Terry L. Rhodes
Executive Director

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

A SAFER
FLORIDA
HIGHWAY SAFETY AND MOTOR VEHICLES

Rick Scott
Governor

Pam Bondi
Attorney General

Jeff Atwater
Chief Financial Officer

Adam Putnam
Commissioner of Agriculture

LEGISLATIVE BUDGET REQUEST
October 15, 2014

Cynthia Kelly, 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

Cindy Kynoch, Staff Director
Senate Budget 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 2015-16 Fiscal Year.

If you have any questions or concerns about our Legislative Budget Request, please feel free to contact me at (850) 617-3100 or Kim Banks, Chief Financial Officer, at (850) 617-3404.

Sincerely,

Terry L. Rhodes
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 – 58
     - Law Enforcement Investigator I – 11
     - Law Enforcement Investigator II – 1
     - Law Enforcement Sergeant - 11
     - Law Enforcement Lieutenant – 7
  2. **Estimated Cost:** $411,985.20

- 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 – 178
     - Law Enforcement Sergeant – 30
     - Law Enforcement Lieutenant – 12
  2. **Estimated Cost:** $429,000.00

- 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 1ST DCA. Plaintiffs have filed their 3rd 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. On July 25, 2014, Judge Carroll entered an order on the pending motions. The judge denied the Plaintiffs' Amended Motion for Summary Declaratory Judgment, and Defendant's Motion for Summary Judgment and Motion to Dismiss Plaintiffs [sic] Third Amended and Supplemental Complaint. The Court also declined to certify the class "at this time." In addition, although the Court found that it was premature to consider Plaintiffs' Motion for Supplemental Equitable Relief, it also stated that "[a]t some point it may be appropriate for the Court to issue an order to show cause as to why notification should not be provided to all drivers who may have been affected.	
Who is representing (of record) the state in this lawsuit? Check all that		Agency Counsel
	X	Office of the Attorney General or Division of Risk Management

apply.		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.	

Office of Policy and Budget – July 2014

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.)	Reginald Foster vs. Florida Department of Highway Safety and Motor Vehicles	
Court with Jurisdiction:	Leon County Circuit Court	
Case Number:	13-CA-2558	
Summary of the Complaint:	Plaintiff contends that section 322.245(5)(a), F.S., which requires suspension of driver license for failure to pay fines and court costs in criminal cases is unconstitutional.	
Amount of the Claim:	$0.00	
Specific Statutes or Laws (including GAA) Challenged:	Section 322.245(5)(a), Florida Statutes	
Status of the Case:	Summary Judgment for Defendant Granted March 6, 2014. Motion for Rehearing filed March 21, 2014 and is pending.	
Who is representing (of record) the state in this lawsuit? Check all that apply.	X	Agency Counsel
		Office of the Attorney General or Division of Risk Management
		Outside Contract Counsel
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A	

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

DATE: 07/01/14
SEQUENCE: 7601
OED:
NUMBER OF POSITIONS: 4
NUMBER OF FTE: 4.0

EXECUTIVE DIRECTOR-HSMV
00001
(9761) 10-1011-03, 25 (1.0)

EXECUTIVE ASSISTANT II - SES
00002
(0720) 43-6011-05, 10 (1.0)

AGENCY OPERATIONS -01
DEPUTY EXECUTIVE DIRECTOR-HSMV
02666
(9767) 10-1021-02, 24 (1.0)

LEGAL -02
GENERAL COUNSEL-HSMV
00009
(8982) 10-9199-01, 23 (RO)

OFFICE OF INSPECTOR GENERAL -03
INSPECTOR GENERAL- HSMV
00011
(8983) 10-1021-02, 23 (RO)

FLORIDA HIGHWAY PATROL -7610
DIRECTOR OF FLORIDA HIGHWAY PATROL-HSMV
00430
(9762) 10-9199-01, 23 (RO)

CHIEF OF STAFF'S OFFICE -05
CHIEF OF STAFF
00112
(9780) 10-1021-02, 24 (RO)

DIVISION OF MOTORIST SERVICES -7621
DIRECTOR OF MOTORIST SERVICES-HSMV
02416
(9765) 10-1021-01, 23 (RO)

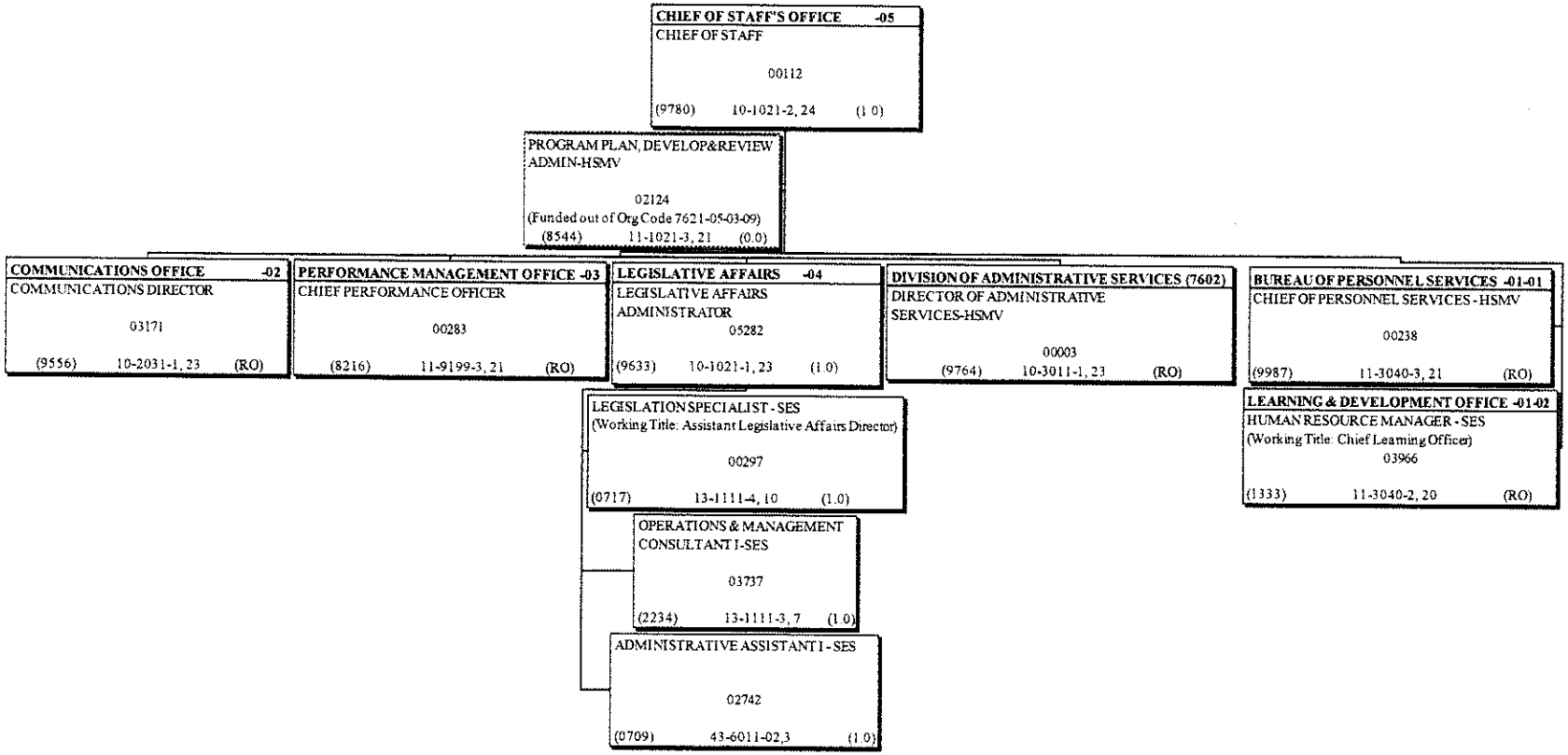
DIVISION OF INFORMATION SYSTEMS -7640
INFORMATION SYSTEMS DIRECTOR-HSMV
Working Title: Chief Information Officer
00024
(8984) 10-3021-01, 23 (RO)

OFFICE OF FINANCIAL MANAGEMENT -7601-04
DIRECTOR OF FINANCE
02603
(9106) 10-3031-02, 24 (RO)

MANAGER, BUSINESS SYSTEMS SUPPORT-SES
(Working Title: Business Relationship Consultant)
05344
(8554) 11-3021-03, 21 (1.0)

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

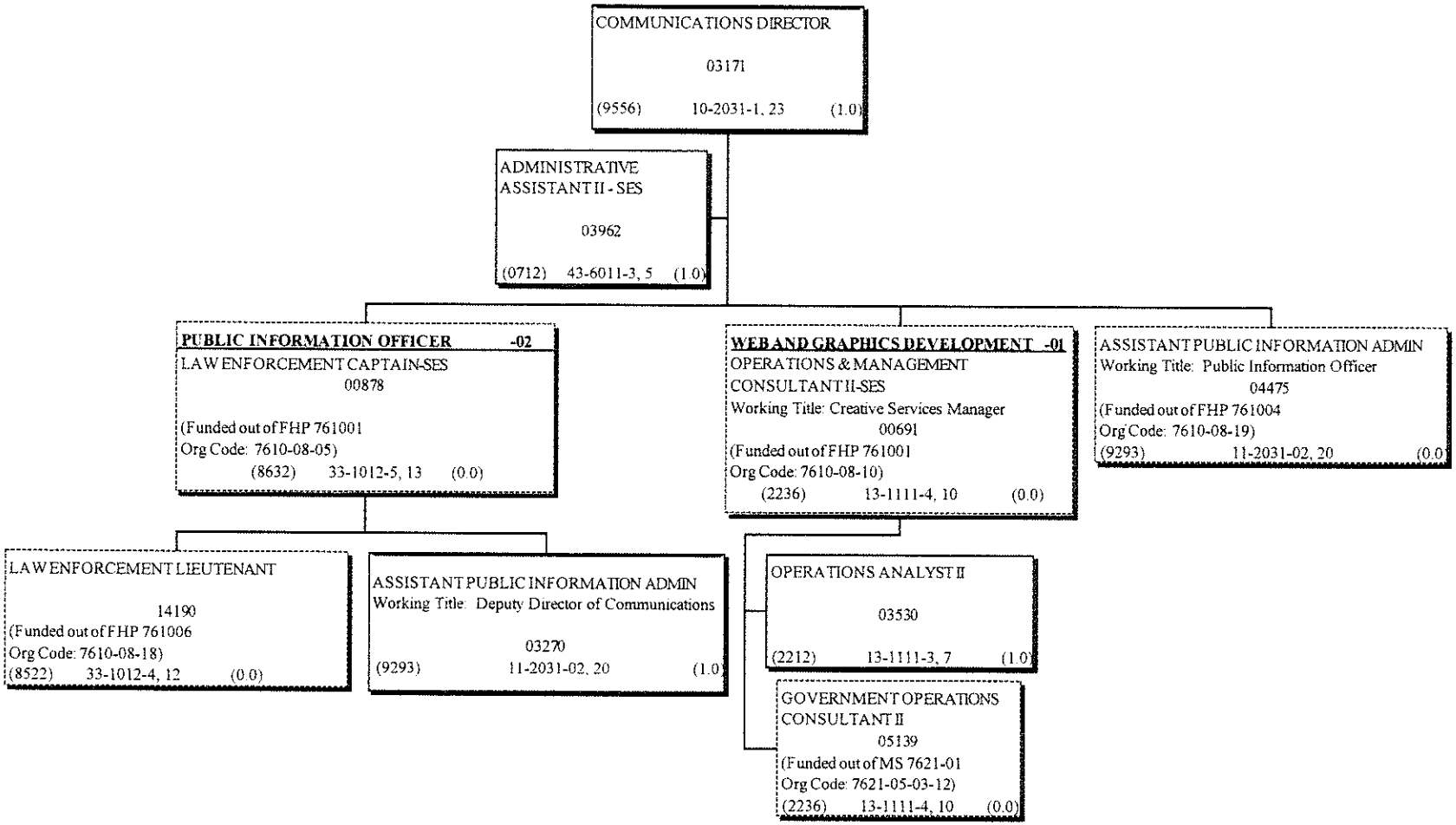
DATE: 06/01/2014
SEQUENCE: 7601
OED: _____
NUMBER OF POSITIONS: 5
NUMBER OF FTE: 5.0



CHIEF OF STAFF

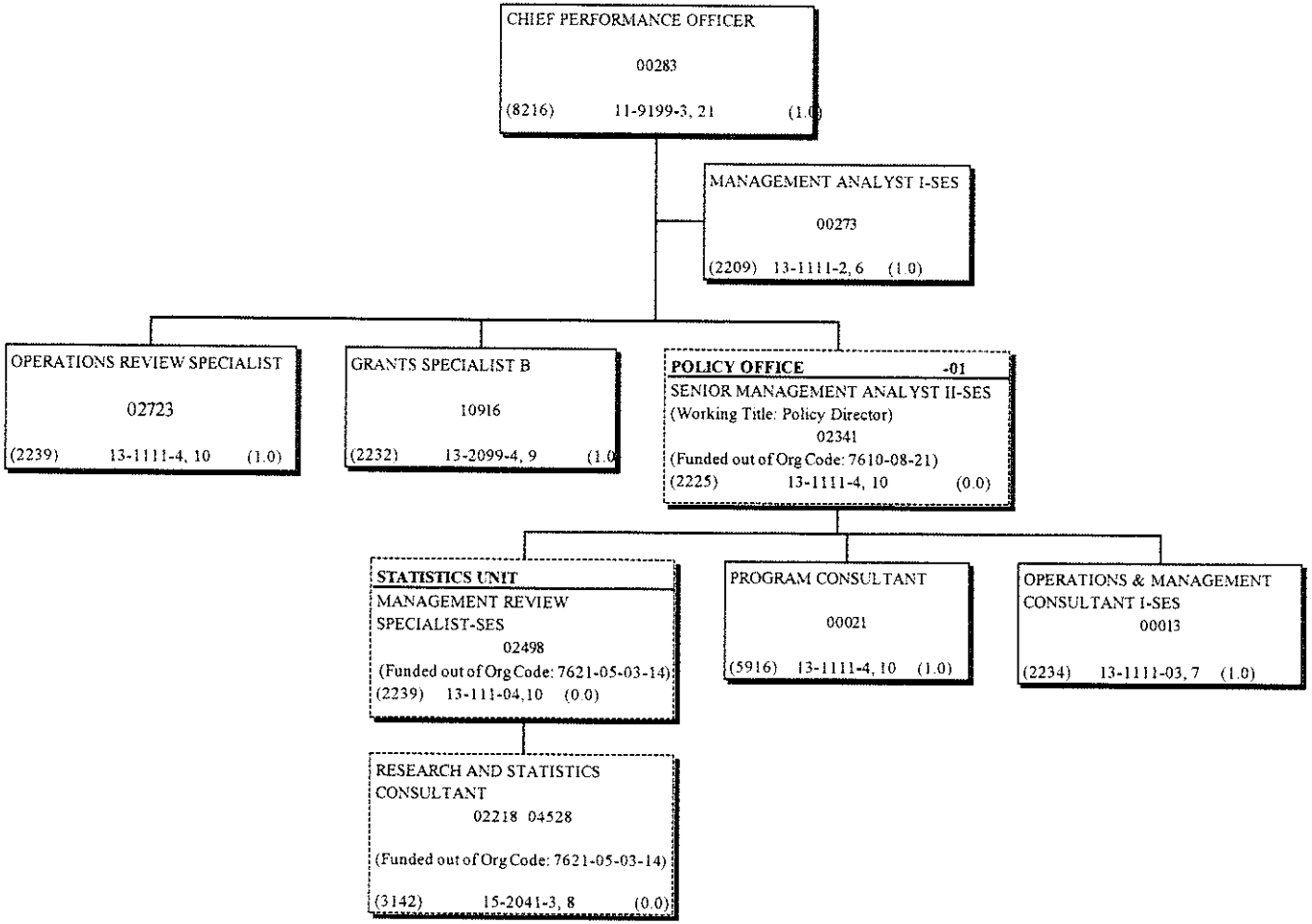
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
OFFICE OF THE EXECUTIVE DIRECTOR
COMMUNICATIONS OFFICE

DATE: 09/16/2014
SEQUENCE: 7601-05-02
OED: _____
NUMBER OF POSITIONS: 4
NUMBER OF FTE'S: 4.0



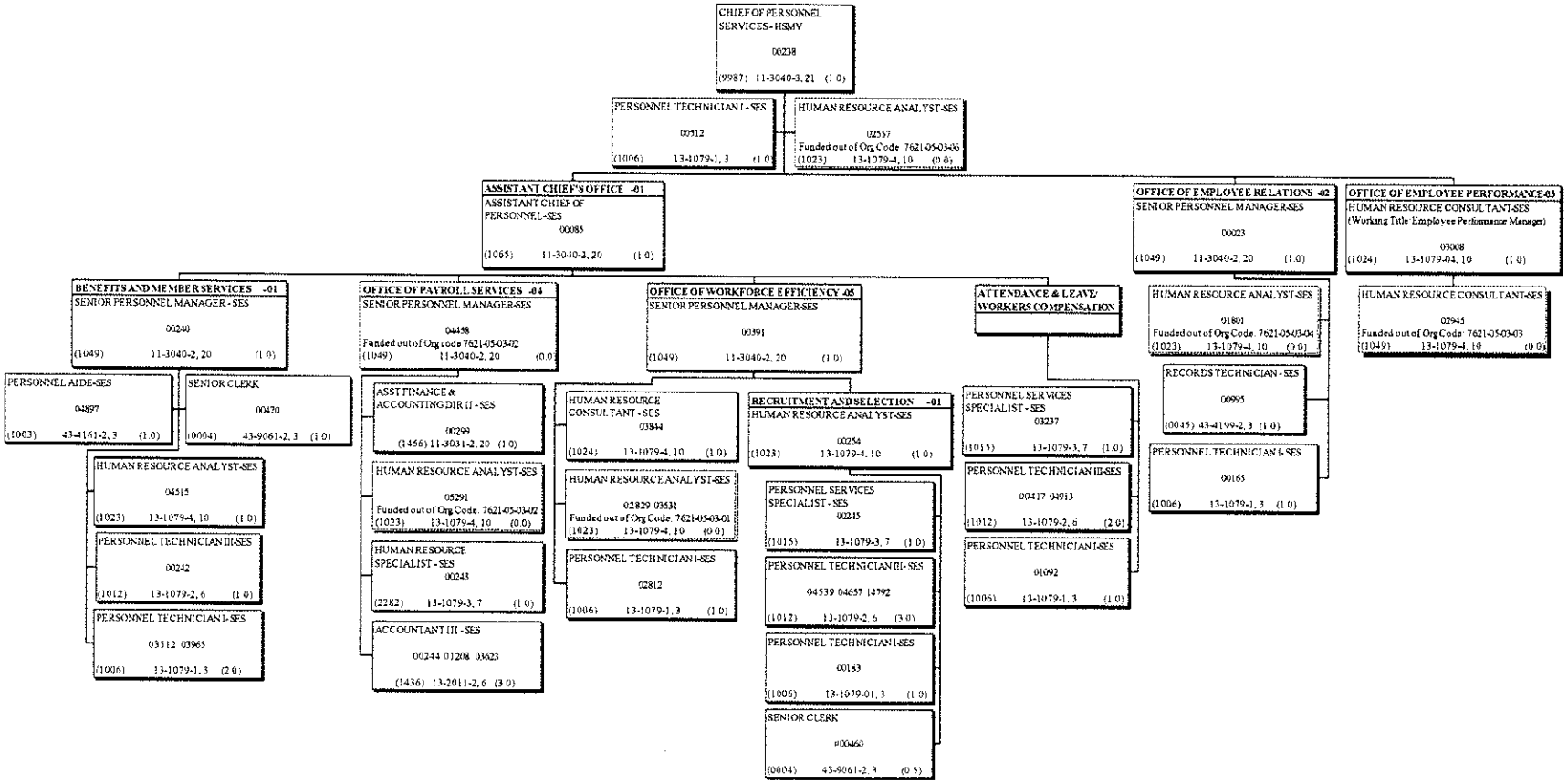
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
CHIEF OF STAFF'S OFFICE
PERFORMANCE MANAGEMENT OFFICE

DATE: 09/04/14
SEQUENCE: 7601-05-03
OED: _____
NUMBER OF POSITIONS 6
NUMBER OF FTE's : 6.0



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

DATE: 09/04/2014
SEQUENCE: 7601-05-01-01
OED: _____
NUMBER OF POSITIONS: 33
NUMBER OF FTE: 32.5

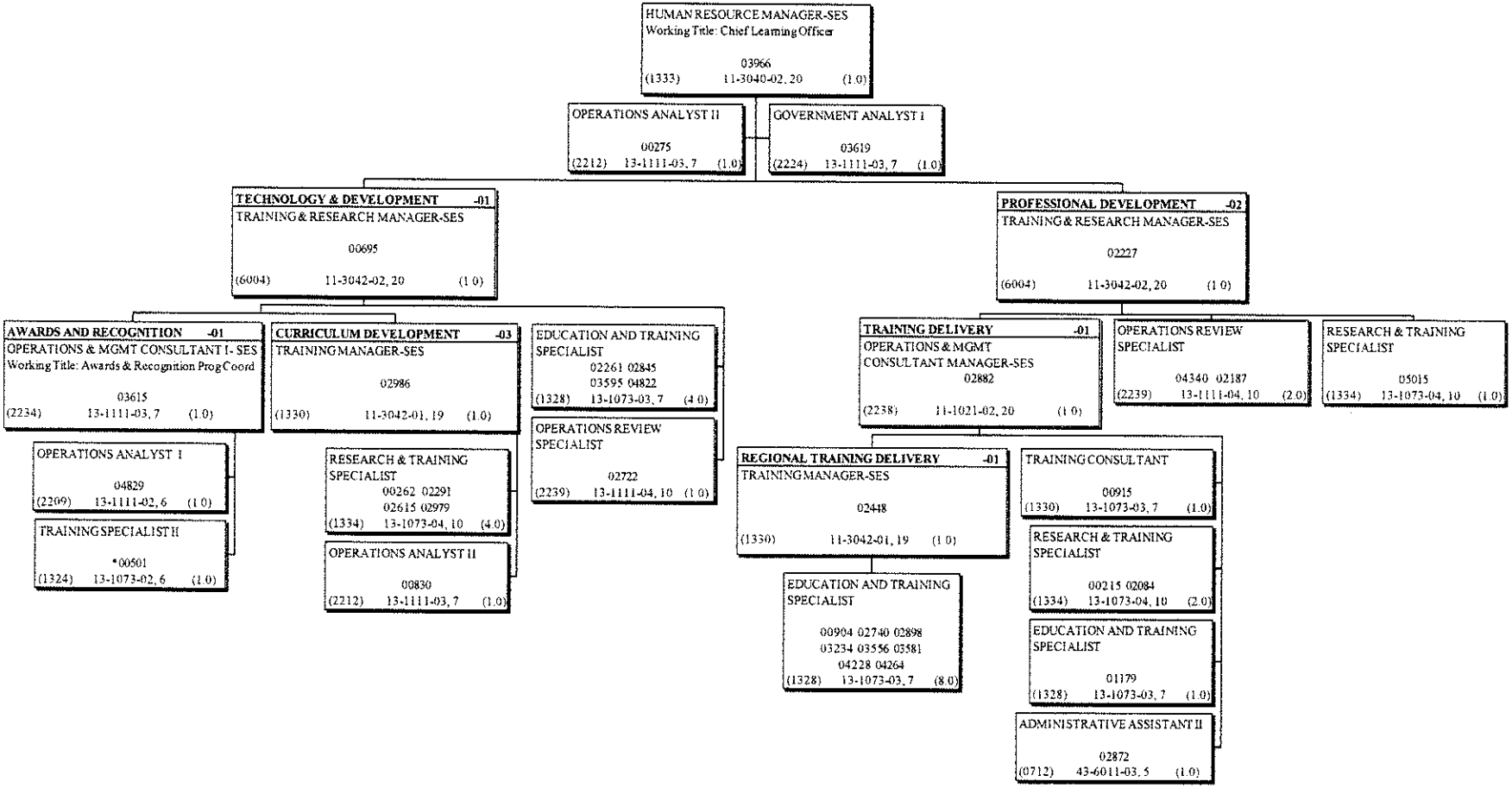


.50 FTE

CHIEF PERSONNEL SERVICES

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

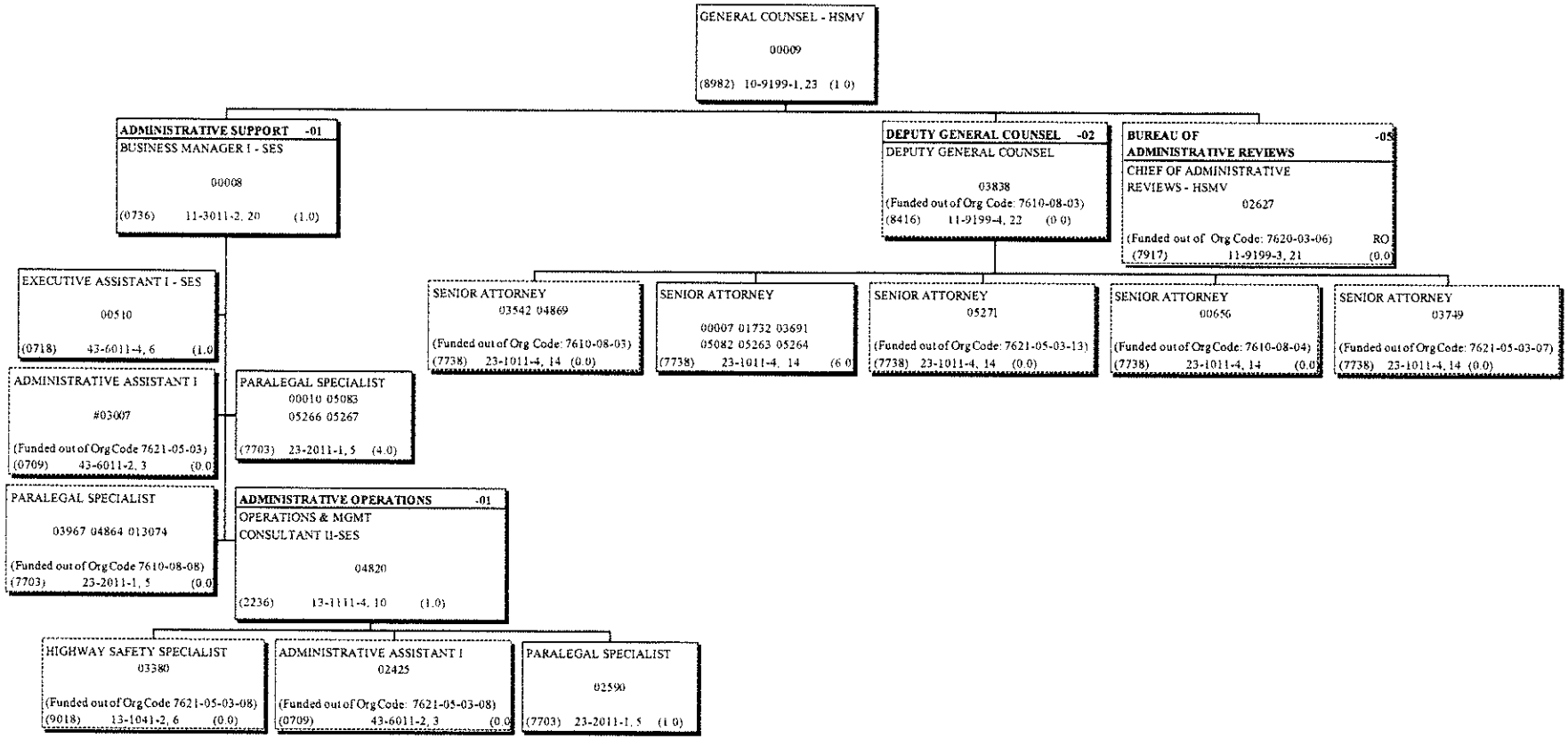
DATE: 9/01/2014
SEQUENCE: 7601-05-01-02
OED: _____
NUMBER OF POSITIONS: 37
NUMBER OF FTE: 37



* Shared Position

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

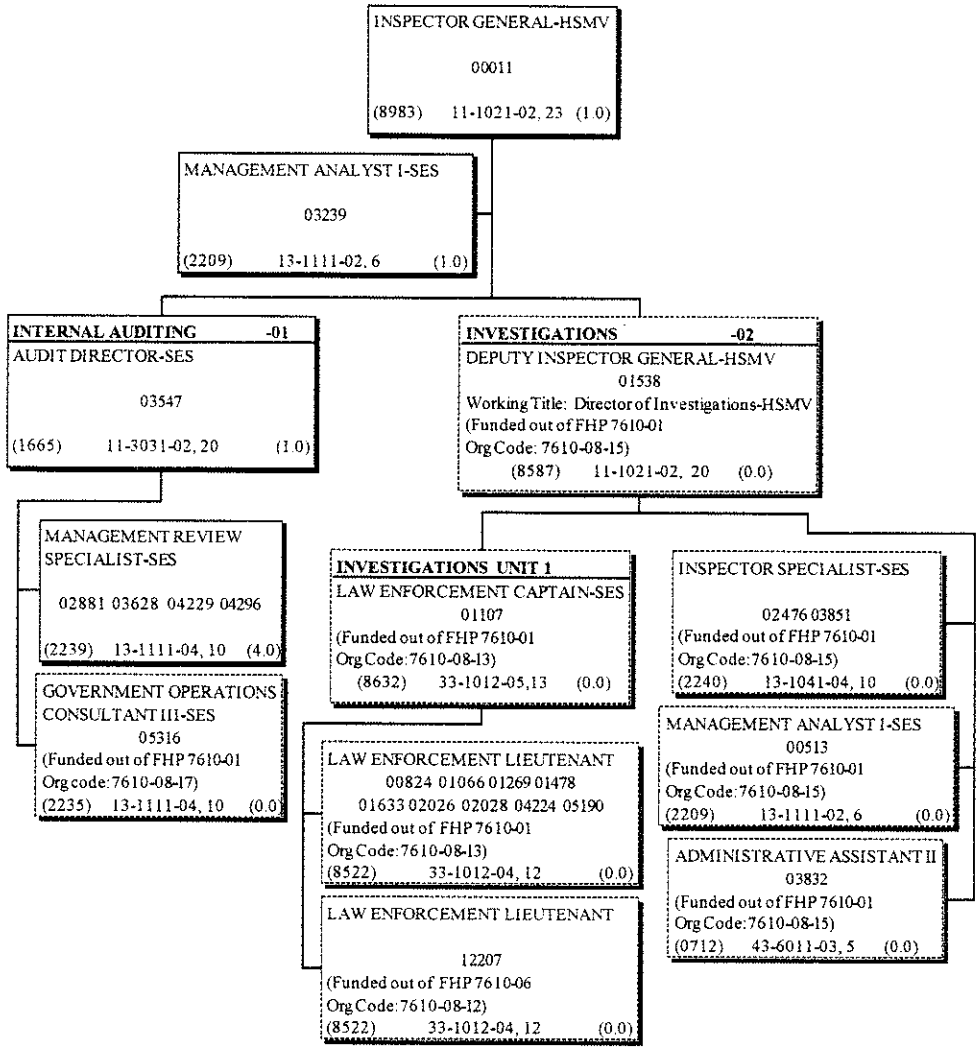
DATE: 08/01/2014
SEQUENCE: 7601-02
OED: _____
NUMBER OF POSITIONS: 15
NUMBER OF FTE: 15.0



.50 FTE

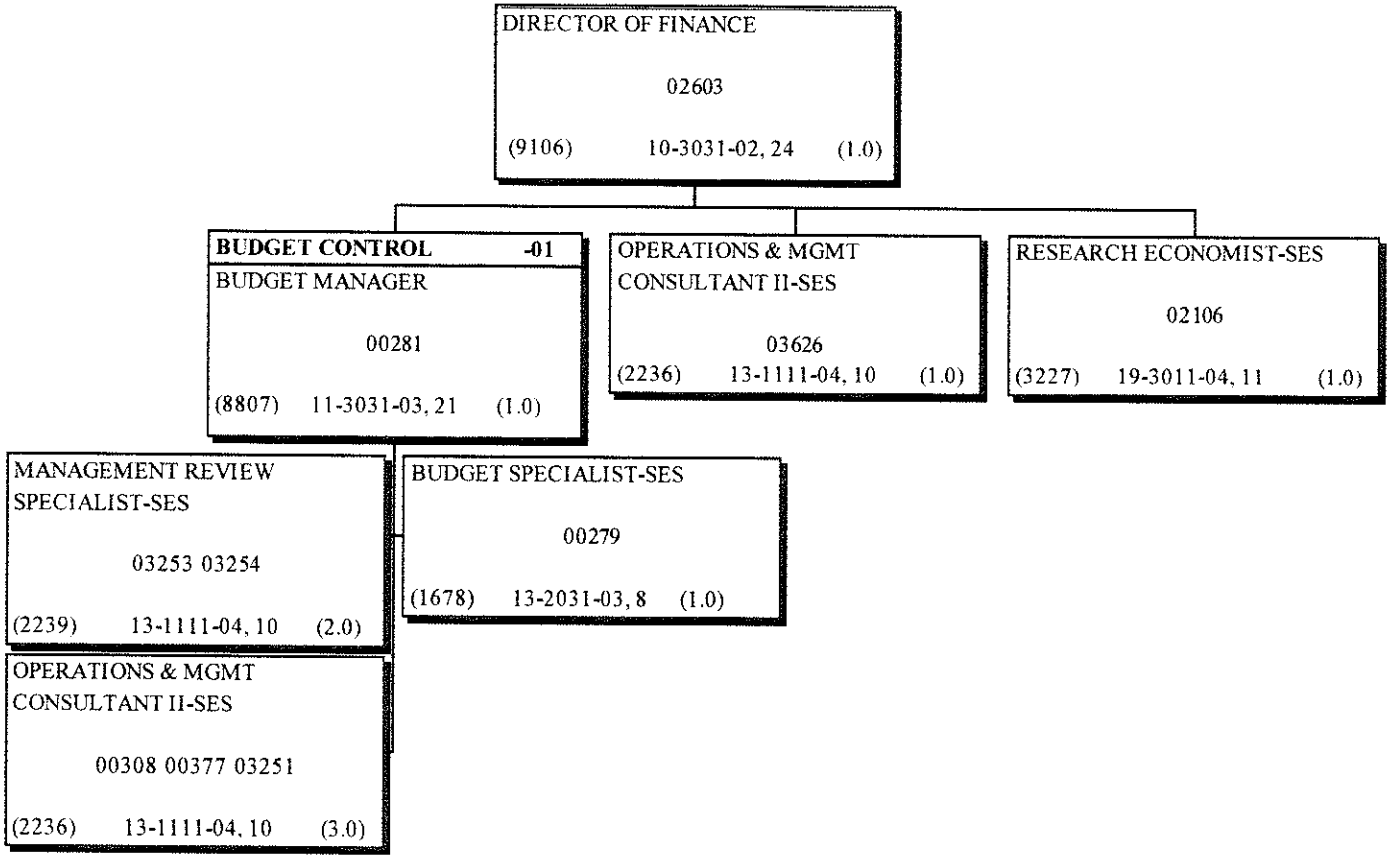
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
OFFICE OF THE EXECUTIVE DIRECTOR
OFFICE OF INSPECTOR GENERAL

DATE: 10/01/2014
SEQUENCE: 7601-03
OED: _____
NUMBER OF POSITIONS: 7
NUMBER OF FTE: 7.0



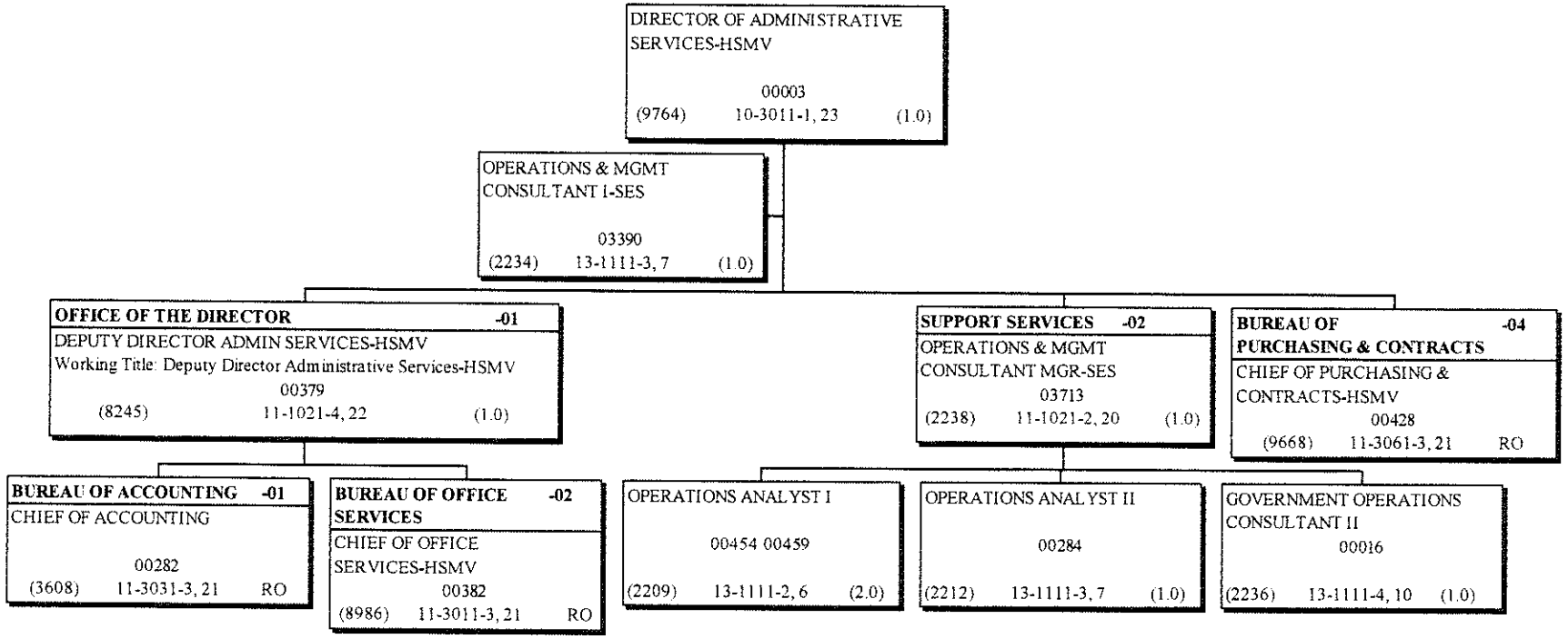
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
OFFICE OF FINANCIAL MANAGEMENT

DATE: 03/18/14
SEQUENCE: 7601-04
OED: _____
NUMBER OF POSITIONS: 10
NUMBER OF FTE: 10.0



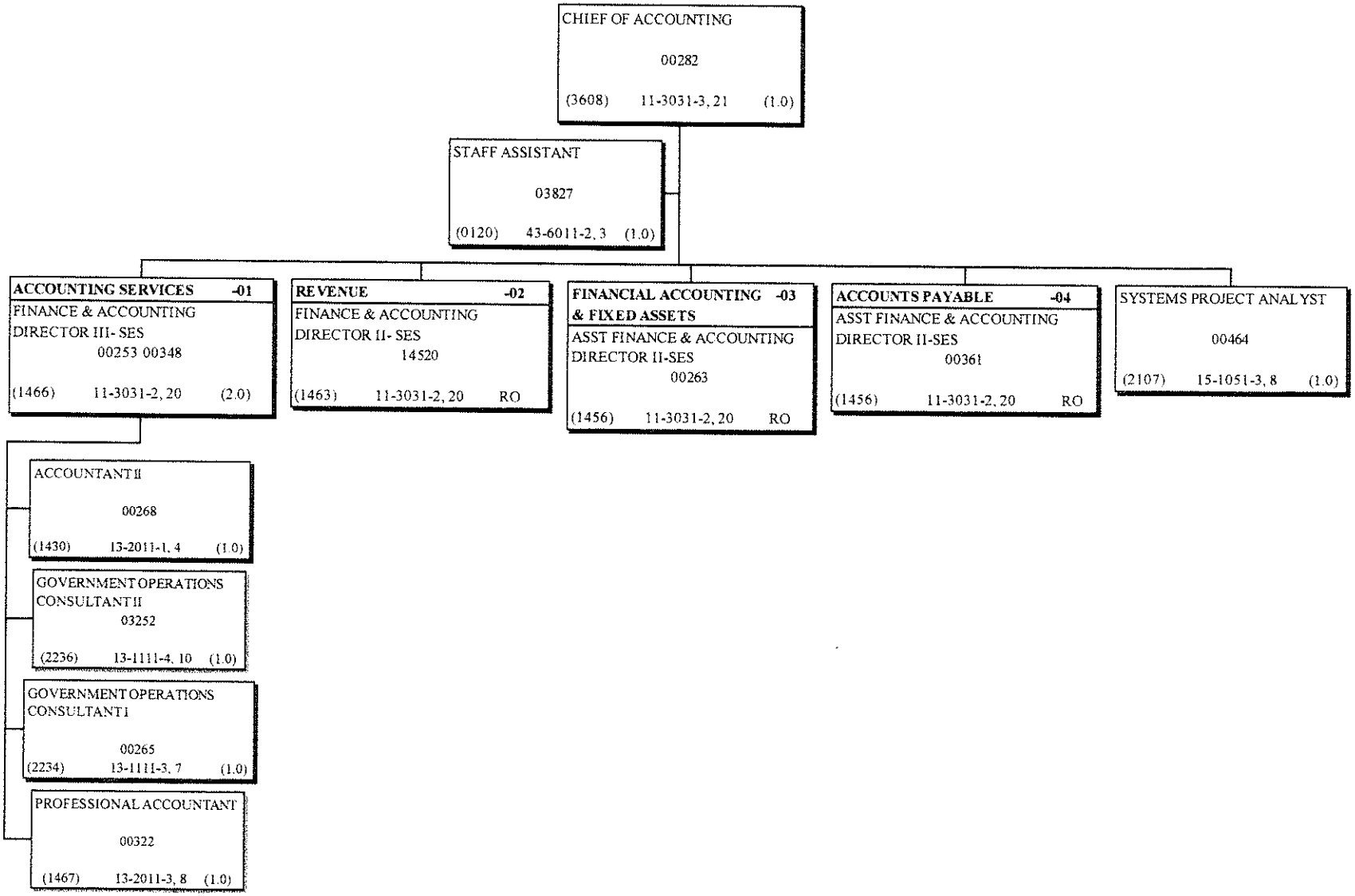
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES

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



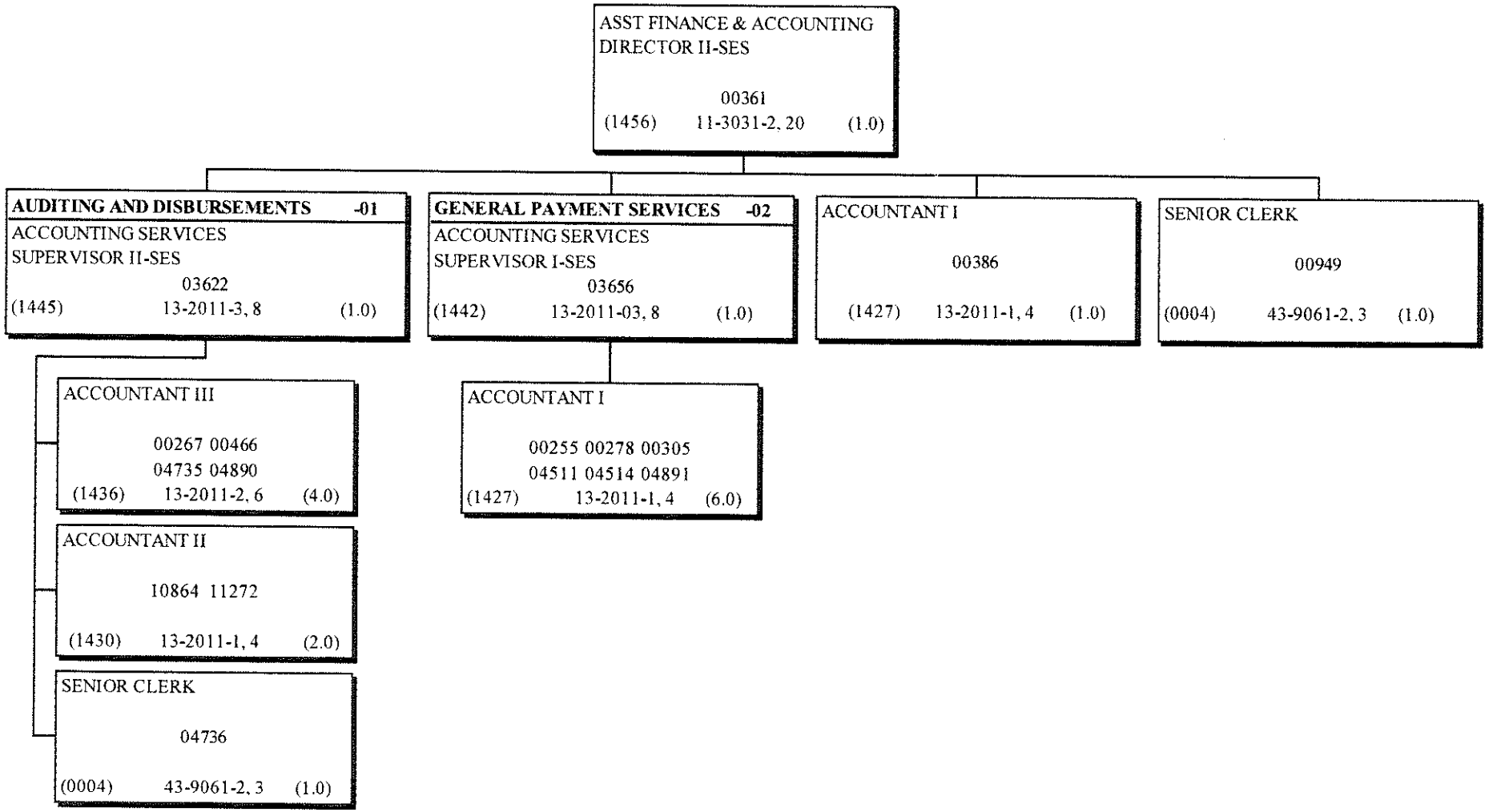
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF ACCOUNTING

DATE: 07/01/14
SEQUENCE: 7602-01-01
OED: _____
NUMBER OF POSITIONS: 9
NUMBER OF FTE'S: 9.0



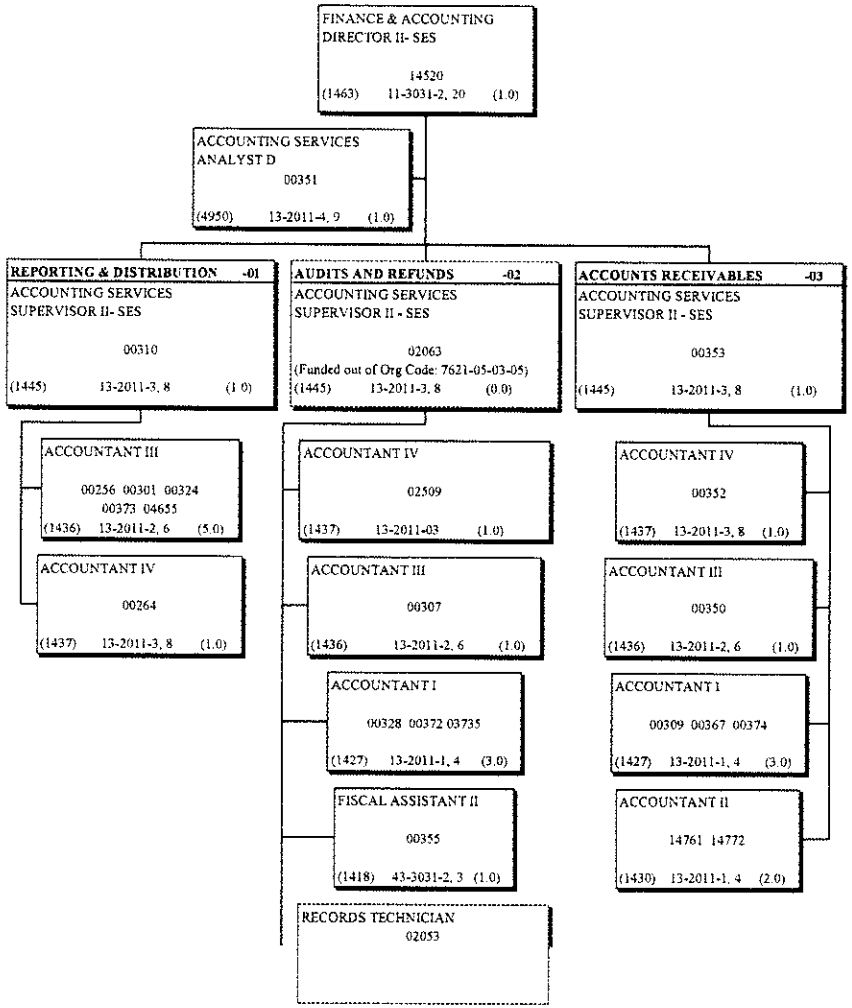
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
ACCOUNTS PAYABLE

DATE: 06/13/14
SEQUENCE: 7602-01-01-04
OED: _____
NUMBER OF POSITIONS: 18
NUMBER OF FTE'S: 18.0



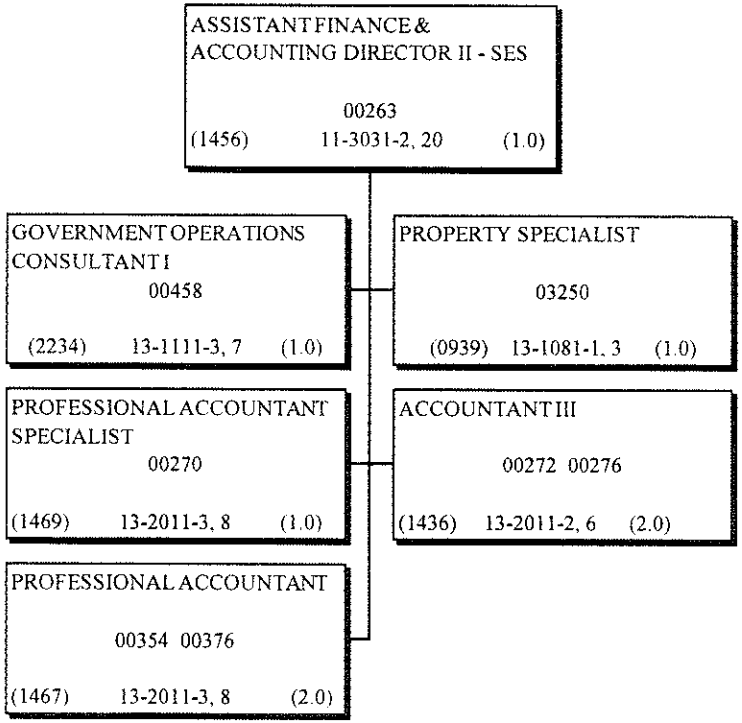
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF ACCOUNTING
REVENUE SECTION

DATE: 06/13/14
SEQUENCE: 7602-01-01-02
OED: _____
NUMBER OF POSITIONS: 25.0
NUMBER OF FTE'S: 25.0



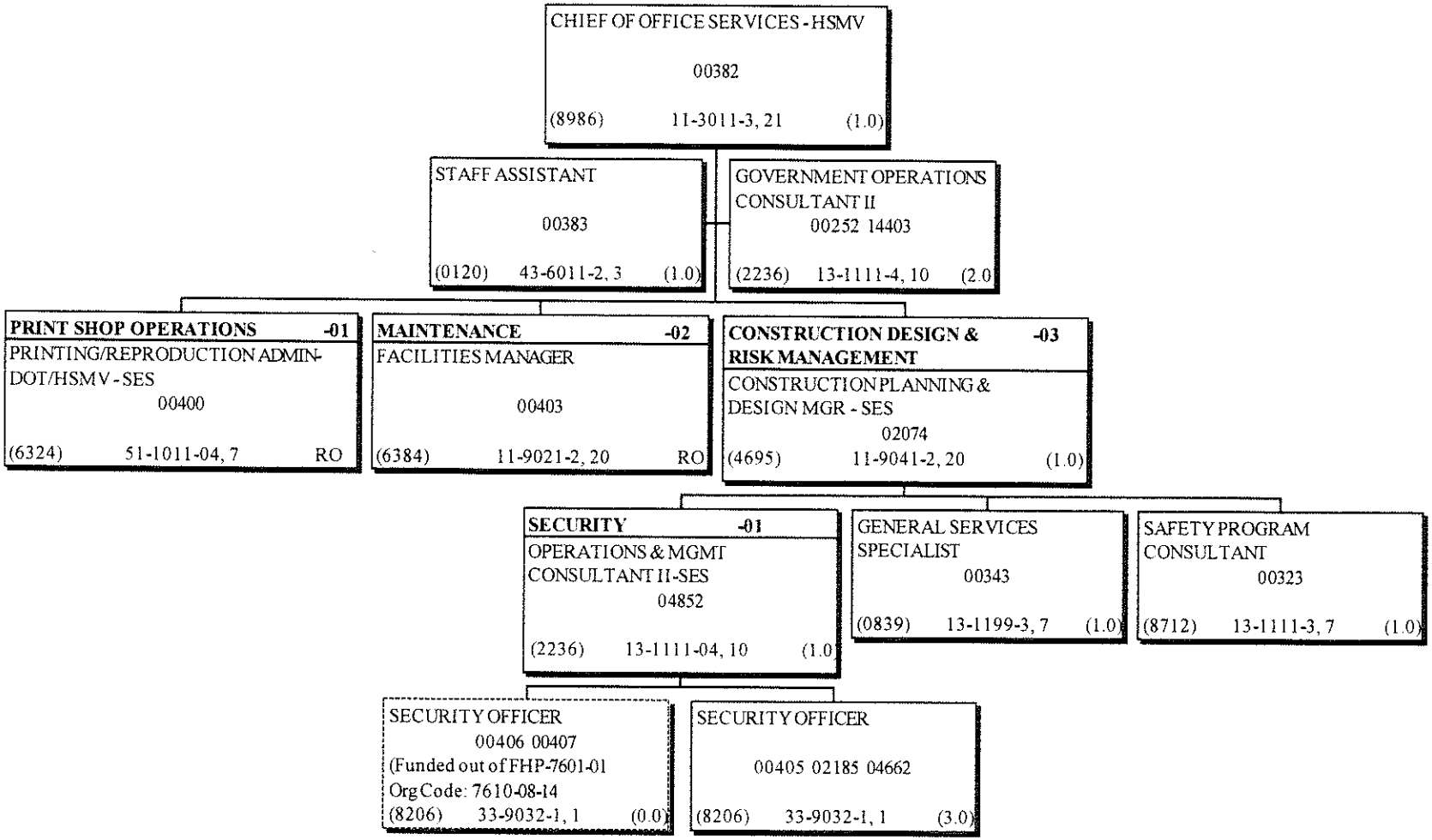
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF ACCOUNTING
FINANCIAL ACCOUNTING & FIXED ASSETS

DATE: 01/31/13
SEQUENCE: 7602-01-01-03
OED: _____
NUMBER OF POSITIONS: 8
NUMBER OF FTE'S: 8.0



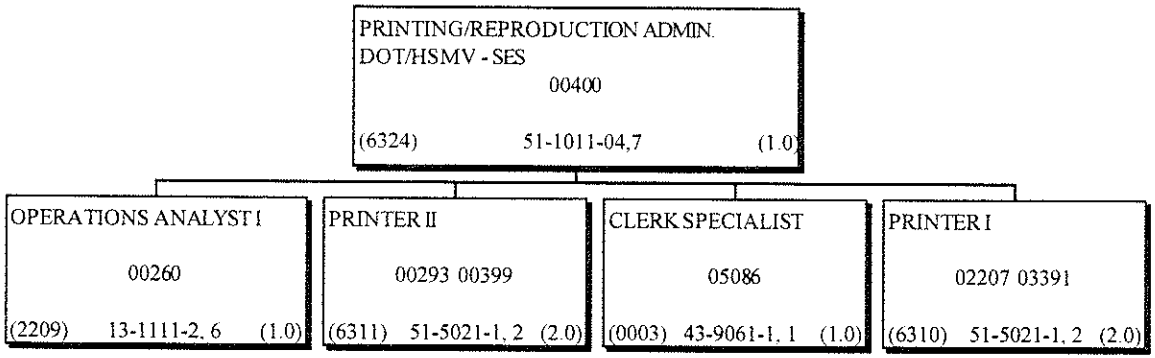
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF OFFICE SERVICES

DATE: 05/01/2014
SEQUENCE: 7602-01-02
OED: _____
NUMBER OF POSITIONS: 11
NUMBER OF FTE'S 11.0



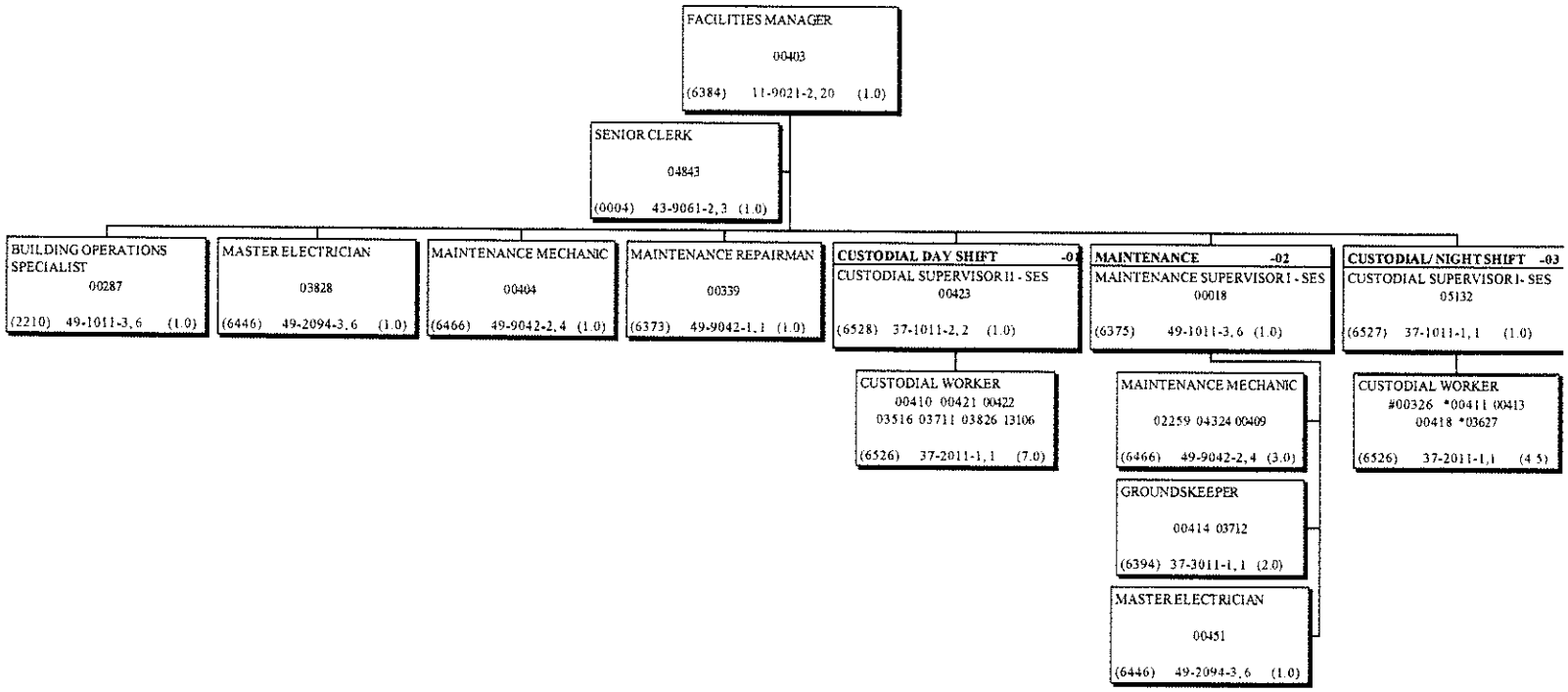
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES,
BUREAU OF OFFICE SERVICES
PRINT SHOP OPERATIONS

DATE: 3/01/14
SEQUENCE: 7602-01-02-01
OED: _____
NUMBER OF POSITIONS: 7
NUMBER OF FTE'S: 7.0



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

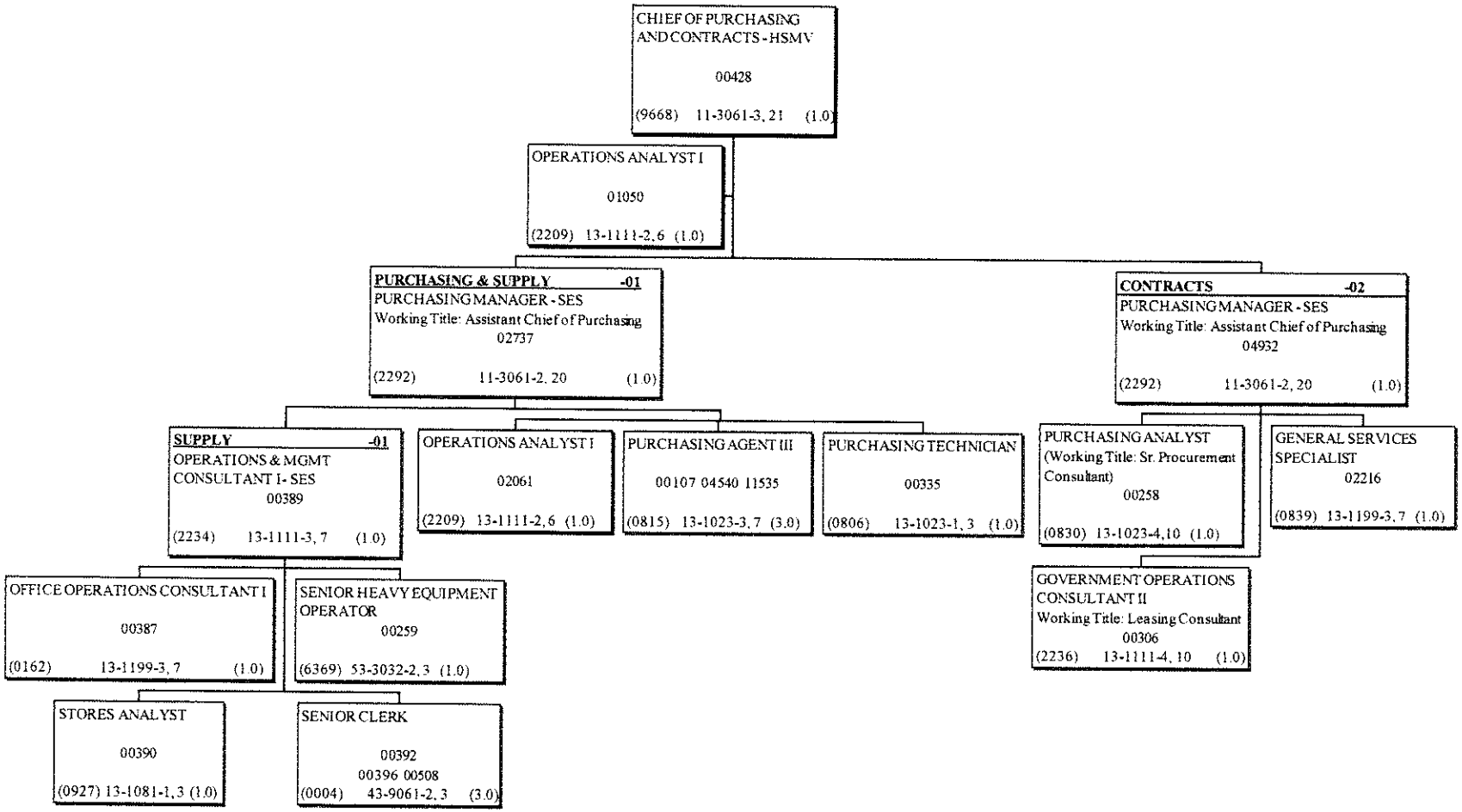
DATE: 03/01/14
SEQUENCE: 7602-01-02-02
OED:
NUMBER OF POSITIONS: 27
NUMBER OF FTE'S: 26.5



* Shared Position
# .50 FTE

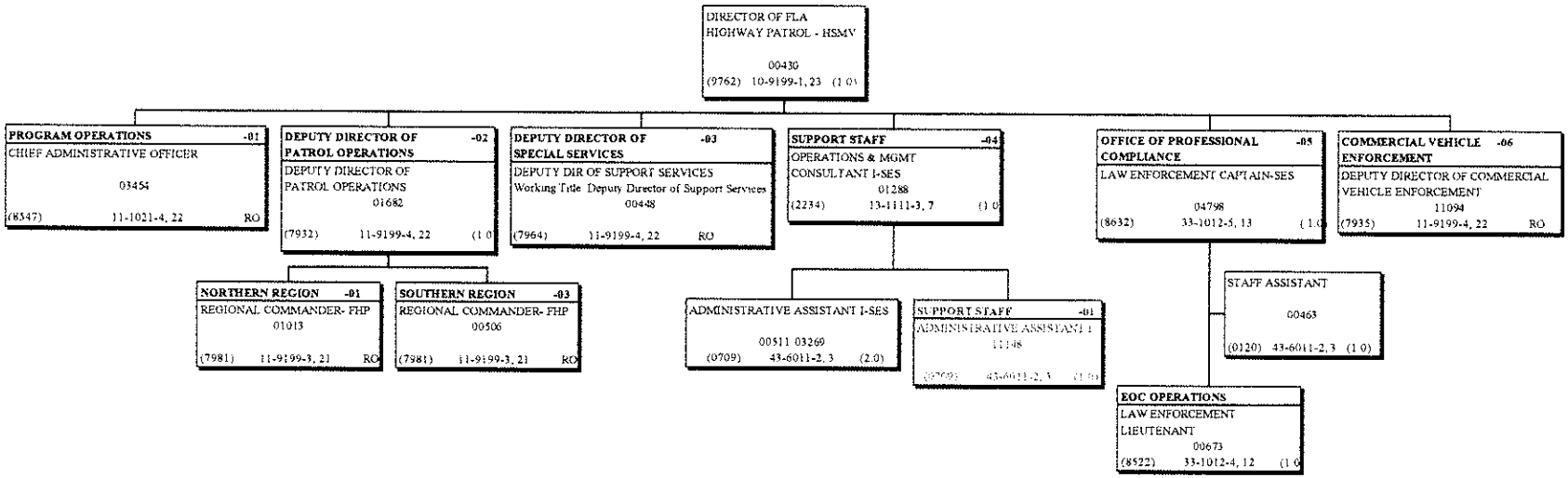
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF ADMINISTATIVE SERVICES
BUREAU OF PURCHASING AND CONTRACTS

DATE: 08/1/2014
SEQUENCE: 7602-04
OED:
NUMER OF POSITIONS: 19
NUMBER OF FTE S: 19.0



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

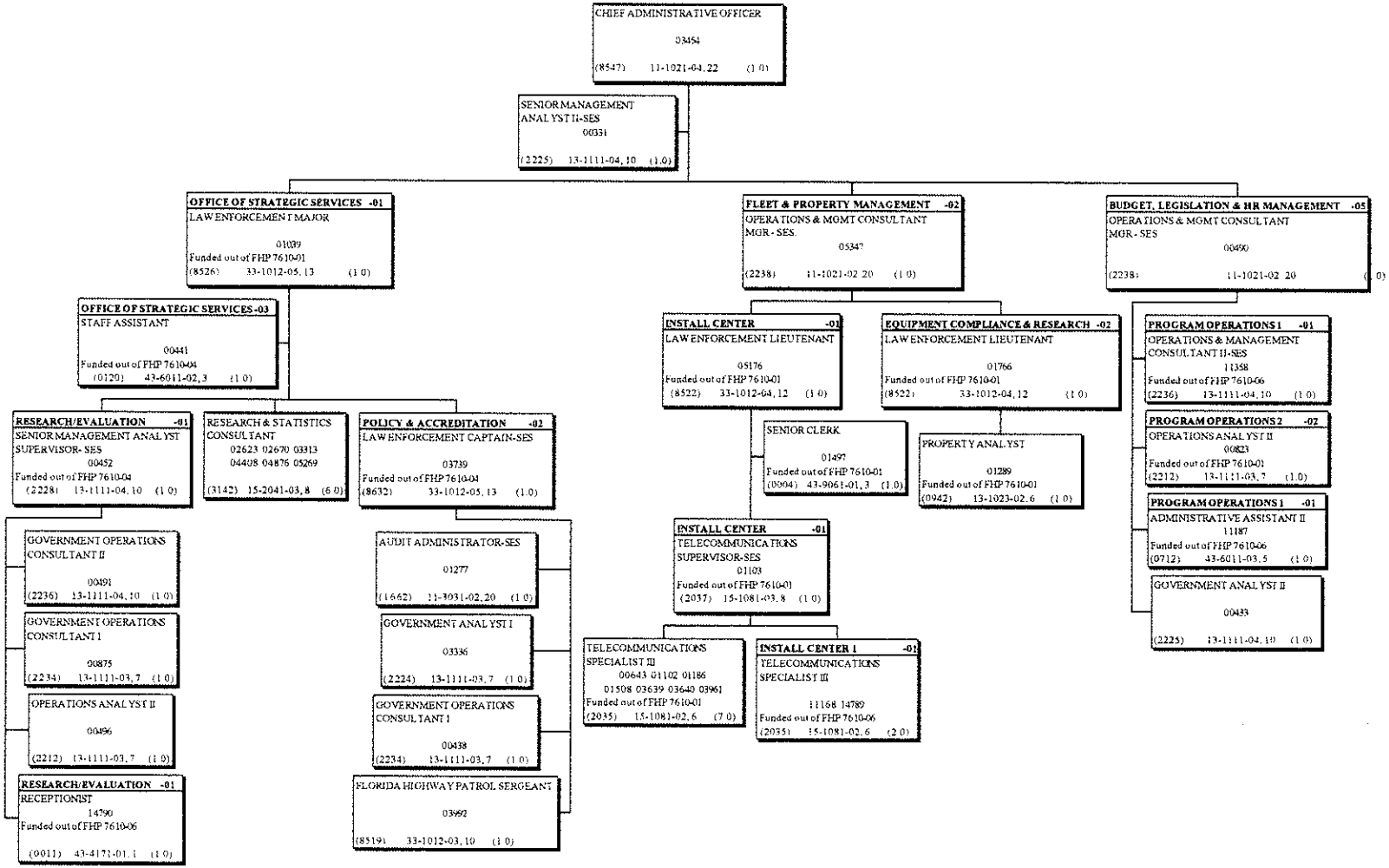
DATE: 04/01/2014
SEQUENCE: 7610
OED:
NUMBER OF POSITIONS: 9
NUMBER OF FTE'S: 9.0



FHP Director

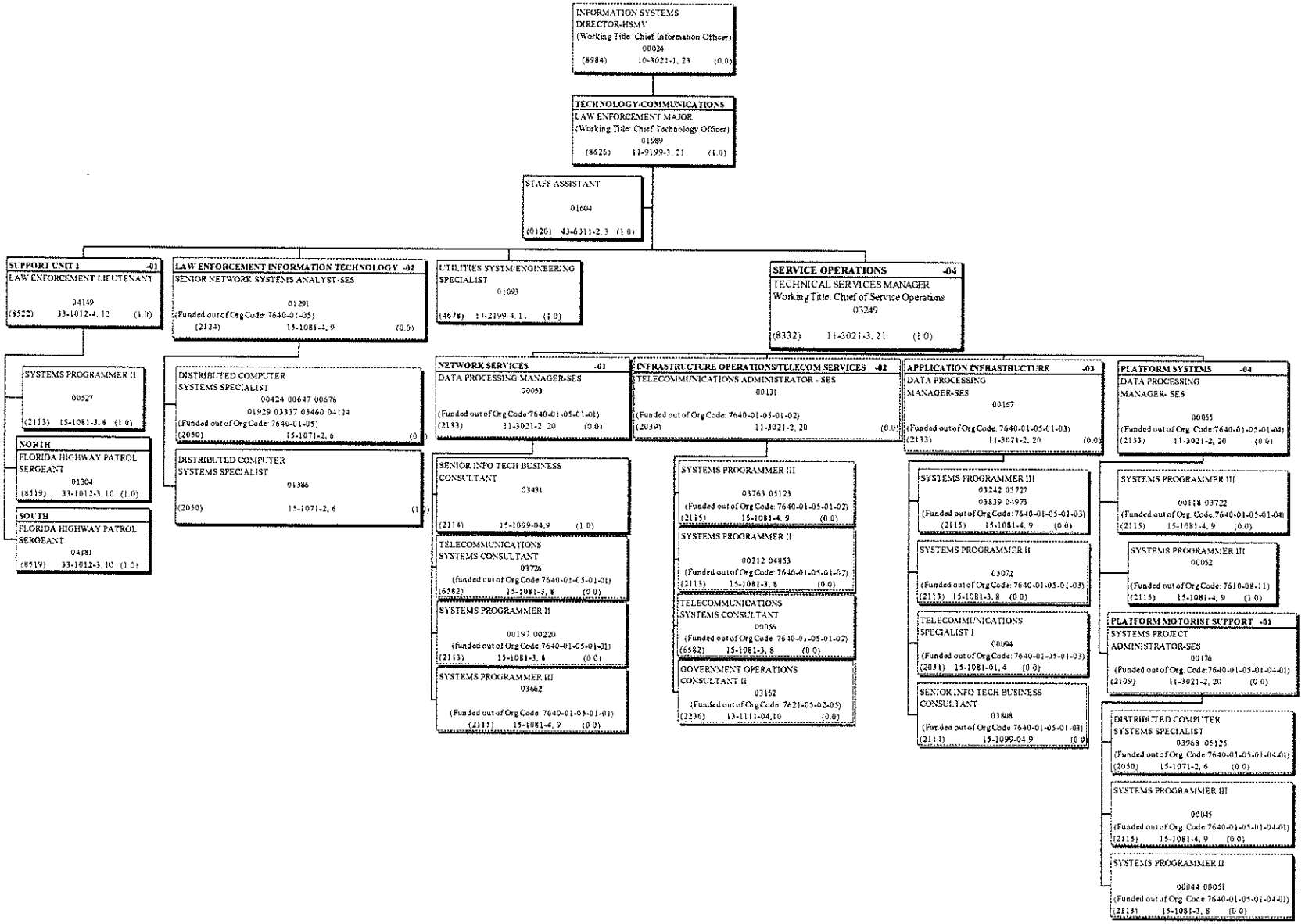
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PROGRAM OPERATIONS

DATE: 04/15/2014
SEQUENCE: 7610-01
OED: _____
NUMBER OF POSITIONS: 40
NUMBER OF FTE'S: 40.0



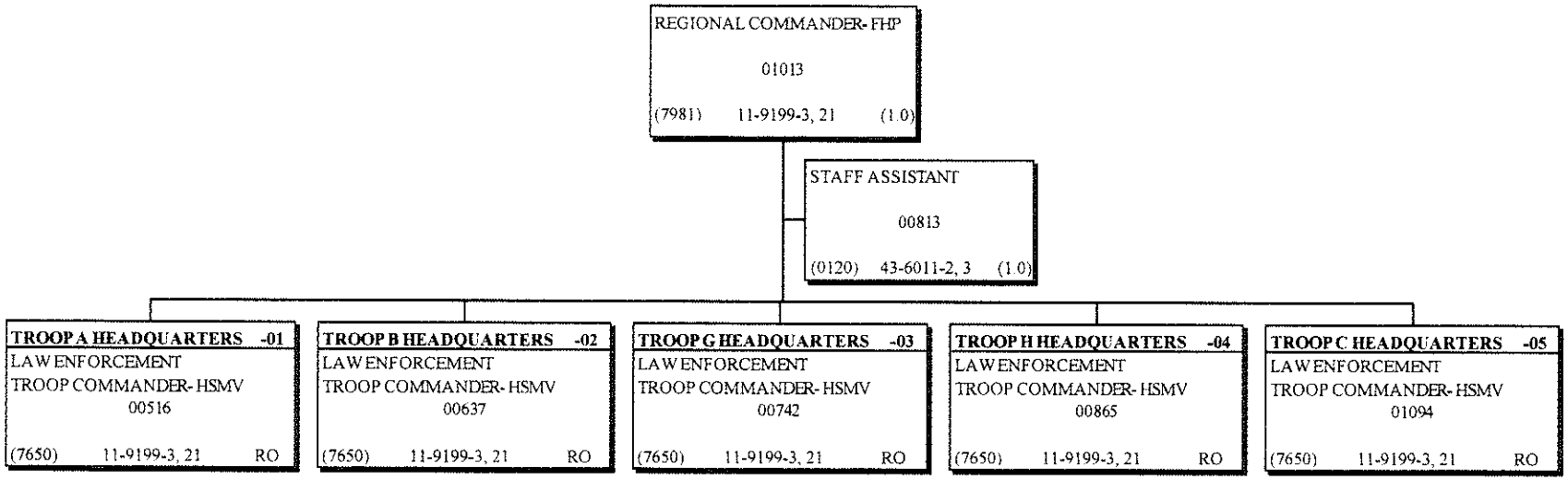
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
TECHNOLOGY/COMMUNICATIONS

DATE: 09/01/2014
SEQUENCE: 7610-03-05
OED: _____
NUMBER OF POSITIONS: 11
NUMBER OF FTE'S: 11.0



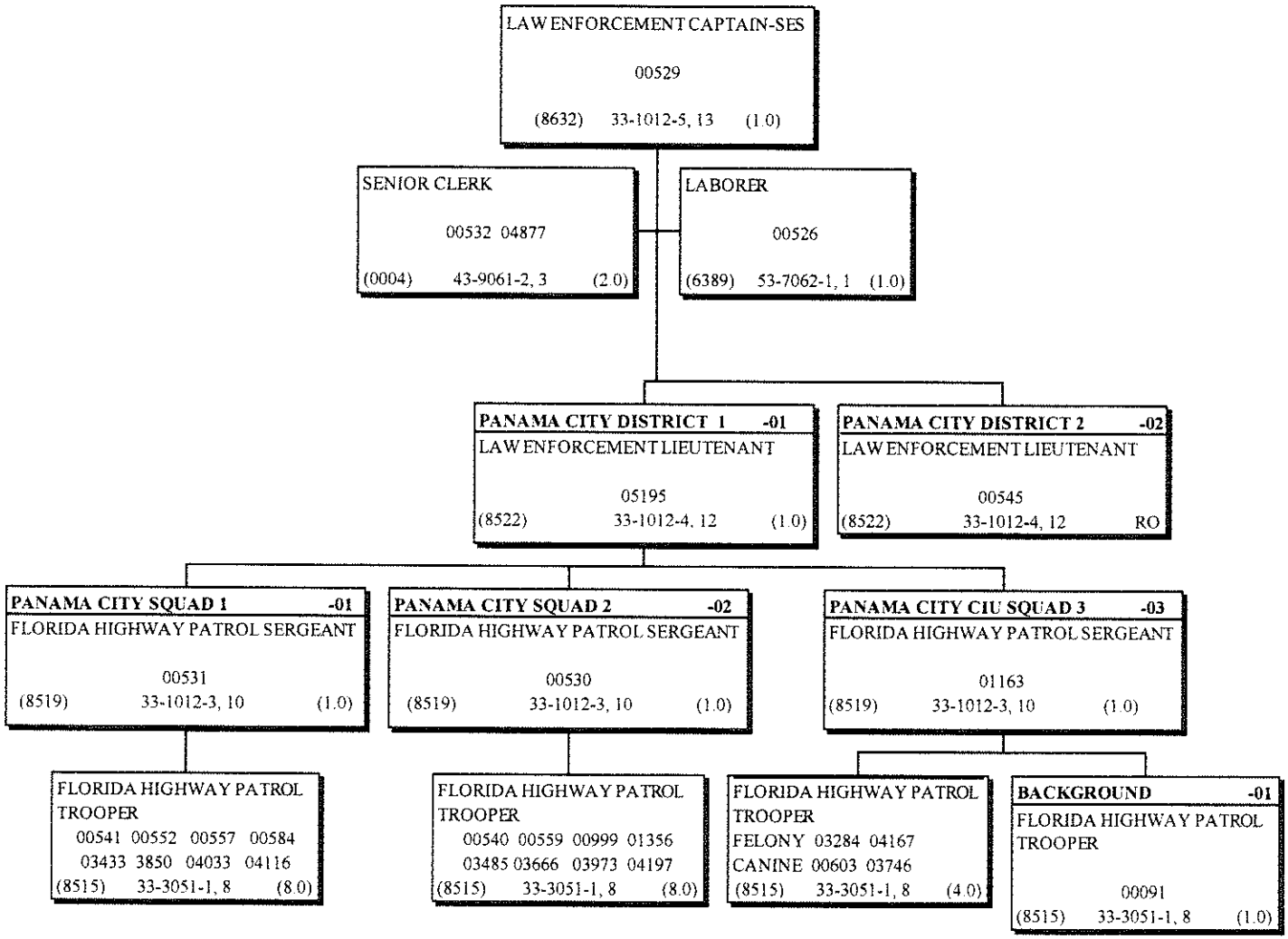
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION

DATE: 10/01/2013
SEQUENCE: 7610-02-01
OED:
NUMBER OF POSITIONS: 2
NUMBER OF FTE'S: 2.0



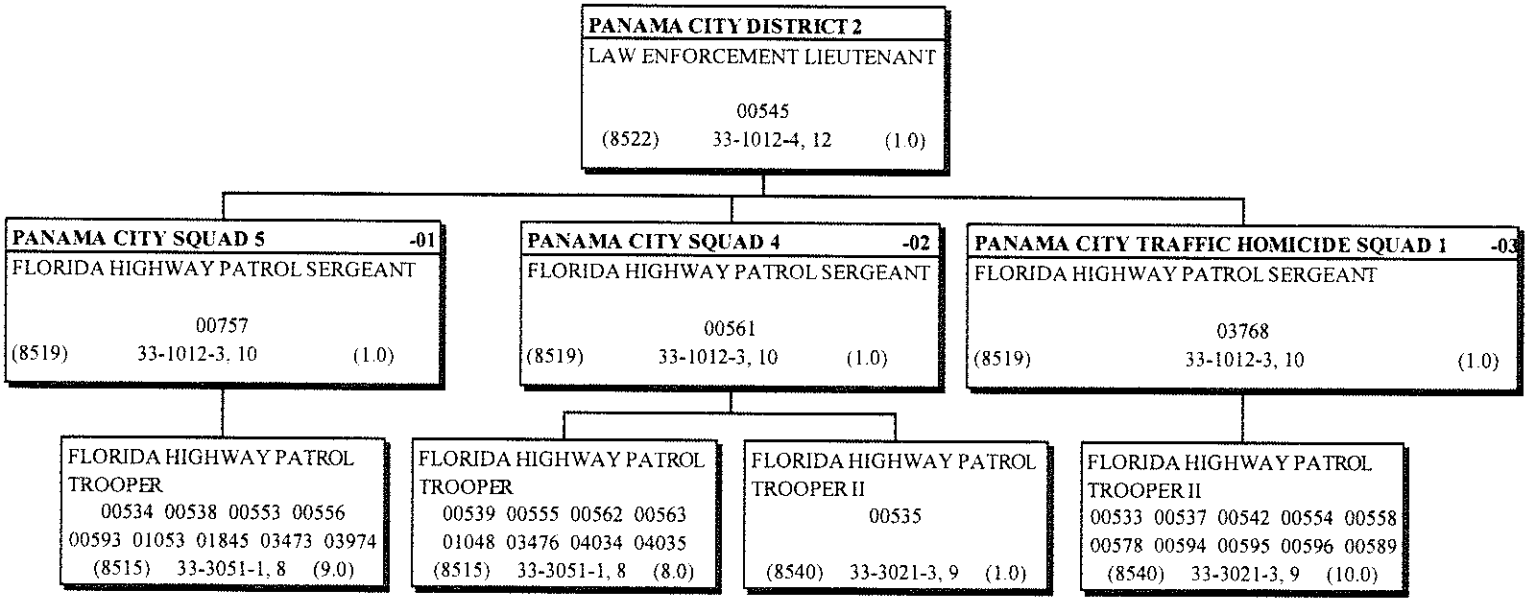
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP A / PANAMA CITY DISTRICT

DATE: 08/01/2014
SEQUENCE: 7610-02-01-01-01
OED:
NUMBER OF POSITIONS: 29
NUMBER OF FTES: 29.0



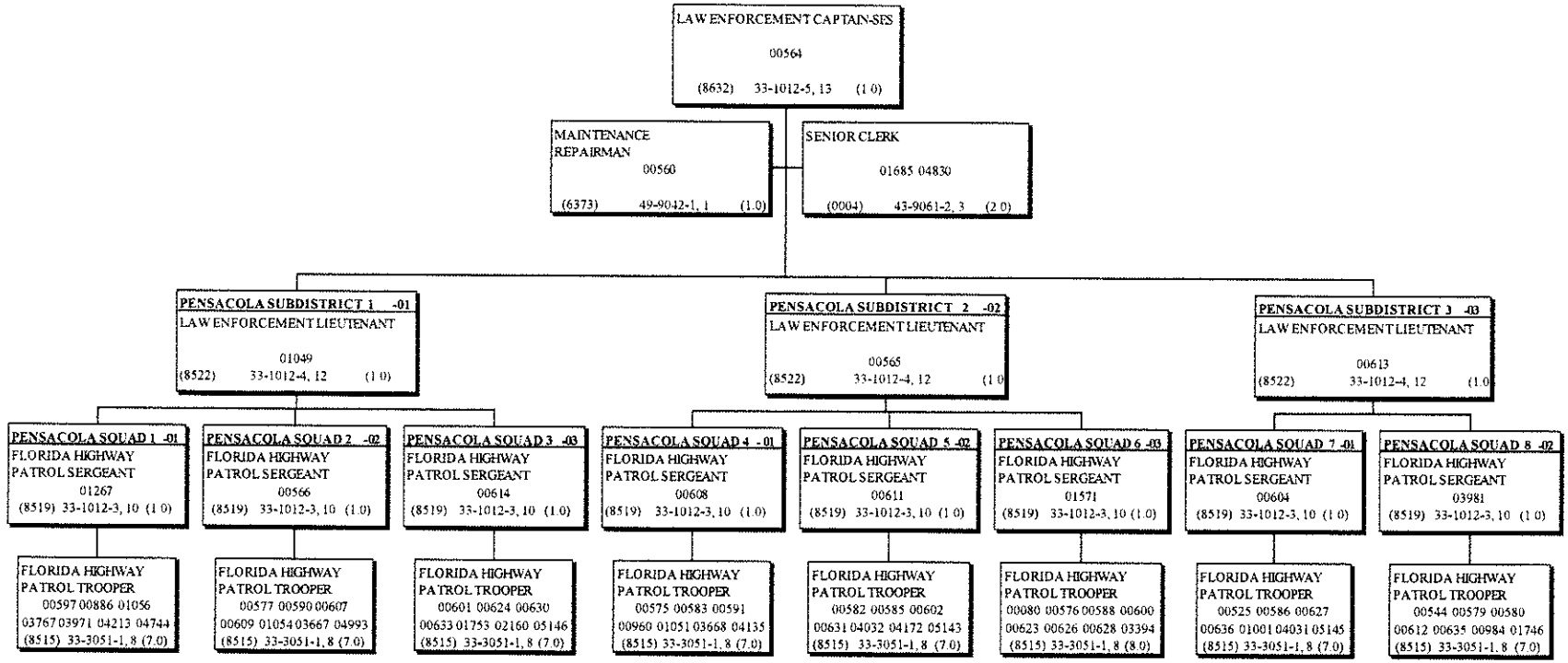
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL,
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP A / PANAMA CITY DISTRICT 2

DATE: 08/01/2014
SEQUENCE: 7610-02-01-01-01-02
OED:
NUMBER OF POSITIONS: 32
NUMBER OF FTE'S: 32.0



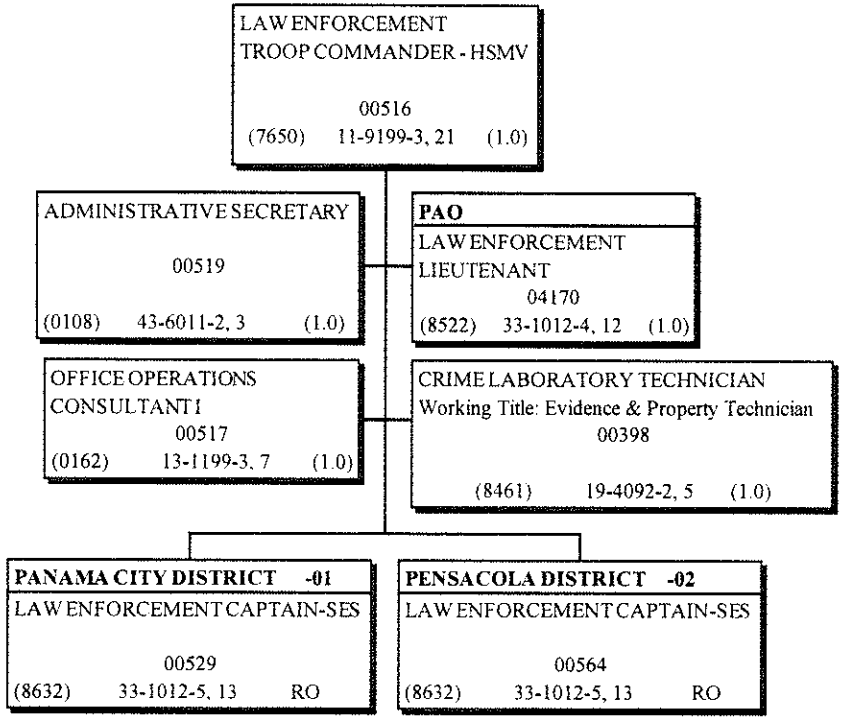
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP A / PENSACOLA DISTRICT

DATE: 02/01/14
SEQUENCE: 7610-02-01-01-02
OED: _____
NUMBER OF POSITIONS: 72
NUMBER OF FTE'S: 72.0



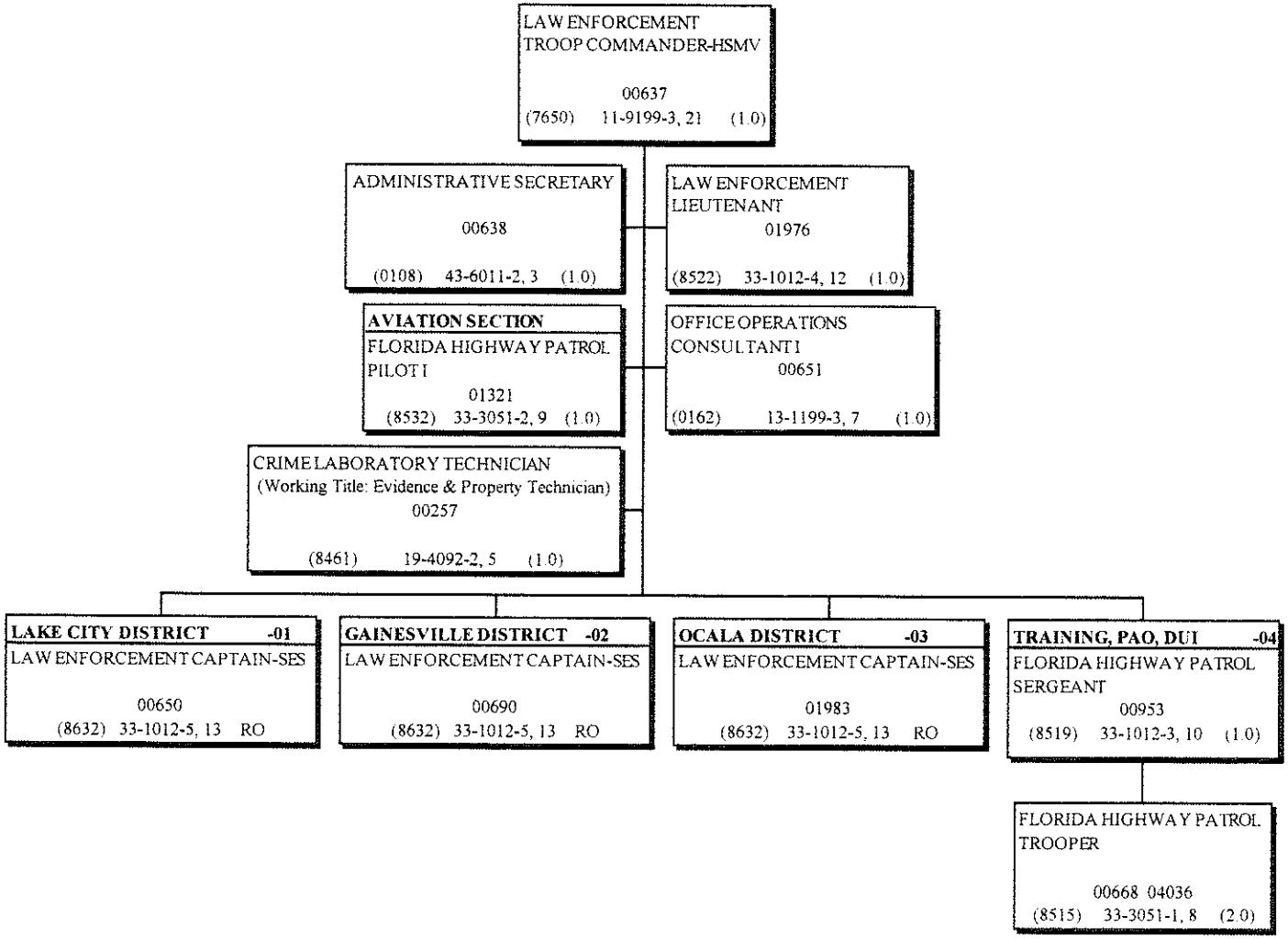
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP A / PANAMA CITY HEADQUARTERS

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



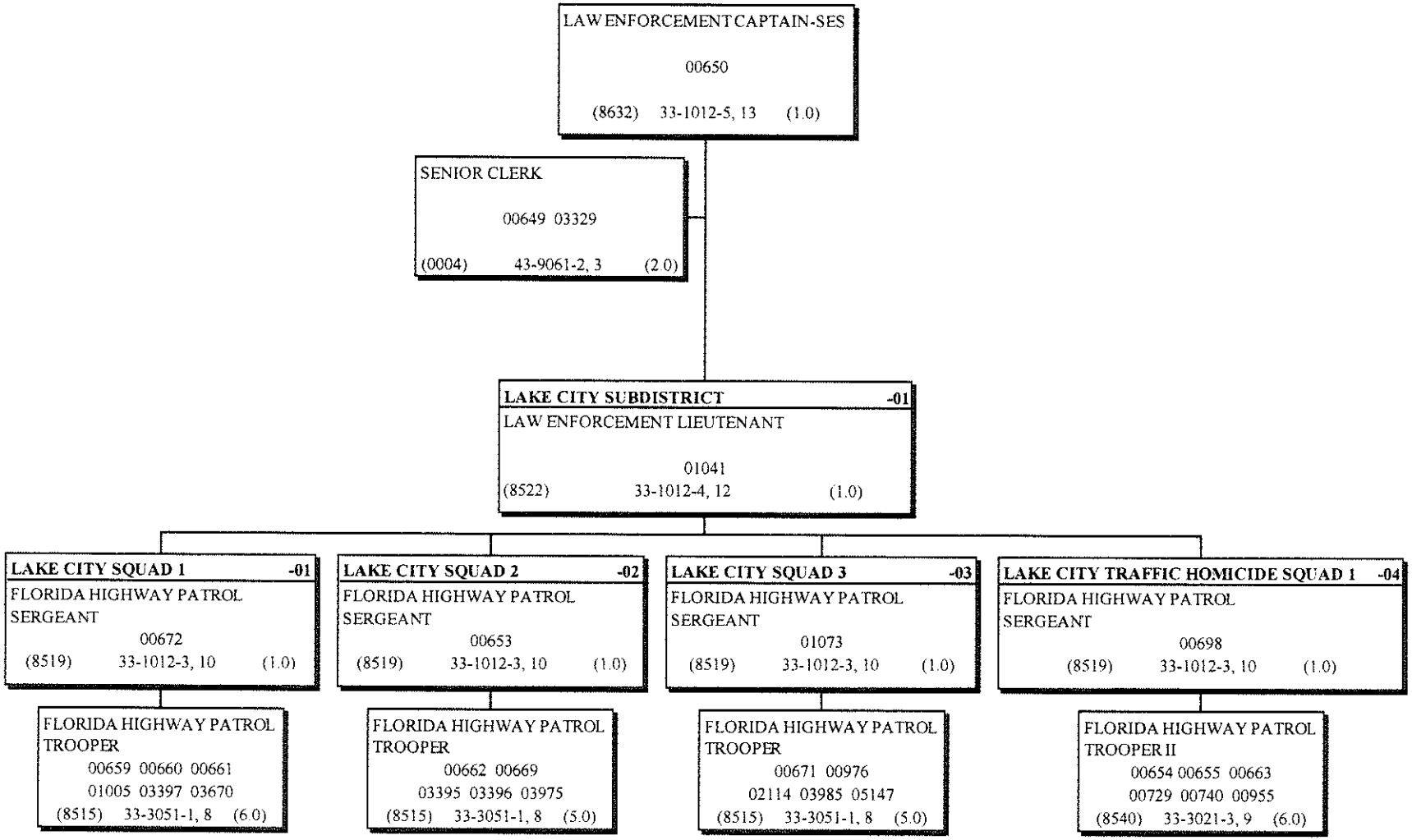
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP B / LAKE CITY HEADQUARTERS

DATE: 02/14/2014
SEQUENCE: 7610-02-01-02
OED: _____
NUMBER OF POSITIONS: 9
NUMBER OF FTE'S: 9.0



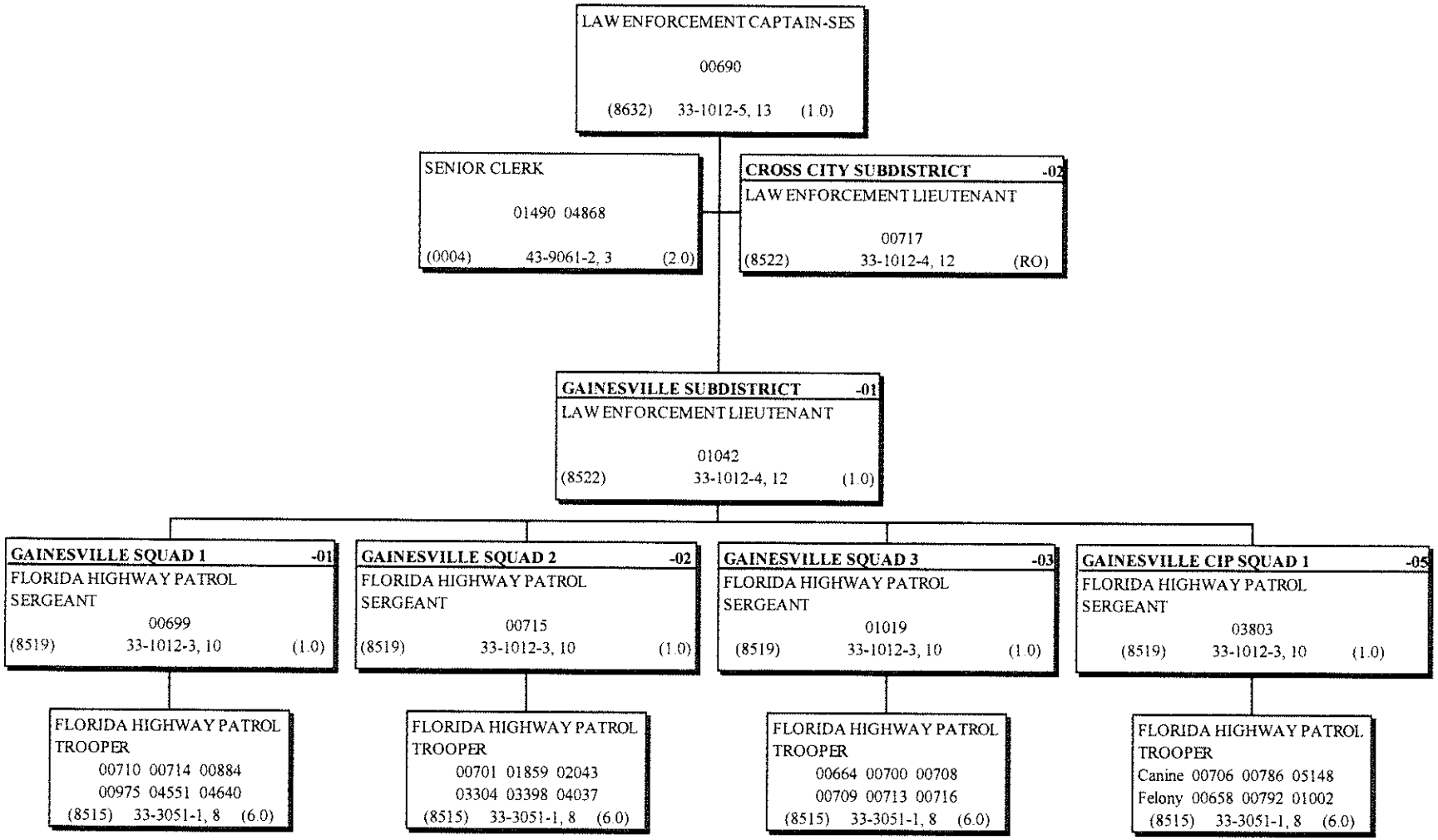
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP B / LAKE CITY DISTRICT

DATE: 07/01/13
SEQUENCE: 7610-02-01-02-01
OED: _____
NUMBER OF POSITIONS: 30
NUMBER OF FTE'S: 30.0



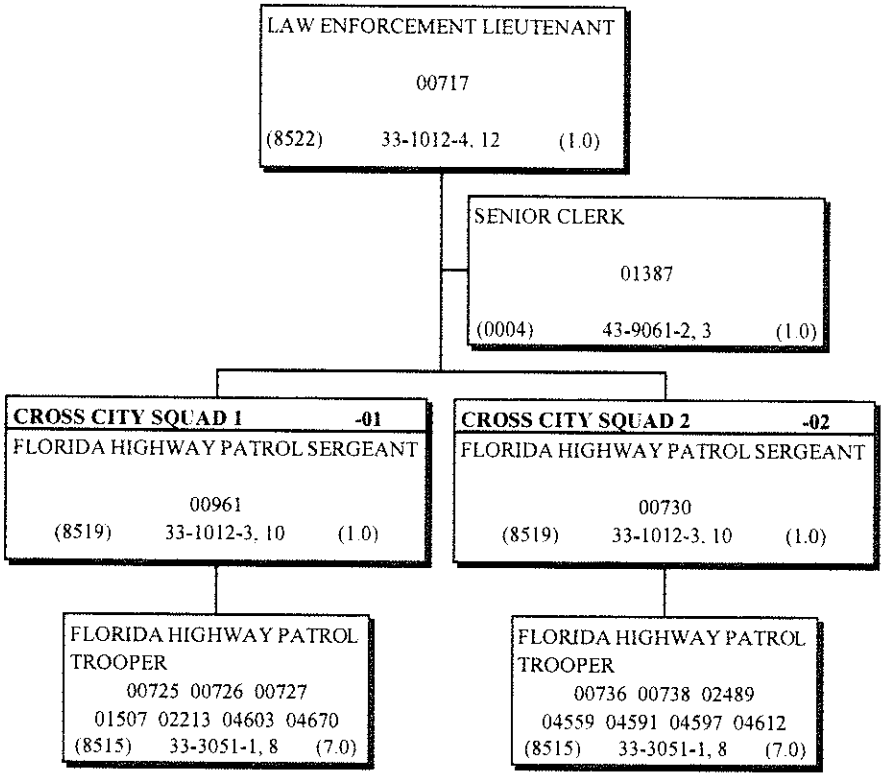
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP B / GAINESVILLE DISTRICT

DATE: 03/01/2014
SEQUENCE: 7610-02-01-02-02
OED: _____
NUMBER OF POSITIONS: 32 NUMBER OF FTE'S: 32.0



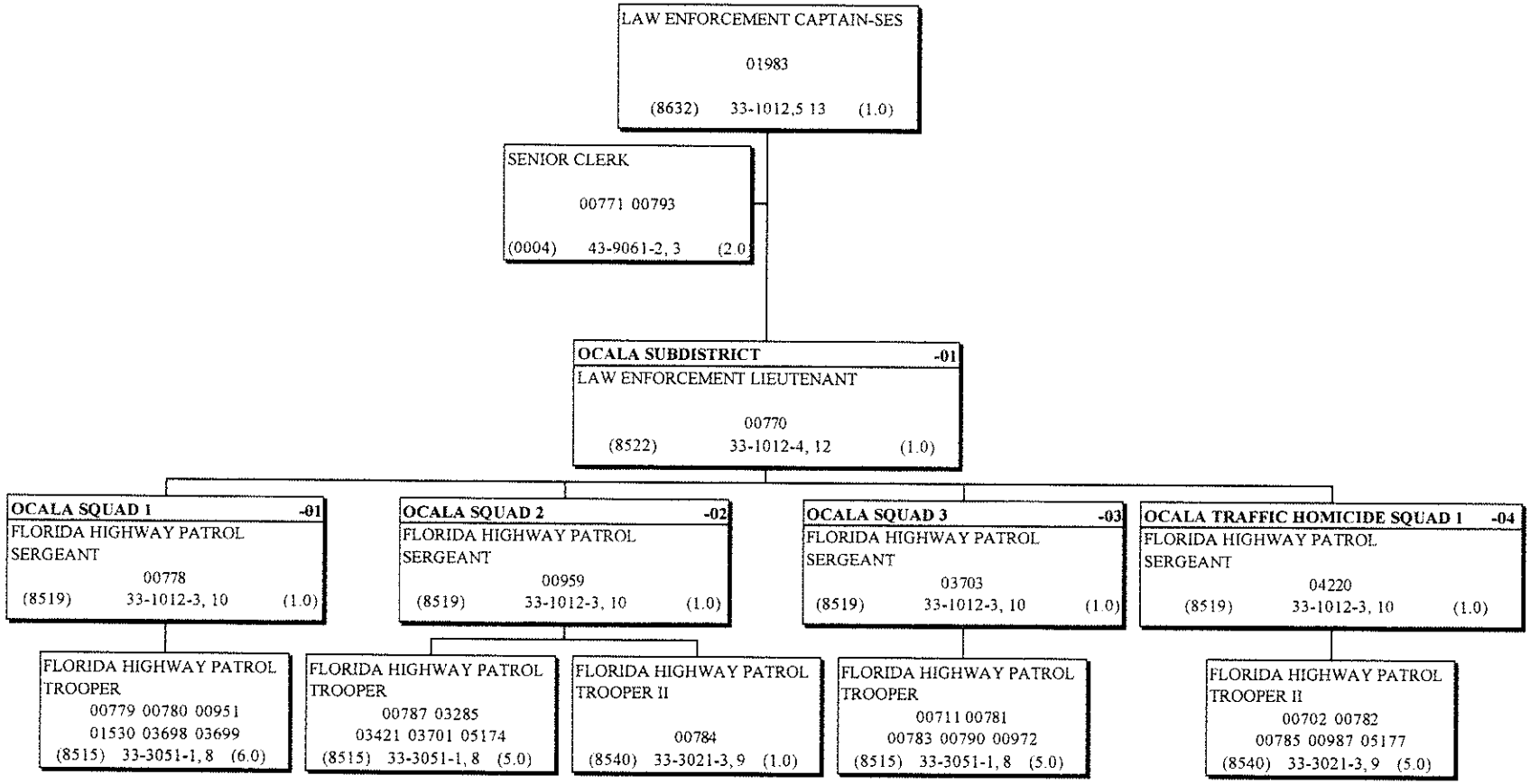
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL,
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP B / GAINESVILLE DISTRICT, CROSS CITY SUBDISTRICT

DATE: 09/01/14
SEQUENCE: 7610-02-01-02-02-02
OED: _____
NUMBER OF POSITIONS: 18
NUMBER OF FTE'S: 18.0



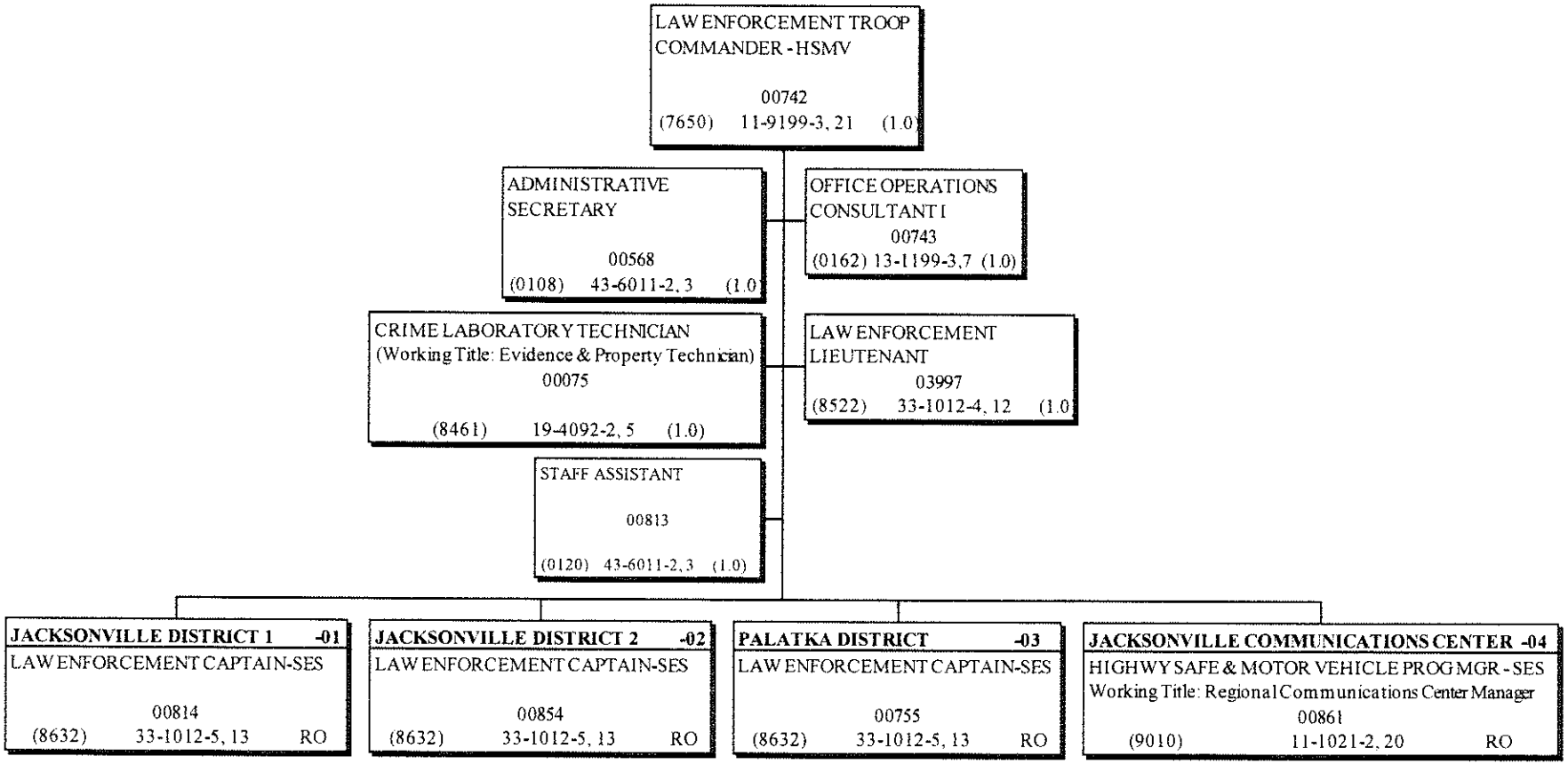
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP B / OCALA DISTRICT

DATE: 02/14/2014
SEQUENCE: 7610-02-01-02-03
OED: _____
NUMBER OF POSITIONS: 30
NUMBER OF FTE'S: 30.0



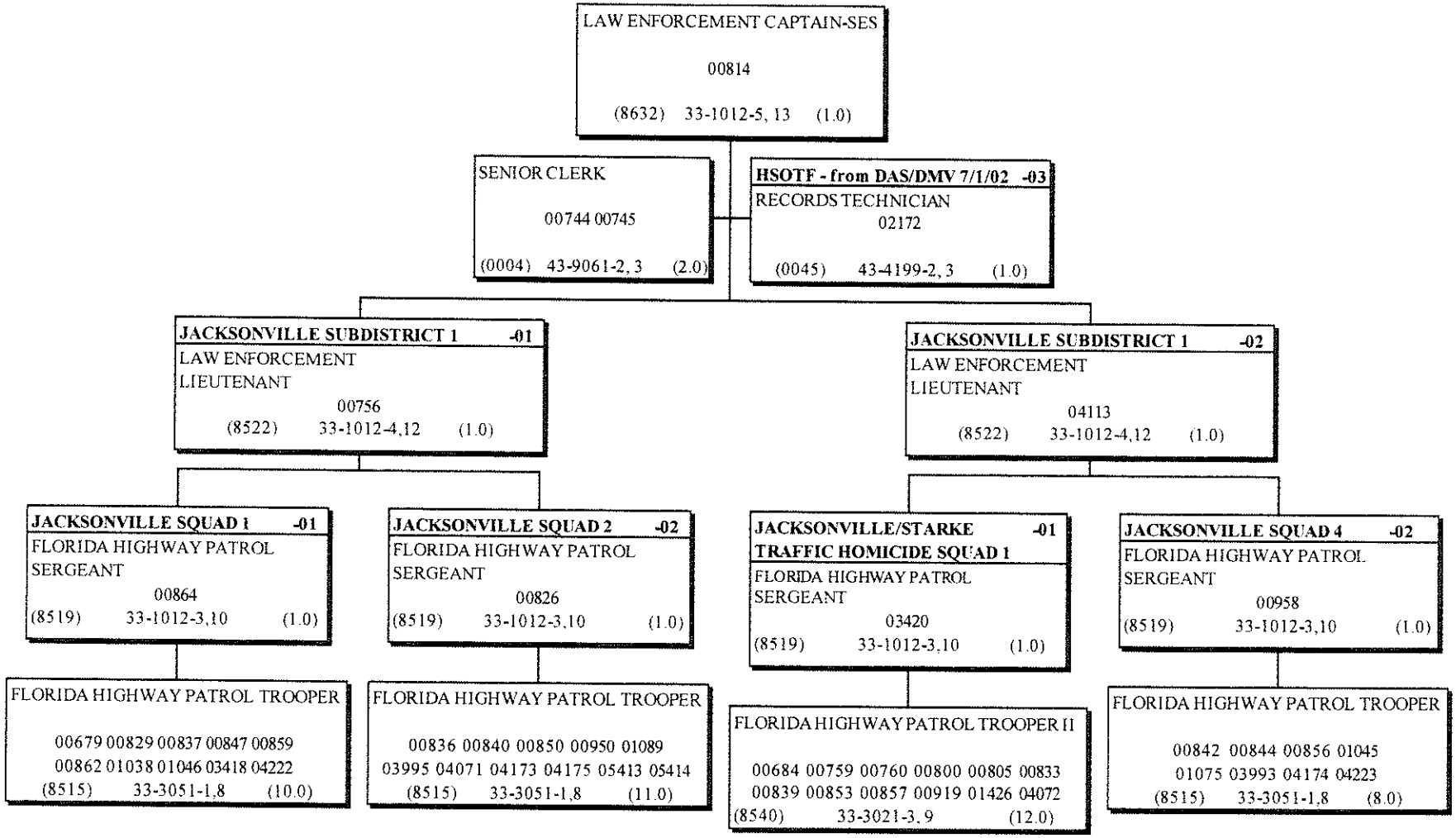
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TROOP G / JACKSONVILLE HEADQUARTERS

DATE: 07/01/13
SEQUENCE: 7610-02-01-03
OED:
NUMBER OF POSITIONS: 6
NUMBER OF FTE'S: 6.0



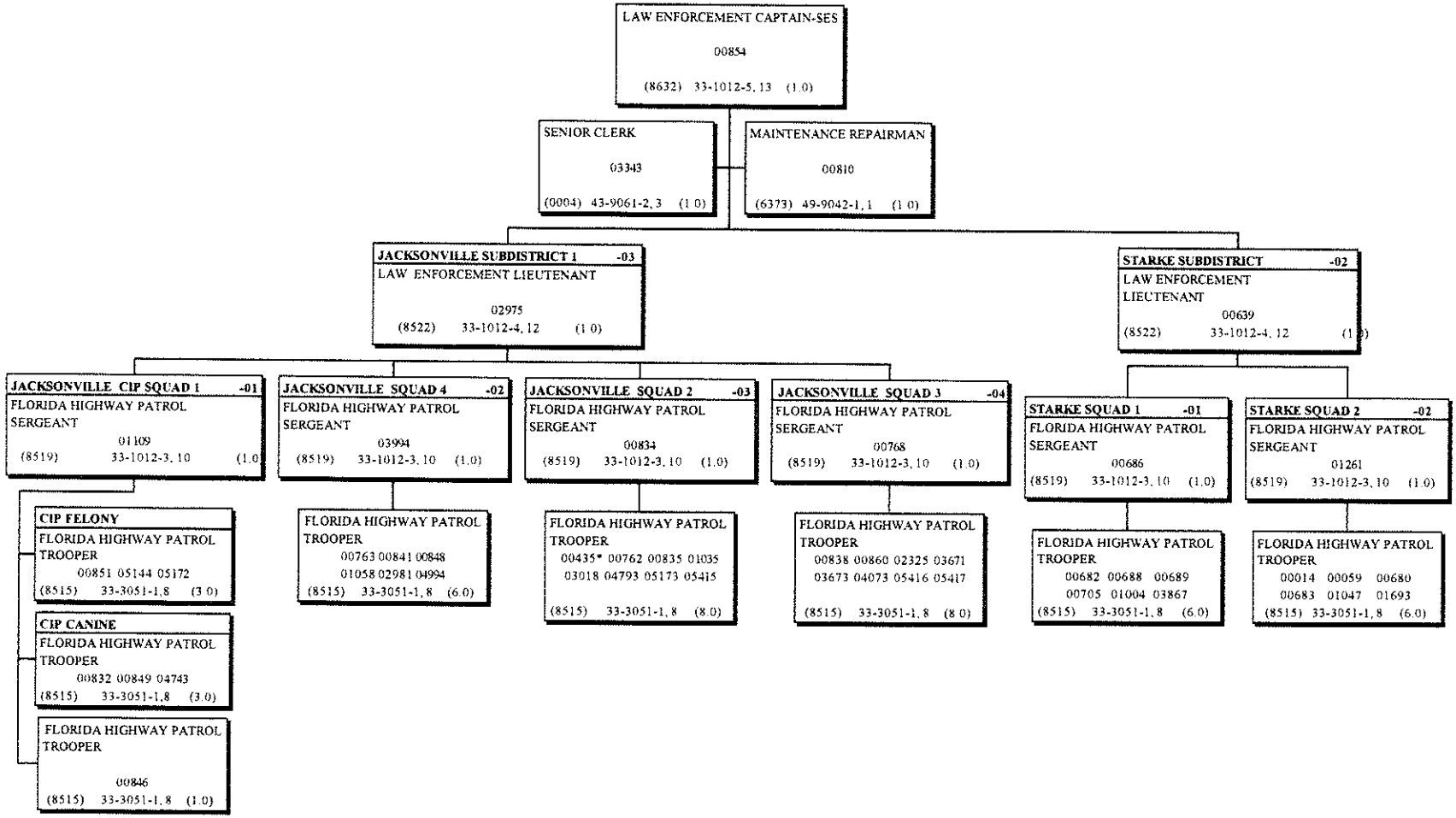
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TROOP G / JACKSONVILLE DISTRICT 1

DATE: 07/01/2014
SEQUENCE: 7610-02-01-03-01
OED:
NUMBER OF POSITIONS: 51
NUMBER OF FTE'S: 51.0



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

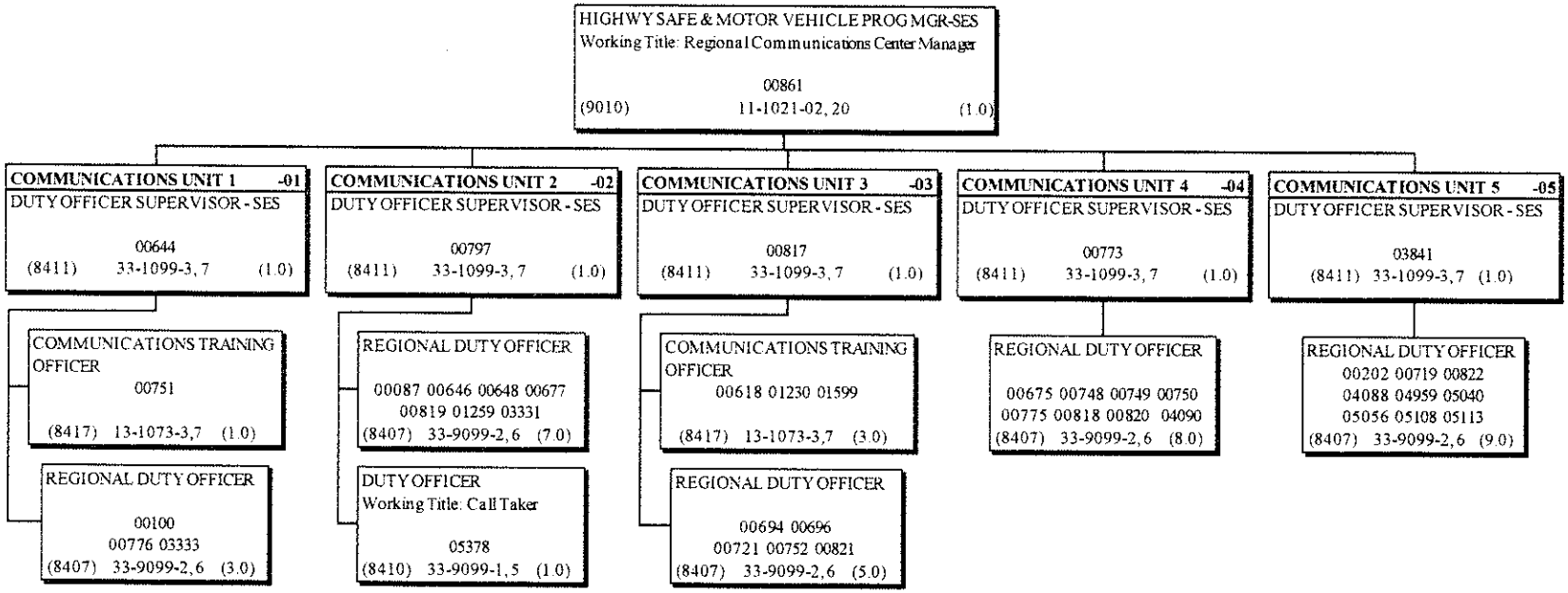
DATE: 07/01/2014
SEQUENCE: 7610-02-01-03-02
OED:
NUMBER OF POSITIONS: 52
NUMBER OF FTE'S: 52.0



* Funded out of 761001

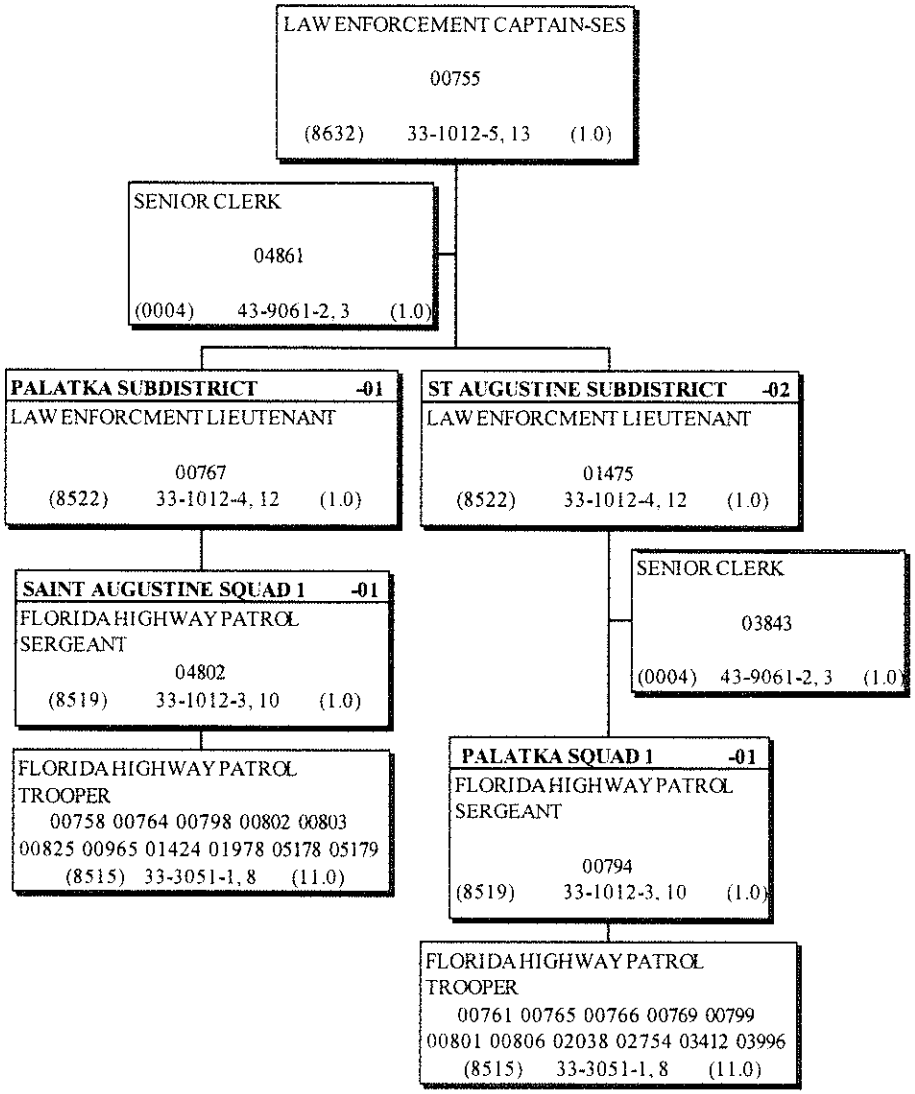
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP G / JACKSONVILLE REGIONAL COMMUNICATIONS CENTER

DATE: 07/01/2014
SEQUENCE: 7610-02-01-03-04
OED:
NUMBER OF POSITIONS: 43
NUMBER OF FTE'S: 43.0



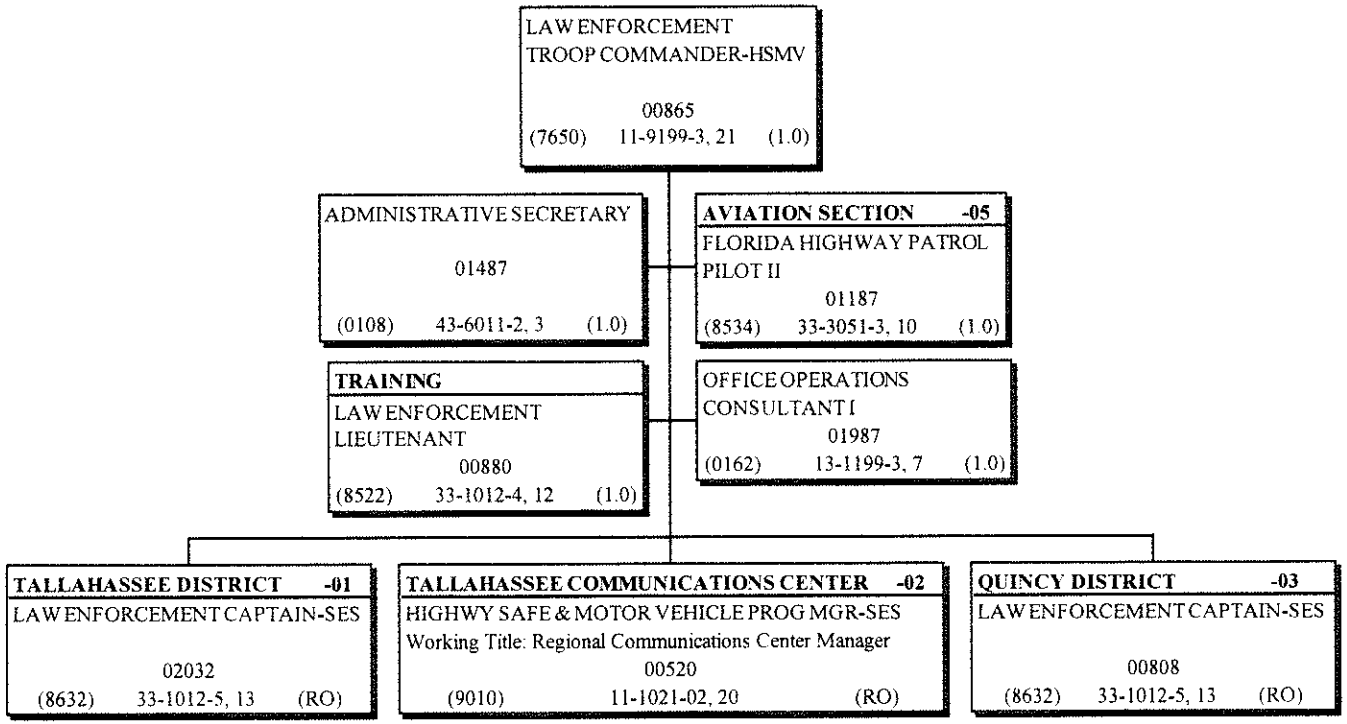
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP G / PALATKA DISTRICT

DATE: 03/07/2014
SEQUENCE: 7610-02-01-03-03
OED:_____
NUMBER OF POSITIONS: 29
NUMBER OF FTE'S: 29.0



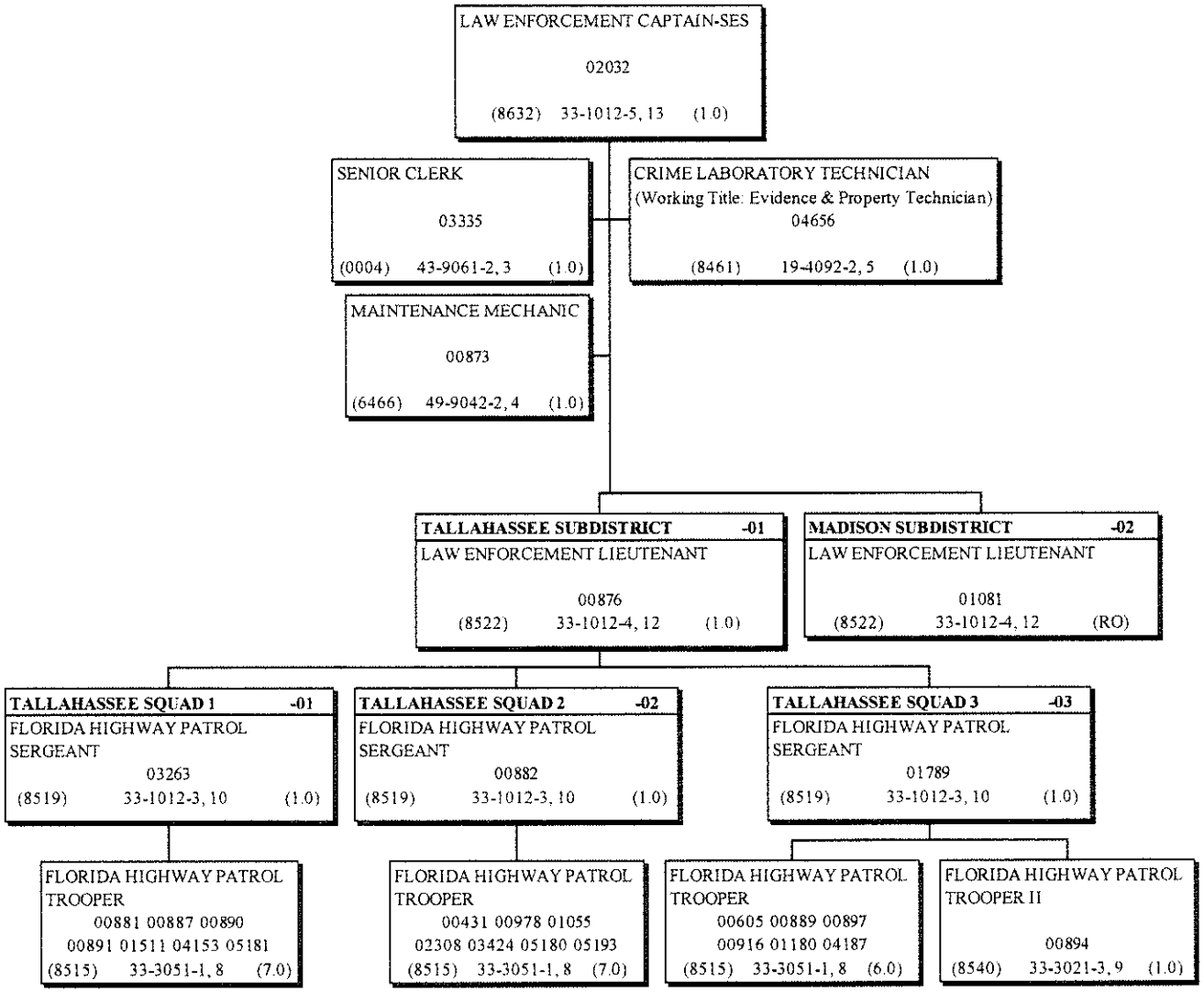
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP H / TALLAHASSEE HEADQUARTERS

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



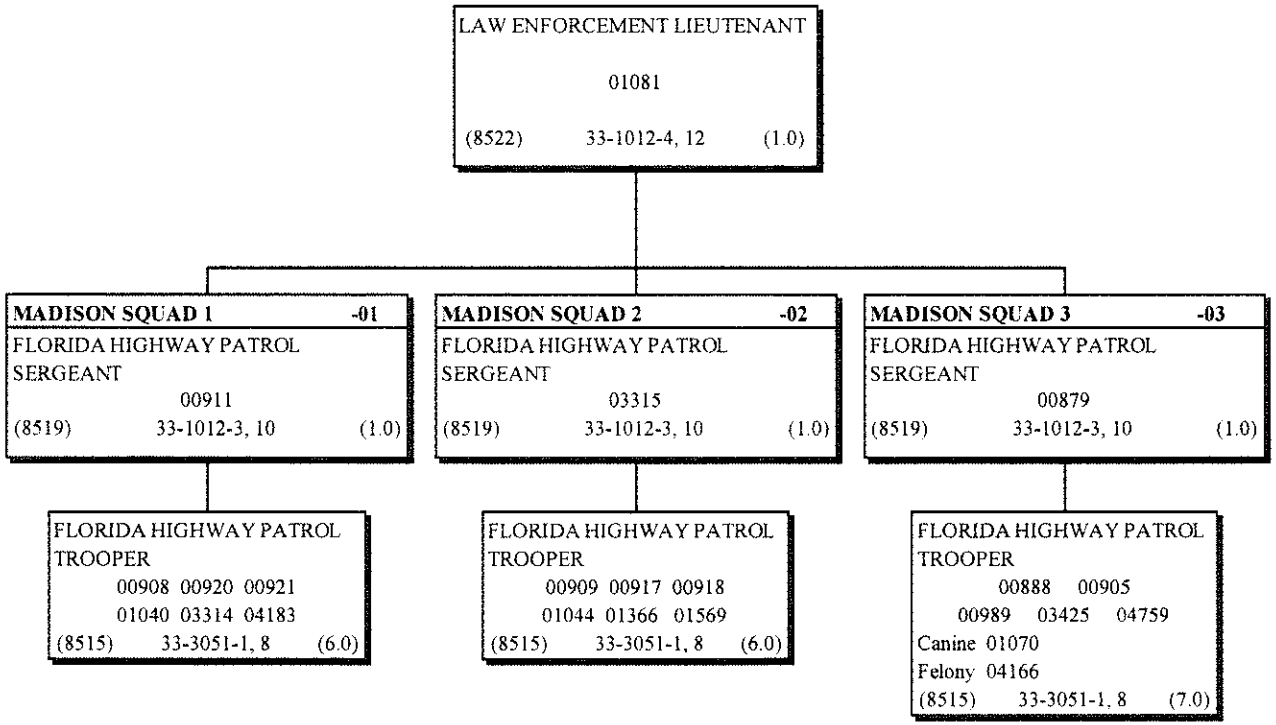
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP H / TALLAHASSEE DISTRICT

DATE: 02/01/2014
SEQUENCE: 7610-02-01-04-01
OED: _____
NUMBER OF POSITIONS: 29
NUMBER OF FTE'S: 29.0



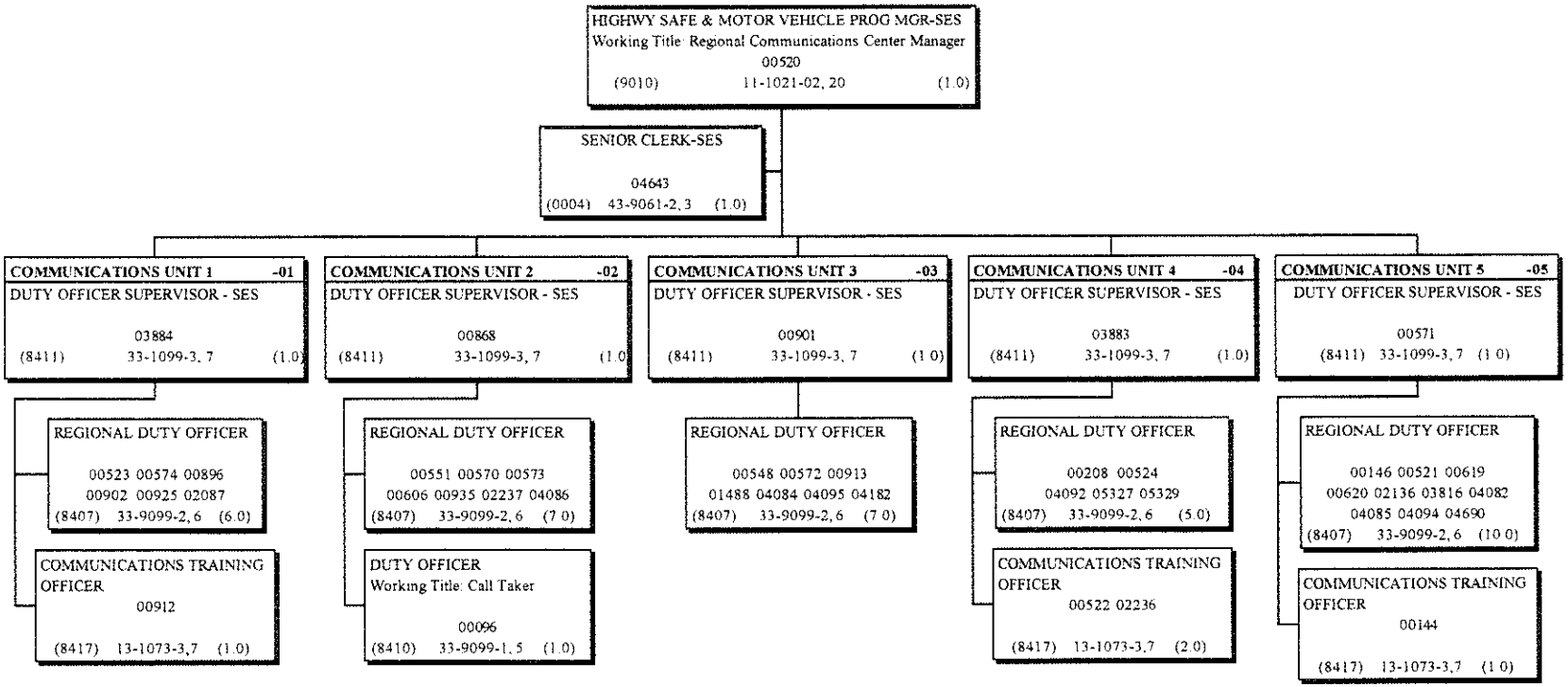
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP H / TALLAHASSEE DISTRICT / MADISON SUBDISTRICT

DATE: 03/01/2014
SEQUENCE: 7610-02-01-04-01-02
OED:
NUMBER OF POSITIONS: 23
NUMBER OF FTE'S: 23.0



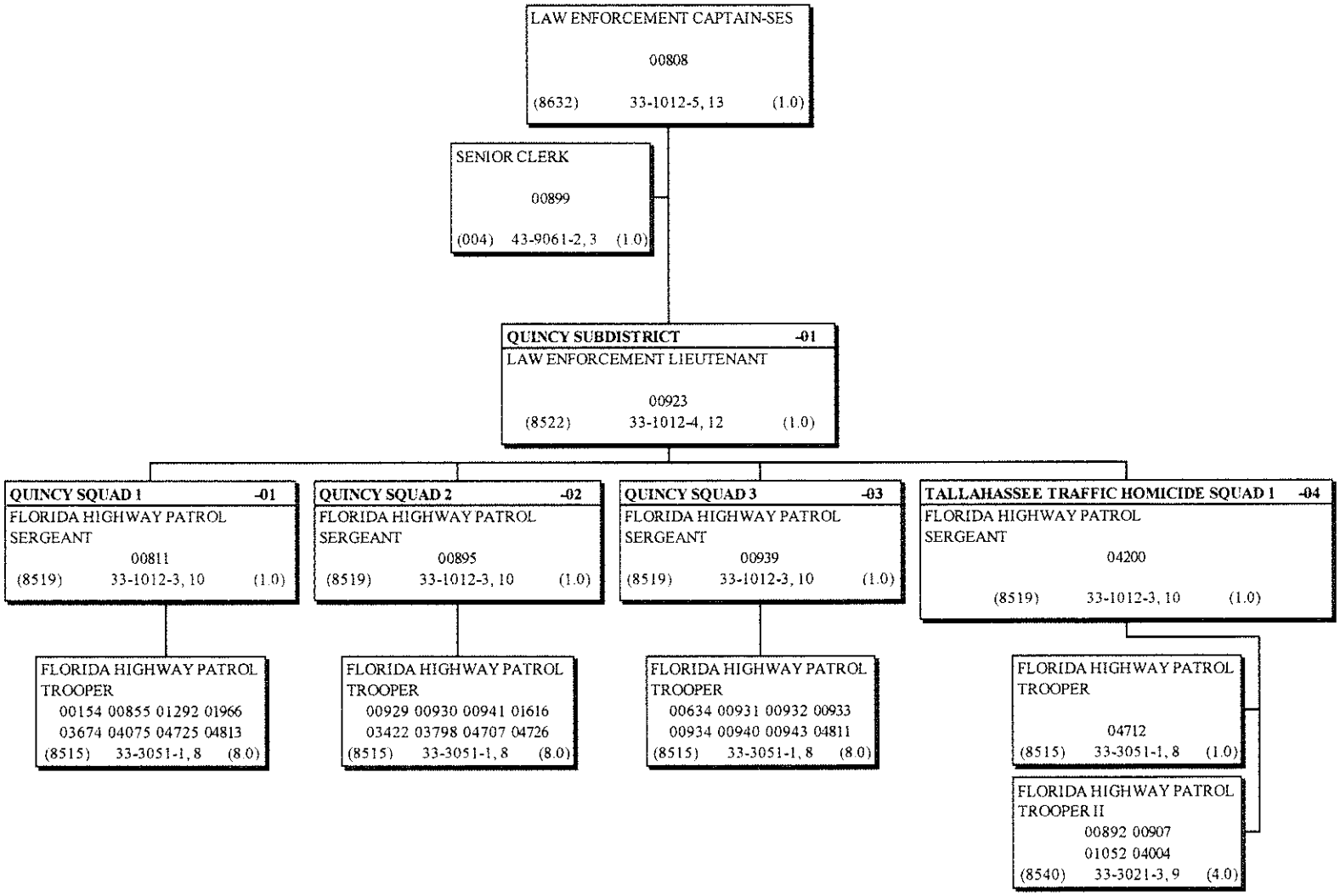
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP H / TALLAHASSEE REGIONAL COMMUNICATIONS CENTER

DATE: 07/01/2014
SEQUENCE: 7610-02-01-04-02
OED: _____
NUMBER OF POSITIONS: 47
NUMBER OF FTE'S: 47.0



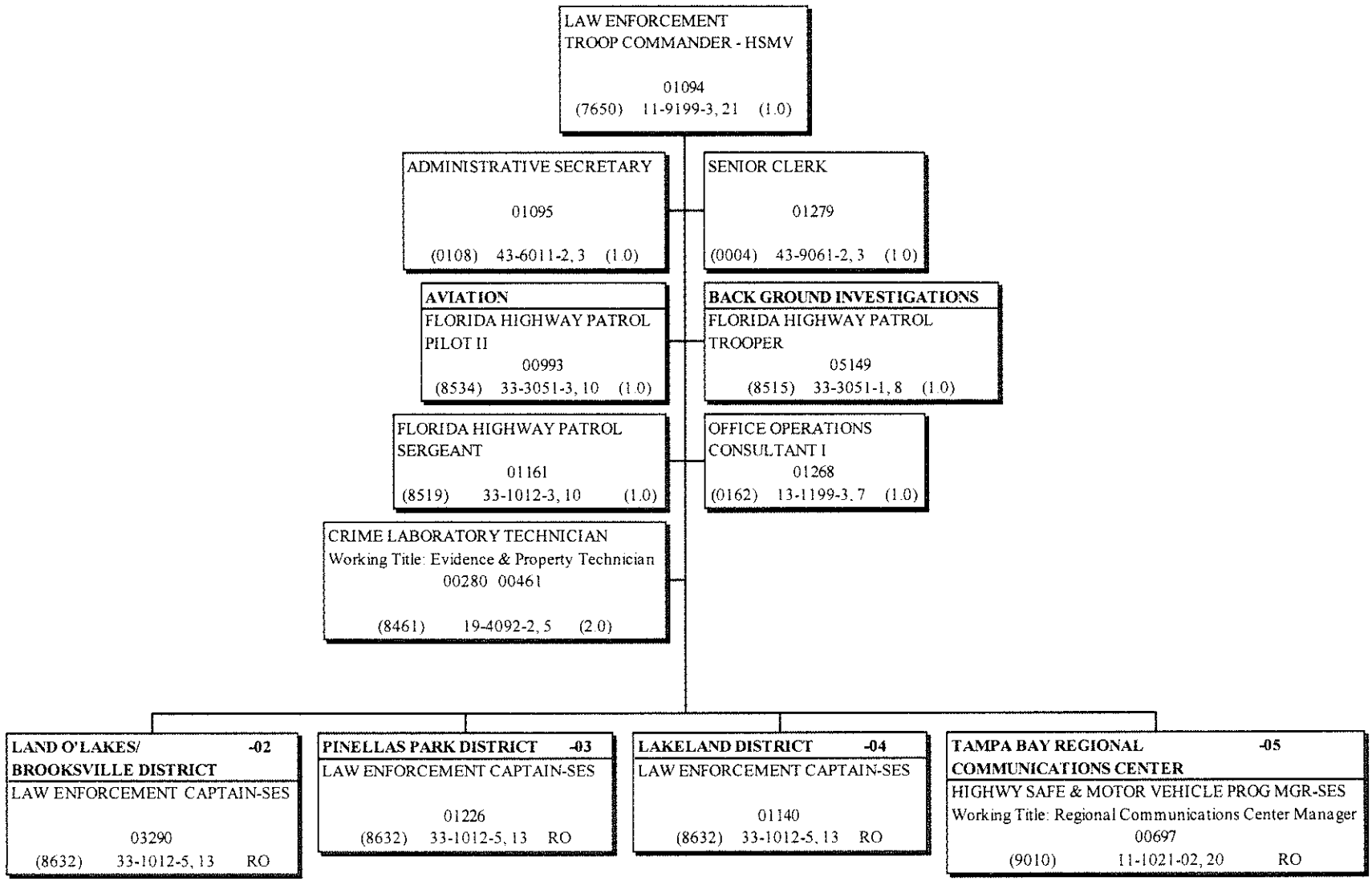
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL,
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP H / QUINCY DISTRICT

DATE: 03/14/2014
SEQUENCE: 7610-02-01-04-03
OED: _____
NUMBER OF POSITIONS: 36
NUMBER OF FTE'S: 36.0



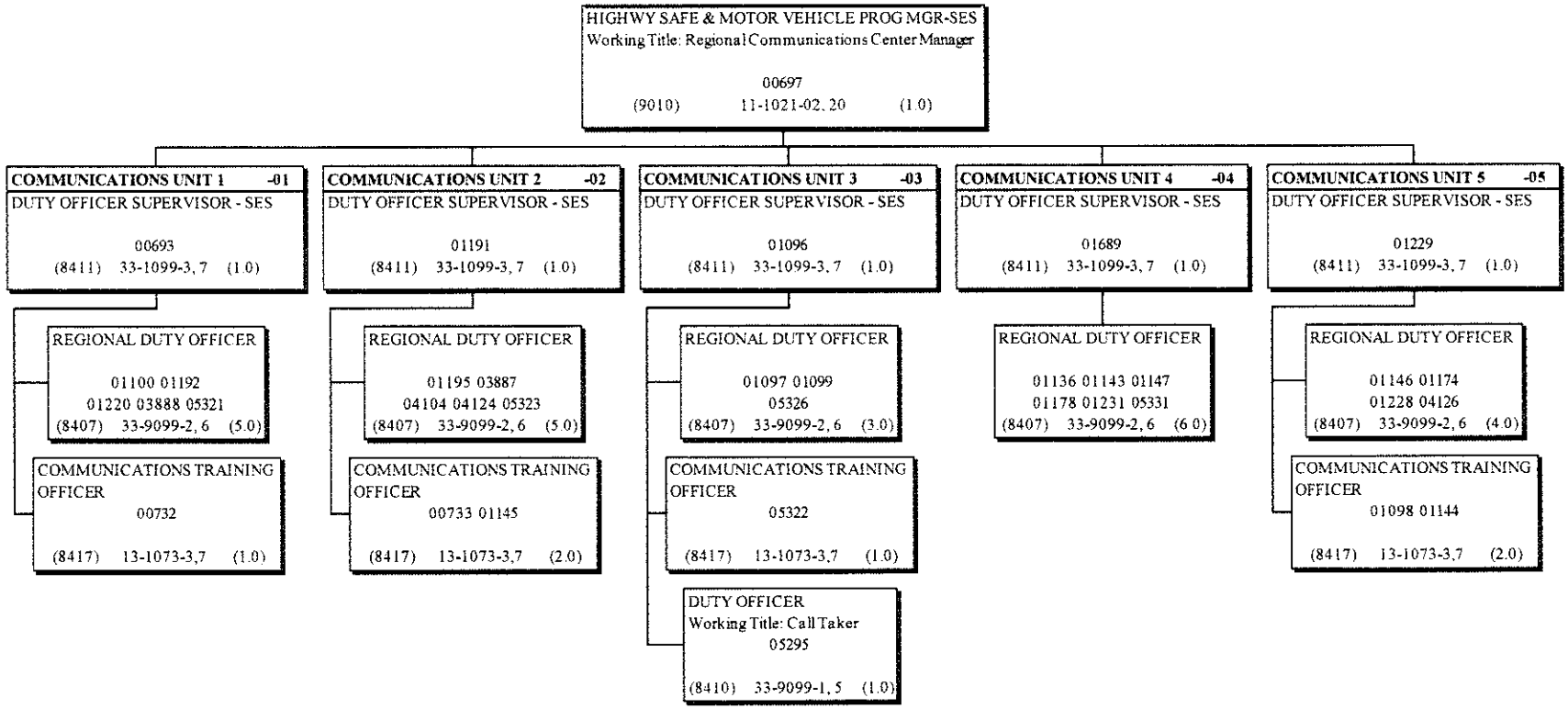
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TROOP C / TAMPA HEADQUARTERS

DATE: 05/01/2014
SEQUENCE: 7610-02-01-05
OED:
NUMBER OF POSITIONS: 9
NUMBER OF FTE'S: 9.0



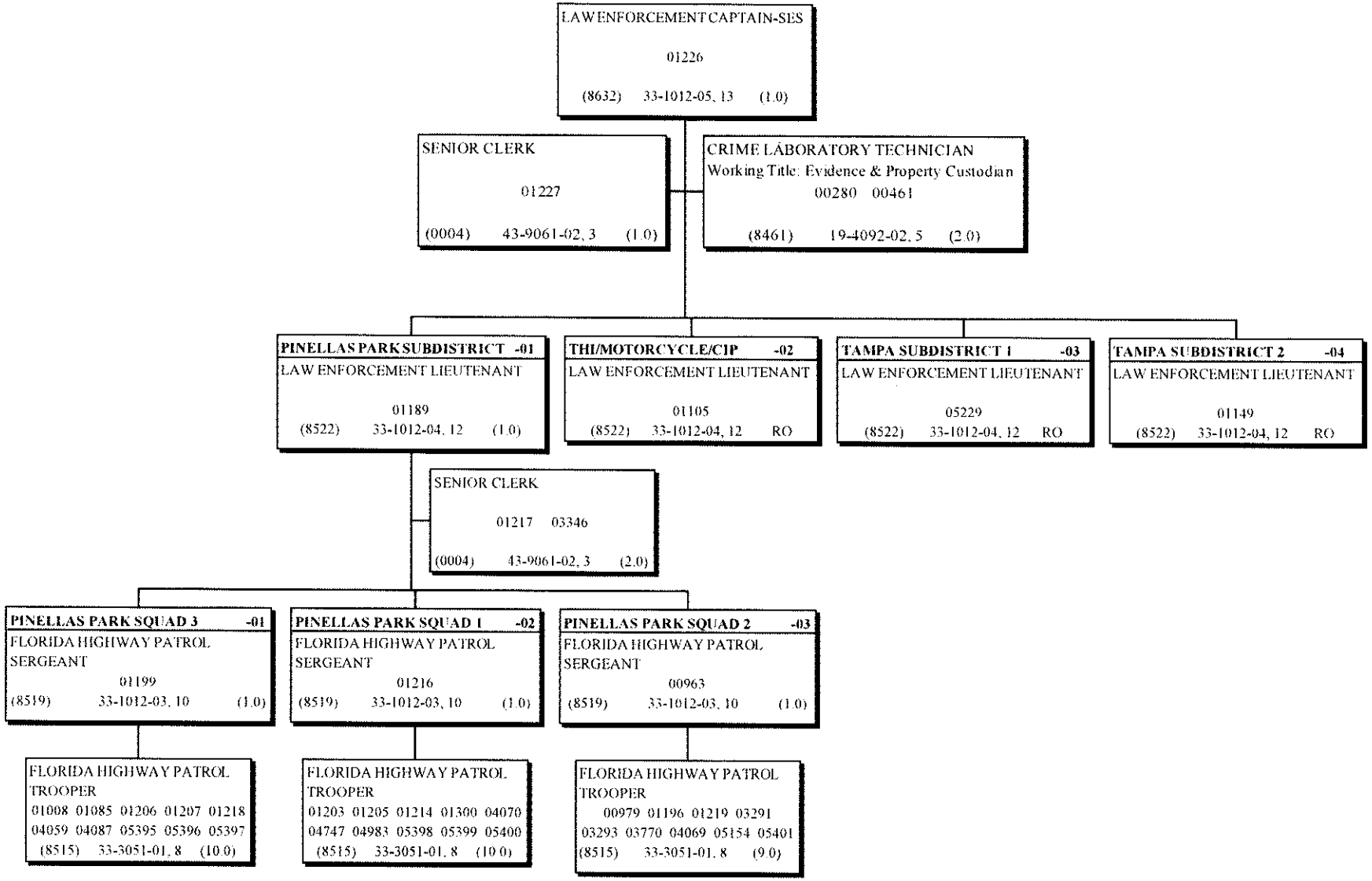
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TAMPA BAY REGIONAL COMMUNICATIONS CENTER

DATE: 07/01/2014
SEQUENCE: 7610-02-01-05-05
OED: _____
NUMBER OF POSITIONS: 36
NUMBER OF FTE'S: 36.0



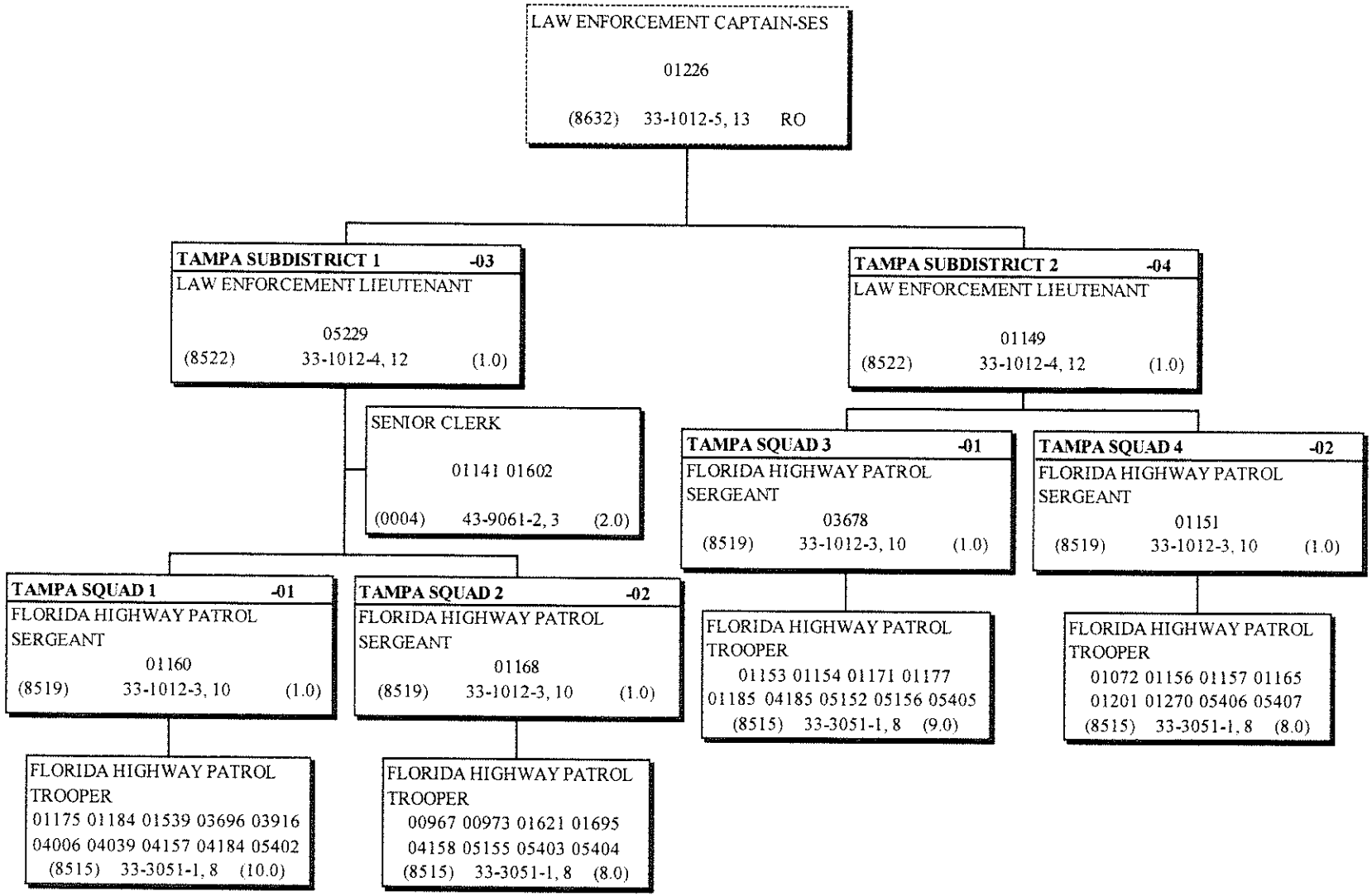
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TROOP C / PINELLAS PARK DISTRICT

DATE: 08/01/2014
SEQUENCE: 7610-02-01-05-03
OED:
NUMBER OF POSITIONS: 39
NUMBER OF FTE'S: 39.0



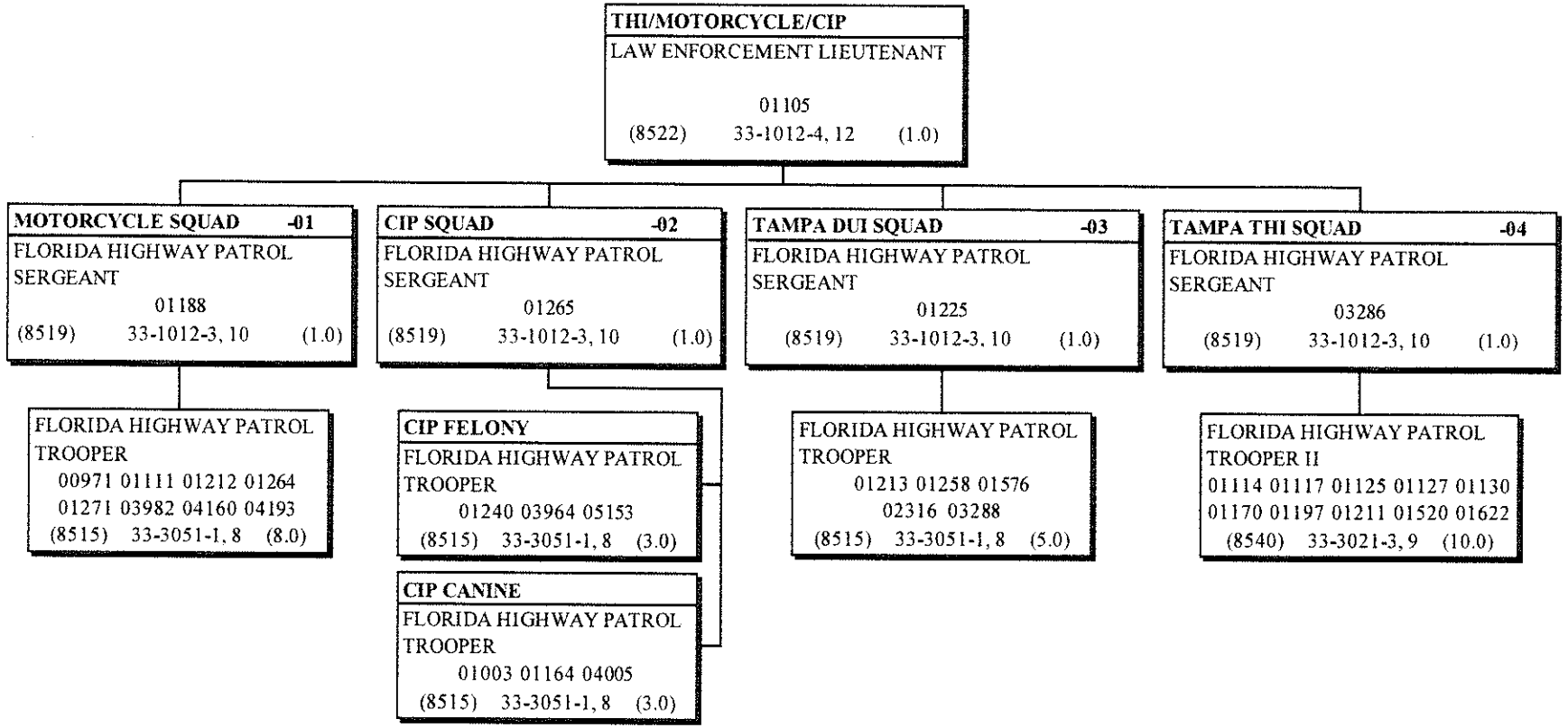
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TROOP C / PINELLAS PARK DISTRICT/TAMPA SUBDISTRICTS

DATE: 07/01/2014
SEQUENCE: 7610-02-01-05-03
OED:
NUMBER OF POSITIONS: 43
NUMBER OF FTE'S: 43.0



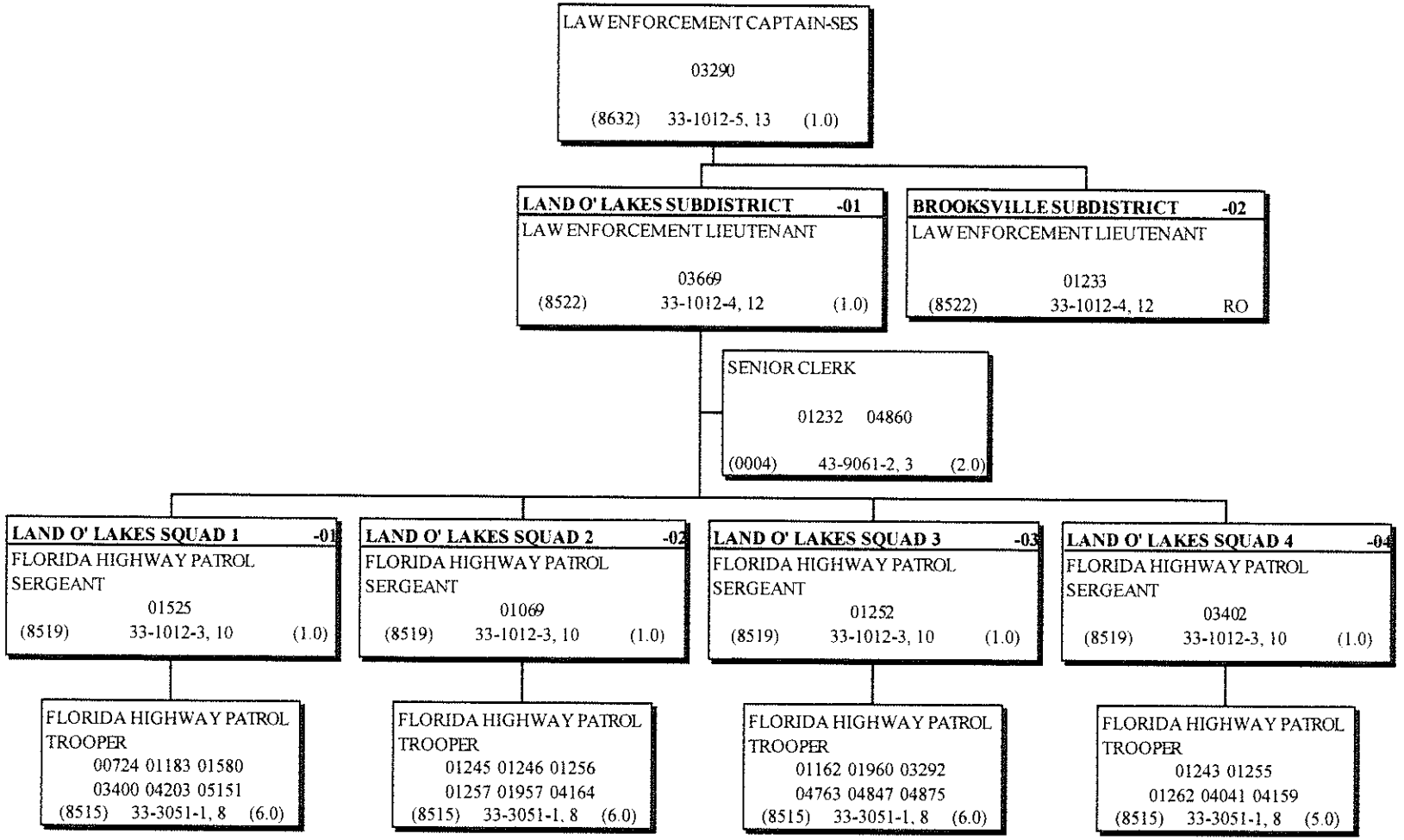
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TROOP C / PINELLAS PARK DISTRICT (THI/MOTORCYCLE/CIP)

DATE: 05/01/2014
SEQUENCE: 7610-02-01-05-03-02
OED:
NUMBER OF POSITIONS: 34
NUMBER OF FTE'S: 34.0



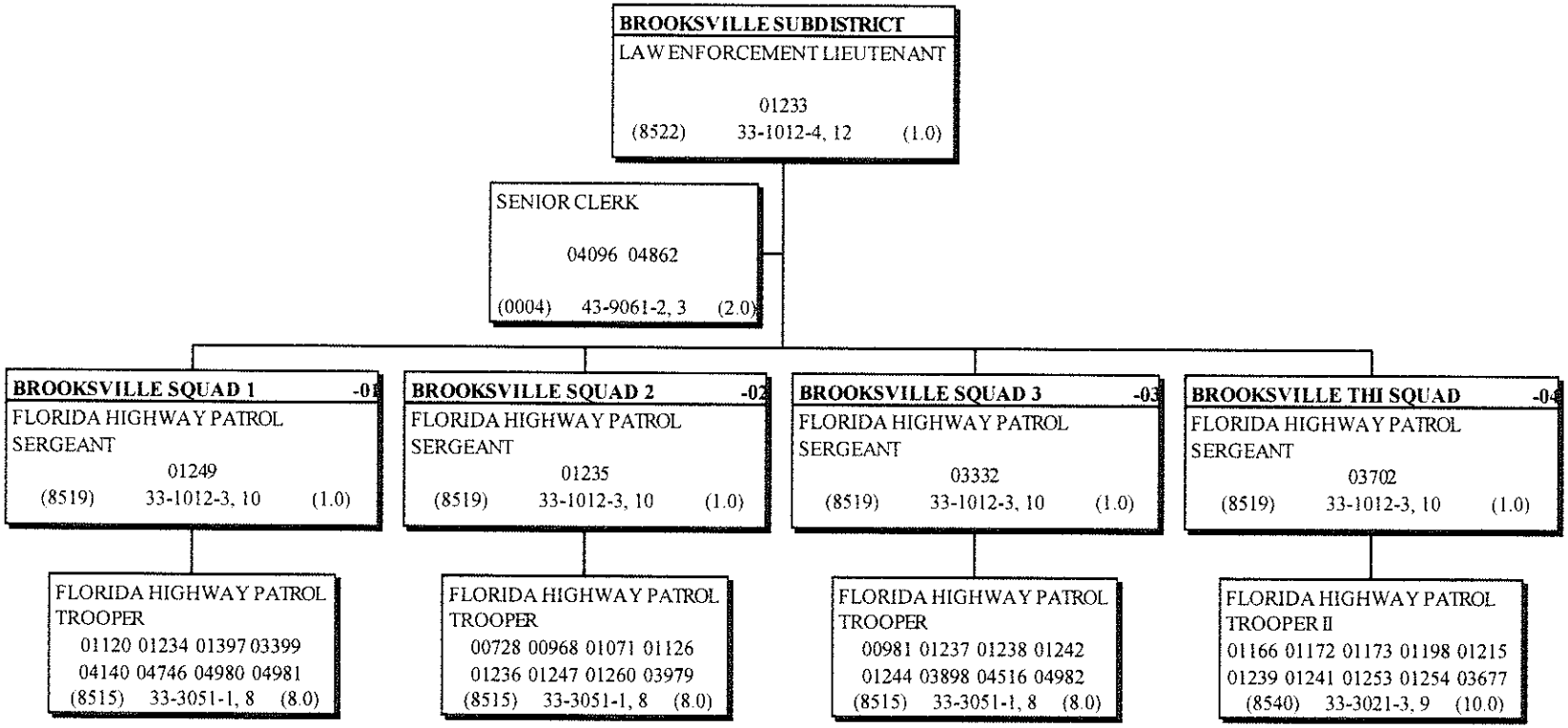
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP C / LAND O'LAKES/BROOKSVILLE DISTRICT

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



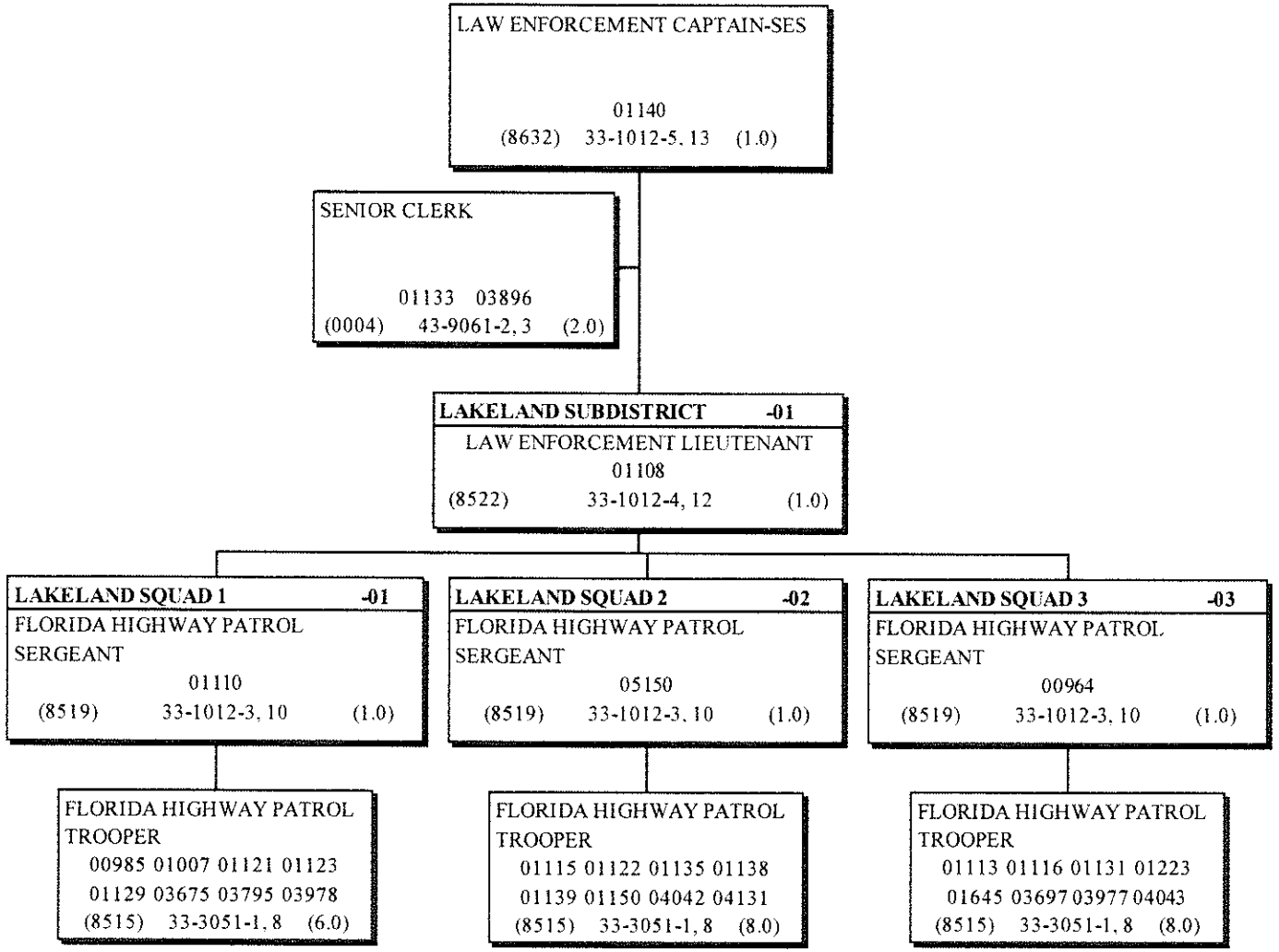
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL,
PATROL OPERATIONS, NORTHERN REGION
TROOP C / BROOKSVILLE SUBDISTRICT

DATE: 01/01/14
SEQUENCE: 7610-02-01-05-02-02
OED:_____
NUMBER OF POSITIONS: 41
NUMBER OF FTE'S: 41.0



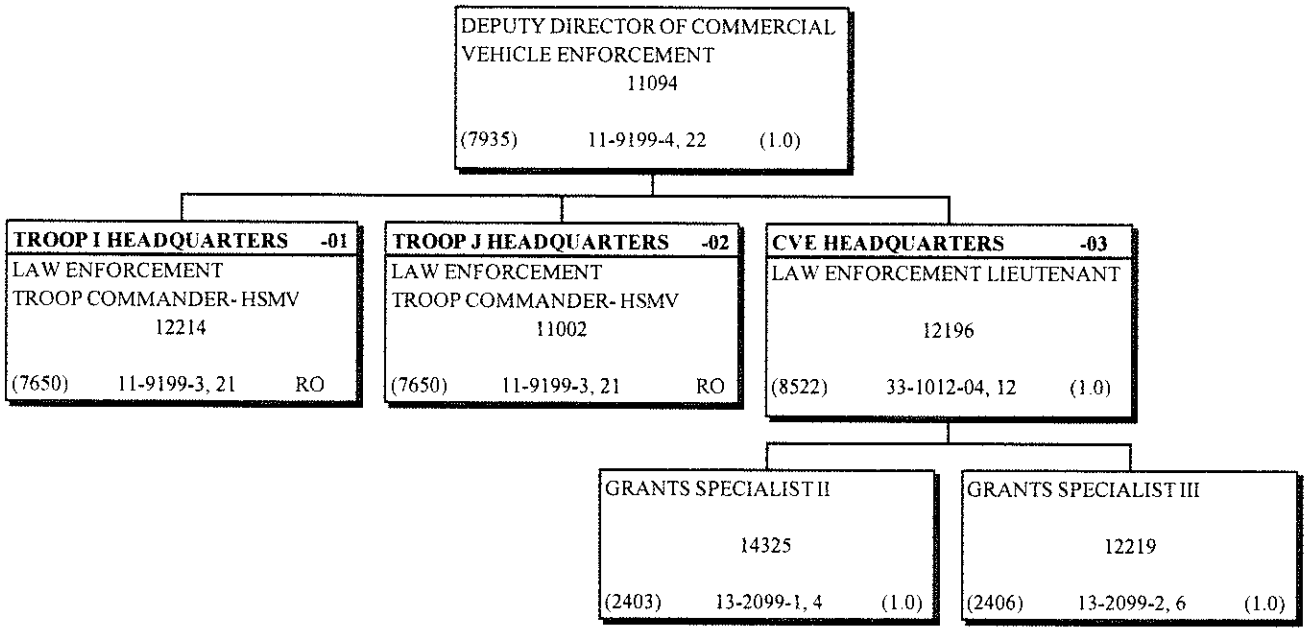
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TROOP C, LAKELAND DISTRICT

DATE: 01/01/14
SEQUENCE: 7610-02-01-05-04
OED: _____
NUMBER OF POSITIONS: 27
NUMBER OF FTE'S: 27.0



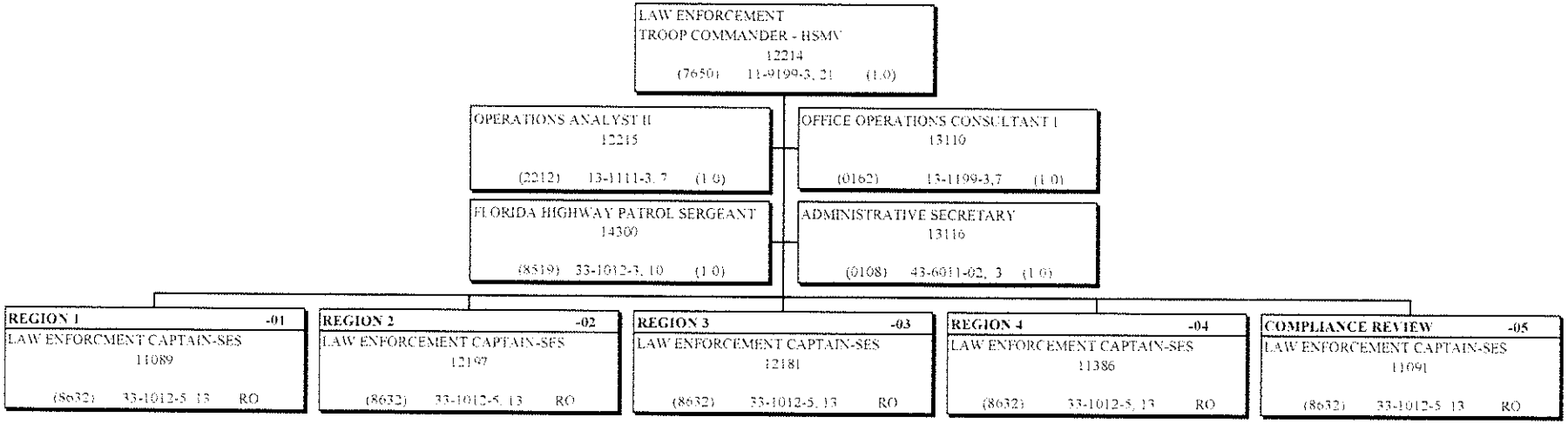
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
COMMERCIAL VEHICLE ENFORCEMENT

DATE: 05/01/2014
SEQUENCE: 7610-06
OED:
NUMBER OF POSITIONS: 4
NUMBER OF FTE'S: 4.0



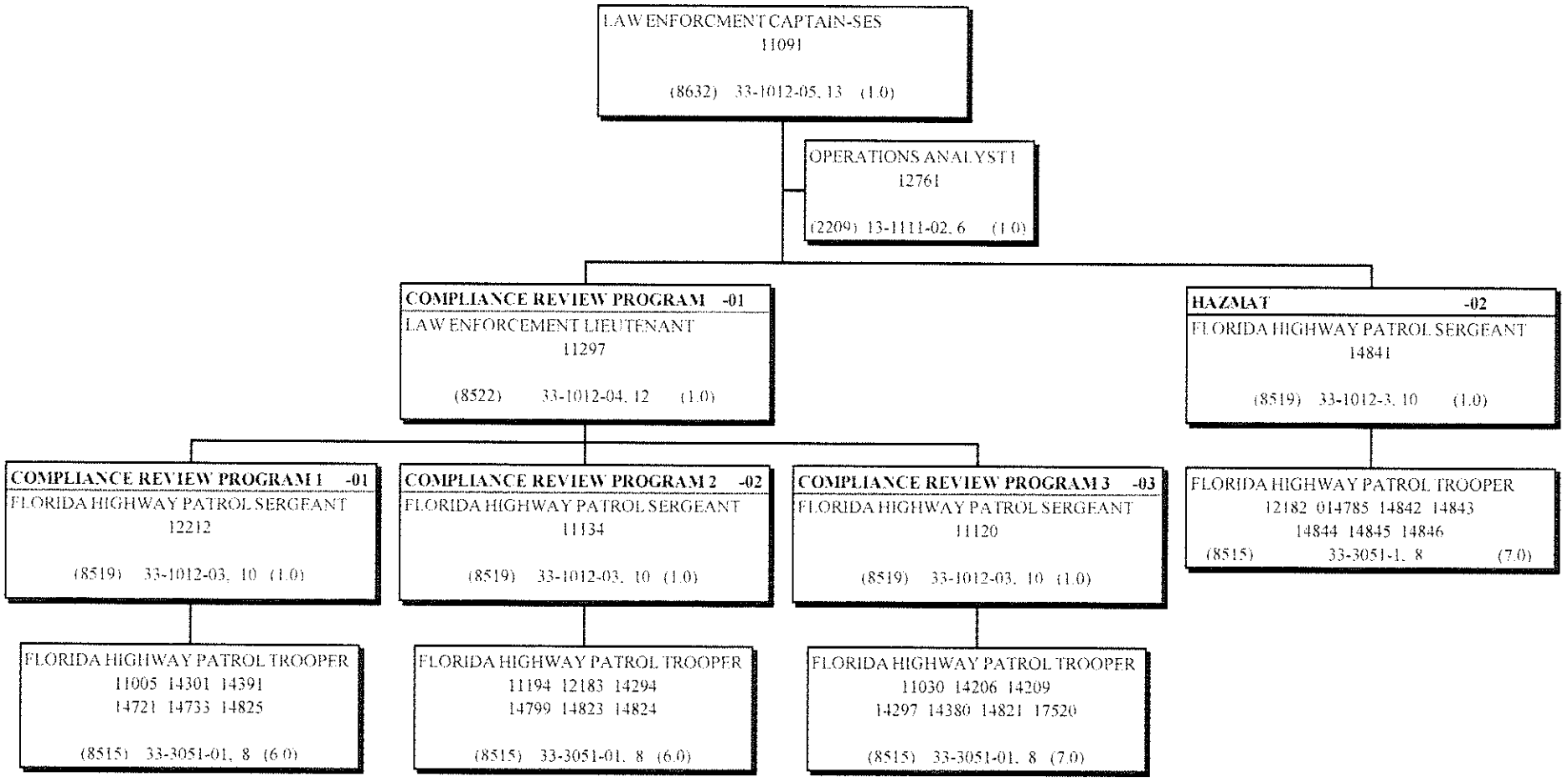
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
COMMERCIAL VEHICLE ENFORCEMENT
TROOP I HEADQUARTERS

DATE: 10/01/2013
SEQUENCE: 7610-06-01
OED: _____
NUMBER OF POSITIONS: 5
NUMBER OF FTE'S: 5.0



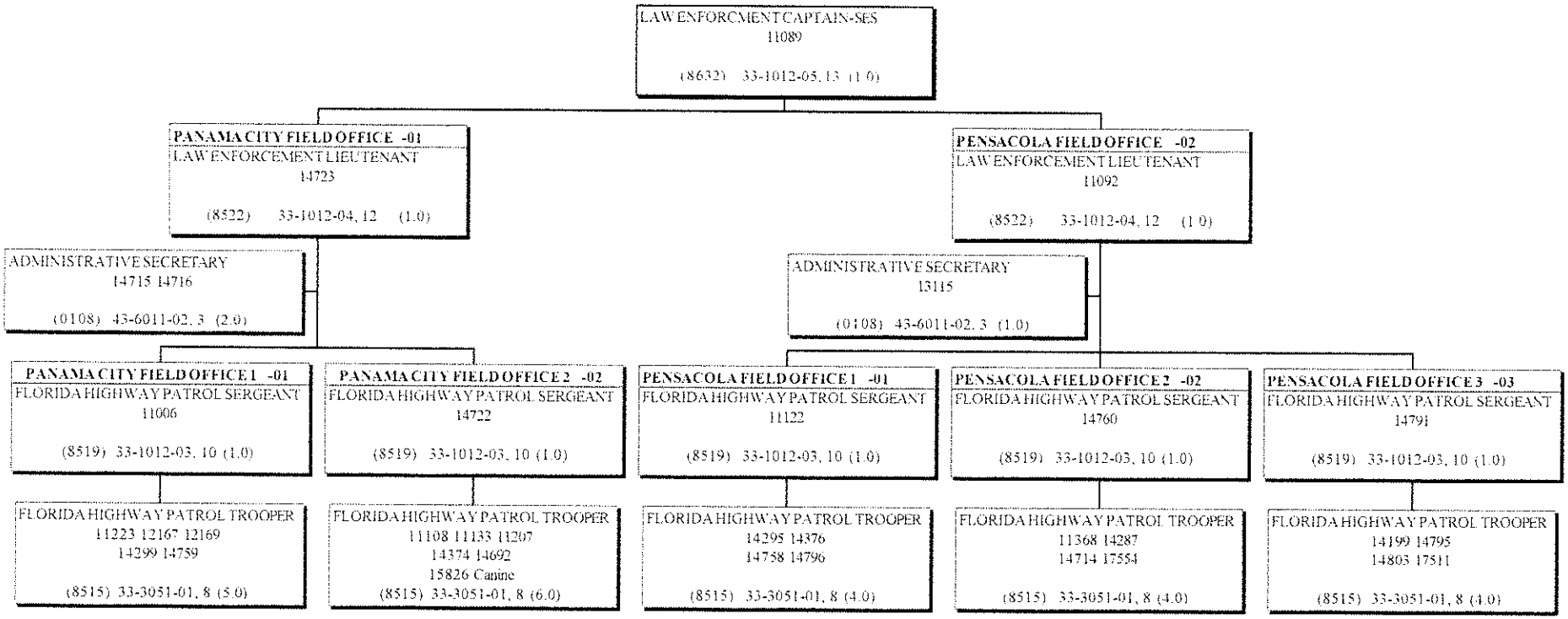
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
COMMERCIAL VEHICLE ENFORCEMENT
TROOP I / COMPLIANCE REVIEW

DATE: 05/01/2014
SEQUENCE: 7610-06-01-05
OED: _____
NUMBER OF POSITIONS: 33
NUMBER OF FTE'S: 33.0



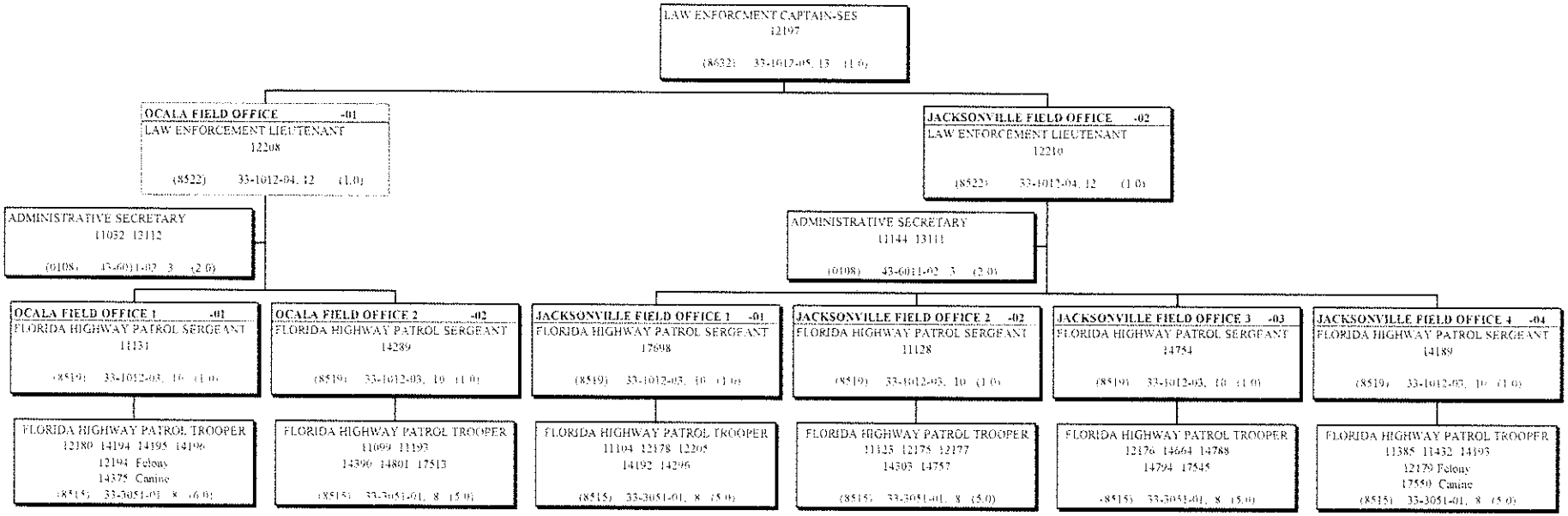
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
COMMERCIAL VEHICLE ENFORCEMENT
TROOP I / REGION 1 (PANAMA CITY & PENSACOLA)

DATE: 02/14/2014
SEQUENCE: 7610-06-01-01
OED: _____
NUMBER OF POSITIONS: 34
NUMBER OF FTE'S: 34.0



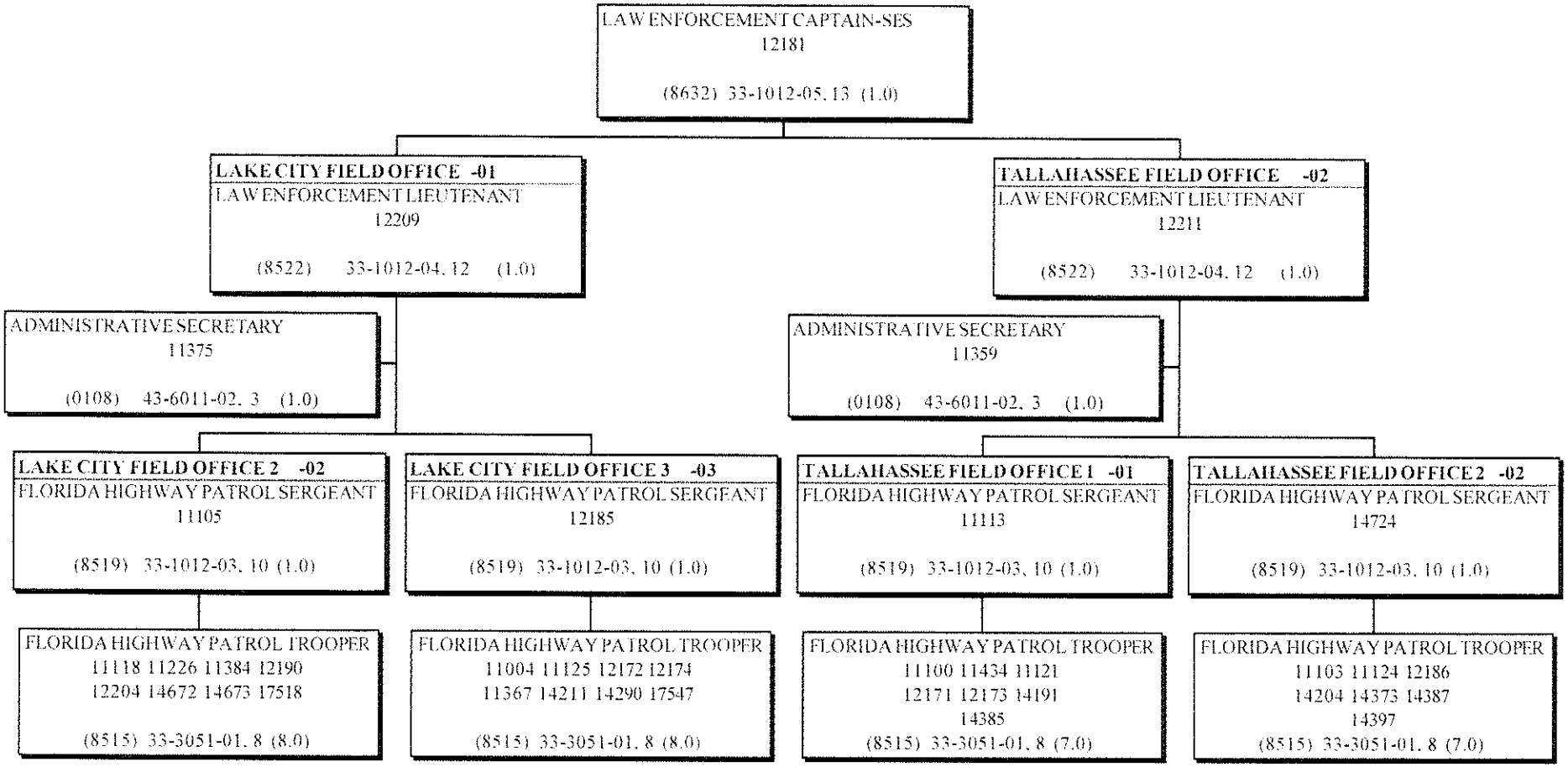
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
COMMERCIAL VEHICLE ENFORCEMENT
TROOP I / REGION 2 (OCALA & JACKSONVILLE)

DATE: 9/19/2014
SEQUENCE: 7610-06-01-02
OED: _____
NUMBER OF POSITIONS: 44
NUMBER OF FTE'S: 44.0



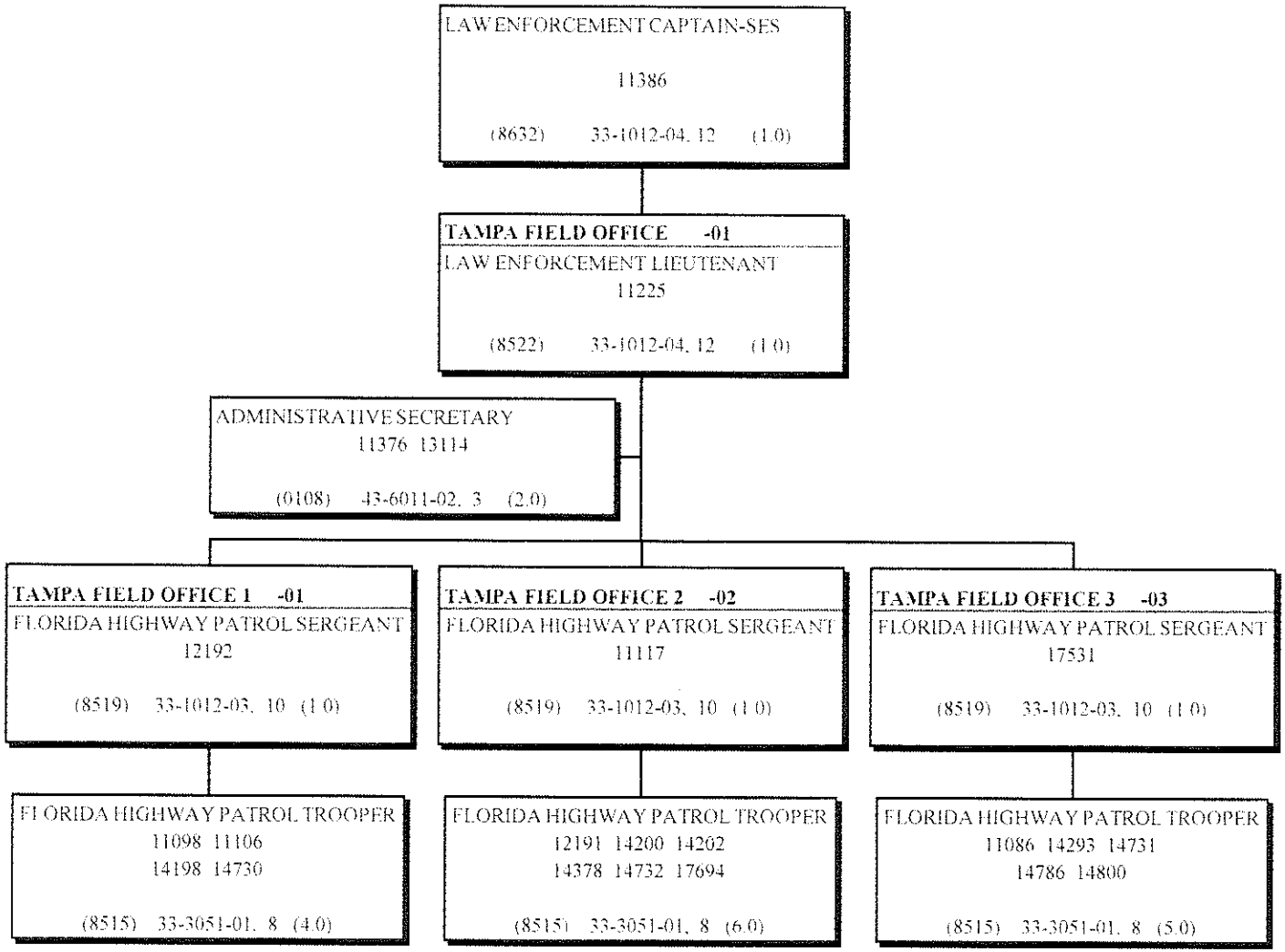
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
COMMERCIAL VEHICLE ENFORCEMENT
TROOP I / REGION 3 (LAKE CITY & TALLAHASSEE)

DATE: 9/19/2014
SEQUENCE: 7610-06-01-03
OED: _____
NUMBER OF POSITIONS: 39
NUMBER OF FTE'S: 39.0



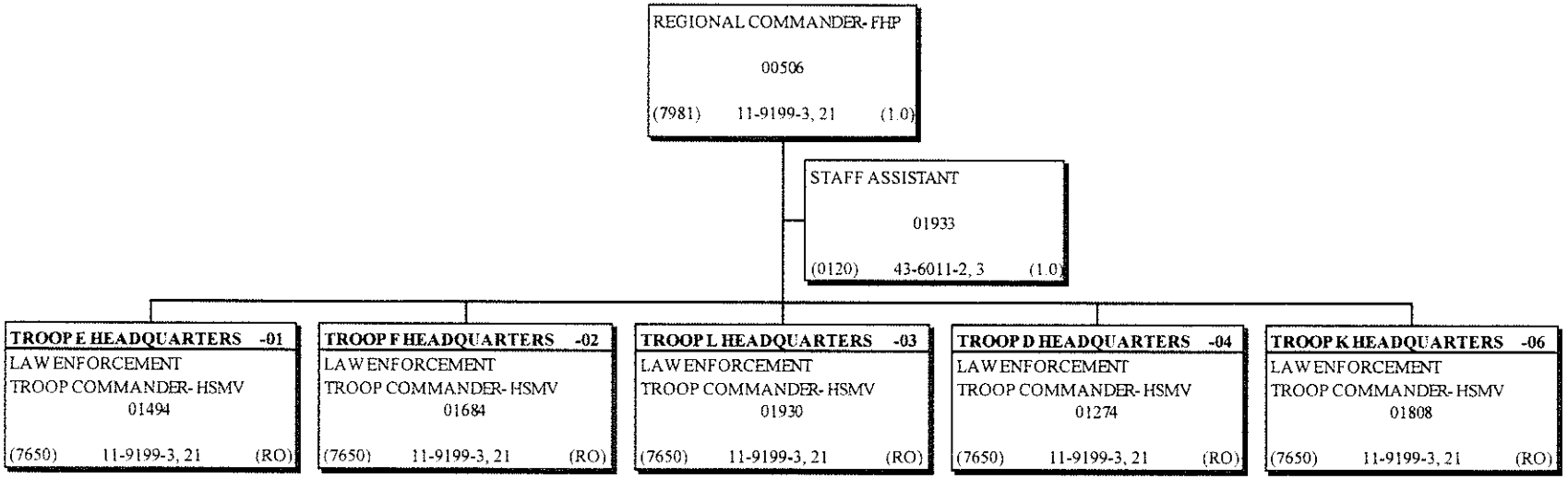
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
COMMERCIAL VEHICLE ENFORCEMENT
TROOP I / REGION 4 (TAMPA)

DATE: 02/01/2014
SEQUENCE: 7610-06-01-04
OED: _____
NUMBER OF POSITIONS: 22
NUMBER OF FTE'S: 22.0



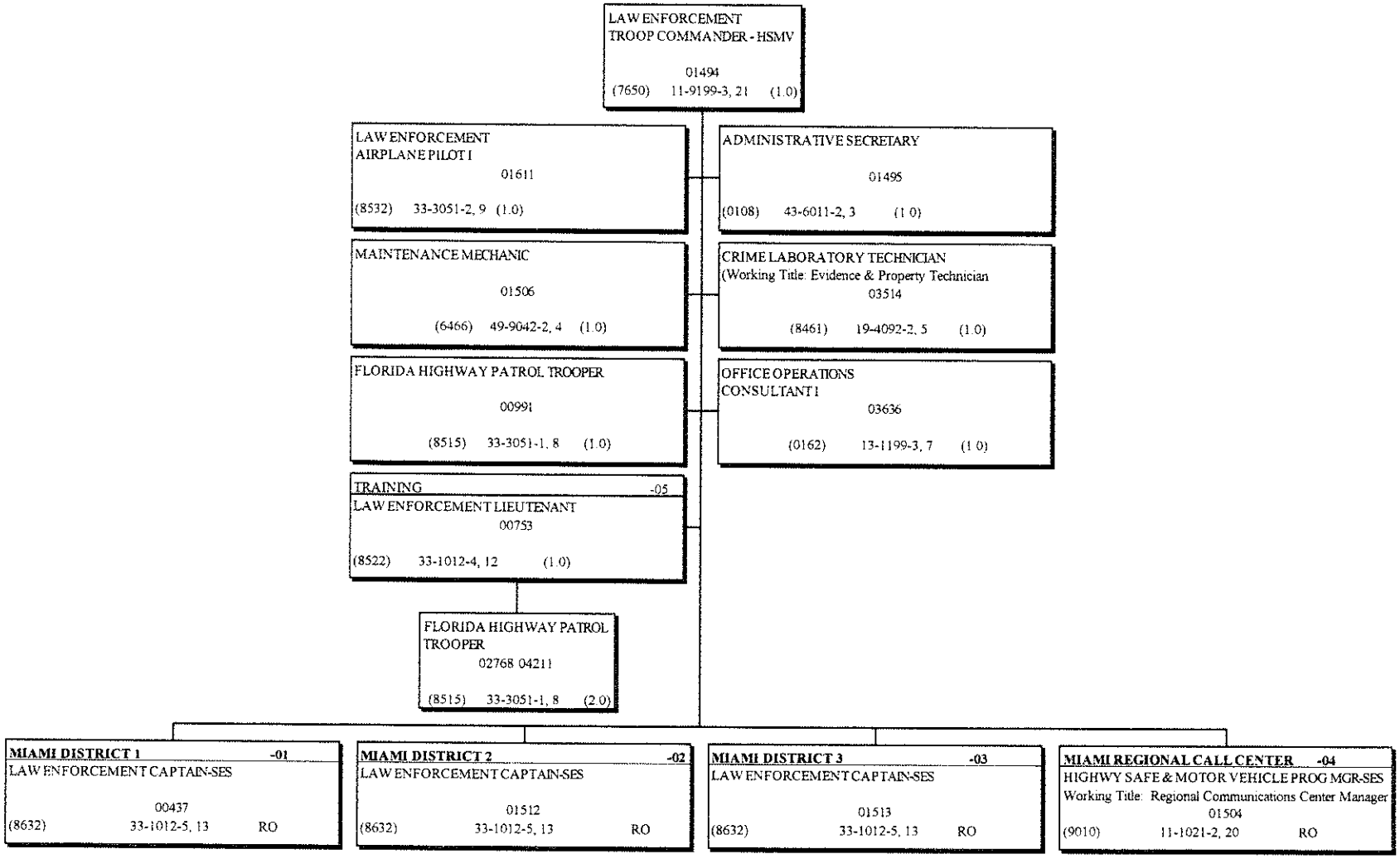
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION

DATE: 10/01/2013
SEQUENCE: 7610-02-03
OED:
NUMBER OF POSITIONS: 2
NUMBER OF FTE'S: 2.0



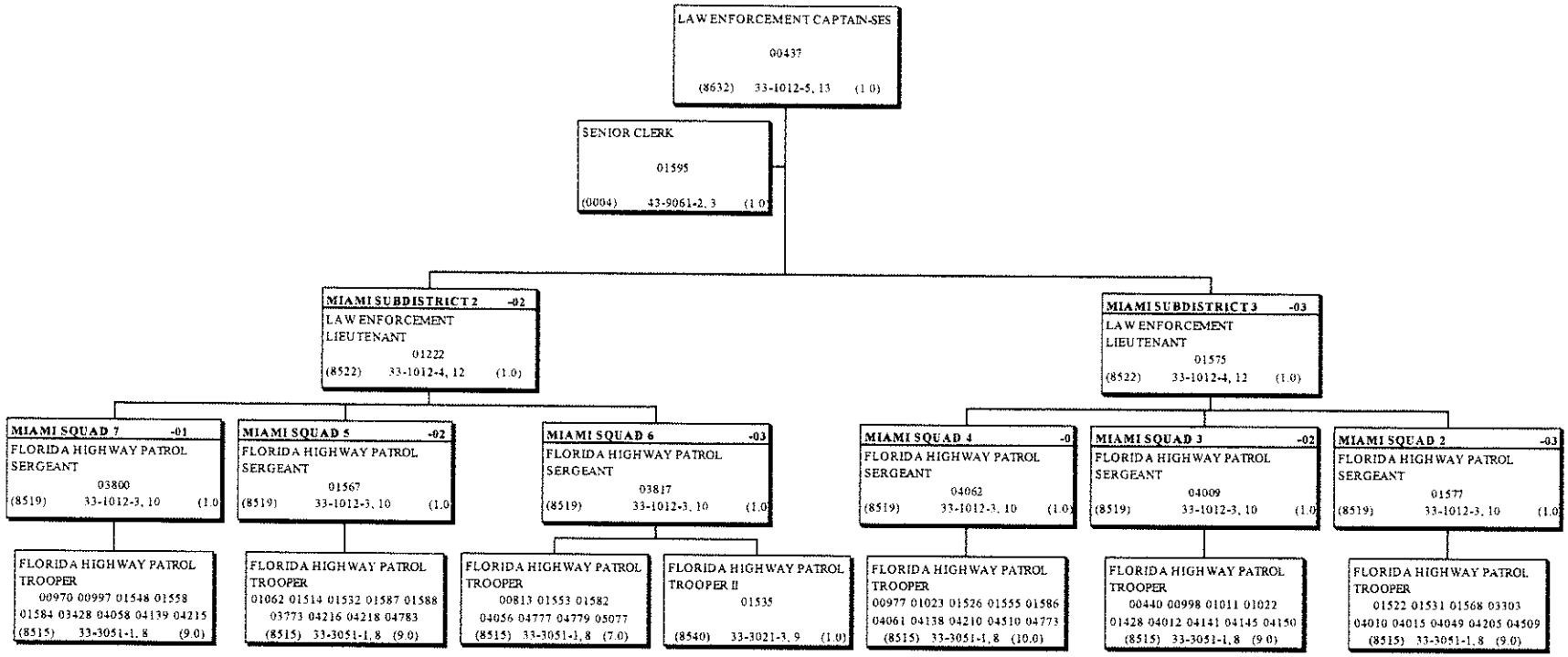
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP E / MIAMI HEADQUARTERS

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



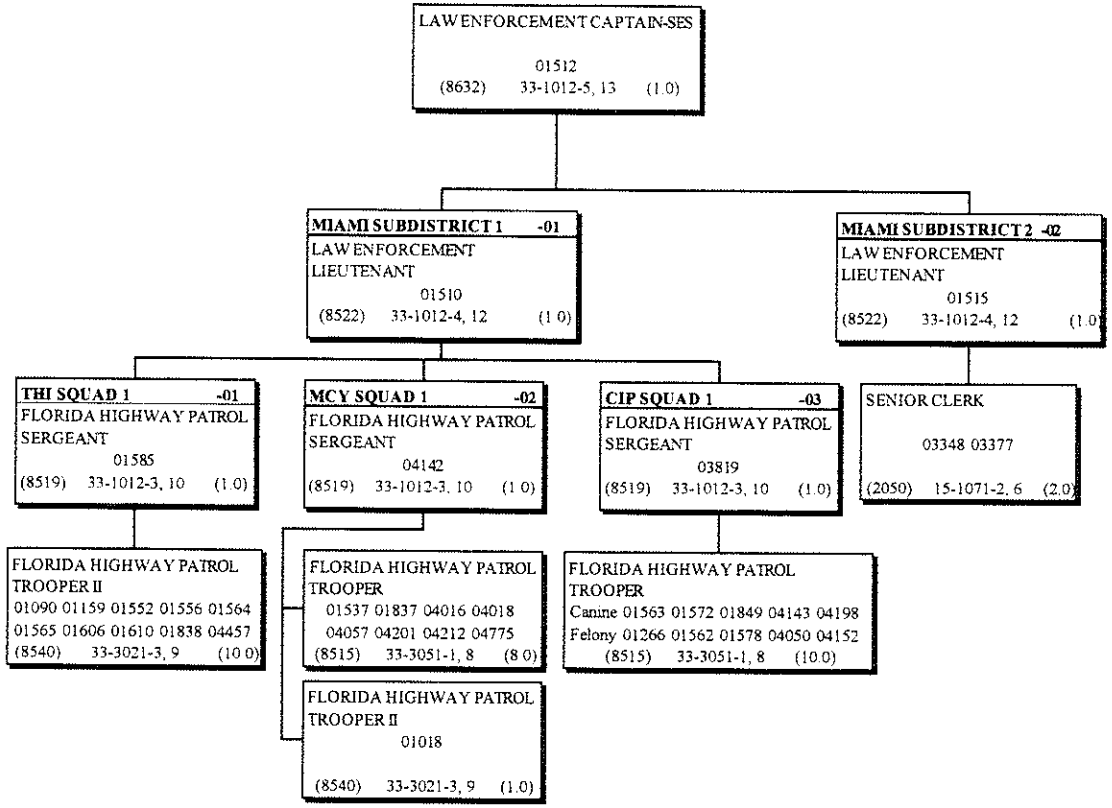
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP E / MIAMI DISTRICT 1

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



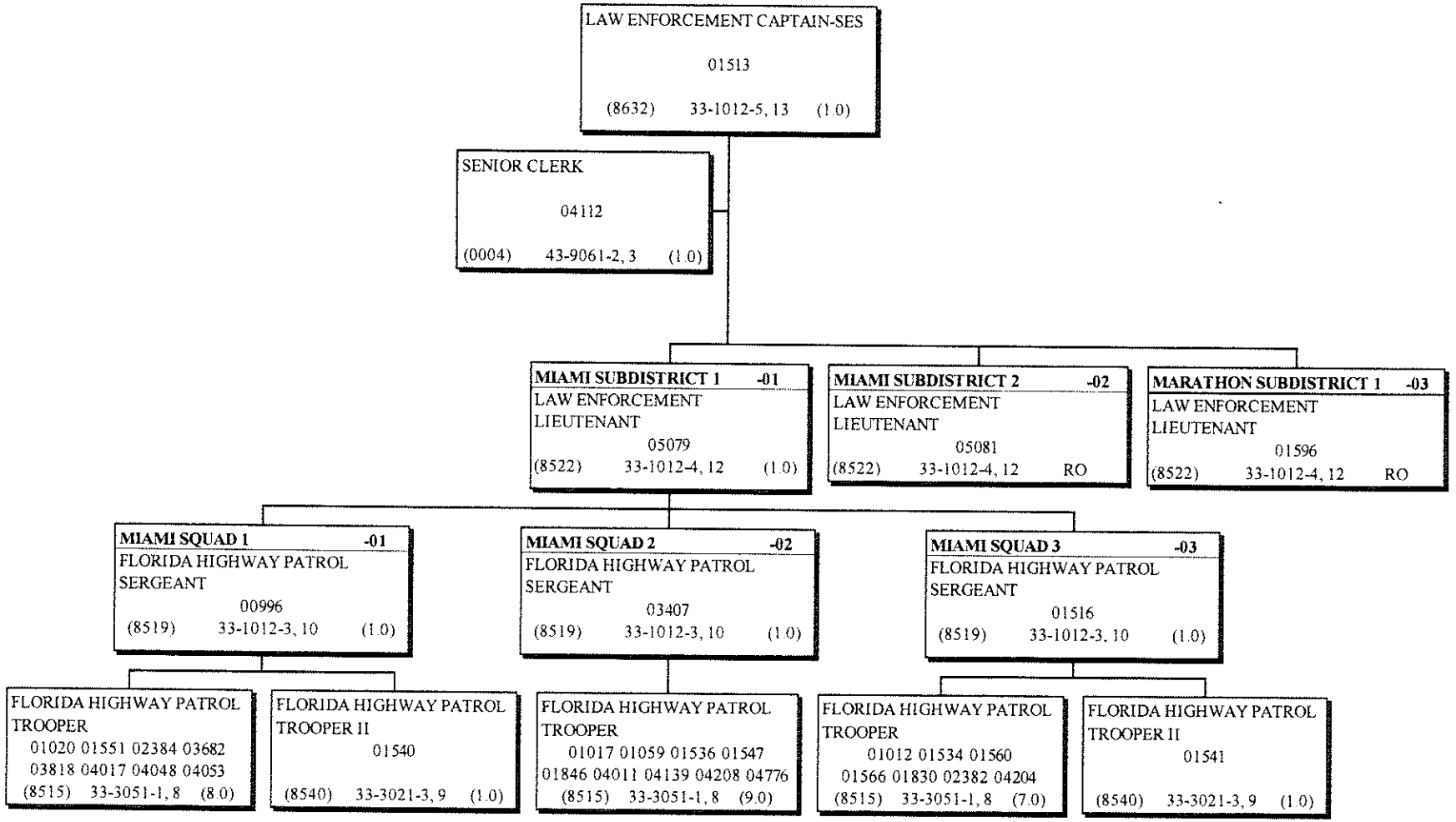
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP E / MIAMI DISTRICT 2

DATE: 03/01/2014
SEQUENCE: 7610-02-03-01-02
OED:
NUMBER OF POSITIONS: 38
NUMBER OF FTE'S: 38.0



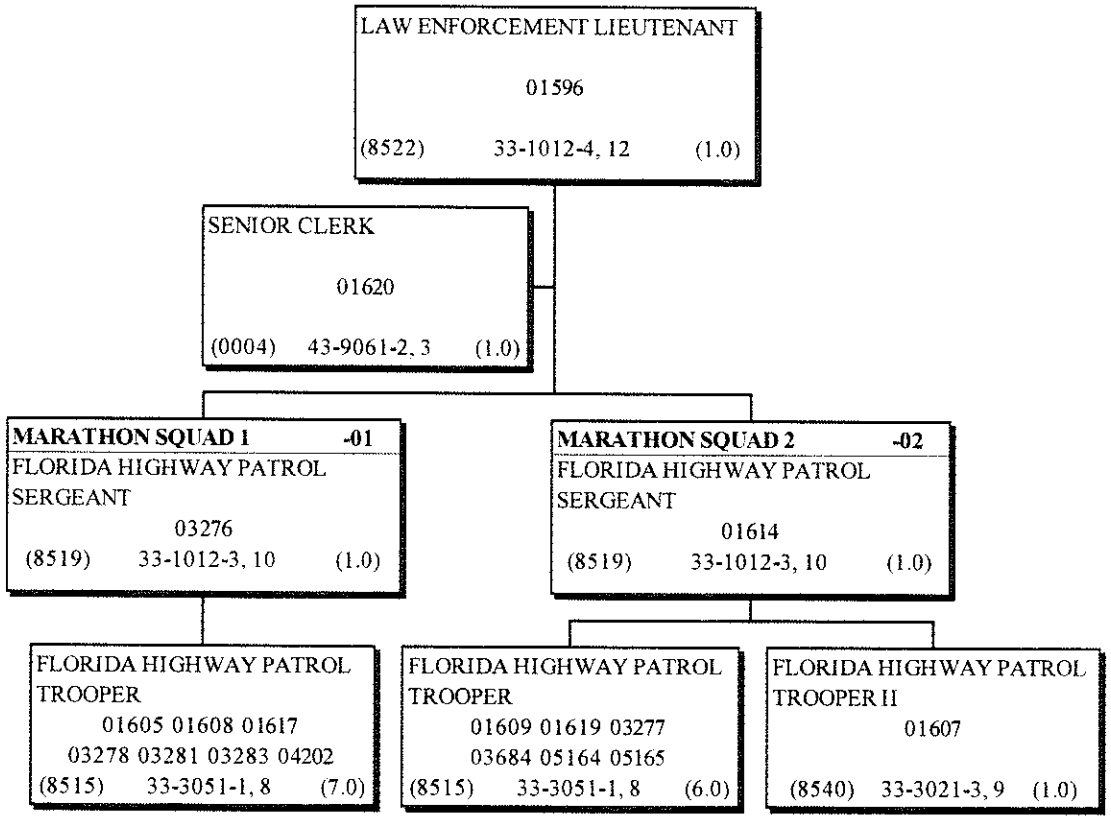
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP E / MIAMI DISTRICT 3

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



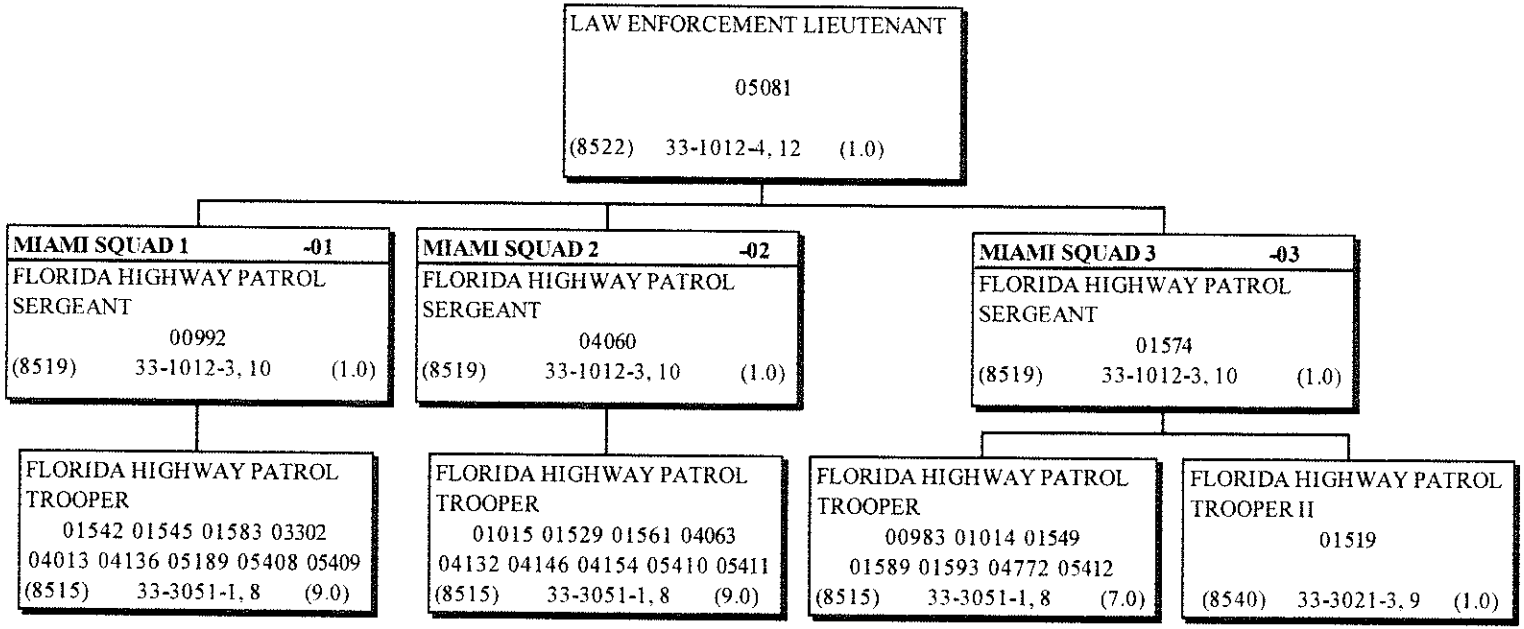
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP E / MIAMI DISTRICT 3, MARATHON SUBDISTRICT 1

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



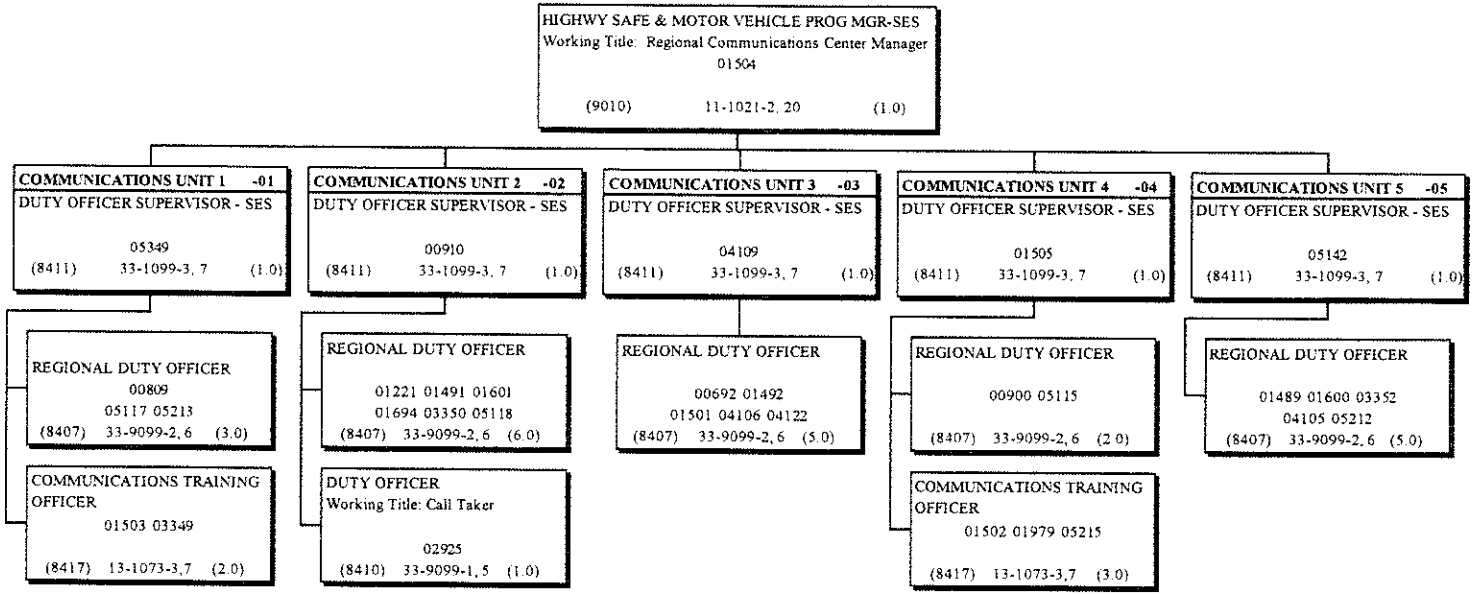
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP E / MIAMI DISTRICT 3, SUBDISTRICT 2

DATE: 07/01/2014
SEQUENCE: 7610-02-03-01-03-02
OED:
NUMBER OF POSITIONS: 30
NUMBER OF FTE'S: 30.0



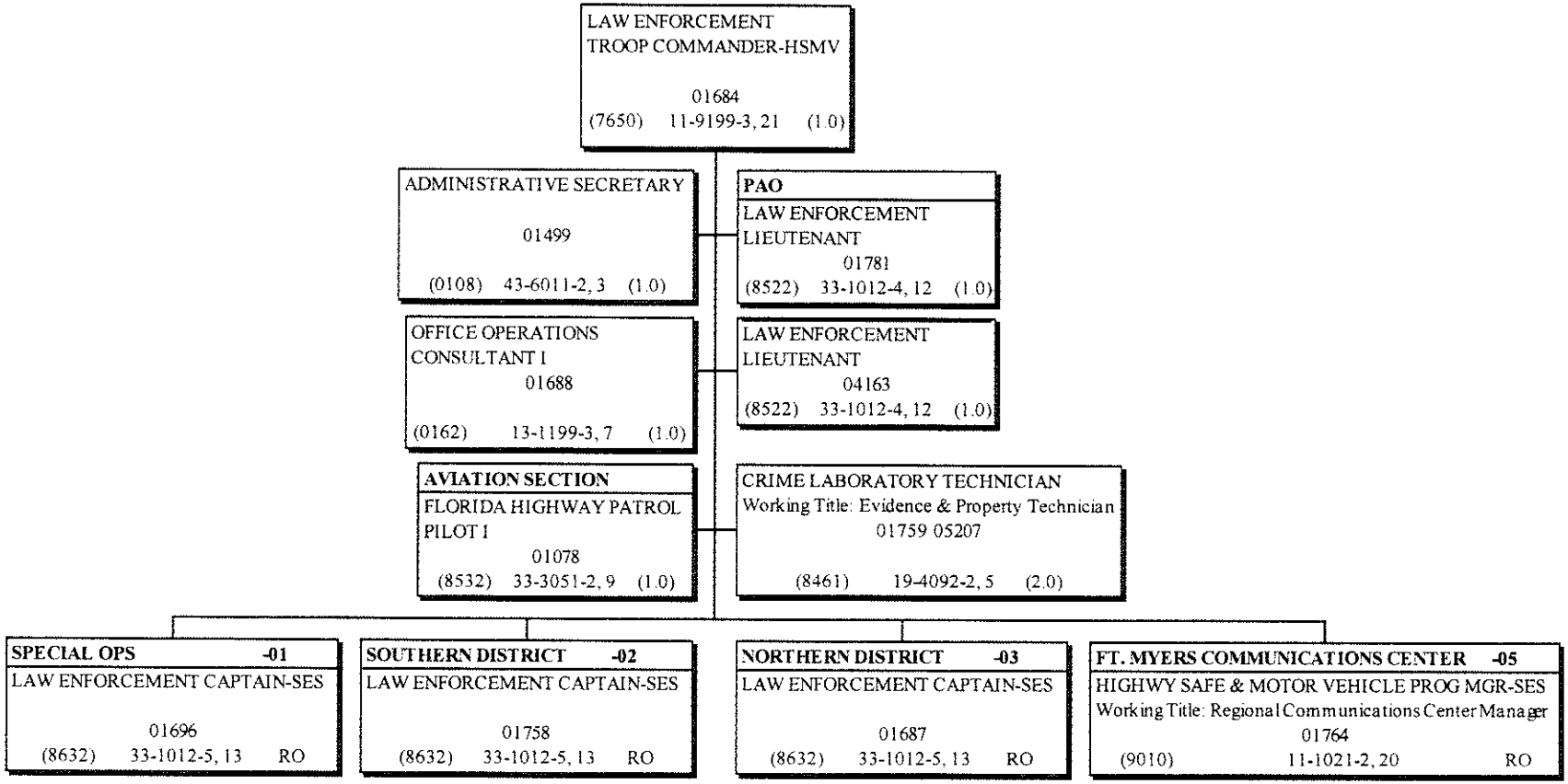
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP E / MIAMI REGIONAL COMMUNICATIONS CENTER

DATE: 07/01/2014
SEQUENCE: 7610-02-03-01-04
OED:
NUMBER OF POSITIONS: 33
NUMBER OF FTE'S: 33.0



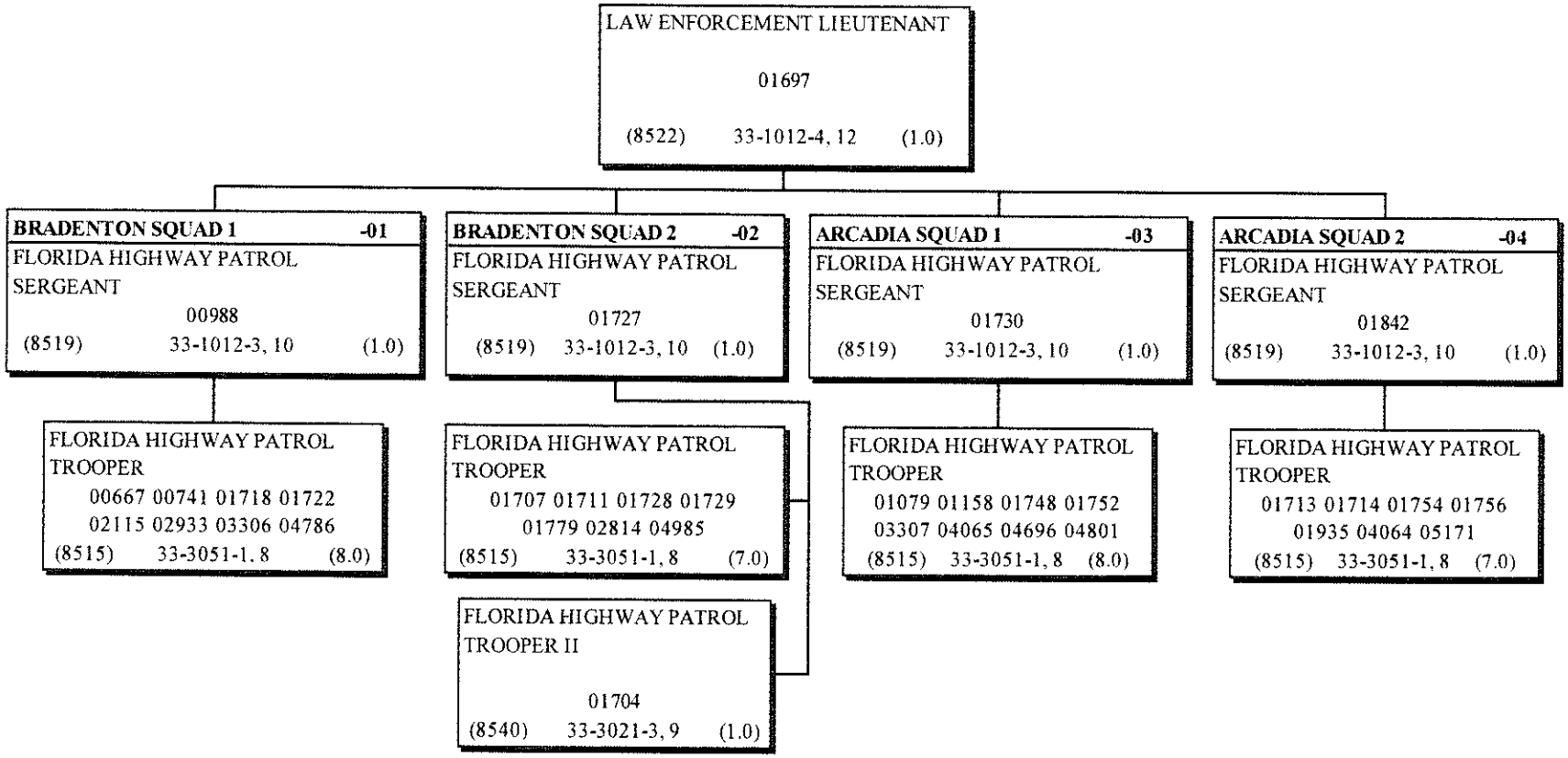
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP F / BRADENTON HEADQUARTERS

DATE: 08/01/13
SEQUENCE: 7610-02-03-02
OED:
NUMBER OF POSITIONS: 8
NUMBER OF FTE'S: 8.0



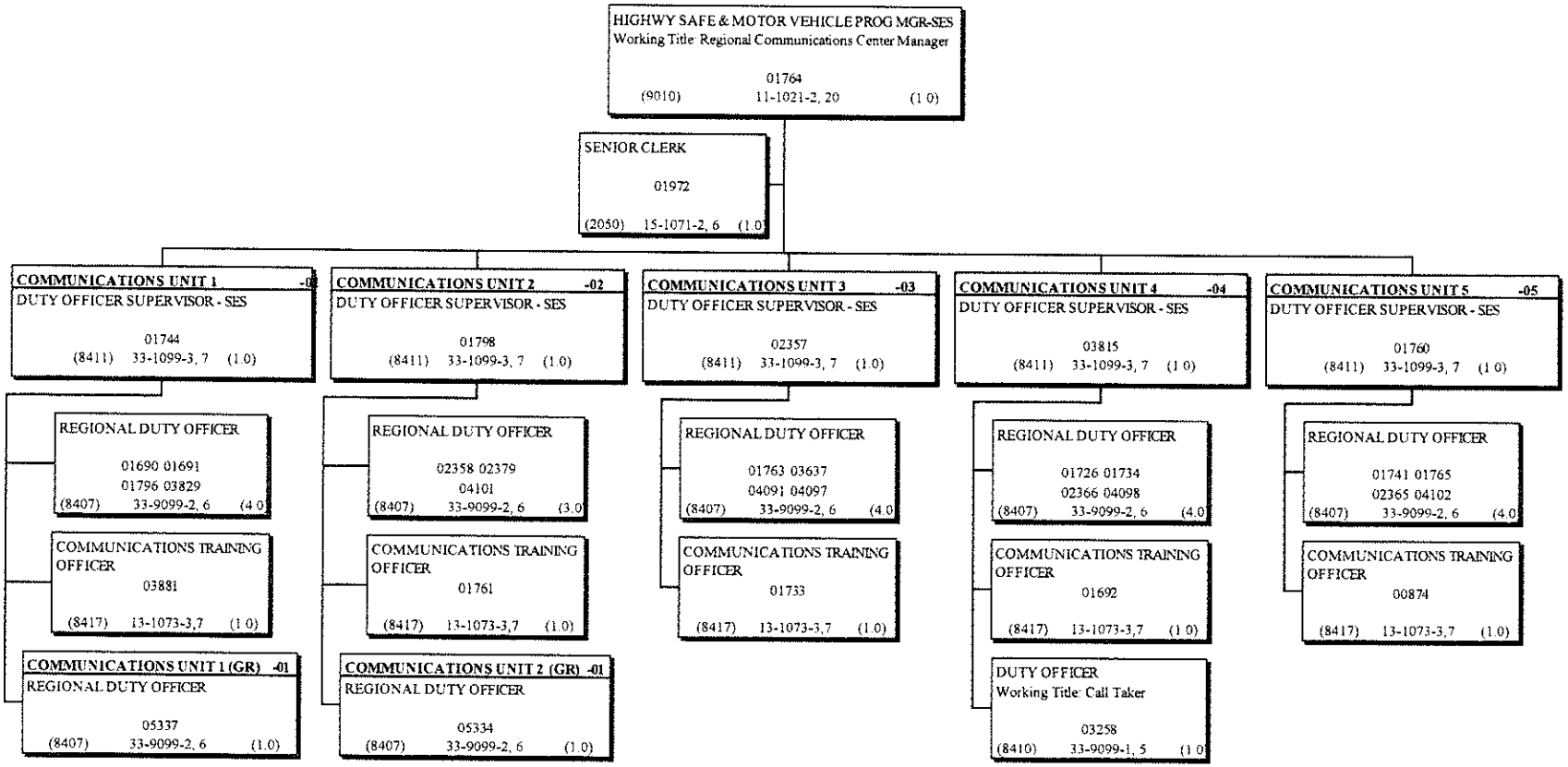
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL,
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP F / NORTHERN DISTRICT, BRADENTON / ARCADIA

DATE: 08/01/2014
SEQUENCE: 7610-02-03-02-03-02
OED:
NUMBER OF POSITIONS: 36
NUMBER OF FTE'S: 36.0



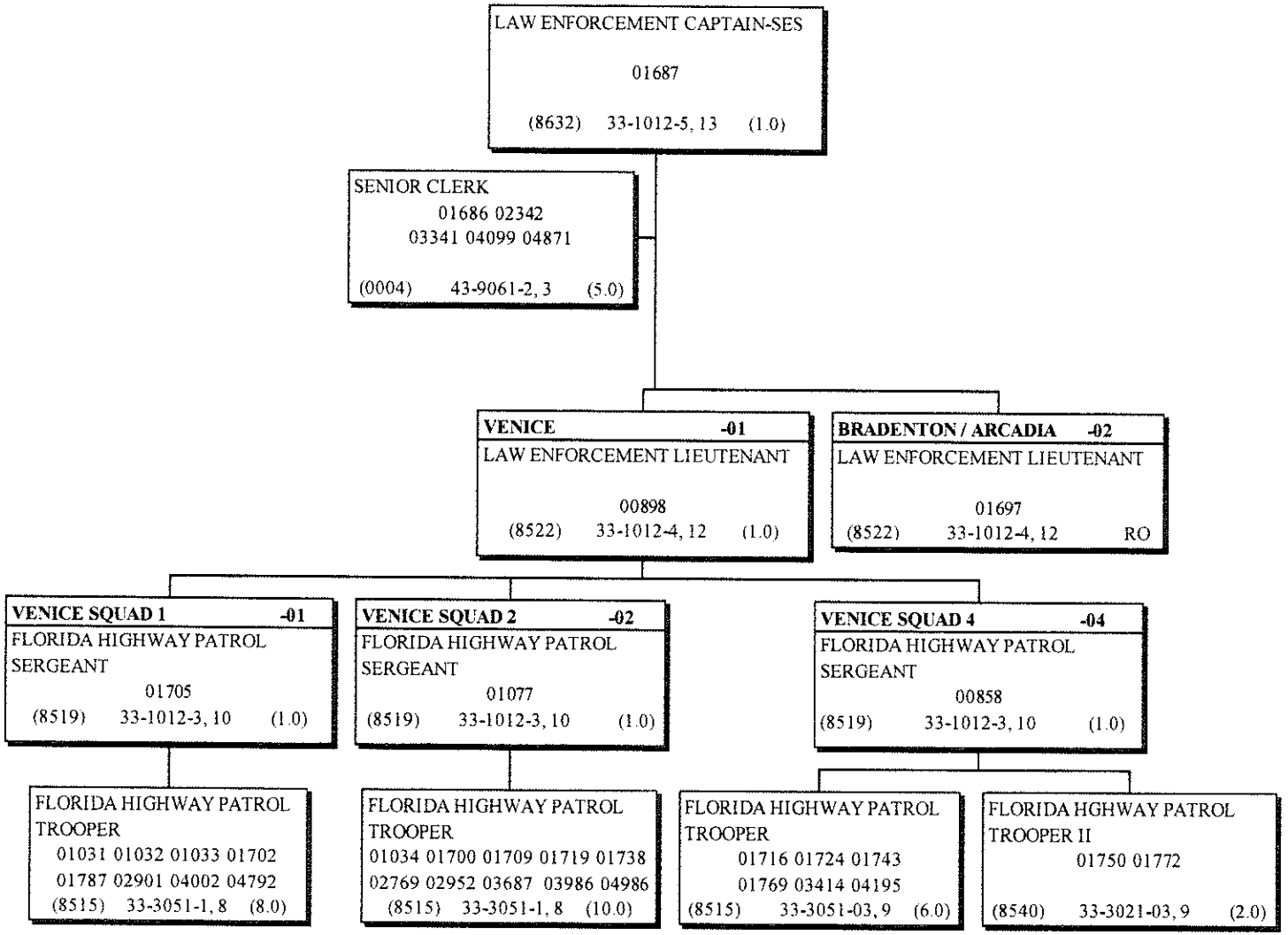
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP F / FT MYERS REGIONAL COMMUNICATIONS CENTER

DATE: 07/01/2014
SEQUENCE: 7610-02-03-02-05
OED: _____
NUMBER OF POSITIONS: 34
NUMBER OF FTE'S: 34.0



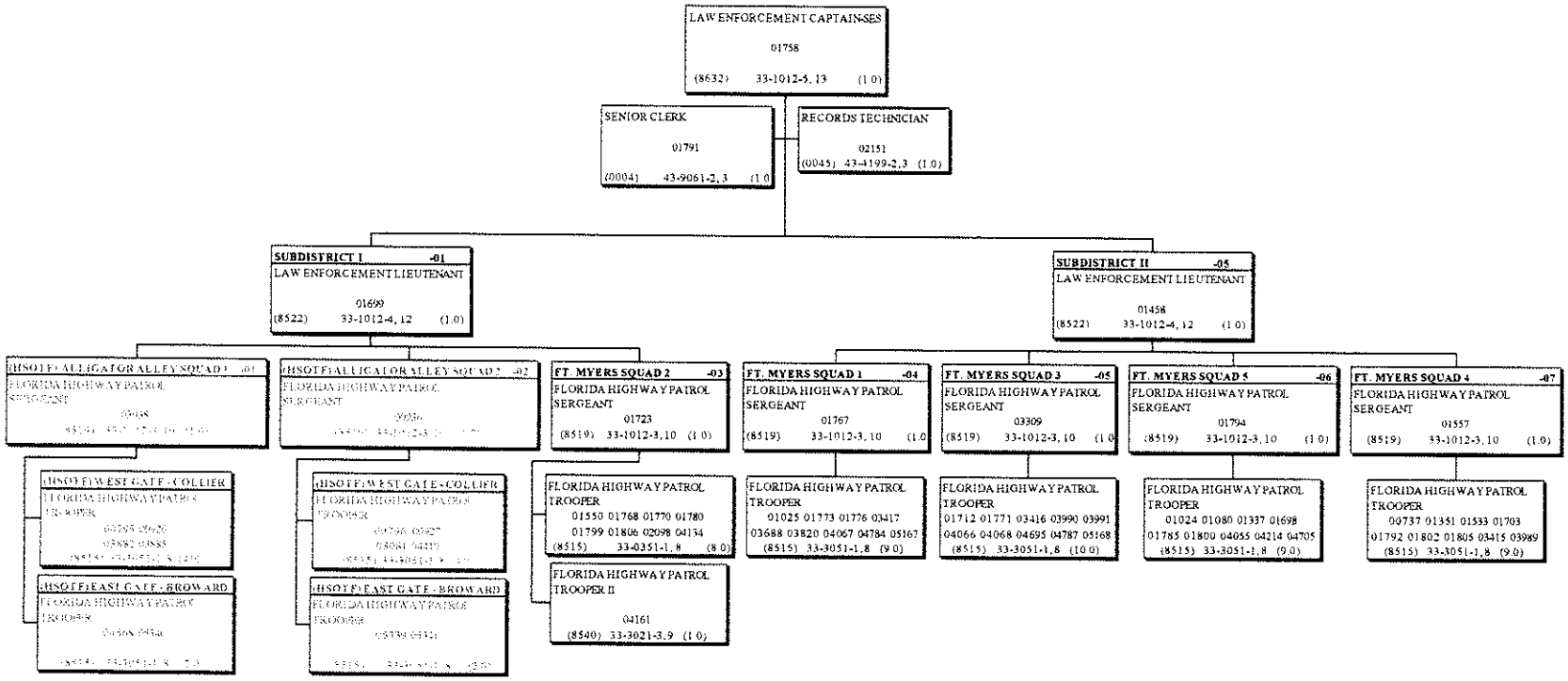
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP F / NORTHERN DISTRICT

DATE: 08/01/2014
SEQUENCE: 7610-02-03-02-03
OED:
NUMBER OF POSITIONS: 36
NUMBER OF FTE'S: 36.0



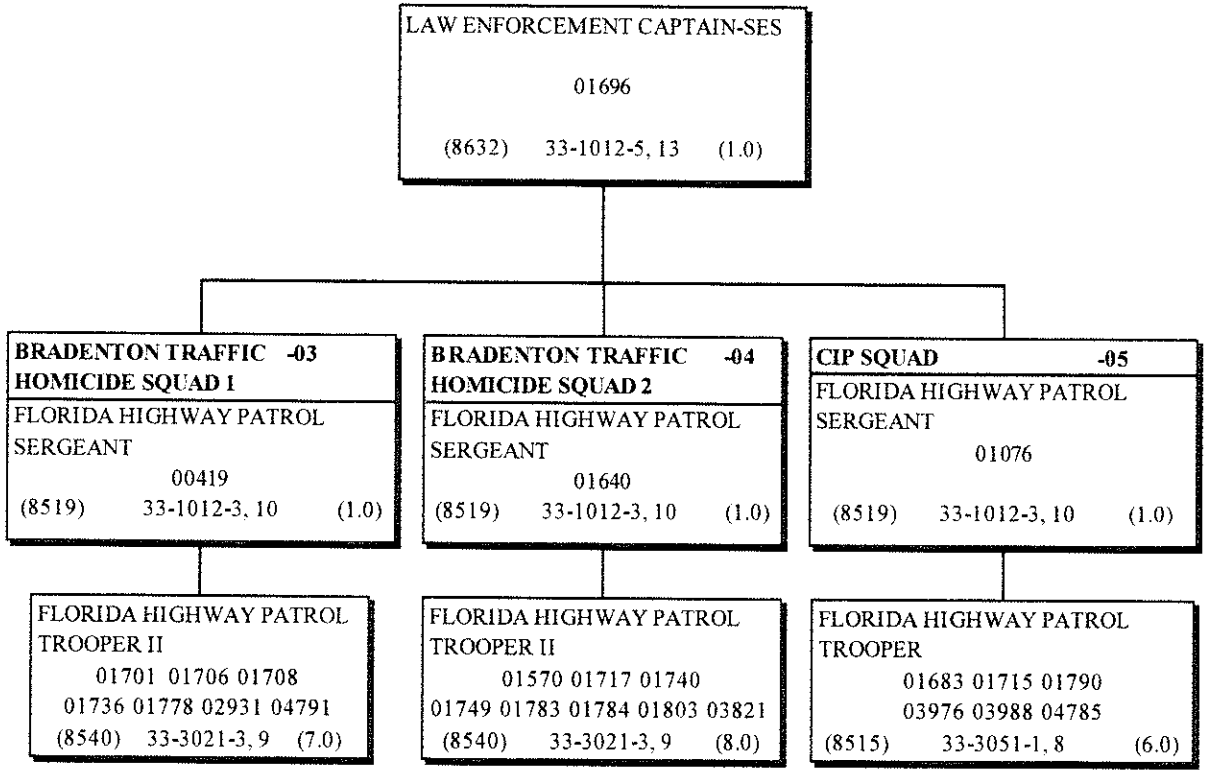
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP F / SOUTHERN DISTRICT

DATE: 08/01/2014
SEQUENCE: 7610-02-03-02-02
OED: _____
NUMBER OF POSITIONS: 70
NUMBER OF FTE'S: 70.0



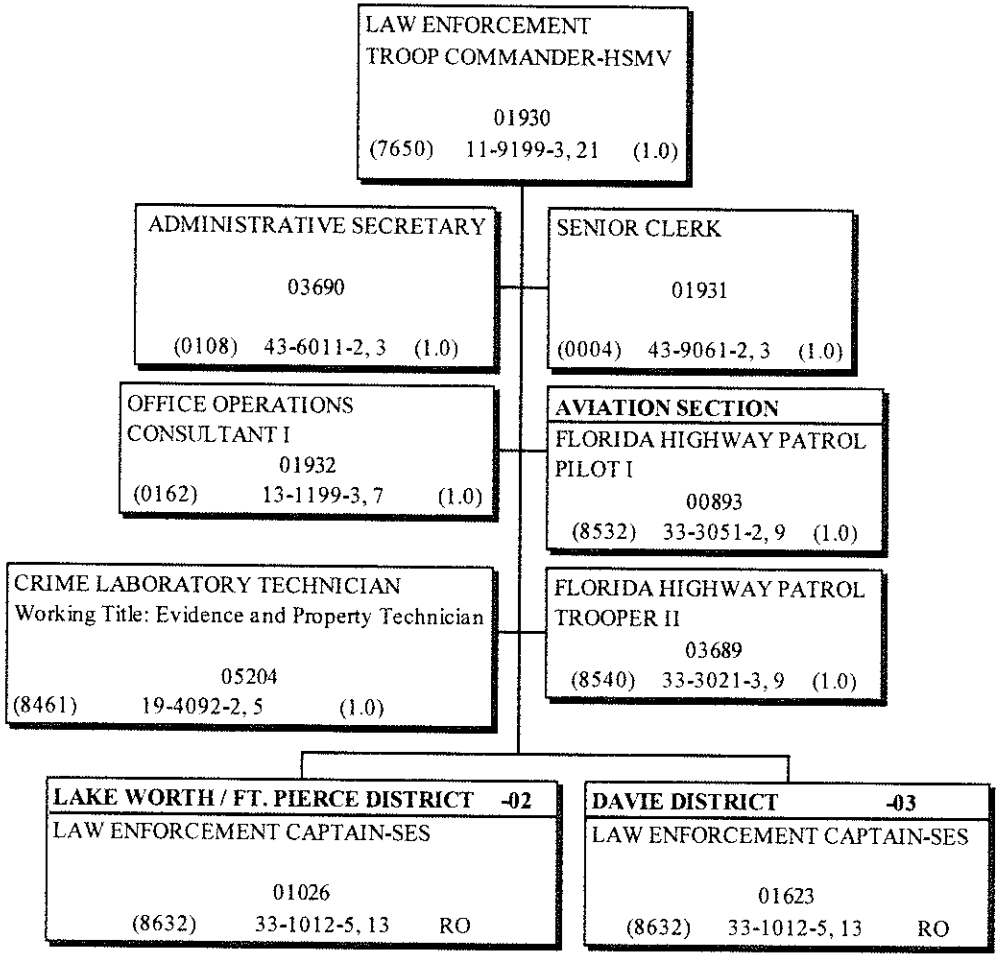
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP F / SPECIAL OPS

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



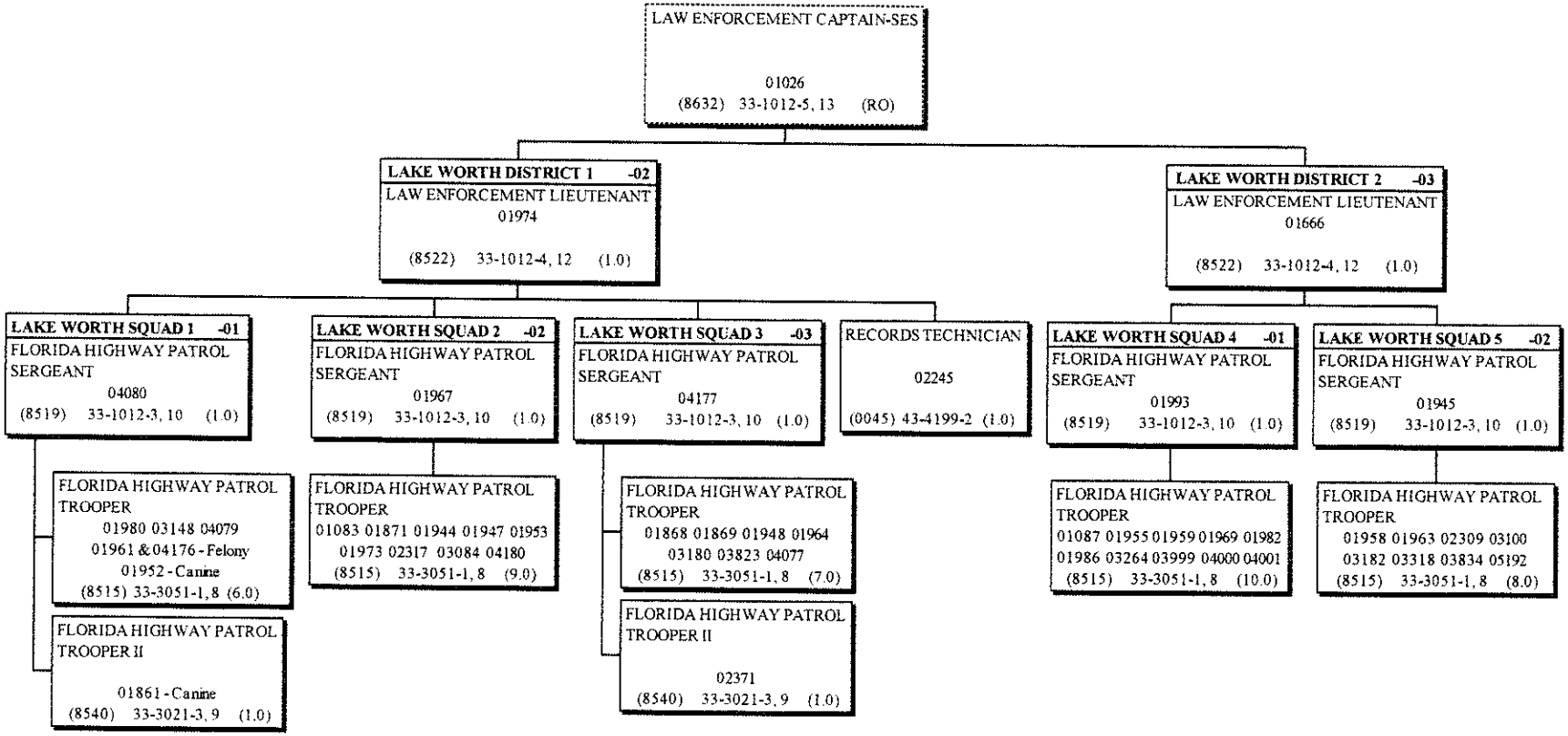
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP L / LAKE WORTH HEADQUARTERS

DATE: 01/01/14
SEQUENCE: 7610-02-03-03
OED:
NUMBER OF POSITIONS: 7
NUMBER OF FTE'S: 7.0



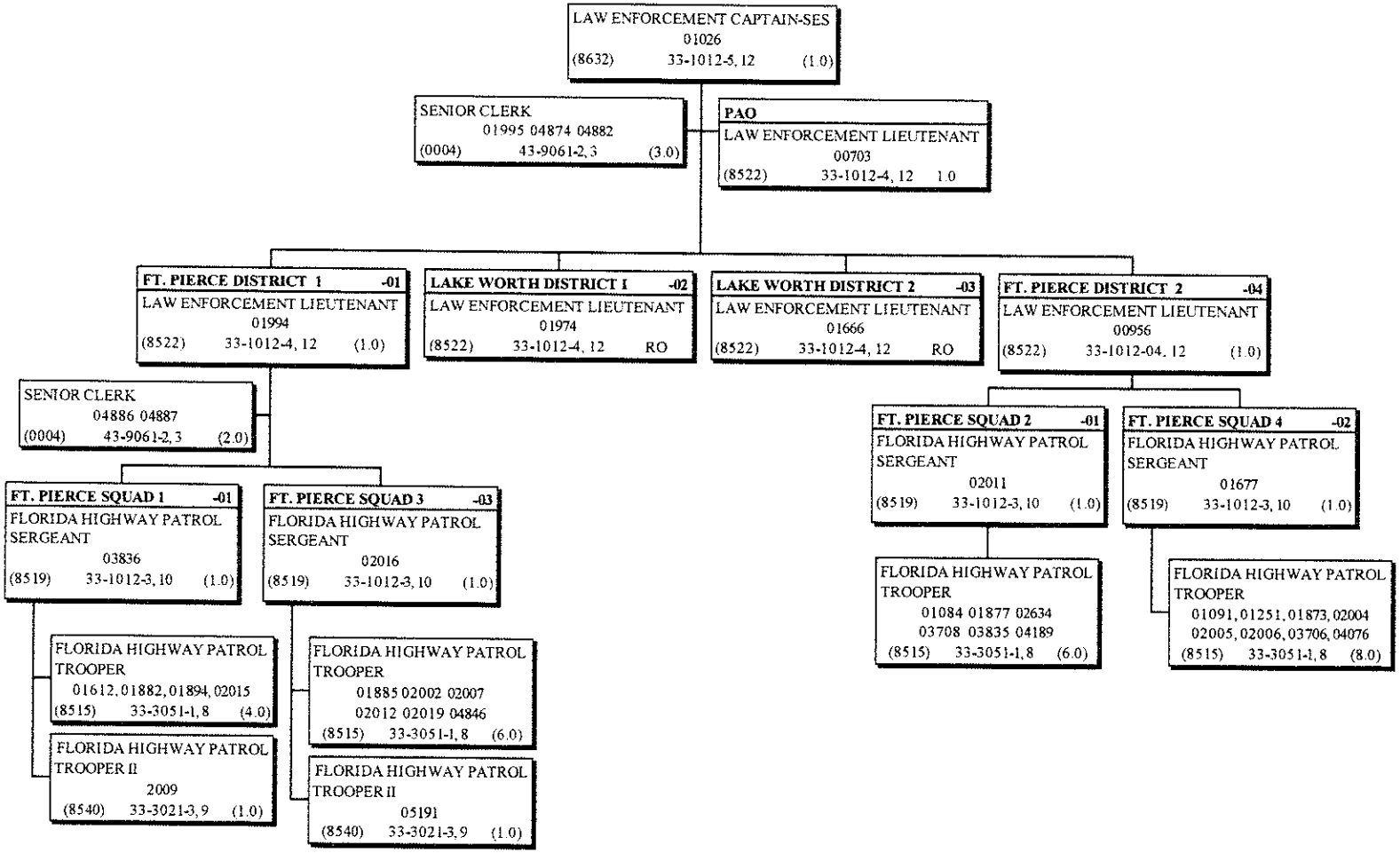
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP L / LAKE WORTH DISTRICTS

DATE: 02/01/2014
SEQUENCE: 7610-02-03-03-02
OED: _____
NUMBER OF POSITIONS: 50
NUMBER OF FTE'S: 50.0



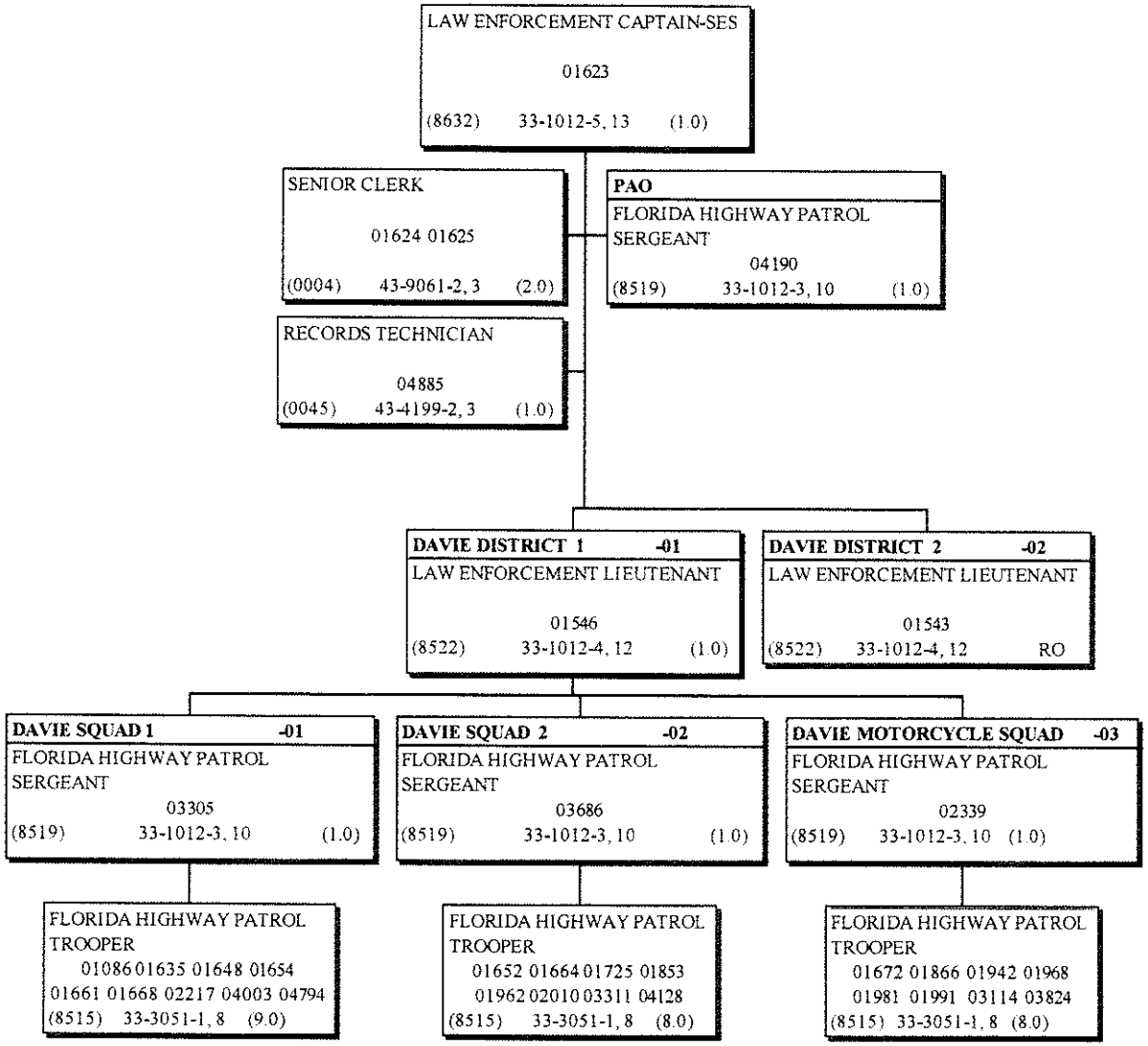
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP L / FT. PIERCE DISTRICT

DATE: 01/01/14
SEQUENCE: 7610-02-03-03-02
OED:
NUMBER OF POSITIONS: 39
NUMBER OF FTE'S: 39.0



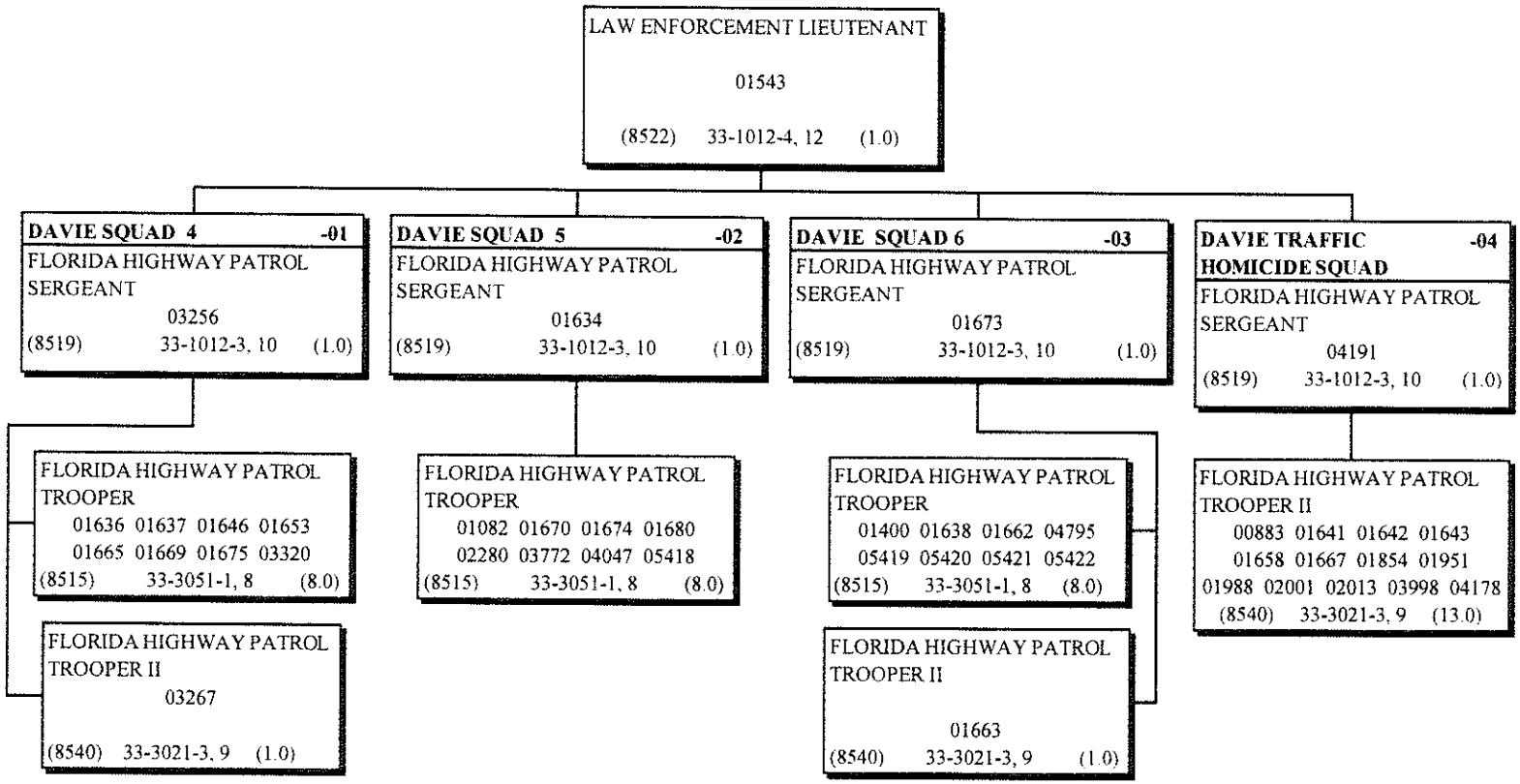
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP L / DAVIE DISTRICT

DATE: 02/01/2014
SEQUENCE: 7610-02-03-03-03
OED:
NUMBER OF POSITIONS: 34
NUMBER OF FTE'S: 34.0



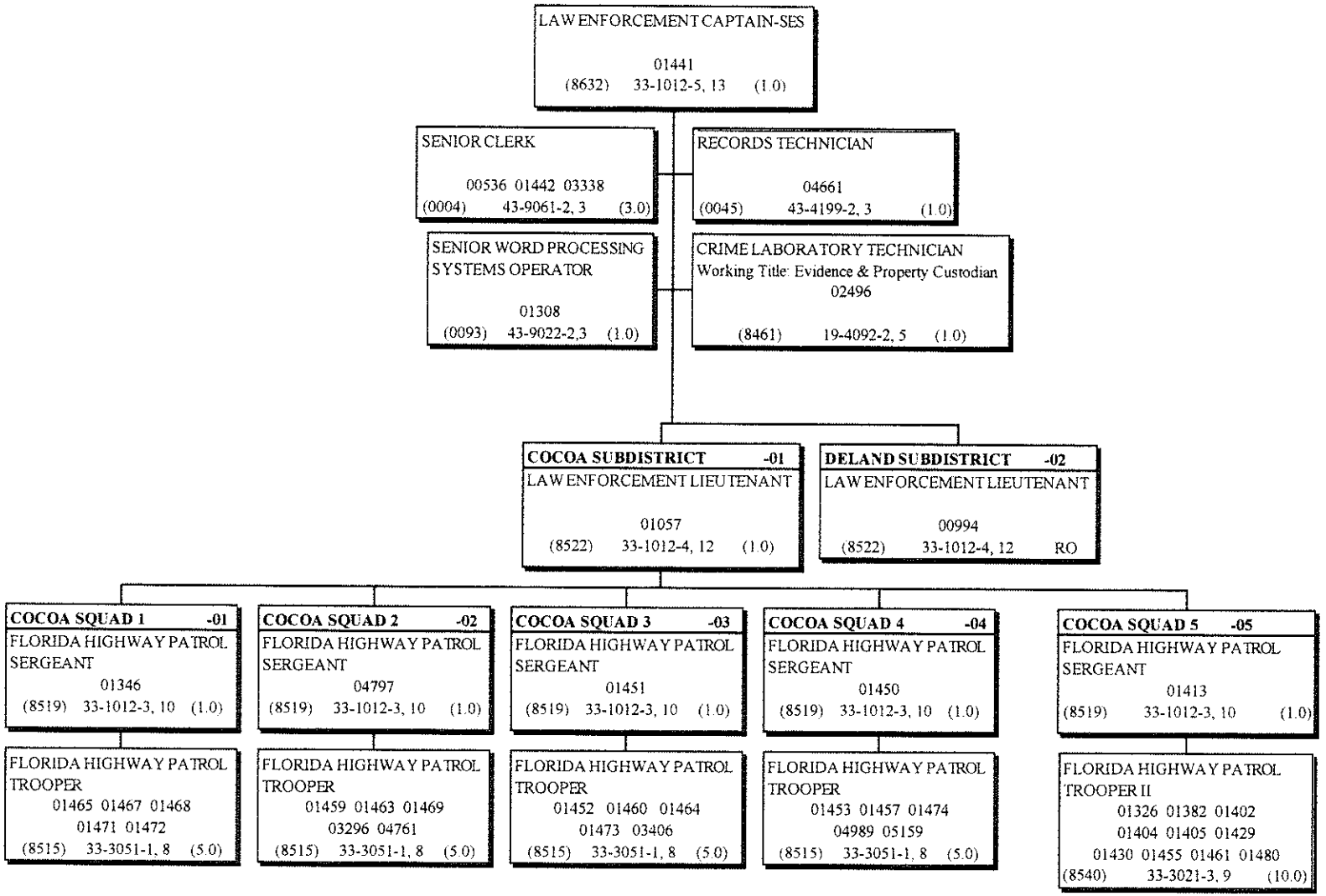
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP L / DAVIE DISTRICT 2

DATE: 07/01/2014
SEQUENCE: 7610-02-03-03-03-02
OED:
NUMBER OF POSITIONS: 44
NUMBER OF FTE'S: 44.0



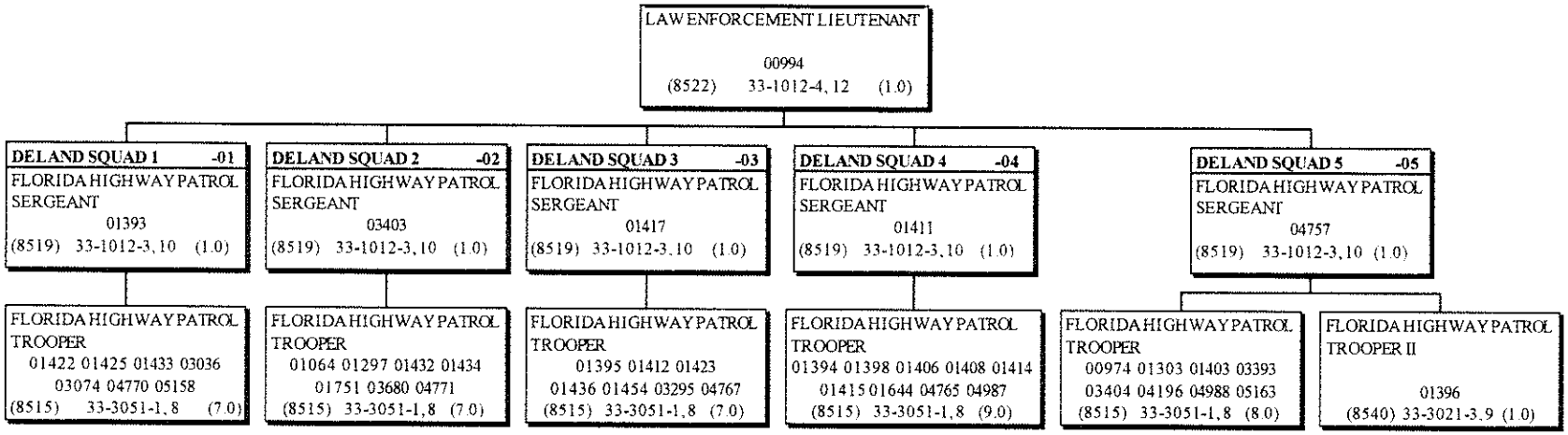
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP D / COCOA & DELAND DISTRICT

DATE: 08/01/2014
SEQUENCE: 7610-02-03-04-04
OED: _____
NUMBER OF POSITIONS: 42
NUMBER OF FTE'S: 42.0



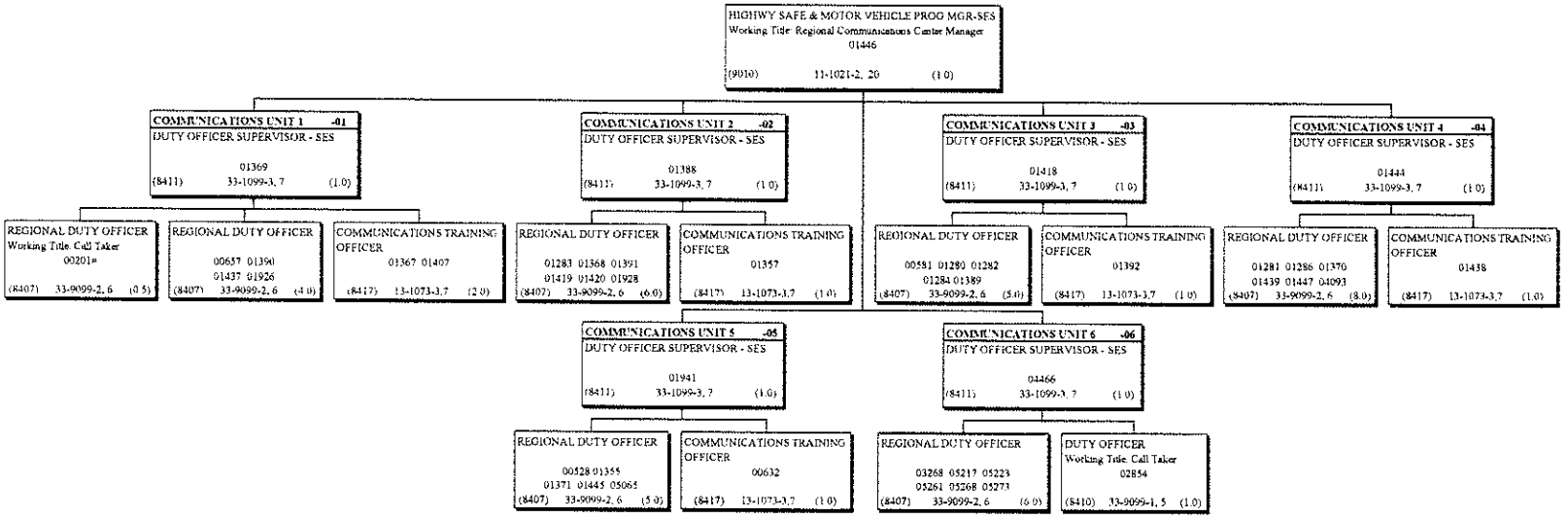
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP D / COCOA & DELAND DISTRICT / DELAND SUBDISTRICT

DATE: 08/01/2014
SEQUENCE: 7610-02-03-04-04-02
OED:
NUMBER OF POSITIONS: 45
NUMBER OF FTE'S: 45.0



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

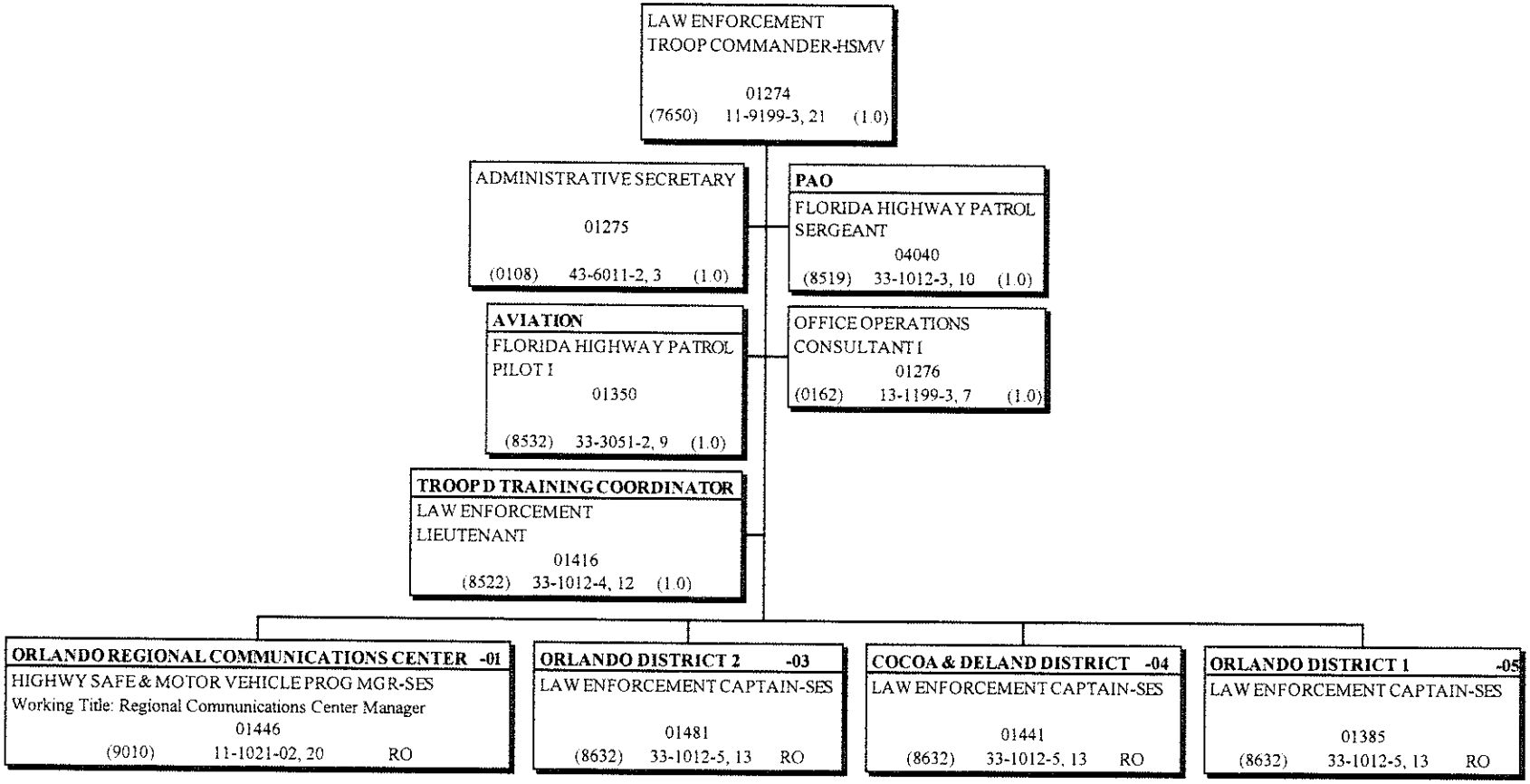
DATE: 07/01/2014
SEQUENCE: 7610-02-03-04-01
OED:
NUMBER OF POSITIONS: 47
NUMBER OF FTE'S: 46.50



= FTE 0.50

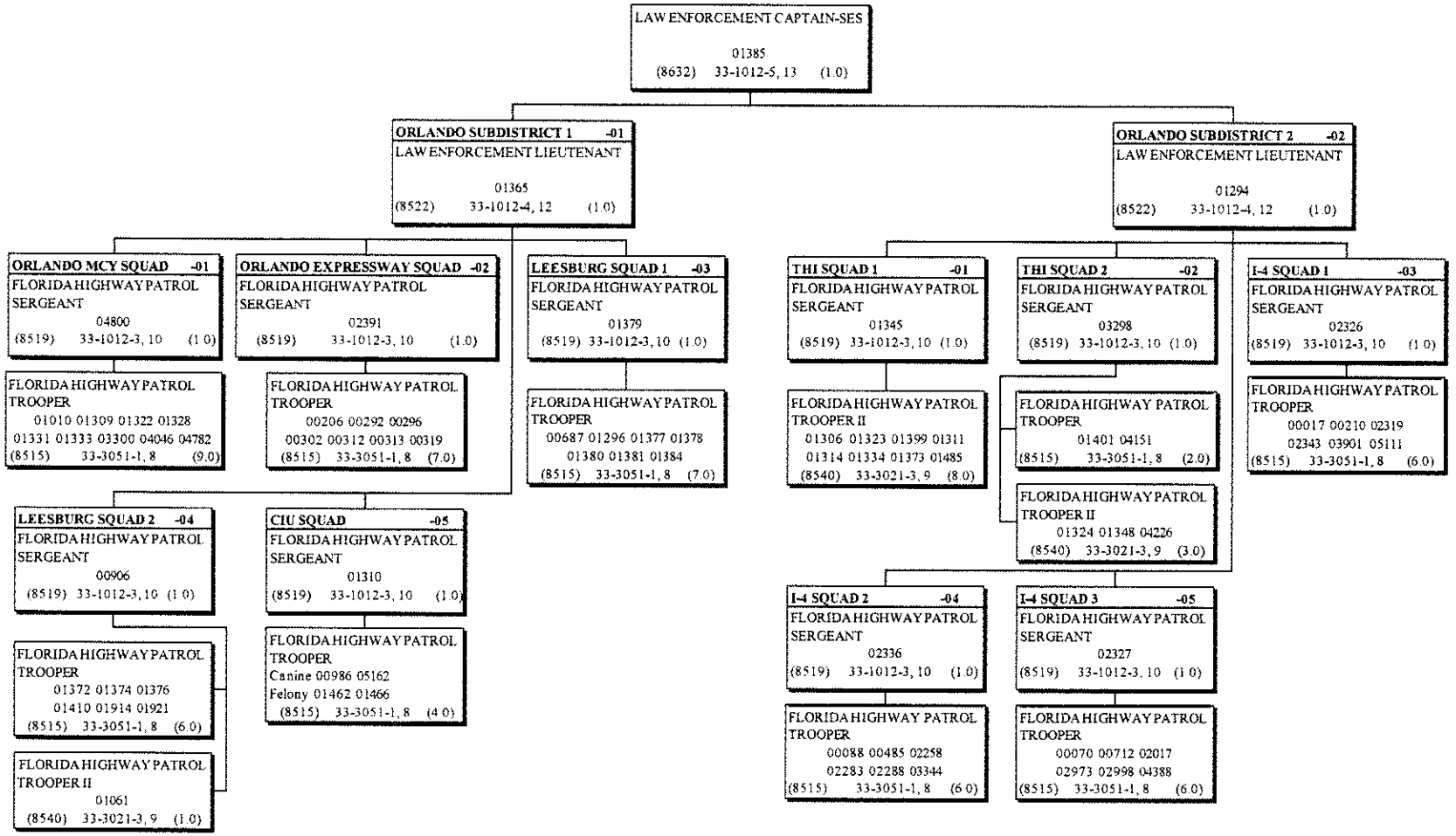
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP D / ORLANDO HEADQUARTERS

DATE: 08/01/2014
SEQUENCE: 7610-02-03-04
OED:
NUMBER OF POSITIONS: 6
NUMBER OF FTE'S: 6.0



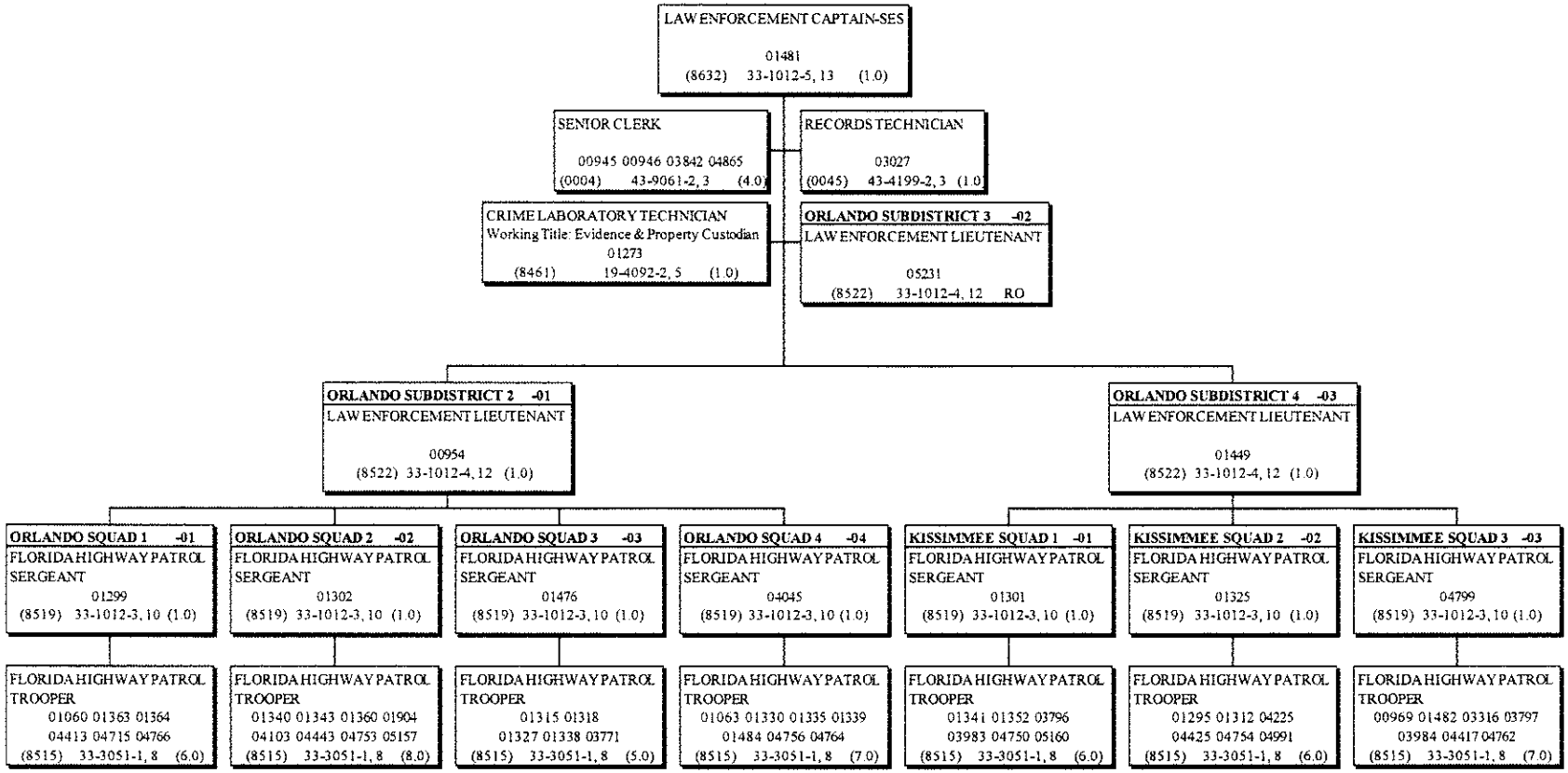
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP D / ORLANDO DISTRICT 1

DATE: 08/01/2014
SEQUENCE: 7610-02-03-04-05
OED:
NUMBER OF POSITIONS: 78
NUMBER OF FTE'S: 78.0



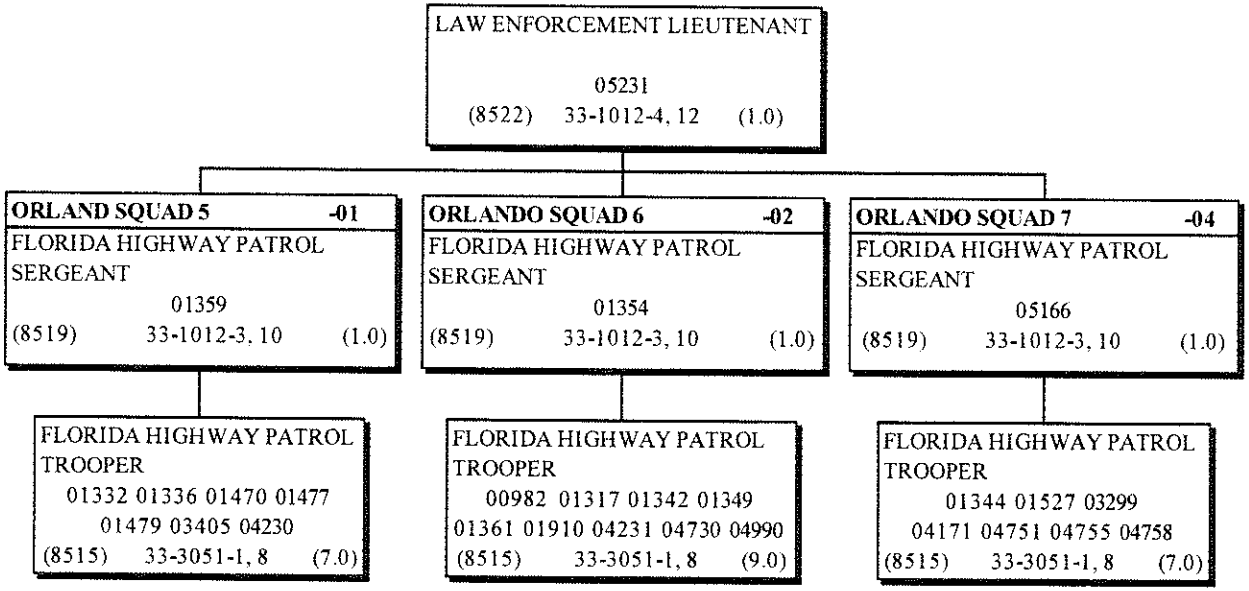
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP D / ORLANDO DISTRICT 2

DATE: 08/01/2014
SEQUENCE: 7610-02-03-04-03
OED:
NUMBER OF POSITIONS: 61
NUMBER OF FTE'S: 61.0



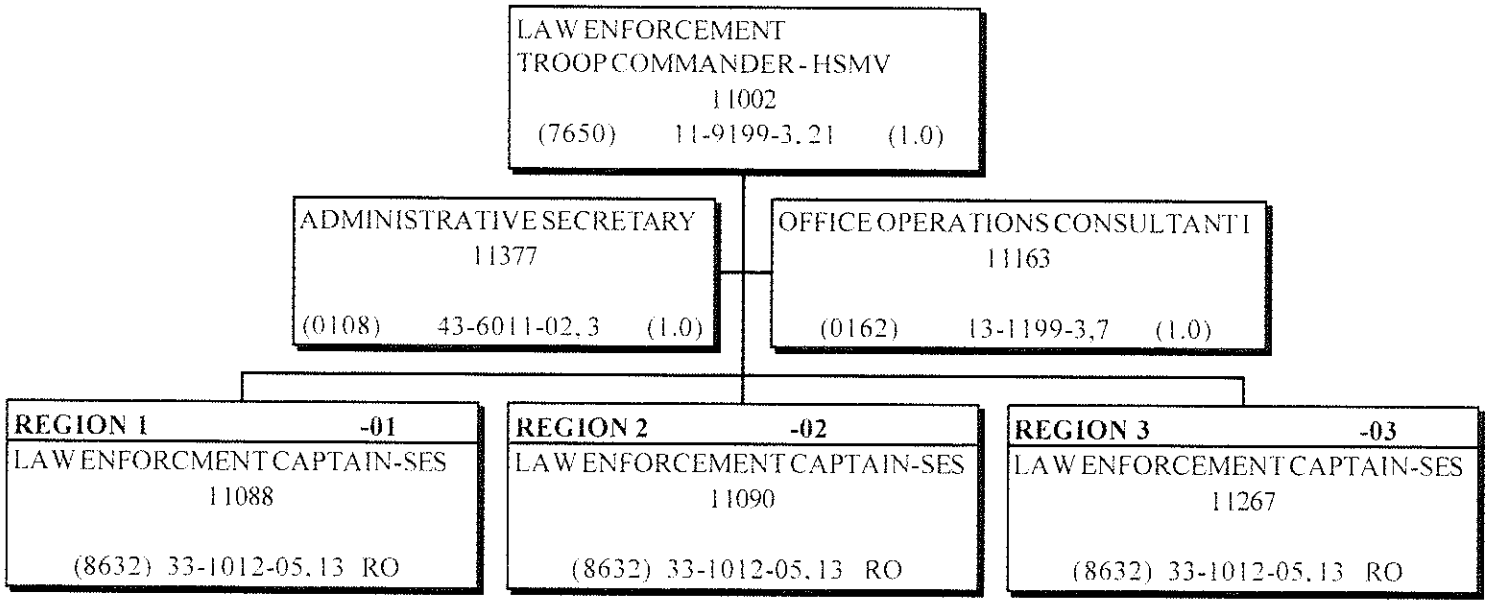
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP D / ORLANDO DISTRICT 2 / ORLANDO SUBDISTRICT 3

DATE: 08/01/2014
SEQUENCE: 7610-02-03-04-03-02
OED:
NUMBER OF POSITIONS: 27
NUMBER OF FTE'S: 27.0



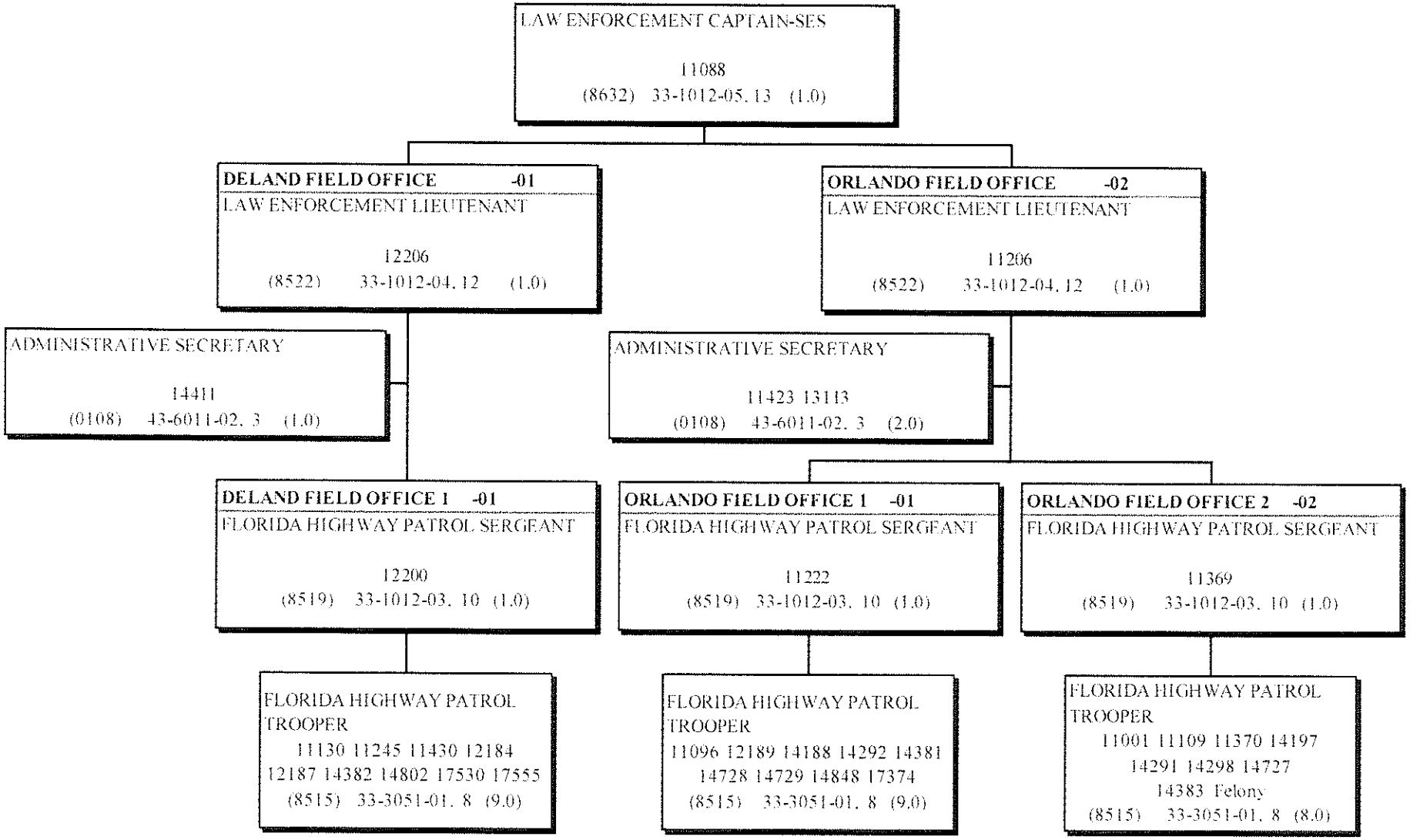
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
COMMERCIAL VEHICLE ENFORCEMENT
TROOP J HEADQUARTERS

DATE: 10/01/2013
SEQUENCE: 7610-06-02
OED: _____
NUMBER OF POSITIONS: 3
NUMBER OF FTE'S: 3.0



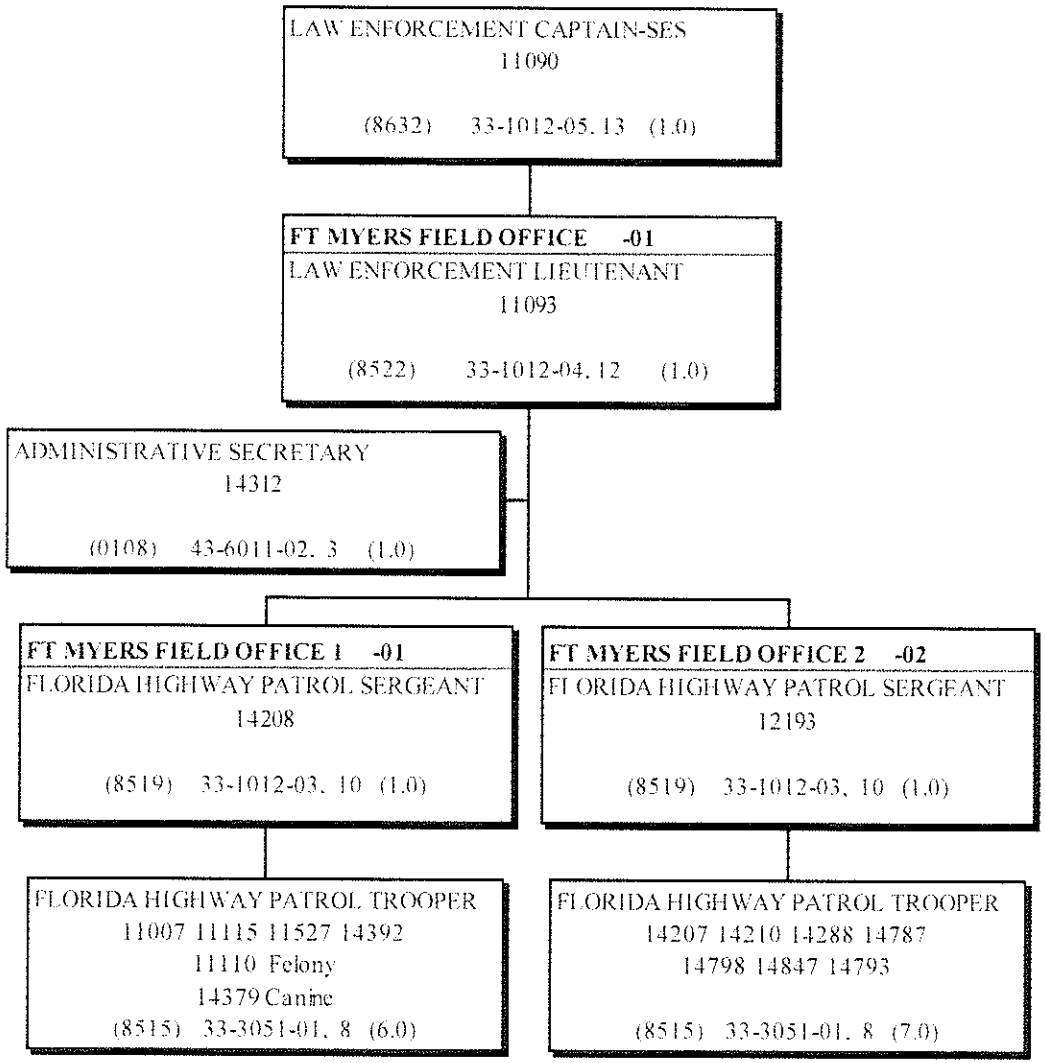
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
COMMERCIAL VEHICLE ENFORCEMENT
TROOP J / REGION 1 (DELAND & ORLANDO)

DATE: 02/14/2014
SEQUENCE: 7610-06-02-01
OED: _____
NUMBER OF POSITIONS: 35
NUMBER OF FTE'S: 35.0



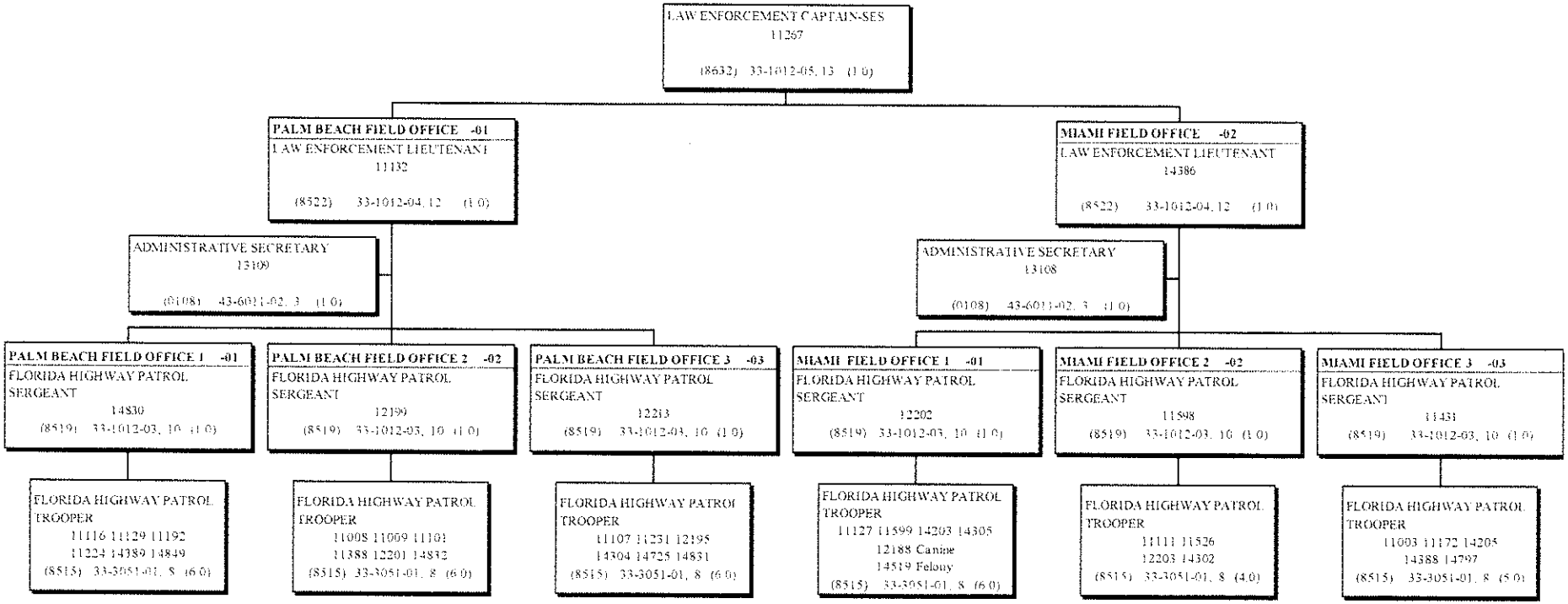
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
COMMERCIAL VEHICLE ENFORCEMENT
TROOP J / REGION 2 (FT MYERS)

DATE: 02/14/2014
SEQUENCE: 7610-06-02-02
OED: _____
NUMBER OF POSITIONS: 18.0
NUMBER OF FTE'S: 18.0



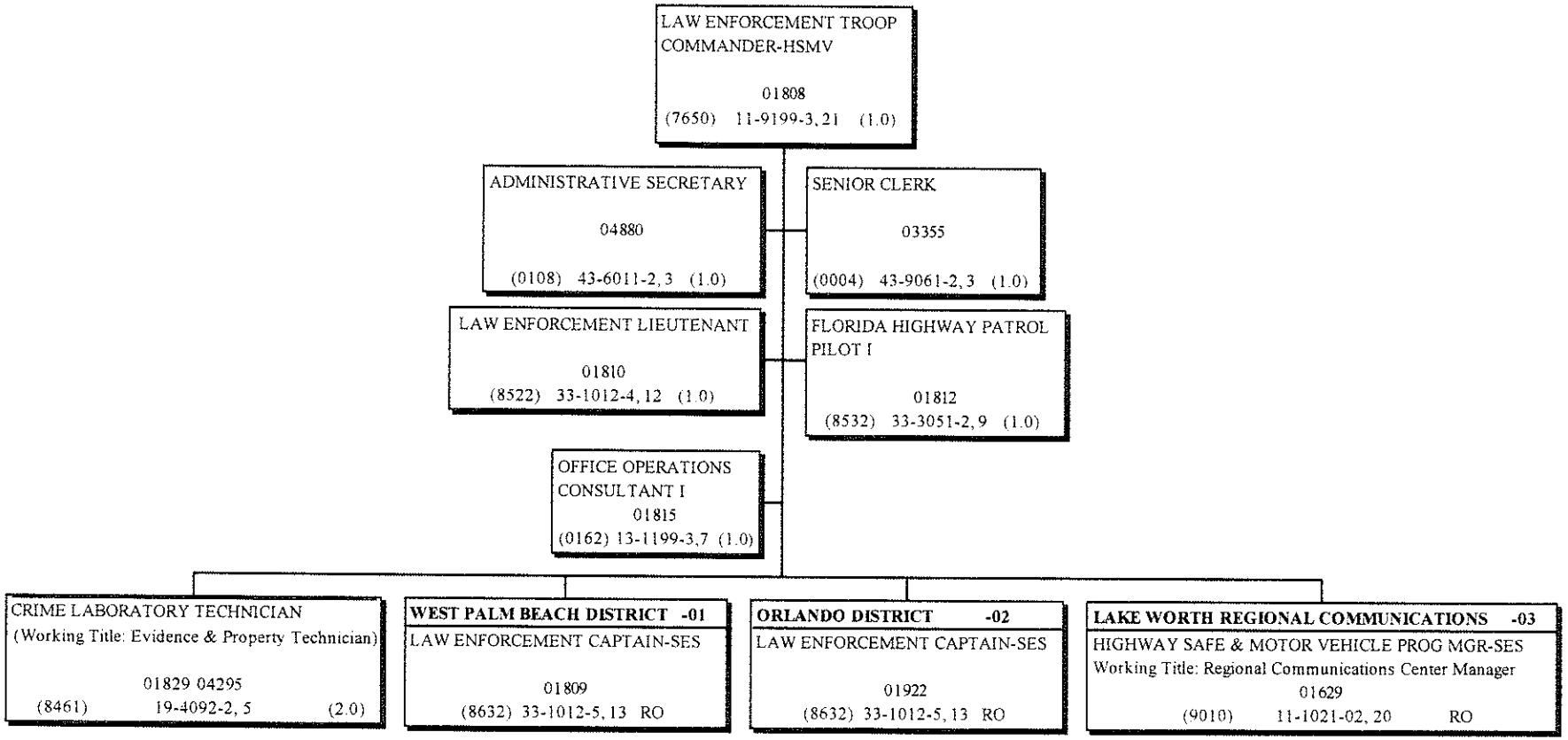
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
COMMERCIAL VEHICLE ENFORCEMENT
TROOP J / REGION 3 (WEST PALM BEACH & MIAMI)

DATE: 02/01/2014
SEQUENCE: 7610-06-02-03
OED: _____
NUMBER OF POSITIONS: 44
NUMBER OF FTE'S: 44.0



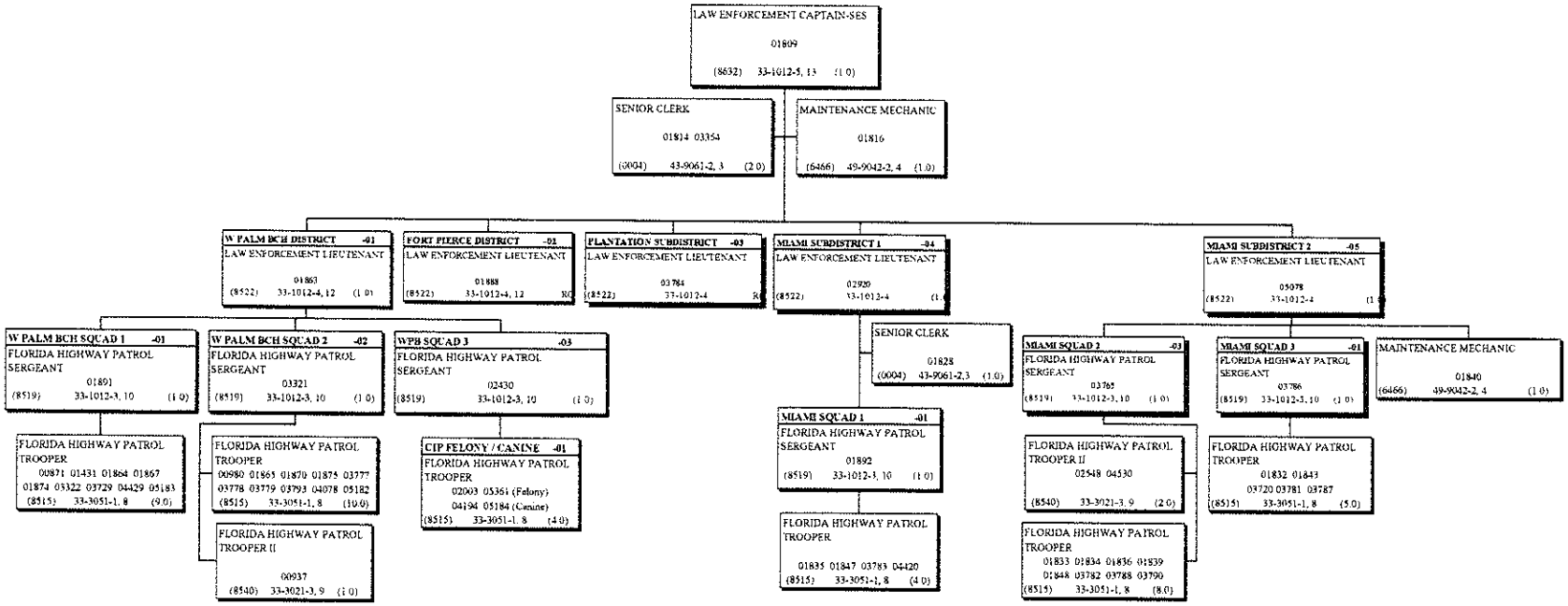
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP K / TURNPIKE / ORLANDO HEADQUARTERS

DATE: 01/01/14
SEQUENCE: 7610-02-03-06
OED:_____
NUMBER OF POSITIONS: 8
NUMBER OF FTE'S: 8.0



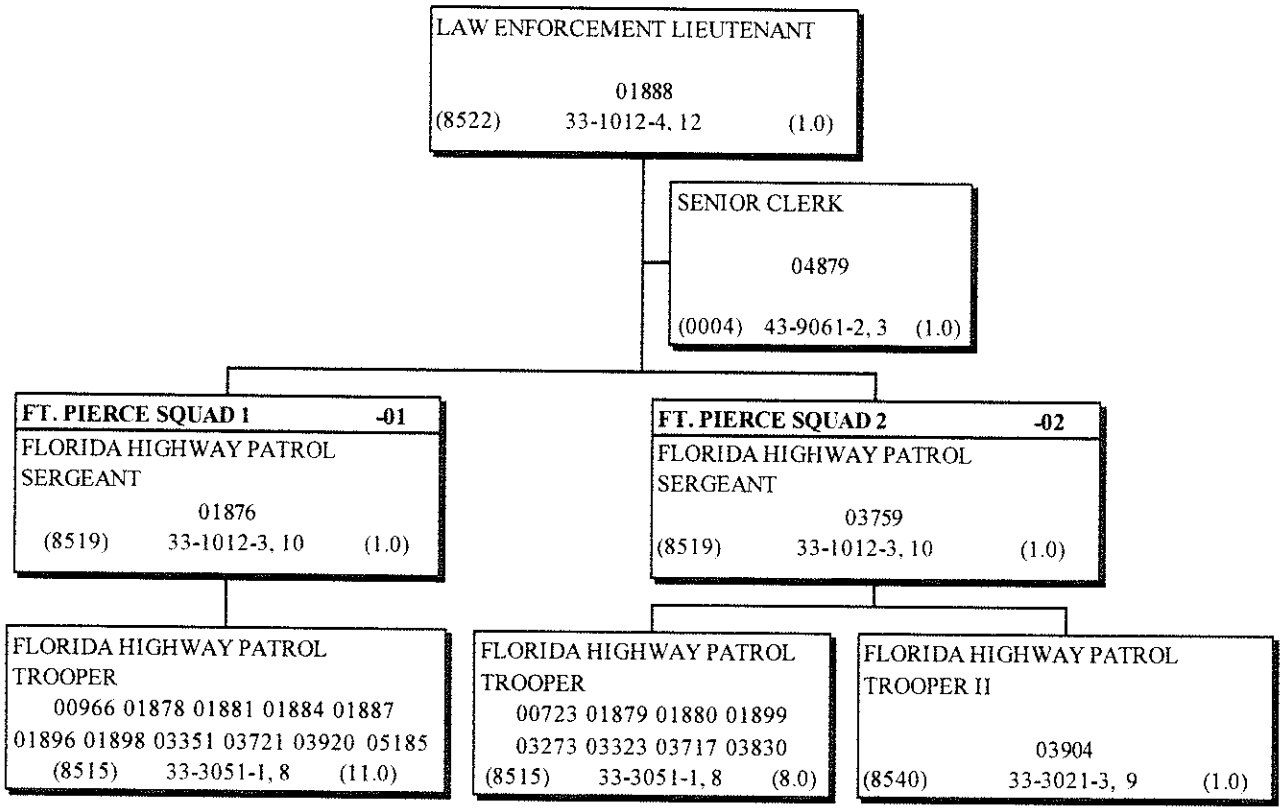
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP K / TURNPIKE / WEST PALM BEACH DISTRICT

DATE: 01/01/14
SEQUENCE: 7610-02-03-06-01
OED:
NUMBER OF POSITIONS: 58
NUMBER OF FTE'S: 58.0



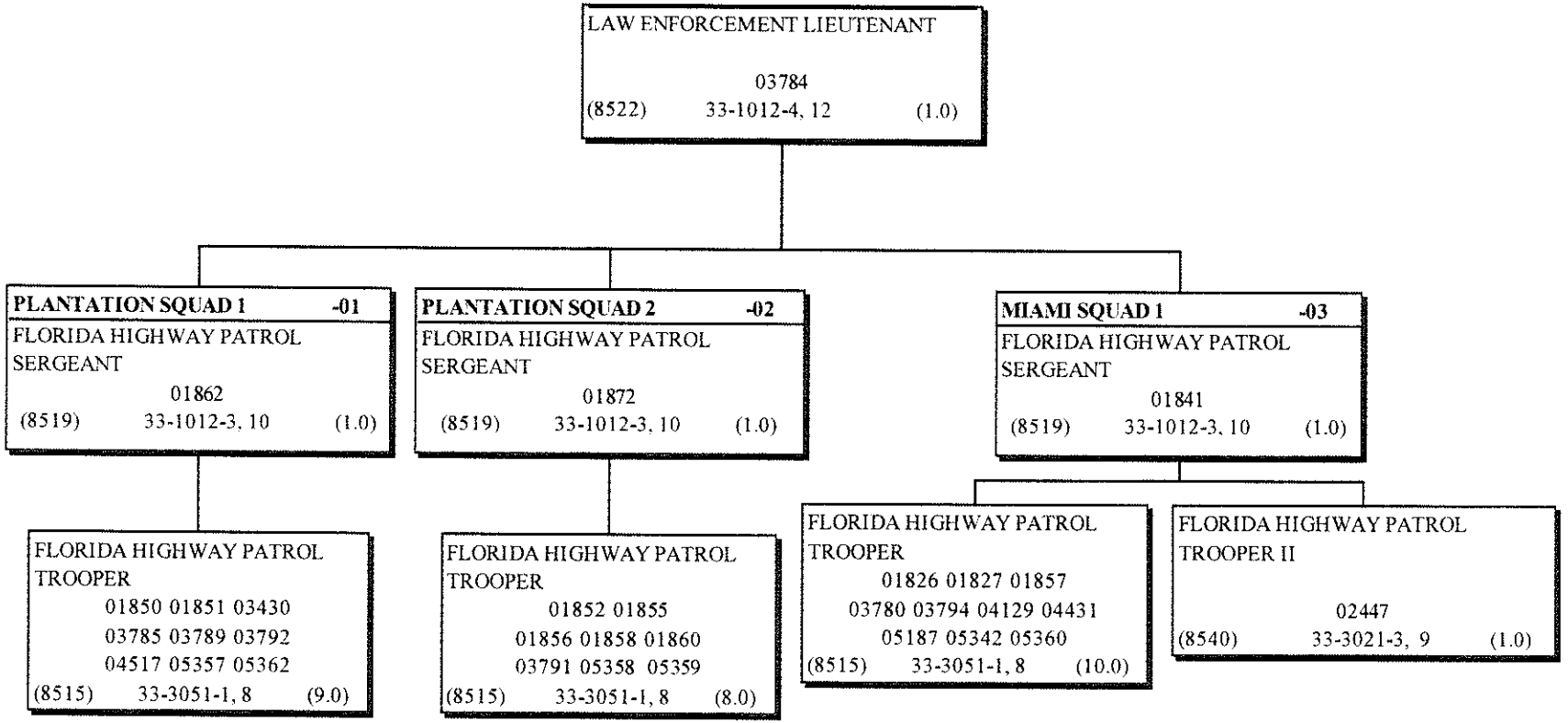
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, CENTRAL REGION
TROOP K / TURNPIKE / FT PIERCE SUB-DISTRICT

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



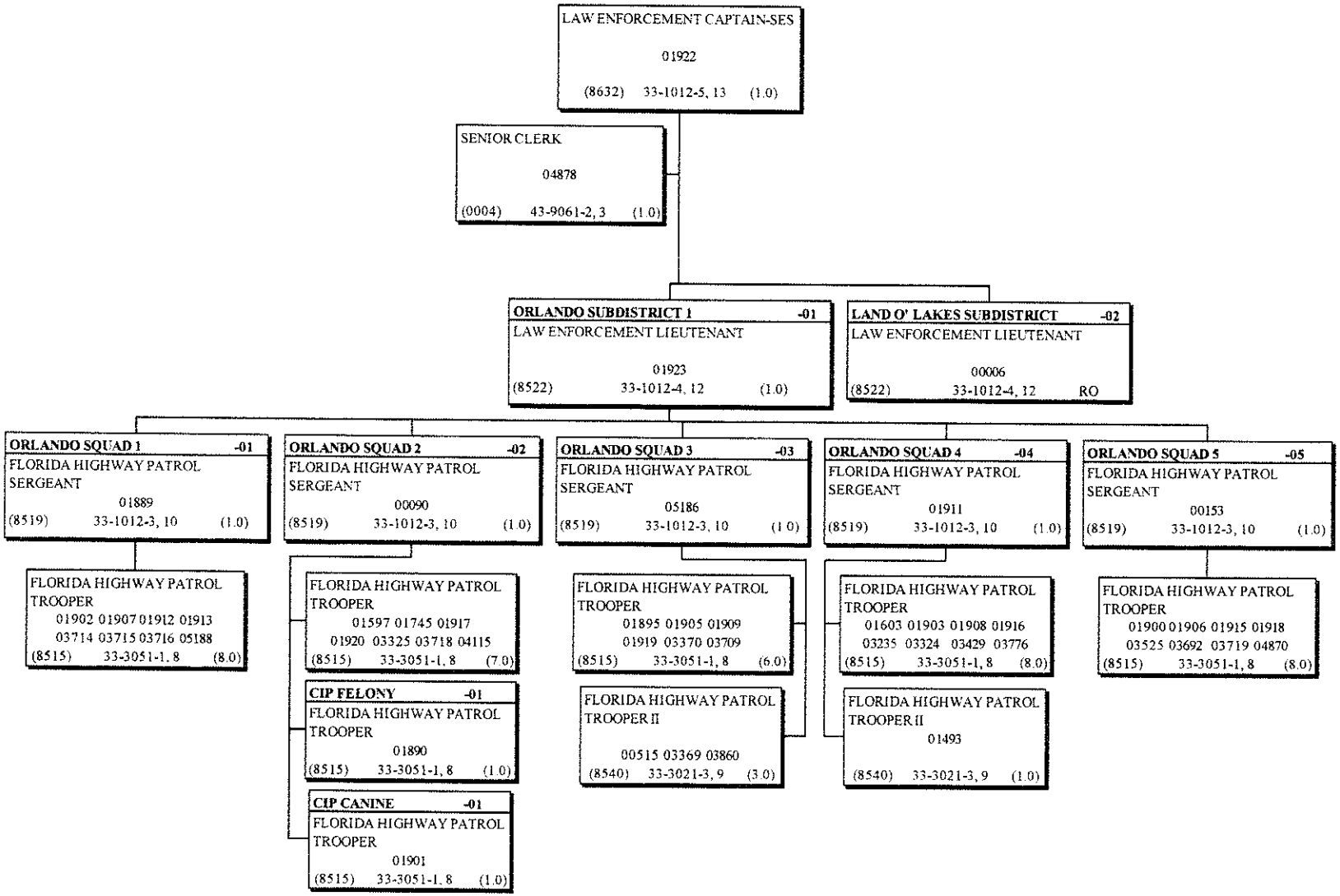
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP K / TURNPIKE / PLANTATION SUBDISTRICT

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



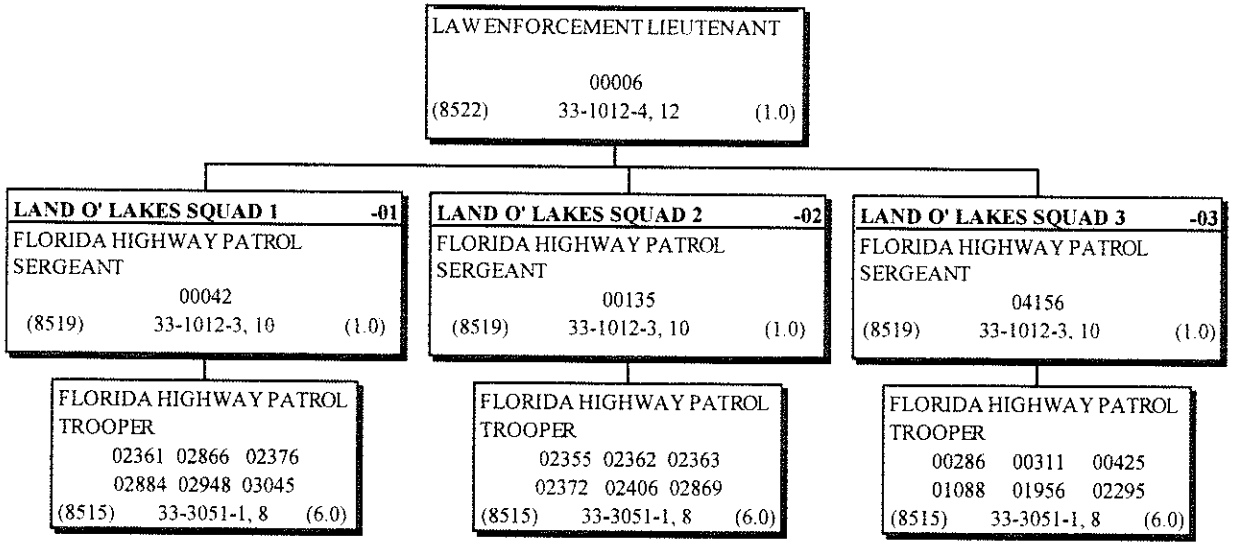
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP K / TURNPIKE / ORLANDO DISTRICT

DATE: 01/01/14
SEQUENCE: 7610-02-03-06-02
OED: _____
NUMBER OF POSITIONS: 51
NUMBER OF FTES: 51.0



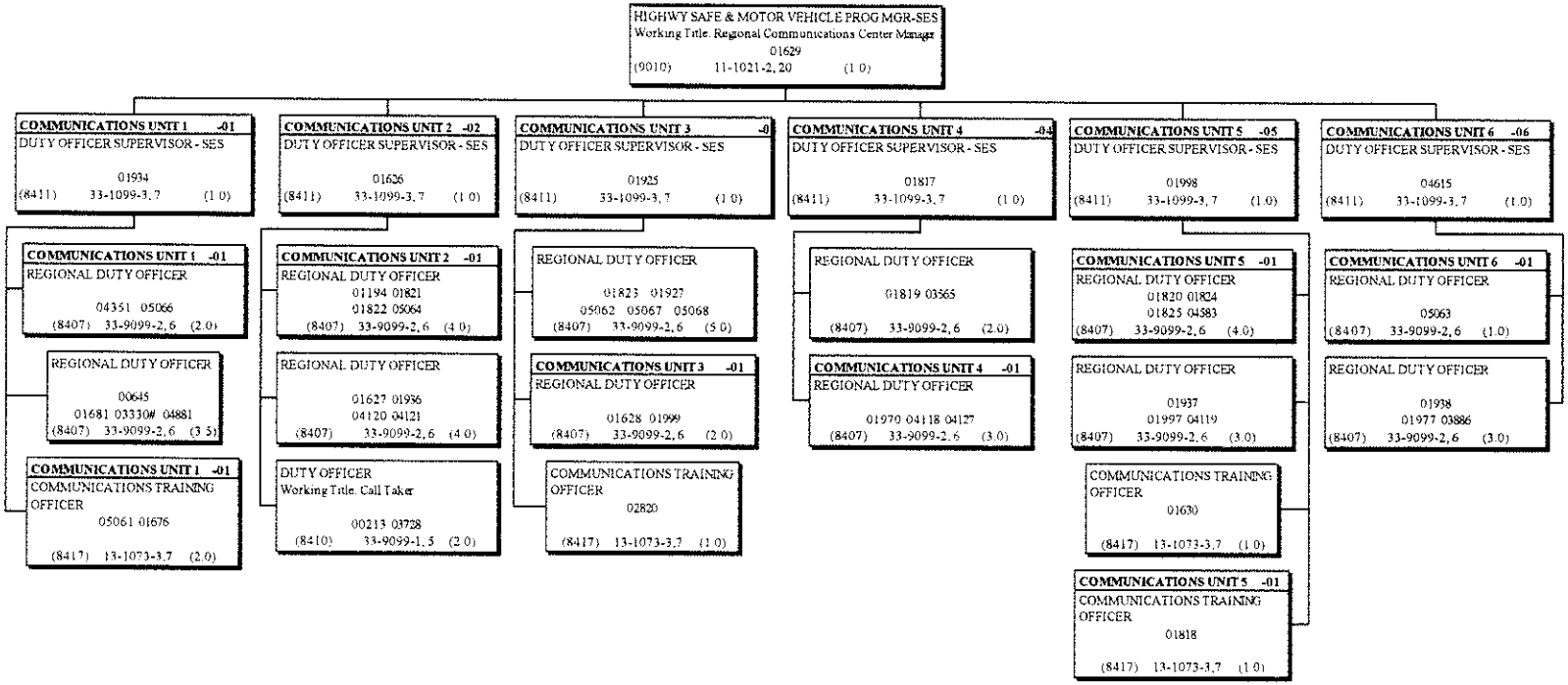
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP K / TURNPIKE / ORLANDO DISTRICT /
LAND O' LAKES SUBDISTRICT

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



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

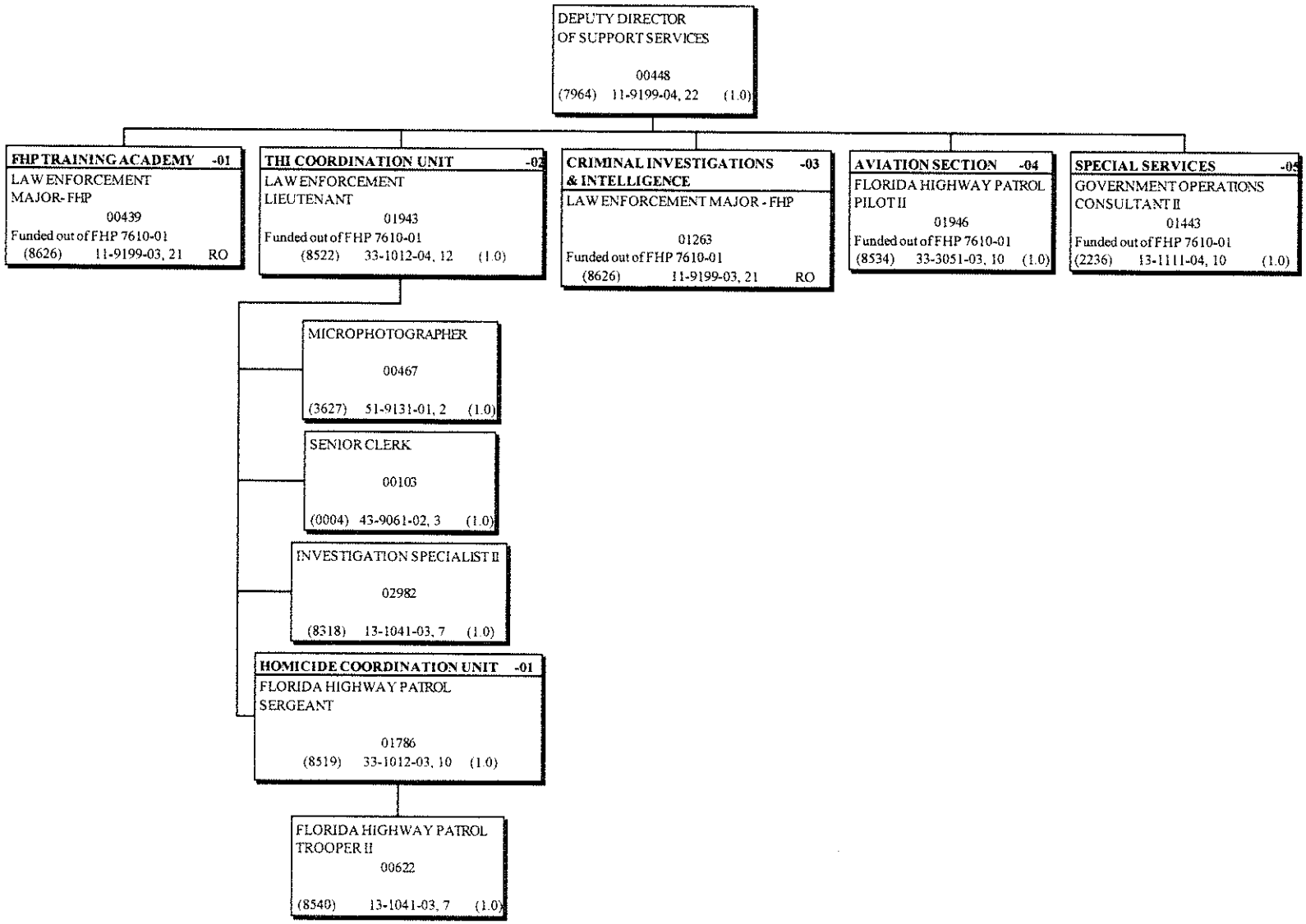
DATE: 07/01/2014
SEQUENCE: 7610-02-03-06-03
OED:
NUMBER OF POSITIONS: 52
NUMBER OF FTE'S: 51.5



= FTE 0.50

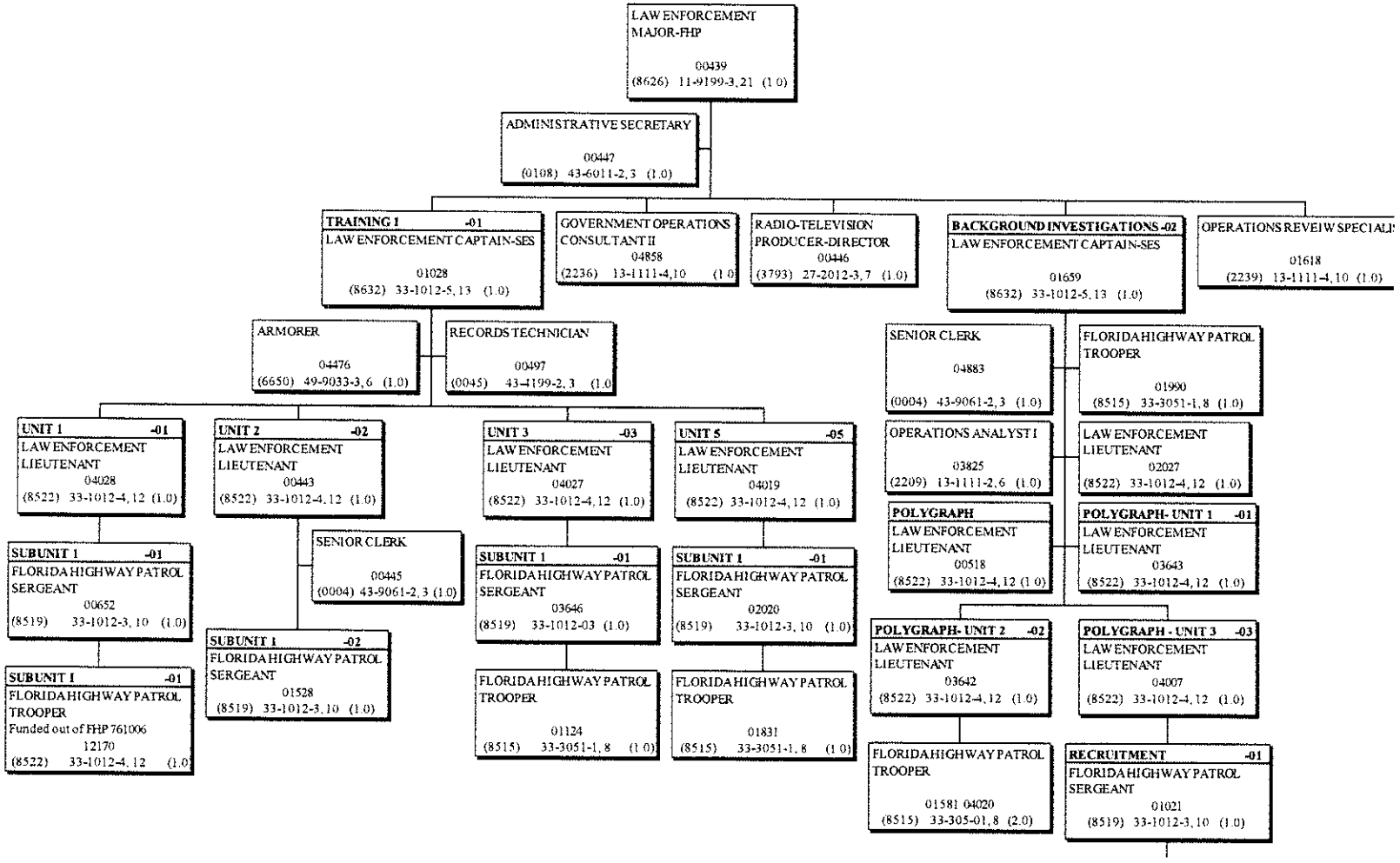
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES COMMAND

DATE: 02/01/14
SEQUENCE: 7610-03
OED:
NUMBER OF POSITIONS: 9
NUMBER OF FTE'S: 9.0



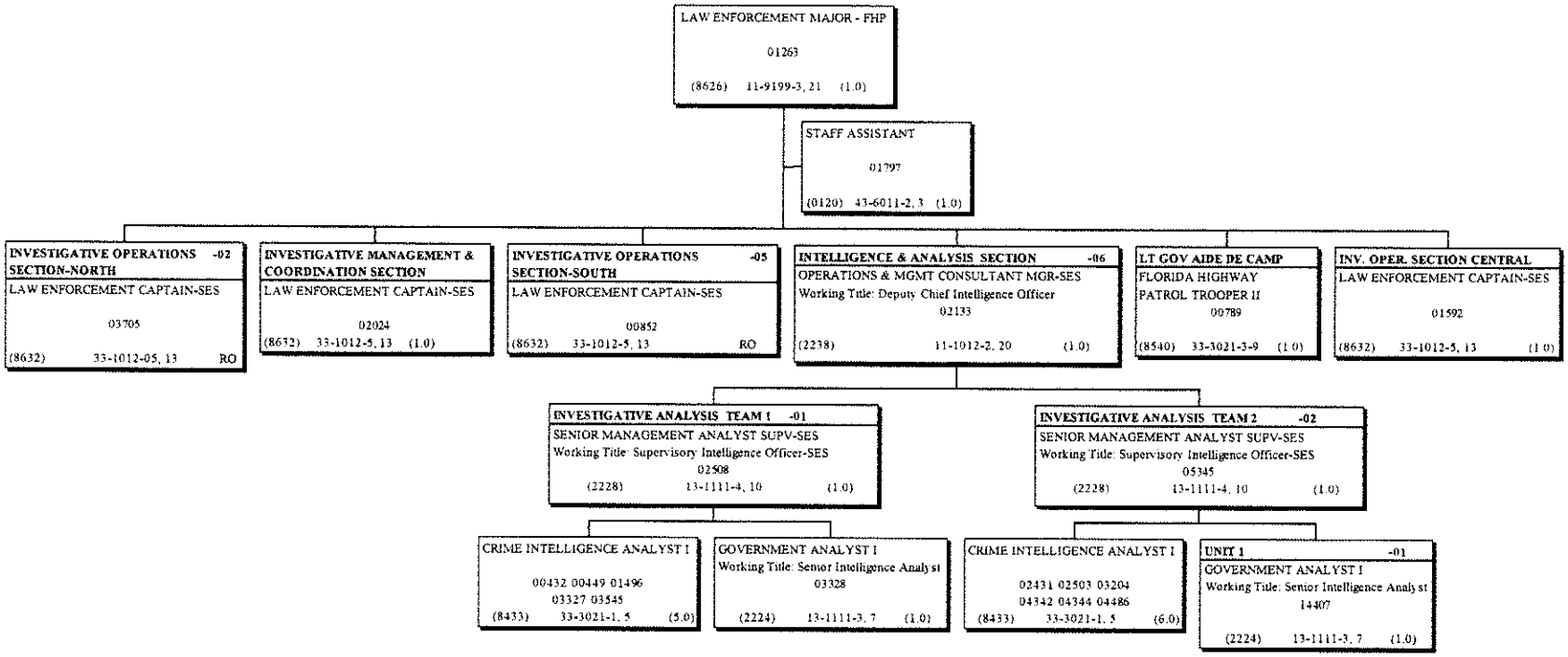
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES COMMAND -
FHP TRAINING ACADEMY & FHP SELECTION

DATE: 09/01/2014
SEQUENCE: 7610-03-01
OED:
NUMBER OF POSITIONS: 34
NUMBER OF FTE'S: 34.0



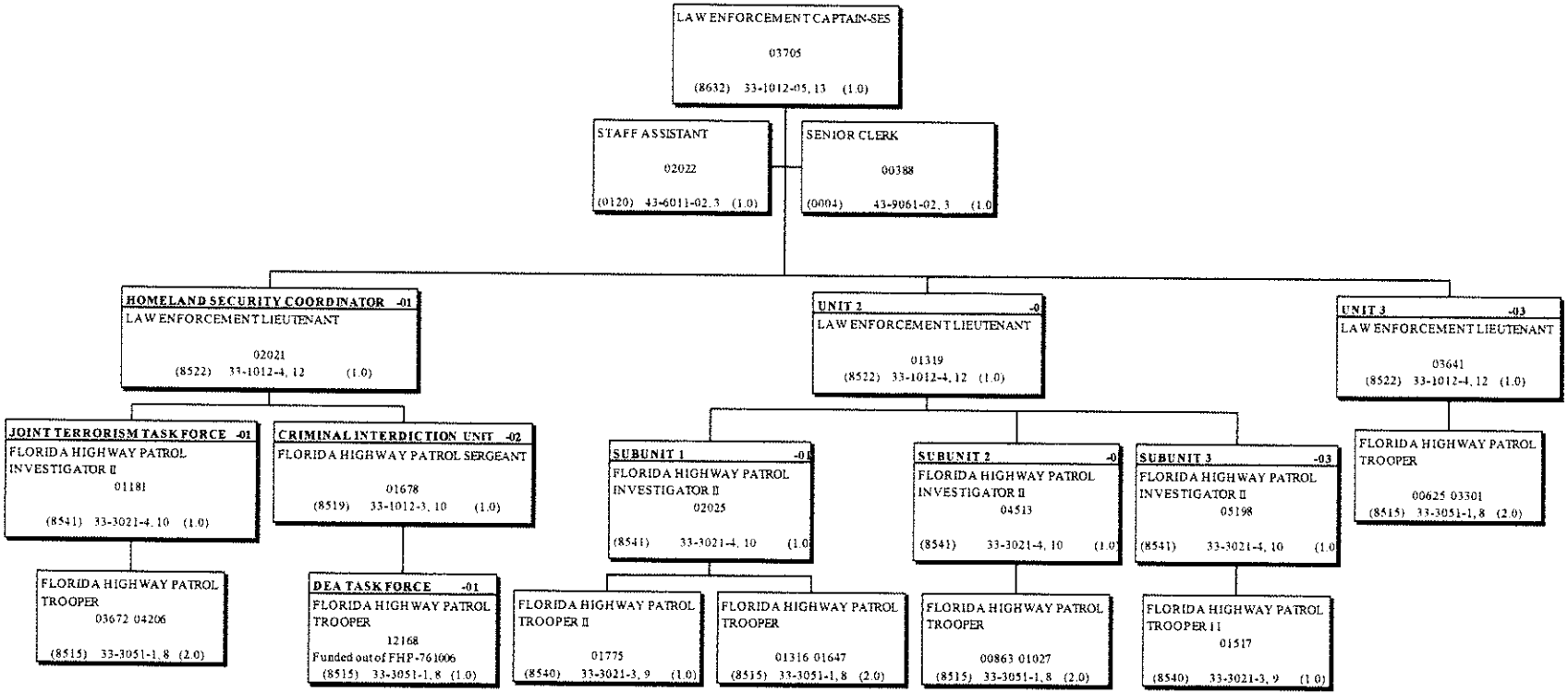
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES COMMAND
BUREAU OF CRIMINAL INVESTIGATIONS & INTELLIGENCE

DATE: 02/15/2014
SEQUENCE: 7610-03-03
OED: _____
NUMBER OF POSITIONS: 21
NUMBER OF FTE'S: 21.0



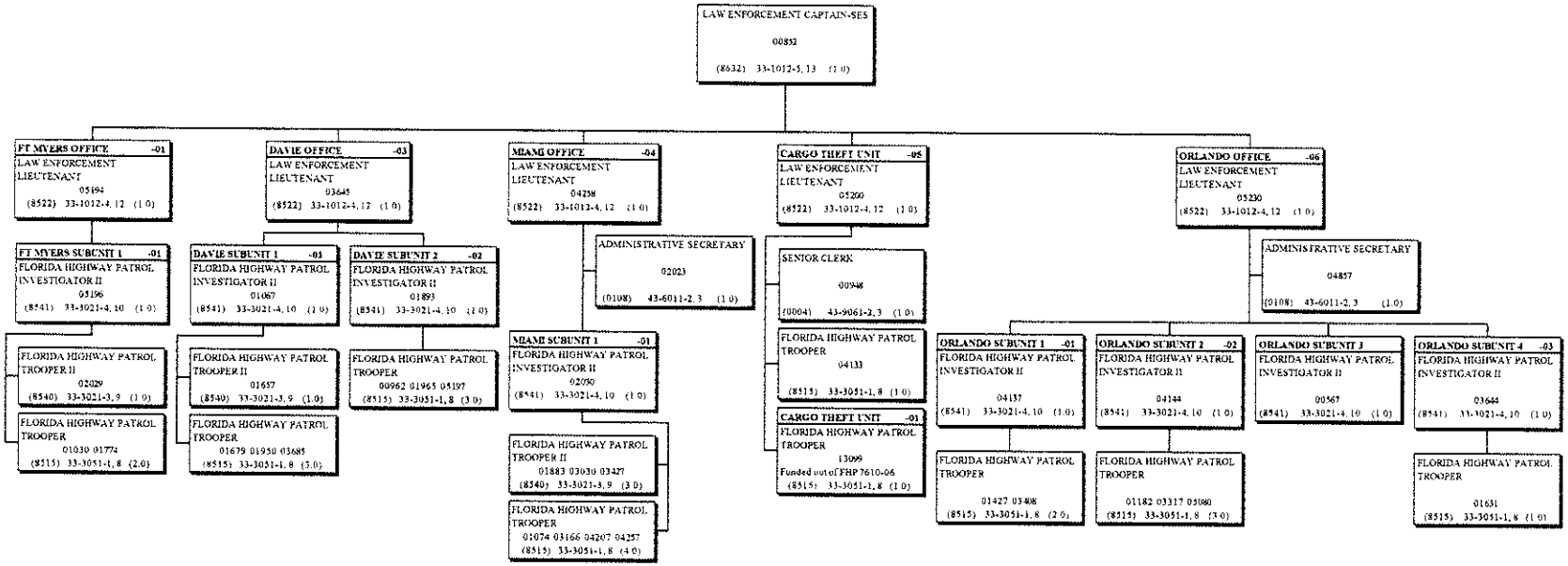
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES COMMAND
BCII, INVESTIGATIVE OPERATIONS SECTION-NORTH

DATE: 05/01/2014
SEQUENCE: 7610-03-03-02
OED: _____
NUMBER OF POSITIONS: 22
NUMBER OF FTE'S: 22.0



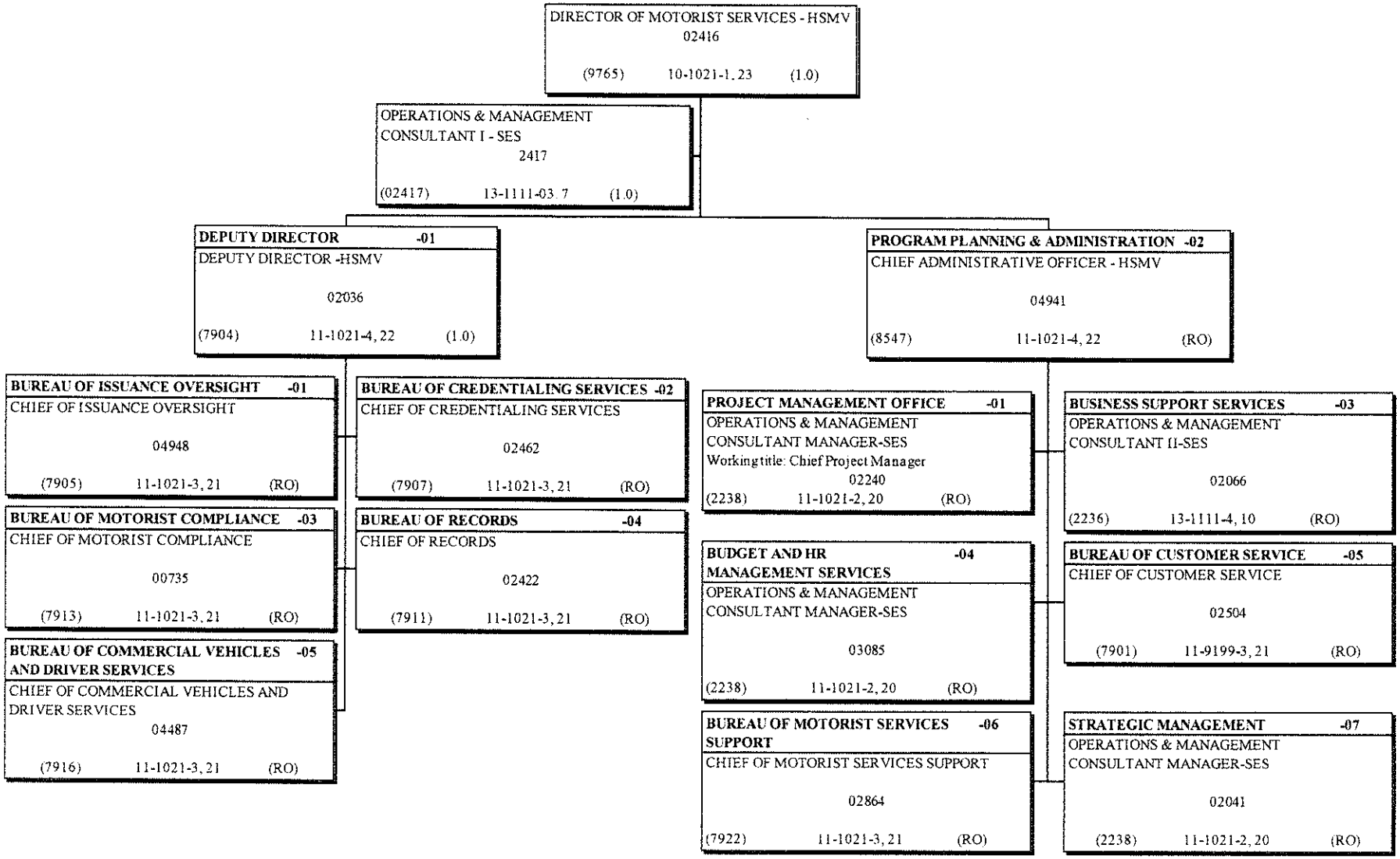
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES COMMAND
BCII, INVESTIGATIVE OPERATIONS SECTION-SOUTH

DATE: 05/01/2014
SEQUENCE: 7610-03-03-05
OED: _____
NUMBER OF POSITIONS: 42
NUMBER OF FTE'S: 42.0



DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES

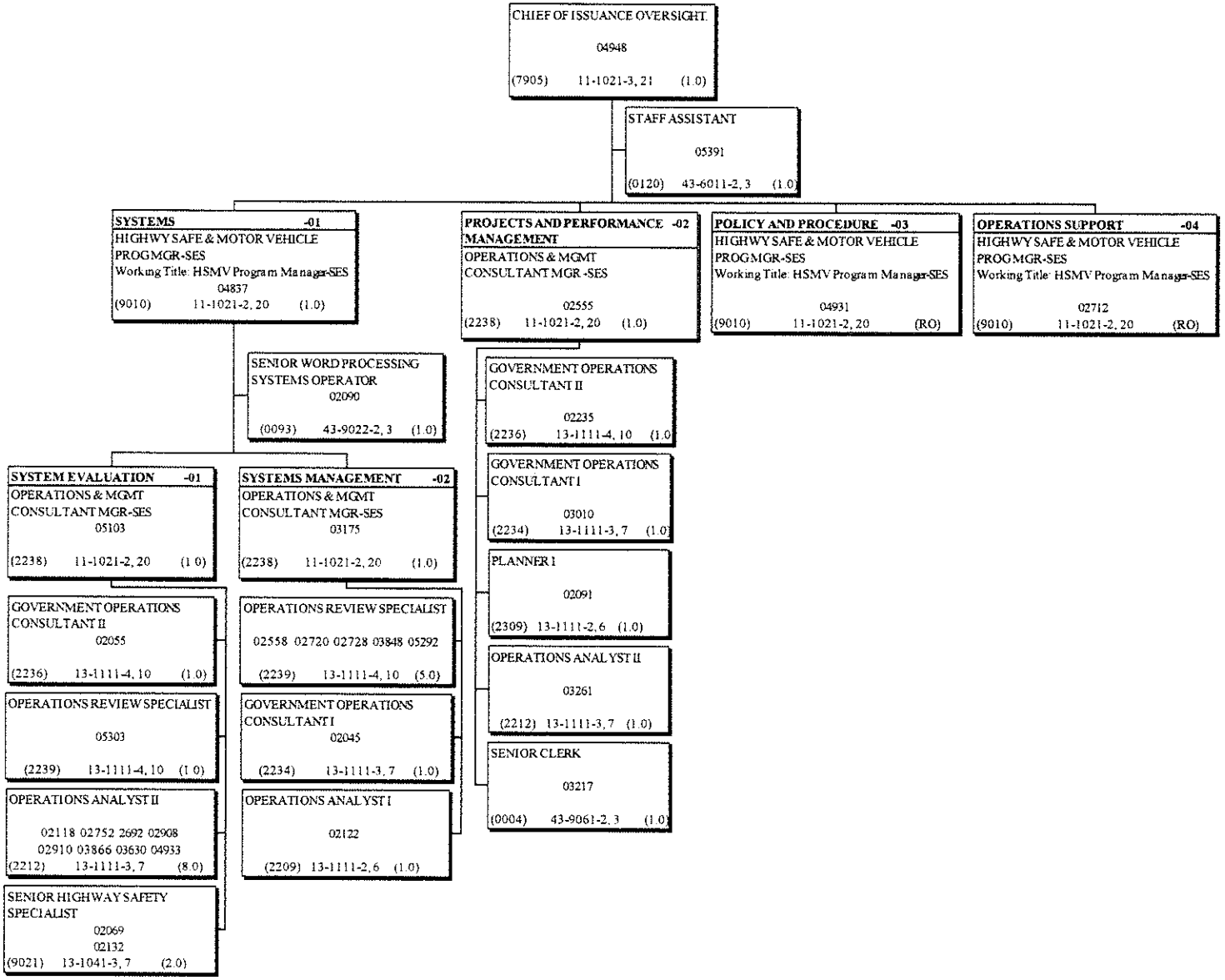
DATE: 12/06/2013
SEQUENCE: 7621
OED: _____
NUMBER OF POSITIONS: 3.0
NUMBER OF FTE'S: 3.0



DIRECTOR

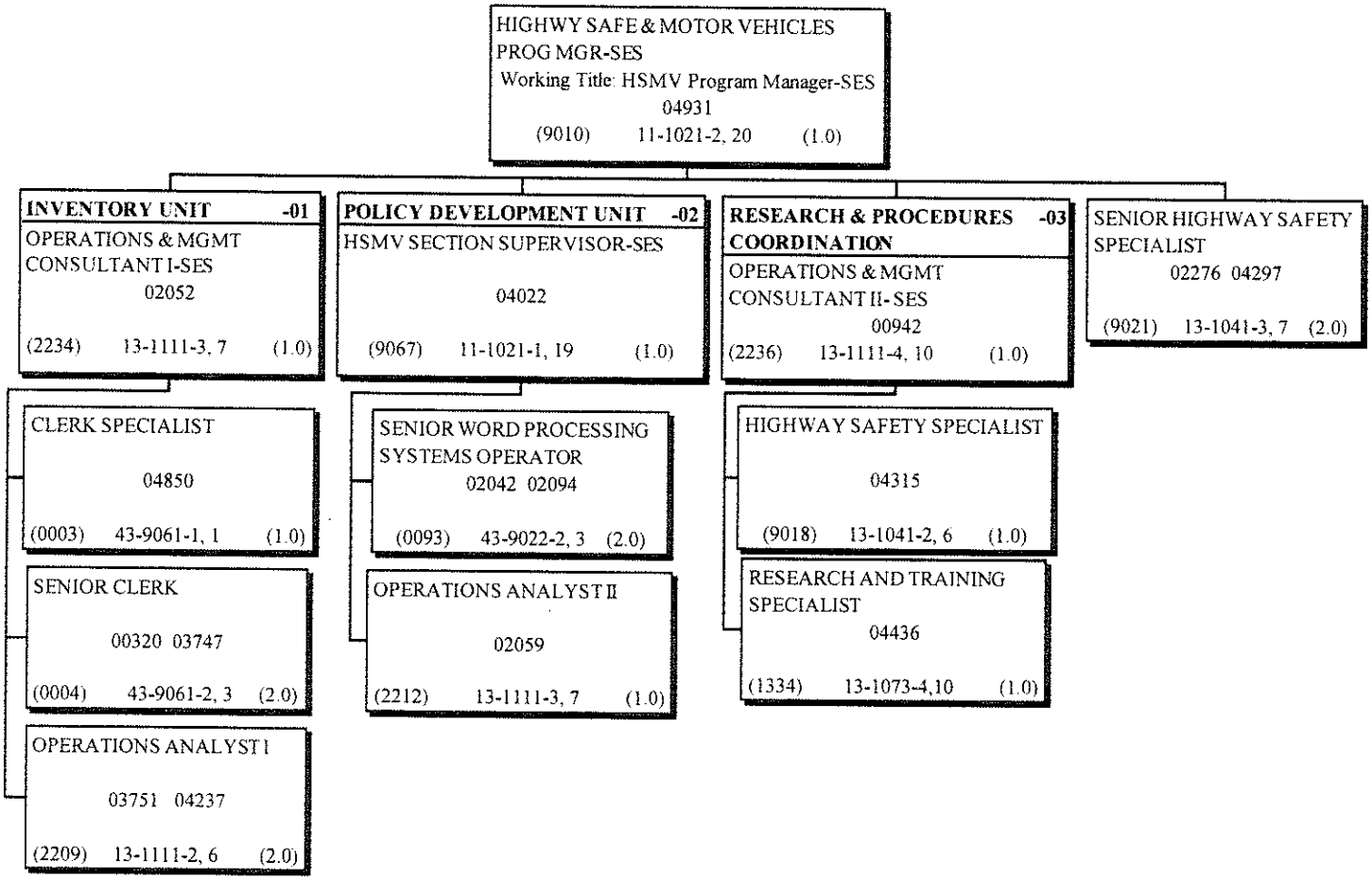
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF ISSUANCE OVERSIGHT

DATE: 05/14/14
SEQUENCE: 7621-01-01
OED: _____
NUMBER OF POSITIONS: 31 NUMBER OF FTE'S: 31.0



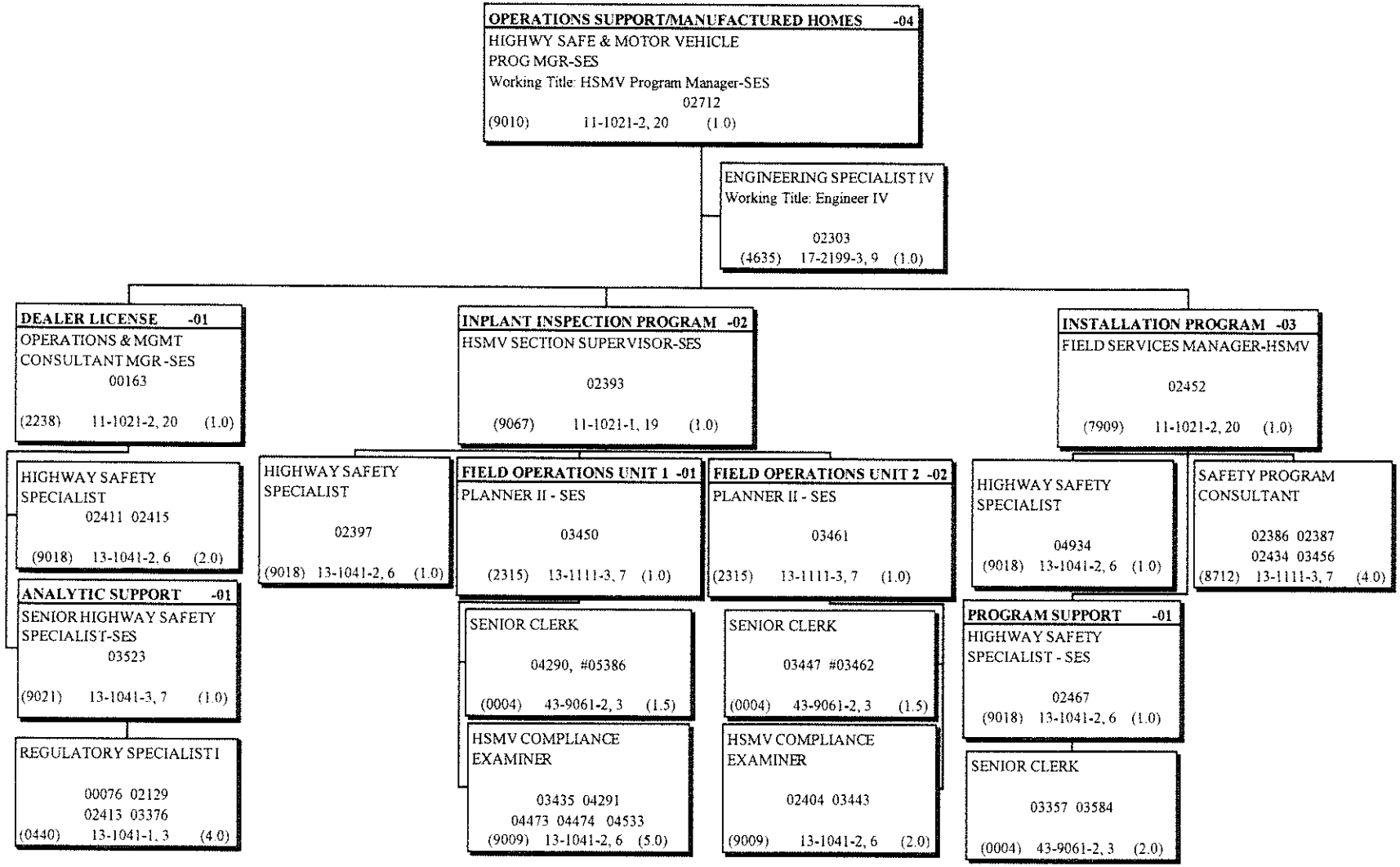
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF ISSUANCE OVERSIGHT
POLICY AND PROCEDURE

DATE: 2/14/13
SEQUENCE: 7621-01-01-03
OED:_____
NUMBER OF POSITIONS: 16 NUMBER OF FTE'S: 16.0



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

DATE: 07/01/14
SEQUENCE: 7621-01-01-04
OED: _____
NUMBER OF POSITIONS: 33
NUMBER OF FTE'S: 33.0

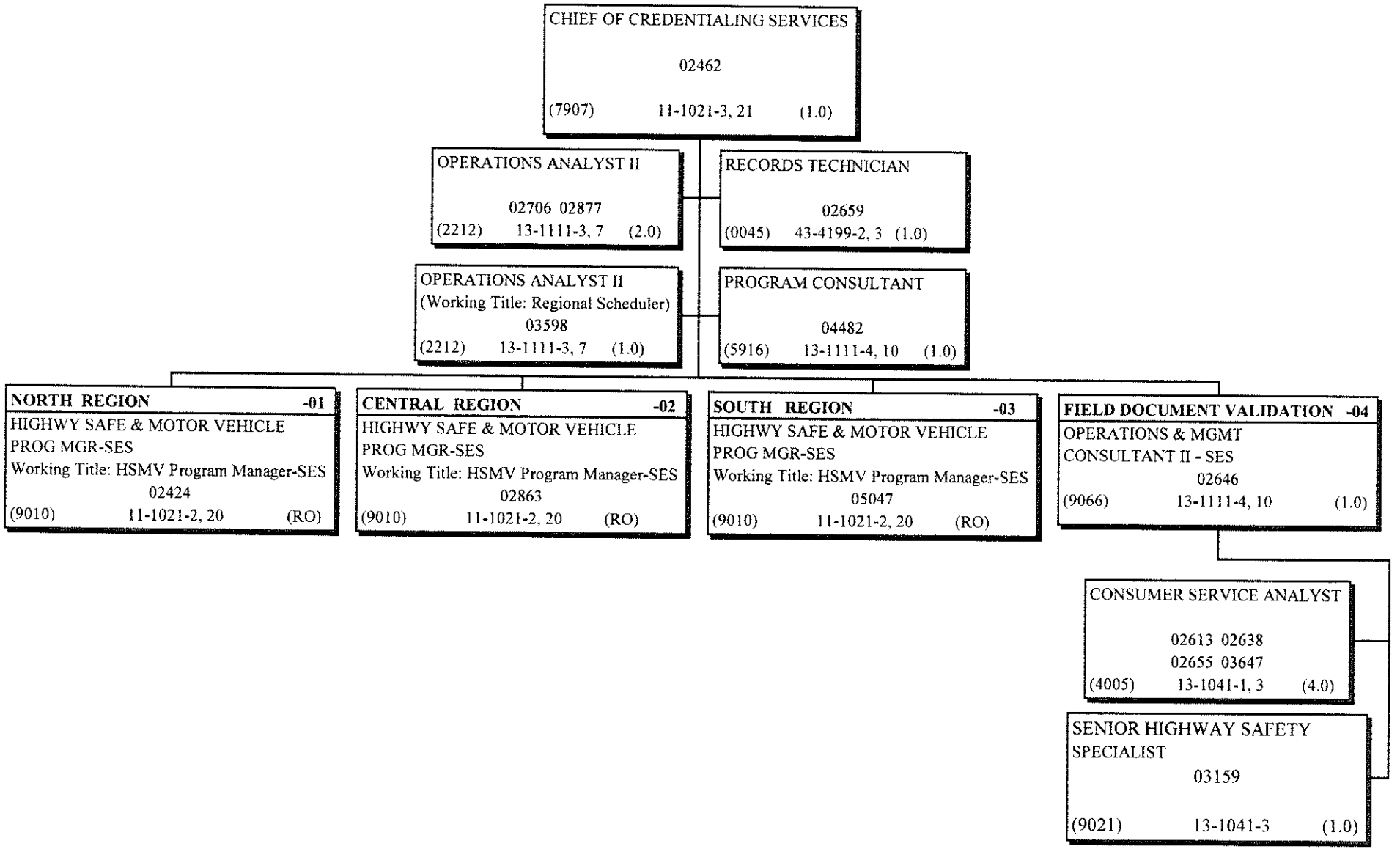


#0.50 FTE

OPERATIONS SUPPORT - MHRVC

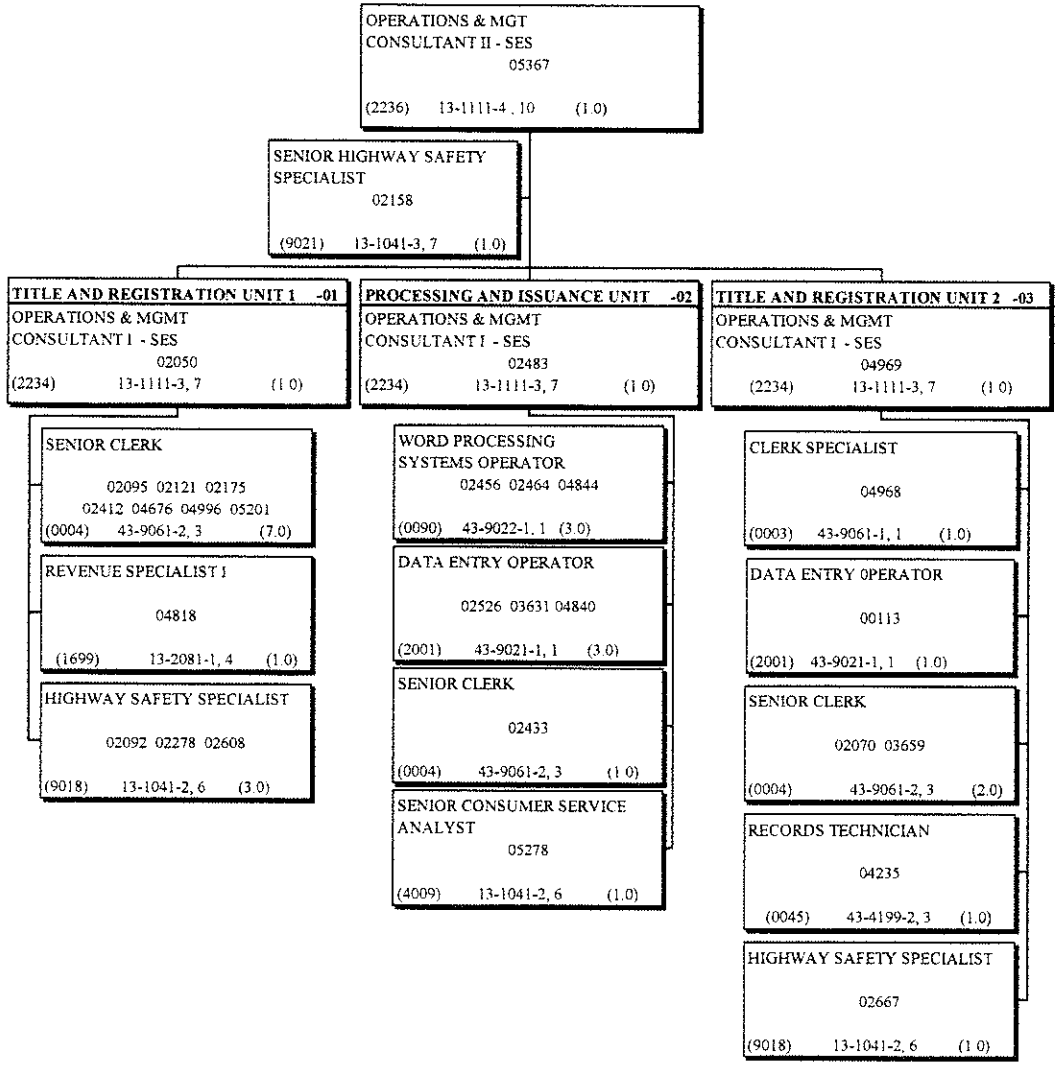
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES

DATE 07/03/14
SEQUENCE: 7621-01-02
OED: _____
NUMBER OF POSITIONS: 12.0
NUMBER OF FTE'S: 12.0



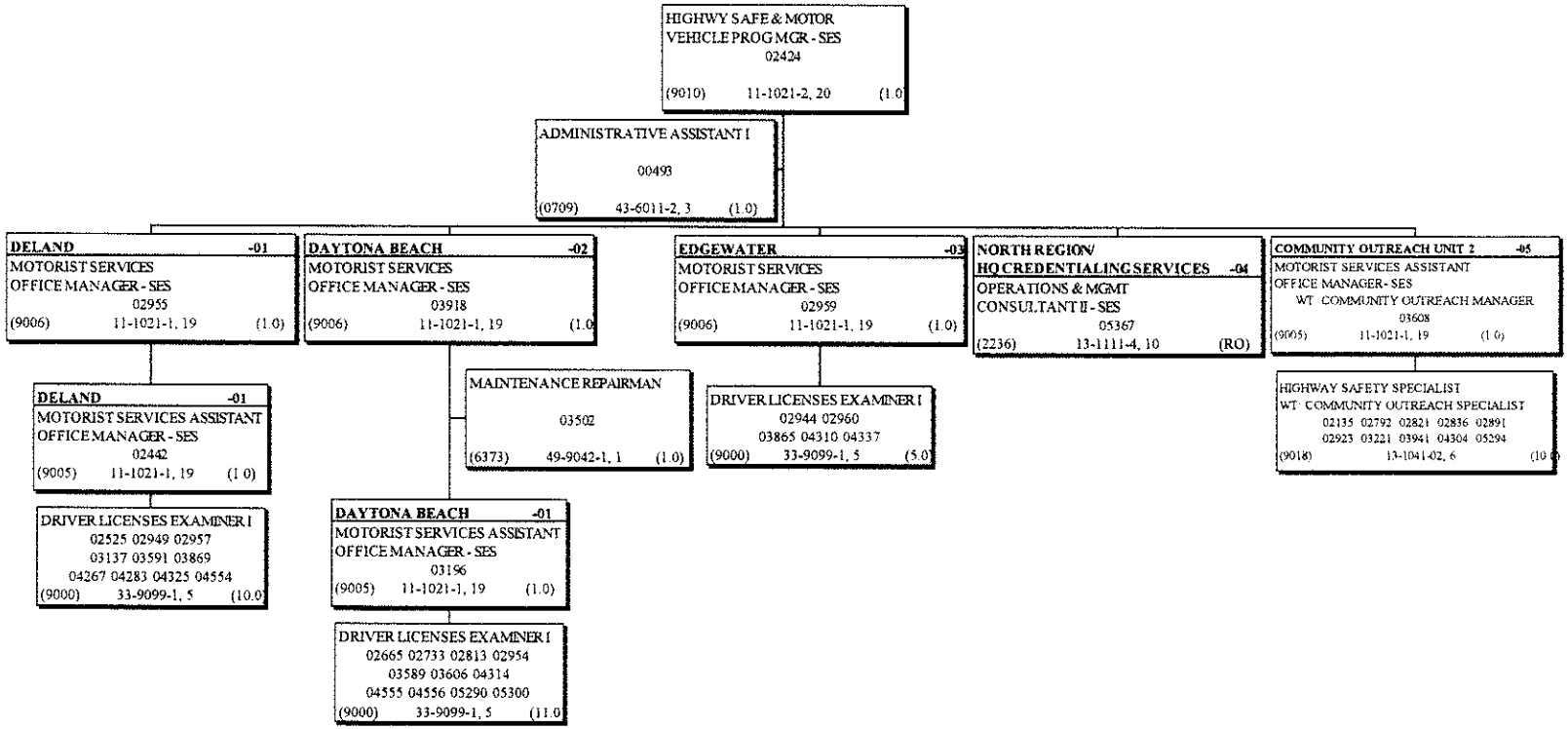
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
NORTH REGION/HQ CREDENTIALING SERVICES

DATE: 09/01/14
SEQUENCE: 7621-01-02-01-04
OED: _____
NUMBER OF POSITIONS: 30
NUMBER OF FTE'S: 30.0



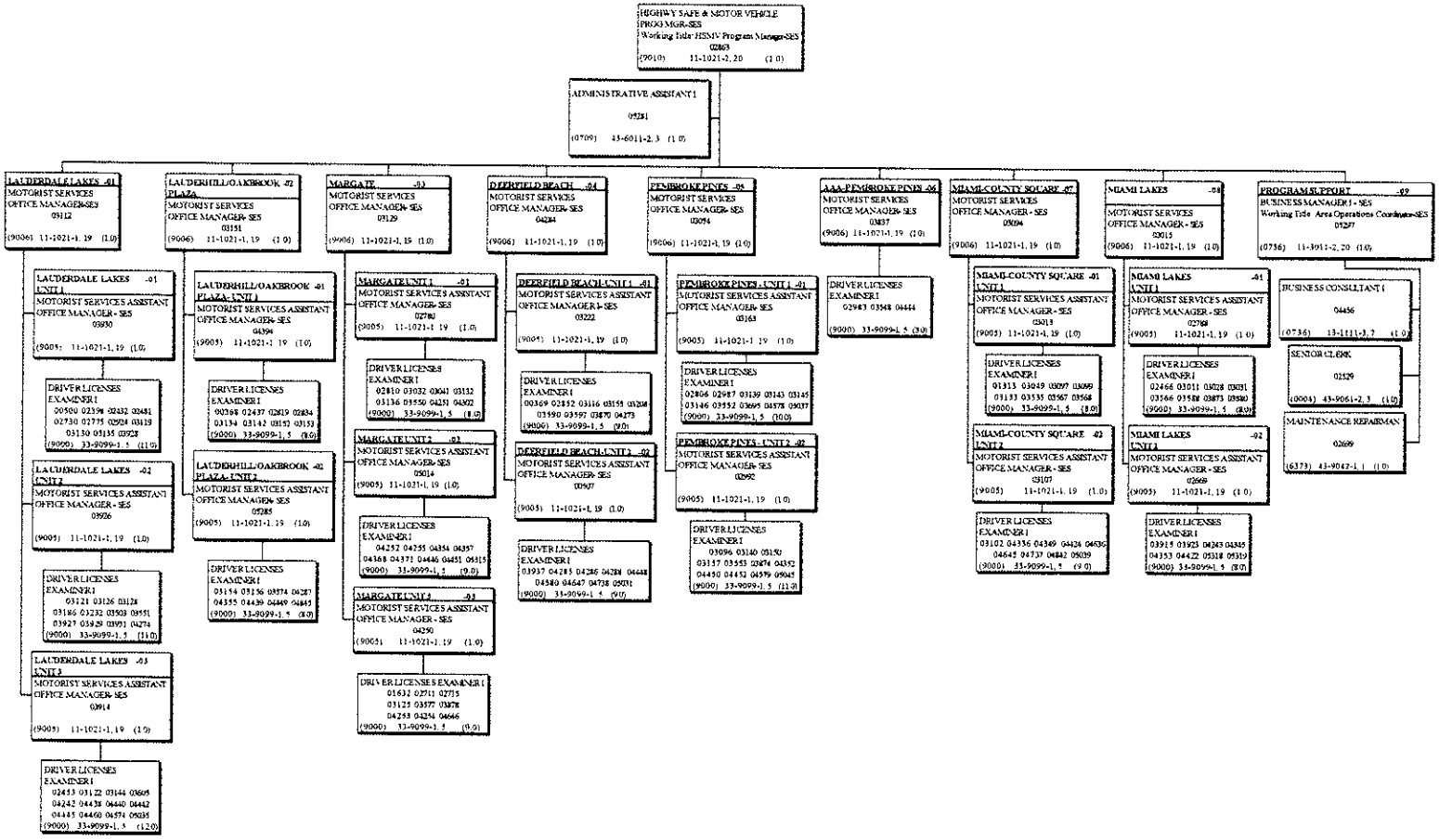
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
NORTH REGION

DATE: 03/01/14
SEQUENCE: 7621-01-02-01
OED: _____
NUMBER OF POSITIONS: 45
NUMBER OF FTE'S: 45.0



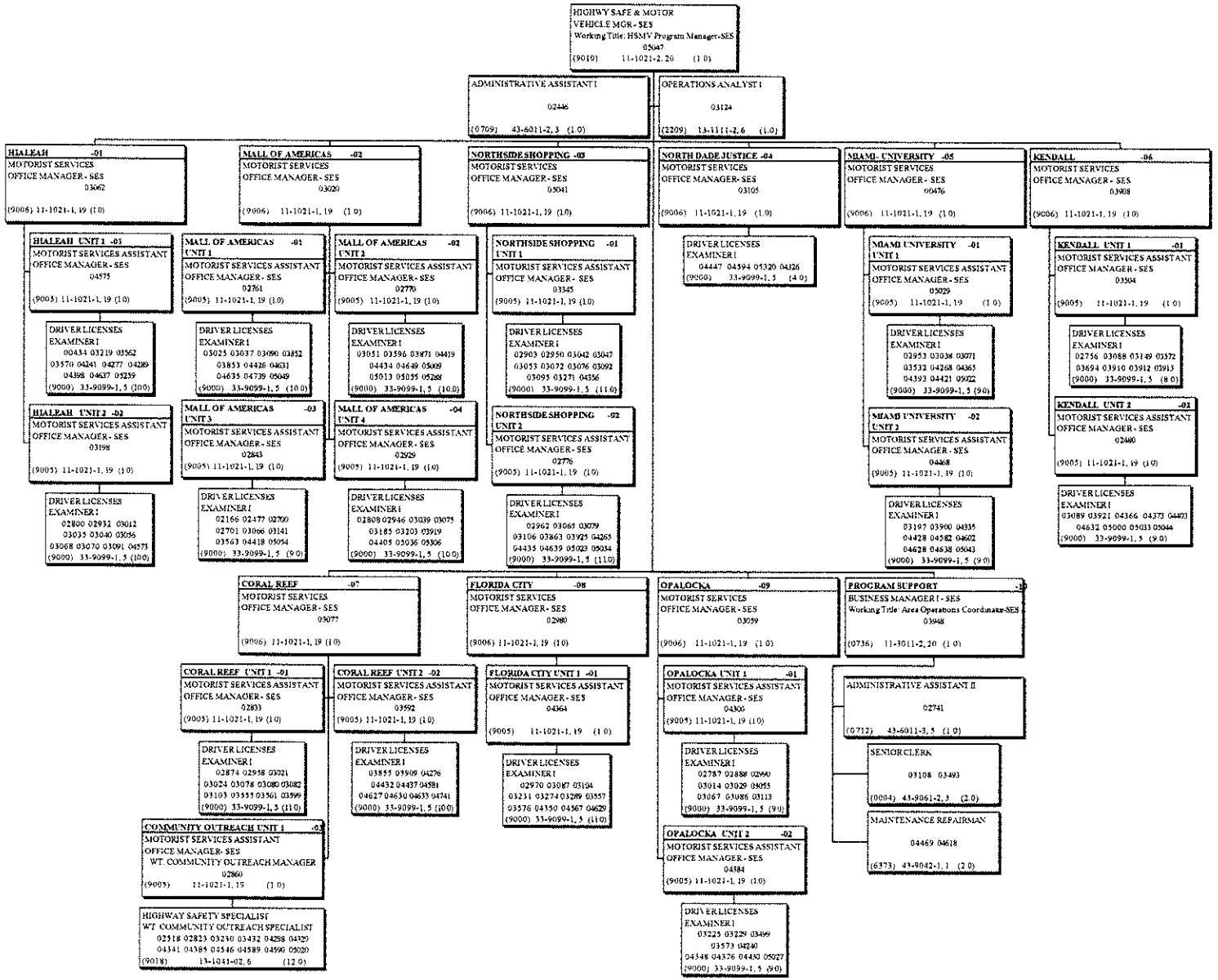
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
CENTRAL REGION

DATE: 04/14/2014
SEQUENCE: 7621-01-02-02
OED: _____
NUMBER OF POSITIONS; 181
NUMBER OF FTE'S: 181.0



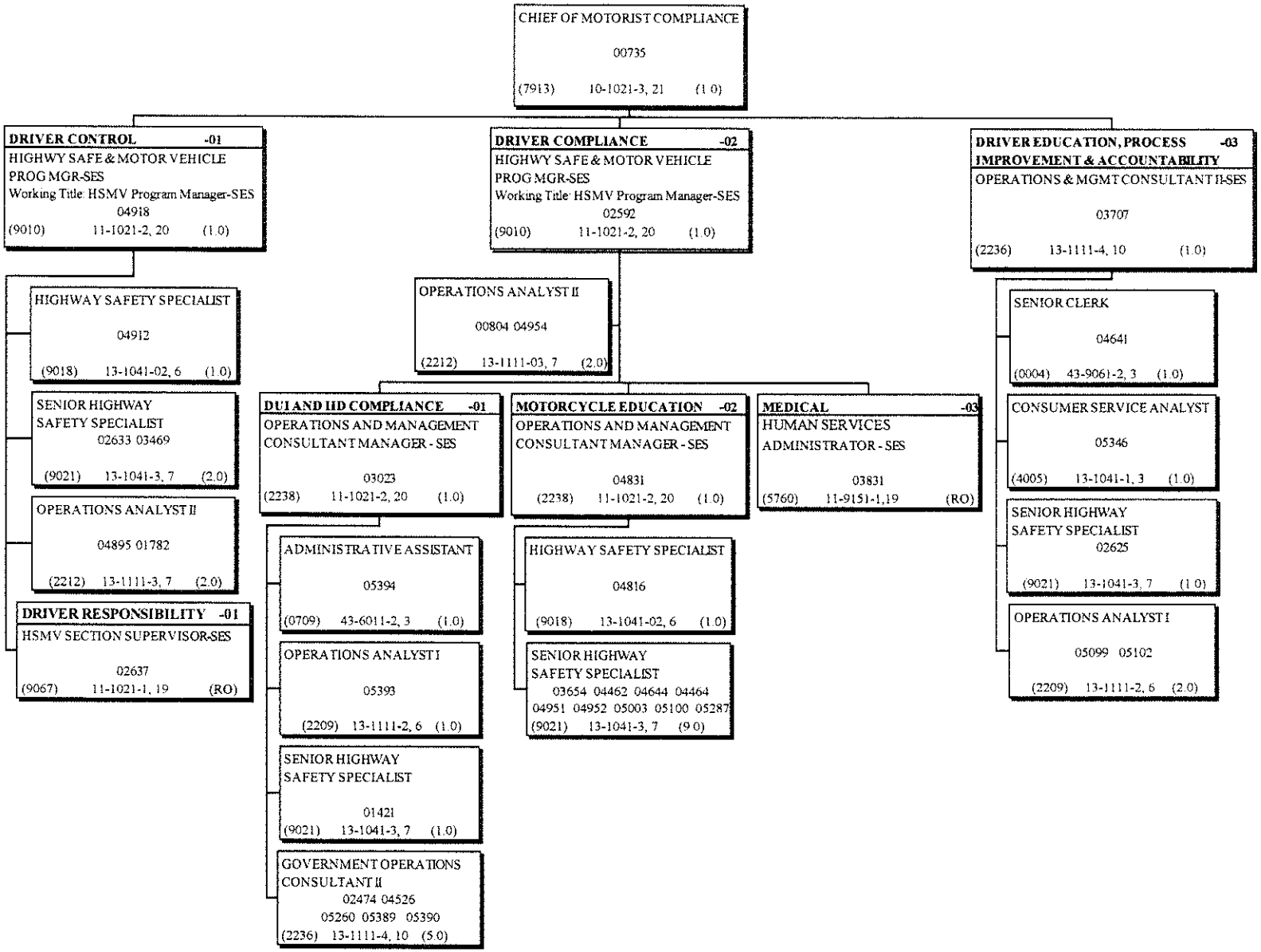
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
SOUTH REGION

DATE: 07/23/14
SEQUENCE: 7621-01-02-03
OED: _____
NUMBER OF POSITIONS; 218
NUMBER OF FTE'S: 218.0



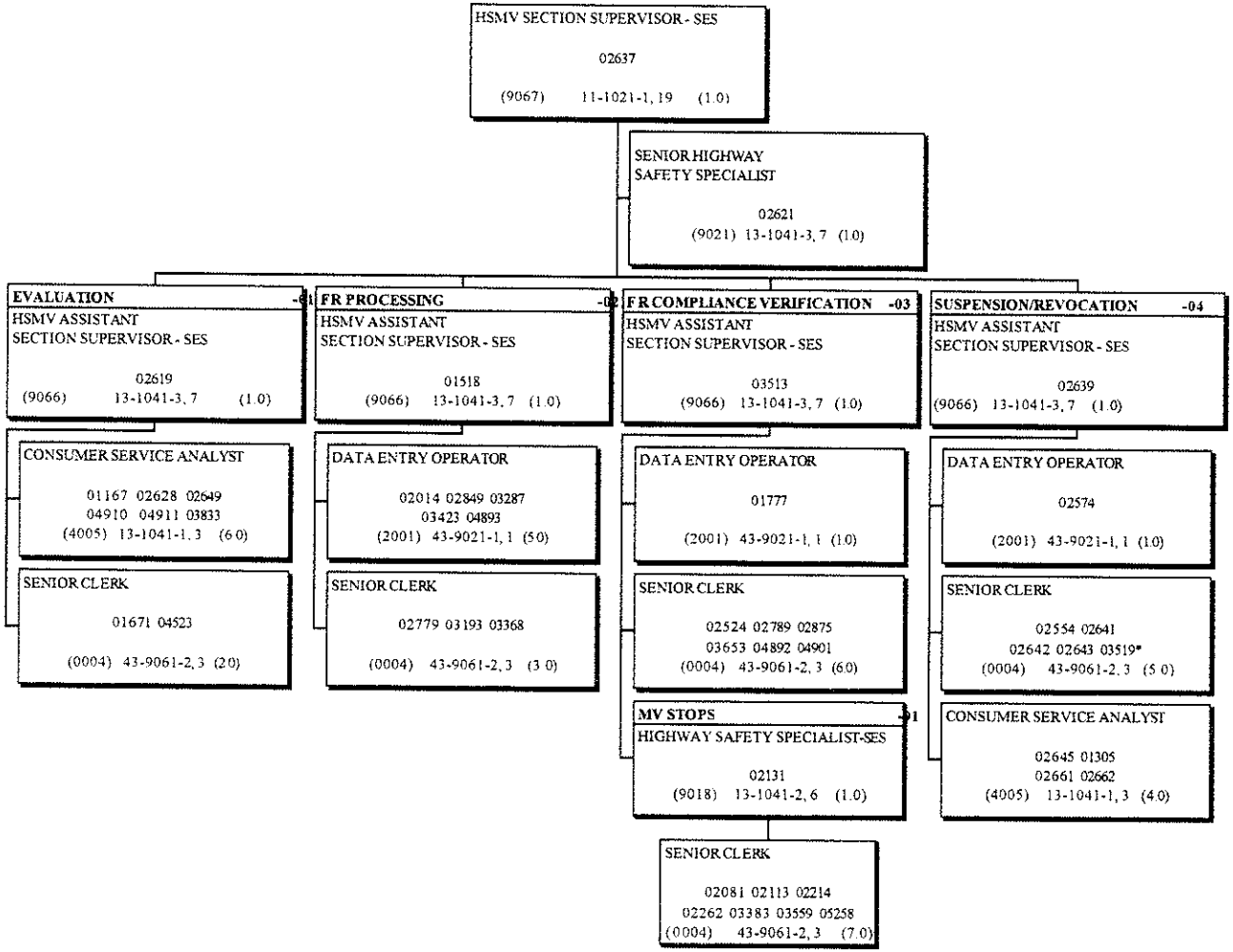
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF MOTORIST COMPLIANCE

DATE: 11/01/13
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: 08/01/13
SEQUENCE: 7621-01-03-01-01
OED: _____
NUMBER OF POSITIONS: 47
NUMBER OF FTE'S: 47.0

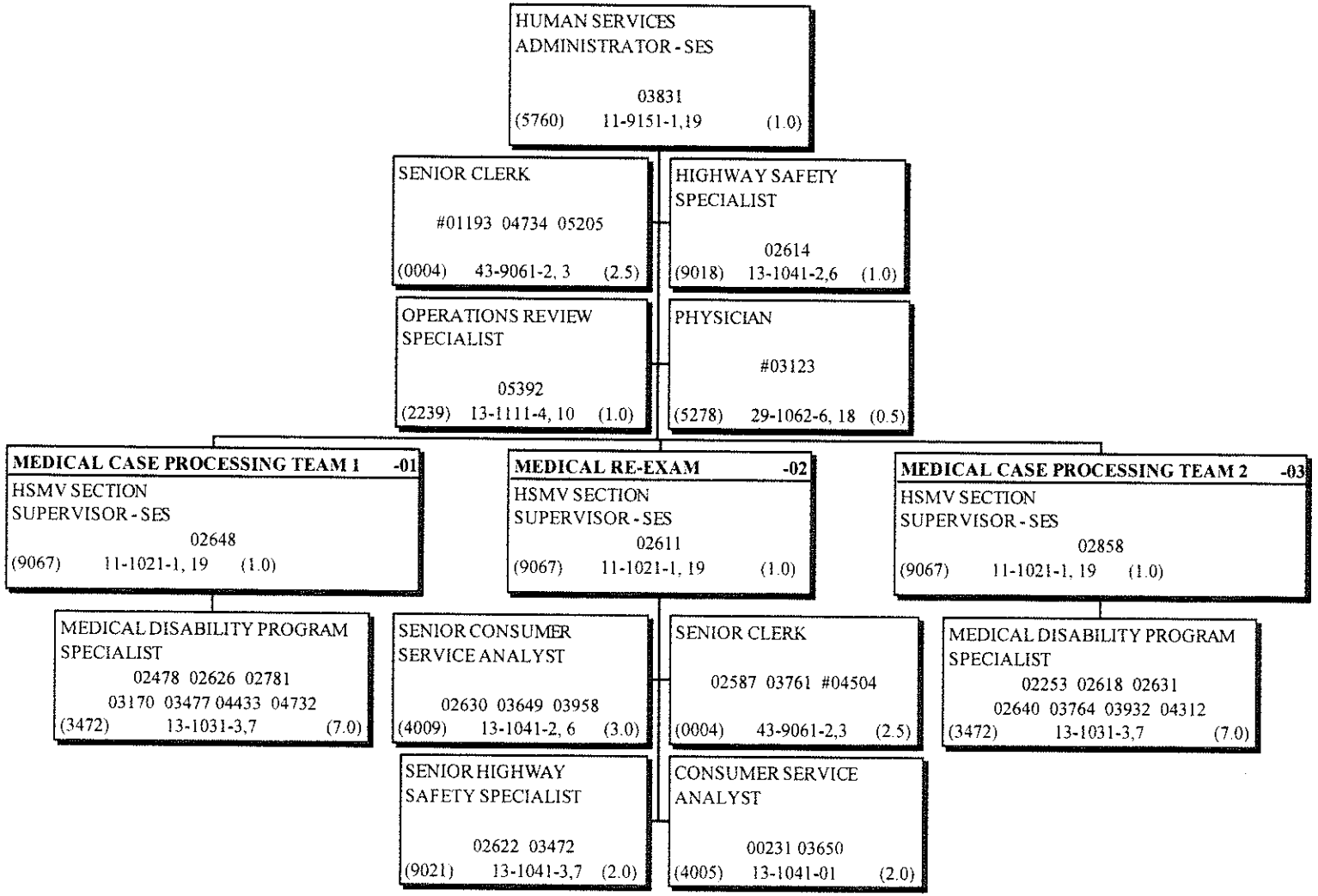


* SHARED POSITION

MOTORIST COMPLIANCE - DRIVER RESPONSIBILITY

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

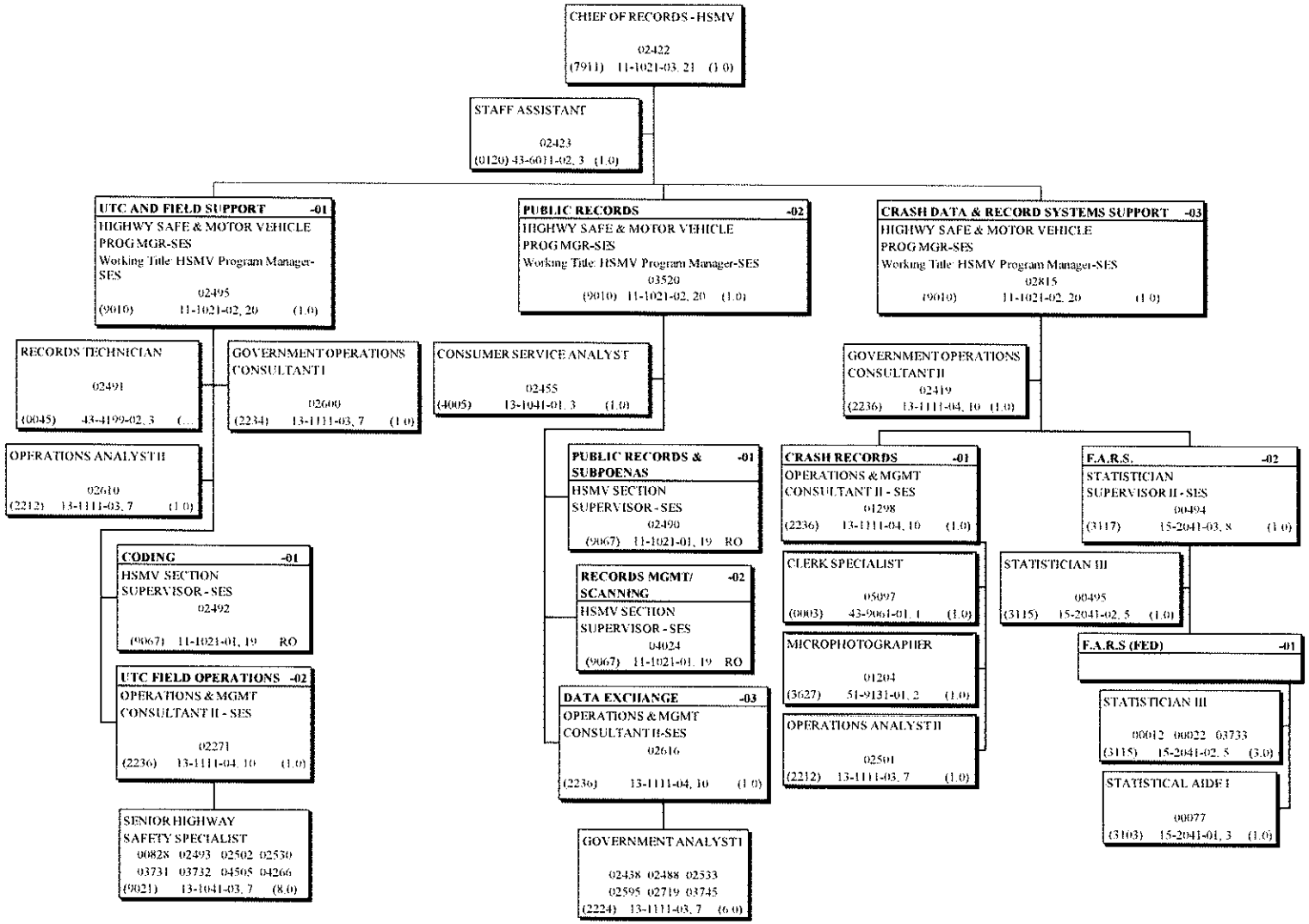
DATE: 08/15/14
SEQUENCE: 7621-01-03-02-03
OED: _____
NUMBER OF POSITIONS: 34
NUMBER OF FTE'S: 32.5



.50 FTE

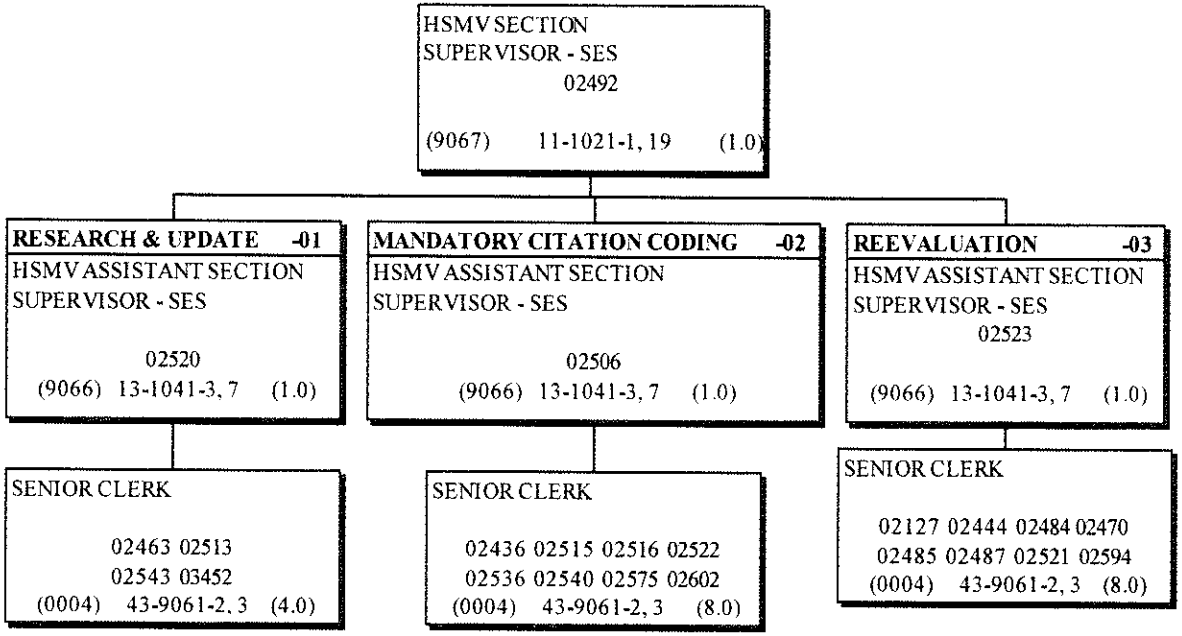
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF RECORDS

DATE: 09/22/14
SEQUENCE: 7621-01-04
OED: _____
NUMBER OF POSITIONS: 36
NUMBER OF FTE'S: 36.0



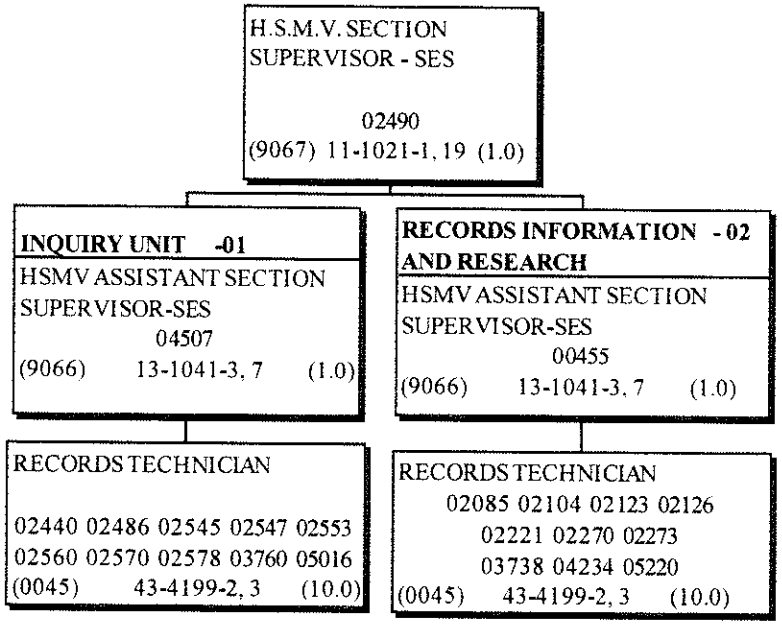
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF RECORDS
UTC AND CRASH PROGRAMS / CODING

DATE: 07/01/2014
SEQUENCE: 7621-01-04-01-02
OED:
NUMBER OF POSITIONS: 24
NUMBER OF FTE'S: 24.0



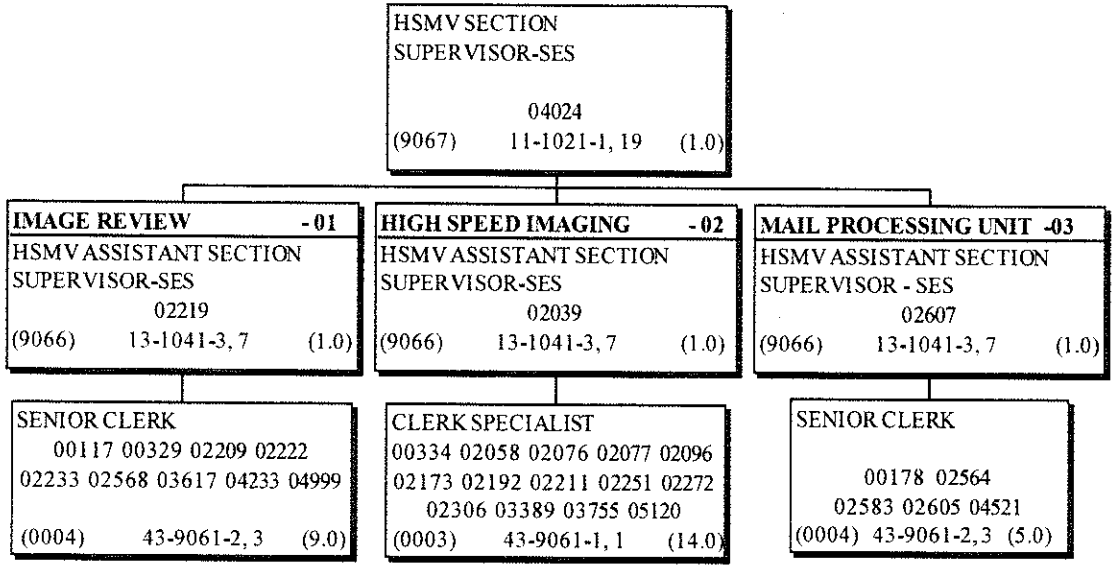
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF RECORDS
PUBLIC RECORDS / PUBLIC RECORDS & SUBPOENAS

DATE: 07/01/2014
SEQUENCE: 7621-01-04-02-01
OED: _____
NUMBER OF POSITIONS: 23
NUMBER OF FTE'S: 23.0



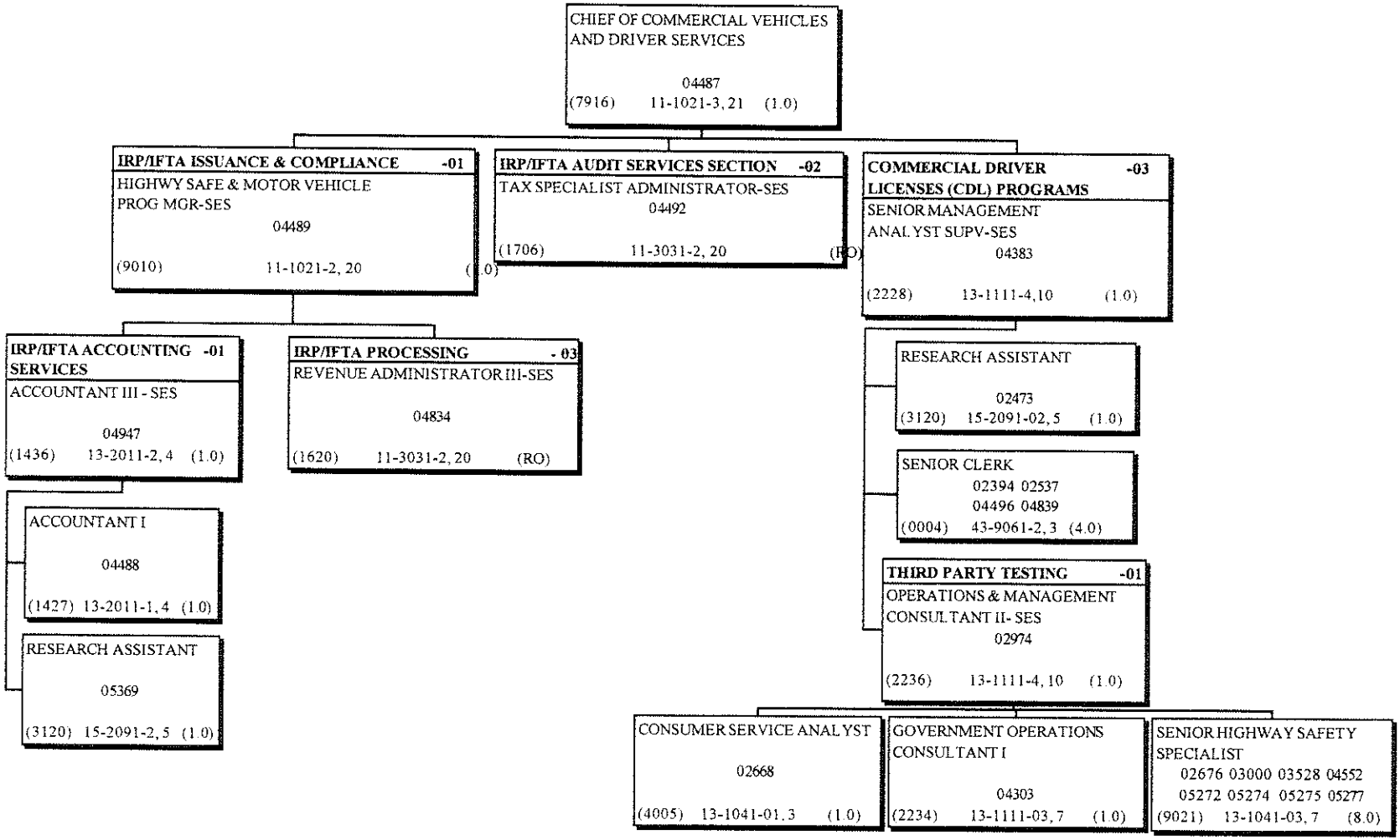
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF RECORDS
PUBLIC RECORDS / RECORDS MGMT / SCANNING

DATE: 07/01/2014
SEQUENCE: 7621-01-04-02-02
OED: _____
NUMBER OF POSITIONS: 32
NUMBER OF FTE'S: 32.0



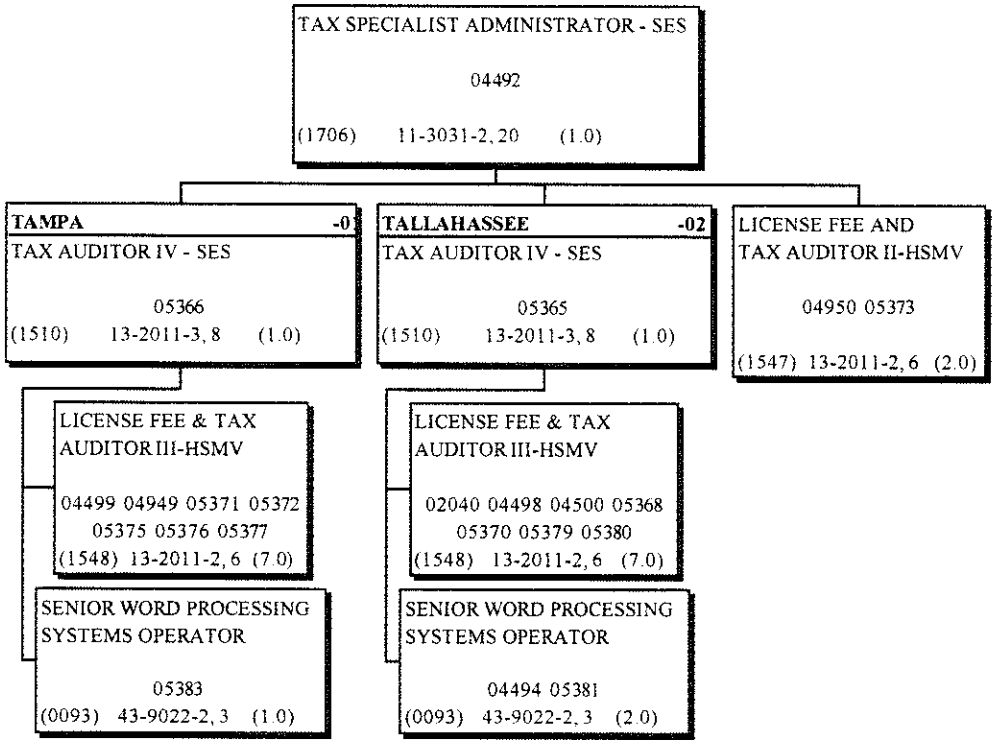
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF COMMERCIAL VEHICLES AND DRIVER SERVICES

DATE: 07/01/2014
SEQUENCE: 7621-01-05
OED: _____
NUMBER OF POSITIONS: 22
NUMBER OF FTE'S: 22.0



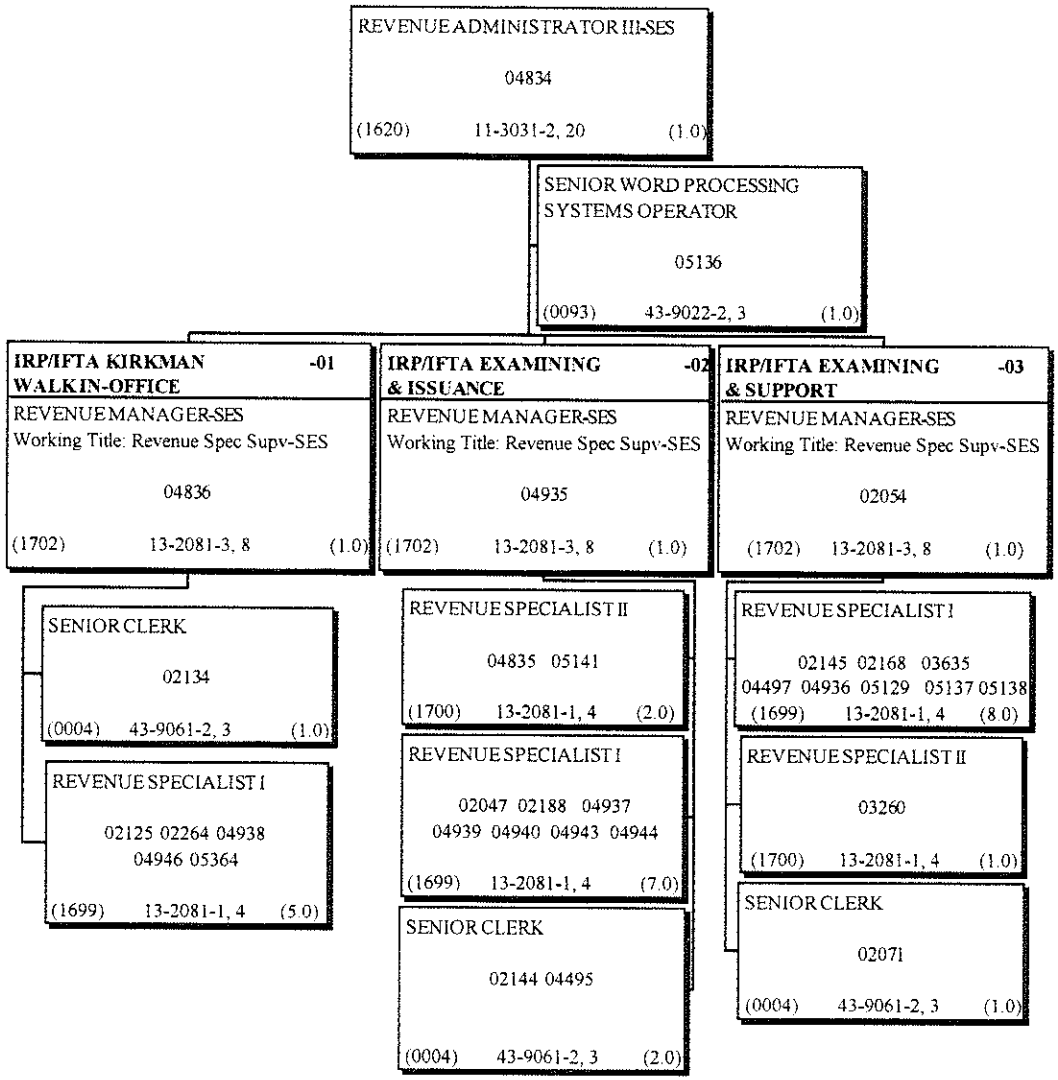
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF COMMERCIAL VEHICLE AND DRIVER SERVICES
IRP/IFTA AUDIT SERVICES

DATE: 09/26/2013
SEQUENCE: 7621-01-05-02
OED: _____
NUMBER OF POSITIONS: 22
NUMBER OF FTE'S: 22.0



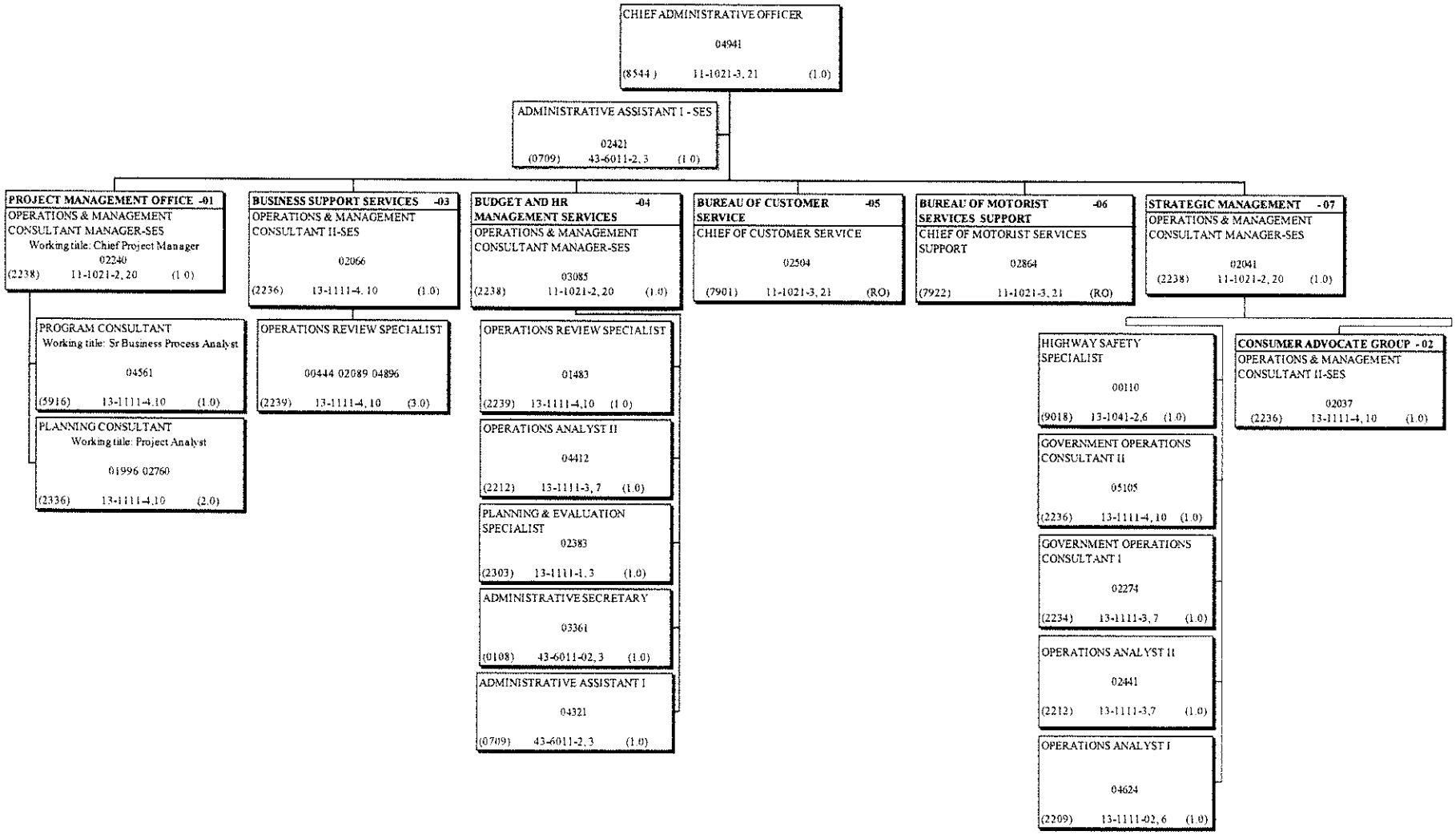
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF COMMERCIAL VEHICLES AND DRIVER SERVICES
IRP/IFTA PROCESSING

DATE: 07/01/14
SEQUENCE: 7621-01-05-01-03
OED: _____
NUMBER OF POSITIONS: 32
NUMBER OF FTE'S: 32.0



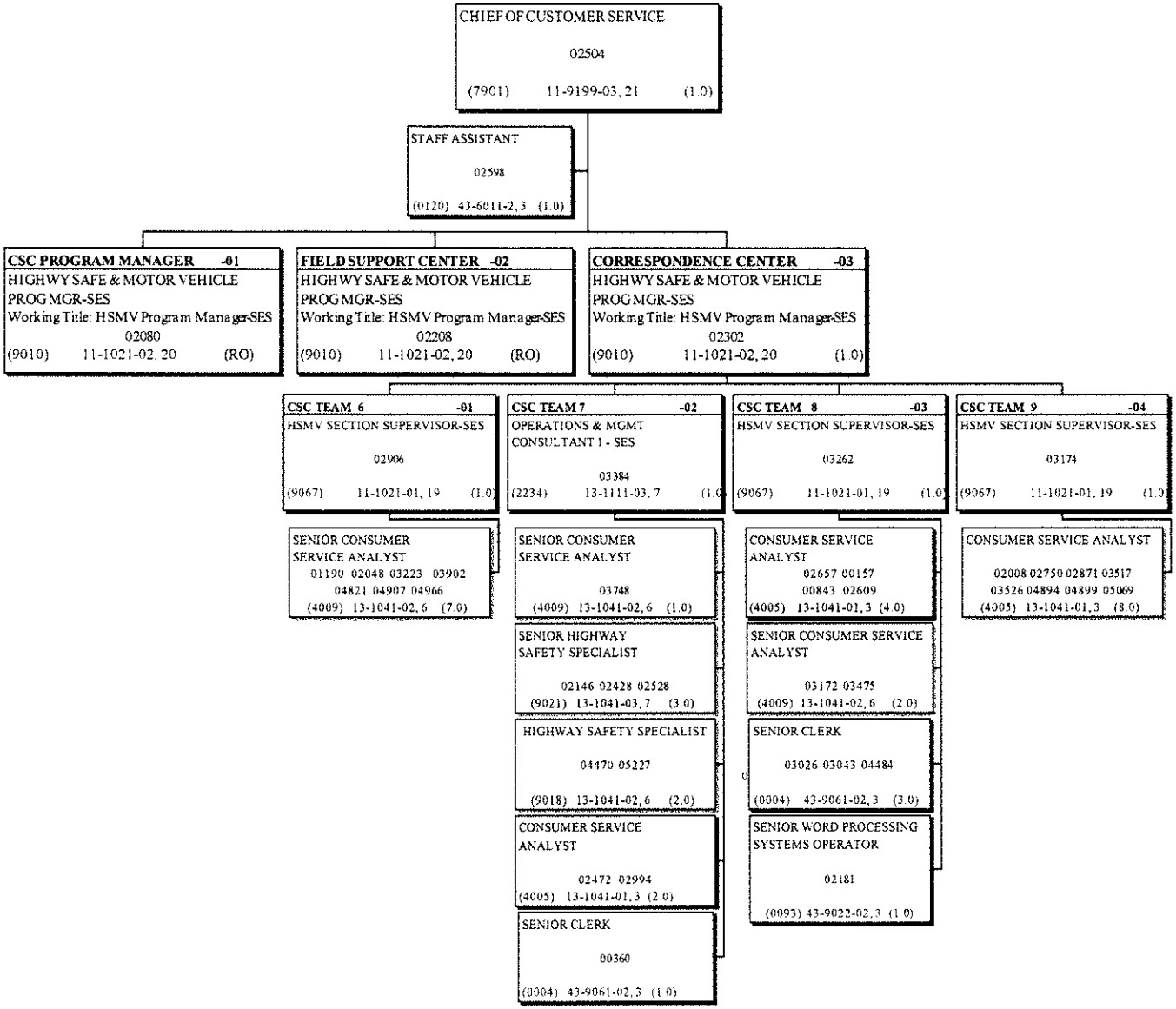
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
PROGRAM PLANNING AND ADMINISTRATION OFFICE

DATE: 09/01/2014 SEQUENCE: 7621-02
OED: _____
NUMBER OF POSITIONS: 23
NUMBER OF FTE'S: 23.0



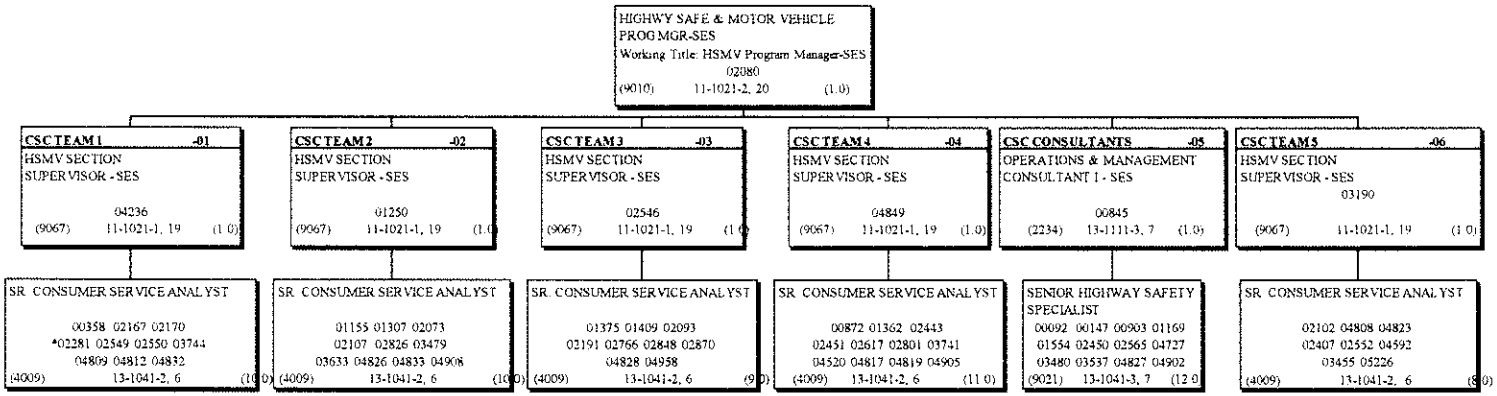
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
PROGRAM PLANNING AND ADMINISTRATION OFFICE
BUREAU OF CUSTOMER SERVICE

DATE: 09/01/2014
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
BUREAU OF CUSTOMER SERVICE/ PROGRAM MANAGER

DATE: 07/01/2013
SEQUENCE: 7621-02-05-01
OED:
NUMBER OF POSITIONS: 67
NUMBER OF FTE'S: 67.0

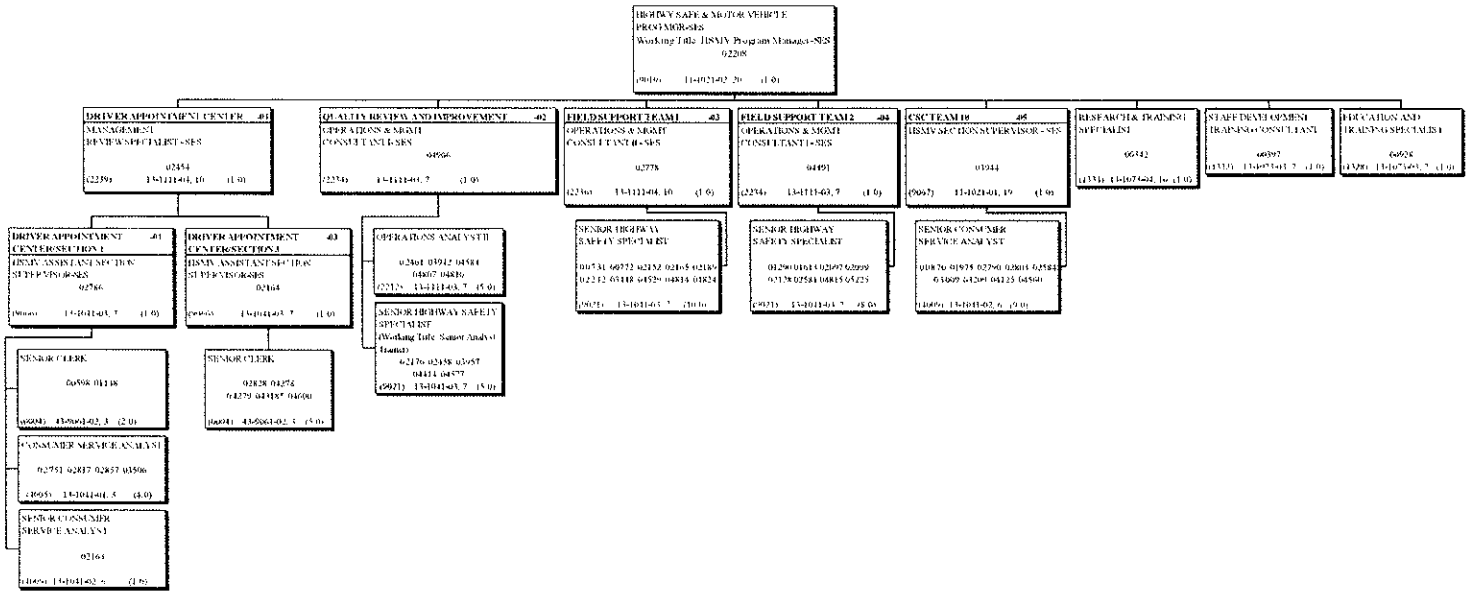


* Shared Position

CSC PROGRAM MANGER

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

DATE: 09/05/2014
SEQUENCE: 7621-02-05-02
OED:
NUMBER OF POSITIONS: 60
NUMBER OF FTE'S: 60.0

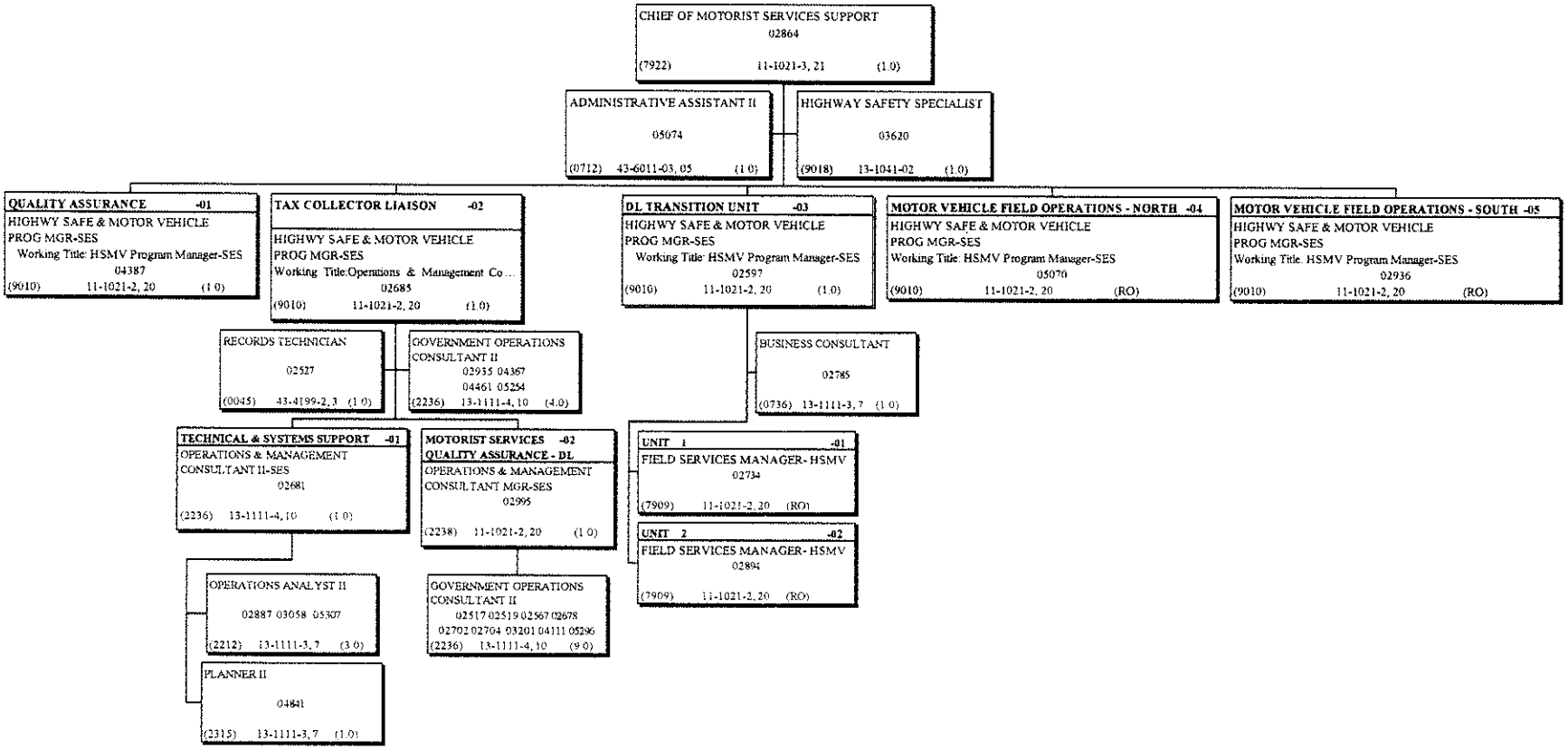


* indicates Shared Position

CSC FIELD SUPPORT CENTER

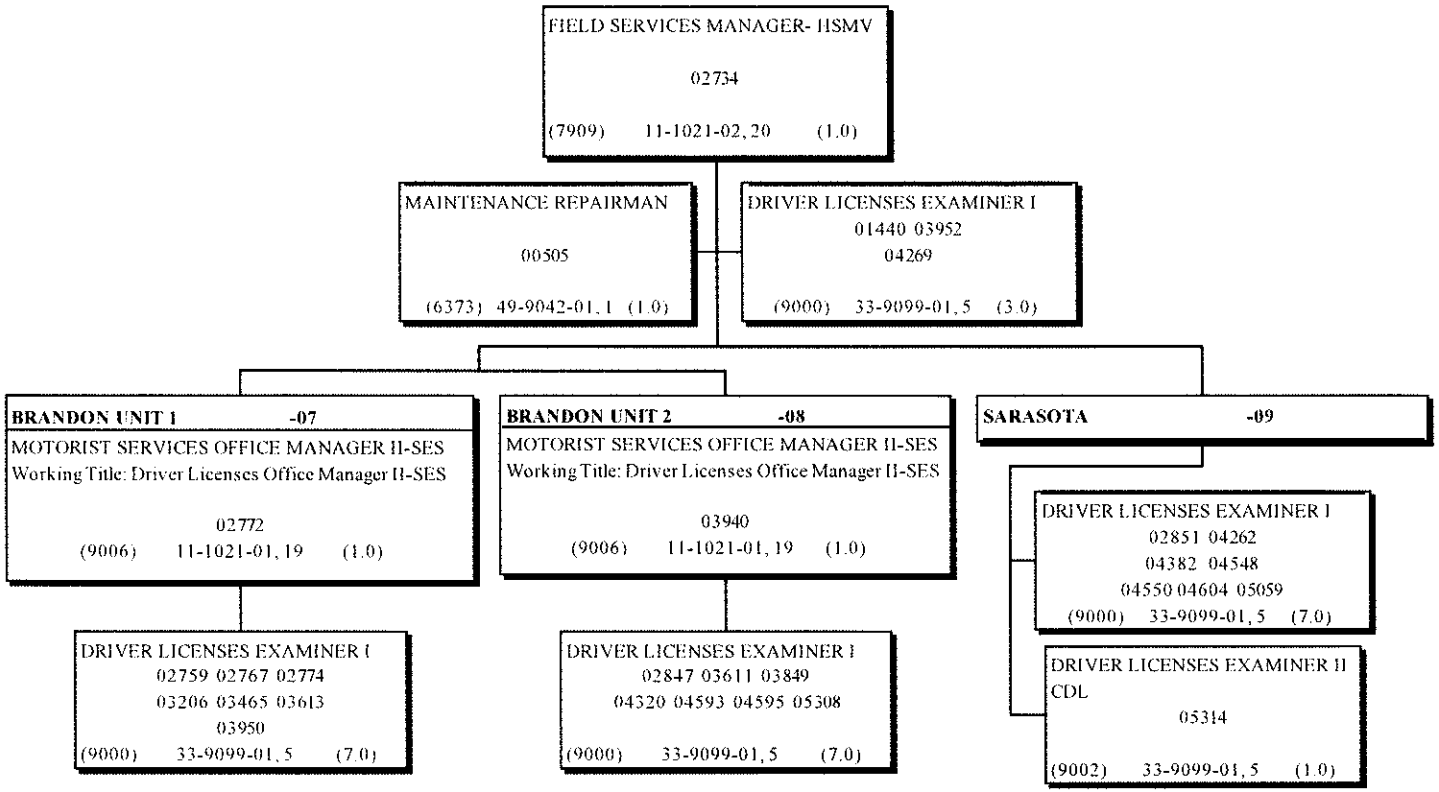
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF MOTORIST SERVICES SUPPORT

DATE: 09/05/14
SEQUENCE: 7621-02-06
OED: _____
NUMBER OF POSITIONS: 27
NUMBER OF FTE'S: 27.0



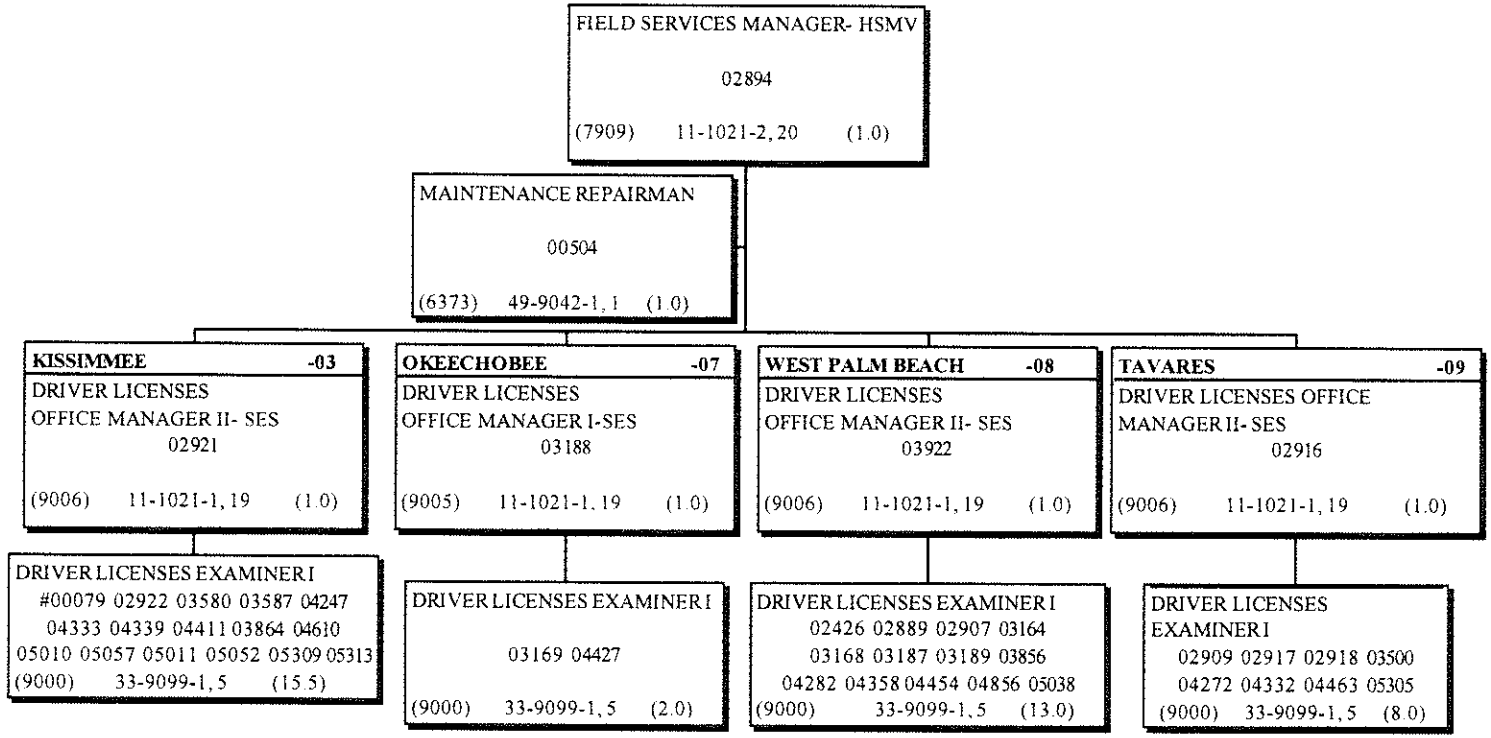
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF MOTORIST SERVICES SUPPORT
DL TRANSITION UNIT 1

DATE: 09/22/2014
SEQUENCE: 7621-02-06-03-01
OED:
NUMBER OF POSITIONS: 29
NUMBER OF FTE'S: 29.0



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

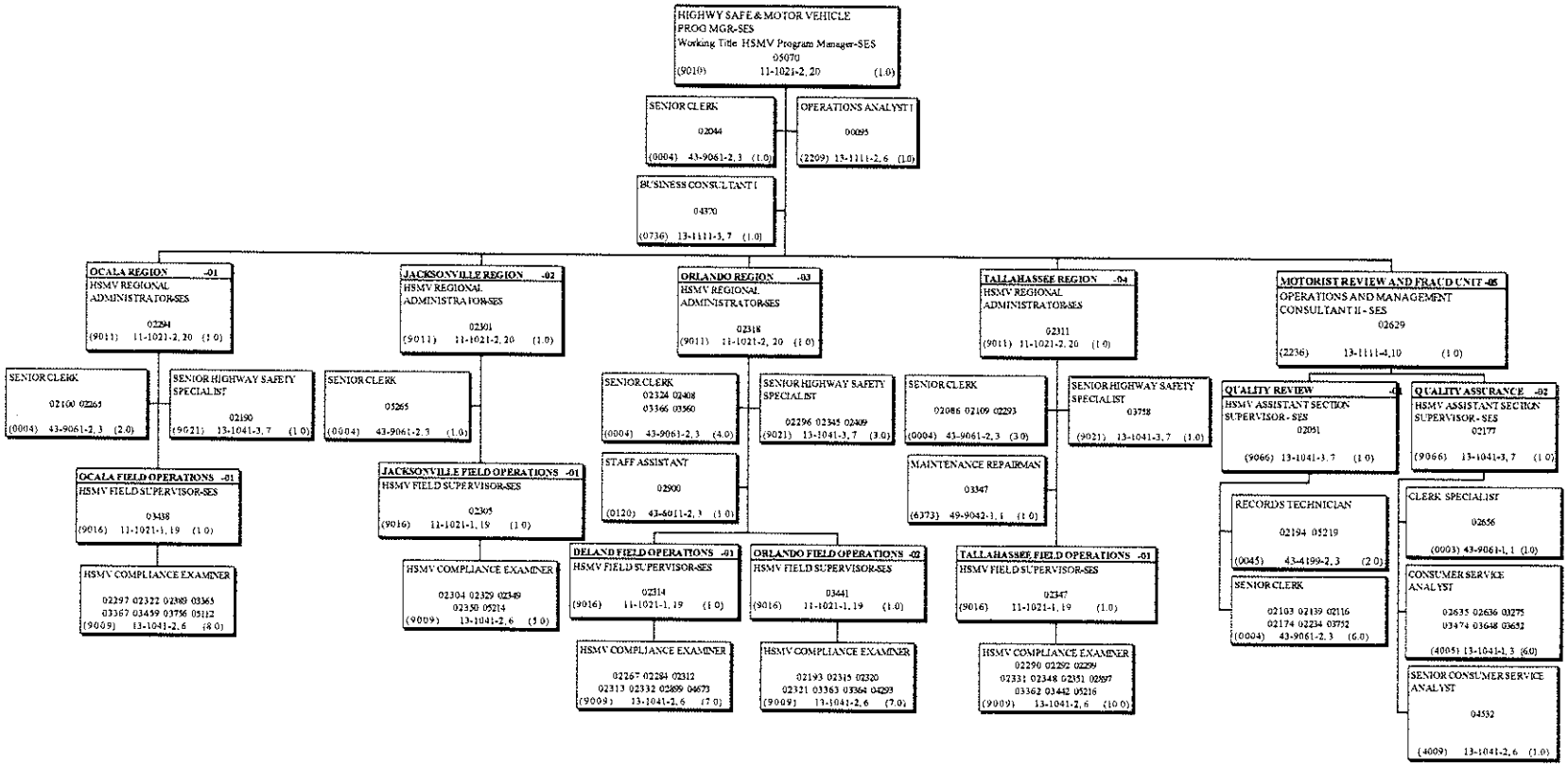
DATE: 08/15/2014
SEQUENCE: 7621-02-06-03-02
OED:
NUMBER OF POSITIONS: 45
NUMBER OF FTE'S: 44.5



.50 FTE

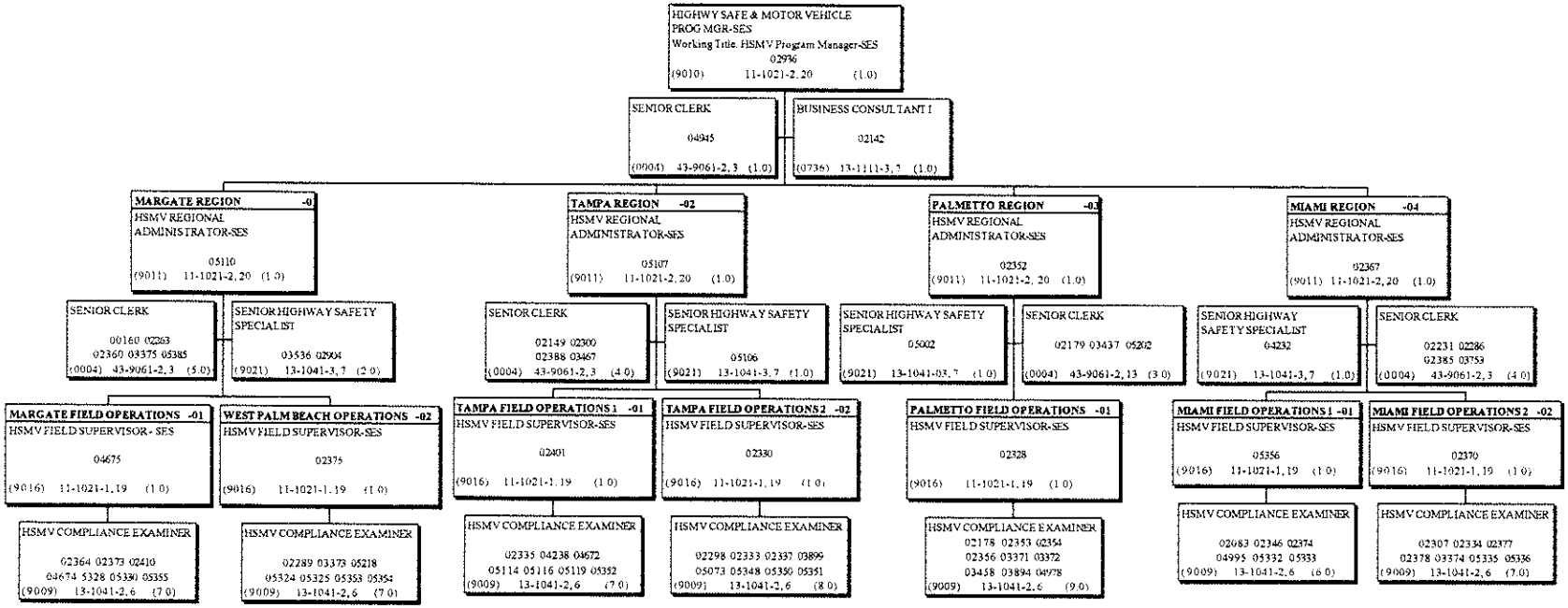
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF MOTOR SERVICES SUPPORT
FIELD OPERATIONS NORTH

DATE: 11/01/13
SEQUENCE: 7621-02-06-04
OED: _____
NUMBER OF POSITIONS: 86
NUMBER OF FTE'S: 86.0



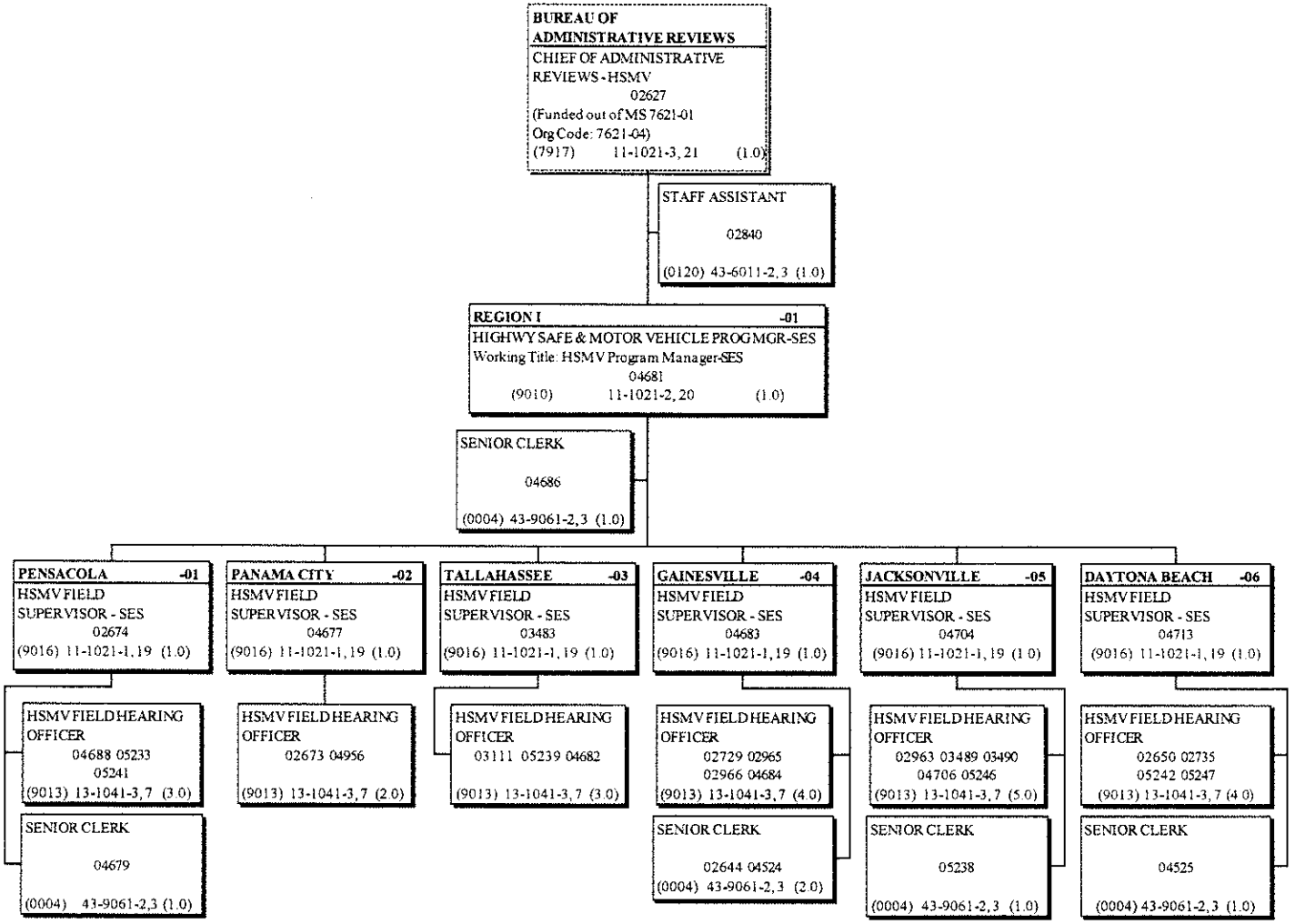
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF MOTOR SERVICES SUPPORT
FIELD OPERATIONS SOUTH

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



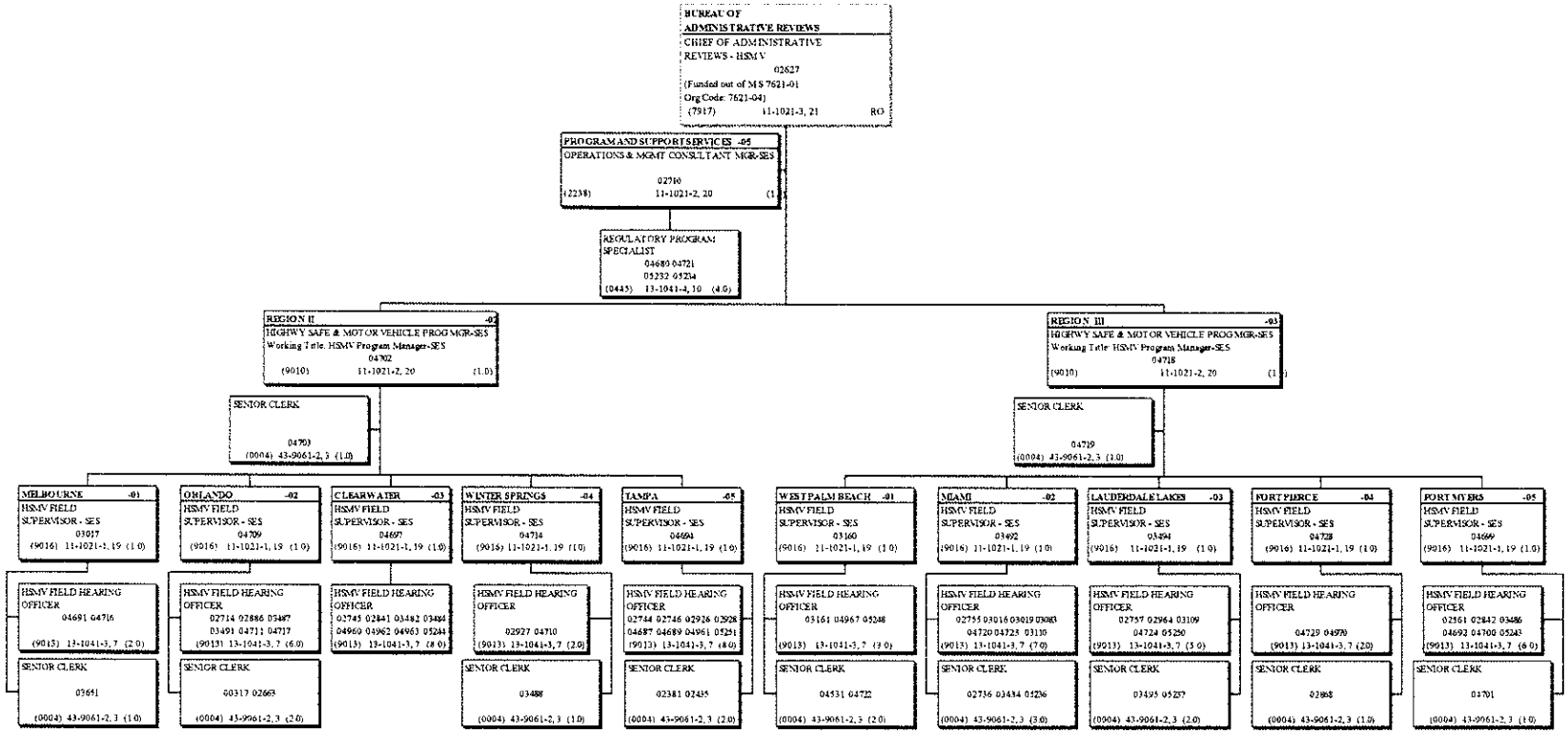
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
OFFICE OF EXECUTIVE DIRECTOR / LEGAL
BUREAU OF ADMINISTRATIVE REVIEWS

DATE: 10/01/2013
SEQUENCE: 7621-04
OED:
NUMBER OF POSITIONS: 36
NUMBER OF FTE'S: 36.0



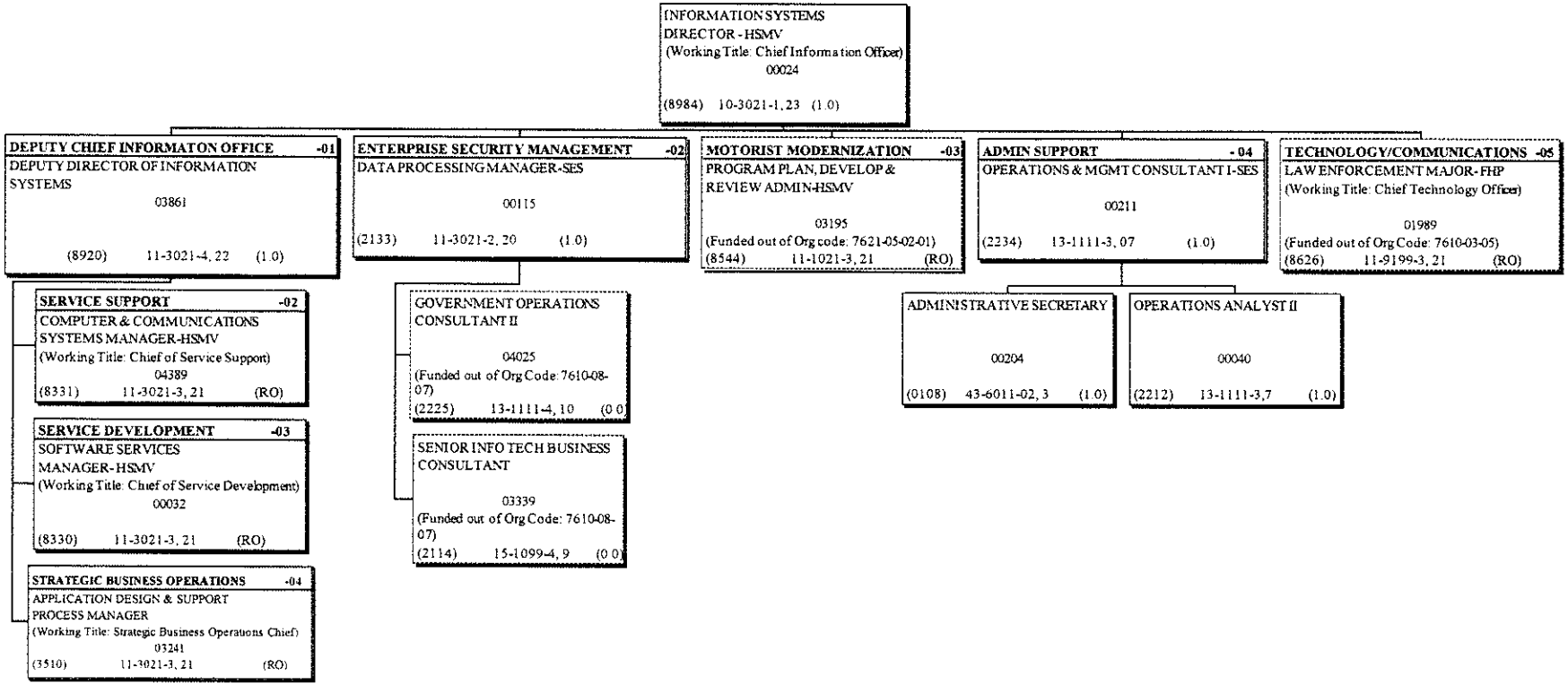
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
OFFICE OF EXECUTIVE DIRECTOR / LEGAL
BUREAU OF ADMINISTRATIVE REVIEWS

DATE: 11/01/2013
SEQUENCE: 7621-04
OED: _____
NUMBER OF POSITIONS: 82
NUMBER OF FTE'S: 82.0



DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION

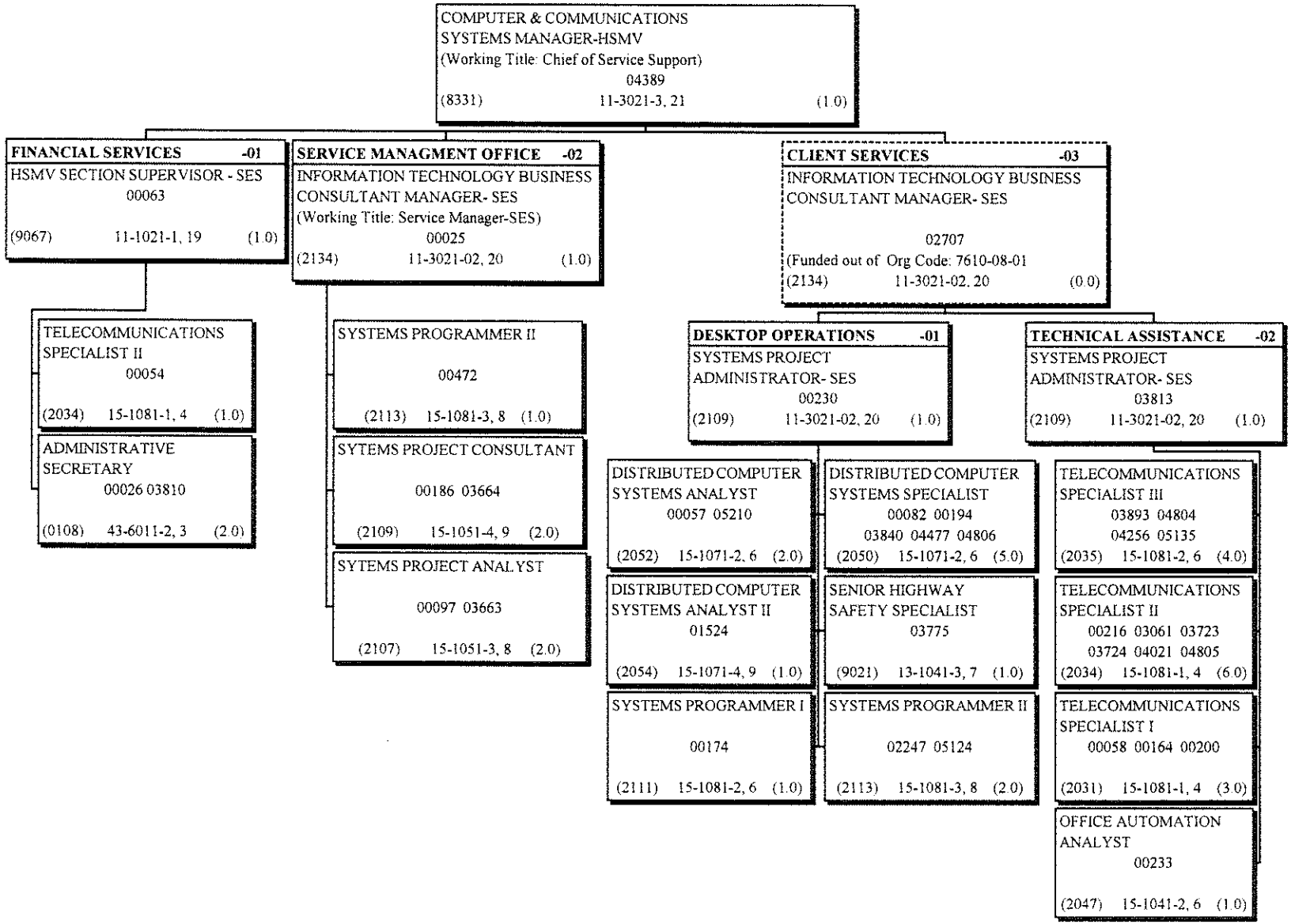
DATE: 01/17/14
SEQUENCE: 7640-01
OED: _____
NUMBER OF POSITIONS: 6
NUMBER OF FTE'S: 6.0



ISA DIRECTOR'S OFFICE

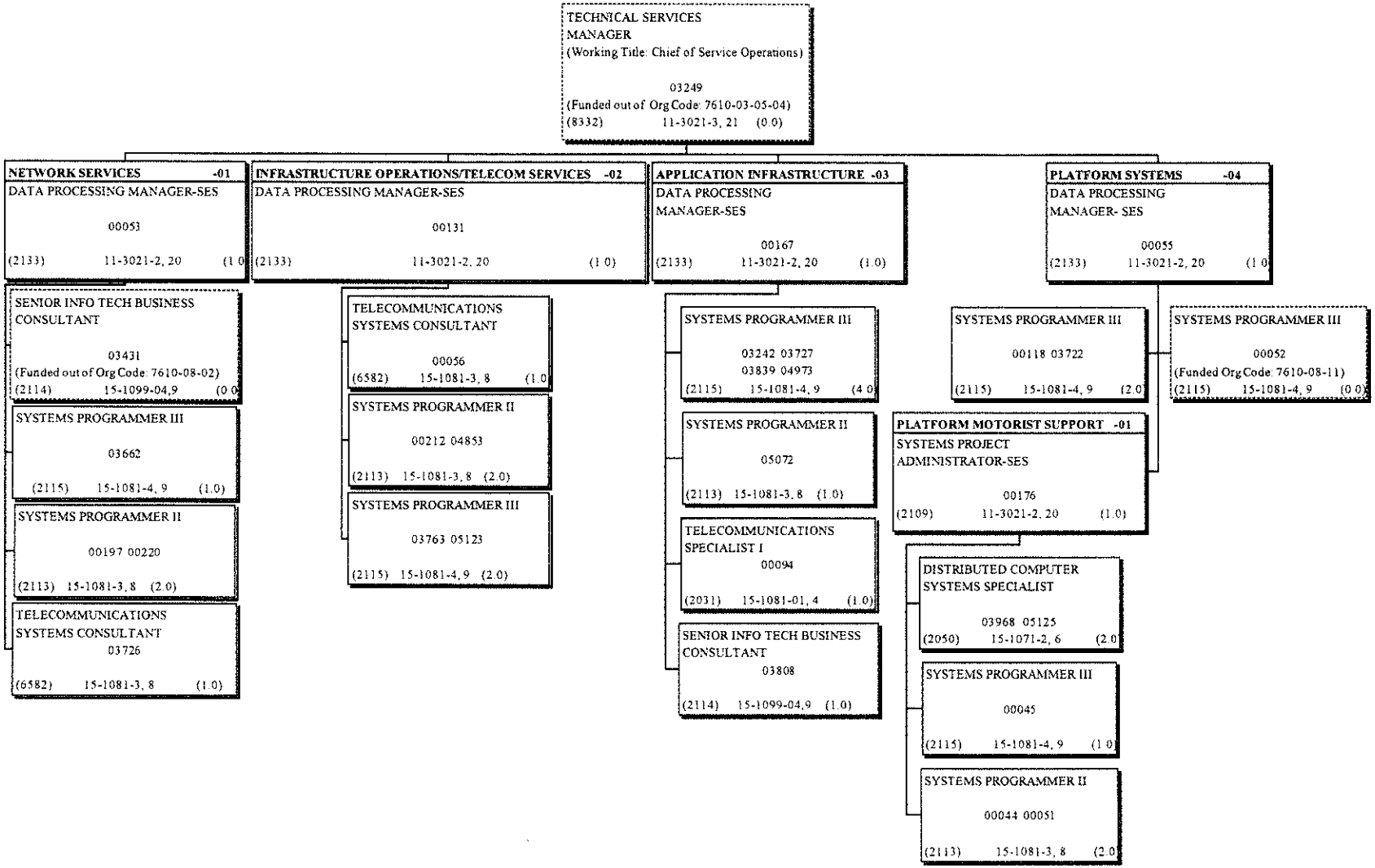
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
SERVICE SUPPORT

DATE: 05/29/14
SEQUENCE: 7640-01-01-02
OED: _____
NUMBER OF POSITIONS: 39
NUMBER OF FTE'S: 39.0



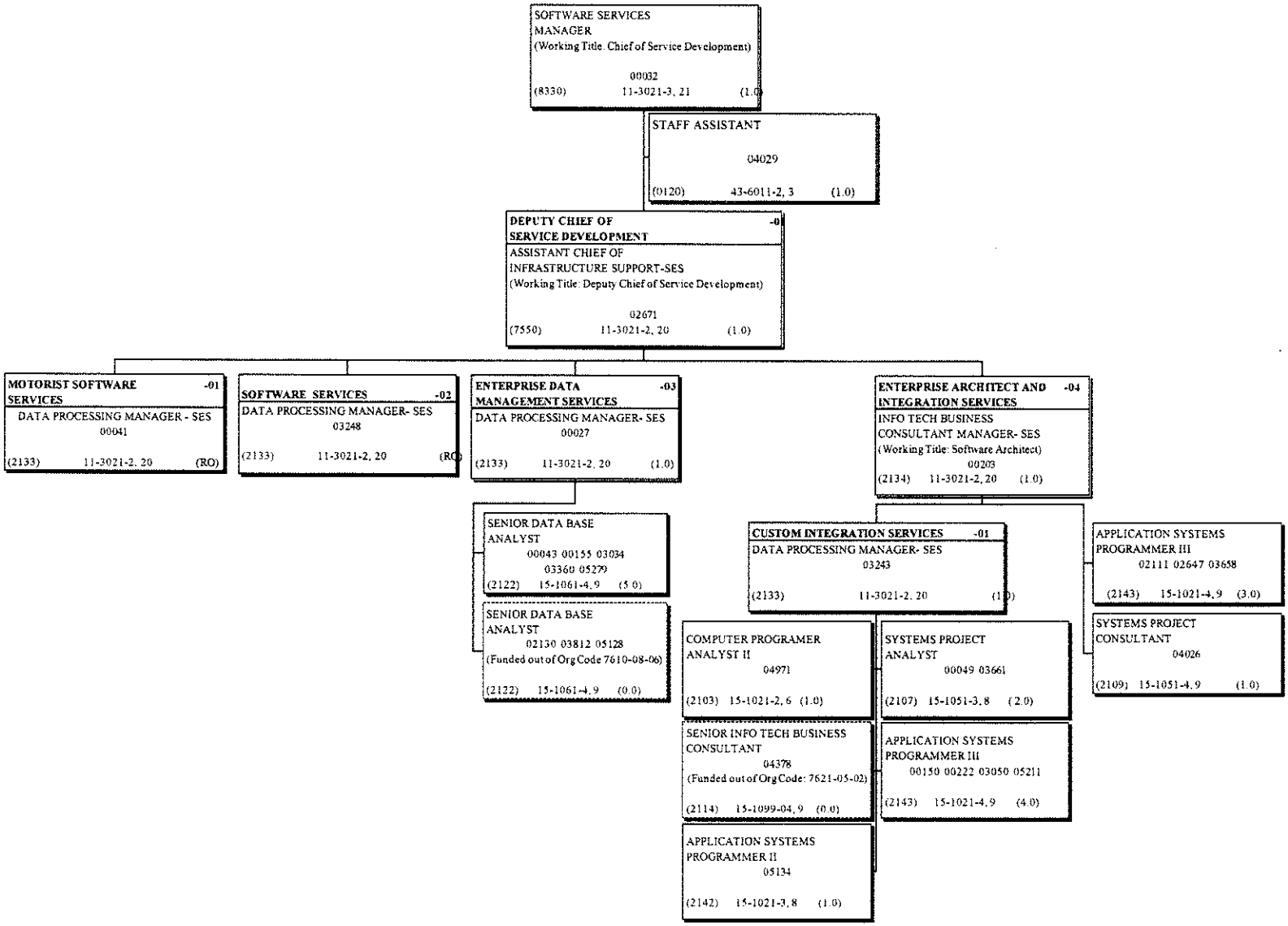
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
SERVICE OPERATIONS

DATE: 12/13/13
SEQUENCE: 7640-01-05-01
OED:
NUMBER OF POSITIONS: 28
NUMBER OF FTE'S: 28.0



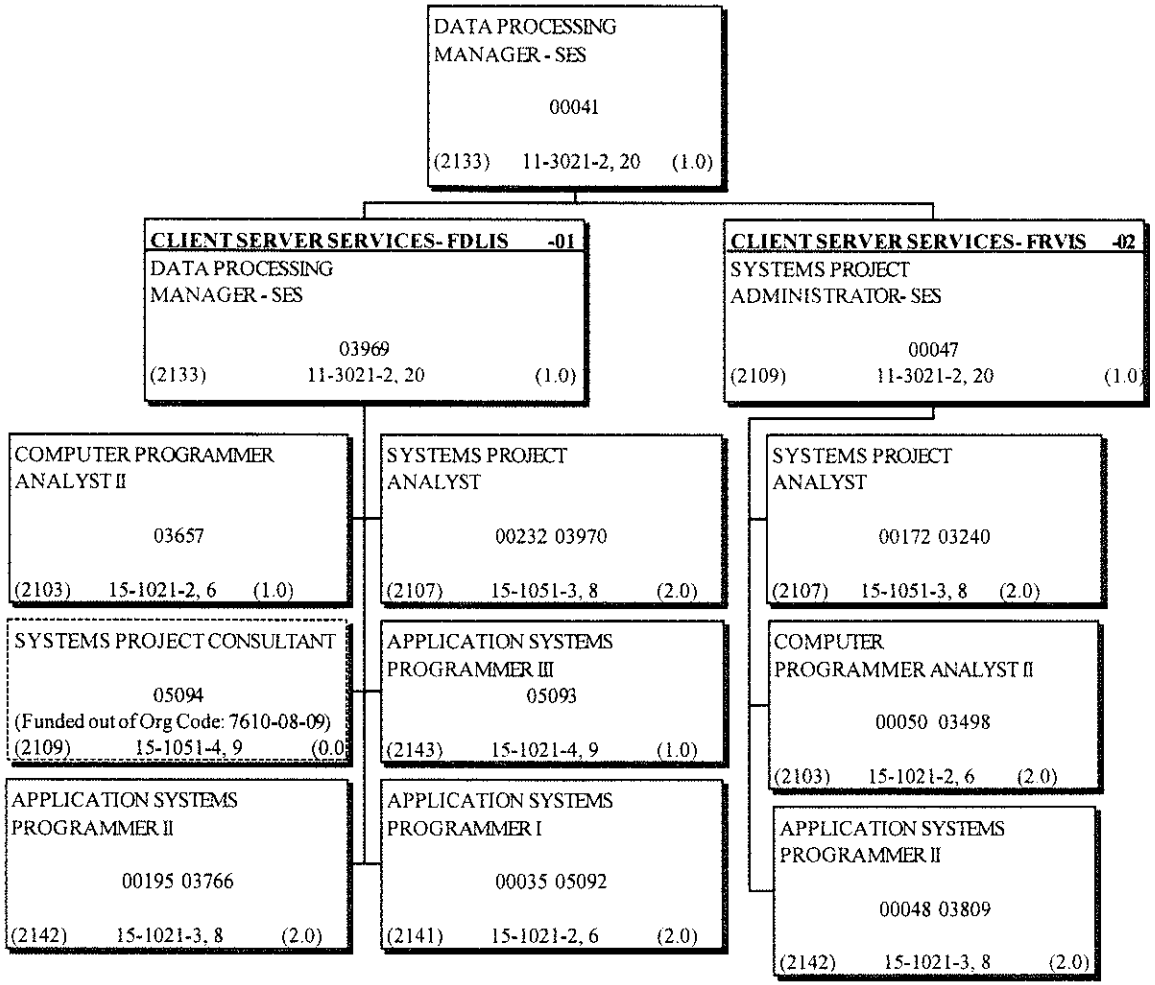
DEPARTMENT OF HIGHWAY AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
SERVICE DEVELOPMENT

DATE: 07/30/2014
SEQUENCE: 7640-01-01-03
OED: _____
NUMBER OF POSITIONS: 23
NUMBER OF FTE'S: 23



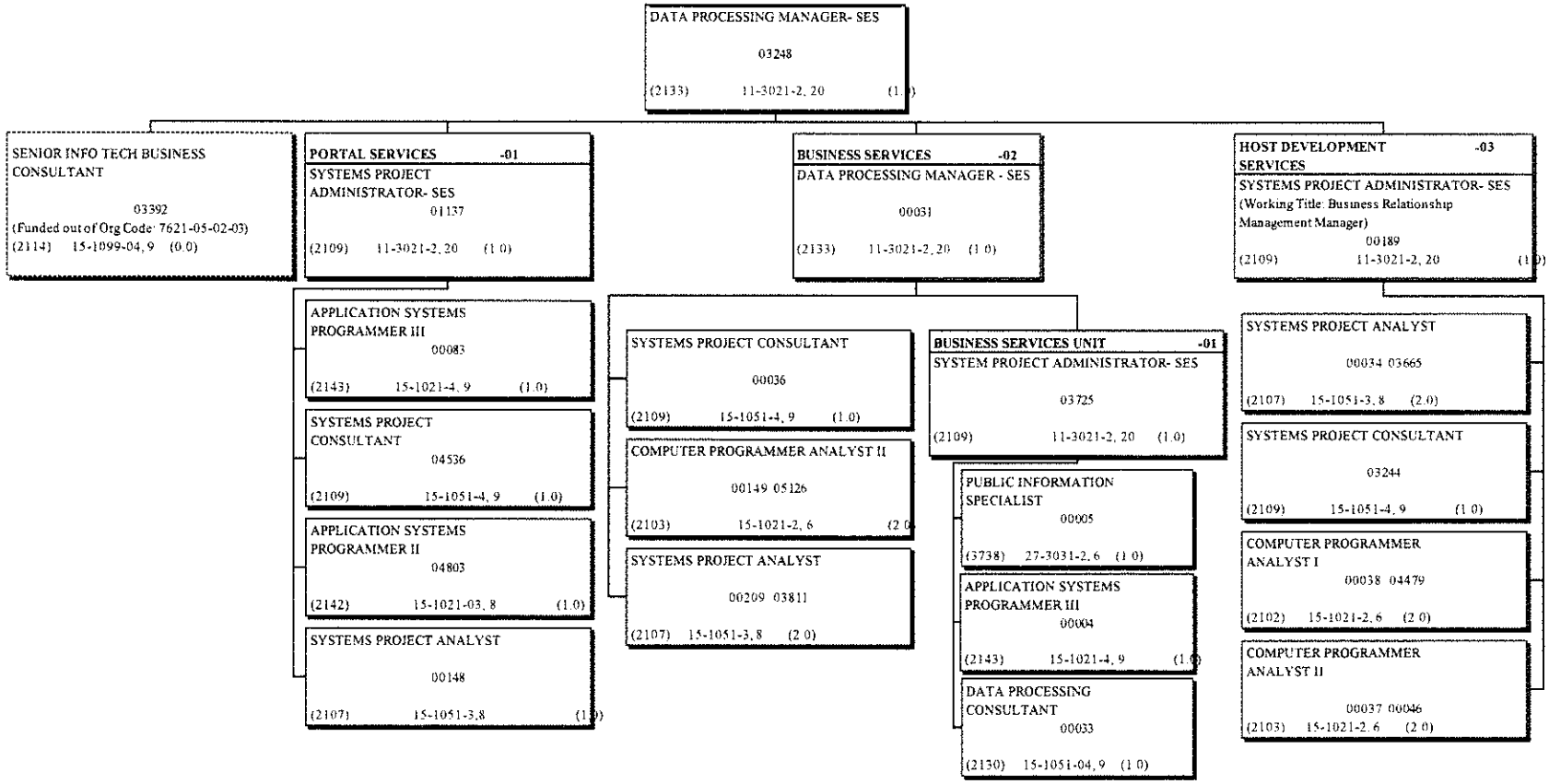
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
SERVICE DEVELOPMENT
MOTORIST SOFTWARE SERVICES

DATE: 07/02/2014
SEQUENCE:7640-01-01-03-01-01
OED:
NUMBER OF POSITIONS: 17
NUMBER OF FTE'S: 17.0



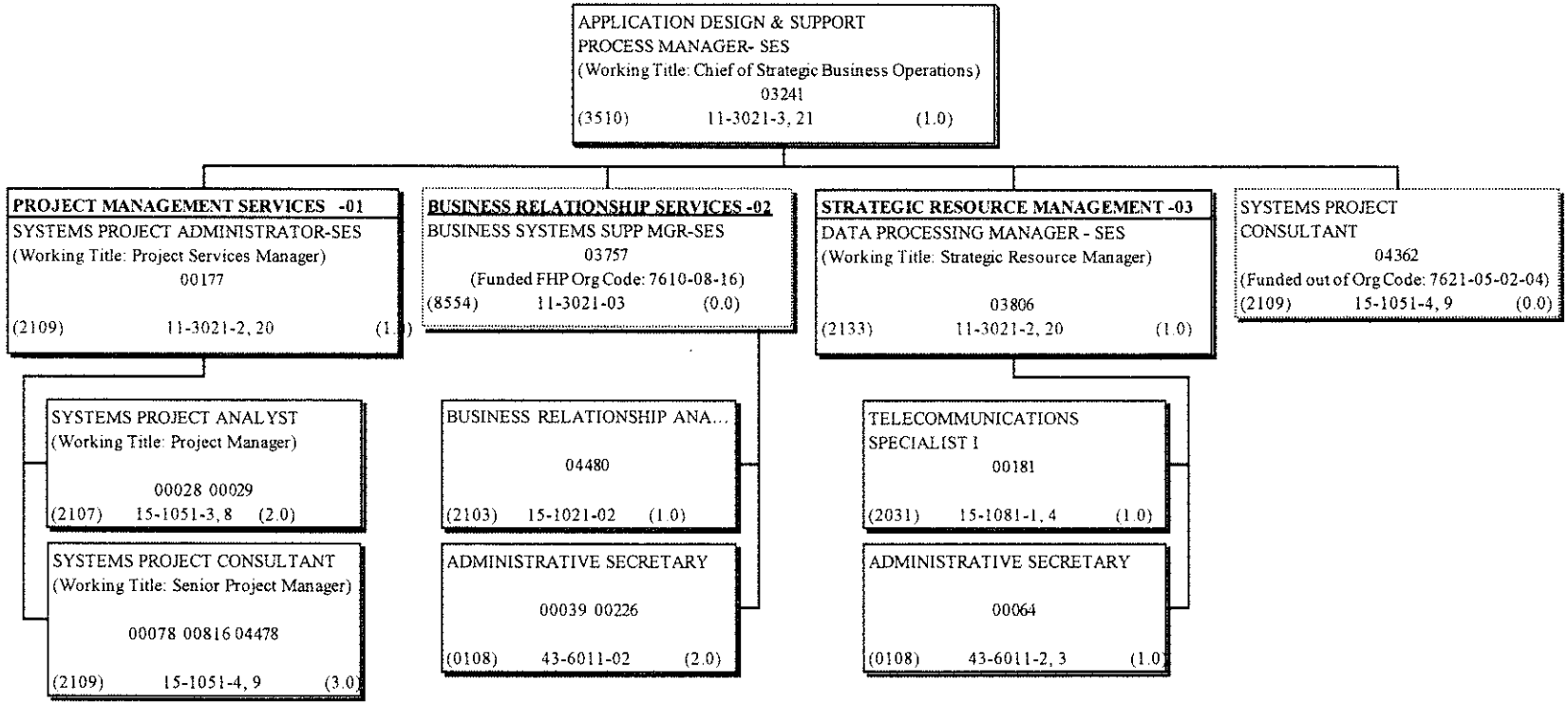
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
SERVICE DEVELOPMENT
SOFTWARE SERVICES

DATE: 07/09/14
SEQUENCE: 7640-01-01-03-01-02
OED:
NUMBER OF POSITIONS: 24
NUMBER OF FTE'S: 24.0



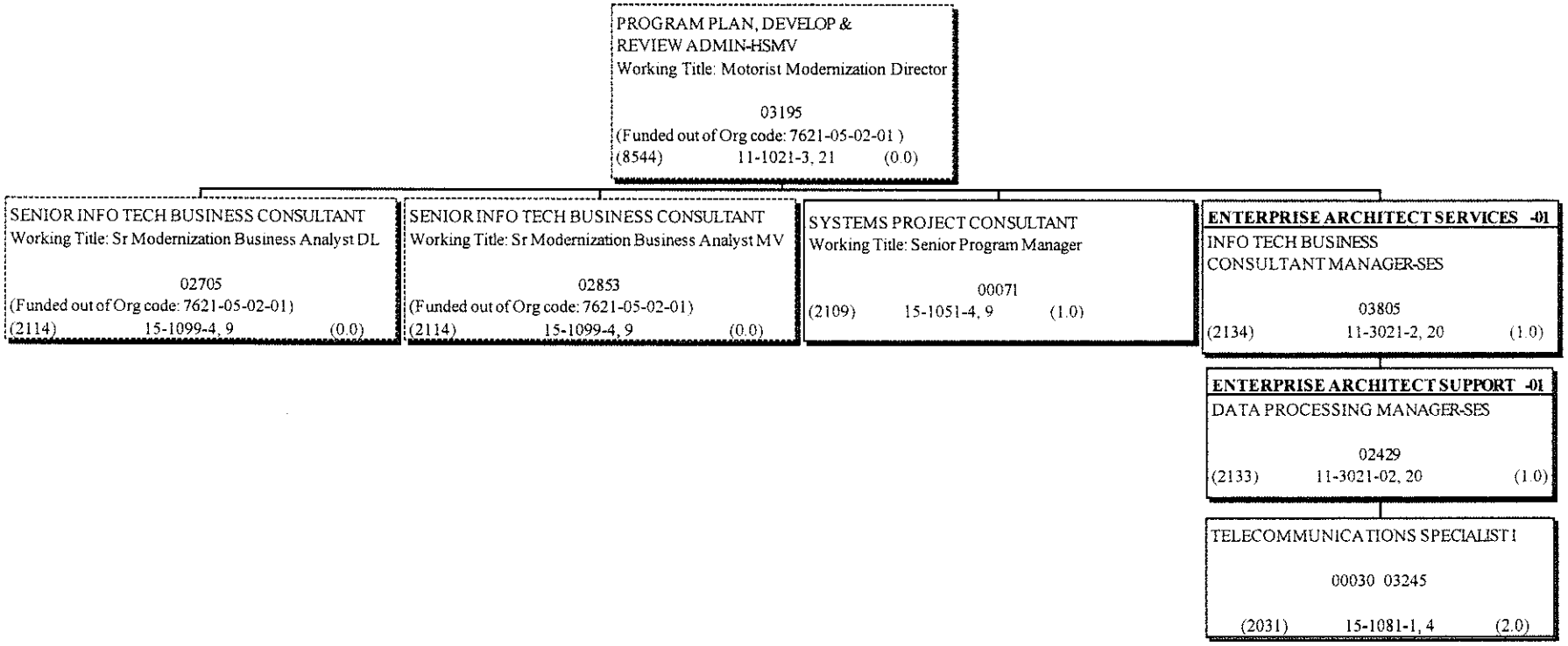
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
STRATEGIC BUSINESS OPERATIONS

DATE: 03/18/14
SEQUENCE: 7640-01-01-04
OED:
NUMBER OF POSITIONS: 13
NUMBER OF FTE'S: 13.0



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

DATE: 12/23/13
SEQUENCE: 7640-01-03
OED: _____
NUMBER OF POSITIONS: 5
NUMBER OF FTE'S: 5.0



HIGHWAY SAFETY AND MOTOR VEHICLES, DEPARTMENT OF

SECTION I: BUDGET	FISCAL YEAR 2013-14 OPERATING	FIXED CAPITAL OUTLAY
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT	410,112,542	3,805,877
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)	20,674,542	0
FINAL BUDGET FOR AGENCY	430,787,084	3,805,877

SECTION II: ACTIVITIES * MEASURES	Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)				3,805,877
Enforcement Of Traffic Laws * **Law enforcement officer duty hours spent on preventive patrol.**	875,832	235.11	205,919,993	
Provide Aerial Traffic Enforcement * **Number of duty hours spent on aerial traffic enforcement.**	2,120	606.79	1,286,400	
Conduct Traffic Homicide Investigations * **Number of hours spent on traffic homicide investigations.**	150,864	91.38	13,786,417	
Provide Academy Training * **Number of students successfully completing training courses.**	1,380	4,133.18	5,703,782	
Conduct Criminal And Administrative Investigations * **Number of hours spent on investigations.**	31,199	266.49	8,314,162	
Number Of Commercial Motor Vehicle Inspections Performed * **Number of commercial motor vehicle inspections.**	119,408	293.85	35,087,855	
Issuance Of Automobile Dealer Licenses * **Number of motor vehicle and mobile home dealers licensed.**	14,656	417.80	6,123,309	
Enforce Title And Registration Laws * **Number of rebuilt salvaged motor vehicles inspected for vehicle identification numbers and odometer readings.**	43,649	172.33	7,522,209	
Issue Driver License And Identification Cards * **Number of driver licenses and identification cards issued.**	5,104,137	10.84	55,315,352	
Maintain Records * **Number of records maintained.**	23,107,623	0.37	8,608,968	
Provide Program Customer Service * **Response to number of telephone, email, and written inquiries.**	926,873	10.99	10,190,610	
Administer Motorist Insurance Laws * **Number of insured motorists.**	11,647,996	0.26	3,066,880	
Oversee Driver Improvement Activities * **Number of problem drivers identified.**	2,198,460	1.60	3,522,023	
Conduct Administrative Reviews * **Number of administrative reviews and hardship and miscellaneous hearings completed.**	54,143	149.23	8,079,623	
Conduct Driver, Driving Under The Influence And Motorcycle Education Activities * **Number of graduates.**	466,053	4.08	1,899,195	
Monitor Mobile Home Inspections * **Number of mobile homes inspected.**	5,298	307.35	1,628,332	
Register And Audit Commercial Carriers * **Number of International Fuel Tax Agreement tax returns processed.**	51,039	106.92	5,457,138	
Issuance Of Vehicle And Mobile Home Titles And Registrations * **Number of motor vehicle and mobile home titles and registrations issued.**	26,364,301	0.51	13,509,544	
Issuance Of Vessel Title And Registrations * **Number of vessel titles and registrations issued.**	1,006,875	0.63	631,944	
TOTAL			395,653,736	3,805,877

SECTION III: RECONCILIATION TO BUDGET		
PASS THROUGHS		
TRANSFER - STATE AGENCIES		
AID TO LOCAL GOVERNMENTS		
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS		
OTHER	5,114,362	
REVERSIONS	30,019,050	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)	430,787,148	3,805,877

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

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

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

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

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

SCHEDULE 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 2015-2016 LBR Issue Code:	**FY 2015-2016 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: **Printed Name:**	**Date:**
Agency Chief Information Officer: ***(If applicable)*** **Printed Name:**	**Date:**
Budget Officer: **Printed Name:**	**Date:**
Planning Officer: **Printed Name:**	**Date:**
Project Sponsor: **Printed Name:**	**Date:**

The Department has no activities proposed for outsourcing during the 2015-2016 Fiscal Year.

SCHEDULE XIII
PROPOSED CONSOLIDATED FINANCING OF DEFERRED-PAYMENT COMMODITY CONTRACTS

Contact Information
Agency: Department of Highway Safety and Motor Vehicles
Name: Kim Banks, Chief Financial Officer
Phone: (850) 617-3404
E-mail address: KimBanks@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.myfloridacfo.com/aadir/statewide_financial_reporting/.

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 2014 contain revenue or expenditure estimates related to your agency?

Yes [X] No [ ]

2) If yes, please list the estimates for revenues and budget drivers that reflect an estimate for your agency for Fiscal Year 2015-2016 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 2015-2016 Estimate/Request Amount	
			Long Range Financial Outlook	Legislative Budget Request
a	Motorist Services Modernization	B	$8.4 million	$ 8.4 million
b	Vehicle Acquisition - Florida Highway Patrol	B	$ 6.6 million	$ 6.6 million
c	Cyber Security Threat Monitoring and Response	B	$ .7 million	$ .7 million
d	Continue Incidental and COPP Overtime	B	$ 2.0 million	$2.0 million
e	Digital in-Car Camera System Maintenance	B	$ .5 million	$ .5 million
f	Purchase of License Plates	B	$ 3.1 million	$ 3.1 million
g	Replacement of Motorist Services Non Pursuit Vehicles	B	$ .35 million	$ .35 million
h	TASER Replacement - Florida Highway Patrol	B	$3.2 million	$3.2 million
i	Facility Maintenance and Repair	B	$5.4 million	$5.4 million
j	Highway Safety Fees	B	$ 388.0 million	$ 388.0 million
		R		

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 2015-16 with the exception of the following: (a) Funding 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, (b) Funding is requested to replace pursuit vehicles for the Florida Highway Patrol with projected mileage of 100,000 or more, (c) Authority is requested for cyber security threat monitoring and response, (d) Funding is requested to continue incidental and court overtime funding appropriated in Fiscal Year 2014-15, (e) Funding is requested for digital in car camera system maintenance, (f) Funding is requested for the purchase of additional licenses plates, (g) Funding is requested for replacement of non-pursuit vehicles with mileage in excess of 120,000 for Motorist Services, (h) Funding is requested to replace Tasers for the Florida Highway Patrol, and (i) Funding is requested to 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: John McCarthy, Chief of Purchasing and Contracts
Phone: (850) 617-3203
E-mail address: JohnMcCarthy@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: 2015-16**
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.)

	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach **Examination of Regulatory**
X	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 2013-14**	**ESTIMATED FY 2014-15**	**REQUEST FY 2015-16**
Receipts:			
Florida Department of Transportation	18,725,877	19,938,505	20,151,654
Vehicle Auction Proceeds	77,621		
Total Fee Collection to Line (A) - Section III	18,803,498	19,938,505	20,151,654
SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	13,657,454	14,733,710	15,133,901
OPS	13,039	13,039	13,039
Expenses & Contracted Services	492,348	492,348	492,348
OCO	2,796	2,407	2,400
Acquisition of Motor Vehicles	963,141	1,071,144	662,515
Communications & Laptops	704,109	455,483	677,077
Overtime	131,420	199,598	199,598
Operation Motor Vehicles	2,044,138	2,082,139	2,082,139
Salary Incentive	91,179	91,179	91,179
Risk Management	678,956	707,248	707,248
Human Resource Services	78,961	78,961	78,961
Lease Purchase	10,457	11,249	11,249
Total Full Costs to Line (B) - Section III	18,867,998	19,938,505	20,151,654

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	18,803,498	19,938,505	20,151,654
TOTAL SECTION II	(B)	18,867,998	19,938,505	20,151,654
TOTAL - Surplus/Deficit	(C)	(64,500)	-	-

EXPLANATION of LINE C:
Salary costs increased in Fiscal Year 2014-15 and 2015-16 due to the increase in retirement costs and pay increase effective July 2014. Communication costs decreased in 2014-15 because the laptop lease contract was paid in full in 2013-14. A new deferred commodity laptop lease contract will be entered into in 2015-16. Thirty-four vehicles are scheduled to be purchased in 2014-15 and twenty-three vehicles are estimated for 2015-16. Full staffing is assumed for Fiscal Year 2015-16.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles **Budget Period: 2015-2016**
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 Alligator Alley.

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

	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach **Examination of Regulatory Fees**
X	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 2013-2014**	**ESTIMATED FY 2014-2015**	**REQUEST FY 2015-2016**
Receipts:			
Florida Department of Transportation	1,219,220	1,213,015	1,370,006
Total Fee Collection to Line (A) - Section III	1,219,220	1,213,015	1,370,006
SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	873,399	899,717	924,585
Expenses	10,128	7,168	7,200
Acquisition of Motor Vehicles	28,188	-	115,220
Communications & Laptops	52,360	34,641	51,501
Overtime	42,319	38,377	38,400
Operation Motor Vehicles	180,849	180,812	180,800
Salary Incentive	2,761	2,761	2,761
Risk Management	42,775	44,559	44,559
Human Resource Services	4,980	4,980	4,980
Indirect Costs Charged to Trust Fund	-	-	-
Total Full Costs to Line (B) - Section III	1,237,759	1,213,015	1,370,006

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,219,220	1,213,015	1,370,006
TOTAL SECTION II	(B)	1,237,759	1,213,015	1,370,006
TOTAL - Surplus/Deficit	(C)	(18,539)	-	-

EXPLANATION of LINE C:

Salary costs increased in Fiscal Year 2014-15 and 2015-16 due to the increase in retirement costs and pay increase in July 2014. Communication costs decreased in 2014-15 because the laptop lease contract was paid in full in 2013-14. A new deferred commodity laptop lease contract will be entered into in 2015-16. No vehicles are anticipated to be purchased in 2014-15. Four vehicles are estimated to be replaced in Fiscal Year 2015-16. Full staffing is assumed for Fiscal Year 2015-16.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles **Budget Period: 2015-2016**
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.)

	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach **Examination of**
X	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 2013-2014**	**ESTIMATED FY 2014-2015**	**REQUEST FY 2015-2016**
Receipts:			
Florida Department of Transportation	1,480,738	1,500,000	1,649,308
Total Fee Collection to Line (A) - Section III	1,480,738	1,500,000	1,649,308
SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	1,110,807	1,276,142	1,276,142
Expenses	16,881	11,570	11,570
Communications & Laptops	78,553	51,975	77,265
Operation Motor Vehicles	218,452	213,076	213,076
Salary Incentive	9,840	9,840	9,840
Indirect Costs Charged to Trust Fund	54,785	61,415	61,415
			-
	-	-	-
Total Full Costs to Line (B) - Section III	1,489,318	1,624,018	1,649,308

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,480,738	1,500,000	1,649,308
TOTAL SECTION II	(B)	1,489,318	1,624,018	1,649,308
TOTAL - Surplus/Deficit	(C)	(8,580)	(124,018)	-

EXPLANATION of LINE C:
Salary costs increased in 2014-15 and 2015-16 due to the increase in retirement costs and pay increase in July 2014. Communication costs decreased in 2014-15 because the laptop lease contract was paid in full in 2013-14. A new deferred commodity laptop lease contract will be entered into in 2015-16.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles **Budget Period: 2015 -2016**
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.)

	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach **Examination of Regulatory**
X	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 2013-2014**	**ESTIMATED FY 2014-2015**	**REQUEST FY 2015-2016**
Receipts:			
Orlando Expressway Authority	713,707	803,446	783,066
Vehicle Auction Proceeds	9,179		
Total Fee Collection to Line (A) - Section III	722,886	803,446	783,066
SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	531,666	559,271	559,271
Expenses	7,242	5,345	5,345
Acquisition of Motor Vehicles	28,188	28,805	-
Communications & Laptops	30,024	20,983	29,408
Overtime	41,521	33,325	33,325
Operation Motor Vehicles	82,472	100,632	100,632
Salary Incentive	3,112	2,981	2,981
Risk Management	-	-	-
Human Resource Services	-	-	-
Indirect Costs Charged to Trust Fund	26,609	52,104	52,104
Total Full Costs to Line (B) - Section III	750,834	803,446	783,066

Basis Used:

SECTION III - SUMMARY				
TOTAL SECTION I	(A)	722,886	803,446	783,066
TOTAL SECTION II	(B)	750,834	803,446	783,066
TOTAL - Surplus/Deficit	(C)	(27,948)	-	-

EXPLANATION of LINE C:
Salary costs increased in 2014-15 and 2015-16 due to the increase in retirement costs and pay increase effective July 2014. Communication costs decreased in 2014-15 because the laptop lease contract was paid in full in 2013-14. A new deferred commodity laptop lease contract will be entered into in 2015-16. One vehicle is scheduled to be purchased in 2014-15> No pursuit vehicles are projected to be replaced for Fiscal Year 2015-16.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles **Budget Period: 2015-2016**
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 hireback program.

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

	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach **Examination of Regulatory Fees**
X	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 2013-2014**	**ESTIMATED FY 2014-2015**	**REQUEST FY 2015-2016**
Receipts:			
Florida Department of Transportation	3,245,893	5,034,467	5,034,467
Total Fee Collection to Line (A) - Section III	3,245,893	5,034,467	5,034,467
SECTION II - FULL COSTS			
Direct Costs:			
Other Personal Services	3,245,893	5,034,467	5,034,467
Total Full Costs to Line (B) - Section III	3,245,893	5,034,467	5,034,467

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	3,245,893	5,034,467	5,034,467
TOTAL SECTION II	(B)	3,245,893	5,034,467	5,034,467
TOTAL - Surplus/Deficit	(C)	0	0	0

EXPLANATION of LINE C:

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles **Budget Period: 2015-2016**
Program: Florida Highway Patrol
Fund: Law Enforcemwent TF (2434)

Specific Authority: Chapters 338 and 339, 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.)

	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach **Examination of Regulatory Fees**
X	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 2013-2014**	**ESTIMATED FY 2014-2015**	**REQUEST FY 2015-2016**
Receipts:			
Forfeiture Receipts	372,817		
Sale of Surplus Property	148,002		
Reimbursements / Refunds	2,310		
Total Fee Collection to Line (A) - Section III	523,129	-	-

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	-	417,383	417,383
Other Personal Services	415	69,000	69,000
Expenses	65,475	65,475	65,475
Contracted Services	49,926	50,000	571,444
Operation Motor Vehicles	-	-	-
Transfer to DAS	141,427	160,130	160,130
Transfer to ISA	3,752	3,752	3,752	
Total Full Costs to Line (B) - Section III	260,995	765,740	1,287,184

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	523,129	-	-
TOTAL SECTION II	(B)	260,995	765,740	1,287,184
TOTAL - Surplus/Deficit	(C)	262,134	(765,740)	(1,287,184)

EXPLANATION of LINE C:

The projected deficits will be corrected from use of invested funds and anticipated budget reversions in Fiscal Years 2014-15 and 2015-16.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles **Budget Period: 2015-2016**
Program: Florida Highway Patrol
Fund: Federal Law Enforcement TF (2719)

Specific Authority: Chapters 338 and 339, 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.)

	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach **Examination of Regulatory Fees**
X	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 2013-2014**	**ESTIMATED FY 2014-2015**	**REQUEST FY 2015-2016**
Receipts:			
Forfeiture Receipts	513,839		
Refunds	11,733		
Interest Income	20,845	20,000	20,000
Total Fee Collection to Line (A) - Section III	546,417	20,000	20,000
SECTION II - FULL COSTS			
Direct Costs:			
Expenses	195,923	185,923	185,923
Operating Capital Outlay	248,478	252,572	252,572
Communications	756,216	52,000	52,000
Total Full Costs to Line (B) - Section III	1,200,617	490,495	490,495

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	546,417	20,000	20,000
TOTAL SECTION II	(B)	1,200,617	490,495	490,495
TOTAL - Surplus/Deficit	(C)	(654,200)	(470,495)	(470,495)

EXPLANATION of LINE C:

The projected deficits will be corrected from use of invested funds and anticipated budget reversions in fiscal years 2014-15 and 2015-16.

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2015 - 2016

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

	Balance as of 6/30/2014		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	196,628.89	(A)		196,628.89
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: Due From Other State Funds	129,366.78	(E)		129,366.78
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, 07/01/14	**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

Budget Period: 2015 - 2016

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

	Balance as of 6/30/2014		SWFS* Adjustments	Adjusted Balance	
Chief Financial Officer's (CFO) Cash Balance	353,184.67			353,184.67	
ADD: Other Cash (See Instructions)				-	
ADD: Investments	1,434,487.45			1,434,487.45	
ADD: Outstanding Accounts Receivable	1,848.71			1,848.71	
ADD: Due From Other State Funds	13,369.45	(E)	41.95	13,411.40	
ADD: Due From Other Departments	-	(E)	3,543.54	3,543.54	
Total Cash plus Accounts Receivable	**1,802,890.28**	(F)	**3,585.49**	**1,806,475.77**	
LESS: Allowances for Uncollectibles		(G)		-	
LESS: Approved "A" Certified Forwards	(18,628.61)	(H)		(18,628.61)	
Approved "B" Certified Forwards		(H)		-	
Approved "FCO" Certified Forwards		(H)		-	
LESS: Other Accounts Payable (Nonoperating)	(25,641.51)	(I)	(15,971.60)	(41,613.11)	
LESS: Deferred Revenues and Advances	(369,562.68)	(J)		(369,562.68)	
Unreserved Fund Balance, 07/01/14	**1,389,057.48**	(K)	**19,557.09**	**1,376,671.37**	**

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

Budget Period: 2015 - 2016

Department Title: Highway Safety and Motor Vehicles
Trust Fund Title: Federal Law Enforcement Trust Fund
Budget Entity: 7600
LAS/PBS Fund Number: 2719

	Balance as of 6/30/2014		SWFS* Adjustments	Adjusted Balance	
Chief Financial Officer's (CFO) Cash Balance	260,102.42	(A)		260,102.42	
ADD: Other Cash (See Instructions)		(B)		-	
ADD: Investments	1,342,239.87	(C)		1,342,239.87	
ADD: Outstanding Accounts Receivable	1,798.24	(D)		1,798.24	
ADD: Due From Other State Funds	70,589.79	(E)	37,868.27	108,458.06	
Total Cash plus Accounts Receivable	**1,674,730.32**	(F)	**37,868.27**	**1,712,598.59**	
LESS: Allowances for Uncollectibles	-	(G)		-	
LESS: Approved "A" Certified Forwards	(62,695.57)			(62,695.57)	
Approved "B" Certified Forwards	(190,708.04)			(190,708.04)	
Approved "FCO" Certified Forwards				-	
LESS: Other Accounts Payable (Nonoperating)	(4,994.53)		(41.95)	(5,036.48)	
LESS: Deferred Revenues and Advances	-	(J)		-	
Unreserved Fund Balance, 07/01/14	**1,416,332.18**	(K)	**37,826.32**	**1,454,158.50**	**

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: 2015 - 2016

Department Title: **Highway Safety and Motor Vehicles**

Trust Fund Title: **Highway Patrol Insurance Trust Fund**

LAS/PBS Fund Number: 2364

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/14 Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	**(325,995.67)**	(A)
Subtract Nonspendable Fund Balance (GLC 56XXX)		(B)
Add/Subtract Statewide Financial Statement (SWFS)Adjustments :		
SWFS Adjustment # and Description		(C)
SWFS Adjustment # and Description		(C)
Add/Subtract Other Adjustment(s):		
Approved "B" Carry Forward (Encumbrances) per LAS/PBS		(D)
Approved FCO Certified Forward per LAS/PBS		(D)
A/P not C/F-Operating Categories		(D)
		(D)
		(D)
		(D)
ADJUSTED BEGINNING TRIAL BALANCE:	**(325,995.67)**	(E)
UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	**325,995.67**	(F)
DIFFERENCE:	**0.00**	(G)*

***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2015 - 2016

Department Title: **Highway Safety and Motor Vehicles**

Trust Fund Title: **Law Enforcement Trust Fund**

LAS/PBS Fund Number: 2434

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/14 Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	**(1,389,057.48)**	(A)
Subtract Nonspendable Fund Balance (GLC 56XXX)		(B)
Add/Subtract Statewide Financial Statement (SWFS)Adjustments :		
Adjustment for Due To/From Other State Funds	15,929.65	(C)
Adjustment for Due From Other Departments	(3,543.54)	(C)
Add/Subtract Other Adjustment(s):		
Approved "B" Carry Forward (Encumbrances) per LAS/PBS		(D)
Approved FCO Certified Forward per LAS/PBS		(D)
A/P not C/F-Operating Categories		(D)
		(D)
		(D)
		(D)
ADJUSTED BEGINNING TRIAL BALANCE:	**(1,376,671.37)**	(E)
UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	**1,376,671.37**	(F)
DIFFERENCE:	**0.00**	(G)*

***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2015 - 2016

Department Title: **Highway Safety and Motor Vehicles**

Trust Fund Title: **Federal Law Enforcement Trust Fund**

LAS/PBS Fund Number: 2719

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/14		
Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	**(1,606,903.00)**	(A)
Subtract Nonspendable Fund Balance (GLC 56XXX)		(B)
Add/Subtract Statewide Financial Statement (SWFS)Adjustments :		
Adjustment for Due to/From Other State Funds	(37,826.32)	(C)
SWFS Adjustment # and Description		(C)
Add/Subtract Other Adjustment(s):		
Approved "B" Carry Forward (Encumbrances) per LAS/PBS	190,708.04	(D)
Approved FCO Certified Forward per LAS/PBS		(D)
A/P not C/F-Operating Categories	(137.22)	(D)
		(D)
		(D)
		(D)
ADJUSTED BEGINNING TRIAL BALANCE:	**(1,454,158.50)**	(E)
UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	**1,454,158.50**	(F)
DIFFERENCE:	**0.00**	(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: 2015-16**
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.)

X	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.)
	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 2013-14**	**ESTIMATED FY 2014-15**	**REQUEST FY 2015-16**
Receipts:			
Total Fee Collection to Line (A) - Section III	-	-	-

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	137,489	140,445	143,465
Other Personal Services	2,137	2,137	2,137
Expenses	11,584	11,584	11,584
Operating Capital Outlay	-	-	-
Contracted Services	-	-	-
Leased Equipment	103	103	103
Human Resource Fees	4,597	4,597	4,597
Total Full Costs to Line (B) - Section III	155,910	158,866	161,886

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	-	-	-
TOTAL SECTION II	(B)	155,910	158,866	161,886
TOTAL - Surplus/Deficit	(C)	(155,910)	(158,866)	(161,886)

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 depositied 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 Vehicles **Budget Period: 2015-16**
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.)

X	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.)
	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 2013-14**	**ESTIMATED FY 2014-15**	**REQUEST FY 2015-16**
Receipts:			
Total Fee Collection to Line (A) - Section III	-	-	-
SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	516,164	527,262	538,598
Other Personal Services	-	-	-
Expenses	2,407	2,407	2,407
Operating Capital Outlay	-	-	-
Contracted Services	-	-	-
Risk Management	-	-	-
Human Resouce Fees	4,298	4,298	4,298
Indirect Costs Charged to Trust Fund	-	-	-
Total Full Costs to Line (B) - Section III	522,869	533,967	545,303
Basis Used:			

SECTION III - SUMMARY

TOTAL SECTION I	(A)	-	-	-
TOTAL SECTION II	(B)	522,869	533,967	545,303
TOTAL - Surplus/Deficit	(C)	(522,869)	(533,967)	(545,303)

EXPLANATION of LINE C:

Pusuant 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 with the exception of a commercial drivers license, 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: 2015-16**
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.)

X	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.)
	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 2013-14**	**ESTIMATED FY 2014-15**	**REQUEST FY 2015-16**
Receipts:			
Motorcycle Registrations	1,678,423	1,700,740	1,739,392
Total Fee Collection to Line (A) - Section III	1,678,423	1,700,740	1,739,392
SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	523,767	535,028	546,531
Other Personal Services	8,142	8,142	8,142
Expenses	44,131	44,131	44,131
Contracted Services	38,615	38,615	38,615
Leased Equipment	391	391	391
Risk Management	13,488	13,488	13,488
Human Resource Fees	4,024	4,024	4,024
Total Full Costs to Line (B) - Section III	632,558	643,819	655,322

Basis Used:

SECTION III - SUMMARY				
TOTAL SECTION I	(A)	1,678,423	1,700,740	1,739,392
TOTAL SECTION II	(B)	632,558	643,819	655,322
TOTAL - Surplus/Deficit	(C)	1,045,865	1,056,921	1,084,070

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: 2015-16**
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.)

	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.)
X	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 2013-14**	**ESTIMATED FY 2014-15**	**REQUEST FY 2015-16**
Receipts:			
Driver Education Fees	1,484,100	1,433,344	1,453,899
Total Fee Collection to Line (A) - Section III	1,484,100	1,433,344	1,453,899
SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	58,546	146,489	149,639
Other Personal Services	910	910	910
Expenses	4,933	4,933	4,933
Leased Equipment	44	44	44
Risk Management	1,508	4,524	4,524
Human Resource Fee	449	1,347	1,347
Indirect Costs Charged to Trust Fund	-	-	-
Total Full Costs to Line (B) - Section III	66,390	158,247	161,397

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,484,100	1,433,344	1,453,899
TOTAL SECTION II	(B)	66,390	158,247	161,397
TOTAL - Surplus/Deficit	(C)	1,417,710	1,275,097	1,292,502

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: 2015-16**
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.)

X	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.)
	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 2013-14**	**ESTIMATED FY 2014-15**	**REQUEST FY 2015-16**
Receipts:			
DUI Course Fees	766,925	681,103	690,870
Total Fee Collection to Line (A) - Section III	766,925	681,103	690,870
SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	311,616	318,316	325,160
Other Personal Services	4,844	4,844	4,844
Expenses	26,256	26,256	26,256
Leased Equipment	233	233	233
Risk Management	8,025	8,025	8,025
Human Resource Fees	2,394	2,394	2,394
Indirect Costs Charged to Trust Fund	-	-	-
Total Full Costs to Line (B) - Section III	353,368	360,068	366,912

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	766,925	681,103	690,870
TOTAL SECTION II	(B)	353,368	360,068	366,912
TOTAL - Surplus/Deficit	(C)	413,557	321,035	323,958

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: 2015-16**
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.)

X	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.)
	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 2013-14**	**ESTIMATED FY 2014-15**	**REQUEST FY 2015-16**
Receipts:			
Ignition Interlock Fees	187,596	190,183	194,937
Total Fee Collection to Line (A) - Section III	187,596	190,183	194,937
SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	227,637	232,531	237,530
Other Personal Services	3,538	3,538	3,538
Expenses	19,180	19,180	19,180
Leased Equipment	170	170	170
Risk Management	5,863	5,863	5,863
Human Resource Fee	1,749	1,749	1,749
Indirect Costs Charged to Trust Fund	-	-	-
Total Full Costs to Line (B) - Section III	258,137	263,031	268,030

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	187,596	190,183	194,937
TOTAL SECTION II	(B)	258,137	263,031	268,030
TOTAL - Surplus/Deficit	(C)	(70,541)	(72,848)	(73,093)

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 Frust Fund to fund this program.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicles **Budget Period: 2015-16**
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.)

X	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.)
	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 2013-14**	**ESTIMATED FY 2014-15**	**REQUEST FY 2015-16**
Receipts:			
Total Fee Collection to Line (A) - Section III	-	-	-
SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	4,102,178	4,190,375	4,280,468
Other Personal Services	46,525	46,525	46,525
Expenses	613,282	613,282	613,282
Operating Capital Outlay	33,928	33,928	33,928
Contracted Services	59,574	59,574	59,574
Leased Equipment	8,972	8,972	8,972
FDLE Background Checks	18,752	18,752	18,752
Risk Management	110,481	110,481	110,481
Human Resource Fee	32,955	32,955	32,955
Total Full Costs to Line (B) - Section III	5,026,647	5,114,844	5,204,937

Basis Used:

SECTION III - SUMMARY				
TOTAL SECTION I	(A)	-	-	-
TOTAL SECTION II	(B)	5,026,647	5,114,844	5,204,937
TOTAL - Surplus/Deficit	(C)	(5,026,647)	(5,114,844)	(5,204,937)

EXPLANATION of LINE C:

$1,979,790 in fees collected in FY 2013-14 for Dealer Licenses were deposited into the General Revenue Fund and the Mobile Home an 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: 2015-16**
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.)

X	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.)
	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 2013-14**	**ESTIMATED FY 2014-15**	**REQUEST FY 2015-16**
Receipts:			
Mobile Home Installer's Application Fee	2,750	12,315	12,664
Mobile Home Installer's Fees	45,300	46,328	47,639
Mobile Home Installer's Exam Fee	1,800	1,841	1,893
Mobile Home Installer's Decals	56,940	58,233	59,881
Mobile Home Installer's Administration Fee	12,250	12,528	12,883
Total Fee Collection to Line (A) - Section III	119,040	131,245	134,960
SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	1,177,383	1,202,697	1,228,555
Other Personal Services	6,078	6,078	6,078
Expenses	124,875	124,875	124,875
Contracted Services	2,326	2,326	2,326
Leased Equipment	906	906	906
Risk Management	28,221	28,221	28,221
Human Resource Fee	8,418	8,417	8,417
Indirect Costs Charged to Trust Fund	-	-	-
Total Full Costs to Line (B) - Section III	1,348,207	1,373,520	1,399,378
Basis Used:			
SECTION III - SUMMARY			
TOTAL SECTION I (A)	119,040	131,245	134,960
TOTAL SECTION II (B)	1,348,207	1,373,520	1,399,378
TOTAL - Surplus/Deficit (C)	(1,229,167)	(1,242,275)	(1,264,418)

EXPLANATION of LINE C:

In FY 2013-14, $140,103 in fees were collected for Mobile Home Seals and deposited into the General Revenue Fund which are not reflected in this schedule. The remaining deficit is being absorbed by the Highway Safety Operating TF to continue program operation.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicles **Budget Period: 2015-16**
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.)

	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.)
	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 2013-14**	**ESTIMATED FY 2014-15**	**REQUEST FY 2015-16**
Receipts:			
Vessel Administrative Fees	700,000	700,000	700,000
Total Fee Collection to Line (A) - Section III	700,000	700,000	700,000

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	146,256	149,401	152,613
Other Personal Services	885	885	885
Expenses	48,955	48,955	48,955
Operating Capital Outlay	-	-	-
Contracted Services	6,150	6,150	6,150
Pay Outside Contractors	192,259	192,259	192,259
Purchase of License Plates (Decals)	154,000	154,000	154,000
Indirect Costs Charged to Trust Fund	151,495	148,350	145,138
Total Full Costs to Line (B) - Section III	700,000	700,000	700,000

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	700,000	700,000	700,000
TOTAL SECTION II	(B)	700,000	700,000	700,000
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: 2015-16**
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.)

	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.)
X	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 2013-14**	**ESTIMATED FY 2014-15**	**REQUEST FY 2015-16**
Receipts:			
IFTA Taxes	19,252,823	19,800,000	19,800,000
Refunds	25		
Total Fee Collection to Line (A) - Section III	19,252,848	19,800,000	19,800,000
SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	2,653,012	2,710,052	2,768,318
Other Personal Services	-	-	-
Expenses	274,720	274,720	274,720
Operating Capital Outlay	5,001	5,001	5,001
Contracted Services	2,964	2,964	2,964
Risk Management	74,099	74,099	74,099
Leased Equipment	9,039	9,039	9,039
Transfer to FHP/ISA	489,207	489,207	489,207
Transfers to Other Entities/Refunds	13,790,230	16,000,000	16,700,000
Total Full Costs to Line (B) - Section III	17,298,272	19,565,082	20,323,348

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	19,252,848	19,800,000	19,800,000
TOTAL SECTION II	(B)	17,298,272	19,565,082	20,323,348
TOTAL - Surplus/Deficit	(C)	1,954,576	234,918	(523,348)

EXPLANATION of LINE C:

Estimated and projected operating expenditures are based on Fiscal Year 2013-14 actual expenditures for Motorist Services. The projected Fiscal Years 2014-15 and 2015-16 revenues, refund and transfers to other entities are per the July, 2014 Revenue Estimating Conference.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety & Motor Vehicle **Budget Period: 2015-16**
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.)

	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.)
X	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 2013-14**	**ESTIMATED FY 2014-15**	**REQUEST FY 2015-16**
Receipts:			
Mobile Home Dealer Licenses	50,960	52,260	53,758
Mobile Home Titles	18,280	18,876	19,379
Total Fee Collection to Line (A) - Section III	69,240	71,136	73,137
SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	-	-	-
Other Personal Services	-	-	-
Expenses	-	-	-
Operating Capital Outlay	-	-	-
Claims	-	363,216	67,286
8% Surcharge	5,527	5,691	5,851
Indirect Costs Charged to Trust Fund	-	-	-
Total Full Costs to Line (B) - Section III	5,527	368,907	73,137

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	69,240	71,136	73,137
TOTAL SECTION II	(B)	5,527	368,907	73,137
TOTAL - Surplus/Deficit	(C)	63,713	(297,771)	-

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-11to further improve the oversight of Commercial Driving Schools. The changes will enhance education on ethics, code of conduct, promote safety, and enhance 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 novice and risk-prone drivers and violators about 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?

   The fees are insufficient to cover the costs for the regulatory service.

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?

   The fees provide a financial incentive to keep the license current. School owners who do not renew their license before expiration, are not permitted to operate until they pay a $50 non-refundable application fee and $200 original license fee. In comparison, renewal license fee is $100.

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 are not adequate to cover the cost of the program, however, the service provides substantial benefits by providing valuable training that makes our highways safer. Having trained professionals teach novice and risk-prone drivers accident prevention techniques and tips is critical to improving highway safety making the program a public asset. 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 eliminate schools that do not meet the standards. Due to better enforcement and regulatory oversight, we expect to attract better quality schools, increase student participation in these programs, and consequently improve their service delivery. Increasing student participation in commercial driving school

programs will make our highways safer, as a result of increased driver awareness, and a reduction in crashes and traffic violations.

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 standardized monitoring environment which ensures CDL Compliance Officers are effectively and uniformly monitoring contracted Third Party Administrators and Third Party Testers. CDL & Third Party Testing staff are required to participate in monthly conference calls to discuss policy directives, federal testing standards, and implement standardized monitoring practices which enrich and strengthen our program.

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 utilizing an electronic method of recording and storing the actual driving test. 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 November 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. This system will document compliance with Federal standards tied to Federal highway funds.

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
   No fees are charged for the oversight and regulation of this program. Oversight is necessary to ensure public safety and security in the administration of Class E exams by third part and to ensure compliance with Florida laws regarding the administration of Class E exams.
   Commercial Vehicles Third Party

   No fees are charged by the State to regulate this program. However, the regulation of this program allows the State to receive Federal highway funds.

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 Department is looking for a centralized location that could be used to conduct all RiderCoach training and any costs savings could then be reprioritized in future years.

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.

Schedule IA - Part I: Examination of Regulatory Fees

Department: Highway Safety and Motor Vehicles

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) programs were merged to provide continuity of services and eliminate redundancies. The merger of the two programs aligned similar administrative functions and improved customer service by creating a larger base of subject matter experts to assist customers.

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

   During Fiscal Year 2014-15, 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 set 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 through. The Program has an incentive to comply with prompt payment of the assessment fee. Failure to do so reflects in a deficiency in their final report, which 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 addressing problems with inebriated drivers.

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.

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?

   Effective July 1, 2014, Florida will contract with any vendor who offers IID services as long as the device meets NHTSA and Rule 15A-9 Standards and the company proves the ability to comply with other contractual requirements.

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 rates.

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.

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 set 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 through. The Vendor has an incentive to comply with prompt payment of the assessment fee as stipulated in the Vendor's contractual agreement with the Department. Any violation of the agreement is subject to either a settlement agreement or a 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 benefits to society by improving highway safety while on an offender's vehicle.

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.

Schedule IA - Part I: Examination of Regulatory Fees

Department: Highway Safety and 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?

    - The Dealer Licensing Section conducted a pilot program to ensure that licensed dealers maintain garage liability insurance (GLI) as required by section 320.27 F.S. The Department developed a matrix to notify dealers 30 days prior to the expiration of their GLI and followed up to ensure compliance. This 12 month pilot resulted in 99% dealer compliance as of June 30, 2014.

    - A Technical Advisory has been submitted to the automobile industry advising them that if the Department is notified by their insurance company that their GLI has been cancelled that we will take an administrative action that could result in a $500 fine per incident. This advisory is designed to improve services by ensuring dealers of the impact a cancelled policy will have on their business and protect customers from potential liabilities while test driving uninsured automobiles.

    - 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. The Guide was updated during this fiscal year.

    - Dealers have the option to renew their license for two years. This option could result in a reduction in workload as some applicants may not need to renew every year. Approximately 66% of the manufacturers took advantage of this option and over 50% of the dealers.

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 assistance 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 2013-14, the Department received $1,979,790 in Dealer License Fees. In FY 2013-14 expenditures for this program were funded from the Highway Safety Operating Trust Fund and totaled $5,026,647.

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 accessed 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 subsidy 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 reduce workload as applicants who elect a biennial license will not renew every year. However, at this time we cannot determine the full impact on workload since the law changed after the license renewal period and many dealers who may have otherwise utilized a two year renewal option were not able to do.

Schedule IA - Part I: Examination of Regulatory Fees

Department: Highway Safety and 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?

    - The current process for Department staff to research manufactured home construction information is entirely manual. The Department is in the process of creating an electronic database to store information about manufactured homes. This database will allow the Department to provide more efficient and faster service when customers need information.

    - We are in the process of converting all of our data sheeting dating back to 1976 to digital images making data retrieval much faster and more efficient. The national average time to retrieve data sheets for In-Plant Inspection Agencies ~~is~~ ranges from two to three weeks. Our response time is four hours.

    - The Installation Program has increased the frequency of their site inspections. We were able to use two positions that were underutilized in our section and reclassify (one of them is pending restructure) them to assist with increased inspections. We learned that with our previous structure we were merely responding to issues and did not have the man power to be proactive and identify issues. Now we are mandating that all licensed installers be inspected annually. We have been successful in identifying two homes that were a safety issue that neither the homeowner, nor the building inspector had been able to detect. .These issues were significant and would have been a health hazard if gone undetected for too long a period.

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, neither the fees charged to the mobile/manufactured home industry for regulation of construction, the mobile/manufactured home installers fees, nor the monitoring fees for consumer complaints are sufficient to cover the cost of operating the corresponding program. The revenue from these fees fluctuates with 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 general, the fees paid for these programs by comparable industries in other states are substantially higher in other states when compared to 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%) **67%**

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? **$105,499**

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 $50,411 in FY 2013-14 and are estimated to total $51,278 in FY 2014-15 and $52,068 in FY 2015-16.

Annual expenditures incurred from the Highway Safety Operating Trust Fund for this program totaled $155,910 in FY 2013-14 and are estimated to total $158,866 in FY 2014-15 and $161,886 in FY 2015-16.

Schedule IA - Part II: Examination of Regulatory Fees

Department: **Highway Safety and Motor Vehicles**

Regulatory Service to or Oversight of Business or Profession Program: **Third Party Driver License Testing**

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%) **100%**

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? **$522,869**

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)

Annual expenditures incurred from the Highway Safety Operating Trust Fund for this program totaled $522,869 in FY 2013-14 and are estimated to total $533,967 in FY 2014-15 and $545,303 in FY 2015-16.

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 $1,678,423 in FY 2013-14 and are estimated to total $1,700,740 in FY 2014-15 and $1,739,392 in FY 2015-16. 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 $632,558 in FY 2013-14 and are estimated to total $643,819 in FY 2014-15 and $655,322 in FY 2015-16 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 $766,925 in FY 2013-14 and are estimated to total $681,103 in FY 2014-15 and $690,870 in FY 2015-16.

Annual expenditures incurred for the DUI Program totaled $353,367 in FY 2013-14 and are estimated to total $360,068 in FY 2014-15 and $366,912 in FY 2015-16.

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%) **27%**

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? **$70,541**

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 $187,596 in FY 2013-14 and are estimated to total $190,183 in FY 2014-15 and $194,937 in FY 2015-16.

Annual expenditures incurred for the Ignition Interlock Program totaled $258,137 in FY 2013-14 and are estimated to total $263,031 in FY 2014-15 and $268,030 in FY 2015-16.

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? **61%**

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? **$3,046,856**

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	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 $1,979,790 for FY 2013-14 and are estimated to total $2,095,928 for FY 2014-15 and $2,125,983 for FY 2015-16.
These fees were deposited into the General Revenue Fund.

Annual FY 2013-14 expenditures totaled $5,026,647 and are estimated to total $5,114,844 for FY 2014-15 and $5,204,937 for FY 2015-16.
Of the total expenditures incurred in FY 2014-15, $18,752 was a pass through for payment of background checks for dealers.

Schedule IA - Part II: Examination of Regulatory Fees

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%)? **81%**

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?* **$1,089,063**

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. $45 per hour plus mileage for Engineer	Not in Statute	Yes	$30 per hour plus mileage for Comp. Ex. $45 per hour plus mileage for Engineer	General Revenue
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 $259,143 for FY 2013-14 and are estimated to total $279,957 for FY 2014-15 and $287,885 for FY 2015-16.
Of the amount collected, $140,103 was deposited in FY 2013-14 in the General Revenue Fund, $148,712 is estimated to be deposited into the General Revenue Fund for FY 2014-15, and $152,925 is estimated to be deposited into the General Revenue Fund for FY 2015-16.

FY 2013-14 expenditures were $1,348,207 and are estimated to total $1,373,520 for FY 2014-15 and $1,399,376 for FY 2015-16.
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: 2015 - 2016

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 6/30/2014		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	$12,025,687.21	(A)		$12,025,687.21
ADD: Other Cash (See Instructions)	$16,610.29	(B)	(5,759.07)	$10,851.22
ADD: Investments	$91,401,311.78	(C)		$91,401,311.78
ADD: Outstanding Accounts Receivable	$606,580.54	(D)		$606,580.54
ADD: Due From State Trust Funds	$11,244,409.70	(E)		$11,244,409.70
ADD: Due From Other Departments	$531,278.35	(E)	$224,287.51	$755,565.86
ADD: Due From Federal Government	$2,311,571.62	(E)		$2,311,571.62
Total Cash plus Accounts Receivable	**$118,137,449.49**	(F)	**218,528.44**	**$118,355,977.93**
LESS: Allowances for Uncollectibles		(G)		$0.00
LESS: Approved "A" Certified Forwards	($12,278,068.57)	(H)		($12,278,068.57)
Approved "B" Certified Forwards	($6,524,280.19)	(H)		($6,524,280.19)
Approved "FCO" Certified Forwards	($3,032,777.23)	(H)		($3,032,777.23)
LESS: Other Accounts Payable (Nonoperating)	($7,453,950.02)	(I)	($367.29)	($7,454,317.31)
LESS: Deferred Unearned Revenues		(J)		$0.00
LESS: Deferred Revenues and Advances	($200,000.00)	(J)		($200,000.00)
Unreserved Fund Balance, 07/01/14	**$88,648,373.48**	(K)	**218,161.15**	**$88,866,534.63** **

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

Budget Period: 2015 - 2016

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

	Balance as of 6/30/2014		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	$2,313,969.36	(A)		$2,313,969.36
ADD: Other Cash (See Instructions)		(B)		$0.00
ADD: Investments		(C)		$0.00
ADD: Outstanding Accounts Receivable	$371,464.60	(D)		$371,464.60
ADD: Due From Other State Agencies		(E)	$80,237.67	$80,237.67
Total Cash plus Accounts Receivable	**$2,685,433.96**	(F)	**$80,237.67**	**$2,765,671.63**
LESS: Allowances for Uncollectibles		(G)		$0.00
LESS: Approved "A" Certified Forwards	-$186,775.35	(H)		-$186,775.35
Approved "B" Certified Forwards	-$7,200.00	(H)		-$7,200.00
Approved "FCO" Certified Forwards		(H)		$0.00
LESS: Other Accounts Payable (Nonoperating)		(I)	-$80,237.67	-$80,237.67
LESS: Deferred Revenues and Advances	-$625,000.00	(J)		-$625,000.00
Unreserved Fund Balance, 07/01/14	**$1,866,458.61**	(K)	**$0.00**	**$1,866,458.61** **

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

Budget Period: 2015 - 2016

Department Title: Highway Safety and Motor Vehicles
Trust Fund Title: Gas Tax Collection Trust Fund
Budget Entity: 7600
LAS/PBS Fund Number: 2319

	Balance as of 6/30/2014		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	5,753,641.60	(A)		5,753,641.60
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable	22,552.78	(D)		22,552.78
ADD: Due From Other State Funds	14,565.62	(E)		14,565.62
Total Cash plus Accounts Receivable	**5,790,760.00**	(F)	**-**	**5,790,760.00**
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards	(156,714.81)			(156,714.81)
Approved "B" Certified Forwards	(2,723.82)			(2,723.82)
Approved "FCO" Certified Forwards				-
LESS: Other Accounts Payable (Nonoperating)	(3,623,562.11)			(3,623,562.11)
LESS: Deferred Revenues and Advances		(J)		-
Unreserved Fund Balance, 07/01/14	**2,007,759.26**	(K)	**-**	**2,007,759.26** **

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

Budget Period: 2015 - 2016

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

	Balance as of 6/30/2014		SWFS* Adjustments	Adjusted Balance	
Chief Financial Officer's (CFO) Cash Balance	297,547.66	(A)		297,547.66	
ADD: Other Cash (See Instructions)	-	(B)		-	
ADD: Investments	-	(C)		-	
ADD: Outstanding Accounts Receivable		(D)		-	
ADD: Due From Other State Funds	743.00	(E)		743.00	
Total Cash plus Accounts Receivable	**298,290.66**	(F)	**-**	**298,290.66**	
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)	(519.84)	(I)		(519.84)	
LESS: Deferred Revenues and Advances	-	(J)		-	
Unreserved Fund Balance, 07/01/14	**297,770.82**	(K)	**-**	**297,770.82**	**

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: 2015 - 2016

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, 07/01/14		
Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	**(97,975,161.81)**	(A)
Subtract Nonspendable Fund Balance (GLC 56XXX)	3,512,535.38	(B)
Add/Subtract Statewide Financial Statement (SWFS)Adjustments :		
A/R for Due From other State Agencies	(224,287.51)	(C)
Adjustment for Cash On Hand/Cash in Bank	5,759.07	(C)
A/P for Due to Other Departments	367.29	(C)
Add/Subtract Other Adjustment(s):		
Approved "B" Carry Forward (Encumbrances) per LAS/PBS	6,524,280.19	(D)
Approved FCO Certified Forward per LAS/PBS	3,032,777.23	(D)
A/P not C/F-Operating Categories	(230,269.09)	(D)
Inventory	(2,472,475.30)	(D)
Prepaids	(1,490,060.08)	(D)
LT Advance	450,000.00	(D)
ADJUSTED BEGINNING TRIAL BALANCE:	**(88,866,534.63)**	(E)
UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	**88,866,534.63**	(F)
DIFFERENCE:	**0.00**	(G)*

***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2015 - 2016

Department Title: **Highway Safety and Motor Vehicles**

Trust Fund Title: **Federal Grants Trust Fund**

LAS/PBS Fund Number: 2261

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/14 Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	**0.00**	(A)
Subtract Nonspendable Fund Balance (GLC 56XXX)		(B)
Add/Subtract Statewide Financial Statement (SWFS)Adjustments :		
SWFS Adjustment # and Description		(C)
SWFS Adjustment # and Description		(C)
Add/Subtract Other Adjustment(s):		
Approved "B" Carry Forward (Encumbrances) per LAS/PBS	7,200.00	(D)
Approved FCO Certified Forward per LAS/PBS		(D)
A/P not C/F-Operating Categories	(1,873,658.61)	(D)
		(D)
		(D)
		(D)
ADJUSTED BEGINNING TRIAL BALANCE:	**(1,866,458.61)**	(E)
UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	**1,866,458.61**	(F)
DIFFERENCE:	**0.00**	(G)*

***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2015 - 2016

Department Title: **Highway Safety and Motor Vehicles**

Trust Fund Title: **Gas Tax Collection Trust Fund**

LAS/PBS Fund Number: 2319

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/14 Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	**(2,010,483.08)**	(A)
Subtract Nonspendable Fund Balance (GLC 56XXX)		(B)
Add/Subtract Statewide Financial Statement (SWFS)Adjustments :		
SWFS Adjustment # and Description		(C)
SWFS Adjustment # and Description		(C)
Add/Subtract Other Adjustment(s):		
Approved "B" Carry Forward (Encumbrances) per LAS/PBS	2,723.82	(D)
Approved FCO Certified Forward per LAS/PBS		(D)
A/P not C/F-Operating Categories		(D)
		(D)
		(D)
		(D)
ADJUSTED BEGINNING TRIAL BALANCE:	**(2,007,759.26)**	(E)
UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	**2,007,759.26**	(F)
DIFFERENCE:	**0.00**	(G)*

***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2015 - 2016

Department Title: **Highway Safety and Motor Vehicles**

Trust Fund Title: **Mobile Home and Recreational Vehicle Protection TF**

LAS/PBS Fund Number: 2463

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/14 Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	**(297,770.82)**	(A)
Subtract Nonspendable Fund Balance (GLC 56XXX)		(B)
Add/Subtract Statewide Financial Statement (SWFS)Adjustments :		
SWFS Adjustment # and Description		(C)
SWFS Adjustment # and Description		(C)
Add/Subtract Other Adjustment(s):		
Approved "B" Carry Forward (Encumbrances) per LAS/PBS		(D)
Approved FCO Certified Forward per LAS/PBS		(D)
A/P not C/F-Operating Categories		(D)
		(D)
		(D)
		(D)
ADJUSTED BEGINNING TRIAL BALANCE:	**(297,770.82)**	(E)
UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	**297,770.82**	(F)
DIFFERENCE:	**0.00**	(G)*

***SHOULD EQUAL ZERO.**

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

For Fiscal Year 2014-15 through Fiscal Year 2018-19

October 2013

Updated: October 2014

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: 10/15/14
Project Name: Motorist Modernization Phase I	Is this project included in the Agency's LRPP? X Yes No
FY 2015-16 LBR Issue Code: 36115C0	FY 2015-16 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, 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: Terry Rhodes	Date: 10-8-14
Agency Chief Information Officer (or equivalent): Printed Name: Robert Fields	Date: 10/6/14
Budget Officer: Printed Name: Kimberly Banks	Date: 10/6/14
Planning Officer: Printed Name: David Westberry	Date: 10/08/14
Project Sponsor: Printed Name: Boyd Walden	Date: 10/7/14
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Terrence Samuel, 850-617-2022, terrencesamuel@flhsmv.gov
Cost Benefit Analysis:	Michelle Morris, 850-617-2151, michellemorris@flhsmv.gov
Risk Analysis:	Terrence Samuel, 850-617-2022, terrencesamuel@flhsmv.gov
Technology Planning:	Terrence Samuel, 850-617-2022, terrencesamuel@flhsmv.gov
Project Planning:	Terrence Samuel, 850-617-2022, terrencesamuel@flhsmv.gov

Contents

Schedule IV-B Cover Sheet 1
Executive Summary 4
I. Schedule IV-B Business Case – Strategic Needs Assessment 6
A. Background and Strategic Needs Assessment 6
1. Business Need 6
2. Business Objectives 11
B. Baseline Analysis 14
1. Current Business Process(es) 16
2. Assumptions and Constraints 45
C. Proposed Business Process Requirements 45
1. Proposed Business Process Requirements 45
2. Business Solution Alternatives 45
3. Rationale for Selection 46
4. Recommended Business Solution 47
D. Functional and Technical Requirements 47
1. Functional Business Requirements 47
2. Technical Requirements 52
II. Success Criteria 55
III. Benefits Realization and Cost Benefit Analysis 57
A. Benefits Realization Table 57
B. Cost Benefit Analysis (CBA) 61
IV. Schedule IV-B Major Project Risk Assessment 65
A. Risk Assessment Summary 65
V. Schedule IV-B Technology Planning 66
A. Current Information Technology Environment 66
1. Current System 66
2. Information Technology Standards 76
B. Current Hardware and/or Software Inventory 77
C. Proposed Solution Description 79
1. Summary Description of Proposed Solution 79
2. Resource and Summary Level Funding Requirements for Proposed Solution 85
D. Capacity Planning 86
VI. Schedule IV-B Project Management Planning 88
A. Program Charter 88
B. Work Breakdown Structure 92
C. Resource Loaded Program Schedule 94
D. Program Organization 97
E. Program Quality Control 100

F. External Program Oversight 100
G. Risk Management 100
H. Implementation Planning 106
I. Organizational Change Management 106
J. Program Communication 106
K. Special Authorization Requirements 108
VII. Appendix A: Acronyms 109

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 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. An existing synchronization process will be enhanced to support legacy data access once the database changes are in place.

Replace 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 will sometimes need to return to an office to resolve the issue. 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 notification process has had failure issues, which leads to additional costs for the tax collectors and the Department. 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.

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.

Phase I will also expand the use of a single Fee Engine across all applications**.** 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 re-engineered.

It is estimated that implementation of these projects will require $37 million in additional funding over five 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/identification cards 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 one of the largest revenue sources 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 reduce 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.

As stated in the Department's strategic plan, 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	Stock specialty tags, process sales, and distribute revenues in accordance with statute. Monitor usage of fees for compliance.
Non-profit Organizations	Distribute voluntary contributions received in accordance with statute
Tax Collectors	Provide equipment, systems, procedures, and data in order to issue driver licenses, title and registration transactions on behalf of the Department in accordance with state laws and policies.
Private tag agencies	Provide equipment, systems, procedures, and data in order to issue title and registration transactions on behalf of the Tax Collector/Department in accordance with state laws and policies.
Car dealers	License dealers to do business in Florida

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 Memorandums of Understanding with the Department	Provide/Sell data
Other Federal, state and local entities, e.g.: • 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
Florida Highway Patrol / Law enforcement	Provide access in order to lookup identity information and other information related to maintaining public safety
Florida Department of Law Enforcement	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 use taxes and registration fees to jurisdictions 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:

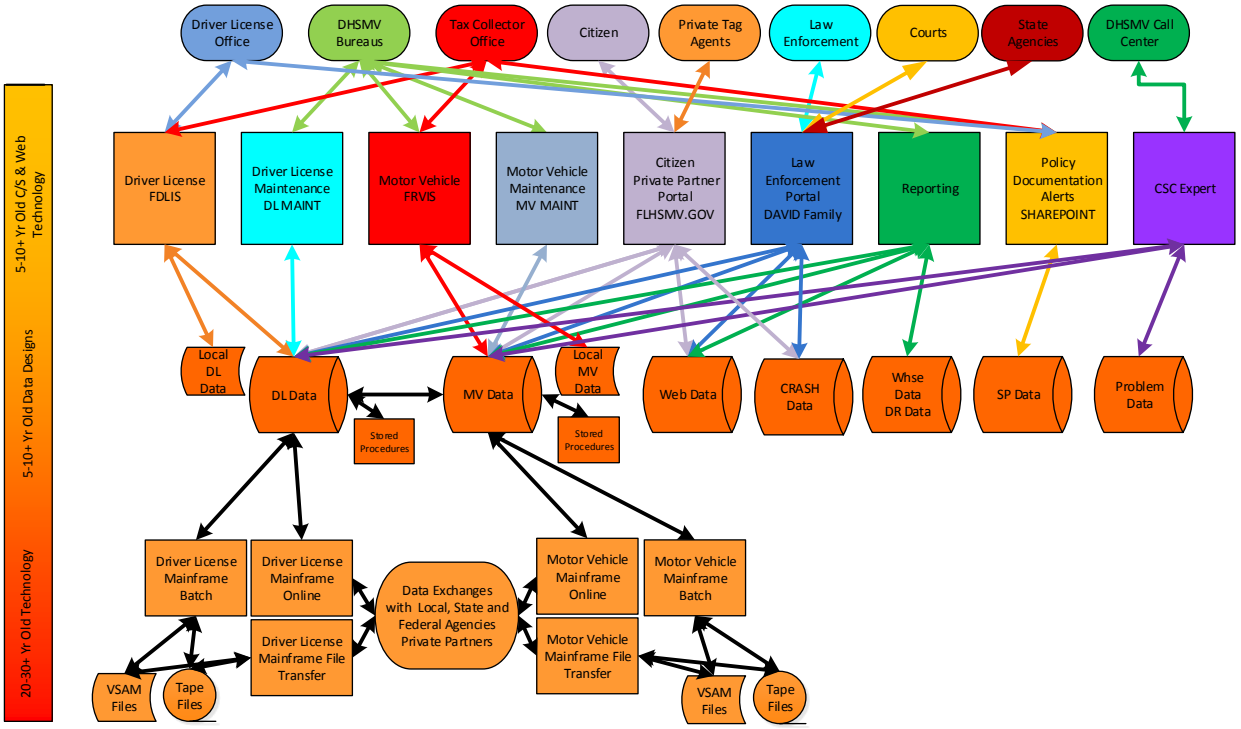


Figure 1-1 – Current Technology Environment

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

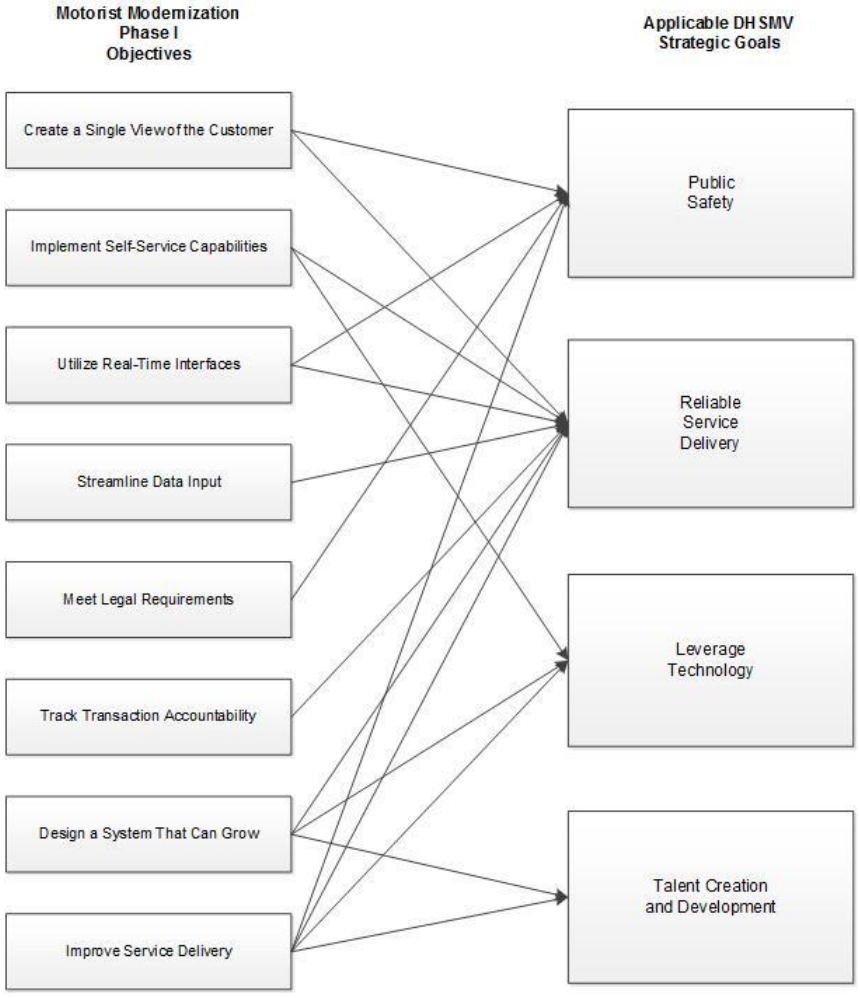


Figure 1-2 – Objectives and Strategic Goals

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

Streamlining processes to reduce duplication and/or to reuse existing data will assist in reducing data errors – created through either duplicate data entries or typographical errors. The reduction or elimination of any paper documents currently in use 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 in-office 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. An existing synchronization process will be enhanced to support legacy data access once the database changes are in place.

Replace 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. 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.

Operationally, data is housed locally (in tax collector and department offices statewide) 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 will sometimes need to return to an office to resolve. Law enforcement and other agencies, such as Department of State (DOS), Department of Children and Families and the Florida Department of Law Enforcement (FDLE) depend on this supporting documentation – mainly the images of customers that are taken when a license is issued. For example, FDLE uses the driver license image and data for sexual predators, sexual offenders and habitual offenders. DOS also uses this data to process and validate addresses for voters.

Merge and re-engineer the driver and vehicle renewal process. The renewal notification process is extremely complex, requiring some manual intervention in order to operate. It is not without failure issues, which leads to additional costs for the tax collectors (who administer the vehicle renewal process) and the Department (which supports both renewal processes and administers the driver license renewal process).

The Department has experienced a number of issues which include incorrect fees and invalid data on the actual renewals. The validation of the renewal data is very tedious, which includes a manual verification of sample data prior to the data being sent to the vendors that print renewals notices on behalf of the county tax collectors and the Department. More often than not, the notices must be reprinted after errors are discovered. Unfortunately, many mistakes are found only after the notices are mailed to customers who have tried to complete their 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.

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.

Phase I will also expand the use of a single fee engine across all applications**.** 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. As part of the Driver Related Issuance and Vehicle Enhancements project, the Department is developing a fee engine that will support the Electronic Filing System (EFS) as well as all future motorist services development, adding fee routines to it as systems are reengineered.

Implementation of Motorist Modernization Phase I 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 registration, voter registration, and selective service registration processes. 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. 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 multi-layered, 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. Upon removal of the technical barriers, the Division of Motorist Services and its agents will be able to provide better service to the public by offering a broader array of services online as well as allowing employees to access data and provide service through a single unified system. In addition, the Department will be able to use the planned system in its oversight role with the tax collectors.

Merging the driver license and motor vehicle systems will allow the department to better audit transactions conducted by a county/state employee who is currently working in two systems while conducting transactions for a single customer. A more streamlined audit function should allow the department to see and react to unusual transaction occurrences more quickly. In

summary, 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 the 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 include 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 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), 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 re-keying 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) licenses and International Registration Plan (IRP) registrations

1) 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. Driver license issuance also includes applicant consent for participation in various state and federal programs including, but not limited to, Motor Voter Act, Organ Donor, Selective Service, and Emergency Contact Information. In addition, customers may make 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.

Driver license (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 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

a) Driver License Issuance (first time, U.S. 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

A 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
Applicant's restrictions (such as "must wear eye glasses") and endorsements (such as "hazmat") are captured on the license form as well as type and class. Obtain any 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 motorist 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 log out of FDLIS and then log in to 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
- AAMVA

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 social security numbers
- 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 applicant's 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 mandatory requirements, enforcement action or sanctions
- Acknowledgements of completion of Driver Education and/or Drug-related courses are accessed from a website 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.

1) 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.

a) 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. Manual entry is also performed 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, the data must then be input into the appropriate driver records by an automated or manual process, depending upon the format of the source data.

In-state Citations

In-state Citations Description

This is the process of updating driver 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 import or manually enter 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, the Driver Improvement staff reviews the citation and sanctions information. A communication is then sent 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 the county 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 the Florida Court Clerks and Comptrollers association (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 citations and/or 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 canceled.

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 their information system, the Driver

Record Court (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)
- 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

Inputs			
Information Received	**Description**	**Source**	**Format**
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.

Driver License 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).

Motor Vehicle 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.

1) Driver License Enforcement Activities

a) Financial Responsibility

Overview

Financial Responsibility staff is primarily concerned with enforcing the requirements of two laws – the Financial Responsibility Law and the Florida Motor Vehicle No-Fault Law. These laws require drivers to maintain certain levels of insurance, which are monitored differently according to the requirements of their respective Statutes:

- The Florida Motor Vehicle No-Fault Law requires Personal Injury Protection (PIP) and Property Damage Liability (PDL) to be carried on each vehicle, throughout the vehicle registration period and coverage is monitored by the Department. If a person is convicted of not providing proof of insurance, the Department monitors their coverage for two years. PIP/PDL insurance is carried on the vehicle.
- The Financial Responsibility Law requires that proof of full Liability insurance, including bodily injury liability (BIL), at the time of a crash or certain violations. If a person is in a crash and found to not have liability insurance, the Department monitors their coverage for three years. Liability insurance is carried on the person and vehicle.

Insurance is enforced against the driver license and one or all of the vehicle registrations for the driver. If required insurance is not maintained, a license is suspended and a fine of $15 - $500 may be required to reinstate the license.

Description

Files received from insurance companies are compared against the Department's driver records by a batch process.

For PIP insurance, if the insurance file shows that PIP was cancelled, the insurance file is checked again in 20 days to allow time for new or updated insurance. If PIP is still not present, a 15-day postdated suspension letter is sent to the driver and the driver must provide proof of insurance to the department and pay a reinstatement fee, if required, when proper insurance was not maintained. (If an insurance policy cancellation (Case Type 7) is received by an insurance company when PIP/PDL insurance was maintained, a driver may use the internet to clear their license. If the driver has other cases, they will have to go into an office facility.)

For bodily injury liability (BIL) insurance, this is not automatically tracked on every driver. However, if a driver was in a crash and did not have BIL insurance, a Case is opened and a "SR22" is required for tracking purposes. This shows proof of BIL insurance with limits of 10k/20k/10k or higher. If insurance is cancelled, the license is immediately suspended and the driver must go to an office and provide a new/reinstated SR22 and pay a reinstatement fee. If a driver is convicted of DUI a "FR44" is required. This shows proof of BIL insurance with limits of 100k/300k/50k or higher.

Process Steps

For PIP:

- FTP Files from insurance companies are received on a regularly scheduled basis. These contain policy holder information, insurance type and include whether the policy is new, reinstated or cancelled.
- A batch process runs against the policies in the database. For each cancelled PIP insurance policy, the driver's policy record in the database is flagged.
- At 20 days, coverage is checked again and if still not present, a letter is generated and sent to the driver.
- If the driver has not presented proof of insurance at 15 days, the license is automatically suspended on the database. At this time, some reinstatements require the driver to go to an issuance office to pay a fine to reinstate.

For BIL Insurance:

- A driver is required to obtain a certificate of coverage limits to demonstrate compliance with increased coverage due to violations that have occurred.
- Insurance companies electronically send bodily injury liability certification data (including cancellation information) to the Department on a regularly scheduled basis.
- A batch process is run against the certification data into the database, attaching certification information to the corresponding driver record case.

- Cancellations of the certificate trigger an automatic driver license suspension.

Challenges

Technical Challenges

- FDLIS can't track information on liability insurance coverage. In order to track liability, a case is created from the crash report or certain conviction and a "SR22" is required. This form indicates that proof of liability insurance is required.
- Unlicensed drivers' insured status cannot be tracked. Because the insurance is required on a vehicle, but enforced on a license, if a registered vehicle fails to carry insurance but the driver is not licensed, it is not caught because the policy is checked against the licensed driver. It is estimated that there are 350,000 instances of this.
- Commercial and fleet registered vehicles are not tracked because of workload and an assumption that commercial and fleet owners have too much to lose to allow insurance to lapse.
- There is a belief that a large number of uninsured motorists are not being caught by the current system logic, leading to un-captured revenue and greater uninsured motorist risk. The solution to this issue will require a detailed analysis of the current system logic to determine where uninsured drivers are being missed. This belief is based on an analysis of various statistics:
    - There is a 5% uninsured motorist rate, equivalent to approximately 600,000 uninsured motorists at any given point in time.
    - DHSMV has approximately 450,000 suspended motorists at any given time. This leaves a delta of approximately 150,000 uninsured motorists not being caught by the system.
    - Of the 450,000 suspended, 185,000 pay or will pay the reinstatement fee. The remaining 265,000 do not pay fines for various reasons, including that the motorist no longer has a registered vehicle (and therefore does not require insurance).
- Crash related information for a car owned by a company rather than an individual is not tracked because crash data is only stored against a person.

b) 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
- 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, the Department's third-party print vendor 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 is entered on 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.

c) 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
- Motorist Maintenance
- Microsoft Word
- Microsoft Access

- Outlook/Email
- Fax
- Florida Department of Health (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.

1) 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 separate report is printed from the CRS system. The business unit then reconciles to the End-of-Day report. If no discrepancies are found, the amount processed is posted to FRVIS so the revenue 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, and 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 licensees/registrants
- 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
- CRS
- Microsoft Excel
- Mail/Fax
- FoxPro distribution program
- FLAIR
- Bank of America

Process Inputs		
Fee Type	*Description*	*Collection/Processing Points*
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	MV transaction fees are collected and processed by State-operated field offices, in-house, online and by County Tax Collectors.

Process Inputs		
Fee Type	*Description*	*Collection/Processing Points*
	manufacturers and other MV related services	
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.

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 maintains the data repository for Motorist Services. 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.

1) 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 Electronic Repository of Executed Contracts (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

f. 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.

1) 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).

g. 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:

1) 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. 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.

2) 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 area's 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 Information System)
- 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.

Maintain / Enhance Current System

There are significant shortcomings with this approach. The current system's 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.

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 driver 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.

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, developed, 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 and Technical 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 eight objectives outlined in Section I.A are important to all of the functions, four objectives are of particular importance to Issuance:

1. Single View of the Customer
2. Utilize Real-Time Interfaces
3. Streamline Data Entry
4. Track Transaction Accountability

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 will provide an interface that third party cashiering systems used by tax collectors can use for cashiering transactions.
- The system shall provide the ability for the business to change some configuration values without intervention from technology staff.

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 "MyDMV" 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
- The system shall provide customers with online self-service including DL renewal, and initiate issuance.
- 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.

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 system 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 shall 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 renewal process schedule shall allow Tax Collector renewal vendors adequate time to review and process the renewal data.

Renewals for vehicles and vessels should adhere to the following process:
- 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 allow Tax Collector renewal vendors adequate time to review and process the renewal data.

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 expire in the month of December. The process schedule shall allow tax collector renewal vendors adequate time to review and process renewal data.

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 redistribute 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 exists 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.
- 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 redistribute renewal data.
- The system shall use the common fee engine to calculate all related renewal fees.

2. Technical Requirements

a. System Architecture Context Diagram

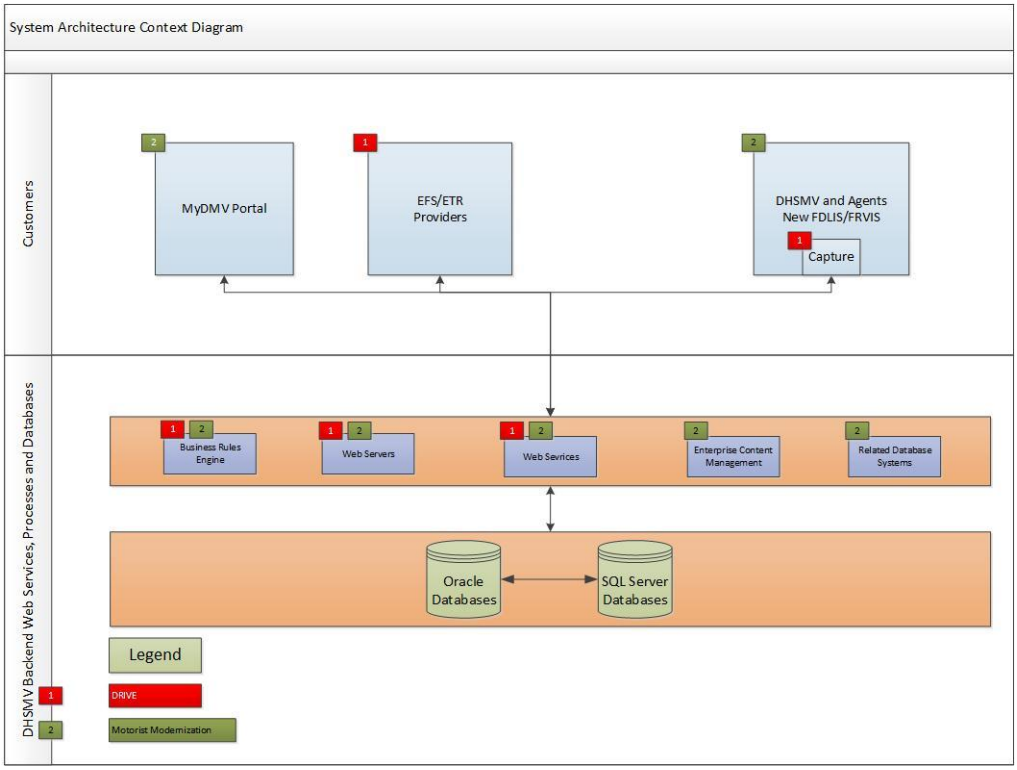


Figure 1-3 – System Architecture Context Diagram

b. System Architecture Model

The System Architecture for the modernized DHSMV systems relies on a modern Service Oriented Architecture (SOA) which consists of five foundational pillars to be implemented over the life of the entire Motorist Modernization effort. Current DHSMV systems were developed in a piecemeal architectural fashion over many years. By creating a foundational model, the Department can assure that future development is based upon the same set of standards and practices. This will ensure that the systems developed now and in the future will be able to communicate with each other in a straightforward manner and that new elements and systems can be seamlessly integrated with existing elements and systems. The five pillars of this architecture are as follows:

1. RESTful (Representational State Transfer) Application Programming Interface (API) – A RESTful API is the core pillar to all other functionality. All communication with Department services, processes, and databases will be through this API. This is a web service-based model widely used throughout the IT industry that will provide the most flexibility in allowing access by external vender and partner systems.
2. Business Rules Engine – A business rules engine provides a repository for the Department to house business rules in one place, thus allowing the reuse of the rules across multiple systems without the need for recoding the rules in each system.

3. Application Cache – Since the new systems and services will be based upon web services, an Application Cache will be used to cache common requests for performance reasons. Data which does not change often can be cached so that there would be no need to access the underlying databases from the web services, thus greatly improving performance of the services and systems.
4. Internal Department Databases – Consolidation of Department databases will greatly increase the efficiency and usability of the modernized systems. Currently there are multiple instances of customer information across systems. By consolidating customer records into one database, the Department will have a consistent record of the customer which will be the same across the services and systems.
5. Enterprise Content Management (ECM) – Since the modernized systems will rely on many documents provided from different sources, an Enterprise Content Management system is needed. This will provide a consistent, repeatable interface to store and manage documents. Implementation of an ECM is planned in a later phase of Motorist Modernization and will greatly increase the Department's ability to store, retrieve, manage and disseminate documents in an efficient manner.

A RESTful API is the core pillar to all other functionality. All communication with Department services and processes will be through this API. RESTful web services will connect with a Business Rules Engine and an Application Cache. The cache will be used to store frequently accessed but infrequently updated data in order to improve performance by reducing database inquiries when possible.

The RESTful API will also communicate directly with the appropriate databases when the required data is not in the Application Cache or cannot be accessed through the Business Rules Engine. In addition, the RESTful API will communicate with the Enterprise Content Management System for document storage and retrieval. Below is a diagram of the interrelationships of the pillars and the access points for the system.

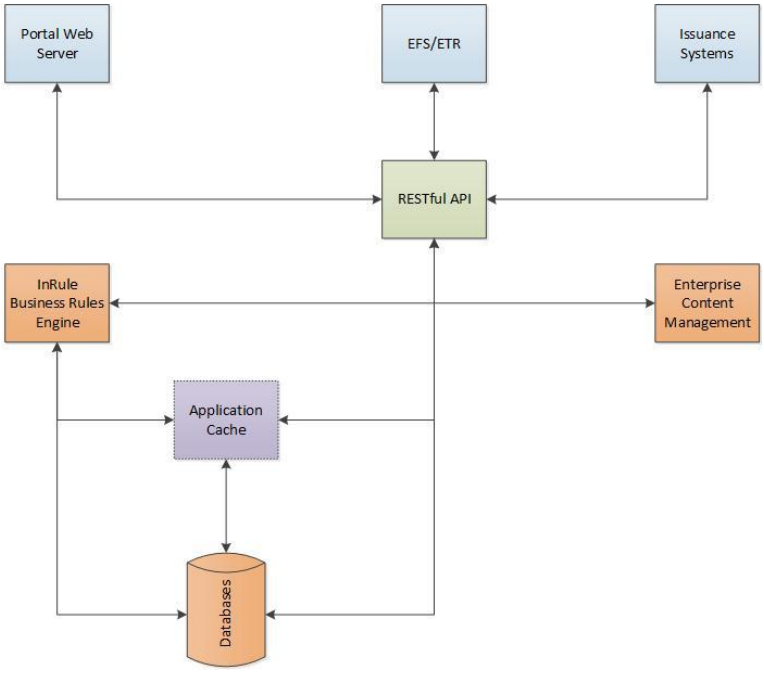


Figure 1-4 – System Architecture Model

c. Overall Architecture Considerations

1) *Security Strategy* - There are several security components to the modernized system. All communication between endpoints will use Hypertext Transfer Protocol Secure (HTTPS) encryption. Access to the databases will be through parameterized stored procedures. Authentication will be marshalled through a Federated Security Model. Authorization will be based upon application roles. Sensitive data will be appropriately encrypted where necessary and direct access to data in the databases will be managed on an as needed basis.
2) *Performance Requirements* - Most communication with the web services in the system will need to be based upon a response time of 2 seconds or less. If there is a need for longer running responses**,** they will be minimized.
3) *Accessibility* - All systems constructed by DHSMV with a User Interface (UI) component designed to comply with appropriate State and Federal guidelines.
4) *Concurrent Users* - At any given time during a work week there could be 2,000 to 3,000 concurrent users of the systems and web services.
5) *Disaster Recovery* - All data in the modernized systems as well as web based access will comply with and be part of the Department's Disaster Recovery Plan.

d. System Architecture Component Definitions

The **Architecture Component Definitions** section provides narrative describing and explaining each architecture component in the System Architecture Model, and identifies specific elements that comprise that component in this system. The following are examples of architecture components and elements:

Architecture Component	Component Elements
RESTful API	RESTful Web Services written by DHSMV
Business Rules Engine	Server Based Rules Engine DBMS Based Rules Repository Client Authoring Tool
Application Cache	Cache for commonly used data
Internal Department Databases	Database Management Systems (DBMS)
Enterprise Content Management	Document Management System
Web Servers	Windows-based web servers
Capture	System used to acquire photographs, signatures, and document images related to issuance
Electronic Filing System /Electronic Title Registration (EFS/ETR)	Web Services system for EFS/ETR providers User interface for management of EFS/ETR by DHSMV employees and tax collectors
Issuance Systems	Driver License Issuance Motor Vehicle Issuance (Titles,Tags,Registrations)

Table 1-3 – System Architecture Component Elements

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 driver license 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 driver license associated fees using the new fee engine.	Florida drivers Tax Collectors DHSMV	7/19
2	Increase customer self-service by providing additional driver license services through the MyDMV portal.	The increase in the number of driver license-related service options that are provided in the MyDMV portal. There are currently two self-service options available through Virtual Office—renewals and replacements. Compare number of service requests provided online - versus those provided by tax collectors and driver license offices.	Florida drivers Tax Collectors DHSMV	7/19
3	Provide additional audit tracking and transaction accountability, through improved history and enhanced reporting capabilities.	Motorist Services will have consolidated tools to review and analyze system activity.	DHSMV Federal Government Law Enforcement	7/19
4	Increase public safety by providing law enforcement real-time access to driver license data.	Driver license photos and records are made available at time of transaction rather than at end of business day.	Law Enforcement Federal Government DHSMV	7/19
5	All fees associated with motor vehicle and driver license renewal notices 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 100% of renewal fees using the new fee service.	Florida drivers Florida motor vehicle owners Tax Collectors DHSMV	7/19
6	Driver license renewal data will be provided to the counties for processing.	Reduction of renewal processing by DHSMV by approximately 50%.	DHSMV Tax Collectors	7/19
7	Provide real time access into the renewal system.	100% of renewal data will be available after the data pull for inquiry by tax collector personnel.	Florida drivers Florida motor vehicle owners Tax Collectors	7/19
8	Reduce transaction processing time by at least 20 seconds per transaction.	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	Florida drivers Florida motor vehicle owners Tax Collectors DHSMV	7/19

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
9	Reduce the number of reprinted cards due to voided transactions per year by 10%.	The Department will determine the total number of voided transactions (by month, per year) and compare to the total number of voided transactions after successful implementation.	Florida drivers Florida motor vehicle owners Tax Collectors DHSMV	7/19

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	Tangible/ Intangible	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 $300,000**. Tax Collectors would include any renewals as part of the motor vehicle renewal (annual/biannual).	Tangible	DHSMV	Reduced postage and payments to Department of Revenue for processing.	DHSMV tracks Pitney Bowes postage and printing costs monthly. In Fiscal Year 19-20, after portal implementation, HSMV will begin tracking the month-to-month savings in Pitney Bowes postage costs.	100% in FY 2019-20
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 $250,000 annually.**	Tangible	DHSMV	Decreased billing from SSRC.	DHSMV has current hosting/maintenance costs for the mainframe & will track elimination of these costs.	FY 2019-20
3	MyDMV will have the functionality to handle some	Tangible	Drivers who have temporary	Time savings for drivers to perform	The Department will monitor use of online renewals as compared to	FY 2019-20

BENEFITS REALIZATION TABLE						
#	Description of Benefit	Tangible/ Intangible	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date
	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 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.		Class E and Commercial Driver License permits	some reinstatement actions online instead of calling in or going into an office.	phone renewals. Transaction failure rates (of online vs IVR) will also be monitored.	
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 and mainframe services once staff have either retired or elected to move to other development languages.	Tangible	DHSMV and the State	The Department will not have to increase the numbers of contractors that will be needed as staff leave the unit.	DHSMV will monitor how many contracted staff will be required to support the DL Uniface and mainframe environments.	FY 2019-20
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	Tangible	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 2019-20

BENEFITS REALIZATION TABLE						
#	Description of Benefit	Tangible/ Intangible	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date
	developed. This is estimated to provide the department $90,000 and the tax collectors more than $300,000 in workforce savings annually.					
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 vendor. A 10% savings would result in an annual reduction of more than 4,000 voids and reprints, and savings of more than $8,000.	Tangible	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 2019-20
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	Tangible	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	Error reports will be monitored	FY 2019-20

BENEFITS REALIZATION TABLE						
#	Description of Benefit	Tangible/ Intangible	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date
	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 $28,000.			Department.		

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) 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)	$3,164,822	$0	$3,164,822	$3,374,822	$0	$3,374,822	$3,624,822	$0	$3,624,822	$3,664,822	$0	$3,664,822	$3,944,822	$0	$3,944,822
A.b Total FTE	36.50	0.00	36.50	37.50	0.00	37.50	38.50	0.00	38.50	38.50	0.00	38.50	39.50	0.00	39.50
A-1.a. State FTEs (Salaries & Benefits)	$2,744,822	$0	$0	$2,744,822	$0	$0	$2,744,822	$0	$2,744,822	$2,744,822	$0	$0	$2,744,822	$0	$0
A-1.b. State FTEs (# FTEs)	34.50	0.00	34.50	34.50	0.00	34.50	34.50	0.00	34.50	34.50	0.00	34.50	34.50	0.00	34.50
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)	$420,000	$0	$420,000	$630,000	$0	$630,000	$880,000	$0	$880,000	$920,000	$0	$920,000	$1,200,000	$0	$1,200,000
A-3.b. Staff Augmentation (# of Contract FTEs)	2.00	0.00	2.00	3.00	0.00	3.00	4.00	0.00	4.00	4.00	0.00	4.00	5.00	0.00	5.00
B. Data Processing -- Costs	$1,065,018	$0	$1,065,018	$1,065,018	$0	$1,065,018	$1,065,018	$0	$1,065,018	$1,065,018	$0	$1,065,018	$1,065,018	$0	$1,065,018
B-1. Hardware	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-2. Software	$99,784	$0	$99,784	$99,784	$0	$99,784	$99,784	$0	$99,784	$99,784	$0	$99,784	$99,784	$0	$99,784
B-3. Other SSRC/NSRC	$965,234	$0	$965,234	$965,234	$0	$965,234	$965,234	$0	$965,234	$965,234	$0	$965,234	$965,234	$0	$965,234
C. External Service Provider -- Costs	$43,443	$0	$43,443	$43,443	$0	$43,443	$43,443	$0	$43,443	$43,443	$0	$43,443	$43,443	$0	$43,443
C-1. Consultant Services	$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
C-3. Network / Hosting Services	$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
C-5. Other DOR Renewal Processing	$43,443	$0	$43,443	$43,443	$0	$43,443	$43,443	$0	$43,443	$43,443	$0	$43,443	$43,443	$0	$43,443
D. Plant & Facility -- Costs (including PDC services)	$0	$0	$0	$0	$0	$0	$0	$0	$0			$0	$0	$0	$0
E. Others -- Costs	$824,524	$0	$824,524	$824,524	$0	$824,524	$824,524	$0	$824,524	$824,524	$0	$824,524	$824,524	$0	$824,524
E-1. Training	$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
E-3. Other consumables and postage	$824,524	$0	$824,524	$824,524	$0	$824,524	$824,524	$0	$824,524	$824,524	$0	$824,524	$824,524	$0	$824,524
Total of Operational Costs (Rows A through E)	$5,097,807	$0	$5,097,807	$5,307,807	$0	$5,307,807	$5,557,807	$0	$5,557,807	$5,597,807	$0	$5,597,807	$5,877,807	$0	$5,877,807
F. Additional Tangible Benefits:		$0			$0			$0			$0			$0	
F-1. Time savings to customers		$0			$0			$0			$0			$0	
F-2. Workload Savings to tax collectors		$0			$0			$0			$0			$0	
F-3. Specify		$0			$0			$0			$0			$0	
Total Net Tangible Benefits:		$0			$0			$0			$0			$0	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B

Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	☐	Confidence Level	
Order of Magnitude	☑	Confidence Level	80%
Placeholder	☐	Confidence Level	

DHSMV | Motorist Modernization Phase I

Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable. Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.

CBAForm 2A Baseline Project Budget

				FY2014-15			FY2015-16			FY2016-17			FY2017-18			FY2018-19			TOTAL
			$ 816,864		$ 3,675,863			$ 9,747,065			$10,106,020			$11,214,444			$ 8,862,669		$ 44,422,925
Item Description *(remove guidelines and annotate entries here)*	**Project Cost Element**	**Appropriation Category**	**Previous Years Project-Related Cost**	**YR 1 #**	**YR 1 LBR**	**YR 1 Base Budget**	**YR 2 #**	**YR 2 LBR**	**YR 2 Base Budget**	**YR 3 #**	**YR 3 LBR**	**YR 3 Base Budget**	**YR 4 #**	**YR 4 LBR**	**YR 4 Base Budget**	**YR 5 #**	**YR 5 LBR**	**YR 5 Base Budget**	**TOTAL**
Costs for all state employees working on the project.	**FTE**	S&B	$ 378,864		$ -	$ 737,233		$ -	$ 918,039		$ -	$ 918,039		$ -	$ 918,039		$ -	$ 918,039	$ 4,788,253
Costs for all OPS employees working on the project.	**OPS**	OPS	$ -			$ 42,630		$ -	$ 42,630		$ -	$ 42,630		$ -	$ 42,630		$ -	$ 42,630	$ 213,150
Staffing costs for personnel using Time & Expense.	**Staff Augmentation**	Contracted Services	$ 396,000	11.00	$ 1,525,478	$ 396,000	42.00	$ 6,930,000	$ 396,000	46.00	$ 7,610,000	$ 396,000	48.00	$ 7,920,000	$ 396,000	39.00	$ 6,390,000	$ 396,000	$ 32,751,478
Project management personnel and related deliverables.	**Project Management**	Contracted Services	$ -	1.00	$ 141,360	$ -	2.00	$ 566,000	$ -	2.00	$ 566,000	$ -	2.00	$ 566,000	$ -	2.00	$ 566,000	$ -	$ 2,405,360
Project oversight (IV&V) personnel and related deliverables.	**Project Oversight**	Contracted Services	$ -		$ 695,462	$ -		$ 500,000	$ -		$ 500,000	$ -		$ 500,000	$ -		$ 500,000	$ -	$ 2,695,462
Staffing costs for all professional services not included in other categories.	**Consultants/Contractors**	Contracted Services			$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ -
Separate requirements analysis and feasibility study procurements.	**Project Planning/Analysis**	Contracted Services	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ -
Hardware purchases not included in Primary Data Center services.	**Hardware**	OCO	$ -		$ -	$ -		$ 31,895	$ -		$ 1,751	$ -		$ 6,775	$ -		$ -	$ -	$ 40,421
Commercial software purchases and licensing costs.	**Commercial Software**	Expense	$ -		$ 77,700	$ -		$ 250,400	$ -		$ 21,600	$ -		$ 815,000	$ -		$ -	$ -	$ 1,164,700
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	$ -		$ -	$ -		$ 62,101	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ 62,101
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	$ 42,000		$ 60,000	$ -		$ 50,000	$ -		$ 50,000	$ -		$ 50,000	$ -		$ 50,000	$ -	$ 302,000
	Total		$ 816,864	12.00	$ 2,500,000	$ 1,175,863	44.00	$ 8,390,396	$ 1,356,669	48.00	$ 8,749,351	$ 1,356,669	50.00	$ 9,857,775	$ 1,356,669	41.00	$ 7,506,000	$ 1,356,669	$ 44,422,925

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 (*)	$3,675,863	$9,747,065	$10,106,020	$11,214,444	$8,862,669	$44,422,925
CUMULATIVE PROJECT COSTS *(includes Current & Previous Years' Project-Related Costs)*	$4,492,728	$14,239,793	$24,345,812	$35,560,256	$44,422,925	
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	$3,675,863	$9,747,065	$10,106,020	$11,214,444	$8,862,669	$43,606,061
Federal Match ☐	$0	$0	$0	$0	$0	$0
Grants ☐	$0	$0	$0	$0	$0	$0
Other ☐ Specify	$0	$0	$0	$0	$0	$0
TOTAL INVESTMENT	$3,675,863	$9,747,065	$10,106,020	$11,214,444	$8,862,669	$43,606,061
CUMULATIVE INVESTMENT	$3,675,863	$13,422,928	$23,528,948	$34,743,392	$43,606,061	

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

CBAForm 3 - Project Investment Summary | **Agency** DHSMV | **Project** otorist Modernization Phase

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	$3,675,863	$9,747,065	$10,106,020	$11,214,444	$8,862,669	$44,422,925
Net Tangible Benefits	$0	$0	$0	$0	$0	$0
Return on Investment	($4,492,728)	($9,747,065)	($10,106,020)	($11,214,444)	($8,862,669)	($44,422,925)
Year to Year Change in Program Staffing	0	0	0	0	0	

RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B		
Payback Period (years)	NO PAYBACK	Payback Period is the time required to recover the investment costs of the project.
Breakeven Fiscal Year	NO PAYBACK	Fiscal Year during which the project's investment costs are recovered.
Net Present Value (NPV)	($39,426,097)	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	NO IRR	IRR is the project's rate of return.

Investment Interest Earning Yield -- CBAForm 3C					
Fiscal Year	FY 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.

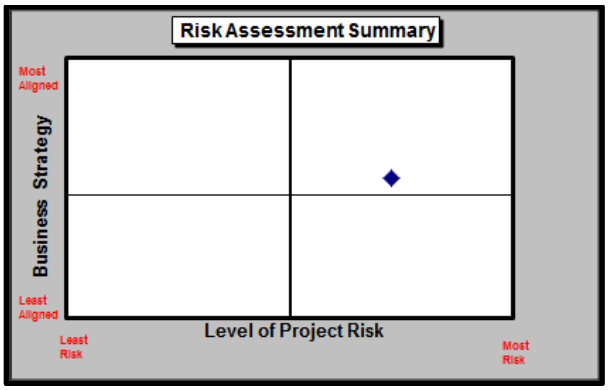


Figure 4-1 – Risk Assessment Summary

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	HIGH
Technology Exposure Assessment	MEDIUM
Organizational Change Management Assessment	MEDIUM
Communication Assessment	MEDIUM
Fiscal Assessment	MEDIUM
Project Organization Assessment	HIGH
Project Management Assessment	MEDIUM
Project Complexity Assessment	HIGH
Overall Project Risk	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.

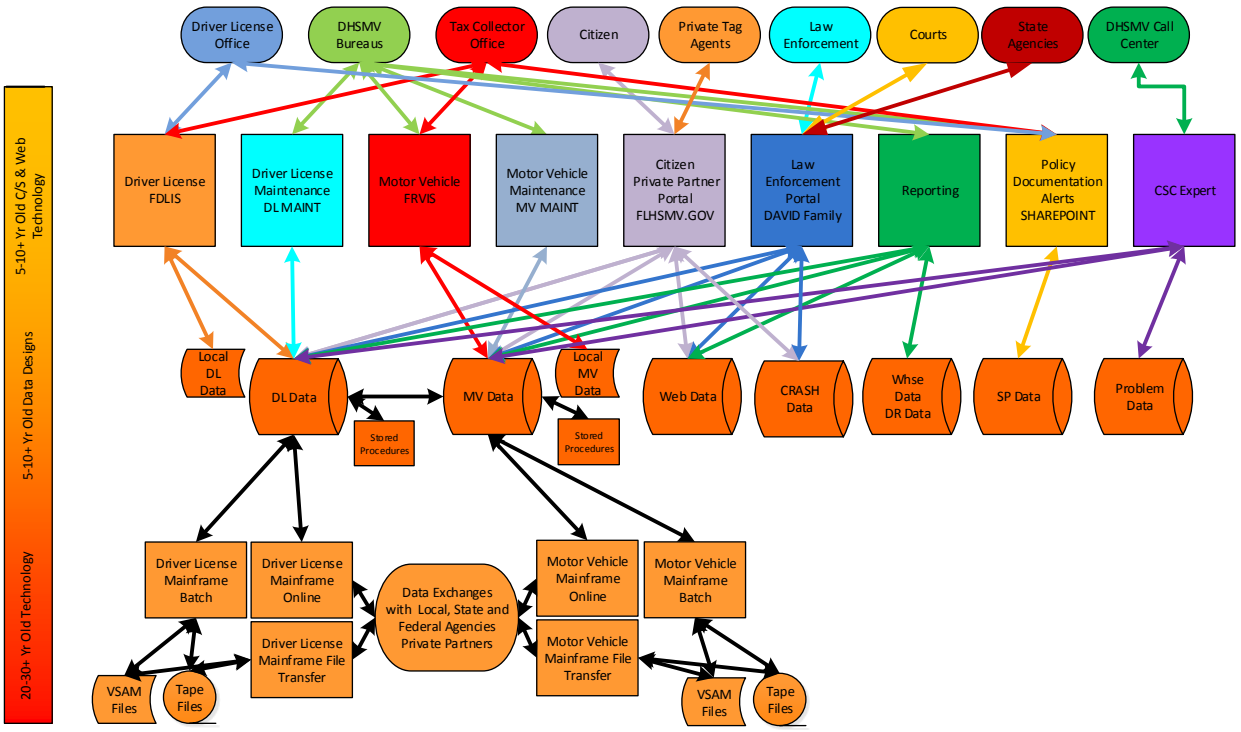


Figure 5-1 – Current Technology Environment

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 envrionment.

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 repositories comprised of multiple databases and platforms, 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.

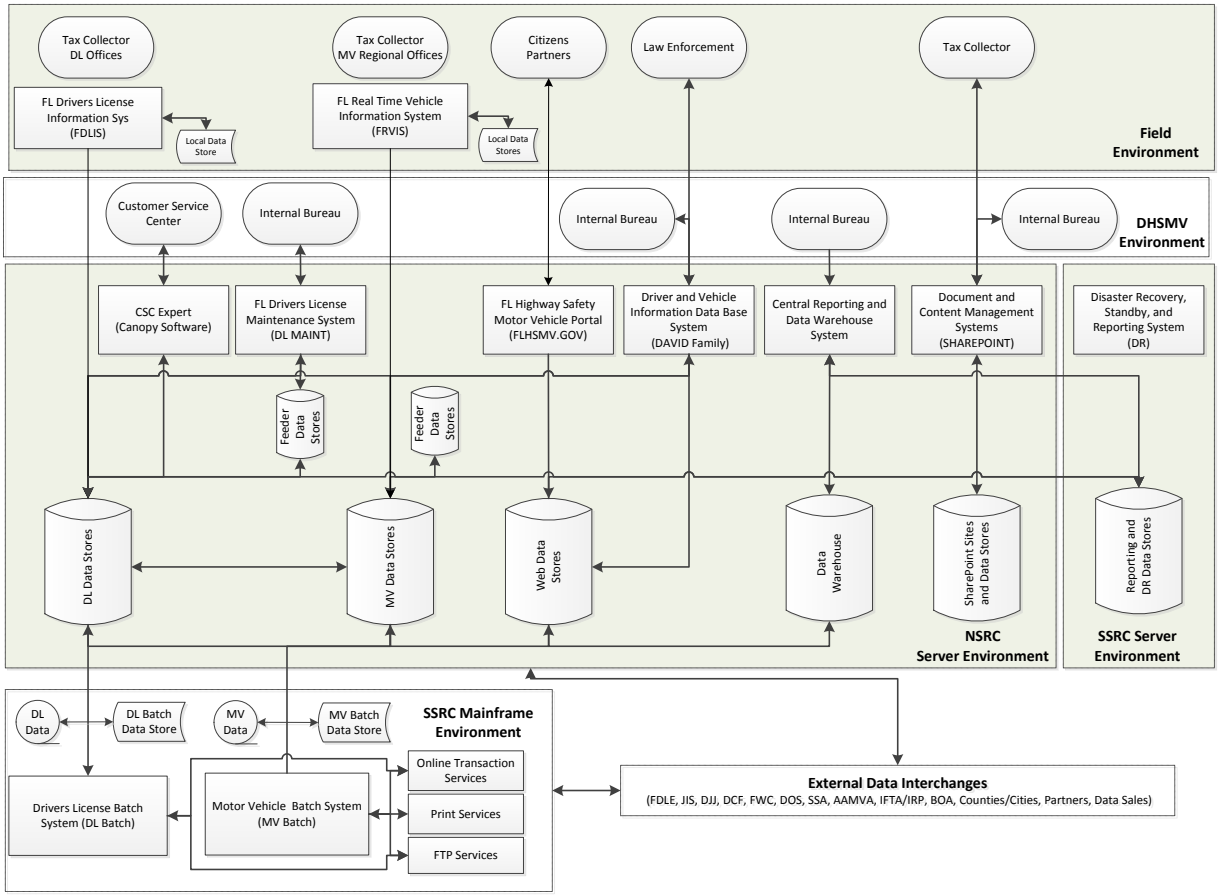


Figure 5-2 – Current System Overview

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.

1) 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.

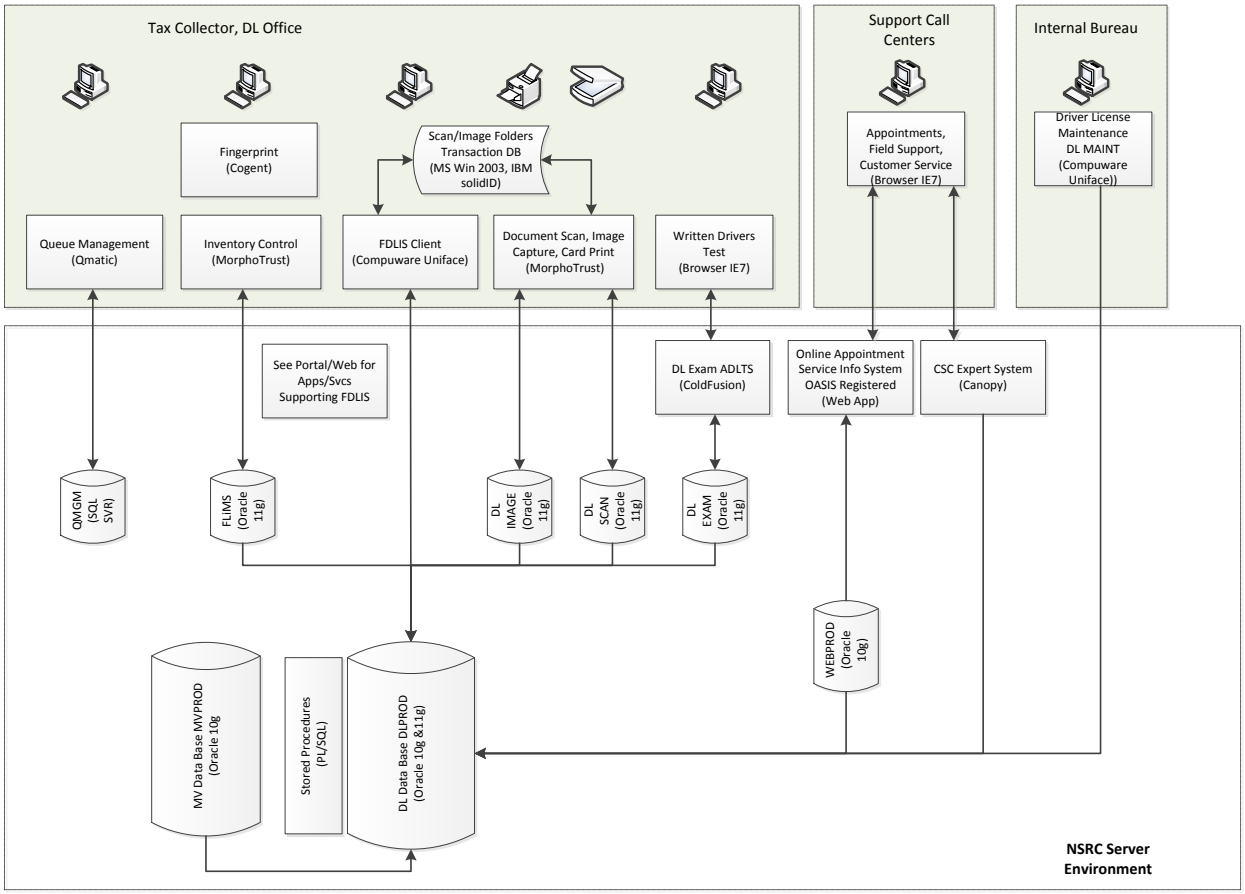


Figure 5-3 – DL System Overview

2) 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, 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.

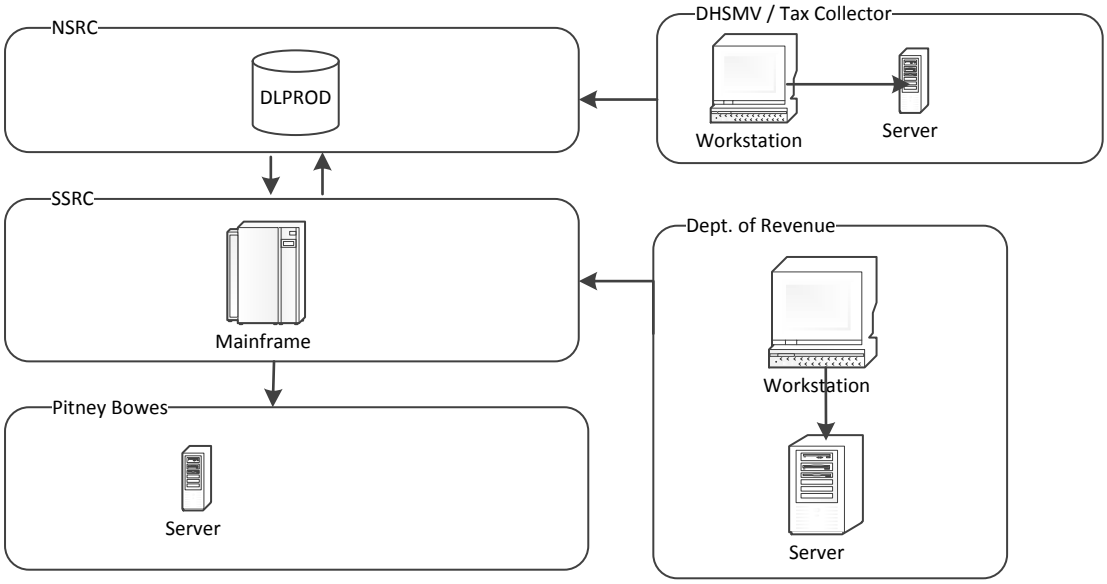


Figure 5-4 – DL Renewal System Overview

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, 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.

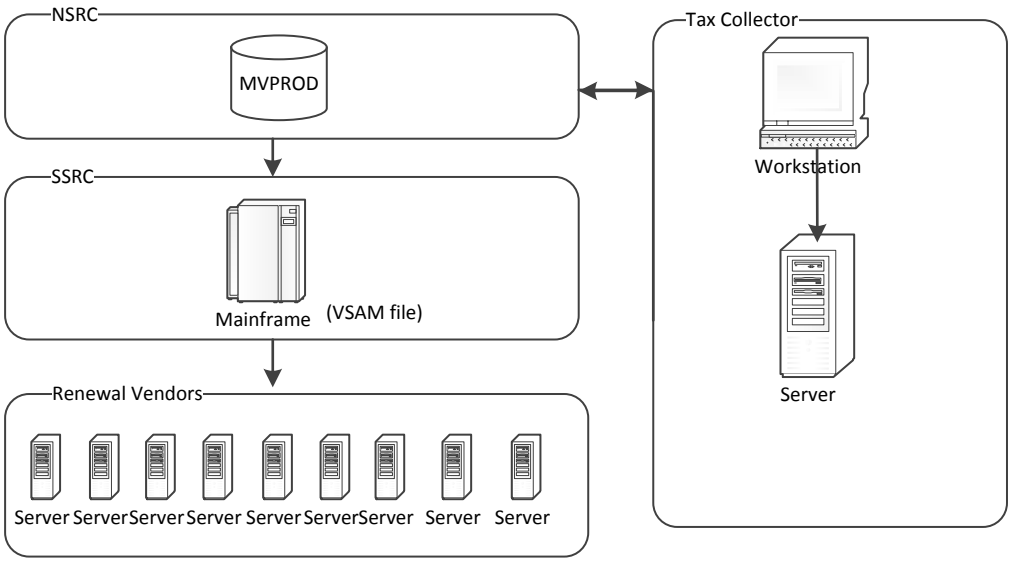


Figure 5-5 – MV Renewal System Overview

3) 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 website 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.

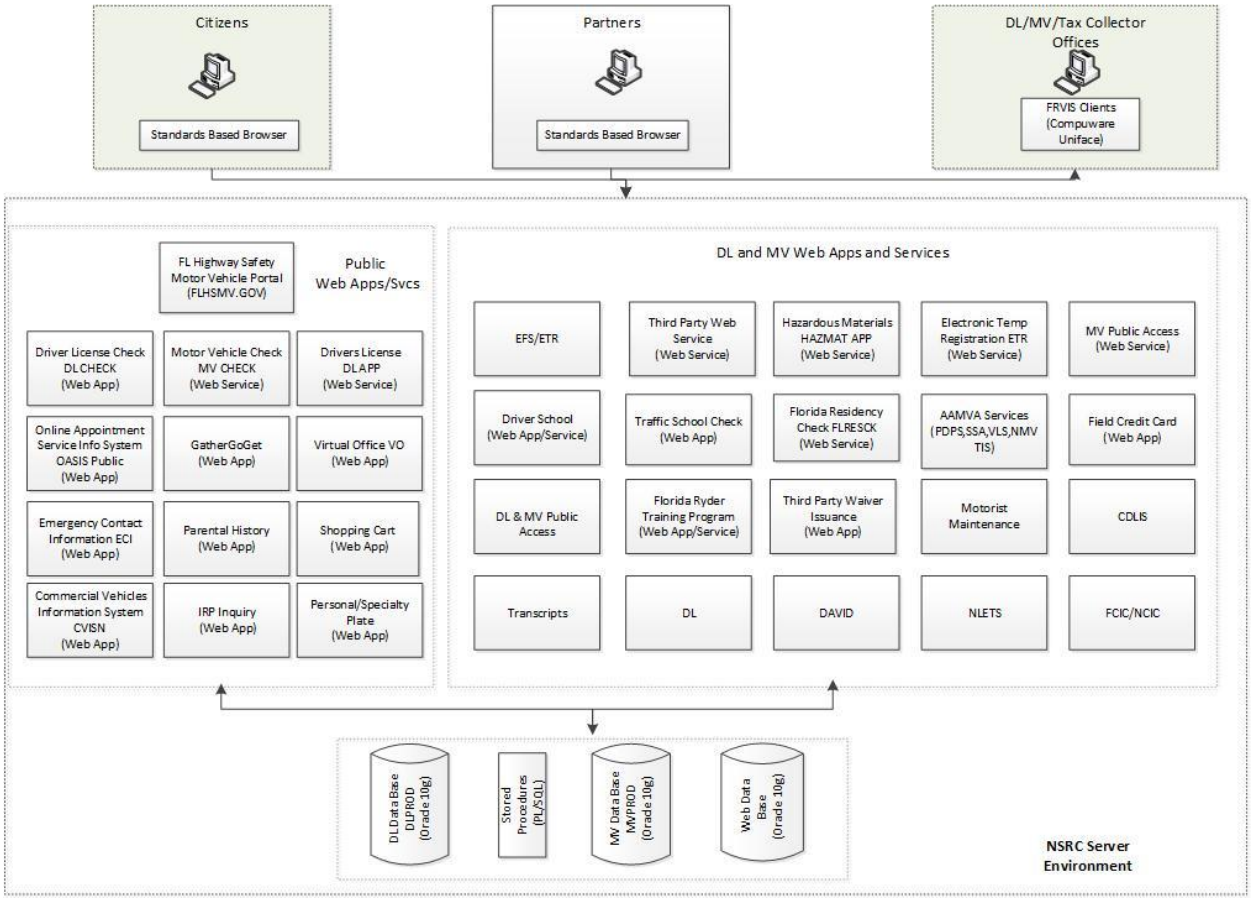


Figure 5-6 – Portal/Web System Overview

4) 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.

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.

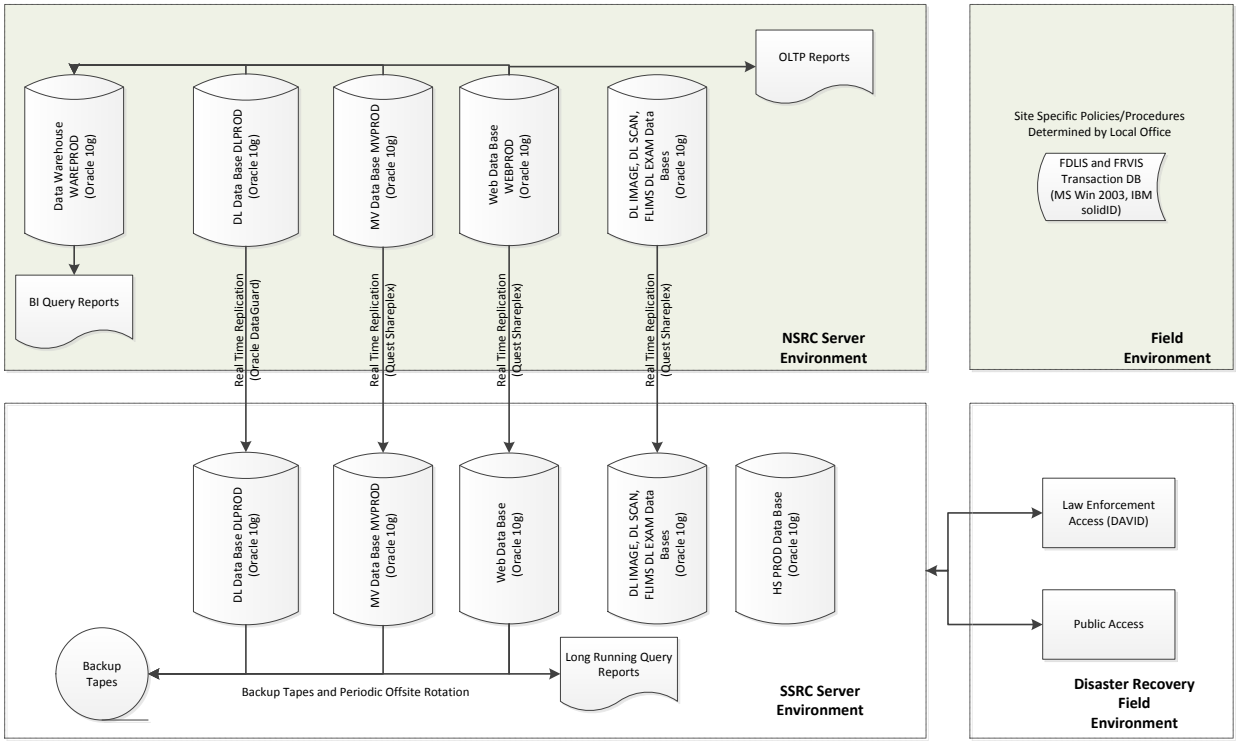


Figure 5-7 – DR, Data Warehouse, and Reporting System Overview

c. Current system resource requirements

The resource requirements for the systems that will be re-engineered by the Motorist Modernization Phase I project are:

System	Hardware Platform	Software Platform	Database Platform	Program Languages	Key Staffing Requirements
FDLIS	HP Proliant ML 350 G6/Dell Poweredge 2620	Windows 2008R2	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
DL Mainframe	IBM z114	CIC, z/OS 1.13	Oracle 10g, VSAM & flat files	COBOL, Secure FTP, Unix scripts, CICS, FOCUS, Uniface, PL/SQL	Agency for State Technology (AST) Data Center
FRVIS*	HP Proliant ML 350 G6/Dell Poweredge 2620	Windows 2008R2	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*	IBM z114	CIC, z/OS 1.13	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,	AST Data Center
FLHSMV.gov	Dell 2850/2950	Sun v 7.5 Windows 2003 Pac 2	Oracle 10g	ECLIPSE, HTML, JavaScript, FileZilla, Cold Fusion	Programming
Renewals	IBM z114	COBOL, z/OS 1.13	Oracle 10g	COBOL, Elixir, PL/SQL	Host Services AST Data Center Pitney Bowes Dept. of Revenue

*Note: FRVIS Will not be re-engineered, but will be impacted by re-engineering the renewals process.

Table 5-1 – Current System Resources

Support costs for the driver license issuance technology systems are approximately $5.3 million annually, which includes salaries and benefits, contracted services, software licensing, data center services, and data exchange services. These costs not include any hardware/software costs that are included in the current driver license issuance contract that provides card stock, printers, and capture software for driver license and identification

card issuance services statewide and are embedded in the per card price the Department pays to the vendor.

d. Current system performance

Due to the decentralized, multi-layered 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 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 applications inventory encompasses those components directly related to the proposed solution to re-engineer FDLIS, re-engineer renewals, develop the MyDMV portal, and redesign the database.

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 $726,706
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 $2,427,145
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 & software maintenance

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 interrelate well with other systems		
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
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	In-house staff support

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
Redesigned Database	Database	Oracle RDBMS	Internal	ISA Security Policy / Limited access	In-house development	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 / Web Services	ISA Security Policy / Limited access / Partner Authentication	In-house development	All FLHSMV Systems Tax Collectors Field Offices	High
MyDMV	External Website / 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
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.

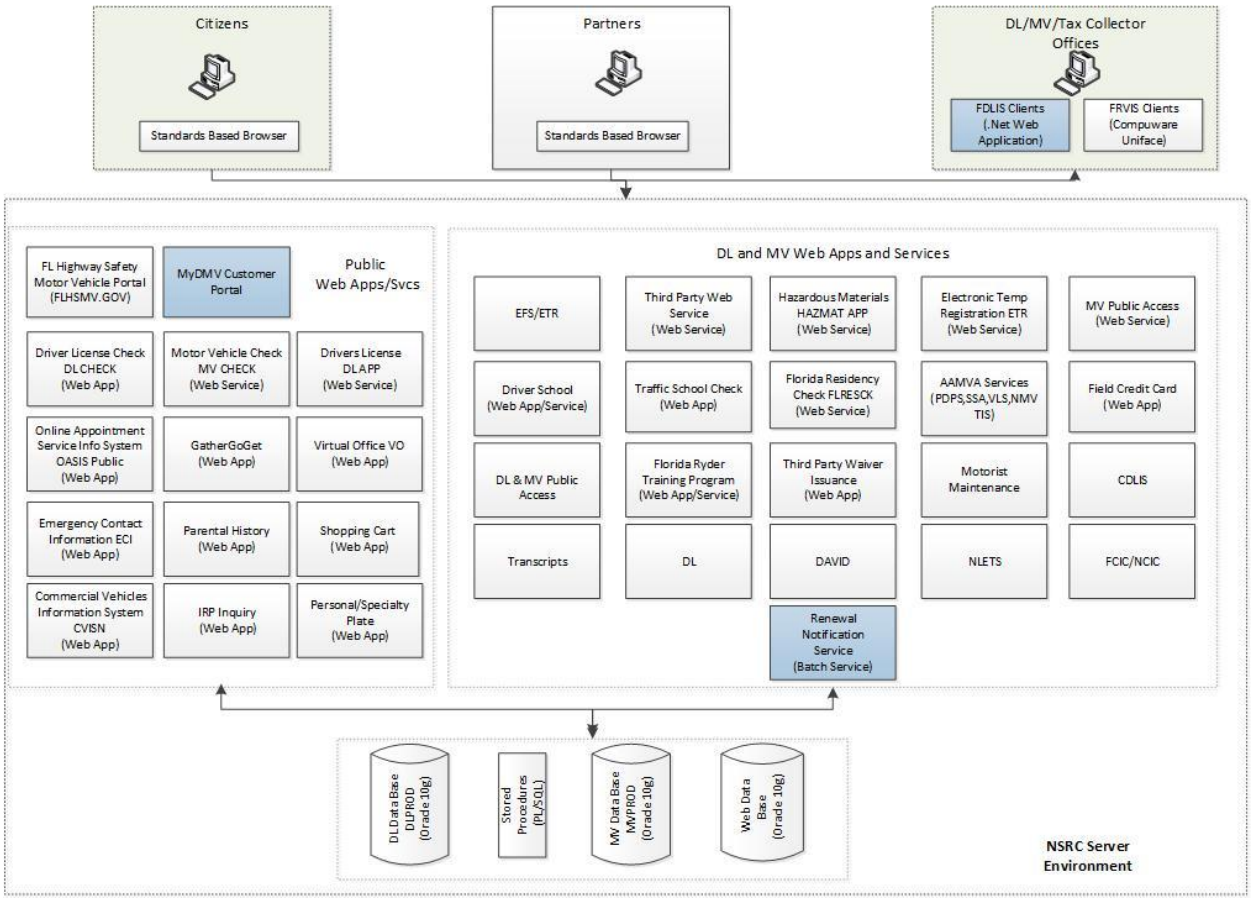


Figure 5-8 – To-Be System Overview

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 addition of Driver License specific data elements into the physical database supporting Motor Vehicle activities. In addition to the merge, some structures will be implemented to support improved data quality. All elements requiring significant change will require synchronization processes between the new and pre-existing models to ensure that all existing applications remain functional. An existing synchronization process will be enhanced to support these additional elements.

This model will support all Agency activities going forward. In the near term, this will include the re-engineered FDLIS, MyDMV, and FRVIS (as pertains to renewals). 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. 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 re-engineer the business logic, validation logic, and consolidating all the associated concerns across related applications into 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 replacement to FDLIS is designed as a web-based 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 high-level requirements will be gathered up-front using a waterfall-style approach.

The proposed FDLIS replacement 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).

Microsoft .NET and the proposed databases are extremely mature and being used worldwide. 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.

c. 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 three 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 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.

d. 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 renewal notification history, including details of when the renewal 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 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 are 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.

e. MyDMV Portal

The MyDMV web portal is the next step in customer interaction directly with the Department. This will allow users to log into 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 personalized experience. This access management system will also support federation with external Identity Providers and allow customers to have a single sign-on experience across the Department's portal functions. 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 MyDMV 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) and for data center services, please refer to the project budget information in the cost-benefit analysis.

Component	Resources	Funding
Database Redesign/Synchronization	Contracted Services 1 DataWarehouse Developer 2 Database Developers 1 Tester Internal DHSMV Resources	$3,244,520
DL Issuance	Contracted Services 2 Project Managers 22 Sr. Developers 9 Business Analysts 5 Testers Internal DHSMV Resources	$26,168,475
MyDMV	Contracted Services 4 Sr. Developers 1 Business Analyst 2 Testers Internal DHSMV Resources	$2,725,126
DL & MV Renewal Notification Service	Contracted Services 2 Sr. Developers 1 Business Analyst Internal DHSMV Resources	$1,721,080

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.

Most capacity metrics based on the existing technical architecture are not applicable to the new Service Oriented Architecture that will be used for implementing this first phase of Motorist Modernization. The field client server architecture that supports current FDLIS functionality will be eliminated. The existing server and database platforms housed in the data centers is, in most cases, over four years old and needs to be replaced. In collaboration with the state data centers, the Department has recently started an initiative to replace the aging hardware as well as leverage newer modern hardware architectures and virtualization.

It is assumed that the high level business processes (and therefore the number of transactions) will not vary as part of this modernization phase. The new applications are being developed to work within the current network WAN architectures and available bandwidth. Where applicable, existing network usage has been calculated and taken into account with the design of the new system.

The new services will be developed to be hosted on the department's current, .NET application clusters. These clusters are virtualized and hosted at the NSRC. The platforms have been configured to easily scale out by adding additional servers to the clusters as needed. These clusters are being refreshed to the latest available Windows Server operating system and configured with enough capacity to support any foreseeable Department initiatives.

This first phase of motorist modernization will initially require a separate Oracle database instance for development purposes. The initial capacity requirements to support development and test will be minimal, but are expected to increase as development progresses and additional services are transitioned from the legacy client server system to the new SOA architecture. The Department's Enterprise Oracle infrastructure is nearing end of life and planning is underway to replace this infrastructure and migrate systems in the near future. It is anticipated that the development environment for Motorist Modernization will be migrated to this new platform prior to go live of the new system.

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 and implement data quality controls

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 groundwork 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 activities will take place during FY 15-16:

- **Requirements Validation**
  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.

- **Setup and Installation of Test and Development Environments**
  In anticipation of the development and testing needs, these environments will need to be established in cooperation with the Agency for State Technology data center.

- **Development and Testing**
  Development will commence following the requirements validation and approval. As part of the quality assurance process, the test plan will be developed, outlining the strategy for all forms of testing and acceptance.

- **Database Activities**
  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 modified and merged 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. An existing synchronization process will be enhanced to support legacy data access once the database changes are in place. 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 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: • 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,

Milestone	Work Group	Deliverables to Complete
		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
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	Stock specialty tags, process sales, and distribute revenues in accordance with statute. Monitor usage of fees for compliance.
Non-Profit Organizations	Distribute voluntary contributions received in accordance with statute
Tax Collectors	Provide equipment, systems, procedures, and data in order to issue driver licenses, title and registration transactions on behalf of the Department in accordance with state laws and policies.
Private tag agencies	Provide equipment, systems, procedures, and data in order to issue title and registration transactions on behalf of the Tax Collector/Department in accordance with state laws and policies.
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

Customers/Users	Function Performed by Department
Other Federal, State and local entities, e.g.: • 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
Florida Highway Patrol / Law enforcement	Provide access in order to lookup identity information and other information related to maintaining public safety
Florida Department of Law Enforcement	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 use taxes and registration fees to jurisdictions 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.

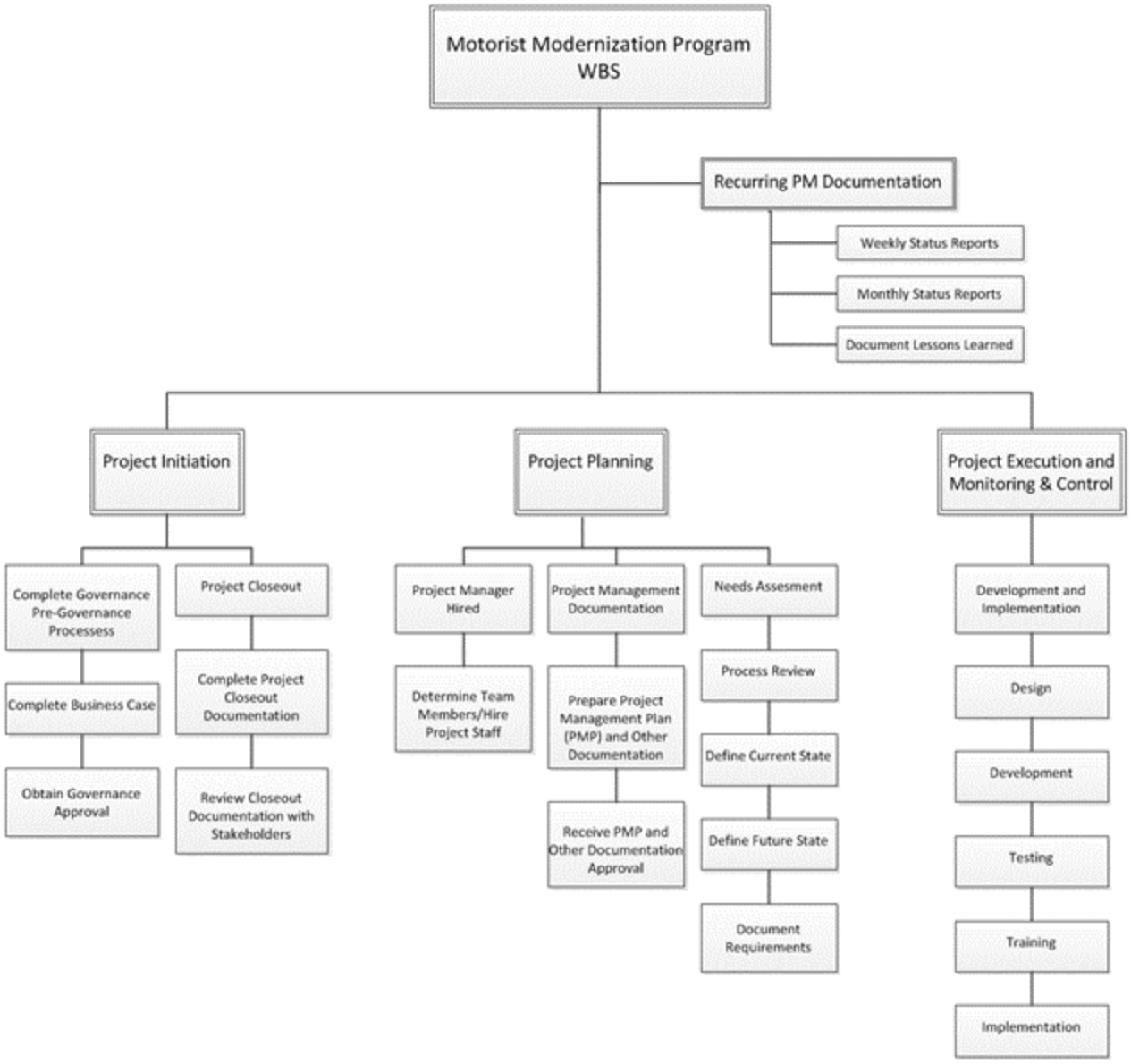


Figure 6-1 – High Level Work Breakdown Structure

C. Resource Loaded Program Schedule

MM Phase I Project Schedule - In House Development

ID	WBS	Task Name	Duration	Start	Finish	Resource Names
1	**1**	**Motorist Modernization - Phase I**	**1425.25 days**	**Fri 11/1/13**	**Thu 6/20/19**	**BA,Developer,PM,Teste**
2	**1.1**	**Project Initiation (Completed Prior to Governance Approval)**	**250 days**	**Fri 11/1/13**	**Tue 11/4/14**	**Program Mgr**
3	1.1.1	Complete Governance Pre-Governance Processes	0 days	Fri 11/1/13	Fri 11/1/13	Program Mgr,MM Directo
4	1.1.2	Complete Business Case	0 days	Fri 11/1/13	Fri 11/1/13	Program Mgr,MM Director
5	1.1.3	Obtain Governance Approval	0 days	Fri 11/1/13	Fri 11/1/13	MM Director,Program Mg
6	1.1.4	Document Lessons Learned from Project Initiation phase	0 days	Fri 11/1/13	Fri 11/1/13	Program Mgr,MM Director
7	**1.2**	**Project Planning**	**250 days**	**Fri 8/1/14**	**Tue 8/4/15**	
8	1.2.1	Project Managers Hired - Part 1	30 days	Wed 10/15/14	Wed 11/26/14	MM Director,PMO,SME
9	1.2.2	Project Managers Hired - Part 2	30 days	Mon 6/15/15	Mon 7/27/15	MM Director,PMO,SME
10	1.2.3	Setup Project Control Book (PCB) and Daptiv	5 days	Tue 7/28/15	Mon 8/3/15	PM
11	1.2.4	KPMG IV&V Assessment Report Delivered	0 days	Thu 9/18/14	Thu 9/18/14	
12	1.2.5	Develop Action Plan in Response to KPMG Assessment	7 days	Thu 9/18/14	Fri 9/26/14	
13	1.2.6	Obtain Action Plan / Response Approval	0 days	Fri 10/10/14	Fri 10/10/14	
14	**1.2.7**	**Procure MM Phase I IV&V Services**	**31 days**	**Thu 9/18/14**	**Thu 10/30/14**	
15	1.2.7.1	Draft RFQ for IV&V Services	15 days	Thu 9/18/14	Wed 10/8/14	
16	1.2.7.2	Finalize RFQ for IV&V Services	3 days	Thu 10/9/14	Mon 10/13/14	
17	1.2.7.3	Issue RFQ for IV&V Services	0 days	Mon 10/13/14	Mon 10/13/14	
18	1.2.7.4	Determine Review Team for IV&V RFQ Responses	3 days	Thu 10/9/14	Mon 10/13/14	
19	1.2.7.5	Review IV&V RFQ Responses	3 days	Tue 10/28/14	Thu 10/30/14	
20	1.2.7.6	Select Vendor for IV&V Services	0 days	Thu 10/30/14	Thu 10/30/14	
21	**1.2.8**	**Develop Work Breakdown Structure (WBS)**	**35 days**	**Mon 10/13/14**	**Wed 12/3/14**	
22	1.2.8.1	Draft Initial WBS	25 days	Mon 10/13/14	Mon 11/17/14	
23	1.2.8.2	Finalize WBS	5 days	Tue 11/18/14	Mon 11/24/14	Team
24	1.2.8.3	Obtain WBS Approval and Signoff	0 days	Wed 12/3/14	Wed 12/3/14	
25	**1.2.9**	**Develop RACI Matrix for Program Roles and Responsibilities**	**35 days**	**Mon 10/27/14**	**Wed 12/17/14**	
26	1.2.9.1	Draft Initial RACI	25 days	Mon 10/27/14	Wed 12/3/14	
27	1.2.9.2	Finalize RACI	5 days	Thu 12/4/14	Wed 12/10/14	Team
28	1.2.9.3	Obtain RACI Matrix Approval and Signoff	0 days	Wed 12/17/14	Wed 12/17/14	
29	**1.2.10**	**Develop Agile-Waterfall Methodology**	**50 days**	**Thu 9/18/14**	**Mon 12/1/14**	
30	1.2.10.1	Draft Initial Agile-Waterfall Methodology Documentation	30 days	Thu 9/18/14	Wed 10/29/14	
31	1.2.10.2	Finalize Agile-Waterfall Methodology Documentation	15 days	Thu 10/30/14	Thu 11/20/14	
32	1.2.10.3	Obtain Agile-Waterfall Methodology Approval and Signoff	0 days	Mon 12/1/14	Mon 12/1/14	
33	**1.2.11**	**Develop Testing Methodology**	**65 days**	**Thu 10/2/14**	**Tue 1/13/15**	
34	1.2.11.1	Draft Initial Testing Methodology Documentation	45 days	Thu 10/2/14	Mon 12/8/14	
35	1.2.11.2	Finalize Testing Methodology Documentation	15 days	Tue 12/9/14	Tue 1/6/15	
36	1.2.11.3	Obtain Testing Methodology Approval and Signoff	0 days	Tue 1/13/15	Tue 1/13/15	
37	**1.2.12**	**Develop PMP**	**80 days**	**Fri 8/1/14**	**Mon 11/24/14**	
38	1.2.12.1	Draft Initial PMP	60 days	Fri 8/1/14	Fri 10/24/14	
39	1.2.12.2	Finalize PMP	10 days	Mon 11/10/14	Mon 11/24/14	Team
40	1.2.12.3	Obtain PMP Approval and Signoff	0 days	Mon 11/17/14	Mon 11/17/14	Team
41	1.2.13	Document Lessons Learned from Project Planning Phase	1 day	Tue 8/4/15	Tue 8/4/15	PM
42	1.2.14	Project Planning Phase Complete	0 days	Tue 8/4/15	Tue 8/4/15	
43	**1.3**	**Project Execution and Monitoring & Control**	**1411.25 days**	**Fri 11/1/13**	**Fri 5/31/19**	
44	**1.3.1**	**Needs Assessment**	**560.25 days**	**Fri 11/1/13**	**Thu 2/11/16**	
45	1.3.1.1	Conduct Kickoff Meeting	0.25 days	Fri 11/1/13	Fri 11/1/13	PM,Team
46	**1.3.1.2**	**Requirements Gathering and Documentation**	**405 days**	**Fri 11/1/13**	**Thu 6/25/15**	
47	1.3.1.2.1	Gather New Suggestions, Ideas, and Functionality	60 days	Tue 8/26/14	Thu 11/20/14	
48	1.3.1.2.2	Document Existing Functionality	60 days	Fri 11/1/13	Fri 2/7/14	SME,BA
49	1.3.1.2.3	Finalize Detailed Legacy System Documentation	45 days	Fri 2/7/14	Fri 4/11/14	
50	1.3.1.2.4	Review Policies and Procedures	225 days	Fri 5/30/14	Fri 4/10/15	

MM Phase I Project Schedule - In House Development

ID	WBS	Task Name	Duration	Start	Finish	Resource Names
51	1.3.1.2.5	Define Baseline Requirements	225 days	Fri 11/1/13	Wed 10/1/14	
52	**1.3.1.2.6**	**Perform Gap Analysis and Consolidate Documentation**	**90 days**	**Thu 11/20/14**	**Wed 4/8/15**	
53	**1.3.1.2.7**	**Document Business Rules and Acceptance Criteria**	**225 days**	**Tue 7/29/14**	**Thu 6/25/15**	
54	**1.3.1.3**	**Requirements Validation and Approval**	**165 days**	**Thu 6/11/15**	**Thu 2/11/16**	
55	1.3.1.3.1	Validate Business Rules with Users	90 days	Thu 6/11/15	Mon 10/19/15	SME
56	1.3.1.3.2	Finalize Acceptance Criteria and Business Rules	60 days	Mon 10/19/15	Thu 1/21/16	
57	1.3.1.3.3	Validate Functional Requirements	75 days	Mon 10/19/15	Thu 2/11/16	Developer
58	1.3.1.3.4	Obtain Requirements Approval and Signoff	15 days	Thu 1/21/16	Thu 2/11/16	Team
59	**1.3.1.4**	**Primary Data Center (PDC) Needs Analysis**	**63 days**	**Fri 11/1/13**	**Tue 2/11/14**	
60	1.3.1.4.1	Planning Meeting with PDC	3 days	Fri 11/1/13	Tue 11/5/13	
61	1.3.1.4.2	Purchase Software	60 days	Wed 11/6/13	Tue 2/11/14	PM,ISM
62	1.3.1.5	Requirements Complete	0 days	Thu 2/11/16	Thu 2/11/16	
63	**1.3.2**	**Database Redesign / Synchronization**	**1310.25 days**	**Fri 11/1/13**	**Thu 1/10/19**	
64	**1.3.2.1**	**Database Redesign**	**180 days**	**Fri 11/1/13**	**Mon 7/28/14**	
65	1.3.2.1.1	Baseline Analysis - Current Data Model / DB Structure	20 days	Fri 11/1/13	Wed 12/4/13	SME,BA,Data Architect
66	1.3.2.1.2	Baseline Analysis - To-Be Data Model / DB Structure	40 days	Wed 12/4/13	Fri 2/7/14	SME,BA,Data Architect
67	1.3.2.1.3	Develop Conceptual Model	60 days	Fri 11/1/13	Thu 2/6/14	DBA
68	1.3.2.1.4	Develop Logical & Physical Models	60 days	Fri 2/7/14	Thu 5/1/14	
69	1.3.2.1.5	Document Data Dictionary	30 days	Fri 5/2/14	Fri 6/13/14	DBA
70	1.3.2.1.6	Documentation of the Database	30 days	Mon 6/16/14	Mon 7/28/14	DBA,Developer
71	1.3.2.2	Develop Test Data	600 days	Thu 2/11/16	Thu 6/14/18	BA,Data Architect,Enterprise Arch,MM
72	1.3.2.2.1	Test Data Development (tool or inhouse)	600 days	Thu 2/11/16	Thu 6/14/18	
73	1.3.2.2.2	Data Migration	300 days	Thu 2/11/16	Thu 4/20/17	
74	1.3.2.2.3	Data Cleansing	300 days	Thu 4/20/17	Thu 6/14/18	
75	1.3.2.2.4	QA Validation of Test Data	600 days	Thu 2/11/16	Thu 6/14/18	
76	**1.3.2.3**	**Data Synchronization (limited model)**	**1130.25 days**	**Tue 7/29/14**	**Thu 1/10/19**	**BA,Data Architect,Enter**
77	1.3.2.3.1	Planning	90 days	Tue 7/29/14	Fri 12/5/14	
78	1.3.2.3.2	Analysis and Design	150 days	Mon 12/8/14	Thu 7/16/15	
79	1.3.2.3.3	Implementation	150 days	Thu 6/14/18	Thu 1/10/19	
80	**1.3.3**	**Development and Implementation**	**1005 days**	**Thu 6/25/15**	**Thu 5/30/19**	
81	**1.3.3.1**	**Design**	**120 days**	**Thu 6/25/15**	**Thu 12/17/15**	
82	1.3.3.1.1	Develop Conceptual System Design	60 days	Thu 6/25/15	Mon 9/21/15	BA,SME,Developer
83	1.3.3.1.2	Finalize and Obtain Approval of Conceptual System Design	0 days	Mon 9/21/15	Mon 9/21/15	
84	1.3.3.1.3	Design Initial Prototype	60 days	Mon 9/21/15	Thu 12/17/15	BA,SME,Developer
85	**1.3.3.2**	**Configuration / Installation of Environments**	**180 days**	**Thu 6/25/15**	**Thu 3/17/16**	
86	1.3.3.2.1	Installation/Setup of the Development Environment	45 days	Thu 6/25/15	Fri 8/28/15	Data Architect,DBA
87	1.3.3.2.2	Installation/Setup of the Test Environment	45 days	Wed 1/13/16	Thu 3/17/16	Data Architect,DBA
88	1.3.3.2.3	Installation/Setup of the Production Environment	45 days	Wed 1/13/16	Thu 3/17/16	Data Architect,DBA
89	1.3.3.2.4	Documentation of the Configuration / Installation	45 days	Thu 12/17/15	Thu 2/25/16	Data Architect,DBA
90	**1.3.3.3**	**Development**	**755 days**	**Thu 6/25/15**	**Thu 6/14/18**	
91	1.3.3.3.1	Develop Database	20 days	Thu 6/25/15	Fri 7/24/15	DBA
92	1.3.3.3.2	Document Database	20 days	Thu 6/25/15	Fri 7/24/15	DBA
93	1.3.3.3.3	Construct the Code	600 days	Thu 2/11/16	Thu 6/14/18	Developer
94	1.3.3.3.4	Document Code	600 days	Thu 2/11/16	Thu 6/14/18	Developer
95	1.3.3.3.5	Unit/Functional Test	600 days	Thu 2/11/16	Thu 6/14/18	Developer
96	1.3.3.3.6	System Test	600 days	Thu 2/11/16	Thu 6/14/18	Developer
97	1.3.3.3.7	Development Complete	0 days	Thu 6/14/18	Thu 6/14/18	
98	**1.3.3.4**	**Testing**	**715 days**	**Thu 2/11/16**	**Thu 11/22/18**	

MM Phase I Project Schedule - In House Development

ID	WBS	Task Name	Duration	Start	Finish	Resource Names
99	**1.3.3.4.1**	**Document Test Plan**	**600 days**	**Thu 2/11/16**	**Thu 6/14/18**	
100	1.3.3.4.1.1	Develop Test Cases	600 days	Thu 2/11/16	Thu 6/14/18	Tester
101	1.3.3.4.1.2	Develop Automated Test Scripts	600 days	Thu 2/11/16	Thu 6/14/18	Tester
102	**1.3.3.4.2**	**Conduct User Acceptance Testing (UAT)**	**690 days**	**Thu 3/17/16**	**Thu 11/22/18**	**SME**
103	1.3.3.4.2.1	Conduct Functional Area Testing	600 days	Thu 3/17/16	Thu 7/19/18	SME
104	1.3.3.4.2.2	Conduct Final Acceptance / Regression Testing	90 days	Thu 7/19/18	Thu 11/22/18	SME
105	**1.3.3.4.3**	**Conduct System Testing**	**30 days**	**Thu 6/14/18**	**Thu 7/26/18**	
106	1.3.3.4.3.1	Conduct Stress Testing	15 days	Thu 6/14/18	Thu 7/5/18	Tester
107	1.3.3.4.3.2	Conduct Performance Testing	15 days	Thu 6/14/18	Thu 7/5/18	Tester,SME
108	1.3.3.4.3.3	Conduct Disaster Recovery Testing	15 days	Thu 6/14/18	Thu 7/5/18	Tester,SME
109	1.3.3.4.3.4	Conduct Integration Testing	30 days	Thu 6/14/18	Thu 7/26/18	Tester,SME
110	**1.3.3.4.4**	**Conduct Security Testing - ISA Security Scan**	**8.25 days**	**Thu 6/14/18**	**Tue 6/26/18**	
111	1.3.3.4.4.1	Submit TAC Ticket for IT Security Scan	1 hr	Thu 6/14/18	Thu 6/14/18	PM
112	1.3.3.4.4.2	Receive IT Security Scan Results	5 days	Thu 6/14/18	Thu 6/21/18	PM
113	1.3.3.4.4.3	Make Necessary Changes	3 days	Thu 6/21/18	Tue 6/26/18	PM
114	1.3.3.4.4.4	Resubmit TAC Ticket for Security Scan (Repeat steps until ap	1 hr	Tue 6/26/18	Tue 6/26/18	PM
115	1.3.3.4.4.5	Receive Security Scan Approval	0 days	Tue 6/26/18	Tue 6/26/18	PM
116	1.3.3.4.5	Decision Point - Move to Pilot	0 days	Thu 11/22/18	Thu 11/22/18	
117	1.3.3.4.6	Testing Complete	0 days	Thu 11/22/18	Thu 11/22/18	
118	**1.3.3.5**	**Training**	**1005 days**	**Thu 6/25/15**	**Thu 5/30/19**	
119	1.3.3.5.1	Document Training Plan	15 days	Thu 2/11/16	Thu 3/3/16	Trainer
120	1.3.3.5.2	Write Training Manual/Web Training	30 days	Thu 2/11/16	Thu 3/24/16	Trainer
121	1.3.3.5.3	Conduct Training/Provide Training	45 days	Thu 3/28/19	Thu 5/30/19	Trainer
122	1.3.3.5.4	Update Training Plan and Manual	15 days	Thu 6/25/15	Fri 7/17/15	Trainer
123	**1.3.3.6**	**Policies and Procedures**	**11 days**	**Thu 12/17/15**	**Thu 1/7/16**	
124	1.3.3.6.1	Document Policies and Procedures	10 days	Thu 12/17/15	Wed 1/6/16	SME
125	1.3.3.6.2	Review and Acceptance of Policies and Procedures	1 day	Wed 1/6/16	Thu 1/7/16	SME
126	**1.3.3.7**	**Implementation**	**844.25 days**	**Thu 2/11/16**	**Wed 5/22/19**	
127	1.3.3.7.1	Determine Pilot Site	1 day	Thu 2/11/16	Fri 2/12/16	SME,PM
128	1.3.3.7.2	Develop Implementation Plan	30 days	Thu 6/14/18	Thu 7/26/18	
129	1.3.3.7.3	Pilot the System	90 days	Thu 11/22/18	Thu 3/28/19	PM
130	1.3.3.7.4	Decision Point - Move to Production (Roll out)	0 days	Thu 3/28/19	Thu 3/28/19	SME
131	1.3.3.7.5	Submit Request to Change Advisory Board (CAB)	0.5 days	Thu 3/28/19	Thu 3/28/19	PM
132	1.3.3.7.6	Change Advisory Board Approval	0.5 days	Thu 4/4/19	Fri 4/5/19	PM
133	1.3.3.7.7	Move into Production/Go-Live	1 day	Thu 3/28/19	Fri 3/29/19	Team,ISA
134	1.3.3.7.8	Stabilization Period for Production	30 days	Fri 3/29/19	Fri 5/10/19	Team
135	1.3.3.7.9	Implementation Complete	8.25 days	Fri 5/10/19	Wed 5/22/19	
136	1.3.4	Document Lessons Learned from Project Execution phase	1 day	Thu 5/30/19	Fri 5/31/19	PM
137	1.3.5	Project Execution and Monitoring & Control Phase Complete	0 days	Fri 5/31/19	Fri 5/31/19	
138	**1.4**	**Project Closeout**	**14 days**	**Fri 5/31/19**	**Thu 6/20/19**	
139	1.4.1	Document Project Closure Summary	3 days	Fri 5/31/19	Wed 6/5/19	PM
140	1.4.2	Review Closeout Documentation with Stakeholders	10 days	Wed 6/5/19	Wed 6/19/19	PM
141	1.4.3	Receive Acceptance and Signature on Closeout Documentation	1 day	Wed 6/19/19	Thu 6/20/19	PM,Team,PMO
142	1.4.4	Archive all Project Documentation, Artifacts, Records, etc.	0 days	Thu 6/20/19	Thu 6/20/19	PM
143	1.4.5	Project Closeout Phase Complete	0 days	Thu 6/20/19	Thu 6/20/19	PM
144	**1.5**	**Project Complete**	**0 days**	**Thu 6/20/19**	**Thu 6/20/19**	

D. Program Organization

Figure 6 - 2 - Program Governance shows the proposed program governance and the relationship between its components.

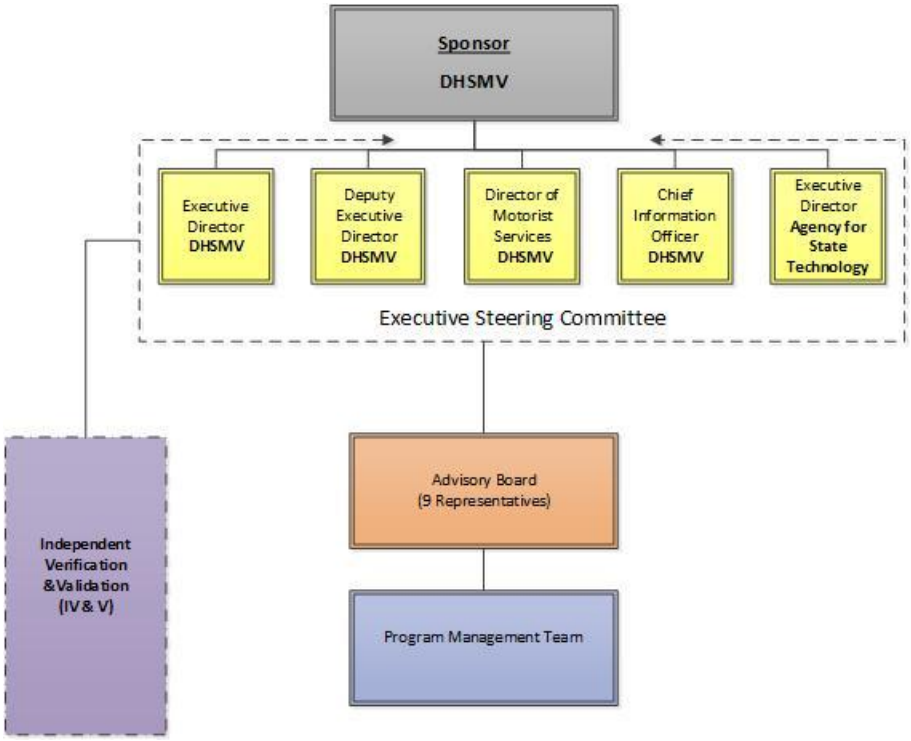


Figure 6-2 – Program Governance

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: 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.

Role	Responsibility
	Members should advise, assist, support, and advocate the program.
Program Management Team	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: 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	Perform independent assessment of the program to ensure that the deliverables meet defined requirements/specifications in accordance with industry best practices. Reports to the Executive Steering Committee.

Table 6-4 – Program/Project Roles

Figure 6 - 3 - Program Organization shows the proposed program organization.

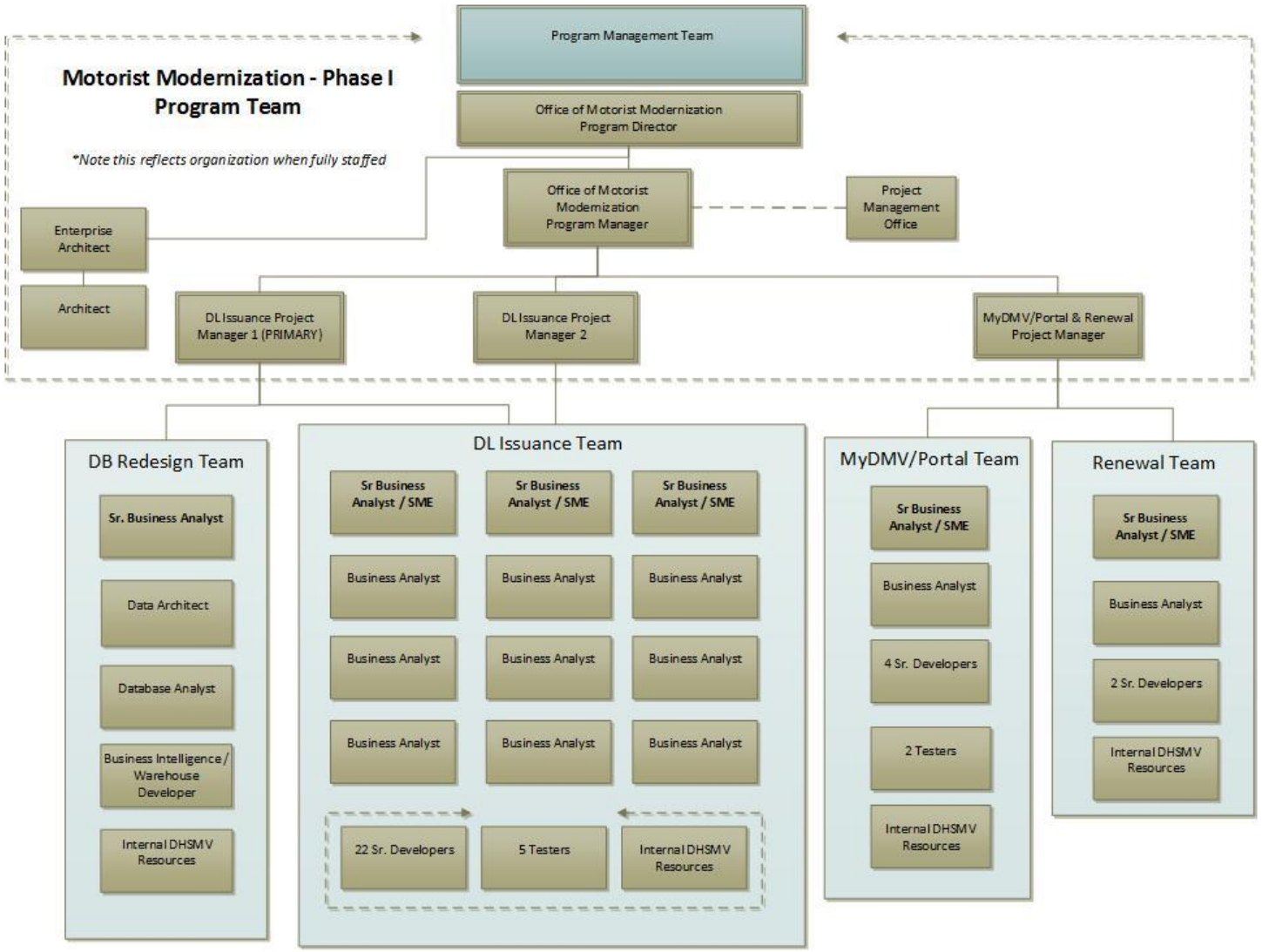


Figure 6-3 – Program Organization

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 (High Risk)				
1. All of the project business /program area requirements, assumptions, constraints and priorities have not been identified.	High	Medium	Mitigate • 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	Avoid • Involve stakeholders early in the project. • Solicit feedback and participation from stakeholders during design and acceptance testing.	Program Director
3. The project development cycle will extend for more than 3 years.	High	Medium	Accept • Continue to involve stakeholders throughout life of project. • Monitor for potential changes to business requirements (state and federal changes). • Ensure that new system architecture follows best practices.	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**
4. Some business processes will change to align with organizational and technology changes – some users may be reluctant to these changes.	High	Low	Mitigate • 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
5. 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	Mitigate • 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**
6. Internal and external communication channels have not yet been established – Lack of effective program communication will erode support.	Low	Low	Avoid • Communication channels have been identified but not yet documented in the communication plan.	Project Manager / Program Manager / Program Director
Fiscal (Medium Risk)				
7. Other technology initiatives may impact project timeline and costs.	Medium	Low	Accept and Monitor	Project Manager / Program Manager / Program Director
7. 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 • 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)				

Risk Description - Impact	**Probability of Occurrence** (high, medium, low)	**Tolerance Level** (high, medium, low)	**Risk Strategy** (accept, avoid, mitigate, transfer)	**Assigned Owner**
8. No staff roles, responsibilities and skills have been identified – The lack of clearly defined roles and responsibilities could contribute to program failure.	Medium	Low	Mitigate • Program Manager will work with the Program Director to fully define all team roles prior to the start of the project.	Program Manager
9. Contracted IT personnel turnover can occur – Inability to retain skilled personnel could impact the project timeline.	High	Medium	Mitigate • Manage staff augmentation needs through a single vendor • Evaluate alternative work arrangements to enable availability of skilled staff needed	Project Manager / Program Manager
9. Full time (internal) IT personnel turnover can occur – Inability to retain skilled personnel could impact the project timeline.	High	Medium	Accept and Monitor	Project Manager / Program Manager
10. 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	Mitigate • Project Managers and Business Analysts will be as flexible as possible when scheduling JAD sessions or meeting to review requirements. • All project meetings will have clear and documented objectives. • Adequate time will be provided for the review and approval of project deliverable.	Program Manager
11. All stakeholders are not represented on the Program Board	High	High	Accept and Monitor	Program Director
Program/Project Management				

Risk Description - Impact	**Probability of Occurrence** (high, medium, low)	**Tolerance Level** (high, medium, low)	**Risk Strategy** (accept, avoid, mitigate, transfer)	**Assigned Owner**
(Medium Risk)				
12. Lack of fully-defined and documented requirements may elongate timelines, increase costs, or contribute to program/project failure.	Medium	Medium	Mitigate • Stakeholders will be consulted and requirements documented and defined.	Project Manager
13. Lack of fully developed design specifications may elongate timelines, increase costs, or contribute to program/project failure. This could result in negative publicity.	Medium	Medium	Mitigate • Stakeholders will be consulted and design specifications will be clearly documented and defined.	Enterprise Architect
Complexity (High Risk)				
14. Stakeholder geographical, cultural, and organizational differences will make communication difficult – The differences may cause missed requirements or unreasonable expectations.	High	Medium	Mitigate • Ensure communication plan addresses statewide communications. • Ensure remote participation by employing collaborative tools such as video-conferencing and conference calls.	Project Manager
15. Several external entities could be impacted by this project – Failure to communicate could result in delays and negative publicity.	High	Medium	Mitigate • 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 sunsetting 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, 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

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 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
API	Application Programming Interface
AST	Agency for State Technology
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
DAVID	Driver And Vehicle Information Database
DBMS	Database Management System
DI	Driver Improvement
DL	Driver License
DOR	Department of Revenue
DOS	Department of State
DPPA	Driver Privacy Protection Act
DRC1	Driver Record Court (old Clerk of Court information system)
DRIVE	Driver Related Issuance and Vehicle Enhancements
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
FRVIS	Florida Realtime Vehicle Information System
HTO	Habitual Traffic Offender
HTTPS	Hypertext Transfer Protocol Secure
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

Acronym	Description
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
RAD	Rapid Application Development
SAVE	Systematic Alien Verification for Entitlements
SFTP	Secure File Transfer Protocol
SLA	Service Level Agreement
SOA	Service Oriented Architecture
SSA	Social Security Administration
SSRC	Southwood Shared Resource Center
TCATS	Traffic Citation Accounting Transmittal System
UI	User Interface
USCIS	United States Citizenship and Immigration Services Verification
UTC	Uniform Traffic Citations
VLS	Verification of Lawful Status

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: Highway Safety and Motor Vehicles **Budget Period 2015-16**

Budget Entity:

(1)		(2) ACTUAL FY 2013-14	(3) ESTIMATED FY 2014-15	(4) REQUEST FY 2015-16
SECTION I				
Interest on Debt	(A)			
Principal	(B)			
Repayment of Loans	(C)			
Fiscal Agent or Other Fees	(D)			
Other Debt Service	(E)			
Total Debt Service	**(F)**			

Explanation: The Department does not have any debt service payments.

SECTION II

ISSUE:

(1) INTEREST RATE	(2) MATURITY DATE	(3) ISSUE AMOUNT	(4) JUNE 30, 20___	(5) JUNE 30, 20___

(6)		(7) ACTUAL FY 2013-14	(8) ESTIMATED FY 2014-15	(9) REQUEST FY 2015-16
Interest on Debt	(G)			
Principal	(H)			
Fiscal Agent or Other Fees	(I)			
Other	(J)			
Total Debt Service	**(K)**			

ISSUE:

INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	JUNE 30, 20___	JUNE 30, 20___

		ACTUAL FY 2013-14	ESTIMATED FY 2014-15	REQUEST FY 2015-16
Interest on Debt	(G)			
Principal	(H)			
Fiscal Agent or Other Fees	(I)			
Other	(J)			
Total Debt Service	**(K)**			

SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS

Budget Period: 2015-2016

Department: Highway Safety and Motor Vehicles

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
Office of Inspector General 201213-24	6/30/2014	Bureau of Issuance Oversight	Biennial registrations were incorrectly calculated in FRVIS. We recommend the Bureau of Issuance Oversight ensure FRVIS calculates biennial registration fees correctly.	The Bureau of Issuance Oversight concurs that fees calculated in Virtual Office for antique vehicle renewals are different than those calculated in FRVIS when a biennial renewal is processed and the vehicle becomes 30 years old during the second year of the registration effective period. We have submitted WRAP item 2230. This work order is included in our January 2014 release.	
201314-09	6/30/2014	Bureau of Accounting	The tax collector year-end license plate inventory audit process is not timely. We recommend the Bureau of Accounting develop a plan to review all county year-end license plate audits in a timely manner.	The Bureau of Accounting concurs with this finding and has developed a plan to review all county year-end license plate audits within six months of receiving the reports from the Tax Collector Offices. In order to meet this requirement, a part-time position will be hired and other personnel will be reorganized within the Audit and Refund work unit to assist with the audits. A recommendation will also be presented to the Motorist Modernization team to automate the inventory audit and reconciliation process as part of the Modernization Project.	

		Bureau of Issuance Oversight	Title Paper is not tracked electronically in FRVIS. We recommend the Bureau of Issuance Oversight formally communicate to the Office of Motorist Modernization the need to track title paper electronically.	The Bureau of Issuance Oversight is working closely with the Office of Motorist Modernization on all phases of the modernization project. When the FRVIS system redesign begins, we will include the electronic tracking of title paper as a requirement. In the meantime, a copy of this audit will be sent as formal communication of this need.	
			The Department does not currently know the amount of title paper in tax collector offices, agents, and Department sections or regions. We recommend the Inventory Unit conduct an inventory of title paper maintained by tax collectors, agents, and Department sections or regions.	We agree that our current method for tracking title paper inventory is not automated and is not a true inventory management system. However, the Department began an inventory accountability process for title paper in 2012. At that time, the Department physically pulled back all title paper stock in the field. This allowed the Department to conduct an inventory of current stock and restart its distribution methods by disseminating a six month supply of title paper to each agency. This process has helped to ensure all agencies had an adequate amount of title paper on hand while not allowing too much paper at any one location. The Bureau will conduct another inventory similar to what occurred in 2012 to confirm if our current processes are working and the Bureau will continue to work toward ensuring that title paper is accounted for as best as can be done manually. However, a fully automated tracking system will not be functional for several years until FRVIS is modernized.	

			The Department has not implemented internal control guidelines for storing and handling title paper. We recommend the Bureau of Issuance Oversight implement title paper guidelines for the Department and tax collector offices and agents pertaining to storing and handling title paper. We also recommend the Bureau of Motorist Services Support include a review of tax collector office title paper storage and	The action plan addressed in Finding 3 above will also include our actions on implementing title paper guidelines for the Department and tax collector offices and agents pertaining to storing and handling title paper. The Bureau of Motorist Service Support will be developing an on-site Quality Assurance Review for Tax Collector offices. A review of title paper storage and handling procedures will be included in this	
201314-11	6/30/2014	Bureau of Personnel Services	The Office of Payroll Services did not timely identify or initiate recovery of salary overpayments during August-October 2013. We recommend the Bureau of Personnel Services ensure the salary overpayments identified are recovered. We also recommend the Bureau of Personnel Services ensure overpayments are collected in a timely manner according to the DFS Bureau of State Payrolls Payroll Processing Manual.	We agree with the recommendation to ensure salary overpayments are identified and recovered. The Bureau has taken action by assigning a designated member of the payroll staff to conduct spot checks on retroactive payments and leave payouts to confirm their validity. The Payroll Services Manager will also be required to review/finalize monthly leave without pay reports and to ensure timely collection of all salary overpayment notices.	
			The Bureau of Personnel Services did not accurately, timely, or properly document Worker's Compensation leave adjustments. We recommend the Bureau of Personnel Services review and correct the leave adjustments for the members identified to ensure that the members had sufficient leave to support the salary payments they received. We also recommend the Bureau of Personnel Services revise leave adjustment procedures to include: • Staff responsible for making and approving leave adjustments; • Time frames for when leave adjustments are to	We agree with the recommendations and have started reviewing and correcting the leave adjustments for the identified members. The bureau has also revised procedures pertaining to the salary leave adjustment process to include the bulleted items listed above. All final documentation will be kept in the members workers' compensation file. Additionally, the bureau has established a review/audit process of all salary leave adjustments to ensure members have sufficient leave to support payments.	

			• How to properly document any adjustments that are made; • How to properly calculate the number of hours needed to cover salary payments; and • Where the final documentation will be kept. Additionally, we recommend the Bureau of Personnel Services establish a review process to ensure members receiving Workers' Compensation benefits who elect to use accrued sick, compensatory, or annual leave to supplement their remaining wages, have leave in an amount necessary to match the salary paid by the Department.		
Auditor General 2014-173	6/30/2014	Bureau of Accounting	The Department inadvertently coded transactions totaling $22,414,541 as Accounts payable and accrued liabilities rather than Due to other funds during the fiscal year-end financial reporting process. We recommend that the FDHSMV enhance fiscal year-end financial reporting procedures to ensure the proper coding of year-end manual entries, as well as apply more diligence during supervisory review of those entries.	The Department concurs with the audit finding. The procedures for the fiscal year-end closings will be modified to include additional time for a more in-depth analytical supervisory review to prevent this from occurring in the future.	
Auditor General 2014-107	6/30/2014	Bureau of Issuance Oversight	The Department did not always document that appropriate actions were taken for overdue specialty license plate audit and attestation reports, and did not follow up when certain expenditures from specialty license plate proceeds exceeded the limits established by State law. We recommend that Department management take steps to ensure that timely and appropriate actions are taken and documented when organizations that receive specialty license plate proceeds do not timely submit required audit reports or attestations and when certain expenditures from the specialty license plate proceeds exceed the limits established by State law.	In response to the audit recommendation, the Department's Bureau of Issuance Oversight enhanced internal staff training on statutory requirements for submission of specialty plate annual reports or attestations. Additionally, regular reviews are being conducted to ensure compliance with Section 320.08062(2), Florida Statutes, by Bureau management in an effort to ensure all future contact with specialty organizations are timely and appropriately documented. In September 2013, the Bureau of Issuance Oversight updated its affidavit review procedures to include additional steps for verifying the level of statutorily approved administrative and marketing expenditures.	

				A training aid focusing on reporting requirements, definitions, and procedures was created and posted to the Department's public website and presented to participants at the annual Specialty Plate Meeting on September 26, 2013. Additionally, following the meeting, the Bureau sent the new training aid to all specialty plate organizations in the state. The Bureau of Issuance Oversight is dedicating an additional permanent position in the affidavit review section. As the number of specialty plates continues to increase, augmentation of this critical review area is essential to the Department's success in meeting the statutory requirements.	
			Improved information technology access controls were needed for the Florida Real Time Vehicle Information System, Cash Receipts System, and the IFTA and IRP Clearinghouses. We recommend that the Department ensure that appropriate IT access controls are implemented for the FRVIS, Cash Receipts System, and the IFTA and IRP Clearinghouses.	Information technology and operational staff are refining the business requirements for addressing the confidential recommendations related to IT Access Controls that will further strengthen specific security-related controls in the areas discussed. The Department recognizes integrity, confidentiality, and availability of the Department's data and information technology resources as a key responsibility in maintaining automated systems.	
Auditor General 2014-183	6/30/2014	The Department	Department data-entry procedures to ensure that all source documents applicable to FRVIS transactions are scanned into FRVIS needed improvement. The Department should implement a procedure to track and aggregately report on missing supporting documentation that was not scanned into FRVIS to help ensure the completeness and accuracy of FRVIS transactions.	The Department should implement a procedure to track and aggregately report on missing supporting documentation that was not scanned into FRVIS to help ensure that the completeness and accuracy of FRVIS transactions.	

			As similarly noted in our report No. 2008-188, some Department employees, contractors, and outside agency employees had inappropriate access to FRVIS as well as FRVIS programs and the FRVIS database that was unnecessary for their assigned job duties and did not enforce an appropriate separation of duties. The Department should ensure that the access privileges of employees, contractors, and outside agency employees are commensurate with their job duties and enforce an appropriate separation of duties.	The Motorist Services FRVIS Access Authorization Request form will be reviewed upon receipt to determine that the requested roles are needed to perform job duties. Documentation will be retained.	
			The Department did not timely deactivate access privileges of some former employees. The Department should ensure that access privileges of former employees are timely deactivated to minimize the risk of compromising FRVIS data and IT resources.	The Department updated Motorist Services procedures TL-57 and RS-64 effective January 1, 2014 to routinely suspend and/or delete and FRVIS user that has not accessed the FRVIS System in 90 days. In addition, the Department has reviewed and identified FRVIS user accounts that will be deleted and/or disabled.	
			The Department had not performed periodic reviews of user access privileges to FRVIS and the FRVIS database. The Department should perform periodic reviews of user access privileges to FRVIS and the FRVIS database to ensure that user and system account access privileges are authorized and remain appropriate.	The Department will perform a periodic review of user access privileges to FRVIS by providing a list of users and roles for verification to tax collector/agents and department managers.	
			Contrary to the State of Florida General Records Schedule GS1-SL retention requirements, the Department did not retain relevant FRVIS access control records related to the deactivation of employee access privileges. The Department should ensure that relevant FRVIS access control records are retained as required by the General Records Schedule.	Motorist Services Support procedures require the retention of a copy of the FRVIS Access Authorization Request for all new users, change requests, and delete requests as required by the General Records Schedule. As indicated above, the Department did not timely deactivate all former employees and did not retain the associated documentation related to all of the deactivation. In our response to Audit Finding No. 3, the Department updated our procedure to address the timely deactivation of access privileges of former employees and will retain any reports and/or a copy of the FRVIS Access Authorization Requests used to delete access privileges of former	

			As similarly noted in our report No. 2008-188, certain security controls related to FRVIS user authentication and session controls needed improvement. The Department should implement appropriate security controls related to certain user authentication and session controls to ensure the continued confidentiality, integrity, and availability of FRVIS data and IT resources.	The Department has begun research and documentation to determine impact and risk to the environment based upon any required changes. Upon completion of the risk assessment, the Department will implement enhanced security controls to address the audit recommendation. The Department has identified administrative features within Oracle that provide more granular security attributes. Documentation of the findings and a preliminary plan addressing required changes is being developed.	
			As similarly noted in our report No. 2008-188, certain IT controls related to the monitoring of FRVIS database changes needed improvement. The Department should implement appropriate security controls related to monitoring of database changes to ensure the continued confidentiality, integrity, and availability of FRVIS data and IT resources.	As mentioned in Audit Finding No. 6, the Department has identified administrative features within Oracle that provide more granular security attributes. The Department will review their application and database security controls and develop a comprehensive plan to improve security controls. The plan shall be complete within 6 months.	
			Department procedures for verification of program changes made to the FRVIS production environment needed improvement. The Department should implement a mechanism to ensure that all program changes made to the FRVIS production environment are properly approved.	The Department's change management function has established a policy, process and procedures, and Change Advisory and Technical Review governance boards to ensure that all changes made to the production environment are recorded, assessed for risk and impact and release in a controlled manner. We have implemented an industry best practice toolset.	
			Department change control procedures for FRVIS were not fully documented. The Department should enhance program change management procedures to include end-user input, testing, and approvals throughout all phases of the change management process. Also, the Department's procedures should identify staff responsible for development, programming, testing, and implementation.	As mentioned in Audit Finding No. 8, the Department has a change management function supported by a governance process that authorizes projects which require program changes. In addition, the Department's service request system confirms priority on programming tasks, followed by the Departments change management procedures which are fully documented with Technical Review and Change Advisory Boards.	

				Change management receives the output of the User Acceptance Test (UAT) outlining the authorization given by the business to release the change. A component of the required information for change submission is to identify, test, and back-out plans for both test and production environments. In order for an implementation to be closed, the implementer must provide closure comments as to the success or issues experienced with the change. The change management process then validates through Post Implementation Review (PIR), the overall success of failure of the change. The criteria for PIR completion is outlined in the Change Management Policy Document and is now part of the project closure process.	

Fiscal Year 2015-16 LBR Technical Review Checklist

Department/Budget Entity (Service): Highway Safety and Motor Vehicles
Agency Budget Officer/OPB Analyst Name: Kim Banks/Traci Ray

A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.

		Program or Service (Budget Entity Codes)				
Action		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 *Section 3* 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 *Section 3* 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	
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	

		Program or Service (Budget Entity Codes				
	Action	7601	7610	7621	7640	
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.					
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 2013-14 approved budget. Amounts should be positive.					

		Program or Service (Budget Entity Codes				
	Action	7601	7610	7621	7640	
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 33 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?	N/A	N/A	N/A	Y	
7.4	Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	N/A	N/A	N/A	Y	
7.5	Does the issue narrative explain any variances from the Standard Expense and Human Resource Services Assessments package? Is the nonrecurring portion in the nonrecurring column? (See pages E-4 through E-6 of the LBR Instructions.)	N/A	Y	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.	N/A	Y	Y	N/A	
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.	N/A	N/A	Y	N/A	
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 #14-001?	N/A	N/A	N/A	N/A	

	Action	Program or Service (Budget Entity Codes) 7601	7610	7621	7640	
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 not 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	Y	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	NA	
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.	N/A	N/A	N/A	N/A	
7.16	Do the issues relating to *salary and benefits* 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.)	N/A	Y	Y	N/A	
7.17	Do the issues relating to *Information Technology (IT)* have a "C" in the sixth position of the issue code (36XXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0, 330010C0, 33011C0, 160E470, 160E480 or 55C01C0)?	N/A	N/A	N/A	Y	
7.18	Are the issues relating to *major audit findings and recommendations* properly coded (4A0XXX0, 4B0XXX0)?	N/A	N/A	N/A	N/A	
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development?	Y	Y	Y	Y	
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)**	Y	Y	Y	Y	
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	
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	N/A	
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.					

	Action	Program or Service (Budget Entity Codes) 7601	7610	7621	7640	
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 65 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 a state agency needs to include in its LBR a realignment or workload request issue to align its data processing services category with its projected FY 2015-16 data center costs, this can be completed by using the new State Data Center data processing services category (210001). (NSRC data processing services category (210022) and the SSRC data processing services category (210021) will no longer be used).					
TIP	If an appropriation made in the FY 2014-15 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?	N/A	N/A	Y	N/A	
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	N/A	N/A	Y	N/A	
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	N/A	N/A	Y	N/A	
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	N/A	N/A	Y	N/A	
8.5	Have the required detailed narratives been provided (5% trust fund reserve narrative; method for computing the distribution of cost for general management and administrative services narrative; adjustments narrative; revenue estimating methodology narrative**;** fixed capital outlay adjustment narrative)?	N/A	N/A	Y	N/A	
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?	N/A	N/A	Y	N/A	
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	

	Action	Program or Service (Budget Entity Codes)				
		7601	7610	7621	7640	
8.8	If the agency is scheduled for the annual trust fund review this year, have the necessary trust funds been requested for creation pursuant to *section 215.32(2)(b), Florida Statutes* - including the Schedule ID and applicable legislation?	N/A	N/A	N/A	N/A	
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)?	N/A	N/A	Y	N/A	
8.10	Are the statutory authority references correct?	N/A	N/A	Y	N/A	
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.)	N/A	N/A	Y	N/A	
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	N/A	N/A	Y	N/A	
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	N/A	N/A	Y	N/A	
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	N/A	N/A	Y	N/A	
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	N/A	N/A	Y	N/A	
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	N/A	N/A	Y	N/A	
8.17	If applicable, are nonrecurring revenues entered into Column A04?	N/A	N/A	Y	N/A	
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?	N/A	N/A	Y	N/A	
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?	N/A	N/A	Y	N/A	
8.20	Are appropriate general revenue service charge nonoperating amounts included in Section II?	N/A	N/A	Y	N/A	
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	N/A	N/A	Y	N/A	
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	N/A	N/A	Y	N/A	
8.24	Are prior year September operating reversions appropriately shown in column A01?	N/A	N/A	Y	N/A	
8.25	Are current year September operating reversions appropriately shown in column A02?	N/A	N/A	Y	N/A	

	Action	Program or Service (Budget Entity Codes) 7601	7610	7621	7640	
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?	N/A	N/A	Y	N/A	
8.27	Has the agency properly accounted for continuing appropriations (category 13XXXX) in column A01, Section III?	N/A	N/A	Y	N/A	
8.28	Does Column A01 of the Schedule I accurately represent the actual prior year accounting data as reflected in the agency accounting records, and is it provided in sufficient detail for analysis?	N/A	N/A	Y	N/A	
8.29	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	N/A	N/A	Y	N/A	
AUDITS:						
8.30	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	N/A	N/A	Y	N/A	
8.31	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? If a Schedule IB was prepared, do the totals agree with the Schedule I, Line I? **(SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")**	N/A	N/A	Y	N/A	
8.32	Has a Department Level Reconciliation been provided for each trust fund and does Line A of the Schedule I equal the CFO amount? If not, the agency must correct Line A. **(SC1R, DEPT)**	N/A	N/A	Y	N/A	
8.33	Has a Schedule IB been provided for each trust fund and does total agree with line I ?	N/A	N/A	Y	N/A	
8.34	Have A/R been properly analyzed and any allowances for doubtful accounts been properly recorded on the Schedule IC?	N/A	N/A	Y	N/A	
TIP	The Schedule I is the most reliable source of data concerning the trust funds. It is very important that this schedule is as accurate as possible!					
TIP	Determine if the agency is scheduled for trust fund review. (See page 130 of the LBR Instructions.) Transaction DFTR in LAS/PBS is also available and provides an LBR review date for each trust fund.					
TIP	Review the unreserved fund balances and compare revenue totals to expenditure totals to determine and understand the trust fund status.					
TIP	Typically nonoperating expenditures and revenues should not be a negative number. Any negative numbers must be fully justified.					
9. SCHEDULE II (PSCR, SC2)						
AUDIT:						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? **(BRAR, BRAA - Report should print "No Records Selected For This Request")** Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See *Base Rate Audit* on page 161 of the LBR Instructions.)	N/A	N	N	N/A	

	Action	Program or Service (Budget Entity Codes) 7601	7610	7621	7640	
10. SCHEDULE III (PSCR, SC3)						
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 92 of the LBR Instructions.)	N/A	Y	N/A	N/A	
10.2	Are amounts in *Other Salary Amount* appropriate and fully justified? (See page 99 of the LBR Instructions for appropriate use of the OAD transaction.) Use **OADI** or **OADR** to identify agency other salary amounts requested.	N/A	N/A	Y	N/A	
11. SCHEDULE IV (EADR, SC4)						
11.1	Are the correct Information Technology (IT) issue codes used?	N/A	N/A	N/A	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**					
14. SCHEDULE VIIIB-2 (EADR, S8B2)						
14.1	Do the reductions comply with the instructions provided on pages 104 through 106 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 VIIIC (EADR, S8C) (LAS/PBS Web - see page 107-109 of the LBR Instructions for detailed instructions)						
15.1	Agencies are required to generate this schedule 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 107-109 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	

	Action	Program or Service (Budget Entity Codes) 7601	7610	7621	7640	
16. SCHEDULE XI (USCR,SCXI) (LAS/PBS Web - see page 110-114 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 *section 216.023(4)(b), Florida Statutes,* the Legislature can reduce the funding level for any agency that does not provide this information.)	Y	Y	Y	Y	
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR	Y	Y	Y	Y	
AUDITS INCLUDED IN THE SCHEDULE XI REPORT:						
16.3	Does the FY 2013-14 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 should 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 115 through 158 of the LBR Instructions), and are they accurate and complete?	Y	Y	Y	Y	
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	
17.4	Does the LBR include a separate IV-B for each IT project over $1 million (see page 134 of the LBR instructions for exemptions to this rule)? Have all IV-B been emailed to: IT@LASPBS.state.fl.us	Y	Y	Y	Y	
17.5	Are all forms relating to Fixed Capital Outlay (FCO) funding requests submitted in the proper form, including a Truth in Bonding statement (if applicable) ?	Y	Y	Y	N/A	

	Program or Service (Budget Entity Codes				
Action	7601	7610	7621	7640	

AUDITS - GENERAL INFORMATION						
TIP	Review *Section 6: Audits* of the LBR Instructions (pages 160-162) 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	N/A	
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	Y	Y	Y	N/A	
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP	Y	Y	Y	N/A	
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	Y	Y	Y	N/A	
18.5	Are the appropriate counties identified in the narrative?	Y	Y	Y	N/A	
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	N/A	
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	