

Julie L. Jones
Executive Director

2900 Apalachee Parkway
Tallahassee, Florida 32399-0500
www.flhsmv.gov



Rick Scott
Governor

Pam Bondi
Attorney General

Jeff Atwater
Chief Financial Officer

Adam Putnam
Commissioner of Agriculture

LEGISLATIVE BUDGET REQUEST
October 15, 2013

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

JoAnne Leznoff, Staff Director
House Appropriations Committee
221 Capitol
Tallahassee, Florida 32399-1300

Mike Hansen, Staff Director
Senate Appropriations Committee
201 Capitol
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Legislative Budget Request for the Department of Highway Safety and Motor Vehicles 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 2014-15 Fiscal Year. This submission has been approved by Julie L. Jones, Executive Director.

If you have any questions or concerns about our Legislative Budget Request, please feel free to contact me at (850) 617-3000 or Kim Banks, Chief Financial Officer, at (850) 617-3404.

Sincerely,

A handwritten signature in blue ink that reads "Julie L. Jones".

Julie L. Jones
Executive Director



Department Level Exhibits and Schedules

Legislative Budget Request

Employee Compensation and Benefits

The department requests the following language continue to be included to the back of the appropriations bill.

- The Department is authorized to continue its “Field Training Officer (FTO)” training program for employees that train recruits that graduate from the FHP training academy. This includes granting a pay additive to participating employees.

Florida Highway Patrol Field Training Officer (FTO) Additive

1. Classes & Approximate Number of Positions Affected:

- Law Enforcement Officer – 186
- Law Enforcement Sergeant – 48
- Law Enforcement Lieutenant - 28

2. Estimated Cost: \$188,730.67

- The Department is authorized to continue to grant a critical market pay additive to employees residing in and assigned to Lee County, Collier County, or Monroe County, at the currently established levels. This additive shall be granted only during the time in which the employee resides in, and is assigned to duties within, those counties.

Critical Market Pay Additive (Lee/Collier/Monroe)

1. Classes & Approximate Number of Positions Affected:

- Law Enforcement Officer – 46
- Law Enforcement Investigator I – 10
- Law Enforcement Investigator II – 1
- Law Enforcement Sergeant - 10
- Law Enforcement Lieutenant – 6

2. Estimated Cost: \$346,987.20

- The Department is authorized to continue to grant a temporary special duty pay additive of \$162.50 per pay period for law enforcement officers assigned to the Office of Commercial Vehicle Enforcement who, maintain certification by the Commercial Vehicle Safety Alliance.

Florida Highway Patrol Commercial Vehicle Enforcement (CVE) Temporary Additive

1. Classes & Approximate Number of Positions Affected:

- Law Enforcement Officer – 159
- Law Enforcement Sergeant – 32
- Law Enforcement Lieutenant – 14

2. Estimated Cost: \$399,755.00

- The Department is authorized to grant merit pay increases to employees based on the employee's exemplary performance.
- The Department is authorized to continue to grant temporary special duties pay additives to employees assigned additional duties as a result of another employee being absent from work pursuant to the Family Medical Leave Act or authorized military leave.

In addition, the Department requests the following language be added in the back of the appropriations bill. The temporary special duty pay additives described below will begin on the first day the special duties are assigned. The temporary special duty pay additive will not go beyond 90 without the Department reviewing the circumstances to extend it beyond 90 days. The temporary special pay additive will be an amount up to 15% of the employee's base rate of pay depending on the extra duties given. These requests meet the requirements specified in the following collective bargaining contracts:

1. AFSCME
 2. Police Benevolent Association – Florida Highway Patrol Unit Agreement
- The Department is authorized to grant temporary special duties pay additives to employees assigned additional duties as a result of time critical projects such as data center consolidation.
 - The Department is authorized to grant temporary special duty pay to employees assigned additional duties, not related to their current position, as a result of a position vacancy, another employee being absent for non-FMLA related reasons or temporary training duties.
 - When necessary the Department is authorized to continue temporary special duties beyond 90 days without having to obtain approval from the Department of Management Services.

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:	Highway Safety and Motor Vehicles		
Contact Person:	Stephen D. Hurm	Phone Number:	850/617-3101
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Bradsheer & Johnson vs. DHSMV (class action)		
Court with Jurisdiction:	Leon County Circuit Court		
Case Number:	2007-CA-0864		
Summary of the Complaint:	This is a class action for refunds/injunctive relief filed in state court for those people required to install Ignition Interlock Devices (IID) following a second DUI conviction before the Department was given explicit authority to do so on July 1, 2005.		
Amount of the Claim:	Estimated: \$1 Million		
Specific Statutes or Laws (including GAA) Challenged:	N/A		
Status of the Case:	This case is back before the Circuit Court in Leon County following the review and remand from the 1 ST DCA. Plaintiffs have filed their 3 rd Amended Complaint and defendant has filed a motion to dismiss. These motions have been argued but remain pending before Judge Carroll in Circuit Court. Cross-motions for summary judgment heard on 7/2/13; proposed orders submitted by parties 8/9/13, along with proposed orders regarding class certification, also pending. Comprehensive ruling from Judge Carroll now imminent.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	BROAD AND CASSEL ATTORNEYS AT LAW BROOKS, LeBOEUF, BENNETT, FOSTER & GWARTNEY P.A. RHONDA F. GOODMAN, P.A.		

Schedule VII: Agency Litigation Inventory

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

Agency:	Highway Safety and Motor Vehicles		
Contact Person:	Stephen D. Hurm	Phone Number:	850/617-3101
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Hugh McGinley, Estate of Kevin McGinley, and Gillian McGinley v. Jetton, et al. and City of Tampa		
Court with Jurisdiction:	U.S. District Court-Middle District of Florida (Tampa)		
Case Number:	8:11-cv-322-T-17MAP		
Summary of the Complaint:	The parents of Kevin McGinley, who was killed on February 13, 1998, when struck by a UPS truck after a roadside fist fight on I-275, seek damages against 21 individual defendants and the City of Tampa alleging that the defendants conspired to create and defend a negligently conducted FHP traffic homicide investigation which they say caused them to file an untimely wrongful death claim against other persons involved in the fight and denied them their civil rights through access to courts.		
Amount of the Claim:	\$17.5 million (claimed)		
Specific Statutes or Laws (including GAA) Challenged:	42 U.S. Code section 1983, Florida Wrongful Death Act, Conspiracy		
Status of the Case:	Case dismissed based on running of statute of limitations on October 12, 2010. The McGinleys appealed to the 11 th Circuit Court of Appeals in Atlanta, Case No. 10-15240, which affirmed. In addition, they filed a new lawsuit in state court alleging some 21 individual defendants, many of whom are DHSMV employees, and the City of Tampa conspired to violate their civil rights. That case has now been removed to federal court in Tampa. Plaintiffs have moved to file a second amended complaint. Motion to Dismiss filed by Defendants denied, but some counts were stricken. Defendants filing extensive motion for summary judgment 8/9/13; case set for mediation in October 2013; mediation on June 18, 2013 unsuccessful.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A		

**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF THE EXECUTIVE DIRECTOR**

DATE: 08/01/13
 SEQUENCE: 7601
 OED: _____
 NUMBER OF POSITIONS: 2
 NUMBER OF FTE: 2.0

EXECUTIVE DIRECTOR-HSMV 00001 (9761) 10-1011-3.25 (1.0)

AGENCY OPERATIONS -01	LEGAL -02	OFFICE OF INSPECTOR -03	FLORIDA HIGHWAY PATROL -7610	CHIEF OF STAFF'S OFFICE -05	POSITIONS ON LOAN -07
DEPUTY EXECUTIVE DIRECTOR-HSMV 02666 (9767) 10-1021-2, 24 (1.0)	GENERAL COUNSEL-HSMV 00009 (8982) 10-9199-1, 23 (RO)	GENERAL INSPECTOR GENERAL-HSMV 00011 (8983) 10-1021-3, 21 (RO)	DIRECTOR OF FLORIDA HIGHWAY PATROL-HSMV 00430 (9762) 10-9199-1, 23 (RO)	CHIEF OF STAFF 00112 (9780) 10-1021-2, 24 (RO)	

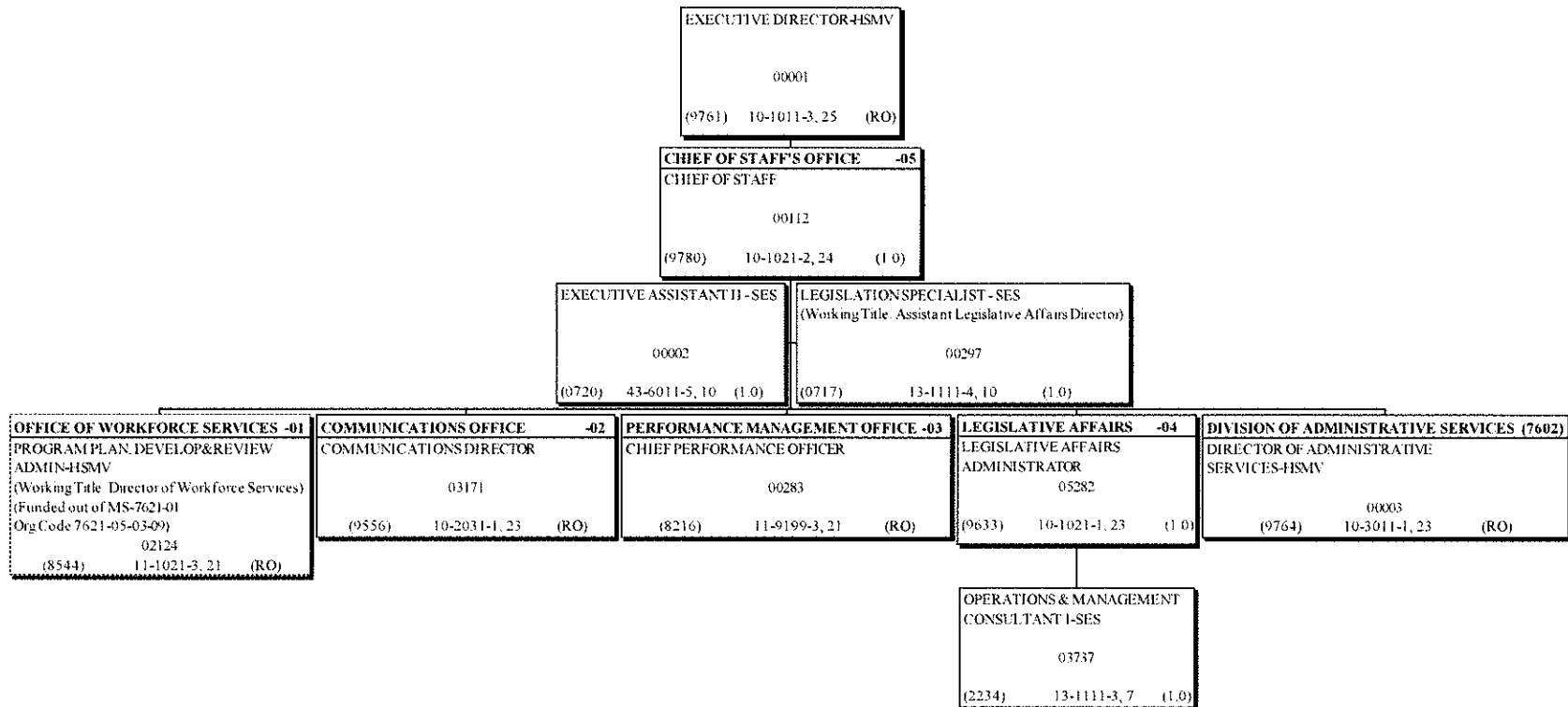
DIVISION OF MOTORIST SERVICES -7621
DIRECTOR OF MOTORIST SERVICES-HSMV 02416 (9765) 10-1021-1, 23 (RO)

DIVISION OF INFORMATION SYSTEMS -7640
INFORMATION SYSTEMS DIRECTOR-HSMV Working Title: Chief Information Officer 00024 (8984) 10-3021-1, 23 (RO)

OFFICE OF FINANCIAL MANAGEMENT -7601-04
DIRECTOR OF FINANCE 02603 (9106) 10-3031-2, 24 (RO)

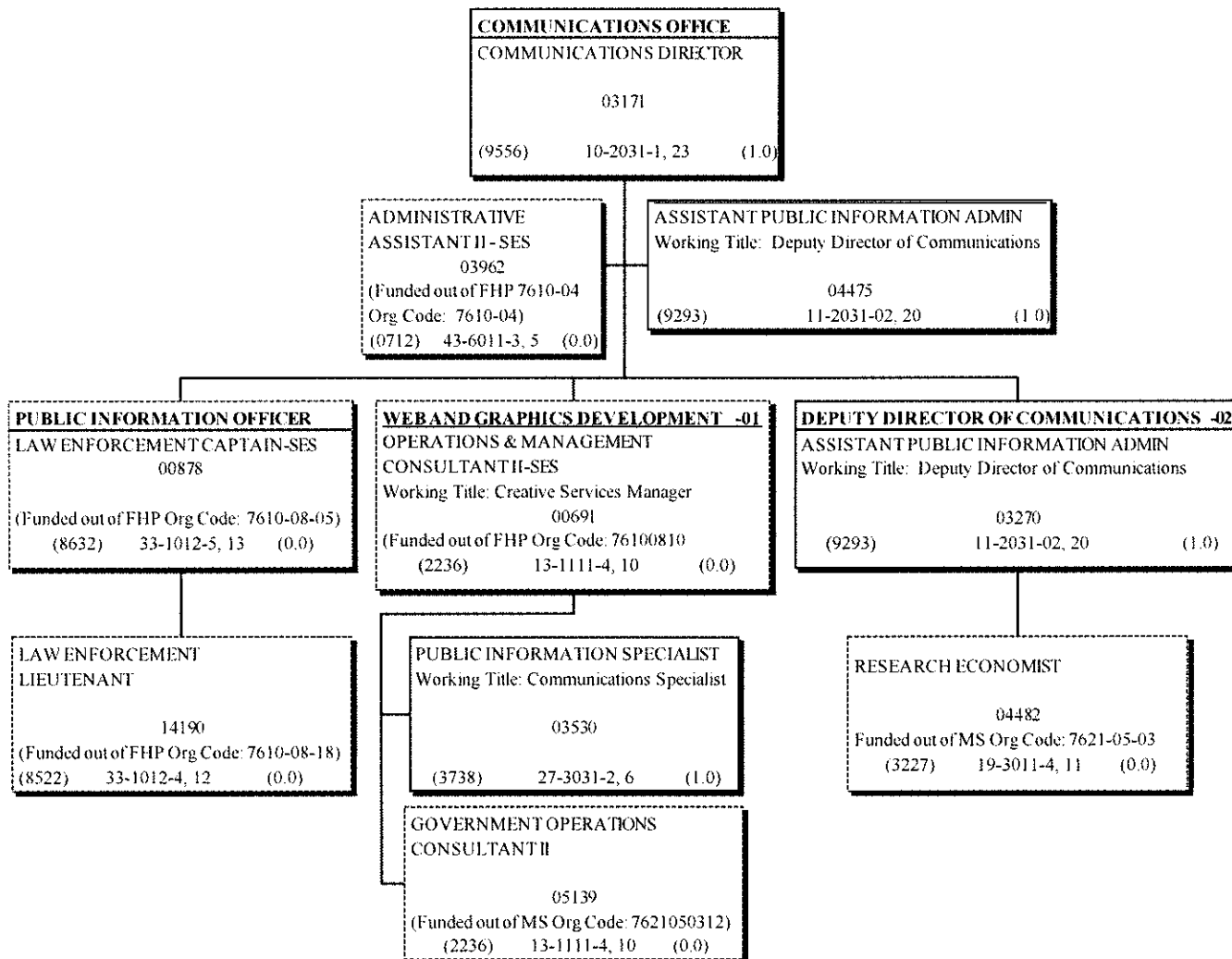
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF THE EXECUTIVE DIRECTOR
CHIEF OF STAFF'S OFFICE**

DATE: 08/01/2013
 SEQUENCE: 7601
 OED:
 NUMBER OF POSITIONS: 5
 NUMBER OF FTE: 5.0



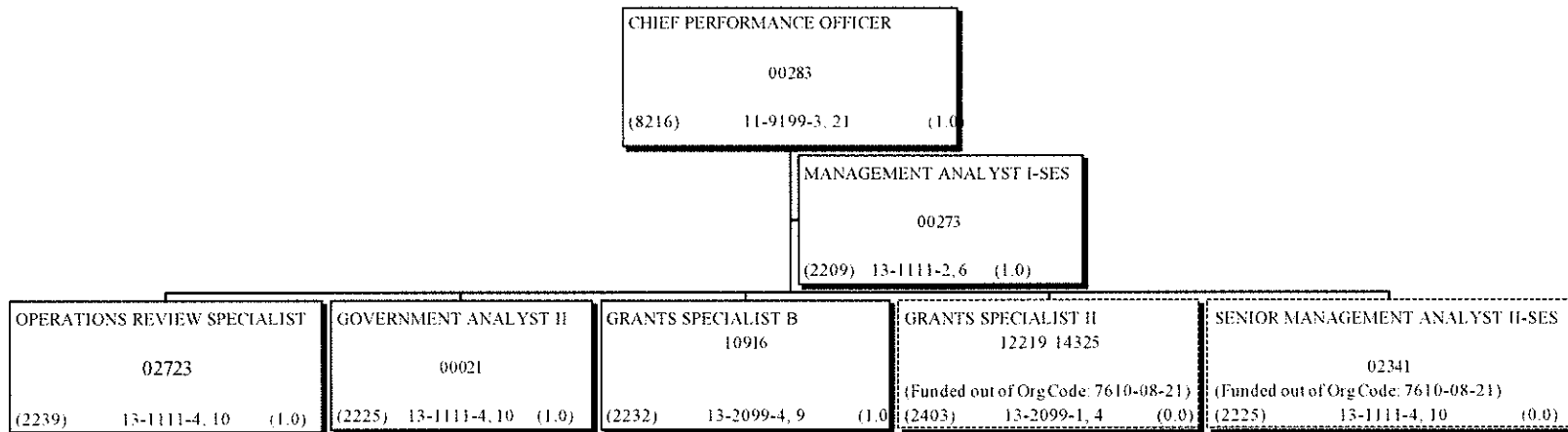
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF THE EXECUTIVE DIRECTOR
COMMUNICATIONS OFFICE**

DATE: 07/01/13
SEQUENCE: 7601-05-02
OED:
NUMBER OF POSITIONS: 4
NUMBER OF FTES: 4.0



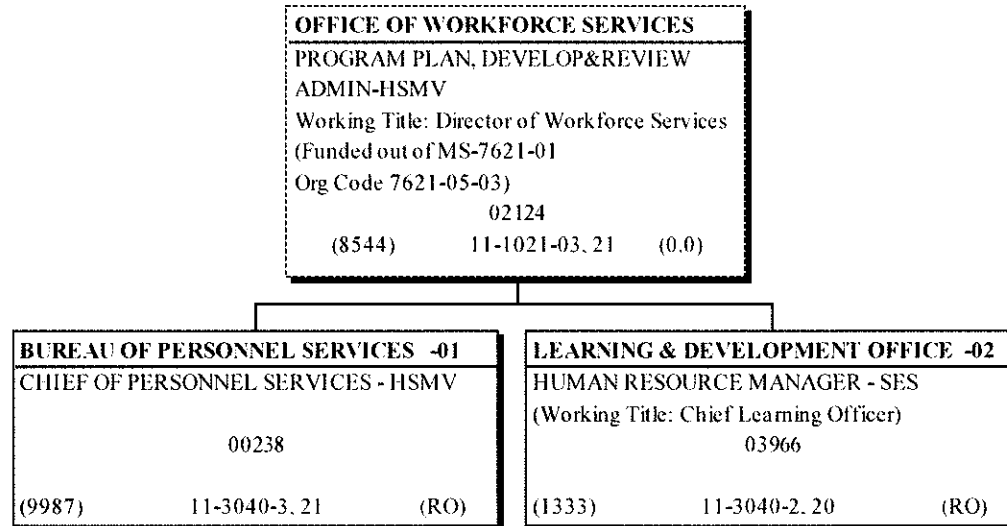
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
CHIEF OF STAFF'S OFFICE
OFFICE OF WORKFORCE SERVICES
PERFORMANCE MANAGEMENT OFFICE

DATE: 07/01/13
 SEQUENCE: 7601-05-03
 OED:
 NUMBER OF POSITIONS 5
 NUMBER OF FTEs : 5.0



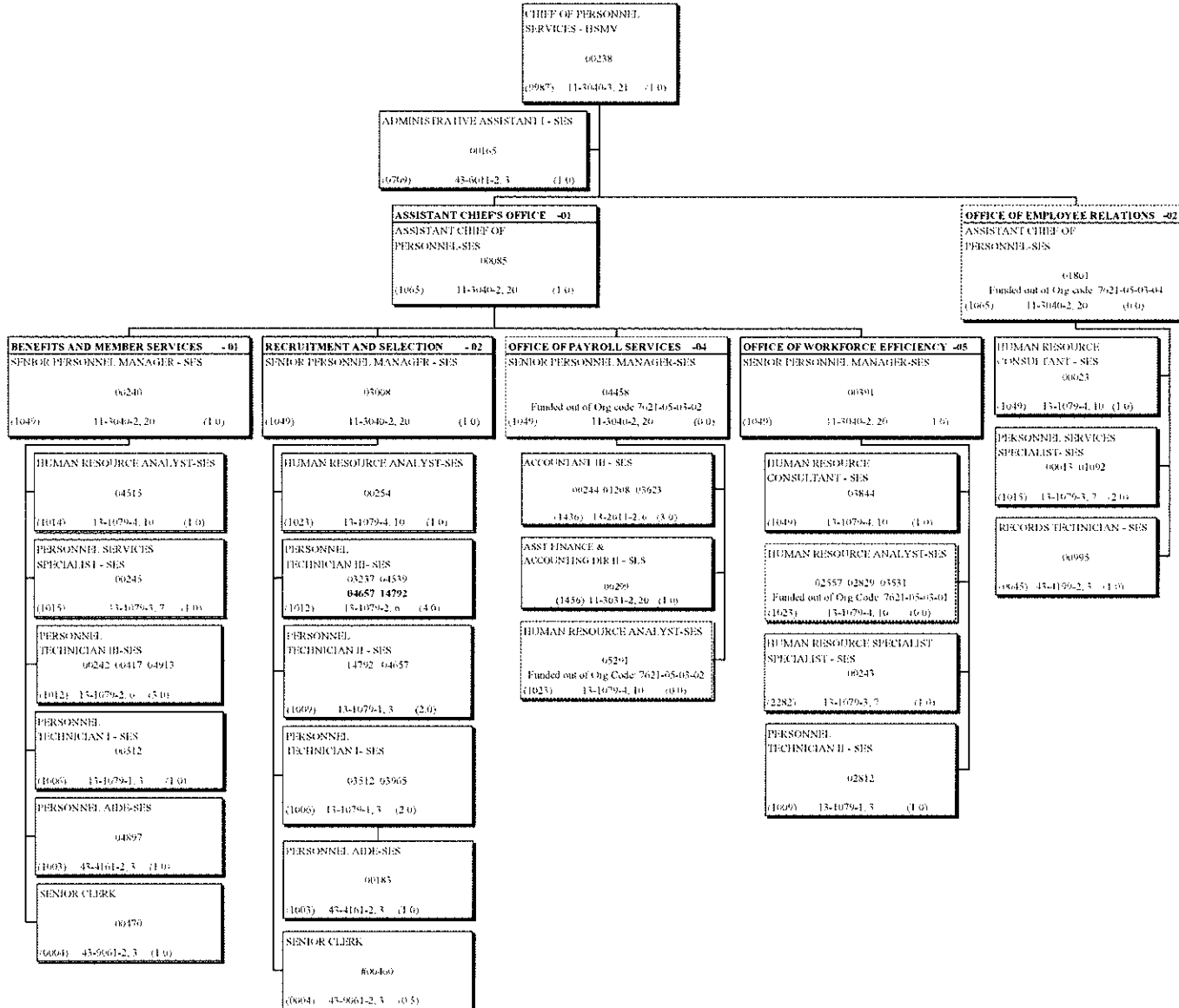
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
CHIEF OF STAFF'S OFFICE
OFFICE OF WORKFORCE SERVICES**

DATE: 07/01/2013
 SEQUENCE: 7601-05-01
 OED: _____
 NUMBER OF POSITIONS: 0
 NUMBER OF FTE: 0.0



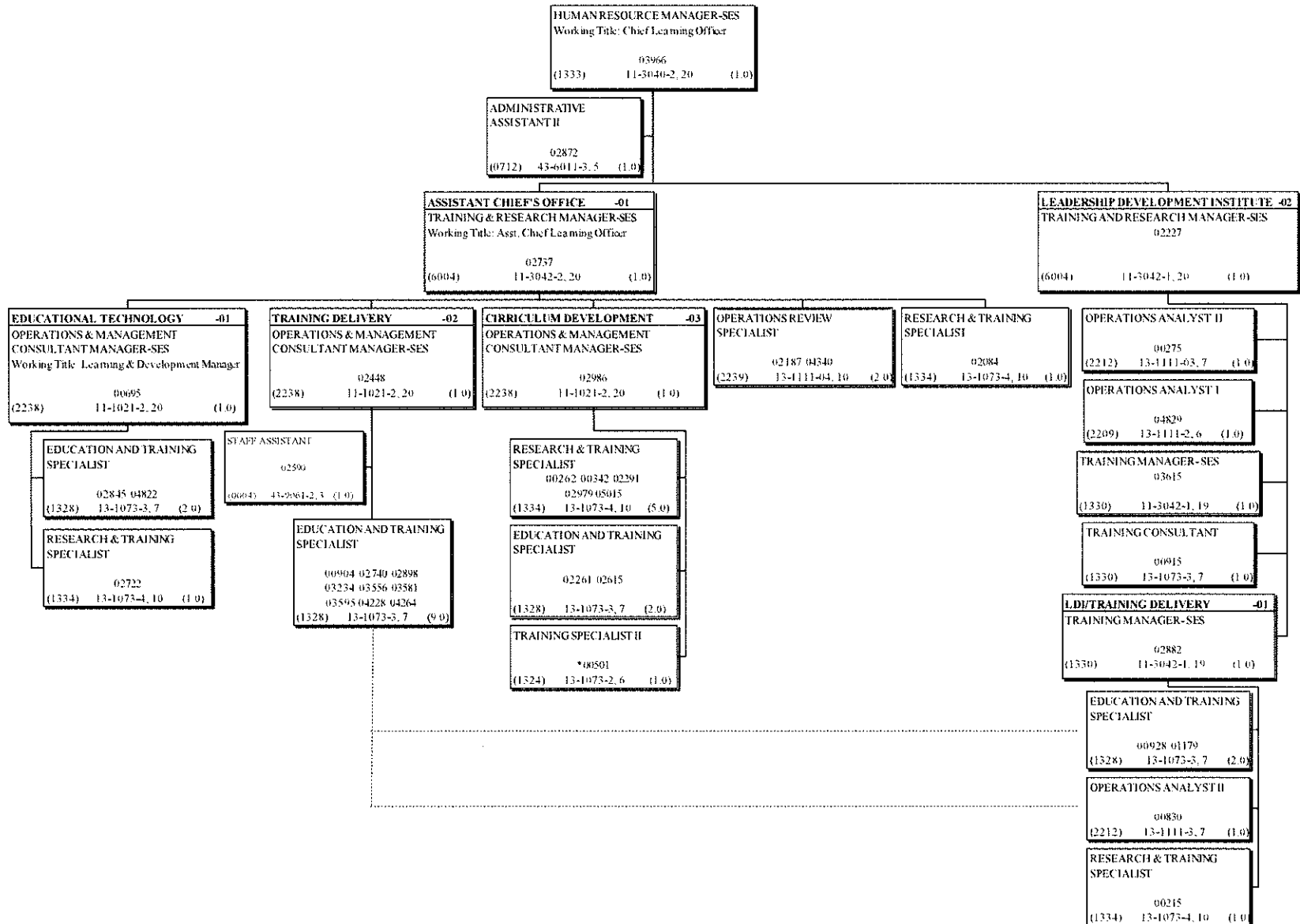
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
CHIEF OF STAFF'S OFFICE
OFFICE OF WORKFORCE SERVICES
BUREAU OF PERSONNEL SERVICES**

DATE: 06/03/2013
SEQUENCE: 7601-05-01-01
OED:
NUMBER OF POSITIONS: 34
NUMBER OF FTE: 33.5



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
CHIEF OF STAFF'S OFFICE
OFFICE OF WORKFORCE SERVICES
LEARNING & DEVELOPMENT OFFICE**

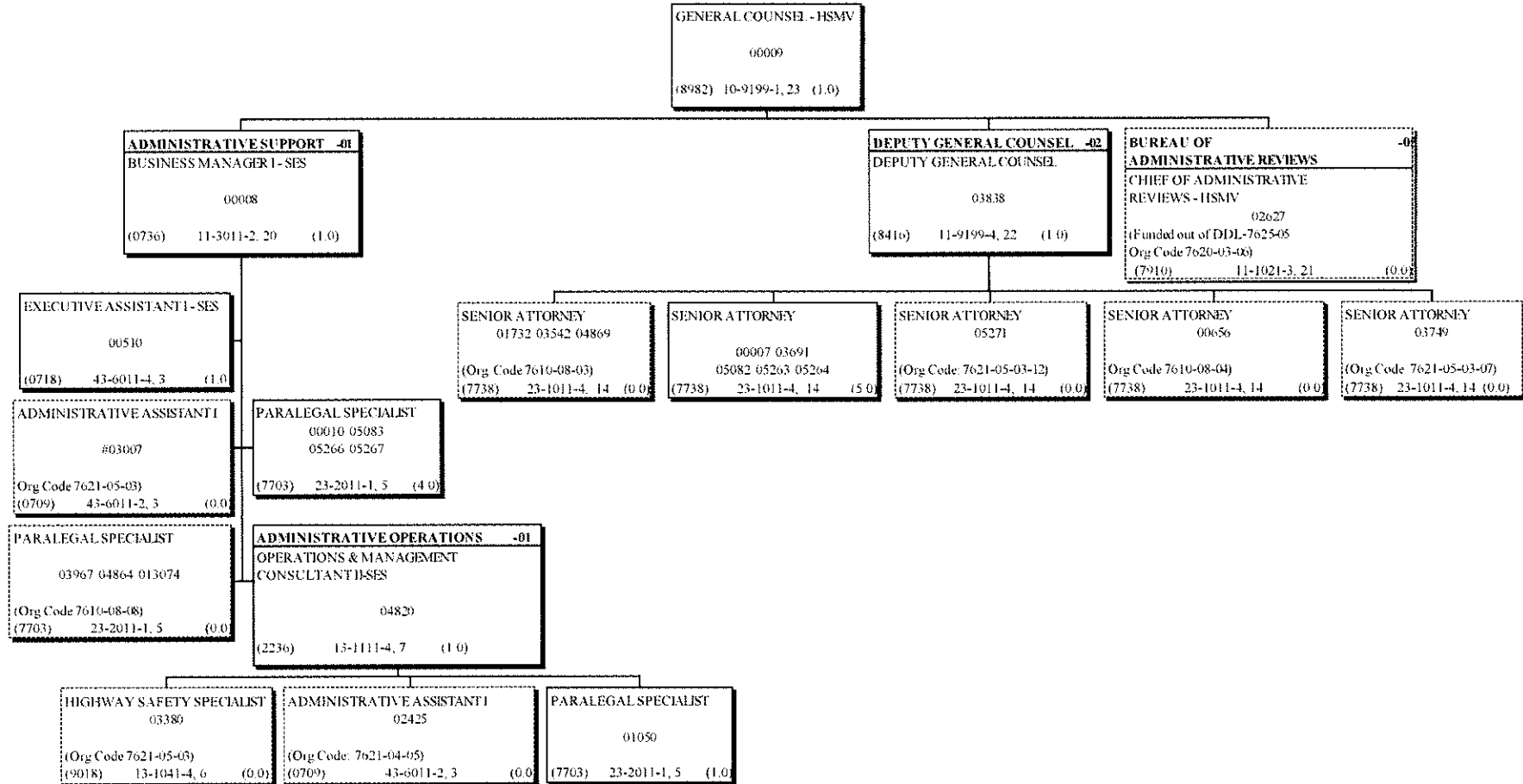
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OED:
NUMBER OF POSITIONS: 40
NUMBER OF FTE: 40.0



* Shared Position

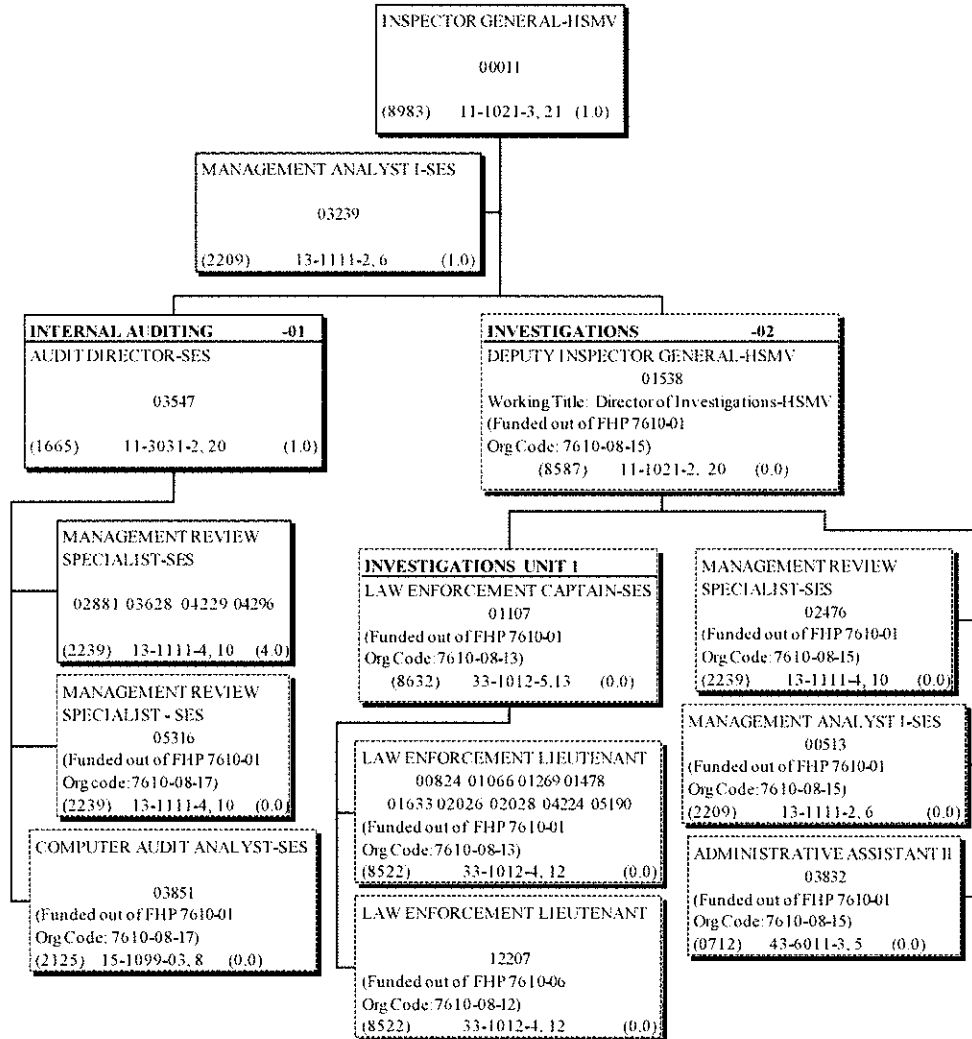
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF THE EXECUTIVE DIRECTOR
LEGAL**

DATE: 07/01/13
SEQUENCE: 7601-02
OED: _____
NUMBER OF POSITIONS: 15
NUMBER OF FTE: 15.0



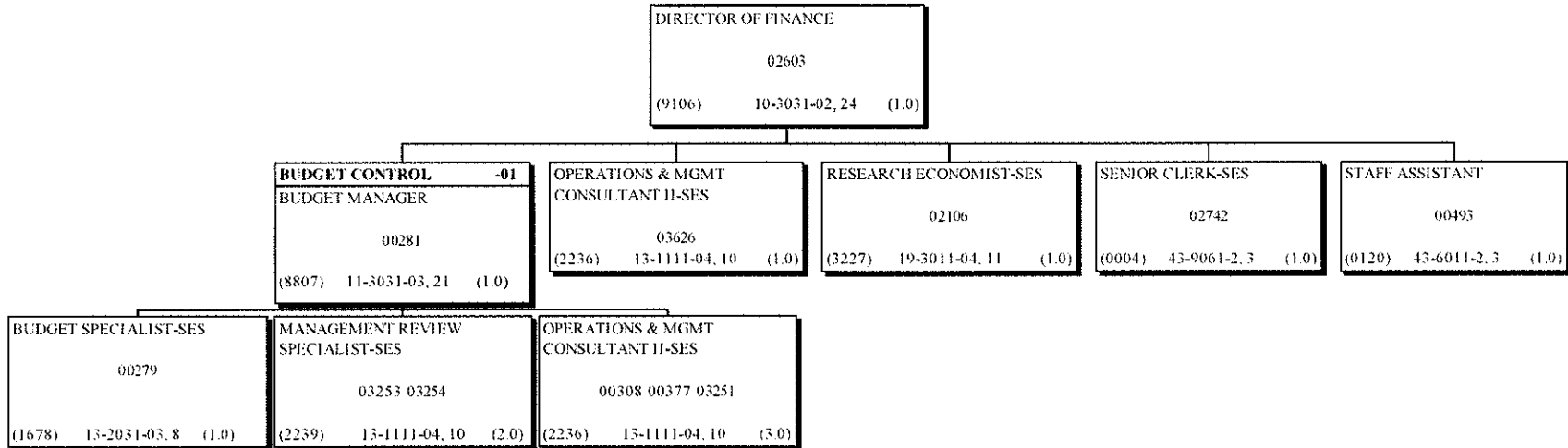
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF THE EXECUTIVE DIRECTOR
OFFICE OF INSPECTOR GENERAL**

DATE: 08/01/13
 SEQUENCE: 7601-03
 OFD: _____
 NUMBER OF POSITIONS: 7
 NUMBER OF FTE: 7.0



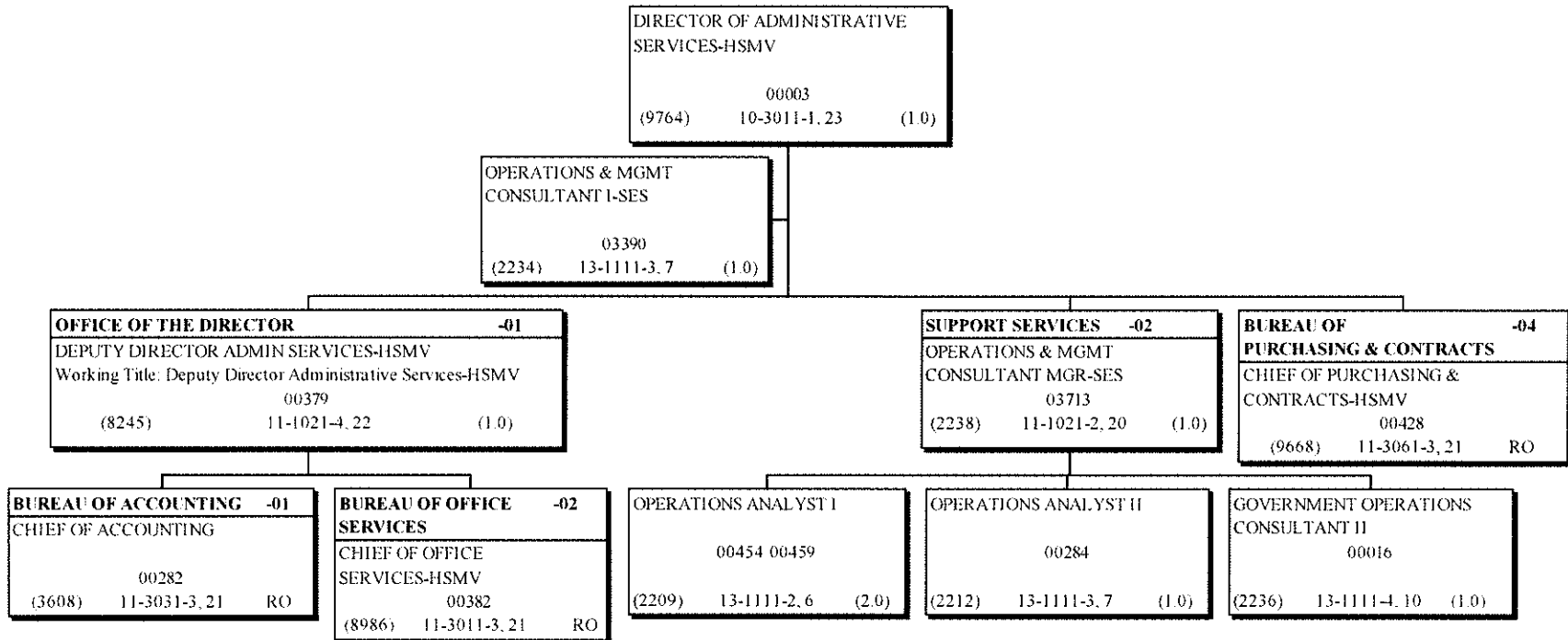
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF FINANCIAL MANAGEMENT**

DATE: 07/01/13
 SEQUENCE: 7601-04
 OED: _____
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 NUMBER OF FTE: 12.0



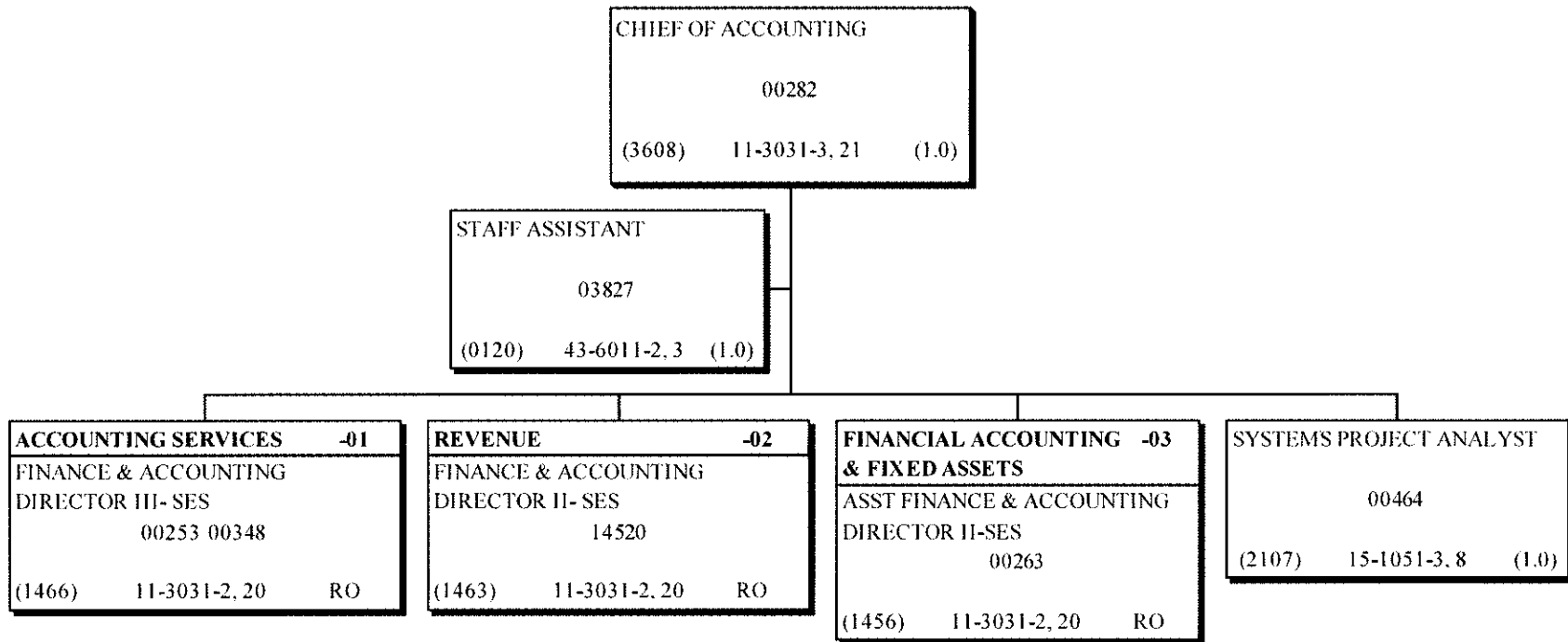
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES**

DATE: 12/01/12
 SEQUENCE: 7602
 OED:
 NUMBER OF POSITIONS: 8
 NUMBER OF FTE'S: 8.0



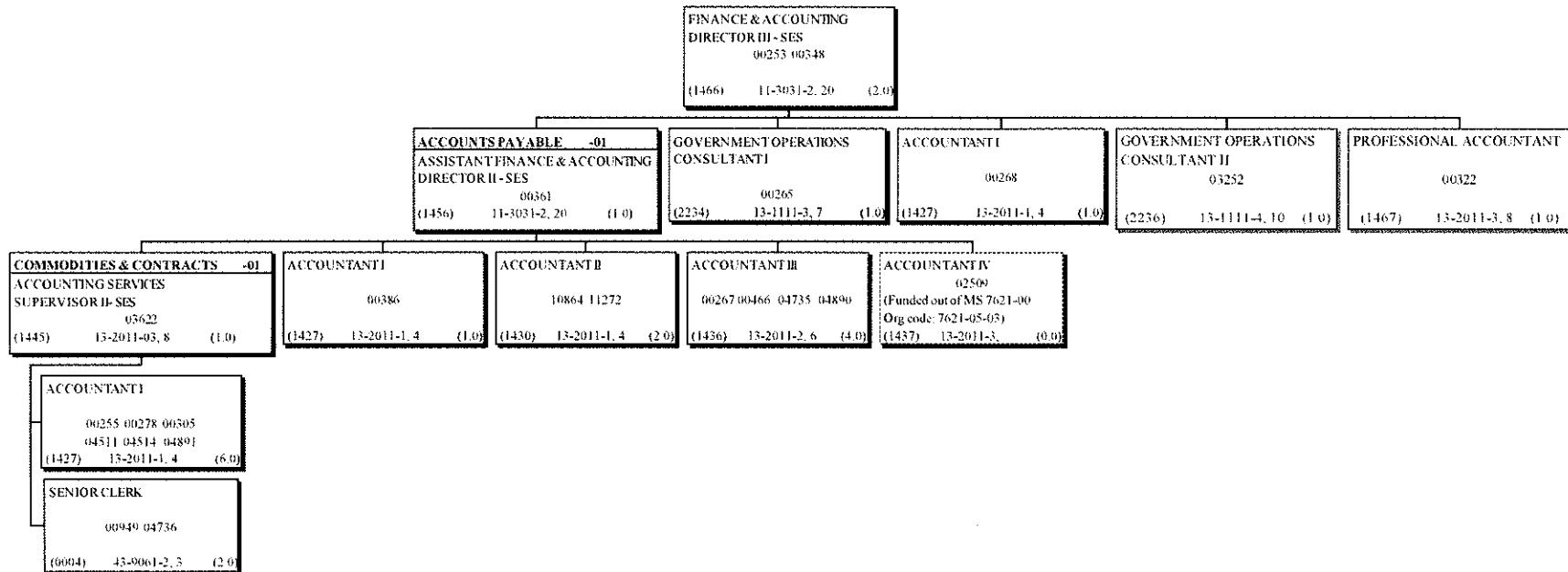
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AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF ACCOUNTING**

DATE: 07/01/13
 SEQUENCE: 7602-01-01
 OED: _____
 NUMBER OF POSITIONS: 3
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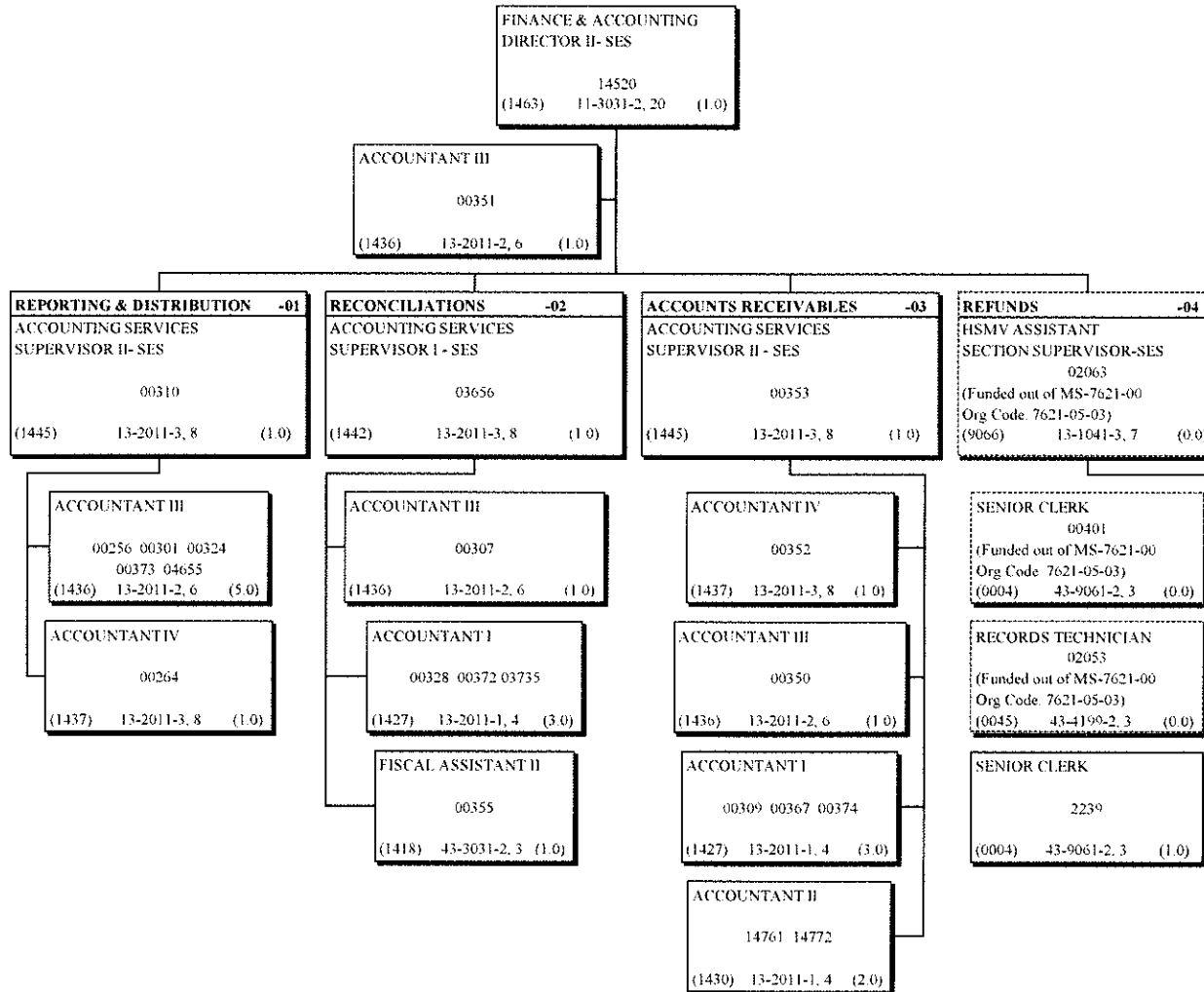
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DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF ACCOUNTING
ACCOUNTING SERVICES**

DATE: 07/01/13
SEQUENCE: 7602-01-01-01
OED: _____
NUMBER OF POSITIONS: 23
NUMBER OF FTE'S: 23.0



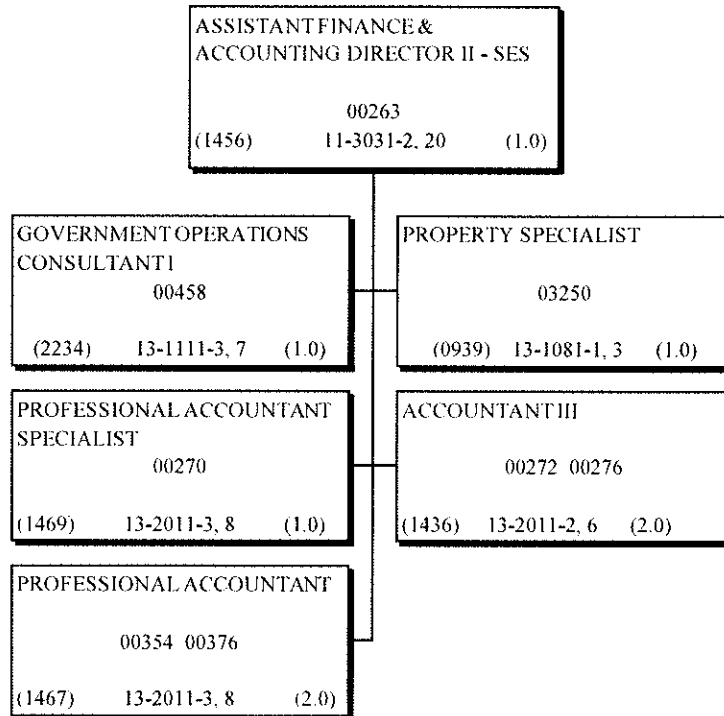
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF ACCOUNTING
REVENUE SECTION**

DATE: 07/01/13
 SEQUENCE: 7602-01-01-02
 OED: _____
 NUMBER OF POSITIONS: 24.0
 NUMBER OF FTE'S: 24.0



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF ADMINISTRATIVE SERVICES
 BUREAU OF ACCOUNTING
 FINANCIAL ACCOUNTING & FIXED ASSETS**

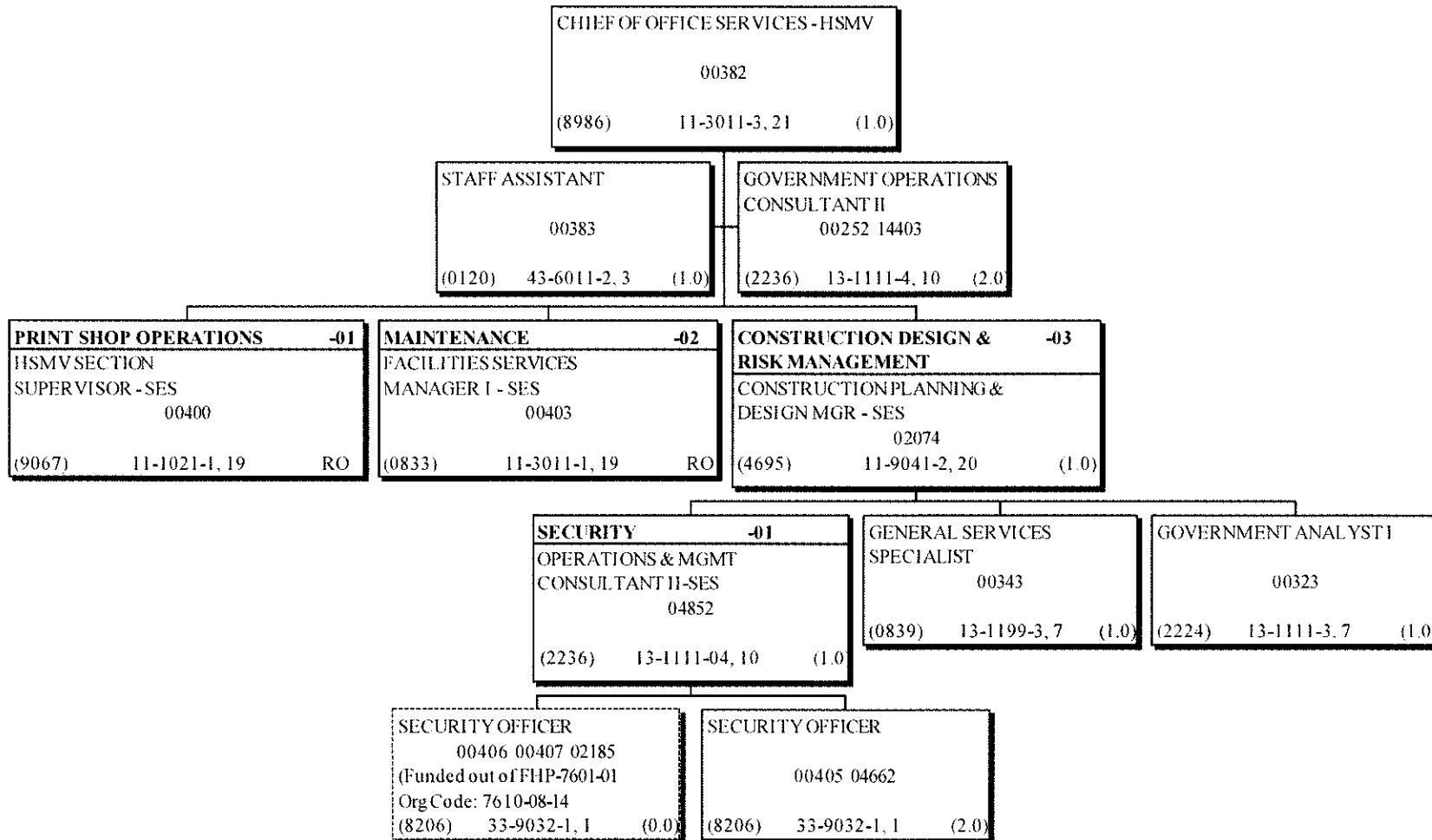
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 NUMBER OF POSITIONS: 8
 NUMBER OF FTE'S: 8.0



FINANCIAL ACCOUNTING & FIXED
 ASSETS

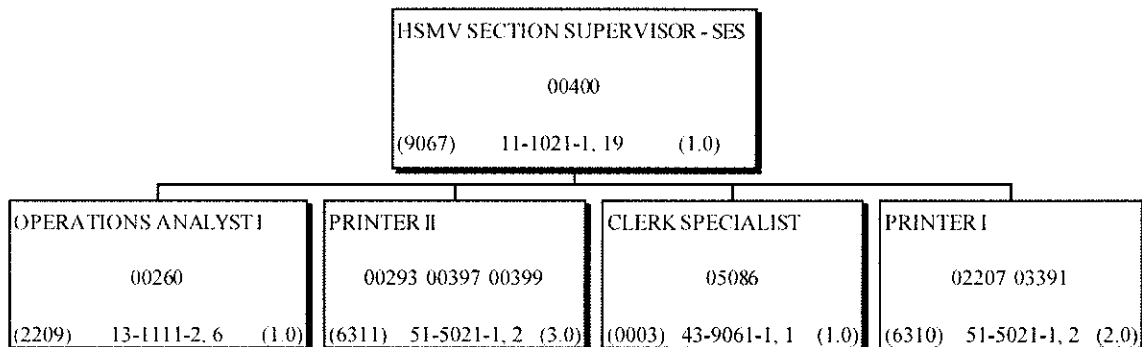
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF OFFICE SERVICES**

DATE: 12/01/12
SEQUENCE: 7602-01-02
OED: _____
NUMBER OF POSITIONS: 10
NUMBER OF FTES 10.0



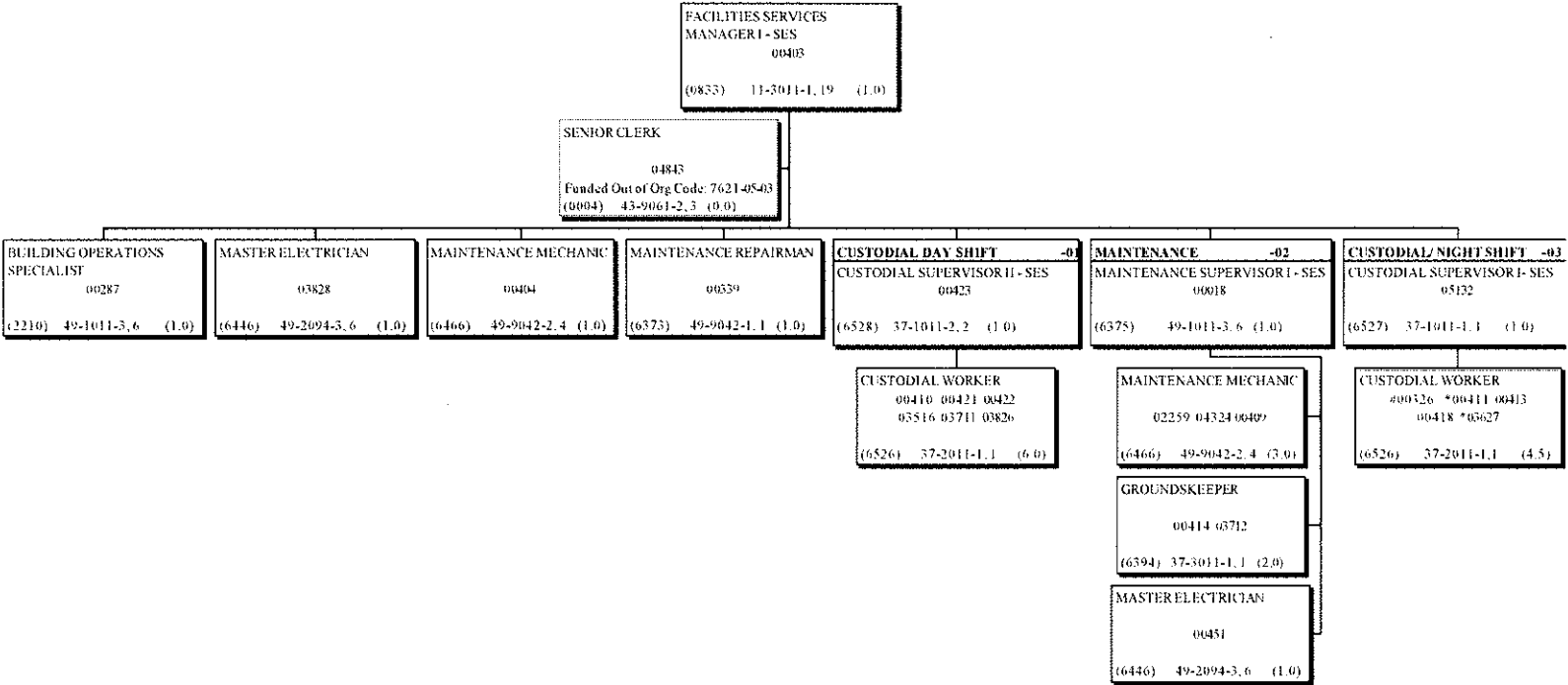
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES,
BUREAU OF OFFICE SERVICES
PRINT SHOP OPERATIONS**

DATE: 12/01/12
 SEQUENCE: 7602-01-02-01
 OED: _____
 NUMBER OF POSITIONS: 8
 NUMBER OF FTES: 8.0



**DEPARTMENT OF HIGHWAY SAFETY & MOTOR
VEHICLES
DIVISION OF ADMINSTRATIVE SERVICES,
BUREAU OF OFFICE SERVICES
-MAINTENANCE-**

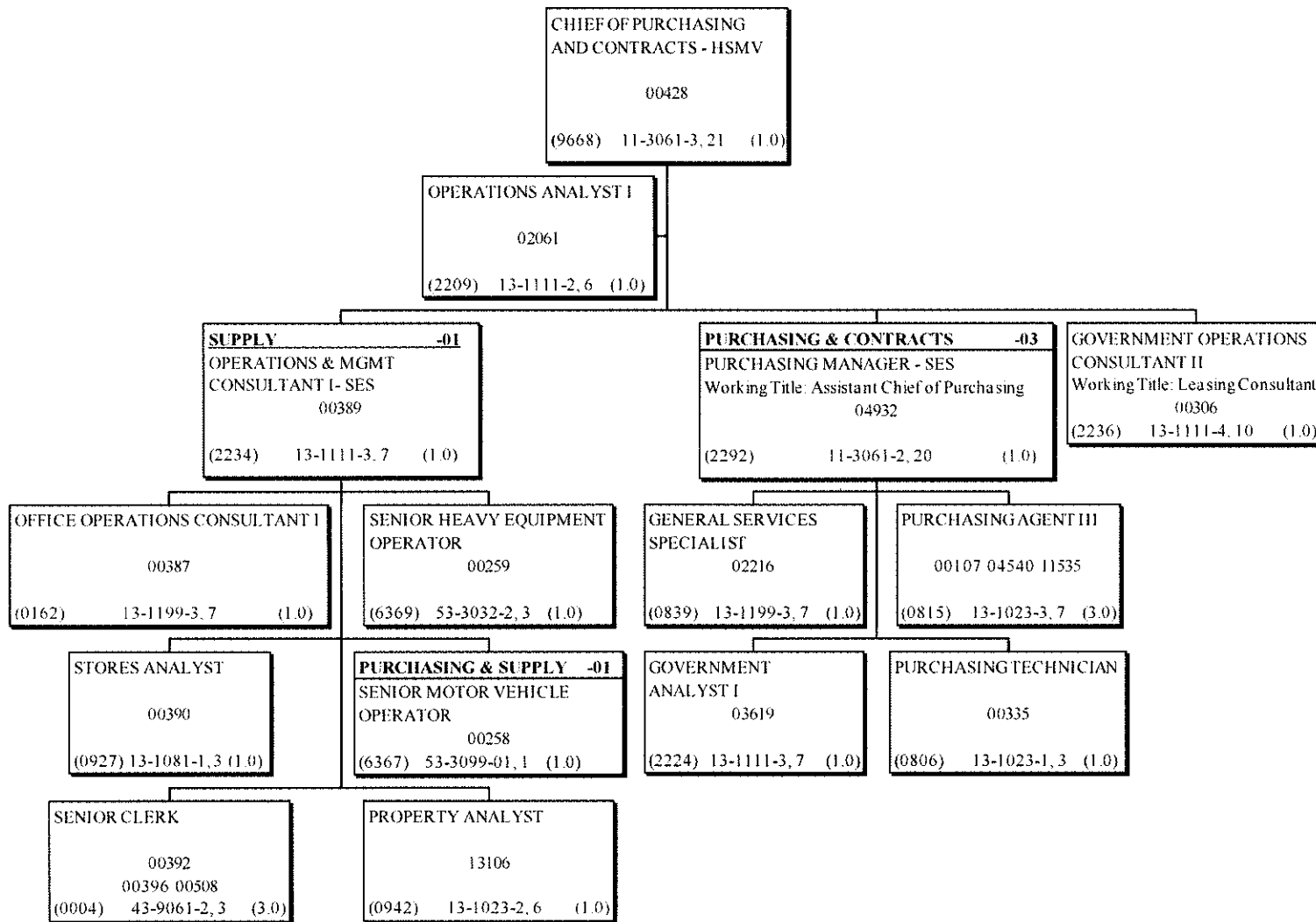
DATE: 07/01/13
SEQUENCE: 7602-01-02-02
OED:
NUMBER OF POSITIONS: 25
NUMBER OF FTES: 24.5



* Shared Position
.50 FTE

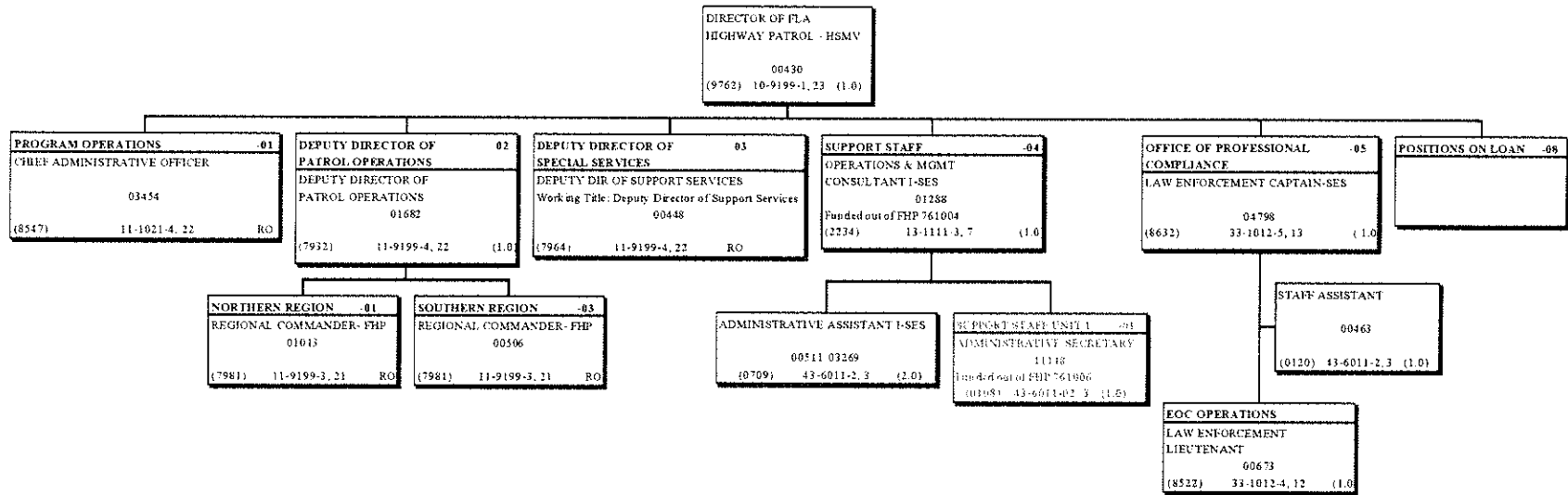
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF PURCHASING AND CONTRACTS**

DATE: 07/01/2013
 SEQUENCE: 7602-04
 OED:
 NUMBER OF POSITIONS: 19
 NUMBER OF FTE S: 19.0



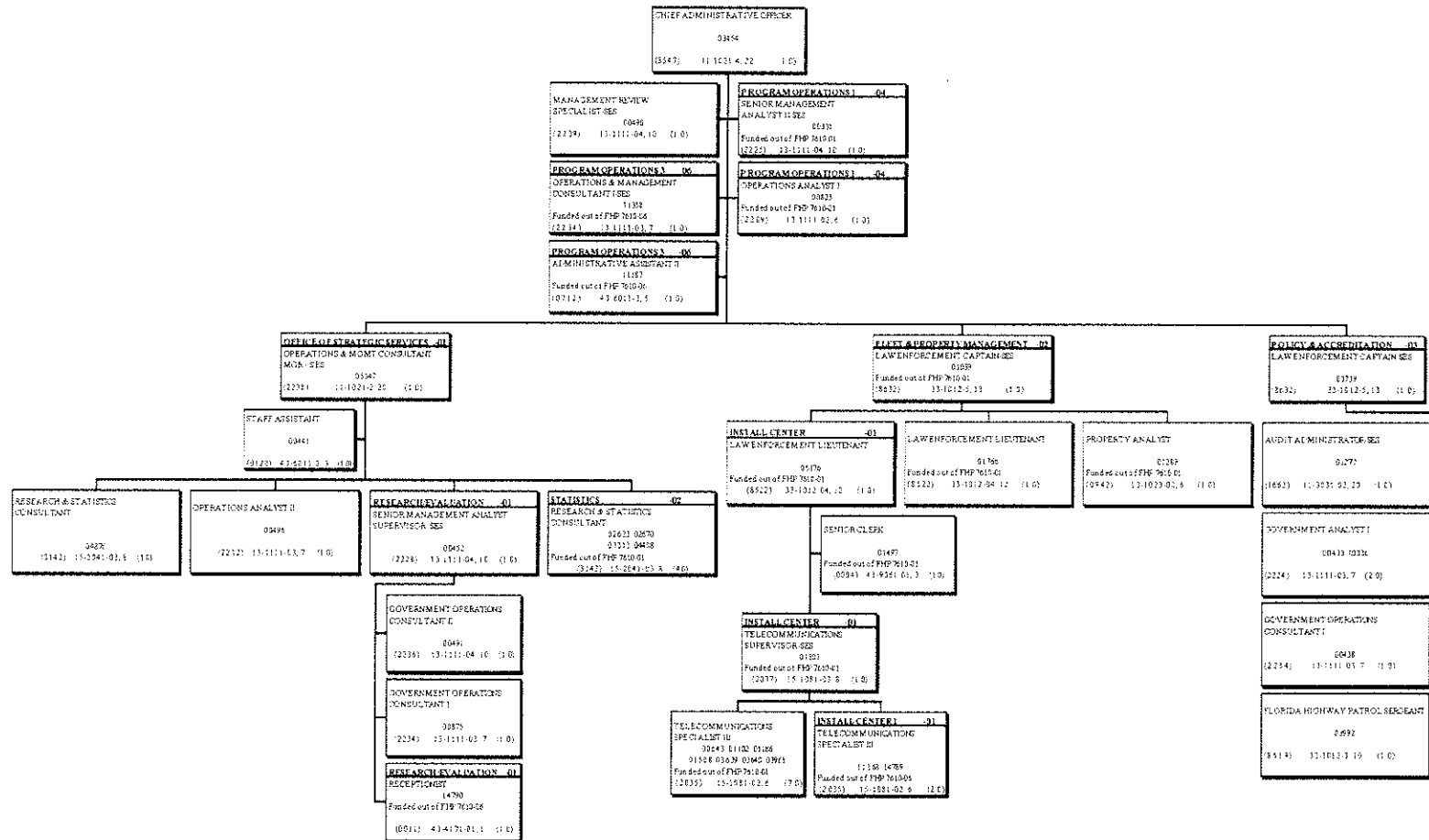
**DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
OFFICE OF THE DIRECTOR**

DATE: 07/22/13
 SEQUENCE: 7610
 OED: _____
 NUMBER OF POSITIONS: 9
 NUMBER OF FTE'S: 9.0



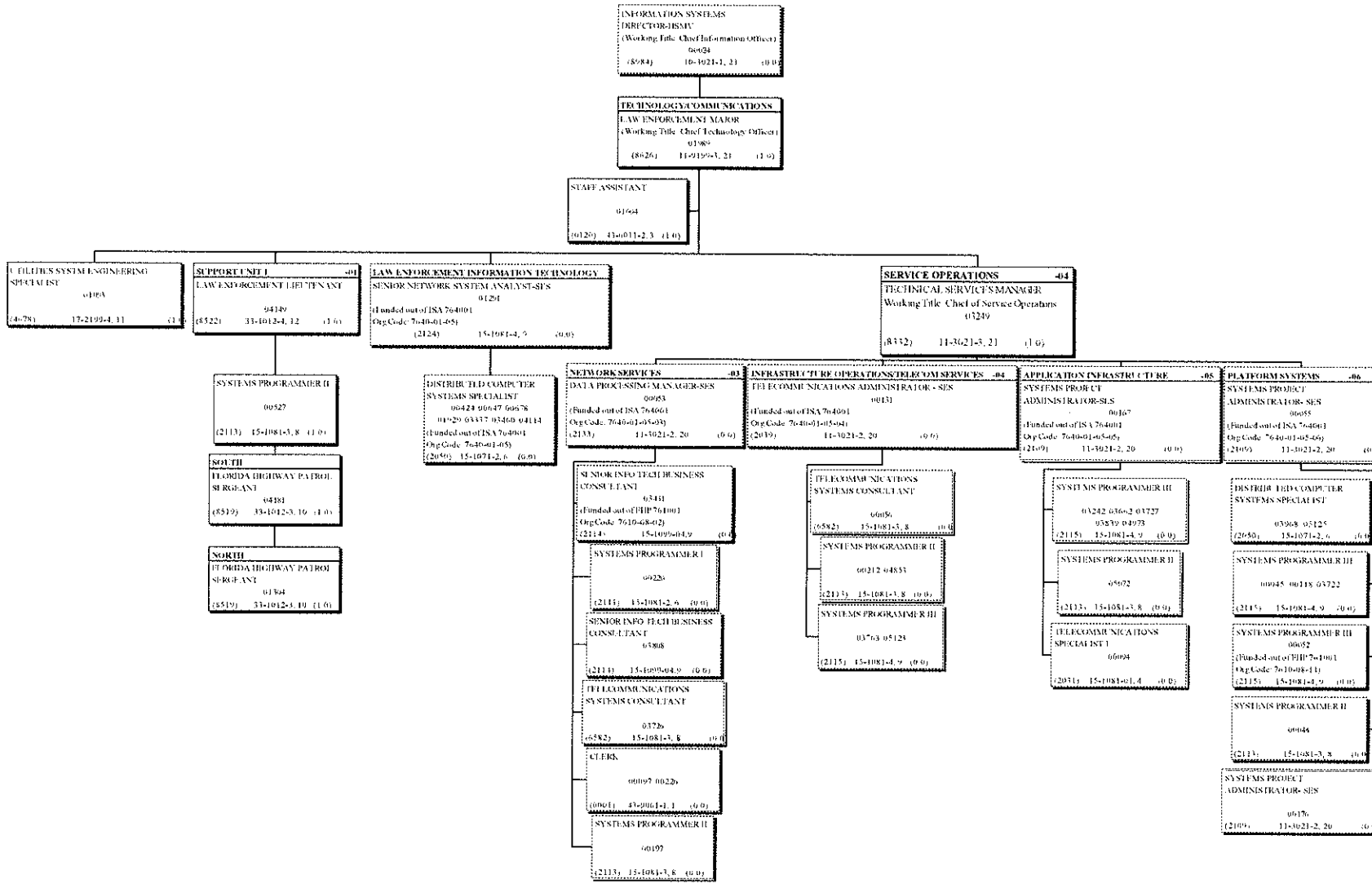
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PROGRAM OPERATIONS**

DATE: 10/01/13
 SEQUENCE: 7610-01
 OED:
 NUMBER OF POSITIONS: 39
 NUMBER OF FTES: 39.0



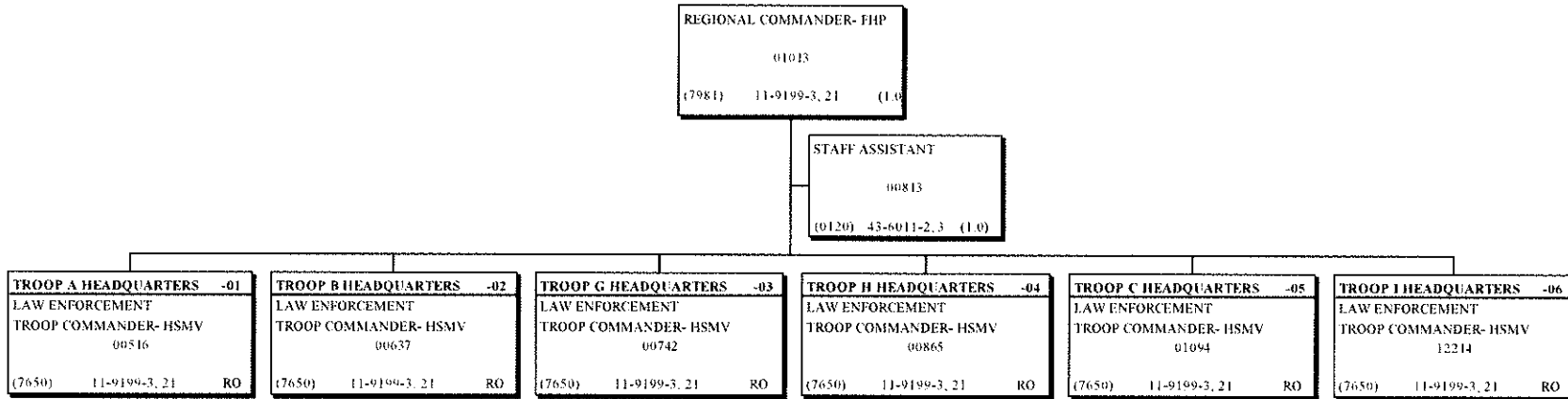
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
TECHNOLOGY/COMMUNICATIONS**

DATE: 04/12/13
SEQUENCE: 7610-03-05
OED:
NUMBER OF POSITIONS: 8
NUMBER OF FTE'S: 8.0



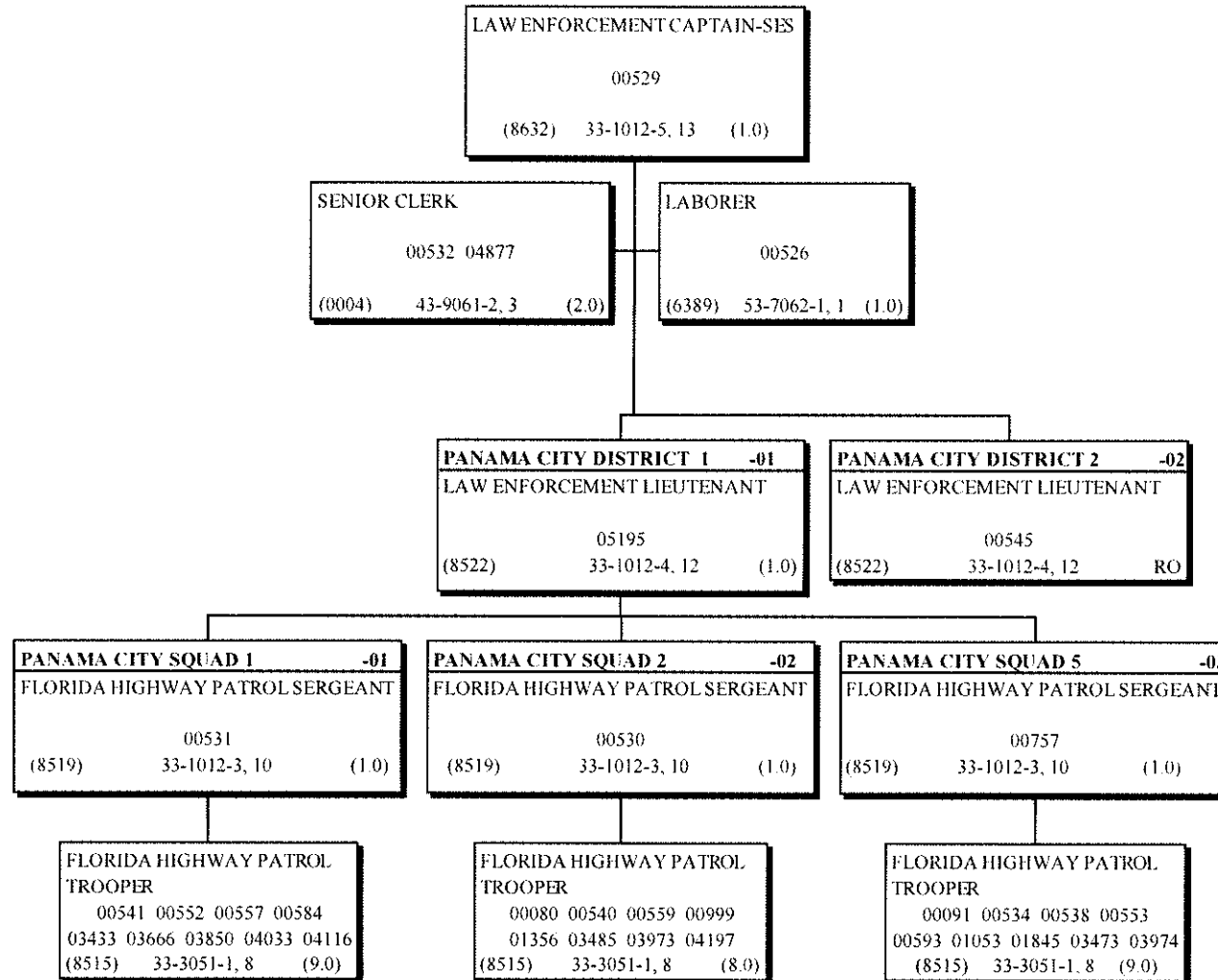
**DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION**

DATE: 04/19/13
 SEQUENCE: 7610-02-01
 OED: _____
 NUMBER OF POSITIONS: 2
 NUMBER OF FTE'S: 2.0



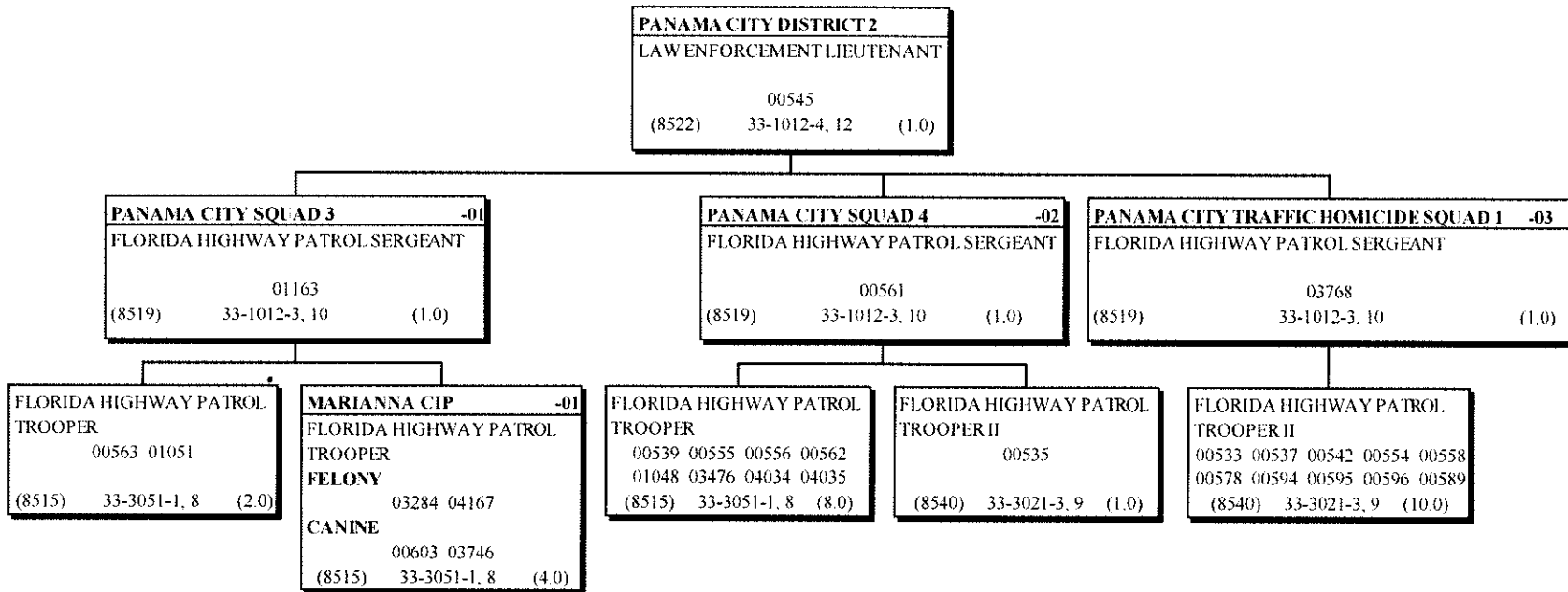
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP A / PANAMA CITY DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-01-01
 OED: _____
 NUMBER OF POSITIONS: 33
 NUMBER OF FTES: 33.0



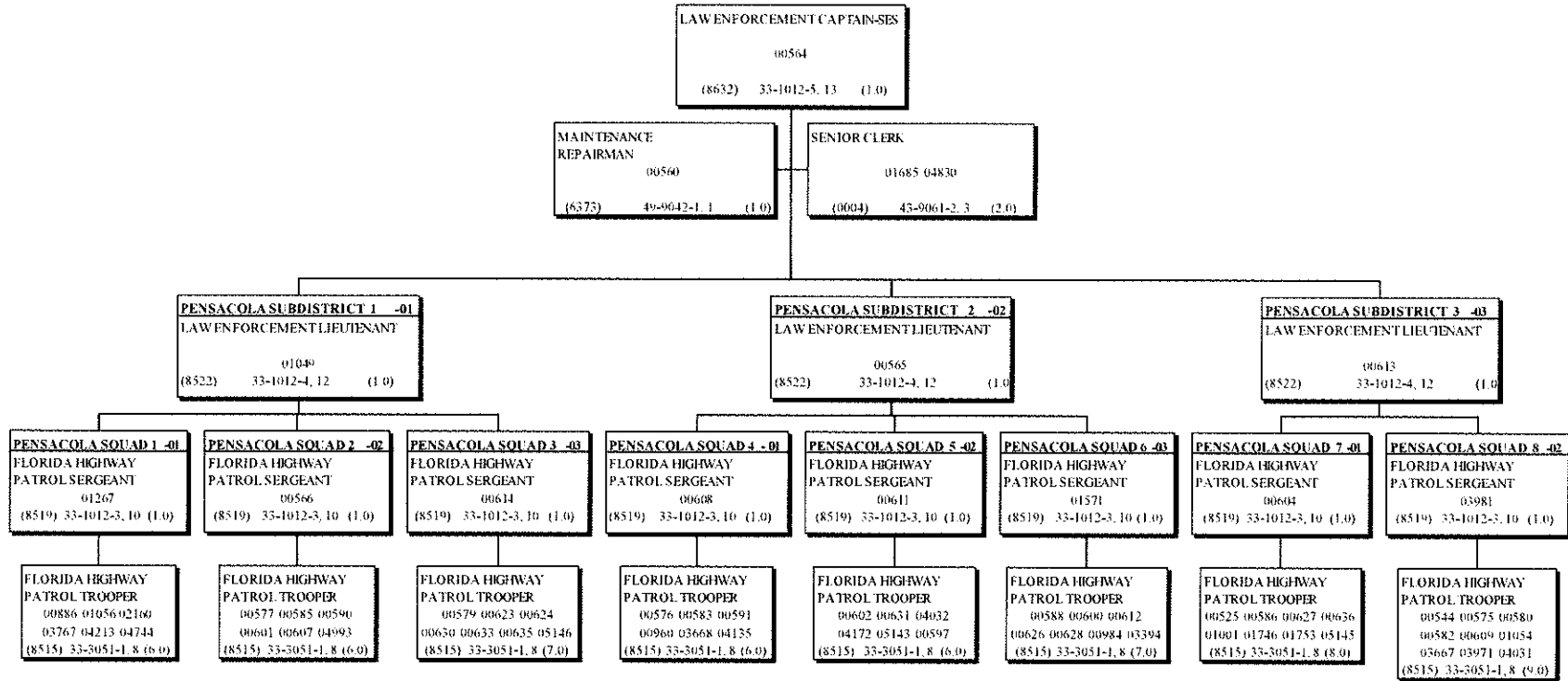
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL,
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP A / PANAMA CITY DISTRICT 2**

DATE: 04/12/13
 SEQUENCE: 7610-02-01-01-01-02
 OED:
 NUMBER OF POSITIONS: 29
 NUMBER OF fleS: 29.0



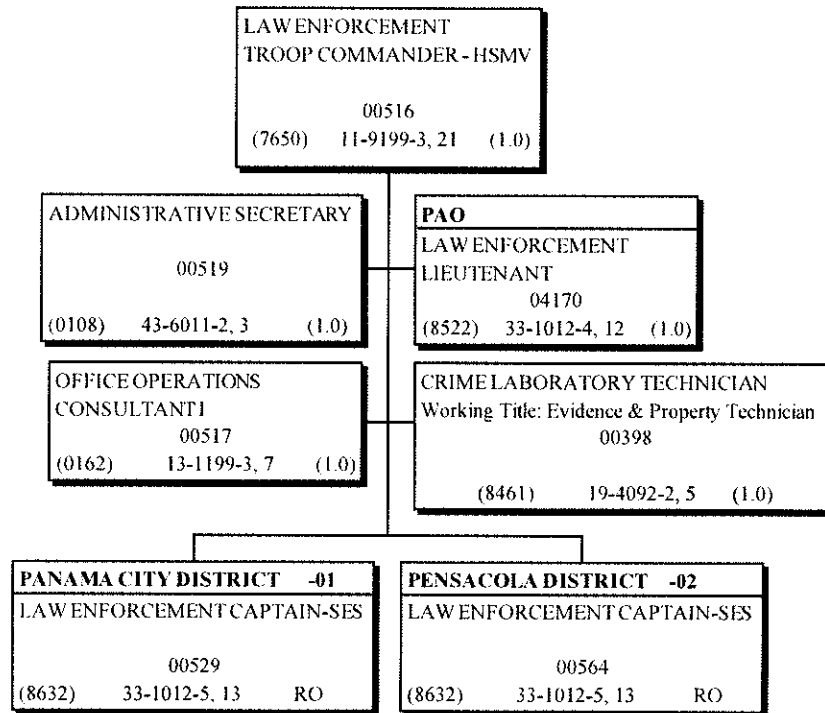
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP A / PENSACOLA DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-01-02
 OED:
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 NUMBER OF FTE'S: 70.0



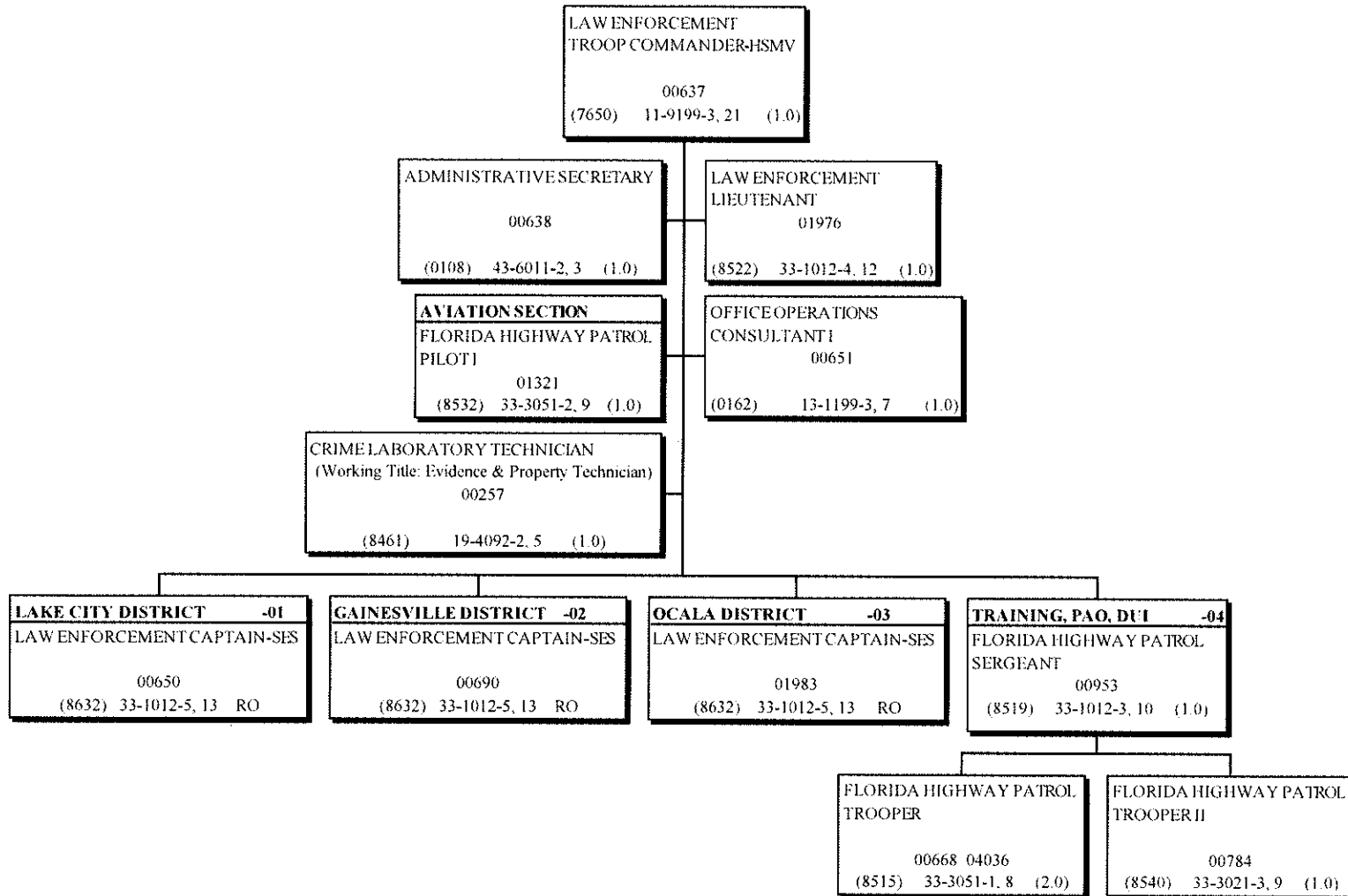
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP A / PANAMA CITY HEADQUARTERS

DATE: 07/01/13
 SEQUENCE: 7610-02-01-01
 OED: _____
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 NUMBER OF FTE'S: 5.0



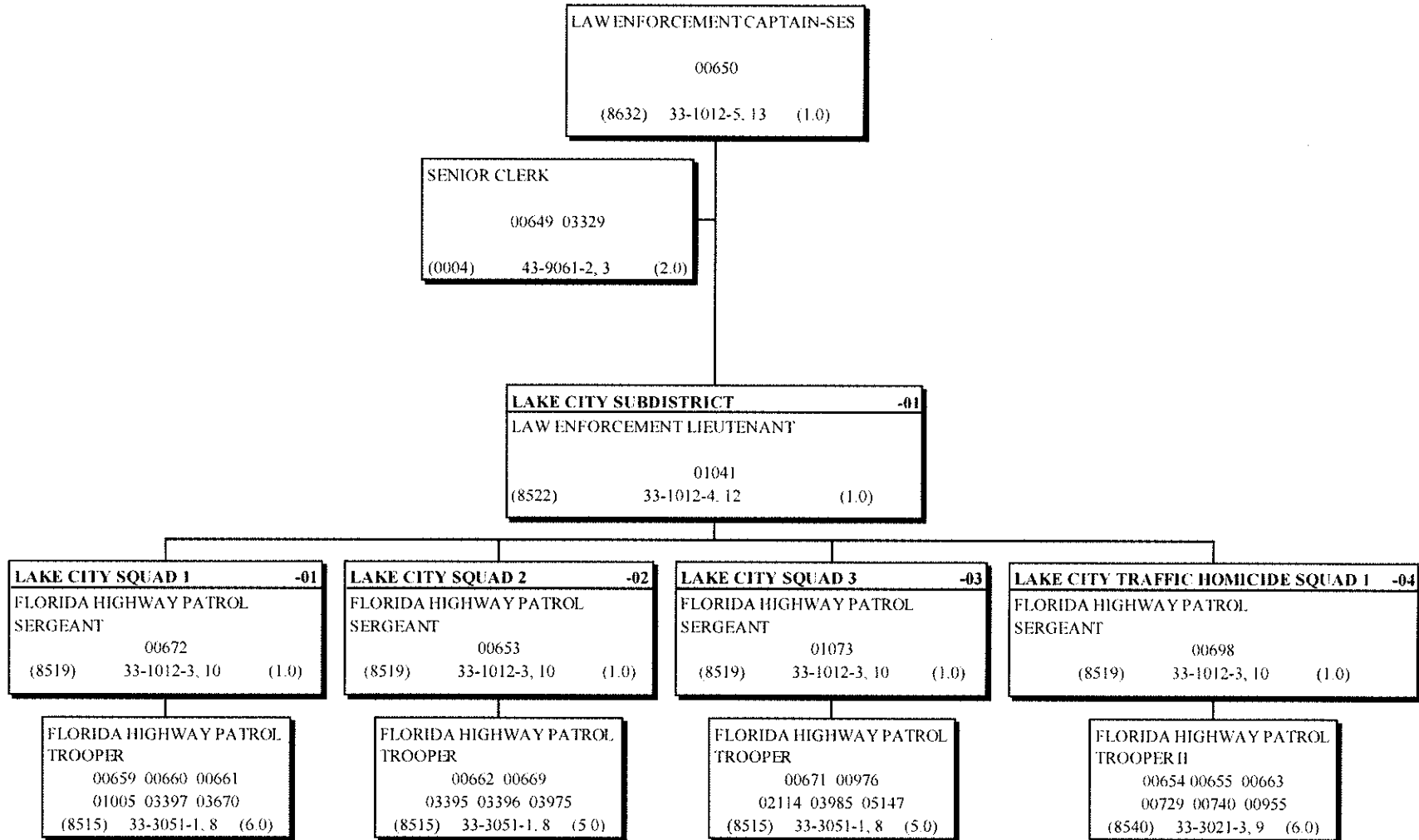
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP B / LAKE CITY HEADQUARTERS**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-02
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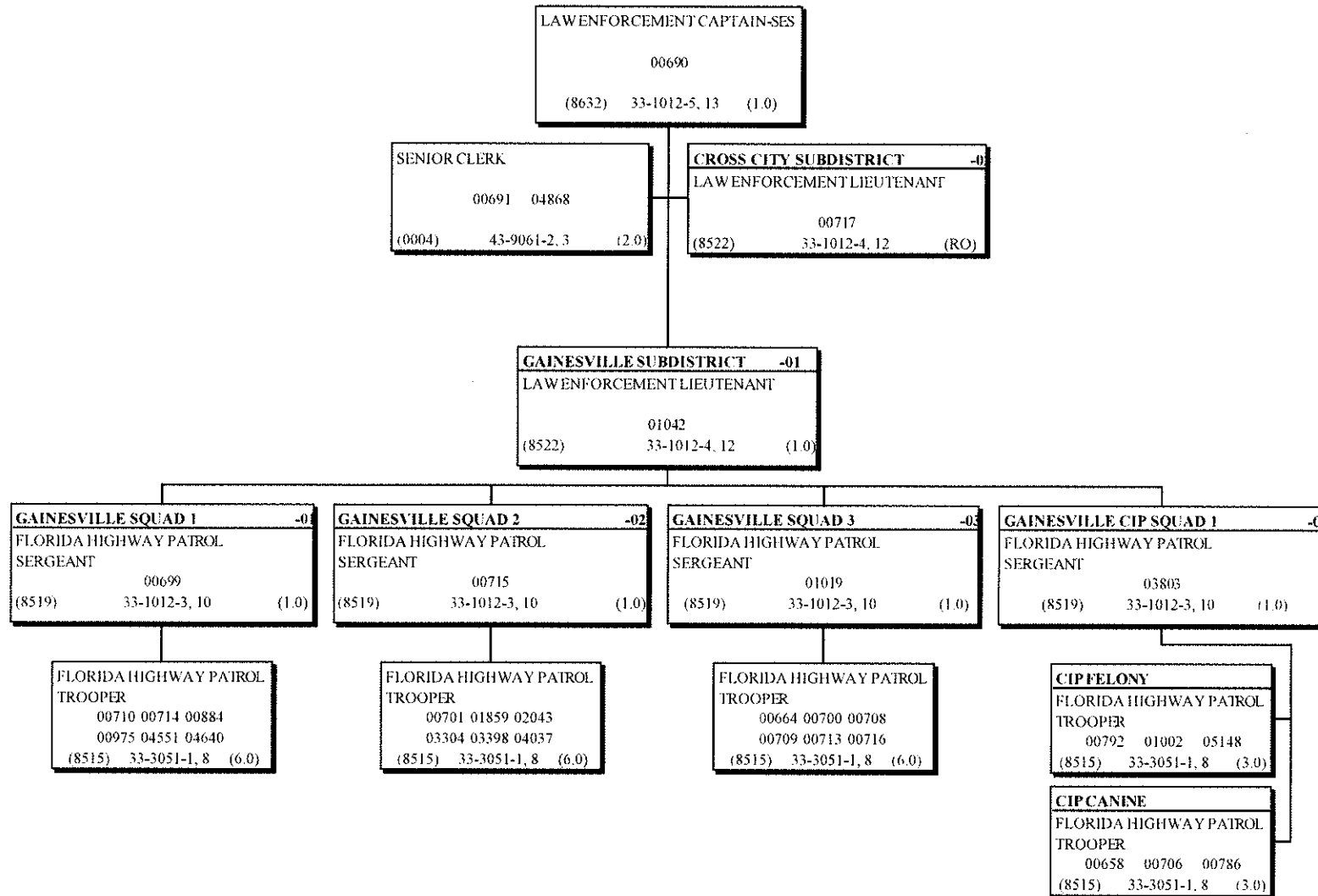
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP B / LAKE CITY DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-02-01
 OED: _____
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 NUMBER OF FTE'S: 30.0



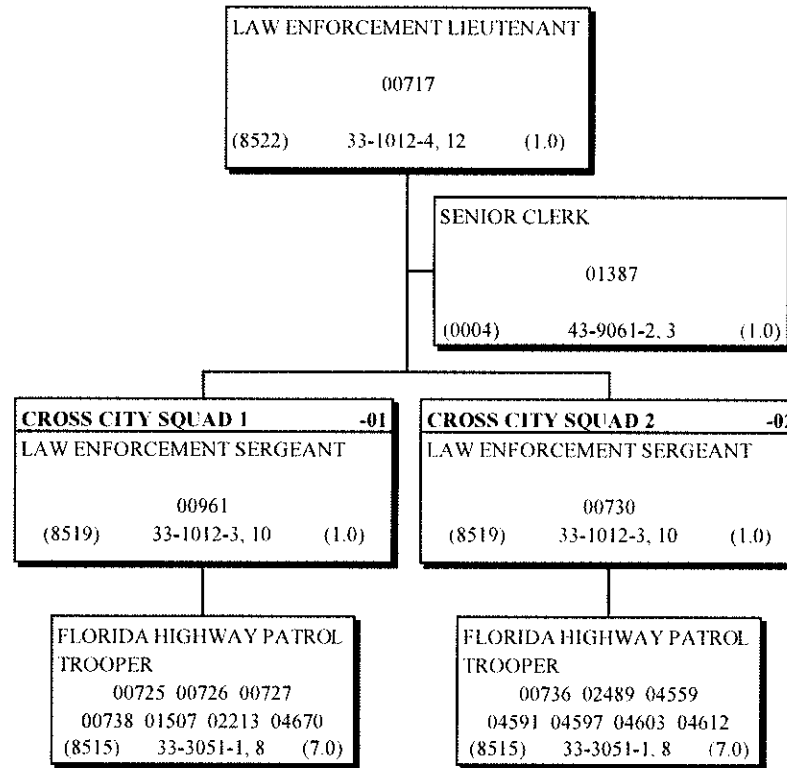
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP B / GAINESVILLE DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-02-02
 OED: _____
 NUMBER OF POSITIONS: 32
 NUMBER OF FTES: 32.0



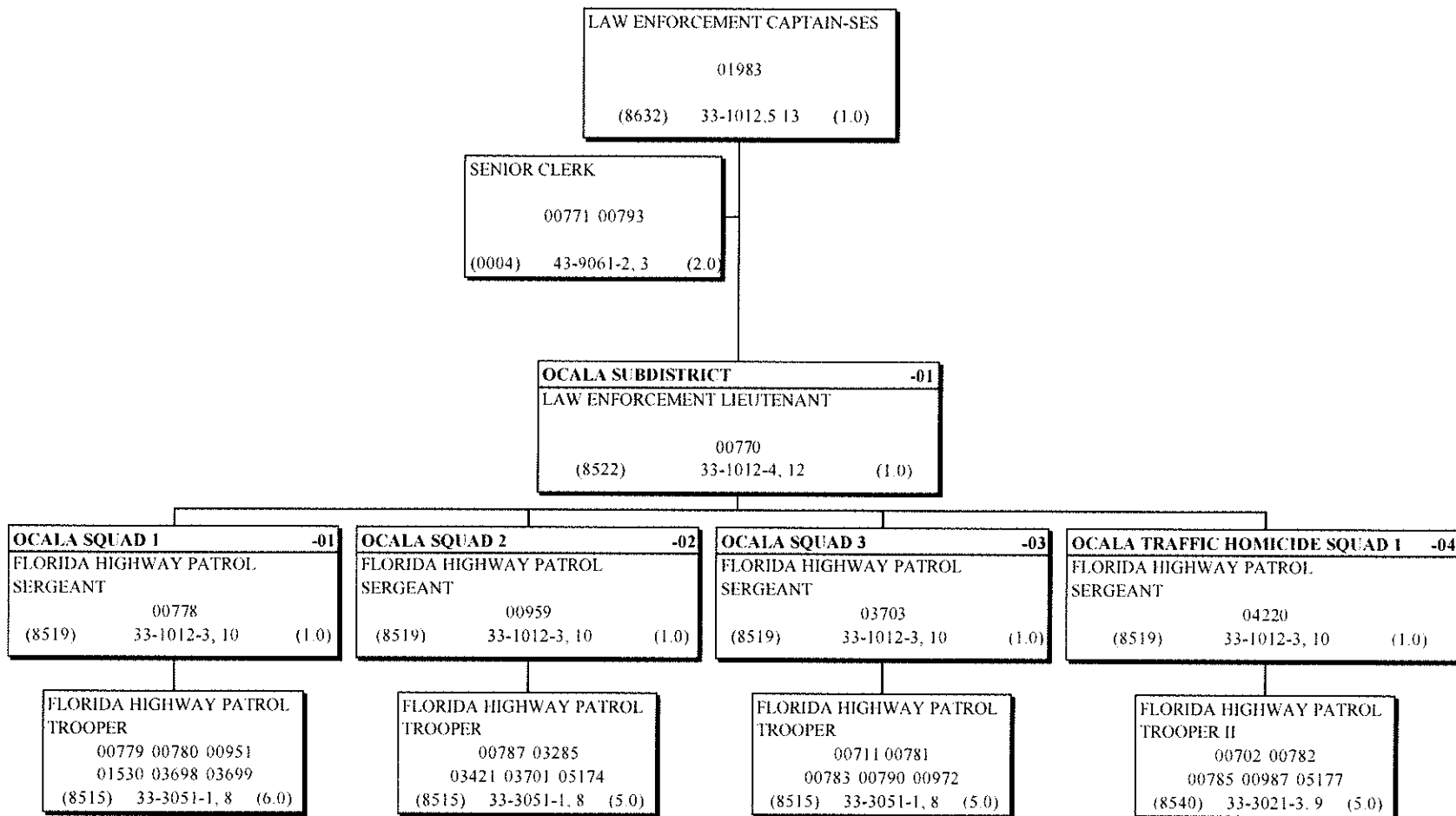
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL,
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP B / GAINESVILLE DISTRICT, CROSS CITY SUBDISTRICT**

DATE: 03/01/13
 SEQUENCE: 7610-02-01-02-02-02
 OED: _____
 NUMBER OF POSITIONS: 18
 NUMBER OF FTE'S: 18.0



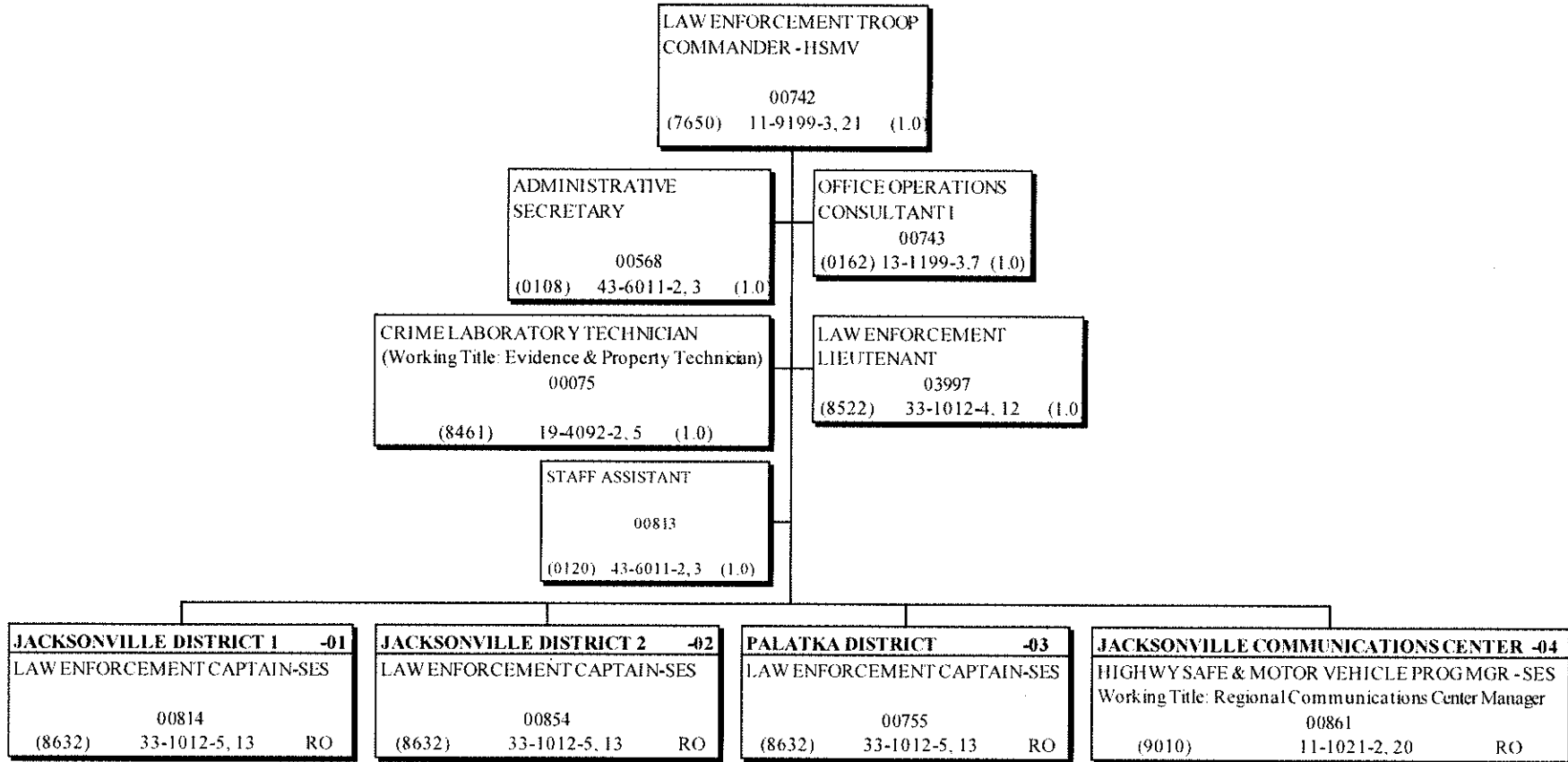
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP B / OCALA DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-02-03
 OED: _____
 NUMBER OF POSITIONS: 29
 NUMBER OF FTE'S: 29.0



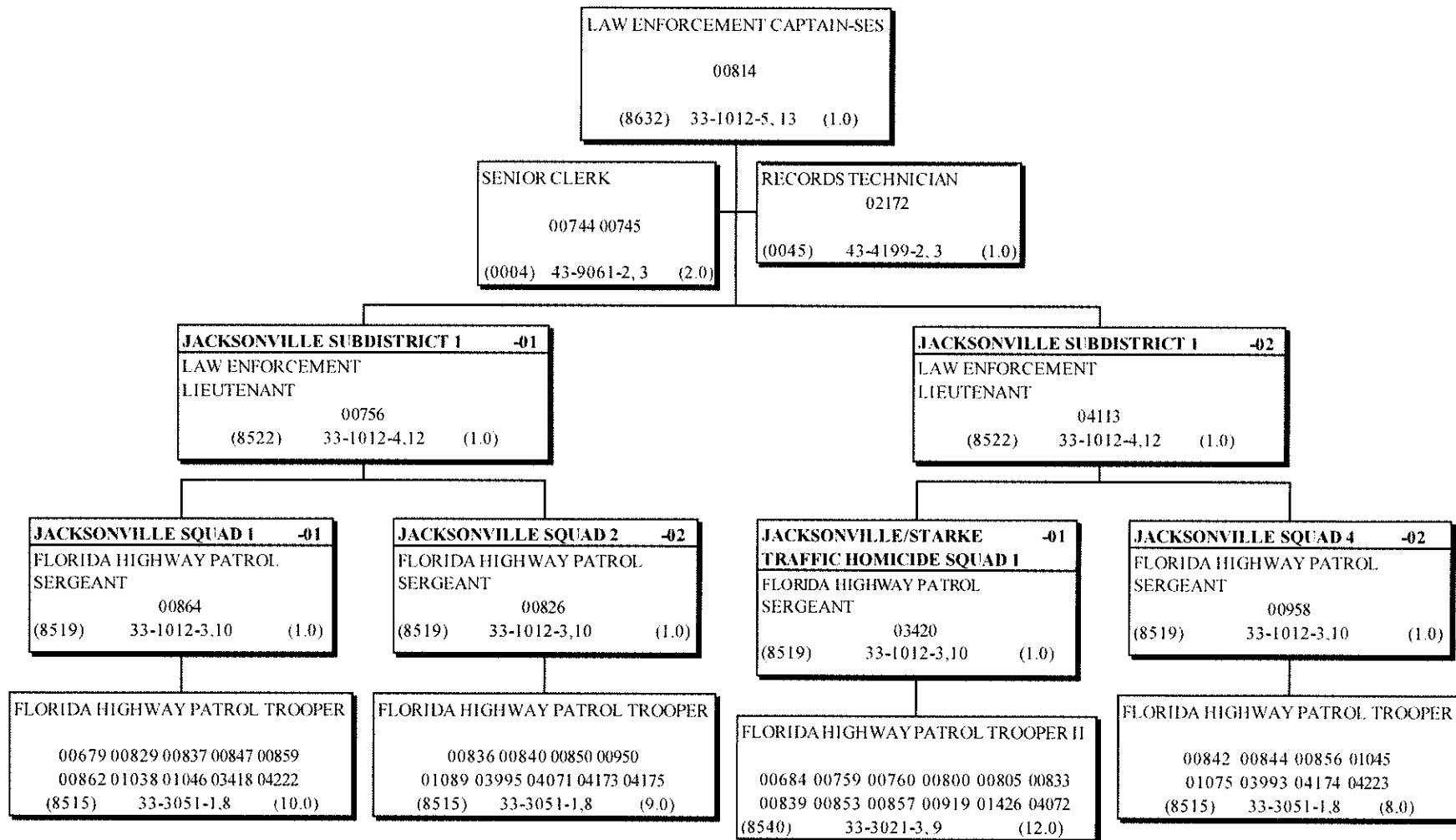
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP G / JACKSONVILLE HEADQUARTERS**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-03
 OED: _____
 NUMBER OF POSITIONS: 6
 NUMBER OF FTES: 6.0



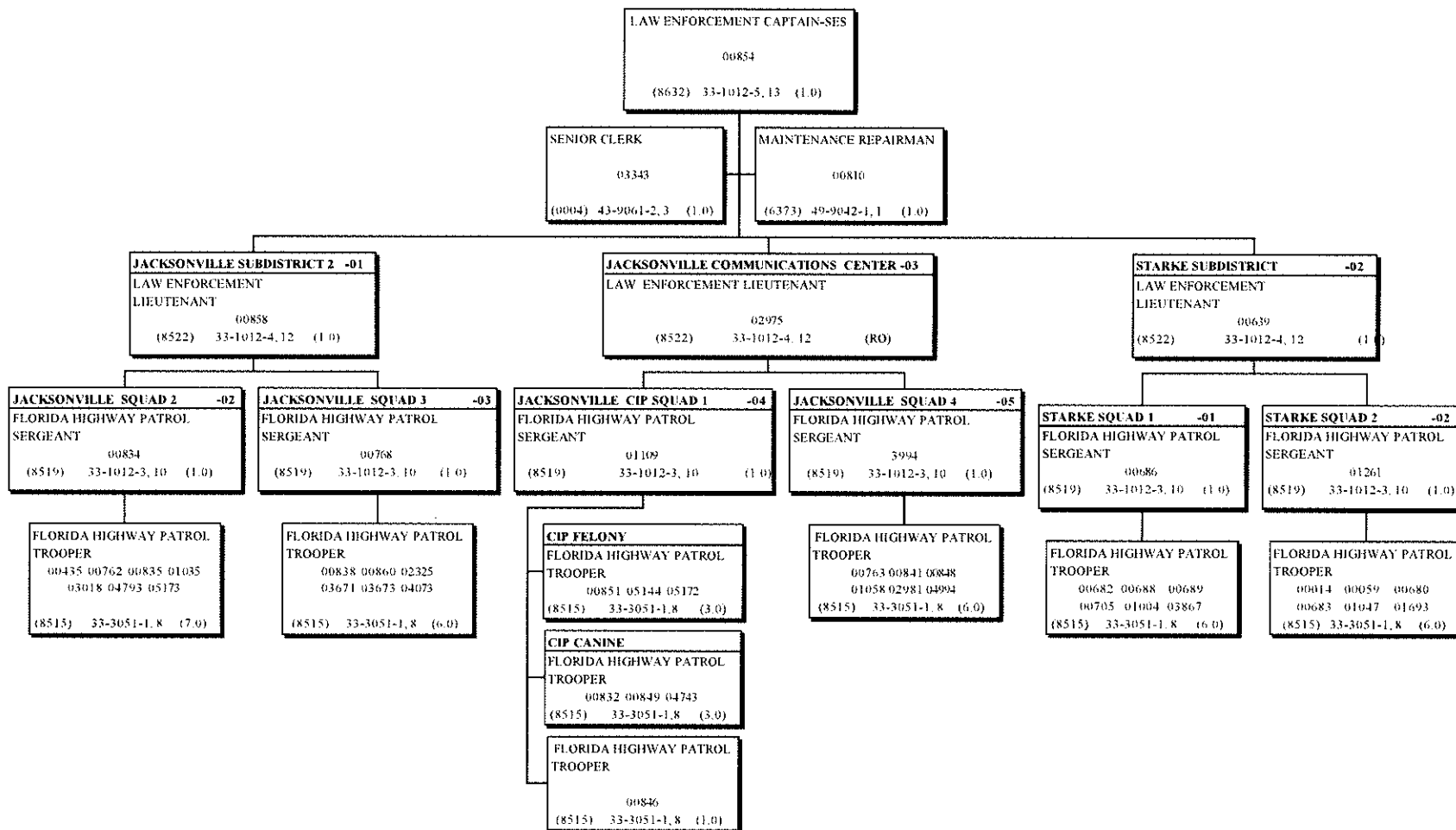
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP G / JACKSONVILLE DISTRICT 1**

DATE: 07/01/2013
 SEQUENCE: 7610-02-01-03-01
 OED: _____
 NUMBER OF POSITIONS: 49
 NUMBER OF FTE'S: 49.0



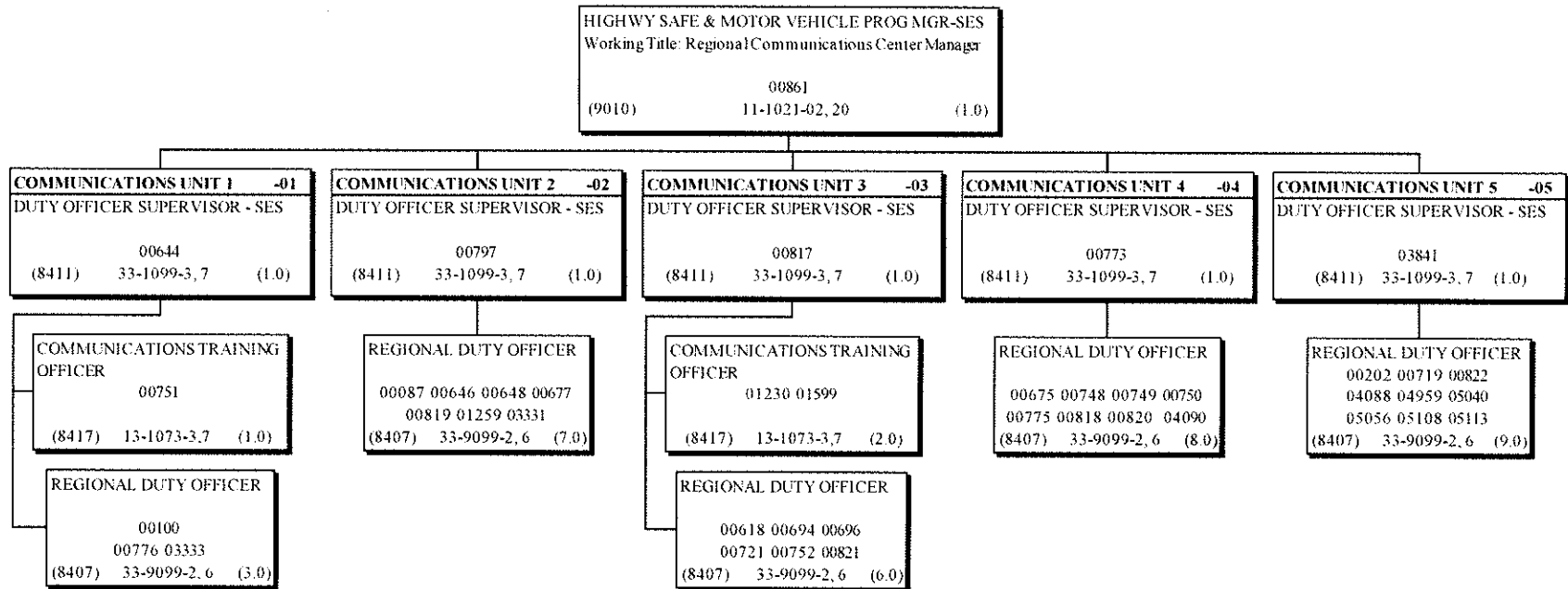
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP G / JACKSONVILLE DISTRICT 2**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-03-02
 OED: _____
 NUMBER OF POSITIONS: 49
 NUMBER OF FTE'S: 49.0



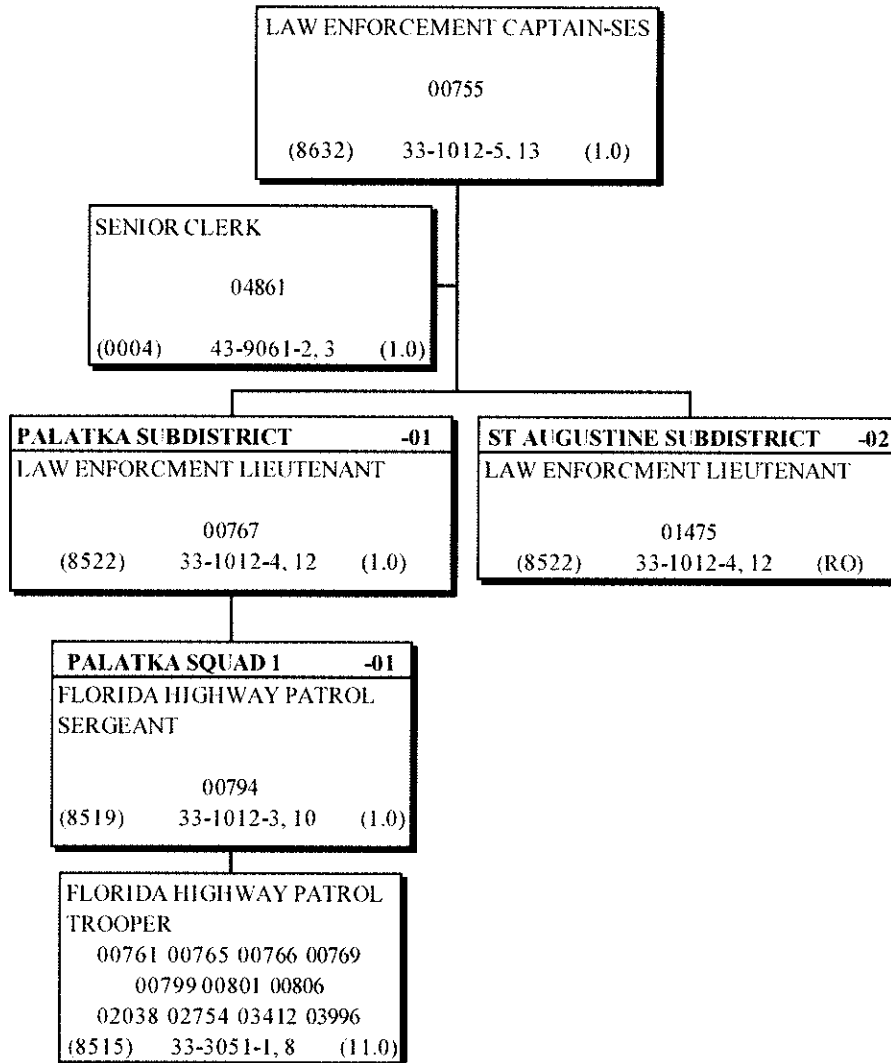
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP G / JACKSONVILLE COMMUNICATIONS CENTER**

DATE: 01/14/13
 SEQUENCE: 7610-02-01-03-04
 OED:
 NUMBER OF POSITIONS: 42
 NUMBER OF FTE'S: 42.0



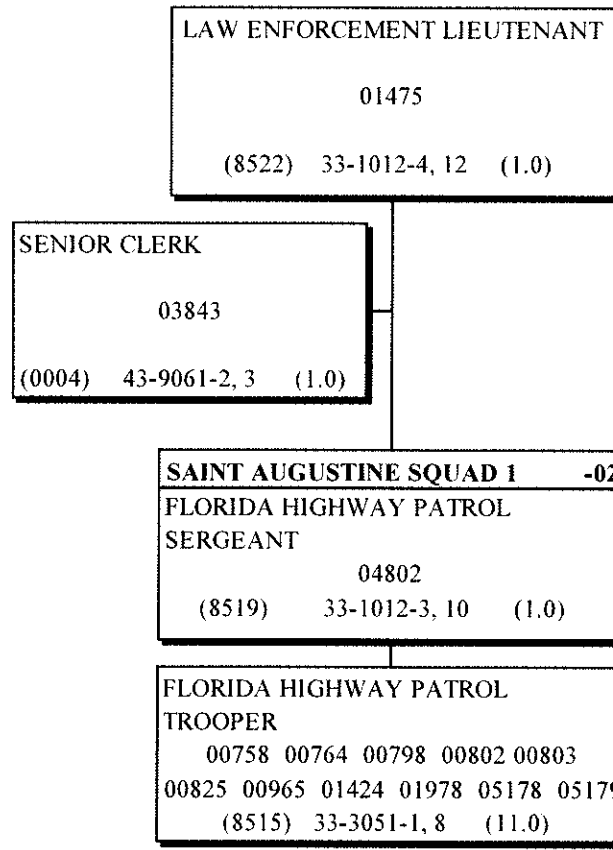
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP G / PALATKA DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-03-03
 OED: _____
 NUMBER OF POSITIONS: 15
 NUMBER OF FTES: 15.0



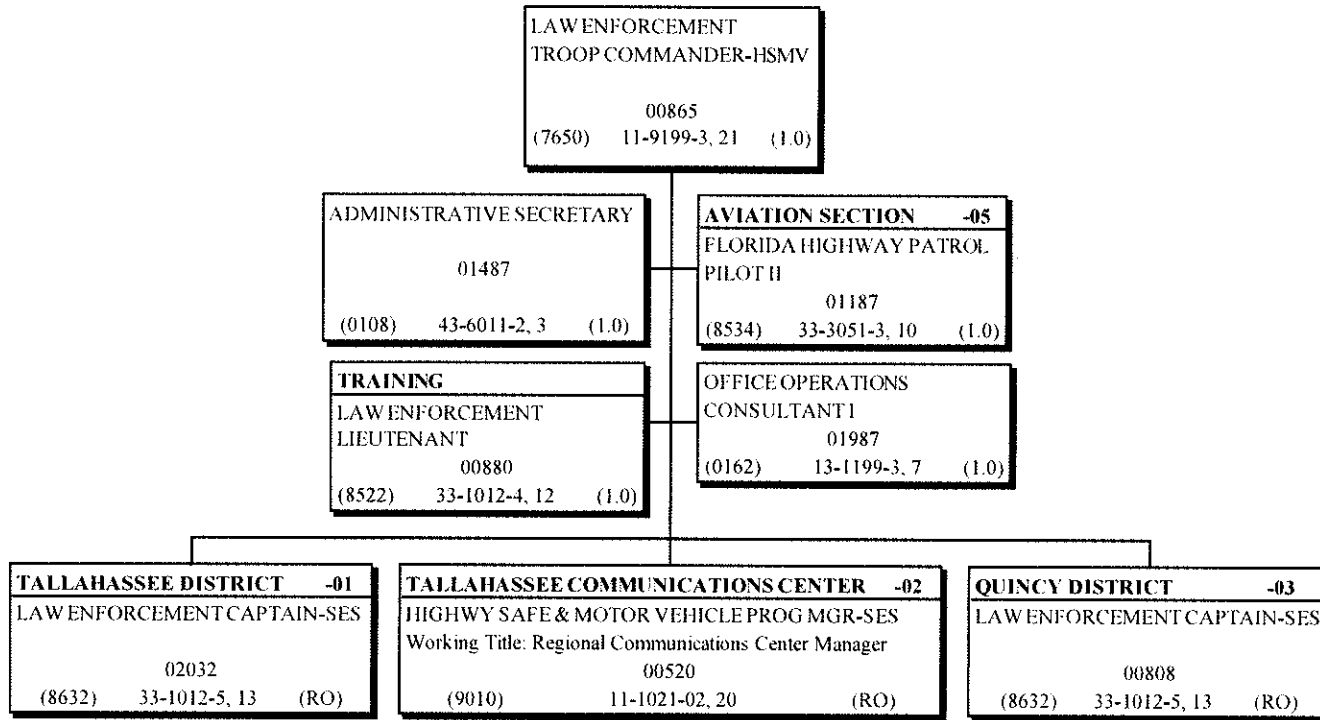
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP G / ST. AUGUSTINE SUBDISTRICT

DATE: 12/01/2012
 SEQUENCE: 7610-02-01-03-03-02
 OED: _____
 NUMBER OF POSITIONS: 14
 NUMBER OF FTES: 14.0



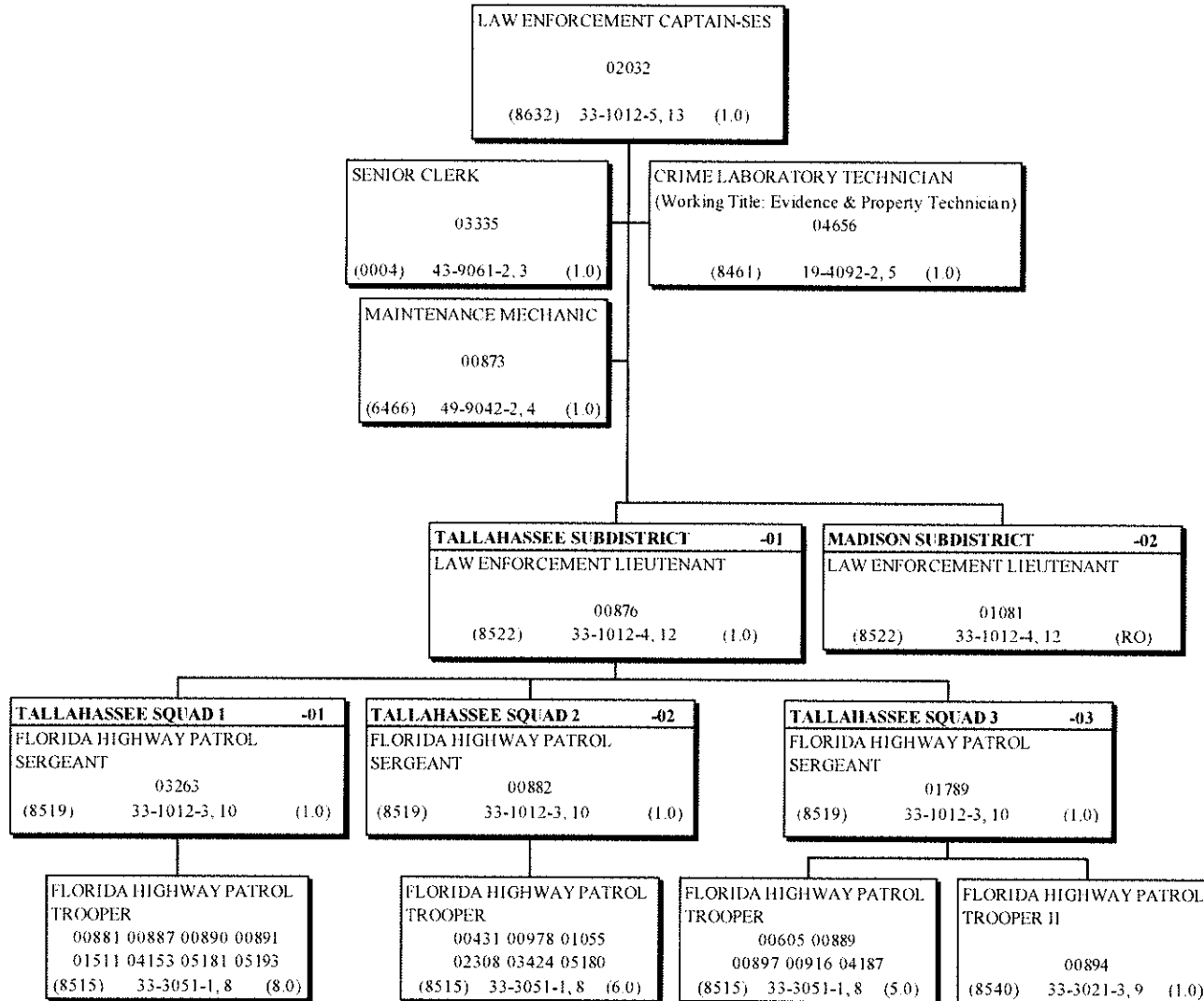
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP H / TALLAHASSEE HEADQUARTERS**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-04
 OED: _____
 NUMBER OF POSITIONS: 5
 NUMBER OF FTE'S: 5.0



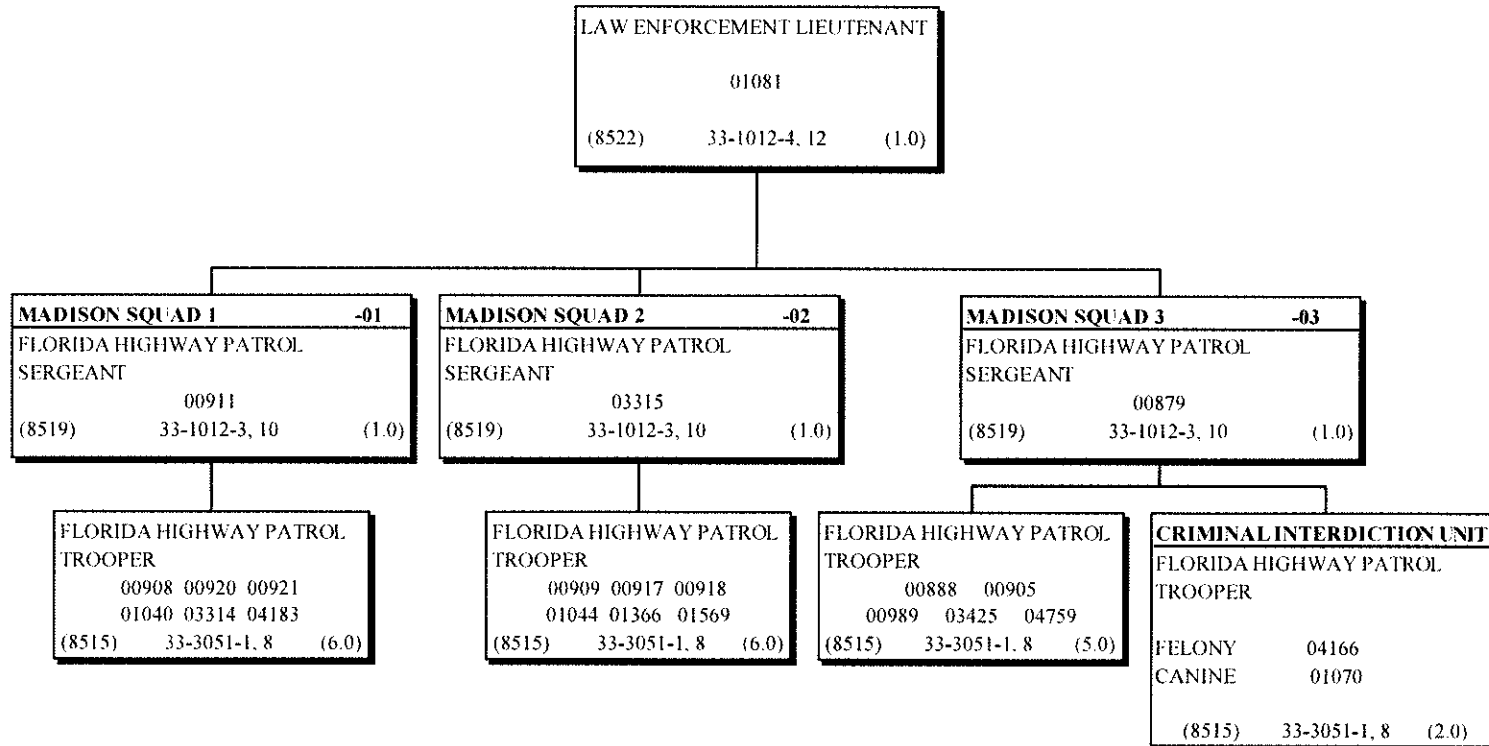
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP H / TALLAHASSEE DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-04-01
 OED: _____
 NUMBER OF POSITIONS: 28
 NUMBER OF FTES: 28.0



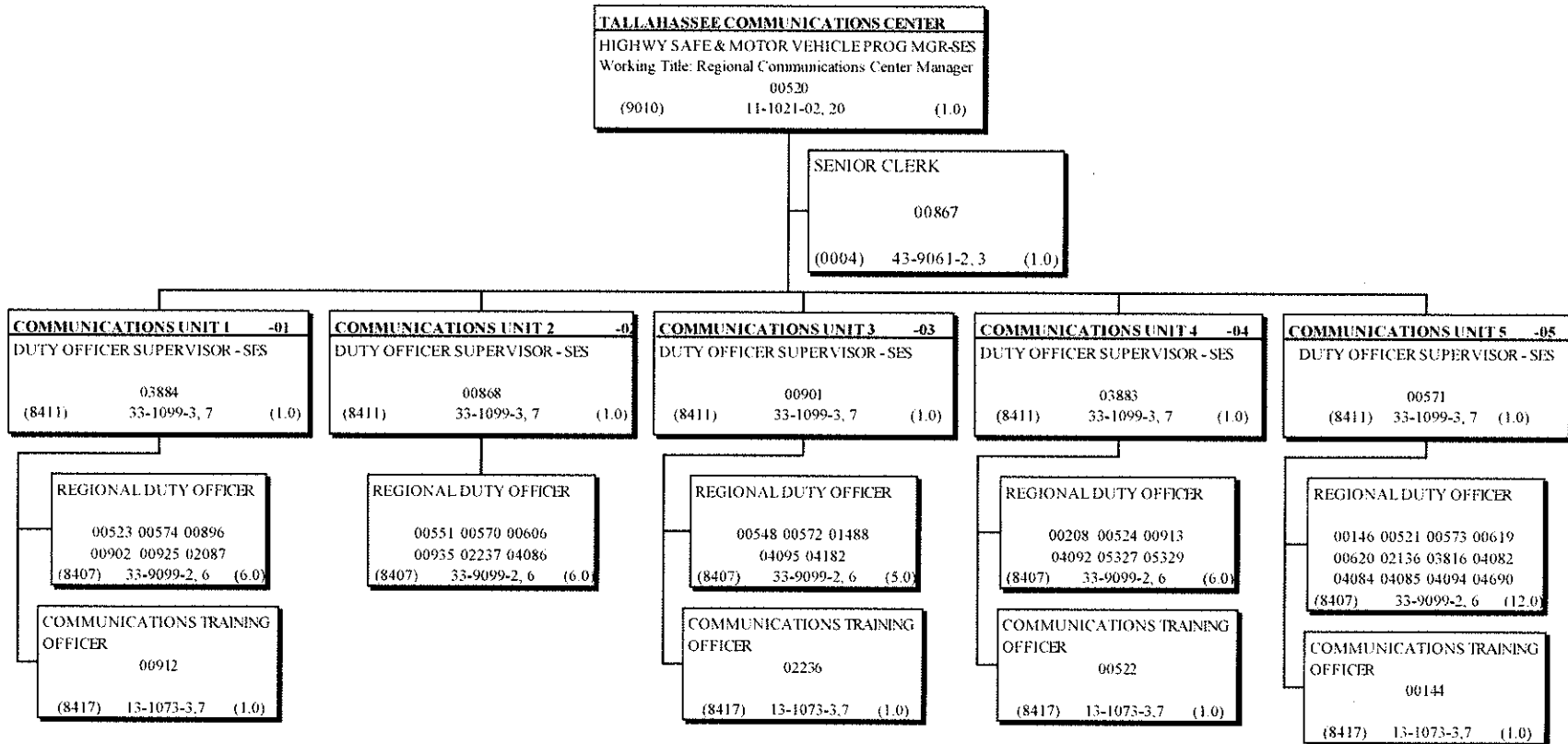
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP H / TALLAHASSEE DISTRICT / MADISON SUBDISTRICT**

DATE: 06/01/13
 SEQUENCE: 7610-02-01-04-01-02
 OED: _____
 NUMBER OF POSITIONS: 23
 NUMBER OF FTE'S: 23.0



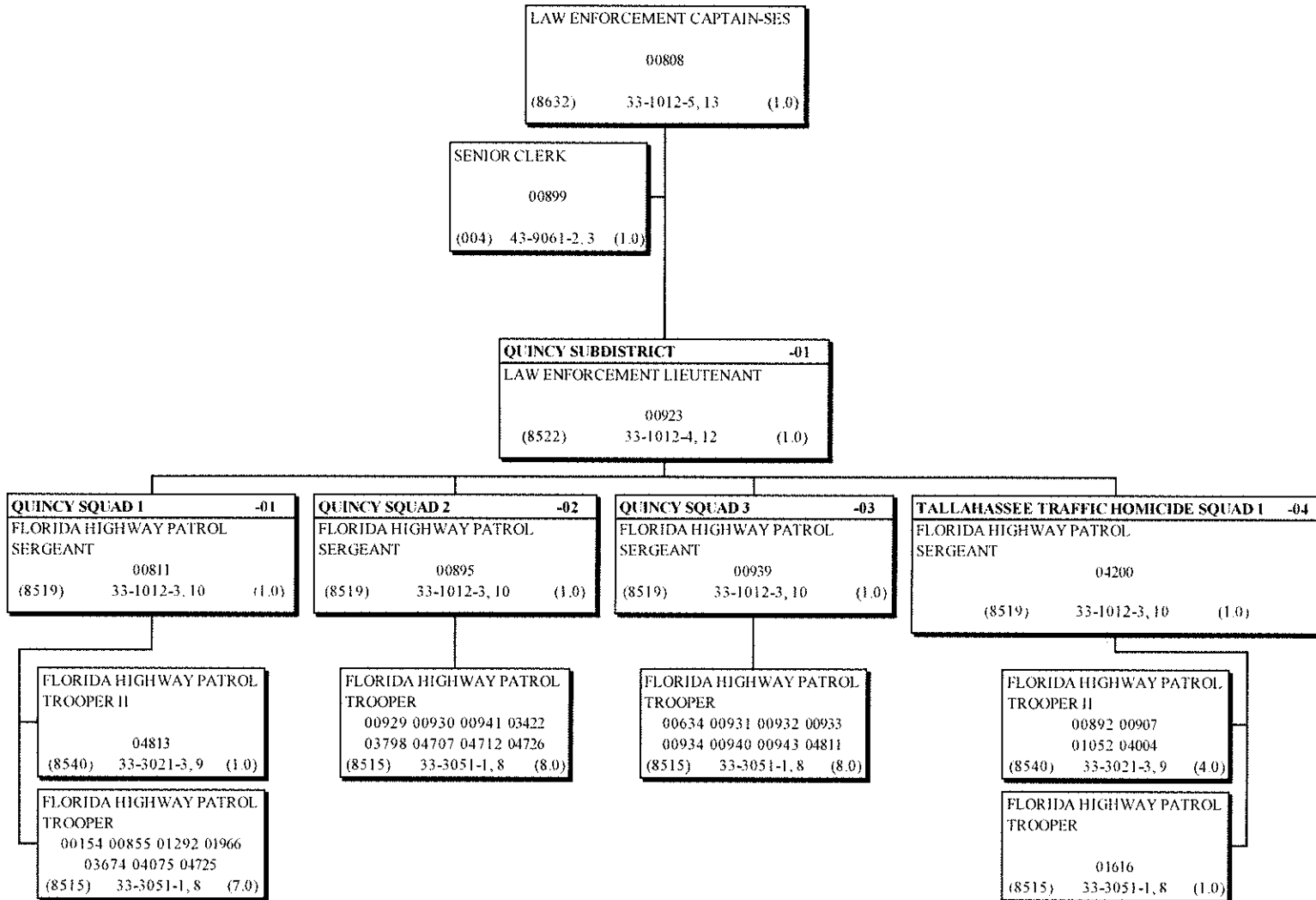
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP H / TALLAHASSEE COMMUNICATIONS CENTER (TCC)**

DATE: 06/01/13
 SEQUENCE: 7610-02-01-04-02
 OED: _____
 NUMBER OF POSITIONS: 46
 NUMBER OF FTE'S: 46.0



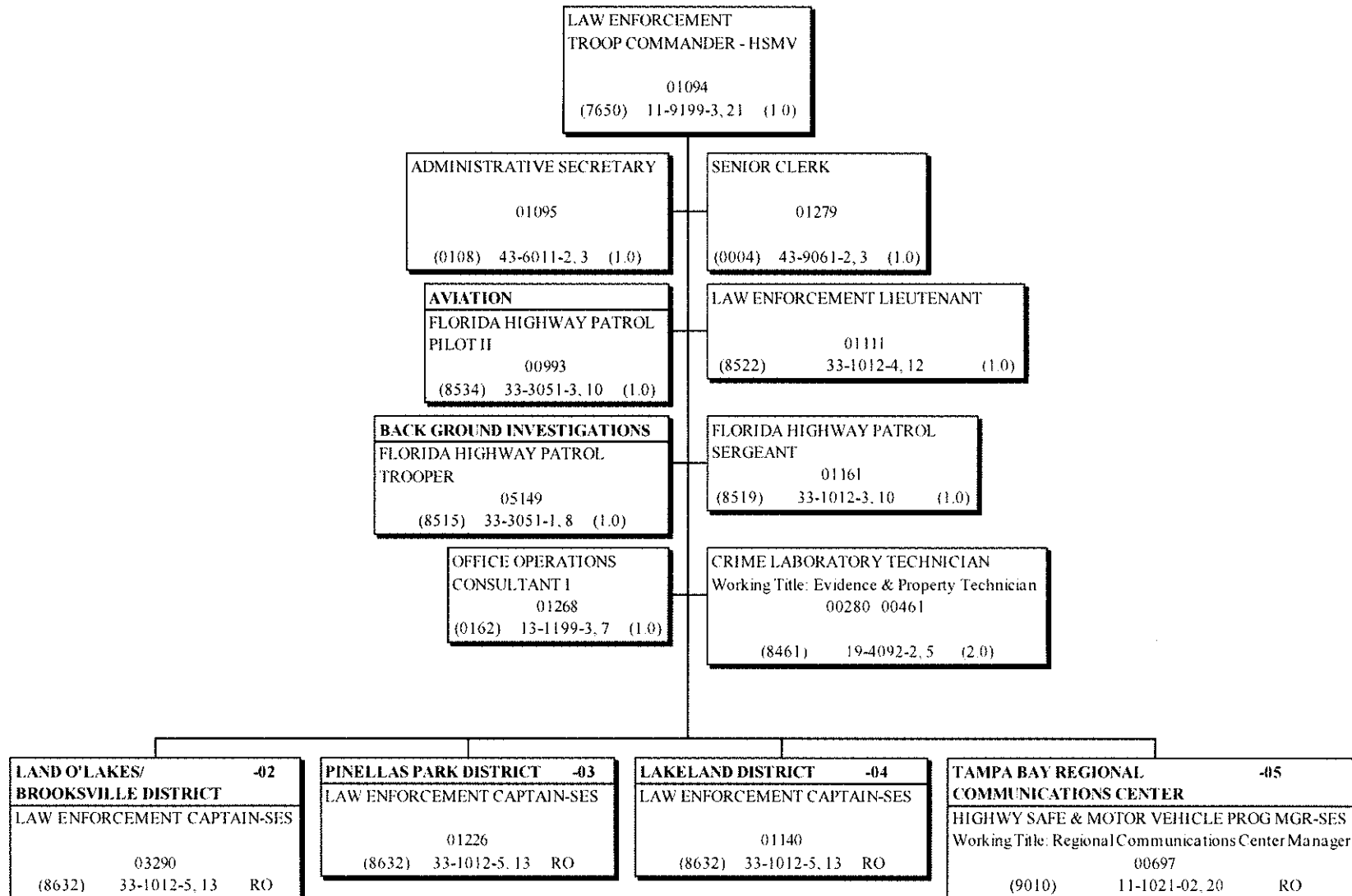
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL,
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP H / QUINCY DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-04-03
 OED: _____
 NUMBER OF POSITIONS: 36
 NUMBER OF FTES: 36.0



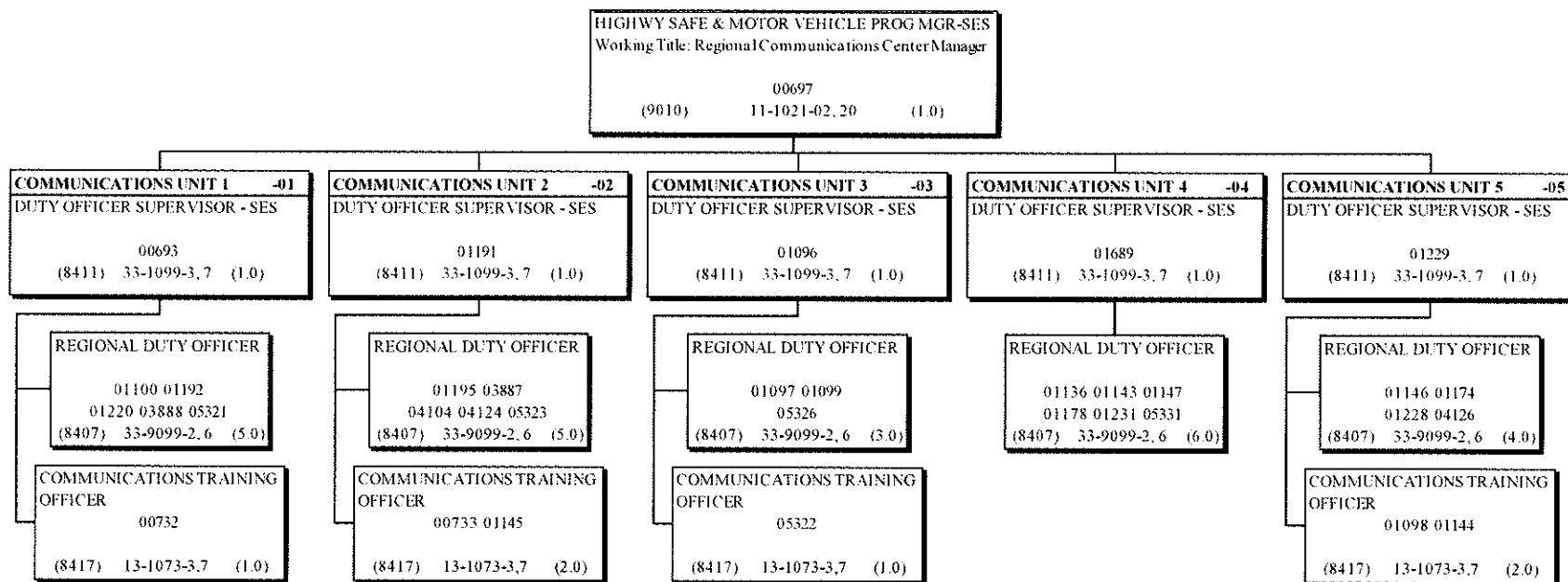
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP C / TAMPA HEADQUARTERS**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-05
 OED: _____
 NUMBER OF POSITIONS: 10
 NUMBER OF FTE'S: 10.0



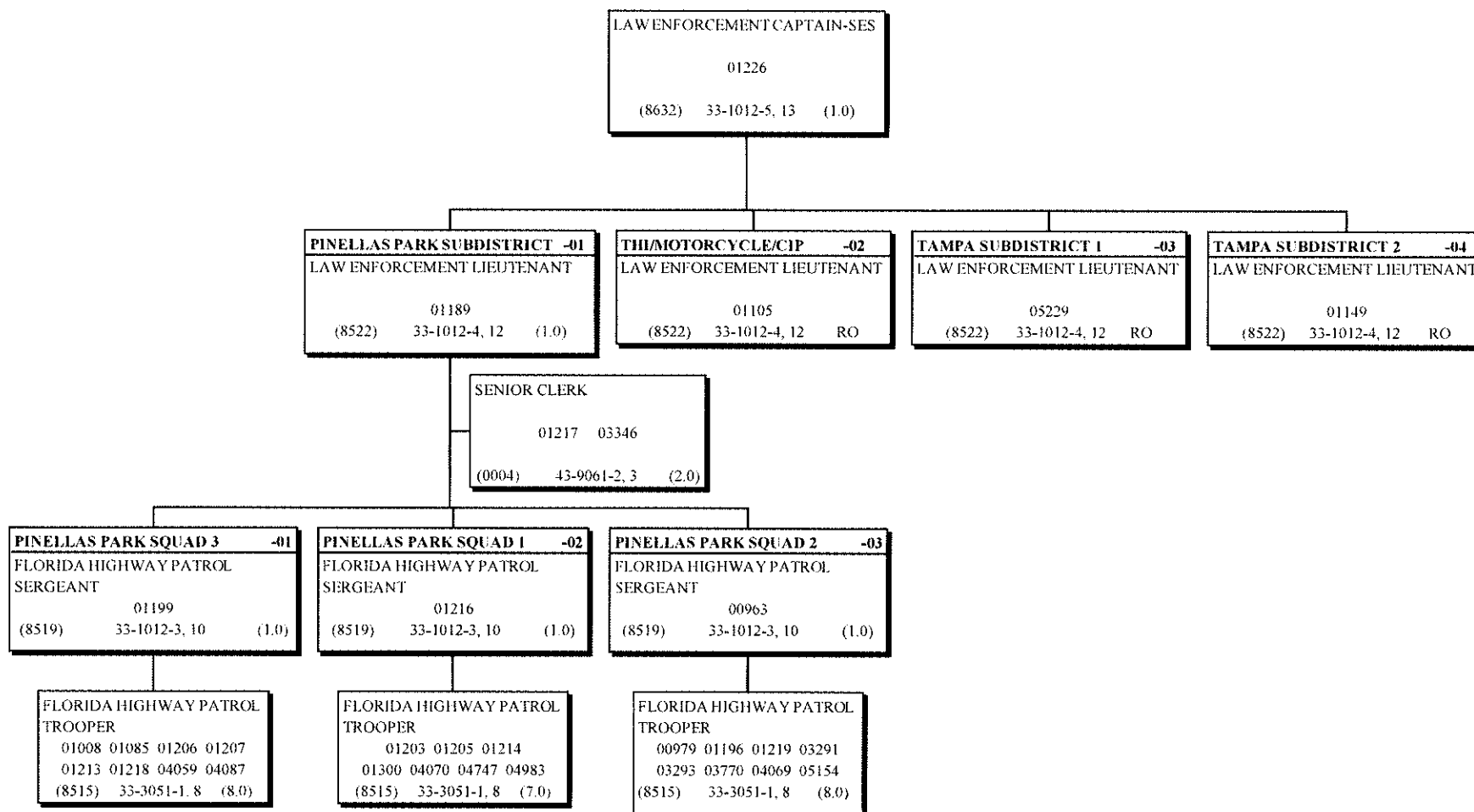
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TAMPA BAY REGIONAL COMMUNICATIONS CENTER**

DATE: 05/24/13
 SEQUENCE: 7610-02-01-05-05
 OED:
 NUMBER OF POSITIONS: 35
 NUMBER OF FTE'S: 35.0



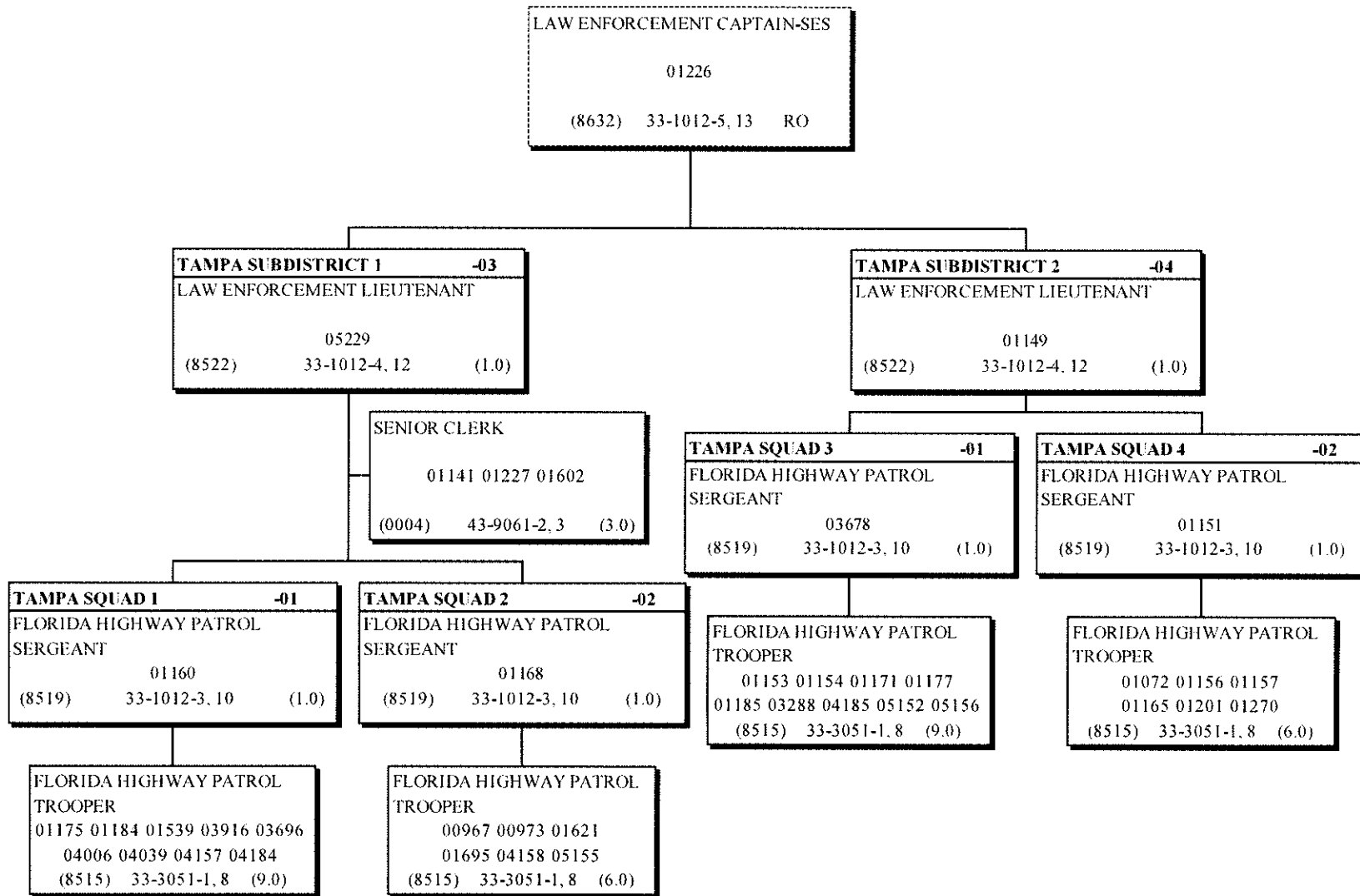
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP C / PINELLAS PARK DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-05-03
 OED:
 NUMBER OF POSITIONS: 30
 NUMBER OF FTES: 30.0



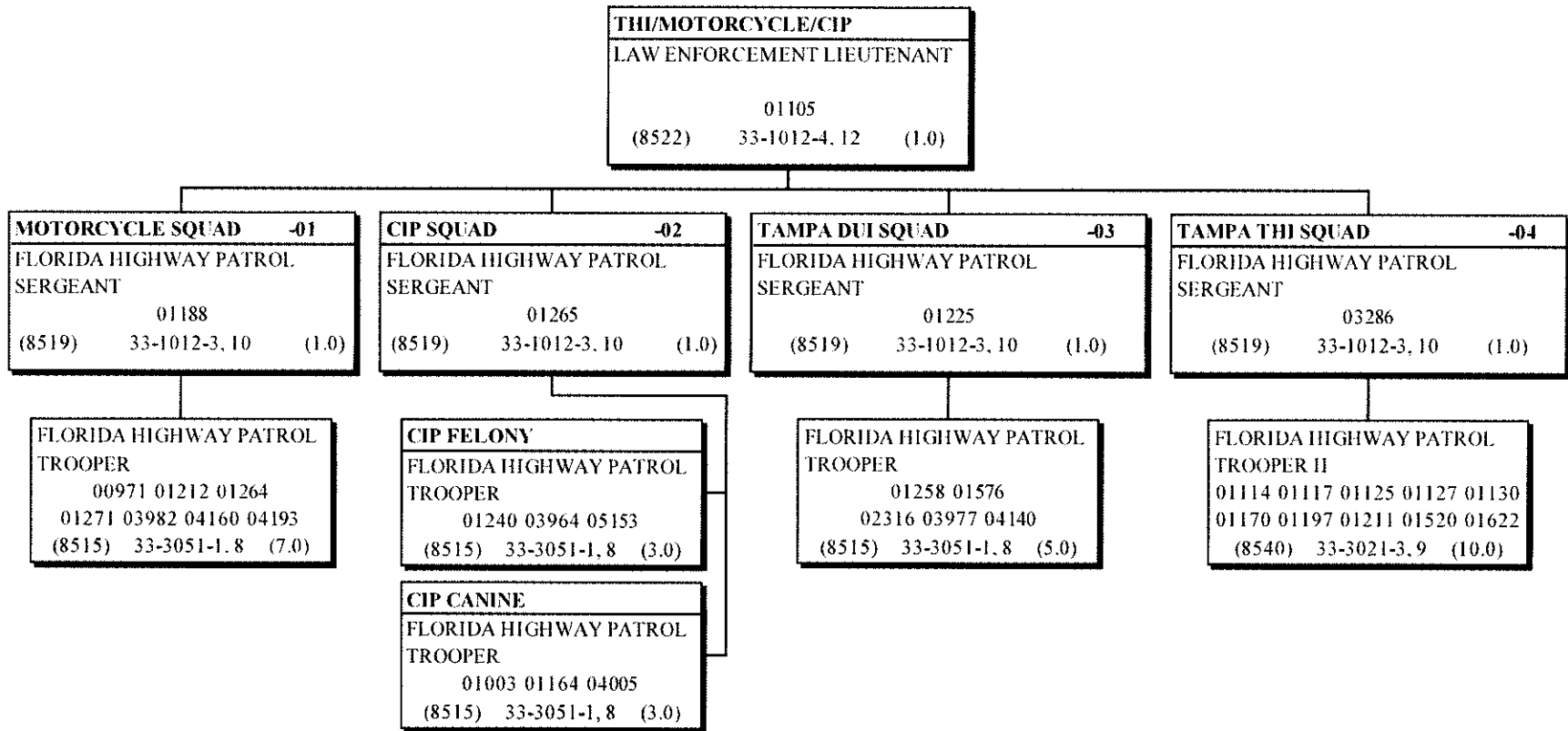
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP C / PINELLAS PARK DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-05-03
 OED:
 NUMBER OF POSITIONS: 39
 NUMBER OF FTE'S: 39.0



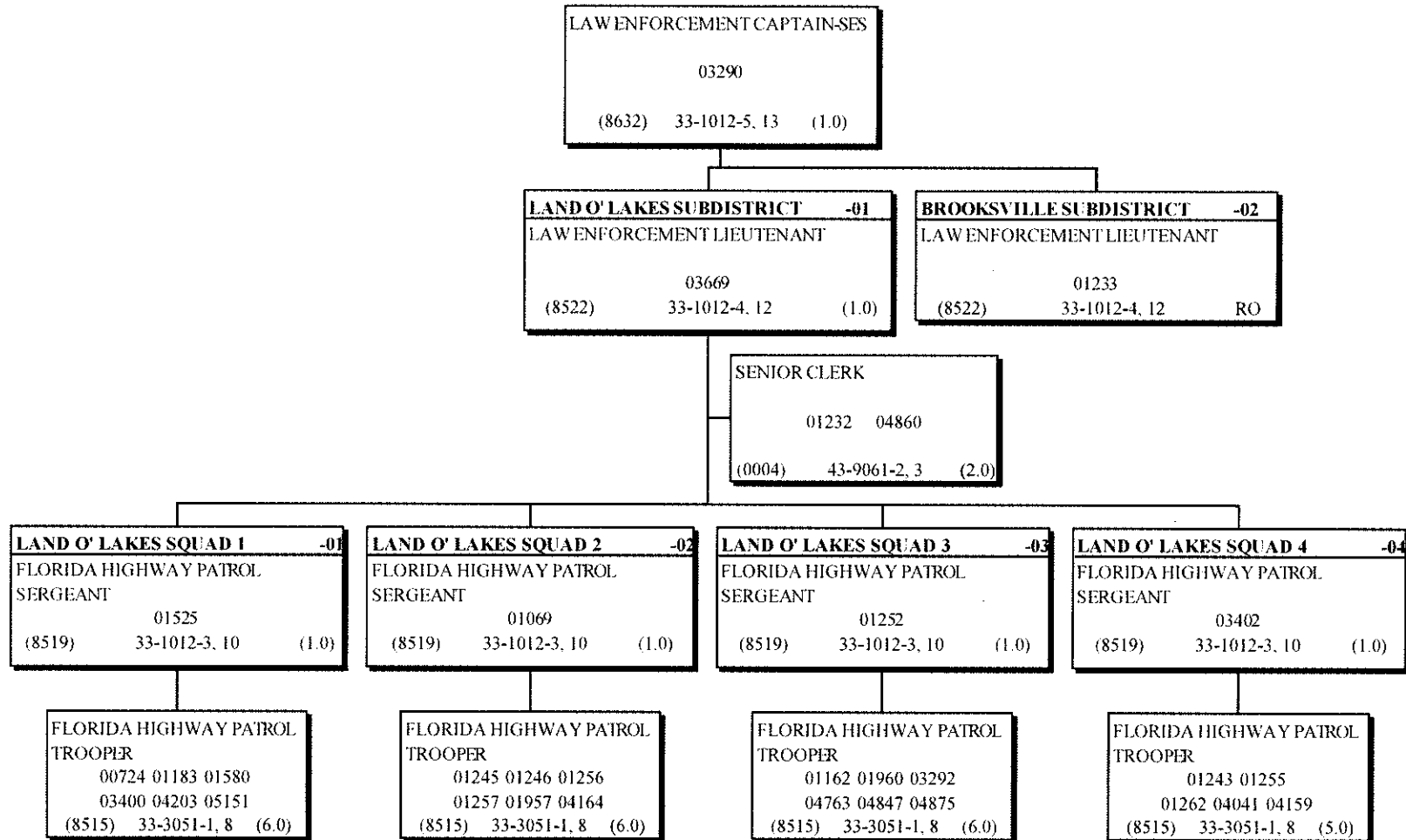
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TROOP C / PINELLAS PARK DISTRICT (THI/MOTORCYCLE/CIP)

DATE: 07/01/13
 SEQUENCE: 7610-02-01-05-03-02
 OED: _____
 NUMBER OF POSITIONS: 33
 NUMBER OF FTE'S: 33.0



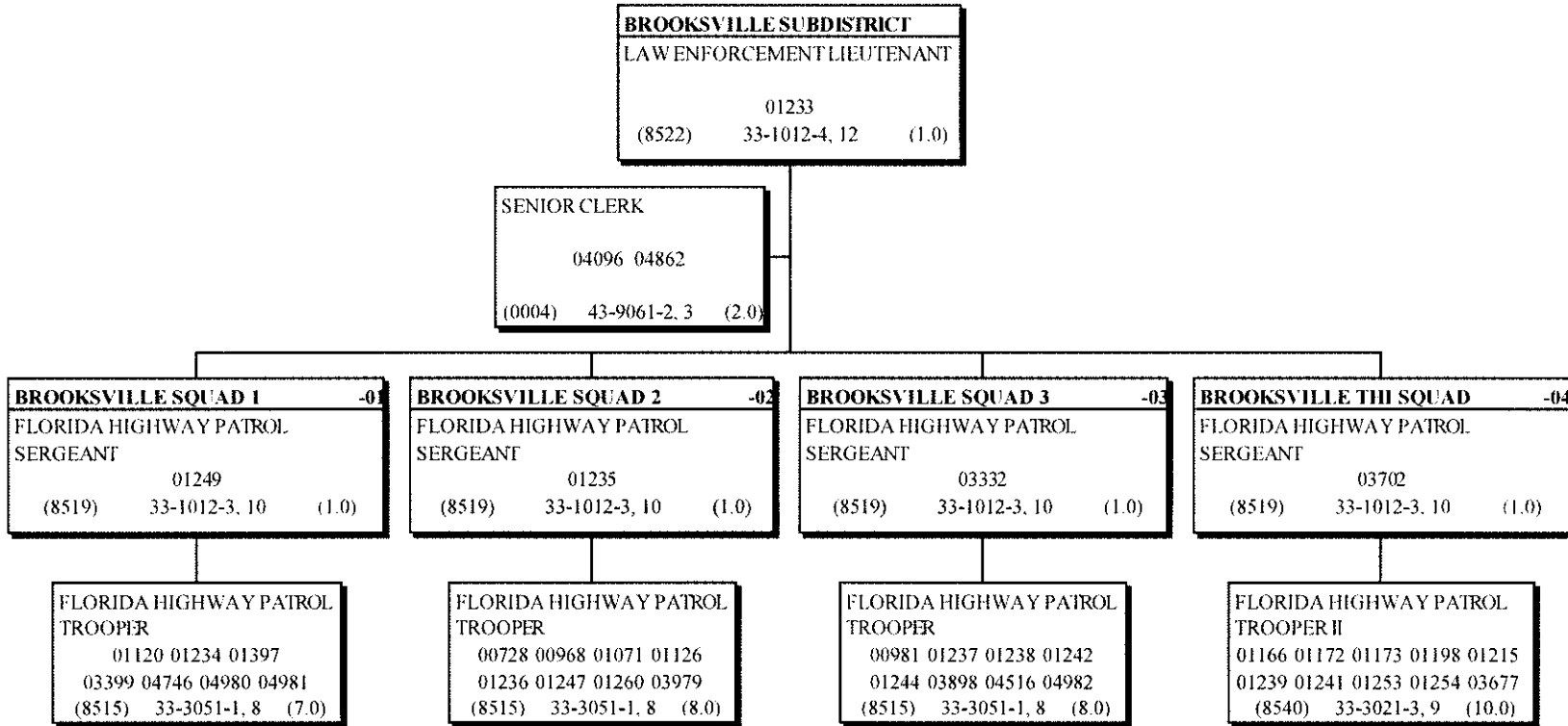
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP C / LAND O'LAKES/BROOKSVILLE DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-05-02
 OED:
 NUMBER OF POSITIONS: 31
 NUMBER OF FTES: 31.0



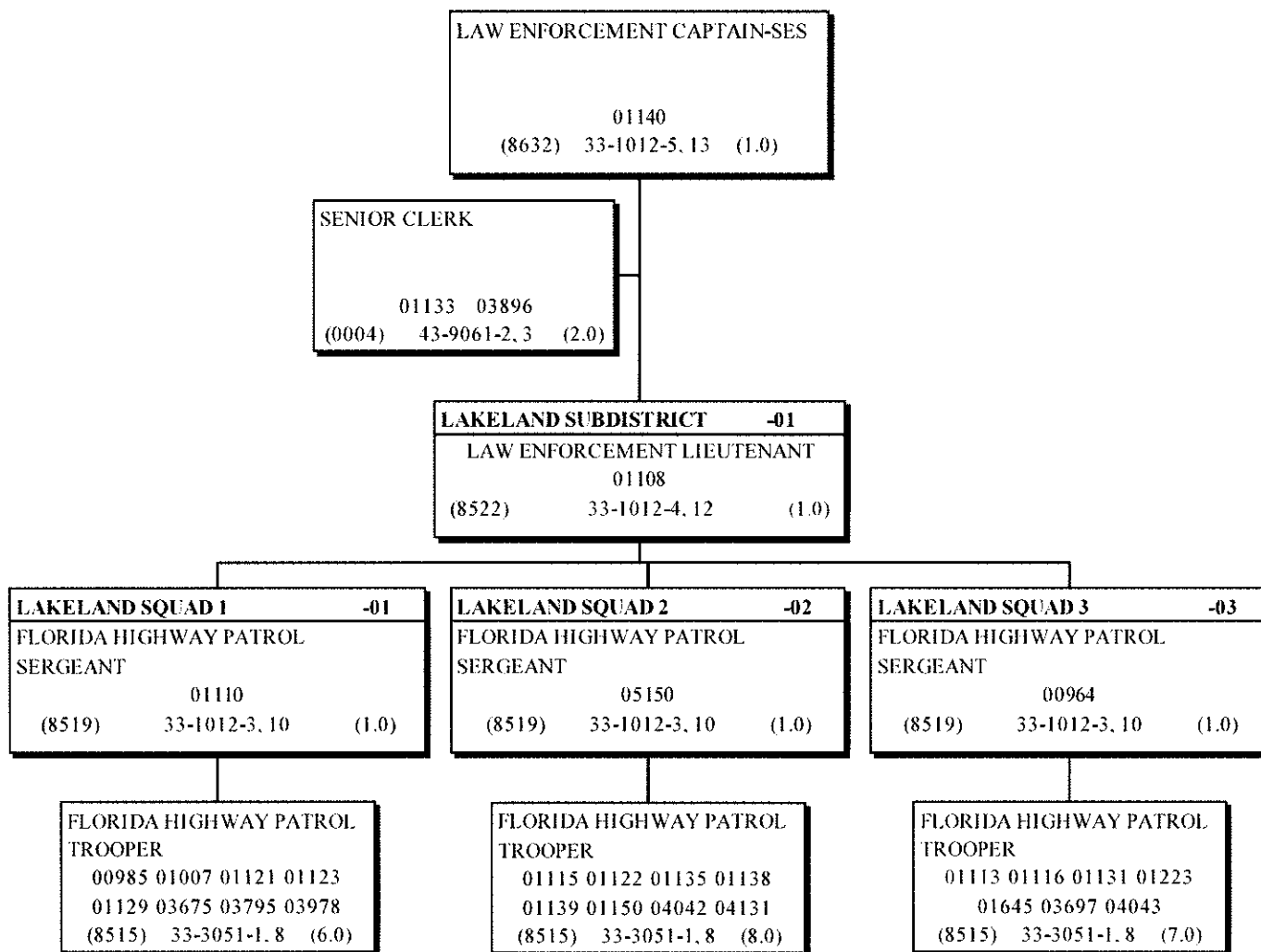
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL,
 PATROL OPERATIONS, NORTHERN REGION
 TROOP C / BROOKSVILLE SUBDISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-05-02-02
 OED:
 NUMBER OF POSITIONS: 40
 NUMBER OF FTE'S: 40.0



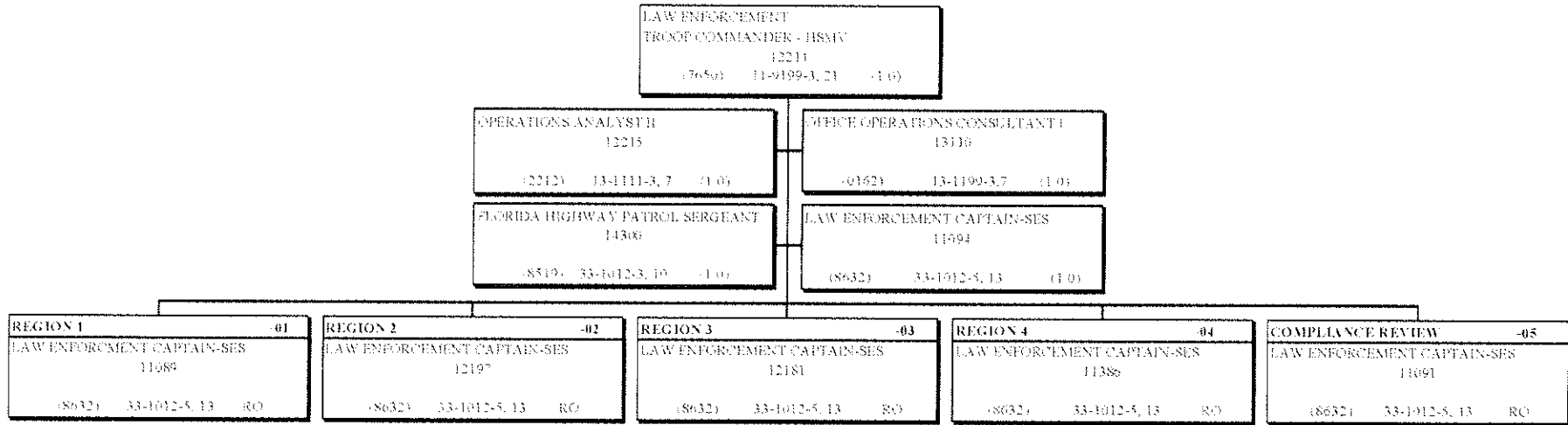
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP C, LAKELAND DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-05-04
 OED: _____
 NUMBER OF POSITIONS: 28
 NUMBER OF FTE'S: 28.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP I HEADQUARTERS

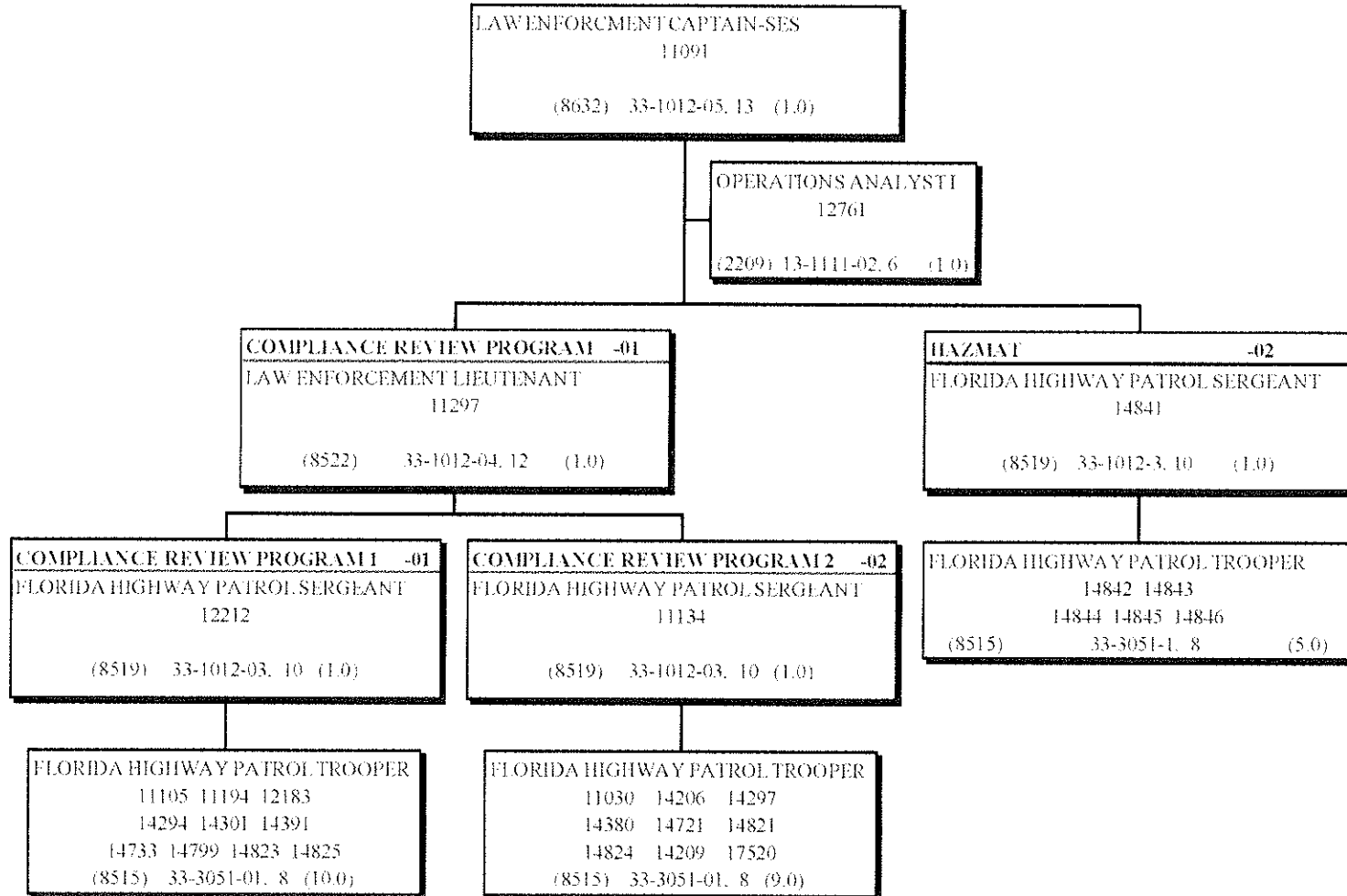
DATE: 08/01/13
 SEQUENCE: 7610-02-01-06
 OED: _____
 NUMBER OF POSITIONS: 5
 NUMBER OF FTE'S: 5.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP 1 / COMPLIANCE REVIEW

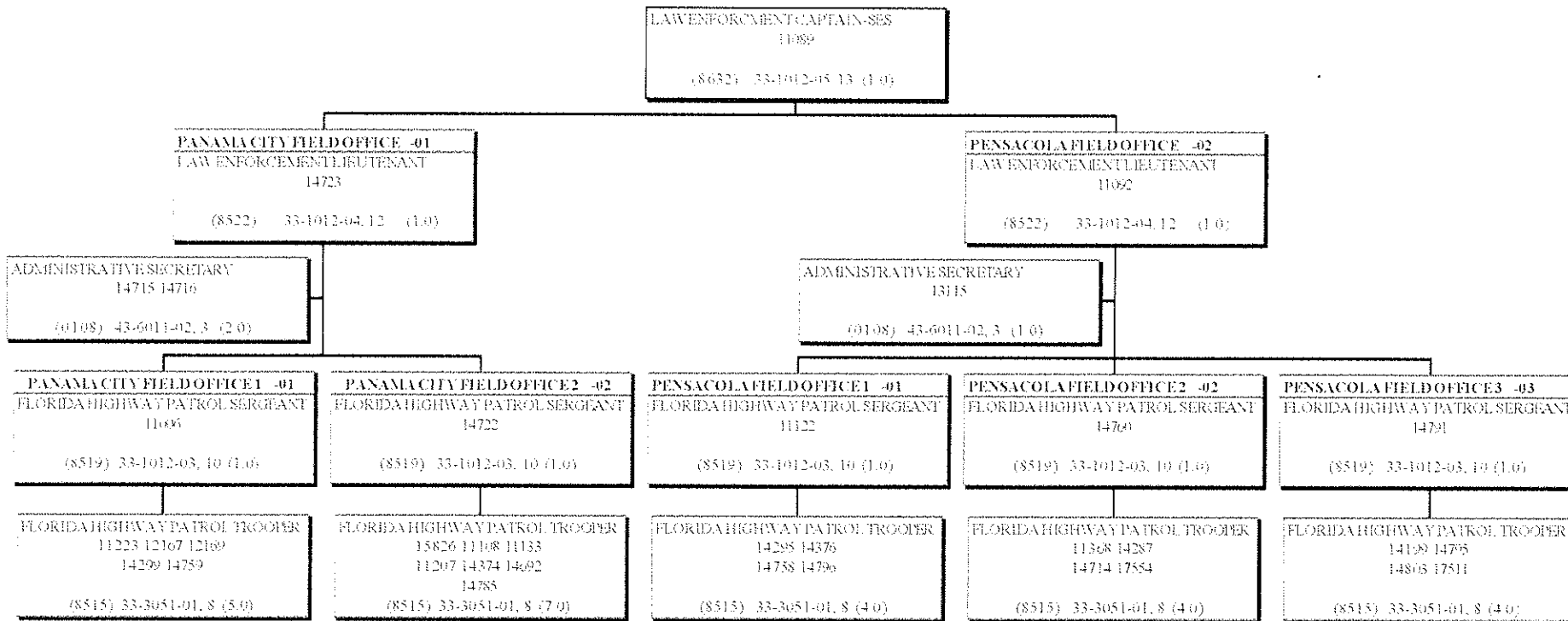
DATE: 07/22/13
 SEQUENCE: 7610-02-01-06-05 OED:

NUMBER OF POSITIONS: 30
 NUMBER OF FTE'S: 30.0



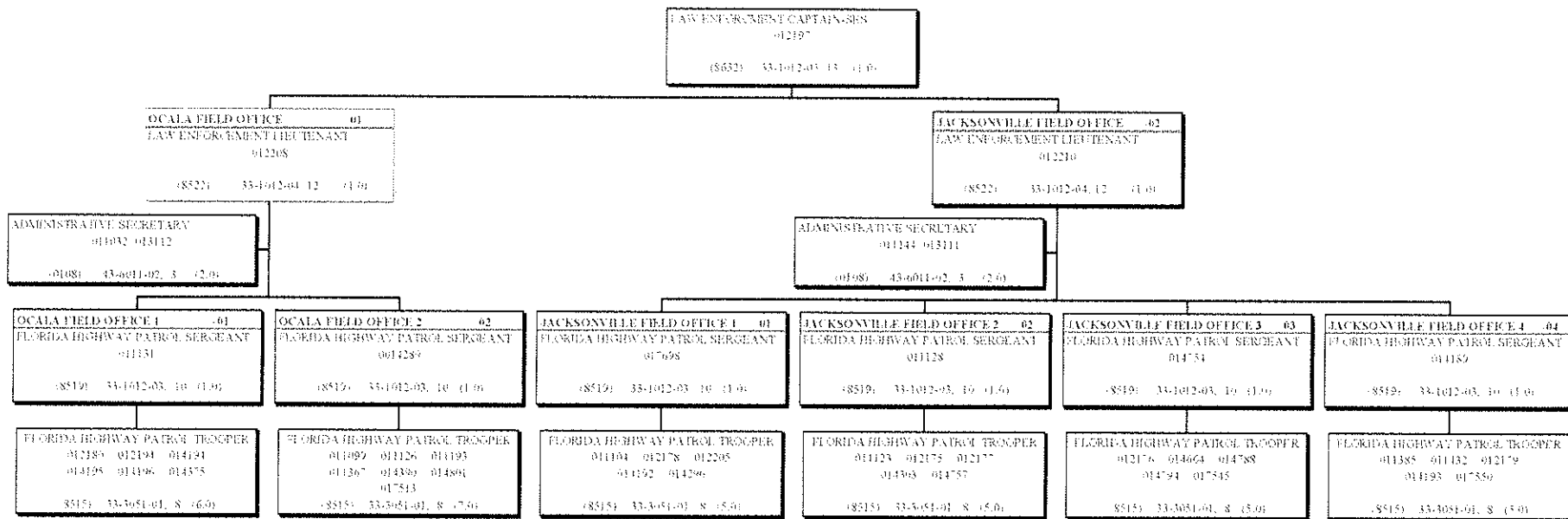
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP I / REGION 1 (PANAMA CITY & PENSACOLA)

DATE: 07/22/13
 SEQUENCE: 7610-02-01-06-01
 OED: _____
 NUMBER OF POSITIONS: 35.0
 NUMBER OF FTE'S: 35.0



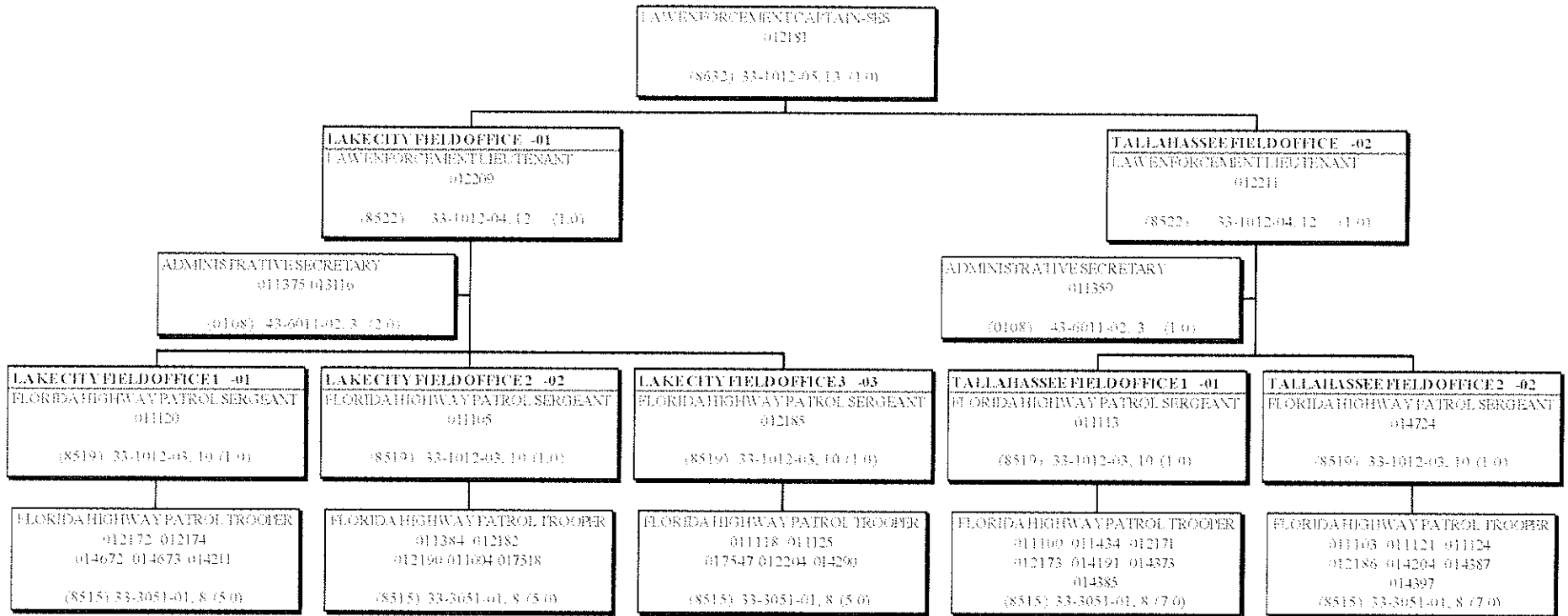
**DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP 1, REGION 2 (OCALA & JACKSONVILLE)**

DATE: 07/01/13
 SEQUENCE: 7610-02-01-06-02
 OED: _____
 NUMBER OF POSITIONS: 46.0
 NUMBER OF FTES: 46.0



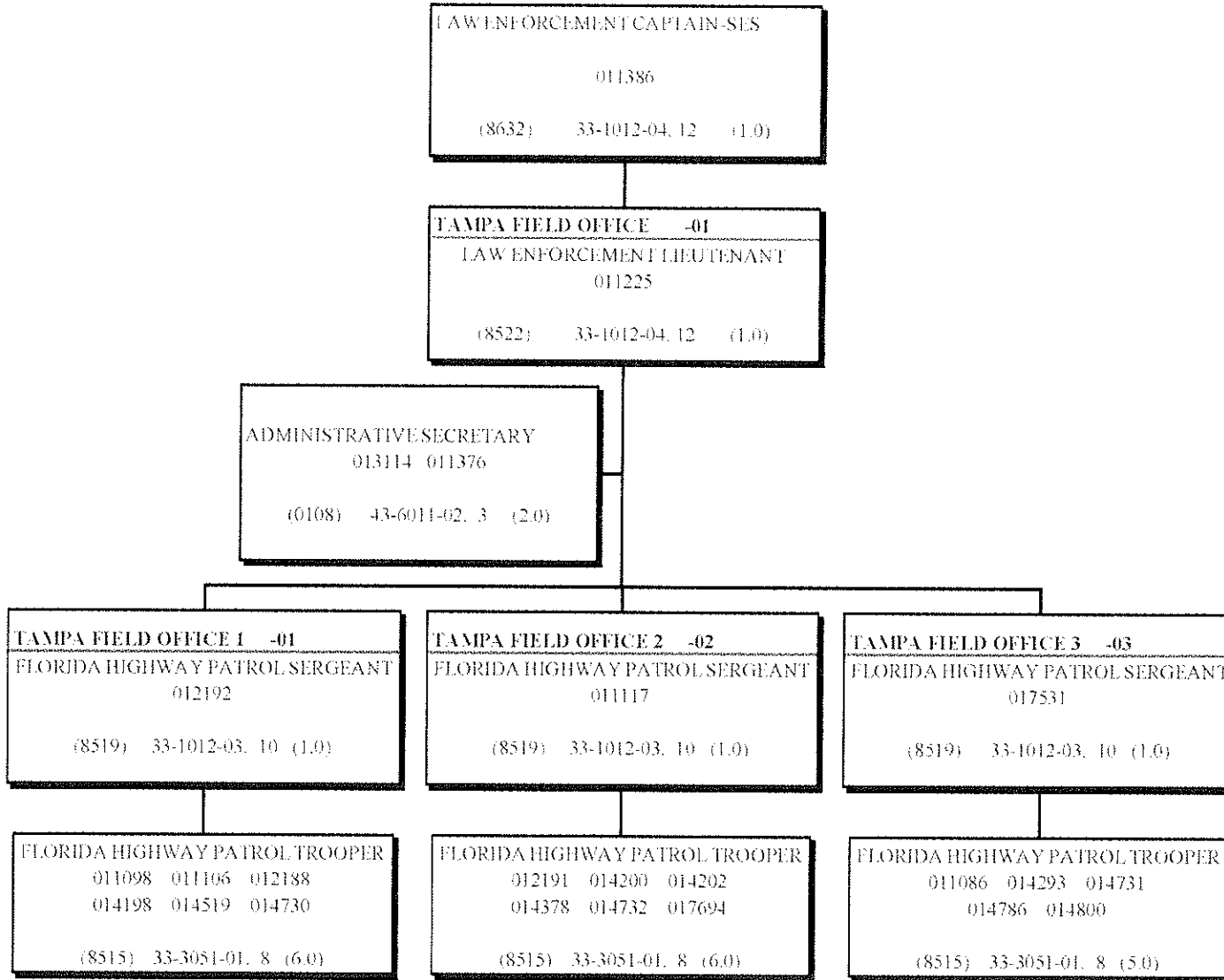
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP 1, REGION 3 (LAKE CITY & TALLAHASSEE)

DATE: 07/01/13
 SEQUENCE: 7610-02-01-06-03
 OED: _____
 NUMBER OF POSITIONS: 40.0
 NUMBER OF FTE'S: 40.0



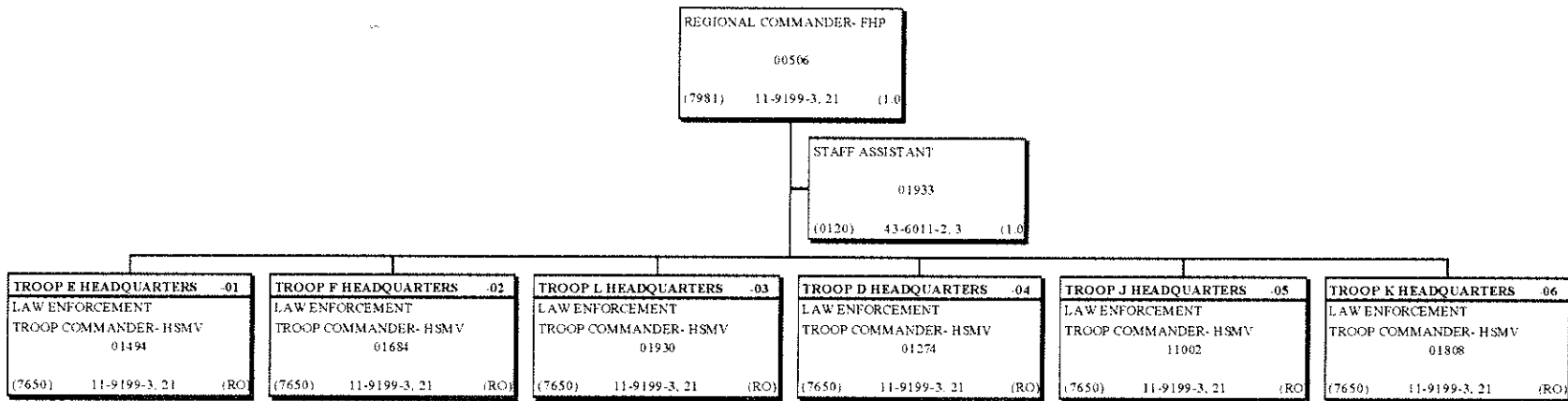
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP I- REGION 4 (TAMPA)

DATE: 07/01/13
 SEQUENCE: 7610-02-01-06-04
 OED: _____
 NUMBER OF POSITIONS: 24
 NUMBER OF FTE'S: 24.0



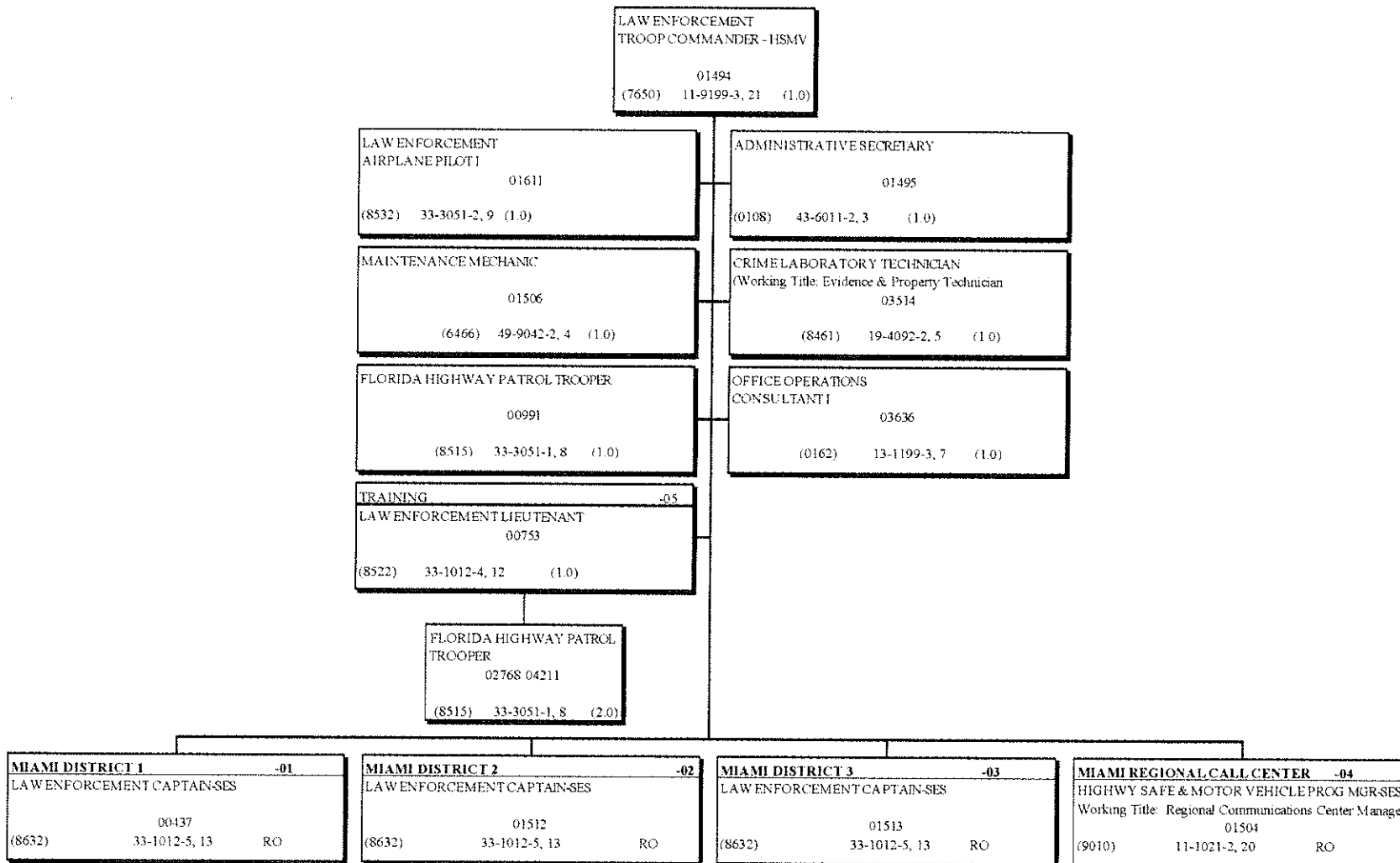
**DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION**

DATE: 04/19/13
 SEQUENCE: 7610-02-03
 OED: _____
 NUMBER OF POSITIONS: 2
 NUMBER OF FTES: 2.0



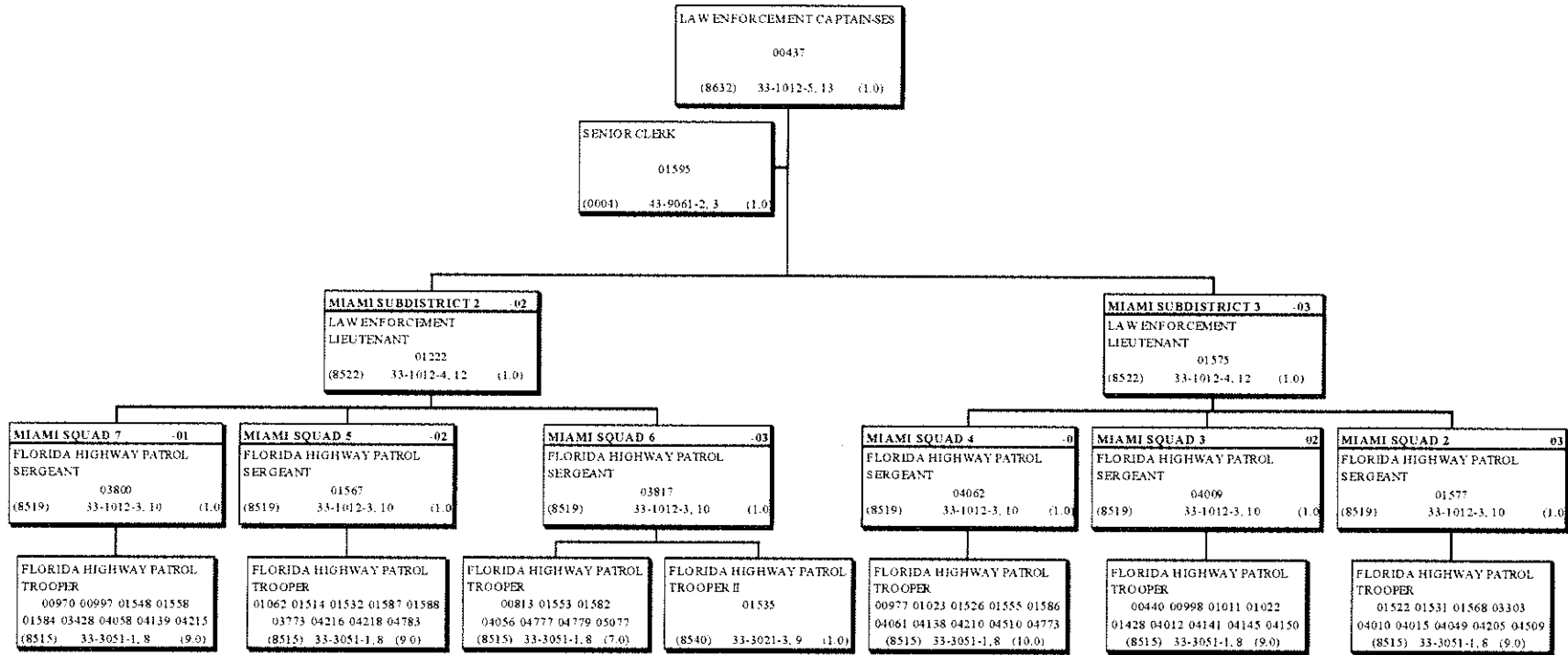
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP E / MIAMI HEADQUARTERS**

DATE: 07/01/13
 SEQUENCE: 7610-02-03-01
 OED: _____
 NUMBER OF POSITIONS: 10
 NUMBER OF FTE'S: 10.0



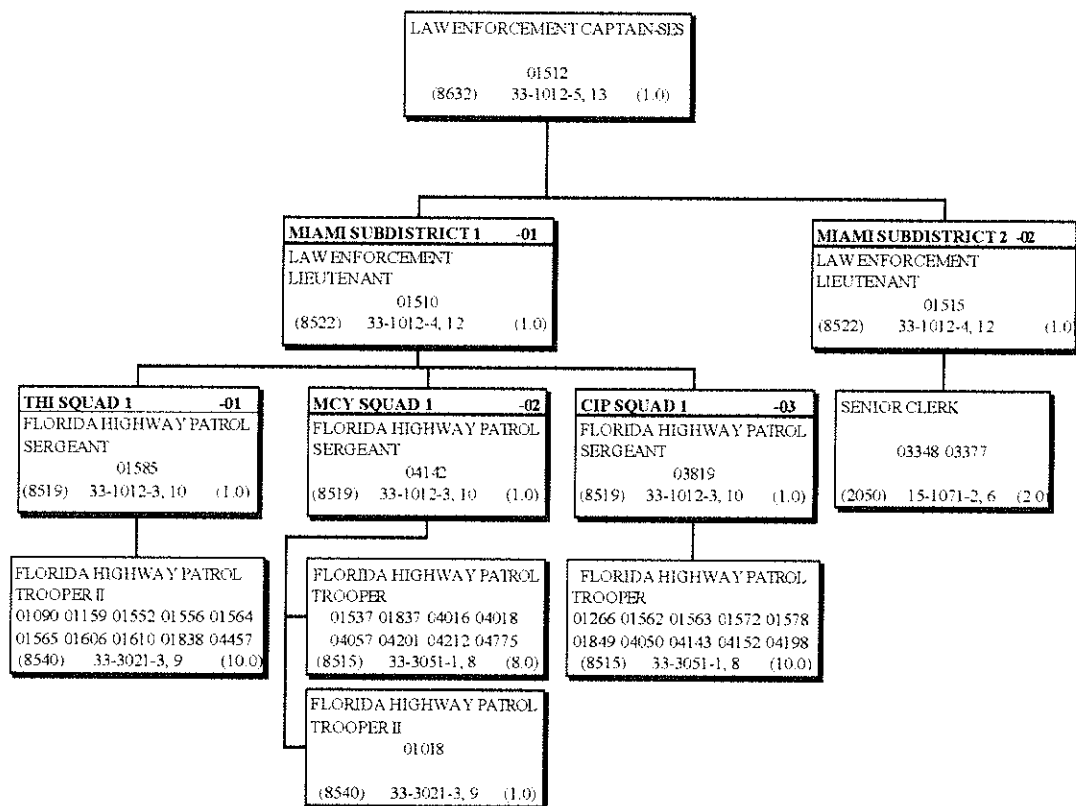
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP E / MIAMI DISTRICT 1**

DATE: 09/05/13
 SEQUENCE: 7610-02-03-01-01
 OED: _____
 NUMBER OF POSITIONS: 64
 NUMBER OF FTE'S: 64.0



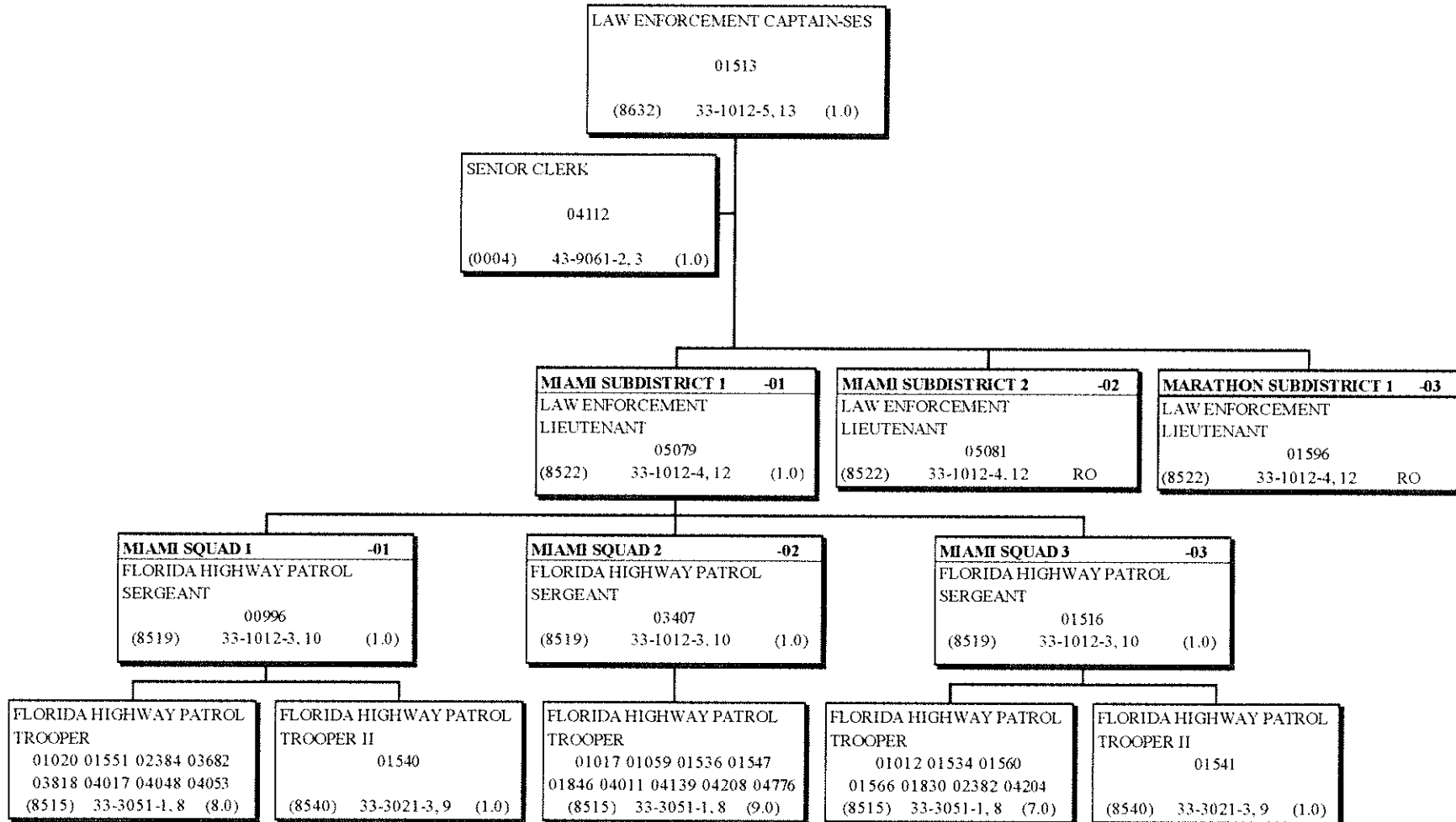
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP E / MIAMI DISTRICT 2**

DATE: 10/01/13
 SEQUENCE: 7610-02-03-01-02
 OED:
 NUMBER OF POSITIONS: 38
 NUMBER OF FTES: 38.0



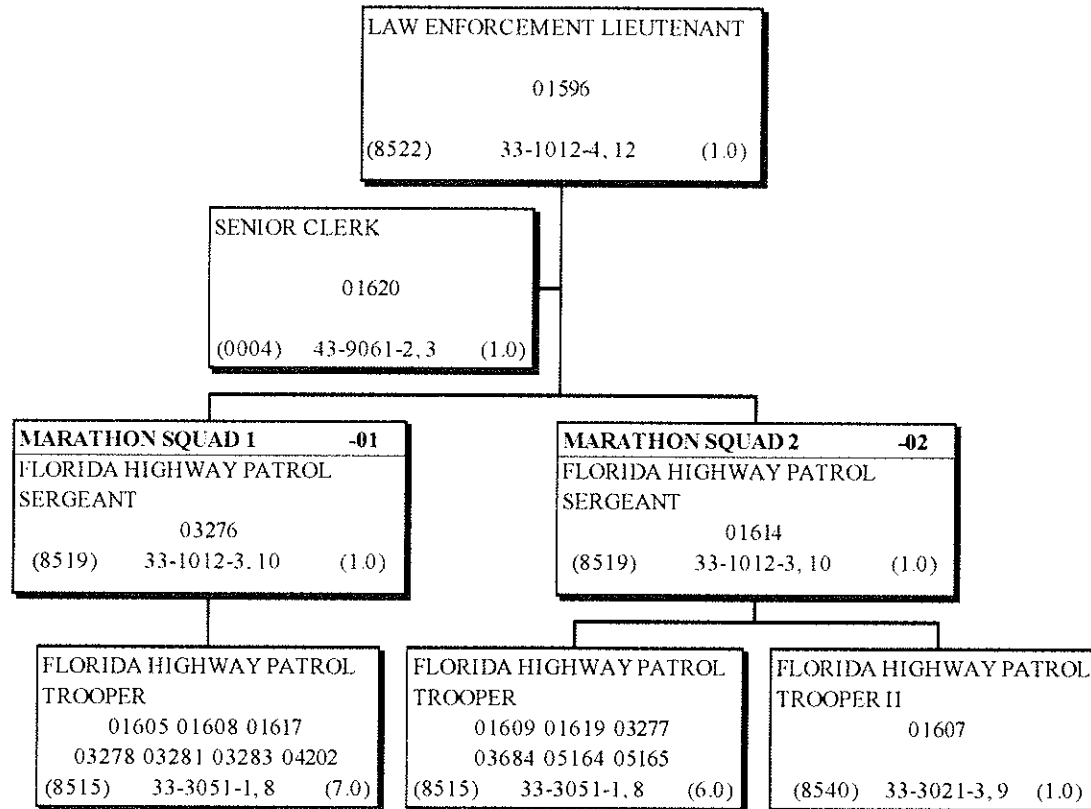
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP E / MIAMI DISTRICT 3**

DATE: 07/01/13
 SEQUENCE: 7610-02-03-01-03
 OED: _____
 NUMBER OF POSITIONS: 33
 NUMBER OF FTE'S: 33.0



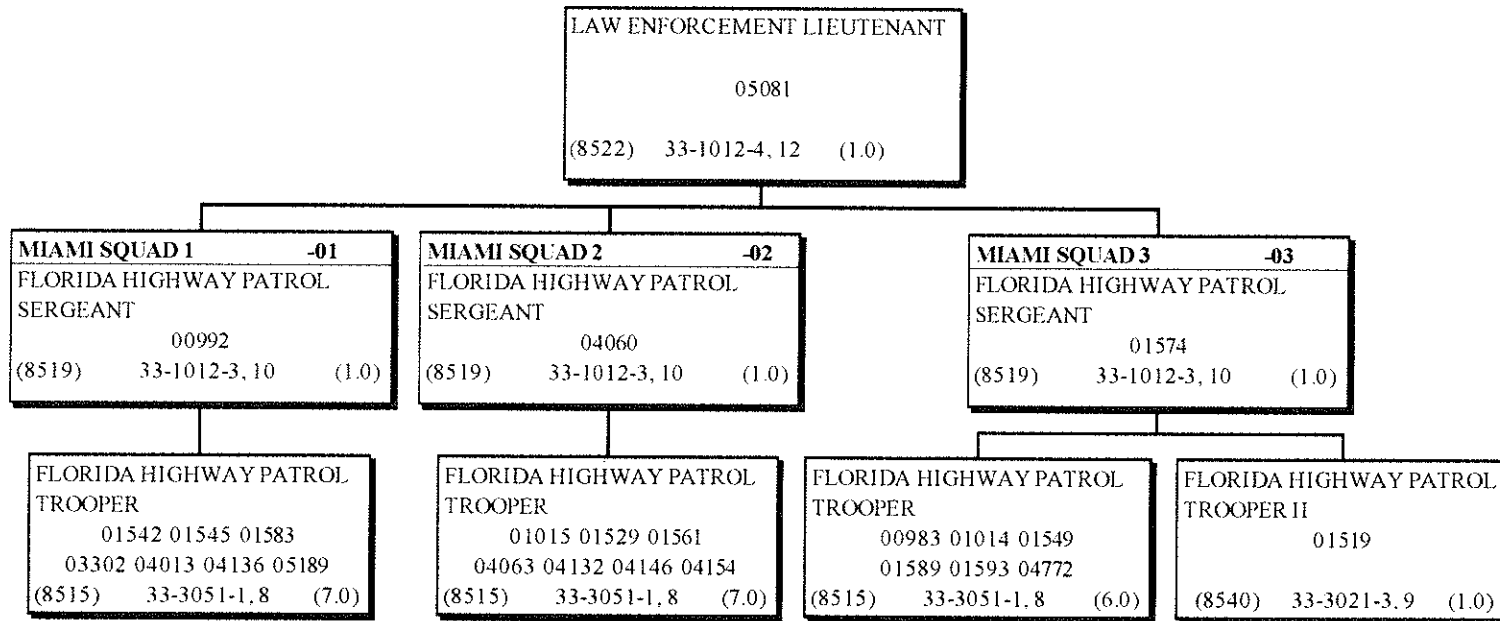
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP E / MIAMI DISTRICT 3, MARATHON SUBDISTRICT 1**

DATE: 05/28/13
 SEQUENCE: 7610-02-03-01-03-03
 OED: _____
 NUMBER OF POSITIONS: 18
 NUMBER OF FTE'S: 18.0



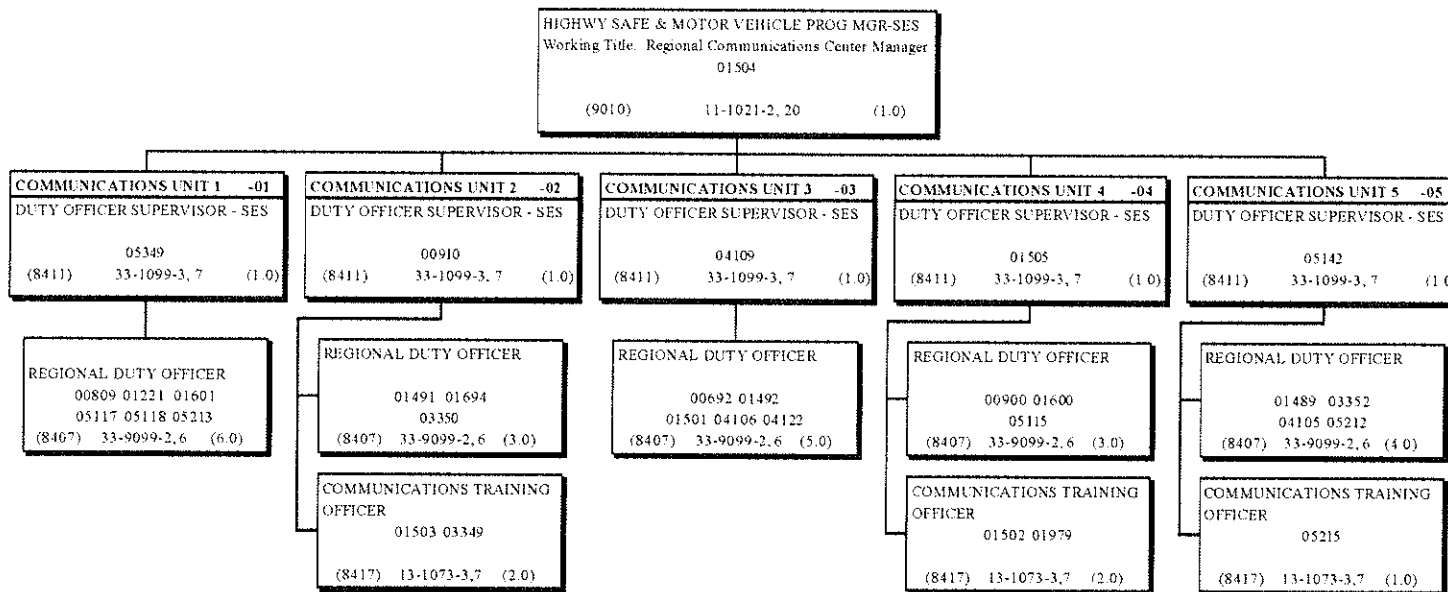
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP E / MIAMI DISTRICT 3, SUBDISTRICT 2**

DATE: 05/28/13
 SEQUENCE: 7610-02-03-01-03-02
 OED:
 NUMBER OF POSITIONS: 25
 NUMBER OF FTE'S: 25.0



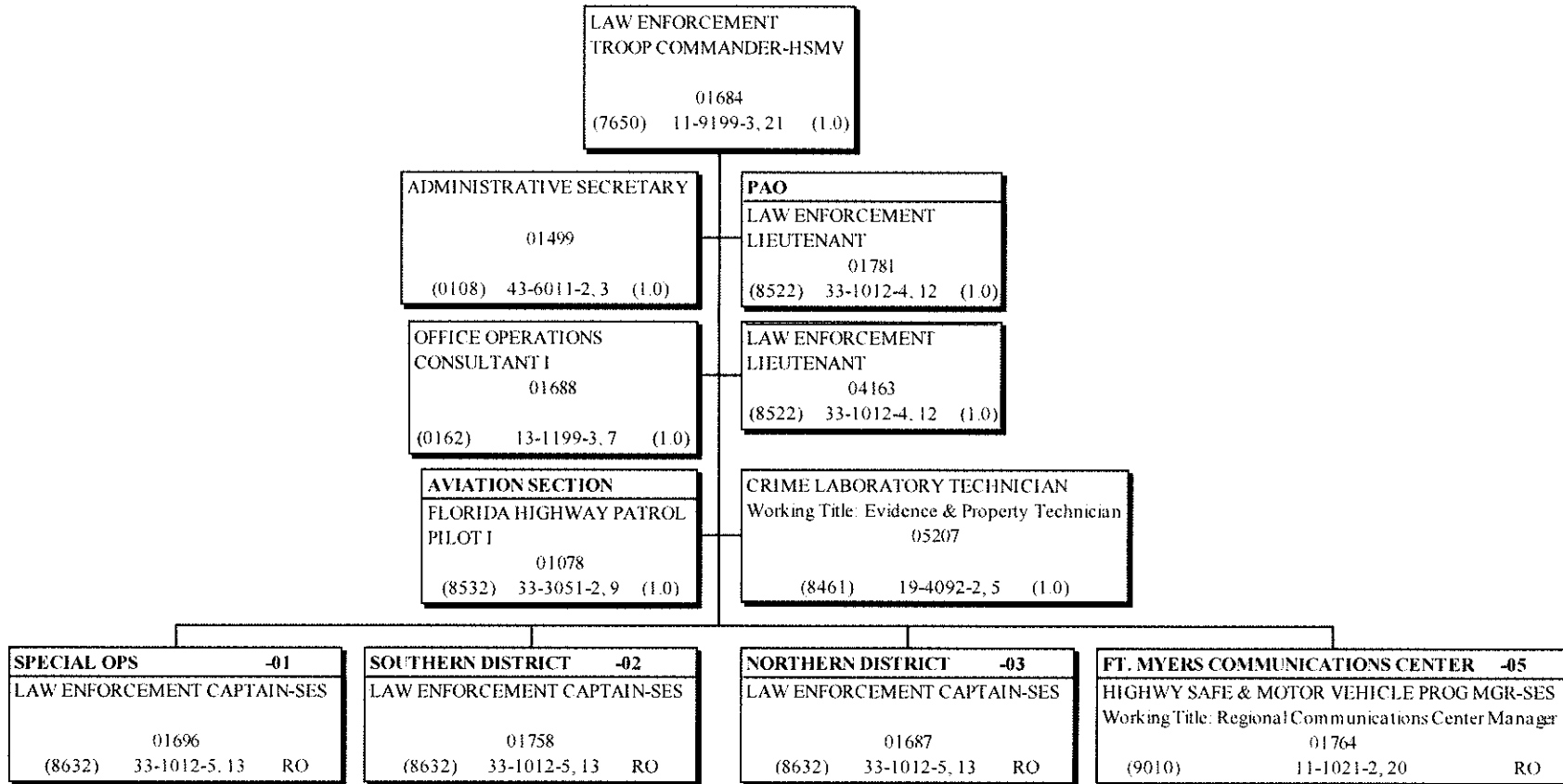
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP E / MIAMI REGIONAL CALL CENTER**

DATE: 10/01/13
 SEQUENCE: 7610-02-03-01-04
 OED:
 NUMBER OF POSITIONS: 32
 NUMBER OF FTES: 32.0



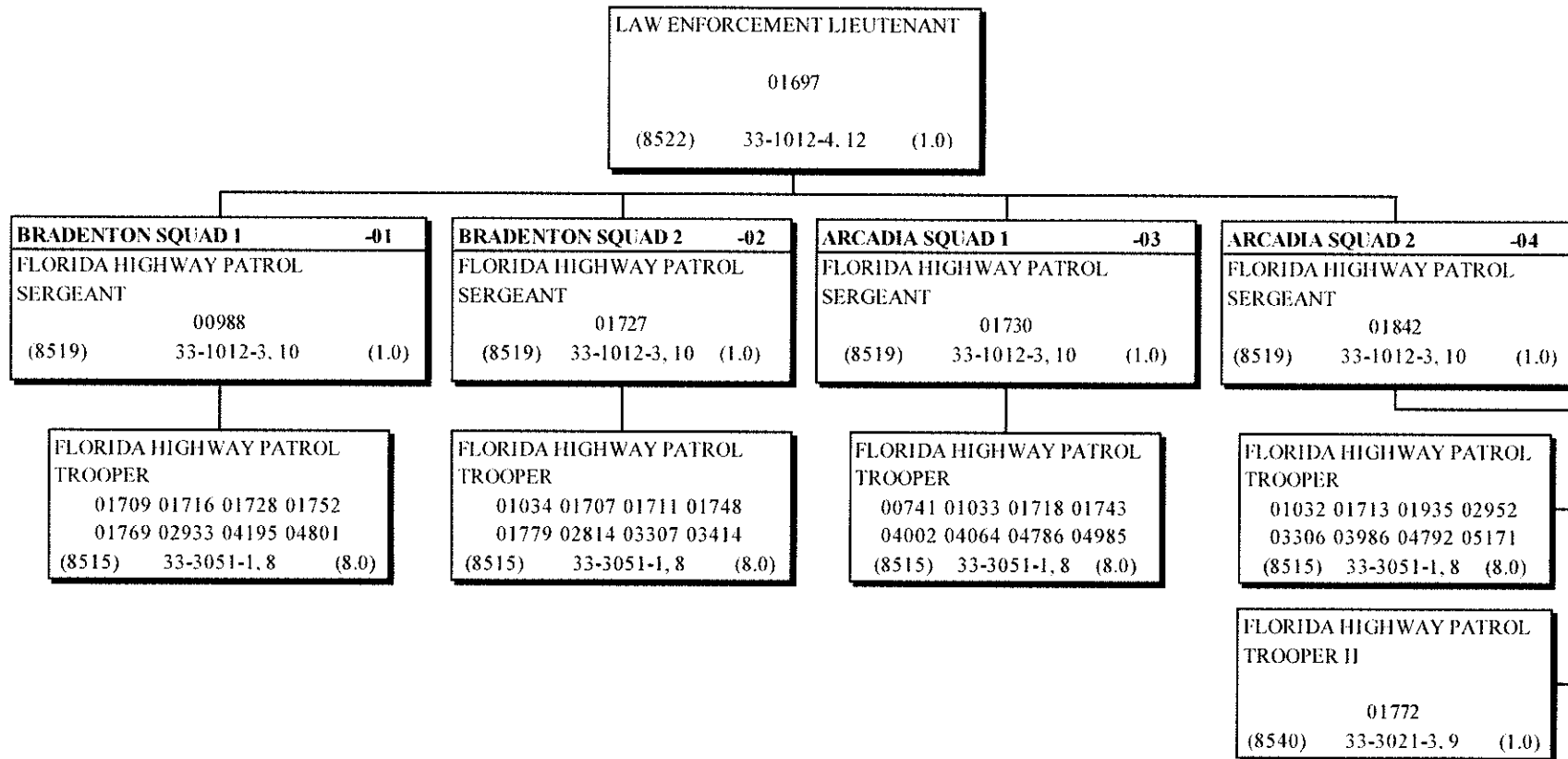
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP F / BRADENTON HEADQUARTERS**

DATE: 07/01/13
 SEQUENCE: 7610-02-03-02
 OED:
 NUMBER OF POSITIONS: 7
 NUMBER OF FTE'S: 7.0



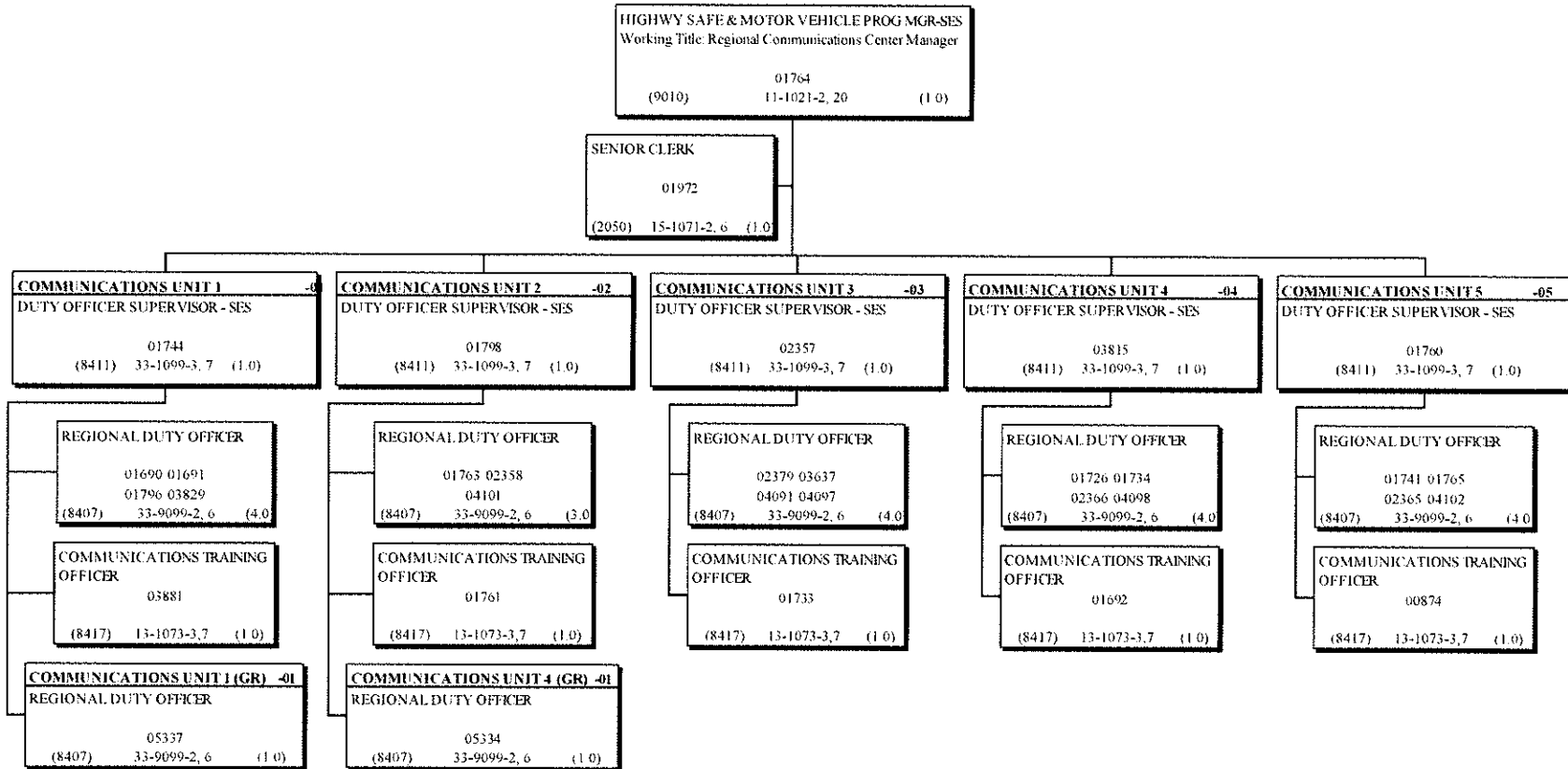
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL,
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP F / NORTHERN DISTRICT, BRADENTON / ARCADIA**

DATE: 04/12/13
 SEQUENCE: 7610-02-03-02-03-02
 OED:
 NUMBER OF POSITIONS: 38
 NUMBER OF FTE'S: 38.0



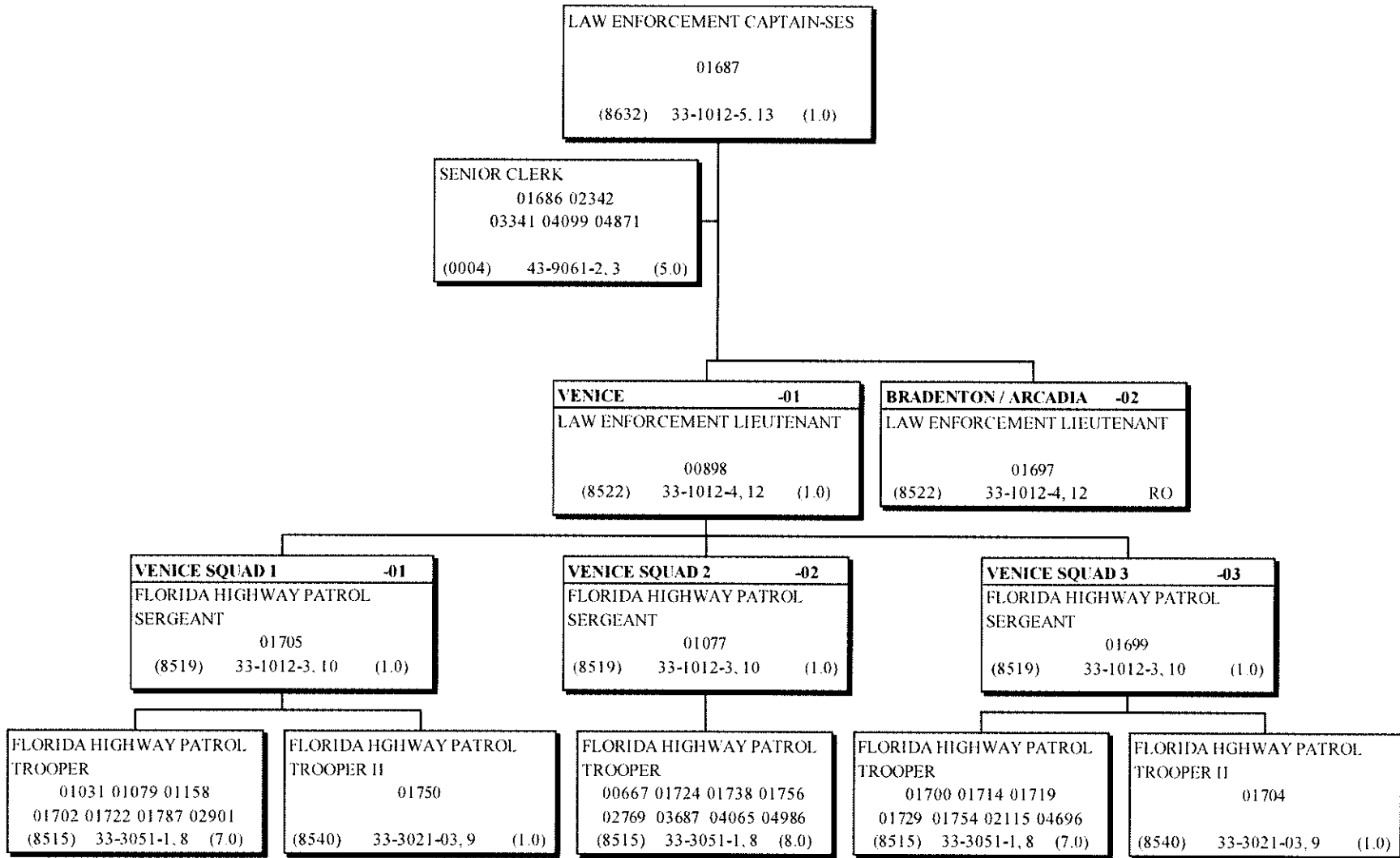
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP F / FT. MYERS COMMUNICATIONS CENTER**

DATE: 05/31/13
 SEQUENCE: 7610-02-03-02-05
 OED:
 NUMBER OF POSITIONS: 33
 NUMBER OF FTES: 33.0



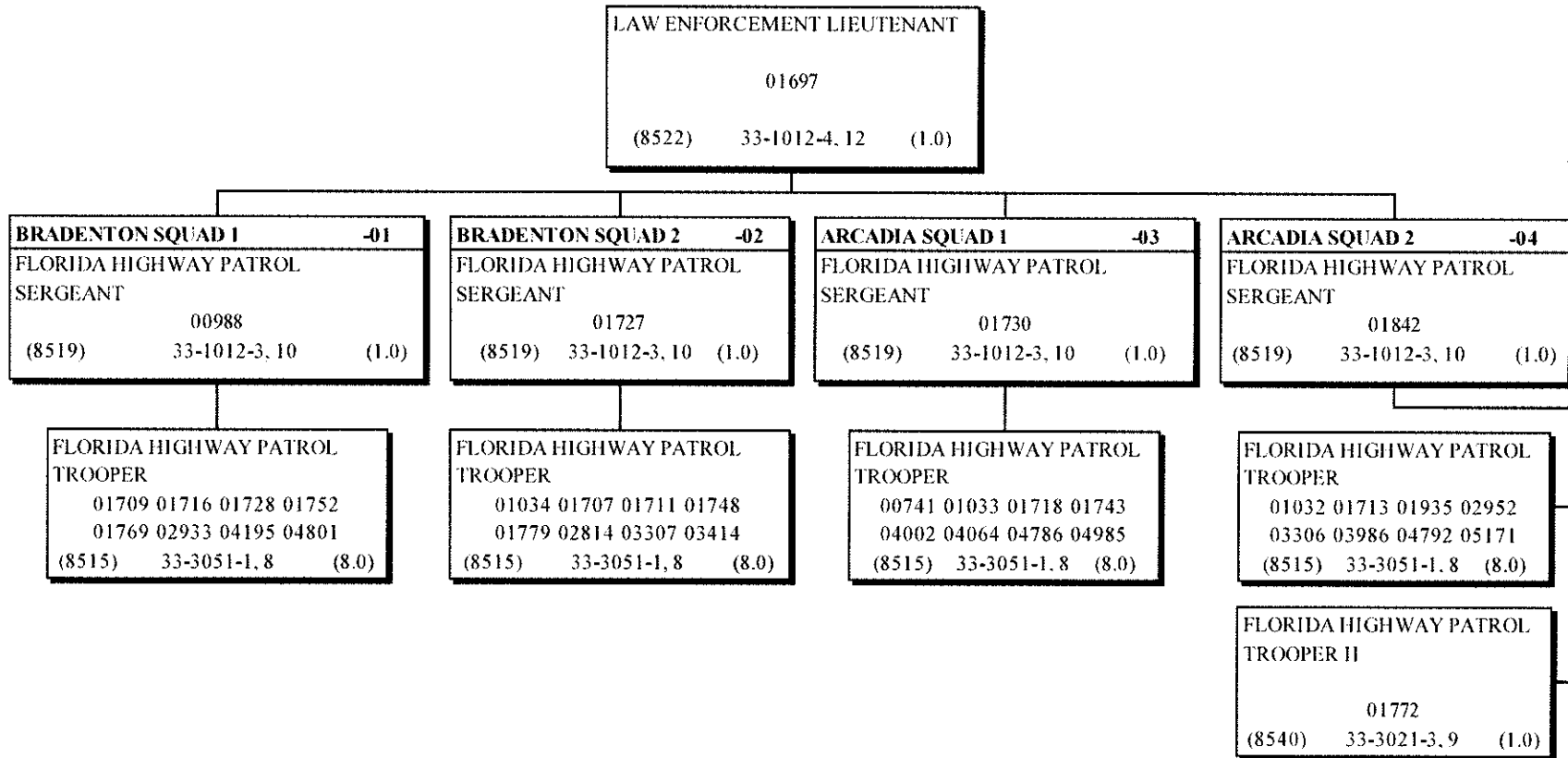
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP F / NORTHERN DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-03-02-03
 OED: _____
 NUMBER OF POSITIONS: 34
 NUMBER OF FTES: 34.0



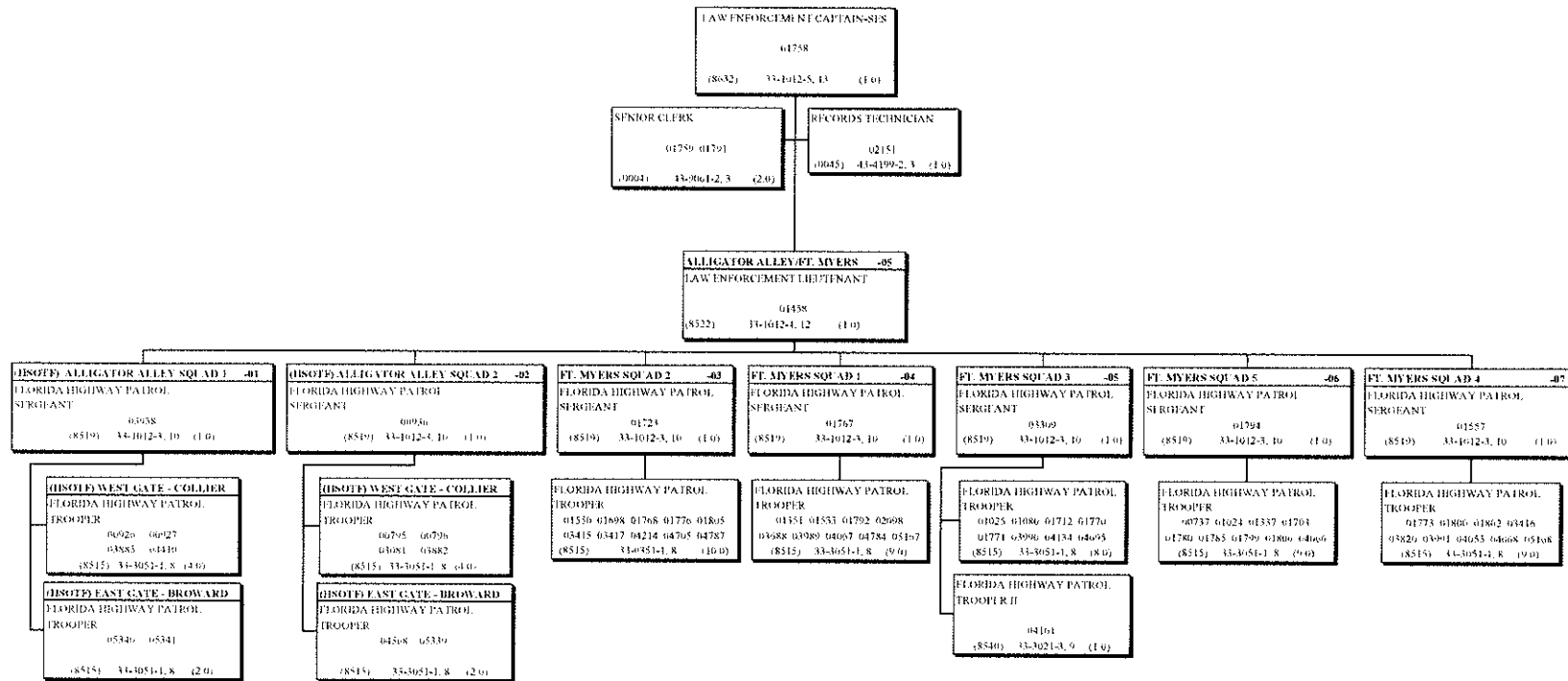
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL,
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP F / NORTHERN DISTRICT, BRADENTON / ARCADIA**

DATE: 04/12/13
 SEQUENCE: 7610-02-03-02-03-02
 OED:
 NUMBER OF POSITIONS: 38
 NUMBER OF FTE'S: 38.0



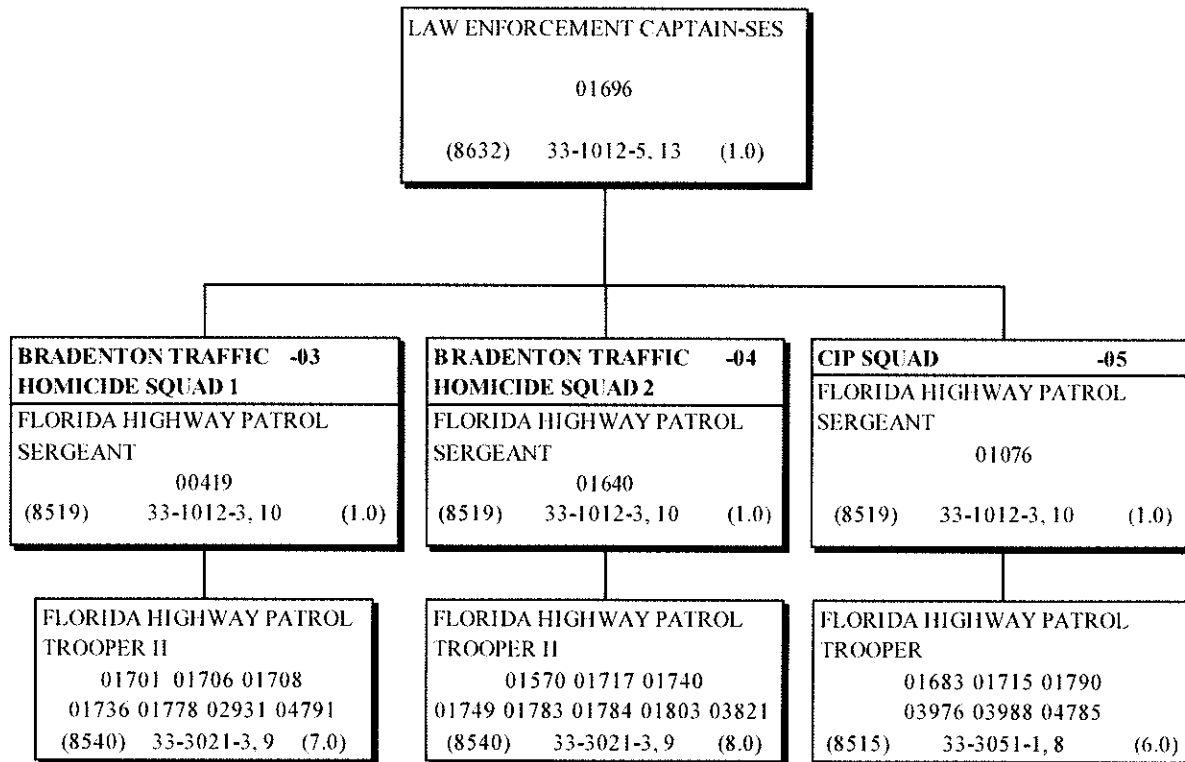
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP F / SOUTHERN DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-03-02-02
 OED: _____
 NUMBER OF POSITIONS: 70
 NUMBER OF FTE'S: 70.0



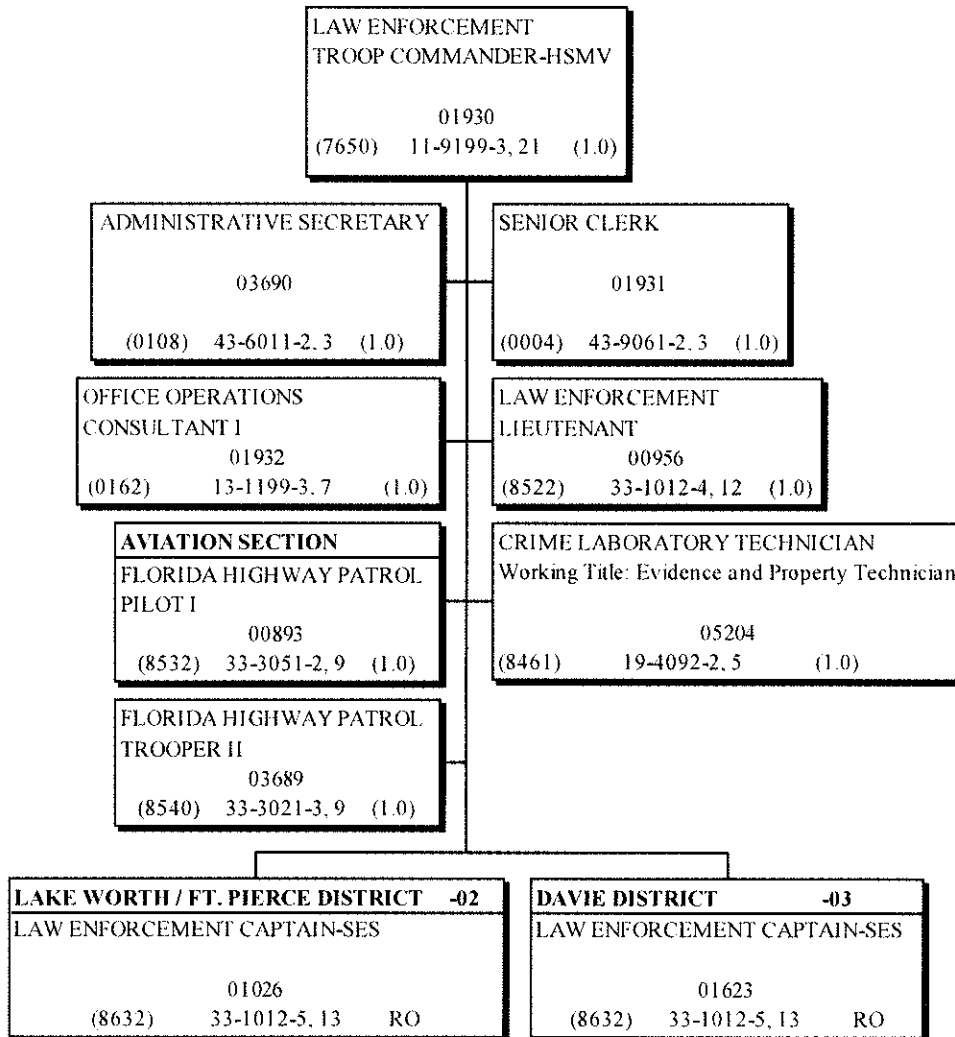
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP F / SPECIAL OPS**

DATE: 07/01/13
 SEQUENCE: 7610-02-03-02-01
 OED:
 NUMBER OF POSITIONS: 25
 NUMBER OF FTE'S: 25.0



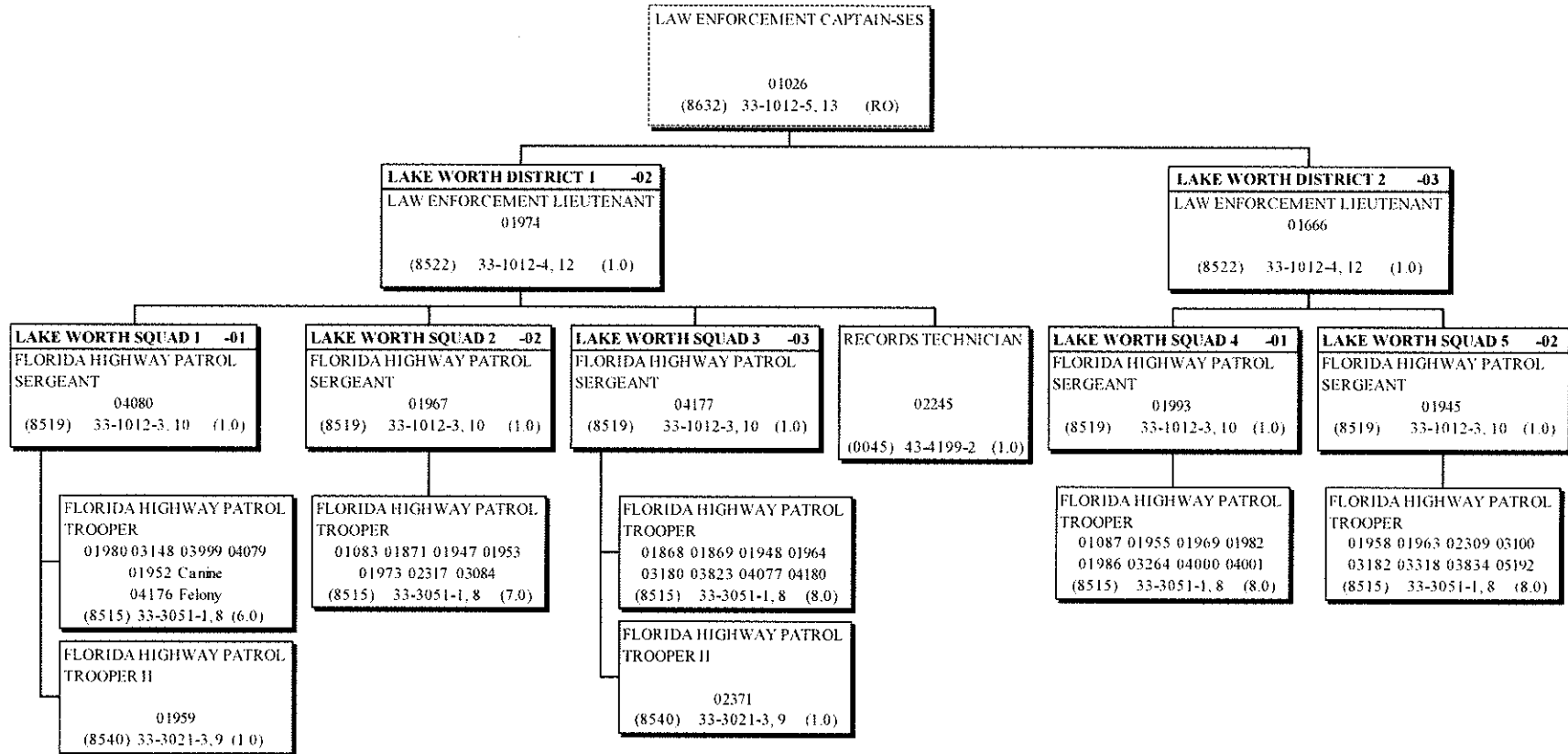
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP L / LAKE WORTH HEADQUARTERS

DATE: 07/01/13
 SEQUENCE: 7610-02-03-03
 OED: _____
 NUMBER OF POSITIONS: 8
 NUMBER OF FTES: 8.0



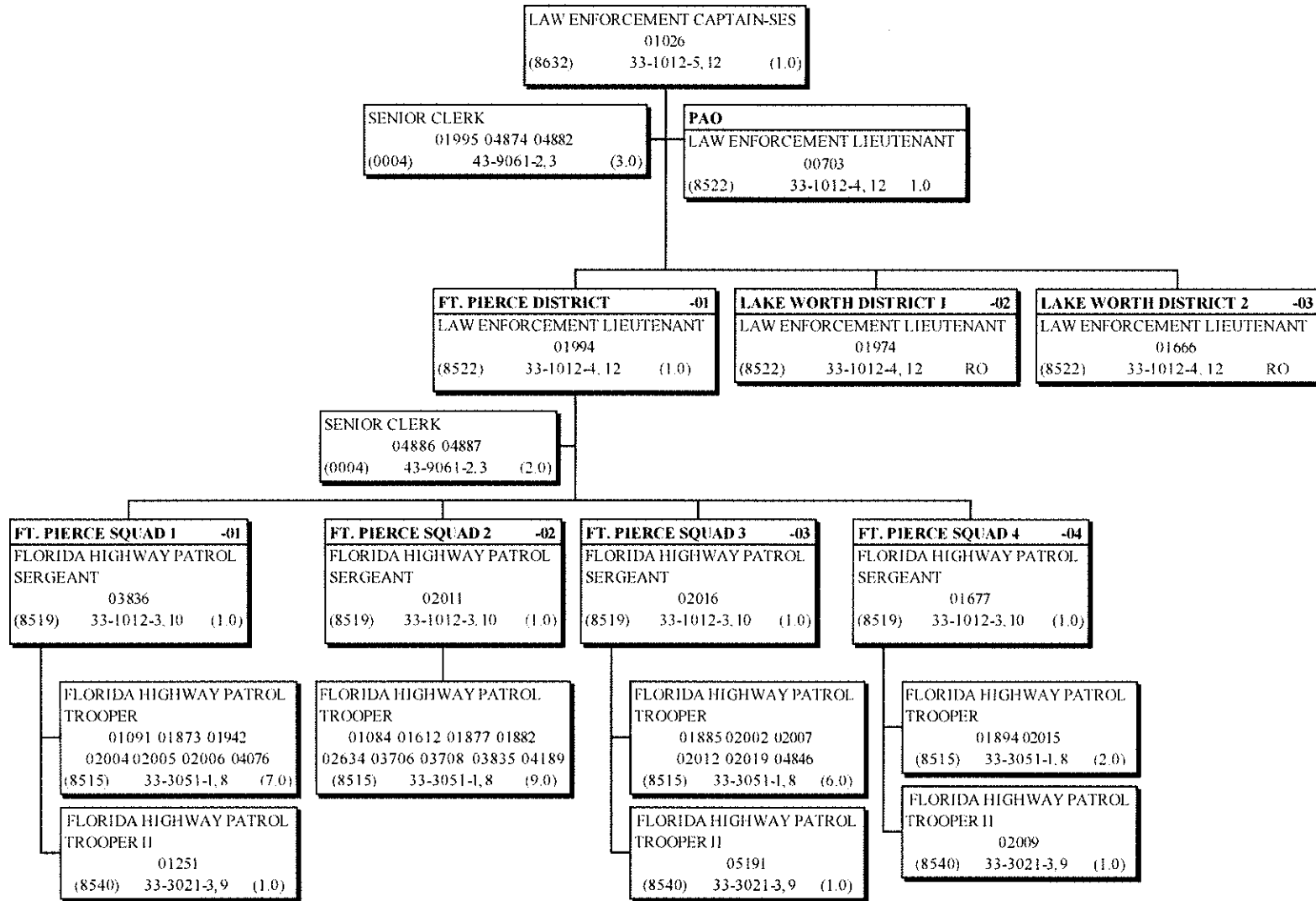
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP L / LAKE WORTH DISTRICTS**

DATE: 08/01/13
 SEQUENCE: 7610-02-03-03-02
 OED:
 NUMBER OF POSITIONS: 47
 NUMBER OF FTES: 47.0



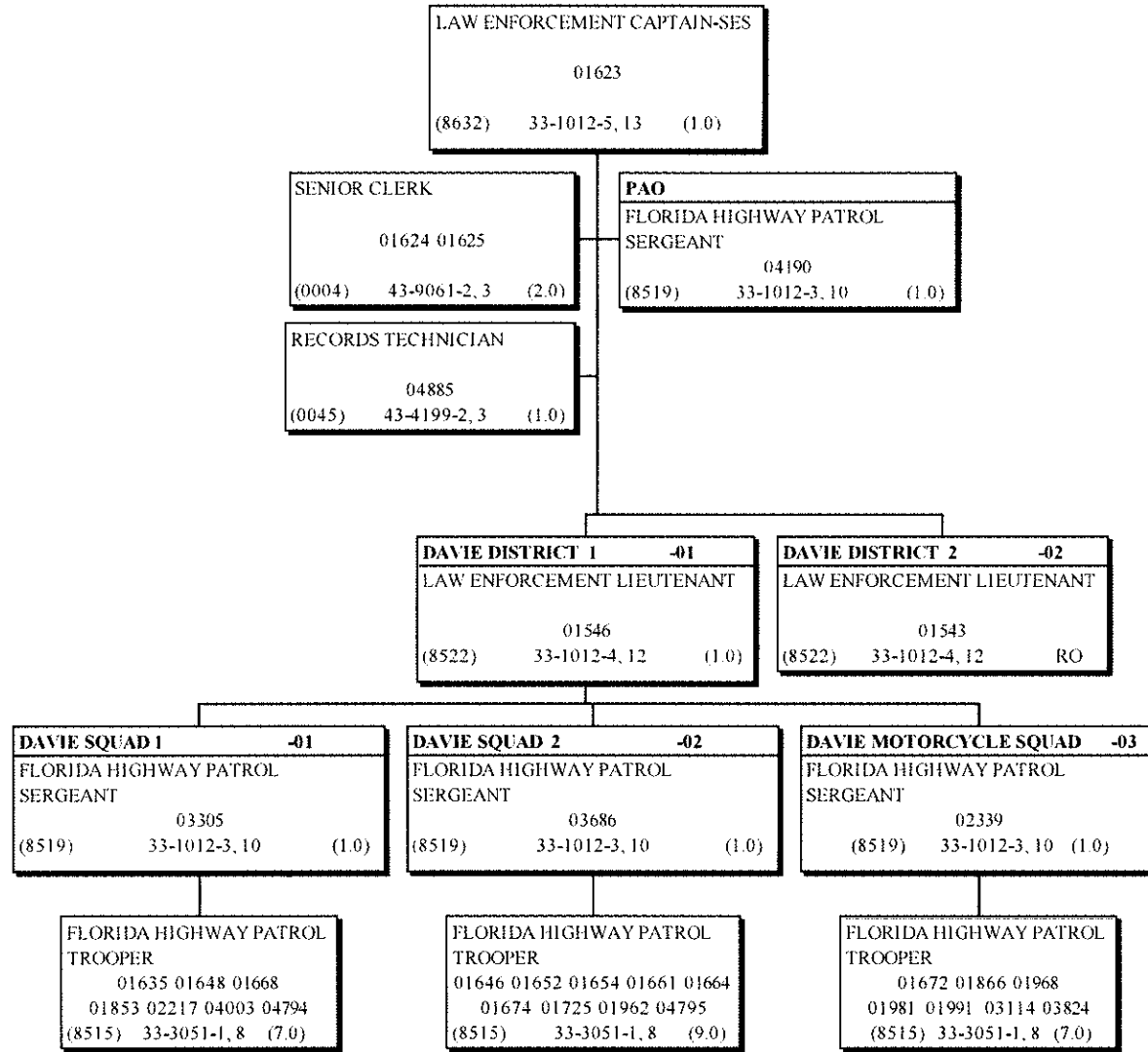
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP L / FT. PIERCE DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-03-03-02
 OED:
 NUMBER OF POSITIONS: 39
 NUMBER OF FTES: 39.0



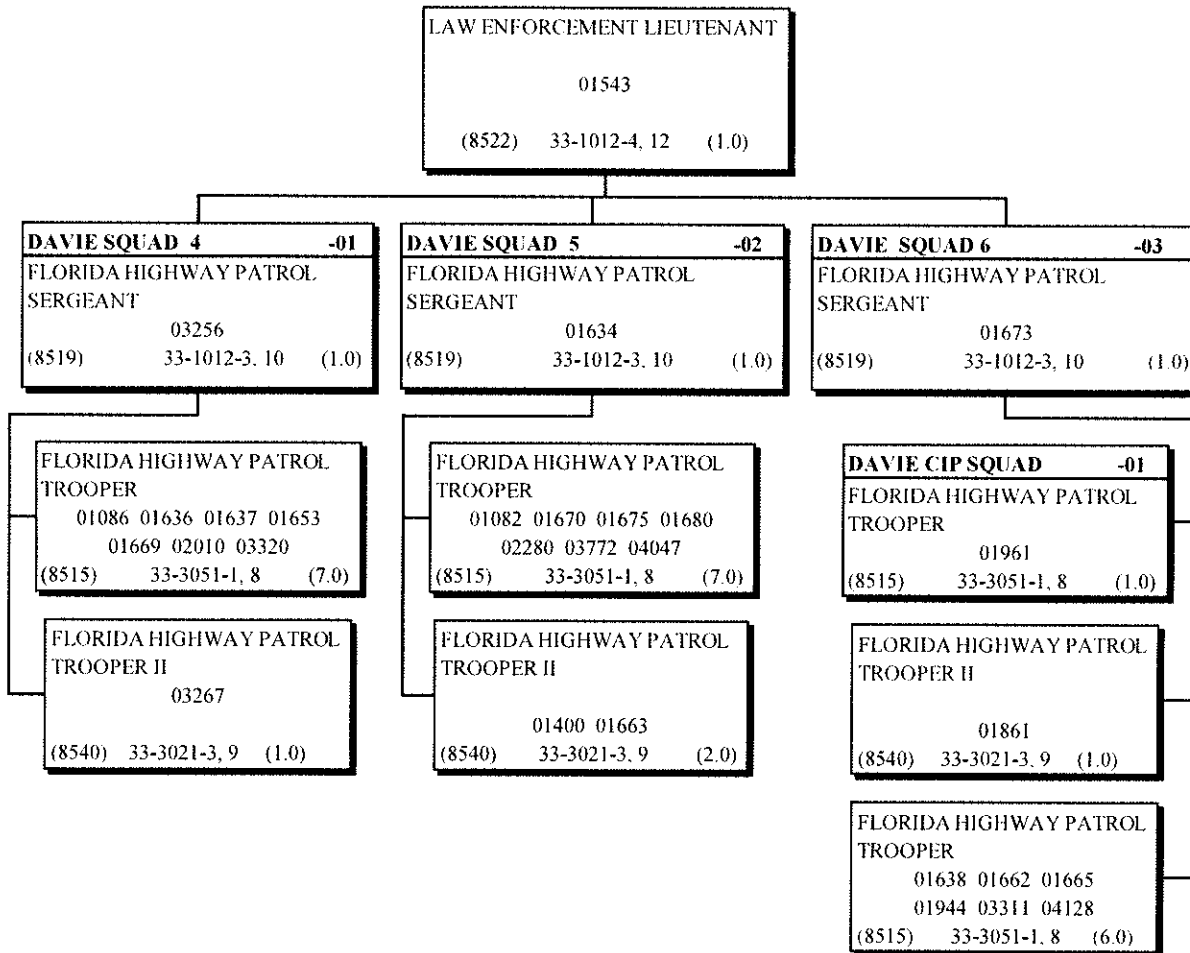
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP L / DAVIE DISTRICT**

DATE: 08/01/13
 SEQUENCE: 7610-02-03-03
 OED: _____
 NUMBER OF POSITIONS: 32
 NUMBER OF FTE'S: 32.0



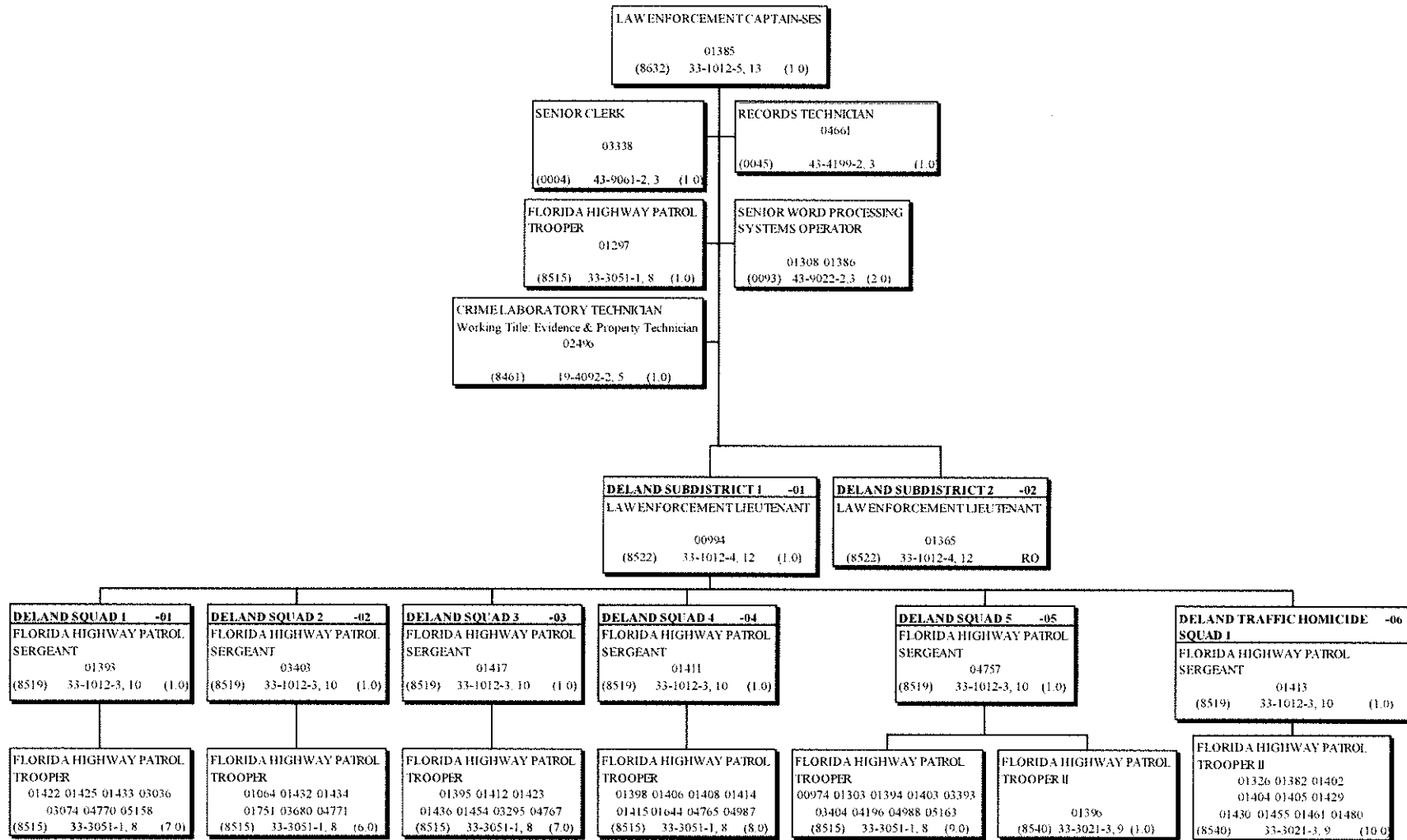
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP L / DAVIE DISTRICT 2**

DATE: 05/01/13
 SEQUENCE: 7610-02-03-03-03-02
 OED: _____
 NUMBER OF POSITIONS: 29
 NUMBER OF FTES: 29.0



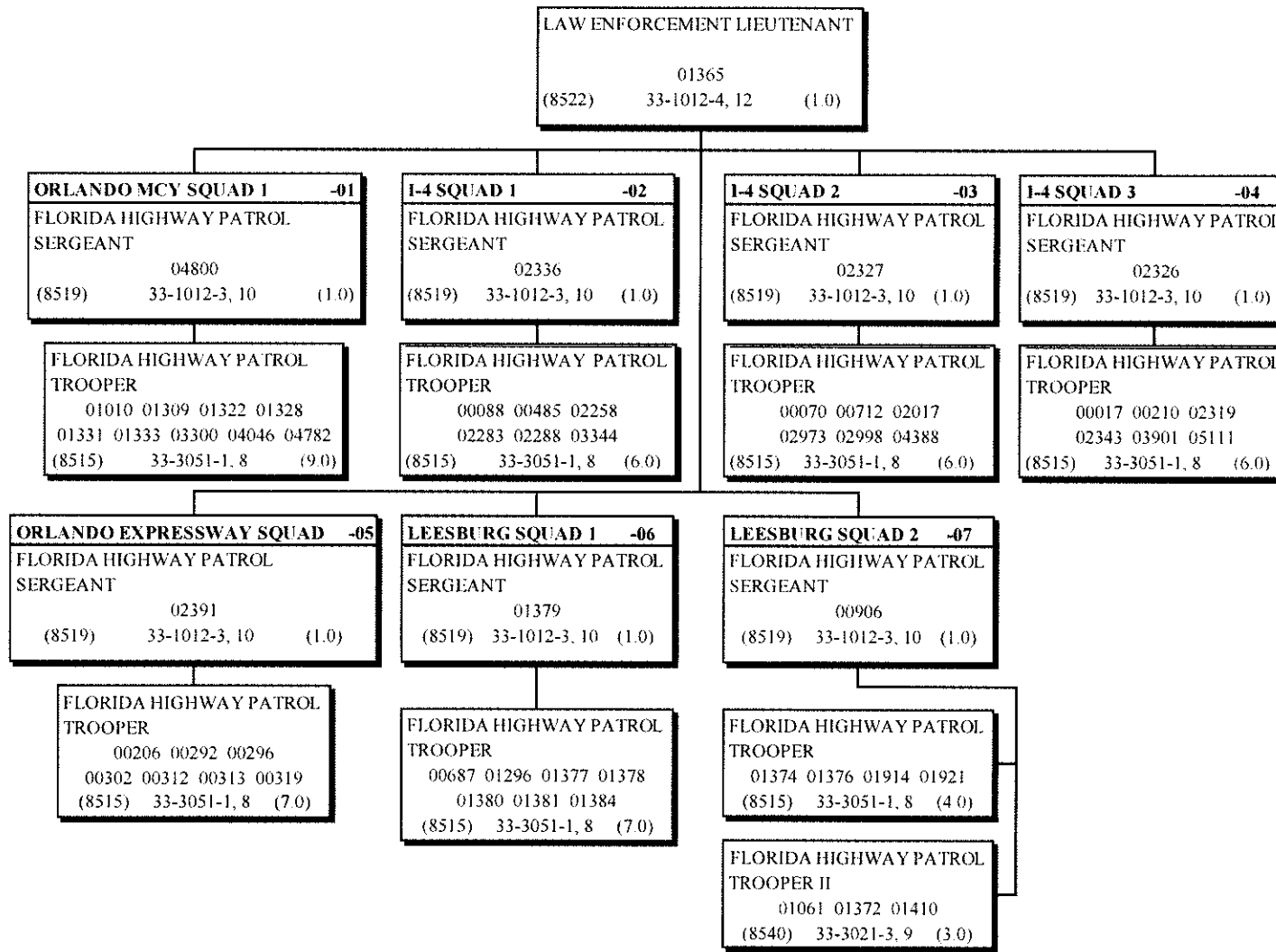
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP D / DELAND DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-03-04-05
 OED:
 NUMBER OF POSITIONS: 62
 NUMBER OF FTES: 62.0



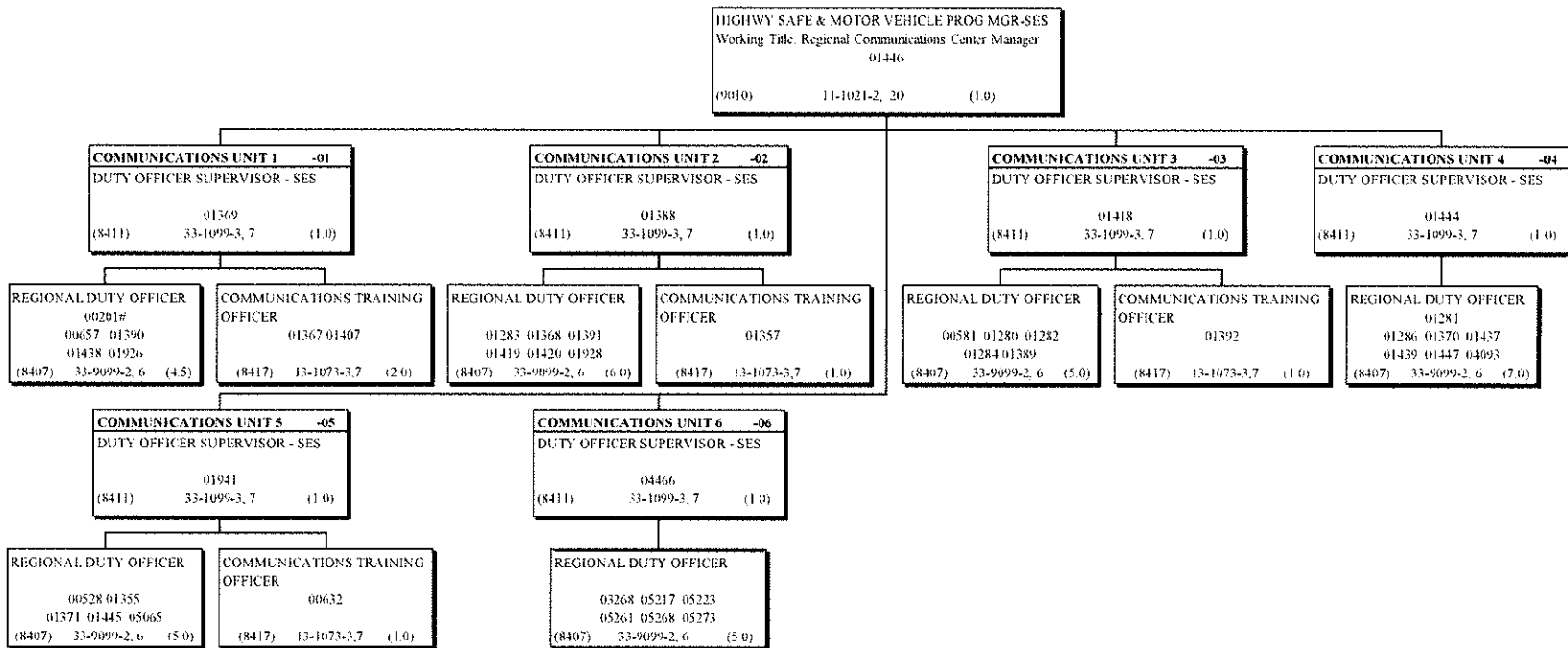
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP D / DELAND SUBDISTRICT 2**

DATE: 04/12/13
 SEQUENCE: 7610-02-03-04-05-02
 OED: _____
 NUMBER OF POSITIONS: 56
 NUMBER OF FTE'S: 56.0



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP D /COMMUNICATIONS CENTER**

DATE: 12/18/12
 SEQUENCE: 7610-02-03-04-01
 OED:
 NUMBER OF POSITIONS: 46
 NUMBER OF FTES: 45.50

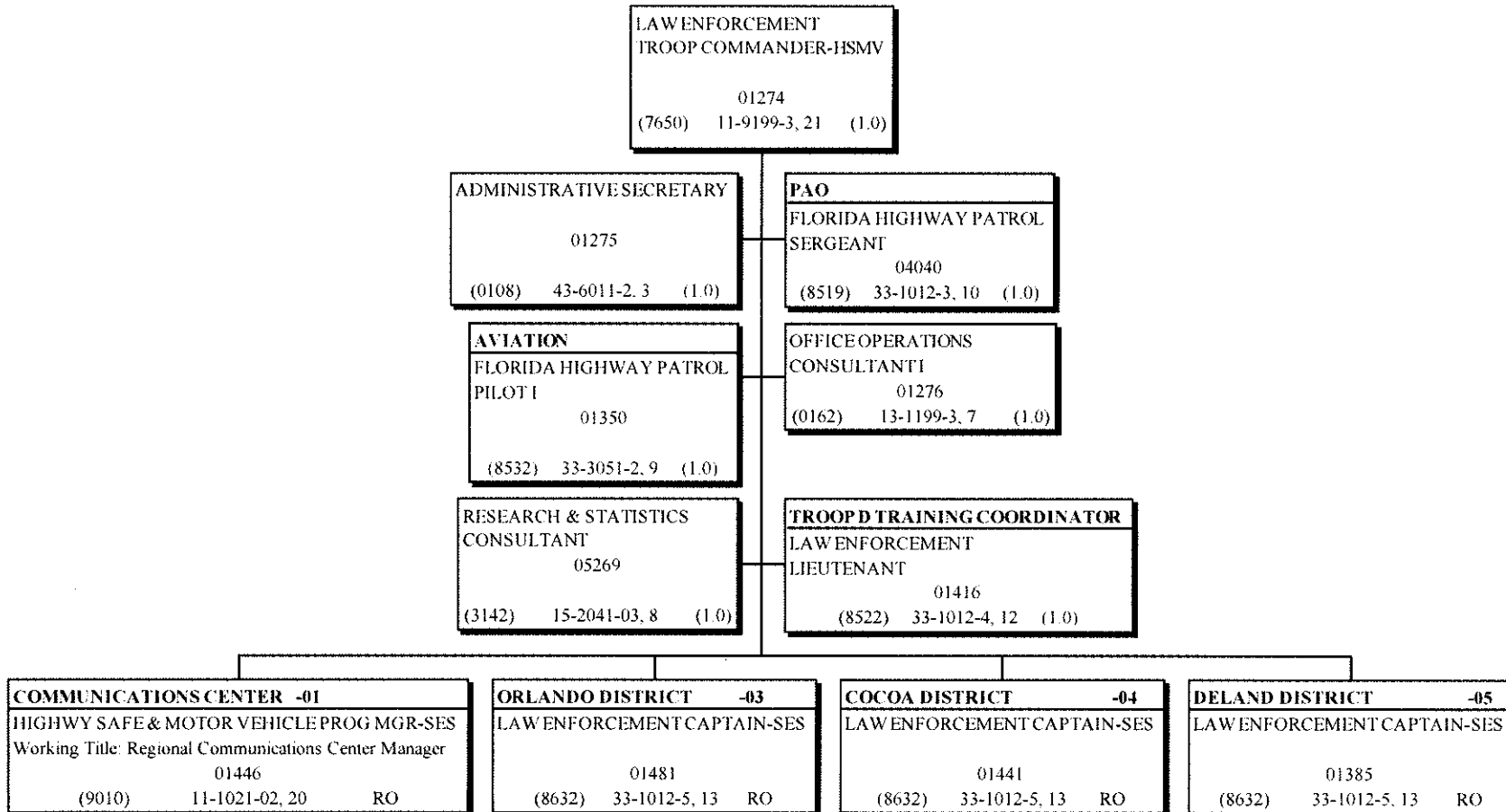


= FTE 0.50

FHP TROOP D

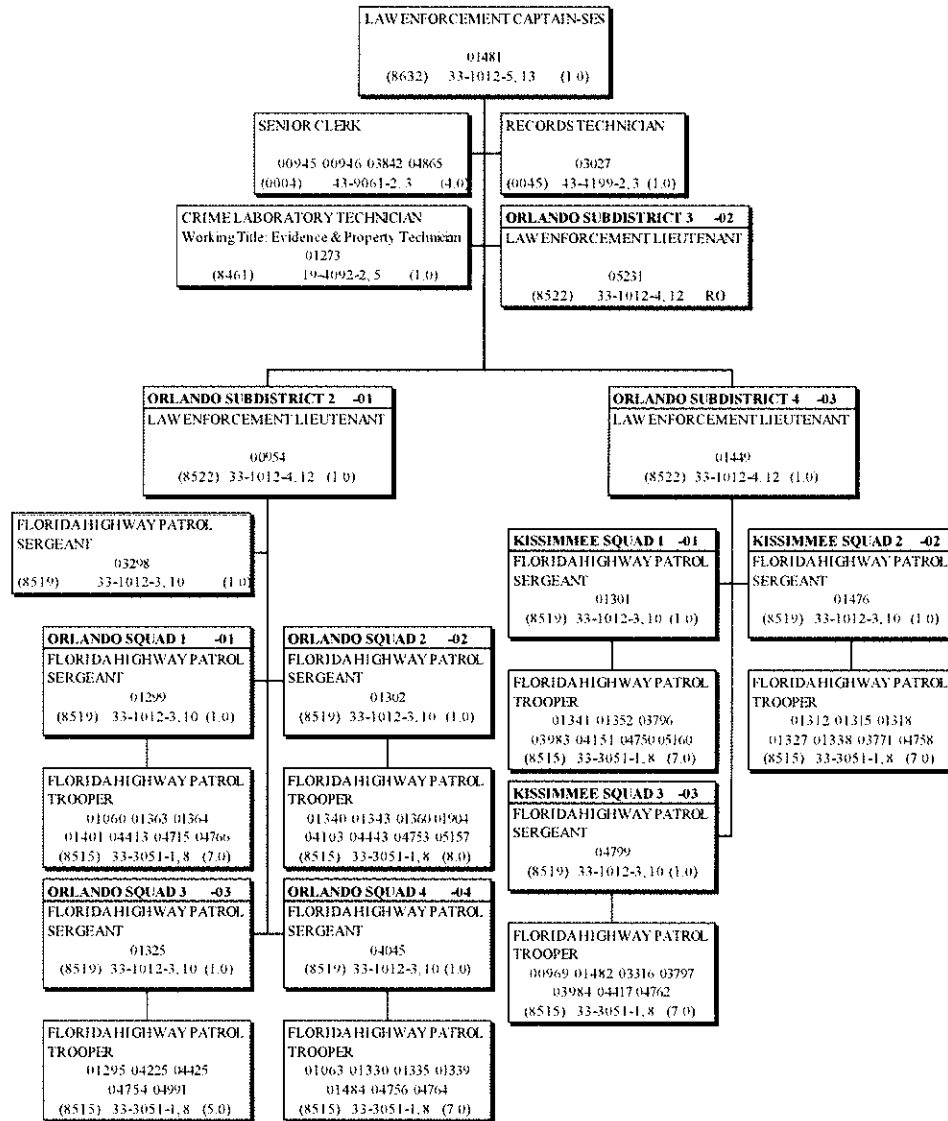
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP D / ORLANDO HEADQUARTERS**

DATE: 07/01/13
 SEQUENCE: 7610-02-03-04
 OED:
 NUMBER OF POSITIONS: 7
 NUMBER OF FTE'S: 7.0



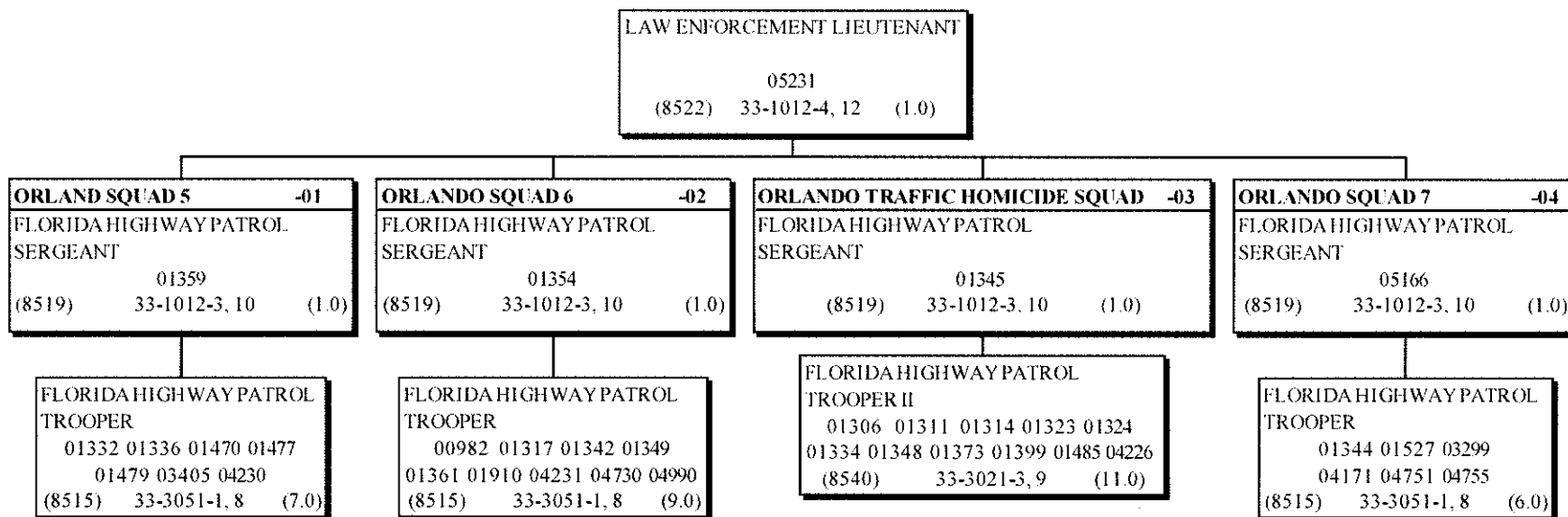
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP D / ORLANDO DISTRICT**

DATE: 07/01/13
SEQUENCE: 7610-02-03-04-03
OED:
NUMBER OF POSITIONS: 65
NUMBER OF FTES: 65.0



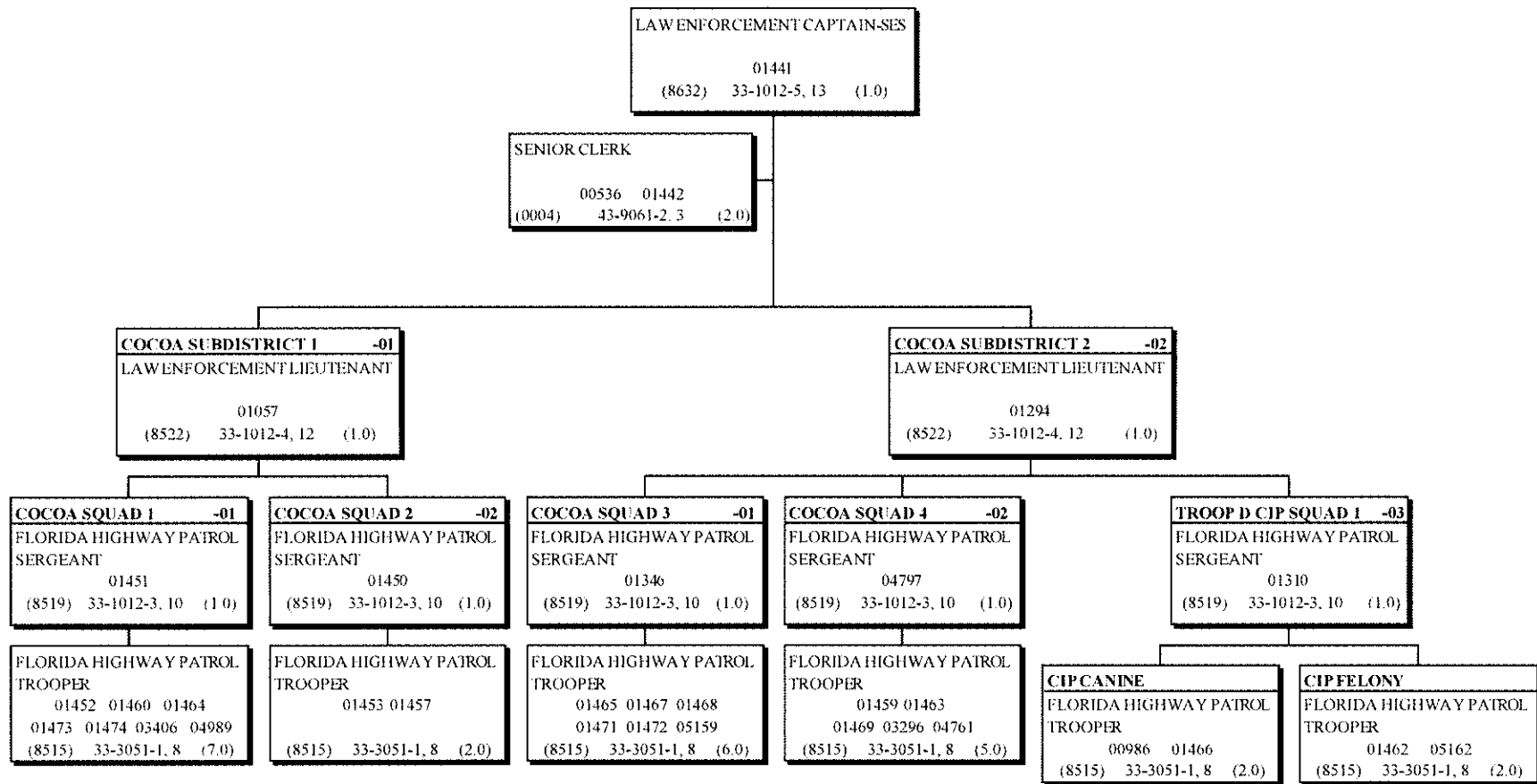
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP D / ORLANDO SUBDISTRICT 3**

DATE: 12/18/12
 SEQUENCE: 7610-02-03-04-03-02
 OED:
 NUMBER OF POSITIONS: 38
 NUMBER OF FTE'S: 38.0



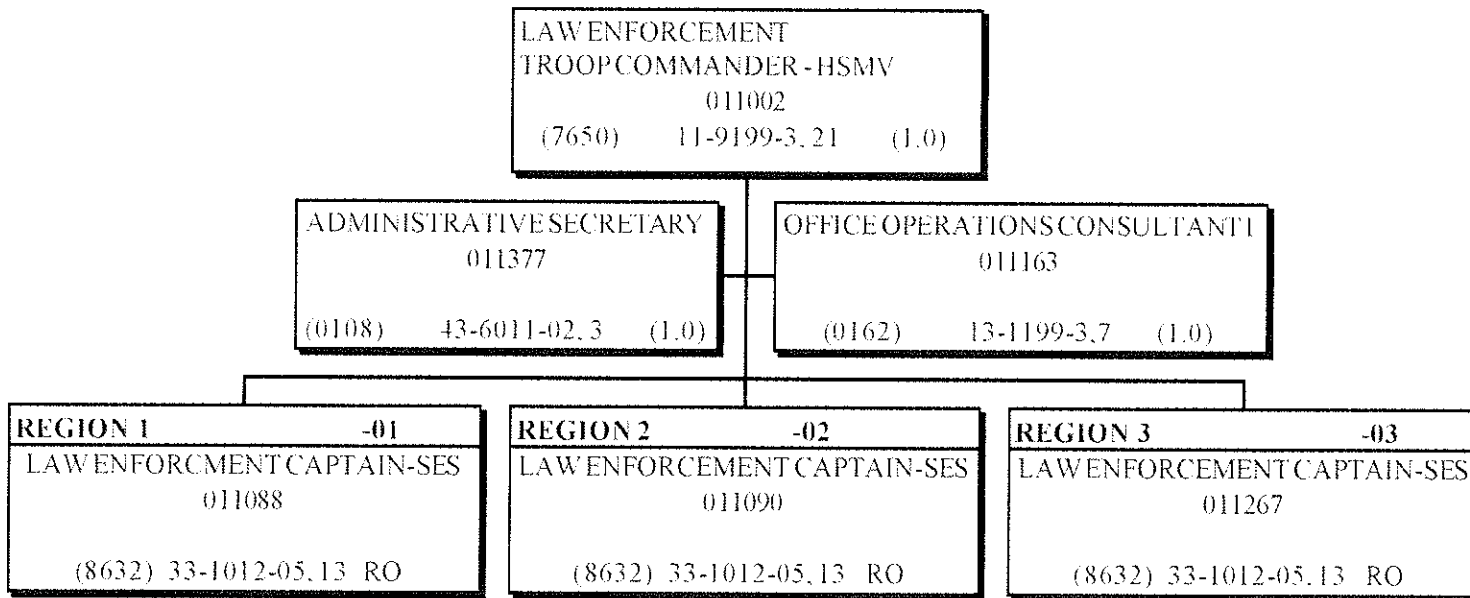
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP D / COCOA DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-03-04-04
 OED: _____
 NUMBER OF POSITIONS: 33
 NUMBER OF FTE'S: 33.0



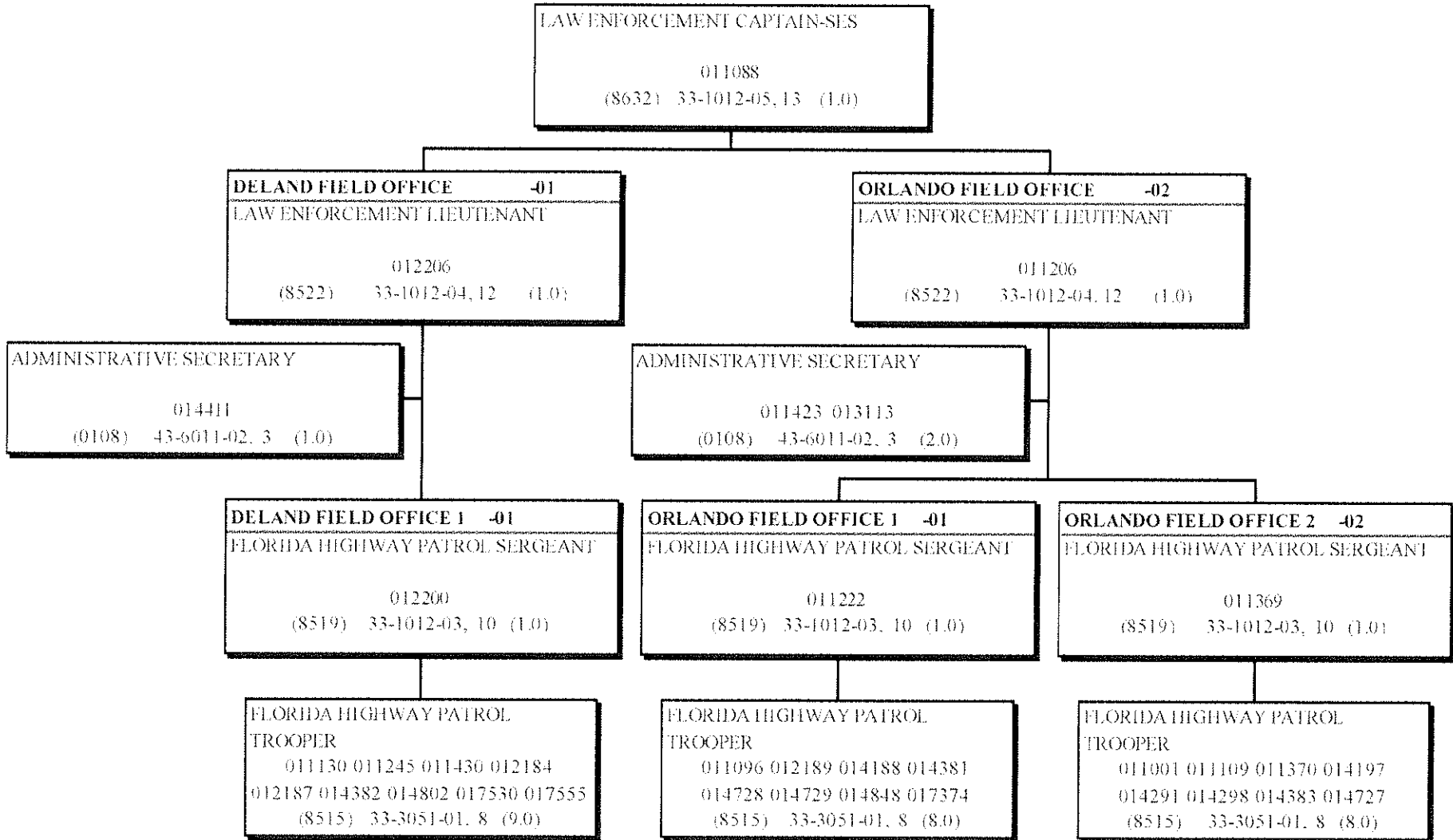
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP J- HEADQUARTERS

DATE: 07/01/13
 SEQUENCE: 7610-02-03-05
 OED: _____
 NUMBER OF POSITIONS: 3
 NUMBER OF FTE'S: 3.0



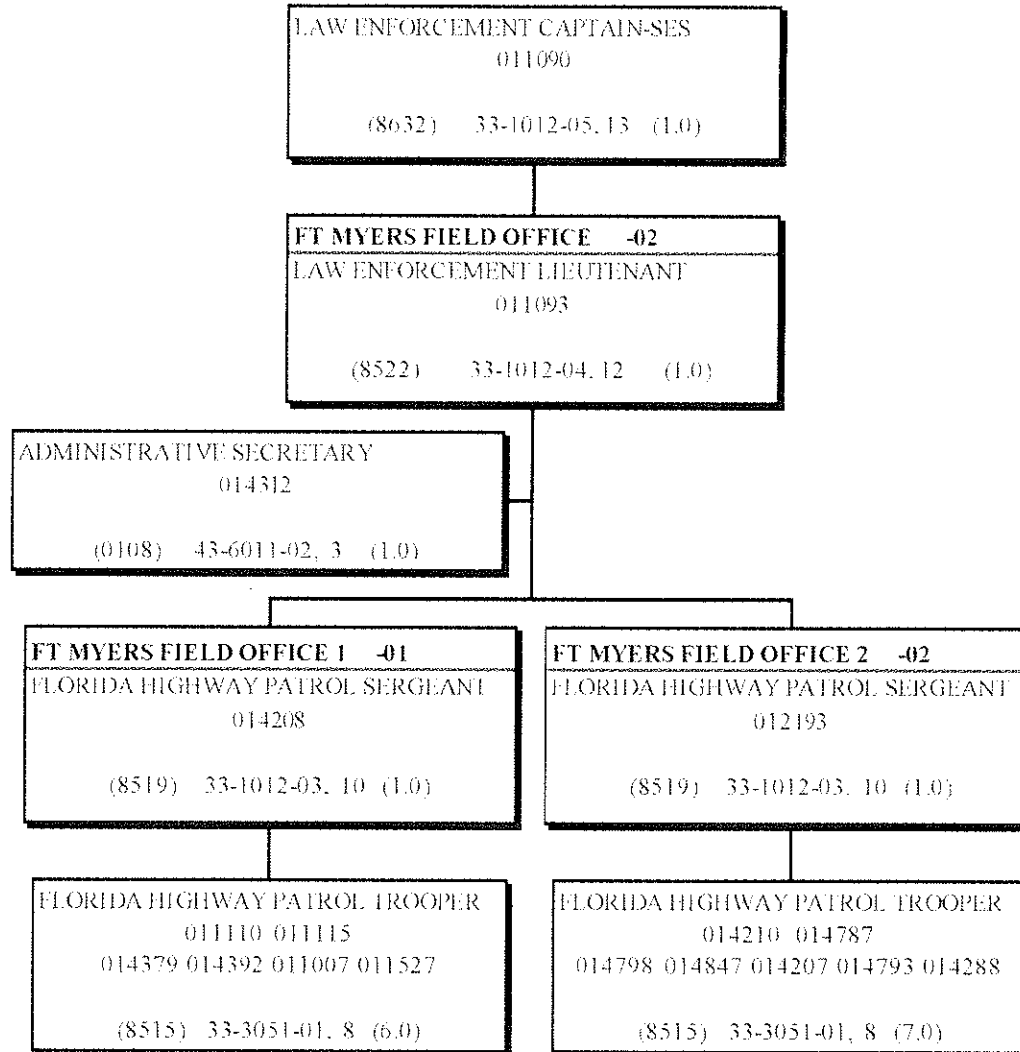
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP J / REGION 1 (DELAND & ORLANDO)

DATE: 08/01/13
 SEQUENCE: 7610-02-03-05-01
 OED:
 NUMBER OF POSITIONS: 34
 NUMBER OF FTE'S: 34.0



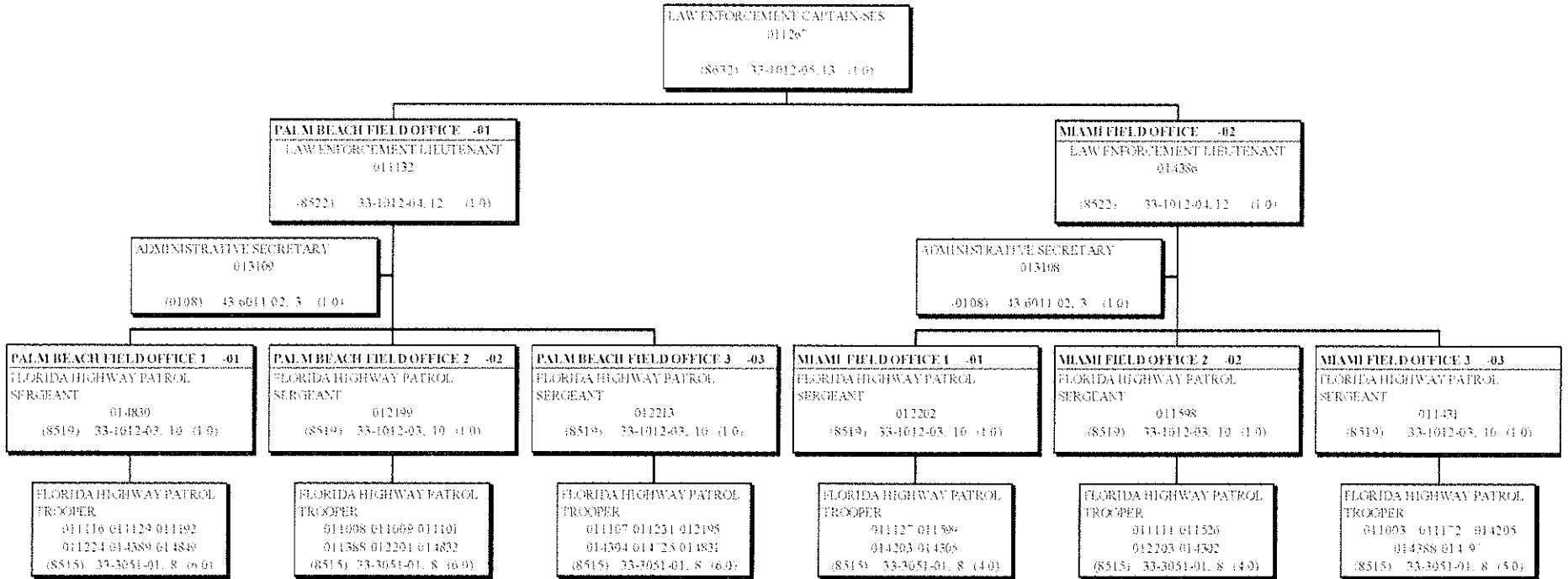
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP J- REGION 2 (FT MYERS)

DATE: 07/01/13
 SEQUENCE: 7610-02-03-05-02
 OED: _____
 NUMBER OF POSITIONS: 18.0
 NUMBER OF FTE'S: 18.0



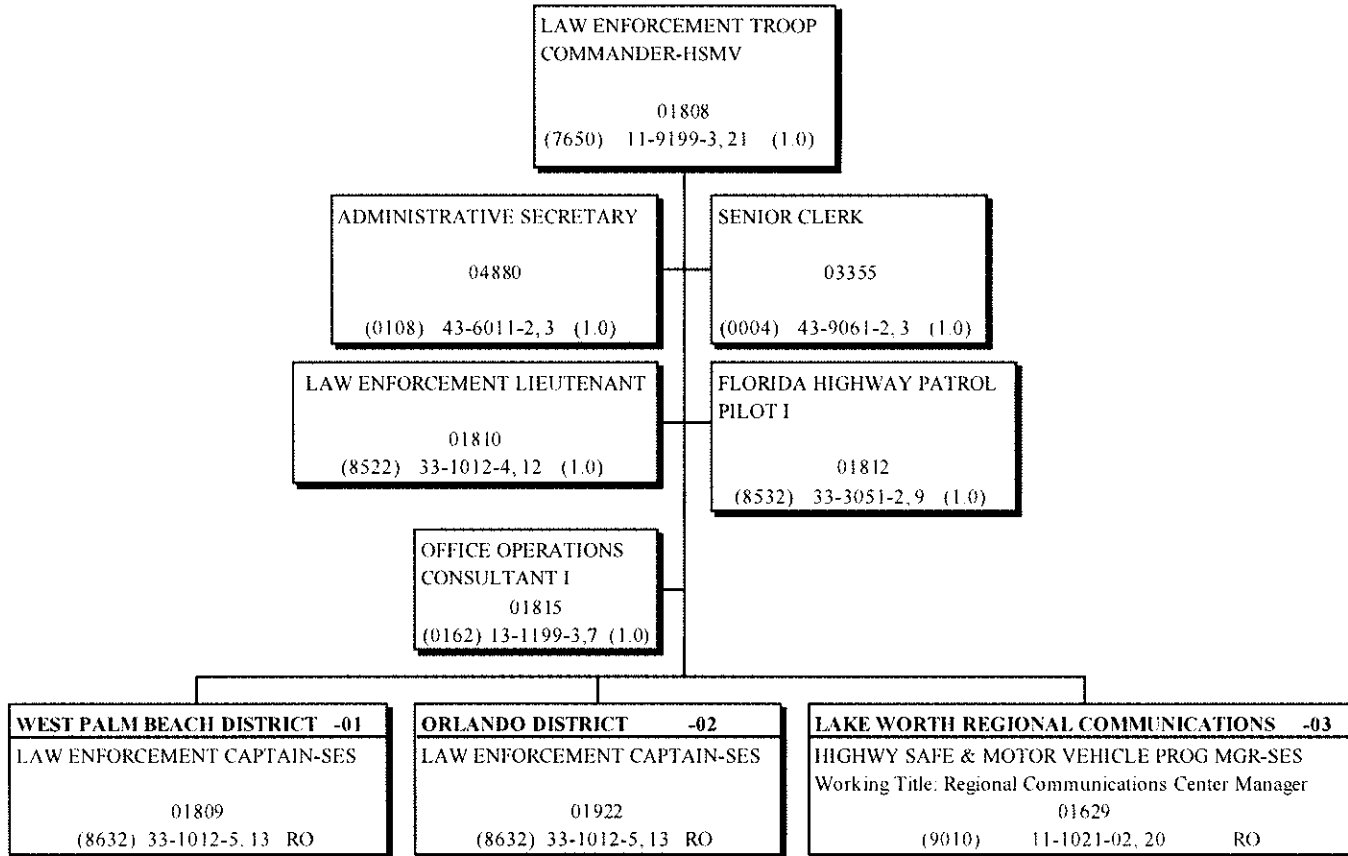
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP J- REGION 3 (WEST PALM BEACH & MIAMI)

DATE: 07/01/13
 SEQUENCE: 7610-02-03-05-03
 OED: _____
 NUMBER OF POSITIONS: 42
 NUMBER OF FTE'S: 42.0



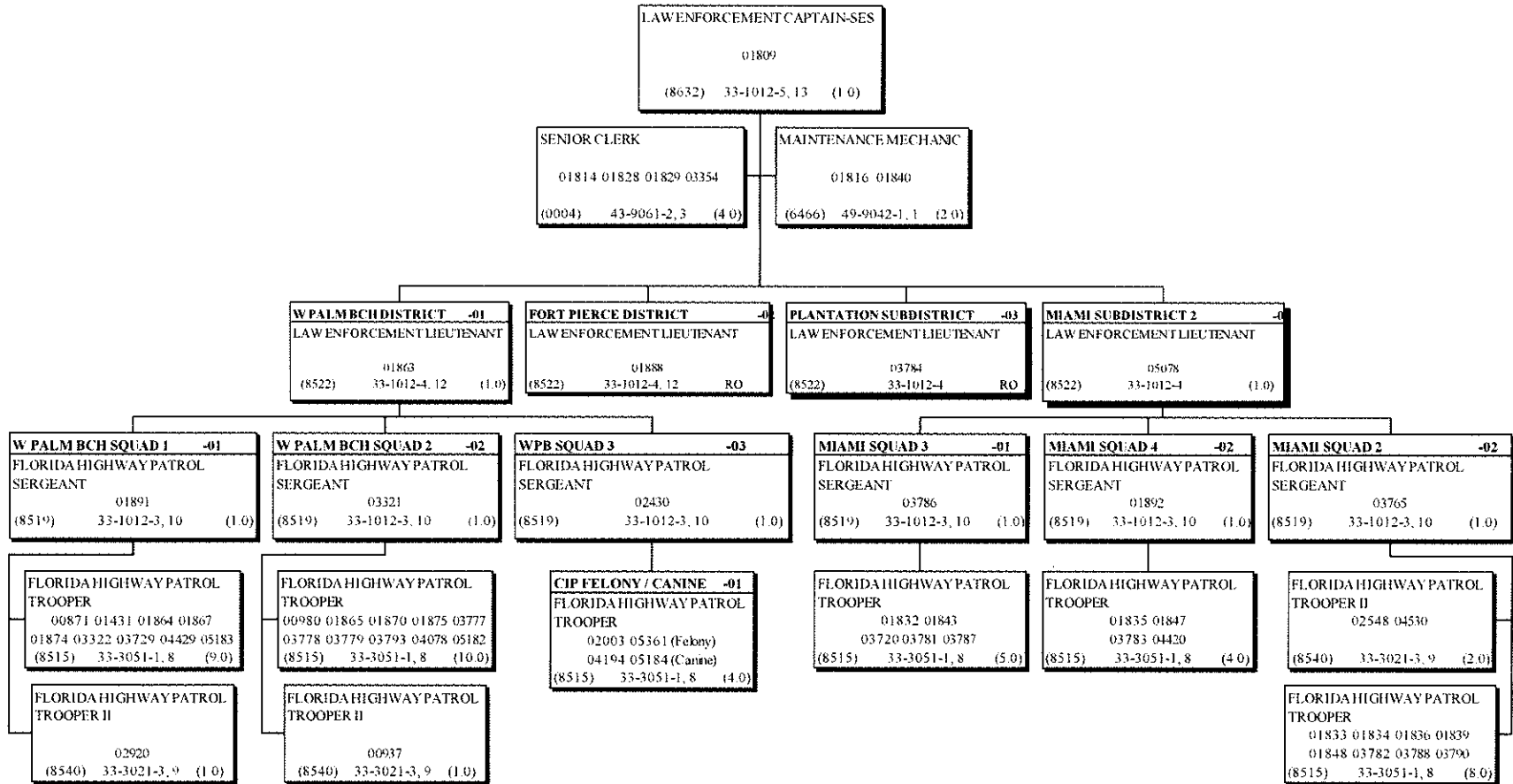
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP K / TURNPIKE / ORLANDO HEADQUARTERS**

DATE: 07/01/13
 SEQUENCE: 7610-02-03-06
 OED: _____
 NUMBER OF POSITIONS: 6
 NUMBER OF FTES: 6.0



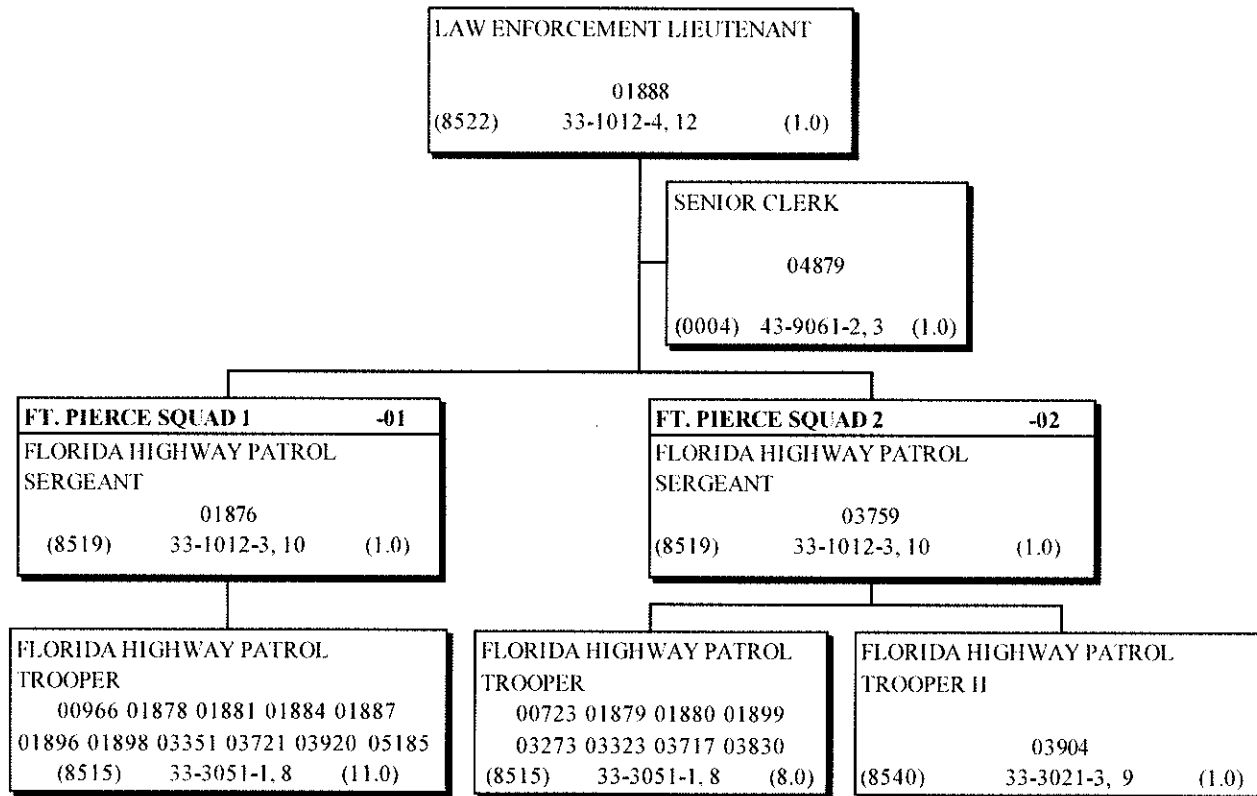
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP K / TURNPIKE / WEST PALM BEACH DISTRICT**

DATE: 08/03/13
 SEQUENCE: 7610-02-03-06-01
 OED: _____
 NUMBER OF POSITIONS: 59
 NUMBER OF FTE'S: 59.0



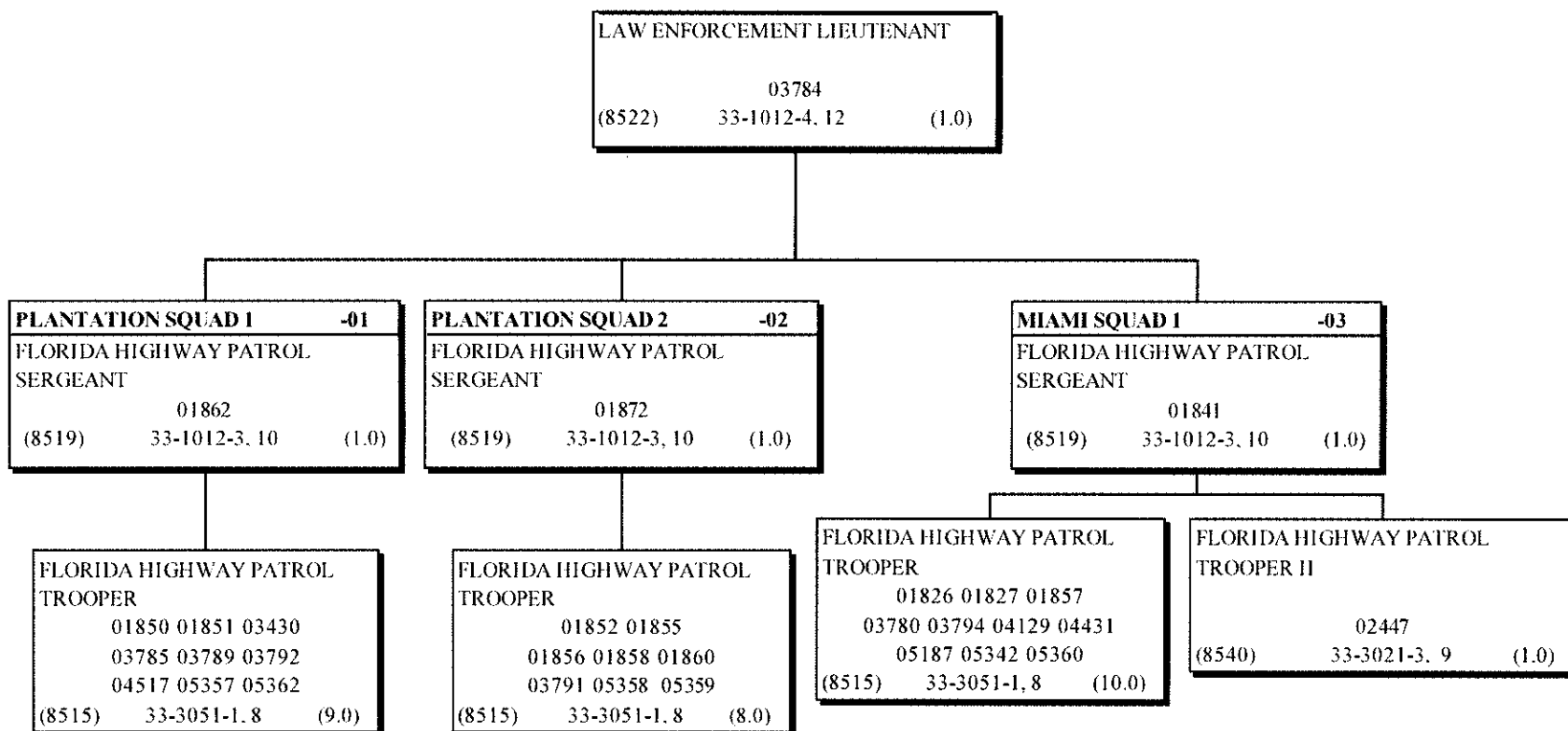
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, CENTRAL REGION
 TROOP K / TURNPIKE / FT PIERCE SUB-DISTRICT**

DATE: 06/01/13
 SEQUENCE: 7610-02-03-06-01-02
 OED: _____
 NUMBER OF POSITIONS: 24
 NUMBER OF FTE: 24.0



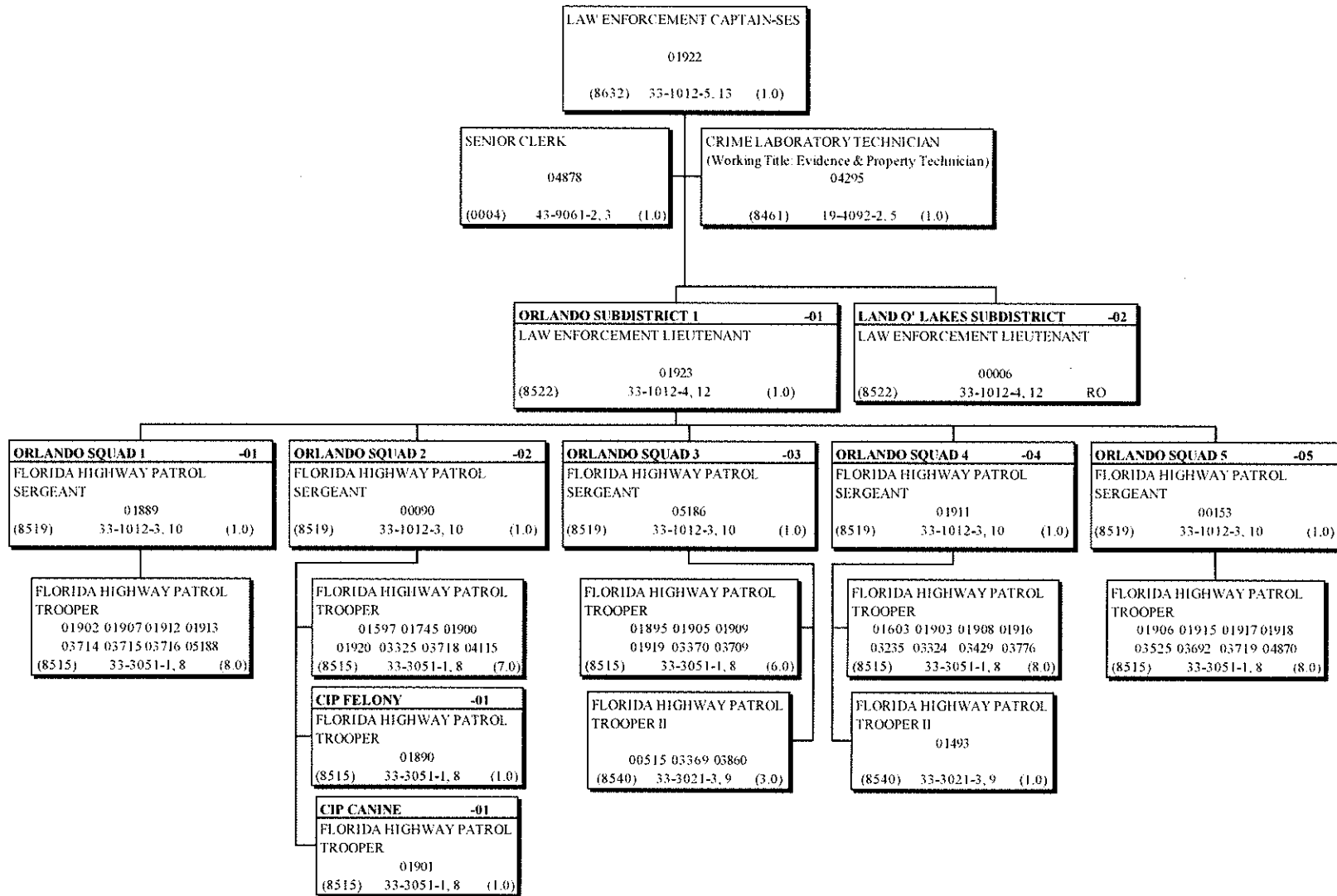
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP K / TURNPIKE / PLANTATION SUBDISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-03-06-01-03
 OED: _____
 NUMBER OF POSITIONS: 32
 NUMBER OF FTE'S: 32.0



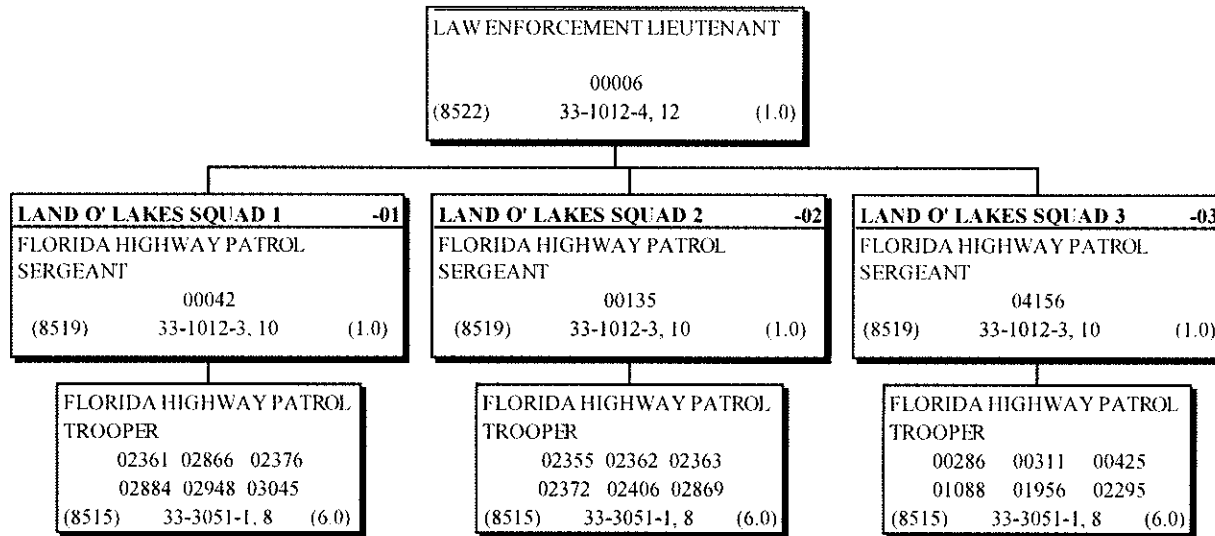
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP K / TURNPIKE / ORLANDO DISTRICT**

DATE: 07/01/13
 SEQUENCE: 7610-02-03-06-02
 OED: _____
 NUMBER OF POSITIONS: 52
 NUMBER OF FTE'S: 52.0



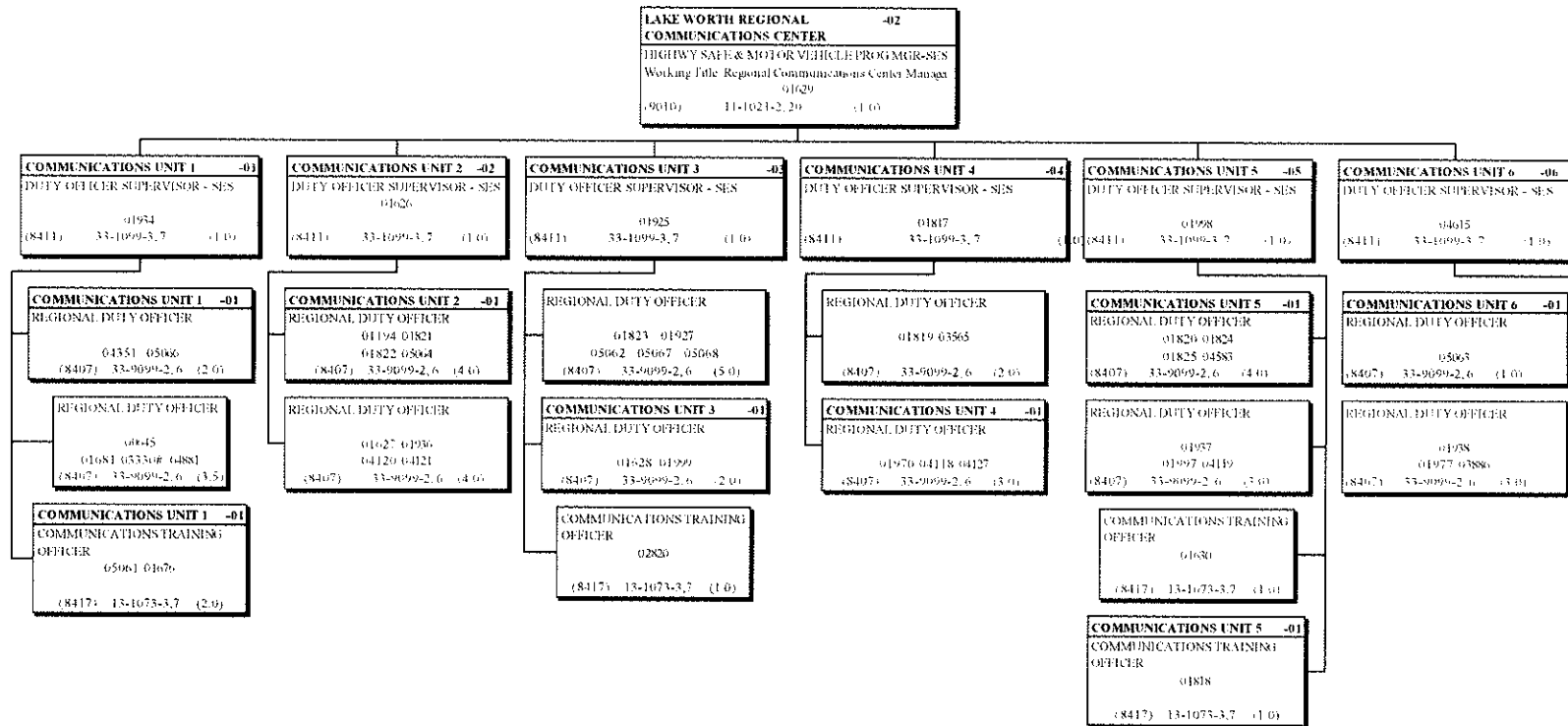
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP K / TURNPIKE / ORLANDO DISTRICT /
LAND O' LAKES SUBDISTRICT

DATE: 12/18/12
 SEQUENCE: 7610-02-03-06-02-02
 OED: _____
 NUMBER OF POSITIONS: 22
 NUMBER OF file'S: 22.0



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP K / LAKE WORTH COMMUNICATIONS CENTER**

DATE: 06/01/13
 SEQUENCE: 7610-02-03-06-03
 OED:
 NUMBER OF POSITIONS: 50
 NUMBER OF FTE'S: 49.5

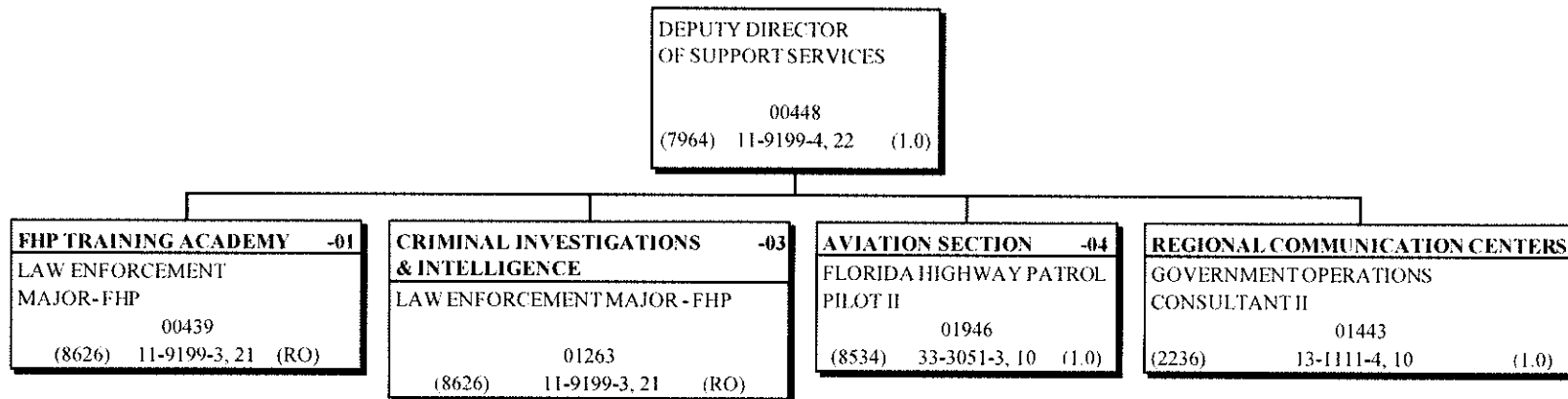


= FTE 0.50
 RED BOX - DENOTES FDLE FUNDED
 POSITIONS

FHP TROOP K

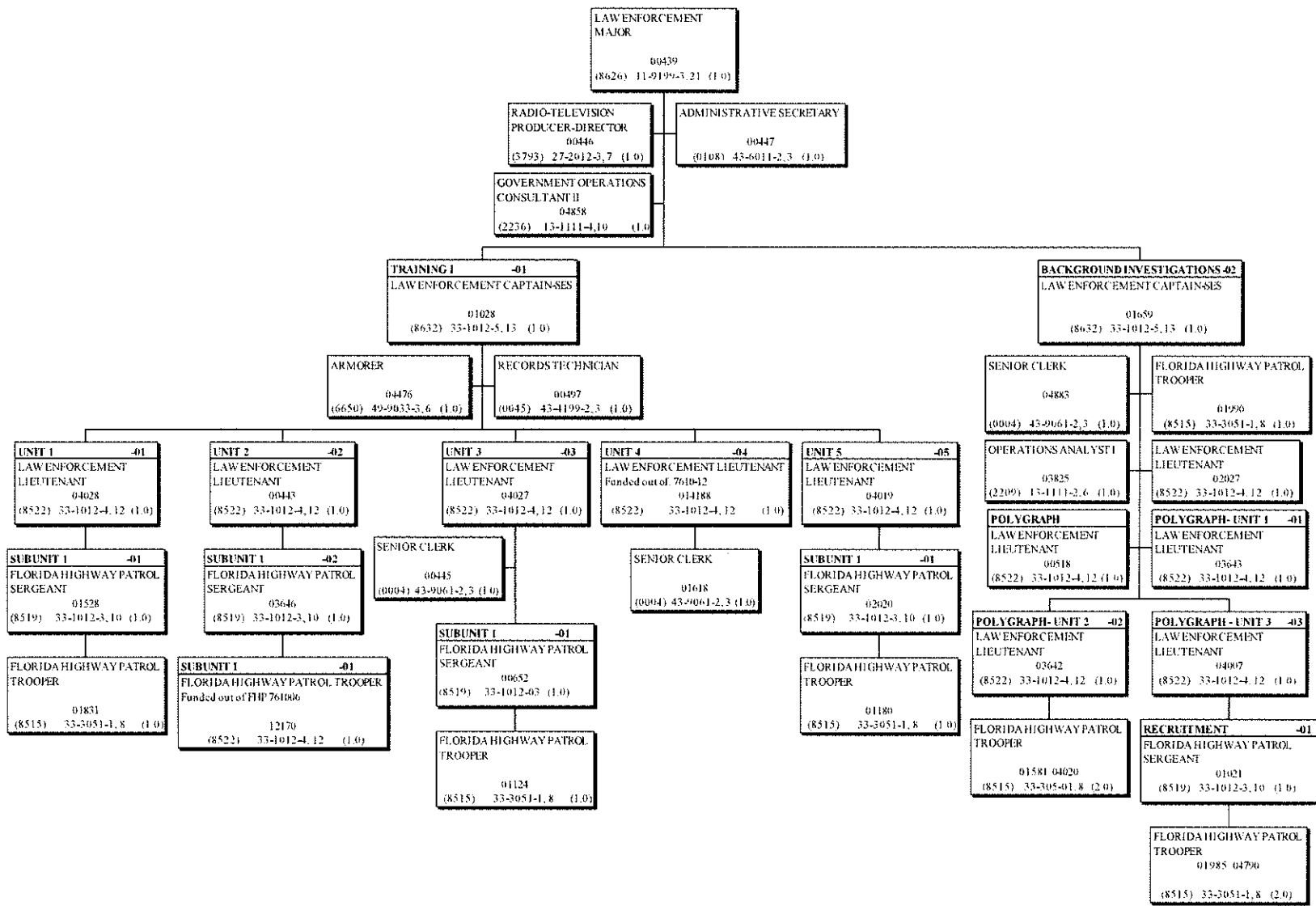
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 SPECIAL SERVICES COMMAND**

DATE: 12/01/12
 SEQUENCE: 7610-03
 OED: _____
 NUMBER OF POSITIONS: 3
 NUMBER OF FTES: 3.0



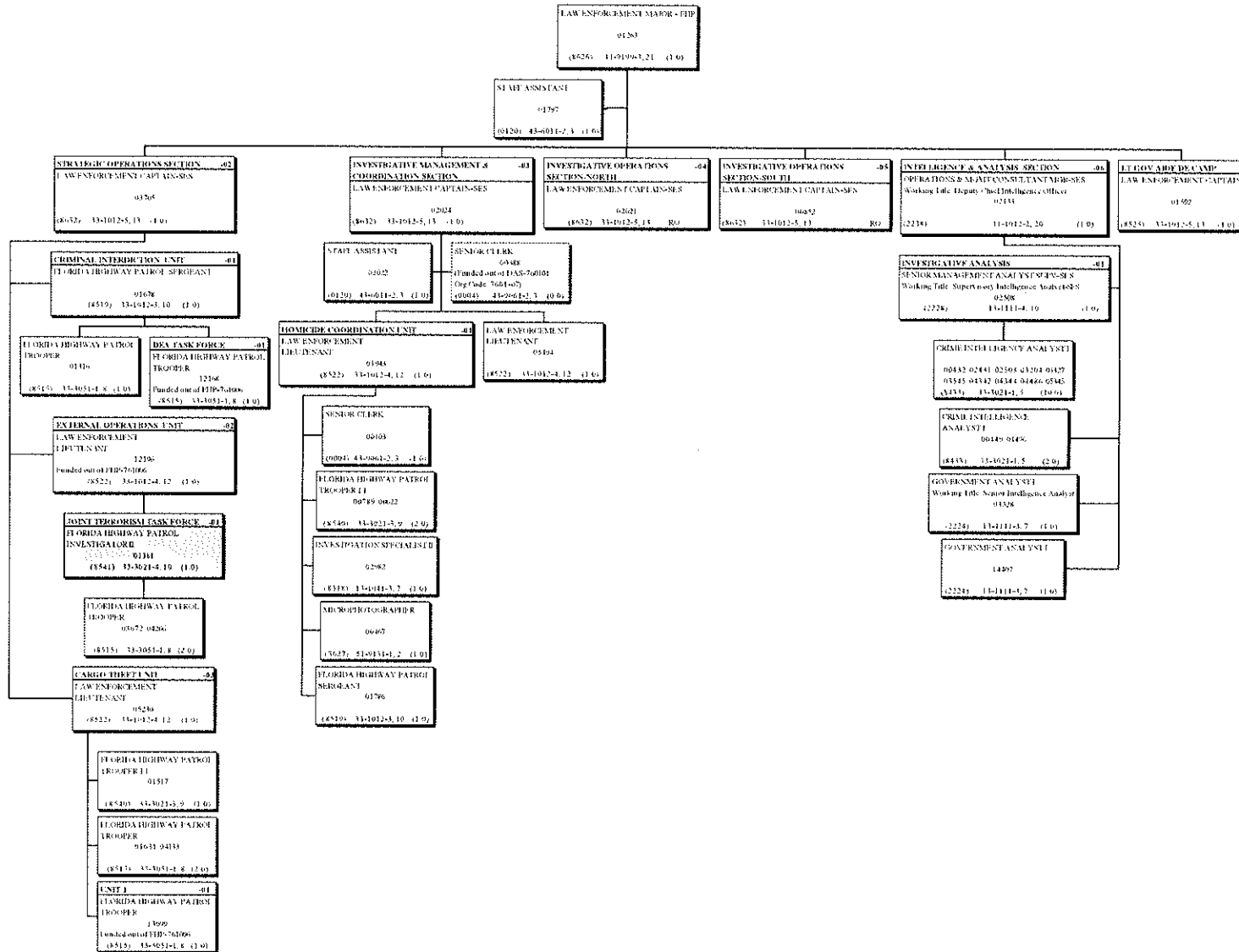
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES COMMAND -
FHP TRAINING ACADEMY & FHP SELECTION

DATE: 07/01/13
 SEQUENCE: 7610-03-01
 OED:
 NUMBER OF POSITIONS: 36
 NUMBER OF FTES: 36.0



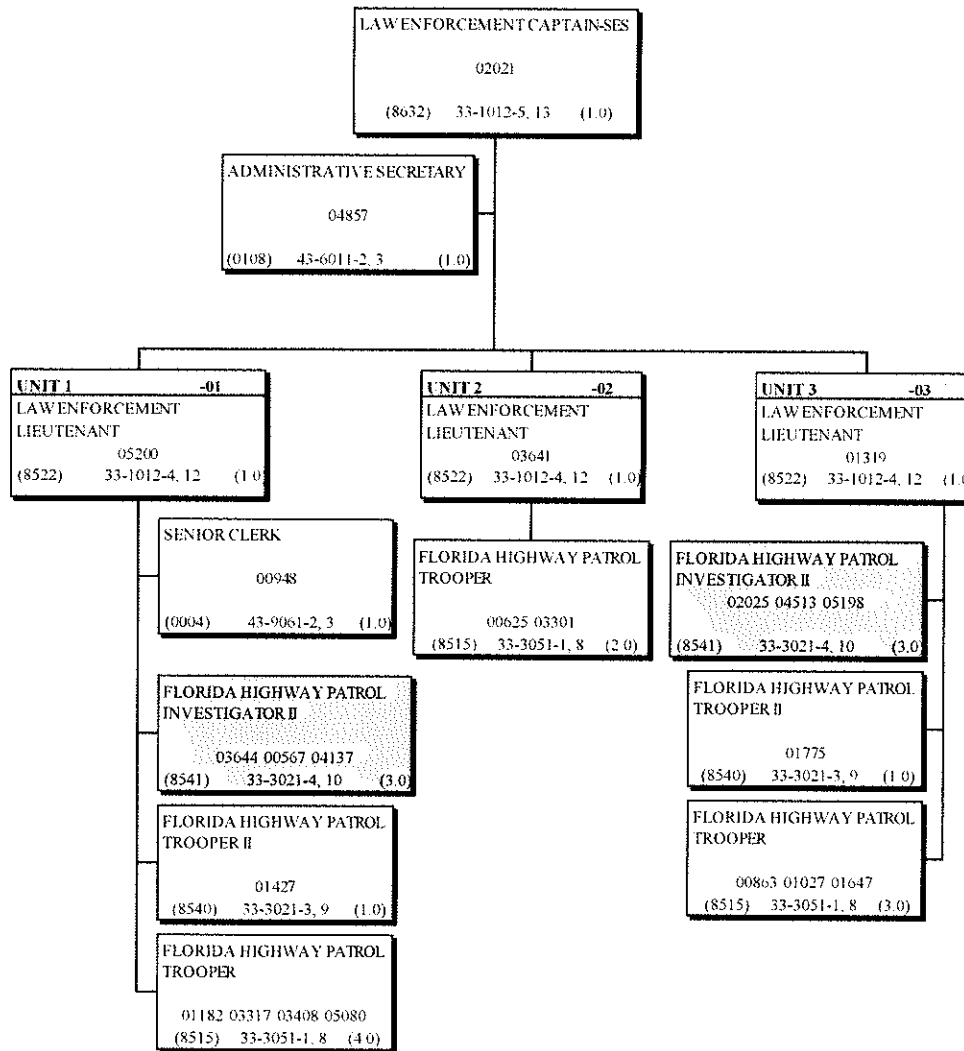
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 SPECIAL SERVICES COMMAND
 BUREAU OF CRIMINAL INVESTIGATIONS & INTELLIGENCE**

DATE: 07/01/13
 SEQUENCE: 7610-03-03
 OED:
 NUMBER OF POSITIONS: 42
 NUMBER OF FTE'S: 42.0



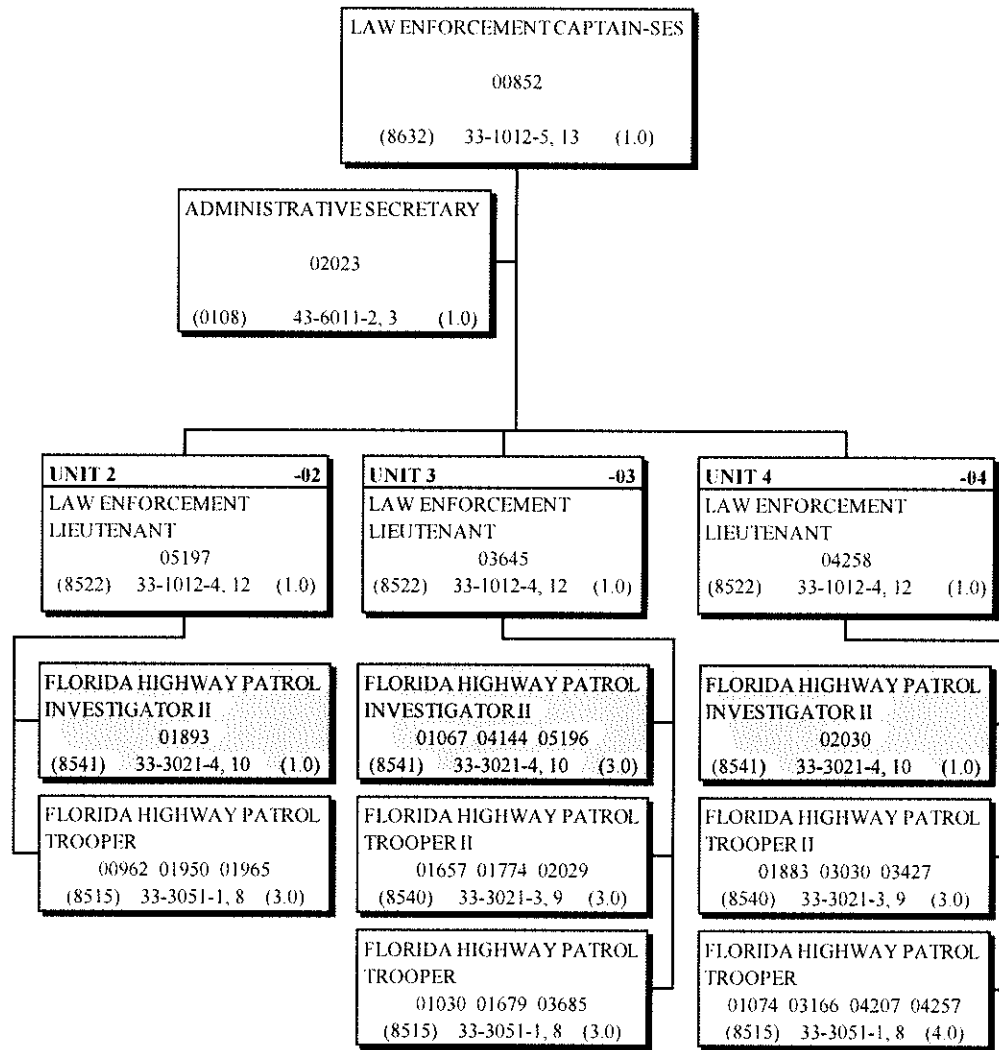
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 SPECIAL SERVICES COMMAND
 BCII, INVESTIGATIVE OPERATIONS SECTION-NORTH**

DATE: 07/01/13
 SEQUENCE: 7610-03-03-04
 OED:
 NUMBER OF POSITIONS: 23
 NUMBER OF FTE'S: 23.0



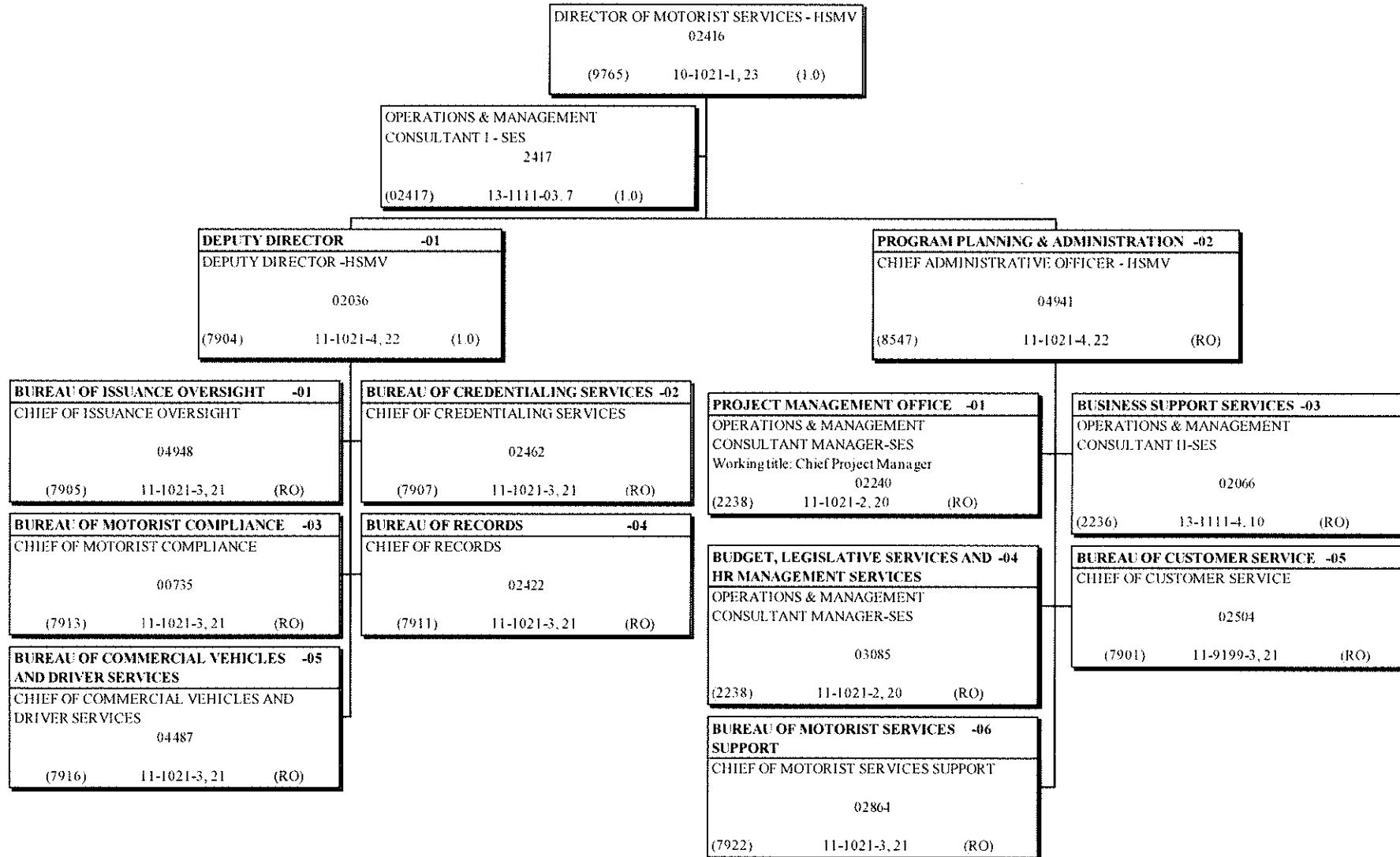
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 SPECIAL SERVICES COMMAND
 BCII, INVESTIGATIVE OPERATIONS SECTION-SOUTH**

DATE: 07/01/13
 SEQUENCE: 7610-03-03-05
 OED: _____
 NUMBER OF POSITIONS: 26
 NUMBER OF FTE'S: 26.0



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES**

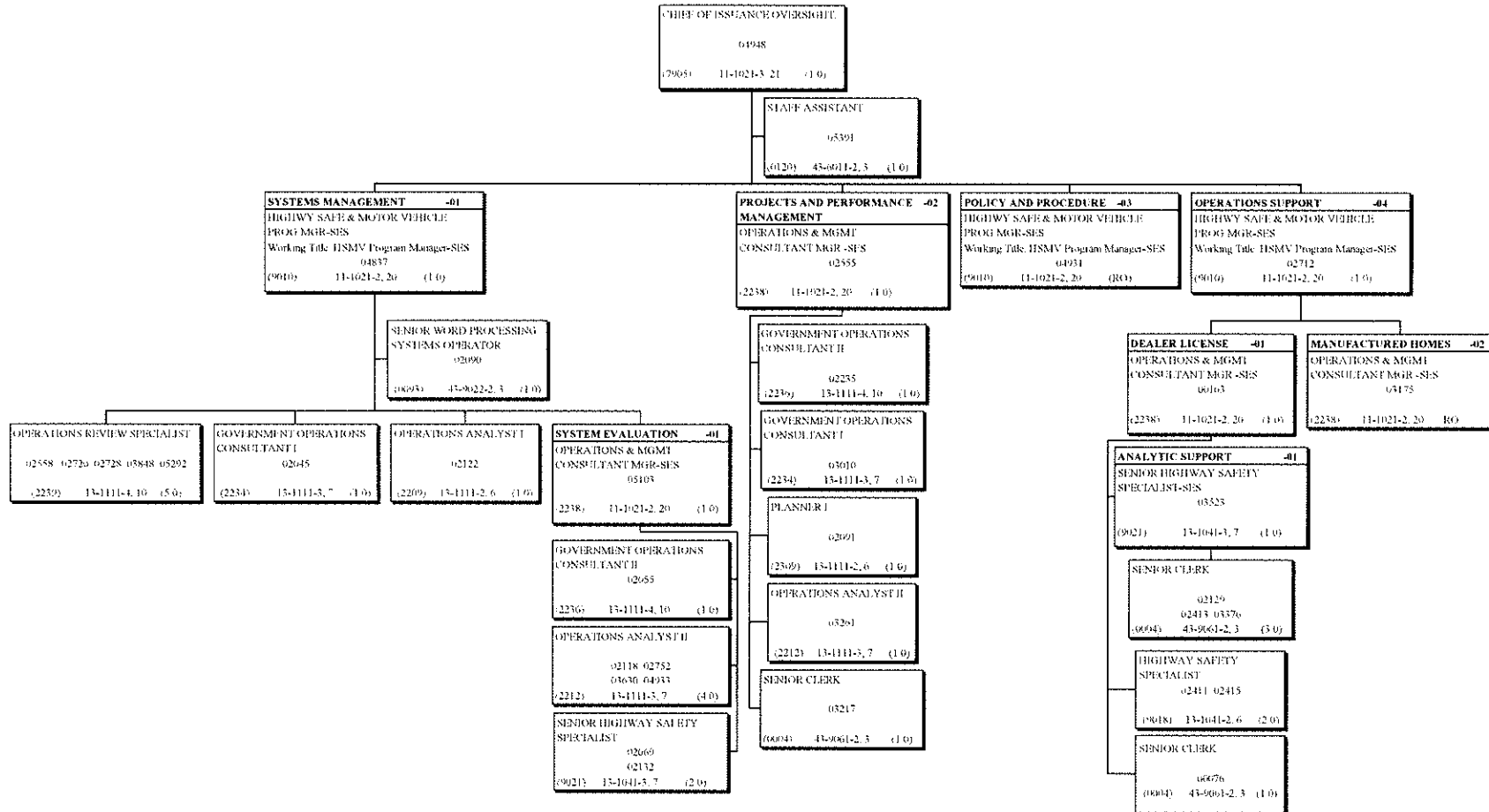
DATE: 01/03/2013
 SEQUENCE: 7621
 OED:
 NUMBER OF POSITIONS: 3.0
 NUMBER OF FTE'S: 3.0



DIRECTOR

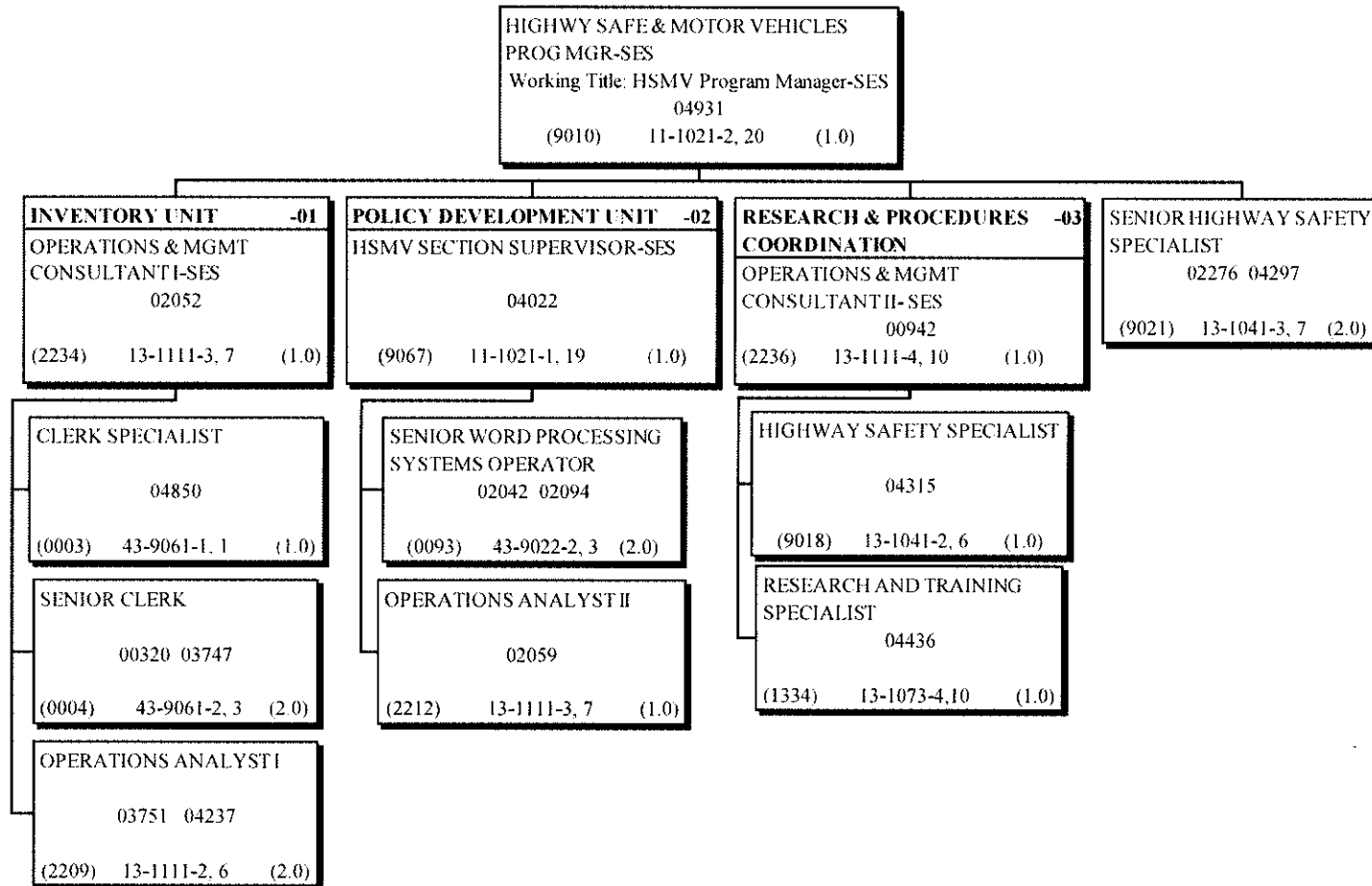
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF ISSUANCE OVERSIGHT**

DATE: 07/01/13
 SEQUENCE: 7621-01-01
 OED:
 NUMBER OF POSITIONS: 34 NUMBER OF
 FTE'S: 34.0



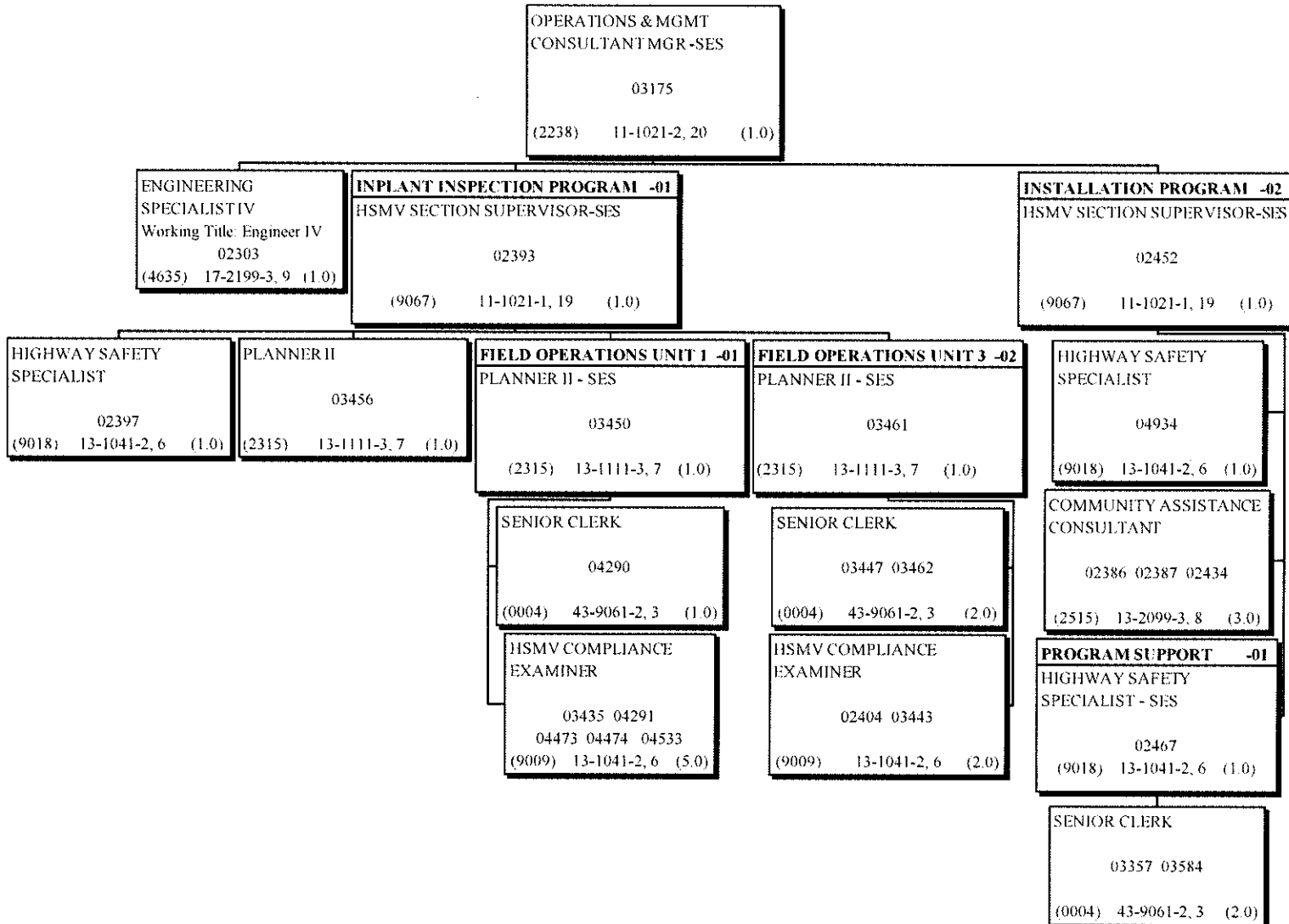
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF MOTORIST SERVICES
 BUREAU OF ISSUANCE OVERSIGHT
 POLICY AND PROCEDURE**

DATE: 2/14/13
 SEQUENCE: 7621-01-01-03
 OED:
 NUMBER OF POSITIONS: 16 NUMBER OF
 FTES: 16.0



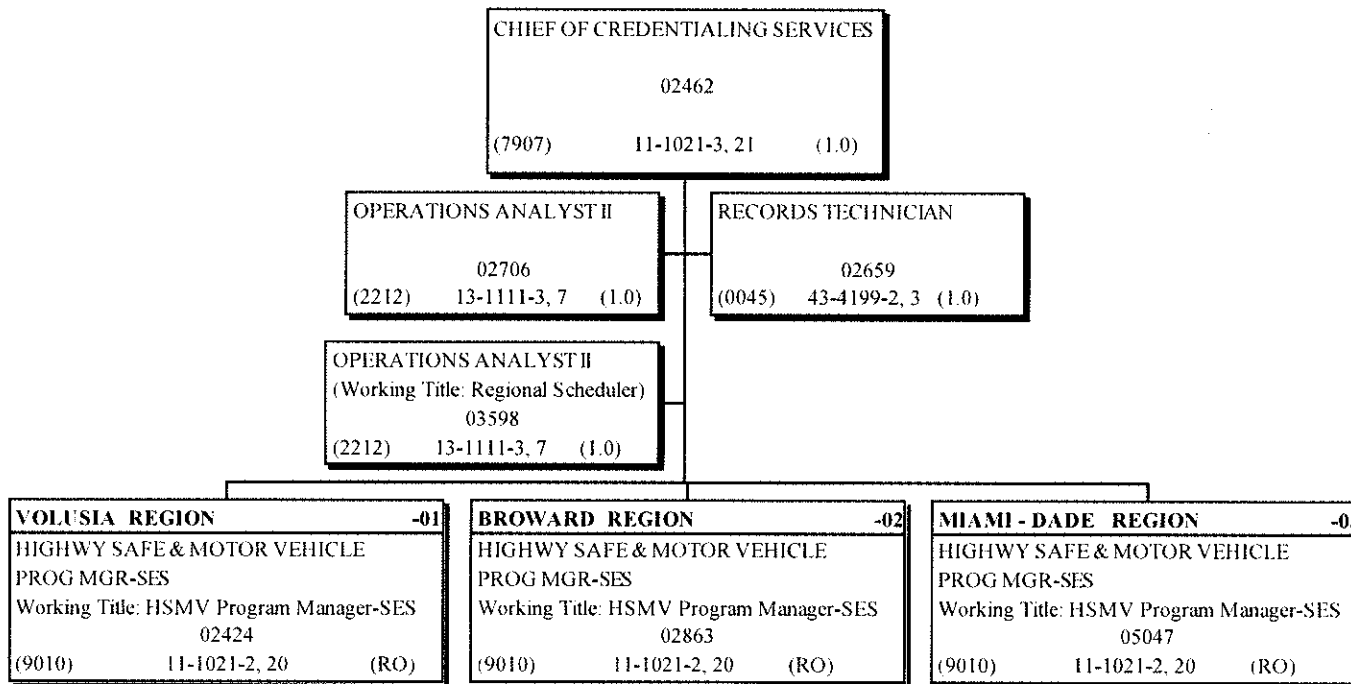
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF ISSUANCE OVERSIGHT
OPERATIONS SUPPORT / MANUFACTURED HOMES

DATE: 12/21/12
 SEQUENCE: 7621-01-01-04-02
 OED: _____
 NUMBER OF POSITIONS: 25
 NUMBER OF FTE'S: 25.0



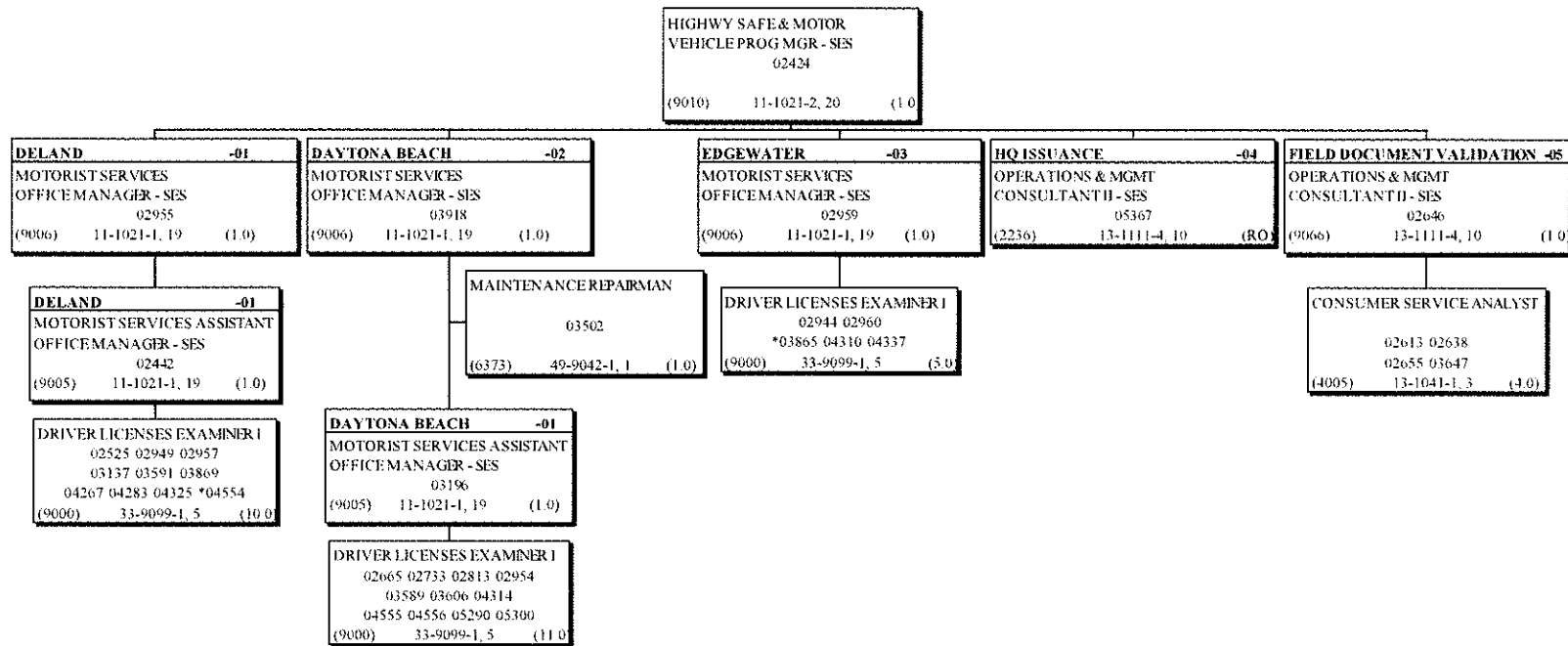
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES**

DATE 04/01/2013
 SEQUENCE: 7621-01-02
 OED:
 NUMBER OF POSITIONS: 4
 NUMBER OF FTE'S: 4.0



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
VOLUSIA REGION**

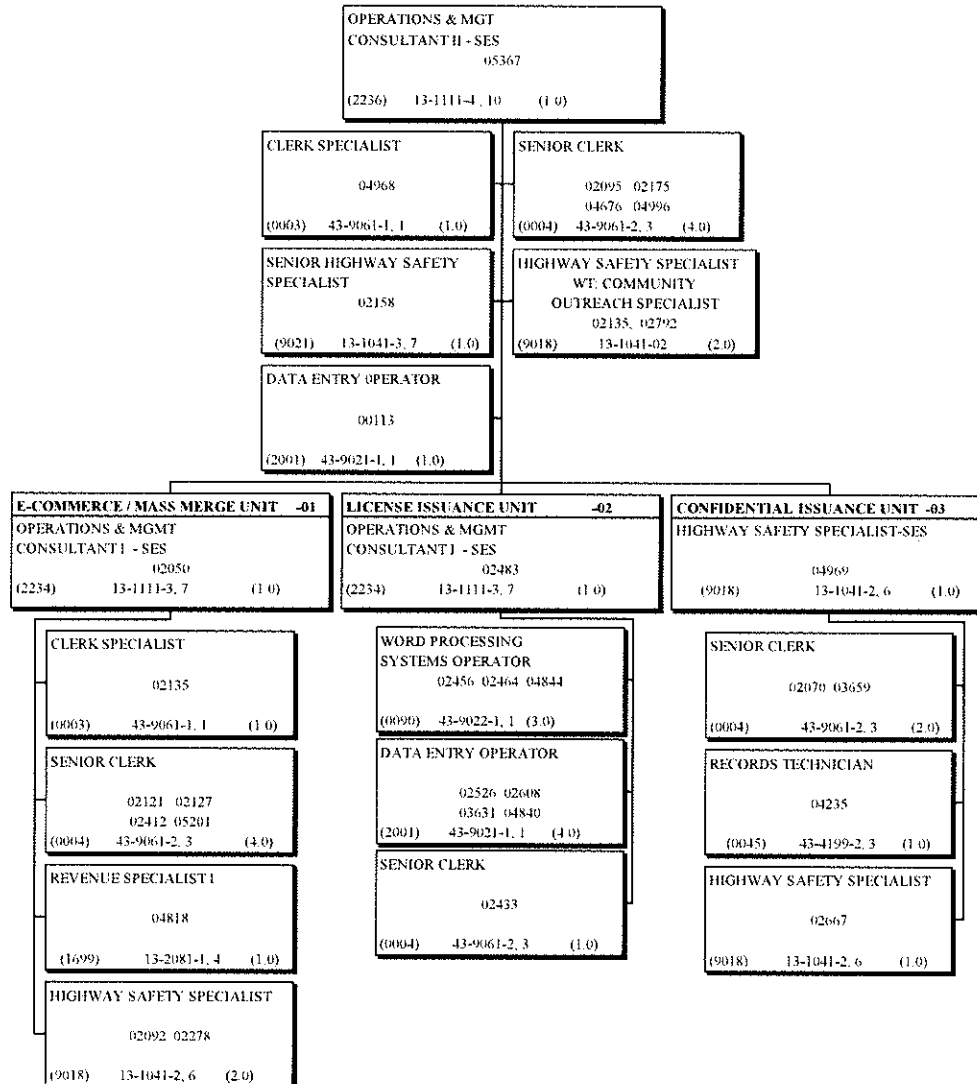
DATE: 06/01/13
 SEQUENCE: 7621-01-02-01
 OED: _____
 NUMBER OF POSITIONS: 40
 NUMBER OF FTE'S: 40.0



* SHARED POSITION

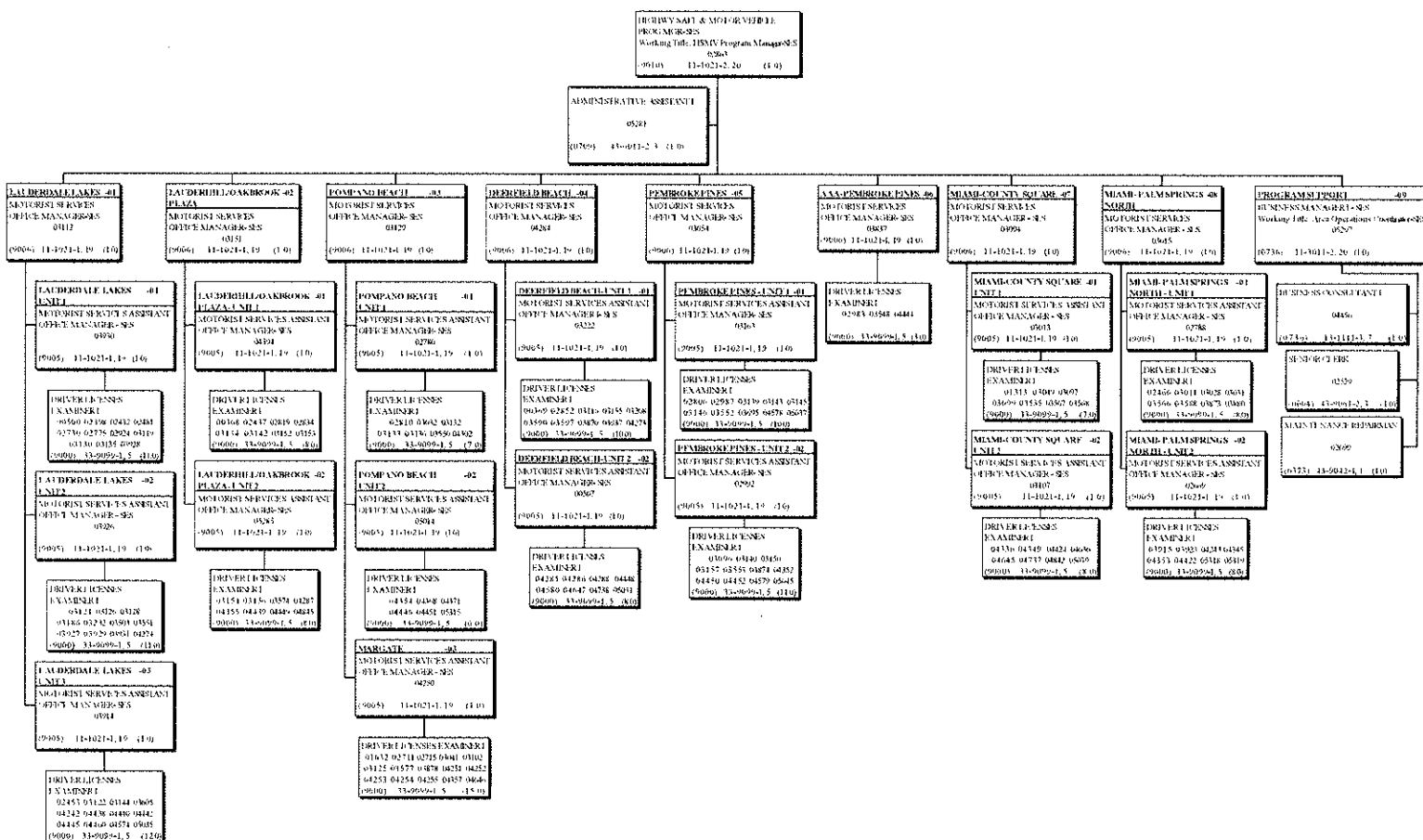
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
VOLUSIA REGION/HQ ISSUANCE**

DATE: 03/28/2013
 SEQUENCE: 7621-01-02-01-04
 OED:
 NUMBER OF POSITIONS: 33
 NUMBER OF FTE'S: 33.0



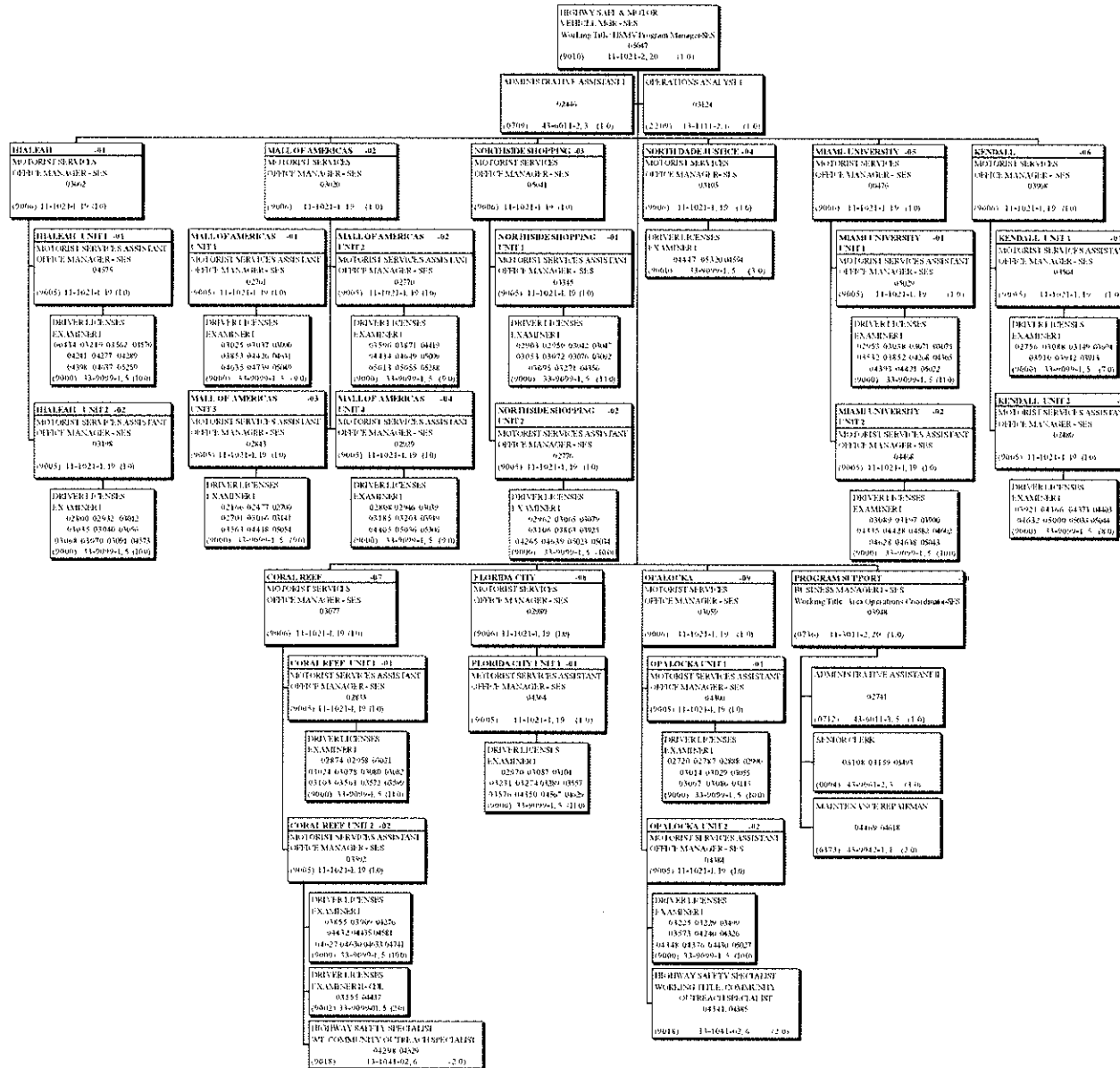
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
BROWARD REGION

DATE: 6/21/2013
 SEQUENCE: 7621-01-02-02
 OED: _____
 NUMBER OF POSITIONS: 181
 NUMBER OF FTES: 181.0



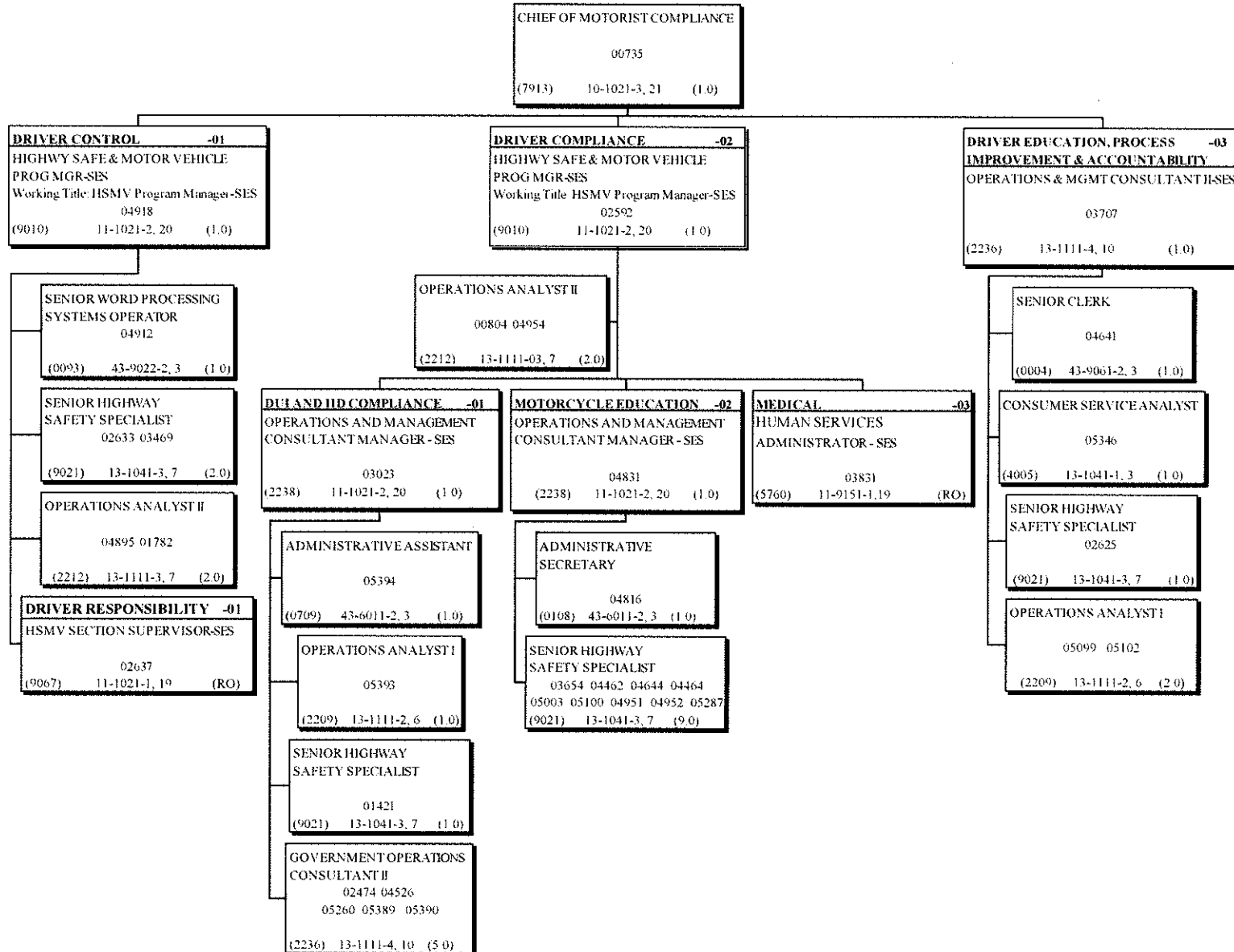
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
MIAMI-DADE REGION

DATE: 4/1/13
 SEQUENCE: 7621-01-02-03
 OED:
 NUMBER OF POSITIONS: 210
 NUMBER OF FTE'S: 210.0



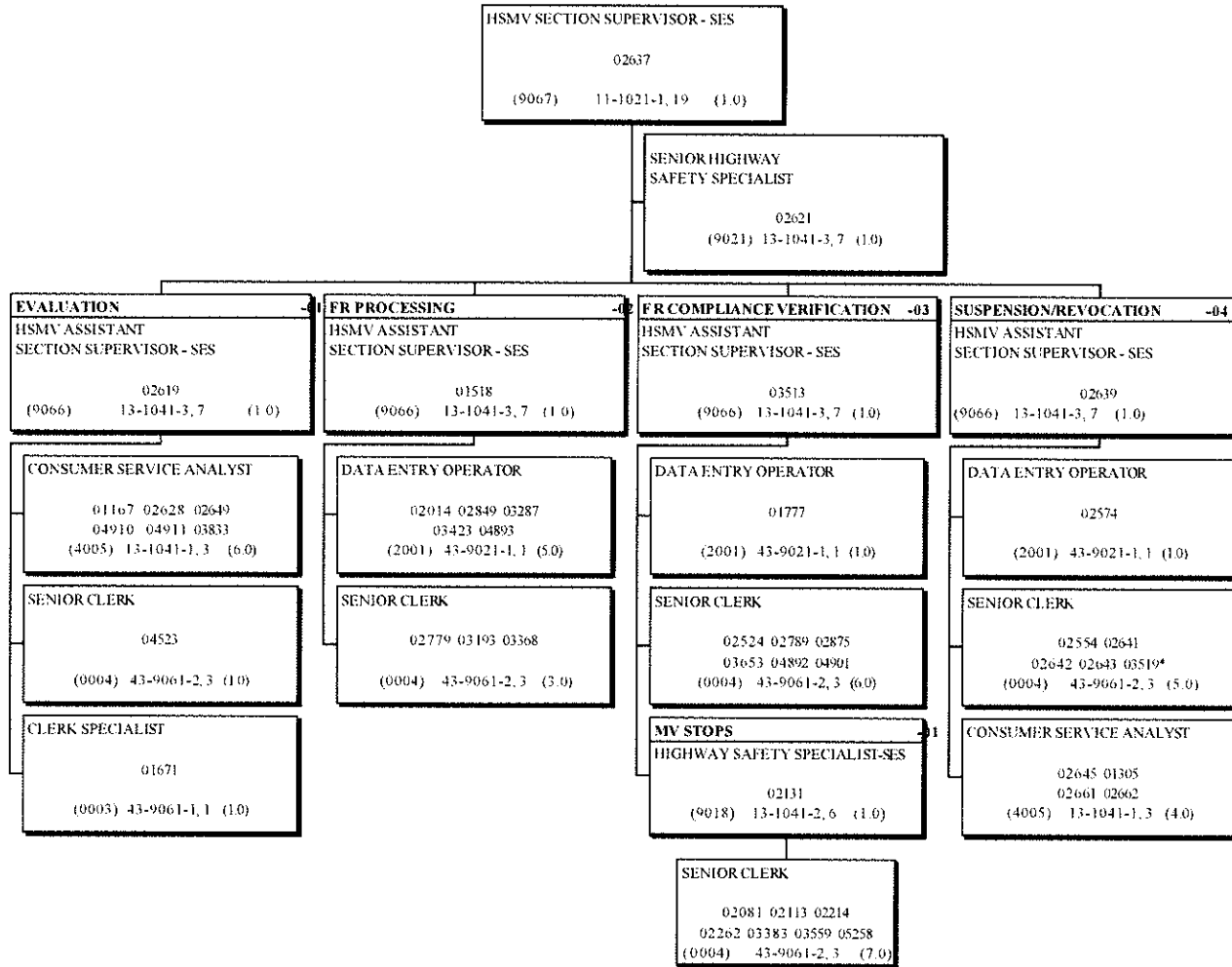
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF MOTORIST COMPLIANCE**

DATE: 02/01/13
SEQUENCE: 7621-01-03
OED:
NUMBER OF POSITIONS: 36
NUMBER OF FTE'S: 36.0



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF MOTORIST SERVICES
 BUREAU OF MOTORIST COMPLIANCE
 DRIVER RESPONSIBILITY SECTION**

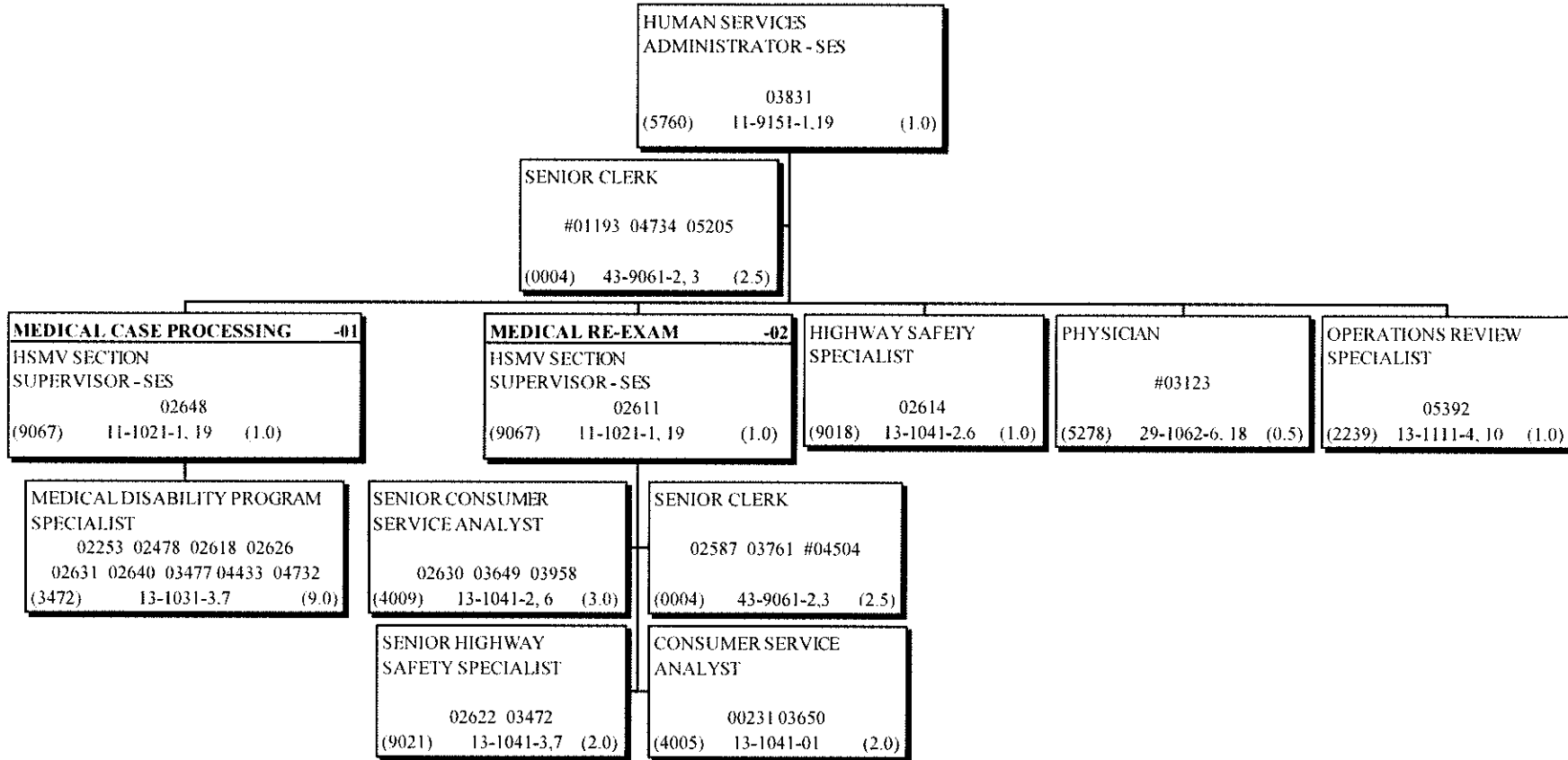
DATE: 07/01/13
 SEQUENCE: 7621-01-03-01-01
 OED: _____
 NUMBER OF POSITIONS: 47
 NUMBER OF FTES: 47.0



* SHARED POSITION

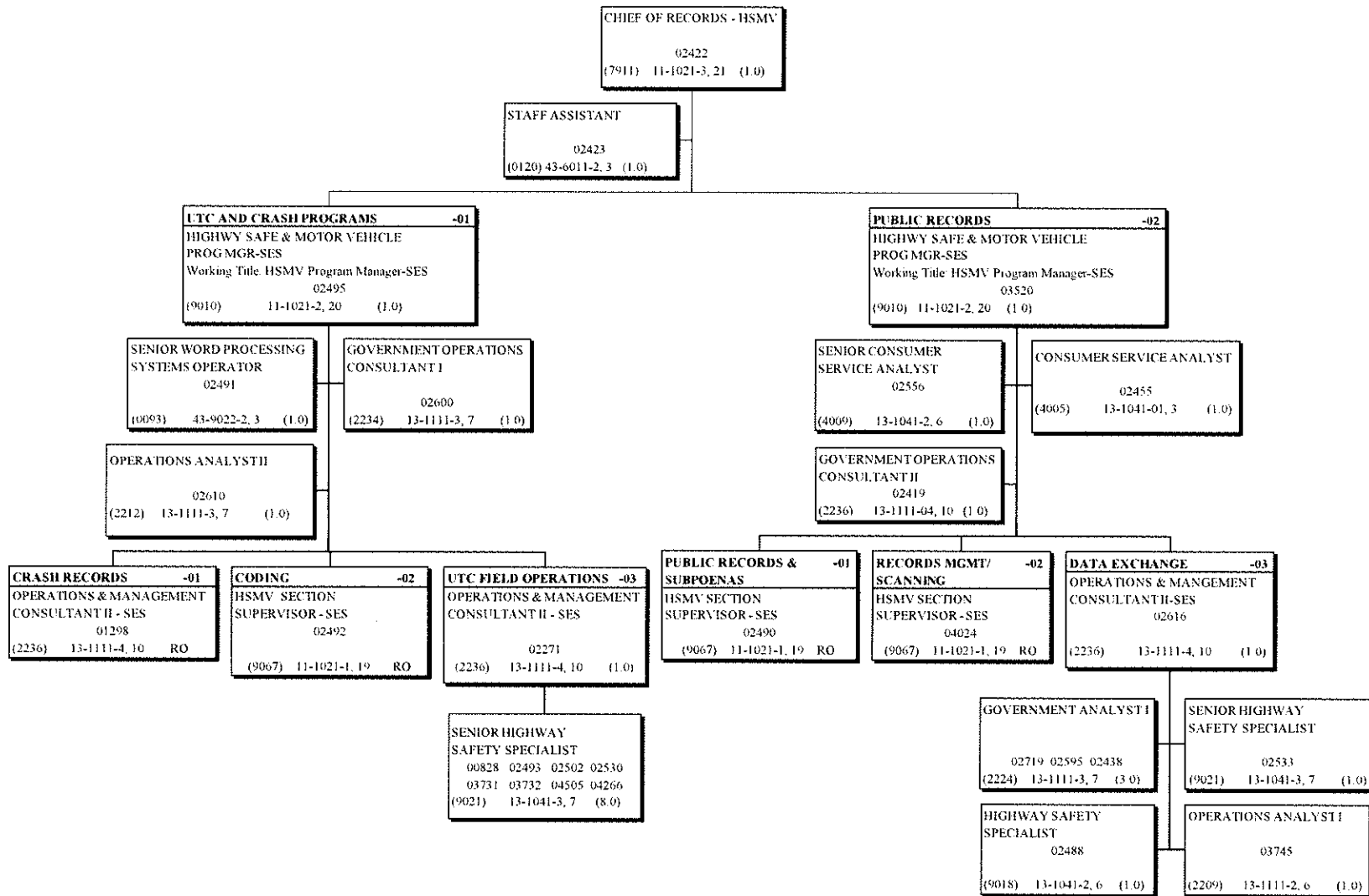
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF MOTORIST SERVICES
 BUREAU OF MOTORIST COMPLIANCE
 DRIVER COMPLIANCE / MEDICAL SECTION**

DATE: 12/21/12
 SEQUENCE: 7621-01-03-02-03
 OED: _____
 NUMBER OF POSITIONS: 28
 NUMBER OF FTE'S: 26.5



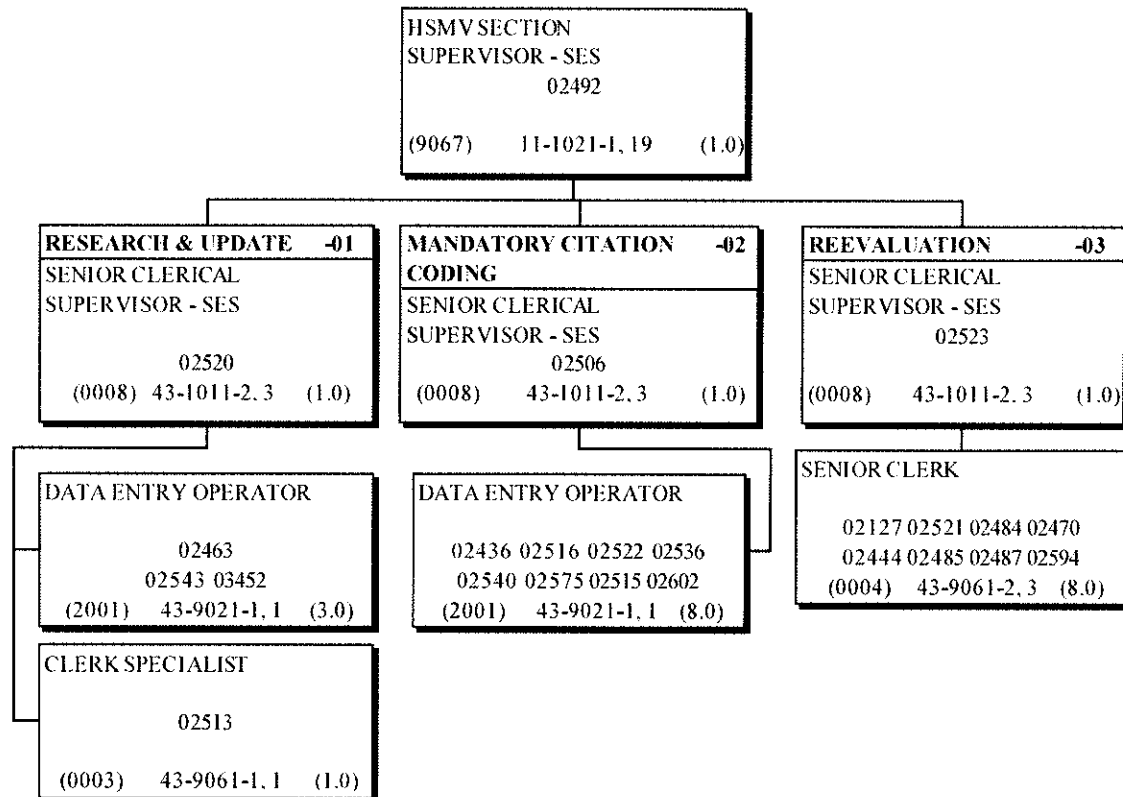
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF RECORDS**

DATE: 05/09/13
 SEQUENCE: 7621-01-04
 OED:
 NUMBER OF POSITIONS: 26
 NUMBER OF FTES: 26.0



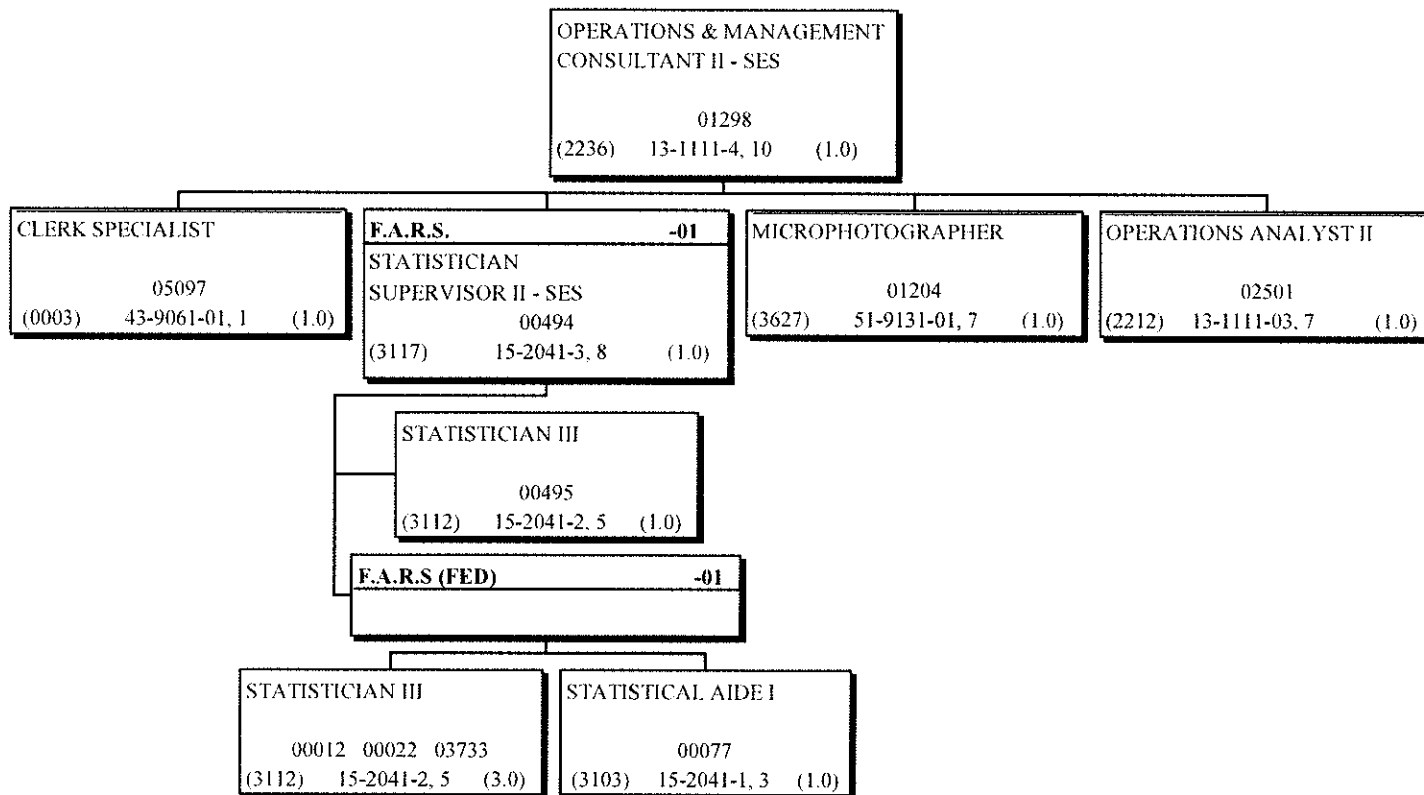
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES**
DIVISION OF MOTORIST SERVICES
BUREAU OF RECORDS
UTC AND CRASH PROGRAMS / CODING

DATE: 03/01/13
 SEQUENCE: 7621-01-04-01-02
 OED: _____
 NUMBER OF POSITIONS: 24
 NUMBER OF FTE'S: 24.0



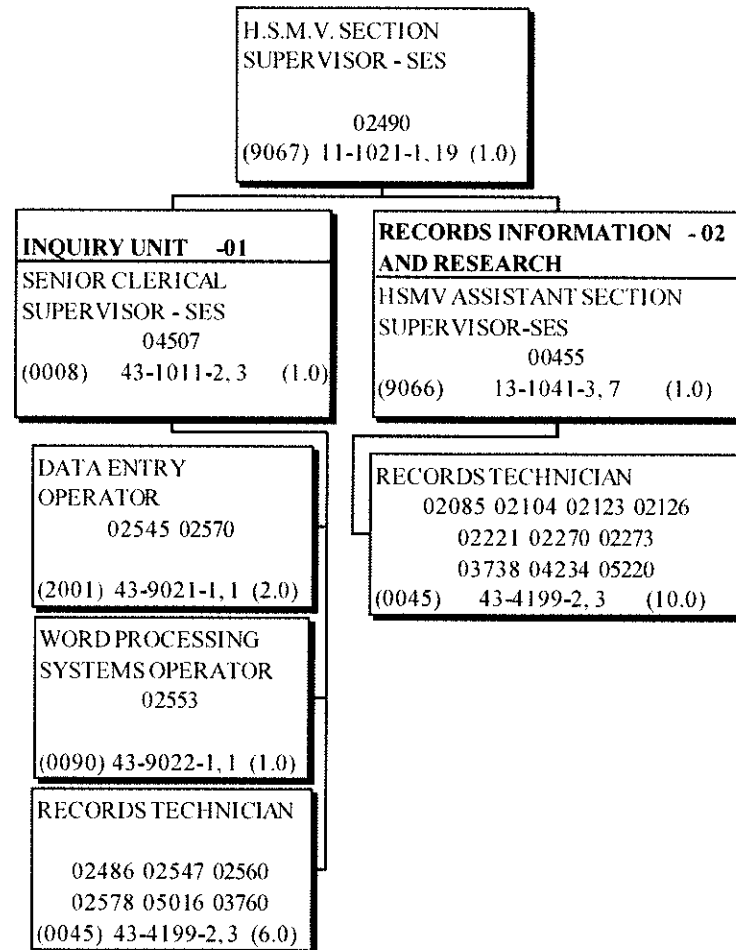
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF RECORDS
CRASH UNIT**

DATE: 07/01/13
 SEQUENCE: 7621-01-04-01-01
 OED: _____
 NUMBER OF POSITIONS: 10
 NUMBER OF FTES: 10.0



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF RECORDS
PUBLIC RECORDS / PUBLIC RECORDS & SUBPOENAS**

DATE: 04/01/13
 SEQUENCE: 7621-01-04-02-01
 OED: _____
 NUMBER OF POSITIONS: 22
 NUMBER OF FTE'S: 22.0

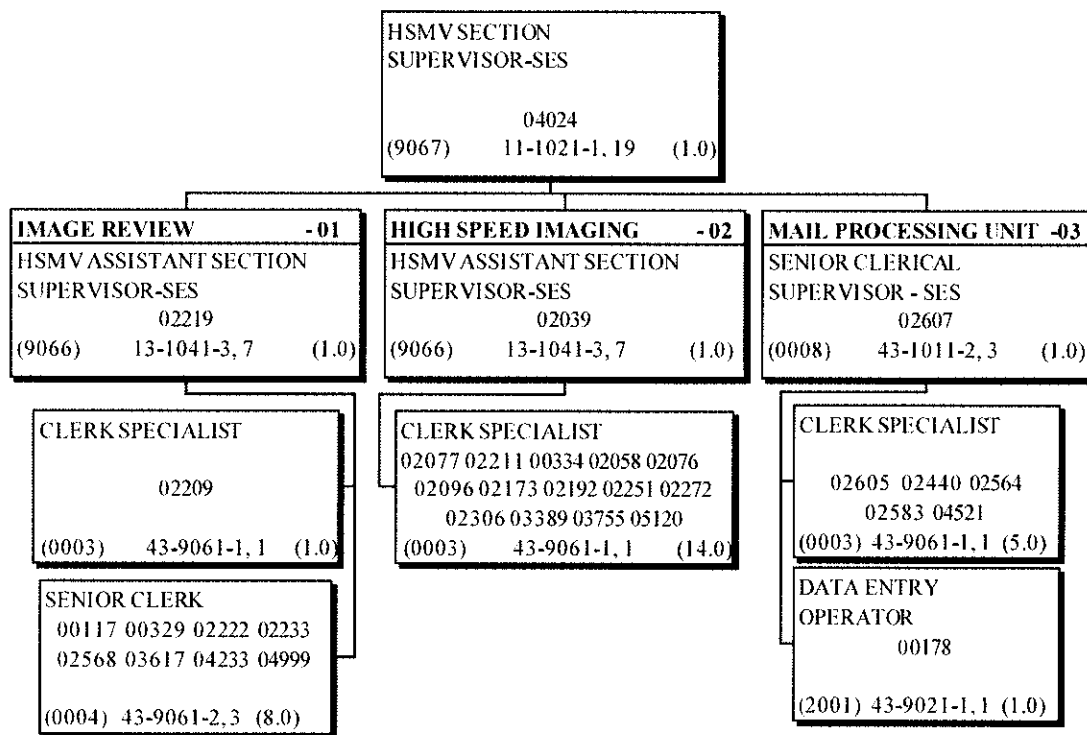


**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES**

**DIVISION OF MOTORIST SERVICES
BUREAU OF RECORDS**

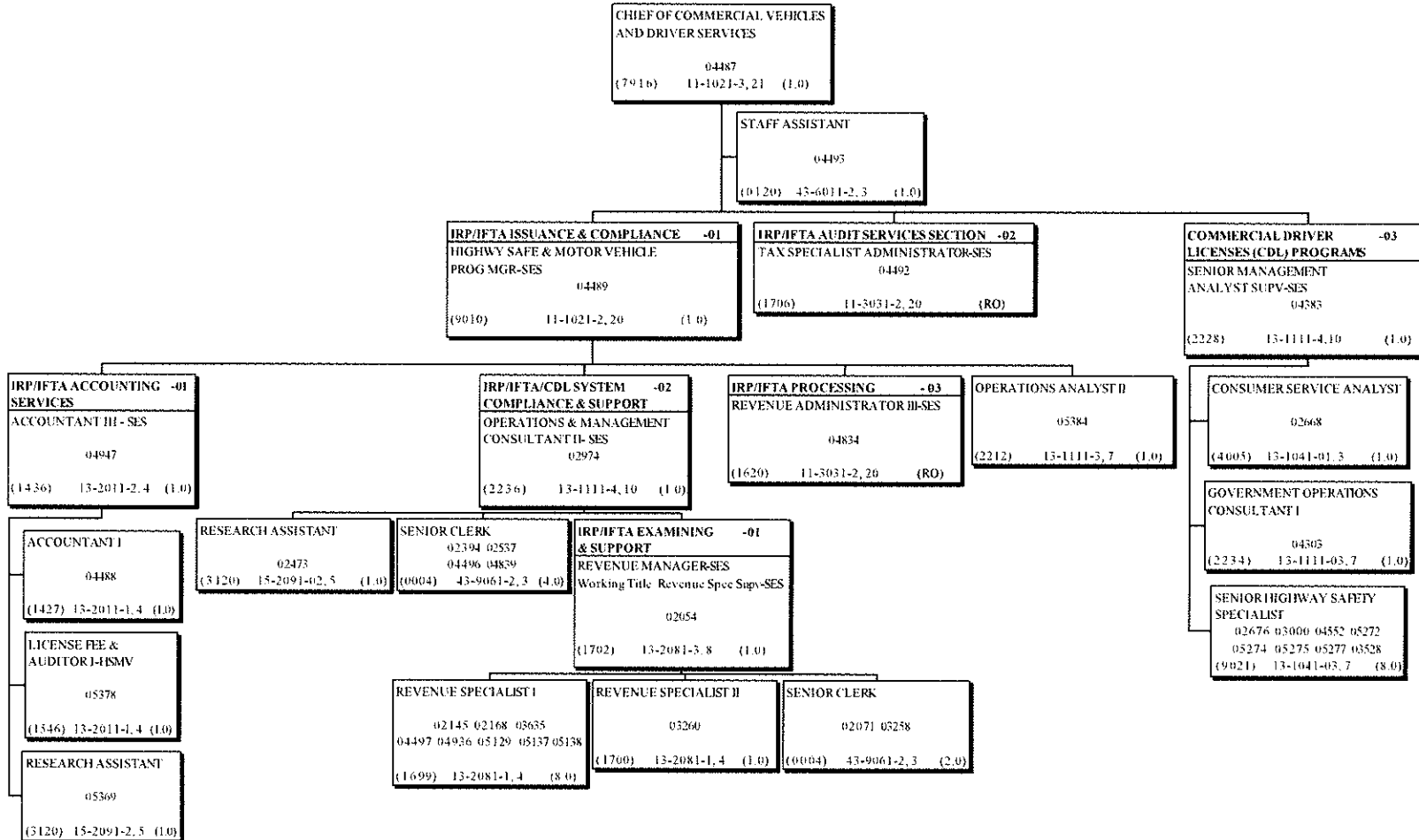
PUBLIC RECORDS / RECORDS MGMT / SCANNING

DATE: 03/01/2013
 SEQUENCE: 7621-01-04-02-02
 OED: _____
 NUMBER OF POSITIONS: 33
 NUMBER OF FTES: 33.0



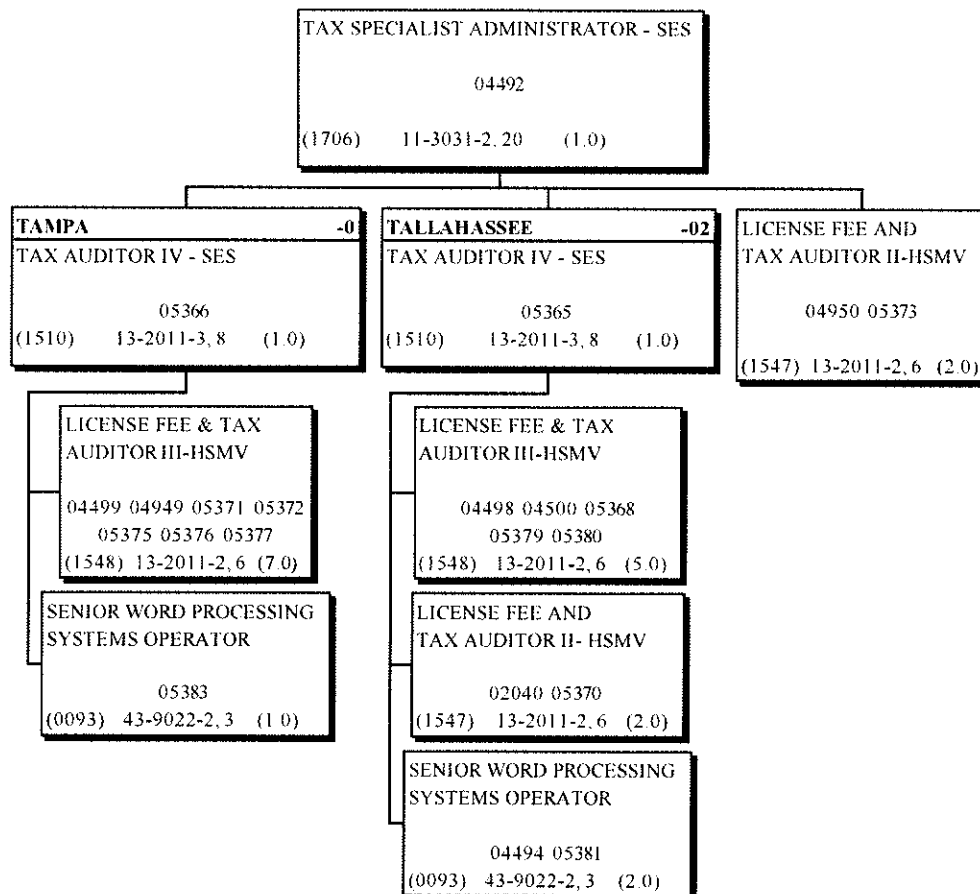
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF COMMERCIAL VEHICLES AND DRIVER
SERVICES**

DATE: 12/21/12
 SEQUENCE: 7621-01-05
 OED:
 NUMBER OF POSITIONS: 38
 NUMBER OF FTE'S: 38.0



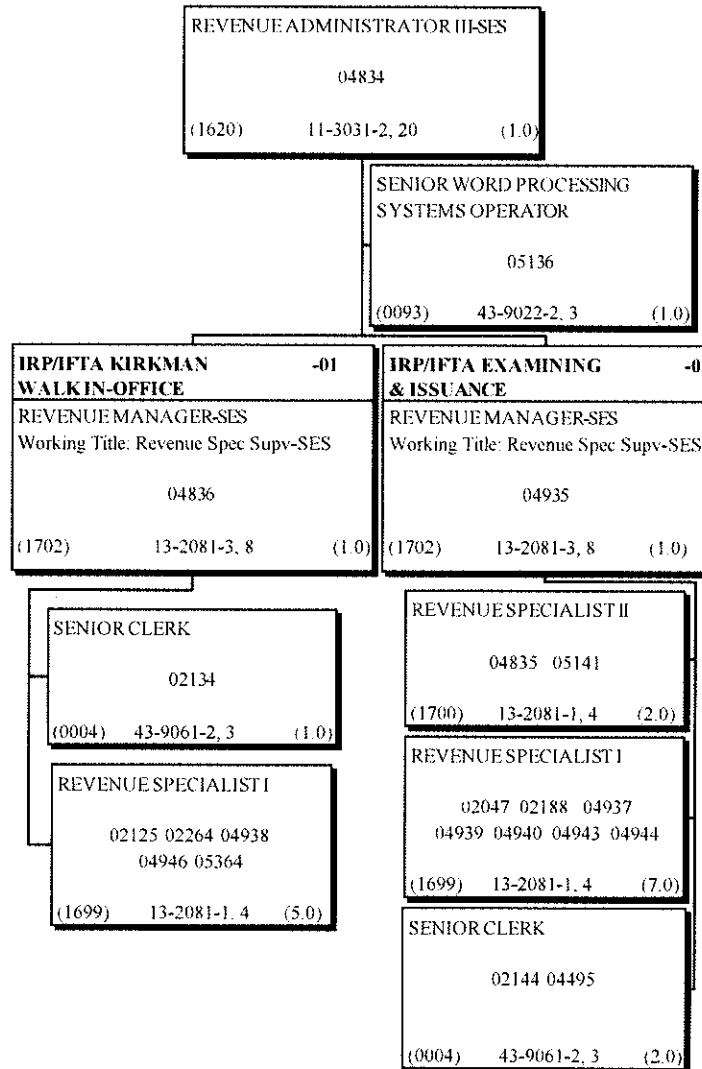
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF MOTORIST SERVICES
 BUREAU OF COMMERCIAL VEHICLE AND DRIVER SERVICES
 IRP/IFTA AUDIT SERVICES**

DATE: 12/21/12
 SEQUENCE: 7621-01-05-02
 OED: _____
 NUMBER OF POSITIONS: 22
 NUMBER OF FTE'S: 22.0



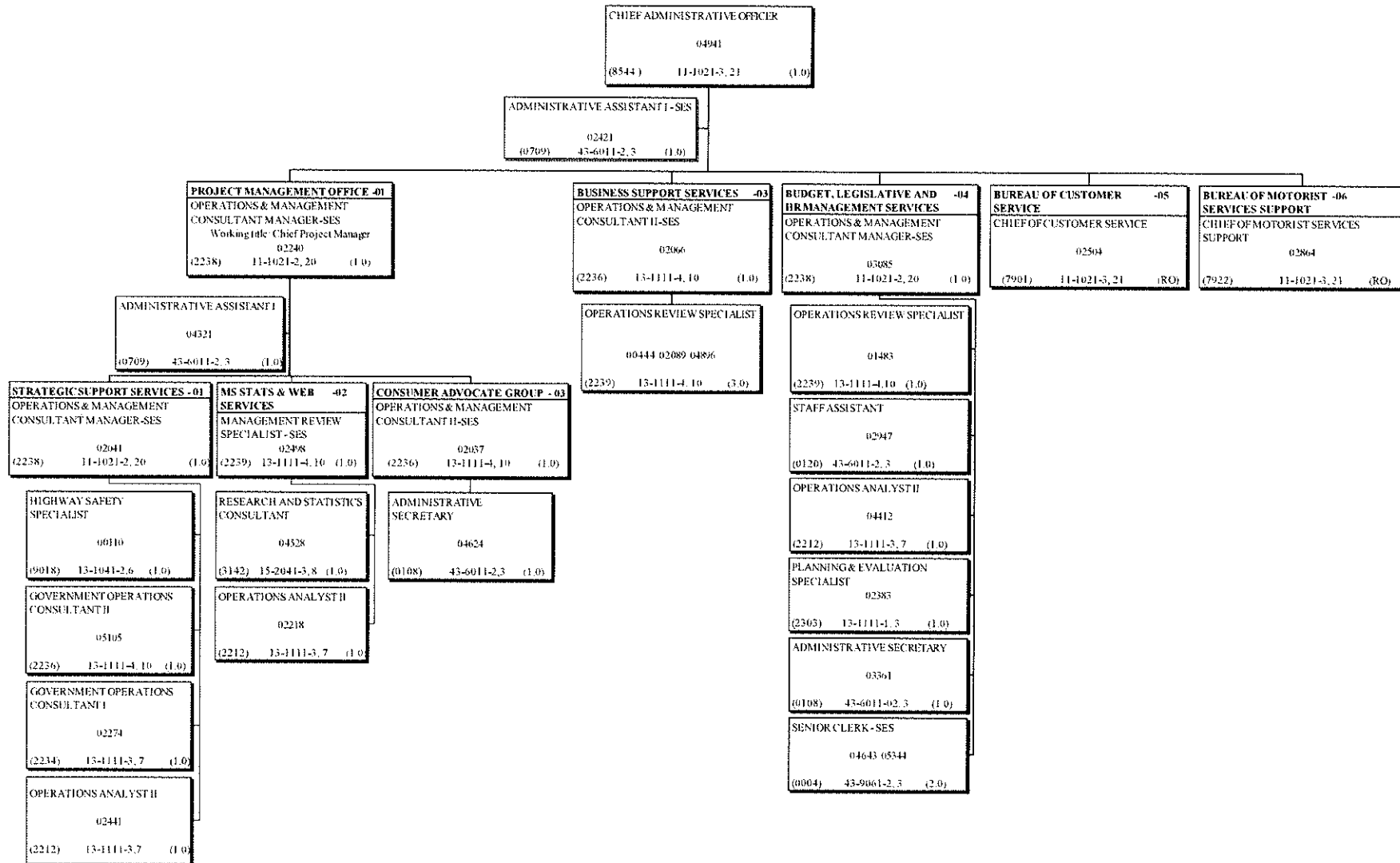
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF MOTORIST SERVICES
 BUREAU OF COMMERCIAL VEHICLES AND DRIVER SERVICES
 IRP/IFTA PROCESSING**

DATE: 12/21/12
 SEQUENCE: 7621-01-05-01-03
 OED: _____
 NUMBER OF POSITIONS: 21
 NUMBER OF FTE'S: 21.0



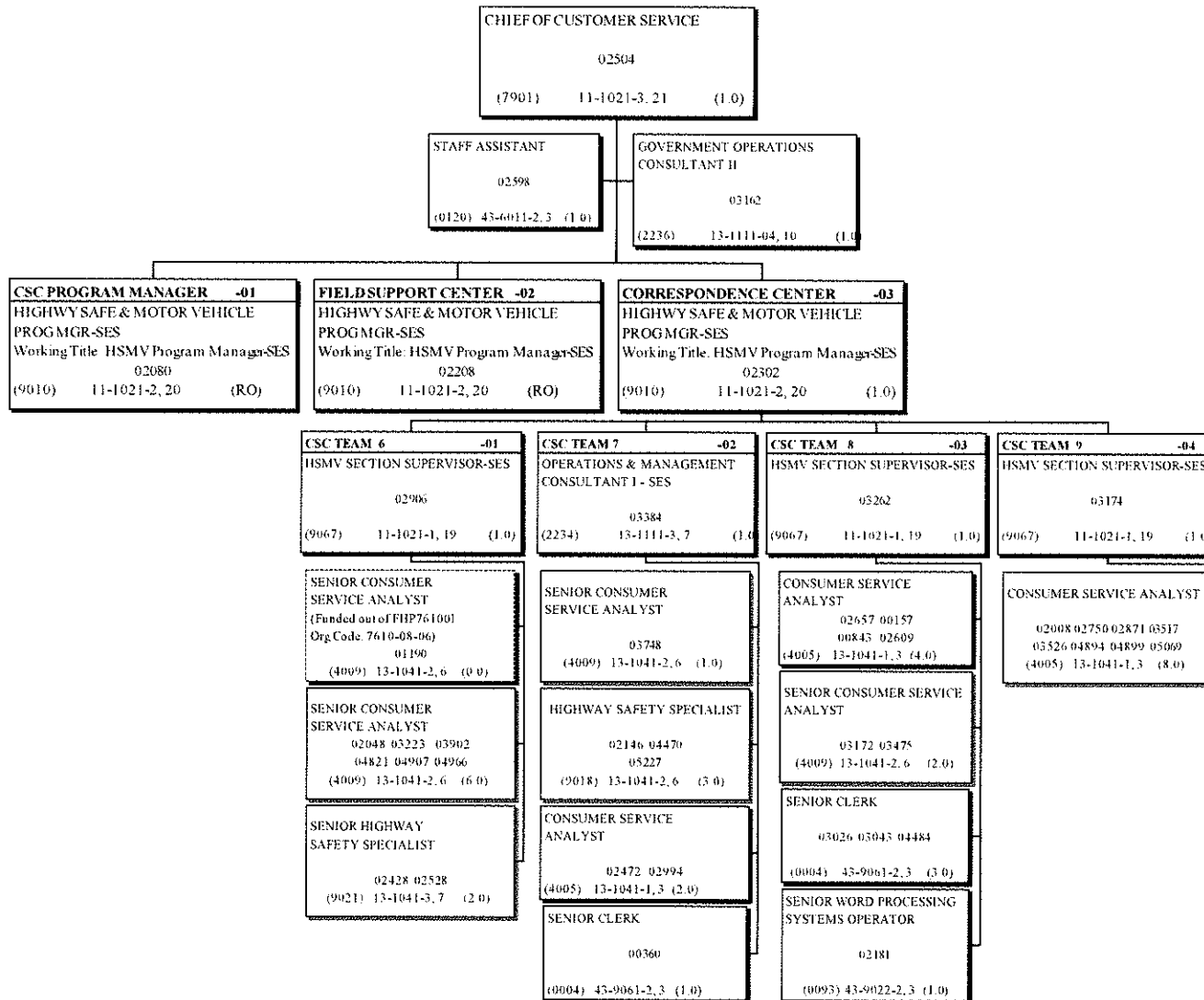
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES**
DIVISION OF MOTORIST SERVICES
PROGRAM PLANNING AND ADMINISTRATION OFFICE

DATE: 07/01/2013
SEQUENCE: 7621-02
OED:
NUMBER OF POSITIONS: 26
NUMBER OF FTE'S: 26.0



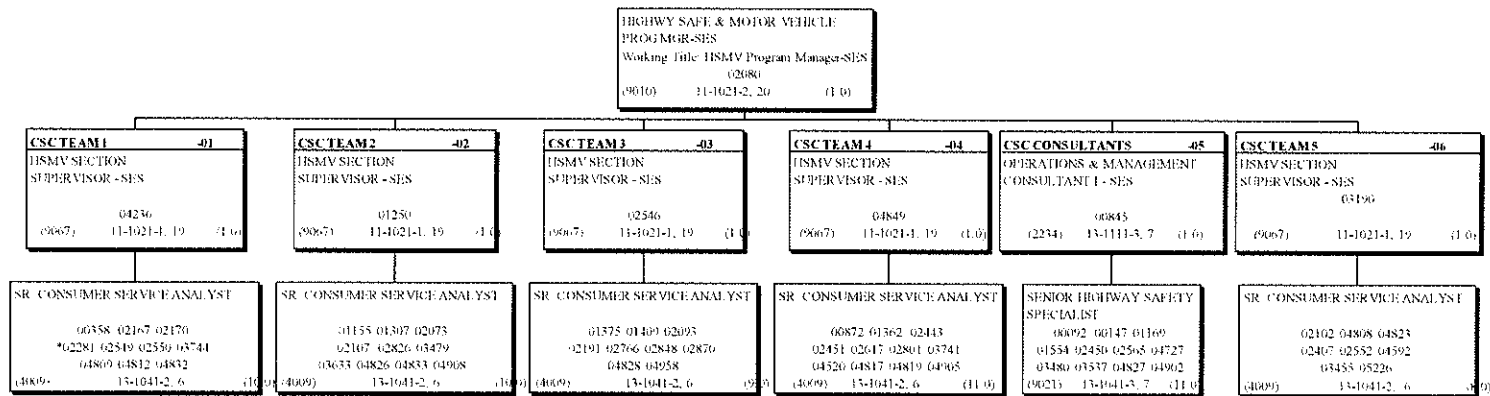
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES**
DIVISION OF MOTORIST SERVICES
PROGRAM PLANNING AND ADMINISTRATION OFFICE
BUREAU OF CUSTOMER SERVICE

DATE: 12/21/12
 SEQUENCE: 7621-02-05
 OED: _____
 NUMBER OF POSITIONS: 41
 NUMBER OF FTE'S: 41.0



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
CUSTOMER SERVICE CENTER / PROGRAM
MANAGER**

DATE: 12/21/2012
 SEQUENCE: 7621-02-05-01
 OED:
 NUMBER OF POSITIONS: 66
 NUMBER OF FTE'S: 66.0

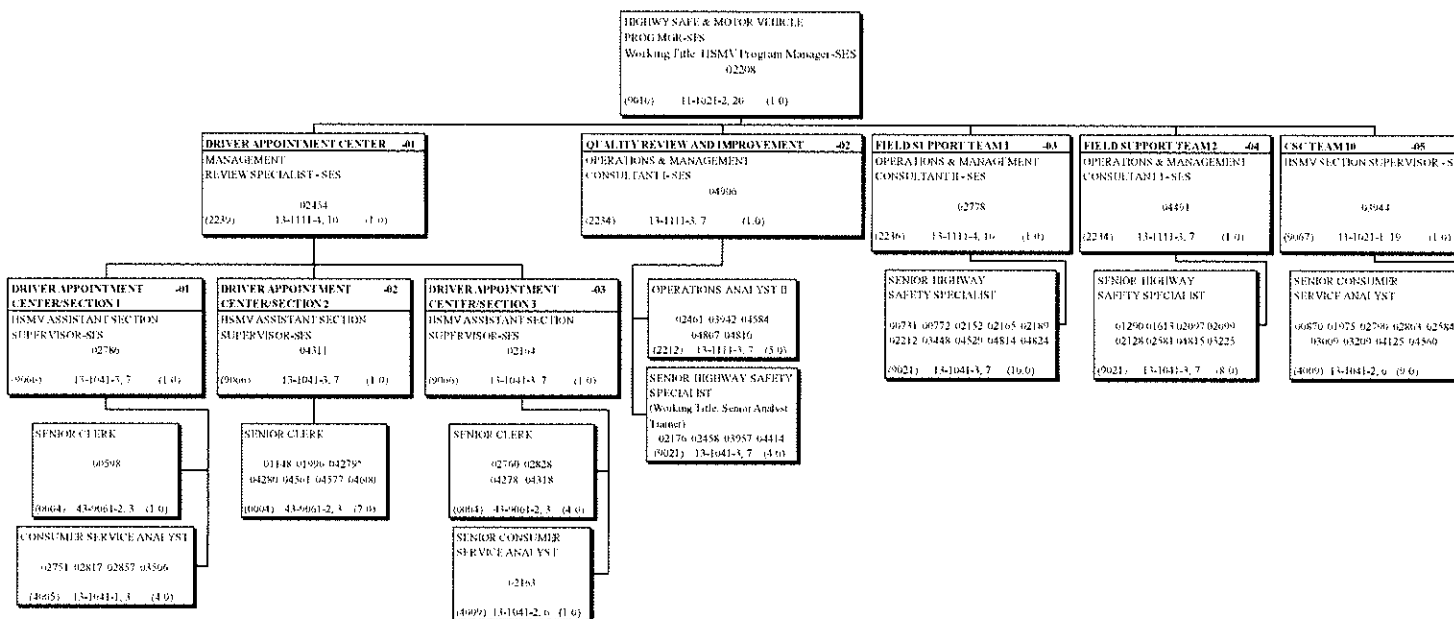


* Shared Position

CSC PROGRAM
MANGER

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
CUSTOMER SERVICE CENTER / FIELD SUPPORT CENTER

DATE: 07/01/13
 SEQUENCE: 7621-02-05-02
 OED:
 NUMBER OF POSITIONS: 62
 NUMBER OF FTES: 62.0

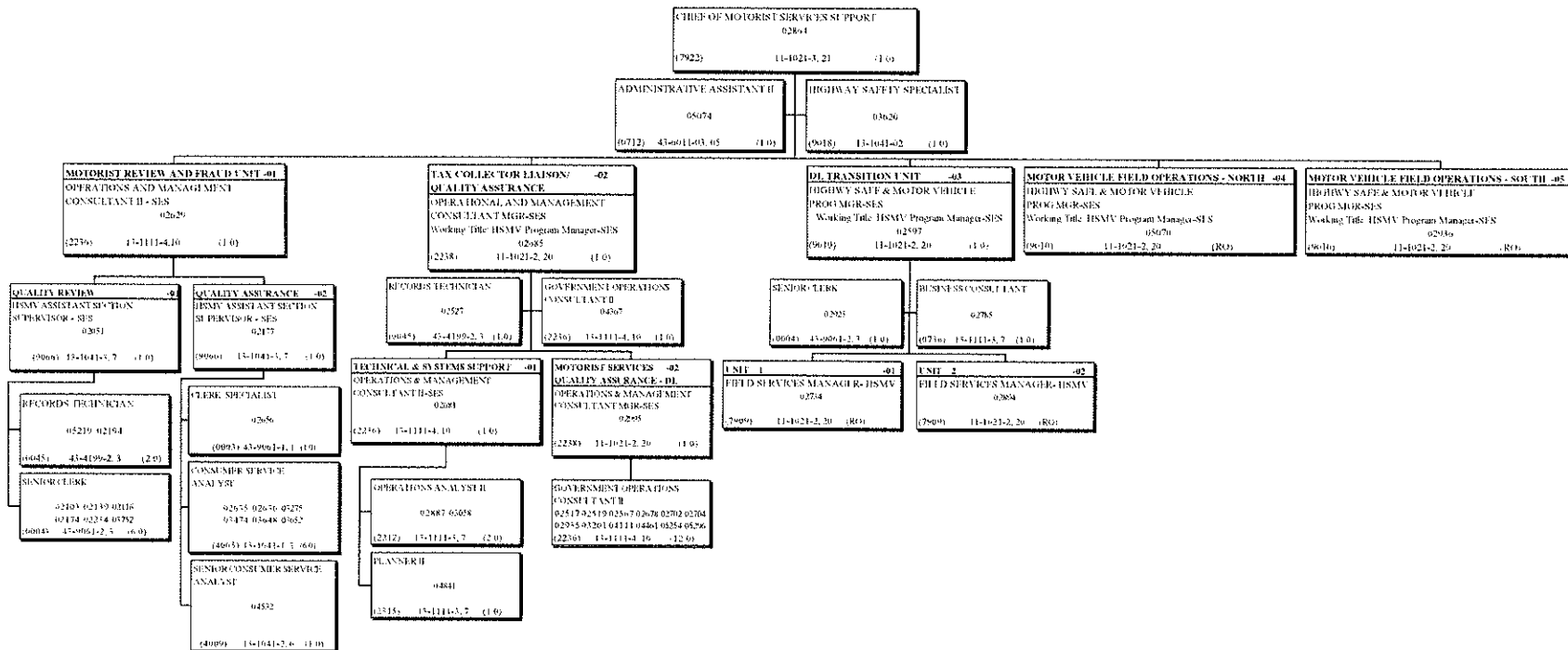


*- Shared Position

CSC FIELD SUPPORT CENTER

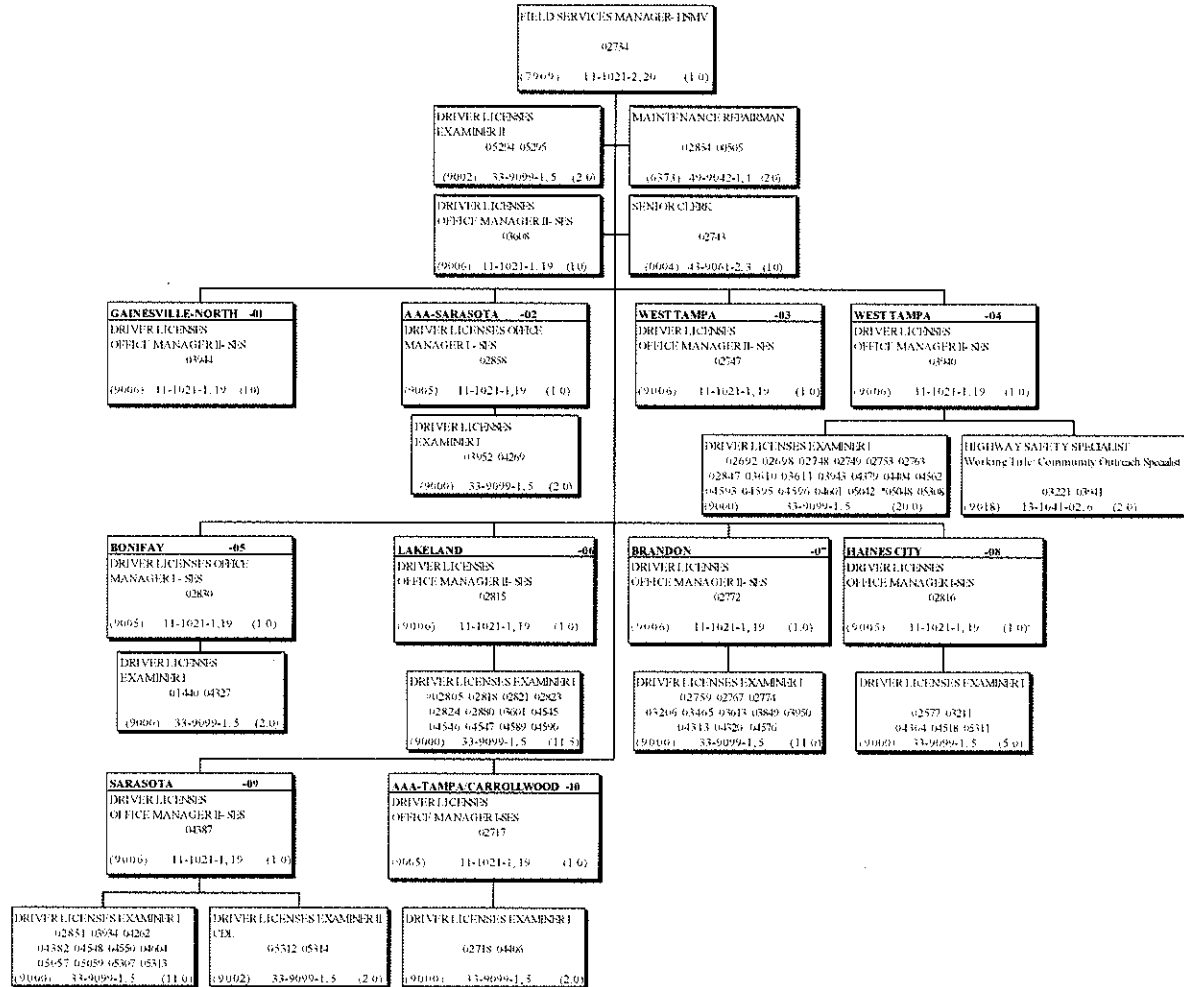
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF MOTORIST SERVICES SUPPORT

DATE: 07/01/13
 SEQUENCE: 7621-02-06
 OED:
 NUMBER OF POSITIONS: 46
 NUMBER OF FTE'S: 46.0



DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF MOTORIST SERVICES SUPPORT
DL TRANSITION UNIT 1

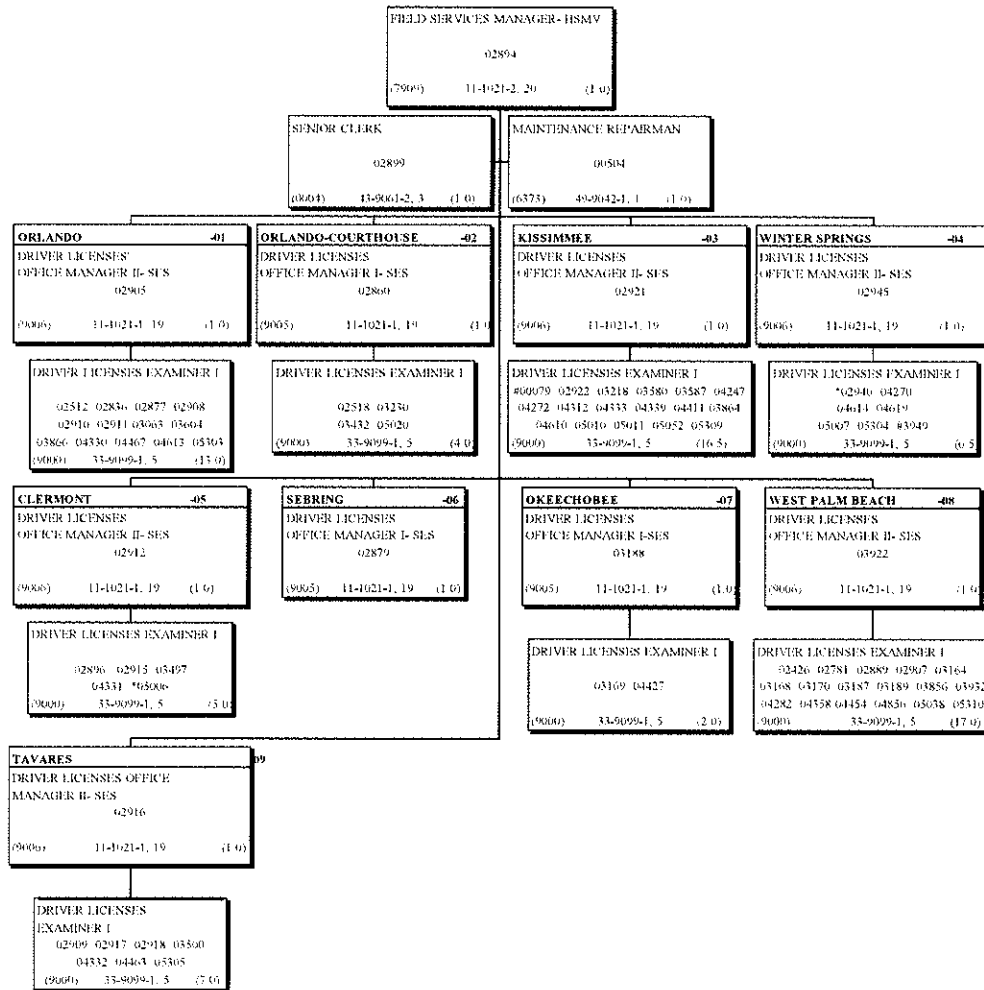
DATE: 07/01/2013
 SEQUENCE: 7621-02-06-03-01
 OED:
 NUMBER OF POSITIONS: 86
 NUMBER OF FTE'S: 85.5



* SHARED POSITION
 # .50 FTE

**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF MOTORIST SERVICES SUPPORT
DL TRANSITION UNIT 2**

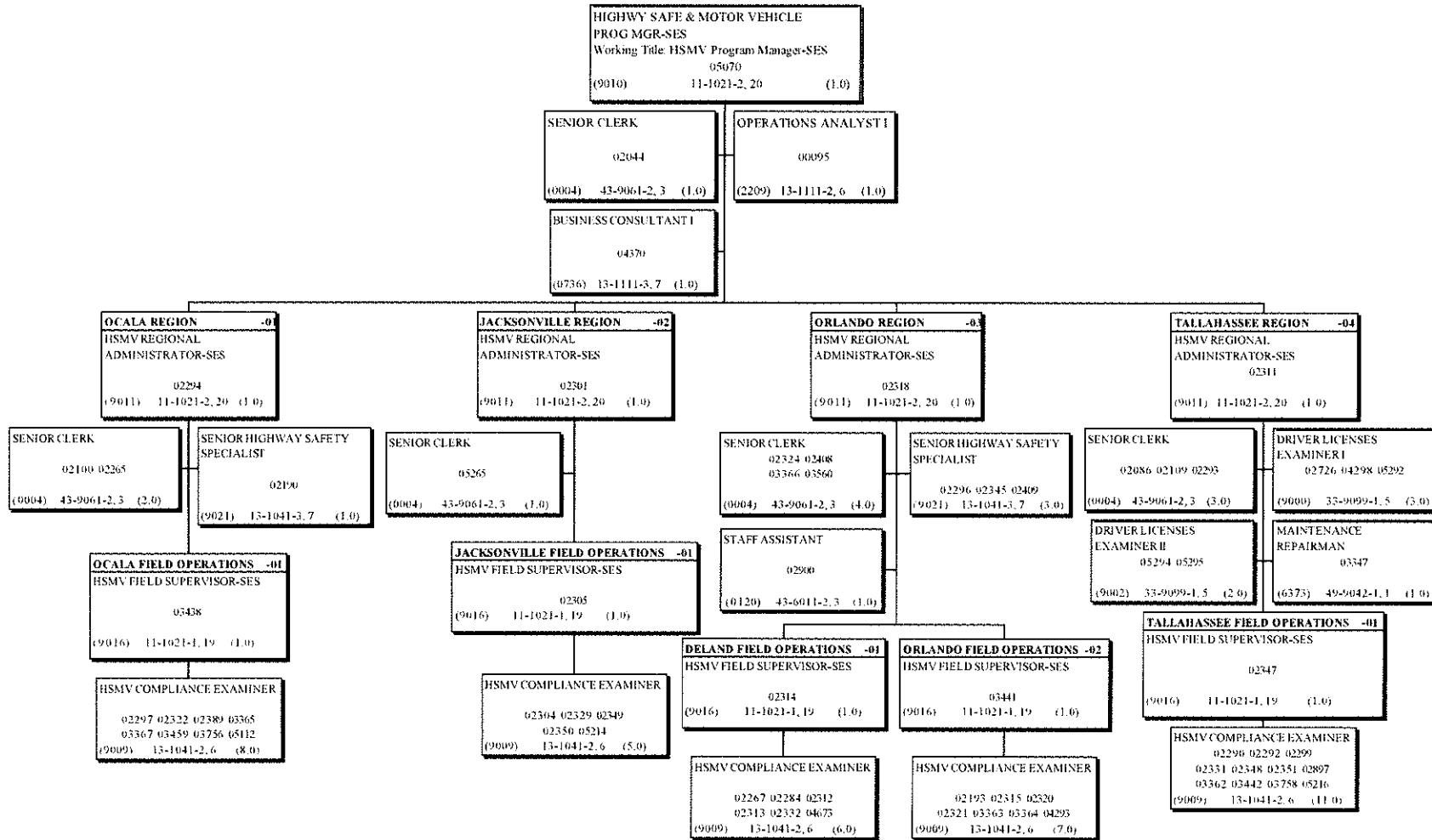
DATE: 07/01/13
 SEQUENCE: 7621-02-06-03-02
 OED: _____
 NUMBER OF POSITIONS: 85
 NUMBER OF FTE'S: 83.0



* SHARED POSITION
 # .50 FTE

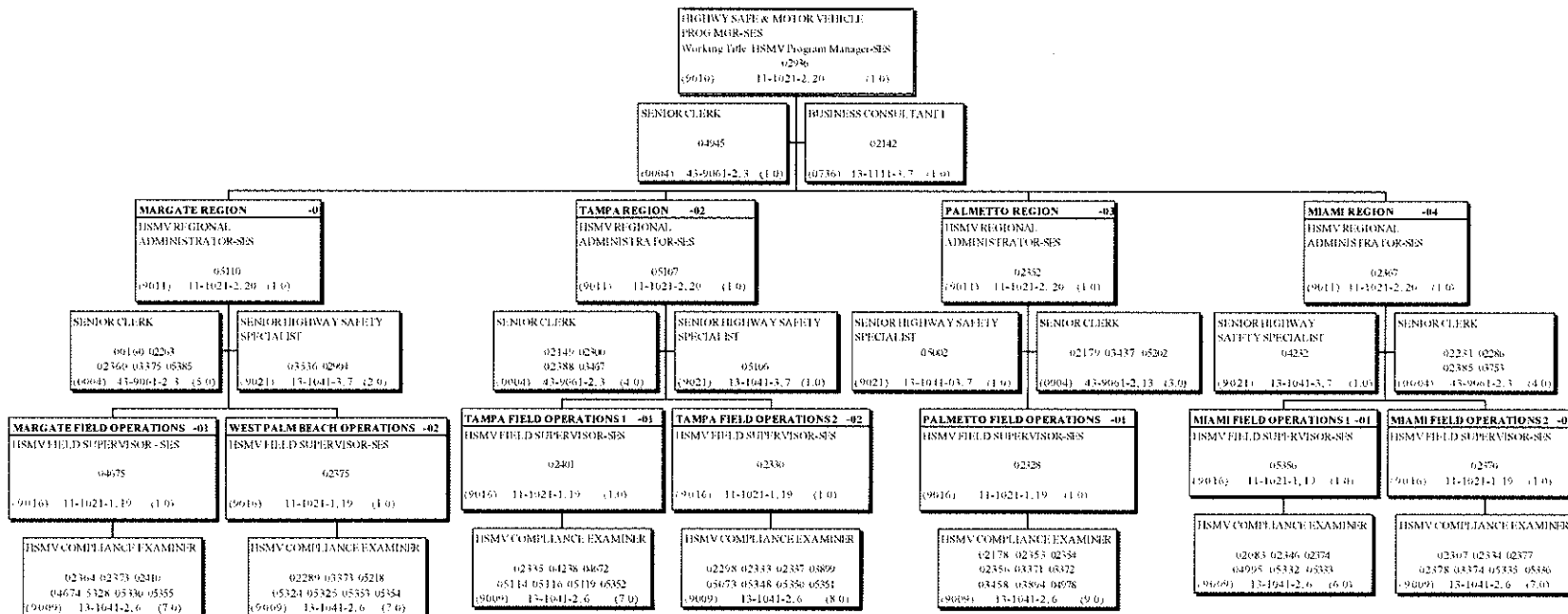
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF MOTOR SERVICES SUPPORT
FIELD OPERATIONS NORTH

DATE: 12/21/12
 SEQUENCE: 7621-02-06-04
 OED:
 NUMBER OF POSITIONS: 69
 NUMBER OF FTE'S: 69.0



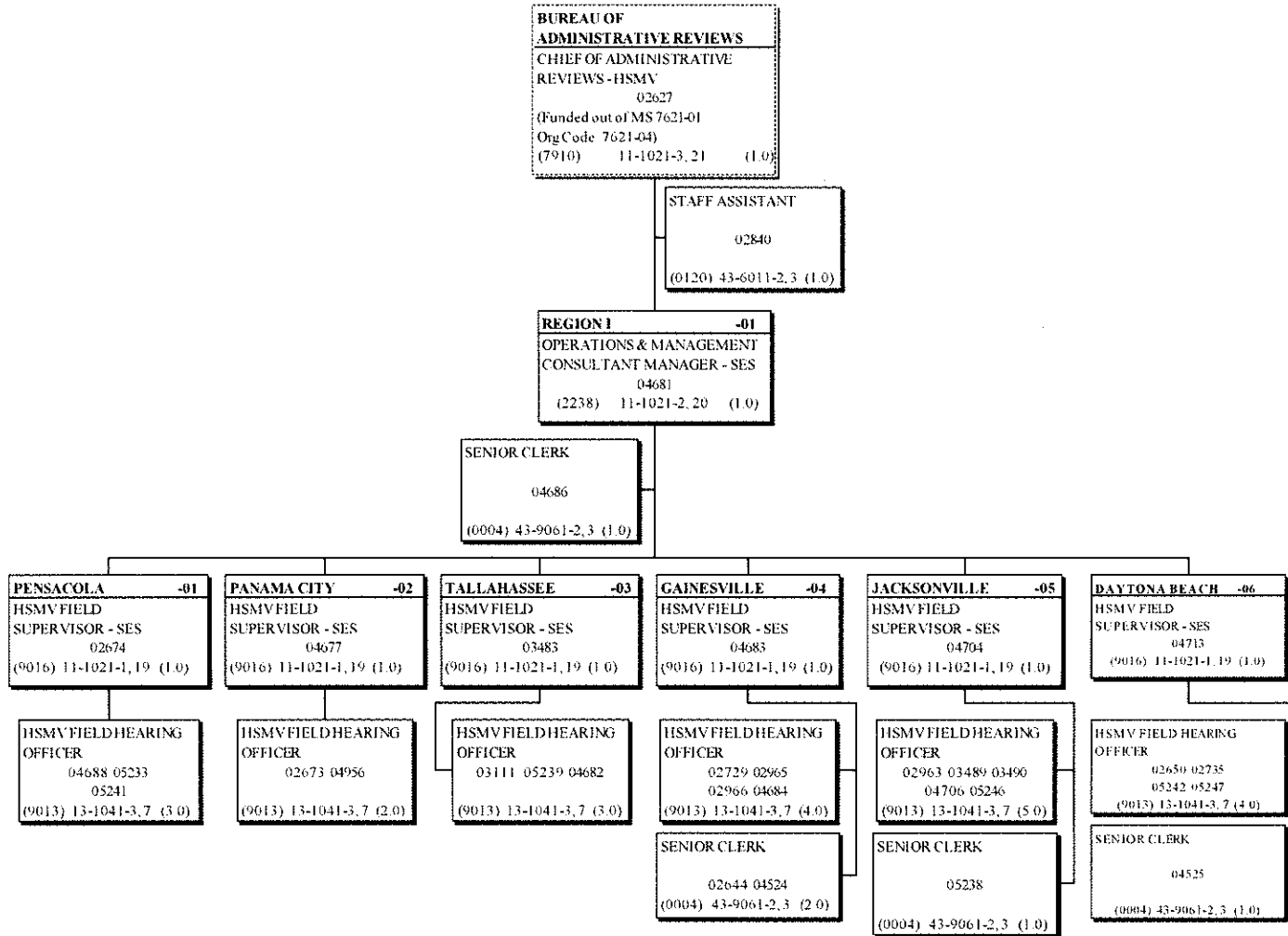
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF MOTOR SERVICES SUPPORT
FIELD OPERATIONS SOUTH

DATE: 12/21/12
 SEQUENCE: 7621-02-06-05
 OED:
 NUMBER OF POSITIONS: 86
 NUMBER OF FTE'S: 86.0



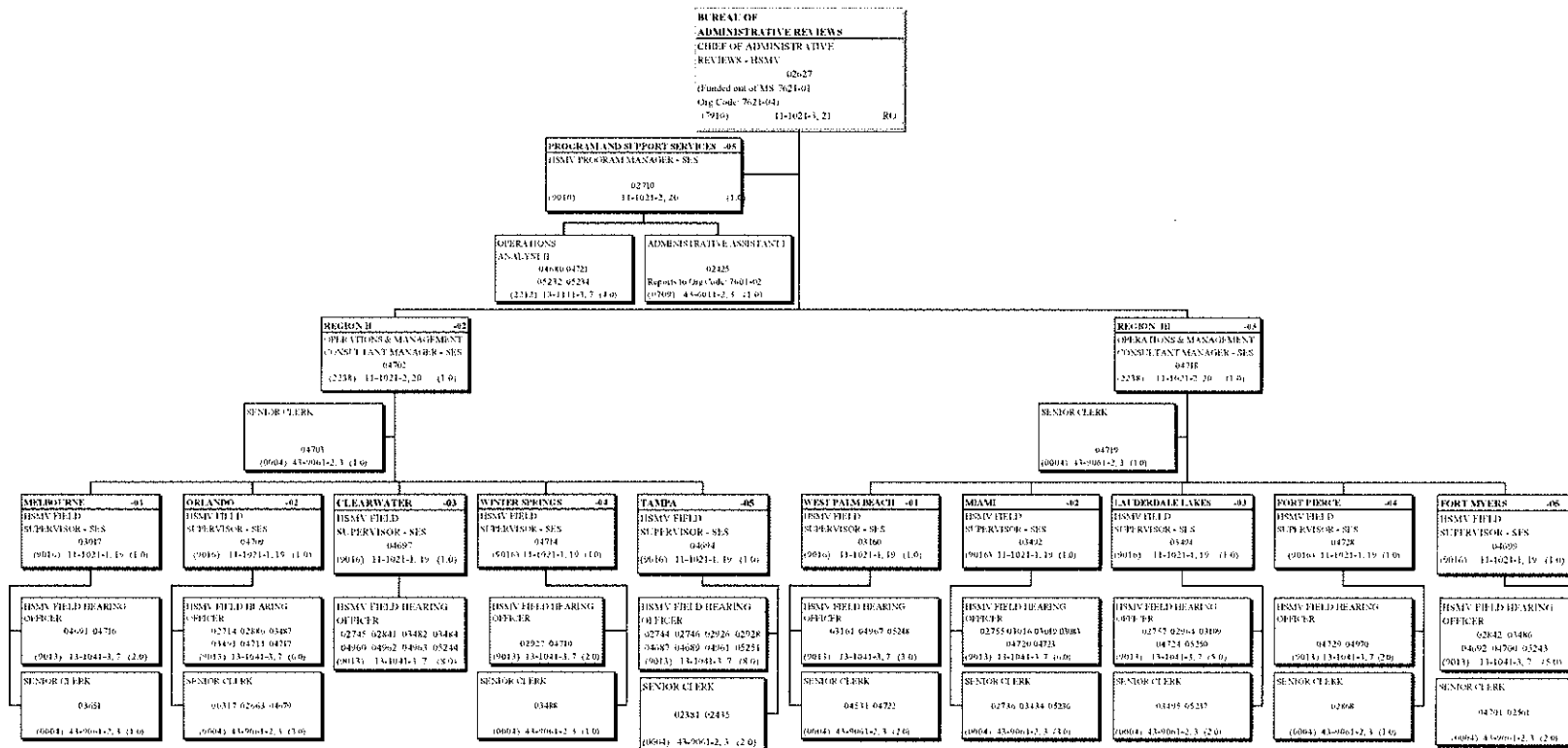
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF EXECUTIVE DIRECTOR / LEGAL
BUREAU OF ADMINISTRATIVE REVIEWS**

DATE: 09/01/2012
SEQUENCE: 7621-04
OED: _____
NUMBER OF POSITIONS: 35
NUMBER OF FTE'S: 35.0



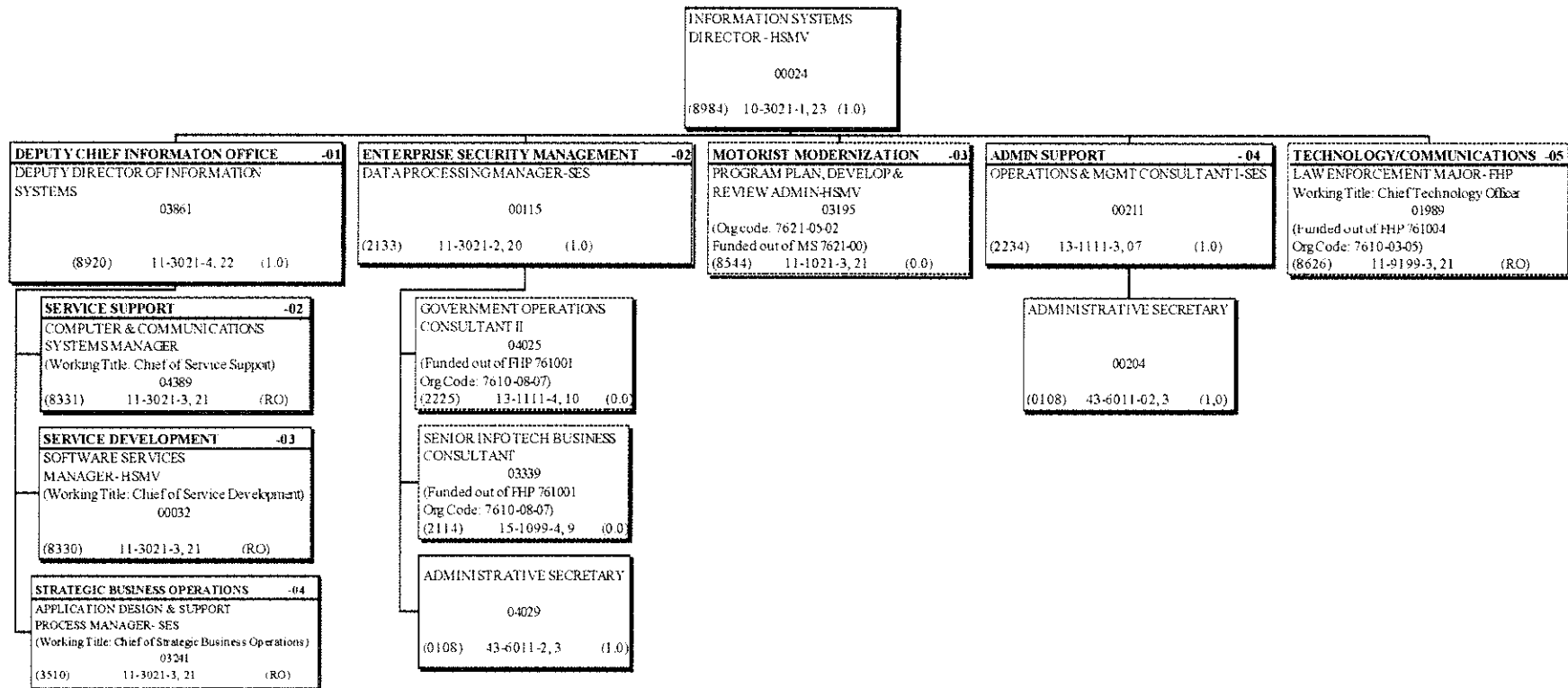
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF ADMINISTRATIVE REVIEWS**

DATE: 10/01/2012
SEQUENCE: 7621-04
OED:
NUMBER OF POSITIONS: 85
NUMBER OF FTE'S: 85.0



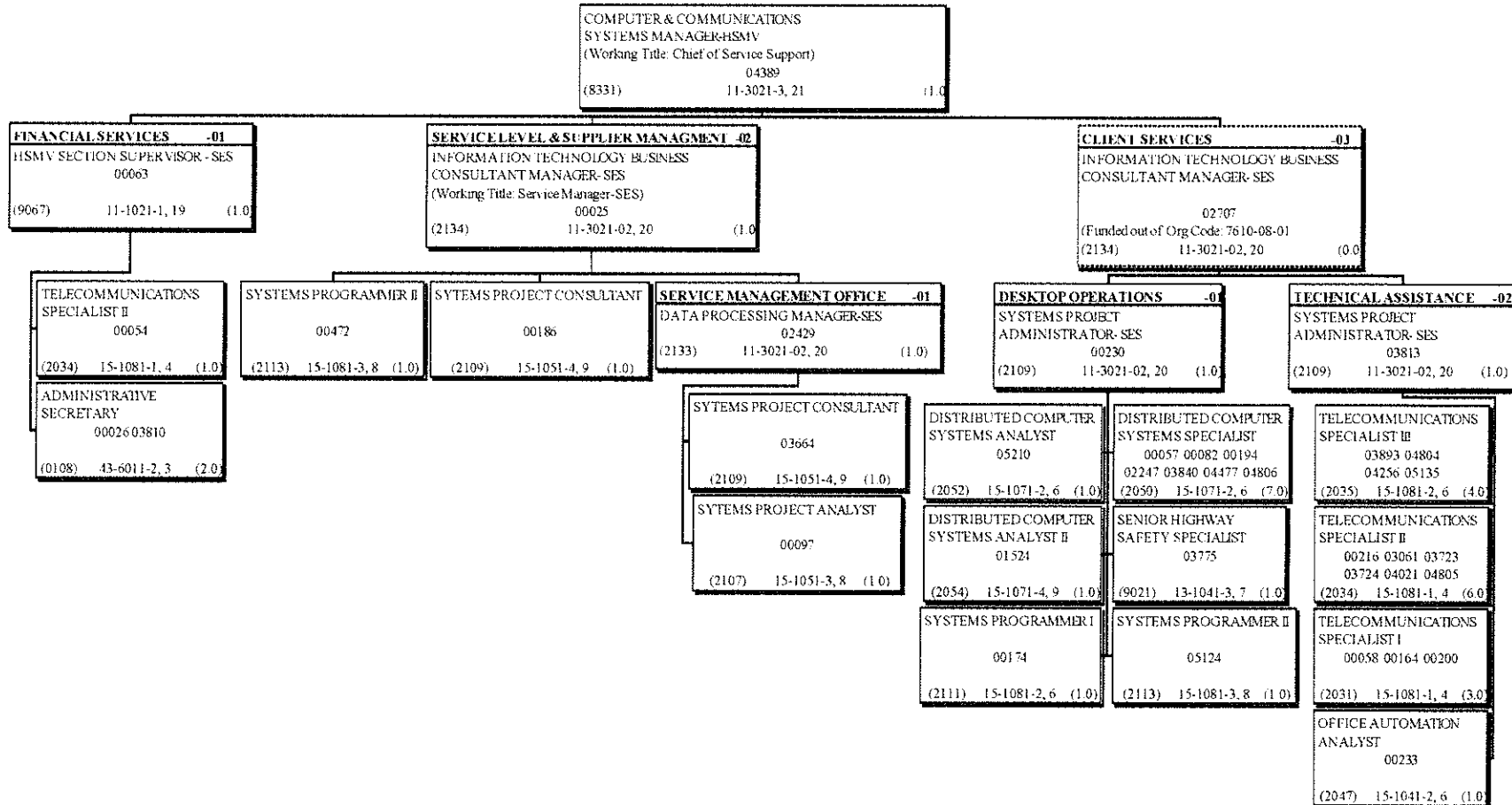
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION**

DATE: 06/11/13
 SEQUENCE: 7640-01
 OED: _____
 NUMBER OF POSITIONS: 6
 NUMBER OF FTES: 6.0



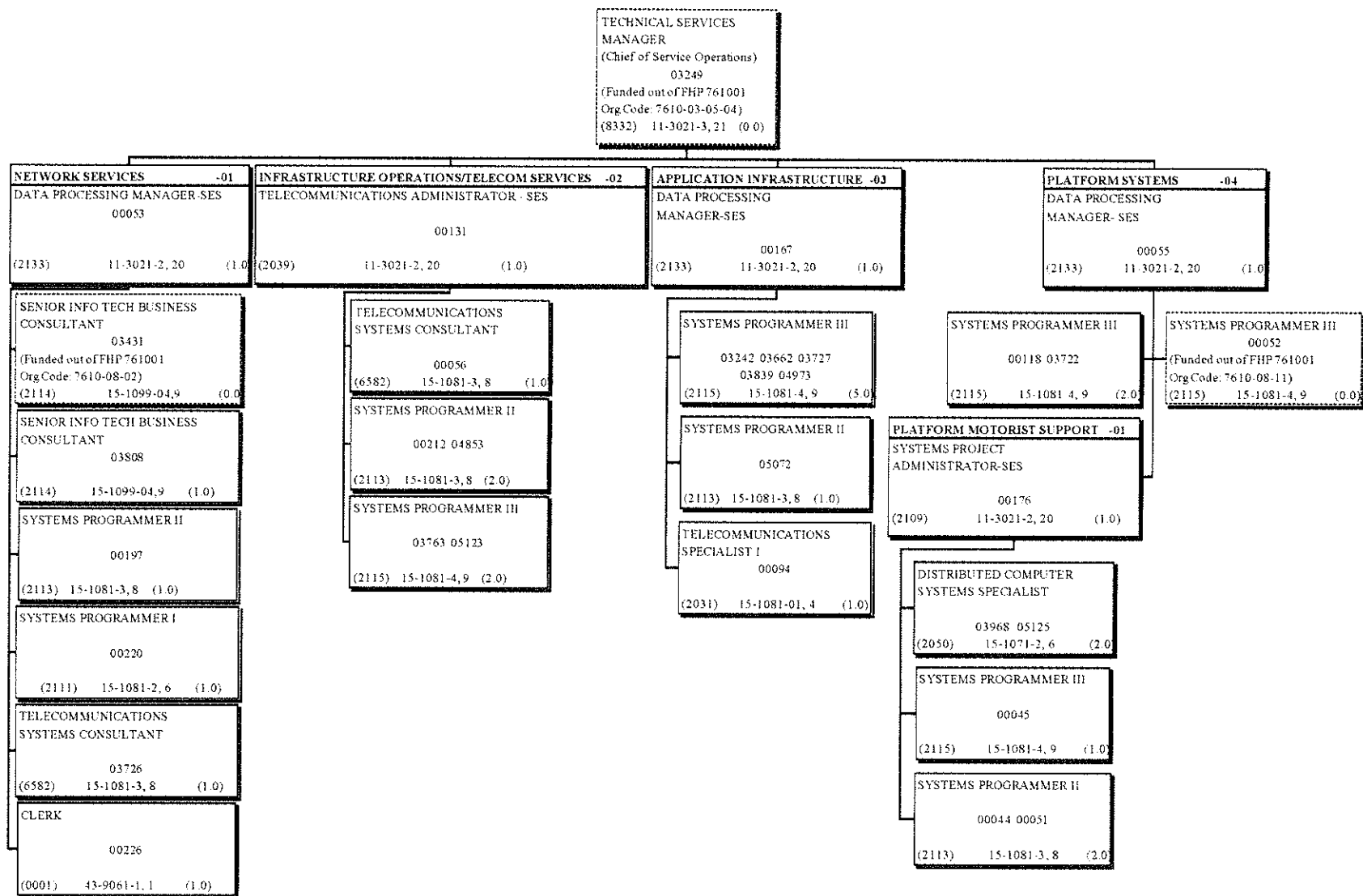
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
SERVICE SUPPORT**

DATE: 10/01/13
 SEQUENCE: 7640-01-01-02
 OED: _____
 NUMBER OF POSITIONS: 39
 NUMBER OF FTES: 39.0



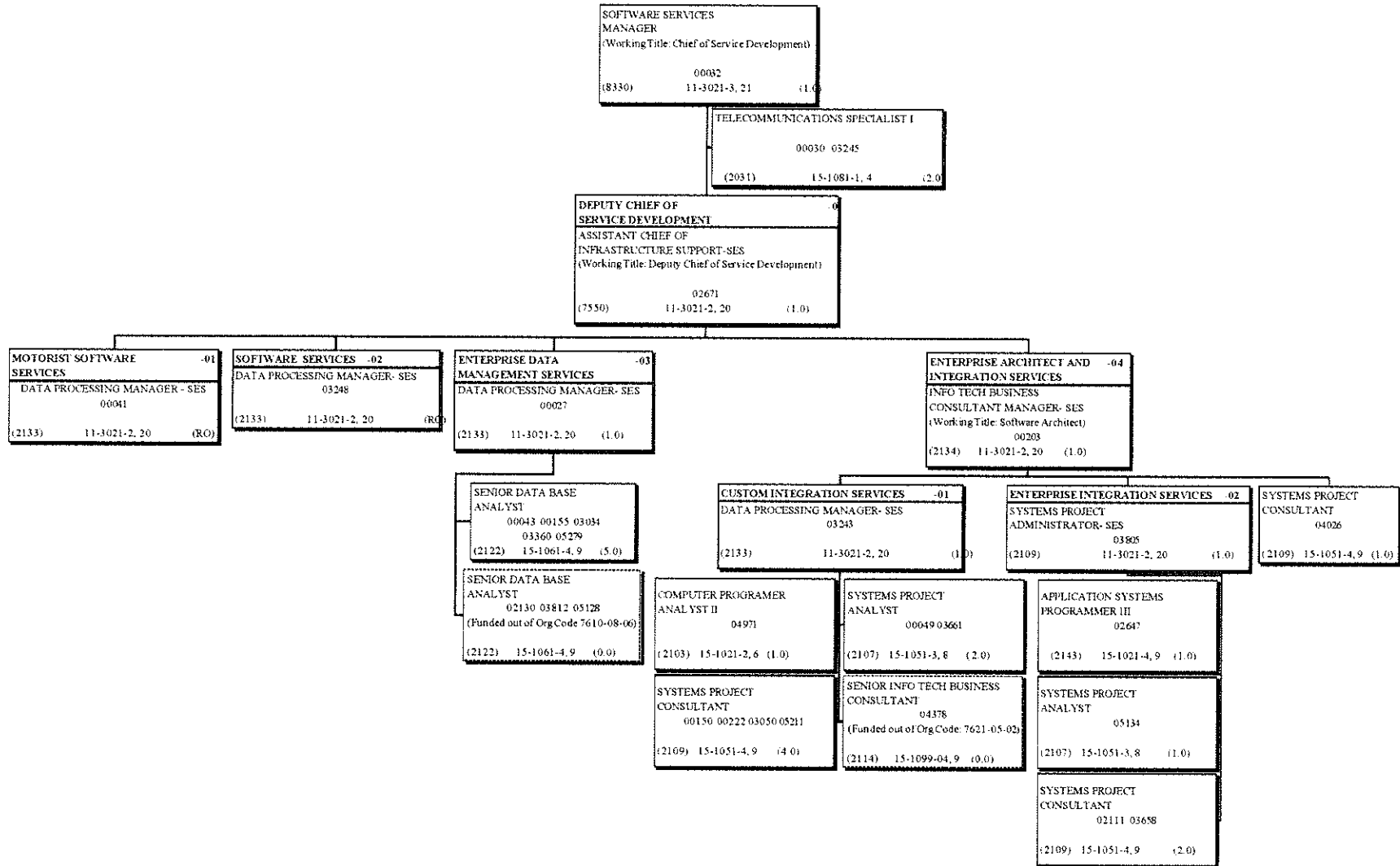
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
SERVICE OPERATIONS**

DATE: 08/02/13
SEQUENCE: 7640-01-05-01
OED:
NUMBER OF POSITIONS: 29
NUMBER OF FTE'S: 29.0



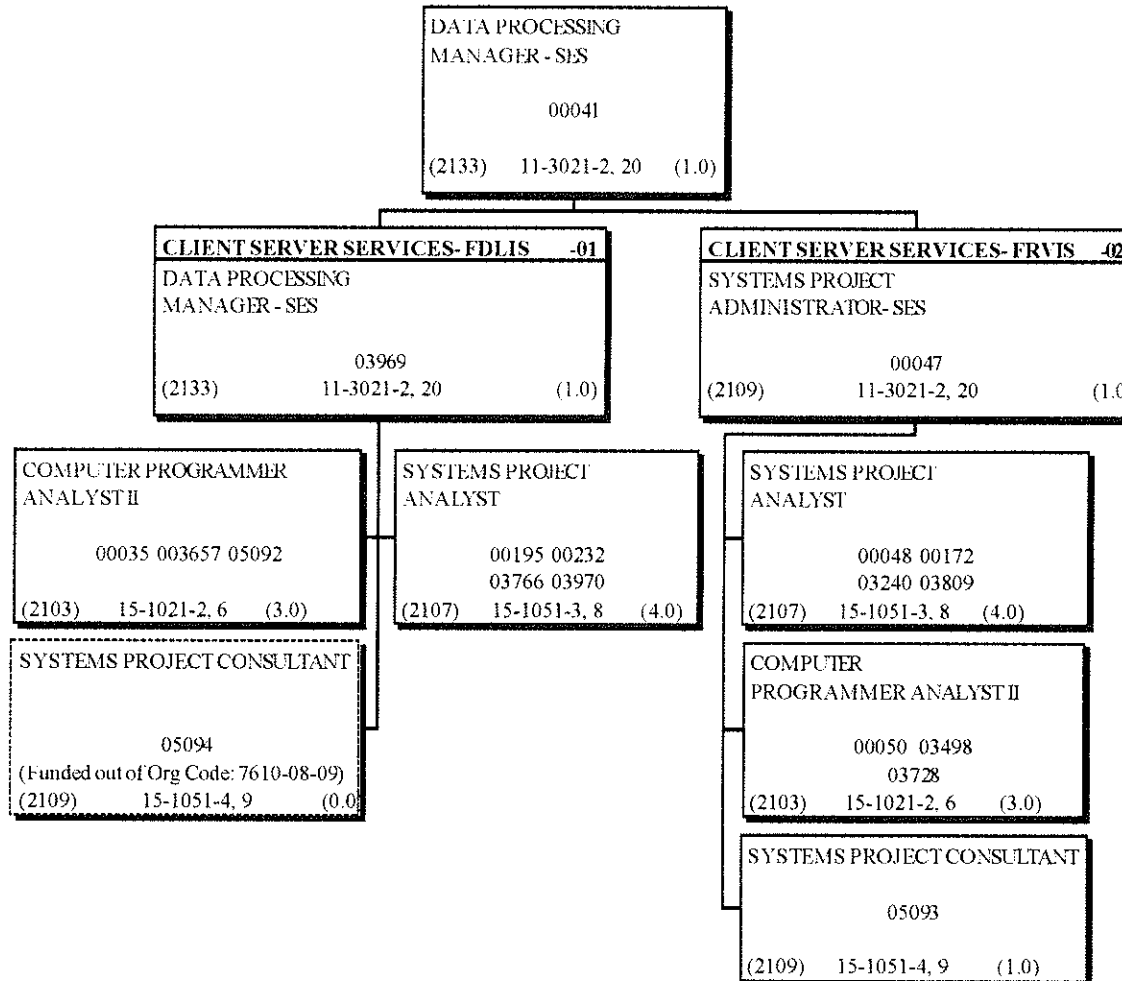
**DEPARTMENT OF HIGHWAY AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
SERVICE DEVELOPMENT**

DATE: 08/23/2013
 SEQUENCE: 7640-01-01-03
 OED:
 NUMBER OF POSITIONS: 25
 NUMBER OF FTES: 25



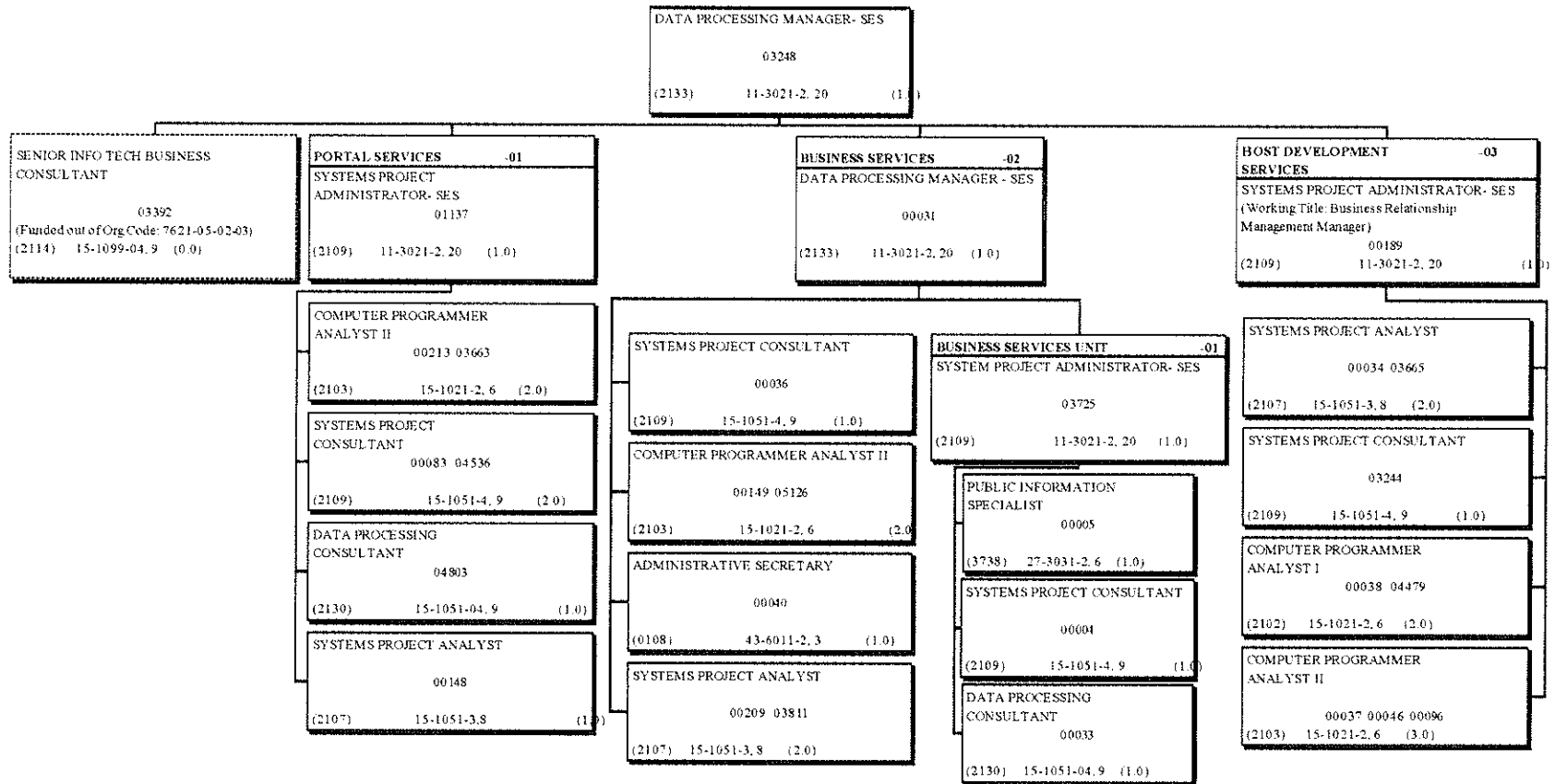
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 INFORMATION SYSTEMS ADMINISTRATION
 SERVICE DEVELOPMENT
 MOTORIST SOFTWARE SERVICES**

DATE: 08/23/13
 SEQUENCE: 7640-01-01-03-01-01
 OED: _____
 NUMBER OF POSITIONS: 18
 NUMBER OF FTE'S: 18.0



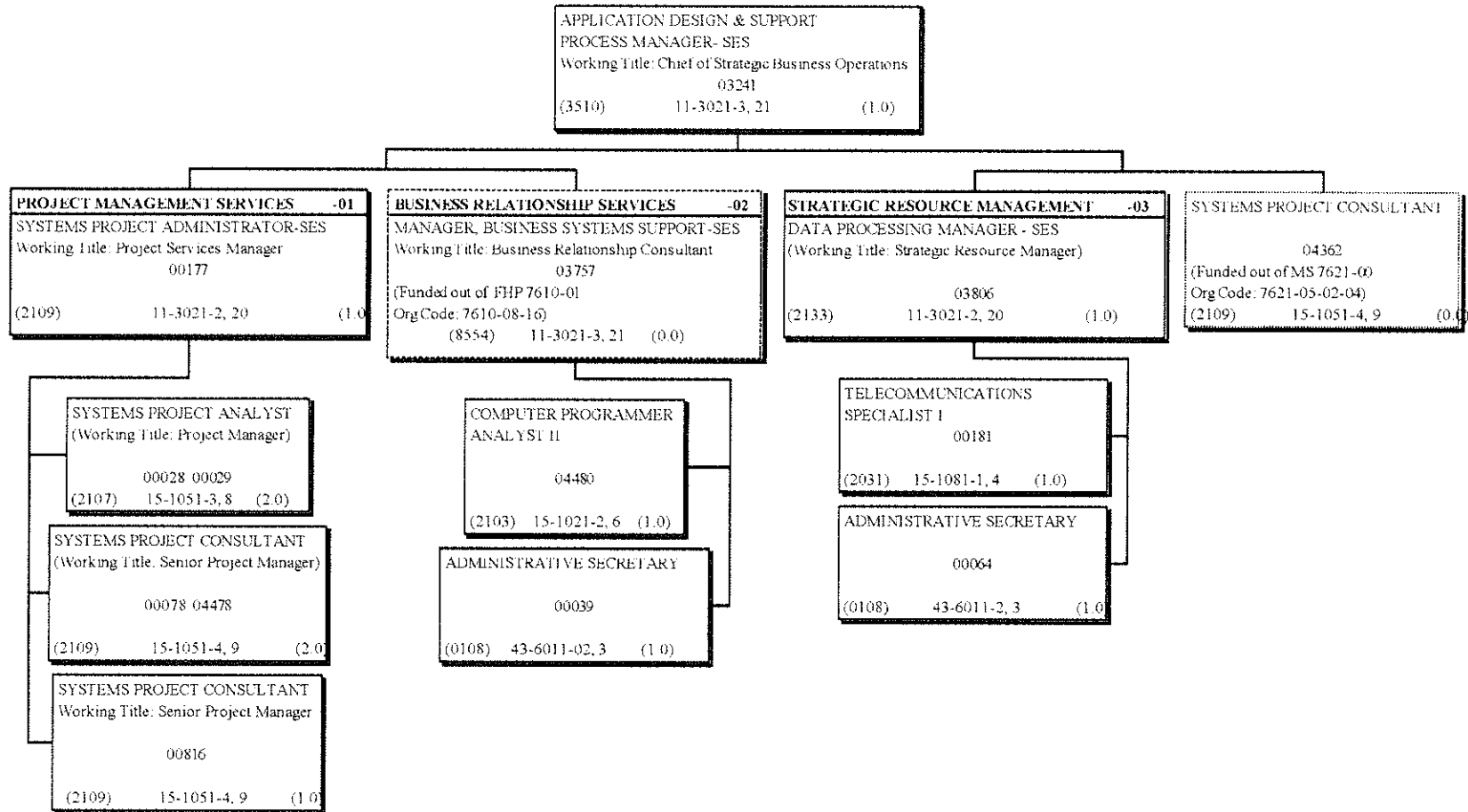
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 INFORMATION SYSTEMS ADMINISTRATION
 SERVICE DEVELOPMENT
 SOFTWARE SERVICES**

DATE: 08/23/13
 SEQUENCE: 7640-01-01-03-01-02
 OED: _____
 NUMBER OF POSITIONS: 28
 NUMBER OF FTE'S: 28.0



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 INFORMATION SYSTEMS ADMINISTRATION
 STRATEGIC BUSINESS OPERATIONS**

DATE: 07/01/13
 SEQUENCE: 7640-01-01-04
 OED:
 NUMBER OF POSITIONS: 12
 NUMBER OF FTE'S: 12.0



**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
OFFICE OF MOTORIST MODERNIZATION**

DATE: 08/23/13
 SEQUENCE: 7640-01-03
 OED: _____
 NUMBER OF POSITIONS: 1
 NUMBER OF FTES: 1.0

PROGRAM PLAN, DEVELOP &
 REVIEW ADMIN-HSMV
 Working Title: Motorist Modernization Director

 03195
 (Funded out of Org code: 7621-05-02-01)
 (8544) 11-1021-3, 21 (0.0)

SENIOR INFO TECH BUSINESS CONSULTANT
 Working Title: Sr Modernization Business Analyst DL

 02705
 (Funded out of Org code: 7621-05-02-01)
 (2114) 15-1099-4, 9 (0.0)

SENIOR INFO TECH BUSINESS CONSULTANT
 Working Title: Sr Modernization Business Analyst MV
 02853
 (Funded out of Org code: 7621-05-02-01)
 (2114) 15-1099-4, 9 (0.0)

SYSTEMS PROJECT CONSULTANT
 Working Title: Senior Program Manager
 00071
 (2109) 15-1051-4, 9 (1.0)

HIGHWAY SAFETY AND MOTOR VEHICLES, DEPARTMENT OF		FISCAL YEAR 2012-13			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT		397,899,055		3,698,555	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)		2,991,868		0	
FINAL BUDGET FOR AGENCY		400,890,923		3,698,555	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					3,698,555
Enforcement Of Traffic Laws * Law enforcement officer duty hours spent on preventive patrol.		799,938	227.20	181,742,602	
Provide Aerial Traffic Enforcement * Number of duty hours spent on aerial traffic enforcement.		2,069	671.84	1,390,044	
Conduct Traffic Homicide Investigations * Number of hours spent on traffic homicide investigations.		143,145	90.92	13,014,509	
Provide Academy Training * Number of students successfully completing training courses.		1,119	4,540.69	5,081,035	
Conduct Criminal And Administrative Investigations * Number of hours spent on investigations.		30,866	228.33	7,047,501	
Number Of Commercial Motor Vehicle Inspections Performed * Number of commercial motor vehicle inspections.		107,206	294.26	31,546,919	
Issuance Of Automobile Dealer Licenses * Number of automobile dealers licensed.		14,205	350.30	4,976,068	
Enforce Title And Registration Laws * Number of rebuilt salvaged motor vehicles inspected for vehicle identification numbers and odometer readings.		53,777	115.93	6,234,365	
Issue Driver License And Identification Cards * Number of driver licenses and identification cards issued.		5,206,794	10.52	54,760,948	
Maintain Records * Number of records maintained.		22,426,727	0.35	7,761,160	
Provide Program Customer Service * Response to number of telephone inquiries.		619,334	14.62	9,053,494	
Administer Motorist Insurance Laws * Number of insured motorists.		11,242,986	0.19	2,139,544	
Oversee Driver Improvement Activities * Number of problem drivers identified.		2,089,669	1.84	3,848,342	
Conduct Administrative Reviews * Number of administrative reviews and hardship and miscellaneous hearings completed.		52,001	141.36	7,350,661	
Conduct Driver, Driving Under The Influence And Motorcycle Education Activities * Number of graduates.		451,438	3.34	1,505,928	
Monitor Mobile Home Inspections * Number of mobile homes inspected.		4,357	346.16	1,508,212	
Register And Audit Commercial Carriers * Number of International Fuel Use Tax returns processed.		41,762	92.24	3,851,971	
Issuance Of Vehicle And Mobile Home Titles And Registrations * Number of motor vehicle and mobile home titles and registrations issued.		24,632,026	0.62	15,197,163	
Issuance Of Vessel Title And Registrations * Number of vessel titles and registrations issued.		990,148	0.64	635,416	
TOTAL				358,645,882	3,698,555
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER				5,396,151	
REVERSIONS				36,848,929	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				400,890,962	3,698,555

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.

NUCSSP03 LAS/PBS SYSTEM
 BUDGET PERIOD: 2004-2015
 STATE OF FLORIDA

SP 09/30/2013 11:01
 SCHED XI: AGENCY-LEVEL UNIT COST SUMMARY
 AUDIT REPORT HIWAY SAFETY/MTR VEH, DEPT

 ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8:

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

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

*** NO ACTIVITIES FOUND ***

 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 ***

 THE FOLLOWING ACTIVITIES DO NOT HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND ARE REPORTED AS 'OTHER' IN SECTION III: (NOTE: 'OTHER' ACTIVITIES ARE NOT 'TRANSFER-STATE AGENCY' ACTIVITIES OR 'AID TO LOCAL GOVERNMENTS' ACTIVITIES. ALL ACTIVITIES WITH AN OUTPUT STANDARD (RECORD TYPE 5) SHOULD BE REPORTED IN SECTION II.)

BE	PC	CODE	TITLE	EXPENDITURES	FCO
76100400	1602000000	ACT1041	EXECUTIVE DIRECTION AND SUPPORT	2,282,679	
76210100	1205000000	ACT2591	EXECUTIVE DIRECTION AND SUPPORT	3,113,472	

 TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 76	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	400,890,923	3,698,555
TOTAL BUDGET FOR AGENCY (SECTION III):	400,890,962	3,698,555
DIFFERENCE:	39-	
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====

**SCHEDULE XII: OUTSOURCING OR PRIVATIZATION OF A SERVICE OR ACTIVITY
BUSINESS CASE**

Schedule XII Cover Sheet and Agency Project Approval	
Agency: Highway Safety and Motor Vehicles	Schedule XII Submission Date:
Project Name:	Is this project included in the Agency's LRPP? _____ Yes _____ No
FY 2014-2015 LBR Issue Code:	FY 2014-2015 LBR Issue Title:
Agency Contact for Schedule XII (Name, Phone #, and E-mail address):	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule XII in support of our legislative budget request. I have reviewed and agree with the information in the attached Schedule XII.	
Agency Head:	Date:
Printed Name:	
Agency Chief Information Officer: <i>(If applicable)</i>	Date:
Printed Name:	
Budget Officer:	Date:
Printed Name:	
Planning Officer:	Date:
Printed Name:	
Project Sponsor:	Date:
Printed Name:	

The Department has no activities proposed for outsourcing during the 2014-2015 fiscal year.

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

Contact Information
Agency: Department of Highway Safety and Motor Vehicles
Name: Jon Kosberg, Chief of Purchasing and Contracts
Phone: (850) 617-3203
E-mail address: JonKosberg@flhsmv.gov

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

For each proposed deferred-payment commodity contract that exceeds the threshold for Category IV as defined in Section 287.017, *Florida Statutes*, complete the following information and submit Department of Financial Services forms Lease Checklist DFS-A1-411 and CEFP Checklist DFS-A1-410 with this schedule.

1. Commodities proposed for purchase.
Replacement of the phone systems and other equipment located in offices statewide.
2. Describe and justify the need for the deferred-payment commodity contract including guaranteed energy performance savings contracts.
The purchase of the phone systems and other equipment is expected to be from a state or agency term contract in accordance with appropriate purchasing statutes and rules.
3. Summary of one-time payment versus financing analysis including a summary amortization schedule for the financing by fiscal year (amortization schedule and analysis detail may be attached separately).
Historically, financing equipment is the most economical means of purchasing items when the department does not have funds to cover the purchase in one lump sum.
4. Identify base budget proposed for payment of contract and/or issue code and title of budget request if increased authority is required for payment of the contract.
The Department proposes to utilize the existing base appropriation for refresh of telephone systems and other equipment.

**Schedule XIV
Variance from Long Range Financial Outlook**

Agency: Highway Safety and Motor Vehicles **Contact:** Kim Banks, Chief Financial Officer

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 2013 contain revenue or expenditure estimates related to your agency?

Yes No

- 2) If yes, please list the estimates for revenues and budget drivers that reflect an estimate for your agency for Fiscal Year 2013-2014 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 2014-2015 Estimate/Request Amount	
			Long Range Financial Outlook	Legislative Budget Request
a	Motorist Services Modernization	B	\$10.9 million	\$ 10.9 million
b	Driver Related Issuance and Vehicle Enhancements	B	\$.9 million	\$.9 million
c	Additional Trooper Positions	B	\$ 9.3 million	\$ 9.3 million
d	TRCC Relocation	B	\$ 1.9 million	\$ 1.9 million
e	Vehicle Acquisition - Florida Highway Patrol	B	\$ 6.9 million	\$ 6.9 million
f	Facility Maintenance and Repair	B	\$ 4.9 million	\$ 4.9 million
g	Highway Safety Fees	R	\$ 397.5. million	\$ 397.5. million

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

The Department of Highway Safety and Motor Vehicles (DHSMV) plans a continuation budget for fiscal year 2014-15 with the exception of the following: (1) Authority is requested for the Motorist Modernization project where the agency will continue work to modernize its antiquated software and hardware to better serve the people of Florida, (2) Authority is requested to complete the Driver Related Issuance and Vehicle Enhancements (DRIVE) project, (3) Authority is requested to fund 75 law enforcement officer (Trooper) positions, (4) Authority is requested to relocate the Tallahassee Regional Communication Center to the Neil Kirkman Building, (5) Authority is requested to replace 241 pursuit vehicles for the Florida Highway Patrol with projected mileage of 100,000 or more and (2) Authority is requested for statewide facility maintenance and repair.

* R/B = Revenue or Budget Driver

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

Contact Information
Agency: Department of Highway Safety and Motor Vehicles
Name: Jon Kosberg, Chief of Purchasing and Contracts
Phone:: (850) 617-3203
E-mail address: JonKosberg@flhsmv.gov

1. Vendor Name		
The Department of Highway Safety and Motor Vehicles has no contracts that require reporting pursuant to s. 216.023(6), Florida Statutes.		
2. Brief description of services provided by the vendor.		
3. Contract terms and years remaining.		
4. Amount of revenue generated		
Prior Fiscal Year	Current Fiscal Year	Next Fiscal Year (Request Year)
5. Amount of revenue remitted		
Prior Fiscal Year	Current Fiscal Year	Next Fiscal Year (Request Year)
6. Value of capital improvement		
7. Remaining amount of capital improvement		
8. Amount of state appropriations		
Prior Fiscal Year	Current Fiscal Year	Next Fiscal Year (Request Year)



**DEPARTMENT OF HIGHWAY
SAFETY AND MOTOR VEHICLES**

Florida Highway Patrol Program Exhibits and Schedules

Florida Highway Patrol Program

Schedule I Series

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles **Budget Period:** **2014 -2015**
Program: Florida Highway Patrol
Fund: Highway Safety Operating TF (2009)

Specific Authority: Chapters 338 and 339, F.S.
Purpose of Fees Collected: To generate revenue for law enforcement services on the Florida Turnpike.

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input checked="" type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION	ACTUAL	ESTIMATED	REQUEST
	FY 2012-2013	FY 2013-2014	FY 2014-2015
<u>Receipts:</u>			
<u>Florida Department of Transportation</u>	16,418,519	19,398,717	20,551,709
<u> </u>			
Total Fee Collection to Line (A) - Section III	16,418,519	19,398,717	20,551,709

SECTION II - FULL COSTS			
<u>Direct Costs:</u>			
Salaries and Benefits	11,680,553	13,952,165	14,483,714
OPS	3,493	4,100	4,100
Expenses & Contracted Services	389,856	441,240	454,086
OCO	12,816	-	-
Acquisition of Motor Vehicles	933,489	1,209,810	1,555,470
Communications & Laptops	495,138	699,204	700,281
Overtime	124,994	242,941	328,134
Operation Motor Vehicles	1,789,597	1,994,024	2,165,704
Salary Incentive	75,804	86,776	91,763
Risk Management	311,913	678,956	678,956
Human Resource Services	39,303	78,961	78,961
Lease Purchase	9,274	10,540	10,540
Indirect Costs Charged to Trust Fund	296,589	-	-
Total Full Costs to Line (B) - Section III	16,162,819	19,398,717	20,551,709

Basis Used: _____

SECTION III - SUMMARY				
TOTAL SECTION I	(A)	16,418,519	19,398,717	20,551,709
TOTAL SECTION II	(B)	16,162,819	19,398,717	20,551,709
TOTAL - Surplus/Deficit	(C)	255,700	-	-

EXPLANATION of LINE C:
Projected salaries and benefits expenditures reflect increases in employer paid benefits and pay increases as authorized in the FY2013-2014 General Appropriations Act. Projections also assumes full staffing of this program. The Communications category was increased due to implementation of new CAD contract. Acquisition of Motor Vehicles assumes replacement of fifty-four (54) vehicles in 2014-15 of which twenty-one (21) vehicles are funded from the base budget. See D3-A Issue 2401520 titled Replacement of Pursuit Vehicles for the Florida Highway Patrol.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles **Budget Period:** **2014 -2015**
Program: Florida Highway Patrol
Fund: Highway Safety Operating TF (2009)
Specific Authority: Chapters 338 and 339, F.S.
Purpose of Fees Collected: To generate revenue for law enforcement services on the Interstate
4 Corridor.

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input checked="" type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

<u>SECTION I - FEE COLLECTION</u>	ACTUAL	ESTIMATED	REQUEST
	FY 2012-2013	FY 2013-2014	FY 2014-2015
<u>Receipts:</u>			
<u>Florida Department of Transportation</u>	1,029,177	1,500,000	1,610,325
<u>FY 2012/2013 Receivable</u>	294,679		
Total Fee Collection to Line (A) - Section III	1,323,856	1,500,000	1,610,325

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	990,315	1,187,847	1,265,931
Expenses	12,858	14,371	15,883
Communications & Laptops	51,415	79,800	79,923
Operation Motor Vehicles	138,995	165,798	176,700
Salary Incentive	8,807	9,843	10,879
Indirect Costs Charged to Trust Fund	50,032	55,205	61,009
Total Full Costs to Line (B) - Section III	1,252,422	1,512,864	1,610,325

Basis Used: _____

<u>SECTION III - SUMMARY</u>				
TOTAL SECTION I	(A)	1,323,856	1,500,000	1,610,325
TOTAL SECTION II	(B)	1,252,422	1,512,864	1,610,325
TOTAL - Surplus/Deficit	(C)	71,434	(12,864)	-

EXPLANATION of LINE C:
Projected salary costs for FYs 2013-2014 and 2014-2015 reflects increases in employer paid benefits and pay increases as authorized in the FY2013-2014 General Appropriations Act. Projections also assume full staffing of this program.
Communication costs increased due to the implementation of the new Computer Aided Dispatch (CAD) contract.
The current I-4 contract establishes a monthly operational cost allowance of \$26,267 in addition to direct salary costs.
The monthly operational cost allowance will need to be increased to \$28,700 and the annual amount for salaries increased to \$1,265,931 to fully fund the contract for FY2014-2015.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles **Budget Period:** **2014 -2015**
Program: Florida Highway Patrol
Fund: Highway Safety Operating TF (2009)
Specific Authority: Chapters 338 and 339, F.S.
Purpose of Fees Collected: To generate revenue for law enforcement services on the Orlando
Orange County Expressway Authority

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input checked="" type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

<u>SECTION I - FEE COLLECTION</u>	ACTUAL	ESTIMATED	REQUEST
	FY 2012-2013	FY 2013-2014	FY 2014-2015
<u>Receipts:</u>			
<u>Orlando Expressway Authority</u>	484,264	713,707	728,277
<u>FY 2012/13 Receivable</u>	315,706		
Total Fee Collection to Line (A) - Section III	799,970	713,707	728,277

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	462,270	508,147	514,517
Expenses	5,189	5,930	5,930
Acquisition of Motor Vehicles	128,789	28,805	28,805
Communications & Laptops	20,792	30,401	30,448
Overtime	22,045	25,695	25,695
Operation Motor Vehicles	81,540	86,540	94,693
Salary Incentive	2,541	2,904	2,904
Risk Management	-	-	-
Human Resource Services	-	-	-
Indirect Costs Charged to Trust Fund	23,467	25,285	25,285
Total Full Costs to Line (B) - Section III	746,633	713,707	728,277

Basis Used: _____

<u>SECTION III - SUMMARY</u>			
TOTAL SECTION I	(A)	799,970	728,277
TOTAL SECTION II	(B)	746,633	728,277
TOTAL - Surplus/Deficit	(C)	53,337	-

EXPLANATION of LINE C:
Projected salary and benefit expenditures reflects an increase in employer paid benefits and employee pay raises
as authorized in the FY2013-2014 General Appropriations Act. The Communications category costs increased due to
the new Computer Aided Dispatch contract.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles
Program: Florida Highway Patrol
Fund: Highway Safety Operating TF (2009)

Budget Period: 2014 -2015

Specific Authority: Chapters 338 and 339, F.S.

Purpose of Fees Collected: To generate revenue for law enforcement services on the hireback program.

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input type="checkbox"/>	Regulatory services or oversight to businesses or professions.
<input checked="" type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION

	ACTUAL FY 2012-2013	ESTIMATED FY 2013-2014	REQUEST FY 2014-2015
<u>Receipts:</u>			
<u>Florida Department of Transportation</u>	4,002,647	6,983,806	6,983,806

Total Fee Collection to Line (A) - Section III	4,002,647	6,983,806	6,983,806

SECTION II - FULL COSTS

Direct Costs:

Salaries and Benefits			
Other Personal Services	3,683,767	6,427,426	6,427,426
Acquisition of Motor Vehicles			
Communications & Laptops			
Overtime			
Operation Motor Vehicles			

Indirect Costs Charged	318,880	556,380	556,380
_____	-	-	-
Total Full Costs to Line (B) - Section III	4,002,647	6,983,806	6,983,806

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	4,002,647	6,983,806	6,983,806
TOTAL SECTION II	(B)	4,002,647	6,983,806	6,983,806
TOTAL - Surplus/Deficit	(C)	-	-	-

EXPLANATION of LINE C:

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles **Budget Period: 2014 -2015**
Program: Florida Highway Patrol
Fund: Law Enforcement TF (2434)
Specific Authority: Chapters 212,320, 370 and 932 F.S.
Purpose of Fees Collected: Collection and Administration of state forfeiture revenue for law enforcement services.

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input checked="" type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION

	ACTUAL FY 2012-2013	ESTIMATED FY 2013-2014	REQUEST FY 2014-2015
<u>Receipts:</u>			
<u>Forfeiture Receipts</u>	441,409		
<u>Sale of Surplus Property</u>	70,492		
<u>Reimbursements / Refunds</u>	4,770		
Total Fee Collection to Line (A) - Section III	516,671	-	-

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	-	396,210	402,597
Other Personal Services	248	69,000	69,000
Expenses	65,475	65,475	65,475
Operating Capital Outlay	-	-	-
Contracted Services	41,291	50,000	50,000
Operation Motor Vehicles	516,755	-	-
Transfer to DAS	128,312	156,807	159,421
Transfer to ISA	3,752	3,752	3,752
Total Full Costs to Line (B) - Section III	755,833	741,244	750,245

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	516,671	-	-
TOTAL SECTION II	(B)	755,833	741,244	750,245
TOTAL - Surplus/Deficit	(C)	(239,162)	(741,244)	(750,245)

EXPLANATION of LINE C:

The projected deficits will be corrected from use of invested funds and anticipated budget reversions in fiscal years 2013-14 and 2014-15.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles **Budget Period:** **2014 -2015**
Program: Florida Highway Patrol
Fund: Federal Law Enforcement TF (2719)

Specific Authority: Chapters 212,320, 370 and 932 F.S.
Purpose of Fees Collected: To generate revenue for law enforcement services.

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input checked="" type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION

	ACTUAL FY 2012-2013	ESTIMATED FY 2013-2014	REQUEST FY 2014-2015
<u>Receipts:</u>			
<u>Forfeiture Receipts</u>	368,964		
Total Fee Collection to Line (A) - Section III	368,964	-	-

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	-	-	-
Other Personal Services	-	-	-
Expenses	185,917	195,923	185,923
Operating Capital Outlay	252,561	252,572	252,572
FHP Communications	-	777,275	52,000
	-	-	-
	-	-	-
	-	-	-
	-	-	-
Total Full Costs to Line (B) - Section III	438,478	1,225,770	490,495

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	368,964	-	-
TOTAL SECTION II	(B)	438,478	1,225,770	490,495
TOTAL - Surplus/Deficit	(C)	(69,514)	(1,225,770)	(490,495)

EXPLANATION of LINE C:

The projected deficits will be corrected from use of invested funds and anticipated budget reversions in fiscal years 2013-14 and 2014-15.

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2014 - 2015
Trust Fund Title:	Highway Safety and Motor Vehicles
Budget Entity:	Highway Patrol Insurance Trust Fund
LAS/PBS Fund Number:	7600
	2364

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	325,995.67	(A)		325,995.67
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD:		(E)		-
Total Cash plus Accounts Receivable	325,995.67	(F)	-	325,995.67
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	-	(I)		-
LESS: Deferred Revenues and Advances	-	(J)		-
Unreserved Fund Balance, 07/01/13	325,995.67	(K)	-	325,995.67 **

Notes:

*SWFS = Statewide Financial Statement

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2014 - 2015
Trust Fund Title:	Highway Safety and Motor Vehicles
Budget Entity:	Law Enforcement Trust Fund
LAS/PBS Fund Number:	7600
	2434

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	607,358.47	(A)		607,358.47
ADD: Other Cash (See Instructions)	724,322.55	(B)		724,322.55
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	37,108.49	(D)	120,765.19	157,873.68
ADD:		(E)		-
Total Cash plus Accounts Receivable	1,368,789.51	(F)	120,765.19	1,489,554.70
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards	(8,314.80)	(H)		(8,314.80)
Approved "B" Certified Forwards	(58,994.70)	(H)		(58,994.70)
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	(8,563.22)	(I)		(8,563.22)
LESS: Deferred Revenues and Advances	(173,572.00)	(J)		(173,572.00)
Unreserved Fund Balance, 07/01/13	1,119,344.79	(K)	120,765.19	1,240,109.98 **

Notes:

*SWFS = Statewide Financial Statement

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2014 - 2015
Trust Fund Title:	Highway Safety and Motor Vehicles
Budget Entity:	Federal Equitable Sharing Law Enforcement Trust Fund
LAS/PBS Fund Number:	7600
	2719

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	251,893.09	(A)		251,893.09
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	1,954,056.66	(C)		1,954,056.66
ADD: Outstanding Accounts Receivable	17,301.37	(D)		17,301.37
ADD:		(E)		-
Total Cash plus Accounts Receivable	2,223,251.12	(F)	-	2,223,251.12
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	(33,408.95)	(H)		(33,408.95)
Approved "B" Certified Forwards	(63,287.00)	(H)		(63,287.00)
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	-	(I)	(120,765.00)	(120,765.00)
LESS: Deferred Revenues and Advances	-	(J)		-
Unreserved Fund Balance, 07/01/13	2,126,555.17	(K)	120,765.00	2,005,790.17 **

Notes:

*SWFS = Statewide Financial Statement

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

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

	<u>Budget Period: 2014 - 2015</u>
Department Title:	<u>Highway Patrol Insurance Trust Fund</u>
Trust Fund Title:	<u>7600</u>
LAS/PBS Fund Number:	<u>2364</u>

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/13

Total all GLC's 5XXXX for governmental funds; [325,995.67] (A)
GLC 539XX for proprietary and fiduciary funds

Subtract Nonspendable Fund Balance (GLC 56XXX) [0.00] (B)

Add/Subtract Statewide Financial Statement (SWFS) Adjustments :

[] (C)

[] (C)

Add/Subtract Other Adjustment(s):

[] (D)

[] (D)

[] (D)

[] (D)

[] (D)

[] (D)

ADJUSTED BEGINNING TRIAL BALANCE: [325,995.67] (E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line I) [325,995.67] (F)

DIFFERENCE: [0.00] (G)*

***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

	<u>Budget Period: 2014 - 2015</u>
Department Title:	<u>Law Enforcement Trust Fund</u>
Trust Fund Title:	<u>7600</u>
LAS/PBS Fund Number:	<u>2434</u>

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/13

Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	<input type="text" value="(1,178,269.73)"/> (A)
--	---

Subtract Nonspendable Fund Balance (GLC 56XXX)

<input type="text" value="0.00"/> (B)

Add/Subtract Statewide Financial Statement (SWFS) Adjustments :

Due From State Funds	<input type="text" value="(120,765.19)"/> (C)
----------------------	---

<input type="text" value=""/> (C)

Add/Subtract Other Adjustment(s):

Approved "B" Carry Forward (Encumbrances) per LAS/PBS	<input type="text" value="58,994.70"/> (D)
---	--

Approved "C" Carry Forward Total (FCO) per LAS/PBS	<input type="text" value="0.00"/> (D)
--	---------------------------------------

A/P not C/F-Operating Categories	<input type="text" value="(69.76)"/> (D)
----------------------------------	--

<input type="text" value="0.00"/> (D)

<input type="text" value=""/> (D)

<input type="text" value=""/> (D)

ADJUSTED BEGINNING TRIAL BALANCE:

<input type="text" value="(1,240,109.98)"/> (E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)

<input type="text" value="1,240,109.98"/> (F)

DIFFERENCE:

<input type="text" value="0.00"/> (G)*
--

***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2014 - 2015

Department Title:

Federal Equitable Sharing Law Enforcement Trust Fund

Trust Fund Title:

7600

LAS/PBS Fund Number:

2719

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/13

Total all GLC's 5XXXX for governmental funds;
GLC 539XX for proprietary and fiduciary funds

(A)

Subtract Nonspendable Fund Balance (GLC 56XXX)

(B)

Add/Subtract Statewide Financial Statement (SWFS) Adjustments :

Due to State Funds

(C)

(C)

Add/Subtract Other Adjustment(s):

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

(D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

(D)

(D)

(D)

(D)

ADJUSTED BEGINNING TRIAL BALANCE:

(E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)

(F)

DIFFERENCE:

(G)*

***SHOULD EQUAL ZERO.**



**DEPARTMENT OF HIGHWAY
SAFETY AND MOTOR VEHICLES**

Motorist Services Program Exhibits and Schedules

Motorist Services Program

Schedule I Series

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicles **Budget Period: 2014-15**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating Trust Fund
Specific Authority: Chapter 488, Florida Statutes
Purpose of Fees Collected: Funding for the Commercial Driving Schools Program

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input checked="" type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION

	ACTUAL FY 2012-13	ESTIMATED FY 2013-14	REQUEST FY 2014-15
<u>Receipts:</u>			

Total Fee Collection to Line (A) - Section III	-	-	-

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	99,134	102,108	105,171
Other Personal Services			
Expenses	8,558	8,558	8,558
Operating Capital Outlay			
Contracted Services			
Leased Equipment	94	94	94
Indirect Costs Charged to Trust Fund			
Total Full Costs to Line (B) - Section III	107,786	110,760	113,823

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	-	-	-
TOTAL SECTION II	(B)	107,786	110,760	113,823
TOTAL - Surplus/Deficit	(C)	(107,786)	(110,760)	(113,823)

EXPLANATION of LINE C:

The Department is authorized per Chapter 488, F.S. to license and oversee the operations of all commercial driving schools except truck driving schools. All receipts from applications for or from the issuance of licenses and certificates for the Commercial Driving School Program are deposited into the General Revenue Fund. This program is funded from general operations of the Department.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicle: **Budget Period: 2014-2015**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating Trust Fund
Specific Authority: Chapter 322.526, Florida Statutes
Purpose of Fees Collected: Funding for the Third Party Driver License Testing Program

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input checked="" type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION	ACTUAL FY 2012-13	ESTIMATED FY 2013-14	REQUEST FY 2014-15
Receipts:			

Total Fee Collection to Line (A) - Section III	-	-	-

SECTION II - FULL COSTS	ACTUAL FY 2012-13	ESTIMATED FY 2013-14	REQUEST FY 2014-15
Direct Costs:			
Salaries and Benefits	519,622	529,989	545,889
Other Personal Services	-		
Expenses	32,068	32,068	32,068
Operating Capital Outlay	-		
Contracted Services	3,000	3,000	3,000
Risk Management	9,648	9,648	9,648
Background Checks	933,303	933,303	933,303
Indirect Costs Charged to Trust Fund			
Total Full Costs to Line (B) - Section III	1,497,641	1,508,008	1,523,908

Basis Used: _____

SECTION III - SUMMARY			
TOTAL SECTION I	(A)	-	-
TOTAL SECTION II	(B)	1,497,641	1,523,908
TOTAL - Surplus/Deficit	(C)	(1,497,641)	(1,523,908)

EXPLANATION of LINE C:
 Pursuant to Section 322.56, F.S., the Department may contract with third-party providers to administer the written and driving skills portions of an examination for all classes and types of driver licenses, the result of which may be accepted in lieu of the results of a written and driving skills examination given by the Department. The department is required to monitor the operations of the third party administrators to ensure compliance with state or federal standards. This program is funded from general operations of the Department.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicles **Budget Period: 2014-15**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating Trust Fund

Specific Authority: Chapters 320.08, 322.025 and 322.0255 Florida Statutes

Purpose of Fees Collected: Motorcycle Safety Education Program
 (Florida Rider Training Program-FRTP)

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input checked="" type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION

	ACTUAL FY 2012-13	ESTIMATED FY 2013-14	REQUEST FY 2014-15
<u>Receipts:</u>			
Motorcycle Registrations	1,650,988	1,749,807	1,925,287

Total Fee Collection to Line (A) - Section III	1,650,988	1,749,807	1,925,287

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	410,994	423,324	436,024
Other Personal Services	9,326	9,326	9,326
Expenses	35,482	35,482	35,482
Operating Capital Outlay	4,927	4,927	4,927
Contracted Services	191	191	191
Leased Equipment	390	390	390
Indirect Costs Charged to Trust Fund			
Total Full Costs to Line (B) - Section III	461,310	473,640	486,340

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,650,988	1,749,807	1,925,287
TOTAL SECTION II	(B)	461,310	473,640	486,340
TOTAL - Surplus/Deficit	(C)	1,189,678	1,276,167	1,438,947

EXPLANATION of LINE C:

A \$2.50 additional fee is collected upon registration of any motorcycle, motor driven cycle or moped pursuant to S. 320.08 (1) (c), F.S. This fee is deposited into the Highway Safety Operating Trust Fund to fund the Florida Motorcycle Safety Education Program or the general operations of the Department.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicles **Budget Period:** 2014-15
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating Trust Fund
Specific Authority: Chapters 318.1451 and 322.095, Florida Statutes
Purpose of Fees Collected: Funding for the Driver Improvement Schools Program

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input checked="" type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION

	ACTUAL	ESTIMATED	REQUEST
	FY 2012-13	FY 2013-14	FY 2014-15
<u>Receipts:</u>			
Driver Education Fees	1,486,846	1,636,927	1,658,749
Total Fee Collection to Line (A) - Section III	1,486,846	1,636,927	1,658,749

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	51,632	53,181	54,776
Other Personal Services	944	944	944
Expenses	4,458	4,458	4,458
Operating Capital Outlay			
Contracted Services			
Leased Equipment	49	49	49
Indirect Costs Charged to Trust Fund			
Total Full Costs to Line (B) - Section III	57,083	58,632	60,227

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,486,846	1,636,927	1,658,749
TOTAL SECTION II	(B)	57,083	58,632	60,227
TOTAL - Surplus/Deficit	(C)	1,429,763	1,578,295	1,598,522

EXPLANATION of LINE C:

The Department is authorized under Chapters 318.1451 and 322.095, F.S. to approve curriculum, test course effectiveness and collect fees for the driver improvement courses.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicles **Budget Period: 2014-15**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating Trust Fund
Specific Authority: Chapters 322.292 and 322.293, Florida Statutes
Purpose of Fees Collected: DUI Schools Coordination Program

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input checked="" type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION

	ACTUAL	ESTIMATED	REQUEST
	FY 202-13	FY 2013-14	FY 2014-15
<u>Receipts:</u>			
DUI Course Fees	703,668	744,631	754,236

Total Fee Collection to Line (A) - Section III	703,668	744,631	754,236

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	276,750	285,053	293,605
Other Personal Services	5,059	5,059	5,059
Expenses	23,892	23,892	23,892
Operating Capital Outlay	-		
Contracted Services	-		
Leased Equipment	262	262	262
Indirect Costs Charged to Trust Fund			
Total Full Costs to Line (B) - Section III	305,963	314,266	322,818

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	703,668	744,631	754,236
TOTAL SECTION II	(B)	305,963	314,266	322,818
TOTAL - Surplus/Deficit	(C)	397,705	430,365	431,418

EXPLANATION of LINE C:

Chapter 322.2693, F.S. provides for a \$15 fee assignment for each person who enrolls in a DUI program. This fee is deposited into the Highway Safety Operating Trust Fund to fund this program and for the general operations of the Department.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicles **Budget Period: 2014-15**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating Trust Fund
Specific Authority: Chapter 322.2715, Florida Statutes
Purpose of Fees Collected: Funding for the Ignition Interlock Program

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input checked="" type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION

	ACTUAL	ESTIMATED	REQUEST
	FY 2012-13	FY 2013-14	FY 2014-15
<u>Receipts:</u>			
<u>Ignition Interlock Fees</u>	146,316	140,086	141,893

Total Fee Collection to Line (A) - Section III	146,316	140,086	141,893

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	194,138	199,962	205,961
Other Personal Services	3,549	3,549	2,549
Expenses	16,760	16,760	16,760
Operating Capital Outlay			
Contracted Services			
Leased Equipment	184	184	184
Indirect Costs Charged to Trust Fund			
Total Full Costs to Line (B) - Section III	214,631	220,455	225,454

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	146,316	140,086	141,893
TOTAL SECTION II	(B)	214,631	220,455	225,454
TOTAL - Surplus/Deficit	(C)	(68,315)	(80,369)	(83,561)

EXPLANATION of LINE C:

Chapter 322.2715, F.S., authorizes the Department to collect a \$12 Ignition Interlock fee for each device installed. This fee is deposited into the Highway Safety Operating trust Fund to fund this program.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicles **Budget Period: 2014-15**
Program: 76210100 Motorist Services
Fund: 2009 Highway safety Operating trust Fund
Specific Authority: Chapter 320.27, Florida Statutes
Purpose of Fees Collected: Funding of the Dealer License program

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input checked="" type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION

	ACTUAL FY 2012-13	ESTIMATED FY 2013-14	REQUEST FY 2014-15
<u>Receipts:</u>			

Total Fee Collection to Line (A) - Section III	-	-	-

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	3,185,000	3,607,347	3,715,567
Other Personal Services	30,979	18,917	18,917
Expenses	605,938	517,870	517,870
Operating Capital Outlay	73,241	12,642	12,642
Contracted Services	73,418	51,797	51,797
Leased Equipment	9,030	9,814	9,814
FDLE Background Checks	10,895	-	-
Risk Management	56,913	98,469	98,469
Indirect Costs Charged to Trust Fund			
Total Full Costs to Line (B) - Section III	4,045,414	4,316,856	4,425,076

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	-	-	-
TOTAL SECTION II	(B)	4,045,414	4,316,856	4,425,076
TOTAL - Surplus/Deficit	(C)	(4,045,414)	(4,316,856)	(4,425,076)

EXPLANATION of LINE C:

\$1,567,213 in fees collected in 2012-13 for Dealer Licenses were deposited into the General Revenue Fund and the Mobile Home and Recreational Vehicle TF. Program costs associated with this activity are funded from the general operations of the Department.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicles **Budget Period: 2014-15**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating Trust Fund

Specific Authority: Chapters 320.8255 and 320.8249, Florida Statutes
Purpose of Fees Collected: Funding for the inspections and administration of the Mobile Home Construction and Installation program.

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input checked="" type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION

	ACTUAL	ESTIMATED	REQUEST
	FY 2012-13	FY 2013-14	FY 2014-15
<u>Receipts:</u>			
<u>Mobile Home Installer's Application Fee</u>	4,050	11,798	
<u>Mobile Home Installer's Fees</u>	47,850	50,243	55,341
<u>Mobile Home Installer's Exam Fee</u>	4,100	4,305	4,413
<u>Mobile Home Installer's Decals</u>	51,420	53,991	55,341
<u>Mobile Home Installer's Administration Fee</u>	8,005	8,405	8,615
Total Fee Collection to Line (A) - Section III	115,425	128,742	123,710

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	1,112,746	1,158,338	1,193,088
Other Personal Services	5,085	-	-
Expenses	121,628	105,078	105,078
Operating Capital Outlay	-	-	-
Contracted Services	1,699	16,297	16,297
Risk Management	20,690	29,359	29,359
Leased Equipment	915	999	999
Indirect Costs Charged to Trust Fund			
Total Full Costs to Line (B) - Section III	1,262,763	1,310,071	1,344,821

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	115,425	128,742	123,710
TOTAL SECTION II	(B)	1,262,763	1,310,071	1,344,821
TOTAL - Surplus/Deficit	(C)	(1,147,338)	(1,181,329)	(1,221,111)

EXPLANATION of LINE C:

\$117,086 in fees collected in 2012-13 for Mobile Home Seals were deposited into the General Revenue Fund and are not reflected in this schedule. The remaining deficit is being absorbed by the Highway Safety Operating TF to continue operation of this program.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicles **Budget Period: 2014-15**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating Trust Fund
Specific Authority: Chapter 328.76, Florida Statutes
Purpose of Fees Collected: Fund the administration of the Vessel Title and Registration program

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION

	ACTUAL FY 2012-13	ESTIMATED FY 2013-14	REQUEST FY 2014-15
<u>Receipts:</u>			
<u>Vessel Fees</u>	1,400,000	699,755	703,404

Total Fee Collection to Line (A) - Section III	1,400,000	699,755	703,404

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	144,636	147,755	151,404
Other Personal Services	1,868	3,100	3,100
Expenses	65,099	65,100	65,100
Operating Capital Outlay	-		
Contracted Services	8,888	9,000	9,000
Pay Outside Contractors	189,338	189,400	189,400
Vessel Decals	154,000	154,000	154,000
Indirect Costs Charged to Trust Fund	836,171	131,400	131,400
Total Full Costs to Line (B) - Section III	1,400,000	699,755	703,404

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,400,000	699,755	703,404
TOTAL SECTION II	(B)	1,400,000	699,755	703,404
TOTAL - Surplus/Deficit	(C)	-	-	-

EXPLANATION of LINE C:

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicles **Budget Period: 2014-15**
Program: 76210100 Vehicle and Vessel Title Registration Services
Fund: 2319 Gas Tax Collection Trust Fund

Specific Authority: Chapter 206.875, Florida Statutes
Purpose of Fees Collected: To deposit and distribute monies from fuel taxes paid quarterly.

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input checked="" type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION

	ACTUAL	ESTIMATED	REQUEST
	FY 2012-13	FY 2013-14	FY 2014-15
<u>Receipts:</u>			
<u>IFTA Taxes</u>	18,082,792	23,400,000	24,000,000
<u>Transfers</u>			
Total Fee Collection to Line (A) - Section III	18,082,792	23,400,000	24,000,000

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	2,350,422	3,038,753	3,107,676
Other Personal Services	8,790	11,438	11,438
Expenses	215,793	333,509	333,509
Operating Capital Outlay	5,001	5,001	5,001
Contracted Services	-	3,040	3,040
Risk Management	55,119	74,099	74,099
Leased Equipment	-	8,000	8,000
Transfer to FHP/ISA	230,598	489,207	489,207
Indirect Costs Charged to Trust Fund	15,221,391	19,436,953	19,968,030
Total Full Costs to Line (B) - Section III	18,087,114	23,400,000	24,000,000

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	18,082,792	23,400,000	24,000,000
TOTAL SECTION II	(B)	18,087,114	23,400,000	24,000,000
TOTAL - Surplus/Deficit	(C)	(4,322)	-	-

EXPLANATION of LINE C:

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicle **Budget Period: 2014-15**
Program: 76210100 Motorist Services
Fund: 2463 Mobile Home and Recreational Vehicle Trust Fund
Specific Authority: Chapter 320.781, Florida Statutes
Purpose of Fees Collected: Satisfaction of judgements against Mobile Home and R.V. Dealers

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input checked="" type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

SECTION I - FEE COLLECTION

	ACTUAL	ESTIMATED	REQUEST
	FY 2012-13	FY 2013-14	FY 2014-15
<u>Receipts:</u>			
Mobile Home Dealer Licenses	29,228	43,440	44,035
Mobile Home Titles	27,299	15,355	15,729
Total Fee Collection to Line (A) - Section III	56,527	58,795	59,764

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits			
Other Personal Services			
Expenses			
Operating Capital Outlay			
Claims	25,000	289,378	56,242
8% Surcharge	4,901	3,475	3,522
Indirect Costs Charged to Trust Fund			
Total Full Costs to Line (B) - Section III	29,901	292,853	59,764

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	56,527	58,795	59,764
TOTAL SECTION II	(B)	29,901	292,853	59,764
TOTAL - Surplus/Deficit	(C)	26,626	(234,058)	-

EXPLANATION of LINE C:

Schedule IA - Part I: Examination of Regulatory Fees

Department: Highway Safety and Motor Vehicles

Regulatory Service to or Oversight of Businesses or Professions Program:
Commercial Driving Schools

1. What recent operational efficiencies have been achieved to either decrease costs or improve services? If costs have been reduced, how much money has been saved during the fiscal year?

During the past year, the Department has worked toward revising Rule 15A-11 to improve our oversight of Commercial Driving Schools.

2. What additional operational efficiencies are planned? What are the estimated savings associated with these efficiencies during the next fiscal year?

The Department is currently revising Rule 15A-11 to improve the oversight of Commercial Driving Schools. The changes will enhance education on ethics and code of conduct and promote safety and customer service. To ensure compliance, the Department's staff will conduct random audits of the Commercial Driving Schools.

3. Is the regulatory activity an appropriate function that the agency should continue at its current level?

Yes, it is an appropriate function for the Department to educate mature and novice drivers and violators of driving laws.

4. Are the fees charged for the regulatory service or oversight to businesses or professions based on revenue projections that are prepared using generally accepted governmental accounting procedures or official estimates by the Revenue Estimating Conference, if applicable?

No, the fees are set by Chapter 488, Florida Statutes. Staff is monitoring the Commercial Driving Schools to ensure compliance with Rule 15A-11.

5. Are the fees charged for the regulatory service or oversight to businesses or professions adequate to cover both direct and indirect costs of providing the regulatory service or oversight?

No.

6. Are the fees charged for the regulatory service or oversight to businesses or professions reasonable and do they take into account differences between the types of professions or businesses that are regulated? For example, do fees reflect the amount of time required conducting inspections by using a sliding scale for annual fees based on the size of the regulated business; or do fees provide a financial incentive for regulated entities to maintain compliance with state standards by assessing a re-inspection fee if violations are found at initial inspection?

No. School owners who do not renew their license before it expires are not permitted to operate their school until they pay a \$50 non-refundable application fee and the \$200 original license fee compared to the \$100 renewal license fee.

7. If the fees charged for the regulatory services or oversight to businesses or professions are **not** adequate to cover direct and indirect program costs provide either:
 - a) information regarding alternatives for realigning revenues or costs to make the regulatory service or program totally self-sufficient, including any statutory changes that are necessary to implement the alternative; or
 - b) demonstrate that the service or program provides substantial benefits to the public which justify a partial subsidy from other state funds, specifically describing the benefits to the general public (statements such as 'providing consumer benefits' or 'promoting health, safety and welfare' are not sufficient justification). For example, the program produces a range of benefits to the general public, including pollution reduction, wildlife preservation, and improved drinking water supply. Alternatively, the agency can demonstrate that requiring self-sufficiency would put the regulated entity at an unfair advantage. For example, raising fees sufficiently to cover program costs would require so high an assessment as to damage its competitive position with similar entities in other states.

The fees charged for this regulatory service is not adequate to cover the cost of the program, however, the service provides substantial benefits by providing valuable training that makes our highways safer for the motoring public. With an appropriate level of oversight, this program can operate as an asset to the public. Having trained professionals teach novice drivers how to safely operate a motor vehicle is especially important since most are teenagers. Mature drivers are able to learn accident prevention techniques and tips. To ensure that these schools are actually providing the required training, the Department conducts site visits at the schools.

Increasing the fees, providing onsite monitoring, and adding stiffer penalties should help to eliminate programs that do not meet the standards. Once the standard is improved, we expect to attract better quality schools and in turn increase student participation in these programs and make them more marketable.

The more students that participate in this program, the safer our highways will be as a result of increased driver awareness and a reduction in the number of crashes and violations that occur.

8. If the regulatory program is not self-sufficient and provides a public benefit using state subsidization, please provide a plan for reducing the state subsidy.

N/A

Schedule IA - Part I: Examination of Regulatory Fees

Department: Highway Safety and Motor Vehicles

Regulatory Service to or Oversight of Businesses or Professions

Program: Third Party Driver License Testing

1. What recent operational efficiencies have been achieved to either decrease costs or improve services? If costs have been reduced, how much money has been saved during the fiscal year?

Class E Third Party

The Department continues to maintain the Partner Portal which is a web based application that issues and grades all Class E exams administered by a Third Party Provider. This system also (1) tracks all retests and automatically debits a primary banking account for retest fees and (2) provides detailed reports on exam activity and allows for desk audits of Third Party Administrators.

Commercial Vehicles Third Party

The CDL & Third Party Testing Unit increased efficiencies by implementing a structural change within the unit. This realignment allows our eight CDL compliance officers to focus on regulatory and compliance issues relating to commercial driver license third party testing issues. Our previous structure required the monitoring of Class E (noncommercial) providers.

2. What additional operational efficiencies are planned? What are the estimated savings associated with these efficiencies during the next fiscal year?

Class E Third Party

The Department has now contracted with a third party to provide not only the knowledge skills portion of the exam but also the driving skills portion of the exam. This vendor and the Department will then contract with other private businesses to offer both exam types. Our goal to begin implementing across the state is January 2014.

Commercial Vehicles Third Party

The Department plans to adopt a new electronic monitoring system called Commercial Skills Test Information Management System or CSTIMS. This electronic system is an internet-based tool that provides the ability to track the scheduling and entry of test results for commercial skills tests by the Department, other jurisdictions, and third party testers.

3. Is the regulatory activity an appropriate function that the agency should continue at its current level?

Class E Third Party

Yes, the Department should continue to regulate this activity at the current level.

Commercial Vehicles Third Party

Yes, the Department should continue to regulate this activity at the current level.

4. Are the fees charged for the regulatory service or oversight to businesses or professions based on revenue projections that are prepared using generally accepted governmental accounting procedures or official estimates by the Revenue Estimating Conference, if applicable?

Class E Third Party

No fees are charged.

Commercial Vehicles Third Party

No fees are charged.

5. Are the fees charged for the regulatory service or oversight to businesses or professions adequate to cover both direct and indirect costs of providing the regulatory service or oversight?

Class E Third Party

No fees are charged.

Commercial Vehicles Third Party

No fees are charged.

6. Are the fees charged for the regulatory service or oversight to businesses or professions reasonable and do they take into account differences between the types of professions or businesses that are regulated? For example, do fees reflect the amount of time required to conduct inspections by using a sliding scale for annual fees based on the size of the regulated business; or do fees provide a financial incentive for regulated entities to maintain compliance with state standards by assessing a re-inspection fee if violations are found at initial inspection?

Class E Third Party

No fees are charged.

Commercial Vehicles Third Party

No fees are charged.

7. If the fees charged for the regulatory services or oversight to businesses or professions are **not** adequate to cover direct and indirect program costs provide either:
 - a) information regarding alternatives for realigning revenues or costs to make the regulatory service or program totally self-sufficient, including any statutory changes that are necessary to implement the alternative; or
 - b) demonstrate that the service or program provides substantial benefits to the public which justify a partial subsidy from other state funds, specifically describing the benefits to the general public (statements such as 'providing consumer benefits' or 'promoting health, safety and welfare' are not sufficient justification). For example, the program produces a range of benefits to the general public, including pollution reduction, wildlife preservation, and improved drinking water supply. Alternatively, the agency can demonstrate that requiring self-sufficiency would put the regulated entity at an unfair advantage. For example, raising fees sufficiently to cover program costs would require so high an assessment as to damage its competitive position with similar entities in other states.

Class E Third Party

Not applicable.

Commercial Vehicles Third Party

Not applicable.

8. If the regulatory program is not self-sufficient and provides a public benefit using state subsidization, please provide a plan for reducing the state subsidy.

Class E Third Party

The Department continually assesses this program for effectiveness and quality, maintains contracts with all third party providers, and ensures compliance through oversight. Up front programmatic testing and contract auditing occurs to ensure that contractors adhere to all requirements.

Commercial Vehicles Third Party

The Department continually assesses this program for effectiveness and quality, maintains contracts with all third party providers, and ensures compliance through oversight. Up front programmatic testing and contract auditing occurs to ensure that contractors adhere to all requirements.

Schedule IA - Part I: Examination of Regulatory Fees

Department: Highway Safety and Motor Vehicles

Regulatory Service to or Oversight of Businesses or Professions

Program: Florida Rider Training Program (FRTP)
(The Motorcycle Safety Education Program)

1. What recent operational efficiencies have been achieved to either decrease costs or improve services? If costs have been reduced, how much money has been saved during the fiscal year?

During the past year, operational efficiencies were achieved by utilizing staff members of the Department's Motorcycle Safety Education Program to conduct all field oversight activities involving schools. These members now conduct all field quality assurance site visits for the Florida Rider Training Program, Driver Education and Licensing Assistance Programs (DELAP) programs, and Commercial Driving Schools and thereby eliminating redundancies.

2. What additional operational efficiencies are planned? What are the estimated savings associated with these efficiencies during the next fiscal year?

The use of a web based conferencing system for FRTP will be explored to promote communication between headquarters and field support staff. Such a web based conference system will assist with timely communication and help promote consistency of law and rule enforcement by all FRTP offices.

3. Is the regulatory activity an appropriate function that the agency should continue at its current level?

Yes, it is an appropriate function that our agency should continue.

4. Are the fees charged for the regulatory service or oversight to businesses or professions based on revenue projections that are prepared using generally accepted governmental accounting procedures or official estimates by the Revenue Estimating Conference, if applicable?

No fees are charged to businesses or professions that use this program. However, a \$2.50 motorcycle safety education fee is collected annually from each motorcycle, motor driven cycle, or moped registered.

5. Are the fees charged for the regulatory service or oversight to businesses or professions adequate to cover both direct and indirect costs of providing the regulatory service or oversight?

The fees collected from the annual license registration are sufficient to fund the program.

6. Are the fees charged for the regulatory service or oversight to businesses or professions reasonable and do they take into account differences between the types of professions or businesses that are regulated? For example, do fees reflect the amount of time required to conduct inspections by using a sliding scale for annual fees based on the size of the regulated business; or do fees provide a financial incentive for regulated entities to maintain compliance with state standards by assessing a re-inspection fee if violations are found at initial inspection?

N/A

7. If the fees charged for the regulatory services or oversight to businesses or professions are **not** adequate to cover direct and indirect program costs provide either:
 - a) information regarding alternatives for realigning revenues or costs to make the regulatory service or program totally self-sufficient, including any statutory changes that are necessary to implement the alternative; or
 - b) demonstrate that the service or program provides substantial benefits to the public which justify a partial subsidy from other state funds, specifically describing the benefits to the general public (statements such as 'providing consumer benefits' or 'promoting health, safety and welfare' are not sufficient justification). For example, the program produces a range of benefits to the general public, including pollution reduction, wildlife preservation, and improved drinking water supply. Alternatively, the agency can demonstrate that requiring self-sufficiency would put the regulated entity at an unfair advantage. For example, raising fees sufficiently to cover program costs would require so high an assessment as to damage its competitive position with similar entities in other states.

The fees collected from the registration of motorcycles, motor driven cycles, and mopeds are sufficient to perform the functions of FRTP.

8. If the regulatory program is not self-sufficient and provides a public benefit using state subsidization, please provide a plan for reducing the state subsidy.

This program is self-sufficient and is not subsidized from General Revenue (GR) funds.

Schedule IA - Part I: Examination of Regulatory Fees

Department: Highway Safety Operating Trust Fund

**Regulatory Service to or Oversight of Businesses or Professions
Program:** DUI Programs

1. What recent operational efficiencies have been achieved to either decrease costs or improve services? If costs have been reduced, how much money has been saved during the fiscal year?

The Ignition Interlock Device (IID) and Driving Under the Influence (DUI) were merged to provide continuity of services and eliminate redundancies. The merger of the two programs aligned like services and customers which has now created a larger base of subject matter experts and improved customer service.

2. What additional operational efficiencies are planned? What are the estimated savings associated with these efficiencies during the next fiscal year?

During Fiscal Year 2013-14, the Department is submitting a fully revised Rule 15A-10. The revisions improve and update DUI Program oversight functions by the Department.

Cost savings are anticipated by extending the site visit schedule from the current two-year cycle to a three-year cycle.

3. Is the regulatory activity an appropriate function that the agency should continue at its current level?

Yes, it is an appropriate function that the agency should continue. The reduction of Annual DUI recidivism rates has shown the efficiency and appropriateness of this program.

4. Are the fees charged for the regulatory service or oversight to businesses or professions based on revenue projections that are prepared using generally accepted governmental accounting procedures or official estimates by the Revenue Estimating Conference, if applicable?

Revenue estimates are based upon anticipated enforcement levels applied to previous year's actual receipts.

5. Are the fees charged for the regulatory service or oversight to businesses or professions adequate to cover both direct and indirect costs of providing the regulatory service or oversight?

As of September 1, 2009, the DUI assessment fee increased from \$12 to \$15. This fee has eliminated the subsidy for this program.

6. Are the fees charged for the regulatory service or oversight to businesses or professions reasonable and do they take into account differences between the types of professions or businesses that are regulated? For example, do fees reflect the amount of time required to conduct inspections by using a sliding scale for annual fees based on the size of the regulated business; or do fees provide a financial incentive for regulated entities to maintain compliance with state standards by assessing a re-inspection fee if violations are found at initial inspection?

A fee increase implemented September 1, 2009, eliminated the subsidy for this program. The fees are fixed by statute and the programs are solely user funded by the assessment fees collected from offenders. There are no fines for non-compliance. When problems are found they are reported as deficiencies. The DUI Program has to remedy the deficiency and the Department monitors the program to ensure that the remedy is followed. The Program's incentive to comply with prompt payment of the assessment fee is that their biennial final report reflects a deficiency if the program is not in compliance. This report is sent to the Chief Judge in the program area and reviewed by the program's Board of Directors.

7. If the fees charged for the regulatory services or oversight to businesses or professions are **not** adequate to cover direct and indirect program costs provide either:
 - a) information regarding alternatives for realigning revenues or costs to make the regulatory service or program totally self-sufficient, including any statutory changes that are necessary to implement the alternative; or
 - b) demonstrate that the service or program provides substantial benefits to the public which justify a partial subsidy from other state funds, specifically describing the benefits to the general public (statements such as 'providing consumer benefits' or 'promoting health, safety and welfare' are not sufficient justification). For example, the program produces a range of benefits to the general public, including pollution reduction, wildlife preservation, and improved drinking water supply. Alternatively, the agency can demonstrate that requiring self-sufficiency would put the regulated entity at an unfair advantage. For example, raising fees sufficiently to cover program costs

would require so high an assessment as to damage its competitive position with similar entities in other states.

The program provides substantial benefits to society by improving highway safety and dealing with the violators who choose to drink and drive.

8. If the regulatory program is not self-sufficient and provides a public benefit using state subsidization, please provide a plan for reducing the state subsidy.

Each fiscal year, the Department continues to closely monitor revenue collections for DUI assessment fees to ascertain whether the fees are sufficient to support this program. If the revenue stream is not sufficient to support this program, the Department anticipates taking the appropriate steps to increase assessment fees.

Schedule IA - Part I: Examination of Regulatory Fees

Department: Highway Safety and Motor Vehicles

Regulatory Service to or Oversight of Businesses or Professions

Program: Ignition Interlock Device (IID) Program

1. What recent operational efficiencies have been achieved to either decrease costs or improve services? If costs have been reduced, how much money has been saved during the fiscal year?

The Ignition Interlock Device (IID) and Driving Under the Influence (DUI) Programs were merged to provide continuity of services and eliminate redundancies. The merger of the two programs aligned like services and customers which created a larger base of subject matter experts and improved customer service. Effective July 2013, s. 319.1937, F.S., lowered the IID fail point from .05 to .025 to align Florida with the national average.

2. What additional operational efficiencies are planned? What are the estimated savings associated with these efficiencies during the next fiscal year?

In August 2013, the Department completed a bid for the replacement of the existing IID vendors. This has allowed existing and new companies the opportunity to competitively seek appointment as a vendor for the State of Florida. The Department plans to award the solicitation in September 2013 and complete full implementation of IID services thirty days thereafter.

3. Is the regulatory activity an appropriate function that the agency should continue at its current level?

Yes, it is an appropriate function that our agency should continue. The IID Program is a vital tool for monitoring clients and reducing recidivism in DUI in Florida.

4. Are the fees charged for the regulatory service or oversight to businesses or professions based on revenue projections that are prepared using generally accepted governmental accounting procedures or official estimates by the Revenue Estimating Conference, if applicable?

Revenue estimates are based upon anticipated enforcement levels applied to previous year's actual receipts.

5. Are the fees charged for the regulatory service or oversight to businesses or professions adequate to cover both direct and indirect costs of providing the regulatory service or oversight?

Yes, as of September 1, 2009, a new assessment fee of \$12 is collected for each IID installed. This has eliminated the need for subsidy for this program.

6. Are the fees charged for the regulatory service or oversight to businesses or professions reasonable and do they take into account differences between the types of professions or businesses that are regulated? For example, do fees reflect the amount of time required to conduct inspections by using a sliding scale for annual fees based on the size of the regulated business; or do fees provide a financial incentive for regulated entities to maintain compliance with state standards by assessing a re-inspection fee if violations are found at initial inspection?

Yes, the fees are fixed by statute. The IID vendors are solely user funded. Vendors collect the assessment fees from offenders and send the fees to the Department. There are no fines for non-compliance. When problems are found they are reported as deficiencies. The IID vendors have to remedy the deficiency and the Department monitors the vendors to ensure that the remedy is followed. An incentive for the vendor to comply with prompt payment of the assessment fee is written in the contractual agreement with the Department. Any violation of the agreement is subject to a settlement agreement or cancellation of the agreement.

7. If the fees charged for the regulatory services or oversight to businesses or professions are **not** adequate to cover direct and indirect program costs provide either:
 - a) information regarding alternatives for realigning revenues or costs to make the regulatory service or program totally self-sufficient, including any statutory changes that are necessary to implement the alternative; or
 - b) demonstrate that the service or program provides substantial benefits to the public which justify a partial subsidy from other state funds, specifically describing the benefits to the general public (statements such as 'providing consumer benefits' or 'promoting health, safety and welfare' are not sufficient justification). For example, the program produces a range of benefits to the general public, including pollution reduction, wildlife preservation, and improved drinking water supply. Alternatively, the agency can demonstrate that requiring self-sufficiency would put the regulated entity at an unfair advantage. For example, raising fees sufficiently to cover program costs would require so high an assessment as to damage its competitive position with similar entities in other states.

The program provides substantial benefits to society by improving highway safety and dealing with those violators who choose to drink and drive.

8. If the regulatory program is not self-sufficient and provides a public benefit using state subsidization, please provide a plan for reducing the state subsidy.

Each fiscal year, the Department monitors revenue collections for the IID assessment fees to ascertain whether the fees are sufficient to support this program. If the revenue stream is not sufficient, the Department will take the appropriate steps to seek an increase in these assessment fees.

Schedule IA - Part I: Examination of Regulatory Fees

Department: Highway Safety & Motor Vehicles

**Regulatory Service to or Oversight of Businesses
Or Professions Program:** Dealer Licensing

1. What recent operational efficiencies have been achieved to either decrease costs or improve services? If costs have been reduced, how much money has been saved during the fiscal year?
 - A database was developed to track bad checks. The Department is responsible for honoring all checks written by dealers to register and title vehicles payable to Tax Collectors. The Dealer License Section is responsible for working with the industry to collect outstanding fees resulting from bad checks. Since the implementation of the bad check database, there has been an 83% increase in money collected from bad checks.
 - An A-Z Dealer License Guide is posted on the Department's website to provide customers with quick access to information regarding the dealer license program. There has been a 25% reduction in the number of calls received since this guide has been posted.
 - Effective July 1, 2013, dealers have the option to renew their license for two years. This option could result in a reduction in the workload as some applicants may not need to renew every year.
2. What additional operational efficiencies are planned? What are the estimated savings associated with these efficiencies during the next fiscal year?

Swift communication with dealers has proven to be more effective when communicating with the regional offices and the dealers. Having tools in place to identify deficiencies should assist the Department in our efforts to recover all revenue loss.

Frequent updates of the guide will continue to provide aide to internal and external customers resulting in a reduction of calls to the Department. This will result in greater use of our internal resources.

We will continue to identify areas where we can improve our service delivery and provide technical advisories to assist our customers.

3. Is the regulatory activity an appropriate function that the agency should continue at its current level?

Yes. The Department regulates the Florida motor vehicle, mobile home, and recreational vehicle dealer industry; investigates consumer complaints against dealers; inspects rebuilt and assembled from parts vehicles to protect consumers from fraud; and enforces Florida registration laws. These practices promote public safety and consumer protection.

4. Are the fees charged for the regulatory service or oversight to businesses or professions based on revenue projections that are prepared using generally accepted governmental accounting procedures or official estimates by the Revenue Estimating Conference, if applicable?

No. Fees are charged in accordance with statutory requirements mandated in Chapter 320, Florida Statutes.

5. Are the fees charged for the regulatory service or oversight to businesses or professions adequate to cover both direct and indirect costs of providing the regulatory service or oversight?

No. In fiscal year 2012-13, the Department received \$1,567,213 in Dealer License Fees. In FY 2012-13 expenditures for this program were from the Highway Safety Operating Trust Fund and were \$4,045,414.

6. Are the fees charged for the regulatory service or oversight to businesses or professions reasonable and do they take into account differences between the types of professions or businesses that are regulated? For example, do fees reflect the amount of time required conducting inspections by using a sliding scale for annual fees based on the size of the regulated business; or do fees provide a financial incentive for regulated entities to maintain compliance with state standards by assessing a re-inspection fee if violations are found at initial inspection?

All fees are statutorily mandated. There is no sliding scale based on size of the regulated industry. However, license fees appear to be lower compared to other states our size. There are incentives for the regulated industries to comply with state laws, as administrative fines are assessed and/or dealer licenses are suspended or revoked in cases of violation of such laws.

7. If the fees charged for the regulatory services or oversight to businesses or professions are **not** adequate to cover direct and indirect program costs provide either:

- a) information regarding alternatives for realigning revenues or costs to make the regulatory service or program totally self-sufficient, including any statutory changes that are necessary to implement the alternative; or
- b) demonstrate that the service or program provides substantial benefits to the public which justify a partial subsidy from other state funds, specifically describing the benefits to the general public (statements such as 'providing consumer benefits' or 'promoting health, safety and welfare' are not sufficient justification). For example, the program produces a range of benefits to the general public, including pollution reduction, wildlife preservation, and improved drinking water supply. Alternatively, the agency can demonstrate that requiring self-sufficiency would put the regulated entity at an unfair advantage. For example, raising fees sufficiently to cover program costs would require so high an assessment as to damage its competitive position with similar entities in other states.

The Bureau of Issuance Oversight and the Motorist Services Support are responsible for field work which includes licensing and regulating all motor vehicle, recreational vehicle, and mobile home dealers in Florida. Significant services to motorists and enforcement of laws governing motor vehicles is provided to Florida residents. These services include investigating and resolving complaints against motor vehicle dealers; the verification of vehicle identification numbers so residents can properly title and sell their vehicles; investigations of instances of odometer and vehicle title fraud; assistance to tax collectors; sale of temporary license plates; provision of public education events; vehicle identification number etching of motor vehicles; inspections of salvage vehicles that have been rebuilt; investigations of persons selling motor vehicles who are not licensed dealers; and issuing vehicle titles and registrations to Florida residents.

Activities of these bureaus identify fraud and theft related to motor vehicles in a proactive manner; ensure titles are transferred, liens are paid off properly, proper fees are collected; and correct sales tax is collected. For many of these services, the bureaus are the only place where residents can get such assistance.

8. If the regulatory program is not self-sufficient and provides a public benefit using state subsidization, please provide a plan for reducing the state subsidy.

One method to reduce state subsidies is to amend Chapter 320, F.S., and raise statutory fees to a level sufficient to cover program costs. The Office of Program Policy Analysis and Government Accountability (OPPAGA) raised this issue in recent audits.

Section 320.27, F.S., was amended during the 2013 Legislative Session to provide the option for a two-year renewal period. This option could result in a reduction in the workload as some applicants will not need to renew every year.

Schedule IA - Part I: Examination of Regulatory Fees

Department: Highway Safety & Motor vehicles

Regulatory Service to or Oversight of Businesses or Professions Program: Mobile Home Construction and Installation Program

1. What recent operational efficiencies have been achieved to either decrease costs or improve services? If costs have been reduced, how much money has been saved during the fiscal year?

Currently, the process to look up information about manufactured homes is manual. The Department is creating an access database where information about manufactured homes will be entered and is about 65% complete. This will allow the Department to provide more efficient and faster service when customers need information.

2. What additional operational efficiencies are planned? What are the estimated savings associated with these efficiencies during the next fiscal year?

The operational efficiency described in question 1 above is the first step in a plan to have this information available statewide. When all the information about manufactured homes built from 1976 to present is entered in the access database, it will be linked to SharePoint. Once on SharePoint, all authorized Department staff statewide can use this information to answer customer inquiries.

3. Is the regulatory activity an appropriate function that the agency should continue at its current level?

Yes, these are appropriate functions the Department should continue at their current level, since they provide consumer protection to mobile/ manufactured home residents. In addition, the mobile/manufactured home construction and installation regulation program is administered by the Department as a contract agency for the U.S. Department of Housing and Urban Development (HUD) which regulates mobile/manufactured home construction nationally.

4. Are the fees charged for the regulatory service or oversight to businesses or professions based on revenue projections that are prepared using generally accepted governmental accounting procedures or official estimates by the Revenue Estimating Conference, if applicable?

No, the current fees charged for these two programs are not based on revenue projections that are prepared using generally accepted governmental accounting procedures or official estimates by the Revenue Estimating Conference. The fee for the mobile/manufactured home construction regulation program is established

in administrative rule 15C-2.003, Florida Administrative Code (F.A.C.). The fees for the mobile/manufactured home installer program are provided in sections 320.8249(1), (2) and (13), Florida Statutes. Fees that cover the consumer complaint programs are established by U.S. Department of Housing and Urban Development (HUD) in the form of monitoring fees.

5. Are the fees charged for the regulatory service or oversight to businesses or professions adequate to cover both direct and indirect costs of providing the regulatory service or oversight?

No, the fees charged to the mobile/manufactured home construction industry for regulation of construction, the fees charged to mobile/manufactured home installers for regulating them, nor the monitoring fees for consumer complaints are sufficient to cover the cost of operating the corresponding program. The amount of revenue from these fees, is dependent on the level of mobile/manufactured home production and consumer demand which affects how much revenue is produced to cover operational costs of the programs.

6. Are the fees charged for the regulatory service or oversight to businesses or professions reasonable and do they take into account differences between the types of professions or businesses that are regulated? For example, do the fees reflect the amount of time required to conduct the inspections by using a sliding scale for annual fees based on the size of the regulated business; or do fees provide a financial incentive for regulated entities to maintain compliance with state standards by assessing a re-inspection fee if violations are found at initial inspection?

The current fees charged for the mobile home construction regulation and the mobile home installer programs are not excessive. There is no sliding scale for fees based on the size of the regulated industries. There are, however, incentives for regulated industries to comply with state laws and administrative rules. Mobile/manufactured home manufacturers are assessed special inspection fees when they fall out of compliance with HUD construction standards. Mobile/manufactured home installers face administrative fines and possible license revocation for violation of laws and administrative rules governing their businesses.

7. If the fees charged for the regulatory services or oversight to businesses or professions are **not** adequate to cover direct and indirect program costs provide either:
 - a) information regarding alternatives for realigning revenues or costs to make the regulatory service or program totally self-sufficient, including any statutory changes that are necessary to implement the alternative; or
 - b) demonstrate that the service or program provides substantial benefits to the public which justify a partial subsidy from other state funds, specifically

describing the benefits to the general public (statements such as 'providing consumer benefits' or 'promoting health, safety and welfare' are not sufficient justification). For example, the program produces a range of benefits to the general public, including pollution reduction, wildlife preservation, and improved drinking water supply. Alternatively, the agency can demonstrate that requiring self-sufficiency would put the regulated entity at an unfair advantage. For example, raising fees sufficiently to cover program costs would require so high an assessment as to damage its competitive position with similar entities in other states.

To increase the fee for regulating mobile/manufactured home construction would require amendment of Rule 15C-2.003, Florida Administrative Code. To increase the fees for regulating mobile/ manufactured home installation would require amendment of Sections 320.8249(1), (2) and (13), Florida Statutes. Monitoring fees are established by HUD in Federal rule.

These programs provide significant benefit to the general public. Mobile/manufactured home safety is ensured through regulation of construction in accordance with the HUD construction standards. Mobile/ manufactured home installation safety is ensured by enforcing state and federal regulations in this regard. The consumer complaint program assists consumers with warranty and life safety issues with their homes. Raising the fees that support these programs would not put the affected industries at a competitive disadvantage with similar industries in other states. In fact, in general, the fees paid for these programs by comparable industries in other states are substantially higher than in Florida.

8. If the regulatory program is not self-sufficient and provides a public benefit using state subsidization, please provide a plan for reducing the state subsidy.

To increase the fee for regulating mobile/manufactured home construction, it would require amending Rule 15C-2.003, Florida Administrative Code.

To increase the fees for regulating mobile/ manufactured home installation, it would require amending Sections 320.8249(1), (2) and (13), Florida Statutes.

HUD establishes monitoring fees by Federal rule.

Schedule IA - Part II: Examination of Regulatory Fees

Department: **Highway Safety and Motor Vehicles**

Regulatory Service to or Oversight of Business or Profession Program: **Commercial Driving Schools**

Does Florida Statutes require the regulatory program to be financially self-sufficient? (Yes or No and F.S.): **No**

What percent of the regulatory cost is currently subsidized? (0 to 100%) **62%**

If the program is subsidized from other state funds, what is the source(s)? **Highway Safety Operating Trust Fund**

What is the current annual amount of the subsidy? **\$68,161.**

Service/Product Regulated	Specific Fee Title	Statutory Authority for Fee	Maximum Fee Authorized (cap)	Year of Last Statutory Revision to Fee	Is Fee Set by Rule? (Yes or No)	Current Fee Assessed	Fund Fee Deposited in (indicate General Revenue or Specific Trust Fund)
Commercial Driving Schools	Original School Application Fee	488.03	n/a	n/a	No	\$50	General Revenue
	Original License Fee	488.03	n/a	n/a	No	\$200	General Revenue
	Original Vehicle Registration Fee	488.05	n/a	n/a	No	\$15	General Revenue
	Original Instructor Application Fee	488.04(1)	n/a	n/a	No	\$25	General Revenue
	Original Agent Fee	488.04 (1)	n/a	n/a	No	\$25	General Revenue
	Renewal School Fee	488.03	n/a	n/a	No	\$100	General Revenue
	Renewal Vehicle Fee	488.05	n/a	n/a	No	\$10	General Revenue
	Renewal Instructor Fee	488.04 (1)	n/a	n/a	No	\$10	General Revenue
	Renewal Agent Fee	488.04 (1)	n/a	n/a	No	\$10	General Revenue

Annual collections deposited in General Revenue for the Commercial Driving Schools totaled \$52,847 in fiscal year 2012-2013 and are estimated to total \$42,599 in fiscal year 2013-2014 and \$43,183 in fiscal year 2014-2015.

Annual expenditures incurred from the Highway Safety Operating Trust Fund for this program totaled \$107,786 in fiscal year 2012-2013 and are estimated to total \$110,760 in fiscal year 2013-2014 and \$113,823 in fiscal year 2014-2015.

Schedule IA - Part II: Examination of Regulatory Fees

Department: **Highway Safety and Motor Vehicles**

Regulatory Service to or Oversight of Business or Profession Program: **Florida Rider Training Program-FRTP (The Motorcycle Safety Education Program)**

Does Florida Statutes require the regulatory program to be financially self-sufficient? (Yes or No and F.S.): **No**

What percent of the regulatory cost is currently subsidized? (0 to 100%) **0%**

If the program is subsidized from other state funds, what is the source(s)? **N/A**

What is the current annual amount of the subsidy? **\$0**

Service/Product Regulated	Specific Fee Title	Statutory Authority for Fee	Maximum Fee Authorized (cap)	Year of Last Statutory Revision to Fee	Is Fee Set by Rule? (Yes or No)	Current Fee Assessed	Fund Fee Deposited in (indicate General Revenue or Specific Trust Fund)
FRTP	NA (no fee)	NA (no fee)	NA (no fee)	NA (no fee)	NA (no fee)	None	NA (no fee)

Annual collections deposited in the Highway Safety Operating Trust Fund totaled \$1,650,988 in fiscal year 2012-2013 and are estimated to total \$1,749,807 in fiscal year 2013-2014 and \$1,925,287 in fiscal year 2014-2015. Program is funded by collection of a \$2.50 fee upon registration of any motorcycle, motor driven cycle or moped pursuant to s. 320.08(1), Florida Statutes.

Annual expenditures incurred for the Motorcycle Safety Education Program totaled \$461,310 in fiscal year 2012-2013 and are estimated to total \$473,640 in fiscal year 2013-2014 and \$486,340 in fiscal year 2014-2015 for the Highway Safety Operating Trust Fund.

* The Highway Safety Operating Trust Fund is mainly comprised of fees collected for driver's license reinstatement, records sales and license plate replacement.

Schedule IA - Part II: Examination of Regulatory Fees

Department: **Highway Safety and Motor Vehicles**

Regulatory Service to or Oversight of Business or Profession Program: **DUI Programs**

Does Florida Statutes require the regulatory program to be financially self-sufficient? (Yes or No and F.S.): **No**

What percent of the regulatory cost is currently subsidized? (0 to 100%) **0%**

If the program is subsidized from other state funds, what is the source(s)? **N/A**

What is the current annual amount of the subsidy? **\$ 0**

Service/Product Regulated	Specific Fee Title	Statutory Authority for Fee	Maximum Fee Authorized (cap)	Year of Last Statutory Revision to Fee	Is Fee Set by Rule? (Yes or No)	Current Fee Assessed	Fund Fee Deposited in (indicate General Revenue or Specific Trust Fund)
DUI Programs	DUI Schools Fees-Application Fee	s. 322.292(2)(c), F.S.	\$1,000	1993	No	\$1,000	Highway Safety Operating TF
DUI Programs	DUI Schools Fees	s. 322.293(2), F.S.	\$15	2009	No	\$15	Highway Safety Operating TF

Annual collections for this fee totaled \$703,668 in fiscal year 2012-2013 and are estimated to total \$744,631 in fiscal year 2013-2014 and \$754,236 in fiscal year 2014-2015

Annual expenditures incurred for the DUI Program totaled \$305,963 in fiscal year 2012-2013 and are estimated to total \$314,266 in fiscal year 2013-2014 and \$322,818 in fiscal year 2014-2015.

Schedule IA - Part II: Examination of Regulatory Fees

Department: **Highway Safety and Motor Vehicles**
 Regulatory Service to or Oversight of Business or Profession Program: **Ignition Interlock**
 Does Florida Statutes require the regulatory program to be financially self-sufficient? (Yes or No and F.S.): **No**
 What percent of the regulatory cost is currently subsidized? (0 to 100%) **36%**
 If the program is subsidized from other state funds, what is the source(s)? **Highway Safety Operating Trust Fund**
 What is the current annual amount of the subsidy? **\$80,369**

Service/Product Regulated	Specific Fee Title	Statutory Authority for Fee	Maximum Fee Authorized (cap)	Year of Last Statutory Revision to Fee	Is Fee Set by Rule? (Yes or No)	Current Fee Assessed	Fund Fee Deposited in (indicate General Revenue or Specific Trust Fund)
Ignition Interlock Device	IID Installation Assessment Fee	s. 322.2713(5), F.S.	\$12	2009	No	\$12	Highway Safety Operating TF

Annual collections for this fee totaled \$146,316 in fiscal year 2012-2013 and are estimated to total \$140,086 in fiscal year 2013-2014 and \$141,893 in fiscal year 2014-2015.

Annual expenditures incurred for the DUI Program totaled \$214,631 in fiscal year 2012-2013 and are estimated to total \$220,455 in 2013-2014 and \$225,454 in fiscal year 2014-2015.

Schedule IA - Part II: Examination of Regulatory Fees

Department: **Highway Safety and Motor Vehicles**

Regulatory Service to or Oversight of Business or Profession Program: **Bureau of Issuance Oversight-Dealer Licensing**

Does Florida Statutes require the regulatory program to be financially self-sufficient? **No**

What percent of the regulatory cost is currently subsidized? **60%**

If the program is subsidized from other state funds, what is the source(s)? **Highway Safety Operating Trust Fund**

What is the current annual amount of the subsidy? **\$2,571,526**

Service/Product Regulated	Specific Fee Title	Statutory Authority for Fee	Maximum Fee Authorized (cap)	Year of Last Statutory Revision to Fee	Is Fee Set by Rule? (Yes or No)	Current Fee Assessed	Fund Fee Deposited in (indicate General Revenue or Specific Trust Fund)
Independent Dealer	Initial License Fee	320.27(3)	\$300.00	7/1/1985	NO	YES	General Revenue
Franchised Dealer	Initial License Fee	320.27(3)	\$300.00	7/1/1985	NO	YES	General Revenue
Wholesale Dealer	Initial License Fee	320.27(3)	\$300.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Auction	Initial License Fee	320.27(3)	\$300.00	7/1/1985	NO	YES	General Revenue
Independent Dealer	1- Year Renewal Fee	320.27(3)	\$75.00	7/1/1985	NO	YES	General Revenue
Franchised Dealer	1- Year Renewal Fee	320.27(3)	\$75.00	7/1/1985	NO	YES	General Revenue
Wholesale Dealer	1- Year Renewal Fee	320.27(3)	\$75.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Auction	1- Year Renewal Fee	320.27(3)	\$75.00	7/1/1985	NO	YES	General Revenue
Service Facility	1- Year Renewal Fee	320.27(3)	\$75.00	7/1/1985	NO	YES	General Revenue
Independent Dealer	2-Year Renewal Fee	320.27(3)	\$150.00	7/1/2013	NO	YES	General Revenue
Franchised Dealer	2-Year Renewal Fee	320.27(3)	\$150.00	7/1/2013	NO	YES	General Revenue
Wholesale Dealer	2-Year Renewal Fee	320.27(3)	\$150.00	7/1/2013	NO	YES	General Revenue
Motor Vehicle Auction	2-Year Renewal Fee	320.27(3)	\$150.00	7/1/2013	NO	YES	General Revenue
Service Facility	2-Year Renewal Fee	320.27(3)	\$150.00	7/1/2013	NO	YES	General Revenue
Independent Dealer	Late Renewal Fee	320.27(4)(a)	\$100.00	7/1/1980	NO	YES	General Revenue
Franchised Dealer	Late Renewal Fee	320.27(4)(a)	\$100.00	7/1/1980	NO	YES	General Revenue
Wholesale Dealer	Late Renewal Fee	320.27(4)(a)	\$100.00	7/1/1980	NO	YES	General Revenue
Motor Vehicle Auction	Late Renewal Fee	320.27(4)(a)	\$100.00	7/1/1980	NO	YES	General Revenue
Service Facility	Late Renewal Fee	320.27(4)(a)	\$100.00	7/1/1980	NO	YES	General Revenue
Independent Dealer	Name Change	320.27(4)(a)	\$25.00	10/1/1982	NO	YES	General Revenue
Franchised Dealer	Name Change	320.27(4)(a)	\$25.00	10/1/1982	NO	YES	General Revenue
Franchised Dealer	Non-Resident	320.71(1)	\$2,000.00	10/1/1988	NO	YES	DFS General Revenue Fund
Wholesale Dealer	Name Change	320.27(4)(a)	\$25.00	10/1/1982	NO	YES	General Revenue
Motor Vehicle Auction	Name Change	320.27(4)(a)	\$25.00	10/1/1982	NO	YES	General Revenue
Service Facility	Name Change	320.27(4)(a)	\$25.00	10/1/1982	NO	YES	General Revenue
Independent Dealer	Supplemental Location	320.27(5)	\$50.00	7/1/1985	NO	YES	General Revenue
Vehicle Rebuilt Inspection	Initial Insepction Fee	319.32	\$40.00	9/1/2009	NO	YES	General Revenue
Vehicle Re-Inspection	Subsequent Inspection	319.32	\$20.00	9/1/2009	NO	YES	General Revenue
Franchised Dealer	FAW fee & serv charge	320.642	\$75 + \$2.50	9/1/2009	NO	YES	Highway Safety Operations Trust Fund
Franchised Dealer	Supplemental Location	320.27(5)	\$50.00	7/1/1985	NO	YES	General Revenue
Wholesale Dealer	Supplemental Location	320.27(5)	\$50.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Auction	Supplemental Location	320.27(5)	\$50.00	7/1/1985	NO	YES	General Revenue
Service Facility	Supplemental Location	320.27(5)	\$50.00	7/1/1985	NO	YES	General Revenue
Independent Dealer	Location Change	320.27(3)	\$50.00	7/1/1985	NO	YES	General Revenue
Franchised Dealer	Location Change	320.27(3)	\$50.00	7/1/1985	NO	YES	General Revenue

Wholesale Dealer	Location Change	320.27(3)	\$50.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Auction	Location Change	320.27(3)	\$50.00	7/1/1985	NO	YES	General Revenue
Service Facility	Location Change	320.27(3)	\$50.00	7/1/1985	NO	YES	General Revenue
Independent Dealer	Fingerprint Fee	320.27(3)	\$53.25	7/1/2003	NO	YES	Highway Safety Operations Trust Fund
Franchised Dealer	Fingerprint Fee	320.27(3)	\$53.25	7/1/2003	NO	YES	Highway Safety Operations Trust Fund
Wholesale Dealer	Fingerprint Fee	320.27(3)	\$53.25	7/1/2003	NO	YES	Highway Safety Operations Trust Fund
Motor Vehicle Auction	Fingerprint Fee	320.27(3)	\$47.00	7/1/2003	NO	YES	Highway Safety Operations Trust Fund
Motor Vehicle Importer	Initial License Fee	320.62	\$300.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Distributor	Initial License Fee	320.62	\$300.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Manufacturer	Initial License Fee	320.62	\$300.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Importer	Renewal Fee	320.62	\$100.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Distributor	Renewal Fee	320.62	\$100.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Manufacturer	Renewal Fee	320.62	\$100.00	7/1/1985	NO	YES	General Revenue
Mobile Home Dealer	Initial License Fee	320.77(4)	\$300.00	7/1/1985	NO	YES	General Revenue
Mobile Home Dealer	Renewal Fee	320.77(4)	\$100.00	7/1/1980	NO	YES	General Revenue
Mobile Home Dealer	Fingerprint Fee	320.77(3)(j)	\$47.00	7/1/2003	NO	YES	General Revenue
Mobile Home Dealer	Location Change	320.77(4)	\$25.00	7/1/1980	NO	YES	General Revenue
Mobile Home Dealer	Supplemental Location	320.77(7)	\$50.00	7/1/1985	NO	YES	General Revenue
Mobile Home Dealer	Non-Resident	320.71(1)	\$2,000.00	10/1/1988	NO	YES	DFS General Revenue Fund
Mobile Home Dealer	Protection Trust Fund	320.781(2)	\$40.00	10/1/1990	NO	YES	Mobile Home & RV TF
Mobile Home Dealer Renew	Protection Trust Fund	320.781(2)	\$40.00	10/1/1990	NO	YES	Mobile Home & RV TF
Mobile Home Broker	Initial License Fee	320.77(4)	\$300.00	7/1/1985	NO	YES	General Revenue
Mobile Home Broker	Renewal Fee	320.77(4)	\$100.00	7/1/1985	NO	YES	General Revenue
Mobile Home Broker	Fingerprint Fee	320.77(3)(j)	\$47.00	7/1/2003	NO	YES	General Revenue
Mobile Home Broker	Location Change	320.77(4)	\$25.00	7/1/1980	NO	YES	General Revenue
Mobile Home MFG	Initial License Fee	320.8225(3)	\$300.00	7/1/1985	NO	YES	General Revenue
Mobile Home MFG	Renewal Fee	320.8225(3)	\$100.00	7/1/1985	NO	YES	General Revenue
Mobile Home MFG	Protection Trust Fund	320.781(2)	\$40.00	10/1/1990	NO	YES	Mobile Home & RV TF
Mobile Home MFG Renew	Protection Trust Fund	320.781(2)	\$40.00	10/1/1990	NO	YES	Mobile Home & RV TF
Recreational Vehicle Dlr	Initial License Fee	320.771(4)	\$300.00	7/1/1985	NO	YES	General Revenue
Recreational Vehicle Dlr	Renewal Fee	320.771(4)	\$100.00	7/1/1985	NO	YES	General Revenue
Recreational Vehicle Dlr	Location Change	320.771(4)	\$25.00	7/1/1985	NO	YES	General Revenue
Recreational Vehicle Dlr	Non-Resident	320.71(1)	\$2,000.00	10/1/1988	NO	YES	DFS General Revenue Fund
Recreational Vehicle Dlr	Fingerprint Fee	320.771(3)(l)	\$47.00	7/1/2003	NO	YES	General Revenue
Recreational Vehicle Dlr	Supplemental Location	320.771(7)	\$50.00	7/1/1985	NO	YES	General Revenue
Recreational Vehicle Dlr	Protection Trust Fund	320.781(2)	\$40.00	10/1/1990	NO	YES	Mobile Home & RV TF
Recreational Vehicle MFG	Initial License Fee	320.8225(3)	\$300.00	7/1/1985	NO	YES	General Revenue
Recreational Vehicle MFG	Renewal Fee	320.8225(3)	\$100.00	7/1/1985	NO	YES	General Revenue
Recreational Vehicle MFG	Protection Trust Fund	320.781(2)	\$40.00	10/1/1990	NO	YES	Mobile Home & RV TF

Annual collections totaled \$1,567,213 for fiscal year 2012-2013 and are estimated to total \$1,745,330 for fiscal year 2013-2014 and \$1,369,413 for fiscal year 2014-2015. These fees were deposited into the General Revenue Fund.

Annual fiscal year 2012-2013 expenditures totaled \$4,045,414 and are estimated to total \$4,316,856 for fiscal year 2013-2014 and \$4,425,076 for fiscal year 2014-2015. Of the total expenditures incurred in 2013-2014, \$10,895 was a pass through for payment of background checks for dealers.

Examination of Regulatory Fees - Part II

Department: **Highway Safety and Motor Vehicles**

Regulatory Service to or Oversight of Business or Profession Program: **Mobile Home Construction and Installation Program**

Does Florida Statutes require the regulatory program to be financially self-sufficient? (Yes or No and F.S.): **Yes; 320.8255 (4), F.S.**

What percent of the regulatory cost is currently subsidized? (0 to 100%)? **83%**

If the program is subsidized from other state funds, what is the source(s)? **Highway Safety Operating Trust Fund**

What is the current annual amount of the subsidy?* **\$1,119,647**

Service / Product Regulated	Specific Fee Title	Statutory Authority for Fee	Maximum Fee Authorized (cap)	Year of Last Statutory Revision to Fee	Is Fee Set by Rule? (Yes or No)	Current Fee Assessed	Fund Fee Deposited in (indicate General Revenue or Specific Trust Fund)
Mobile Home Construction	HUD Label Fee	Sec. 320.8255, F.S.	\$32	Not in Statute	Yes	\$32	General Revenue
Mobile Home Construction	Special Inspection Fee	Sec. 320.8255, F.S.	\$30 per hour plus mileage for Comp. Ex.	Not in Statute	Yes	\$30 per hour plus mileage for Comp. Ex.	General Revenue
			\$45 per hour plus mileage for Engineer			\$45 per hour plus mileage for Engineer	
MH Installer Licensing	MH Installer License Fee	Sec. 320.8249(1), F.S.	\$150	1996	No	\$150	Highway Safety Trust Fund
MH Installer Licensing	MH Installer License Application Fee	Sec. 320.8249(2), F.S.	\$100	1996	No	\$50	Highway Safety Trust Fund
MH Installer Regulation	MH Installer Decal Fee	Sec. 320.8249(13), F.S.	\$10	1996	No	\$10	Highway Safety Trust Fund

* The Highway Safety Operating Trust Fund is mainly comprised of fees collected for driver's license reinstatement, license plate replacement, and record sales.

Annual collections totaled \$232,511 for fiscal year 2012-2013 and are estimated to total \$225,174 for fiscal year 2013-2014 and \$226,531 for fiscal year 2014-2015. Of the amount collected, \$117,086 was deposited in fiscal year 2012-2013 in the General Revenue Fund, \$96,432 is estimated to be deposited into the General Revenue Fund for fiscal year 2013-2014, and \$102,821 is estimated to be deposited into the General Revenue Fund for fiscal year 2014-2015.

Annual fiscal year 2012-2013 expenditures were \$1,262,763 and are estimated to total \$1,310,071 for fiscal year 2013-2014 and \$1,344,821 for fiscal year 2014-2015. All expenditures are funded from the Highway Safety Operating Trust Fund.

*Subsidy calculation reflects total collections for both General Revenue and the Highway Safety Operating Trust Fund, less expenditures.

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2014 - 2015

Department Title:

Highway Safety and Motor Vehicles

Trust Fund Title:

Highway Safety Operating Trust Fund

Budget Entity:

7600

LAS/PBS Fund Number:

2009

	Balance as of 6/30/2013	SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	\$8,396,722.77 (A)		\$8,396,722.77
ADD: Other Cash (See Instructions)	\$16,610.29 (B)		\$16,610.29
ADD: Investments	\$103,611,797.71 (C)		\$103,611,797.71
ADD: Outstanding Accounts Receivable	\$722,110.02 (D)		\$722,110.02
ADD: Due From State Trust Funds	\$9,364,160.44 (E)		\$9,364,160.44
ADD: Due From Other Departments	\$1,419,930.24 (E)		\$1,419,930.24
ADD: Due From Federal Government	\$3,485,548.92 (E)		\$3,485,548.92
Total Cash plus Accounts Receivable	\$127,016,880.39 (F)	\$0.00	\$127,016,880.39
LESS: Allowances for Uncollectibles			\$0.00
LESS: Approved "A" Certified Forwards	(\$11,625,482.03) (H)		(\$11,625,482.03)
Approved "B" Certified Forwards	(\$3,365,290.42) (H)		(\$3,365,290.42)
Approved "FCO" Certified Forwards	(\$2,702,481.64) (H)		(\$2,702,481.64)
LESS: Other Accounts Payable (Nonoperating)	(\$7,314,056.08) (I)		(\$7,314,056.08)
LESS: Deferred Unearned Revenues	(\$8,017,122.80) (J)		(\$8,017,122.80)
LESS: Deferred Revenues and Advances	(\$9,433,066.08) (J)	\$9,233,066.08	(\$200,000.00)
Unreserved Fund Balance, 07/01/13	\$84,559,381.34 (K)	\$9,233,066.08	\$93,792,447.42**

Notes:

*SWFS = Statewide Financial Statement

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2014 - 2015
Trust Fund Title:	Highway Safety and Motor Vehicles
Budget Entity:	Federal Grants Trust Fund
LAS/PBS Fund Number:	7600
	2261

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	\$2,173,482.91	(A)		\$2,173,482.91
ADD: Other Cash (See Instructions)		(B)		\$0.00
ADD: Investments	\$641,409.95	(C)		\$641,409.95
ADD: Outstanding Accounts Receivable		(D)		\$0.00
ADD:		(E)		\$0.00
Total Cash plus Accounts Receivable	\$2,814,892.86	(F)	\$0.00	\$2,814,892.86
LESS: Allowances for Uncollectibles		(G)		\$0.00
LESS: Approved "A" Certified Forwards	\$82,574.59	(H)		\$82,574.59
Approved "B" Certified Forwards	\$251,802.26	(H)		\$251,802.26
Approved "FCO" Certified Forwards		(H)		\$0.00
LESS: Other Accounts Payable (Nonoperating)	\$1,116,571.41	(I)	-\$251,802.26	\$864,769.15
LESS: Deferred Revenues and Advances	\$625,000.00	(J)		\$625,000.00
Unreserved Fund Balance, 07/01/13	\$738,944.60	(K)	\$251,802.26	\$990,746.86 **

Notes:

*SWFS = Statewide Financial Statement

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2014 - 2015
Trust Fund Title:	Highway Safety and Motor Vehicles
Budget Entity:	Fuel Tax Collection Trust Fund
LAS/PBS Fund Number:	7600
	2319

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	3,967,018.31	(A)		3,967,018.31
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	23,786.09	(D)		23,786.09
ADD:		(E)		-
Total Cash plus Accounts Receivable	3,990,804.40	(F)	-	3,990,804.40
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards	(9,981.11)	(H)		(9,981.11)
Approved "B" Certified Forwards	(5,001.00)	(H)		(5,001.00)
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	(3,930,823.29)	(I)	5,001.00	(3,925,822.29)
LESS: Deferred Revenues and Advances		(J)		-
Unreserved Fund Balance, 07/01/13	44,999.00	(K)	(5,001.00)	50,000.00 **

Notes:

*SWFS = Statewide Financial Statement

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2014 - 2015
Trust Fund Title:	Highway Safety and Motor Vehicles
Budget Entity:	Mobile Home and Recreational Vehicle Protection TF
LAS/PBS Fund Number:	7600
	2463

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	233,900.12	(A)		233,900.12
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	601.00	(D)		601.00
ADD:		(E)		-
Total Cash plus Accounts Receivable	234,501.12	(F)	-	234,501.12
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	(442.64)	(I)		(442.64)
LESS: Deferred Revenues and Advances	-	(J)		-
Unreserved Fund Balance, 07/01/13	234,058.48	(K)	-	234,058.48 **

Notes:

*SWFS = Statewide Financial Statement

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

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

	Budget Period: 2014 - 2015
Department Title:	Highway Safety and Motor Vehicles
Trust Fund Title:	Highway Safety Operating Trust Fund
LAS/PBS Fund Number:	2009

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/13	
Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	-\$92,579,623.14 (A)
Subtract Nonspendable Fund Balance (GLC 56XXX)	\$2,633,833.52 (B)
Add/Subtract Statewide Financial Statement (SWFS) Adjustments :	
SWFS - #38900 Adjust Deferred Revenues	-\$9,233,066.08 (C)
SWFS - #35300 Due to Other Depts (Oper Pay Not CF Fwd)	-\$64,059.04 (C)
Add/Subtract Other Adjustment(s):	
Approved "B" Carry Forward (Encumbrances) per LAS/PBS	\$3,365,290.42 (D)
Approved "C" Carry Forward Total (FCO) per LAS/PBS	\$2,702,481.64 (D)
A/P not C/F-Operating Categories	-\$617,304.74 (D)
	(D)
	(D)
ADJUSTED BEGINNING TRIAL BALANCE:	-\$93,792,447.42 (E)
UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)	\$93,792,447.42 (F)
DIFFERENCE:	\$0.00 (G)*

***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Department Title:	<u>Budget Period: 2014 - 2015</u>
Trust Fund Title:	<u>Federal Grants Trust Fund</u>
LAS/PBS Fund Number:	<u>7600</u>
	<u>2261</u>

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/13

Total all GLC's 5XXXX for governmental funds; 0.00 (A)
GLC 539XX for proprietary and fiduciary funds

Subtract Nonspendable Fund Balance (GLC 56XXX) (B)

Add/Subtract Statewide Financial Statement (SWFS) Adjustments :

SWFS Adjustment - Reduce Accounts Payable (251,802.26) (C)

Add/Subtract Other Adjustment(s):

Approved "B" Carry Forward (Encumbrances) per LAS/PBS 251,802.26 (D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS (D)

Account Receivable - Operating Expenditure Category (D)

A/P not C/F-Operating Categories (990,746.86) (D)

ADJUSTED BEGINNING TRIAL BALANCE: (990,746.86) (E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line I) 990,746.86 (F)

DIFFERENCE: 0.00 (G)*

***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

	<u>Budget Period: 2014 - 2015</u>
Department Title:	<u>Fuel Tax Collection Trust Fund</u>
Trust Fund Title:	<u>7600</u>
LAS/PBS Fund Number:	<u>2319</u>

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/13

Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	<input type="text" value="(55,001.00)"/> (A)
--	--

Subtract Nonspendable Fund Balance (GLC 56XXX)

<input type="text" value="0.00"/> (B)

Add/Subtract Statewide Financial Statement (SWFS) Adjustments :

<input type="text"/> (C)

<input type="text"/> (C)

Add/Subtract Other Adjustment(s):

Approved "B" Carry Forward (Encumbrances) per LAS/PBS	<input type="text" value="5,001.00"/> (D)
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Approved "C" Carry Forward Total (FCO) per LAS/PBS	<input type="text" value="0.00"/> (D)
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A/P not C/F-Operating Categories	<input type="text" value="0.00"/> (D)
----------------------------------	---------------------------------------

<input type="text"/> (D)

<input type="text"/> (D)

<input type="text"/> (D)

ADJUSTED BEGINNING TRIAL BALANCE:

<input type="text" value="(50,000.00)"/> (E)
--

UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)

<input type="text" value="50,000.00"/> (F)
--

DIFFERENCE:

<input type="text" value="0.00"/> (G)*
--

***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2014 - 2015

Department Title:

Mobile Home and Recreational Vehicle Protection TF

Trust Fund Title:

7600

LAS/PBS Fund Number:

2463

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/13

Total all GLC's 5XXXX for governmental funds;
GLC 539XX for proprietary and fiduciary funds

(A)

Subtract Nonspendable Fund Balance (GLC 56XXX)

(B)

Add/Subtract Statewide Financial Statement (SWFS) Adjustments :

(C)

(C)

Add/Subtract Other Adjustment(s):

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

(D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

(D)

(D)

(D)

(D)

ADJUSTED BEGINNING TRIAL BALANCE:

(E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)

(F)

DIFFERENCE:

(G)*

***SHOULD EQUAL ZERO.**

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I


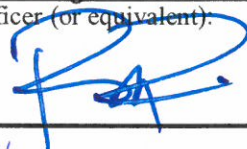
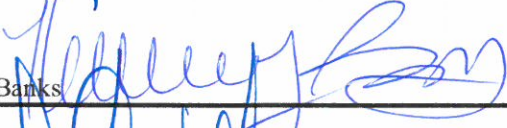
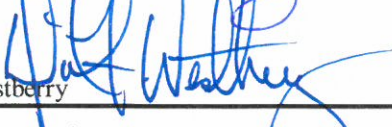

For Fiscal Year 2014-15



October 2013

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Department of Highway Safety and Motor Vehicles	Schedule IV-B Submission Date: 10/15/13
Project Name: Motorist Modernization Phase I	Is this project included in the Agency's LRPP? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FY 2014-15 LBR Issue Code: 36115C0	FY 2014-15 LBR Issue Title: Motorist Modernization Phase I
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Michelle Morris, 850-617-2151, michellemorris@flhsmv.gov Terrence Samuel, 850-617-2022, terrencsamuel@flhsmv.gov	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head:  Printed Name: Julie Jones	Date: 10/14/13
Agency Chief Information Officer (or equivalent):  Printed Name: Robert Fields	Date: 10/14/13
Budget Officer:  Printed Name: Kimberly Banks	Date: 10/14/13
Planning Officer:  Printed Name: David Westberry	Date: 10/14/13
Project Sponsor:  Printed Name: Steven Fielder	Date: 10/14/13
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
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Executive Summary

The Department of Highway Safety and Motor Vehicles issues driver licenses and motor vehicle titles and registrations to the residents of Florida. The Department collects more than \$2.7 billion a year, processing over five million driver licenses and 24.5 million registrations and titles. These revenues are distributed to General Revenue and state trust funds to support critical state services, such as roads and schools.

As Florida's credentialing agency, the Department's services are critically important to business and public safety. A state issued driver license has become the primary form of identification that is used to engage in commerce and establish identity, age, and residency. In addition to issuing driver licenses and registering and titling vehicles, the Department serves as the information technology backbone that supports roadside law enforcement, dispatch for other state law enforcement agencies, and registration for organ donation, voting, and selective service.

Currently, the Department relies heavily on technology to manage the volume of transactions and data it must maintain for operations, as well as to connect with various external systems for compliance and efficiency purposes. The current technology environment is complex and difficult to support. Due to changing technology and increased business and customer needs, the current systems are no longer aligned with the business organization and needs. These antiquated systems are not agile enough to allow the Department to quickly respond to the environmental changes it is facing, including:

- **Changing population:** The State's population has increased 20% in the last decade.
- **Changing business model:** Tax collectors provide many direct issuance activities and the Department needs to shift its focus to include more monitoring, auditing, and oversight.
- **Changing customer expectations:** The public has become accustomed to e-government and expects products and services to be available immediately online and/or via mobile devices.
- **Changing national expectations:** The Federal Government is more involved in credentialing. Data sharing and information exchange between states are now a major focus of anti-terrorism activities and states are expected to participate or in many cases risk losing federal highway funds.

Deficiencies in current systems cause strain on information technology resources and business users. Limitations, such as not interfacing with external data sources real-time, are difficult to correct because of overall workload and the complexity of the systems, so the business must develop business processes around system limitations. This has resulted in time spent on activities that the system should handle, like manual error checking for known issues in posting insurance data to driver records. These routine activities take business resources away from functions that can help Florida businesses and enhance public safety.

The Department intends to re-engineer all of the motorist systems in order to better serve and support our customers. However, as many states that have attempted to replace their systems and failed, the department has developed a multi-year phased plan to mitigate risks and provide improved functionality over time. The Department proposes a staged re-engineering and redevelopment effort by grouping the planned work into three phases: Driver Licenses, Motor Vehicles, and Licensing and Business Support systems. This proposal is based on research of other states' attempts to replace their motorist systems. Phasing the work lowers overall project risk and provides improved services to our customers in a more timely fashion. Phase one will include the following initiatives:

Redesign database structure and implement data quality controls. The Department recognizes the need to migrate to a customer-centric data model and implement controls to support data quality. By redesigning the database, the Department can eliminate inefficiencies, redundancies and discrepancies

present in the current database implementations and build a central repository of accurate data, free of duplications and errors and available for reporting in a timely fashion. The Department also recognizes the importance of implementing data governance. Master Data Management (MDM) practices will be implemented during Phase I to ensure that data is synched appropriately throughout the modernization effort and then maintained afterwards to ensure that Department data is recognized as a valued asset of the State of Florida.

Replacement of the Florida Driver License Information System (FDLIS) and supporting systems.

FDLIS is a client/server application deployed in the tax collector and driver license offices statewide to support the basic driver licensing process workflow. Data is housed locally and periodically synched to department databases. This presents several risks as law enforcement is not provided immediate access to changes made to driver records and, in the event of a synchronization failure, drivers that believe they are licensed but in fact do not possess a valid license and sometimes need to return to an office to resolve. In order to stay interoperable with the changes to the underlying database, the batch processes that maintain DL records and FDLIS must be upgraded in unison.

Merge and re-engineer the driver and vehicle renewal process. The renewal process is not without failure issues, which leads to additional costs for the tax collectors (who administers the vehicle renewal process) and the Department (which supports both renewal processes and administers the driver license renewal process). The Department will re-engineer the renewal notice process and applications to streamline the process. This will create cost savings for the Department by resolving the motor vehicle renewal issues and allowing tax collectors to assume the administration role for the driver license renewal process if they choose. It will reduce the Department's mail-out costs paid to the United States Postal Service for the renewal notices and processing costs for mail-ins paid to the Department of Revenue.

Expand the Fee Engine. Over time, different fee calculation routines have been inserted into motorist services systems. The Department now maintains a dozen different fee calculation routines, resulting in months of staff time allocated when fee changes are made. A fee engine is being developed as part of the DRIVE program in support of the Electronic Filing System (EFS). The Department plans to utilize this fee engine for all future motorist services development, adding fee routines to it as systems are reengineered.

Create a MyDMV Portal. GoRenew.com is the Department's current self-service portal for motorist services. Also known as "Virtual Office," it provides limited access to services for motorists. In attempting to establish better authentication practices, ease of use has been significantly impaired. The Department proposes to create a user-friendly "MyDMV" portal that will allow motorists to access more services, allowing citizens to interact with the Department via this self-service portal instead of having to go to a tax collector or state office. Phase I will focus on the driver license services, with the intention that motor vehicle services will be addressed in future years.

It is estimated that implementation of these projects will require \$20.9 million over three fiscal years. Completion of this phase of Motorist Modernization will allow the Department to improve customer service, meet the needs of the tax collectors performing issuance activities, increase data availability and quality, expand the ability to integrate with business partners and better support public safety.

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

A. Background and Strategic Needs Assessment

1. Business Need

Motorist Services Background

The Motorist Services program within the Department of Highway Safety and Motor Vehicles supports the issuance of approximately five million driver licenses and 24.5 million motor vehicle titles and registrations in Florida annually. These services provide more than \$2.7 billion in State revenues, which is then distributed to General Revenue, the Department of Transportation, the Department of Education, the Law Enforcement Radio Trust Fund, the Department and others. The Department is the third largest revenue source of the state's general revenue funding.

The Department has been issuing licenses and registering vehicles as a consolidated agency since 1969 when the Governmental Reorganization Act combined the Florida Department of Public Safety and the Department of Motor Vehicles, but in forty-four years it never combined the two functions. Separate divisions handled driver license issuance and motor vehicle registrations in separate offices using separate computer systems, even though they served the same customers who usually needed both services. Business needs did not dictate that the divisions integrate their data, standardize processes or provide self-service opportunities. Business process ownership and supporting technology operated in silos, and additional system functionality was developed sporadically or hastily in response to legislative mandates.

During the last two decades, critical changing business needs have caused the Department to move to a more integrated motorist services environment. For years, the concept of a "one-stop shop" has been discussed, and the Department has taken steps towards implementing this starting in 1996 when the Department began partnering with county tax collectors to provide some driver license issuance services in addition to titles and registrations. Some improvements to systems were made to increase ease of use by the tax collectors (such as allowing the use of an external cashiering system), but the systems were not significantly changed.

The next definitive action started in 2009 when the Department began to merge and centralize various administrative and shared functions and defined a plan to merge the two divisions into one division. The 2010 Legislature approved a plan to migrate most driver license issuance services to the tax collector offices and reducing the number of state-operated driver license offices by 2015. As a result, the Division of Motorist Services was created.

Numerous applications and processes have been developed over time as required; however the silo (legacy) structure still exists today. In addition to agency systems, the Department has partnered with outside vendors that support different functions associated with driver licenses and motor vehicle titles and registrations. Expanding the Department's partnerships and finding efficiencies in service delivery and re-engineering older legacy systems are core strategies to meeting the Department's strategic goals.

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

The Department seeks to:

- Protect the lives and security of our residents and visitors through enforcement, service and education
- Provide efficient and effective services that exceed the expectations of our customers and stakeholders
- Leverage technology in the way we do business
- Build a business environment that regards our members as our most valuable resources

Customers/Users

The Department serves more than 15.5 million licensed drivers and the registrants of more than 18 million registered vehicles. These represent the general public, commercial drivers, commercial carrier companies and other entities that own vehicles. Overall, the Department serves more than two dozen types of customers and users representing hundreds of entities:

Customers/Users	Function Performed by Department
Citizens and Businesses	Deliver Motorist Services
Mobile home manufacturers	License business and inspect manufacturing
Other states & jurisdictions	Provide information on driver and vehicle records received in Florida, receive information on driver and vehicle records received outside of Florida, and information exchange related to law enforcement and homeland security
Car manufacturers	License manufacturers in Florida and receive/process Manufacturer Certificate of Origin (MCO) in order to title vehicle
Rebuilt manufacturers	Inspect rebuilt vehicles and issue rebuilt titles if appropriate, allowing vehicles to be sold
Mobile home installers	License installers, inspect installations
Ignition interlock providers	License providers, track program completion and compliance
DUI programs	Approve and monitor DUI programs
Commercial driving schools	Approve applications from owners and instructors
Motorcycle training schools	License and train providers
Researchers	Provide data used for research
Commercial fleet manager / independent owner-operators	Issue Commercial Driver License (CDL), International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP)
Specialty plate entities	Sell specialty tags and send revenues in accordance with statute
Non-profit Organizations	Distribute voluntary contributions received in accordance with statute
Tax Collectors	Provide data in order to issue driver licenses, title and registration transactions on behalf of the Department
Private tag agencies	Provide data in order to issue title and registration transactions on behalf of the Tax Collector/Department
Car dealers	License dealers to do business in Florida

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

Customers/Users	Function Performed by Department
Electronic Filing System Vendors	Support use of an interface for dealerships to have real time access to vehicle registration and title information from the Department
Commercial data purchasers / entities with MOUs with Department	Provide/Sell data
Other Federal, state and local entities, e.g.: <ul style="list-style-type: none"> • Florida Department of Revenue • Florida Department of Business and Professional Regulation • Florida Department of State • Federal Department of Transportation/ Motor Carrier Safety Administration and Federal Highway Administration • Social Security Administration • Federal Department of Homeland Security (SAVE) 	Perform data exchange
Selective Service Administration	Register people eligible for the draft
Donate Life Florida	Register people for organ donation
Supervisor of Elections	Provide voter registration information
Courts	Enforce sanctions or judgments
Department of Revenue/Children of noncustodial parents	Suspend driver licenses of noncustodial parents that do not meet their court-ordered child support obligation
FHP / Law enforcement	Provide access in order to lookup identity information and other information related to maintaining public safety
FDLE	Report changes of address for offenders
Department Vendors (e.g., PRIDE, MorphoTrust, etc.)	Provide commodities, equipment, and or services
American Association of Motor Vehicle Administrators (AAMVA)	Perform data exchange related to driver license and motor vehicle information
IFTA / IRP Inc.	Perform data exchange related to International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP), which distributes fuel taxes and registration fees to states based on use
Electronic Lien and Title Vendors	Support use of an interface for financial institutions to have real time access to vehicle registration information
Insurance Companies	Perform verification of driver insurance information

Table 1-1- Customer/Users

Statement of Need

Overall, the Department needs to reconfigure its legacy technology infrastructure in order to support its merged service environment. Until that is accomplished, the Department will be forced to implement additional workarounds and maintain those workarounds, which is a significant risk. The Department will be at risk of not meeting federal and legislative mandates because the systems and their workarounds are simply not able to perform a function.

The current technical environment consists of eight major systems supported by seven different database repositories, 47 web applications and thousands of batch jobs, batch programs and stored procedures. These programs and procedures update, print or transfer driver license or motor vehicle data, or pull data from external sources. Figure 1-1 provides a graphical overview of the different entities that access department systems and data:

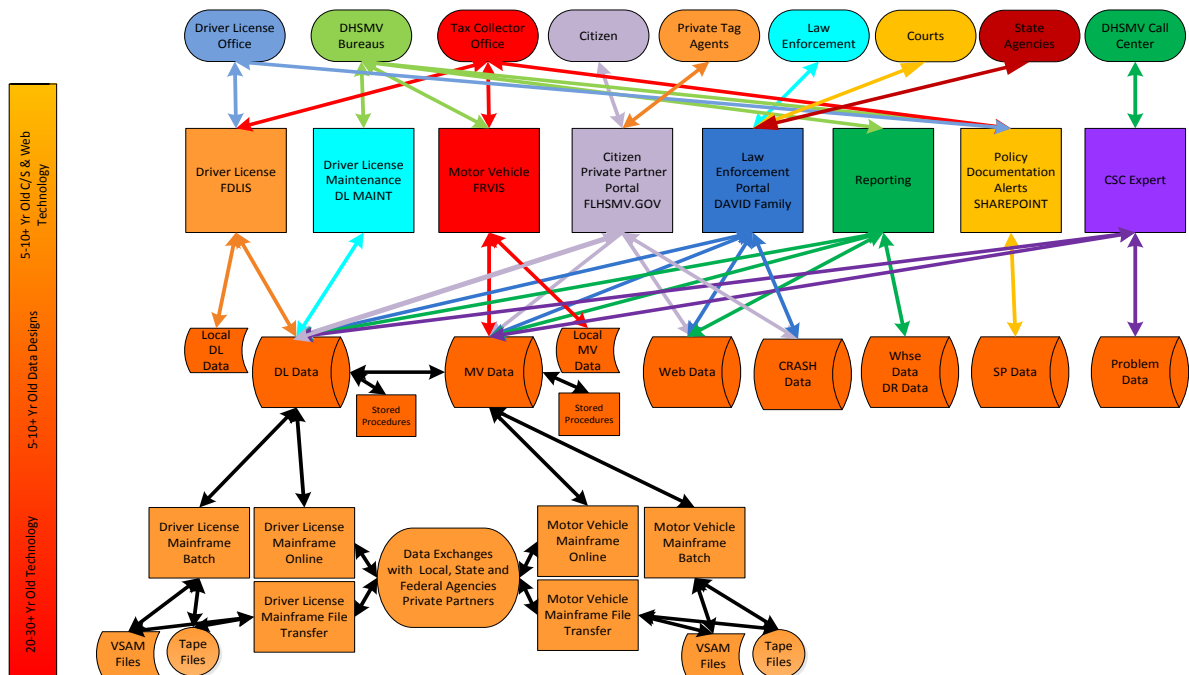


Figure 1-1- Current Technology Environment

The complexity, design, and age of these software components creates inefficiencies and challenges in supporting and maintaining the environment, which in turn present significant risks. The inefficiencies and challenges of the current technical environment include:

- Multiple systems and data architecture creates complexity which introduces errors;
- Implementation of changes and bug-fixes is difficult and time consuming - currently there are over 400 change requests;
- Difficulty integrating software packages;
- Difficulty locating and retaining staff with the necessary skill sets;
- Increased support, maintenance and contractor costs, and
- Difficulty providing data security and data integrity.

Some of these technological challenges affect the Department’s Information Systems Administration (ISA) capacity to be responsive to businesses’ requests for new or modified functionality, while others cause direct risks to the business including:

- Risk to public safety;
- Risk of non-compliance with federal and state mandates;
- Risk of increased operating costs;
- Risk of uncollected or delayed revenue, and
- Risk of reputational injury.

The relationship of the technical risks to the business risks can be summarized as follows:

		Business Risks					
Technology Challenges		Risk to public safety	Risk of non-compliance	Risk of increased operating costs	Risk of uncollected or delayed revenue	Risk of reputational injury	Affects overall capacity of ISA
	Increased support, maintenance and contractor costs			✓			✓
	Difficulty locating and retaining staff with necessary skill sets		✓	✓			✓
	Data synchronization complexity which introduces errors	✓		✓	✓	✓	
	Difficulty fixing bugs or implementing changes	✓	✓	✓	✓	✓	✓
	Difficulty integrating software packages	✓	✓	✓	✓	✓	

Table 1-2- Technology Challenges/Business Risks

Without re-engineering and simplifying the current environment, the Department will continue to face:

- Risk of end-of-life system failure
- Risk of a rigid infrastructure and lack of scalability and flexibility to support future growth or changing legislative mandates
- Risk of being unable to support the current data model
- Potential of missed revenue from an inability to audit functions that present opportunities for non-compliant activity
- Risk that data needed by law enforcement to enforce public safety (e.g., identification of sexual predator status) will be unavailable or inaccurate
- Risks that drivers will not be properly sanctioned
- Risk of not being able to report the activities of the Department effectively because of discrepancies in data between multiple systems
- Criticism from tax collectors and tag agents wanting to eliminate redundancies and inefficiencies in their organizations stemming from the legacy systems used by the Department

2. Business Objectives

The goal of Motorist Modernization is to remove the technical barriers that prevent the

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

Department from effectively meeting its obligations. This goal is split into seven implementable objectives that are closely aligned with the applicable DHSMV FY 2013-14 strategic goals.

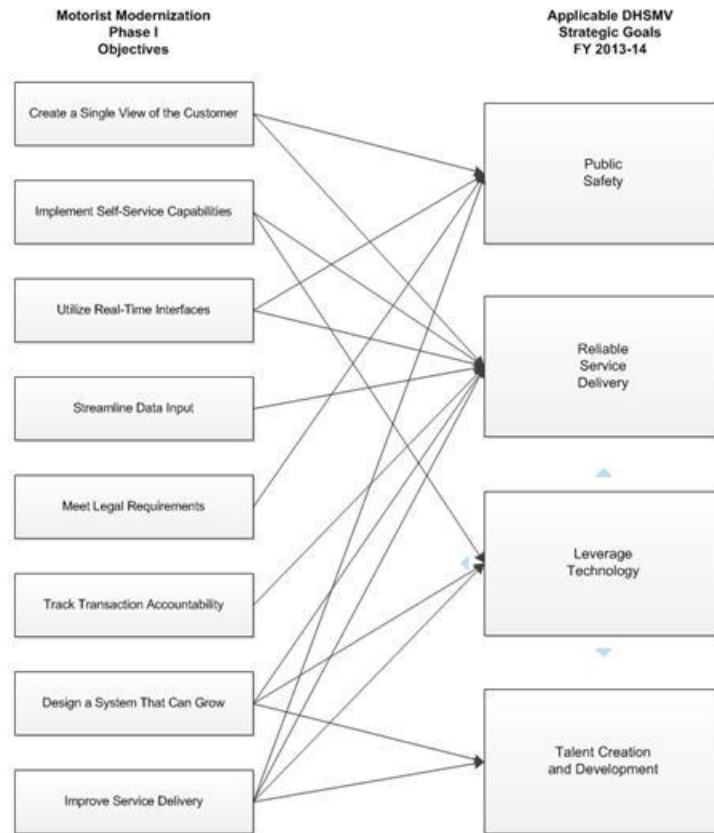


Figure 1-2-Objectives and Strategic Goals

a. Objective 1: Create a Single View of the Customer

The new issuance system should provide the ability to see or link to all of the information the Department stores about a customer from one location. Today, information on an individual might be stored in many systems, and sometimes in multiple locations within a single system. Having a single view will help alleviate current risks that instances of non-compliance are not caught or revenue is not collected. It will also reduce processing time and opportunity for entry error by reducing redundant data keying and will support the tax collectors' requests for a consolidated view.

b. Objective 2: Implement Self-Service Capabilities

Self-service should be supported for the public, for external reporting requests, data sales, and for internal reporting purposes. Processes to initiate transactions, request reports and / or capture performance data are largely manual and rely on interaction with the technology group.

c. Objective 3: Utilize Real-Time Interfaces

Simplify or eliminate processes by establishing real-time lookup or data exchange relationships with third-party data providers. Currently, interfaces are manual or batch processes, which experience delays, do not always finish processing overnight, and are the least accurate method of processing. These overnight processes also result in

multiple interactions with the same customer which increases expense and customer frustration.

d. Objective 4: Streamline Data Input

Data entry can be reduced by reusing existing data or streamlined to avoid entry of duplicate data. The elimination of many paper documents will also help streamline processes and reduce errors.

e. Objective 5: Meet Legal Requirements

The Department is subject to numerous state and federal legal requirements, in addition to public expectations regarding data privacy and security. The current environment has security risks due to its age and underlying architectures. Data integrity is also a risk due to the potential for data entry errors. Also, the batch processes are susceptible to timeouts and incomplete file transfers. Overall, the complexity of updating the current system restricts the ability of the Department to meet new mandates as laws and rules change.

f. Objective 6: Track Transaction Accountability

As the Department completes its transition of most driver license (DL) issuance activities to tax collectors, the functions retained will refocus on a monitor and oversight role, rather than over-the-counter delivery. Performing this role effectively will require the ability to track transactions executed by others on behalf of the Department. This takes several areas into consideration, including auditing within the application, establishing policies related to authentication credentials expectations and developing more robust error or exception reporting. Auditable data is not commonly captured by the system today, causing challenges with revenue reconciliation, error correction and issue resolution.

g. Objective 7: Design a System that Can Grow

It is important that the Department implement a system that is flexible and expandable. The Department exists in a highly regulated environment with rules that change frequently, and sometimes without much notice. A system that utilizes modern architecture and components such as configurable parameters and rules-based logic will better position the Department to locate and retain technical resources with the right skill sets and stay responsive to the needs of State and federal lawmakers.

h. Objective 8: Improve Service Delivery

System performance is critical to improving service delivery. The new system must:

- Operate reliably during scheduled business hours and provide real time communication to stakeholders when outages occur.
- Support Motorist Service business processes and functions and align them with the appropriate technologies.
- Support multiple service delivery channels and the DHSMV staff, tax collectors and other entities and agencies' personnel that access the system.
- Safeguard private information and manage data securely to ensure public trust.

Because the environment is so complex, the Department proposes a staged re-engineering and redevelopment effort by grouping the planned work into three phases: Driver Licenses, Motor Vehicles, and Licensing and Business Support systems. This proposal is based on research of other states' attempts to replace their motorist systems. Phasing the work lowers overall project risk and provides improved services to our customers in a more timely fashion. Phase one will include the following processes and systems:

Redesign database structure and implement data quality controls. The Department recognizes the need to migrate to a customer-centric data model and implement controls to support data quality. By redesigning the database, the Department can eliminate inefficiencies, redundancies and discrepancies present in the current database implementations and build a central repository of accurate data, free of duplications and errors and available for reporting in a timely fashion. The Department also recognizes the importance of implementing data governance. Master Data Management (MDM) practices will be implemented during Phase I to ensure that data is synched appropriately throughout the modernization effort and then maintained afterwards to ensure that Department data is recognized as a valued asset of the State of Florida.

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Merge and re-engineer the driver and vehicle renewal process. The renewal process is not without failure issues, which leads to additional costs for the tax collectors (who administers the vehicle renewal process) and the Department (which supports both renewal processes and administers the driver license renewal process). The Department will re-engineer the renewal notice process and applications to streamline the process. This will create cost savings for the Department by resolving the motor vehicle renewal issues and allowing tax collectors to assume the administration role for the driver license renewal process if they choose. It will reduce the Department's mail-out costs paid to the United States Postal Service for the renewal notices and processing costs for mail-ins paid to the Department of Revenue.

Expand the Fee Engine. Over time, different fee calculation routines have been inserted into motorist services systems. The Department now maintains a dozen different fee calculation routines, resulting in months of staff time allocated when fee changes are made. A fee engine is being developed as part of the DRIVE program in support of the Electronic Filing System (EFS). The Department plans to utilize this fee engine for all future motorist services development, adding fee routines to it as systems are reengineered.

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Implementation of this phase of Motorist Modernization will allow the Department to improve customer service, meet the needs of the tax collectors performing issuance activities, increase data availability and quality, expand the ability to integrate with business partners and better support public safety.

B. Baseline Analysis

The Department of Highway Safety and Motor Vehicles is composed of 4 major areas:

- Administrative Services/Executive Direction
- Florida Highway Patrol
- Motorist Services (Comprised of the former Driver Licenses and Motor Vehicle Divisions)
- Information Systems Administration (ISA)

The scope of Motorist Modernization includes the Division of Motorist Services and ISA, which supports the division.

Motorist Services responsibilities include credentialing drivers through the issuance of driver's licenses, credentialing vehicles through the issuance of titles and registrations, and overseeing related compliance programs. Responsibilities also include investigating and resolving consumer complaints, inspecting and titling rebuilt vehicles, registering and auditing Florida-based commercial carriers, data exchange and reporting and helping ensure manufactured or mobile homes are constructed and installed in compliance with federal and state standards. Specific activities include enforcing insurance coverage requirements, overseeing the state's DUI education programs, records exchange and reporting. ISA is responsible for providing information technology resources to assist the operational areas in accomplishing the Department's mission and goals. It accomplishes this through acquisition of computer equipment, software and services, software development, system installation and maintenance, network administration, computer operations and desktop support.

The Department touches nearly every household in Florida through credentialing and public safety activities and plays a significant role within the Florida state government. In addition to issuing driver licenses and registering and titling vehicles, the Department has become the information technology backbone that supports roadside law enforcement, dispatch for other state law enforcement agencies, organ donation and voter and selective service registration. Since September 11, 2001, the Department, through systems such as the Commercial Vehicle Information System Network, has participated in Federal and state information sharing efforts in support of securing the homeland to help fight terrorism and reduce fraud. Also to this end, the Department became one of only a handful of states to be in compliance with federal Department of Homeland Security REAL ID credentialing requirements. In achieving this status, the Department became the "authoritative source" of identity for all Floridians as well as eligible for continuing grant monies. The Department is a \$2.7 billion business which collects revenue and distributes the funds to other state agencies that provide critical state services such as roads and schools.

Many of the systems currently being used were developed when the business and the environment of the Department were very different. Up until the late 1990s the Division of Driver Licenses and the Division of Motor Vehicles, although sharing a common customer base, shared little else. Business needs did not dictate that either of the divisions integrate their data, standardize processes or provide self-service opportunities. Business process ownership and supporting technology operated in silos, and additional system functionality was developed sporadically or when legislative mandates required such.

During the last two decades, however, critical changing business needs have caused the Department to move to a more integrated motorist services environment. This shift has resulted

in the January 2011 merger of the two divisions into the Division of Motorist Services. While the organizational structure has changed, the Department's vision for an integrated approach to servicing its customers and stakeholders will not be realized until the technical barriers to integration are removed.

The evolution of the systems over time have led to a complex technical environment that is multilayered, using numerous technologies and requiring many people and skill sets to maintain. There are more than 30 different platform and database environments and programming languages that must be supported by technical staff. Many of the modification requests and projects require changes across the numerous platforms which increase the duration of project implementation and the possibility of system(s) failure. Frequent new federal statutes or state statute, rule and fee changes generate requests and projects to modify the systems and add to the technical complexity. Lack of integration prohibits the ability to show "a single view of the customer" resulting in service obstacles for tax collectors, who are under a legislative mandate to assume most of the Motorist Services field issuance responsibilities by 2015. Lack of real-time interfaces elongates completion of business transactions and drives inefficiencies in other functional areas of the Department.

Motorist Modernization Phase I will enable the Department to implement and utilize newer technologies to better serve the stakeholders and citizens of Florida. The end result of successful implementation will enable the Department to increase customer service, allow cost reductions through economy of scale, develop reusable application software and examine business processes to look for opportunities for greater efficiencies.

1. Current Business Process(es)

The current business processes below are grouped into four main areas: issuance, maintenance, enforcement and revenue collection and distribution. The primary focus of the Motorists Modernization Phase I program concentrates heavily on Driver License/ID issuance process as well as the notification processes for motor vehicle and driver license renewals. This will consist of the customer-facing and the back-end components, which includes associated batch mainframe systems.

a. Issuance

Issuance Background

The purpose of issuance activities is to assign a privilege to a customer based on meeting certain criteria. The process involves verifying and validating an applicant's documents and test results against proscribed (state/federal) criteria, capturing records, collecting fees and issuing a credential. There are three major types of issuance activities that take place in State operated facilities, tax collector offices and private tag agency locations, and car dealerships throughout the state. Issuance fees account for the largest source of revenue in the department and are tied to federal transportation funding for Florida (Title IV, Intermodal Surface Transportation Efficiency Act).

The basic processes for the three categories of issuance are the same, but are administered separately. Silos in business ownership and supporting technology mean that the workflow and approach is not standardized and information is stored in multiple locations. Examiners responsible for executing the issuance process must log on to multiple systems (each with different credentials) and then enter data multiple times as well as check multiple interfaces for critical flags. Issuance requires starting in one

application, exiting to process in two or three others, and then rekeying results into the first application.

The three areas of issuance activities are:

- Driver license (which includes identification cards)
- Motor vehicle titles and registrations
- International Fuel Tax Agreement (IFTA) registration and International Registration Plan (IRP) registration

i. Driver License Issuance Services

Driver License Issuance Overview

Driver license issuance includes driver license classes A, B, C & E, identification card issuance, renewals and reinstatement. The process includes verification of identity, residency, knowledge and skills ability for initial issuance and some lesser number of these requirements for renewals, reinstatements and clearances. Requirements vary based on citizenship, lawful presence (U.S. legal status) and type of license. DL issuance also includes applicant consent for participation in various state and federal programs including, but not limited to, Motor Voter, Organ Donor, Selective Service, Emergency Contact Information and voluntary contributions to various organizations. The credential issued contains the eligibility, restrictions, privileges, endorsements, and/or program participation for the respective applicant and serves as the identity verification document.

DL issuance functions include the following transactions:

- ID card for U.S. citizen
- Renewal/replacement ID card for U.S. citizen
- ID card for foreign national
- Renewal/replacement ID card for foreign national
- Transfer out-of-state license to Florida - U.S. citizen
- Driver license renewal for U.S. citizen
- Original Florida license - never licensed before - U.S. citizen or foreign national
- Replacement license for U.S. citizen
- Transfer out-of-state license - foreign national
- Driver license renewal - foreign national
- Replacement license for foreign nationals
- Commercial driver license (CDL)/hazmat endorsement with fingerprinting
- Registration of sexual offenders, sexual predators, and career offenders
- Medical and five day letter re-exams
- Adding/removing endorsements and restrictions from licenses
- Written exams - CDL or regular license class

I) Driver License Issuance (first time, US citizen and foreign national)

Driver License Issuance Description

First time driver license issuance is the process of a U.S. citizen or foreign national (immigrant or non-immigrant) applying for a first time Florida driver license and either being issued a permanent or temporary license.

Driver License Issuance Process Steps

Determine Applicant Eligibility

For U.S. citizens, if mandated documentation is present and deemed authentic, information is captured in FDLIS for automatic checks with the National Driver Registry, Social Security Administration (SSA), Commercial Driver License Information System (CDLIS) and Driver License Production Database. Several of these checks go through the American Association of Motor Vehicle Administrators (AAMVA).

For foreign nationals, if mandated immigration documentation is present and deemed authentic, information is captured in FDLIS, and transmitted to Department of Homeland Security for verification and approval via the Verification of Lawful Status (VLS) system.

Applicant Screening

Transaction type is selected for eligible applicants, a photo is taken, a mandatory eye test is administered using OPTIC1000, and applicant signature is obtained using signature pad and stylus. Identification and residency documents are scanned and electronically attached to the applicant's record. Applicant screening and personal information questions are asked with responses entered in designated boxes on FDLIS issuance screens. Affirmative responses to various questions require additional information to be provided and entered (e.g., has your driving privilege ever been denied in another state? If yes, what state and why?). Additionally, affirmative responses to several questions require entering information on a separate screen (e.g. sexual predator/sexual offender address) and in one instance requiring duplicate entry of personal identifiable information on a separate screen (Motor Voter). If applicant is a male between certain ages, selective service information is also captured and batched for transmission to the Selective Service Administration.

Exam Data Entry

Applicant is then directed to a work station to access the Automated Driver License Testing System (ADLTS) to take a written exam. The results are manually fed into the applicant record in FDLIS. The applicant is then tested behind-the-wheel, having first shown proof of vehicle registration and insurance. The results of the behind-the-wheel test are manually entered into a log and then into FDLIS. If it is a CDL issuance, special edits and endorsements (e.g., hazmat) may be required and the behind-the-wheel test is taken at either a vendor location or six State-operated sites. If any applicant tests were taken at a vendor location, a separate web application must be accessed to obtain and print results and then manually enter the results into the applicant's record in FDLIS.

Functional Processing/Capture Records

Capture restrictions (such as "must wear eye glasses") and endorsements (such as "hazmat") on license form as well as type, class. Obtain additional information as required for restrictions/endorsements. Review the transaction and have applicant attest that information is true.

Revenue Collection/Update/Issuance

The cashiering system is accessed. This system differs dependent upon whether the transaction is taking place in a State-operated facility or a tax collector office.

If it is a State operated facility, the clerk goes to FDLIS cashiering. Within the tax collector offices, systems differ depending on whether the tax collector has consolidated their motor services and tax transactions and on which vendor system they operate. Voluntary contribution information endorsements and license class are entered. Fees are determined for the transaction and, if applicable, service fee is calculated. If the applicant is a U.S. citizen, the driver license is printed. If the applicant is a foreign national, a 30-day temporary driving license form letter is printed. (Note, if an applicant would like to register a vehicle in addition to receiving a driver license, tax collectors must use FRVIS. Unless the tax collector has a consolidated cashiering system, the customer must pay separately for each item.)

Stakeholders

- DL applicants
- Tax collectors
- DHSMV Motorist Services staff
- Florida and out-of-state law enforcement entities
- Federal Departments of Homeland Security, Transportation/Federal Motor Carrier Safety Administration, Social Security Administration
- Florida Motorists
- Florida Governor's Office and other Florida state, county and city governmental agencies (e.g., supervisor of elections)
- Other state driver licensing entities
- Private schools/businesses providing driver related services (e.g., driving schools, DUI programs)
- Driver safety focused organizations (e.g., Mothers Against Drunk Driving (MADD))
- Vendors that provide driver license equipment
- General public
- Lenders/Lienholders
- Insurance companies

Interfaces

- FDLIS - client server application enabling basic driver licensing process workflow and storing specific driver license information, (e.g., vision and skills test results)
- Cogent - application used for commercial driver licenses to store fingerprint images on file/print server
- MorphoTrust Capture/Inventory System - used to scan and capture driver signature and picture and track inventory card stock for printing licenses
- FDLIS Cashiering System - in state operated facilities and various systems in tax collector offices
- MorphoTrust Camera System - takes/develops driver license or ID card photos
- Scanners - scan and electronically attach paper documentation to applicant files
- Automated Driver License Testing System (ADLTS) - application for driver license written testing, scoring and storing results
- Optic1000 - for eye exams

- Card and Cashier printer
- Online Appointment Service and Information System (OASIS) – web-based application used to display and record DL appointment and time
- Q-Matic- in-facility/office queuing management system
- Signature Pad with Stylus for DL applicant signature
- Verification of Lawful Status via the AAMVA Network
- National Driver Registry - via the AAMVA Network
- Social Security Administration - via the AAMVA Network
- Commercial Driver License System (CDLIS) - via the AAMVA Network
- DL database checks for applicant record, duplicate SSA #s
- NLETS – National Law Enforcement Telecommunications System

Inputs

- Paper identification documents (e.g., birth certificate, social security card)
- Paper proof of residence documents(e.g., voter registration card, vehicle registration, letter with home address)
- Proof of insurance, medical letter
- Clearance for sanctions and other enforcement actions
- These paper documents are manually scanned and electronically attached to the applicants’ driver record
- Applicant pictures manually taken using Capture and electronically attached to the applicants driver record
- Existing driver records/information is electronically accessed on FDLIS to verify completion of a mandatory requirements, enforcement action or sanctions
- Acknowledgements of completion of Driver Education and/or Drug related courses are accessed from a web site and printed and then data entered into FDLIS
- Driver License Manual is accessed from PartnerNet /SharePoint

Outputs

- Driver license and identification card through MorphoTrust
- Driver record generated in FDLIS
- Letter authorizing driving privileges for a temporary time period for foreign nationals/Immigrants through FDLIS
- Customer transaction financial receipts through FDLIS cashiering process and cashier printer
- End of Day Reports through FDLIS

Driver License Issuance Challenges

Current Technical Challenges

- FDLIS lacks real-time interfaces with many of the third-party systems used in issuance. This leads to the need for the development of manual workarounds. For example, manual processes have been developed to compensate for the lack of real-time data. The temporary license and manual

review process for foreign national driver license issuance is an example of this.

b. Driver License Record Maintenance

Record Maintenance Background

The Department not only provides issuance and enforcement functions for the State, but is also an information source for many entities. The data in these records is relied upon by many functions and user groups in the following ways, among others:

- It is the foundation for other driver or vehicle related functions (such as sanctions);
- It is used by many organizations to establish identity and/or residency;
- It is used by law enforcement to establish identity;
- It is relied upon for public safety, and
- It is provided to many outside entities for a fee, which generates revenue for the State.

Maintaining current records is an important consideration for the Department.

i. Driver License Record Maintenance

DL Record Maintenance Overview

Driver licenses are the authoritative source of identity. The Department is responsible for issuing driver licenses and for maintaining the underlying driver records. Driver records must reflect current personal information, driver status, compliance with insurance requirements, and many other pertinent pieces of information. As such, keeping up-to-date driver records involves many processes across the organization. In addition to issuance, the Department collects driver data which includes organ donor registration and emergency contact information. The Department must also track drivers' violations of laws and other requirements that can affect driver license status.

Updating information is received from a number of different external and internal sources:

Internal Sources:

- Initial issuance information is gathered and utilized to either create original driver records or update existing records and includes: driver's personal information such as name, DOB, and address, Motor Voter registration, organ donor registration, emergency contact information, and sexual predator/offender registration, and
- Information regarding compliance with required education requirements such as motorcycle training, DUI intervention programs, and the Ignition Interlock Device (IID) program as tracked and maintained by Driver Education staff.

External Information:

- Sexual offender, predator, and career offender information, crash information and re-exam requirements received from law enforcement agencies;
- Drivers' insurance coverage information received from insurance companies and processed by the Financial Responsibility unit to verify compliance with minimum coverage requirements and impose sanctions, if necessary;

- In-state driver citations and sanctions received from the Clerk of Court, entered by DL Records staff, and reviewed by Driver Improvement staff;
- Out-of-State citations and sanctions received from other jurisdictions and manually entered into driver records by Clerk of Court and DL Records staff and reviewed by Driver Improvement staff;
- Out-of-State CDL citations and sanctions received from the CDLIS system maintained by AAMVA;
- Child support and genetic testing information resulting in driver sanctions received from Department of Revenue or the courts and entered into driver records by DL Records staff;
- Death files received from the Social Security Administration and Vital Statistics;
- Address change information received from the United States Postal Service; and
- School attendance information received from the Department of Education.

I) Driver License Records - Citations and Sanctions

Citations and Sanctions Background

The sanction update process is the mechanism in place for ensuring that violations of State laws by Florida drivers are tracked, appropriate consequences are imposed, and sanctions are cleared as remedial actions are performed by the driver. Once input into driver records, sanction information is accessed by the Driver Improvement staff, reviewed, and then used to generate letters sent out to Florida drivers to communicate sanction information and requirements that must be met to remediate sanctions imposed.

Citations and Sanctions Overview

DL Records staff are responsible for entering citations and sanction obligations into the appropriate Florida driver record when received from the Clerk of Court and from other jurisdictions. In-state citations are standardized and the Department is responsible for printing, issuing, and tracking inventory for the uniform traffic citation form used by most law enforcement agencies when issuing traffic citations. When issued, citations are entered by the Clerk of Court into the Traffic Citation Accounting Transmittal System (TCATS). From there, the Department is responsible for updating driver records to reflect the citation(s) issued. In addition to citations, the Department updates driver records to include sanction information, as provided by the county Clerk of Court. Once entered into driver records, the Department's Driver Improvement staff review the citations and sanctions and send notification of the action and remedial requirements to the affected drivers, if necessary. When requirements have been met to regain privileges, driver records must be updated to reflect compliance. Compliance information is received from outside entities such as county Clerks of Court or internally from the Department.

In 2012, Florida law enforcement agencies issued 4,499,818 citations. The bulk of these citations were entered into Florida driver records through the electronic TCATS process, however manual entry is performed for citations and sanctions received from out-of-state jurisdictions and for clerk data errors or system limitations in accepting unique data requirements for citations and sanctions issued by law enforcement within the State of Florida.

Once this information is received by the Department, it must then be input into the appropriate driver records by an automated or manual process depending upon format of the source data.

In-state Citations

In-state Citations Description

This is the process of updating driving records to contain information regarding uniform traffic citations issued to Florida drivers by Florida law enforcement agents.

In-state Citations Process Steps

The citation update process begins with the issuance of citation inventory to Florida law enforcement agencies. Uniform Traffic Citations (UTC's) are distributed utilizing the Citation Tracking System in the Motorist Maintenance system, then law enforcement agencies either use hard copy UTC's or electronic citation numbers as assigned to issue citations to drivers violating State laws. Upon issuance, law enforcement officials have 10 days to provide a copy of the issued UTC to the appropriate Clerk of Court. The Clerks then imports or manually enters UTC information into the TCATS system. The Clerks send citation files to the Florida Court Clerks and Comptrollers (FCCC) to run an error report to ensure that the data is in the correct format. Once the citation information has been through the FCCC error check process, it is transmitted by a batch process to the Department nightly. There are two error checks performed by the Department before the citation information can be processed to a driver's record. First, an error check is run to make sure the data follows the Department's format requirements. If there are issues in the records, the records are sent back to TCATS for resolution. If there are not any errors in the first error check, the data is run through an inventory validation check to make sure that the citation number is valid and corresponds to the entity that was issued that citation number originally. If there are issues noted in this error check, the citation must go through a manual resolution process carried out by Department staff. If there are no issues in both error checks, the citation is attached to the corresponding driver's record through an automated process. Once citation information is included in driver records, Driver Improvement staff then review citation and sanctions information and send communication to the driver detailing the consequences and necessary actions.

In-State Sanctions

In-state Sanctions Description

This is the process of updating driving records to contain sanctions issued against Florida drivers by Florida County Clerks of Court.

In-state Sanctions Process Steps

The non-citation sanction update process begins with the issuance of sanctions in the form of court orders from Clerks of Court.

Court orders are provided to the Department by Clerks of Court in either hard copy by mail or fax or soft copy via email. When sanction information is received, DHSMV DL Records staff must manually enter the sanction information into the Motorist Maintenance system. The documents are received,

scanned, and stored at the Department. Once sanction information is included on driver records, the Driver Improvement staff then review sanction information and send communication to the driver detailing the consequences and necessary actions.

In addition to court ordered sanctions, the Clerks of Court also provide the Department with criminal financial responsibilities such as court costs owed to the State by convicted criminals. This information is provided by Clerks either in hard copy or in an electronic file via email. Hard copy criminal financial responsibility information received must be entered into the driver record manually by DL Records staff. If sent electronically, Clerks provide a flat file containing criminal financial responsibility information to FCCC to be submitted to DHSMV.

Out-of-state Citations & Sanctions

Out-of-state Citations & Sanctions Description

This is the process of updating driving records for Florida drivers to reflect sanctions issued against drivers by out-of-State jurisdictions.

Out-of-state Citations & Sanctions Process Steps

The out-of-state sanction and citation update process begins with the issuance of sanctions by jurisdictions outside of the State of Florida. Sanction or citation information for individuals is provided by other jurisdictions in either hard copy by mail or fax or soft copy via email. When sanction or citation information is received, DHSMV DL records staff must manually enter the sanction information into the Motorist Maintenance system. Once sanction or citation information is included in driver records, Driver Improvement staff then review the information and send communication in the mail to the driver detailing the consequences and necessary actions.

Out-of-state CDL Sanctions and Citations

Out-of-state CDL Sanctions & Citations Description

This is the process of updating driving records for commercial drivers to include sanctions and citations issued to CDL drivers licensed in Florida by out-of-state law enforcement agents or judicial systems.

Out-of-state CDL Sanctions & Citations Process Steps

Out-of-state citations and sanctions issued by law enforcement or courts in other jurisdictions to commercial drivers licensed in the State of Florida are provided to the Department electronically. Each jurisdiction is required to provide sanction and citation information for CDL drivers to CDLIS, which is maintained by AAMVA. The CDLIS system provides real-time data to the Department when citation and sanctions information is received. The Department then runs a batch process to apply the citation or sanction information to the driver's record within the driver database.

Citation/Sanction Resolution Process:

Citation / Sanction Resolution Process Description

This is the process of updating driving records to clear citations or sanctions when the appropriate requirements have been met by drivers.

Citation / Sanction Resolution Process Steps

If requirements are met by the driver within the given time frame, the Clerk of Court enters the clearance information into TCATS, which then follows the process described above where the clearance information is automatically uploaded to the corresponding driver's record. This completes the sanction update process.

If requirements are not met within the given time frame, the Clerk of Court enters suspension information into the TCATS system, which then follows the process described above to be uploaded to the corresponding driver's record in FDLIS. Once suspension information is included in driver's record, Driver Improvement staff handles further processing. If the driver complies with requirements prior to the suspension date assigned by Driver Improvement staff, the suspension is cancelled.

For "failure to comply", the driver can go into a Clerk's office and pay the necessary fine(s) and/or demonstrate that other requirements were met. The Clerk then enters clearance information into the DRC1 system. The DRC1 system is a mainframe interface provided by the Department to allow the Clerks to make limited updates to DL records to clear certain sanctions. This process clears the driver's record and can be performed while the driver is at the counter in the Clerk's office.

If the suspension was due to a criminal financial obligation, the Clerk cannot clear the record within the DRC1 system. In these instances, the driver can either go to a DHSMV or tax collector office for instant clearance or the clerk can enter the clearance information into TCATS. Entry into TCATS must go through a batch process to update the driver record with clearance information. Because of this lag in clearance, drivers usually go to a DHSMV or tax collector office where clearance information can be entered directly into the driver's record through FDLIS. If the clearance information is entered at the tax collector's office, the driver also incurs an additional reinstatement fee.

Stakeholders

- General public
- Florida drivers
- Law enforcement
- Clerks of Court
- Other jurisdictions
- ISA
- DL Records staff
- AAMVA
- Tax collectors

Interfaces

- FDLIS
- Traffic Citation Accounting Transmission System (TCATS)

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

- Motorist Maintenance
- Driver Uniform Ticket (DUT)
- Customer Information Control System (CICS)
- Commercial Driver License Information System (CDLIS)
- Clerk of Courts Information System (CCIS)
- FCCC website
- Mail/Fax
- Email/Outlook

Inputs			
Information Received	Description	Source	Format
In-state citations	Citations issued by Florida law enforcement officials to Florida drivers that have violated Florida driving laws	Florida Court Clerks and Comptrollers	Electronically through the TCATS system
In-state sanctions	Sanctions imposed upon Florida drivers in the form of court orders issued by the Florida Court system for violation of Florida laws	Florida Court Clerks and Comptrollers	Copy by mail /fax or soft copy via email (format cannot be uploaded into the system electronically)
Florida criminal financial obligations	Financial obligations imposed upon convicted criminals (e.g., court costs)	Florida Court Clerks and Comptrollers	Copy by mail /fax or soft copy via email (format cannot be uploaded into the system electronically) Flat files sent to FCCC and then submitted to the Department by FCCC
Out-of-State citations and sanctions	Citations and/or sanctions issued to Florida drivers by law enforcement or courts in other jurisdictions	Out-of-State jurisdictions	Copy by mail /fax or soft copy via email (format cannot be uploaded into the system electronically)
Out-of-State CDL sanctions and citations	Citations and/or sanctions issued to Florida commercial drivers by law enforcement or courts in other jurisdictions	AAMVA	Electronically through the CDLIS system

Outputs

- Updated driver records
- Communication to drivers regarding sanctions and citations
- Record sales

- Data exchange with government entities and law enforcement agencies

Driver License Record Updates Citations and Sanctions Technical Challenges:

- Out-of-State citation and sanction information for CDL drivers licensed in Florida is available to the Department real-time, but not posted to the driver record until processed through a scheduled batch program.
- The DRC1 system does not allow Clerks of Court to clear criminal financial obligation violations.
- There is a risk that sexual offender status is not flagged on the driver record. This is both a Technical and Business Challenge. The business challenge is that the Department relies upon self-reporting and registration to identify drivers that should be flagged as a sexual offender. If a person fails to register with the Department, the record is not flagged. The technical challenge is caused by the batch nature of the update. When a driver self-reports their status, a batch process queries the FDLE database and results are posted back to the driver's record. The batch processes causes a delay between self-registration and drivers record update.

c. Enforcement Activities

Enforcement Activities Background

The Department's core mission includes activities to enforce compliance with requirements for maintaining licenses, registrations, and other instruments issued by the Department. Enforcement activities pertain to driver license, motor vehicle, and other transactions performed by the Department and are detailed below.

DL enforcement activities include:

- Financial responsibility, making sure minimum insurance requirements are met;
- Application of sanction consequences that could lead to revocation, suspension, cancellation, or disqualification, and
- Determining whether issuance is appropriate for customers requiring additional review (e.g., medical reviews).

MV enforcement activities include:

- Stops placed on the customer, registration or vehicle that limit the customer's ability to perform future transactions related to motor vehicles, and
- Other enforcement activities include processes such as inspections of rebuilt vehicles and mobile home manufacturers.

i. DL Enforcement Activities

1) Driver Improvement

Overview

An accuracy review of sanctions imposed by TCATS and DL Records before licenses are revoked, suspended, disqualified, canceled or reinstated by the Driver Improvement (DI) Staff. Depending upon the type of sanction, the DI staff will either perform a detailed review of sanctions and corresponding

driving records to ensure that the correct sanction has been issued or perform a less involved quality review before sanctions are issued to drivers.

Sanction Review Process

Description:

This is the process of reviewing sanctions imposed on drivers before communication of the penalties and requirements is sent to drivers.

Process Steps

Sanctions are input into driver records through the sanction update process. Notices to the driver are generated through a daily batch process and are then printed by a third-party printing company. If the sanction is a Driving Under the Influence (DUI), Habitual Traffic Offender (HTO), felony, violation of restriction, racing or point suspension, a full driver transcript is also printed. The hard copy documents are given to the Driver Improvement (DI) staff. The DI staff sorts by date and sanction type and, if applicable, matches to the corresponding hard copy driver transcript. For DUI, HTO, felony, violation of restriction, racing or point suspensions, DI staff review all notices to go out. This review process is in place to identify common errors that have occurred either in the input process by the courts or systematically when the sanction was entered onto the record and the notice was generated. For sanctions that are not DUI, HTO, felony, violation of restriction, racing or point suspensions, the DI staff perform a quality review to identify apparent errors such as duplicate notices.

If an error is found in the review process, the DI staff updates the Driver record and manually produces an updated notice in Microsoft Word. Notifications are held by the DI staff until the send date printed on the notification, at which point they go to the mailroom for stuffing and mailing.

Stakeholders

- DHSMV staff (Driver Improvement, DL Records)
- Law enforcement
- Pitney Bowes (third-party print vendor)
- Florida drivers
- General public

Interfaces

- FDLIS
- DL Maintenance
- Microsoft Word
- Microsoft Excel
- Motorist Maintenance

Inputs

The inputs for the sanction review process include hardcopies of sanction notifications printed by a vendor after the DL Records staff has entered the convictions onto the driving record. In addition, if a sanction is a DUI, HTO, felony, violation of restriction, racing or point suspension, Pitney Bowes also prints and provides hardcopies of the corresponding driver records.

Outputs

- Notifications of sanctions sent out to drivers to communicate the imposed penalty and/or additional requirements to be met
- If an error is found during the review process, a correction to the driver record

Challenges

- This process is in place largely to review errors caused within the system when a conviction is entered by TCATS and DL Records staff.
- Examples of some of the programming errors that the driver improvement staff are reviewing for are as follows:
 - HTO revocation order is produced; however, the actual revocation is not appearing on the driver record. This error usually occurs when there is a DUI, and two “driving while license suspended” convictions on the record where the DUI period is indefinite.
 - Conviction is received from the courts and manually entered into TCATS. However, the same conviction is also sent through the electronic sanction update process. The duplicate suspension is not identified by the system and the record shows a second conviction in error.
 - HTO revocations are calculated by conviction date. Program is issuing a revocation order for tickets outside of the five year period. Example - conviction is 1999 and then two in 2008.
 - A driver has an out-of-State DUI conviction on his record. He moves to Florida and is issued a Florida driver license for the first time. His record is subsequently received and the system revokes his Florida license erroneously before the record is reviewed and due process is afforded.

Vision/Medical Report Review

Overview

The Department’s enforcement responsibilities include ensuring that drivers with medical or vision impairments are appropriately restricted from driving. This responsibility is carried out with two main processes: medical report and vision report reviews. Both processes begin with the receipt of information that may indicate that a driver’s health is impairing their driving ability. The Department must then review the information received, make a determination as to whether or not the driver’s license should be restricted or revoked due to the impairment, implement the necessary action, and then communicate the implications to the affected driver.

Description

The vision report review process involves periodic vision reports and “over 80” renewals. Periodic vision reports are required when information is received from medical professionals, family members, or citizens concerned about a driver’s vision and how it may affect driving abilities. “Over 80” renewals are vision reports that are required for any driver over 80 years of age seeking to renew their driver license.

Process Steps

Once vision reports are received by the Department, they are printed in hard copy and reviewed by Driver Improvement (DI) personnel. During the review process, DI personnel manually code the outcome of the vision report which includes inputting coding to:

- Restrict or revoke the license, if necessary;
- Detail whether or not correspondence should be sent out to the driver and indication as to which type of correspondence will be sent based upon the action taken or requirements to be met, and
- Detail follow-up actions necessary (e.g., driver to be re-examined in 12 months).

If correspondence is necessary, a letter is manually generated using Microsoft Word and sent out to the corresponding driver.

For “over 80” renewal reports, the vision reports are received through the Department’s mailroom along with renewal fees. The fees are separated from the vision reports and sent to accounting to be entered into the Cashier Receipt System (CRS). Vision reports are then sent to BOR (Processing and Issuance) to be reviewed. From Processing and Issuance they are routed to DI (Vision section) for approval or denial of vision reports. The review process includes the coding steps detailed above. In addition, personnel must go to the Florida Department of Health (FDOH) website to confirm that the exam was performed by an eye doctor licensed by the state of Florida. The driver transcript must also be printed to ensure that the proper restrictions exist and to determine if a follow-up eye exam is needed. DI personnel must go into CRS to refund the payments if the driver is not eligible for renewal or to note that the vision is approved and being returned to BOR for license issuance. NOTE: restrictions and exam updates are not done for periodic reviews and there is no money attached to them.

Stakeholders

- DHSMV staff
- DI
- Central Issuance Processing System (CIPS)
- Bureau of Records (BOR)
- Mailroom
- Field offices
- Florida Drivers
- Law Enforcement
- Medical Personnel
- General Public

Interfaces

- FDLIS
- DL Maintenance
- Microsoft Word
- Microsoft Access
- Outlook/Email
- Fax

- DOH website
- CRS
- Electronic vision system

Inputs

- Hard copy or electronic eye reports
- Scanned documents collected from customers in the field
- Communication received from customers regarding eye/medical exams
- Driver transcripts

Outputs

Outputs for the “over 80” process are:

- Approved vision report so BOR can renew driver license, or
- Refund and notice of ineligibility
- Revocations for Inadequate Vision or Inadequate Field of Vision
- New periodic vision cases
- Outputs for the periodic review process are:
 - Driver license restrictions or revocations and corresponding notices to drivers or
 - Notices that driving status will not be affected by results of the eye exam received
 - Failed to submit revocations

d. Revenue Collection & Distribution

Background

The Department is required by Florida Statute to collect hundreds of different fee types and distribute them to private organizations and various governmental entities for critical services. Revenue collection and distribution is a supporting process which accounts for \$2.7 billion dollars of revenue annually. Many government and non-governmental entities rely on the Department’s revenue collection and distribution process as a major source of income. In addition, the Department’s revenue reports are an integral part of the State’s revenue estimation process, since such a large number of entities receive funds collected by the Department. Internally, the Department relies upon reports produced from the revenue collection and distribution process to perform financial reconciliations, projections, audits, and analyses.

Revenue is collected from numerous entities and is recorded in FRVIS, FDLIS, and DL Maintenance or manually through the Cash Receipt System (CRS) system, depending on how the funds were received. Once collected, revenue is deposited, reconciled and distributed out to the appropriate entities. The distribution process is managed in FRVIS using a batch process. The two main processes performed are payment processing and revenue distribution.

i. Payment Processing

Description

This is the process of collecting, processing and distributing revenue earned by the Department.

Process Steps**In-house:**

Online/Interactive Voice Response (IVR), DL, MV, data sales fees, as well as miscellaneous revenue is collected in-house and processed either manually or programmatically. The manual process is where accounting staff inputs transaction data into CRS. CRS then posts that data to FRVIS for inclusion in the distribution of revenue. Programmatically, the data is automatically posted to FRVIS when the transaction occurs. Request for services with corresponding payments are mailed to the Department. These requests are received by the mailroom; the mailroom staff opens and scans the check and documentation into the vendor system according to the business unit. During this process, the remitter information from the check is captured along with the check number and check amount. A control number is assigned to both the check and documents and that day's work is transmitted to the bank for deposit. The checks and documents received are batched together according to business unit and forwarded to accounting/revenue staff. Staff imports the data from the vendor system into CRS and verifies that the written amount on the check, check number and remitter information match. Once this process is completed the checks are removed from the batch and the vendor-transmitted deposit can be audited and entered into the proper FLAIR accounts the next business day. At this time the control number details the amount deposited. A Program Area (business unit) Report is attached to each batch and lists the control number, remitter name, check number and check amount of each check received for the batch and is forwarded with the supporting documentation to the business unit. Each business unit processes the transactions according to the nature of the transaction. The transactions are recorded programmatically either in FDLIS, FRVIS, and DL maintenance or manually within CRS, Microsoft Excel, or other programs used by business units. A batch process updates the information in the FRVIS system. Once the end of day report for the business unit has been closed, a report is printed from the CRS system, by business unit and reconciled to the business unit's end of day report. If no discrepancies are found the amount processed is posted to FRVIS so the report can be distributed.

Field offices:

DL and MV transaction fees are collected in State-run field offices. Customers come into field offices to make a payment and transactions are processed within FDLIS or FRVIS (depending upon the transaction type) within the corresponding customer's account. In addition, payment information is entered into the cashiering portions of FDLIS or FRVIS and money is deposited by the field office into the Department's account. Once revenue is received, it is manually posted to FRVIS and automatically sent to the batch distribution system.

Tax Collectors:

DL and MV transaction fees are collected by tax collectors. Customers come into tax collector offices to make a payment and transactions are processed within FDLIS or FRVIS (depending upon the transaction type) within the corresponding customer's account. Payments are recorded to the cashiering portions of FDLIS or FRVIS and cash is deposited by the tax collector into the Department's account. Revenue recorded in FRVIS or FDLIS is automatically sent to the distribution system to be distributed appropriately. In addition to in-person DL and MV transactions, tax collectors also download online MV transactions into FRVIS, which follows this same distribution process.

FHP:

The Florida Highway Patrol and an online vendor sell crash reports. FHP tracks the amount owed and deposits the associated fees into the Department's account. A manual reconciliation is performed by Department accounting revenue staff. Once the reconciliation is performed, the accounting staff must manually enter the revenue into the CRS system in order for the fee to be distributed by the distribution system appropriately. With online vendor sales the Department debits the relevant fee amount from the vendor for reported transactions which is programmatically posted into FRVIS for distribution.

DOR/Clerk of Court:

The Clerks of Court collect civil penalty fines on behalf of the State from drivers with violations and performs the necessary clearance procedures for the respective driver. The Clerks send revenue collected to DOR and DOR is then responsible for depositing the money received into the Department's account. The Department then manually enters the amount deposited by DOR into the CRS system, marks the funds with a deposited status. The transactions are then manually processed by the Department staff, which allows the revenue to be automatically sent to the distribution system to be distributed.

Revenue Distribution:

Once End-of-Day reports close for edits in the FRVIS system, the revenue received must be posted to FRVIS either through an automated process through Bank of America or manually, depending upon the mechanism in place for receiving the funds. A distribution payment flat file is created during each batch distribution cycle. The flat file is placed on a server where revenue staff can access it for further processing. Before the revenue can be distributed, staff must manually place holds on certain funds for either audit purposes or requirements attached to specific revenue streams which prohibit the funds from being disbursed at that time. Revenue Distribution then sends the edited file to the Account Payable unit, where the report is uploaded to a custom-built FoxPro program that distributes the money to the appropriate accounts and uploads distributed revenue to the State's accounting system, FLAIR. Checks or an ACH are produced from FLAIR by the State and revenue is physically distributed to the recipients. Checks are returned to the Department and mailed to recipients. The journal transfers are completed manually by revenue staff to in-house accounts and other state agencies.

Stakeholders

- Department staff (business units & accounting)
- Tax Collectors
- FHP
- DOR/Clerk of Court
- General Public
- Florida drivers
- Florida motor vehicle owners
- IFTA/IRP taxpayers
- Mobile home manufacturers and dealers
- Car dealers
- Specialty plate organizations

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

- State agencies
- Voluntary contribution organizations
- Local jurisdictions
- School boards
- Out-of-State jurisdictions
- County Commissions

Interfaces

- FRVIS
- FDLIS
- DL Maintenance
- CRS
- Microsoft Excel
- Mail/Fax
- FoxPro distribution program
- FLAIR
- Bank of America

Process Inputs		
<i>Fee Type</i>	<i>Description</i>	<i>Collection/Processing Points</i>
Online	DL transaction fees, MV transaction fees, and data sale fees collected either online or via telephone	Online fees received for DL transactions and data sales reports are processed in-house. Online fees received for MV transactions are processed by County Tax Collectors.
DOR/Clerk of Court fees	Civil fines collected by Clerk of Court	DOR/Clerk of Court fees are collected by the Clerks of Court, deposited, and then transactional information is provided to the Department for processing.
DL fees	DL transaction fees collected for driver license services such as issuance, renewal, reinstatement, and other license related services	DL transaction fees are collected and processed by State-operated field offices, in-house, online, and by County Tax Collectors.
MV fees	MV transaction fees collected for services such as title and registration issuance, registration renewals, IFTA tax payments, licensing fees for car dealers and mobile home manufacturers and other MV related services	MV transaction fees are collected and processed by State-operated field offices, in-house, online and by County Tax Collectors.
Data sales fees	Data sales fees collected from the sale of DL and MV data to customers	Data sales fees are collected either online or in-house and are processed in-house.

Process Inputs		
<i>Fee Type</i>	<i>Description</i>	<i>Collection/Processing Points</i>
Crash report fees	Crash report fees are fees relayed to the Department by FHP or online vendor for crash reports	Crash report fees are deposited directly into the Department's bank account by FHP and are then manually processed in-house. The online vendor is debited for transactions in an automated process.

Outputs

- Distributed revenue into FLAIR
- Warrants distributed to appropriate entities
- Revenue reports to perform financial reconciliations, projections, and analyses

e. Data Exchange

Background

The Department provides the repository for motorist service related data that it gathers through the normal course of business. Numerous public and private entities enter into a formal relationship with the Department to obtain the specific data they need, both on a scheduled and ad hoc basis. In some instances the exchange of data with other governmental jurisdictions may affect critical public safety functions such as citations, sanctions, or data on sex offenders, predators, career offender registrations or other law enforcement information. In other instances, the data serves a business need as in the case of the insurance industry and driver records or R.L. Polk/Blue Book and bulk vehicle transaction information. In all instances, the relationship between the requestor and Department is documented with a Memorandum of Understanding (MOU) which varies dependent on who the requestor is, what the request is, the purpose for having the data, and how it is to be transmitted. Fees associated with the sale of data and specifications regarding what data can be exchanged or sold are often set by statute. Government entities, including courts and law enforcement organizations are exempt from paying fees however the Department is currently reviewing its' statutory authority for releasing records without cost and may charge a fee for all entities sometime in the future. In all instances requests are satisfied within the confines of federal/state/department privacy and security considerations and with ongoing scrutiny on how the exchanged/sold data is actually used. Data is exchanged through direct program access and electronically.

i. Initiation of a Data Exchange for driver license data or program access

Description

This is the process for an entity to set up a data exchange relationship with the Department to obtain driver license data and/or gain access to the mainframe program

Process Steps

Establish relationship

Request received by Department Records staff to obtain driver license data or

program access.

E-Mail sent to Requestor with Driver Privacy Protection Act (DPPA) Form and Questionnaire for determining eligibility of obtaining data and to provide insight and reason for its use within the Requestors organization.

Functional Processing/Formalization of Relationship

Documents filled out by Requestor and returned to Records staff. Documentation may include Authorization to Debit Account or that may be submitted with MOU. Records staff make a determination on the request and contact Requestor via e-mail or phone to review how the process will proceed for providing the requested data, applicable costs, time table, and any other pertinent information. If request not approved, staff will detail the reason for the denial.

Records staff prepare a Memorandum of Understanding (MOU) and incorporate the information provided within the questionnaire by the Requestor. Appropriate attachments are completed, identifying the type of data requested, the source of the data within the Department, and the applicable cost to the Requestor.

MOU and supporting documents electronically sent to Requestor. Name, address and contact information of Requestor entered into Excel spreadsheet to document and track the mailing of the MOU from the agency. If sent with questionnaire, Authorization to Debit information also recorded.

Functional Processing/Approvals/Contracting/Collect Revenue

Requestor reviews, signs and returns documents to Records staff. MOU/attachments and DPPA Form forwarded to DHSMV Division of Administration DAS)/Purchasing and Contracts for execution. Purchasing and Contracts routes the documents to various levels of management within the Department for review and signature. The Authorization to Debit Form received either with the Questionnaire or MOU is forwarded to Revenue to set up the electronic debiting process for payment for data to be released. The executed MOU/attachments are returned to Purchasing and Contracts, scanned into the EREC system with a copy electronically sent back to Records staff.

Records staff receive the electronic copy of the executed MOU, **and** update the excel spreadsheet to include the contract number (MOU #) and effective date of the contract. This information is used for documentation and monitoring purposes and to ascertain when annual affirmations must be sent out.

Data Exchange Set-Up

If the Requestor is a governmental entity and requests access to any of the agency's web based application programs, upon execution of the MOU the Records staff will notify the appropriate ISA web application group. Detailed information is provided so that the group can contact the Requestor to set up access, provide USER id's, passwords and provide instructions.

For data that will be obtained electronically in a batch process through the mainframe, whether it is a governmental or private requestor, a Work Request and Prioritization (WRAP) Request is filled out. The WRAP includes business rules that recognize the purpose of releasing the data and the benefits and possible monetary gains of implementation.

Stakeholders

- Purchasers of bulk data
- The public
- Executive Management of DHSMV
- Other governmental jurisdictions requesting data
- Law Enforcement
- Network Providers (provide access through their existing Portal in mainframe)

Interfaces

- FRVIS - vehicle registration data
- FDLIS and DL Maintenance - Driver Information
- Data Warehouse
- TCATS - citation data received electronically from the Clerks of Court or entered from paper reports
- CRASH - crash report data received electronically from law enforcement agencies or entered from paper reports
- DAVID
- DAVE
- Florida Residency Verification Program
- Electronic Repository of Executed Contracts (EREC) database for DHSMV contracting and purchasing (all requests)

Inputs

- Florida Driver Privacy Protection Act Form (DPPA)
- Data Access Request Form

Outputs

- Executed MOU and attachments
- Debit authorizations
- Completed DPPA Form
- Data requested
- HAVA - Voter Registration (DOS)
- Donate Florida - Organ donation registration

Challenges:

- Requested data not easily accessible causing requestors to have to wait a long time to get their data, delayed revenue and disgruntled customers
- System/technology not in place to track appropriateness of how data is actually being used by Requestor
- Batch process is cumbersome and time consuming
- No self-service opportunities for requestors or staff to satisfy data requests without going through ISA
- Staff frequently have to "tweak" data once it is pulled to fit into what was requested
- More staff required to provide the critical oversight to ensure data not being misused and DPPA rules are being met
- Data requests have to go through the normal WRAP business process

g. Reporting

Background

Reports are generated by many different areas throughout the organization. Reporting functions are currently performed by the following business units:

- Information Systems Administration - Warehouse and Reporting, FRVIS, FDLIS, Information Exchange Services (IES), Collaboration Services, Integration Services, Database
- Strategic Support Services (MV)
- Driver's License Statistics unit
- Crash Records unit
- Office of Performance Management
- Driver Education
- Revenue

These entities generate reports for different purposes, including general inquiry, requests for a single driver or motor vehicle record and generating data requests for entities with MOUs with the Department.

i. Performance Reporting

Background

The Office of Performance Management is responsible for tracking and reporting on selected Department performance measures and standards contained in the Executive Director's Annual Performance Contract with the Governor and Cabinet. The performance measures and standards are aligned with the Department's Annual Strategic Plan, and are grouped under the four primary goals of Public Safety; Reliable Service Delivery; Leveraging Technology; and Talent Creation and Development. Actual performance is measured and reported to the Governor and Cabinet quarterly, and is available online through the Department's intranet and internet. The Office also monitors the key performance indicators included in the Department's Long Range Program Plan (LRPP).

Process Steps

Each performance measure is carefully defined (including calculation methodologies) and specific data sources identified. To ensure the accuracy of the performance data, the Department's Inspector General reviews the definition forms and attests to the reliability and validity of this information. Monthly, the Office of Performance Management receives information and data from the relevant business units for each performance measure. Such information is provided via Excel spreadsheets or by direct access into specific data sources (e.g., data warehouses). This information is summarized and recorded by the Office of Performance Management into a SharePoint database that is the backbone of our dashboard.

Stakeholders

- Department leadership, managers, and members
- Florida Governor and Cabinet
- Florida Legislature (members and staff)
- Tax collectors
- Law enforcement

- General public

Interfaces

- FDLIS
- FRVIS
- SharePoint
- Microsoft Excel
- Computer Aided Dispatch
- SmartCop Mobile Forms
- PeopleFirst
- QMatic
- Crash Records Database
- iLearn Training System

Inputs

- Performance data received from the business units

Outputs

- Information for reporting such as:
 - Department Intranet and Internet
 - Long Range Program Plan
 - Quarterly Performance Reports
 - Annual Performance Report

Challenges

Technical Challenges

- There is no mechanism in place to obtain statistical data directly from the current systems for performance reporting. The Department has developed workarounds for gathering statistical data needed for various reporting purposes.
- The current process does not have the desired functionality necessary to provide users with timely data in its most useful form (e.g., trend analyses or demographic/geographic details).

h. Audit Functions

Background

Auditing functions occur across the organization and are critical to evaluating compliance in various program areas. Auditing encompasses the proactive selection of sample items to be reviewed or inspected, requesting corresponding documentation and/or scheduling visits, performing testing procedures, and then recording audit results, which begins the corrective action process. Program areas with audit functions include:

i. Quality reviews performed over the Tax Collectors

The audits that occur in the Department either have an internal or external focus, designed to meet different objectives depending upon the focus of the review. For example, quality reviews performed over tax collectors are intended to assess internal business integrity. Audits performed by the Motor Carrier Services business

unit are intended to assess external compliance with federal and State regulations. Although the objectives for each audit performed vary depending upon the business area, each audit function entails the same core activities. However, the detailed business processes vary greatly because of the disparate technologies used across the Department to record audit processes.

ii. **Quality reviews performed over DL transactions**

Overview

Periodic quality reviews of driver license transactions are performed by the Quality Assurance (QA) section within Motorist Services to make sure that driver license transactions are being processed according to federal, State and Department requirements by tax collectors and Department staff in field offices. The review process is performed either over a judgmental sample selected based on information received or over a random sample of transactions covering a specific timeframe. The quality review process is tracked manually within Microsoft Excel spreadsheets maintained on a SharePoint site. Once samples are selected and the samples have been assigned to a reviewer, the review is performed, documented, and communicated through the chain of command for the respective program area. Once communicated, the respective program areas chain of command is responsible for handling necessary corrective actions and/or communicating results to the office or personnel responsible for the transaction.

Reviewers are experienced staff having previously worked in the field and with extensive knowledge about the requirements for processing DL transactions. Therefore, institutional knowledge is the basis of the criteria utilized for reviewing for compliance. However, reviewers also reference the DL examiners manual on the Department's intranet to answer process-related questions.

Description

This is the internal review process of reviewing driver license transactions performed by the Department or tax collectors for compliance with applicable requirements.

Process Steps

Sample selection is performed in two ways. If the QA section receives information regarding potential fraud or questionable transactions, samples are judgmentally selected to focus on questioned transactions. The QA section requests a report containing specific transactions pertaining to the information received regarding the questioned transactions from DL Records Statistics section. The Statistics staff will extract the specific population from the FDLIS system, export the listing into Microsoft Excel, and then provide it back to QA in an email. Once the population is received, the QA section assigns reviewers to the transactions by email and puts a Microsoft Excel tracking sheet in the SharePoint site.

For periodic reviews not triggered by information received, the reviewer first determines the nature of the review to be performed including the transaction type and date range. In order to make this determination, the reviewer must examine the sample tracking spreadsheet in SharePoint to make sure that review efforts are not duplicated and appropriate coverage is given to certain transaction types and date ranges. Once the focus of the periodic review is determined, the reviewer accesses

reports that have been established by ISA and are available on the SharePoint site. Reports available include the following:

- DL Licenses Issued with No Fee
- DL Issued with citizenship change
- DL Issuances voided and not reissued

Once the desired report is opened in SharePoint, the reviewer must enter the desired date parameters for the transactions. The report is then created and exported into Microsoft Excel. The reviewer randomly selects a sample of transactions to review from the population received from the report. The samples are tracked in a Microsoft Excel tracking sheet kept on the SharePoint site.

Review/Testing

Once samples have been selected and assigned to reviewers, the review process begins. Reviews are performed for each DL transaction selected by accessing the transaction in the IRIS system. The reviewer logs into the IRIS system and searches by DL number, then sorts the listing of corresponding transactions by date to find the specific transaction to be reviewed. The reviewer then inspects the transaction detail including attached scanned documents to test for compliance with federal, State, and Department requirements. Scanned documentation may include any of the following types of documents:

- Birth certificate;
- Passport;
- Proof of social security number;
- Proof of legal status;
- Proof of residence;
- Proof of name change (marriage certificate or court papers);
- FDLE Predator/Offender paperwork, and
- Back up for no fee replacements.

During the review process and depending upon the nature of the transaction processed, the reviewer may also need to access other systems or resources including:

- FDLIS to access driver records;
- USCIS & SAVE website to verify legal presence & documents;
- ADLTS to verify and review written driving test results;
- CICS to verify payments of citations, and
- Hot Map Application used to review DL transactions in real-time and history.

Results & Communication

Once review of a transaction has been performed, the results are added to the comments field in the appropriate tracking spreadsheet in SharePoint. If issues were noted in the review, the reviewer must determine if law enforcement should be involved. For example, if the review results demonstrate the possibility of fraud, the results should be provided to law enforcement. In this case, the reviewer gathers the backup documents pertaining to the sample and submits them to FDLE investigators. If law enforcement does not need to be involved the results are

communicated to the corresponding Bureau Chief. From that point, the review process is over for the QA section. Bureau Chiefs are responsible for handling necessary corrective actions and/or communicating results to the office or personnel responsible for the transaction, as needed.

Stakeholders

- Motorist Services
 - Quality Assurance section staff
- Department management
- Tax Collectors & staff
- ISA
- General public
- Florida drivers
- Law enforcement
- Driver Improvement
- DL Records
 - DL Statistics unit
 - DL Processing & Issuance unit

Interfaces

- FDLIS
- IRIS
- CCIS Comprehensive Case
- ADLTS
- Email/Outlook
- Microsoft Excel
- SharePoint
- USCIS & SAVE U.S. Citizenship and Immigration Services Verification Information System
- Hot Map HQ use allows for connection to local DL servers
- IID - Ignition Interlock Devices
- Sexual Offender/Sexual Predator data (FDLE)

Inputs

- Records of driver license transactions

Outputs

- Completed tracking spreadsheet in SharePoint detailing the results of the QA review performed
- If results are communicated to law enforcement, hardcopies of backup documents reviewed during the QA process are provided to FDLE investigators
- Results from reviews communicated by email to Bureau Chiefs
- Communication to business unit from the Bureau Chiefs regarding review results and corrective action requirements, as necessary

Challenges

- The sample selection process has many limitations because of the lack of detailed reports available from the FDLIS systems. There are a limited number of reports,

as developed by ISA, which are available on SharePoint and can be run to obtain various populations.

- Records reviewed during the quality review process within IRIS are not updated real-time and therefore, may not include the most up-to-date data. As transactions are processed by Tax Collector staff and Department staff in field offices in the FDLIS system, batch processes are run nightly to upload the day's transactional data from local databases to the main DL database. The QA section has developed a work around process in order to review data and transactions in a real-time capacity. As needed, the QA staff uses hot mapping capabilities to connect to local servers in order review real-time transactional data.

2. Assumptions and Constraints

The Department operates in a regulated environment and is subject to numerous State and Federal statutes and rules, as well as professional standards relating to data protections and integrity. These requirements will need to be carefully considered during requirement analysis and eventual system selection.

C. Proposed Business Process Requirements

1. Proposed Business Process Requirements

The Department is looking to re-engineer antiquated processes and technology currently used for driver licensing, motor vehicle titling, registration and various other systems. Current technology is a barrier to the Department fully implementing its plans. The proposed system must provide for greater data availability, integrity accountability and the flexibility to meet future needs. This re-engineering will result in reduced costs and aid in fully capturing revenue for the State of Florida. These new systems will reflect re-engineered processes with new functionalities that are easier to use, maintain and enhance.

Detailed processes will be designed to reflect the Department's consolidation of functional responsibilities and the expected procedural changes that will result from technical barriers being removed. The revised processes, as well as the overall objectives and data standards developed by the Division, will be the basis for future detailed requirements and selection of a specific solution.

2. Business Solution Alternatives

The Department has investigated five solution alternatives, including three varieties of commercially available systems (off-the-shelf, modifiable off-the-shelf and other state transfer) which were combined because of their similarities. In addition, *custom build* and *retain existing system* alternatives were also considered.

a. Maintain / Enhance Current System

There are significant shortcomings with this approach. The current systems' capability of supporting new functionality is limited and there are considerable costs related to system maintenance and upgrades today. Based on current system complexity and the level of effort required to modify relatively minor components, the Department believes the current system is incapable of being modified to support the required business functionality.

b. Purchase and Configure a Commercially Available Solution

This alternative requires the Department go through the State's purchasing process to procure the commercially available solution that most closely aligns with the needs of the Department and contract with a vendor to configure and / or customize the solution. As part of the purchase of any commercially available solution, some business processes will need to be modified to accommodate the system's approach.

While each state must provide motorist services, they each have different laws and procedures. Any out of the box solution will have to be customized to suit the needs of the State of Florida. Based upon research with the American Association of Motor Vehicle Administrators, completing this customization has been problematic for many states. Disputes over cost associated with customization has led to litigation in some cases and caused huge delays in the project schedules. Although states share the same mission of providing drivers' licenses, identification and registering and titling vehicles, the details are different.

States have also had disputes with vendors concerning the use of overseas resources. Some firms want to perform a portion of the project work overseas which has been opposed by some state DMVs. These disputes have led to the termination of contracts and project delays. In some cases, multiple contracts with multiple vendors have been canceled.

Some states have also found scalability and seamless integration into current operation to be difficult.

c. Custom Development

This alternative requires the Department to procure a vendor and/or engage in-house resources to design, develop and deploy a solution. A custom-built technology environment can be designed, built and deployed to meet the specific needs of the Department. A commercial available solution may be used for smaller components in the re-engineering in which the Department may not have the required expertise.

Additional advantages of this approach include:

- System will be built to integrate easily with other third-party systems and existing systems
- Minimizes the cost associated with upgrades and customization of commercial software
- Features built that are unique to current business processes
- Subject matter experts have the opportunity to provide input on the development of the system
- Higher quality of support for the software dealing directly with developers in-house

3. Rationale for Selection

To select the option communicated below, potential solutions were evaluated against their likelihood to deliver the necessary functionality, risk in implementing, estimated cost and estimated implementation timeframe. Migration of most issuance services to tax collectors is underway already, and the Department has begun implementing its revised organizational structure. Also a great deal of consideration was given to the lessons learned from other

states that have embarked on efforts to re-engineer all or portions of their legacy systems. The Department also consulted with AAMVA for their detailed knowledge of member jurisdictions' activities.

4. Recommended Business Solution

The Department recommends replacing some of the older legacy applications and back-end mainframe-based processes with custom developed software systems. The Department will continue to explore commercial solutions for system components that are reliable and have a history of successful implementations. These solutions will be purchased and utilized in areas where the Department does not have expertise.

Custom development gives the Department the best chance to implement a system that will be beneficial to all stakeholders. This approach will ensure that the system will be built according to the requirements, laws, rules and policies of DHSMV and the State of Florida. There is risk associated with any project however, management of risk, regardless of the approach, will require diligent project management and careful requirements analysis. The Department is confident that custom development provides the best opportunity for success.

D. Functional Requirements

1. Functional Business Requirements

a. Driver License Issuing System

Issuance activities include the steps necessary to establish identity and issue a credential or privilege for a person. Issuance activities involve direct issuance of the credential or privilege by the Department, or support of agents who issue on the Department's behalf. The Department's organizational structure has three bureaus that perform issuance activities:

- The **Bureau of Driver License Field Operations** is responsible for driver license issuance and will merge into the Bureau of Issuance Oversight after the tax collector transition is complete.
- The **Bureau of Issuance Oversight** is responsible for supporting the agents that issue credentials on the Department's behalf as well as performing limited special-circumstance issuance. Activities include driver license central issuance and confidential licenses, policy setting, agent training, and inventory management.
- The **Bureau of Commercial Vehicle and Driver Services** is responsible for commercial driver license issuance support services in addition to other services required by the Department's commercial customers.

While the six objectives outlined in Section I.A are important to all of the functions, three objectives are of particular importance to Issuance:

1. Single View of the Customer
2. Utilize Real-Time Interfaces
3. Streamline Data Entry

The business requirements to meet these objectives and support this functional area include:

- The system shall provide a consolidated view of customer data. This includes, but is not limited to, core customer data, driver licenses held, vehicles registered, traffic violations, sanctions, crashes, insurance information and contact history. This also includes real-time access to national databases to verify social security numbers, legal presence documents, and motor vehicle and driver records and eligibility status from other jurisdictions.
- The system shall provide the ability to edit a transaction until the point where the credential is issued.
- The system shall provide the ability to suspend a transaction and return to it within the same day.
- The system shall provide the ability to verify legal presence documentation with the Department of Homeland Security's database.
- The system shall provide access to all functions necessary to complete an issuance transaction from within the customer view, including verification of driver school completion, third-party testing waivers, etc.
- The system shall provide the ability to complete multiple transactions under a single payment.
- The system shall support cashiering functions and integration with the Department's finance and accounting package.
- The system shall support interfaces with multiple third party cashiering systems used by tax collectors.
- The system shall provide the ability for the business to change configuration values, including drop down lists and fees charged without intervention from technology.
- The system shall provide customers with online self-service including DL renewal, and initiate issuance.
- The online system shall provide access to the same information as used by the Examiners in an office where appropriate.
- The online system shall support the ability to complete and submit forms online, including data exchange application, CDL medical certification, and eye exam certification. The system shall provide the ability to track and manage issuance inventory, including DL stock.

b. Customer Portal Phase I

The existing Virtual Office website will be re-engineered into a Customer Portal web application that gives customers the ability to register for a "My DMV" account. Once established, the "MyDMV" account will not only grant the customer access to the same services that Virtual Office provides, but will also provide access to new services that were previously unable to be developed due to security constraints of the existing Virtual Office application. These new services should generate additional revenue, provide improved customer service and reduce the volume of people in driver license offices. Planned functionality to exist in the new Customer Portal includes:

- The system will allow customers to renew their driver license or ID card
- The system will allow customers to request a duplicate driver license or ID card
- The system will allow customers to request and pay for their driver transcript which they can print from their personal printer
- The system will allow customers to update their automobile insurance information
- The system will allow customers to update their Emergency Contact Information
- The system will give customers the opportunity to subscribe to electronic notification in lieu of paper notification for various correspondence such as renewal notices

- The system will give customers the opportunity to process driver license verification checks
- The system will give customers the ability to monitor a minor child so that they can receive notifications of any changes to the child's license or driver status
- The system will give business customers the ability to monitor an employee so that they can receive notifications of any changes to the employee's license or driver status
- The system will give customers the opportunity to request and pay for a driver license letter of verification which they can print from their personal printer
- The system will give customers the ability to pay for and clear certain sanctions without having to visit a DL office
- The system will give customer the ability to pay for and clear CDL Medical disqualifications without having to visit a DL office

c. Driver License Record Maintenance

Driver License record maintenance includes all services related to the back-end compliance, enforcement and integrity of all driver related data for a person. Services involve accurate assessment of driver convictions, sanctions and driver records, processing of sexual predator/offender data, standardizing all driver related data exchange processes for transcripts and record sales.

- The system shall be architected using modern standards based technologies
- The systems shall use real-time interfaces where applicable
- The system shall use standard data exchange formats
- The system shall enforce compliance with all federal and local requirements
- The system provide enhanced service delivery
- The system shall align with current Department business processes

d. Motor Vehicle Renewal Process

The system shall accommodate different renewal schedules depending on the type of renewal.

Vehicle and Vessels

The vehicle and vessel renewals shall be pulled approximately three months prior to their renewal period. This provides Tax Collector renewal vendors adequate time to review and process the renewal data.

The renewal pull schedule for vehicles and vessels is as follows:

- Pull in January for April renewals
- Pull in February for May renewals
- Pull in March for June renewals
- Pull in April for July renewals
- Pull in May for August renewals
- Pull in June for September renewals
- Pull in July for October renewals
- Pull in August for November renewals
- Pull in September for December renewals
- Pull in October for January renewals

- Pull in November for February renewals
- Pull in December for March renewals

Renewals for vehicles and vessels should adhere to the following process and schedule:

- The system shall allow for the creation of sample files with the breakdown of fees.
- The sample records shall be tested and approved.
- Once the vehicle and vessel renewal file is approved, the files are available for distribution to their perspective counties.

Parking Permits

The parking permit renewals shall be pulled approximately three months prior to their renewal period. This provides Tax Collector renewal vendors adequate time to review and process the renewal data.

The parking permit renewals shall be pulled approximately three months prior to their renewal period. The renewal schedule for parking permits is as follows:

- Pull in January for April renewals
- Pull in February for May renewals
- Pull in March for June renewals
- Pull in April for July renewals
- Pull in May for August renewals
- Pull in June for September renewals
- Pull in July for October renewals
- Pull in August for November renewals
- Pull in September for December renewals
- Pull in October for January renewals
- Pull in November for February renewals
- Pull in December for March renewals

Renewals for parking permits should adhere to the following process and schedule:

- Once the parking permits renewal file is approved, the files are available for distribution to their perspective counties along with the vehicle and vessel renewals.

Mobile Homes

The mobile home renewals are pulled approximately four months in advance in order to provide the tax collector renewal vendors adequate time to review and process the renewal data. Mobile home renewals are due in December so they are pulled in August. Renewals for mobile homes should adhere to the following process and schedule:

- The system shall allow for test files and the creation of sample data records with the appropriate breakdown of fees.
- Once the mobile home renewal file is approved, the files are available for distribution to their perspective counties.

Delinquent Mobile Homes

Delinquent Mobile Homes will be pulled separately from the Mobile Home renewal pull. The delinquent mobile home renewals are pulled upon request by county.

Delinquent mobile homes should adhere to the following process and schedule:

- The system shall allow for test files and the creation of sample data records with the appropriate breakdown of fees.

- Sent to county - Once the delinquent mobile home file is approved, the files are available for distribution to their perspective counties.

General Requirements

The registration renewals are pulled in three different groups: (1) Vehicles and Vessels, (2) Parking Permits, and (3) Mobile Homes.

- Vehicles and Vessels are pulled based on the expiration year and month and the registration type.
- Half year heavy trucks are pulled based on the expiration year and month.
- Dealer plates are pulled based on the expiration year and month and the registration type
- Manufacturer plates are pulled based on the expiration year and month and the registration type.
- Parking permits are pulled based on the expiration year and month and the registration type.
- Non delinquent Mobile Homes are pulled based on the expiration year and month and the vehicle type.
- Delinquents are pulled based on the expiration year and month and the vehicle type.
- Certain vehicles will be excluded from the renewal pull.
- The vendor renewal file and parking permit file will use an XML file format.
- Related Driver License renewal data will be included in the renewal file for processing by counties.
- The system shall track vendor information such as the counties for which a vendor processes renewals and vendor contact information.
- The system shall track county information such as contact information.
- The system shall provide functionality to retrieve information sent in a renewal file.
- The system shall provide functionality to inquire by plate and view a breakdown of the fees.
- The system shall provide the ability to track the county to which the renewal notice was delivered.
- The system shall provide functionality to track the vendor the renewal was sent to, along with the date and time.
- The process shall provide a notification to counties if the renewal file is delayed.
- The system shall provide a method to re-distribute renewal data.
- The system shall use the common fee engine to calculate all related renewal fees.

e. Driver License Renewal Process

- The driver license renewals shall be pulled approximately three months prior to their renewal expiration.
- The system shall verify that an image exist for the customer on the image database.
- The system shall determine whether the customer is eligible to receive a convenience renewal notice or an in office renewal notice.
- The system shall determine if a medical/vision certification is required.
- The system shall determine if a military extension is required
- The vendor renewal file will use an XML file format.
- The system shall track vendor information such as the counties for which a vendor processes renewals and vendor contact information.
- The system shall track county information such as contact information.
- The system shall provide functionality to retrieve information sent in a renewal file.

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

- The system shall provide functionality to inquire by driver license number and view a breakdown of the fees.
- The system shall provide the ability to track the county to which the renewal notice was delivered.
- The system shall provide functionality to track the vendor the renewal was sent to, along with the date and time.
- The process shall provide a notification to counties if the renewal file is delayed.
- The system shall provide a method to re-distribute renewal data.
- The system shall use the common fee engine to calculate all related renewal fees.

II. Success Criteria

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
1	All fees associated with DL transactions are computed within a common fee engine.	In the new system no access to the old fee routines will be programmed. The new system will compute all DL associated fees using the new fee engine.	Florida drivers Tax Collectors DHSMV	7/17
2	Increase customer self-service by providing additional DL services through the MyDMV portal.	The increase in the number of DL service options that are provided in the MyDMV portal. Compare number of service requests provided online versus those provided by tax collectors and DL offices.	Florida drivers Tax Collectors DHSMV	7/17
3	Provide additional audit tracking and transaction accountability	Audit the new system to determine that transactions are able to be tracked from start to finish.	DHSMV Federal Government Law Enforcement	7/17
4	Increase public safety by providing law enforcement real-time access to DL data	DL photos and records are made available at time of transaction rather than within 24 hours.	Law Enforcement Federal Government DHSMV	7/17
5	All fees associated with renewal transactions are computed within a common fee service.	In the new Renewal system no access to the old fee routines will be programmed. The new system will compute all renewal fees using the new fee service.	Florida drivers Florida motor vehicle owners Tax Collectors DHSMV	7/17
6	DL renewal data will be provided to the counties for processing	Reduction of DL renewal processing by DHSMV.	DHSMV Tax Collectors	7/17
7	Provide real time access into the renewal system	Renewal data is made available after the data pull for inquiry by tax collector personnel	Florida drivers Florida motor vehicle owners Tax Collectors	7/17

III. Benefits Realization and Cost Benefit Analysis

A. Benefits Realization Table

The Benefits Realization Table describes the benefits which accrue from the Motorist Services Driver Related Issuance and Vehicle Enhancements program implementation, including estimated values computed for the tangible benefits. The tangible benefits are assessed against business conditions and are conservatively estimated.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date
1	Reduced postage and printing costs resulting from merging driver license renewal notices to motor vehicle renewals. Based on the current state population would result in an annual savings of more than \$600,000 . Tax Collectors would include any renewals as part of the motor vehicle renewal (annual/biannual).	DHSMV	Reduced postage and payments to Department of Revenue for processing.	DHSMV tracks Pitney Bowes postage and printing costs monthly. In fiscal year 16-17, after portal implementation, HSMV will begin tracking the month to month savings in Pitney Bowes postage costs.	50% in FY 2017-18 100% in FY 2018-19
2	As the batch processes associated with Driver License services are decommissioned, the Department expects that its mainframe charges at Southwood Shared Resource Center (SSRC) to decrease . Given current rates, the Department projects that SSRC costs will decrease by approximately \$300,000 annually .	DHSMV	Decreased billing from SSRC.	DHSMV has current hosting/maintenance costs for the mainframe & will track elimination of these costs.	FY 2017-18
3	MyDMV will have the functionality to handle some reinstatement fees online, instead of requiring drivers to call in to HSMV . Currently, failed transactions require the driver to come in to the DL office or the Tax Collector	Drivers who have temporary Class E and Commercial Driver License	Time savings for drivers to perform some reinstatement actions online instead of calling in or going into an office.	The Department will monitor use of online renewals as compared to phone renewals. Transaction failure rates (of online vs IVR) will also be monitored.	FY 2017-18

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BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date
	office to complete the transaction. Based on the number of failed transactions, the Department estimates that customers will save approximately 1 hour by conducting business online instead of by phone.	permits			
4	Avoid additional operating costs that will be necessary once resources are no longer available internally to support department systems. The Department projects that operating costs will increase up to \$1.2 million in order to support the DL Uniface infrastructure once staff have either retired or elected to move to other development languages	DHSMV and the state	The Department will not have to increase the numbers of contractors that will be needed as Uniface support staff leave the unit.	DHSMV will monitor how many contracted staff will be required to support the DL Uniface environment.	FY 2017-18
5	Workload savings will be achieved through the implementation of the driver license issuance system. The department projects that there will be a time savings of 20 seconds per driver license transaction once the new driver license issuance system is developed.	DHSMV and tax collectors	Workload savings of 20 seconds per transaction (5 million transactions per year)	The Department will sample transaction processing times and the average the length of time it takes to process on the old system versus the new system	FY 2017-18
6	Replacement of the DL issuance system will reduce the number of voided DL/ID transactions. Currently, the customer does not have the ability to verify all information prior to printing of the driver license or identification card. Once it is printed and the error is found, the examiner has to void the card, make the correction, and then print another card. The Department currently pays \$1.97 per card to the card	DHSMV	The Department will not have as many voided transactions, incurring additional costs	DHSMV tracks how many cards are issued or voided (and the reason for the void).	FY 2017-18

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BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date
	vendor. This could result in an annual reduction of more than 40,000 voids and reprints, and savings of more than \$81,000.				
7	The current Virtual Office application does not do sufficient error checking when customers process DL transactions online. The customer doesn't know that there was an issue with their transaction, resulting in phone calls to the Department to get a status on their transaction. If these were validated on the front end during the customer transaction, the customer could make the necessary corrections prior to paying or mail in the appropriate paperwork. The Department would not have to dedicate staff to follow up on these issues and process refund checks. This will result in an annual savings of approximately \$22,340.	DHSMV Florida Drivers that conduct business through online services	The Department would see increased customer service and a reallocation of staff in the DL Issuance unit. Refund checks would not need to be processed. Florida Drivers would not need to call the Department.	Error reports will be monitored	FY 2017-18

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B. Cost Benefit Analysis (CBA)

CBAForm 1 - Net Tangible Benefits

Agency DHSMV Project Motorist Modernization Phase

Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBAForm 1A															
Agency (Operations Only -- No Project Costs)	FY 2014-15			FY 2015-16			FY 2016-17			FY 2017-18			FY 2018-19		
	(a)	(b)	(c) = (a)+(b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)
	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project
A. Personnel -- Total FTE Costs (Salaries & Benefits)	\$200,000	\$0	\$200,000	\$200,000	\$0	\$200,000	\$500,000	\$0	\$500,000	\$1,000,000	(\$1,094,002)	(\$94,002)	\$1,250,000	(\$1,344,002)	(\$94,002)
A.b Total FTE	1.00	0.00	1.00	1.00	0.00	1.00	2.00	0.00	2.00	4.00	(4.00)	0.00	5.00	(5.00)	0.00
A-1.a. State FTEs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$94,002)	\$0	\$0	(\$94,002)	\$0
A-1.b. State FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-2.a. OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	\$200,000	\$0	\$200,000	\$200,000	\$0	\$200,000	\$500,000	\$0	\$500,000	\$1,000,000	(\$1,000,000)	\$0	\$1,250,000	(\$1,250,000)	\$0
A-3.b. Staff Augmentation (# of Contract FTEs)	1.00	0.00	1.00	1.00	0.00	1.00	2.00	0.00	2.00	4.00	(4.00)	0.00	5.00	(5.00)	0.00
B. Data Processing -- Costs	\$726,706	\$0	\$726,706	\$726,706	\$0	\$726,706	\$726,706	\$0	\$726,706	\$726,706	(\$310,462)	\$416,244	\$726,706	(\$310,462)	\$416,244
B-1. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Other SSRC	\$726,706	\$0	\$726,706	\$726,706	\$0	\$726,706	\$726,706	\$0	\$726,706	\$726,706	(\$310,462)	\$416,244	\$726,706	(\$310,462)	\$416,244
C. External Service Provider -- Costs	\$113,722	\$0	\$113,722	\$113,722	\$0	\$113,722	\$113,722	\$0	\$113,722	\$113,722	(\$105,644)	\$8,078	\$113,722	(\$113,722)	\$0
C-1. Consultant Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Maintenance & Support Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Data Communications Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other DOR/DL Card Vendor	\$113,722	\$0	\$113,722	\$113,722	\$0	\$113,722	\$113,722	\$0	\$113,722	\$113,722	(\$105,644)	\$8,078	\$113,722	(\$113,722)	\$0
D. Plant & Facility -- Costs (including PDC services)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Others -- Costs	\$602,461	\$0	\$602,461	\$602,461	\$0	\$602,461	\$602,461	\$0	\$602,461	\$602,461	(\$458,547)	\$143,914	\$602,461	(\$603,950)	(\$1,489)
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 consumables and postage	\$602,461	\$0	\$602,461	\$602,461	\$0	\$602,461	\$602,461	\$0	\$602,461	\$602,461	(\$458,547)	\$143,914	\$602,461	(\$603,950)	(\$1,489)
Total of Operational Costs (Flows A through E)	\$1,642,889	\$0	\$1,642,889	\$1,642,889	\$0	\$1,642,889	\$1,942,889	\$0	\$1,942,889	\$2,442,889	(\$1,968,736)	\$474,153	\$2,692,889	(\$2,372,216)	\$320,673
F. Additional Tangible Benefits:		\$0			\$0			\$0			\$308,901			\$308,901	
F-1. Time savings to customers					\$0			\$0			\$3,622			\$3,622	
F-2. Workload Savings to tax collectors					\$0			\$0			\$305,279			\$305,279	
F-3. Specify					\$0			\$0			\$0			\$0	
Total Net Tangible Benefits:		\$0			\$0			\$0			\$2,277,637			\$2,681,117	

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

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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.

Item Description <i>(remove guidelines and annotate entries here)</i>	Project Cost Element	Appropriation Category	Current & Previous Years Project-Related	FY2014-15			FY2015-16			FY2016-17			FY2017-18			FY2018-19			TOTAL
				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
				\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
			\$ -	\$10,918,628		\$ 8,756,000		\$ 1,260,000		\$ -		\$ -		\$ -		\$ -	\$ 20,934,628		
Costs for all state employees working on the project.	FTE	S&B	\$ -	0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -	\$ -		
Costs for all OPS employees working on the project.	OPS	OPS	\$ -	0.00 \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -	\$ -		
Staffing costs for personnel using Time & Expense.	Staff Augmentation	Contracted Services	\$ -	0.00 \$ 7,576,000 \$ -		0.00 \$ 7,236,000 \$ -		0.00 \$ 742,500 \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -	\$ 15,554,500		
Project management personnel and related deliverables.	Project Management	Contracted Services	\$ -	0.00 \$ 570,000 \$ -		0.00 \$ 570,000 \$ -		0.00 \$ 142,500 \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -	\$ 1,282,500		
Project oversight (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	\$ -	0.00 \$ 500,000 \$ -		0.00 \$ 500,000 \$ -		0.00 \$ 375,000 \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -	\$ 1,375,000		
Staffing costs for all professional services not included in other categories.	Consultants/Contractors	Contracted Services	\$ -	0.00 \$ 650,000 \$ -		0.00 \$ 400,000 \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -	\$ 1,050,000		
Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services	\$ -	\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -	\$ -		
Hardware purchases not included in Primary Data Center services.	Hardware	OCO	\$ -	\$ 66,228 \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -	\$ 66,228		
Commercial software purchases and licensing costs.	Commercial Software	Expense	\$ -	\$ 1,250,000 \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -	\$ 1,250,000		
Professional services with fixed-price costs (i.e. software development, installation, project documentation).	Project Deliverables	Contracted Services	\$ -	\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -	\$ -		
All first-time training costs associated with the project.	Training	Contracted Services	\$ -	\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -	\$ -		
Include the quote received from the PDC for project equipment and services. Only include one-time project costs in this row. Recurring, project-related PDC costs are included in CBA Form 1A.	Data Center Services - One Time Costs	PDC Category	\$ -	\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -	\$ -		
Other services not included in other categories.	Other Services	Contracted Services	\$ -	\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -	\$ -		
Include costs for non-PDC equipment required by the project and the proposed solution (detail).	Equipment	Expense	\$ -	\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -	\$ -		
Include costs associated with leasing space for project personnel.	Leased Space	Expense	\$ -	\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -	\$ -		
Other project expenses not included in other categories.	Other Expenses	Expense	\$ -	\$ 306,400 \$ -		\$ 50,000 \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -		\$ - \$ -	\$ 356,400		
Total			\$ -	0.00 \$10,918,628 \$ -		0.00 \$ 8,756,000 \$ -		0.00 \$ 1,260,000 \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -		0.00 \$ - \$ -	\$ 20,934,628		

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

CBAForm 2 - Project Cost Analysis

Agency DHSMV

Project Motorist Modernization Phase I

PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
TOTAL PROJECT COSTS (*)	\$10,918,628	\$8,756,000	\$1,260,000	\$0	\$0	\$20,934,628
CUMULATIVE PROJECT COSTS <i>(Includes Current & Previous Years' Project-Related Costs)</i>	\$10,918,628	\$19,674,628	\$20,934,628	\$20,934,628	\$20,934,628	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$10,918,628	\$8,756,000	\$1,260,000	\$0	\$0	\$20,934,628
Federal Match <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> Specify	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT	\$10,918,628	\$8,756,000	\$1,260,000	\$0	\$0	\$20,934,628
CUMULATIVE INVESTMENT	\$10,918,628	\$19,674,628	\$20,934,628	\$20,934,628	\$20,934,628	

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

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

CBAForm 3 - Project Investment Summary Agency DHSMV Project Motorist Modernization Phase I

COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	TOTAL FOR ALL YEARS
Project Cost	\$10,918,628	\$8,756,000	\$1,260,000	\$0	\$0	\$20,934,628
Net Tangible Benefits	\$0	\$0	\$0	\$2,277,637	\$2,681,117	\$4,958,754
Return on Investment	(\$10,918,628)	(\$8,756,000)	(\$1,260,000)	\$2,277,637	\$2,681,117	(\$15,975,874)
Year to Year Change in Program Staffing	0	0	0	(4)	(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)	(\$16,223,397)	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	-38.47%	IRR is the project's rate of return.

Investment Interest Earning Yield -- CBAForm 3C					
Fiscal Year	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

IV. Schedule IV-B Major Project Risk Assessment

A. Risk Assessment Summary

Figure 4-1 – Risk Assessment Summary is a graphical representation of the results computed by the risk assessment tool. It shows that the Motorist Services Driver Related Issuance and Vehicle Enhancements program achieves solid business strategy alignment. However, as would be expected at this early stage, the program still carries high risk. It is expected that overall project risk will diminish when low-level program requirements have been documented. The results of this risk assessment are discussed in detail in the Project Management Section 6.H along with the Department’s plan to continually identify, assess, and mitigate risk throughout the life of the program.

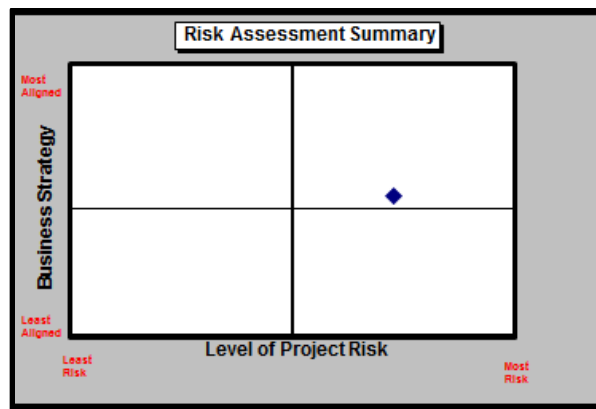


Figure 4-1 – Risk Assessment Summary

Figure 4-2 – Risk Area Breakdown illustrates the risk assessment areas that were evaluated and the breakdown of the risk exposure assessed in each area. The results of this risk assessment are discussed in detail in Program Management Section 6.H along with the Department’s plan to continually identify, assess, and mitigate risk throughout the program lifecycle.

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	HIGH
Project Management Assessment	MEDIUM
Project Complexity Assessment	HIGH
<i>Overall Project Risk</i>	HIGH

Figure 4-2 – Risk Area Breakdown

V. Schedule IV-B Technology Planning

A. Current Information Technology Environment

The current technology environment has evolved over the past 41 years. Older technologies have been modified and newer technologies have been added incrementally to reflect changes in the Department’s organization, statutory mandates and customer expectations. As a result, the current technical environment is multi-layered; uses numerous applications, databases and programming languages; and requires many people with a wide breadth of skill sets to maintain. Figure 5-1 – Current Technology Environment illustrates the rigid infrastructure and redundancy of the current technology environment.

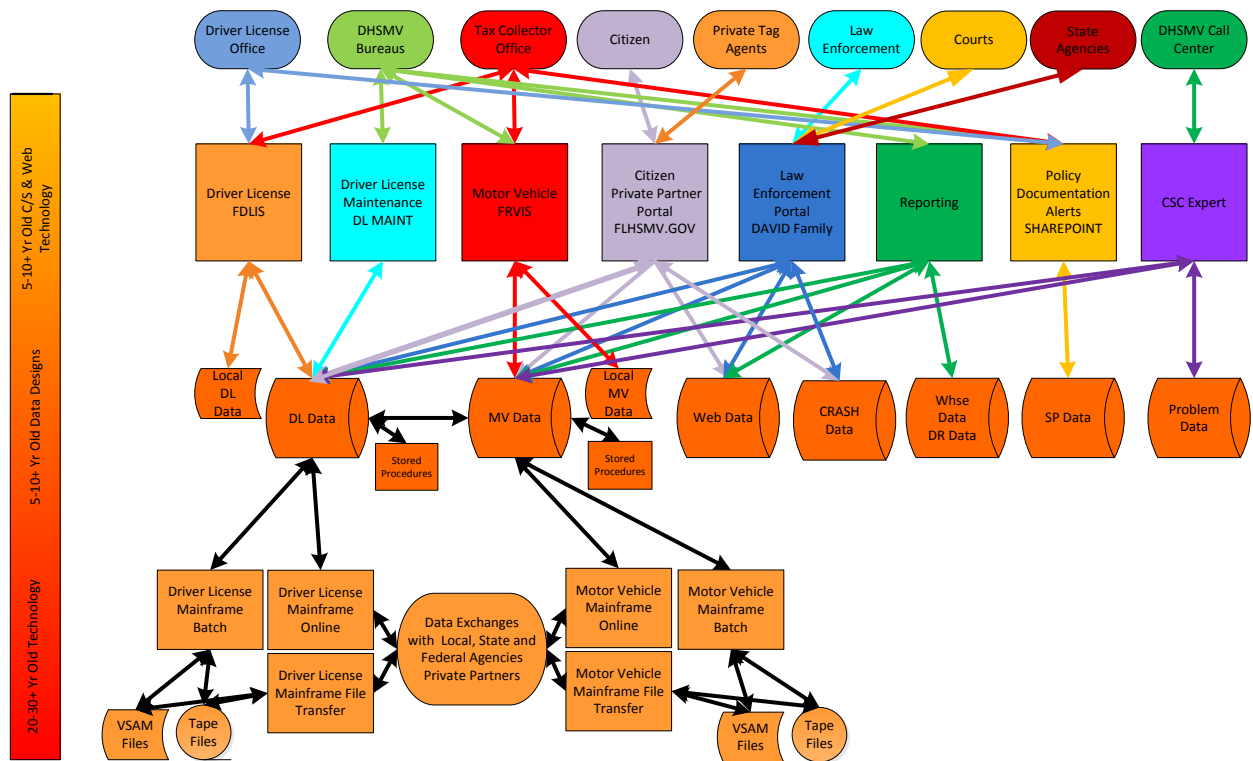


Figure 5-1 – Current Technology Environment

1. Current System

a. Background

In 1969, when the Department was created by the merging of the Department of Public Safety and Department of Motor Vehicles, issuance was a manual process. Mainframe systems utilizing batch technology were later added, one for the Driver License Division and one for the Motor Vehicle Division. In 1997, the current driver license system, Florida Driver License Information System (FDLIS), was implemented using the Compuware Uniface client-server architecture, introducing the need to install a server in each of the field offices. In 1999, the motor vehicle system, Florida Real Time Vehicle Information System (FRVIS), was implemented with the same architecture, but kept as a separate system, also requiring a field office server. Both systems continued to rely heavily on batch programs for processing, with online transactions originating in field offices during the day and batch processing of the information in the central databases at night.

Over the years the Department has added functionality to the systems to support new mandates. Various “point solutions” were purchased to address specific needs. For example, Cogent provided finger printing capabilities for commercial driver licenses, Q-matic enabled customer queue management in the field offices, and OASIS allowed centralized appointment management for the field offices. Many other examples could be cited. These modifications and additions added incrementally to the complexity of the environment.

Subsequent to FRVIS being developed, the Department recognized the benefit of having a single view of the customer. More recently, as tax collectors began issuing driver licenses, the demand for a single view of the customer increased. The separate nature of FRVIS and FDLIS has placed serious limitations on the business and prevents a seamless integration of services.

The Department developed Virtual Office in 2005, which provided a consolidated interface into both systems. An address change was entered once and updated in both FRVIS and FDLIS. The Department also began to investigate ways to make the systems function more as a single entity by using database technology to synchronize data between the driver license and motor vehicle databases. This does create a single customer data view but also introduces data integrity issues (timing and complexity of updates) between the driver license and motor vehicle databases.

Tax collectors have continued to request new functionality such as reports, enhanced interface features, and the ability to interface with existing cashiering or document management systems. Tax collector requests account for a third of the total system upgrades or modification requests that are handled by ISA.

The evolution of the driver license and motor vehicle systems over time has led to a technical environment that is multi-layered, uses numerous different technologies and requires many people with diverse skill sets to maintain. Counting platform environments, database environments and programming languages, there are more than 30 different technical environments that must be supported by the technical staff. Many of the modification requests and projects require changes across the various technology environments which increase the duration of project implementations. There are more than 400 existing requests for modifications and multiple projects affecting the systems. Statute and business rule changes continue to generate requests and projects to modify the systems, adding to the technical complexity. Implementation timelines for the modification requests and projects may remain lengthy and the ability to meet the customer’s needs may be impacted.

b. Description of current system

The current technical environment consists of eight major systems supported by seven different database repositories, a dozen “point solutions” and 47 web applications. In addition, nearly 2,800 batch jobs, 1,900 batch programs and over 17,000 stored procedures interact with driver license and motor vehicle data. Mainframe online transaction services, print services and file transfer protocol (FTP) services move data from system to system; update or print driver license and motor vehicle data; or transfer data to/from external sources. More than 20 programming languages are used to maintain these systems on approximately a dozen different platform environments. Figure 5-2 – Current System Overview depicts the current system infrastructure.

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

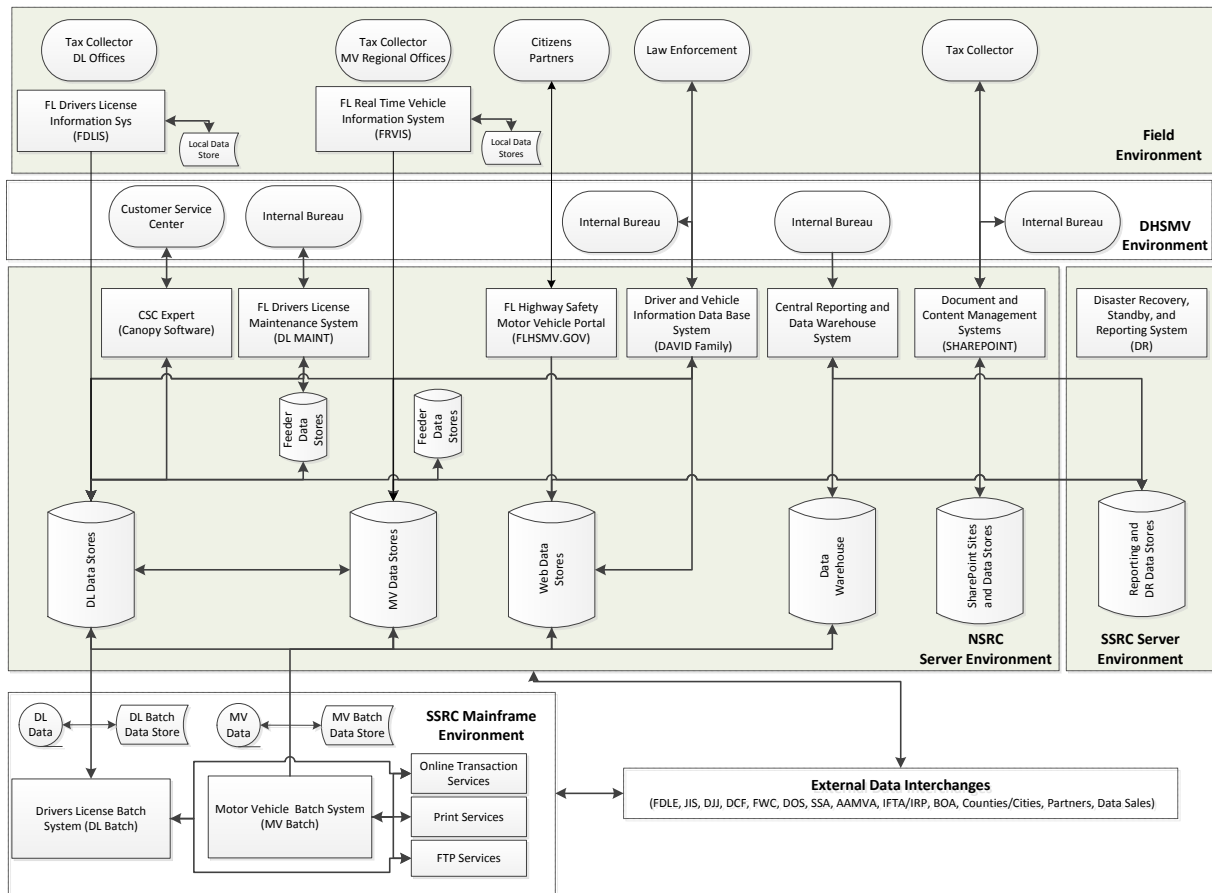


Figure 5-2 - Current System Overview

The cornerstones of the current technology environment are two information systems – FDLIS for driver licenses and FRVIS for motor vehicles. These systems are used to perform credentialing functions by county tax collectors, state driver license offices, state motor vehicle regional offices, private partners and DHSMV bureaus. This includes the issuance and maintenance of driver licenses and identification cards, and the titling and registration of motor vehicles, vessels and mobile homes. These systems also provide the ability to collect fees and distribute revenue.

In addition to FDLIS and FRVIS, the other major systems are:

- **DL Maintenance/Motorist Maintenance** - used by internal DHSMV bureaus to update Driver License records and add citations directly in the driver license database.
- **The Florida Highway Safety Motor Vehicle Portal/Website (FLHSMV.GOV)** - used by citizens and private partners to access/make limited edits to driver license and motor vehicle information and initiate some self-service transactions.
- **The Central Reporting and Data Warehouse System** - used by internal DHSMV Bureaus to produce many different types of reports used internally and to respond to requests from the public.
- **CSC Expert System** - used to track contact information from the Customer Service Center

- **The Driver and Vehicle Information and Database System (DAVID)** - a family of applications used by law enforcement, state agencies (e.g., Dept. of Children and Families for child and adult protective investigators), Department of State for voter information, internal DHSMV Bureaus, and the courts to access driver license and motor vehicle information.
- **The SharePoint Content and Document Management Systems** - used by internal bureaus and tax collectors to store driver and motor vehicle documents and content.

FDLIS, FRVIS, CSC Expert, DAVID and FLHSMV.GOV are supported by three databases, one for FDLIS, one for FRVIS and one for the two web applications (DAVID and FLHSMV.GOV). These databases operate separately, yet hold similar data on DHSMV customers. To reduce duplication, synchronization runs between the databases to copy limited driver information, but discrepancies between the databases are found regularly. "Feeder" databases are used to store signatures, pictures, fingerprints and other scanned documents.

Both FDLIS and FRVIS require a local server to run in the State field offices and tax collectors offices. In the field, these applications run from their local databases and then the data is uploaded to the central office on a periodic basis. This means that approximately 436 servers are maintained in the field by the Department, that data is stored in over 1,500 different databases in the field and updates to these systems must be promoted to 436 different locations when a new version is released.

i. **Driver License Overview**

The Division of Motorist Services, in conjunction with the county tax collectors and other private partners, establishes driver identity, licenses (regular, commercial or motorcycle) qualified drivers, issues identification cards and maintains driver records. It is the official custodian of Florida driver license records.

The majority of driver license transactions are performed in driver licenses field offices or tax collector offices. The technical environment in driver licenses field offices consists of FDLIS, a client/server application executing in the tax collector or driver license office, enables the basic driver licensing process workflow and stores specific driver license information(including vision and skills test results) on the local office server in a SOLID database. At different intervals the scan, image, driver and card control information on the local server is sent to the central driver license databases DL PROD, DL IMAGE, DL SCAN and FLIMS.

DHSMV bureaus use the Driver License Maintenance System (DL MAINT/MOTORIST MAINT) to view and update driver records. For example, first time driver license identification for citizens or non-citizens is done by a DHSMV bureau.

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

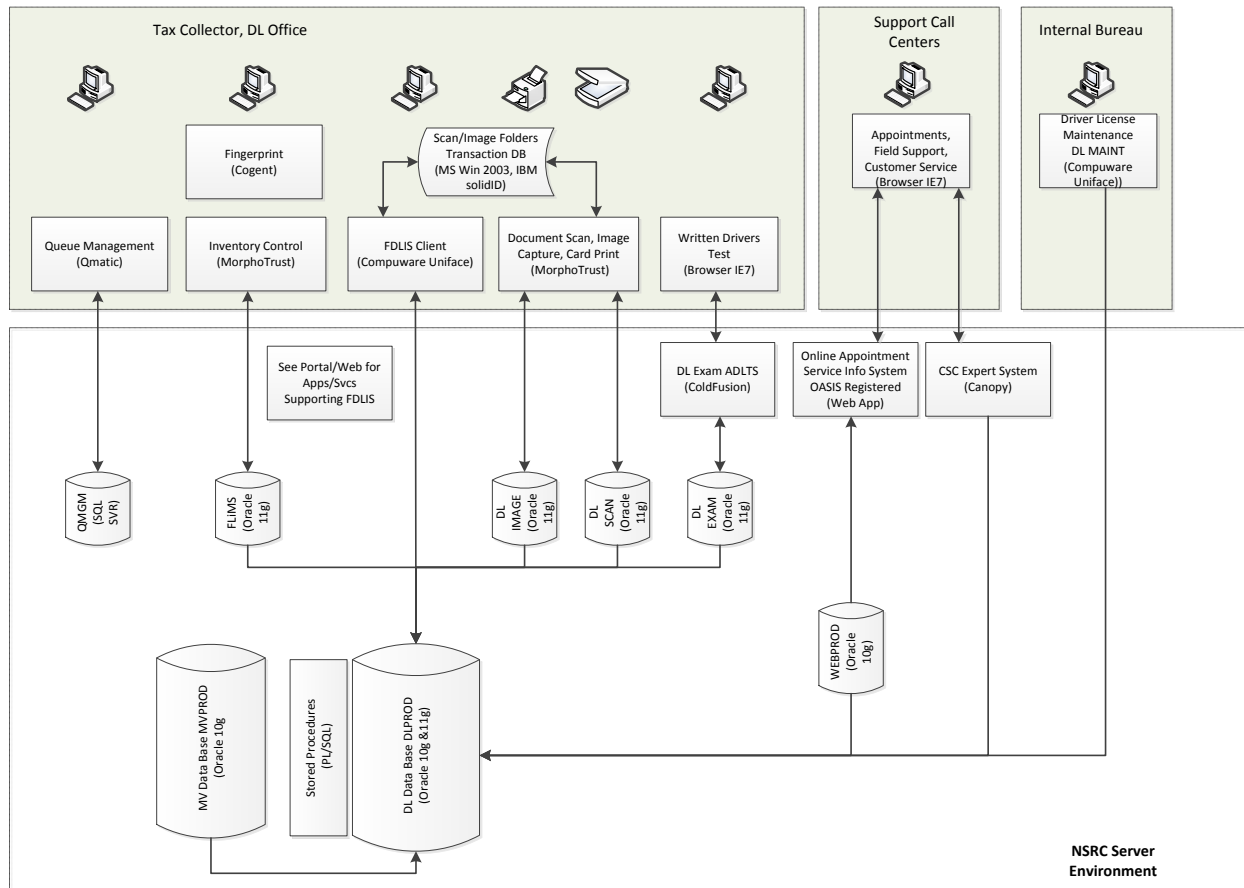


Figure 5-3- DL System Overview

ii. Driver License and Motor Vehicle Renewals Overview

The Division of Motorist Services currently process driver licenses renewals. The following Motor Vehicle renewals are processed in conjunction with the county tax collectors:

1. Vehicles and vessels
2. Parking permits
3. Mobile homes
4. Delinquent mobile homes

The schedules for renewal notifications vary depending on the renewal type. This provides tax collector renewal vendors adequate time to review and process the renewal data. For example, vehicles and vessels, and parking permits are pulled approximately three months prior to their renewal period. Mobile homes are pulled approximately four months in advance and delinquent mobile home renewals are pulled separately from general mobile home renewals upon request by county.

DL renewal notifications originate with DHSMV, where eligibility must be revalidated (DLPROD) and addresses verified prior to printing. Once complete, the data is sent on to Pitney Bowes for printing and mail out to the customers.

After a customer receives their renewal notice, they then mail their DL renewal directly to the Department of Revenue (DOR) for processing. The Department contracts with DOR for the high speed processing of renewals. Once processed, DOR sends the file to DHSMV for printing and revenue collection. Driver licenses are processed via the Central Issuance Processing System (CIPS) and then sent on to Pitney Bowes for distribution. Figure 5-4 illustrates the DL renewal process.

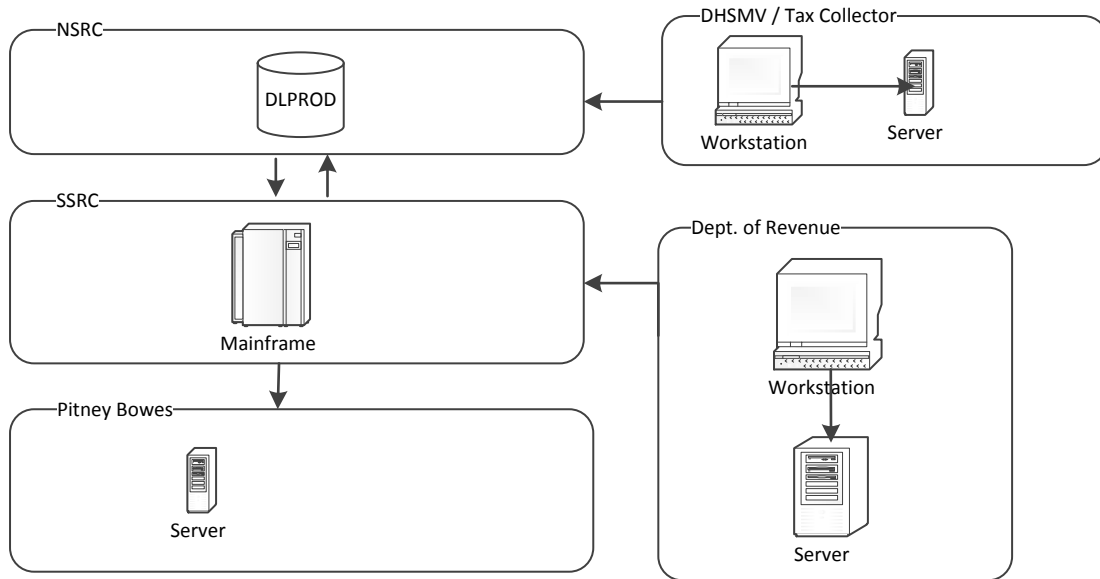


Figure 5-4- DL Renewal System Overview

The Department initiates the MV renewal process by pulling a flat file of all eligible renewals three months prior to respective expiration dates. Vehicles, vessels, and parking permits are often referred to as date of birth (DOB) renewals. Mobile homes and delinquent mobile homes are pulled in August, as the expiration date for these is always December.

Once the files are pulled, the Department validates the records to ensure there are no stops or other issues with the records that would prevent a renewal. Addresses are then verified and fees are calculated.

Once calculated, a sample of each fee type is extrapolated and examined and validated internally. If the fees are all determined to be good, the Department then notifies the SSRC all is valid and the files can be released via FTP to the vendors for printing and distribution. When customers receive their renewal notification, they can then go online through Virtual Office or mail in their renewal to their tax collector for processing. Figure 5-5 illustrates the MV renewal process.

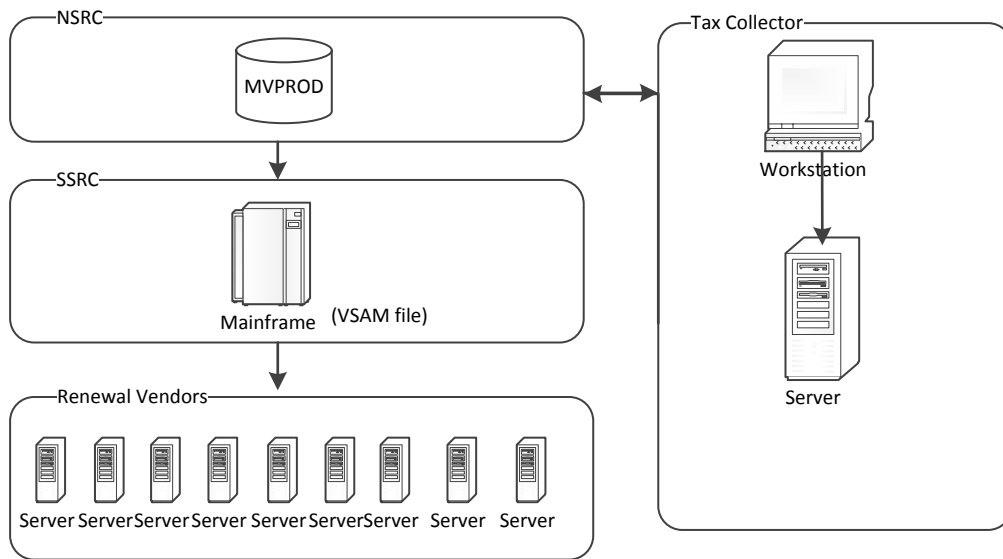


Figure 5-5- MV Renewal System Overview

iii. Florida Highway Safety Motor Vehicle Portal/Website (FLHSMV.GOV) Overview

The Florida Highway Safety Motor Vehicle Portal/Website (FLHSMV.GOV), related web applications and web services are used by citizens, private partners, driver license offices, motor vehicle offices and county tax collectors to access driver license and motor vehicle information (DL PROD and MV PROD) and initiate self-service transactions. The database WEB PROD is used to store web site transaction information.

The web applications and services can be segmented into three categories: those used to support online access by the public, those used to support FDLIS or FRVIS processing, and those used to support both FDLIS and FRVIS processing.

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

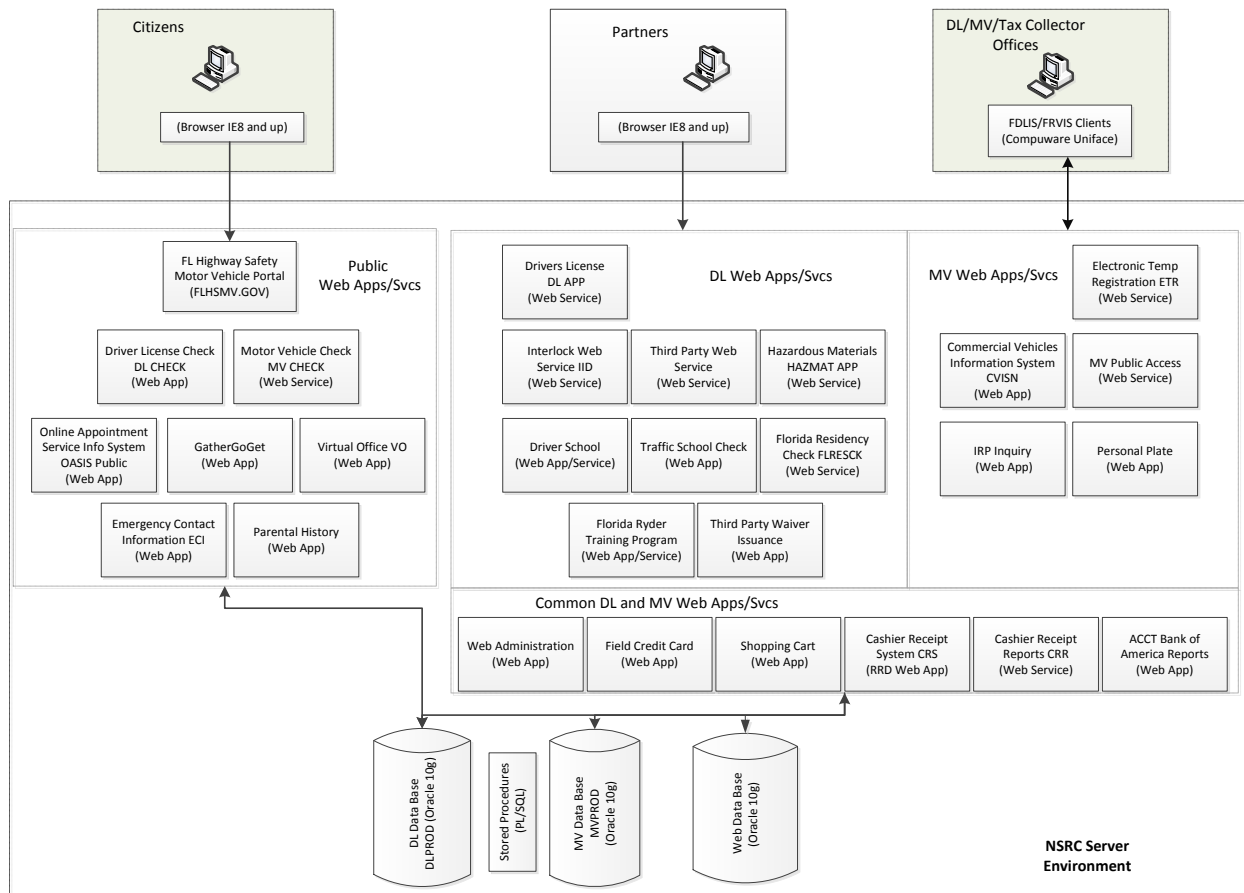


Figure 5-6- Portal/Web System Overview

iv. Disaster Recovery, Standby, Data Warehouse and Reporting System Overview

For disaster recovery, standby and backup purposes DL PROD, MVPROD, WEB PROD, DL IMAGE, DL SCAN, FLIMS and DL EXAM are replicated real time from the NSRC environment to the disaster recovery/standby environment. When a disaster is declared, access to driver license and motor vehicle information will be granted to citizens and law enforcement through the web application and DAVID respectively. The NSRC and disaster recovery/standby environments are in separate cities.

Backup tapes with a periodic offsite rotation are created from the SSRC environment databases.

The tax collector, driver license and motor vehicle field offices are governed by site specific local office disaster recovery/backup policies and procedures. This means that the Department has limited control over the continuity of the data in the field.

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

Operational reports are embedded in the FDLIS and FRVIS applications. Business intelligence reports are produced from the data warehouse. Long running query reports are produced from the replicated disaster recovery/standby databases.

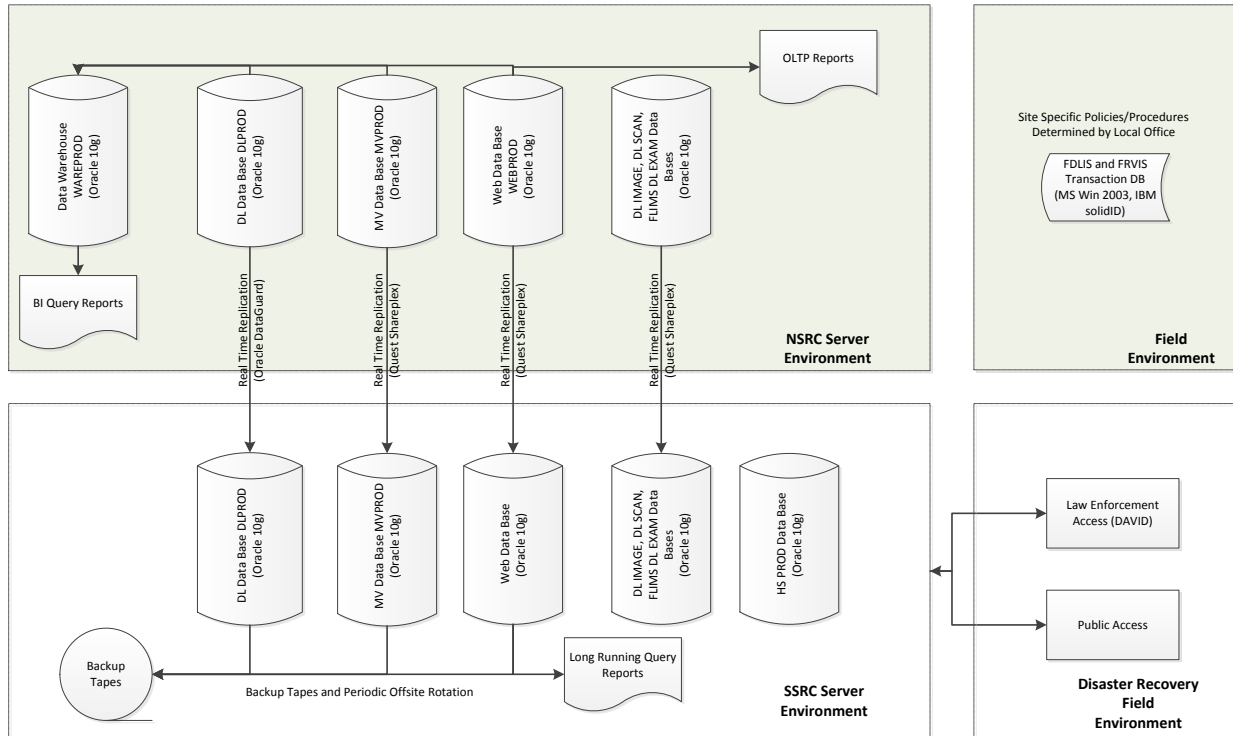


Figure 5-7- DR, Data Warehouse, and Reporting System Overview

c. Current system resource requirements

Table 5-1 - Current System Resources summarizes the technical resources utilized in the current system.

System	Accessibility	Usage	Hardware Platform	Software Platform	Database Platform	Program Languages	Key Staffing Requirements	Estimated Operating Costs
DL FDLIS	Restricted access to tax collectors and DL field offices	Max ~4000 concurrent/day	HP ML 370/Dell 2600	Windows 2003	IBM SolidID, Oracle 11g, Oracle 10g, SQL SVR	Uniface, CIC, COBOL, Unix scripts, C, PL/SQL	Programming Platform Motorist Support Platform Systems (AD) Network Database Business Applications	\$3,979,492
DL Mainframe	Batch	2834 jobs between DL and MV mainframe	IBM z10	CIC, z/OS 1.9	Oracle 10g, VSAM & flat files	COBOL, Secure FTP, Unix scripts, CICS, FOCUS, Uniface, UNI, PL/SQL	SSRC	
MV FRVIS	Restricted access to tax collectors and DL field offices	Max ~3600 concurrent/day	HP ML 370/Dell 2600	Windows 2003	IBM SolidID, Oracle 10g	Uniface, COBOL, Uniface/Windows servers, C, Visual Basic, Rational Application Developer (RAD), IBM Exchange Mailbox	Programming Platform Motorist Support Platform Systems (AD) Network Database Business Applications	
MV Mainframe	Batch	2834 jobs between DL and MV mainframe	IBM z10	CIC, z/OS 1.9	Oracle 10g, VSAM & flat files	COBOL, Secure FTP, C, Unix scripts, CICS, Uniface, PL/SQL, Uniface/Windows servers, Visual Basic, Rational Application Developer (RAD), Mainframe FTP, SQL, FTP, IBM Exchange Mailbox	SSRC	\$2,517,009
FLHSMV.gov	Public access (MV & DL related pages, documents)	~40k web hits / day	Dell 2850/2950	Sun v 7.5 Windows 2003 Pac 2	Oracle 10g	ECLIPSE, HTML, JavaScript, FileZilla, Cold Fusion	Programming	\$48,220

System	Accessibility	Usage	Hardware Platform	Software Platform	Database Platform	Program Languages	Key Staffing Requirements	Estimated Operating Costs
	for the public, Dept's home page, FHP, etc.)							
DAVID DAVE IRIS JIS	Restricted access to law enforcement and other CJ agencies, state agencies, internal bureau, Office of Supreme Court Administrators	~7.5 million web hits / month	Solaris 9 – Sun Blade 2000, V-480, V-490, V-215, V-210	Unix OS, Sun v6-7	Oracle 10g, Oracle 11g	Java and Java Servlets, Unix scripts	Programming Platform Motorist Support Business Applications Network	\$35,971
Data Warehouse & Reporting	Restricted update access to ISA, inquiry granted to various data analysts	~20 people have access to wareprd	Old and new HP Microsoft	HPUX (was true 64)	SQL SVR	BI query SSIS, SSAS, SSRS, Excel, Performance point	Programming SQL Server DB Support Platform Systems (AD)	\$324,674
Renewals	Restricted access to tax collectors and DL field offices	~10 DL Programs ~11 MV Programs	IBM z10	COBOL, z/OS 1.9	Oracle 10g	COBOL, Elixir, PL/SQL	Host Services SSRC Pitney Bowes Dept. of Revenue	\$941,902
SharePoint	Restricted access to internal bureau and tax collectors	304 sites	Dell 2850/2950 Virtual (VMWare)	Windows 2008 64-bit IIS	SQL SVR	.NET, C#	Programming SQL Server DB Support Platform Systems (AD) Business Applications	\$114,652
Phone / IVR	Public access		eServer Xseries 206 eServer Xseries 206 Proliant ML 370 Proliant DL 360 G4P	W2K3 Server SP1 – Standard Edition, W2K3 Server SP2 – Standard Edition		.NET, C#	FDLIS Support Staff Telecommunications Platform Systems (AD)	\$135,937

Table 5-1 – Current System Resources

d. Current system performance

Due to the decentralized, multilayered nature of the current technology system, there are no standard system wide performance metrics available. There are no existing service level agreements (SLAs) negotiated with consumers of technology services.

However, the complexity and age of the current technology environment creates support and maintenance issues, which in turn presents risks to the business. From a technical perspective, the Department deals with:

- **Difficulty locating and retaining staff with necessary skill sets:** The number of different systems and the age of some of those systems make it difficult to find and retain staff with the necessary skill sets. Sometimes training is not feasible because of budget limitations or the lack of available courses in older technology.
- **Increased support, maintenance and contractor costs:** Maintaining older technology is more expensive. The number of technical problems and maintenance cost increases as hardware and software environments age. . Skill sets to support the older environments become scarcer with fewer contracting firms offering support services at increased cost.
- **Data synchronization complexity introduces errors:** The segregated databases and inability of older technologies to integrate at the business logic or interface layers requires the use of complex automated database processes or re-keying to synchronize data, which leads to a greater incidence of data errors.
- **Difficulty fixing bugs or implementing changes:** The complexity and inflexibility of the environment causes relatively straightforward changes to take significant effort. For example, when the Legislature changed the fee structures for the Department's services in 2009, the effort it took to update FDLIS, FRVIS and other related systems included in excess of 16,200 hours over a four month period and involved external vendors as well as 50 ISA staff. This did not include business hours expended in the effort.
- **Difficulty integrating software:** Integrating software programs can eliminate duplicative data entry/storage, improve process flow and provide a single interface for the user. However, integration requires either extensive custom programming or newer technology that has "universal connectors" (like web services, SOA, etc.) built in the technology. Some software integrations are simply not possible with decades-old technologies.

2. Information Technology Standards

The Department's current technical architecture standard will be based on Microsoft's .NET framework, Oracle relational database, Microsoft's SQL Server relational database, a service-oriented architecture (SOA), and web-based customer facing interfaces.

As the key component of the Department's infrastructure, SOA aptly centers on the concept of service. Using SOA enables the Department to support the business of Motorist Services with greater agility, flexibility, and optimized performance. SOA system design intentionally focuses on the business of an organization and aligns the technology and infrastructure in support of the business. SOA also enables specific functionality to be more easily exposed externally depending on the overall business or customer needs. Specific services can be reused across the the system, increasing data exchange and avoiding silos, all while optimizing performance and increasing the responsiveness to business needs.

B. Current Hardware and/or Software Inventory

The following hardware and software inventory encompasses those components directly related to the proposed solution to re-engineer FDLIS, re-engineer renewals, develop the myDMV portal, redesign the database, and implement master data management.

Component	Purchase & Warranty Expiration Dates	Current Performance Issues or Limitations	Business Purpose	Estimated Annual Maintenance
Mainframe		Technologies used to support mainframe applications becoming obsolete along with staffing resources needed to support Manual intervention required for several programs, introducing the potential and reality of human errors and failure points Several jobs related to renewals require lengthy run times (overnight and/or across multiple days) and any issues with the jobs shorten the length of time vendors have to generate the renewals	Supports the various batch-related systems used in the motorist services business processes	SSRC Costs \$1,159,224
Database Servers	Expires Oct 2015	All SOLID databases used in the field are costly and cumbersome to maintain; deployment of any updates is time consuming and intensive Synchronization of multiple and disparate servers introduces the potential for errors and/or discrepancies SOLID databases used in the field also introduce potential for lost data due to lack of monitoring and unexpected outages Lack of monitoring / auditing capabilities for the SOLID databases used in the field	Store and provide access to all motorist services data	NSRC & SOLID DB Licensing Costs \$2,760,664
Application Servers Web Server Services Server		Lack of optimization and synchronization introduces potential for errors and/or lost data	Provides multiple access points to motorist services applications both internally and externally	
FDLIS	N/A (custom built)	System is over 10 years old and the design did not anticipate the current rules and requirements Developed using a programming language for which it is	Primary system for DL issuance and ID processing	In-house staff support & additional AAMVA related operational

Component	Purchase & Warranty Expiration Dates	Current Performance Issues or Limitations	Business Purpose	Estimated Annual Maintenance
	system)	extremely difficult to acquire expertise The underlying databases are isolated from other Department functionality and do not inter relate well with other systems		costs \$3,979,492
Renewals	N/A (custom built system)	No high-speed process to integrate tag renewals along with DL renewals	Provides notification to the public of upcoming driver license and vehicle renewals	In house staff support & DOR High Speed Processing \$941,902
Virtual Office	N/A (custom built web app)	Security Due to security issues with the sensitive data accessed from this system, security measures have been put in place that are cumbersome for end users The system is not well segregated and defined for ease of use by citizens	To provide a convenient online location for citizens to perform designated transactions related to their business with the Department	\$12,055* *Estimated 25% of FLHSMV in-house staff support only

Table 5-2 – Hardware/Software Inventory

C. Proposed Solution Description

1. Summary Description of Proposed Solution

The proposed solution design incorporates a service-oriented architecture (SOA) that provides a solid yet flexible foundation and customer-centric database redesign on which the solution can be developed. The proposed solution consists of the components identified in the following matrix:

Component	System Type	Technology	Connectivity	Security / Privacy Considerations	Development / Procurement Approach	Internal / External Interfaces	Maturity / Longevity of Technology
Database Redesign	Database	Oracle RDBMS	Internal	ISA Security Policy / Limited access	In-house development	All FLHSMV Systems Tax Collectors Field Offices	High
Master Data Management	Database	To be determined	Not applicable	ISA Security Policy / Limited access	Procure tool(s) and services	All FLHSMV Systems Tax Collectors Field Offices	High
DL Issuance	Internal Client Application With Internal Service Interface	Microsoft .NET (C#) InRule Business Rules Engine Oracle RDBMS Web Services	Thin Client / Web Services	ISA Security Policy / Limited access / Partner Authentication	In-house development	All FLHSMV Systems Tax Collectors Field Offices	High
MyDMV	External Web Site / Internal Web Services	Microsoft .NET (C#) Microsoft SQL Server Business Intelligence Suite InRule Business Rule Engine Oracle RDBMS	Internet / Web Services	ISA Security Policy / Limited access	In-house development	Public DL Related System Functionality	High

Component	System Type	Technology	Connectivity	Security / Privacy Considerations	Development / Procurement Approach	Internal / External Interfaces	Maturity / Longevity of Technology
DL & MV Renewal Notification Service	Internal Interface	Microsoft .NET (C#) InRule Business Rule Engine Oracle RDBMS	Internet Service/SFTP	ISA Security Policy / Limited access Partner Portal authentication & credential management	In-house development	All FLHSMV Systems DOR (High-Speed Renewal)	High

Table 5-3 – Proposed Solution

Figure 5-8 – To-Be System Overview highlights the changes to the current technology environment.

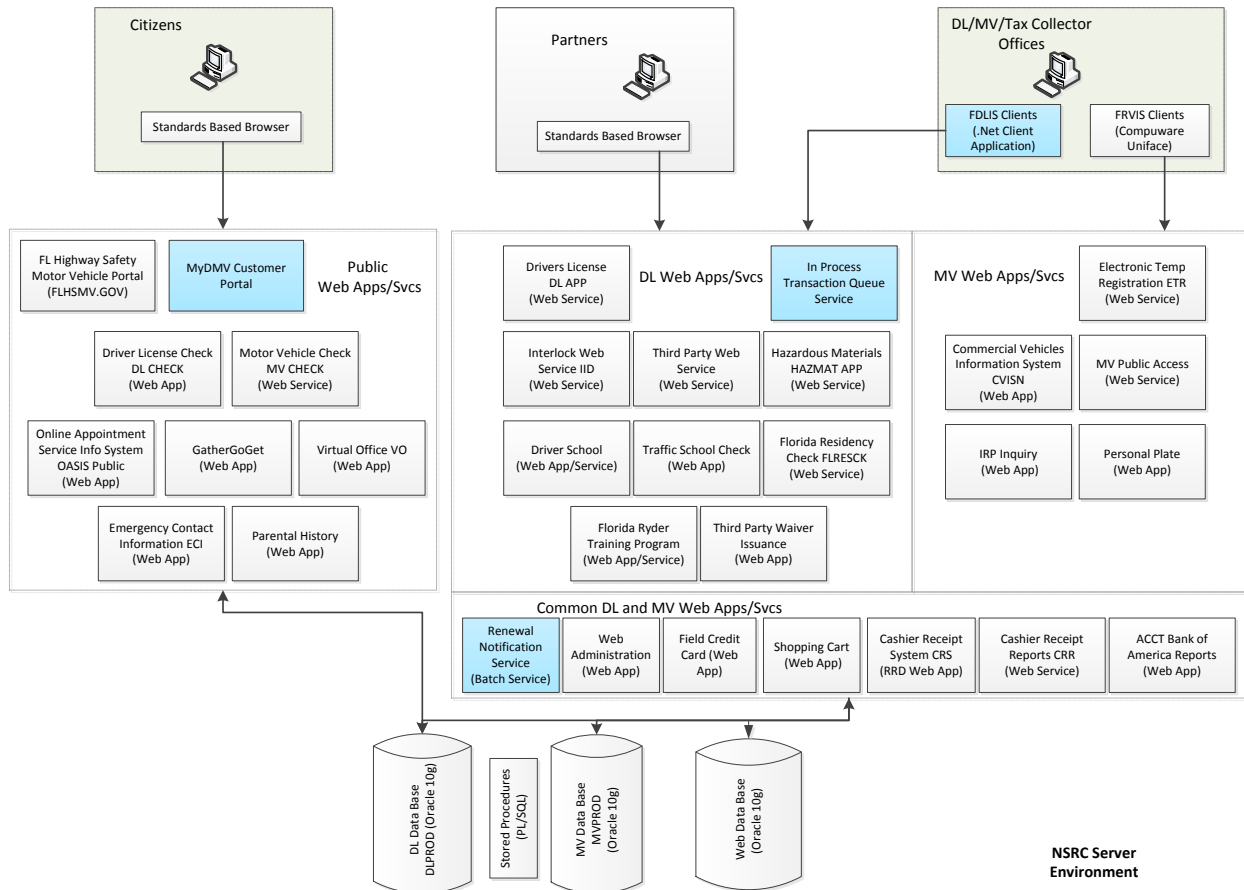


Figure 5-8 – To-Be System Overview

a. Database Redesign

Motorist Modernization – Phase I incorporates database redesign as the foundation on which the proposed solution is built. As such, this effort is critical to the success of building a consolidated, customer-centric database from which all future systems are developed. By redesigning the database, the Department can eliminate inefficiencies, redundancies and discrepancies present in the current database implementations and build a central repository of accurate data, free of duplications and errors and available for reporting in a timely fashion. The core of this new database design will be a unified customer centric model which will contain all details necessary to support all areas of Motorist Services business.

The new design will require the development of a new schema for online transaction processing (OLTP) to support all Department applications. It will also involve the development of a new data warehouse schema which will support the reporting needs of the business units.

A top down approach will be used to design the new database models. This will include:

- Work closely with the business units to identify the basic entities which make up an Enterprise wide data model

- Identify and document the necessary attributes of all entities which will become the Enterprise data dictionary
- Identify confidentiality and security requirements for each attribute
- Identify the relationship between attributes and business processes and Agency systems
- Standardize the presentation of attributes so that they are consistent across the enterprise
- Review current data models to determine which components fit the business requirements.
 - Identify ways to eliminate redundant data
 - Investigate ways to increase business process efficiency through a data driven design
 - Eliminate the possibility for discrepancies by consolidating core attributes

This model will support all Agency activities going forward. In the near term, this will include the reengineered FDLIS, FRVIS and myDMV applications. Thus, the life expectancy of the data model is closely related to the usage of those systems.

The implementation of this data model can utilize existing resources on the Oracle database servers. However, it is necessary that this implementation be based on the latest version of the Oracle database software. To that end, shared data center resources will be needed to install and configure a new Oracle home for the implementation of the system. Two database instances will be needed in this new home – one for OLTP and the other for the associated data warehouse. Therefore, the shared data center will assess its monthly fee for the maintenance of two additional Oracle instances.

This effort will require the following software:

- Oracle Database 12c Enterprise Edition (Available under current licensing)
- CA Erwin Data Modeler Workgroup Edition
- Blueprint

b. Master Data Management

The Master Data Management (MDM) effort will recognize the importance of Department data as a valued asset of the people of the State of Florida. As such, it will require the establishment of a sound data governance discipline within the Department. This involves the development of expectations, practices, policies, requirements, procedures and implementations established to protect this asset.

In order to successfully adopt a data governance discipline throughout the Department, it will be necessary to identify the owner of specific data elements and to fully recognize key members of the business units as stewards of their data. These data stewards will work with the project team to:

- Identify key entities which comprise the Department’s data
- Identify which stewards are responsible for governance of specific entities
- Identify requirements for data quality such as format, acceptable values, etc.
- Identify methods and restrictions for accessing specific data components

- Identify methods and restrictions for the manipulation of individual data components
- Identify procedures required for making data model changes
- Work with the Enterprise Data Modeler to ensure that the data is represented in a consistent and usable fashion

These data governance activities and decisions will allow for the collaboration between new efforts and legacy systems while protecting the integrity of the data assets.

A large component of this effort will involve the creation of synchronization processes between the new customer-centric data model and the older data models that make up the legacy systems. Using rules and processes defined with the help of the business units, this process will ensure that data is shared between these environments in a consistent and reliable way.

The majority of the resources and funding required for master data management will be the dedicated staff needed to implement and manage the Department's data governance policy.

Implementation of the synchronization processes needed between the new data model and legacy systems will also require a significant staff and funding commitment. This will require the procurement of tools which will facilitate that synchronization. New servers will likely be required for these tools. A Request for Information (RFI) will be needed to determine what options are available for this synchronization and what the specific requirements may be.

c. **Driver License Issuance**

The first subsystem is the replacement of the Florida Driver License Issuance System (FDLIS) and its underlying subsystems. FDLIS is the system responsible for issuing driver licenses, issuing identification cards, updating customer information, and issuing employee badges. Re-engineering FDLIS will ensure maintainability in the future, as the availability of staff that has experience with the proposed solution's base technologies is growing, whereas the availability of staff to maintain the as-is system with its current technologies is shrinking drastically. Moving to a system that is based on best practices with proven technologies such as a .NET programming language with a service oriented architecture (SOA) gives the application flexibility to adapt in the future, increases maintainability, and gives room for expansion with minimal changes to the current application when future requirements are added to comply with changing business needs and legislatively enacted policies.

The redesign of the FDLIS application uses a modular component strategy. This design gives flexibility for each component through an interface-based design principle. The individual components of the system are described as follows:

1. **Web Services** - The FDLIS system will be built using a Service Oriented Architecture pattern. This involves breaking out the base logic from the application into reusable pieces and provided as services. This design also allows for adding additional front end applications to consume the same services if in the future a different style application is determined to be needed. A new application can reuse business logic

that is embedded in the service layer, saving the need to reengineer the business logic, validation logic, and consolidating all the associated concerns across related application in to one area.

2. **Client Application** - Chosen for the ability to leverage the built in power of the operating system, a client application installed on the workstation is able to interface with the hardware need to complete the tasks required during the issuance workflow such as capturing photographs, signatures, and scanning documents. This is also the most flexible solution for future requirements if additional hardware requirements are added.
3. **Web Applications** - Pieces of the application that do not require any hardware interaction will take advantage of the lower cost of maintenance and deployment associated with a web application. Administration of the users, and reporting can all be accomplished in part or whole through a web application.
4. **Database** - Storage of the data in a relational database is an industry standard and best practice. The current relational data model is not based on best practices and will be upgraded when possible while maintaining interoperability with other internal and external systems that rely on the data captured by the FDLIS application.
5. **Data Warehouse for Reporting** - To keep the data in a form that focuses on reliability and maintainability, the reporting on the data will be done from a data warehouse which formats the data to provide fast and accurate reporting without compromising the data that the agency applications rely on.

The proposed FDLIS is designed as a client-server application. The application relies on the connection to the data center to be able to operate. The application will be deployed in three different networking environments:

1. **FLHSMV offices** - connected through the secure department network already established.
2. **Tax collector offices** - connected through a combination of local maintained networks, secure department networks, and secure internet connections.
3. **Public sites** - connected through secure internet connections.

All development will occur in house using FTE and staff augmentation contractors. Development will be based upon the Microsoft .NET environment with Oracle and Microsoft SQL Server databases as data stores. The development methodology will be a blended approach. All requirements will be gathered up front using a waterfall style approach.

The proposed FDLIS design will use a series of internal and external interfaces to accomplish the decoupled SOA design. In line with a SOA approach, internal services will be used between applications and the databases that store application data. Internal business services will be used in both client server applications as well as web based applications for the appropriate separation of concern. Interfaces with a need to be exposed externally will be exposed through a web service layer that is built on top of the appropriate internal service and includes the appropriate security measures (authentication, encryption, authorization).

The .NET and databases in use are extremely mature and being used world wide. The Service Oriented Architecture (SOA) approach allows for ease of maintenance, isolation of tasks, and seamless upgrades. These technologies should have a life expectancy of 15 to 20 years.

d. Driver License Record Maintenance and Reporting

In order to stay interoperable with the changes to the underlying database and take advantages of the upgrades to all of the other changes in the driver license issuance system, the batch processes that maintain DL records and the automated reporting methods must be upgraded in unison. This will allow the Department to keep a standard architecture for accessing the DL records and increase maintainability for systems that are already in place. Using a standard development environment for all the processes that deal with DL records will also increase transparency of the system and make them more flexible for future changes.

The redesign of the DL Maintenance and Reporting uses a modular component strategy. The 3 components to be re-engineered are the batch transcript processing, penny sales, and citation processing. The individual components of the system are described as follows:

1. **Web Services** - These applications will use web services as integration points to communicate with other application or entities. In order to maintain interoperability with existing system, these will be additional interfaces, along with already existing interface methods.
2. **BizTalk** - The core logic for citation processing is contained in a BizTalk orchestration. This will determine the flow of the logic once a citation has been accepted and the appropriate action is taken on the driver record. This process will also handle communication to external and internal systems.
3. **Server Application** - Batch transcripts and penny sales are both non-interactive applications that generate files that are sent to internal units, external agencies, and private parties. These applications will run on the server and generate output documents or data sets that will be available for the appropriate entity at a later time.
4. **Web Applications** - The services built will have to integrate with already existing applications that manages users and roles for applications that interact with external agencies regarding transferring records.
5. **Database** - All data access methods will have to be updated to interface with the new data model implemented for driver records.

These services will be available to internally and externally, so the connectivity will have to include secure intranet and internet access. To continue to work with current systems, the data exchanges will have a process that reads and writes files from a SFTP site as a means of data exchange. Web services will be added in addition when applicable.

e. Renewal Notification Service

The renewal notification service is a process the Department provides to internal and external entities to provide the information for upcoming expiration of FLHSMV-

managed credentials. The most common credentials issued by the Department are driver licenses and motor vehicle registrations. The proposed system is a modular design that expands the capabilities of the current system through proven technologies integrated for a custom fit based on industry research and best practices. An automated process would manage notifying the appropriate agency when someone under their jurisdiction has an impending credential expiration approaching. The system would provide all the appropriate information to the agency for them to notify the customer. Some of the data that is provided will come through an enhanced fee engine that calculates fees for driver and motor vehicle based charges. Another piece of the system will allow Department personnel to query the system to see historical data, when the provided data was made available, and what data was provided. The current system provides an automated way to process motor vehicle registrations that are imported to the Department. The proposed solution will expand on this functionality to create an interface into that agency that can process motor vehicle and driver license renewals.

Renewal Notification application uses a modular component strategy. The individual components of the system are described as follows:

- 1.) **Batch Processing Service** - A recurring process will be run based on a business-defined timeline that will query the user credentialing data to determine what customers need to be notified about impending expiration of their current credentials. This information will be sorted by the entity that has the responsibility to notify each customer. This data will then be made available to the correct entities through a secure file transfer protocol (SFTP) and/or web services. A notification will be sent to each partner entity once their data is available. DHSMV will also print and send any notification to a partner entity that has opted out of the responsibility to send driver license notifications.
- 2.) **Web Application** - A web application portion of the system provides the Department with management and reporting options on what data was provided and when. It would also allow the Department to verify that the automated processes are working as intended.
- 3.) **Web Services** - Using a SOA allows the agency to decouple the business logic of determining the correct data to provide the delivery mechanism. This would allow the agency to remove unused delivery mechanisms and add additional sources to the data interfaces provided to our partners.
- 4.) **Database** - In addition to querying the data that already exists, we will track when and what data we have provided to our partner entities for auditing, troubleshooting, and reporting.

This application is an internal application that will be exposed to external agencies. Partner Agencies will connect through the internet or LAN to the available web service or SFTP server through secure and encrypted channels. Authentication and credential management will be handled through the Partner Portal application. All information will be encrypted with a wire-level encryption technique in compliance with the ISA Security Policy.

All development will occur in house using FTE and staff augmentation contractors. Development will be based upon the Microsoft .NET environment with Oracle and Microsoft SQL Server databases as data stores. The development methodology will be a

blended approach. All requirements will be gathered up front using a waterfall style approach.

Internal interfaces will be provided in terms of web services to the consuming applications. External interfaces will be provided through the Department's external SFTP server and public-facing web services

The technologies that this project builds upon are of the highest maturity level. Tools for writing enterprise applications is best in class and confidence is high in Microsoft's enterprise application stack, based on past and present performance. Oracle is a proven name in storing relational data, with support options that allow the Department to operate with a very low risk factor. Designing with a SOA allows for flexibility and ease of maintenance for a system that is planned to be in production for many years. The estimated life expectancy of this system is 15 to 20 years.

f. MyDMV Portal

The MyDMV web portal is the next step in customer interaction directly with the Department. This will allow users to login in to an account created for them and manage a majority of their driver license interaction with the agency. This will create a convenience for each customer by providing a user-based login system. Having a particular user logged in will allow the system to be tailored to the tasks a specific user has available for a more individual experience. This will also improve on the current system implemented by the Department by providing a higher level of confidence that the user logged in is the correct user, based on improved security and authentication methods. Improved auditing functionality will improve transparency for the Department and its customers. The MyDMV portal will also serve as a platform for future development when additional interaction with customers is requested.

The MyDMV web portal is made up of the following components based on a decoupled SOA.

- 1) **Web Application** - The web application portion of the system is what external customers will be able to access. This will provide access to the functions provided by the Department based on what is available to that particular user.
- 2) **Web Services** - Data access from the system will be provided through web internal services. These services will also encompass reusable business logic, that will reduce duplication of system functions.
- 3) **Batch Jobs** - Parts of the my portal system cannot be completed in real time and must be run on scheduled batch processes. This also includes integration with already existing systems that provide batch processes.
- 4) **Payment services** - Some functions provided by the Department also have associated fees. These fees will have to be collected before any transactions can be completed.
- 5) **Fee Engine Integration** - used to determine the appropriate fee to be charged for a service.

This application is an external application that will be exposed to customers through the internet. Since this application will deal with protected user data, all communication will be encrypted in compliance with the ISA security policy.

- **Internal** - Internal interfaces will be provided in terms of web services for data access and modification for integration with other existing applications.
- **External** - External interfaces will be provided through the Department’s external public-facing web server.

The technologies that this project builds on are of the highest maturity level. The tools selected for the development of the proposed solution are considered best in class and overall industry confidence is high based on past and present performance. Oracle is a proven name in storing relational data, with support options that allow DHSMV to operate with a very low risk factor. Designing with a Service Oriented Architecture allows for flexibility and ease of maintenance for a system that is planned to be in production for many years. The estimated life expectancy of this system is 15 to 20 years.

2. Resource and Summary Level Funding Requirements for Proposed Solution

The Department’s current technical architecture standard is based on Microsoft’s .NET framework, Microsoft’s SQL Server relational database, Service Oriented Architecture (SOA), and web-based customer facing interfaces. The Department will continue to look for ways to reduce the equipment footprint in offices as we move forward. The Department established the Office of Motorist Modernization in June 2012 to ensure that these projects are successfully driven and implemented.

Motorist Modernization – Phase I will require staff augmentation in the Service Development bureau to assist with the development of components of the system. As we develop a new enterprise customer-centric database, the Department will also require the technical skills of an experienced data architect.

Motorist Modernization – Phase I will be achieved through a phased, iterative approach over an estimated two years. The work groups include Preparation, Select & Design, and Implementation Iterations.

Figure 5-5 – Resource and Funding Summary Table breaks down the list of resources and funding required across all years for each component of the Motorist Modernization – Phase 1 program. For more detailed information including funding requirements for independent validation and verification services (IV&V), please refer to the project budget information in the cost-benefit analysis.

Component	Resources	Funding
Database Redesign	Contracted Services	\$3,016,151
Master Data Management	1 Expert BA 1 DataWarehouse Implementation Services In-house Resources	
DL Issuance	Contracted Services 3 Project Managers 17 Sr. Developers 6 Business Analysts 7 Testers In-house Resources	\$11,917,552
MyDMV	Contracted Services 1 Project Manager 7 Sr. Developers 1 Business Analyst	\$3,813,806

Component	Resources	Funding
	2 Testers In-house Resources	
DL & MV Renewal Notification Service	Contracted Services 2 Sr. Developers 1 Business Analyst 1 Business Intelligence / Warehouse Developer In-house Resources	\$712,119

Table 5-4 – Resource and Funding Summary Table

D. Capacity Planning

Capacity planning is the discipline to ensure the IT infrastructure and applications are in place at the right time to provide the right services at the right price. All new applications should be architected to plan for future Motorist Systems modernization projects, developed utilizing modern, standards based platforms, and built for maximum flexibility and expansion.

Motorist Modernization – Phase I is expected to address the current system scope and resource consumption adapted for the new Motorist Services organization, support of field services and administration/support. It will also provide a platform for efficiently adding anticipated new functionality with short turnaround times. The proposed system capacity plan will be started during the Preparation and Select & Design Work groups of the Motorist Modernization – Phase I program.

VI. Schedule IV-B Project Management Planning

This section describes the program management discipline used to manage the components of the Motorist Modernization program, which will re-engineer the current driver licenses and motor vehicles technology environments. It is based on the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) framework. All program customers, stakeholders and participants are (or will be) familiar with the outlines of this framework.

A. Program Charter

The program charter establishes a foundation for the program by ensuring that all participants share a clear understanding of the program purpose, objectives, scope, approach, deliverables and timeline. It serves as a reference of authority for the future of the program. It includes the following:

Name

This program is referred to as Motorist Modernization – Phase I.

Purpose

The purpose of the program is to replace at-risk systems to allow the Department to improve customer service, meet the needs of the Tax Collectors performing issuance activities, increase data availability and quality, increase the ability to integrate with business partners and better support public safety.

Objectives

This program will meet the following objectives:

- Develop and document efficiency driven business processes
- Re-engineer Motorist Services technology with:
 - Real time interfaces
 - Streamlined data input
 - Compliance with legal requirements
 - Enhanced service delivery capabilities
 - Transactional accountability
 - Flexibility to grow
- Align the Motorist Services technology systems with the business processes
- Automate manual, paper-based processes to increase workflow efficiencies
- Employ project management best practices throughout the life of the project

Scope

Included in the scope of this program are the following:

- Re-engineer the Florida Driver's License Information System (FDLIS)
 - Issuance Functionality
 - Add / Modify Functionality
- Re-engineer the myDMV Portal
- Re-engineer the Renewal Process
- Redesign the Database, creating a customer-centric database foundation for current and future system redesign

- Procure and implement Master Data Management (MDM)

Exclusions from the scope of this program are:

- General Financial and Accounting system (however, basic cashiering and revenue distribution capabilities are in scope)
- General Procurement system (however, inventory management of driver licenses and motor vehicles stock is in scope)

Approach

The approach to the program is in three work groups: Preparation, Select & Design, and Implementation Iterations. Each Work Group consists of multiple activities.

The Preparation Work Group lays the business, technical and funding ground work for the succeeding two Work Groups. Activities included in this Work Group are the Feasibility Study, Motor Services Driver Related Issuance and Vehicle Related Enhancements Program Organization & Governance, Data Cleansing, and Business Process/Rules Documentation & Functional Requirements.

In particular, the following two activities will start during FY 14/15:

- **Business Process Redesign & Functional Requirements**

This project includes the design and documentation of the field and bureau business processes needed to support the new Department organization and ongoing transfer of responsibilities to the Tax Collectors with the current technology environment. New business processes along with business requirements/rules will be designed and documented to reflect a re-engineered technology environment. The project will also document the functional requirements that are needed to provide better service delivery and increase flexibility while utilizing current technology.

- **Database Redesign**

One of the Department's key challenges is the business's inability to easily access timely and useful information with which to make business decisions. This project will map existing data from the current data model to the new conceptual data model, document the business rules associated with the data elements, create a data dictionary, and identify the transformation process required to load existing data into the conceptual model. Data inconsistencies will be corrected as found in the current data model based on the documented business data rules. This activity is required to provide prospective vendors with the information needed to scope the data migration into a new system.

The Select & Design Work Group provides for the detailed design of the re-engineered solution. Activities included in this Work Group are Master Data Management Procurement, Technical Solution Design, Network & Hardware Design, and Implementation Planning.

The Implementation Iterations Work Group operationalizes the Motorist Services re-engineered solution. It includes Requirements Calibration/Process Reengineering/Training, Data Conversion, Network & Hardware Implementation, and Solution Development/Configuration/ Test/Deployment.

Deliverables

Table 6-1 – Program Deliverables contains a preliminary list of program deliverables. It will be updated during the Preparation Work Group – Program Organization and Governance Project.

Name	Work Group	Description
Program Charter	Preparation	A document authored by the Program Manager and issued by the Program Sponsor authorizing the Program Manager to apply resources to program activities.
Program Management Plan	Preparation	Includes but is not limited to one or more of the following documents: <ul style="list-style-type: none"> • Work Breakdown Structure • Resource Loaded Program Schedules • Change Management Plan • Document Management Plan • Quality Management Plan • Risk Management Plan • Issue Management Plan • Resource Management Plan • Program Budget
Risk, Issue & Action Registers	All Work Groups	Prioritized list of identified risks and actual issues during the program.
Status Reports and Meeting Actions	All Work Groups	Record of program status delivered and decisions/ actions taken.
Project Deliverables	Preparation	Includes Project Management and Project Specific deliverables.
Project Deliverables	Select & Design	Includes Project Management and Project Specific deliverables.
Project Deliverables	Implementation Iterations	Includes Project Management and Project Specific deliverables.

Table 6-1 – Program Deliverables

Milestones

Table 6-2 – Program Milestones is an initial list of milestones the program will adhere to.

Milestone	Work Group	Deliverables to Complete
Program Initiation	Preparation	Charter, Program Management Plan
Program Execution	All Work Groups	Updates to Charter, PM Plan, Risk/ Issue/ Action Registers, Status Reports and Meeting Actions
Project Initiation & Execution	Preparation	Project Management (e.g. Charters and Project Management Plans) and Project Specific Systems, Data Model/Entity Rules/Mapping, Business Process/Rules Documentation, Business Functional Requirements) deliverables
Project Initiation & Execution	Select & Design	Project Management (e.g. Charters and Project Management Plans) and Project Specific (e.g. Solution / Vendor, DHSMV Technical Design, Implementation Plan) deliverables
Project Initiation & Execution	Implementation Iterations	Project Management (e.g. Charters and Project Management Plans) and Project Specific (e.g. Iterative Implemented Solutions) deliverables

Table 6-2– Program Milestones

Stakeholders

Table 6-3 – Stakeholders identifies the current program stakeholders with a short description of their relationship to the program.

Customers/Users	Function Performed by Department
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Customers/Users	Function Performed by Department
Citizens and Businesses	Deliver Motorist Services
Mobile home manufacturers	License business and inspect manufacturing
Other states & jurisdictions	Provide information on driver and vehicle records received in Florida, receive information on driver and vehicle records received outside of Florida, and information exchange related to law enforcement and homeland security
Car manufacturers	License manufacturers in Florida and receive/process Manufacturer Certificate of Origin (MCO) in order to title vehicle
Rebuilt manufacturers	Inspect rebuilt vehicles and issue rebuilt titles if appropriate, allowing vehicles to be sold
Mobile home installers	License installers, inspect installations
Ignition interlock providers	License providers, track program completion and compliance
DUI programs	Approve and monitor DUI programs
Commercial driving schools	Approve applications from owners and instructors
Motorcycle training schools	License and train providers
Researchers	Provide data used for research
Commercial fleet manager / independent owner-operators	Issue Commercial Driver License (CDL), International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP)
Specialty plate entities	Sell specialty tags and send revenues in accordance with statute
Non-profit Organizations	Distribute voluntary contributions received in accordance with statute
Tax Collectors	Provide data in order to issue driver licenses, title and registration transactions on behalf of the Department
Private tag agencies	Provide data in order to issue title and registration transactions on behalf of the Tax Collector/Department
Car dealers	License dealers to do business in Florida
Electronic Filing System Vendors	Support use of an interface for dealerships to have real time access to vehicle registration and title information from the Department
Commercial data purchasers / entities with MOUs with Department	Provide/Sell data
Other Federal, state and local entities, e.g.: <ul style="list-style-type: none"> • Florida Department of Revenue • Florida Department of Business and Professional Regulation • Florida Department of State • Federal Department of Transportation/ Motor Carrier Safety Administration and Federal Highway Administration • Social Security Administration • Federal Department of Homeland Security (SAVE) 	Perform data exchange
Selective Service Administration	Register people eligible for the draft
Donate Life Florida	Register people for organ donation
Supervisor of Elections	Provide voter registration information
Courts	Enforce sanctions or judgments

Customers/Users	Function Performed by Department
Department of Revenue/Children of noncustodial parents	Suspend driver licenses of noncustodial parents that do not meet their court-ordered child support obligation
FHP / Law enforcement	Provide access in order to lookup identity information and other information related to maintaining public safety
FDLE	Report changes of address for offenders
Department Vendors (e.g., PRIDE, MorphoTrust, etc.)	Provide Commodities, equipment, and or services
American Association of Motor Vehicle Administrators (AAMVA)	Perform data exchange related to driver license and motor vehicle information
IFTA / IRP Inc.	Perform data exchange related to International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP), which distributes fuel taxes and registration fees to states based on use
Electronic Lien and Title Vendors	Support use of an interface for financial institutions to have real time access to vehicle registration information
Insurance Companies	Perform verification of driver insurance information

Table 6-3 – Stakeholders

B. Work Breakdown Structure

A complex program such as the Motorist Modernization - Phase I can be made more manageable by breaking it down into individual components in a hierarchical structure known as a work breakdown structure (WBS). The WBS defines at a summary level all work that will take place within the program. It serves as a common framework for planning, scheduling, estimating, budgeting, configuring, monitoring, reporting on, directing, implementing and controlling the entire program.

The High Level Work Breakdown Structure below is a preliminary WBS for the Motorist Modernization - Phase I Program. The WBS will be finalized during the Select & Design Work Group.

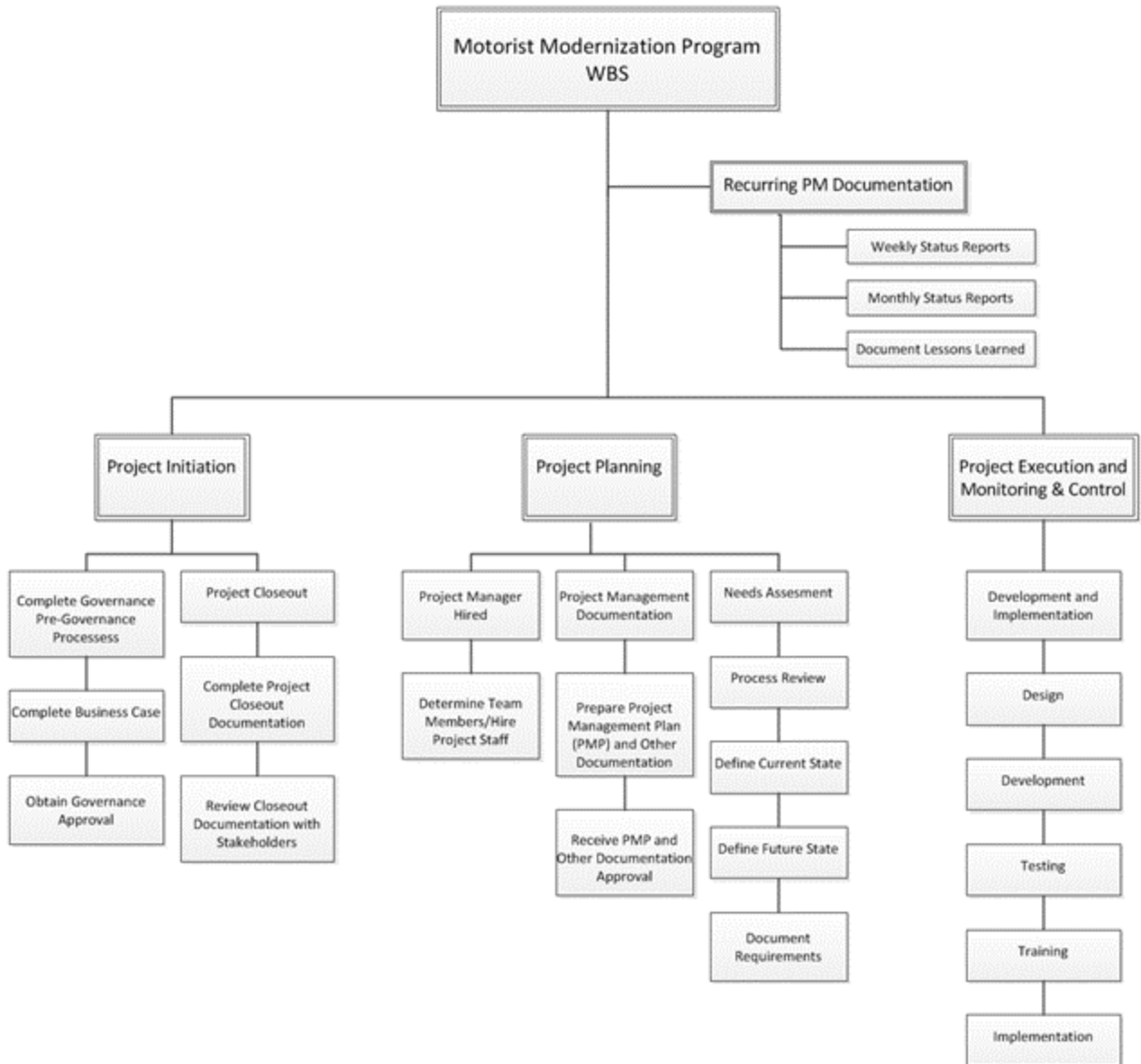


Figure 6-1 – High Level Work Breakdown Structure

C. Resource Loaded Program Schedule

Project Schedule Template - In House Development									
ID	WBS	Task Name	Duration	Start	Finish	Predecessors	Successors	Resource Names	
1	1	Motorist Modernization - Phase I	759 days	Fri 11/1/13	Mon 11/21/16			BA,Developer,PM	
2	1.1	Project Initiation (Completed Prior to Governance Approval)	0 days	Tue 7/1/14	Tue 7/1/14			12 Program Mgr	
7	1.2	Project Management Activities	756 days	Fri 11/1/13	Wed 11/16/16				
11	1.3	Project Planning	38 days	Tue 7/1/14	Fri 8/22/14				
43	1.4	Project Execution and Monitoring & Control	838.75 days	Fri 11/1/13	Tue 3/21/17				
44	1.4.1	Needs Assessment	389 days	Fri 11/1/13	Tue 6/2/15		177,159,141,142		
45	1.4.1.1	Conduct Kickoff Meeting	0.25 days	Fri 11/1/13	Fri 11/1/13			3,48,55,56,57,73 PM,Team	
46	1.4.1.2	Define Current State	60 days	Fri 11/1/13	Fri 2/7/14				
47	1.4.1.2.1	FDLIS Rewrite	60 days	Fri 11/1/13	Fri 2/7/14			51 SME,BA	
48	1.4.1.2.2	Renewal	15 days	Fri 11/1/13	Mon 11/25/13	45		52 SME,BA	
49	1.4.1.2.3	MyDMV / Virtual Office	15 days	Fri 11/1/13	Mon 11/25/13	45		53 SME,BA	
50	1.4.1.3	Define Future State	120 days	Mon 11/25/13	Fri 5/23/14				
51	1.4.1.3.1	FDLIS Rewrite	75 days	Fri 2/7/14	Fri 5/23/14	47		SME,BA	
52	1.4.1.3.2	Renewal	30 days	Mon 11/25/13	Thu 1/16/14	48		SME,BA	
53	1.4.1.3.3	MyDMV	25 days	Mon 11/25/13	Thu 1/9/14	49		SME,BA	
54	1.4.1.4	Document Requirements	60 days	Fri 11/1/13	Fri 2/7/14		29,150,86,85,87		
55	1.4.1.4.1	Determine Business Requirements - FDLIS Rewrite	60 days	Fri 11/1/13	Fri 2/7/14	45		SME,BA	
56	1.4.1.4.2	Determine Business Requirements - MyDMV	15 days	Fri 11/1/13	Mon 11/25/13	45		SME,BA	
57	1.4.1.4.3	Determine Business Requirements - Renewal	30 days	Fri 11/1/13	Wed 12/18/13	45			
58	1.4.1.5	Requirements Validation and Approval	12.5 days	Wed 10/1/14	Fri 10/17/14				
59	1.4.1.5.1	User Validation of Requirements - FDLIS	12.5 days	Wed 10/1/14	Fri 10/17/14			62 SME,BA,DBA,Dev	
60	1.4.1.5.2	User Validation of Requirements - Renewal	12.5 days	Wed 10/1/14	Fri 10/17/14			63 SME,BA,DBA,Dev	
61	1.4.1.5.3	User Validation of Requirements - MyDMV	12.5 days	Wed 10/1/14	Fri 10/17/14			64 SME,BA,DBA,Dev	
62	1.4.1.5.4	Approval of Requirements - FDLIS Rewrite	0 days	Fri 10/17/14	Fri 10/17/14	59	100,101,102,103	Team	
63	1.4.1.5.5	Approval of Requirements - Renewal	0 days	Fri 10/17/14	Fri 10/17/14	60	109,110,111,111	Team	
64	1.4.1.5.6	Approval of Requirements - MyDMV	0 days	Fri 10/17/14	Fri 10/17/14	61	118,119,120,121	Team	
65	1.4.1.6	Architecture Review Board - Conduct Requirements Review	5 days	Fri 10/17/14	Fri 10/24/14	64		66 ARB Reviewer	
66	1.4.1.7	Update Requirements Based on ARB Results	5 days	Fri 10/24/14	Fri 10/31/14	65		70 BA	
67	1.4.1.8	Primary Data Center (PDC) Needs Analysis	63 days	Fri 11/1/13	Tue 2/11/14				
68	1.4.1.8.1	Planning Meeting with PDC	3 days	Fri 11/1/13	Tue 11/5/13			69	
69	1.4.1.8.2	Purchase Software	60 days	Wed 11/6/13	Tue 2/11/14	68		PM,ISM	
70	1.4.1.9	Requirements Complete	0 days	Fri 10/31/14	Fri 10/31/14	66			
71	1.4.2	Master Data Management (MDM)	219 days	Fri 11/1/13	Mon 9/22/14				
72	1.4.2.1	Database Redesign / MDM	192 days	Fri 11/1/13	Mon 7/28/14				
73	1.4.2.1.1	Baseline Analysis - Current Data Model / DB Structure	20 days	Fri 11/1/13	Wed 12/4/13	45	80,74	SME,BA,Data Arch	
74	1.4.2.1.2	Baseline Analysis - To-Be Data Model / DB Structure	40 days	Wed 12/4/13	Fri 2/7/14	73		SME,BA,Data Arch	
75	1.4.2.1.3	Develop Conceptual Model	60 days	Fri 11/1/13	Thu 2/6/14			76 DBA	
76	1.4.2.1.4	Develop Logical & Physical Models	60 days	Fri 2/7/14	Thu 5/1/14	75		77	
77	1.4.2.1.5	Document Data Dictionary	30 days	Fri 5/2/14	Fri 6/13/14	76		78 DBA	
78	1.4.2.1.6	Documentation of the Database	30 days	Mon 6/16/14	Mon 7/28/14	77		89 DBA,Developer	
79	1.4.2.2	Conduct Department Training on MDM	1 day	Mon 12/9/13	Mon 12/9/13		80,82	Trainer	
80	1.4.2.3	Develop Data Governance Plan	45 days	Tue 12/10/13	Wed 2/19/14	79,73			
81	1.4.2.4	Procurement	195 days	Tue 12/10/13	Mon 9/22/14				
82	1.4.2.4.1	Develop RFP	90 days	Tue 12/10/13	Wed 4/23/14	79		83 BA,Data Architect,	
83	1.4.2.4.2	Issue RFP	45 days	Thu 4/24/14	Thu 6/26/14	82		84	

Project Schedule Template - In House Development

ID	WBS	Task Name	Duration	Start	Finish	Predecessors	Successors	Resource Names
84	1.4.2.4.3	Negotiate and Award MDM Contract	60 days	Fri 6/27/14	Mon 9/22/14	83		Enterprise Arch, MN
85	1.4.3	Development and Implementation	777.5 days	Fri 2/7/14	Mon 3/20/17	54	177	
86	1.4.3.1	Design	120 days	Fri 2/7/14	Tue 7/29/14	54	3,134,131,92,95	
87	1.4.3.1.1	Develop Conceptual System Design	60 days	Fri 2/7/14	Fri 5/2/14	54		88 BA, SME, Developer
88	1.4.3.1.2	Design Prototype	60 days	Fri 5/2/14	Tue 7/29/14	87		BA, SME, Developer
89	1.4.3.2	Architecture Review Board - Conduct Design Review	3 days	Tue 7/29/14	Thu 7/31/14	78		90 ARB Reviewer
90	1.4.3.3	Update Based on ARB Results	3 days	Fri 8/1/14	Tue 8/5/14	89		DBA, Developer, BA
91	1.4.3.4	Configuration / Installation of Environments	45 days	Tue 7/29/14	Wed 10/1/14		161	
92	1.4.3.4.1	Installation/Setup of the Development Environment	15 days	Tue 7/29/14	Tue 8/19/14	86		93 Data Architect, DBA
93	1.4.3.4.2	Installation/Setup of the Test Environment	15 days	Tue 8/19/14	Wed 9/10/14	92		94 Data Architect, DBA
94	1.4.3.4.3	Installation/Setup of the Production Environment	15 days	Wed 9/10/14	Wed 10/1/14	93		Data Architect, DBA
95	1.4.3.4.4	Documentation of the Configuration / Installation	45 days	Tue 7/29/14	Wed 10/1/14	86		96 Data Architect, DBA
96	1.4.3.5	Architecture Review Board - Conduct IT Security and IS Review	3 days	Wed 10/1/14	Mon 10/6/14	95		97 ARB Reviewer
97	1.4.3.6	Update Based on ARB Results	3 days	Mon 10/6/14	Thu 10/9/14	96		Data Architect, DBA
98	1.4.3.7	Development	420 days	Fri 10/17/14	Tue 6/28/16		133,134,131,160	
99	1.4.3.7.1	FDLIS Rewrite	420 days	Fri 10/17/14	Tue 6/28/16			
100	1.4.3.7.1.1	Construct the Code	330 days	Fri 10/17/14	Mon 2/22/16	62		106 Developer
101	1.4.3.7.1.2	Document Code	330 days	Fri 10/17/14	Mon 2/22/16	62		104 Developer
102	1.4.3.7.1.3	Develop Database	20 days	Fri 10/17/14	Mon 11/17/14	62		106 DBA
103	1.4.3.7.1.4	Document Database	20 days	Fri 10/17/14	Mon 11/17/14	62		DBA
104	1.4.3.7.1.5	Unit Test	45 days	Mon 2/22/16	Mon 4/25/16	101		105
105	1.4.3.7.1.6	Functional Test	45 days	Mon 4/25/16	Tue 6/28/16	104		
106	1.4.3.7.2	Architecture Review Board - Conduct Code and Database Review	3 days	Mon 2/22/16	Thu 2/25/16	100,102		107 ARB Reviewer
107	1.4.3.7.3	Update Based on ARB Results	3 days	Thu 2/25/16	Tue 3/1/16	106		126 DBA, Developer
108	1.4.3.7.4	Renewal	65 days	Fri 10/17/14	Fri 1/30/15			
109	1.4.3.7.4.1	Construct the Code	45 days	Fri 10/17/14	Mon 12/29/14	63	115,113	Developer
110	1.4.3.7.4.2	Document Code	45 days	Fri 10/17/14	Mon 12/29/14	63		Developer
111	1.4.3.7.4.3	Develop Database	10 days	Fri 10/17/14	Fri 10/31/14	63	115	DBA
112	1.4.3.7.4.4	Document Database	10 days	Fri 10/17/14	Fri 10/31/14	63		DBA
113	1.4.3.7.4.5	Unit Test	10 days	Mon 12/29/14	Thu 1/15/15	109		114
114	1.4.3.7.4.6	Functional Test	10 days	Thu 1/15/15	Fri 1/30/15	113		
115	1.4.3.7.5	Architecture Review Board - Conduct Code and Database Review	3 days	Mon 12/29/14	Tue 1/6/15	109,111		116 ARB Reviewer
116	1.4.3.7.6	Update Based on ARB Results	3 days	Tue 1/6/15	Fri 1/9/15	115		DBA, Developer
117	1.4.3.7.7	MyDMV	80 days	Fri 10/17/14	Fri 2/20/15			
118	1.4.3.7.7.1	Construct the Code	60 days	Fri 10/17/14	Fri 1/23/15	64	124,122	Developer
119	1.4.3.7.7.2	Document Code	60 days	Fri 10/17/14	Fri 1/23/15	64		Developer
120	1.4.3.7.7.3	Develop Database	15 days	Fri 10/17/14	Fri 11/7/14	64	124	DBA
121	1.4.3.7.7.4	Document Database	15 days	Fri 10/17/14	Fri 11/7/14	64		DBA
122	1.4.3.7.7.5	Unit Test	10 days	Fri 1/23/15	Fri 2/6/15	118		123
123	1.4.3.7.7.6	Functional Test	10 days	Fri 2/6/15	Fri 2/20/15	122		
124	1.4.3.7.8	Architecture Review Board - Conduct Code and Database Review	3 days	Fri 1/23/15	Wed 1/28/15	118,120		125 ARB Reviewer
125	1.4.3.7.9	Update Based on ARB Results	1 day	Wed 1/28/15	Thu 1/29/15	124		DBA, Developer
126	1.4.3.7.10	Development Complete	0 days	Tue 3/1/16	Tue 3/1/16	107		

Project Schedule Template - In House Development

ID	WBS	Task Name	Duration	Start	Finish	Predecessors	Successors	Resource Names
127	1.4.3.8	Testing	678.25 days	Fri 2/7/14	Fri 10/21/16		161,146,143	
128	1.4.3.8.1	Document Test Plan	120 days	Fri 2/7/14	Tue 7/29/14		132,133,134,131	
129	1.4.3.8.1.1	Document Test Cases	60 days	Fri 2/7/14	Fri 5/2/14 54		130	Tester
130	1.4.3.8.1.2	Document Test Scripts	60 days	Fri 5/2/14	Tue 7/29/14 129			Tester
131	1.4.3.8.2	Conduct System Testing	15 days	Tue 6/28/16	Wed 7/20/16 128,98,86		135	
132	1.4.3.8.2.1	Conduct Stress Testing	15 days	Tue 6/28/16	Wed 7/20/16 128,98,86			Tester
133	1.4.3.8.2.2	Conduct Performance Testing	15 days	Tue 6/28/16	Wed 7/20/16 128,98,86			Tester,SME
134	1.4.3.8.2.3	Conduct Disaster Recovery Testing	15 days	Tue 6/28/16	Wed 7/20/16 128,98,86			Tester,SME
135	1.4.3.8.3	Conduct Integration Testing	30 days	Wed 7/20/16	Wed 8/31/16 131		136	Tester,SME
136	1.4.3.8.4	Conduct User Acceptance Testing (UAT)	30 days	Wed 8/31/16	Thu 10/13/16 135		137	SME
137	1.4.3.8.5	Architecture Review Board - Conduct Testing Review	3 days	Thu 10/13/16	Tue 10/18/16 136		138	ARB Reviewer
138	1.4.3.8.6	Update Based on ARB Results	3 days	Tue 10/18/16	Fri 10/21/16 137		139	Tester
139	1.4.3.8.7	Testing Complete	0 days	Fri 10/21/16	Fri 10/21/16 138			
140	1.4.3.9	Training	774.25 days	Fri 2/7/14	Wed 3/15/17			
141	1.4.3.9.1	Document Training Plan	15 days	Wed 6/3/15	Tue 6/23/15 44			Trainer
142	1.4.3.9.2	Write Training Manual/Web Training	30 days	Wed 6/3/15	Wed 7/15/15 44			Trainer
143	1.4.3.9.3	Conduct Training/Provide Training	45 days	Wed 1/11/17	Wed 3/15/17 161, 127			Trainer
144	1.4.3.9.4	Update Training Plan and Manual	15 days	Fri 2/7/14	Fri 2/28/14		146	Trainer
145	1.4.3.9.5	Architecture Review Board - Final Review (there should have be	6 days	Fri 10/21/16	Mon 10/31/16		152,158	
146	1.4.3.9.5.1	Submit ARB Request	0 days	Fri 10/21/16	Fri 10/21/16 149,127,144		147	PM
147	1.4.3.9.5.2	Architecture Review Board - Conduct Final Review	3 days	Fri 10/21/16	Wed 10/26/16 146		148	ARB Reviewer
148	1.4.3.9.5.3	Update Based on ARB Results	3 days	Wed 10/26/16	Mon 10/31/16 147			Team
149	1.4.3.10	Policies and Procedures	11 days	Tue 7/29/14	Wed 8/13/14		146	
150	1.4.3.10.1	Document Policies and Procedures	10 days	Tue 7/29/14	Tue 8/12/14 86,54		151	SME
151	1.4.3.10.2	Review and Acceptance of Policies and Procedures	1 day	Tue 8/12/14	Wed 8/13/14 150			SME
152	1.4.3.11	Finalize Production Readiness Strategy and obtain acceptance fro	20 days	Mon 10/31/16	Thu 12/1/16 145		163	
153	1.4.3.11.1	Prepare Final Draft of Production Readiness Strategy	5 days	Mon 10/31/16	Mon 11/7/16 38		154	PM
154	1.4.3.11.2	Submit to PMO for review	0 days	Mon 11/7/16	Mon 11/7/16 153		155	PM
155	1.4.3.11.3	PMO review and feedback	5 days	Mon 11/7/16	Tue 11/15/16 154		156	PMO
156	1.4.3.11.4	Update based on PMO feedback	5 days	Tue 11/15/16	Tue 11/22/16 155		157	PM
157	1.4.3.11.5	Route for acceptance	5 days	Tue 11/22/16	Thu 12/1/16 156		163	PM
158	1.4.3.12	Implementation	93.25 days	Mon 10/31/16	Mon 3/20/17 145			
159	1.4.3.12.1	Determine Pilot Site	1 day	Mon 10/31/16	Tue 11/1/16 44			SME,PM
160	1.4.3.12.2	Conduct Data Conversion - Pilot	7 days	Mon 10/31/16	Wed 11/9/16 98			DBA
161	1.4.3.12.3	Pilot the System	45 days	Mon 10/31/16	Wed 1/11/17 86,91,98,127		20 days,163,143	PM
162	1.4.3.12.4	Document Lessons Learned - Pilot	2 days	Wed 1/11/17	Fri 1/13/17 161			163
163	1.4.3.12.5	Decision Point - Move to Production (Roll out)	0 days	Fri 1/13/17	Fri 1/13/17 162,152,157,161		164,167	SME
164	1.4.3.12.6	Submit Request to Production Control	0.5 days	Fri 1/13/17	Fri 1/13/17 163			165
165	1.4.3.12.7	Production Control Meeting/Approval	0.5 days	Mon 1/16/17	Mon 1/16/17 164			166
166	1.4.3.12.8	Data Conversion	5 days	Mon 1/16/17	Mon 1/23/17 165			167
167	1.4.3.12.9	Move into Production/Go-Live	1 day	Mon 1/23/17	Tue 1/24/17 166,163			168
168	1.4.3.12.10	Stabilization Period for Production (Bug Fixes)	30 days	Tue 1/24/17	Tue 3/7/17 167			169
169	1.4.3.12.11	Document Lessons Learned - Production	1 day	Tue 3/7/17	Wed 3/8/17 168			170
170	1.4.3.12.12	Implementation Complete	8.25 days	Wed 3/8/17	Mon 3/20/17 169			

Project Schedule Template - In House Development								
ID	WBS	Task Name	Duration	Start	Finish	Predecessors	Successors	Resource Names
171	1.4.3.12.12.	ISA Security Scan (Must be completed prior to move to prod)	8.25 days	Wed 3/8/17	Mon 3/20/17			
172	1.4.3.12.12.	Submit CSC Ticket for IT Security Scan	1 hr	Wed 3/8/17	Wed 3/8/17	161FS-20 days		173 PM
173	1.4.3.12.12.	Receive IT Security Scan Results	5 days	Wed 3/8/17	Wed 3/15/17	172		174 PM
174	1.4.3.12.12.	Make Necessary Changes	3 days	Wed 3/15/17	Mon 3/20/17	173		175 PM
175	1.4.3.12.12.	Submit TAC Ticket for Security Scan (Repeat steps until appr	1 hr	Mon 3/20/17	Mon 3/20/17	174		176 PM
176	1.4.3.12.12.	Receive Security Scan Approval	0 days	Mon 3/20/17	Mon 3/20/17	175		PM
177	1.4.4	Document Lessons Learned from Project Execution phase	1 day	Mon 3/20/17	Tue 3/21/17	85,44		178 PM
178	1.4.5	Project Execution and Monitoring & Control Phase Complete	0 days	Tue 3/21/17	Tue 3/21/17	177		181
179	1.5	Project Closeout	14.5 days	Tue 3/21/17	Tue 4/11/17			
180	1.5.1	Complete Project Closeout Documentation (submit to PMO 30 days pr	7 days	Tue 3/21/17	Thu 3/30/17			184
181	1.5.1.1	Document Project Closure Summary	7 days	Tue 3/21/17	Thu 3/30/17	178		182 PM
182	1.5.2	Review Closeout Documentation with Stakeholders	1 day	Thu 3/30/17	Fri 3/31/17	181		PM
183	1.5.3	PMO Closeout Review	6 days	Thu 3/30/17	Fri 4/7/17			187
184	1.5.3.1	Conduct PMO Closeout Review	3 days	Thu 3/30/17	Tue 4/4/17	180		185 PMO
185	1.5.3.2	Update Based on PMO Closeout Review	2 days	Tue 4/4/17	Thu 4/6/17	184		186 PM
186	1.5.3.3	Receive Acceptance and Signature on Closeout Documentation	1 day	Thu 4/6/17	Fri 4/7/17	185		PM,Team,PMO
187	1.5.4	Archive all Project Documentation, Artifacts, Records, etc.	0.5 days	Fri 4/7/17	Mon 4/10/17	183		188 PM
188	1.5.5	Complete all Administrative Closeout Tasks	0.5 days	Mon 4/10/17	Mon 4/10/17	187		189 PM
189	1.5.6	Close Project Request in Project Portfolio Tool (Daptiv)	0.5 days	Mon 4/10/17	Tue 4/11/17	188		190 PM
190	1.5.7	Project Closeout Phase Complete	0 days	Tue 4/11/17	Tue 4/11/17	189		191 PM
191	1.6	Project Complete	0 days	Tue 4/11/17	Tue 4/11/17	190		

D. Program Organization

Figure 6 - 2 - Program Organization shows the proposed program organization and the relationship between its components.

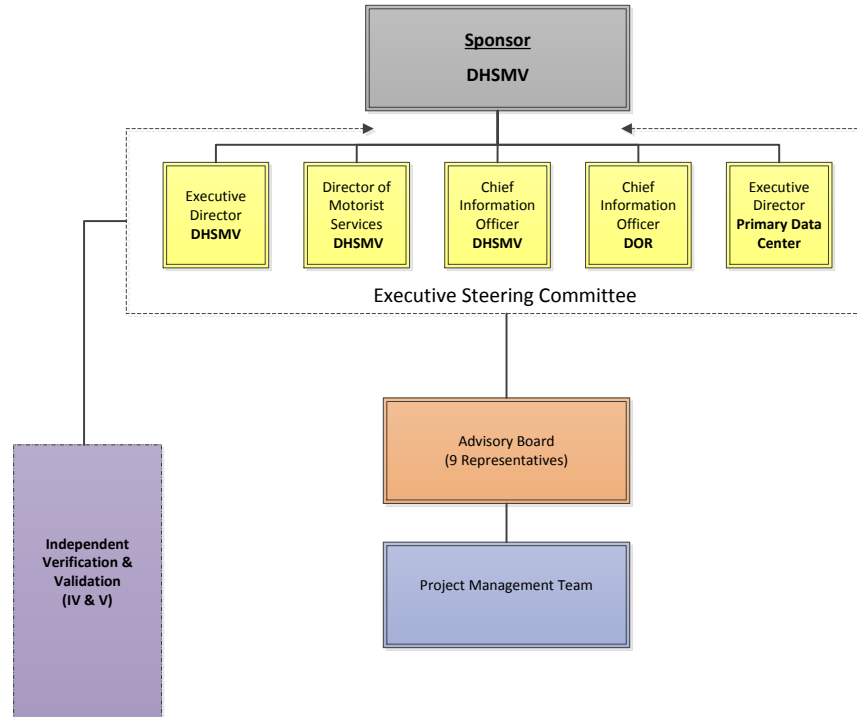


Figure 6-2 – Program Organization

Table 6-4 – Program/Project Roles identifies the program/project team roles within the program organization and a summary of their responsibilities.

Role	Responsibility
Sponsor	Initiate and provide overall funding for the project.
Executive Steering Committee	Ensure the project meets overall objectives and: <ol style="list-style-type: none"> 1. Provides management direction and support to the project management team. 2. Assesses the project's alignment with the strategic goals of the department 3. Review and approve or disapprove any changes to the project's scope, schedule, and costs. 4. Review, approve or disapprove and determine whether to proceed with any major project deliverables. 5. Recommends suspension or termination of the project to the Governor, the President of the Senate, and the Speaker of the House of Representatives if determined that the primary objectives cannot be achieved.
Advisory Board	Provide input and strategic guidance to the Program Director and the Executive Steering Committee to assist in decision making. Members should advise, assist, support and advocate the program.

Role	Responsibility
Project Management Team	<ol style="list-style-type: none"> 1. Provide daily planning, management and oversight of the project. 2. Submit an operational work plan and provide biannual updates to that plan to the ESC. The plan must specify project milestones, deliverables, and expenditures. 3. Submit written monthly project status reports to the ESC which include: <ol style="list-style-type: none"> a. Planned vs. actual project costs b. An assessment of the status of major milestones and deliverables c. Identification of any issues requiring resolution; proposed resolution for these issues and information regarding the status of the resolution d. Identification of risks that must be managed e. Identification of and recommendations regarding necessary changes in the project’s scope, schedule, or costs. All recommendations must be reviewed by project stakeholders before submission to the ESC in order to ensure that the recommendations meet required acceptance criteria.
Independent Verification and Validation	<p>Perform independent assessment of the program to ensure that the deliverables meet defined requirements/specifications in accordance with industry best practices.</p> <p>Reports to the Executive Steering Committee.</p>

Table 6-4 – Program/Project Roles

E. Program Quality Control

The Department employs multiple levels of governance – at the project, division, and department level – to review overall project health and ensure project success. The Department utilizes three processes within program quality management:

- Quality Planning – Identifies the quality standards which are relevant to the program deliverables and how they will be achieved. The Department project management methodology incorporates quality as a component of planning: the project charter and project management plans (resource, schedule, budget, change control, etc.) are key inputs.
- Quality Assurance – Execution of quality activities during the program to ensure variances in processes are clearly identified and assessed. Examples of these activities are process analysis, reviews and audits.
- Quality Control – Monitoring program activities and deliverables to determine if they comply with the program’s quality standards. Monitoring during the program occurs through self-reviews, peer reviews, structured testing and status meetings.

F. External Program Oversight

The Department will engage a vendor to perform independent verification and validation services. This vendor will be managed by the Department outside of ISA and Motorist Services divisions.

G. Risk Management

The purpose of risk management is to identify, assess, and prioritize those risk factors which may negatively affect the program. Strategies can then be employed to minimize, monitor and control the probability and/or impact of the negative risk factors. A Risk Management Plan will be developed to provide guidance and formalize the program risk policies, procedures, processes, activity schedule, tools and templates. Risk management reviews should be conducted monthly over the duration of the program to update the negative risk factors.

Once a risk factor is identified, the impact on the program is determined, the probability of occurrence is estimated, and the Department's tolerance level is documented. A risk strategy with appropriate corresponding actions can then be applied to manage the risk factor. Risk strategies include:

- Acceptance - the risk factor is unavoidable, continue the program, and monitor for the occurrence of the risk.
- Avoidance - the risk factor is avoidable and eliminates the cause or probability of the risk.
- Mitigation - the risk factor is unavoidable, continue the program, implement actions to provide for early detection, and implement actions to lessen the impact.
- Transference - the risk factor is unavoidable, continue the program, and share with, or give to, another party the risk factor to manage.

Table 6-5 - Risk Factors is an initial list of program risk factors.

Risk Description - Impact	Probability of Occurrence (high, medium, low)	Tolerance Level (high, medium, low)	Risk Strategy (accept, avoid, mitigate, transfer)	Assigned Owner
Strategic (Medium Risk)				
1. All of the project business /program area requirements, assumptions, constraints and priorities have not been identified.	High	Medium	<p style="text-align: center;">Mitigate</p> <ul style="list-style-type: none"> • Stakeholders and program areas will be consulted and requirement, assumptions, constraints and priorities will be identified 	Project Manager
2. The program will have extensive external visibility – Service and functionality issues may lead to negative publicity.	High	Low	<p style="text-align: center;">Avoid</p> <ul style="list-style-type: none"> • Involve stakeholders early on in the project • Solicit feedback and participation from stakeholders during design and acceptance testing 	Program Director
Organizational (Medium Risk)				

Risk Description - Impact	Probability of Occurrence (high, medium, low)	Tolerance Level (high, medium, low)	Risk Strategy (accept, avoid, mitigate, transfer)	Assigned Owner
3. Some business processes will change to align with organizational and technology changes – some users may be reluctant to these changes	High	Low	<p style="text-align: center;">Mitigate</p> <ul style="list-style-type: none"> • A clear vision of the project objectives will be defined and communicated to all stakeholders by executive leadership and the Motorist Modernization Program Team. • The Organizational Change Management Plan will address mitigation strategies associated with expected changes as identified. • Project communication will be actively monitored and controlled. • Any training needs will be defined and documented 	Program Manager / Motorist Services Business Partners
4. Business process and technology changes will affect other local/state/federal agencies and private partners – Failure to plan for and communicate these changes could result in implementation delays and negative publicity.	Medium	Low	<p style="text-align: center;">Mitigate</p> <ul style="list-style-type: none"> • A clear vision of the project objectives will be defined and communicated to all stakeholders by executive leadership and the Motorist Modernization Program Team. • Project communication will be actively monitored and controlled. • Any training needs will be defined and documented 	Program Director
Communication (Medium Risk)				

Risk Description - Impact	Probability of Occurrence (high, medium, low)	Tolerance Level (high, medium, low)	Risk Strategy (accept, avoid, mitigate, transfer)	Assigned Owner
5. Internal and external communication channels have not yet been established – Lack of effective program communication will erode support.	Low	Low	<p style="text-align: center;">Avoid</p> <ul style="list-style-type: none"> • Communication channels have been identified but not yet documented in the communication plan 	Project Manager / Program Manager / Program Director
Fiscal (High Risk)				
6. All project expenditures have not been identified. Cost estimates have been developed before detail business requirements – Unanticipated requirements may increase the cost and time estimates.	Medium	Low	<p style="text-align: center;">Accept</p> <ul style="list-style-type: none"> • Implement stringent change control and scope management. • Engage in thorough requirements gathering to finalize cost estimates. 	Project Manager / Program Manager / Program Director
Program Organization (High Risk)				
7. All of staff roles, responsibilities and skills have not been identified. – The lack of clearly defined roles and responsibilities could contribute to program failure.	Medium	Low	<p style="text-align: center;">Mitigate</p> <ul style="list-style-type: none"> • Program Manager will work with the Program Director to fully define all team roles prior to the start of the project. 	Program Manager
8. IT personnel turnover can occur – Inability to retain skilled personnel could impact the project timeline.	High	Medium	<p style="text-align: center;">Accept and Monitor</p>	Project Manager / Program Manager
9. Qualified project management team members will not be dedicated to the project full time- may elongate	Medium	High	<p style="text-align: center;">Mitigate</p> <ul style="list-style-type: none"> • Project Managers and Business 	Program Manager

Risk Description - Impact	Probability of Occurrence (high, medium, low)	Tolerance Level (high, medium, low)	Risk Strategy (accept, avoid, mitigate, transfer)	Assigned Owner
timelines, increase costs or contribute to program failure.			Analysts will be as flexible as possible when scheduling JAD sessions or meeting to review requirements. <ul style="list-style-type: none"> All project meetings will have clear and documented objectives Adequate time will be provided for the review and approval of project deliverable 	
10. All stakeholders are not represented on the Program Board-	High	High	Accept and Monitor	Program Director
Program/Project Management (Medium Risk)				
11. Lack of fully defined and documented requirements may elongate timelines, increase costs or contribute to program/ project failure.	Medium	Medium	Mitigate <ul style="list-style-type: none"> Stakeholders will be consulted and requirements documented and define 	Project Manager
12. Lack of fully developed design spec may elongate timelines, increase costs or contribute to program/project failure. This could result in negative publicity	Medium	Medium	Mitigate <ul style="list-style-type: none"> Stakeholders will be consulted and design spec will be clearly documented and define 	Enterprise Architect
Complexity (High Risk)				
13. Stakeholder geographical, cultural and organizational differences will make communication difficult - The differences may cause missed	High	Medium	Mitigate <ul style="list-style-type: none"> Ensure communication plan addresses statewide communications 	Project Manager

Risk Description - Impact	Probability of Occurrence (high, medium, low)	Tolerance Level (high, medium, low)	Risk Strategy (accept, avoid, mitigate, transfer)	Assigned Owner
requirements or unreasonable expectations.			<ul style="list-style-type: none"> Ensure remote participation by employing collaborative tools such as video-conferencing and conference calls 	
14. Several external entities could be impacted by this project – failure to communicate could result in delays and negative publicity	High	Medium	<p style="text-align: center;">Mitigate</p> <ul style="list-style-type: none"> Ensure communication plan addresses statewide communications Emphasis early and frequent communication 	Program Director

Table 6-5 – Risk Factors

H. Implementation Planning

Implementation planning accounts for all components needed for a successful production cutover and sunseting of existing systems. The Motorist Modernization - Phase I implementation plan will include plans for organizational change management, communications, knowledge transfer, and cutover. Organizational change management and program communications are detailed in the sections following.

Implementation planning details the specific approach, schedule, roles and responsibilities, and contingency plan, and post-production stabilization period.

Knowledge transfer planning ensures the organization, documentation, and distribution of knowledge needed by various stakeholders beyond the life of the program.

I. Organizational Change Management

The goal of change is to improve the organization by altering what and/or how work is done. The re-engineering of the Motorist Services technology environment will affect business processes, skill sets, roles and responsibilities. Two types of change activities are integral to the success of the program.

Organizational change management outlines the activities necessary to ensure staff participation in process development and improvement, skill set changes and technology acceptance. Examples of these activities are the communication of program goals and benefits; documentation and communication of solution vendor/Department roles/responsibilities; development and communication of new process maps/roles; development and communication of a skills gap analysis; and the development and communication of a training plan.

Program change control is the set of activities and templates used to request and manage changes to accepted program scope, timelines, deliverables and/or costs. This will facilitate communication about requested changes among the stakeholders of the project, provide a common process for resolving requested changes, and reduce the uncertainty around the existence, state, and outcome of a requested change.

An organizational change management plan and a program change control process will be developed and communicated during the Preparation Work Group – Program Organization and Governance Activity.

J. Program Communication

Program communication is the exchange of program-specific information with the emphasis on creating understanding between the sender and the receiver. Effective communication is one of the most important factors contributing to the success of a program.

Three clear communication channels will be established during the Preparation Work Group – Program Organization and Governance. They include:

- Upward channel with senior executives and steering committee to highlight issues, risks and scope exceptions.
- Lateral channel with sponsor(s), stakeholders, and other agency management involving requirements, resources, budgets and time allocations.

- Downward channel with the project team highlighting processes, activities, dates, status and general team briefings.

A communication plan describes how program communication events will occur across the channels described above. The events themselves may be periodic or one-time in nature. Table 6-6 – Communication Plan is an initial plan that will be enlarged in the Preparation Work Group – Program Organization and Governance Project.

What	Who	Owner	Purpose	Frequency	Type
Program Plan (Integrated Project Plans)	Key stakeholders	Program Manager	Update stakeholders and project teams on program progress, dependencies and milestones.	Bi-Weekly	Document distributed via hardcopy or electronically.
Executive Steering Committee Status Report	All stakeholders	Program Director	Update stakeholders on progress of the project.	Monthly	Distribute electronically and post on project repository
Advisory Board Meeting	Key stakeholders	Program Director Program Manager	Update Advisory Board on status and discuss critical issues. Approve changes to Program Plan.	Monthly	Meeting
Project Management Team Meetings	Program Director Program Manager Key project team representatives	Program Manager	To monitor and track project specific milestone status, issues, actions, decisions and risks, assumptions, constraints and scope tracking	Weekly	Meeting
Executive Sponsor Meeting	Sponsor	Program Manager	Update executive sponsor(s) on status; discuss critical issues and risks; and review changes to Program Plan.	Bi-Weekly	Meeting
Program Workbook	Program and project teams.	Project Managers Program Manager	To monitor and track project specific milestone status, issues, actions, decisions and risks, assumptions, constraints and scope tracking	Weekly	Distribute electronically and post on project repository
Team Meetings	Entire project team. Individual meetings for sub-teams, technical team, and functional teams as appropriate.	Project Managers Program Manager	To review detailed plans (tasks, assignments, issues, and action items).	Regularly Scheduled	Meeting Template
Project Repository	All project team members.	Project Managers	Central location to house status reports, meeting minutes, project description, and Project Initiation Plan. For any shared communication.	Regularly Scheduled	SharePoint

What	Who	Owner	Purpose	Frequency	Type
Periodic Demos and Presentations	Focus on specific groups	Project Managers Program Manager Program Director	To gain inputs and approvals from special groups and keep them abreast of the project's status.	As needed	Presentation/ Discussion
Other	To be determined by the project team	Project Members	General communications	As needed	Email lists, announcements, etc.

Table 6-6– Communication Plan

K. Special Authorization Requirements

Section 216.023(4)(a) 10, F.S., requires that all IT projects with a total cost in excess of \$10 million must include a statutory reference of the existing policy or provide the proposed substantive policy that establishes and defines the project's governance structure, planned scope, main business objectives that must be achieved, and estimated completion timeframes. The Department has drafted that proposed language and included it as Appendix B in this document.

VII. Appendix A: Acronyms

Acronym	Description
AAMVA	American Association of Vehicle Administrators
ADLTS	Automated Driver License Testing System
BIO	Bureau of Issuance and Oversight
BOR	Bureau of Records
CCIS	Clerk of Court Information System (new system that replaces DRC1)
CDL	Commercial Driver License
CDLIS	Commercial Driver License Information System
CICS	Customer Information Control System
CIPS	Central Issuance Processing System
CRS	Cashier Receipt System
DI	Driver Improvement
DL	Driver License
DPPA	Driver Privacy Protection Act
DRC1	Driver Record Court (old Clerk of Court information system)
DUT	Driver Uniform Ticket (Traffic)
EFS	Electronic Filing System
EREC	Electronic Repository of Executed Contracts
FCCC	Florida Court Clerks and Comptrollers
FDLIS	Florida Driver License Information System
FHP	Florida Highway Patrol
HTO	Habitual Traffic Offender
IES	Information Exchange Services
IFTA / IRP	International Fuel Tax Agreement / International Registration Plan
IID	Ignition Interlock Device
ISA	Information Systems Administration
IVR	Interactive Voice Response
MDM	Master Data Management
MV	Motor Vehicle
NSRC	Northwood Shared Resource Center
OASIS	Online Appointment Service and Information System
PDC	Primary Data Center
PDL	Property Damage Liability
PIP	Personal Injury Protection
SOA	Service Oriented Architecture
SSRC	Southwood Shared Resource Center

Acronym	Description
TCATS	Traffic Citation Accounting Transmittal System
UTC	Uniform Traffic Citations

VIII. Appendix B: Proposed Statutory Language in Support of Motorist Modernization

As required in s. 216.023(4)(a)10., F.S., all IT projects with a total cost in excess of \$10 million must include a statutory reference of the existing policy or provide the proposed substantive policy that establishes and defines the project's governance structure, planned scope, main business objectives that must be achieved, and estimated completion timeframes.

320.911 Motorist Modernization. –

- 1) To the extent that funds are appropriated for each phase of the Motorist Modernization program by the Legislature, the Department of Highway Safety and Motor Vehicles shall analyze and review business processes within Motorist Services for operational efficiency gains. As part of the overall operational re-engineering effort, Motorist Services will work with Information Systems Administration to re-engineer and enhance the systems required to support operations:
 - a. Florida Driver License Information System (FDLIS)
 - b. Driver License and Motor Vehicle Renewals
 - c. HSMV Virtual Office
 - d. Florida Real Time Vehicle Information System (FRVIS)
 - e. International Fuel Tax Agreement (IFTA) International Registration Plan (IRP)
 - f. Fleet Management System – a sub-system related to FRVIS and used by external businesses to manage registration of large vehicle fleets
 - g. Business support systems such as regulatory licensing, customer support, and revenue distribution

As part of the reengineering effort, the Department shall migrate to a customer-centric data model and implement controls to support data quality. The department shall also implement an enterprise content management solution in support of this customer-centric view.

- 2) The Motorist Modernization Program shall accomplish the following main business objectives:
 - a. The new issuance system should provide the ability to see or link to all of the information the Department stores about a customer from one location.
 - b. Wherever cost effective and operationally feasible, eliminate or automate existing paper processes and enhance any existing automated workflows in order to expedite customer transactions and eliminate redundancy
 - c. Simplify or eliminate processes by establishing real-time lookup or data exchange relationships with third-party data providers.
 - d. Enable online, self-service access
 - e. Comply with all requirements established in federal and state law for credentialing and motor vehicle titling and registration.
 - f. Track transaction accountability for various transactions executed by others on behalf of the Department.
 - g. Design a system that is expandable which uses modern technology so that the Department can stay responsive to the needs of the State and federal lawmakers
 - h. Improve service delivery by supporting motorist business process and multiple service delivery channels.
- 3) The project to implement the Motorist Modernization program shall be comprised of the following phases and corresponding implementation timeframes:
 - a. Completion of the business reengineering analysis for driver license services and documentation of the detailed system requirements and the overall system architecture no later than June 30, 2015.

- b. Completion of driver licenses issuance functionality by June 30, 2016.
 - c. Completion of the business reengineering analysis for motor vehicle services and documentation of the detailed system requirements and the overall system architecture no later than June 30, 2016.
 - d. Completion of motor vehicles issuance, citations, stops, facial recognition, parking permits, and IFTA-IRP functionality by June 30, 2018.
 - e. Completion of business support systems such as regulatory licensing, customer support, and revenue distribution by June 30, 2020.
- 4) The Department of Highway Safety and Motor Vehicles shall implement the following project governance structure until such time as the project is completed, suspended, or terminated:
- a. The project sponsor for the Motorist Modernization program is the department.
 - b. **The project shall be governed by an executive steering committee** composed of the following voting members or their designees:
 1. The Executive Director of the Department.
 2. The Director of the Division of Motorist Services.
 3. The Executive Director of one of the Shared Resource Centers that provides services to the Department.
 4. The Chief Information Officer of the Department.
 5. The Chief Information Officer of the Department of Revenue.
 - c. **The executive steering committee has the overall responsibility for ensuring that the project** meets its primary objectives and is specifically responsible for:
 1. Providing management direction and support to the project management team.
 2. Assessing the project's alignment with the strategic goals of the department for administering the reemployment assistance program.
 3. Reviewing and approving or disapproving any changes to the project's scope, schedule, and costs.
 4. Reviewing, approving or disapproving, and determining whether to proceed with any major project deliverables.
 5. Recommending suspension or termination of the project to the Governor, the President of the Senate, and the Speaker of the House of Representatives if it determines that the primary objectives cannot be achieved.
 - d. **The advisory board** shall report directly to the executive steering committee providing strategic guidance on program direction. In addition to appointed departmental staff, the advisory board shall also contain a representative from the Association of Clerk of Courts and three representatives from the Tax Collector's Association. Small, medium and large counties shall be represented equally among the Tax Collector's Association representatives.
 - e. **The project management team** shall work under the direction of the executive steering committee and shall be minimally comprised of senior managers and stakeholders from the department. The project management team is responsible for:
 1. Providing daily planning, management, and oversight of the project.
 2. Submitting an operational work plan and providing quarterly updates to that plan to the executive steering committee. The plan must specify project milestones, deliverables, and expenditures.
 3. Submitting written monthly project status reports to the executive steering committee which include:
 - a) Planned versus actual project costs;
 - b) An assessment of the status of major milestones and deliverables;
 - c) Identification of any issues requiring resolution, the proposed resolution

- for these issues, and information regarding the status of the resolution;
- d) Identification of risks that must be managed; and
 - e) Identification of and recommendations regarding necessary changes in the project's scope, schedule, or costs. All recommendations must be reviewed by project stakeholders before submission to the executive steering committee in order to ensure that the recommendations meet required acceptance criteria.

**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES**

**SCHEDULE IV-B
FOR
DRIVER RELATED ISSUANCE AND
VEHICLE ENHANCEMENTS
FOR
FISCAL YEAR 2014-15**



State of Florida

The Florida Legislature

Governor's Office of Policy and Budget

October 15, 2013

Schedule IV-B Cover Sheet

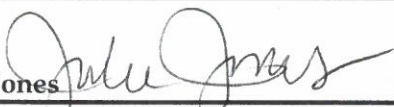

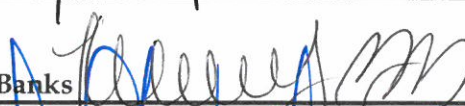
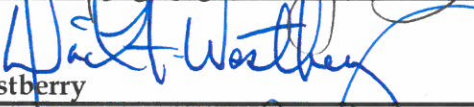

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Department of Highway Safety and Motor Vehicles	Schedule IV-B Submission Date: 10-15-13
Project Name: Driver Related Issuance and Vehicle Enhancements (DRIVE)	Is this project included in the Agency's LRPP? Yes
FY 2014-15 LBR Issue Code: 36116C0	FY 2014-15 LBR Issue Title: Driver Related Issuance and Vehicle Enhancements (DRIVE)
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Michelle Morris, 850-617-2151, michellemorris@flhsmv.gov Terrence Samuel, 850-617-2022, terrencesamuel@flhsmv.gov	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head:  Printed Name: Julie L. Jones	Date: 10/10/13
Agency Chief Information Officer:  Printed Name: Robert Fields	Date: 10/14/13
Budget Officer:  Printed Name: Kimberly Banks	Date: 10/7/13
Planning Officer:  Printed Name: Dave Westberry	Date: 10/07/13
Project Sponsor:  Printed Name: Boyd Walden	Date: 10/7/13
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
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Executive Summary

The Department of Highway Safety and Motor Vehicles issues driver licenses and motor vehicle titles and registrations to the residents of Florida. The Department collects more than \$2.7 billion a year, processing over five million driver licenses and 24.5 million registrations and titles. The majority of collected revenues fund General Revenue programs, the Department of Transportation, DHSMV, the Department of Education, the Law Enforcement Radio Trust Fund, and others.

As Florida's credentialing agency, the Department's services are critically important to business and public safety. A state issued driver license has become the primary form of identification that is used to engage in commerce and establish identity, age, and residency. In addition to issuing driver licenses and registering and titling vehicles, the Department serves as the information technology backbone that supports roadside law enforcement, dispatch for other state law enforcement agencies, and registration for organ donation, voting, and selective service.

Currently, the Department relies heavily on technology to manage the volume of transactions and data it must maintain for operations, as well as to connect with various external systems for compliance and efficiency purposes. The current technology environment is complex and difficult to support. Due to changing technology and increased business and customer needs, the current systems are no longer aligned with business organization and needs. These antiquated systems are not agile enough to allow the Department to quickly respond to the environmental changes it is facing, including:

- Changing population: The State's population has increased 20% in the last decade.
- Changing business model: Tax collectors provide many direct issuance activities and the Department needs to shift its focus to include more monitoring, auditing, and oversight.
- Changing customer expectations: The public has become accustomed to e-government and expects products and services to be available immediately online and/or via mobile devices.
- Changing national expectations: The Federal Government is more involved in credentialing. Data sharing and information exchange between states are now a major focus of anti-terrorism activities and states are expected to participate or in many cases risk losing federal highway funds.

Deficiencies in current systems cause strain on information technology resources and business users. Limitations, such as not interfacing with external data sources real-time, are difficult to correct because of overall workload and the complexity of the systems, so the business must develop business processes around system limitations. This has resulted in time spent on activities that the system should handle, like manual error checking for known issues in posting insurance data to driver records. These routine activities take business resources away from functions that can help Florida businesses and enhance public safety.

The Department intends to re-engineer all of the motorist systems in order to better serve and support our customers. However, as many states that have attempted to replace their systems and failed, the department has developed a multi-year phased plan to mitigate risks and provide improved functionality over time. At this time, the Department recommends continued implementation of the Driver Related Issuance and Vehicle Enhancements (DRIVE) program that is presented in this study. DRIVE is comprised of the following activities:

Migrate from a vendor supplied Driver License Capture application to a Department owned Capture application. This project will allow the Department to position itself by 2015 to use a single vendor to supply Florida Driver License Information System (FDLIS) and Florida Real-Time Vehicle Information System (FRVIS) computer equipment and reduce cost. Using a single equipment vendor

will allow cost reductions through economy of scale and by eliminating the need for redundant purchases between Driver License (DL) and Motor Vehicle (MV) offices. Currently, the DL Capture application is supplied to the Department as part of the FDLIS equipment contract (which expires in 2015) and there are limited hardware vendors that offer this type of product. Including DL Capture as part of the equipment contract reduces competition and leads to higher equipment cost.

Re-engineer the Electronic Filing System (EFS) and processes. This project will re-engineer the current EFS by creating reusable application code for processing title and registration transactions by auto dealerships. It will streamline the process by allowing support documentation to be attached to the electronic transactions; thereby eliminating the need to mail the documents to the department for imaging.

Re-engineering this system and process will allow the Department to create a common infrastructure for other automated interfaces such as Electronic Temporary Registration. The system will also be designed with the flexibility to integrate with other interfaces. This will create opportunities for the Department, various stakeholders and partners to realize future benefits. The Department will also develop a fee calculation system as part of the EFS re- engineering effort.

Implementation of DRIVE will allow the Department to improve customer service, meet the needs of the tax collectors performing issuance activities, increase data availability and quality, increase the ability to integrate with business partners and better support public safety.

I. Schedule IV-B Business Case

A. Background and Strategic Needs Assessment

1. Agency Environment

The Motorist Services program within the Department of Highway Safety and Motor Vehicles supports the issuance of approximately five million driver licenses and 24.5 million motor vehicle titles and registrations in Florida annually. These services provide more than \$2.7 billion in revenue to the state, which is then distributed to General Revenue, the Department of Transportation, the Department of Education, the Law Enforcement Radio Trust Fund, the Department of Highway Safety and Motor Vehicles, and others. It is the third largest general revenue source for the State of Florida.

The Department of Highway Safety and Motor Vehicles has been issuing licenses and registering vehicles as a consolidated agency since 1969 when the Governmental Reorganization Act combined the Florida Department of Public Safety and the Department of Motor Vehicles, but in 44 years it never combined the two functions. Separate divisions handled driver licenses issuance and motor vehicle registrations in separate offices using separate computer systems, even though they served the same customers who usually needed both services. Business needs did not dictate that the divisions should integrate their data, standardize processes or provide self-service opportunities. Business process ownership and supporting technology operated in silos, and additional system functionality was developed sporadically or hastily in response to legislative mandates.

During the last two decades, critical changing business needs have caused the Department to move to a more integrated motorist services environment. For years, the concept of a “one-stop shop” has been discussed, and the Department has taken steps towards implementing this starting in 1996 when it began partnering with county tax collectors to provide some driver license issuance services in addition to titles and registrations. Some improvements to systems were made to increase ease of use by the tax collectors (such as allowing the use of an external cashiering system), but the systems were not significantly changed.

The next definitive action started in 2009 when the Department began to merge and centralize various administrative and shared functions and defined a plan to merge the two divisions into one division. The 2010 Legislature approved a plan to migrate most driver license issuance services to the tax collector offices and reducing the number of state-operated driver license offices by 2015. As a result, the Division of Motorist Services was created.

Numerous applications and processes have been developed over time as required, however the silo (legacy) structure still exists today. In addition to agency systems, the Department has partnered with outside vendors that support different functions associated with driver licenses and motor vehicle titles and registrations.

One such partnership is the primary driver license services contract, developed in support of the core business of driver license issuance – specialty card stock and consumables, software that “captures” the driver’s credentials (documentation, picture, and signature), as well as workstations and peripherals solely for the use of driver license issuance. The contract expires in 2015 and these services will need to be procured by the Department.

Another partnership is associated with the Department’s Electronic Filing System (EFS) and Electronic Title Registration (ETR). Vendors provide motor vehicle dealers with interfaces that

communicate with Department systems to partially automate the titling and registration processes. Supporting paper documentation is delivered to the tax collector’s office for auditing purposes and then mailed to the Department for scanning and destruction. In certain areas of the state, the interfaces are at maximum capacity. In addition, the legacy nature of these systems has limited the number of vendors that are able to participate as providers.

Customers/Users

The Department serves more than 15.5 million licensed drivers and the registrants of more than 18 million registered vehicles. These represent the general public, commercial drivers, commercial carrier companies and other entities that own vehicles. Overall, the Department serves more than two dozen types of customers and users representing hundreds of entities:

Customers/Users	Function Performed by Department
Citizens and Businesses	Deliver Motorist Services
Mobile home manufacturers	License business and inspect manufacturing
Other states & jurisdictions	Provide information on driver and vehicle records received in Florida, receive information on driver and vehicle records received outside of Florida, and information exchange related to law enforcement and homeland security
Car manufacturers	License manufacturers in Florida and receive/process Manufacturer Certificate of Origin (MCO) in order to title vehicle
Rebuilt manufacturers	Inspect rebuilt vehicles and issue rebuilt titles if appropriate, allowing vehicles to be sold
Mobile home installers	License installers, inspect installations
Ignition interlock providers	License providers, track program completion and compliance
DUI programs	Approve and monitor DUI programs
Commercial driving schools	Approve applications from owners and instructors
Motorcycle training schools	License and train providers
Researchers	Provide data used for research
Commercial fleet manager / independent owner-operators	Issue Commercial Driver License (CDL), International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP)
Specialty plate entities	Sell specialty tags and send revenues in accordance with statute
Non-profit Organizations	Distribute voluntary contributions received in accordance with statute
Tax Collectors	Provide data in order to issue driver licenses, title and registration transactions on behalf of the Department
Private tag agencies	Provide data in order to issue title and registration transactions on behalf of the Tax Collector/Department
Car dealers	License dealers to do business in Florida
Electronic Filing System Vendors	Support use of an interface for dealerships to have real time access to vehicle registration and title information from the Department

Customers/Users	Function Performed by Department
Commercial data purchasers / entities with MOUs with Department	Provide/Sell data
Other Federal, state and local entities, e.g.: <ul style="list-style-type: none"> • Florida Department of Revenue • Florida Department of Business and Professional Regulation • Florida Department of State • Federal Department of Transportation/ Motor Carrier Safety Administration and Federal Highway Administration • Social Security Administration • Federal Department of Homeland Security (SAVE) 	Perform data exchange
Selective Service Administration	Register people eligible for the draft
Donate Life Florida	Register people for organ donation
Supervisor of Elections	Provide voter registration information
Courts	Enforce sanctions or judgments
Department of Revenue/Children of noncustodial parents	Suspend driver licenses of noncustodial parents that do not meet their court-ordered child support obligation
FHP / Law enforcement	Provide access in order to lookup identity information and other information related to maintaining public safety
FDLE	Report changes of address for offenders
Department Vendors (e.g., PRIDE, MorphoTrust, etc.)	Provide Commodities, equipment, and or services
American Association of Motor Vehicles (AAMVA)	Perform data exchange related to driver license and motor vehicle information
IFTA / IRP Inc.	Perform data exchange related to International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP), which distributes fuel taxes and registration fees to states based on use
Electronic Lien and Title Vendors	Support use of an interface for financial institutions to have real time access to vehicle registration information
Insurance Companies	Perform verification of driver insurance information

Table 1-1- Customer/Users

The functionality provided through Capture and EFS support the tax collectors, tag agencies, dealers, and most importantly, Florida drivers and motor vehicle owners. Capture also supports public and officer safety, as well as state and federal data exchange.

a. Statement of Need

Overall, the Department needs to reconfigure its technology infrastructure to support its merged service environment. Until that is accomplished, the Department will be forced to implement additional workarounds and maintain those workarounds, which is a significant risk. The Department will be at risk of not meeting federal mandates because the systems and their workarounds are simply not able to perform a function.

The current technical environment consists of eight major systems supported by seven different database repositories, 47 web applications, and thousands of batch jobs, batch programs and stored procedures, online transaction services, print services and file transfer protocol (FTP) services that are used to transfer data from system to system. These programs and procedures also update, print or transfer driver licenses or motor vehicles data, or pull data from external sources.

The complexity, design, and age of these software components creates inefficiencies and challenges in supporting and maintaining the environment, which in turn present significant risks.

The current Electronic Filing System supports an extensive manual and paper-based process. The system has many limitations, ranging from capacity of bringing on additional dealer/tag agencies to lack of audit controls associated with plate inventory. There are only a few vendors that participate in this market and a revised system would allow for more participation.

Capture is a bundled component of our driver license contract, which also includes inventoried consumables (cardstock, print, laminates) and remote office computer equipment. It is stored locally in each department and tax collector office. The Department has found that the system is not reliable, resulting in failed transactions and downtime during which licenses cannot be issued at affected offices. The current vendor contract expires in 2015. Creating an in-house application will allow the Department to separate the components of the contract in order to encourage competition and leverage purchasing needs by combining driver license and motor vehicle equipment needs.

Opportunities

The Department has an opportunity to begin to transition services to a new merged service model. The contractual timing of the capture renewal and the recognized need to expand our electronic filing capability will provide the foundation for more efficient and effective service delivery to Florida citizens and all of our partners and stakeholders.

2. Business Objectives

Expanding the Department's partnerships and finding efficiencies in service delivery and re-engineering older legacy systems are core strategies to meeting the Department's Strategic Goals.

The Department seeks to:

- Protect the lives and security of our residents and visitors through enforcement, service and education
- Provide efficient and effective services that exceed the expectations of our customers and stakeholders
- Leverage technology in the way we do business

- Build a business environment that regards our members as our most valuable resources

The goal of the Driver Related Issuance and Vehicle Enhancements program is to remove the technical barriers to the Department effectively meeting its obligations. This goal is split into five implementable objectives that are closely aligned with the applicable DHSMV FY 2013-14 strategic goals.

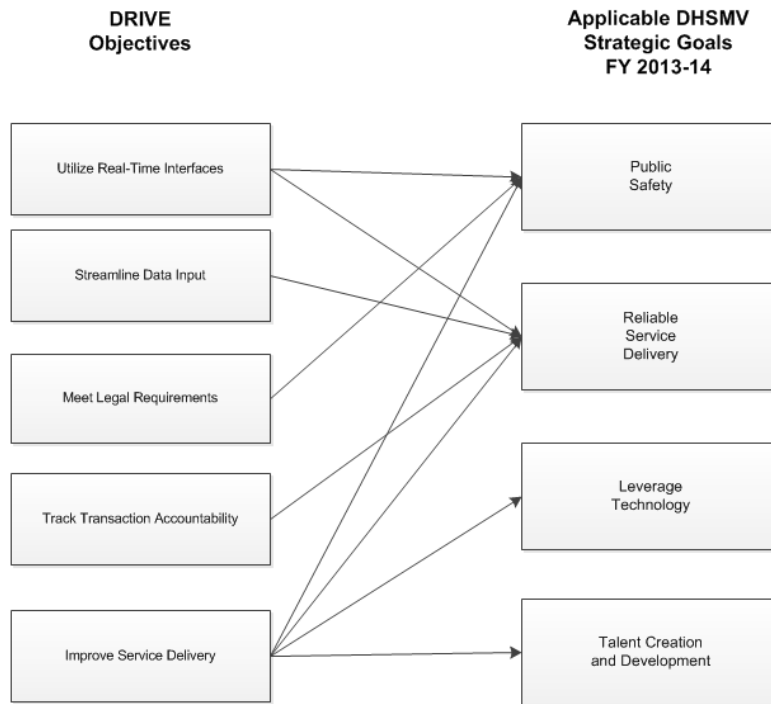


Figure 1-1-Objectives and Strategic Goals

a. Objective 1: Utilize Real-Time Interfaces

Simplify or eliminate processes by establishing real-time lookup or data exchange relationships with third-party data providers. Currently, interfaces are manual or batch processes, which experience delays, do not always finish processing overnight, and are the least accurate method of processing. These overnight processes also result in multiple interactions with the same customer which increases expense and customer frustration.

b. Objective 2: Streamline Data Input

Data entry can be reduced by reusing existing data or streamlined to avoid entry of duplicate data. The elimination of many paper documents will also help streamline processes and reduce errors.

c. Objective 3: Meet Legal Requirements

The Department is subject to numerous state and federal legal requirements in addition to public expectations regarding data privacy and security. The current environment has security risks related to its age and underlying architectures. Data integrity is also a risk because the data entry issues noted above provide opportunities for human error. Also, the batch processes are susceptible to timeouts, incomplete file transfers and other opportunities for errors.

The complexity of updating the current system restricts the ability of the Department to meet new mandates as laws and rules change.

d. Objective 4: Track Transaction Accountability

As the Department completes the transition of most driver license (DL) issuance activities to tax collectors, the functions retained will refocus on a monitor and oversight role, rather than over the counter delivery. In order to perform this role effectively, the Department will require the ability to track transactions.

e. Objective 5: Improve Service Delivery

System performance is critical to improving service delivery. Any new systems must:

- Operate reliably during scheduled business hours and provide real time communication to stakeholders when outages occur.
- Support Motorist Service business processes and functions and align them with the appropriate technologies.
- Support multiple service delivery channels and the DHSMV staff, tax collectors and other entities and agencies' personnel that access the system.
- Safeguard private information and manage data securely to ensure public trust.

The Department has decided to re-engineer some foundational systems which will help us reach the objectives above, specifically:

Migrate from a vendor supplied Driver Licenses Capture application to a Department owned Capture application. This project will develop a Department-supported capture system to be deployed in tax collector offices and department driver license offices. Currently, the DL Capture application is supplied to the Department as part of the FDLIS equipment contract and there are limited hardware vendors that offer card stock, capture, and supporting equipment. Including DL Capture as part of the equipment contract reduces competition and leads to higher equipment cost.

Ultimately, this will allow the Department to position itself to use a single vendor to supply FDLIS and FRVIS computer equipment and reduce cost. Using a separate vendor for hardware and card stock will allow cost reductions through economy of scale and by eliminating the need for redundant equipment purchases for driver license and motor vehicle services.

Re-engineer the Electronic Filing System (EFS) and processes. This project will re-engineer the current EFS to test the Department's planned implementation of Service Oriented Architecture (SOA) by creating reusable application code for processing title and registration transactions by auto dealerships. It will streamline the process by allowing support documentation to be attached to the electronic transactions; thereby eliminating the need to mail the documents to the Department for imaging.

Re-engineering this system and process will allow the Department to create a common infrastructure for other automated interfaces such as Electronic Temporary Registration. The system will also be designed with the flexibility to integrate with other interfaces. This will create opportunities for the Department, various stakeholders and partners to realize future benefits. The Department will also develop a fee calculation system as part of the EFS re-engineering effort. The fee calculation system will be used by EFS initially, expanding to include all driver license and motor vehicle fees as the department systems are re-engineered.

B. Baseline Analysis

1. Introduction

The Department of Highway Safety and Motor Vehicles is composed of 4 divisions:

- Administrative Services / Executive Direction
- Florida Highway Patrol (FHP)
- Motorist Services
- Information Systems Administration

The scope of the proposed Driver Related Issuance and Vehicle Enhancements project includes Motorist Services and Information Systems Administration, which supports the Motorist Services Division.

Motorist Services' responsibilities include credentialing drivers through the issuance of driver licenses, credentialing vehicles through the issuance of titles and registrations, and overseeing related compliance programs. Responsibilities also include investigating and resolving consumer complaints, inspecting and titling rebuilt vehicles, registering and auditing Florida based commercial carriers, data exchange and reporting and helping ensure manufactured or mobile homes are constructed and installed in compliance with federal and state standards. Specific activities include enforcing insurance coverage requirements, overseeing the state's DUI education programs, records exchange and reporting. Information Systems Administration (ISA) is responsible for providing information technology resources to assist the operational areas in accomplishing the Department's mission and goals. It accomplishes this through acquisition of computer equipment, software and services, software development, system installation and maintenance, network administration, computer operations and desktop support.

2. Current Business Process Requirements

The current business processes below are grouped into four main areas: issuance, maintenance, enforcement and revenue collection and distribution.

a. Issuance

Issuance Background

The purpose of issuance activities is to assign a privilege to a customer based on meeting certain criteria. The process involves verifying and validating an applicant's documents and test results against proscribed (state/federal) criteria, capturing records, collecting fees and issuing a credential. There are three major types of issuance activities that take place in state operated facilities, tax collector offices and private tag agency locations, and car dealerships throughout the State of Florida. Issuance fees account for the largest source of revenue in the Department and are tied to federal transportation funding for Florida (Title IV, Intermodal Surface Transportation Efficiency Act).

The basic processes for the three categories of issuance are the same, but are administered separately. Silos in business ownership and supporting technology mean that the workflow and approach is not standardized and information is stored in multiple locations. Examiners responsible for executing the issuance process must log into multiple systems, each with different credentials, enter data multiple times and check multiple interfaces for critical flags.

Issuance requires starting in one application, exiting to process in two or three others, and then rekeying results into the first application.

The three areas of issuance activities are:

- Driver license and identification cards
- Motor vehicle titles and registrations
- International Fuel Tax Agreement (IFTA) registration and International Registration Plan (IRP) registration

i. Driver License Issuance Services

Driver License Issuance Overview

Driver license issuance includes driver license classes A, B, C & E, identification card issuance, renewals and reinstatement. The process includes verification of identity, residency, knowledge and skills ability for initial issuance and some lesser number of these requirements for renewals, reinstatements and clearances. Requirements vary based on citizenship, lawful presence (U.S. legal status) and type of license. DL issuance also includes applicant consent for participation in various state and federal programs including, but not limited to, Motor Voter, Organ Donor, Selective Service, Emergency Contact Information and voluntary contributions to various organizations. The credential issued contains the eligibility, restrictions, privileges, endorsements, and/or program participation for the respective applicant and serves as the identity verification document.

DL issuance functions include the following transactions:

- ID card for U.S. citizen
- Renewal/replacement ID card for U.S. citizen
- ID card for foreign national
- Renewal/replacement ID card for foreign national
- Transfer out-of-state license to Florida – U.S. citizen
- Driver license renewal for U.S. citizen
- Original Florida license - never licensed before – U.S. citizen or foreign national
- Replacement license for U.S. citizen
- Transfer out-of-state license - foreign national
- Driver license renewal - foreign national
- Replacement license for foreign nationals
- Clearances: court clearances, child support sanctions; financial responsibility cases; cancellations for foreign nationals with document issues;
- Clearances: suspensions, revocations, disqualifications and cancellations requiring additional knowledge skills and abilities
- Clearance of sanctions (e.g., DUI)
- Commercial driver license (CDL)/hazmat endorsement with fingerprinting
- Registration of sexual offenders, sexual predators, and career offenders
- Medical and five-day letter re-exams
- Adding/removing endorsements and restrictions from licenses
- Written exams - CDL or regular license class

I) Driver License Issuance (first time, US citizen and foreign national)

Driver License Issuance Description

First time driver license issuance is the process of a U.S. citizen or foreign national (immigrant or non-immigrant) applying for a first time Florida driver license and either being issued a permanent or temporary license.

Driver License Issuance Process Steps

Determine Applicant Eligibility

For U.S. citizens, if mandated documentation is present and deemed authentic, information is captured in FDLIS for automatic checks with the National Driver Registry, Social Security Administration (SSA), Commercial Driver License Information System (CDLIS) and Driver License Production Database. Several of these checks go through the American Association of Motor Vehicle Administrators (AAMVA).

For foreign nationals, if mandated immigration documentation is present and deemed authentic, information is captured in FDLIS, and transmitted to Department of Homeland Security for verification and approval via the Verification of Lawful Status (VLS) system.

Applicant Screening

Transaction type is selected for eligible applicants, a photo is taken using Capture, mandatory eye test is administered using OPTIC1000, and applicant signature is obtained using signature pad and stylus. Identification and residency documents are scanned and electronically attached to the applicant's record. Applicant screening and personal information questions are asked with responses entered in designated boxes on FDLIS issuance screens. Affirmative responses to various questions require additional information to be provided and entered (e.g., has your driving privilege ever been denied in another state? If yes, what state and why?). Additionally, affirmative responses to several questions require entering information on a separate screen (e.g. sexual predator/sexual offender address) and in one instance requiring duplicate entry of personal identifiable information on a separate screen (Motor Voter). If applicant is a male between certain ages, selective service information is also captured and batched for transmission to Selective Service Administration.

Exam Data Entry

Applicant is then directed to a work station to access Automated Driver License Testing System (ADLTS) to take a written exam. The results are manually fed into the applicant record in FDLIS. The applicant is then tested behind-the-wheel, having first shown proof of vehicle registration and insurance. The results of the behind-the-wheel test are manually entered into a log and then into FDLIS. If it is a CDL issuance, special edits and endorsements (e.g. Hazmat) may be required and the behind-the-wheel test is taken at either a vendor location or six State-operated sites. If any applicant tests were taken at vendor location, a separate web application must be accessed to obtain and print results and then manually enter the results into the applicant's record in FDLIS.

Functional Processing/Capture Records

Capture restrictions (such as "must wear eye glasses") and endorsements (such as "hazmat") on license form as well as type, class. Obtain additional information as

required for restrictions/endorsements. Review the transaction and have applicant attest that information is true.

Revenue Collection/ Update/Issuance

The cashiering system is accessed. This system differs dependent upon whether the transaction is taking place in a State-operated facility or a tax collector office. If it is a State operated facility, the clerk goes to FDLIS cashiering. Within the tax collector offices, systems differ depending on whether the tax collector has consolidated their motor services and tax transactions and on which vendor system they operate. Voluntary contribution information endorsements and license class are entered. Fees are determined for the transaction and, if applicable, service fee is calculated. If the applicant is a U.S. citizen, the driver license is printed. If the applicant is a foreign national, a 30-day temporary driving license form letter is printed. (Note, if an applicant would like to register a vehicle in addition to receiving a driver license, tax collectors must use FRVIS. Unless the tax collector has a consolidated cashiering system, the customer must pay separately for each item.)

Stakeholders

- DL applicants
- Tax collectors
- DHSMV Motorist Services staff
- Florida and out-of-state law enforcement entities
- Federal Departments of Homeland Security, Transportation/Federal Motor Carrier Safety Administration, Social Security Administration
- Florida Motorists
- Florida Governor's Office and other Florida state, county and city governmental agencies (e.g., supervisor of elections)
- Other state Driver Licensing entities
- Private schools/businesses providing driver related services (e.g., driving schools, DUI programs)
- Driver safety focused organizations (e.g., Mothers Against Drunk Driving (MADD))
- Vendors that provide driver license equipment
- General public
- Lenders/Lienholders
- Insurance companies

Interfaces

- FDLIS - client server application enabling basic driver licensing process workflow and storing specific driver license information, (e.g., vision and skills test results)
- Cogent - application used for commercial driver licenses to store fingerprint images on file/print server
- MorphoTrust Capture/Inventory System - used to scan and capture driver signature and picture and track inventory card stock for printing licenses

- FDLIS Cashiering System - in state operated facilities and various systems in tax collector offices
- MorphoTrust Camera System - takes/develops driver license or ID card photos
- Scanners - scan and electronically attach paper documentation to applicant files
- Automated Driver License Testing System (ADLTS) - application for driver license written testing, scoring and storing results
- Optic1000 - for eye exams
- Card and Cashier printer
- Online Appointment Service and Information System (OASIS) - web-based application used to display and record DL appointment and time
- Q-Matic- in-facility/office queuing management system
- Signature Pad with Stylus for DL applicant signature
- Verification of Lawful Statistics via the American Association of Motor Vehicles Network
- National Driver Registry - via the American Association of Motor Vehicles Network
- Social Security Administration - via the American Association of Motor Vehicle Administrators
- Commercial Driver License System (CDLIS) - via the American Association of Motor Vehicle Administrators
- DL database checks for applicant record, duplicate SSA #s

Inputs

- Paper identification documents (e.g., birth certificate, social security card)
- Paper proof of residence documents(e.g., voter registration card, vehicle registration, letter with home address)
- Proof of insurance, medical letter
- Clearance for sanctions and other enforcement actions
- These paper documents are manually scanned and electronically attached to the applicants' driver record.
- Applicant pictures manually taken using Capture and electronically attached to the applicants driver record.
- Existing driver records/information is electronically accessed on FDLIS to verify completion of a mandatory requirements, enforcement action or sanctions.
- Acknowledgements of completion of Driver Education and/or Drug related courses are accessed from a web site and printed and then data entered into FDLIS,
- Driver License Manual is accessed from PartnerNet /SharePoint

Outputs

- Driver license and identity card through MorphoTrust
- Driver record generated in FDLIS
- Letter authorizing driving privileges for a temporary time period for foreign nationals/Immigrants through FDLIS

- Customer transaction financial receipts through FDLIS cashiering process and cashier printer
- End of Day Reports through FDLIS

Driver License Issuance Challenges

Current Technical Challenges

- FDLIS lacks real-time interfaces with many of the third-party systems used in issuance. This leads to the need for the development of Manual Workarounds. For example, manual processes have been developed to compensate for the lack of real-time data. The temporary license and manual review process for Foreign National driver license issuance is an example of this.

ii. Motor Vehicle Issuance Services - Titles & Registration

Motor Vehicle Issuance Overview

In Florida over 95% of title and registration issuances are transacted by county tax collectors and private tag agencies. This is inclusive of automobile dealers who also provide these services in the normal course of their business. Automobile dealer transactions are performed by service providers using systems that interface with the Department's systems and are then completed at tax collector, private tag agency, or state locations. Automobiles, trucks, vessels, recreational vehicles, buses, motorized tools, motorcycles, mobile homes, vehicle trailers and off-highway vehicles are required to be titled and/or registered.

Title issuance is the process of establishing a person or business as the legal owner of a vehicle and issuing an official form documenting such. A title is required for all vehicles except vehicle trailers less than 2,000 pounds. The title issuance process includes data entry of detailed vehicle related information, data entry of limited customer information, analysis, fee/tax calculation, payment and printing of the application and title. Information required to title and register a vehicle may also be captured and processed by participating motor vehicle dealerships using an EFS vendor system. If a vehicle is financed, the borrower is listed as the vehicle owner with the lienholder shown and the title is held by the lienholder until fulfillment of the lien. Titles are issued either in a paper format or electronically retained in the FRVIS database. Certain tax collectors and private tag agencies have the capability of issuing and printing a title document in real-time, called a "fast title". For all non-"fast title" agency transactions and any "fast title" agency transaction in which the title printing has been suppressed, official title documents are printed centrally by the Department via a contract with a printing vendor. A batch process occurs nightly that pulls, prints and mails titles that needs to be printed or sends the title to a lienholder electronically. Applicants without liens may choose to have their titles centrally issued and mailed for the regular fee, issued and then held electronically within FRVIS or printed as a "fast title" for an additional fee.

Registration issuance is the process of issuing a vehicle registration for a vehicle to be used on Florida roadways. A unique numeric or alphanumeric code in the form of a license plate or decal is assigned to the vehicle within the State of Florida's database. For all vehicle types that do not have a Florida title or require any title, the registration documents the official ownership. Vehicles that do not have or require any title are: those with out-of-state liens and the lienholders do not wish to title the vehicle in Florida, vehicles that are owned by members of the military that are not residents of Florida but are stationed in Florida, and vehicle trailers that weigh less than 2000 pounds. The registration process includes data

entry of customer, vehicle and insurance information, analysis, plate type selection, fee/tax calculations, addition of voluntary contributions and then issuance. All data from title and registration issuance transactions is stored and used during the “end of day” process where reports are created to track processing, payments and inventory and to assure compliance with procedures. Specific vehicle title and registration issuance transactions include:

Titles:

- New vehicles/ not previously titled
- Vehicle previously titled out-of-State
- Title transfers of Florida titled vehicles
- Title transfers for operations of law (e.g., mechanics lien)
- Duplicate titles
- Issuing/removing stops
- Title corrections
- Cancellation/reinstatement
- Mark title sold
- Add/satisfy lien actions

Registration:

- Original registration
- Renewals
- Duplicate registration including address change
- Registration transfer
- Registration replacement
- Personalized plate reservation/issuance
- Confidential registration
- Handicapped parking placards (originals and renewals)
- Temporary operating permits (TOPS)
- High occupancy vehicle placards

I) Title Transfer/Out-of-State Vehicle with Electronic Lienholder

Title Transfer with electronic lienholder description

Transfer of title from one state to another state and the lienholder will be electronic.

Title Transfer with electronic lienholder process steps

Determine Applicant Identity

The examiner first reviews the applicant’s proof of identity, which can include a driver license or passport. The examiner then searches the FRVIS database for the customer; if not found, a customer is created in FRVIS.

Verification

The examiner then manually verifies vehicle documentation for completeness, applicability to transaction, and fraud. The vehicle identification number (VIN) is entered into FRVIS. The National Motor Vehicle Title Information System (NMVTIS) is then queried via FRVIS to ascertain the most current vehicle titling information including state and title issuance date, vehicle brands and reports of theft. A return of

negative information can cause termination of the transaction, additional questions for applicant and/or a call to law enforcement. If the vehicle is not new and not on the FRVIS or NMVTIS databases, the examiner may leave the counter to inspect the vehicle in order to verify the VIN number. If the examiner signs out of the system or if the inspection takes longer than 15 minutes, FRVIS times out and the examiner must log back in and initiate the transaction from the beginning.

Functional Processing

If the applicant has a Florida driver license, use data already on the system. If the applicant is not in the FRVIS database, a new customer number is created. If the vehicle is not on the FRVIS database, standard vehicle information is entered. When a lien question is presented, the lienholder account number is entered from the application on the search screen to select the specific lienholder from a list of authorized lienholders. The examiner then captures specific lien related information and adds any brand data.

Revenue Collection/Issuance

When the necessary data has been collected, the system performs fee calculation based on previously entered vehicle information, selected voluntary contributions and associated service fees. The examiner reviews the transaction information and fees with the applicant and, if correct, commits the transaction. At this point, the examiner does not have the ability to go back to previous screens for corrections or adjustments and the transaction must be voided or restarted from the beginning to do so. Payment and cashiering also occurs (exact time in process varies by tax collector/private tag agency/Department) and the applicant is given a printed copy of the application.

Documentation Management/Final Processing

The examiner takes the original title documentation and dependent on tax collector/private tag agency procedures, sends the documentation by mail to the DHSMV for scanning and archiving. The specific title transaction is run through a nightly batch process for subsequent distribution of fees and electronic transmission of title to lienholder.

II) Vehicle Registration Transfer

Vehicle Registration Description

This process is the transfer of a registration from one vehicle to another vehicle.

Vehicle Registration Process Steps

Verification

If the registration is being transferred to a vehicle already titled in Florida, manual verification of the registration being transferred and proof of insurance are the only additional verification steps required. If the vehicle has not been previously titled or registered in Florida, the examiner manually verifies vehicle documentation for completeness, applicability to transaction, and fraud. The examiner inspects the vehicle to verify the VIN. If the examiner signs out of system or if the inspection takes

longer than 15 minutes, FRVIS times out and examiner must log back in and start the transaction from the beginning.

Transfer

The plate to be transferred and VIN number of the vehicle being registered are entered into FRVIS. The system finds the registration and verifies that at least one owner of the registration being transferred is an owner of the vehicle being registered. If the registration is verified, FRVIS changes the owner of the registration to match the owner of the vehicle. The vehicle associated with the registration and the registration details are updated.

Functional Processing/Issuance/Cashiering

Registration use, license plate type, effective date, expiration date and other standard information is entered into FRVIS. The examiner also enters other customer requests such as voluntary contributions, choice of a different license plate, and annual or biennial renewal period. Systematic fee calculation is performed through FRVIS, the registration form is printed, and inventory is issued (decal, license plate). Payment and cashiering occurs after issuance through FRVIS cashiering or an independent tax collector/private tag agency/department cashiering application.

III) Application for Handicapped Parking Placard

Application for Handicapped Placard Description

This is the process for an individual to obtain a handicapped parking placard.

Application for Handicapped Placard Process Steps

Verification

Applicant presents an application completed and signed by a physician. For permanent placard, the person must reside in the State of Florida. Examiner then manually reviews it for completeness and accuracy.

Processing

Applicant and medical practitioner information is manually entered into FRVIS. The system verifies that the medical practitioner is licensed by referencing an FTP file of medical licenses sent periodically to the Department from the Department of Business and Professional Regulation (DBPR). If the medical practitioner is not listed, the examiner calls the Department's tax collector help desk and faxes them a copy of the completed application which shows the license number of the medical practitioner, while the customer waits in the office. Department staff confirms with DBPR that the license is valid, updates the electronic file of medical licenses, and reports to the examiner that the specified medical practitioner has been added so that the transaction can continue.

Cashiering/Issuance

The parking placard issued can be temporary or permanent depending on the applicant's condition, as specified by the medical practitioner. If a temporary placard

is being issued, fees are charged and money collected. Two registration forms are printed with a decal attached to each to put on the handicapped placards (a decal for each side of the placard). If a permanent placard is being issued, there is no charge. Two registrations forms are printed with a decal attached to each to put on the handicapped placard (a decal for each side of the placard).

At least every 6 months, the department shall randomly audit disabled parking permit holders to ensure that all required criteria for the ownership and possession of such permit remains valid. As a component of the audit, the department shall, at a minimum:

- Review death records maintained by the Department of Health to ensure that the permit holder has not died.
- Review the number of times the permit has been confiscated for fraudulent or unlawful use, if at all.
- Determine if the permit has ever been reported lost or stolen and, if so, determine the current status of the permit.

At least annually, the department shall verify that the owner of each disabled parking permit has not died. Such verification shall include, but need not be limited to, consultation of death records maintained by the Department of Health. If a disabled parking permit holder is found to be deceased, the department shall promptly invalidate the decedent's disabled parking permit.

Stakeholders

- Vehicle title and registration applicants
- Tax collectors and private tag agencies
- DHSMV Motorist Services staff
- Florida and out-of-state law enforcement entities
- Federal Departments of Homeland Security, Transportation/Federal Motor Carrier Safety Administration), Social Security Administration
- The Florida Motorist Public
- Florida Governor's Office and other Florida state, county and city governmental agencies
- Mobile home dealers
- Vessel dealers
- Automobile dealers
- Title/registration/ equipment vendors
- Automobile dealer service providers
- General public
- Towing and storage operators
- Handicapped service providers
- Vehicle disposal businesses

Interfaces

- FRVIS
- NMVTIS for title information checks
- Insurance Log to verify applicant insurance

- Dealer licensing files
- Virtual Office
- Driver License customer records
- WEB inquiries, Driver License customer records
- File transmittal processes (FTP'S) with various state agencies
- Fee distribution system
- Inventory ordering with PRIDE

Inputs

- Vehicle information including but not limited to vehicle identification number
- Make of vehicle
- Year of manufacture
- License plate number
- Technical information about the vehicle and its use to define its taxation regime (e.g., gross vehicle weight)
- Bills of sale
- Purchase price
- Registration use
- Vehicle use
- Name and address of purchaser or "registered owner"
- If money is owed, the name of the lienholder
- National Motor Vehicle Title Information System (NMVTIS) inquiry information obtained through FRVIS interface with NMVTIS system
- Insurance information
- Completed handicap placard application
- Information maintained on the DL database that is regularly updated by various government agencies (e.g., DBPR professional licenses)
- Application
- Letter from medical practitioner

Outputs

- Completed title applications
- Vehicle titles
- Registrations
- Temporary license plates
- Decals
- Handicapped parking registrations
- Certificates of Destruction
- Certificates of Repossession
- Derelict Vehicle Certificates
- Lien satisfaction forms
- Correspondence letters
- Email notifications
- Title transaction documentation that is boxed and sent to DHSMV/Tallahassee for scanning/archiving

- Reports for tracking money
- Inventory
- Compliance, and fraud
- Personalized reservation application
- Specialty plate voucher

b. Driver License and Motor Vehicle Record Maintenance

Record Maintenance Background

The Department not only provides issuance and enforcement functions for the State, but is also an information source for many entities. The data in these records is relied upon by many functions and user groups in the following ways, among others:

- It is the foundation for other driver or vehicle related functions (such as sanctions);
- It is used by many organizations to establish identity and/or residency;
- It is used by law enforcement to establish identity;
- It is relied upon for public safety, and
- It is provided to many outside entities for a fee, which generates revenue for the State.

Maintaining current records is an important consideration for the Department.

i. Motor Vehicle Record Updates

Motor Vehicle Record Updates Overview

The Department is responsible for maintaining motor vehicle records for vehicles registered in the State of Florida per Section 320.05(2), F.S. MV records are the foundation for all MV related functions performed by the Department and are relied upon by a number of internal and external users. There are three major types of MV record updates that occur:

- Titling and registration data gathered during issuance and renewal related transactions;
- MV *stop* notations against titles, registration, or customers from outside entities or from internal processes, and
- Out-of-State titles, brand, and theft information to be attached to Florida MV records.

I) Titling & Registration Transactions

Description

This is the process of updating motor vehicle records to include title and registration information collected during titling and registration transactions.

Process Steps

These updates are made through the standard title and registration issuance processes, as previously described.

II) Motor Vehicle Stops

Description

This is the process of updating motor vehicle records to include stops imposed by third-party entities.

Process Steps

There are three types of MV stops that are applied to MV records:

- Registration stops preventing the extension of a specific registration;
- Customer stops preventing extensions of any vehicle owned by that customer, and
- Vehicle stops preventing title activity for a particular vehicle. These stops are applied to MV records in one of three ways:
 - FTP files are received from third parties (other state agencies, toll authorities, and municipalities) by DHSMV and updated in the motor vehicle database via batch processing,
 - Certain DL sanctions carry accompanying MV stops. A batch process runs periodically to poll FDLIS for new sanctions that meet these criteria and applies the appropriate stop to the records in FRVIS, and
 - Stop information is manually placed on a record in FRVIS by the Department.

As requirements are satisfied to clear MV stops, this information is also sent from the entities that issued the stop through FTP files, which go through batch processing to clear the MV record of the stop or clearance information. If the stop was imposed onto the vehicle by the Department, clearance is entered through FRVIS when proof is provided by the customer to the Department.

III) Out-of-State Titles, Brands & Reported Thefts

Description

This is the process of updating Florida motor vehicle records to include title, brand, and reported theft information received through AAMVA from other jurisdictions.

Process Steps

AAMVA maintains a central repository of title, theft, and brand information from partner states. NMVTIS interfaces with FRVIS so that information from NMVTIS that is applicable to Florida MV records (e.g. title cancellations) is immediately transferred to FRVIS and attached to the correct MV record. If the real-time update is unsuccessful, a batch process is run to update NMVTIS.

Stakeholders

- Tax collectors
- DHSMV staff (Titles & Registration, Field Operations)
- Law enforcement
- Contracted titles and registration issuance vendors
- Municipalities
- Toll authorities
- Florida drivers
- Florida motor vehicle owners
- AAMVA
- General public

Interfaces

- FRVIS
- DL PROD (driver license database)
- NMVTIS
- FTP files

Inputs

- Titling and registration transactional information
- Information regarding titles, brands, and reported thefts from NMVTIS
- Stop information from third-parties

Outputs

- Updated driver records
- Communication to drivers regarding sanctions and citations
- Record sales
- Data exchange with government entities and law enforcement agencies

Challenges

- There is a delay in posting Stop information to motor vehicle records due to the batch load process.

c. Revenue Collection & Distribution

Background

The Department is required by Florida Statute to collect hundreds of different fee types and distribute them to private organizations and various governmental entities for critical services. Revenue collection and distribution is a supporting process which accounts for \$2.7 billion dollars of revenue annually. Many government and non-governmental entities rely on the Department's revenue collection and distribution process as a major source of income. In addition, the Department's revenue reports are an integral part of the State's revenue estimation process, since such a large number of entities receive funds collected by the Department. Internally, the Department relies upon reports produced from the revenue collection and distribution process to perform financial reconciliations, projections, audits, and analyses.

Revenue is collected from numerous entities and is recorded in FRVIS, FDLIS, and DL Maintenance or manually through the Cash Receipt System (CRS) system, depending on how the funds were received. Once collected, revenue is deposited, reconciled and distributed out to the appropriate entities. The distribution process is managed in FRVIS using a batch process. The two main processes performed are payment processing and revenue distribution.

i. Payment Processing

Description

This is the process of collecting, processing and distributing revenue earned by the Department.

Process Steps

In-house:

Online/IVR, DL, MV, data sales fees as well as miscellaneous revenue are collected in-house and processed either manually or programmatically. The manual process is where accounting staff inputs transaction data into CRS. CRS then posts that data to FRVIS for inclusion in the distribution of revenue. Programmatically the data is automatically posted to FRVIS when the transaction occurs. Request for services with corresponding payments are mailed to the Department. These requests are received by the mailroom; the mailroom staff opens and scans the check and documentation into the vendor system according to the business unit. During this process, the remitter information from the check is captured along with the check number and check amount. A control number is assigned to both the check and documents. The checks and documents received are batched together according to business unit and forwarded to the accounting/revenue staff. Staff imports the data from the vendor system into CRS and verifies that the written amount on the check, check number and remitter information match. Once this process is completed the checks are removed from the batch and the vendor-transmitted deposit can be audited and entered into the proper FLAIR accounts the next business day. At this time the control number details the amount deposited. A Program Area (business unit) Report is attached to each batch and lists the control number, remitter name, check number and check amount of each check received for the batch and is forwarded with the supporting documentation to the business unit. Each business unit processes the transactions according to the nature of the transaction. The transactions are recorded programmatically either in FDLIS, FRVIS, and DL maintenance or manually within CRS, Microsoft Excel, or other programs used by business units. A batch process updates the information in the FRVIS system. Once the end of day report for the business unit has been closed, a report is printed from the CRS system, by business unit and reconciled to the business unit's end of day report. If no discrepancies are found the amount processed is posted to FRVIS so the report can be distributed.

Field offices:

DL and MV transaction fees are collected in State-run field offices. Customers come into field offices to make a payment and transactions are processed within FDLIS or FRVIS (depending upon the transaction type) within the corresponding customer's account. In addition, payment information is entered into the cashiering portions of FDLIS or FRVIS and money is deposited by the field office into the Department's account. Once revenue is received, it is manually posted to FRVIS and automatically sent to the batch distribution system.

Tax collectors:

DL and MV transaction fees are collected by tax collectors. Customers come into tax collector offices to make a payment and transactions are processed within FDLIS or FRVIS (depending upon the transaction type) within the corresponding customer's account. Payments are recorded to the cashiering portions of FDLIS or FRVIS and cash is deposited by the Tax Collector into the Department's account. Revenue recorded in FRVIS or FDLIS is automatically sent to the distribution system to be distributed appropriately. In addition to in-person DL and MV transactions, Tax collectors also download online MV transactions into FRVIS, which follows this same distribution process.

FHP:

The Florida Highway Patrol and an online vendor sell crash reports. FHP tracks the amount owed and deposits the associated fees into the Department's account. A manual reconciliation is performed by the Department accounting revenue staff. Once the

reconciliation is performed, the accounting staff must manually enter the revenue into the CRS system in order for the fee to be distributed by the distribution system appropriately. With online vendor sales the Department debits the relevant fee amount from the vendor for reported transactions which is programmatically posted into FRVIS for distribution.

DOR/Clerk of Court:

The Clerks of Court collect civil penalty fines on behalf of the State from drivers with violations and performs the necessary clearance procedures for the respective driver. The Clerks send revenue collected to DOR and DOR is then responsible for depositing the money received into the Department's account. The Department then manually enters the amount deposited by DOR into the CRS system, marks the funds with a deposited status. The transactions are then manually processed by the Department staff, which allows the revenue to be automatically sent to the distribution system to be distributed.

Revenue Distribution:

Once End-of-Day reports close for edits in the FRVIS system, the revenue received must be posted FRVIS either through an automated process through Bank of America or manually, depending upon the mechanism in place for receiving the funds. A distribution payment flat file is created during each batch distribution cycle. The flat file is placed on a server where revenue staff can access it for further processing. Before the revenue can be distributed, staff must manually place holds on certain funds for either audit purposes or requirements attached to specific revenue streams which prohibit the funds from being disbursed at that time. Revenue Distribution then sends the edited file to the Account Payable unit, where the report is uploaded to a custom-built FoxPro program that distributes the money to the appropriate accounts and uploads distributed revenue to the State's accounting system, FLAIR. Checks or an ACH are produced from FLAIR by the State and revenue is physically distributed to the recipients. Checks are returned to the Department and mailed to recipients. The journal transfers are completed by revenue staff to in-house accounts and other state agencies.

Stakeholders

- Department staff (business units & accounting)
- Tax Collectors
- FHP
- DOR/Clerk of Court
- General Public
- Florida drivers
- Florida motor vehicle owners
- IFTA/IRP taxpayers
- Mobile home manufacturers and dealers
- Car dealers
- Specialty plate organizations
- State agencies
- Voluntary contribution organizations
- Local jurisdictions
- School boards
- Out-of-State jurisdictions
- County Commissions

Interfaces

- FRVIS
- FDLIS
- DL Maintenance
- Cash Receipt System (CRS)
- Microsoft Excel
- Mail/Fax
- Foxpro distribution program
- FLAIR
- Bank of America

Outputs

- Distributed revenue into FLAIR
- Warrants distributed to appropriate entities
- Revenue reports to perform financial reconciliations, projections, and analyses

Process Inputs		
<i>Fee Type</i>	<i>Description</i>	<i>Collection/Processing Points</i>
Online	DL transaction fees, MV transaction fees, and data sale fees collected either online or via telephone	Online fees received for DL transactions and data sales reports are processed in-house. Online fees received for MV transactions are processed by County Tax collectors.
DOR/Clerk of Court fees	Civil fines collected by the Clerk of Court	DOR/Clerk of Court fees are collected by the Clerks of Court, deposited, and then transactional information is provided to the Department for processing.
DL fees	DL transaction fees collected for driver license services such as issuance, renewal, reinstatement, and other license related services	DL transaction fees are collected and processed by State-operated field offices, in-house, online, and by County Tax collectors.
MV fees	MV transaction fees collected for services such as title and registration issuance, registration renewals, IFTA tax payments, licensing fees for car dealers and mobile home manufacturers and other MV related services	MV transaction fees are collected and processed by State-operated field offices, in-house, online and by County Tax collectors.
Data sales fees	Data sales fees collected from the sale of DL and MV data to customers	Data sales fees are collected either online or in-house and are processed in-house.
Crash report fees	Crash report fees are fees relayed to the Department by FHP or online vendor for crash reports	Crash report fees are deposited directly into the Department's bank account by FHP and are then manually processed in-house. The online vendor is debited for transactions in an automated process.

3. Assumptions and Constraints

The Department operates in a regulated environment and is subject to numerous State and Federal statutes and rules, as well as professional standards relating to data protections and integrity. These requirements will need to be carefully considered during requirement analysis and eventual system selection.

C. Proposed Business Process Requirements

The Department is looking to re-engineer antiquated processes and technology currently used for driver licensing, motor vehicle titling, registration and various other systems. Current technology is a barrier to the Department fully implementing its plans. The proposed system must provide for greater data availability, integrity accountability and the flexibility to meet future needs. This re-engineering will result in reduced costs and aid in fully capturing revenue for the State of Florida. These new systems will reflect re-engineered processes with new functionalities that are easier to use, maintain and enhance.

Detailed processes will be designed to reflect the Department's consolidation of functional responsibilities and the expected procedural changes that will result from technical barriers being removed. The revised processes, as well as the overall objectives and data standards developed by the Division, will be the basis for future detailed requirements and selection of a specific solution.

1. Functional Business Requirements

a. Electronic Filing System

The Electronic Filing System (EFS) for Dealers is a method to allow selected dealerships to perform Tax Collector and Division of Motorist Services transactional services such as title applications and registrations. EFS allows dealerships real time access to vehicle registration and title information from the Department of Highway Safety and Motor Vehicles (DHSMV) database, real time transaction processing of title and registration applications, and electronic funds transfer (EFT) of all fees due from title and/or registration transactions.

Dealerships use the available information in EFS along with information supplied by the customer to compose transactions and update records. After which, the dealer is able to issue the proper credentials, such as license plates and month/year decals. The EFS dealership can also generate the appropriate DHSMV documents, including a Registration Certificate and/or an 82041 Application for Title and/or Registration.

The Department will re-engineer EFS to include the following functionality:

- The system shall provide inquiries to dealers to be performed when performing title and registration when necessary to verify such things as lienholder, or insurance and to also acquire existing vehicle and customer information.
- The system shall utilize a fee engine to calculate all transaction fees.
- The system shall provide a method to provide fee totals prior to the processing of a transaction.
- The system shall allow for a secure method of connection and data sharing between EFS Vendors and DHSMV.

- The system shall eventually allow for connectivity to the national electronic Manufacturer Certificate of Origin (MCO).
- The system shall provide the functionality for dealers to electronically sign documents.
- The system shall provide for the connectivity to other automated interfaces such as Electronic Temporary Registration (ETR) and future interfaces to the salvage vehicle industry.
- The system shall provide inquiry transactions to be performed on customers and vehicles via a variety of access keys.
- The system shall provide an update transaction initiated by the EFS Vendor.
- The system shall provide for a response to an update which will contain either an error message or a successful transaction response.
- For all transactions, a successful update will also mark the database record.
- The system shall allow a method to acquire the information that is used to generate the Registration Certificate and/or an 82041 Application for Title and/or Registration.
- The system shall provide functionality to link a registration and a title transaction together in which the titled owners and the registrants are the same.
- The system shall provide functionality to generate the title and registration data on the appropriate document.
- The system shall provide functionality to process lease transactions. In these situations, the titled owner could be different than the registrants. The system shall provide functionality to generate the appropriate documentation.
- The system shall provide functionality to allow the EFS vendor to change or correct any information provided.
- The system shall provide functionality to void a transaction. The system shall provide functionality so that all appropriate documentation can be completed.
- The system shall allow for logging of all inquiries and update transactions.
- The system shall provide functionality that will allow the department to deny access to the system for dealers that are out of compliance.
- The system shall provide the ability to identify dealers that are out of compliance.
- The system shall allow the electronic submission of accompanying documents.

i. Electronic Temporary Registration

The Electronic Temporary Registration (ETR) System provides a technical means to record in real-time on the DHSMV database the issuance of a temporary license plate or the temporary transfer of a metal plate. This functionality will be developed as a module within the EFS system. The ability to provide this information greatly enhances law enforcement efforts. The Department will re-engineer EFS to include the following functionality:

- The system shall use technology to facilitate the exchange of information between DHSMV and EFS Service providers.
- The ETR system shall provide a secure method for data exchange between approved ETR Service providers and DHSMV.
- The system will provide a method to track inquires and charge the appropriate vendor for system access.
- The system will provide a customer inquiry transaction, which will be sent by the Dealer to search for an existing customer on the DHSMV database when the driver license number or FEID number of the customer is unknown. This search will be performed for an individual or business. When inquiring for an individual the system will accept from the Dealer the customer's last name, first name and date of birth.
- When inquiring for a business the Dealer must provide the company name or FEID

number.

- The system will accept from the Dealer a valid license prefix, license number, license suffix, pin number, account number and employee number.
- If the dealer license number is successfully validated the customer search is performed. The results of the search are returned.
- The system shall provide a method for the dealer to query the DHSMV database for information on a vehicle.
- The system shall require the license plate number to be transferred if a Temporary Transfer transaction is performed. The system shall verify that at least 30 days are remaining in the registration period of that license plate.
- The system shall prevent temporary transfers on license plate types that are excluded.
- The system shall verify that license plates will only be temporarily transferred to a vehicle that meets the eligibility requirements for that type of plate.
- The system shall allow for logging of all inquiries and update transactions.
- The system shall perform vehicle and title edits to determine if a temporary transfer transaction is allowed.
- The system shall not allow the processing of autonomous vehicles. Autonomous vehicles must be processed at DHSMV.
- The system shall require the dealer to perform a successful inquiry transaction before an issuance transaction is allowed.
- If the customer does not exist on the database, the system shall allow the customer and address information to be added.
- If the customer does exist on the database, the system shall allow for the updating of customer and address information.
- If the vehicle does not exist on the database, the system shall allow the vehicle information to be added.
- If the vehicle does exist on the database, the system shall allow for the updating of the vehicle color only if needed.
- If the vehicle is currently titled in Florida, there are several business rules that will not allow the issuance of an ETR to occur.
- The system will require insurance information for vehicle types that are required to have insurance coverage.
- The system shall allow dealers to issue a paper plate from stock on hand.
- The plate number entered must be assigned to the dealer processing the temporary license plate transaction.
- In order to perform a void transaction, the Dealer must have performed a valid issuance transaction.
- The restore transaction is similar to a Void. The only differences are that it does not cancel the money owed for the Temporary Transfer and it must be performed on a different day than the transaction it is reversing.
- In order to perform a restore transaction, the Dealer must have performed a successful issuance transaction.
- The system shall provide a method for dealers to search for issuance transactions that need to be regenerated.
- Only the service provider who created the entry in the Dealer Issuance Log may dispute the charge.
- The system shall provide functionality to perform a dealer issuance log search by date.
- The system shall provide output that consists of all occurrences of entries in the dealer issuance log for the date and dealer specified.

- In order to perform a “maintain employee” transaction, a valid license prefix, license number, license suffix, pin number, account number, and the following employee information is required:
 - First name, last name, date of birth, gender, street address, city, and zip code.
- If the employee has a record in our system, at least one of the following criteria must be submitted:
 1. A valid customer number.
 2. A valid Driver License number.
- If any of the submitted items do not match an error will be returned to the user.
- The system shall provide functionality to add an employee if a driver license number or customer number does not exist.
- The system shall provide functionality to add a new employee.
- The system shall provide functionality to remove an employee.
- The system shall provide the ability to identify dealers that are out of compliance.
- The system shall provide functionality that will allow the department to deny system access for dealers that are out of compliance.

ii. Fee Calculation Engine

The fee calculation engine will be developed to receive input that is used to generate fees for all Motorist Services transactions. As each component of the new Motorist Services systems are developed, the appropriate module will also be developed in the fee engine.

- The system shall provide for a central location for the calculation of fees for all Motorist Services transactions.
- The system shall provide integration into various Motorist Services applications on multiple platforms.
- The system shall allow for the output to be useable by multiple systems.
- The system shall allow for the breakdown of the total for all calculated fee totals.
- The system shall accept all needed parameters for calculation of fees.
- The system shall provide the functionality to calculate post dated fees.
- The system shall allow for the functionality to calculate fees in the future such as biennial fees.
- The system shall allow for proration of fees.
- The system shall allow for fees to be calculated based on the current transactional business rules
- The system shall be effective date driven.
- The system shall allow for the calculation of county optional fees such as the mail fee and branch fee based on delivery method.
- The system shall allow for the calculation of special county fees such as the vessel registration fee based on county of residence.

b. Capture System

The Capture System will support image capture, scanning and license printing. In addition to the digital photograph, the issuance of driver licenses and identification cards requires the electronic capture of the applicant’s signature and the scanning of supporting documents. Both Florida law and federal law require DHSMV to scan identification documents, like passports, birth certificates, social security numbers, and proof of address. Without this, DHSMV would be unable to issue driver licenses and ID cards that meet national and industry standards.

- The system must allow for flexibility in software changes needed in the ever changing environment of driver license and ID card issuance.
- The system must instantly capture photos and signatures upfront.
- The system will use a signature pad to capture signatures that are stored and transmitted using the same software application as the digital portrait.
- The system will allow the examiner the option to accept or reject the signature before it is used on the credential.
- The system must be able to display the customer name, date of birth, address, sex, and height above the signature box on the signature pad so that the customer can verify the information.
- The system must allow the examiner to choose the language that is displayed on the signature pad.
- The system must scan validation documents.
- All scanned documents must be matched to the correct customer and the transaction which the scanning occurred.
- The system must retrieve existing scanned images.
- The system must retrieve existing images for a customer from DHSMV Image Database.
- The system must provide the ability to crop a portion of a scanned document.
- The system must provide the ability to make annotations to scanned documents.
- The system must provide the ability to redact portions of a scanned document.
- The system must provide the ability to load an existing electronic document in lieu of scanning a new document.
- The system must be able to reprint a previously processed license due to one type of damage occurring to the card during its initial printing. Only occur in the same day that the original license is processed.
- The system must update the Embedded Inventory Control Number (EIN) for records printed.
- The system must be able to swipe a card and display the 2-D Barcode current data on the card.
- The system must encode the magstripe.
- The system must be able to swipe a card and display the magstripe current data on the card.
- The system must perform real-time uploads of transactions processed.
- The system must be able to initiate the printing of the secure and tamper-resistant DL/ID card.
- The system must be able to create image file with images for uploading to the database.
- The system must be able to upload image files to the DHSMV database in real-time.
- The system must be able to produce composite image files and upload them in batches, real-time, or on-demand to the image server.
- The system must work in FLOW mobiles and mini FLOWS.
- The system must incorporate state-of-the-art digital camera with Auto-Framing (hands free) and auto-calibration software.
- The system must use Find-A-Face technology for the purpose of cropping the customer photograph.
- The system must be operated using either the keyboard or the mouse.
- If functions are not currently active in the system, the system must inactive/gray out these functions.
- The system must use active Cancel functions in all windows.
- The system must contain queues that are refreshable.
- The system must have an on-line user manual.
- The system must have an Administrative function. For example, a supervisor can use the admin function to switch printers.
- The system must capture a guardian signature image if applicable.

- The system must be able to clear and recapture all signature images.
- The system must be able to crop photo images.
- The captured image is displayed to the operator for approval prior to printing. If needed the operator may manually crop the image and/or adjust the brightness and contrast of the image.
- The system must provide the ability to view the video feed of a customer before taking the picture so the examiner can verify that the customer is lined up properly with the backdrop.
- When the card printers are down, the transactions may be sent to the Central Issuance Processing System (CIPS) for printing and mailing. This same process applies to foreign national customers who must have their legal presence verified through the Systematic Alien Verification for Entitlements (SAVE) system.
- The system must display the customer information on the capture screen so that the user can easily identify the correct customer transaction.
- The system must display the camera, signature pad and scanner assigned to the workstation being used by the examiner.
- The system must allow the examiner the ability to mark a transaction as “Capture Complete”.
- The system must provide the ability to search for transactions by Status, Driver License Number, Name or Date of Birth.
- The system must be able to display a list of scanned documents belonging to a transaction.
- The system must be able to display a scanned document that is returned from a search.
- The system must be able to disassociate and re-associate images from one customer to another.
- The system must be able to produce production reports using a date range and/or transaction types viewed on the screen and printed.
- The system must be able to produce Aging Reports – identifies the Age of all incomplete transactions.
- The system must be able to produce Composite Reports – generates all of the transactions for each specific office.

2. Business Solution Alternatives

The Department has investigated five solution alternatives, including three varieties of commercially available systems (off-the-shelf, modifiable off-the-shelf and other state transfer) which were combined because of their similarities. In addition, *custom build* and *retain existing system* alternatives were also considered.

a. Maintain / Enhance Current System

There are significant shortcomings with this approach. The EFS system’s capability of supporting new functionality is limited and there are considerable costs related to system maintenance and upgrades today. Capture is a proprietary system owned by our current driver license card vendor, which will expire in fiscal year 2015-16. Based on current system complexity and the level of effort required to modify relatively minor components, the Department believes that both current systems are incapable of being modified to support the required business functionality.

b. Purchase and Configure a Commercially Available Solution

This alternative requires the Department to go through the State’s purchasing process to procure the commercially available solution that most closely aligns with the needs of the Department and contract with a vendor to configure and / or customize the solution. As

part of the purchase of any commercially available solution, some business processes will need to be modified to accommodate the system's approach.

While each state must provide motorist services, they each have different laws and procedures. Any out of the box solution will have to be customized to suit the needs of the State of Florida. Based upon research with the American Association of Motor Vehicle Administrators, completing this customization has been problematic for many states. Disputes over cost associated with customization has led to litigation in some cases and caused huge delays in the project schedules. Although states share the same mission of providing drivers' licenses, identification and registering and titling vehicles, the details are different.

States have also had disputes with vendors concerning the use of overseas resources. Some firms want to perform a portion of the project work overseas which has been opposed by some state DMVs. These disputes have led to the termination of contracts and project delays. In some cases, multiple contracts with multiple vendors have been canceled.

Some states have also found scalability and seamless integration into current operation to be difficult.

c. Custom Development

This alternative requires the Department to procure a vendor and/or engage in-house resources to design, develop and deploy a solution.. A custom-built technology environment can be designed, built and deployed to meet the specific needs of the Department. A commercial available solution may be used for smaller components in the re-engineering in which the Department may not have the required expertise.

Additional advantages of this approach include:

- System will be built to integrate easily with other 3rd party systems and existing systems
- Minimizes the cost associated with upgrades and customization of commercial software
- Features built that are unique to current business processes
- Subject matter experts have the opportunity to provide input on the development of the system
- Higher quality of support for the software dealing directly with developers in-house

3. Rationale for Selection

To select the option communicated below, potential solutions were judged against their likelihood to deliver the necessary functionality, risk in implementing, estimated cost and estimated implementation timeframe. Migration of most issuance services to Tax collectors is underway already, and the Department has begun implementing its revised organizational structure. Also a great deal of consideration was given to the lessons learned from other states that have embarked on efforts to re-engineer all or portions of their legacy systems. The American Association of Motor Vehicle Administrators (AAMVA) which has detailed knowledge of the activities of all member jurisdictions was also consulted. The Department relied heavily on their input.

4. Recommended Business Solution

The Department recommends replacing some of the older legacy applications and back-end mainframe-based processes with custom developed software systems. The Department will continue to explore commercial solutions for system components that are reliable and have a history of successful implementations. These solutions will be purchased and utilized in areas where the Department does not have expertise.

Custom development gives the Department the best chance to implement a system that will be beneficial to all stakeholders. This approach will ensure that the system will be built according to the requirements, laws, rules and policies of DHSMV and the State of Florida. There is risk associated with any project however, management of risk, regardless of the approach, will require diligent project management and careful requirements analysis. The Department is confident that custom development provides the best opportunity for success.

II. Schedule IV-B Cost Benefit Analysis

Benefits Realization Table

The Benefits Realization Table describes the four benefits which accrue from the Motorist Services Driver Related Issuance and Vehicle Enhancements program implementation, including estimated values computed for the tangible benefits. The tangible benefits are assessed against business conditions and are conservatively estimated.

BENEFITS REALIZATION TABLE						
#	Description of Benefit	Tangible or Intangible	Who receives the benefit?	How is the benefit realized?	How will the realization of the benefit be assessed/measured?	Realization Date (FY)
1	Department Develop its own Capture software solution. Thereby eliminating the need to purchase software license for the transport of images of verification documents used in the issuance of credentials.	Tangible	DHSMV	Eliminate the software license cost of the Capture software.	DHSMV will track and compare the operating cost of the new system to license cost of the current system.	Full realization in FY 15-16
2	Scanning Efficiencies In FY 12-13 the Department scanned 24,542,223 documents related to tag and title transactions. Providing the option for auto dealers to scan in the field would eliminate the need for the Department to scan those documents, thereby generating a potential savings of \$191,833 that can be saved annually.	Tangible	DHSMV	There will be a 25% reduction in title transaction documents required to be scanned by Department personnel.	DHSMV will track the number of documents scanned from previous fiscal years compared to documents scanned after implementation	Partial realization in FY 15-16 Full realization in FY 16-17
3	Paper and Courier Savings As part of a motor vehicle purchase, dealers must print documentation associated with the titling and registration processes, have their customer sign it, and then deliver it to the tax collector for review. Often dealers charge an additional fee to their customer to cover costs associated with this process. EFS/ETR-participating dealers (and in turn, their customers) will be able to avoid the costs associated with printing these documents and delivery to the tax collector. Based on FY 2012-13 statistics, the	Tangible	EFS/ETR Motor Vehicle Dealers and their customers	Dealers will not be required to print more than 18 million documents annually and perform daily deliveries to the tax collectors.	DHSMV will track the number of documents scanned from previous fiscal years compared to documents scanned after implementation	Partial realization in FY 15-16 Full realization in FY 16-17

	Department estimates that these motor vehicle dealers will have reduced costs of approximately \$1.3 million annually that is associated with the consumption and delivery of more than 18 million pieces of paper.					
4	Postage Savings After the tax collector receives motor vehicle titles and registrations, the documentation is audited and then mailed to the department for scanning and destruction. Based on FY 2012-13 statistics, the Department estimates that the county tax collectors could save more than \$600,000 annually in postage costs.	Tangible	Tax Collectors	Tax collectors will not receive documentation associated with EFS and ETR-supported motor vehicle sales.	DHSMV will track the number of documents scanned from previous fiscal years compared to documents scanned after implementation	Partial realization in FY 15-16 Full realization in FY 16-17

Table 2-1 - Benefits Realization Table

Cost Benefit Analysis Results

CBAForm 1 - Net Tangible Benefits			Agency <u>HSMV</u>			Project <u>DRIVE</u>									
Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBAForm 1A															
Agency (Operations Only -- No Project Costs)	FY 2013-14			FY 2014-15			FY 2015-16			FY 2016-17			FY 2017-18		
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel -- Total FTE Costs (Salaries & Benefits)	\$743,663	\$0	\$743,663	\$743,663	\$0	\$743,663	\$743,663	\$103,980	\$847,643	\$743,663	\$135,154	\$878,817	\$743,663	\$135,154	\$878,817
A.b Total FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-1.a. State FTEs (Salaries & Benefits)	\$743,663	\$0	\$743,663	\$743,663	\$0	\$743,663	\$743,663	\$103,980	\$847,643	\$743,663	\$135,154	\$878,817	\$743,663	\$135,154	\$878,817
A-1.b. State FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-2.a. OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-3.b. Staff Augmentation (# of Contract FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
B. Data Processing -- Costs	\$2,466,442	\$0	\$2,466,442	\$2,466,442	\$0	\$2,466,442	\$2,466,442	(\$43,750)	\$2,422,692	\$2,466,442	(\$96,137)	\$2,370,305	\$2,466,442	(\$96,137)	\$2,370,305
B-1. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Software	\$87,500	\$0	\$87,500	\$87,500	\$0	\$87,500	\$87,500	(\$43,750)	\$43,750	\$87,500	(\$87,500)	\$0	\$87,500	(\$87,500)	\$0
B-3. Other NSRC	\$2,378,942	\$0	\$2,378,942	\$2,378,942	\$0	\$2,378,942	\$2,378,942	\$0	\$2,378,942	\$2,378,942	(\$8,637)	\$2,370,305	\$2,378,942	(\$8,637)	\$2,370,305
C. External Service Provider -- Costs	\$9,301,572	\$0	\$9,301,572	\$7,586,381	\$0	\$7,586,381	\$8,795,206	(\$1,210,799)	\$7,584,407	\$10,122,769	(\$892,392)	\$9,230,377	\$12,901,521	(\$892,393)	\$12,009,128
C-1. Consultant Services	\$8,881,265	\$0	\$8,881,265	\$7,166,074	\$0	\$7,166,074	\$8,374,899	(\$804,443)	\$7,570,456	\$9,702,462	(\$484,964)	\$9,217,498	\$12,481,214	(\$484,964)	\$11,996,250
C-2. Maintenance & Support Services	\$403,136	\$0	\$403,136	\$403,136	\$0	\$403,136	\$403,136	(\$403,136)	\$0	\$403,136	(\$403,136)	\$0	\$403,136	(\$403,136)	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Data Communications Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other Shredding	\$17,171	\$0	\$17,171	\$17,171	\$0	\$17,171	\$17,171	(\$3,220)	\$13,951	\$17,171	(\$4,293)	\$12,878	\$17,171	(\$4,293)	\$12,878
D. Plant & Facility -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Others -- Costs	\$6,500	\$0	\$6,500	\$6,500	\$0	\$6,500	\$6,500	(\$1,219)	\$5,281	\$6,500	(\$1,625)	\$4,875	\$6,500	(\$1,625)	\$4,875
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 Misc	\$6,500	\$0	\$6,500	\$6,500	\$0	\$6,500	\$6,500	(\$1,219)	\$5,281	\$6,500	(\$1,625)	\$4,875	\$6,500	(\$1,625)	\$4,875
Total of Operational Costs (Rows A through E)	\$12,518,177	\$0	\$12,518,177	\$10,802,986	\$0	\$10,802,986	\$12,011,811	(\$1,151,788)	\$10,860,023	\$13,339,374	(\$855,000)	\$12,484,374	\$16,118,126	(\$855,001)	\$15,263,125
F. Additional Tangible Benefits:		\$0		\$0				\$1,480,672			\$1,974,229			\$1,974,229	
F-1. Tax Collector Postage		\$0		\$0				\$455,617			\$607,489			\$607,489	
F-2. Dealer Savings/Cost		\$0		\$0				\$1,025,055			\$1,366,739			\$1,366,739	
F-3. Specify		\$0		\$0				\$0			\$0			\$0	
Total Net Tangible Benefits:		\$0		\$0				\$2,632,459			\$2,829,229			\$2,829,229	

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

CBAForm 2 - Project Cost Analysis

Agency HSMV Project DRIVE

PROJECT COST ELEMENTS	PROJECT COST TABLE -- CBAForm 2A					TOTAL
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	
State FTEs (Salaries & Benefits)	\$321,070	\$0	\$0	\$0	\$0	\$321,070
OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0
Contractors (Costs)	\$1,320,250	\$922,050	\$0	\$0	\$0	\$2,242,300
Deliverables	\$0	\$0	\$0	\$0	\$0	\$0
Major Project Tasks	\$0	\$0	\$0	\$0	\$0	\$0
Hardware <i>Computers</i>	\$21,000	\$0	\$0	\$0	\$0	\$21,000
COTS Software	\$114,000	\$0	\$0	\$0	\$0	\$114,000
Misc. Equipment <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0
Other Project Costs <i>Software</i>	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL PROJECT COSTS (*)	\$1,776,320	\$922,050	\$0	\$0	\$0	\$2,698,370
CUMULATIVE PROJECT COSTS	\$1,776,320	\$2,698,370	\$2,698,370	\$2,698,370	\$2,698,370	

INVESTMENT SUMMARY						TOTAL
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$1,776,320	\$922,050	\$0	\$0	\$0	\$2,698,370
Federal Match	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT (*)	\$1,776,320	\$922,050	\$0	\$0	\$0	\$2,698,370
CUMULATIVE INVESTMENT (*)	\$1,776,320	\$2,698,370	\$2,698,370	\$2,698,370	\$2,698,370	

(*) Total Costs and Investments are carried forward to CBAForm3 Project Investment Summary worksheet.

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

CBAForm 3 - Project Investment Summary

Agency HSMV Project DRIVE

COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	TOTAL
Project Cost	\$1,776,320	\$922,050	\$0	\$0	\$0	\$2,698,370
Net Tangible Benefits	\$0	\$0	\$2,632,459	\$2,829,229	\$2,829,229	\$8,290,918
Return on Investment	(\$1,776,320)	(\$922,050)	\$2,632,459	\$2,829,229	\$2,829,229	\$5,592,548
Year to Year Change in Program Staffing	0	0	0	0	0	

RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B		
Payback Period (years)	3	Payback Period is the time required to recover the investment costs of the project.
Breakeven Fiscal Year	2016-17	Fiscal Year during which the project's investment costs are recovered.
Net Present Value (NPV)	\$4,226,335	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	54.33%	IRR is the project's rate of return.

Treasurer's Investment Interest Earning Yield -- CBAForm 3C					
Fiscal Year	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Cost of Capital	2.87%	4.17%	4.57%	5.14%	5.30%

III. Major Project Risk Assessment Component

The Major Project Risk Assessment Component identifies the risks faced by the program so the Department can enact appropriate strategies for managing those risks.

A. Risk Assessment Tool

Figure 3-1 – Risk Assessment Summary is a graphical representation of the results computed by the risk assessment tool. It shows that the Motorist Services Driver Related Issuance and Vehicle Enhancements program achieves solid business strategy alignment with fairly low risk. As projected in the initial Schedule IV-B submission, the overall project risk diminished after low-level program requirements were documented. The results of this risk assessment and the prior risk assessment are discussed in detail in the Project Management Section 6.H along with the Department’s plan to continually identify, assess, and mitigate risk throughout the life of the program.

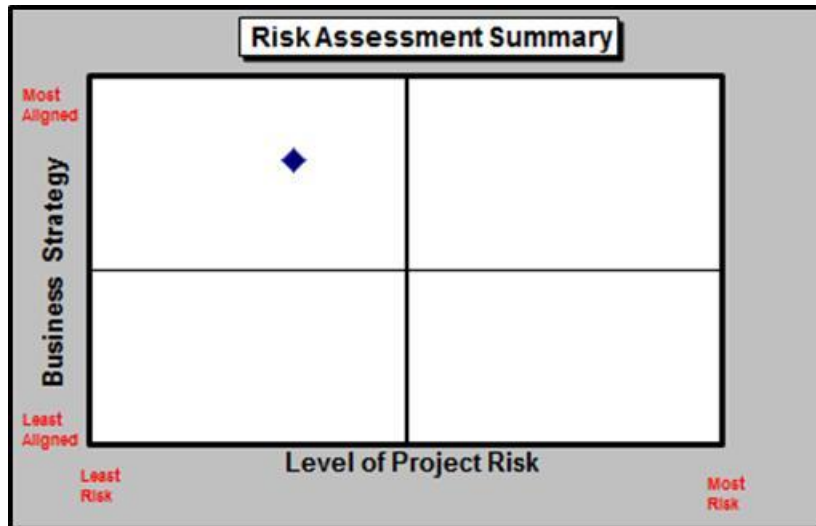


Figure 3-1 – Risk Assessment Summary

B. Risk Assessment Summary

Figure 3-2 – Risk Area Breakdown illustrates the risk assessment areas that were evaluated and the breakdown of the risk exposure assessed in each area. The results of this risk assessment are discussed in detail in Program Management Section 6.H along with the Department’s plan to continually identify, assess, and mitigate risk throughout the program lifecycle.

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

Figure 3-2 – Risk Area Breakdown

IV. Technology Planning Component

A. Current Information Technology Environment

1. Current System

The current Department of Highway Safety and Motor Vehicles (The Department, DHSMV) technology environment has evolved over the past 44 years. Older technologies have been modified and newer technologies have been added incrementally to reflect changes in the Department's organization, statutory mandates and customer expectations. As a result, the current technical environment is multi-layered; uses numerous applications, databases and programming languages; and requires many people with a wide breadth of skill sets to maintain.

a. Description of current system

The evolution of these systems over time has led to a technical environment that is multi-layered, uses numerous different technologies and requires many people with diverse skill sets to maintain. The current technical environment consists of eight major systems supported by seven different database repositories and 47 web applications. More than 20 programming languages are used to maintain these systems on approximately a dozen different platform environments.

Electronic Filing System/Electronic Temporary Registration System

The **Electronic Filing System (EFS)** for Dealers is a method to allow selected dealerships to perform transactional services such as title applications and registrations that are performed by tax collectors and the Division of Motorist Services. The system was first piloted in 1996 in six Florida counties. Software systems written by EFS vendors interface with the motor vehicle database via a number of software programs written in Compuware's Uniface programming language. Fees associated with these transactions are calculated using the Uniface software programs and then returned to the EFS service provider computer systems. As auto dealers and their various technology vendors move to more modern platforms it has become increasingly more difficult to interface with these independent systems. Additionally, there are many opportunities that remain unrealized because of the technology chasm between the state's antiquated technology platform and the platform of the other participants in this partnership.

EFS allows dealerships real time access to vehicle registration and title information from the Department of Highway Safety and Motor Vehicles (DHSMV) database, real time transaction processing of title and registration applications, and electronic funds transfer (EFT) of all fees due from title and/or registration transactions.

Dealerships use this information along with information supplied by the customer to compose update transactions. After which, the dealer is able to issue the proper credentials (license plates and month/year decals). The dealership can also print the appropriate DHSMV documents, such as a Registration Certificate and/or an 82041 Application for Title and/or Registration.

The FRVIS EFS update process contains three stages: Initial, Complete and Final. The system uses EFS Servers and downloads information to Solid databases that are located in each Tax Collector office. Information is updated on the Motor Vehicle database. Figure 4-1 depicts an overview of the EFS Process.

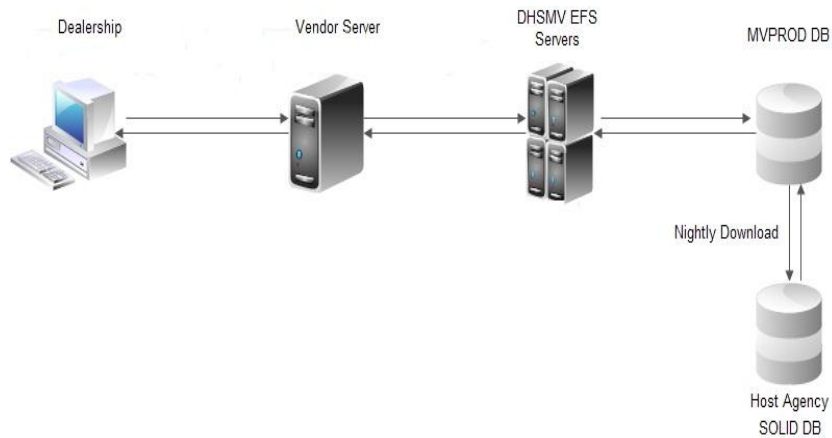


Figure 4-1- EFS Process Overview

The **Electronic Temporary Registration (ETR) System** provides a technical means to record in real-time on the DHSMV database the issuance of a temporary license plate or the temporary transfer of a metal plate. The system was first piloted in 2005 with one provider (INSTETAG). Software systems written by ETR vendors interface with the motor vehicle database via web services. Fees associated with these transactions are calculated using oracle PL/SQL packages and procedures and then returned to the ETR service provider computer systems. As auto dealers and their various technology vendors move to more modern platforms it has become increasingly more difficult to interface with these independent systems. Additionally, there are many opportunities that remain unrealized because of the technology chasm between the state's antiquated technology platform and the platform of the other participants in this partnership.

ETR allows dealerships real-time access to vehicle registration and title information from the Department of Highway Safety and Motor Vehicles (DHSMV) database, real time transaction processing of temporary registration applications, and electronic funds transfer (EFT) of all fees due from registration transactions.

Dealerships use this information along with information supplied by the customer to compose update transactions. After which, the dealer is able to issue temporary registration or transfer an existing metal plate registration). The dealership can also print the paper temporary license plate.

The ETR transaction is updated in real-time to the Motor Vehicle Database. The system uses web servers to process transactions submitted by the dealerships. Figure 4-2 depicts an overview of the ETR Process.

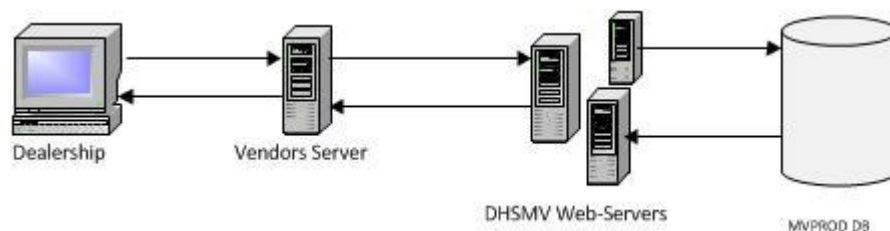


Figure 4-2- ETR Process Overview

The Department of Highway Safety and Motor Vehicles collects transaction fees for services such as title and registration issuance including registration renewals. Currently, these fees are calculated in multiple places in the Motorist Services systems. It is very inefficient and costly to maintain duplicate sets of computer code and when the computer code is not properly synchronized it results in errors. Those errors can be exhibited in the collection of revenue resulting in reprocessing cost and extra mailings.

Capture System

The Capture System is currently used in Driver Licences and tax collectors' offices during the issuance process. This system is used to capture the photo and signature of the applicant, and scanning of any required identification documentation that support the transaction. The Capture System was developed and implemented by a vendor and is not currently maintained by Department personnel. The system must also interact with the Florida Driver Licenses Information System (FDLIS) however this integration is not accomplished easily which impacts transaction processing time.

Applicants seeking a first-time Florida driver license or identification card must visit a local driver licenses or Tax Collector office to apply and provide identification documentation. Based on industry best practices and national standards, a digital photograph of the applicant is taken at the beginning of the issuance process. If the applicant is otherwise eligible for a driver license or ID card, the license is printed in minutes and handed to the applicant before they leave the office. This digital photograph is a critical component of the official driver license or identification card, as it is printed on the face of the card and is used to create two of the 17 security features on the card itself. The digital photograph is used to generate a replacement or renewal driver license or identification card if the customer subsequently requests one by mail or on-line. Additionally, the digital photograph is used by law enforcement officers who access systems like the Driver and Vehicle Information Database (DAVID) to conduct roadside stops or investigations. In addition to the digital photograph, the issuance of driver licenses and identification cards requires the electronic capture of the applicant's signature and the scanning of supporting documents.

Both Florida law and federal law require DHSMV to scan identification documents, like passports, birth certificates, social security numbers, and proof of address. Without this, DHSMV would be unable to issue driver licenses and ID cards that meet national and industry standards. Currently, MorphoTrust provides computers, cameras, capture software (that includes camera, signature, printing, and scanning software), signature pads, card printers, scanners, and consumables, like card stock, printer ribbons, and laminates. Figure 4-3 depicts an overview of the Capture Process.

Capture Environment Configuration

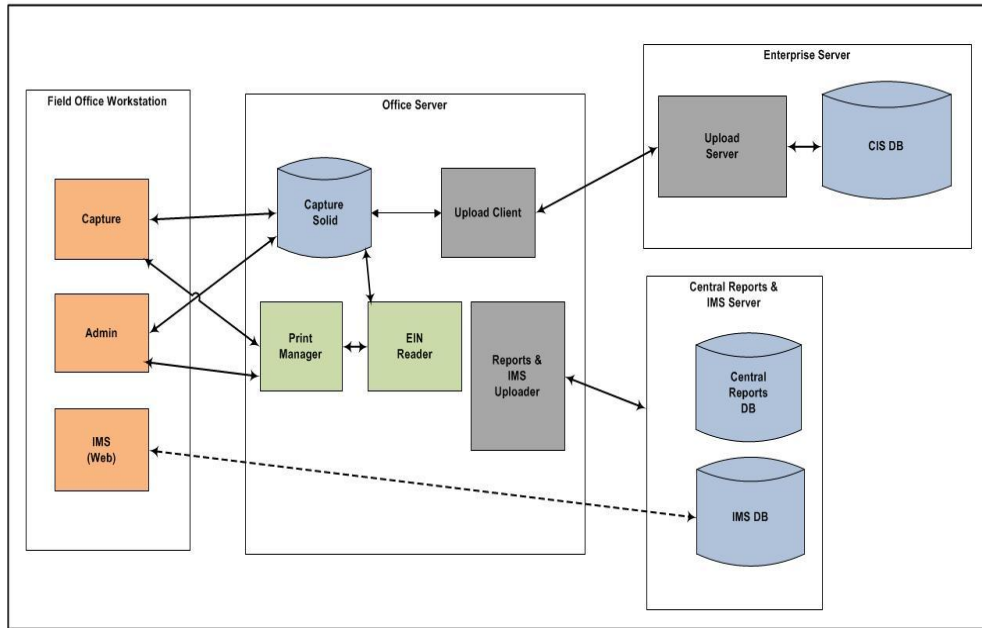


Figure 4-3- Capture Environment Overview

b. Description of current system

Table 4-1 – Current System Resource Requirements summarizes the technical resources utilized in the current system.

System	Accessibility	Number of users	Usage	Hardware Platform	Software Platform	Database Platform	Program Languages	Operating Costs and Staff to Support
EFS (Electronic Filing System)	EFS Providers	1,225 Dealers served by 3 EFS Providers	Average 553,214 transactions (including inquires) in a week.	Dell Server	Windows Server 2003 (Virtual)	Oracle 10G	Uniface, PL/SQL	Internally supported by the following areas within ISA: Programming Platform Motorist Support Database Approximate support costs of \$101,000 annually
Electronic Temporary Registration	ETR Providers	10,556 Dealers served by 8 ETR Providers	Average 285,208 transactions per week (including inquires)	Dell Power Edge 2950	Windows 2008 R2 Enterprise edition	Oracle 10G	.NET, C#, PL/SQL	
Capture	DHSMV Staff, Tax Collector Staff	Approx. 3,200 users in TCO and DL offices	Average 100,000 transactions per week	Windows Workstations	Windows XP, Windows 7	Oracle 10G	Custom Vendor Supplied Software	Vendor supported software, costs are embedded as part of the DL issuance contract. Total cost to the Department is \$1.97 per card issued (approx. 5 million cards annually) Additional internal staff support: Programmers Database Platform Motorist Support Network Enterprise Architecture Approximate internal support costs of \$60,000 annually

Table 4-1 – Current System Resource Requirements

c. Current system performance

Due to the decentralized, multilayered nature of the current technology system, there are not standard system wide performance metrics available. The nature of the existing third party contract for the Capture system does not establish service levels that would allow the department the ability to monitor the individual components. Because of the age and complexity of the legacy system, the factors outlined below speak to the general performance issues of the applications:

- Memory inefficiencies intrinsic to the technology in use by the EFS system has resulted in dozens of EFS system outages. During these outages, dealerships are unable to issue titles or registrations
- The legacy EFS system lacks the flexibility to meet the business needs of the Department. Modifications and enhancements to existing programs are cumbersome and time consuming.
- There are fewer people with the requisite skill sets available to operate and maintain the EFS/ETR systems and related motor vehicle systems, many are in the Deferred Retirement Option Program (DROP) or are looking to work with newer technologies.
- The EFS and ETR systems were written using two separate technologies which require the department as well as the providers to duplicate their work effort when legislative rules and system enhancements are incorporated.
- The current EFS system limits the number of participants due to the architecture of the systems. We can no longer add EFS agencies in the South Florida area due to this limitation.
- Current inefficiencies in the vendor controlled Capture system makes capturing of photographs, signatures and scanned documents take much longer than needed.
- Current restrictions in the vendor controlled Capture system force users to re-capture photographs, signatures and scanned documents when re-processing voided transactions.

2. Strategic Information Technology Direction

Information Systems Administration (ISA) works closely with the business divisions to align new applications with current business processes and rules. Key elements of the Department's IT strategic direction include:

- **Follow Industry Standards** - Align with industry standard techniques and practices for architecture and application development.
- **Real time processing** - Provides immediate, online data validation and updates.
- **Reliable** - Always available during scheduled hours.
- **Accurate** - Provides consistent workflow and data results.
- **Maintainable** - Easy to maintain and modify in a timely manner.
- **Consistent Architecture** - Implements consistent principles and practices across applications, utilizing central services and libraries for data retrieval, business rule processing and error handling.
- **Flexible** - Has well defined integration points.

- **Secure** - Safeguards the privacy of personal identifiable information (PII) and comply with regulations like the Driver Privacy Protection Act, 18 United States Code, Sections 2721-2725 (DPPA).
- **Cost Effective** - Uses standard and commonly available technologies and skill sets.

3. Information Technology Standards

The following technologies are the current standards for new development within the Department:

Application Development:

- Microsoft .NET (C#)
- Microsoft BizTalk
- InRule Business Rules Engine
- Microsoft SQL Server Business Intelligence Suite
- Microsoft SharePoint

Database:

- Microsoft SQL Server
- Oracle

B. Proposed Solution Description

1. Summary description of proposed system

The DRIVE program will utilize Service Oriented Architecture (SOA) in the development of all software. SOA will provide code mobility, support for multiple client types, more flexible support, and better scalability.

In addition, the DRIVE program will adhere to the policies and guidelines already established by the Department’s Information Security Manager (ISM) following all applicable state and federal laws.

The Department expects the majority of resources for the DRIVE program to be in-house. However, specific resource needs have been identified to include the following over the course of the next two years:

Component	Resource Needs
1. Re-engineer Department Owned Capture Application	1.5 Business Analysts 3 Senior Developers In house resources
2. Re-Engineered EFS/ETR & Processes	1.5 Business Analysts 3 Senior Developers In house resources

Table 4-2 - Estimated Resource Needs

In addition to the staffing needs identified above, one project manager is charged with managing both projects. In-house resources (both technical and motorist services subject matter experts) are assisting in projects as needed.

The proposed solution consists of the components identified in the following matrix:

Component	System Type	Technology	Connectivity	Security / Privacy Considerations	Procurement	Interface	Maturity / Longevity of Technology
1. Re-engineered Department Owned Capture Application	Internal Interface	Microsoft .NET (C#) Microsoft BizTalk Microsoft SQL Server/Oracle InRule Microsoft SharePoint	Thin client / web services	ISA Security Policy / Limited access	Internal development	Interfaces with FDLIS	High
2. Re-Engineered EFS/ETR & Processes	Web Services FTP Internal Interface	Microsoft .NET (C#) Microsoft BizTalk Microsoft SQL Server /Oracle InRule	Internet	ISA Security Policy / Limited access	Internal development	Interfaces with FRVIS External interface with vendors	High

Table 4-3 - DRIVE Technology Overview

c. Capacity Planning

1. How Estimates Were Derived

Data from the previous four years were analyzed to get average yearly transaction counts. Projections are based on looking at the growth trend over that same time period and applying that blended rate to future dates.

2. Assumptions and Constraints

Assumption 1: The new EFS/ETR system will be based upon a web services architecture.

Assumption 2: The new EFS/ETR will require the electronic submission of supporting title and registration documents.

Assumption 3: The new EFS/ETR will use the current ETR reconciliation and reporting model

Assumption 4: All EFS/ETR data entry mistakes made by dealerships will be fixed by the dealership and will no longer be fixed by the tax collector.

Assumption 5: All requested Capture functionality in regards to hardware is possible with the new hardware that's chosen to replace the existing hardware.

Assumption 6: All requested Capture functionality in regards to printing is possible with the new printing and inventory management system that's chosen to replace the existing system.

Constraint 1: Adoption of new interfaces by EFS/ETR Vendors

Constraint 2: Acquisition of new Capture hardware contract for scanners, signature pads and scanners.

Constraint 3: Integration between Capture and the new system used for printing and inventory management.

3. Management Summary

DRIVE consists of two primary systems Capture and EFS/ETR. The Capture system allows for the gathering of photographic identity information, scanned document information and signature information. From a capacity planning standpoint only EFS/ETR immediately change the capacities used by the Department. There are currently 3 backend servers used to support the EFS/ETR process and the new system will only need one server and there will be no need to purchase new equipment to specifically support EFS/ETR. The current systems processes approximately 18,000 EFS/ETR transactions per day. It is not anticipated that the number of transactions per day will change appreciably and therefore there will essentially be no change in capacity.

Since the EFS/ETR system will present a simplified system based upon a web services architecture it is possible that more companies will desire to become EFS/ETR vendors. However, the number of transactions has its base in the number of vehicles sold through dealerships which use an EFS/ETR vendor. The new architecture will allow a more seamless way of upgrading server capacity thru web farms should the need arise.

4. Service Summary

The current service handles over 13,000 ETR transactions per day and over 5,000 EFS transactions per day. The new integrated service is expected to have the same number (18,000) transactions per day but as the current system requires 3 different servers the new system will require only one.

5. Options and Alternatives Considered

- i. Keep current systems
- ii. Procure COTS product solutions
- iii. Build new system(s)

6. Recommendations

The recommendation is to build a new system. The current EFS and ETR are separate systems built using significantly different technologies. In addition, the current EFS system requires a separate server for each EFS vendor. A newly constructed web services based system will allow consolidation down to one server and merging the two separate systems into one heterogeneous system will simplify maintenance

D. Analysis of Alternatives

Five solution categories were identified in Section 5.B Proposed Solution Description as solution alternatives for the Driver Related Issuance and Vehicle Enhancement Program. The categories included COTS, MOTS, Transfer, Custom Build and Retain Existing System. The COTS, MOTS & Transfer Categories were combined as a solution alternative because the vendor solutions identified during the market scan met many of the common definitions of these categories.

1. Assessment of Alternatives

Three categories have been identified as solution alternatives for the Driver Related Issuance and Vehicle Enhancement Program (DRIVE): Retain Existing System, Custom Build and COTS/MOTS/Transfer.

- **Alternative 1 - Retain Existing System (REJECTED)**

Execute the current business processes with the existing technology environment. No significant changes or improvements to the existing business processes would be implemented. Maintenance (bug fixes) and periodic releases (legislative and policy mandates) would continue to be provided going forward. The funding source for the move from mainframe technology to server technology would be reevaluated.

The complexity and age of the current technology environment increases costs associated with staffing, skill sets, maintenance (bug fixes), data synchronization (errors), implementing timely changes (legislative and policy mandates), and integrating new functionality.

The current technology environment is not aligned with the Department's organization as of January, 2011 which includes the transfer of driver license issuance to the tax collectors.

- **Alternative 2 - COTS/MOTS/Transfer (REJECTED)**

Implement new business processes supported by a technology environment with forward looking business functionality/rules.

This alternative requires the Department to select a COTS/MOTS/Transfer solution that most closely aligns with the needs of the Department and contract with a vendor to configure/customize the solution. A COTS/MOTS/Transfer solution will also need to be integrated with other 3rd party systems. While there are COTS/MOTS systems that offer DMV and Driver Licenses services, states that have implemented portions of these solutions have done

so with limited success. These solutions have not always yielded the advantages touted for selecting a COTS/MOTS solution such as significant cost savings or the ease and speed of implementation originally projected. For example, the existing Capture application is provided as part of the Department's primary DL contract. However, due to some integration issues, the Department has identified efficiencies that stand to be realized if this application was written and implemented internally.

- **Alternative 3 – Custom Build (RECOMMENDED)**

Implement new streamlined business processes supported by a new technology environment with current and forward looking business functionality/rules. The new technology environment must be intuitive, accurate, easy to maintain, flexible, secure, robust and utilize standard technology and skill sets.

This alternative requires the Department to procure a vendor and/or engage in-house Department resources to design, develop and deploy the necessary technology solutions for Capture and EFS/ETR. A custom built technology environment can be designed, built and deployed to meet the specific needs of the Department. By de-coupling system functionality and allowing for specific system components to be their own projects, the Department can evaluate the most appropriate solution for each system component. For example, future components may be best addressed by existing products on the market versus in-house development. Working in the role of system integrator, the Department can ensure that each system component fits into the overall architecture and schema for the modernized systems.

Custom build also assumes adequate internal resources for design, development, testing and training. The Department is committed to working with stakeholders and Department personnel to design these new Motorist Services support systems. Overall, a custom build gives the Department the best chance of success.

2. Assessment Process

The assessment process consisted of the following activities:

- Determine any programs that are no longer utilized
- Establish two schedules that include the estimated effort/resources needed to accomplish the migration, one based on internal resources only, and the second based on additional funding for contract resources
- Reference research that was done to determine if any of the systems that were evaluated during the market scan that was conducted would aid in the implementation of these foundational systems
- Discuss lessons learned from other states with the American Association of Motor Vehicle Administrators (AAMVA)
- Determine the best fit for the Department

3. Technology Recommendation

Based on the preceding analysis, the technology recommendation is to replace the existing foundational systems utilizing contract resources in addition to internal staff. This approach will help to complete the mainframe migration in a shorter time period. Technical and business benefits will be maximized providing the agility, flexibility and scalability needed for the future. It will also reduce program risks and provide support options for the future. The costs, resources, complexities, timing and risks associated with retaining the current technology environment are high.

Additional advantages include:

- Provides a configurable/modifiable technical architecture that provides the most flexibility in meeting initial complex Department requirements/rules/organizational alignment and agility accommodating a changing future business landscape
- Requires a larger initial capital investment to implement but will accrue longer term savings in process efficiencies, maintenance costs, tool availability, and resource utilization
- Utilizes current standard technology reducing the risk of technical obsolescence

V. Project Management Planning Component

This section describes the program management discipline used to manage the components of the DRIVE program, which will re-engineer the current driver licenses and motor vehicles technology environments. It is based on the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) framework. All program customers, stakeholders and participants should be familiar with the outlines of this framework.

A. Program Charter

The program charter establishes a foundation for the program by ensuring that all participants share a clear understanding of the program purpose, objectives, scope, approach, deliverables and timeline. It serves as a reference of authority for the future of the program. It includes the following:

Name

This program is referred to as the Driver Related Issuance and Vehicle Enhancements (DRIVE) program.

Purpose

The purpose of the program is to replace at-risk systems to allow the Department to improve customer service, meet the needs of the tax collectors performing issuance activities, increase data availability and quality, increase the ability to integrate with business partners and better support public safety.

Objectives

This program will meet the following objectives:

- Develop and document efficiency driven business processes
- Re-engineer Motorist Services technology with:
 - Real time interfaces
 - Streamlined data input
 - Compliance with legal requirements
 - Enhanced service delivery capabilities
 - Transactional accountability
 - Flexibility to grow
- Align the Motorist Services technology systems with the business processes
- Automate manual, paper-based processes to increase workflow efficiencies
- Employ project management best practices throughout the life of the project

Scope

Included in the scope of this program are the following:

- Re-engineer the Electronic Filing System (EFS)
- Re-engineer the Capture System currently used in the issuance of driver licenses

Exclusions from the scope of this program are:

- General Financial and Accounting system (however, basic cashiering and revenue distribution capabilities are in scope)
- General Procurement system (however, inventory management of driver licenses and motor vehicles stock is in scope)

Approach

The approach to the program is in three work groups: Preparation, Design & Develop, and Implementation Iterations. Each Work Group consists of multiple activities.

The Preparation Work Group lays the business, technical and funding ground work for the succeeding two Work Groups. Activities included in this Work Group are the Feasibility Study, Motorist Services Driver Related Issuance and Vehicle Related Enhancements Program Organization & Governance, DataQuality, and Business Process/Rules Documentation & Functional Requirements.

In particular, the following two activities will start during FY 13/14:

- **Business Process Redesign & Functional Requirements** - This project includes the design and documentation of the field and bureau business processes needed to support the new Department organization and ongoing transfer of responsibilities to the tax collectors with the current technology environment. New business processes along with business requirements/rules will be designed and documented to reflect a re-engineered technology environment. The project will also document the functional requirements that are needed to provide better service delivery and increase flexibility while utilizing current technology.

- **Data Quality** - One of the Department’s key challenges is the business’s confidence in the data captured by its disparate systems. A lack of confidence in the data affects the business’s ability to provide information on a timely basis. This project will identify key data elements and map business processes to said elements. This will allow the creation of meaningful data dictionaries and an enterprise data model. Using these tools, the project team will identify areas of concern within existing systems and take corrective action where possible. These efforts will also allow newer systems to integrate with the legacy environment with greater accuracy and less effort.

The Design & Develop Work Group provides for the detailed design of the re-engineered solution. Activities included in this Work Group are Technical Solution Design, Network & Hardware Design, Development and Implementation Planning.

The Implementation Iterations Work Group operationalizes the Motorist Services re-engineered solution. It includes Requirements Calibration/Process Reengineering/Training, Data Conversion, Network & Hardware Implementation, and Solution Development/ Configuration/ Test/Deployment.

Deliverables

Table 5-1 - Program Deliverables contains a preliminary list of program deliverables. It will be updated during the Preparation Work Group - Program Organization and Governance Project.

Name	Work Group	Description
Program Charter	Preparation	A document authored by the Program Manager and issued by the Program Sponsor authorizing the Program Manager to apply resources to program activities.
Program Management Plan	Preparation	Includes but is not limited to one or more of the following documents: <ul style="list-style-type: none"> • Work Breakdown Structure • Resource Loaded Program Schedules • Change Management Plan • Document Management Plan • Quality Management Plan

Name	Work Group	Description
		<ul style="list-style-type: none"> • Risk Management Plan • Issue Management Plan • Resource Management Plan • Program Budget
Risk, Issue & Action Item Registers	All Work Groups	Prioritized list of identified risks and actual issues during the program.
Status Reports and Meeting Actions	All Work Groups	Record of program status delivered and decisions/actions taken.
Project Deliverables	Preparation	Includes Project Management and Project Specific deliverables.
Project Deliverables	Select & Design	Includes Project Management and Project Specific deliverables.
Project Deliverables	Implementation Iterations	Includes Project Management and Project Specific deliverables.

Table 5-1 – Program Deliverables

Milestones

Table 5-2 – Program Milestones is an initial list of milestones the program will adhere to.

Milestone	Work Group	Deliverables to Complete
Program Initiation	Preparation	Charter, Program Management Plan
Program Execution	All Work Groups	Updates to Charter, PM Plan, Risk/ Issue/ Action Registers, Status Reports and Meeting Actions
Project Initiation & Execution	Preparation	Project Management (e.g. Charters and Project Management Plans) and Project Specific Systems, Data Model/Entity Rules/Mapping, Business Process/ Rules Documentation, Business Functional Requirements) deliverables
Project Initiation & Execution	Select & Design	Project Management (e.g. Charters and Project Management Plans) and Project Specific (e.g. Solution /Vendor, DHSMV Technical Design, Implementation Plan) deliverables
Project Initiation & Execution	Implementation Iterations	Project Management (e.g. Charters and Project Management Plans) and Project Specific (e.g. Iterative Implemented Solutions) deliverables

Table 5-2– Program Milestones

Stakeholders

Table 5-3 – Stakeholders identifies the current program stakeholders with a short description of their relationship to the program.

Customers/Users	Function Performed by Department
Citizens and Businesses	Deliver Motorist Services
Mobile home manufacturers	License business and inspect manufacturing
Other states & jurisdictions	Provide information on driver and vehicle records received in Florida, receive information on driver and vehicle records received outside of Florida, and information exchange related to law enforcement and homeland security

Customers/Users	Function Performed by Department
Car manufacturers	License manufacturers in Florida and receive/process Manufacturer Certificate of Origin (MCO) in order to title vehicle
Rebuilt manufacturers	Inspect rebuilt vehicles and issue rebuilt titles if appropriate, allowing vehicles to be sold
Mobile home installers	License installers, inspect installations
Ignition interlock providers	License providers, track program completion and compliance
DUI programs	Approve and monitor DUI programs
Commercial driving schools	Approve applications from owners and instructors
Motorcycle training schools	License and train providers
Researchers	Provide data used for research
Commercial fleet manager / independent owner-operators	Issue Commercial Driver License (CDL), International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP)
Specialty plate entities	Sell specialty tags and send revenues in accordance with statute
Non-profit Organizations	Distribute voluntary contributions received in accordance with statute
Tax Collectors	Provide data in order to issue driver licenses, title and registration transactions on behalf of the Department
Private tag agencies	Provide data in order to issue title and registration transactions on behalf of the Tax Collector/Department
Car dealers	License dealers to do business in Florida
Electronic Filing System Vendors	Support use of an interface for dealerships to have real time access to vehicle registration and title information from the Department
Commercial data purchasers / entities with MOUs with Department	Provide/Sell data
Other Federal, state and local entities, e.g.: <ul style="list-style-type: none"> • Florida Department of Revenue • Florida Department of Business and Professional Regulation • Florida Department of State • Federal Department of Transportation/ Motor Carrier Safety Administration and Federal Highway Administration • Social Security Administration • Federal Department of Homeland Security (SAVE) 	Perform data exchange
Selective Service Administration	Register people eligible for the draft

Customers/Users	Function Performed by Department
Donate Life Florida	Register people for organ donation
Supervisor of Elections	Provide voter registration information
Courts	Enforce sanctions or judgments
Department of Revenue/Children of noncustodial parents	Suspend driver licenses of noncustodial parents that do not meet their court-ordered child support obligation
FHP / Law enforcement	Provide access in order to lookup identity information and other information related to maintaining public safety
FDLE	Report changes of address for offenders
Department Vendors (e.g., PRIDE, MorphoTrust, etc.)	Provide Commodities, equipment, and or services
American Association of Motor Vehicles (AAMVA)	Perform data exchange related to driver license and motor vehicle information
IFTA / IRP Inc.	Perform data exchange related to International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP), which distributes fuel taxes and registration fees to states based on use
Electronic Lien and Title Vendors	Support use of an interface for financial institutions to have real time access to vehicle registration information
Insurance Companies	Perform verification of driver insurance information

Table 5-3 - Stakeholders

B. Work Breakdown Structure

A complex program such as the Motorist Services Driver Related Issuance and Vehicle Enhancements can be made more manageable by breaking it down into individual components in a hierarchical structure known as a work breakdown structure (WBS). The WBS defines at a summary level all work that will take place within the program. It serves as a common framework for planning, scheduling, estimating, budgeting, configuring, monitoring, reporting on, directing, implementing and controlling the entire program.

The High Level Work Breakdown Structure below is a preliminary WBS for the Motorist Services Driver Related Issuance and Vehicle Enhancements Program. The WBS will be finalized during the Design & Develop Work Group.

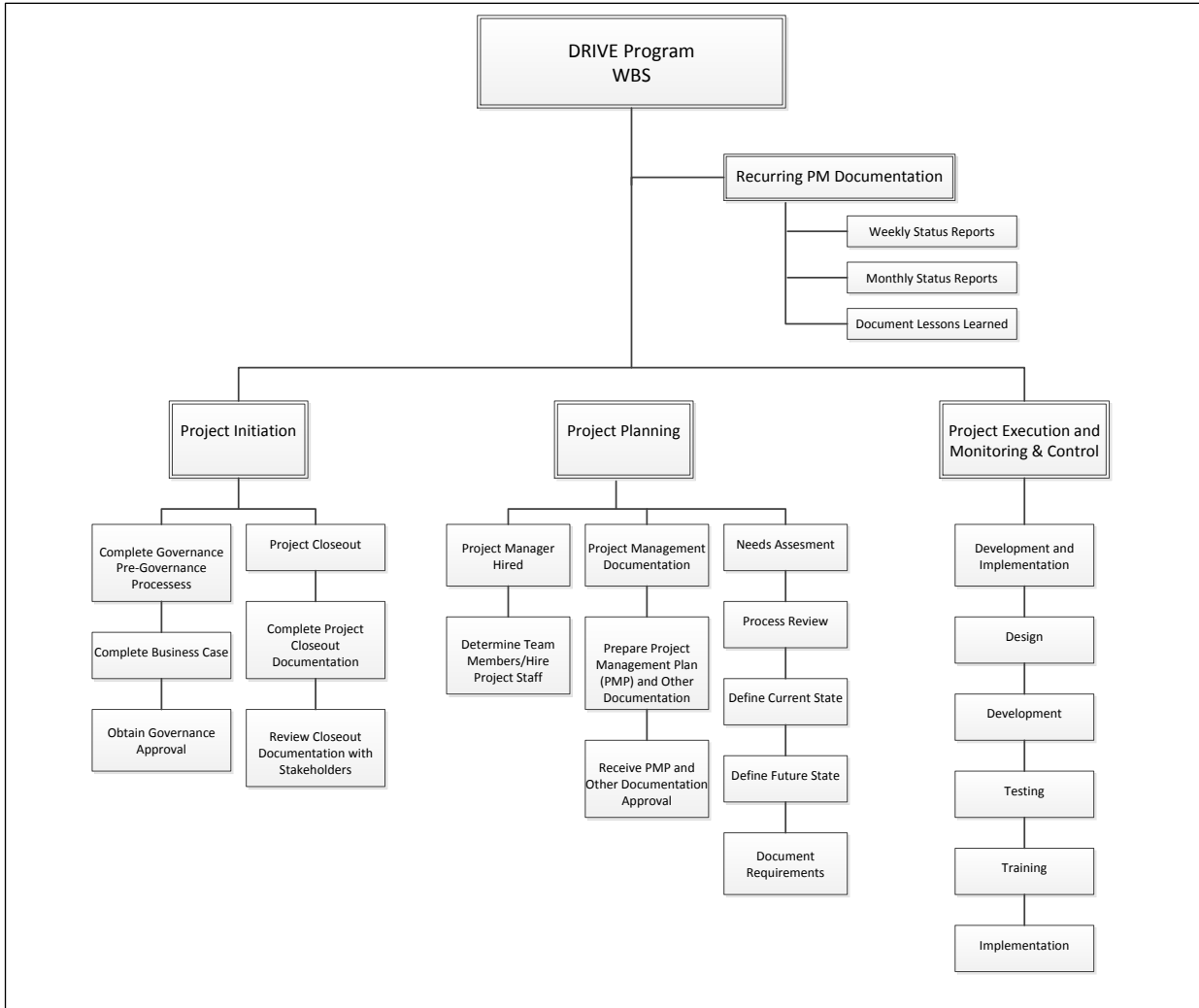


Figure 5-1 - High Level Work Breakdown Structure

c. Resource Loaded Program Schedule

ID	WBS	Task Name	Duration	Start	Finish	Predecessors	Successors	Resource Names
1	1	Driver Related Issuance and Vehicle Enhancements (DRIVE)	505 days	Mon 7/1/13	Fri 6/5/15			
2								
3	1.1	Project Initiation (Completed Prior to Governance Approval)	0 days	Mon 7/1/13	Mon 7/1/13		140	Program Mgr
4	1.1.1	Complete Governance Pre-Governance Processes	0 days	Mon 7/1/13	Mon 7/1/13			Program Mgr,MM D
5	1.1.2	Complete Business Case	0 days	Mon 7/1/13	Mon 7/1/13			Program Mgr,MM D
6	1.1.3	Obtain Governance Approval	0 days	Mon 7/1/13	Mon 7/1/13			MM Director,Progra
7	1.1.4	Document Lessons Learned from Project Initiation phase	0 days	Mon 7/1/13	Mon 7/1/13			Program Mgr,MM D
8								
9	1.2	Project Management Activities	505 days	Mon 7/1/13	Fri 6/5/15			
10	1.2.1	Weekly Status Reports	505 days	Mon 7/1/13	Fri 6/5/15			
112	1.2.2	Monthly Status Reports (Due to Stakeholders)	501 days	Mon 7/1/13	Mon 6/1/15			
137	1.2.3	Update PM Reports/Documents as Needed and Receive Appropriate Approval	0 days	Fri 8/16/13	Fri 8/16/13	168		
138								
139	1.3	Project Planning	35 days	Mon 7/1/13	Fri 8/16/13			
140	1.3.1	Project Manager Hired	6 days	Mon 7/1/13	Mon 7/8/13	3	142,141,170	MM Director,FMO,S
141	1.3.2	Determine Team Members/Hire Project Staff	1.25 days	Tue 7/9/13	Wed 7/10/13	140	170	MM Director,SME,P
142	1.3.3	Setup Project Control Book (PCB) folder on Netw ork	1 day	Tue 7/9/13	Tue 7/9/13	140	145,170,162	PM
143	1.3.4	Prepare Project Management Plan (PMP) and other PM Documentation	28 days	Wed 7/10/13	Fri 8/16/13		170	
144	1.3.4.1	Develop PMP	24 days	Wed 7/10/13	Mon 8/12/13			
145	1.3.4.1.1	Document Purpose	1.5 days	Wed 7/10/13	Thu 7/11/13	142	146	PM
146	1.3.4.1.2	Program Background	1.5 days	Thu 7/11/13	Fri 7/12/13	145	147	PM
147	1.3.4.1.3	Business Need	1.5 days	Mon 7/15/13	Tue 7/16/13	146	148	PM
148	1.3.4.1.4	Project Description and Scope	1.5 days	Tue 7/16/13	Wed 7/17/13	147	149	PM
149	1.3.4.1.5	Budget Estimate and Schedule Estimate (Spending Plan and Schedule)	1.5 days	Thu 7/18/13	Fri 7/19/13	148	150	PM
150	1.3.4.1.6	Assumptions and Constraints	1.5 days	Fri 7/19/13	Mon 7/22/13	149	151	PM
151	1.3.4.1.7	Project Team, Stakeholders and End Users	1.5 days	Tue 7/23/13	Wed 7/24/13	150	152	PM
152	1.3.4.1.8	Risk Management Plan	1.5 days	Wed 7/24/13	Thu 7/25/13	151	153	PM
153	1.3.4.1.9	Performance Indicators	1.5 days	Fri 7/26/13	Mon 7/29/13	152	154	PM
154	1.3.4.1.10	Quality Assurance Plan	1.5 days	Mon 7/29/13	Tue 7/30/13	153	155	PM
155	1.3.4.1.11	Project Organization	1.5 days	Wed 7/31/13	Thu 8/1/13	154	156	PM
156	1.3.4.1.12	Communication Plan	1.5 days	Thu 8/1/13	Fri 8/2/13	155	157	PM
157	1.3.4.1.13	Change Management Plan	1.5 days	Mon 8/5/13	Tue 8/6/13	156	158	PM
158	1.3.4.1.14	Work Breakdown n Structure	1.5 days	Tue 8/6/13	Wed 8/7/13	157	159	PM
159	1.3.4.1.15	Hardware/Software Requirements	1.5 days	Thu 8/8/13	Fri 8/9/13	158	160	PM
160	1.3.4.1.16	Configuration Management Plan	1.5 days	Fri 8/9/13	Mon 8/12/13	159	167	PM
161	1.3.4.2	Production Readiness Strategy	10 days	Wed 7/10/13	Tue 7/23/13			
162	1.3.4.2.1	Production Readiness Strategy 1	2 days	Wed 7/10/13	Thu 7/11/13	142	163	PM
163	1.3.4.2.2	Production Readiness Strategy 2	2 days	Fri 7/12/13	Mon 7/15/13	162	164	PM
164	1.3.4.2.3	Production Readiness Strategy 3	2 days	Tue 7/16/13	Wed 7/17/13	163	165	PM
165	1.3.4.2.4	Production Readiness Strategy 4	2 days	Thu 7/18/13	Fri 7/19/13	164	166	PM
166	1.3.4.2.5	Production Readiness Strategy 5	2 days	Mon 7/22/13	Tue 7/23/13	165	245	PM
167	1.3.4.3	Develop Other PM Documentation	2 days	Tue 8/13/13	Wed 8/14/13	160	168	
168	1.3.4.4	Receive PMP and Other Documentation Approval	2 days	Thu 8/15/13	Fri 8/16/13	167	174,137	Team
169	1.3.5	Document Lessons Learned from Project Planning Phase	1 day	Wed 7/10/13	Wed 7/10/13	142	170	PM
170	1.3.6	Project Planning Phase Complete	0 days	Fri 8/16/13	Fri 8/16/13	169,143,142,141,140		

ID	WBS	Task Name	Duration	Start	Finish	Predecessors	Successors	Resource Names
172	1.4	Project Execution and Monitoring & Control	474.5 days	Mon 7/1/13	Fri 4/24/15			
173	1.4.1	Needs Assessment	116.25 days	Mon 8/19/13	Tue 1/28/14		269,251	
174	1.4.1.1	Conduct Kickoff Meeting	0.25 days	Mon 8/19/13	Mon 8/19/13	168	183	PM,Team
175	1.4.1.2	Process Review	10 days	Mon 11/11/13	Mon 11/25/13			
176	1.4.1.2.1	Define Current State	10 days	Mon 11/11/13	Mon 11/25/13	183,184		SME,BA
177	1.4.1.2.1.1	Capture Rew rite	10 days	Mon 11/11/13	Mon 11/25/13			
178	1.4.1.2.1.2	EFS/ETR Rew rite (Fee Calc)	10 days	Mon 11/11/13	Mon 11/25/13			
179	1.4.1.3	Define Future State	20 days	Mon 11/11/13	Mon 12/9/13	184		SME,BA
180	1.4.1.3.1	Capture Rew rite	10 days	Mon 11/25/13	Mon 12/9/13	181		
181	1.4.1.3.2	EFS/ETR Rew rite (Fee Calc)	10 days	Mon 11/11/13	Mon 11/25/13	183	180	
182	1.4.1.4	Document Requirements	71 days	Mon 8/19/13	Tue 11/26/13		220,210,242	
183	1.4.1.4.1	Determine Business Requirements	30 days	Mon 8/19/13	Mon 9/30/13	174	184,176,181	SME,BA
184	1.4.1.4.2	Determine System Requirements (including DHSMV standards for systems)	30 days	Mon 9/30/13	Mon 11/11/13	183	176,179,185	SME,BA
185	1.4.1.4.3	User Validation of Requirements	10 days	Mon 11/11/13	Mon 11/25/13	184	186	SME,BA
186	1.4.1.4.4	Approval of Requirements	1 day	Mon 11/25/13	Tue 11/26/13	185	187	Team
187	1.4.1.5	Architecture Review Board - Conduct Requirements Review	5 days	Tue 11/26/13	Tue 12/3/13	186	188	ARB Review er
188	1.4.1.6	Update Requirements Based on ARB Results	5 days	Tue 12/3/13	Tue 12/10/13	187		BA
189	1.4.1.7	Purchase Process	45 days	Tue 11/26/13	Tue 1/28/14			
190	1.4.1.7.1	Purchase Softw are	45 days	Tue 11/26/13	Tue 1/28/14	182		PM,ISM
191	1.4.1.7.2	Purchase Hardw are	45 days	Tue 11/26/13	Tue 1/28/14	182		PM,ISM
192	1.4.2	Development and Implementation	473.5 days	Mon 7/1/13	Thu 4/23/15		269	
193	1.4.2.1	Design	90 days	Tue 11/26/13	Tue 4/1/14		226,227,228	
194	1.4.2.1.1	Determine Design	30 days	Tue 11/26/13	Tue 1/7/14	182	195	BA, SME
195	1.4.2.1.2	Design Prototype	15 days	Tue 1/7/14	Tue 1/28/14	194	196	BA, SME, Developer
196	1.4.2.1.3	Document Data Dictionary	15 days	Tue 1/28/14	Tue 2/18/14	195	197	DBA
197	1.4.2.1.4	Design the Database	15 days	Tue 2/18/14	Tue 3/11/14	196	198	DBA
198	1.4.2.1.5	Documentation of the Design & Database	10 days	Tue 3/11/14	Tue 3/25/14	197	199	DBA, Developer
199	1.4.2.1.6	Review and Acceptance of the Design	5 days	Tue 3/25/14	Tue 4/1/14	198	200	Team
200	1.4.2.2	Architecture Review Board - Conduct Design Review	5 days	Tue 4/1/14	Tue 4/8/14	199	201	ARB Review er
201	1.4.2.3	Update Based on ARB Results	5 days	Tue 4/8/14	Tue 4/15/14	200		DBA, Developer, BA
202	1.4.2.4	Hardware/Software Installation	20 days	Tue 4/1/14	Tue 4/29/14		211,253,213	
203	1.4.2.4.1	Installation/Setup of the Development Environment	5 days	Tue 4/1/14	Tue 4/8/14	193	204	Data Architect, DBA
204	1.4.2.4.2	Installation/Setup of the Test Environment	5 days	Tue 4/8/14	Tue 4/15/14	203	205	Data Architect, DBA
205	1.4.2.4.3	Installation/Setup of the Production Environment	5 days	Tue 4/15/14	Tue 4/22/14	204	206	Data Architect, DBA
206	1.4.2.4.4	Documentation of the HW/SW Installation	5 days	Tue 4/22/14	Tue 4/29/14	205	207	Data Architect, DBA
207	1.4.2.5	Architecture Review Board - Conduct IT Security and IS Review	5 days	Tue 4/29/14	Tue 5/6/14	206	208	ARB Review er
208	1.4.2.6	Update Based on ARB Results	5 days	Tue 5/6/14	Tue 5/13/14	207		Data Architect, DBA
209	1.4.2.7	Development	295 days	Tue 11/26/13	Tue 1/13/15		225,226,228	
210	1.4.2.7.1	Developer Validation of Requirements	3 days	Tue 11/26/13	Fri 11/29/13	182		Developer
211	1.4.2.7.2	Construct the Code	90 days	Tue 4/29/14	Tue 9/2/14	202	212,216,252	Developer
212	1.4.2.7.3	Document Code	90 days	Tue 9/2/14	Tue 1/6/15	211		Developer
213	1.4.2.7.4	Develop Database	90 days	Tue 4/29/14	Tue 9/2/14	202	214,216	DBA
214	1.4.2.7.5	Document Database	90 days	Tue 9/2/14	Tue 1/6/15	213	215	DBA
215	1.4.2.7.6	Documentation of the Development (Code, Database, etc.)	5 days	Tue 1/6/15	Tue 1/13/15	214	216	Developer, DBA
216	1.4.2.8	Architecture Review Board - Conduct Code and Database Review	5 days	Tue 1/13/15	Tue 1/20/15	211,213,215	217	ARB Review er
217	1.4.2.9	Update Based on ARB Results	5 days	Tue 1/20/15	Tue 1/27/15	216		DBA, Developer

ID	WBS	Task Name	Duration	Start	Finish	Predecessors	Successors	Resource Names
218	1.4.2.10	Testing	300 days	Tue 11/26/13	Tue 1/20/15		253,238	
219	1.4.2.10.1	Document Test Plan	10 days	Tue 11/26/13	Tue 12/10/13		226,227,228	
220	1.4.2.10.1.1	Document Test Cases	5 days	Tue 11/26/13	Tue 12/3/13	182	221,229	Tester
221	1.4.2.10.1.2	Document Test Scripts	5 days	Tue 12/3/13	Tue 12/10/13	220	222,229	Tester
222	1.4.2.10.2	Conduct Functional Testing	5 days	Tue 1/13/15	Tue 1/20/15	209,193,221		Tester,SME
223	1.4.2.10.3	Conduct System Testing	5 days	Tue 1/13/15	Tue 1/20/15			
224	1.4.2.10.3.1	Conduct Stress Testing	5 days	Tue 1/13/15	Tue 1/20/15	219,209,193		Tester
225	1.4.2.10.3.2	Conduct Performance Testing	5 days	Tue 1/13/15	Tue 1/20/15	219,209,193		Tester,SME
226	1.4.2.10.3.3	Conduct Disaster Recovery Testing	5 days	Tue 1/13/15	Tue 1/20/15	219,209,193		Tester,SME
227	1.4.2.10.4	Conduct Integration Testing	5 days	Tue 1/13/15	Tue 1/20/15	209,219,193		Tester,SME
228	1.4.2.10.5	Conduct Acceptance Testing	5 days	Tue 1/13/15	Tue 1/20/15	219,209,193		Team
229	1.4.2.10.5.1	Architecture Review Board - Conduct Testing Review	5 days	Tue 1/13/15	Tue 1/20/15	220,221	230	ARB Review er
230	1.4.2.10.5.2	Update Based on ARB Results	0 days	Tue 1/20/15	Tue 1/20/15	229	231	Tester
231	1.4.2.10.5.3	Testing Complete	0 days	Tue 1/20/15	Tue 1/20/15	230		
232	1.4.2.11	Training	401.25 days	Mon 7/1/13	Tue 1/13/15			
233	1.4.2.11.1	Document Training Plan	10 days	Tue 11/25/14	Tue 12/9/14	211FS+60 days	234	Trainer
234	1.4.2.11.2	Write Training Manual/Web Training	15 days	Tue 12/9/14	Tue 12/30/14	233	235	Trainer
235	1.4.2.11.3	Conduct Training/Provide Training	5 days	Tue 12/30/14	Tue 1/6/15	234	236,253	Trainer
236	1.4.2.11.4	Update Training Plan and Manual	5 days	Tue 1/6/15	Tue 1/13/15	235	238	Trainer
237	1.4.2.11.5	Architecture Review Board - Final Review (there should have been	16 days	Tue 1/20/15	Wed 2/11/15		244	
238	1.4.2.11.5.1	Submit ARB Request	1 day	Tue 1/20/15	Wed 1/21/15	241,218,236	239	PM
239	1.4.2.11.5.2	Architecture Review Board - Conduct Final Review	10 days	Wed 1/21/15	Wed 2/4/15	238	240	ARB Review er
240	1.4.2.11.5.3	Update Based on ARB Results	5 days	Wed 2/4/15	Wed 2/11/15	239		Team
241	1.4.2.12	Policies and Procedures	11 days	Tue 4/1/14	Wed 4/16/14		238	
242	1.4.2.12.1	Document Policies and Procedures	10 days	Tue 4/1/14	Tue 4/15/14	193,182	243	SME
243	1.4.2.12.2	Review and Acceptance of Policies and Procedures	1 day	Tue 4/15/14	Wed 4/16/14	242		SME
244	1.4.2.13	Finalize Production Readiness Strategy and obtain acceptance from re	21 days	Wed 2/11/15	Thu 3/12/15	237	255	
245	1.4.2.13.1	Prepare Final Draft of Production Readiness Strategy	5 days	Wed 2/11/15	Wed 2/18/15	166	246	PM
246	1.4.2.13.2	Submit to PMO for review	1 day	Wed 2/18/15	Thu 2/19/15	245	247	PM
247	1.4.2.13.3	PMO review and feedback	5 days	Thu 2/19/15	Thu 2/26/15	246	248	PMO
248	1.4.2.13.4	Update based on PMO feedback	5 days	Thu 2/26/15	Thu 3/5/15	247	249	PM
249	1.4.2.13.5	Route for acceptance	5 days	Thu 3/5/15	Thu 3/12/15	248	255	PM
250	1.4.2.14	Implementation	322.25 days	Tue 1/28/14	Thu 4/23/15			
251	1.4.2.14.1	Determine Pilot Site	1 day	Tue 1/28/14	Wed 1/29/14	173		SME,PM
252	1.4.2.14.2	Conduct Data Conversion - Pilot	7 days	Tue 9/2/14	Thu 9/11/14	211		DBA
253	1.4.2.14.3	Pilot the System	14 days	Tue 1/20/15	Mon 2/9/15	193,202,209,218,235	4FS-20 days	PM
254	1.4.2.14.4	Document Lessons Learned - Pilot	2 days	Mon 2/9/15	Wed 2/11/15	253	255	PM
255	1.4.2.14.5	Decision Point - Move to Production (Roll out)	0 days	Thu 3/12/15	Thu 3/12/15	254,244,249	256	SME
256	1.4.2.14.6	Submit Request to Production Control	0.5 days	Thu 3/12/15	Thu 3/12/15	255	257	PM
257	1.4.2.14.7	Production Control Meeting/Approval	0.5 days	Thu 3/12/15	Fri 3/13/15	256	258	PM
258	1.4.2.14.8	Data Conversion	5 days	Fri 3/13/15	Fri 3/20/15	257	259	DBA
259	1.4.2.14.9	Move into Production/Go-Live	1 day	Fri 3/20/15	Mon 3/23/15	258	260	Team,ISA
260	1.4.2.14.10	Stabilization Period for Production (Bug Fixes)	14 days	Mon 3/23/15	Fri 4/10/15	259	261	Team
261	1.4.2.14.11	Document Lessons Learned - Production	1 day	Fri 4/10/15	Mon 4/13/15	260	262	PM
262	1.4.2.14.12	Implementation Complete	8.25 days	Mon 4/13/15	Thu 4/23/15	261		

ID	WBS	Task Name	Duration	Start	Finish	Predecessors	Successors	Resource Names
263	1.4.2.14.12.1	ISA Security Scan (Must be completed prior to move to producti	8.25 days	Mon 4/13/15	Thu 4/23/15			
264	1.4.2.14.12.1	Submit CSC Ticket for IT Security Scan	1 hr	Mon 4/13/15	Mon 4/13/15	253FS-20 days	265	PM
265	1.4.2.14.12.1	Receive IT Security Scan Results	5 days	Mon 4/13/15	Mon 4/20/15	264	266	PM
266	1.4.2.14.12.1	Make Necessary Changes	3 days	Mon 4/20/15	Thu 4/23/15	265	267	PM
267	1.4.2.14.12.1	Submit TAC Ticket for Security Scan (Repeat steps until approved)	1 hr	Thu 4/23/15	Thu 4/23/15	266	268	PM
268	1.4.2.14.12.1	Receive Security Scan Approval	0 days	Thu 4/23/15	Thu 4/23/15	267		PM
269	1.4.3	Document Lessons Learned from Project Execution phase	1 day	Thu 4/23/15	Fri 4/24/15	192,173	270	PM
270	1.4.4	Project Execution and Monitoring & Control Phase Complete	0 days	Fri 4/24/15	Fri 4/24/15	269	284,274	
271								
272	1.5	Project Closeout	28.5 days	Fri 4/24/15	Wed 6/3/15			
273	1.5.1	Complete Project Closeout Documentation (submit to PMO 30 days prior	10 days	Fri 4/24/15	Fri 5/8/15		283,277	
274	1.5.1.1	Document Project Closure Summary	10 days	Fri 4/24/15	Fri 5/8/15	270	275	PM
275	1.5.2	Review Closeout Documentation with Stakeholders	1 day	Fri 5/8/15	Mon 5/11/15	274		PM
276	1.5.3	PMO Closeout Review	17 days	Fri 5/8/15	Tue 6/2/15		283,280	
277	1.5.3.1	Conduct PMO Closeout Review	10 days	Fri 5/8/15	Fri 5/22/15	273	278	PMO
278	1.5.3.2	Update Based on PMO Closeout Review	5 days	Fri 5/22/15	Fri 5/29/15	277	279	PM
279	1.5.3.3	Receive Acceptance and Signature on Closeout Documentation	2 days	Fri 5/29/15	Tue 6/2/15	278		PM,Team,PMO
280	1.5.4	Archive all Project Documentation, Artifacts, Records, etc.	0.5 days	Tue 6/2/15	Tue 6/2/15	276	281,283	PM
281	1.5.5	Complete all Administrative Closeout Tasks	0.5 days	Wed 6/3/15	Wed 6/3/15	280	282,283	PM
282	1.5.6	Close Project Request in Project Portfolio Tool (Daptiv)	0.5 days	Wed 6/3/15	Wed 6/3/15	281	283	PM
283	1.5.7	Project Closeout Phase Complete	0 days	Wed 6/3/15	Wed 6/3/15	282,281,280,276,273	284	PM
284	1.6	Project Complete	0 days	Wed 6/3/15	Wed 6/3/15	270,283		

D. Program Budget

The program budgets for FY 2013-14 and FY 2014-15, Figures 5-2 and 5-3, were developed using department estimating techniques.

Project Costs for Driver Related Issuance and Vehicle Enhancements												
Produced October 2013			For DHSMV				By ISA		FY 2013-14			
PROJECT BUDGET WORKSHEET 1 (Captures All Major Direct & Indirect Costs associated with Development, Implementation, and Transition)												
Project Cost	Quarter	Jul-Sep Planned	Jul-Sep Actual	Oct-Dec Planned	Oct-Dec Actual	Jan-March Planned	Jan-March Actual	April-June Planned	April-June Actual	Budget to Date	Actual to Date	Variance to Date
State Staff												
# FTEs		\$80,267.50	\$0.00	\$80,267.50	\$0.00	\$80,267.50	\$0.00	\$80,267.50	\$0.00	\$321,070	\$0	\$321,070
Subcontractors												
# FTEs - 8		\$330,062.50	\$0.00	\$330,062.50	\$0.00	\$330,062.50	\$0.00	\$330,062.50	\$0.00	\$1,320,250	\$0	\$1,320,250
Hardware												
PCs/Laptop		\$0.00	\$0.00	\$21,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$21,000	\$0	\$21,000
Item 2		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Software												
License		\$0.00	\$0.00	\$114,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$114,000	\$0	\$114,000
Recurring Soft Costs		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Misc Equipment												
Item 1		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Item 2		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Other Costs												
Item 1		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Item 2		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Total Costs		\$410,330	\$0	\$545,330	\$0	\$410,330	\$0	\$410,330	\$0	\$1,776,320	\$0	\$1,776,320
Progress Payments										\$0	\$0	\$0

Figure 5-2- Program Budget FY 2013-14

Project Costs for Driver Related Issuance and Vehicle Enhancements												
Produced October 2013			For DHSMV				By ISA		FY 2014-15			
PROJECT BUDGET WORKSHEET 1 (Captures All Major Direct & Indirect Costs associated with Development, Implementation, and Transition)												
Project Cost	Quarter	Jul-Sep Planned	Jul-Sep Actual	Oct-Dec Planned	Oct-Dec Actual	Jan-March Planned	Jan-March Actual	April-June Planned	April-June Actual	Budget to Date	Actual to Date	Variance to Date
State Staff												
# FTEs		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Subcontractors												
# FTEs - 8		\$230,512.50	\$0.00	\$230,512.50	\$0.00	\$230,512.50	\$0.00	\$230,512.50	\$0.00	\$922,050	\$0	\$922,050
Hardware												
PCs/Laptop		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Item 2		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Software												
License		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Recurring Soft Costs		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Miso Equipment												
Item 1		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Item 2		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Other Costs												
ECM Plan		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Item 2		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0
Total Costs		\$230,513	\$0	\$230,513	\$0	\$230,513	\$0	\$230,513	\$0	\$922,050	\$0	\$922,050
Progress Payments										\$0	\$0	\$0

Figure 5-3 - Program Budget FY 2014-15

E. Program Organization

Figure 5-4 - Program Organization shows the proposed program organization and the relationship between its components.

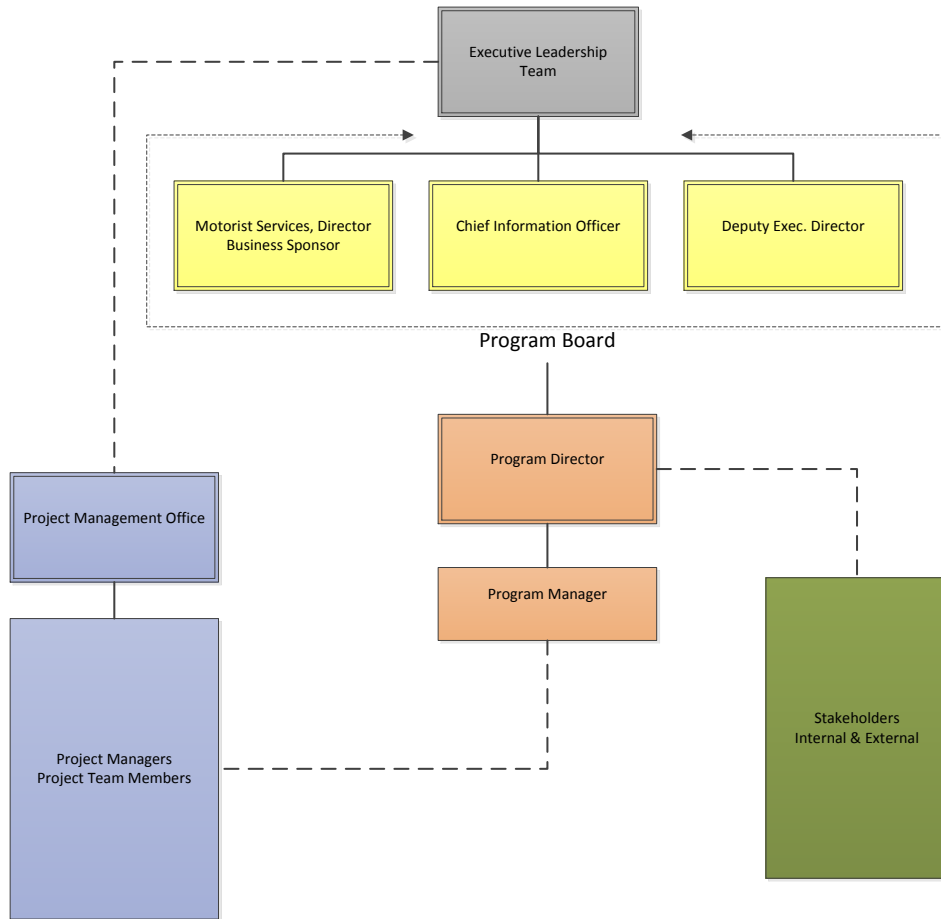


Figure 5-4 - Program Organization

Table 5-4 - Program/Project Roles identifies the program/project team roles within the program organization and a summary of their responsibilities.

Role	Responsibility
Executive Leadership Team	<ul style="list-style-type: none"> • Sets overall strategic scope and direction. • Reviews program risks, issues and exceptions • Provides general Department-wide oversight.
Program Board	<ul style="list-style-type: none"> • Sets tactical scope and direction • Provides executive oversight • Provides specific program/project oversight. • Influences interaction with stakeholders • Accepts major program/project deliverables • Final arbiter of project issues

Role	Responsibility
Program Director	<ul style="list-style-type: none"> • Serves as the Program Director • Has overall responsibility for the successful development and implementation of the Motorist Driver Related Issuance and Vehicle Enhancements Program • Oversees the development and implementation of Motorist Driver Related Issuance and Vehicle Enhancements Program • Reports Directly to the Chief Information Officer • Liaison with the project business sponsor for business resources and day-to-day activities • Reports to Program Board
Project Management Office	<ul style="list-style-type: none"> • Provides program/project management tools, techniques, and process models • Provides program and project assistance as requested • Acts as a program and project advisor to the program sponsors
Program Manager	<ul style="list-style-type: none"> • Documents program charter (objective/scope/etc.) • Develops program management plans • Consolidates project plans into program plan • Reports program status • Maintains program financials • Manages integrated program change control • Manages program risks, issues and actions • Facilitates team communication • Liaison with Project Management Office and works with Project Managers • Reports to Motorist Program Director
Stakeholders	<ul style="list-style-type: none"> • Acts as a business or technical advocate • Speaks to the strategic business interests • Provides a perspective of current and future business or technical requirements • Communicates project information to their constituent communities • Performs user acceptance testing
Project Manager	<ul style="list-style-type: none"> • Documents project charter (objective/scope/etc.) • Develops project management plans • Monitors project progress • Reports project status • Maintains project financials • Manages project change control • Manages project risks, issues and actions • Facilitates team communication
Project Team Members	<ul style="list-style-type: none"> • Performs business or technical activities as documented in the project plan • Reports business or technical activity completion status

Table 5-4 – Program/Project Roles

F. Program Quality Control

The Department employs multiple levels of governance – at the project, division, and department level – to review overall project health and ensure project success. The Department utilizes three processes within program quality management:

- Quality Planning – Identifies the quality standards which are relevant to the program deliverables and how they will be achieved. The Department project management methodology incorporates quality as a component of planning; the project charter and project management plans (resource, schedule, budget, change control, etc.) are key inputs.
- Quality Assurance – Execution of quality activities during the program to ensure variances in processes are clearly identified and assessed. Examples of these activities are process analysis, reviews and audits.
- Quality Control – Monitoring program activities and deliverables to determine if they comply with the program’s quality standards. Monitoring during the program occurs through self-reviews, peer reviews, structured testing and status meetings.

G. External Program Oversight

This program is of fairly short duration, therefore the Department Executive team will work closely with the Office of Policy & Budget and Legislative staff to communicate project status instead of engaging independent verification and validation services.

H. Risk Management

The purpose of risk management is to identify, assess, and prioritize those risk factors which may negatively affect the program. Strategies can then be employed to minimize, monitor and control the probability and/or impact of the negative risk factors. A Risk Management Plan will be developed to provide guidance and formalize the program risk policies, procedures, processes, activity schedule, tools and templates. Risk management reviews should be conducted monthly over the duration of the program to update the negative risk factors.

Once a risk factor is identified, the impact on the program is determined, the probability of occurrence is estimated, and the Department’s tolerance level is documented. A risk strategy with appropriate corresponding actions can then be applied to manage the risk factor. Risk strategies include:

- Acceptance – the risk factor is unavoidable, continue the program, and monitor for the occurrence of the risk.
- Avoidance – the risk factor is avoidable and eliminates the cause or probability of the risk.
- Mitigation – the risk factor is unavoidable, continue the program, implement actions to provide for early detection, and implement actions to lessen the impact.
- Transference – the risk factor is unavoidable, continue the program, and share with, or give to, another party the risk factor to manage.

Table 5-5 – Risk Factors is a list of program risk factors identified in the original DRIVE submission. It has been updated to reflect the current results from the risk assessment.

Risk Description - Impact	Probability of Occurrence (high, medium, low)	Tolerance Level (high, medium, low)	Risk Strategy (accept, avoid, mitigate, transfer)	Assigned Owner
Strategic (Medium Risk)				
1. All of the project business /program area requirements, assumptions, constraints and priorities have not been identified.	High	Medium	<p>Mitigate</p> <ul style="list-style-type: none"> Stakeholders and program areas will be consulted and requirement, assumptions, constraints and priorities will be identified 	Project Manager
2. The program will have extensive external visibility – Service and functionality issues may lead to negative publicity.	High	Low	<p>Avoid</p> <ul style="list-style-type: none"> Involve stakeholders early on in the project Solicit feedback and participation from stakeholders during design and acceptance testing 	Program Director
Organizational (Low Risk)				
3. Some business processes will change to align with organizational and technology changes – some users may be reluctant to these changes	High	Low	<p>Mitigate</p> <ul style="list-style-type: none"> A clear vision of the project objectives will be defined and communicated to all stakeholders by executive leadership and the DRIVE Program Team. The Organizational Change Management Plan will address mitigation strategies associated with expected changes as identified. Project communication will be actively monitored and controlled. Any training needs will be defined and documented 	Program Manager / Motorist Services Business Partners
4. Business process and technology changes will affect other local/state/federal agencies and private partners – Failure to plan for and communicate these changes could result in implementation delays and negative publicity.	Medium	Low	<p>Mitigate</p> <ul style="list-style-type: none"> A clear vision of the project objectives will be defined and communicated to all stakeholders by executive leadership and the DRIVE Program Team. Project communication will be actively 	Program Director

Risk Description - Impact	Probability of Occurrence (high, medium, low)	Tolerance Level (high, medium, low)	Risk Strategy (accept, avoid, mitigate, transfer)	Assigned Owner
			monitored and controlled. <ul style="list-style-type: none"> Any training needs will be defined and documented 	
Communication (Low Risk)				
5. Internal and external communication channels have not yet been established – Lack of effective program communication will erode support.	Low	Low	Avoid <ul style="list-style-type: none"> Communication channels have been identified and documented in the communication plan 	Project Manager / Program Manager / Program Director
Fiscal (Medium Risk)				
6. All project expenditures have not been identified. Cost estimates have been developed before detailed business requirements – Unanticipated requirements may increase the cost and time estimates.	Medium	Low	Accept <ul style="list-style-type: none"> Implement stringent change control and scope management. Engage in thorough requirements gathering to finalize cost estimates. 	Project Manager / Program Manager / Program Director
Program Organization (Medium Risk)				
7. All of staff roles, responsibilities and skills have not been identified. – The lack of clearly defined roles and responsibilities could contribute to program failure.	Medium	Low	Mitigate <ul style="list-style-type: none"> Program Manager will work with the Program Director to fully define all team roles prior to the start of the project. 	Program Manager
8. IT personnel turnover can occur – Inability to retain skilled personnel could impact the project timeline.	High	Medium	Accept and Monitor	Project Manager / Program Manager

Risk Description - Impact	Probability of Occurrence (high, medium, low)	Tolerance Level (high, medium, low)	Risk Strategy (accept, avoid, mitigate, transfer)	Assigned Owner
9. Qualified project management team members will not be dedicated to the project full time- may elongate timelines, increase costs or contribute to program failure.	Medium	High	<p>Mitigate</p> <ul style="list-style-type: none"> • Project Managers and Business Analysts will be as flexible as possible when scheduling JAD sessions or meeting to review User Stories. • All project meetings will have clear and documented objectives • Adequate time will be provided for the review and approval of project deliverable 	Program Manager
10. All stakeholders are not represented on the Program Board-	High	High	Accept and Monitor	Program Director
Program/Project Management (Low Risk)				
11. Lack of fully defined and documented requirements may elongate timelines, increase costs or contribute to program/project failure.	Medium	Medium	<p>Mitigate</p> <ul style="list-style-type: none"> • Stakeholders will be consulted and requirements documented and defined 	Project Manager
12. Lack of fully developed design spec may elongate timelines, increase costs or contribute to program/project failure. This could result in negative publicity	Medium	Medium	<p>Mitigate</p> <ul style="list-style-type: none"> • Stakeholders will be consulted and design spec will be clearly documented and define 	Enterprise Architect
Complexity (Medium Risk)				
13. Stakeholder geographical, cultural and organizational differences will make communication difficult – The differences may cause missed requirements or unreasonable expectations.	High	Medium	<p>Mitigate</p> <ul style="list-style-type: none"> • Ensure communication plan addresses statewide communications • Ensure remote participation by employing collaborative tools such as video-conferencing and conference calls 	Project Manager

Risk Description - Impact	Probability of Occurrence (high, medium, low)	Tolerance Level (high, medium, low)	Risk Strategy (accept, avoid, mitigate, transfer)	Assigned Owner
14. Several external entities could be impacted by this project – failure to communicate could result in delays and negative publicity	High	Medium	<p style="text-align: center;">Mitigate</p> <ul style="list-style-type: none"> • Ensure communication plan addresses statewide communications • Emphasis early and frequent communication 	Program Director

Table 5-5 - Risk Factors

I. Implementation Planning

Implementation planning accounts for all components needed for a successful production cutover and sunset of existing systems. The DRIVE plan will include plans for organizational change management, communications, knowledge transfer, and cutover. Organizational change management and program communications are detailed in the sections following.

- Implementation planning details the specific approach, schedule, roles and responsibilities, and contingency plan, and post-production stabilization period.
- Knowledge transfer planning ensures the organization, documentation, and distribution of knowledge needed by various stakeholders beyond the life of the program.

J. Organizational Change Management

The goal of change is to improve the organization by altering what and/or how work is done. The re-engineering of the Motorist Services technology environment will affect business processes, skill sets, roles and responsibilities. Two types of change activities are integral to the success of the program.

- Organizational change management outlines the activities necessary to ensure staff participation in process development and improvement, skill set changes and technology acceptance. Examples of these activities are the communication of program goals and benefits; documentation and communication of solution vendor/Department roles/responsibilities; development and communication of new process maps/roles; development and communication of a skills gap analysis; and the development and communication of a training plan.
- Program change control is the set of activities and templates used to request and manage changes to accepted program scope, timelines, deliverables and/or costs. This will facilitate communication about requested changes among the stakeholders of the project, provide a common process for resolving requested changes, and reduce the uncertainty around the existence, state, and outcome of a requested change.

An organizational change management plan and a program change control process will be developed and communicated during the Preparation Work Group - Program Organization and Governance Activity.

K. Program Communication

Program communication is the exchange of program-specific information with the emphasis on creating understanding between the sender and the receiver. Effective communication is one of the most important factors contributing to the success of a program.

Three clear communication channels will be established during the Preparation Work Group - Program Organization and Governance. They include:

- Upward channel with senior executives and steering committee to highlight issues, risks and scope exceptions.
- Lateral channel with sponsor(s), stakeholders, and other agency management involving requirements, resources, budgets and time allocations.

- Downward channel with the project team highlighting processes, activities, dates, status and general team briefings.

A communication plan describes how program communication events will occur across the channels described above. The events themselves may be periodic or one-time in nature. Table 5-6 - Communication Plan is an initial plan that will be enlarged in the Preparation Work Group - Program Organization and Governance Project.

What	Who	Owner	Purpose	Frequency	Type
Program Plan (Integrated Project Plans)	Key stakeholders	Program Manager	Update stakeholders and project teams on program progress, dependencies and milestones.	Bi-Weekly	Document distributed via hardcopy or electronically.
Executive Leadership Status Report	All stakeholders	Program Director	Update stakeholders on progress of the project.	Monthly	Distribute electronically and post on project repository
Executive Governance Committee Status Report	Governance Board	Program Manager Program Director	Update stakeholders on progress of the project and make them aware of conflicts with other governance approved projects	Quarterly	Distribute electronically and post on project repository
Program Board Meeting	Project Steering Committee,	Program Director	Update Program Board on status and discuss critical issues. Approve changes to Program Plan.	Monthly	Meeting
Executive Sponsor Meeting	Sponsor	Program Manager	Update executive sponsor(s) on status; discuss critical issues and risks; and review changes to Program Plan.	Bi-Weekly	Meeting
Program Workbook	Program and project teams.	Project Managers Program Manager	To monitor and track project specific milestone status, issues, actions, decisions and risks, assumptions, constraints and scope tracking	Weekly	Distribute electronically and post on project repository
Team Meetings	Entire project team. Individual meetings for sub-teams, technical team, and functional teams as appropriate.	Project Managers Program Manager	To review detailed plans (tasks, assignments, issues, and action items).	Regularly Scheduled	Meeting Template

What	Who	Owner	Purpose	Frequency	Type
Project Repository	ALL project team members.	Project Managers	Central location to house status reports, meeting minutes, project description, and Project Initiation Plan. For any shared communication.	Regularly Scheduled	SharePoint
Periodic Demos and Presentations	Focus on specific groups	Project Managers Program Manager Program Director	To gain inputs and approvals from special groups and keep them abreast of the project's status.	As needed	Presentation/ Discussion
Other	To be determined by the project team	Project Members	General communications	As needed	Email lists, announcements, etc.

Table 5-6- Communication Plan

L. Special Authorization Requirements

There are no special authorization requirements for the DRIVE Program.

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department:	<u>Highway Safety and Motor Vehicles</u>		Budget Period 2014-15	
Budget Entity:	<hr/>		<hr/>	
	(2)	(3)	(4)	
(1)	ACTUAL	ESTIMATED	REQUEST	
SECTION I	FY 2012-13	FY 2013-14	FY 2014-15	
Interest on Debt	(A) <input type="text"/>	<input type="text"/>	<input type="text"/>	
Principal	(B) <input type="text"/>	<input type="text"/>	<input type="text"/>	
Repayment of Loans	(C) <input type="text"/>	<input type="text"/>	<input type="text"/>	
Fiscal Agent or Other Fees	(D) <input type="text"/>	<input type="text"/>	<input type="text"/>	
Other Debt Service	(E) <input type="text"/>	<input type="text"/>	<input type="text"/>	
Total Debt Service	(F) <input type="text"/>	<input type="text"/>	<input type="text"/>	

Explanation: The Department does not have any debt service payments.

SECTION II

ISSUE:	(2)	(3)	(4)	(5)
(1)	MATURITY DATE	ISSUE AMOUNT	JUNE 30, 20__	JUNE 30, 20__
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
(6)		(7)	(8)	(9)
		ACTUAL	ESTIMATED	REQUEST
		FY 2012-13	FY 2013-14	FY 2014-15
Interest on Debt	(G) <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Principal	(H) <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Fiscal Agent or Other Fees	(I) <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other	(J) <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Debt Service	(K) <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

ISSUE:	(2)	(3)	(4)	(5)
	MATURITY DATE	ISSUE AMOUNT	JUNE 30, 20__	JUNE 30, 20__
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
		(7)	(8)	(9)
		ACTUAL	ESTIMATED	REQUEST
		FY 2012-13	FY 2013-14	FY 2014-15
Interest on Debt	(G) <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Principal	(H) <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Fiscal Agent or Other Fees	(I) <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other	(J) <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Debt Service	(K) <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS

Budget Period: 2014 -2015

Department: Highway Safety and Motor Vel

Chief Internal Auditor: Julie Leftheris

Budget Entity: 76000000

Phone Number: (850) 617-3104

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
201112-18	6/30/2013	Motorist Services	Two Florida Rider Training Program (FRTP) regional coordinators monitor third-party administrators where they have a conflict of interest. We recommend the FRTP take corrective action for the two regional coordinators employed by third-party administrators they are assigned to monitor and review all regional coordinators' secondary employment for conflicts of interest. We also recommend the FRTP comply with Management Policies 3.08, 5.03 and Department Procedures for Dual and Secondary Employment requiring members to request approval from their supervisor in writing prior to the start date of the secondary employment.	The Bureau has taken corrective action by requiring the two members to cease with outside employment immediately and provide a confirmation document attesting to their understanding of conflict of interest and dual/secondary employment. The Bureau will no longer allow an FRTP employee to serve in any capacity with sponsor schools that are under the regulatory purview of FRTP.	
201213-07	6/30/2013	Florida Highway Patrol	The current policies and procedures that govern off-duty police employment (ODPE) within the Florida Highway Patrol (FHP) do not provide sufficient internal controls or mechanisms to effectively monitor member participation and ensure compliance with policies and procedures. We recommend the FHP evaluate the current structure of ODPE and establish an electronic system to more effectively monitor member participation and provide internal controls to ensure participating members follow policies and procedures. The emphasis on this evaluation should be to improve, streamline and automate the approval, documentation and retention of ODPE information as well as provide FHP with sufficient details about the entities to which ODPE services are being provided and what members are providing these services.	The FHP has completed a review evaluating all aspects of its ODPE program, including those addressed in this audit report. As part of the result, the Department will issue a Request for Information (RFI) by July 31, 2013 to seek project implementation information regarding available solutions designed to schedule and administer ODPE worked by FHP troopers. It is anticipated that the Department will procure a private vendor who will be issued a multi-year contract with full administrative responsibilities for scheduling and management with regards to ODPE in compliance with FHP rules and policies. The Division has recently purchased "PowerDetails" to schedule and manage Hireback projects administered by the Department. In the event a private vendor is not procured to administer ODPE, FHP will examine the use of this scheduling system for scheduling and management of ODPE.	

			<p>The current ODPE system does not permit supervisors to easily review and identify policy violations by participating members. Violations are occurring that are going undetected by FHP supervisors. We recommend the FHP take action to ensure supervisors enforce the policies and procedures governing ODPE. Specifically, the FHP should develop tools and techniques for supervisors to efficiently and effectively monitor member compliance with ODPE policies. We also recommend the FHP establish an overnight function to review member compliance with ODPE policies on an on-going basis.</p>	<p>The RFI and subsequent vendor contract will include components that facilitate the review, approval, and overall monitoring of ODPE by supervisors and managers. In the interim, FHP will work with Troop Commanders to reinforce the requirements contained within current FHP off-duty employment policies. The Office of Strategic Services will research and develop monitoring tools in conjunction with implementation of the improved Computer Aided Dispatch and Records Management System (CAD/RMS) scheduled for fiscal year 2013-14. The research will include an attempt to correlate hours worked as ODPE and Hireback in the CAD/RMS with actual straight time and overtime reported in People First. Additionally, FHP will continue the troop staff inspection process with special emphasis on records related to ODPE including compliance with the policies and procedures governing ODPE.</p>	
			<p>ODPE schedulers have the power to potentially undermine the FHP chain of command. We recommend: FHP evaluate alternative methods for scheduling ODPE, both internally and externally; FHP evaluate the role, function and authority of schedulers to include secondary schedulers; FHP prohibit any member in a supervisory position from working an ODPE assignment scheduled by a member of a lesser rank; FHP review ODPE policies and evaluate whether to allow sworn members above a particular rank to schedule and/or work ODPE; FHP evaluate whether to include ODPE scheduling as an ODPE job, if scheduling ODPE is determined to be an ODPE job, we recommend updating policies to require members to report ODPE scheduling on monthly ODPE reports; FHP establish limits for the number of ODPE jobs a member can schedule; and FHP evaluate prohibiting members from scheduling ODPE jobs outside of a pre-established range.</p>	<p>A primary aspect covered in the RFI and subsequent vendor contract is ODPE scheduling statewide. This will address each bullet point of the recommendation by removing FHP members from the scheduling process and centralizing ODPE scheduling within an entity contracted by FHP. In the interim, FHP management will review the current rules applicable to the overall role, function and authority of ODPE schedulers. All of the recommendations in this finding will be taken into consideration during FHP policy review to determine the best course of action including the update of FHP Policy 5.08 - Off-Duty Employment, to reflect those recommendations which will alleviate the potential undermining of the FHP chain of command structure. Any update to FHP policy will occur after FHP reaccreditation activities are completed in the fall of 2013.</p>	

			<p>The FHP does not have established ODPE rates. We recommend the FHP establish guidelines related to rates for its members participating in and scheduling ODPE services. If rates are established, we recommend including rates on the Request for Off-Duty Police Services form completed by the business/corporation or individual requesting ODPE services.</p>	<p>The FHP will examine the feasibility and legality of establishing rates for troopers working and scheduling ODPE services. If rates are recommended for troopers working ODPE, they will be included on relevant documents used for administration of ODPE.</p>	
			<p>The current cost reimbursement structure for ODPE is inadequate and requires that public monies be expended for costs associated with ODPE. We recommend the FHP evaluate costs incurred to manage ODPE. Based on this evaluation, we recommend the FHP implement an hourly administrative fee, in addition to mileage reimbursement, to offset equipment cost and applicable Department member overhead.</p>	<p>The FHP Budget Office, in conjunction with the Division of Administrative Services' Office of Accounting and the DHSMV Budget Office, will analyze and determine the actual annual fiscal impact of ODPE to the Department. The results of the ODPE fiscal impact analysis will form the basis, if warranted, for a proposed hourly administrative fee, in addition to mileage reimbursements to ensure that ODPE is performed at no cost to state of Florida taxpayers.</p>	

201213-03	6/30/2013	Information Systems Administration	<p>Due to the sensitive nature of the audit the five findings are confidential. Our examination revealed significant areas where improvements are necessary to strengthen data security. We observed that responsibility for the different elements of data security, with emphasis on mobile devices, is spread across numerous Department staff. This has resulted in inconsistent application of and compliance with Department policy and procedure. We also identified weaknesses in the Department's access controls and documentation.</p>	<p>Functional management generally agreed with the findings and recommendations.</p>	
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Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): Highway Safety and Motor Vehicles
Agency Budget Officer/OPB Analyst Name: Laura Bruce/Angela Bonds

A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.

Action	Program or Service (Budget Entity Codes)				
	7601	7610	7621	7640	

1. GENERAL

1.1 Are Columns A01, A02, A04, A05, A23, A24, A25, A36, A93, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? (CSDI)	Y	Y	Y	Y	
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? (CSDI)	Y	Y	Y	Y	

AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. (EXBR, EXBA)	Y	Y	Y	Y	
1.4 Has security been set correctly? (CSDR, CSA)	Y	Y	Y	Y	
TIP The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.					

2. EXHIBIT A (EADR, EXA)

2.1 Is the budget entity authority and description consistent with the agency's LRPP and does it conform to the directives provided on page 59 of the LBR Instructions?	Y	Y	Y	Y	
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Y	Y	Y	Y	
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Y	Y	Y	Y	
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?	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	
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AUDITS:

3.2 Negative Appropriation Category Audit for Agency Request (Columns A03 and A04): Are all appropriation categories positive by budget entity at the FSI level? Are all nonrecurring amounts less than requested amounts? (NACR, NAC - Report should print "No Negative Appropriation Categories Found")	Y	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	
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.					

		Program or Service (Budget Entity Codes)				
Action		7601	7610	7621	7640	
TIP	Requests for appropriations which require advance payment authority must use the sub-title "Grants and Aids". For advance payment authority to local units of government, the Aid to Local Government appropriation category (05XXXX) should be used. For advance payment authority to non-profit organizations or other units of state government, the Special Categories appropriation category (10XXXX) should be used.					
4. EXHIBIT D (EADR, EXD)						
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Y	Y	Y	Y	
4.2	Is the program component code and title used correct?	Y	Y	Y	Y	
TIP	Fund shifts or transfers of services or activities between program components will be displayed on an Exhibit D whereas it may not be visible on an Exhibit A.					
5. EXHIBIT D-1 (ED1R, EXD1)						
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Y	Y	Y	Y	
AUDITS:						
5.2	Do the fund totals agree with the object category totals within each appropriation category? (ED1R, XD1A - Report should print "No Differences Found For This Report")	Y	Y	Y	Y	
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? (EXBR, EXBB - Negative differences need to be corrected in Column A01.)	Y	Y	Y	Y	
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? (EXBR, EXBD - Differences need to be corrected in Column A01.)	Y	Y	Y	Y	
TIP	If objects are negative amounts, the agency must make adjustments to Column A01 to correct the object amounts. In addition, the fund totals must be adjusted to reflect the adjustment made to the object data.					
TIP	If fund totals and object totals do not agree or negative object amounts exist, the agency must adjust Column A01.					
TIP	Exhibit B - A01 less than B04: This audit is to ensure that the disbursements and carry/certifications forward in A01 are less than FY 2012-13 approved budget. Amounts should be positive.					
TIP	If B08 is not equal to A01, check the following: 1) the initial FLAIR disbursements or carry forward data load was corrected appropriately in A01; 2) the disbursement data from departmental FLAIR was reconciled to State Accounts; and 3) the FLAIR disbursements did not change after Column B08 was created.					
6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)						
6.1	Are issues appropriately aligned with appropriation categories?	Y	Y	Y	Y	
TIP	Exhibit D-3 is no longer required in the budget submission but may be needed for this particular appropriation category/issue sort. Exhibit D-3 is also a useful report when identifying negative appropriation category problems.					
7. EXHIBIT D-3A (EADR, ED3A)						
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Y	Y	Y	Y	
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Y	Y	Y	Y	
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		7601	7610	7621	7640	
7.4	Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	Y	Y	Y	Y	
7.5	Does the issue narrative explain any variances from the Standard Expense and Human Resource Services Assessments package? Is the nonrecurring portion in the nonrecurring column? (See pages E-4 and E-5 of the LBR Instructions.)	N/A	N/A	N/A	N/A	
7.6	Does the salary rate request amount accurately reflect any new requests and are the amounts proportionate to the Salaries and Benefits request? Note: Salary rate should always be annualized.	Y	Y	Y	Y	
7.7	Does the issue narrative thoroughly explain/justify all Salaries and Benefits amounts entered into the Other Salary Amounts transactions (OADA/C)? Amounts entered into OAD are reflected in the Position Detail of Salaries and Benefits section of the Exhibit D-3A.	Y	Y	Y	Y	
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Y	Y	Y	Y	
7.9	Does the issue narrative reference the specific county(ies) where applicable?	Y	Y	Y	Y	
7.10	Do the 160XXX0 issues reflect budget amendments that have been approved (or in the process of being approved) and that have a recurring impact (including Lump Sums)? Have the approved budget amendments been entered in Column A18 as instructed in Memo #13-003?	Y	Y	Y	Y	
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. (PLRR, PLMO)	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?	N/A	N/A	N/A	N/A	
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	
7.14	Do the amounts reflect appropriate FSI assignments?	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	
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	Y	Y	Y	Y	
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	Y	Y	Y	Y	
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	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 as requested in Memo# 14-006?	Y	Y	Y	Y	
AUDIT:						
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. (EADR, FSIA - Report should print "No Records Selected For Reporting")	Y	Y	Y	Y	
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? (GENR, LBR1)	N/A	N/A	N/A	N/A	
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? (GENR, LBR2)	N/A	N/A	N/A	N/A	

Action		Program or Service (Budget Entity Codes)				
		7601	7610	7621	7640	
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? (GENR, LBR3)	N/A	N/A	N/A	N/A	
7.24	Have FCO appropriations been entered into the nonrecurring column A04? (GENR, LBR4 - Report should print "No Records Selected For Reporting" or a listing of D-3A issue(s) assigned to Debt Service (IOE N) or in some cases State Capital Outlay - Public Education Capital Outlay (IOE L)))	Y	Y	Y	Y	
TIP	Salaries and Benefits amounts entered using the OADA/C transactions must be thoroughly justified in the D-3A issue narrative. Agencies can run OADA/OADR from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.					
TIP	The issue narrative must completely and thoroughly explain and justify each D-3A issue. Agencies must ensure it provides the information necessary for the OPB and legislative analysts to have a complete understanding of the issue submitted. Thoroughly review pages 66 through 70 of the LBR Instructions.					
TIP	Check BAPS to verify status of budget amendments. Check for reapprovals not picked up in the General Appropriations Act. Verify that Lump Sum appropriations in Column A02 do not appear in Column A03. Review budget amendments to verify that 160XXX0 issue amounts correspond accurately and net to zero for General Revenue funds.					
TIP	If an agency is receiving federal funds from another agency the FSI should = 9 (Transfer - Recipient of Federal Funds). The agency that originally receives the funds directly from the federal agency should use FSI = 3 (Federal Funds).					
TIP	If an appropriation made in the FY 2013-14 General Appropriations Act duplicates an appropriation made in substantive legislation, the agency must create a unique deduct nonrecurring issue to eliminate the duplicated appropriation. Normally this is taken care of through line item veto.					
8. SCHEDULE I & RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)						
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y	Y	Y	Y	
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Y	Y	Y	Y	
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Y	Y	Y	Y	
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Y	Y	Y	Y	
8.5	Have the required detailed narratives been provided (5% trust fund reserve narrative; method for computing the distribution of cost for general management and administrative services narrative; adjustments narrative; revenue estimating methodology narrative)?	Y	Y	Y	Y	
8.6	Has the Inter-Agency Transfers Reported on Schedule I form been included as applicable for transfers totaling \$100,000 or more for the fiscal year?	Y	Y	Y	Y	
8.7	If the agency is scheduled for the annual trust fund review this year, have the Schedule ID and applicable draft legislation been included for recreation, modification or termination of existing trust funds?	N/A	N/A	N/A	N/A	
8.8	If the agency is scheduled for the annual trust fund review this year, have the necessary trust funds been requested for creation pursuant to <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	Y	Y	Y	Y	
8.9	Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)? For non-grant federal revenues, is the correct revenue code identified (codes 000504, 000119, 001270, 001870, 001970)?	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		7601	7610	7621	7640	
8.10	Are the statutory authority references correct?	Y	Y	Y	Y	
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Y	Y	Y	Y	
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Y	Y	Y	Y	
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Y	Y	Y	Y	
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Y	Y	Y	Y	
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Y	Y	Y	Y	
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Y	Y	Y	Y	
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Y	Y	Y	Y	
8.18	Has the agency certified the revenue estimates in columns A02 and A03 to be the latest and most accurate available? Does the certification include a statement that the agency will notify OPB of any significant changes in revenue estimates that occur prior to the Governor's Budget Recommendations being issued?	Y	Y	Y	Y	
8.19	Is a 5% trust fund reserve reflected in Section II? If not, is sufficient justification provided for exemption? Are the additional narrative requirements provided?	Y	Y	Y	Y	
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Y	Y	Y	Y	
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Y	Y	Y	Y	
8.22	Do transfers balance between funds (within the agency as well as between agencies)? (See also 8.6 for required transfer confirmation of amounts totaling \$100,000 or more.)	Y	Y	Y	Y	
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y	Y	Y	Y	
8.24	Are prior year September operating reversions appropriately shown in column A01?	Y	Y	Y	Y	
8.25	Are current year September operating reversions appropriately shown in column A02?	N/A	N/A	N/A	N/A	
8.26	Does the Schedule IC properly reflect the unreserved fund balance for each trust fund as defined by the LBR Instructions, and is it reconciled to the agency accounting records?	Y	Y	Y	Y	
8.27	Does Column A01 of the Schedule I accurately represent the actual prior year accounting data as reflected in the agency accounting records, and is it provided in sufficient detail for analysis?	Y	Y	Y	Y	
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y	Y	Y	Y	
AUDITS:						
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y	Y	Y	Y	
8.30	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? 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	
8.31	Has a Department Level Reconciliation been provided for each trust fund and does Line A of the Schedule I equal the CFO amount? If not, the agency must correct Line A. (SC1R, DEPT)	Y	Y	Y	Y	
TIP	The Schedule I is the most reliable source of data concerning the trust funds. It is very important that this schedule is as accurate as possible!					

		Program or Service (Budget Entity Codes)				
Action		7601	7610	7621	7640	
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 <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	Y	Y	Y	Y	
10. SCHEDULE III (PSCR, SC3)						
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	Y	Y	Y	Y	
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use OADI or OADR to identify agency other salary amounts requested.	Y	Y	Y	Y	
11. SCHEDULE IV (EADR, SC4)						
11.1	Are the correct Information Technology (IT) issue codes used?	Y	Y	Y	Y	
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.					
12. SCHEDULE VIIIA (EADR, SC8A)						
12.1	Is there only one #1 priority, one #2 priority, one #3 priority, etc. reported on the Schedule VIII-A? Are the priority narrative explanations adequate? Note: FCO issues can now be included in the priority listing.	Y	Y	Y	Y	
13. SCHEDULE VIIIB-1 (EADR, S8B1)						
13.1	NOT REQUIRED FOR THIS YEAR	N/A	N/A	N/A	N/A	

		Program or Service (Budget Entity Codes)				
Action		7601	7610	7621	7640	
14. SCHEDULE VIII B-2 (EADR, S8B2)						
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Y	Y	Y	Y	
15. SCHEDULE VIII C (EADR, S8C) (LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)						
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	Y	Y	Y	Y	
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Y	Y	Y	Y	
15.3	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?	Y	Y	Y	Y	
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Y	Y	Y	Y	
15.5	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?	Y	Y	Y	Y	
AUDIT:						
15.6	Do the issues net to zero at the department level? (GENR, LBR5)	Y	Y	Y	Y	
16. SCHEDULE XI (USCR, SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)						
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 <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Y	Y	Y	Y	
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	Y	Y	Y	Y	
AUDITS INCLUDED IN THE SCHEDULE XI REPORT:						
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (GENR, ACT1)	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	
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	
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: Audit #3 will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Y	Y	Y	Y	
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	
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
17. MANUALLY PREPARED EXHIBITS & SCHEDULES						
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Y	Y	Y	Y	

Action		Program or Service (Budget Entity Codes)				
		7601	7610	7621	7640	
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Y	Y	Y	Y	
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y	Y	Y	Y	
AUDITS - GENERAL INFORMATION						
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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)						
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y	Y	Y	Y	
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	Y	Y	Y	Y	
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	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	
18.5	Are the appropriate counties identified in the narrative?	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	
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	