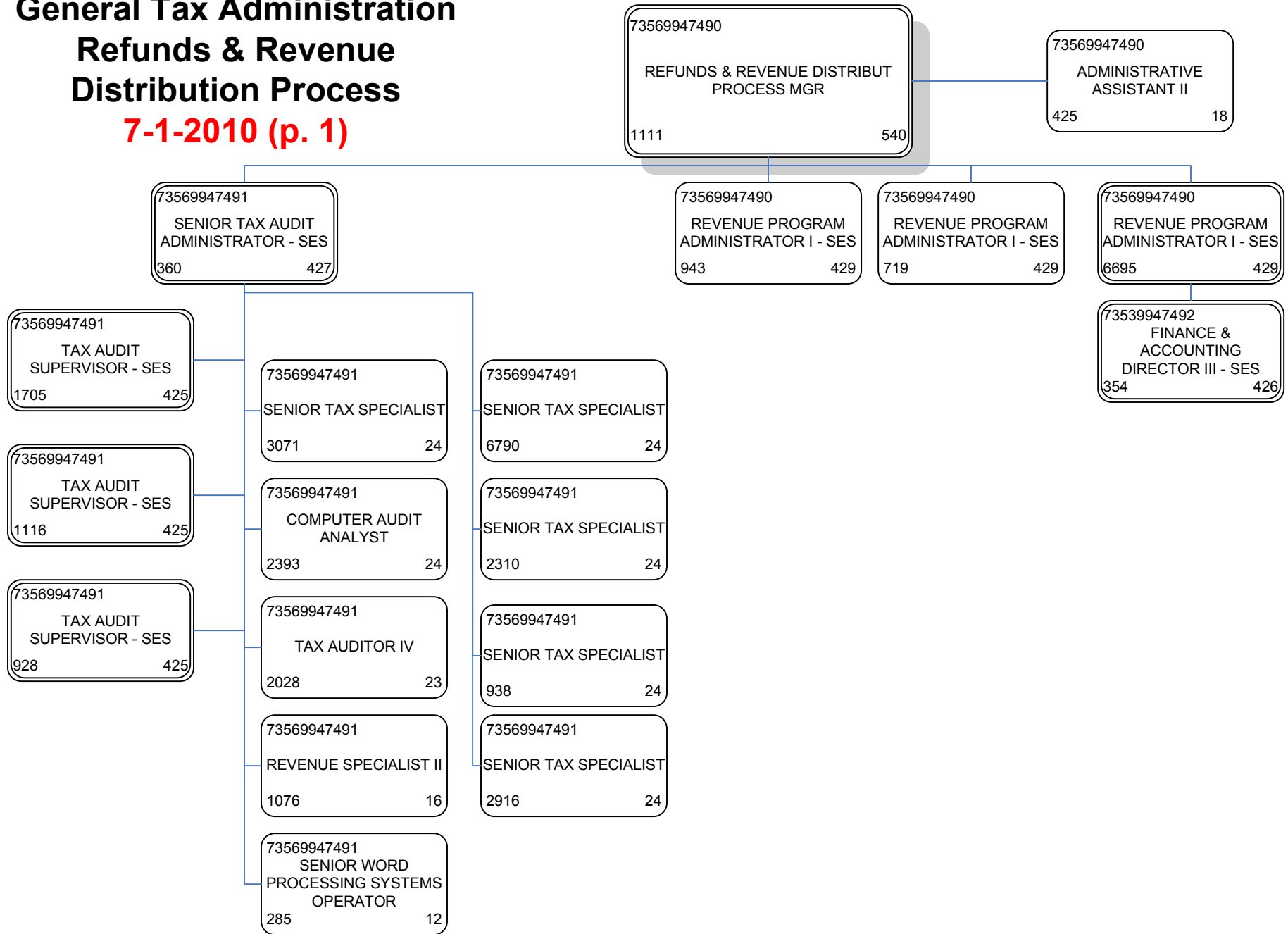
General Tax Administration Returns & Revenue Process

7-1-2010



General Tax Administration Refunds & Revenue Distribution Process

7-1-2010 (p. 1)



General Tax Administration

Refunds & Revenue

Distribution Process

7-1-2010 (p. 2)

73569947490
REFUNDS & REVENUE DISTRIBUTION
PROCESS MGR
1111 540

73569947491
SENIOR TAX AUDIT
ADMINISTRATOR - SES
360 427

73569947491
TAX AUDIT
SUPERVISOR - SES
928 425

73569947491
TAX AUDIT
SUPERVISOR - SES
1116 425

73569947491
TAX AUDIT
SUPERVISOR - SES
1705 425

73569947491
TAX AUDITOR II
6510 20

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TAX AUDITOR IV
2610 23

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TAX AUDITOR II
1672 20

73569947491
TAX AUDITOR III
720 22

73569947491
SENIOR WORD
PROCESSING SYSTEMS
OPERATOR
740 12

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TAX AUDITOR III
2376 22

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TAX AUDITOR II
6791 20

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TAX AUDITOR III
777 22

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TAX AUDITOR II
1525 20

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TAX AUDITOR III
2079 22

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TAX AUDITOR III
747 22

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TAX AUDITOR IV
1464 23

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TAX AUDITOR II
2420 20

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TAX AUDITOR III
1157 22

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TAX AUDITOR II
478 20

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TAX AUDITOR III
500 22

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TAX AUDITOR II
3079 20

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TAX AUDITOR I
1967 18

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TAX AUDITOR II
1750 20

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TAX AUDITOR III
6512 22

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TAX AUDITOR II
6511 20

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TAX AUDITOR III
2080 22

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TAX AUDITOR III
843 22

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TAX AUDITOR II
1706 20

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TAX AUDITOR I
6509 18

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TAX AUDITOR II
1516 20

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TAX AUDITOR II
519 20

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TAX AUDITOR IV
1847 23

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1520 22

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1989 20

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398 20

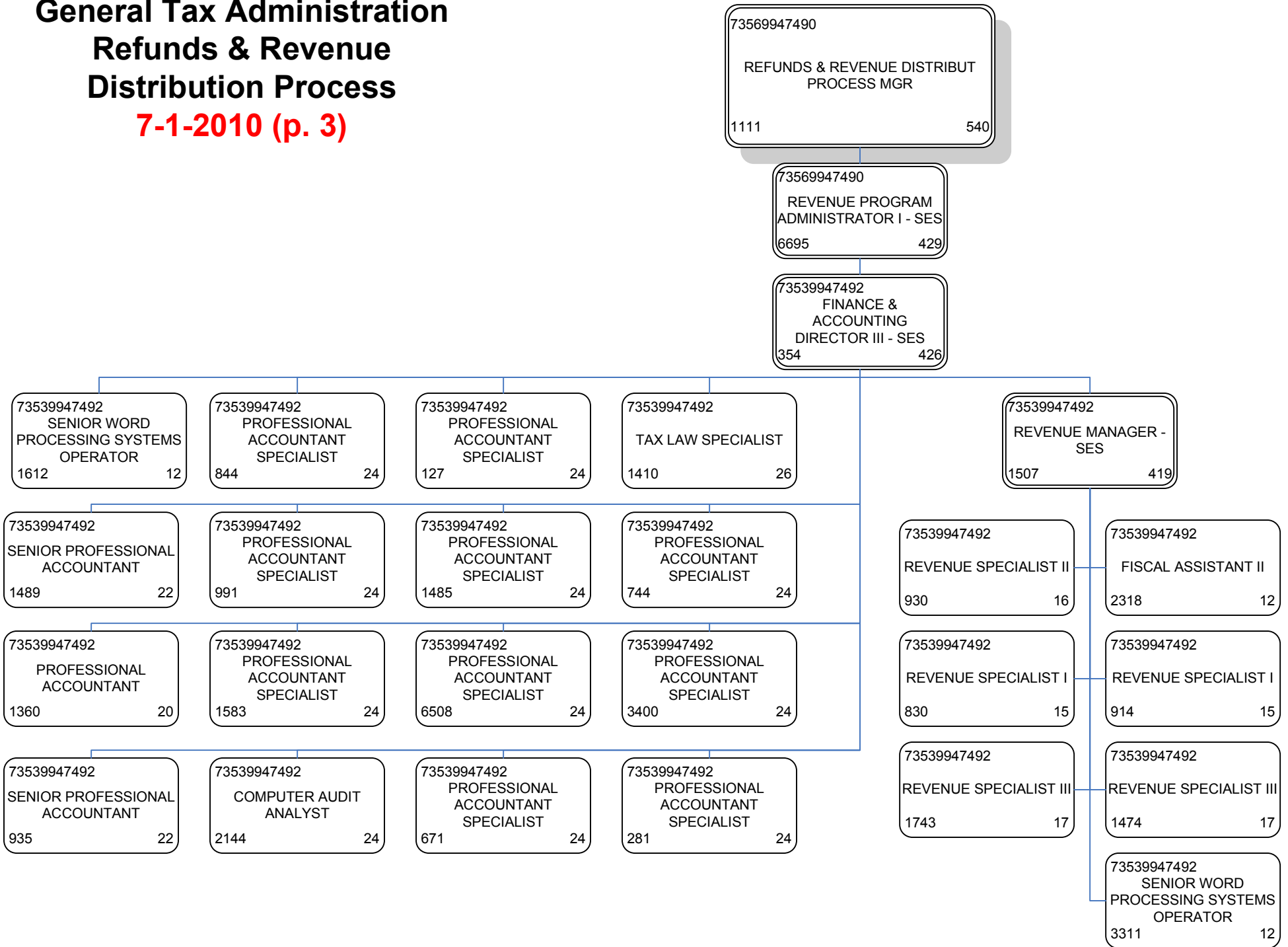
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General Tax Administration

Refunds & Revenue

Distribution Process

7-1-2010 (p. 3)



General Tax Administration Suntax 7-1-2010

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PROGRAM DIR
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ADMIN-REV
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ASSISTANT I
170 15

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ASSISTANT I
1949 15

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229 429

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REVENUE PROGRAM
ADMINISTRATOR I - SES
3349 429

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REVENUE PROGRAM
ADMINISTRATOR I - SES
1160 429

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REVENUE PROGRAM
ADMINISTRATOR I - SES
2749 429

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REVENUE PROGRAM
ADMINISTRATOR I - SES
2934 429

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I
802 22

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OPERATIONS REVIEW
SPECIALIST
3355 24

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GOVERNMENT ANALYST
I
6505 22

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OPERATIONS
CONSULTANT III
1206 25

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ANALYST SUPV - SES
2413 426

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TAX SPECIALIST II
6501 22

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OPERATIONS ANALYST I
1607 17

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OPERATIONS REVIEW
SPECIALIST
6504 24

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GOVERNMENT
OPERATIONS
CONSULTANT III
2603 25

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TRAINING & RESEARCH
CONSULTANT
2751 26

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OPERATIONS REVIEW
SPECIALIST
6786 24

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SYSTEMS
PROGRAMMER III
2361 25

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OPERATIONS REVIEW
SPECIALIST
2092 24

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GOVERNMENT ANALYST
I
191 22

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OPERATIONS REVIEW
SPECIALIST
3005 24

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GOVERNMENT ANALYST
I
789 22

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OPERATIONS
CONSULTANT III
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SYSTEMS PROJECT
CONSULTANT
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GOVERNMENT ANALYST
I
670 22

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GOVERNMENT ANALYST
I
1408 22

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REVENUE PROGRAM
ADMINISTRATOR I - SES
439 429

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OPERATIONS REVIEW
SPECIALIST
2873 24

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ADMINISTRATIVE
ASSISTANT I
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SYSTEMS
PROGRAMMER II
3054 24

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OPERATIONS REVIEW
SPECIALIST
362 24

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REVENUE PROGRAM
ADMINISTRATOR I - SES
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3062 22

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SENIOR TAX SPECIALIST
3014 24

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SYSTEMS PROJECT
ANALYST
2430 24

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TAX LAW SPECIALIST
641 26

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COMPUTER AUDIT
CONSULTANT
6507 27

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SYSTEMS PROJECT
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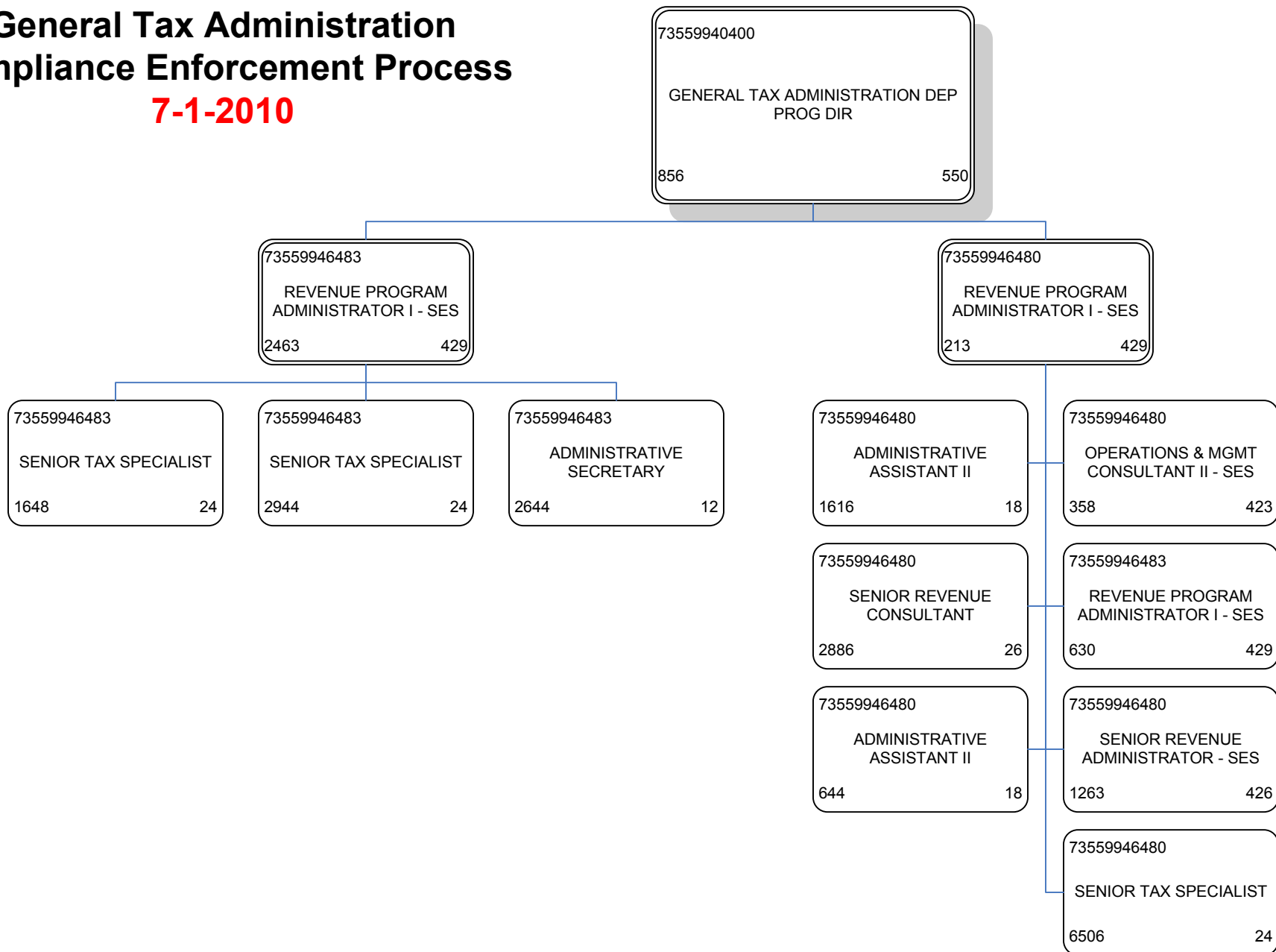
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General Tax Administration Compliance Enforcement Process

7-1-2010



General Tax Administration Compliance Support Process

7-1-2010 (p. 1)

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PROGRAM DIR
97 940

73559945470
COMPLIANCE SUPPORT
PROCESS MANAGER
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SES
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REVENUE PROGRAM
ADMINISTRATOR I - SES
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REVENUE PROGRAM
ADMINISTRATOR I - SES
3015 429

73559945472
REVENUE PROGRAM
ADMINISTRATOR I - SES
1238 429

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TAX LAW SPECIALIST
2309 26

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SYSTEMS PROJECT
ANALYST
2011 24

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DISTRIBUTED
COMPUTER SYSTEMS
ANALYST
3343 22

73559945470
ADMINISTRATIVE
ASSISTANT II
1948 18

General Tax Administration Compliance Support Process

7-1-2010 (p. 2)

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GENERAL TAX ADMINISTRATION
PROGRAM DIR
97 940

73559945470
COMPLIANCE SUPPORT
PROCESS MANAGER
2048 540

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REVENUE PROGRAM
ADMINISTRATOR I - SES
3015 429

73559945472
REVENUE PROGRAM
ADMINISTRATOR I - SES
1238 429

73559945475
TAX LAW SPECIALIST
3169 26

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TAX LAW SPECIALIST
1695 26

73559945475
TAX LAW SPECIALIST
1275 26

73559945472
REVENUE SPECIALIST III
2611 17

73559945472
SENIOR TAX SPECIALIST
3063 24

73559945472
SYSTEMS PROJECT
CONSULTANT
3009 25

73559945472
SENIOR TAX SPECIALIST
3209 24

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TAX LAW SPECIALIST
1933 26

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GOVERNMENT ANALYST
II
2757 26

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SENIOR TAX SPECIALIST
6697 24

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TAX SPECIALIST II
3214 22

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SYSTEMS
PROGRAMMER III
3208 25

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SYSTEMS PROJECT
CONSULTANT
1567 25

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ADMINISTRATIVE
SECRETARY
363 12

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TAX LAW SPECIALIST
1932 26

73559945475
SENIOR TAX SPECIALIST
3006 24

73559945475
SENIOR TAX SPECIALIST
3055 24

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GOVERNMENT ANALYST
II
6696 26

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SYSTEMS PROJECT
ANALYST
3211 24

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RESEARCH ECONOMIST
2750 27

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SYSTEMS
PROGRAMMER I
3011 23

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SENIOR TAX SPECIALIST
1842 24

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REVENUE SPECIALIST III
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SENIOR TAX SPECIALIST
783 24

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SENIOR TAX SPECIALIST
1555 24

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TAX LAW SPECIALIST
3060 26

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SYSTEMS PROJECT
ANALYST
2815 24

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TAX LAW SPECIALIST
3010 26

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TAX LAW SPECIALIST
785 26

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TAX LAW SPECIALIST
1844 26

73559945475
SENIOR TAX SPECIALIST
3174 24

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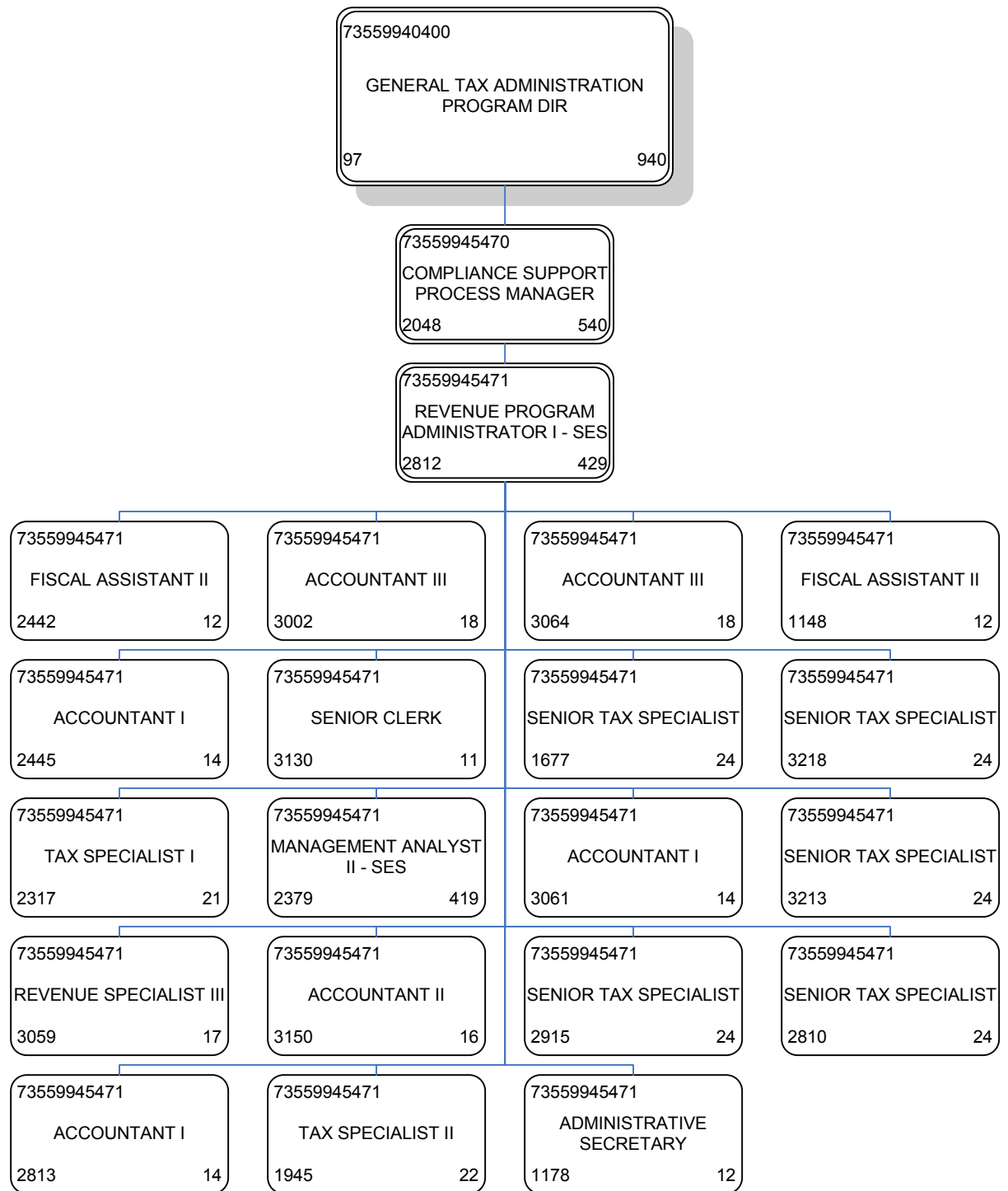
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II
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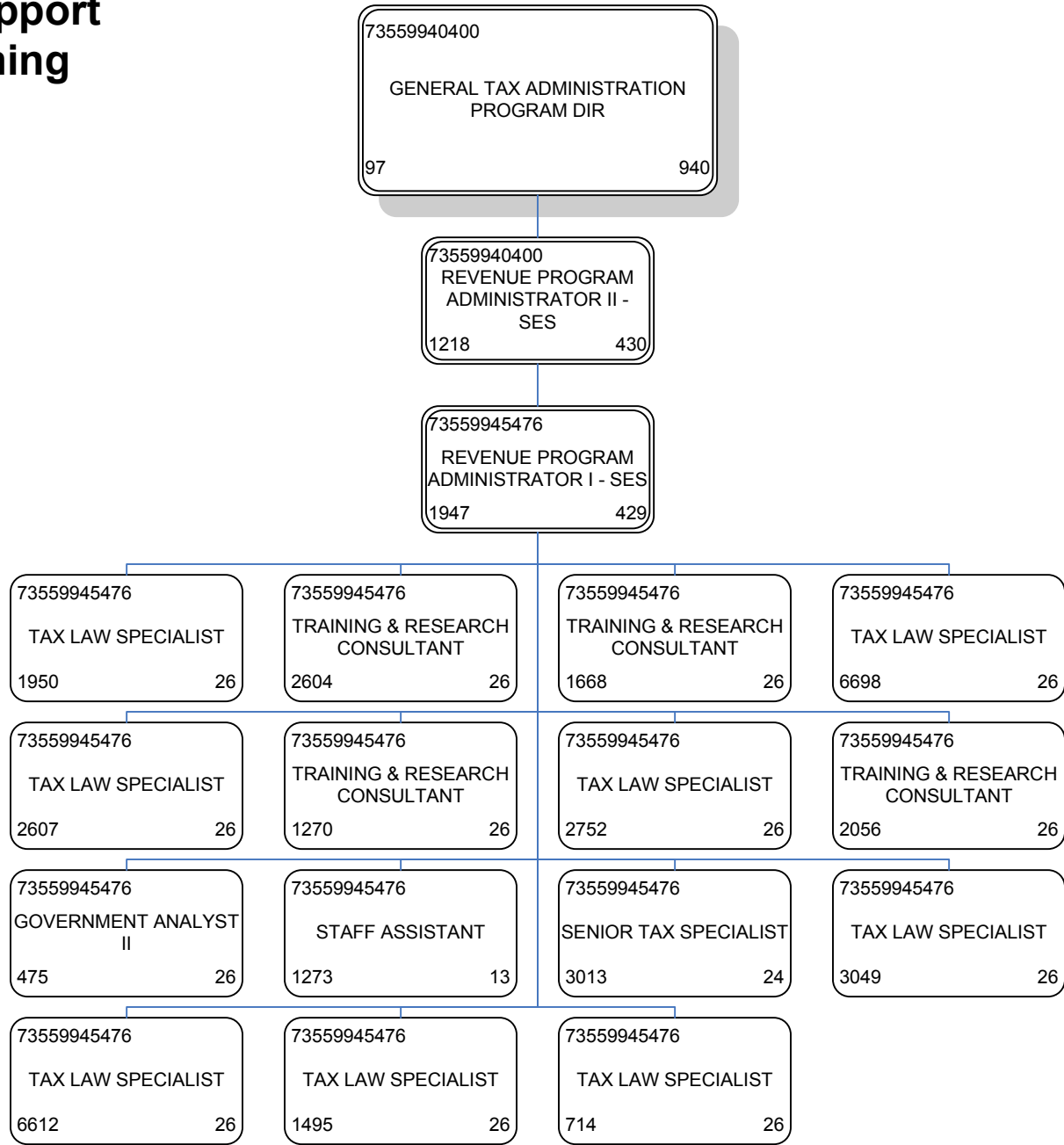
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General Tax Administration Compliance Support Process

7-1-2010 (p. 3)

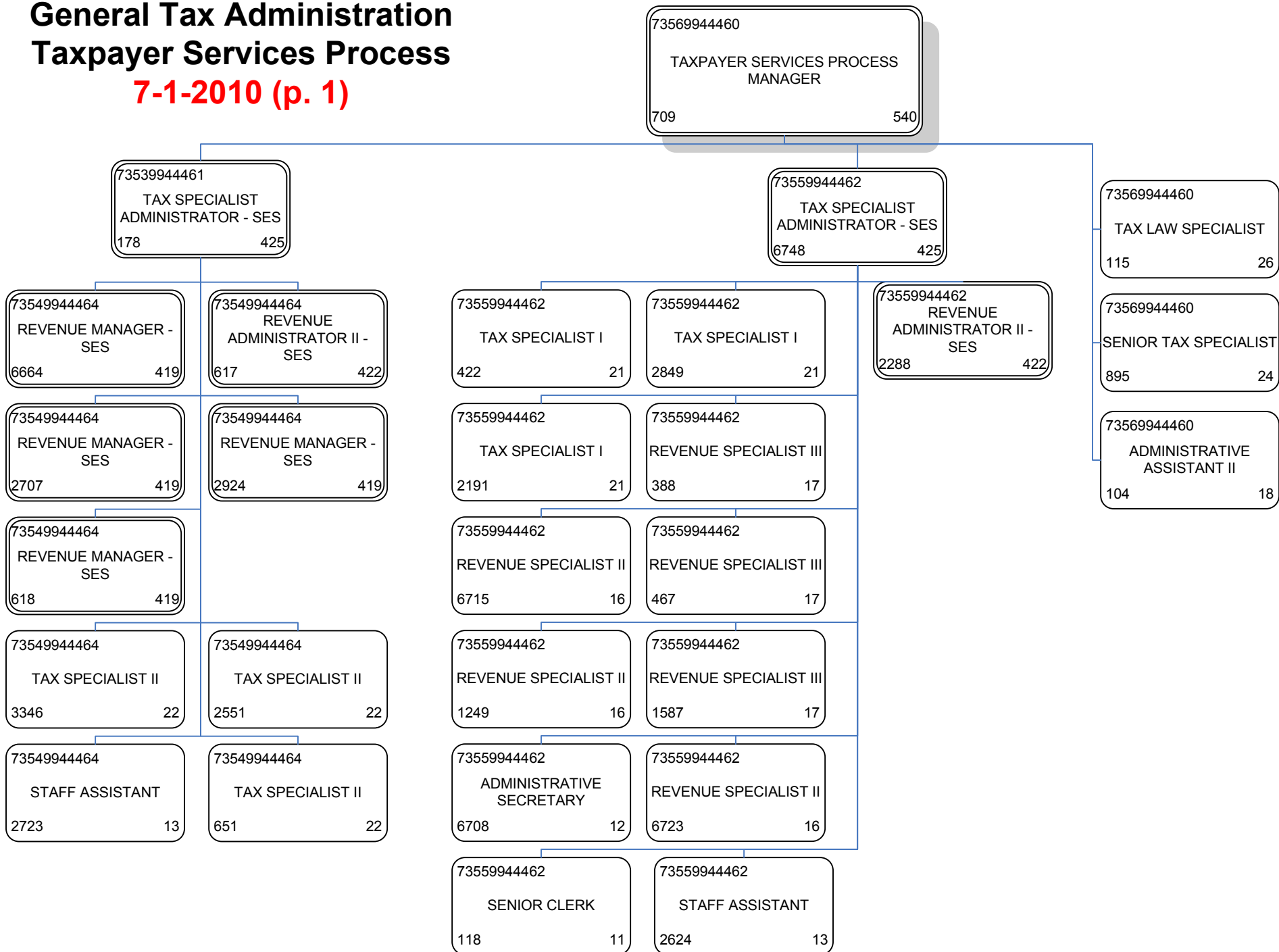


General Tax Administration Compliance Support Program Training 7-1-2010



General Tax Administration Taxpayer Services Process

7-1-2010 (p. 1)



General Tax Administration Taxpayer Services Process

7-1-2010 (p. 2)

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TAX SPECIALIST
ADMINISTRATOR - SES
178 425

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SES
618 419

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REVENUE MANAGER -
SES
2707 419

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REVENUE MANAGER -
SES
6664 419

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6647 16

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2940 16

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3290 16

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2938 16

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6657 16

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REVENUE SPECIALIST II
1746 16

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2918 16

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1741 16

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1789 16

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123 16

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950 16

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6606 16

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1694 16

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2919 16

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2779 16

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2456 16

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REVENUE SPECIALIST II
1929 16

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REVENUE SPECIALIST II
2454 16

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REVENUE SPECIALIST II
6660 16

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REVENUE SPECIALIST II
2930 16

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REVENUE SPECIALIST II
1736 16

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REVENUE SPECIALIST II
3267 16

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REVENUE SPECIALIST II
3280 16

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3270 16

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REVENUE SPECIALIST II
1696 16

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REVENUE SPECIALIST I
2446 15

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REVENUE SPECIALIST II
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6681 16

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REVENUE SPECIALIST II
2925 16

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2072 15

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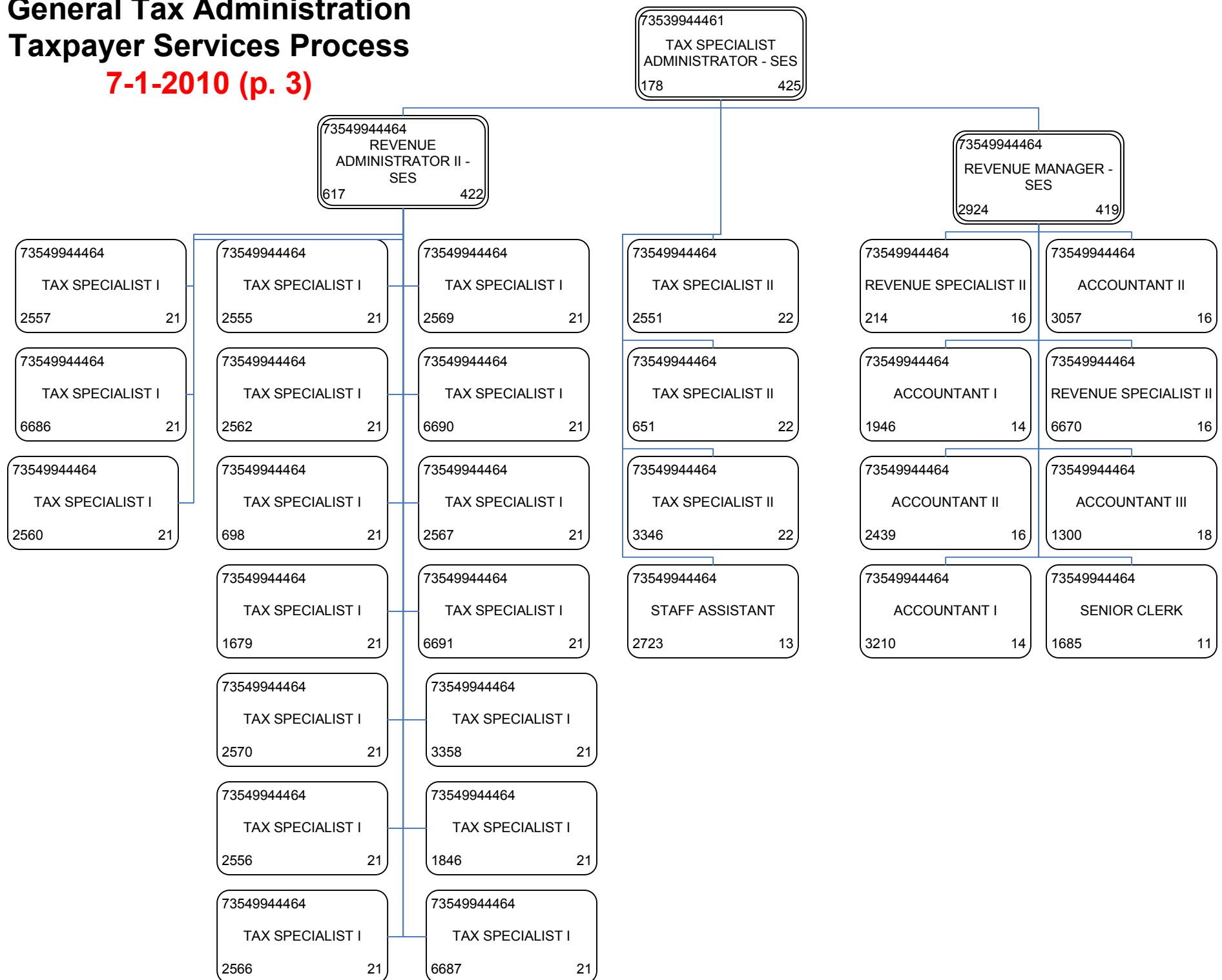
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372 16

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6652 16

General Tax Administration Taxpayer Services Process

7-1-2010 (p. 3)



General Tax Administration Taxpayer Services Process

7-1-2010 (p. 4)

73569944460
TAXPAYER SERVICES PROCESS
MANAGER
709 540

73559944462
TAX SPECIALIST
ADMINISTRATOR - SES
6748 425

73559944462
REVENUE
ADMINISTRATOR II -
SES
2288 422

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REVENUE SPECIALIST II
2936 16

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REVENUE SPECIALIST II
1686 16

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REVENUE SPECIALIST II
1070 16

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REVENUE SPECIALIST III
1450 17

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2191 21

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TAX SPECIALIST I
2849 21

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REVENUE SPECIALIST III
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REVENUE SPECIALIST III
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REVENUE SPECIALIST II
2170 16

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TAX SPECIALIST I
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REVENUE SPECIALIST III
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SENIOR CLERK
805 11

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REVENUE SPECIALIST III
3289 17

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REVENUE SPECIALIST II
2710 16

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REVENUE SPECIALIST III
1587 17

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REVENUE SPECIALIST III
467 17

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TAX SPECIALIST I
1683 21

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REVENUE SPECIALIST III
1765 17

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REVENUE SPECIALIST II
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368 16

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REVENUE SPECIALIST II
6723 16

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REVENUE SPECIALIST II
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REVENUE SPECIALIST III
1766 17

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STAFF ASSISTANT
2624 13

73559944462
REVENUE SPECIALIST II
1249 16

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REVENUE SPECIALIST II
647 16

73559944462
ADMINISTRATIVE
SECRETARY
6708 12

73559944462
SENIOR CLERK
118 11

General Tax Administration Taxpayer Services Process Contact Center

7-1-2010 (p. 1)

73569944460
TAXPAYER SERVICES PROCESS
MANAGER
709 540

73559944466
TAX SPECIALIST
ADMINISTRATOR - SES
1074 425

73559944466
STAFF ASSISTANT
3291 13

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SES
2722 419

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SES
1691 419

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3271 16

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6662 16

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REVENUE SPECIALIST II
1309 16

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TAX SPECIALIST II
1829 22

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REVENUE SPECIALIST II
1325 16

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1688 16

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TAX SPECIALIST II
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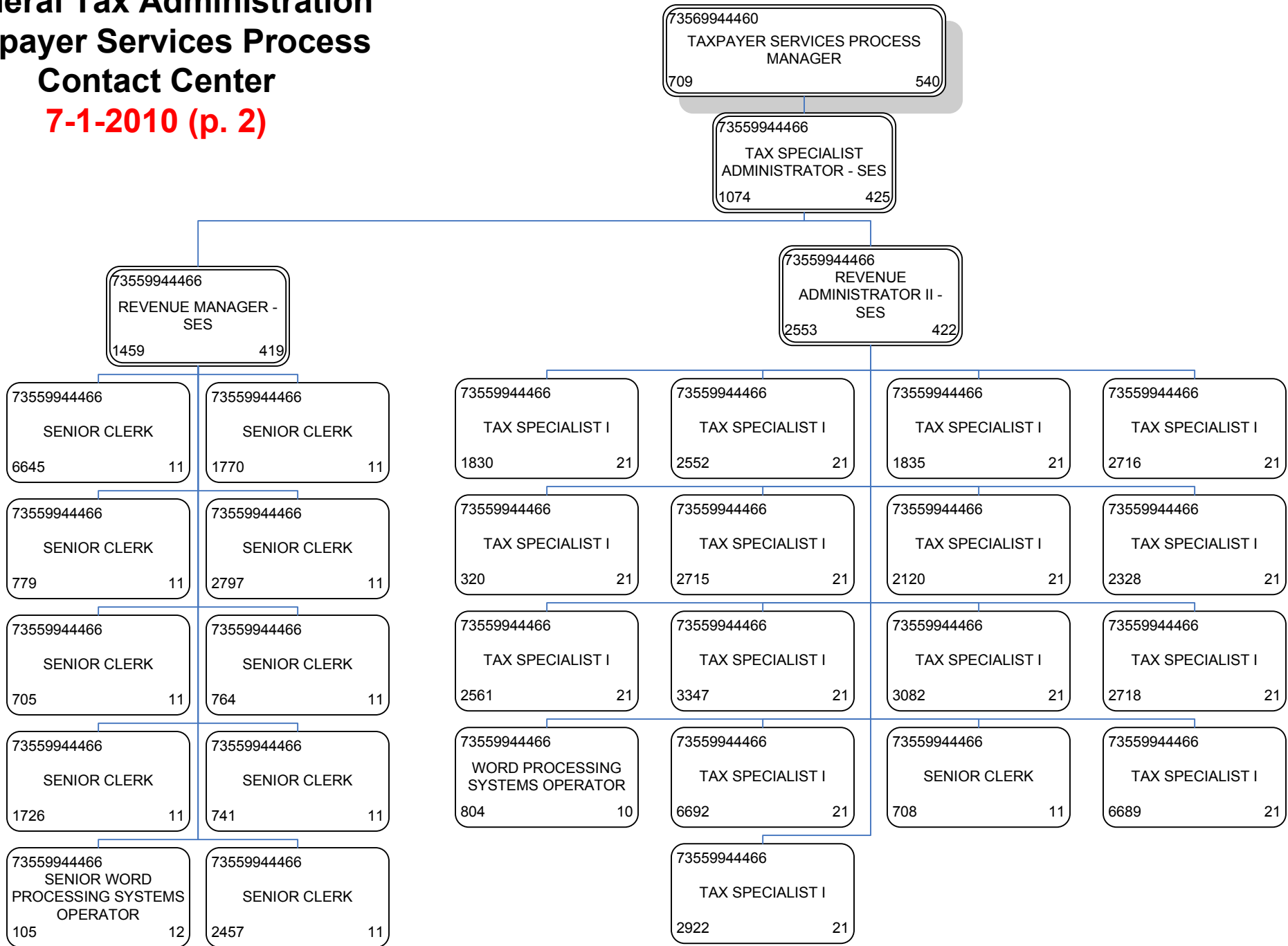
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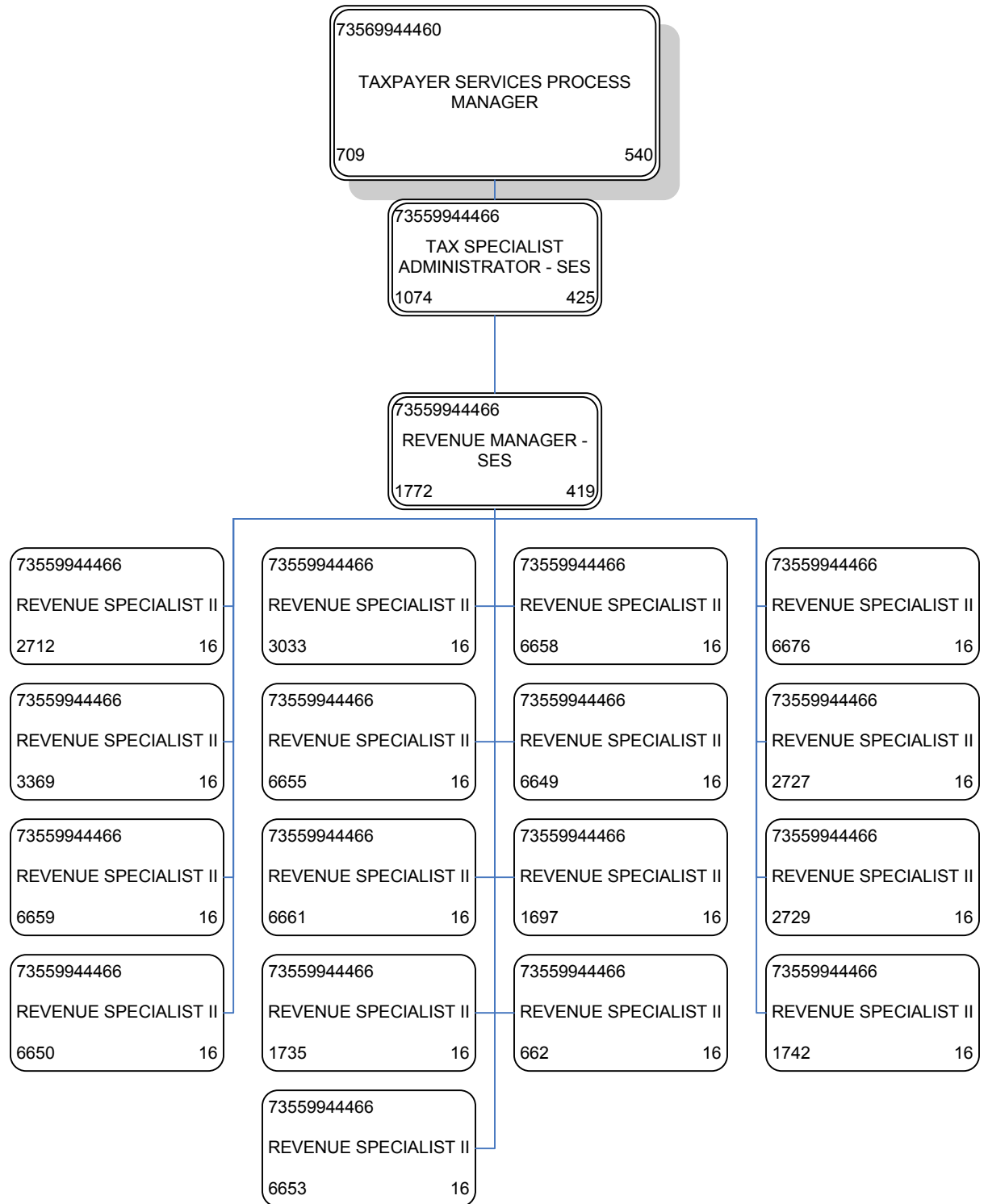
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3283 16

General Tax Administration Taxpayer Services Process Contact Center 7-1-2010 (p. 2)

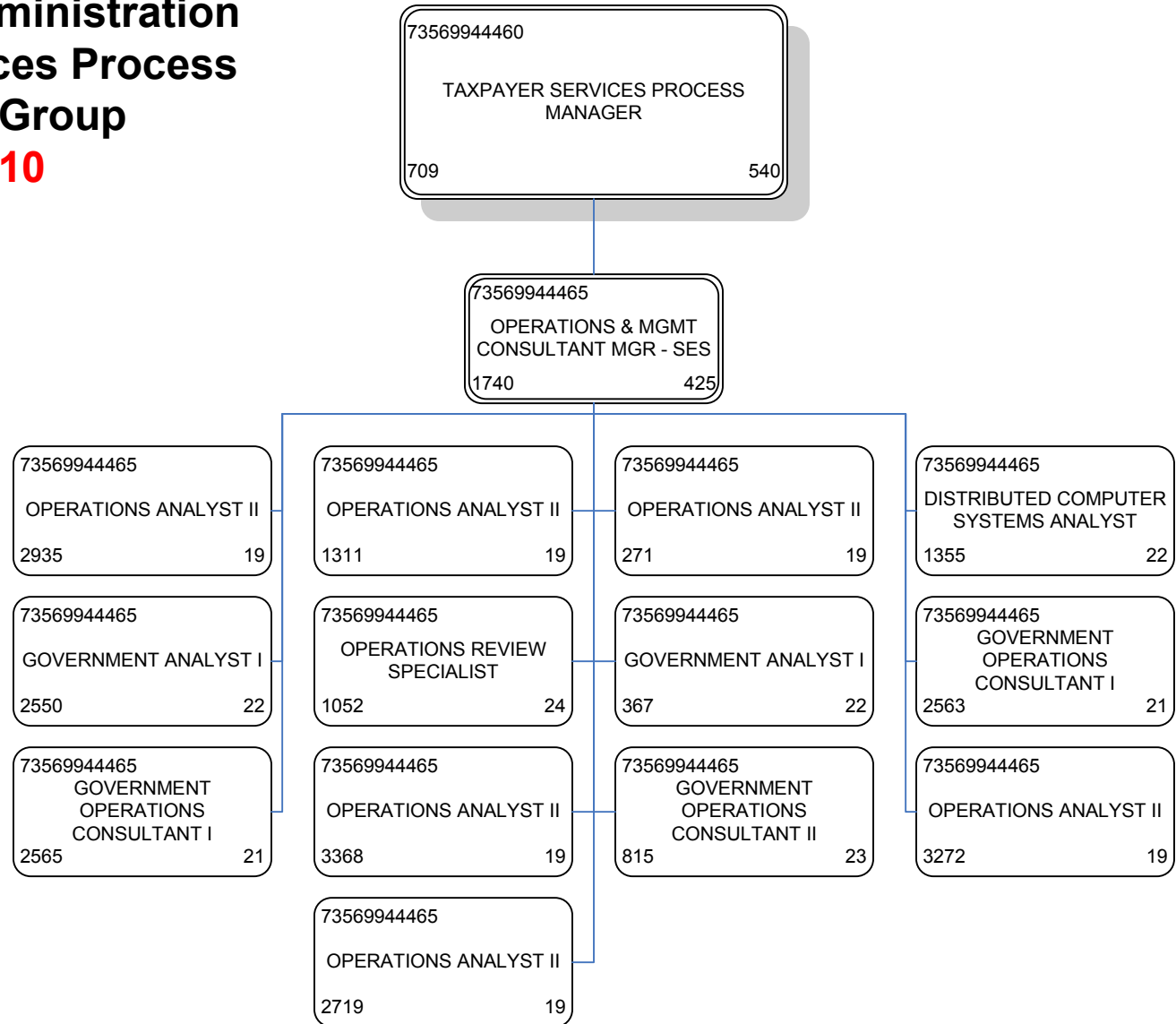


General Tax Administration Taxpayer Services Process Contact Center 7-1-2010 (p. 3)



General Tax Administration Taxpayer Services Process Research Group

7-1-2010



General Tax Administration Pensacola Service Center

7-1-2010

73559901942
REGIONAL MANAGER-REV
142 520

73559901942
SENIOR REVENUE CONSULTANT
202 26

73559901942
TAX SPECIALIST II
2703 22

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SENIOR REVENUE CONSULTANT
418 26

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REVENUE SERVICE CENTER MANAGER I - SES
241 426

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TAX AUDIT SUPERVISOR - SES
3083 425

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TAX AUDIT SUPERVISOR - SES
1610 425

73569901142
REVENUE ADMINISTRATOR II - SES
248 422

73559901242
TAX AUDITOR IV
2410 23

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TAX AUDITOR IV
1168 23

73569901142
TAX SPECIALIST I
2676 21

73569901142
REVENUE SPECIALIST II
193 16

73569901142
REVENUE SPECIALIST II
293 16

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SENIOR TAX SPECIALIST
3023 24

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TAX AUDITOR III
3229 22

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TAX AUDITOR I
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TAX SPECIALIST I
2206 21

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REVENUE SPECIALIST III
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REVENUE SPECIALIST II
2215 16

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3306 24

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TAX AUDITOR IV
1194 23

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TAX AUDITOR IV
1959 23

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1955 20

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TAX AUDITOR III
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SECRETARY SPECIALIST
2652 10

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REVENUE SPECIALIST III
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REVENUE SPECIALIST II
296 16

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TAX AUDITOR IV
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292 16

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ACCOUNTANT I
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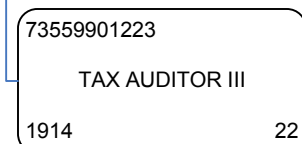
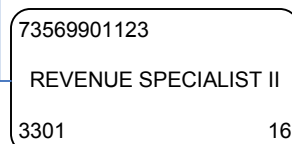
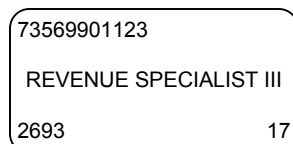
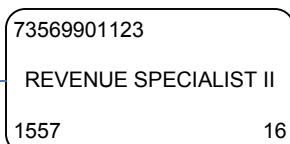
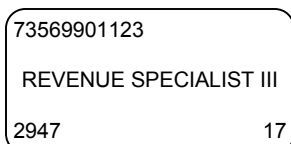
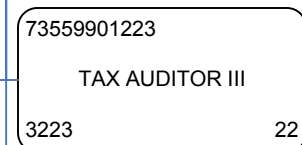
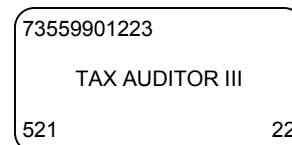
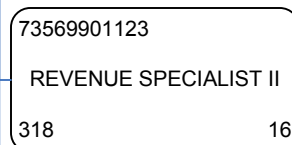
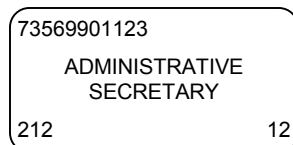
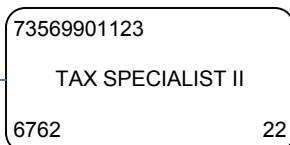
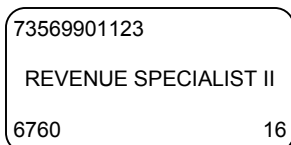
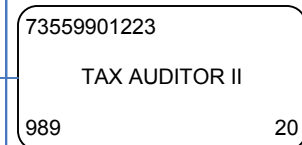
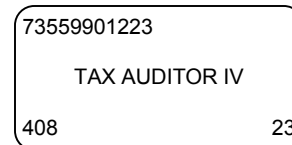
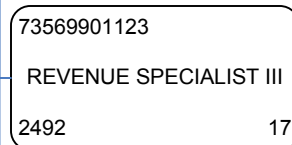
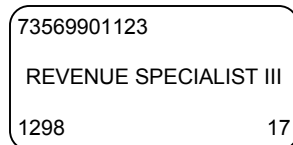
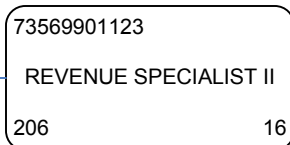
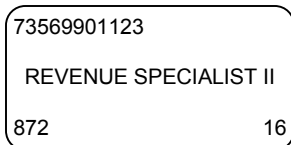
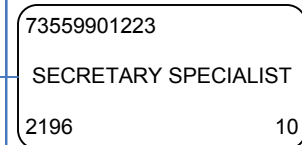
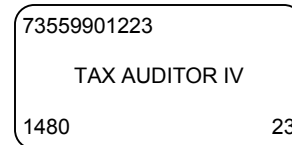
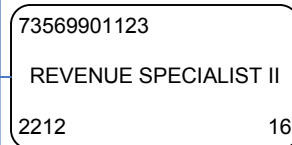
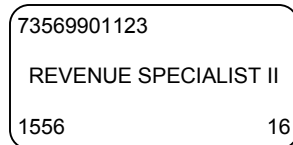
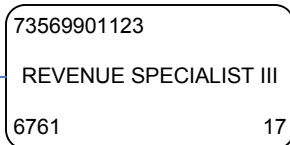
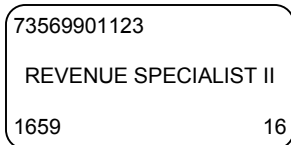
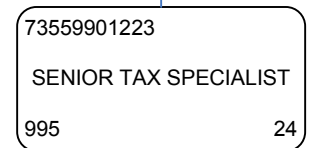
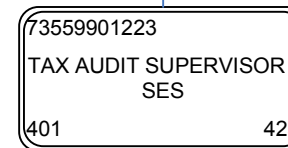
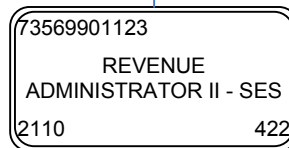
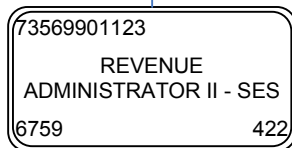
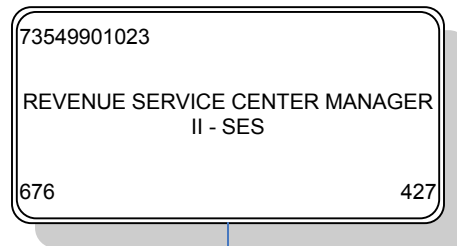
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1886 22

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ADMINISTRATIVE SECRETARY
1490 12

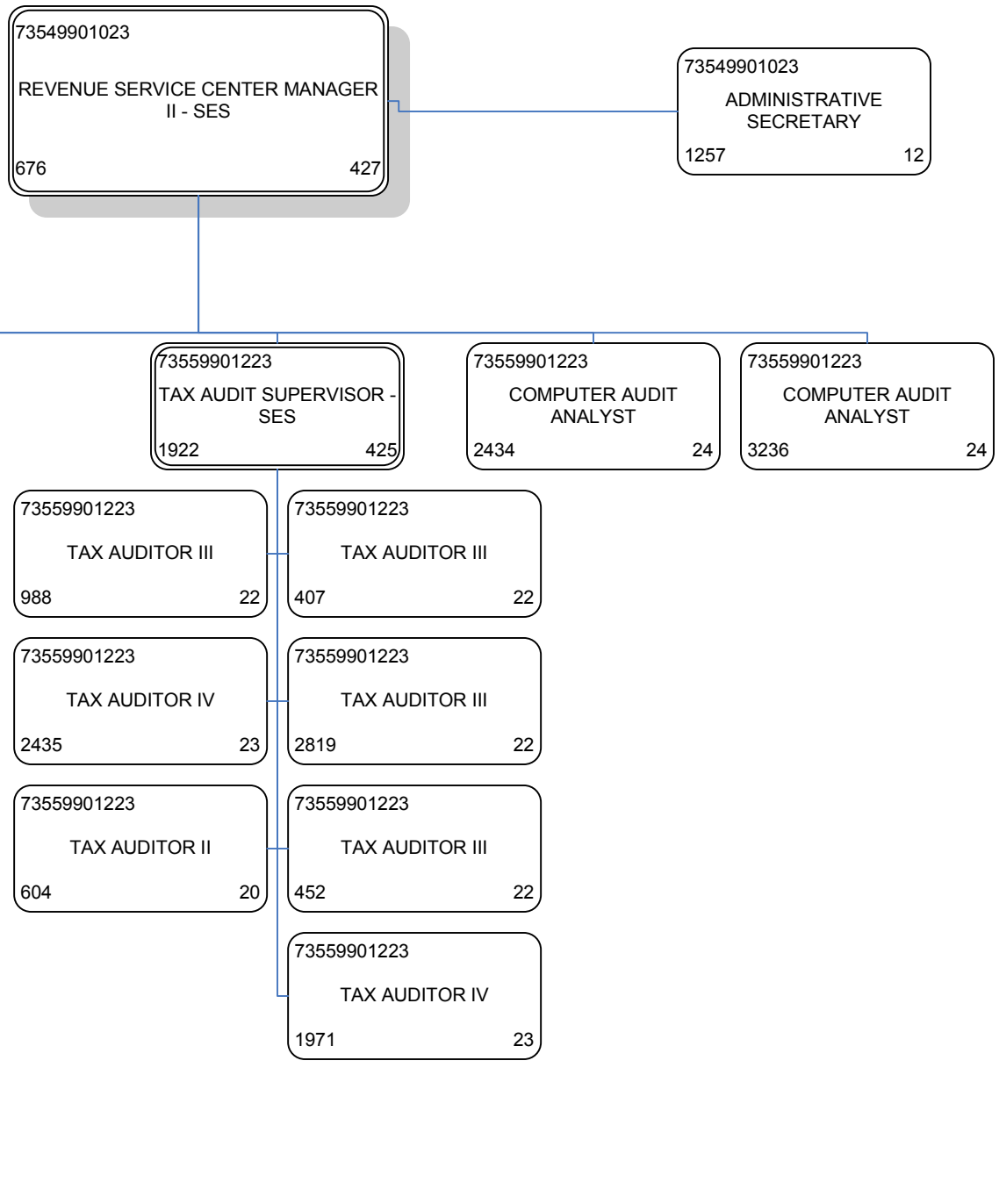
General Tax Administration Jacksonville Service Center

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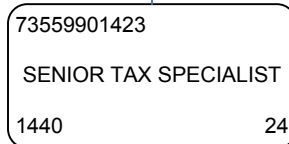
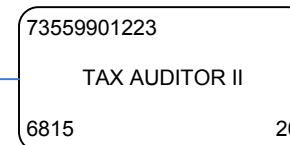
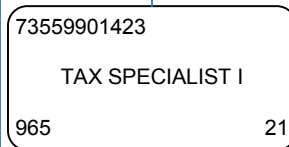
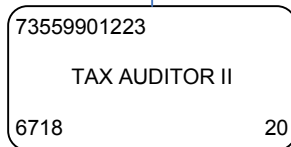
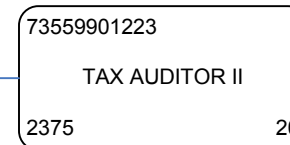
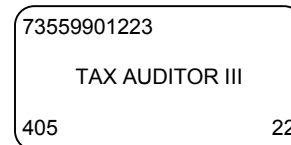
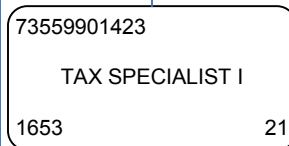
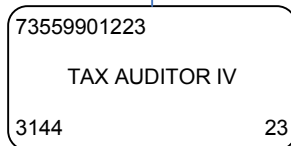
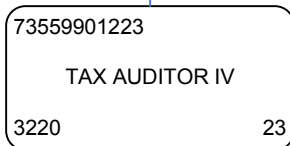
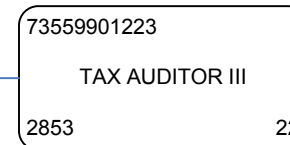
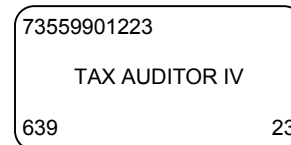
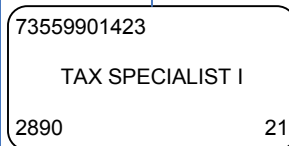
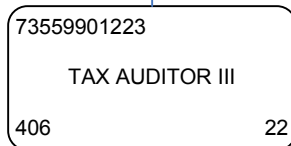
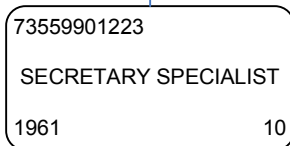
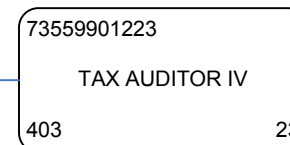
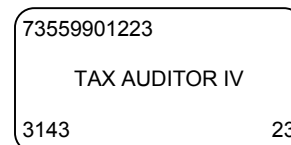
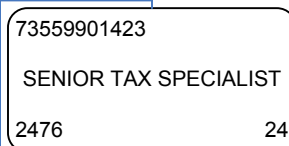
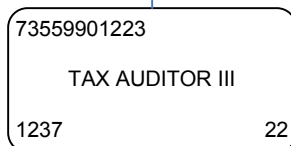
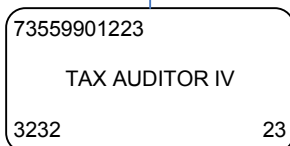
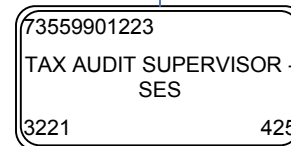
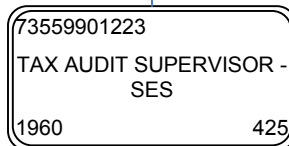
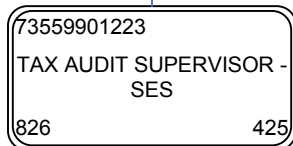
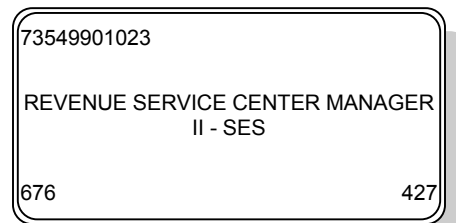
General Tax Administration Jacksonville Service Center

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General Tax Administration Jacksonville Service Center

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General Tax Administration Alachua Service Center

7-1-2010

73549901016
REVENUE SERVICE CENTER MANAGER
I - SES
378
426

73569901116
ACCOUNTANT I
846
14

73559901216
COMPUTER AUDIT
ANALYST
1970
24

73569901116
REVENUE
ADMINISTRATOR II - SES
2668
422

73549901016
ADMINISTRATIVE
SECRETARY
1152
12

73549901016
SYSTEMS PROGRAMMER II
898
24

73559901216
TAX AUDIT SUPERVISOR -
SES
2417
425

73569901116
REVENUE SPECIALIST II
196
16

73569901116
REVENUE SPECIALIST II
2116
16

73559901216
TAX AUDITOR II
6714
20

73559901216
TAX AUDITOR II
1969
20

73569901116
REVENUE SPECIALIST III
2210
17

73569901116
REVENUE SPECIALIST II
1814
16

73559901216
TAX AUDITOR IV
3222
23

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TAX AUDITOR IV
2297
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TAX SPECIALIST I
2211
21

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REVENUE SPECIALIST II
1418
16

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TAX AUDITOR III
926
22

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TAX AUDITOR III
3251
22

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TAX AUDITOR III
795
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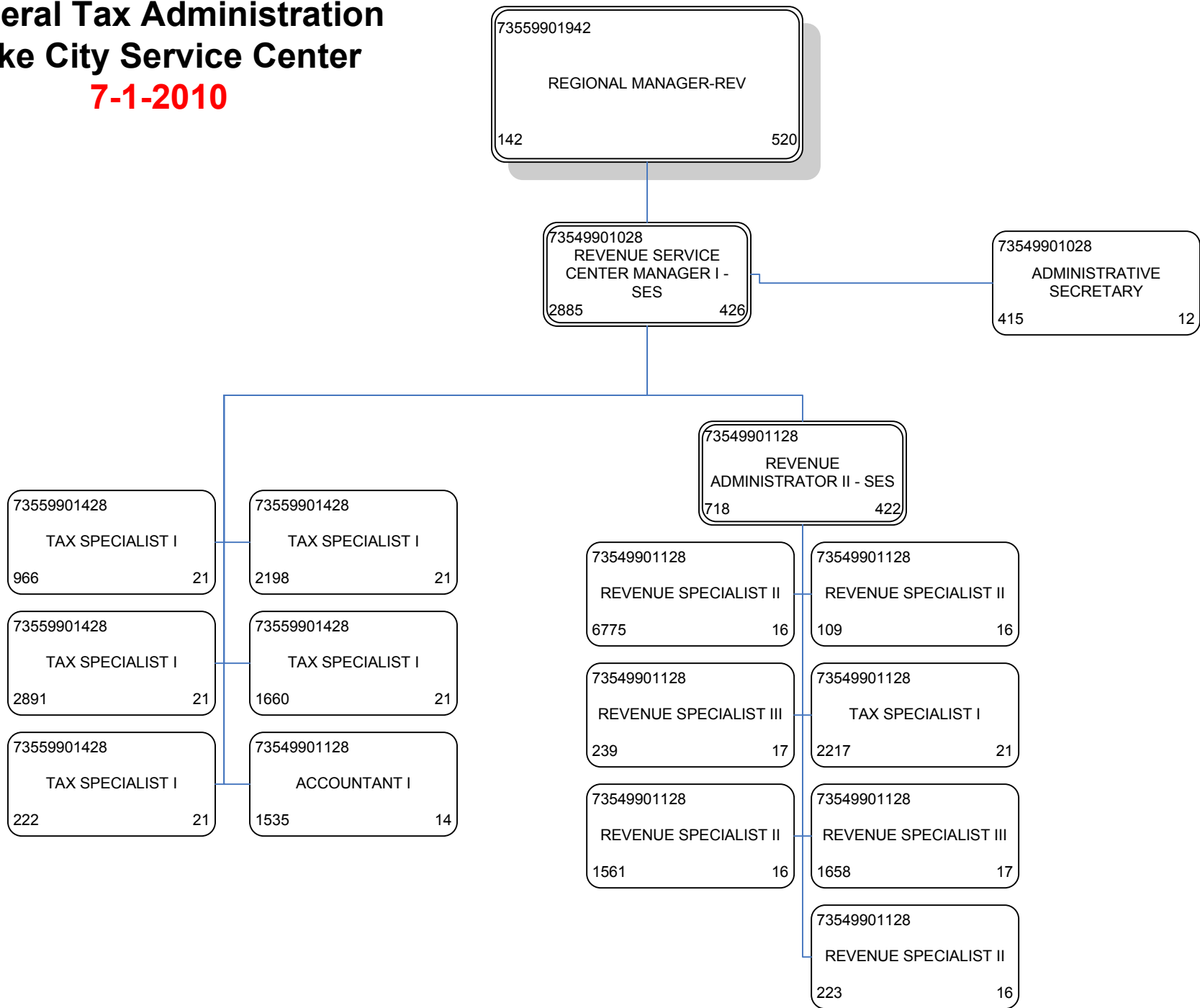
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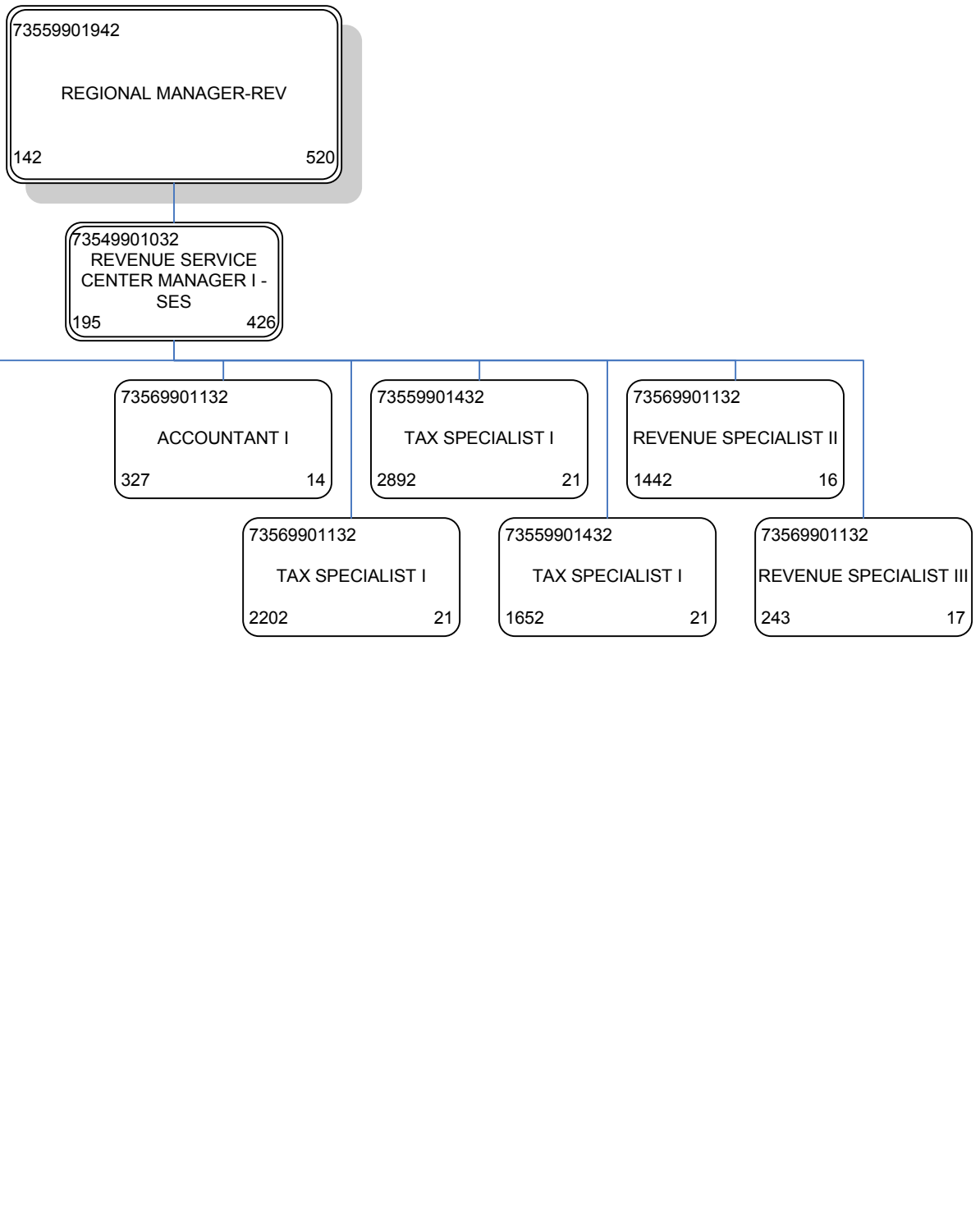
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REVENUE SPECIALIST II
1813
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General Tax Administration
Lake City Service Center
7-1-2010

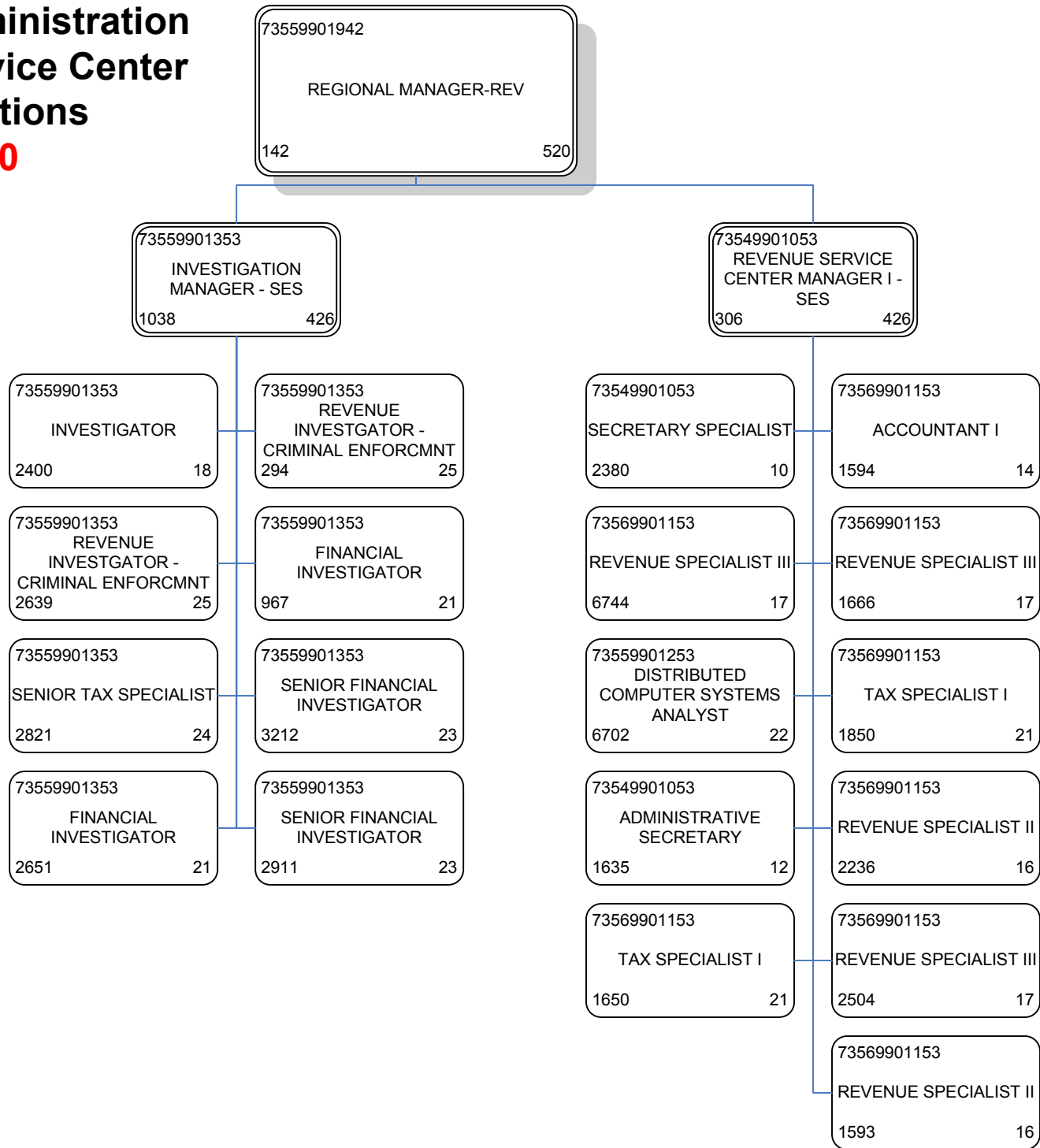


General Tax Administration Marianna Service Center 7-1-2010



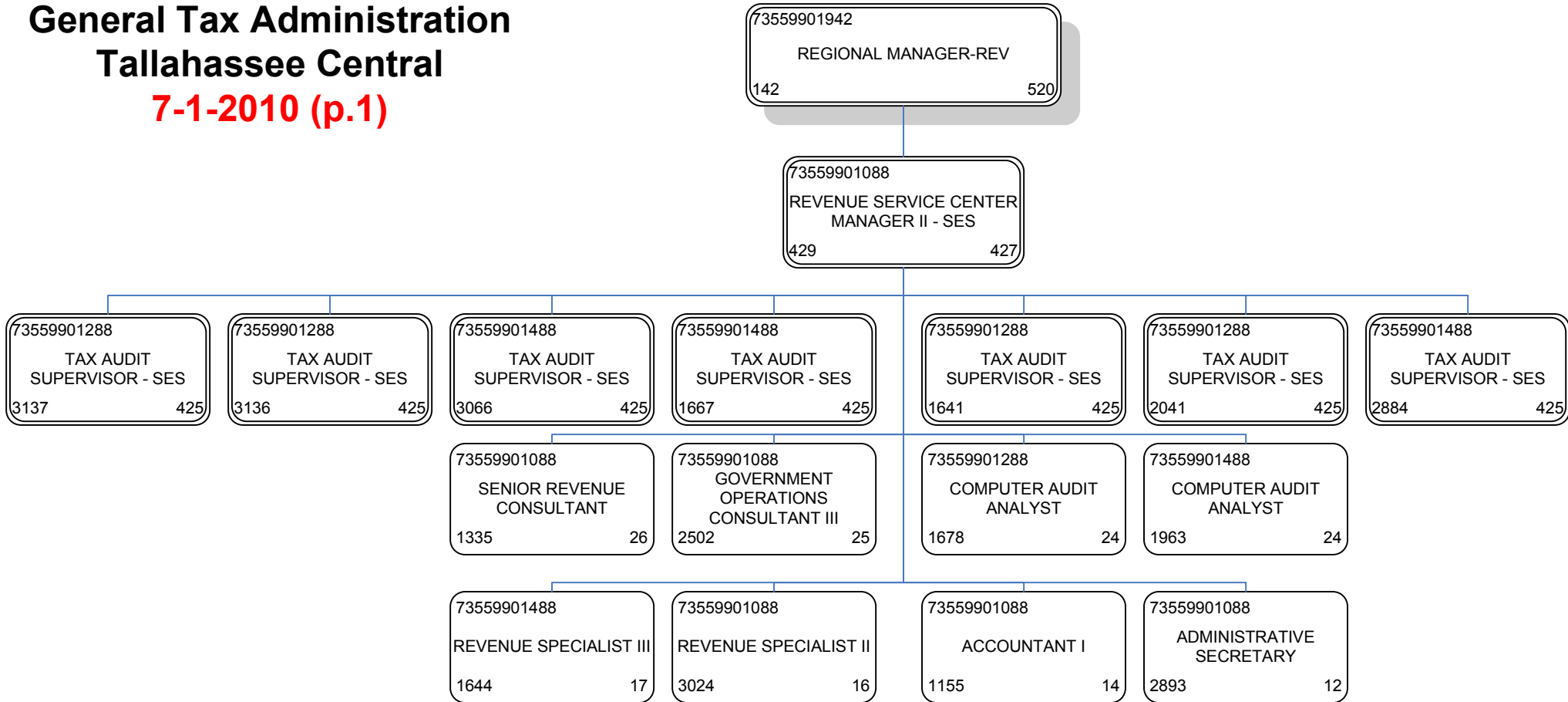
General Tax Administration Tallahassee Service Center & Investigations

7-1-2010



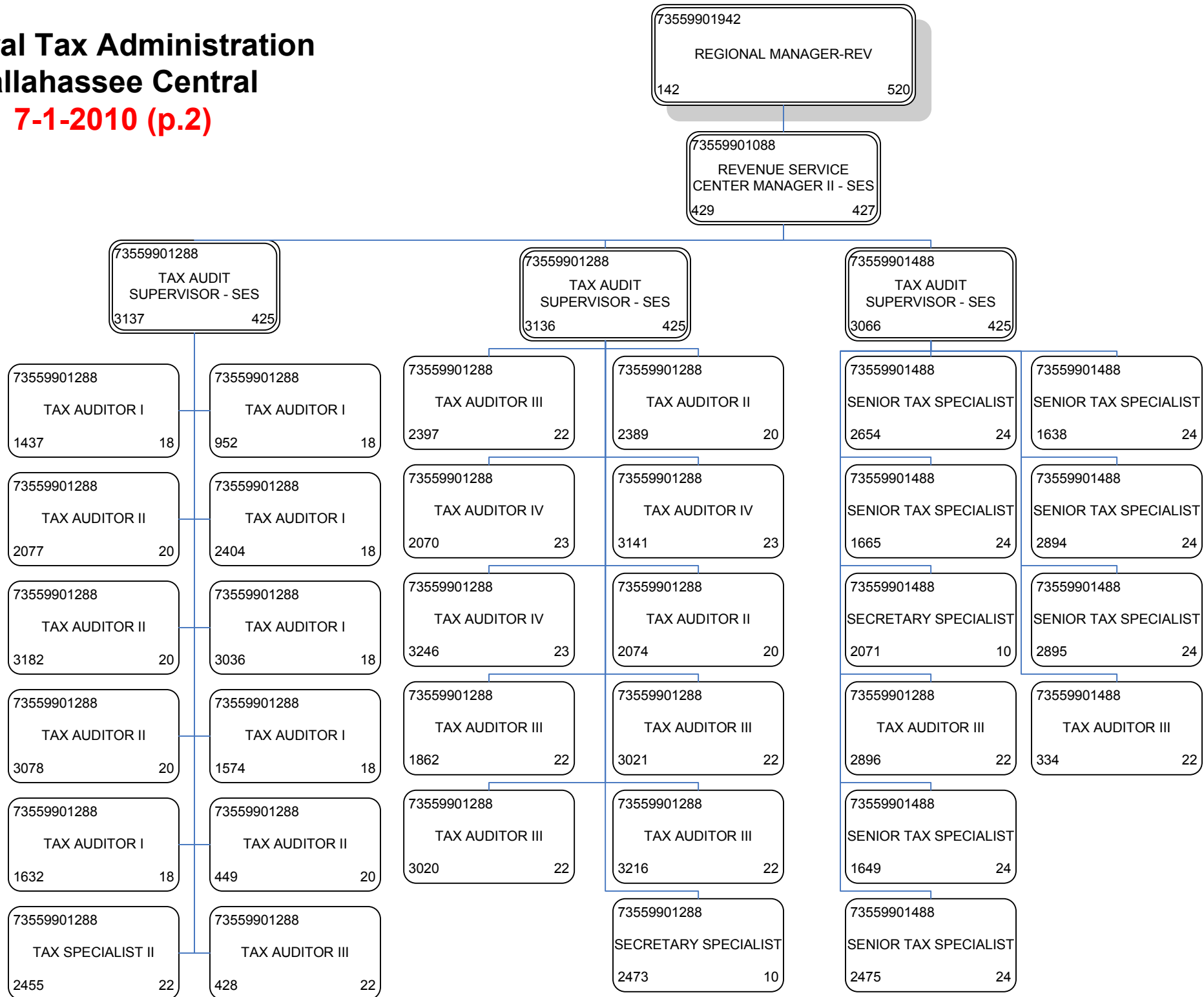
General Tax Administration Tallahassee Central

7-1-2010 (p.1)

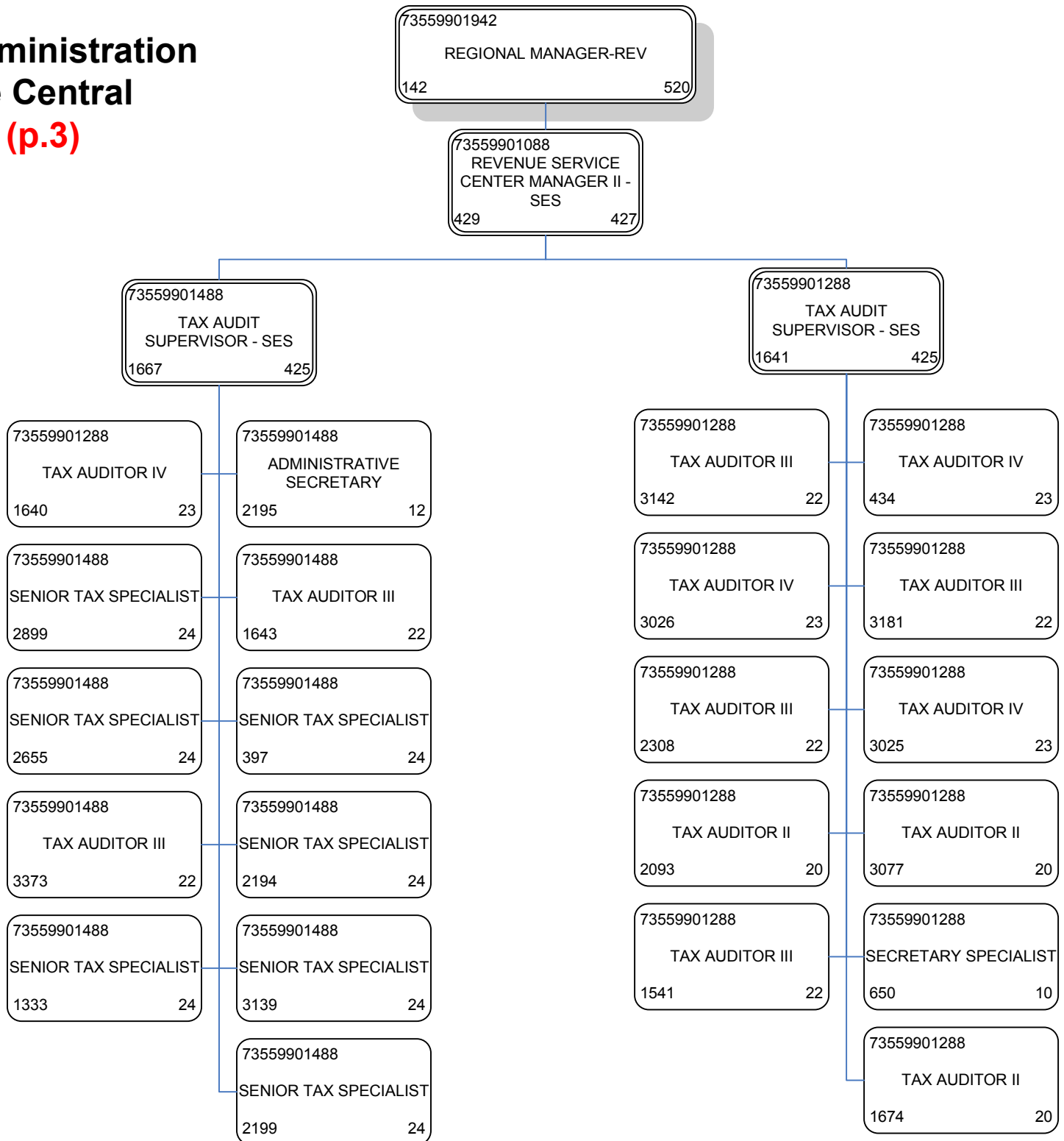


General Tax Administration Tallahassee Central

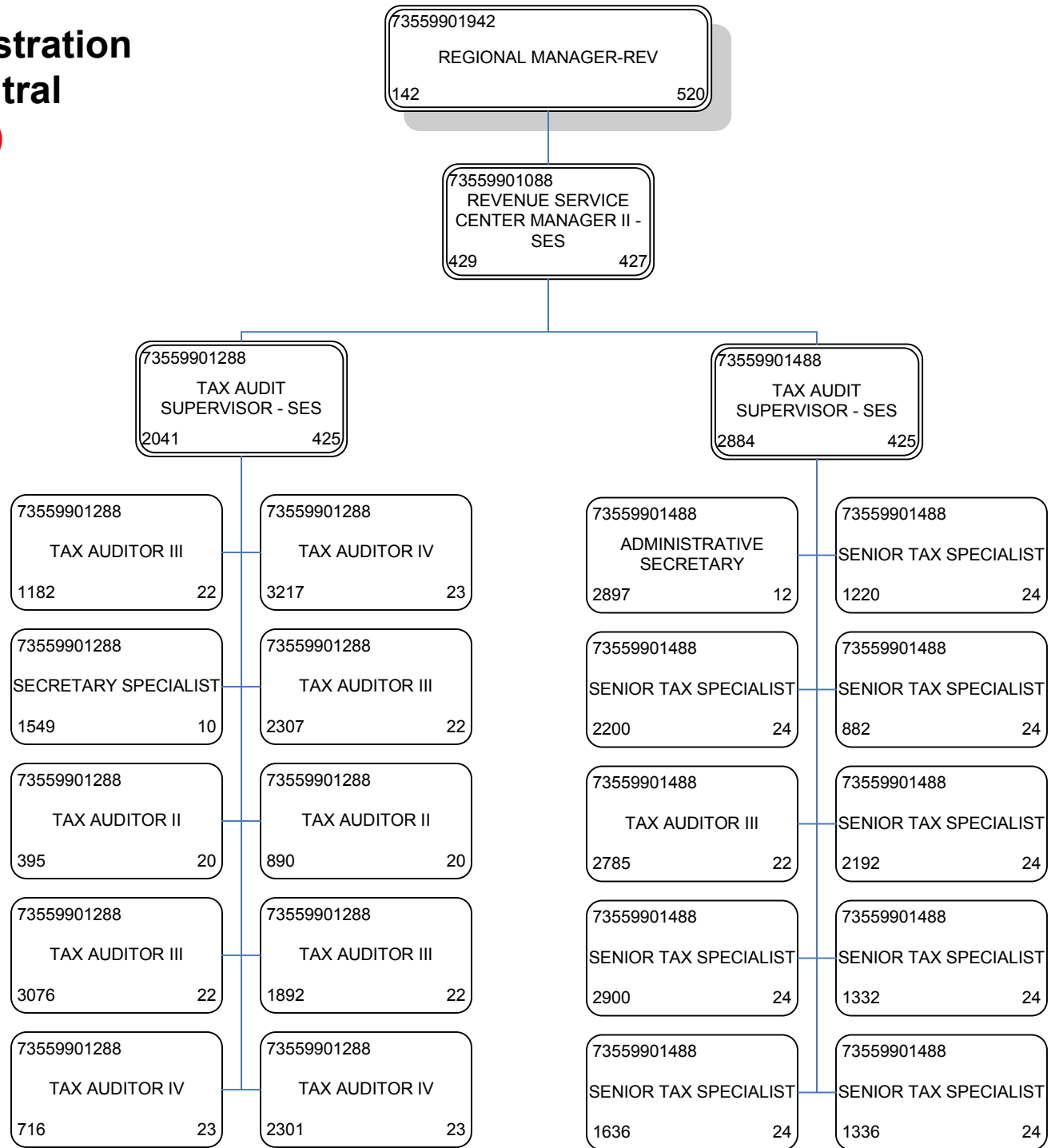
7-1-2010 (p.2)



**General Tax Administration
Tallahassee Central**
7-1-2010 (p.3)



**General Tax Administration
Tallahassee Central
7-1-2010 (p.4)**



General Tax Administration Panama City Service Center

7-1-2010

73559901942
REGIONAL MANAGER-REV
142 520

73549901041
REVENUE SERVICE
CENTER MANAGER I -
SES
400 426

73559901241
COMPUTER AUDIT
ANALYST
2299 24

73549901041
ADMINISTRATIVE
SECRETARY
1153 12

73559901241
TAX AUDIT
SUPERVISOR - SES
1056 425

73569901141
REVENUE
ADMINISTRATOR II -
SES
927 422

73549901041
DISTRIBUTED
COMPUTER SYSTEMS
ANALYST
490 22

73549901041
SECRETARY SPECIALIST
791 10

73559901241
TAX AUDITOR IV
1244 23

73559901241
TAX AUDITOR IV
2834 23

73569901141
REVENUE SPECIALIST II
108 16

73569901141
TAX SPECIALIST I
2204 21

73569901141
ACCOUNTANT I
146 14

73559901241
TAX AUDITOR IV
1013 23

73559901241
TAX AUDITOR III
924 22

73569901141
REVENUE SPECIALIST II
287 16

73569901141
REVENUE SPECIALIST III
1585 17

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TAX AUDITOR II
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REVENUE SPECIALIST II
1787 16

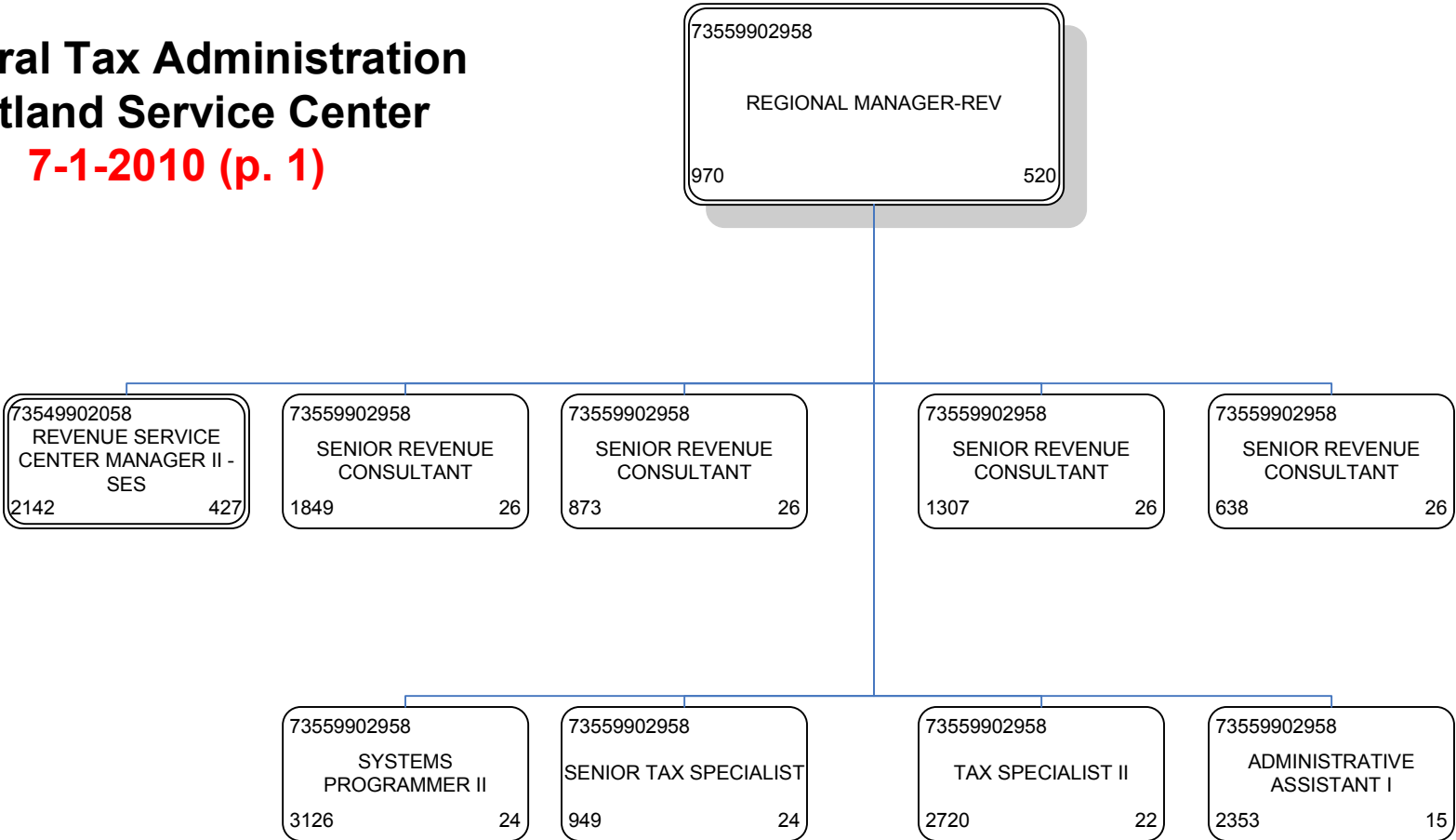
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2260 17

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REVENUE SPECIALIST II
289 16

General Tax Administration Maitland Service Center

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73549902058
REVENUE SERVICE CENTER
MANAGER II - SES
2142 427

73569902158
REVENUE
ADMINISTRATOR II -
SES
6771 422

73569902158
REVENUE
ADMINISTRATOR II -
SES
1435 422

73569902158
REVENUE
ADMINISTRATOR II -
SES
1977 422

73569902158 REVENUE SPECIALIST II 350 16	73569902158 REVENUE SPECIALIST II 1436 16
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73569902158 REVENUE SPECIALIST III 2249 17	73569902158 REVENUE SPECIALIST III 1527 17
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General Tax Administration Maitland Service Center

7-1-2010 (p. 3)

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REVENUE SERVICE CENTER
MANAGER II - SES
2142 427

73559902258
TAX AUDIT
SUPERVISOR - SES
692 425

73559902258
TAX AUDITOR IV
2826 23

73559902258
TAX AUDITOR IV
3081 23

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TAX AUDITOR II
6729 20

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TAX AUDITOR II
6517 20

73549902058
SECRETARY SPECIALIST
1019 10

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TAX AUDITOR II
2424 20

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TAX AUDITOR III
386 22

73559902258
TAX AUDITOR III
2418 22

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TAX AUDITOR II
6825 20

73559902258
TAX AUDITOR IV
1196 23

73559902258
TAX AUDIT
SUPERVISOR - SES
1491 425

73559902258
TAX AUDITOR II
6826 20

73559902258
TAX AUDITOR III
3225 22

73559902258
COMPUTER AUDIT
ANALYST
1175 24

73559902258
TAX AUDITOR III
829 22

73559902258
TAX AUDITOR IV
2824 23

73559902258
COMPUTER AUDIT
ANALYST
6731 24

73559902258
TAX AUDITOR II
6730 20

73559902258
TAX AUDITOR II
976 20

73559902258
TAX AUDITOR III
2089 22

73559902258
TAX AUDITOR IV
2825 23

73559902258
TAX AUDITOR II
324 20

73559902258
TAX AUDIT
SUPERVISOR - SES
2822 425

73559902258
TAX AUDITOR III
380 22

73559902258
TAX AUDITOR IV
470 23

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TAX AUDITOR II
6576 20

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838 22

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TAX AUDITOR IV
2000 23

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TAX AUDITOR IV
516 23

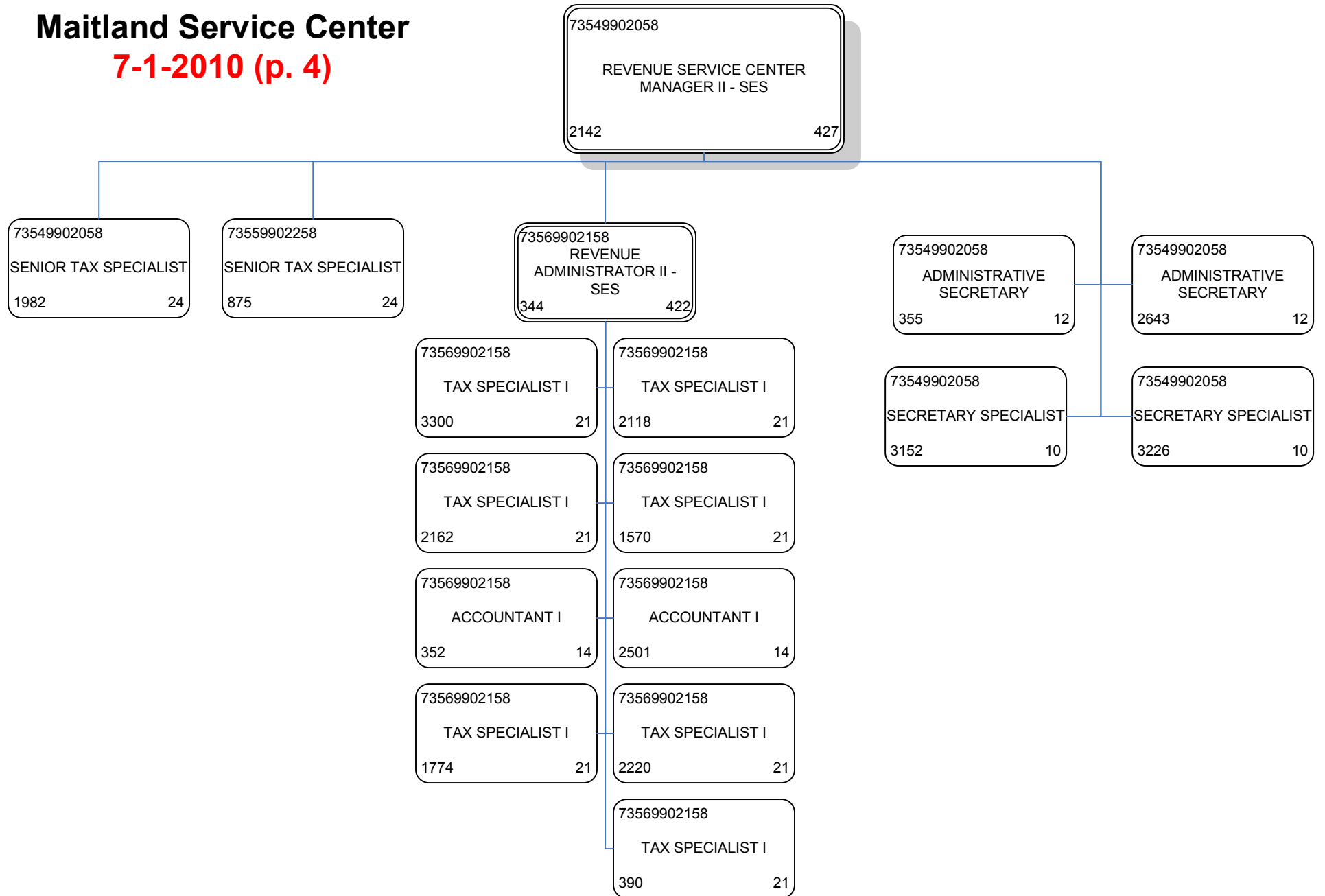
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6827 20

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TAX AUDITOR II
3096 20

General Tax Administration

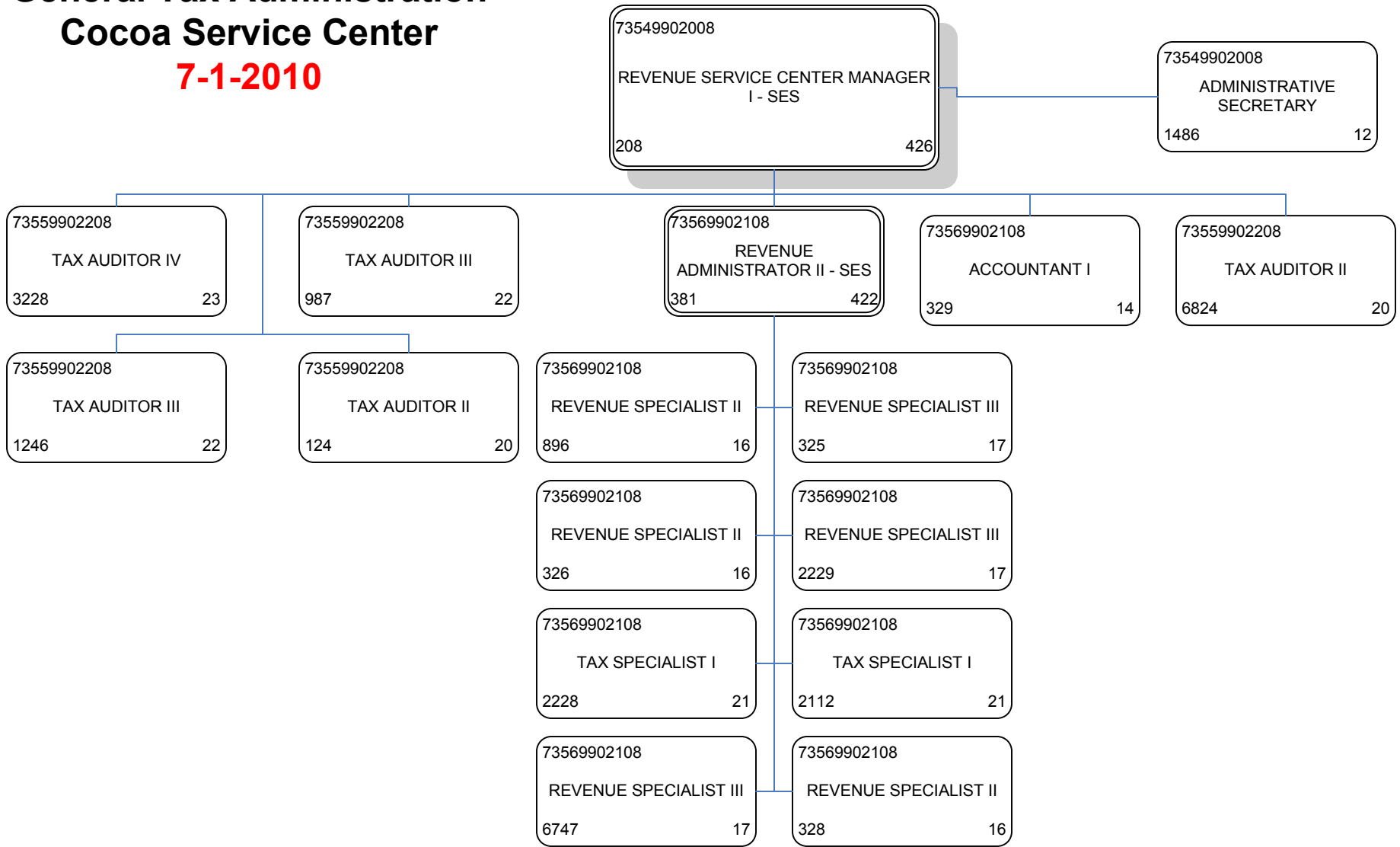
Maitland Service Center

7-1-2010 (p. 4)



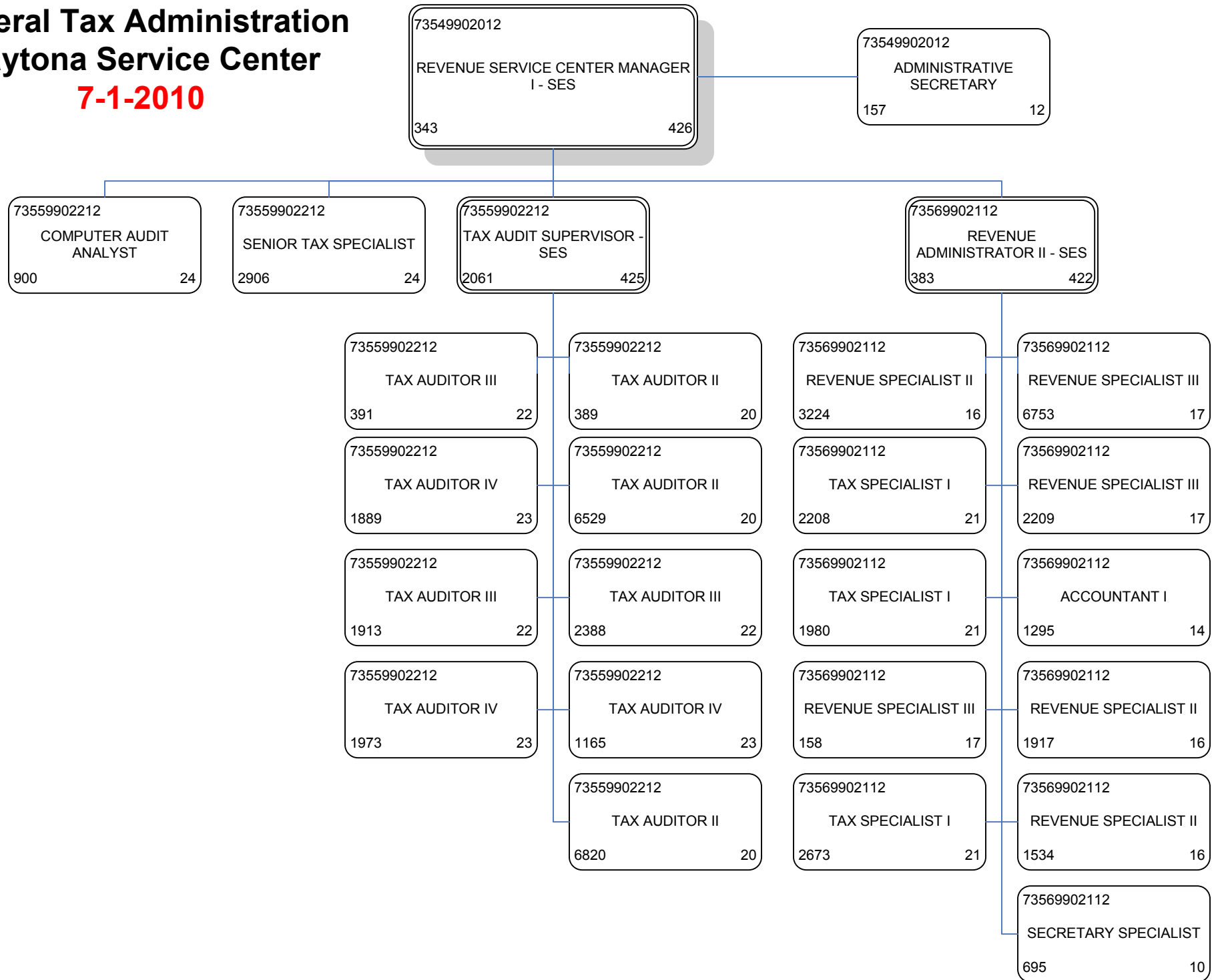
General Tax Administration Cocoa Service Center

7-1-2010



General Tax Administration Daytona Service Center

7-1-2010



General Tax Administration Lakeland Service Center

7-1-2010

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970 520

73559902329
INVESTIGATION
MANAGER - SES
1655 426

73549902029
REVENUE SERVICE
CENTER MANAGER I -
SES
225 426

73559902329
SENIOR FINANCIAL
INVESTIGATOR
1622 23

73559902312
SENIOR FINANCIAL
INVESTIGATOR
2189 23

73559902358
FINANCIAL
INVESTIGATOR
2648 21

73559902358
FINANCIAL
INVESTIGATOR
1931 21

73559902358
REVENUE
INVESTIGATOR -
CRIMINAL ENFORCMNT
2946 25

73559902358
REVENUE
INVESTIGATOR -
CRIMINAL ENFORCMNT
2157 25

73559902358
SENIOR TAX SPECIALIST
2901 24

73559902229
TAX AUDIT
SUPERVISOR - SES
2613 425

73559902229
TAX AUDITOR IV
3029 23

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TAX AUDITOR IV
636 23

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TAX AUDITOR III
906 22

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TAX AUDITOR IV
492 23

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TAX AUDITOR II
6821 20

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TAX AUDITOR III
1186 22

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TAX AUDITOR II
1363 20

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TAX AUDITOR IV
3038 23

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TAX AUDITOR II
6712 20

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TAX AUDITOR IV
2612 23

73569902129
REVENUE
ADMINISTRATOR II -
SES
2667 422

73569902129
REVENUE SPECIALIST III
2219 17

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REVENUE SPECIALIST II
1858 16

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2218 16

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REVENUE SPECIALIST II
226 16

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REVENUE SPECIALIST II
1563 16

73569902129
TAX SPECIALIST I
1424 21

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REVENUE SPECIALIST III
1562 17

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1565 17

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227 21

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COMPUTER AUDIT
ANALYST
493 24

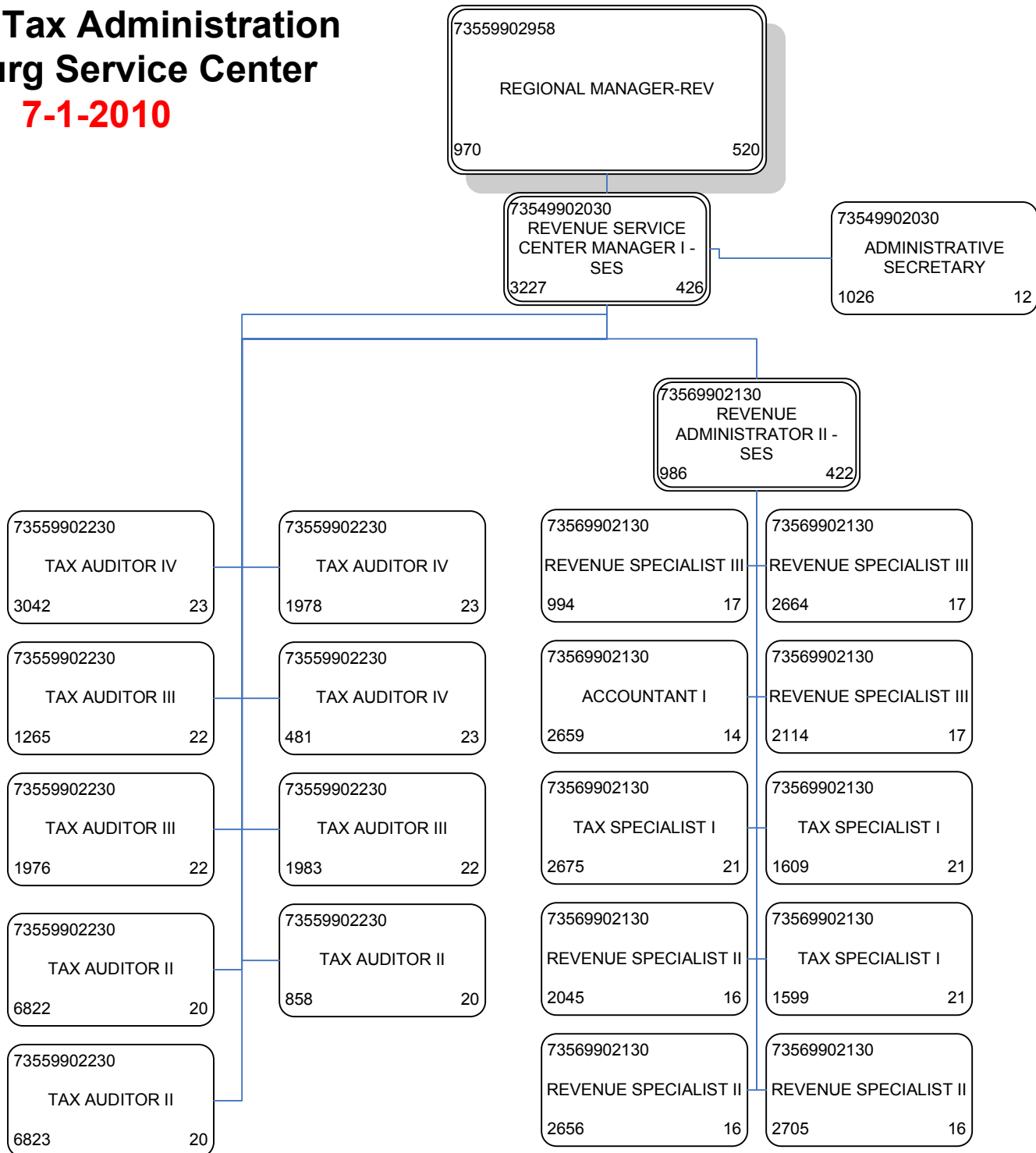
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PROGRAMMER II
1979 24

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SENIOR TAX SPECIALIST
520 24

73569902129
ACCOUNTANT I
230 14

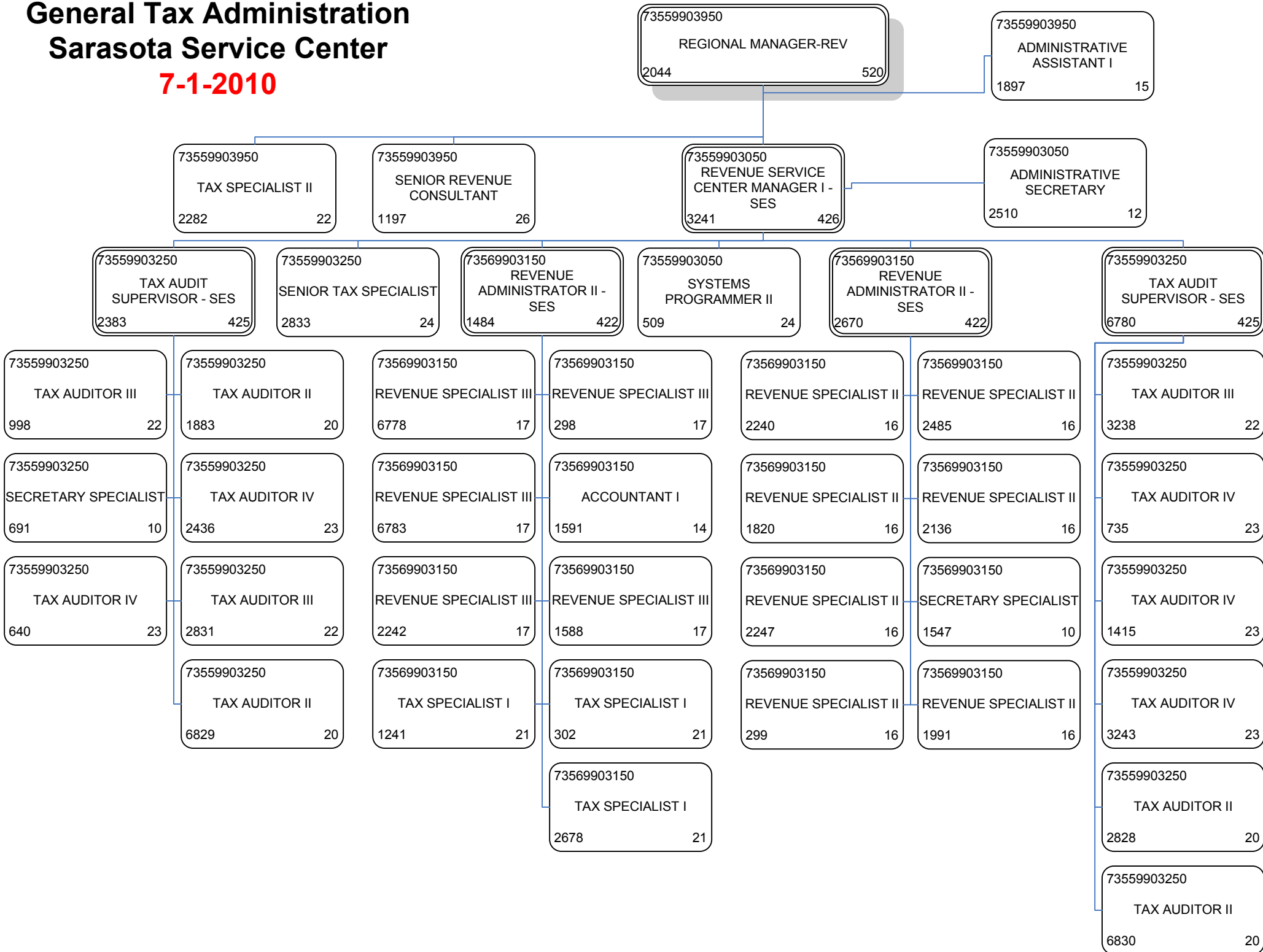
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ADMINISTRATIVE
SECRETARY
273 12

General Tax Administration Leesburg Service Center 7-1-2010

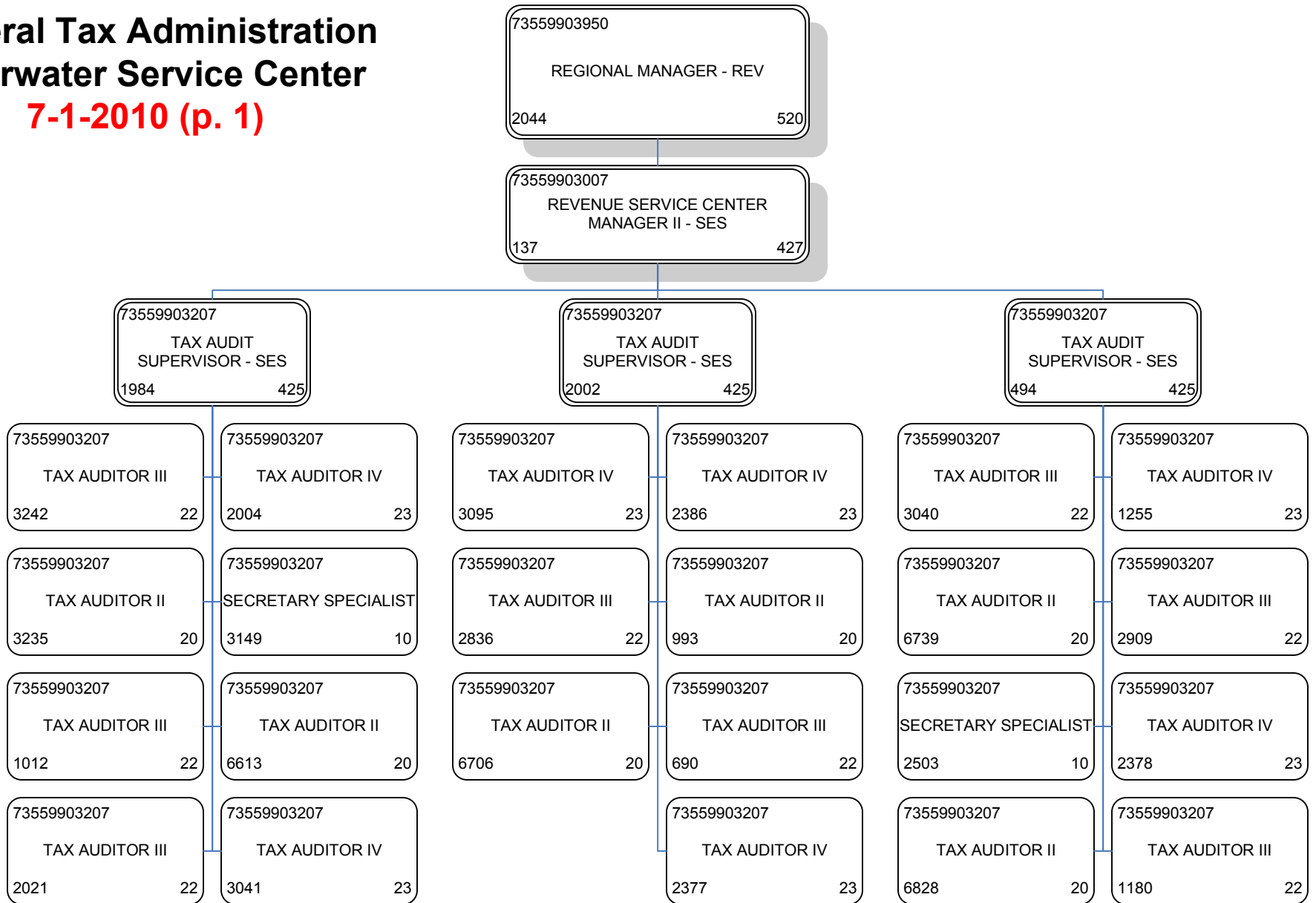


General Tax Administration Sarasota Service Center

7-1-2010

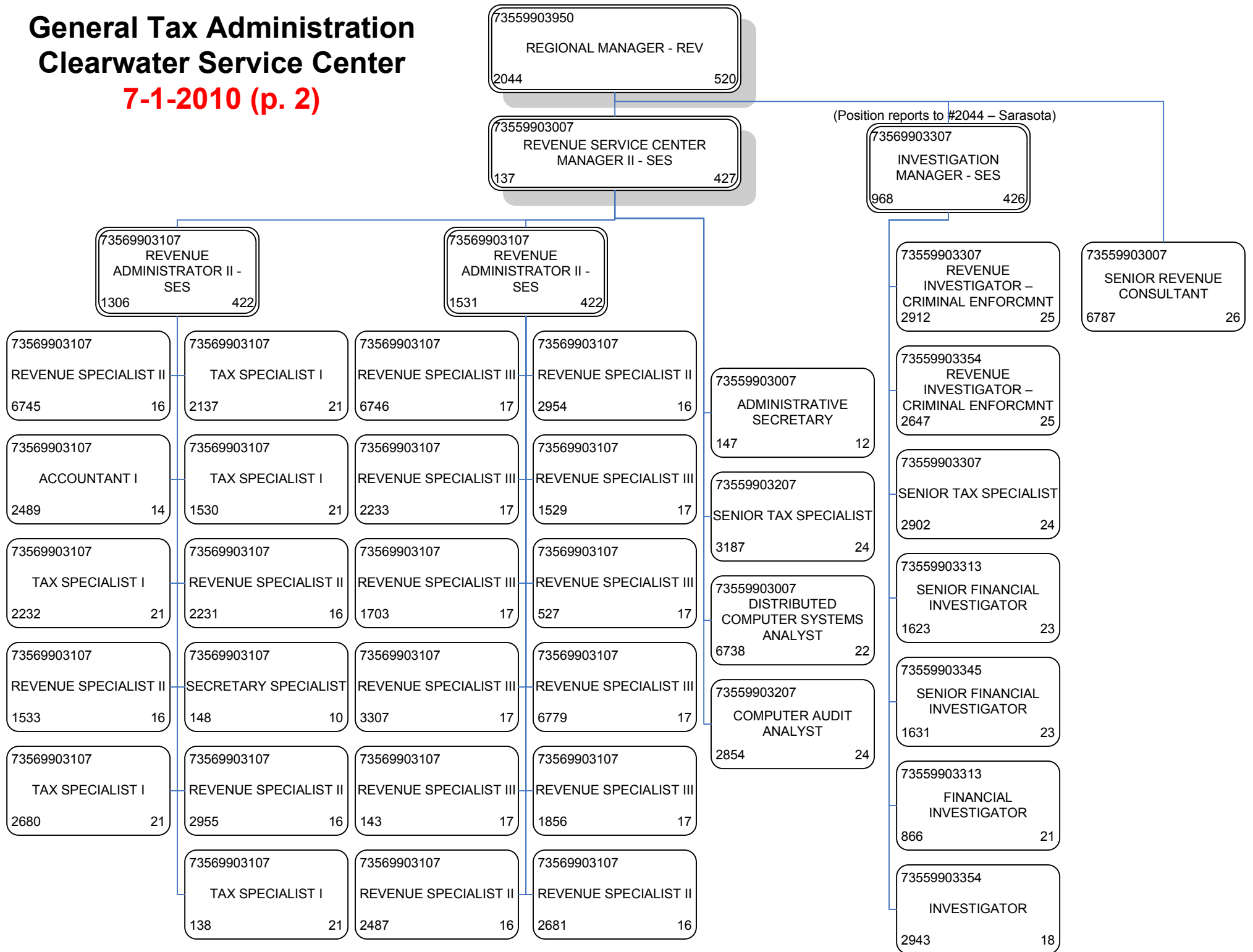


General Tax Administration Clearwater Service Center 7-1-2010 (p. 1)



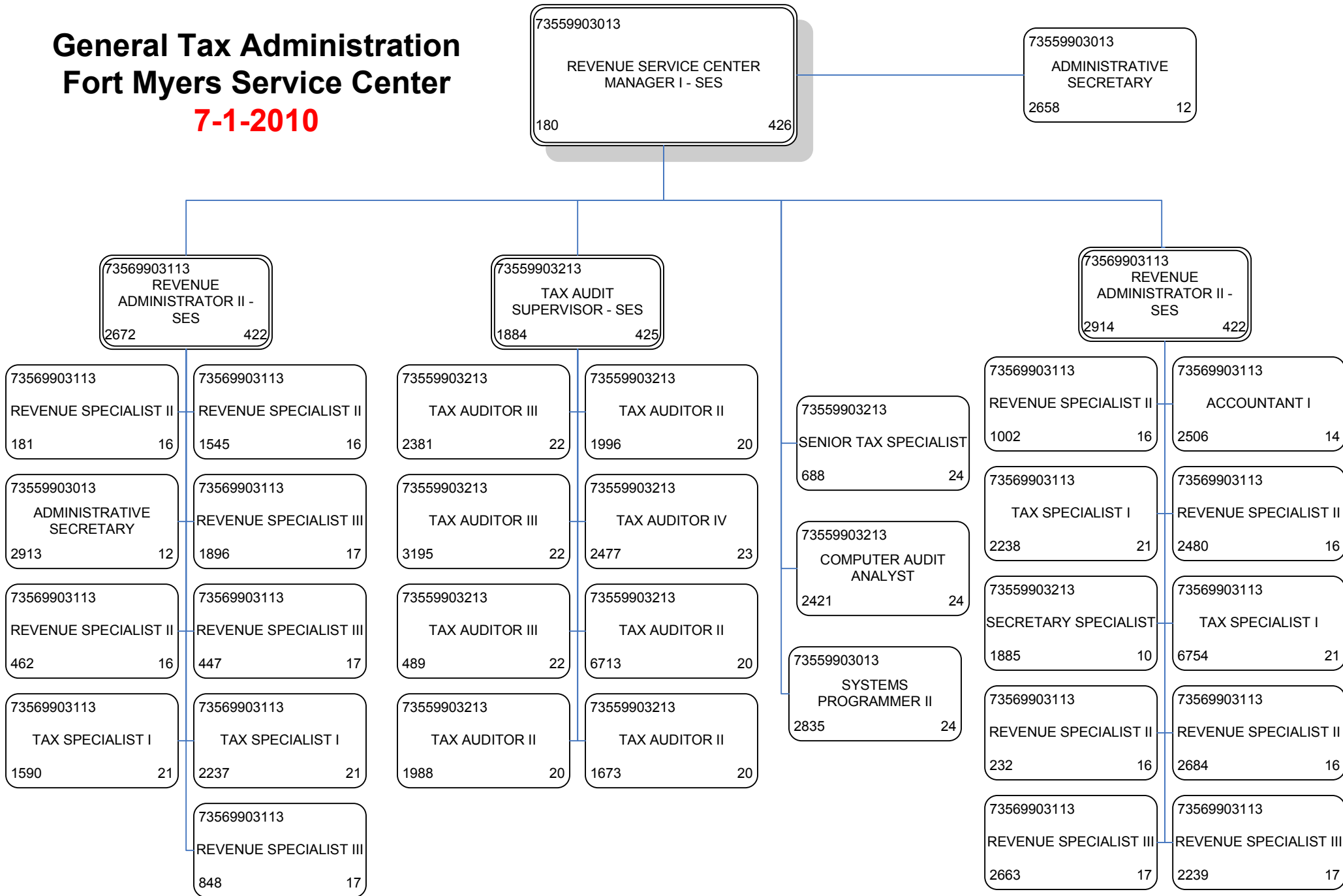
General Tax Administration Clearwater Service Center

7-1-2010 (p. 2)

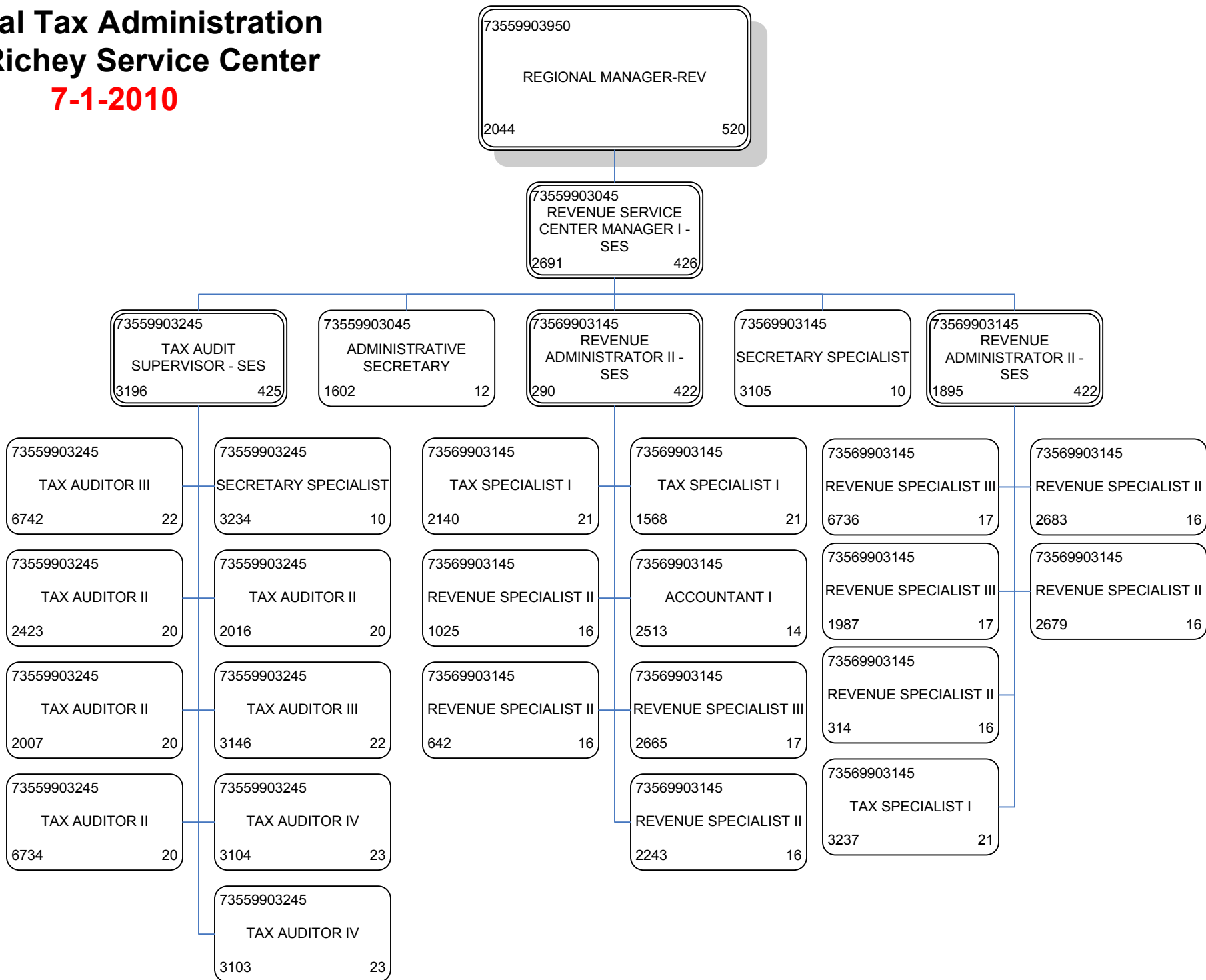


General Tax Administration Fort Myers Service Center

7-1-2010



General Tax Administration Port Richey Service Center 7-1-2010



General Tax Administration

Tampa Service Center

7-1-2010 (p. 1)

73559903950
REGIONAL MANAGER-REV
2044 520

73559903054
REVENUE SERVICE
CENTER MANAGER II -
SES
416 427

73559903054
SENIOR REVENUE
CONSULTANT
2422 26

73569903154
REVENUE
ADMINISTRATOR II -
SES
1430 422

73559903254
TAX AUDIT
SUPERVISOR - SES
1256 425

73569903154
REVENUE
ADMINISTRATOR II -
SES
1821 422

73569903154
REVENUE SPECIALIST III
502 17

73569903154
REVENUE SPECIALIST III
2250 17

73559903254
TAX AUDITOR II
3155 20

73559903254
TAX AUDITOR II
1261 20

73559903254
SENIOR TAX SPECIALIST
862 24

73569903154
REVENUE SPECIALIST III
6782 17

73569903154
TAX SPECIALIST I
316 21

73569903154
REVENUE SPECIALIST III
1596 17

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REVENUE SPECIALIST II
6781 16

73559903254
TAX AUDITOR IV
3233 23

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TAX AUDITOR II
3097 20

73559903254
COMPUTER AUDIT
ANALYST
899 24

73569903154
ACCOUNTANT I
323 14

73569903154
TAX SPECIALIST I
1431 21

73569903154
SECRETARY SPECIALIST
816 10

73569903154
REVENUE SPECIALIST III
1597 17

73559903254
TAX AUDITOR III
1882 22

73559903254
TAX AUDITOR II
727 20

73559903054
DISTRIBUTED
COMPUTER SYSTEMS
ANALYST
183 22

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TAX SPECIALIST I
2948 21

73569903154
REVENUE SPECIALIST II
1417 16

73569903154
REVENUE SPECIALIST II
2956 16

73569903154
REVENUE SPECIALIST II
2246 16

73559903254
SECRETARY SPECIALIST
322 10

73559903254
TAX AUDITOR IV
1995 23

73559903054
ADMINISTRATIVE
SECRETARY
1023 12

73569903154
TAX SPECIALIST I
2244 21

73569903154
ACCOUNTANT I
2498 14

73559903254
TAX AUDITOR IV
1192 23

73569903154
TAX SPECIALIST I
1595 21

General Tax Administration Tampa Service Center 7-1-2010 (p. 2)

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REGIONAL MANAGER-REV
2044 520

73559903054
REVENUE SERVICE
CENTER MANAGER II -
SES
416 427

73569903154
REVENUE
ADMINISTRATOR II -
SES
312 422

73559903254
TAX AUDIT
SUPERVISOR - SES
904 425

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TAX AUDIT
SUPERVISOR - SES
1373 425

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73569903154 REVENUE SPECIALIST II 2486 16	73569903154 REVENUE SPECIALIST III 2248 17
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73569903154 REVENUE SPECIALIST II 144 16	73569903154 SECRETARY SPECIALIST 2499 10
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73569903154 REVENUE SPECIALIST III 321 17

73559903254 TAX AUDITOR II 1918 20
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73559903254 SECRETARY SPECIALIST 870 10

73559903254 TAX AUDITOR II 3094 20
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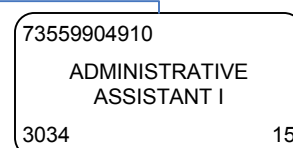
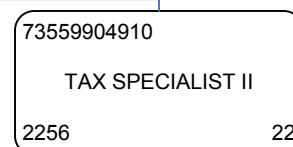
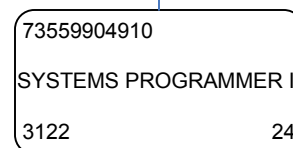
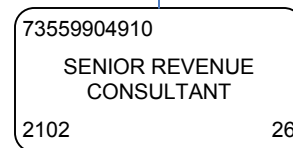
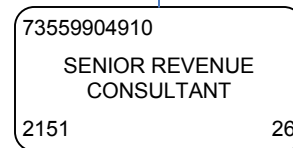
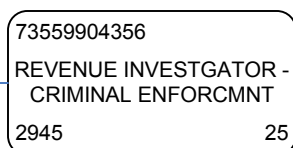
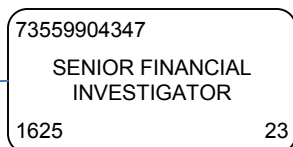
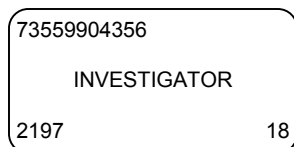
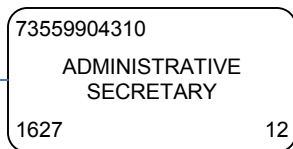
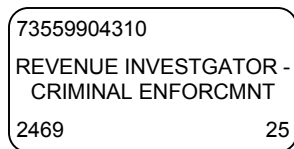
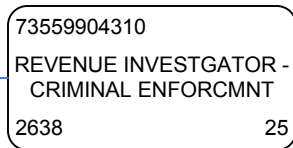
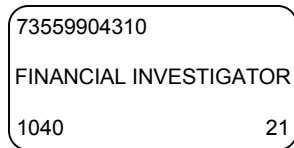
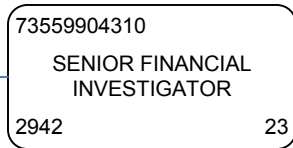
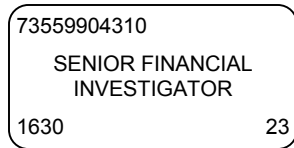
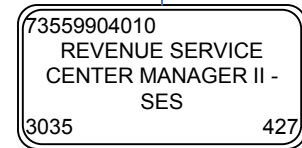
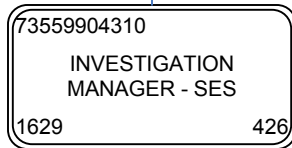
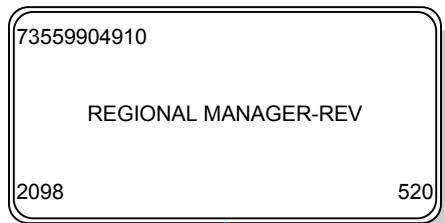
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General Tax Administration Coral Springs Service Center 7-1-2010 (p1)



General Tax Administration Coral Springs Service Center

7-1-2010 (p2)

73559904910
REGIONAL MANAGER-REV
2098 520

73559904010
REVENUE SERVICE
CENTER MANAGER II -
SES
3035 427

73569904110
REVENUE
ADMINISTRATOR II - SES
2105 422

73569904110
REVENUE
ADMINISTRATOR II - SES
1537 422

73569904110
TAX SPECIALIST I
2257 21

73569904110
ACCOUNTANT I
946 14

73569904110
ACCOUNTANT I
172 14

73569904110
TAX SPECIALIST I
169 21

73569904110
TAX SPECIALIST I
2958 21

73569904110
REVENUE SPECIALIST II
175 16

73569904110
REVENUE SPECIALIST II
2255 16

73569904110
TAX SPECIALIST I
2029 21

73569904110
TAX SPECIALIST I
1539 21

73559904010
SENIOR TAX SPECIALIST
2158 24

73559904010
TAX SPECIALIST II
2161 22

73559904010
TAX SPECIALIST II
2941 22

73559904010
GOVERNMENT
OPERATIONS
CONSULTANT I
2015 21

73559904010
ADMINISTRATIVE
SECRETARY
171 12

73569904110
REVENUE SPECIALIST II
1812 16

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TAX SPECIALIST I
2479 21

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REVENUE SPECIALIST II
2107 16

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REVENUE SPECIALIST II
2254 16

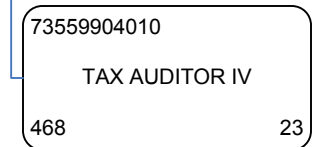
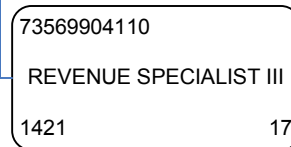
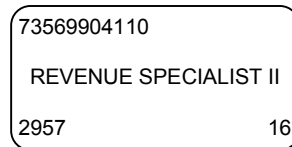
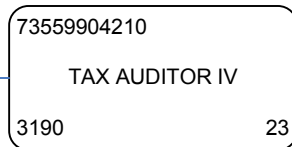
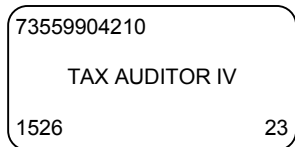
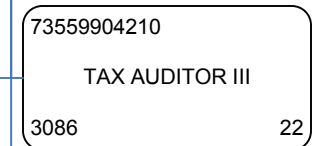
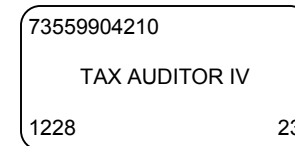
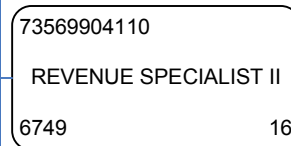
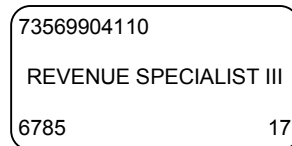
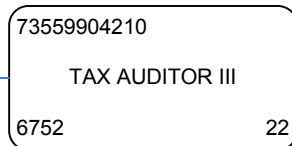
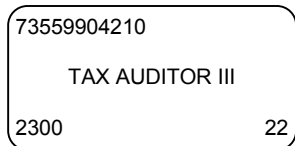
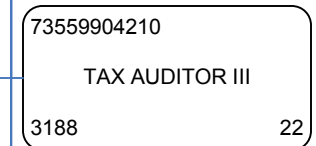
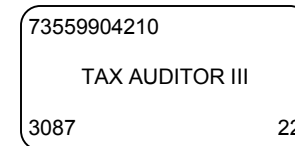
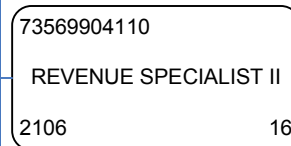
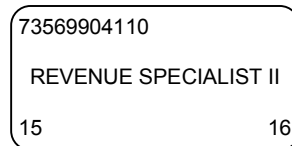
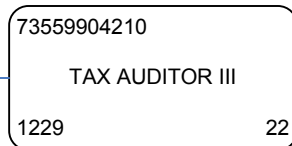
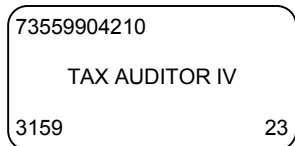
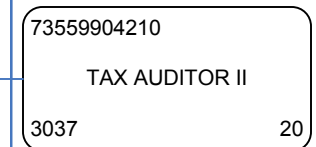
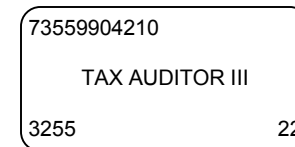
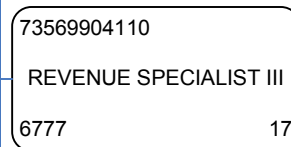
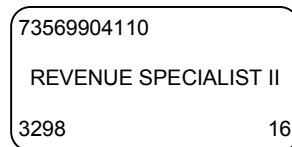
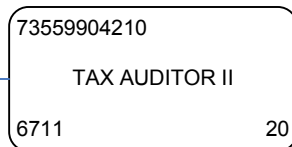
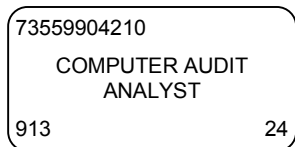
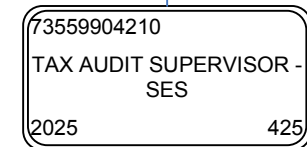
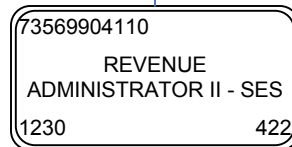
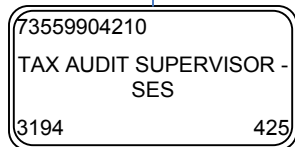
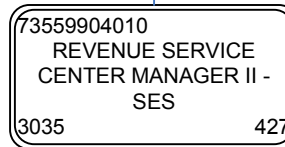
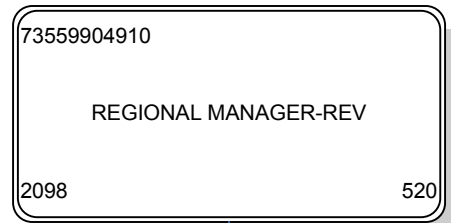
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2148 16

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REVENUE SPECIALIST II
6784 16

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REVENUE SPECIALIST III
2294 17

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REVENUE SPECIALIST II
6757 16

General Tax Administration Coral Springs Service Center 7-1-2010 (p3)



General Tax Administration Coral Springs Service Center 7-1-2010 (p4)

73559904910
REGIONAL MANAGER-REV
2098 520

73559904010
REVENUE SERVICE
CENTER MANAGER II -
SES
3035 427

73569904110
REVENUE
ADMINISTRATOR II - SES
1338 422

73559904210
TAX AUDIT SUPERVISOR -
SES
1227 425

73559904210
TAX AUDIT SUPERVISOR -
SES
460 425

73569904110
REVENUE SPECIALIST II
168 16

73569904110
SECRETARY SPECIALIST
849 10

73559904210
COMPUTER AUDIT
ANALYST
2842 24

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TAX AUDITOR III
3088 22

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TAX AUDITOR III
3192 22

73559904210
TAX AUDITOR III
6710 22

73569904110
REVENUE SPECIALIST III
2103 17

73569904110
REVENUE SPECIALIST III
1536 17

73559904210
TAX AUDITOR II
3186 20

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TAX AUDITOR IV
3160 23

73559904210
TAX AUDITOR IV
3200 23

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SENIOR TAX SPECIALIST
3051 24

73559904210
SECRETARY SPECIALIST
3111 10

73569904110
REVENUE SPECIALIST II
1231 16

73559904210
TAX AUDITOR III
3199 22

73559904210
TAX AUDITOR IV
3157 23

73559904210
ADMINISTRATIVE
SECRETARY
485 12

73559904210
TAX AUDITOR II
861 20

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REVENUE SPECIALIST II
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SECRETARY SPECIALIST
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TAX AUDITOR II
1661 20

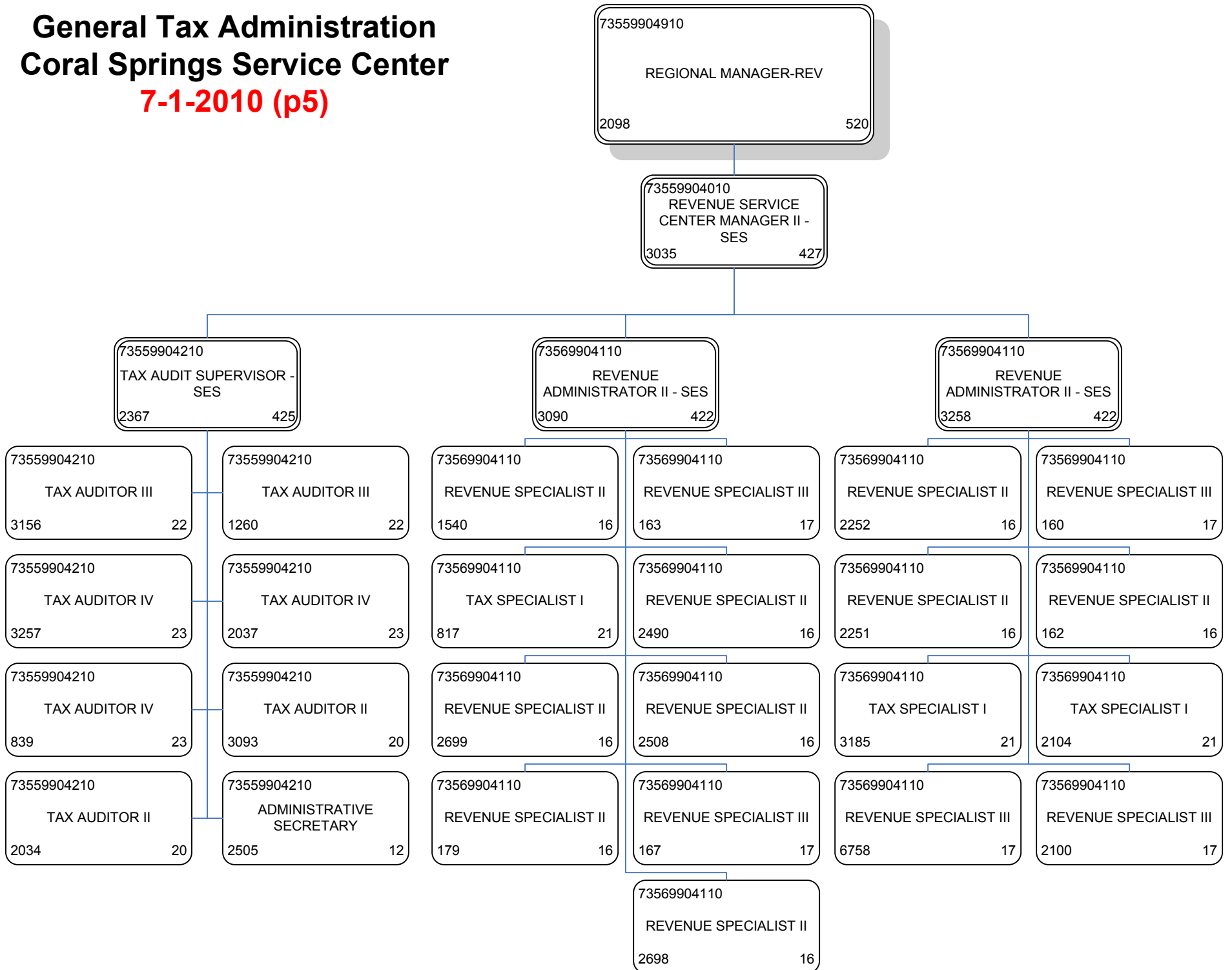
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TAX AUDITOR III
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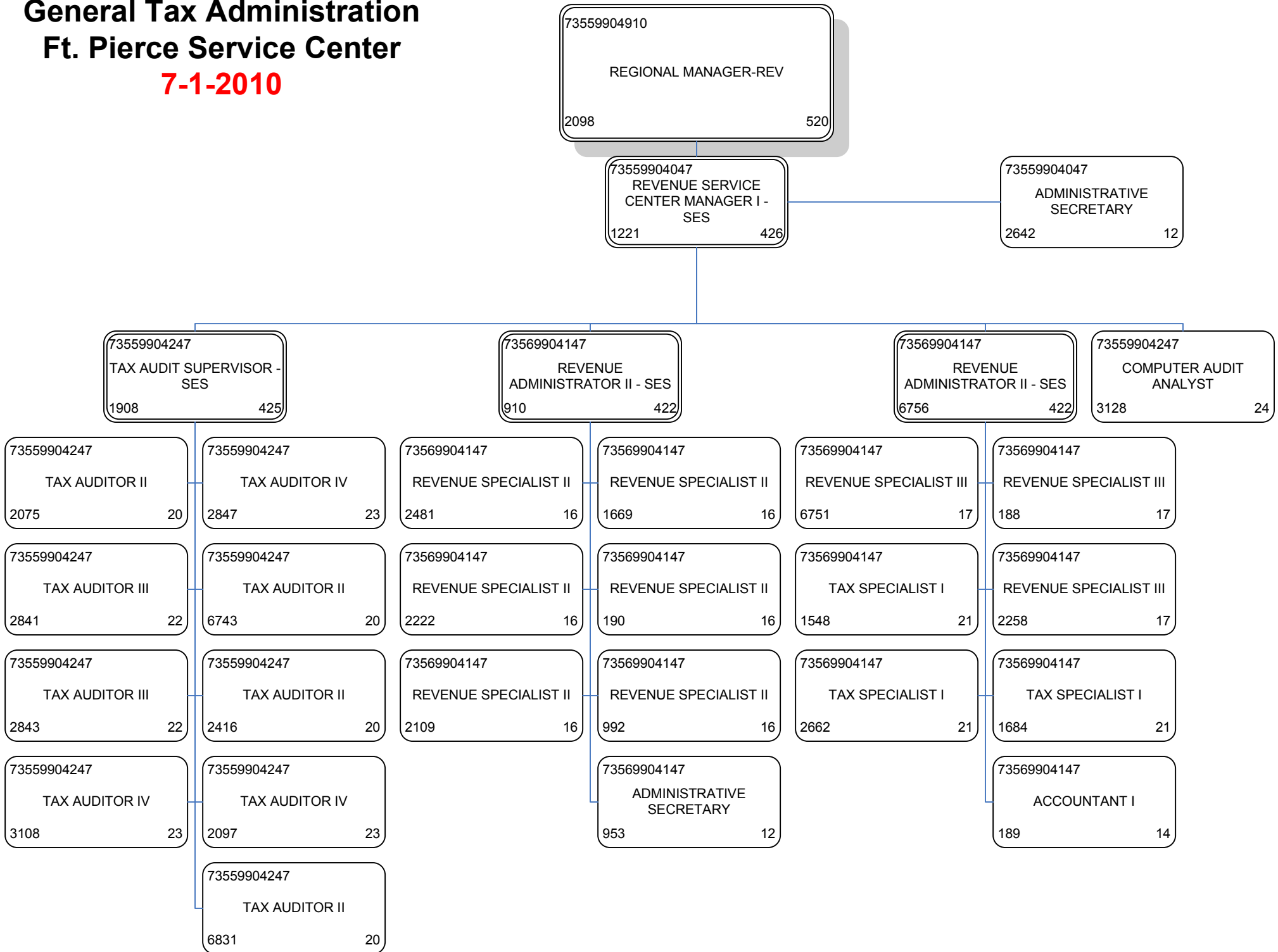
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1542 10

General Tax Administration Coral Springs Service Center

7-1-2010 (p5)

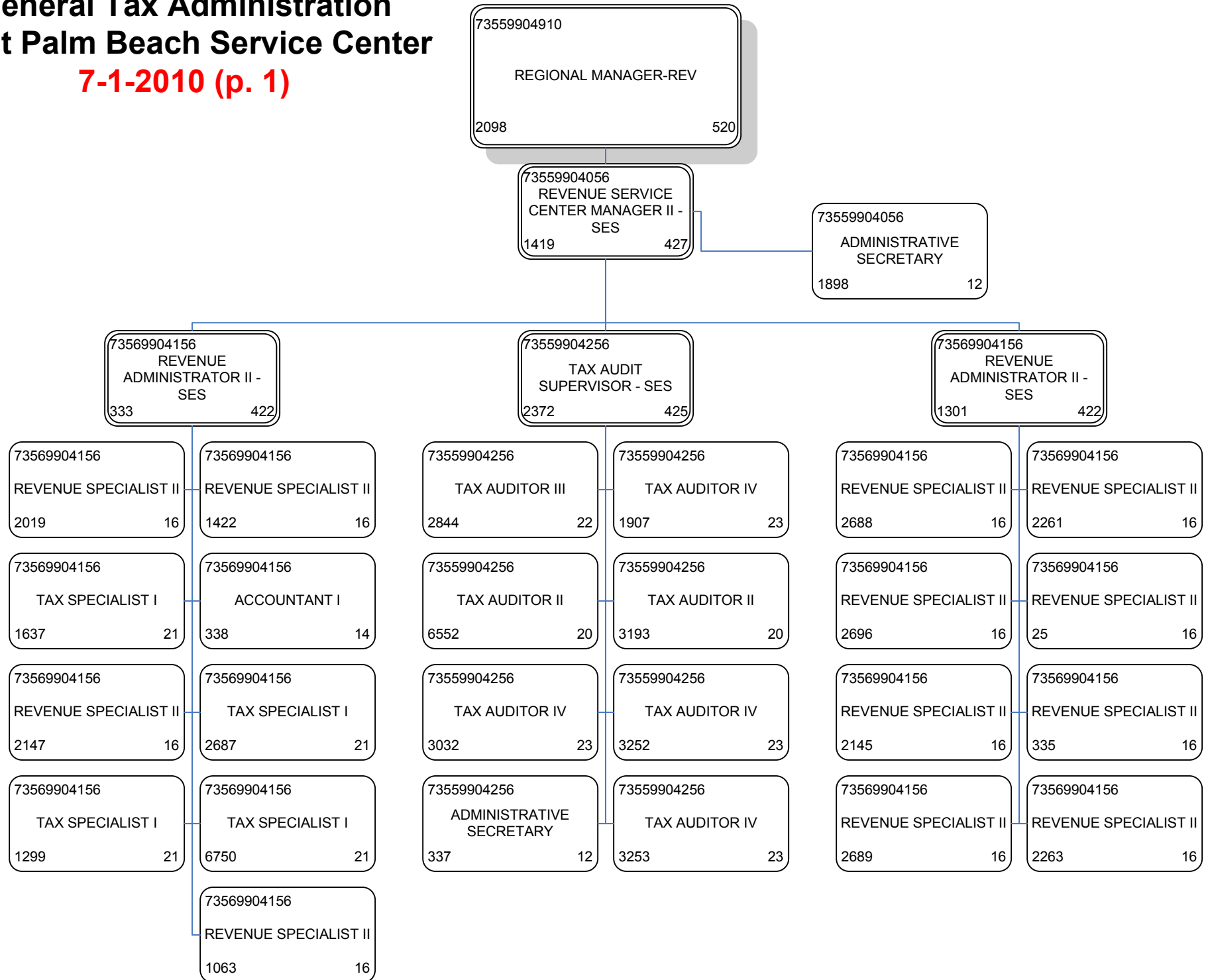


General Tax Administration Ft. Pierce Service Center 7-1-2010



General Tax Administration West Palm Beach Service Center

7-1-2010 (p. 1)



General Tax Administration West Palm Beach Service Center 7-1-2010 (p. 2)

73559904910
REGIONAL MANAGER-REV
2098 520

73559904056
REVENUE SERVICE
CENTER MANAGER II -
SES
1419 427

73569904156
REVENUE
ADMINISTRATOR II -
SES
331 422

73559904256
TAX AUDIT
SUPERVISOR - SES
3109 425

73569904156
TAX SPECIALIST I
2262 21

73569904156
REVENUE SPECIALIST II
2146 16

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REVENUE SPECIALIST III
262 17

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TAX SPECIALIST I
2264 21

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REVENUE SPECIALIST III
2265 17

73569904156
ADMINISTRATIVE
SECRETARY
2500 12

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REVENUE SPECIALIST III
210 17

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REVENUE SPECIALIST III
1608 17

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SENIOR TAX SPECIALIST
3114 24

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COMPUTER AUDIT
ANALYST
837 24

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DISTRIBUTED
COMPUTER SYSTEMS
ANALYST
2036 22

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1181 23

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TAX AUDITOR III
495 22

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1904 24

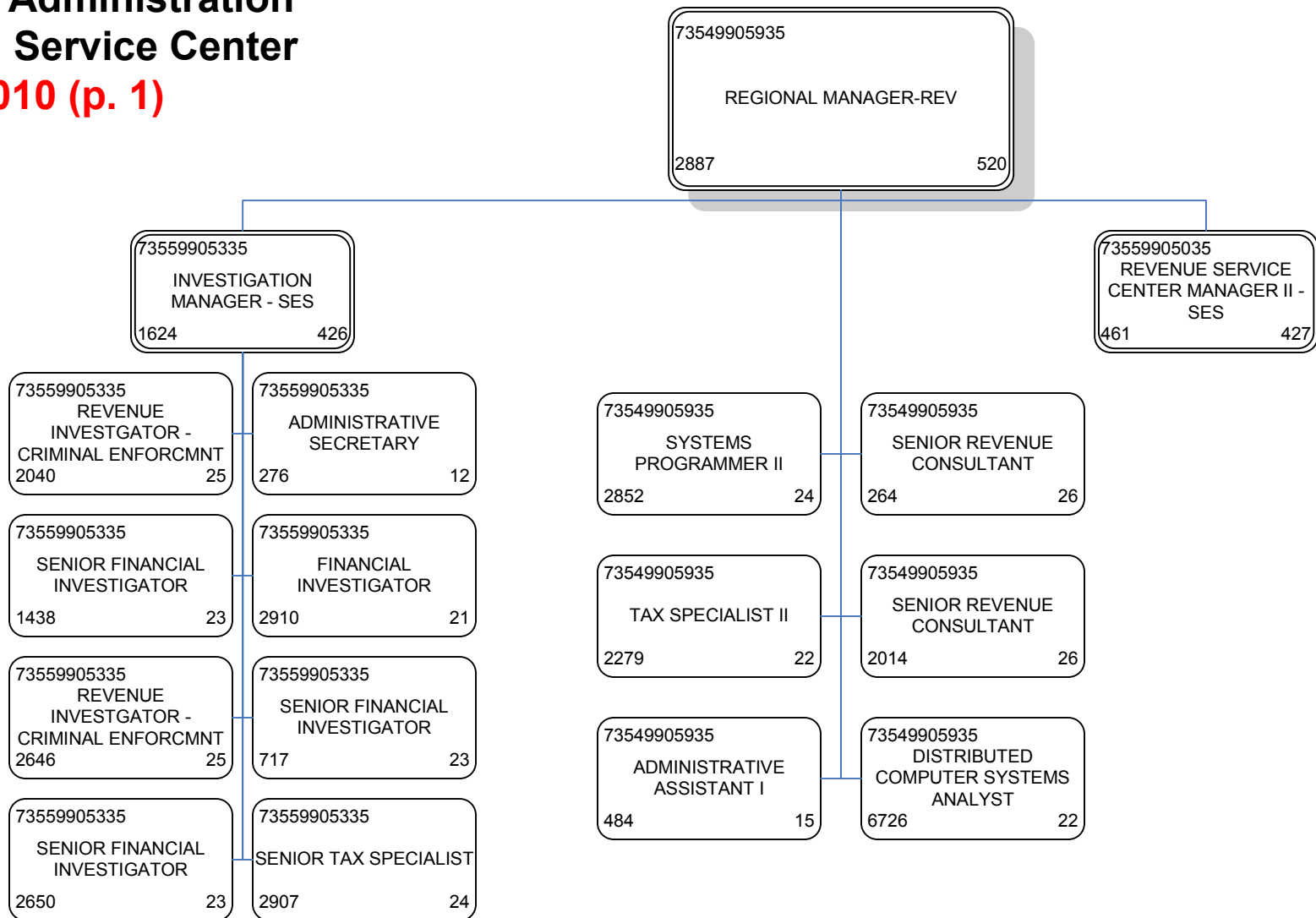
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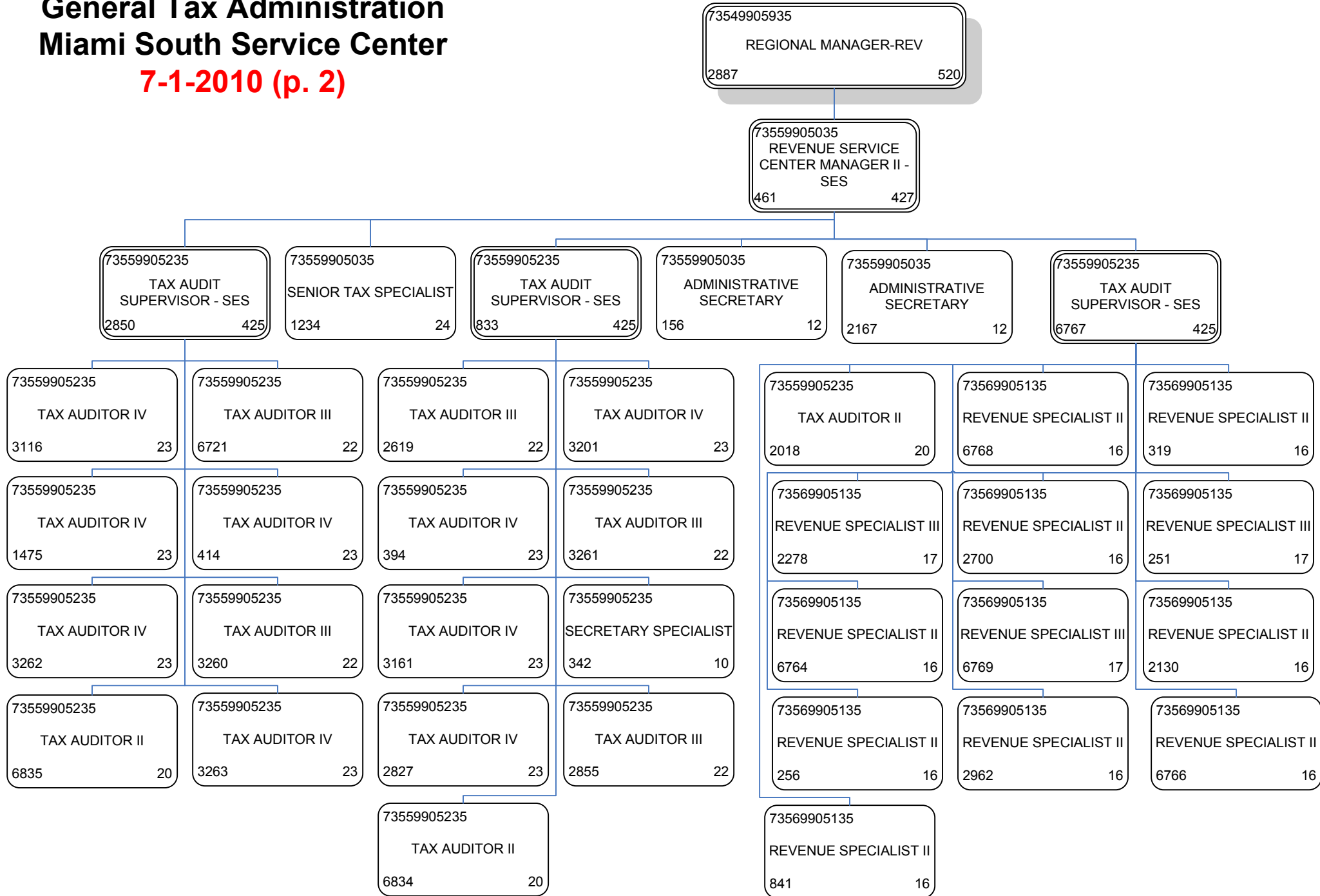
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General Tax Administration Miami South Service Center

7-1-2010 (p. 1)

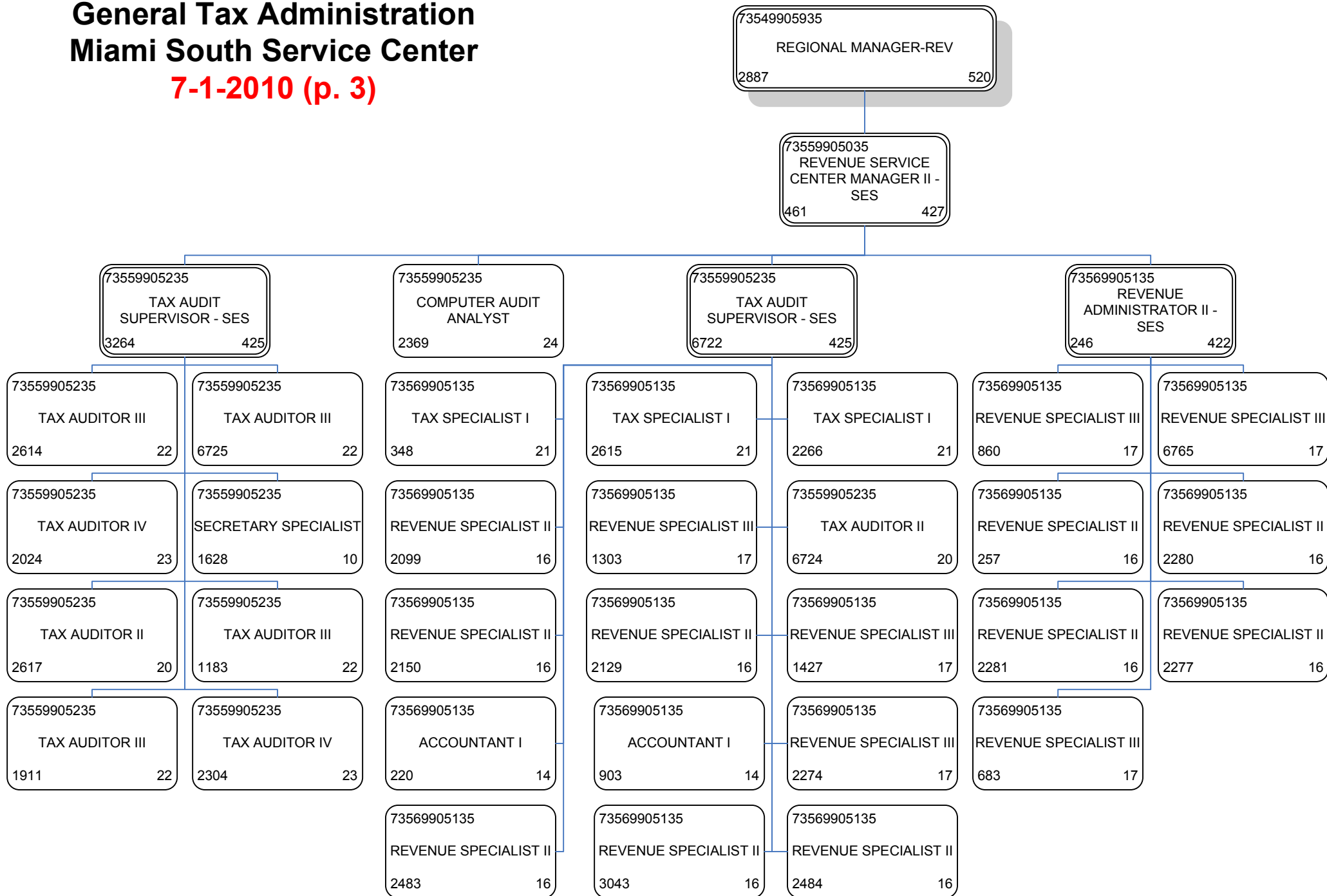


General Tax Administration Miami South Service Center 7-1-2010 (p. 2)



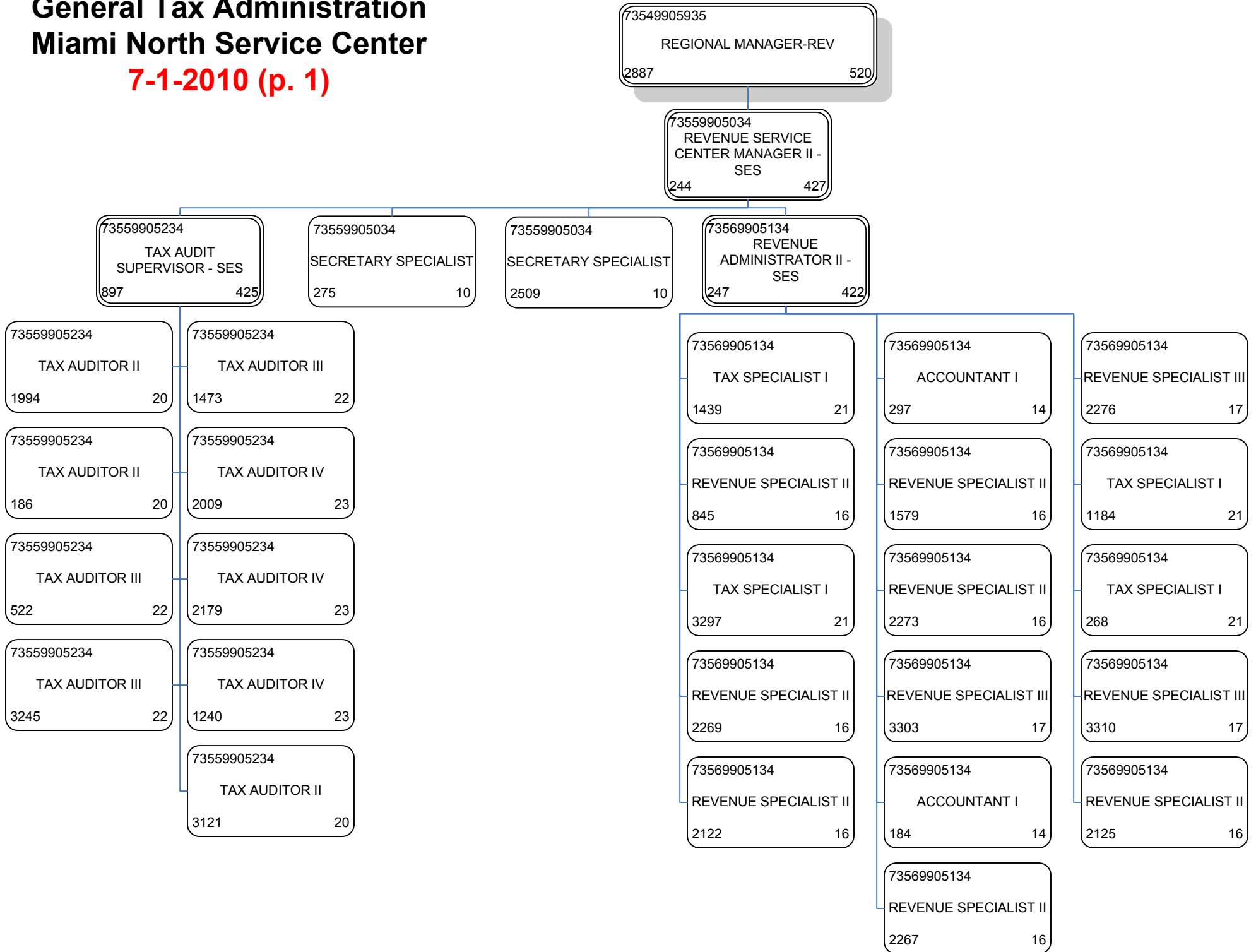
General Tax Administration Miami South Service Center

7-1-2010 (p. 3)



General Tax Administration Miami North Service Center

7-1-2010 (p. 1)



General Tax Administration Miami North Service Center

7-1-2010 (p.2)

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2887 520

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CENTER MANAGER II -
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REVENUE
ADMINISTRATOR II -
SES
245 422

73559905234
TAX AUDIT
SUPERVISOR - SES
455 425

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680 24

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1816 17

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ANALYST
2618 24

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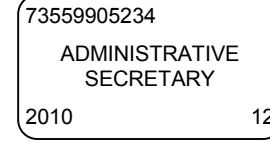
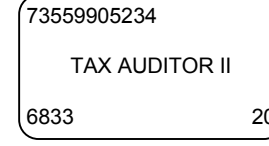
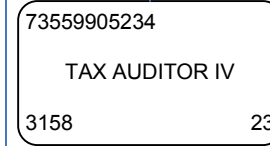
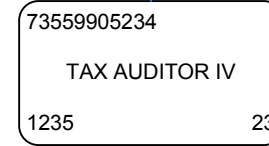
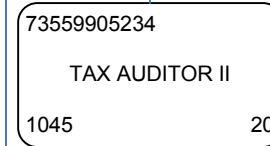
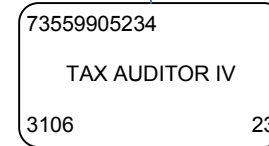
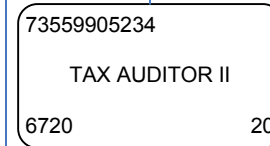
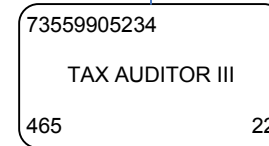
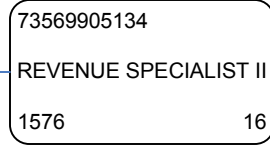
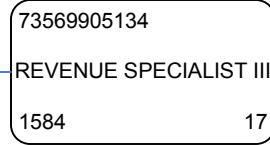
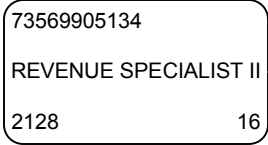
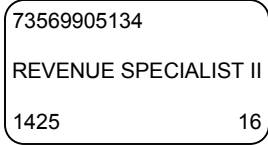
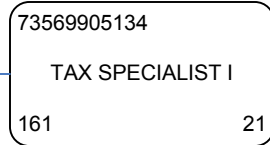
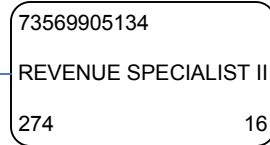
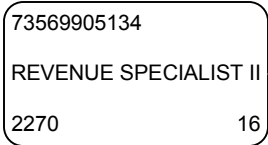
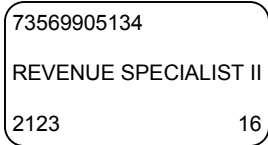
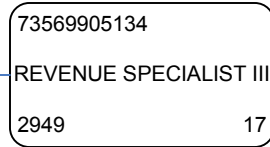
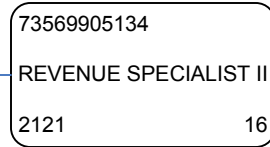
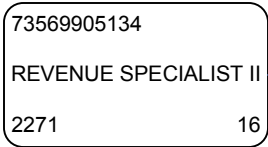
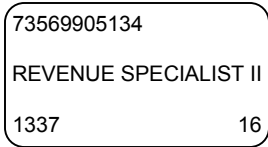
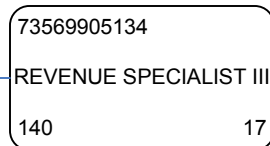
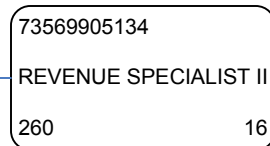
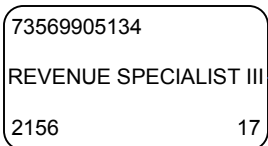
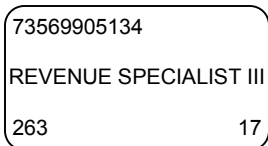
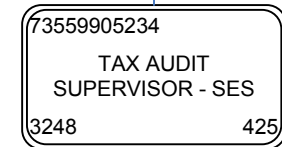
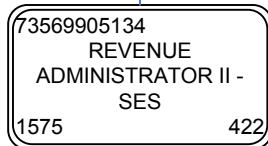
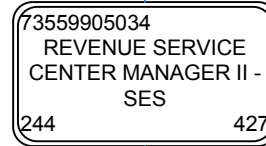
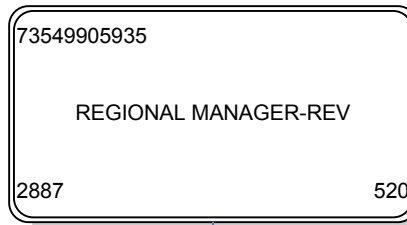
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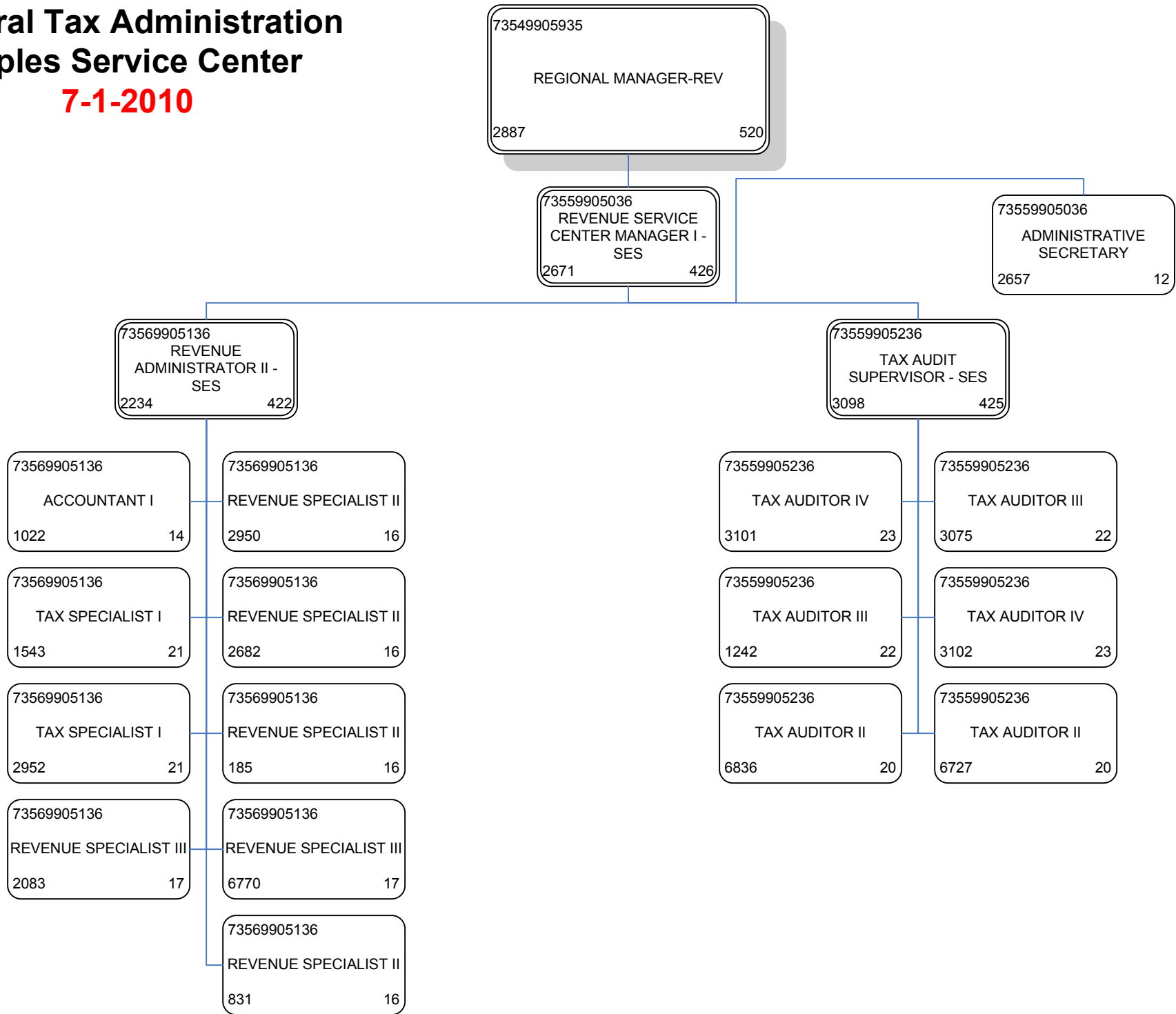
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General Tax Administration Miami North Service Center 7-1-2010 (p. 3)

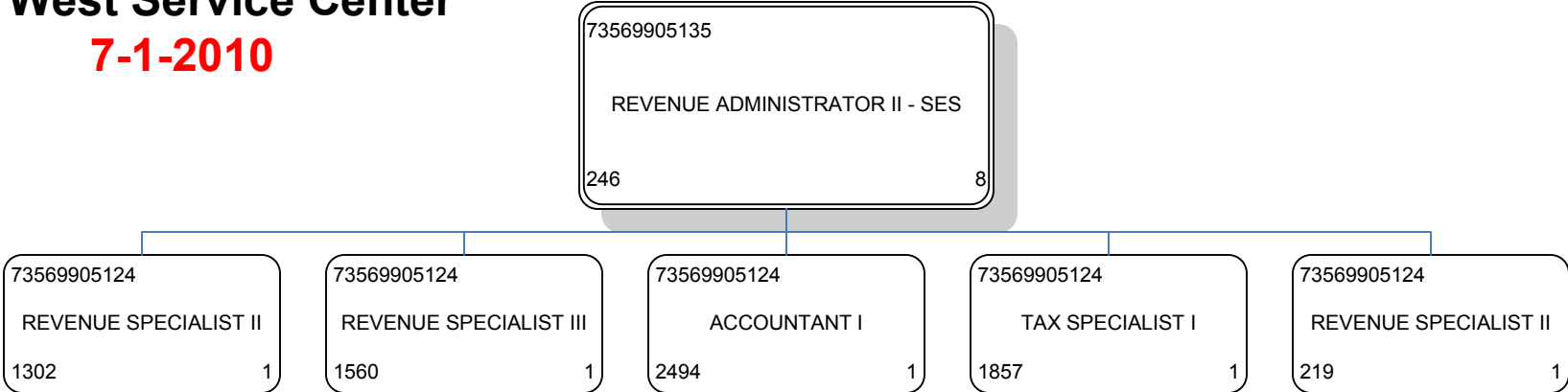


General Tax Administration Naples Service Center 7-1-2010



**General Tax Administration
Key West Service Center**

7-1-2010



General Tax Administration Atlanta Service Center 7-1-2010

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448 427

73559906209
TAX AUDIT SUPERVISOR - SES
2350 425

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TAX AUDIT SUPERVISOR - SES
2628 425

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TAX AUDIT SUPERVISOR - SES
1200 425

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TAX AUDITOR IV
1572 23

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TAX AUDITOR IV
1226 23

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TAX AUDITOR II
2471 20

73559906009
SECRETARY SPECIALIST
511 10

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399 20

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TAX AUDITOR IV
3166 23

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TAX AUDITOR III
1062 22

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TAX AUDITOR IV
2298 23

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620 23

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SECRETARY SPECIALIST
3050 10

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1505 23

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2660 20

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1064 23

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1903 22

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TAX AUDITOR II
2429 20

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SENIOR TAX SPECIALIST
1060 24

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COMPUTER AUDIT ANALYST
1870 24

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2627 23

General Tax Administration Chicago Service Center

7-1-2010

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SENIOR REVENUE CONSULTANT
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REVENUE SERVICE CENTER MANAGER II - SES
430 427

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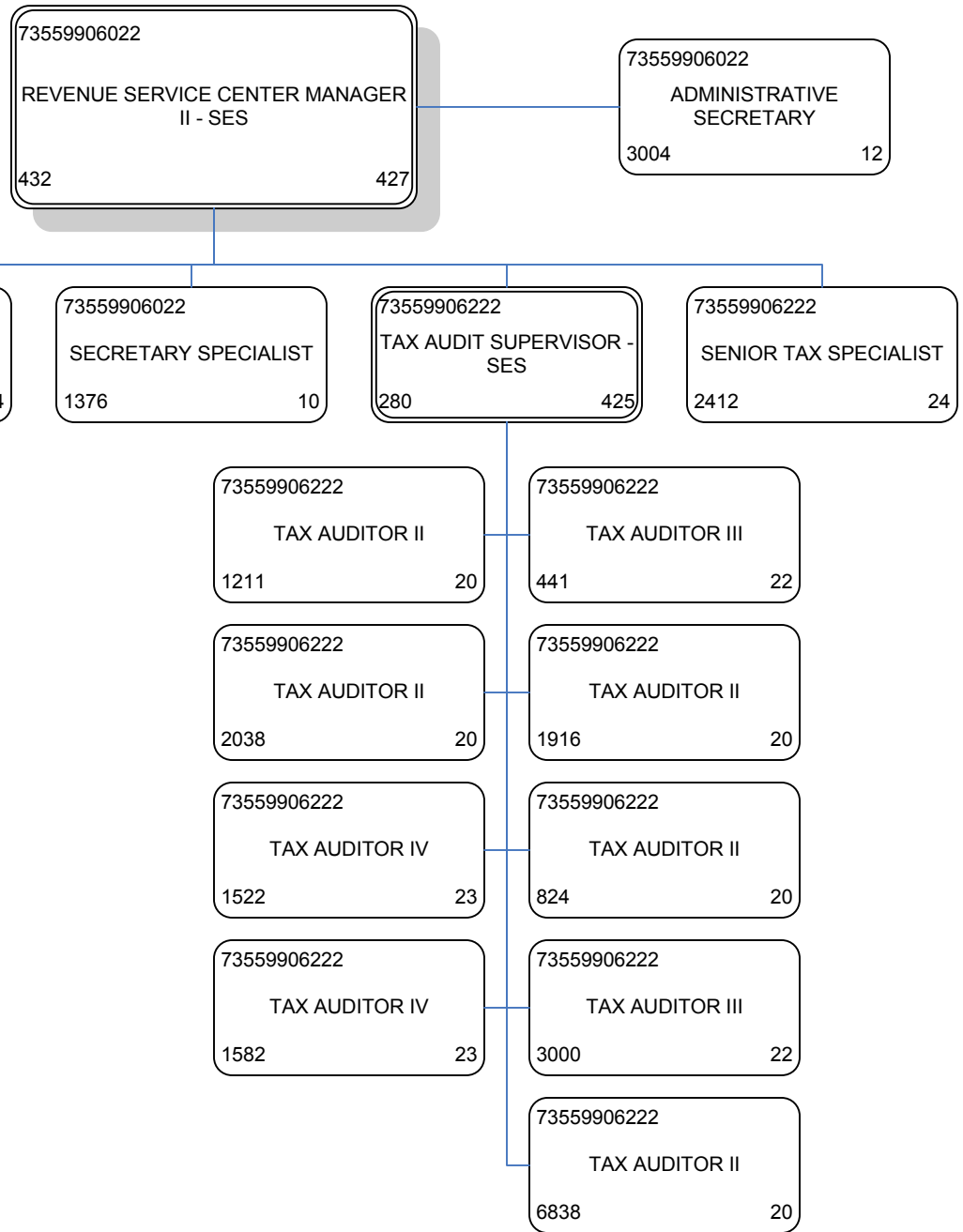
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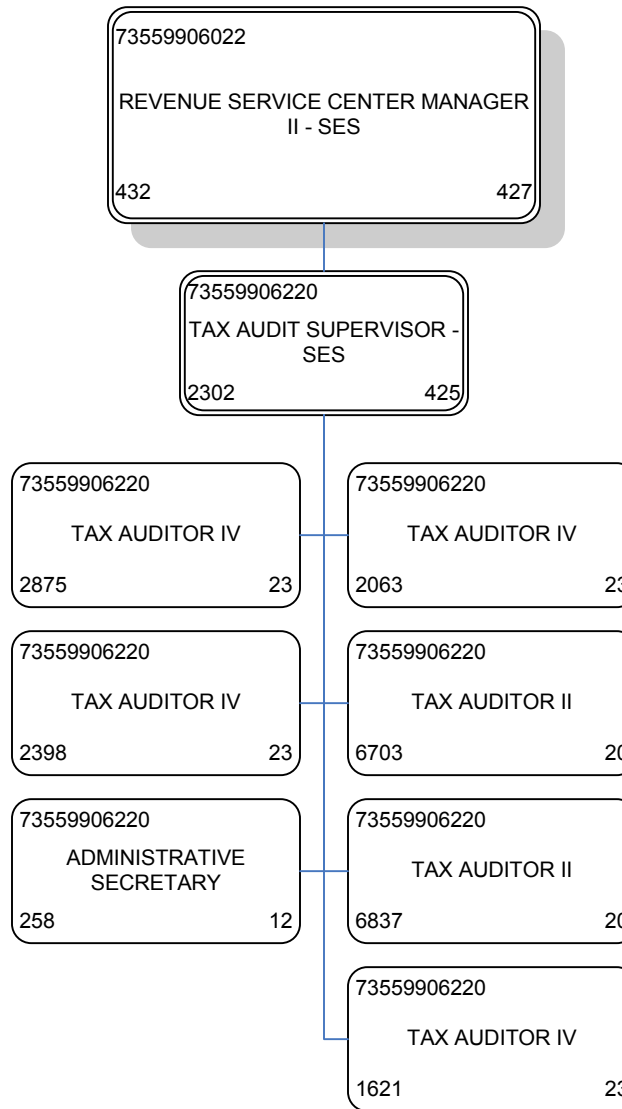
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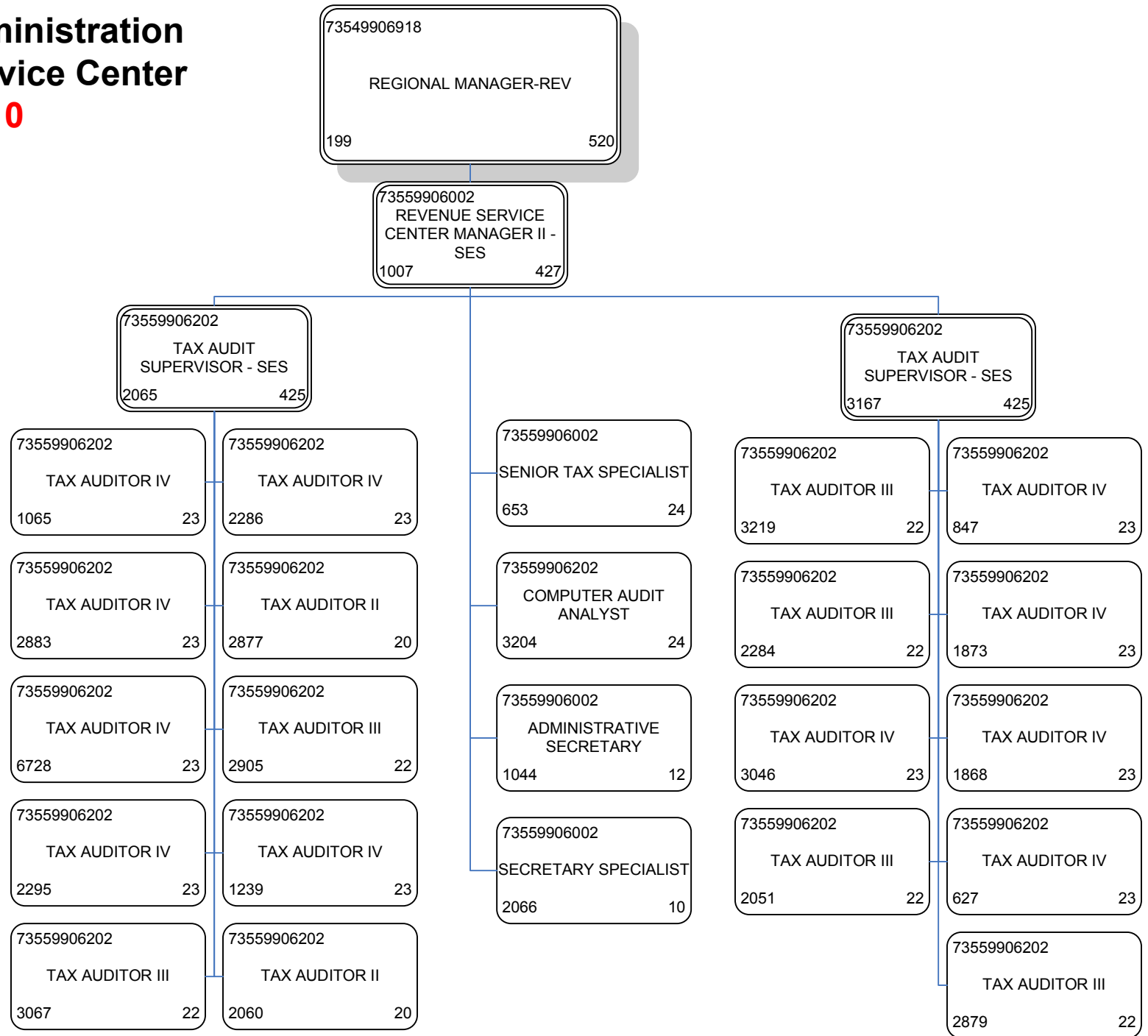
General Tax Administration Dallas Service Center 7-1-2010



**General Tax Administration
Houston Service Center
7-1-2010**

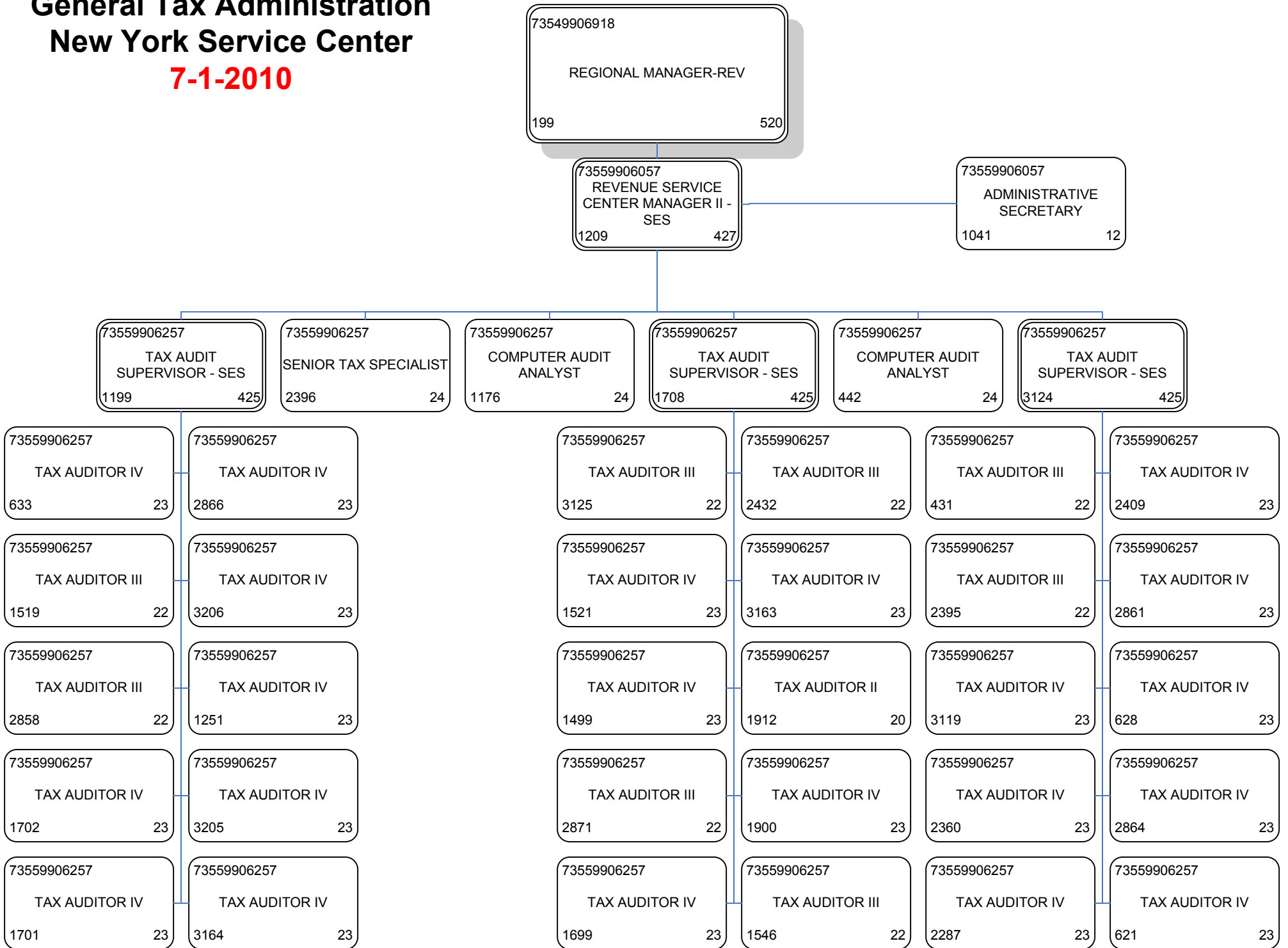


General Tax Administration Los Angeles Service Center 7-1-2010



General Tax Administration New York Service Center

7-1-2010



General Tax Administration Pittsburgh Service Center 7-1-2010

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SUPERVISOR - SES
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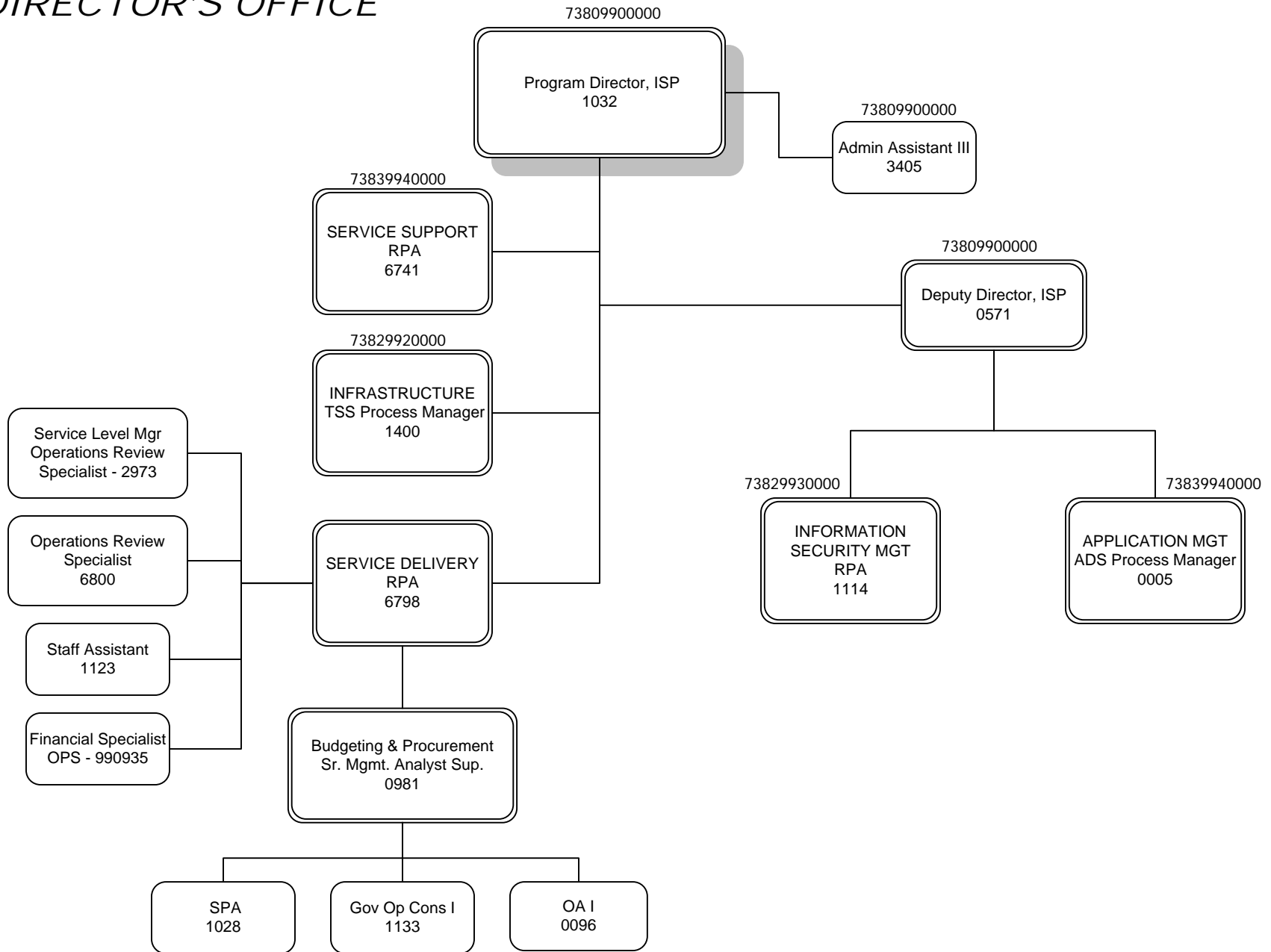
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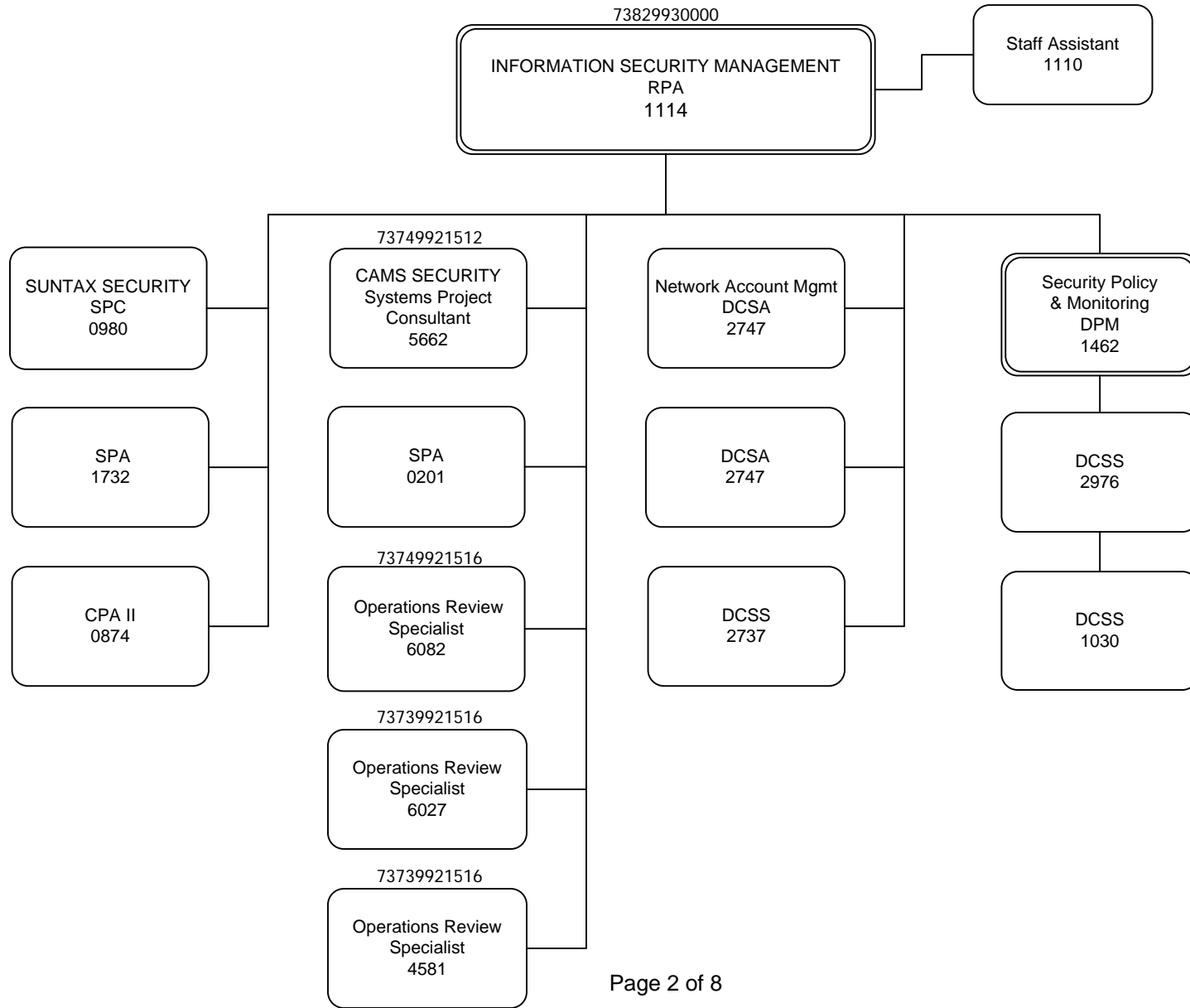
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DIRECTOR'S OFFICE

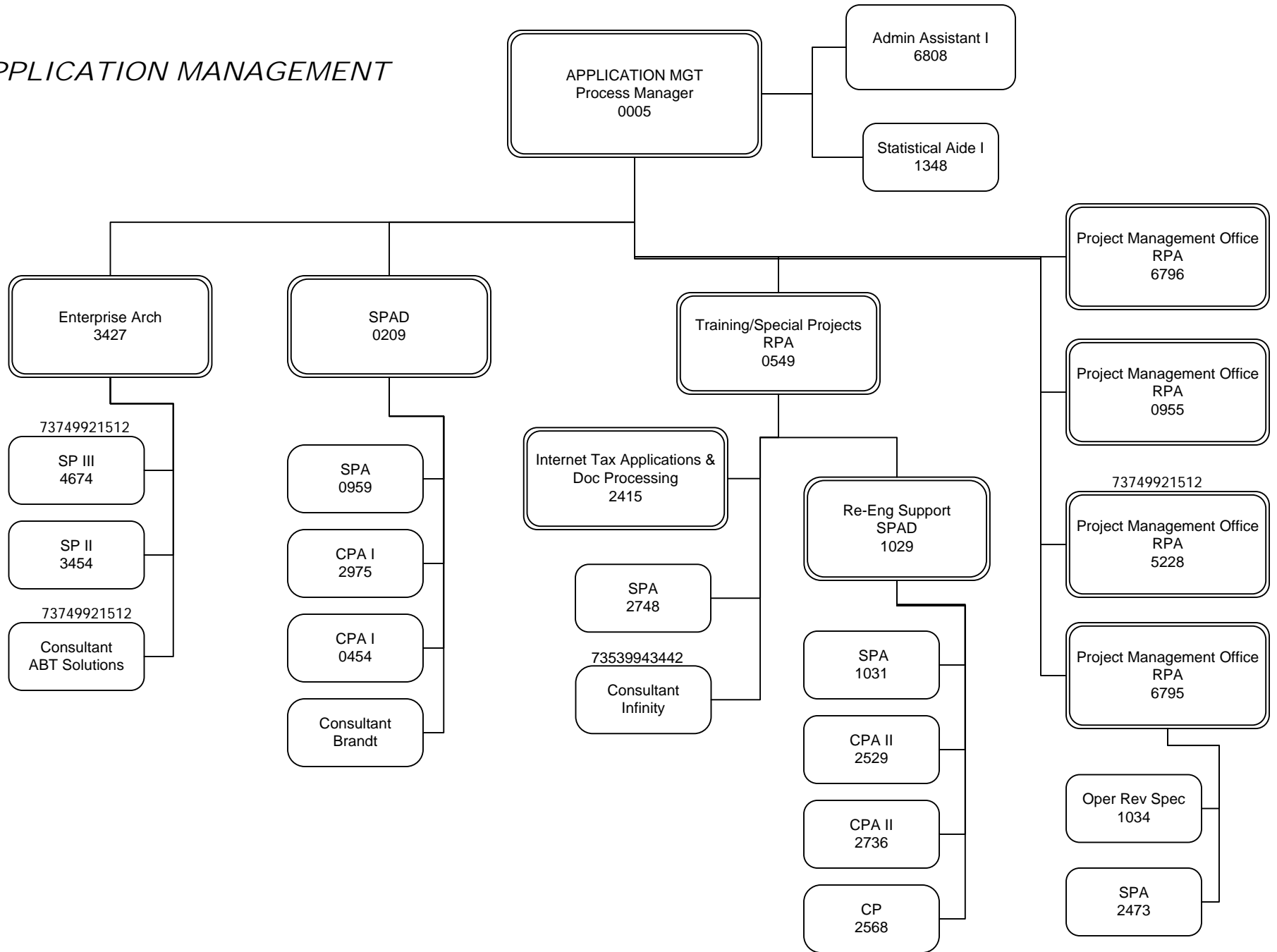
July 1, 2010



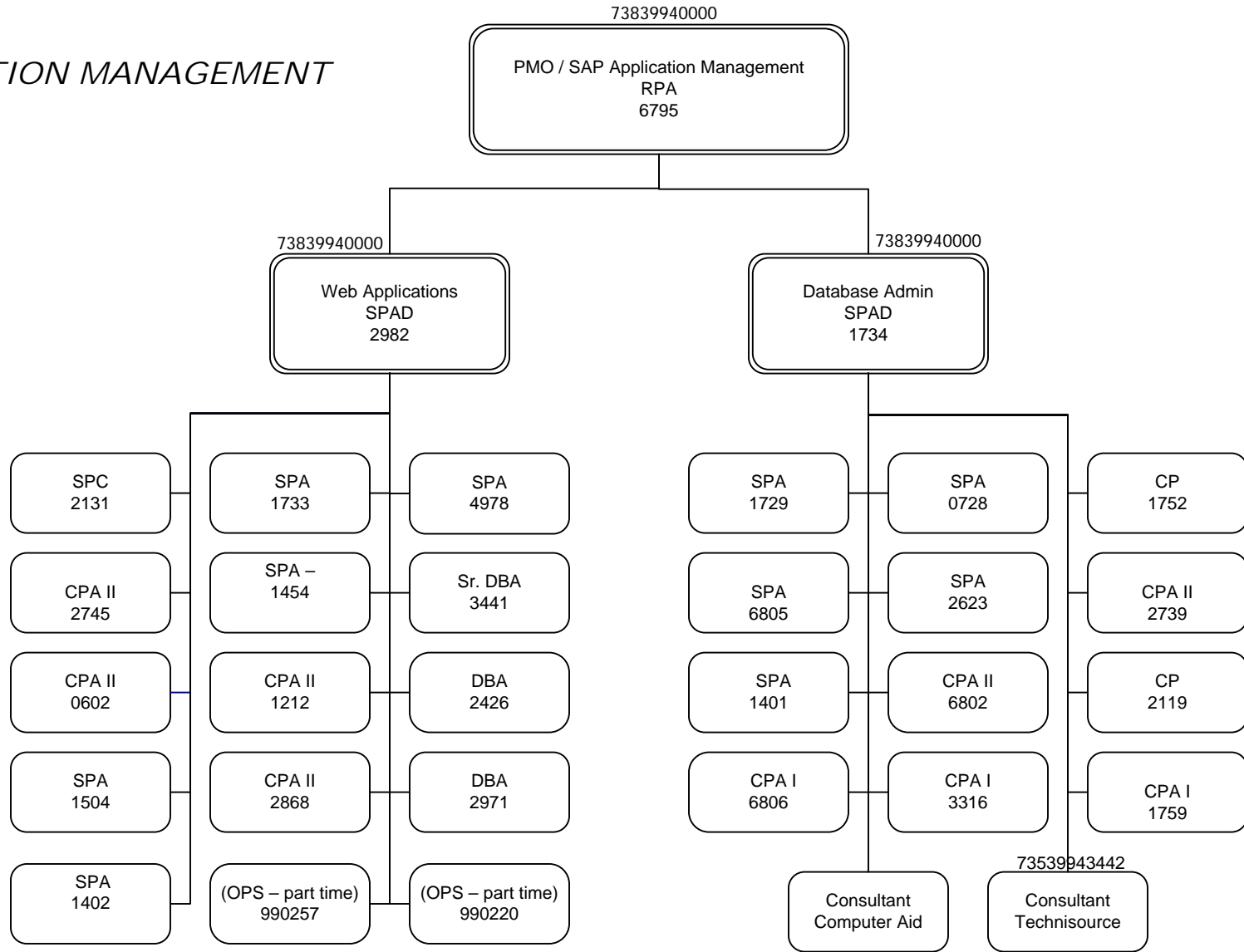
SECURITY MANAGEMENT



APPLICATION MANAGEMENT

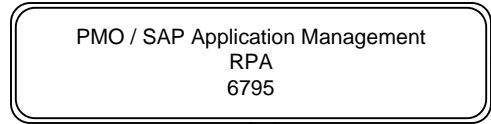


APPLICATION MANAGEMENT

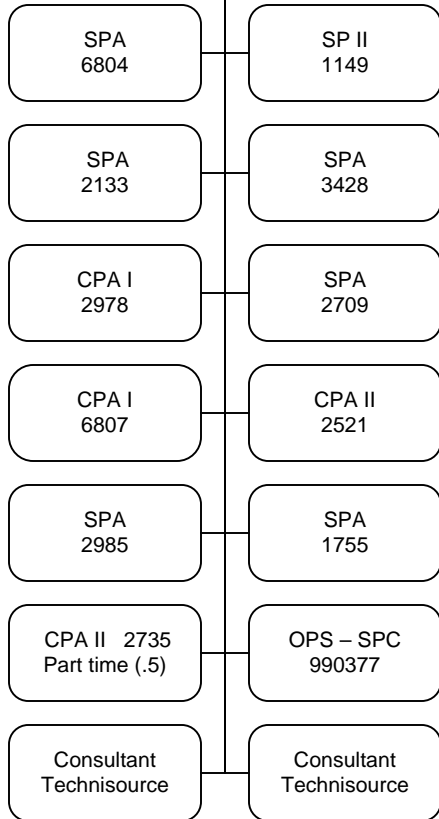
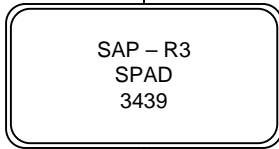


SAP APPLICATION MANAGEMENT

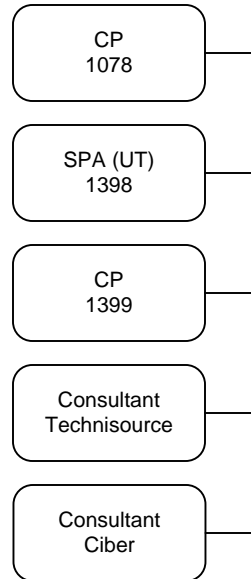
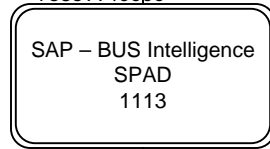
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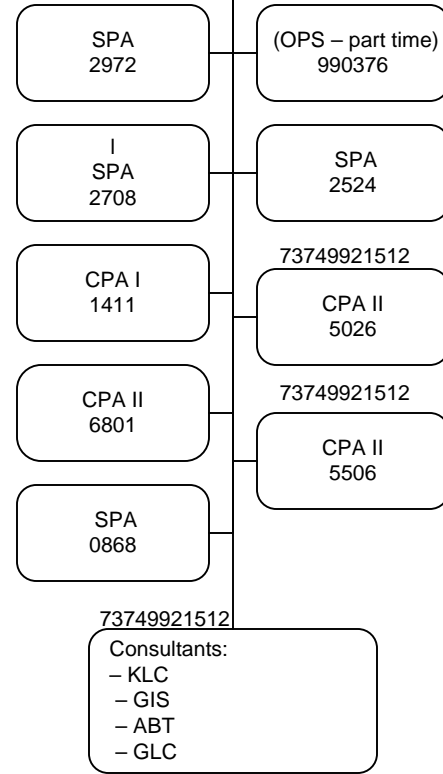
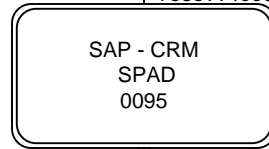
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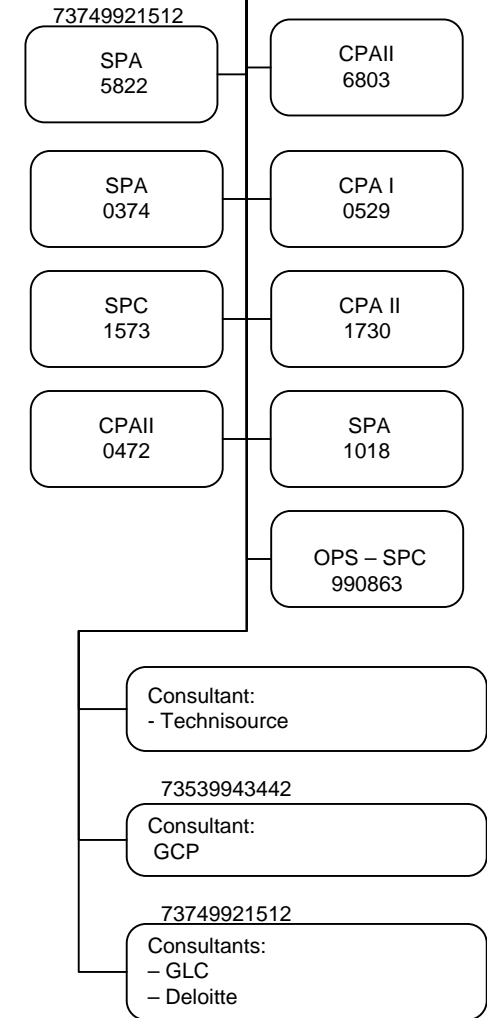
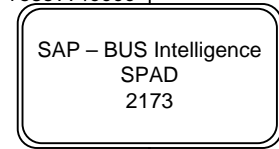
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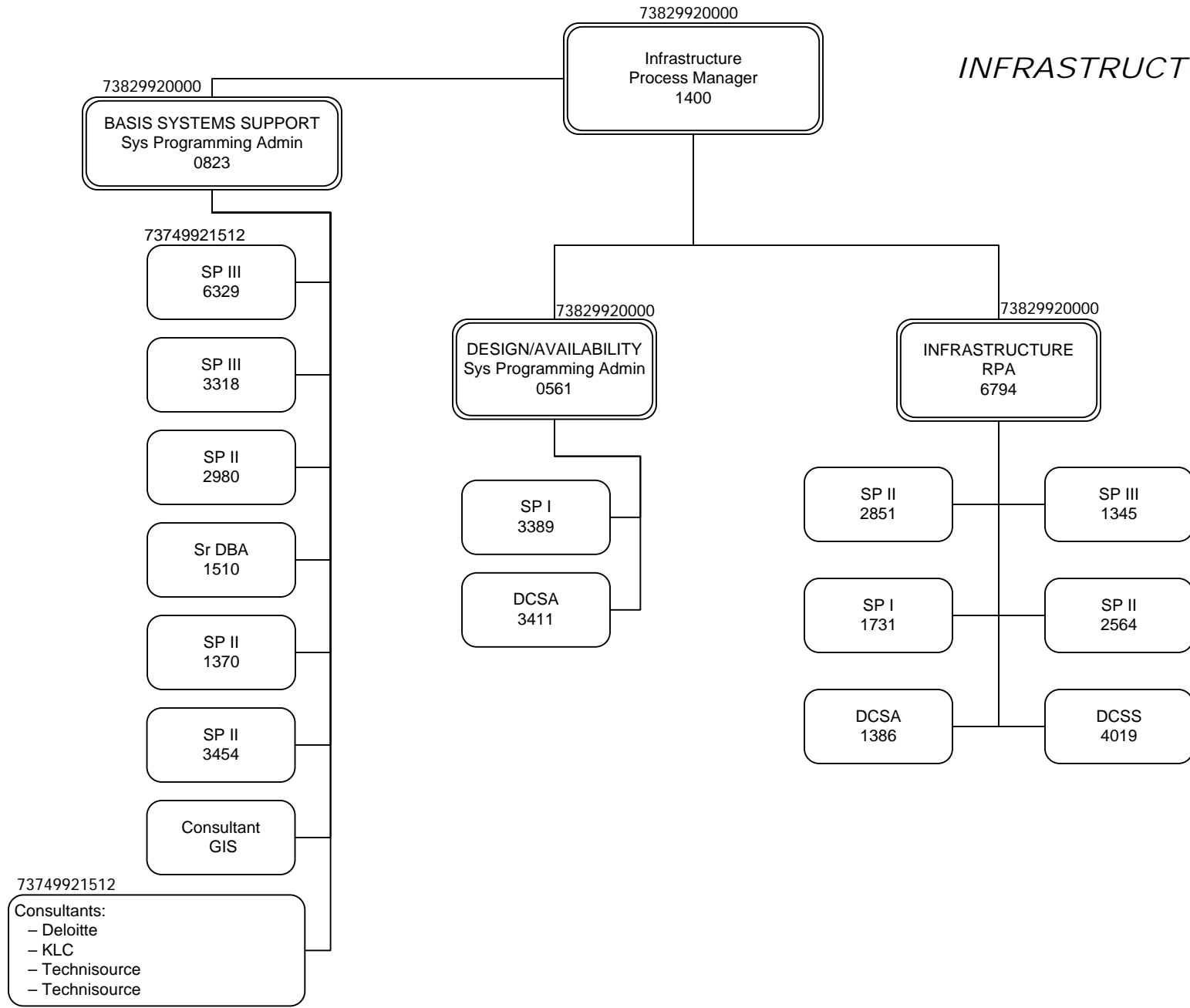


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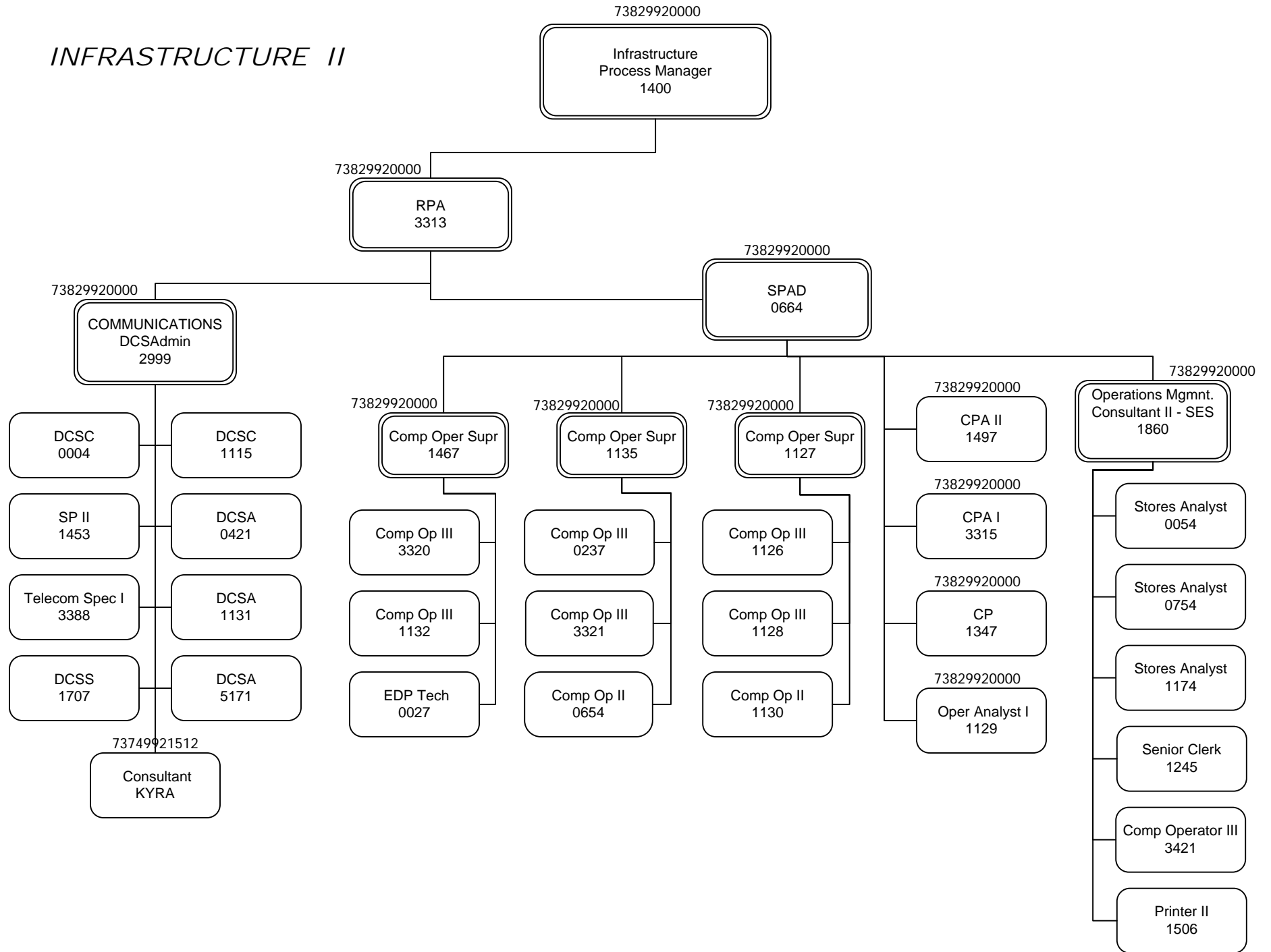
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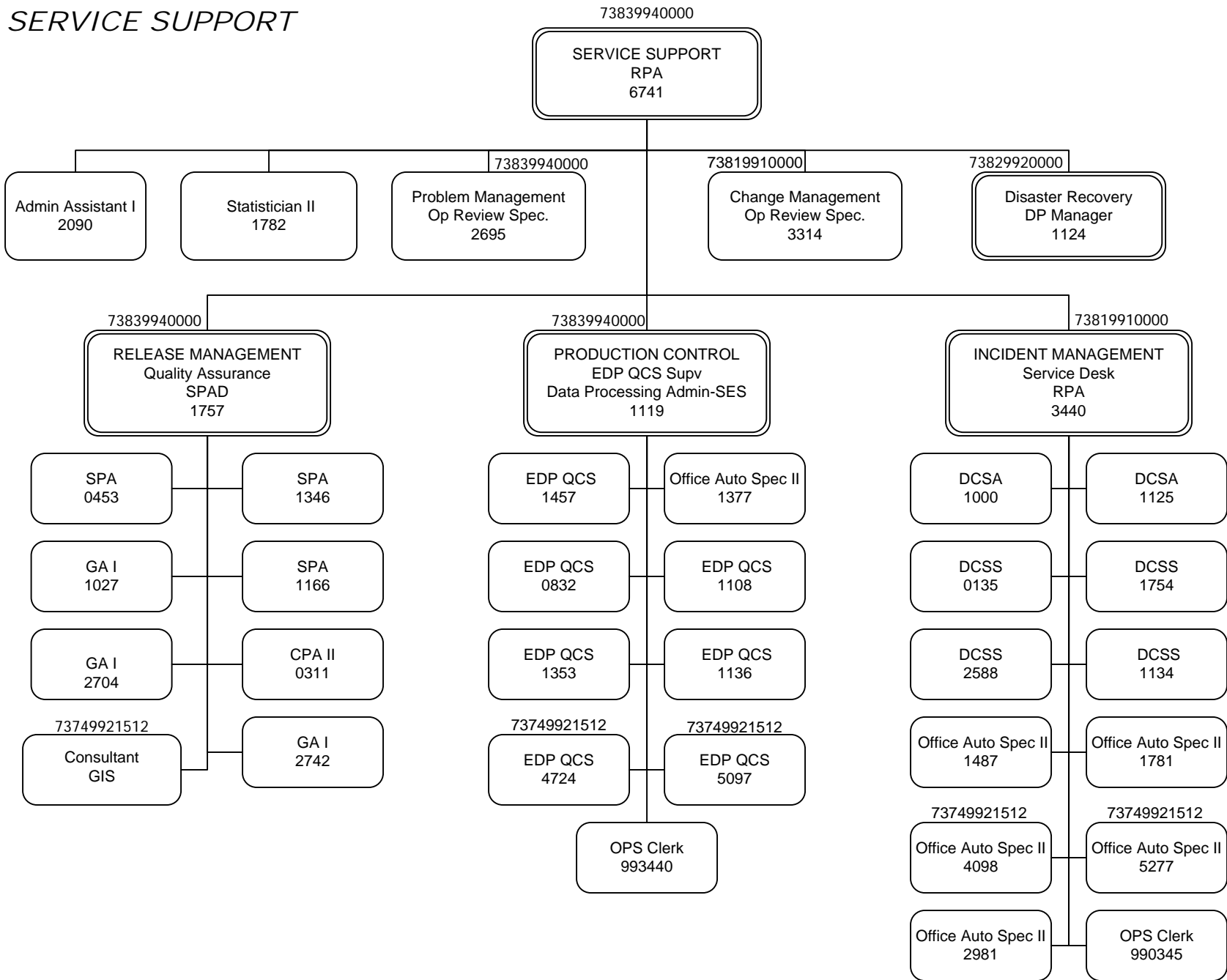


INFRASTRUCTURE I

INFRASTRUCTURE II



SERVICE SUPPORT



Positions Deleted in 09-10

- Admin Secretary 1728 09-10
- Admin Secretary 1514 09-10
- Admin Secretary 1005 09-10
- Admin Secretary 0014 09-10
- Admin Secretary 2740 09-10
- CFA I 1344 09-10
- CFA II 1463 09-10
- SPAD 0842 09-10
- DCSS 0772 09-10
- EDF QCS 3317 08-09
- 73819910000
- Statistician I 0028 08-09
- Clerk Specialist 3319 09-10

Positions Deleted in Full Service Transition 2010 To Southwood Shared Resource Center

- Sr. DBA 0594 FST
- Admin Asst I 0566 FST
- SP II 0165 FST
- SP III 0972 FST
- DCSA 2979 FST
- DCSS 1033 FST
- SP II 3438 FST
- SP II 3453 FST
- RPA 6797 FST
- SPAD 2762 FST
- SPI 0153 FST

Positions Deleted in Full Service Transition 2010 To North West Regional Data Center

- SPAD 6799 FST
- SPII 1142 FST

Schedule XI – Agency-Level Unit Cost Summary

REVENUE, DEPARTMENT OF		FISCAL YEAR 2009-10			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT				583,359,541	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)				-27,549,884	
FINAL BUDGET FOR AGENCY				555,809,657	
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
Geographic Information Systems * Number of square miles mapped using aerial photography		16,850	102.88	1,733,496	
Central Assessment Of Railroads * Number of railroads and private car lines centrally assessed		282	1,956.16	551,638	
Determine Real Property Roll Compliance * Number of in-depth classes studied with a statistically valid sample		75	122,921.16	9,219,087	
Review Refunds/Tax Certificates/Tax Deeds * Number of refund/tax certificate applications processed		5,088	36.50	185,696	
Determine Trim Compliance * Number of taxing authority TRIM compliance packages reviewed and evaluated for compliance		6,450	88.18	568,729	
Verify Budget Compliance * Number or property appraiser and tax collector budgets reviewed		485	367.58	178,277	
Provide Information * Number of student training hours provided		17,441	50.26	876,589	
Provide Aid And Assistance * Number of inquiries from taxpayers and local governments answered		26,504	76.98	2,040,332	
Maintain Child Support Cases * Total number of cases maintained during the year		1,101,444	66.95	73,742,599	
Provide Education And Assistance * Total number of individual educational contacts and inquires answered		15,715,075	1.87	29,459,660	
Process Support Payments * Total number of collections processed		10,498,372	3.20	33,553,584	
Distribute Support Payments * Total number of collections distributed		9,786,272	1.44	14,062,497	
Establish Paternity * Total number of paternities established and genetic testing exclusions		100,158	330.34	33,086,592	
Establish And Modify Support Orders * Total number of newly established and modified orders		49,090	1,042.86	51,194,123	
Determine Compliance With Support Orders * Total number of obligated cases identified for compliance resolution		660,923	20.66	13,651,554	
Resolve Compliance Discrepancies * Total number of actions processed during the year		3,159,769	17.10	54,029,912	
Manage Accounts * Number of accounts maintained		1,371,314	6.03	8,274,257	
Process Returns And Revenue * Number of tax returns processed		9,279,820	2.17	20,168,501	
Account For Remittances * Number of distributions made		38,548	47.47	1,829,884	
Determine Filing Compliance * Number of filing compliance exams completed		1,554,512	5.14	7,984,431	
Select Cases For Tax Compliance Determination * Number of taxpayers selected for a tax compliance examination		33,271	126.31	4,202,333	
Perform Audits * Number of audits completed		19,837	2,998.54	59,482,100	
Discover Unregistered Taxpayers * Number of discovery examinations completed		12,516	872.97	10,926,063	
Investigate Criminal Tax Avoidance * Number of criminal investigations completed		918	5,493.24	5,042,798	
Collect Identified Liabilities * Number of collection cases resolved		1,355,164	17.87	24,222,538	
Refund Tax Overpayments * Number of refund claims processed		135,144	42.05	5,682,279	
Resolve Disputes * Number of disputes resolved		245,226	47.53	11,655,957	
Educate Taxpayers * Number of individual educational contacts made		2,490,500	0.06	161,672	
Assist Taxpayers * Number of taxpayers provided with assistance		1,720,917	6.34	10,912,820	
TOTAL				488,679,998	
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS				38,563,170	
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER					
REVERSIONS				27,437,533	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				554,680,701	

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.

FLORIDA DEPARTMENT OF REVENUE

SCHEDULE IV-B FOR CHILD SUPPORT ENFORCEMENT AUTOMATED MANAGEMENT SYSTEMS II (CAMS II) FOR FISCAL YEAR 2011-12



State of Florida

The Florida Legislature

Governor's Office of Policy and Budget

October 15, 2010

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Introduction

Florida State agencies must make numerous decisions each year concerning information technology (IT) projects.

- Which projects are best for the agency?
- Which projects are in the best interest of the State?
- Which projects meet the agency's business objectives and mission?
- Which are most cost effective?

These same questions need to be asked and answered on a state level with regard to agency requests.

The Schedule IV-B provides a basis for understanding and agreement among agency IT staff, program staff, and executive management as well as the Legislature and Governor's Office of Policy and Budget regarding resources and commitments needed for the project. The Schedule IV-B contains more detailed information on IT projects than is included in the D-3A issue narrative submitted with an agency's legislative budget request. Generally, the Schedule IV-B builds on analyses and information collected by the agency during the initial definition and planning stages of a project. For agencies, the Schedule IV-B provides a framework to assess the costs, benefits, and risks of a proposed IT project.

The components of the Schedule IV-B document include:

- I. Cover Sheet and Agency Project Approval
- II. Business Case
- III. Cost-Benefit Analysis
- IV. Project Risk Assessment
- V. Technology Planning
- VI. Project Management Planning

A Schedule IV-B must be completed for all projects with a total cost (all years) of \$1 million or more and does not include projects that involve standard maintenance. For hardware upgrades, a capacity plan is required.

Documentation Requirements

The total cost and level of complexity of an IT project determines the extent of documentation required. Each agency that requests funding for an IT project that has a total estimated cost (all years) of \$1 million or more must submit the Schedule IV-B documentation indicated in the table below. Schedule IV-B documentation is *not required* for requests to:

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

FY 2011-12 Schedule IV-B Documentation Requirements			
Schedule IV-B Components	Total estimated cost over entire project lifecycle		
	\$1 M - \$1,999,999	\$2,000,000 - \$10 million	More than \$10 million
Cover Sheet and Agency Project Approval	X	X	X
Business Case		X*	X
Cost-Benefit Analysis		X*	X
Risk Assessment	X	X	X
Technology Planning (includes Analysis of Alternatives and Proposed Solution Description)	X*	X*	X
Project Management Planning (includes Project Charter, Work Breakdown Structure, Project Schedule, and Project Budget)	X*	X*	X
<p><i>* Small projects and mid-sized projects involving routine hardware and or software upgrades will not require the same level of detailed information to substantiate the request as projects that impact the general public, or that can change or affect an agency's organizational structure, headcount, business processes, or service delivery model. The areas marked with an "X*" in this table specify the Schedule IV-B components affected by this variable documentation requirement.</i></p>			

- In addition to the specific information required in the D-3A issue narrative¹ (for all IT projects, regardless of size), the level of documentation needed to substantiate a project varies with the size, complexity, risk, and impact associated with the IT project.

If an agency has a legislative budget request issue that requires the submission of a Schedule XII and the issue request requires the vendor(s) to develop a new information technology system or enhance/modify an existing system that meets the Schedule IV-B submission criteria, the agency only needs to complete the following Schedule IV-B components and table:

- Cover Sheet for Agency Project Approval
- Project Cost Table - CBA Form 2-A
- Risk Assessment
- Technology Planning
- Project Management Planning

Smaller projects, ranging from \$1,000,000 to \$1,999,999, require the documentation listed in the Schedule IV-B Documentation Requirements table above, which indicates agency support for the project, and identifies the basic business needs and objectives, and relevant technical requirements for the

¹ The D-3A includes business case/benefit information. Please refer to D-3A Narrative Justification Guidelines on pages 62-63 of the LBR Instructions.

project. The documentation also addresses key project planning and management requirements to help the project be successful.

For medium-sized projects, ranging from \$2,000,000 to \$10 million, the documentation requirements will vary depending upon the type of project and its level of impact.

- Routine hardware and/or software upgrades within a single agency must submit the minimum documentation listed above, plus a cost-benefit analysis, which compares current costs with estimated future costs and benefits, and a capacity plan to project planned capacity requirements.
- Projects that will impact the general public or that can change or affect an agency's organizational structure, headcount, business processes, or service delivery model must complete all components of the Schedule IV-B. For example, a \$2 million project to expand network capacity in field offices to support existing business processes would require the minimum documentation, a cost-benefit analysis, and a capacity plan. If the \$2 million project involved a network upgrade to accommodate greater use of centralized data as part of a business process restructuring or improvement, then the agency would need to submit a complete Schedule IV-B.

Large projects, greater than \$10 million, require completion of all components of the Schedule IV-B.

Agencies with multi-year projects that will not be completed in FY 2010-11 must submit updated Schedule IV-B documentation with the Legislative Budget Request if original project business objectives, business benefits, cost estimates, funding model, project scope, implementation approach, or timeline have significantly changed from the information provided in the original Legislative Budget Request. For example, changes in benefits, costs, funding model, or timeline should trigger an update of the Cost-Benefit Analysis portion of the Schedule IV-B documentation (which should reflect ALL years of the project). Information provided in an updated Schedule IV-B should be organized by component and should describe changes to the information provided in the original Feasibility Study. ***All multi-year projects must complete the Risk Assessment Component of the Schedule IV-B*** along with any other components that have been updated from the original Feasibility Study that may have previously been submitted. The updated information should be resubmitted with the Legislative Budget Request.

A hard copy of all required documentation is due to the Information Technology Policy Unit of the Office of Policy and Budget (OPB) and Technology Review Workgroup (TRW) by the deadlines provided in the LBR instructions. Agencies must submit both a hard copy and an electronic copy of all the documents. TRW staff is available to review and provide feedback on draft documentation

submitted before and after the submission deadline.

The purpose of this document is to provide guidance, tools, and examples for agencies to use in completing each of the Schedule IV-B components. For additional assistance in preparing the components of a Schedule IV-B, contact the TRW at (850) 413-7066, fax (850) 414-5771. These guidelines are available through the Internet at <http://trw.state.fl.us/>.

I. Schedule IV-B Cover Sheet and Agency Project Approval

This component of the Schedule IV-B is required for each issue requesting funding for any IT project that has total estimated costs (including design, development, implementation, and operation and maintenance costs) of \$1 million or more.






Signatures from each of the following executive-level managers within the agency must be obtained:

- Agency Head
- Agency Chief Information Officer
- Budget Officer
- Planning Officer
- Project Sponsor

The Cover Sheet also provides the names and e-mail addresses of the agency contact that prepared the major components of the Schedule IV-B.

FY 2011-12 SCHEDULE IV-B FEASIBILITY STUDY FOR
CAMS II

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, 2010
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 2011-12 LBR Issue Code: 36321C0	FY 2011-12 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, 617-8065, 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: 10-7-10
Agency Chief Information Officer:  Printed Name: Tony Powell	Date: 6 OCT 2010
Budget Officer:  Printed Name: Tony Lloyd	Date: 6 OCT 2010
Planning Officer:  Printed Name: Louis Panebianco	Date: OCTOBER 6, 2010
Project Sponsor:  Printed Name: : Ann Coffin	Date: 10/6/10
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Mary Whitacre, 617-8225, whitacrm@dor.state.fl.us
Cost Benefit Analysis:	Christopher Ellis, 617-8072, ellisc@dor.state.fl.us
Risk Analysis:	Joe Sisson, 617-8273, sissonj@dor.state.fl.us
Technology Planning:	Mary Whitacre, 617-8225, whitacrm@dor.state.fl.us
Project Planning:	Louis Panebianco, 617-8238, panebial@dor.state.fl.us

II. Schedule IV-B Business Case

Information technology (IT) projects must support the mission, programs, and services of the agency. The business case component provides the justification for the project in relation to the agency's mission and programs. Agencies must briefly describe the business need or problem including a description of the core problem, reasons why the problem exists, the impact the problem is having on the business (e.g., financial, operational), and any timeframes that relate to the problem.

The following table identifies the sections of this component that are required for completion of different types of projects depending on project cost thresholds:

Business Case Section	Small Projects (\$1 - <\$2 M) ²	Medium Projects (\$2 - 10 M)		Large Projects (> \$10 M)
		Routine upgrades & infrastructure	Business or organizational change	
Background and Strategic Needs Assessment			X	X
Baseline Analysis			X	X
Proposed Business Process Requirements			X	X
Cost-Benefit Analysis		X	X	X

Developing the business case should involve the executive sponsor for the project, the agency's chief information officer, the agency's chief administrative officer, and the project manager if one has been assigned. It should be written in clear, concise, non-technical terms that senior managers could easily understand. The following sections explain what information to include in each part of the business case.

A. Background and Strategic Needs Assessment

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

1. Agency Program(s)/Service(s) Environment

Summarize the facts necessary to understand the problem or opportunity the project addresses and the defined business objectives to be accomplished through the project. Examples: at-risk student populations, workload increases, staff reductions, additional requirements mandated by law or Federal regulations, and limitations in the capacity or capability of the information technology resources currently used. Include:

² The D-3A includes business case/benefit information. Please refer to D-3A Narrative Justification Guidelines on pages 62-63 of the LBR Instructions.

- a. A description of the existing or new agency program(s)/service(s) to be supported by the proposed information technology project
- b. Identification of the customers and users of the agency program(s)/service(s)/business process(es)
 - Identify each major customer or user group. Customers will typically include the subset of the public served by the business program, while users will include department staff involved in the program and State organizations requiring information from the program.
 - Provide a brief description of any unique characteristics of these customers or users that affect the program(s)/service(s)/business processes
- c. A clear statement of need that describes the conditions that created, or significantly contributed to, the problem or opportunity being addressed by the project. The conditions could relate to the need to:
 - respond to customer or user needs for information or services
 - provide necessary services more efficiently or effectively
 - provide new or different services mandated by state or federal legislation, policies or regulations
 - obtain needed information that is not currently available
 - reduce the costs of operations
 - generate more revenue
 - cost avoidance or savings
 - respond to economic/political environment
 - enact changes in the agency's strategic direction and priorities

Problems and opportunities should be analyzed in terms of their impact on the agency's mission and programs. Key questions to be addressed include:

- What is the magnitude of the problem or opportunity?
- What are the consequences for the agency's clients/customers if the problem or opportunity is not addressed?
- What are the related or competing initiatives and projects that could affect current priorities supporting the project?

2. Business Objectives

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

Describe the business objectives for this project - the results that must be achieved from the proposed solution that will prove the project was successful. Objectives measure the responsiveness of the recommended solution in addressing the problem or opportunity. It is essential that each objective relate to a problem or opportunity specified in the problem/opportunity statement and be realistically achievable.

These objectives may directly relate to the performance measures in the agency's Long Range Program Plan (LRPP), strategic plans, or internal measures currently being tracked by the agency. Describe the measures that will be used to measure the effectiveness of the proposed project.

The information provided in this section lays the foundation for understanding how the project will add value and provide benefits to the agency, state, or the public. In establishing objectives:

- Add any costs or agency operation concerns.
- If a response relates to the costs of one or more programs, determine whether it should be expected to reduce costs, avoid costs, or increase revenue.
- If the business objective is operations (how a program provides service or creates products), determine if responding to the problem will improve timeliness or quality.
- If the objective is timeliness and quality of program operations, the objective must be related to established program requirements.
- Applications of information technology are ordinarily expected to pay for themselves. The agency should be able to translate operational improvements into reduced costs.

B. Baseline Analysis

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

1. Current Business Process Requirements

Describe the current business process(es) involved with supporting or providing the program or service that will be affected by the proposed project. Particular emphasis should be given to any problems or challenges that have been experienced that will be addressed by the project. Identify any problems or recommended improvements in the existing process(es) based on feedback from staff currently executing

the process and other process mapping and analysis methods. Include the following in the description:

a. Inputs

- Identification of data, resources, items or other processes used in the current process.
- Identification of the source (e.g., external systems, public, state employee data entry).
- Description of how the data, resources, items or other processes are captured or enter the process (e.g., manual, automated).
- Description of the data format (paper form, database, spreadsheet, etc.) and, if electronic, any metadata (definitions or descriptions of the data) that may exist.
- Identification of other users of the source data.
- Description of any privacy or security requirements.
- Description of the current resources the process requires to support or perform the agency program or service.

b. Processing

- Description of what happens to the inputs to convert them to the outputs (e.g., counting, validation, editing, movement, storage, error detection/correction, compilation, summarization).
- Provide performance data for the current process (e.g., transactions per day, number of inquiries processed, error rates, customer queues). This information lays a foundation for a description of how the future process will provide performance value and benefits.
- Explain any timeframe or sequencing that is important for the process to work properly.
- Description of how the agency determines whether the process is successful.
- Description of any changes in process activities in the past year, 2 years, and five years.
- Description of particularly volatile processes that affect the agency's business or service delivery model and corresponding operational support requirements.

c. Outputs

- Description of outputs, e.g., information (paper or electronic), products (physical or electronic), services (direct or indirect).
- Identification of stakeholders who use the process outputs.
- Description of how the process outputs are used.

- d. Business Process Interfaces
 - Description of any other business processes that provide inputs and/or outputs of the process(es) involved with the proposed project.
 - Identify external information or processes that are required to support the process (e.g., in order to process an order a credit card must be validated by an external process).
- e. Business Process Participants, Users, and Stakeholders
 - Number and affiliation (e.g., 100 agency users, 50 from other agencies and private sector partners, 50,000 potential users in the public).
 - Description of the roles and responsibilities in the performance or management of the process(es) to be affected by the project.
 - Description of the systems or mechanisms to suggest changes to the process activities.
- f. Process Mapping

Provide a process flowchart with sufficient detail and narrative explanation to provide an executive-level overview of the current processes. The process flowchart or map should reflect the inputs, outputs, activities, interfaces, and timeframes discussed above. See Appendix B for an example of a process map.

2. Assumptions and Constraints

Identify any departmental, state, federal, or industry standards or unique business requirements that might limit the range of reasonable technical alternatives.

Identify any assumptions and constraints that affect the problem or opportunity being addressed through the proposed project and that may impact the implementation and acceptance of the proposed solution.

C. Proposed Business Process Requirements

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

1. Proposed Business Process

Provide a complete description of the process requirements the proposed solution must meet to satisfy the business objectives

identified in Section II-A. Identify any anticipated changes or improvements in the business processes described in Section II-B.1.

Describe the process requirements and functions to be performed by the agency and how the proposed information technology project will facilitate or enhance this performance. Compare the proposed solution with the current process by using examples of the proposed changes such as additions, changes, or deletions to input, processing, output, interface, and participant (user) requirements. Provide a clear vision of how the new processes will work and how they will improve the current situation.

Identify the business process participants who will be impacted or will receive benefits as a result of the proposed project, and describe how each will be affected. Consider the following types of stakeholders:

- intra-agency (executive management, other programs and services)
- private sector service providers
- other state, local or federal government agencies
- customers of agency activities
- end users
- the public
- any other stakeholders that may be impacted

When discussing organizational entities affected, be sure to consider such things as impacts on work processes, training needs, job content, organizational structure, and head count.

Identify any changes to performance measures identified in section II-A.2. Include any changes in performance measures for the agency program(s), service, and activity(s), and other performance measures used to determine the effectiveness of the proposed project.

2. Business Solution Alternatives

Discuss the different business alternatives considered and the likelihood of each proposed solution for meeting the stated business requirements – tell how and why the proposed solution is feasible.

3. Rationale for Selection

Describe the criteria that the agency used to compare alternatives and select a solution that best meets the need for the proposed project as described in the Background and Strategic Needs Assessment section. This description should identify the priorities, benefits, assumptions, and constraints that impacted or may impact the selection of the proposed solution. The rationale should identify any specific criteria

that address characteristics and requirements of the customers, users, and stakeholders.

Describe any manual or automated portions of the current business processes that will be retained and the rationale for this retention. The rationale could include preserving quality, flexibility, individualized service, human decision-making, user preference, or other important benefits.

4. Recommended Business Solution

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

Describe which of the *business* alternatives was selected as the recommended *business* solution. Provide clear and concise reasons explaining why the selected solution best meets the business needs of the agency and is in the best interest of the State.

III. Schedule IV-B Cost Benefit Analysis

Purpose: To calculate and document the expected return on investment for the proposed IT project. The Cost Benefit Analysis (CBA) forms are used to identify the proposed project benefits, status quo program costs if the project is not implemented, tangible changes in program operational costs, total project cost, planned funding sources to support resources needed for the project, and the fiscal return on investment associated with implementing the project.

Best practices for IT investment management require an analysis showing a return on investment (ROI) for IT projects. The CBA is the tool used to quantify the financial return the State will realize from the investment in the project. In completing the CBA, the agency will have clearly documented the project's estimated benefits, funding requirements, and a high-level schedule for when the funding is needed. The agency should have a clearly documented plan to ensure realization of the expected benefits.

Developing the cost-benefit analysis should involve the agency head, directors of the affected program area(s), budget officer, planning officer, project sponsor, and project manager. The following sections explain what information to include in each part of the cost-benefit analysis.

A. The Cost-Benefit Analysis Forms

Purpose: To provide a financial prospectus specifying the projects tangible benefits, funding requirements, and proposed sources of funding.

The inputs and outputs of this analysis are documented in a Word document and an Excel workbook containing several worksheet forms, which calculate the financial return of the proposed IT project. The Word document is the "Benefits Realization Table." The first form in the Excel workbook focuses on expected operational cost changes of the existing program and the estimated tangible benefits from the *Benefits Realization Table*. The second worksheet contains a form for the detailed project costs and the proposed funding sources for the project. These worksheets serve as the input data for the final cost-benefit worksheet, which calculates the level of financial return expected for the project.

The worksheet forms are briefly described in the following table:

Cost Benefit Analysis	
Form	Description of Data Captured
<i>Benefits Realization Table</i> - Microsoft Word Template in Appendix C	A detailed description of all benefits identified for the project, including both tangible and intangible benefits. Each benefit identifies the recipient of the benefit, how and when it is realized, how the realization will be measured, and estimates of tangible benefit amounts.
<i>CBA Form 1 - Net Tangible Benefits</i>	Agency Program Cost Elements: Existing program operational costs versus the expected program operational costs resulting from this project. The agency needs to identify the expected changes in operational costs for the program (s) that will be impacted by the proposed project. Tangible Benefits: Estimates for tangible benefits resulting from implementation of the proposed IT project, which correspond to the benefits identified in the <i>Benefits Realization Table</i> . These estimates appear in the year the benefits will be realized.
<i>CBA Form 2 - Project Cost Analysis</i>	Project Cost Elements: Estimated project costs for personnel, hardware software, consultants and other contracted services through project design, development, and implementation. Project Funding Sources: Identifies the planned sources of project funds, e.g., General Revenue, Trust Fund, Grants.
<i>CBA Form 3 - Project Investment Summary</i>	Investment Summary Calculations: Summarizes total project costs and net tangible benefits and automatically calculates: Return on Investment Payback Period Breakeven Fiscal Year Net Present Value Internal Rate of Return

The electronic forms are available through the internet at <http://trw.state.fl.us> by downloading D--CBAFORMS_FY11-12.XLS. Microsoft Excel is required to utilize this tool. Call the Technology Review Workgroup (TRW) at (850) 413-7066 for assistance.

Navigate between worksheets by clicking on the worksheet tabs in the lower left of the worksheet display. Data input is restricted to the **yellow highlighted** areas in all worksheets. Cells in the Excel workbook, except for those with the yellow highlights, are locked and cannot be edited.

Please note: Data is input within the yellow shaded cells and automatically carried forward within the workbook to calculate values in the last forms. Most of the cells in the document are “locked” to ensure correct calculations.

The completed CBA Excel workbook is a component of the Schedule IV-B and, if required based on project cost thresholds for a Fiscal Year 2011-2012 Legislative Budget Request, the CBA must be submitted electronically in the Excel format.

B. Guidelines for Completing the CBA Forms

Purpose: To provide step by step instructions for completing the cost-benefit analysis.

Step 1: Open the *Benefits Realization Table* (see Figure III-1).

Purpose: The purpose of this table is to clearly articulate the anticipated benefits of the proposed project.

A template for this form is provided as a Microsoft Word file (see Appendix C for the full-sized Microsoft Word format of this table). A *benefit* is an advantage or assistance to a program that would not be able to be achieved without the proposed IT project.

Figure III-1. 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						
2						
3						
4						
5						
6						
7						
8						

Provide the following information to complete the columns of the *Benefits Realization Table*:

- a) Briefly describe each program benefit that is expected from implementing the proposed IT project.
- b) Indicate whether the expected benefit is tangible or intangible. A *tangible* benefit has an obvious measurable financial worth to the State. The cost-benefit analysis should clearly identify the tangible benefits of the changes associated with the proposed project. The value, timing, and mechanism for realizing project benefits provide necessary data for the cost-benefit analysis.

A tangible benefit results from a program change that has quantifiable positive financial value, such as:

- New or increased revenues
- Operational efficiencies
- New or increased reimbursements (grants, federal financial participation)
- Cost reductions
- Personnel cost reductions

An *intangible benefit* is not readily measurable and generally relates to broader organizational, social, technical, political, or functional issues.

The intangible benefits are the positive program-related outcomes that do not have a clear financial measure. Some examples of intangible benefits include:

- Strategic fit between the project's technology and the agency's technology standards.
- Increased data availability enabling more informed decision-making.
- Permitting flexibility by allowing several people to perform a task rather than one person.
- Reductions in backlogs or workloads that will not result in program staffing cost changes.
- Complying with statute or rule (may be tangible or intangible).
- Improving current or enabling new customer services (may be tangible or intangible).

- c) For each tangible benefit, estimate the financial value of the benefit, and describe the methodology and any data sources used to calculate the estimate. Enter this information in the "Description of Benefit" cell.

Tangible benefit estimates, including any projected operational cost savings, should be based on reliable, verifiable data sources and sound methods. **Note:** Any estimated savings from operational efficiencies or process changes should only be classified as tangible benefits if there can be an actual reduction in program costs as a result of the project.

The agency should indicate the character of the estimate, which identifies the rigor and confidence associated with the data and methodology used to estimate the benefit. It also should describe how the agency determined the confidence level of the estimate.

- d) Identify the recipient(s) of the benefit, which may include various levels of agency staff, other agencies and business partners, and the public.

- e) Briefly describe any actions or processes that are necessary for the recipient to receive the benefit (e.g., a short statement of how the benefit will be realized).
- f) Briefly describe how the agency will assess or measure when and how benefits are realized within the intended program(s).
- g) Lastly, enter the proposed date the benefits are to be realized. For multi-year projects, there may be recurring benefits that need to be identified on multiple lines by year in the *Benefits Realization Table* or with multiple dates in the benefits realization date column.

Step 2: Open the Excel CBA workbook and go to the first tab, *CBA Form 1 - Net Tangible Benefits*

Purpose: The purpose of this worksheet is to provide estimates of any tangible benefits and anticipated changes in operational costs over the next five fiscal years as a result of the project.

On this first worksheet (*CBA Form 1*), enter the agency's name and the project title (the same as the Business Case Cover Sheet), and the name of the project sponsor. This information is carried forward to the headers of the other CBA worksheets.

Figure III-2. Header to CBA Form 1A

Agency _____	Project _____
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In the *CBA Form 1* worksheet, current program operational costs are used as a baseline for comparison in each fiscal year. The tangible benefits identified within the previously completed *Benefits Realization Table* will assist in determining the changes to the program or programs that will be recorded in *CBA Form 1A*.

Figure III-3. CBA Form 1A - Net Tangible Benefits

CBAForm 1 - Net Tangible Benefits

Agency _____ Project _____

Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBA Form 1A															
Agency (Operations Only -- No Project Costs)	FY 2011-12			FY 2012-13			FY 2013-14			FY 2014-15			FY 2015-16		
	(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)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A.b Total FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-1.a. State FTEs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-1.b. State FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-2.a. OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-3.b. Staff Augmentation (# of Contract FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
B. Data Processing -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-1. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C. External Service Provider -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-1. Consultant Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Maintenance & Support Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Data Communications Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
D. Plant & Facility -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Others -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-1. Training	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-2. Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-3. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total of Operational Costs (Rows A through E)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
F. Additional Tangible		\$0			\$0			\$0			\$0			\$0	
F-1. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
F-2. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
F-3. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
Total Net Tangible Benefits:		\$0			\$0			\$0			\$0			\$0	

- a) Enter the existing program cost data beginning in fiscal year 2011-12. The agency's existing program costs are recorded in the "(a)" columns (see Figure III-5); these are the costs of continuing to do business for each fiscal year *with the current approach*. The agency must estimate the timing of the conclusion of the current operation and the startup of the new operation as well as the costs associated with each when identifying the expected changes in program costs. The Existing Program cost information is used with the Operational Cost Change to calculate the new program costs that would result from implementing the proposed project.
- b) If there are multiple items comprising the costs for the "Other" rows (B-3, C-5, E-3), simply provide a summary/cumulative total cost of the "Other" in the appropriate year column. List the specific items for "Other" in the yellow "Specify" space.
- c) Enter any changes in program costs due to the proposed project in Column B. **Note:** Any anticipated *reductions* in program staff and operational costs (e.g., the values shown in Rows A through E) should be entered as *negative values*; conversely, any increases in FTEs or

operational costs should be recorded as positive values. Intangible changes are not to be entered in this table, but are included in the *Benefits Realization Table*.

For example: If the project is expected to reduce the number of state FTEs required to support the program by two in FY 2011-12, then in FY 2011-12 the value for change in baseline cost and number of state FTEs will be zero. However, in FY 2011-12 enter (-2) FTEs and a negative dollar value to indicate the salaries and benefits that will be saved. If these two FTEs are to be permanently deleted from the program, the same (-2) FTEs and negative value for salary and benefits should be carried forward into each subsequent year to reflect the expected reductions from current baseline costs.

- d) Rows A through E reflect the standard program operational cost elements: Personnel, Data Processing, External Service Providers, Plant & Facility, and Other.
- e) List any additional tangible benefits that were identified in the *Benefits Realization Table* in the yellow "Specify" space, and enter the estimated dollar value in Row F.
- f) *CBA Form 1A* has locked rows that will calculate the subtotals and total net tangible benefits associated with implementing the project by fiscal year. The totals are linked to *CBA Form 3A*, and are used in that worksheet.

Note: The estimated operational cost changes and any additional tangible benefits should be identified for the five fiscal year period on the *CBA Form 1A*. If a change in operational costs or benefits is realized during part of a fiscal year, the amount should be based on the months in which the increase/decrease is actually realized and the pro-rated change should be shown in that fiscal year.

Step 3: Go to CBA Form 1B - Character of Project Benefit Estimate (Figure III-4).

Purpose: *The purpose of this table is to identify the rigor and confidence associated with estimated tangible changes from the proposed project.*

Complete the table to document the rigor and confidence associated with the methodology used to estimate the tangible benefits associated with the proposed project, as discussed in the *Benefit Realization Table*.

Figure III-4. CBA Form 1B - Character of Tangible Benefits Estimate

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

In the *Benefit Realization Table* the agency discussed how it estimated the anticipated benefits of the project and determined the confidence level of the information provided in this CBA table. In *CBA Form 1B*, the agency must indicate whether the character of the tangible benefit estimate is:

- Detailed/rigorous - Generates an estimate that is accurate within $\pm 10\%$ based on specific, detailed requirements for the system to be built or service to be purchased. This character and confidence level should only be used if the estimate has been quantitatively derived. For example, the project is one which the agency has successfully completed a number of times, and reliable metrics to estimate benefits are available.
- Order of magnitude - Generates an estimate that could vary between 10-100 percent based on very high-level requirements for the system or service involved (*i.e.*, dollar estimate accuracy could vary up to $\pm 100\%$). This character and associated confidence level should be used when the agency or vendor has previous experience with similar projects, and industry standard estimation methodologies are used.
- Placeholder - Generates a benefit estimate that may or may not relate to the actual results from the project. This character and associated confidence should be used when the project scope, organization and schedule are not well defined, and the actual benefits may vary by more than 100%.

Indicate the type of estimate and the level of confidence the agency has in the estimated tangible benefits, including any operational changes identified, in *CBA Form 1B*.

Step 4: Go to CBA Form 2 - Project Cost Analysis (Figure III-5).

PROJECT COST ELEMENTS	PROJECT COST TABLE -- CBAForm 2A					TOTAL
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
State FTEs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0
OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0
Contractors (Costs)	\$0	\$0	\$0	\$0	\$0	\$0
Deliverables	\$0	\$0	\$0	\$0	\$0	\$0
Major Project Tasks	\$0	\$0	\$0	\$0	\$0	\$0
Hardware Specify	\$0	\$0	\$0	\$0	\$0	\$0
COTS Software	\$0	\$0	\$0	\$0	\$0	\$0
Misc. Equipment Specify	\$0	\$0	\$0	\$0	\$0	\$0
Other Project Costs Specify	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL PROJECT COSTS (*)	\$0	\$0	\$0	\$0	\$0	\$0
CUMULATIVE PROJECT COSTS	\$0	\$0	\$0	\$0	\$0	\$0
INVESTMENT SUMMARY						TOTAL
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0
Federal Match	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Other Specify	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT (*)	\$0	\$0	\$0	\$0	\$0	\$0
CUMULATIVE INVESTMENT (*)	\$0	\$0	\$0	\$0	\$0	\$0
(*) Total Costs and Investments are carried forward to CBAForm3 Project Investment Summary worksheet.						

- a) Enter the fiscal year cost estimates directly related to the project planning, design, development, testing, and implementation. The Project Cost Elements in *CBA Form 2A* are similar to Program Operational Cost Elements in *CBA Form 1A*, but have been refined slightly to better capture *project* costs (e.g., design, development, and implementation) instead of *program* (operations) related costs. The cost elements include salaries and expenses of FTEs (e.g., state employees, OPS, and staff augmentation contractors), deliverables, major project tasks, hardware, COTS software, miscellaneous equipment and others (to be specified when used).
- b) Enter the estimated costs for the Project Cost Elements by fiscal year. Total costs for the proposed project can include software and hardware costs, infrastructure costs, programming costs, testing, project monitoring, and project management costs. If development and implementation costs will be incurred for only a portion of a fiscal year, estimate the prorated costs for that fiscal year. **Note:** The project costs for FY 2011-12 should correspond to the costs indicated in the

Project Budget Worksheet prepared in the Project Management Planning Component of the Schedule IV-B.

- c) Enter the requested project funding amounts by source (e.g., General Revenue, Trust Fund or others) in the Investment Summary section below the project costs. List the specific source of any other revenues in the yellow "Specify" space.
- d) **Do not include the program-related operational costs in this table.** Operational costs are included in *CBA Form 1A* (see Step 3).

Step 5: Go to CBA Form 2B - Character of Project Costs Estimate (Figure III-6).

Purpose: *The purpose of this table is to identify the rigor and confidence of the estimated costs associated with the proposed project.*

Figure III-6. CBA Form 2B - Character of Project Costs Estimate

Character of Project Costs Estimate - CBA Form 2B			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	<input type="checkbox"/>	Confidence Level	
Order of Magnitude	<input type="checkbox"/>	Confidence Level	
Placeholder	<input type="checkbox"/>	Confidence Level	

Inadequate project requirements and design and the lack of reliable and repeatable metrics adversely impact cost and schedule estimates. Major sources of estimation errors include:

- Inaccurate information and understanding of the project scope.
- Inaccurate information about the capabilities of the organization.
- Too much chaos in the project, e.g., poorly defined or incomplete requirements, lack of end user requirements validation, poor software design specifications, and poor software coding and testing practices.
- Inaccuracies in the cost and or benefit estimation process itself.

Agencies should avoid using overly optimistic estimates. The penalty for significant under-estimation in terms of project cost overruns or missed deadlines is usually more severe than minor over-estimation.

- a) Complete the table in *CBA Form 2B* to document the rigor and confidence associated with the methodology used to estimate the level of effort and the costs associated with the proposed project. The

agency must indicate whether the character of the project cost estimate is:

- Detailed/rigorous - Generates an estimate that is accurate within $\pm 10\%$ based on specific, detailed requirements for the system to be built or service to be purchased. This character and confidence level should only be used if the estimate has been quantitatively derived. For example, the project is one which the agency has successfully completed a number of times, and reliable metrics to estimate benefits are available.
 - Order of magnitude - Generates an estimate that could vary between 10-100 percent based on very high-level requirements for the system or service involved (*i.e.*, dollar estimate accuracy could vary up to $\pm 100\%$). This character and associated confidence level should be used when the agency or vendor has previous experience with similar projects, and industry standard cost estimation methodologies are used.
 - Placeholder - Generates a cost estimate that may or may not relate to the actual cost of the project. This character and associated confidence should be used when the project scope, organization and schedule are not well defined, and the actual cost may exceed the estimate by more than 100%.
- b) Within the Project Management Planning Project Budget component narrative, discuss how the agency determined the confidence level of the costs and budget provided in this CBA table. *Briefly* describe any specific quantitative methods and standard estimation methodologies that were utilized.

C. Cost Benefit Analysis Results

Purpose: Summarize project-related financial inflows and outflows to calculate the fiscal return on investment associated with implementing the project.

Upon completion of the worksheets for *CBA Form 1A* and *CBA Form 2A*, the values in the *CBA Form 3 - Investment Summary* worksheet (Figure III-7) are automatically populated. This worksheet summarizes the project's cost and net benefit information and calculates financial metrics.

Figure III-7. CBAForm3 - Project Investment Summary

CBAForm 3 - Project Investment Summary		Agency	0			Project	0		
--	--	--------	---	--	--	---------	---	--	--

COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL
Project Cost	\$0	\$0	\$0	\$0	\$0	\$0
Net Tangible Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Return on Investment	\$0	\$0	\$0	\$0	\$0	\$0
Year to Year Change in Program Staffing	0	0	0	0	0	

RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B		
Payback Period (years)	NO PAYBACK	Payback Period is the time required to recover the investment costs of the project.
Breakeven Fiscal Year	NO PAYBACK	Fiscal Year during which the project's investment costs are recovered.
Net Present Value (NPV)	\$0	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	NO IRR	IRR is the project's rate of return.

Treasurer's Investment Interest Earning Yield -- CBAForm 3C					
Fiscal Year	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Cost of Capital	5.35%	5.38%	5.38%	5.38%	5.38%

- a) The '**Project Cost**' and '**Net Tangible Benefits**' values in CBA Form 3A are populated with the data that was entered in *CBA Form 2A* and *CBA Form 1A*, respectively.

The '**Return on Investment**' is the difference between the Net Tangible Benefits and the Project Cost.

The '**Year to Year Changes in Program(s) Staffing**' is populated from the FTE information entered on *CBA Form 1A*. This includes the change in FTE for state employees, OPS employees, and contractors used for staff augmentation.

- b) CBA Form 3B provides further analysis of the proposed return on investment from the project. The '**Payback Period**' is the length of time required to recover the cost of an investment. The time in years is calculated when the net cumulative benefits equal the net cumulative costs. All other things being equal, the better investment is typically the one with the shorter payback period.

The “**Breakeven Fiscal Year**” is the fiscal year in which the Payback Period occurs.

Because the payback period ignores any benefits that occur after the payback period and ignores the time value of money, the **Net Present Value (NPV)** and **Internal Rate of Return (IRR)** measures are used to reflect the time value of money.

The NPV is the difference between the present value of cash inflows and the present value of cash outflows, and is used in capital budgeting to analyze the profitability of an investment or project. NPV compares the value of a dollar today to the value of that same dollar in the future, taking inflation and returns into account. Generally speaking, if the NPV of a prospective project is positive, it represents a better investment than if NPV is negative.

The IRR is the discount rate often used in capital budgeting that makes the net present value of all cash flows from a particular project equal to zero. In general, the higher a project's internal rate of return, the more desirable it is to undertake the project. As such, IRR can be used to rank several prospective projects under consideration. Assuming all other factors are equal among the various projects, the project with the highest IRR would probably be considered the best and undertaken first.

If a project is not expected to produce tangible benefits and a return on investment, the Payback Period, NPV, and IRR measures typically are not useful.

On CBA Form 3C worksheet, ‘Cost of Capital’ is based on the latest interest rate forecasts obtained from the Office of Economic and Demographic Research, State of Florida Legislature.

VI. Schedule IV-B Risk Assessment

The Risk Assessment Component identifies the risks faced by the project so the agency can enact appropriate mitigation strategies for managing those risks. ***All multi-year projects must complete the Risk Assessment Component of the Schedule IV-B along with any other components that have been updated from the original Feasibility Study.***

Risk relates to the level of uncertainty in a project. This uncertainty is measured in terms of the likelihood of a particular event to impact the outcome of a project. The *Risk Assessment Tool* enables the project to assess its overall risk level at the time the LBR is being developed. The results of the agency's risk assessment should be discussed in the agency's narrative in the Risk Management section in the Project Management Planning Component. High levels of risk should be identified, assessed, and mitigated. The risk criteria specified in this section are presented as general guidelines for assessing IT project risk.

Completion of this section should require consultation among the agency's chief information officer, budget officer, planning officer, project sponsor, project manager, and the project's steering committee. Use the *Risk Assessment Tool* to assess risk areas that contribute to project success or failure and to provide an understanding of how project objectives align with agency business strategy and objectives. The *Risk Assessment Tool* analyzes the following eight major project risk assessment areas:

1. Strategic
2. Technology
3. Change Management
4. Communication
5. Fiscal
6. Project Organization
7. Project Management
8. Project Complexity

Each risk assessment area has a separate worksheet. The questions contained within the eight risk areas should be analyzed and answered in the electronic *Risk Assessment Tool* (Appendix E) that has been provided as a Microsoft Excel workbook available for downloading from the TRW website. The agency is encouraged to carefully consider the eight risk areas before completing the worksheets.

With the responses from each worksheet, the *Risk Assessment Tool* will automatically generate an assessment of the project's overall risk so that the agency may identify areas of concern and develop a plan to mitigate significant risks. Areas of high risk should specifically be addressed in the agency's project management plan (see the Risk Management section in the Project Management Planning Component). The *Project Risk Area Summary Table* and the *Project Risk Summary Chart* are automatically populated and created based on the data entered on the *Risk Assessment Tool* worksheets. The *Project Risk Area Summary Table* estimates the level of risk for each of the eight risk areas and

indicates an overall estimate of risk associated with the project. Areas of high risk will often require executive steering committee and project management attention to reduce the chance of negative impact or project failure. The *Project Risk Summary Chart* presents the project's risk and fit with the agency's business strategy in graphical form. The chart provides a method of assessing the IT project as an investment decision. Graphically comparing the business value of the project with the risk of the project provides a value, albeit high level, measure of the value of the project.


A. Instructions for Completing the Risk Assessment Tool

Purpose: To provide an initial high-level assessment of overall risk incurred by the project to enable appropriate risk mitigation and oversight to improve the likelihood of project success.

The complete Risk Assessment tool can be found in Appendix E of this document. The electronic forms are stored as a Microsoft Excel workbook with tabbed worksheets and are available on the TRW website (<http://trw.state.fl.us>).

In the Risk Assessment worksheets for each line item under the 'Criteria' column, fill in the right hand 'Answer' column with the appropriate answer representing the agency's estimate for each 'Criteria' question in the table. By clicking on the cell under the 'Answer' column, the downward arrow appears as presented in the following screen shot of the Risk Assessment Tool.

8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Unknown at this time
		More complex	
		Similar complexity	
		Less complex	

By clicking on the downward arrow, , the 'Values' column choices are presented in a drop-down box as seen below.

8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	<div style="border: 1px solid black; padding: 2px;"> Unknown at this time More complex Similar complexity Less complex </div>
		More complex	
		Similar complexity	
		Less complex	

For each 'Criteria' question, there are several answers given in the 'Values' column. The agency can decide which answer matches the criteria. After the answer is selected from the drop-down box, the agency's response of "Less Complex" appears in the 'Answer' column.

8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Less complex
		More complex	
		Similar complexity	
		Less complex	

Each spreadsheet of the eight risk assessment areas has several 'Criteria' questions requiring a response. The above process is repeated for each 'Criteria' question.

The eight risk assessment areas as presented in the following diagrams.

1. The **Strategic Risk** assesses definition and alignment of project scope with agency business objectives. Figure 1 shows five of the 10 questions in the Section 1 assessment area.

Figure 1: Strategic Risk Assessment

1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	0% to 40% -- Few or no objectives aligned
		41% to 80% -- Some objectives aligned	
		81% to 100% -- All or nearly all objectives aligned	
1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Not documented or agreed to by stakeholders
		Informal agreement only 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	Not or rarely involved
		Most regularly attend executive steering committee meetings	
		Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
1.04	Has the agency documented its vision for how changes to the proposed technology will improve its business processes?	Vision is not documented	Vision is not documented
		Vision is partially documented	
		Vision is completely documented	
1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	0% to 40% -- Few or none defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	

2. The **Technology Risk** assesses risks associated with proposed technologies. Figure 2 shows two of the six questions in this assessment area.

Figure 2: Technology Risk

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	Read about only or attended conference and/or vendor presentation
		Supported prototype or production system less than 6 months	
		Supported production system 6 months to 12 months	
		Supported production system 1 year to 3 years	
		Installed and supported production system more than 3 years	
2.02	Does the agency's internal staff have sufficient knowledge of the proposed technology to implement and operate the new system?	External technical resources will be needed for implementation and operations	External technical resources will be needed for implementation and operations
		External technical resources will be needed through implementation only	
		Internal resources have sufficient knowledge for implementation and operations	

3. The Change Management Risk assesses project and business change requirements and agency experience in implementing change. Figure 3 shows three of the nine questions in this assessment area.

Figure 3: Change Management Risk

3.01	What is the expected level of organizational change that will be imposed within the agency if the project is successfully implemented?	Extensive changes to organization structure, staff or business processes	Extensive changes to organization structure, staff or business processes
		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	0% to 40% -- Few or no process changes defined and documented
		41% to 80% -- Some process changes defined and documented	
		81% to 100% -- All or nearly all processes defined and documented	

4. The Communication Risk assesses communication planning and support requirements for the project. Figure 4 shows two of the seven questions in this assessment area.

Figure 4: Communication Risk

4.01	Has a documented Communication Plan been approved for this project?	Yes	No
		No	
4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Negligible or no feedback in Plan
		Routine feedback in Plan	
		Proactive use of feedback in Plan	

5. The Fiscal Risk assesses the required project investment levels and their alignment with the business objectives and benefits of the project. Figure 5 shows three of the 18 questions in this assessment area.

Figure 5: Fiscal Risk

5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Time and Expense (T&E)
		Firm Fixed Price (FFP)	
		Combination FFP and T&E	
5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Timing of major hardware and software purchases has not yet been determined
		Purchase all hardware and software at start of project to take advantage of one-time discounts	
		Just-in-time purchasing of hardware and software is documented in the project schedule	
5.14	Has a contract manager been assigned to this project?	No contract manager assigned	No contract manager assigned
		Contract manager is the procurement manager	
		Contract manager is the project manager	
		Contract manager assigned is not the procurement manager or the project manager	

6. The Project Organization Risk assesses whether adequate coordination and resources for project organization, project management and executive control exists. Figure 6 shows two of the 11 questions in this assessment area.

Figure 6: Project Organization Risk

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	Needed staff and skills have not been identified
		Some or most staff roles and responsibilities and needed skills have been identified	
		Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
6.06	Is a project manager dedicated fulltime to the project?	No project manager assigned	No project manager assigned
		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, project manager dedicated full-time, 100% to project	

7. The Project Management Risk assesses the agency's experience and ability to manage and control this project. Figure 7 shows two of the seventeen questions in this assessment area.

Figure 7: Project Management Risk

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	No sign-off required
		Only project manager signs-off	
		Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	0% to 40% -- None or few have been defined to the work package level
		41 to 80% -- Some have been defined to the work package level	
		81% to 100% -- All or nearly all have been defined to the work package level	

8. The Project Complexity Risk assesses the overall management and coordination requirements of the project. Figure 8 shows two of the 11 questions in this assessment area.

Figure 8: Project Complexity Risk Assessment

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?	Internal agency business process change	Statewide or multiple agency business process change
		Agency-wide business process change	
		Statewide or multiple agency business process change	

B. Risk Assessment Summary

Purpose: To identify the overall level of risk associated with the project and provide an assessment of the project's alignment with business objectives.

After answering the questions for each risk area, the *Risk Assessment Tool* will automatically estimate the level of risk for each risk area as presented in the following *Project Risk Area Summary Table*. A value of High Risk, Medium Risk, or Low Risk is automatically calculated as depicted in the following figure:

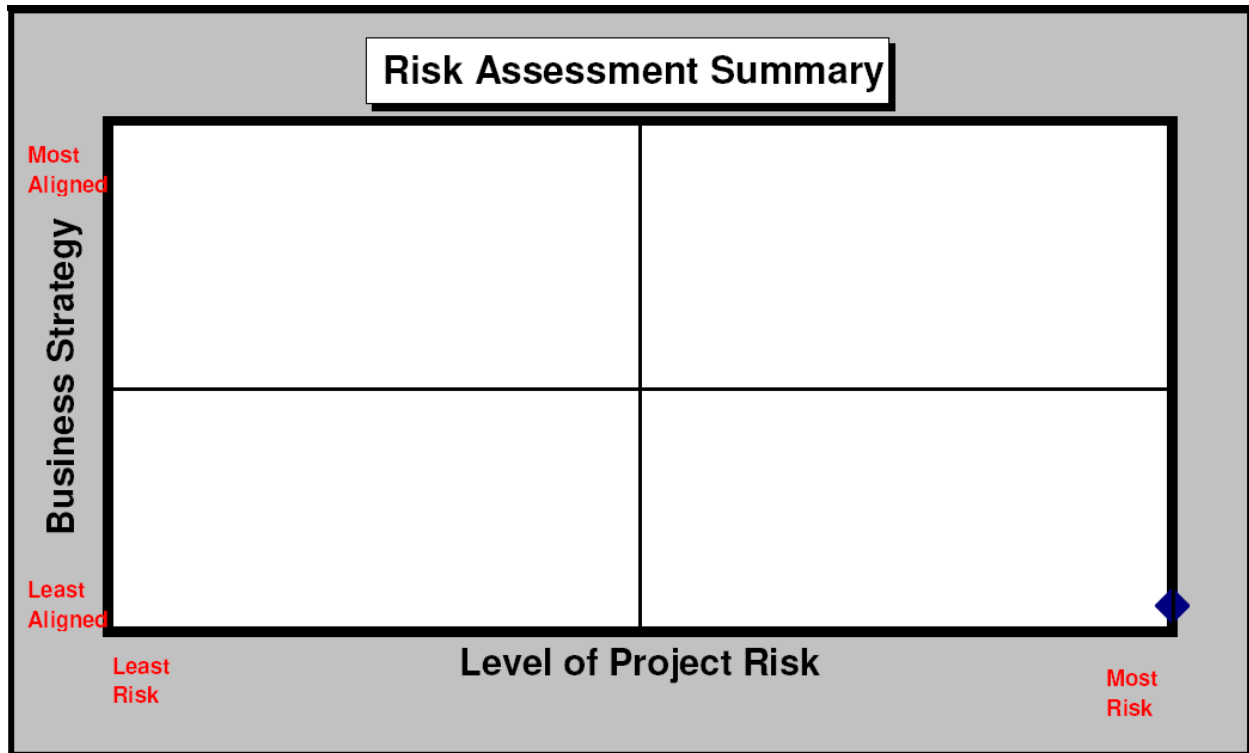
Figure 9: Project Risk Assessment Summary Table

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

The Risk Management information within the Project Management Planning component identifies the narrative to be provided describing the project's Risk Management process. While all pertinent risks should be included in the agency's risk management process, the agency should be proactive with its Risk Management process for those Risk Assessment Areas indicating 'HIGH' risk. At a minimum, the agency should review the questions in these 'HIGH' risk areas and address them in its Schedule IV-B narrative within the Project Management Planning component.

The following Project Risk Assessment Summary chart presents the project's risk and measures its level of alignment with agency and/or State business strategies. This chart is calculated automatically from data entered by the agency on the Risk Assessment Tool. The level of project risk is taken from the overall project risk in the Project Risk Area Summary Table above. The Business-Strategy fit reflects the project's alignment with State or agency business strategies and objectives and is calculated from responses in the Risk Assessment Tool. This chart presents a broad view of the project's overall business value.

Figure 10: Project Risk Assessment Summary



VII. Schedule IV-B Technology Planning

The objective of technology planning is to ensure there is close alignment between the business and functional requirements with the selected technology. The plan involves mapping the business and functional requirements for a system to the application, data, and infrastructure components of the proposed technologies. This activity will improve the likelihood that the resulting system will be able to support the agency business need identified in the Agency Long Range Program Plan, Legislative Budget Request, or Budget Amendment.

The following table identifies the sections of this component that are required for different types of projects depending on project cost thresholds:

Technology Planning Section	Small Projects (\$1M - 1.99 M)	Medium Projects (\$2 - 10 M)		Large Projects (> \$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

This component documents historical trends, current conditions, and business process requirements as a basis for estimating the technology requirements, which include, but are not limited to:

- technical architecture
- performance
- capacity
- availability
- scalability
- maturity of the technology
- standards

Technology planning requires an ongoing cooperative effort between information technology (IT) planning and management staff, the customers, and users of the systems supported by the IT organization. Development of a technology plan requires an in-depth knowledge of how the software, data, and infrastructure components of the technical architecture are impacted by changes in standards, policies, workload, costs, and the agency's business process requirements. IT staff must then translate these factors and requirements into a projection of the required information technology resources and a technical architecture to support the proposed project.

The minimum information to be included in the technology plan includes:

A. Current Information Technology Environment

1. Current System

Briefly describe the agency's existing information technology infrastructure and technical architecture that support the current business processes that will be affected by the proposed project.

a. Description of current system

If an automated or manual information system exists, describe the following characteristics:

- 1) total number of users and user types (e.g., power, casual, data entry)
- 2) number and percent of transactions (online, batch, and concurrent) handled by the current system (if possible, indicate the amount of data that is moved or processed in each transaction type)
- 3) requirements for public access, security, privacy, and confidentiality
- 4) hardware characteristics (e.g., hosts, servers, network devices, storage, archival equipment, etc.)
- 5) software characteristics (GUI, procedural language, object-oriented language, operating system, embedded program, batch program, real-time transaction, etc.)
- 6) existing system or process documentation
- 7) internal and external interfaces
- 8) consistency with the agency's software standards and hardware platforms
- 9) scalability to meet long-term system and network requirements

b. Current system resource requirements

- 1) hardware and software requirements (e.g., CPU, memory, I/O)
- 2) cost/availability of maintenance or service for existing system hardware or software
- 3) staffing requirements, identifying key roles (e.g., system management, data entry, operations, maintenance, and user liaison); include contractors, consultants, and state staff
- 4) summary of the cost to operate the existing system (detailed costs will be entered into the Cost-Benefit Analysis Worksheets)

c. Current system performance

- 1) the ability of the system to meet current and projected workload requirements
- 2) level of user and technical staff satisfaction with the system
- 3) current or anticipated failures of the current system to meet the objectives and functional requirements of an acceptable response to the problem or opportunity

- 4) experienced or anticipated capacity or reliability problems associated with the technical infrastructure or system

2. Strategic Information Technology Direction

Discuss any long range IT policies or directions that may influence processing, storage, bandwidth, connectivity, or other performance-related requirements of the agency. For example, an agency and/or enterprise-wide strategy might involve replacing some individual applications with an integrated Enterprise Resource Planning (ERP) or e-business application. This could increase on-line transaction and batch processing activity and increase data storage requirements.

3. Information Technology Standards

Identify any agency, statewide, or industry standards and policies that specify service levels and/or performance requirements that have or may affect the project. For example, a service level agreement for an agency mission critical application may specify maximum response time requirements that will require additional capacity of technology resources to maintain documented performance standards.

B. Proposed Solution Description

Provide an overview of the technical requirements and features that relate directly to the business requirements. By tracing or mapping the technical requirements to the business requirements, organizations improve the likelihood that the proposed solution will meet the business need without over or under provisioning the service from a cost, capacity, or functional standpoint. Graphic representations may be included, if applicable. Where appropriate, address the following topics relating to the proposed solution:

- a. Summary description of proposed system
 - 1) system type (e.g., OLTP, data warehouse, document management system, web application, database)
 - 2) connectivity requirements (e.g., wired vs. wireless)
 - 3) requirements for security, privacy, confidentiality, and public access to comply with applicable federal/state laws, including sections 282.601-282.606, F.S.
 - 4) development and procurement approach
 - 5) internal and external interfaces
 - 6) maturity and life expectancy of the technology
- b. Resource and summary level funding requirements for proposed system (if known)
 - 1) anticipated technical platform and hardware requirements

- 2) anticipated software requirements
- 3) anticipated staffing requirements, including management, data entry, operations, maintenance, and user liaison
- 4) anticipated operating costs of the proposed system

These costs should be reflected in the Project Budget in the Project Management Planning Component of this Schedule IV-B.

- c. Ability of the proposed system to meet projected performance requirements for:
 - 1) network and system availability
 - 2) network and system capacity
 - 3) network and system reliability
 - 4) network and system backup and operational recovery
 - 5) scalability to meet long-term system and network requirements

C. Capacity Planning

(Historical and Current Trends versus Projected Requirements)

The capacity plan enables an agency to identify and understand the capacity and utilization of each of the component parts of its IT infrastructure as well as recognize how new technology can be used to support the business needs of the agency. An optional Capacity Plan template is provided in Appendix N for agency use. This tool is available for agencies that do not have an in-house capacity planning tool.

Within the context of the Legislative Budget Request, the capacity plan serves as a supporting document in the scope of the request and should address:

- How the estimates were derived.
- Assumptions and constraints.
- A non-technical, management summary of the issues.
- A service summary with current and forecasted concerns.
- Options and alternatives considered.
- Recommendations for the effort.

It also should provide a concise overview describing the specific technical architecture requirements and measurements that serve as indicators for the level of demand on the current and proposed computing resources. Include items such as:

- Total number of users (named and concurrent) and user types (e.g., power, casual, data entry).
- Peak and average number of on-line transactions per hour or per day.
- Number of batch transactions per day or per month.
- Number of terminals/work stations supported.

- Number of terminals or workstations accessing the system through dedicated internal and external communications networks, wide area networks, and local area networks.
- Processor capacity utilization.
- Storage capacity utilization.
- Network capacity utilization.

Performance and capacity utilization data should be representative of average and peak utilization during normal business operations. Trend lines should reflect actual and planned changes in IT infrastructure and workload due to new applications not a part of the proposed project, unusual growth in existing applications, or applications that will be phased out of production. When information is available, the trend lines should provide at least four years of data including the two prior fiscal years and at least the next two fiscal years. If the project is expected to last more than four fiscal years, the future fiscal years should encompass the expected useful life of the technology or the length of the procurement obligations, whichever is greater.

If prior year information is not available, document any assumptions used to derive reasonable estimates and note them in the narrative. Be sure to document and explain the rationale for any assumptions used to project growth for each future fiscal year in the planning period. Major deviations from the trend line should be explained and supported in the narrative.

Include supporting data and pertinent charts or graphs for additional measurements that reflect an impact on computing and network resources. A relative scale for capacity-related measurements can be determined by assigning a number to the processor capacity (100% effective busy condition) and extrapolating the percentage of utilization to determine the relative capacity requirements for batch, on-line transactions, etc. Relative processor capacities are established in a similar fashion by using vendor/industry performance comparison scales. The established trend line for capacity should be projected into the planning period for use as a baseline measurement for future/projected capacity needs.

Provide narrative and pertinent diagrams to depict project workload requirements for the proposed project. Describe how project-related technology requirements were estimated and the assumptions underlying significant workload changes. Agencies are encouraged to provide any other relevant data and/or charts that support the projected capacity requirements.

D. Analysis of Alternatives

1. Assessment of Alternatives

This section assesses and identifies each of the technology solution options available and the feasibility or likelihood of each option meeting the requirements defined above to meet the business need previously described. It also describes the risks, issues, and assumptions associated with the

feasibility of each option. The agency should carry out a process to research and identify the potential solution options and their level of feasibility. Once the research and process has been completed, document the results for each option. The options do not need to be presented in order of precedence but must contain the existing process as an option.

Identify at least three technology alternatives or options being considered, e.g., doing nothing, enhancing the current system, developing or enhancing an automated system. For each alternative, provide a summary description, benefits, costs, risks, and issues. Other technology alternatives may also include developing or purchasing software, or purchasing the desired functionality as a service.

Document each alternative in terms of the “fit” with the business process requirements and technical requirements discussed above. Assess how well each option may meet these requirements (benefits) and the consequences and trade-offs of selecting one option over another (include risks and issues). Describe why the alternatives not chosen were rejected. The discussion should also include consideration of consistency with agency or statewide architectural standards and leveraging existing infrastructure and resources.

2. Assessment Process

Describe the criteria that the agency used to compare alternatives and select a solution that best meets the need for the proposed project as described within the Business Case component. This description should identify the priorities, benefits, assumptions, and constraints that impacted the selection of the proposed solution. This section should identify any specific criteria that address requirements of the customers, users, and stakeholders.

3. Technology Recommendation

Based on the preceding analysis, provide a clear description of the technology solution that will best support the business process requirements. Include references to the outcomes from the preceding analysis of alternatives clearly showing how the selected technology solution and the business solution (described within the Business Case component) compliment and support the desired outcomes of the project.

VIII. Schedule IV-B Project Management Planning

The Project Management Planning component should describe in detail the approach that the agency will use to carry out and manage the proposed project. At a minimum, completion of the Project Management component of the Schedule IV-B should involve the agency's project sponsor and the chief information officer; however, ideally, the project manager assigned to the project should complete this section of the Schedule IV-B.

The following table identifies the sections of this component that are required for completion with different types of projects:

Project Management Section	Small Projects (\$1 - 1.99 M)	Medium Projects (\$2 - 10 M)		Large Projects (> \$10 M)
		Routine upgrades & infrastructure	Business or organizational change	
Project Charter	X	X	X	X
Work Breakdown Structure	X	X	X	X
Project Schedule	X	X	X	X
Project Budget	X	X	X	X
Project Organization			X	X
Project Quality Control			X	X
External Project Oversight			X	X
Risk Management			X	X
Organizational Change Management			X	X
Project Communication			X	X
Special Authorization Requirements			X	X

Requested project planning information should be organized as specified in *Sections A – K* of this component. The following sections explain what information to include in each part of this component. If the project does not have all the information needed to complete all sections, the documentation should identify the information that is missing and describe the process, methodology, and time frame for developing the needed information.

A. Project Charter

Purpose: To document the formal authorization of the project by the Project Sponsor. It is an agreement between a project's customers, the project team, and key management stakeholders regarding the scope and schedule for the project used to determine when the project has been completed. The Project Charter is the underlying foundation for all project related decisions.

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

The Project Charter is a single consolidated source of information about the project. It addresses project initiation, planning, and implementation activities, and provides high-level information about business needs and objectives, timelines, affected stakeholder groups, assumptions, and constraints. In particular, the project's business objectives should be specific, measurable, achievable, and relevant. The Project Charter serves as the basis for communicating the project's purpose and explaining why it is being carried out from a business perspective. It also identifies who is involved and describes the general approach and timeframe for conducting the project.

Once agreed to, the Project Charter should not change throughout the project lifecycle without formal review and approval by all management stakeholders. It is created at the beginning of the project, reviewed and approved by key stakeholders, and referenced throughout the project lifecycle. It is used to communicate project goals and objectives, and determine when the project objectives have been completed.

B. Work Breakdown Structure

Purpose: To define at a summary level all work that will take place within the project. It serves as a common framework for planning, scheduling, estimating, budgeting, configuring, monitoring, reporting on, directing, implementing, and controlling the entire project.

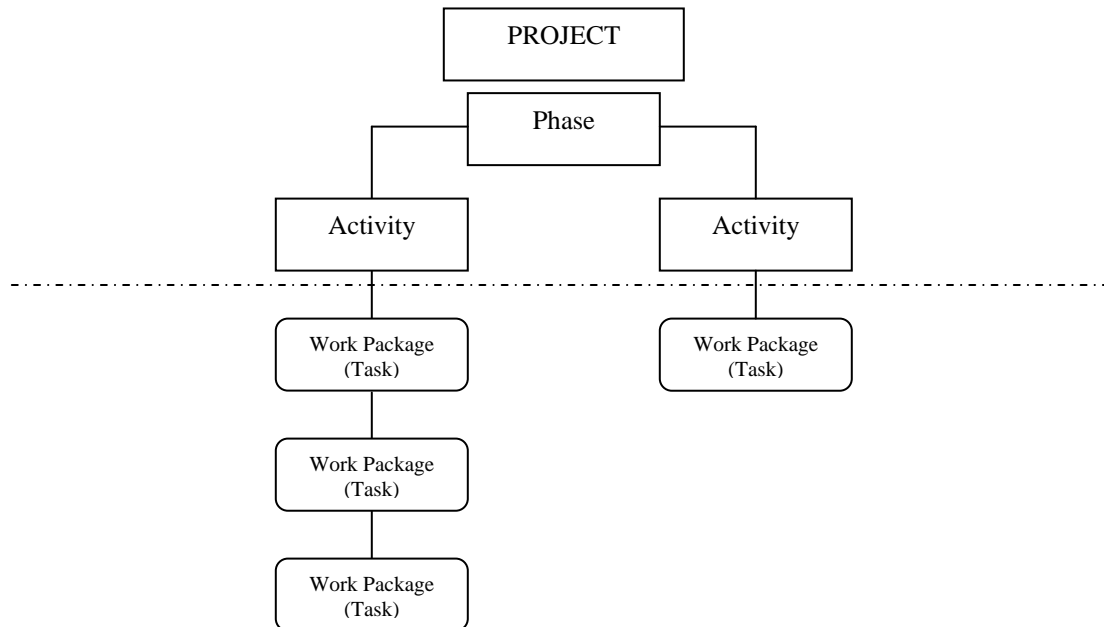
The Work Breakdown Structure (WBS) is a task-oriented grouping of project activities that organizes and defines the work to accomplish the total scope of the project; it breaks the project into smaller, more manageable pieces. Each descending level represents an increasingly detailed definition of the project work. The WBS is decomposed into work packages and *is the foundation of the project.*

All project planning and control functions are based on the WBS. If a task or activity is not in the WBS, it should not be part of the scope of the project. The WBS provides an easy to understand structure for converting project goals and objectives into specific milestones and deliverables. It defines, organizes, and graphically displays the total work required to achieve all project objectives.

- *WBS Dictionary* - a document describing each component in the WBS. For each component, there is a brief description of the scope or statement of work, defined deliverables, associated activities, and milestones, dates, costs, and staffing. Refer to Appendix H for a sample WBS Dictionary that is not required but may be useful in assigning resources, costs, due dates, and specific deliverables for each task.

- Work Package - a deliverable or project work component at the lowest level of each branch of the WBS. It includes the activities and milestones required to complete the deliverable, and is the basis for all cost and scheduling estimates. A work package has the following characteristics:
 - Lowest level where work is assigned and project progress is tracked.
 - Represents a discrete unit of work.
 - Distinguishable from all other work packages.
 - Can be integrated with other work packages to support tasks and activities.
 - Normally comprises no more than 80 hours of work.

WBS Format



C. Resource Loaded Project Schedule

Purpose: To indicate the planned timetable for all project-related work and to estimate the appropriate staffing levels necessary to accomplish each task, produce each deliverable, and achieve each milestone.

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

Project Schedule - the planned start dates for performing project activities and the planned end dates for meeting project milestones. Resource loading in the schedule should assume normal work-hour efforts. *This schedule/timetable should align with the WBS.*

- *Schedule task* - a discrete scheduled component of work performed during the course of a project; has an estimated duration, estimated cost, and estimated staffing requirement. The task/activity is decomposed from the work package.
- *Schedule deliverable* - a unique and measurable, tangible, verifiable outcome, result, or item that must be produced to complete a task(s), phase, or project.
- *Schedule milestone* - a significant event in the project schedule that signifies the completion or start of a major deliverable; has zero duration.

Developing a realistic project schedule requires an accurate estimate of the level of effort required to perform all project related work identified in the WBS and discussed in the previous section. There are many robust estimation methodologies available (e.g., function point analysis, use cases, lines of code) that may be appropriate for the project. Estimation methodologies often follow a *bottom-up approach*, a *top-down approach*, or a combination of both. The bottom-up and top-down approaches are briefly described in Appendix J.

Once the overall level of effort is known for the project, it is a straightforward process to organize the project into discrete *phases* and determine the effort required for each phase as a percentage of total effort. Each project phase should clearly indicate expected start and completion dates for the phase and include all tasks necessary to complete the phase. All project phases should be marked with a *milestone label* indicating when all work required for the phase must be completed.

To summarize, the project schedule should list all project-related tasks, the order in which the tasks are to be carried out, and task-specific start and finish dates. Appropriate project personnel and skill sets/levels should be assigned to all project tasks and be clearly indicated within the schedule. All tasks specified in the project schedule should closely align with the WBS.

D. Project Budget

Purpose: To ensure that a realistic project budget has been developed.

After the WBS and the project schedule have been defined, it is appropriate to develop the project budget. A project budget should specify baseline costs expected over the entire project lifecycle and any additional costs necessary to implement and complete the project.

It is often easiest to begin estimating budget requirements in those areas that are best understood and then progressively tackle those project areas that have an increasing level of uncertainty. Describe the methodology used to estimate the level of effort and the hardware and software costs for the proposed project. The accompanying narrative should indicate whether the character of the estimates is:

- *detailed/rigorous* - accurate within $\pm 10\%$ based on specific, detailed requirements for the system to be built or service to be purchased

- *order of magnitude* - 10% -100% variability based on very high-level or incomplete requirements for the system or service involved
- *placeholder* - actual cost may exceed the estimate by more than 100%.

Most information technology project budgets have common major cost areas consisting of hardware, software, network, personnel, contractors and training. The project budget should be directly aligned with the level of effort estimates and project schedule *produced from the WBS*. Specified costs should be clearly indicated and logically grouped into appropriate project cost areas and indicate when costs are expected. Make an effort to provide reasonable estimates in those cost areas or phases where detailed information is not yet available. The budget should disclose estimated project costs organized by fiscal quarter until the project is complete.

Appendix K contains two budget worksheets for entering estimated project costs and operational costs. Enter estimated project development, implementation, and transition to operation costs in the first worksheet, *Project Budget Worksheet 1*. If the project is not expected to be complete until FY 2011-2012 or beyond, additional worksheets will be required.

The second worksheet, *Project Budget Worksheet 2*, is designed to capture operational cost requirements for any existing system and the expected operational cost requirements after project implementation is complete. Indicate whether the operational costs for the resulting system could be supported within existing agency funding resources or if additional funds will be required. Identify prospective sources for requested funds. *If a Cost Benefit Analysis has been completed, it is not necessary to repeat this information by completing Project Budget Worksheet 2.* The Project Budget worksheets are available for download through the Internet (at <http://trw.state.fl.us>). Contact the Technology Review Workgroup at (850) 413-7066 for assistance.

E. Project Organization

Purpose: To determine whether an appropriate project organizational and governance structure will be in place and operational in time to support the needs of the project.

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

Describe the project management and implementation team, steering committee, oversight bodies, and governance structure in narrative format. Depict these and their interrelations within a project organization and governance chart. Be sure to clearly identify all project team members and key management stakeholders, their roles and responsibilities, required skills and experience levels, and indicate their placement in the project organizational structure. Specifically address the expected role of the project's executive steering committee in governing this project. Identify

all steering committee members and their responsibility on the committee. Describe how the executive steering committee will interact with the project team to provide appropriate input and guidance throughout the project lifecycle.

Additionally, project team roles should be clearly understood and closely aligned with project requirements while clearly delineating between State FTE staff and any contract staff. Include an assessment of the specific roles, skill sets, and experience levels that are necessary to successfully conduct this project. Though not required, a Responsibility Assignment Matrix (RAM) included in Appendix I may be used for this.

F. Project Quality Control

Purpose: To understand project quality requirements and ensure that effective quality control processes and procedures are in place and operational in time to support the needs of the project.

Project quality is often measured through various means of quality verification. Verification provides an indicator that specific project requirements have been achieved. Several formal methods can be used to verify compliance with requirements on information systems projects. Typical project verification methods include, but are not limited to *Analysis, Audit, Demonstration, Testing, Inspection, and Simulation*.

Describe the quality control methods the project plans to use and explain how key project control processes will be implemented in the project to ensure project quality. Typical control processes involve requirements definition, testing, acceptance and approval, change management, software configuration management, contract management, and reporting. Briefly summarize how the quality assurance and quality control processes will be used to ensure all project business and technical objectives and requirements are met. Include a clear description of any specific or unique quality metrics and compliance standards that are required. Describe when and how the project team, end users, and key stakeholders groups will be involved in the quality assurance process. Identify major processes and procedures that will require their participation. In most cases, formal testing processes are utilized as the preferred quality verification methodology.

G. External Project Oversight

Purpose: To understand any unique oversight requirements or mechanisms required by this project.

Describe any requirements for external oversight or independent verification and validation (IV&V) services for the project. Identify the source of the requirement (e.g., federal policy, legislative mandate, agency initiative). If specific Federal oversight is recommended for this project, identify the amount of funding that is being requested for this purpose.

H. Risk Management

Purpose: To ensure that the appropriate processes are in place to identify, assess, and mitigate major project risks that could prevent the successful completion of this project.

The risk management plan focuses attention on minimizing threats to the project in order to achieve project objectives. It provides a systematic approach for identifying risks, determining effective risk reduction actions, and monitoring and reporting progress in reducing risk. Tolerance levels assess the amount of risk that the project can absorb without jeopardizing project success. The ability to manage and control project risk depends on the effectiveness of the risk management plan. This plan and the identified risk events need to be monitored and managed by the project management team to ensure the plan and the risks are current and valid. Risk events, their probability, impact, and tolerance are constantly changing. Therefore, evaluating the risk management plan periodically is critical and should be specified within the project plan/schedule. The steps involved in managing risk are:

- A. Track project risk events.
- B. Implement risk response strategies.
- C. Evaluate risk response results.
- D. Document risk management.

Figure 11: Risk and Mitigation Table

Risk Description and Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
1.				
2.				
3.				
4.				
5.				

The agency should use its risk management plan to determine the appropriate mitigation strategy for each risk and enter a mitigation strategy for each risk in the above *Risk and Mitigation Table* (Appendix F). Briefly describe the risk, including the potential fiscal, operational, or other impact and when the risk would affect the project. Estimate the probability of the risk event happening and the project's tolerance for the risk, e.g., a risk that has a high probability of occurrence and a low risk tolerance would mean the risk event would have a significant impact on success of the project and should be aggressively managed. Include a description of the strategy or approach to mitigating the risk and identify the project team member responsible for managing each project risk.

I. Organizational Change Management

Purpose: To increase the understanding of the key requirements for managing the changes and transformation that the users and process owners will need to implement for the proposed project to be successful.

Organizational change management requires that the project team understand the level of change that a project will impose on the agency, its end-users, and other key stakeholder groups. The project team can then proactively develop strategies and action plans to manage the impact of the required changes.

Describe the organizational, managerial, and technical environment within which the proposed solution will be implemented. Describe the types of organizational change management activities that will be necessary to achieve the needed support from users, program and executive managers, and technical staff for the proposed project to be successful.

Provide a detailed change management overview that includes a clear description of the organizational and process changes that will need to occur for the project to be successful. Be sure to identify key roles responsible for change management. Also, discuss how effective sponsorship for change will be established and maintained for changes as well as how feedback and participation from end-users and other key stakeholder groups involved in the project will be facilitated.

Consider and answer the following questions when developing the change management plan for the project:

- What benefits will be realized if the changes are successfully implemented? What changes are necessary to receive these benefits?
- Do change objectives facilitate the business objectives for the project?
- How will resistance to change be assessed, acknowledged, and managed?
- What role, if any, will first line supervisors, mid-level managers, and senior executives have in facilitating the change process?
- How will valid feedback from change participants be facilitated, acknowledged, and appropriately incorporated by the project team?
- Who are the individuals, stakeholder groups, and other organizations that must change?
- How will change be successfully implemented within affected agencies, organizations, and stakeholder groups?
- How will the organization structure and agency head count be changed or affected?
- Is a formal change management methodology required?

J. Project Communication

Purpose: To ensure that effective communication processes are in place to disseminate information and receive feedback from users, participants, and other project stakeholders to facilitate project success.

Success of nearly all information technology projects is dependent upon implementation and publication of an effective communication plan. A communication plan helps to document and manage expectations, reduce uncertainty, and increase understanding among all users, participants, and stakeholders of the goals, status, and timeframes of the project. It enables an efficient transition to a new system or way of doing business by:

- Informing stakeholders of any changes that will occur as a result of this project.
- Communicating project status to all affected groups and key stakeholders on a regular basis.
- Encouraging participation on project related teams.
- Facilitating regular input and feedback on important project issues.

The communication plan should consider the specific communication needs of project stakeholders and specify methods and frequency of conveying appropriate messages so that an appropriate plan can be developed and implemented. A communication plan should also ensure that effective feedback mechanisms are in place to validate that the intended project related information or key messages have been properly received and understood. The process of developing the communication plan for a project will facilitate (*and be facilitated by*) the analysis required for the Project Organization and Project Change Management sections of this project planning component. Though not required, Appendix L discusses one model and Appendix M provides a tool that has been used to develop successful communication plans.

K. Special Authorization Requirements

Purpose: To understand any project specific authorizations that must be received for the proposed project or solution.

Clearly identify any unique authorization requirements (e.g., federal funding approval, state legislative review [outside of standard legislative budget request review process], grant foundation review / approval) that must be obtained for the proposed project and discuss any steps that have been taken to obtain the required authorization. Be sure to include an overview of any results received from those steps and specify whether additional steps are required in order to receive final authorization.

IX. Appendices

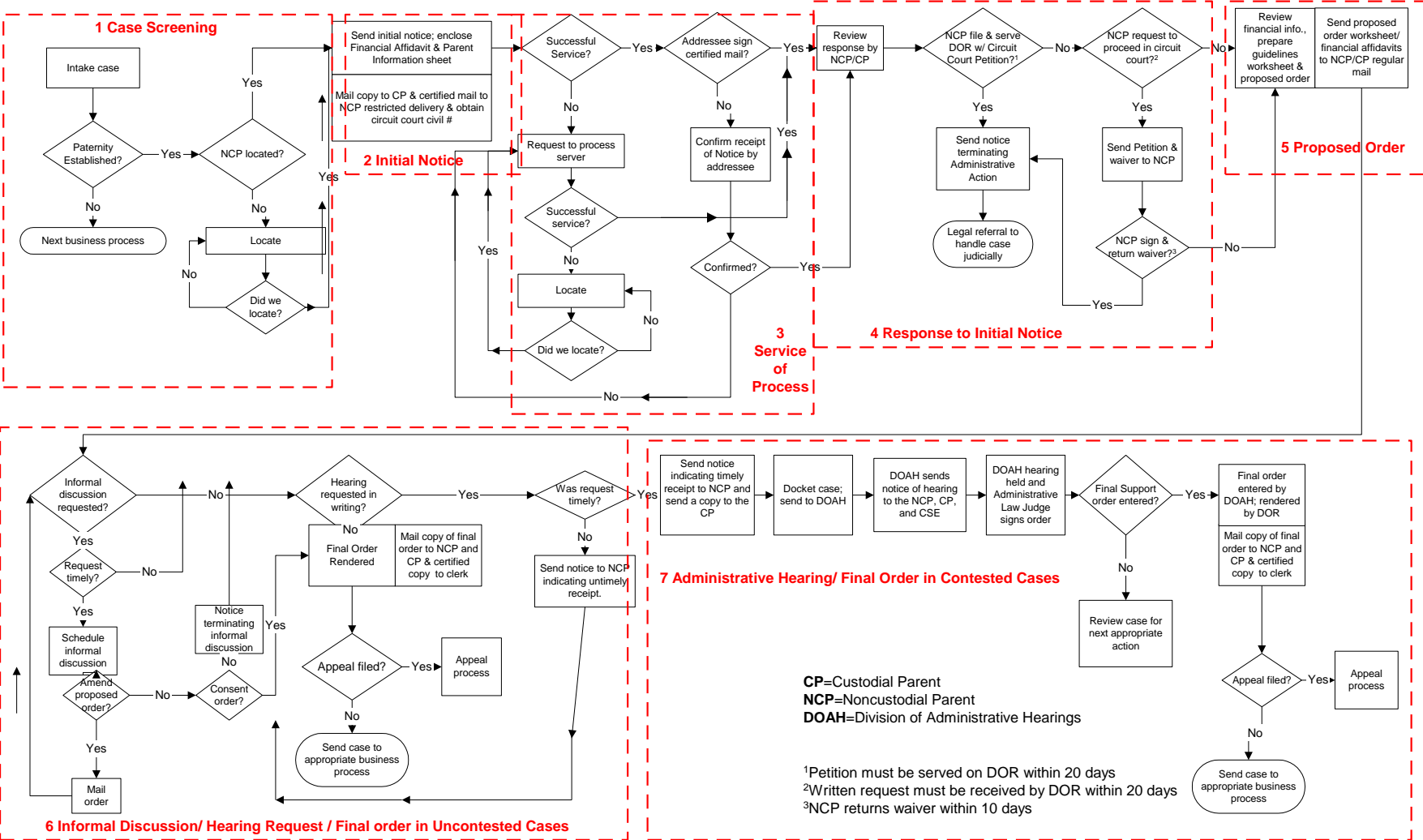
Number and include all required spreadsheets along with any other tools, diagrams, charts, etc. chosen to accompany and support the narrative data provided by the agency within the Schedule IV-B.

A. Schedule IV-B Documentation Requirements

Documentation Requirement	TOTAL PROJECT COST FOR ALL FISCAL YEARS		
	\$1 - 1.99 M	\$2 - 10 M	> \$10 M
Cover Sheet & Agency Project Approval Form	X	X	X
Business Case			
Background and Strategic Needs		X*	X
Baseline Analysis		X*	X
Proposed Business Process Requirements		X*	X
Cost Benefit Analysis			
Benefits Realization Table		X*	X
Cost Benefit Analysis Forms		X*	X
Project Risk Assessment			
Project Risk Assessment Tool	X	X	X
Project Risk Assessment Summary	X	X	X
Technology Planning			
Current Information Technology Environment		X*	X
Proposed Solution Description	X	X	X
Capacity Planning	X	X	X
Analysis of Alternatives	X	X	X
Project Management Planning			
Project Charter	X	X	X
Work Breakdown Structure	X	X	X
Project Schedule	X	X	X
Project Budget	X	X	X
Project Organization		X*	X
Project Quality Control		X*	X
External Project Oversight		X*	X
Risk Management		X*	X
Organizational Change Management		X*	X
Project Communication		X*	X
Special Authorization Requirements		X*	X

* Projects between \$2M-\$10M involving routine hardware or software upgrades will not require the same level of detailed information to substantiate the request as projects that impact the general public, or that can change or affect an agency's organizational structure, headcount, business processes, or service delivery model. The areas marked with an "X*" in this table specify the Schedule IV-B components affected by this variable documentation requirement.

ADMINISTRATIVE ESTABLISHMENT OF CHILD SUPPORT OBLIGATIONS



B. Sample Process Map

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						
2						
3						
4						
5						
6						
7						
8						

These pages are screen prints of the Cost Benefit Analysis worksheets. Use the Excel Worksheets to calculate the appropriate CBA.

D. Cost Benefit Analysis

CBAForm 1 - Net Tangible Benefits

Agency <u>0</u>	Project <u>0</u>
-----------------	------------------

Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBAForm 1A															
Agency (Operations Only -- No Project Costs)	FY 2011-12			FY 2012-13			FY 2013-14			FY 2014-15			FY 2015-16		
	(a)	(b)	(c) = (a)+(b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)
	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project
A. Personnel -- Total FTE Costs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A.b Total FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-1.a. State FTEs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-1.b. State FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-2.a. OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-3.b. Staff Augmentation (# of Contract FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
B. Data Processing -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-1. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C. External Service Provider -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-1. Consultant Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Maintenance & Support Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Data Communications Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
D. Plant & Facility -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Others -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-1. Training	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-2. Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-3. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total of Operational Costs (Flows A through E)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
F. Additional Tangible		\$0			\$0			\$0			\$0			\$0	
F-1. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
F-2. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
F-3. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
Total Net Tangible Benefits:		\$0			\$0			\$0			\$0			\$0	

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

These pages are screen prints of the Cost Benefit Analysis worksheets. Use the Excel Worksheets to calculate the appropriate CBA.

CBAForm 2 - Project Cost Analysis

Agency	0	Project	0
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PROJECT COST ELEMENTS	PROJECT COST TABLE -- CBAForm 2A					TOTAL
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
State FTEs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0
OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0
Contractors (Costs)	\$0	\$0	\$0	\$0	\$0	\$0
Deliverables	\$0	\$0	\$0	\$0	\$0	\$0
Major Project Tasks	\$0	\$0	\$0	\$0	\$0	\$0
Hardware Specify	\$0	\$0	\$0	\$0	\$0	\$0
COTS Software	\$0	\$0	\$0	\$0	\$0	\$0
Misc. Equipment Specify	\$0	\$0	\$0	\$0	\$0	\$0
Other Project Costs Specify	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL PROJECT COSTS (*)	\$0	\$0	\$0	\$0	\$0	\$0
CUMULATIVE PROJECT COSTS	\$0	\$0	\$0	\$0	\$0	\$0

INVESTMENT SUMMARY						TOTAL
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0
Federal Match	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Other Specify	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT (*)	\$0	\$0	\$0	\$0	\$0	\$0
CUMULATIVE INVESTMENT (*)	\$0	\$0	\$0	\$0	\$0	\$0

(*) 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 type="checkbox"/>	Confidence Level	
Placeholder	<input type="checkbox"/>	Confidence Level	

These pages are screen prints of the Cost Benefit Analysis worksheets. Use the Excel Worksheets to calculate the appropriate CBA.

CBAForm 3 - Project Investment Summary

Agency	0	Project	0
--------	---	---------	---

COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL
Project Cost	\$0	\$0	\$0	\$0	\$0	\$0
Net Tangible Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Return on Investment	\$0	\$0	\$0	\$0	\$0	\$0
Year to Year Change in Program Staffing	0	0	0	0	0	

RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B		
Payback Period (years)	NO PAYBACK	Payback Period is the time required to recover the investment costs of the project.
Breakeven Fiscal Year	NO PAYBACK	Fiscal Year during which the project's investment costs are recovered.
Net Present Value (NPV)	\$0	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	NO IRR	IRR is the project's rate of return.

Treasurer's Investment Interest Earning Yield -- CBAForm 3C					
Fiscal Year	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Cost of Capital	5.35%	5.38%	5.38%	5.38%	5.38%

These pages are screen prints of the Risk Assessment Tool. Use the Excel Worksheets to calculate the appropriate project risk.

E. Risk Assessment Tool

Project	Project Name					
Agency	Agency Name					
FY 2011-12 LBR Issue Code:	FY 2011-12 LBR Issue Title:					
Issue Code	Issue Title					
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):						
Name ----- Phone # ----- E-mail address						
Executive Sponsor	Sponsor Name					
Project Manager	Project Manager Name					
Prepared By	Preparer Name	MM/DD/YYYY				
Risk Assessment Summary						
Business Strategy	<table border="1" style="width: 100%; height: 100%;"> <tr> <td style="width: 50%; height: 50%;"></td> <td style="width: 50%; height: 50%;"></td> </tr> <tr> <td style="width: 50%; height: 50%;"></td> <td style="width: 50%; height: 50%;"></td> </tr> </table>					
<p>Most Aligned</p> <p>Least Aligned</p> <p>Least Risk</p> <p>Most Risk</p>	<p>Level of Project Risk</p>					
Project Risk Area Breakdown						
Risk Assessment Areas		<i>Risk Exposure</i>				
Strategic Assessment		HIGH				
Technology Exposure Assessment		HIGH				
Organizational Change Management Assessment		HIGH				
Communication Assessment		HIGH				
Fiscal Assessment		HIGH				
Project Organization Assessment		HIGH				
Project Management Assessment		HIGH				
Project Complexity Assessment		HIGH				
<i>Overall Project Risk</i>		HIGH				

APPENDIX E: RISK ASSESSMENT TOOL

These pages are screen prints of the Risk Assessment Tool. Use the Excel Worksheets to calculate the appropriate project risk.

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

Agency: Agency Name

Project: Project Name

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	Read about only or attended conference and/or vendor presentation
		Supported prototype or production system less than 6 months	
		Supported production system 6 months to 12 months	
		Supported production system 1 year to 3 years	
2.02	Does the agency's internal staff have sufficient knowledge of the proposed technology to implement and operate the new system?	External technical resources will be needed for implementation and operations	External technical resources will be needed for implementation and operations
		External technical resources will be needed through implementation only	
		Internal resources have sufficient knowledge for implementation and operations	
2.03	Have all relevant technology alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	No technology alternatives researched
		Some alternatives documented and considered	
		All or nearly all alternatives documented and considered	
2.04	Does the proposed technology comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	No relevant standards have been identified or incorporated into proposed technology
		Some relevant standards have been incorporated into the proposed technology	
		Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
2.05	Does the proposed technology require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Complete infrastructure replacement
		Moderate infrastructure change required	
		Extensive infrastructure change required	
		Complete infrastructure replacement	

Agency: Agency Name

Project: Project Name

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 Minimal changes to organization structure, staff or business processes structure	Extensive changes to organization structure, staff or business processes
3.02	Will this project impact essential business processes?	Yes No	Yes
3.03	Have all business process changes and process interactions been defined and documented?	0%to 40%-- Few or no process changes defined and documented 41%to 80% -- Some process changes defined and documented 81%to 100% -- All or nearly all processes defined and documented	0%to 40%-- Few or no process changes defined and documented
3.04	Has an Organizational Change Management Plan been approved for this project?	Yes No	No
3.05	Will the agency's anticipated FTE count change as a result of implementing the project?	Over 10% FTE count change 1%to 10%FTE count change Less than 1%FTE count change	Over 10%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 Less than 1%contractor count change	Over 10%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 Minor or no changes	Extensive change or new way of providing/receiving services or information)
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 Minor or no changes	Extensive change or new way of providing/receiving services or information
3.09	Has the agency successfully completed a project with similar organizational change requirements?	No experience/Not recently (>5 Years) Recently completed project with fewer change requirements Recently completed project with similar change requirements Recently completed project with greater change requirements	No experience/Not recently (>5 Years)

Agency: Agency Name

Project: Project Name

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

APPENDIX E: RISK ASSESSMENT TOOL

Agency: Agency Name

Project: Project Name

Section 5 – Fiscal Area			
#	Criteria	Values	Answer
5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	No
		No	
5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	0% to 40% -- None or few defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	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	No
		No	
5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Placeholder – actual cost may exceed estimate by more than 100%
		Order of magnitude – estimate could vary between 10-100%	
		Placeholder – actual cost may exceed estimate by more than 100%	
5.06	Are funds available within existing agency resources to complete this project?	Yes	No
		No	
5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from other state agencies
		Funding from local government agencies	
		Funding from other state agencies	
5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Neither requested nor received
		Requested but not received	
		Requested and received	
		Not applicable	
5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	Project benefits have not been identified or validated
		Some project benefits have been identified but not validated	
		Most project benefits have been identified but not validated	
		All or nearly all project benefits have been identified and validated	
5.10	What is the benefit payback period that is defined and documented?	Within 1 year	No payback
		Within 3 years	
		Within 5 years	
		More than 5 years	
		No payback	
5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Procurement strategy has not been identified and documented
		Stakeholders have not been consulted re: procurement strategy	
		Stakeholders have reviewed and approved the proposed procurement strategy	
5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Combination FFP and T&E
		Firm Fixed Price (FFP)	
		Combination FFP and T&E	

APPENDIX E: RISK ASSESSMENT TOOL

Agency: Agency Name

Project: Project Name

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

APPENDIX E: RISK ASSESSMENT TOOL

Agency: Agency Name

Project: Project Name

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 Project Management team will use the methodology selected by the systems integrator Yes	No
7.02	For how many projects has the agency successfully used the selected project management methodology?	None 1-3 More than 3	1-3
7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None Some All or nearly all	None
7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented 41 to 80% -- Some have been defined and documented 81% to 100% -- All or nearly all have been defined and documented	0% to 40% -- None or few 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 81% to 100% -- All or nearly all have been defined and documented	0% to 40% -- None or few 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 81% to 100% -- All or nearly all requirements and specifications are traceable	0% to 40% -- None or few 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 All or nearly all deliverables and acceptance criteria have been defined and documented	None or few have been defined and documented
7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required Only project manager signs-off Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	No sign-off required
7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level 41 to 80% -- Some have been defined to the work package level 81% to 100% -- All or nearly all have been defined to the work package level	0% to 40% -- None or few have been defined to the work package level
7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes No	No

Agency: Agency Name

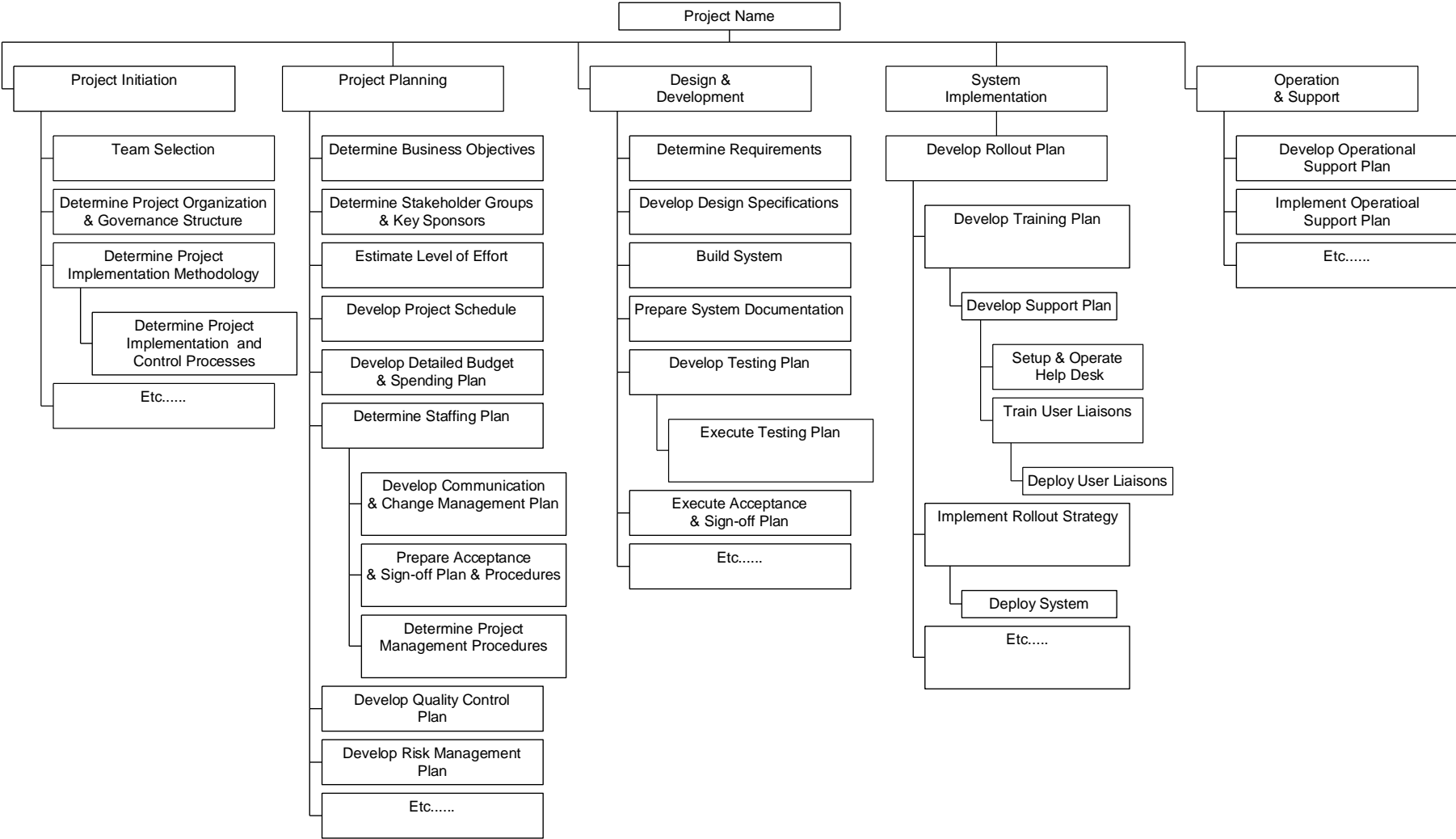
Project: Project Name

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

F. Risk & Mitigation Table

Project Risks and Risk Mitigation					
#	Risk Description/ Impact	Probability of Occurrence (high, medium, low)	Tolerance Level (high, medium, low)	Mitigation Strategy	Assigned Owner
1					
2					
3					
4					
5					
6					
7					
8					

Sample Work Breakdown Structure



G. Sample Work Breakdown Structure (WBS)

H. WBS Dictionary

Work Plan - WBS Dictionary

Project	Prepared By	Date
----------------	--------------------	-------------

WBS Dictionary Information

WBS No.	Work Package Title	Work Package Manager
---------	--------------------	----------------------

Planned			Actual			Status		
Start	Finish	Duration	Start	Finish	Duration	Start	Finish	Duration

Estimated Cost	Cost Account	Resources
----------------	--------------	-----------

Scope of Work

Work Dependencies

Deliverables and Milestones

Quality Criteria

I. Responsibility Assignment Matrix

Responsibility Assignment Matrix							
<Project Name>							
Activity Description	Project Manager	Staff Title	Staff Title	Staff Title	Staff Title	Vendor	Owner
<i>Phase Name</i>							
Activity							
Activity							
Activity							
Activity							
<i>Phase Name</i>							
Activity							
Activity							
Activity							
Activity							
<i>Phase Name</i>							
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<i>Phase Name</i>							
Activity							
Activity							
Activity							
Activity							
<i>Phase Name</i>							
Activity							
Activity							
Activity							
Activity							

▲ = Direct Responsibility ~ Approval Authority
 ■ = Support Responsibility ~ Review Authority

● = Indirect Support
 □ = No Involvement

J. Estimating Project Level of Effort

Two Approaches to Estimating Project Level of Effort

Top-Down Estimation Approach:

1. Estimate the total size of the final deliverable(s) using a formalized methodology (e.g., function points, use cases, etc.).
2. If your agency has experience with this type of project, use historical data to assign a relative size and appropriate productivity level to each software function point, or use case.
3. Calculate the overall effort estimate using information from Step 2.
4. If your agency has little experience with this type of project, it may be necessary to incorporate industry average data for the first high-level estimate and / or hire a consultant with appropriate expertise in estimating effort for a project of this nature.
5. Refine the estimate at appropriate points in time as additional information becomes available over the life of the project.

Bottom-Up Estimation Approach:

1. Identify each function to be provided by the final system and classify as simple, moderate, or complex to produce.
2. Estimate the total size and complexity of each function using a robust methodology.
3. If your agency has experience with this type of project, use historical data to determine the average time and level of effort required to produce simple, moderate, and complex functions for similarly projects and use this information to assign time and level of effort estimates to each function.
4. If similar project experience does not exist within your agency, it may be necessary to analyze and incorporate industry average data for producing this type of system, or, to hire a consultant with appropriate expertise in estimating effort for a project of this nature.
5. Utilize appropriate project-specific factors, assumptions, and constraints to refine the level of effort estimate.
6. Calculate the total effort required to produce the final hardware or software product(s) based upon the individual function estimates.
7. Estimate the effort required for other project related tasks and add to estimate calculated in step 5.
8. Refine the estimate at appropriate points in time as additional information becomes available over the life of the project.

K. Project Budget & Operational Spreadsheets

Project Costs for <Project Name>												
Produced <Date>			For <Agency>				By <Name>			FY 2011-12		
PROJECT BUDGET WORKSHEET 1 (Captures All Major Direct & Indirect Costs associated with Development, Implementation, and Transition)												
Project Cost	Quarter	Jul-Sep Planned	Jul-Sep Actual	Oct-Dec Planned	Oct-Dec Actual	Jan-March Planned	Jan-March Actual	April-June Planned	April-June Actual	Budget to Date	Actual to Date	Variance to Date
State Staff												
# FTEs		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Subcontractors												
# FTEs		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Hardware												
Item 1		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Item 2		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Software												
Item 1		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Item 2		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Misc Equipment												
Item 1		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Item 2		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Other Costs												
Item 1		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Item 2		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Total Costs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Progress Payments										\$0	\$0	\$0

Project Costs for <Project Name>												
Produced <Date>			For <Agency>				By <Name>			FY 2011-12		
PROJECT BUDGET WORKSHEET 2 - OPERATIONAL COST IMPACT (INCURRED AFTER PROJECT IMPLEMENTATION and / or PRO-RATED IF PHASED ROLLOUT)												
	FY 2011-12			FY 2012-13			FY 2013-14			FY 2014-15		
	(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project	(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project	(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project	(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project
OPERATIONAL COSTS												
Salaries and Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pensions and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Personal Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Consulting	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Data Processing Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Data Processing Communications	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Training	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATIONAL COSTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FTE	0	0	0	0	0	0	0	0	0	0	0	0

L. Communication Planning Methodology

The following methodology is one model that has been used to develop successful communication plans. It should be considered a general guide for planning the effective dissemination of information that is received, understood, and utilized by the target audiences for successful completion of the proposed project.

1. Audience – What groups and individuals are important to the success of the project?

It is important to identify all project stakeholder groups so that the communication approach can be customized to best meet their unique characteristics and individual requirements. Each project stakeholder group – management, staff, end-users, elected officials, the public, and the media have different communication requirements based upon their role as it relates to the project.

2. Desired Behavior – What do you want each identified audience to do?

The communication plan should identify the roles of each stakeholder group and what they must do or believe for the project to be successfully implemented. For example, the role of senior management and executive steering committees is to provide high-level guidance and support for the project. On the other hand, end-users will be required to participate in requirements definition, user testing, and training activities and then adopt and use the system once it is implemented.

3. Message – What project related information or messages will lead to the desired behavior?

The communication plan should account for different types of messages. For example, some communication will be compulsory based upon statutory, policy, or rule-based requirements. Persuasive or marketing oriented messages may help sell the vision of the project and convey the expected benefits that will be realized over time to users and management. Other types of communication activities will be operational in nature, providing information that is needed for end-users to perform their jobs.

4. Channels and Timing – How, when, and how often will you send the project related information or convey the needed messages?

Information can be delivered via many mechanisms or channels, ranging from very interactive face-to-face communication such as staff meetings and focus groups, to print or one-way communication such as newsletters, written reports, and plans. Mediated channels such as video and audio conferences, e-mail, voice mail, and intranet or internet list servers and websites can accommodate more timely feedback

than print channels, but less timely feedback than face-to-face channels.

Timing and frequency of messages and information will vary according to the purpose and channel. For example, statutorily required reports may have specific due dates or time frames. Training information is most effective when it is conveyed to users just before they are expected to perform the task or use the system. Repeating and reinforcing key information and messages using more than one channel generally increases the likelihood of effectively communicating the information.

5. Responsibility – Who will prepare and deliver the message? Who will pay for preparation and delivery?

The communication plan should identify resources for planning, assigning, funding, executing, and tracking communication activities. The person or entity delivering the message must be perceived as a credible source, particularly in face-to-face communication situations and when *persuasion* is one of the goals of the message.

6. Review and Evaluation – How will you receive feedback from your audience to know whether the communication has been successful? How will the groups providing the feedback know that their message has been properly received?

The communication plan should identify some sort of measurement or indicator for tracking whether the goals or solution to the problem has been achieved. This should relate to the description of the desired behavior in Step 2 above. For critical messages or audiences, the plan should specify processes or mechanisms to actively facilitate and respond to feedback or to determine whether your messages or your project is meeting the informational and functional needs of the target groups.

<Project Name>

M. Communications Plan Tool

Deliverable / Description	Target Audience(s)	Delivery Method	Frequency	Responsibility

[AGENCY NAME]

FISCAL YEAR 2011-12

CAPACITY PLAN

FOR

[TITLE]

[REFERENCE #]



PREPARED FOR THE
TECHNOLOGY REVIEW WORKGROUP

PREPARED [MM/DD/YYYY]

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CAPACITY PLAN FOR <TITLE>

I. *Summary and Introduction*

This section should provide a non-technical, executive-level summary of the information provided in this plan, highlighting the main issues, options, recommendations, and costs. This section should be no longer than a page in length, as the information presented in this section summarizes the main points of each section in the remainder of the plan.

This section also should provide a brief background for the capacity issue, detailing the following items:

- *The agency's current levels of capacity*
- *Problems experienced or anticipated due to lack of capacity*
- *The degree to which the service levels are being achieved*
- *If applicable, what has changed since the last capacity plan for the same equipment/service*

II. *Scope of the Plan*

This section should identify the IT services and IT equipment the agency intends on adding or replacing within the scope of this capacity plan to maintain or improve the IT services.

This capacity plan addresses the following IT services:

- IT service 1
- IT service 2

This capacity plan addresses the following equipment:

Equipment (Brand name & model)	Quantity	Original Purchase Date	Replacement Cycle

III. *Methods Used*

This section should identify where, when, and how the agency obtained the information provided in this document, such as service level agreements, utilization reports, capacity modeling, and workload forecasts from agency divisions.

The agency used the following methods to obtain the information provided in this capacity plan:

A. **Method 1**

Method 1 description

B. **Method 2**

Method 2 description

IV. Assumptions & Constraints

This section should identify the assumptions regarding the information provided, especially the conditions relating to business drivers for IT capacity within the scope of this plan. This section also should describe how any detailed calculations were derived. Also identify in this section any significant constraints.

The information in this capacity plan is based on the following assumptions:

A. Assumption 1

Assumption 1 description

B. Assumption 2

Assumption 2 description

C. Assumption 3

Assumption 3 description

The information in this capacity plan is based on the following constraints:

A. Constraint 1

Constraint 1 description

B. Constraint 2

Constraint 2 description

V. Business Scenarios

This section should describe the context of the current and expected future business environment. It should explain both how agency business uses the current equipment and how it may use any new equipment. If the equipment is used at different locations such as district offices or in the field, explain the usage required of each business environment. Readers of this section should be able to determine what is in and what is outside the scope of this plan.

VI. Service Capacity Summary

C. Current and Recent Service Provision

This subsection should include a service profile that identifies throughput rates and resulting service utilization, e.g., memory, storage space, transfer rates, processor usage, and network usage.

D. Capacity Forecasts

This subsection should describe anticipated short-term, medium-term, and long-term trends in service utilization. The trends should directly relate to the business requirements for new or expanded IT services, and the growth or contraction in the use of existing services.

VII. Resource Capacity Summary

E. Current and Recent Resource Usage

This subsection provides information on the current throughput and utilization, broken down by hardware platform.

F. Resource Forecasts

This subsection projects resources that will be needed to support the short-, medium-, and long-term IT service trends identified in the previous section, broken down by hardware platform.

VIII. Opportunities for Improvement

This section should outline any viable options for service improvement, e.g., server consolidation, network upgrades to take advantage of technological advances, fine-tuning the use of current resources, and purchasing new hardware/software. Address at least three options, including maintaining the current environment.

IX. Cost Model

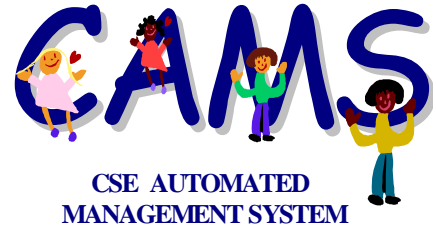
This section should provide the following information:

- *The recurring and nonrecurring costs associated with each option for service delivery improvement*
- *The current and forecast cost of the current environment*
- *The staffing needs for each option and the current situation*
- *Identification of any proposed funding sources*

X. Recommendations

This section should identify the agency's choice among the options for service delivery improvement, and detail the reasons for the selection. It also should discuss each of the following items regarding the agency's selection:

- *Business Benefits Expected*
- *Potential Impact of Recommendation*
- *Risks Involved*
- *Resources Required*
- *Setup and Ongoing Costs*



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
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Appendix A

CAMS Project Charter

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

- Security testing
- Usability testing
- Federal Certification testing
- Training Region testing
- 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.

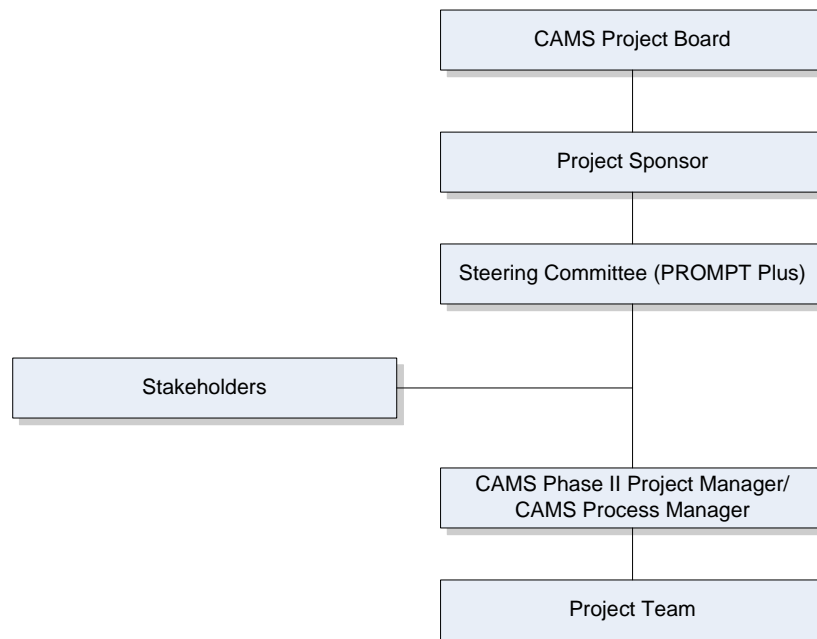


Figure 1 — CAMS Governance Model

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*

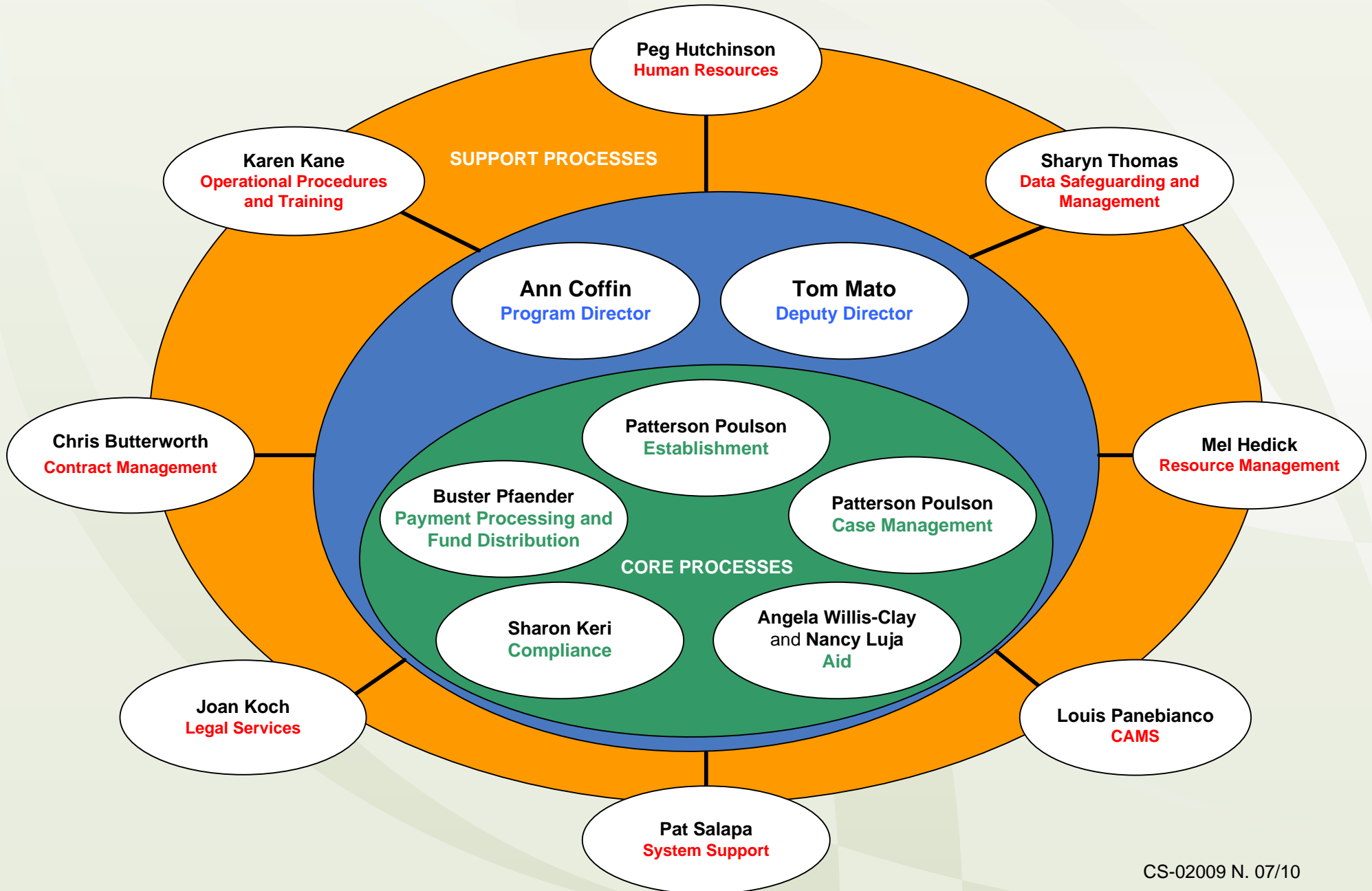
VRU — *Voice Response Unit* – See IVR.

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 Benefit 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 2011-12			FY 2012-13			FY 2013-14			FY 2014-15			FY 2015-16		
	(a)	(b)	(c) = (a)+(b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)
	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project
A. Personnel -- Total FTE Costs (Salaries & Benefits)	\$106,964,706	(\$2,415,968)	\$104,548,738	\$106,837,785	(\$555,406)	\$106,282,379	\$106,837,785	\$5,740,388	\$112,578,173	\$106,837,785	\$5,740,388	\$112,578,173	\$106,837,785	\$5,740,388	\$112,578,173
A.b Total FTE	2,325.00	0.00	2,325.00	2,325.00	0.00	2,325.00	2,325.00	0.00	2,325.00	2,325.00	0.00	2,325.00	2,325.00	0.00	2,325.00
A-1.a. State FTEs (Salaries & Benefits)	\$102,493,807	(\$2,415,968)	\$100,077,839	\$102,493,807	(\$555,406)	\$101,938,401	\$102,493,807	\$0	\$102,493,807	\$102,493,807	\$0	\$102,493,807	\$102,493,807	\$0	\$102,493,807
A-1.b. State FTEs (# FTEs)	2309.00	0.00	2309.00	2309.00	0.00	2309.00	2309.00	0.00	2309.00	2309.00	0.00	2309.00	2309.00	0.00	2309.00
A-2.a. OPS FTEs (Salaries)	\$1,277,938	\$0	\$1,277,938	\$1,151,017	\$0	\$1,151,017	\$1,151,017	\$0	\$1,151,017	\$1,151,017	\$0	\$1,151,017	\$1,151,017	\$0	\$1,151,017
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)	\$3,192,961	\$0	\$3,192,961	\$3,192,961	\$0	\$3,192,961	\$3,192,961	\$5,740,388	\$8,933,349	\$3,192,961	\$5,740,388	\$8,933,349	\$3,192,961	\$5,740,388	\$8,933,349
A-3.b. Staff Augmentation (# of Contract FTEs)	16.00	0.00	16.00	16.00	0.00	16.00	16.00	0.00	16.00	16.00	0.00	16.00	16.00	0.00	16.00
B. Data Processing -- Costs	\$16,596,418	(\$7,380,322)	\$9,216,096	\$16,596,418	(\$2,140,557)	\$14,455,861	\$16,596,418	(\$11,742,012)	\$4,854,406	\$16,596,418	(\$11,742,012)	\$4,854,406	\$16,596,418	(\$11,742,012)	\$4,854,406
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	\$15,872,918	(\$7,380,322)	\$8,492,596	\$15,872,918	(\$2,140,557)	\$13,732,361	\$15,872,918	(\$11,742,012)	\$4,130,906	\$15,872,918	(\$11,742,012)	\$4,130,906	\$15,872,918	(\$11,742,012)	\$4,130,906
C. External Service Provider -- Costs	\$104,819,004	\$0	\$104,819,004	\$104,566,067	\$0	\$104,566,067	\$104,566,067	\$0	\$104,566,067	\$104,566,067	\$0	\$104,566,067	\$104,566,067	\$0	\$104,566,067
C-1. Consultant Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Maintenance & Support Services	\$1,763,653	\$0	\$1,763,653	\$1,763,653	\$0	\$1,763,653	\$1,763,653	\$0	\$1,763,653	\$1,763,653	\$0	\$1,763,653	\$1,763,653	\$0	\$1,763,653
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	\$103,055,351	\$0	\$103,055,351	\$102,802,414	\$0	\$102,802,414	\$102,802,414	\$0	\$102,802,414	\$102,802,414	\$0	\$102,802,414	\$102,802,414	\$0	\$102,802,414
D. Plant & Facility -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Others -- Costs	\$29,919,549	\$0	\$29,919,549	\$29,900,416	\$0	\$29,900,416	\$29,900,416	\$0	\$29,900,416	\$29,900,416	\$0	\$29,900,416	\$29,900,416	\$0	\$29,900,416
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	\$29,919,549	\$0	\$29,919,549	\$29,900,416	\$0	\$29,900,416	\$29,900,416	\$0	\$29,900,416	\$29,900,416	\$0	\$29,900,416	\$29,900,416	\$0	\$29,900,416
Total of Operational Costs (Rows A through E)	\$258,299,677	(\$9,796,290)	\$248,503,387	\$257,900,686	(\$2,695,963)	\$255,204,723	\$257,900,686	(\$6,001,624)	\$251,899,062	\$257,900,686	(\$6,001,624)	\$251,899,062	\$257,900,686	(\$6,001,624)	\$251,899,062
F. Additional Tangible Benefits:		\$24,584,212			\$6,473,383			\$555,913			\$2,754,303			\$6,733,263	
F-1. FFP	\$151,343,522	\$22,413,010	\$173,756,532	\$150,713,280	\$3,195,527	\$153,908,807	\$150,319,239	(\$4,588,043)	\$145,731,196	\$149,916,553	(\$5,030,828)	\$144,885,725	\$149,514,015	(\$5,698,759)	\$143,815,256
F-2. Federal Incentives	\$28,991,311	\$370,963	\$29,362,274	\$29,547,232	\$568,970	\$30,116,202	\$30,144,264	\$949,956	\$31,094,220	\$30,754,394	\$1,620,842	\$32,375,236	\$31,364,300	\$2,632,860	\$33,997,160
F-3. GR Dep & St. Cost Avoid	\$129,696,079	\$1,800,239	\$131,496,318	\$133,586,962	\$2,708,886	\$136,295,848	\$137,594,570	\$4,194,000	\$141,788,570	\$141,722,406	\$6,164,289	\$147,886,695	\$145,974,080	\$9,799,162	\$155,773,242
Total Net Tangible Benefits:		\$34,380,502			\$9,169,346			\$6,557,537			\$8,755,927			\$12,734,887	

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 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
State FTEs (Salaries & Benefits)	\$2,415,968	\$ 555,406.00	\$0	\$0	\$0	\$2,971,374
OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0
Contractors (Costs)	\$8,805,227	\$2,201,308	\$0	\$0	\$0	\$11,006,535
Deliverables	\$24,305,000	\$3,132,500	\$0	\$0	\$0	\$27,437,500
Major Project Tasks	\$0	\$0	\$0	\$0	\$0	\$0
Hardware Deloitte	\$0	\$0	\$0	\$0	\$0	\$0
COTS Software	\$0	\$0	\$0	\$0	\$0	\$0
Misc. Equipment OCO	\$15,000	\$15,000	\$0	\$0	\$0	\$30,000
Other Project Costs DCF/NSRC +	\$8,713,588	\$2,202,427	\$0	\$0	\$0	\$10,916,015
	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL PROJECT COSTS (*)	\$44,254,783	\$8,106,641	\$0	\$0	\$0	\$52,361,424
CUMULATIVE PROJECT COSTS	\$44,254,783	\$52,361,424	\$52,361,424	\$52,361,424	\$52,361,424	

INVESTMENT SUMMARY						TOTAL
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
General Revenue	\$4,602,529	\$1,867,725	\$0	\$0	\$0	\$6,470,254
Trust Fund	\$7,000,000	\$0	\$0	\$0	\$0	\$7,000,000
Federal Match	\$29,123,397	\$5,350,383	\$0	\$0	\$0	\$34,473,780
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Other St Funds in Base	\$3,528,857	\$888,533	\$0	\$0	\$0	\$4,417,390
TOTAL INVESTMENT (*)	\$44,254,783	\$8,106,641	\$0	\$0	\$0	\$52,361,424
CUMULATIVE INVESTMENT (*)	\$44,254,783	\$52,361,424	\$52,361,424	\$52,361,424	\$52,361,424	

(*) 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 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL
Project Cost	\$44,254,783	\$8,106,641	\$0	\$0	\$0	\$52,361,424
Net Tangible Benefits	\$34,380,502	\$9,169,346	\$6,557,537	\$8,755,927	\$12,734,887	\$71,598,199
Return on Investment	(\$9,874,281)	\$1,062,705	\$6,557,537	\$8,755,927	\$12,734,887	\$19,236,775
Year to Year Change in Program Staffing	0	0	0	0	0	

<i>RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B</i>		
Payback Period (years)	3 1/4	Payback Period is the time required to recover the investment costs of the project.
Breakeven Fiscal Year	2014-15	Fiscal Year during which the project's investment costs are recovered.
Net Present Value (NPV)	\$14,087,403	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	43.59%	IRR is the project's rate of return.

<i>Treasurer's Investment Interest Earning Yield -- CBAForm 3C</i>					
Fiscal Year	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Cost of Capital	5.35%	5.38%	5.38%	5.38%	5.38%

CAMS Compliance Enforcement Module
Collections Increase

	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
FFY 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	1,482,700,475	1,527,181,489	1,572,996,934	1,620,186,842	1,668,792,447	1,718,856,220	1,770,421,907	1,823,534,564	1,878,240,601	1,934,587,820	1,992,625,456	2,052,404,219	2,113,976,345
% Incr over prior year	9.5	9.3	4.6	1.5	8.8	1.7	5.6	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						0.391	0.124	0.515	0.515	0.776	1.030	1.553	2.586	3.090	2.562	1.534	1.030	0.507	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	1,490,151,231	1,542,530,047	1,596,749,978	1,657,043,708	1,723,822,568	1,802,313,969	1,902,988,889	2,018,880,912	2,131,163,376	2,227,793,089	2,317,573,150	2,398,842,697	2,470,807,978
CAMS Impact	0	0	0	0	0	5,400,688	7,450,756	15,348,558	23,753,044	38,856,866	55,030,121	83,457,749	132,566,982	195,346,348	252,922,775	293,205,269	324,947,694	346,438,478	356,831,633
Cumulative Impact	0	0	0	0	0	5,400,688	12,851,444	28,200,002	51,953,046	88,809,912	143,840,033	227,297,782	359,864,764	555,211,112	808,133,887	1,101,339,156	1,426,286,850	1,772,725,328	2,129,556,961
SFY Conversion						1.020614106	1.061243738												
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	1,459,948,434	1,516,192,881	1,561,678,668	1,608,529,028	1,656,784,899	1,706,488,445	1,757,693,099	1,810,413,592	1,864,725,999	1,920,667,780	1,978,287,815	2,037,636,449	2,098,765,542
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	1,467,284,858	1,529,590,363	1,583,355,464	1,641,146,899	1,707,285,118	1,780,713,030	1,875,675,424	1,989,904,057	2,105,621,140	2,206,420,810	2,295,339,568	2,381,624,636	2,453,073,375
CAMS Impact	0	0	0	0	0	3,674,382	7,336,424	13,397,482	21,676,796	32,617,871	50,500,219	74,224,585	117,992,325	179,490,465	240,895,141	285,753,030	317,051,753	343,988,187	354,307,833
Cumulative Impact	0	0	0	0	0	3,674,382	11,010,806	24,408,288	46,085,084	78,702,955	129,203,174	203,427,759	321,420,084	500,910,549	741,805,690	1,027,558,720	1,344,610,473	1,688,598,660	2,042,906,493

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
Retained	0	0	0	0	0	210,627	290,579	598,594	926,369	1,437,418	2,146,175	3,254,852	5,170,112	7,618,508	9,863,988	11,435,005	12,672,960	13,511,101	13,916,434
State Share	0	0	0	0	0	94,824	130,819	269,487	417,051	647,126	966,208	1,465,334	2,327,584	3,429,852	4,440,767	5,148,039	5,705,367	6,082,698	6,265,179
Fed Share	0	0	0	0	0	115,803	159,760	329,107	509,318	790,292	1,179,967	1,789,518	2,842,528	4,188,656	5,423,221	6,286,966	6,967,593	7,428,403	7,651,255
Incentives-Total	0	0	0	0	0	101,175	135,426	276,147	422,862	648,908	1,102,870	1,884,441	3,032,885	4,582,229	6,137,706	7,070,412	7,856,570	8,305,953	8,507,361
Incentives-State	0	0	0	0	0	97,308	130,111	265,284	406,189	623,230	1,058,865	1,808,168	2,907,758	4,388,374	5,871,685	6,760,139	7,508,345	7,907,330	8,261,754
Incentives-County	0	0	0	0	0	3,867	5,315	10,863	16,673	25,678	44,005	76,273	125,127	193,855	266,021	310,273	348,225	432,623	441,607
Children & Other States	0	0	0	0	0	5,190,061	7,160,177	14,749,964	22,826,675	35,419,448	52,883,946	80,202,897	127,396,870	187,727,840	243,058,787	281,770,264	312,274,734	332,927,377	342,915,199
Cost Avoidance to other Programs	0	0	0	0	0	905,591	1,249,335	2,573,629	3,983,894	6,180,119	9,227,390	13,994,104	22,228,696	32,755,481	42,409,813	49,184,337	54,486,872	58,090,423	59,833,136
State Share	0	0	0	0	0	354,688	489,326	1,008,011	1,559,973	2,420,562	3,614,084	5,481,058	8,706,290	12,829,302	16,610,614	19,256,152	21,340,825	22,752,224	23,434,791
Fed Share	0	0	0	0	0	550,893	760,009	1,565,818	2,422,912	3,759,557	5,613,306	8,513,045	13,522,396	19,926,159	25,799,199	29,908,185	33,146,047	35,338,199	36,398,345
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	0	0	0	0	0	143,301	286,121	522,502	845,395	1,272,097	1,969,509	2,894,759	4,601,701	7,000,128	9,394,910	11,144,368	12,365,018	13,415,539	13,818,005
State Share of Retained Collections	0	0	0	0	0	64,514	128,812	232,775	376,623	566,719	877,416	1,289,615	2,050,058	3,118,557	4,185,432	4,964,816	5,508,616	5,976,623	6,155,321
Fed Share of Retained Collections	0	0	0	0	0	78,787	157,309	289,727	468,772	705,378	1,092,093	1,605,144	2,551,643	3,881,571	5,209,478	6,179,552	6,856,402	7,438,916	7,662,684
Incentives-Total	0	0	0	0	0	75,881	126,863	240,967	386,183	592,397	989,380	1,689,048	2,745,774	4,194,893	5,748,837	6,837,236	7,660,031	8,093,607	8,504,009
Incentives-State	0	0	0	0	0	72,981	121,911	231,491	370,963	568,970	949,956	1,620,842	2,632,860	4,018,220	5,500,857	6,538,026	7,321,293	7,882,084	8,214,648
Incentives-County	0	0	0	0	0	2,900	4,952	9,476	15,220	23,427	39,424	68,206	112,914	176,673	247,980	299,210	338,738	411,523	439,361
Children & Other States	0	0	0	0	0	3,531,081	7,050,303	12,874,980	20,831,401	31,345,774	48,530,710	71,329,826	113,390,624	172,490,337	231,500,231	274,608,662	304,686,735	330,572,648	340,489,828
Cost Avoidance to other Programs	0	0	0	0	0	616,116	1,230,164	2,246,475	3,634,741	5,469,329	8,467,821	12,445,897	19,784,823	30,096,764	40,393,032	47,914,754	53,162,889	57,679,561	59,409,948
State Share	0	0	0	0	0	241,313	481,818	879,875	1,423,616	2,142,167	3,316,584	4,874,674	7,749,104	11,787,973	15,820,703	18,766,729	20,822,261	22,591,302	23,269,042
Fed Share	0	0	0	0	0	374,803	748,346	1,366,600	2,211,125	3,327,162	5,151,237	7,571,223	12,035,719	18,308,791	24,572,329	29,148,025	32,340,628	35,088,259	36,140,906

Tangible Benefit to the state
Tangible Benefit to Another Entity

Base (Pre CAMS)	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
Retained	46,584,867	48,739,382	49,487,748	53,862,367	58,026,064	61,346,880	63,187,287	65,082,905	67,035,393	69,046,454	71,117,848	73,251,383	75,448,925	77,712,393	80,043,765	82,445,077	84,907,589	87,430,291	89,999,183	92,609,265
State Share	20,972,507	21,942,470	22,279,384	24,248,838	24,653,881	26,032,959	26,534,015	27,330,035	28,149,936	28,994,434	29,864,268	30,760,195	31,683,001	32,633,491	33,612,496	34,620,871	35,659,497	36,729,282	37,828,325	38,945,627
Fed Share	25,612,360	26,796,912	27,208,364	29,613,529	30,108,183	31,792,360	33,016,845	35,037,351	36,088,471	37,171,125	38,286,259	39,434,847	40,617,892	41,836,429	43,091,522	44,384,268	45,715,795	47,086,907	48,483,558	49,919,638
Incentives-Total	27,849,412	28,577,872	29,144,894	29,711,915	30,278,936	30,902,660	31,526,383	32,150,106	32,773,830	33,445,554	34,167,278	34,939,002	35,760,726	36,632,450	37,554,174	38,525,900	39,547,624	40,619,348	41,741,072	42,912,796
Incentives-State	27,318,144	28,018,448	28,574,370	29,130,291	29,686,213	30,296,947	30,960,671	31,624,395	32,288,119	32,951,843	33,615,567	34,279,291	34,943,015	35,606,739	36,270,463	36,934,187	37,597,911	38,261,635	38,925,359	39,589,083
Incentives-County	531,268	559,424	570,524	581,624	592,723	603,823	614,923	626,023	637,123	648,223	659,323	670,423	681,523	692,623	703,723	714,823	725,923	737,023	748,123	759,223
Children & Other States	1,147,898,898	1,200,988,371	1,219,428,857	1,327,223,960	1,349,393,435	1,424,875,156	1,467,621,411	1,511,650,054	1,556,999,555	1,603,709,542	1,651,820,827	1,701,375,453	1,752,416,716	1,804,989,218	1,859,138,895	1,914,913,063	1,972,360,454	2,031,531,268	2,092,399,082	2,153,866,896
Cost Avoidance to other Programs	104,863,730	209,552,975	212,770,541	231,579,036	235,447,250	248,617,585	256,076,112	263,758,396	271,671,147	279,821,282	288,215,920	296,862,398	305,768,270	314,941,318	324,389,558	334,121,245	344,144,882	354,469,228	365,093,574	376,027,920
State Share	43,172,398	82,075,427	83,335,648	90,702,355	92,217,415	97,375,828	100,297,103	103,306,016	106,405,197	109,597,352	112,885,273	116,271,831	119,759,986	123,35						

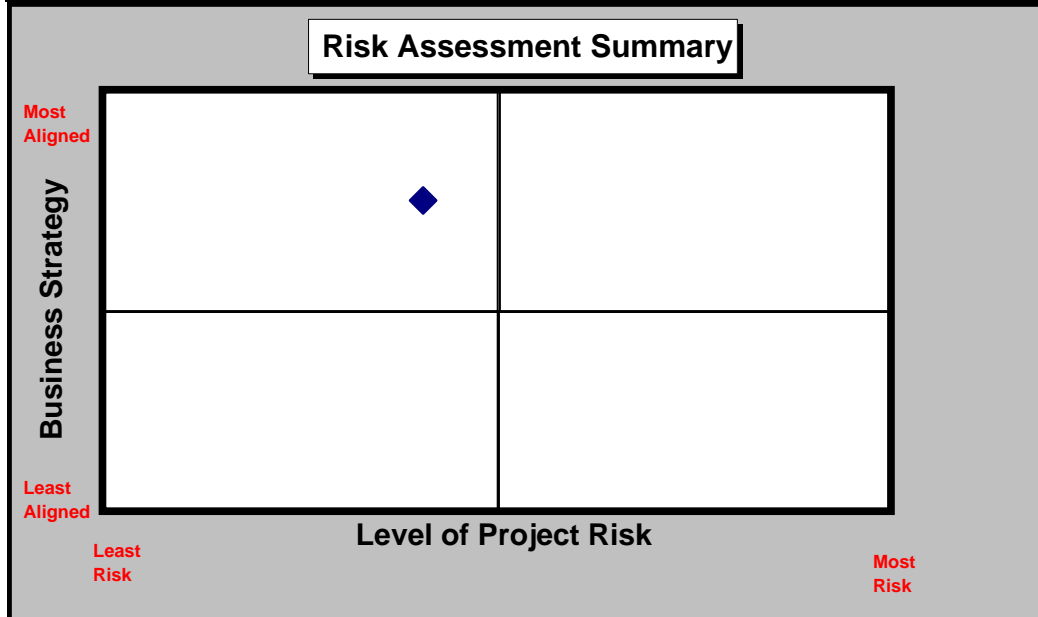
**Child Support Enforcement
CSE Automated Management System (CAMS)
FY 2011-2012 and Out Years (LBR Schedule IV-B Estimate)**

Description	FY 11-12 Budget	FY 12-13 Budget	Total from 7/1/11
Development Tasks			
CAMS Phase II			
Contractor Cost			
Implementation Contract - Deloitte*	24,305,000.00	3,132,500.00	27,437,500.00
	24,305,000.00	3,132,500.00	27,437,500.00
Data Center Development Support			
Server Hosting			
Contract Testers	2,399,793.00	599,948.00	2,999,741.00
	2,399,793.00	599,948.00	2,999,741.00
Program Management			
Contractor Cost			
Technical Assistance Staff Augmentation	1,971,958.00	492,990.00	2,464,948.00
Quality Assurance Staff Augmentation	436,800.00	109,200.00	546,000.00
Project Management Office	1,624,842.00	406,211.00	2,031,053.00
	4,033,600.00	1,008,401.00	5,042,001.00
Travel			
State Cost	132,518.00	33,130.00	165,648.00
	132,518.00	33,130.00	165,648.00
Training			
CAMS State Cost			
CAMS Professional Development	198,000.00	49,500.00	247,500.00
	198,000.00	49,500.00	247,500.00
IV&V			
Contractor Cost	1,361,811.00	340,453.00	1,702,264.00
	1,361,811.00	340,453.00	1,702,264.00
Miscellaneous Expenses			
State Cost (includes: CAMS Staff software and hardware, Rent, Office Furniture, Office supplies, and other Misc. (Expense))	247,478.00	61,870.00	309,348.00
Hardware - OCO	15,000.00	15,000.00	30,000.00
ACS Contract Amendment	84,760.00	0.00	84,760.00
FACC Contract Amendment	87,808.00	0.00	87,808.00
	435,046.00	76,870.00	511,916.00
Critical CAMS/FLORIDA Expenditures Balance			
Critical CAMS/FLORIDA Expenditures Balance	1,010,023.00	252,506.00	1,262,529.00
	1,010,023.00	252,506.00	1,262,529.00
Total CAMS Phase II (Dev) LBR Expenditures	33,875,791.00	5,493,308.00	39,369,099.00
State share	11,575,722.00	1,867,725.00	13,385,494.00
Federal Share	22,300,069.00	3,625,583.00	25,983,605.00
Total	33,875,791.00	5,493,308.00	39,369,099.00
Total less Deloitte	9,570,791.00	2,360,808.00	11,931,599.00
Expense - Deloitte	0.00	0.00	0.00
Expense	379,996.00	95,000.00	474,996.00
OCO - Deloitte	0.00	0.00	0.00
OCO	15,000.00	15,000.00	30,000.00
Purchase of Service - Deloitte	24,305,000.00	3,132,500.00	27,437,500.00
Purchase of Service	9,175,795.00	2,250,808.00	11,426,603.00
	33,875,791.00	5,493,308.00	39,369,099.00
Expense	379,996.00	95,000.00	474,996.00
OCO	15,000.00	15,000.00	30,000.00
POS	33,480,795.00	5,383,308.00	38,864,103.00
total	33,875,791.00	5,493,308.00	39,369,099.00

Appendix E

Risk Assessment Tool

Project	<i>CSE Automated Management system</i>	
Agency	<i>Revenue</i>	
FY 2011-12 LBR Issue Code:	FY 2011-12 LBR Issue Title:	
<i>Issue Code</i>	<i>CAMS Phase II</i>	
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):		
<i>Joe Sisson, (850) 617-8273, 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>07/23/2010</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	LOW
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 completely documented
		Vision is partially documented	
		Vision is completely documented	
1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	81% to 100% -- All or nearly all defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	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 for implementation and operations
		External technical resources will be needed through implementation only	
		Internal resources have sufficient knowledge for implementation and operations	
2.03	Have all relevant technology alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	All or nearly all alternatives documented and considered
		Some alternatives documented and considered	
		All or nearly all alternatives documented and considered	
2.04	Does the proposed technology comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards
		Some relevant standards have been incorporated into the proposed technology	
		Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
2.05	Does the proposed technology require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	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	

Agency: Revenue

Project: CSE Automated Management system

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	81% to 100% -- All or nearly all have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	81% to 100% -- All or nearly all requirements and specifications are traceable
		41 to 80% -- Some are traceable	
		81% to 100% -- All or nearly all requirements and specifications are traceable	
7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	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	Single location
		3 sites or fewer	
		More than 3 sites	
8.04	How many external contracting or consulting organizations will this project require?	No external organizations	More than 3 external organizations
		1 to 3 external organizations	
		More than 3 external organizations	
8.05	What is the expected project team size?	Greater than 15	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 SUMMARY STATUS REPORT

Section 4: Project Risks

All project risks are listed in this section. The Strategy is a summary of the project's response to the risk. Detailed response plans for each risk are available from the Risk Management team. Risk Rating values are "Low", "Med", and "High" based on the calculated risk exposure. Status values are: **Off Track** – risk response plan needs attention, **On Track** – risk response plan exists and is being executed, **On Watch List** – no response plan required, risk continues to be monitored, **New** – Identified risk currently undergoing analysis, **Closed** – Risk no longer being tracked; see associated narrative for explanation for closure. Risks that are "Off Track", meaning an increased risk exposure is observed, or otherwise not progressing as desired will have a summary explanation in the row below the risk identifying the potential impact to the project and action steps to get the risk response back on track. A change in risk rating, probability or impact from the previous status report is reflected by an arrow next to the rating of either up (↑) or down (↓) as determined by the completion of mitigation activities occurring in the master project schedule.

- The CAMS Project has 33 open risks, with 1 to be closed. Risk 115 was added, and Risk 37 was split into two Risks (116 & 117), both actions suggested by OCSE.
- The Risk Management Team continues to revise risk forms and add response plans into the project schedule.

ID	Risk Title	Risk Rating ¹	Probability	Impact	Strategy	Status	Owner
37	Lack of state or federal funding could threaten CAMS implementation	Low	.10	.28	1) Educate Key Stakeholders 2) Prepare APDs 3) Prepare LBRs	On Track ²	Nicole Whaley
Risk 37 being split into separate risks for state and federal funding at OCSE suggestion, and will be closed.							
38	Changes in DOR/CSE leadership could threaten the project	Low	.10	.30	No response plan required.	On Watch List	Ann Coffin / Joe Sisson
40	Project management leadership changes could threaten CAMS implementation	Low	.10	.30	No response plan required (Acceptance)	On Watch List	Ann Coffin / Joe Sisson
44	End-user training may not be effective	Medium	.44	.63	1) Approve B004 Training Plan 2) Complete organizational impacts and role to position mapping 3) Prepare B501 Communication Plan 4) Prepare B705 Training Materials 5) Develop and implement trainer development 6) Conduct Train the Trainer	On Track ³	Karen Kane
Working with Risk Owner on revised risk form now ready for review.							
45	Human errors in financial management processing threaten project success and impact customers	High	.50	.87	1) Design for automated data population; include edits, validations, and error reports 2) Focus training and communication on minimizing human error 3) Monitor data quality	On Track	Carol Gordon

¹ High – risk exposure greater or equal 0.90, Medium – risk exposure greater or equal 0.60 and less than 0.90, Low – risk exposure less than 0.60

² Risk response plan mitigation activities incorporated into master schedule; risk monitoring via project schedule ongoing



CAMS SUMMARY STATUS REPORT

ID	Risk Title	Risk Rating ¹	Probability	Impact	Strategy	Status	Owner
46	Federal and State law changes may impact system requirements	High	.70	.70	1) Monitor legislative bills as filed for impact 2) Review federal proposals	On Track	Eddie Currie
Working with Risk Owner to transition risk to new form.							
47	Legal activity (e.g., protest) may impact project schedule	Low	.10	.10	No response plan required.	On Watch List	Joan Koch
50	Data cleansing may not be completed before conversion	Medium	.50	.70	1) Follow FLORIDA/CAMS Data Cleansing Plan 2) Adhere to the Data Cleansing Schedule	On Track	GeJuan Prime
56	Vendor may have inappropriate access to system capabilities	Medium	.45	.70	1) Create security roles for contractors 2) Require contractors to complete access request 3) Monitor role/profile assignments	On Track	Brunetta Pfaender
Revised form presented to RMT, clarification requested.							
63	CAMS Phase II security provisions may not be adequate to protect public interests	Medium	.60	.50	1) Ensure security requirements addressed in JADs and deliverables 2) Ensure security hardware/software architected appropriately 3) Participate in Portal development and testing 4) Closely monitor application security after go-live	On Track	Brunetta Pfaender
Revised form presented to RMT, clarification requested.							
71	The uninterrupted support for FLORIDA necessary for the successful implementation of CAMS must be maintained	High	.30	.90	1) Maintain Deloitte/FLORIDA/CAMS IV-D contract technical staff 2) Maintain Deloitte/SSP contract testing staff	On Track	Pat Salapa
75	CAMS system response time may be inadequate	Medium	.30	.50	1) Sizing deliverable B215 after B201 2) Hardware software purchases B801 after B201	On Track	Beth Doredant
76	Non-Detection of All Critical and High System Errors During Testing	Low	.32	.32	1) Acquire and implement automated testing tools 2) Develop Master Test Plan 3) Execute Master Test Plan 4) Develop Acceptance Test Plan 5) Execute Acceptance Test Plan	On Track ³	Willie Mitchell
80	CAMS users are unwilling to accept and support CAMS II	Medium	.30	.50	1) Hire OCM consultant 2) Conduct survey 3) Include critical job task in manager EE&D 4) Provide managers with Change Management training	On Track	Kathryn Harrell



CAMS SUMMARY STATUS REPORT

ID	Risk Title	Risk Rating ¹	Probability	Impact	Strategy	Status	Owner
81	Last minute CAMS Phase II system changes do not allow for adequate transition from the developer to DOR	Medium	.30	.70	1) Follow Knowledge Transfer Plan 2) Validate receipt of current documentation 3) Ensure compliance with Change Management process	On Track	Mary Whitacre
Working with Risk Owner to transition risk to new form.							
90	Data Reliability Audit Failure	Medium	.70	.50	1) Ensure CAMS addresses Federal reporting through requirements, design, conversion, testing, and pilot 2) Perform internal data reliability audit on FFY 2011 data	On Track	Mel Hedick
Working with Risk Owner to transition to new form and update response plan.							
94	Legal Service Provider use of CAMS	High	.70	.70	1) Involve LSPs in CAMS design 2) Document CAMS' changes to the current process 3) Ensure LSP contracts specify requirements for data entry and CAMS functionality 4) Provide frequent information to the LSPs regarding usage expectations 5) Ensure staffing model addresses organizational unit receiving LSP tasks 6) Develop training and job aids specific to LSPs 7) Design CAMS for efficient capture of LSP performance data	On Track	Patterson Poulson
97	Procedures may not be completed timely	Medium	.50	.70	1) Prioritize workload & assign OPT resources to CAMS 3) Review all subject area deliverables 4) Ensure Program staff (BPOs, etc.) engaged in review of procedures 5) Work with training development 6) Ensure FDOR trainers and BPOs engaged in review of training material	On Track	Karen Kane
98	Disaster Recovery (aka Business Continuity Management) procedure fails	High	.30	.90	1) Insure procedures are correct	On Track	Beth Doredant
99	Statewide infrastructure consolidation for state agencies' data centers	Medium	.50	.50	1) Determine impact to CAMS schedule 2) Implement Service Level Agreements with primary data centers	On Track	Beth Doredant



CAMS SUMMARY STATUS REPORT

ID	Risk Title	Risk Rating ¹	Probability	Impact	Strategy	Status	Owner
102	CSE program may not be able to keep pace with the volume of work initially generated by CAMS Phase II implementation	Medium	.50	.50	1) Identify manual tasks, update staffing model for number and experience of resources 2) Design CAMS for maximum automation 3) Revise policies and procedures to minimize manual intervention 4) Complete data cleansing 5) Ensure adequate training 6) Prioritize tasks 7) Develop throttling strategy 8) Ensure OCM provides adequate communication	On Track	Mehernosh Sodawatervalva
Working with Risk Owner to transition risk to new form and update response plan.							
103	CAMS does not meet project timelines	Medium	.25	.62 ↓	1) Conduct Formal Reviews 2) Conduct rolling wave planning sessions 3) Utilize B207 Problem Reports	On Track ³	Scott Waller
104	CAMS Phase II vendor unable to meet federal and state requirements and required security standards	Medium	.21	.63	1) Ensure traceability between system requirements and Fed Cert, State regs, and security requirements through deliverables B201, B212, B204, B202, B401, B402, B403, B901, B912, B207	On Track ³	Deep Bharadwaj
105	CAMS design incomplete and inadequate to meet requirements	Medium	.27	.60	1) Follow established project plan through deliverables B212, B201, B403, B404, B705, B207	On Track ³	Deep Bharadwaj
106	Data conversion impacts to CAMS	Medium	.24	.52	1) Follow project plan for deliverables B209, B203, B204, B212, B404, & B603 2) Conduct mock conversion testing 3) Implement Data Cleansing Plan 4) Measure data cleansing and report status	On Track ³	Jay Kumar
107	DOR fails to adequately prepare the organization for pre-implementation tasks and for post-implementation management of CAMS.	Low	.30	.30	1) Collaborative development and review of deliverables 2) Knowledge Transfer Plan 3) Ensure ability to apply training 4) Approve Change Request 109 Transference - 5) Maintain Service Level Agreements	On Track ³	Joe Sisson



CAMS SUMMARY STATUS REPORT

ID	Risk Title	Risk Rating ¹	Probability	Impact	Strategy	Status	Owner
108	DOR fails to implement/execute project management plan.	Medium	.50	.50	1) Leverage quality processes to monitor execution 2) Enforce deliverable expectations process 3) Utilize status reporting process to monitor execution 4) Utilize the deliverable review and acceptance process to look for plan failure 5) Leverage requirements management and change control processes to manage scope and quality	On Track	Louis Panebianco
111	Stakeholder expectations may not be met.	Medium	.50	.70	1) Obtain stakeholder feedback to improve communication 2) Revise Communication Mgmt Plan 3) Implement revised plan 4) Measure communication satisfaction 5) Hire vendor communication lead 6) Accept vendor communication deliverables	On Track	Roneise Meyers Smith
113	DCF Public Assistance resources may not be able to complete revisions to the Public Assistance side of the PA-CSE interface in accordance with the project schedule	Low	.30	.20	1) 09/10 Funding available – complete Feb 2010 2) Prepare interface project charter – near final approval 3) Develop interface	On Track ³	Pat Salapa
114	Business process controls not effectively defined	TBD	TBD	TBD	TBD	New	Louis Panebianco
Awaiting results of qualitative analysis.							
115	OCSE may not support DOR cost analysis	TBD	TBD	TBD	TBD	New	Louis Panebianco
New risk added as result of OCSE recommendation.							
116	Lack of state funding may threaten CAMS implementation	TBD	TBD	TBD	TBD	New	Nicole Whaley
New risk added as result of OCSE recommendation to split Risk 37.							
117	Lack of Federal funding may threaten CAMS implementation	TBD	TBD	TBD	TBD	New	Nicole Whaley
New risk added as result of OCSE recommendation to split Risk 37.							



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. Subsequent sections are completed only if the risk is accepted for analysis. [Text in grey provides instructions or examples. Please delete this text prior to submission and replace with Arial 9 Black text.].

1. Risk #:	2. Risk Title:
37	Lack of State or Federal Funding could threaten CAMS
3. Originator:	4. Origin Date:
[The person who identified the risk.]	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

Qualitative analysis provides an initial assessment of the risk. The following section is to be completed by the Risk Owner within 2 business days of assignment.

8. Revised Risk Description:			
(Risk description should be stated in the following form: If <risk event happens> then <description of the impact of the risk> Describe triggering event and timing –if known)			
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	
Risk Category – Political / Legislative / Legal, Leadership, Technical Integration, Project Management, Resources, People, Technology, Stakeholder Impact, Transition, Operations & Maintenance, Information Security, Data Integrity			
13. Root Causes:			
1			
2			
14. 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.			
15. Risk Timeline:	Start:	End:	
Risk Timeline - The earliest and latest dates the risk event might occur	10/20/2006	12/31/2012	
16. Triggering Events:			Projected Date or Relative Timeframe:
1. Delay in submission of the Annual Advanced Planning Document Update (AAPDU).			MM/DD/YYYY
2. Delay in submission of the Legislative Budget Request (LBR).			MM/DD/YYYY
3. Formal notification from the Office of Child Support Enforcement (OCSE) of potential problems in funding all or part of the AAPDU request.			MM/DD/YYYY
4. Formal notification from Legislative staff of potential problems in funding all or part of the LBR.			
Triggering Event - An indicator the risk event has occurred or will occur, calling for the initiation of specific action, e.g., contingency plan, issue logging, etc.			
17. Risk Urgency:			
Risk Urgency – The criticality of addressing the risk at the current time e.g., .99 = Emergency, immediate action required, risk timeline starts in 30 days or less; .9 = High, risk timeline starts in 30 – 60 days; .5 = Medium, risk timeline starts in 61-90 days; .1 = Low, risk timeline start is greater than 90 days.			0.8
18. Date Quantitative Analysis Required:	19. Date Response Plan Required:	20. Date Contingency Plan Required:	21. Date Qualitative Analysis Approved:
MM/DD/YYYY	01/29/2008	MM/DD/YYYY	MM/DD/YYYY



CAMS Risk Form

Section 3 - Quantitative Analysis

Quantitative analysis provides a more detailed numerical analysis of the risk. The following section is to be completed by the Risk Owner only if required.

22. Consequence or Impact Description:				
[What are the consequences if the risk event occurs? Describe impact in terms of cost, scope, schedule, business process, technology, etc.]				
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
23. Assumptions:				
1				
2				
3				
24. Revised Probability:	25. Revised Impact:	26. Date Response Plan Required:	27. Date Contingency Plan Required:	
($0 < P < 1$)	($0 < I < 1$)	MM/DD/YYYY	MM/DD/YYYY	
28. Date Quantitative Analysis Approved:				
MM/DD/YYYY				

Section 4 – Response Planning

The following section is to be completed by the Risk Owner only if required.

29. Response Plan:							
Strategy	#	Action Step(s)	ΔP	ΔI	Duration	Dependent Task(s)	Resource(s)
Mitigation		Educate key stakeholders (status reports, steering committee, project board, etc.)			ongoing		Project Team
Mitigation		Prepare Annual Advance Planning Document			30 d	Annual	PMO
Mitigation		Receive APD Approval	-0.05	-0.1		Annual	
Mitigation		Prepare annual LBR			20 d	Annual	LBR Team
Mitigation		Receive Legislative Appropriation	-0.05	-0.1		Annual	
Response Strategies - e.g., mitigation, avoidance, transference, etc.							
ΔP, ΔI – Relative change to Probability or Impact upon completion of action step.							
30. Date Contingency Plan Required:				31. Date Response Plan Approved:			
MM/DD/YYYY				MM/DD/YYYY			



CAMS Risk Form

Section 5 – Contingency Planning

The following section is to be completed by the Risk Owner only if required.

32. Contingency Plan:					
Trigger	#	Action Step(s)	Duration	Dependent Task	Resource(s)
LBR / APD rejected	1	Identify alternative scenarios for completing the project	15 d		
	2	Analyze the alternative scenarios (identify strengths and weaknesses, impact on scope, schedule and cost)	18 d		
	3	Evaluate the alternative scenarios based on specific objective criteria	22 d		
	4	Rank the alternatives in order of preference	10 d		
	5	Select an alternative	5 d		
	6	Implement the best alternative	1 d		
33. Date Contingency Plan Approved:					
MM/DD/YYYY					

Section 6 – Notes

The following section is intended to capture significant events regarding the risk.

34. Risk Notes	
Date	Note(s)
08/19/2009	Urgency reduced from 0.99 to 0.8 based upon submission of Annual APD Update.
02/15/2010	Revised response strategies.



CAMS Risk Form

Section 7 – Assessment Factors

The following tables are provided as guidelines to assist in determining relative values for probability and/or impact. See the Risk Management Plan for more information.

	Maturity	Complexity	Dependency	Stability
0.1 Very Low	Technology exists and can be used “as is”	Simple relative to current environment	Entirely within project control	External factors will not make any changes
0.3 Low	Technology requires minor change before use (<25%)	Minor complexity relative to current environment	Depends on existing product supplied from outside organization	External factors will make minor changes (<25%)
0.5 Medium	Technology requires major change before use (<50%)	Moderately complex relative to current environment	Depends on supply and modification of existing product from outside organization	External factors will make major changes (<50%)
0.7 High	Technology requires significant design and engineering before use (<75%)	Significantly complex relative to current environment	Depends on new development from outside organization	External factors will make significant changes (<75%)
0.9 Very High	State of the art, some research done	Extremely complex relative to current environment	Depends on finding development from outside organization	External factors will make constant changes

Table 1 – Probability Assessment Factors

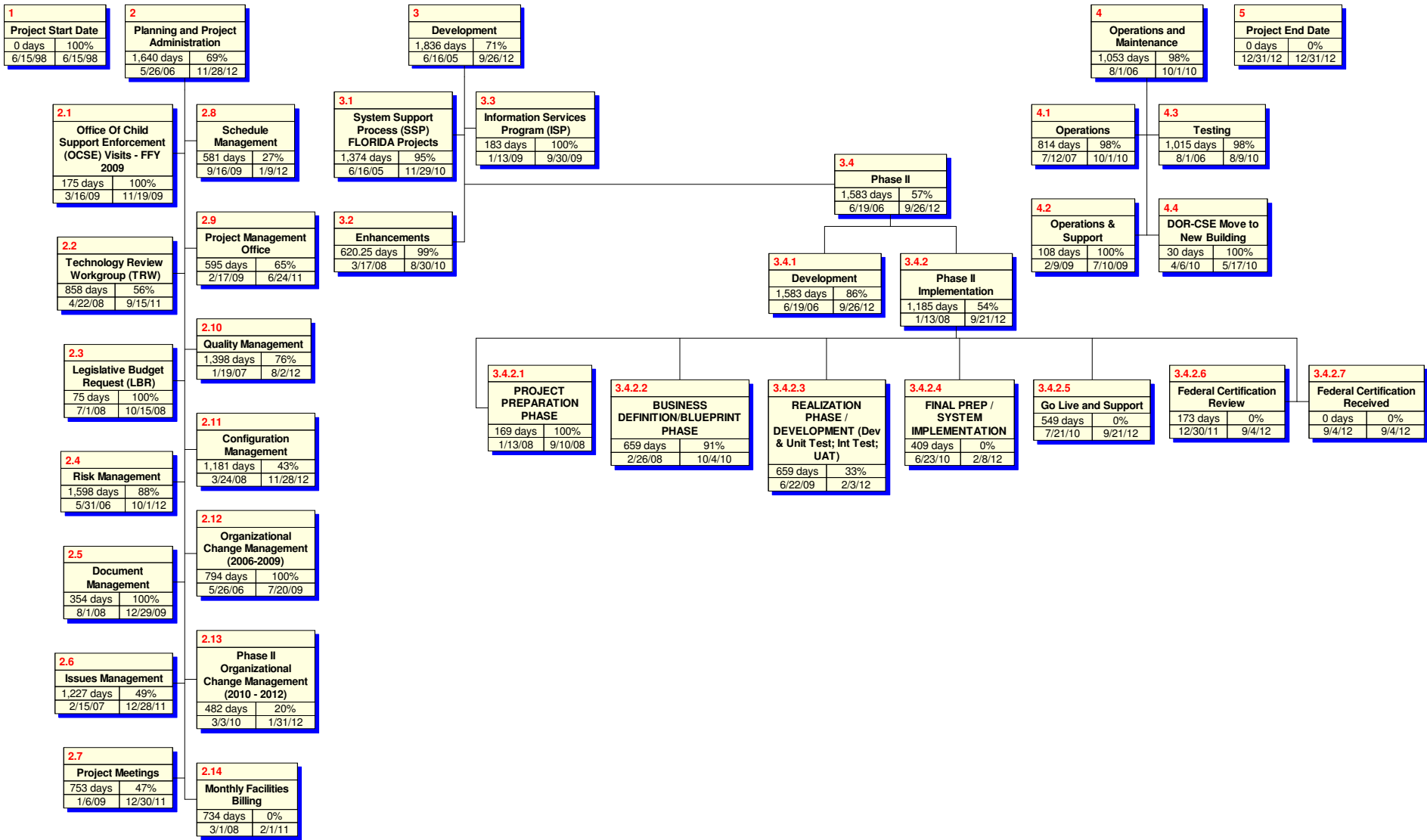
	Capability	Public Relations	Cost	Schedule
0.1 Very Low	Minimal or no consequences, unimportant	Occasional harsh write-ups in newspapers	Budget estimates not exceeded, some transfer of money	<5% overall project schedule slippage
0.3 Low	Small reduction in capability (10% requirements not met)	Called before legislature or investigative body	Cost estimates exceed budget by 1 to 5%	Overall project schedule slippage of 5-15%
0.5 Medium	Some reduction in capability (25% requirements not met)	Unfavorable public opinion	Cost estimates increased by 5 to 20%	Overall project schedule slippage of 16-25%
0.7 High	Significant capabilities missing (50% requirements not met)	Budget cuts as political retribution	Cost estimates increased by 20 to 50%	Overall project schedule slippage of 26-35%
0.9 Very High	Technical goals cannot be achieved	Severe pressure to replace key officials	Cost estimates increased in excess of 50%	Overall project schedule slippage of >35%

Table 2 – Impact Assessment Factors

Appendix G

Work Breakdown Structure

CSES - CAMS Master Project Schedule



Fields

WBS	
Name	
Duration	% Complete
Start	Finish

Appendix H

Project Budget

Florida Department of Revenue
CSE Automated Management System (CAMS)
FY 2011-2012 - Annual Operational Work Plan

Description	Category	FY 11-12 Budget	July-11		August-11		September-11		October-11		November-11		Decem
			Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Expenditures from LBR Funding													
A. CAMS Development													
CAMS Phase II													
Contractor Cost													
B001 - Project Plan	POS	680,000.00	-	-	-	-	510,000.00	-	-	-	-	-	-
B002 - Quality Management Plan	POS	170,000.00	-	-	-	-	-	-	-	-	-	-	127,500.00
B003 - Risk Management Plan	POS	130,000.00	-	-	-	-	-	-	-	-	97,500.00	-	-
B004 - Training Plan	POS	420,000.00	-	-	-	-	-	-	210,000.00	-	105,000.00	-	-
B006 - Master Test Plan	POS	525,000.00	-	-	-	-	-	-	350,000.00	-	175,000.00	-	-
B007 - Project Schedule	POS	360,000.00	-	-	-	-	270,000.00	-	-	-	-	-	-
B008 - Requirements Management Plan	POS	465,000.00	-	-	-	-	310,000.00	-	-	-	-	-	-
B009 - Training Schedule	POS	400,000.00	-	-	-	-	-	-	200,000.00	-	100,000.00	-	-
B010 - Issue Management Plan	POS	240,000.00	-	-	-	-	240,000.00	-	-	-	-	-	-
B102 - Formal Review Briefing Packages	POS	1,400,000.00	700,000.00	-	-	-	-	-	700,000.00	-	-	-	-
B201 - Requirements Specification	POS	570,000.00	-	-	-	-	-	-	380,000.00	-	-	-	-
B202 - Requirements Traceability	POS	315,000.00	-	-	-	-	-	-	210,000.00	-	-	-	-
B203 - Interface Definition	POS	615,000.00	-	-	-	-	-	-	-	-	-	-	-
B204 - Design Description	POS	1,800,000.00	-	-	-	-	-	-	-	-	-	-	-
B205 - Development Guidelines & Conventions	POS	210,000.00	-	-	-	-	-	-	-	-	105,000.00	-	-
B206 - Software Code & Release Notes	POS	140,000.00	-	-	-	-	70,000.00	-	-	-	-	-	-
B209 - Data Conversion Plan	POS	135,000.00	-	-	-	-	-	-	-	-	-	-	-
B210 - Data Conversion Schedule	POS	540,000.00	-	-	-	-	-	-	-	-	-	-	-
B211 - Rollout Strategy Plan	POS	1,080,000.00	-	-	-	-	675,000.00	-	-	-	-	-	-
B212 - Business Blueprint Document	POS	600,000.00	-	-	-	-	-	-	300,000.00	-	-	-	-
B214 - CAMS System Landscape	POS	450,000.00	-	-	-	-	-	-	-	-	225,000.00	-	-
B215 - Server Sizing Study Report	POS	300,000.00	-	-	-	-	-	-	-	-	150,000.00	-	-
B301 - Disaster Recovery Plan	POS	110,000.00	-	-	-	-	-	-	-	-	-	-	-
B303 - Operations and Maintenance Transition	POS	1,282,500.00	1,147,500.00	-	-	-	-	-	-	-	-	-	-
B305 - Transition Completion Report	POS	380,000.00	-	-	-	-	-	-	-	-	-	-	-
B401 - Acceptance Test Plan	POS	300,000.00	-	-	-	-	-	-	150,000.00	-	-	-	75,000.00
B402 - Acceptance Test Scripts	POS	1,600,000.00	1,200,000.00	-	-	-	-	-	200,000.00	-	-	-	100,000.00
B403 - Acceptance Test Report	POS	950,000.00	-	-	-	-	760,000.00	-	95,000.00	-	-	-	47,500.00
B404 - Testing & Tuning Results	POS	225,000.00	-	-	-	-	-	-	150,000.00	-	-	-	75,000.00
B501 - Communication Plan	POS	50,000.00	-	-	-	-	-	-	50,000.00	-	-	-	-
B502 - Communication Materials	POS	35,000.00	-	-	-	-	-	-	35,000.00	-	-	-	-
B503 - Communication Report	POS	150,000.00	-	-	-	-	-	-	150,000.00	-	-	-	-
B601 - Installation and Initialization Plan	POS	750,000.00	525,000.00	-	-	-	-	-	-	-	-	-	-
B602 - Installation and Initialization Report	POS	600,000.00	-	-	420,000.00	-	-	-	-	-	-	-	-
B603 - Operational Use Readiness Report	POS	475,000.00	-	-	-	-	-	-	350,000.00	-	-	-	-
B604 - Deployment Completion Report	POS	275,000.00	-	-	-	-	-	-	-	-	-	-	-
B701 - User Manual	POS	1,500,000.00	-	-	-	-	1,200,000.00	-	225,000.00	-	-	-	-
B702 - Technical Manual	POS	70,000.00	-	-	-	-	-	-	-	-	-	-	-
B705 - Training Materials	POS	400,000.00	-	-	-	-	-	-	200,000.00	-	-	-	100,000.00
B801 - Hardware & Software Purchase List	POS	50,000.00	-	-	-	-	-	-	50,000.00	-	-	-	-
B802g - Year 3 Software Maintenance	POS	107,500.00	-	-	-	-	-	-	-	-	-	-	107,500.00
B803 - CAMS Version and Release Report	POS	300,000.00	-	-	-	-	300,000.00	-	-	-	-	-	-
B901 - Federal Certification Compliance Narrative	POS	900,000.00	-	-	-	-	750,000.00	-	-	-	-	-	-
B910 - Federal Distribution Test Deck Documentation	POS	900,000.00	-	-	-	-	-	-	-	-	-	-	750,000.00
B911 - Federal Certification Compliance Documentation	POS	900,000.00	-	-	-	-	-	-	-	-	750,000.00	-	-
B912 - Federal Certification Compliance	POS	450,000.00	-	-	-	-	-	-	-	-	-	-	-
		24,305,000.00	3,572,500.00	-	420,000.00	-	5,085,000.00	-	4,005,000.00	-	1,707,500.00	-	1,382,500.00

Florida Department of Revenue
CSE Automated Management System (CAMS)
FY 2011-2012 - Annual Operational Work Plan

D. Program Management													
Contractor Cost													
Technical Assistance Staff Augmentation													
CSE													
Brandt (2 contractor)	POS	406,816.00	33,432.00		36,616.00		35,024.00		33,432.00		31,840.00	33,432.00	
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	
		1,971,958.00	170,071.36	-	167,044.48	-	165,452.48	-	170,071.36	-	143,635.84	170,071.36	
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		-	-	
Description	Category	FY 11-12 Budget	July-11		August-11		September-11		October-11		November-11		Decem Budget
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	1,361,811.00	113,484.00		113,484.00		113,484.00		113,484.00		113,484.00	113,484.00	
		1,361,811.00	113,484.00	-	113,484.00	-	113,484.00	-	113,484.00	-	113,484.00	113,484.00	
F-1. Data Center Development Support													
Contractor Cost													
Brandt (1 contractor)	POS	110,656.00	9,221.00		9,221.00		9,221.00		9,221.00		9,221.00	9,221.00	
Capital Technologies (3 contractors)	POS	360,156.00	30,013.00		30,013.00		30,013.00		30,013.00		30,013.00	30,013.00	
Global Information Systems (1 contractors)	POS	125,216.00	10,435.00		10,435.00		10,435.00		10,435.00		10,435.00	10,435.00	
Isocorp (1 contractor)	POS	107,744.00	8,979.00		8,979.00		8,979.00		8,979.00		8,979.00	8,979.00	
KLC Consulting (6 contractor)	POS	711,969.00	59,331.00		59,331.00		59,331.00		59,331.00		59,331.00	59,331.00	
Maximus (6 contractor)	POS	751,820.00	62,652.00		62,652.00		62,652.00		62,652.00		62,652.00	62,652.00	
Revolution Technologies (1 contractor)	POS	107,744.00	8,979.00		8,979.00		8,979.00		8,979.00		8,979.00	8,979.00	
Technisource (1 contractor)	POS	124,488.00	10,374.00		10,374.00		10,374.00		10,374.00		10,374.00	10,374.00	
		2,399,793.00	199,984.00	-	199,984.00	-	199,984.00	-	199,984.00	-	199,984.00	199,984.00	

Florida Department of Revenue
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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
		132,518.00	11,044.00	-	11,044.00	-	11,044.00	-	11,044.00	-	11,044.00	11,044.00
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												
State Cost												
Hardware - OCO	OCO	15,000.00	-		-		-		-		-	-
Rent	Expense	100,000.00	-		-		25,000.00		-		-	25,000.00
NWRDC Rent	Expense	73,452.00	-		-		18,363.00		-		-	18,363.00
ACS Contract Amendment	POS	84,760.00	-		84,760.00		-		-		-	-
FACC Contract Amendment	POS	87,808.00	-		-		-		15,232.00		-	-
Misc.	Expense	74,026.00	6,169.00		6,169.00		6,169.00		6,169.00		6,169.00	6,169.00
		435,046.00	6,169.00	-	90,929.00	-	49,532.00	-	21,401.00	-	6,169.00	49,532.00
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		33,875,791.00	4,345,597.36	-	1,320,990.48	-	5,891,081.48	-	4,785,069.36	-	2,444,421.84	2,186,990.36

POS	33,480,795.00	4,328,384.36	-	1,303,777.48	-	5,830,505.48	-	4,767,856.36	-	2,427,208.84	-	2,126,414.36
expense	379,996.00	17,213.00	-	17,213.00	-	60,576.00	-	17,213.00	-	17,213.00	-	60,576.00
oco	15,000.00	-	-	-	-	-	-	-	-	-	-	-
total	33,875,791.00	4,345,597.36	-	1,320,990.48	-	5,891,081.48	-	4,785,069.36	-	2,444,421.84	-	2,186,990.36

fed share	22,358,022.00	2,868,094.00	-	871,854.00	-	3,888,114.00	-	3,158,146.00	-	1,613,318.00	-	1,443,414.00
state share	11,517,769.00	1,477,503.36	-	449,136.48	-	2,002,967.48	-	1,626,923.36	-	831,103.84	-	743,576.36

Florida Department of Revenue
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Description	Category	ber-11	January-12		February-12		March-12		April-12		May-12		Jun
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Expenditures from LBR Funding													
A. CAMS Development													
CAMS Phase II													
Contractor Cost													
B001 - Project Plan	POS	-	-	-	-	-	-	-	-	-	170,000.00	-	-
B002 - Quality Management Plan	POS	-	-	-	-	-	-	-	42,500.00	-	-	-	-
B003 - Risk Management Plan	POS	-	-	-	-	-	-	-	32,500.00	-	-	-	-
B004 - Training Plan	POS	-	-	-	-	-	-	-	-	-	105,000.00	-	-
B006 - Master Test Plan	POS	-	-	-	-	-	-	-	-	-	-	-	-
B007 - Project Schedule	POS	-	-	-	-	-	-	-	-	-	-	-	90,000.00
B008 - Requirements Management Plan	POS	-	-	-	-	-	-	-	-	-	-	-	155,000.00
B009 - Training Schedule	POS	-	-	-	-	-	-	-	-	-	100,000.00	-	-
B010 - Issue Management Plan	POS	-	-	-	-	-	-	-	-	-	-	-	-
B102 - Formal Review Briefing Packages	POS	-	-	-	-	-	-	-	-	-	-	-	-
B201 - Requirements Specification	POS	-	-	-	-	-	-	-	-	-	-	-	190,000.00
B202 - Requirements Traceability	POS	-	-	-	105,000.00	-	-	-	-	-	-	-	-
B203 - Interface Definition	POS	-	-	-	615,000.00	-	-	-	-	-	-	-	-
B204 - Design Description	POS	-	-	-	1,800,000.00	-	-	-	-	-	-	-	-
B205 - Development Guidelines & Conventions	POS	-	-	-	-	-	-	-	-	-	105,000.00	-	-
B206 - Software Code & Release Notes	POS	-	-	-	-	-	-	-	-	-	70,000.00	-	-
B209 - Data Conversion Plan	POS	-	-	-	-	-	-	-	-	-	-	-	135,000.00
B210 - Data Conversion Schedule	POS	-	-	-	-	-	-	-	-	-	405,000.00	-	135,000.00
B211 - Rollout Strategy Plan	POS	-	-	-	-	-	-	-	-	-	405,000.00	-	-
B212 - Business Blueprint Document	POS	-	-	-	-	-	-	-	-	-	300,000.00	-	-
B214 - CAMS System Landscape	POS	-	-	-	-	-	-	-	-	-	225,000.00	-	-
B215 - Server Sizing Study Report	POS	-	-	-	-	-	-	-	-	-	150,000.00	-	-
B301 - Disaster Recovery Plan	POS	-	-	-	-	-	-	-	110,000.00	-	-	-	-
B303 - Operations and Maintenance Transition	POS	-	-	-	-	-	-	-	135,000.00	-	-	-	-
B305 - Transition Completion Report	POS	-	-	-	-	-	-	-	380,000.00	-	-	-	-
B401 - Acceptance Test Plan	POS	-	-	-	-	-	-	-	-	-	-	-	75,000.00
B402 - Acceptance Test Scripts	POS	-	-	-	-	-	-	-	-	-	100,000.00	-	-
B403 - Acceptance Test Report	POS	-	-	-	-	-	-	-	-	-	47,500.00	-	-
B404 - Testing & Tuning Results	POS	-	-	-	-	-	-	-	-	-	-	-	-
B501 - Communication Plan	POS	-	-	-	-	-	-	-	-	-	-	-	-
B502 - Communication Materials	POS	-	-	-	-	-	-	-	-	-	-	-	-
B503 - Communication Report	POS	-	-	-	-	-	-	-	-	-	-	-	-
B601 - Installation and Initialization Plan	POS	-	-	-	-	-	-	-	-	-	187,500.00	-	37,500.00
B602 - Installation and Initialization Report	POS	-	-	-	-	-	-	-	-	-	150,000.00	-	30,000.00
B603 - Operational Use Readiness Report	POS	-	-	-	-	-	-	-	-	-	125,000.00	-	-
B604 - Deployment Completion Report	POS	-	-	-	-	-	-	-	-	-	275,000.00	-	-
B701 - User Manual	POS	-	-	-	-	-	-	-	-	-	75,000.00	-	-
B702 - Technical Manual	POS	-	-	-	-	-	-	-	70,000.00	-	-	-	-
B705 - Training Materials	POS	-	-	-	-	-	-	-	-	-	100,000.00	-	-
B801 - Hardware & Software Purchase List	POS	-	-	-	-	-	-	-	-	-	-	-	-
B802g - Year 3 Software Maintenance	POS	-	-	-	-	-	-	-	-	-	-	-	-
B803 - CAMS Version and Release Report	POS	-	-	-	-	-	-	-	-	-	-	-	-
B901 - Federal Certification Compliance Narrative	POS	-	-	-	-	-	-	-	150,000.00	-	-	-	-
B910 - Federal Distribution Test Deck Documentation	POS	-	-	-	-	-	-	-	150,000.00	-	-	-	-
B911 - Federal Certification Compliance Documentation	POS	-	-	-	-	-	-	-	150,000.00	-	-	-	-
B912 - Federal Certification Compliance	POS	-	-	-	-	-	-	375,000.00	75,000.00	-	-	-	-
		-	-	-	2,520,000.00	-	-	375,000.00	-	1,295,000.00	-	3,095,000.00	847,500.00

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D. Program Management													
Contractor Cost													
Technical Assistance Staff Augmentation													
CSE													
Brandt (2 contractor)	POS		31,840.00		33,432.00		35,024.00		33,432.00		35,024.00	34,288.00	
Computer Aid Inc. (1 contractors)	POS		10,640.00		11,200.00		12,880.00		12,320.00		11,200.00	12,320.00	
KLC. (1 contractors)	POS		17,838.72		18,777.60		21,594.24		20,655.36		18,777.60	20,655.60	
Revolution Technologies (1 contractor)	POS		24,320.00		25,600.00		29,440.00		28,160.00		25,600.00	28,160.00	
CanDoTech (1 contractor)	POS		16,568.00		17,440.00		20,056.00		19,184.00		17,440.00	19,184.00	
GIS (1 contractor)	POS		17,480.00		18,400.00		21,160.00		20,240.00		18,400.00	20,240.00	
KLC (2 contractors)	POS		31,160.00		32,800.00		37,720.00		36,080.00		32,800.00	36,080.00	
			-	149,846.72	-	157,649.60	-	177,874.24	-	170,071.36	-	159,241.60	170,927.60
Quality Assurance Staff Augmentation													
Acacia (1 contractor)	POS		12,133.00		12,133.00		12,133.00		12,133.00		12,133.00	12,137.00	
Infinity (2 contractors)	POS		24,267.00		24,267.00		24,267.00		24,267.00		24,267.00	24,263.00	
			-	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		5,960.00		-		-		5,960.00		-	-	
2.2.1 Monthly PMO Management	POS		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		-		-		-		-		-	-	
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		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		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		-		-		-		-		-	-	
4.3.2 Updated Issue/Action Item Management Plan	POS		-		-		-		-		-	-	
4.4.2 Updates Schedule Management Plan	POS		-		-		-		-		-	-	
4.5.2 Updated Status Reporting Plan	POS		-		-		-		-		-	-	
4.5.6 Annual Advanced Planning Document Update (APDU)	POS		-		-		-		-		-	-	
4.5.7 Annual Operational Workplan	POS		-		-		-		12,000.00		-	-	
4.5.8 Quarterly Operational Workplan	POS		3,750.00		-		-		3,750.00		-	-	
Description	Category	ber-11	January-12		February-12		March-12		April-12		May-12		Jun
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
4.5.9 Quarterly TRW Status Report	POS		-		-		6,000.00		-		-	-	6,000.00
4.6.2 Monthly Dev and Imp of Proj Mgt Processes	POS		9,787.00		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		-		-		-		-		-	-	-
4.9.2 Updated Enterprise DRM Plans & Procedures	POS		-		-		-		-		-	-	-
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		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		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		5,110.00		5,110.00		5,110.00		5,110.00		5,110.00	5,110.00	
			-	128,856.00	-	139,466.00	-	129,306.00	-	164,516.00	-	117,306.00	123,306.00
E. IV&V													
Contractor Cost													
			-	113,484.00	-	113,484.00	-	113,484.00	-	113,484.00	-	113,484.00	113,487.00
			-	113,484.00	-	113,484.00	-	113,484.00	-	113,484.00	-	113,484.00	113,487.00
F-1. Data Center Development Support													
Contractor Cost													
Brandt (1 contractor)	POS		9,221.00		9,221.00		9,221.00		9,221.00		9,221.00	9,225.00	
Capital Technologies (3 contractors)	POS		30,013.00		30,013.00		30,013.00		30,013.00		30,013.00	30,013.00	
Global Information Systems (1 contractors)	POS		10,435.00		10,435.00		10,435.00		10,435.00		10,435.00	10,431.00	
Isocorp (1 contractor)	POS		8,979.00		8,979.00		8,979.00		8,979.00		8,979.00	8,975.00	
KLC Consulting (6 contractor)	POS		59,331.00		59,331.00		59,331.00		59,331.00		59,331.00	59,328.00	
Maximus (6 contractor)	POS		62,652.00		62,652.00		62,652.00		62,652.00		62,652.00	62,648.00	
Revolution Technologies (1 contractor)	POS		8,979.00		8,979.00		8,979.00		8,979.00		8,979.00	8,975.00	
Technisource (1 contractor)	POS		10,374.00		10,374.00		10,374.00		10,374.00		10,374.00	10,374.00	
			-	199,984.00	-	199,984.00	-	199,984.00	-	199,984.00	-	199,984.00	199,969.00

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G. Travel												
State Cost												
Professional Development Training Travel	Expense		4,167.00		4,167.00		4,167.00		4,167.00		4,167.00	4,163.00
CAMS Phase II Development Travel	Expense		6,877.00		6,877.00		6,877.00		6,877.00		6,877.00	6,871.00
		-	11,044.00	-	11,044.00	-	11,044.00	-	11,044.00	-	11,044.00	11,034.00
H. Training												
State Cost												
CAMS Professional Development	POS		16,500.00		16,500.00		16,500.00		16,500.00		16,500.00	16,500.00
		-	16,500.00	-	16,500.00	-	16,500.00	-	16,500.00	-	16,500.00	16,500.00
I. Miscellaneous Expenses												
State Cost												
Hardware - OCO	OCO		15,000.00		-		-		-		-	-
Rent	Expense		-		-		25,000.00		-		-	25,000.00
NWRDC Rent	Expense		-		-		18,363.00		-		-	18,363.00
ACS Contract Amendment	POS		-		-		-		-		-	-
FACC Contract Amendment	POS		12,544.00		-		-		-		60,032.00	-
Misc.	Expense		6,169.00		6,169.00		6,169.00		6,169.00		6,169.00	6,167.00
		-	33,713.00	-	6,169.00	-	49,532.00	-	6,169.00	-	66,201.00	49,530.00
J. Critical CAMS/FLORIDA Expenditures												
Misc. Critical CAMS	POS		84,169.00		84,169.00		84,169.00		84,169.00		84,169.00	84,164.00
		-	84,169.00	-	84,169.00	-	84,169.00	-	84,169.00	-	84,169.00	84,164.00
Total LBR Expenditures												
		-	773,996.72	-	3,284,865.60	-	1,193,293.24	-	2,097,337.36	-	3,899,329.60	1,652,817.60

POS	-	741,783.72	-	3,267,652.60	-	1,132,717.24	-	2,080,124.36	-	3,882,116.60	-	1,592,253.60
expense	-	17,213.00	-	17,213.00	-	60,576.00	-	17,213.00	-	17,213.00	-	60,564.00
oco	-	15,000.00	-	-	-	-	-	-	-	-	-	-
total	-	773,996.72	-	3,284,865.60	-	1,193,293.24	-	2,097,337.36	-	3,899,329.60	-	1,652,817.60

fed share	-	510,838.00	-	2,168,011.00	-	787,574.00	-	1,384,243.00	-	2,573,558.00	-	1,090,860.00
state share	-	263,158.72	-	1,116,854.60	-	405,719.24	-	713,094.36	-	1,325,771.60	-	561,957.60

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Description	Category	9-12	Budget YTD	Actual YTD	Variance YTD
		Actual			
Expenditures from LBR Funding					
A. CAMS Development					
CAMS Phase II					
Contractor Cost					
B001 - Project Plan	POS		680,000.00	-	680,000.00
B002 - Quality Management Plan	POS		170,000.00	-	170,000.00
B003 - Risk Management Plan	POS		130,000.00	-	130,000.00
B004 - Training Plan	POS		420,000.00	-	420,000.00
B006 - Master Test Plan	POS		525,000.00	-	525,000.00
B007 - Project Schedule	POS		360,000.00	-	360,000.00
B008 - Requirements Management Plan	POS		465,000.00	-	465,000.00
B009 - Training Schedule	POS		400,000.00	-	400,000.00
B010 - Issue Management Plan	POS		240,000.00	-	240,000.00
B102 - Formal Review Briefing Packages	POS		1,400,000.00	-	1,400,000.00
B201 - Requirements Specification	POS		570,000.00	-	570,000.00
B202 - Requirements Traceability	POS		315,000.00	-	315,000.00
B203 - Interface Definition	POS		615,000.00	-	615,000.00
B204 - Design Description	POS		1,800,000.00	-	1,800,000.00
B205 - Development Guidelines & Conventions	POS		210,000.00	-	210,000.00
B206 - Software Code & Release Notes	POS		140,000.00	-	140,000.00
B209 - Data Conversion Plan	POS		135,000.00	-	135,000.00
B210 - Data Conversion Schedule	POS		540,000.00	-	540,000.00
B211 - Rollout Strategy Plan	POS		1,080,000.00	-	1,080,000.00
B212 - Business Blueprint Document	POS		600,000.00	-	600,000.00
B214 - CAMS System Landscape	POS		450,000.00	-	450,000.00
B215 - Server Sizing Study Report	POS		300,000.00	-	300,000.00
B301 - Disaster Recovery Plan	POS		110,000.00	-	110,000.00
B303 - Operations and Maintenance Transition	POS		1,282,500.00	-	1,282,500.00
B305 - Transition Completion Report	POS		380,000.00	-	380,000.00
B401 - Acceptance Test Plan	POS		300,000.00	-	300,000.00
B402 - Acceptance Test Scripts	POS		1,600,000.00	-	1,600,000.00
B403 - Acceptance Test Report	POS		950,000.00	-	950,000.00
B404 - Testing & Tuning Results	POS		225,000.00	-	225,000.00
B501 - Communication Plan	POS		50,000.00	-	50,000.00
B502 - Communication Materials	POS		35,000.00	-	35,000.00
B503 - Communication Report	POS		150,000.00	-	150,000.00
B601 - Installation and Initialization Plan	POS		750,000.00	-	750,000.00
B602 - Installation and Initialization Report	POS		600,000.00	-	600,000.00
B603 - Operational Use Readiness Report	POS		475,000.00	-	475,000.00
B604 - Deployment Completion Report	POS		275,000.00	-	275,000.00
B701 - User Manual	POS		1,500,000.00	-	1,500,000.00
B702 - Technical Manual	POS		70,000.00	-	70,000.00
B705 - Training Materials	POS		400,000.00	-	400,000.00
B801 - Hardware & Software Purchase List	POS		50,000.00	-	50,000.00
B802g - Year 3 Software Maintenance	POS		107,500.00	-	107,500.00
B803 - CAMS Version and Release Report	POS		300,000.00	-	300,000.00
B901 - Federal Certification Compliance Narrative	POS		900,000.00	-	900,000.00
B910 - Federal Distribution Test Deck Documentation	POS		900,000.00	-	900,000.00
B911 - Federal Certification Compliance Documentation	POS		900,000.00	-	900,000.00
B912 - Federal Certification Compliance	POS		450,000.00	-	450,000.00
		-	24,305,000.00	-	24,305,000.00

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D. Program Management					
Contractor Cost					
Technical Assistance Staff Augmentation					
CSE					
Brandt (2 contractor)	POS		406,816.00	-	406,816.00
Computer Aid Inc. (1 contractors)	POS		141,120.00	-	141,120.00
KLC. (1 contractors)	POS		236,598.00	-	236,598.00
Revolution Technologies (1 contractor)	POS		322,560.00	-	322,560.00
CanDoTech (1 contractor)	POS		219,744.00	-	219,744.00
GIS (1 contractor)	POS		231,840.00	-	231,840.00
KLC (2 contractors)	POS		413,280.00	-	413,280.00
			-	1,971,958.00	-
Quality Assurance Staff Augmentation					
Acacia (1 contractor)	POS		145,600.00	-	145,600.00
Infinity (2 contractors)	POS		291,200.00	-	291,200.00
			-	436,800.00	-
Project Management Office					
1.2.2 PM Contract Schedule	POS		23,840.00	-	23,840.00
2.2.1 Monthly PMO Management	POS		303,588.00	-	303,588.00
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	-	1,840.00
3.11.8 Updated Training Plan	POS		6,000.00	-	6,000.00
3.11.9 CAMS OCM Activities	POS		288,000.00	-	288,000.00
3.16.1 CAMS Phase II Activities	POS		288,000.00	-	288,000.00
4.1.2 Updated Project Management Plan	POS		10,160.00	-	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	-	12,000.00
4.5.8 Quarterly Operational Workplan	POS		15,000.00	-	15,000.00
Description	Category	9-12 Actual	Budget YTD	Actual YTD	Variance YTD
4.5.9 Quarterly TRW Status Report	POS		24,000.00	-	24,000.00
4.6.2 Monthly Dev and Imp of Proj Mgt Processes	POS		117,444.00	-	117,444.00
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	-	6,000.00
4.13.4 Enterprise Deliverable Review Plan Update	POS		6,000.00	-	6,000.00
4.14.3 Maintenance Plan Update	POS		25,500.00	-	25,500.00
4.15.1 CAMS Enterprise Activities	POS		288,000.00	-	288,000.00
5.1.1 Monthly Consulting, Mentoring and Support	POS		61,320.00	-	61,320.00
5.2.1 Monthly Project Management Education and Training	POS		61,320.00	-	61,320.00
			-	1,624,842.00	-
E. IV&V					
Contractor Cost					
	POS		1,361,811.00	-	1,361,811.00
			-	1,361,811.00	-
F-1. Data Center Development Support					
Contractor Cost					
Brandt (1 contractor)	POS		110,656.00	-	110,656.00
Capital Technologies (3 contractors)	POS		360,156.00	-	360,156.00
Global Information Systems (1 contractors)	POS		125,216.00	-	125,216.00
Isocorp (1 contractor)	POS		107,744.00	-	107,744.00
KLC Consulting (6 contractor)	POS		711,969.00	-	711,969.00
Maximus (6 contractor)	POS		751,820.00	-	751,820.00
Revolution Technologies (1 contractor)	POS		107,744.00	-	107,744.00
Technisource (1 contractor)	POS		124,488.00	-	124,488.00
			-	2,399,793.00	-

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G. Travel					
State Cost					
Professional Development Training Travel	Expense		50,000.00	-	50,000.00
CAMS Phase II Development Travel	Expense		82,518.00	-	82,518.00
		-	132,518.00	-	132,518.00
H. Training					
State Cost					
CAMS Professional Development	POS		198,000.00	-	198,000.00
		-	198,000.00	-	198,000.00
I. Miscellaneous Expenses					
State Cost					
Hardware - OCO	OCO		15,000.00	-	15,000.00
Rent	Expense		100,000.00	-	100,000.00
NWRDC Rent	Expense		73,452.00	-	73,452.00
ACS Contract Amendment	POS		84,760.00	-	84,760.00
FACC Contract Amendment	POS		87,808.00	-	87,808.00
Misc.	Expense		74,026.00	-	74,026.00
		-	435,046.00	-	435,046.00
J. Critical CAMS/FLORIDA Expenditures					
Misc. Critical CAMS	POS		1,010,023.00	-	1,010,023.00
		-	1,010,023.00	-	1,010,023.00
Total LBR Expenditures					
		-	33,875,791.00	-	33,875,791.00

POS	-	33,480,795.00	-	33,480,795.00
expense	-	379,996.00	-	379,996.00
oco	-	15,000.00	-	15,000.00
total	-	33,875,791.00	-	33,875,791.00

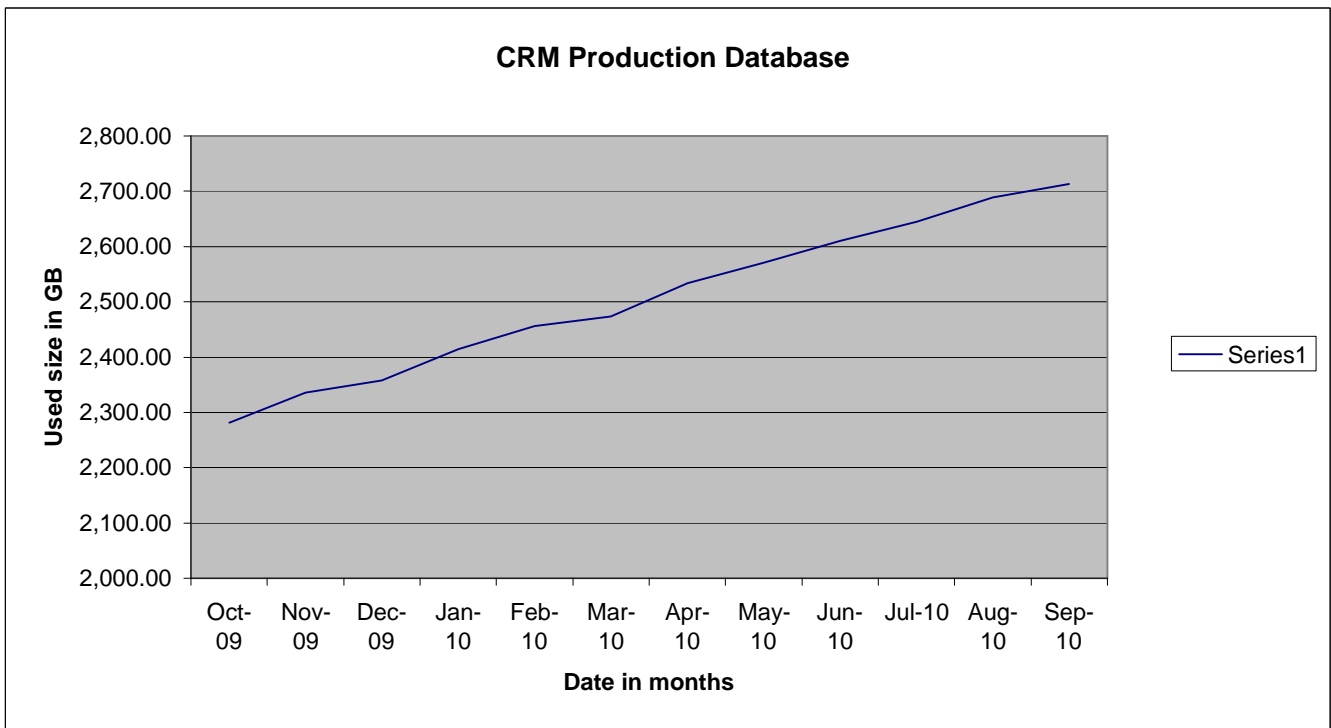
fed share	-	22,358,022.00	-	22,358,022.00
state share	-	11,517,769.00	-	11,517,769.00

Appendix I

Capacity Plan

SID:CCP
 Host: camcrp01
 History of database

Date	Name	Size(Gb)	Used(Gb)	Chg.Size	Free(Gb)	Chg.Free	Used(%)
09/03/2010	CCP	2,859.69	2,713.40	104	146.29	78.88	95
08/01/2010	CCP	2,755.69	2,688.28	76.25	67.41	32.77	98
07/01/2010	CCP	2,679.44	2,644.80	16	34.64	-18.68	99
06/01/2010	CCP	2,663.44	2,610.12	32	53.32	-7.54	98
05/01/2010	CCP	2,631.44	2,570.58	48	60.86	11.56	98
04/01/2010	CCP	2,583.44	2,534.14	32	49.3	-28.82	98
03/01/2010	CCP	2,551.44	2,473.32	48	78.12	31.18	97
02/01/2010	CCP	2,503.44	2,456.50	32	46.94	-10.52	98
01/01/2010	CCP	2,471.44	2,413.98	42	57.46	-14.57	98
12/01/2009	CCP	2,429.44	2,357.41	32	72.03	9.93	97
11/01/2009	CCP	2,397.44	2,335.34	48	62.1	-5.43	97
10/01/2009	CCP	2,349.44	2,281.91	32	67.53	-3.55	97

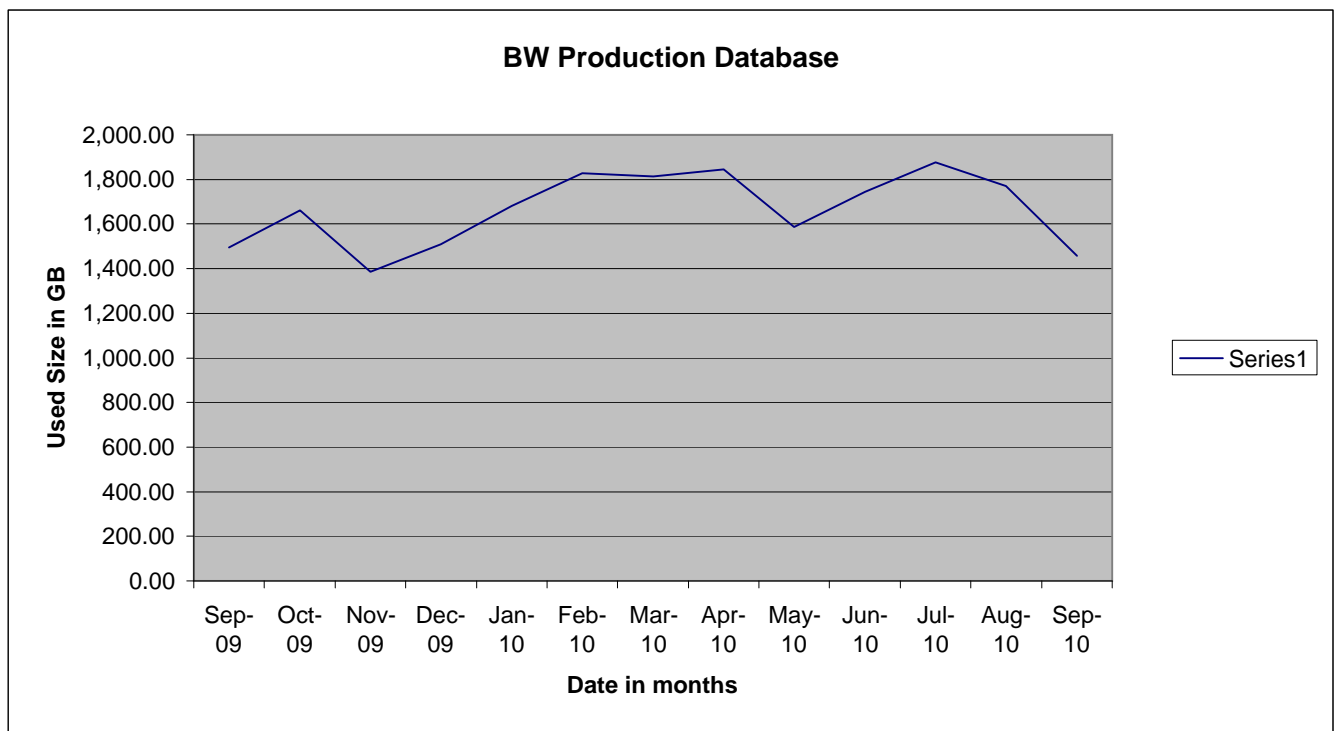


SID:CBP

Host: cambwp01

History of database

Date	Name	Size(Gb)	Used(Gb)	Chg.Size	Free(Gb)	Chg.Free	Used(%)
09/01/2010	CBP	2,082.84	1,456.79	8	626.05	322.62	70
08/01/2010	CBP	2,074.84	1,771.41	30	303.43	136.45	85
07/01/2010	CBP	2,044.84	1,877.86	0	166.98	-133.74	92
06/01/2010	CBP	2,044.84	1,744.12	0	300.72	-156.19	85
05/01/2010	CBP	2,044.84	1,587.93	84	456.91	341.84	78
04/01/2010	CBP	1,960.84	1,845.77	0	115.07	-33.67	94
03/01/2010	CBP	1,960.84	1,812.10	48	148.74	63.1	92
02/01/2010	CBP	1,912.84	1,827.20	0	85.64	-145.56	96
01/01/2010	CBP	1,912.84	1,681.64	0	231.2	-173.39	88
12/01/2009	CBP	1,912.84	1,508.25	0	404.59	-123.3	79
11/01/2009	CBP	1,912.84	1,384.95	96	527.89	371.89	72
10/01/2009	CBP	1,816.84	1,660.84	0	156	-165.88	91
09/01/2009	CBP	1,816.84	1,494.96	32	321.88	113.11	82



CRM Production Database Analysis

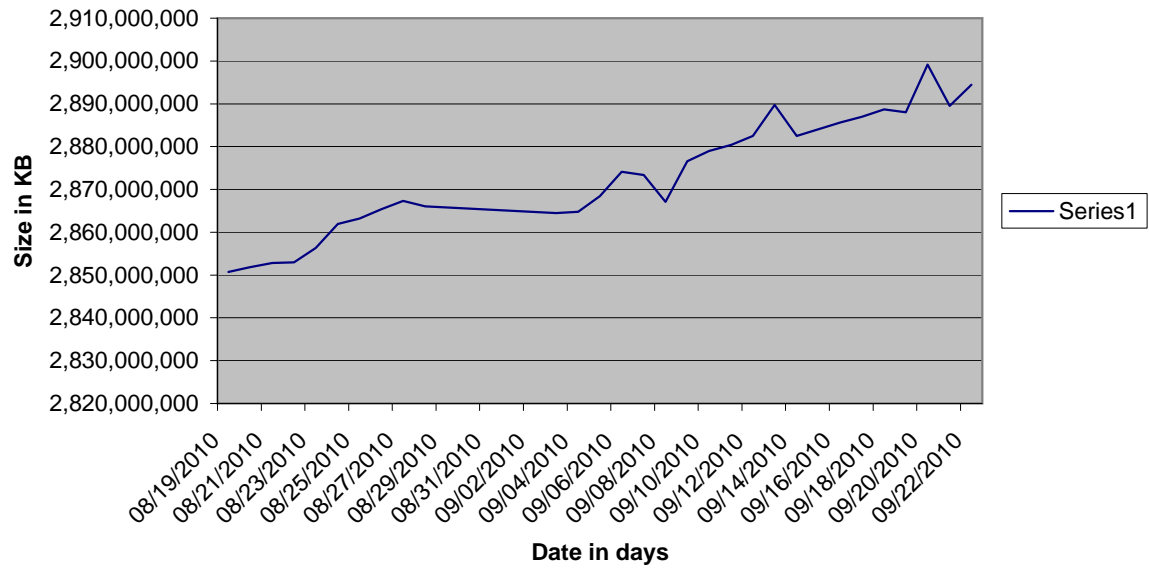
SID - CCP

Host - camcrp01

History of the Database

<i>Scale: Day</i>		<i>Database</i>				<i>Tables</i>		<i>Indices</i>	
<i>Date</i>	<i>Values</i>	<i>Size/kb</i>	<i>Free/kb</i>	<i>Used</i>	<i>%Used</i>	<i>Total</i>	<i>Size/kb</i>	<i>Total</i>	<i>Size/kb</i>
09/22/2010	Total	3,032,155,992	137,714,992	2,894,441,000	96	31,812	1,753,250,720	41,621	1,067,600,944
09/21/2010	Total	3,032,155,992	142,623,152	2,889,532,840	96	31,812	1,752,559,456	41,621	1,067,314,224
09/20/2010	Total	3,032,155,992	133,004,016	2,899,151,976	96	31,812	1,751,524,896	41,621	1,066,630,576
09/19/2010	Total	3,032,155,992	144,144,624	2,888,011,368	96	31,812	1,751,194,912	41,621	1,065,692,144
09/18/2010	Total	3,032,155,992	143,494,064	2,888,661,928	96	31,812	1,750,545,056	41,621	1,065,050,736
09/17/2010	Total	3,032,155,992	145,162,608	2,886,993,384	96	31,812	1,749,412,704	41,621	1,064,577,264
09/16/2010	Total	3,032,155,992	146,509,616	2,885,646,376	96	31,812	1,748,467,616	41,621	1,063,956,208
09/15/2010	Total	3,032,155,992	148,093,936	2,884,062,056	96	31,812	1,747,471,584	41,621	1,063,398,768
09/14/2010	Total	3,032,155,992	149,645,616	2,882,510,376	96	31,812	1,746,541,600	41,621	1,062,795,248
09/13/2010	Total	3,032,155,992	142,395,952	2,889,760,040	96	31,794	1,744,922,592	41,621	1,061,635,632
09/12/2010	Total	3,032,155,992	149,689,328	2,882,466,664	96	31,794	1,744,634,528	41,621	1,061,255,088
09/11/2010	Total	3,032,155,992	151,761,776	2,880,394,216	95	31,794	1,743,775,840	41,621	1,060,056,752
09/10/2010	Total	3,032,155,992	153,170,416	2,878,985,576	95	31,776	1,742,736,160	41,621	1,059,455,536
09/09/2010	Total	3,032,155,992	155,567,344	2,876,588,648	95	31,758	1,741,062,112	41,621	1,058,963,632
09/08/2010	Total	3,032,155,992	165,057,776	2,867,098,216	95	31,740	1,739,828,448	41,621	1,058,262,768
09/07/2010	Total	3,032,155,992	158,794,608	2,873,361,384	95	31,722	1,737,983,584	41,621	1,056,953,904
09/06/2010	Total	3,015,378,776	141,239,600	2,874,139,176	96	31,704	1,737,362,656	41,621	1,056,356,848
09/05/2010	Total	3,015,378,776	146,941,872	2,868,436,904	96	31,704	1,737,224,800	41,621	1,056,271,792
09/04/2010	Total	3,015,378,776	150,565,744	2,864,813,032	96	31,686	1,736,320,096	41,621	1,056,068,912
09/03/2010	Total	3,015,378,776	150,938,480	2,864,440,296	95	31,686	1,735,034,912	41,621	1,055,699,056
08/28/2010	Total	2,998,601,560	132,528,176	2,866,073,384	96	31,812	1,733,362,144	41,621	1,054,076,976
08/27/2010	Total	2,998,601,560	131,292,592	2,867,308,968	96	31,812	1,732,888,928	41,621	1,053,702,064
08/26/2010	Total	2,998,601,560	133,237,360	2,865,364,200	96	31,812	1,731,997,792	41,621	1,053,237,552
08/25/2010	Total	2,998,601,560	135,374,896	2,863,226,664	96	31,812	1,731,191,904	41,621	1,052,700,528
08/24/2010	Total	2,998,601,560	136,700,848	2,861,900,712	96	31,812	1,730,556,576	41,621	1,052,067,248
08/23/2010	Total	2,998,601,560	142,296,432	2,856,305,128	96	31,812	1,729,445,344	41,621	1,051,549,936
08/22/2010	Total	2,998,601,560	145,622,896	2,852,978,664	96	31,812	1,729,176,928	41,621	1,051,237,424
08/21/2010	Total	2,998,601,560	145,813,936	2,852,787,624	96	31,812	1,728,523,872	41,621	1,050,794,032
08/20/2010	Total	2,998,601,560	146,748,400	2,851,853,160	96	31,812	1,728,005,984	41,621	1,050,469,360
08/19/2010	Total	2,998,601,560	147,889,200	2,850,712,360	96	31,812	1,727,315,936	41,621	1,049,824,112

CRM Production Database



BW Production Database Analysis

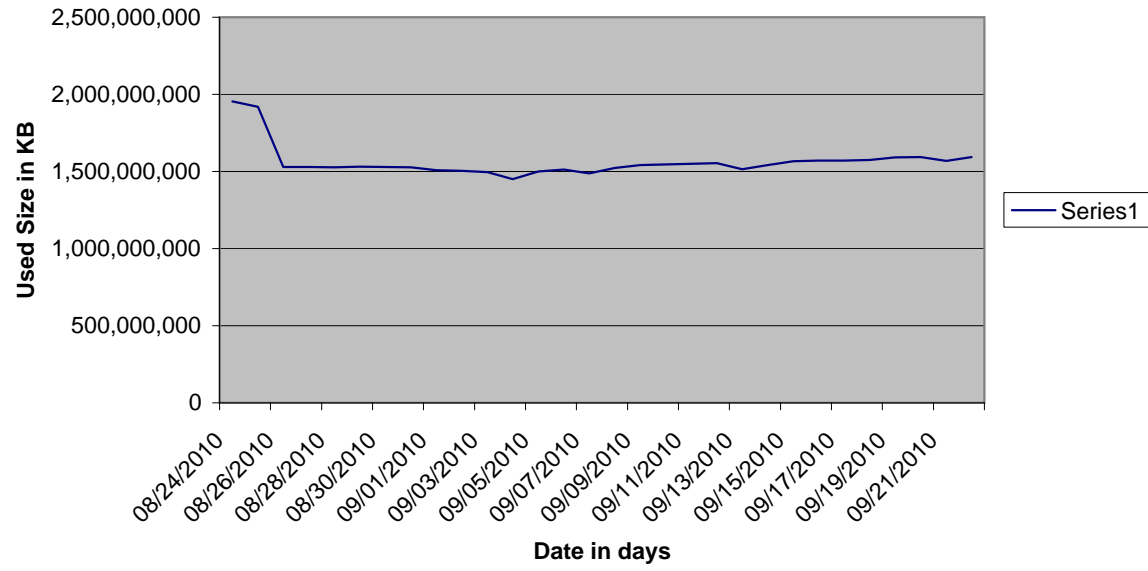
SID - CBP

Host - cambwp01

History of the Database

Scale: Day Date	Values	Database				Total	Tables		Indices Size/kb
		Size/kb	Free/kb	Used	%Used		Size/kb	Total	
09/22/2010	Total	2,184,012,472	590,766,656	1,593,245,816	73	32,416	1,097,496,320	37,649	192,536,064
09/21/2010	Total	2,184,012,472	615,160,320	1,568,852,152	72	32,393	1,081,263,488	37,649	192,308,672
09/20/2010	Total	2,184,012,472	591,528,704	1,592,483,768	73	32,409	1,097,330,496	37,649	192,098,816
09/19/2010	Total	2,184,012,472	592,208,256	1,591,804,216	73	32,409	1,096,929,280	37,649	192,107,712
09/18/2010	Total	2,184,012,472	608,549,120	1,575,463,352	73	32,394	1,090,519,488	37,649	192,074,944
09/17/2010	Total	2,184,012,472	613,862,528	1,570,149,944	72	32,377	1,081,459,968	37,649	192,029,568
09/16/2010	Total	2,184,012,472	613,368,448	1,570,644,024	72	32,378	1,080,660,992	37,649	191,879,872
09/15/2010	Total	2,184,012,472	617,055,104	1,566,957,368	72	32,387	1,079,527,360	37,650	191,131,712
09/14/2010	Total	2,184,012,472	642,700,992	1,541,311,480	71	32,360	1,062,215,040	37,650	191,019,456
09/13/2010	Total	2,184,012,472	669,121,536	1,514,890,936	70	32,337	1,036,597,824	37,650	190,499,264
09/12/2010	Total	2,184,012,472	630,471,360	1,553,541,112	72	32,362	1,072,262,848	37,650	190,929,024
09/11/2010	Total	2,184,012,472	635,111,360	1,548,901,112	71	32,355	1,070,864,064	37,650	190,934,336
09/10/2010	Total	2,184,012,472	638,313,152	1,545,699,320	71	32,345	1,063,116,096	37,650	190,851,776
09/09/2010	Total	2,184,012,472	641,536,064	1,542,476,408	71	32,337	1,060,361,792	37,650	190,957,504
09/08/2010	Total	2,184,012,472	661,435,264	1,522,577,208	70	32,316	1,041,936,256	37,650	190,185,472
09/07/2010	Total	2,184,012,472	697,245,376	1,486,767,096	69	32,291	1,019,272,000	37,650	189,603,520
09/06/2010	Total	2,184,012,472	671,763,904	1,512,248,568	70	32,299	1,040,441,920	37,650	190,352,064
09/05/2010	Total	2,184,012,472	683,233,088	1,500,779,384	69	32,284	1,032,563,136	37,650	189,606,016
09/04/2010	Total	2,184,012,472	733,090,368	1,450,922,104	67	32,259	1,002,928,960	37,650	189,281,024
09/03/2010	Total	2,184,012,472	687,448,768	1,496,563,704	69	32,295	1,041,964,672	37,650	189,785,472
09/02/2010	Total	2,184,012,472	680,287,168	1,503,725,304	69	32,301	1,055,211,648	37,650	189,474,688
09/01/2010	Total	2,184,012,472	676,239,424	1,507,773,048	70	32,351	1,055,222,080	37,650	189,524,672
08/31/2010	Total	2,184,012,472	656,624,128	1,527,388,344	70	32,351	1,055,230,016	37,650	189,555,328
08/30/2010	Total	2,184,012,472	654,800,128	1,529,212,344	71	32,333	1,055,223,808	37,650	189,437,568
08/29/2010	Total	2,184,012,472	653,562,432	1,530,450,040	71	32,333	1,055,094,976	37,650	189,571,712
08/28/2010	Total	2,184,012,472	657,220,288	1,526,792,184	70	32,328	1,054,036,288	37,650	189,543,104
08/27/2010	Total	2,184,012,472	655,822,208	1,528,190,264	70	32,322	1,052,056,192	37,650	189,331,392
08/26/2010	Total	2,150,459,064	621,961,152	1,528,497,912	72	32,321	1,051,234,368	37,650	189,069,632
08/25/2010	Total	2,150,459,064	231,197,760	1,919,261,304	90	32,483	1,342,496,448	37,650	266,330,816
08/24/2010	Total	2,150,459,064	196,325,248	1,954,133,816	91	32,509	1,373,443,904	37,650	272,190,400

BW Production Database



Schedule IX – Major Audit Review Findings and Recommendations

SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS

Budget Period: FY 2011-

Department: Revenue

Chief Internal Auditor: Teresa Wood

Budget Entity: All

Phone Number: 717-7598

(1)	(2)	(3)	(4)	(5)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN
AG 2010-130 Finding 1	FY 2008-09	Child Support Enforcement	Documentation of authorization for FLORIDA System CSE Component and CAMS access privileges for some users was missing, incomplete, or inaccurate. Similar issues regarding CAMS were disclosed in our report No. 2008-020.	The Department provided training to staff regarding the accurate completion and retention of FLORIDA security user access request forms. Department files were reviewed to ensure there is documentation that authorizes security access for each active CAMS and FLORIDA user.
AG 2010-130 Finding 2	FY 2008-09	Child Support Enforcement	The access privileges of some FLORIDA System CSE Component and CAMS users were not appropriate for their job responsibilities. Similar issues regarding CAMS access privileges were disclosed in our report No. 2008-020.	Update capability is provided to security roles when the system does not allow for a view-only version (example: Enforcement Override). In addition, role-based security design uses a risk-based approach which allows security roles to be assigned to groups of users instead of being user-specific. This approach better allows security roles to be assessed for both conflicts of duties and least privilege. A security role may provide users with more capability than required to do their normal job but should not include any conflicts of duties. While it is the Department's intent to reduce the number of security roles, we intend to review all CAMS Phase I role assignments as part of the development of the CAMS II roles definition which will be implemented in February 2012 to assure the appropriateness of access privileges.

				<p>The Department will also implement an annual review of system staff with FLORIDA and CAMS access to ensure current profiles are appropriate to job duties. The Department will monitor update access privileges assigned to system staff on a quarterly basis. Anticipated implementation of DOR FLORIDA and CAMS security procedures and first annual review is December 2010.</p>
AG 2010-130 Finding 3	FY 2008-09	Child Support Enforcement	<p>Some access privileges in the FLORIDA System CSE Component and CAMS did not enforce an appropriate separation of incompatible duties. Similar issues regarding CAMS access privileges were disclosed in our report No. 2008-020.</p>	<p>The Department reviewed access privileges of FLORIDA users that have the ability to create or assign payments, then made CAMS or FLORIDA role changes for those who were found to have segregation of duties issues. CAMS and FLORIDA security administrators now have a documented process in place to verify access privileges between the two systems so we can avoid conflicts for future user access requests. When the Phase II of CAMS is implemented, the potential for this problem will not exist since all functionality will be in CAMS.</p> <p>We will implement a process to allow for “firefighter/super user” access for temporary use. This process will allow us to remove normally excessive access privileges from a user, but allow a user who has been previously authorized to log on to a firefighter/super user role to perform a specific task then log out. All activity while using this special access will be documented and is available for review. This will be implemented with Phase II of CAMS, scheduled for statewide implementation in February 2012.</p>

AG 2010-130 Finding 4	FY 2008-09	Child Support Enforcement	<p>The Department did not timely remove FLORIDA System CSE Component and CAMS access privileges of some former employees and contractors. Similar issues regarding the removal of CAMS access privileges were disclosed in our report No. 2008-020.</p>	<p>The Department has made significant improvement in this area by automating the employee separation notification process. This new process was implemented in April 2009. Using the online separation process automatically deactivates system access for separated employees. Monthly reviews of personnel actions are done to catch unreported separations. Department program directors receive reports of any untimely employee separation notifications and work with supervisors to ensure timely use of the online separation process. Because 100% compliance depends on each supervisor initiating separation notifications timely, we will focus on supervisor awareness through supervisor training and regular Child Support Program communications.</p> <p>Building on the same solution for employees leaving the agency, we are now looking to improve the timeliness of security access changes for internal employee reassignments and for contractors by expanding the automated notification and system access deactivation process to include these types of changes as well.</p>	
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AG 2010-130 Finding 5	FY 2008-09	Child Support Enforcement	The Department did not periodically review the appropriateness of CAMS user access privileges.	The Department will develop a process to allow managers and security role owners to review the access privileges of their staffs so that managers can periodically look up and verify the access privileges for their staffs. We will accomplish this by implementing a transaction similar to one developed in SUNTAX that allows managers to review the security roles and last login date for their staffs. We will also create procedures to require managers to do this review annually. The target date for completion is September 2010.	
AG 2010-130 Finding 6	FY 2008-09	Child Support Enforcement	The Department could not provide documentation of its evaluation of network vulnerability scans or subsequent actions to mitigate vulnerabilities. Similar issues regarding CAMS were disclosed in connection with our report No. 2008-020.	The Information Services Program uses the Nessus scanning software to scan each department server at least once a quarter. The reports from the Nessus scan are organized into High, Medium, and Low vulnerabilities and are provided to the Infrastructure team. We will implement a response process and devote resources to mitigate the high and medium vulnerabilities.	
AG 2010-130 Finding 7	FY 2008-09	Child Support Enforcement	Certain Department security controls related to user authentication needed improvement. Similar issues were disclosed in connection with our report No. 2008-020.	A compensating control is currently in place to mitigate one issue identified. Additionally, the Department is researching options to improve the security involving the identified issues. Identified solutions will be implemented in the CAMS environment at Phase II statewide implementation scheduled for February 2012.	

AG 2010-130 Finding 8	FY 2008-09	Child Support Enforcement	<p>Because of limitations in CAMS access control functionality, many CAMS users inappropriately had the ability to perform enforcement override transactions on cases. Additionally, the Department did not monitor enforcement override transactions to ensure that such users had not performed unauthorized overrides.</p>	<p>The Department will implement view-only access for the enforcement override screens. This will be implemented with Phase II of CAMS, scheduled for statewide implementation in February 2012.</p> <p>Until the view-only access is available, the Department believes that the risk of unauthorized override entry or update is mitigated through the current procedure to conduct monitoring of enforcement overrides. Current procedures direct local offices to review a CAMS report to ensure appropriate entry of overrides. The Department will clarify the procedures to indicate the frequency of the reviews is quarterly. The target date for completion is November 2010.</p>	
AG 2010-130 Finding 9	FY 2008-09	Child Support Enforcement	<p>The Department had not resolved some issues with address information in CAMS that were previously noted in our report No. 2008-020.</p>	<p>The Department will continue to make improvements and corrections on the issues identified. However, the majority of issues cannot be resolved at the current time due to the inability to make modifications to CAMS during the design, development, and testing phase for Phase II of CAMS. Specifically, the Child Support Program will correct the following</p> <ol style="list-style-type: none"> 1) Stop loading nonstandardized addresses which error during address standardization using the PostalSoft application. Currently, CSE loads any nonstandardized address not recognized by the PostalSoft application for addresses received from all external interfaces and manual user entry. We anticipate completion and correction of this deficiency in 2012. 	

2) The problem caused by the address parsing between the PostalSoft application and CAMS and FLORIDA will be resolved with implementation of Phase II of CAMS. There will be no need to reconcile addresses between two systems because all address updates will be made in the CAMS CRM application. We have no way of correcting this issue now, other than not using the PostalSoft application for address standardization.

3) The new design for Phase II of CAMS will correct the deficiency with verification of residential addresses. The system will allow for residential addresses to be verified through postal verification letters.

4) The Child Support Program has included correction of the source and load date issue related to inbound addresses from external interfaces in the design for Phase II of CAMS. The changes will reduce the occurrence of the system updating a current address with an older or invalid address from an external interface file. The system must be modified to create a new "load date" and reprogramming of all external interface files is necessary. We anticipate completion and correction of this deficiency in 2012.

				5) The Child Support Program is taking measures now to reduce the potential for redundant data loaded from the Federal Case Registry inbound interfaces. We have requested the Federal office of Child Support Enforcement to stop sending address information previously received. This should reduce the potential for loading address information previously received with a new, more recent effective date (load date).	
AG 2010-130 Finding 10	FY 2008-09	Child Support Enforcement	The Department did not have written procedures for supervisor monitoring and follow-up of unprocessed CAMS tasks.	The Child Support Program will develop written procedures requiring monitoring of CAMS tasks on a biweekly or monthly basis depending on the priority of the task. The target date for completion is November 2010.	
AG 2010-165 - FS 09-006	FY 2008-09	Financial Management/General Tax Administration Program	FDOR understated tax receivables and tax revenues for the fiscal years ended June 30, 2008, and 2009, relating to tax revenues received in July and applying to the prior period. Consequently, fund balance as of June 30, 2008, was also understated.	FDOR revised the year-end closing procedures to include the SCETS portion as part of the taxes receivable calculation for the Fuel Tax Collection Trust Fund. Additionally, FDOR is reviewing the other trust funds to determine if additional changes need to be made.	
AG 2010-165 - FS 09-014	FY 2008-09	Financial Management/General Tax Administration Program	The FDOR estimate of uncollectible accounts was understated and deferred revenues were overstated due to the use of improper assumptions regarding the collectability of receivables.	FDOR revised the current methodology used in the aging of accounts receivable and the determination of the estimated uncollectible accounts. FDOR surveyed other agencies to identify the best method for estimating uncollectible accounts. FDOR implemented revised procedures.	
AG 2010-165 - FA 09-011	FY 2008-09	General Tax Administration Program	FDOR did not always follow established procedures to demonstrate that, prior to entering into a covered transaction with a contractor, a determination was made that the contractor was not suspended or debarred.	Effective February 8, 2010, the General Tax Administration Program is reviewing all contract routing sheets for which federal funds are used and checking for disbarment of vendor. As an additional mitigating control, Purchasing is also checking all contracts greater than \$25,000.	

AG 2010-165 - FA 09-014	FY 2008-09	General Tax Administration Program	FDOR did not maintain detail records or data files to support the underlying computations (e.g., the system generated ratios) used in the determination of the 2009 calendar year employers' unemployment tax (UT) contribution rates. As a result, FDOR could not demonstrate, and we could not determine, whether the UT contribution rates were calculated in a manner consistent with the requirements of State law.	In November 2009, FDOR implemented a process to begin maintaining a copy of the spool of detail records selected to run 2010 and all future years' unemployment tax rates. Additionally, FDOR has implemented a process whereby SUNTAX creates and maintains a recalculation list table that provides the before and after rate calculations by account. The updated annual rate step-by-step procedures reflect the added line to copy spools and store on a shared drive.	
AG 2010-165 - FA 09-045	FY 2008-09	Child Support Enforcement	Matters disclosed in the prior audit regarding deficiencies in FDOR procedures for ensuring adequate oversight of State Disbursement Unit (SDU) collection and disbursement of child support payments and reporting thereof continued to exist during the 2008-09 fiscal year.	The SDU contractor implemented its new automated system for processing child support collections on April 19, 2010. The contractor is developing new operating procedures for the system. The program submitted a request for quote on April 23, 2010, for a SAS 70 Type I audit of the SDU operational procedures. The contract was awarded and signed on May 28, 2010. The SAS 70 Type I audit will evaluate the adequacies of the SDU operational procedures. The audit is expected to be completed by September 30, 2010. The program will use the audited procedures in its monitoring and oversight activities.	

AG 2010-165 - FA 09-046	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 2008-09 fiscal year.	The Department is continuing its efforts in the development of a reconciliation component in CAMS. The Department is continuing to work on completing the requirements in the design of this component of CAMS Phase II. The Department completed the Business Blueprint document, deliverable B212, which defined the reconciliation functional design. The Department approved B212 on May 3, 2010. The CAMS implementation vendor is now developing the Technical Design Description document, deliverable B204. This document will define the technical system design for reconciliation.	
AG 2010-165 - FA 09-047	FY 2008-09	Child Support Enforcement	Although FDOR implemented some corrective actions during the 2008-09 fiscal year, deficiencies continued to exist regarding communications to subrecipients of federal award information.	The corrective action plan of ongoing monitoring continues. The Department will provide communication to the Clerks of the Courts identifying the federal awarding agency, the CFDA#, and title of the award in October 2010, the start of their fiscal year. This is consistent with the Department's actions taken last year. This procedure will be continued annually until the Cooperative Agreements are renewed.	

AG 2010-165 - FA 09-048	FY 2008-09	Child Support Enforcement	FDOR did not timely establish support obligations or commence proceedings to establish support obligations and, if necessary, paternity within the required time frame.	<p>The regional processes were reviewed and are adequate to identify the appropriate next actions to be taken to initiate paternity and/or support functions. Root causes for timeliness were determined and resolved.</p> <p>Additional guidelines were not required. Region data teams have been reminded to be cognizant of the federally required time frames for all case processing when developing or modifying region processes. Regions are also reminded during periodic conference calls of all federal requirements.</p>	
AG 2010-165 - FA 09-049	FY 2008-09	Child Support Enforcement	FDOR did not have controls in place to utilize the National Medical Support Notice (NMSN). The NMSN provides notice of federal requirements to employers concerning obligations to provide health care coverage for children of noncustodial parents, when appropriate.	The program is continuing to utilize the NMSN functionality to enforce obligations to provide health insurance.	
AG 2010-165 - FA 09-050	FY 2008-09	Child Support Enforcement	Deficiencies continued to exist regarding provision of required child support services for interstate cases within the specified time frames.	The Department implemented a corrective action plan for the 2008 findings that improved the timeliness in interstate actions. As part of that corrective action plan, the Department increased communication with the region staff regarding interstate actions. Based upon the Self-assessment Review of FY 2008-09, the Correction Action Plan was sufficient to correct the issue.	
OIG 2007-0069-A Finding 1	07/2007-04/2009	Financial Management	Itemized hotel receipts are not always provided by the traveler when submitting the reimbursement voucher.	A meeting was held in November 2009 with the staff members responsible for auditing travel and the requirement for itemized paid hotel receipts was discussed. Staff were reminded of the importance of requiring complete supporting documentation when approving travel reimbursement requests for payment.	

OIG 2007-0069-A Finding 2	07/2007-04/2009	Financial Management	Original invoices are not always used to authorize payment for a charged purchase.	A Purchasing Card Message with guidance relative to original receipts was sent to all cardholders and reconcilers on December 10, 2009. Additionally, travel policies were updated to include this information.	
OIG 2008-0106-A Finding 1	07/2007-12/2008	General Tax Administration Program	Some employees compromised tax, interest, or penalty above their authorized amount in the <i>Florida Administrative Code</i> for their positions.	<p>A monthly statewide compromise and correction report is pulled from SUNTAX Business Intelligence and posted to the Receivables Management website. Using quality review sheets, managers are to conduct and document a sample of quality reviews. TSP managers were advised of this process in September 2009. RRP-Return Reconciliation management was also made aware of this process in November 2009. Since designated, consolidated staff will perform these transactions in Return Reconciliation, a review process has been put in place.</p> <p>TSP has a team updating the quality review procedures for correspondence and phone calls so the team can assure this recommendation is included. A TSP team recently spent 6 months updating critical job tasks (CJTs) for all collection managers and revenue specialists. The quality reviews conducted by managers have been included. The new CJTs are rolling out to staff in summer 2010.</p> <p>In addition, the compromise and settlement rules will be reviewed for potential revision associated with the unique handling of consolidated taxpayer accounts.</p>	

OIG 2008-0106-A Finding 2	07/2007-12/2008	General Tax Administration Program	Some employees did not substantiate reasonable cause with sufficient documentation and details for compromises made in SUNTAX.	<p>There is a TSP quality review process in development that will include the review of SUNTAX compromises, corrections, and comments to ensure compliance with procedures and rules.</p> <p>Upon reclassification of existing position(s), TSP plans to dedicate resources to the quality review of staff work. This will be in addition to quality reviews required to be conducted by the managers.</p>	
OIG 2008-0106-A Finding 3	07/2007-12/2008	General Tax Administration Program	Taxpayer Services Process personnel were unable to locate the written taxpayer requests and closing agreements we requested. We were unable to determine if the compromises met the requirements for reasonable cause.	<p>The quality review samples should include all compromises over \$30,000 and verification of the closing agreement. A rule change effective April 26, 2010, requires only those compromises over \$30,000 on collection cases where an assessment has been issued to have a closing agreement. This should significantly reduce the number of closing agreements on collection cases.</p> <p>As of September 2009, TSP staff has been retrained on the proper filing of supporting documentation at their desks. Each month, all documentation is properly boxed, collected from each revenue specialist, and properly labeled for archives. Efforts are also underway to image documentation, index, and archive for future, simpler retrieval.</p> <p>TSP has also advised the Return Reconciliation consolidated section of the proper filing and archiving of supporting documentation.</p>	

OIG 2008-0106-A Finding 4	07/2007-12/2008	General Tax Administration Program	Some employees made corrections to tax, interest, or penalty in amounts above what is authorized for their positions per GTA Program specifications and used correction codes inappropriately.	<p>There is a TSP quality review process in development that will include the review of SUNTAX compromises, corrections, and comments that will ensure compliance with procedures.</p> <p>Upon reclassification of existing position(s), TSP plans to dedicate resources to the quality review of staff work. This will be in addition to quality reviews required to be conducted by the managers.</p>	
OIG 2008-0106-A Finding 5	07/2007-12/2008	General Tax Administration Program	Supporting documentation is not sufficient to determine if corrections meet the GTA Program's policies and procedures for entering corrections of tax, interest, and penalty information.	<p>Procedures are in place (http://dorweb/gta/rec_mgmt/docs/compms_corrections.pdf) that address compromises and corrections.</p> <p>There is a TSP quality review process in development that will include the review of SUNTAX compromises, corrections and comments that will ensure compliance with procedures. There will also be a review of the taxpayer's documentation, to ensure there is sufficient evidence that warrants a compromise or correction.</p> <p>Upon reclassification of existing position(s), TSP plans to dedicate resources to the quality review of staff work. This will be in addition to quality reviews required to be conducted by the managers.</p>	

OIG 2008-0106-A Finding 6	07/2007-12/2008	General Tax Administration Program	Internal controls for the GTA Program and Taxpayer Services Process for compromises or corrections of tax, interest, or penalty need improvement.	<p>Due to the complications of some accounts, e.g., consolidated, TSP must produce the processing documents required for the check deposit and to assure processing to the proper account. Many of these checks are delivered by FedEx or similar couriers.</p> <p>TSP has a procedure in place where the TSP mailroom or a supervisor takes receipt of the package, not the collector working the account. The package is delivered to the unit's senior clerk, who logs receipt and distributes to the collector. Also, if checks cannot be forwarded for processing the same day, the checks are placed in a currency safe in TSP.</p> <p>In the future, service centers will perform remote deposit processing. In 2010, there are plans to have TSP as a pilot site for remote deposit processing. This process should reduce any current delays to deposit. Also, the same controls and processes required in Return and Revenue Processing deposit processing will be</p> <p>This was a workflow issue and has been corrected per the Information Services Program. Approval now required to go through a supervisor.</p> <p>There is a TSP quality review process in development that will include the review of SUNTAX compromises, corrections, and comments that will ensure compliance with procedures. As a part of this review verification of the authority tables in SAP will be performed. Additionally, procedures regarding updates and changes to authority tables will be reviewed to enhance the integrity of the change process.</p>	
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				GTA and ISP staffs coordinated the review of user access. Access has been properly adjusted and aligned based on authority levels. To ensure sustained compliance, ISP Security staff has been alerted that no GTA employees should be granted global "all transaction" access.	
OIG 2008-0113-A Finding 1	FY 2008-09	Technical Assistance and Dispute Resolution and Office of General Counsel	Approval authority for compromises made by TADR was not always authorized or adequately documented.	Assessments and refund denials are being migrated to SAP/ACM and a proper sign-off by the appropriate level of authority will not be required. The business rules in SAP will not allow a compromise in the financials unless a proper role and authority level has approved the case.	
OIG 2008-0113-A Finding 2	FY 2008-09	Technical Assistance and Dispute Resolution and Office of General Counsel	Approval authority for compromises made by the General Counsel's Office was not always adequately documented to demonstrate compliance with the <i>Florida Administrative Code</i> .	Procedures that have been in place are being reemphasized and revisions to forms and filing procedures are being implemented to assure that documentation of approvals of compromises are included in case files.	
OIG 2008-0113-A Finding 3	FY 2008-09	Technical Assistance and Dispute Resolution and Office of General Counsel	Checks were not immediately logged into the check log upon receipt in TADR.	Reviewed process for the processing of checks and closing agreements. Revised procedures and changed all correspondence requesting payments be forwarded directly to a P.O. box that is opened and processed by GTA Rapid Deposit. On those occasions where a taxpayer might mail a check to TADR or hand deliver the check, revised procedures to immediately log the check, print a payment coupon, and send the check to Rapid Deposit by runner. No check should be in TADR for more than 24 hours except for weekends.	
OIG 2008-0113-A Finding 4	FY 2008-09	Technical Assistance and Dispute Resolution and Office of General Counsel	Checks received by the General Counsel's Office are not always kept secure or logged in the check log to document a clear chain of custody.	Procedures have been revised and instruction provided to staff to ensure that checks are timely processed and tracked.	
OIG 2009-0101-A	07/2008-12/2009	Information Services Program	Pursuant to the provisions of section 282.318(5), F.S., this report is confidential and exempt from public record law.		

OIG 2009-0107-A Finding 1	08/12/2009	Financial Management	Revenue's Purchasing and Contract Management Manual does not accurately reflect current organizational structure and authority and does not provide sufficient guidance for the contract monitoring.	<p>The Best Practices Team determined that the Purchasing and Contract Management Manual would be a high level document to guide any DOR employee through all levels of procurement activity from small dollar purchases to large dollar, complicated, negotiated contracts. The manual is intended to transfer the plethora of statutes, rules, and guiding memoranda from DMS and DFS, as well as internal DOR procedures, into plain language guidance for DOR employees participating in the procurement and contract management/administration process. The team determined classroom training would be the appropriate forum to deliver a more detailed instruction on contract monitoring for the 40-50 contract managers rather than addressing it in the manual. The training program slides were placed on the Departments Purchasing site: (http://dorweb/asp/services/contract_mgr_trng_1/contract_mgr_trn_part1.html)</p> <p>Section 19, Chapter 2010-151, Laws of Florida, passed during the 2010 legislative session, requires that each contract manager who is responsible for contracts in excess of the threshold amount for CATEGORY TWO must attend training conducted by the Chief Financial Officer (CFO) for accountability in contracts and grant management. In addition, the CFO shall establish and disseminate uniform procedures pursuant to s. 17.03(3) to ensure that contractual services have been rendered in accordance with the contract terms before the agency processes the invoice for payment.</p>	
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				<p>The procedures shall include, but need not be limited to, procedures for monitoring and documenting contractor performance, reviewing and documenting all deliverables for which payment is requested by vendors, and providing written certification by contract managers of the agency's receipt of goods and services. These requirements will provide contract managers with additional tools to manage contracts. We will ensure that the Purchasing and Contract Management Manual as well as DOR training are updated to be consistent with procedures and training provided by the Chief Financial Officer.</p>	
OIG 2009-0107-A Finding 2	08/12/2009	Financial Management	Revenue has not designated a contract administrator for contractual services contracts as required by <i>Florida Statutes</i> .	<p>The Department will designate one or more employees to serve as contract administrator.</p> <p>The designation of the person(s) responsible for contract administration will be placed in writing and submitted to the Agency Clerk.</p>	
OIG 2009-0107-A Finding 3	08/12/2009	Financial Management	The Contract Accountability and Tracking System (CATS) is not fully utilized.	<p>The Financial Committee Chair will submit a recommendation to the Strategic Leadership Board (SLB) to strengthen the requirement that all specified contract information be entered into CATS on a timely basis. It will recommend that all contract managers be held accountable for the accuracy, completeness, and timeliness of information in CATS. Based upon approval by the SLB, the Purchasing and Contract Management Manual will be updated to strengthen the requirement for use of CATS.</p>	

OIG 2009-0107-A Finding 4	08/12/2009	Financial Management	Revenue has not established performance measures for the Contract Management Process.	The Office of Financial Management is continually working to identify and develop performance measures that provide meaningful information to assist the Department in making sound business decisions. At the quarterly Executive Direction and Support Services Executive Briefings, we do report on various measures including "Percentage of Contracts with all Key Elements in CATS." If the SLB approves, recommendations to strengthen the requirements that the programs use CATS as designed, measures such as the one identified above will have much more value to the Department.	
OIG 2009-0107-A Finding 5	08/12/2009	Financial Management	Position descriptions for Revenue's contract managers do not always contain contract management duties and responsibilities.	The Purchasing and Contract Management Manual can be updated to include a statement that any person performing contract management duties must have a position description that includes these duties and responsibilities. This change in requirement will be addressed with other recommendations to the SLB concerning contract management.	

OIG 2009-0107-A Finding 6	08/12/2009	Financial Management	Internal controls for contract management need improvement.	<p>Recommendations will be made to the SLB to gain agreement and approval on the way to improve internal controls and document management override decisions.</p> <p>In addition, section 19, Chapter 2010-151, Laws of Florida, passed during the 2010 legislative session, requires the Chief Financial Officer (CFO), to establish and disseminate uniform procedures to ensure that contractual services have been rendered in accordance with the contract terms before the agency processes the invoice for payment. The procedures shall include procedures for monitoring and documenting contractor performance, reviewing and documenting all deliverables for which payment is requested by vendors, and providing written certification by contract managers of the agency's receipt of goods and services.</p>	
OIG 2009-0109-A	07/2009-04/2010		Pursuant to the provisions of section 282.318(5), F.S., this report is confidential and exempt from public record law		

Technical Checklist LBR Review

Fiscal Year 2011-12 LBR Technical Review Checklist (Rev. 10-13-2010)

Department/Budget Entity (Service): Child Support Enforcement Program (73300600, 73300700, 73300800, 73300900)				
Agency Budget Officer/OPB Analyst Name: Tony Lloyd, Budget Manage				
A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can				
Action	Program or Service (Budget Entity Codes)			
	73300600	73300700	73300800	73300900

1. GENERAL					
1.1	Are Columns A01, A02, A04, A05, A36, A90, A91, A92, A93, A94, A95, IA1, IA4, IA5, IP1,V1, 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
3.2	Are the 33XXXX0 issues negative amounts only and do not restore nonrecurring cuts from a prior year or fund any issues that net to a positive or zero amount? Check D-3A issues 33XXXX0 - a unique issue should be used for issues that net to zero or a positive amount.	Y	Y	Y	Y
AUDITS:					
3.3	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	Y	Y	Y
3.4	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.				
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.)	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.)	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 2009-10 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	
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 69 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 #11-006?	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
7.16	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXC) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 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	
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? Does the certification include a statement that the agency will notify OPB of any significant changes in revenue estimates that occur prior to the Governor's Budget Recommendations being issued?	Y	Y	Y	Y	

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	
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 125 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 157 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 87 of the LBR Instructions.)	Y	Y	Y	Y	
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 94 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	
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 VIII B-1 (EADR, S8B1)					
13.1	Do the reductions comply with the instructions provided on pages 98 through 101 of the LBR Instructions regarding a 5% reduction in recurring and nonrecurring General Revenue and Trust Funds?	Y	Y	Y	Y
14. SCHEDULE VIII B-2 (EADR, S8B2)					
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 15% 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 2009-10 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 110 through 154 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
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

17.6	Has the CIP-2 form (Exhibit B) been modified to include the agency priority for each project and the modified form saved as a PDF document?	Y	Y	Y	Y	
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 2011-12 LBR Technical Review Checklist (Rev. 10-13-2010)

Department/Budget Entity (Service): General Tax Administration Program (73401000, 73401100, 73401200, 73401300)				
Agency Budget Officer/OPB Analyst Name: Tony Lloyd, Budget Manage				
A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can				
	Program or Service (Budget Entity Codes)			
Action	73401000	73401100	73401200	73401300

1. GENERAL					
1.1	Are Columns A01, A02, A04, A05, A36, A90, A91, A92, A93, A94, A95, IA1, IA4, IA5, IP1,V1, 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
3.2	Are the 33XXXX0 issues negative amounts only and do not restore nonrecurring cuts from a prior year or fund any issues that net to a positive or zero amount? Check D-3A issues 33XXXX0 - a unique issue should be used for issues that net to zero or a positive amount.	Y	Y	Y	Y
AUDITS:					
3.3	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	Y	Y	Y
3.4	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.				
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.)	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.)	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 2009-10 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	
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 69 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 #11-006?	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	
7.16	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXC) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 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	
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? Does the certification include a statement that the agency will notify OPB of any significant changes in revenue estimates that occur prior to the Governor's Budget Recommendations being issued?	Y	Y	Y	Y	

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	
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 125 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 157 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 87 of the LBR Instructions.)	Y	Y	Y	Y	
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 94 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	
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 VIII B-1 (EADR, S8B1)					
13.1	Do the reductions comply with the instructions provided on pages 98 through 101 of the LBR Instructions regarding a 5% reduction in recurring and nonrecurring General Revenue and Trust Funds?	Y	Y	Y	Y
14. SCHEDULE VIII B-2 (EADR, S8B2)					
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 15% 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 2009-10 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")	N/J	N/J	N/J	N/J
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.	The Schedule XI audit has a difference of \$1,128,956 due to the re-appropriation of unspent fund in general Tax Administration for the implementation of Tax Amenity.			
16. MANUALLY PREPARED EXHIBITS & SCHEDULES					
16.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Y	Y	Y	Y
16.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Y	Y	Y	Y
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

17.6	Has the CIP-2 form (Exhibit B) been modified to include the agency priority for each project and the modified form saved as a PDF document?	Y	Y	Y	Y	
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 2011-12 LBR Technical Review Checklist (Rev. 10-13-2010)

Department/Budget Entity (Service): Property Tax Oversight Program (73200500, 73200700) Executive Support (73010100), Information Services (73710100)				
Agency Budget Officer/OPB Analyst Name: Tony Lloyd, Budget Manage				
A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can				
Action	Program or Service (Budget Entity Codes)			
	73010100	73710100	73200500	73200700

1. GENERAL					
1.1	Are Columns A01, A02, A04, A05, A36, A90, A91, A92, A93, A94, A95, IA1, IA4, IA5, IP1,V1, 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
3.2	Are the 33XXXX0 issues negative amounts only and do not restore nonrecurring cuts from a prior year or fund any issues that net to a positive or zero amount? Check D-3A issues 33XXXX0 - a unique issue should be used for issues that net to zero or a positive amount.	Y	Y	Y	Y
AUDITS:					
3.3	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	Y	Y	Y
3.4	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.				
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.)	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.)	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 2009-10 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	
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 69 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 #11-006?	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
7.16	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXC) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 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	
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? Does the certification include a statement that the agency will notify OPB of any significant changes in revenue estimates that occur prior to the Governor's Budget Recommendations being issued?	Y	Y	Y	Y	

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	
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 125 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 157 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 87 of the LBR Instructions.)	Y	Y	Y	Y	
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 94 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	
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 VIII B-1 (EADR, S8B1)					
13.1	Do the reductions comply with the instructions provided on pages 98 through 101 of the LBR Instructions regarding a 5% reduction in recurring and nonrecurring General Revenue and Trust Funds?	Y	Y	Y	Y
14. SCHEDULE VIII B-2 (EADR, S8B2)					
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 15% 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 2009-10 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 110 through 154 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
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

17.6	Has the CIP-2 form (Exhibit B) been modified to include the agency priority for each project and the modified form saved as a PDF document?	Y	Y	Y	Y	
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	