FDLE

Florida Department of
Law Enforcement

Richard L. Swearingen
Commissioner

Office of Executive Director
Post Office Box 1489
Tallahassee, Florida 32302-1489
(850) 410-7001
www.fdle.state.fl.us

Ron DeSantis, *Governor*
Ashley Moody, *Attorney General*
Jimmy Patronis, *Chief Financial Officer*
Nikki Fried, *Commissioner of Agriculture*

LEGISLATIVE BUDGET REQUEST

Florida Department of Law Enforcement

Tallahassee, Florida

September 16, 2019

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

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

Cynthia Kynoch, Staff Director
Senate Committee on Appropriations
201 Capitol
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Legislative Budget Request for the Florida Department of Law Enforcement is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our proposed needs for the 2020-21 Fiscal Year.

Sincerely,

Richard L. Swearingen
Commissioner

FLORIDA DEPARTMENT OF LAW ENFORCEMENT

Request for Approval
Temporary Special Duty – General Pay Additives Implementation Plan
For Fiscal Year 2020-21

In accordance with previous rule authority established in 60L-32.0012, Florida Administrative Code, the Florida Department of Law Enforcement has used existing rate and salary appropriations to grant pay additives when warranted based on the duties and responsibilities of the position.

Temporary special duty additives are a valuable management tool which allows agencies to compensate employees for identified additional duties which are not permanent in nature.

Pay Additive – General
The agency requests approval to continue to grant a pay additive up to 15 percent of employee base salary or agency minimum, whichever is greater to staff who are temporarily assigned higher level duties and responsibilities not customarily associated with a position.

Pay Additive – Absent Coworker
The agency requests approval to continue to grant a pay additive up to 15 percent of employee base salary or agency minimum, whichever is greater to staff who are temporarily assigned duties and responsibilities of a coworker who is absent from work due to authorized Family and Medical Leave Act or military leave.

For both pay additive scenarios addressed in this plan, the additive will begin on the first day of special duties being assumed and continue for up to 90 days. After this 90-day period, the agency will reassess the need for the additive and address accordingly.

During fiscal year 2018-19, the agency implemented a total of thirty-two temporary special duty additives, all of which would fall within the scenarios described above. The positions granted included the following classes; Administrative Assistant II, Business Consultant I, Chief Of Investigations, Crime Laboratory Analyst, Crime Laboratory Analyst Supervisor, Forensic Technologist, Government Analyst I, Government Analyst II, Research & Training Specialist, Senior Crime Intelligence Analyst II, Senior Crime Laboratory Analyst, Special Agent, Special Agent Supervisor. The agency expended approximately $29,976 on these thirty-two additives. The agency anticipates expenditures to be comparable to those in prior years.

The following Collective Bargaining Agreements contain language regarding Temporary Special Duty:

State of Florida and the Police Benevolent Association – Law Enforcement
Article 21 Compensation for Temporary Special Duty in Higher Level Position, Section 1
Article 25 Wages, Section 3

State of Florida and the Police Benevolent Association – Special Agent
Article 21 Compensation for Temporary Special Duty in Higher Level Position, Section 1
Article 25 Wages, Section 3

AFSCME Master Contract
Article 21 Compensation for Temporary Special Duty in Higher Level Position, Section 1
Article 25 Wages, Section 1

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:	**Florida Department of Law Enforcement**		
Contact Person:	James D. Martin	Phone Number:	850-410-7679

Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	National Rifle Association of America, Inc. vs. Ashley Moody, Attorney General of Florida & Richard Swearingen, Commissioner, Florida Department of Law Enforcement	
Court with Jurisdiction:	United States District Court, Northern District of Florida	
Case Number:	4:18-cv-00137-MW-CAS	
Summary of the Complaint:	Declaratory and Injunctive action challenging the law, Section 790.065(13), Florida Statutes, which prohibits the sale of firearms to persons under the age of 21. The complaint alleges that the law is unconstitutional under the Second and Fourteenth Amendments to the United States Constitution. .	
Amount of the Claim:	$ N/A	
Specific Statutes or Laws (including GAA) Challenged:	Section 790.065(13), Florida Statutes	
Status of the Case:	Amended Complaint filed. Case currently held in abeyance pending appeal of the Court's Order Denying Plaintiff's Motion to Proceed Under Pseudonyms.	
Who is representing (of record) the state in this lawsuit? Check all that apply.		Agency Counsel
	X	Office of the Attorney General or Division of Risk Management
		Outside Contract Counsel
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).		

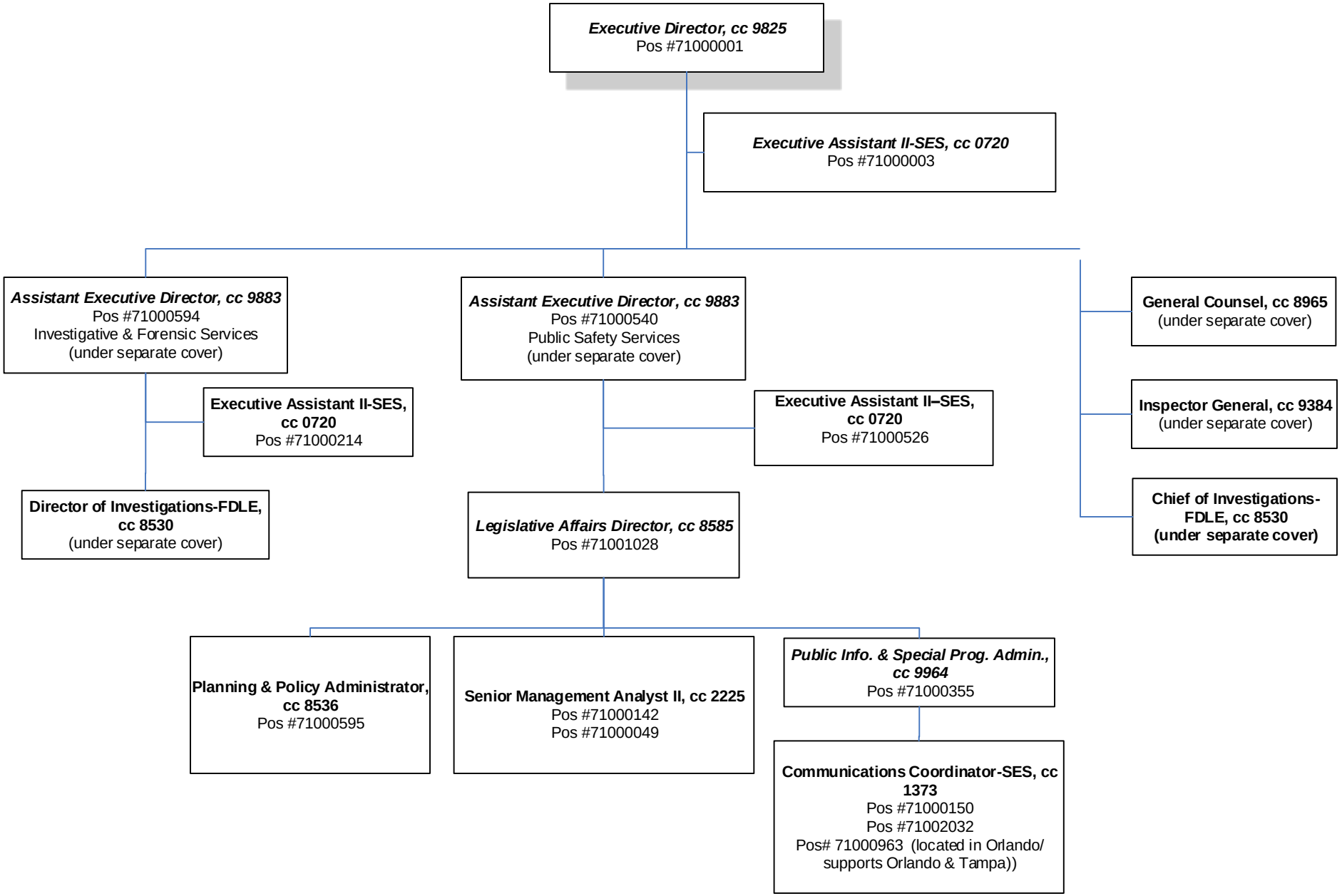
Schedule VII: Agency Litigation Inventory

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

Agency:	**Florida Department of Law Enforcement**		
Contact Person:	James D. Martin	Phone Number:	850-410-7679

Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Christopher Pretzer, Mark Wood, Richard A. Barsky, Richard Chamnes, Edward Henry, Florida Carry, Inc., and U.S. Lawshield Legal Expense Insurance Corp., vs. Rick Swearingen and Florida Department of Law Enforcement	
Court with Jurisdiction:	Second Judicial Circuit Court, Leon County, Florida	
Case Number:	37-2019-CA-1123	
Summary of the Complaint:	Declaratory and Injunctive action challenging the law related to background checks conducted by FDLE on individuals attempting to purchase firearms under sections 790.065 and 790.0655, Florida Statutes. .	
Amount of the Claim:	$ 100 per day of delay of the right to purchase a firearm	
Specific Statutes or Laws (including GAA) Challenged:	Section 790.065 and 790.0655, Florida Statutes	
Status of the Case:	Case currently stayed pending appeal of the Court's Temporary Order Granting Plaintiff's Emergency Ex-Parte Motion for Protection of Evidence.	
Who is representing (of record) the state in this lawsuit? Check all that apply.		Agency Counsel
		Office of the Attorney General or Division of Risk Management
	X	Outside Contract Counsel
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).		

Florida Department of Law Enforcement
Office of the Executive Director



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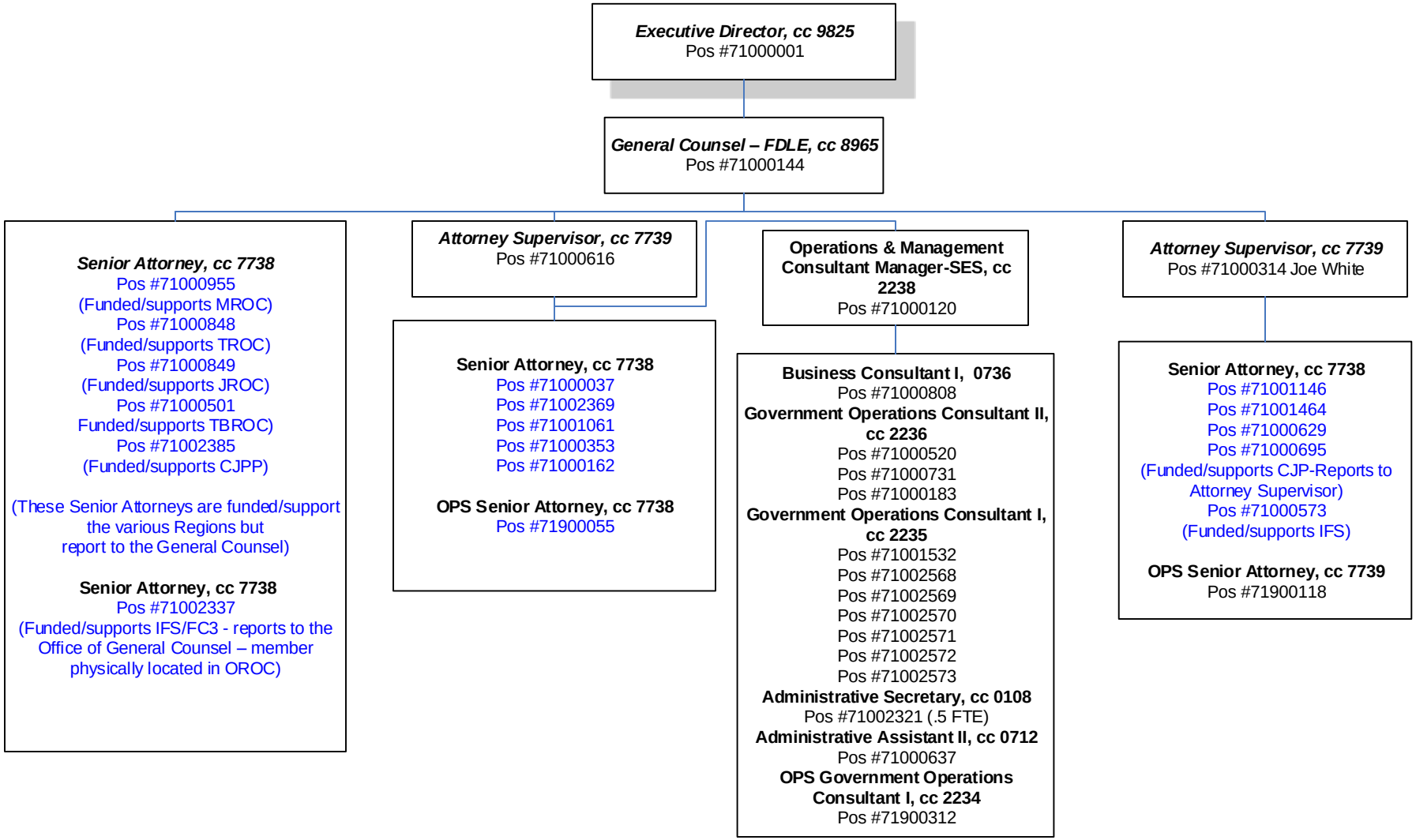
Florida Department of Law Enforcement
Office of the General Counsel



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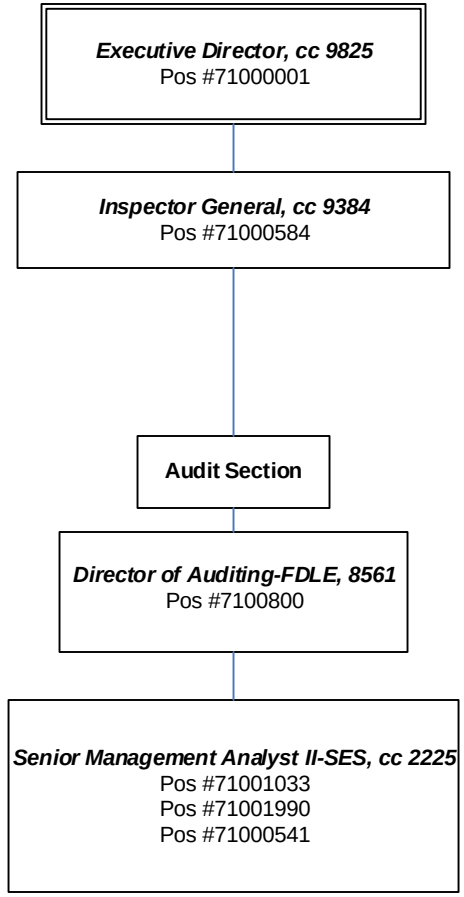
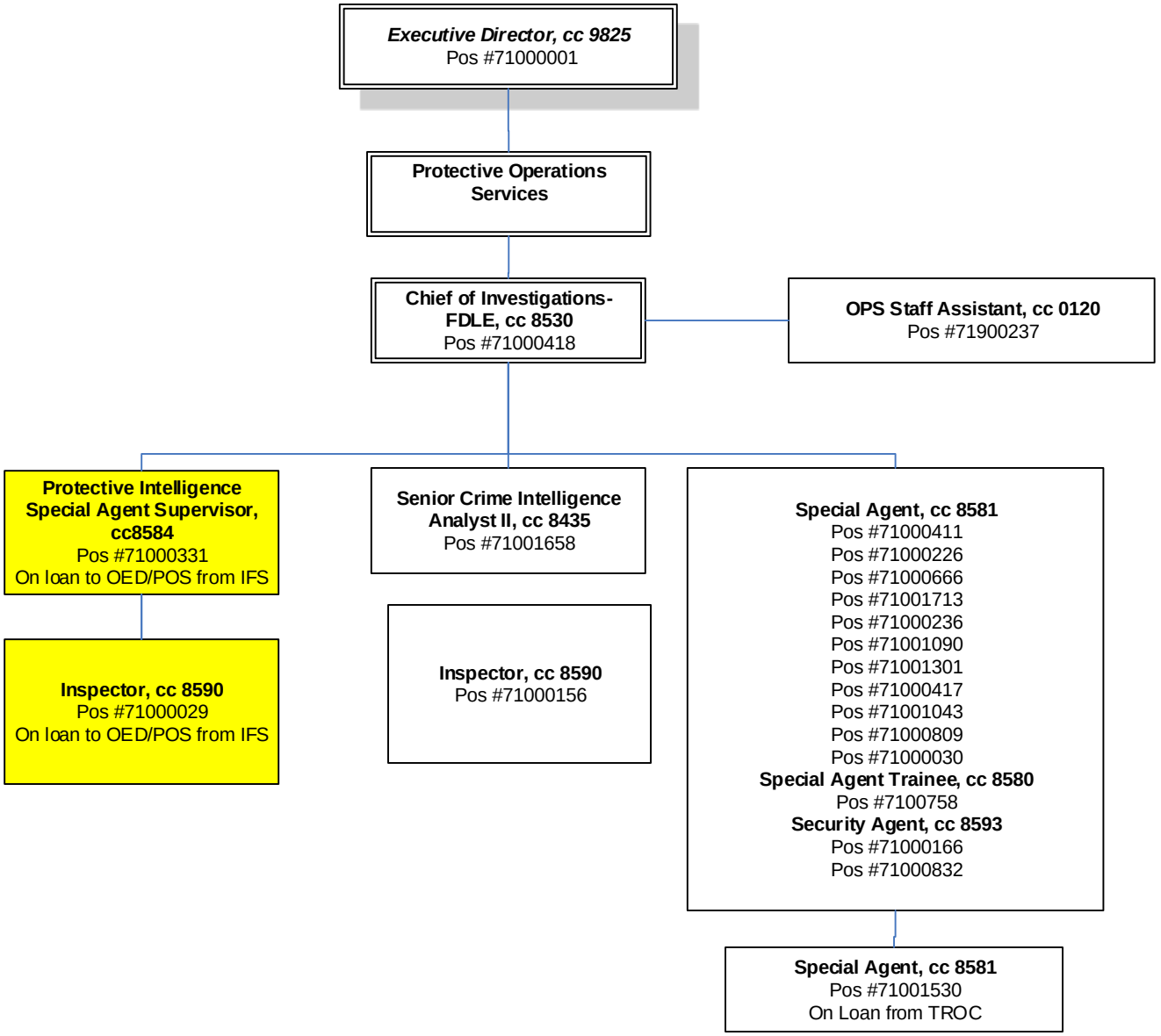
Florida Department of Law Enforcement
Office of Inspector General



Florida Department of Law Enforcement
Office of the Executive Director
Protective Operations Services



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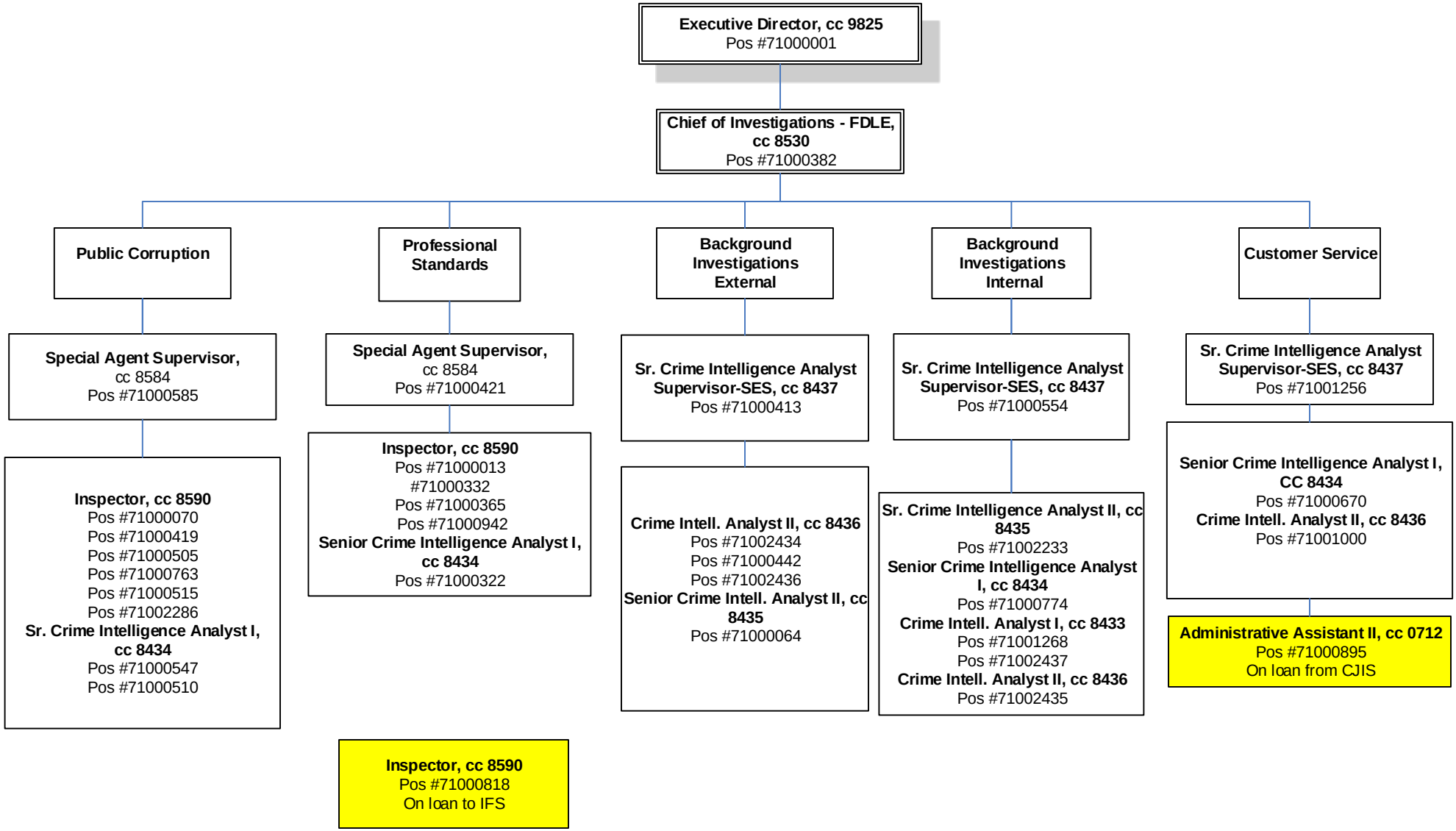
Florida Department of Law Enforcement
Office of Executive Director
Office of Executive Investigations



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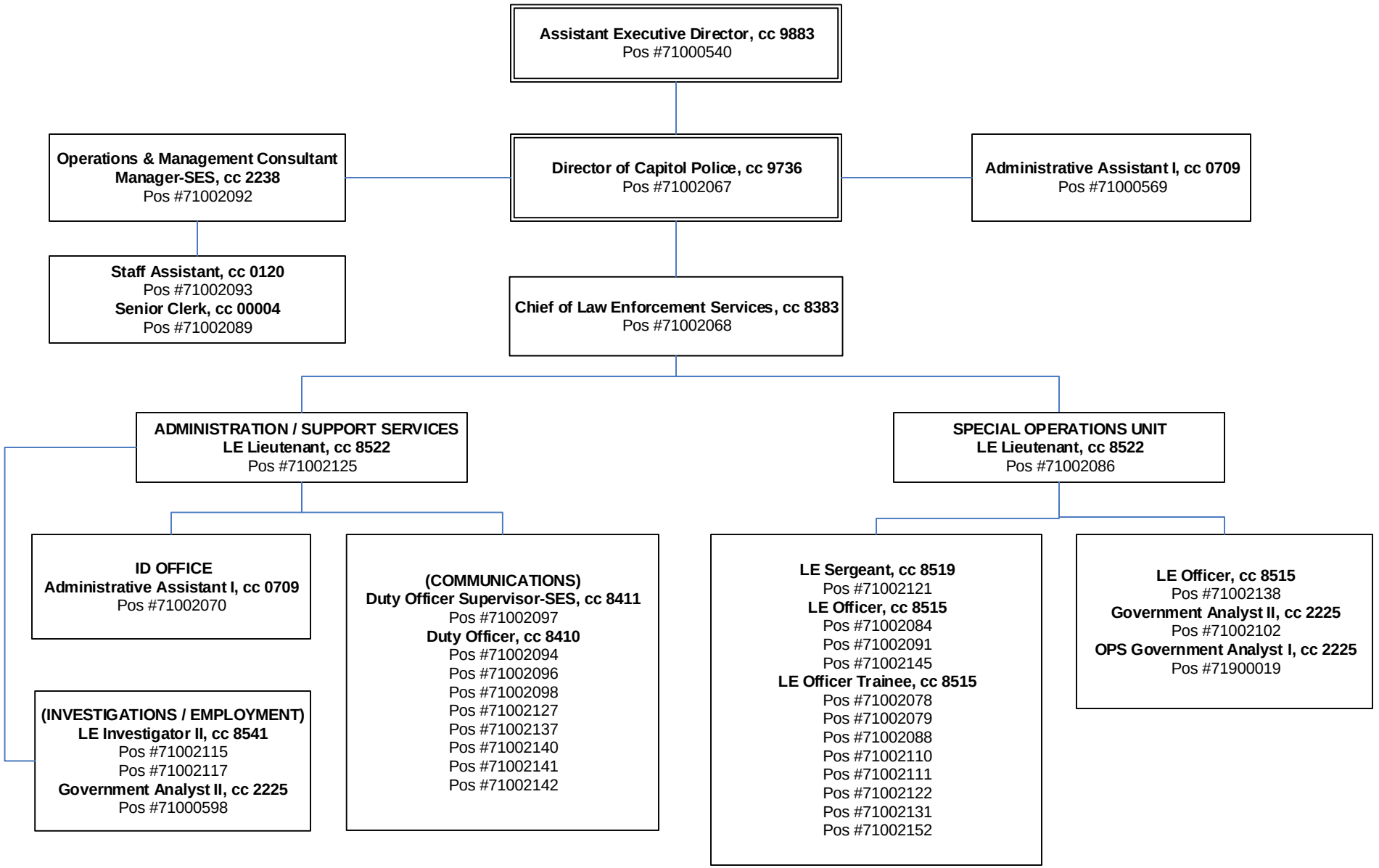
Florida Department of Law Enforcement
Capitol Police



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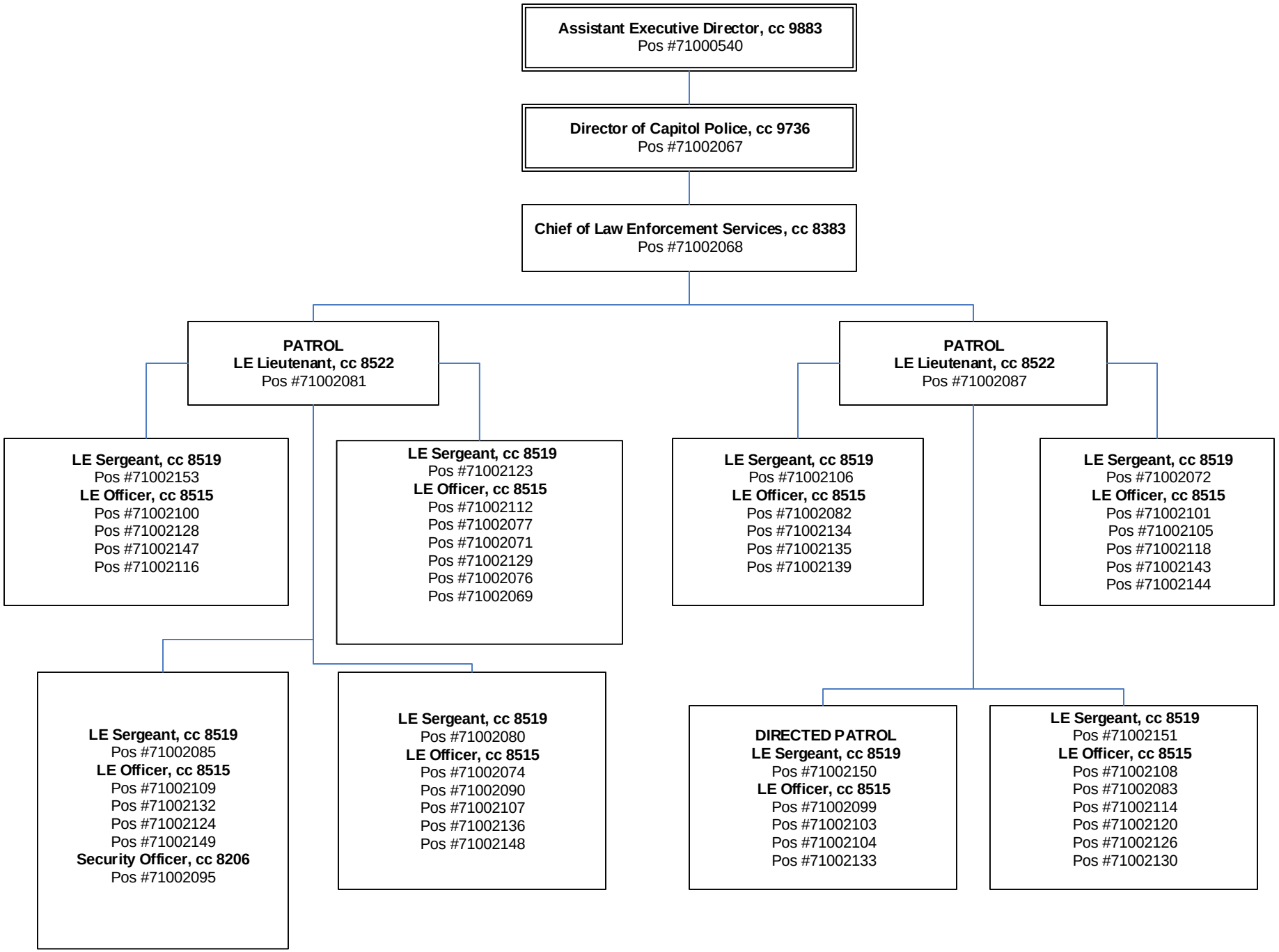
Florida Department of Law Enforcement
Capitol Police



8/29/2019

Security Agent, cc 8593
Pos #71002113
(On Loan to TROC)

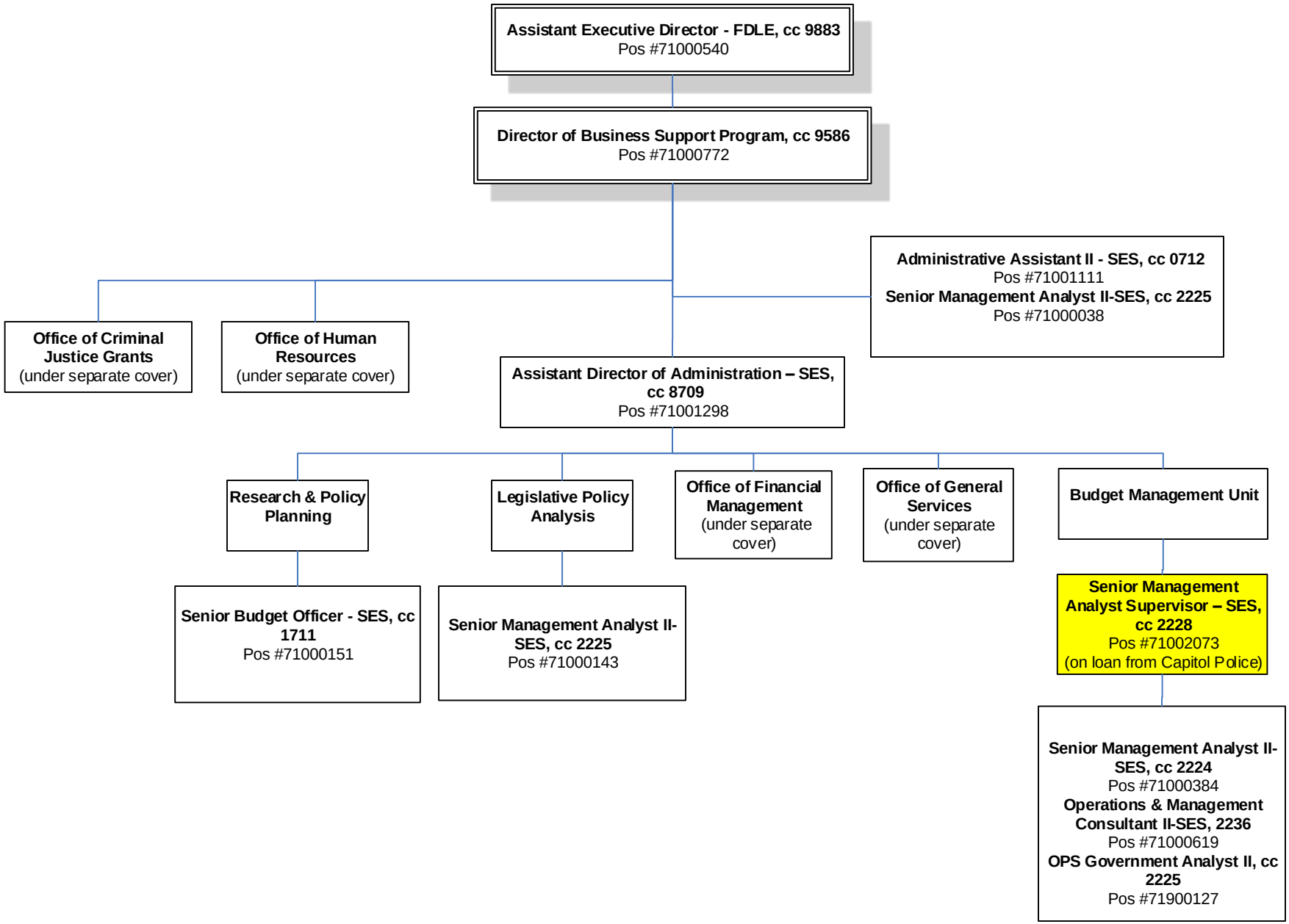
OPS Security Officer, 8206
Pos #71900221
(On Loan to TROC)

Senior Management Analyst II-SES, cc 2225
Pos #71002073
(On Loan to BSP)

Distributed Computer Systems Analyst, cc 2052
Pos #71000206
(On Loan to ITS)

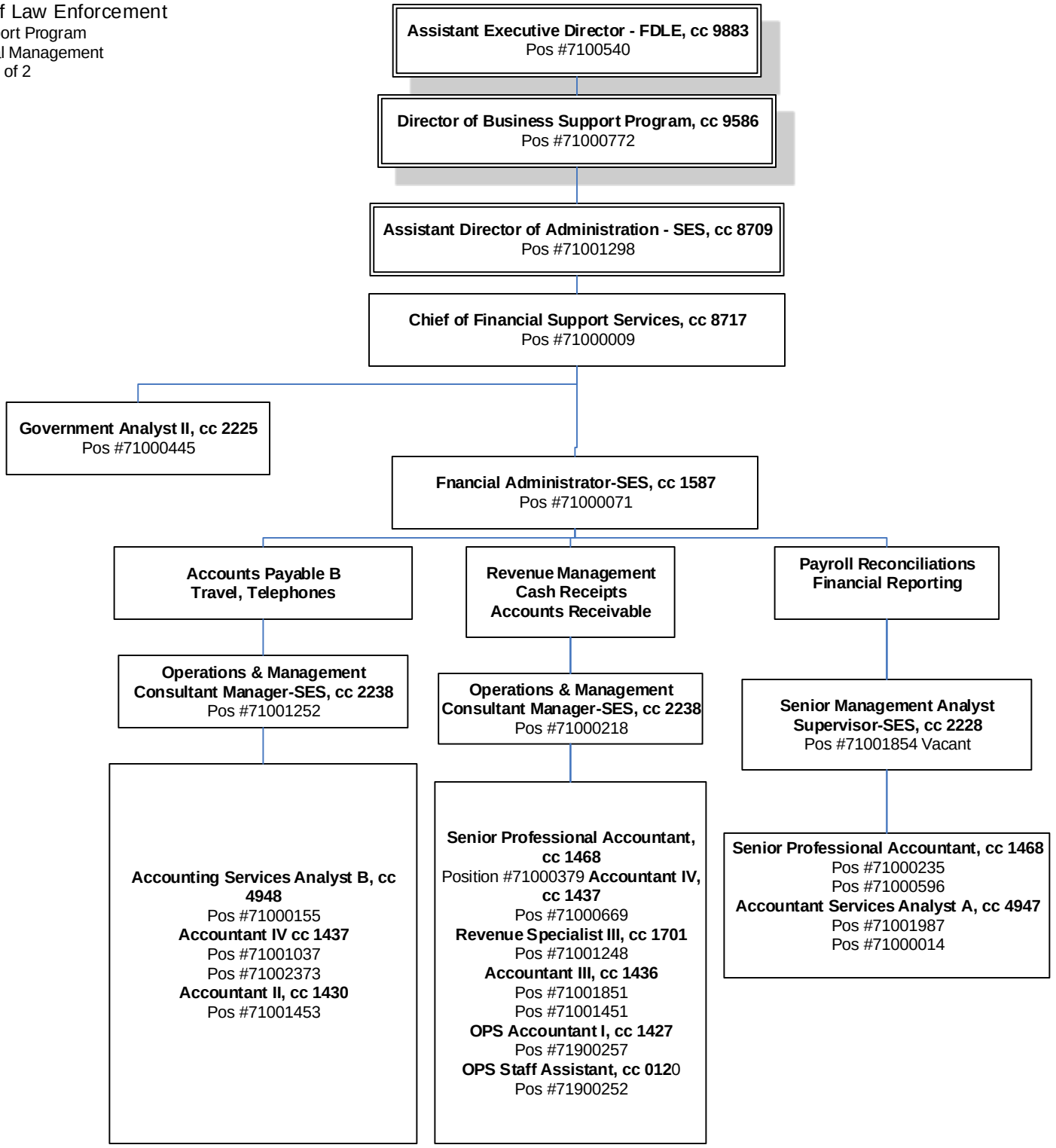
Telecommunications Specialist II, cc 2035
Pos #71000325
(On loan to ITS)

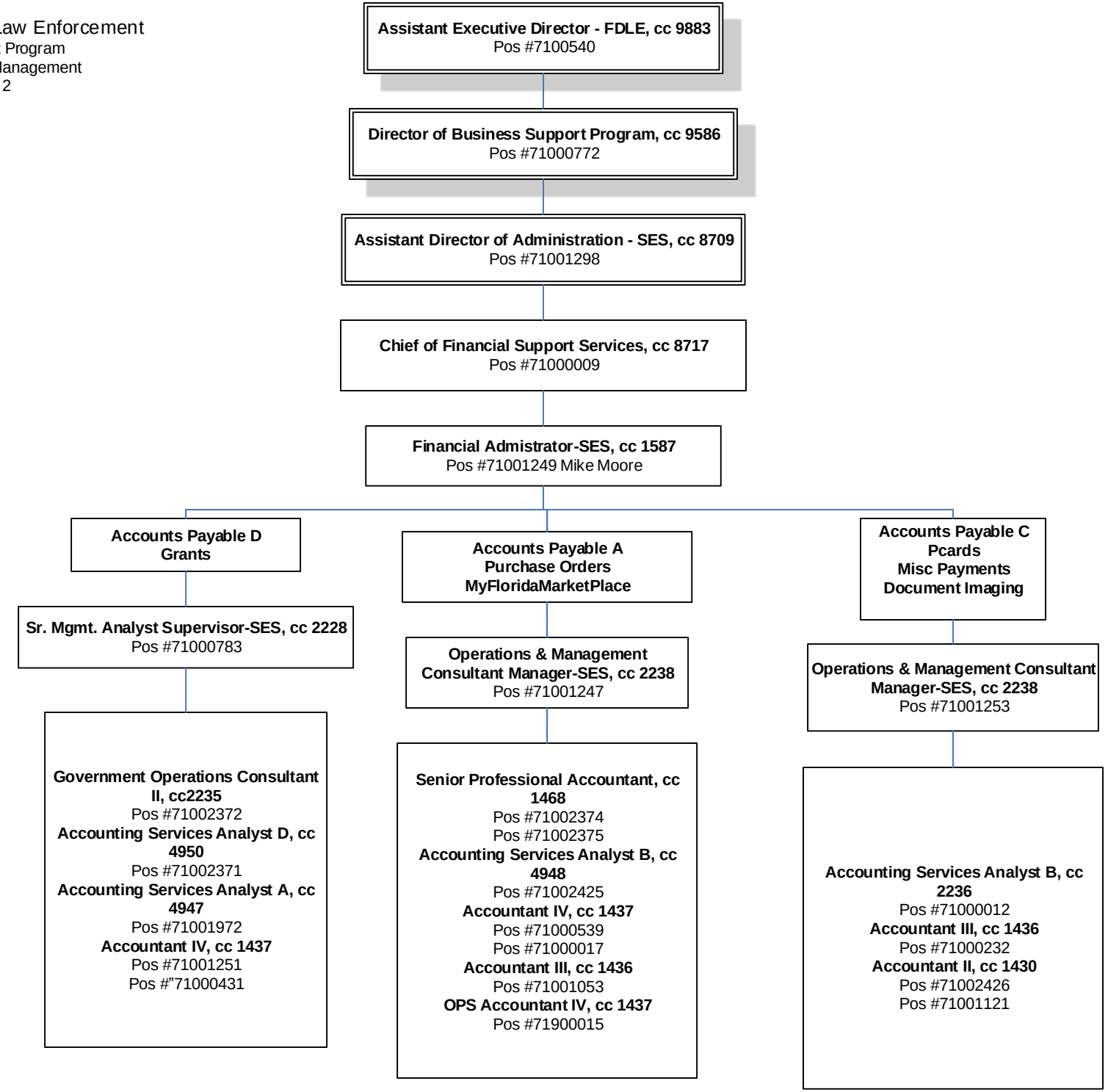
Florida Department of Law Enforcement
Business Support Program
Director's Office



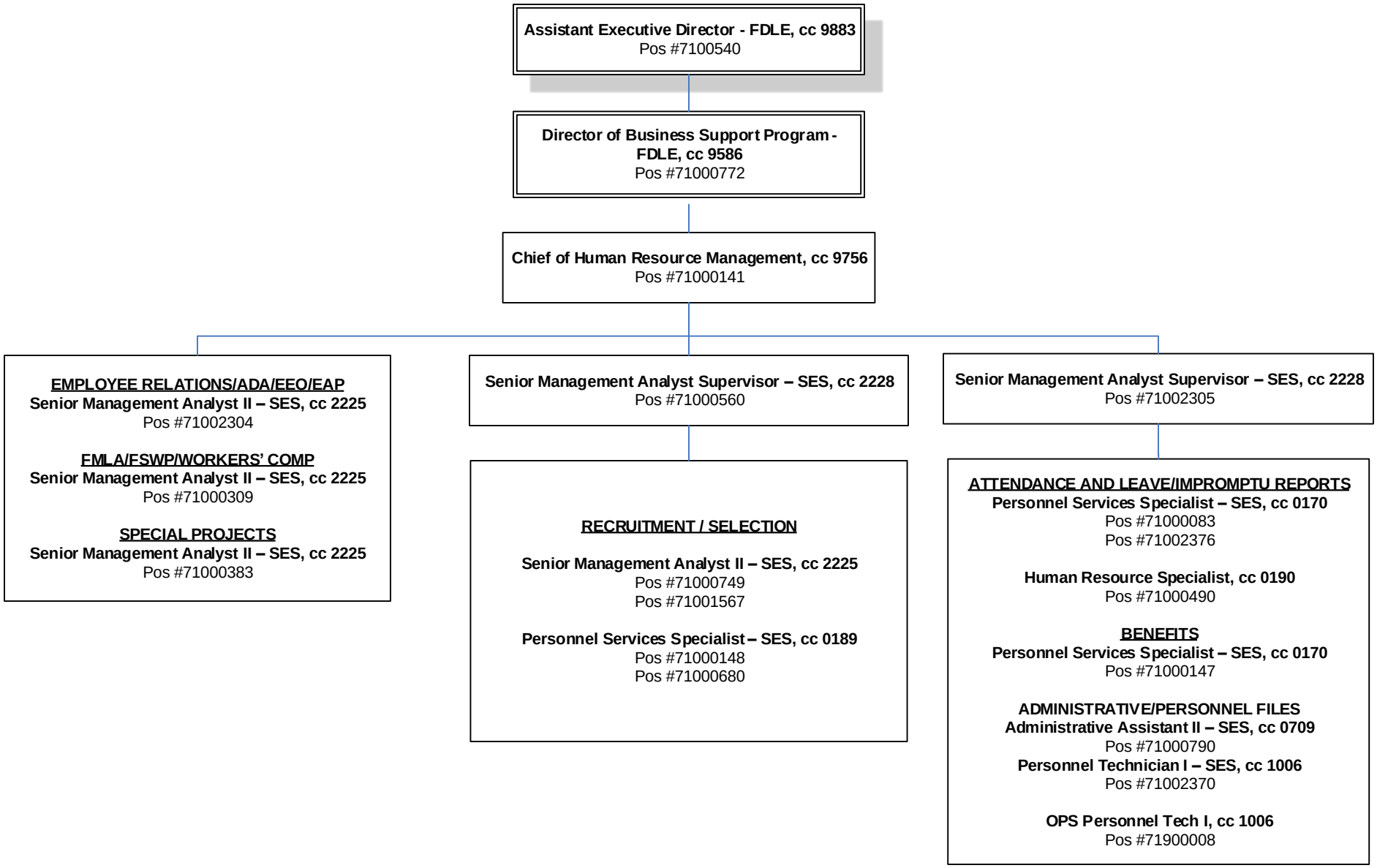
8/29/2019

Florida Department of Law Enforcement
Business Support Program
Office of Financial Management




Assistant Executive Director - FDLE, cc 9883
Pos #7100540
Director of Business Support Program, cc 9586
Pos #71000772
Assistant Director of Administration - SES, cc 8709
Pos #71001298
Chief of Financial Support Services, cc 8717
Pos #71000009
Financial Admistrator-SES, cc 1587
Pos #71001249 Mike Moore
Accounts Payable D
Grants
Sr. Mgmt. Analyst Supervisor-SES, cc 2228
Pos #71000783
Government Operations Consultant II, cc2235
Pos #71002372
Accounting Services Analyst D, cc 4950
Pos #71002371
Accounting Services Analyst A, cc 4947
Pos #71001972
Accountant IV, cc 1437
Pos #71001251
Pos #"71000431
Accounts Payable A
Purchase Orders
MyFloridaMarketPlace
Operations & Management Consultant Manager-SES, cc 2238
Pos #71001247
Senior Professional Accountant, cc 1468
Pos #71002374
Pos #71002375
Accounting Services Analyst B, cc 4948
Pos #71002425
Accountant IV, cc 1437
Pos #71000539
Pos #71000017
Accountant III, cc 1436
Pos #71001053
OPS Accountant IV, cc 1437
Pos #71900015
Accounts Payable C
Pcards
Misc Payments
Document Imaging
Operations & Management Consultant Manager-SES, cc 2238
Pos #71001253
Accounting Services Analyst B, cc 2236
Pos #71000012
Accountant III, cc 1436
Pos #71000232
Accountant II, cc 1430
Pos #71002426
Pos #71001121

Florida Department of Law Enforcement
Business Support Program
Office of Human Resources



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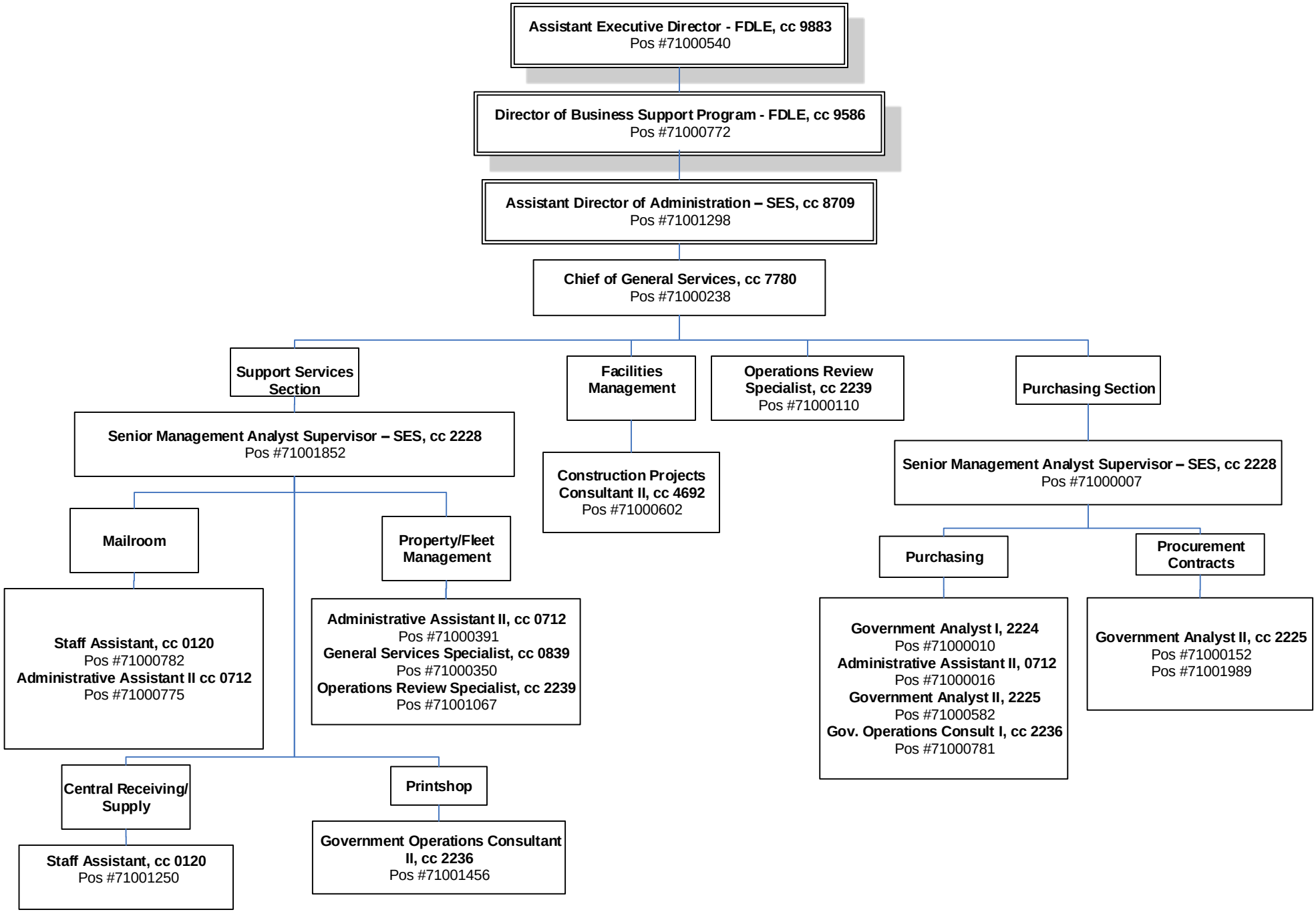
Florida Department of Law Enforcement

Business Support Program
Office of General Services



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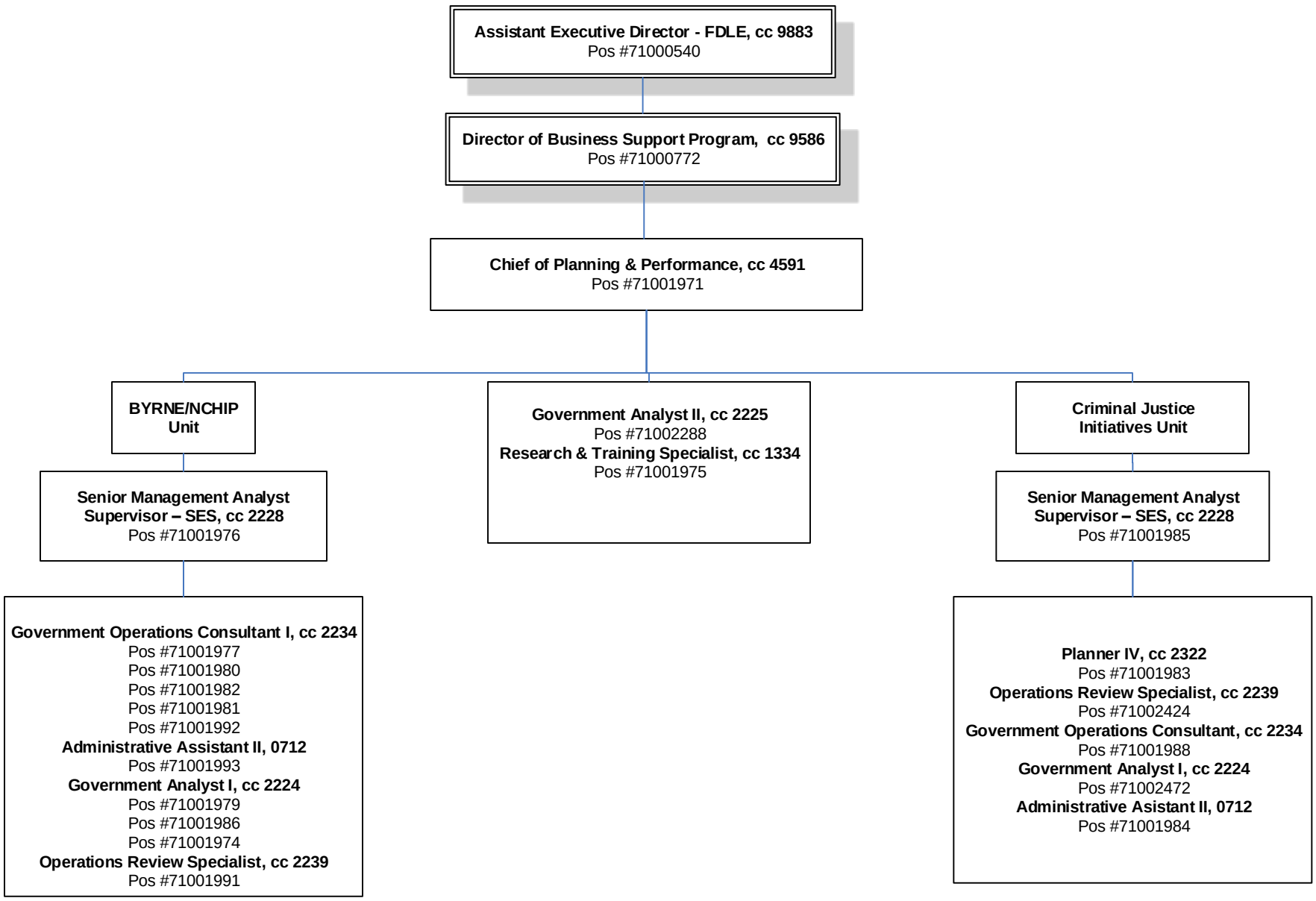
Florida Department of Law Enforcement
Business Support Program
Office of Criminal Justice Grants



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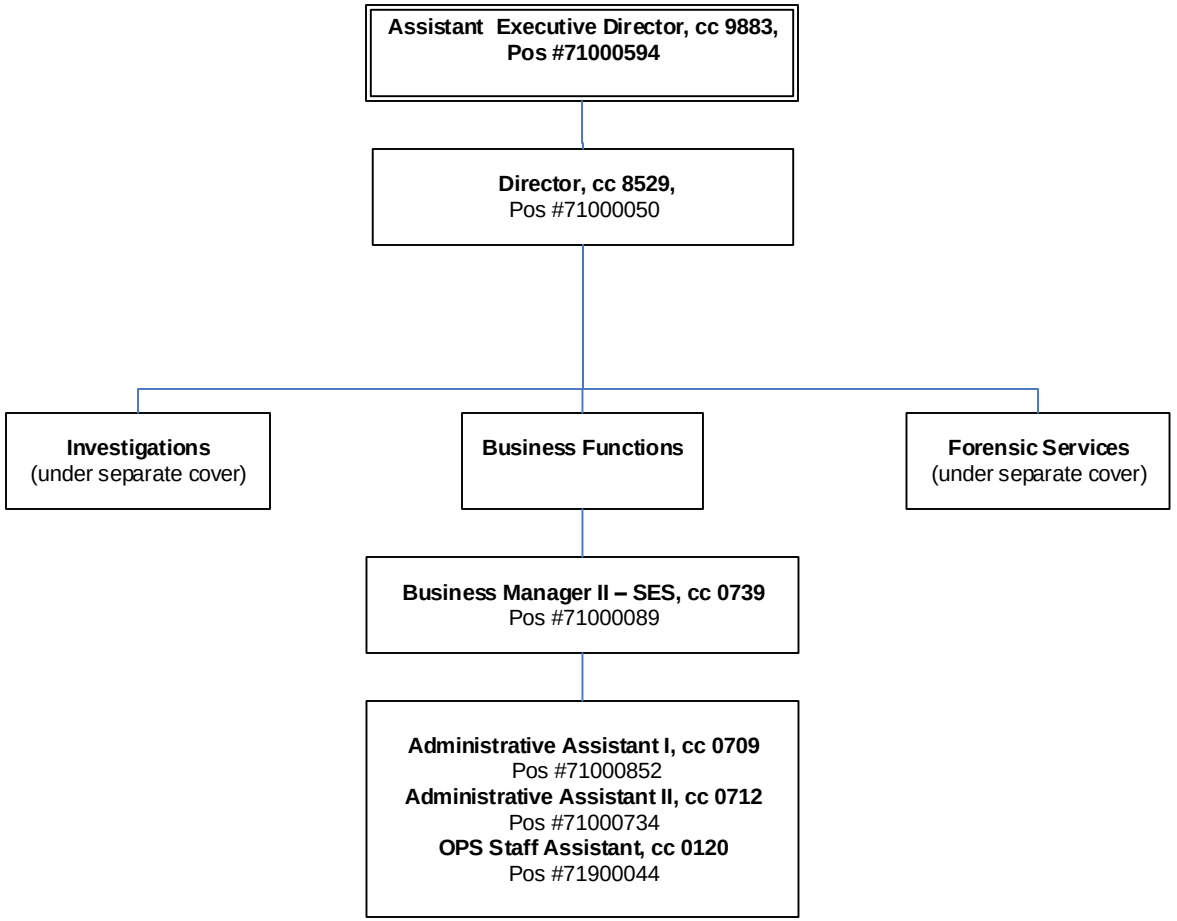
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Pensacola Regional Operations Center



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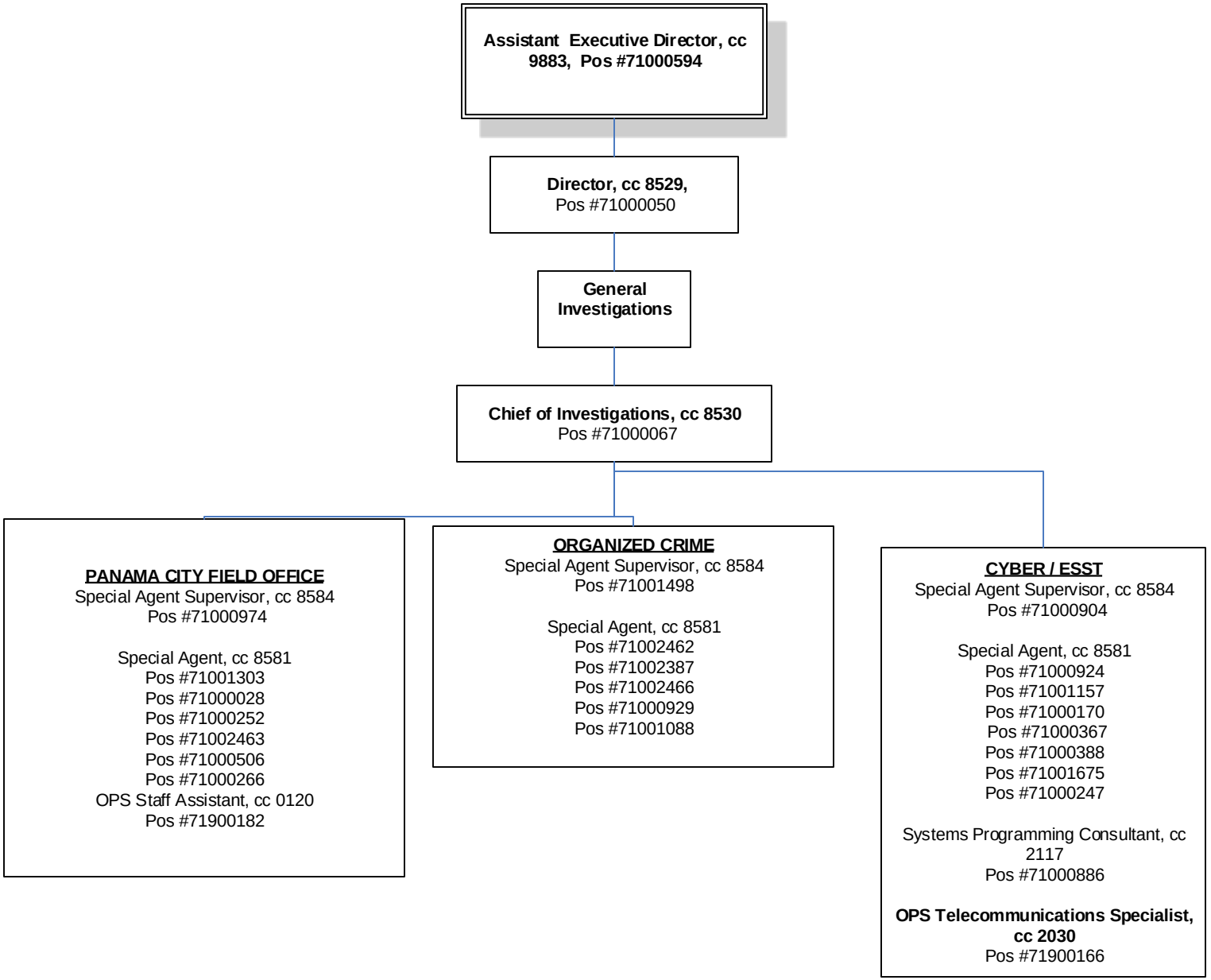
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Pensacola Regional Operations Center



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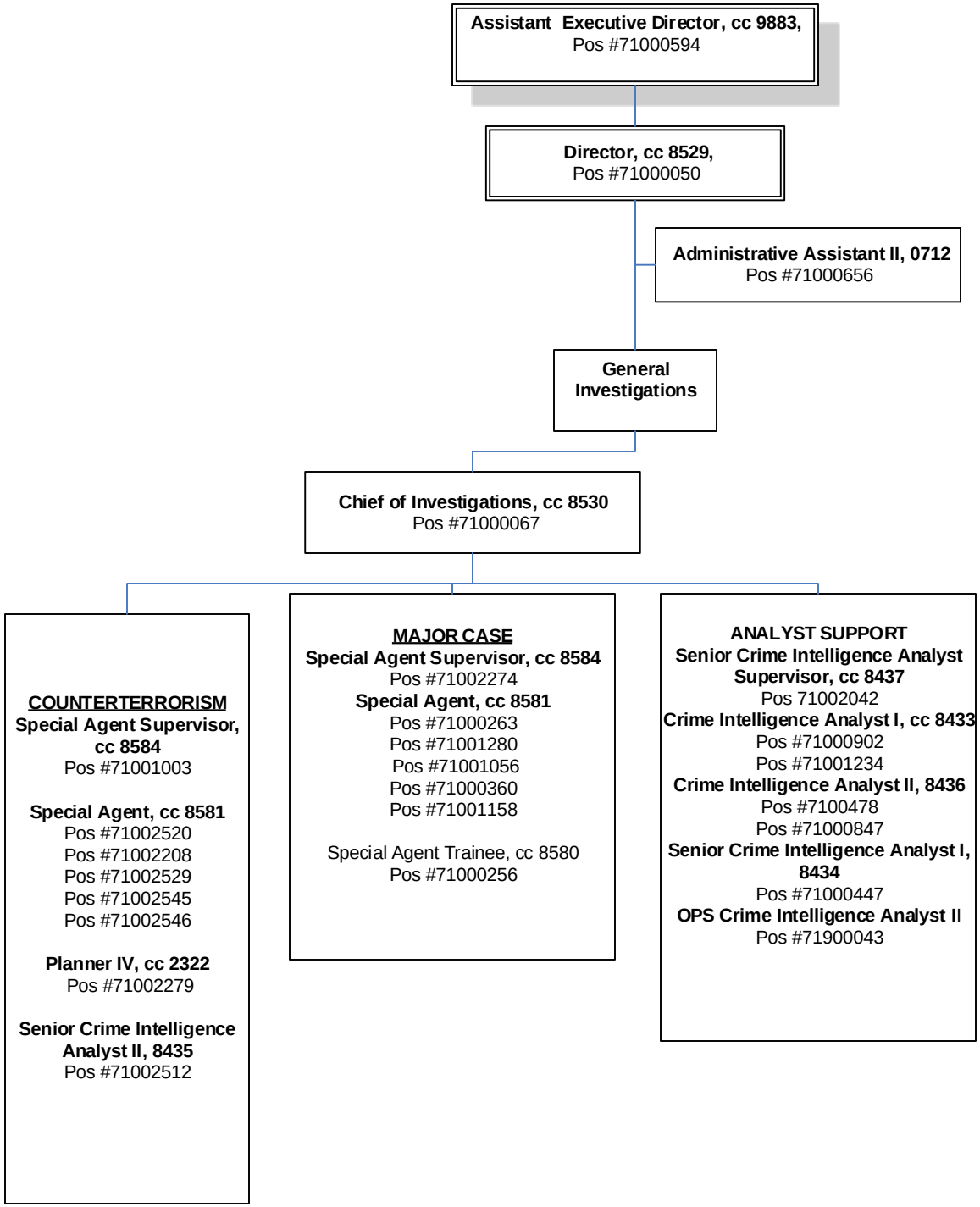
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Pensacola Regional Operations Center



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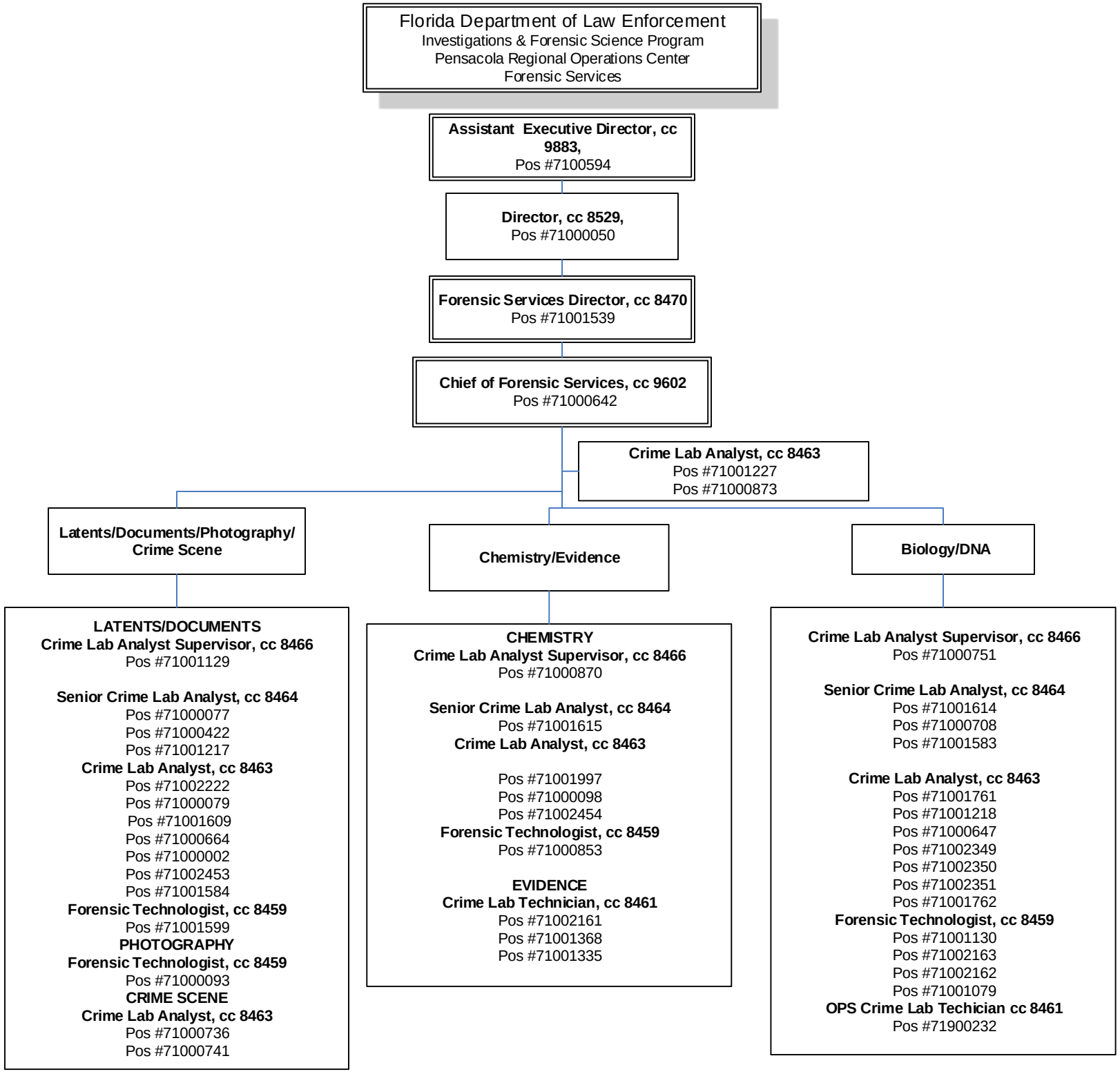
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Pensacola Regional Operations Center
Forensic Services
Assistant Executive Director, cc 9883,
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Director, cc 8529,
Pos #71000050
Forensic Services Director, cc 8470
Pos #71001539
Chief of Forensic Services, cc 9602
Pos #71000642
Crime Lab Analyst, cc 8463
Pos #71001227
Pos #71000873
Latents/Documents/Photography/ Crime Scene
Chemistry/Evidence
Biology/DNA
LATENTS/DOCUMENTS
Crime Lab Analyst Supervisor, cc 8466
Pos #71001129
Senior Crime Lab Analyst, cc 8464
Pos #71000077
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Crime Lab Analyst, cc 8463
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Forensic Technologist, cc 8459
Pos #71001599
PHOTOGRAPHY
Forensic Technologist, cc 8459
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CRIME SCENE
Crime Lab Analyst, cc 8463
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CHEMISTRY
Crime Lab Analyst Supervisor, cc 8466
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EVIDENCE
Crime Lab Technician, cc 8461
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Forensic Technologist, cc 8459
Pos #71001130
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Pos #71002162
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OPS Crime Lab Techician cc 8461
Pos #71900232

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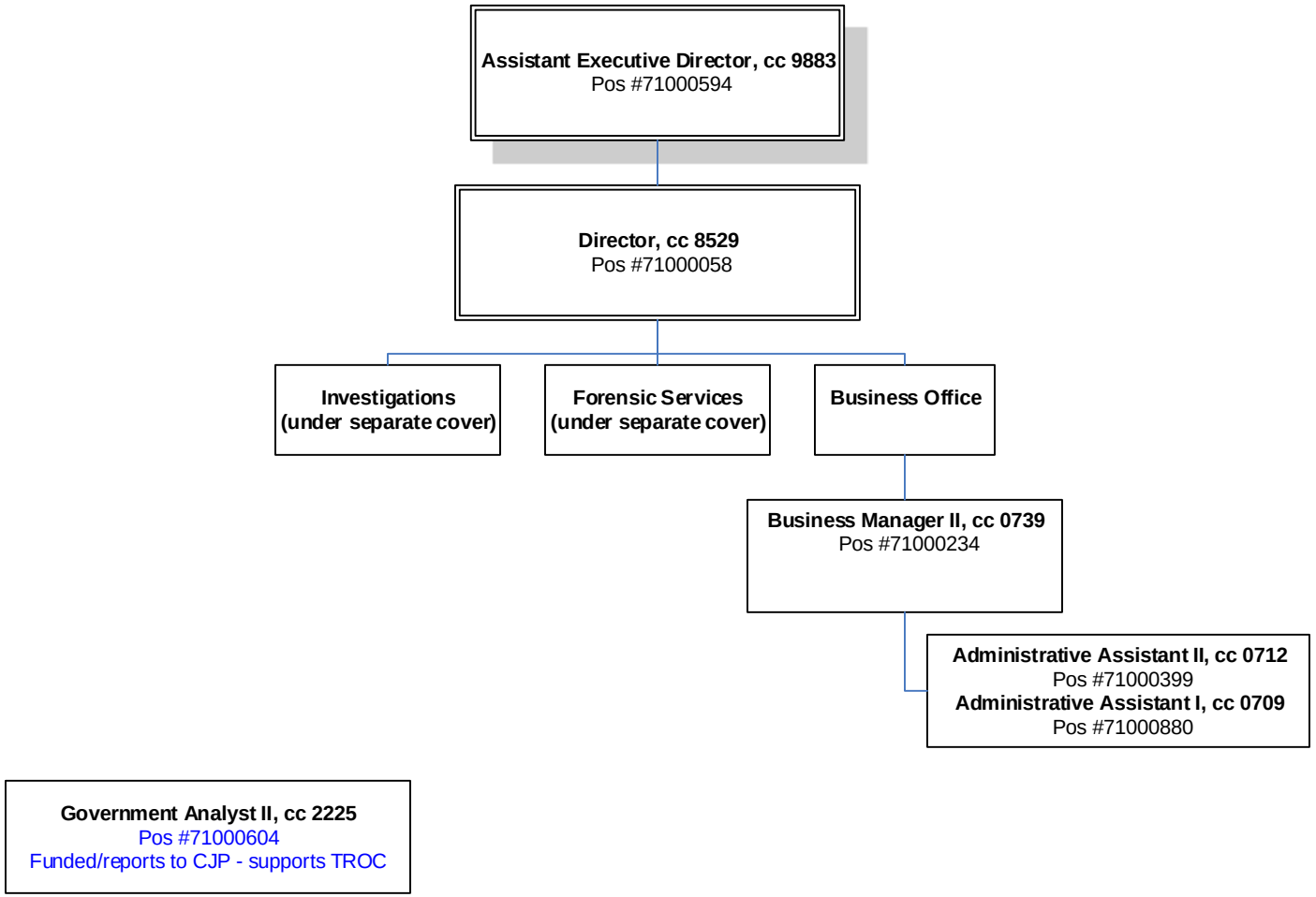
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Tallahassee Regional Operations Center



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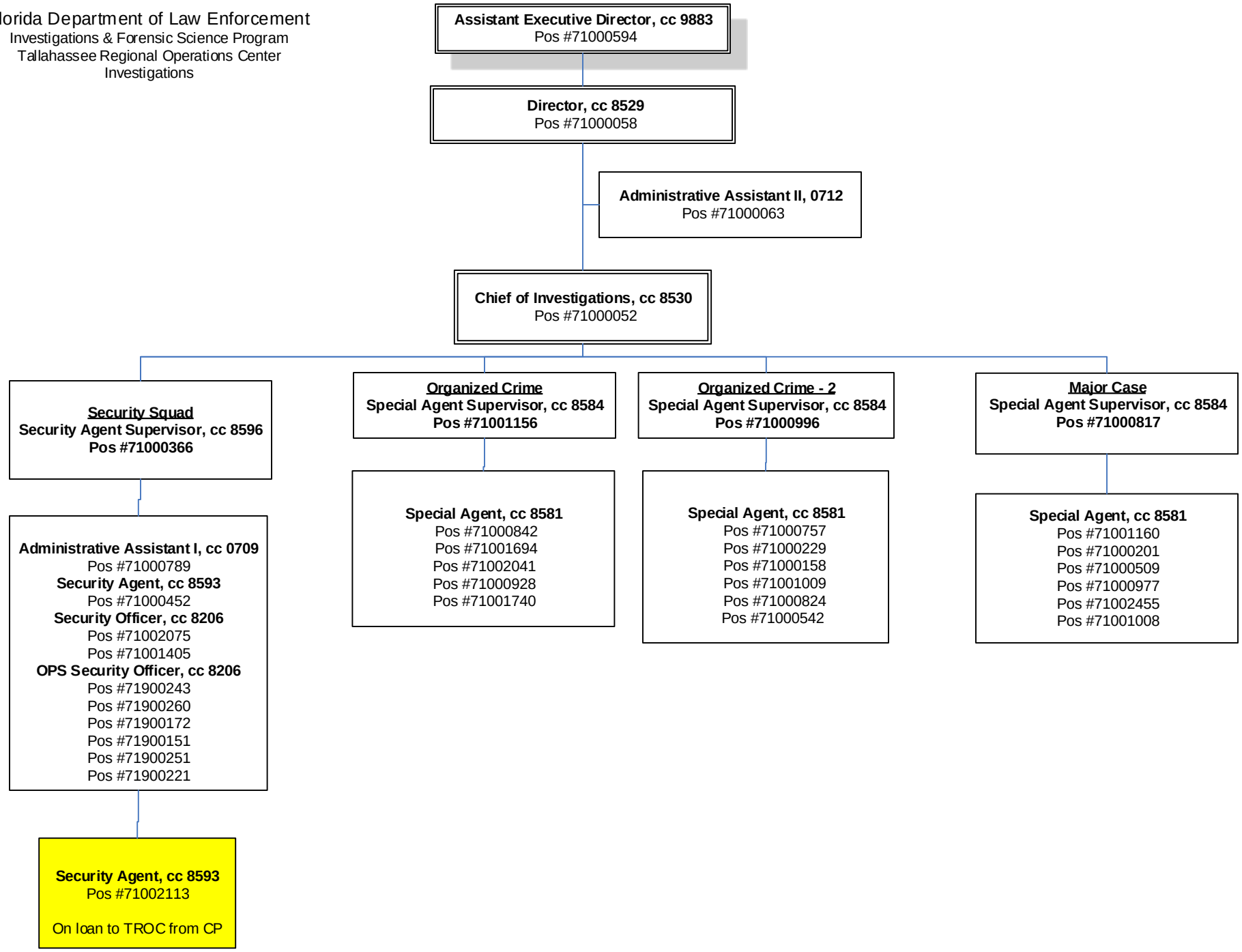
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Tallahassee Regional Operations Center
Investigations



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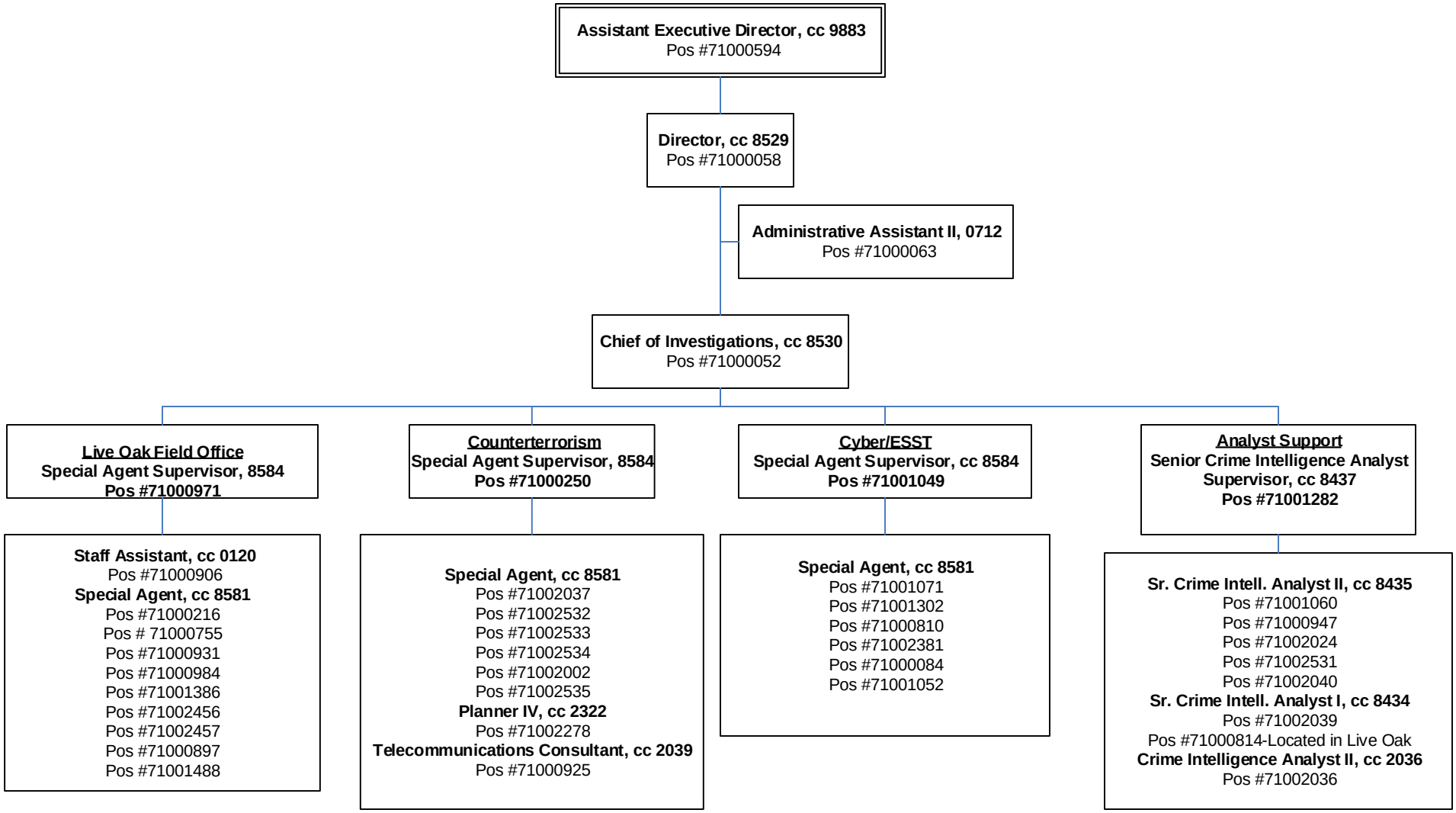
Florida Department of Law Enforcement

Investigations & Forensic Science Program
Tallahassee Regional Operations Center
Investigations



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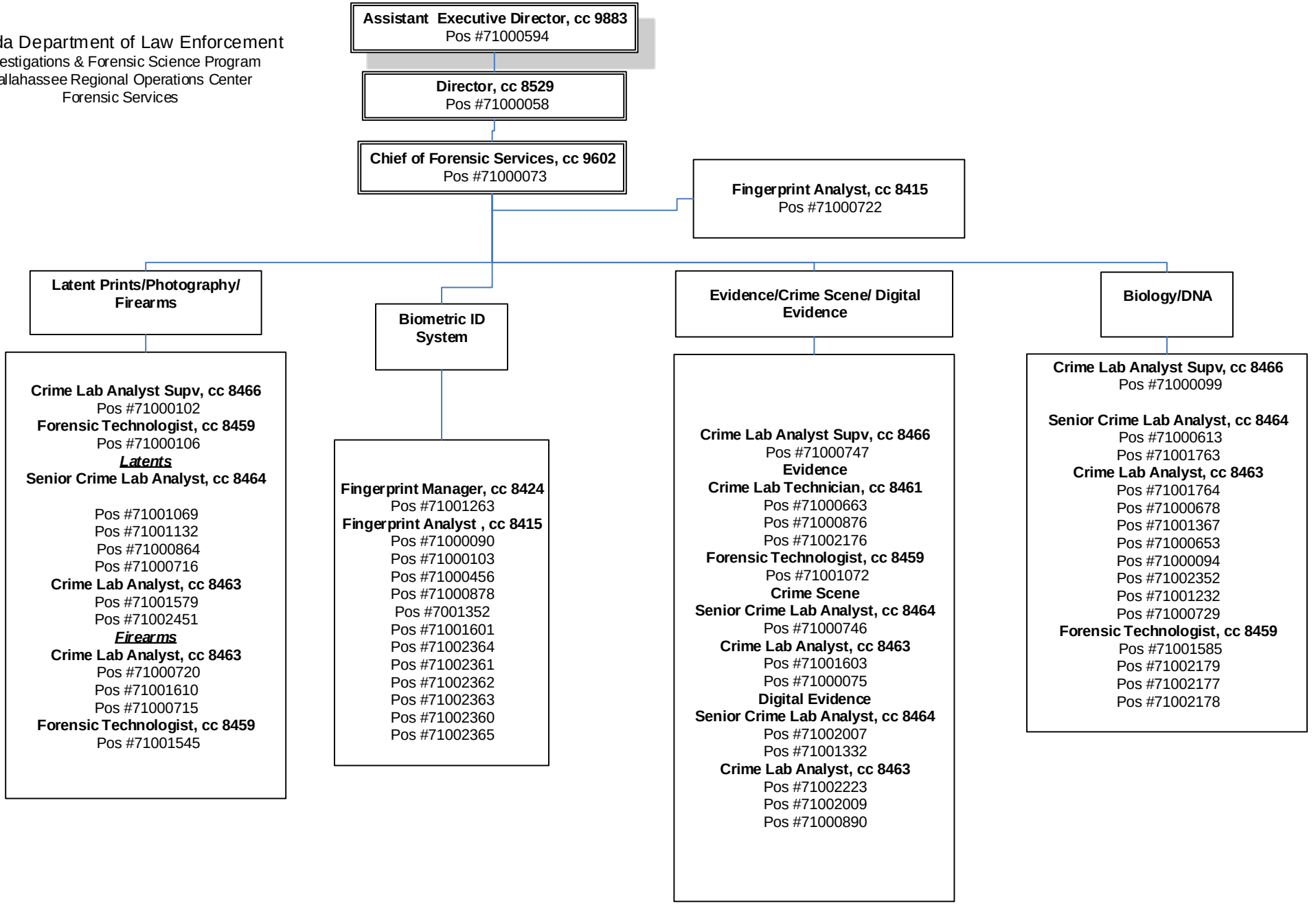
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Tallahassee Regional Operations Center
Forensic Services



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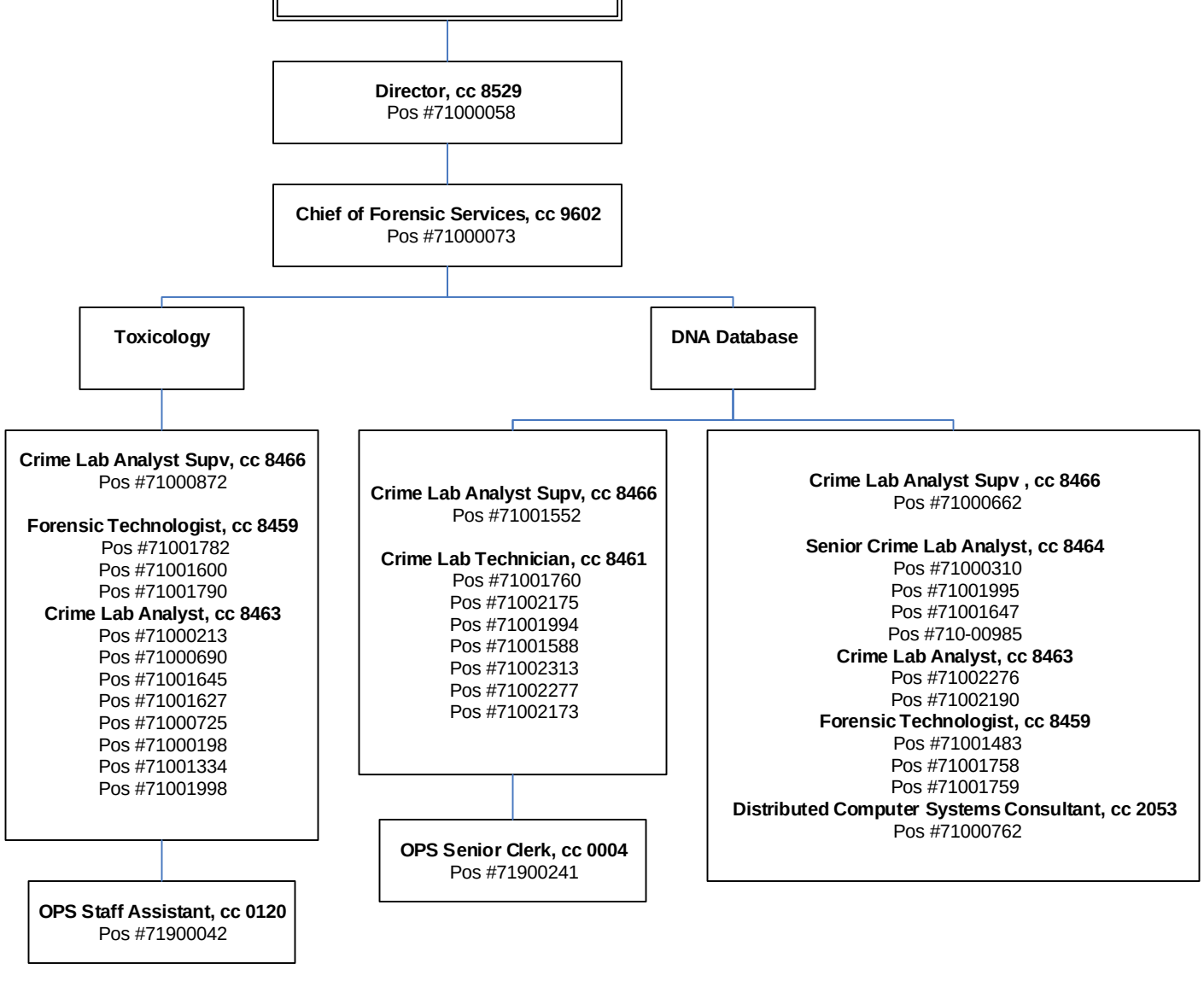
Director, cc 8529
Pos #71000058
Chief of Forensic Services, cc 9602
Pos #71000073
Toxicology
DNA Database
Crime Lab Analyst Supv, cc 8466
Pos #71000872
Forensic Technologist, cc 8459
Pos #71001782
Pos #71001600
Pos #71001790
Crime Lab Analyst, cc 8463
Pos #71000213
Pos #71000690
Pos #71001645
Pos #71001627
Pos #71000725
Pos #71000198
Pos #71001334
Pos #71001998
OPS Staff Assistant, cc 0120
Pos #71900042
Crime Lab Analyst Supv, cc 8466
Pos #71001552
Crime Lab Technician, cc 8461
Pos #71001760
Pos #71002175
Pos #71001994
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OPS Senior Clerk, cc 0004
Pos #71900241
Crime Lab Analyst Supv , cc 8466
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Senior Crime Lab Analyst, cc 8464
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Crime Lab Analyst, cc 8463
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Forensic Technologist, cc 8459
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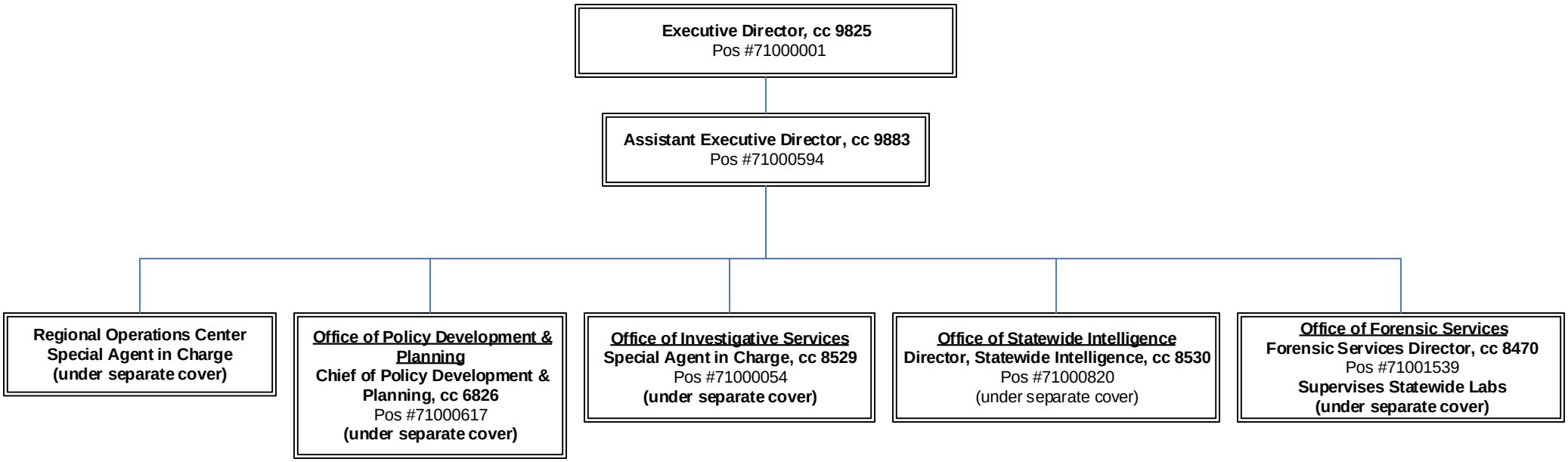
Distributed Computer Systems Consultant, cc 2053
Pos #71000762

Florida Department of Law Enforcement
Investigations and Forensic Science Program



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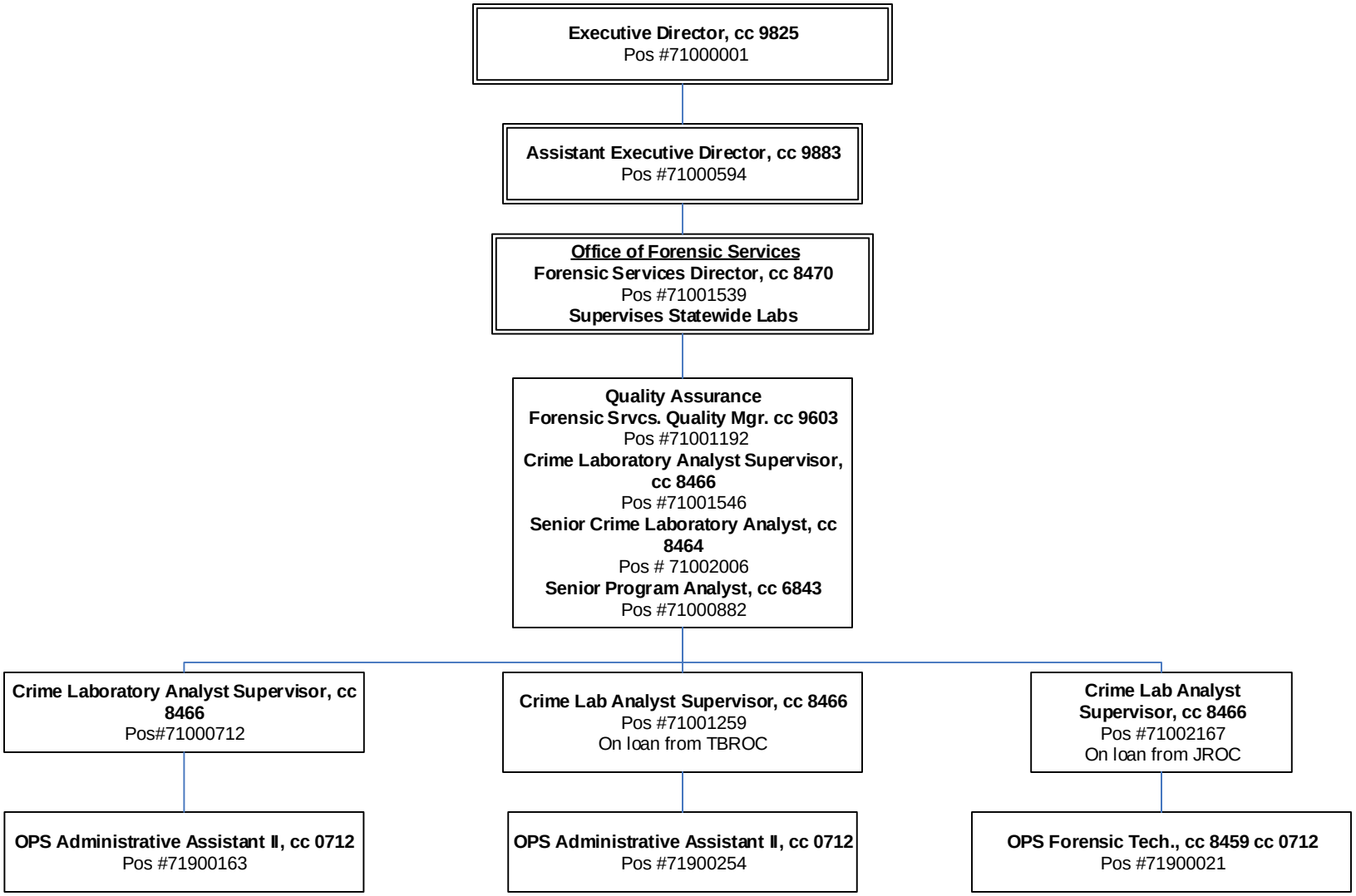
Florida Department of Law Enforcement
Investigations and Forensic Science Program



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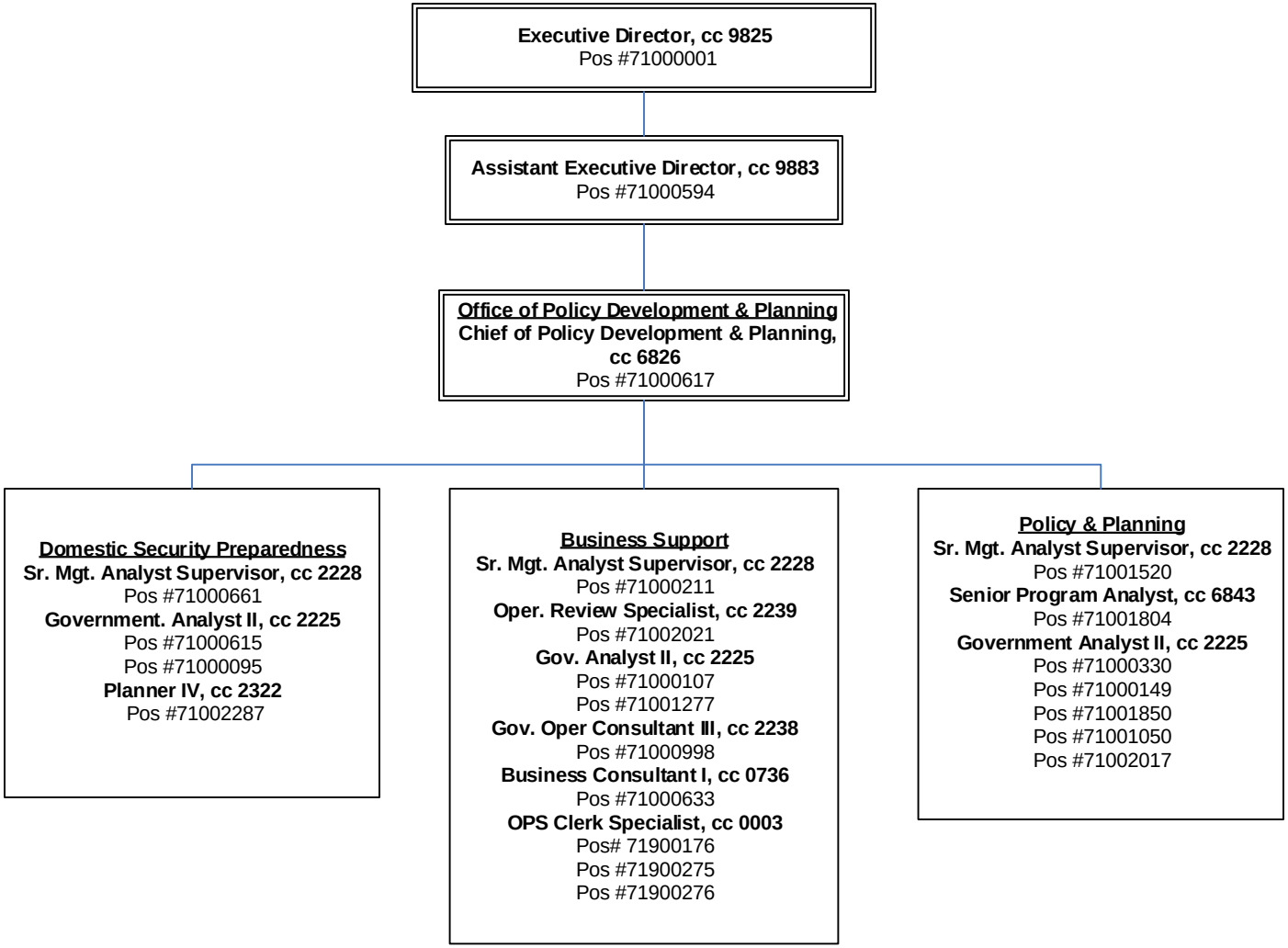
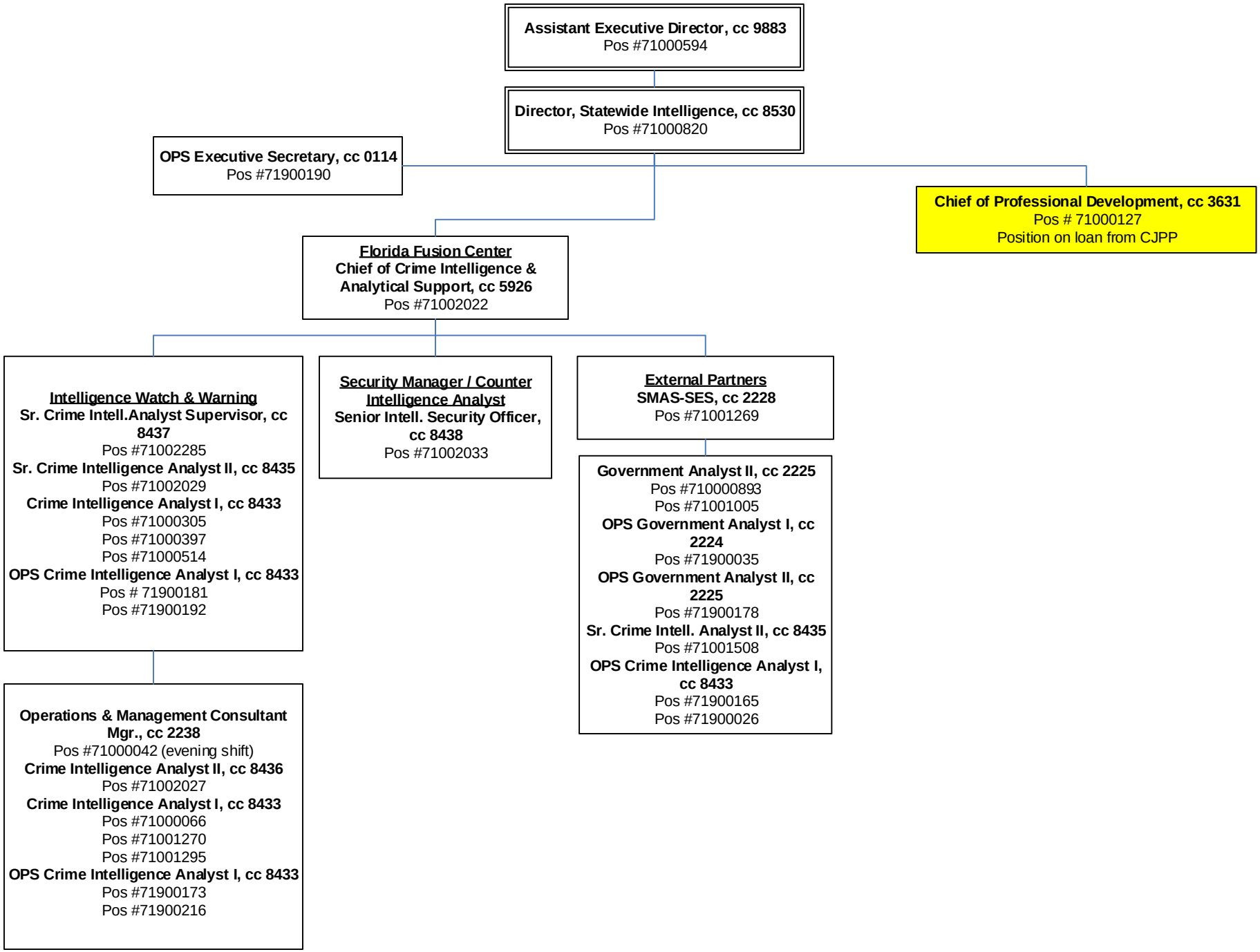
Florida Department of Law Enforcement
Investigations and Forensic Science Program



8/29/2019

Florida Department of Law Enforcement
Investigations and Forensic Science Program
Office of Statewide Intelligence



8/29/2019

Florida Department of Law Enforcement
Investigations and Forensic Science Program
Office of Statewide Intelligence

Assistant Executive Director, cc 9883
Pos #71000594

Director, Statewide Intelligence, cc 8530
Pos #71000820

Florida Fusion Center
(under separate cover)

Florida Intelligence Center
Chief of Investigations, cc 8530
Pos #71000324

Domestic Security Intelligence
Special Agent Supervisor, cc 8584
Pos #71001054

Domestic Security
Inspector, cc 8590
Pos #71000975
Pos #71000438
Crime Intell. Analyst I, cc 8433
Pos #71002565
Pos #71002566
Senior Crime Intell. Analyst I, cc 8434
Pos #71002564
Senior Crime Intell. Analyst II, cc 8435
Pos #71002562
Pos #71002563

Cyber
Senior Crime Intelligence Analyst Supervisor, cc 8437
Pos #71000537
Crime Intell. Analyst I, cc 8433
Pos #71002386
Crime Intell. Analyst II, cc 8436
Pos #71002004
Senior Crime Intell. Analyst II, cc 8435
Pos #71002552
OPS Crime Intelligence Technician, cc 8427
Pos #71900206

Counter Terrorism (CTIC)
Senior Crime Intelligence Analyst Supervisor, cc 8437
Pos #71000343
Senior Crime Intell. Analyst II, cc 8435
Pos #71002026
Pos. #71001161
Crime Intell. Analyst II, cc 8436
Pos #71000487
Pos #71002025

Organized Crime Analysis Squad (FCAC)
Sr. Crime Intell. Supervisor, cc 8437
Pos #71002020
Senior Crime Intel. Analyst I, cc 8434
Pos #71002237
Crime Intell. Analyst I, cc 8433
Pos #71002015
Pos #71002034

Organized Crime Intelligence
Special Agent Supervisor, cc 8584
Pos #71000922

Organized Crime
Inspector, cc 8590
Pos #71000986
Pos #71000819
Senior Crime Intell Analyst II, cc 8435
Pos #71002236

Senior Attorney, cc 7738
Pos #71002385 Jeffrey Dambly
Reports to OED/GC

Protective Intelligence
Inspector, cc 8590
Pos #71000331 Joshua Quigley
Reports to OED/POS
OPS Government Analyst II, cc 2225
Pos #71900168 Sally Coultas

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Florida Department of Law Enforcement

Investigations and Forensic Science Program
Field Services

Assistant Executive Director, cc 9883
Pos #71000594

Director, cc 8529
Pos #71000054

Field Services
Chief of Investigations, cc 8530
Pos #71000304

Administrative Assistant II, cc 0712
Pos #71002338

Law Enforcement Services
Special Agent Supervisor, cc 8584
Pos# 71001276

Mutual Aid
Inspector, cc 8590
Pos #71000021-

Oper. Review Specialist, cc 2239
Pos #71000770
Government Analyst I, cc 2224
Pos #71000450

Aviation Unit
Special Agent Chief Pilot, cc 8581
Pos #71001170
On loan from TBROC

Special Agent, cc 8581
Pos #71002329
Pos #71000767
Pos #71000354

OPS Special Agent, cc 8581
Pos #71900052

Multi-Engine Reciprocal Aircraft Pilot, cc 6572
Pos #71002584
Pos #710002585
Pos #71002586
Pos #71002587

Systems Administration
Sr. Mgt. Analyst Supervisor, cc 2228
Pos #71000112
Government Analyst II, cc 2225
Pos #71002028
Pos #71001075
OPS Planning Consultant, cc 2336
Pos #71900331

Cyber High Tech Crime
Training & Outreach
Special Agent Supervisor, cc 8584
Pos. #71000061
Inspector, cc 8590
Pos #71001099
Pos #71000818
On loan from OEI
Systems Programming Consultant, cc 2117
Pos #71000328
Digital Forensic Consultant, cc 8468
Pos #71002005
Pos #71002031
Telecommunications Consultant, cc 2113
Pos #71000773
Senior Information Technology Business Consultant, cc 2114
Pos #71002016
Senior Crime Intelligence Analyst II, cc 8435
Pos #71002205
Pos #71002003

(Orlando)
Senior Attorney, cc 7738
Pos #71002337
This position reports to the Office of General Counsel

Inspector, cc 8590
Pos #71002286
Position on loan to EI from IFS

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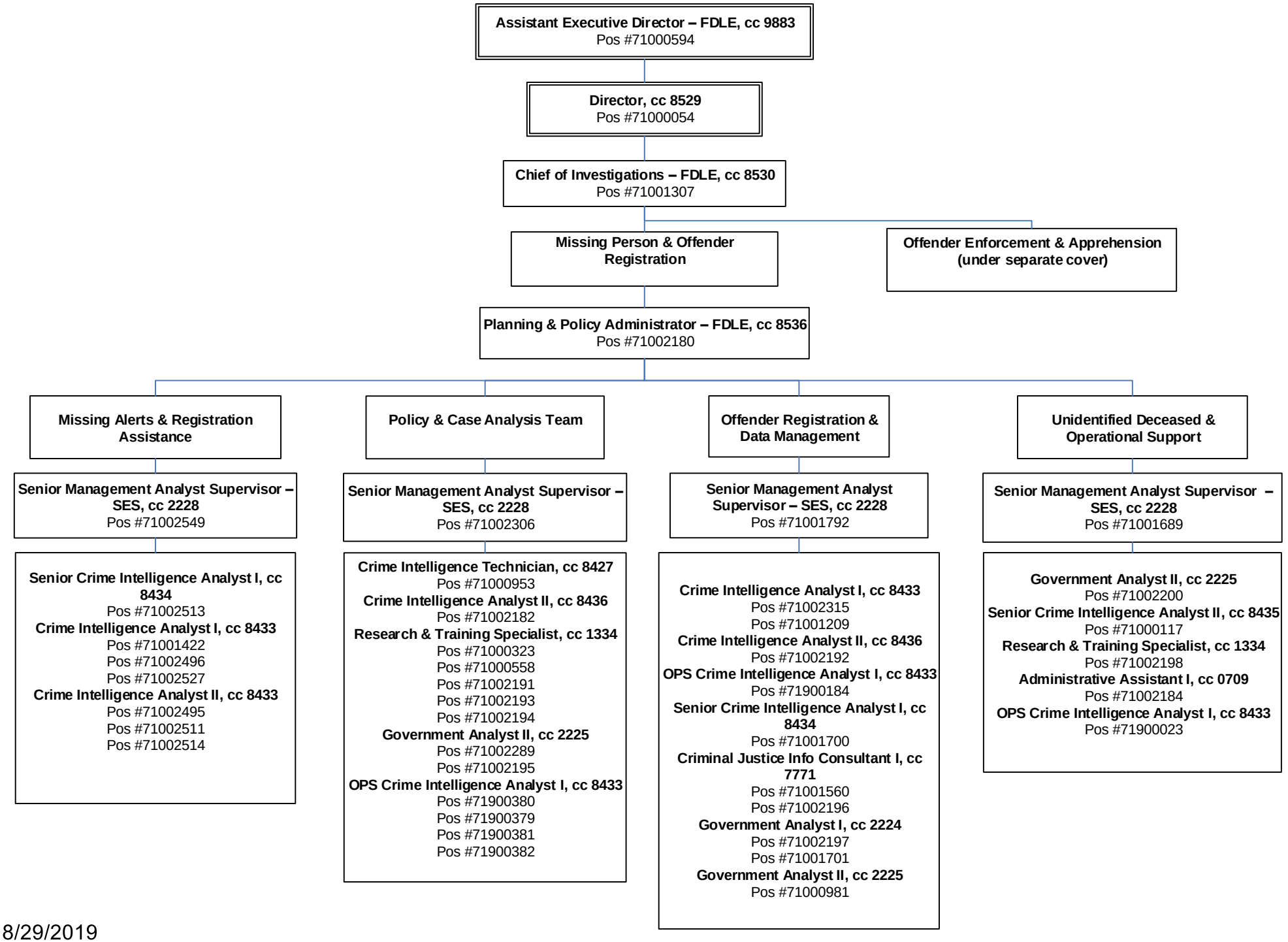
Florida Department of Law Enforcement
Investigations and Forensic Sciences
Office of Enforcement & Investigative Support Page 1



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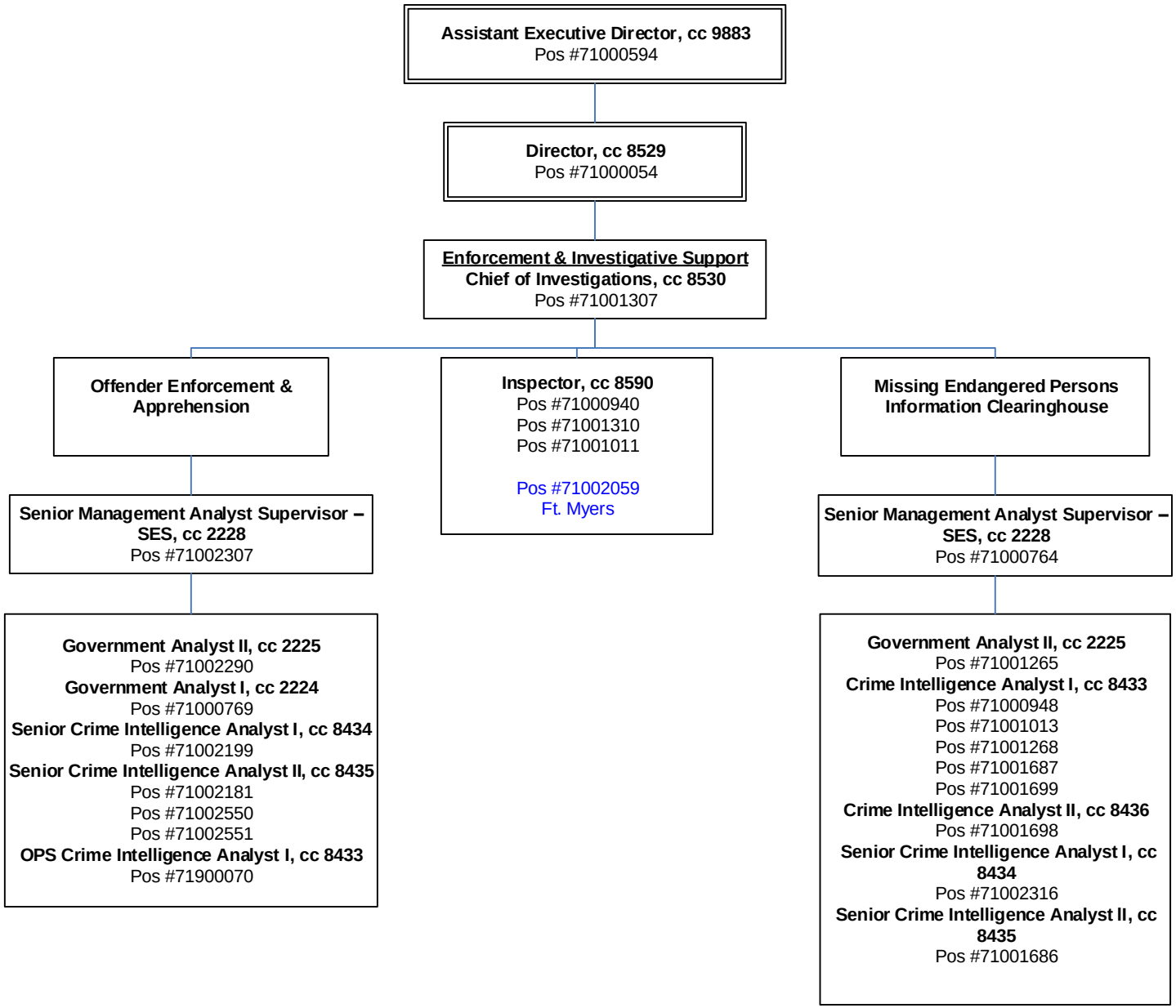
Florida Department of Law Enforcement
Investigations and Forensic Sciences
Office of Enforcement & Investigative Support – Page 2



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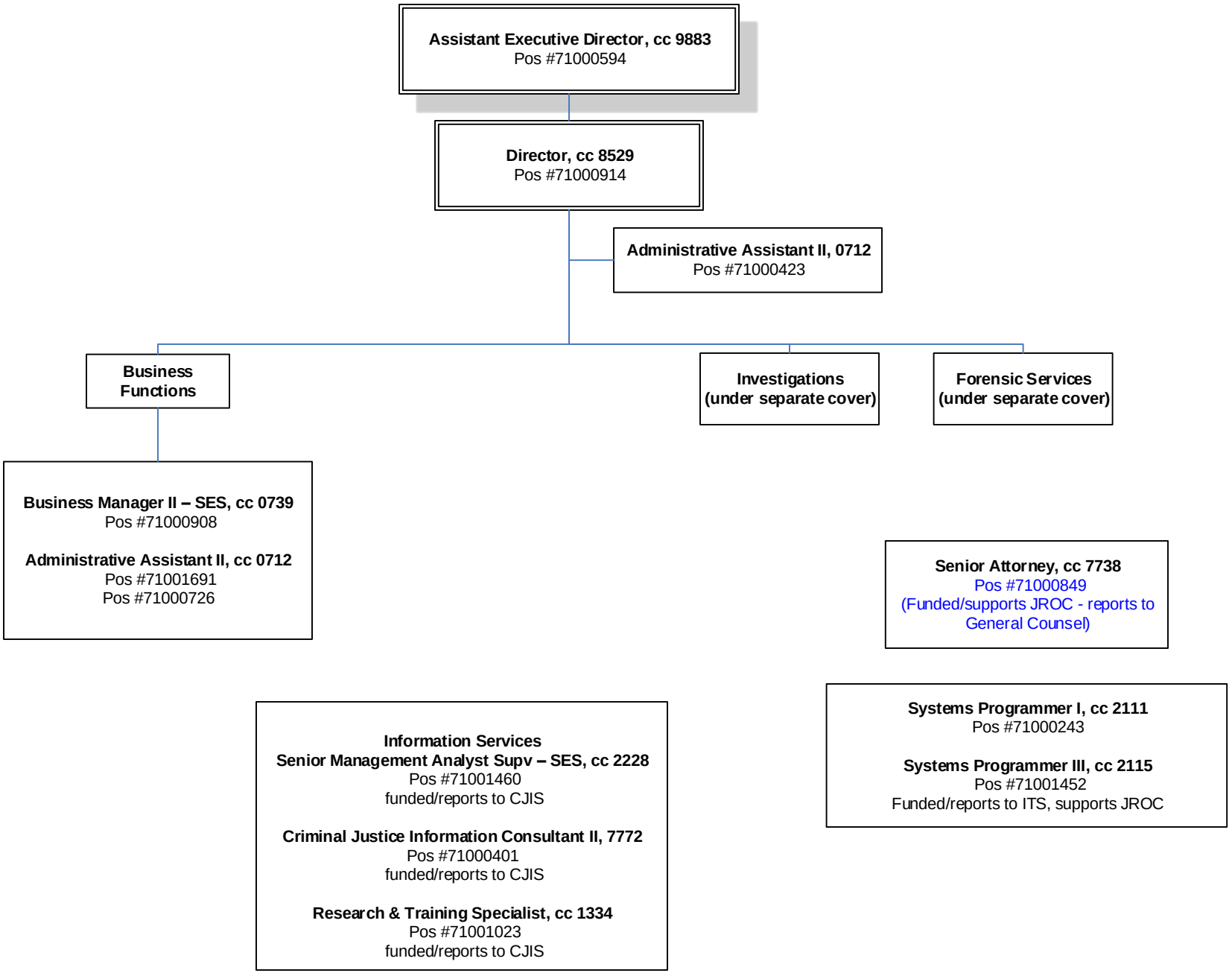
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Jacksonville Regional Operations Center



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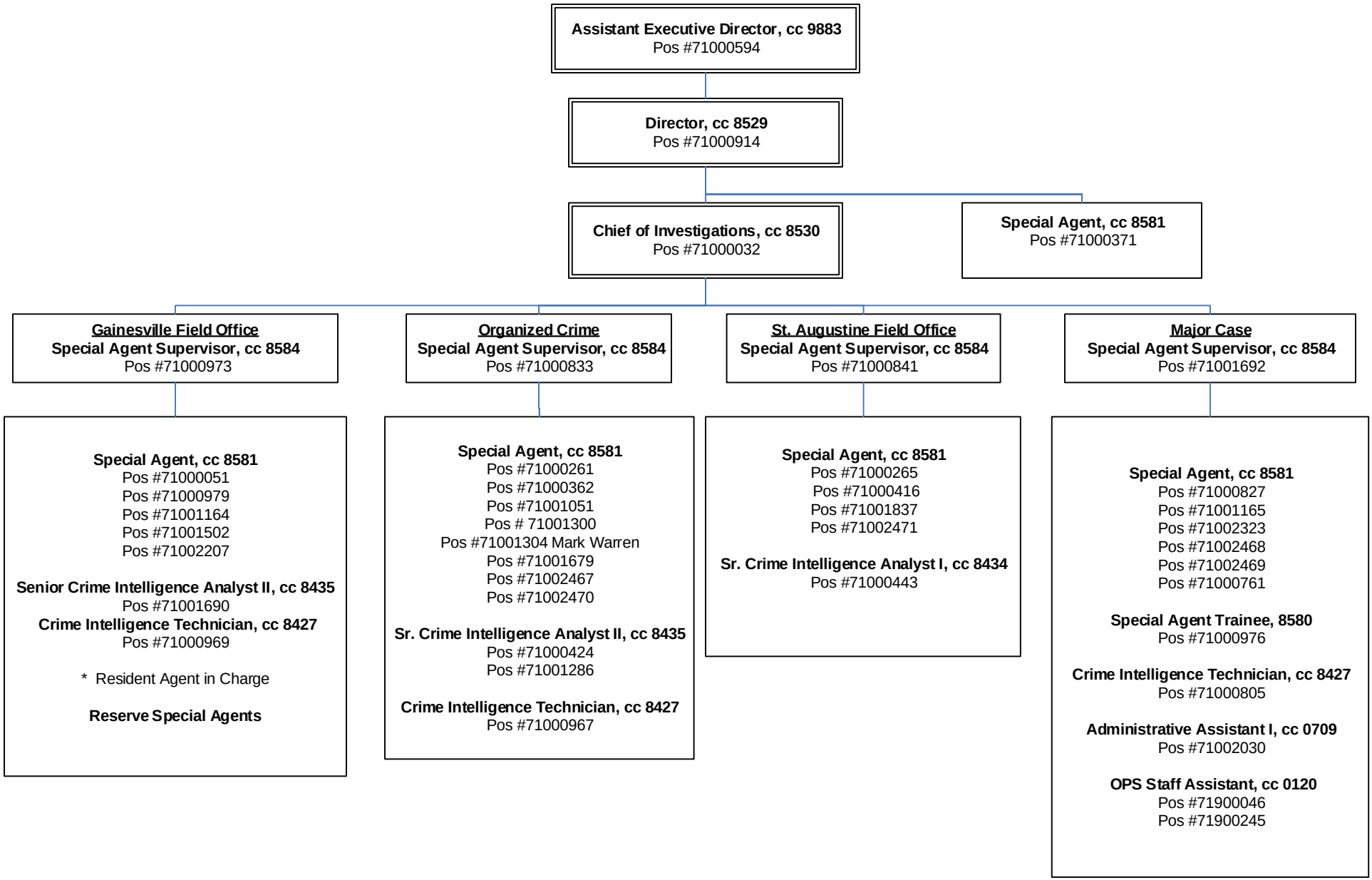
Florida Department of law Enforcement
Investigations & Forensic Science Program
Jacksonville Regional Operations Center
Investigations



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Florida Department of law Enforcement

Investigations & Forensic Science Program
Jacksonville Regional Operations Center
Investigations

Assistant Executive Director, cc 9883
Pos #71000594

Director, cc 8529
Pos #71000914

Chief of Investigations, cc 8530
Pos #71000032

Cyber / ESST
Special Agent Supervisor, cc 8584
Pos #71001528

Special Agent, cc 8581
Pos #71000025
Pos #71000222
Pos #71000264
Pos #71000508
Pos #71002388

Senior Crime Intelligence Analyst II, cc 8435
Pos #71001167

Sr. Crime Intelligence Analyst I, cc 8434
Pos #71001657

Digital Forensic Consultant, cc 8468
Pos #71000992

Data Processing Manager-SES, cc 2133
Pos #71000888
(on loan to ITS)

RDSTF
Special Agent Supervisor, cc 8584
Pos #71002331

Special Agent, cc 8581
Pos #71002044
Pos #71002045
Pos #71000020

Sr. Crime Intelligence Analyst II, cc 8435
Pos #71002048
Pos #7100152

Sr. Crime Intelligence Analyst I, cc8434
Pos #71001205

Research & Training Spec., cc 1334
Pos #71002046

Planner IV, cc 2322
Pos #71002282

OPS Planning Consultant, cc 2336
Pos. #71900269

Counterterrorism
Special Agent Supervisor, cc 8584
Pos #71002043 Michael O'Neal

Special Agent, cc 8581
Pos #71000435
Pos #71002490
Pos #71002491
Pos # 71002492
Pos # 71002493
Pos #71002526

Sr. Crime Intelligence Analyst II, cc 8435
Pos # 71002494

Florida Department of Law Enforcement
Investigations & Forensic Science Program
Jacksonville Regional Operations Center
Forensic Services

Assistant Executive Director, cc 9883
Pos #71000594

Forensic Services Director, cc 8470
Pos #71001539

Chief of Forensic Services, cc 9602
Pos #71000100

Chemistry/Evidence

Crime Lab Analyst Supervisor, cc 8466
Pos #71000863

Staff Assistant, cc 0120
Pos #71000733

Chemistry
Senior Crime Lab Analyst, cc 8464
Pos #71001223
Pos #71001606

Crime Lab Analyst, cc 8463
Pos #71000650
Pos # 71000651
Pos #71000681
Pos #71002447

Forensic Technologist, cc 8459
Pos #71001775

Evidence Management
Crime Lab Technician, cc 8461
Pos #71000658
Pos #71000744
Pos #71001076
Pos #71001774

Latents/AFIS/ Photography

Crime Lab Analyst Supervisor, cc 8466
Pos #71000684

Latents
Senior Crime Lab Analyst, cc 8464
Pos #71000854
Pos #71001328

Crime Lab Analyst, cc 8463
Pos #71000096
Pos #71000869 r
Pos #71000874
Pos #71001225
Pos #71001625
Pos #71002220
Pos #71002445
Pos #71002446

Photography
Forensic Technologist, cc 8459
Pos #71001787

Crime Intelligence Analyst II, cc 8436
Pos #71000397
Position on loan to IFS/Fusion Center

Crime Scene/ Firearms

Crime Lab Analyst Supervisor, cc 8466
Pos #71001333

Crime Scene
Senior Crime Lab Analyst, cc 8464
Pos #71000705
Pos #71001631
Pos #71001607

Firearms
Senior Crime Lab Analyst, cc 8464
Pos #71001630
Pos #71002219

Crime Lab Analyst, cc 8463
Pos #71000649
Pos #71000667
Pos #71001258
Pos #71002354

Forensic Technologist, cc 8459
Pos #71000745

Crime Lab Analyst, cc 8463
Pos #71000177
On loan to Pensacola for Training
Pos #71000092
On loan to Tallahassee for Training

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Florida Department of Law Enforcement
Investigations & Forensic Science Program
Jacksonville Regional Operations Center
Forensic Services

Assistant Executive Director, cc 9883
Pos #71000594

Forensic Services Director, cc 8470
Pos #71001539

Chief of Forensic Services, cc 9602
Pos #71000100

Biology

Crime Lab Analyst Supervisor, cc 8466
Pos #71000714

Senior Crime Lab Analyst, cc 8464
Pos #71000682
Pos #71001632
Pos #71001766
Pos #71002165 Larry Denton-CODIS

Crime Lab Analyst, cc 8463
Pos #71000707
Pos #71001612
Pos #71001634
Pos #71001776
Pos #71002221
Pos #71002510
Pos #71002590

Forensic Technologist, cc 8459
Pos #7101593

OPS Forensic Technologist, cc 8459
Pos #71900268

Crime Lab Technician, cc 8462
Pos #71002164

Crime Lab Analyst Supervisor, cc 8466
Pos #71002167
On loan to IFS/Forensic Services/Quality Assurance

Biology

Crime Lab Analyst Supervisor, cc 8466
Pos #71001261

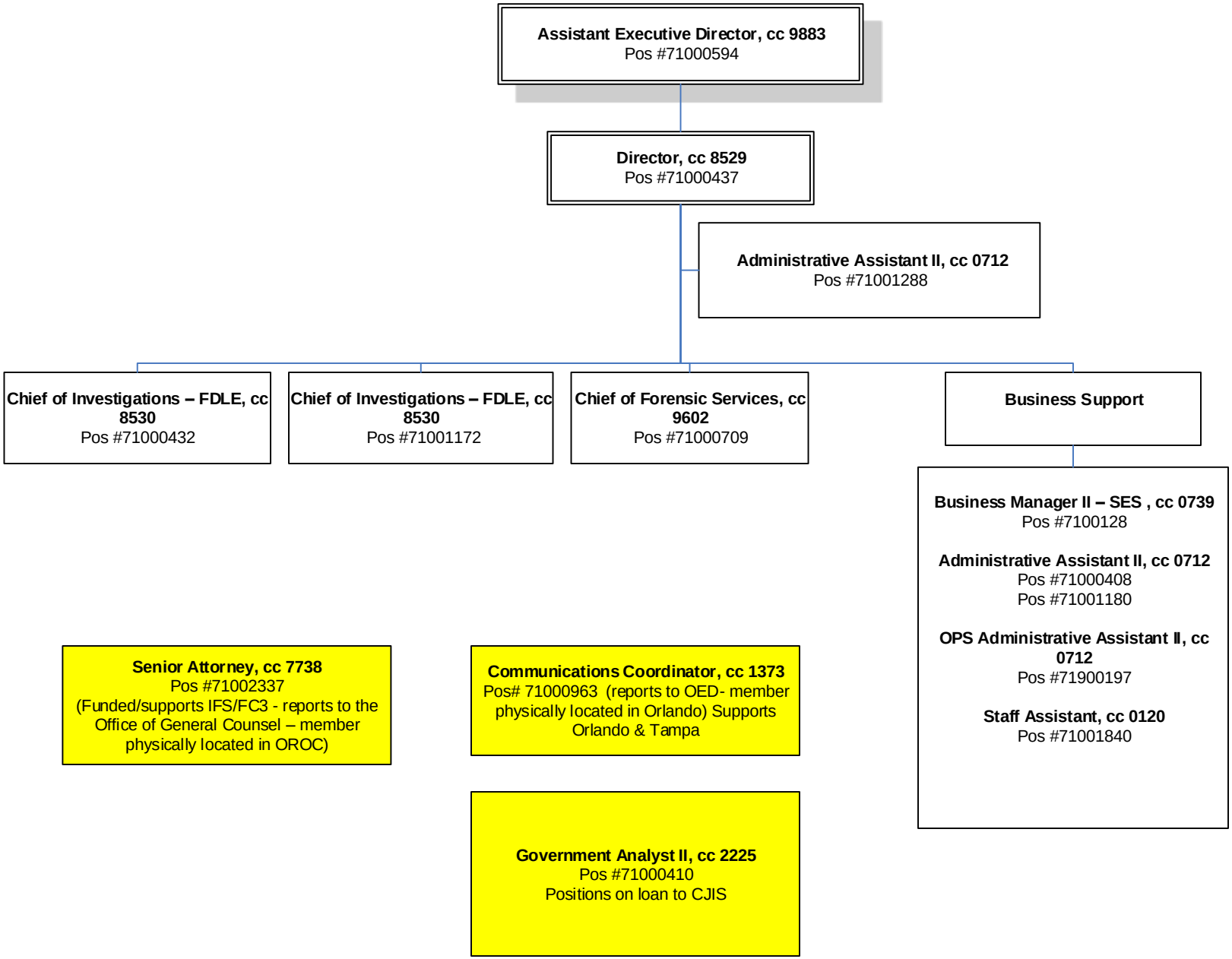
Senior Crime Lab Analyst, cc 8464
Pos #71001074

Crime Lab Analyst, cc 8463
Pos #71000659
Pos #71000687
Pos #71000739
Pos #71001073
Pos #71001633
Pos #71001765
Pos #71001999
Pos #71002355
Pos 71002353

Forensic Technologist, cc 8459
Pos #71001773
Pos #71001128
Pos #71001586
Pos #71002166

8/29/2019

Florida Department Of Law Enforcement
Investigations & Forensic Science Program
Orlando Regional Operations Center



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Florida Department of Law Enforcement
Investigations & Forensic Science Program
Orlando Regional Operations Center
Investigations - Page 1 of 2

Assistant Executive Director, cc 9883
Pos #71000594

Director, cc 9529
Pos #71000437

Chief of Investigations – FDLE, cc 8530
Pos #71001172

Counterterrorism
Special Agent Supervisor, cc 8584
Pos #71000336

Special Agent, cc 8581
Pos #71002497
Pos #71002498
Pos #71002502
Pos #71002500
Pos #71002499
Pos #71002501
Pos #71001681

Sr. Crime Intelligence Analyst II, cc 8435
Pos #71002503

Crime Intelligence Analyst I, cc 8433
Pos #71000524

ESST/RDSTF/MA
Special Agent Supervisor, cc 8584
Pos #71000055

Special Agent, cc 8581
Pos #71000472
Pos #71001823
Pos #71000816
Pos #71002484
Pos #71000169

Sr. Crime Intelligence Analyst II, cc 8435
Pos #71001838

Crime Intelligence Analyst II, cc 8436
Pos #71001222

Planner **IV, cc 2322**
Pos #71002283

ESST Task Force Agents

Cyber
Special Agent Supervisor, cc 8584
Pos #71000227

Special Agent, cc 8581
Pos #71002325
Pos #71002380
Pos #71002334
Pos #71001059

Sr. Crime Intelligence Analyst II, cc 8435
Pos #71002053
Pos #71001337

Cyber Task Force Agents

Organized Crime 2
Special Agent Supervisor, cc 8584
Pos # 71002488

Special Agent, cc 8581
Pos #71000242
Pos #71001001
Pos #71000085
Pos #71000221
Pos #71002051
Pos #71001833
Pos #71000935

Analyst Support
Sr. Crime Intelligence Analyst Supervisor-SES cc 8437
Pos #71000356

Sr. Crime Intelligence Analyst II, cc 8435
Pos #71000179
Pos #71000027

Sr. Crime Intelligence Analyst I, cc 8434
Pos #71000989

Crime Intelligence Analyst II, cc 8436
Pos #71001839
Pos #71000566
Pos #71001313

Government Analyst II, cc 2225
Pos #71000698
Funded/reports to CJP – supports OROC

Systems Programmer I, cc 2111
Pos #71000233
Systems Programmer III, cc 2115
Pos #71000295
Funded/reports to ITS - supports OROC

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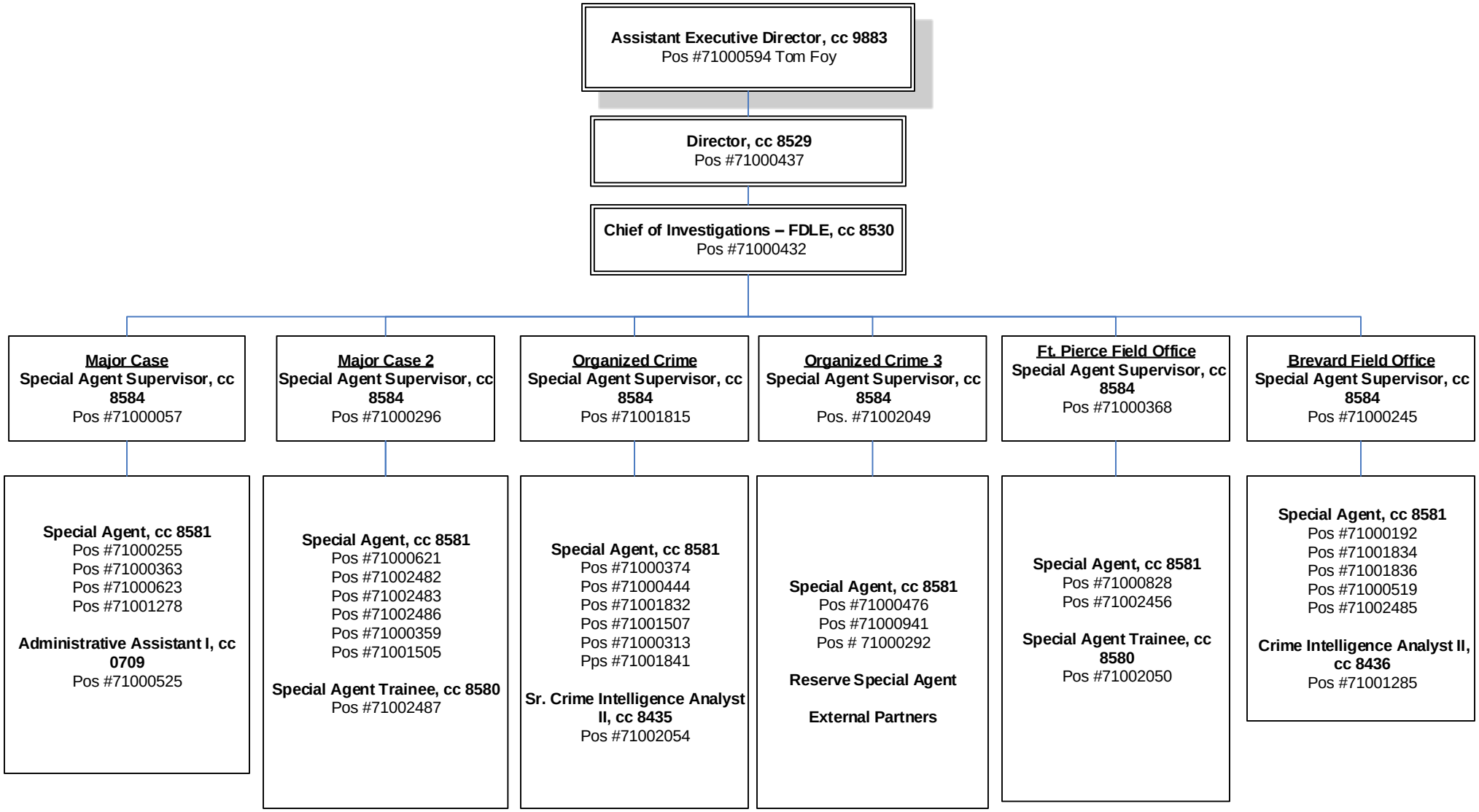
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Orlando Regional Operations Center
Investigations - Page 2 of 2



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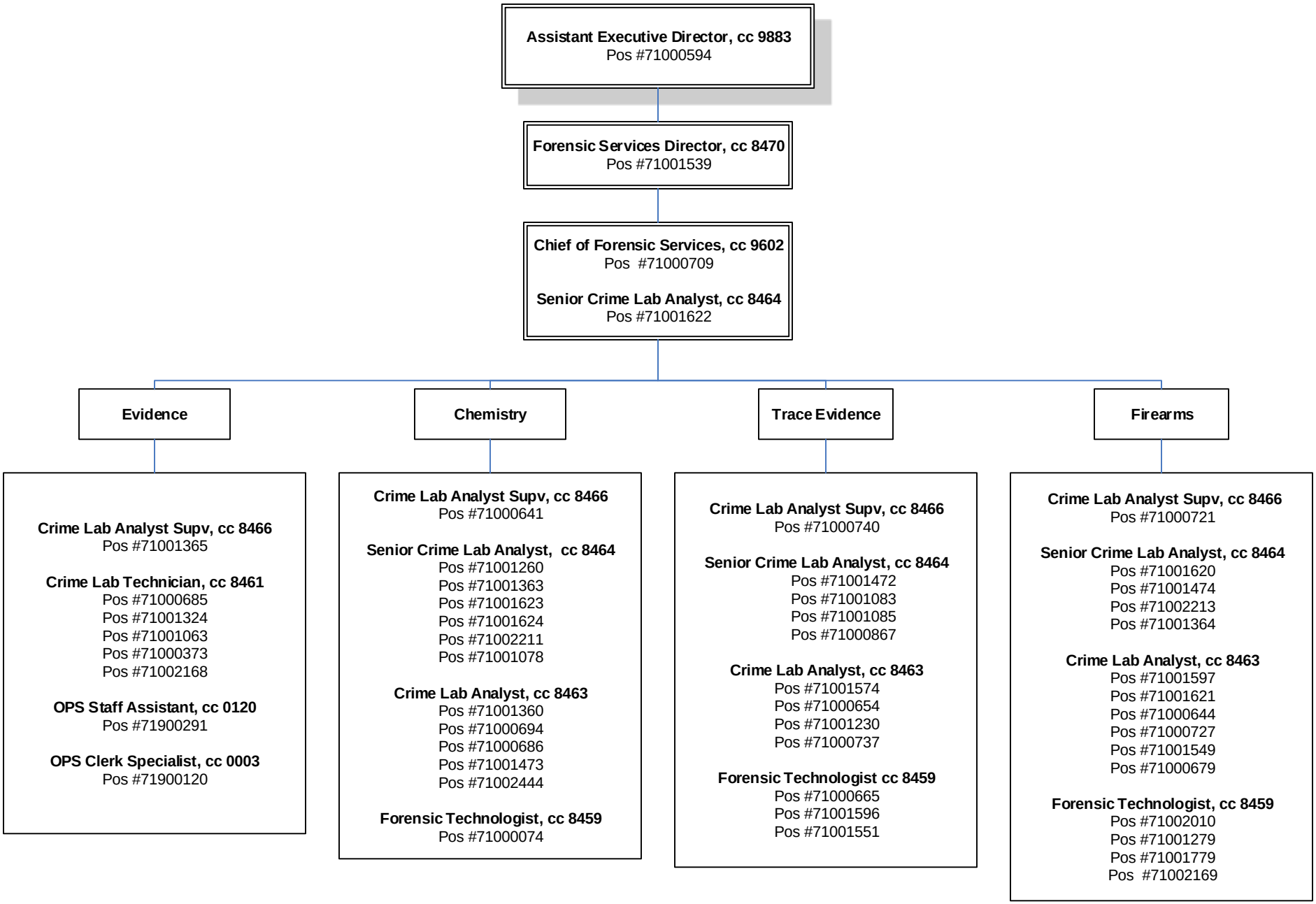
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Orlando Regional Operations Center
Forensic Services - Page 1 of 2



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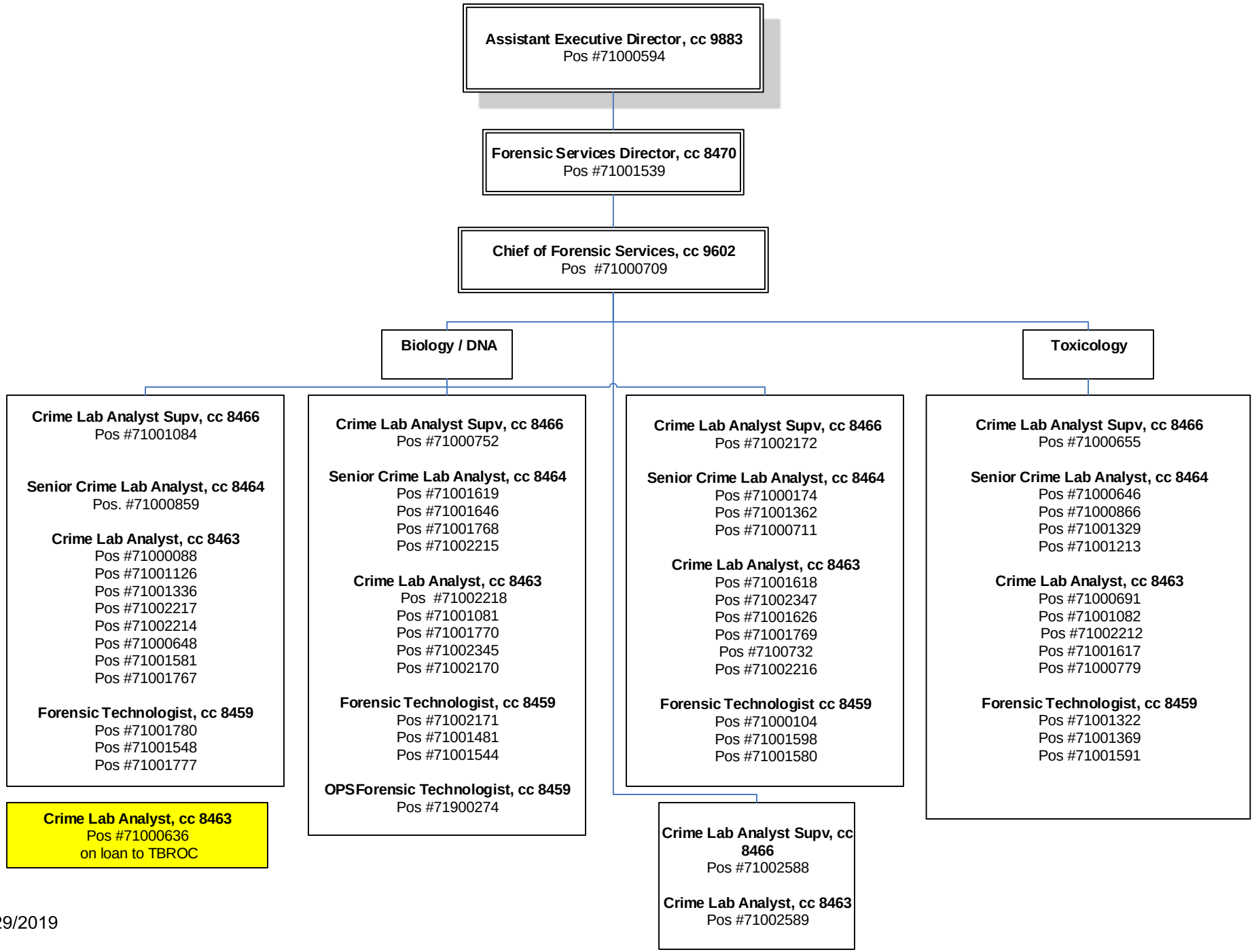
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Orlando Regional Operations Center
Forensic Services – Page 2 of 2



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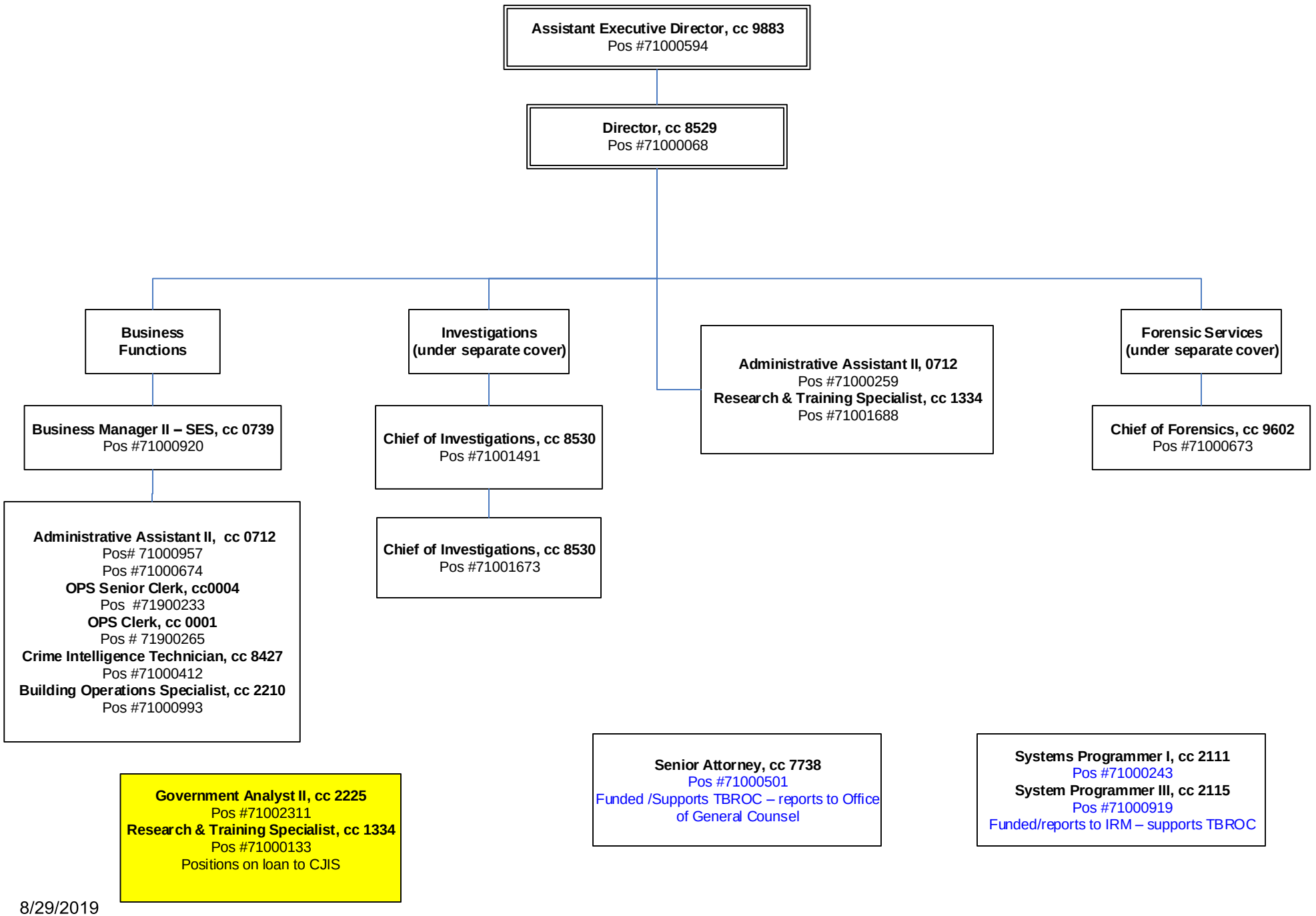
Florida Department of Law Enforcement

Investigations & Forensic Science Program
Tampa Regional Operations Center



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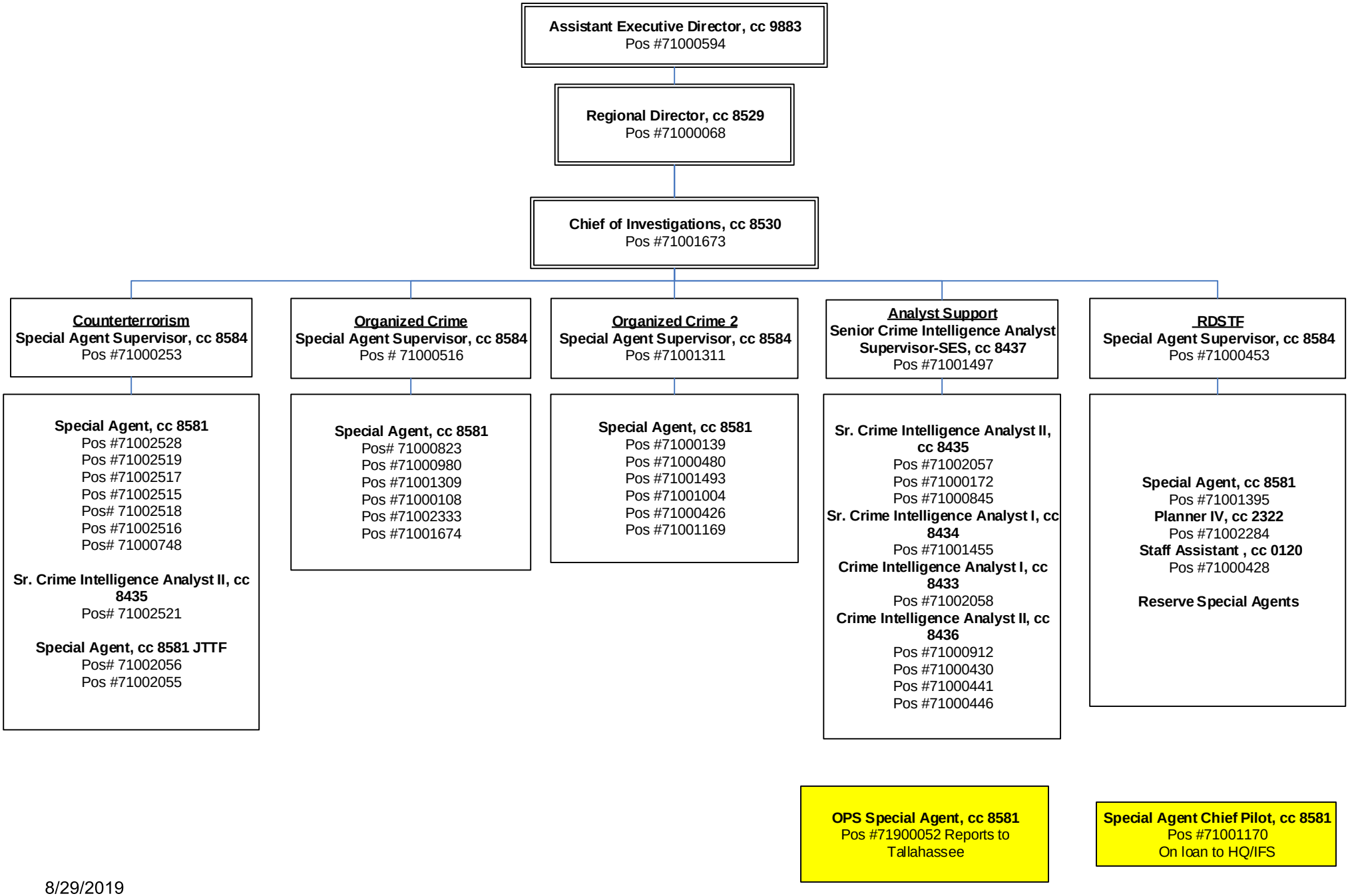
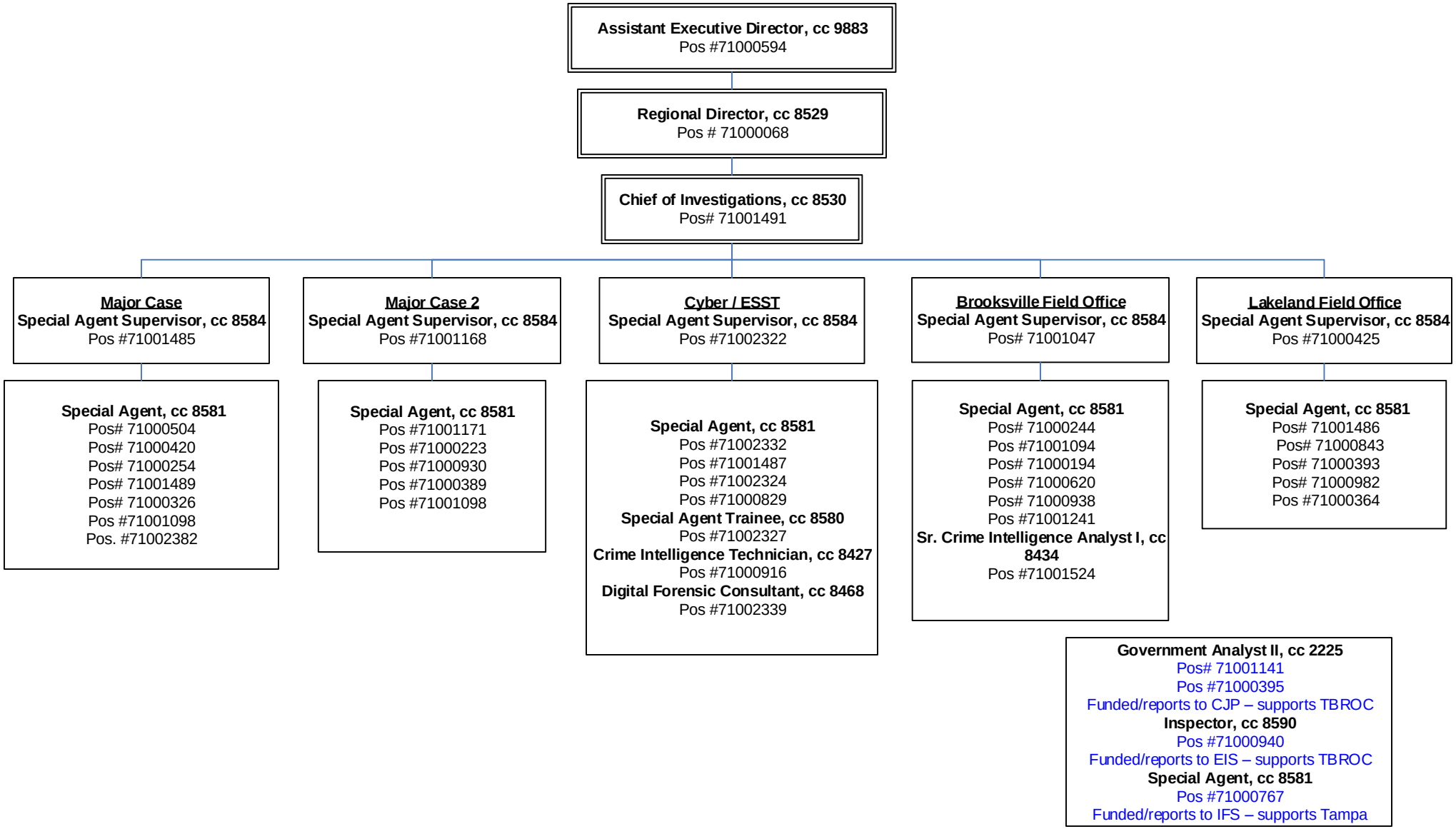
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Tampa Regional Operations Center

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Regional Director, cc 8529
Pos # 71000068
Chief of Investigations, cc 8530
Pos# 71001491
Major Case
Special Agent Supervisor, cc 8584
Pos #71001485
Special Agent, cc 8581
Pos# 71000504
Pos# 71000420
Pos# 71000254
Pos# 71001489
Pos# 71000326
Pos #71001098
Pos. #71002382
Major Case 2
Special Agent Supervisor, cc 8584
Pos #71001168
Special Agent, cc 8581
Pos #71001171
Pos #71000223
Pos #71000930
Pos #71000389
Pos #71001098
Cyber / ESST
Special Agent Supervisor, cc 8584
Pos #71002322
Special Agent, cc 8581
Pos #71002332
Pos #71001487
Pos #71002324
Pos #71000829
Special Agent Trainee, cc 8580
Pos #71002327
Crime Intelligence Technician, cc 8427
Pos #71000916
Digital Forensic Consultant, cc 8468
Pos #71002339
Brooksville Field Office
Special Agent Supervisor, cc 8584
Pos# 71001047
Special Agent, cc 8581
Pos# 71000244
Pos #71001094
Pos# 71000194
Pos# 71000620
Pos# 71000938
Pos #71001241
Sr. Crime Intelligence Analyst I, cc 8434
Pos #71001524
Lakeland Field Office
Special Agent Supervisor, cc 8584
Pos #71000425
Special Agent, cc 8581
Pos# 71001486
Pos# 71000843
Pos# 71000393
Pos# 71000982
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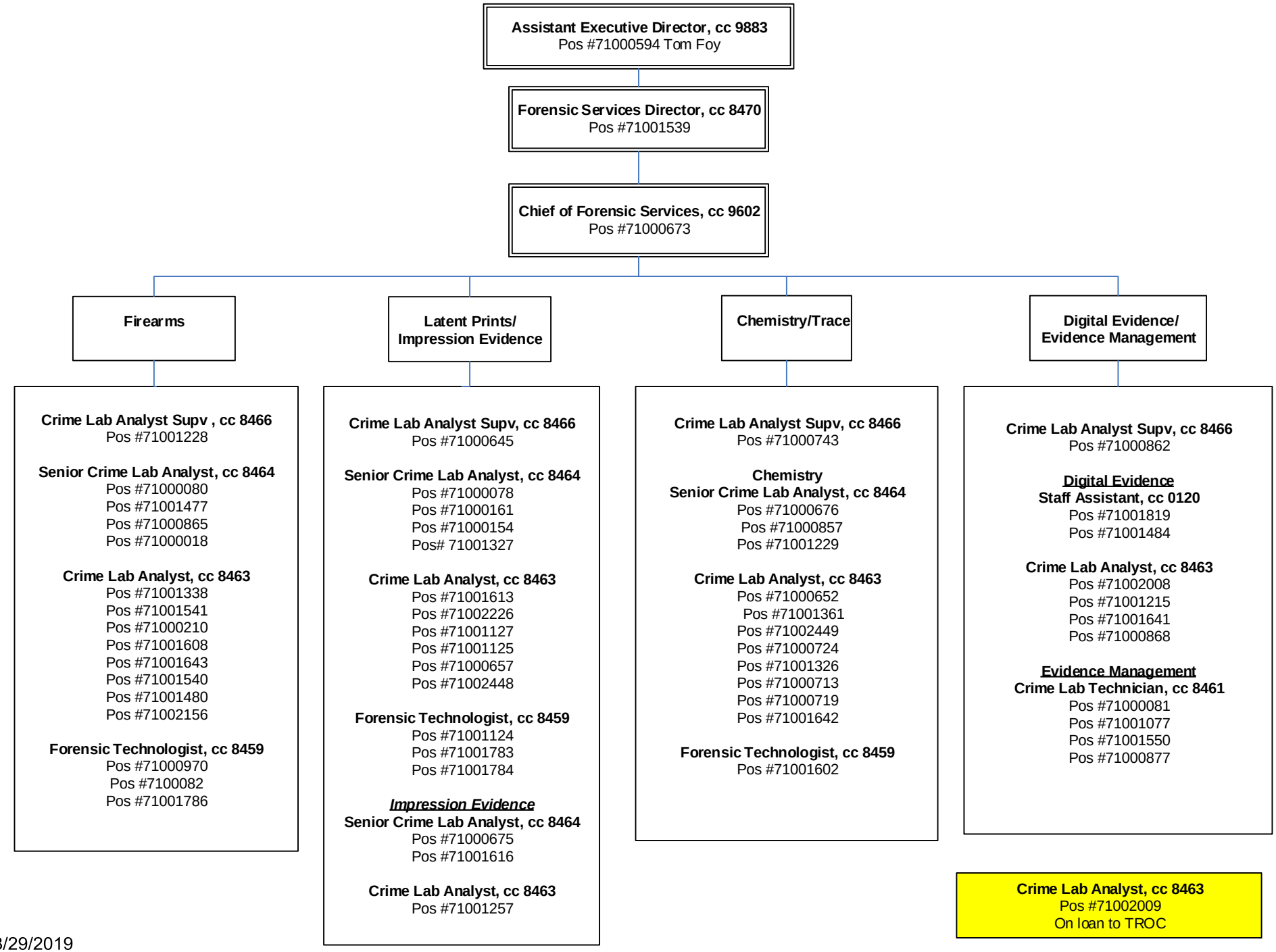
Government Analyst II, cc 2225
Pos# 71001141
Pos #71000395
Funded/reports to CJP – supports TBROC
Inspector, cc 8590
Pos #71000940
Funded/reports to EIS – supports TBROC
Special Agent, cc 8581
Pos #71000767
Funded/reports to IFS – supports Tampa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Forensic Services Director, cc 8470
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Chief of Forensic Services, cc 9602
Pos #71000673
Firearms
Crime Lab Analyst Supv , cc 8466
Pos #71001228
Senior Crime Lab Analyst, cc 8464
Pos #71000080
Pos #71001477
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Crime Lab Analyst, cc 8463
Pos #71001338
Pos #71001541
Pos #71000210
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Pos #71001643
Pos #71001540
Pos #71001480
Pos #71002156
Forensic Technologist, cc 8459
Pos #71000970
Pos #7100082
Pos #71001786
Latent Prints/ Impression Evidence
Crime Lab Analyst Supv, cc 8466
Pos #71000645
Senior Crime Lab Analyst, cc 8464
Pos #71000078
Pos #71000161
Pos #71000154
Pos# 71001327
Crime Lab Analyst, cc 8463
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Pos #71001125
Pos #71000657
Pos #71002448
Forensic Technologist, cc 8459
Pos #71001124
Pos #71001783
Pos #71001784
Impression Evidence
Senior Crime Lab Analyst, cc 8464
Pos #71000675
Pos #71001616
Crime Lab Analyst, cc 8463
Pos #71001257
Chemistry/Trace
Crime Lab Analyst Supv, cc 8466
Pos #71000743
Chemistry
Senior Crime Lab Analyst, cc 8464
Pos #71000676
Pos #71000857
Pos #71001229
Crime Lab Analyst, cc 8463
Pos #71000652
Pos #71001361
Pos #71002449
Pos #71000724
Pos #71001326
Pos #71000713
Pos #71000719
Pos #71001642
Forensic Technologist, cc 8459
Pos #71001602
Digital Evidence/ Evidence Management
Crime Lab Analyst Supv, cc 8466
Pos #71000862
Digital Evidence
Staff Assistant, cc 0120
Pos #71001819
Pos #71001484
Crime Lab Analyst, cc 8463
Pos #71002008
Pos #71001215
Pos #71001641
Pos #71000868
Evidence Management
Crime Lab Technician, cc 8461
Pos #71000081
Pos #71001077
Pos #71001550
Pos #71000877
Crime Lab Analyst, cc 8463
Pos #71002009
On loan to TROC

8/29/2019

Florida Department of Law Enforcement
Investigations & Forensic Science Program
Tampa Regional Operations Center
Forensic Services Page 5 0f 5

Assistant Executive Director, cc 9883
Pos #71000594

Forensic Services Director, cc 8470
Pos #71001539

Chief of Forensic Services, cc 9602
Pos #71000673

BIOLOGY

Crime Lab Analyst Supervisor, cc 8466
Pos #71002154

Senior Crime Lab Analyst, cc 8464
Pos #71001644
Pos #71000742
Pos #71001636
Pos #71002228

Crime Lab Analyst, cc 8463
Pos #71001476
Pos #71002000
Pos #71002227
Pos #71002229
Pos #71002160
Pos #71002522

Forensic Technologist, cc 8459
Pos #71000668
Pos #71002158

Crime Lab Analyst Supervisor, cc 8466
Pos #71001479

Senior Crime Lab Analyst, cc 8464
Pos #71001475
Pos #71002230
Pos #71001542

Crime Lab Analyst, cc 8463
Pos #71000672
Pos #71000856
Pos #71001366
Pos #71001637
Pos #71002348
Pos #71001639

Forensic Technologist, cc 8459
Pos #71002155
Pos #71001068
OPS Forensic Technologist, cc 8459
Pos #71900383

Crime Lab Analyst Supervisor, cc 8466
Pos #71001220

Senior Crime Lab Analyst, cc 8464
Pos #71001629
Pos #71001785
Pos #71002001

Crime Lab Analyst, cc 8463
Pos #71000603
Pos #71000861
Pos #71001772
Pos #71002225
Pos #71002524
Pos #71001604
Pos #71002523

Forensic Technologist, cc 8459
Pos #71001086
Pos #71002159
Pos #71002157

Crime Lab Analyst Supervisor, cc 8466
Pos #71002591

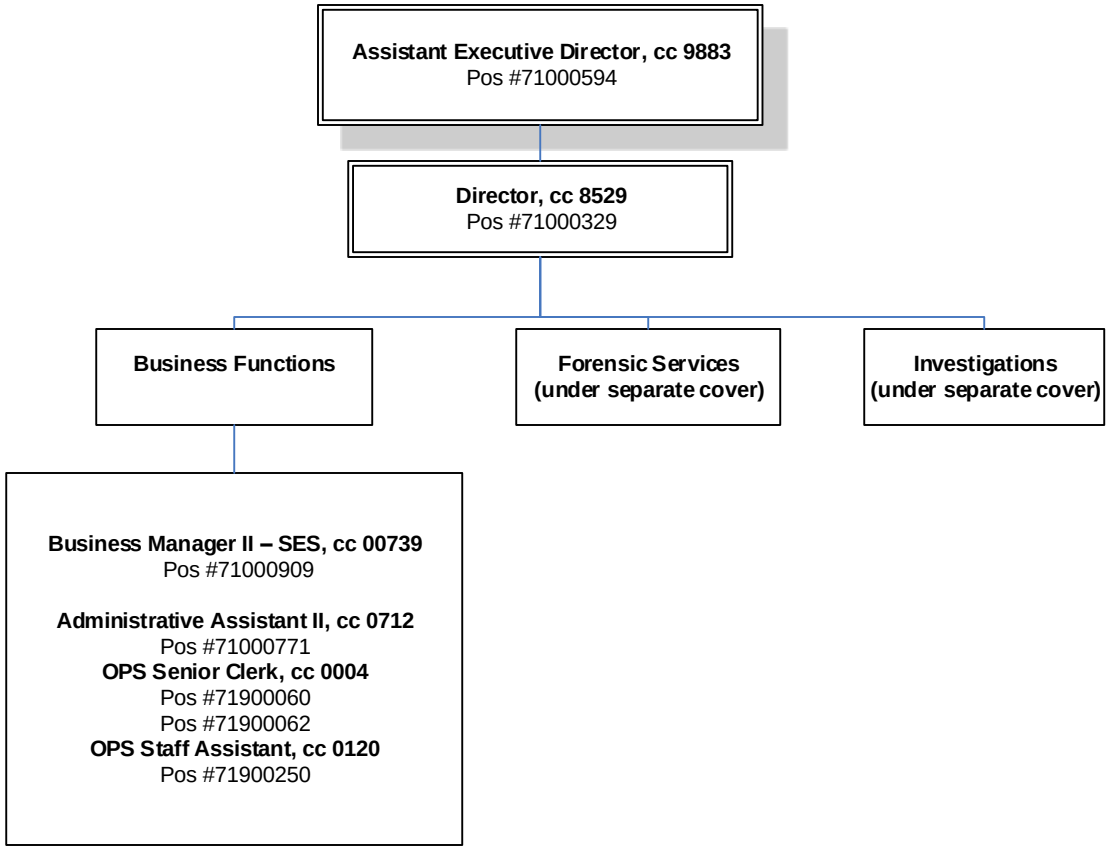
Crime Lab Analyst, cc 8463
Pos #71002592
Pos #71002593

Crime Lab Analyst, cc 8463
Pos #71000636
On loan from OROC

Crime Lab Analyst Supervisor, cc 8466
Pos #71001259
On loan to IFS/Forensic Services/Quality Assurance
OPS Administrative Assistant II, cc 0712
Pos #71900254

8/29/2019

Florida Department of Law Enforcement
Investigations & Forensic Science Program
Ft. Myers Regional Operations Center



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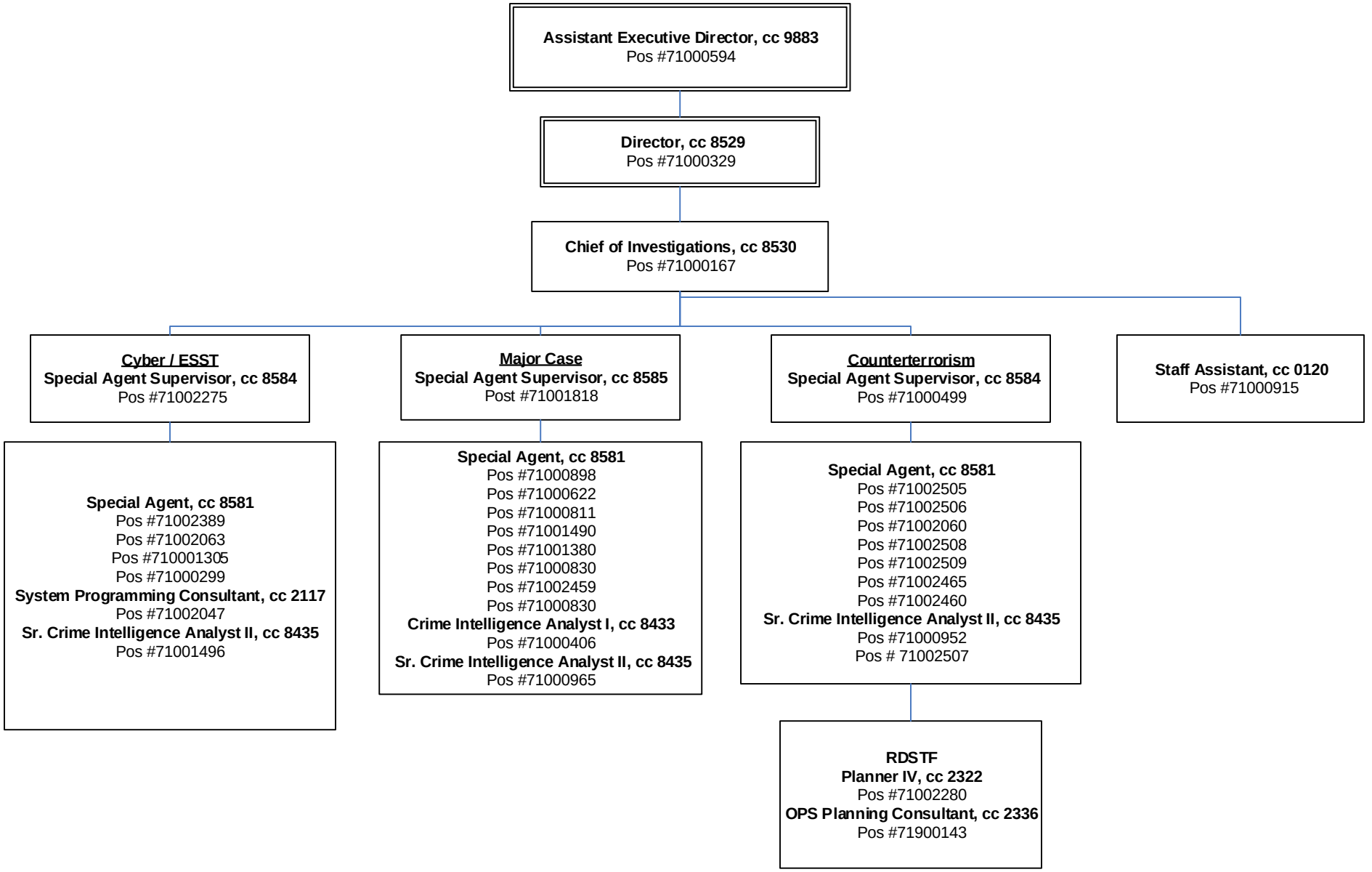
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Ft. Myers Regional Operations Center
Investigations



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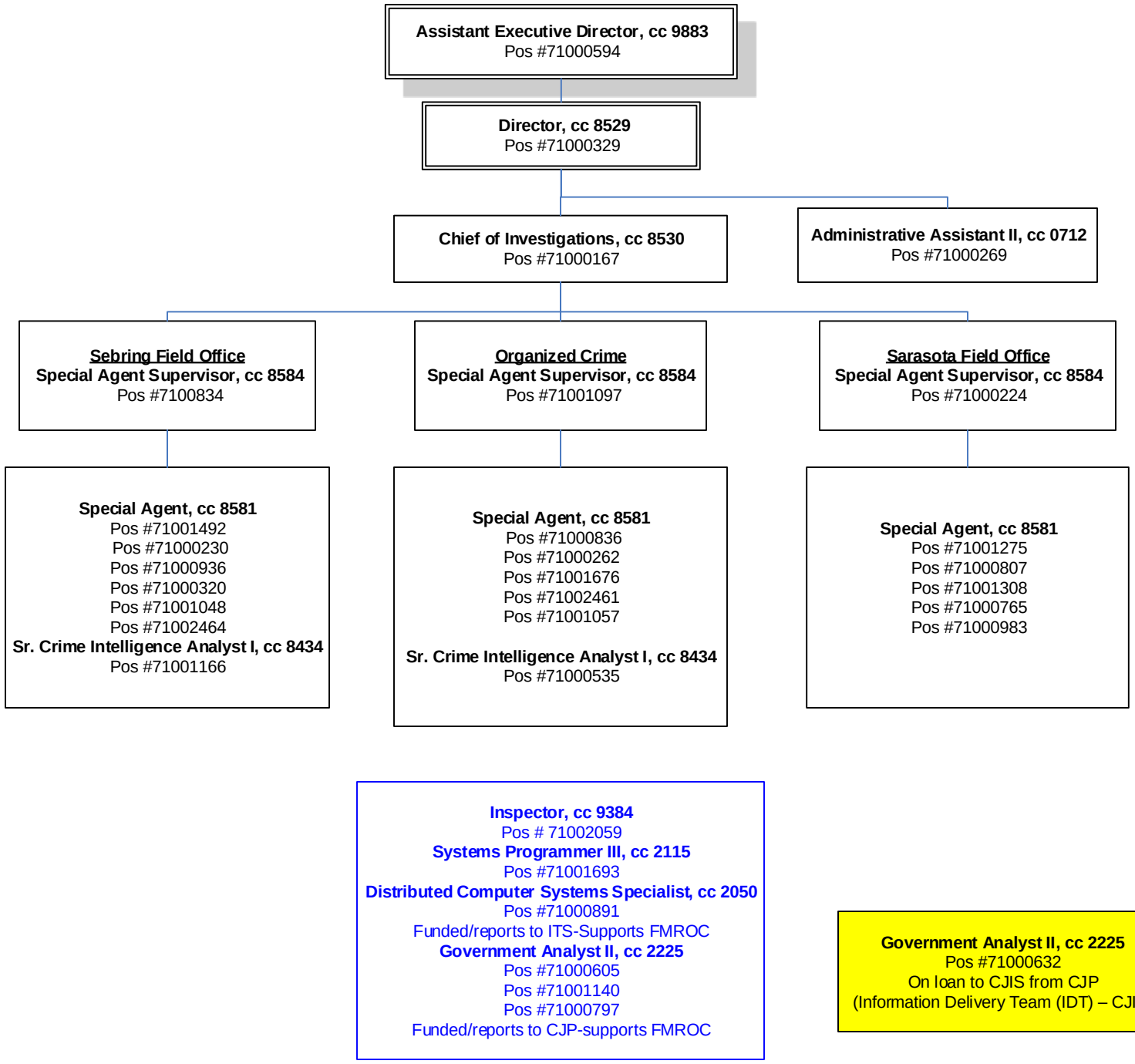
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Ft. Myers Regional Operations Center
Investigations



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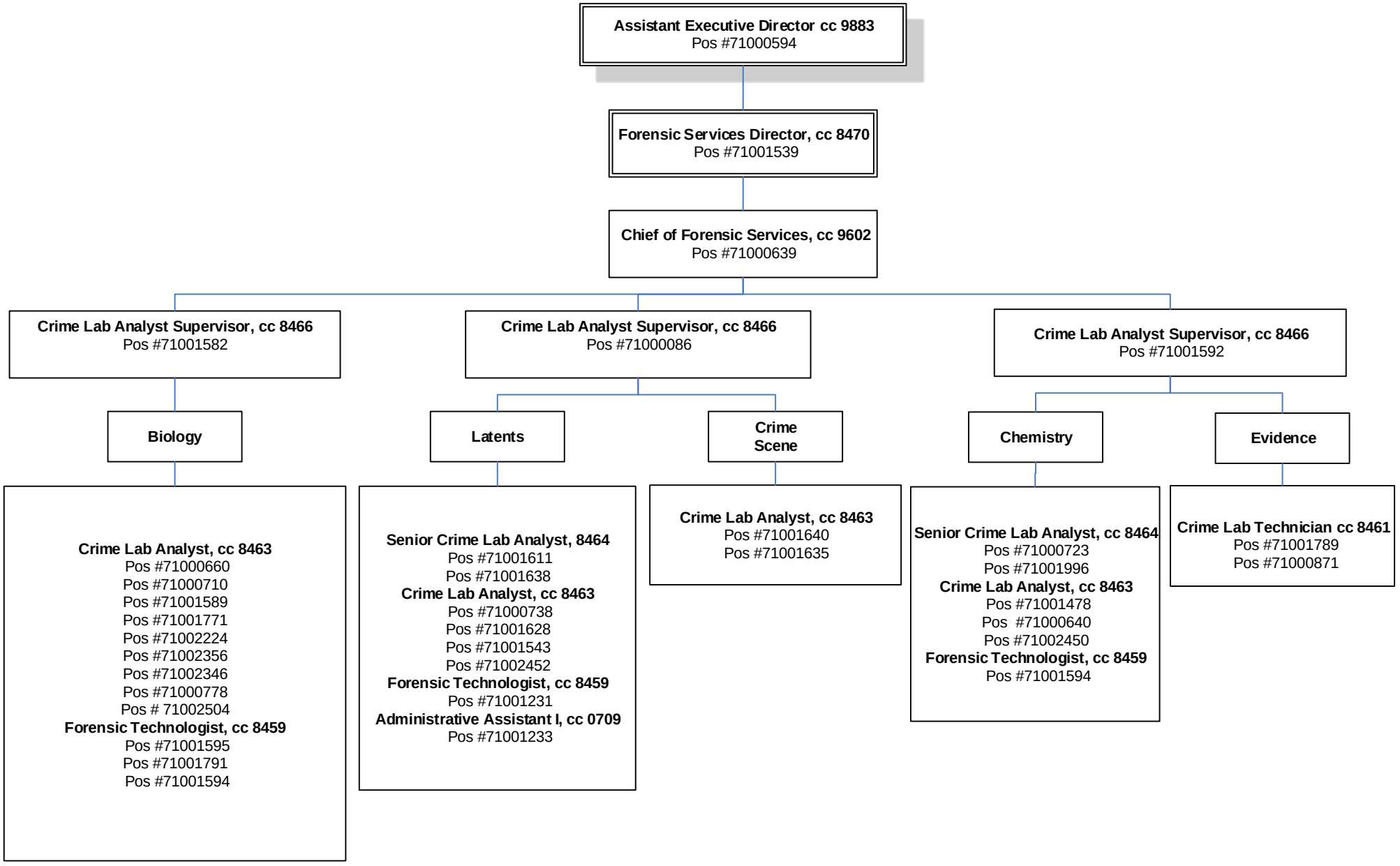
Florida Department of Law Enforcement

Investigations & Forensic Science Program
Ft. Myers Regional Operations Center
Forensic Services



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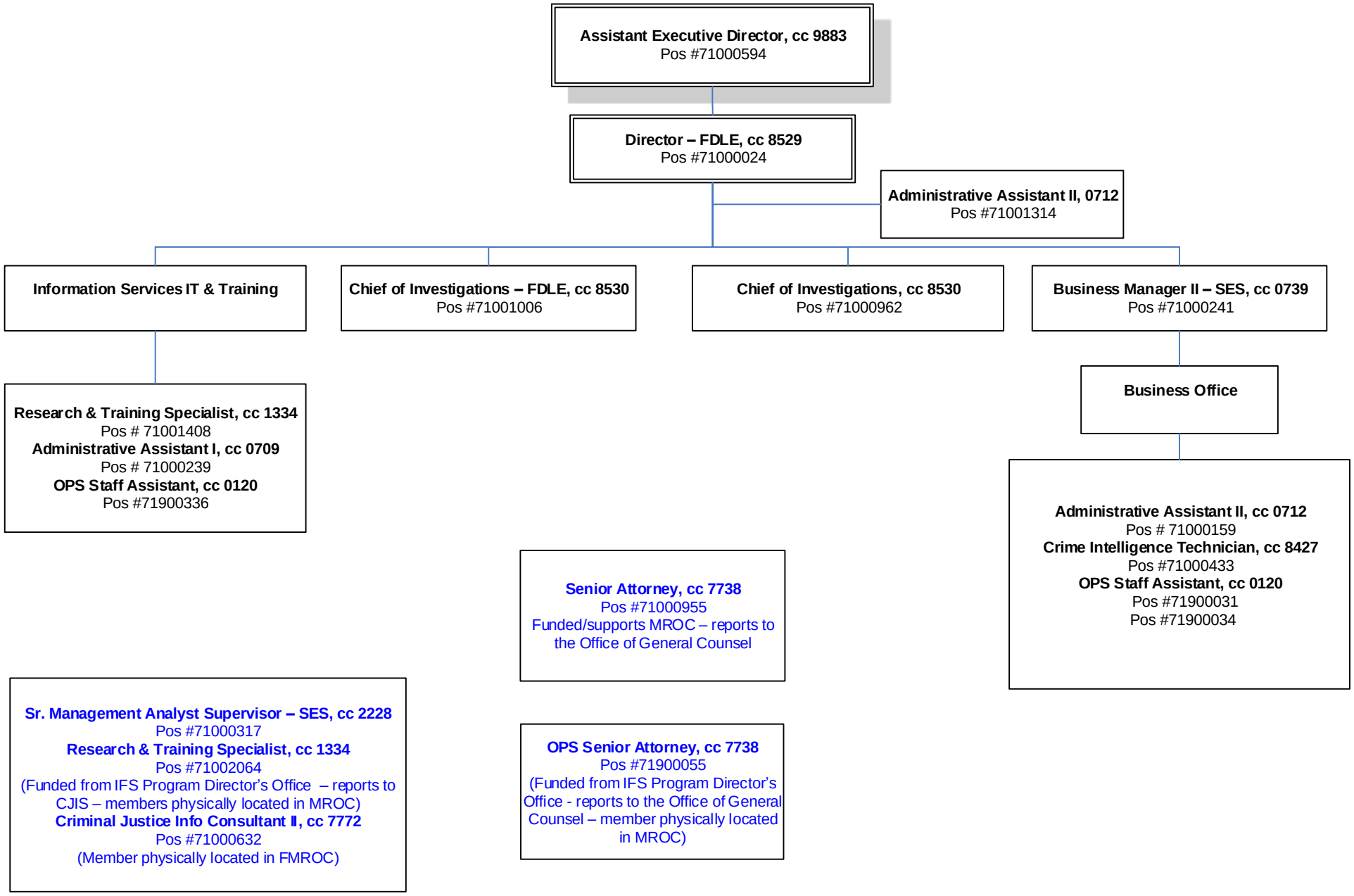
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Miami Regional Operations Center
Investigations



8/29/2019

Florida Department of Law Enforcement

Investigations & Forensic Science Program
Miami Regional Operations Center
Investigations

Assistant Executive Director, cc 9883
Pos #71000594

Director – FDLE, cc 8529
Pos #71000024

Chief of Investigations – FDLE, cc 8530
Pos #71001006

RDSTF
Special Agent Supervisor, cc 8584
Pos #71000035

Special Agent, cc 8581
Pos #71001182
Pos #71002539
Planner IV, cc 2322
Pos #71002281
Crime Intelligence Analyst I, cc8433
Pos #71002066

Analyst Support
Senior Crime Intelligence Analyst Supervisor-SES, cc 8437
Pos #71000844

Senior Crime Intelligence Analyst II, cc 8435
Pos #71002243
Senior Crime Intelligence Analyst I, cc 8434
Pos #71000135
Crime Intelligence Analyst II, cc 8436
Pos #71001820
Crime Intelligence Analyst I, cc 8433
Pos #71001809
Pos #71000449

Counterterrorism
Special Agent Supervisor, cc 8584
Pos #71002540

Senior Crime Intelligence Analyst II, cc 8435
Pos #71002544
Senior Crime Intelligence Analyst I, cc 8434
Pos #71000138
Special Agent, cc 8581
Pos #71000398
Pos #71000939
Pos #71001826
Pos #71001393
Pos #71002335
Pos #71002543
Pos #71002537
Pos #71002538
Pos #71002541
Pos #71002542
Pos #71002536
Pos #71002548

Inspector, cc 8590
Pos #71001310 (Miami)
Funded/reports to EIS – supports Miami

8/29/2019

Florida Department of Law Enforcement

Investigations & Forensic Science Program
Miami Regional Operations Center
Investigations

Assistant Executive Director, cc 9883
Pos #71000594

Director – FDLE, cc 8529
Pos #71000024

Chief of Investigations, cc 8530
Pos #71001006

Organized Crime
Special Agent Supervisor, cc 8584
Pos #71001389

Special Agent, cc 8581
Pos #71000060
Pos #71000455
Pos #71001500
Pos #71001058
Pos #71001824

Organized Crime 2
Special Agent Supervisor, cc 8584
Pos #71001091

Special Agent, cc 8581
Pos #71000825
Pos #71000840
Pos #71001503
Pos #71001829

Reserve Special Agents

Cyber / ESST
Special Agent Supervisor, cc 8584
Pos #71001306

Special Agent, cc 8581
Pos #71000225
Pos #71002326
Pos #71002328
Pos #71002330
Pos # 71001501
Sr. Crime Intelligence Analyst II, cc 8435
Pos #71002340
Digital Forensic Consultant, cc 8468
Pos #71002065

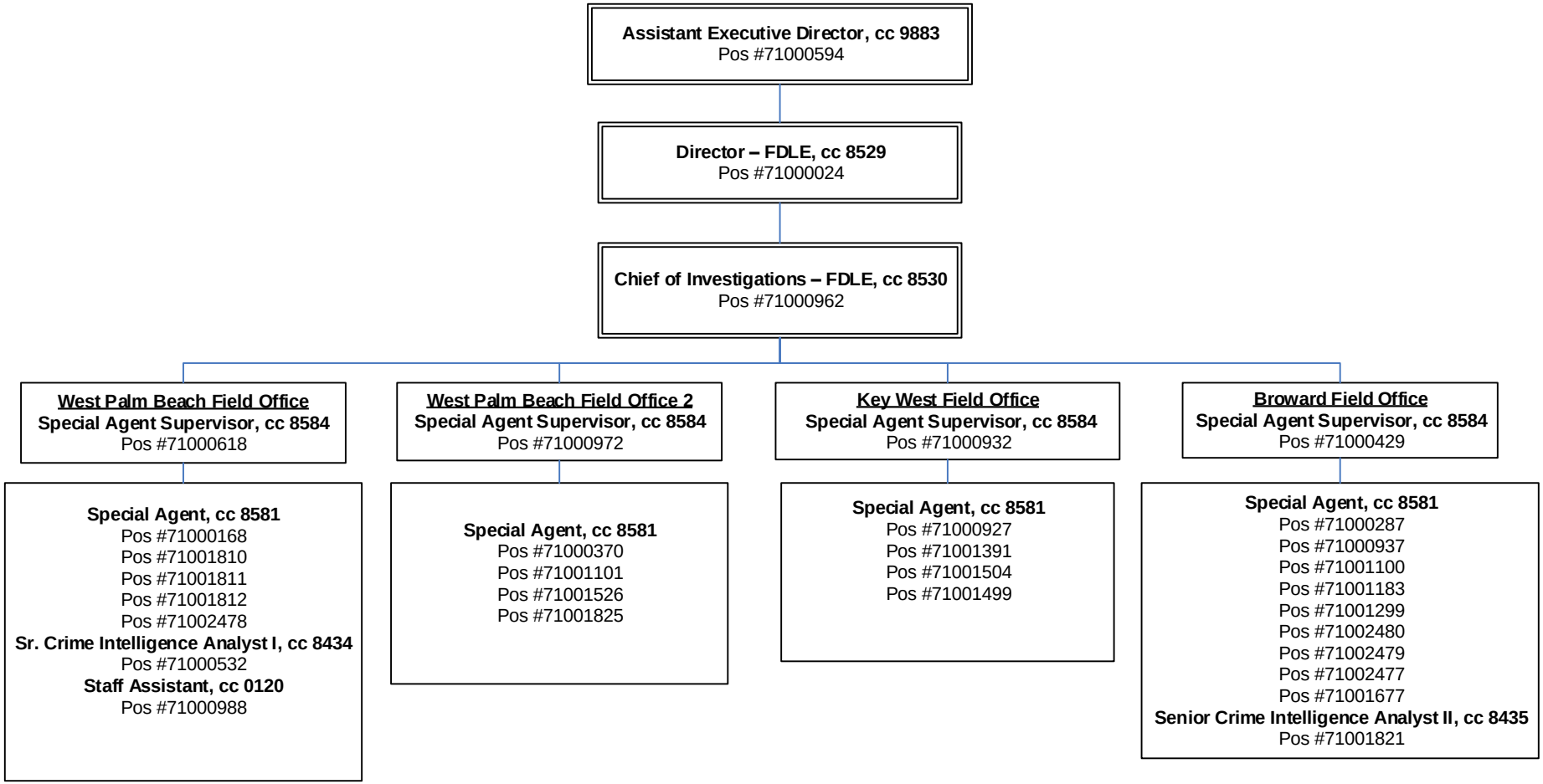
Government Analyst II, cc 2225
Pos #71000768
Funded/Reports to CJP – supports MROC

Pilot, cc
Pos #71002383
On loan to Hdqts

8/29/2019

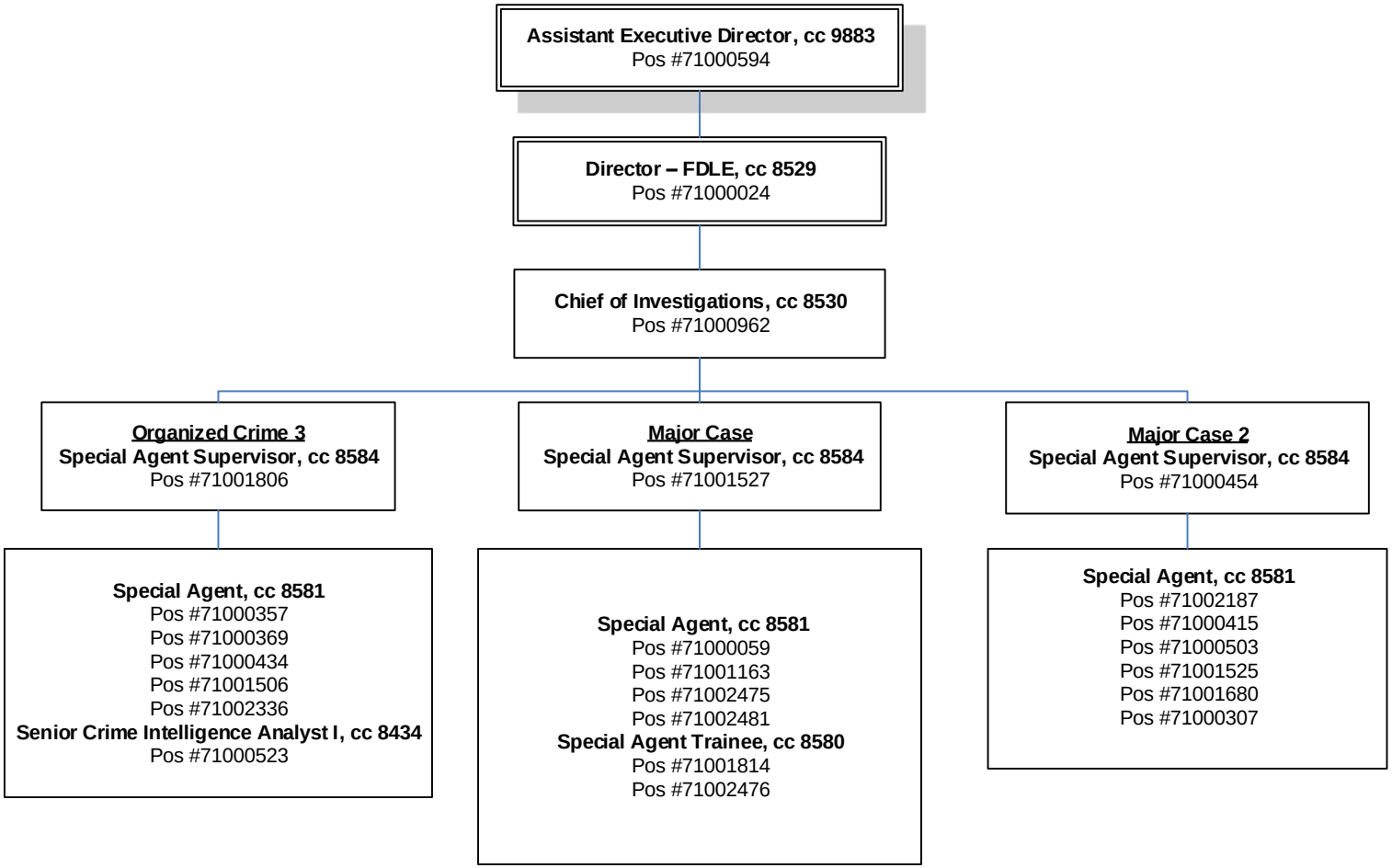
Florida Department of Law Enforcement

Investigations & Forensic Science Program
Miami Regional Operations Center
Investigations



8/29/2019

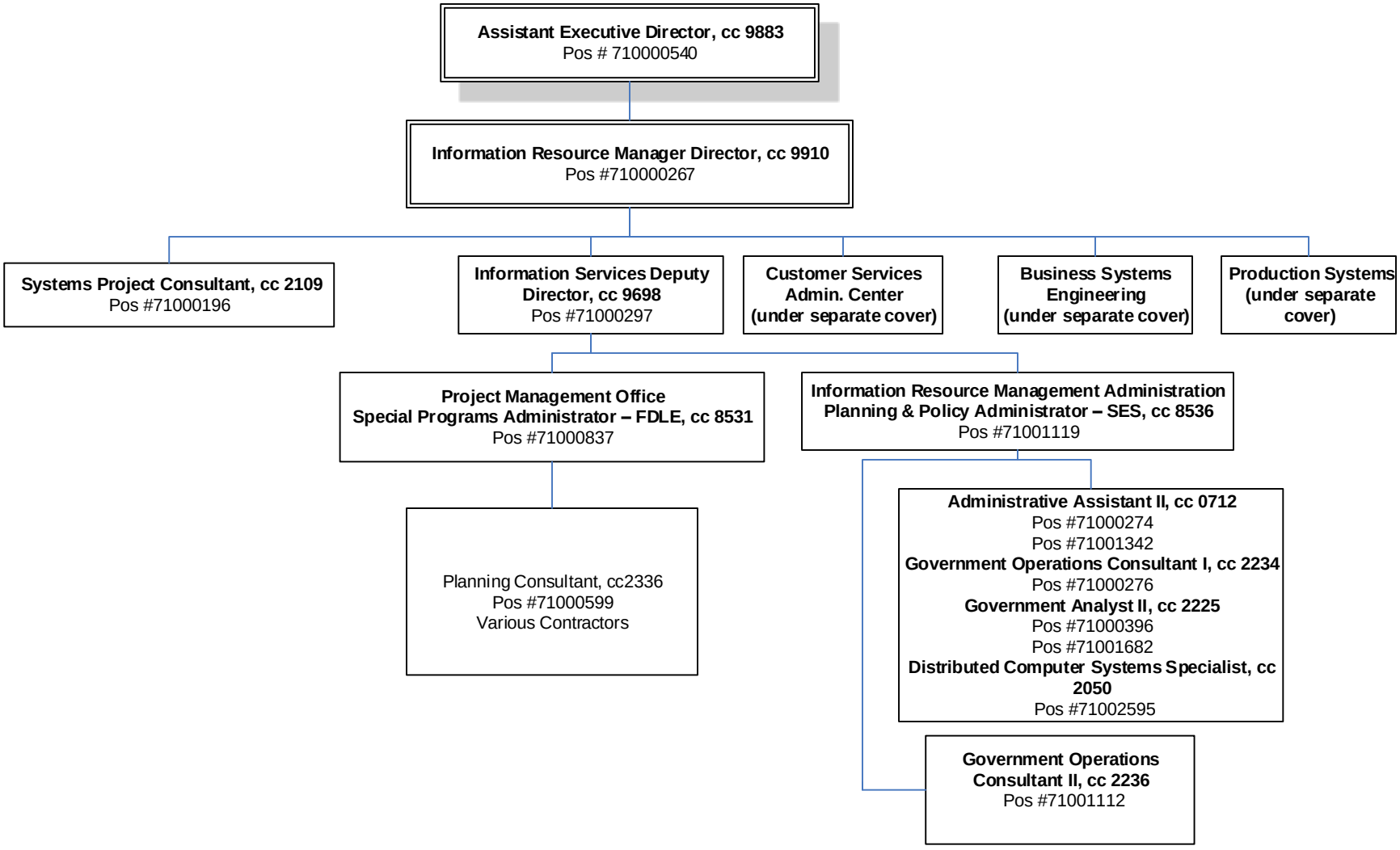
Florida Department of Law Enforcement
Investigations & Forensic Science Program
Miami Regional Operations Center
Investigations



Systems Programmer III, cc 2115
Pos #71000228
Pos #71000034
Funded/reports to IRM – supports MROC

8/29/2019

Florida Department of Law Enforcement
Information Technology Services



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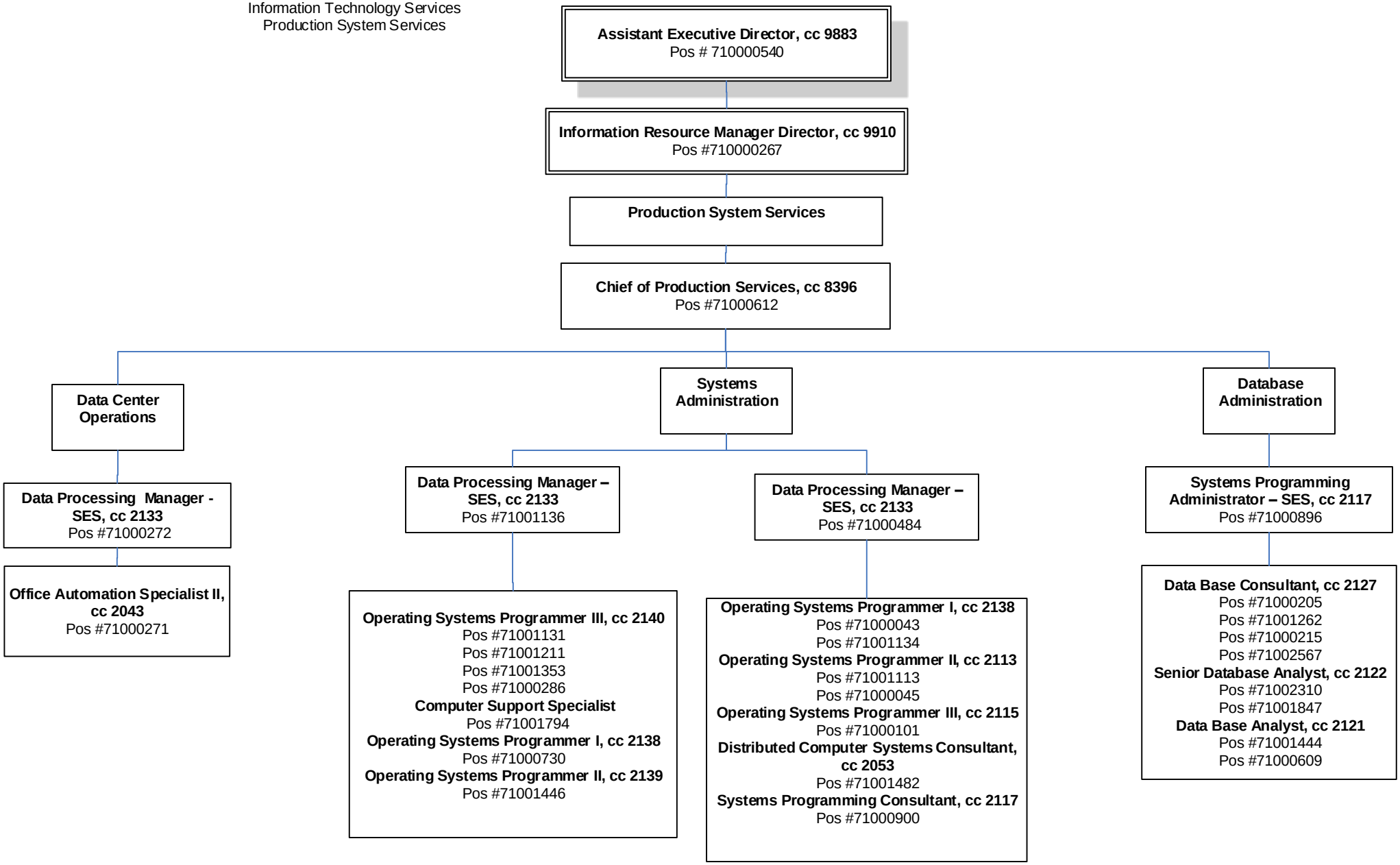
Florida Department of Law Enforcement
Information Technology Services
Production System Services



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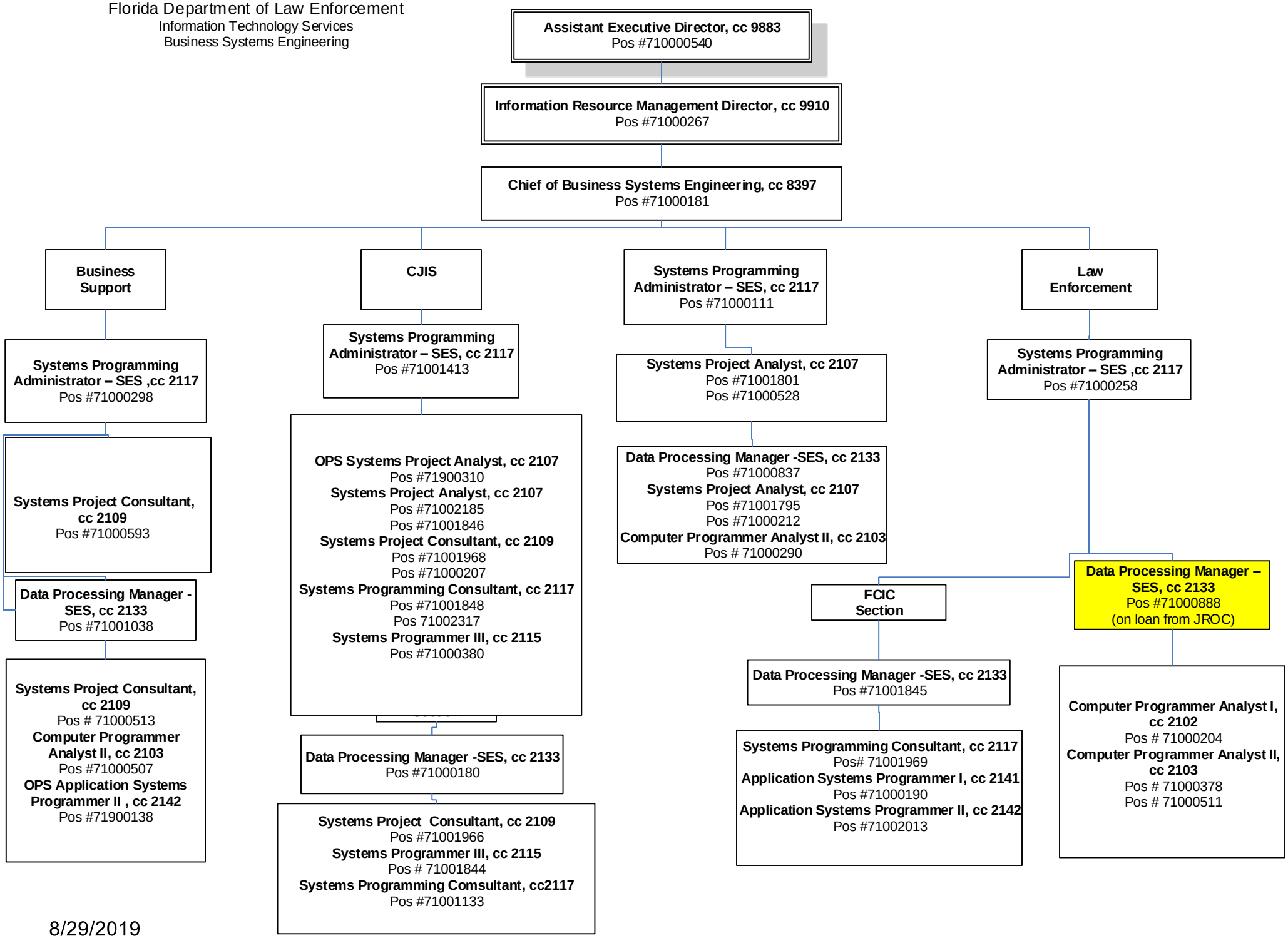
Florida Department of Law Enforcement
Information Technology Services
Business Systems Engineering



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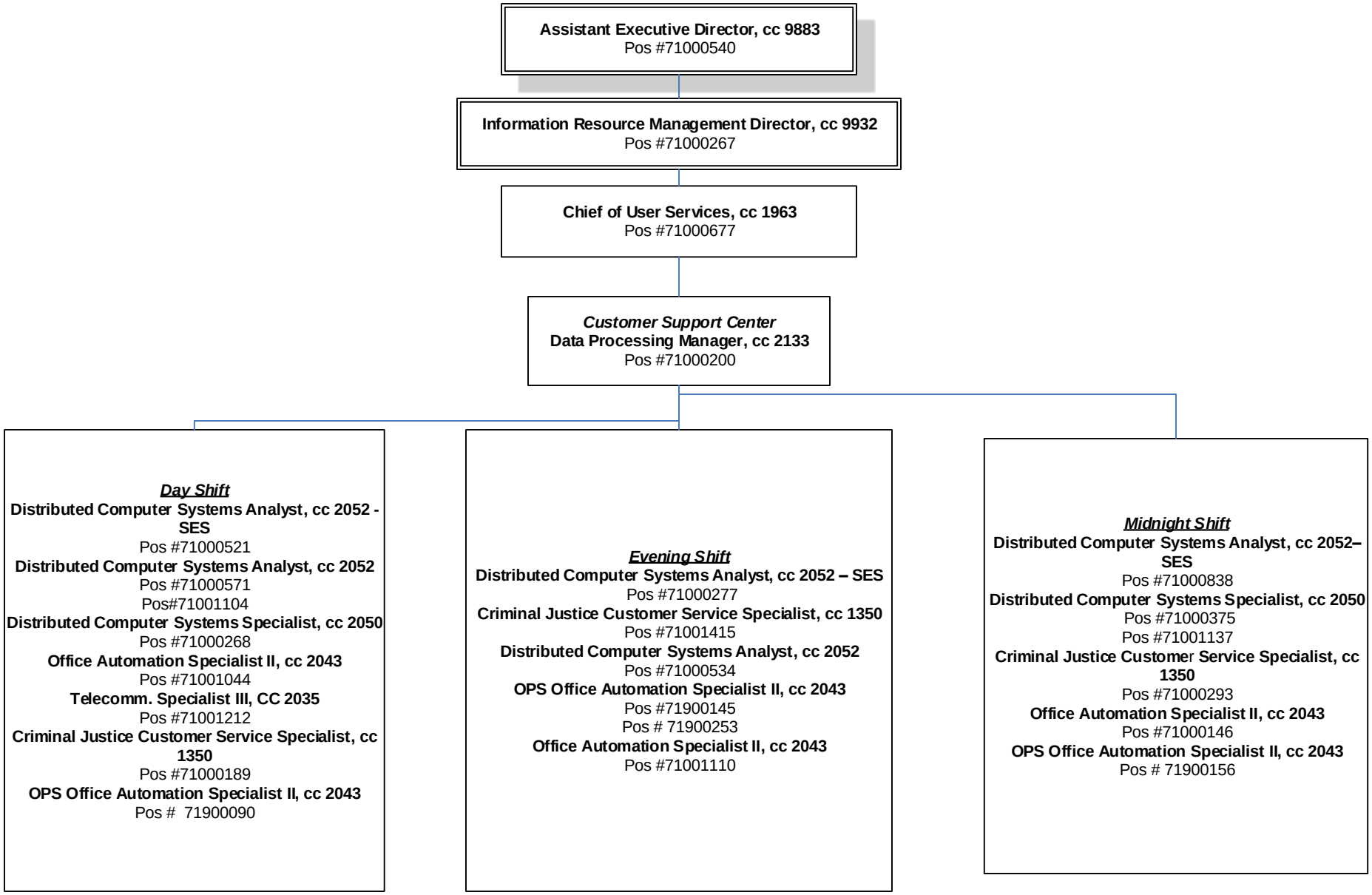
Florida Department of Law Enforcement
Information Technology Services
Customer Service Administration Center
1 of 2



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Florida Department of Law Enforcement
Information Technology Services
Customer Service Administration Center
2 of 2

Assistant Executive Director, cc 9883
Pos #71000540

Information Resource Management Director, cc 9932
Pos #71000267

Chief of User Services, cc 1963
Pos #71000677

Regional System Administration
Data Processing Manager, cc 2133
Pos #71000005

Funded/Reports to ITS/Supports:
Pensacola
Systems Programmer III, cc 2115
Pos #71001339
Distributed Computer Systems Specialist, cc 2050
Pos #71001967
Jacksonville
Systems Programmer III, cc 2115
Pos #71001452
Systems Programmer I, cc 2111
Pos #71000233
Tampa
Systems Programmer III, cc 2115
Pos #71000919
Systems Programmer I, cc 2111
Pos #71000243
Orlando
Systems Programmer I, cc 2111
Pos #71000796
Systems Programmer III, cc 2115
Pos #71000295
Miami
Systems Programmer III, cc 2115
Pos #71000228
Pos #71000034
FMROC
Systems Programmer III, cc 2115
Pos #71001693
Distributed Computer Systems Specialist, cc 2050
Pos #71000891
These positions are under Regional Systems Administration in the Regional Offices

Network Management
Data Processing Manager-SES, cc 2133
Pos #71002014

Application Systems Programmer II, cc 2142
Pos #71001448
Pos #71000855
Application Systems Programmer III, cc 2143
Pos #71000529
Pos #71001685
Network Systems Analyst, cc 2120
Pos # 71000804
Telecommunications Systems Specialist III, cc 2035
Pos #71000489

Distributed Systems Administration
Data Processing Manager, cc 2133
Pos #71001354

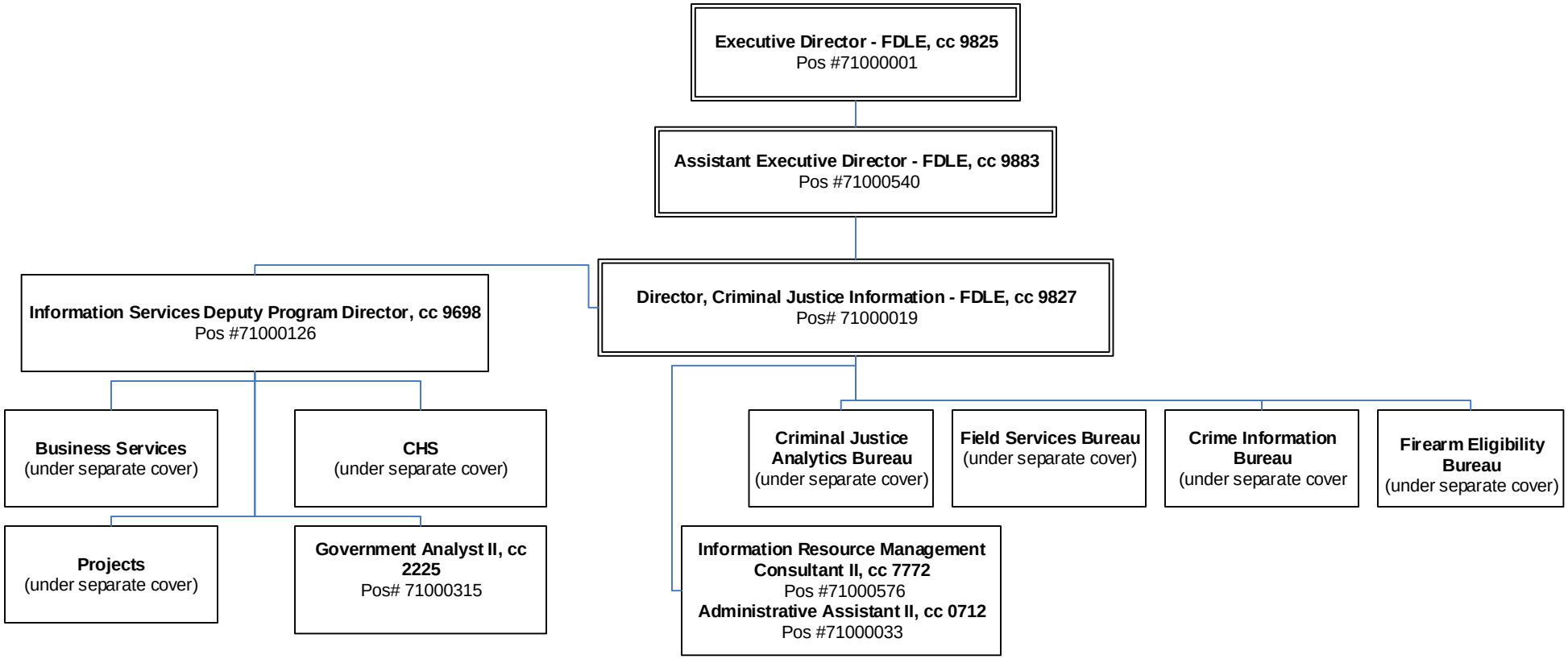
Distributed Computer Systems Analyst, cc 2052
Pos #71000750
Pos #71001355
Pos #71000206
OPS Distributed Computer Systems Analyst, cc 2052
Pos #71900244
Telecommunications Specialist III, cc 2035
Pos #71000325
Systems Programmer I, cc 2111
Pos #71000786
Pos #71000699
Systems Programmer III, cc 2115
Pos #71000284
Pos #71000999

Systems Programmer II, cc 2113
Pos #71002146
Systems Programmer I, cc 2111
Pos #71002119

On loan to ITS from Cap. Police

8/29/2019

Florida Department of Law Enforcement
Criminal Justice Information Services



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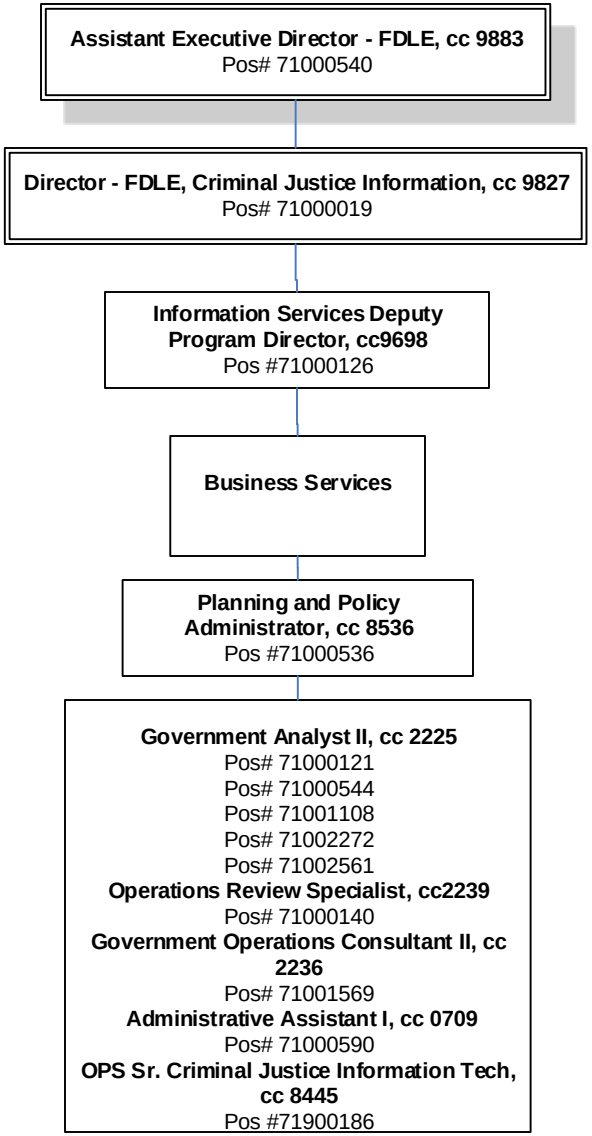
Florida Department of Law Enforcement
Criminal Justice Information Services
Office of Planning, Policy & Data Analysis

Florida Department of Law Enforcement
Criminal Justice Information Services
Administration



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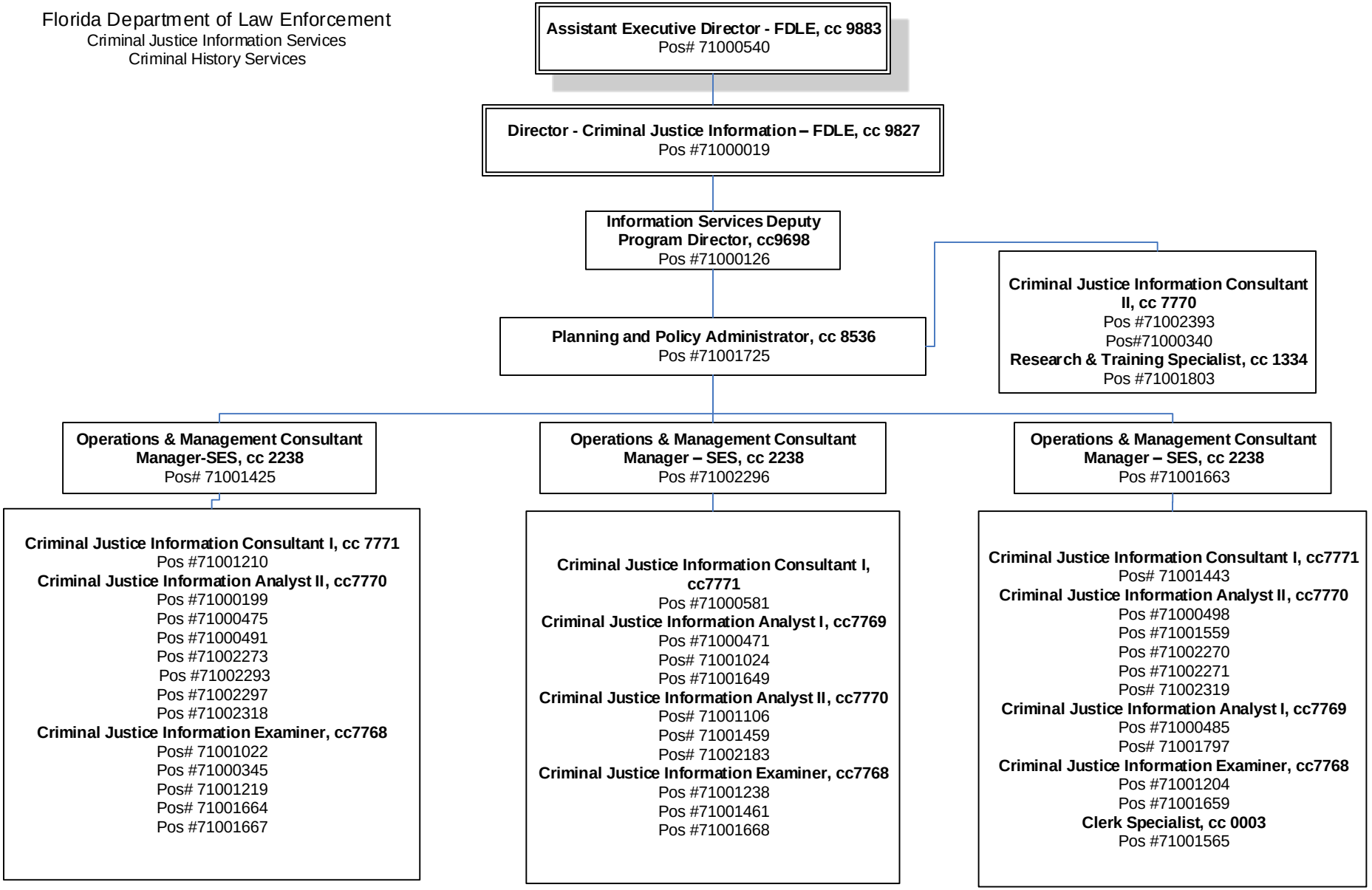
Florida Department of Law Enforcement
Criminal Justice Information Services
Criminal History Services



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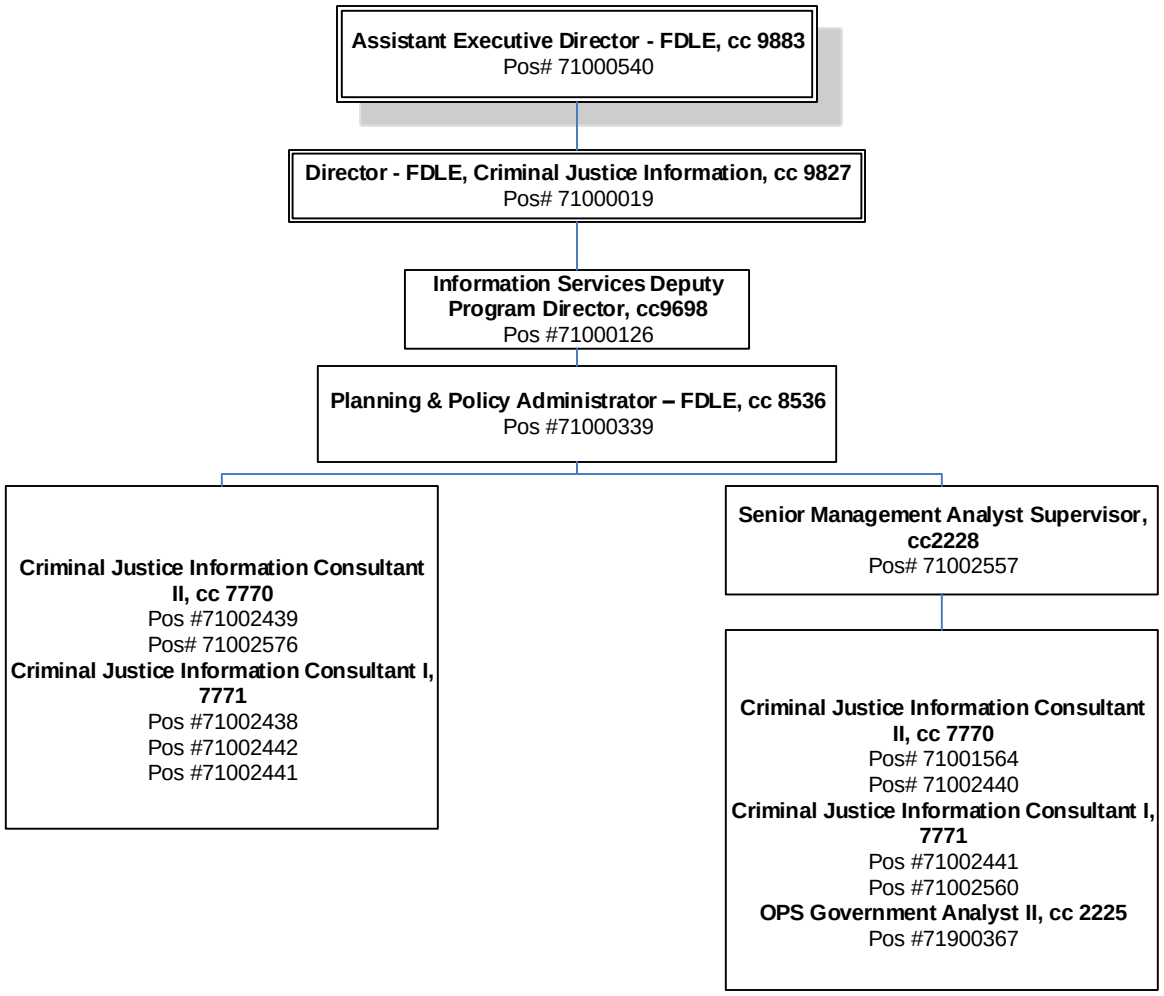
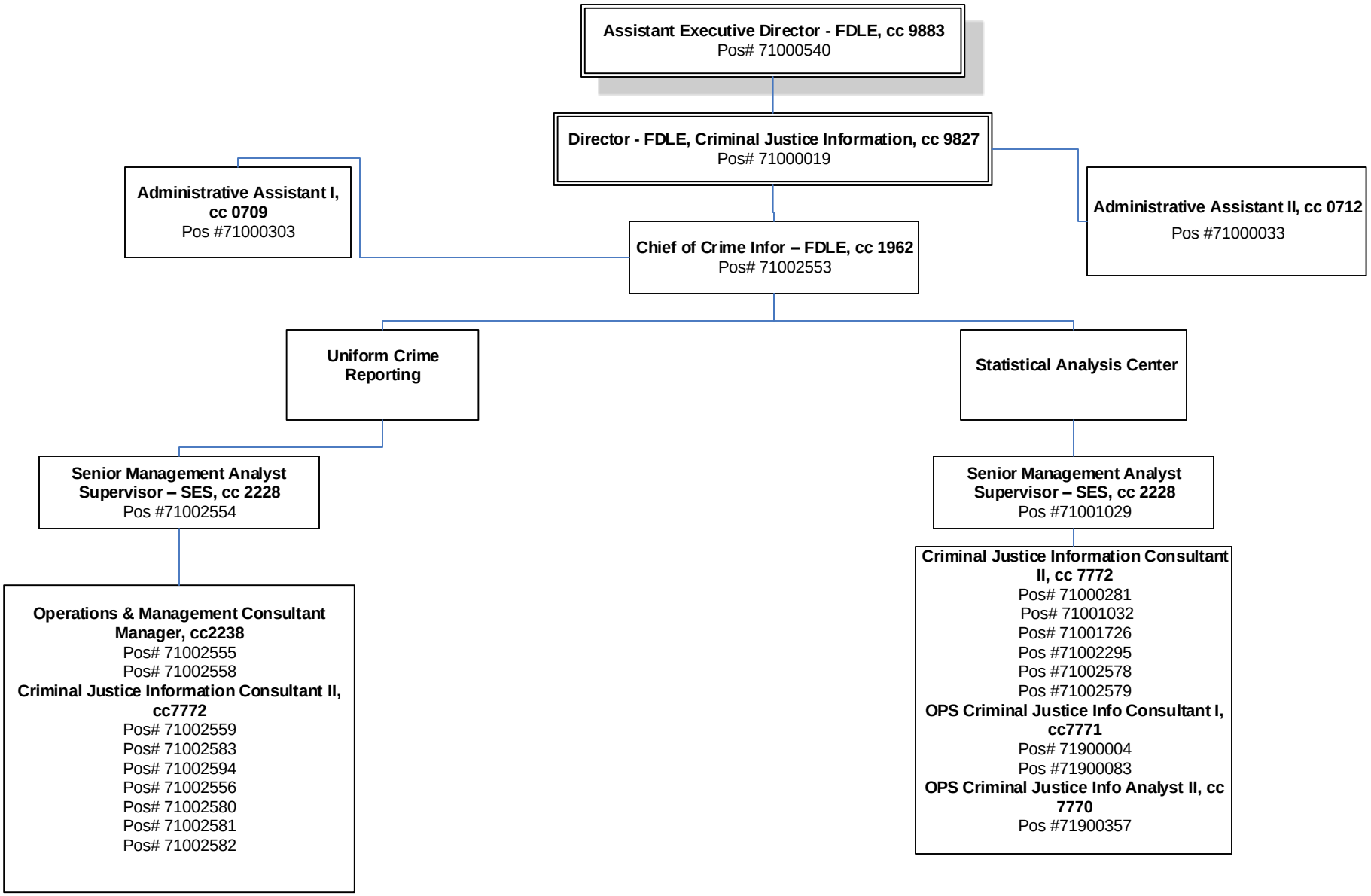
Florida Department of Law Enforcement
Criminal Justice Information Services
Projects

Florida Department of Law Enforcement
Criminal Justice Information Services
Projects Section



Florida Department of Law Enforcement
Criminal Justice Information Services
Criminal Justice Analytics Bureau

Florida Department of Law Enforcement
Criminal Justice Information Services
Administration



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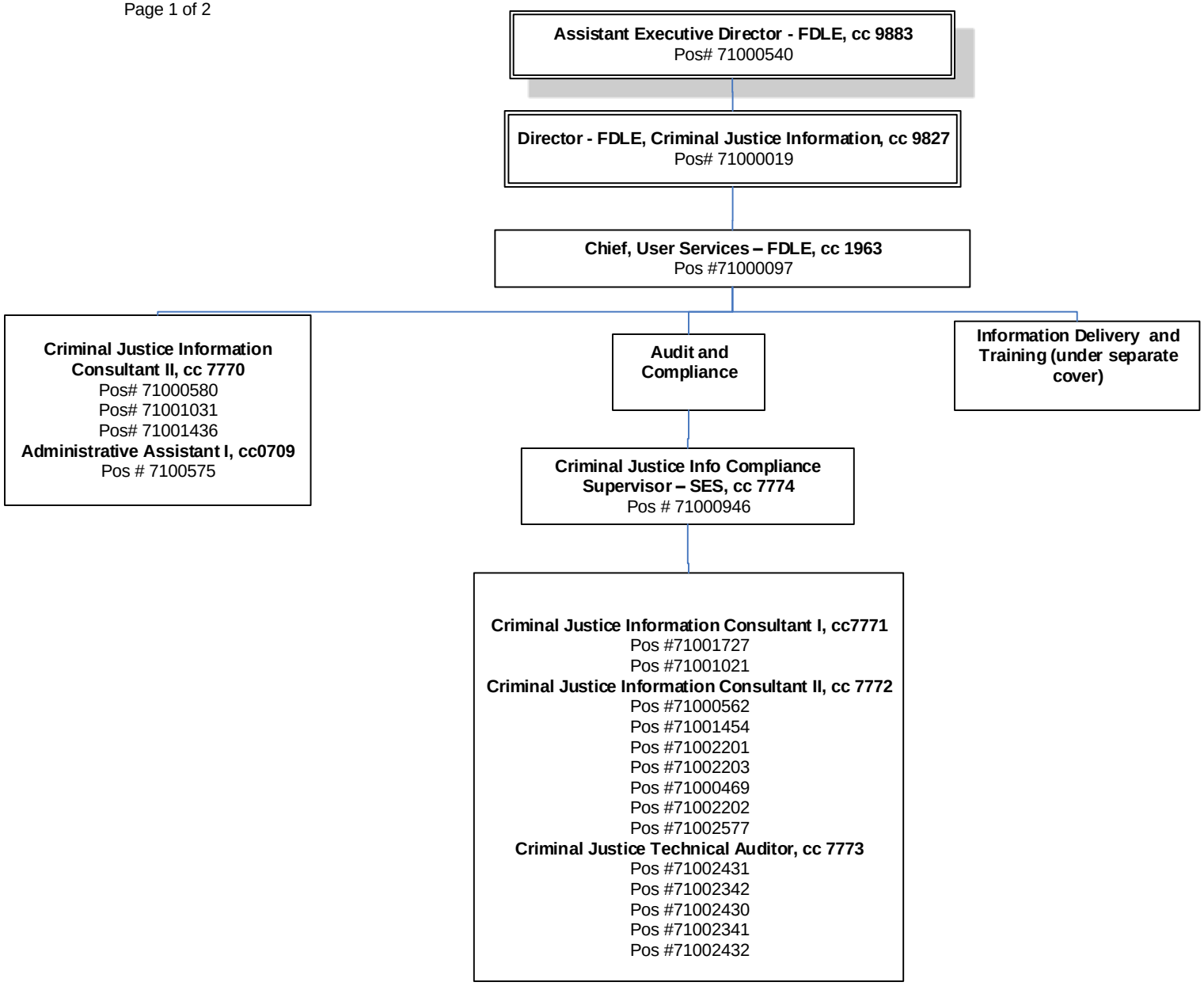
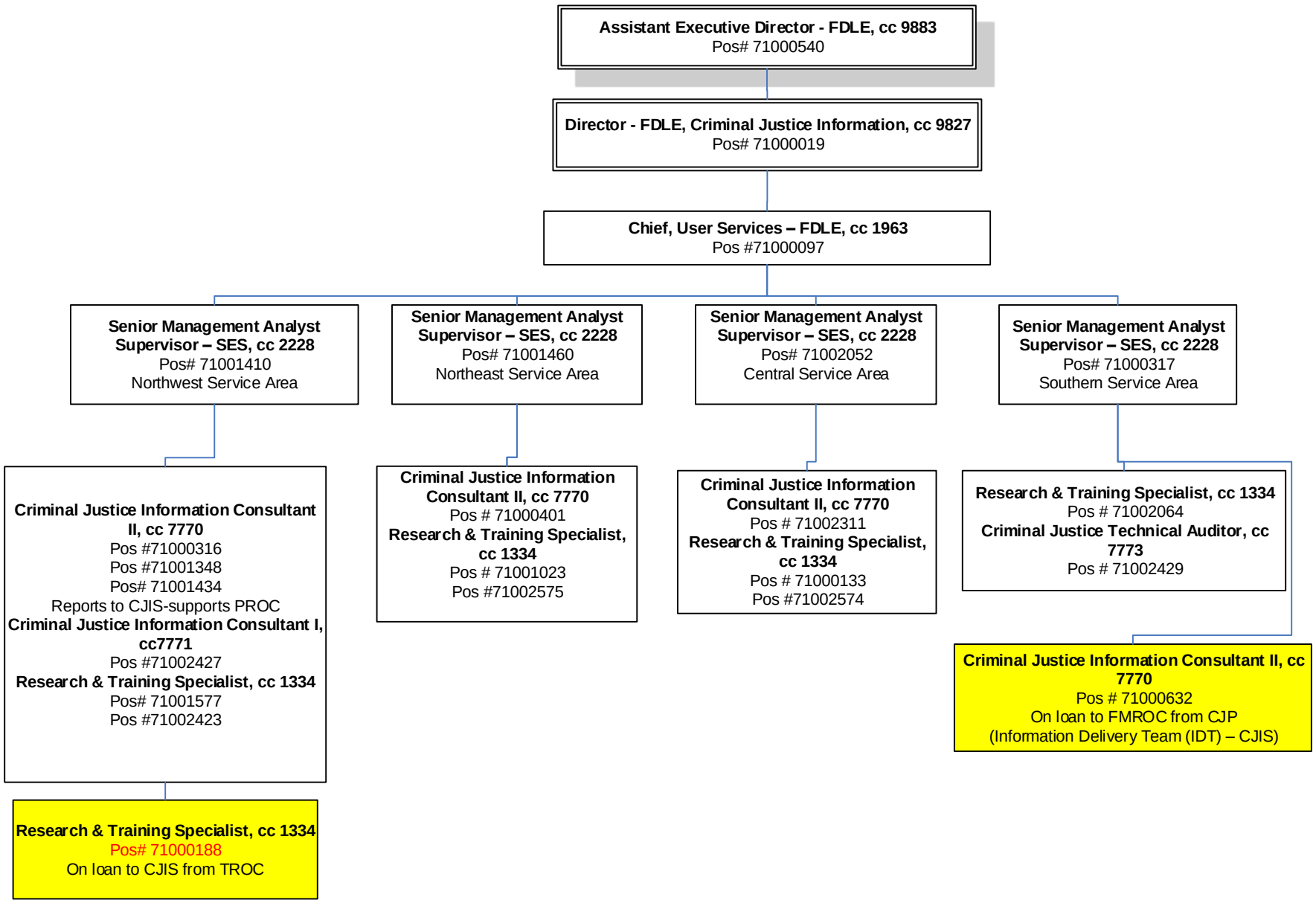
Florida Department of Law Enforcement
Criminal Justice Information Services
Field Services Bureau

Florida Department of Law Enforcement
Criminal Justice Information Services
Field Services



Florida Department of Law Enforcement
Criminal Justice Information Services
Field Services Bureau
Page 2 of 2

Florida Department of Law Enforcement
Criminal Justice Information Services
Field Services



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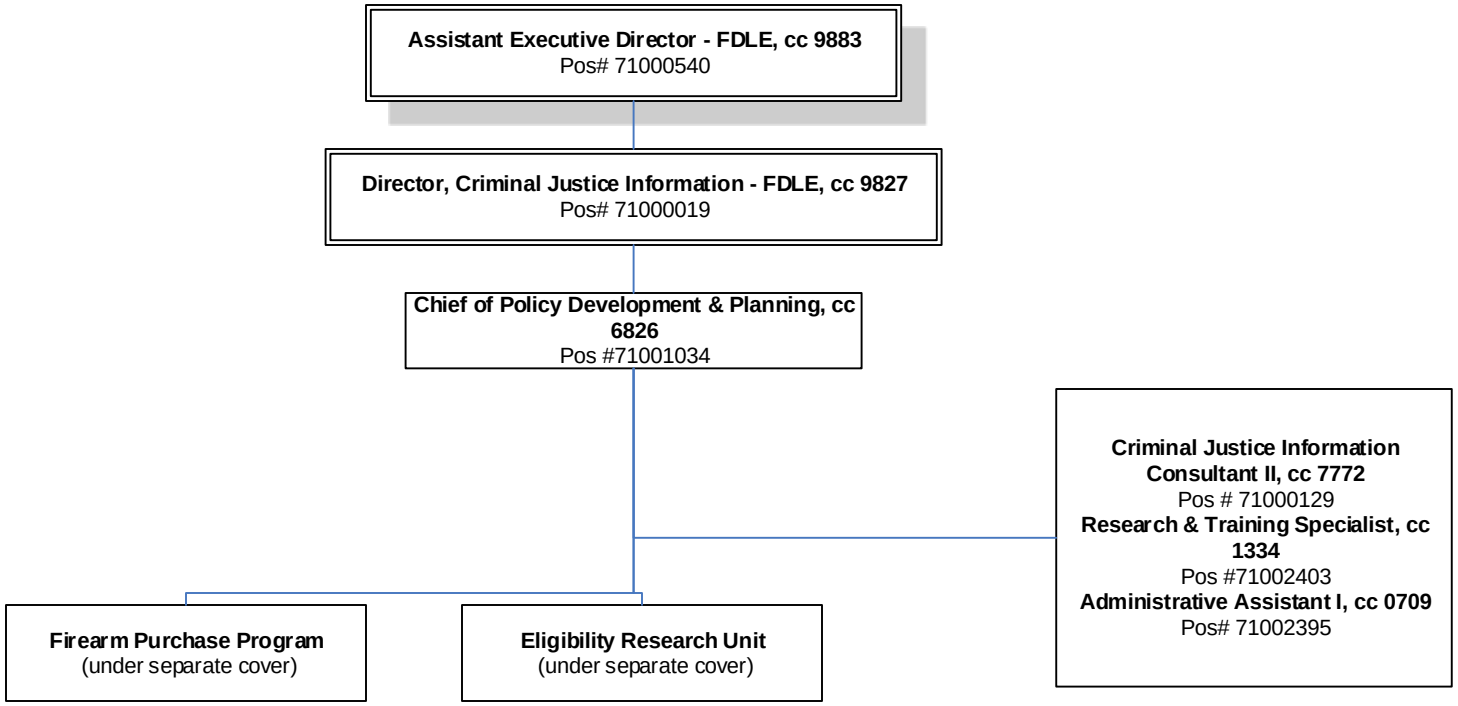
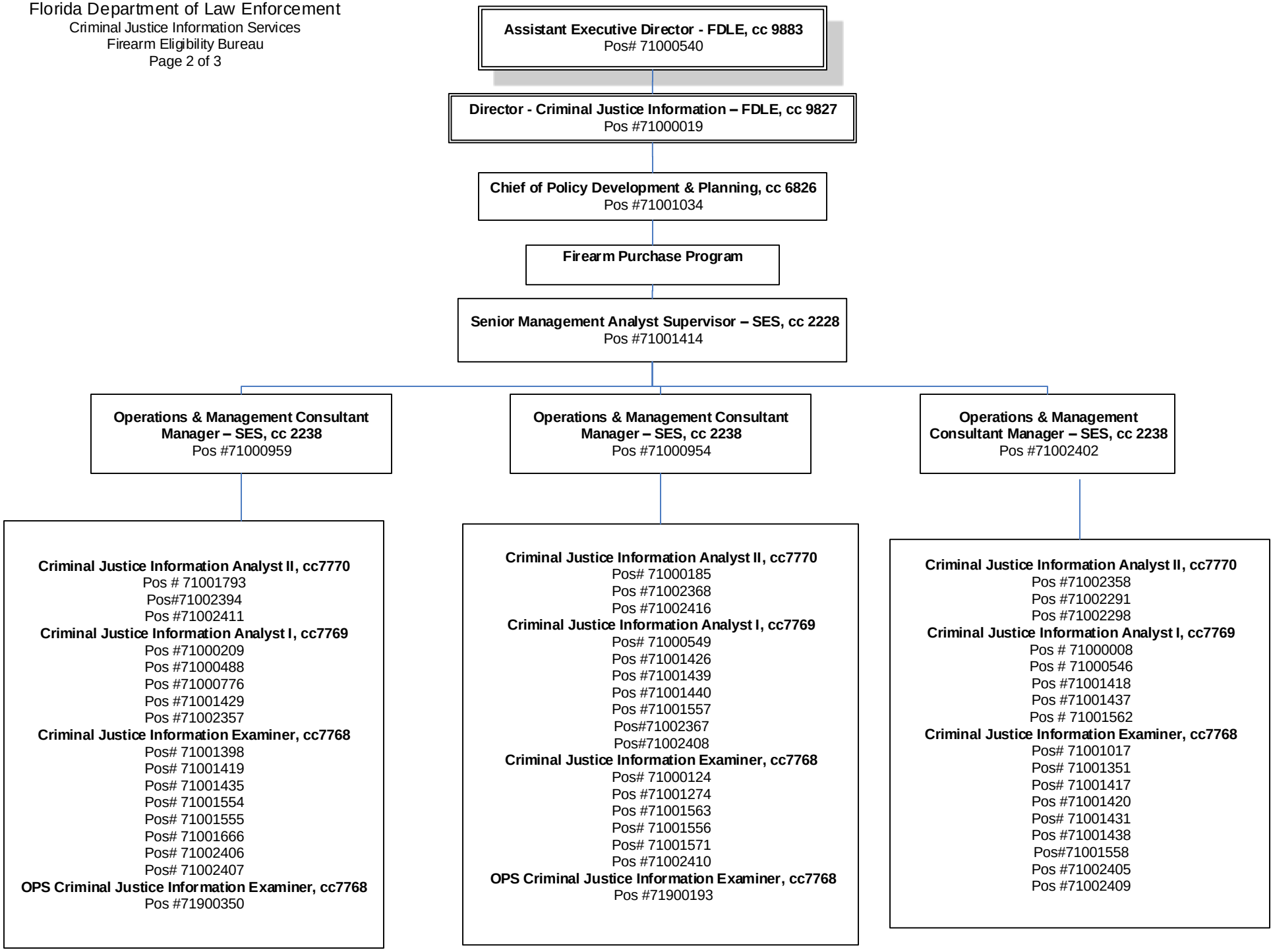
Florida Department of Law Enforcement
Criminal Justice Information Services
Firearm Eligibility Bureau




Assistant Executive Director - FDLE, cc 9883
Pos# 71000540
Director - Criminal Justice Information – FDLE, cc 9827
Pos #71000019
Chief of Policy Development & Planning, cc 6826
Pos #71001034
Firearm Purchase Program
Senior Management Analyst Supervisor – SES, cc 2228
Pos #71001414
Operations & Management Consultant Manager – SES, cc 2238
Pos #71000959
Operations & Management Consultant Manager – SES, cc 2238
Pos #71000954
Operations & Management Consultant Manager – SES, cc 2238
Pos #71002402
Criminal Justice Information Analyst II, cc7770
Pos # 71001793
Pos#71002394
Pos #71002411
Criminal Justice Information Analyst I, cc7769
Pos #71000209
Pos #71000488
Pos #71000776
Pos #71001429
Pos #71002357
Criminal Justice Information Examiner, cc7768
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OPS Criminal Justice Information Examiner, cc7768
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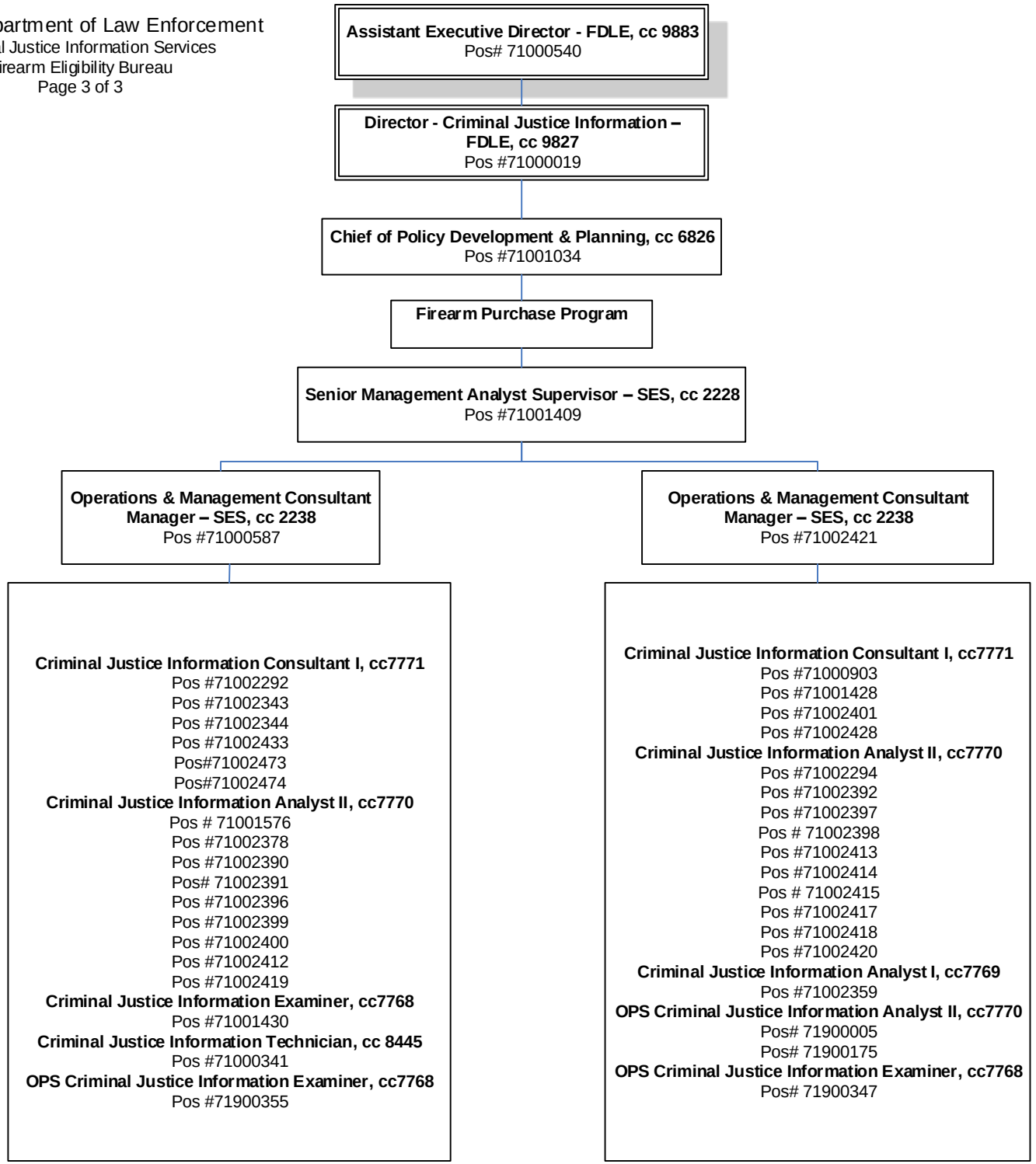
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Director - Criminal Justice Information – FDLE, cc 9827
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Chief of Policy Development & Planning, cc 6826
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Firearm Purchase Program
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Operations & Management Consultant Manager – SES, cc 2238
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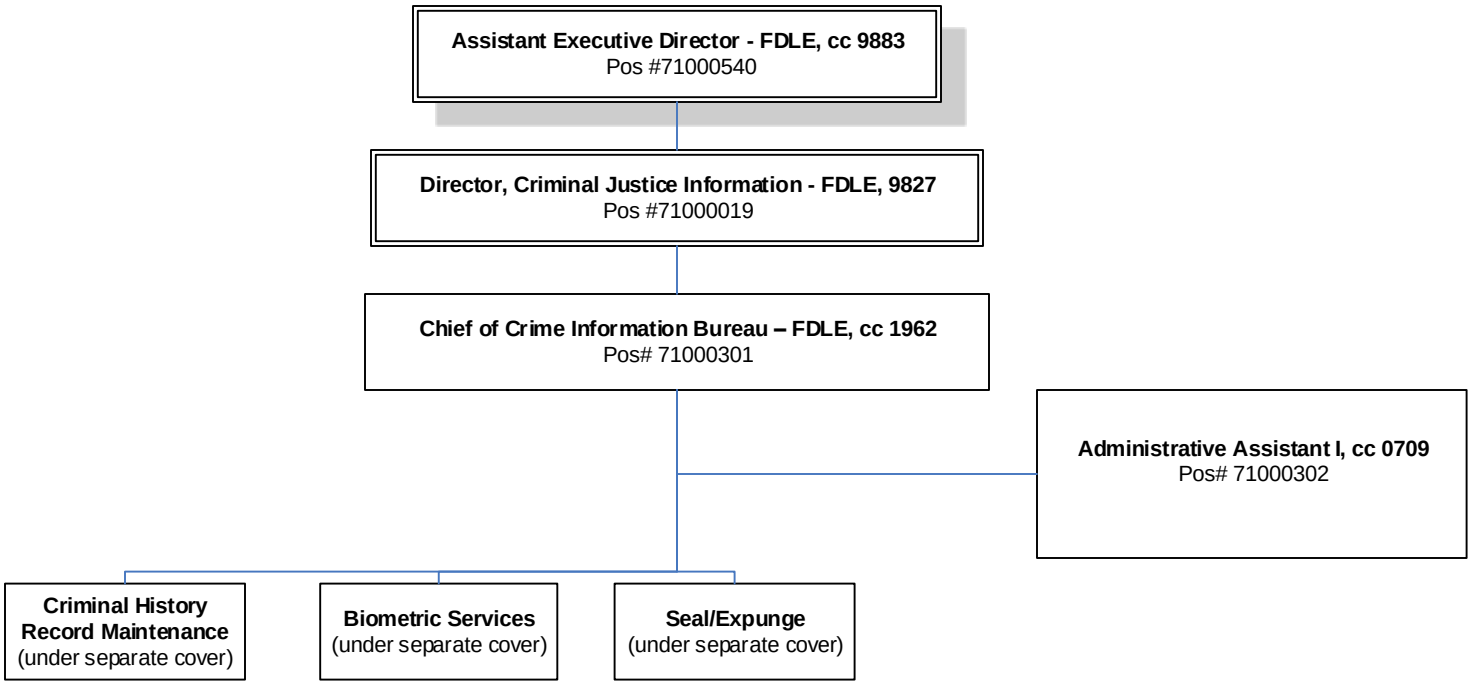
Pos# 71900347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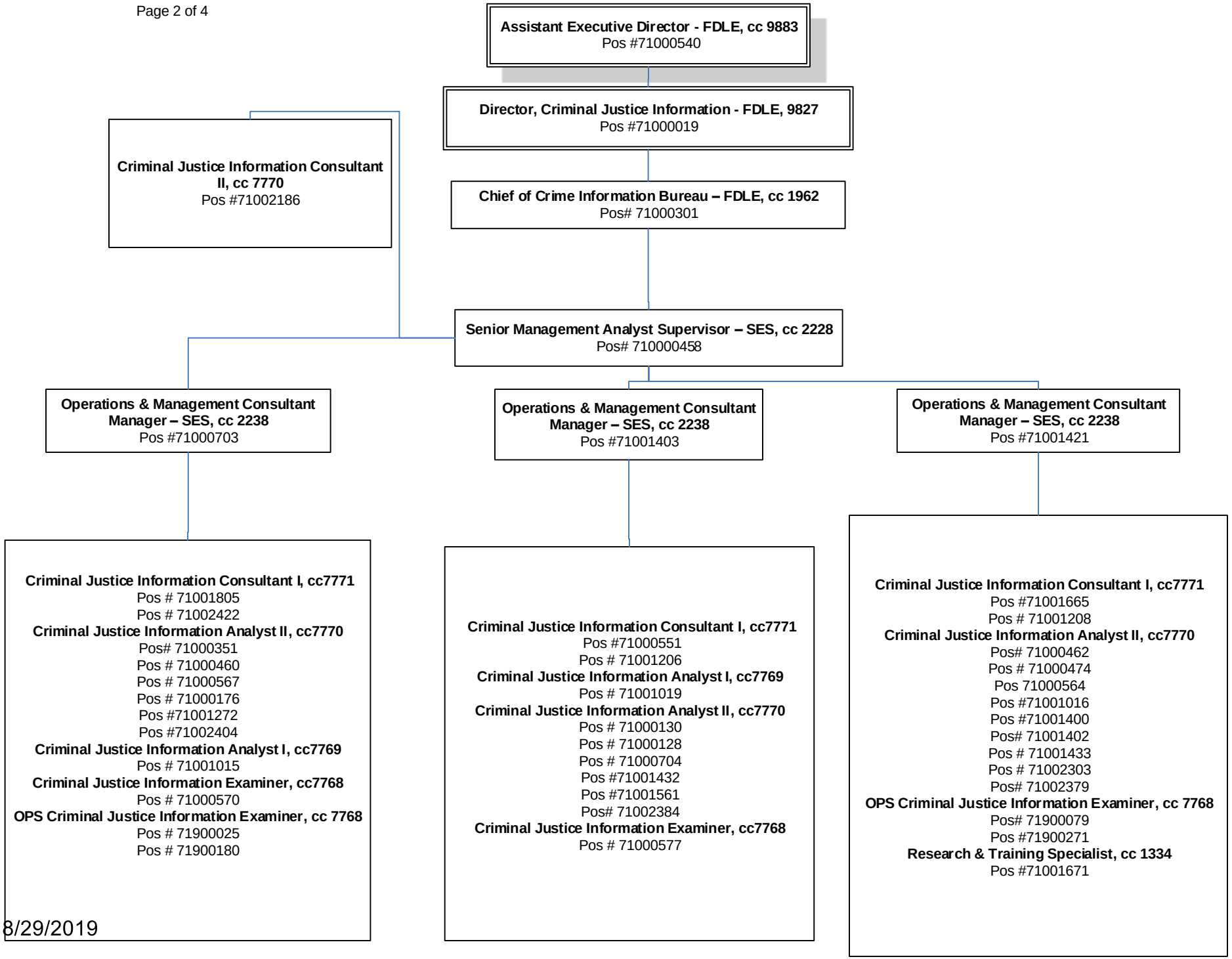
Director, Criminal Justice Information - FDLE, 9827
Pos #71000019
Chief of Crime Information Bureau – FDLE, cc 1962
Pos# 71000301
Administrative Assistant I, cc 0709
Pos# 71000302
Criminal History Record Maintenance
(under separate cover)
Biometric Services
(under separate cover)
Seal/Expunge
(under separate cover)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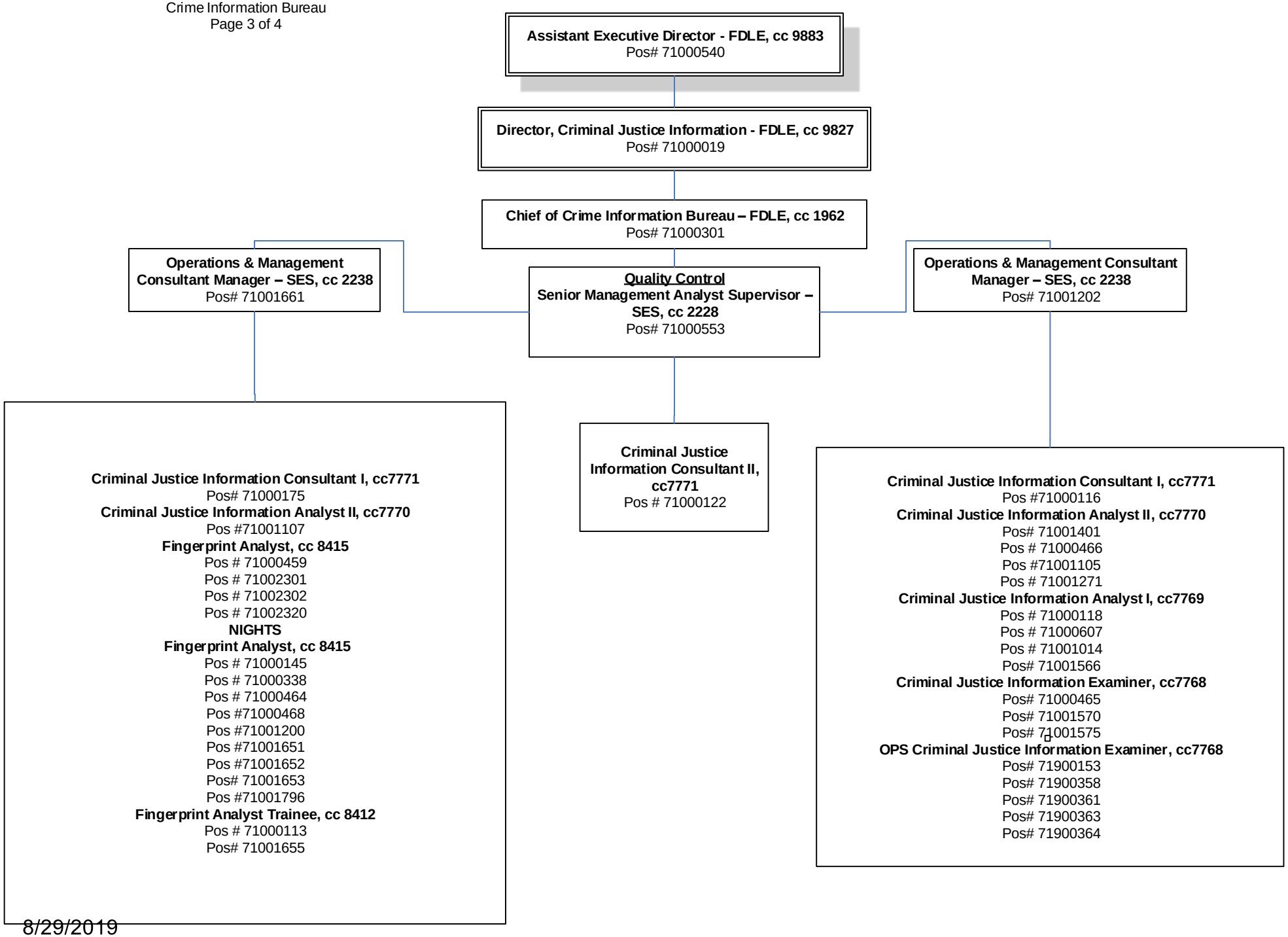
Pos #71900271
Research & Training Specialist, cc 1334
Pos #71001671


Assistant Executive Director - FDLE, cc 9883
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Chief of Crime Information Bureau – FDLE, cc 1962
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Operations & Management Consultant Manager – SES, cc 2238
Pos# 71001661
Quality Control
Senior Management Analyst Supervisor – SES, cc 2228
Pos# 71000553
Operations & Management Consultant Manager – SES, cc 2238
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Pos# 71000175
Criminal Justice Information Analyst II, cc7770
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Fingerprint Analyst, cc 8415
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Pos # 71002301
Pos # 71002302
Pos # 71002320
NIGHTS
Fingerprint Analyst, cc 8415
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Pos # 71000338
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Fingerprint Analyst Trainee, cc 8412
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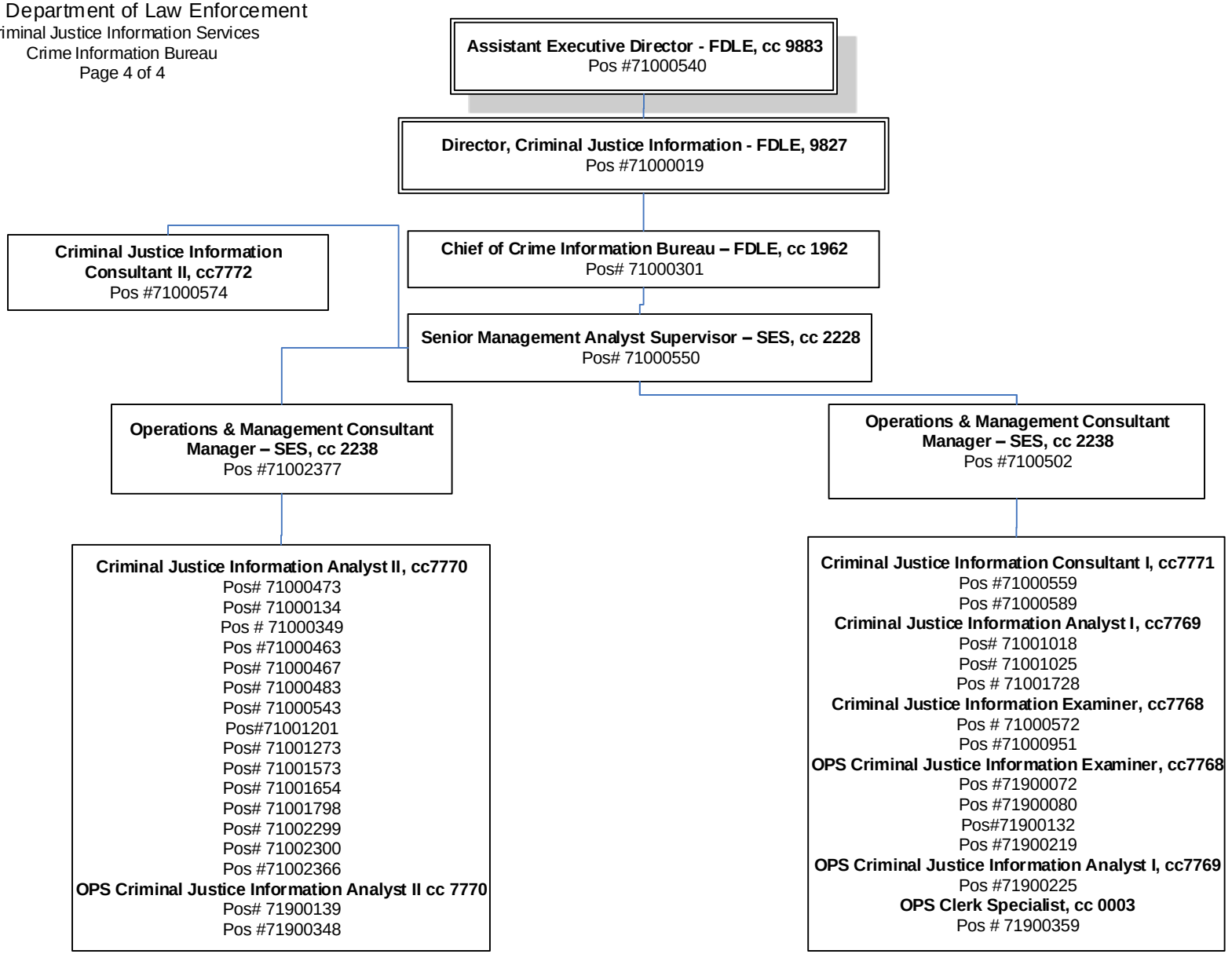
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Pos# 71000301
Senior Management Analyst Supervisor – SES, cc 2228
Pos# 71000550
Operations & Management Consultant Manager – SES, cc 2238
Pos #71002377
Operations & Management Consultant Manager – SES, cc 2238
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Criminal Justice Information Analyst II, cc7770
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Pos# 71001798
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Pos #71900348
Criminal Justice Information Consultant I, cc7771
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OPS Criminal Justice Information Examiner, cc7768
Pos #71900072
Pos #71900080
Pos#71900132
Pos #71900219
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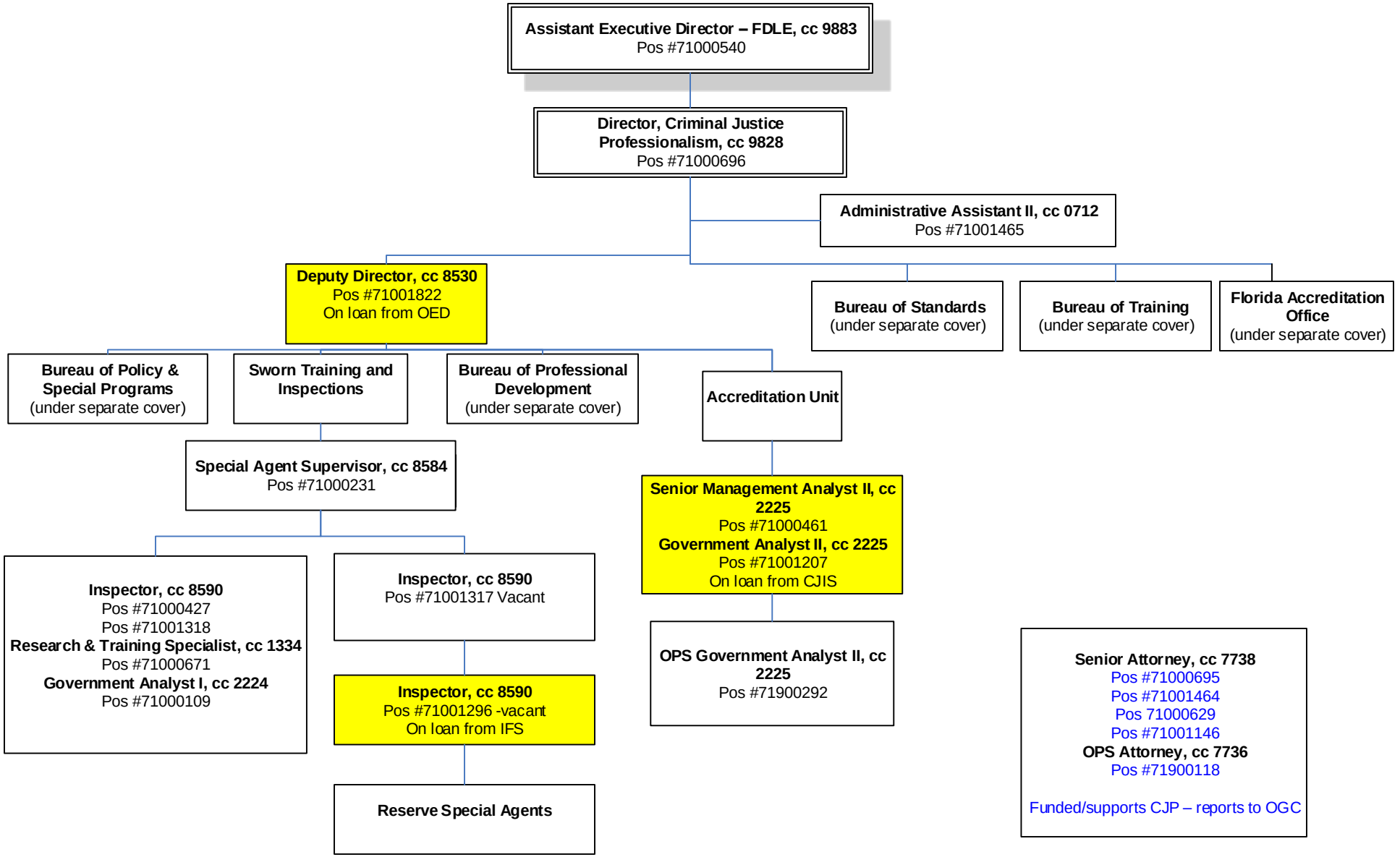
Pos #71900225
OPS Clerk Specialist, cc 0003
Pos # 71900359

Florida Department of Law Enforcement
Criminal Justice Professionalism
Director's Office



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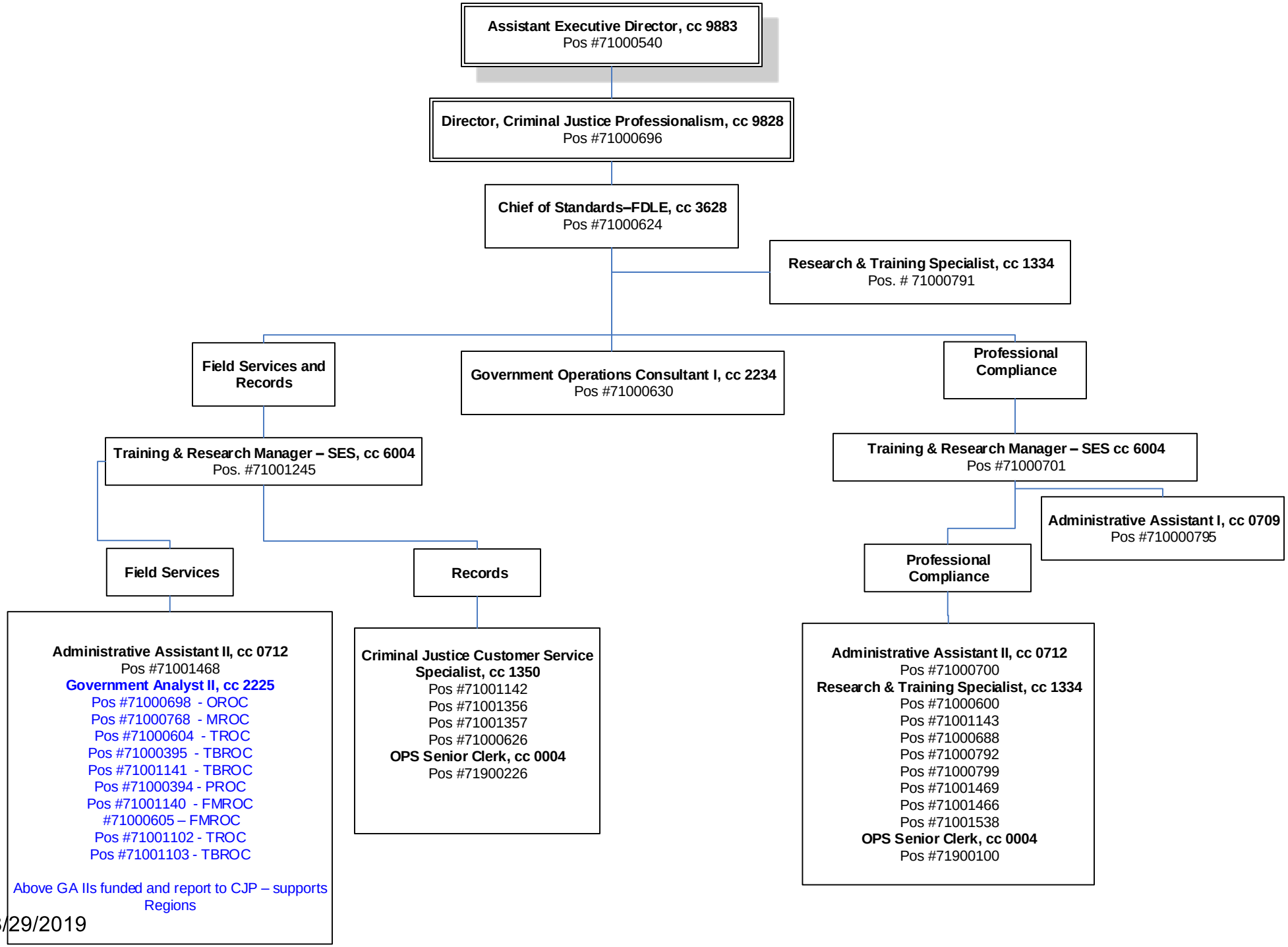
Florida Department of Law Enforcement

Criminal Justice Professionalism
Bureau of Standards



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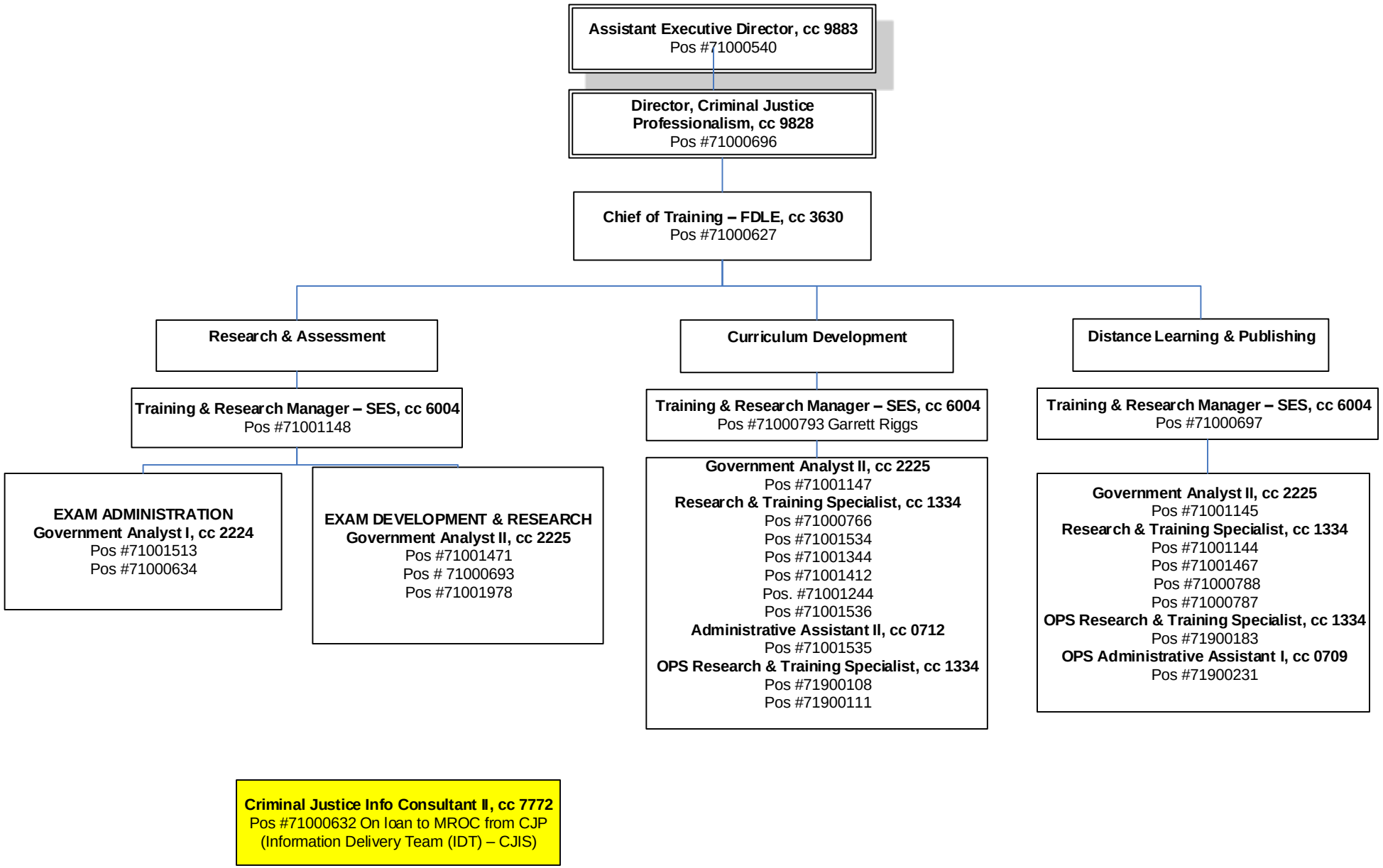
Florida Department of Law Enforcement
Criminal Justice Professionalism
Bureau of Training

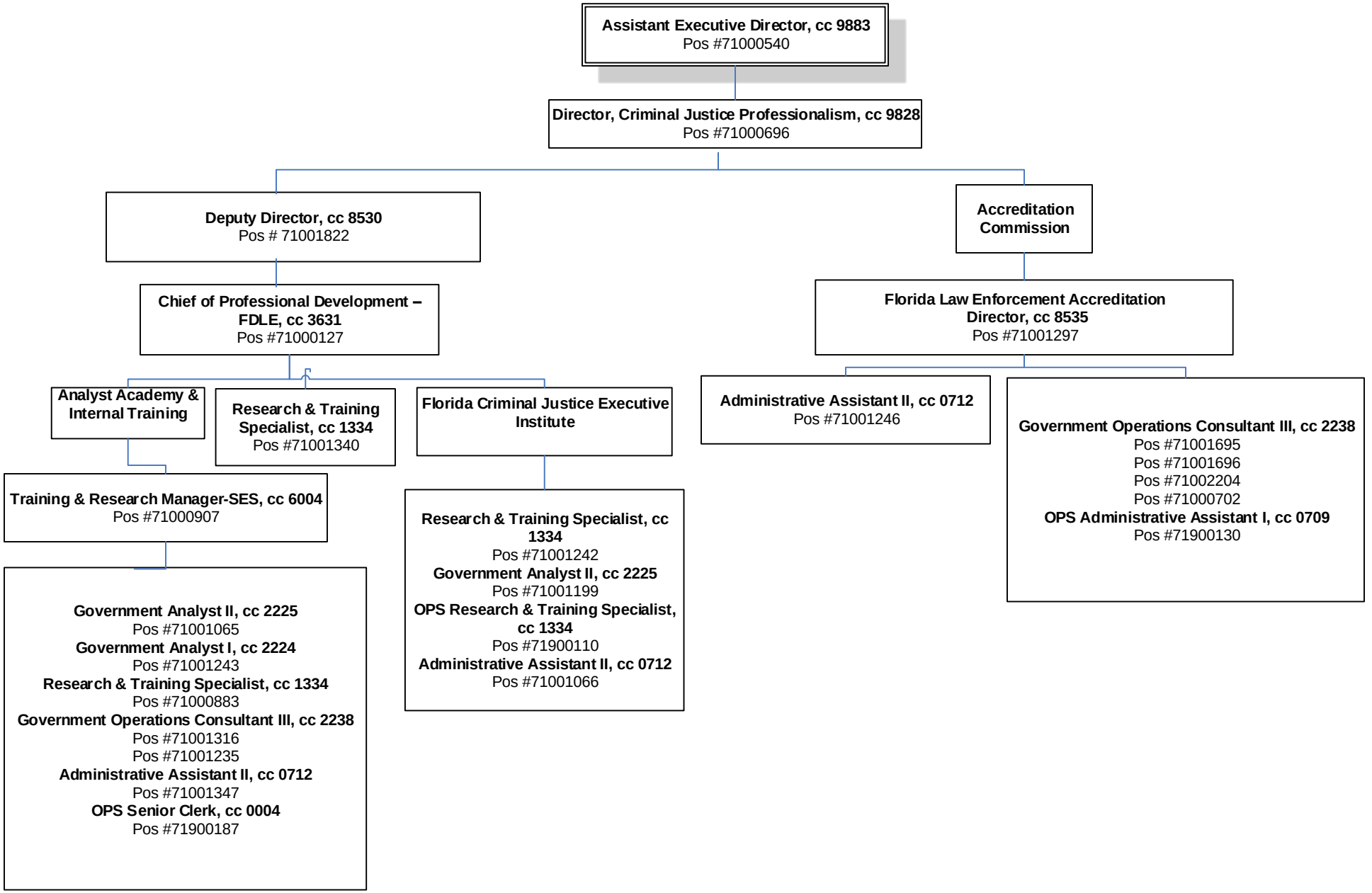


8/29/2019

Florida Department of Law Enforcement

Criminal Justice Professionalism

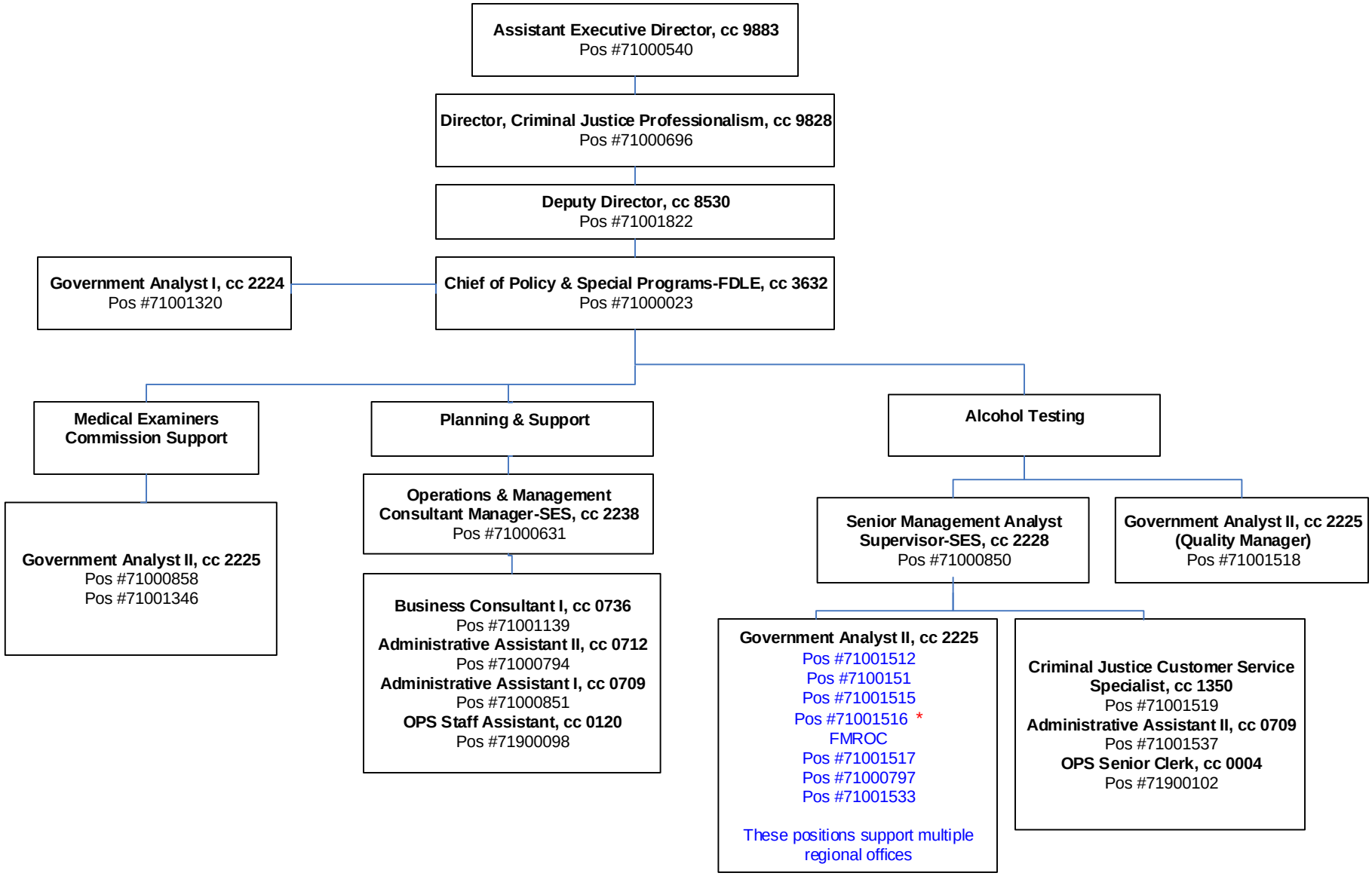
Bureau of Professional Development



8/29/2019

Florida Department of Law Enforcement

Criminal Justice Professionalism
Bureau of Policy & Special Programs



8/29/2019

LAW ENFORCEMENT, DEPARTMENT OF

SECTION I: BUDGET	FISCAL YEAR 2018-19 OPERATING	FIXED CAPITAL OUTLAY
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT	289,819,111	5,600,000
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)	22,734,059	0
FINAL BUDGET FOR AGENCY	312,553,170	5,600,000

SECTION II: ACTIVITIES * MEASURES	Number of Units	*(1) Unit Cost*	*(2) Expenditures (Allocated)*	*(3) FCO*
Executive Direction, Administrative Support and Information Technology (2)				500,000
Capitol Complex Security * Number of calls for Capitol Police services	5,573	1,667.40	9,292,427	
DNA Database * Number of DNA samples added to the DNA Database	79,426	51.17	4,064,567	
Crime Laboratory Services * Number of lab service requests completed	85,338	695.77	59,375,707	
Investigative Services * Number of criminal investigations	2,100	40,664.47	85,395,388	
Domestic Security * Number of domestic security activities	1,809	3,278.92	5,931,569	
Intelligence Initiatives * Number of intelligence reports	17,119	240.55	4,117,989	
Missing Persons * Number of missing persons intelligence checks conducted	14,934	118.01	1,762,366	
Sexual Predator Tracking And Information * Number of registered sexual predator/offender case reviews completed	815	4,210.47	3,431,535	
Criminal History Information * Number of criminal history record checks processed	3,720,950	4.15	15,441,890	
Criminal History Creation And Maintenance * Number of arrest records created and maintained	27,354,898	0.47	12,869,981	
Officer Compliance * Number of criminal justice officer disciplinary actions.	482	9,354.23	4,508,740	
Officer Records Management * Number of professional law enforcement certificates issued	20,968	67.71	1,419,718	
Criminal Justice Training * Number of individuals who pass the basic professional certification examination	6,741	910.70	6,139,056	
TOTAL			213,750,933	500,000

SECTION III: RECONCILIATION TO BUDGET			
PASS THROUGHS			
TRANSFER - STATE AGENCIES			
AID TO LOCAL GOVERNMENTS		10,091,124	5,100,000
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS			
OTHER (Federal Grants to both State and Local Governmental Agencies)		19,994,390	
REVERSIONS		68,716,776	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)		312,553,223	5,600,000

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

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

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

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

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

SECTION III - PASS THROUGH ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8:

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8: ACT6290 ACT6310

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

*** NO ACTIVITIES FOUND ***

AUDIT #2: THE FCO ACTIVITY (ACT0210) CONTAINS EXPENDITURES IN AN OPERATING CATEGORY AND SHOULD NOT: (NOTE: THIS ACTIVITY IS ROLLED INTO EXECUTIVE DIRECTION, ADMINISTRATIVE SUPPORT AND INFORMATION TECHNOLOGY)

*** NO OPERATING CATEGORIES FOUND ***

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

BE	PC	CODE	TITLE	EXPENDITURES	FCO
71800200	1202000000	ACT0900	TRANSFERS BETWEEN FUNDS WITHIN THE	6,000,000	
71600100	1202000000	ACT5610	PASS THROUGH FEDERAL GRANTS AND AID	12,370,811	
71150200	1202000000	ACT5630	PASS THROUGH FEDERAL DOMESTIC	1,623,579	

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

DEPARTMENT: 71	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	312,553,170	5,600,000
TOTAL BUDGET FOR AGENCY (SECTIONS II + III):	312,553,223	5,600,000
DIFFERENCE:	53-	
(MAY NOT EQUAL DUE TO ROUNDING)		

Schedule XIV
Variance from Long Range Financial Outlook

Agency: **Florida Department of Law Enforcement** **Contact:** **Cynthia Barr**

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

1) Does the long range financial outlook adopted by the Joint Legislative Budget Commission in September 2019 contain revenue or expenditure estimates related to your agency?

Yes [ ] No [X]

2) If yes, please list the estimates for revenues and budget drivers that reflect an estimate for your agency for Fiscal Year 2020-2021 and list the amount projected in the long range financial outlook and the amounts projected in your Schedule I or budget request.

	Issue (Revenue or Budget Driver)	R/B*	FY 2020-2021 Estimate/Request Amount	
			Long Range Financial Outlook	Legislative Budget Request
a				
b				
c				
d				
e				
f				

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

* R/B = Revenue or Budget Driver

SCHEDULE IV-B FOR FLORIDA INCIDENT-BASED REPORTING SYSTEM (FIBRS) IMPLEMENTATION

For Fiscal Year 2020-2021

September 16, 2019

FLORIDA DEPARTMENT OF LAW ENFORCEMENT

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I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Florida Department of Law Enforcement	Schedule IV-B Submission Date: September 16, 2019
Project Name: Florida Incident Based Reporting System (FIBRS)	Is this project included in the Agency's LRPP? ____ Yes __X__ No
FY 2020-21 LBR Issue Code: 36120C0	FY 2020-21 LBR Issue Title: Florida Incident Based Reporting System (FIBRS)
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Andrew Branch, 850-410-7872, andrewbranch@fdle.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: Richard Swearingen	Date: 9/13/19
Agency Chief Information Officer (or equivalent): Printed Name: Joey Hornsby	Date: 9/13/19
Budget Officer: Printed Name: Cynthia Barr	Date: 9/13/19
Planning Officer: Printed Name: Michelle Pyle	Date: 9/13/19
Project Sponsor: Printed Name: Charles Schaeffer	Date: 9/13/19
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Charles Schaeffer, 850-410-7100, charlesschaeffer@fdle.state.fl.us
Cost Benefit Analysis:	Andrew Branch, 850-410-7872, andrewbranch@fdle.state.fl.us
Risk Analysis:	Andrew Branch, 850-410-7872, andrewbranch@fdle.state.fl.us
Technology Planning:	Charles Schaeffer, 850-410-7100, charlesschaeffer@fdle.state.fl.us
Project Planning:	Andrew Branch, 850-410-7872, andrewbranch@fdle.state.fl.us

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

A. Background and Strategic Needs Assessment

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

1. Business Need

Florida has participated in the Uniform Crime Reporting (UCR) program since 1971, collecting crime data and providing the information to the Federal Bureau of Investigation's (FBI) UCR program. There are approximately 400 Florida state and local agencies reporting UCR summary data to FDLE.

The FBI's UCR program is phasing out the Summary Reporting System (SRS) in 2021 in favor of incident-based crime reporting. It is necessary for states that report UCR summary data, such as Florida, to make the transition to incident-based crime reporting to participate in national crime reporting statistics and analytics.

Florida's state and local law enforcement agencies' eligibility for certain federal grant funds is dependent on submission of crime statistics to the FBI's "Crime in the U.S. Report". Beginning in 2021, the FBI will only accept incident-based crime data; therefore, Florida will need to submit the state's data in this new format to enable the law enforcement agencies to continue to be eligible for annual federal funding.

To accommodate incident-based data, Florida's UCR Program must have a system capable of receiving and processing the data, as well as able to report in the National Incident Based Reporting System (NIBRS) format to the FBI.

Florida also generates and publishes crime statistical data for the state. While the current UCR Summary data could continue to be used for state statistics, summary data does not include the same level of detail, nor does it include all crimes that are included in NIBRS. Therefore, using summary data in Florida while all other states and the federal government transition to NIBRS would mean that Florida information cannot be accurately compared or consolidated with data from other states. Additionally, NIBRS provides higher quality and more accurate data along with additional context that agencies need to understand crime problems internally as well as to explain crime trends to their constituents.

NIBRS provides a mechanism to combine data from various law enforcement agencies to study multi-jurisdictional patterns and trends. While most law enforcement agencies have their own information systems with their data structures and codes, NIBRS standardizes the data across agencies so they can be combined easily for multi-jurisdictional analyses. While a law enforcement agency with a sophisticated information system will not need NIBRS to support its internal work, if its analysts are interested in what is happening in neighboring or similar jurisdictions across the country, NIBRS data will expedite the analysis.

The current data collection, analysis, validation, and dissemination processes are a mixture of manual and automated activities performed by many agency staff members that require the use of multiple, disparate information systems. Many of the processes associated with the summary reports are obsolete by technological standards due to age and inflexible design characteristics. There are several areas where current processes do not meet end user needs. The FDLE staff depends greatly on manual processes to achieve business goals. Success depends on staff in approximately 400 agencies performing interdependent tasks in a timely and correct manner. Manual processes always carry the

potential of introducing human error. Due to historical design constraints, it is not possible to upgrade the current disparate systems to meet the new requirements that would bring modern benefits in terms of both efficiency and timeliness of data to FDLE and its customers, such as elected officials, government agencies, the general public, and the media.

Florida state and local agencies currently submit separate data sets for UCR Summary, hate crime, domestic violence, human trafficking, and cargo theft based on Florida requirements. In addition, the FBI has recently established a process for collecting use of force data from law enforcement agencies. Many agencies also submit data to the Florida Data Sharing Project (FDSP) repositories, and the FDSP data set has significant overlap with these other data sets. Each of these data streams has its own data formats and processes for submitting data, and these disparate requirements add to the burden placed upon the staff at these agencies. While NIBRS includes human trafficking, cargo theft, hate crime, and domestic violence data, Florida collects additional data on hate crimes and domestic violence beyond what is required by NIBRS, and NIBRS does not include a significant portion of the necessary use of force data. Therefore, rather than requiring separate data streams to support NIBRS and non-NIBRS data requirements, Florida is using this opportunity to consolidate data submission to reduce the burden on state and local agencies.

2. Business Objectives

In order to provide incident-based data to the FBI, continue grant eligibility for local agencies, and meet other state requirements, Florida must support the following business objectives:

- Provide a state-level repository to support the FBI's NIBRS data collection, the FBI's Use-of-Force data collection, Law Enforcement Information Exchange (LInX) data collection, the FBI's law enforcement employee count collection, and Florida specific data elements collected from state and local law enforcement agencies;
- Provide a mechanism for agencies that do not have a records management system (RMS) or whose RMS is not capable of submitting NIBRS data so that those agencies can provide incident data to the state;
- Ingest data from state and local law enforcement agencies per the FIBRS technical specifications that are based on the current NIEM XML standards;
- Automate the collection of law enforcement employee counts from state and local agencies for submission to the FBI;
- Perform data quality checks on received data to ensure it meets associated business rules and automate when applicable;
- Generate agency-level statistics from the received data for agency review, provide statistics equivalent to the UCR Summary for comparison purposes;
- Provide a mechanism for an agency to review the generated statistics, allowing the agency to update their data if necessary;
- Provide the ability to send automated submissions to NIBRS, Use-of-Force, and LInX;
- Provide the ability to generate canned and ad hoc statistics and reports;
- Manage agency information and points of contact for data review and data approval through a secure user interface;
- Support data transmissions through secure channels;
- Meet current FBI, FDLE, and state security requirements and support updates to security requirements;
- Provide a solution to meet capacity requirements, growth for future needs, and disaster recovery

needs;
- Comply with current and subsequent updates to state and national retention requirements;
- Provide up to date training on solution functionalities;
- Provide the ability to audit all transactions and generate reports;
- Automate data quality checks;
- Support the certification process for national submissions; and
- Manage federal pass-through funds to agencies for implementing the technical requirements.

In addition to the objectives that are geared towards the submission of incident-based data to the FBI, Florida intends to support the following business objectives:

- Eliminate or improve manual and/or obsolete processes in the collection of data, formatting/reformatting of data, generation of statistics and reports, maintenance of agency information and points of contact, data review, and data approval;
- Consolidate and streamline data submission from state and local agencies to state, regional, and federal data repositories so that agencies are not responsible for multiple, disparate data submission processes;
- Eliminate standalone stovepipe data collection websites currently maintained by FDLE for collection of hate crime, human trafficking, and cargo theft data; and
- Provide an integrated mechanism for agencies to submit data to the FBI Use-of-Force repository.

B. Baseline Analysis

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

1. Current Business Process(es)

Background

The Department of Justice's (DOJ) FBI is responsible for the Uniform Crime Reporting (UCR) program. Title 28, Unites States Code 534 (a) and (c) (28 U.S.C. 534 (a) & (c)): Requires the FBI to collect and publish UCR data. The DOJ's Bureau of Justice Statistics (BJS) uses the data from the UCR program to generate national crime statistics. BJS is tasked with generating a representative sample of national crime data as part of the National Crime Statistics Exchange (NCS-X) program. The UCR program includes both SRS data as well as NIBRS. Summary data has been collected since the 1930s, while NIBRS came online nationally in 1988.

Florida has participated in the UCR program since 1971, collecting crime data and providing that data to the FBI UCR program. While Florida once reported incident-based data, for the last twenty years Florida has been reporting UCR summary data.

Approximately 400 state and local agencies report summary data to FDLE, with some agencies reporting data for their jurisdiction as well as other jurisdictions. The state and local law enforcement agencies submit summary data to FDLE; FDLE checks, compiles, and verifies the data, and then submits the State's summary data to the FBI UCR Program. The overall business process includes not just data submission to FDLE or the FBI, but also the management of agencies and users who submit data through the FDLE UCR Summary system, data validation, and report generation. In addition, FDLE prepares

state crime data and statistics for release to the public and media through their public website. The details for the current business process are described below.

User and Agency Management

UCR summary data in Florida is reported for approximately 400 jurisdictions, and each jurisdiction has been assigned at least one unique Originating Agency Identifier (ORI) code[1]. UCR summary data is reported by ORI code. Some jurisdictions have multiple ORI codes; for example, the Florida Highway Patrol (FHP) is a single reporting agency, but has a unique ORI for each county in the state and submits data for each ORI code. Overall, UCR Summary data is reported for 627 ORI codes. this could vary slightly due to the establishment of new agencies or the addition of ORI codes within agencies.

Each agency that reports UCR data designates one or more users who have access to the FDLE UCR system. These users are assigned specific roles. The agency administrator role permits access to all of the input modules while the others are limited to their respective modules. Each user is assigned the ORI code(s) that indicate what data he/she is allowed to access. Each agency may have multiple users, and each user may have access to multiple agencies. Agencies are configured as a regular agency or a contract agency. A contract agency's data is submitted by another agency. For example, Broward County Sheriff's Office reports county data as recorded by the Sheriff's Office, but also data for some cities in the county, such as the Pembroke Park Police Department. Therefore, a Pembroke Park user would be configured as a contract agency user.

Users access FDLE's UCR system either through Florida's Criminal Justice Network (CJNET) or through the public internet. While every law enforcement agency has access to CJNET, only specific terminals and systems are connected to CJNET. Each user gains access via a username and password.

FDLE manages agencies and users as described below.

Creating and Managing Users

New users are manually added by FDLE administrators through a user management tool. Users may be assigned other roles, such as for cargo theft. Each user is also assigned at least one ORI code.
FDLE also manages users, including updating user information, resetting passwords, removing user accounts, or adding or deleting ORI codes for an account.

New user accounts are created as requested by agencies in the state via the agencies' designated contacts. Agencies notify FDLE when users are terminated or when someone will no longer be performing UCR-related tasks. The timeliness of the notification is dependent upon the agency; however, occasionally FDLE receives notifications via return messages from disabled email accounts.

Managing Agencies

FDLE maintains information for each jurisdiction in the UCR Input Module. The data fields include basic agency information (ORI, agency name, address, and vendor) and contact information fields for the commanding officer, UCR contact person, and Human Trafficking contact. The contact fields include the person's name, title, email, phone number, and fax number. Agencies can update this information

[1] An ORI code (Originating Agency Identifier) is a unique nine-character identifier assigned by the FBI to a law enforcement agency.

themselves, but normally the change is made by FDLE personnel when notified to ensure that the information is updated.

Updating agency population values in UCR Input Module

FDLE has used population data generated by the University of Florida (UF) Bureau of Economic and Business Research (BEBR), not U.S. Census data, to generate statistics since 1971. The population data is generated annually and includes data for each city, town, and unincorporated area. Since FDLE does not receive data from cities and towns that do not have a police force, FDLE must manually combine cities and towns with unincorporated areas as necessary to be able to generate accurate crime rates. This population data is entered manually into the UCR Input Module.

Updating information in agency contact list spreadsheet

In addition to the agency information maintained in the UCR Input Module as described above, FDLE manually maintains an agency contact list spreadsheet that includes most of the same information plus contact information for hate crimes and annual employee counts. The spreadsheet includes worksheets with contact information for specific uses, such as email addresses for agencies in each of the FDLE regions, state agencies, sheriff's offices, police chiefs, and points of contact for hate crimes.

Activities for Each Reporting Cycle

There are two reporting cycles, semi-annual and annual. The semi-annual cycle covers the first six months of the year, and the annual cycle covers the entire year. Agencies may submit updated information for the first half of the year during the second half, which is incorporated in the annual report. Because of the potential for updated data affecting the first six months, one cannot assume that the difference between the data submitted during the semi-annual period and the annual period represents crime in the second half of the year.

Unless otherwise noted, documentation in this section applies to both annual and semi-annual reports.

Setting Up New Reporting Period

At the beginning of each reporting period, FDLE manually creates and opens a new reporting period in the UCR system. FDLE creates a new version of a tracking spreadsheet that logs if and when each agency has submitted its data, what kind of agency it is, whether FDLE has sent a summary verification package(s) to the agency head, whether each agency has provided a signed verification of its data, and whether an agency is in the process of adjusting/correcting its data following an initial submission.

Once the initial setup is complete, FDLE manually emails a notification that the reporting period is open, which prompts agencies to start their entry of data.

Agency Entry of Data

UCR Summary Data

Users submit UCR summary data to FDLE either by uploading seven mandatory and two optional data files per ORI code as text files or by filling in an online form. The Agency UCR upload files contain comma separated text fields. In either case, the data indicates the ORI code for the data, the report period, and report year. A user who reports for multiple ORI codes must upload multiple sets of files or fill

in multiple forms.

The UCR system, including the input web site, is written, hosted, and maintained at and by FDLE's Information Technology Services (ITS).

Submitted UCR summary data undergoes a number of validations to ensure the consistency of numeric data, the ORI is correct, the reporting period is accurate, etc. If all validations pass, the data is ingested into the UCR summary system.

Hate Crime and Cargo Theft Data

Hate crime and cargo theft data are only reported annually (not semi-annually) to the FBI. Although FDLE submits this data to the FBI only on an annual basis, local agencies report the data to FDLE as incidents occur.

Hate crime and cargo theft data is supplied by agencies to FDLE solely through forms that must be filled out manually on a web page. While some field-level validation is performed on this data, there is no cross-field validation logic on either the hate crime or cargo theft web forms. There is not a designed input module to collect this data; instead, online forms are used which include drop-down menus for fields where the response is limited to a list of select codes. Since all data is entered in free-form fields, FDLE personnel must manually review and test for errors, and correct formatting and typographical errors.

Human Trafficking Data

Human Trafficking data is only reported annually (not semi-annually) to the FBI. Although FDLE submits this data to the FBI only on an annual basis, local agencies report the data to FDLE as incidents occur.
Human Trafficking data is entered by agency users via a dedicated web-based input module. The system performs cross-validation logic that checks Human Trafficking data for internal validation errors. It works similarly to the UCR error checks. Human Trafficking data is only reported for occurrences and is incident-based rather than statistics for a specified time period as with UCR summary data.

Employee Count Data

Employee count data is only reported annually (not semi-annually) to the FBI.

The FBI requires statistics on the number of full-time employees in law enforcement in the state, designated by the number of males and females in two categories: law enforcement officers and civilian employees.

FDLE maintains a database that can generate an accurate count of sworn officers since all have to be approved by the State, and this data can provide the number of male and female officers. However, the civilian employee count includes anyone else employed by law enforcement agencies in a civilian capacity, which is not available through existing FDLE databases.

FDLE has a web-based survey form for the collection of data for both the sworn and civilian personnel at each agency. The data collection for the current cycle is launched around October 31st through an email notification to the agencies. At the completion of the survey in December, FDLE manually compiles a spreadsheet of the results which is provided to the FBI.

Data Validation and Updates

Submission tracking and verification

FDLE manually maintains a tracking spreadsheet to note when data submissions occurred, whether submissions are pending, if and when FDLE has sent a summary verification package(s) to the agency, whether each agency has provided a signed verification of its data, and whether an agency is in the process of adjusting or correcting its data following an initial submission. There are situations when an agency will report to FDLE that it will not be submitting data for a particular reporting period, and these situations are tracked as well. The tracking spreadsheet is used to manually generate reports for managers to show the status of the current submission cycle. If an agency submits data but is unable to verify and complete the submission process for a specific submission cycle, in addition to updating the tracking spreadsheet to note this, that agency's data must be manually removed from the database.

FDLE creates a copy of the UCR Database twice daily. This process performs data cleanup such as standardizing formats and generating reports.

FDLE generates several reports that are saved in portable document format (PDF) and then manually e-mailed to the agencies following data submission for review and verification purposes. These reports can also be run at the county and statewide level and are a source that are placed on the website or run on an ad hoc basis to provide data to outside requestors.

FDLE uses statistical analytical software (SAS) to manually generate a Verification Checklist Packet for each ORI that provides the verification details for that agency's submission, as well as for re-submissions if changes are made. There are numerous detailed validations that are performed, primarily with regard to values being consistent, such as verifying that specific numeric counts add up to the supplied total. The checklist provides a comparison of the currently reported data for the previous year. Each agency receives the summarized data in the form of a "Crime in Florida Report." The checklist includes a signature block that must be signed by the agency head or designee and returned to FDLE to document that the agency approves of the final data as reported. FDLE coordinates with each agency, following up as needed to ensure data is submitted, corrections are completed when necessary, and the verification checklist form is signed. Signed verification forms are returned to FDLE via fax or email, and FDLE collects and tracks the signed forms.

FDLE manually sends out reminders to agencies that have not yet submitted or verified data.

Detail/Error Warning Report

Once a user has entered data into the system, either by manual data entry or upload of data files, the Detail/Error Warning Report is available and must be accessed by the user as part of the submission process. When users access the Detail/Error Warning Report, they receive a list of reported errors and warnings. Warnings reflect data that is atypical but not necessarily wrong. If any errors are displayed, they must be corrected or submission is not possible. When the report indicates no errors are present, users may then complete the submission of their data.

In addition to the Detail/Error Warning Report, a test environment version of the UCR Input Module is available for agencies to submit partial data (i.e., less than the full cycle) to identify any errors. This has been provided to allow agencies to correct errors during the course of a reporting period rather than having to wait until submitting for the full cycle when agencies would then have six or twelve months of errors to fix at once.

FDLE actively works with agencies by phone and email to correct any errors preventing submission or any errors revealed during verification.

Finalizing Submissions and Locking Data

Once an agency signifies that its submission is complete, their data record is locked. If the agency determines that corrections are required, or if FDLE data verification reveals an issue, the agency can request that its record be unlocked. FDLE manually unlocks the record so the agency can make necessary corrections.

Agency Download of Data Tables

Once data has been input by agencies, an agency user may view a summary of the entered data for each data table (offense, arrest, etc.). When viewing a table in the input program, the user has the option to download the table in Microsoft Word, Microsoft Excel, or PDF format. This can be helpful if errors are present that need to be resolved, or if they would like to make a copy of their submitted data for their records.

Finalizing Data and Submitting to FBI

Closing of Reporting Period in UCR Input Module

Once data submission is complete and the data has been verified and approved, FDLE manually closes the reporting period so reports can be generated.

Federal Report Generation and Submission to the FBI

FDLE manually generates the Human Trafficking report as an XML file per the FBI National Information Exchange Model (NIEM) Information Exchange Package Documentation (IEPD) specification.

The hate crime and cargo theft data have historically been provided as Microsoft Excel spreadsheets, where the data is collected in online forms and FDLE generates a spreadsheet for each data set. At the request of the FBI, FDLE provides those as flat files per the respective FBI technical specification, and the flat files are generated from the spreadsheets.

Employee count data is compiled by FDLE into a spreadsheet which is provided to the FBI.

Currently, data files are emailed to the FBI.

Reporting Activities for Florida

Once data is available for the reporting period, FDLE prepares reports for publication on the FDLE website. It is important to release the correct information on the FDLE website in a timely manner as FDLE typically gets requests for the semi-annual and annual information releases.

In addition, FDLE prepares a Hate Crimes spreadsheet for the Florida Office of the Attorney General. Florida Statute 877.19, the Hate Crimes Reporting Act, outlines Hate Crime reporting requirements for the state, asserting that law enforcement agencies report Hate Crimes to FDLE and the Florida Attorney General's Office publishes an annual hate crime report.

Differences Between UCR and Florida Reports

FDLE collects some data elements that are not defined by the FBI's UCR Summary specification. Some are collected as required by Florida statute, others because of state Attorney General requirements or requests. These data elements are primarily for hate crimes and domestic violence.

There are some values for data elements defined in the FBI's UCR Summary specification that FDLE does not collect. For example, Florida's data lacks the same level of granularity for victim and offender ages, race by age and sex of offender, types of drugs associated with an arrest, or types of felonies associated with homicides.

Data Format

The format for the agencies' UCR Summary reporting files does not follow the UCR format defined by the FBI, but is an FDLE-specific comma-delimited text file format. The data files uploaded by agencies into the UCR input system are the same for the semi-annual cycle as for the annual cycle.

Drivers for Change

The top driver for change is that the FBI is scheduled to stop accepting UCR Summary data in the year 2021 and will only accept NIBRS data afterwards. Florida's current processes and systems cannot effectively be upgraded to meet national standards. States that only report UCR Summary data, including Florida, must make the transition to NIBRS to participate in national crime reporting statistics and analytics.

The current data collection, analysis, validation, and dissemination processes are a mixture of manual and automated activities performed by many agency staff members at all levels of government that require the use of multiple, disparate information systems. Many of the processes associated with the summary reports are obsolete by technological standards due to age and inflexible design characteristics. There are several areas where current processes do not meet the needs of the users of the systems and/or data. The FDLE staff depends greatly on manual processes. Success depends on staff in approximately 400 agencies performing interdependent tasks in a timely and correct manner. Manual processes always carry the potential of introducing human error. Due to historical design constraints, it is not possible to upgrade the current disparate systems to new requirements that would bring modern benefits in terms of both efficiency and timeliness of information to FDLE and its customers such as elected officials, government agencies, the general public, and the media.

NIBRS Benefits to State and Local Agencies

NIBRS provides a number of benefits to state and local agencies.

The June 2014 NCS-X bulletin includes a frequently asked question "How will participating in NIBRS benefit a local agency's needs?" It is answered as follows: "In today's environment of open access to data, NIBRS provides a national standard for crime reporting to which local agencies can point when interacting with elected officials, the media, and the public. The editing and validation checks built into the NIBRS reporting standard provide agencies with higher quality and more accurate incident-based data. The additional data collected through NIBRS also provides the context that agencies need to understand crime problems internally and to help explain crime problems and trends to their constituents. Finally, agencies collecting NIBRS data can track crimes based on the attributes of the crime incident, not just on the limited number of crime types captured by the standard UCR Part I offenses. For example, NIBRS will allow an agency to talk about gangs, drugs, and firearms related crimes at a level of detail not possible with summary UCR data. "

In addition to a significant improvement in the details and context of the reported data, the data will also

be more timely. Florida UCR Summary data is submitted twice per year, so it is somewhat out-of-date before it is compiled into crime statistics and published. NIBRS data is generally submitted monthly and is, therefore, much more current. This means that statistics can be published more frequently, providing more timely data not only to law enforcement, but to the public and elected officials as well.

NIBRS also provides a mechanism to combine data from various law enforcement agencies to study multi-jurisdictional patterns and trends. While most law enforcement agencies have their own information systems with unique data structures and codes, NIBRS standardizes the data across different agencies so that they can be combined easily for multi-jurisdictional analyses. While a law enforcement agency with a sophisticated information system will not need NIBRS to support its internal work, if its analysts are interested in what is happening in neighboring or similar jurisdictions across the country, NIBRS data expedites the analysis.

Support for Small Local Agencies

There are agencies in Florida that do not have an RMS, or do not have one capable of submitting UCR Summary (or NIBRS) data. These agencies either do not provide data to FDLE, or have to manually type in their entire data set using the FDLE UCR Input Module. Manual data entry increases the risk of data entry errors and is time-consuming. Agencies that do not have an RMS must rely on paper forms, or electronic forms stored potentially on a local computer.

FDLE is providing support to agencies that do not have the budget and resources to buy or maintain a NIBRS-compatible RMS, which could include providing access to a basic RMS system that is capable of submitting NIBRS data. This would not only increase the statistical or incident data available to the State, but would also streamline incident management at the local level.

National Crime Statistics Exchange (NCS-X) Program

The NCS-X program, led by BJS and the FBI, is an effort to expand NIBRS into a nationally representative system of incident-based crime. The goal of NCS-X is to enroll a sample of 400 scientifically selected law enforcement agencies to submit data to NIBRS. When these 400 new NIBRS-reporting agencies are combined with the more than 6,800 agencies that already reported to NIBRS as of 2013, the nation will have a nationally representative system of incident-based crime statistics drawn from the operational data systems of local and state law enforcement agencies. This incident-based data draws upon the attributes and circumstances of criminal incidents and allow for more detailed and transparent descriptions of crime in communities. Thirty-one of those 400 sample agencies are in Florida. NCS-X provides funding to states and sample agencies to offset at least some portion of the costs of transitioning to NIBRS.

Consolidate and Simplify Data Submission for State and Local Agencies

Florida's state and local agencies currently submit separate data sets for UCR Summary, hate crime, domestic violence, human trafficking, and cargo theft data based on Florida requirements.[2] In addition, the FBI has recently established a separate process for collecting Use-of-Force data from law enforcement agencies. Many agencies also submit data to the Florida Data Sharing Project (FDSP) repositories, and the FDSP data set has significant overlap with these other data sets. Each of these data streams has its own data formats and processes for submitting data, and these disparate

[2] Florida Statute 943.05 outlines program requirements for crime reporting.

requirements add to the burden placed upon the staff at these agencies.

While NIBRS includes human trafficking, cargo theft, hate crime, and domestic violence data, Florida collects additional data on hate crimes and domestic violence beyond what is in NIBRS. NIBRS does not include a significant portion of the necessary Use-of-Force data. Rather than requiring separate data streams to support NIBRS and non-NIBRS data requirements, Florida is using this opportunity to potentially consolidate data submission to simplify the process and reduce the burden on state and local agencies.

Current Metrics

Note that performance metrics are not applicable for the current business process given that:

- the current system takes input submissions only twice per year,
- the first submission covers a six month period; the second submission covers a twelve month period,
- each submission contains 7-9 files, and
- each file consists of a limited set of numerical statistics.

2. Assumptions and Constraints

Assumptions

- The collection of statistical data is mission critical to FDLE which analyzes criminal justice data and prepares statistical reports for policy makers, planners, and program developers, in addition to supporting local law enforcement agencies in crime analysis and grant eligibility.
- Detailed requirements need to be documented before moving forward with the project.
- Requirements and requests for data collection from the federal government, as well as requirements from the Florida legislature and/or Attorney General will evolve over time.
- The system will comply with state of Florida and FBI Criminal Justice Information Services (CJIS) Security Policies.
- To the extent possible, the system will leverage data submitted by other FDLE Criminal Justice Analytics data sources.

Constraints

- Data submissions to the FBI must conform to the FBI NIBRS technical specification and must be certified by the NIBRS program.
- Florida must continue to collect hate crime and domestic violence data beyond what is required for NIBRS.
- Use-of-Force data submissions to the FBI must conform to the FBI Use-of-Force technical specification.
- Submissions to FDLE will include standard data element names, standard business rules, and standard format of data collection.

C. Proposed Business Process Requirements

Purpose: To establish a basis for understanding what business process requirements the proposed solution must

meet in order to select an appropriate solution for the project.

1. Proposed Business Process Requirements

1) Establish a Florida Incident-Based Reporting System (FIBRS) data repository for incident-based data from state and local agencies
2) Collect all NIBRS data elements on a monthly basis (or more frequently) from state and local agencies for all NIBRS-reportable incidents and arrests
3) Continue to collect all Florida-specific data elements (i.e., not included in NIBRS) for hate crime and domestic violence on a monthly basis (or more frequently) from state and local agencies
4) Collect Use-of-Force data on a monthly basis (or more frequently) from participating state and local agencies
5) Collect FDSP data from participating state and local agencies that elect to submit their FDSP data through FIBRS
6) Collect employee count data from state and local agencies annually, designating law enforcement or civilian employees along with their sex
7) Ensure that statistical incident data (e.g., NIBRS, hate crime) is cleanly separated from more sensitive investigative data
8) Minimize the number of separate and unique data submission processes and data sets that state and local agencies must support
9) Eliminate current manual processes for collecting, reviewing, tracking, and updating data submissions
10) Maintain information on state and local agencies, including one or more designated reporting coordinators for each agency, and their contact information
11) Maintain information for one or more designated data approvers for each agency, and their contact information
12) Provide training and support for each agency
13) Provide a user management capability to allow the addition, deletion, and modification of FIBRS users, including FDLE and state/local agency users, to include the ability to manage user authorization and privilege management so that each user only has access to the data he/she are authorized to view, update, or approve
14) Support state and local agencies to generate data for submission to the state repository to ensure the data is accurate, complete, timely, and of high quality
15) Provide a mechanism for agencies that do not have an RMS, or whose RMS is not capable of reporting NIBRS data, so that those agencies can provide incident data to the state
16) Perform data quality checks on received data to ensure it meets NIBRS and Use-of-Force business rules plus state-defined business rules
17) Provide a mechanism to alert an agency of any data quality problems in the received data, along with a way for the agency to update its data
18) Generate agency-level data and statistics from the received data for agency review, and for an appropriate period of time also provide statistics equivalent to the UCR Summary for comparison purposes
19) Provide a mechanism for an agency to review and download the generated statistics, and to update its data if the review indicates any issues with the data provided by the agency
20) Provide a mechanism for an agency to indicate to FDLE that the their data is not to be included in the state's NIBRS submission, which may occur for reasons such as concerns with the statistics resulting from the agency's data, data quality issues, RMS issues, etc.

21) Provide a mechanism for an agency to explicitly approve the submitted data based on their review of the data and the corresponding generated statistics
22) Provide an automated mechanism to track data submissions and approvals to show the status of the current submission cycle, including agencies who have submitted data, are revising data, or that will not be able to submit data, that have indicated that the data is not to be included in the state's NIBRS submission, and that have formally approved their data
23) Provide automated reminders to agencies that have not submitted data, and to agencies that have not provided one of the mandatory formal approvals of data
24) Accept UCR Summary data submissions from state and local agencies until FDLE determines that a sufficient number of agencies are submitting data to FIBRS
25) Manage agency population data for use in developing statistics
26) Generate NIBRS data for monthly submission to the FBI for the entire state
27) Submit data to FDSP for those agencies that have elected to contribute their FDSP data through FIBRS
28) Submit Use-of-Force data to the FBI for those agencies that want their data submitted
29) Submit employee count information to the FBI annually
30) Generate state crime data and statistics for publication and distribution
31) Publish state crime data and statistics for dissemination to the public, media, and government stakeholders

2. Business Solution Alternatives

In 2016, FDLE received funding from the NCS-X program to develop an implementation plan for transitioning from UCR Summary to NIBRS. As part of that project, FDLE developed an online readiness assessment survey to collect information from Florida state and local agencies. In addition, FDLE participated in a number of on-site readiness assessments conducted directly by the NCS-X program.

These assessments provided a statewide snapshot with the following data points:

- Incident data collection processes and systems currently in place across the state.
- NIBRS data elements currently being collected at each agency.
- Vendor and agency-developed RMS products in use, as well as short-term plans for upgrading or replacing products.
- Readiness of deployed vendor and agency-developed RMS products for NIBRS data collection, quality checks, and submission to the state.
- Number of officers and staff potentially impacted by the NIBRS transition.

The project was also intended to conduct the following tasks:

- Document AS-IS and TO-BE high-level business processes and technical functionality for Florida's statistical reporting at the state level.
- Determine the use of RMS products and the changes and costs required to implement and deploy a statewide incident reporting system that can support NIBRS.
- Determine data elements that state and local agencies are required to submit to the state beyond what is defined by NIBRS.
- Research data that is submitted to other state and federal programs, and evaluate the potential for simplifying the current disparate data submission processes state and local agencies must support.
- Develop cost and schedule estimates for a new Florida system that supports NIBRS at a minimum.

- Develop and research alternative approaches for implementing a new statewide NIBRS reporting system that also supports Florida-specific data elements, and the potential for consolidating the current disparate data submissions to other programs.

Four approaches were evaluated as follows:

Approach 1 – Develop a basic NIBRS capability based on the existing NIBRS technical specification.
Approach 2 – Leverage the existing Florida Data Sharing Project (FDSP) systems in the state.
Approach 3 – Develop a system based on the existing FBI National Data Exchange (N-DEx) data submission specification.
Approach 4 – Develop a hybrid system that accounts for the strengths and weaknesses of FDSP and N-DEx.

3. Rationale for Selection

FDLE applied several criteria to compare alternatives and recommend a business solution that best meets the business and strategic needs of the agency, as well as state and local agency stakeholders.

These criteria include:

- Initial and future workload for state and local agencies
- Support for multiple data sets used by the state and/or the FBI
- Ability to automate or streamline data collection processes
- Ability to disseminate crime data and statistics to public, media, and government stakeholders
- Impact to vendor and agency RMS systems
- Impact to FDLE IT services and systems
- Costs

4. Recommended Business Solution

After evaluation of several approaches, the recommended business solution is to replace the current UCR Summary system with a new hybrid solution, based on Approach 4, above. This system will meet Florida's needs for collecting NIBRS, FDSP, Use-of-Force, and the Florida-specific data elements required for hate crime and domestic violence reporting, while also supporting FDLE's need for a state-owned crime data and analysis repository. The new FIBRS system will be based on Commercial Off-The-Shelf (COTS) products that are customizable to meet current and future business needs and integrate with the existing FDSP system.

FIBRS will be able to process and store all required high level data constructs and all detailed data contents to meet both current needs and anticipated future upgrades. This approach will define business rules to ensure the data is consistent and of high quality, so that crime data can be used for both statistical and investigative purposes.

To realize the business solution, FDLE plans to acquire commercially available systems that can be customized to meet FDLE's business requirements.

The contracted systems will include, but are not limited to:

- Commercial NIBRS repository
- Commercial RMS product
- Integration with the existing FDSP system

- Contracted services to upgrade local agencies' RMS products
- Computer hardware (e.g., servers, storage, and network)
- Commercial systems software (e.g., operating system, database management system, and application server platform)
- Project management services
- Software customization services
- Data analysis and migration services
- System integration and testing services
- Implementation and configuration
- Training services

D. Functional and Technical Requirements

Purpose: To identify the function and technical system requirements that must be met by the project?

This section documents the high-level functional and technical requirements of the system.

Data Collection and Storage

- The FIBRS repository will be hosted at the FDLE data center with a backup repository hosted at the FDLE backup data center.
- The FIBRS backup repository does not require a real-time failover capability, but the backup repository must be capable of being brought online within 8 hours and have access to the most current data from the primary repository.
- The FIBRS repository will be capable of supporting data elements and their cardinality as defined by the FIBRS Extensible Markup Language (XML) data specification. The FIBRS technical specification will include markings so that an agency can indicate that the data for a specific incident may be included in NIBRS submissions, Use-of-Force submissions, forwarded to the FDSP, or any combination. For example, an agency may indicate that an incident is to be included in NIBRS submissions but not forwarded to the FDSP.
- The FIBRS repository will be capable of supporting employee count data elements
- The FIBRS repository will provide a mechanism for agencies to submit their annual employee count information.
- The FIBRS repository will accept agency data submissions that conform to the FIBRS XML data specification.
- The FIBRS repository will retain the original data submission as provided based on the FIBRS XML data specification.
- FIBRS will provide a mechanism for an agency to indicate it has no reportable incidents for a particular month.
- Agencies will submit data to FIBRS through a secure web service accessible via CJNET
- The FIBRS repository will store information for each agency and contact information for appropriate personnel designated by the agency. The FIBRS repository will support the import and grouping of population data from University of Florida (UF) Bureau of Economic and Business Research (BEBR). FDLE will acquire an RMS for use by agencies that do not have an RMS, whose RMS is not capable of reporting NIBRS data, or who desire to transition to a state-supported solution. FDLE will work with interested agencies to define requirements for the RMS, evaluate RMS products, and to collect feedback on the recommended product. The RMS will have the capability to submit data to the FDSP.
- The state-provided RMS will be accessible from an officer's desktop computer, laptop, or Mobile Data Terminal. Regardless of where the officer is and whether he/she has network access, the officer must be able to access all functions of the software and all code lists in order to be able to

enter complete incident data. However, if the officer is at a location without network access, the software must temporarily store the data and be capable of uploading the data to the RMS when network access becomes available.

- FDLE will provide technical assistance to RMS vendors and developers to provide training on the FIBRS technical specification and functional and technical requirements, as well as to provide implementation and testing support, to ensure that all implementers understand the requirements and are able to develop products that will interoperate with FIBRS.
- FDLE will provide technical and financial support for agencies to upgrade their RMS systems in order to ensure that as many agencies as possible are able to participate, providing the jurisdictional and population coverage necessary for representative crime statistics for the state and the nation.
- Agencies will submit their data at least monthly; however, the FIBRS repository will support accepting data on a more frequent basis. The FIBRS repository will perform automated checks on submitted data to ensure it adheres to all business rules.
- The FIBRS repository will provide a mechanism for FDLE personnel to view submitted data.
- Agencies will be able to update their data to correct errors or to incorporate more recent information.
- The FIBRS repository will calculate UCR Summary statistics from agency data submissions and provide to each agency so staff can compare with earlier statistics. An agency that submits FIBRS data will not be required to also submit UCR Summary data.
- FDLE will continue to accept UCR Summary data from agencies that have not transitioned to the use of the FIBRS technical specification until FDLE determines that a sufficient number of agencies are submitting data to FIBRS. Depending on the capabilities of the product selected for the FIBRS repository, UCR Summary submissions may continue through the existing UCR Input Module, or may be submitted through FIBRS.

Administration and Management

- An agency can designate one or more persons to be an agency contact, and one or more persons to be an agency approver. An agency's contact and approver may be the same person(s).
- Agencies will be provided training on their roles and on any software tools available to them to support their tasks. New agencies must receive training prior to being granted access to FIBRS. Existing agencies will receive periodic refresher training, with the frequency of refresher training to be determined by FDLE.
- The FIBRS repository will provide a web-based interface to agency and FDLE users Access requirements will follow FDLE security policy.
- Only agency users with certain privileges will be able to update information in FIBRS, review agency-level data or generated statistics, or review error and warning reports for their data.
- The FIBRS repository will support an FDLE administrator role.
- Only agency users with certain privileges will be able to review data and generated statistics, review error and warning reports for their data, or update information for their designated agency.
- Only agency users with certain privileges will be able to provide formal approvals for data from their designated agency.
- Only agency users with certain privileges will be able to view the contact information for other agencies.
- The FIBRS repository will provide a mechanism for FDLE personnel and agency users to search agency and contact information by agency name, agency ORI, or person name. Wildcards will be supported so that users can search by partial names or ORIs.

- The FIBRS repository will provide an interactive mechanism for agency users to formally approve data.
- The FIBRS repository will provide an interactive mechanism for agencies to indicate for a particular reporting period that they are planning to update their data, or will not be able to submit their data, or that their data should not be used for the generation of Florida statistics or supplied to the FBI.
- The FIBRS repository will automatically notify the agency when mandatory agency approvals of data are required. FIBRS will automatically notify designated FDLE personnel if an agency does not approve their data in a timely fashion.
- The FIBRS repository will automatically track and update the status information for each agency, which will be available to designated FDLE personnel:
- The FIBRS repository must be sufficiently flexible to accommodate FBI and State updates to NIBRS, Use-of-Force, and employee count specifications and/or published templates.
- Data must be explicitly marked in FIBRS to logically and/or physically separate statistical data from the more sensitive investigative data to ensure that the only users who can access sensitive data are those who have the explicit authorization to do so. Different user roles will determine the type of data accessible; user roles will have different attributes for those working with investigative versus statistical data.
- The FIBRS repository will automatically notify the submitting agency when errors are found in their data. The information contained in the notification must be specific enough for a submitting agency to be able to identify and correct the error. By default, all NIBRS data approved in FIBRS will be included in the state's NIBRS submission. However, an agency can use the FIBRS user interface to indicate to FDLE that their data is not to be included in the state's NIBRS submission, which may occur for various reasons such as concerns with the statistics resulting from the data, data quality issues, RMS issues, etc. FIBRS will update the status of the agency's data submission process and will alert the appropriate FDLE personnel. When the agency is ready, they can use the FIBRS user interface to indicate that their data may be submitted to NIBRS.

Report Generation and Data Submission to Other Organizations and Systems

- The FIBRS repository will generate and submit approved NIBRS data for state and local agencies to the FBI NIBRS repository monthly, adhering to the published FBI NIBRS XML specification.
- The FIBRS repository will forward FDSP data to the FDSP repository daily.
- The FIBRS repository will generate and submit use of force data to the FBI on a monthly basis, or more often if desired by an agency, adhering to the published FBI Use-of-Force specification.
- The FIBRS repository will generate and submit employee count data to the FBI annually, in the format documented by the FBI.
- The FIBRS repository will automatically generate state crime data and statistics for publication and distribution where possible, and provide interactive access and/or download of data where necessary. FDLE will publish the data and/or provide access to it for the public, media and government stakeholders.
- The FIBRS repository will be capable of generating ad hoc reports in response to requests from agencies or public record requests or state policymakers.

III. Success Criteria

Purpose: To identify the critical results, both outputs and outcomes, that must be realized for the project to be considered a success.

SUCCESS CRITERIA TABLE				
#	**Description of Criteria**	**How will the Criteria be measured/assessed?**	**Who benefits?**	**Realization Date (MM/YY)**
1	More detailed and accurate crime data (Incident-based) available in FIBRS from state and local agencies	Agencies submit data using FIBRS technical specification instead of UCR Summary	FDLE Local agencies State policymakers	01/21 (initial agencies) 07/23 (remainder)
2	More detailed and accurate crime data available – data validation performed on submitted data with reports on errors/discrepancies reported to agency	Agencies submit data to FIBRS repository will perform automated data validation and report results to agency, which can update data in FIBRS	FDLE Local agencies State policymakers NIBRS FBI	01/21 (initial agencies) 07/23 (remainder)
3	More complete crime data available – additional agencies using Records Management Systems	State-supported RMS available to agencies without an RMS or whose RMS cannot submit incident-based data	FDLE Local agencies NIBRS State policymakers	01/21 (initial agencies) 07/23 (remainder)
4	More timely crime data available	Agencies submit data daily or monthly instead of every six months	FDLE Local agencies	01/21 (initial agencies) 07/23 (remainder)
5	Incident-based data from Florida available for generation of nationwide crime reporting through FBI NIBRS	Data from FIBRS submitted to FBI NIBRS	FDLE Local agencies NIBRS	01/21 (initial agencies) 07/23 (remainder)
6	Incident-based data from Florida available for use by FBI Use-of-Force	Data from FIBRS submitted to FBI Use-of-Force repository	FDLE Local agencies FBI	01/21 (initial agencies) 07/23 (remainder)
7	Law enforcement data available in FDSP repository	Data from FIBRS submitted to FDSP repository	Local agencies FDSP	01/21 (initial agencies) 07/23 (remainder)
8	Reduction in number of different and overlapping data submissions processes supported by agencies	Agencies submit data using FIBRS technical specification instead of separate UCR	FDLE Local agencies	01/21 (initial agencies) 07/23 (remainder)

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
	and FDLE	Summary, FDSP, cargo theft, hate crime, and domestic violence interfaces		
9	Incident-based crime reports available in Florida	Florida crime reports generated using FIBRS data	FDLE Local and state agencies/officials State policymakers Public	01/21 (initial agencies) 07/23 (remainder)
10	Automate existing manual processes	Data verification information generated by FIBRS and available online to agency users	FDLE Local agencies	01/21 (initial agencies) 07/23 (remainder)
11	Eliminate multiple, overlapping data submissions	State and local agencies submit a single data set to FIBRS rather than using multiple overlapping data submission processes	FDLE Local agencies	01/21 (initial agencies) 07/23 (remainder)
12	Leverage new technology	Use of standards such as NIEM, NIBRS, Use-of-Force, web services	FDLE Local agencies	01/21
13	Decommission legacy systems	UCR Input Module, and web input forms for Hate Crime, Cargo Theft, and Domestic Violence taken out of service	FDLE	TBD

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

A. Benefits Realization Table

Purpose: To calculate and declare the tangible benefits compared to the total investment of resources needed to support the proposed IT project.

For each tangible benefit, identify the recipient of the benefit, how and when it is realized, how the realization will be measured, and how the benefit will be measured to include estimates of tangible benefit amounts.

BENEFITS REALIZATION TABLE					
#	**Description of Benefit**	**Who Receives benefit**	**How is the benefit realized?**	**How will the realization of the benefit be measured**	**Realization Date (MM/YY)**
1	More detailed and accurate crime data	• Criminal Justice Agencies • State and local policymakers • State and local governments • FDLE • Public • FBI	• Florida UCR data does not currently meet all FBI UCR specifications due to a lack of data granularity. The new FIBRS system will collect compliant data. • Florida's current UCR system collects aggregate crime data; specific descriptive data about victim, offender, location, weapon, time-of-day, drug/alcohol involvement is not collected. The new FIBRS system will collect this information providing analytical value to influence policy. • Incident geolocation data, not currently collected, will allow for the creation and utilization of statewide crime-mapping. • Currently, agencies are presented with their aggregate crime data statistics twice annually. The new FIBRS system will provide immediate feedback for data error/validity correction and comparison as well as providing for continuous corrections/updates to previously submitted data.	• More detailed and accurate crime data will be measured by the implementation of new methods for receiving, validating, updating, correcting, storing, and displaying data in the new FIBRS system.	06/22
2	More complete crime data available (due to more agencies using Records Management System)	• Criminal Justice Agencies • State and local policymakers • State and local governments • FDLE • Public • FBI	• Agencies currently not able to participate in Florida's UCR program because of an outdated/obsolete system will be able to participate by using the state-provided RMS system and thereby eliminate the need to manually count, record, and submit their UCR data. This will both increase the completeness and accuracy of the UCR data and increase the number of agencies participating. • Agencies that use the state-provided RMS will be able to participate in Florida's UCR program.	• FDLE will measure the number of local criminal justice agencies utilizing the state-provided RMS system to collect and submit compliant UCR data.	06/22
3	Availability of more timely crime data	• Criminal Justice Agencies • State and local policymakers • State and local governments	• Currently, Florida's crime data is collected and provided on a twice annual basis. With the new FIBRS system, data will be collected and made available on at least a monthly basis with the ability to report more frequently. • Agencies can provide incident data to the	• The availability of more timely crime data will be measured by the implementation of new methods for receiving,	06/22

		• FDLE • Public • FBI	state program without having to wait for classification, clearance, closure, prosecution, etc. of an incident because the new FIBRS system will allow for continuous updates to previously submitted data. • Florida will be able to provide statewide UCR data to the national program on a monthly basis as required by the FBI.	validating, updating, correcting, storing, and displaying data in the new FIBRS system on at least a monthly basis. • The availability of more timely crime data will be measured by FDLE's ability to provide the FBI with monthly UCR data.	
4	Reduction in the number of different and overlapping data submission processes supported by agencies and FDLE	• FDLE • Criminal Justice Agencies • FBI	• Criminal justice agencies are required to provide four separate data submissions, twice annually, as part of the UCR submission requirements. The current submission process requires these data submissions to be entered in separate places. • A new FIBRS system will be able to provide all the functionality in one cohesive system, which will reduce the time spent synchronizing data and maintaining separate systems. • Currently, FDLE manually generates separate files for submitting statewide UCR data to the national program at the FBI. A new FIBRS system will generate file(s) that conform to the national program standards.	• The reduction of the number of different and overlapping data submissions will be measured by the ability of the new FIBRS system to provide the functionality in one cohesive system. • The FBI will be able to ingest Florida's statewide crime data file(s) without modification.	1/21
5	Automate existing manual processes	• FDLE • Criminal Justice Agencies • FBI	• Currently, Florida's UCR program requires the manual management of several processes: setting the system to the current year and reporting period, combine population values for overlapping jurisdictions, setting every agency (ORI) to the correct population, create/manage user accounts for system access, unlock agencies in system when need to resubmit/edit data, send notifications to agencies about submission cycles, generate and distribute agency verification packets, log and track submissions and verification progress, and direct contact delinquent agencies regarding submissions/verifications. • Currently, agencies receive verification packets to review and verify their submitted data. Generating and distributing these packets is a manually triggered and monitored process. The new FIBRS system will automatically generate and display these immediately upon data submission.	• The reduction of time for manual management of processes will be measured by the added functionality to the FIBRS system.	1/21

B. Cost Benefit Analysis (CBA)

Purpose: To provide a comprehensive financial prospectus specifying the project's tangible benefits, funding requirements, and proposed source(s) of funding.

The focus on this project is to implement the agency's strategy to comply with the Federal Bureau of Investigation's (FBI) deadline to convert Uniform Crime Reporting (UCR) from summary data to incident-based data from Florida's local and state law enforcement agencies by standing-up the state program and assisting Florida law enforcement agencies to transition to incident-based crime reporting.

NIBRS also provides a mechanism to combine data from various law enforcement agencies to study multi-jurisdictional patterns and trends. While most law enforcement agencies have their own information systems with their data structures and codes, NIBRS standardizes the data across different agencies so that they can be combined easily for multi-jurisdictional analyses. While a law enforcement agency with a sophisticated information system will not need NIBRS to support its internal work, if its analysts are interested in what is happening in neighboring or similar jurisdictions across the country, NIBRS data will expedite the analysis.

The planned improvements and efficiencies in the work processes will enable FDLE to add additional data sharing services and maintain sufficient productivity in the face of growing demands.

Cost Benefit Analyst spreadsheets are in appendix H.

V. Schedule IV-B Major Project Risk Assessment

Purpose: To provide an initial high-level assessment of overall risk incurred by the project to enable appropriate risk mitigation and oversight and to improve the likelihood of project success. The risk assessment summary identifies the overall level of risk associated with the project and provides an assessment of the project's alignment with business objectives.

A. Risk Assessment Tool

The complete risk assessment worksheets are in Appendix I.

VI. Schedule IV-B Technology Planning

Purpose: To ensure there is close alignment with the business and functional requirements and the selected technology.

A. Current Information Technology Environment

1. Current System

a. Description of Current System

The current UCR Summary system is comprised of a number of automated, semi-automated, and manual processes and systems developed over twenty years. Requirements for UCR Summary data have evolved over time, and new data collection requirements have been added, such as for human trafficking. At this time, the following data is collected from state and local agencies through the mechanisms indicated:

- UCR Summary data either through manual entry on a dedicated web-based input form, or by uploading multiple text data files to the UCR Input Module,
- Hate crime data through manual entry on a Kentico survey form available on a web page,
- Cargo theft data through manual entry on a Kentico survey form available on a web page,
- Human trafficking data through manual entry on a dedicated web-based input form, and
- Employee count data through manual entry on a web-based survey form.

The current system performs some automated validation of the supplied data, while other validation is performed manually by FDLE personnel.

The current system also includes artifacts that are managed manually by FDLE personnel rather than through an automated system or process, and these artifacts include:

- Agency Contact List spreadsheet
- Data Submission Tracking spreadsheet

Local agencies collect summary, hate crime, cargo theft, and human trafficking data primarily through officers dispatched to calls for service. In most cases, an officer enters data into the Mobile Data Terminal (MDT) which then transfers the data to the agency's automated RMS, although some agencies still use paper forms or have officers take notes that are then called in to data entry personnel for transcription into an RMS.

User and User Types

The current FDLE system includes the following user types and user numbers.

User Type for State System	# of users
Agency Data Entry Users	694
FDLE Administrators	16
Total	**710**

Number of Transactions

UCR Summary data is currently received from approximately 400 state and local agencies. Some agencies report data for their jurisdiction as well as other jurisdictions; over 400 jurisdictions are represented.

The number of internal transactions, such as for FDLE personnel to add or update an agency user, are not tracked. It should also be noted that under the current reporting requirements, data submission transactions are very limited given that:

- Agencies submit UCR Summary data to FDLE twice per year
- The first submission covers a six month period; the second submission covers a twelve month period
- Each summary submission contains 7-9 files consisting of a limited set of numerical statistics
- FDLE submits summary data to the FBI twice per year
- Agency submissions to FDLE for hate crime, cargo theft, and human trafficking contain limited data and totaled only 265 for an entire year
- FDLE submits hate crime, cargo theft, and human trafficking data to the FBI once per year
- Agency personnel counts are submitted to FDLE and compiled for submission to the FBI once per year.

However, some transaction information is available or can be estimated as noted below based on the 2018 Crime in Florida Reports.

- Total number of UCR Summary crimes reported by state and local agencies: 567,166
- Highest number of UCR Summary crimes reported by a county: 100,541
- Lowest number of UCR Summary crimes reported by a county: 56
- Number of hate crimes reported: 168
- Number of cargo thefts reported: 90
- Number of human trafficking incidents reported: 141
- Employee data is supplied once per year per agency

Requirements for Public Access, Security, Privacy, and Confidentiality

The UCR systems are not open to the public. Reports generated from the data are available to the public via FDLE's Florida Statistical Analysis Center's public web site. Currently, reports are generated twice a year with additional ad-hoc reports generated as needed.

Hardware Characteristics

The overall FDLE system may consist of two (2) production servers, two (2) test servers, and two (2) development servers. The network interface for users accessing will be via CJNET, and will include a network load balancer. Most storage is internal to the servers, although the development server may use the FDLE Storage Area Network (SAN).

The hardware used by state and local agencies that submit data to FDLE varies by jurisdiction.

Software Characteristics

The overall FDLE system uses a number of different software and data based components that have been developed over the years. The system uses a SQL Server database housing the in-process data that has been submitted by state and local agencies as well as a separate database that houses data once it has been validated and edited for consistency. Data is copied to a Microsoft Access database where data is generated for submission to the FBI. Data is also copied to a set of SAS data sets which are used for quality analysis, generating reports for publication, and making the data available to other users/public. Some data transformation has to occur outside of the current system to accommodate legacy issues for historical data.

Agency users upload some data through dedicated web forms, while Summary data is submitted either by an agency user typing the information into a form in the UCR Input Module or by uploading a set of files. Some data validation is performed as part of a regular batch process. Some components use Microsoft Windows while others use Linux. Internally developed software generally uses the Java programming language, although a number of utilities have been developed over the years using SAS software. Some SAS programs are run automatically, while others are initiated manually.

The characteristics for software used by state and local agencies that submit data to FDLE vary by agency.

Existing System and Process Documentation

The current processes and software products and tools in use at FDLE have evolved over the years. Documentation for the total system as a whole does not exist, although some individual processes and software products have been documented.

System and process documentation available at state and local agencies that submit data to FDLE are unknown.

User Interfaces

The current systems include a number of user interfaces for FDLE and/or agency personnel to access various components of the current system as described below.

- FDLE personnel use the UCR user management tool to manage agency user accounts.
- FDLE personnel use the UCR Input Module to manage information for each jurisdiction.
- Agency users enter UCR Summary data into the UCR Input Module through a web-based input form.
- Agency users upload UCR Summary data into the UCR Input Module.
- Agency users enter hate crime, cargo theft, and employee count data through Kentico survey forms on a web page.
- Agency users enter human trafficking data through web-based input forms.
- Agency users access the Detail/Error Warning Report through the UCR Input Module.
- Once an agency signifies the submission is complete, the Input Module locks the data record.
- FDLE personnel use the UCR Input Module to unlock an agency's data record so the agency can manually enter or upload corrected data.
- FDLE personnel use SAS programs to extract the data.
- FDLE personnel use macro-enabled Microsoft Excel templates to present the data as reports in PDF format.
- FDLE personnel use the Microsoft Access database to populate data for internal status reports, including which agencies have submitted, are pending, have verified, etc., and the respective percentage of the population falling into each category.
- FDLE personnel manually enter population data into the UCR Input Module.
- State and local agency officers generally enter incident data via MDT into their agency's RMS.
- State and local agency supervisors, data transcribers, and records personnel generally access incident data through the user interface provided by their RMS.

System Interfaces

The current systems include a number of internal and external interfaces as described below:

- Agency users interface to the current systems either through Florida's CJNET or through the public Internet.

- SAS interfaces with the UCR Database to copy the data which is used to generate reports and perform some data cleanup on agency submissions.
- A Microsoft Access database interfaces with the UCR Database via ODBC.
- Data entered or uploaded by agency users goes into the UCR Web Database.
- Once data in the UCR Web Database has been checked and any errors corrected, data is copied to the UCR Database.

Report Generation
FDLE generates six UCR Summary data files for submission to the FBI from a Microsoft Access database that is linked via ODBC to the UCR data tables on the UCRDB database running under SQL Server.

FDLE manually generates the human trafficking report as an XML file per the FBI NIEM Information Exchange Package Documentation (IEPD) specification.

The hate crime and cargo theft data have historically been provided as Microsoft Excel spreadsheets, where the data is collected in online forms and FDLE generates a spreadsheet for each data set. At the request of the FBI, FDLE provides those as flat files per the respective FBI technical specification, and the flat files are generated from the spreadsheets.

Employee count data is compiled by FDLE into a macro-enabled Microsoft Excel template, which generates a flat file to provide to the FBI.

Currently, data files are emailed to the FBI. The FBI has instituted a new electronic upload process using an FTP server which FDLE will use once the FBI authorizes its use.

Once data is available for a reporting period, FDLE prepares reports for publication on the FDLE website. In addition, FDLE prepares a hate crimes spreadsheet for the Florida Office of the Attorney General.

Consistency with Agency Software Standards and Hardware Platforms
Many of the processes associated with the summary reports are obsolete by technological standards due to age and inflexible design characteristics. As the overall system has evolved over the years, additions and changes have adhered to FDLE's software standards and hardware platforms available at the time. The format of Summary data submitted to the FBI does not adhere to the current FBI specification.

Scalability to Meet Long-Term and Network Requirements
The current system is specifically geared towards UCR Summary data collection, processing, and submission. The new incident-based system and processes will be put into place, and agencies will transition over a period of time. The current systems and processes must remain in place while the state and approximately 400 Florida agencies make the transition. FDLE will collect and report both UCR Summary and NIBRS information until sufficient agencies make the transition for the state and FBI to have representative NIBRS data for Florida. The current system is not capable of scaling to support NIBRS data submissions.

b. Current System Resource Requirements

FDLE Systems
The following hardware is part of the FDLE system:

- 1 load balancer (for the CJNET interface)
- 2 production physical servers (each with 2 CPUs, 4 cores, 16GB RAM, 150GB internal storage)

- 2 test physical servers (each with 1 CPU, 4 cores, 8GB RAM, 150 GB internal storage)
- 2 development virtual servers (1 CPU, 2 cores, 1GB RAM, 50 GB on Storage Area Network)

The following software is part of the FDLE system:

- Microsoft Windows 2012
- Linux
- JBoss
- Microsoft SQL Server 2016
- Commvault Enterprise back-up
- Java programming language
- Apache Wicket framework
- SAS software
- Kentico
- Microsoft Excel
- Microsoft Access
- FDLE in-house developed authentication and authorization Application Security Module (ASM)

The FDLE UCR systems are hosted and maintained by the FDLE ITS. There are annual maintenance contracts in place on hardware and software. It is estimated that the equivalent of two full-time ITS personnel provide operations and maintenance support to the FDLE UCR systems. In addition to support staff, there are five (5) personnel that support data collection, agency assistance, report generation, data management, training, and agency liaison services as part of the overall FDLE system. These five personnel include one fulltime position assigned specifically to UCR, and four positions with duties outside of the UCR program.

State and Local Agency Systems

The hardware used by state and local agencies that submit data to FDLE varies by jurisdiction.

The software used by state and local agencies that submit data to FDLE varies by agency. Based on a survey performed by FDLE, there are at least 36 different commercial RMS systems in use in Florida, seven (7) in-house RMS products, and 11 agencies that do not have an automated RMS. Specific RMS systems used in the state are documented in the “Current Hardware and Software Inventory” section of this document.

FDLE does not currently fund the acquisition or maintenance of agency RMS software or hardware.

c. Current System Performance

The UCR system is a collection of servers, operating systems, databases, software products, and numerous interfaces that is specifically geared towards data collection, processing, and submission of UCR Summary, hate crime, cargo theft, and human trafficking data, as well as agency personnel counts. While the current system is capable of handling the current data storage, data processing, and user interfaces requirements, extensive changes are required in order to go from the current UCR Summary requirements to NIBRS. The data to be submitted by agencies to FDLE, and by FDLE to the FBI, will change from being a very small set of numerical statistics submitted twice per year to a detailed set of incident-based data submitted monthly using labor intensive processes.

The current data collection, analysis, validation, and dissemination processes are a mixture of manual

and automated activities performed by many agency staff members at all levels of government that require the use of multiple, disparate information systems. Many of the processes associated with the summary reports are obsolete by technological standards due to age and inflexible design characteristics. There are several areas where current processes do not meet end user needs. The FDLE staff depends greatly on manual processes to achieve business goals. Success depends on staff in approximately 400 agencies performing interdependent tasks in a timely and correct manner. Manual processes always carry the potential of introducing human error. Due to historical design constraints, it is not possible to upgrade the current disparate systems to new requirements that would bring modern benefits in terms of both efficiency and timeliness of information to FDLE and its customers such as elected officials, government agencies, the general public, and the media.

In addition, the FBI has a process for the submission of Use-of-Force data to the FBI. This encompasses any use of force that results in the death or serious bodily injury of a person, as well as when a law enforcement officer discharges a firearm at or in the direction of a person. Given the potential benefit of such information based on recent incidents, the accompanying publicity, and the current lack of representative data, it is anticipated that submission of such data to FDLE and then to the FBI will provide significant benefit at both the state and federal levels. However the current systems and processes cannot support the collection of this data from Florida agencies, or the submission of data to the FBI.

2. Information Technology Standards

The current system is based upon the standards and specifications provided by FBI CJIS, there are some deviations from the standard in use in Florida.

- UCR Summary data is provided by FDLE to the FBI based on the FBI UCR Summary Reporting Technical Specification, with some Florida-specific deviations.
- Summary data files uploaded by Florida agencies are based on an FDLE-defined flat-file specification derived from the FBI Summary Reporting Technical Specification.
- Hate crime data is provided by FDLE to the FBI using the FBI Hate Crime Technical Specification.
- Cargo theft data is provided by FDLE to the FBI using the FBI Cargo Theft Specification.
- Human trafficking data is provided by FDLE to the FBI using the FBI NIEM IEPD specification.
- Employee count data is provided by FDLE to the FBI using a spreadsheet template provided by the FBI which produces a flat file per the FBI technical specification.

B. Current Hardware and/or Software Inventory

The current hardware and software systems were designed to support the UCR Summary reporting system, which only reports on a small set of data (originally designed more than a half century ago) and no longer meets new federal requirements and state needs for a significantly larger data set, collected more frequently, and analyzed and reported more thoroughly. The existing software cannot be upgraded to the new data standards being used in the law enforcement community, and the existing hardware is inadequate to handle the new data sizes and processing power required to meet current and future law enforcement practices.

The current hardware is no longer under purchase or warranty coverage. Software has primarily been developed in-house over the years and is not covered by maintenance contracts. All production hardware is supported through maintenance contracts.

The current processes, hardware, and software must remain operational while the state transitions to NIBRS reporting. This will allow FDLE to continue to generate crime reports for Florida and submit summary data to the FBI until a sufficient number of state and local agencies have transitioned for the state to have representative incident-based data available.

UCR Web Application Architecture

The UCR web application architecture is hosted at FDLE Information Technology Services (ITS) and consists of:

- Firewall protecting FDLE user access
- Firewall protecting UCR Admin/User access
- JBoss middle-ware Enterprise Application Server
- F5 load balancer for FDLE users
- F5 load balancer for UCR Admin/Users
- Internet-accessible DMZ Windows server cluster (FDLE users)
- CJNET-accessible Windows server cluster (UCR Admin/Users)
- Web server architecture, including:
    - Presentation Layer – User Interface Components
    - Service Layer – Spring Beans
    - Database Layer – DAO Components
    - Application Layer – Java SE, SQL Server 2008/2014, Authentication and Authorization Framework (ASM)
- SQL Server Database, including
    - FDLE ASM
    - UCR Transactions on UCRDBWEB SQL server
    - UCR Report on UCRDB SQL server
    - UCR data tables are housed in SQL Server 2014; the database resides in a clustered 2 node environment; the OS for the 2 nodes are Windows 2012 R2.
- Reporter – SAS Reporting Application

Network connections from the FDLE users and state and local agency users (i.e., UCR Admin/User) to the FDLE site is either through the existing Internet connection or the Florida Criminal Justice Network (CJNET).

The system hardware of the current UCR summary system consists of legacy CPUs, memory, and internal data storage devices:

- Production System: 2 physical servers – each with 2 CPUs 4 Cores, 16 GB RAM, 150 GB internal storage.
- Testing System: 2 physical servers – each with 1 CPU 4 Cores, 8GB RAM, 150 GB internal storage.
- Development System: 2 virtual servers – 1 CPU, 2 Cores, 1 GB RAM, 50 GB on SAN

The current UCR system is backed up by Commvault (enterprise back-up system).

Current User Groups and RMS Applications

State and local agency users are from approximately 400 Florida law enforcement agencies and include:

- All Police departments (including all cities, counties, schools, colleges, universities, airports, beach patrols, etc.)
- All sheriff's offices (SO)
- The Florida Fish and Wildlife Conservation (FWC) Commission
- The Florida Department of Corrections Inspector General (IG) Office
- The Florida Department of Law Enforcement (FDLE)
- The Florida Highway Patrol (FHP)
- The Florida Department of Business and Professional Regulation Division of Alcoholic Beverages and Tobacco (DABT)
- The Florida Department of Financial Services Division of Insurance Fraud

FDLE surveyed all agencies currently submitting UCR Summary data to the state to determine which agencies have an RMS, what RMS is used, what NIBRS data elements are collected, how many officers in the agency report incident data, whether the agency shares their RMS with any other agencies, the age of their hardware and software, and whether there are plans to update or replace the RMS hardware or software. Over 85% of the agencies (311) responded. Based on this data, there are at least 36 different commercial RMS products in use in Florida, seven (7) in-house RMS products, and 11 agencies that do not have an automated RMS. There are also approximately 18 RMS products, including both commercial and in-house systems, which are used by only one agency in the state. Details from that survey are shown below. Note that the numbers shown are from the survey and do not include every agency in the state.

The following commercial Records Management Systems (RMS) are being used throughout Florida as of 2016:

Commercial RMS	# of agencies
ACISS Systems RMS	9
ARMS Records Management	2
AssetWorks BOSSCOPS	1
Beacon Software Solutions RMS	3
Caliber Public Safety Global Software	1
Capers Software RMS	1
Cohero CommandPoint RMS/AFR	1
Competitive Edge Software Report Exec	1
Computer Information Systems RMS	4
Crime Star RMS	1
Delphi Enterprises Code 3	3
eForce Software RMS	3
Executive Information Services RMS	7
Florida State Univ. TRACS	2
Hexagon Safety & Infrastructure I/LEADS	3

Commercial RMS	# of agencies
Informant Technologies Informant PS	1
Logisys Systems Data Trak	1
MobileTec International InMotion RMS	1
Motorola Solutions InfoTrak	1
Motorola Solutions PremierOne	3
Pamet RMS	1
Pulsiam SafetyNet RMS	1
QED Web/Partner	1
SmartCOP SmartRMS	42
Southern Software RMS	4
Spillman Flex	11
Sungard Naviline	3
Sungard ONESolution	52
TriTech Inform RMS	3
TriTech Tiburon Total Command RMS	26
TriTech VisionRMS	2
Tritier WinGS Direct RMS	2
Tyler New World Records Management	24
USA Software CrimeFile IMS	20
Versaterm Versadex	2

In addition to the above commercial RMS applications, the following Florida agencies have developed and support their own in-house RMS, with several of these agencies also providing RMS services to sister agencies:

In-House Developed	# of agencies
Bay County SO	5
FDLE/Capitol Police	1
Florida Department of Law Enforcement	1
Jacksonville SO	2
Palm Beach County SO	1
Seminole County SO	11
University of Central Florida PD	1

Current Agency Data Collection Practices

This section describes the process for collecting and recording incident data used by state and local agencies for crimes that occur within their jurisdiction. While details vary from agency to agency, the general process described here provides a high level, general view of the current process.

Citizen calls for service and officer dispatch are initiated through a staff of call takers, generally using a Computer Aided Dispatch (CAD) product that provides call information to an officer's Mobile Data Terminal (MDT). Officers input additional incident data into their MDT, which in general automatically populate the agency's RMS. RMS currently used in the state are configured for Florida's UCR Summary data collection and submission and perform very limited, if any, data validations geared towards UCR Summary on the data entered by the officer. Incident data is generally reviewed by a supervisor to ensure it meets agency and UCR Summary business rules. Supervisors can approve the incident report or send it back to the officer for corrections; in some cases supervisors can make limited changes to the data themselves. Once the supervisor has approved the incident report, the report goes to records department staff, who also perform business rule checks and can also send a report back for corrections, and who may also be able to make some updates to the report themselves. UCR Summary data submissions are generated semi-annually by the agency, generally through the use of UCR Summary reporting capabilities built into the agency's RMS, and submitted to FDLE.

Some agencies do not have automated CAD systems and/or MDTs. Some agencies have a very limited automated RMS, while some rely on paper forms. These agencies generate UCR Summary data submissions manually and submit to FDLE through an online web form.

Most current vendor and some in-house developed RMS used in the state include NIBRS capabilities. In some cases, all NIBRS data elements are already included in the RMS database and displayed to the officers on their MDTs. However, NIBRS business rule data validation is not performed on input data since the state is not currently reporting NIBRS data. In other cases, the RMS database does not include all the NIBRS data elements. Therefore these agencies would need changes to their RMS database and screens displayed to officers on their MDTs.

C. Proposed Technical Solution

The current information technology environment supporting UCR Summary reporting is significantly different from the proposed environment required to support incident-based reporting. While the processes are comparable in some cases, incident-based reporting requires daily and monthly data collection, processing, and submission versus semi-annual data collection and submission for summary reporting. Keeping the current systems and processes in place indefinitely is not an option based on the FBI's plan to discontinue accepting summary data in January 2021.

The processing power and storage capacity required for the new FIBRS repository is much greater than the current summary system due to the larger number of data elements required for incident-based reporting, and because detailed information for each incident is reported rather than a statistical summary of the total data for six months or a year. It requires increased storage capacity plus the processing power to manage the increased data handling and analysis. However, similar to the current system, the incident-based reporting system does not require real-time transaction processing for data collection or reporting. Although FDSP data requires much more timely data collection and data forwarding, it is still on a daily basis versus real-time. The proposed state-provided RMS system can also operate on a non-

real-time basis, accounting for officers not having CJNet connectivity for limited time periods.

Hosting of FIBRS Repository
The FIBRS repository is the backbone storage and processing system and may consist of several machines hosting a database server, application server, web server, and associated network and software systems. The systems must be hosted at a secure site with redundant power supplies and must be protected from unauthorized access and environmental events.

State-provided RMS
FDLE intends to provide an RMS for agencies that do not have their own RMS, have an RMS that cannot be reasonably upgraded to support incident-based reporting, or that desire to use a state-supported RMS rather than maintain their own. The RMS must meet the requirements of the agencies that intend to use it and FDLE will develop requirements, evaluate candidate products, and make a final selection.

Hosting of State-provided RMS
The state-provided RMS will be the incident management system for Florida law enforcement agencies and may consist of several machines hosting a database server, application server, web server, and associated network and software systems. The systems must be hosted at a secure site with redundant power supplies and must be protected from unauthorized access and environmental events.

Develop FIBRS Repository In-House or Acquire Customized COTS FIBRS Repository
The FIBRS repository will be based on the NIBRS specification with customized functionality added to meet Florida requirements. The NIBRS specification is well documented. FDLE has drafted the additional FIBRS specification documentation that must be developed. The deployed FIBRS repository must meet the FIBRS specification as published by FDLE.

Develop State-provided RMS In-House or Acquire Customized COTS RMS
The state-provided RMS must meet the needs determined by FDLE. The RMS will be based on the NIBRS specification with customized functionality added to meet Florida's documented FIBRS requirements. The deployed RMS must meet the FIBRS specification as published by FDLE.

1. Technical Solution Alternatives

Based on the business process requirements and the recommended business solution as documented in section II.C – Proposed Business Process Requirements, a number of different aspects of the overall solution were reviewed as documented below.

Hosting of FIBRS Repository
The alternative implementations for the FIBRS repository are to host at the FDLE data center, or to use a repository hosted at a third-party site. Note that some repository vendors offer hosting, while others do not.

State-provided RMS
The alternative implementations are for the state to provide an RMS for agencies that do not have their own RMS, have an RMS that cannot be reasonably upgraded to support FIBRS incident-based reporting, or that desire to use a state-supported RMS rather than maintain their own.

Hosting of State-provided RMS
The alternatives for the state-provided RMS are to host at the FDLE data center, use a repository hosted

at a vendor-site, or use an RMS that already exists at NLETS.

Develop FIBRS Repository In-House or Acquire Customized COTS FIBRS Repository
The alternatives are to develop the FIBRS repository at FDLE, or to acquire a COTS product and contract with the vendor to customize for Florida's needs.

Develop State-provided RMS In-House or Acquire Customized COTS RMS
The alternatives are to develop the state-provided RMS at FDLE, or to acquire a COTS product and contract with the vendor to customize for Florida's needs.

2. Rationale for Selection

FDLE applied several criteria to compare alternatives and recommend a solution that best meets the business and strategic needs of the agency, as well as state and local agency stakeholders. These criteria include:

- Impact to state and local agencies
- Impact to vendor and agency RMS
- Impact to FDLE IT services and systems
- Resource requirements
- Costs

3. Recommended Technical Solution

Hosting of FIBRS repository
FDLE will host the FIBRS repository.

While some vendors provide hosting support, many do not, and those that do only provide it as an alternative for states that do not have the data center support necessary. The time and cost required to ensure that a vendor-hosted repository meets state policy requirements makes a vendor-hosted solution more expensive than hosting at FDLE. A vendor would still have to acquire hardware upon which to host the repository given that there are few vendor-hosted state incident data repositories in the country. FDLE would also have to conduct periodic audits of the vendor site to ensure ongoing adherence to state and agency policy requirements since the site is not under the control of FDLE or a trusted organization such as NLETS.

The repository could also be hosted at a trusted site such as NLETS if FDLE provided the hardware. But the installation of hardware and software at a remote site, and the management of such a remote system would make this solution more expensive and less secure than hosting at FDLE. FDLE already has the network, power, and space necessary to support the FIBRS repository without significant impact.

State-provided RMS
The state will provide a state-supported RMS in order to ensure that incident-based data is available from a sufficient number of jurisdictions in the state to provide representative data for crime statistics.

Some of the reasons for this are below.

- There are a number of agencies that do not have an RMS and manage incident data through paper forms. Without a state-provided RMS, those agencies would not be able to participate in FIBRS.
- There are a number of agencies that maintain incident data in local computer systems that cannot

support data submission to FIBRS, or that have systems that cannot be upgraded to support any new requirements. Without a state-provided RMS, those would not be able to participate in FIBRS.

- Given the number of commercial and in-house developed RMS used by only one or two agencies, the cost of upgrading all those systems is quite high. Given the option of using a state-provided system, at least some of these agencies will switch to the state-provided RMS, saving the costs of upgrading their existing RMSs.
- For small and some medium-size agencies, the cost of maintaining the existing RMS is a strain on budgets, data centers, and support staff. By using a state-provide RMS, these agencies can liberate resources for other mission critical needs.

Hosting of State-provided RMS

Based on the outcome of negotiations with selected vendor, the RMS will either be hosted onsite at FDLE's data center or in a cloud solution.

While some vendors provide hosting support, most do not. The time and cost required to ensure that a vendor-hosted RMS meets state and agency policy requirements makes a vendor-hosted solution more expensive than hosting at FDLE. FDLE would also have to conduct periodic audits of the vendor site to ensure ongoing adherence to state and agency policy requirements since the site is not under the control of FDLE or a trusted organization such as NLETS.

NLETS provides a number of services for state and local jurisdictions across the country, so this facility has the necessary security and resources in place to meet Florida's needs. The NLETS-hosted RMS would not require the acquisition of hardware and software, but would incur an ongoing monthly or annual subscription fee per officer. An FDLE-hosted RMS would not have subscription fees, but would require initial expenditures for hardware and software as well as ongoing support and maintenance costs.

The final decision on whether to use the commercial RMS at NLETS or to host the state-provided RMS at FDLE will be determined based on evaluations performed by FDLE and agencies interested in using a state-provided RMS. Usability, functionality, support and cost will be the primary factors in determining which RMS to use, and the NLETS-hosted product is one of the candidates.

Develop FIBRS Repository In-House or Acquire Customized COTS FIBRS Repository

FDLE will acquire a vendor-customized COTS repository product for the FIBRS repository.

The market for a state-level incident-based repository consists of the 50 states; this is not a large number of COTS state-level repository products. In addition, some states have developed their own. Virtually every installed COTS repository has been customized to some degree to meet state requirements for additional data elements, business rules, code values, data export formats, etc. Therefore, all vendors are capable of, and have the expectation that any customer will require customizations to the base product. Therefore in this realm, the customization of a COTS product is a standard approach. Vendors typically charge license, installation, and training fees for their base product plus any additional modules that are required, then charge an additional amount for customization. Ongoing maintenance fees cover the base product plus any customizations. Therefore, when the base product is updated to add features, improve usability, or to address any security issues, the vendor provides those changes to the customized products as well.

While the state-level repository is not as complex a product as an RMS, there is still a significant level of requirements analysis, design, and development. Given the number of data elements that are expected

to be in the FIBRS repository, and the number of business rules that will be inherited from NIBRS and use-of-force, the repository would not be a small, simple project. Development of such a product from scratch in FDLE would be a significant undertaking requiring subject matter experts (SMEs), system engineers, business analysts, software developers, and technical writers. Developing a Florida-specific repository product from scratch would be an extremely complex and costly endeavor, and doing it while transitioning the entire state to incident-based reporting would be onerous. Therefore, development of the FIBRS repository at FDLE is not a practical alternative.

Develop State-provided RMS In-House or Acquire Customized COTS RMS
FDLE will acquire a vendor-customized COTS RMS product as the state-provided RMS.

There are dozens of COTS RMS products currently available since the market consists of every law enforcement agency in the country, if not the world. Virtually every installed product has been customized to some degree to meet state or agency requirements for additional data elements, business rules, code values, screen layout, etc. Therefore, all vendors are capable of, and have the expectation that any customer will require customizations to the base product. Therefore in this realm, the customization of a COTS product is a standard approach. Vendors typically charge license, installation, and training fees for their base product plus any additional modules that are required, then charge an additional amount for customization. Ongoing maintenance fees cover the base product plus any customizations. Therefore, when the base product is updated to add features, improve usability, or to address any security issues, the vendor provides those changes to the customized products as well.

Development of an RMS product entails a significant level of requirements analysis, design, and development. Complexities of a simple RMS product that can support an entire agency throughout the lifecycle of an incident from initial reporting to final disposition is a significant undertaking requiring subject matter experts (SMEs), system engineers, business analysts, software developers, and technical writers. Most existing RMS products have taken years to design, develop, and evolve into fully functional and usable products. Developing a Florida-specific RMS product from scratch would be an extremely complex and costly endeavor, and doing it while transitioning the entire state to incident-based reporting would be onerous. Therefore, development of a state-provided RMS at FDLE is not a practical alternative.

D. Proposed Solution Description

The proposed solution is to replace the current UCR Summary system with a new hybrid solution (i.e., Approach 4 as selected in Section II.C.4) that is geared toward meeting Florida's needs for NIBRS, FDSP, Use-of-Force, and the Florida-specific data elements required for hate crime and domestic violence reporting. The hybrid approach is intended to allow state and local agencies to submit a FIBRS message to FDLE, and FDLE will extract the data necessary to support data submissions to the FBI for NIBRS and the Use-of-Force, for Florida's state-wide crime statistics plus hate crime and domestic violence reporting, and to FDSP repository. FDLE could also submit data directly to the N-DEx program if desired.

To meet these requirements, FDLE intends to implement a Florida Incident Based Reporting System (FIBRS) data repository to collect, store, and distribute incident based data from state and local agencies. The FIBRS solution will leverage technology from Criminal Justice Data Transparency project to standardize and streamline the submission of data to FDLE. This will have the added benefit of economizing submissions from data contributors and reducing the need for multiple repositories. Independently implementing FIBRS will significantly increase the cost.

Data collection will consist of the following types of data from state and local agencies in Florida:

1. Collect all NIBRS data elements on a monthly-basis or more frequently, for all NIBRS-reportable incidents and arrests.
2. Collect all Florida-specific data elements (i.e. not in standard NIBRS) for hate crime and domestic violence on a monthly-basis or more frequently.
3. Collect Use-of-Force data on a monthly basis or more frequently.
4. Collect FDSP data on a daily basis.
5. Collect law enforcement agencies' employee count data

The following section describes the technical aspects of the collected information.

Data Contents Overview

The hybrid solution includes approximately 250 data elements, including all NIBRS, FDSP, Florida hate crime, Florida domestic violence, and Use-of-Force data elements.

The high level data constructs include:

- Address/location
- Event (incident, arrest, citation, booking, field contact, case record or CAD record)
- Image
- Narrative
- Offense/charge
- Pawn
- Person (including whether subject, victim, witness, etc.)
- Organization (including agency information)
- Phone number
- Vehicle
- Property (non-vehicle)
- Scars/marks/tattoos for a person
- Warrant
- Weapon

The hybrid solution's data contents are summarized below.

- Location information includes individual address elements such as street number, street name, city, and latitude and longitude.
- Organization information includes organization name, organization type, and agency ORI code for law enforcement agencies.
- Person information includes both a full name and name separated into first/middle/last, date of birth, identifiers such as social security number, race, sex, ethnicity, and descriptors such as hair color, height, weight, etc.
- Property information includes the identical set of property status values as in NIBRS, but property is organized by the piece of property as in the FDSP.
- Includes equivalents for all of the additional hate crime data fields that Florida currently collects.
- Includes equivalents for all domestic violence offense codes and relationship types currently collected by Florida.
- Includes equivalents for all use of force data elements.

The hybrid approach provides the capability to include sensitive data in a data submission by including explicit dissemination criteria as defined by the N-DEx program and as needed to support other legislatively mandated work, like Criminal Justice Data Transparency and the uniform arrest affidavit. This allows accurate and complete NIBRS data to be extracted from the Florida FIBRS repository since sensitive data can be marked appropriately to restrict sharing. Data marked as sensitive can be used to generate NIBRS statistics, which do not include any personally identifiable information. Data marked as non-sensitive can be forwarded to the FDSP, which does not collect sensitive data. By leveraging the N-DEx data markings, the Florida system can potentially forward data to N-DEx with the appropriate markings for that system.

The design of the hybrid solution includes all data elements for the various data sets (i.e., NIBRS, FDSP, hate crime, domestic violence, etc.) that must be supported by Florida. Previously, these data sets were reported separately with numerous overlapping data elements. Some of the reporting was done manually by personnel at the agencies and at FDLE. These manual processes required extra work and increased chances for data entry errors. Therefore, one of the goals of the hybrid solution is to minimize the number of data sets and data submission processes that must be supported by state and local agencies and this approach will also eliminate manual steps in the data submissions process.

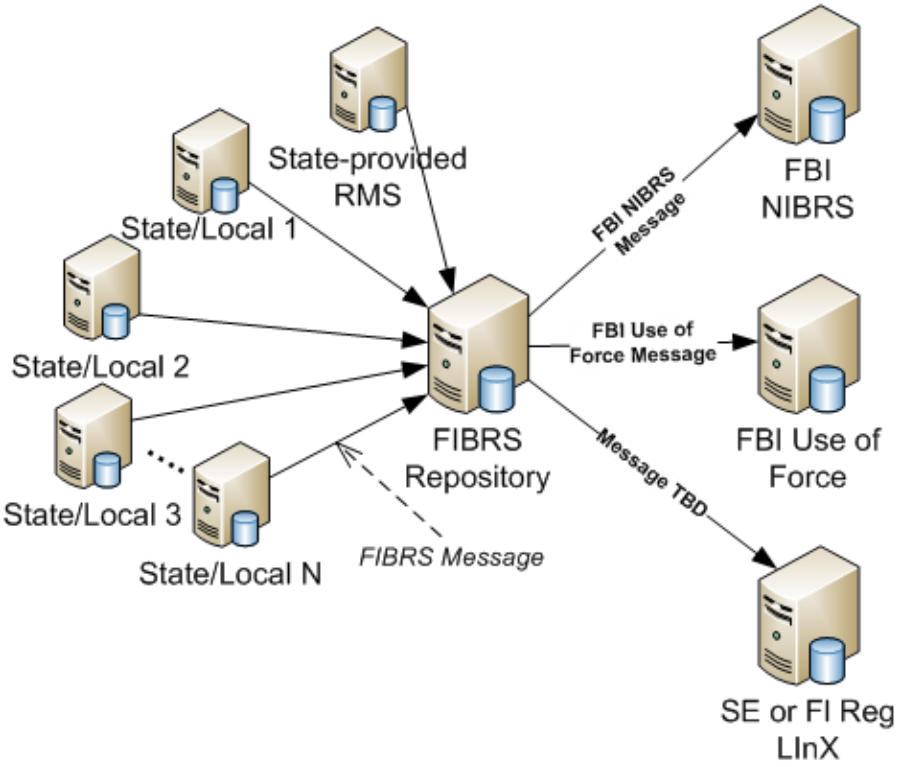
This approach will define and implement business rules to ensure the data is consistent and of high quality, and will incorporate the required NIBRS business rules.

Data Submission

The hybrid data specification will be defined in the form of a NIEM IEPD, which includes extensive information for mapping the hybrid data model to NIBRS. The hybrid data specification will extend the NIBRS data model so that existing RMS and repository vendor products, software tools, and documentation can be leveraged for implementation and interoperability. NIBRS and NIEM also provide a number of free-to-use tools that can be used by vendor and agency implementers for testing, to ensure conformance to the business rules, and to simplify development; these tools can be modified to support the Florida implementation rather than developing comparable tools from scratch.

Data will be submitted to the FDLE FIBRS repository by state and local agencies. FIBRS will extract the raw data and generate the formatted data to submit incident data to NIBRS, relevant data to the FDSP and incident data to Use-of-Force. During these steps, the data will be checked against all applicable business rules as well as any other data quality requirements. In case of data quality issues, the submitting agency will be notified so that errors can be corrected.

The data submission process is outlined in the conceptual diagram below. “State/Local” refers to state and local law enforcement agencies across Florida. They may send their data to the FIBRS repository located at FDLE, where data collection, validation, and state reporting will occur. Furthermore, data is submitted in various formats to other analytical and investigative law enforcement programs.



Administration and Data Functions

The FIBRS repository includes an application server and web interface to implement agency and user management, data upload, review, validation, and other miscellaneous administrative functions:

- Collect and store all incident data submitted by state and local agencies
- Store state and local agencies, including their names, locations, ORI code, etc.
- Store authorized agency FIBRS users
- Store authorized FDLE FIBRS users
- Add, delete, and edit users in the system; modify authorizations and privileges
- Assign roles to users
- Download and review the generated agency crime statistics by the agency users
- Examine any data quality issues and allow the reporting agencies to update their data
- Approve agency data submission for submission to the FBI
- Designate that agency data is not to be included in a data submission to the FBI
- Track data submissions and approvals by individual agency; show status of progress, error correction, and approvals; provide reminders to agencies to complete their required tasks in a timely manner
- Collect agency/jurisdiction population data to be used for statistical analysis in the annual Crime in Florida report and other reports
- Accept UCR Summary data submissions from state and local agencies until FDLE determines that a sufficient number of agencies are submitting data to FIBRS
- Generate state crime data and statistics (i.e., Crime in Florida report, etc.) to be published
- Publish and disseminate state crime data and statistics to the public, media, and government officials
- Provide training and support to the agencies' administrative personnel in the use of the above functions

- Provide option to submit data to FDSP
- Provide options on what data is restricted from the submission to the FDSP

1. Summary Description of Proposed System

There are two major components that are part of the planned approach: (a) the FIBRS system that receives data from agencies, stores and processes the data, and generates data submissions for transmission to other systems such as NIBRS at the FBI, and (b) a state-provided RMS for agencies that do not have their own RMS, have an RMS that cannot be reasonably upgraded to support incident-based reporting, or that desire to use a state-supported RMS rather than maintain their own.

System Type
FIBRS will host all data submitted by state and local agencies to FDLE, and will include a machine-to-machine web service for agencies to upload data to FIBRS.

FIBRS will include an application server and web server, and potentially a database server, with a web-based interface to perform numerous administrative and managerial functions related to user management and data handling, as described above.

The state-provided RMS will be a data warehouse hosting all data submitted by officers at agencies using the RMS. Depending on the vendor selected, the RMS will consist of an applications server and web server, and potentially a database server.

Operating system, database management system, storage, programming language, etc. for both the FIBRS repository and state-provided RMS will be determined based on negotiation between FDLE and the vendor.

Connectivity
FIBRS will interface with the FBI, local agencies and FDSP systems over existing secure connections. FDLE personnel will connect to FIBRS over the FDLE intranet. State and local agency representatives will connect to the system over secure connection with the agencies.

The state-provided RMS will be accessible over a secure network connection to allow officers to enter data from incident locations as well as their offices. Officers will be able to enter data into their mobile data terminals (MDTs) or office computers for transmission to the RMS. In locations where network service is not available, the data will be stored on the MDT until network service is available, at which time the data will be transmitted. Agency supervisors and records management personnel will be able to review and approve data from their office computers.

Security, Privacy, Confidentiality, Access
These standards will be the same as the current security standards used by FDLE.

Since FIBRS will contain personally identifiable information, data controls will be established to ensure that access to sensitive data is restricted to appropriate personnel, while allowing the data necessary for crime statistics reporting to be accessible by the Florida Statistical Analysis Center (FSAC).

Development and Procurement Approach
To realize the business solution, FDLE plans to acquire commercially available systems that can be customized to meet FDLE's business requirements. The contracted systems will include, but are not

limited to:

- Commercial NIBRS repository
- Commercial RMS product
- Contracted services to upgrade local agencies' RMS products
- Computer hardware (e.g., servers, storage, and network)
- Commercial systems software (e.g., operating system, database management system, and application server platform)
- Project management services
- Software customization services
- Data analysis and migration services
- System integration and testing services
- Implementation and configuration
- Training services

Internal and External Interfaces

FIBRS will communicate with the following external systems:

- FBI NIBRS (outgoing)
- FDSP (outgoing)
- FBI Use-of-Force (outgoing)
- Law Enforcement Employee Count
- Florida state-provided RMS (incoming)
- All Florida state and local agency RMS (incoming)
- State's Statute Table
- Florida's uniform arrest affidavit
- FDLE's Data Transparency Solution
- FDLE's Data Visualization Tool

The state-provided RMS will communicate with the following systems:

- FIBRS (outgoing)
- Officer MDTs at agencies using the RMS (incoming)
- Officer, supervisor, and records management personnel desktop systems (incoming)
- State's Statute Table
- Florida's uniform arrest affidavit
- FDLE's Data Transparency Solution

Maturity and Life Expectancy of the Technology

FDLE intends to procure a vendor solution which is mature and used in other states. The systems will be updated by the vendor when upgrades are available for the underlying vendor product. The vendor solutions will be flexible to facilitate future changes and upgrades.

Other Systems to be Integrated With

The systems will interface with the systems indicated in the "Internal and External Interfaces" section above. These systems will not be tightly integrated since system-to-system data submissions will be accomplished via the transmission of data files through a web services interface. Agency and FDLE users will interface via web applications.

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

FIBRS will be hosted at the FDLE data center. Depending on outcome of negotiations with selected vendor, the state-provided RMS may be hosted at the FDLE data center or in a cloud solution. The FDLE data center will provide hardware and software support for systems hosted there. Hardware requirements and whether the systems are hosted on virtual systems or dedicated hardware will be determined during negotiations with the selected vendor.

Anticipated total project costs are summarized in the table below:

Title:	Florida Incident-Based Reporting System					
Tracking #:	TBD					
Customer:	Criminal Justice Information Services		**Customer Contact:**			
Manager:	James Latham		**ITS Lead:**			
Planned Start:	7/1/2019		**Planned Finish:**	6/30/2023		
Duration (mos):	48.7					
Baseline Date:	7/1/2019					
Revision Date:			**Version #:**	1.0		
Project Budget	**Actual**	**Planned**	**Planned**	**Planned**	**Planned**	
Cost Elements	**FY 18-19**	**FY 19-20**	**FY 20-21**	**FY 21-22**	**FY 22 -23**	**Totals**
Staff						
State Staff	$459,508	$798,566	$1,379,331	$1,379,331	$1,379,331	$5,396,066
OPS	$14,686	$49,380	$69,247	$69,247	$69,247	$271,807
Expenses						
Project Deliverables	$0	$1,971,100	$1,271,100	$1,271,100	$1,271,100	$5,784,400
Software	$0	$0	$0	$0	$0	$0
Other Expenses	$12,477	$98,905	$152,668	$152,668	$152,668	$569,387
OCO	$0	$748,000	$0	$0	$500,000	$1,248,000
Contract Services						
Contract Staff	$198,513	$720,297	$755,200	$755,200	$0	$2,429,210
Project Deliverables	$0	$79,000	$79,000	$41,000	$41,000	$240,000
Maintenance	$0	$205,665	$190,665	$190,665	$190,665	$777,660
Other IT Services	$58,000	$57,000	$240,000	$240,000	$215,000	$810,000
Other	$0	$1,328,018	$7,286,000	$5,591,477	$116,000	$14,321,495
Total	**$743,184**	**$6,055,931**	**$11,423,211**	**$9,690,688**	**$3,935,011**	**$31,848,025**

E. Capacity Planning

(historical and current trends versus projected requirements)

The overall process of the planned system includes agencies processing and submitting data to FDLE as well as FDLE processing and analyzing data for internal and public use and subsequently submitting data to the FBI. However, for the purposes of this section, only components under the control of FDLE are included since agency RMS systems already collect and store incident data and the transition to incident-based reporting by FDLE does not significantly impact agency RMS system capacities or capabilities.

There are two major components that are part of the planned approach:

1. The FIBRS repository that receives data from agencies, stores and processes the data, and generates data submissions for transmission to other systems such as FBI NIBRS, and
2. A state-provided RMS system for agencies that do not have their own RMS or that desire to use a state-supported RMS rather than maintaining their own.

Each of these major components is covered separately below.

Historical and Current Information

FIBRS

Current data submission transactions from state and local agencies are limited due to the restrictive design of the UCR Summary data collection. Most data is submitted twice per year, with some data only collected once per year. Limited data is submitted more frequently; in 2016 this data consisted of fewer than 300 reports. UCR Summary data reporting was originally designed more than a half century ago to be suitable for paper reporting and has not been significantly updated since then. The data is statistical in nature so the size of the data sets and the number of records is relatively small by modern standards. The number of agencies submitting data directly to FDLE is approximately 400. Therefore data capacity, network bandwidth, and processing power requirements are currently low.

State-provided RMS

The state does not currently provide such a service.

Projected Requirements

FIBRS

The required transition from a UCR Summary statistical reporting process to a FIBRS incident-based process means that data set size will increase significantly, and the frequency of data submissions will go from semi-annual to daily and monthly. Therefore, the historical capacity and capabilities of the existing hardware, software, and network do not provide a foundation for determining projected requirements. However the information available regarding the number of agencies and number of incidents does provide input into projected requirements.

The inclusion of FDSP data that will be forwarded to the FDSP repository means that FIBRS must be capable of receiving, processing, and transmitting data on a daily basis. When errors or other issues are identified in submitted data, or when additional information regarding an incident becomes available, an agency can update and then resubmit the data to FDLE, meaning that some incident data may be submitted multiple times.

The transition from UCR Summary to NIBRS for statistical analysis of incident data will increase reporting frequency from twice annually to monthly, with a significantly larger data set requiring application of a complex business rule set to enforce much higher data quality. Additionally, NIBRS supports more frequent reporting than monthly, so some agencies may report weekly or by any other desired schedule.

While the actual capacity planning can only be done after the detailed design of the system is completed, some generalizations can be made.

- Over 600,000 offenses were reported during the previous annual reporting cycle, for an average of almost 1,700 per day or 50,000 per month.
- Some incidents may be submitted more than once either due to the availability of additional data or to make corrections and/or updates to an earlier submission. Assuming ten percent (10%) are resubmitted, the average number of incidents submitted would increase to over 1,800 per day or 55,000 per month.
- All incident data is expected to be retained indefinitely.
- Original XML data submissions will be retained indefinitely.
- While there is not an expectation that agencies will submit historical (i.e., pre-FIBRS) data to FIBRS, some agencies may submit all data that has not previously been submitted, which would include historical data.

- Some agencies may submit data weekly or monthly rather than daily, requiring greater capacity to handle larger data files. It is expected that these larger file submissions would occur over a short period of time at the beginning of the month, increasing the maximum capacity required to accept data submissions.

In addition to the primary FIBRS system, a back-up system must also be acquired, so operations can continue if the primary system is down for a period of time. While FIBRS will forward incident data on a daily basis to the FDSP, a slowdown or short delay in submitting data to the FDSP is not catastrophic. Data submissions to the FBI for NIBRS and Use-of-Force will occur monthly; a slowdown or short delay in submitting this data does not create issues with these programs.

State-provided RMS

Based on the online survey conducted by FDLE, it appears that fewer than 15 agencies currently lack an RMS, totaling fewer than 600 officers. However, it is anticipated that as many as 100 small and medium agencies totaling as many as 4,000 officers may switch to a state-provided RMS in order to upgrade to a modern system, simplify operations, and lower costs. Therefore, the hardware must be sufficient to support the larger user base. While the details will depend on the user pricing model of the selected product, licensing and upgrades must support adding additional users as new agencies come online. RMS software licensing prices and capacity requirements are driven by the number of officers and agencies rather than the number or frequency of incident data collected. Therefore, detailed estimates for the number of incidents, transaction frequency, peak transactions, etc., are not required.

A large percentage of the data elements that must be supported by the FIBRS RMS are already included in all basic RMS products. Additional system processing and storage capacity required to support data elements that are not already part of the “base” RMS will be determined during negotiations with the selected vendor, but are expected to be minimal.

In addition to the primary state-provided RMS system, a back-up system must also be acquired so operations can continue if the primary system is down for a period of time. Since the RMS is used in real-time by officers, data entry and access responsiveness for the back-up system must be equivalent to that of the primary system, requiring the back-up system to have equivalent processing power, networking capacity, and storage capacity as the primary system.

VII. Schedule IV-B Project Management Planning

Purpose: To require the agency to provide evidence of its thorough project planning and provide the tools the agency will use to carry out and manage the proposed project. The level of detail must be appropriate for the project’s scope and complexity.

FDLE will prepare a Project Management Plan. This plan will include:

Project Scope

The scope of this project is to implement and deploy solutions for Florida to collect and process incident-based crime data from participating local and state criminal justice agencies. The solutions provide data to NIBRS, Use-of-Force, and LInX and provide a means to store and display state of Florida only statistical data. The solutions also automate the collection, storage, and submission of law enforcement employee count data and population data.

The following are in scope for this project:

- Implementation of the technical specification for an incident-based reporting program that supports the needs of NIBRS, Use-of-Force, LInX, and any additional data required by Florida for hate crime and domestic violence
- A state records management system
- A state repository for the incident-based crime data that can collect, extract, and submit data to NIBRS, Use-of-Force and LInX on behalf of state and local agencies
- Platforms, including development, test, production, and disaster recovery environments, to support the state repository and state records management system
- Funds for modifying state and local agencies' RMS, including the management of funds
- Processes and procedures that involve interfacing the repository with:
    - FBI
        - NIBRS
        - Use-of-Force
        - Law Enforcement Employee Count
    - Florida's LInX System
    - State Agencies' Records Management Systems (RMS)
    - Local Agencies' RMS(s)
    - State's Statute Table
    - State's RMS
    - Florida's uniform arrest affidavit
    - FDLE's Criminal Justice Data Transparency Solution
    - FDLE's Data Visualization Tool

The following is out of scope for this project:

- A web based mechanism to disseminate state and local crime data and statistics to the public, media, and government officials

Project Phasing Plan

This project consists of three high-level phases: detailed planning, procurement/contracting, and implementation and deployment. Given the number of state and local agencies that will interface to the FIBRS repository, and the number of initial and future agencies that are anticipated to use the state-provided RMS, the overall timeframe for this project is relatively long. In addition, FDLE needs to have systems in place and at least a partial set of agencies reporting NIBRS data by the time the FBI stops accepting UCR Summary data in January 2021. Therefore, all phases of the project will overlap so at least partial functionality is in place by then.

Phase 1 - Detailed Planning

The detailed planning phase involves designing and developing the FIBRS technical specification and technical requirements, assembling the project team, and establishing mechanisms for FDLE to collaborate with state and local law enforcement agencies and with vendors. The technical specification and technical requirements documentation will be provided to state and local agencies that have developed their own RMSs to gain their feedback. FDLE will identify agencies that are interested in using the state-provided RMS to assemble a working group to review requirements defined by FDLE and to review product offerings. During this phase, FDLE will also continue to collect and update information collected during readiness assessments to fill in missing information and to make updates as agencies

change their RMSs.

Phase 2 - Contracting

This phase of project will include obtaining funding and statutory approvals to move forward with procurement process. The specifications and requirements developed during the detailed planning phase will be used to develop procurements for both the FIBRS repository and state-provided RMS. FDLE will procure a vendor(s) commercial product for FIBRS repository and state-provided RMS.

Phase 3 - Implementation and Deployment

The implementation and deployment phase starts as soon as the technical specification and requirements are available since agencies and vendors can begin efforts to upgrade their existing RMS products. In addition, FDLE can start development of a test plan and various documentation and software tools to simplify development and testing of products. Once the contracting phase is complete, vendors can start customizations to the products that will be used for the FIBRS repository and state-provided RMS.

FDLE will work with agencies to determine the first set of RMS products to upgrade, and FDLE will provide technical assistance to those agencies to aid with the rapid adjustment, to answer questions, and to provide support to ensure a successful upgrade and deployment. FDLE will focus primarily, but not exclusively, on agencies that are part of the NCS-X sample agencies that the FBI needs to be able to generate accurate nationwide NIBRS crime statistics. Once the first set of RMS upgrades is well underway, FDLE will start work with additional vendors and agencies. FDLE will work with the FIBRS repository and state-provided RMS vendors to provide similar technical assistance. FDLE will also work with the state-provided RMS vendor to interface the RMS to the FIBRS repository.

Once the state-provided RMS is deployed, FDLE will work with an initial set of agencies to onboard them to the RMS. FDLE will focus primarily, but not exclusively, on agencies that are part of the NCS-X sample agencies that the FBI needs to be able to generate accurate nationwide NIBRS crime statistics. Once the initial set is operational, additional agencies will be brought onboard with the state-provided RMS.

During this phase, FDLE will also work with the NCS-X Implementation Team and FBI NIBRS programs to start submitting data to NIBRS. FDLE will work with the FBI to submit data to the Use-of-Force repository. FDLE will coordinate with the state FDSP repository to forward appropriate data to the FDSP. Work will be done on an agency-by-agency approach as agencies submit data to FIBRS.

Toward the end of this phase, the FIBRS repository and state-provided RMS will have been deployed for approximately two years. While it is anticipated that FDLE will still be bringing agencies online with both the FIBRS repository and the state-provided RMS, the number of agencies being brought online will have slowed. However, by this time, desirable additional features or requirements may have been identified, technology advances may be available that would improve the process and related systems, user requests may have been received, new features may be available in the various products, etc. Therefore it is anticipated that a round of feature enhancements and technology refreshes will be beneficial to improve services, stay current with technology, and continue to improve the overall process. These enhancements and refreshes will be conducted in parallel to any ongoing work to bring agencies online with the FIBRS repository and the state-provided RMS. In addition to defining operational processes and procedures, FDLE will retire and decommission outdated business process, tools, methods, and functions that no longer add value to the FIBRS process.

Baseline Schedule

An estimated schedule can be found in Appendix G. A more detailed baseline schedule will be prepared after a contract is established with FIBRS and RMS vendors.

Project Organization

[define in narrative and chart formats the project's governance structure, to include the sponsor, executive steering committee, oversight entities, and project management and implementation teams]

The comprehensive nature of the FIBRS repository and RMS necessitates the coordination among a variety of disparate agencies and groups. This project requires coordination and management of a skilled project staff consisting of technical, functional, and administrative staff, mixed with contract staff and task-specific vendors.

The FIBRS Project organization consists of the Executive Steering Committee (ESC), Project Steering Committee (PSC), the Project Manager, and the Project Team. FDLE SME's and a number of other groups provide additional support.

FDLE Executive Steering Committee

The Executive Steering Committee consists of the Assistant Commissioner (Public Safety Services), Director of CJIS (also the project sponsor), Director of Business Support, and the Chief Information Officer (CIO). The CJIS Director, Director of Business Support, and the CIO report to the Assistant Commissioner of Public Safety Services. The Executive Steering Committee provides guidance on project decisions that impact scope, schedule and budget.

FDLE Project Steering Committee

The PSC monitors project status and has decision making authority over the project that impacts the scope, schedule, and budget. Critical project needs are evaluated and with direction provided to the PM as appropriate focusing on the project's current status, budget and spend plan, open issues, change requests, risks, and communications. The PSC assists in identifying and securing project resources and are responsible for approving project deliverables.

A status report is prepared for each meeting and is distributed to each attendee. The members of the PSC represent the following organizations:

- Florida Police Chiefs Association
- Florida Sheriffs Association
- State Law Enforcement Agency
- FDLE – Business Support Program
- FDLE - Information Technology Services
- FDLE - Criminal Justice Information Services
- FDLE-Criminal Justice Information Services

Project Manager

The PM is responsible for the overall management and coordination of the work effort and successful completion of the FIBRS project. The PM monitors the day-to-day status of project team efforts. This includes establishing and maintaining the project management plan, assigning, directing, and monitoring the work of project staff, serving as FDLE's primary point of contact for

the prime contractor(s), managing issues and risks, monitoring and reporting project status, and reviewing contract deliverables prior to delivery to the PSC for approval.

Project Team

The FIBRS Project Team consists of a core group of FDLE members responsible for the day to day tasks associated with the project. This team is comprised largely of members of CJIS, ITS and any other project staff positions (state positions or Contractors) deemed necessary for the successful completion of the project. The Project Team is creating a Resource Plan which defines all resources for the project including all positions deemed necessary.

Contract Manager

As a member of the Project Team, the Contract Manager is responsible for gathering the necessary information for developing the Statement of Work (SOW) and other contracting vehicles, monitoring the award of those contracts, ensuring performance delivery as required by the contract and closing out contracts when the tasks are completed. The Contract Manager works closely with FDLE contract and legal members to ensure that all work is accomplished within State and FDLE contracting rules and guidelines. The Contract Manager will coordinate budget issues and maintain awareness of all expenditures and accounts payable.

FDLE Implementation and Transition Unit (ITU)

A subset of the Criminal Justice Analytics Bureau (CJAB) that will serve as the ITU which acts as the conduit through which user community stakeholders and program personnel communicate, ensuring the resulting services are compliant with the mission. This includes policy identification/coordination for new services, questions for the record, and public inquires. This project will require extensive coordination with local agencies as they make modifications to their systems to become compliant with state specifications.

Project Administrator (PA) and Program Manager (PgM)

The CJIS PA and PgM oversee all CJIS projects to ensure they meet FDLE's strategic plan. The PA and PgM leverage the resources and responsibilities of related projects so that they mutually benefit one another and thereby achieve division goals and objectives. The PA and PgM coordinate the overall activities of the division area so that different projects do not interfere with one another's progress but instead share resources effectively and efficiently.

Quality Assurance Plan

[describe the agency's approach to quality measurement and control. Tools may include a deliverable acceptance plan, phase gate process, project change/contract management plan, status reporting, testing plans, and independent verification & validation (IV & V)]

The focus of the quality management process is to build effective processes that enable the production of high quality deliverables that meet the specified business requirements. The qualify management procedure consists of two principal processes: Quality Assurance (QA) and Quality Control (QC).

Quality Assurance

QA is the practice of adhering to planned, established and systematic approaches designed to ensure the high caliber of the deliverables and the detection and correction of any errors. It

provides information about a common set of guidelines and standards to be applied by the Project Team. The primary aspect of a QA review is to ensure that the processes established for the project are being followed. If new processes are required, a group will be formed to establish the quality procedure. The benefits of following quality assurance processes include the following:

- Improved communication
- Improved planning and requirement gathering/definition processes
- Improved development process
- Improved product quality
- Better criteria for hardware and software testing
- Easier transition to production for hardware and software

The most effective QA activity is a formal QA review. The Project Team will conduct these reviews of project processes. Using results generated by this review, the PM will direct follow-up actions to ensure that the project uses sound processes. Additionally the ESC will advise the PM of any observed deficiencies in processes and the PM will take corrective action to resolve the deficiency in the future.

Quality Control

QC activities are those focused on the inspection and/or testing of the deliverable produced. The QC Team will verify that the deliverables are of acceptable quality and that they are technically accurate. QC is the responsibility of the Project Team and the PM or Task Lead responsible for a deliverable. The PM will monitor the activities associated with the acceptance of deliverables. QC is conducted before a deliverable is submitted as final to be approved by the PM. The Project Manager is responsible for developing and maintaining a Quality Plan. The Quality Plan will document major deliverables of the project, completeness and correctness criteria, quality control activities and quality assurance activities.

Topics Addressed in the Quality Plan:

Quality Control activities associated with project deliverables:

- Document Deliverables
- Hardware and Software Deliverables
- Service Deliverables

Quality Assurance activities:

- QA processes (Requirements Traceability, Testing, Data Migration, etc.)
- Responsibility for QA processes

Quality Metrics for the project such as:

- Customer Satisfaction
- IT Satisfaction
- Vendor Satisfaction
- Changes in Scope
- Changes to Schedule
- Changes in Cost
- Number and Type of Issues
- Number and Type of Defects
- Preparedness of customer to assume production responsibilities
- Preparedness of IT to assume production responsibilities
- Solution “Fitness for Use”

System testing and operational acceptance testing will be the primary QC processes used to assure that deliverables meet FDLE's documented requirements. System testing will involve specific testing and measurement at a technical level to verify compatibility, usability, performance, accuracy, and content of results.

Project Oversight

The project team reports as required to the following entities:

- Bureau of Justice Statistics (BJS)
- Department of Management Services (DMS)
- Florida Legislature
- Governor's Office
- Independent Verification and Validation (IV&V)

Criminal and Juvenile Justice Information Systems (CJJIS) Council

The CJJIS Council provides statewide oversight of justice information systems and data while developing plans and policies to facilitate the coordination of information sharing and interoperability, and ensuring appropriate access and security.

Change Management

Change management occurs throughout the lifecycle of the project. A change can be related to any facet of the project – scope creep, schedule revision, funding / cost changes, team / resource changes, issues and risks, etc.

If the change is minor, the PM may determine that the change can be met within current project parameters and the formal change process is not necessary. If the change could impact requirements, deliverables, payment schedule, cost, or completion date of a major milestone, the PM (or team member assigned) will fully research the impact of the project change and formulate a resolution. The PM will complete a formal Project Change Request form and present the change to the Project Steering Committee.

The Project Steering Committee will determine if the proposed change should be approved. Members of the Project Steering Committee will signify approval or disapproval of a proposed project change by signing the Project Change Request form.

The PM and/or PSC may consult with the ESC if the proposed change significantly alters requirements, deliverables, payment schedule, cost, or completion date of a major milestone. The ESC will determine if the proposed change should be approved.

If the PSC or ESC determines that the approved project change will require a Contract Amendment, the PM will work with the vendor to prepare the Contract Amendment for the PSC's review and approval. The contract amendment will then be processed according to FDLE contract procedures.

Communications Plan

The PM will develop a Communications Plan to provide a framework for addressing change management with customers. The Communications Plan outlines a comprehensive strategy of both communicating project and process change information to the FIBRS customer base and others affected by the project as well as receiving and processing input/feedback from customers and others. The Communication Plan

identifies communication strategies which will be used to target the different audience groups (users, stakeholders, advisors, media, decision-makers, etc.) via an assortment of communication methods (Internet and email, formal and informal documents, multi-media presentations, and face-to-face meetings). This document serves as the core of the FIBRS change management effort and will be updated throughout the life of the project.

Effective communication and outreach, both internal and external to FDLE is critical to the overall new repository and statewide RMS during the design, development and implementation phase of the project and to ensure increased understanding, involvement, and buy-in from all stakeholders. The objectives of the Communications Plan include the following:
To ensure that target audiences are aware of and understand the purpose and mission of FDLE, particularly as it relates to crime statistics reporting, understand the rationale for development of a new system, and know what will and what will not change as a result of this project.
To ensure that all audiences and stakeholder groups recognize the benefits of an updated reporting method, and how it will help organizations achieve their criminal justice objectives.
To provide information to external customers on how implementation of the updated FIBRS may affect current and future work processes and what will be done to mitigate any perceived negative effects, address and clarify any unrealistic user expectations, and achieve “buy-in” from the internal and external user community.
To maintain a dynamic and proactive communications campaign, in which information is updated and continuously provided for the benefit of the entire user community, and to establish a culture in which feedback is encouraged and is gathered and evaluated to ensure that project objectives will be met and project goals achieved.

The PM is responsible for developing and maintaining a Communication Management Plan. This plan will document how and in what format information will be communicated, when and where communication will be made, and who is responsible for providing each type of communication.

Topics included in the Communication Management Plan:
Target Audience - Identification of all possible audience groups in as much detail as possible:
Specific stakeholder groups (Police Departments, Sheriff’s Offices, etc.)
Project Team
PSC
FDLE management
FDLE customers
Legislature
Oversight agencies

Communication Method Communications may be formal, such as status reports, Operational Work Plans, newsletters, and quarterly meetings or informal such as notices or announcements through email or website. Communications may also be in written form or face-to-face. Examples include such things as:
Status reports
Operational Work Plans
Stakeholder /customer surveys
Project newsletters
Pamphlets
Project website
Ad Hoc notices
PSC meetings

Project Team meetings
FDLE Executive Management briefs

Method of Delivery - Methods of delivery could be such things as:
Emails
Presentations
Reports
Website
Documents (electronic or paper)
Meetings

Frequency
Some communications could be set at regular intervals such as meetings or reports required annually, quarterly, biweekly, etc. or upon specific project milestone or phase timelines according to project needs. Some communication could also be random and event-specific such as notices dealing with specific issues.

Responsibility
Each type of communication must be assigned to the PM or a specific member of the Project Team.

Risk Management
[describe the agency's process for identifying, documenting, and mitigating project issues and risks]

The selected vendor(s) will provide a Risk Management Plan that describes the plan to manage risks throughout the life of the project. A risk refers to future conditions or circumstances, which will have an adverse impact on the project if they occur, that exist outside of the control of FDLE or the Project Team. In other words, a risk is a potential future problem. Risk management is performed continually over the life of the project. Risk management includes the following:

Step 1: Identify major risks to project success
Step 2: Assess the potential impact of each risk and its probability of occurrence
Step 3: Determine appropriate contingency plans
Step 4: Determine the acceptable level of tolerance for each risk
Step 5: Specify mitigation strategies to be implemented for critical risks
Step 6: Periodically review the effectiveness of mitigation strategies and identify any new risks.

Risk identification occurs throughout the life of the project. Any project stakeholder, Project Team member, customer or contractor can submit a risk at any time. A risk mitigation session is conducted at the start of each build or phase. The PM will manage the FDLE risk documents which one of the artifacts maintained throughout the life of the project. Distribution of the risk document will be agreed upon between the FDLE and the vendor PM at the beginning of the engagement. The risk document will be an electronic document and available to the Project Team at all times during the project.

The PM (in consultation with the PSC) evaluates the risk and recommends a risk level. The risk level is used to set the priority of the risk and determine how risks should be addressed.

Risk management includes an ongoing cycle of risk identification, analysis and monitoring. Each risk with a risk level of medium or high is evaluated to determine if the impact is severe enough that a risk

mitigation plan should be created. If a risk mitigation plan is required, the risk is investigated to determine whether or not the resolution of a risk causes the budget, personnel, scope or schedule to change. In the event a risk mitigation plan must be exercised, project change control processes will be used (if necessary) and activities associated with the risk mitigation plan will be added to the Project Schedule to ensure the work is completed. The PM monitors all risk mitigation plans to ensure they are being executed successfully.

Implementation Plan

One of the most important goals of the entire implementation plan is to ensure that state and local agencies do not have to bear the cost of the transition to incident-based reporting. Therefore, significant assistance will be provided to agencies and vendors to educate them on the new specifications, and to simplify development, testing, deployment, and training. FDLE will provide funding to agencies to upgrade their vendor or in-house RMS products, to deploy the upgraded versions, and to train-the-trainer for these products. FDLE will also provide tools and software so vendors and agencies do not have to duplicate each other's efforts. This assistance is part of all aspects of the implementation plan described below.

As noted previously, there are two major components that are part of the planned approach: the FIBRS repository and the state-provided RMS system for agencies that do not have their own RMS or that desire to use a state-supported RMS rather than maintaining their own. Both systems will be based upon a FIBRS technical specification that is geared towards meeting Florida's needs for NIBRS, FDSP, use of force, and the Florida-specific data elements required for hate crime and domestic violence reporting.

At the highest level, the implementation plan consists of the following:

- Develop and publish the technical specification,
- Acquire, customize, and deploy a commercial customized repository and a customized RMS system to meet FDLE's business requirements,
- Update existing RMS systems in use by state and local agencies to adhere to the technical specification,
- Test with agencies to work with the FIBRS repository,
- Test with agencies to submit NIBRS and use of force data to the FBI,
- Forward FDSP data to the FDSP system, and
- Retire the existing UCR Summary systems.

FDLE will develop the FIBRS technical specification using the existing FBI NIBRS specification as the foundation. This specification will include complete documentation, data elements listings, diagrams, and sample data submission messages. FDLE will also establish a developer portal where vendors and agencies can download the technical specification, access documentation and software/tools, ask questions, and request assistance.

FDLE will develop and release a procurement for both the FIBRS repository and the state-provided RMS. This will include the technical specification so that vendors have complete technical information on the data to be submitted and/or stored, and they will be able to review the specification and provide feedback on errors or potential places of improvement. The technical specification will also be released to agencies that have developed their own RMS so they can review the specification and provide feedback.

Once the procurement contract is in place for the FIBRS repository and state-provided RMS, the

vendor(s) will modify their products to meet FDLE's needs, including:

- Conformance to the FIBRS technical specification for data coming into FIBRS,
- Conformance to the FBI NIBRS and Use- of - Force technical specification for data going from FIBRS to the FBI,
- Ability to submit data to the FDSP repository in the state, and
- Adherence to the business process requirements and the functional and technical requirements defined by FDLE.

FDLE intends to establish a small working group of agencies interested in using the state-provided RMS to assist in the selection of the RMS. This group will help to establish requirements, review information on available products, participate in demonstrations, and rate the products under consideration.

In parallel with the acquisition, customization, and deployment of the FIBRS repository and state-provided RMS, FDLE will work with vendors and agencies to update their RMS products to conform to the FIBRS technical specification. Initial efforts will focus on vendor and in-house RMS products in use by sample agencies identified by the NCS-X project. FDLE will provide technical assistance to vendors and agencies regarding the various specifications and requirements to simplify implementation and to ensure interoperability. FDLE will start with a small set of RMS products and the selected test agency to educate and support the vendor and agency. As vendors and agencies make progress and need reduced technical assistance, FDLE will start to provide assistance to additional vendors and agencies. Given the number of different RMS products in use in the state, the upgrade process will be a multi-year undertaking and is expected to continue beyond January 1, 2021, when the FBI is scheduled to cease accepting UCR Summary data.

FDLE will provide funding to agencies to upgrade their vendor or in-house RMS products, to deploy the upgraded versions, and to train-the-trainer for these products. These upgrades will be prioritized as shown below. Note that all upgrades are dependent on the readiness of agencies and vendors to perform and use the upgraded RMS products. Some agencies and their vendors that are ready to start the upgrade process may move up the priority list over agencies and/or vendors that are not yet ready.

- Upgrade NCS-X sample agencies to FIBRS.
- Upgrade other agencies that use the same vendors as the NCS-X sample agencies.
- Upgrade remaining large population agencies.
- Upgrade remaining agencies that utilize RMS products used by multiple agencies.
- Upgrade remaining agencies that utilize RMS products used by a single agency.

Once the FIBRS repository is deployed, each agency will test their vendor, in-house, or state-provided RMS product for interoperability for FIBRS data submission. Once FIBRS interoperability is achieved, the agency will work with FDLE and the FBI to be NIBRS and Use- of -Force operational.

FDLE will work with agencies and vendors to ensure that FDSP data is properly submitted to FIBRS and forwarded as appropriate to the state FDSP repository; there is no certification process for the FDSP.

As noted previously, FDLE conducted an online survey which collected extensive information on what RMS systems are currently in use in the state. FDLE will continue to follow-up with agencies and vendors to ensure that there is accurate information on products and agencies using them, as well as to identify agencies that are interested in using the state-supplied RMS either because they do not have an RMS or

would prefer to use a state-provided system. For products in use by only a few agencies, the state may also realize cost savings by encouraging agencies to switch to the state-provided RMS rather than paying the cost of upgrading the vendor's RMS system.

FDLE will continue to accept UCR Summary data during the transition to incident-based reporting. For agencies that have transitioned to FIBRS, FDLE will convert NIBRS data to the UCR Summary format to allow for comparison of statistical reports to previous years. The agencies will be able to compare their NIBRS crime numbers with what their data would have looked like if they were still submitting according to UCR Summary guidelines FDLE will generate state crime statistics using these converted UCR Summary statistics combined with UCR Summary data from agencies that have not made the transition until FDLE determines sufficient state and local agencies have transitioned for the state to have representative incident-based data available. Once a sufficient number of agencies have made the transition, FDLE will decommission the UCR Summary systems currently in use.

VIII. Appendices

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

Appendix A – Acronyms and Definitions

Appendix B – Information Technology Standards

Appendix C – FBI Effects of NIBRS on Crime Statistics

Appendix D – FBI Letter of Transition

Appendix E – Current System Operational Cost

Appendix F – Project Cost Estimate

Appendix G – Estimated Schedule – Florida Incident-Based Reporting System

Appendix H – Cost-Benefit Analysis Worksheets

Appendix I – Risk Assessment Worksheets - FIBRS

Appendix A – Acronyms and Definitions

Abbreviation / Acronym	Description
ASM	Application Security Module
BEBR	Bureau of Economic and Business Research at the University of Florida
BJS	Bureau of Justice Statistics, U.S. Department of Justice
CAD	Computer Aided Dispatch
CBA	Cost Benefit Analysis
CJIS	Criminal Justice Information Services
CJNET	Florida Criminal Justice Network. A communications network maintained by FDLE that provides access to state and national criminal justice resources relating to Law Enforcement, Judicial, and Correctional information.
COTS	Commercial Off-The-Shelf
CPU	Central Processing Unit
DABT	Florida Division of Alcoholic Beverages and Tobacco
DAO	Data Access Object
DMS	Department of Management Services
DMZ	Demilitarized Zone. In computer security, a DMZ is a physical or logical subnetwork that contains and exposes an organization's external-facing services to an untrusted network, usually a larger network such as the Internet.
DOJ	U.S. Department of Justice
FBI	Federal Bureau of Investigation
FDLE	Florida Department of Law Enforcement
FDSP	Florida has two systems that agencies use to share record management system (RMS), jail management system (JMS), computer-aided dispatch (CAD), and other investigative data with each other and law enforcement partners outside of Florida. The Orlando region uses the Federated Integrated Network for Data Exchange and Retrieval (FINDER) and the remainder of the state uses the Naval Criminal Investigative Service's (NCIS) Law Enforcement Information Exchange (LInX) system. Both systems are integrated with each other and share data with other LInX systems around the United States including the Department of Defense Law Enforcement Defense Data Exchange (D-DEx). In both systems, the agency data is mapped into a common data format and

Abbreviation / Acronym	Description
	then stored in a database that is accessible to the other agencies. Collectively known as the Florida Data Sharing Project (FDSP), these systems capture most, but not all of the data elements required for NIBRS reporting. Data in the systems is updated by the agencies on a daily basis. Florida also participates in the FBI's National Data Exchange (N-DEx) system which is a national repository for a subset of the data stored in FDSP. Data is uploaded to N-DEx in the FBI National Information Exchange Model (NIEM) Information Exchange Package Documentation (IEPD) specification format.
FHP	Florida Highway Patrol
FIBRS	Florida Incident Based Reporting System
FSAC	Florida Statistical Analysis Center
FWC	Florida Fish and Wildlife Conservation Commission
FY	Fiscal Year
GB	Gigabyte
IBR	Incident Based Reporting. A crime data collection approach consisting of details of criminal incidents, rather than summary counts as in SRS.
IEPD	Information Exchange Package Documentation. A NIEM specification for a specific data exchange. Contains data describing the structure, content, and other artifacts of the information exchange, supporting a specific set of business requirements.
IG	Inspector General
IT	Information Technology
ITS	Information Technology Services
Kentico	Webpage content management system
LBR	Legislative Budget Request
MDT	Mobile Data Terminal
N-DEx	FBI National Data Exchange. An unclassified national information sharing system that enables criminal justice agencies to search, link, analyze, and share local, state, tribal, and federal records. N-DEx contains incident, arrest, and booking reports; pretrial investigations; supervised released reports; calls for service; photos; and field contact/identification records. Includes over 3,000 data elements.
NCS-X	National Crime Statistics Exchange. An effort to expand the FBI's National

Abbreviation / Acronym	Description
	Incident-Based Reporting System (NIBRS) into a nationally representative system of incident-based crime statistics. Managed by BJS and the FBI.
NIBRS	National Incident Based Reporting System. The FBI IBR used by law enforcement agencies in the U.S. for collecting and reporting crime data. Includes 58 data elements.
NIEM	National Information Exchange Model. An XML-based information exchange framework that defines a common vocabulary enabling efficient information exchange across diverse public and private organizations. Supported by DHS, DoD and DOJ.
NLETS	International Justice & Public Safety Network, formerly known as the National Law Enforcement Telecommunications System. Nationwide interstate justice and public safety network for the exchange of law enforcement-, criminal justice-, and public safety-related information.
ODBC	Open Database Connectivity
ORI	Originating Agency Identifer
OS	Operating System
PD	Police Department
PDF	Portable Document Format
R2	Release 2
RAM	Random Access Memory
RMS	Records Management System
SAN	Storage Area Network
SAS	Company name, originally known as Statistical Analysis System
SE	Standard Edition
SME	Subject Matter Expert
SO	Sheriff's Office
SQL	Structured Query Language
SRS	Summary Reporting System. A crime data collection approach consisting of counts of offenses and arrests for certain offense categories occurring over a period of time, rather than criminal incident details as in IBR.
UCR	Uniform Crime Reporting. An FBI program that compiles official data on crime in the United States. Includes SRS and NIBRS, as well as programs for Law

Abbreviation / Acronym	Description
	Enforcement Officers Killed or Assaulted, Hate Crimes, Cargo Theft, and Human Trafficking reporting.
UCRDB	System name of one of FDLE's UCR database servers
UCRDBWEB	System name of one of FDLE's UCR database servers
UF	University of Florida
Use-of-Force	Use-of-Force. The FBI program to collect data on police-involved shootings and use of force, which includes any use of force that results in the death or serious bodily injury of a person, as well as when a law enforcement officer discharges a firearm at or in the direction of a person. Includes approximately 90 data elements.
XML	Extensible Markup Language

Appendix B – FDLE's Information Technology Standards

The following IT standards have been adopted by FDLE's Office of Information Technology Services. While circumstances may require FDLE to use standards other than those described here, FDLE will adhere to these standards as much as possible.

a. Architecture
- Information systems will be developed to operate in a multi-tier architecture.
- Web-based interfaces will be used for the presentation (user) tier.
- Information systems will use load-balancing where appropriate.
- Information systems will operate on clustered server environments where appropriate.
- Development and testing will be performed on separate non-production servers.
- No data or transactions are to be lost due to isolated failures of equipment.

b. Servers
- Rack-mountable servers will be used for information systems.
- Individual servers will be scaled to handle large bursts of transactions on each interface where appropriate.
- Virtualization will be used when possible.
- Server operating systems will be either Red Hat Linux or Microsoft Windows Server.

c. Storage
- Information systems will be designed to use redundant disk arrays in the FDLE Data Center and in the DR site.

d. Network
- FDLE's Criminal justice information systems will use CJNet.

e. Database
- Data will be stored in relational database(s) using either Oracle RDBMS, Microsoft SQL Server or MySQL.
- Audit logs will capture forensic metadata for all changes to data, including changes made by FDLE staff.

f. Application Software
- Software development standards are specified in FDLE Development Standards Version 2.0.
- Application software will be developed using Java EE or Microsoft .NET.
- Java development standards are specified in Java Development Standards Version 2.0.
- Web-based application standards are specified in JSF Web Framework Standards Version 2.0.
- JBoss is the preferred application server platform used for FDLE information systems.
- Web Services should be used where possible when application communicate outside the agency.

g. Security

The security of criminal history record data and related data is of vital importance to FDLE and must meet the following system security requirements:

- 28 CFR Part 20 and Public Law 92-544, which regulate sharing criminal justice information with criminal justice and non-criminal justice governmental agencies.
- The system shall meet the FBI CJIS Security Policy (CSP), state of Florida, and FDLE security

policy.

- Requirements of Florida Statutes Chapters 943.05, 943.051, 943.0515, 943.052, 943.053,
- 943.054, 943.0542, 943.0543, 943.055, 943.056, 943.057, 943.0575, 943.0581, 943.0582,
- 943.0583, 943.0585, 943.059, in addition to a variety of other statutes detailing background screening requirements, which describe FDLE's duties as the State's central repository for criminal record information and gateway to the Federal repository.
- Section 282.318, F.S. – Information Technology Security Act
- Rule 60GG-2, F.A.C. – Florida Cybersecurity Standard
- Rule 60GG-5, F.A.C. – Information Technology Architecture Standards
- FDLE Policies -
    - 1.4 – Use of FDLE Resources,
    - 2.5 – Information Security,
    - 2.6 – Acceptable Use of Information Technology, and
    - 3.1 – Background Investigations.

Compliance with the following standards is preferred:

- Lightweight Directory Access Protocol (LDAP)/Active Directory (AD)
- Security Assertion Markup Language (SAML)
- Global Federated Identity and Privilege Management (GFIPM)

h. Availability
- The system will follow FDLE's standards on availability: minimum 99.5% uptime

i. Data Communication Standards
- Sections 282.701 to 282.711, F.S. – Communication Information Technology Services Act
- National Information Exchange Model (NIEM)
- FBI Criminal Justice Information Services (CJIS) Standards, including those associated with;
    - National Crime Information Center (NCIC)
    - Interstate Identification Index (III)
    - National Fingerprint File (NFF)
    - National Instant Criminal Background Check System (NICS)
    - National Data Exchange (N-Dex)

j. Accessibility
- United States Rehabilitation Act – Section 508 details accessibility standards for all systems
- Section 282.601 to 282.606, F.S. – Accessibility of Information and Technology

k. Desktop Computing
- Microsoft Windows Operating System
- Microsoft Office
- Microsoft Visio
- Microsoft Project
- Adobe Acrobat

l. Project Management
- Sections 282.003 to 282.318, F.S. – Information Technology Management Act
- Rule 60GG-1, F.A.C. – Project Management and Oversight Standards
- Project Management Institute, Project Management Body of Knowledge (PMBOK)

Effects of NIBRS on Crime Statistics

Executive Summary

Many law enforcement agencies are hesitant about moving from the Uniform Crime Reporting (UCR) Program's Summary Reporting System (SRS) to its National Incident-Based Reporting System (NIBRS) because of the perception that reporting crime through NIBRS will appear to increase the agency's crime. The perception is based on the following reporting differences:

- The SRS collects aggregated monthly crime in ten offense categories.
- NIBRS collects disaggregated offense, victim, offender, property, and arrestee information for 49 offenses.
- The SRS employs a hierarchy rule, which NIBRS does not.
- NIBRS counts up to 10 offenses per incident.

An example of these differences can be seen in an incident involving murder, robbery, and motor vehicle theft. The Hierarchy Rule in the SRS states when more than one offense occurs within an incident, only the most serious crime contributes to the agency's monthly crime totals. Therefore, the agency would count only the homicide for the monthly totals because homicide is the highest offense on the hierarchy. When reported through NIBRS, however, the agency would count the murder, the robbery, and the motor vehicle theft.

Due to the differences between the SRS and NIBRS reporting standards, it can appear that an agency has higher levels of crime after switching to NIBRS. Agencies, of course, understand that NIBRS reporting does not actually increase crime, but often fear that the public, media, and government officials will misinterpret the *apparent* change in crime and attribute the increased crime counts to failed policing administration and leadership rather than a change in how the crime data are being reported. In spite of this concern, NIBRS participation increased from 663 reporting agencies in 1991 to 6,299 agencies in 2014.

Analysis of the NIBRS data and the data that were converted to SRS data sets showed the following effects on reported crime due to the removal of the Hierarchy Rule and to an allowance for reporting multiple offenses:

- Rape: No effect.
- Robbery: Increased 0.6 percent.
- Aggravated Assault: Increased 0.6 percent.
- Burglary: Increased 1.0 percent.
- Larceny: Increased 2.6 percent.
- Motor Vehicle Theft: Increased 2.7 percent.
- Total SRS Offenses: Increased 2.1 percent.
- Incidents that involved multiple offenses: 10.6 percent of all reported incidents.

Agencies moving to NIBRS can use this information to explain that increases in their crime rates are due, at least in part, to the elimination of the Hierarchy Rule and to the allowance of reporting up to ten offenses in a single incident. In addition, the long-term effect of using SRS data to develop policies may be negative because SRS data may not address the true nature of the crime problem.

◆

Introduction

Since 1930, the FBI's Uniform Crime Reporting (UCR) Program has collected statistics from law enforcement agencies who voluntarily submit monthly aggregate totals for seven Part I crimes through the Summary Reporting System (SRS). By the late 1970s, the FBI and its partner law enforcement agencies saw the need for a new crime reporting program which not only included a host of expanded crime categories, but which also collected more comprehensive data about crime incidents in general. After working together to develop the blueprint for a new data collection program, the UCR Program began collecting data through the National Incident-Based Reporting System (NIBRS) in 1991.

Though NIBRS was seen as a major improvement over the SRS, not all law enforcement agencies were willing to make the change to a more robust and disaggregated system for reporting crime data. The cost of changing to NIBRS electronic data submission was, and still is, an expensive transition for law enforcement agencies. Additionally, and aside from potential costs, some law enforcement agency administrators fear that transitioning to NIBRS from the SRS will make it appear that their agency has an unwarranted increase in the level of crime in their jurisdiction. However, the apparent increase in crime volume when switching to NIBRS is easily explained due to the elimination of the Hierarchy Rule. The Hierarchy Rule in the SRS requires that law enforcement agencies only report the most serious offense occurring in an incident, whereas NIBRS collects up to ten offenses for each incident of crime.

It is important to understand the value of data that law enforcement agencies release to the public. The true value of these data are realized only when the data are accurate and the integrity of the data allows for the necessary confidence to make valid conclusions about crime within communities and across the nation. UCR data are used by government entities (at all levels), businesses, and citizens to make important decisions. Administrators choose locations to target resources, businesses choose locations to conduct profitable ventures, and families chose locations to establish safe homes and send children to safe schools based on the accuracy and integrity of crime data.

Providing erroneous or incomplete crime data will yield inaccurate information and cause people to make inaccurate conclusions. This can result in ineffective policies, business practices, and

personal decisions. The harm of such inaccuracy may cost billions of dollars in ineffective policy implementation, unprofitable ventures, and loss due to crime.

The following analysis aims to evaluate the increase in crime volume reported by law enforcement agencies when using NIBRS data specifications, rather than the SRS. Further, why this change occurs and why it will not be apparent in law enforcement agency crime trends is discussed. In short, when NIBRS data are converted to the SRS for the purpose of trending, the hierarchy rule is reapplied. In spite of reporting more data, agencies do not experience an increase in crime when changing from the SRS to NIBRS reporting specifications.

To achieve the goal of evaluating the change in crime data that law enforcement agencies may experience, this study simply compares the difference in crime volume and computes the percentage difference in crime volume due to the hierarchy rule. The analysis was conducted at the national level and is used as a reasonable estimate of how changing from an SRS reporting agency to a NIBRS reporting agency affects the amount of crime submitted to the FBI's UCR Program. NIBRS data for 2014 was used to determine this effect. Law enforcement agencies reporting at least one Group A offense occurring in 2014 were represented.[1]

History: UCRs Evolution from a Socioeconomic Indicator to a Means of Transparency

These seven crimes were established in 1930 and are the nation's premier indicator of the nature of crime in the United States: murder, rape, robbery, aggravated assault, burglary, motor vehicle theft, and larceny. Together, these seven offenses were called Crime Index offenses because they were *indicators* illustrating the extent to which crime was increasing or decreasing in the United States. Since the collection and reporting of data was a completely manual process—meaning there were no computers to help account for the number of crimes occurring in the nation—the Crime Index offenses were used to determine the general level of crime in the nation. Since, in essence, these seven crimes represented nearly all types of crime, no other types of crime needed to be collected. Moreover, it also would not have been feasible to collect/report each and every crime with the manually intensive methods of collecting data in the 1930s. (An eighth index crime, arson, was added in 1979. The term Crime Index was discontinued in 2003 and the eight offenses are since referred to as Part I crimes. The ninth and tenth Part I crimes, human trafficking—commercial sex acts and human trafficking—involuntary servitude, were added in 2013.)

Computers had begun automating manual processes for UCR in 1960 which allowed for collecting more disaggregated data. By 1984, the nation was entering the information age, and technology allowed for the collection of greater amounts of crime data. NIBRS was created to

[1] The data file used to create this report was generated on 7/7/2015. Agencies are allowed to report 2014 NIBRS data until December 2015. It is assumed the majority of law enforcement agencies already reported NIBRS data for 2014, though there may be slight differences in results from NIBRS data files created after 7/7/2015 should the data be used to replicate this study. The conclusions derived from such findings are assumed to not be significantly different from the findings presented in this study.

take advantage of technological advances in order to meet the need for a more detailed crime data collection format. Rather than focus on aggregate totals inferring crime rate changes, the NIBRS collects an *accounting* of information on incidents of crime within an agency and geographic location. After all, data must reflect the true phenomenon that has taken place at a particular time and location.

To meet the public's need for accounting crime incidents, the NIBRS expanded the eight SRS offenses to 49 Group A offenses with data about victims, offenders, property, and arrests being collected along with elements for each offense. NIBRS also included arrest-only information collected for an additional 10 Group B offenses.[2]

By the new millennium, the concept of a Crime Index, which provided a total crime count based on the seven original SRS offenses, was challenged. The FBI's UCR Program began to question the validity of comparing crime rates based on the combined total count of the seven Crime Index offenses to represent an agency's overall level of criminality. For example, the Crime Index equally weighted a murder and a burglary. Therefore, a town recording two murders appeared to have the same level of crime as a town reporting two burglaries. As mentioned earlier in this article, this imprecise representation of crime levels was removed from the UCR vernacular in 2003.

The public's need for expanded victim information was realized around this same time. In 2001, the FBI UCR Program received requests to expand the definition of rape to include male victims (the legacy definition only included female victims) and victims of sodomy and sexual assault with objects. NIBRS, however, already contained this more inclusive definition of rape.

In 2014, several changes were made in NIBRS: data collection was expanded to collect data on cargo theft, new hate crime categories were added, the race category of Asian/Pacific Islander was separated into two distinct race categories, two human trafficking categories were added, an offense for purchasing prostitution was added, and a law enforcement victim type was added.

To meet the public's expanding needs for crime data, the following efforts are underway to enhance NIBRS:

- A partnership with the National Academy of Science and the Bureau of Justice Statistics (BJS) will modernize the nation's crime statistics.
- The National Crime Statistics Exchange Project, in partnership with BJS, aims to provide a valid and reliable sample of crime data used to develop national NIBRS crime estimates.
- The FBI UCR Program plans to transition to a NIBRS-only reporting system.

[2] An eleventh Group B offense, runaways, was dropped in 2011 as it is not technically a criminal offense. Runaway offenses are still collected in UCR databases as agencies may still report runaways, but it is not required and is no longer published in UCR data releases.

NIBRS data has been used in recent years to provide more transparency in law enforcement. NIBRS data can be very useful to agencies in this regard because, unlike SRS data, the public is able to examine a jurisdiction's detailed crime data. Since most records management software will report NIBRS data in an automated fashion, the public can be sure agencies are not reporting false crime numbers to make their crime rate appear to decrease when it has not. In effect, NIBRS data provides tamper-proof transparency for law enforcement agencies, which has a positive impact on law enforcement public relations.

The following are the current NIBRS record descriptions. They are indicative of the UCR Program's evolution from an indicator-based system in the 1930s, to a technological accounting-based and victim-focused system via NIBRS. (These descriptions are likely to change in the future as the need for different, better, and more detailed crime data grows; as technology capacity increases; and as the familiarity with its use makes data collection and analysis easier.)

NIBRS Segments

- Incident Information
  - Incident Date
  - Incident Hour
  - Exceptional Clearance
  - Exceptional Clearance Date
- Offense Information
  - Offense Codes
  - Attempted vs. Completed
  - Offender Suspected Use (of alcohol, drug, or computers)
  - Location
  - Type and Number of Premises Entered
  - Type of Criminal Activity
  - Weapon/Force Used
  - Bias Motivation
- Property Information
  - Loss Type
  - Property Description
  - Value of Property
  - Date Recovered

  - Number of Motor Vehicles Stolen/Recovered
  - Drug Types and Amounts
- Victim Information
  - Connection to Offenses
  - Type of Victim
  - Age/Sex/Race/Ethnicity/Resident Status of Victim
  - Assault and Homicide Circumstances
  - Injury Types
  - Relationships to Offenders
- Offender Information
  - Age/Sex/Race/Ethnicity[3] of Offender
- Arrestee Information
  - Arrest Date
  - Type of Arrest
  - Arrest Offense Code
  - Arrestee Weapons
  - Age/Sex/Race/Ethnicity/Resident Status of Arrestee
  - Disposition of Minors
- Group B Arrest Information
  - Type of Arrest
  - Arrestee Weapons
  - Age/Sex/Race/Ethnicity of Arrestee
  - Disposition of Minors

NIBRS Offenses

Group A Offenses[4]—The following offenses are reported in Group A Incident Reports. There are 23 Group A crime categories made up of 49 offenses (Offense Codes are in parentheses):

Arson (200)

Assault Offenses

[3] Ethnicity category was added in the 2013 data collection.
[4] FBI. (1/17/2013). *NIBRS User Manual*, https://www.fbi.gov/about-us/cjis/ucr/nibrs/nibrs-user-manual. pp. 14-18.

- Aggravated Assault (13A)
- Simple Assault (13B)
- Intimidation (13C)

Bribery (510)

Burglary/Breaking and Entering (220)

Counterfeiting/Forgery (250)

Destruction/Damage/Vandalism of Property (290)

Drug/Narcotic Offenses

- Drug/Narcotic Violations (35A)
- Drug Equipment Violations (35B)

Embezzlement (270)

Extortion/Blackmail (210)

Fraud Offenses

- False Pretenses/Swindle/Confidence Game (26A)
- Credit Card/Automated Teller Machine Fraud (26B)
- Impersonation (26C)
- Welfare Fraud (26D)
- Wire Fraud (26E)

Gambling Offenses

- Gambling Offenses Betting/Wagering (39A)
- Operating/Promoting/Assisting Gambling (39B)
- Gambling Equipment Violations (39C)
- Sports Tampering (39D)

Homicide Offenses

- Murder and Nonnegligent Manslaughter (09A)

Negligent Manslaughter (09B)

Justifiable Homicide (09C)

Kidnaping/Abduction (100)

Larceny/Theft Offenses

Pocket-picking (23A)

Purse-snatching (23B)

Shoplifting (23C)

Theft From Building (23D)

Theft From Coin-Operated Machine or Device (23E)

Theft From Motor Vehicle (23F)

Theft of Motor Vehicle Parts or Accessories (23G)

All Other Larceny (23H)

Motor Vehicle Theft (240)

Human Trafficking

Human Trafficking/Commercial Sex Acts (64A)[5]

Human Trafficking/Involuntary Servitude (64B)[5]

Pornography/Obscene Material (370)

Prostitution Offenses (40A)

Assisting or Promoting Prostitution (40B)

Purchasing Prostitution (40C)[5]

Robbery (120)

Sex Offenses

Rape (11A)

Sodomy (11B)

[5] These offenses were added in the 2013 data collection.

Sexual Assault With An Object (11C)

Fondling (11D)

Incest (36A)

Statutory Rape (36B)

Stolen Property Offenses (Receiving, etc.) (280)

Weapon Law Violations (520)

Group B Offenses[6]—The following offenses are reported in Group B Arrest Reports. They include all offenses that are not Group A offenses. Group B offenses are reported using the following 10 crime categories:

1. Bad Checks (90A)
2. Curfew/Loitering/Vagrancy Violations (90B)
3. Disorderly Conduct (90C)
4. Driving Under the Influence (90D)
5. Drunkenness (90E)
6. Family Offenses, Nonviolent (90F)
7. Liquor Law Violations (90G)
8. Peeping Tom (90H)
9. Trespass of Real Property (90J)
10. All Other Offenses (90Z)

Participation

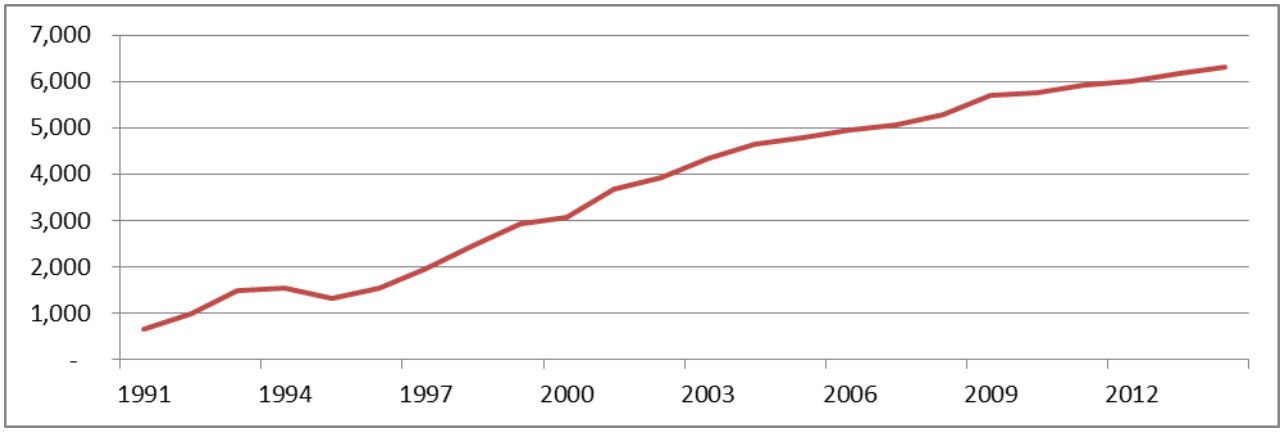
In 1991, NIBRS' first year, 663 law enforcement agencies converted from the SRS and provided crime data to the FBI in the new, highly-disaggregated NIBRS format. Twenty-five years later, more than 6,299 agencies actively participated in the NIBRS data collection. Those agencies submitted more than 76 million incidents involving Group A offenses and nearly 26 million incidents involving Group B offenses (See Table 1 and Figure 1).

[6] An 11th category, Runaway, was discontinued in 2010.

Table 1: NIBRS ORIs, Incidents Involving Group A Offenses, and Group B Offenses by Year[7]

Year	ORIs	Group A	Group B	Year	ORIs	Group A	Group B
1991	663	582,369	227,485	2003	4,344	3,597,576	1,154,498
1992	990	760,509	266,438	2004	4,648	4,036,881	1,296,557
1993	1,474	876,646	332,714	2005	4,791	4,561,703	1,457,435
1994	1,553	894,350	345,323	2006	4,947	4,847,671	1,540,038
1995	1,307	836,846	318,524	2007	5,062	4,945,692	1,588,734
1996	1,530	1,063,339	387,663	2008	5,290	4,959,971	1,648,144
1997	1,961	1,460,136	541,424	2009	5,695	4,992,094	1,746,930
1998	2,449	1,822,384	711,548	2010	5,744	4,998,914	1,753,973
1999	2,924	2,136,872	830,071	2011	5,929	5,020,791	1,720,606
2000	3,063	2,616,248	937,668	2012	6,004	5,001,060	1,713,703
2001	3,662	3,232,081	1,044,178	2013	6,178	4,927,535	1,667,350
2002	3,923	3,418,648	1,126,216	2014	6,299	4,759,438	1,565,192
				Total		**76,349,754**	**25,922,412**

Figure 1: Number of ORIs Reporting NIBRS Records by Year, 1991-2014[7]



[7] Totals for agencies and reports for 2014 may change because records may be submitted to the FBI until December 2015. (Please see footnote 1.) The number does not include zero reporting agencies which are active but report no crime.

The Hierarchy Rule in Depth

In the SRS, offenses are ranked in terms of severity, and only the highest-ranked offense is reported in incidents which have multiple offense types. The exceptions are the offenses of Arson and Human Trafficking. These offenses do not follow the Hierarchy Rule in that they are *always* reported. SRS offenses are reported in the following order:

I. Murder and Nonnegligent Manslaughter (abbreviated to Murder)
II. Rape[8]
III. Robbery
IV. Aggravated Assault
V. Burglary
VI. Larceny
VII. Motor Vehicle Theft
VIII. Arson (always reported, does not follow the Hierarchy Rule)
IX. Human Trafficking – Commercial Sex Acts (always reported, does not follow the Hierarchy Rule)
X. Human Trafficking – Involuntary Servitude (always reported, does not follow the Hierarchy Rule)

According to the Hierarchy Rule, murder, human trafficking, and arson are always counted in the SRS, however the other six Part I crimes are not always reported in multiple-offense incidents. If, for example, a murder and rape occur within the same incident, only the murder is counted in the SRS. Further, if an aggravated assault occurs in the same incident as a burglary, the burglary is not counted.

There are also a few considerations which are true to both NIBRS and the SRS. For example, aggravated assault is always inherent to robbery, so only a robbery is counted when both occur in the same incident.[9] Similarly, larceny is not reported with burglary as it is inherent to the crime.[10] NIBRS, however, would capture each crime mentioned above. Up to ten offenses of the 49 offenses reported in NIBRS can be listed in an incident's offense segments.

Table 2 shows the number of NIBRS offenses that are removed from crime counts when the data are converted to the SRS. As murder is at the top of the hierarchy, there is no reduction in the number of murder offenses when converting from NIBRS to the SRS. However, there were 12

[8] In 2011, the FBI's CJIS Advisory Policy Board changed the definition of Rape in the SRS to include male victims, sodomy, and sexual assault with objects. The change was approved by the FBI Director and implemented starting with the 2013 UCR data collections. NIBRS always collected information for these sex offense. The expanded definition of rape was used in this study.
[9] The exception in NIBRS would be if there were multiple victims in an incident and some were not robbed, but all were victims of aggravated assault.
[10] The exception in NIBRS would be if offenders committed larceny offenses outside of a structure after committing burglary offenses within the same incident.

rape victims involved in incidents where murder was also involved. Similarly, for 4,458 NIBRS burglaries, there was a murder, a rape, a robbery, or an aggravated assault which happened in the same incident. The 12 rapes and 4,458 burglaries would not be counted in the UCR SRS data collection due to conditions established by the Hierarchy Rule.

Nationally, there is a minimal percentage increase (less than 0.04%) in crime volume for rape when law enforcement agencies move from the SRS to NIBRS. Robbery increased by little more than one-half of one percent (0.6%), aggravated assault and burglary each increased by 1.0 percent, larceny increased by 2.6 percent, and motor vehicle theft increased by 2.7 percent.

Table 2: Percent Increases in Crime Volume by Removing the Hierarchy Rule

	Incidents	Offenses	Reduction to Hierarchy	Percent Increase
Murder[11]	3,418	3,650	0	-
Rape[11]	36,035	37,635	12	0.0
Robbery	75,581	75,581	382	0.6
Aggravated Assault[11]	167,992	203,740	1,154	0.6
Burglary[12]	570,470	570,470	4,458	1.0
Larceny[13]	1,666,327	1,666,327	43,248	2.6
Motor Vehicle Theft	162,652	162,652	4,689	2.7
Totals	2,682,475	2,720,055	53,743	2.1

The concern of many law enforcement agency officials is that the inclusion of these crimes, particularly property crimes, will appear as an increase in crime when switching from SRS reporting to NIBRS reporting. As previously discussed, the apparent increase is simply due to the difference between how crimes are counted in NIBRS versus the SRS and its application of the Hierarchy Rule. Further, none of the increases amount to a change greater than 2.7 percent.

No Need for Apprehension

Any increases in crime volume due to the ability to report multiple offenses in the NIBRS are eliminated when trending. For trends, NIBRS data are converted to SRS data and the Hierarchy Rule is again applied. This reduces crime counts in multiple-offense incidents to what would

[11] The number of offenses differs from the number of incidents for murder, rape, and aggravated assault because these Crimes Against Persons offense categories count one offense for each victim in the incident. Robbery, burglary, and motor vehicle theft are considered Crimes Against Property and count only one offense per incident.
[12] The Hotel Rule (see the *SRS Users Manual* at https://www.fbi.gov/about-us/cjis/ucr/nibrs/summary-reporting-system-srs-user-manual, pp 43 for explanation) and number of premises entered were not considered for burglary offense totals.
[13] NIBRS allows for the reporting of eight different types of larceny offenses per offense. Incidents with more than one larceny offense type reported were aggregated to only count one larceny per offense to simulate how this would be reported in the SRS.

have been reported if the agency was only reporting according to SRS specifications. When the FBI UCR Program starts trending NIBRS data, comparisons to pre-NIBRS data submissions would not be included in trends.

Reporting NIBRS data does not actually increase crime within jurisdictions, even though there is a slight, but visible, effect on crime rates. As shown in Table 3, approximately one in ten of NIBRS incidents have multiple offenses (10.6%), and only 1 percent (1.1%) of NIBRS incidents have multiple offenses affected by the Hierarchy Rule. NIBRS shows a small (2.1%) percentage increase from the SRS in crime volume which is easily explained by the allowance of reporting incidents with multiple offenses and the absence of the Hierarchy Rule.

Table 3: Number of Offenses per Incident, 2014

Offenses	Frequency	Percent	Cumulative Percent
1	4,253,081	89.4	89.4
2	457,479	9.6	99.0
3	43,304	0.9	99.9
4	4,778	0.1	100.0
5	688	-	100.0
6	93	-	100.0
7	14	-	100.0
8	1	-	100.0
Total	4,759,438	100.0	100.0

Conclusion

The elimination of the SRS has been discussed for some time in UCR governance meetings. In several speeches in 2015, FBI Director James B. Comey called for "more and better data related to those we arrest, those we confront for breaking the law and jeopardizing public safety, and those who confront us." The CJIS Advisory Policy Board (a joint group of law enforcement executives, academics, and data analysts who are stakeholders in the UCR Program) the International Association of Chiefs of Police, the National Sheriffs' Association, Major City Chiefs Association, Major County Sheriffs' Association have all pledged their support for that call. The result of this dialogue and agreement is the FBI and its partners undertaking the cessation of SRS reporting and the across-the-board implementation of NIBRS.

When this change is eventually made, a similar 2.1 percent increase in the number of reported crimes should be expected for agencies transitioning from SRS to NIBRS data. One strategy to ease this perceived uptick in crime is that agencies can provide a side-by-side comparison of their NIBRS data with a few years of NIBRS data that has been converted to SRS data and

demonstrate what the trend of crime rates would look like if the agency was still only reporting in the SRS. The converted data could help soften and explain the *appearance* of increased crime while lending even more transparency to the agency's crime reporting to the public.

Law enforcement agency officials can use this study to demonstrate how changing from SRS reporting to NIBRS reporting might affect their local crime counts. It is accepted that incident-based data collections will have more robust and accurate crime counts over traditional tally-based systems like the SRS. Any reports law enforcement agencies generate can show how the elimination of the Hierarchy Rule has affected the agency's data by trending and comparing data prior to the law enforcement agency's conversion to the NIBRS.

Above all, law enforcement agencies are engaged in partnerships with their communities to maximize public safety. Inaccurate information concerning crime in these communities and the nation may cause enormous social costs and waste of public and private resources. Effective policies must be enacted based on relevant and accurate information provided through NIBRS in order to meet the goal of maximizing public safety.

Though NIBRS adds a level of complexity, as well as initial costs to agencies, there is greater value for agencies who transition from the incomplete story of crime told through the antiquated SRS data to a more accurate, transparent, and complete story of crime articulated through NIBRS.

U.S. Department of Justice

Federal Bureau of Investigation

Office of the Director

Washington, D.C. 20535-0001

June 10, 2016

TO: State Uniform Crime Reporting (UCR) Program Managers

RE: The FBI's Transition to a National Incident-Based Reporting System (NIBRS)-Only Data Collection

Recent events across the nation have underscored the importance of having informed conversations about policing and crime policy. The FBI has a longstanding tradition of collecting and providing crime statistics for transparency and accountability in policing through its UCR Program. But we need to get better.

After careful consideration, the FBI will discontinue its Summary Reporting System (SRS) for crime statistics and fully transition the UCR Program to the data-rich NIBRS data collection. On February 9, 2016, I concurred with the following Criminal Justice Information Services (CJIS) Advisory Policy Board (APB) recommendation:

> "The FBI UCR Program will transition to a NIBRS-only data collection by January 1, 2021, and will evaluate the probability of achieving that goal on an annual basis. Federal, state, local, and tribal agencies unable to meet the five year transition and who have committed to transitioning to NIBRS will collaborate with the FBI CJIS to develop a transition plan and timeline for conversion."

This transition is supported by the CJIS APB, the International Association of Chiefs of Police, Major Cities Chiefs Association, Major County Sheriffs' Association, and the National Sheriffs' Association, as well as the Executive Branch of our government.

Transitioning to a NIBRS-only data collection will happen over the next five years. Once complete, the FBI will have faster access to more robust data that is necessary to show how safe our communities are and to help law enforcement and municipal leaders better allocate resources to prevent and combat crime. Through the NIBRS, law enforcement agencies can be more transparent and accountable to the communities they serve.

To: State Uniform Crime Reporting (UCR) Program Managers
Re: The FBI's Transition to a National Incident-Based Reporting System (NIBRS)-Only Data Collection

Already, 31 percent of participating agencies report their UCR statistics via the NIBRS. In the last few years, the FBI and the Bureau of Justice Statistics have worked to increase the number of NIBRS participants through the National Crime Statistics Exchange (NCS-X) initiative. Currently, the FBI and the NCS-X team are working with local and state agencies as well as other law enforcement organizations across the country to improve the way crime data is reported. The FBI understands this transition comes with a financial burden and is committed to helping state UCR Programs and the 400 agencies identified through the NCS-X initiative to obtain necessary resources to transition to NIBRS.

NIBRS is the pathway to richer crime statistics that can improve our ability to address the important issues we face today. As we move forward, the transition from the SRS to the NIBRS is crucial to our success in providing better, more meaningful national crime data. I'm grateful for your help.

Sincerely yours,

James B. Comey
Director

Current Operating Costs - UCR System
Updated: 9/13/2017

Category	Item Description	Notes	2018-19	2019-20	2020-21	2021-22	2022-23	Totals
Staff								
	State Staff:							
	1 Criminal Justice Information Consultant II (UCR)	Kennedy	$66,000	$66,000	$66,000	$66,000	$66,000	
	1 Database Admin (PSS)	Elaine	$17,500	$17,500	$17,500	$17,500	$17,500	
	1 Sys Admin (PSS)	Grant's team	$17,500	$17,500	$17,500	$17,500	$17,500	
	1 Sys Programmer (BSE)	Kevin	$17,500	$17,500	$17,500	$17,500	$17,500	
	1 Application SW Developer (BSE)	Brandon	$35,000	$35,000	$35,000	$35,000	$35,000	
	Contract Staff:							
	1 Systems Analyst	Ramanathan	$85,000	$85,000		$85,000	$85,000	
	Subtotal - Staff		**$238,500**	**$238,500**	**$153,500**	**$238,500**	**$238,500**	**$1,107,500**
Hardware								
	Production							
Assume 5 year re	Database Server	Shared	$9,000					
	Application Server	Shared	$5,000					
	Development							
	Database Server	Shared	$5,500					
	Application Server	Virtual						
	Test							
	Database Server	Shared	$5,500					
	Application Server	Virtual						
	Subtotal - Hardware		**$25,000**	**$0**	**$0**	**$0**	**$0**	**$25,000**
Software								
	Red Hat Enterprise Linux	Physical & Virtual	$2,000	$2,000	$2,000	$2,000	$2,000	
	JBOSS EAP	Physical & Virtual	$13,000	$13,000	$13,000	$13,000	$13,000	
	VMWare	Virtual	$1,000	$1,000	$1,000	$1,000	$1,000	
	MS SQL	Physical & Virtual	$2,200					
	Subtotal - Software		**$18,200**	**$16,000**	**$16,000**	**$16,000**	**$16,000**	**$82,200**
Other								
	Standard Expenses for State pos.		$13,894	$13,894	$13,894	$13,894	$13,894	
	HR Service Fee		$774	$774	$774	$774	$774	
	Subtotal - Other		**$14,668**	**$14,668**	**$14,668**	**$14,668**	**$14,668**	**$73,339**

Current Operating Costs - UCR System
Updated: 9/13/2017

Category	Item Description	Notes	2018-19	2019-20	2020-21	2021-22	2022-23	Totals
TOTALS			**$296,368**	**$269,168**	**$184,168**	**$269,168**	**$269,168**	**$1,288,039**

Florida Department of Law Enforcement
IT Project Cost Estimate

Title:	Florida Incident-Based Reporting System
Tracking #:	TBD
Manager:	James Latham
Duration:	48.7
Baseline Date:	7/1/2019
Revision Date:	July 1, 2019
Version #:	

Cost Elements	Description	One Time Costs	Annual Recurring Costs		Actual Cost FY 18-19	Planned Cost FY 19-20	Planned Cost FY 20-21	Planned Cost FY 21-22	Planned Cost FY 22-23	Planned Total
Salary & OPS										
	Criminal Justice Information Consultant II		$66,000		$16,500	$65,813	$65,813	$65,813	$65,813	$279,750
	Criminal Justice Information Consultant I		$59,531		$0	$29,766	$29,766	$29,766	$29,766	$119,063
	Criminal Justice Information Consultant I		$59,697		$34,822	$59,531	$59,531	$59,531	$59,531	$272,948
	Government Analyst II		$66,000		$33,000	$65,813	$65,813	$65,813	$65,813	$296,250
	Chief of Florida Crime Information		$75,243		$114,890	$14,661	$14,661	$14,661	$14,661	$173,532
	Senior Management Analyst Supervisor		$75,243		$56,432	$18,751	$18,751	$18,751	$18,751	$131,438
	Senior Management Analyst Supervisor		$67,544		$56,432	$37,503	$37,503	$37,503	$37,503	$206,444
	Operations & Management Consultant Manager		$67,544		$41,653	$7,119	$7,119	$7,119	$7,119	$70,127
	Operations & Management Consultant Manager		$66,000		$41,653	$35,593	$35,593	$35,593	$35,593	$184,023
	Criminal Justice Information Consultant II		$66,000		$33,000	$6,581	$6,581	$6,581	$6,581	$59,325
	Criminal Justice Information Consultant II				$31,126	$32,906	$32,906	$32,906	$32,906	$162,751
	Research and Training Specialist		$52,217			$28,443	$56,886	$56,886	$56,886	$199,101
	Research and Training Specialist		$52,217			$28,443	$56,886	$56,886	$56,886	$199,101
	Research and Training Specialist		$52,217			$28,443	$56,886	$56,886	$56,886	$199,101
	Research and Training Specialist		$52,217			$28,443	$56,886	$56,886	$56,886	$199,101
	Criminal Justice Information Analyst II		$52,217			$26,039	$52,078	$52,078	$52,078	$182,274
	Criminal Justice Information Analyst II		$66,000			$26,039	$52,078	$52,078	$52,078	$182,274
	Criminal Justice Information Analyst II		$66,000			$26,039	$52,078	$52,078	$52,078	$182,274
	Criminal Justice Information Analyst II		$57,042			$26,039	$52,078	$52,078	$52,078	$182,274
	Criminal Justice Information Analyst II		$57,042			$26,039	$52,078	$52,078	$52,078	$182,274
	Criminal Justice Information Consultant II		$57,042			$32,906	$65,813	$65,813	$65,813	$230,344
	Criminal Justice Information Consultant II		$57,042			$32,906	$65,813	$65,813	$65,813	$230,344
	Criminal Justice Information Consultant II					$32,906	$65,813	$65,813	$65,813	$230,344
	Criminal Justice Information Consultant I					$29,766	$59,531	$59,531	$59,531	$208,360
	Criminal Justice Information Analyst II					$26,039	$52,078	$52,078	$52,078	$182,274
	Criminal Justice Information Analyst II					$26,039	$52,078	$52,078	$52,078	$182,274
	Criminal Justice Information Analyst II					$0	$52,078	$52,078	$52,078	$156,235
	Criminal Justice Information Analyst II					$0	$52,078	$52,078	$52,078	$156,235
	Criminal Justice Information Analyst II					$0	$52,078	$52,078	$52,078	$156,235
Full Time Employees	**Subtotal**	$0	$1,290,055		**$ 459,508**	**$ 798,566**	**$ 1,379,331**	**$ 1,379,331**	**$ 1,379,331**	**$ 5,396,066**
	Government Analyst II		$59,247		$14,686	$49,380	$59,247	$59,247	$59,247	$241,807
	Government Analyst I		$52,339		$0		$10,000	$10,000	$10,000	$30,000
										$0
OPS	**Subtotal**	$0	$111,586		**$ 14,686**	**$ 49,380**	**$ 69,247**	**$ 69,247**	**$ 69,247**	**$ 271,807**
State Staff	**Subtotal**	**$0**	**$1,401,641**		**$ 474,194**	**$ 847,946**	**$ 1,448,578**	**$ 1,448,578**	**$ 1,448,578**	**$ 5,667,873**
Expenses										
	Florida Incident Based Repository Software (TBD)	$600,000	$300,000		$0	$900,000	$300,000	$300,000	$300,000	$1,800,000
	Record Management System Software (TBD)	$1,071,100	$971,100		$0	$1,071,100	$971,100	$971,100	$971,100	$3,984,400
										$0
										$ -

Appendix F

Title:	Florida Incident-Based Reporting System
Tracking #:	TBD
Manager:	James Latham
Duration:	48.7
Baseline Date:	7/1/2019
Revision Date:	July 1, 2019
Version #:	

Cost Elements	Description	One Time Costs	Annual Recurring Costs		Actual Cost FY 18-19	Planned Cost FY 19-20	Planned Cost FY 20-21	Planned Cost FY 21-22	Planned Cost FY 22-23	Planned Total
Project Deliverables	**Subtotal**	$1,671,100	$1,271,100		$ -	$ 1,971,100	$ 1,271,100	$ 1,271,100	$ 1,271,100	$ 5,784,400
										$ -
										$ -
										$ -
Software	**Subtotal**	$0	$0		$ -	$ -	$ -	$ -	$ -	$ -
	HR and Standard FTE Expenses	$0	$0		$12,477	$98,905	$152,668	$152,668	$152,668	$569,387
	Travel and Workshops				$0					$0
Other Expenses		$0	$0		**$12,477**	**$ 98,904.90**	**$ 152,668.40**	**$ 152,668.40**	**$ 152,668.40**	**$569,387**
Expenses	**Subtotal**	**$1,671,100**	**$1,271,100**		**$ 12,477**	**$ 2,070,005**	**$ 1,423,768**	**$ 1,423,768**	**$ 1,423,768**	**$ 6,353,787**
Operating Capital Outlay										
	Servers for FIBRS Repository, Record Management System, Backup Site	$0				$748,000			$500,000	$1,248,000
										$0
										$0
Operating Capital Outlay	**Subtotal**	**$0**	**$0**		**$ -**	**$ 748,000**	**$ -**	**$ -**	**$ 500,000**	**$ 1,248,000**
Contract Services										
	Data Scientist				$182,713	$400,000	$400,000	$400,000		$1,382,713
	Business Process Consultant				$8,500	$72,000	$192,000	$192,000		$464,500
	Business Analyst				$7,300	$150,800	$163,200	$163,200		$484,500
	Technical Writer					$97,497	$0	$0		$97,497
Contract Staff	**Subtotal**	$0	$0		**$198,513**	**$ 720,297.00**	**$ 755,200.00**	**$ 755,200.00**	**$0**	**$2,429,210**
	Training and Technical Support				$0	$79,000	$79,000	$41,000	$41,000	$240,000
										$0
										$0
Project Deliverables	**Subtotal**	$0	$0		$ -	**$ 79,000.00**	**$ 79,000.00**	**$ 41,000.00**	**$ 41,000.00**	**$ 240,000.00**
	Server Maintenance	$15,000	$190,665			$205,665	$190,665	$190,665	$190,665	$777,660
										$ -
										$ -
Maintenance	**Subtotal**	$15,000	$190,665		$ -	**$ 205,665.00**	**$ 190,665.00**	**$ 190,665.00**	**$ 190,665.00**	**$777,660**
	Independent Validation and Verification				$0	$57,000	$115,000	$115,000	$115,000	$402,000
	Contingency				$58,000		$125,000	$125,000	$100,000	$408,000
										$0
Other IT Services	**Subtotal**	$0	$0		**$ 58,000.00**	**$ 57,000.00**	**$ 240,000.00**	**$ 240,000.00**	**$ 215,000.00**	**$ 810,000.00**
Contract Services	**Subtotal**	**$15,000**	**$190,665**		**$ 256,513.00**	**$ 1,061,962.00**	**$ 1,264,865.00**	**$ 1,226,865.00**	**$ 446,665.00**	**$ 4,256,870.00**
Other										
	Passthrough to Local Agencies for RMS Upgrades (Software)	$6,286,000			$0	$810,523	$6,286,000	$5,591,477	$116,000	$12,804,000
	HR Services					$4,935				$4,935
	Indirect Costs - NCS-X Grant					$12,560				$12,560
	Motor Vehicle for Auditors and Trainers	$100,000	$25,000			$100,000				$100,000
	NCS-X Passthrough for Local Agencies	$0	$0			$400,000	$1,000,000			$1,400,000
Other	**Subtotal**	**$6,386,000**	**$25,000**		**$0**	**$1,328,018**	**$7,286,000**	**$5,591,477**	**$116,000**	**$ 14,321,495.00**
Grand Total		**$8,072,100**	**$2,888,406**		**$743,184**	**$6,055,931**	**$11,423,211**	**$9,690,688**	**$3,935,011**	**$31,848,025**

FY 2020-21 Schedule IV-B for FIBRS
Appendix G - Estimated Project Schedule

ID	WBS	Task Name	Duration	Predecessors	Resource Names	Start	Finish	Successors
1	**1**	**Florida Incident-Based Reporting System (FIBRS) Project**	**1044 days**			**Mon 7/1/19**	**Fri 6/30/23**	
2	**1.1**	**Establish Project (Initiation)**	**65 days**			**Mon 7/1/19**	**Mon 9/30/19**	
3	1.1.1	Develop Project Charter	4 days		PM	Mon 7/1/19	Fri 7/5/19	44,43,4
4	1.1.2	Host CJIS Symposium	5 days	3	FDLE	Mon 7/8/19	Fri 7/12/19	5
5	1.1.3	Update Project Charter	2 days	4	PM	Mon 7/15/19	Tue 7/16/19	6
6	1.1.4	Conduct PSC Kickoff Meeting	1 day	5	PSC,PM	Wed 7/17/19	Wed 7/17/19	7
7	1.1.5	Approve Project Charter	4 days	6	PSC	Thu 7/18/19	Tue 7/23/19	8,12
8	1.1.6	Develop FIBRS Technical Specifications	39 days	7	FDLE	Wed 7/24/19	Mon 9/16/19	9
9	1.1.7	Approve FIBRS Technical Specification	10 days	8	CJJIS Council	Tue 9/17/19	Mon 9/30/19	13,10FF,14
10	**1.1.8**	**MILESTONE - Establish Project (Initiation) Complete**	**0 days**	**9FF**		**Mon 9/30/19**	**Mon 9/30/19**	**90FF**
11	**1.2**	**Perform Planning**	**181 days**			**Wed 7/24/19**	**Wed 4/1/20**	
12	1.2.1	Develop Project Management Plan	90 days	7	PM	Wed 7/24/19	Tue 11/26/19	17
13	1.2.2	Establish Contract for FIBRS Repository	66 days	9	Contract Manage	Tue 10/1/19	Tue 12/31/19	15SS,17
14	1.2.3	Establish Contract for Statewide RMS	66 days	9	Contract Manage	Tue 10/1/19	Tue 12/31/19	18FF
15	1.2.4	Establish Pass Through Process for NCS-X Agencies	66 days	13SS	FDLE	Tue 10/1/19	Tue 12/31/19	18FF,17,20,16,2
16	1.2.5	Establish Pass Through Process for non-NCS-X Agencies	66 days	15	FDLE	Wed 1/1/20	Wed 4/1/20	18FF,47
17	1.2.6	Update Project Management Plan	22 days	13,15,12	PM	Wed 1/1/20	Thu 1/30/20	18FF
18	**1.2.7**	**MILESTONE - Perform Planning Complete**	**0 days**	**15FF,14FF,16FF**		**Wed 4/1/20**	**Wed 4/1/20**	**90FF**
19	**1.3**	**Conduct Pass Through for NCS-X Agencies**	**182 days**			**Wed 1/1/20**	**Thu 9/10/20**	
20	1.3.1	Submit Pass Through Requests	65 days	15	Local Agencies	Wed 1/1/20	Tue 3/31/20	21SS+22 days
21	1.3.2	Approve Awards to NCS-X Agencies	65 days	20SS+22 days	FDLE	Fri 1/31/20	Thu 4/30/20	22
22	1.3.3	Monitor Pass Through Awards to NCS-X Agencies	95 days	21	FDLE	Fri 5/1/20	Thu 9/10/20	23FF
23	1.4	**MILESTONE - Conduct Pass Through for NCS-X Agencies Complete**	**0 days**	**22FF**		**Thu 9/10/20**	**Thu 9/10/20**	90FF
24	**1.5**	**Implement and Deploy FIBRS Solution**	**130 days**			**Wed 1/1/20**	**Tue 6/30/20**	
25	1.5.1	Perform Analysis for FIBRS Solution	30 days	15	Contractor,FDLE	Wed 1/1/20	Tue 2/11/20	26
26	1.5.2	Develop and Configure FIBRS Solution	50 days	25	Contractor	Wed 2/12/20	Tue 4/21/20	27,42SS

ID	WBS	Task Name	Duration	Predecessors	Resource Names	Start	Finish	Successors
27	1.5.3	Perform Testing of FIBRS Solution	30 days	26	Contractor,FDLE	Wed 4/22/20	Tue 6/2/20	29,38,28SS
28	1.5.4	Develop Training Curriculum for FIBRS Solution	30 days	27SS	FDLE	Wed 4/22/20	Tue 6/2/20	30
29	1.5.5	Perform Testing with Pilot NCS-X Agencies and UAT	16 days	27	Local Agencies	Wed 6/3/20	Wed 6/24/20	31,30FS-6 days
30	1.5.6	Conduct Training	10 days	29FS-6 days,28	Contractor,FDLE	Wed 6/17/20	Tue 6/30/20	32FF
31	1.5.7	Perform Go-Live with FIBRS Solution	4 days	29	Contractor	Thu 6/25/20	Tue 6/30/20	32FF
32	**1.5.8**	**MILESTONE - Implement and Deploy FIBRS Solution Complete**	**0 days**	**31FF,30FF**		**Tue 6/30/20**	**Tue 6/30/20**	**90FF**
33	**1.6**	**Implement and Deploy Statewide RMS**	**130 days**			**Wed 1/1/20**	**Tue 6/30/20**	
34	1.6.1	Perform Analysis for RMS	30 days	15	Contractor,FDLE	Wed 1/1/20	Tue 2/11/20	35
35	1.6.2	Configure RMS	60 days	34	Contractor	Wed 2/12/20	Tue 5/5/20	36
36	1.6.3	Perform Testing for RMS	30 days	35	Contractor,FDLE	Wed 5/6/20	Tue 6/16/20	39,37SS
37	1.6.4	Develop Training Curriculum for RMS	30 days	36SS	FDLE	Wed 5/6/20	Tue 6/16/20	38
38	1.6.5	Conduct Training	10 days	27,37	Contractor,FDLE	Wed 6/17/20	Tue 6/30/20	40FF
39	1.6.6	Perform Go-Live with RMS	4 days	36	Contractor	Wed 6/17/20	Mon 6/22/20	40FF
40	1.6.7	**MILESTONE- Implement and Deploy Statewide RMS Complete**	0 days	**38FF,39FF**		Tue 6/30/20	Tue 6/30/20	90FF
41	**1.7**	**Perform Monitor and Control for FY 19-20**	**257 days**			**Mon 7/8/19**	**Tue 6/30/20**	
42	1.7.1	Evaluate Plans	100 days	26SS	PM	Wed 2/12/20	Tue 6/30/20	45FF
43	1.7.2	Conduct Project Team Meetings	257 days	3	PM,Project Team	Mon 7/8/19	Tue 6/30/20	45FF
44	1.7.3	Create Project Status Reports	257 days	3	PM	Mon 7/8/19	Tue 6/30/20	45FF,53
45	**1.7.4**	**MILESTONE - Perform Monitor and Control Complete for FY 19-20**	**0 days**	**43FF,44FF,42FF**		**Tue 6/30/20**	**Tue 6/30/20**	**90FF**
46	**1.8**	**Conduct Pass Through for non-NCS-X Agencies for FY 19-20**	**64 days**			**Thu 4/2/20**	**Tue 6/30/20**	
47	1.8.1	Submit Pass Through Requests	30 days	16	Local Agencies	Thu 4/2/20	Wed 5/13/20	48SS+15 days
48	1.8.2	Approve Awards to non-NCS-X Agencies	30 days	47SS+15 days	FDLE	Thu 4/23/20	Wed 6/3/20	49SS
49	1.8.3	Monitor Pass Through Awards to non-NCS-X Agencies	49 days	48SS	FDLE	Thu 4/23/20	Tue 6/30/20	50SS
50	1.8.4	Perform Testing with non-NCS-X Agencies and UAT	49 days	49SS	Local Agencies	Thu 4/23/20	Tue 6/30/20	51FF,58

ID	WBS	Task Name	Duration	Predecessors	Resource Names	Start	Finish	Successors
51	**1.8.5**	**Milestone - Conduct Pass Through for non-NCS-X Agencies for FY 19-20**	**0 days**	**50FF**		**Tue 6/30/20**	**Tue 6/30/20**	**90FF**
52	**1.9**	**Perform Monitor and Control for FY 20-21**	**261 days**			**Wed 7/1/20**	**Wed 6/30/21**	
53	1.9.1	Evaluate Plans	261 days	44	PM	Wed 7/1/20	Wed 6/30/21	54SS
54	1.9.2	Conduct Project Team Meetings	261 days	53SS	PM,Project Team	Wed 7/1/20	Wed 6/30/21	56FF,55SS
55	1.9.3	Create Project Status Reports	261 days	54SS	PM	Wed 7/1/20	Wed 6/30/21	56FF
56	**1.9.4**	**MILESTONE - Perform Monitor and Control Complete FY 20-21**	**0 days**	**54FF,55FF**		**Wed 6/30/21**	**Wed 6/30/21**	**90FF**
57	**1.10**	**Conduct Pass Through for non-NCS-X Agencies for FY 20-21**	**261 days**			**Wed 7/1/20**	**Wed 6/30/21**	
58	1.10.1	Submit Pass Through Requests	65 days	50	Local Agencies	Wed 7/1/20	Tue 9/29/20	59SS+23 days
59	1.10.2	Approve Awards to non-NCS-X Agencies	65 days	58SS+23 days	FDLE	Mon 8/3/20	Fri 10/30/20	60
60	1.10.3	Monitor Pass Through Awards to non-NCS-X Agencies	173 days	59	FDLE	Mon 11/2/20	Wed 6/30/21	61SS
61	1.10.4	Perform Testing with non-NCS-X Agencies and UAT	173 days	60SS	Local Agencies	Mon 11/2/20	Wed 6/30/21	62FF,69,64
62	**1.10.5**	**Milestone - Conduct Pass Through for non-NCS-X Agencies for FY 20-21**	**0 days**	**61FF**		**Wed 6/30/21**	**Wed 6/30/21**	**90FF**
63	**1.11**	**Perform Monitor and Control for FY 21-22**	**261 days**			**Thu 7/1/21**	**Thu 6/30/22**	
64	1.11.1	Evaluate Plans	261 days	61	PM	Thu 7/1/21	Thu 6/30/22	65SS
65	1.11.2	Conduct Project Team Meetings	261 days	64SS	PM,Project Team	Thu 7/1/21	Thu 6/30/22	67FF,66SS
66	1.11.3	Create Project Status Reports	261 days	65SS	PM	Thu 7/1/21	Thu 6/30/22	67FF
67	**1.11.4**	**MILESTONE - Perform Monitor and Control Complete FY 21-22**	**0 days**	**65FF,66FF**		**Thu 6/30/22**	**Thu 6/30/22**	**90FF**
68	**1.12**	**Conduct Pass Through for non-NCS-X Agencies for FY 21-22**	**261 days**			**Thu 7/1/21**	**Thu 6/30/22**	
69	1.12.1	Submit Pass Through Requests	65 days	61	Local Agencies	Thu 7/1/21	Wed 9/29/21	70SS+22 days
70	1.12.2	Approve Awards to non-NCS-X Agencies	65 days	69SS+22 days	FDLE	Mon 8/2/21	Fri 10/29/21	71
71	1.12.3	Monitor Pass Through Awards to non-NCS-X Agencies	174 days	70	FDLE	Mon 11/1/21	Thu 6/30/22	72SS
72	1.12.4	Perform Testing with non-NCS-X Agencies and UAT	174 days	71SS	Local Agencies	Mon 11/1/21	Thu 6/30/22	73FF,75,80

ID	WBS	Task Name	Duration	Predecessors	Resource Names	Start	Finish	Successors
73	**1.12.5**	**Milestone - Conduct Pass Through for non-NCS-X Agencies for FY 21-22**	**0 days**	**72FF**		**Thu 6/30/22**	**Thu 6/30/22**	**90FF**
74	**1.13**	**Perform Monitor and Control for FY 22-23**	**231 days**			**Fri 7/1/22**	**Fri 5/19/23**	
75	1.13.1	Evaluate Plans	231 days	72	PM	Fri 7/1/22	Fri 5/19/23	76SS
76	1.13.2	Conduct Project Team Meetings	231 days	75SS	PM,Project Team	Fri 7/1/22	Fri 5/19/23	78FF,77SS
77	1.13.3	Create Project Status Reports	231 days	76SS	PM	Fri 7/1/22	Fri 5/19/23	78FF,86
78	**1.13.4**	**MILESTONE - Perform Monitor and Control Complete FY 22-23**	**0 days**	**76FF,77FF**		**Fri 5/19/23**	**Fri 5/19/23**	**90FF**
79	**1.14**	**Conduct Pass Through for non-NCS-X Agencies for FY 22-23**	**231 days**			**Fri 7/1/22**	**Fri 5/19/23**	
80	1.14.1	Submit Pass Through Requests	65 days	72	Local Agencies	Fri 7/1/22	Thu 9/29/22	81SS+21 days
81	1.14.2	Approve Awards to non-NCS-X Agencies	65 days	80SS+21 days	FDLE	Mon 8/1/22	Fri 10/28/22	82
82	1.14.3	Monitor Pass Through Awards to non-NCS-X Agencies	145 days	81	FDLE	Mon 10/31/22	Fri 5/19/23	83SS
83	1.14.4	Perform Testing with non-NCS-X Agencies and UAT	145 days	82SS	Local Agencies	Mon 10/31/22	Fri 5/19/23	84FF
84	**1.14.5**	**Milestone - Conduct Pass Through for non-NCS-X Agencies for FY 22-23**	**0 days**	**83FF**		**Fri 5/19/23**	**Fri 5/19/23**	**90FF**
85	**1.15**	**Perform Project Close-out**	**30 days**			**Mon 5/22/23**	**Fri 6/30/23**	
86	1.15.1	Document Lessons Learned	15 days	77	PM	Mon 5/22/23	Fri 6/9/23	87
87	1.15.2	Close Procurement	10 days	86	PM,Contract Man	Mon 6/12/23	Fri 6/23/23	88
88	1.15.3	Conduct Project Close-out Meeting	5 days	87	PM,Project Team	Mon 6/26/23	Fri 6/30/23	89FF
89	**1.15.4**	**MILESTONE - Perform Project Close-out Complete**	**0 days**	**88FF**		**Fri 6/30/23**	**Fri 6/30/23**	**90FF**
90	**1.16**	**MILESTONE - Florida Incident-Based Reporting System (FIBRS) Project Complete**	**0 days**	**10FF,18FF,32FF**		**Fri 6/30/23**	**Fri 6/30/23**	

CBAForm 1 - Net Tangible Benefits

Agency: Florida Department of Law Enforcement

Project: Florida Incident-Based Reporting System

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

Agency *(Recurring Costs Only -- No Project Costs)*	FY 2020-21			FY 2021-22			FY 2022-23			FY 2023-24			FY 2024-25		
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	$238,500	$0	$238,500	$238,500	$0	$238,500	$238,500	$893,970	$1,132,470	$238,500	$893,970	$1,132,470	$238,500	$893,970	$1,132,470
A.b Total Staff	3.25	0.00	3.25	3.25	0.00	3.25	3.25	16.20	19.45	3.25	16.20	19.45	3.25	16.20	19.45
A-1.a. State FTEs (Salaries & Benefits)	$153,500	$0	$153,500	$153,500	$0	$153,500	$153,500	$978,970	$1,132,470	$153,500	$978,970	$1,132,470	$153,500	$978,970	$1,132,470
A-1.b. State FTEs (#)	2.25	0.00	2.25	2.25	0.00	2.25	2.25	17.20	19.45	2.25	17.20	19.45	2.25	17.20	19.45
A-2.a. OPS Staff (Salaries)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A-2.b. OPS (#)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	$85,000	$0	$85,000	$85,000	$0	$85,000	$85,000	-$85,000	$0	$85,000	-$85,000	$0	$85,000	-$85,000	$0
A-3.b. Staff Augmentation (# of Contractors)	1.00	0.00	1.00	1.00	0.00	1.00	1.00	-1.00	0.00	1.00	-1.00	0.00	1.00	-1.00	0.00
B. Application Maintenance Costs	$16,000	$0	$16,000	$16,000	$0	$16,000	$16,000	$2,077,765	$2,093,765	$16,000	$1,577,765	$1,593,765	$16,000	$1,577,765	$1,593,765
B-1. Managed Services (Staffing)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-2. Hardware	$0	$0	$0	$0	$0	$0	$0	$500,000	$500,000	$0	$0	$0	$0	$0	$0
B-3. Software	$16,000	$0	$16,000	$16,000	$0	$16,000	$16,000	$1,461,765	$1,477,765	$16,000	$1,461,765	$1,477,765	$16,000	$1,461,765	$1,477,765
B-4. Other Local Agency RMS Support	$0	$0	$0	$0	$0	$0	$0	$116,000	$116,000	$0	$116,000	$116,000	$0	$116,000	$116,000
C. Data Center Provider Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-1. Managed Services (Staffing)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-2. Infrastructure	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-3. Network / Hosting Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-4. Disaster Recovery	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-5. Other Specify	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
D. Plant & Facility Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E. Other Costs	$14,668	$0	$14,668	$14,668	$0	$14,668	$14,668	$149,064	$163,732	$14,668	$149,064	$163,732	$14,668	$149,064	$163,732
E-1. Training	$0	$0	$0	$0	$0	$0	$0	$41,000	$41,000	$0	$41,000	$41,000	$0	$41,000	$41,000
E-2. Travel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E-3. Other Specify	$14,668	$0	$14,668	$14,668	$0	$14,668	$14,668	$108,064	$122,732	$14,668	$108,064	$122,732	$14,668	$108,064	$122,732
Total of Recurring Operational Costs	$269,168	$0	$269,168	$269,168	$0	$269,168	$269,168	$3,120,799	$3,389,967	$269,168	$2,620,799	$2,889,967	$269,168	$2,620,799	$2,889,967
F. Additional Tangible Benefits:		$0			$0			$0			$0			$0	
F-1. Specify		$0			$0			$0			$0			$0	
F-2. Specify		$0			$0			$0			$0			$0	
F-3. Specify		$0			$0			$0			$0			$0	
Total Net Tangible Benefits:		$0			$0			($3,120,799)			($2,620,799)			($2,620,799)	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B

Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	☐	Confidence Level	
Order of Magnitude	☑	Confidence Level	20%
Placeholder	☐	Confidence Level	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	Florida Department of Law Enforcement	Florida Incident-Based Reporting System																		
2	*Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable.* ***Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.***				*CBAForm 2A Baseline Project Budget*															
3				$ 7,211,115	FY2020-21			FY2021-22			FY2022-23			FY2023-24			FY2024-25			TOTAL
4	**Item Description** ***(remove guidelines and annotate entries here)***	**Project Cost Element**	**Appropriation Category**	**Current & Previous Years Project-Related Cost**	**YR 1 #**	**YR 1 LBR**	**YR 1 Base Budget**	**YR 2 #**	**YR 2 LBR**	**YR 2 Base Budget**	**YR 3 #**	**YR 3 LBR**	**YR 3 Base Budget**	**YR 4 #**	**YR 4 LBR**	**YR 4 Base Budget**	**YR 5 #**	**YR 5 LBR**	**YR 5 Base Budget**	**TOTAL**
5	Costs for all state employees working on the project.	**FTE**	S&B	$ 1,258,074	23.60	$ 113,772	$ 1,265,559	23.60	$ 113,772	$ 1,265,559	23.60	$ 113,772	$ 1,265,559	0.00	$ -	$ -	0.00	$ -	$ -	**$ 5,396,067**
6	Costs for all OPS employees working on the project.	**OPS**	OPS	$ 64,066	1.25		$ 69,247	1.25		$ 69,247	1.25		$ 69,247	0.00	$ -	$ -	0.00	$ -	$ -	**$ 271,807**
7	Staffing costs for personnel using Time & Expense.	**Staff Augmentation**	Contracted Services	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ -**
8	Project management personnel and related deliverables.	**Project Management**	Contracted Services	$ 918,810	0.00	$ 755,200	$ -	0.00	$ 755,200	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ 2,429,210**
9	Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	**Project Oversight**	Contracted Services	$ 57,000	0.00	$ 115,000	$ -	0.00	$ 115,000	$ -	0.00	$ 115,000	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ 402,000**
10	Staffing costs for all professional services not included in other categories.	**Consultants/Contractors**	Contracted Services	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ -**
11	Separate requirements analysis and feasibility study procurements.	**Project Planning/Analysis**	Contracted Services	$ 412,000		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ 412,000**
12	Hardware purchases not included in data center services.	**Hardware**	OCO	$ 748,000		$ -	$ -		$ -	$ -		$ 500,000	$ -		$ -	$ -		$ -	$ -	**$ 1,248,000**
13	Commercial software purchases and licensing costs.	**Commercial Software**	Contracted Services	$ 1,971,100		$ 1,271,100	$ -		$ 1,271,100	$ -		$ 1,271,100	$ -		$ -	$ -		$ -	$ -	**$ 5,784,400**
14	Professional services with fixed-price costs (i.e. software development, installation, project documentation)	**Project Deliverables**	Contracted Services	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
15	All first-time training costs associated with the project.	**Training**	Contracted Services	$ 79,000		$ 79,000	$ -		$ 41,000	$ -		$ 41,000	$ -		$ -	$ -		$ -	$ -	**$ 240,000**
16	Include the quote received from the data center provider for project equipment and services. Only include one-time project costs in this row. Recurring, project-related data center costs are included in CBA Form 1A.	**Data Center Services - One Time Costs**	Data Center Category	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
17	Other contracted services not included in other categories.	**Other Services**	Contracted Services	$ 263,665		$ 315,665	$ -		$ 315,665	$ -		$ 290,665	$ -		$ -	$ -		$ -	$ -	**$ 1,185,660**
18	Include costs for non-state data center equipment required by the project and the proposed solution (insert additional rows as needed for detail)	**Equipment**	Expense	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
19	Include costs associated with leasing space for project personnel.	**Leased Space**	Expense	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
20	Other project expenses not included in other categories.	**Other Expenses**	Expense	$ -			$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
21	Passthrough to Local Agencies for RMS	**Pass through Funding**		$ 1,210,522		$ 7,286,000			$ 5,591,477			$ 116,000						$ -		**$ 14,203,999**
22	Other project expenses not included in other categories. HR / FTE Expense / Vehicle	**Other Expenses**	Expense	$ 228,877		$ 21,030	$ 131,638		$ -	$ 152,668		$ -	$ 152,668		$ -			$ -	$ -	**$ 686,882**
23		**Total**		**$ 7,211,115**	**24.85**	**$ 9,956,767**	**$ 1,466,444**	**24.85**	**$ 8,203,214**	**$ 1,487,474**	**24.85**	**$ 2,447,537**	**$ 1,487,474**	**0.00**	**$ -**	**$ -**	**0.00**	**$ -**	**$ -**	**$ 32,260,025**

CBAForm 2 - Project Cost Analysis

Agency: Florida Department of Law Enforcement

Project: Florida Incident-Based Reporting System

PROJECT COST SUMMARY	*PROJECT COST SUMMARY (from CBAForm 2A)*					TOTAL
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
TOTAL PROJECT COSTS (*)	$11,423,211	$9,690,688	$3,935,011	$0	$0	$32,260,025
CUMULATIVE PROJECT COSTS *(includes Current & Previous Years' Project-Related Costs)*	$18,634,326	$28,325,014	$32,260,025	$32,260,025	$32,260,025	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	*PROJECT FUNDING SOURCES - CBAForm 2B*					TOTAL
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
General Revenue	$9,817,664	$9,052,141	$3,296,464	$0	$0	$22,166,269
Trust Fund	$536,300	$569,300	$569,300	$0	$0	$1,674,900
Federal Match ☐	$0	$0	$0	$0	$0	$0
Grants ☐	$1,069,247	$69,247	$69,247	$0	$0	$1,207,741
Other ☐ Specify	$0	$0	$0	$0	$0	$0
TOTAL INVESTMENT	$11,423,211	$9,690,688	$3,935,011	$0	$0	$25,048,910
CUMULATIVE INVESTMENT	$11,423,211	$21,113,899	$25,048,910	$25,048,910	$25,048,910	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous		Confidence Level	
Order of Magnitude	x	Confidence Level	20%
Placeholder		Confidence Level	

CBAForm 3 - Project Investment Summary

Agency: Florida Department of Law Enforcement

Project: Florida Incident-Based Reporting System

COST BENEFIT ANALYSIS -- CBAForm 3A	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	TOTAL FOR ALL YEARS
Project Cost	$11,423,211	$9,690,688	$3,935,011	$0	$0	$32,260,025
Net Tangible Benefits	$0	$0	($3,120,799)	($2,620,799)	($2,620,799)	($8,362,397)
Return on Investment	($18,634,326)	($9,690,688)	($7,055,810)	($2,620,799)	($2,620,799)	($40,622,422)
Year to Year Change in Program Staffing	0	0	16	16	16	

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)	($38,285,750)	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	NO IRR	IRR is the project's rate of return.

Investment Interest Earning Yield -- CBAForm 3C	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Fiscal Year					
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

Project	*Florida Incident-Based Reporting System*
Agency	*Florida Department of Law Enforcement*

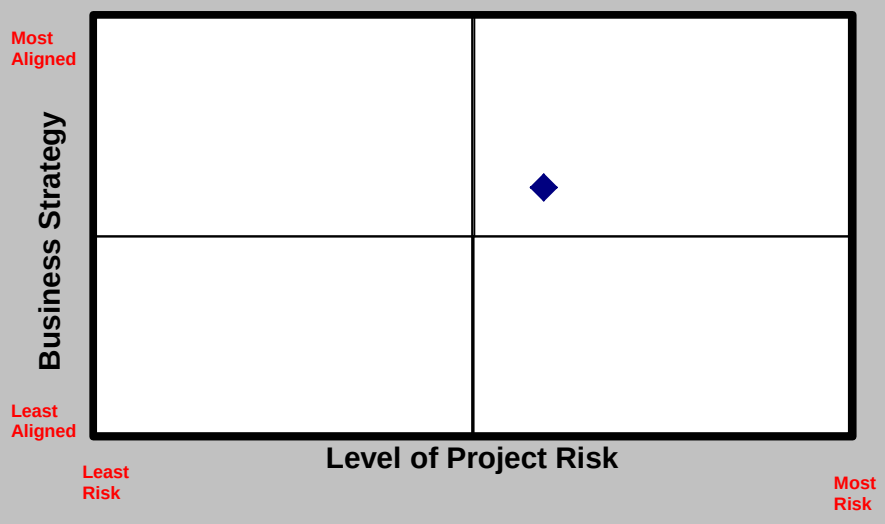
FY 2019-20 LBR Issue Code:	**FY 2019-20 LBR Issue Title:**
36121C0	*Florida Incident-Based Reporting System*

Risk Assessment Contact Info (Name, Phone #, and E-mail Address):

Andrew Branch, 850-410-7872, andrewbranch@fdle.state.fl.us

Executive Sponsor	*Charles Schaeffer*	
Project Manager	*James "Zack" Latham*	
Prepared By	*James "Zack" Latham*	*8/7/2019*

Risk Assessment Summary



Project Risk Area Breakdown

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

	B	C	D	E
1	Agency: Florida Department of Law Enforcement		Project: Florida Incident-Based Reporting System	
3	Section 1 -- Strategic Area			
4	#	**Criteria**	**Values**	Answer
5	1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	81% to 100% -- All or nearly all objectives aligned
6			41% to 80% -- Some objectives aligned	
7			81% to 100% -- All or nearly all objectives aligned	
8	1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Documented with sign-off by stakeholders
9			Informal agreement by stakeholders	
10			Documented with sign-off by stakeholders	
11	1.03	Are the project sponsor, senior management, and other executive stakeholders actively involved in meetings for the review and success of the project?	Not or rarely involved	Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings
12			Most regularly attend executive steering committee meetings	
13			Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
14	1.04	Has the agency documented its vision for how changes to the proposed technology will improve its business processes?	Vision is not documented	Vision is partially documented
15			Vision is partially documented	
16			Vision is completely documented	
17	1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	81% to 100% -- All or nearly all defined and documented
18			41% to 80% -- Some defined and documented	
19			81% to 100% -- All or nearly all defined and documented	
20	1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	No changes needed
21			Changes unknown	
22			Changes are identified in concept only	
23			Changes are identified and documented	
24			Legislation or proposed rule change is drafted	
25	1.07	Are any project phase or milestone completion dates fixed by outside factors, e.g., state or federal law or funding restrictions?	Few or none	All or nearly all
26			Some	
27			All or nearly all	
28	1.08	What is the external (e.g. public) visibility of the proposed system or project?	Minimal or no external use or visibility	Extensive external use or visibility
29			Moderate external use or visibility	
30			Extensive external use or visibility	
31	1.09	What is the internal (e.g. state agency) visibility of the proposed system or project?	Multiple agency or state enterprise visibility	Multiple agency or state enterprise visibility
32			Single agency-wide use or visibility	
33			Use or visibility at division and/or bureau level only	
34	1.10	Is this a multi-year project?	Greater than 5 years	Between 3 and 5 years
35			Between 3 and 5 years	
36			Between 1 and 3 years	
37			1 year or less	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement		Project: Florida Incident-Based Reporting System	
3	Section 2 -- Technology Area			
4	#	Criteria	Values	Answer
5	2.01	Does the agency have experience working with, operating, and supporting the proposed technical solution in a production environment?	Read about only or attended conference and/or vendor presentation	Installed and supported production system more than 3 years
6			Supported prototype or production system less than 6 months	
7			Supported production system 6 months to 12 months	
8			Supported production system 1 year to 3 years	
9			Installed and supported production system more than 3 years	
10	2.02	Does the agency's internal staff have sufficient knowledge of the proposed technical solution to implement and operate the new system?	External technical resources will be needed for implementation and operations	External technical resources will be needed for implementation and operations
11			External technical resources will be needed through implementation only	
12			Internal resources have sufficient knowledge for implementation and operations	
13	2.03	Have all relevant technical alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	Some alternatives documented and considered
14			Some alternatives documented and considered	
15			All or nearly all alternatives documented and considered	
16	2.04	Does the proposed technical solution comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards
17			Some relevant standards have been incorporated into the proposed technology	
18			Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
19	2.05	Does the proposed technical solution require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Minor or no infrastructure change required
20			Moderate infrastructure change required	
21			Extensive infrastructure change required	
22			Complete infrastructure replacement	
23	2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are defined only at a conceptual level
24			Capacity requirements are defined only at a conceptual level	
25			Capacity requirements are based on historical data and new system design specifications and performance requirements	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement		Project: Florida Incident-Based Reporting System	
3	Section 3 -- Organizational Change Management Area			
4	#	Criteria	Values	Answer
5	3.01	What is the expected level of organizational change that will be imposed within the agency if the project is successfully implemented?	Extensive changes to organization structure, staff or business processes	Minimal changes to organization structure, staff or business processes structure
6			Moderate changes to organization structure, staff or business processes	
7			Minimal changes to organization structure, staff or business processes structure	
8	3.02	Will this project impact essential business processes?	Yes	No
9			No	
10	3.03	Have all business process changes and process interactions been defined and documented?	0% to 40% -- Few or no process changes defined and documented	41% to 80% -- Some process changes defined and documented
11			41% to 80% -- Some process changes defined and documented	
12			81% to 100% -- All or nearly all processes defiined and documented	
13	3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	No
14			No	
15	3.05	Will the agency's anticipated FTE count change as a result of implementing the project?	Over 10% FTE count change	Less than 1% FTE count change
16			1% to 10% FTE count change	
17			Less than 1% FTE count change	
18	3.06	Will the number of contractors change as a result of implementing the project?	Over 10% contractor count change	Less than 1% contractor count change
19			1 to 10% contractor count change	
20			Less than 1% contractor count change	
21	3.07	What is the expected level of change impact on the citizens of the State of Florida if the project is successfully implemented?	Extensive change or new way of providing/receiving services or information)	Extensive change or new way of providing/receiving services or information)
22			Moderate changes	
23			Minor or no changes	
24	3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Extensive change or new way of providing/receiving services or information
25			Moderate changes	
26			Minor or no changes	
27	3.09	Has the agency successfully completed a project with similar organizational change requirements?	No experience/Not recently (>5 Years)	Recently completed project with greater change requirements
28			Recently completed project with fewer change requirements	
29			Recently completed project with similar change requirements	
30			Recently completed project with greater change requirements	

	B	C	D	E
1	Agency: Agency Name			Project: Project Name
3	Section 4 -- Communication Area			
4	#	Criteria	Value Options	Answer
5	4.01	Has a documented Communication Plan been approved for this project?	Yes	No
6			No	
7	4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Routine feedback in Plan
8			Routine feedback in Plan	
9			Proactive use of feedback in Plan	
10	4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	Yes
11			No	
12	4.04	Are all affected stakeholders included in the Communication Plan?	Yes	Yes
13			No	
14	4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	Some key messages have been developed
15			Some key messages have been developed	
16			All or nearly all messages are documented	
17	4.06	Have desired message outcomes and success measures been identified in the Communication Plan?	Plan does not include desired messages outcomes and success measures	Plan does not include desired messages outcomes and success measures
18			Success measures have been developed for some messages	
19			All or nearly all messages have success measures	
20	4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	Yes
21			No	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement		Project: Florida Incident-Based Reporting System	
3	Section 5 -- Fiscal Area			
4	#	Criteria	Values	Answer
5	5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	No
6			No	
7	5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	81% to 100% -- All or nearly all defined and documented
8			41% to 80% -- Some defined and documented	
9			81% to 100% -- All or nearly all defined and documented	
10	5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Greater than $10 M
11			Greater than $10 M	
12			Between $2 M and $10 M	
13			Between $500K and $1,999,999	
14			Less than $500 K	
15	5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	No
16			No	
17	5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Order of magnitude – estimate could vary between 10-100%
18			Order of magnitude – estimate could vary between 10-100%	
19			Placeholder – actual cost may exceed estimate by more than 100%	
20	5.06	Are funds available within existing agency resources to complete this project?	Yes	No
21			No	
22	5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
23			Funding from local government agencies	
24			Funding from other state agencies	
25	5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Requested and received
26			Requested but not received	
27			Requested and received	
28			Not applicable	
29	5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	Most project benefits have been identified but not validated
30			Some project benefits have been identified but not validated	
31			Most project benefits have been identified but not validated	
32			All or nearly all project benefits have been identified and validated	
33	5.10	What is the benefit payback period that is defined and documented?	Within 1 year	No payback
34			Within 3 years	
35			Within 5 years	
36			More than 5 years	
37			No payback	
38	5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Stakeholders have not been consulted re: procurement strategy
39			Stakeholders have not been consulted re: procurement strategy	
40			Stakeholders have reviewed and approved the proposed procurement strategy	
41	5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Combination FFP and T&E
42			Firm Fixed Price (FFP)	
43			Combination FFP and T&E	
44	5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Just-in-time purchasing of hardware and software is documented in the project schedule
45			Purchase all hardware and software at start of project to take advantage of one-time discounts	
46			Just-in-time purchasing of hardware and software is documented in the project schedule	
47	5.14	Has a contract manager been assigned to this project?	No contract manager assigned	Contract manager assigned is not the procurement manager or the project manager
48			Contract manager is the procurement manager	
49			Contract manager is the project manager	
50			Contract manager assigned is not the procurement manager or the project manager	
51	5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	Yes
52			No	
53	5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	Some selection criteria and outcomes have been defined and documented
54			Some selection criteria and outcomes have been defined and documented	
55			All or nearly all selection criteria and expected outcomes have been defined and documented	
56	5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	Procurement strategy has not been developed	Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor
57			Multi-stage evaluation not planned/used for procurement	
58			Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
59	5.18	For projects with total cost exceeding $10 million, did/will the procurement strategy require a proof of concept or prototype as part of the bid response?	Procurement strategy has not been developed	Yes, bid response did/will include proof of concept or prototype
60			No, bid response did/will not require proof of concept or prototype	
61			Yes, bid response did/will include proof of concept or prototype	
62			Not applicable	
63				
64				
65				
66				

	B	C	D	E
1	Agency: Florida Department of Law Enforcement		Project: Florida Incident-Based Reporting System	
3	Section 6 -- Project Organization Area			
4	#	Criteria	Values	Answer
5	6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	Yes
6			No	
7	6.02	Have all roles and responsibilities for the executive steering committee been clearly identified?	None or few have been defined and documented	All or nearly all have been defined and documented
8			Some have been defined and documented	
9			All or nearly all have been defined and documented	
10	6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	System Integrator (contractor)
11			Agency	
12			System Integrator (contractor)	
13	6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	1
14			2	
15			1	
16	6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Some or most staff roles and responsibilities and needed skills have been identified
17			Some or most staff roles and responsibilities and needed skills have been identified	
18			Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
19	6.06	Is an experienced project manager dedicated fulltime to the project?	No experienced project manager assigned	Yes, experienced project manager dedicated full-time, 100% to project
20			No, project manager is assigned 50% or less to project	
21			No, project manager assigned more than half-time, but less than full-time to project	
22			Yes, experienced project manager dedicated full-time, 100% to project	
23	6.07	Are qualified project management team members dedicated full-time to the project	None	Yes, business, functional or technical experts dedicated full-time, 100% to project
24			No, business, functional or technical experts dedicated 50% or less to project	
25			No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
26			Yes, business, functional or technical experts dedicated full-time, 100% to project	
27	6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Half of staff from in-house resources
28			Half of staff from in-house resources	
29			Mostly staffed from in-house resources	
30			Completely staffed from in-house resources	
31	6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Minimal or no impact
32			Moderate impact	
33			Extensive impact	
34	6.10	Does the project governance structure establish a formal change review and control board to address proposed changes in project scope, schedule, or cost?	Yes	Yes
35			No	
36	6.11	Are all affected stakeholders represented by functional manager on the change review and control board?	No board has been established	No, all stakeholders are not represented on the board
37			No, only IT staff are on change review and control board	
38			No, all stakeholders are not represented on the board	
39			Yes, all stakeholders are represented by functional manager	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement		Project: Florida Incident-Based Reporting System	
3	Section 7 -- Project Management Area			
4	#	Criteria	Values	Answer
5	7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
6			Project Management team will use the methodology selected by the systems integrator	
7			Yes	
8	7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
9			1-3	
10			More than 3	
11	7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None	Some
12			Some	
13			All or nearly all	
14	7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
15			41 to 80% -- Some have been defined and documented	
16			81% to 100% -- All or nearly all have been defined and documented	
17	7.05	Have all design specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
18			41 to 80% -- Some have been defined and documented	
19			81% to 100% -- All or nearly all have been defined and documented	
20	7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	81% to 100% -- All or nearly all requirements and specifications are traceable
21			41 to 80% -- Some are traceable	
22			81% to 100% -- All or nearly all requirements and specifications are traceable	
23	7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	Some deliverables and acceptance criteria have been defined and documented
24			Some deliverables and acceptance criteria have been defined and documented	
25			All or nearly all deliverables and acceptance criteria have been defined and documented	
26	7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required	Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables
27			Only project manager signs-off	
28			Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
29	7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	41 to 80% -- Some have been defined to the work package level
30			41 to 80% -- Some have been defined to the work package level	
31			81% to 100% -- All or nearly all have been defined to the work package level	
32	7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	No
33			No	
34	7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	No
35			No	
36	7.12	Are formal project status reporting processes documented and in place to manage and control this project?	No or informal processes are used for status reporting	Project team and executive steering committee use formal status reporting processes
37			Project team uses formal processes	
38			Project team and executive steering committee use formal status reporting processes	
39	7.13	Are all necessary planning and reporting templates, e.g., work plans, status reports, issues and risk management, available?	No templates are available	All planning and reporting templates are available
40			Some templates are available	
41			All planning and reporting templates are available	
42	7.14	Has a documented Risk Management Plan been approved for this project?	Yes	No
43			No	
44	7.15	Have all known project risks and corresponding mitigation strategies been identified?	None or few have been defined and documented	Some have been defined and documented
45			Some have been defined and documented	
46			All known risks and mitigation strategies have been defined	
47	7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	Yes
48			No	
49	7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
50			No	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement		Project: Florida Incident-Based Reporting System	
2				
3	Section 8 -- Project Complexity Area			
4	#	Criteria	Values	Answer
5	8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	More complex
6			More complex	
7			Similar complexity	
8			Less complex	
9	8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	Single location
10			3 sites or fewer	
11			More than 3 sites	
12	8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	Single location
13			3 sites or fewer	
14			More than 3 sites	
15	8.04	How many external contracting or consulting organizations will this project require?	No external organizations	1 to 3 external organizations
16			1 to 3 external organizations	
17			More than 3 external organizations	
18	8.05	What is the expected project team size?	Greater than 15	5 to 8
19			9 to 15	
20			5 to 8	
21			Less than 5	
22	8.06	How many external entities (e.g., other agencies, community service providers, or local government entities) will be impacted by this project or system?	More than 4	More than 4
23			2 to 4	
24			1	
25			None	
26	8.07	What is the impact of the project on state operations?	Business process change in single division or bureau	Statewide or multiple agency business process change
27			Agency-wide business process change	
28			Statewide or multiple agency business process change	
29	8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	Yes
30			No	
31	8.09	What type of project is this?	Infrastructure upgrade	Implementation requiring software development or purchasing commercial off the shelf (COTS) software
32			Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
33			Business Process Reengineering	
34			Combination of the above	
35	8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	No recent experience
36			Lesser size and complexity	
37			Similar size and complexity	
38			Greater size and complexity	
39	8.11	Does the agency management have experience governing projects of equal or similar size and complexity to successful completion?	No recent experience	Greater size and complexity
40			Lesser size and complexity	
41			Similar size and complexity	
42			Greater size and complexity	

SCHEDULE IV-B FOR CRIMINAL JUSTICE DATA TRANSPARENCY

For Fiscal Year 2020-21

September 16, 2019

FLORIDA DEPARTMENT OF LAW ENFORCEMENT

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I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Florida Department of Law Enforcement	Schedule IV-B Submission Date: September 16, 2019
Project Name: Criminal Justice Data Transparency	Is this project included in the Agency's LRPP? ____ Yes __X__ No
FY 2020-21 LBR Issue Code: 36121C0	FY 2020-21 LBR Issue Title: Criminal Justice Data Transparency
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Andrew Branch, 850-410-7872, andrewbranch@fdle.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: Richard Swearingen	Date: 9/13/19.
Agency Chief Information Officer (or equivalent): Printed Name: Joey Hornsby	Date: 9/13/19
Budget Officer: Printed Name: Cynthia Barr	Date: 9/13/19
Planning Officer: Printed Name: Michelle Pyle	Date: 9/13/19
Project Sponsor: Printed Name: Charles Schaeffer	Date: 9/13/19
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Renee Strickland, 850-410-7100, reneestrickland@fdle.state.fl.us
Cost Benefit Analysis:	Andrew Branch, 850-410-7872, andrewbranch@fdle.state.fl.us
Risk Analysis:	Andrew Branch, 850-410-7872, andrewbranch@fdle.state.fl.us
Technology Planning:	Andrew Branch, 850-410-7872, andrewbranch@fdle.state.fl.us
Project Planning:	Andrew Branch, 850-410-7872, andrewbranch@fdle.state.fl.us

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

A. Background and Strategic Needs Assessment

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

1. Business Need

The Florida Legislature passed Senate Bill 1392 (SB1392) creating s. 900.05 and s. 943.6871, Florida Statutes, during the 2018 Legislative Session. SB1392 took effect on July 1, 2018. This legislation requires contributors to provide criminal justice data and statistics to the Florida Department of Law Enforcement (FDLE) as part of a Criminal Justice Data Transparency (CJDT) initiative. The legislation stipulates specific parameters concerning the data collections and directs FDLE to provide public access to the data. FDLE is responsible for receiving specific data elements from each entity on a monthly basis and making the information publicly available beginning January 1, 2019.

The 2019 Legislative Session, though House Bill (HB) 7125 amended s. 900.05 and s.943.6871, Florida Statutes, addressing the confidentiality of the data received. The contributors required to submit data to FDLE was expanded. The CJDT contributors are the Clerks of Court, state attorneys, public defenders, county detention facilities, Justice Administrative Commission (JAC), criminal regional conflict counsel, and the Florida Department of Corrections.

Some of the required data elements from the Clerks of Court and Florida Department of Corrections are already provided to FDLE through existing courses of business. However, these data elements are for specific purposes and may not meet the standards necessary to fulfill requirements of this legislation. The remaining data elements must be clearly defined and methods identified for submission to FDLE for inclusion in the information made publicly accessible.

The data provided by the contributors must be maintained by FDLE in a modern, open, electronic format that is machine-readable and readily accessible through FDLE's website. The data must be available via the internet and must be searchable by data element, county, judicial circuit, or unique identifier. A unique identifier must be created for each criminal case received from the Clerks of Court to identify the person who is the subject of the criminal case and must be the same for all information related to that person at any time. The legislation places limits on the creation of the unique identifier but places the responsibility for linking the data on FDLE.

In addition, HB 7125 requires FDLE to establish a statewide uniform arrest affidavit. Currently, law enforcement agencies in Florida use different methods for collecting arrest data. Some agencies use paper arrest forms, and others have electronic mechanisms for collecting arrest data. The paper-based arrest process is inefficient and prolongs officers' time processing the arrestee. While there are similarities, each booking agency in Florida has different formats and collection requirements that must be used for arrests. The collection of arrest data is not standard across all agencies. This can create inconsistencies in collecting and reporting data for the Florida Incident-Based Reporting System (FIBRS) repository and Criminal Justice Data Transparency solution.

2. Business Objectives

To implement the CJDT requirements, FDLE must support the following business objectives:

- Collect specified data at least monthly from the contributors.
- Support data transmissions from contributors through secure channels.
- Meet current Federal Bureau of Investigation (FBI), FDLE, and state security requirements and support updates to security requirements.
- Create a unique identifier for each person who is the subject of the criminal case.
- Maintain the unique identifier across local and state entities for all information related to that person at any time.

- Collect, compile, maintain, and manage the data submitted by contributors and coordinate related activities to make such data comparable, transferable, and readily usable.
- Monitor data collection procedures and test data quality.
- Develop methods for archiving data, retrieving archived data, and data editing and verification.
- Provide administrative reporting for data submissions and analysis purposes.
- Leverage the FIBRS automated data collection of law enforcement employee counts for other contributors.
- Publish data using an internet-based database in a modern, open, electronic format that is machine-readable, readily accessible and searchable through FDLE's website.
- Ensure published data complies with confidentiality rules.
- Manage state pass through funds to the contributors for implementing the technical requirements.

Upon completion, the public must be able to:

- Have free access to the outlined criminal justice data through FDLE's public website.
- Search the database, at a minimum, by data element, county, judicial circuit, or unique identifier.
- Download the search results in multiple formats.

To provide an automated uniform arrest affidavit for all criminal justice agencies in the state of Florida, FDLE must support the following business objectives:

- Provide a state level repository to support the uniform arrest affidavit data collection from state and local law enforcement agencies.
- Automate the on-line collection of law enforcement agencies arrest data through the use of a standardized arrest affidavit.
- Support data element level sharing of appropriate, non-confidential data.
- Provide a method for law enforcement agencies to submit standardized arrest affidavit data.
- Support mobile client integration for arresting agencies.
- Provide a method to share data with other FDLE Criminal Justice Analytics data sources.
- Provide a method to share data between arresting agencies, state attorney or clerk of court systems.
- Perform data quality checks on received data to ensure it meets associated business rules and automate when applicable.
- Provide a mechanism for the law enforcement agencies to perform data review and approval through a secure interface.
- Comply with current and subsequent updates to state and national retention requirements.
- Provide training on the solution.
- Provide the ability to audit all transactions and generate audit reports.
- Eliminate manual and/or obsolete processes in the collection of data, formatting/reformatting of data, generation of statistics and reports, maintenance of agency information and points of contact, data review, and data approval.
- Consolidate and streamline data submission from state and local agencies to state and local data repositories.

B. Baseline Analysis

1. Current Business Process(es)

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.

NOTE: If an agency has completed a workflow analysis, include through file insertion or attachment the analyses documentation developed and completed by the agency.

The creation of s. 900.05 and s.943.6871, Florida Statutes directs FDLE to provide new services. There is no current business process for this work. Yet, FDLE currently has many processes that coordinate data submission from other local and state agencies, data processing, and publication. These procedures occur for data that enters the repository of computerized criminal history records (CCH), the Uniform Crime Reports (UCR) program, and the Sexual Offender and Predator Registry (SOPR). Current processes are outlined as follows:

CCH

The clerks of court, county detention facilities, and the Florida Department of Corrections provide some of the specified data to FDLE's CCH files which serve as the State's criminal history repository. The submitted data updates the criminal history records after passing through rigorous machine matching processes to ensure that the data are attached to the correct person's record. The CCH system has internal error checks and verifications to ensure data integrity and validity. By statute CCH data is not public, therefore limited summaries arrest data is currently represented on FDLE's website. It is displayed in aggregate as trends, presented in a graphical form, and compared to Florida's UCR arrest trends for similar crime types.

UCR

Summary data are currently submitted to FDLE by over 400 local and state agencies twice annually for UCR Offenses and Arrests that have occurred for the specified period. Agencies may upload text files into the UCR Input System, or may individually enter data directly into the system. Submissions for seven segments are required, including Arrest, Offense, Property, Weapon, Domestic Violence, Arson, and Motor Vehicles and two segments are optional, including Law Enforcement Officers Killed and Assaulted and Supplemental Homicide Reports. The UCR Input System has internal error checks and verifications.

Florida compiles, reports, and publishes data semi-annually with reports that display aggregated counts for the semi-annual (January through June) and annual (January through December) reporting cycles. The data is currently summarized by total offense counts by crime type and unique crime type characteristics on annual basis. Arrest totals for each crime are also available with counts by County, Age and Sex, and Judicial Circuit. (This process will be replaced with FIBRS.)

SOPR

Florida sexual offenders and predators are required to register quarterly or biannually, based on their registration requirements. FDLE receives data about individuals who have registered as a sexual offender or predator on a daily basis from over 400 local and state agencies and the Department of Highway Safety and Motor Vehicles. Data are transmitted to FDLE via text file, which is validated and uploaded into the Sexual Offender and Predator Database. Florida's Sexual Offenders and Predators database is freely available and searchable online.

Other Published Data

FDLE has other searchable databases currently available to the public online including the Public Access System (PAS) http://pas.fdle.state.fl.us/pas/restricted/PAS/home/home.jsf). In addition, the Florida Department of Corrections offers their searchable Corrections Offender Network to the public online (http://www.dc.state.fl.us/offendersearch/).

Other Data Distribution by FDLE

Criminal Background Checks

A full criminal history may be requested for an individual through FDLE's background check service and is subject

to a fee. These data are not otherwise published or publically available.

Privacy and Security Agreements
Limited individual criminal history information may be provided under certain restrictions based on s. 943.057, Florida Statutes and Rule 11C-6.005, Florida Administrative Code. Researchers may request criminal history information only for research and statistical purposes as part of a Privacy and Security Agreement with FDLE. These data are limited to as little criminal history information as possible to fulfill the request, and researchers must follow definitive rules to ensure the protection of the data provided. Such requests are subject to a fee.

Public Records Requests
Limited arrest and court information may be provided under certain restrictions based on s. 119, Florida Statutes. Individuals requesting data based on the Public Records law receive aggregated counts from CCH or UCR based on their specific request. Requests are subject to a fee.

2. Assumptions and Constraints

Assumptions

The following assumptions relate to CJDT:

- The accessibility of crime data and statistics is mission critical to Florida's criminal justice policy makers who analyze criminal justice data and prepare statistical reports to inform the public about the criminal justice process in the State.
- Detailed requirements need to be documented before moving forward with the project.
- The system will comply with state of Florida and FBI Criminal Justice Information Services (CJIS) Security Policies.
- Data will be available from the contributors in a format supported by the CJDT database.
- Data will be published in a modern, open, electronic format that is machine readable and readily accessible on FDLE's website.
- FDLE will create a unique identifier for each person that must be the same for that person in any court case and used across local and state entities for all information related to that person at any time.
- FDLE will disseminate reported criminal justice data.
- Public access to the database will not require a license or fee to receive information.
- To the extent possible, the system will leverage data submitted by other FDLE Criminal Justice Analytics data sources.

The following assumptions relate to the uniform arrest affidavit:

- The solution must have "high-availability."
- The solution will standardize common data with the FIBRS and CJDT solutions.
- Detailed requirements need to be documented before moving forward with the project.
- The solution will ensure data element level sharing of appropriate, non-confidential data.
- The system will comply with state of Florida and FBI CJIS Security Policies.

Constraints

The following constraints relate to CJDT:

- The data required for CJDT include Personally Identifiable Information (PII) and Criminal Justice Information (CJI) which must both be protected and managed according to CJIS Security Policies in motion and at rest.
- Corresponding data elements submitted by each entity must have agreed-upon definitions for each element.
- Search and display functions of the publicly available data will not exceed capabilities of FDLE's website

platform.

- Unique person identifiers are based on demographic data, not biometrics; as such links may change as data modifies.
- Data must be in an electronic format that is machine readable and readily accessible on FDLE's website.
- Data must be made comparable, transferable, and readily usable.
- FDLE must develop methods for archiving data, retrieving archived data, and data editing and verification.
- Submissions to FDLE must include standard data element names, standard business rules, and standard format of data collection.
- The Criminal and Juvenile Justice Information Systems (CJJIS) Council must approve the technical specifications.

The following constraints relate to the uniform arrest affidavit:

- The data required include both PII and CJI which must both be protected and managed according to CJIS Security Policies in motion and at rest.
- Florida's CJJIS Council must approve the uniform arrest affidavit elements.
- Submissions to FDLE must include standard data element names, standard business rules, and standard format of data collection.

C. Proposed Business Process Requirements

1. 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.

Criminal justice data transparency requires the establishment of technical specifications and processes to facilitate the availability of comparable and uniform criminal justice data. FDLE is required to collect, compile, maintain, manage, and publish the data required by s. 900.05, F.S. and ensure that the data is comparable, transferable, and readily usable. The data must be publicly available, searchable, and downloadable, and records must be linked by individual. Some of the following processes are required for CJDT:

1) Create a technical specification that defines data objects, descriptive data fields, and options for each data element that is readily accessible through FDLE's website.
2) Establish requirements on how entities submit data.
3) Develop test environment for verifying connectivity with agencies.
4) Establish rules on how the data will be compiled, processed, structured, used, or shared.
5) Develop methods for data editing and verification.
6) Establish procedures for implementing and monitoring the internet database, including the frequency in which the data is refreshed, e.g., biweekly, monthly.
7) Provide rules for linking all information associated with each case number and unique identifier.
8) Establish processed for exposing data to be accessed by the public.
9) Monitor data collection procedures.
10) Test data quality for accuracy, validity, reliability, and completeness.
11) Develop methods and rules for archiving and retrieving archived data.
12) Collect, compile, maintain, and manage the data submitted by contributors and coordinate related

activities to collect and submit data.

FDLE is required by s.943.687, F.S. to procure a uniform arrest affidavit solution and establish guidelines for a statute crosswalk tables. The following are high-level requirements for the uniform arrest affidavit.

1) Establish a uniform arrest affidavit database and an interface to receive and store arrest data.
2) Develop a test environment for verifying system functionality and agency connectivity.
3) Establish requirements on how entities submit data through the API.
4) Establish rules on how the data will be compiled, processed, structured, used, or shared.
5) Develop methods for data editing and verification.
6) Provide 24/7/365 support.

2. Business Solution Alternatives

The CJDT legislation impacts several contributors concerning data collections and public access to the data. FDLE is responsible for ensuring that the specific data elements are received from local and state agencies on a monthly basis.

Three approaches were evaluated as follows:

Approach 1 – Develop a repository or data warehouse, to house all the required data elements to include the elements that are collected through the CCH system. In addition, procure a separate platform to house required statistical reports, and the open data management platform.
Approach 2 – Develop a new system based on the existing data submissions from other agencies, with additional variables added to satisfy legislative requirements.
Approach 3 – Develop a new system to collect, process, store, and display required data.

3. Rationale for Selection

FDLE applied several criteria to compare alternatives and recommend a business solution that best meets the business and strategic needs of the agency, as well as state and local agency stakeholders.

These criteria include:

- Initial and future workload for required entities
- Support for multiple data sets used by the state
- Ability to automate or streamline data collection processes
- Ability to disseminate crime data to the public and stakeholders
- Impact to data systems of submitting entities
- Impact to FDLE Information Technology Services and systems
- Costs

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. For CJDT, after evaluation of several approaches, the recommended technical solution is Approach 1. With this approach, FDLE will develop a central repository to house all the data elements. The electronic submission of the data will happen through several data streams from agencies to FDLE. This will include data submissions from systems such as the CCH system. Other statistical data will be gathered through pre-determined methods, compiled, analyzed and made

available to the public. All data, as allowed by law or policy, will be available through an Open Data Management Platform.

For the uniform arrest affidavit, per s. 943.6871, F.S., FDLE must procure a solution.

D. Functional and Technical Requirements

Purpose: To identify the functional and technical system requirements that must be met by the project.

Data Collection and Storage

For CJDT, pursuant to s. 900.05, F.S., state and local entities will coordinate related activities to collect and submit data. FDLE must:

- Create a unique identifier for each person who is the subject of the criminal case
- Create a technical specification that defines data objects, describing data fields, and detailing the meaning of and options for each data element reported
- Establish a solution to automate the processes for collecting, validating, auditing, updating, and storing data from the required contributors
- Provide automated data quality checks on the data received from the required contributors to ensure it meets CJDT technical specifications and business rules
- Standardize submissions per the technical specifications and update CCH to meet the new technical specifications
- Provide the ability to export data in multiple formats
- Meet state and federal CJIS security policy, standards, and requirements
- Provide a mechanism for external systems/agencies to exchange data and expand to additional systems in the future

For the uniform arrest affidavit, FDLE must:

- Procure a solution to collect arrest and offense data per the technical specifications
- Provide automated data quality checks on the data received per the business rules
- Provide reporting capabilities on all data housed within the solution
- Provide an interface to the FDLE's statute management module
- Provide user management capability for uniform arrest affidavit users
- Meet state and federal CJIS security policy, standards, and requirements
- Provide a mechanism for external systems/agencies to exchange data and expand to additional systems in the future
- Provide high availability for the uniform arrest affidavit solution

III. Success Criteria

Purpose: To identify the critical results, both outputs and outcomes, that must be realized for the project to be considered a success.

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
1	More detailed Criminal Justice Data available in centralized repository	Agencies submit data using FDLE rule and technical requirements	FDLE Local and state agencies/officials State policymakers Public	01/21
2	More detailed and accurate crime data available	Agencies submit data to repository.	FDLE Local and state agencies/officials State policymakers Public	06/22
3	Leverage new technology	Use of standards such as web services and open data platform	FDLE Local and state agencies/officials Public	07/20
4	More data available to public and stakeholder as defined by FDLE rule and requirements	Data availability in public format	FDLE Local and state agencies/officials State policymakers Public	01/21
5	Consistent collection, linkage, and reporting of criminal justice data from multiple data owners	Definitions of identified data elements for use by all agencies	FDLE Local and state agencies/officials State policymakers Public	07/20
6	Implement the uniform arrest affidavit statewide	State and local arresting agencies throughout Florida are using the uniform arrest affidavit	FDLE Local and state agencies/officials	7/20

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

A. Benefits Realization Table

Purpose: To calculate and declare the tangible benefits compared to the total investment of resources needed to support the proposed IT project.

For each tangible benefit, identify the recipient of the benefit, how and when it is realized, how the realization will be measured, and how the benefit will be measured to include estimates of tangible benefit amounts.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	Data for applicable criminal justice data for use by all Criminal Justice Agencies	Criminal Justice Agencies; State and Local Policymakers; State and Local governments; FDLE.	Creation of a data catalog	Evaluated and adopted by the oversight council, CJJIS Council	06/20
2	More detailed Criminal Justice Data available in centralized repository	Criminal Justice Agencies; State and Local Policymakers; State and Local governments; FDLE; Public.	Data is collected and made available on a consistent basis	Implementation of new methods for receiving and publishing of open data.	06/23
3	Automated submission processes and availability of information as defined by law	Criminal Justice Agencies; State and Local Policymakers; State and Local governments; FDLE; Public.	Data is collected in an automated process, analyzed, and published in open data platform	Implementation of new methods for receiving and publishing of open data.	06/23
4	Implemented automated state wide uniform arrest affidavit	Criminal Justice Agencies; FDLE.	Data collected uniformly and electronically from all arresting agencies can standardize business processes and reduce local training costs	State and local arresting agencies throughout Florida are using the uniform arrest affidavit	7/20

B. Cost Benefit Analysis (CBA)

Purpose: To provide a comprehensive financial prospectus specifying the project's tangible benefits, funding requirements, and proposed source(s) of funding.

Cost Benefit Analysis spreadsheets are in appendix C.

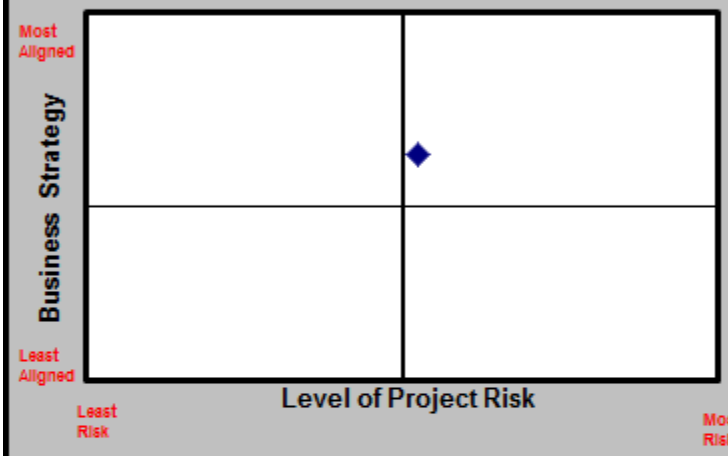
V. Schedule IV-B Major Project Risk Assessment

Purpose: To provide an initial high-level assessment of overall risk incurred by the project to enable appropriate risk mitigation and oversight and to improve the likelihood of project success. The risk assessment summary identifies the overall level of risk associated with the project and provides an assessment of the project's alignment with business objectives.

NOTE: All multi-year projects must update the Risk Assessment Component of the Schedule IV-B along with any other components that have been changed from the original Feasibility Study. The Risk Assessment Tool and Risk Assessment Summary are included in Appendix B on the Florida Fiscal Portal and must be completed and submitted with the agency's Schedule IV-B. After answering the questions on the Risk Assessment Tool, the Risk Assessment Summary is automatically populated.

Project	Criminal Justice Data Transparency	
Agency	Florida Department of Law Enforcement	
FY 2019-20 LBR Issue Code:	FY 2019-20 LBR Issue Title:	
36121C0	Criminal Justice Data Transparency	
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):		
Andrew Branch, 850-410-7872, andrewbranch@fdle.state.fl.us		
Executive Sponsor	Charles Schaeffer	
Project Manager	Kristen Grosh	
Prepared By	Kristen Grosh	7/12/2019

Risk Assessment Summary

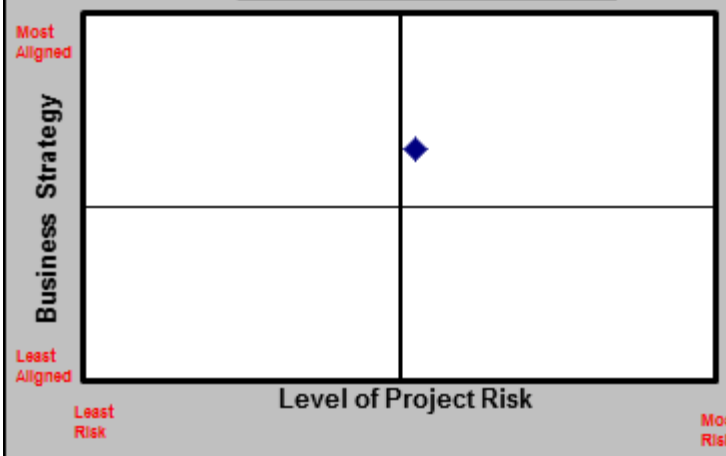


Project Risk Area Breakdown

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

Project	*Uniform Arrest Affidavit*	
Agency	*Florida Department of Law Enforcement*	
FY 2019-20 LBR Issue Code:	FY 2019-20 LBR Issue Title:	
36121C0	*Uniform Arrest Affidavit*	
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):		
Andrew Branch, 850-410-7872, andrewbranch@fdle.state.fl.us		
Executive Sponsor	*Charles Schaeffer*	
Project Manager	*Kristen Grosh*	
Prepared By	*Andrew Branch*	*7/12/2019*

Risk Assessment Summary



Project Risk Area Breakdown

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

VI. Schedule IV-B Technology Planning

A. Current Information Technology Environment

Purpose: To ensure there is close alignment with the business and functional requirements and the selected technology.

1. Current System

a. Description of Current System

The Florida Department of Law Enforcement does not have a current established business process for these systems. These are new requirements for the Department.

b. Current System Resource Requirements

Not applicable

c. Current System Performance

Not applicable

2. Information Technology Standards

See attached appendix F for FDLE information technology standards. When applicable, FDLE's information technology standards are followed. Additional requirements are listed below.

- Requirements of Florida Statutes sections 282.318, 501.171, 775.085, 812.014, 815.06, 817.568, 847.0135, 847.0137, 847.0138, 847.0139, 877.19, 900.05, 943.05, 943.051, 943.053, 943.054, 943.0544, 943.6871, and Chapters 119, 815, 817 Part II, 934, in addition to a variety of other statutes detailing background screening requirements, which describe FDLE's duties as the State's central repository for criminal record information and gateway to the Federal repository.
- NIEM 4.2 (or current version)

B. Current Hardware and/or Software Inventory

NOTE: Current customers of the state data center would obtain this information from the data center.

Not applicable.

C. Proposed Technical Solution

1. Technical Solution Alternatives

The CJDT legislation impacts several contributors concerning data collections and public access to the data. The FDLE is responsible for ensuring that the specific data elements are received from local and state agencies on a monthly basis.

Three approaches were evaluated as follows:

Approach 1 – Develop a repository or data warehouse, to house all the required data elements to include the elements that are collected through the CCH system. In addition, procure a separate platform to house required statistical reports, and the open data management platform.

Approach 2 – Develop a new system based on the existing data submissions from other agencies, with

additional variables added to satisfy legislative requirements.

Approach 3 – Develop a new system to collect, process, store, and display required data.

2. Rationale for Selection

FDLE applied several criteria to compare alternatives and recommend a business solution that best meets the business and strategic needs of the agency, as well as state and local agency stakeholders.

These criteria include:

- Initial and future workload for required entities
- Support for multiple data sets used by the state
- Ability to automate or streamline data collection processes
- Ability to disseminate crime data to the public and stakeholders
- Impact to data systems of submitting entities
- Impact to FDLE IT services and systems
- Costs

3. Recommended Technical Solution

For CJDT, after evaluation of several approaches, the recommended technical solution is Approach 1. With this approach, FDLE will develop a central repository to house all the data elements. The electronic submission of the data will happen through several data streams from agencies to FDLE. This will include data submissions from systems such as the CCH system. Other statistical data will be gathered through pre-determined methods, compiled, analyzed and made available to the public. All data, as allowed by law or policy, will be available through an Open Data Management Platform.

For the uniform arrest affidavit, per s. 943.6871, F.S. FDLE must procure a solution.

D. Proposed Solution Description

The CJDT and uniform arrest affidavit solutions will leverage technology from the Florida Incident-Based Reporting System project by utilizing a standard technical specification that will streamline the submission of data to FDLE. This will have the added benefit of reducing the need for multiple repositories. Independently implementing CJDT and uniform arrest affidavit will significantly increase the cost for FDLE and data contributors.

1. Summary Description of Proposed System

There are two major components that are part of the planned approach: (a) the repository system that receives data from agencies, stores and processes the data, and generates data submissions for transmission to other systems, and (b) an open data management system that makes the data available to the public.

System Type

CJDT System will utilize a data warehouse hosting all data submitted by state and local agencies to FDLE, and will include a machine-to-machine service for agencies to upload data by a predetermined format.

System will include an application server and web server, and potentially a database server, with a web-based interface to perform numerous administrative and managerial functions related to user management and data

handling, as described above.

Operating system, database management system, storage, programming language, etc. for the CJDT system will be determined based on negotiation between FDLE and the vendor selected.

Connectivity
CJDT will leverage existing and newly defined data feeds from state and local agencies over secure connections.

Security, Privacy, Confidentiality, Access
These standards will be the same as the current security standards used by FDLE. Since data will contain personally identifiable information, data controls will be established to ensure that access to sensitive data is restricted to appropriate personnel.

Development and Procurement Approach
To realize the business solution, FDLE plans to acquire commercially available systems that can be customized to meet FDLE's business requirements. The contracted systems will include, but are not limited to:

- Commercial CJDT Repository
- Open Data Management Service
- Computer hardware (e.g., servers, storage, and network)
- Commercial systems software (e.g., operating system, and application server platform)
- Project management services
- Software customization services
- Data analysis services
- System integration and testing services
- Implementation and configuration
- Support services
- Training services

Maturity and Life Expectancy of the Technology
FDLE intends to procure a mature solution, with customizable functionality to accommodate the business need. The vendor solutions shall be flexible to facilitate future changes and upgrades as applicable.

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

Anticipated project costs for CJDT are summarized in the table below:

Title:	Criminal Justice Data Transparency		
Tracking #:	TBD		
Customer:	Criminal Justice Information Services	**Customer Contact:**	
Manager:	Kristen Grosh	**ITS Lead:**	
Planned Start:	7/1/2019	**Planned Finish:**	6/30/2022
Duration (mos):	36.5		
Baseline Date:	10/1/2018		
Revision Date:	9/9/2019	**Version #:**	1.0

Project Budget	**Planned**			
Cost Elements	**FY 19/20**	**FY 20/21**	**FY 21/22**	**Totals**
Staff				
State Staff	$307,732	$525,878	$525,878	$1,359,488
OPS	$0	$0	$0	$0
Expenses				
Project Deliverables	$65,000	$280,000	$0	$345,000
Software	$0	$1,300,000	$0	$1,300,000
Other Expenses	$29,181	$45,930	$45,930	$121,041
OCO	$0	$0	$0	$0
Contract Services				
Contract Staff	$113,500	$285,000	$240,000	$638,500
Project Deliverables	$835,000	$550,000	$0	$1,385,000
Maintenance	$0	$0	$0	$0
Other IT Services	$37,265	$37,265	$37,265	$111,795
Other	$500,000	$0	$0	$500,000
Total	**$1,887,678**	**$3,024,073**	**$849,073**	**$5,760,824**

Anticipated project costs for the uniform arrest affidavit are summarized in the table below:

Title:	Uniform Arrest Affidavit		
Tracking #:	TBD		
Customer:	Criminal Justice Information Services	**Customer Contact:**	
Manager:	Kristen Grosh	**ITS Lead:**	
Planned Start:	7/1/2019	**Planned Finish:**	6/30/2022
Duration (mos):	36.5		
Baseline Date:	10/1/2018		
Revision Date:	9/9/2019	**Version #:**	1.0

Project Budget	**Planned**			
Cost Elements	**FY 19/20**	**FY 20/21**	**FY 21/22**	**Totals**
Staff				
State Staff	$178,699	$416,948	$416,948	$1,012,596
OPS	$0	$0	$0	$0
Expenses				
Project Deliverables	$10,000	$20,000	$0	$30,000
Software	$0	$50,000	$0	$50,000
Other Expenses	$21,606	$42,695	$42,695	$106,997
OCO	$0	$0	$0	$0
Contract Services				
Contract Staff	$113,500	$285,000	$240,000	$638,500
Project Deliverables	$5,000,000	$0	$0	$5,000,000
Maintenance	$0	$0	$0	$0
Other IT Services	$37,265	$37,265	$37,265	$111,795
Other	$0	$0	$0	$0
Total	**$5,361,071**	**$851,909**	**$736,909**	**$6,949,888**

Capacity Planning

(historical and current trends versus projected requirements)

CJDT and uniform arrest affidavit do not have historical data. Both the CJDT solution and the uniform arrest affidavit solution need to meet the annual capacity requirements. The annual number of arrests in Florida for the past five years is listed below.

- 2014 – 867,084
- 2015 – 773,174
- 2016 – 726,496
- 2017 – 711,831
- 2018 – 716,653

Using the last five years as a basis for the estimating the uniform arrest affidavit capacity, the capacity for 10 years would be 7.6 million. However, growth in Notice to Appears is expected to increase the number of arrests. Factoring in a 2% growth and growth for Notice to Appear records the estimated capacity for the uniform arrest affidavit is 8 million.

It is estimated that the CJDT solution will need to handle a capacity of 24 million records. The number of records includes totals from the Computerized Criminal History system, FIBRS, and employee count data.

VII. Schedule IV-B Project Management Planning

Purpose: To require the agency to provide evidence of its thorough project planning and provide the tools the

agency will use to carry out and manage the proposed project. The level of detail must be appropriate for the project's scope and complexity.

> ***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.***

FDLE will establish two separate projects for the implementation of the CJDT solution and the uniform arrest affidavit based on the different start dates, deadlines and funding for each solution. For each project, FDLE will prepare a Project Management Plan. This plan will include:

Project Phasing Plan and Scope

This project consists of three high-level phases: detailed planning, procurement/contracting, and implementation and deployment.

Phase 1 - Detailed Planning

The detailed planning phase involves designing and developing the system technical specification and technical requirements, assembling the project team, and establishing mechanisms for FDLE to collaborate with state and local agencies and with vendors. The CJJIS Council will approve the technical specifications for both the CJDT and uniform arrest affidavit solutions.

Phase 2 - Contracting

This phase of the project will include obtaining funding and statutory approvals to move forward with procurement process. The specifications and requirements developed during the detailed planning phase will be used to develop the procurement(s) for both the CJDT and uniform arrest affidavit solutions. Where applicable, FDLE will procure a vendor(s) commercial products.

Phase 3 - Implementation and Deployment

The implementation and deployment phase starts as soon as the technical specification and requirements are available and the competitive procurement is complete. In addition, FDLE can start development of a test plan and various documentation and software tools to simplify development and testing of products.

Baseline Schedule

A baseline schedule can be found in Appendix E. A more detailed baseline schedule will be prepared after contracts are established with vendors.

Project Organization

Each project requires coordination and management of a skilled project staff consisting of technical, functional, and administrative staff, mixed with contract staff and task-specific vendors.

Each project organization consists of the Project Steering Committee (PSC), the Project Manager (PM), and the Project Team. FDLE SME's and a number of other groups provide additional support. Each group performs a particular role for the project and is comprised of members of ITS, CJIS, and FDLE leadership.

FDLE Project Steering Committee (PSC)

The PSC approves deliverables and change requests for the project. Members of the PSC include Criminal Justice Information Services and Information Technology Services.

Project Manager

The PM is responsible for the overall management and coordination of the work effort and successful completion of the project. The PM monitors the day-to-day status of project team efforts. This includes establishing and maintaining the project management plan, assigning, directing, and monitoring the work of project staff, serving as FDLE's primary point of contact for the prime contractor, managing issues and risks, monitoring and reporting project status, and reviewing contract deliverables prior to delivery to the PSC for approval.

Project Team

The Project Team consists of a core group of FDLE members responsible for the day-to-day tasks associated with the project. This team will be comprised largely of members of Criminal Justice Information Services, Information Technology Services and any other positions (FTE or Contract) deemed necessary for the successful completion of the project. The Project Team is creating a Resource Plan which defines all resources for the project including all positions deemed necessary.

Contract Manager

As a member of the Project Team, the Contract Manager is responsible for gathering the necessary information for developing the statement of work (SOW) and other contracting vehicles, monitoring the award of those contracts, ensuring performance delivery as required by the contract and closing out contracts when the tasks are completed. The Contract Manager works closely with FDLE contract and legal members to ensure that all work is accomplished within State and FDLE contracting rules and guidelines. The Contract Manager will coordinate budget issues and maintain awareness of all expenditures and accounts payable.

FDLE Implementation and Transition Unit (ITU)

Workgroups will assist the Project Team in ensuring that the CJDT project meets the operational needs. SMEs, representatives from business operations, and IT will be assigned to the project. F The unit will be responsible for implementation and transition as well as for stakeholder and customer communication, education/training, preparation and readiness for the new technology. They will evaluate existing policies and determine whether modifications are needed, or if new policies need to be created, to mitigate privacy or other risks related to new services and business processes.

The ITU will serve as the conduit through which user community stakeholders and program personnel communicate, ensuring the resulting services are compliant with the mission. This includes policy identification/coordination for new services, questions for the record, and public inquires. This project will require extensive coordination with contributors as they make modifications to their systems to become compliant with state specifications. ITU members are housed in the Criminal Justice Analytics Bureau.

Quality Assurance Plan

The focus of the quality management process is to build effective processes that enable the production of high quality deliverables that meet the specified business requirements. The quality management procedure consists of two principal processes: Quality Assurance (QA) and Quality Control (QC).

Quality Assurance

QA is the practice of adhering to planned, established and systematic approaches designed to ensure the high caliber of the deliverables and the detection and correction of any errors. It provides information about

a common set of guidelines and standards to be applied by the Project Team. The primary aspect of a QA review is to ensure that the processes established for the project are being followed. If new processes are required, a group will be formed to establish the quality procedure. The benefits of following quality assurance processes include the following:

- Improved communication
- Improved planning and requirement gathering/definition processes
- Improved development process
- Improved product quality
- Better criteria for hardware and software testing
- Easier transition to production for hardware and software

The most effective QA activity is a formal QA review. The Project Team and PSC will conduct these reviews of project processes. Using results generated by this review, the PM will direct follow-up actions to ensure that the project uses sound processes. Additionally the PSC will advise the PM of any observed deficiencies in processes and the PM will take corrective action to resolve the deficiency in the future.

Quality Control

QC activities are those focused on the inspection and/or testing of the deliverable produced. The QC Team will verify that the deliverables are of acceptable quality and that they are technically accurate. QC is the responsibility of the Project Team and the PM or Task Lead responsible for a deliverable. The PM will monitor the activities associated with the acceptance of deliverables. QC is conducted before a deliverable is submitted as final to be approved by the PM. The Project Manager is responsible for developing and maintaining a Quality Plan. The Quality Plan will document major deliverables of the project, completeness and correctness criteria, quality control activities and quality assurance activities.

Topics Addressed in the Quality Plan:

Quality Control activities associated with project deliverables:

- Document Deliverables
- Hardware and Software Deliverables
- Service Deliverables

Quality Assurance activities:

- QA processes (Requirements Traceability, Testing, Data Migration, etc.)
- Responsibility for QA processes

Quality Metrics for the project such as:

- Changes in Scope
- Changes to Schedule
- Changes in Cost
- Number and Type of Issues
- Number and Type of Defects
- Preparedness of customer to assume production responsibilities
- Preparedness of IT to assume production responsibilities
- Solution “Fitness for Use”

System testing and operational acceptance testing will be the primary QC processes used to assure that deliverables meet FDLE’s documented requirements. System testing will involve specific testing and measurement at a technical level to verify compatibility, usability, performance, accuracy, and content of results.

External Project Oversight
Criminal and Juvenile Justice Information Systems (CJJIS) Council

The CJJIS Council was created by section 943.08, F.S., with the purpose to develop and implement a statewide strategy for identification, sharing, and coordination of criminal and juvenile justice data among federal, state and local criminal justice agencies. The Council is comprised by 14 members, consisting of representatives from the Attorney General, State Attorneys, Department of Law Enforcement, Department of Corrections, Parole Commission, Department of Juvenile Justice, Department of Highway Safety and Motor Vehicles, Public Defenders and the Office of State Court Administrators. The Governor of Florida appoints two sheriffs, two police chiefs, and one clerk of court to the Council. With this broad representation of the criminal justice community, all issues receive a full and fair hearing from all perspectives.

Change Management
Change management occurs throughout the lifecycle of the project. A change can be related to any facet of the project – scope creep, schedule revision, funding / cost changes, team / resource changes, issues and risks, etc.

If the change is minor, the PM may determine that the change can be met within current project parameters and the formal change process is not necessary. If the change could impact requirements, deliverables, payment schedule, cost, or completion date of a major milestone, the PM (or team member assigned) will fully research the impact of the project change and formulate a resolution. The PM will complete a formal Project Change Request form and present the change to the PSC.

The PSC will determine if the proposed change should be approved. Members of the PSC will signify approval or disapproval of a proposed project change by signing the Project Change Request form.

If the Project Steering Committee or FDLE Leadership (Assistant Commissioner, Director of CJIS, Director of Business Support, and the Chief Information Officer) determines that the approved project change will require a Contract Amendment, the PM will work with the vendor to prepare the Contract Amendment for the PSC's review and approval. The contract amendment will then be processed according to FDLE contract procedures.

Communications Plan
The PM will develop a Communications Plan to provide a framework for addressing communications with project stakeholders. The Communications Plan outlines a comprehensive strategy of both communicating project and process change information to the stakeholders as well as receiving and processing input/feedback from stakeholders. The Communication Plan identifies communication strategies which will be used to target the different audience groups (users, stakeholders, advisors, decision-makers, etc.) via an assortment of communication methods (Internet and email, formal and informal documents, multi-media presentations, and face-to-face meetings). This document serves as the core of the change management effort and will be updated throughout the life of the project.

The Project Manager is responsible for developing and maintaining a Communication Management Plan. This plan will document how and in what format information will be communicated, when and where communication will be made, and who is responsible for providing each type of communication.

Topics included in the Communication Management Plan:

1. Target Audience - Identification of all possible audience groups in as much detail as possible:
   - Specific stakeholder groups
   - Data contributors
   - Project Team
   - Project Steering Committee
   - FDLE management
   - FDLE customers
   - Legislature and Cabinet
   - Oversight agencies

2. Communication Method Communications may be formal, such as status reports, Operational Work Plans, newsletters, and quarterly meetings or informal such as notices or announcements through email or website. Communications may also be in written form or face-to-face. Examples include such things as:
   - Status reports
   - Operational Work Plans
   - Stakeholder /customer surveys
   - Project and program newsletters
   - Project and program websites
   - Ad Hoc notices
   - Project Steering Committee meetings
   - Project Team meetings
   - FDLE Executive Leadership briefs

3. Method of Delivery - Methods of delivery could be such things as:
   - Emails
   - Presentations
   - Reports
   - Websites
   - Documents (electronic or paper)
   - Meetings

4. Frequency
   Some communications could be set at regular intervals such as meetings or reports required annually, quarterly, biweekly, etc. or upon specific project milestone or phase timelines according to project needs. Some communication could also be random and event-specific such as notices dealing with specific issues.

5. Responsibility
   Each type of communication must be assigned to the PM or a specific member of the Project Team.

Risk Management

The Risk Management Plan describes the plan to manage risks throughout the life of the project. A risk refers to future conditions or circumstances, which will have an adverse impact on the project if they occur, that exist

outside of the control of FDLE or the Project Team. In other words, a risk is a potential future problem. Risk management is performed continually over the life of the project. Risk management includes the following:

Step 1: Identify major risks to project success
Step 2: Assess the potential impact of each risk and its probability of occurrence
Step 3: Determine appropriate contingency plans
Step 4: Determine the acceptable level of tolerance for each risk
Step 5: Specify mitigation strategies to be implemented for critical risks
Step 6: Periodically review the effectiveness of mitigation strategies and identify any new risks.

Risk identification occurs throughout the life of the project. Any project stakeholder, Project Team member, customer or contractor can submit a risk at any time. A risk mitigation session is conducted at the start of each build or phase. The PM will manage the FDLE risk documents which is one of the artifacts maintained throughout the life of the project. Distribution of the risk document will be agreed upon between the FDLE and the vendor PM at the beginning of the engagement. The risk document will be an electronic document and available to the Project Team and PSC at all times during the project.

The PM (in consultation with the PSC) evaluates the risk and recommends a risk level. The risk level is used to set the priority of the risk and determine how risks should be addressed.

Risk management includes an ongoing cycle of risk identification, analysis and monitoring. Each risk with a risk level of medium or high is evaluated to determine if the impact is severe enough that a risk mitigation plan should be created. If a risk mitigation plan is required, the risk is investigated to determine whether or not the resolution of a risk causes the budget, personnel, scope or schedule to change. In the event a risk mitigation plan must be exercised, project change control processes will be used (if necessary) and activities associated with the risk mitigation plan will be added to the Project Schedule to ensure the work is completed. The PM monitors all risk mitigation plans to ensure they are being executed successfully.

Implementation Plan

The projects will utilize an implementation plan for deploying the solutions to the projection environment. The implementation plan identifies all activities required for successful deployment(s) of the solutions for production use. The implementation plan will include:

- Implementation Plan (Step-by-step instructions)
- Go-live Schedule
- Implementation Approvals
- Implementation Communication Plan
- Dependencies
- Resource Requirements
- Failback Plan
- Post-Implementation Tasks

VIII. Appendices

Appendix A –Standards and Definitions

Appendix B – Project Risk Assessment (uniform arrest affidavit solution and CJDT)

Appendix C – Cost Benefit Analysis (uniform arrest affidavit solution and CJDT)

Appendix D – Estimated Project Budget (uniform arrest affidavit solution and CJDT)

Appendix E – Estimated Project Schedules (uniform arrest affidavit solution and CJDT)

Appendix F – Information Technology Standards

Appendix A– Standards and Definitions

1. **28 Code of Federal Regulations Part 20 (28 CFR Part 20)**

   These regulations are in place to assure that criminal history record information, wherever it appears, is collected, stored, and disseminated in a manner to ensure the accuracy, completeness, currency, integrity, and security of such information and to protect individual privacy.

2. **Chapter 74-2, F.A.C. the State of Florida Cybersecurity Standards (FCS)**

   https://www.flrules.org/gateway/ruleNo.asp?id=74-2.001

3. **Department of Justice (DOJ) Global Reference Architecture (GRA)**

   GRA enhances justice and public safety through a service-oriented approach to information sharing. It is accomplished by providing reference architecture with guidance for identifying, defining, implementing, and governing services.

   GRA is an information exchange solution designed to cut 80 percent of implementation time and costs for state and local justice agencies through reuse of established promising practices in IT architecture and design.

4. **FBI CJIS Security Policy(CSP)**

   The CJIS Security Policy provides guidance for the creation, viewing, modification, transmission, dissemination, storage, and destruction of CJIS data. This policy applies to every individual—contractor, private entity, noncriminal justice agency representative, or member of a criminal justice entity—with access to, or who operate in support of, criminal justice services and information.

5. **FBI Electronic Biometric Transmission Specification (EBTS)**

   The FBI Criminal Justice Information Services Division is moving toward a system that will contain a complete biometric and biographic profile of the subject records in its databases. Although fingerprints will continue to be the FBI's primary mode of identification for the near future, the scope of the EBTS has been expanded over previous versions to include additional biometric modalities (e.g., palm print, facial, and iris) in recognition of the rapidly developing biometric identification industry. The most recent update to the American National Standards Institute /National Institute of Standards and Technology-Information Technology Laboratory 1-2011 standard (ANSI/NIST-ITL 1-2011) includes new record types to facilitate data sharing of new biometric modalities. Integrating biometric data in accordance with the ANSI/NIST standard, the FBI EBTS provides a description of all requests and responses associated with electronic fingerprint and other biometric identification services.

6. **Global Federated Identity and Privilege Management (GFIPM)**

   The goal of GFIPM is to enable information sharing for state and local agencies through a federated model that is secure, scalable, and cost-effective. One of the guiding principles of GFIPM is to seek to understand and meet the needs of state and local agencies through a collaborative, consensus-based process that incorporates the input of all major stakeholders, including state and local agencies as well as the federal government.

7. **Lightweight Directory Access Protocol (LDAP)/Active Directory**

   LDAP is an application protocol for accessing and maintaining distributed directory information services over an Internet Protocol (IP) network.

8. National Information Exchange Model (NIEM)

The National Information Exchange Model is a community-driven, government-wide, standards-based approach to exchanging information. NIEM connects communities of people who share a common need to exchange information in order to advance their mission.

Used in all 50 states and internationally, NIEM is available to everyone. It is a consistent starting point—which includes a data model, governance, training, tools, technical support services, and an active community—that assists users in adopting a standards-based approach to exchanging data.

When it matters most—protecting citizens, responding to disasters, monitoring prescription drug abuse, identifying welfare assistance eligibility, or providing support services to children and families—NIEM provides quick access to accurate, complete, and actionable information.

9. Security Assertion Markup Language (SAML)

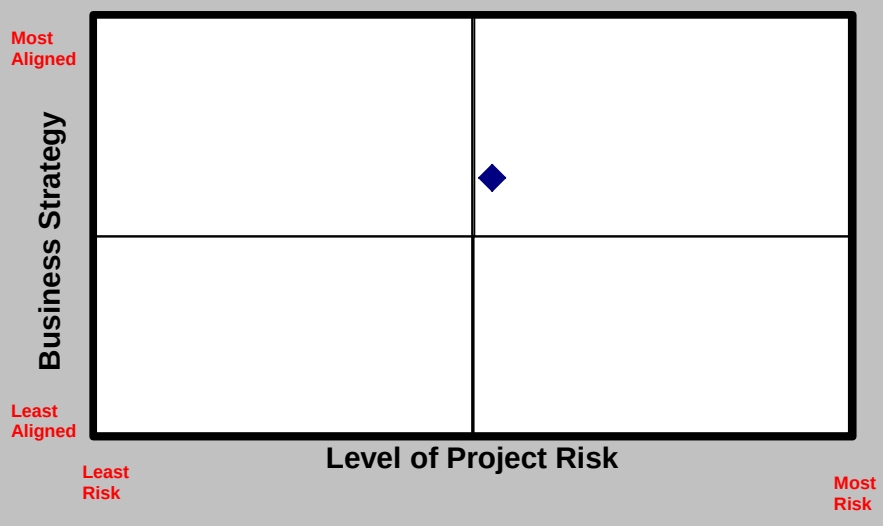
SAML is an Extensible Markup Language (XML) based open standard data format for exchanging authentication and authorization data between parties, in particular, between an identity provider and a service provider.

10. United States Rehabilitation Act – Section 508 details accessibility standards for all systems

The Section 508 Standards are part of the Federal Acquisition Regulation (FAR) and address access for people with physical, sensory, or cognitive disabilities. They contain technical criteria specific to various types of technologies and performance-based requirements, which focus on functional capabilities of covered products. Specific criteria cover software applications and operating systems, web-based information and applications, computers, telecommunications products, video and multi-media, and self-contained closed products.

Project	*Criminal Justice Data Transparency*	
Agency	*Florida Department of Law Enforcement*	
FY 2019-20 LBR Issue Code:	**FY 2019-20 LBR Issue Title:**	
36121C0	*Criminal Justice Data Transparency*	
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):		
Andrew Branch, 850-410-7872, andrewbranch@fdle.state.fl.us		
Executive Sponsor	*Charles Schaeffer*	
Project Manager	*Kristen Grosh*	
Prepared By	*Kristen Grosh*	*7/12/2019*

Risk Assessment Summary



Project Risk Area Breakdown

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

	B	C	D	E
1	Agency: Florida Department of Law Enforcement		Project: Criminal Justice Data Transparency	
3	Section 1 -- Strategic Area			
4	#	**Criteria**	**Values**	Answer
5	1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	81% to 100% -- All or nearly all objectives aligned
6			41% to 80% -- Some objectives aligned	
7			81% to 100% -- All or nearly all objectives aligned	
8	1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Informal agreement by stakeholders
9			Informal agreement by stakeholders	
10			Documented with sign-off by stakeholders	
11	1.03	Are the project sponsor, senior management, and other executive stakeholders actively involved in meetings for the review and success of the project?	Not or rarely involved	Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings
12			Most regularly attend executive steering committee meetings	
13			Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
14	1.04	Has the agency documented its vision for how changes to the proposed technology will improve its business processes?	Vision is not documented	Vision is partially documented
15			Vision is partially documented	
16			Vision is completely documented	
17	1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	81% to 100% -- All or nearly all defined and documented
18			41% to 80% -- Some defined and documented	
19			81% to 100% -- All or nearly all defined and documented	
20	1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	No changes needed
21			Changes unknown	
22			Changes are identified in concept only	
23			Changes are identified and documented	
24			Legislation or proposed rule change is drafted	
25	1.07	Are any project phase or milestone completion dates fixed by outside factors, e.g., state or federal law or funding restrictions?	Few or none	All or nearly all
26			Some	
27			All or nearly all	
28	1.08	What is the external (e.g. public) visibility of the proposed system or project?	Minimal or no external use or visibility	Extensive external use or visibility
29			Moderate external use or visibility	
30			Extensive external use or visibility	
31	1.09	What is the internal (e.g. state agency) visibility of the proposed system or project?	Multiple agency or state enterprise visibility	Multiple agency or state enterprise visibility
32			Single agency-wide use or visibility	
33			Use or visibility at division and/or bureau level only	
34	1.10	Is this a multi-year project?	Greater than 5 years	Between 1 and 3 years
35			Between 3 and 5 years	
36			Between 1 and 3 years	
37			1 year or less	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement			Project: Criminal Justice Data Transparency
3	Section 2 -- Technology Area			
4	#	Criteria	Values	Answer
5	2.01	Does the agency have experience working with, operating, and supporting the proposed technical solution in a production environment?	Read about only or attended conference and/or vendor presentation	Installed and supported production system more than 3 years
6			Supported prototype or production system less than 6 months	
7			Supported production system 6 months to 12 months	
8			Supported production system 1 year to 3 years	
9			Installed and supported production system more than 3 years	
10	2.02	Does the agency's internal staff have sufficient knowledge of the proposed technical solution to implement and operate the new system?	External technical resources will be needed for implementation and operations	External technical resources will be needed for implementation and operations
11			External technical resources will be needed through implementation only	
12			Internal resources have sufficient knowledge for implementation and operations	
13	2.03	Have all relevant technical alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	Some alternatives documented and considered
14			Some alternatives documented and considered	
15			All or nearly all alternatives documented and considered	
16	2.04	Does the proposed technical solution comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards
17			Some relevant standards have been incorporated into the proposed technology	
18			Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
19	2.05	Does the proposed technical solution require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Minor or no infrastructure change required
20			Moderate infrastructure change required	
21			Extensive infrastructure change required	
22			Complete infrastructure replacement	
23	2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are defined only at a conceptual level
24			Capacity requirements are defined only at a conceptual level	
25			Capacity requirements are based on historical data and new system design specifications and performance requirements	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement			Project: Criminal Justice Data Transparency
3	Section 3 -- Organizational Change Management Area			
4	#	Criteria	Values	Answer
5	3.01	What is the expected level of organizational change that will be imposed within the agency if the project is successfully implemented?	Extensive changes to organization structure, staff or business processes	Minimal changes to organization structure, staff or business processes structure
6			Moderate changes to organization structure, staff or business processes	
7			Minimal changes to organization structure, staff or business processes structure	
8	3.02	Will this project impact essential business processes?	Yes	No
9			No	
10	3.03	Have all business process changes and process interactions been defined and documented?	0% to 40% -- Few or no process changes defined and documented	41% to 80% -- Some process changes defined and documented
11			41% to 80% -- Some process changes defined and documented	
12			81% to 100% -- All or nearly all processes defiined and documented	
13	3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	No
14			No	
15	3.05	Will the agency's anticipated FTE count change as a result of implementing the project?	Over 10% FTE count change	Less than 1% FTE count change
16			1% to 10% FTE count change	
17			Less than 1% FTE count change	
18	3.06	Will the number of contractors change as a result of implementing the project?	Over 10% contractor count change	Less than 1% contractor count change
19			1 to 10% contractor count change	
20			Less than 1% contractor count change	
21	3.07	What is the expected level of change impact on the citizens of the State of Florida if the project is successfully implemented?	Extensive change or new way of providing/receiving services or information)	Extensive change or new way of providing/receiving services or information)
22			Moderate changes	
23			Minor or no changes	
24	3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Moderate changes
25			Moderate changes	
26			Minor or no changes	
27	3.09	Has the agency successfully completed a project with similar organizational change requirements?	No experience/Not recently (>5 Years)	Recently completed project with greater change requirements
28			Recently completed project with fewer change requirements	
29			Recently completed project with similar change requirements	
30			Recently completed project with greater change requirements	

	B	C	D	E
1	Agency: Agency Name			Project: Project Name
3	Section 4 -- Communication Area			
4	#	Criteria	Value Options	Answer
5	4.01	Has a documented Communication Plan been approved for this project?	Yes	No
6			No	
7	4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Routine feedback in Plan
8			Routine feedback in Plan	
9			Proactive use of feedback in Plan	
10	4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	Yes
11			No	
12	4.04	Are all affected stakeholders included in the Communication Plan?	Yes	Yes
13			No	
14	4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	Some key messages have been developed
15			Some key messages have been developed	
16			All or nearly all messages are documented	
17	4.06	Have desired message outcomes and success measures been identified in the Communication Plan?	Plan does not include desired messages outcomes and success measures	Plan does not include desired messages outcomes and success measures
18			Success measures have been developed for some messages	
19			All or nearly all messages have success measures	
20	4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	Yes
21			No	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement			Project: Criminal Justice Data Transparency
3	Section 5 -- Fiscal Area			
4	#	Criteria	Values	Answer
5	5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	No
6			No	
7	5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	41% to 80% -- Some defined and documented
8			41% to 80% -- Some defined and documented	
9			81% to 100% -- All or nearly all defined and documented	
10	5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Between $2 M and $10 M
11			Greater than $10 M	
12			Between $2 M and $10 M	
13			Between $500K and $1,999,999	
14			Less than $500 K	
15	5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	No
16			No	
17	5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Order of magnitude – estimate could vary between 10-100%
18			Order of magnitude – estimate could vary between 10-100%	
19			Placeholder – actual cost may exceed estimate by more than 100%	
20	5.06	Are funds available within existing agency resources to complete this project?	Yes	No
21			No	
22	5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
23			Funding from local government agencies	
24			Funding from other state agencies	
25	5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Requested and received
26			Requested but not received	
27			Requested and received	
28			Not applicable	
29	5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	Most project benefits have been identified but not validated
30			Some project benefits have been identified but not validated	
31			Most project benefits have been identified but not validated	
32			All or nearly all project benefits have been identified and validated	
33	5.10	What is the benefit payback period that is defined and documented?	Within 1 year	No payback
34			Within 3 years	
35			Within 5 years	
36			More than 5 years	
37			No payback	
38	5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Stakeholders have not been consulted re: procurement strategy
39			Stakeholders have not been consulted re: procurement strategy	
40			Stakeholders have reviewed and approved the proposed procurement strategy	
41	5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Combination FFP and T&E
42			Firm Fixed Price (FFP)	
43			Combination FFP and T&E	
44	5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Just-in-time purchasing of hardware and software is documented in the project schedule
45			Purchase all hardware and software at start of project to take advantage of one-time discounts	
46			Just-in-time purchasing of hardware and software is documented in the project schedule	
47	5.14	Has a contract manager been assigned to this project?	No contract manager assigned	Contract manager assigned is not the procurement manager or the project manager
48			Contract manager is the procurement manager	
49			Contract manager is the project manager	
50			Contract manager assigned is not the procurement manager or the project manager	
51	5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	Yes
52			No	
53	5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	All or nearly all selection criteria and expected outcomes have been defined and documented
54			Some selection criteria and outcomes have been defined and documented	
55			All or nearly all selection criteria and expected outcomes have been defined and documented	
56	5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	Procurement strategy has not been developed	Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor
57			Multi-stage evaluation not planned/used for procurement	
58			Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
59	5.18	For projects with total cost exceeding $10 million, did/will the procurement strategy require a proof of concept or prototype as part of the bid response?	Procurement strategy has not been developed	Not applicable
60			No, bid response did/will not require proof of concept or prototype	
61			Yes, bid response did/will include proof of concept or prototype	
62			Not applicable	
63				
64				
65				
66				

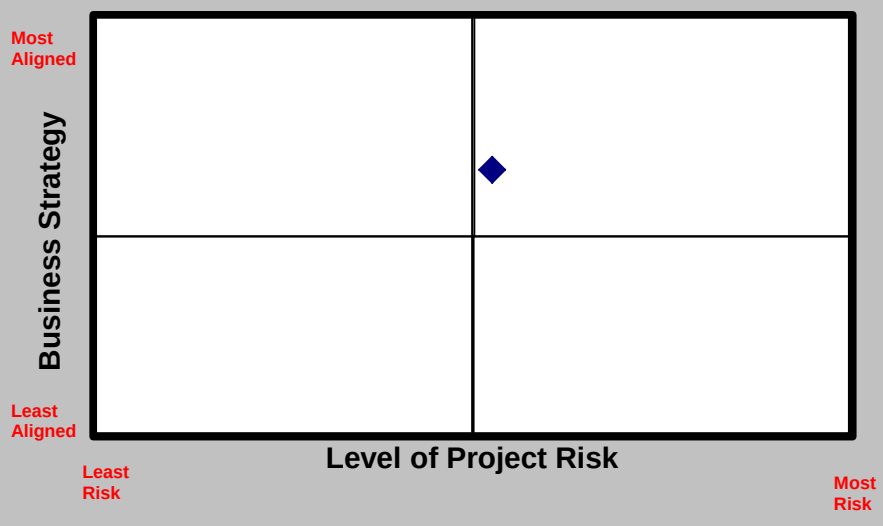
	B	C	D	E
1	Agency: Florida Department of Law Enforcement		Project: Criminal Justice Data Transparency	
3	Section 6 -- Project Organization Area			
4	#	Criteria	Values	Answer
5	6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	Yes
6			No	
7	6.02	Have all roles and responsibilities for the executive steering committee been clearly identified?	None or few have been defined and documented	All or nearly all have been defined and documented
8			Some have been defined and documented	
9			All or nearly all have been defined and documented	
10	6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	System Integrator (contractor)
11			Agency	
12			System Integrator (contractor)	
13	6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	1
14			2	
15			1	
16	6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Some or most staff roles and responsibilities and needed skills have been identified
17			Some or most staff roles and responsibilities and needed skills have been identified	
18			Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
19	6.06	Is an experienced project manager dedicated fulltime to the project?	No experienced project manager assigned	Yes, experienced project manager dedicated full-time, 100% to project
20			No, project manager is assigned 50% or less to project	
21			No, project manager assigned more than half-time, but less than full-time to project	
22			Yes, experienced project manager dedicated full-time, 100% to project	
23	6.07	Are qualified project management team members dedicated full-time to the project	None	Yes, business, functional or technical experts dedicated full-time, 100% to project
24			No, business, functional or technical experts dedicated 50% or less to project	
25			No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
26			Yes, business, functional or technical experts dedicated full-time, 100% to project	
27	6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Half of staff from in-house resources
28			Half of staff from in-house resources	
29			Mostly staffed from in-house resources	
30			Completely staffed from in-house resources	
31	6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Minimal or no impact
32			Moderate impact	
33			Extensive impact	
34	6.10	Does the project governance structure establish a formal change review and control board to address proposed changes in project scope, schedule, or cost?	Yes	Yes
35			No	
36	6.11	Are all affected stakeholders represented by functional manager on the change review and control board?	No board has been established	No, all stakeholders are not represented on the board
37			No, only IT staff are on change review and control board	
38			No, all stakeholders are not represented on the board	
39			Yes, all stakeholders are represented by functional manager	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement		Project: Criminal Justice Data Transparency	
3	Section 7 -- Project Management Area			
4	#	Criteria	Values	Answer
5	7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
6			Project Management team will use the methodology selected by the systems integrator	
7			Yes	
8	7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
9			1-3	
10			More than 3	
11	7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None	Some
12			Some	
13			All or nearly all	
14	7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
15			41 to 80% -- Some have been defined and documented	
16			81% to 100% -- All or nearly all have been defined and documented	
17	7.05	Have all design specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
18			41 to 80% -- Some have been defined and documented	
19			81% to 100% -- All or nearly all have been defined and documented	
20	7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	81% to 100% -- All or nearly all requirements and specifications are traceable
21			41 to 80% -- Some are traceable	
22			81% to 100% -- All or nearly all requirements and specifications are traceable	
23	7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	Some deliverables and acceptance criteria have been defined and documented
24			Some deliverables and acceptance criteria have been defined and documented	
25			All or nearly all deliverables and acceptance criteria have been defined and documented	
26	7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required	Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables
27			Only project manager signs-off	
28			Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
29	7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	41 to 80% -- Some have been defined to the work package level
30			41 to 80% -- Some have been defined to the work package level	
31			81% to 100% -- All or nearly all have been defined to the work package level	
32	7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	No
33			No	
34	7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	No
35			No	
36	7.12	Are formal project status reporting processes documented and in place to manage and control this project?	No or informal processes are used for status reporting	Project team and executive steering committee use formal status reporting processes
37			Project team uses formal processes	
38			Project team and executive steering committee use formal status reporting processes	
39	7.13	Are all necessary planning and reporting templates, e.g., work plans, status reports, issues and risk management, available?	No templates are available	All planning and reporting templates are available
40			Some templates are available	
41			All planning and reporting templates are available	
42	7.14	Has a documented Risk Management Plan been approved for this project?	Yes	No
43			No	
44	7.15	Have all known project risks and corresponding mitigation strategies been identified?	None or few have been defined and documented	Some have been defined and documented
45			Some have been defined and documented	
46			All known risks and mitigation strategies have been defined	
47	7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	Yes
48			No	
49	7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
50			No	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement			Project: Criminal Justice Data Transparency
2				
3	Section 8 -- Project Complexity Area			
4	#	Criteria	Values	Answer
5	8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Similar complexity
6			More complex	
7			Similar complexity	
8			Less complex	
9	8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	Single location
10			3 sites or fewer	
11			More than 3 sites	
12	8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	Single location
13			3 sites or fewer	
14			More than 3 sites	
15	8.04	How many external contracting or consulting organizations will this project require?	No external organizations	1 to 3 external organizations
16			1 to 3 external organizations	
17			More than 3 external organizations	
18	8.05	What is the expected project team size?	Greater than 15	5 to 8
19			9 to 15	
20			5 to 8	
21			Less than 5	
22	8.06	How many external entities (e.g., other agencies, community service providers, or local government entities) will be impacted by this project or system?	More than 4	More than 4
23			2 to 4	
24			1	
25			None	
26	8.07	What is the impact of the project on state operations?	Business process change in single division or bureau	Statewide or multiple agency business process change
27			Agency-wide business process change	
28			Statewide or multiple agency business process change	
29	8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	Yes
30			No	
31	8.09	What type of project is this?	Infrastructure upgrade	Implementation requiring software development or purchasing commercial off the shelf (COTS) software
32			Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
33			Business Process Reengineering	
34			Combination of the above	
35	8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	Similar size and complexity
36			Lesser size and complexity	
37			Similar size and complexity	
38			Greater size and complexity	
39	8.11	Does the agency management have experience governing projects of equal or similar size and complexity to successful completion?	No recent experience	Greater size and complexity
40			Lesser size and complexity	
41			Similar size and complexity	
42			Greater size and complexity	

Project	*Uniform Arrest Affidavit*	
Agency	*Florida Department of Law Enforcement*	
FY 2019-20 LBR Issue Code:	**FY 2019-20 LBR Issue Title:**	
36121C0	*Uniform Arrest Affidavit*	
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):		
Andrew Branch, 850-410-7872, andrewbranch@fdle.state.fl.us		
Executive Sponsor	*Charles Schaeffer*	
Project Manager	*Kristen Grosh*	
Prepared By	*Andrew Branch*	*7/12/2019*

Risk Assessment Summary



Project Risk Area Breakdown

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

	B	C	D	E
1	Agency: Florida Department of Law Enforcement			Project: Uniform Arrest Affidavit
3	Section 1 -- Strategic Area			
4	#	**Criteria**	**Values**	Answer
5	1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	81% to 100% -- All or nearly all objectives aligned
6			41% to 80% -- Some objectives aligned	
7			81% to 100% -- All or nearly all objectives aligned	
8	1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Informal agreement by stakeholders
9			Informal agreement by stakeholders	
10			Documented with sign-off by stakeholders	
11	1.03	Are the project sponsor, senior management, and other executive stakeholders actively involved in meetings for the review and success of the project?	Not or rarely involved	Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings
12			Most regularly attend executive steering committee meetings	
13			Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
14	1.04	Has the agency documented its vision for how changes to the proposed technology will improve its business processes?	Vision is not documented	Vision is partially documented
15			Vision is partially documented	
16			Vision is completely documented	
17	1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	81% to 100% -- All or nearly all defined and documented
18			41% to 80% -- Some defined and documented	
19			81% to 100% -- All or nearly all defined and documented	
20	1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	No changes needed
21			Changes unknown	
22			Changes are identified in concept only	
23			Changes are identified and documented	
24			Legislation or proposed rule change is drafted	
25	1.07	Are any project phase or milestone completion dates fixed by outside factors, e.g., state or federal law or funding restrictions?	Few or none	All or nearly all
26			Some	
27			All or nearly all	
28	1.08	What is the external (e.g. public) visibility of the proposed system or project?	Minimal or no external use or visibility	Extensive external use or visibility
29			Moderate external use or visibility	
30			Extensive external use or visibility	
31	1.09	What is the internal (e.g. state agency) visibility of the proposed system or project?	Multiple agency or state enterprise visibility	Multiple agency or state enterprise visibility
32			Single agency-wide use or visibility	
33			Use or visibility at division and/or bureau level only	
34	1.10	Is this a multi-year project?	Greater than 5 years	Between 1 and 3 years
35			Between 3 and 5 years	
36			Between 1 and 3 years	
37			1 year or less	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement			Project: Uniform Arrest Affidavit
3	Section 2 -- Technology Area			
4	#	Criteria	Values	Answer
5	2.01	Does the agency have experience working with, operating, and supporting the proposed technical solution in a production environment?	Read about only or attended conference and/or vendor presentation	Installed and supported production system more than 3 years
6			Supported prototype or production system less than 6 months	
7			Supported production system 6 months to 12 months	
8			Supported production system 1 year to 3 years	
9			Installed and supported production system more than 3 years	
10	2.02	Does the agency's internal staff have sufficient knowledge of the proposed technical solution to implement and operate the new system?	External technical resources will be needed for implementation and operations	External technical resources will be needed for implementation and operations
11			External technical resources will be needed through implementation only	
12			Internal resources have sufficient knowledge for implementation and operations	
13	2.03	Have all relevant technical alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	Some alternatives documented and considered
14			Some alternatives documented and considered	
15			All or nearly all alternatives documented and considered	
16	2.04	Does the proposed technical solution comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards
17			Some relevant standards have been incorporated into the proposed technology	
18			Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
19	2.05	Does the proposed technical solution require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Minor or no infrastructure change required
20			Moderate infrastructure change required	
21			Extensive infrastructure change required	
22			Complete infrastructure replacement	
23	2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are not understood or defined
24			Capacity requirements are defined only at a conceptual level	
25			Capacity requirements are based on historical data and new system design specifications and performance requirements	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement			Project: Uniform Arrest Affidavit
3	Section 3 -- Organizational Change Management Area			
4	#	Criteria	Values	Answer
5	3.01	What is the expected level of organizational change that will be imposed within the agency if the project is successfully implemented?	Extensive changes to organization structure, staff or business processes	Minimal changes to organization structure, staff or business processes structure
6			Moderate changes to organization structure, staff or business processes	
7			Minimal changes to organization structure, staff or business processes structure	
8	3.02	Will this project impact essential business processes?	Yes	No
9			No	
10	3.03	Have all business process changes and process interactions been defined and documented?	0% to 40% -- Few or no process changes defined and documented	41% to 80% -- Some process changes defined and documented
11			41% to 80% -- Some process changes defined and documented	
12			81% to 100% -- All or nearly all processes defiined and documented	
13	3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	No
14			No	
15	3.05	Will the agency's anticipated FTE count change as a result of implementing the project?	Over 10% FTE count change	Less than 1% FTE count change
16			1% to 10% FTE count change	
17			Less than 1% FTE count change	
18	3.06	Will the number of contractors change as a result of implementing the project?	Over 10% contractor count change	Less than 1% contractor count change
19			1 to 10% contractor count change	
20			Less than 1% contractor count change	
21	3.07	What is the expected level of change impact on the citizens of the State of Florida if the project is successfully implemented?	Extensive change or new way of providing/receiving services or information)	Minor or no changes
22			Moderate changes	
23			Minor or no changes	
24	3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Moderate changes
25			Moderate changes	
26			Minor or no changes	
27	3.09	Has the agency successfully completed a project with similar organizational change requirements?	No experience/Not recently (>5 Years)	Recently completed project with greater change requirements
28			Recently completed project with fewer change requirements	
29			Recently completed project with similar change requirements	
30			Recently completed project with greater change requirements	

	B	C	D	E
1	Agency: Agency Name			Project: Project Name
3	Section 4 -- Communication Area			
4	#	Criteria	Value Options	Answer
5	4.01	Has a documented Communication Plan been approved for this project?	Yes	Yes
6			No	
7	4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Proactive use of feedback in Plan
8			Routine feedback in Plan	
9			Proactive use of feedback in Plan	
10	4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	Yes
11			No	
12	4.04	Are all affected stakeholders included in the Communication Plan?	Yes	Yes
13			No	
14	4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	Some key messages have been developed
15			Some key messages have been developed	
16			All or nearly all messages are documented	
17	4.06	Have desired message outcomes and success measures been identified in the Communication Plan?	Plan does not include desired messages outcomes and success measures	Plan does not include desired messages outcomes and success measures
18			Success measures have been developed for some messages	
19			All or nearly all messages have success measures	
20	4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	Yes
21			No	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement			Project: Uniform Arrest Affidavit
3	Section 5 -- Fiscal Area			
4	#	Criteria	Values	Answer
5	5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	No
6			No	
7	5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	41% to 80% -- Some defined and documented
8			41% to 80% -- Some defined and documented	
9			81% to 100% -- All or nearly all defined and documented	
10	5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Between $2 M and $10 M
11			Greater than $10 M	
12			Between $2 M and $10 M	
13			Between $500K and $1,999,999	
14			Less than $500 K	
15	5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	No
16			No	
17	5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Order of magnitude – estimate could vary between 10-100%
18			Order of magnitude – estimate could vary between 10-100%	
19			Placeholder – actual cost may exceed estimate by more than 100%	
20	5.06	Are funds available within existing agency resources to complete this project?	Yes	No
21			No	
22	5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
23			Funding from local government agencies	
24			Funding from other state agencies	
25	5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Requested and received
26			Requested but not received	
27			Requested and received	
28			Not applicable	
29	5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	Most project benefits have been identified but not validated
30			Some project benefits have been identified but not validated	
31			Most project benefits have been identified but not validated	
32			All or nearly all project benefits have been identified and validated	
33	5.10	What is the benefit payback period that is defined and documented?	Within 1 year	No payback
34			Within 3 years	
35			Within 5 years	
36			More than 5 years	
37			No payback	
38	5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Stakeholders have not been consulted re: procurement strategy
39			Stakeholders have not been consulted re: procurement strategy	
40			Stakeholders have reviewed and approved the proposed procurement strategy	
41	5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Combination FFP and T&E
42			Firm Fixed Price (FFP)	
43			Combination FFP and T&E	
44	5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Just-in-time purchasing of hardware and software is documented in the project schedule
45			Purchase all hardware and software at start of project to take advantage of one-time discounts	
46			Just-in-time purchasing of hardware and software is documented in the project schedule	
47	5.14	Has a contract manager been assigned to this project?	No contract manager assigned	Contract manager assigned is not the procurement manager or the project manager
48			Contract manager is the procurement manager	
49			Contract manager is the project manager	
50			Contract manager assigned is not the procurement manager or the project manager	
51	5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	Yes
52			No	
53	5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	All or nearly all selection criteria and expected outcomes have been defined and documented
54			Some selection criteria and outcomes have been defined and documented	
55			All or nearly all selection criteria and expected outcomes have been defined and documented	
56	5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	Procurement strategy has not been developed	Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor
57			Multi-stage evaluation not planned/used for procurement	
58			Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
59	5.18	For projects with total cost exceeding $10 million, did/will the procurement strategy require a proof of concept or prototype as part of the bid response?	Procurement strategy has not been developed	Not applicable
60			No, bid response did/will not require proof of concept or prototype	
61			Yes, bid response did/will include proof of concept or prototype	
62			Not applicable	
63				
64				
65				
66				

	B	C	D	E
1	Agency: Florida Department of Law Enforcement			Project: Uniform Arrest Affidavit
3	Section 6 -- Project Organization Area			
4	#	Criteria	Values	Answer
5	6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	Yes
6			No	
7	6.02	Have all roles and responsibilities for the executive steering committee been clearly identified?	None or few have been defined and documented	All or nearly all have been defined and documented
8			Some have been defined and documented	
9			All or nearly all have been defined and documented	
10	6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	Agency
11			Agency	
12			System Integrator (contractor)	
13	6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	1
14			2	
15			1	
16	6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Some or most staff roles and responsibilities and needed skills have been identified
17			Some or most staff roles and responsibilities and needed skills have been identified	
18			Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
19	6.06	Is an experienced project manager dedicated fulltime to the project?	No experienced project manager assigned	Yes, experienced project manager dedicated full-time, 100% to project
20			No, project manager is assigned 50% or less to project	
21			No, project manager assigned more than half-time, but less than full-time to project	
22			Yes, experienced project manager dedicated full-time, 100% to project	
23	6.07	Are qualified project management team members dedicated full-time to the project	None	Yes, business, functional or technical experts dedicated full-time, 100% to project
24			No, business, functional or technical experts dedicated 50% or less to project	
25			No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
26			Yes, business, functional or technical experts dedicated full-time, 100% to project	
27	6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Half of staff from in-house resources
28			Half of staff from in-house resources	
29			Mostly staffed from in-house resources	
30			Completely staffed from in-house resources	
31	6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Minimal or no impact
32			Moderate impact	
33			Extensive impact	
34	6.10	Does the project governance structure establish a formal change review and control board to address proposed changes in project scope, schedule, or cost?	Yes	Yes
35			No	
36	6.11	Are all affected stakeholders represented by functional manager on the change review and control board?	No board has been established	No, all stakeholders are not represented on the board
37			No, only IT staff are on change review and control board	
38			No, all stakeholders are not represented on the board	
39			Yes, all stakeholders are represented by functional manager	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement			Project: Uniform Arrest Affidavit
3	Section 7 -- Project Management Area			
4	#	Criteria	Values	Answer
5	7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
6			Project Management team will use the methodology selected by the systems integrator	
7			Yes	
8	7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
9			1-3	
10			More than 3	
11	7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None	Some
12			Some	
13			All or nearly all	
14	7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
15			41 to 80% -- Some have been defined and documented	
16			81% to 100% -- All or nearly all have been defined and documented	
17	7.05	Have all design specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
18			41 to 80% -- Some have been defined and documented	
19			81% to 100% -- All or nearly all have been defined and documented	
20	7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	81% to 100% -- All or nearly all requirements and specifications are traceable
21			41 to 80% -- Some are traceable	
22			81% to 100% -- All or nearly all requirements and specifications are traceable	
23	7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	Some deliverables and acceptance criteria have been defined and documented
24			Some deliverables and acceptance criteria have been defined and documented	
25			All or nearly all deliverables and acceptance criteria have been defined and documented	
26	7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required	Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables
27			Only project manager signs-off	
28			Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
29	7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	0% to 40% -- None or few have been defined to the work package level
30			41 to 80% -- Some have been defined to the work package level	
31			81% to 100% -- All or nearly all have been defined to the work package level	
32	7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	Yes
33			No	
34	7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	No
35			No	
36	7.12	Are formal project status reporting processes documented and in place to manage and control this project?	No or informal processes are used for status reporting	Project team and executive steering committee use formal status reporting processes
37			Project team uses formal processes	
38			Project team and executive steering committee use formal status reporting processes	
39	7.13	Are all necessary planning and reporting templates, e.g., work plans, status reports, issues and risk management, available?	No templates are available	All planning and reporting templates are available
40			Some templates are available	
41			All planning and reporting templates are available	
42	7.14	Has a documented Risk Management Plan been approved for this project?	Yes	No
43			No	
44	7.15	Have all known project risks and corresponding mitigation strategies been identified?	None or few have been defined and documented	Some have been defined and documented
45			Some have been defined and documented	
46			All known risks and mitigation strategies have been defined	
47	7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	Yes
48			No	
49	7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
50			No	

	B	C	D	E
1	Agency: Florida Department of Law Enforcement			Project: Uniform Arrest Affidavit
2				
3	Section 8 -- Project Complexity Area			
4	#	Criteria	Values	Answer
5	8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Similar complexity
6			More complex	
7			Similar complexity	
8			Less complex	
9	8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	Single location
10			3 sites or fewer	
11			More than 3 sites	
12	8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	Single location
13			3 sites or fewer	
14			More than 3 sites	
15	8.04	How many external contracting or consulting organizations will this project require?	No external organizations	1 to 3 external organizations
16			1 to 3 external organizations	
17			More than 3 external organizations	
18	8.05	What is the expected project team size?	Greater than 15	5 to 8
19			9 to 15	
20			5 to 8	
21			Less than 5	
22	8.06	How many external entities (e.g., other agencies, community service providers, or local government entities) will be impacted by this project or system?	More than 4	2 to 4
23			2 to 4	
24			1	
25			None	
26	8.07	What is the impact of the project on state operations?	Business process change in single division or bureau	Statewide or multiple agency business process change
27			Agency-wide business process change	
28			Statewide or multiple agency business process change	
29	8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	Yes
30			No	
31	8.09	What type of project is this?	Infrastructure upgrade	Implementation requiring software development or purchasing commercial off the shelf (COTS) software
32			Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
33			Business Process Reengineering	
34			Combination of the above	
35	8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	No recent experience
36			Lesser size and complexity	
37			Similar size and complexity	
38			Greater size and complexity	
39	8.11	Does the agency management have experience governing projects of equal or similar size and complexity to successful completion?	No recent experience	Greater size and complexity
40			Lesser size and complexity	
41			Similar size and complexity	
42			Greater size and complexity	

CBAForm 1 - Net Tangible Benefits

Agency: Florida Department of Law Enforcement Project: Criminal Justice Data Transparency

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 *(Recurring Costs Only -- No Project Costs)*	FY 2020-21			FY 2021-22			FY 2022-23			FY 2023-24			FY 2024-25		
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	$0	$0	$0	$0	$0	$0	$0	$324,161	$324,161	$0	$324,161	$324,161	$0	$324,161	$324,161
A.b Total Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	0.00	5.00	5.00	0.00	5.00	5.00
A-1.a. State FTEs (Salaries & Benefits)	$0	$0	$0	$0	$0	$0	$0	$324,161	$324,161	$0	$324,161	$324,161	$0	$324,161	$324,161
A-1.b. State FTEs (#)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00	0.00	5.00	5.00	0.00	5.00	5.00
A-2.a. OPS Staff (Salaries)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A-2.b. OPS (#)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A-3.b. Staff Augmentation (# of Contractors)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
B. Application Maintenance Costs	$0	$0	$0	$0	$0	$0	$0	$1,760,000	$1,760,000	$0	$1,760,000	$1,760,000	$0	$1,760,000	$1,760,000
B-1. Managed Services (Staffing)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-2. Hardware	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-3. Software	$0	$0	$0	$0	$0	$0	$0	$1,180,000	$1,180,000	$0	$1,180,000	$1,180,000	$0	$1,180,000	$1,180,000
B-4. Other Third Party Support Software	$0	$0	$0	$0	$0	$0	$0	$580,000	$580,000	$0	$580,000	$580,000	$0	$580,000	$580,000
C. Data Center Provider Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-1. Managed Services (Staffing)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-2. Infrastructure	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-3. Network / Hosting Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-4. Disaster Recovery	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-5. Other Specify	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
D. Plant & Facility Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E. Other Costs	$0	$0	$0	$0	$0	$0	$0	$42,695	$42,695	$0	$42,695	$42,695	$0	$42,695	$42,695
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 HR/FTE Expense	$0	$0	$0	$0	$0	$0	$0	$42,695	$42,695	$0	$42,695	$42,695	$0	$42,695	$42,695
Total of Recurring Operational Costs	$0	$0	$0	$0	$0	$0	$0	$2,126,856	$2,126,856	$0	$2,126,856	$2,126,856	$0	$2,126,856	$2,126,856
F. Additional Tangible Benefits:		$0			$0			$0			$0			$0	
F-1. Specify		$0			$0			$0			$0			$0	
F-2. Specify		$0			$0			$0			$0			$0	
F-3. Specify		$0			$0			$0			$0			$0	
Total Net Tangible Benefits:		$0			$0			($2,126,856)			($2,126,856)			($2,126,856)	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	☐	Confidence Level	
Order of Magnitude	☑	Confidence Level	20%
Placeholder	☐	Confidence Level	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	Florida Department of Law Enforcement	Criminal Justice Data Transparency			CBAForm 2A Baseline Project Budget															
2	*Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable.* ***Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.***				FY2020-21			FY2021-22			FY2022-23			FY2023-24			FY2024-25			TOTAL
3				$ 1,887,678		$ 3,024,073			$ 849,073			$ -			$ -			$ -		$ 5,760,824
4	**Item Description** ***(remove guidelines and annotate entries here)***	**Project Cost Element**	**Appropriation Category**	**Current & Previous Years Project-Related Cost**	**YR 1 #**	**YR 1 LBR**	**YR 1 Base Budget**	**YR 2 #**	**YR 2 LBR**	**YR 2 Base Budget**	**YR 3 #**	**YR 3 LBR**	**YR 3 Base Budget**	**YR 4 #**	**YR 4 LBR**	**YR 4 Base Budget**	**YR 5 #**	**YR 5 LBR**	**YR 5 Base Budget**	**TOTAL**
5	Costs for all state employees working on the project.	**FTE**	S&B	$ 307,732	6.60	$ -	$ 525,878	6.60	$ -	$ 525,878	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ 1,359,488**
6	Costs for all OPS employees working on the project.	**OPS**	OPS	$ -	0.00		$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ -**
7	Staffing costs for personnel using Time & Expense.	**Staff Augmentation**	Contracted Services	$ 47,500	1.00	$ 95,000	$ -	3.00	$ 95,000	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ 237,500**
8	Project management personnel and related deliverables.	**Project Management**	Contracted Services	$ 66,000	1.00	$ 100,000	$ -	0.00	$ 100,000	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ 266,000**
9	Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	**Project Oversight**	Contracted Services	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ -**
10	Staffing costs for all professional services not included in other categories.	**Consultants/Contractors**	Contracted Services	$ -	1.00	$ 90,000	$ -	0.00	$ 45,000	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ 135,000**
11	Separate requirements analysis and feasibility study procurements.	**Project Planning/Analysis**	Contracted Services	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
12	Hardware purchases not included in data center services.	**Hardware**	OCO	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
13	Commercial software purchases and licensing costs.	**Commercial Software**	Contracted Services	$ 65,000		$ 1,580,000	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ 1,645,000**
14	Professional services with fixed-price costs (i.e. software development, installation, project documentation)	**Project Deliverables**	Contracted Services	$ 835,000		$ -	$ 550,000		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ 1,385,000**
15	All first-time training costs associated with the project.	**Training**	Contracted Services	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
16	Include the quote received from the data center provider for project equipment and services. Only include one-time project costs in this row. Recurring, project-related data center costs are included in CBA Form 1A.	**Data Center Services - One Time Costs**	Data Center Category	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
17	Other contracted services not included in other categories.	**Other Services**	Contracted Services	$ 37,265		$ 37,265			$ 37,265	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ 111,795**
18	Include costs for non-state data center equipment required by the project and the proposed solution (insert additional rows as needed for detail)	**Equipment**	Expense	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
19	Include costs associated with leasing space for project personnel.	**Leased Space**	Expense	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
20	Other project expenses not included in other categories.	**Other Expenses**	Expense	$ 29,181		$ -	$ 45,930		$ -	$ 45,930		$ -	$ -		$ -	$ -		$ -	$ -	**$ 121,041**
21	Pass Through to Local Agencies	**Pass Through**	Contracted Services	$ 500,000																**$ 500,000**
22		**Total**		**$ 1,887,678**	**9.60**	**$ 1,902,265**	**$ 1,121,808**	**9.60**	**$ 277,265**	**$ 571,808**	**0.00**	**$ -**	**$ -**	**0.00**	**$ -**	**$ -**	**0.00**	**$ -**	**$ -**	**$ 5,760,824**

CBAForm 2 - Project Cost Analysis

Agency: Florida Department of Law Enforcement

Project: Criminal Justice Data Transparency

PROJECT COST SUMMARY	*PROJECT COST SUMMARY (from CBAForm 2A)*					TOTAL
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
TOTAL PROJECT COSTS (*)	$3,024,073	$849,073	$0	$0	$0	$5,760,824
CUMULATIVE PROJECT COSTS *(includes Current & Previous Years' Project-Related Costs)*	$4,911,751	$5,760,824	$5,760,824	$5,760,824	$5,760,824	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	*PROJECT FUNDING SOURCES - CBAForm 2B*					TOTAL
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
General Revenue	$2,139,851	$514,851	$0	$0	$0	$2,654,702
Trust Fund	$334,222	$334,222	$0	$0	$0	$668,444
Federal Match ☐	$0	$0	$0	$0	$0	$0
Grants ☑	$550,000	$0	$0	$0	$0	$550,000
Other ☐ Specify	$0	$0	$0	$0	$0	$0
TOTAL INVESTMENT	$3,024,073	$849,073	$0	$0	$0	$3,873,146
CUMULATIVE INVESTMENT	$3,024,073	$3,873,146	$3,873,146	$3,873,146	$3,873,146	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous		Confidence Level	
Order of Magnitude	x	Confidence Level	20%
Placeholder		Confidence Level	

CBAForm 3 - Project Investment Summary

Agency: Florida Department of Law Enforcement

Project: Criminal Justice Data Transparency

COST BENEFIT ANALYSIS -- CBAForm 3A

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	TOTAL FOR ALL YEARS
Project Cost	$3,024,073	$849,073	$0	$0	$0	$5,760,824
Net Tangible Benefits	$0	$0	($2,126,856)	($2,126,856)	($2,126,856)	($6,380,568)
Return on Investment	($4,911,751)	($849,073)	($2,126,856)	($2,126,856)	($2,126,856)	($12,141,392)
Year to Year Change in Program Staffing	0	0	5	5	5	

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)	($11,043,708)	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	NO IRR	IRR is the project's rate of return.

Investment Interest Earning Yield -- CBAForm 3C

Fiscal Year	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

CBAForm 1 - Net Tangible Benefits

Agency: Florida Department of Law Enforcement Project: Uniform Arrest Affidavit

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 *(Recurring Costs Only -- No Project Costs)*	FY 2020-21			FY 2021-22			FY 2022-23			FY 2023-24			FY 2024-25		
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	$0	$0	$0	$0	$304,207	$304,207	$0	$304,207	$304,207	$0	$304,207	$304,207	$0	$304,207	$304,207
A.b Total Staff	0.00	0.00	0.00	0.00	5.00	5.00	0.00	5.00	5.00	0.00	5.00	5.00	0.00	5.00	5.00
A-1.a. State FTEs (Salaries & Benefits)	$0	$0	$0	$0	$304,207	$304,207	$0	$304,207	$304,207	$0	$304,207	$304,207	$0	$304,207	$304,207
A-1.b. State FTEs (#)	0.00	0.00	0.00	0.00	5.00	5.00	0.00	5.00	5.00	0.00	5.00	5.00	0.00	5.00	5.00
A-2.a. OPS Staff (Salaries)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A-2.b. OPS (#)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A-3.b. Staff Augmentation (# of Contractors)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
B. Application Maintenance Costs	$0	$0	$0	$0	$1,230,000	$1,230,000	$0	$1,230,000	$1,230,000	$0	$1,230,000	$1,230,000	$0	$1,230,000	$1,230,000
B-1. Managed Services (Staffing)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-2. Hardware	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-3. Software	$0	$0	$0	$0	$1,180,000	$1,180,000	$0	$1,180,000	$1,180,000	$0	$1,180,000	$1,180,000	$0	$1,180,000	$1,180,000
B-4. Other Third Party Support Software	$0	$0	$0	$0	$50,000	$50,000	$0	$50,000	$50,000	$0	$50,000	$50,000	$0	$50,000	$50,000
C. Data Center Provider Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-1. Managed Services (Staffing)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-2. Infrastructure	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-3. Network / Hosting Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-4. Disaster Recovery	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-5. Other Specify	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
D. Plant & Facility Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E. Other Costs	$0	$0	$0	$0	$39,461	$39,461	$0	$39,461	$39,461	$0	$39,461	$39,461	$0	$39,461	$39,461
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 HR/FTE Expense	$0	$0	$0	$0	$39,461	$39,461	$0	$39,461	$39,461	$0	$39,461	$39,461	$0	$39,461	$39,461
Total of Recurring Operational Costs	$0	$0	$0	$0	$1,573,668	$1,573,668	$0	$1,573,668	$1,573,668	$0	$1,573,668	$1,573,668	$0	$1,573,668	$1,573,668
F. Additional Tangible Benefits:		$0			$0			$0			$0			$0	
F-1. Specify		$0			$0			$0			$0			$0	
F-2. Specify		$0			$0			$0			$0			$0	
F-3. Specify		$0			$0			$0			$0			$0	
Total Net Tangible Benefits:		$0			($1,573,668)			($1,573,668)			($1,573,668)			($1,573,668)	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	☐	Confidence Level	
Order of Magnitude	☑	Confidence Level	20%
Placeholder	☐	Confidence Level	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	Florida Department of Law Enforcement	Uniform Arrest Affidavit			*CBAForm 2A Baseline Project Budget*															
2	*Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable.* ***Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.***				FY2020-21			FY2021-22			FY2022-23			FY2023-24			FY2024-25			TOTAL
3				$ 5,361,070		$ 851,908			$ 736,908			$ -			$ -			$ -		$ 6,949,886
4	**Item Description** ***(remove guidelines and annotate entries here)***	**Project Cost Element**	**Appropriation Category**	**Current & Previous Years Project-Related Cost**	**YR 1 #**	**YR 1 LBR**	**YR 1 Base Budget**	**YR 2 #**	**YR 2 LBR**	**YR 2 Base Budget**	**YR 3 #**	**YR 3 LBR**	**YR 3 Base Budget**	**YR 4 #**	**YR 4 LBR**	**YR 4 Base Budget**	**YR 5 #**	**YR 5 LBR**	**YR 5 Base Budget**	**TOTAL**
5	Costs for all state employees working on the project.	**FTE**	S&B	$ 178,699	6.10	$ -	$ 416,948	6.10	$ -	$ 416,948	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ 1,012,595**
6	Costs for all OPS employees working on the project.	**OPS**	OPS	$ -	0.00		$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ -**
7	Staffing costs for personnel using Time & Expense.	**Staff Augmentation**	Contracted Services	$ 47,500	1.00	$ 95,000	$ -	1.00	$ 95,000	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ 237,500**
8	Project management personnel and related deliverables.	**Project Management**	Contracted Services	$ 66,000	1.00	$ 100,000	$ -	1.00	$ 100,000	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ 266,000**
9	Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	**Project Oversight**	Contracted Services	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ -**
10	Staffing costs for all professional services not included in other categories.	**Consultants/Contractors**	Contracted Services	$ -	1.00	$ 90,000	$ -	1.00	$ 45,000	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	**$ 135,000**
11	Separate requirements analysis and feasibility study procurements.	**Project Planning/Analysis**	Contracted Services	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
12	Hardware purchases not included in data center services.	**Hardware**	OCO	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
13	Commercial software purchases and licensing costs.	**Commercial Software**	Contracted Services	$ 5,000,000		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ 5,000,000**
14	Professional services with fixed-price costs (i.e. software development, installation, project documentation)	**Project Deliverables**	Contracted Services	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
15	All first-time training costs associated with the project.	**Training**	Contracted Services	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
16	Include the quote received from the data center provider for project equipment and services. Only include one-time project costs in this row. Recurring, project-related data center costs are included in CBA Form 1A.	**Data Center Services - One Time Costs**	Data Center Category	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
17	Other contracted services not included in other categories.	**Other Services**	Contracted Services	$ 37,265		$ 37,265			$ 37,265	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ 111,795**
18	Include costs for non-state data center equipment required by the project and the proposed solution (insert additional rows as needed for detail)	**Equipment**	Expense	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
19	Include costs associated with leasing space for project personnel.	**Leased Space**	Expense	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	**$ -**
20	Other project expenses not included in other categories.	**Other Expenses**	Expense	$ 31,606		$ 70,000	$ 42,695		$ -	$ 42,695		$ -	$ -		$ -	$ -		$ -	$ -	**$ 186,996**
21	Pass Through to Local Agencies	**Pass Through**	Contracted Services	$ -																**$ -**
22		**Total**		**$ 5,361,070**	**9.10**	**$ 392,265**	**$ 459,643**	**9.10**	**$ 277,265**	**$ 459,643**	**0.00**	**$ -**	**$ -**	**0.00**	**$ -**	**$ -**	**0.00**	**$ -**	**$ -**	**$ 6,949,886**

CBAForm 2 - Project Cost Analysis

Agency: Florida Department of Law Enforcement

Project: Uniform Arrest Affidavit

PROJECT COST SUMMARY	*PROJECT COST SUMMARY (from CBAForm 2A)*					TOTAL
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
TOTAL PROJECT COSTS (*)	$851,908	$736,908	$0	$0	$0	$6,949,886
CUMULATIVE PROJECT COSTS *(includes Current & Previous Years' Project-Related Costs)*	$6,212,978	$6,949,886	$6,949,886	$6,949,886	$6,949,886	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	*PROJECT FUNDING SOURCES - CBAForm 2B*					TOTAL
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
General Revenue	$392,265	$277,265	$0	$0	$0	$669,530
Trust Fund	$421,742	$421,742	$0	$0	$0	$843,484
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	$814,007	$699,007	$0	$0	$0	$1,513,014
CUMULATIVE INVESTMENT	$814,007	$1,513,014	$1,513,014	$1,513,014	$1,513,014	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous		Confidence Level	
Order of Magnitude	x	Confidence Level	20%
Placeholder		Confidence Level	

CBAForm 3 - Project Investment Summary

Agency: Florida Department of Law Enforcement

Project: Uniform Arrest Affidavit

COST BENEFIT ANALYSIS -- CBAForm 3A	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	TOTAL FOR ALL YEARS
Project Cost	$851,908	$736,908	$0	$0	$0	$6,949,886
Net Tangible Benefits	$0	($1,573,668)	($1,573,668)	($1,573,668)	($1,573,668)	($6,294,672)
Return on Investment	($6,212,978)	($2,310,576)	($1,573,668)	($1,573,668)	($1,573,668)	($13,244,558)
Year to Year Change in Program Staffing	0	5	5	5	5	

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)	($12,315,757)	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	NO IRR	IRR is the project's rate of return.

Investment Interest Earning Yield -- CBAForm 3C	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Fiscal Year					
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

Title:	Criminal Justice Data Transparency		
Tracking #:	TBD		
Customer:	Criminal Justice Information Services	**Customer Contact:**	
Manager:	Kristen Grosh	**ITS Lead:**	
Planned Start:	7/1/2019	**Planned Finish:**	6/30/2022
Duration (mos):	36.5		
Baseline Date:	10/1/2018		
Revision Date:	9/9/2019	**Version #:**	1.0

Project Budget **Planned**

Cost Elements	FY 19/20	FY 20/21	FY 21/22	Totals
Staff				
State Staff	$307,732	$525,878	$525,878	$1,359,488
OPS	$0	$0	$0	$0
Expenses				
Project Deliverables	$65,000	$280,000	$0	$345,000
Software	$0	$1,300,000	$0	$1,300,000
Other Expenses	$29,181	$45,930	$45,930	$121,041
OCO	$0	$0	$0	$0
Contract Services				
Contract Staff	$113,500	$285,000	$240,000	$638,500
Project Deliverables	$835,000	$550,000	$0	$1,385,000
Maintenance	$0	$0	$0	$0
Other IT Services	$37,265	$37,265	$37,265	$111,795
Other	$500,000	$0	$0	$500,000
Total	**$1,887,678**	**$3,024,073**	**$849,073**	**$5,760,824**

Title:	Criminal Justice Data Transparency	**Planned Costs:**			
Tracking #:	TBD				
Manager:	Kristen Grosh				
Duration:	36.5				
Baseline Date:					
Revision Date:	September 9, 2019				
Version #:					

Cost Elements	Description	FY 19-20	FY 20-21	FY 21-22	Planned Total
Salary & OPS					
	Criminal Justice Information Consultant I	$29,766	$29,766	$29,766	$89,298
	Criminal Justice Information Consultant II	$39,058	$66,957	$66,957	$172,972
	Chief of Florida Crime Information	$34,467	$34,467	$34,467	$103,401
	Senior Management Analyst Supervisor	$37,621	$37,621	$37,621	$112,863
	Criminal Justice Information Consultant II	$32,906	$32,906	$32,906	$98,718
	Criminal Justice Information Consultant II (FY19/20 Positions)	$66,957	$66,957	$66,957	$200,871
	Criminal Justice Information Consultant II (FY19/20 Positions)	$66,957	$66,957	$66,957	$200,871
	Operations and Management Consultant Manager (Re-purposed)	$0	$71,185	$71,185	$142,370
	Criminal Justice Information Consultant I (Re-purposed)	$0	$59,531	$59,531	$119,062
	Criminal Justice Information Consultant I (Re-purposed)	$0	$59,531	$59,531	$119,062
Full Time Employees	**Subtotal**	**$ 307,732**	**$ 525,878**	**$ 525,878**	**$ 1,359,488**
	None				$0
					$0
					$0
OPS	**Subtotal**	**$ -**	**$ -**	**$ -**	**$ -**
State Staff	**Subtotal**	**$ 307,732**	**$ 525,878**	**$ 525,878**	**$ 1,359,488**
Expenses					
	Cloud Storage	$40,000	$80,000		$120,000
	Business Intelligence Visualization	$25,000	$200,000	$0	$225,000
Project Deliverables	**Subtotal**	**$ 65,000**	**$ 280,000**	**$ -**	**$ 345,000**
	Oracle / Informatica		$1,300,000		$ 1,300,000.00
					$ -
Software	**Subtotal**	**$ -**	**$ 1,300,000**	**$ -**	**$ 1,300,000**
	HR and Standard FTE Expenses	$29,181	$45,930	$45,930	$121,041
Other Expenses		**$29,181**	**$45,930**	**$45,930**	**$121,041**
Expenses	**Subtotal**	**$ 94,181**	**$ 1,625,930**	**$ 45,930**	**$ 1,766,041**
Operating Capital Outlay					
					$0
					$0
					$0

Title:	Criminal Justice Data Transparency	**Planned Costs:**			
Tracking #:	TBD				
Manager:	Kristen Grosh				
Duration:	36.5				
Baseline Date:					
Revision Date:	September 9, 2019				
Version #:					

Cost Elements	Description	FY 19-20	FY 20-21	FY 21-22	Planned Total
					$0
					$0
					$0
Operating Capital Outlay	**Subtotal**	**$ -**	**$ -**	**$ -**	**$ -**
Contract Services					
	Enterprise Application Engineer (was Data Architect)	$47,500	$95,000	$95,000	$237,500
	Business Management Specialist	$66,000	$100,000	$100,000	$266,000
	Data Analyst		$90,000	$45,000	$135,000
Contract Staff	**Subtotal**	**$113,500**	**$ 285,000**	**$ 240,000**	**$638,500**
	Data Submissions and Standardization Process	$335,000	$0		$335,000
	CRRMS Modifications	$500,000	$550,000		$1,050,000
					$0
Project Deliverables	**Subtotal**	**$ 835,000**	**$ 550,000**	**$ -**	**$1,385,000**
					$0
					$0
					$0
					$0
Maintenance	**Subtotal**	**$ -**	**$ -**	**$ -**	**$0**
	Consulting Services / Contingency	$37,265	$37,265	$37,265	$111,795
					$ -
Other IT Services	**Subtotal**	**$37,265**	**$37,265**	**$37,265**	**$111,795**
Contract Services	**Subtotal**	**$ 985,765**	**$ 872,265**	**$ 277,265**	**$ 2,135,295**
Other					
	Pass through to contributors	$500,000			$500,000
					$0
		$500,000	$0	$0	$500,000
Other	**Subtotal**	**$500,000**	**$0**	**$0**	**$500,000**
Grand Total		**$1,887,678**	**$3,024,073**	**$849,073**	**$5,760,824**

Title:	Uniform Arrest Affidavit		
Tracking #:	TBD		
Customer:	Criminal Justice Information Services	**Customer Contact:**	
Manager:	Kristen Grosh	**ITS Lead:**	
Planned Start:	7/1/2019	**Planned Finish:**	6/30/2022
Duration (mos):	36.5		
Baseline Date:	10/1/2018		
Revision Date:	9/9/2019	**Version #:**	1.0

Project Budget **Planned**

Cost Elements	FY 19/20	FY 20/21	FY 21/22	Totals
Staff				
State Staff	$178,699	$416,948	$416,948	$1,012,596
OPS	$0	$0	$0	$0
Expenses				
Project Deliverables	$10,000	$20,000	$0	$30,000
Software	$0	$50,000	$0	$50,000
Other Expenses	$21,606	$42,695	$42,695	$106,997
OCO	$0	$0	$0	$0
Contract Services				
Contract Staff	$113,500	$285,000	$240,000	$638,500
Project Deliverables	$5,000,000	$0	$0	$5,000,000
Maintenance	$0	$0	$0	$0
Other IT Services	$37,265	$37,265	$37,265	$111,795
Other	$0	$0	$0	$0
Total	**$5,361,071**	**$851,909**	**$736,909**	**$6,949,888**

Title:	Uniform Arrest Affidavit	**Planned Costs:**			
Tracking #:	TBD				
Manager:	Kristen Grosh				
Duration:	36.5				
Baseline Date:					
Revision Date:	September 9, 2019				
Version #:					

Cost Elements	**Description**	**FY 19-20**	**FY 20-21**	**FY 21-22**	**Planned Total**
Salary & OPS					
	Criminal Justice Information Consultant I	$14,883	$14,883	$14,883	$44,649
	Criminal Justice Information Consultant II (Re-purposed)	$34,667	$69,334	$69,334	$173,334
	Chief of Florida Crime Information	$9,774	$9,774	$9,774	$29,321
	Senior Management Analyst Supervisor	$18,751	$18,751	$18,751	$56,254
	Criminal Justice Information Consultant II (Re-purposed)	$40,214	$69,334	$69,334	$178,881
	Criminal Justice Information Consultant I (Re-purposed)	$30,205	$52,078	$52,078	$134,362
	Criminal Justice Information Consultant I (Re-purposed)	$30,205	$52,078	$52,078	$134,362
	Operations and Management Consultant Manager (Re-purposed)	$0	$71,185	$71,185	$142,370
	Criminal Justice Information Consultant I (Re-purposed)	$0	$59,531	$59,531	$119,063
Full Time Employees	**Subtotal**	**$ 178,699**	**$ 416,948**	**$ 416,948**	**$ 1,012,596**
	None				$0
					$0
					$0
OPS	**Subtotal**	**$ -**	**$ -**	**$ -**	**$ -**
State Staff	**Subtotal**	**$ 178,699**	**$ 416,948**	**$ 416,948**	**$ 1,012,596**
Expenses					
	Cloud Storage	$10,000	$20,000		$30,000
					$0
Project Deliverables	**Subtotal**	**$ 10,000**	**$ 20,000**	**$ -**	**$ 30,000**
	Geomapping Service and Address Standardization		$50,000		$50,000
					$ -
Software	**Subtotal**	**$ -**	**$ 50,000**	**$ -**	**$ 50,000**
	HR and Standard FTE Expenses	$21,606	$42,695	$42,695	$106,997
Other Expenses		**$21,606**	**$42,695**	**$42,695**	**$106,997**
Expenses	**Subtotal**	**$ 31,606**	**$ 112,695**	**$ 42,695**	**$ 186,997**
Operating Capital Outlay					
					$0
					$0
					$0
					$0

Title:	Uniform Arrest Affidavit	**Planned Costs:**			
Tracking #:	TBD				
Manager:	Kristen Grosh				
Duration:	36.5				
Baseline Date:					
Revision Date:	September 9, 2019				
Version #:					

Cost Elements	**Description**	**FY 19-20**	**FY 20-21**	**FY 21-22**	**Planned Total**
					$0
					$0
Operating Capital Outlay	**Subtotal**	**$ -**	**$ -**	**$ -**	**$ -**
Contract Services					
	Enterprise Application Engineer (was Data Architect)	$47,500	$95,000	$95,000	$237,500
	Business Management Specialist	$66,000	$100,000	$100,000	$266,000
	Data Analyst		$90,000	$45,000	$135,000
Contract Staff	**Subtotal**	**$113,500**	**$285,000**	**$240,000**	**$638,500**
	Automated Arrest Form	$5,000,000			$5,000,000
					$0
					$0
Project Deliverables	**Subtotal**	**$5,000,000**	**$ -**	**$ -**	**$5,000,000**
	Automated Arrest Form (Maintenance)				$0
					$0
					$0
					$0
Maintenance	**Subtotal**	**$ -**	**$ -**	**$ -**	**$0**
	Consulting Services / Contingency	$37,265	$37,265	$37,265	$111,795
					$ -
Other IT Services	**Subtotal**	**$37,265**	**$37,265**	**$37,265**	**$111,795**
Contract Services	**Subtotal**	**$5,150,765**	**$322,265**	**$277,265**	**$5,750,295**
Other					
	Pass through to contributors				$0
					$0
		$0	$0	$0	$0
Other	**Subtotal**	**$0**	**$0**	**$0**	**$0**
Grand Total		**$5,361,071**	**$851,909**	**$736,909**	**$6,949,888**

FY 2020-21 Schedule IV-B for CJDT and uniform arrest affidavit
Appendix E - Estimated Schedule

ID	WBS	Task Name	Duration	Predecessors	Resource Names	Start	Finish	Successors
1	**1**	**Criminal Justice Data Transparency (CJDT) Project**	**754 days**			**Mon 7/8/19**	**Thu 6/30/22**	
2	**1.1**	**Establish Project (Initiation)**	**61 days**			**Mon 7/8/19**	**Tue 10/1/19**	
3	1.1.1	Acquire Approval for CJDT Data Dictionary Updates	61 days		CJJIS Council	Mon 7/8/19	Tue 10/1/19	8,5FF,13
4	1.1.2	Develop Project Charter	40 days		PM	Mon 7/8/19	Fri 8/30/19	7,40,41
5	**1.1.3**	**MILESTONE - Establish Project (Initiation) Complete**	**0 days**	**3FF**		**Tue 10/1/19**	**Tue 10/1/19**	**80FF**
6	**1.2**	**Perform Planning**	**109 days**			**Tue 9/3/19**	**Mon 2/10/20**	
7	1.2.1	Develop Project Management Plan	80 days	4	PM	Tue 9/3/19	Fri 12/27/19	10
8	1.2.2	Establish Contract	66 days	3	Contract Manager	Wed 10/2/19	Wed 1/8/20	10,9SS
9	1.2.3	Establish Pass Through Process	66 days	8SS	FDLE	Wed 10/2/19	Wed 1/8/20	11FF,19
10	1.2.4	Update Project Management Plan	22 days	8,7	PM	Thu 1/9/20	Mon 2/10/20	11FF,24FS-20 d
11	**1.2.5**	**MILESTONE - Perform Planning Complete**	**0 days**	**10FF,9FF**		**Mon 2/10/20**	**Mon 2/10/20**	**80FF**
12	**1.3**	**Establish CJDT Data Visualization**	**95 days**			**Wed 10/2/19**	**Wed 2/19/20**	
13	1.3.1	Procure Visualization Software	20 days	3	FDLE	Wed 10/2/19	Tue 10/29/19	15,14
14	1.3.2	Install and Configure Visualization Software	40 days	13	FDLE	Wed 10/30/19	Mon 12/30/19	15
15	1.3.3	Publish Initial Available Data	5 days	13,14	FDLE	Tue 12/31/19	Tue 1/7/20	17FF,80FF,16
16	1.3.4	Establish Process for Publishing Data	30 days	15	FDLE	Wed 1/8/20	Wed 2/19/20	17FF
17	**1.3.5**	**MILESTONE - Establish CJDT Public Website Complete**	**0 days**	**15FF,16FF**		**Wed 2/19/20**	**Wed 2/19/20**	**80FF**
18	**1.4**	**Conduct Pass Through**	**130 days**			**Thu 1/9/20**	**Mon 7/13/20**	
19	1.4.1	Submit Pass Through Requests	65 days	9	Local Agencies	Thu 1/9/20	Thu 4/9/20	20SS+20 days
20	1.4.2	Approve Awards	45 days	19SS+20 days	FDLE	Fri 2/7/20	Thu 4/9/20	21FS-30 days
21	1.4.3	Monitor Pass Through Awards	95 days	20FS-30 days	FDLE	Fri 2/28/20	Mon 7/13/20	22FF
22	**1.4.4**	**MILESTONE - Conduct Pass Through Complete**	**0 days**	**21FF**		**Mon 7/13/20**	**Mon 7/13/20**	**80FF**
23	**1.5**	**Implement and Deploy CJDT Solution**	**121 days**			**Mon 1/13/20**	**Wed 7/1/20**	
24	1.5.1	Perform Analysis for CJDT Solution	31 days	10FS-20 days	Contractor,FDLE	Mon 1/13/20	Tue 2/25/20	25
25	1.5.2	Develop and Configure CJDT Solution	50 days	24	Contractor	Wed 2/26/20	Tue 5/5/20	26,39SS
26	1.5.3	Perform Testing of CJDT Solution	20 days	25	Contractor,FDLE	Wed 5/6/20	Wed 6/3/20	27FS-5 days
27	1.5.4	Conduct Training	10 days	26FS-5 days	Contractor,FDLE	Thu 5/28/20	Wed 6/10/20	28
28	1.5.5	Perform Testing with Pilot Agencies and UAT	10 days	27	Local Agencies	Thu 6/11/20	Wed 6/24/20	30,29SS
29	1.5.6	Perform Performance Testing on Public Website	15 days	28SS	FDLE	Thu 6/11/20	Wed 7/1/20	31FF
30	1.5.7	Perform Go-live with the CJDT Solution	4 days	28	Contractor	Thu 6/25/20	Tue 6/30/20	31FF,33
31	**1.5.8**	**MILESTONE - Implement and Deploy CJDT Solution Complete**	**0 days**	**30FF,29FF**		**Wed 7/1/20**	**Wed 7/1/20**	**80FF**
32	**1.6**	**Enhance Published Data**	**86 days**			**Wed 7/1/20**	**Fri 10/30/20**	
33	1.6.1	Receive and Analyze Expanded Data from Contributors	45 days	30	FDLE	Wed 7/1/20	Wed 9/2/20	34
34	1.6.2	Publish Expanded Data	5 days	33	FDLE	Thu 9/3/20	Thu 9/10/20	35,36
35	1.6.3	Update Processes for Publishing Data	30 days	34	FDLE	Fri 9/11/20	Thu 10/22/20	37FF
36	1.6.4	Provide Data Guidelines for Public Website Users	36 days	34	FDLE	Fri 9/11/20	Fri 10/30/20	37FF
37	**1.6.5**	**MILESTONE - Enhance Published Data Complete**	**0 days**	**35FF,36FF**		**Fri 10/30/20**	**Fri 10/30/20**	**80FF**

FY 2020-21 Schedule IV-B for CJDT and uniform arrest affidavit
Appendix E - Estimated Schedule

ID	WBS	Task Name	Duration	Predecessors	Resource Names	Start	Finish	Successors
38	**1.7**	**Perform Monitor and Control**	**295 days**			**Tue 9/3/19**	**Fri 10/30/20**	
39	1.7.1	Evaluate Plans	175 days	25SS	PM	Wed 2/26/20	Fri 10/30/20	42FF
40	1.7.2	Conduct Project Team Meetings	295 days	4	PM,Project Team	Tue 9/3/19	Fri 10/30/20	42FF
41	1.7.3	Create Project Status Reports	295 days	4	PM	Tue 9/3/19	Fri 10/30/20	42FF,45,70
42	**1.7.4**	**MILESTONE - Perform Monitor and Control Complete**	**0 days**	**40FF,41FF,39FF**		**Fri 10/30/20**	**Fri 10/30/20**	**80FF**
43	**1.8**	**Implement Enhancements and Technology Refresh**	**419 days**			**Mon 11/2/20**	**Thu 6/30/22**	
44	**1.8.1**	**Implement CJDT Enhancements**	**155 days**			**Mon 11/2/20**	**Tue 6/15/21**	
45	1.8.1.1	Perform Analysis for Enhancements	40 days	41	Contractor,FDLE	Mon 11/2/20	Thu 12/31/20	46
46	1.8.1.2	Develop and Configure Enhancements	50 days	45	Contractor	Mon 1/4/21	Mon 3/15/21	47
47	1.8.1.3	Perform Testing for Enhancements	50 days	46	Contractor,FDLE,Local A	Tue 3/16/21	Mon 5/24/21	48
48	1.8.1.4	Perform Training for Enhancements	10 days	47	Contractor,FDLE	Tue 5/25/21	Tue 6/8/21	49
49	1.8.1.5	Deploy CJDT Enhancements	5 days	48	Contractor	Wed 6/9/21	Tue 6/15/21	50FF,52
50	**1.8.1.6**	**MILESTONE - Implement CJDT Enhancements**	**0 days**	**49FF**		**Tue 6/15/21**	**Tue 6/15/21**	**80FF**
51	**1.8.2**	**Modify Publish Data for CJDT Enhancements**	**115 days**			**Wed 6/16/21**	**Tue 11/30/21**	
52	1.8.2.1	Receive and Analyze Enhanced Data from Contributors	45 days	49	FDLE	Wed 6/16/21	Wed 8/18/21	53
53	1.8.2.2	Publish Enhanced Data	5 days	52	FDLE	Thu 8/19/21	Wed 8/25/21	54
54	1.8.2.3	Updated Processes for Publishing Enhanced Data	30 days	53	FDLE	Thu 8/26/21	Thu 10/7/21	55,58SS
55	1.8.2.4	Provide Data Guidelines for Enhanced Data to Public Website Users	35 days	54	FDLE	Fri 10/8/21	Tue 11/30/21	56FF
56	**1.8.2.5**	**MILESTONE - Modify Published Data for CJDT Enhancements**	**0 days**	**55FF**		**Tue 11/30/21**	**Tue 11/30/21**	**80FF**
57	**1.8.3**	**Perform CJDT Technology Refresh**	**160 days**			**Thu 8/26/21**	**Thu 4/14/22**	
58	1.8.3.1	Evaluate Solution Technoloy	40 days	54SS	Contractor	Thu 8/26/21	Thu 10/21/21	59FS+15 days
59	1.8.3.2	Modify Solution for Technology Refresh	50 days	58FS+15 days	Contractor	Mon 11/15/21	Thu 1/27/22	60
60	1.8.3.3	Test Solution Teschnology Refresh	50 days	59	Contractor,FDLE,Local A	Fri 1/28/22	Thu 4/7/22	61
61	1.8.3.4	Implement CJDT Solution Technology Refresh	5 days	60	Contractor	Fri 4/8/22	Thu 4/14/22	62FF,64
62	**1.8.3.5**	**MILESTONE - Perform CJDT Technology Refresh Complete**	**0 days**	**61FF**		**Thu 4/14/22**	**Thu 4/14/22**	**80FF**
63	**1.8.4**	**Modify Publish Data for Technology Refresh**	**54 days**			**Fri 4/15/22**	**Thu 6/30/22**	
64	1.8.4.1	Receive and Analyze Technology Refresh Data	30 days	61	FDLE	Fri 4/15/22	Thu 5/26/22	65
65	1.8.4.2	Publish Technology Refresh Data	5 days	64	FDLE	Fri 5/27/22	Fri 6/3/22	66
66	1.8.4.3	Updated Processes for Publishing Technology Refresh Data	10 days	65	FDLE	Mon 6/6/22	Fri 6/17/22	67
67	1.8.4.4	Provide Data Guidelines for Technology Refresh Data to Public Website Users	9 days	66	FDLE	Mon 6/20/22	Thu 6/30/22	68FF
68	**1.8.4.5**	**MILESTONE - Modify Publish Data for Technology Refresh**	**0 days**	**67FF**		**Thu 6/30/22**	**Thu 6/30/22**	**80FF**
69	**1.8.5**	**Perform Monitor and Control for Implementing Enhancements and Technology Refresh**	**388 days**			**Mon 11/2/20**	**Tue 5/17/22**	
70	1.8.5.1	Evaluate Plans for Enhancements and Technology Refresh	388 days	41	PM	Mon 11/2/20	Tue 5/17/22	71SS
71	1.8.5.2	Conduct Project Team Meetings for Enhancements and Technology Refresh	388 days	70SS	PM,Project Team	Mon 11/2/20	Tue 5/17/22	72SS

ID	WBS	Task Name	Duration	Predecessors	Resource Names	Start	Finish	Successors
72	1.8.5.3	Create Project Status Reports for Enhancements and Technology Refresh	388 days	71SS	PM	Mon 11/2/20	Tue 5/17/22	73FF,75
73	**1.8.5.4**	**MILESTONE - Perform Monitor and Control for Implementing Enhancements and Technology Refresh Complete**	**0 days**	**72FF**		**Tue 5/17/22**	**Tue 5/17/22**	**80FF**
74	**1.9**	**Perform Project Close-out**	**31 days**			**Wed 5/18/22**	**Thu 6/30/22**	
75	1.9.1	Document Lessons Learned	10 days	72	PM	Wed 5/18/22	Wed 6/1/22	76
76	1.9.2	Archive Documents	10 days	75	FDLE	Thu 6/2/22	Wed 6/15/22	77
77	1.9.3	Close Procurement	10 days	76	PM,Contract Manager	Thu 6/16/22	Wed 6/29/22	78
78	1.9.4	Conduct Project Close-out Meeting	1 day	77	PM,Project Team	Thu 6/30/22	Thu 6/30/22	79FF
79	**1.9.5**	**MILESTONE - Perform Project Close-out Complete**	**0 days**	**78FF**		**Thu 6/30/22**	**Thu 6/30/22**	**80FF**
80	**1.10**	**MILESTONE - Criminal Justice Data Transparency (CJDT) Project Complete**	**0 days**	**5FF,11FF,31FF,7**		**Thu 6/30/22**	**Thu 6/30/22**	

FY 2020-21 Schedule IV-B for CJDT and uniform arrest affidavit
Appendix E - Estimated Project Schedule

ID	WBS	Task Name	Duration	Predecessors	Resource Names	Start	Finish	Successors
1	**1**	**Uniform Arrest Affidavit (UAA) Project**	**353 days**			**Mon 7/8/19**	**Wed 11/11/20**	
2	**1.1**	**Establish Project (Initiation)**	**61 days**			**Mon 7/8/19**	**Mon 9/30/19**	
3	1.1.1	Acquire UAA Data Dictionary Approval	61 days		CJJIS Council	Mon 7/8/19	Mon 9/30/19	7,5FF,4FS-40 da
4	1.1.2	Develop Project Charter	25 days	3FS-40 days	PM	Tue 8/6/19	Mon 9/9/19	25,24
5	**1.1.3**	**MILESTONE - Establish Project (Initiation) Complete**	**0 days**	**3FF**		**Mon 9/30/19**	**Mon 9/30/19**	**32FF**
6	**1.2**	**Perform Planning**	**88 days**			**Tue 10/1/19**	**Thu 1/30/20**	
7	1.2.1	Establish Contract	66 days	3	Contract Manage	Tue 10/1/19	Tue 12/31/19	8,11
8	1.2.2	Develop Project Management Plan	22 days	7		Wed 1/1/20	Thu 1/30/20	12,9FF
9	**1.2.3**	**MILESTONE - Perform Planning Complete**	**0 days**	**8FF**		**Thu 1/30/20**	**Thu 1/30/20**	**32FF**
10	**1.3**	**Implement and Deploy UAA Solution**	**131 days**			**Wed 1/1/20**	**Wed 7/1/20**	
11	1.3.1	Perform Analysis on UAA Solution	22 days	7	Contractor,FDLE	Wed 1/1/20	Thu 1/30/20	12
12	1.3.2	Develop UAA Solution	60 days	8,11	Contractor	Fri 1/31/20	Thu 4/23/20	13,23SS
13	1.3.3	Perform Testing of UAA Solution	30 days	12	Contractor,FDLE	Fri 4/24/20	Thu 6/4/20	14
14	1.3.4	Perform Testing with Pilot Agencies and UAT	15 days	13	Local Agencies	Fri 6/5/20	Thu 6/25/20	16,15FS-6 days
15	1.3.5	Conduct Training	10 days	14FS-6 days	Contractor,FDLE	Thu 6/18/20	Wed 7/1/20	17FF
16	1.3.6	Implement UAA Solution (Go-live)	4 days	14	Contractor	Fri 6/26/20	Wed 7/1/20	17FF,19
17	**1.3.7**	**MILESTONE - Implement and Deploy UAA Solution Complete**	**0 days**	**16FF,15FF**		**Wed 7/1/20**	**Wed 7/1/20**	**32FF**
18	**1.4**	**Assist Agencies with Integrations with the UAA**	**65 days**			**Thu 7/2/20**	**Wed 9/30/20**	
19	1.4.1	Assist UAA Agency Integrations	65 days	16	FDLE	Thu 7/2/20	Wed 9/30/20	20SS
20	1.4.2	Monitor Agency Integrations	65 days	19SS	FDLE	Thu 7/2/20	Wed 9/30/20	21FF,28
21	**1.4.3**	**MILESTONE - Assist Agencies with Integrations with the UAA**	**0 days**	**20FF**		**Wed 9/30/20**	**Wed 9/30/20**	**32FF**
22	**1.5**	**Perform Monitor and Control**	**277 days**			**Tue 9/10/19**	**Wed 9/30/20**	
23	1.5.1	Evaluate Plans	109 days	12SS	PM	Fri 1/31/20	Wed 7/1/20	
24	1.5.2	Conduct Project Team Meetings	277 days	4	PM,Project Team	Tue 9/10/19	Wed 9/30/20	26FF
25	1.5.3	Create Project Status Reports	277 days	4		Tue 9/10/19	Wed 9/30/20	26FF
26	**1.5.4**	**MILESTONE - Perform Monitor and Control Complete**	**0 days**	**24FF,25FF**		**Wed 9/30/20**	**Wed 9/30/20**	**32FF**
27	**1.6**	**Perform Project Close-out**	**30 days**			**Thu 10/1/20**	**Wed 11/11/20**	

ID	WBS	Task Name	Duration	Predecessors	Resource Names	Start	Finish	Successors
28	1.6.1	Document Lessons Learned	15 days	20	PM	Thu 10/1/20	Wed 10/21/20	29
29	1.6.2	Close Procurement	10 days	28	PM,Contract Man	Thu 10/22/20	Wed 11/4/20	30
30	1.6.3	Conduct Project Close-out Meeting	5 days	29	PM,Project Team	Thu 11/5/20	Wed 11/11/20	31FF
31	**1.6.4**	**MILESTONE - Perform Project Close-out Complete**	**0 days**	**30FF**		**Wed 11/11/20**	**Wed 11/11/20**	**32FF**
32	**1.7**	**MILESTONE - Uniform Arrest Affidavit (UAA) Project Complete**	**0 days**	**5FF,9FF,17FF,26**		**Wed 11/11/20**	**Wed 11/11/20**	

Appendix F – FDLE's Information Technology Standards

The following IT standards have been adopted by FDLE's Office of Information Technology Services. While circumstances may require FDLE to use standards other than those described here, FDLE will adhere to these standards as much as possible.

a. Architecture
- Information systems will be developed to operate in a multi-tier architecture.
- Web-based interfaces will be used for the presentation (user) tier.
- Information systems will use load-balancing where appropriate.
- Information systems will operate on clustered server environments where appropriate.
- Development and testing will be performed on separate non-production servers.
- No data or transactions are to be lost due to isolated failures of equipment.

b. Servers
- Rack-mountable servers will be used for information systems.
- Individual servers will be scaled to handle large bursts of transactions on each interface where appropriate.
- Virtualization will be used when possible.
- Server operating systems will be either Red Hat Linux or Microsoft Windows Server.

c. Storage
- Information systems will be designed to use redundant disk arrays in the FDLE Data Center and in the DR site.

d. Network
- FDLE's Criminal justice information systems will use CJNet.

e. Database
- Data will be stored in relational database(s) using either Oracle RDBMS, Microsoft SQL Server or MySQL.
- Audit logs will capture forensic metadata for all changes to data, including changes made by FDLE staff.

f. Application Software
- Software development standards are specified in FDLE Development Standards Version 2.0.
- Application software will be developed using Java EE or Microsoft .NET.
- Java development standards are specified in Java Development Standards Version 2.0.
- Web-based application standards are specified in JSF Web Framework Standards Version 2.0.
- JBoss is the preferred application server platform used for FDLE information systems.
- Web Services should be used where possible when application communicate outside the agency.

g. Security

The security of criminal history record data and related data is of vital importance to FDLE and must meet the following system security requirements:

- 28 CFR Part 20 and Public Law 92-544, which regulate sharing criminal justice information with criminal justice and non-criminal justice governmental agencies.
- The system shall meet the FBI CJIS Security Policy (CSP), state of Florida, and FDLE security

policy.

- Requirements of Florida Statutes Chapters 943.05, 943.051, 943.0515, 943.052, 943.053,
- 943.054, 943.0542, 943.0543, 943.055, 943.056, 943.057, 943.0575, 943.0581, 943.0582,
- 943.0583, 943.0585, 943.059, in addition to a variety of other statutes detailing background screening requirements, which describe FDLE's duties as the State's central repository for criminal record information and gateway to the Federal repository.
- Section 282.318, F.S. – Information Technology Security Act
- Rule 60GG-2, F.A.C. – Florida Cybersecurity Standard
- Rule 60GG-5, F.A.C. – Information Technology Architecture Standards
- FDLE Policies -
    - 1.4 – Use of FDLE Resources,
    - 2.5 – Information Security,
    - 2.6 – Acceptable Use of Information Technology, and
    - 3.1 – Background Investigations.

Compliance with the following standards is preferred:

- Lightweight Directory Access Protocol (LDAP)/Active Directory (AD)
- Security Assertion Markup Language (SAML)
- Global Federated Identity and Privilege Management (GFIPM)

h. Availability
- The system will follow FDLE's standards on availability: minimum 99.5% uptime

i. Data Communication Standards
- Sections 282.701 to 282.711, F.S. – Communication Information Technology Services Act
- National Information Exchange Model (NIEM)
- FBI Criminal Justice Information Services (CJIS) Standards, including those associated with;
    - National Crime Information Center (NCIC)
    - Interstate Identification Index (III)
    - National Fingerprint File (NFF)
    - National Instant Criminal Background Check System (NICS)
    - National Data Exchange (N-Dex)

j. Accessibility
- United States Rehabilitation Act – Section 508 details accessibility standards for all systems
- Section 282.601 to 282.606, F.S. – Accessibility of Information and Technology

k. Desktop Computing
- Microsoft Windows Operating System
- Microsoft Office
- Microsoft Visio
- Microsoft Project
- Adobe Acrobat

l. Project Management
- Sections 282.003 to 282.318, F.S. – Information Technology Management Act
- Rule 60GG-1, F.A.C. – Project Management and Oversight Standards
- Project Management Institute, Project Management Body of Knowledge (PMBOK)

SCHEDULE IV-B FOR DATA ANALYTICS SOLUTION

For Fiscal Year 2020-21

September 16, 2019

FLORIDA DEPARTMENT OF LAW ENFORCEMENT

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I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Florida Department of Law Enforcement	Schedule IV-B Submission Date: September 16, 2019
Project Name: Data Analytics Solution	Is this project included in the Agency's LRPP? ____ Yes __X__ No
FY 2020-21 LBR Issue Code: 36122C0	FY 2020-21 LBR Issue Title: Modernization to Counter 21st Century Threats
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Becky Bezemek, 850-410-8459, BeckyBezemek@fdle.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: Richard Swearingen	Date: 9/13/19
Agency Chief Information Officer (or equivalent): Printed Name: Joey Hornsby	Date: 9/9/19
Budget Officer: Printed Name: Cynthia Barr	Date: 9/9/19
Planning Officer: Michelle B. Pyle Printed Name: Michelle Pyle	Date: 9/9/19
Project Sponsor: Printed Name: Mike Phillips	Date: 9/10/19
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Joshua Quigley, 410-7588, JoshuaQuigley@fdle.state.fl.us
Cost Benefit Analysis:	Mark Scharein, 410-8515, MarkScharein@fdle.state.fl.us
Risk Analysis:	Mark Scharein, 410-8515, MarkScharein@fdle.state.fl.us
Technology Planning:	Mark Scharein, 410-8515, MarkScharein@fdle.state.fl.us
Project Planning:	Mark Scharein, 410-8515, MarkScharein@fdle.state.fl.us

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

A. Background and Strategic Needs Assessment

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

1. Business Need

The nature of threats to Florida's domestic security and public safety has evolved over recent years. Modern criminal and terrorist organizations are now highly decentralized, globally networked and equipped with advanced technical and operational capabilities. Identifying and disrupting illicit operations is a significant challenge to traditional law enforcement practices. Similarly, homegrown violent extremists and lone-actors, like those who have recently committed acts of mass targeted violence across the nation, often elude detection because their behavior patterns leading up to an attack are not recognized in time. Countering these types of direct threats will require modern operational processes, trained personnel and supporting technology.

In 2019, FDLE received a directive from Florida's Governor to develop a unified statewide strategy for identifying and managing threats through the increased support of local law enforcement partners utilizing existing collaborative frameworks and employing modern law enforcement practices such as intelligence-led policing (ILP), behavioral threat assessment, and management (BTAM) models. BTAM is a proactive, investigative methodology and operational application of intelligence-led policing, employed to detect or disrupt threats of targeted violence, especially incidents of mass targeted violence like the tragedies at Pulse Nightclub (Orlando, FL), Fort Lauderdale-Hollywood International Airport (Fort Lauderdale) and Marjory Stoneman Douglas High School (Parkland, FL). The success of BTAM processes, however, depends on both the quantity and quality of data and information available for investigation and analysis.

FDLE has initiated a multi-year, strategic program to implement a tailored model of ILP. In addition to a comprehensive review and modernization of the department's investigative and intelligence-related processes, the project includes the procurement of new and upgraded information technology solutions to retrieve, manage and analyze the growing amount of information available for investigations. The department will also look to enhance the staffing in the Office of Statewide Intelligence to provide a holistic perspective of statewide, multi-jurisdictional threat environments.

The project described in this Schedule IV-B includes the acquisition and implementation of a data analytics solution that can extract and integrate disparate data from multiple systems and repositories. The anticipated multi-year cost for this solution is $12 million.

After implementation of this solution, the department will look to integrate additional data sources and upgrade its records management system through future project proposals and budget requests.

2. Business Objectives

- Integrate multiple, disparate internal databases containing structured and unstructured data with potential intelligence value.
- Access multiple, disparate databases via a single point of search or query and efficiently extract, compile and organize data into information for analysis.
- Visualize information via a configurable dashboard to determine the need and appropriate model(s) for analysis.
    - Standardize and organize information with context and sourcing.
    - Import information from third-party software for analysis.
    - Export information to third-party software for analysis.
    - Eliminate the need to conduct workflows across multiple systems or platforms.
- Apply appropriate analytical model(s) to information.
- Collaborate in information analysis via a common, intuitive, and secure end-user environment.
- Develop actionable intelligence for tactical, operational, or strategic application.
- Record, automate, and refine business processes for conducting information analysis.
- Export actionable intelligence product into law enforcement records management system.

- Reduce manual business processes supporting information analysis.
- Develop a statewide common operating picture for situational awareness.
- Increase the speed from decision to action.
- Detect trends, patterns, and gaps in structured and unstructured data based on business rules.
- Establish and maintain a data integration and governance architecture.

B. Baseline Analysis

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

1. Current Business Process(es)

The department's IFS program is statutorily mandated or authorized to conduct multiple law enforcement missions. These varied missions are often complementary to each other, yet at times may compete for limited resources. These missions are represented in the high-level operational business processes described below. Many of these business processes are conducted without any immediate or intimate awareness of their interdependencies upon each other. This lack of awareness limits the department's ability to increase operational efficiency and investigative productivity, especially in its statewide criminal and intelligence investigations and supporting operations. As a result, each mission is conducted without comprehensive knowledge of its overall operational impact, whether positive or negative, upon other complementary or competing missions.

Multiple factors contribute to the department's lack of awareness in its operational business processes and their interdependencies. First, operational data and information created or collected through these business processes is stored in separate databases. Second, the department's inability to automatically integrate and analyze these disparate databases inhibits its development of strategic insight. Third, the department is unable to establish and maintain a statewide common operating picture for situational awareness because there is minimal or no collaboration between its operational business processes. Finally, many of the department's operational business processes involve manual tasks that end in the documentation of data or information in its current RMS (i.e. AIMS), but without analytic insight that reveals statewide trends, patterns, or relationships between identifiable entities subject to criminal or intelligence investigation. Many of these manual tasks are duplicative in nature because various operational components maintain different business processes with a similar purpose. The following operational business processes are presently in effect throughout the department.

1) Protective Services – Annual Transportation & Protective Services Report

    a) Florida Government Officials & Infrastructure – In FY 17/18, the department provided 24/7/365 protection to Florida's Governor and First Family, including the Governor's Mansion and the Executive Office of the Governor.
    b) Visiting Government Officials – In FY 17/18, the department conducted 37 protective details for visiting state governors and other authorized government officials or persons.

2) Domestic Security – Florida's Domestic Security Strategic Plan & Annual Report

    a) Domestic Security Oversight Council (DSOC) – The department's Executive Director (i.e. Commissioner) serves as Chairperson of Florida's DSOC, which provides executive oversight and recommendations on strategic policy-making with regard to domestic security issues of statewide concern, operational resource procurement funding and allocation planning, and annual reporting to the Governor and Legislature.
    b) Domestic Security Coordinating Group (DSCG) – The department coordinates and serves as a member of Florida's DSCG, which is comprised of subject-matter experts from multiple state agencies, key outside organizations, and the RDSTFs who address various domestic security issues of statewide concern.

c) Regional Domestic Security Task Forces (RDSTF) – In FY 17/18, the department RDSTF's completed 1,410 domestic security activities statewide, which included training and incident responses.

3) Statewide FDLE Investigations – Annual Statewide Strategies & Reports

a) Criminal Investigations – In FY 17/18, the department conducted 2,247 criminal investigations within the scope of its statewide investigative strategy, closed 763 investigations, and cleared 250 investigations by arrest.
- Domestic Security
  - Counterterrorism Investigations
  - Cyber & High-Technology Crime Investigations
  - Capitol Complex Security – In FY 17/18, the Capitol Police responded to 4,657 calls for police service.
- Public Integrity
  - Florida Governor Ordered Investigations
  - Public Corruption Investigations
  - Florida Department of Corrections In-Custody Death & Injury Investigations
  - Law Enforcement Officer-Involved Shooting Investigations
- Offender Registration Enforcement
  - Sexual & Career Offender Registration Enforcement
- Missing & Endangered Persons Information Clearinghouse
- Organized Crime
  - All other statewide criminal investigations relating to organized crime.

b) Intelligence Investigations – In FY 17/18, the department conducted 484 intelligence initiatives or investigations.
- Intelligence Requirements
  - Annual Standing & Priority Information Needs
- Collection
  - Field Intelligence Squads
- Processing, Exploitation, & Analysis
  - Florida Intelligence Center
  - Counterterrorism Intelligence Center
  - Financial Crimes Analysis Center
  - Cyber Intelligence Center
- Florida Fusion Center
  - Statewide Intelligence Watch & Warning Center
  - Interagency Fusion Liaisons Program
  - Operations Security & Counterintelligence
- Targeted Enforcement Response
  - Field Intelligence Squads
- Feedback
  - Strategic Value & Operational Guidance

c) Administrative Investigations
- Internal Affairs Investigations – In CY 17, the department completed 147 internal investigations.
- Internal & External Background Investigations – In CY 17, the department completed 2,778 background investigations.
- Internal Fraud, Waste, or Abuse Inspections or Investigations
- Internal Legal Reviews

4) Statewide Task Force Investigations – Annual Statewide Strategies & Reports

a) FDLE Regional Domestic Security Task Force (Domestic Security/Antiterrorism)
b) FDLE Electronic Surveillance Support Team (Violent Offender Tracking) – In CY 17, the department conducted 262 active cellular locates, 584 GPS cellular locates, 2,348 cellular analyses, 1,130 video surveillances, 1,146 surveillance camera deployments, 542 covert audio recordings, 298 GPS vehicle

tracks, 371 GPS vehicle tracker analyses, 496 PEN registers, 84 title III wiretaps, 320 audio or visual enhancements, all of which all resulted in 786 arrests statewide.

c) FDLE Child Abduction Response Team (Violent Crimes)
d) FDLE Internet Crimes Against Children Task Force (Internet Crimes)
e) Federal Task Forces – The department participates in numerous federally sponsored and managed task forces that focus upon various prioritized crime initiatives.

5) Statewide FDLE Investigative Support

a) Florida Computer Crimes Center – In CY 17, the department conducted 217 computer crimes investigations.
b) Statewide Law Enforcement Radio System
c) FDLE Investigative & Evidentiary Funds
d) Statewide Investigative Forfeitures
e) Statewide Undercover LEO Identities Management
f) FDLE Confidential Human Source Management
g) Statewide Authorized Central Storage Management
h) Evidence and In-Custody Property Management

6) Statewide FDLE Mutual Aid Operations

a) Florida Mutual Aid Plan – Statewide Emergency Disaster Response
b) FDLE Continuity of Operations Plan
c) Regional Law Enforcement Communications Team
d) Field Management Support Team
e) FDLE Aviation

2. Assumptions and Constraints

Assumptions

- FDLE will continue to serve as the lead agency for coordinating counter-terrorism activities, including assessments of the state's vulnerability to, and ability to detect, prevent, prepare for, respond to, and recover from acts of terrorism in Florida.
- FDLE will continue to conduct criminal investigations with reference to organized crime, vice, racketeering, rioting, inciting to riot, and insurrection.
- FDLE will continue to aid local enforcement in preventing or solving crimes and controlling criminal activity in Florida.
- Criminal and terrorist groups will continue to be early adopters of advances in technology.
- Incitement to violence and terrorism through social media will increase.
- Technology enables transient and less structured criminal and terrorist organizations.
- While violent and property crime rates have been trending down since the early 1990's, cybercrime is up and will continue to grow.
- The demand for intelligence will continue to grow in both quantity and complexity, and laws associated with the use of intelligence and investigations' records will continue to evolve and change. Requests to collect and report on specific data will change as policy issues emerge and change.

Constraints

- Special Authorization Requirement – The Data Analytics System project is estimated to exceed $10 million dollars and must comply with 216.023(4)(a)10, F.S.
- The new systems must comply with the FBI CJIS Security Policy (CSP), Florida's Information Technology Security Rule (74-2), and FDLE security policies. Where there is overlap or conflict, the more restrictive

requirement will supersede the other. Furthermore, where requirements are similar but not exact, the two (2) policies' requirements shall enhance each other. When discrepancies arise, it will be up to FDLE to determine the level of compliance. Systems must also meet the 28 Code of Federal Regulations, 28 CFR Part 20 and Public Law 92-544, which regulate sharing criminal justice information with non-criminal justice governmental agencies and 28 CFR Part 23, which contains standards for operating federally funded multi-jurisdictional criminal intelligence systems.

- The new systems must be operational 24 hours a day, 7 days a week, and 365 days a year. Systems must adhere to FDLE information system availability standard of 99.5%.
- All project activities must be performed and completed within the United States and all data must remain within the United States. Additionally, those who work on this project at FDLE facilities or have access to FDLE information systems will be permitted to work only upon successful completion of an FDLE background check. According to FDLE Policy 3.1 – Background Investigations, the background check will include, but is not limited to, criminal record check, credit check, employer verification, drug test, and E-verify requirements.

C. Proposed Business Process Requirements

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

1. Proposed Business Process Requirements

FDLE will continue to perform the activities identified above but must improve operational efficiency and investigative productivity. This is possible by streamlining operational business processes and augmenting those processes with modern information technology (IT) solutions. These solutions must enable the department to integrate, manage, and analyze exponentially increasing volumes of structured and unstructured data available for investigation and stored across multiple, disparate databases.

Interoperability between systems must allow operational personnel to collaborate and communicate about statewide criminal and intelligence investigations in real-time, increase operational efficiency, improve information sharing, and decision-making.

New data integration and analytics capabilities must provide operational personnel a force multiplier when performing analysis, improving the processing and interpretation of structured and unstructured data or information, thereby increasing the ability to produce finished intelligence.

The new system must improve FDLE's ability to formulate strategic insight regarding statewide trends, patterns, or relationships between identifiable entities subject to criminal or intelligence investigation.

Operational intelligence and investigative processes will need to be continuously refined and automated to keep up with the growing sophistication of organizations and individuals that threaten domestic security.

FDLE seeks to improve statewide situational awareness and build a statewide common operating picture between all its operational personnel and partnering law enforcement agencies. The department believes an IT modernization program will also involve an organizational culture change to adopt streamlined operational business processes that will permit the department more effectively counter 21st century threats to Florida's domestic security and public safety.

2. Business Solution Alternatives

Alternative #1 – Adapt Intelligence Processes using Existing Information Systems

This alternative would have FDLE maintain and enhance the current AIM system to meet FDLE's analytics and case

management needs. The 2016 AIM system assessment found that searching, investigative report editing/formatting, and system navigation needed improvement, AIMS does not provide for the records and reporting needs of Capitol Police (FDLE's uniform and first response component), and AIM is not intuitive and requires significant training and practice to be able to navigate, locate records, and perform administrative reporting functions. Finally, AIM does not have the capability to perform complex analytics which is vital to FDLE's investigative and intelligence mission.
..

Alternative # 2 – Improve Intelligence Processes using a new Data Analytics Solution

Procure Vendor Product(s) for records management and data analytics solutions. Many FDLE counterparts in other states have successfully used this approach to implement a new records management system and data analytics solution. Commercial products would provide a proven core software system with a standby disaster recovery (DR) system that is in use today by FDLE's counterparts. It also significantly reduces the time to deliver and it reduces the risk to the project by the vendor having previously implemented their product. There are IT firms in the market with products and experience in the field, as well as an understanding of the complex nature of the data analytics process.

3. Rationale for Selection

FDLE identified advantages and disadvantages of each alternative.

Alternative #1 – Adapt Intelligence Processes using Existing Information Systems

Advantage	Disadvantage
This is the least expensive option for the short-term.	Does not provide analytical capabilities needed for FDLE's intelligence missions.
	Builds on older technology frameworks that may constrain FDLE's ability to implement business process improvements.
	As business needs change, FDLE will implement ancillary (but necessary) systems or add modules (where feasible) to existing systems to meet those needs.

Alternative # 2 – Improve Intelligence Processes using a new Data Analytics Solution

Advantage	Disadvantage
Commercially available solutions are available that meet FDLE's needs.	Competitive procurements require significant time and effort to complete, typically 6 to 12 months. Large dollar competitive procurements do introduce risks for delay due to vendor protests.

Enables FDLE to employ experience and skilled staff to help implement new information systems.	Requires significant investment (time and money) to implement and operate.
FDLE can draw on experience of other law enforcement agencies that have implemented similar systems.	
Mitigates some risk associated with implementing large-scale information systems.	
FDLE and State Law Enforcement partners benefit from new and improved features / functions as products evolve.	

4. Recommended Business Solution

FDLE recommends Alternative #2, improve intelligence processes using a new data analytics solution.

Through the analysis of business processes and development of business and technical requirements, FDLE will prepare a roadmap for improving its intelligence operations. Acquiring a data analytics solution that can grow and adapt over time to work with large data sets, identify trends and patterns, and establish relationships through the analysis of the data, will be a major step toward implementing intelligence-led policing as an organizational strategy.

D. Functional and Technical Requirements

Purpose: To identify the functional and technical system requirements that must be met by the project.

Data Storage & Integration

- Operational storage for data mining and analysis to support tactical, operational, and strategic law enforcement intelligence and executive decision-making
- Scalable architecture to support future expansion
- Independent data system
- On-premise or cloud-based storage (cloud storage requires FBI CJIS Security compliance)
- Integrate internal, disparate and distributed enterprise databases containing both structured and unstructured data
- Interoperable with external, distributed and heterogeneous databases containing both structured and unstructured data
- Provide extract, transform, and load (ETL) technology to access various data sources

End-User Interface

- Support tactical, operational, and strategic law enforcement intelligence analysis and criminal investigative activities
- Interactive and intuitive interface with dynamic data visualization (i.e. dashboards) and minimal end-user training or support (e.g. graphical user-interface (GUI) with user-centered design (UCD))

Search & Query Capability

- Single-point enterprise and federated search of distributed, disparate databases containing both structured and unstructured data

- Multiple search types (e.g. Boolean, free-text, natural-language, regular expressions, etc.) and strategies (e.g. keywords, phrases, metadata, file formats, etc.)
- Create, save, and share automated end-user searches with customizable alerts to subsequent positive responses
- Create, save, and share manual end-user queries with customizable alerts to subsequent positive responses

Analytical Capabilities

- Enterprise Knowledge Model based on rules and sources
- Collaboration between law enforcement personnel in analysis efforts
- Social Network Analysis
- Geospatial Analysis with Geotagging of Unstructured Data
- Timeline & Frequency Analysis
- Fraud Detection & Analysis
- Financial Analysis
- Self-Organized Mapping
- Entity Linking & Relational Analysis
- Bayesian Analysis
- Textual Analysis
- Linguistic Analysis
- Predictive Analysis
- Automated & Enhanced Data Visualization
- Statistical Analysis
- Data Clustering & Segmenting
- Sequential & Temporal Event Patterning
- Automated Entity Extraction from Unstructured Narrative Reporting
- Entity Summarization Analysis
- Entity, Financial, & Commodity Flow Charting Analysis
- Temporal Evidentiary Visualization (i.e. Story Boarding)

System Availability

- Operational 24 hours per day, 7 days per week, and 365 days per year with "peak" usage during standard business hours (M-F; 8:00 AM – 5:00 PM) or any hours during critical incident response (e.g. hurricane, civil unrest, terrorist events, etc.)
- 99.5% availability

Hardware & System Software

- High availability. All hardware and software designs must be robust and offer redundancy with no single points of failure.
- Support continuity of operations
- System management tools (e.g. security, maintenance, scheduling, monitoring, and reporting)

Training Services

- Application Administrator training
- End-user training
- IT Support training

Maintenance & Technical Support

- Preventive and Remedial maintenance services
- Call Center support
- Software patching and upgrades
- On-site and off-site technical support options

III. Success Criteria

Purpose: To identify the critical results, both outputs and outcomes, that must be realized for the project to be considered a success.

SUCCESS CRITERIA TABLE				
#	**Description of Criteria**	**How will the Criteria be measured/assessed?**	**Who benefits?**	**Realization Date (MM/YY)**
1	Facilitate Implementation of Intelligence-led Policing	An environment for organizational behavior and business process changes is in place	The Public State and Local Law Enforcement FDLE Operational Personnel	07/23
2	Establish a Framework for the integration of FDLE datasets	New data analytics system is operational with initially defined datasets	FDLE Operational Personnel	07/23
3	Establish a Framework for the future integration of external data for law enforcement use	New data analytics system is operational with initially defined datasets	State and Local Law Enforcement FDLE Operational Personnel	07/23
4	Create the foundation for a Common Operational Picture for all State Law Enforcement Personnel	New data analytics system is operational with initially defined datasets	State and Local Law Enforcement FDLE Operational Personnel	07/23
5	Enhanced statewide situational awareness of threats to domestics security and public safety	Improved quality of investigations and increased opportunities for interdiction	The Public State and Local Law Enforcement FDLE Operational Personnel	07/23
6	Improve decision-making regarding the use of resources for intelligence and investigative operations	Increased productivity in investigations and efficiency in operations	FDLE Management and Staff	07/23
7	Improve FDLE's operational business processes	Increased productivity in investigations and efficiency in operations	FDLE Management and Staff	07/23

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

A. Benefits Realization Table

Purpose: To calculate and declare the tangible benefits compared to the total investment of resources needed to support the proposed IT project.

BENEFITS REALIZATION TABLE					
#	**Description of Benefit**	**Who receives the benefit?**	**How is benefit realized?**	**How is the realization of the benefit measured?**	**Realization Date (MM/YY)**
1	Perform complex analysis of datasets to increase validity and reliability of intelligence	FDLE Operational Personnel State Law Enforcement Agencies	FDLE staff use: • Predictive Analytics • Visual Data Discovery • Enterprise Reporting • Geospatial Location Intelligence • Event Stream Processing • And others analytical capabilities	The quantity and quality of intelligence reports are improved. Intelligence work leads to targeted, high value interdiction and investigations.	07/23
2	Increase efficiency in the collection and normalization of data	FDLE Operational Personnel State Law Enforcement Agencies	Increase the amount and quality of useful information	Identification of patterns and relationships that would not otherwise be detected	07/23
3	Develop more quality investigative leads	FDLE Operational Personnel State Law Enforcement Agencies	Increase the amount and quality of useful information	Identification and disruption of criminal organizations and activity	07/23
4	Improve collaboration between FDLE and Law Enforcement partners	FDLE Operational Personnel State Law Enforcement Agencies	• Agencies get up to speed faster • Greater adaptability and flexibility • Accelerates intelligence work • Improved	Identification and disruption of criminal organizations and activity	07/23

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
			cohesion		
5	Increase understanding of criminal enterprises	FDLE Operational Personnel State Law Enforcement Agencies	Identify and index additional data points related to criminal organizations	Identification and disruption of criminal organizations and activity	07/23
6	Capture more characteristics about people, groups, and businesses	FDLE Operational Personnel State Law Enforcement Agencies	Identify and index additional data points related to people, groups, and businesses	Identification and disruption of criminal organizations and activity	07/23
7	Improve ability to store, index, and search multiple file formats	FDLE Operational Personnel State Law Enforcement Agencies	Staff have a greater range of tools to work with various files and file formats	Reduced time and effort to process documentation and records	07/23
8	Provide Common Operational Picture for operational personnel	FDLE Management & Operational Personnel	Improved situation awareness Personnel have access to the same data and intelligence associated with FDLE cases	Personnel throughout the organization are able to make decisions and take action based on the same information	07/23
9	Electronic Records Documentation	FDLE Management & Operational Personnel	Paper Forms, Reports, and Files are reduced or eliminated	Elimination of paper files	07/23
10	Expand and improve Reporting Capabilities	FDLE Operational Personnel	End users have access to a wide range of reporting capabilities that do not require assistance from IT staff	Users are able to produce the reports they need when they need them	07/23
11	Enable system components to run on a variety of mobile devices	FDLE Operational Personnel	Personnel have access to data from anywhere, at any time	System can be securely accessed from desktop computers, laptops, tablets, and smartphones	07/23
12	Ability to maintain and	FDLE Operational	Only authorized	Compliance with	07/23

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
	improve system security	Personnel	personnel are able to access the system and use is based on defined roles	industry and government security standards	
13	Ability to manage and adjust operational workflows	FDLE Management & Operational Personnel	Workflows can be documented, adjusted, and managed to meet FDLE operational needs.	Reduce time and effort to complete investigative processes	07/23
14	Improved management reporting	FDLE Management	FDLE management is able to obtain the information they need when they need it	Faster access to more complete and meaningful information	07/23
15	Streamline system administration and management	FDLE Operational Personnel FDLE IT Staff	System is based on a commercially available product Operational and IT staff have a complete set of tools to manage the system	Changes to the system are based on product updates / releases from the product manufacturer Reduction of custom programming Reduction in exception processes	07/23

B. Cost Benefit Analysis (CBA)

Purpose: To provide a comprehensive financial prospectus specifying the project's tangible benefits, funding requirements, and proposed source(s) of funding.

The estimated cost to implement the Data Analytics Solution is approximately $12.2 million.

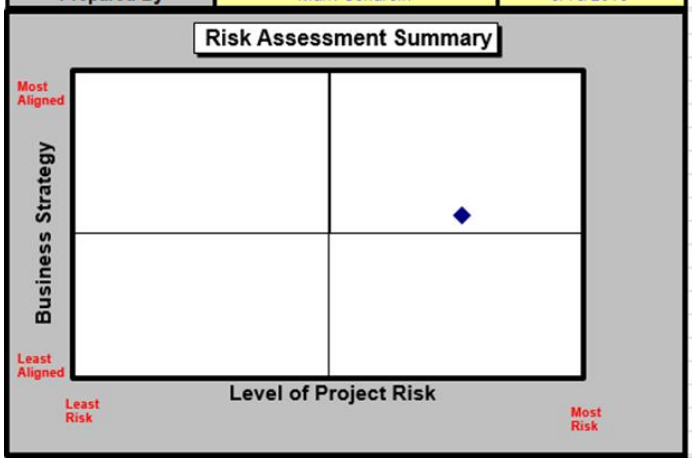
The Cost Benefit Analysis worksheets can be found in Appendix B.

V. Schedule IV-B Major Project Risk Assessment

Purpose: To provide an initial high-level assessment of overall risk incurred by the project to enable appropriate risk mitigation and oversight and to improve the likelihood of project success. The risk assessment summary identifies the overall level of risk associated with the project and provides an assessment of the project's alignment with business objectives.

Risk Assessment worksheets can be found in Appendix C.

Project	*Data Analytics Solution*	
Agency	*Florida Dept. of Law Enforcement*	
FY 2020-21 LBR Issue Code:	**FY 2020-21 LBR Issue Title:**	
36122C0	*Counter 21st Century Threats*	
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):		
Mark Scharein, 410-8515, MarkScharein@fdle.state.fl.us		
Executive Sponsor	*Thomas Foy*	
Project Manager	*TBD*	
Prepared By	*Mark Scharein*	*9/16/2019*



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

VI. Schedule IV-B Technology Planning

Purpose: To ensure there is close alignment with the business and functional requirements and the selected technology.

A. Current Information Technology Environment

1. Current System

a. Description of Current System

FDLE relies primarily on two information systems to store and manage intelligence. They are the Automated Investigative Management System (AIMS) and InSite.

Automated Investigative Management System (AIMS)

AIMS is used by FDLE's Special Agents and Intelligence Analysts to enter and track information associated with investigative and intelligence cases. The system is hosted in FDLE's Data Center. It was developed in the late 1990's and has been modified and updated over the years. The last major upgrade was completed in 2012.

AIMS is organized around seven processes and modules within these processes.

1) Security
   - Registration
   - User ID

2) Case Profile
   - General Case Information (who, what, when, where, why)
   - Case Related Items
   - Case Composite
   - Events
   - Evidence
   - Cost
   - Purge Intelligence Cases

3) Party Profile
   - Agency
   - Person
   - Business
   - Vehicle
   - Criminal Organization

4) Administrative Activities
   - Member
   - HR
   - Vehicle Log
   - Management Reports

5) Search
   - Field Level Search

- Module Search
- Library Search
- Ad Hoc Reports

6) Batch/Manual Process
   - File Exchange
   - Customized Reports

7) System Administration
   - Codes
   - Task Forces
   - User Administration

This system serves as FDLE's central repository for details and costs related to all FDLE investigations and intelligence cases. It provides case management, analysis, reporting, case cost analysis and information sharing within FDLE. Each case can have multiple Investigative Reports.

Today, there are more than 900,000 cases and 4 million investigative reports on file in AIMS. Of these, approximately 20,000 are intelligence cases, with more than 420,000 investigative reports.

Most intelligence cases are developed and entered into AIMS by squads operating in FDLE's seven Regional Operations Centers (or ROCs). These squads are organized under Major Cases, Organized Crime, Cyber, and Counter-Terrorism.

Information from intelligence cases are analyzed by FDLE's Office of Statewide Intelligence (OSI). Results from this analysis are shared with the ROCs, Fusion Center partners, Task Forces, and law enforcement agencies throughout Florida.

InSite

InSite is a commercial software application acquired from ACISS Systems and is hosted in FDLE's Data Center. The original version of InSite was implemented in 2002. Florida law enforcement agencies use InSite to enter, track, and retrieve information related to domestic security, major economic crime, major drugs, violent crime, criminal gangs, and human trafficking. Members of the Public can also enter tips and reports of suspicious activities into InSite through the Suspicious Activity Report (SAR) website.

FY 2018-19 entries are shown below.

Tips – 279

Suspicious Activity Reports - 633

Cases - 1,094

FDLE's Office of Statewide Intelligence monitors information entered into InSite and forwards information that requires further analysis / investigation to FDLE's Regional Operations Centers, Fusion Center, Task Forces, and the FBI.

b. Current System Resource Requirements

AIMS

State Staff	4 FTE	$452,000
OPS Staff	0	$0
Contract Staff	1	$168,000

Hardware & Software – See Subsection B. Current Hardware and Software Inventory

InSite

State Staff	3.25 FTE	$231,000
OPS Staff	0	$0
Contract Staff	0	$0

Hardware & Software – See Subsection B. Current Hardware and Software Inventory

c. Current System Performance

AIMS contains large amounts of investigative and intelligence information, but it is designed to serve primarily as a case management system. Automated (or machine) analytical capabilities are limited.

FDLE Intelligence Analysts and Special Agents must search AIMS and InSite individually and manually aggregate information retrieved from each system.

AIMS and InSite do not provide a single, integrated workspace for managing intelligence information.

2. Information Technology Standards

The following IT standards have been adopted by FDLE's Office of Information Technology Services. While circumstances may require the use of standards other than those described here, FDLE will adhere to these standards as much as possible.

a. Architecture
- Information systems will be developed to operate in a multi-tier architecture.
- Web-based interfaces will be used for the presentation (user) tier.
- Information systems will use load-balancing where appropriate.
- Information systems will operate on clustered server environments where appropriate.
- Development and testing will be performed on separate non-production servers.
- No data or transactions are to be lost due to isolated failures of equipment.

b. Servers
- Rack-mounted servers will be used for information systems.
- Individual servers will be scaled to handle large bursts of transactions on each interface where appropriate.
- Virtualization will be used when possible.
- Server operating systems will be either Red Hat Linux or Microsoft Windows Server.

c. Storage
- Information systems will be designed to use redundant disk arrays in the FDLE Data Center and in the DR site.

d. Network
- FDLE's criminal justice information systems will use CJNet.

e. Database
- Data will be stored in relational database(s) using either Oracle RDBMS, Microsoft SQL Server or MySQL.
- Audit logs will capture forensic metadata for all changes to data, including changes made by FDLE staff.

f. Application Software
- Software development standards are specified in FDLE Development Standards Version 2.0.
- Application software will be developed using Java EE or Microsoft .NET.
- Java development standards are specified in Java Development Standards Version 2.0.
- Web-based application standards are specified in JSF Web Framework Standards Version 2.0.
- JBoss is the preferred application server platform used for FDLE information systems.
- Web Services should be used where possible when application communicate outside the agency.

g. Security

The security of criminal history record data and related data is of vital importance to FDLE and must meet the following system security requirements:

- 28 CFR Part 20 and Public Law 92-544, which regulate sharing criminal justice information with criminal justice and non-criminal justice governmental agencies.
- The system shall meet the FBI CJIS Security Policy (CSP), state of Florida, and FDLE security policy.
- Requirements of Florida Statutes Chapters 943.05, 943.051, 943.0515, 943.052, 943.053,
- 943.054, 943.0542, 943.0543, 943.055, 943.056, 943.057, 943.0575, 943.0581, 943.0582,
- 943.0583, 943.0585, 943.059, in addition to a variety of other statutes detailing background screening requirements, which describe FDLE's duties as the State's central repository for criminal record information and gateway to the Federal repository.
- Section 282.318, F.S. – Information Technology Security Act
- Rule 60GG-2, F.A.C. – Florida Cybersecurity Standard
- Rule 60GG-5, F.A.C. – Information Technology Architecture Standards
- FDLE Policies -
    - 1.4 – Use of FDLE Resources,
    - – Information Security,
    - – Acceptable Use of Information Technology, and
    - 3.1 – Background Investigations.

Compliance with the following standards is preferred:
- Lightweight Directory Access Protocol (LDAP)/Active Directory (AD)
- Security Assertion Markup Language (SAML)
- Global Federated Identity and Privilege Management (GFIPM)

h. Availability
- The system will follow FDLE's standards on availability: minimum 99.5% uptime

i. Data Communication Standards
- Sections 282.701 to 282.711, F.S. – Communication Information Technology Services Act
- National Information Exchange Model (NIEM)
- FBI Criminal Justice Information Services (CJIS) Standards, including those associated with;
    - National Crime Information Center (NCIC)
    - Interstate Identification Index (III)
    - National Fingerprint File (NFF)
    - National Instant Criminal Background Check System (NICS)
    - National Data Exchange (N-Dex)

j. Accessibility
- United States Rehabilitation Act – Section 508 details accessibility standards for all systems
- Section 282.601 to 282.606, F.S. – Accessibility of Information and Technology

k. Desktop Computing
- Microsoft Windows Operating System
- Microsoft Office
- Microsoft Visio
- Microsoft Project
- Adobe Acrobat

l. Project Management
- Sections 282.003 to 282.318, F.S. – Information Technology Management Act
- Rule 60GG-1, F.A.C. – Project Management and Oversight Standards
- Project Management Institute, Project Management Body of Knowledge (PMBOK)

B. Current Hardware and/or Software Inventory

AIMS

Hardware

Servers

Application			
Production	Dell PowerEdge	Physical	3
		Virtual	2
Test	Dell PowerEdge	Physical	2
		Virtual	2
Development	Dell PowerEdge	Physical	2
		Virtual	2
PAF Application			
Production	Dell PowerEdge	Physical	1
		Virtual	3
Test & Dev	Dell PowerEdge	Physical	2
		Virtual	2
Database			
Production	Dell PowerEdge	Physical	1
		Virtual	1
Test	Dell PowerEdge	Physical	1
		Virtual	1
Development	Dell PowerEdge	Physical	2

Storage Area Network
Backup & Recovery System

Software
Operating System – Red Hat Enterprise Linux
Virtualization – VMWare
Middleware – Red Hat JBoss Enterprise Application Platform
Database – Oracle DBMS & Data Guard

InSite

Hardware
- Servers
  - Application

Production	Dell PowerEdge	Virtual	1
Test	Dell PowerEdge	Virtual	1
Development	Dell PowerEdge	Virtual	1
Database	Dell PowerEdge	Physical	2

  - Storage Area Network
  - Backup & Recovery System

Software
- Operating System – Windows Server
- Virtualization – VMWare
- Middleware – None
- Database – Microsoft SQL Server

C. Proposed Technical Solution

1. Technical Solution Alternatives

a. Implement a Commercially Available Solution using a System Integrator

A commercially available data analytics solution is acquired and implemented through a system integration firm. As with other large-scale information systems implemented at FDLE, a dedicated project team is assembled to work the firm and coordinate activities of agency business and IT support staff.

This alternative enables FDLE to work with an IT firm that has the experience and resources necessary to implement the solution. The solution will be based on proven products that include roadmaps for future development and improvement by manufacturers.

b. Implement a Commercially Available Solution using FDLE Staff

A commercially available data analytics solution is acquired and implemented by FDLE staff (State staff and Contractors). In this scenario, a dedicated team is assembled to manage the project. The team serves in the system integration role. Contractors are hired to install and configure components and deliver services required to implement the system.

Rather than establish a single systems integration contract, FDLE issues a number of contracts for specific products and services. This alternative offers more control of the project, but shifts more risk to the agency.

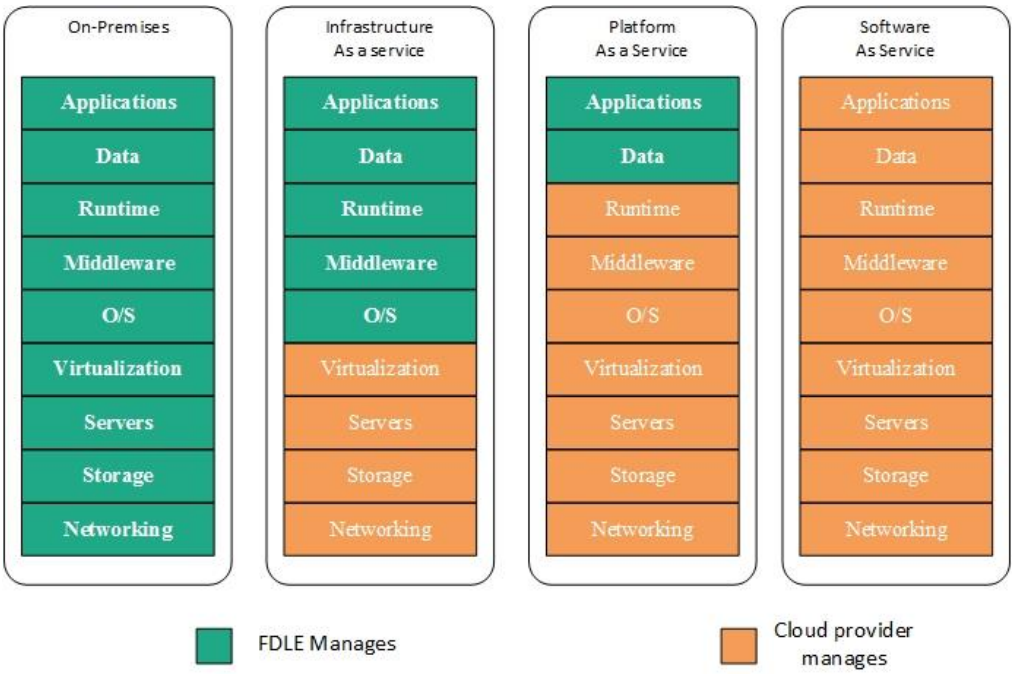
c. In-House Development

In this alternative, FDLE hires contract staff to augment existing IT staff to plan, design and build data analytics functions. This could involve using information technology already in place, such as collaboration and content management products or assembling new products.

This alternative carries the most risk for the agency.

d. Cloud Services

Cloud services is an approach for implementing one the above alternatives. The generally recognized options for cloud services are shown in the graphic below.



During the development of requirements and procurement documents, FDLE will determine how best to address Cloud Services. As required by the State's Cloud-first policy, FDLE will include in its procurement process an evaluation of Cloud Services that meet the agency's needs, reduce costs, and meet or exceed state and federal laws, regulations, and standards for information technology security.

2. Rationale for Selection

From August 2017 through November 2017, FDLE conducted market research on law enforcement records management systems and analytics solutions. This included reviewing product proposals and viewing demonstrations from fifteen IT firms. This research helped identify a number of suppliers offering data analytics products that appear to meet the agency's requirements.

The procurement method must enable FDLE to accurately convey its business and technical requirements to the vendor community. It must also organize deliverables in a way that is clear to the prime contractor and helps to minimize FDLE's cost risks.

Vendor proposals must be based on mature, proven technologies.

The Project Management approach must meet State of Florida requirements and provide FDLE the best opportunity for successfully completing the project in terms of scope, schedule, and cost.

The implementation approach must be clearly defined, identifying specific data sources that will be integrated with the data analytics solution and outputs from the solution.

FDLE must make certain that the solution ensures accuracy and relevancy of the analyzed information and ensure that privacy, civil rights, and civil liberties protections are upheld in the product.

3. Recommended Technical Solution

FDLE recommends acquiring a commercially available data analytics solution through an open competitive procurement process. Through this process, FDLE will establish a firm fixed-price contract with a systems integration firm.

The system integration firm will integrate a select number of internal data sources including the Automated Investigative Management System and InSite.

Working with FDLE's Project Team, the system integration firm will train Intelligence Analysts, Special Agents, administrators, and IT support staff to use and maintain the new solution.

D. Proposed Solution Description

1. Summary Description of Proposed System

Data Analytics Solution will be used by FDLE and other State law enforcement personnel assigned to Fusion Centers and Task Forces. The solution will provide a range of new capabilities to analyze data from various sources, support the intelligence management lifecycle, and help produce finished intelligence.

For this project, FDLE will start with a limited number of internal data sources. However, the solution must be scalable horizontally and vertically to accommodate additional sources and additional users in future projects.

The solution will include:

Interoperability with multiple file types
- Text Files
- CSV
- MS Excel
- XML and JSON
- MySQL
- MS SQL Server
- NoSQL
- Oracle DB
- SAP Sybase
- IBM DB2
- ODBC Compliant Databases
- MS SharePoint
- PDF files
- Video (.avi and .mov)
- Image files (.jpg, .bmp, .png, etc.)

Interactive dashboards for users, visualization tools, analysis tools, and reporting tools

Ability to search internal and external data sources containing both structured and unstructured data

Multiple search types such as
- Boolean
- Field
- Free Text
- Expressions
- Wild cards
- Fuzzy searches
- Proximity searches
- And Phrases

Analytical Functions such as –

Geospatial Analysis – gather, display, and analyze data in terms of coordinates, addresses, postal codes, or other geographic identifiers

Timeline & Frequency Analysis – process for analyzing event data to determine when and what has occurred over time.

Financial Analysis – process for evaluating financial transactions to identify anomalies

Linking & Relational Analysis – used to identify relationships between people, organizations, and events

Bayesian Analysis – used to determine future probabilities based on prior probabilities when new information is gathered.

Textual Mining and Analysis – includes determining and classifying the subjects of texts, summarizing texts, extracting key entities, and identifying the tone and sentiment of texts

Statistical Analysis – analyze the relation of data to larger populations, create models to summarize data, and run scenarios

Predictive Analytics – examines data or content to determine what is likely to happen

Continuous Real-time Analytics – proactive analysis that alerts users or triggers responses as events happen, includes Watch Lists.

AI Services – provides decision options to human decision makers or decision automation by autonomously specifying a preferred course of action, mimics and extends cognitive capabilities of humans

Machine Learning – aims to solve business problems using mathematical models that can extract knowledge and patterns from data.

When implementing the new solution, FDLE must ensure the accuracy and relevancy of the information and ensure that privacy, civil rights, and civil liberties are protected.

Terms and language used in the solution must be clear and not infringe on protected activities.

Information used in the solution must be lawfully obtained.

Output from the solution must be based on behaviors and/or indicators of criminal activity.

Content covering activities protected by the US Constitution (including First Amendment rights) must be articulate a valid law enforcement purpose, include adequate justification, and necessary caveats and disclaimers.

Personally identifiable information in the solution must be based on a valid law enforcement or domestic security purpose.

Assessments or awareness of noncriminal hazards must include the nature and characteristics of the hazard with its relationship or connection to public safety or public order.

Information contained in the solution must be accurate and supported by source reliability, content validity, and proper citations.

Information produced from the solution must be based on facts, interpretations, and conclusions that are objective and relevant.

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

Cost Elements	2020-21	2021-22	2022-23	2023-24	Planned Total
State	$0	$0	$0	$0	$0
Contract	$730,000	$730,000	$730,000	$365,000	$2,555,000
Staff	$730,000	$730,000	$730,000	$365,000	$2,555,000
Hardware	$6,200	$90,000	$770,000	$0	$866,200
Custom SW	$0	$0	$0	$0	$0
Commercial SW	$6,000	$925,000	$2,220,000	$1,500,000	$4,651,000
Software	$6,000	$925,000	$2,220,000	$1,500,000	$4,651,000
Services	$205,000	$1,677,500	$1,935,000	$172,500	$3,990,000
Other	$22,000	$22,000	$22,000	$11,000	$77,000
Totals	**$969,200**	**$3,444,500**	**$5,677,000**	**$2,048,500**	**$12,139,200**

E. Capacity Planning

AIMS

General Case Profiles	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Yearly Total	906,867	922,509	934,348	950,611	969,623	989,016	1,008,796	1,028,972
Percent Change	2.11%	1.72%	1.28%	1.74%	2.0%	2.0%	2.0%	2.0%

Investigative Reports	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Yearly Total	3,427,934	3,662,374	3,824,429	4,029,278	4,271,035	4,527,297	4,798,935	5,086,871
Percent Change	7.1%	6.8%	4.4%	5.4%	6.0%	6.0%	6.0%	6.0%

Party Profiles	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Yearly Total	1,575,447	1,610,772	1,635,073	1,674,822	1,708,318	1,742,485	1,777,335	1,812,881
Percent Change	2.1%	2.2%	1.5%	2.4%	2.0%	2.0%	2.0%	2.0%

Related Items (All Modules	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Yearly Total	829,939	878,503	915,239	964,574	1,012,803	1,063,443	1,116,615	1,172,446
Percent Change	5.9%	5.9%	4.2%	5.4%	5.5%	5.5%	5.5%	5.5%

Data Storage - 16 TB

InSite

Records	Total**	2018-19 Submissions
Tip	10,022	279
SAR	2,894	633
Case	57,221	1,094
Rpts	14,251	989

** Includes purged records

Data Storage - 300 GB

VII. Schedule IV-B Project Management Planning

Purpose: To require the agency to provide evidence of its thorough project planning and provide the tools the agency will use to carry out and manage the proposed project. The level of detail must be appropriate for the project's scope and complexity.

A. Project Scope

This project includes the acquisition of equipment, software, and services (through a systems integrator) to implement a Data Analytics Platform that will be used by FDLE and other State law enforcement personnel assigned to Fusion Centers and Task Forces. This system will provide a range of new capabilities to analyze data from various sources and help produce finished intelligence.

A full-time Project Manager and team will be hired to run the project and help FDLE transition to the new system. This team will work under the direction of a steering committee and with the support of FDLE investigative/intelligence, administration, and IT staff.

B. Project Phasing Plan

FDLE is working on business process analysis and requirements analysis. If the 2020 Legislature authorizes the Data Analytics System Project, FDLE will activate a Project Steering Committee and project support staff.

During the 2020-21 fiscal year, FDLE will organize the Data Analytics System Project team and conduct a procurement process for the Data Analytics System. Implementation of the Data Analytics System is expected to take about 24 months to complete.

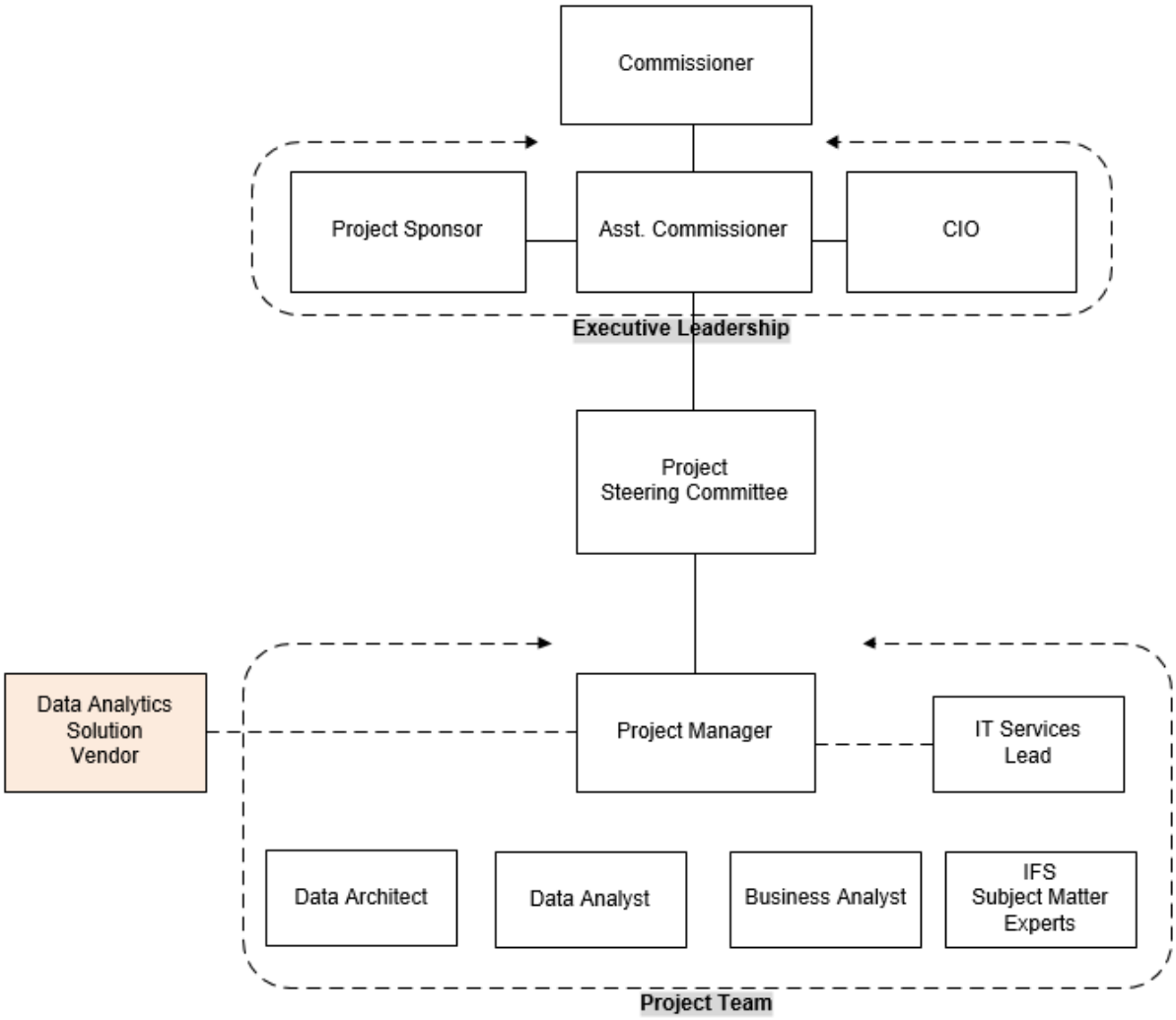
C. Baseline Schedule

Fiscal Year	Activity / Milestone	Planned Completion
2019-20	2020-21 Funding (Project Year 1)	
	Submit LBR	September 2019
	Governor's Recommendations	December 2019
	2020 Legislative Session	March 2020
	Recruit Project Staff	June 2020
	Complete Statement of Work	June 2020
2020-21	Organize Project Team	July 2020
	Complete ITN	September 2020
	Release ITN	September 2020
	Evaluation / Negotiation Process	May 2021
	Sign Contract	June 2021
2021-22	System Implementation	Continues into 2022-23

Fiscal Year	Activity / Milestone	Planned Completion
2022-23	System Implementation	Continues into 2023-24
2023-24	Complete Project / Close-out	September 2023

D. Project Organization

Governance	Roles and Responsibilities
FDLE Executive Management	• Appoint members of the Program Steering Committee and the Committee Chair • Obtain Legislative approvals and funding • Review and approve proposed changes to scope, cost, or schedules • Provide management direction on issues that cannot be resolved by the Project Steering Committee
Project Steering Committee (PSC)	• Assess project health and provide regular reports to Executive Management • Approve recommendations regarding deliverables and authorize payments • Review and recommend proposed changes to scope, cost, or schedules • Provide management direction to and address issues submitted by Project Manager
Project Manager (PM)	• Manage project management plans and subsidiary documents • Oversee and manages execution of the project • Assign, prioritize, manage, and review work assignments • Oversee system integration firms and other IT service providers associated with project • Monitor project activities • Manage project risks and issues • Report to the Program Steering Committee regarding status, progress, risk mitigation, and issues • Inspect deliverables and makes recommendations for acceptance or rejection • Collaborate with business units and IT support to ensure a smooth transition from implementation to operations and maintenance.



E. Scope Management

Scope management ensures that a project includes all work required, and only the work required, to complete a project successfully. This involves managing requirements, monitoring contract deliverables and payments, and tracking the achievement of project objectives.

FDLE's Project Manager is responsible for managing scope. The PM may initiate a request to modify scope by preparing an FDLE-approved Project Change Request. The Project Manager will present the Project Change Request to the Project Steering Committee.

If a proposed change alters requirements, deliverables, payment schedule, cost, or completion date of a major milestone, the Chair of the Project Steering Committee will consult with Executive Management. FDLE Executive Management will determine if the proposed change should be approved. See Procurement Management procedure for steps associated with approved change requests.

If the proposed change does not alter requirements, deliverables, payment schedule, cost, or completion date of a major milestone, the Project Steering Committee will determine if the proposed change should be approved.

Members of the Project Steering Committee will signify approval or disapproval of a proposed scope change by signing the Project Change Request form.

F. Schedule Management

The schedule included in this document is a preliminary schedule based on number of assumptions. Through the system procurement process associated with the project, a more definitive schedule will be developed. After a contract for the system is established, a project schedule will be refined. After a contract is established, a baseline schedule will be set that is agreed to by all involved parties.

Once a baselined schedule is set, the Project Manager will be responsible for monitoring activities and ensuring that the schedule is updated. The project schedule will be updated bi-weekly based on reports from assigned staff. Progress is evaluated against the baselined schedule. Project Managers will analyze the schedule and report to the Project Steering Committee.

Key metrics from the updated schedule will be included in monthly and quarterly status reports.

As described in Scope Management, only FDLE's Project Manager may submit requests to modify critical milestones, phase end dates, or completion dates associated with the project. Such a request will be documented in an FDLE-approved Project Change Request. The Project Manager will present the Project Change Request to the Project Steering Committee for review.

G. Cost Management

Cost management ensures that project costs are appropriately planned, estimated, budgeted, and controlled so that the project can be completed within the approved budget.

The cost estimates included in this document were prepared for the purpose of submitting a budget request. Through the system procurement process associated with the project, a definitive cost estimate will be developed. After a contract for the system is established, a project budget will be refined. Similar to the practice in schedule management, FDLE will establish a baselined budget for the project.

Once a baselined project budget is set, the Project Manager will be responsible for operating within the approved, baselined budget. Each fiscal year, a spend plan will prepared to capture planned versus actual costs. The spend plans will be updated monthly. The updated spend plan will be included in monthly and quarterly status reports.

As described in Scope and Schedule Management, FDLE's Project Manager may submit requests to modify costs associated with projects. Such a request will be documented in an FDLE-approved Project Change Request. The Project Manager will present the Project Change Request to the Project Steering Committee for review.

H. Change Management

During the project lifecycle, changes are expected, and may be identified or requested by individuals involved in the project. Requests for change will initiate the Project Change Request (PCR) process.

All change requests will be submitted in writing to the FDLE Project Manager. The Project Manager, with the appropriate project team members and/or other FDLE members, will assess the change request and analyze the potential impact to the approved schedule, budget, scope and deliverables.

Change Requests that Project Managers believe are valid will be submitted to the Project Steering Committee for review.

Project Managers are responsible for ensuring that Change Requests are recorded in a Change Management Log. Changes that require re-planning the Schedule and/or the Budget may also result in re-baselining those respective plans. Changes to the project, and subsequent adjustments to the Schedule and Budget are reported in Monthly Status Reports.

I. Risk Management

Risk & Complexity Assessments are conducted at three different stage-gates during early phases of the project, and then again, anytime a significant change is introduced and accepted into the project. This assessment is conducted by the PM, Project Sponsor or designee; other participants are permitted as well. A copy of the Risk & Complexity Assessment with the scores is stored in the centralized project repository. The Assessment produces the Category assigned to the project.

The PM is the lead in managing risks, which includes risk identification, risk analysis, prioritization or level of importance, and mitigation strategies or risk response. At the beginning of the Project, the PM will conduct an exercise with the project team to identify any known risks and document those in the Risk Register. As the project progresses, any risks that are identified are added to the Risk Register.

Risks are evaluated for Probability and Impact, and are prioritized based on the resulting score. High priority risks are monitored and managed with a high degree of attention. Mitigation plans are determined and documented in the Risk Register.

When a risk is added to the Risk Register and on a periodic basis throughout the project, the PM and project team will conduct a review of risks. This review will confirm the description of the risk, the owner, a mitigation strategy, the probability, impact, and criticality of the risk.

Risks are monitored by the PM; new risks and updates to Risk data are reported in the Monthly Status Report.

J. Issue Management

The PM is responsible for managing project issues. When an issue is identified, it is logged in the Issues Log. Throughout the project, the PM and project team will conduct review issues. This review will confirm the description of the issue, the owner, the status and priority of the issue. When appropriate, Issues are assigned due dates. The PM monitors issues, actively works to resolve issues so that they do not have a negative impact on the project, and reports on issues in the Monthly Status Report.

K. Procurement Management

The IT Services Administration Section located in FDLE's Office of IT Services is responsible for coordinating the procurement of products and services needed for the project. Project Managers or their designees will submit requests to procure products and services to the ITS Administration Section. Requests must include an Information Resource Request (IRR) form. The IRR form is then submitted to FDLE's Chief Information Officer for review and approval. After CIO approval, ITS Administration staff coordinates the acquisition of approved products and services following FDLE Policy and State of Florida Contract and Procurement rules and laws.

All procurement artifacts (IRRs, quotes, copies of Purchase Orders, Contracts, deliverable acceptance documents, etc.) are maintained and stored with ITS Administration.

L. Communication Management

The Project Manager is responsible for planning project-related communications to ensure that the project team, stakeholders and customers are kept informed of project status and critical information on a timely basis. This plan serves as a guide for communications throughout the life of the project and is updated as communication needs change.

Topics Addressed in the Communication Management Plan:

- Target Audience
- Purpose
- Method of Delivery
- Schedule for Key Events
- Frequency
- Responsibility

The communications plan includes, but is not limited to meetings and meeting summaries, project governance

meetings, stakeholder communications and project status reports. Stakeholder management will incorporate into the Communications Plan.

M. Quality Assurance

Quality is ultimately defined by those who use a new system or service and represents how close the end product comes to meeting their requirements and expectations. Quality assurance focuses on preventative steps used to manage and deliver a solution and to identify and eliminate variances in deliverables from documented requirements and quality targets.

The Project Manager is responsible for developing and maintaining a Quality Plan. The Quality Plan will document major deliverables of the project, completeness and correctness criteria, quality control activities and quality assurance activities.

Topics Addressed in the Quality Plan:

Quality Control activities associated with project deliverables:

- Document Deliverables
- Hardware and Software Deliverables
- Service Deliverables

Quality Assurance activities:

- QA processes (Requirements Traceability, Testing, Data Migration, etc.)
- Responsibility for QA processes

Metrics:

- User Satisfaction
- IT Satisfaction
- Vendor Satisfaction
- Changes in Scope
- Changes to Schedule
- Changes in Cost
- Number and Type of Issues
- Number and Type of Defects
- Preparedness of IFS to assume production responsibilities
- Preparedness of IT to assume production responsibilities
- Solution “Fitness for Use”

The Quality Plan is a subsidiary plan within FDLE’s Project Management Plan.

N. Implementation

1. System Implementation Plan

A system implementation plans will be prepared for the system. This plan will include information required to move systems into development and testing to full production. The plan will include operational readiness assessment, types of communications required during the implementation process, staffing requirements, step-by-step instructions for IT staff, implementation schedule, roll-back procedures, and post-implementation tasks.

2. Operations & Maintenance Plan

An operations and maintenance plans will be prepared for the system. This plan will include information

required to maintain the systems in good working order. The plan will include information about the system, system design and components, operating instructions, maintenance procedures, disaster recovery capabilities, references to guides/manuals and supporting documentation.

3. Data Analytics Strategy

FDLE and law enforcement partners will develop an analytics strategy that addresses how advancements in analytics and business intelligence technology will be used to counter criminal and terrorist activities. This includes access to expanding sources of data, application of artificial intelligence and machine learning, and using increasingly sophisticated data analytics tools and techniques. This strategy will help identify new roles, planning processes, data governance, and initiatives that continuously improve law enforcement intelligence capabilities.

VIII. Appendices

Appendix A

Project Cost Estimate

FDLE
Project Cost Estimate
Data Analytics Solution
Updated: 8/14/2019

			Planned					
Category	**Resource Description**		**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**	**Planned Total**
DEVELOPMENT / IMPLEMENTATION								
Staff								
	State							
	Subtotal - State Staff		$0	$0	$0	$0	$0	
	Contract							
	Project Mgr		$200,000	$200,000	$200,000	$100,000		
	Data Architect		$190,000	$190,000	$190,000	$95,000		
	Business Analyst		$170,000	$170,000	$170,000	$85,000		
	Data Analyst		$170,000	$170,000	$170,000	$85,000		
	Subtotal - Contract Staff		$730,000	$730,000	$730,000	$365,000	$0	
	Subtotal - Staff		**$730,000**	**$730,000**	**$730,000**	**$365,000**	**$0**	**$2,555,000**
Software Development								
	Subtotal - SW Development		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Commercial Software								
	Analytics Software			$600,000	$900,000	$1,500,000		
	Analytics Software Maintenance				$270,000	Inc. in O&M		
	System / DB Software			$250,000	$750,000	Inc. in O&M		
	Sys / DB SW Maintenance			$75,000	$300,000	Inc. in O&M		
	PC Software for Staff		$6,000					

FDLE
Project Cost Estimate
Data Analytics Solution
Updated: 8/14/2019

			Planned					
Category	**Resource Description**		**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**	**Planned Total**
	Subtotal - Commercial SW		**$6,000**	**$925,000**	**$2,220,000**	**$1,500,000**	**$0**	**$4,651,000**
Hardware								
	Servers / Load Balancers			$90,000	$270,000			
	Storage Area Network			$0	$500,000			
	SAN Maintenance					Inc. in O&M		
	PCs for Project Staff		$5,000					
	Printer		$1,200					
	Subtotal - Hardware		**$6,200**	**$90,000**	**$770,000**	**$0**	**$0**	**$866,200**
Services								
	PM & Integration Services			$480,000	$480,000	$40,000		
	Configuration & Implementation			$480,000	$480,000	$40,000		
	Data Analysis & Mapping			$227,500	$422,500			
	Training			$62,500	$125,000	$62,500		
	Consulting / Contingency		$175,000	$307,500	$307,500			
	IV&V		$30,000	$120,000	$120,000	$30,000		
	Subtotal - Services		**$205,000**	**$1,677,500**	**$1,935,000**	**$172,500**	**$0**	**$3,990,000**
Other								
	Expenses for Staff		$22,000	$22,000	$22,000	$11,000		
	Subtotal - Other		**$22,000**	**$22,000**	**$22,000**	**$11,000**	**$0**	**$77,000**

FDLE
Project Cost Estimate
Data Analytics Solution
Updated: 8/14/2019

			Planned					
Category	**Resource Description**		**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**	**Planned Total**
Totals - Data Analytics System			**$969,200**	**$3,444,500**	**$5,677,000**	**$2,048,500**	**$0**	**$12,139,200**

Appendix B

Cost Benefit Analysis Worksheets

CBAForm 1 - Net Tangible Benefits

Agency FDLE **Project** Data Analytics Solution

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 *(Recurring Costs Only -- No Project Costs)*	FY 2020-21			FY 2021-22			FY 2022-23			FY 2023-24			FY 2024-25		
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$442,653	$442,653	$0	$766,871	$766,871
A.b Total Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	6.00	0.00	6.00	6.00
A-1.a. State FTEs (Salaries & Benefits)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$177,653	$177,653	$0	$236,871	$236,871
A-1.b. State FTEs (#)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00	3.00	3.00
A-2.a. OPS Staff (Salaries)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A-2.b. OPS (#)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$265,000	$265,000	$0	$530,000	$530,000
A-3.b. Staff Augmentation (# of Contractors)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00	3.00	3.00
B. Application Maintenance Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,325,000	$1,325,000	$0	$1,325,000	$1,325,000
B-1. Managed Services (Staffing)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-2. Hardware	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-3. Software	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-4. Other HW & SW Maintenance	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,325,000	$1,325,000	$0	$1,325,000	$1,325,000
C. Data Center Provider Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-1. Managed Services (Staffing)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-2. Infrastructure	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-3. Network / Hosting Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-4. Disaster Recovery	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-5. Other Specify	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
D. Plant & Facility Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E. Other Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$19,002	$19,002	$0	$19,002	$19,002
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 HR Svcs & Std Expenses	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$19,002	$19,002	$0	$19,002	$19,002
Total of Recurring Operational Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,786,655	$1,786,655	$0	$2,110,873	$2,110,873
F. Additional Tangible Benefits:		$0			$0			$0			$0			$0	
F-1. Specify		$0			$0			$0			$0			$0	
F-2. Specify		$0			$0			$0			$0			$0	
F-3. Specify		$0			$0			$0			$0			$0	
Total Net Tangible Benefits:		$0			$0			$0			($1,786,655)			($2,110,873)	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B			
Choose Type		**Estimate Confidence**	**Enter % (+/-)**
Detailed/Rigorous	☐	Confidence Level	
Order of Magnitude	☑	Confidence Level	25%
Placeholder	☐	Confidence Level	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	FDLE	Data Analytics Solution																		
2	*Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable.* ***Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.***																			
3				$ -		$ 969,200			$ 3,444,500			$ 5,677,000			$ 2,048,500			$ -		$ 12,139,200
4	**Item Description** ***(remove guidelines and annotate entries here)***	**Project Cost Element**	**Appropriation Category**	**Current & Previous Years Project-Related Cost**	**YR 1 #**	**YR 1 LBR**	**YR 1 Base Budget**	**YR 2 #**	**YR 2 LBR**	**YR 2 Base Budget**	**YR 3 #**	**YR 3 LBR**	**YR 3 Base Budget**	**YR 4 #**	**YR 4 LBR**	**YR 4 Base Budget**	**YR 5 #**	**YR 5 LBR**	**YR 5 Base Budget**	**TOTAL**
5	Costs for all state employees working on the project.	**FTE**	S&B	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	$ -
6	Costs for all OPS employees working on the project.	**OPS**	OPS	$ -	0.00		$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	$ -
7	Staffing costs for personnel using Time & Expense.	**Staff Augmentation**	Contracted Services	$ -	4.00	$ 730,000	$ -	4.00	$ 730,000	$ -	4.00	$ 730,000	$ -	4.00	$ 365,000	$ -	0.00	$ -	$ -	$ 2,555,000
8	Project management personnel and related deliverables.	**Project Management**	Contracted Services	$ -	0.00	$ -	$ -	0.00	$ 480,000	$ -	0.00	$ 480,000	$ -	0.00	$ 40,000	$ -	0.00	$ -	$ -	$ 1,000,000
9	Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	**Project Oversight**	Contracted Services	$ -	0.00	$ 30,000	$ -	0.00	$ 120,000	$ -	0.00	$ 120,000	$ -	0.00	$ 30,000	$ -	0.00	$ -	$ -	$ 300,000
10	Staffing costs for all professional services not included in other categories.	**Consultants/Contractors**	Contracted Services	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	$ -
11	Separate requirements analysis and feasibility study procurements.	**Project Planning/Analysis**	Contracted Services	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ -
12	Hardware purchases not included in data center services.	**Hardware**	OCO	$ -		$ 6,200	$ -		$ 90,000	$ -		$ 770,000	$ -		$ -	$ -		$ -	$ -	$ 866,200
13	Commercial software purchases and licensing costs.	**Commercial Software**	Contracted Services	$ -		$ 6,000	$ -		$ 925,000	$ -		$ 2,220,000	$ -		$ 1,500,000	$ -		$ -	$ -	$ 4,651,000
14	Professional services with fixed-price costs (i.e. software development, installation, project documentation)	**Project Deliverables**	Contracted Services	$ -		$ -	$ -		$ 707,500	$ -		$ 902,500	$ -		$ 40,000	$ -		$ -	$ -	$ 1,650,000
15	All first-time training costs associated with the project.	**Training**	Contracted Services	$ -		$ -	$ -		$ 62,500	$ -		$ 125,000	$ -		$ 62,500	$ -		$ -	$ -	$ 250,000
16	Include the quote received from the data center provider for project equipment and services. Only include one-time project costs in this row. Recurring, project-related data center costs are included in CBA Form 1A.	**Data Center Services - One Time Costs**	Data Center Category	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ -
17	Other contracted services not included in other categories.	**Other Services**	Contracted Services	$ -		$ 175,000	$ -		$ 307,500	$ -		$ 307,500	$ -		$ -	$ -		$ -	$ -	$ 790,000
18	Include costs for non-state data center equipment required by the project and the proposed solution (insert additional rows as needed for detail)	**Equipment**	Expense	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ -
19	Include costs associated with leasing space for project personnel.	**Leased Space**	Expense	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ -
20	Other project expenses not included in other categories.	**Other Expenses**	Expense	$ -		$ 22,000	$ -		$ 22,000	$ -		$ 22,000	$ -		$ 11,000	$ -		$ -	$ -	$ 77,000
21		**Total**		**$ -**	**4.00**	**$ 969,200**	**$ -**	**4.00**	**$ 3,444,500**	**$ -**	**4.00**	**$ 5,677,000**	**$ -**	**4.00**	**$ 2,048,500**	**$ -**	**0.00**	**$ -**	**$ -**	**$ 12,139,200**

CBAForm 2 - Project Cost Analysis

Agency	FDLE	Project	Data Analytics Solution

PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
TOTAL PROJECT COSTS (*)	$969,200	$3,444,500	$5,677,000	$2,048,500	$0	$12,139,200
CUMULATIVE PROJECT COSTS *(includes Current & Previous Years' Project-Related Costs)*	$969,200	$4,413,700	$10,090,700	$12,139,200	$12,139,200	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
General Revenue	$0	$0	$0	$0	$0	$0
Trust Fund	$969,200	$3,444,500	$5,677,000	$2,048,500	$0	$12,139,200
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	$969,200	$3,444,500	$5,677,000	$2,048,500	$0	$12,139,200
CUMULATIVE INVESTMENT	$969,200	$4,413,700	$10,090,700	$12,139,200	$12,139,200	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous		Confidence Level	
Order of Magnitude	Order of Magnitude	Confidence Level	25%
Placeholder		Confidence Level	

CBAForm 3 - Project Investment Summary

Agency	FDLE	Project	Data Analytics Solution

COST BENEFIT ANALYSIS -- CBAForm 3A	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	TOTAL FOR ALL YEARS
Project Cost	$969,200	$3,444,500	$5,677,000	$2,048,500	$0	$12,139,200
Net Tangible Benefits	$0	$0	$0	($1,786,655)	($2,110,873)	($3,897,528)
Return on Investment	($969,200)	($3,444,500)	($5,677,000)	($3,835,155)	($2,110,873)	($16,036,728)
Year to Year Change in Program Staffing	0	0	0	6	6	

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)	($14,329,134)	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	NO IRR	IRR is the project's rate of return.

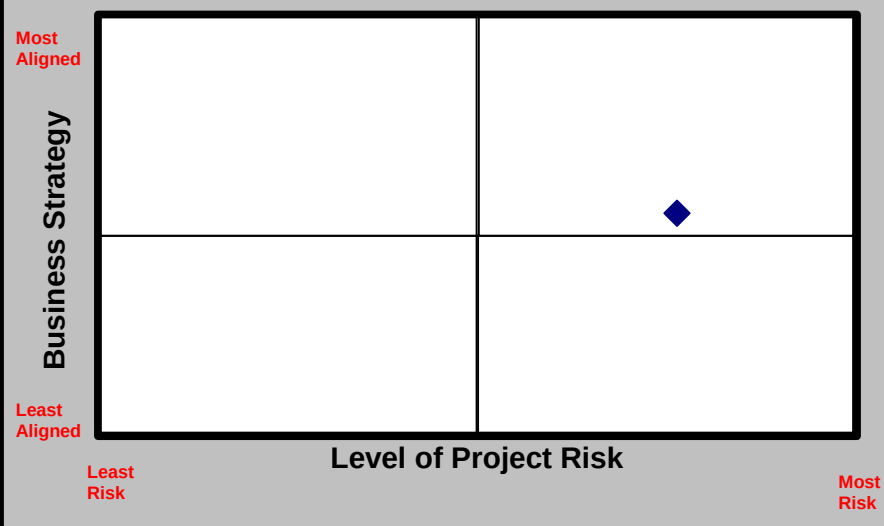
Investment Interest Earning Yield -- CBAForm 3C	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Fiscal Year					
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

Appendix C

Project Risk Assessment

Project	*Data Analytics Solution*	
Agency	*Florida Dept. of Law Enforcement*	
FY 2020-21 LBR Issue Code:	**FY 2020-21 LBR Issue Title:**	
36122C0	*Counter 21st Century Threats*	
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):		
Mark Scharein, 410-8515, MarkScharein@fdle.state.fl.us		
Executive Sponsor	*Mike Phillips*	
Project Manager	*TBD*	
Prepared By	*Mark Scharein*	*9/16/2019*

Risk Assessment Summary



Project Risk Area Breakdown

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

	B	C	D	E
1	**Agency: Florida Dept. of Law Enforcement**			**Project: Data Analytics Solution**
3	**Section 1 -- Strategic Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	81% to 100% -- All or nearly all objectives aligned
6			41% to 80% -- Some objectives aligned	
7			81% to 100% -- All or nearly all objectives aligned	
8	1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Documented with sign-off by stakeholders
9			Informal agreement by stakeholders	
10			Documented with sign-off by stakeholders	
11	1.03	Are the project sponsor, senior management, and other executive stakeholders actively involved in meetings for the review and success of the project?	Not or rarely involved	Most regularly attend executive steering committee meetings
12			Most regularly attend executive steering committee meetings	
13			Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
14	1.04	Has the agency documented its vision for how changes to the proposed technology will improve its business processes?	Vision is not documented	Vision is partially documented
15			Vision is partially documented	
16			Vision is completely documented	
17	1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	41% to 80% -- Some defined and documented
18			41% to 80% -- Some defined and documented	
19			81% to 100% -- All or nearly all defined and documented	
20	1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	No changes needed
21			Changes unknown	
22			Changes are identified in concept only	
23			Changes are identified and documented	
24			Legislation or proposed rule change is drafted	
25	1.07	Are any project phase or milestone completion dates fixed by outside factors, e.g., state or federal law or funding restrictions?	Few or none	Few or none
26			Some	
27			All or nearly all	
28	1.08	What is the external (e.g. public) visibility of the proposed system or project?	Minimal or no external use or visibility	Minimal or no external use or visibility
29			Moderate external use or visibility	
30			Extensive external use or visibility	
31	1.09	What is the internal (e.g. state agency) visibility of the proposed system or project?	Multiple agency or state enterprise visibility	Single agency-wide use or visibility
32			Single agency-wide use or visibility	
33			Use or visibility at division and/or bureau level only	
34	1.10	Is this a multi-year project?	Greater than 5 years	Between 3 and 5 years
35			Between 3 and 5 years	
36			Between 1 and 3 years	
37			1 year or less	

	B	C	D	E
1	**Agency: Florida Dept. of Law Enforcement**			**Project: Data Analytics Solution**
3	**Section 2 -- Technology Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	2.01	Does the agency have experience working with, operating, and supporting the proposed technical solution in a production environment?	Read about only or attended conference and/or vendor presentation	Supported prototype or production system less than 6 months
6			Supported prototype or production system less than 6 months	
7			Supported production system 6 months to 12 months	
8			Supported production system 1 year to 3 years	
9			Installed and supported production system more than 3 years	
10	2.02	Does the agency's internal staff have sufficient knowledge of the proposed technical solution to implement and operate the new system?	External technical resources will be needed for implementation and operations	External technical resources will be needed for implementation and operations
11			External technical resources will be needed through implementation only	
12			Internal resources have sufficient knowledge for implementation and operations	
13	2.03	Have all relevant technical alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	All or nearly all alternatives documented and considered
14			Some alternatives documented and considered	
15			All or nearly all alternatives documented and considered	
16	2.04	Does the proposed technical solution comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards
17			Some relevant standards have been incorporated into the proposed technology	
18			Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
19	2.05	Does the proposed technical solution require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Minor or no infrastructure change required
20			Moderate infrastructure change required	
21			Extensive infrastructure change required	
22			Complete infrastructure replacement	
23	2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are defined only at a conceptual level
24			Capacity requirements are defined only at a conceptual level	
25			Capacity requirements are based on historical data and new system design specifications and performance requirements	

	B	C	D	E
1	**Agency: Florida Dept. of Law Enforcement**			**Project: Data Analytics Solution**
3	**Section 3 -- Organizational Change Management Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	3.01	What is the expected level of organizational change that will be imposed within the agency if the project is successfully implemented?	Extensive changes to organization structure, staff or business processes	Moderate changes to organization structure, staff or business processes
6			Moderate changes to organization structure, staff or business processes	
7			Minimal changes to organization structure, staff or business processes structure	
8	3.02	Will this project impact essential business processes?	Yes	Yes
9			No	
10	3.03	Have all business process changes and process interactions been defined and documented?	0% to 40% -- Few or no process changes defined and documented	0% to 40% -- Few or no process changes defined and documented
11			41% to 80% -- Some process changes defined and documented	
12			81% to 100% -- All or nearly all processes defiined and documented	
13	3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	No
14			No	
15	3.05	Will the agency's anticipated FTE count change as a result of implementing the project?	Over 10% FTE count change	1% to 10% FTE count change
16			1% to 10% FTE count change	
17			Less than 1% FTE count change	
18	3.06	Will the number of contractors change as a result of implementing the project?	Over 10% contractor count change	Less than 1% contractor count change
19			1 to 10% contractor count change	
20			Less than 1% contractor count change	
21	3.07	What is the expected level of change impact on the citizens of the State of Florida if the project is successfully implemented?	Extensive change or new way of providing/receiving services or information)	Moderate changes
22			Moderate changes	
23			Minor or no changes	
24	3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Moderate changes
25			Moderate changes	
26			Minor or no changes	
27	3.09	Has the agency successfully completed a project with similar organizational change requirements?	No experience/Not recently (>5 Years)	Recently completed project with similar change requirements
28			Recently completed project with fewer change requirements	
29			Recently completed project with similar change requirements	
30			Recently completed project with greater change requirements	

	B	C	D	E
1	**Agency: Agency Name**			**Project: Project Name**
3	**Section 4 -- Communication Area**			
4	**#**	**Criteria**	**Value Options**	**Answer**
5	4.01	Has a documented Communication Plan been approved for this project?	Yes	No
6			No	
7	4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Proactive use of feedback in Plan
8			Routine feedback in Plan	
9			Proactive use of feedback in Plan	
10	4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	No
11			No	
12	4.04	Are all affected stakeholders included in the Communication Plan?	Yes	Yes
13			No	
14	4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	Some key messages have been developed
15			Some key messages have been developed	
16			All or nearly all messages are documented	
17	4.06	Have desired message outcomes and success measures been identified in the Communication Plan?	Plan does not include desired messages outcomes and success measures	Success measures have been developed for some messages
18			Success measures have been developed for some messages	
19			All or nearly all messages have success measures	
20	4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	No
21			No	

	B	C	D	E
1	**Agency: Florida Dept. of Law Enforcement**			**Project: Data Analytics Solution**
3	**Section 5 -- Fiscal Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	Yes
6			No	
7	5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	41% to 80% -- Some defined and documented
8			41% to 80% -- Some defined and documented	
9			81% to 100% -- All or nearly all defined and documented	
10	5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Greater than $10 M
11			Greater than $10 M	
12			Between $2 M and $10 M	
13			Between $500K and $1,999,999	
14			Less than $500 K	
15	5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	Yes
16			No	
17	5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Order of magnitude – estimate could vary between 10-100%
18			Order of magnitude – estimate could vary between 10-100%	
19			Placeholder – actual cost may exceed estimate by more than 100%	
20	5.06	Are funds available within existing agency resources to complete this project?	Yes	No
21			No	
22	5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
23			Funding from local government agencies	
24			Funding from other state agencies	
25	5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Not applicable
26			Requested but not received	
27			Requested and received	
28			Not applicable	
29	5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	Most project benefits have been identified but not validated
30			Some project benefits have been identified but not validated	
31			Most project benefits have been identified but not validated	
32			All or nearly all project benefits have been identified and validated	
33	5.10	What is the benefit payback period that is defined and documented?	Within 1 year	No payback
34			Within 3 years	
35			Within 5 years	
36			More than 5 years	
37			No payback	
38	5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Stakeholders have reviewed and approved the proposed procurement strategy
39			Stakeholders have not been consulted re: procurement strategy	
40			Stakeholders have reviewed and approved the proposed procurement strategy	
41	5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Combination FFP and T&E
42			Firm Fixed Price (FFP)	
43			Combination FFP and T&E	
44	5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Just-in-time purchasing of hardware and software is documented in the project schedule
45			Purchase all hardware and software at start of project to take advantage of one-time discounts	
46			Just-in-time purchasing of hardware and software is documented in the project schedule	
47	5.14	Has a contract manager been assigned to this project?	No contract manager assigned	Contract manager is the procurement manager
48			Contract manager is the procurement manager	
49			Contract manager is the project manager	
50			Contract manager assigned is not the procurement manager or the project manager	
51	5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	No
52			No	
53	5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	Some selection criteria and outcomes have been defined and documented
54			Some selection criteria and outcomes have been defined and documented	
55			All or nearly all selection criteria and expected outcomes have been defined and documented	
56	5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	Procurement strategy has not been developed	Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor
57			Multi-stage evaluation not planned/used for procurement	
58			Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
59	5.18	For projects with total cost exceeding $10 million, did/will the procurement strategy require a proof of concept or prototype as part of the bid response?	Procurement strategy has not been developed	Not applicable
60			No, bid response did/will not require proof of concept or prototype	
61			Yes, bid response did/will include proof of concept or prototype	
62			Not applicable	

	B	C	D	E
1	**Agency: Florida Dept. of Law Enforcement**			**Project: Data Analytics Solution**
3	**Section 6 -- Project Organization Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	Yes
6			No	
7	6.02	Have all roles and responsibilities for the executive steering committee been clearly identified?	None or few have been defined and documented	All or nearly all have been defined and documented
8			Some have been defined and documented	
9			All or nearly all have been defined and documented	
10	6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	System Integrator (contractor)
11			Agency	
12			System Integrator (contractor)	
13	6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	2
14			2	
15			1	
16	6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Some or most staff roles and responsibilities and needed skills have been identified
17			Some or most staff roles and responsibilities and needed skills have been identified	
18			Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
19	6.06	Is an experienced project manager dedicated fulltime to the project?	No experienced project manager assigned	Yes, experienced project manager dedicated full-time, 100% to project
20			No, project manager is assigned 50% or less to project	
21			No, project manager assigned more than half-time, but less than full-time to project	
22			Yes, experienced project manager dedicated full-time, 100% to project	
23	6.07	Are qualified project management team members dedicated full-time to the project	None	Yes, business, functional or technical experts dedicated full-time, 100% to project
24			No, business, functional or technical experts dedicated 50% or less to project	
25			No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
26			Yes, business, functional or technical experts dedicated full-time, 100% to project	
27	6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Half of staff from in-house resources
28			Half of staff from in-house resources	
29			Mostly staffed from in-house resources	
30			Completely staffed from in-house resources	
31	6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Minimal or no impact
32			Moderate impact	
33			Extensive impact	
34	6.10	Does the project governance structure establish a formal change review and control board to address proposed changes in project scope, schedule, or cost?	Yes	Yes
35			No	
36	6.11	Are all affected stakeholders represented by functional manager on the change review and control board?	No board has been established	Yes, all stakeholders are represented by functional manager
37			No, only IT staff are on change review and control board	
38			No, all stakeholders are not represented on the board	
39			Yes, all stakeholders are represented by functional manager	

	B	C	D	E
1	Agency: Florida Dept. of Law Enforcement			Project: Data Analytics Solution
3	Section 7 -- Project Management Area			
4	#	Criteria	Values	Answer
5	7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
6			Project Management team will use the methodology selected by the systems integrator	
7			Yes	
8	7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
9			1-3	
10			More than 3	
11	7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None	All or nearly all
12			Some	
13			All or nearly all	
14	7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	0% to 40% -- None or few have been defined and documented
15			41 to 80% -- Some have been defined and documented	
16			81% to 100% -- All or nearly all have been defined and documented	
17	7.05	Have all design specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	0% to 40% -- None or few have been defined and documented
18			41 to 80% -- Some have been defined and documented	
19			81% to 100% -- All or nearly all have been defined and documented	
20	7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	0% to 40% -- None or few are traceable
21			41 to 80% -- Some are traceable	
22			81% to 100% -- All or nearly all requirements and specifications are traceable	
23	7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	Some deliverables and acceptance criteria have been defined and documented
24			Some deliverables and acceptance criteria have been defined and documented	
25			All or nearly all deliverables and acceptance criteria have been defined and documented	
26	7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required	Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables
27			Only project manager signs-off	
28			Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
29	7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	0% to 40% -- None or few have been defined to the work package level
30			41 to 80% -- Some have been defined to the work package level	
31			81% to 100% -- All or nearly all have been defined to the work package level	
32	7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	No
33			No	
34	7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	No
35			No	
36	7.12	Are formal project status reporting processes documented and in place to manage and control this project?	No or informal processes are used for status reporting	Project team and executive steering committee use formal status reporting processes
37			Project team uses formal processes	
38			Project team and executive steering committee use formal status reporting processes	
39	7.13	Are all necessary planning and reporting templates, e.g., work plans, status reports, issues and risk management, available?	No templates are available	All planning and reporting templates are available
40			Some templates are available	
41			All planning and reporting templates are available	
42	7.14	Has a documented Risk Management Plan been approved for this project?	Yes	No
43			No	
44	7.15	Have all known project risks and corresponding mitigation strategies been identified?	None or few have been defined and documented	None or few have been defined and documented
45			Some have been defined and documented	
46			All known risks and mitigation strategies have been defined	
47	7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	Yes
48			No	
49	7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
50			No	

	B	C	D	E
1	**Agency: Florida Dept. of Law Enforcement**			**Project: Data Analytics Solution**
2				
3	**Section 8 -- Project Complexity Area**			
4	**#**	**Criteria**	**Values**	**Answer**
5	8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	More complex
6			More complex	
7			Similar complexity	
8			Less complex	
9	8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
10			3 sites or fewer	
11			More than 3 sites	
12	8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	Single location
13			3 sites or fewer	
14			More than 3 sites	
15	8.04	How many external contracting or consulting organizations will this project require?	No external organizations	More than 3 external organizations
16			1 to 3 external organizations	
17			More than 3 external organizations	
18	8.05	What is the expected project team size?	Greater than 15	9 to 15
19			9 to 15	
20			5 to 8	
21			Less than 5	
22	8.06	How many external entities (e.g., other agencies, community service providers, or local government entities) will be impacted by this project or system?	More than 4	2 to 4
23			2 to 4	
24			1	
25			None	
26	8.07	What is the impact of the project on state operations?	Business process change in single division or bureau	Agency-wide business process change
27			Agency-wide business process change	
28			Statewide or multiple agency business process change	
29	8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	Yes
30			No	
31	8.09	What type of project is this?	Infrastructure upgrade	Combination of the above
32			Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
33			Business Process Reengineering	
34			Combination of the above	
35	8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	Similar size and complexity
36			Lesser size and complexity	
37			Similar size and complexity	
38			Greater size and complexity	
39	8.11	Does the agency management have experience governing projects of equal or similar size and complexity to successful completion?	No recent experience	Similar size and complexity
40			Lesser size and complexity	
41			Similar size and complexity	
42			Greater size and complexity	

SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS

Budget Period: 2018 - 2019

Department: FL. Dept. of Law Enforcement

Chief Internal Auditor: Lourdes Howell-Thomas

Budget Entity: 710000

Phone Number: (850) 410-7241

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
			No major audit findings were identified during the fiscal year 2018-2019.		

Fiscal Year 2020-21 LBR Technical Review Checklist

Department/Budget Entity (Service):
Agency Budget Officer/OPB Analyst Name:

A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.

		Program or Service (Budget Entity Codes)									
	Action	71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
1. GENERAL											
1.1	Are Columns A01, A04, A05, A94, A95, A96, A36, A10, IA1, IA5, IA6, IP1, IV1, IV3 and NV1 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for both the Budget and Trust Fund columns (no trust fund files for narrative columns)? Is Column A02 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for the Trust Fund Files (the Budget Files should already be on TRANSFER CONTROL for DISPLAY and MANAGEMENT CONTROL for UPDATE)? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only (UPDATE status remains on OWNER)? **(CSDI or Web LBR Column Security)**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.2	Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? **(CSDI)**	Y	Y	Y	Y	Y	Y	Y	Y	Y	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	Y	Y	Y	Y	Y	Y
1.4	Has Column A12 security been set correctly to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for Budget and Trust Fund files? **(CSDR, CSA)**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
TIP	The agency should prepare the budget request for submission in this order: 1) Copy Column A03 to Column A12, and 2) Lock columns as described above. A security control feature has been added to the LAS/PBS Web upload process that will require columns to be in the proper status before uploading to the portal.										
2. EXHIBIT A (EADR, EXA)											

	Action	Program or Service (Budget Entity Codes)									
		71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
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 58 of the LBR Instructions?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
2.2	Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
2.3	Are the issue codes and titles consistent with *Section 3* of the LBR Instructions (pages 15 through 28)? Do they clearly describe the issue?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3. EXHIBIT B (EXBR, EXB)											
3.1	Is it apparent that there is a fund shift where an appropriation category's funding source is different between A02 and A03? Were the issues entered into LAS/PBS correctly? Check D-3A funding shift issue 340XXX0 - a unique deduct and unique add back issue should be used to ensure fund shifts display correctly on the LBR exhibits.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
AUDITS:											
3.2	Negative Appropriation Category Audit for Agency Request (Columns A03 and A04): Are all appropriation categories positive by budget entity at the FSI level? Are all nonrecurring amounts less than requested amounts? **(NACR, NAC - Report should print "No Negative Appropriation Categories Found")**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3.3	Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? **(EXBR, EXBC - Report should print "Records Selected Net To Zero")**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
TIP	Generally look for and be able to fully explain significant differences between A02 and A03.										
TIP	Exhibit B - A02 equal to B07: Compares Current Year Estimated column to a backup of A02. This audit is necessary to ensure that the historical detail records have not been adjusted. Records selected should net to zero.										
TIP	Requests for appropriations which require advance payment authority must use the sub-title "Grants and Aids". For advance payment authority to local units of government, the Aid to Local Government appropriation category (05XXXX) should be used. For advance payment authority to non-profit organizations or other units of state government, a Special Categories appropriation category (10XXXX) should be used.										

Action	Program or Service (Budget Entity Codes)									
	71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
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 61 of the LBR Instructions?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4.2 Is the program component code and title used correct?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
TIP Fund shifts or transfers of services or activities between program components will be displayed on an Exhibit D whereas it may not be visible on an Exhibit A.										
5. EXHIBIT D-1 (ED1R, EXD1)										
5.1 Are all object of expenditures positive amounts? (This is a manual check.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
AUDITS:										
5.2 Do the fund totals agree with the object category totals within each appropriation category? **(ED1R, XD1A - Report should print "No Differences Found For This Report")**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
5.3 FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? **(EXBR, EXBB - Negative differences [with a $5,000 allowance] need to be corrected in Column A01.)**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
5.4 A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? **(EXBR, EXBD - Differences [with a $5,000 allowance at the department level] need to be corrected in Column A01.)**	Y	Y	Y	Y	Y	Y	Y	Y	Y	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 2018-19 approved budget. Amounts should be positive. The $5,000 allowance is necessary for rounding.										

Action	Program or Service (Budget Entity Codes)									
	71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
TIP If B08 is not equal to A01, check the following: 1) the initial FLAIR disbursements or carry forward data load was corrected appropriately in A01; 2) the disbursement data from departmental FLAIR was reconciled to State Accounts; and 3) the FLAIR disbursements did not change after Column B08 was created. Note that there is a $5,000 allowance at the department level.										
6. EXHIBIT D-3 (ED3R, ED3) (Not required in the LBR - for analytical purposes only.)										
6.1 Are issues appropriately aligned with appropriation categories?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
TIP Exhibit D-3 is not required in the budget submission but may be needed for this particular appropriation category/issue sort. Exhibit D-3 is also a useful report when identifying negative appropriation category problems.										
7. EXHIBIT D-3A (EADR, ED3A) (Required to be posted to the Florida Fiscal Portal)										
7.1 Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 28 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.2 Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See pages 66 through 68 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.3 Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 68 through 70 of the LBR Instructions?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.4 Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.5 Does the issue narrative explain any variances from the Standard Expense and Human Resource Services Assessments package? Is the nonrecurring portion in the nonrecurring column? (See pages E.4 through E.6 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.6 Does the salary rate request amount accurately reflect any new requests and are the amounts proportionate to the Salaries and Benefits request? Note: Salary rate should always be annualized.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

	Action	Program or Service (Budget Entity Codes)									
		71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
7.7	Does the issue narrative thoroughly explain/justify all Salaries and Benefits amounts entered into the Other Salary Amounts transactions (OADA/C)? Amounts entered into OAD are reflected in the Position Detail of Salaries and Benefits section of the Exhibit D-3A. (See pages 94 and 95 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.9	Does the issue narrative reference the specific county(ies) where applicable?	Y	Y	Y	Y	Y	Y	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 #20-002?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the LAS/PBS Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should not be deleted. **(PLRR, PLMO)**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
7.14	Do the amounts reflect appropriate FSI assignments?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.15	Are the 33XXXX0 issues negative amounts only and do not restore nonrecurring cuts from a prior year or fund any issues that net to a positive or zero amount? Check D-3A issues 33XXXX0 - a unique issue should be used for issues that net to zero or a positive amount.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.16	Do the issue codes relating to special *salary and benefits* issues (e.g., position reclassification, pay grade adjustment, overtime/on-call pay, etc.) have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See pages 27 and 90 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

	Action	Program or Service (Budget Entity Codes)									
		71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
7.17	Do the issues relating to *Information Technology (IT)* have a "C" in the sixth position of the issue code (36XXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 24010C0, 30010C0, 33011C0, 160E470, or 160E480)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.18	Are the issues relating to *major audit findings and recommendations* properly coded (4A0XXX0, 4B0XXX0)?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
AUDIT:											
7.20	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? **(GENR, LBR1)**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.21	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? **(GENR, LBR2)**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
7.22	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? **(GENR, LBR3)**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.23	Have FCO appropriations been entered into the nonrecurring column (A04)? **(GENR, LBR4 - Report should print "No Records Selected For Reporting" or a listing of D-3A issue(s) assigned to Debt Service (IOE N) or in some cases State Capital Outlay - Public Education Capital Outlay (IOE L))**	Y	Y	Y	Y	Y	Y	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 66 through 70 of the LBR Instructions.										

	Program or Service (Budget Entity Codes)									
Action	71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
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 2019-20 General Appropriations Act duplicates an appropriation made in substantive legislation, the agency must create a unique deduct nonrecurring issue to eliminate the duplicated appropriation. Normally this is taken care of through line item veto.										
8. SCHEDULE I & RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level *or* SC1R, SC1D - Department Level) (Required to be posted to the Florida Fiscal Portal)										
8.1 Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.2 Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.3 Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.4 Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.5 Have the required detailed narratives been provided (5% trust fund reserve narrative; method for computing the distribution of cost for general management and administrative services narrative; adjustments narrative; revenue estimating methodology narrative**;** fixed capital outlay adjustment narrative)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.6 Has the Inter-Agency Transfers Reported on Schedule I form been included as applicable for transfers totaling $100,000 or more for the fiscal year?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.7 If the agency is scheduled for the annual trust fund review this year, have the Schedule ID and applicable draft legislation been included for recreation, modification or termination of existing trust funds?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

	Action	Program or Service (Budget Entity Codes)									
		71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
8.8	If the agency is scheduled for the annual trust fund review this year, have the necessary trust funds been requested for creation pursuant to section 215.32(2)(b), Florida Statutes - including the Schedule ID and applicable legislation?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.9	Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)? For non-grant federal revenues, is the correct revenue code identified (codes 000504, 001270, 001870, 001970)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.10	Are the statutory authority references correct?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to section 215.20, Florida Statutes, for appropriate General Revenue Service Charge percentage rates.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.18	Has the agency certified the revenue estimates in columns A02 and A03 to be the latest and most accurate available? Does the certification include a statement that the agency will notify OPB of any significant changes in revenue estimates that occur prior to the Governor’s Budget Recommendations being issued?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.19	Is a 5% trust fund reserve reflected in Section II? If not, is sufficient justification provided for exemption? Are the additional narrative requirements provided?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.20	Are appropriate General Revenue Service Charge nonoperating amounts included in Section II?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Action		Program or Service (Budget Entity Codes)									
		71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.22	Do transfers balance between funds (within the agency as well as between agencies)? (See also 8.6 for required transfer confirmation of amounts totaling $100,000 or more.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.24	Are prior year September operating reversions appropriately shown in column A01, Section III?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.25	Are current year September operating reversions (if available) appropriately shown in column A02, Section III?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.26	Does the Schedule IC properly reflect the unreserved fund balance for each trust fund as defined by the LBR Instructions, and is it reconciled to the agency accounting records?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.27	Has the agency properly accounted for continuing appropriations (category 13XXXX) in column A01, Section III?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.28	Does Column A01 of the Schedule I accurately represent the actual prior year accounting data as reflected in the agency accounting records, and is it provided in sufficient detail for analysis?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.29	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
AUDITS:											
8.30	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.31	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? If a Schedule IB was prepared, do the totals agree with the Schedule I, Line I? **(SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.32	Has a Department Level Reconciliation been provided for each trust fund and does Line A of the Schedule I equal the CFO amount? If not, the agency must correct Line A. **(SC1R, DEPT)**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

	Action	Program or Service (Budget Entity Codes)									
		71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
8.33	Has a Schedule IB been provided for ALL trust funds having an unreserved fund balance in columns A01, A02 and/or A03, and if so, does each column's total agree with line I of the Schedule I?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.34	Have A/R been properly analyzed and any allowances for doubtful accounts been properly recorded on the Schedule IC?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
TIP	The Schedule I is the most reliable source of data concerning the trust funds. It is very important that this schedule is as accurate as possible!										
TIP	Determine if the agency is scheduled for trust fund review. (See page 128 of the LBR Instructions.) Transaction DFTR in LAS/PBS is also available and provides an LBR review date for each trust fund.										
TIP	Review the unreserved fund balances and compare revenue totals to expenditure totals to determine and understand the trust fund status.										
TIP	Typically nonoperating expenditures and revenues should not be a negative number. Any negative numbers must be fully justified.										
9. SCHEDULE II (PSCR, SC2)											
AUDIT:											
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? **(BRAR, BRAA - Report should print "No Records Selected For This Request")** Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See *Base Rate Audit* on page 159 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
10. SCHEDULE III (PSCR, SC3)											
10.1	Is the appropriate lapse amount applied? (See page 92 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
10.2	Are amounts in *Other Salary Amount* appropriate and fully justified? (See page 95 of the LBR Instructions for appropriate use of the OAD transaction.) Use **OADI** or **OADR** to identify agency other salary amounts requested.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
11. SCHEDULE IV (EADR, SC4)											
11.1	Are the correct Information Technology (IT) issue codes used?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Action	Program or Service (Budget Entity Codes)									
	71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
TIP If IT issues are not coded (with "C" in 6th position or within a program component of 1603000000), they will not appear in the Schedule IV.										
12. SCHEDULE VIIIA (EADR, SC8A)										
12.1 Is there only one #1 priority, one #2 priority, one #3 priority, etc. reported on the Schedule VIII-A? Are the priority narrative explanations adequate? Note: FCO issues can be included in the priority listing.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
13. SCHEDULE VIIIB-1 (EADR, S8B1)										
13.1 **NOT REQUIRED FOR THIS YEAR**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
14. SCHEDULE VIIIB-2 (EADR, S8B2) (Required to be posted to the Florida Fiscal Portal)										
14.1 Do the reductions comply with the instructions provided on pages 101 through 103 of the LBR Instructions regarding a 10% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used? Verify that excluded appropriation categories and funds were not used (e.g. funds with FSI 3 and 9, etc.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
TIP Compare the debt service amount requested (IOE N or other IOE used for debt service) with the debt service need included in the Schedule VI: Detail of Debt Service, to determine whether any debt has been retired and may be reduced.										
15. SCHEDULE VIIIC (EADR, S8C) (This Schedule is optional, but if included it is required to be posted to the Florida Fiscal Portal)										
15.1 Does the schedule display reprioritization issues that are each comprised of two unique issues - a deduct component and an add-back component which net to zero at the department level?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
15.2 Are the priority narrative explanations adequate and do they follow the guidelines on pages 104-106 of the LBR instructions?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
15.3 Does the issue narrative in A6 address the following: Does the state have the authority to implement the reprioritization issues independent of other entities (federal and local governments, private donors, etc.)? Are the reprioritization issues an allowable use of the recommended funding source?	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
AUDIT:										

Action	Program or Service (Budget Entity Codes)									
	71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
15.6 Do the issues net to zero at the department level? **(GENR, LBR5)**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
16. SCHEDULE XI (UCSR,SCXI) (LAS/PBS Web - see pages 107-111 of the LBR Instructions for detailed instructions) (Required to be posted to the Florida Fiscal Portal in Manual Documents)										
16.1 Agencies are required to generate this spreadsheet via the LAS/PBS Web. **The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.** (Note: Pursuant to section 216.023(4) (b), Florida Statutes, the Legislature can reduce the funding level for any agency that does not provide this information.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
16.2 Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
AUDITS INCLUDED IN THE SCHEDULE XI REPORT:										
16.3 Does the FY 2018-19 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (**GENR, ACT1)**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
16.4 None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? **(Audit #1 should print "No Activities Found")**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
16.5 Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? **(Audit #2 should print "No Operating Categories Found")**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
16.6 Has the agency provided the necessary standard (Record Type 5) for all activities which should appear in Section II? (Note: The activities listed in **Audit #3** do not have an associated output standard. In addition, the activities were not identified as a Transfer to a State Agency, as Aid to Local Government, or a Payment of Pensions, Benefits and Claims. Activities listed here should represent transfers/pass-throughs that are not represented by those above or administrative costs that are unique to the agency and are not appropriate to be allocated to all other activities.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
16.7 Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? **(Audit #4 should print "No Discrepancies Found")**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
TIP If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.										

	Program or Service (Budget Entity Codes)									
Action	71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
17. MANUALLY PREPARED EXHIBITS & SCHEDULES (Required to be posted to the Florida Fiscal Portal)										
17.1 Do exhibits and schedules comply with LBR Instructions (pages 112 through 156 of the LBR Instructions), and are they accurate and complete?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
17.2 Does manual exhibits tie to LAS/PBS where applicable?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
17.3 Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
17.4 Does the LBR include a separate Schedule IV-B for each IT project over $1 million (see page 132 of the LBR instructions for exceptions to this rule)? Have all IV-Bs been emailed to: **IT@LASPBS.STATE.FL.US?**	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
17.5 Are all forms relating to Fixed Capital Outlay (FCO) funding requests submitted in the proper form, including a Truth in Bonding statement (if applicable) ?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
AUDITS - GENERAL INFORMATION										
TIP Review *Section 6: Audits* of the LBR Instructions (pages 158-160) for a list of audits and their descriptions.										
TIP Reorganizations may cause audit errors. Agencies must indicate that these errors are due to an agency reorganization to justify the audit error.										
18. CAPITAL IMPROVEMENTS PROGRAM (CIP) (Required to be posted to the Florida Fiscal Portal)										
18.1 Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
18.2 Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
18.3 Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
18.4 Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
18.5 Are the appropriate counties identified in the narrative?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
18.6 Has the CIP-2 form (Exhibit B) been modified to include the agency priority for each project and the modified form saved as a PDF document?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Action	Program or Service (Budget Entity Codes)									
	71150200	71150300	71550100	71600100	71600200	71600300	71700100	71700200	71800100	71800200
TIP Requests for Fixed Capital Outlay appropriations which are Grants and Aids to Local Governments and Non-Profit Organizations must use the Grants and Aids to Local Governments and Non-Profit Organizations - Fixed Capital Outlay major appropriation category (140XXX) and include the sub-title "Grants and Aids". These appropriations utilize a CIP-B form as justification.										
19. FLORIDA FISCAL PORTAL										
19.1 Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y