

**Summary**

This document is the California Department of Justice admitting that its firearms enforcement and background check systems are breaking down.

Seventeen separate databases built over decades have been patched together to carry out laws that keep expanding. The department acknowledges these systems are outdated, fragile, and cannot be updated quickly or reliably. Even small legal changes take months and risk system failure.

As a result, the Department of Justice cannot fully track required data or comply with some existing laws. This is not a policy dispute. The systems physically cannot do what the law demands.

The state is now asking for eleven point four million dollars to hire new employees, create temporary positions, and pay consultant hours just to plan a future system that might work. Full implementation is years away.

The impact is simple. California is passing firearm laws faster than it can actually administer them. That gap creates delays, errors, and uncertainty for citizens, dealers, and law enforcement alike.

This is not an ideological argument. It is a documented systems failure.

Our goal at Cal Dems 4 Governance is to apply strategic pressure to move toward a tiered licensing system that is grounded in sound planning, adequate resources, and broad stakeholder buy in. We fully support public safety, we hold every constitutional right as inviolable, and we reject the idea that one must be sacrificed for the other. Compliance works when laws are clear, achievable, and administrable. When laws are ungovernable at conception, they leave everyone bitter and the system weaker, not safer.

**STATE OF CALIFORNIA**  
**Budget Change Proposal - Cover Sheet**  
 DF-46 (REV 07/23)

<b>Fiscal Year</b> 2025-26	<b>Business Unit Number</b> 0820	<b>Department</b> Department of Justice
<b>Hyperion Budget Request Name</b> 0820-056-BCP-2025-GB		<b>Relevant Program or Subprogram</b> California Justice Information Services Division/Division of Law Enforcement

**Budget Request Title**  
 Firearms IT Systems Modernization Project

**Budget Request Summary**  
 The Department of Justice (DOJ) requests \$11,436,000 General Fund in 2025-26 to support solution planning, development of the solution procurement and preparation for the initiation of solution procurement evaluations, selection of a solution vendor and implementation activities for the Firearms Information Technology Systems Modernization Project.

<b>Requires Legislation (submit required legislation with the BCP)</b> <input type="checkbox"/> Trailer Bill Language <input type="checkbox"/> Budget Bill Language <input checked="" type="checkbox"/> N/A	<b>Code Section(s) to be Added/Amended/Repealed</b>	
<b>Does this BCP contain information technology (IT) components?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	<b>Department CIO</b> Veronica Gilliard, Chief/CIO	<b>Date</b> 9/3/2024

**For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), the approval date, and the total project cost.**

**Project No.** 0820-228 **Project Approval Document:** Stage 1 Business Analysis  
**Approval Date:** 6/23/2020 **Total Project Cost:** TBD

**If proposal affects another department, does other department concur with proposal?**  Yes  No

*Attach comments of affected department, signed and dated by the department director or designee.*

<b>Prepared By</b> Christa McCarthy and Nicole Learned	<b>Date</b> 1/10/2025	<b>Reviewed By</b> Veronica Gilliard, Chief/CIO Stephen Woolery, DLE Chief	<b>Date</b> 1/10/2025
<b>Department Director</b> Chris Ryan	<b>Date</b> 1/10/2025	<b>Agency Secretary</b>	<b>Date</b>

**Department of Finance Use Only**

**Additional Review:**  Capital Outlay  ITCU  FSCU  OSAE  Dept. of Technology

<b>Principal Program Budget Analyst</b> Mark Jimenez	<b>Date submitted to the Legislature</b> 1/10/2025
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## A. Problem Statement

The Department of Justice (DOJ) requests \$11,436,000 General Fund in 2025-26 to support solution planning, development of the solution procurement, and preparation for the initiation of solution procurement evaluations, selection of a solution vendor, and implementation activities for the Firearms Information Technology Systems Modernization (FITSM) Project.

This request will support activities for the completion of the California Department of Technology (CDT) Project Approval Lifecycle (PAL) Framework to baseline the project, obtain project approvals for the Firearms Information Technology Systems Modernization (FITSM) Project, to implement and execute the project, and the subsequent maintenance of the system. The funding authority requested here is in support of a non-delegated IT project subject to the provisions of CDT's PAL process.

The State of California leads the way in balancing the constitutional right to bear arms with the need for public safety. Between January 2019 and the fall of 2023, the California Legislature passed multiple laws related to firearms ownership, purchasing, background clearances, and mental health issues surrounding firearm possession, and the reporting of this information to DOJ. Addressing public safety issues is of critical importance to the Bureau of Firearms (BOF), which serves as the liaison to various entities such as law enforcement agencies (LEAs) at the state and local levels.

DOJ has built and operates 17 Firearms Information Technology Systems (Table 1) and an estimated 34 Business Process Domains and sub-processes, in response to firearms laws and the needs of California citizens. These systems support the education, regulation, and enforcement actions regarding the manufacturing, sale, ownership, safety training, and transfer of firearms. To support the comprehensive programs that promote the legitimate and responsible firearms possession and use by California residents, LEAs, and the firearms industry, DOJ maintains the following systems:

**Table 1**

Count	Firearms System Name
1	Automated Firearms System (AFS)
2	Dealer Record of Sale Entry System (DES)
3	Armed Prohibited Persons System (APPS)
4	Dealer Record of Sale (DROS)
5	California Firearms Information Gateway (CFIG)
6	California Firearms Application Reporting System (CFARS)
7	Centralized List (CL)
8	Consolidated Firearms Information System (CFIS)
9	Firearms Certificate System (FCS)
10	Mental Health Reporting System (MHRS)
11	Mental Health Firearms Prohibition System (MHFPS)
12	Carry Concealed Weapon System (CCW)
13	Assault Weapon Registration (AWR)
14	California Firearms Licensee Check (CFLC) System
15	Prohibited Applicant (PA)
16	Firearms Employment Application File (FEAF)

Many of these systems and subsequent modifications or enhancements to these systems were in response to numerous legislative mandates implemented since the first system was built in 1980. As a result, the network of firearms systems has become increasingly complex over the last several decades, with each system using different logic that cannot be applied to modifications needed across multiple systems. Consequently, the existing firearms systems utilized by LEAs, firearm dealers, ammunition vendors, manufacturers, instructors, and the public, have reached their end-of-life.

The various components of the firearms systems are built with the Java EE platform using:

- Front end technologies such as JSP, HTML, CSS, JavaScript, JQuery, and Angular
- Application frameworks such as Struts and Spring
- Data access via JDBC and ORM frameworks such as Hibernate
- Oracle databases for storage

The firearms systems represent roughly a million lines of code spreading across the various applications listed above with approximately 1,200 data tables spread across at least fifteen Oracle schemas. There are approximately 150 batch processes and database jobs responsible for generating ad-hoc reports, copying data, and moving data among the applications. The firearms systems have been stitched together in a patchwork manner, which holds together, but is not efficient and has led to a tightly coupled system. A modification within one application requires timely and extensive testing of many systems to ensure there is no negative impact to other applications. The firearms systems can no longer be enhanced in a cost effective or efficient manner and cannot be further utilized to implement the changing needs of law enforcement and California as a whole. The systems were designed to meet user needs based on outdated system design practices and point-in-time business requirements. The current design method results in significantly longer development times, requires more resources, and requires longer and more extensive regression testing, making it difficult to respond to the constantly evolving landscape of statutory mandates pertaining to firearms. The current systems require significant resources to make even a small change because of a legislative action, for example such as changing the minimum firearm purchasing age from 18 to 21.

The current firearms systems and architecture are in attrition. Therefore, this FITSM development framework will provide a path to enable DOJ to respond to changing business needs and legislative mandates efficiently and in a cost-effective manner.

For example, the Legislature passed Chapter 25, Statutes of 2019 (SB 94), which requires specific data on the collection of firearms from the APPS to be reported annually. Due to the antiquated state of the APPS, many of the required data points cannot currently be tracked and maintained. As a result, DOJ is unable to meet the statutory mandate, delaying the collection of critical public safety information which could assist in streamlining the enforcement process and the collection of firearms from potentially dangerous individuals. DOJ's reporting limitations were communicated to the Department of Finance (DOF) and the Legislature and noted in the annual report.

DOJ conducted initial market research and determined the modernization of all firearms systems will be addressed through a custom solution. The FITSM Project is planning and forecasting resources that would be necessary to develop and implement a dynamic and adaptable solution to meet existing needs and statutory mandates. Modernizing the affected processes and systems to work interactively in a way that can be more quickly and easily scaled, would translate to future integration of new and changing requirements with minimal

fiscal impact, and would thus be the most cost-effective solution in the long-term. The intent is to modernize the firearms systems into a more sustainable and flexible solution consisting of two primary systems: external (publicly accessible) and internal (DOJ-only accessible). The planning and analysis along with security requirements will determine the system architecture feasible for DOJ.

DOJ's California Justice Information Services Division (CJIS), Enterprise Services Bureau (ESB), the DLE, BOF received the following 18.0 positions and 5.0 external consultant types as part of the 2023 and 2024 Budget Acts.

**Table 2 – Received 2023-24 & 2024-25 positions**

Quantity	Title/Classification 2023-24	Division	Bureau	Project Role	Tenure
(1)	Crime Analyst III	DLE	BOF	Business Subject Matter Expert (SME)	Permanent
(1)	Special Agent Supervisor	DLE	BOF	Business SME	Permanent
(1)	Staff Services Manager III	DLE	BOF	DOJ Business Lead	Permanent
(2)	Crime Analyst II	DLE	BOF	Business SME	Permanent
(1)	Associate Governmental Program Analyst	DLE	BOF	Business SME	Permanent
<b>6</b>	<b>Total BOF Permanent Positions</b>				
(1)	C.E.A	CJIS	ESB	Project Director	Permanent
(1)	Information Technology Manager (ITM) II	CJIS	ESB	Project Manager	Permanent
(1)	ITM I	CJIS	ADB	Technical Manager	Permanent
(1)	ITM I	CJIS	ESB	Procurement & Contract Manager (SI)	Permanent
(2)	Information Technology Specialist (ITS) II	CJIS	ADB	Technical Lead & Prototype Leads	Permanent
<b>6</b>	<b>Total CJIS Permanent Positions</b>				
(1)	ITS III	CJIS	ADB	Technical Architect	Limited-Term
(3)	ITS I	CJIS	ADB	Technical Analysts	Limited-Term
(2)	ITS II	CJIS	ADB	Technical Lead & Prototype Leads	Limited-Term

<b>6</b>	<b>Total CJIS Limited-Term Positions</b>
<b>18</b>	<b>Total 2023-24 BCP Positions</b>

Qty	Title/Classification 2024-25	Project Team	Project Role
<b>CJIS – Applications Development Bureau</b>			
(1)	ITS III – Permanent (previously approved as LT)	Technical	Technical Architect
(2)	ITS II – Permanent (previously approved as LT)	Technical	Solution Development Team Members
(3)	ITS I – Permanent (previously approved as LT)	Technical	Technical Analysts
<b>CJIS – Enterprise Services Bureau/Project Management &amp; Procurement Branch</b>			
(2)	ITS II – Permanent	Project Management	<ol style="list-style-type: none"> <li>1. IT Project Requirements/ Scope Manager</li> <li>2. IT Project Resource, Cost, Change Control Manager</li> </ol>
<b>8</b>	<b>Total 2024-25 BCP Positions</b>		

### **Current Status**

In 2022-23, DOJ executed the Project Management Consultant Services, Technical Analysts, and Business Analysts Consultant Services Contracts. In 2023-24, DOJ has executed the Data Consultant Services Contracts. The awarded contract resources have been acquired to assist DOJ with the necessary planning and analysis to complete the Stage 2 Alternatives Analysis (S2AA) package.

DOJ as-is business and systems analysis has been completed, facilitating the completion of market research to determine there is only one viable solution to address the FITSM Project business, technical, and security needs. DOJ has completed Stage 2 of the project, the Alternative Analysis Planning stage, which involved conducting an analysis of all firearm business processes and supporting systems. This included market research to ultimately determine a modern solution and the timeline for the implementation of the new firearms systems. DOJ submitted the S2AA to CDT for review and approval in February 2024 and received CDT approval on October 2024.

This BCP's resources will be utilized to complete Stage 3 Solution Analysis (S3SA) and initiate Stage 4 Project Readiness and Approval (S4PRA). Limited-term positions are being requested through this BCP to secure resources and ensure the FITSM Project can continue advancing. The FITSM Project will also be required to manage, plan, and transition any new firearms legislation chaptered during the life of the project. The additional staff and consultant resources requested through this BCP will also be responsible for coordinating and collaborating with other DOJ project teams to identify changes to FITSM Project analyses and requirements deliverables, develop a transition plan for requirements to the FITSM Project Scope and minimizing impacts to the project schedule and costs, and to ensure the full business needs at implementation are achieved for successful business continuity.

If the requested limited-term resources are not approved, the FITSM Project would need to request contractor funding at an increased hourly rate to compete for the highly skilled resources required for this project and be able to mitigate risks and issues that could impact timelines as a result associated with procuring contractor services. Although the project staffing needs have increased, DOJ has reduced the number of contractors to minimize the cost impacts and be able to support the project through the remaining PAL Stages 3 and 4.

Staff resources requested within this BCP would transition and continue into the Implementation/Execution Stage after Stage 4 Project Readiness and Approval is achieved.

The FITSM Project has initiated Business Process Re-engineering activities to prepare for the transition to the PAL – Stage 3 activities that will allow the Project to begin the planning activities required to develop the solution requirements and primary procurement to solicit, evaluate, and acquire a solution vendor.

The FITSM Project has conducted quarterly meetings with CDT Oversight and the DOF IT Consulting Unit, which have now moved to monthly meetings to discuss project statuses and collaborate on approach for the S2AA packaging, reviews, and approvals. The FITSM Project will continue to engage CDT and DOF through the planning activities and phases, to ensure the FITSM Project, a high complexity and high visibility project, moves through the PAL stages successfully and is prepared to transition to the Implementation and Execution phases.

**Resource History**

*California Justice Information Services Division – FITSM  
(Dollars in thousands)*

<b>Program Budget</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24*</b>
Authorized Expenditures					6,413
Actual Expenditures					5,844
Authorized Positions					6
Filled Positions					2
Vacancies					4

\*FITSM unit code was created in 2023-24

**Resource History**

*California Justice Information Services Division – Hawkins Data Center  
(Dollars in thousands)*

<b>Program Budget</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>
Authorized Expenditures	69,746	81,979	83,564	86,640	91,444
Actual Expenditures	71,178	85,400	87,197	84,458	93,883
Authorized Positions	331	347	347	348	342
Filled Positions	298	312	317	310	311
Vacancies	33	35	30	38	31

**Resource History**

*Division of Law Enforcement – Bureau of Firearms  
(Dollars in thousands)*

<b>Program Budget</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>
Authorized Expenditures	46,262	42,161	49,663	54,353	64,193
Actual Expenditures	40,801	40,660	44,090	50,441	59,314
Authorized Positions	290	285	295	299	316
Filled Positions	194	224	222	221	207
Vacancies	96	61	73	78	109

## **B. Justification**

The FITSM project submitted the S2AA to CDT for review and approval in February 2024. The FITSM Project has initiated the S3SA planning activities, to conduct business process re-engineering, develop solution requirements and procurement, release solicitation and conduct evaluations, to select solution vendor(s) and prepare for the project execution phase. The FITSM Project will utilize the Request for Proposal procurement vehicle, which will require DOJ to develop the procurement statement of work, and procurement package that will be overseen and released by the CDT Statewide Technology Procurement team.

The FITSM Project will require staff and contract resources to develop the procurement statement of work and solution requirements, and evaluate subsequent vendor proposals, conduct negotiations, select solution vendor(s), and conduct project readiness, vendor onboarding preparation, and transition to the implementation activities after project approvals. To accomplish the activities, the FITSM Project re-evaluated and estimated staff and consultant needs to address additional workload related to managing and addressing the following:

- Manage and incorporate changes to the FITSM Project scope and artifacts resulting from ongoing firearms legislation implemented to legacy systems through the life of the FITSM Project.
- Participate and contribute to the solution and implementation planning that includes but is not limited to: business process re-engineering, data activities (data analysis, data clean-up, data architecture, data conversion, data migration, etc.), organizational change management, business process re-engineering, development of solution requirements and solution procurement.
- Define, plan, and conduct implementation preparation activities that includes but is not limited to: preparation of project repositories, artifacts, tools, policies, processes, teams, and secure funding required to award a solution contract, onboard new project state and contract staff, to ensure all required project workloads and resources are defined and secured before onboarding and ramp-up of a solution vendor to assume responsibilities for leading, overseeing, and completing assigned tasks and deliverables that will be required of state staff, primary solution and ancillary vendors.
- Conduct effective Project and Implementation Management (Governance, Risks, Issues, Requirements, Scope, Cost, Resource, Change Control, Communications, Document/Deliverable, Contract, Procurement, Data, and Schedule Management) through remaining PAL stages and prepare processes for the Execution and Implementation stage to ensure risks and/or issues that may impact the project are identified and addressed early and timely to minimize impacts to project baselines.

CJIS and DLE will require the resources defined below, beginning July 1, 2025, to support the continuation of activities for Stage 3 and Stage 4 project readiness and approval. Additional resources are being requested to address the additional work defined in the section above.

Based on the high complexity and size of the FITSM Project that will modernize 17 existing Firearms IT Systems, require interface updates, and changes to 34 Firearms Business Processes and sub-processes, additional dedicated resources and positions are required to provide essential support and complete the Stages 3 and 4 activities that will allow DOJ to transition into the Implementation Phase. The FITSM Project anticipates the Implementation Phase to begin in 2026-27, however, the transition is contingent on the Stage 3 procurement process that will be led by CDT Statewide Technology Procurement.

DOJ is unable to redirect existing resources due to various legislative mandates that were chaptered over the last two years, with several still in implementation, along with the planning of legislation chaptered in 2023 that will require implementation of a technical solution. In addition, maintenance and support of the existing firearms business processes and systems will be required through the life of the FITSM Project to ensure business continuity for DOJ to meet its statutory responsibilities.

**Table 3 – 2025-26 Requested Positions:**

Qty	Title/Classification	Project Team	Project Role
<b>Bureau of Firearms</b>			
(6)	Associate Governmental Program Analyst (AGPA)	Business	SMEs – General Business
(2)	Crime Analyst II	Business	SMEs – Background Experts
(1)	Crime Analyst III	Business	SMEs – Background and Enforcement Experts
(2)	Staff Services Manager (SSM) I (Supervisory)	Business	Business Team Support
(2)	SSM I (Specialist)	Business	Organizational Change Management (OCM) and Training
(1)	SSM II	Business	Business Team Lead
<b>14</b>	<b>Total BOF Positions</b>		
<b>California Justice Information Services Division</b>			
<b>CJIS – Application Development Bureau</b>			
(1)	ITS II	Technical	Infrastructure Analyst
<b>CJIS – Enterprise Services Bureau/Project Management &amp; Procurement Branch</b>			
(1)	ITS I	Project Management	Project Management Support
(1)	ITS II	Data	Data Scientist/Data Lead
<b>3</b>	<b>Total CJIS Positions</b>		
<b>17</b>	<b>Total FITSM Project Positions</b>		

## **Division of Law Enforcement/Bureau of Firearms**

### **6.0 AGPA – SMEs (General Business), July 1, 2025 - June 30, 2026**

The AGPAs will be general business SMEs on background related processes and will be responsible for engaging and performing project tasks to support, provide clarification to the contracted Business Analyst Team, and will participate in all communication and engagements with the project team and contract staff. The AGPAs will participate in the business process re-engineering activities and Joint Application Design/Development (JAD) sessions and contribute to the development of solution requirements/user stories for the completion of remaining PAL stage deliverables. The AGPAs will work side by side with solution and ancillary contract staff during the implementation phases, providing clarification on business processes, contributing to the development of design and test deliverables, conduct testing, participate in OCM activities, and review deliverables, to ensure business needs and objectives are accurately addressed and met. On-going, the AGPAs will support the project implementation effort and provide support to BOF staff after implementation.

### **2.0 Crime Analyst (CA) II – SMEs (Background), July 1, 2025 - June 30, 2026**

The CA IIs will be business SMEs on background related processes and will be responsible for engaging and performing project tasks to support, provide clarification to the contracted Business Analyst Team and will participate in all communication and engagements with the project team and contract staff. The CA IIs will participate in the business process re-engineering activities and JAD sessions and contribute to the development of solution requirements/user stories for the completion of remaining PAL stage deliverables. The CA IIs will work side by side with solution and ancillary contract staff during the implementation phases, providing clarifications on business processes, contributing to the development of design and test deliverables, conduct testing, participate in OCM activities, and review deliverables, to ensure business needs and objectives are accurately addressed and met. On-going, the resources will support the project implementation effort and provide support to BOF staff after implementation. The CA IIs will focus on regulatory aspects of the firearms processes. The CA IIs will participate in providing training to DLE/BOF staff lending their regulatory expertise to the training effort.

### **1.0 CA III – SME (Background and Enforcement), July 1, 2025 - June 30, 2026**

The CA III will be a business SME on background related processes and enforcement investigative processes and will be responsible for engaging and performing project tasks to support and provide clarification to the contracted Business Analyst Team and will participate in all communication and engagements with the project team and contract staff. The CA III will participate in the business process re-engineering activities and JAD sessions and contribute to the development of solution requirements/user stories for the completion of remaining PAL stage deliverables. The CA III will work side by side with solution and ancillary contract staff during the implementation phases, providing clarification on business processes, contributing to the development of design and test deliverables, conduct testing, participate in OCM activities, and review deliverables, to ensure business needs and objectives are accurately addressed and met. On-going, the resources will support the project implementation effort and provide support to BOF staff after implementation. The CA IIIs' focus on enforcement efforts within the firearms processes. The CA III will participate in providing training to DLE/BOF staff lending their enforcement expertise to the training effort.

### **2.0 SSM I (Supervisory) – Business Lead, July 1, 2025 - June 30, 2026**

The SSM Is will provide support to the BOF business lead on the project and will be responsible for engaging and performing project tasks to support the overall project. The

SSM Is will plan, manage, coordinate, lead and oversee business activities between the project business SMEs and business functional areas and will monitor business activities to ensure approved objectives and benefits are realized. The SSM Is will also participate in all communication and engagements with the project team and contract staff and will perform project tasks to support, provide clarifications to the contracted Business Analyst Team. These resources will participate in the business process re-engineering activities and JAD sessions and contribute to the development of solution requirements/user stories for the completion of remaining PAL stage deliverables. The SSM Is will work side by side with solution and ancillary contract staff during the implementation phases, providing clarification on business processes, contributing to the development of design and test deliverables, conduct testing, participate in OCM activities, and review deliverables, to ensure business needs and objectives are accurately addressed and met.

## **2.0 SSM I (Specialist) – OCM/Training, July 1, 2025 - June 30, 2026**

The SSM Is will provide support to the FITSM Project on the planning and management of all OCM needs, development of processes and tools that will be utilized by the project to manage all changes impacting business and system support areas and establish methodologies that will assist with achieving stakeholder and end-user buy-in for a successful implementation and support. The SSM Is will be responsible for engaging with internal/external project team members (staff and contract resources), stakeholders, and performing project tasks to support the overall project, including coordination, and conducting any required external outreach activities. The SSM Is will plan, manage, coordinate, lead and oversee business OCM and training activities between the project business stakeholders, SMEs, business functional areas and will monitor business OCM and training activities to ensure the necessary readiness assessments are conducted, assessment findings are addressed, and methodologies for monitoring effectiveness are developed and established.

The SSM Is will participate in all communication and engagements with the project team and contract staff. Resources will be responsible for coordinating, conducting, engaging, and performing project tasks to support, provide clarification to the Project Business Team on all Project OCM and training plans, processes, and activities. The SSM Is will participate in the business process re-engineering activities and JAD sessions, to assess, identify, define, and document changes impacting the Business Areas/Users (internal/external) and contribute to the development of an effective OCM Plan and approach that will ensure all OCM and training needs are identified, planned, coordinated, scheduled, tracked, and reported, to ensure all user roles and project team members are prepared for implementation roll-out. The SSM Is will work side by side with the FITSM Project Business Team and program staff to oversee all program training needs, outreach needs to external stakeholders, development of materials and/or tools necessary to conduct all OCM activities and communications.

## **1.0 SSM II – Business Lead, July 1, 2025 - June 30, 2026**

The SSM II will provide support to the BOF business lead on the project and will be responsible for engaging and performing project tasks to support the overall project. The SSM II will plan, manage, coordinate, lead and oversee business activities between the project business SMEs and business functional areas and will monitor business activities to ensure approved objectives and benefits are realized. The SSM II will also participate in all communication and engagements with the project team and contract staff. This resource will be responsible for engaging and performing project tasks to support, provide clarification to the contracted Business Analyst Team, and will participate in all communication and engagements with the project team and contract staff. This resource will participate in the business process re-engineering activities and JAD sessions and contribute to the development of solution requirements/user stories for the completion of remaining PAL stage deliverables. The SSM II will work side by side with solution and ancillary contract staff during the implementation phases, providing clarification on business processes, contributing to the development of design and test deliverables,

conduct testing, participate in OCM activities, and review deliverables, to ensure business needs and objectives are accurately addressed and met.

## **California Justice Information Services Division**

### **Application Development Bureau (ADB)**

#### **1.0 ITS II – Infrastructure Analyst (Limited-term July 1, 2025 - June 30, 2026)**

The Infrastructure Analyst will be responsible for performing activities related to the FITSM Project solution infrastructure analysis, planning, and implementation. This includes developing remaining PAL activities and deliverables, and planning and preparation for execution (solution requirements, timelines, resources, costs, coordination with the FITSM Project Infrastructure Lead, CJIS Technology Support Bureau, participate on the solution procurement development and evaluation team, implementation phases – design, development, implementation, maintenance, and operations support). The Infrastructure Analyst will be responsible for the following critical areas but not limited to:

1. Work with DOJ developers to appropriately size the FITSM Project solution infrastructure needs.
2. Identify and document server configurations, high level process maps, infrastructure diagrams, etc.
3. Review solution platform documentation, conduct analysis and design of the various environments for the solution platform the development team may need.
4. Coordinate with various infrastructure teams (server, Database admin, network, etc.) to build out environment(s) that the development team may need.
5. Assist development team in researching technologies and options available in the solution platform.
6. Provide support to the development team in creating prototypes to validate viability of design choices.
7. Assist the development team in developing and testing Proof of concepts/prototypes.
8. Assist the development team in troubleshooting platform problems.

## **ESB/Project Management & Procurement Branch**

#### **1.0 ITS I – Project Management Support (Limited-term July 1, 2025 - June 30, 2026)**

The ITS I will perform as the FITSM Project Management Support team member for the overall project management, procurement, and contract management functions that include solution and all ancillary contracts (Business and Technical Analyst, Project Management services, Organizational Change Management, Data Analyst/Scientist, CDT (Project Approvals/Oversight and Statewide Technology Procurement, Independent Verification and Validation, training, software, and project support purchases). The Project Management Support member will be responsible for assisting with developing, managing, and implementing Project and Contract Management processes, templates, and procedures for the management of the overall FITSM Project, solution and ancillary contracts, vendor onboarding, deliverable expectation documents, deliverable acceptance documents, project deliverables, invoices, project communications, invoice disputes, and corrective actions.

The Project Management Support member will be responsible for assisting the FITSM Project Team with coordinating, planning, and activities required to prepare for Implementation Stage, development of solution and ancillary procurement statements of work, requirements deliverables, procurement templates, evaluation methodology and

criteria, evaluation team and schedule. The Project Management Support member will be responsible for assisting with developing, implementing, and maintaining project management processes and tools that will support effective management of the various components of the project, awarded solution and ancillary contracts. The Project Management Support staff will be responsible for performing back-up contract and vendor management activities in accordance with the approved FITSM Project Contract Management Plan, to ensure solution and ancillary contract requirements are met. The Project Management support member will be responsible for coordinating and documenting contractor and project communications, addressing and processing all contract change requests, invoice disputes, and/or corrective actions.

**1.0 ITS II – Data Scientist/Lead (Limited-term July 1, 2025 - June 30, 2026)**

The Data Lead will be the DOJ Data Expert for the FITSM Project, responsible for defining, planning, establishing, leading, directing, and overseeing all data governance, management, and data activities required to ensure the FITSM Project data is secure and only accessed by authorized users. The Data Lead will be the Data Expert, responsible for understanding the FITSM Project data needs, structures, and improvement needs to ensure recommended and proposed solutions will effectively address business objectives and data issues. The Data Lead will be responsible for leading, directing, and overseeing data consultant activities and deliverables, to ensure contract requirements, data industry standards, and project needs are successfully addressed, applied, and met. The position will be responsible for understanding state and federal data and information security policies, firearms laws, and ensuring data requirements are compliant. The Data Lead will provide support to the project Leadership to ensure the business and data needs of the DLE BOF are properly communicated to the technical team and, is able also represent clarify the IT needs to the business team and customers. The Data Lead will work closely with and provide guidance and clarification to the FITSM Project Business Team to ensure that understanding of BOF business needs are achieved.

The ITS II will be responsible for leading and working with the Business Team to establish the appropriate Data Rules and oversee the planning and execution of all FITSM Project Data activities (data clean-up, conversion, migration, etc.), and ensuring the Business Team has clear understanding of Data Industry Standards, activities, processes, and alignment with technical activities and processes. The Data Lead will be responsible for coordinating and collaborating with the OGC's Information Security Unit and FITSM Project Information Security Lead to ensure FITSM Project Data security needs are properly defined, planned, and coordinated across all teams. The Data Lead will collaborate with all FITSM Project Teams to prepare responses to stakeholders (internal/external), and control agencies on FITSM Project data needs.

**Table 4 - Contract Requests:**

The FITSM Project requests funding to support nine contract types and the required and continuing CDT interdepartmental services. Funding for Technical Analysts has not been included, however, if staff positions are not approved the contract requests will need to be re-evaluated.

	<b>Quantity Title/Classification</b>	<b>Project Role</b>
<b>(1)</b>	OCM Consultant	OCM Consultant
<b>(1)</b>	IV&V Consultant	IV&V Consultant
<b>(1)</b>	CDT Project Approval and Independent Project Oversight / Statewide Technology Procurement (STP)	CDT Project Approval and Oversight / Solution Procurement Lead

(1)	Project Management Consultant Services (PMCS)	Project Management Consultant Services
(4)	Business Solution Analysts	Business Solution Analyst Consultants
(2)	Data Consultants	Data Consultants
(1)	Technical Writer	Technical Writer Consultant
(1)	Quality Assurance Consultant	Quality Assurance Consultant
(1)	Data Modeler	Data Modeler Consultant
(2)	Usability Analysts	Usability Analysts Consultants

### **1.0 OCM Consultant - \$317,000 (July 1, 2025 – June 30, 2026)**

The OCM Consultant Services are required for the FITSM Project due to the project's complexity, size, business process and system changes that will occur. The OCM will perform all the OCM planning and implementation activities, project readiness assessments, and coordination that will be required.

Hours Needed: 2,112 (based upon 12 months at 176 hours per month)

Hourly Rate: \$150.00

### **CDT Project Approval and Independent Project Oversight (IPO) - \$442,000 (July 1, 2025 – June 30, 2026)**

In accordance with the State Administrative Manual (SAM) section 4940.1, the FITSM Project is required to have CDT Project Approval and IPO services to provide guidance through project planning and to identify and quantify any issues and risks affecting project objectives. CDT Project Approvals and IPO costs will be billed on an hourly basis.

Hours Needed: 2,028 (based upon 12 months at 169 hours per month)

Hourly Rate: \$218.00

### **1.0 PMCS - \$528,000 (July 1, 2025 – June 30, 2026)**

The PMCS resource will assist in the performance in all the activities related to project work, from conceptualization to project completion. The PMCS will assist the DOJ State Project Manager and Project Team in managing Master Project Schedule, tasks, risks, and issues to plan and analyze the necessary efforts to modernize the systems that support the BOF. Additionally, the PMCS will assist with the coordination efforts to plan, design, and procure a solution in accordance with the CDT PAL process. The PMCS needs for the remaining planning stages will need to be re-evaluated if the requested staff resources are not approved.

Hours Needed: 2,112 (based upon 12 months at 176 hours per month)

Hourly Rate: \$250.00

### **4.0 Business Analysts - \$2,112,000 (July 1, 2025 – June 30, 2026)**

The Business Analysts will be responsible for planning, leading and facilitating business process re-engineering sessions, documenting the long-term vision, updating business analysis and process documentation that include business rules and requirements. In addition, the consultants will be responsible for collaborating and coordinating with the Business Team to identify, examine, document, and prioritize how business process changes will be managed and addressed in the implementation phase. The consultants will also be responsible for managing, maintaining, and updating business process deliverables and artifacts through the remaining PAL Stages 3 and 4. The consultants will also be responsible for establishing methodologies and processes to coordinate, collaborate, manage, update, and maintain project business artifacts that are impacted by in-progress or new firearms legislation. The Business Analysts will coordinate activities

with the BOF and will provide deliverables and report progress and status to the FITSM Project Team. The consultants will also collaborate with Technical and Data Analysts to align business processes with data, technical, and systems requirements. The Business Analyst needs for the remaining planning stages will need to be re-evaluated if the requested staff resources are not approved.

Hours Needed: 2,112 per consultant for a total of 8,448 hours (based upon 12 months at 176 hours per month per consultant)

Hourly Rate: \$250.00

## **2.0 Data Consultants - \$1,267,000 (July 1, 2025 – June 30, 2026)**

The Senior Data Consultant will lead stakeholders across DOJ by translating the FITSM project goals into analytical questions, identifying critical metrics, conducting data analysis, developing reporting, and leading efforts to uncover levers that could improve decision-making and program outcomes. Additionally, they will work with staff to identify relevant datasets, contribute to data transformations, clean data, and conduct exploratory and statistical analyses to identify, analyze and interpret trends or patterns in complex datasets.

The Data Analyst Consultants are responsible for analyzing, processing, and modeling data and then communicating the results to inform actionable plans and decisions for the organization. The Consultants will exercise judgement on selecting the most appropriate method(s) to analytical questions and supporting data and translating methods to a lay audience.

Hours Needed: 2,112 per consultant for a total of 4,224 hours (based upon 12 months at 176 hours per month per consultant)

Hourly Rate: \$300.00

## **1.0 Technical Writer - \$394,000 (July 1, 2025 – June 30, 2026)**

The Technical Writer will be responsible for assisting with planning activities related to the development of the solicitation for the primary solution vendor. The Technical Writer will develop amendments and addendums, as needed, related to the primary solution vendor Statement of Work, and will ensure changes are communicated to appropriate FITSM stakeholders. The Technical Writer will also be responsible for communicating technical information to internal and external FITSM stakeholders. The Technical Writer will develop user guides, manuals, and documentation for FITSM policies, procedures, and programs. The Technical Writer will be responsible for drafting regulations and legislative summaries that are clear, concise, and easily understandable for FITSM stakeholders. The Technical Writer will ensure consistency and compliance with government standards in all written materials. The Technical Writer will work closely with SMEs and other FITSM stakeholders to gather information and ensure content accuracy.

Hours Needed: 1,968 hours (based upon 12 months at 176 hours per month)

Hourly Rate: \$200.00

## **1.0 QA Consultant - \$528,000 (July 1, 2025 – June 30, 2026)**

The Project QA Consultant will provide quality assessments of all project processes, deliverables, artifacts, and tools to provide recommendations for the project to address findings and assist the project with establishing and implementing process improvements and/or methodologies to improve and achieve quality processes and practices that will produce efficiencies. The QA Consultant will work closely with the FITSM Project Teams (Business, Technical, Data, and Project Management) to understand the needs of the organization and the overall project scope to develop and implement an effective QA and Management Plan, processes, templates, and tools. The QA Consultant will be required to have expertise in all areas of the solution planning and development activities required to complete PAL – Stage 3, including business process re-engineering, data analysis, OCM, solution requirements, solution procurement development, evaluations, and negotiations to ensure the project achieves the goals and objectives.

Hours Needed: 2,112 hours (based upon 12 months at 176 hours per month)  
Hourly Rate: \$250.00

**1.0 IV&V Consultant - \$422,000 (July 1, 2025 – June 30, 2026)**

In accordance with SAM section 4940.3 the FITSM project will be required to have IV&V services.

Hours Needed: 2,112 (based upon 12 months at 176 hours per month)  
Hourly Rate: \$200.00

**2.0 Usability Analysts - \$845,000 (July 1, 2025 – June 30, 2026)**

The Usability Analysts will focus primarily on the customer experience as they interact with the FITSM website. The Usability Analyst interacts and evaluates what makes a website work well and improves the experience of the end user. The Usability Analysts will focus on improving the user experience of digital products. The Usability Analysts will create storyboards, site maps, and wireframes to communicate application interfaces. Additionally, the Usability Analysts will conduct usability studies and tests, analyze data, and make recommendations to enhance user experience. The Usability Analysts will work closely with product development, engineering, and stakeholders to refine usability recommendations.

Hours Needed: 2,112 hours (based upon 12 months at 176 hours per month)  
Hourly Rate: \$200.00

**1.0 Data Modeler - \$528,000 (July 1, 2025 – June 30, 2026)**

The Data Modeler will be responsible for designing and implementing data modeling solutions and working closely with data architects to design the new FITSM warehouses using a mixture of conceptual, physical, and logical data models. The Data Modeler will work with SMEs across programs, divisions, policy areas, and levels of knowledge. The Data Modeler will lead working groups and stakeholder meetings for data specifications and know the appropriate level of specificity to model at different stages of a project from conceptual to logical to physical. The data Modeler will work with technical staff and data users to determine the ideal interfaces for the planning of the new solution. The Data Modeler will evaluate existing data systems, including constructing as-is data models and identify foundational data model issues that could affect the efficient and effective use of data. The Data Modeler will work with the project team to define risks and tradeoffs related to different design choices. They may also define and set up governance for data modeling and design standards, tools, best practices, and related development for enterprise data models, so that work can be repeatable across projects and programs.

Hours Needed: 2,112 hours (based upon 12 months at 176 hours per month)  
Hourly Rate: \$250.00

**Table 5 - Expenditures and Information Technology Costs:**

The FITSM Project requests software and Information Technology funding to secure the necessary tools to support the project data, procurement, and contract management needs of the various ancillary and expected highly complex solution procurement through the remaining stages of PAL and through implementation.

Software – Procurement/Contract Management	
Software – Procurement/Contract Management	\$250,000 (One time)
Information Technology – Data Tools	\$250,000 (One time)

## C. Departmentwide and Statewide Considerations

California Penal Code section 11106 requires DOJ to maintain a registry of the sale and transfer of all firearms in the state. The DROS is the system used by DOJ for licensed firearms dealers to determine whether a firearms transaction can be processed by, among other things, performing criminal background checks for the purchase of firearms eligibility. The DROS Entry System (DES) is the web-based application used by licensed firearm dealers to report the sale, loan, transfer, redemption, and acquisition of handguns and long guns to DOJ BOF.

Penal Code section 28205 requires licensed firearms dealers to access and use the DES for the submission of information concerning the sale or transfer of firearms. In addition, DOJ provides criminal justice information services to LEAs and various other regulatory and crime prevention services throughout the state to the public and to state, local and federal agencies. The more effectively DOJ firearms reporting systems and support functions operate, the better DOJ can meet its mission and obligations to the citizens of California.

Furthermore, existing law requires the Attorney General to establish and maintain an online database known as the Prohibited Armed Persons File, also referred to as APPS. The APPS cross-references persons who have legal ownership or possession of a firearm and who, subsequent to the date of that ownership or possession of a firearm, fall within a class of persons prohibited from owning or possessing a firearm.

Chapter 47, Statutes of 2023 (AB 134) requires DOJ to report, no later than March 15, 2024, and no later than March 15 of each year thereafter, to the Joint Legislative Budget Committee and the fiscal committees of each house of the Legislature, on specified information related to the APPS, including the number of individuals in the APPS and the degree to which the backlog in the APPS has been reduced or eliminated<sup>1</sup>. Due to the current limitations of the firearms systems, all the required data points are not currently available in the firearms systems which have hindered our ability to fully comply with the statute as written.

This proposal is consistent with Budget Letter 24-21 with providing resources to continue an existing information technology project, necessary to ensure DOJ meets the mandates of Penal Code Section 11106 to maintain a registry of the sale and transfer of firearms in the state. Including the support of planning, development and implementation of the Firearms Information Technology System Modernization project.

## D. Outcomes and Accountability

The outcome of this effort will allow the FITSM project to continue with efforts for PAL Stages 3 and 4, as well as solution and solicitation development. DOJ has conducted market research and has determined the modernization of all firearms systems will be addressed through a custom solution. The custom solution will be more efficient and increase scalability, supportability, and maintainability for DOJ Firearms systems. The custom solution will support the education, regulation, and enforcement actions regarding manufacturing, sale, ownership, safety training, and transfer of firearms. Rebuilding the systems to work interactively in a way that can be more quickly and easily scaled, will translate to future integration of new and changing requirements with minimal fiscal impact, and would thus result in a cost-effective solution for DOJ in the long-term. In addition, a more efficient system will allow for DOJ to implement technical changes in compliance with the State's ever-changing laws within reasonable time frames and will reduce the need for delayed implementation in some cases.

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<sup>1</sup> This reporting requirement was previously established by Chapter 25, Statutes of 2019 (SB 94) and subsequently amended by Chapter 47, Statutes of 2023 (AB 134) ([California Code, PEN 30012](#)).

**E. Implementation Plan**

Upon approval of this request, DOJ will immediately begin the hiring process and procurement process to secure the resources for the FITSM Project.

**F. Supplemental Information (If Applicable)**

N/A.

# BCP Fiscal Detail Sheet

BCP Title: Firearms IT System Modernization (FITSM) Project

BR Name: 0820-056-BCP-2025-GB

Budget Request Summary

## Personal Services

Personal Services	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
Positions - Permanent	0.0	17.0	0.0	0.0	0.0	0.0
<b>Total Positions</b>	<b>0.0</b>	<b>17.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Earnings - Permanent	0	1,519	0	0	0	0
Salaries and Wages	0	28	0	0	0	0
Earnings - Temporary Help						
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$1,547</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Total Staff Benefits	0	803	0	0	0	0
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Operating Expenses and Equipment

Operating Expenses and Equipment	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
5301 - General Expense	0	860	0	0	0	0
5302 - Printing	0	6	0	0	0	0
5304 - Communications	0	42	0	0	0	0
5306 - Postage	0	5	0	0	0	0
5320 - Travel: In-State	0	58	0	0	0	0
5322 - Training	0	33	0	0	0	0
5324 - Facilities Operation	0	66	0	0	0	0
5340 - Consulting and Professional Services - Interdepartmental	0	534	0	0	0	0
5340 - Consulting and Professional Services - External	0	6,364	0	0	0	0
5346 - Information Technology	0	1,118	0	0	0	0
<b>Total Operating Expenses and Equipment</b>	<b>\$0</b>	<b>\$9,086</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Total Budget Request

Total Budget Request	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
<b>Total Budget Request</b>	<b>\$0</b>	<b>\$11,436</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Fund Summary

### Fund Source

Fund Source	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
State Operations - 0001 - General Fund	0	11,436	0	0	0	0
<b>Total State Operations Expenditures</b>	<b>\$0</b>	<b>\$11,436</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total All Funds</b>	<b>\$0</b>	<b>\$11,436</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Program Summary

### Program Funding

Program Funding	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
0440046 - Firearms	0	2,403	0	0	0	0
0445010 - O. J. Hawkins Data Center	0	9,033	0	0	0	0
9900100 - Administration	0	677	0	0	0	0
9900200 - Administration - Distributed	0	-677	0	0	0	0
<b>Total All Programs</b>	<b>\$0</b>	<b>\$11,436</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Personal Services Details

### Positions

Positions	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
0110 - Crime Analyst II (Eff. 07-01-2025)	0.0	2.0	0.0	0.0	0.0	0.0
0111 - Crime Analyst III (Eff. 07-01-2025)	0.0	1.0	0.0	0.0	0.0	0.0
1402 - Info Tech Spec I (Eff. 07-01-2025)	0.0	1.0	0.0	0.0	0.0	0.0
1414 - Info Tech Spec II (Eff. 07-01-2025)	0.0	2.0	0.0	0.0	0.0	0.0
1415 - Info Tech Spec III (Eff. 07-01-2025)	0.0	0.0	0.0	0.0	0.0	0.0
4800 - Staff Svcs Mgr I (Eff. 07-01-2025)	0.0	4.0	0.0	0.0	0.0	0.0
4801 - Staff Svcs Mgr II (Supvry) (Eff. 07-01-2025)	0.0	1.0	0.0	0.0	0.0	0.0
5393 - Assoc Govtl Program Analyst (Eff. 07-01-2025)	0.0	6.0	0.0	0.0	0.0	0.0
TH00 - Temporary Help (Eff. 07-01-2025)(LT 06-30-2026)	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Positions</b>	<b>0.0</b>	<b>17.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

### Salaries and Wages

Salaries and Wages	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
0110 - Crime Analyst II (Eff. 07-01-2025)	0	140	0	0	0	0
0111 - Crime Analyst III (Eff. 07-01-2025)	0	84	0	0	0	0
1402 - Info Tech Spec I (Eff. 07-01-2025)	0	108	0	0	0	0
1414 - Info Tech Spec II (Eff. 07-01-2025)	0	235	0	0	0	0
1415 - Info Tech Spec III (Eff. 07-01-2025)	0	0	0	0	0	0
4800 - Staff Svcs Mgr I (Eff. 07-01-2025)	0	375	0	0	0	0
4801 - Staff Svcs Mgr II (Supvry) (Eff. 07-01-2025)	0	103	0	0	0	0
5393 - Assoc Govtl Program Analyst (Eff. 07-01-2025)	0	474	0	0	0	0
TH00 - Temporary Help (Eff. 07-01-2025)(LT 06-30-2026)	0	28	0	0	0	0
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$1,547</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Staff Benefits

Staff Benefits	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
5150900 - Staff Benefits - Other	0	803	0	0	0	0
<b>Total Staff Benefits</b>	<b>\$0</b>	<b>\$803</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Total Personal Services

Total Personal Services	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>