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

Jimmy Patronis
Chief Financial Officer

Adam Putnam
Commissioner of Agriculture

LEGISLATIVE BUDGET REQUEST

September 15, 2017

Ms. Cynthia Kelly, Director
Office of Policy and Budget
Executive Office of the Governor
The Capitol, Room 1702
Tallahassee, Florida 32399-0001

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

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

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Legislative Budget Request for the 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 2018-19 Fiscal Year. This submission has been approved by Terry L. Rhodes, Executive Director.

Sincerely,

Terry L. Rhodes
Executive Director

Legislative Budget Request FY 2018-2019

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
    Classes & Approximate Number of Positions Affected:

• LAW ENFORCEMENT INVESTIGATOR I	8
• LAW ENFORCEMENT LIEUTENANT	28
• LAW ENFORCEMENT OFFICER	268
• LAW ENFORCEMENT SERGEANT	45
Total Positions	349
Estimated Cost	**$268,000**

- The Department is authorized to continue to grant a critical market pay additive to employees residing in and assigned to Lee County, Collier County, Hillsborough County, Orange County, Pinellas County, Duval County, Marion County, Escambia 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.

Florida Highway Patrol Critical Market Pay Additive for Sworn Personnel (Lee/ Collier/ Monroe/ Hillsborough/ Orange/ Pinellas/ Duval/ Marion/ Escambia/Pasco)

    Classes & Approximate Number of Positions Affected:

• LAW ENFORCEMENT AIRPLANE PILOT I	2
• LAW ENFORCEMENT AIRPLANE PILOT II	1
• LAW ENFORCEMENT INVESTIGATOR I	49
• LAW ENFORCEMENT INVESTIGATOR II	4
• LAW ENFORCEMENT LIEUTENANT	32
• LAW ENFORCEMENT OFFICER	369
• LAW ENFORCEMENT SERGEANT	72
Total Positions	529
Estimated Cost	**$2,645,000**

- The Department is requesting authority to grant a critical market pay additive to employees assigned to, but do not reside in Orange County. No additional budget authority is being requested to implement this provision.

Classes & Approximate Number of Positions Affected:

• LAW ENFORCEMENT AIRPLANE PILOT I	1
• LAW ENFORCEMENT INVESTIGATOR I	6
• LAW ENFORCEMENT INVESTIGATOR II	1
• LAW ENFORCEMENT LIEUTENANT	8
• LAW ENFORCEMENT OFFICER	27
• LAW ENFORCEMENT SERGEANT	6

Total Positions	49 ▪
Estimated Cost	**$245,000**

- The Department is requesting authority to grant a critical market pay additive to employees assigned to, but do not reside in Duval County. No additional budget authority is being requested to implement this provision.

• LAW ENFORCEMENT INVESTIGATOR I	2
• LAW ENFORCEMENT INVESTIGATOR II	1
• LAW ENFORCEMENT LIEUTENANT	3
• LAW ENFORCEMENT OFFICER	27
• LAW ENFORCEMENT SERGEANT	10
Total Positions	43
Estimated Cost	**$215,000**

- 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

Classes & Approximate Number of Positions Affected:
• LAW ENFORCEMENT LIEUTENANT	13
• LAW ENFORCEMENT OFFICER	186
• LAW ENFORCEMENT SERGEANT	31
Grand Total	230
Estimated Cost	**$449,000**

- The Department is authorized to continue to grant a critical market pay additive of $1,300 per year to non-sworn Florida Highway Patrol personnel working and residing in Miami-Dade and Broward counties. This additive shall be granted only during the time in which the employee resides in, and is assigned to duties within those counties.

Florida Highway Patrol Critical Market Pay Additive for Non-Sworn Personnel (Miami Dade and Broward)

Classes and Approximate Number of Positions Affected:
• ADMINISTRATIVE SECRETARY	10
• COMMUNICATIONS TRAINING OFFICER	5
• CRIME LABORATORY TECHNICIAN	1
• GOVERNMENT OPERATIONS CONSULTANT II	4
• MAINTENANCE MECHANIC	4
• OFFICE OPERATIONS CONSULTANT I	1
• RECORDS TECHNICIAN	1
• REGIONAL DUTY OFFICER	20
• RESEARCH & STATISTICS CONSULTANT	2
• SENIOR CLERK	14
• Total Positions	62
Estimated Cost	**$80,600**

- The Department is authorized to continue to grant a special duty pay additive of $2,000 per year for law enforcement officers who perform additional duties as K-9 handlers; felony officers; criminal interdiction officers; criminal investigation and intelligence officers; new recruit background checks and training, and technical support officers; drug recognition experts; hazardous material squad members; compliance investigation squad members; motor cycle squad members; Florida Advance Investigation and Reconstruction (FLAIR) Team; or Quick Response Force (QRF) Team.

Florida Highway Patrol Special Duty Pay Additive

Classes and Approximate Number of Positions Affected:
- LAW ENFORCEMENT INVESTIGATOR I   12
- LAW ENFORCEMENT INVESTIGATOR II   29
- LAW ENFORCEMENT AIRPLANE PILOT I   1
- LAW ENFORCEMENT LIEUTENANT   43
- LAW ENFORCEMENT OFFICER   533
- LAW ENFORCEMENT SERGEANT   87

Total Positions   705
Estimated Cost   **$1,410,000**

- 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 and 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.

Department Level Exhibits and Schedules

Schedule VII: Agency Litigation Inventory

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

Agency:	**Florida Highway Safety and Motor Vehicles**

Contact Person:	Christie Utt	Phone Number:	850-617-3101

Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	No cases to report.
Court with Jurisdiction:	
Case Number:	
Summary of the Complaint:	
Amount of the Claim:	$
Specific Statutes or Laws (including GAA) Challenged:	
Status of the Case:	

Who is representing (of record) the state in this lawsuit? Check all that apply.		Agency Counsel
		Office of the Attorney General or Division of Risk Management
		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).	

Office of Policy and Budget – July 2017

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

EXECUTIVE DIRECTOR-HSMV
00001
(9761)   10-1011-03, 25/950   (1.0)

EXECUTIVE ASSISTANT II - SES
00002
(0720)   43-6011-05, 10/426   (1.0)

AGENCY OPERATIONS   -01
DEPUTY EXECUTIVE DIRECTOR-HSMV
02666
(9767)   10-1021-02, 24/940   (1.0)

LEGAL   -02
GENERAL COUNSEL-HSMV
00009
(8982)   10-9199-01, 23/930   (RO)

OFFICE OF INSPECTOR   -03 GENERAL
INSPECTOR GENERAL- HSMV
00011
(8983)   10-1021-02, 23/540   (RO)

FLORIDA HIGHWAY PATROL   -7610
DIRECTOR OF FLORIDA HIGHWAY PATROL-HSMV
00430
(9762)   10-9199-01, 23/940   (RO)

LEGISLATIVE AFFAIRS   -06
LEGISLATIVE AFFAIRS DIRECTOR
05282
(9512)   10-1021-01, 23/920   (1.0)

CHIEF OF STAFF'S OFFICE   -05
CHIEF OF STAFF
00112
(9780)   10-1021-02, 24-950   (RO)

DIVISION OF   -7621 MOTORIST SERVICES
DIRECTOR OF MOTORIST SERVICES-HSMV
02416
(9765)   10-1021-01, 23/930   (RO)

DIVISION OF   -7640 INFORMATION SYSTEMS
INFORMATION SYSTEMS DIRECTOR-HSMV
Working Title: Chief Information Officer
00024
(8984)   10-3021-01, 23/930   (RO)

LEGISLATION SPECIALIST - SES
(Working Title: Assistant Legislative Affairs Director)
00297
(0717)   13-1111-04, 10/424   (1.0)

OFFICE OF FINANCIAL   -7601-04 MANAGEMENT
DIRECTOR OF FINANCE
02603
(9106)   10-3031-02, 24/940   (RO)

MANAGER, BUSINESS SYSTEMS SUPPORT-SES
(Working Title: Business Relationship Consultant)
05344
(8554)   11-3021-03, 21/530   (1.0)

OPERATIONS & MGMT CONSULTANT I-SES
02742   03737
(2234)   13-1111-03, 7/421   (2.0)

ENTERPRISE SECURITY MANAGEMENT
TECHNICAL SERVICES MANAGER - HSMV
Working Title: Information Security Officer
00115
(Funded out of Org Code: 7640-01-05-02)
(8332)   11-3021-03, 21/540   (0.0)

WORKFORCE DEVELOPMENT
PROGRAM PLAN, DEVELOP & REVIEW ADMI...
(Working Title: Director of Workforce Development)
05086
(Funded out of Org Code: 7621-05-03-12)
(8544)   11-1021-03, 21/150   (0.0)

GOVERNMENT OPERATIONS CONSULTANT I
01375
(2234)   13-1111-03, 7/421   (1.0)

SENIOR INFO TECH BUSINESS CONSULTANT
03339   04025
(Funded out of Org Code: 7610-08-07)
(2114)   15-1199-04, 9/26   (0.0)

SENIOR INFO TECH BUSINESS CONSULTANT
03490   04818
(Funded out of Org Code: 7621-05-03-16)
(2114)   15-1199-04, 9/26   (0.0)

ADMINISTRATIVE ASSISTANT II
01193
(Funded out of Org Code: 7621-05-03-12)
(0712)   43-6011-03, 05/18   (0.0)

OPERATIONS ANALYST II
03663
(Funded out of Org Code: 7640-01-05-01)
(2212)   13-1111-03, 07/19   (0.0)

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

CHIEF OF STAFF'S OFFICE	-05
CHIEF OF STAFF	
00112	
(9780) 10-1021-02, 24	(1.0)

COMMUNICATIONS OFFICE	-02
COMMUNICATIONS DIRECTOR	
03171	
(9556) 10-2031-01, 23	(RO)

PERFORMANCE MANAGEMENT OFFICE	-03
CHIEF PERFORMANCE OFFICER	
00283	
(8215) 10-9199-01, 23	(RO)

DIVISION OF ADMINISTRATIVE SERVICES	(7602)
DIRECTOR OF ADMINISTRATIVE SERVICES-HSMV	
00003	
(9764) 10-3011-01, 23	(RO)

BUREAU OF PERSONNEL SERVICES	-01-01
CHIEF OF PERSONNEL SERVICES - HSMV	
00238	
(9987) 11-3121-03, 21	(RO)

LEARNING & DEVELOPMENT OFFICE	-01-02
TRAINING AND RESEARCH MANAGER - SES	
(Working Title: Chief Learning Officer)	
03966	
(6004) 11-3131-02, 20	(RO)

CHIEF OF STAFF

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

GENERAL COUNSEL - HSMV
00009
(8982)   10-9199-01, 23/930   (1.0)

OFFICE OPERATIONS
CONSULTANT I
00010
(0162)   13-1199-03, 7/20   (1.0)

LEGAL   -01
SENIOR MANAGEMENT ANALYST SUPV-SES
Working Title: Public Records Operations Administrator
02745
(Funded out of Org Code 7621-05-03-11)
(2228)   13-1111-04, 10/426   (0.0)

OPERATIONS & MGMT
CONSULTANT II-SES
(W.T. - Public Records Coordinator)
04820
(2236)   13-1111-04, 10/423   (1.0)

PARALEGAL SPECIALIST
02840
(Funded out Org Code 7621-05-03-11)
(7703)   23-2011-01, 5/13   (0.0)

MS LEGAL COUNSEL   -02
CHIEF LEGAL COUNSEL
03838
(Funded out of Org Code: 7610-08-03)
(7741)   11-9199-03, 21/240   (0.0)

EXECUTIVE SENIOR ATTORNEY
05263
Working Title: Senior Assistant General Counsel
(7739)   23-1011-04, 14/240   (1.0)

SENIOR ATTORNEY
03691 05082
Working Title: Assistant General Counsel
(7738)   23-1011-04, 14/240   (2.0)

PARALEGAL SPECIALIST
05267
(7703)   23-2011-01, 5/13   (1.0)

PARALEGAL SPECIALIST - SES
00510
Working Title: Senior Paralegal Specialist
(7703)   23-2011-01, 5/13   (1.0)

MV & DLR LEGAL COUNSEL   -01
EXECUTIVE SENIOR ATTORNEY
03749
Working Title: Senior Assistant General Counsel
(Funded out of Org Code: 7621-05-03-07)
(7739)   23-1011-04, 14/240   (0.0)

SENIOR ATTORNEY
02710
Working Title: Assistant General Counsel
(Funded out of Org Code 7621-05-03-07)
(7738)   23-1011-04, 14/240   (0.0)

PARALEGAL SPECIALIST
02561 03380
(Funded out of Org Code 7621-05-03-07)
(7703)   23-2011-01, 5/13   (0.0)

PARALEGAL SPECIALIST
05083
(7703)   23-2011-01, 5/13   (1.0)

BUREAU OF
ADMINISTRATIVE REVIEWS
CHIEF OF ADMINISTRATIVE
REVIEWS - HSMV
02627
(Funded out of Org Code: 7621-04)
(7917)   11-9199-03, 21/530   (0.0)

FHP LEGAL COUNSEL   -04
CHIEF LEGAL COUNSEL
00656
(Funded out of Org Code: 7610-08-04)
(7741)   11-9199-03, 21/240   (0.0)

SENIOR ATTORNEY
00007 00008 05264
Working Title: Assistant General Counsel
(7738)   23-1011-04, 14/240   (3.0)

SENIOR ATTORNEY
03348
Working Title: Assistant General Counsel
(Funded out of Org Code 7610-08-04)
(7738)   23-1011-04, 14/240   (0.0)

PARALEGAL SPECIALIST
+03967 13074
(Funded out of Org Code 7610-08-04)
(7703)   23-2011-01, 5/13   (0.0)

FHP LEGAL SOUTHERN REGION   -01
EXECUTIVE SENIOR ATTORNEY
03542
Working Title: Senior Assistant General Counsel
(Funded out of Org Code: 7610-08-04-01)
(7739)   23-1011-04, 14/240   (0.0)

SENIOR ATTORNEY
02425
Working Title: Assistant General Counsel
(Funded out of Org Code 7621-05-03-08)
(7738)   23-1011-04, 14/240   (0.0)

SENIOR ATTORNEY
01732
Working Title: Assistant General Counsel
(7738)   23-1011-04, 14/240   (1.0)

PARALEGAL SPECIALIST
+05266
(7703)   23-2011-01, 5/13   (1.0)

PARALEGAL SPECIALIST
04864
(Funded out of Org Code 7610-08-04-01)
(7703)   23-2011-01, 5/13   (0.0)

DAS/OED LEGAL COUNSEL   -05
CHIEF LEGAL COUNSEL
04869
(Funded out of Org Code: 7610-08-22)
(7741)   11-9199-03, 21/240   (0.0)

LEGAL ASSISTANT
01050
Working Title: Paralegal Specialist II
(3126)   23-2011-01, 5/18   (1.0)

EXECUTIVE SENIOR ATTORNEY
05271
Working Title: Senior Assistant General Counsel
(Funded out of Org Code: 7621-05-03-13)
(7739)   23-1011-04, 14/240   (0.0)

.50 FTE   +Lead Worker

DATE: 07/01/2017
SEQUENCE: HR 7621-04
OED:
NUMBER OF POSITIONS: 30
NUMBER OF FTE'S: 30.0

BUREAU OF ADMINISTRATIVE REVIEWS
CHIEF OF ADMINISTRATIVE REVIEWS - HSMV
02627

(Funded out of MS 7621-01)
(7917)   11-9199-03, 21   (1.0)

ADMINISTRATIVE ASSISTANT I
04682
(0709)   43-6011-02, 3   (1.0)

REGION I   -01
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
(Working Title: HSMV Program Manager-SES)
04681
(9010)   11-1021-02, 20   (1.0)

STAFF ASSISTANT
04686
(0120)   43-6011-02, 3   (1.0)

PENSACOLA -01	**TALLAHASSEE** -03	**GAINESVILLE** -04	**JACKSONVILLE** -05	**DAYTONA BEACH** -06
HSMV FIELD SUPERVISOR - SES 02674 (9016) 11-1021-01, 19 (1.0)	HSMV FIELD SUPERVISOR - SES 03483 (9016) 11-1021-01, 19 (1.0)	HSMV FIELD SUPERVISOR - SES 04683 (9016) 11-1021-01, 19 (1.0)	HSMV FIELD SUPERVISOR - SES 04704 (9016) 11-1021-01, 19 (1.0)	HSMV FIELD SUPERVISOR - SES 04713 (9016) 11-1021-01, 19 (1.0)
HSMV FIELD HEARING OFFICER 04688 05233 05241 (9013) 13-1041-03, 7 (3.0)	HSMV FIELD HEARING OFFICER 03111 05239 (9013) 13-1041-03, 7 (2.0)	HSMV FIELD HEARING OFFICER 02729 02966 04684 (9013) 13-1041-03, 7 (3.0)	HSMV FIELD HEARING OFFICER 02963 03489 04706 05246 (9013) 13-1041-03, 7 (4.0)	HSMV FIELD HEARING OFFICER 02650 02735 05242 (9013) 13-1041-03, 7 (3.0)
ADMINISTRATIVE SECRETARY 04525 (0108) 43-6011-02, 3 (1.0)	ADMINISTRATIVE SECRETARY 03651 (0108) 43-6011-02, 3 (1.0)	ADMINISTRATIVE SECRETARY 02644 (0108) 43-6011-02, 3 (1.0)	ADMINISTRATIVE SECRETARY 05238 04524 (0108) 43-6011-02, 3 (2.0)	ADMINISTRATIVE SECRETARY 04679 (0108) 43-6011-02, 3 (1.0)

DDL Chief Admin Reviews 01

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

BUREAU OF ADMINISTRATIVE REVIEWS
CHIEF OF ADMINISTRATIVE REVIEWS - HSMV
02627
(Funded out of MS 7621-01
Org Code: 7621-04)
(7917) 11-9199-03, 21/530 RO

PROGRAM AND SUPPORT SERVICES -05
REGULATORY PROGRAM ADMINISTRATOR-SES
04677
(0443) 13-1041-04, 10/422 (1.0)

GOVERNMENT OPERATIONS CONSULTANT II
05232
(2236) 13-1111-04, 10/23 (1.0)

REGULATORY PROGRAM SPECIALIST
02714 04680
04721 05234
(0445) 13-1041-04, 10/22 (4.0)

REGION II -02
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
04702
(9010) 11-1021-02, 20/424 (1.0)

REGION III -03
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
04718
(9010) 11-1021-02, 20/424 (1.0)

STAFF ASSISTANT
04703
(0120) 43-6011-02, 3/13 (1.0)

STAFF ASSISTANT
04719
(0120) 43-6011-02, 3/13 (1.0)

MELBOURNE -01
HSMV FIELD SUPERVISOR - SES
03017
(9016) 11-1021-01, 19/418 (1.0)

HSMV FIELD HEARING OFFICER
02746 04691 04716
(9013) 13-1041-03, 7/17 (3.0)

ORLANDO -02
HSMV FIELD SUPERVISOR - SES
04709
(9016) 11-1021-01, 19/418 (1.0)

HSMV FIELD HEARING OFFICER
02886 03487
03491 04711 04717
(9013) 13-1041-03, 7/17 (5.0)

ADMINISTATVIE SECRETARY
00317 02663
(0108) 43-6011-02, 3/12 (2.0)

CLEARWATER -03
HSMV FIELD SUPERVISOR - SES
04714
(9016) 11-1021-01, 19/418 (1.0)

HSMV FIELD HEARING OFFICER
02841 03484 04960
04962 04963 05244
(9013) 13-1041-03, 7/17 (6.0)

WINTER SPRINGS -04
HSMV FIELD SUPERVISOR - SES
04694
(9016) 11-1021-01, 19/418 (1.0)

HSMV FIELD HEARING OFFICER
02927 04710
(9013) 13-1041-03, 7/17 (2.0)

ADMINISTRATIVE SECRETARY
03488
(0108) 43-6011-02, 3/12 (1.0)

TAMPA -05
HSMV FIELD SUPERVISOR - SES
04694
(9016) 11-1021-01, 19/418 (1.0)

HSMV FIELD HEARING OFFICER
02926 02928
04689 04961 05251
(9013) 13-1041-03, 7/17 (5.0)

ADMINISTRATIVE SECRETARY
02381 02435
(0108) 43-6011-02, 3/12 (2.0)

LANTANA -01
HSMV FIELD SUPERVISOR - SES
03160
(9016) 11-1021-01, 19/418 (1.0)

HSMV FIELD HEARING OFFICER
03161 04967 05248
(9013) 13-1041-03, 7/17 (3.0)

ADMINISTRATIVE SECRETARY
04531
(0108) 43-6011-02, 3/12 (1.0)

MIAMI -02
HSMV FIELD SUPERVISOR - SES
03492
(9016) 11-1021-01, 19/418 (1.0)

HSMV FIELD HEARING OFFICER
02755 03019 03083
04720 04723 03110
(9013) 13-1041-03, 7/17 (6.0)

ADMINISTRATIVE SECRETARY
02736 03434
(0108) 43-6011-02, 3/12 (2.0)

LAUDERDALE LAKES -03
HSMV FIELD SUPERVISOR - SES
03494
(9016) 11-1021-01, 19/418 (1.0)

HSMV FIELD HEARING OFFICER
02757 02964 03109
04724 05250
(9013) 13-1041-03, 7/17 (5.0)

ADMINISTRATIVE SECRETARY
03495
(0108) 43-6011-02, 3/12 (2.0)

FORT PIERCE -04
HSMV FIELD SUPERVISOR - SES
04728
(9016) 11-1021-01, 19/418 (1.0)

HSMV FIELD HEARING OFFICER
02744 04729 04970
(9013) 13-1041-03, 7/17 (3.0)

ADMINISTRATIVE SECRETARY
02868
(0108) 43-6011-02, 3/12 (1.0)

FORT MYERS -05
HSMV FIELD SUPERVISOR - SES
04699
(9016) 11-1021-01, 19/418 (1.0)

HSMV FIELD HEARING OFFICER
02842 03486
04692 04700 05243
(9013) 13-1041-03, 7/17 (5.0)

ADMINISTRATIVE SECRETARY
04701 04722
(0108) 43-6011-02, 3/12 (2.0)

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

DATE: 01/01/2017
SEQUENCE: 01-05-01-01
OED: APM
NUMBER OF POSITIONS: 29
NUMBER OF FTE: 28.5

CHIEF OF PERSONNEL SERVICES - HSMV
00238
(9987)   11-3121-03, 21/530   (1.0)

ADMINISTRATIVE ASSISTANT II - SES
00512
(0712)   43-6011-03, 5/418   (1.0)

HUMAN RESOURCE CONSULTANT/HR - SES
(Working Title: Employee Performance Manager)
03008
(0193)   13-1071-04, 10/426   (1.0)

EXECUTIVE SENIOR ATTORNEY
02945
Funded out of Org Code: 7621-05-03-03
(7739)   23-1011-04, 14/240   (0.0)

BENEFITS AND MEMBER SERVICES   -01
SENIOR PERSONNEL MANAGER - SES
04458
Funded out of Org code 7621-05-03-02
(1049)   11-3121-02, 20/424   (0.0)

OFFICE OF EMPLOYEE RELATIONS   -02
SENIOR PERSONNEL MANAGER-SES
00023
(1049)   11-3121-02, 20/424   (1.0)

OFFICE OF EMPLOYEE PERFORMANCE   -03
SENIOR PERSONNEL MANAGER-SES
05291
Funded out of Org Code: 7621-05-03-06
(1049)   11-3121-02, 20/424   (1.0)

OFFICE OF WORKFORCE EFFICIENCY   -05
SENIOR PERSONNEL MANAGER-SES
00391
(1049)   11-3121-02, 20/424   (1.0)

PERSONNEL SERVICES SPECIALIST/CBJA-SES
04515
(0170)   13-1141-03, 7/421   (1.0)

HUMAN RESOURCE ANALYST/LR-SES
01801   02557
Funded out of Org Code: 7621-05-03-04
(0182)   13-1075-04, 10/424   (0.0)

HUMAN RESOURCE ANALYST/HR-SES
00183   00240   00243
(0192)   13-1071-04, 10/424   (3.0)

RECRUITMENT AND SELECTION   - 01
HUMAN RESOURCE ANALYST/HR-SES
00254
(0192)   13-1071-04, 10/424   (1.0)

HUMAN RESOURCE ANALYST/CBJA-SES
03531
Funded out of Org Code: 7621-05-03-01
(0173)   13-1141-04, 10/424   (0.0)

**ATTENDANCE & LEAVE/   -01
WORKERS COMPENSATION**
HUMAN RESOURCE ANALYST/HR-SES
03237
(0192)   13-1071-04, 10/424   (1.0)

BENEFITS & PUBLIC RECORDS   -02
HUMAN RESOURCE ANALYST/CBJA-SES
02812
(0173)   13-1141-04, 10/424   (1.0)

ADMINISTRATIVE ASSISTANT II - SES
03512
(0712)   43-6011-03, 5/418   (1.0)

PERSONNEL SERVICES SPECIALIST/HR-SES
00245
(0189)   13-1071-03, 7/421   (1.0)

HUMAN RESOURCE ANALYST/CBJA-SES
03844   3270
(0173)   13-1141-04, 10/424   (2.0)

PERSONNEL TECHNICIAN III/ HR-SES
00085   00417   00165
(0188)   13-1071-02, 6/419   (3.0)

PERSONNEL TECHNICIAN III/ CBJA-SES
00242   004913   03965
(0169)   13-1141-02, 6/419   (3.0)

PERSONNEL TECHNICIAN III/ HR-SES
04539   04657   14792
(0188)   13-1071-02, 6/419   (3.0)

SENIOR CLERK
#00460
(0004)   43-9061-02, 3/11   (0.5)

PERSONNEL AIDE-SES
04897
(1003)   43-4161-02, 3/412   (1.0)

RECORDS TECHNICIAN - SES
00995   01092
(0045)   43-4199-02, 3/413   (2.0)

.50 FTE

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

DATE: 04/25/2017
SEQUENCE: 7601-05-01-02
OED: _____
NUMBER OF POSITIONS: 36
NUMBER OF FTE: 36

TRAINING AND RESEARCH MANAGER-SES
Working Title: Chief Learning Officer

03966
(6004) 11-3131-02, 20/426 (1.0)

ADMINISTRATIVE ASSISTANT II

00275
(0712) 43-6011-03, 3/18 (1.0)

EDUCATIONAL TECHNOLOGY & ANALYSIS -01
STAFF DEVELOPMENT & TRAINING MANAGER - SES
Working Title: Educational Tech & Training Manager

03615
(1332) 11-3131-02, 20/421 (1.0)

OPERATIONS REVIEW SPECIALIST

02845
(2239) 13-1111-04, 10/24 (1.0)

RESEARCH AND TRAINING SPECIALIST
02261 02722
03581 03619 03595
(1334) 13-1151-04, 10/23 (5.0)

EDUCATION AND TRAINING SPECIALIST

04822
(1328) 13-1151-03, 7/18 (1.0)

ASSISTANT CHIEF LEARNING OFFICER -02
OPERATION SERVICES MANAGER
Working Title: Assistant Chief Learning Officer
02986

(5768) 11-1021-02, 20/423 (1.0)

HQ TRAINING DELIVERY -01
TRAINING MANAGER-SES
Working Title: Training Delivery Manager
02882

(1330) 11-3131-01, 19/419 (1.0)

OPERATIONS REVIEW SPECIALIST

02084
(2239) 13-1111-04, 10/24 (1.0)

RESEARCH AND TRAINING SPECIALIST
00915 01179
00215
(1334) 13-1151-04, 10/23 (3.0)

ADMINISTRATIVE ASSISTANT II

02872
(0712) 43-6011-03, 5/18 (1.0)

REGIONAL TRAINING DELIVERY -02
TRAINING MANAGER-SES
Working Title: Field Delivery Manager
02448

(1330) 11-3131-01, 19/419 (1.0)

RESEARCH AND TRAINING SPECIALIST

02740 02898
03234 03556
04228 04264 00904
(1334) 13-1151-04, 10/23 (7.0)

CURRICULUM DEVELOPMENT -03
TRAINING MANAGER-SES
Working Title: Curriculum Development Manager
00695

(1330) 11-3131-01, 19/419 (1.0)

OPERATIONS REVIEW SPECIALIST

00262
(2239) 13-1111-04, 10/24 (1.0)

RESEARCH AND TRAINING SPECIALIST
02291 00830
02615 02979
(1334) 13-1151-04, 10/23 (4.0)

LEADERSHIP DEVELOPMENT INSTITUTE -03
TRAINING MANAGER-SES
Working Title: Leadership Development Manager
02227

(1330) 11-3131-01, 19/419 (1.0)

OPERATIONS REVIEW SPECIALIST

04340 02187
(2239) 13-1111-04, 10/24 (2.0)

RESEARCH AND TRAINING SPECIALIST

05015
(1334) 13-1151-04, 10/23 (1.0)

AWARDS AND RECOGNITION -01
OPERATIONS ANALYST I

04829
(2209) 13-1111-02, 6/17 (1.0)

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* Shared Position

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

CHIEF PERFORMANCE OFFICER

00283

(8215)   10-9199-01, 23/920   (1.0)

MANAGEMENT ANALYST I-SES

00273

(2209)   13-1111-02, 6/417   (1.0)

PROGRAM CONSULTANT

02218
(Funded out of Org Code: 7621-05-03-15)
(5916)   13-1111-04, 10/25   (0.0)

RESEARCH & POLICY OFFICE   -01
SENIOR MANAGEMENT ANALYST II-SES
(Working Title: Policy Director)
02341
(Funded out of Org Code: 7610-08-21)
(2225)   13-1111-04, 10/426   (0.0)

STATISTICS UNIT
MANAGEMENT REVIEW
SPECIALIST-SES
02498
(Funded out of Org Code: 7621-05-03-14)
(2239)   13-1111-04, 10/424   (0.0)

PROGRAM CONSULTANT

00021

(5916)   13-1111-04, 10/25   (1.0)

PLANNING CONSULTANT

00470

(2336)   13-1111-04, 10/24   (1.0)

RESEARCH & STATISTICS
CONSULTANT
03016 04528

(Funded out of Org Code: 7621-05-03-14)

(3142)   15-2041-03, 8/23   (0.0)

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

COMMUNICATIONS DIRECTOR

03171

(9556)   10-2031-01, 23/920   (1.0)

PUBLIC INFORMATION OFFICER   -02
LAW ENFORCEMENT CAPTAIN-SES
Working Title: Chief of Public Affairs
00878

(Funded out of Org Code: 7610-08-05)
(8632)   33-1012-05, 13/530   (0.0)

LAW ENFORCEMENT LIEUTENANT

00639
(Funded out of Org Code: 7610-08-05)
(8522)   13-1012-04, 12/55   (0.0)

PUBLIC INFORMATION   -03
ASSISTANT PUBLIC INFORMATION ADMIN
Working Title: Deputy Director of Communications
04475

(Funded out of Org Code: 7610-08-19)
(9293)   11-2031-02, 20/520   (0.0)

OPERATIONS ANALYST II
Working Title: Public Information Officer
03530

(2212)   13-1111-03, 7/19   (1.0)

MARKETING RESEARCH ANALYST

02817

(3150)   13-1161-02, 7/20   (1.0)

GOVERNMENT OPERATIONS
CONSULTANT III-SES
02829
(Funded out of Org Code: 7621-05-03-10)
(2235)   13-1111-04, 10/425   (0.0)

GOVERNMENT OPERATIONS CONSULTANT I
Working Title: Communications Office Manager
02785
(Funded out of Org Code: 7621-05-03-10)
(2234)   13-1111-03, 7/21   (0.0)

WEB MANAGER- SES

00691
(Funded out of Org Code: 7610-08-10)
(2132)   15-1134-04, 9/426   (0.0)

GRAPHICS CONSULTANT

05139
(Funded out of Org Code: 7621-05-03-10)
(3718)   27-1019-03, 7/18   (0.0)

OED - Communications Office

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

```
INSPECTOR GENERAL-HSMV

        00011

(8983)   10-1021-02, 23/930   (1.0)
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OPERATIONS & MGMT
CONSULTANT I - SES
        03239

(2234)   13-1111-03, 7/421   (1.0)
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INTERNAL AUDITING          -01
AUDIT DIRECTOR-SES

        03547

(1665)   11-3031-02, 20/426   (1.0)
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INVESTIGATIONS          -02
DEPUTY INSPECTOR GENERAL-HSMV
Working Title:  Director of Investigations-HSMV
        01538
(Funded out of Org Code: 7610-08-15)
(8587)   11-1021-02, 20/430   (0.0)
```

```
OPERATIONS & MGMT
CONSULTANT II-SES

    03628  04229

(2236)   13-1111-04, 10/423   (2.0)
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INVESTIGATIONS  UNIT 1
LAW ENFORCEMENT CAPTAIN-SES
        01107
(Funded out of Org Code: 7610-08-13)
(8632)   33-1012-05,13/530   (0.0)
```

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INSPECTOR SPECIALIST-SES

    02476  03851

(Funded out of Org Code:7610-08-15)
(2240)   13-1041-04, 10/424   (0.0)
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MANAGEMENT REVIEW
SPECIALIST-SES

    02881 04296

(2239)   13-1111-04, 10/424   (2.0)
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LAW ENFORCEMENT LIEUTENANT
WT: LAW ENFORCEMENT (INVSTG)
    01066  01633
    02028  05190
(Funded out of Org Code:7610-08-13)
(8522)   33-1012-04, 12/55   (0.0)
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MANAGEMENT ANALYST I-SES

        00513

(Funded out of Org Code:7610-08-15)
(2209)   13-1111-02, 6/417   (0.0)
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SENIOR MANAGEMENT
ANALYST II - SES

        05316
(Funded out of Org Code:7610-08-17)
(2225)   13-1111-04, 10/426 (0.0)
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LAW ENFORCEMENT LIEUTENANT
WT: LE LIEUTENANT (INVSTG)
        12207
(Funded out of Org Code:7610-08-12)
(8522)   33-1012-04, 12/55   (0.0)
```

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OPERATIONS ANALYST I

        03832
(Funded out of Org Code:7610-08-15)
(2209)   13-1111-02, 6/17   (0.0)
```

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MANAGEMENT REVIEW
SPECIALIST-SES

        02555
(Funded out of Org Code:7621-05-03-17)
(2239)   13-1111-04, 10/424   (0.0)
```

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LAW ENFORCEMENT CAPTAIN-SES
    00824  01269  01478
    02026  04224
(Funded out of Org Code: 7610-08-13)
(8632)   33-1012-05, 13/530   (0.0)
```

DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF FINANCIAL MANAGEMENT

DIRECTOR OF FINANCE

02603

(9106) 10-3031-02, 24/940 (1.0)

BUDGET CONTROL   -01
BUDGET MANAGER

00281

(8807) 11-3031-03, 21/530 (1.0)

MANAGEMENT REVIEW
SPECIALIST-SES

03626

(2239) 13-1111-04, 10/424 (1.0)

GRANTS MANAGEMENT &
ECONOMIC AND RSEARCH   -02
RESEARCH ECONOMIST-SES

02106

(3227) 19-3011-04, 11/427 (1.0)

BUDGET ANALYST C-SES

03253 03254

(2226) 13-2031-04, 9/426 (2.0)

BUDGET ANALYST -SES

00308 00377 03251 00279

(1686) 13-2031-03, 8/422 (4.0)

OPERATIONS REVIEW
SPECIALIST
02723

(2239) 13-1111-4, 10/24 (1.0)

GRANT SPECIALIST B

10916

(2232) 13-2099-4, 9/23 (1.0)

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
OFFICE OF THE EXECUTIVE DIRECTOR
POSITIONS ON LOAN

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                    ┌─────────────────────────────────────┐
                    │ OFFICE OF THE EXECUTIVE DIRECTOR     │
                    │        POSITIONS ON LOAN             │
                    │                                      │
                    │              7601-07                 │
                    └─────────────────────────────────────┘
                    ┌──────────────────────┴────────────────────────┐
        ┌───────────────────────────────┐        ┌───────────────────────────────┐
        │ MODERNIZATION ANALYSIS    -01 │        │ INVESTIGATIVE OPERATIONS   -02│
        │ & SOLUTION SERVICES           │        │ SECTION-NORTH                 │
        │ REPORTS TO: 7640-01-03-03     │        │ REPORTS TO: 7610-03-03-02     │
        └───────────────────────────────┘        └───────────────────────────────┘
                    │                                        │
        ┌───────────────────────────────┐        ┌───────────────────────────────┐
        │ PLANNING ANALYST              │        │ ADMINISTRATIVE ASSISTANT II-SES│
        │                               │        │                               │
        │          00501                │        │           03962               │
        │                               │        │                               │
        │ (2518)  13-1111-03, 7/24 (1.0)│        │ (0712)  43-6011-03, 5/418 (1.0)│
        └───────────────────────────────┘        └───────────────────────────────┘
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DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES

DIRECTOR OF ADMINISTRATIVE SERVICES-HSMV

00003
(9764)   10-3011-01, 23/930   (1.0)

OPERATIONS & MGMT CONSULTANT I - SES
02421

(2234)   13-1111-03, 7/421   (1.0)

OFFICE OF THE DIRECTOR   -01

SUPPORT SERVICES   -02
OPERATIONS & MGMT CONSULTANT MGR-SES
03713

(2238)   11-1021-02, 20/425   (1.0)

BUREAU OF PURCHASING & CONTRACTS   -04
CHIEF OF PURCHASING & CONTRACTS-HSMV
00428
(9668)   11-3061-03, 21/530   RO

BUREAU OF ACCOUNTING   -01
CHIEF OF ACCOUNTING

00282
(3608)   11-3031-03, 21/540   RO

BUREAU OF OFFICE SERVICES   -02
CHIEF OF OFFICE SERVICES-HSMV
00382
(8986)   11-3011-03, 21/530   RO

PLANNING CONSULTANT

00016
Working Title: Contract Management Analyst
(2336)   13-1111-04, 10/24   (1.0)

CONTRACT ADMINISTRATION ANALYST

00284
Working Title: Business Operations Analyst
(2257)   13-2011-03, 8/22   (1.0)

REGULATORY ANALYST I

00454
Working Title: Business Operations Specialist
(1641)   13-2011-02, 6/18   (1.0)

OPERATIONS ANALYST I

00459
(2209)   13-1111-02, 6/17   (1.0)

DAS Director's Office

DATE: 10/24/16
SEQUENCE: 7602-01-01
OED:
NUMBER OF POSITIONS: 11
NUMBER OF FTE'S: 11.0

CHIEF OF ACCOUNTING

00282

(3608)   11-3031-03, 21/540   (1.0)

ADMINISTRATIVE ASSISTANT II

03827

(0712)   43-6011-03, 5/18   (1.0)

SYSTEMS PROJECT ANALYST

00464

(2107)   15-1051-03, 8/24   (1.0)

ACCOUNTING SERVICES   -01
FINANCE & ACCOUNTING
DIRECTOR III- SES
(W.T. Deputy Chief of Accounting)

00253
(1466)   11-3031-02, 20/426   (1.0)

REVENUE   -02
FINANCE & ACCOUNTING
DIRECTOR II- SES
14520

(1463)   11-3031-02, 20/424   RO

**FINANCIAL ACCOUNTING   -03
& FIXED ASSETS**
FINANCE & ACCOUNTING
DIRECTOR I-SES
00263

(1460)   11-3031-02, 20/423   RO

PAYROLL SERVICES   -01
ASST FINANCE & ACCOUNTING
DIR II-SES
00299

(1456)   11-3031-02, 20/422   (1.0)

ACCOUNTS PAYABLE   -02
ASST FINANCE & ACCOUNTING
DIR II-SES
00361

(1456)   11-3031-02, 20/422   RO

PROFESSIONAL ACCOUNTANT

00322

(1467)   13-2011-03, 8/20   (1.0)

GOVERNMENT OPERATIONS
CONSULTANT II
03252

(2236)   13-1111-04, 10/23   (1.0)

PROFESSIONAL ACCOUNTANT
SPECIALIST
00374

(1469)   13-2011-03, 8/24   (1.0)

ACCOUNTANT III-SES

00244 01208 03623

(1436)   13-2011-02, 6/418   (3.0)

ACCOUNTING

**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF ACCOUNTING/ACCOUNTING SERVICES/ACCOUNTS PAYABLE**

DATE: 01/5/2016
SEQUENCE: 7602-01-01-01-02
OED:
NUMBER OF POSITIONS: 15
NUMBER OF FTE'S: 15.0

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                          ASST FINANCE & ACCOUNTING
                          DIR II-SES

                                    00361
                          (1456)   11-3031-02, 20/422      (1.0)


   AUDITING AND DISBURSEMENTS    -01      GENERAL PAYMENT SERVICES    -02
   ACCOUNTING SERVICES                    ACCOUNTING SERVICES
   SUPERVISOR II-SES                      SUPERVISOR II-SES
              03622                                  03656
   (1445)    13-2011-03, 8/422   (1.0)    (1445)    13-2011-03, 8/422   (1.0)


        ACCOUNTANT IV                          ACCOUNTANT I

            00267  04890                            00278
                                                 04514  04891
        (1437)   13-2011-03, 8/20  (2.0)      (1427)   13-2011-01, 4/14  (3.0)

        ACCOUNTANT III                         ACCOUNTANT IV

         00466  04735  10864  11272                  00386

        (1436)   13-2011-02, 6/18  (4.0)      (1437)   13-2011-03, 8/20  (1.0)

                                               ACCOUNTANT III

                                                   04511  00305

                                               (1436)   13-2011-02, 6/18  (2.0)
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ACCOUNTING

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

FINANCE & ACCOUNTING
DIRECTOR II- SES
14520
(1463)   11-3031-02, 20/424   (1.0)

ACCOUNTING SERVICES
ANALYST D
00351
(4950)   13-2011-04, 9/25   (1.0)

REPORTING & DISTRIBUTION   -01
ACCOUNTING SERVICES
SUPERVISOR II- SES
00310
(1445)   13-2011-03, 8/422   (1.0)

ACCOUNTANT III
00256 00301 00324
00373 04655
(1436)   13-2011-02, 6/18   (5.0)

ACCOUNTANT IV
00264
(1437)   13-2011-03, 8/20   (1.0)

AUDITS AND REFUNDS   -02
ACCOUNTING SERVICES
SUPERVISOR II - SES
02063
(Funded out of MS Org Code: 7621-05-03-05)
(1445)   13-2011-03, 8/422   (0.0)

ACCOUNTANT IV
02509 00307
(1437)   13-2011-03, 8/20   (2.0)

ACCOUNTANT I
00328 00372
00401
(1427)   13-2011-01, 4/14   (3.0)

ACCOUNTANT II
00355 03735
(1430)   13-2011-01, 4/16   (2.0)

ACCOUNTANT III
02239
(1436)   13-2011-02, 6/18   (1.0)

ACCOUNTANT III
02053
(Funded out of MS Org Code:7621-05-03-05)
(1436)   13-2011-02, 06/18   (0.0)

ACCOUNTS RECEIVABLES   -03
ACCOUNTING SERVICES
SUPERVISOR II - SES
00353
(1445)   13-2011-03, 8/422   (1.0)

ACCOUNTANT IV
00352
(1437)   13-2011-03, 8/20 (1.0)

ACCOUNTANT IV
04096
(Funded out of FHP Org Code: 7610-08-01)
(1437)   13-2011-03, 8   (0.0)

ACCOUNTANT III
00350
(1436)   13-2011-02, 6/18 (1.0)

ACCOUNTANT II
14761 14772 00309
(1430)   13-2011-01, 4/16 (3.0)

ACCOUNTANT I
00367
(1427)   13-2011-01, 4/14   (1.0)

IRP/IFTA ACCOUNTING SERVICES -04
ACCOUNTING SERVICES
SUPERVISOR I - SES
04947
(Funded out of MS Org Code: 7621-05-03-09)
(1442)   13-2011-03, 8/421   (0.0)

ACCOUNTANT I
04488
(Funded out of MS Org Code: 7621-05-03-09)
(1427)   13-2011-01, 4/14   (0.0)

RESEARCH ASSISTANT
05369
(Funded out of MS Org Code: 7621-05-03-09)
(3120)   15-2091-02, 5/18   (0.0)

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

```
FINANCE & ACCOUNTING DIRECTOR I-SES

              00263

(1460)       11-3031-02, 20/423       (1.0)
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FIXED ASSETS AND FLEET              -01
ACCOUNTING SERVICES SUPERVISOR II-SES

              00348
(1445)       13-2011-03,8/422       (1.0)
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PROFESSIONAL ACCOUNTANT
SPECIALIST
              00270

(1469)       13-2011-03, 8/24       (1.0)
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PROFESSIONAL ACCOUNTANT

              00354  00376

(1467)       13-2011-03, 8/20       (2.0)
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```
ACCOUNTANT III

              00276

(1436)    13-2011-02, 6/18       (1.0)
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PROPERTY CONSULTANT

              03250

(0945)       13-1023-03, 7/17       (1.0)
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GOVERNMENT OPERATIONS
CONSULTANT I
              00458   00265

(2234)       13-1111-03, 7/21       (2.0)
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ACCOUNTANT II

              00268

(1430)    13-2011-01, 4/16       (1.0)
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ACCOUNTANT III

              00272

(1436)    13-2011-02, 6/18       (1.0)
```

FINANCIAL ACCOUNTING & FIXED ASSETS

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

DATE: 01/05/2017
SEQUENCE: 7602-04
OED: HR
NUMER OF POSITIONS: 13
NUMBER OF FTE S: 13.0

CHIEF OF PURCHASING
AND CONTRACTS - HSMV

00428

(9668)   11-3061-03, 21/530   (1.0)

OPERATIONS ANALYST II

02590

(2212)   13-1111-03, 7/19   (1.0)

GOVERNMENT OPERATIONS
CONSULTANT II
(Working Title: Leasing Consultant)
00306
(2236)   13-1111-04, 10/23   (1.0)

PURCHASING   -01
PROCUREMENT ADMINISTRATOR - SES

02737

(1605)   11-3061-02, 20/420   (1.0)

CONTRACTS   -02
PURCHASING MANAGER - SES
Working Title: Assistant Chief of Purchasing
& Contracts
04932
(2292)   11-3061-02, 20/423   (1.0)

PURCHASING AGENT III

04540

(0815)   13-1023-03, 7/18   (1.0)

OPERATIONS ANALYST I

02061

(2209)   13-1111-02, 6/17   (1.0)

PURCHASING ANALYST
(Working Title: Senior Procurement
Consultant)
00107 00258
(0830)   13-1023-04,10 /23   (2.0)

PURCHASING TECHNICIAN

00335

(0806)   13-1023-01, 3/11   (1.0)

PURCHASING SPECIALIST

00949 02216

(0818)   13-1023-03, 7/21   (2.0)

PURCHASING SPECIALIST

11535

(0818)   13-1023-03, 7/21   (1.0)

DAS Purchasing

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

CHIEF OF OFFICE SERVICES - HSMV
00382
(8986) 11-3011-03, 21/530 (1.0)

ADMINISTRATIVE ASSISTANT I
00383
(0709) 43-6011-02, 3/15 (1.0)

PRINT SHOP OPERATIONS -01
PRINTING/REPRODUCTION ADMIN-DOT/HSMV - SES
00400
(6324) 51-1011-04, 7/421 (1.0)

MAINTENANCE -02
FACILITIES MANAGER
00403
(6384) 11-9021-02, 20/419 RO

CONSTRUCTION DESIGN & RISK MANAGEMENT -03
CONSTRUCTION PLANNING & DESIGN MGR - SES
02074
(4695) 11-9041-02, 20/429 (1.0)

GENERAL SERVICES OPERATIONS -04
GENERAL SERVICES OPERATIONS MANAGERS-SES
14403
(2266) 11-9199-02, 20/423 (1.0)

OPERATIONS ANALYST I
00260
(2209) 13-1111-2, 6/17 (1.0)

PRINTER II
00293 00399 02207 03391
(6311) 51-5021-1, 2/11 (4.0)

SAFETY PROGRAM CONSULTANT
00323
(8712) 13-1111-03, 7/21 (1.0)

GOVERNMENT OPERATIONS CONSULTANT II
00252
(2236) 13-1111-04, 10/23 (1.0)

FACILITIES SERVICES CONSULTANT
00343
(0836) 13-1199-03, 7/19 (1.0)

SUPPLY -01
OPERATIONS & MGMT CONSULTANT I-SES
00389
(2234) 13-1111-03, 7/421 (1.0)

SECURITY -02
OPERATIONS & MGMT CONSULTANT II-SES
04852
(2236) 13-1111-04, 10/423 (1.0)

OFFICE OPERATIONS CONSULTANT I
00387
(0162) 13-1199-03, 7/20 (1.0)

SENIOR HEAVY EQIPMENT OPERATOR
00259
(6369) 53-3032-02, 3/11 (1.0)

STORES ANALYST
00390
(0927) 13-1081-01, 3/13 (1.0)

SENIOR CLERK
00392 00396 00508
(0004) 43-9061-02, 3/11 (3.0)

SECURITY OFFICER
00406 00405
(Funded out of FHP-7610-01
Org Code: 7610-08-14
(8206) 33-9032-01, 1/6 (0.0)

SECURITY OFFICER
02185
(8206) 33-9032-01, 1/6 (1.0)

SENIOR CLERK
00407
04662 04736
(0004) 43-9061-02, 3/11 1/6 (3.0)

DAS Chief Office Services

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

DATE: 02/01/2017
SEQUENCE: 7602-01-02-02
OED: APM
NUMBER OF POSITIONS: 27
NUMBER OF FTE'S: 26.5

FACILITIES MANAGER

00403

(6384)   11-9021-02, 20/419   (1.0)

SENIOR CLERK

04843

(0004)   43-9061-02, 3/11   (1.0)

MASTER ELECTRICIAN

03828

(6446)   49-2094-03, 6/16   (1.0)

MAINTENANCE MECHANIC

00404   00287 00339 02259

(6466)   49-9042-02, 4/14   (4.0)

CUSTODIAL DAY SHIFT   -01
CUSTODIAL SUPERVISOR II - SES
00423

(6528)   37-1011-02, 2/408   (1.0)

CUSTODIAL WORKER
00410 00421 00422
03516 03711 03826 13106

(6526)   37-2011-01, 1/4   (7.0)

MAINTENANCE   -02
MAINTENANCE SUPERVISOR I - SES
00018

(6375)   49-1011-03, 6/415   (1.0)

MAINTENANCE MECHANIC

04324 00409

(6466)   49-9042-02, 4/14   (2.0)

GROUNDSKEEPER

00414 03712

(6394)   37-3011-01, 1/6   (2.0)

ELECTRICIAN

00451

(6444)   49-2094-02, 4/14   (1.0)

CUSTODIAL/ NIGHT SHIFT   -03
CUSTODIAL SUPERVISOR II- SES
05132

(6528)   37-1011-02, 2/408   (1.0)

CUSTODIAL WORKER
#00326   *00411 00413
00418 *03627

(6526)   37-2011-01,1/4   (4.5)

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* Shared Position
# .50 FTE

DAS Maintenance

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
POSITIONS ON LOAN

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                    ┌──────────────────────────────────────────┐
                    │    DIVISION OF ADMINISTRATIVE SERVICES     │
                    │            POSITIONS ON LOAN               │
                    │                                            │
                    │                 7602-09                    │
                    └──────────────────────────────────────────┘
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OFFICE OF MOTORIST MODERNIZATION -01	TROOP C/ LAND O'LAKES & BROOKSVILLE DISTRICT -02
REPORTS TO: 7640-01-03	REPORTS TO: 7610-02-01-05-02

| ASST CHIEF OF
INFRASTRUCTURE SUPPORT
(W.T. Deputy Director of Motorist Modernization

00379
(7550)   11-3021-02, 20   (1.0) | SENIOR CLERK

00255

(0004)   43-9061-02, 3   (1.0) |

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

DIRECTOR OF FLA HIGHWAY PATROL - HSMV
00430
(9762) 10-9199-01, 23/940 (1.0)

DEPUTY DIRECTOR OF FL HIGHWAY PATROL -02
DEPUTY DIRECTOR OF FL HIGHWAY PATROL
Working Title: Deputy Director of Patrol Operations
01682
(7932) 11-9199-04, 22/550 (1.0)

SUPPORT STAFF -04
OPERATIONS & MGMT CONSULTANT I - SES
01288
(2234) 13-1111-03, 7/421 (1.0)

OFFICE OF PROFESSIONAL COMPLIANCE -05
LAW ENFORCEMENT CAPTAIN - SES
04798
Funded out of FHP 7610-01
(8632) 33-1012-05, 13/530 (1.0)

NORTHERN REGION -01
CHIEF OF FLORIDA HIGHWAY PATROL
01013
(7981) 11-9199-03, 21/540 RO

COMMERCIAL VEHICLE ENFORCEMENT -02
CHIEF OF FLORIDA HIGHWAY PATROL
11094
(7981) 11-9199-03, 21/540 RO

ADMINISTRATIVE ASSISTANT I - SES
00511 03269
(0709) 43-6011-02, 3/415 (2.0)

SUPPORT STAFF -01
ADMINISTRATIVE ASSISTANT I
11148
Funded out of FHP 7610-06
(0709) 43-6011-02, 3/15 (1.0)

LAW ENFORCEMENT LIEUTENANT (OPC)
00673
Funded out of FHP 7610-01
(8522) 33-1012-04, 12/55 (1.0)

SOUTHERN REGION -03
CHIEF OF FLORIDA HIGHWAY PATROL
00506
(7981) 11-9199-03, 21/540 RO

SPECIAL SERVICES -04
CHIEF OF FLORIDA HIGHWAY PATROL
00448
(7981) 11-9199-03, 21/540 RO

OFFICE OF PROFESSIONAL COMPLIANCE I -01
SENIOR MANAGEMENT ANALYST II-SES
00452
(2225) 13-1111-04, 10/426 (1.0)

PROGRAM OPERATIONS -05
CHIEF ADMINISTRATIVE OFFICER - HSMV
03454
(8547) 11-1021-04, 22/540 RO

LAW ENFORCEMENT OPERATIONS -06
LAW ENFORCEMENT MAJOR-FHP
01039
(8626) 11-9199-03, 21/540 RO

OFFICE OF PROFESSIONAL COMPLIANCE I -01
RESEARCH & STATISTICS CONSULTANT
02022
FUNDED OUT OF FHP: 7610-01
(3142) 15-2041-03, 08/23 (1.0)

FHP Director

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

DATE: 05/16/2017
SEQUENCE: 7610-02-05
OED: GJb
NUMBER OF POSITIONS: 32
NUMBER OF FTE'S: 32.0

CHIEF ADMINISTRATIVE OFFICER - HSMV

03454

(8547)   11-1021-04, 22/540   (1.0)

FLEET & PROPERTY MANAGEMENT   -02
OPERATIONS & MGMT CONSULTANT
MGR - SES

05347

(2238)   11-1021-02 20/425   (1.0)

BUDGET, LEGISLATION & HR MANAGEMENT   -03
OPERATIONS & MGMT CONSULTANT
MGR - SES

00490

(2238)   11-1021-02 20/425   (1.0)

OFFICE OF ANALYTICAL SUPPORT   -01
SENIOR MANAGEMENT ANALYST
SUPV- SES

04643
Funded out of FHP 7610-01
(2228)   13-1111-04, 10/426   (1.0)

INSTALL CENTER   -01
LAW ENFORCEMENT LIEUTENANT

05176
Funded out of FHP 7610-01
(8522)   33-1012-04, 12/55   (1.0)

EQUIPMENT COMPLIANCE & RESEARCH -02
LAW ENFORCEMENT LIEUTENANT

01766
Funded out of FHP 7610-01
(8522)   33-1012-04, 12/55   (1.0)

PROGRAM OPERATIONS 1   -01
OPERATIONS & MGMT
CONSULTANT II-SES
11358
Funded out of FHP 7610-06
(2236)   13-1111-04, 10/423   (1.0)

PROGRAM OPERATIONS 1   -01
OPERATIONS ANALYST I
11187
Funded out of FHP 7610-06
(2209)   13-1111-02, 6/17   (1.0)

PLANNING CONSULTANT

00433 00875

(2336)   13-1111-04, 10/24   (2.0)

PLANNING CONSULTANT
(Working Title: Senior Business
Intelligence Analyst)
01816

(2336)   13-1111-04, 10/24   (1.0)

OPERATIONS ANALYST II

00496

(2212)   13-1111-03, 7/19   (1.0)

RESEARCH & STATISTICS
CONSULTANT
02623 02670 03313
04408 04876 05269
Funded out of FHP 7610-01
(3142)   15-2041-03, 8/23   (6.0)

RESEARCH & STATISTICS
CONSULTANT

00491

(3142)   15-2041-03, 8/23   (1.0)

OFFICE OPERATIONS CONSULTANT I

01497
Funded out of FHP 7610-01
(0162)   13-1199-03, 7/20   (1.0)

OFFICE OPERATIONS CONSULTANT I

01289
Funded out of FHP 7610-01
(0162)   13-1199-03, 7/20   (1.0)

PROPERTY COORDINATION -01
PROPERTY SPECIALIST

14790
Funded out of FHP 7610-06
(0939)   13-1081-01, 3/14   (1.0)

INSTALL CENTER UNIT   -01
TELECOMMUNICATIONS
SUPERVISOR-SES
01103
Funded out of FHP 7610-01
(2037)   15-1142-03, 8/421   (1.0)

TELECOMMUNICATIONS
SPECIALIST III
00643 01102 01186
01508 03639 03640 03961
Funded out of FHP 7610-01
(2035)   15-1142-02, 6/19   (7.0)

INSTALL CENTER 1   -01
TELECOMMUNICATIONS
SPECIALIST III

11168 14789
Funded out of FHP 7610-06
(2035)   15-1142-02, 6/19   (2.0)

FHP- PROGRAM OPERATIONS

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
LAW ENFORCEMENT OPERATIONS

DATE: 06/06/2017
SEQUENCE: 7610-02-06
OED:
NUMBER OF POSITIONS: 10
NUMBER OF FTE'S: 10.0
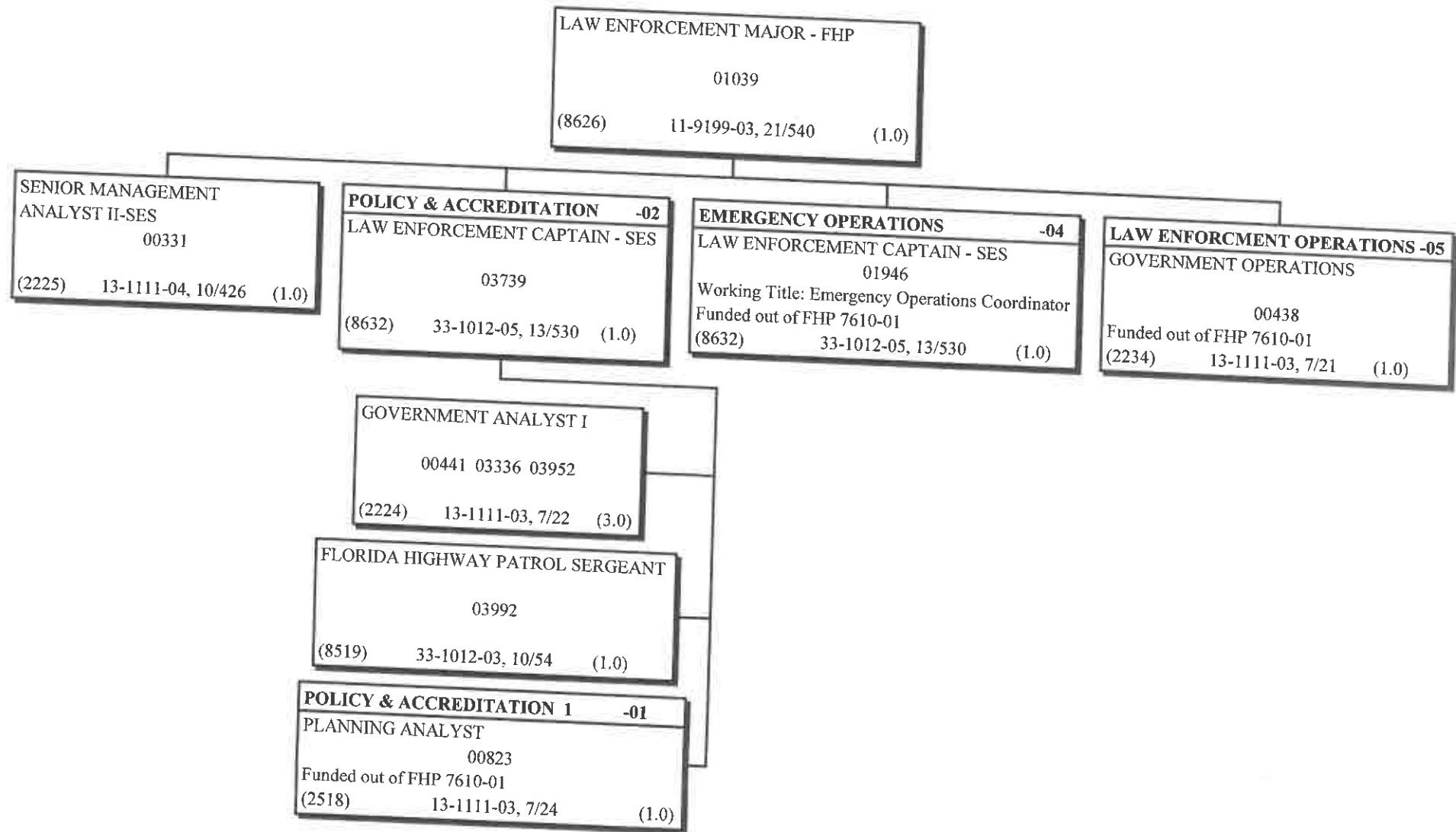
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LAW ENFORCEMENT MAJOR - FHP

01039

(8626)      11-9199-03, 21/540      (1.0)
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SENIOR MANAGEMENT
ANALYST II-SES
            00331

(2225)    13-1111-04, 10/426    (1.0)
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POLICY & ACCREDITATION      -02
LAW ENFORCEMENT CAPTAIN - SES

            03739

(8632)    33-1012-05, 13/530    (1.0)
```

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EMERGENCY OPERATIONS        -04
LAW ENFORCEMENT CAPTAIN - SES
            01946
Working Title: Emergency Operations Coordinator
Funded out of FHP 7610-01
(8632)    33-1012-05, 13/530    (1.0)
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LAW ENFORCMENT OPERATIONS -05
GOVERNMENT OPERATIONS

            00438
Funded out of FHP 7610-01
(2234)    13-1111-03, 7/21    (1.0)
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GOVERNMENT ANALYST I

    00441  03336  03952

(2224)    13-1111-03, 7/22    (3.0)
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FLORIDA HIGHWAY PATROL SERGEANT

            03992

(8519)    33-1012-03, 10/54    (1.0)
```

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POLICY & ACCREDITATION  1      -01
PLANNING ANALYST
            00823
Funded out of FHP 7610-01
(2518)    13-1111-03, 7/24    (1.0)
```

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

CHIEF OF FLORIDA HIGHWAY PATROL

01013

(7981)   11-9199-03, 21/540   (1.0)

STAFF ASSISTANT

00560

(0120)   43-6011-2, 3/13   (1.0)

TROOP A HEADQUARTERS -01	TROOP B HEADQUARTERS -02	TROOP G HEADQUARTERS -03	TROOP H HEADQUARTERS -04	TROOP C HEADQUARTERS -05
LAW ENFORCEMENT MAJOR - FHP	LAW ENFORCEMENT MAJOR - FHP	LAW ENFORCEMENT MAJOR - FHP	LAW ENFORCEMENT MAJOR - FHP	LAW ENFORCEMENT MAJOR - FHP
00516	00637	00742	00865	01094
(8626) 11-9199-03, 21/540 RO	(8626) 11-9199-03, 21/540 RO	(8626) 11-9199-03, 21/540 RO	(8626) 11-9199-03, 21/540 RO	(8626) 11-9199-03, 21/540 RO

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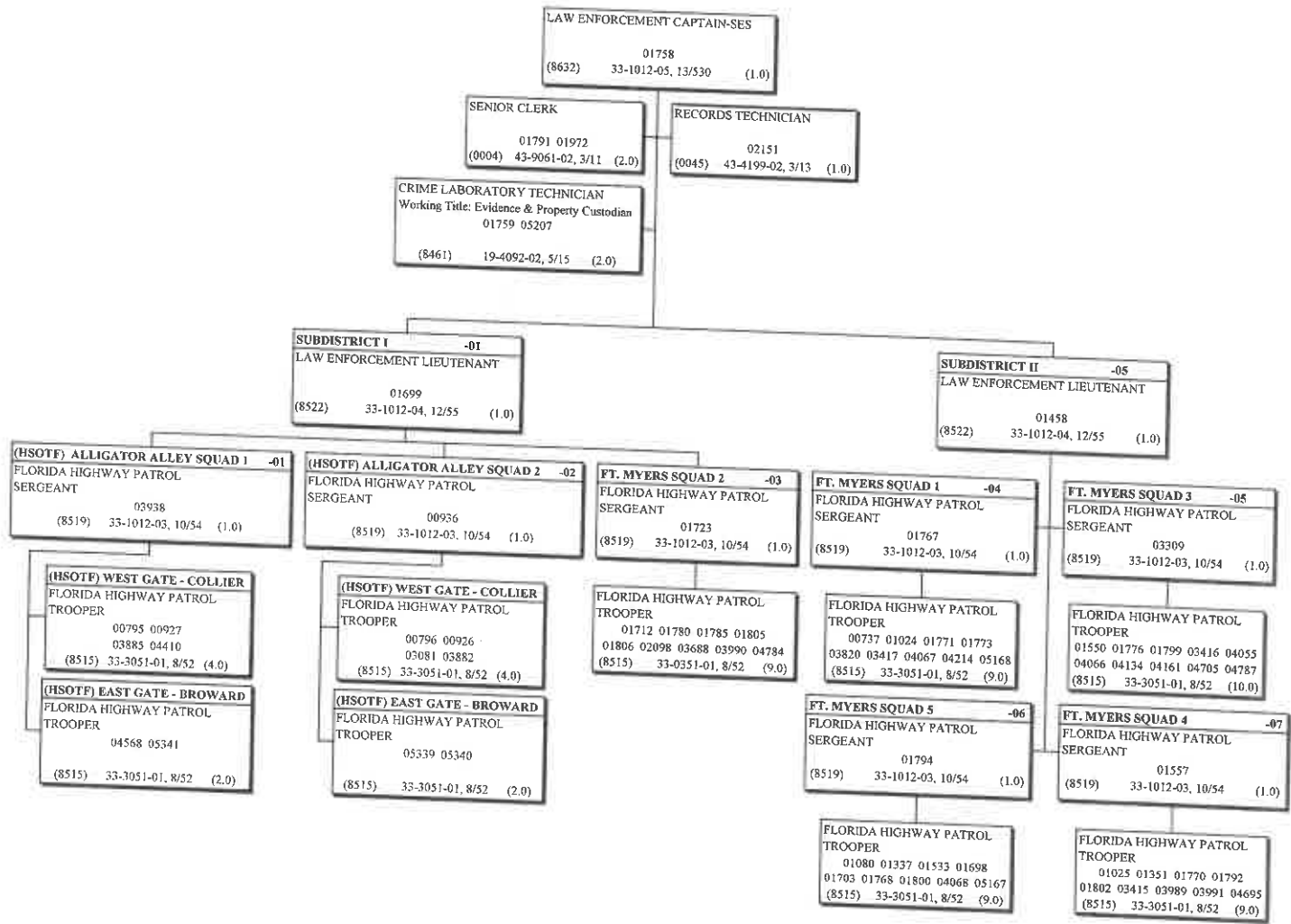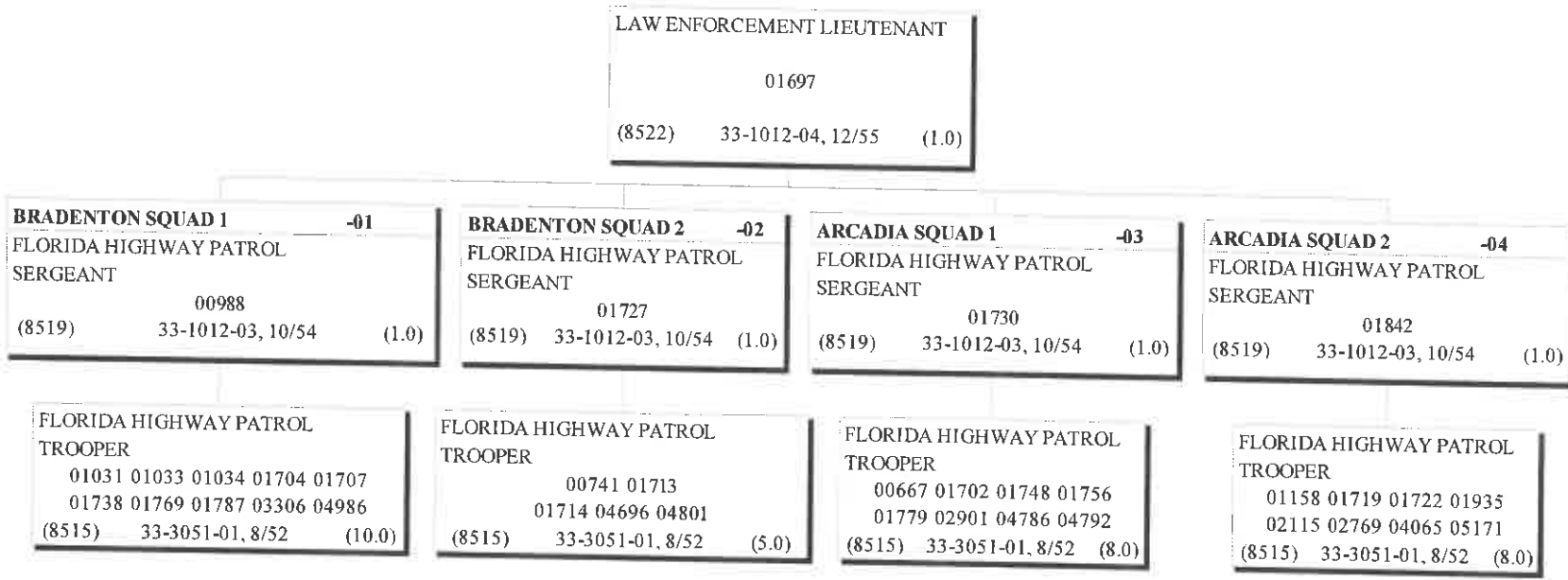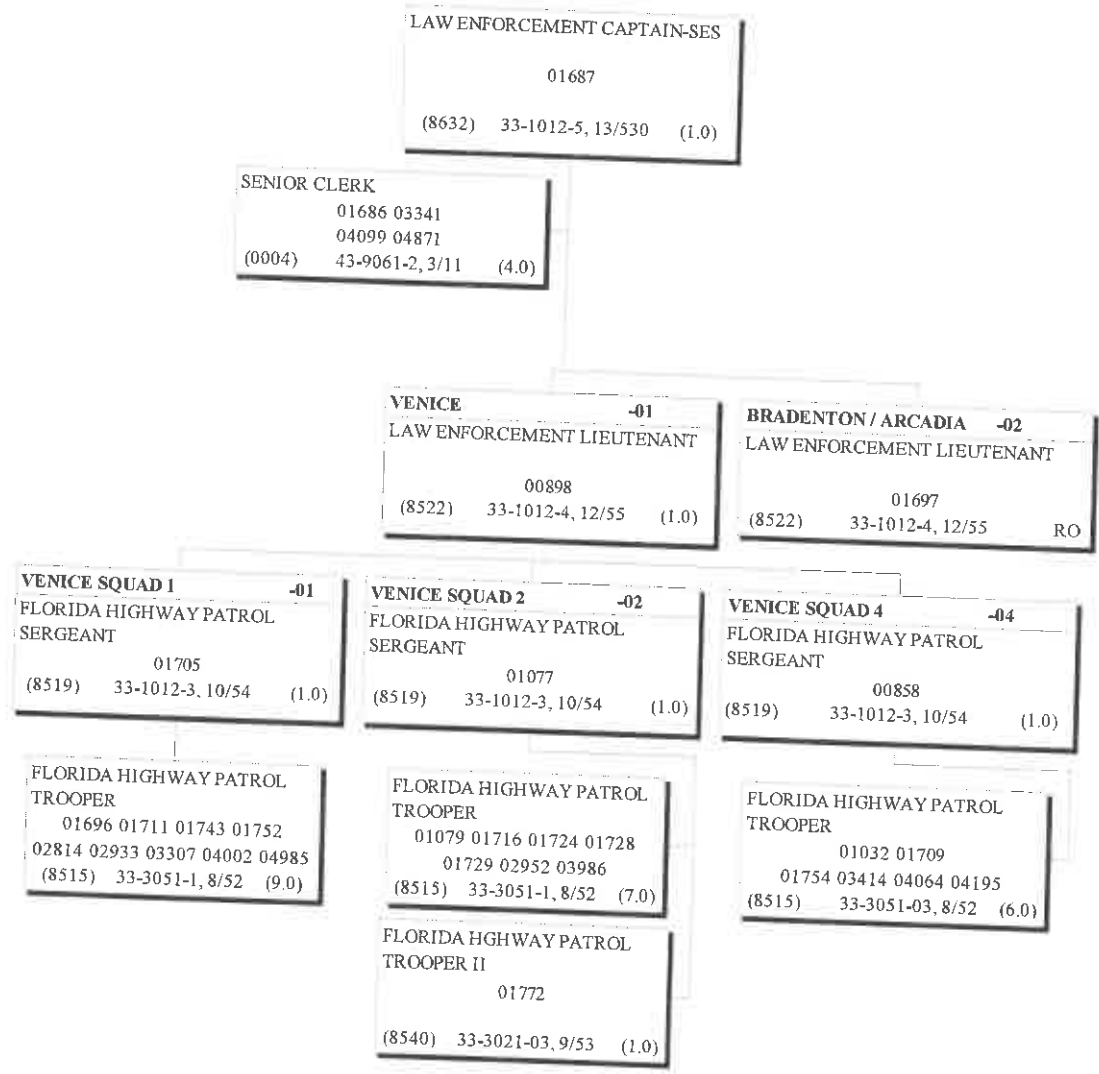## PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP A / PANAMA CITY HEADQUARTERS

```
                        LAW ENFORCEMENT
                        MAJOR - FHP

                                00516
                        (8626)   11-9199-03, 21/540   (1.0)


   ADMINISTRATIVE SECRETARY            PAO
                                       LAW ENFORCEMENT
              00519                     LIEUTENANT
                                                04170
   (0108)    43-6011-02, 3/12  (1.0)   (8522)   33-1012-04, 12/15   (1.0)

   OFFICE OPERATIONS
   CONSULTANT I
              00517
   (0162)    13-1199-03, 7/20  (1.0)


   PANAMA CITY DISTRICT   -01         PENSACOLA DISTRICT   -02
   LAW ENFORCEMENT CAPTAIN-SES        LAW ENFORCEMENT CAPTAIN-SES

              00529                              00564
   (8632)    33-1012-05, 13/530  RO   (8632)   33-1012-05, 13/530   RO
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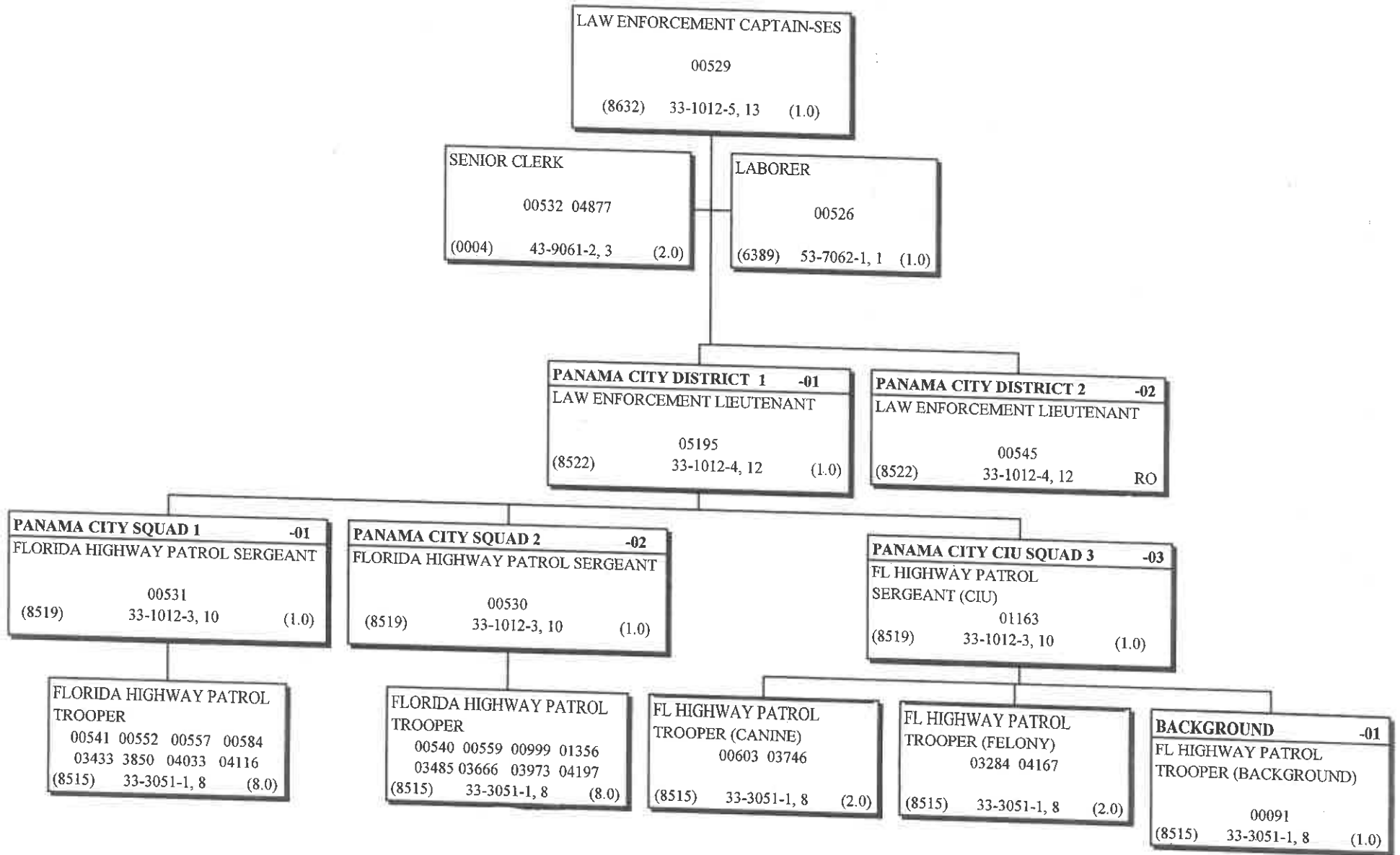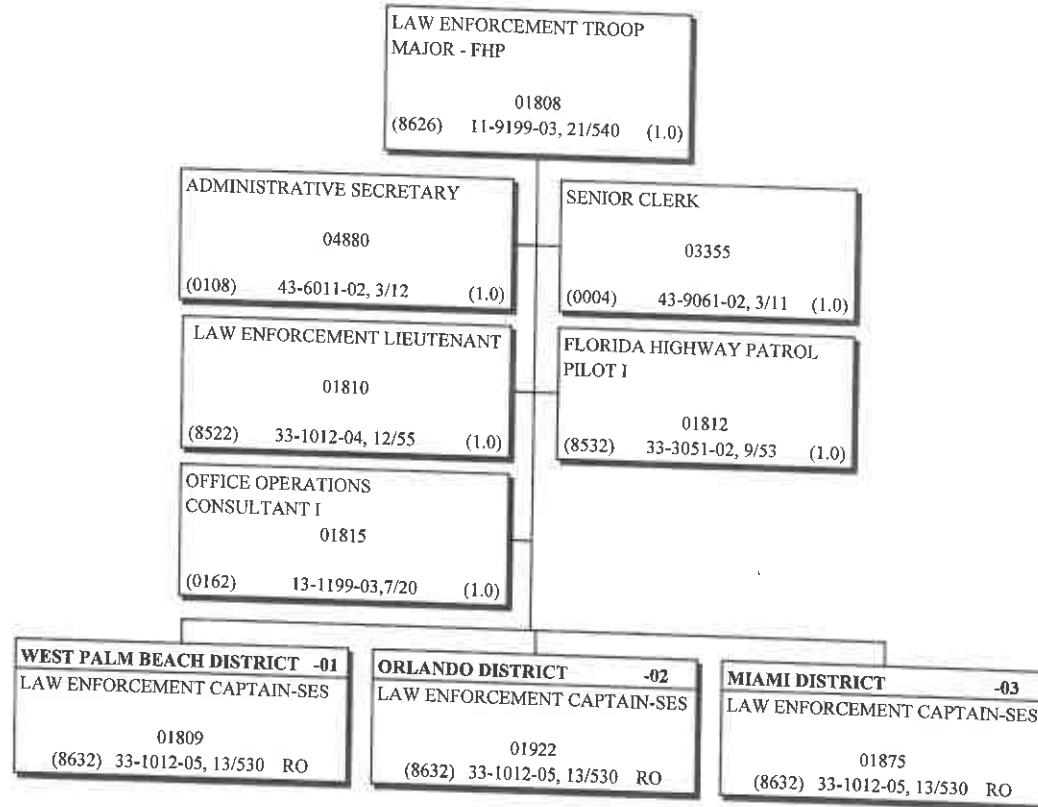
FHP TROOP A

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

PANAMA CITY DISTRICT 2
LAW ENFORCEMENT LIEUTENANT

00545
(8522) 33-1012-04, 12 (1.0)

PANAMA CITY SQUAD 5 -01
FLORIDA HIGHWAY PATROL SERGEANT

00757
(8519) 33-1012-03, 10 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
00538 00553 00556 00593
01053 01845 03473 03974
(8515) 33-3051-01, 8 (8.0)

PANAMA CITY SQUAD 4 -02
FLORIDA HIGHWAY PATROL SERGEANT

00561
(8519) 33-1012-03, 10 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
00539 00555 00562 00563
01048 03476 04034 04035
(8515) 33-3051-01, 8 (8.0)

FLORIDA HIGHWAY PATROL TROOPER II
00535

(8540) 33-3021-03, 9 (1.0)

PANAMA CITY TRAFFIC HOMICIDE SQUAD -03
FLORIDA HIGHWAY PATROL SERGEANT

00534
(8519) 33-1012-03, 10 (1.0)

FLORIDA HIGHWAY PATROL TROOPER II
00537 00542
00554 00558
(8540) 33-3021-03, 9 (4.0)

PENSACOLA TRAFFIC HOMICIDE SQUAD -04
FLORIDA HIGHWAY PATROL SERGEANT

03768
(8519) 33-1012-03, 10 (1.0)

FLORIDA HIGHWAY PATROL TROOPER II
00533 00578 00594
00595 00596 00589
(8540) 33-3021-03, 9 (6.0)

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

DATE: 12/01/2016
SEQUENCE: 7610-02-01-01-02
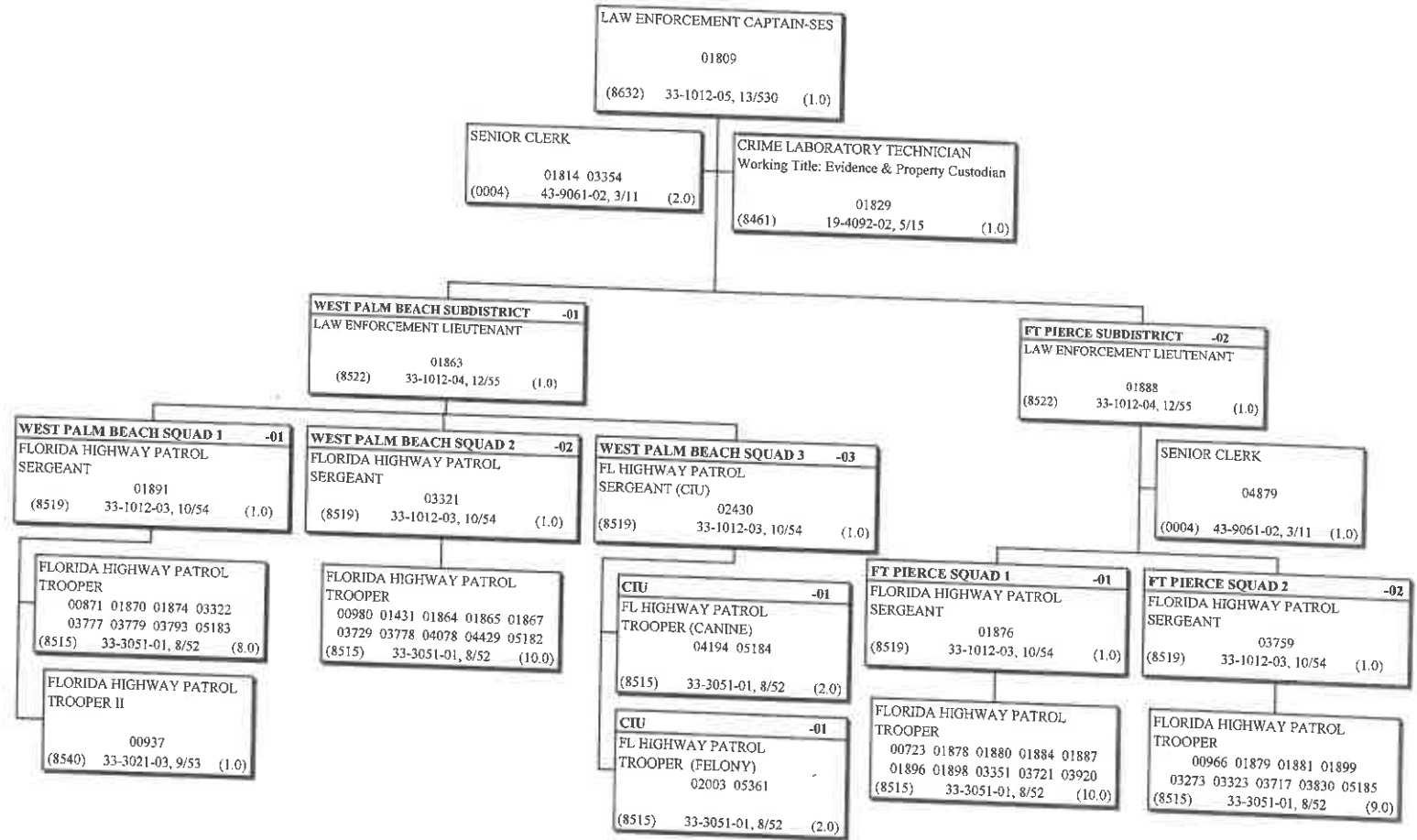OED: APM
NUMBER OF POSITIONS: 71
NUMBER OF FTE'S: 71.0

LAW ENFORCEMENT CAPTAIN-SES

00564

(8632) 33-1012-05, 13/530 (1.0)

SENIOR CLERK

01685 04830

(0004) 43-9061-02, 3/11 (2.0)

CRIME LABORATORY TECHNICIAN
Working Title: Evidence & Property Custodian
00398

(8461) 19-4092-02, 5/15 (1.0)

PENSACOLA SUBDISTRICT 1 -01
LAW ENFORCEMENT LIEUTENANT

01049
(8522) 33-1012-04, 12/55 (1.0)

PENSACOLA SUBDISTRICT 2 -02
LAW ENFORCEMENT LIEUTENANT

00565
(8522) 33-1012-04, 12/55 (1.0)

PENSACOLA SUBDISTRICT 3 -03
LAW ENFORCEMENT LIEUTENANT

00613
(8522) 33-1012-04, 12/55 (1.0)

PENSACOLA SQUAD 1 -01
FLORIDA HIGHWAY
PATROL SERGEANT
01267
(8519) 33-1012-03, 10/54 (1.0)

PENSACOLA SQUAD 2 -02
FLORIDA HIGHWAY
PATROL SERGEANT
00566
(8519) 33-1012-03, 10/54 (1.0)

PENSACOLA SQUAD 3 -03
FLORIDA HIGHWAY
PATROL SERGEANT
00614
(8519) 33-1012-03, 10/54 (1.0)

PENSACOLA SQUAD 4 - 01
FLORIDA HIGHWAY
PATROL SERGEANT
00608
(8519) 33-1012-03, 10/54 (1.0)

PENSACOLA SQUAD 5 -02
FLORIDA HIGHWAY
PATROL SERGEANT
00611
(8519) 33-1012-03, 10/54 (1.0)

PENSACOLA SQUAD 6 -03
FLORIDA HIGHWAY
PATROL SERGEANT
01571
(8519) 33-1012-03, 10/54 (1.0)

PENSACOLA SQUAD 7 -01
FLORIDA HIGHWAY
PATROL SERGEANT
00604
(8519) 33-1012-03, 10/54 (1.0)

PENSACOLA SQUAD 8 -02
FLORIDA HIGHWAY
PATROL SERGEANT
03981
(8519) 33-1012-03, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
00597 00886 01056
03767 03971 04213 04744
(8515) 33-3051-01, 8/52 (7.0)

FLORIDA HIGHWAY PATROL TROOPER
00577 00590 00607
00609 01054 03667 04993
(8515) 33-3051-01, 8/52 (7.0)

FLORIDA HIGHWAY PATROL TROOPER
00601 00624 00630
00633 01753 02160 05146
(8515) 33-3051-01, 8/52 (7.0)

FLORIDA HIGHWAY PATROL TROOPER
00575 00583 00591
00960 01051 03668 04135
(8515) 33-3051-01, 8/52 (7.0)

FLORIDA HIGHWAY PATROL TROOPER
00582 00585 00602
00631 04032 04172 05143
(8515) 33-3051-01, 8/52 (7.0)

FLORIDA HIGHWAY PATROL TROOPER
00080 00576 00588 00600
00626 00628 03394
(8515) 33-3051-01, 8/52 (7.0)

FLORIDA HIGHWAY PATROL TROOPER
00525 00586 00627
00636 01001 04031 05145
(8515) 33-3051-01, 8/52 (7.0)

FLORIDA HIGHWAY PATROL TROOPER
00544 00579 00580
00612 00635 00984 01746
(8515) 33-3051-01, 8/52 (7.0)

FHP TROOP A

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

DATE: 07/01/2017
SEQUENCE: 7610-02-01-02
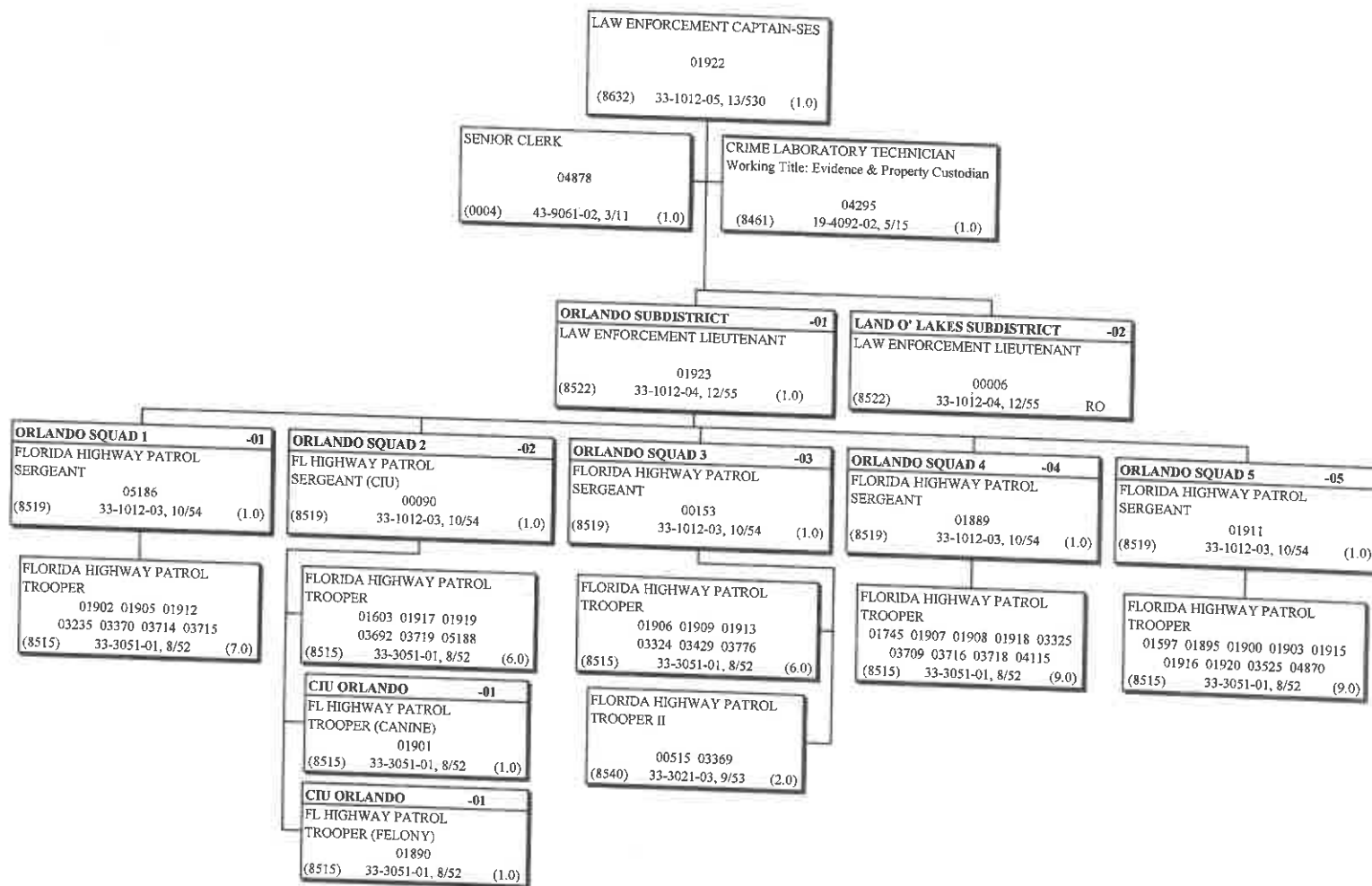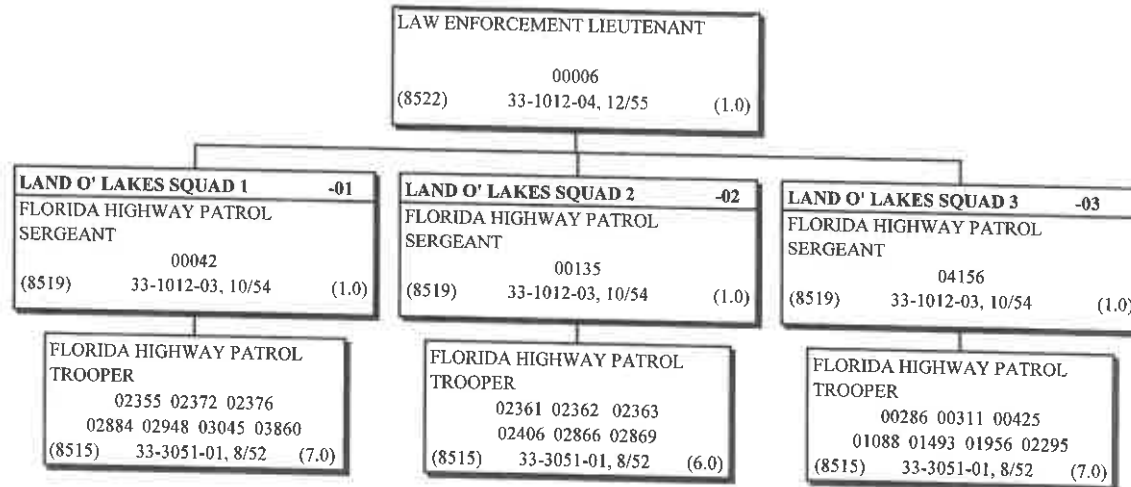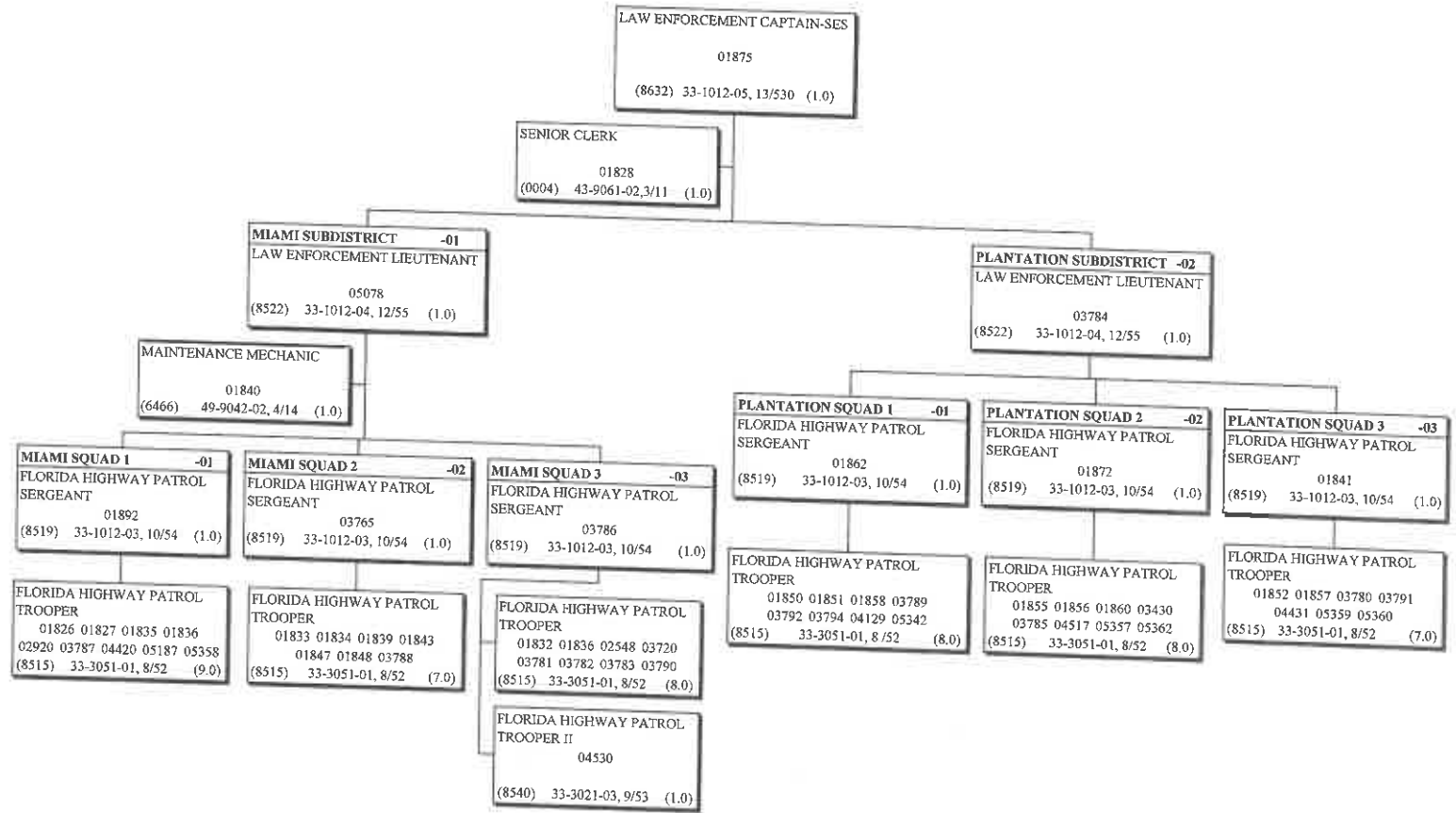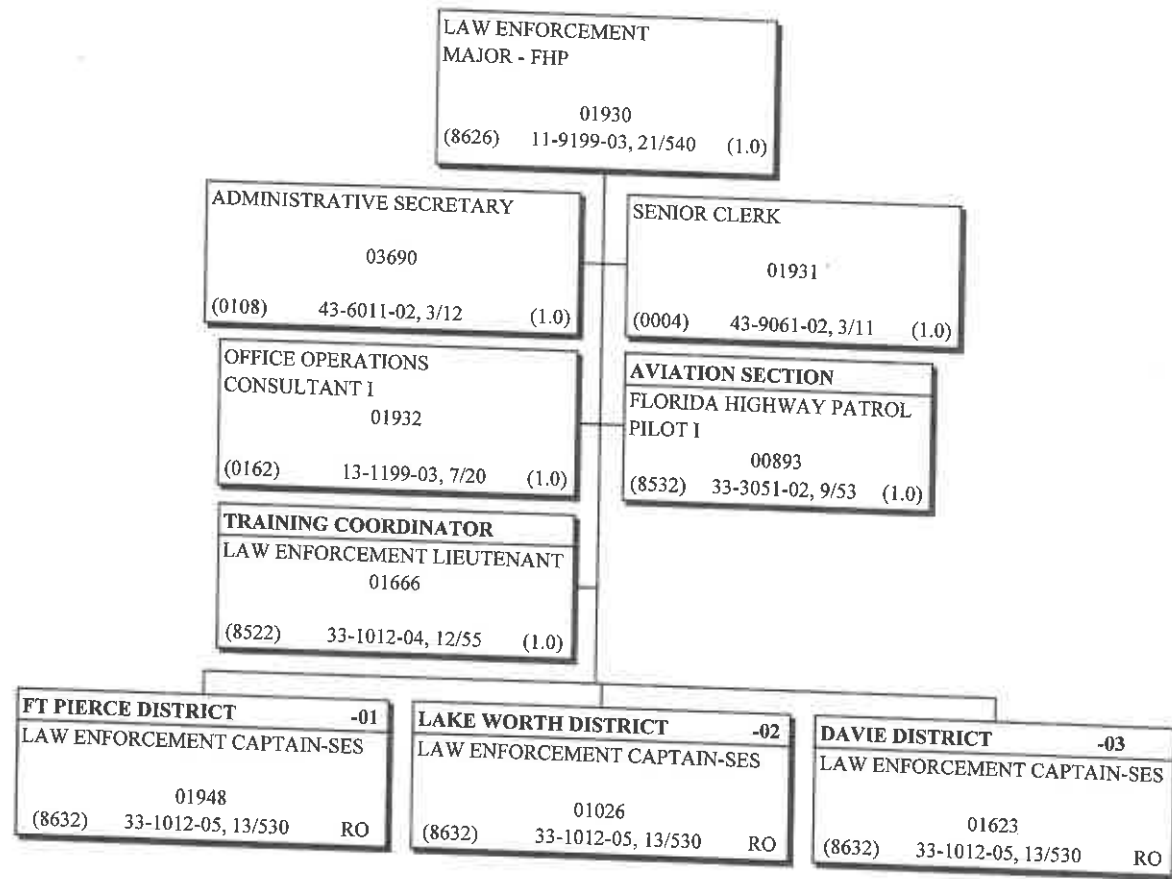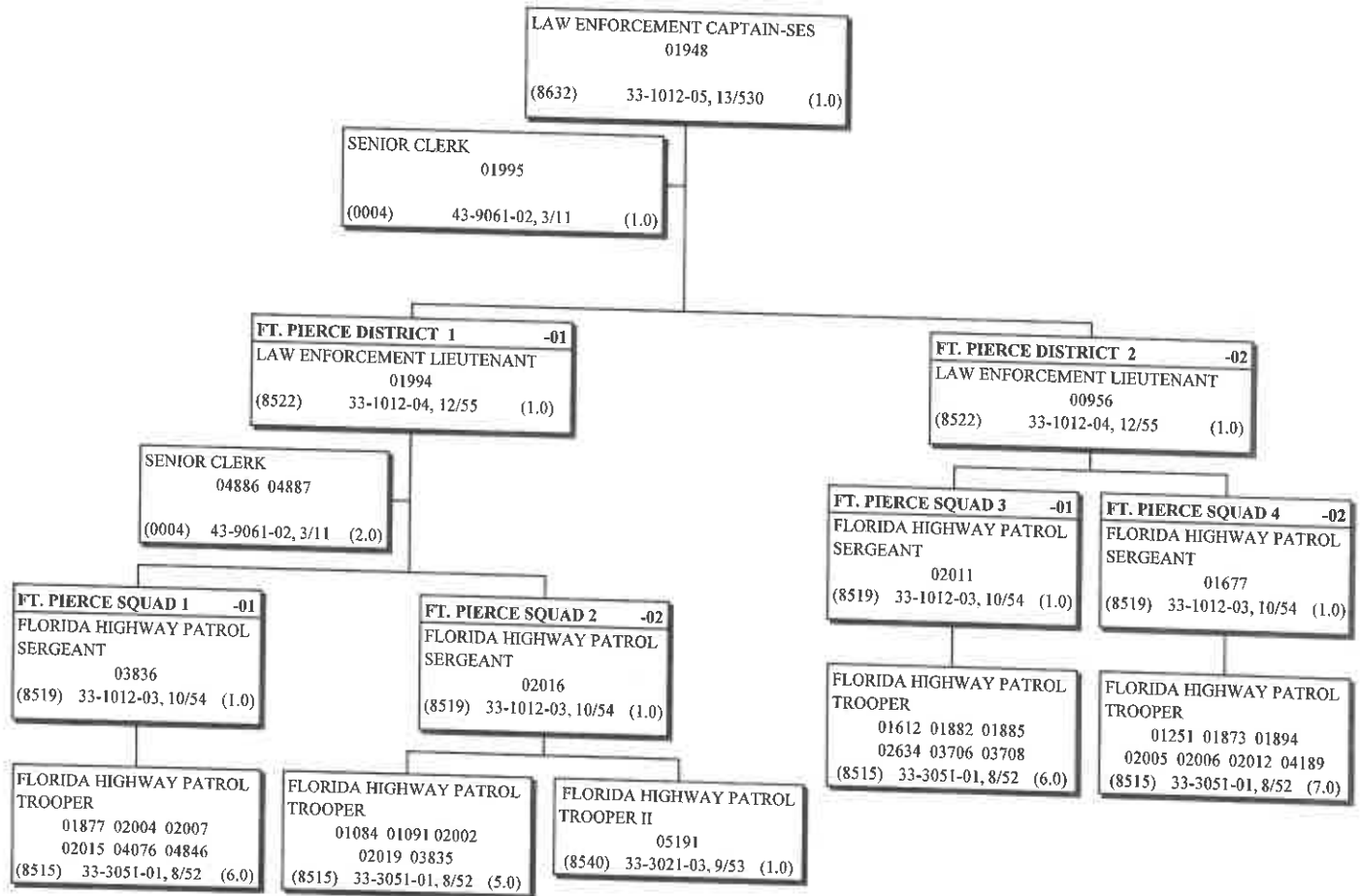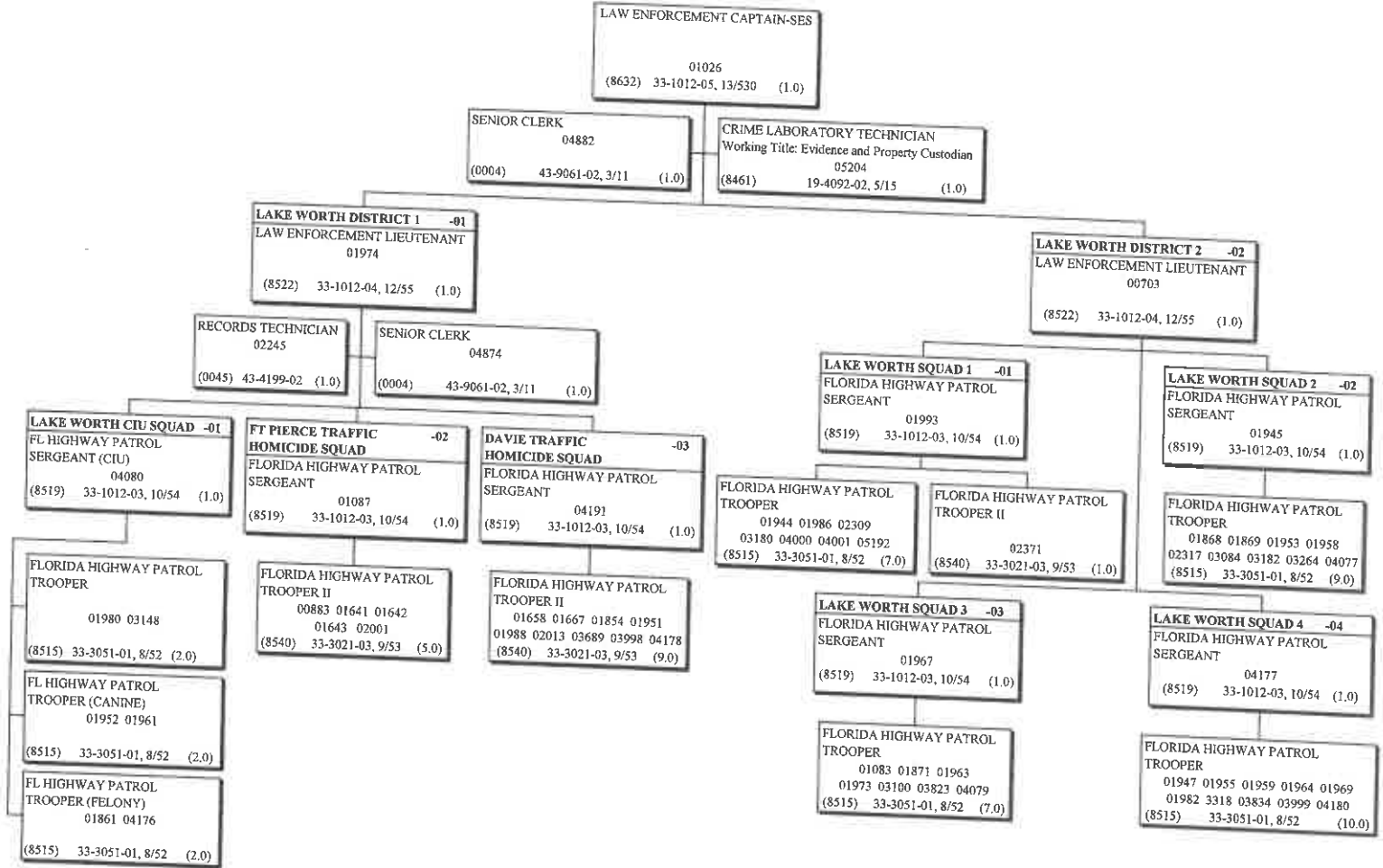OED:
NUMBER OF POSITIONS: 6
NUMBER OF FTE'S: 6.0

LAW ENFORCEMENT
MAJOR - FHP

00637
(8626)   11-9199-03, 21/540   (1.0)

ADMINISTRATIVE SECRETARY

00638

(0108)   43-6011-02, 3/12   (1.0)

TRAINING
LAW ENFORCEMENT LIEUTENANT

01976
(8522)   33-1012-04, 12/15   (1.0)

AVIATION SECTION
FLORIDA HIGHWAY PATROL
PILOT I
01321
(8532)   33-3051-02, 9/53   (1.0)

OFFICE OPERATIONS
CONSULTANT I
00651

(0162)   13-1199-03, 7/20   (1.0)

LAKE CITY DISTRICT   -01
LAW ENFORCEMENT CAPTAIN-SES

00650
(8632)   33-1012-05, 13/530   RO

GAINESVILLE DISTRICT   -02
LAW ENFORCEMENT CAPTAIN-SES

00690
(8632)   33-1012-05, 13/530   RO

OCALA DISTRICT   -03
LAW ENFORCEMENT CAPTAIN-SES

01983
(8632)   33-1012-05, 13/530   RO

PAO & DUI   -04
LAW ENFORCEMENT LIEUTENANT

00953
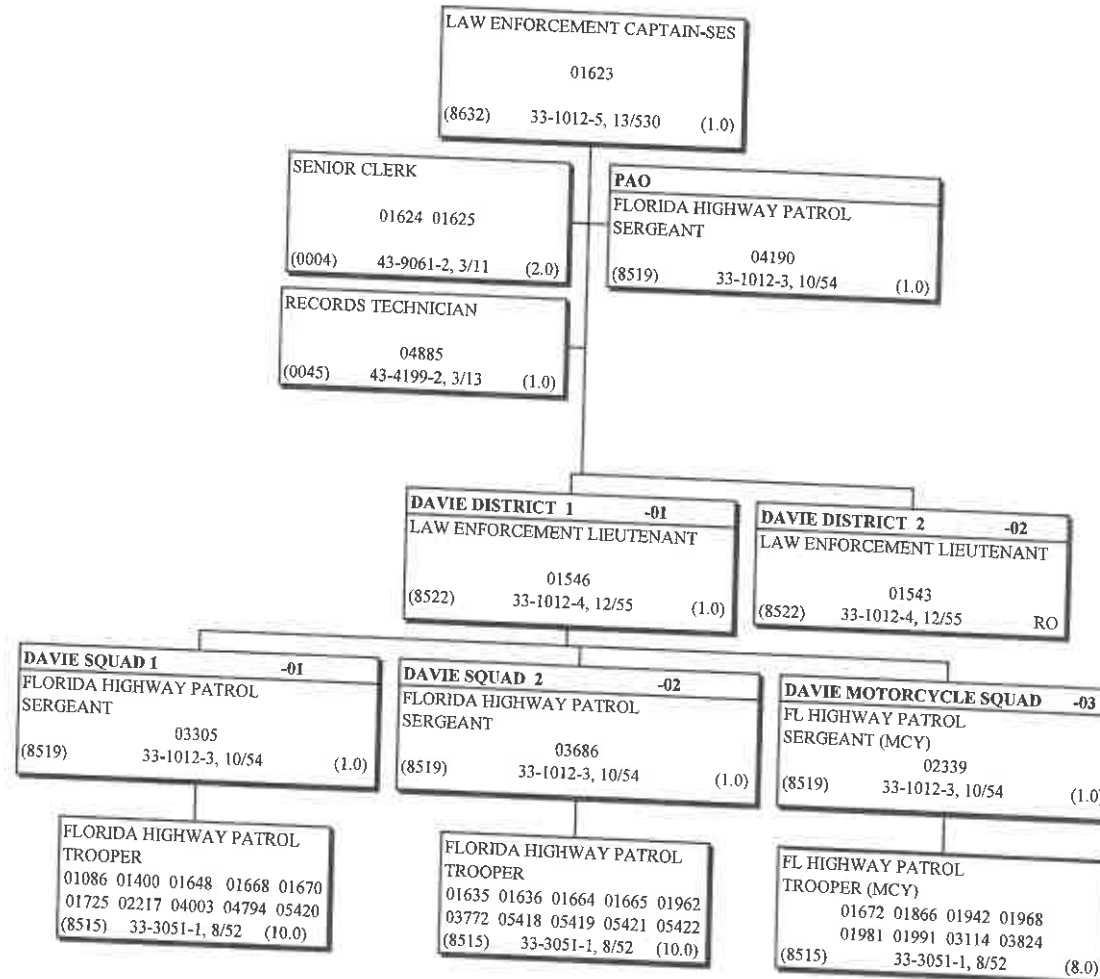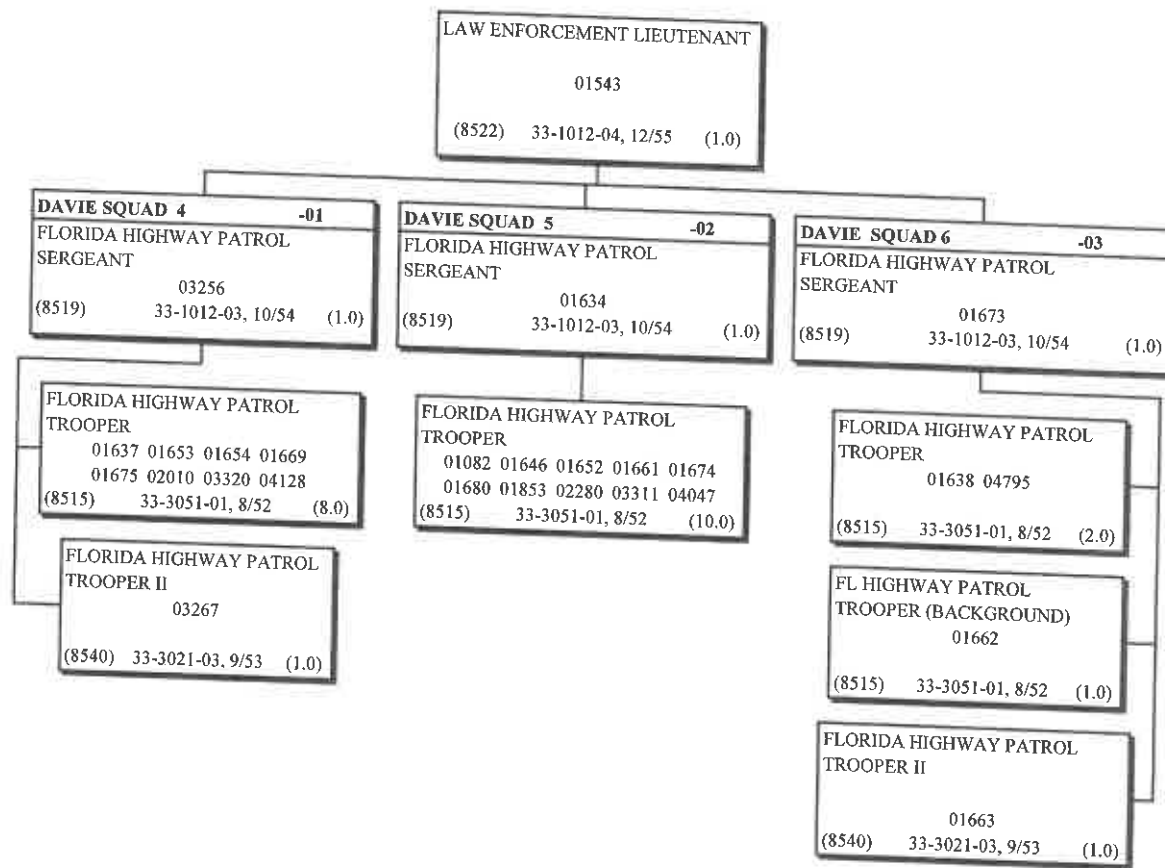(8522)   33-1012-04, 12/15   (1.0)

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

DATE: 12/16/2016
SEQUENCE: 7610-02-01-02-01
OED: GJO
NUMBER OF POSITIONS: 32
NUMBER OF FTE'S: 32.0

LAW ENFORCEMENT CAPTAIN-SES

00650

(8632) 33-1012-05, 13/530 (1.0)

SENIOR CLERK

00649 03329

(0004) 43-9061-02, 3/11 (2.0)

CRIME LABORATORY TECHNICIAN
Working Title: Evidence & Property Custodian
00257

(8461) 19-4092-02, 5/15 (1.0)

LAKE CITY SUBDISTRICT -01
LAW ENFORCEMENT LIEUTENANT

01041
(8522) 33-1012-04, 12/55 (1.0)

LAKE CITY SQUAD 1 -01
FLORIDA HIGHWAY PATROL
SERGEANT
00672
(8519) 33-1012-03, 10/54 (1.0)

LAKE CITY SQUAD 2 -02
FLORIDA HIGHWAY PATROL
SERGEANT
00653
(8519) 33-1012-03, 10/54 (1.0)

LAKE CITY SQUAD 3 -03
FLORIDA HIGHWAY PATROL
SERGEANT
01073
(8519) 33-1012-03, 10/54 (1.0)

LAKE CITY TRAFFIC HOMICIDE SQUAD 1 -04
FLORIDA HIGHWAY PATROL
SERGEANT
00698
(8519) 33-1012-03, 10/54 (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
00659 00660 00661
01005 03397 03670
(8515) 33-3051-01, 8/52 (6.0)

FLORIDA HIGHWAY PATROL
TROOPER
00662 00669 03395
03396 03975 04036
(8515) 33-3051-01, 8/52 (6.0)

FLORIDA HIGHWAY PATROL
TROOPER
00671 00976
02114 03985 05147
(8515) 33-3051-01, 8/52 (5.0)

FLORIDA HIGHWAY PATROL
TROOPER II
00654 00655 00663
00729 00740 00955
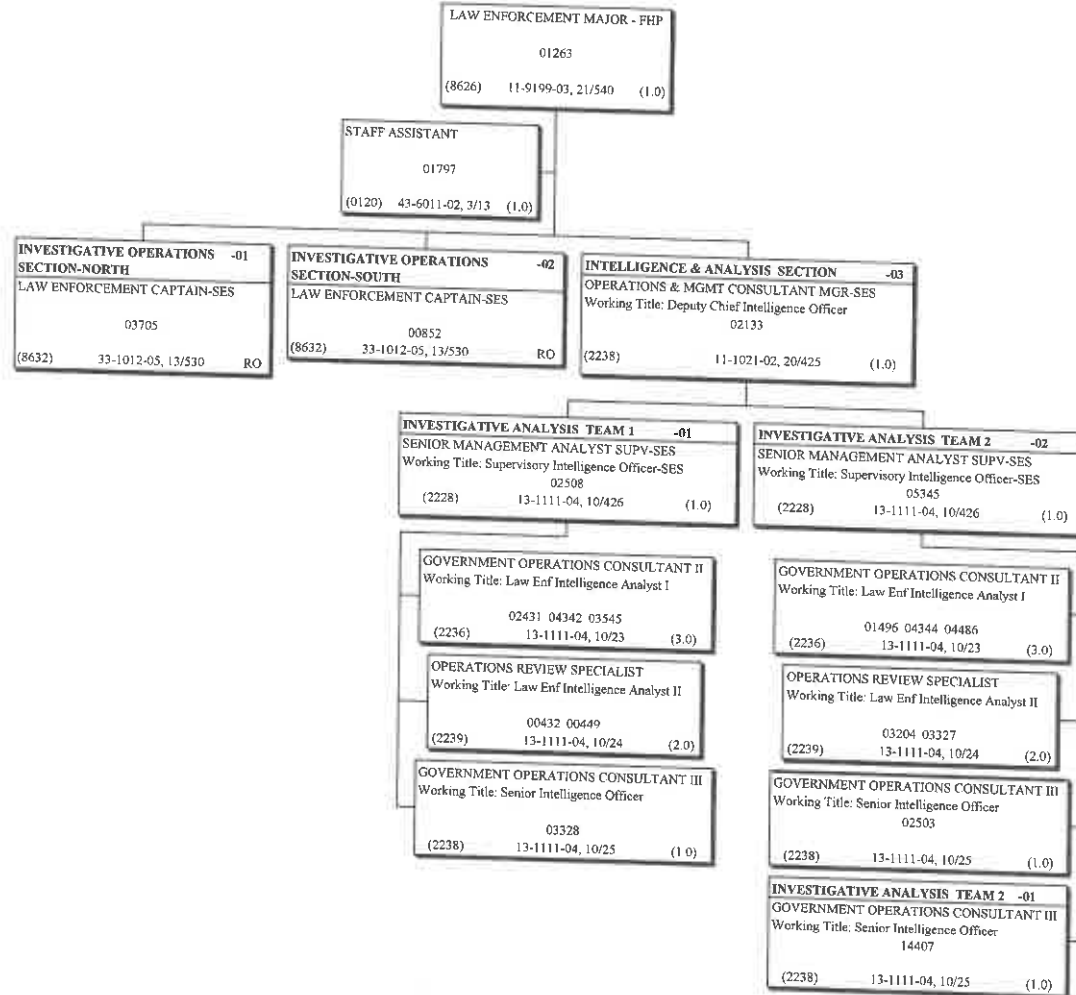(8540) 33-3021-03, 9/53 (6.0)

FHP TROOP B

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

DATE: 07/01/2015
SEQUENCE: 7610-02-01-02-02
OED: APM
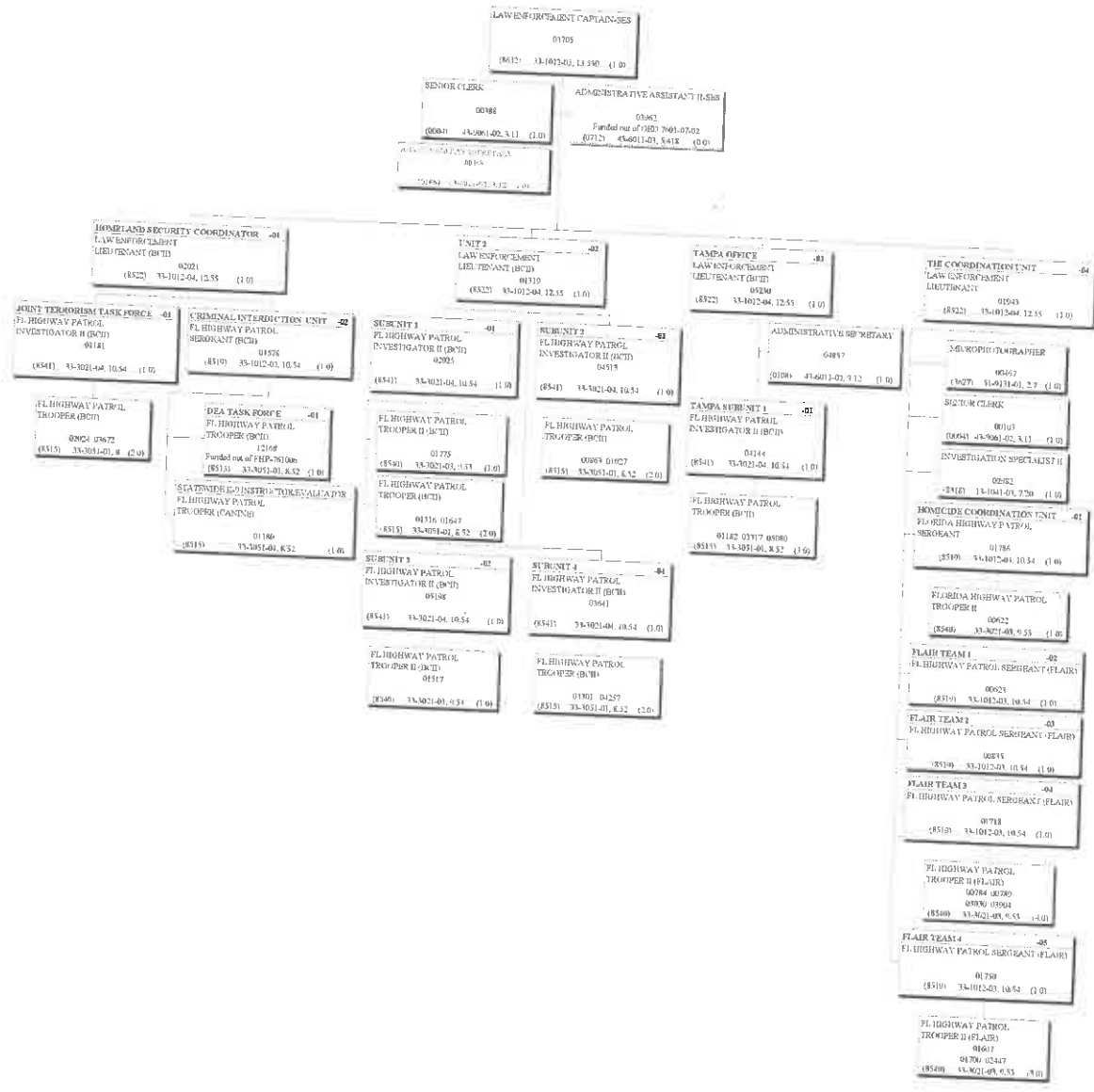NUMBER OF POSITIONS: 32
NUMBER OF FTE'S: 32.0

LAW ENFORCEMENT CAPTAIN-SES

00690

(8632)   33-1012-05, 13   (1.0)

SENIOR CLERK

01490 04868

(0004)   43-9061-02, 3   (2.0)

CROSS CITY SUBDISTRICT   -02
LAW ENFORCEMENT LIEUTENANT

00717

(8522)   33-1012-04, 12   (RO)

GAINESVILLE SUBDISTRICT   -01
LAW ENFORCEMENT LIEUTENANT

01042

(8522)   33-1012-04, 12   (1.0)

GAINESVILLE SQUAD 1   -01
FLORIDA HIGHWAY PATROL
SERGEANT

00699

(8519)   33-1012-03, 10   (1.0)

GAINESVILLE SQUAD 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT

00715

(8519)   33-1012-03, 10   (1.0)

GAINESVILLE SQUAD 3   -03
FLORIDA HIGHWAY PATROL
SERGEANT

01019

(8519)   33-1012-03, 10   (1.0)

GAINESVILLE CIU SQUAD 1   -05
FL HIGHWAY PATROL
SERGEANT (CIU)

03803

(8519)   33-1012-03, 10   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
00710 00714 00884
00975 04551 04640
(8515)   33-3051-01, 8   (6.0)

FLORIDA HIGHWAY PATROL
TROOPER
00701 01859 02043
03304 03398 04037
(8515)   33-3051-01, 8   (6.0)

FLORIDA HIGHWAY PATROL
TROOPER
00664 00700 00708
00709 00713 00716
(8515)   33-3051-01, 8   (6.0)

FL HIGHWAY PATROL
TROOPER (CANINE)
00706 00786 05148

(8515)   33-3051-01, 8   (3.0)

FL HIGHWAY PATROL
TROOPER (FELONY)
00658 00792 01002

(8515)   33-3051-01, 8   (3.0)

FHP TROOP B

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: APM
NUMBER OF POSITIONS: 18
NUMBER OF FTE'S: 18.0
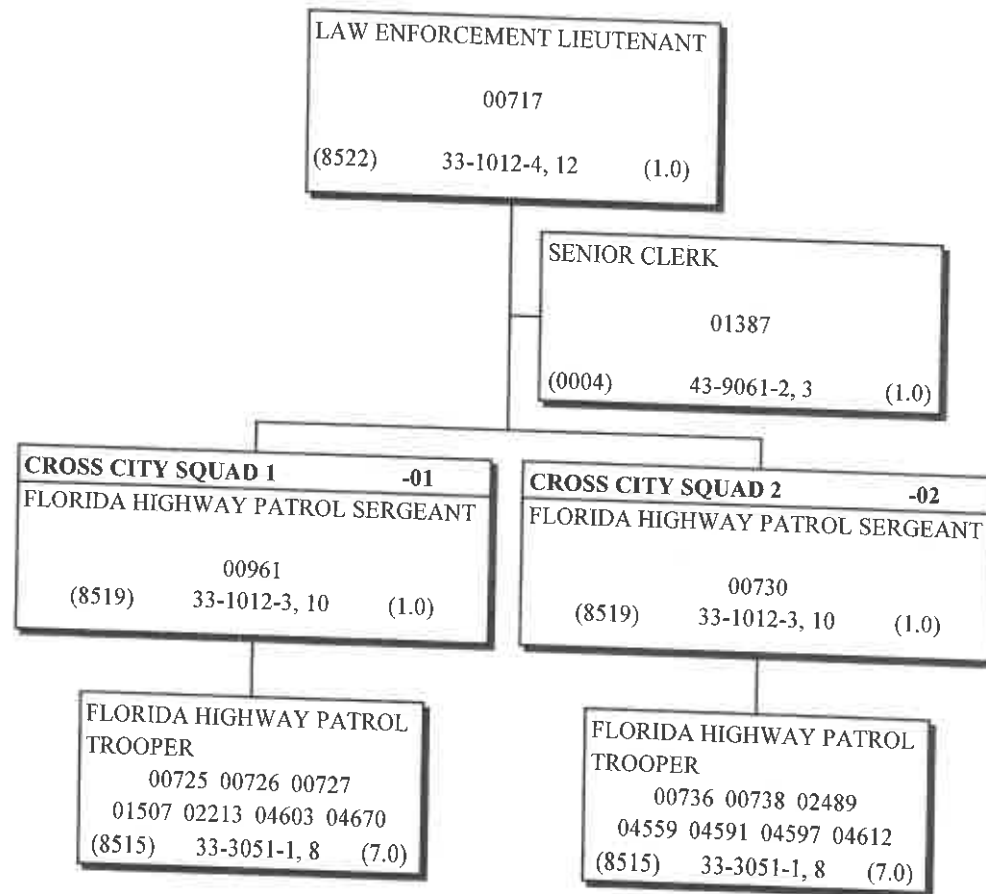
LAW ENFORCEMENT LIEUTENANT

00717

(8522)   33-1012-4, 12   (1.0)

SENIOR CLERK

01387

(0004)   43-9061-2, 3   (1.0)

CROSS CITY SQUAD 1   -01
FLORIDA HIGHWAY PATROL SERGEANT

00961
(8519)   33-1012-3, 10   (1.0)

CROSS CITY SQUAD 2   -02
FLORIDA HIGHWAY PATROL SERGEANT

00730
(8519)   33-1012-3, 10   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
00725 00726 00727
01507 02213 04603 04670
(8515)   33-3051-1, 8   (7.0)

FLORIDA HIGHWAY PATROL TROOPER
00736 00738 02489
04559 04591 04597 04612
(8515)   33-3051-1, 8   (7.0)

FHP TROOP B

DATE: 06/03/2016
SEQUENCE: 7610-02-01-02-03
OED: APM
NUMBER OF POSITIONS: 30
NUMBER OF FTE'S: 30.0

LAW ENFORCEMENT CAPTAIN-SES

01983

(8632)   33-1012-05 13/530   (1.0)

SENIOR CLERK

00771 00793

(0004)   43-9061-02, 3/11   (2.0)

OCALA SUBDISTRICT   **-01**
LAW ENFORCEMENT LIEUTENANT

00770

(8522)   33-1012-04, 12/55   (1.0)

OCALA SQUAD 1   **-01**
FLORIDA HIGHWAY PATROL
SERGEANT

00778

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
00779 00780 00951
01530 03698 03699

(8515)   33-3051-01, 8/52   (6.0)

OCALA SQUAD 2   **-02**
FLORIDA HIGHWAY PATROL
SERGEANT

00959

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
00787 01831 03285
03421 03701 05174

(8515)   33-3051-01, 8/52   (6.0)

OCALA SQUAD 3   **-03**
FLORIDA HIGHWAY PATROL
SERGEANT

03703

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
00711 00781
00783 00790 00972

(8515)   33-3051-01, 8/52   (5.0)

OCALA TRAFFIC HOMICIDE SQUAD 1   **-04**
FLORIDA HIGHWAY PATROL
SERGEANT

04220

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER II
00702 00782
00785 00987 05177

(8540)   33-3021-03, 9/53   (5.0)

FHP TROOP B

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

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LAW ENFORCEMENT
MAJOR - FHP

            01094
(8626)    11-9199-03, 21/540    (1.0)
```

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ADMINISTRATIVE SECRETARY

            01095

(0108)    43-6011-02, 3/12    (1.0)
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SENIOR CLERK

            01279

(0004)    43-9061-02, 3/11    (1.0)
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AVIATION
FLORIDA HIGHWAY PATROL
PILOT II
            00993
(8534)    33-3051-03, 10/54    (1.0)
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FLORIDA HIGHWAY PATROL
SERGEANT
            01161
(8519)    33-1012-03, 10/54    (1.0)
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OFFICE OPERATIONS
CONSULTANT I
            01268
(0162)    13-1199-03, 7/20    (1.0)
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LAND O'LAKES &                    -02
BROOKSVILLE DISTRICT
LAW ENFORCEMENT CAPTAIN-SES
            03290

(8632)    33-1012-05, 13/530    RO
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LAKELAND & TAMPA DISTRICT    -03
LAW ENFORCEMENT CAPTAIN-SES
            01226

(8632)    33-1012-05, 13/530    RO
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PINELLAS & SPECIAL            -04
OPERATIONS DISTRICT
LAW ENFORCEMENT CAPTAIN-SES
            01140

(8632)    33-1012-05, 13/530    RO
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FHP TROOP C HQ (C-1)
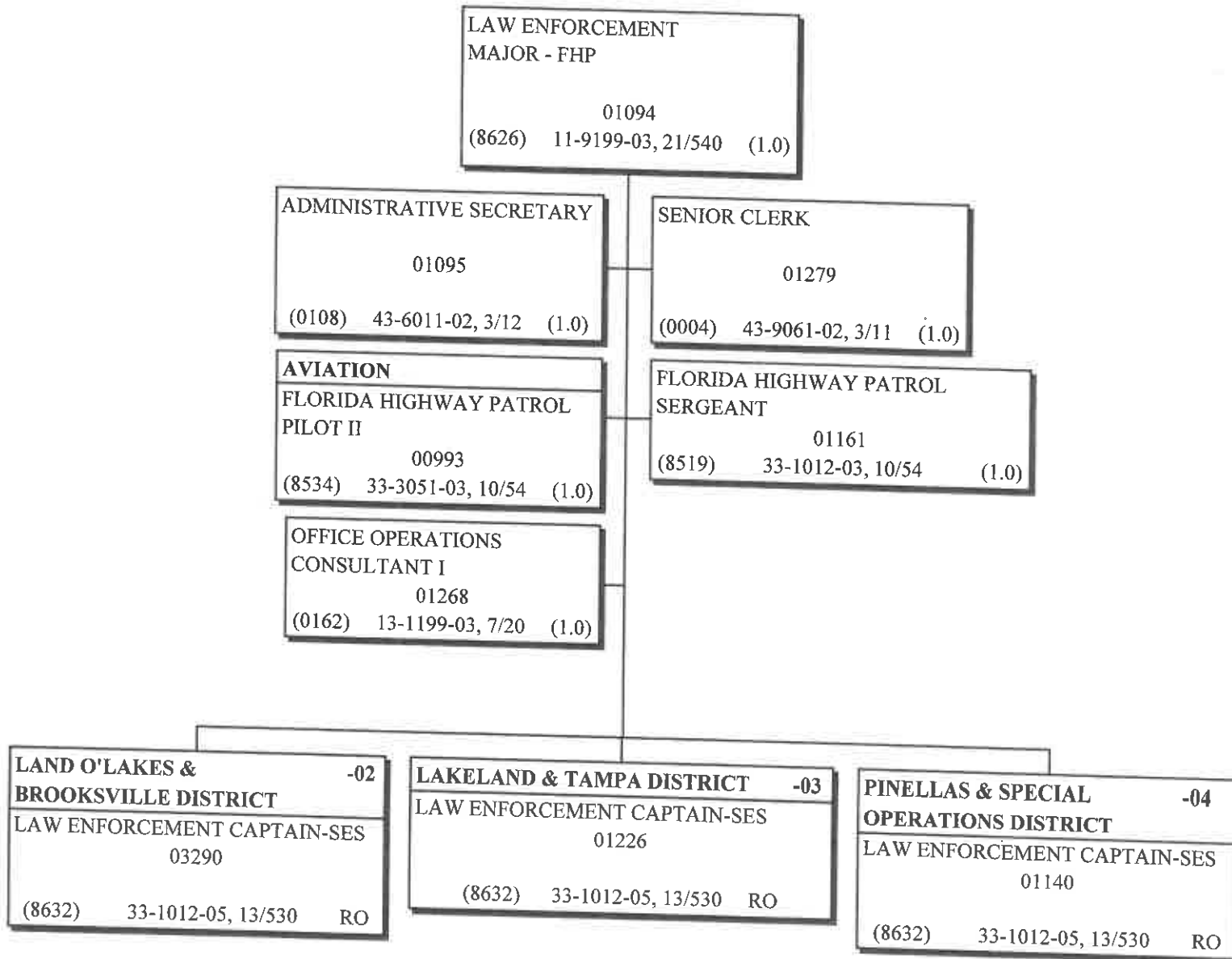
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP C / LAND O'LAKES & BROOKSVILLE DISTRICT

DATE: 12/01/2016
SEQUENCE: 7610-02-01-05-02
OED: _GTO_
NUMBER OF POSITIONS: 43
NUMBER OF FTE'S: 43.0

LAW ENFORCEMENT CAPTAIN-SES

03290

(8632)   33-1012-05, 13/530   (1.0)

SENIOR CLERK

00255
(Funded out of DAS org code 7602-09-02)
(0004)   43-9061-02, 3/11   (0.0)

SENIOR CLERK

04862

(0004)   43-9061-02, 3/11   (1.0)

LAND O' LAKES SUBDISTRICT   -01
LAW ENFORCEMENT LIEUTENANT

03669
(8522)   33-1012-04, 12/55   (1.0)

BROOKSVILLE SUBDISTRICT   -02
LAW ENFORCEMENT LIEUTENANT

01233
(8522)   33-1012-04, 12/55   RO

SENIOR CLERK

04860

(0004)   43-9061-02, 3/11   (1.0)

LAND O' LAKES SQUAD 1   -01
FLORIDA HIGHWAY PATROL SERGEANT
01525
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01162 01257
01258 03292 05151
(8515)   33-3051-01, 8/52   (5.0)

LAND O' LAKES SQUAD 2   -02
FLORIDA HIGHWAY PATROL SERGEANT
01069
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01245 01255 01256
04164 04763 04847
(8515)   33-3051-01, 8/52   (6.0)

LAND O' LAKES SQUAD 3   -03
FLORIDA HIGHWAY PATROL SERGEANT
01252
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
00724 01243 01580
01957 03400 04203
(8515)   33-3051-01, 8/52   (6.0)

LAND O' LAKES SQUAD 4   -04
FLORIDA HIGHWAY PATROL SERGEANT
03402
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01183 01246 01262
01960 04041 04159 04875
(8515)   33-3051-01, 8/52   (7.0)

BROOKSVILLE THI SQUAD   -05
FLORIDA HIGHWAY PATROL SERGEANT
03702
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER II
01166 01172 01173 01198 01215
01239 01241 01253 01254 03677
(8540)   33-3021-03, 9/53   (10.0)

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

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                        LAW ENFORCEMENT LIEUTENANT

                                 01233
              (8522)        33-1012-04, 12/55        (1.0)
```

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BROOKSVILLE SQUAD 1        -01     BROOKSVILLE SQUAD 2        -02     BROOKSVILLE SQUAD 3        -03
FLORIDA HIGHWAY PATROL            FLORIDA HIGHWAY PATROL            FLORIDA HIGHWAY PATROL
SERGEANT                          SERGEANT                          SERGEANT
         01249                             01235                             03332
(8519)   33-1012-03, 10/54  (1.0) (8519)   33-1012-03, 10/54  (1.0) (8519)   33-1012-03, 10/54  (1.0)
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FLORIDA HIGHWAY PATROL            FLORIDA HIGHWAY PATROL            FLORIDA HIGHWAY PATROL
TROOPER                           TROOPER                           TROOPER
  00728 01126 01247 01260           00968 01071 01234 01236           00981 01120 01242 01244
  03399 03979 04140 04980           01237 01238 01397 04516           03898 04746 04981 04982
(8515)   33-3051-01, 8/52  (8.0)  (8515)   33-3051-01, 8/52  (8.0)  (8515)   33-3051-01, 8/52  (8.0)
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DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TROOP C / TAMPA & LAKELAND DISTRICT

LAW ENFORCEMENT CAPTAIN-SES

01226

(8632) 33-1012-05, 13/530 (1.0)

SENIOR CLERK

01227 01602

(0004) 43-9061-02, 3/11 (2.0)

RECORDS TECHNICIAN

01232

(0045) 43-4199-02, 3/13 (1.0)

TRAINING COORDINATION -01
LAW ENFORCEMENT LIEUTENANT

05229

(8522) 33-1012-04, 12/55 (1.0)

TAMPA SUBDISTRICT -02
LAW ENFORCEMENT LIEUTENANT

01149

(8522) 33-1012-04, 12/55 (1.0)

LAKELAND SUBDISTRICT -03
LAW ENFORCEMENT LIEUTENANT

01108

(8522) 33-1012-04, 12/55 (RO)

FLORIDA HIGHWAY PATROL TROOPER (BACKGROUND)

05149

(8515) 33-3051-01, 8/52 (1.0)

CRIME LABORATORY TECHNICIAN
(Working Title: Evidence & Property Custodian)

00280 00461

(8461) 19-4092-02, 5/15 (2.0)

TAMPA SQUAD 1 -01
FLORIDA HIGHWAY PATROL SERGEANT

01160

(8519) 33-1012-03, 10/54 (1.0)

TAMPA SQUAD 2 -02
FLORIDA HIGHWAY PATROL SERGEANT

01168

(8519) 33-1012-03, 10/54 (1.0)

TAMPA SQUAD 3 -03
FLORIDA HIGHWAY PATROL SERGEANT

03678

(8519) 33-1012-03, 10/54 (1.0)

TAMPA SQUAD 4 -04
FLORIDA HIGHWAY PATROL SERGEANT

01151

(8519) 33-1012-03, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER

01175 01539 03696
03916 04157 05402 05404

(8515) 33-3051-01, 8/52 (7.0)

FLORIDA HIGHWAY PATROL TROOPER

00967 00973 01154 01621
01695 04185 05155 05403

(8515) 33-3051-01, 8/52 (8.0)

FLORIDA HIGHWAY PATROL TROOPER

01171 01177 01185 01201 03288
04039 04158 04184 05156 05405

(8515) 33-3051-01, 8/52 (10.0)

FLORIDA HIGHWAY PATROL TROOPER

01072 01156 01157 01165
01184 01270 05406 05407

(8515) 33-3051-01, 8/52 (8.0)

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

```
                    LAW ENFORCEMENT LIEUTENANT
                              01108
        (8522)         33-1012-04, 12/55        (1.0)

                              SENIOR CLERK

                              01133    03896

                      (0004)     43-9061-02, 3/11     (2.0)
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LAKELAND SQUAD 1 -01	LAKELAND SQUAD 2 -02	LAKELAND SQUAD 3 -03
FLORIDA HIGHWAY PATROL SERGEANT	FLORIDA HIGHWAY PATROL SERGEANT	FLORIDA HIGHWAY PATROL SERGEANT
01110	05150	00964
(8519) 33-1012-03, 10/54 (1.0)	(8519) 33-1012-03, 10/54 (1.0)	(8519) 33-1012-03, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER	FLORIDA HIGHWAY PATROL TROOPER	FLORIDA HIGHWAY PATROL TROOPER
00985 01007 01138 01139 03697 03977 04042 04043 04131	01115 01121 01122 01123 01135 01150 03675	01113 01116 01129 01131 01223 01645 03795 03978
(8515) 33-3051-01, 8/52 (9.0)	(8515) 33-3051-01, 8/52 (7.0)	(8515) 33-3051-01, 8/52 (8.0)

FHP TROOP C- LAKELAND SUBDISTRICT

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

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                        LAW ENFORCEMENT CAPTAIN-SES

                                   01140

                        (8632)    33-1012-05, 13/530    (1.0)
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SENIOR CLERK

            01217    03346

(0004)        43-9061-02, 3/11      (2.0)
```

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PINELLAS PARK SUBDISTRICT      -01
LAW ENFORCEMENT LIEUTENANT

                    01189
(8522)      33-1012-04, 12/55      (1.0)
```

```
SPECIAL OPERATIONS SUBDISTRICT      -02
LAW ENFORCEMENT LIEUTENANT

                    01105
(8522)      33-1012-04, 12/55      (RO)
```

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PINELLAS PARK SQUAD 1        -01
FLORIDA HIGHWAY PATROL
SERGEANT
             01199
(8519)      33-1012-03, 10/54      (1.0)
```

```
PINELLAS PARK SQUAD 2        -02
FLORIDA HIGHWAY PATROL
SERGEANT
             01216
(8519)      33-1012-03, 10/54      (1.0)
```

```
PINELLAS PARK SQUAD 3        -03
FLORIDA HIGHWAY PATROL
SERGEANT
             00963
(8519)      33-1012-03, 10/54      (1.0)
```

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FLORIDA HIGHWAY PATROL
TROOPER
01205 01214 01300 04069 04070
   04747 04983 05398 05399
(8515)    33-3051-01, 8/52    (9.0)
```

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FLORIDA HIGHWAY PATROL
TROOPER
  00979 01008 01196 01203 01219
03291 03293 03770 04087 05154 05401
(8515)    33-3051-01, 8/52    (11.0)
```

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FLORIDA HIGHWAY PATROL
TROOPER
 01085 01206 01207 01213 01218
 04059 05395 05396 05397 05400
(8515)    33-3051-01, 8/52    (10.0)
```

DATE: 12/01/2016
SEQUENCE: 7610-02-01-05-04-02
OED:
NUMBER OF POSITIONS: 35
NUMBER OF FTE'S: 35.0

LAW ENFORCEMENT LIEUTENANT

01105

(8522)   33-1012-04, 12/55   (1.0)

SENIOR CLERK

01141

(0004)   43-9061-02, 3/11   (1.0)

MOTORCYCLE SQUAD   -01
FL HIGHWAY PATROL SERGEANT (MCY)
01188
(8519)   33-1012-03, 10/54   (1.0)

FL HIGHWAY PATROL TROOPER (MCY)
00971 01111 01212 01264
01271 03982 04160 04193
(8515)   33-3051-01, 8/52   (8.0)

CIU SQUAD   -02
FL HIGHWAY PATROL SERGEANT (CIU)
01265
(8519)   33-1012-03, 10/54   (1.0)

FL HIGHWAY PATROL TROOPER (FELONY)
01240 03964 05153
(8515)   33-3051-01, 8/52   (3.0)

FL HIGHWAY PATROL TROOPER (CANINE)
01003 01164 04005
(8515)   33-3051-01, 8/52   (3.0)

TAMPA DUI SQUAD   -03
FLORIDA HIGHWAY PATROL SERGEANT
01225
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01153 01576
02316 04006 05152
(8515)   33-3051-01, 8/52   (5.0)

TAMPA THI SQUAD   -04
FLORIDA HIGHWAY PATROL SERGEANT
03286
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER II
01114 01117 01125 01127 01130
01170 01197 01211 01520 01622
(8540)   33-3021-03, 9/53   (10.0)

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

DATE: 07/01/2017
SEQUENCE: 7610-02-01-03
OED:
NUMBER OF POSITIONS: 6
NUMBER OF FTE'S: 6.0

LAW ENFORCEMENT TROOP
MAJOR - FHP

00742
(7650)   11-9199-03, 21/540   (1.0)

ADMINISTRATIVE
SECRETARY

00568
(0108)   43-6011-02, 3/12   (1.0)

OFFICE OPERATIONS
CONSULTANT I
00743

(0162)   13-1199-03,7/20   (1.0)

TRAINING   -04
LAW ENFORCEMENT
LIEUTENANT
03997

(8522)   33-1012-04, 12/55   (1.0)

PAO
FLORIDA HIGHWAY PATROL
SERGEANT
03994

(8519)   33-1012-03, 10/54   (1.0)

SENIOR CLERK

00745
(0004)   43-9061-02, 3/11   (1.0)

JACKSONVILLE SPECIAL OPERATIONS   -01
LAW ENFORCEMENT CAPTAIN-SES

00814
(8632)   33-1012-05, 13/530   RO

JACKSONVILLE PATROL DISTRICT   -02
LAW ENFORCEMENT CAPTAIN-SES

00854
(8632)   33-1012-05, 13/530   RO

PALATKA DISTRICT   -03
LAW ENFORCEMENT CAPTAIN-SES

00755
(8632)   33-1012-05, 13/530   RO

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

DATE: 06/01/2016
SEQUENCE: 7610-02-01-03-01
OED: APM
NUMBER OF POSITIONS: 40
NUMBER OF FTE'S: 40.0

LAW ENFORCEMENT CAPTAIN-SES

00814

(8632)   33-1012-05, 13/530   (1.0)

SENIOR CLERK

00744 00745

(0004)   43-9061-02, 3/11   (2.0)

HSOTF - from DAS/DMV 7/1/02   -03
RECORDS TECHNICIAN

02172

(0045)   43-4199-02, 3/13   (1.0)

CRIME LABORATORY TECHNICIAN
Working Title: Evidence & Property Custodian
00075 00815

(8461)   19-4092-02, 5/15   (2.0)

JACKSONVILLE SUBDISTRICT 3   -01
LAW ENFORCEMENT LIEUTENANT
00756
(8522)   33-1012-04,12/55   (1.0)

JACKSONVILLE SUBDISTRICT 4   -02
LAW ENFORCEMENT LIEUTENANT
04113
(8522)   33-1012-04,12/55   (1.0)

JACKSONVILLE CIU SQUAD   -01
FL HIGHWAY PATROL
SERGEANT (CIU)
01109
(8519)   33-1012-03, 10/54   (1.0)

JACKSONVILLE MOTORCYCLE SQUAD   -02
FL HIGHWAY PATROL
SERGEANT (MCY)
00958
(8519)   33-1012-03,10/54   (1.0)

JACKSONVILLE/STARKE   -01
THI SQUAD 1
FLORIDA HIGHWAY PATROL
SERGEANT
03420
(8519)   33-1012-03,10/54   (1.0)

ST AUGUSTINE THI SQUAD   -03
FLORIDA HIGHWAY PATROL
SERGEANT
01475
(8519)   33-1012-03,10/54   (1.0)

**FL HIGHWAY PATROL
TROOPER (CANINE)**
00832 00849 04743
(8515)   33-3051-01,8/52   (3.0)

**FL HIGHWAY PATROL
TROOPER (MCY)**
00842 00844 00856 01045
01075 03993 04174 04223
(8515)   33-3051-01,8/52   (8.0)

FLORIDA HIGHWAY PATROL TROOPER II

00684 00759 00760
00833 00853 04072
(8540)   33-3021-03, 9/53   (6.0)

FLORIDA HIGHWAY PATROL TROOPER II

00800 00805 00839
00857 00919 01426
(8540)   33-3021-03, 9/53   (6.0)

**FL HIGHWAY PATROL
TROOPER (FELONY)**
00851 05144 05172
(8515)   33-3051-01,8/52   (3.0)

FLORIDA HIGHWAY PATROL TROOPER

00837 00846

(8515)   33-3051-01,8/52   (2.0)

FHP TROOP G

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

LAW ENFORCEMENT CAPTAIN-SES

00854

(8632)   33-1012-05, 13/530   (1.0)

SENIOR CLERK

03343

(0004)   43-9061-02, 3/11   (1.0)

MAINTENANCE REPAIRMAN

00810

(6373)   49-9042-01, 1/9   (1.0)

JACKSONVILLE SUBDISTRICT 1   **-01**
LAW ENFORCEMENT LIEUTENANT

02975

(8522)   33-1012-04, 12/55   (1.0)

STARKE SQUAD 1   **-01**
FLORIDA HIGHWAY PATROL SERGEANT

00686

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER

00682   00688   00689
00705   01004   03867

(8515)   33-3051-01, 8/52   (6.0)

STARKE SQUAD 2   **-04**
FLORIDA HIGHWAY PATROL SERGEANT

01261

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER

00014   00059   00680
00683   01047   01693

(8515)   33-3051-01, 8/52   (6.0)

JACKSONVILLE SQUAD 1   **-05**
FLORIDA HIGHWAY PATROL SERGEANT

00864

(8519)   33-1012-03,10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER

00762   00763   00847   00859   00862
03995   04222   05173   05414   05416

(8515)   33-3051-01,8/52   (10.0)

JACKSONVILLE SQUAD 2   **-06**
FLORIDA HIGHWAY PATROL SERGEANT

00826

(8519)   33-1012-03,10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER

00829   00840   00848   01035   01038
03671   04071   04173   04175   05413

(8515)   33-3051-01,8/52   (10.0)

JACKSONVILLE SQUAD 3   **-02**
FLORIDA HIGHWAY PATROL SERGEANT

00834

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER

00679   00836   00841   00950   01046
02981   03018   03418   04073   04793   05415

(8515)   33-3051-01, 8/52   (11.0)

JACKSONVILLE SQUAD 4   **-03**
FLORIDA HIGHWAY PATROL SERGEANT

00768

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER

00435   00838   00850   00860   01058
01089   02325   03673   04994   05417

(8515)   33-3051-01, 8/52   (10.0)

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

LAW ENFORCEMENT CAPTAIN-SES

00755

(8632)   33-1012-5, 13   (1.0)

SENIOR CLERK

03843 04861

(0004)   43-9061-2, 3   (2.0)

PALATKA SUBDISTRICT   -01
LAW ENFORCMENT LIEUTENANT

00767
(8522)   33-1012-4, 12   (1.0)

SAINT AUGUSTINE SQUAD 1   -01
FLORIDA HIGHWAY PATROL SERGEANT

04802
(8519)   33-1012-3, 10   (1.0)

PALATKA SQUAD 1   -01
FLORIDA HIGHWAY PATROL SERGEANT

00794
(8519)   33-1012-3, 10   (1.0)

FLORIDA HIGHWAY PATROL TROOPER

00758 00764 00798 00802 00803
00825 00965 01424 01978 05178 05179
(8515)   33-3051-1, 8   (11.0)

FLORIDA HIGHWAY PATROL TROOPER

00761 00765 00766 00769 00799
00801 00806 02038 02754 03412 03996
(8515)   33-3051-1, 8   (11.0)

FHP TROOP G

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

```
LAW ENFORCEMENT
MAJOR - FHP

                00865
(8626)    11-9199-03, 21    (1.0)
```

```
ADMINISTRATIVE SECRETARY

            01487

(0108)    43-6011-02, 3    (1.0)
```

```
AVIATION SECTION          -05
FLORIDA HIGHWAY PATROL
PILOT II
            01187
(8534)    33-3051-03, 10    (1.0)
```

```
TRAINING
LAW ENFORCEMENT
LIEUTENANT
            00880
(8522)    33-1012-04, 12    (1.0)
```

```
OFFICE OPERATIONS
CONSULTANT I
            01987
(0162)    13-1199-03, 7    (1.0)
```

```
TALLAHASSEE DISTRICT      -01
LAW ENFORCEMENT CAPTAIN-SES

            02032
(8632)    33-1012-05, 13    (RO)
```

```
QUINCY DISTRICT           -03
LAW ENFORCEMENT CAPTAIN-SES

            00808
(8632)    33-1012-05, 13    (RO)
```

FHP TROOP H

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

LAW ENFORCEMENT CAPTAIN-SES

02032

(8632) 33-1012-05, 13 (1.0)

SENIOR CLERK

03335

(0004) 43-9061-02, 3 (1.0)

CRIME LABORATORY TECHNICIAN
(Working Title: Evidence & Property Custodian)
04656

(8461) 19-4092-02, 5 (1.0)

MAINTENANCE MECHANIC

00873

(6466) 49-9042-02, 4 (1.0)

TALLAHASSEE SUBDISTRICT **-01**
LAW ENFORCEMENT LIEUTENANT

00876
(8522) 33-1012-04, 12 (1.0)

MADISON SUBDISTRICT **-02**
LAW ENFORCEMENT LIEUTENANT

01081
(8522) 33-1012-04, 12 (RO)

TALLAHASSEE SQUAD 1 **-01**
FLORIDA HIGHWAY PATROL SERGEANT

03263
(8519) 33-1012-03, 10 (1.0)

TALLAHASSEE SQUAD 2 **-02**
FLORIDA HIGHWAY PATROL SERGEANT

00882
(8519) 33-1012-03, 10 (1.0)

TALLAHASSEE SQUAD 3 **-03**
FLORIDA HIGHWAY PATROL SERGEANT

01789
(8519) 33-1012-03, 10 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
00881 00887 00890
00891 01511 04153 05181
(8515) 33-3051-01, 8 (7.0)

FLORIDA HIGHWAY PATROL TROOPER
00431 00978 01055
02308 03424 05180 05193
(8515) 33-3051-01, 8 (7.0)

FLORIDA HIGHWAY PATROL TROOPER
00605 00889 00897
00916 04187
(8515) 33-3051-01, 8 (5.0)

FLORIDA HIGHWAY PATROL TROOPER II

00894
(8540) 33-3021-03, 9 (1.0)

FHP TROOP H

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

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                        ┌─────────────────────────────────┐
                        │ LAW ENFORCEMENT LIEUTENANT        │
                        │                                   │
                        │            01081                  │
                        │ (8522)     33-1012-04, 12   (1.0) │
                        └─────────────────────────────────┘
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MADISON SQUAD 1 -01
FLORIDA HIGHWAY PATROL SERGEANT
00911
(8519)   33-1012-03, 10   (1.0)

MADISON SQUAD 2 -02
FLORIDA HIGHWAY PATROL SERGEANT
03315
(8519)   33-1012-03, 10   (1.0)

MADISON SQUAD 3 -03
FL HIGHWAY PATROL SERGEANT (CIU)
00879
(8519)   33-1012-03, 10   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
00908 00920 00921
01040 03314 04183
(8515)   33-3051-01, 8   (6.0)

FLORIDA HIGHWAY PATROL TROOPER
00909 00917 00918
01044 01366 01569
(8515)   33-3051-01, 8   (6.0)

FLORIDA HIGHWAY PATROL TROOPER
00888   00905
00989   03425   04759
(8515)   33-3051-01, 8   (5.0)

FL HIGHWAY PATROL TROOPER (CANINE)
01070
(8515)   33-3051-01, 8   (1.0)

FL HIGHWAY PATROL TROOPER (FELONY)
04166
(8515)   33-3051-01, 8   (1.0)

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 FTES: 36.0

```
                          LAW ENFORCEMENT CAPTAIN-SES

                                    00808

                     (8632)      33-1012-5, 13       (1.0)
```

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          SENIOR CLERK

              00899

     (004)   43-9061-2, 3   (1.0)
```

```
QUINCY SUBDISTRICT                              -01
LAW ENFORCEMENT LIEUTENANT

                    00923
     (8522)      33-1012-4, 12       (1.0)
```

```
QUINCY SQUAD 1                    -01
FLORIDA HIGHWAY PATROL
SERGEANT
                00811
(8519)       33-1012-3, 10    (1.0)
```

```
QUINCY SQUAD 2                    -02
FLORIDA HIGHWAY PATROL
SERGEANT
                00895
(8519)       33-1012-3, 10    (1.0)
```

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QUINCY SQUAD 3                    -03
FLORIDA HIGHWAY PATROL
SERGEANT
                00939
(8519)       33-1012-3, 10    (1.0)
```

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TALLAHASSEE TRAFFIC HOMICIDE SQUAD 1    -04
FLORIDA HIGHWAY PATROL
SERGEANT
                04200

      (8519)       33-1012-3, 10    (1.0)
```

```
FLORIDA HIGHWAY PATROL
TROOPER
  00154 00855 01292 01966
  03674 04075 04725 04813
(8515)    33-3051-1, 8    (8.0)
```

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FLORIDA HIGHWAY PATROL
TROOPER
  00929 00930 00941 01616
  03422 03798 04707 04726
(8515)    33-3051-1, 8    (8.0)
```

```
FLORIDA HIGHWAY PATROL
TROOPER
  00634 00931 00932 00933
  00934 00940 00943 04811
(8515)    33-3051-1, 8    (8.0)
```

```
FLORIDA HIGHWAY PATROL
TROOPER

              04712
(8515)    33-3051-1, 8    (1.0)
```

```
FLORIDA HIGHWAY PATROL
TROOPER II
      00892 00907
      01052 04004
(8540)    33-3021-3, 9    (4.0)
```

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

DATE: 07/01/2017
SEQUENCE: 7610-02-03
OED:
NUMBER OF POSITIONS: 2
NUMBER OF FTE'S: 2.0

CHIEF OF FLORIDA HIGHWAY PATROL

00506

(7981)   11-9199-03, 21/540   (1.0)

STAFF ASSISTANT

01933

(0120)   43-6011-02, 3/13   (1.0)

TROOP E HEADQUARTERS -01	TROOP F HEADQUARTERS -02	TROOP L HEADQUARTERS -03	TROOP D HEADQUARTERS -04	TROOP K HEADQUARTERS -06
LAW ENFORCEMENT MAJOR - FHP	LAW ENFORCEMENT MAJOR - FHP	LAW ENFORCEMENT MAJOR - FHP	LAW ENFORCEMENT MAJOR - FHP	LAW ENFORCEMENT MAJOR - FHP
01494	01684	01930	01274	01808
(8626) 11-9199-03, 21/540 (RO)	(8626) 11-9199-03, 21/540 (RO)	(8626) 11-9199-03, 21/540 (RO)	(8626) 11-9199-03, 21/540 (RO)	(8626) 11-9199-03, 21/540 (RO)

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

```
LAW ENFORCEMENT
MAJOR - FHP

            01274
(8626)    11-9199-03, 21    (1.0)
```

```
ADMINISTRATIVE SECRETARY

            01275

(0108)    43-6011-02, 3    (1.0)
```

```
PAO
FLORIDA HIGHWAY PATROL
SERGEANT
            04040
(8519)    33-1012-03, 10    (1.0)
```

```
AVIATION
FLORIDA HIGHWAY PATROL
PILOT I
            01350

(8532)    33-3051-02, 9    (1.0)
```

```
OFFICE OPERATIONS
CONSULTANT I
            01276
(0162)    13-1199-03, 7    (1.0)
```

```
TROOP D TRAINING COORDINATOR
LAW ENFORCEMENT
LIEUTENANT
            01416
(8522)    33-1012-04, 12    (1.0)
```

```
ORLANDO DISTRICT 2        -03
LAW ENFORCEMENT CAPTAIN-SES

            01481
(8632)    33-1012-05, 13    RO
```

```
COCOA & DELAND DISTRICT    -04
LAW ENFORCEMENT CAPTAIN-SES

            01441
(8632)    33-1012-05, 13    RO
```

```
ORLANDO DISTRICT 1        -05
LAW ENFORCEMENT CAPTAIN-SES

            01385
(8632)    33-1012-05, 13    RO
```

FHP TROOP D

DATE: 06/01/2016
SEQUENCE: ARM 7610-02-03-04-03
OED:
NUMBER OF POSITIONS: 53
NUMBER OF FTE'S: 53.0

LAW ENFORCEMENT CAPTAIN-SES

01481
(8632) 33-1012-05, 13/530 (1.0)

SENIOR CLERK

00945 03842 04865
(0004) 43-9061-02, 3/11 (3.0)

RECORDS TECHNICIAN

03027
(0045) 43-4199-02, 3/13 (1.0)

CRIME LABORATORY TECHNICIAN
Working Title: Evidence & Property Custodian

01273
(8461) 19-4092-02, 5/15 (1.0)

ORLANDO SUBDISTRICT 3   -02
LAW ENFORCEMENT LIEUTENANT

05231
(8522) 33-1012-04, 12/55   RO

ORLANDO SUBDISTRICT 2   -01
LAW ENFORCEMENT LIEUTENANT

00954
(8522) 33-1012-04, 12/55 (1.0)

ORLANDO SUBDISTRICT 4   -03
LAW ENFORCEMENT LIEUTENANT

01449
(8522) 33-1012-04, 12/55 (1.0)

ORLANDO DUI SQUAD   -01
FLORIDA HIGHWAY PATROL
SERGEANT
01354
(8519) 33-1012-03, 10/54 (1.0)

ORLANDO SQUAD 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT
04799
(8519) 33-1012-03, 10/54 (1.0)

ORLANDO SQUAD 4   -04
FLORIDA HIGHWAY PATROL
SERGEANT
04045
(8519) 33-1012-03, 10/54 (1.0)

ORLANDO SQUAD 6   -01
FLORIDA HIGHWAY PATROL
SERGEANT
01325
(8519) 33-1012-03, 10/54 (1.0)

KISSIMMEE SQUAD 3   -03
FLORIDA HIGHWAY PATROL
SERGEANT
01359
(8519) 33-1012-03, 10/54 (1.0)

KISSIMMEE SQUAD 4   -04
FLORIDA HIGHWAY PATROL
SERGEANT
01476
(8519) 33-1012-03, 10/54 (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
00982 01360 04413
04425 04443 04766
(8515) 33-3051-01, 8/52 (6.0)

FLORIDA HIGHWAY PATROL
TROOPER
01295 01340 04103
04750 04754 04764
(8515) 33-3051-01, 8/52 (6.0)

FLORIDA HIGHWAY PATROL
TROOPER
01315 01335 01352
01477 01484 04230
(8515) 33-3051-01, 8/52 (6.0)

FLORIDA HIGHWAY PATROL
TROOPER
00969 01341 03797
04225 04417 04753 04758
(8515) 33-3051-01, 8/52 (7.0)

FLORIDA HIGHWAY PATROL
TROOPER
01312 01332 03299
03984 04231 04755
(8515) 33-3051-01, 8/52 (6.0)

FLORIDA HIGHWAY PATROL
TROOPER
01343 01344 01361 01363
01470 01482 01904 04730
(8515) 33-3051-01, 8/52 (8.0)

FHP TROOP D

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

LAW ENFORCEMENT LIEUTENANT

05231
(8522)   33-1012-04, 12/55   (1.0)

ORLAND SQUAD 5   -01

FLORIDA HIGHWAY PATROL SERGEANT

01302
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01060 01063 01330
01342 01910 03316 05160
(8515)   33-3051-01, 8/52   (7.0)

KISSIMMEE SQUAD 1   -02

FLORIDA HIGHWAY PATROL SERGEANT

01301
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01317 01479 03405
04715 04751 04762 04991
(8515)   33-3051-01, 8/52   (7.0)

ORLANDO SQUAD 1   -03

FLORIDA HIGHWAY PATROL SERGEANT

01299
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01318 01327
01349 03771 03796
(8515)   33-3051-01, 8/52   (5.0)

ORLANDO SQUAD 7   -04

FLORIDA HIGHWAY PATROL SERGEANT

05166
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01336 01338 01339 01364
01527 03983 04171 05157
(8515)   33-3051-01, 8/52   (8.0)

FHP TROOP D

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

LAW ENFORCEMENT CAPTAIN-SES

01441
(8632)   33-1012-05, 13/530   (1.0)

SENIOR CLERK
00536   01308
01442   03338
(0004)   43-9061-02, 3/11   (4.0)

RECORDS TECHNICIAN

04661
(0045)   43-4199-02, 3/13   (1.0)

CRIME LABORATORY TECHNICIAN
Working Title: Evidence & Property Custodian
02496

(8461)   19-4092-02, 5   (1.0)

COCOA SUBDISTRICT   -01
LAW ENFORCEMENT LIEUTENANT

01057
(8522)   33-1012-04, 12/55   (1.0)

DELAND SUBDISTRICT   -02
LAW ENFORCEMENT LIEUTENANT

00994
(8522)   33-1012-04, 12/55   RO

FLORIDA HIGHWAY PATROL
TROOPER
01453 01457 01474
04989 05159
(8515)   33-3051-01, 8/52   (5.0)

COCOA SQUAD 1   -01
FLORIDA HIGHWAY PATROL
SERGEANT
01346
(8519)   33-1012-03, 10/54   (1.0)

COCOA SQUAD 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT
04797
(8519)   33-1012-03, 10/54   (1.0)

COCOA SQUAD 3   -03
FLORIDA HIGHWAY PATROL
SERGEANT
01451
(8519)   33-1012-03, 10/54   (1.0)

COCOA SQUAD 4   -04
FLORIDA HIGHWAY PATROL
SERGEANT
01450
(8519)   33-1012-03, 10/54   (1.0)

COCOA SQUAD 5   -05
FLORIDA HIGHWAY PATROL
SERGEANT
01413
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
01465 01467 01468
01471 01472
(8515)   33-3051-01, 8/52   (5.0)

FLORIDA HIGHWAY PATROL
TROOPER
01459 01463 01469
03296 04761
(8515)   33-3051-01, 8/52   (5.0)

FLORIDA HIGHWAY PATROL
TROOPER
01452 01460 01464
01473 03406
(8515)   33-3051-01, 8/52   (5.0)

FLORIDA HIGHWAY PATROL
TROOPER
01453 01474
04989 05159
(8515)   33-3051-01, 8/52   (4.0)

FLORIDA HIGHWAY PATROL
TROOPER II
01326 01382 01402
01404 01405 01429
01430 01455 01461 01480
(8540)   33-3021-03, 9/53   (10.0)

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

DATE: 06/01/2015
SEQUENCE: 7610-02-03-04-04-02
OED: APM
NUMBER OF POSITIONS: 45
NUMBER OF FTES: 45.0

LAW ENFORCEMENT LIEUTENANT
00994
(8522)   33-1012-04, 12   (1.0)

DELAND SQUAD 1 -01	DELAND SQUAD 2 -02	DELAND SQUAD 3 -03	DELAND SQUAD 4 -04	DELAND SQUAD 5 -05
FLORIDA HIGHWAY PATROL SERGEANT	FLORIDA HIGHWAY PATROL SERGEANT	FLORIDA HIGHWAY PATROL SERGEANT	FLORIDA HIGHWAY PATROL SERGEANT	FLORIDA HIGHWAY PATROL SERGEANT
01393	03403	01417	01411	04757
(8519) 33-1012-03, 10 (1.0)	(8519) 33-1012-03, 10 (1.0)	(8519) 33-1012-03, 10 (1.0)	(8519) 33-1012-03, 10 (1.0)	(8519) 33-1012-03, 10 (1.0)

FLORIDA HIGHWAY PATROL TROOPER	FLORIDA HIGHWAY PATROL TROOPER	FLORIDA HIGHWAY PATROL TROOPER	FLORIDA HIGHWAY PATROL TROOPER	FLORIDA HIGHWAY PATROL TROOPER
01422 01425 01433 03036 03074 04770 05158	01064 01297 01432 01434 01751 03680 04771	01395 01412 01423 01436 01454 03295 04767	01394 01398 01406 01408 01414 01415 01644 04765 04987	00974 01303 01396 01403 03393 03404 04196 04988 05163
(8515) 33-3051-01, 8 (7.0)	(8515) 33-3051-01, 8 (7.0)	(8515) 33-3051-01, 8 (7.0)	(8515) 33-3051-01, 8 (9.0)	(8515) 33-3051-01, 8 (9.0)

FHP TROOP D

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

LAW ENFORCEMENT CAPTAIN-SES
01385
(8632) 33-1012-5, 13/530 (1.0)

SENIOR CLERK
00946
(0004) 43-9061-02, 3/11 (1.0)

ORLANDO SUBDISTRICT 1 -01
LAW ENFORCEMENT LIEUTENANT
01365
(8522) 33-1012-4, 12/55 (1.0)

ORLANDO SUBDISTRICT 2 -02
LAW ENFORCEMENT LIEUTENANT
01294
(8522) 33-1012-4, 12/55 (1.0)

I-4 SQUAD 1 (NON-FDOT) -01
FLORIDA HIGHWAY PATROL SERGEANT
02326
(8519) 33-1012-3, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
02343
(8515) 33-3051-1, 8/52 (1.0)

I-4 SQUAD 1 -01
FLORIDA HIGHWAY PATROL TROOPER
00017 00210 00712 02319 05111
(8515) 33-3051-1, 8/52 (5.0)

LEESBURG SQUAD 2 -04
FLORIDA HIGHWAY PATROL SERGEANT
00906
(8519) 33-1012-3, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01372 01374 01376
01410 01914 01921
(8515) 33-3051-1, 8/52 (6.0)

FLORIDA HIGHWAY PATROL TROOPER II
01061
(8540) 33-3021-3, 9/53 (1.0)

I-4 SQUAD 2 -02
FLORIDA HIGHWAY PATROL SERGEANT
02336
(8519) 33-1012-3, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
00485 02288
03344 03901
(8515) 33-3051-1, 8/52 (4.0)

I-4 SQUAD 2 (NON-FDOT) -01
FLORIDA HIGHWAY PATROL TROOPER
00088 02283
(8515) 33-3051-1, 8/52 (2.0)

CIU SQUAD -05
FL HIGHWAY PATROL SERGEANT (CIU)
01310
(8519) 33-1012-3, 10/54 (1.0)

FL HIGHWAY PATROL TROOPER (CANINE)
00986 01466
(8515) 33-3051-1, 8/52 (2.0)

FL HIGHWAY PATROL TROOPER (FELONY)
01462 05162
(8515) 33-3051-1, 8/52 (2.0)

LEESBURG SQUAD 1 -03
FLORIDA HIGHWAY PATROL SERGEANT
01379
(8519) 33-1012-3, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
00687 01296 01377 01378
01380 01381 01384
(8515) 33-3051-1, 8/52 (7.0)

I-4 SQUAD 3 -06
FLORIDA HIGHWAY PATROL SERGEANT
02327
(8519) 33-1012-3, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
00070 02017 02258
02973 02998 04388
(8515) 33-3051-1, 8/52 (6.0)

THI SQUAD 1 -01
FLORIDA HIGHWAY PATROL SERGEANT
01345
(8519) 33-1012-3, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER II
01314 01373 01399
01485 04226 04990
(8540) 33-3021-3, 9/53 (6.0)

THI SQUAD 2 -02
FLORIDA HIGHWAY PATROL SERGEANT
03298
(8519) 33-1012-3, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01401 04151
(8515) 33-3051-1, 8/52 (2.0)

FLORIDA HIGHWAY PATROL TROOPER II
01306 01311 01323
01324 01334 01348 04756
(8540) 33-3021-3, 9/53 (7.0)

ORLANDO EXPRESSWAY SQUAD -04
FLORIDA HIGHWAY PATROL SERGEANT
02391
(8519) 33-1012-3, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
00206 00292 00296
00302 00312 00313 00319
(8515) 33-3051-1, 8/52 (7.0)

ORLANDO MCY SQUAD -03
FL HIGHWAY PATROL SERGEANT (MCY)
04800
(8519) 33-1012-3, 10/54 (1.0)

FL HIGHWAY PATROL TROOPER (MCY)
01010 01309 01322 01328
01331 01333 03300 04046 04782
(8515) 33-3051-1, 8/52 (9.0)

FHPTROOP D

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

DATE: 07/01/2017
SEQUENCE: 7610-02-03-01
OED: _____
NUMBER OF POSITIONS: 6
NUMBER OF FTE'S: 6.0

LAW ENFORCEMENT
MAJOR - FHP

01494
(8626)   11-9199-03, 21/540   (1.0)

LAW ENFORCEMENT
AIRPLANE PILOT I
01611

(8532)   33-3051-02, 9/53   (1.0)

ADMINISTRATIVE SECRETARY

01495

(0108)   43-6011-02, 3/12   (1.0)

MAINTENANCE MECHANIC

01506

(6466)   49-9042-02, 4/14   (1.0)

PAO
LAW ENFORCEMENT LIEUTENANT
01535

(8522)   33-1012-04, 12/15   (1.0)

OFFICE OPERATIONS
CONSULTANT I
03636

(0162)   13-1199-03, 7/20   (1.0)

MIAMI DISTRICT 1	-01
LAW ENFORCEMENT CAPTAIN-SES	
00437	
(8632) 33-1012-05, 13/530	RO

MIAMI DISTRICT 2	-02
LAW ENFORCEMENT CAPTAIN-SES	
01547	
(8632) 33-1012-05, 13/530	RO

MIAMI DISTRICT 3	-03
LAW ENFORCEMENT CAPTAIN-SES	
01513	
(8632) 33-1012-05, 13/530	RO

FHP TROOP E

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

DATE: 08/01/2016
SEQUENCE: 7610-02-03-01-01
OED: AOM
NUMBER OF POSITIONS: 64
NUMBER OF FTES: 64.0

LAW ENFORCEMENT CAPTAIN-SES
00437
(8632) 33-1012-5, 13/530 (1.0)

SENIOR CLERK
01595
(0004) 43-9061-2, 3/11 (1.0)

MIAMI SUBDISTRICT 2 -02
LAW ENFORCEMENT LIEUTENANT
01222
(8522) 33-1012-4, 12/55 (1.0)

MIAMI SUBDISTRICT 3 -03
LAW ENFORCEMENT LIEUTENANT
01575
(8522) 33-1012-4, 12/55 (1.0)

MIAMI SQUAD 7 -01
FLORIDA HIGHWAY PATROL SERGEANT
03800
(8519) 33-1012-3, 10/54 (1.0)

MIAMI SQUAD 5 -02
FLORIDA HIGHWAY PATROL SERGEANT
01567
(8519) 33-1012-3, 10/54 (1.0)

MIAMI SQUAD 6 -03
FLORIDA HIGHWAY PATROL SERGEANT
03817
(8519) 33-1012-3, 10/54 (1.0)

MIAMI SQUAD 4 -01
FLORIDA HIGHWAY PATROL SERGEANT
04062
(8519) 33-1012-3, 10/54 (1.0)

MIAMI SQUAD 3 -02
FLORIDA HIGHWAY PATROL SERGEANT
04009
(8519) 33-1012-3, 10/54 (1.0)

MIAMI SQUAD 2 -03
FLORIDA HIGHWAY PATROL SERGEANT
01577
(8519) 33-1012-3, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
00970 00997 01548 01558
01584 03428 04058 04139 04215
(8515) 33-3051-1, 8/52 (9.0)

FLORIDA HIGHWAY PATROL TROOPER
01062 01514 01532 01587 01588
03773 04216 04218 04783
(8515) 33-3051-1, 8/52 (9.0)

FLORIDA HIGHWAY PATROL TROOPER
00813 01553 01582 04056
04777 04779 05077 05408
(8515) 33-3051-1, 8/52 (8.0)

FLORIDA HIGHWAY PATROL TROOPER
00977 01023 01526 01555 01586
04061 04138 04210 04510 04773
(8515) 33-3051-1, 8/52 (10.0)

FLORIDA HIGHWAY PATROL TROOPER
00998 01011 01022 01428
01512 04012 04145 04150 05412
(8515) 33-3051-1, 8/52 (9.0)

FLORIDA HIGHWAY PATROL TROOPER
01522 01531 01568 03303 04010
04015 04049 04205 05411
(8515) 33-3051-1, 8/52 (9.0)

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

LAW ENFORCEMENT CAPTAIN-SES
01547
(8632)   33-1012-5, 13/530   (1.0)

CRIME LABORATORY TECHNICIAN
Working Title: Evidence & Property Custodian
03514
(8461)   19-4092-02, 5/15   (1.0)

MIAMI SUBDISTRICT 1   -01
LAW ENFORCEMENT LIEUTENANT
01510
(8522)   33-1012-04, 12/55   (1.0)

MIAMI SUBDISTRICT 2   -02
LAW ENFORCEMENT LIEUTENANT
01515
(8522)   33-1012-04, 12/55   (1.0)

MIAMI SUBDISTRICT 3   -03
LAW ENFORCEMENT LIEUTENANT
00753
(8522)   33-1012-04, 12/55   (1.0)

SENIOR CLERK
03377 04867
(0004)   43-9061-02, 3/11   (2.0)

CIU SQUAD 1   -01
FL HIGHWAY PATROL SERGEANT (CIU)
03819
(8519)   33-1012-03, 10/54   (1.0)

MIAMI THI SQUAD   -01
FLORIDA HIGHWAY PATROL SERGEANT
01585
(8519)   33-1012-03, 10/54   (1.0)

MCY SQUAD 1   -01
FL HIGHWAY PATROL SERGEANT (MCY)
04142
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
02768 04211
(8515)   33-3051-01, 8/52   (2.0)

FL HIGHWAY PATROL TROOPER (CANINE)
01563 01572 01849 04143 04198
(8515)   33-3051-01, 8/52   (5.0)

FLORIDA HIGHWAY PATROL TROOPER II
01090 01159 01552 01556 01564
01565 01606 01610 01838 04457
(8540)   33-3021-03, 9/53   (10.0)

FL HIGHWAY PATROL TROOPER (MCY)
01537 01837 04016 04018
04057 04201 04212 04775
(8515)   33-3051-01, 8/52   (8.0)

FL HIGHWAY PATROL TROOPER II (MCY)
01018
(8540)   33-3021-03, 9/53   (1.0)

FL HIGHWAY PATROL TROOPER (FELONY)
01266 01562 01578 04050 04152
(8515)   33-3051-01, 8/52   (5.0)

FHP E MIAMI DISTRICT 1

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

LAW ENFORCEMENT CAPTAIN-SES

01513

(8632)   33-1012-05, 13/530   (1.0)

SENIOR CLERK

04112

(0004)   43-9061-02, 3/11   (1.0)

MIAMI SUBDISTRICT 1   -01
LAW ENFORCEMENT
LIEUTENANT
05079
(8522)   33-1012-04, 12/55   (1.0)

MIAMI SUBDISTRICT 2   -02
LAW ENFORCEMENT
LIEUTENANT
05081
(8522)   33-1012-04, 12/55   RO

MARATHON SUBDISTRICT 1   -03
LAW ENFORCEMENT
LIEUTENANT
01596
(8522)   33-1012-04, 12/55   RO

MIAMI SQUAD 1   -01
FLORIDA HIGHWAY PATROL
SERGEANT
00996
(8519)   33-1012-03, 10/54   (1.0)

MIAMI SQUAD 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT
03407
(8519)   33-1012-03, 10/54   (1.0)

MIAMI SQUAD 3   -03
FLORIDA HIGHWAY PATROL
SERGEANT
01516
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
01020 01551 03682
03818 04017 04048 04053
(8515)   33-3051-01, 8/52   (7.0)

FLORIDA HIGHWAY PATROL
TROOPER II
01519 01540
(8540)   33-3021-03, 9/53   (2.0)

FLORIDA HIGHWAY PATROL
TROOPER
00440 00991 01017 01059 01536
01846 04011 04208 04776
(8515)   33-3051-01, 8/52   (9.0)

FLORIDA HIGHWAY PATROL
TROOPER
01012 01534 01560
01566 01830 02382 04204
(8515)   33-3051-01, 8/52   (7.0)

FLORIDA HIGHWAY PATROL
TROOPER II
01541
(8540)   33-3021-03, 9/53   (1.0)

DATE: 05/27/2016
SEQUENCE: 7610-02-03-01-03-02
OED: APM
NUMBER OF POSITIONS: 29
NUMBER OF FTE'S: 29.0
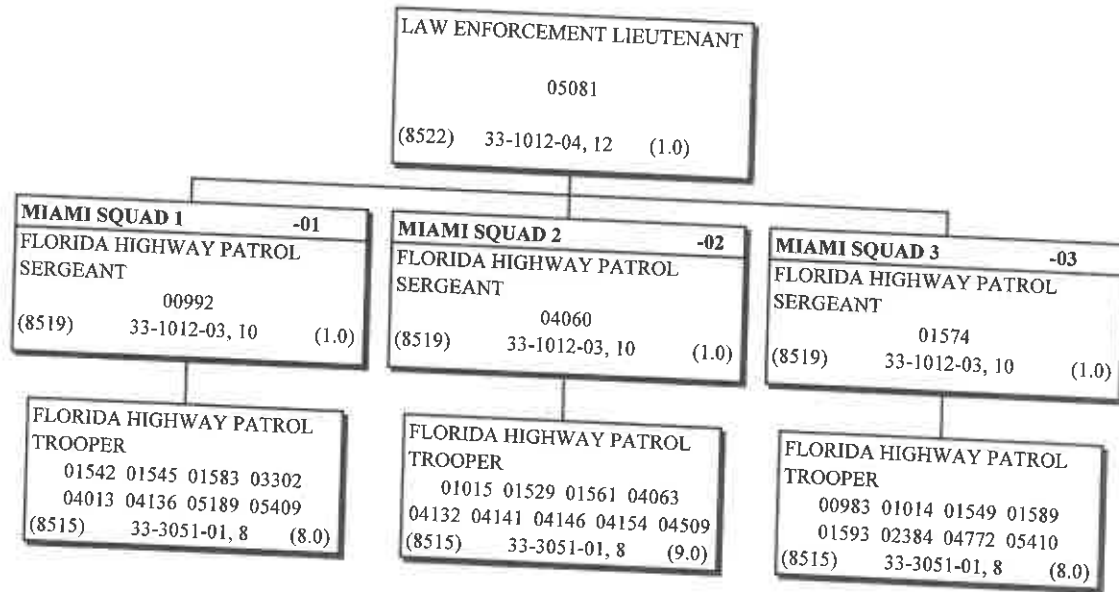
LAW ENFORCEMENT LIEUTENANT

05081

(8522)   33-1012-04, 12   (1.0)

MIAMI SQUAD 1 -01
FLORIDA HIGHWAY PATROL SERGEANT

00992

(8519)   33-1012-03, 10   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01542 01545 01583 03302
04013 04136 05189 05409
(8515)   33-3051-01, 8   (8.0)

MIAMI SQUAD 2 -02
FLORIDA HIGHWAY PATROL SERGEANT

04060

(8519)   33-1012-03, 10   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01015 01529 01561 04063
04132 04141 04146 04154 04509
(8515)   33-3051-01, 8   (9.0)

MIAMI SQUAD 3 -03
FLORIDA HIGHWAY PATROL SERGEANT

01574

(8519)   33-1012-03, 10   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
00983 01014 01549 01589
01593 02384 04772 05410
(8515)   33-3051-01, 8   (8.0)

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

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┌─────────────────────────────────────┐
│ LAW ENFORCEMENT LIEUTENANT           │
│                                      │
│            01596                     │
│                                      │
│ (8522)      33-1012-4, 12/55  (1.0)  │
└─────────────────────────────────────┘

┌─────────────────────────────────────┐
│ SENIOR CLERK                         │
│                                      │
│            01620                     │
│                                      │
│ (0004)      43-9061-2, 3/11   (1.0)  │
└─────────────────────────────────────┘

┌──────────────────────────────┐  ┌──────────────────────────────┐
│ MARATHON SQUAD 1        -01   │  │ MARATHON SQUAD 2        -02   │
│ FLORIDA HIGHWAY PATROL        │  │ FLORIDA HIGHWAY PATROL        │
│ SERGEANT                      │  │ SERGEANT                      │
│           03276               │  │           01614               │
│ (8519)  33-1012-3, 10/54 (1.0)│  │ (8519)  33-1012-3, 10/54 (1.0)│
└──────────────────────────────┘  └──────────────────────────────┘

┌──────────────────────────────┐  ┌──────────────────────────────┐
│ FLORIDA HIGHWAY PATROL        │  │ FLORIDA HIGHWAY PATROL        │
│ TROOPER                       │  │ TROOPER                       │
│   01605  01608  01617         │  │   01609  01619  03277         │
│   03278  03281  03283  04202  │  │   03684  05164  05165         │
│ (8515)   33-3051-1, 8/52 (7.0)│  │ (8515)   33-3051-1, 8/52 (6.0)│
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DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP F / BRADENTON HEADQUARTERS

LAW ENFORCEMENT
MAJOR - FHP

01684
(8626)   11-9199-03, 21/540   (1.0)

ADMINISTRATIVE SECRETARY

01499

(0108)   43-6011-02, 3/12   (1.0)

PAO
LAW ENFORCEMENT
LIEUTENANT
01781
(8522)   33-1012-04, 12/55   (1.0)

OFFICE OPERATIONS
CONSULTANT I
01688

(0162)   13-1199-03, 7/20   (1.0)

LAW ENFORCEMENT
LIEUTENANT
04163
(8522)   33-1012-04, 12/55   (1.0)

AVIATION SECTION
FLORIDA HIGHWAY PATROL
PILOT I
01078
(8532)   33-3051-02, 9/53   (1.0)

SPECIAL OPERATIONS   -01
LAW ENFORCEMENT CAPTAIN-SES

03687
(8632)   33-1012-05, 13/530   RO

SOUTHERN DISTRICT   -02
LAW ENFORCEMENT CAPTAIN-SES

01758
(8632)   33-1012-05, 13/530   RO

NORTHERN DISTRICT   -03
LAW ENFORCEMENT CAPTAIN-SES

01687
(8632)   33-1012-05, 13/530   RO

FHP TROOP F
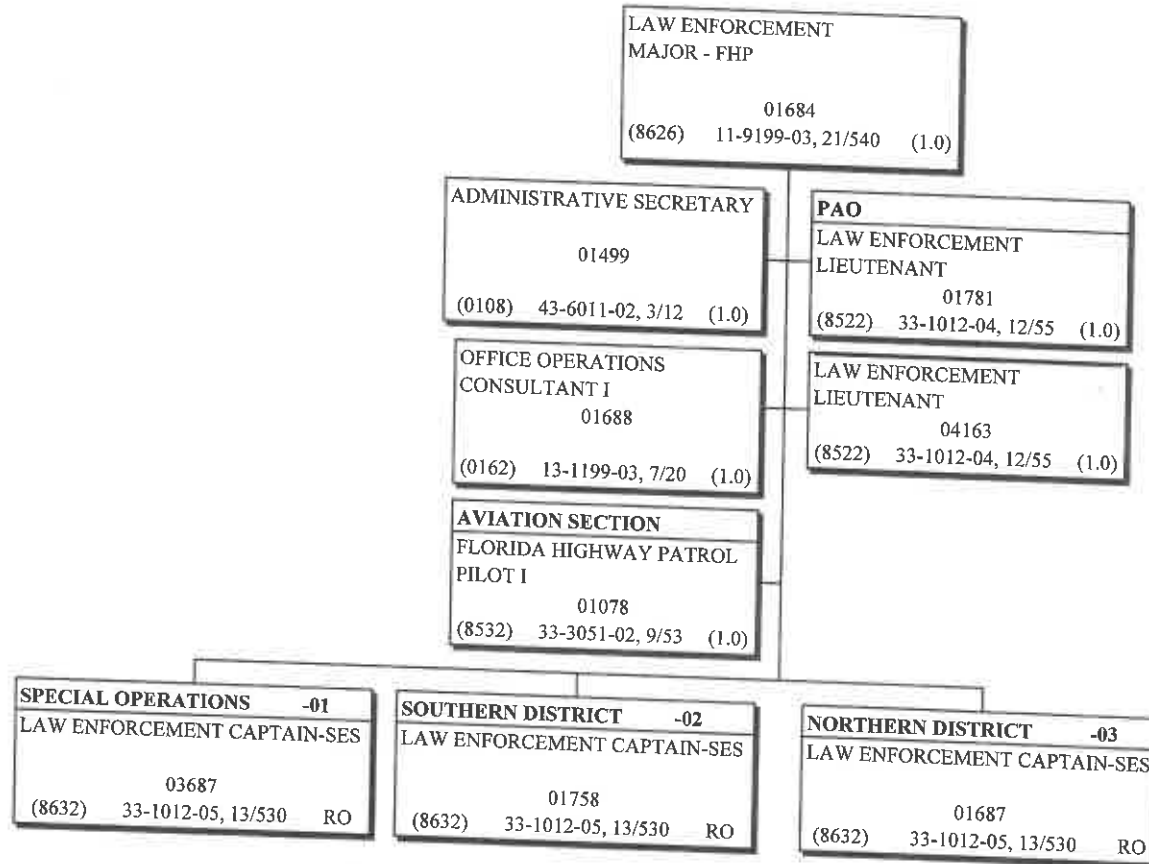
DATE: 06/01/2016
SEQUENCE: 7610-02-03-02-01
OED: APM
NUMBER OF POSITIONS: 26
NUMBER OF FTE'S: 26.0

LAW ENFORCEMENT CAPTAIN-SES

03687

(8632) 33-1012-5, 13/530 (1.0)

SENIOR CLERK
02342

(0004) 43-9061-2, 3/11 (1.0)

CIU SQUAD -01
FL HIGHWAY PATROL
SERGEANT (CIU)
01076
(8519) 33-1012-03, 10/54 (1.0)

BRADENTON THI SQUAD 1 -02
FLORIDA HIGHWAY PATROL
SERGEANT
00419
(8519) 33-1012-3, 10/54 (1.0)

BRADENTON THI SQUAD 2 -03
FLORIDA HIGHWAY PATROL
SERGEANT
01640
(8519) 33-1012-3, 10/54 (1.0)

FL HIGHWAY PATROL
TROOPER (CANINE)
01790 03988 04785

(8515) 33-0351-01, 8/52 (3.0)

FLORIDA HGHWAY PATROL
TROOPER II
01701 01706 01708
01736 01778 02931 04791
(8540) 33-3021-03, 9/53 (7.0)

FLORIDA HGHWAY PATROL
TROOPER II
01570 01717 01740 01749
01783 01784 01803 03821
(8540) 33-3021-03, 9/53 (8.0)

FL HIGHWAY PATROL
TROOPER (FELONY)
01683 01715 03976

(8515) 33-3051-01, 8/52 (3.0)

FHP TROOP F

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

LAW ENFORCEMENT CAPTAIN-SES
01758
(8632) 33-1012-05, 13/530 (1.0)

SENIOR CLERK
01791 01972
(0004) 43-9061-02, 3/11 (2.0)

RECORDS TECHNICIAN
02151
(0045) 43-4199-02, 3/13 (1.0)

CRIME LABORATORY TECHNICIAN
Working Title: Evidence & Property Custodian
01759 05207
(8461) 19-4092-02, 5/15 (2.0)

SUBDISTRICT I   -01
LAW ENFORCEMENT LIEUTENANT
01699
(8522) 33-1012-04, 12/55 (1.0)

SUBDISTRICT II   -05
LAW ENFORCEMENT LIEUTENANT
01458
(8522) 33-1012-04, 12/55 (1.0)

(HSOTF) ALLIGATOR ALLEY SQUAD 1   -01
FLORIDA HIGHWAY PATROL SERGEANT
03938
(8519) 33-1012-03, 10/54 (1.0)

(HSOTF) ALLIGATOR ALLEY SQUAD 2   -02
FLORIDA HIGHWAY PATROL SERGEANT
00936
(8519) 33-1012-03, 10/54 (1.0)

FT. MYERS SQUAD 2   -03
FLORIDA HIGHWAY PATROL SERGEANT
01723
(8519) 33-1012-03, 10/54 (1.0)

FT. MYERS SQUAD 1   -04
FLORIDA HIGHWAY PATROL SERGEANT
01767
(8519) 33-1012-03, 10/54 (1.0)

FT. MYERS SQUAD 3   -05
FLORIDA HIGHWAY PATROL SERGEANT
03309
(8519) 33-1012-03, 10/54 (1.0)

(HSOTF) WEST GATE - COLLIER
FLORIDA HIGHWAY PATROL TROOPER
00795 00927
03885 04410
(8515) 33-3051-01, 8/52 (4.0)

(HSOTF) WEST GATE - COLLIER
FLORIDA HIGHWAY PATROL TROOPER
00796 00926
03081 03882
(8515) 33-3051-01, 8/52 (4.0)

FLORIDA HIGHWAY PATROL TROOPER
01712 01780 01785 01805
01806 02098 03688 03990 04784
(8515) 33-0351-01, 8/52 (9.0)

FLORIDA HIGHWAY PATROL TROOPER
00737 01024 01771 01773
03820 03417 04067 04214 05168
(8515) 33-3051-01, 8/52 (9.0)

FLORIDA HIGHWAY PATROL TROOPER
01550 01776 01799 03416 04055
04066 04134 04161 04705 04787
(8515) 33-3051-01, 8/52 (10.0)

(HSOTF) EAST GATE - BROWARD
FLORIDA HIGHWAY PATROL TROOPER
04568 05341
(8515) 33-3051-01, 8/52 (2.0)

(HSOTF) EAST GATE - BROWARD
FLORIDA HIGHWAY PATROL TROOPER
05339 05340
(8515) 33-3051-01, 8/52 (2.0)

FT. MYERS SQUAD 5   -06
FLORIDA HIGHWAY PATROL SERGEANT
01794
(8519) 33-1012-03, 10/54 (1.0)

FT. MYERS SQUAD 4   -07
FLORIDA HIGHWAY PATROL SERGEANT
01557
(8519) 33-1012-03, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01080 01337 01533 01698
01703 01768 01800 04066 05167
(8515) 33-3051-01, 8/52 (9.0)

FLORIDA HIGHWAY PATROL TROOPER
01025 01351 01770 01792
01802 03415 03989 03991 04695
(8515) 33-3051-01, 8/52 (9.0)

FHP TROOP F

DATE: 06/02/2017
SEQUENCE: 7610-02-03-02-03-02
OED: _____
NUMBER OF POSITIONS: 36
NUMBER OF FTE'S: 36.0

LAW ENFORCEMENT LIEUTENANT

01697

(8522)   33-1012-04, 12/55   (1.0)

BRADENTON SQUAD 1   -01
FLORIDA HIGHWAY PATROL
SERGEANT
00988
(8519)   33-1012-03, 10/54   (1.0)

BRADENTON SQUAD 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT
01727
(8519)   33-1012-03, 10/54   (1.0)

ARCADIA SQUAD 1   -03
FLORIDA HIGHWAY PATROL
SERGEANT
01730
(8519)   33-1012-03, 10/54   (1.0)

ARCADIA SQUAD 2   -04
FLORIDA HIGHWAY PATROL
SERGEANT
01842
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
01031 01033 01034 01704 01707
01738 01769 01787 03306 04986
(8515)   33-3051-01, 8/52   (10.0)

FLORIDA HIGHWAY PATROL
TROOPER
00741 01713
01714 04696 04801
(8515)   33-3051-01, 8/52   (5.0)

FLORIDA HIGHWAY PATROL
TROOPER
00667 01702 01748 01756
01779 02901 04786 04792
(8515)   33-3051-01, 8/52   (8.0)

FLORIDA HIGHWAY PATROL
TROOPER
01158 01719 01722 01935
02115 02769 04065 05171
(8515)   33-3051-01, 8/52   (8.0)

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

DATE: 07/03/2017
SEQUENCE: 7610-02-03-02-03
OED:

NUMBER OF POSITIONS: 32
NUMBER OF FTE'S: 32.0

LAW ENFORCEMENT CAPTAIN-SES

01687

(8632)   33-1012-5, 13/530   (1.0)

SENIOR CLERK
01686 03341
04099 04871
(0004)   43-9061-2, 3/11   (4.0)

VENICE   -01
LAW ENFORCEMENT LIEUTENANT

00898
(8522)   33-1012-4, 12/55   (1.0)

BRADENTON / ARCADIA   -02
LAW ENFORCEMENT LIEUTENANT

01697
(8522)   33-1012-4, 12/55   RO

VENICE SQUAD 1   -01
FLORIDA HIGHWAY PATROL
SERGEANT
01705
(8519)   33-1012-3, 10/54   (1.0)

VENICE SQUAD 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT
01077
(8519)   33-1012-3, 10/54   (1.0)

VENICE SQUAD 4   -04
FLORIDA HIGHWAY PATROL
SERGEANT
00858
(8519)   33-1012-3, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
01696 01711 01743 01752
02814 02933 03307 04002 04985
(8515)   33-3051-1, 8/52   (9.0)

FLORIDA HIGHWAY PATROL
TROOPER
01079 01716 01724 01728
01729 02952 03986
(8515)   33-3051-1, 8/52   (7.0)

FLORIDA HIGHWAY PATROL
TROOPER
01032 01709
01754 03414 04064 04195
(8515)   33-3051-03, 8/52   (6.0)

FLORIDA HGHWAY PATROL
TROOPER II
01772

(8540)   33-3021-03, 9/53   (1.0)

FHP TROOP F

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

LAW ENFORCEMENT CAPTAIN-SES

00529

(8632)   33-1012-5, 13   (1.0)

SENIOR CLERK

00532 04877

(0004)   43-9061-2, 3   (2.0)

LABORER

00526

(6389)   53-7062-1, 1   (1.0)

PANAMA CITY DISTRICT 1   -01
LAW ENFORCEMENT LIEUTENANT

05195

(8522)   33-1012-4, 12   (1.0)

PANAMA CITY DISTRICT 2   -02
LAW ENFORCEMENT LIEUTENANT

00545

(8522)   33-1012-4, 12   RO

PANAMA CITY SQUAD 1   -01
FLORIDA HIGHWAY PATROL SERGEANT

00531

(8519)   33-1012-3, 10   (1.0)

PANAMA CITY SQUAD 2   -02
FLORIDA HIGHWAY PATROL SERGEANT

00530

(8519)   33-1012-3, 10   (1.0)

PANAMA CITY CIU SQUAD 3   -03
FL HIGHWAY PATROL
SERGEANT (CIU)
01163

(8519)   33-1012-3, 10   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
00541 00552 00557 00584
03433 3850 04033 04116
(8515)   33-3051-1, 8   (8.0)

FLORIDA HIGHWAY PATROL
TROOPER
00540 00559 00999 01356
03485 03666 03973 04197
(8515)   33-3051-1, 8   (8.0)

FL HIGHWAY PATROL
TROOPER (CANINE)
00603 03746

(8515)   33-3051-1, 8   (2.0)

FL HIGHWAY PATROL
TROOPER (FELONY)
03284 04167

(8515)   33-3051-1, 8   (2.0)

BACKGROUND   -01
FL HIGHWAY PATROL
TROOPER (BACKGROUND)

00091
(8515)   33-3051-1, 8   (1.0)

FHP TROOP A

LAW ENFORCEMENT TROOP
MAJOR - FHP

01808
(8626)   11-9199-03, 21/540   (1.0)

ADMINISTRATIVE SECRETARY

04880

(0108)   43-6011-02, 3/12   (1.0)

SENIOR CLERK

03355

(0004)   43-9061-02, 3/11   (1.0)

LAW ENFORCEMENT LIEUTENANT

01810

(8522)   33-1012-04, 12/55   (1.0)

FLORIDA HIGHWAY PATROL
PILOT I

01812
(8532)   33-3051-02, 9/53   (1.0)

OFFICE OPERATIONS
CONSULTANT I
01815

(0162)   13-1199-03, 7/20   (1.0)

WEST PALM BEACH DISTRICT -01
LAW ENFORCEMENT CAPTAIN-SES

01809
(8632) 33-1012-05, 13/530 RO

ORLANDO DISTRICT   -02
LAW ENFORCEMENT CAPTAIN-SES

01922
(8632) 33-1012-05, 13/530 RO

MIAMI DISTRICT   -03
LAW ENFORCEMENT CAPTAIN-SES

01875
(8632) 33-1012-05, 13/530 RO

FHP TROOP K

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

DATE: 06/02/2017
SEQUENCE: 7610-17-03-06-01
OED: 6/2/17 APM
NUMBER OF POSITIONS: 54
NUMBER OF FTES: 54.0

LAW ENFORCEMENT CAPTAIN-SES

01809

(8632)   33-1012-05, 13/530   (1.0)

SENIOR CLERK

01814 03354
(0004)   43-9061-02, 3/11   (2.0)

CRIME LABORATORY TECHNICIAN
Working Title: Evidence & Property Custodian

01829
(8461)   19-4092-02, 5/15   (1.0)

WEST PALM BEACH SUBDISTRICT   -01
LAW ENFORCEMENT LIEUTENANT

01863
(8522)   33-1012-04, 12/55   (1.0)

FT PIERCE SUBDISTRICT   -02
LAW ENFORCEMENT LIEUTENANT

01888
(8522)   33-1012-04, 12/55   (1.0)

WEST PALM BEACH SQUAD 1   -01
FLORIDA HIGHWAY PATROL
SERGEANT
01891
(8519)   33-1012-03, 10/54   (1.0)

WEST PALM BEACH SQUAD 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT
03321
(8519)   33-1012-03, 10/54   (1.0)

WEST PALM BEACH SQUAD 3   -03
FL HIGHWAY PATROL
SERGEANT (CIU)
02430
(8519)   33-1012-03, 10/54   (1.0)

SENIOR CLERK

04879

(0004)   43-9061-02, 3/11   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
00871 01870 01874 03322
03777 03779 03793 05183
(8515)   33-3051-01, 8/52   (8.0)

FLORIDA HIGHWAY PATROL
TROOPER
00980 01431 01864 01865 01867
03729 03778 04078 04429 05182
(8515)   33-3051-01, 8/52   (10.0)

CIU   -01
FL HIGHWAY PATROL
TROOPER (CANINE)
04194 05184

(8515)   33-3051-01, 8/52   (2.0)

FT PIERCE SQUAD 1   -01
FLORIDA HIGHWAY PATROL
SERGEANT
01876
(8519)   33-1012-03, 10/54   (1.0)

FT PIERCE SQUAD 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT
03759
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER II

00937
(8540)   33-3021-03, 9/53   (1.0)

CIU   -01
FL HIGHWAY PATROL
TROOPER (FELONY)
02003 05361

(8515)   33-3051-01, 8/52   (2.0)

FLORIDA HIGHWAY PATROL
TROOPER
00723 01878 01880 01884 01887
01896 01898 03351 03721 03920
(8515)   33-3051-01, 8/52   (10.0)

FLORIDA HIGHWAY PATROL
TROOPER
00966 01879 01881 01899
03273 03323 03717 03830 05185
(8515)   33-3051-01, 8/52   (9.0)

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

DATE: 12/30/2016
SEQUENCE: 7610-02-03-06-02
OED: APM
NUMBER OF POSITIONS: 50
NUMBER OF FTES: 50.0

LAW ENFORCEMENT CAPTAIN-SES
01922
(8632)   33-1012-05, 13/530   (1.0)

SENIOR CLERK
04878
(0004)   43-9061-02, 3/11   (1.0)

CRIME LABORATORY TECHNICIAN
Working Title: Evidence & Property Custodian
04295
(8461)   19-4092-02, 5/15   (1.0)

ORLANDO SUBDISTRICT   -01
LAW ENFORCEMENT LIEUTENANT
01923
(8522)   33-1012-04, 12/55   (1.0)

LAND O' LAKES SUBDISTRICT   -02
LAW ENFORCEMENT LIEUTENANT
00006
(8522)   33-1012-04, 12/55   RO

ORLANDO SQUAD 1   -01
FLORIDA HIGHWAY PATROL SERGEANT
05186
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01902 01905 01912
03235 03370 03714 03715
(8515)   33-3051-01, 8/52   (7.0)

ORLANDO SQUAD 2   -02
FL HIGHWAY PATROL SERGEANT (CIU)
00090
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01603 01917 01919
03692 03719 05188
(8515)   33-3051-01, 8/52   (6.0)

CIU ORLANDO   -01
FL HIGHWAY PATROL TROOPER (CANINE)
01901
(8515)   33-3051-01, 8/52   (1.0)

CIU ORLANDO   -01
FL HIGHWAY PATROL TROOPER (FELONY)
01890
(8515)   33-3051-01, 8/52   (1.0)

ORLANDO SQUAD 3   -03
FLORIDA HIGHWAY PATROL SERGEANT
00153
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01906 01909 01913
03324 03429 03776
(8515)   33-3051-01, 8/52   (6.0)

FLORIDA HIGHWAY PATROL TROOPER II
00515 03369
(8540)   33-3021-03, 9/53   (2.0)

ORLANDO SQUAD 4   -04
FLORIDA HIGHWAY PATROL SERGEANT
01889
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01745 01907 01908 01918 03325
03709 03716 03718 04115
(8515)   33-3051-01, 8/52   (9.0)

ORLANDO SQUAD 5   -05
FLORIDA HIGHWAY PATROL SERGEANT
01911
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01597 01895 01900 01903 01915
01916 01920 03525 04870
(8515)   33-3051-01, 8/52   (9.0)

FHP TROOP K

DATE: 06/01/2016
SEQUENCE: 7610-02-03-06-02-02
OED: APM
NUMBER OF POSITIONS: 24
NUMBER OF fte'S: 24.0

LAW ENFORCEMENT LIEUTENANT		
	00006	
(8522)	33-1012-04, 12/55	(1.0)

LAND O' LAKES SQUAD 1		-01
FLORIDA HIGHWAY PATROL SERGEANT		
	00042	
(8519)	33-1012-03, 10/54	(1.0)

FLORIDA HIGHWAY PATROL TROOPER		
02355 02372 02376		
02884 02948 03045 03860		
(8515)	33-3051-01, 8/52	(7.0)

LAND O' LAKES SQUAD 2		-02
FLORIDA HIGHWAY PATROL SERGEANT		
	00135	
(8519)	33-1012-03, 10/54	(1.0)

FLORIDA HIGHWAY PATROL TROOPER		
02361 02362 02363		
02406 02866 02869		
(8515)	33-3051-01, 8/52	(6.0)

LAND O' LAKES SQUAD 3		-03
FLORIDA HIGHWAY PATROL SERGEANT		
	04156	
(8519)	33-1012-03, 10/54	(1.0)

FLORIDA HIGHWAY PATROL TROOPER		
00286 00311 00425		
01088 01493 01956 02295		
(8515)	33-3051-01, 8/52	(7.0)

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

LAW ENFORCEMENT CAPTAIN-SES

01875

(8632)   33-1012-05, 13/530   (1.0)

SENIOR CLERK

01828

(0004)   43-9061-02,3/11   (1.0)

MIAMI SUBDISTRICT   -01
LAW ENFORCEMENT LIEUTENANT

05078

(8522)   33-1012-04, 12/55   (1.0)

PLANTATION SUBDISTRICT   -02
LAW ENFORCEMENT LIEUTENANT

03784

(8522)   33-1012-04, 12/55   (1.0)

MAINTENANCE MECHANIC

01840

(6466)   49-9042-02, 4/14   (1.0)

PLANTATION SQUAD 1   -01
FLORIDA HIGHWAY PATROL
SERGEANT

01862

(8519)   33-1012-03, 10/54   (1.0)

PLANTATION SQUAD 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT

01872

(8519)   33-1012-03, 10/54   (1.0)

PLANTATION SQUAD 3   -03
FLORIDA HIGHWAY PATROL
SERGEANT

01841

(8519)   33-1012-03, 10/54   (1.0)

MIAMI SQUAD 1   -01
FLORIDA HIGHWAY PATROL
SERGEANT

01892

(8519)   33-1012-03, 10/54   (1.0)

MIAMI SQUAD 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT

03765

(8519)   33-1012-03, 10/54   (1.0)

MIAMI SQUAD 3   -03
FLORIDA HIGHWAY PATROL
SERGEANT

03786

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER

01826 01827 01835 01836
02920 03787 04420 05187 05358
(8515)   33-3051-01, 8/52   (9.0)

FLORIDA HIGHWAY PATROL
TROOPER

01833 01834 01839 01843
01847 01848 03788
(8515)   33-3051-01, 8/52   (7.0)

FLORIDA HIGHWAY PATROL
TROOPER

01832 01836 02548 03720
03781 03782 03783 03790
(8515)   33-3051-01, 8/52   (8.0)

FLORIDA HIGHWAY PATROL
TROOPER

01850 01851 01858 03789
03792 03794 04129 05342
(8515)   33-3051-01, 8/52   (8.0)

FLORIDA HIGHWAY PATROL
TROOPER

01855 01856 01860 03430
03785 04517 05357 05362
(8515)   33-3051-01, 8/52   (8.0)

FLORIDA HIGHWAY PATROL
TROOPER

01852 01857 03780 03791
04431 05359 05360
(8515)   33-3051-01, 8/52   (7.0)

FLORIDA HIGHWAY PATROL
TROOPER II

04530

(8540)   33-3021-03, 9/53   (1.0)

FHP TROOP K

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

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                    LAW ENFORCEMENT
                    MAJOR - FHP

                            01930
              (8626)   11-9199-03, 21/540   (1.0)
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ADMINISTRATIVE SECRETARY              SENIOR CLERK

            03690                                 01931

(0108)      43-6011-02, 3/12   (1.0)  (0004)   43-9061-02, 3/11   (1.0)
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OFFICE OPERATIONS                     AVIATION SECTION
CONSULTANT I                          FLORIDA HIGHWAY PATROL
            01932                     PILOT I
                                                  00893
(0162)      13-1199-03, 7/20   (1.0)  (8532)   33-3051-02, 9/53   (1.0)
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TRAINING COORDINATOR
LAW ENFORCEMENT LIEUTENANT
            01666

(8522)      33-1012-04, 12/55   (1.0)
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FT PIERCE DISTRICT      -01    LAKE WORTH DISTRICT     -02    DAVIE DISTRICT          -03
LAW ENFORCEMENT CAPTAIN-SES    LAW ENFORCEMENT CAPTAIN-SES    LAW ENFORCEMENT CAPTAIN-SES

            01948                         01026                         01623
(8632)  33-1012-05, 13/530  RO  (8632)  33-1012-05, 13/530  RO  (8632)  33-1012-05, 13/530  RO
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FHP TROOP L

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

LAW ENFORCEMENT CAPTAIN-SES
01948

(8632)   33-1012-05, 13/530   (1.0)

SENIOR CLERK
01995

(0004)   43-9061-02, 3/11   (1.0)

FT. PIERCE DISTRICT 1   -01
LAW ENFORCEMENT LIEUTENANT
01994
(8522)   33-1012-04, 12/55   (1.0)

FT. PIERCE DISTRICT 2   -02
LAW ENFORCEMENT LIEUTENANT
00956
(8522)   33-1012-04, 12/55   (1.0)

SENIOR CLERK
04886 04887

(0004)   43-9061-02, 3/11   (2.0)

FT. PIERCE SQUAD 3   -01
FLORIDA HIGHWAY PATROL
SERGEANT
02011
(8519)   33-1012-03, 10/54   (1.0)

FT. PIERCE SQUAD 4   -02
FLORIDA HIGHWAY PATROL
SERGEANT
01677
(8519)   33-1012-03, 10/54   (1.0)

FT. PIERCE SQUAD 1   -01
FLORIDA HIGHWAY PATROL
SERGEANT
03836
(8519)   33-1012-03, 10/54   (1.0)

FT. PIERCE SQUAD 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT
02016
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
01612 01882 01885
02634 03706 03708
(8515)   33-3051-01, 8/52   (6.0)

FLORIDA HIGHWAY PATROL
TROOPER
01251 01873 01894
02005 02006 02012 04189
(8515)   33-3051-01, 8/52   (7.0)

FLORIDA HIGHWAY PATROL
TROOPER
01877 02004 02007
02015 04076 04846
(8515)   33-3051-01, 8/52   (6.0)

FLORIDA HIGHWAY PATROL
TROOPER
01084 01091 02002
02019 03835
(8515)   33-3051-01, 8/52   (5.0)

FLORIDA HIGHWAY PATROL
TROOPER II
05191
(8540)   33-3021-03, 9/53   (1.0)

FHP TROOP L

LAW ENFORCEMENT CAPTAIN-SES
01026
(8632)   33-1012-05, 13/530   (1.0)

SENIOR CLERK
04882
(0004)   43-9061-02, 3/11   (1.0)

CRIME LABORATORY TECHNICIAN
Working Title: Evidence and Property Custodian
05204
(8461)   19-4092-02, 5/15   (1.0)

LAKE WORTH DISTRICT 1   -01
LAW ENFORCEMENT LIEUTENANT
01974
(8522)   33-1012-04, 12/55   (1.0)

LAKE WORTH DISTRICT 2   -02
LAW ENFORCEMENT LIEUTENANT
00703
(8522)   33-1012-04, 12/55   (1.0)

RECORDS TECHNICIAN
02245
(0045)   43-4199-02   (1.0)

SENIOR CLERK
04874
(0004)   43-9061-02, 3/11   (1.0)

LAKE WORTH SQUAD 1   -01
FLORIDA HIGHWAY PATROL SERGEANT
01993
(8519)   33-1012-03, 10/54   (1.0)

LAKE WORTH SQUAD 2   -02
FLORIDA HIGHWAY PATROL SERGEANT
01945
(8519)   33-1012-03, 10/54   (1.0)

LAKE WORTH CIU SQUAD   -01
FL HIGHWAY PATROL SERGEANT (CIU)
04080
(8519)   33-1012-03, 10/54   (1.0)

FT PIERCE TRAFFIC HOMICIDE SQUAD   -02
FLORIDA HIGHWAY PATROL SERGEANT
01087
(8519)   33-1012-03, 10/54   (1.0)

DAVIE TRAFFIC HOMICIDE SQUAD   -03
FLORIDA HIGHWAY PATROL SERGEANT
04191
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01944 01986 02309
03180 04000 04001 05192
(8515)   33-3051-01, 8/52   (7.0)

FLORIDA HIGHWAY PATROL TROOPER II
02371
(8540)   33-3021-03, 9/53   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01868 01869 01953 01958
02317 03084 03182 03264 04077
(8515)   33-3051-01, 8/52   (9.0)

FLORIDA HIGHWAY PATROL TROOPER
01980 03148
(8515)   33-3051-01, 8/52   (2.0)

FL HIGHWAY PATROL TROOPER (CANINE)
01952 01961
(8515)   33-3051-01, 8/52   (2.0)

FL HIGHWAY PATROL TROOPER (FELONY)
01861 04176
(8515)   33-3051-01, 8/52   (2.0)

FLORIDA HIGHWAY PATROL TROOPER II
00883 01641 01642
01643 02001
(8540)   33-3021-03, 9/53   (5.0)

FLORIDA HIGHWAY PATROL TROOPER II
01658 01667 01854 01951
01988 02013 03689 03998 04178
(8540)   33-3021-03, 9/53   (9.0)

LAKE WORTH SQUAD 3   -03
FLORIDA HIGHWAY PATROL SERGEANT
01967
(8519)   33-1012-03, 10/54   (1.0)

LAKE WORTH SQUAD 4   -04
FLORIDA HIGHWAY PATROL SERGEANT
04177
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
01083 01871 01963
01973 03100 03823 04079
(8515)   33-3051-01, 8/52   (7.0)

FLORIDA HIGHWAY PATROL TROOPER
01947 01955 01959 01964 01969
01982 3318 03834 03999 04180
(8515)   33-3051-01, 8/52   (10.0)

FHP TROOP L

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

LAW ENFORCEMENT CAPTAIN-SES

01623

(8632)   33-1012-5, 13/530   (1.0)

SENIOR CLERK

01624 01625

(0004)   43-9061-2, 3/11   (2.0)

PAO
FLORIDA HIGHWAY PATROL
SERGEANT

04190

(8519)   33-1012-3, 10/54   (1.0)

RECORDS TECHNICIAN

04885

(0045)   43-4199-2, 3/13   (1.0)

DAVIE DISTRICT 1   -01
LAW ENFORCEMENT LIEUTENANT

01546

(8522)   33-1012-4, 12/55   (1.0)

DAVIE DISTRICT 2   -02
LAW ENFORCEMENT LIEUTENANT

01543

(8522)   33-1012-4, 12/55   RO

DAVIE SQUAD 1   -01
FLORIDA HIGHWAY PATROL
SERGEANT

03305

(8519)   33-1012-3, 10/54   (1.0)

DAVIE SQUAD 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT

03686

(8519)   33-1012-3, 10/54   (1.0)

DAVIE MOTORCYCLE SQUAD   -03
FL HIGHWAY PATROL
SERGEANT (MCY)

02339

(8519)   33-1012-3, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
01086 01400 01648 01668 01670
01725 02217 04003 04794 05420
(8515)   33-3051-1, 8/52   (10.0)

FLORIDA HIGHWAY PATROL
TROOPER
01635 01636 01664 01665 01962
03772 05418 05419 05421 05422
(8515)   33-3051-1, 8/52   (10.0)

FL HIGHWAY PATROL
TROOPER (MCY)
01672 01866 01942 01968
01981 01991 03114 03824
(8515)   33-3051-1, 8/52   (8.0)

FHP TROOP L

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

LAW ENFORCEMENT LIEUTENANT

01543

(8522)   33-1012-04, 12/55   (1.0)

DAVIE SQUAD 4   -01
FLORIDA HIGHWAY PATROL
SERGEANT
03256
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
01637 01653 01654 01669
01675 02010 03320 04128
(8515)   33-3051-01, 8/52   (8.0)

FLORIDA HIGHWAY PATROL
TROOPER II
03267
(8540)   33-3021-03, 9/53   (1.0)

DAVIE SQUAD 5   -02
FLORIDA HIGHWAY PATROL
SERGEANT
01634
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
01082 01646 01652 01661 01674
01680 01853 02280 03311 04047
(8515)   33-3051-01, 8/52   (10.0)

DAVIE SQUAD 6   -03
FLORIDA HIGHWAY PATROL
SERGEANT
01673
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
01638 04795
(8515)   33-3051-01, 8/52   (2.0)

FL HIGHWAY PATROL
TROOPER (BACKGROUND)
01662
(8515)   33-3051-01, 8/52   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER II
01663
(8540)   33-3021-03, 9/53   (1.0)

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

LAW ENFORCEMENT MAJOR - FHP
01263
(8626)   11-9199-03, 21/540   (1.0)

STAFF ASSISTANT
01797
(0120)   43-6011-02, 3/13   (1.0)

INVESTIGATIVE OPERATIONS   -01
SECTION-NORTH
LAW ENFORCEMENT CAPTAIN-SES
03705
(8632)   33-1012-05, 13/530   RO

INVESTIGATIVE OPERATIONS   -02
SECTION-SOUTH
LAW ENFORCEMENT CAPTAIN-SES
00852
(8632)   33-1012-05, 13/530   RO

INTELLIGENCE & ANALYSIS SECTION   -03
OPERATIONS & MGMT CONSULTANT MGR-SES
Working Title: Deputy Chief Intelligence Officer
02133
(2238)   11-1021-02, 20/425   (1.0)

INVESTIGATIVE ANALYSIS TEAM 1   -01
SENIOR MANAGEMENT ANALYST SUPV-SES
Working Title: Supervisory Intelligence Officer-SES
02508
(2228)   13-1111-04, 10/426   (1.0)

INVESTIGATIVE ANALYSIS TEAM 2   -02
SENIOR MANAGEMENT ANALYST SUPV-SES
Working Title: Supervisory Intelligence Officer-SES
05345
(2228)   13-1111-04, 10/426   (1.0)

GOVERNMENT OPERATIONS CONSULTANT II
Working Title: Law Enf Intelligence Analyst I
02431 04342 03545
(2236)   13-1111-04, 10/23   (3.0)

GOVERNMENT OPERATIONS CONSULTANT II
Working Title: Law Enf Intelligence Analyst I
01496 04344 04486
(2236)   13-1111-04, 10/23   (3.0)

OPERATIONS REVIEW SPECIALIST
Working Title: Law Enf Intelligence Analyst II
00432 00449
(2239)   13-1111-04, 10/24   (2.0)

OPERATIONS REVIEW SPECIALIST
Working Title: Law Enf Intelligence Analyst II
03204 03327
(2239)   13-1111-04, 10/24   (2.0)

GOVERNMENT OPERATIONS CONSULTANT III
Working Title: Senior Intelligence Officer
03328
(2238)   13-1111-04, 10/25   (1.0)

GOVERNMENT OPERATIONS CONSULTANT III
Working Title: Senior Intelligence Officer
02503
(2238)   13-1111-04, 10/25   (1.0)

INVESTIGATIVE ANALYSIS TEAM 2   -01
GOVERNMENT OPERATIONS CONSULTANT III
Working Title: Senior Intelligence Officer
14407
(2238)   13-1111-04, 10/25   (1.0)

FHP BCII-1

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

FHP BCII NORTH

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

DATE: 06/02 2017
SEQUENCE: 7610-02-04-03-02
OED: ACM
NUMBER OF POSITIONS: 37
NUMBER OF FTE'S: 37.0

LAW ENFORCEMENT CAPTAIN-SES
00852
(8632)   33-1012-05, 13/530   (1.0)

FT MYERS OFFICE   -01
LAW ENFORCEMENT LIEUTENANT (BCII)
00625
(8522)   33-1012-04, 12/55   (1.0)

DAVIE OFFICE   -03
LAW ENFORCEMENT LIEUTENANT (BCII)
03645
(8522)   33-1012-04, 12/55   (1.0)

MIAMI OFFICE   -04
LAW ENFORCEMENT LIEUTENANT (BCII)
04258
(8522)   33-1012-04, 12/55   (1.0)

CARGO THEFT UNIT   -05
LAW ENFORCEMENT LIEUTENANT (BCII)
05200
(8522)   33-1012-04, 12/55   (1.0)

FT MYERS SUBUNIT 1   -01
FL HIGHWAY PATROL INVESTIGATOR II (BCII)
05196
(8541)   33-3021-04, 10/54   (1.0)

DAVIE SUBUNIT 1   -01
FL HIGHWAY PATROL INVESTIGATOR II (BCII)
01067
(8541)   33-3021-04, 10/54   (1.0)

DAVIE SUBUNIT 2   -02
FL HIGHWAY PATROL INVESTIGATOR II (BCII)
01893
(8541)   33-3021-04, 10/54   (1.0)

ADMINISTRATIVE SECRETARY
02023
(0108)   43-6011-02, 3/12   (1.0)

SENIOR CLERK
00948
(0004)   43-9061-02, 3/11   (1.0)

FL HIGHWAY PATROL TROOPER II (BCII)
02029
(8540)   33-3021-03, 9/53   (1.0)

FL HIGHWAY PATROL TROOPER (BCII)
01657 01679 01950 03685 04206
(8515)   33-3051-01, 8/52   (5.0)

FL HIGHWAY PATROL TROOPER (BCII)
00962 01965 05197
(8515)   33-3051-01, 8/52   (3.0)

MIAMI SUBUNIT 1   -01
FL HIGHWAY PATROL INVESTIGATOR II (BCII)
02030
(8541)   33-3021-04, 10/54   (1.0)

MIAMI SUBUNIT 2   -02
FL HIGHWAY PATROL INVESTIGATOR II (BCII)
03644
(8541)   33-3021-04, 10/54   (1.0)

FL HIGHWAY PATROL TROOPER (BCII)
01631 04133
(8515)   33-3051-01, 8/52   (2.0)

FL HIGHWAY PATROL TROOPER (BCII)
01030 01774 05194
(8515)   33-3051-01, 8/52   (3.0)

FL HIGHWAY PATROL TROOPER II (BCII)
01883
(8540)   33-3021-03, 9/53   (1.0)

FL HIGHWAY PATROL TROOPER (BCII)
01074 01592
03166 04207
(8515)   33-3051-01, 8/52   (4.0)

CARGO THEFT UNIT   -01
FL HIGHWAY PATROL TROOPER (BCII)
13099
Funded out of FHP 7610-06
(8515)   33-3051-01, 8/52   (1.0)

FL HIGHWAY PATROL TROOPER (BCII)
03427
(8515)   33-3051-01, 8/52   (1.0)

ORLANDO SUBUNIT 1   -02
FL HIGHWAY PATROL INVESTIGATOR II (BCII)
04137
(8541)   33-3021-04, 10/54   (1.0)

FL HIGHWAY PATROL TROOPER (BCII)
00567 01427 03408
(8515)   33-3051-01, 8/52   (3.0)

FHP BCII- SOUTH

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

CHIEF OF FLORIDA HIGHWAY PATROL

00448
(7981) 11-9199-03, 21/540 (1.0)

FHP TRAINING ACADEMY -01
LAW ENFORCEMENT MAJOR- FHP

00439
Funded out of FHP 7610-01
(8626) 11-9199-03, 21/540 RO

CRIMINAL INVESTIGATIONS -03
& INTELLIGENCE
LAW ENFORCEMENT MAJOR - FHP

01263
Funded out of FHP 7610-01
(8626) 11-9199-03, 21/540 RO

REGIONAL COMMUNICATIONS CENTERS -05
LAW ENFORCEMENT MAJOR- FHP

02009
Funded out of FHP 7610-01
(8626) 11-9199-03, 21/540 (1.0)

OPERATIONS ANALYST II

01443
(2212) 13-1111-03, 7/19 (1.0)

TAMPA BAY REGIONAL COMMUNICATIONS CENTER -01
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr-SES

00697
(9010) 11-1021-02, 20/424 RO

ORLANDO REGIONAL COMMUNICATIONS CENTER -02
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr-SES

01446
(9010) 11-1021-02, 20/424 RO

MIAMI REGIONAL COMMUNICATIONS CENTER -03
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr-SES

01504
(9010) 11-1021-02, 20/424 RO

FT MYERS REGIONAL COMMUNICATIONS CENTER -04
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr-SES

01764
(9010) 11-1021-02, 20/424 RO

JACKSONVILLE REGIONAL COMMUNICATIONS CENTER -05
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr-SES

00861
(9010) 11-1021-02, 20/424 RO

TALLAHASSEE REGIONAL COMMUNICATIONS CENTER -06
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr-SES

00520
(9010) 11-1021-02, 20/424 RO

LAKE WORTH REGIONAL COMMUNICATIONS CENTER -07
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr-SES

01629
(9010) 11-1021-02, 20/424 RO

LE Support Services

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES/REGIONAL COMMUNICATIONS CENTERS
TAMPA BAY REGIONAL COMMUNICATIONS CENTER

DATE: 02/10/2017
SEQUENCE: GTO 7610-02-04-05-01
OED:
NUMBER OF POSITIONS: 36
NUMBER OF FTE'S: 36.0

HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr - SES

00697
(9010)   11-1021-02, 20/424   (1.0)

TBRCC UNIT 1 (AM)   -01
DUTY OFFICER SUPERVISOR - SES

00693
(8411)   33-1099-03, 7/415   (1.0)

DUTY OFFICER
Working Title: Call Taker
05295

(8410)   33-9099-01, 5/14   (1.0)

REGIONAL DUTY OFFICER

01174 01220 01228
03887 03888 05321
(8407)   33-9099-02, 6/14   (6.0)

TBRCC UNIT 2 (EVE)   -02
DUTY OFFICER SUPERVISOR - SES

01191
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

01100 04104
04124 05331
(8407)   33-9099-02, 6/14   (4.0)

TBRCC UNIT 3 (AM)   -03
DUTY OFFICER SUPERVISOR - SES

01096
(8411)   33-1099-03, 7/415   (1.0)

COMMUNICATIONS TRAINING
OFFICER
01098 01144
01145 05322
(8417)   13-1151-03, 7/17   (4.0)

TBRCC UNIT 4 (EVE)   -04
DUTY OFFICER SUPERVISOR - SES

01689
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

01097 01136 01147
01178 01231 04126 05323
(8407)   33-9099-02, 6/14   (7.0)

TBRCC UNIT 5 (MID)   -05
DUTY OFFICER SUPERVISOR - SES

01229
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

01099 01143 01146
01192 01195 05326
(8407)   33-9099-02, 6/14   (6.0)

COMMUNICATIONS TRAINING
OFFICER
00732 00733

(8417)   13-1151-03, 7/17   (2.0)

TBRCC

DATE: 07/01/2017
SEQUENCE: 7610-02-04-05-02
OED:
NUMBER OF POSITIONS: 46
NUMBER OF FTE'S: 45.50

HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr - SES
01446

(9010)   11-1021-02, 20/424   (1.0)

ORCC UNIT 1 (EVE)   -01
DUTY OFFICER SUPERVISOR - SES

01369
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER
Working Title: Call Taker
00201#

(8407)   33-9099-02, 6/14   (0.5)

REGIONAL DUTY OFFICER

01355 01437
01445 01926 05223
(8407)   33-9099-02, 6/14   (5.0)

ORCC UNIT 2 (EVE)   -02
DUTY OFFICER SUPERVISOR - SES

01388
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

01439
01928 03268
(8407)   33-9099-02, 6/14   (3.0)

COMMUNICATIONS TRAINING
OFFICER
00632 01438

(8417)   13-1151-03, 7/17   (2.0)

ORCC UNIT 3 (EVE)   -03
DUTY OFFICER SUPERVISOR - SES

01418
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

00581 01284
01370 05217
(8407)   33-9099-02, 6/14   (4.0)

COMMUNICATIONS TRAINING
OFFICER
01392

(8417)   13-1151-03, 7/17   (1.0)

ORCC UNIT 4 (AM)   -04
DUTY OFFICER SUPERVISOR - SES

01444
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

01280 01283 01447
04093 05065 05268
(8407)   33-9099-02, 6/14   (6.0)

COMMUNICATIONS TRAINING
OFFICER
01357 01407

(8417)   13-1151-03, 7/17   (2.0)

ORCC UNIT 5 (MID)   -05
DUTY OFFICER SUPERVISOR - SES

01941
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

00528 00657 01281
01391 01420
(8407)   33-9099-02, 6/14   (5.0)

REGIONAL DUTY OFFICER
Working Title: Leadworker RDO

05261
(8407)   33-9099-02, 6/14   (1.0)

COMMUNICATIONS TRAINING
OFFICER
01367

(8417)   13-1151-03, 7/17   (1.0)

ORCC UNIT 6 (AM)   -06
DUTY OFFICER SUPERVISOR - SES

04466
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

01282 01286 01368
01389 01390 01419 05273
(8407)   33-9099-02, 6/14   (7.0)

DUTY OFFICER
Working Title: Call Taker
02854

(8410)   33-9099-01, 5/14   (1.0)

= FTE 0.50

DATE: 07/01/2017
SEQUENCE 7610-02-04-05-03
OED:
NUMBER OF POSITIONS: 31
NUMBER OF FTES: 31.0

HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr - SES
01504

(9010)   11-1021-02, 20/424   (1.0)

MRCC UNIT 1 (EVE)   -01
DUTY OFFICER SUPERVISOR - SES

05349
(8411)   33-1099-03, 7/415   (1.0)

COMMUNICATIONS TRAINING
OFFICER
01503 01979 03349

(8417)   13-1151-03, 7/17   (3.0)

REGIONAL DUTY OFFICER

00809 01491 05117

(8407)   33-9099-02, 6/14   (3.0)

MRCC UNIT 2 (EVE)   -02
DUTY OFFICER SUPERVISOR - SES

00910
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

01221 01601
01694 05118 05213
(8407)   33-9099-02, 6/14   (5.0)

MRCC UNIT 3 (MID)   -03
DUTY OFFICER SUPERVISOR - SES

04109
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

00692 01492
01501 04106 04122
(8407)   33-9099-02, 6/14   (5.0)

MRCC UNIT 4 (AM)   -04
DUTY OFFICER SUPERVISOR - SES

01505
(8411)   33-1099-03, 7/415   (1.0)

COMMUNICATIONS TRAINING
OFFICER
01502 05215

(8417)   13-1151-03, 7/17   (2.0)

REGIONAL DUTY OFFICER

03350 05115

(8407)   33-9099-02, 6/14   (2.0)

MRCC UNIT 5 (AM)   -05
DUTY OFFICER SUPERVISOR - SES

05142
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

01489 01600
03352 04105 05212
(8407)   33-9099-02, 6/14   (5.0)

MRCC

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES/REGIONAL COMMUNICATIONS CENTERS
FT MYERS REGIONAL COMMUNICATIONS CENTER

HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr - SES

01764
(9010) 11-1021-02, 20/424 (1.0)

FMRCC UNIT 1 (EVE) -01
DUTY OFFICER SUPERVISOR - SES

01744
(8411) 33-1099-03, 7/415 (1.0)

REGIONAL DUTY OFFICER

01741 02365
04102
(8407) 33-9099-02, 6/14 (3.0)

COMMUNICATIONS TRAINING OFFICER
01692

(8417) 13-1151-03, 7/17 (1.0)

FMRCC UNIT 2 (AM) -02
DUTY OFFICER SUPERVISOR - SES

01798
(8411) 33-1099-03, 7/415 (1.0)

REGIONAL DUTY OFFICER

01691 01765 01796

(8407) 33-9099-02, 6/14 (3.0)

COMMUNICATIONS TRAINING OFFICER

00874 01761

(8417) 13-1151-03, 7/17 (2.0)

FMRCC UNIT 3 (AM) -03
DUTY OFFICER SUPERVISOR - SES

02357
(8411) 33-1099-03, 7/415 (1.0)

REGIONAL DUTY OFFICER

01690 03637 04098

(8407) 33-9099-02, 6/14 (3.0)

COMMUNICATIONS TRAINING OFFICER

03881

(8417) 13-1151-03, 7/17 (1.0)

FMRCC UNIT 4 (EVE) -04
DUTY OFFICER SUPERVISOR - SES

03815
(8411) 33-1099-03, 7/415 (1.0)

DUTY OFFICER
Working Title: Call Taker

03258
(8410) 33-9099-01, 5/14 (1.0)

REGIONAL DUTY OFFICER

02366 03829
04097 04101
(8407) 33-9099-02, 6/14 (4.0)

FMRCC UNIT 5 (MID) -05
DUTY OFFICER SUPERVISOR - SES

01760
(8411) 33-1099-03, 7/415 (1.0)

REGIONAL DUTY OFFICER

01734 01763 02358
04091 05334 05337
(8407) 33-9099-02, 6/14 (6.0)

REGIONAL DUTY OFFICER
Working Title: Leadworker RDO
01726

(8407) 33-9099-02, 6/14 (1.0)

COMMUNICATIONS TRAINING OFFICER

01733

(8417) 13-1073-03, 7/17 (1.0)

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES/REGIONAL COMMUNICATIONS CENTERS
JACKSONVILLE REGIONAL COMMUNICATIONS CENTER

DATE: 02/24/2017
SEQUENCE: 7610-02-04-05-05
OED: GJO
NUMBER OF POSITIONS: 43
NUMBER OF FTES: 43.0

HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr - SES

00861
(9010)   11-1021-02, 20/424   (1.0)

JRCC UNIT 1 (EVE)   -01
DUTY OFFICER SUPERVISOR - SES

00644
(8411)   33-1099-03, 7/415   (1.0)

DUTY OFFICER
Working Title: Call Taker

05378
(8410)   33-9099-01, 5/14   (1.0)

REGIONAL DUTY OFFICER

00087 00646 00648
00694 00776 04959 05056
(8407)   33-9099-02, 6/14   (7.0)

COMMUNICATIONS TRAINING
OFFICER

00618

(8417)   13-1151-03, 7/17   (1.0)

JRCC UNIT 2 (AM)   -02
DUTY OFFICER SUPERVISOR - SES

00797
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

00748 03331
05040 05108 05113
(8407)   33-9099-02, 6/14   (5.0)

COMMUNICATIONS TRAINING
OFFICER

01599

(8417)   13-1151-03, 7/17   (1.0)

JRCC UNIT 3 (EVE)   -03
DUTY OFFICER SUPERVISOR - SES

00817
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

00100 00721 00752
00821 03333 04090
(8407)   33-9099-02, 6/14   (6.0)

COMMUNICATIONS TRAINING
OFFICER

00751

(8417)   13-1151-03, 7/17   (1.0)

JRCC UNIT 4 (AM)   -04
DUTY OFFICER SUPERVISOR - SES

00773
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER

00675 00677
00775 01259 04088
(8407)   33-9099-02, 6/14   (5.0)

COMMUNICATIONS TRAINING
OFFICER

01230

(8417)   13-1151-03, 7/17   (1.0)

JRCC UNIT 5 (MID)   -05
DUTY OFFICER SUPERVISOR - SES

03841
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER
00202 00696 00719
00749 00750 00818
00819 00820 00822
(8407)   33-9099-02, 6/14   (9.0)

HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr - SES
00520
(9010)   11-1021-02, 20/424   (1.0)

TRCC UNIT 1 (AM)   -01
DUTY OFFICER SUPERVISOR - SES
03884
(8411)   33-1099-03, 7/415   (1.0)

COMMUNICATIONS TRAINING OFFICER
00912
(8417)   13-1151-03, 7/17   (1.0)

REGIONAL DUTY OFFICER
00523 00574 00896
00902 00925 02087
(8407)   33-9099-02, 6/14   (6.0)

TRCC UNIT 2 (AM)   -02
DUTY OFFICER SUPERVISOR - SES
00868
(8411)   33-1099-03, 7/415   (1.0)

COMMUNICATIONS TRAINING OFFICER
00144
(8417)   13-1151-03, 7/17   (1.0)

REGIONAL DUTY OFFICER
00551 00570 00606
00619 02237 03816
(8407)   33-9099-02, 6/14   (6.0)

DUTY OFFICER
Working Title: Call Taker
00096
(8410)   33-9099-01, 5/14   (1.0)

TRCC UNIT 3 (EVE)   -03
DUTY OFFICER SUPERVISOR - SES
00901
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER
00548 00572 01488
04084 04095 04182
(8407)   33-9099-02, 6/14   (6.0)

TRCC UNIT 4 (EVE)   -04
DUTY OFFICER SUPERVISOR - SES
03883
(8411)   33-1099-03, 7/415   (1.0)

COMMUNICATIONS TRAINING OFFICER
00522 02236
(8417)   13-1151-03, 7/17   (2.0)

REGIONAL DUTY OFFICER
00208 00524 00620
05327 05329
(8407)   33-9099-02, 6/14   (5.0)

TRCC UNIT 5 (MID)   -05
DUTY OFFICER SUPERVISOR - SES
00571
(8411)   33-1099-03, 7/415   (1.0)

REGIONAL DUTY OFFICER
00146 00521 00573
00913 00935 02136
04082 04085
(8407)   33-9099-02, 6/14   (8.0)

REGIONAL DUTY OFFICER
Working Title: Leadworker RDO
04094
(8407)   33-9099-02, 6/14   (1.0)

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES/REGIONAL COMMUNICATIONS CENTERS
LAKE WORTH REGIONAL COMMUNICATIONS CENTER

DATE: 07/01/2017
SEQUENCE: 7610-02-04-05-07
OED:
NUMBER OF POSITIONS: 48
NUMBER OF FTES: 47.5

HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: Regional Communications Center Mgr-SES
01629
(9010) 11-1021-02, 20/424 (1.0)

LWRCC UNIT 1 (AM) -01
DUTY OFFICER SUPERVISOR - SES
01934
(8411) 33-1099-03, 7/415 (1.0)

COMMUNICATIONS TRAINING OFFICER
01676
(8417) 13-1151-03, 7/17 (1.0)

REGIONAL DUTY OFFICER
01627 01681 01823
04351 04583 05067
(8407) 33-9099-02, 6/14 (6.0)

LWRCC UNIT 2 (AM) -02
DUTY OFFICER SUPERVISOR - SES
01626
(8411) 33-1099-03, 7/415 (1.0)

REGIONAL DUTY OFFICER
01194 01628 01822 01936
04120 04121
(8407) 33-9099-02, 6/14 (6.0)

DUTY OFFICER
Working Title: Call Taker
00213
(8410) 33-9099-01, 5/14 (1.0)

LWRCC UNIT 3 (EVE) -03
DUTY OFFICER SUPERVISOR - SES
01925
(8411) 33-1099-03, 7/415 (1.0)

COMMUNICATIONS TRAINING OFFICER
01630 02820
05061 05066
(8417) 13-1151-03, 7/15 (4.0)

REGIONAL DUTY OFFICER
01820 01977
04881
(8407) 33-9099-02, 6/14 (3.0)

LWRCC UNIT 4 (MID) -04
DUTY OFFICER SUPERVISOR - SES
01817
(8411) 33-1099-03, 7/415 (1.0)

REGIONAL DUTY OFFICER
01825 01937 01970
03565 04118 04119 04127 05062
(8407) 33-9099-02, 6/14 (8.0)

COMMUNICATIONS TRAINING OFFICER
01818
(8417) 13-1151-03, 7/17 (1.0)

LWRCC UNIT 5 (EVE) -05
DUTY OFFICER SUPERVISOR - SES
01998
(8411) 33-1099-03, 7/415 (1.0)

REGIONAL DUTY OFFICER
00645 01824 01927
01997
(8407) 33-9099-02, 6/14 (4.0)

REGIONAL DUTY OFFICER
Working Title: Call Taker
03330#
(8407) 33-9099-02, 6/14 (0.5)

LWRCC UNIT 6 (EVE) -06
DUTY OFFICER SUPERVISOR - SES
04615
(8411) 33-1099-03, 7/415 (1.0)

REGIONAL DUTY OFFICER
01821 01938
01999 03886 05063
(8407) 33-9099-02, 6/14 (5.0)

DUTY OFFICER
Working Title: Call Taker
03728
(8410) 33-9099-01, 5/14 (1.0)

= FTE 0.50

LWRCC

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES
FHP TRAINING ACADEMY

LAW ENFORCEMENT MAJOR-FHP
00439
(8626) 11-9199-03, 21/540 (1.0)

ADMINISTRATIVE SECRETARY
00447 01618
(0108) 43-6011-02, 3/12 (2.0)

TRAINING -01
LAW ENFORCEMENT CAPTAIN-SES
01028
(8632) 33-1012-05, 13/530 (1.0)

GOVERNMENT OPERATIONS CONSULTANT II
04858
(2236) 13-1111-04,10/23 (1.0)

RADIO-TELEVISION PRODUCER-DIRECTOR
00446
(3793) 27-2012-03, 7/19 (1.0)

BACKGROUND INVESTIGATIONS -02
LAW ENFORCEMENT CAPTAIN-SES
01659
(8632) 33-1012-05, 13/530 (1.0)

ARMORER
04476
(6650) 49-9033-03, 6/20 (1.0)

RECORDS TECHNICIAN
00497
(0045) 43-4199-02, 3/13 (1.0)

SENIOR CLERK
04883
(0004) 43-9061-02, 3/13 (1.0)

OPERATIONS ANALYST I
03825
(2209) 13-1111-02, 6/17 (1.0)

UNIT 1 -01
LAW ENFORCEMENT LIEUTENANT (ACADEMY)
00443
(8522) 33-1012-04, 12/55 (1.0)

UNIT 2 -02
LAW ENFORCEMENT LIEUTENANT (ACADEMY)
04019
(8522) 33-1012-04, 12/55 (1.0)

UNIT 3 -03
LAW ENFORCEMENT LIEUTENANT (ACADEMY)
04027
(8522) 33-1012-04, 12/55 (1.0)

POLYGRAPH - UNIT 1 -01
LAW ENFORCEMENT LIEUTENANT (BACKGROUND)
03643
(8522) 33-1012-04, 12/55 (1.0)

POLYGRAPH - UNIT 2 -02
LAW ENFORCEMENT LIEUTENANT (BACKGROUND)
00518
(8522) 33-1012-04, 12/55 (1.0)

SUBUNIT 1 -01
FL HIGHWAY PATROL SERGEANT (ACADEMY)
00652
(8519) 33-1012-03, 10/54 (1.0)

SENIOR CLERK
00445
(0004) 43-9061-02, 3/11 (1.0)

FL HIGHWAY PATROL SERGEANT (ACADEMY)
03646
(8519) 33-1012-03, 10/54 (1.0)

FL HIGHWAY PATROL TROOPER (BACKGROUND)
01457
(8515) 33-3051-01, 8/52 (1.0)

FL HIGHWAY PATROL TROOPER (BACKGROUND)
01990
(8515) 33-3051-01, 8/52 (1.0)

SUBUNIT 1 -01
FL HIGHWAY PATROL SERGEANT (ACADEMY)
01528
(8519) 33-1012-03, 10/54 (1.0)

FL HIGHWAY PATROL SERGEANT (ACADEMY)
02020
(8519) 33-1012-03, 10/54 (1.0)

LAW ENFORCEMENT LIEUTENANT (BACKGROUND)
02027 04007
(8522) 33-1012-04, 12/55 (2.0)

FL HIGHWAY PATROL TROOPER (ACADEMY)
01124
(8515) 33-3051-01, 8/52 (1.0)

POLYGRAPH - UNIT 3 -03
LAW ENFORCEMENT LIEUTENANT (BACKGROUND)
03642
(8522) 33-1012-04, 12/55 (1.0)

RECRUITMENT -04
LAW ENFORCEMENT LIEUTENANT (BACKGROUND)
04028
(8522) 33-1012-04, 12/55 (1.0)

SUBUNIT 1 -01
FL HIGHWAY PATROL TROOPER (ACADEMY)
Funded out of FHP 761006
12170
(8515) 33-3051-01, 8/52 (1.0)

FL HIGHWAY PATROL TROOPER (BACKGROUND)
01581 04020
(8515) 33-3051-01, 8/52 (2.0)

RECRUITMENT SUBUNIT 1 -01
FL HIGHWAY PATROL SERGEANT (BACKGROUND)
01021
(8519) 33-1012-03, 10/54 (1.0)

FL HIGHWAY PATROL TROOPER (BACKGROUND)
00668 01985 04790
(8515) 33-3051-01, 8/52 (3.0)

GHQ-4A

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

CHIEF OF FLORIDA HIGHWAY PATROL

11094
(7981) 11-9199-03, 21/540 (1.0)

TROOP I HEADQUARTERS -01
LAW ENFORCEMENT
MAJOR - FHP

12214

(8626) 11-9199-03, 21/540 RO

TROOP J HEADQUARTERS -02
LAW ENFORCEMENT
MAJOR - FHP

11002

(8626) 11-9199-03, 21/540 RO

CVE HEADQUARTERS -03
LAW ENFORCEMENT LIEUTENANT

12196

(8522) 33-1012-04, 12/55 (1.0)

CVE HEADQUARTERS -01
GRANTS SPECIALIST SUPERVISOR II-SES

12219

(2417) 13-2099-04, 9/422 (1.0)

RECORDS ANALYST

11423

(2208) 13-1111-01, 3/17 (1.0)

GRANTS SPECIALIST A

14325

(2230) 13-2099-03, 8/21 (1.0)

OFFICE OPERATIONS CONSULTANT I

11163 13110

(0162) 13-1199-03, 7/20 (2.0)

LAW ENFORCEMENT
MAJOR - FHP
12214
(8626)   11-9199-03, 21/540   (1.0)

OPERATIONS ANALYST II
12215
(2212)   13-1111-03, 7/19   (1.0)

FLORIDA HIGHWAY PATROL SERGEANT
14300
(8519)   33-1012-03, 10/54   (1.0)

STAFF ASSISTANT
13116
(0120)   43-6011-02, 3/13   (1.0)

REGION I   -01
LAW ENFORCMENT CAPTAIN-SES
11089
(8632)   33-1012-05, 13/530   RO

REGION III   -02
LAW ENFORCEMENT CAPTAIN-SES
12181
(8632)   33-1012-05, 13/530   RO

REGION IV   -03
LAW ENFORCEMENT CAPTAIN-SES
11386
(8632)   33-1012-05, 13/530   RO

COMPLIANCE REVIEW   -04
LAW ENFORCEMENT CAPTAIN-SES
11091
(8632)   33-1012-0, 13/530   RO

Troop I HQ

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

LAW ENFORCMENT CAPTAIN-SES
11089

(8632)   33-1012-05, 13/530   (1.0)

PANAMA CITY FIELD OFFICE   -01
LAW ENFORCEMENT LIEUTENANT
14723

(8522)   33-1012-04, 12/55   (1.0)

PENSACOLA FIELD OFFICE   -02
LAW ENFORCEMENT LIEUTENANT
11092

(8522)   33-1012-04, 12/55   (1.0)

ADMINISTRATIVE SECRETARY
14715

(0108)   43-6011-02, 3/12   (1.0)

ADMINISTRATIVE SECRETARY
13115

(0108)   43-6011-02, 3/12   (1.0)

PANAMA CITY FIELD OFFICE 1   -01
FLORIDA HIGHWAY PATROL SERGEANT
11006

(8519)   33-1012-03, 10/54 (1.0)

PANAMA CITY FIELD OFFICE 2   -02
FLORIDA HIGHWAY PATROL SERGEANT
14722

(8519)   33-1012-03, 10/54   (1.0)

PENSACOLA FIELD OFFICE 1   -01
FLORIDA HIGHWAY PATROL SERGEANT
11122

(8519)   33-1012-03, 10/54   (1.0)

PENSACOLA FIELD OFFICE 2   -02
FLORIDA HIGHWAY PATROL SERGEANT
14760

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
11223 12167 12169
14299 14759

(8515)   33-3051-01, 8/52   (5.0)

FLORIDA HIGHWAY PATROL TROOPER
11108 11133
14374 14692

(8515)   33-3051-01, 8/52   (4.0)

FLORIDA HIGHWAY PATROL TROOPER
14199 14295 14376
14758 14803

(8515)   33-3051-01, 8/52   (5.0)

FLORIDA HIGHWAY PATROL TROOPER
11368 14287 14714
14795 17511 17554

(8515)   33-3051-01, 8/52   (6.0)

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

LAW ENFORCEMENT CAPTAIN-SES
12181

(8632)   33-1012-05, 13/530   (1.0)

LAKE CITY FIELD OFFICE   -01
LAW ENFORCEMENT LIEUTENANT
12209

(8522)   33-1012-04, 12/55   (1.0)

TALLAHASSEE FIELD OFFICE   -02
LAW ENFORCEMENT LIEUTENANT
12211

(8522)   33-1012-04, 12/55   (1.0)

ADMINISTRATIVE SECRETARY
11375

(0108)   43-6011-02, 3/12   (1.0)

ADMINISTRATIVE SECRETARY
11359

(0108)   43-6011-02, 3/12   (1.0)

LAKE CITY FIELD OFFICE 2   -01
FLORIDA HIGHWAY PATROL SERGEANT
11105

(8519)   33-1012-03, 10/54   (1.0)

LAKE CITY FIELD OFFICE 3   -02
FLORIDA HIGHWAY PATROL SERGEANT
12185

(8519)   33-1012-03, 10/54   (1.0)

TALLAHASSEE FIELD OFFICE 1   -01
FLORIDA HIGHWAY PATROL SERGEANT
11113

(8519)   33-1012-03, 10/54   (1.0)

TALLAHASSEE FIELD OFFICE 2   -02
FLORIDA HIGHWAY PATROL SERGEANT
14724

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
11004 11118 11125
12204 14290 14672 17518

(8515)   33-3051-01, 8/52   (7.0)

FLORIDA HIGHWAY PATROL TROOPER
11384 12172 12174
12190 14211 14673 17547

(8515)   33-3051-01, 8/52   (7.0)

FLORIDA HIGHWAY PATROL TROOPER
11100 11121 11434 12171
12173 14190 14191 14385

(8515)   33-3051-01, 8/52   (8.0)

FLORIDA HIGHWAY PATROL TROOPER
11103 11124 12186
14204 14373 14387 14397

(8515)   33-3051-01, 8/52   (7.0)

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

LAW ENFORCEMENT CAPTAIN-SES
11386
(8632)   33-1012-05, 12/530   (1.0)

TAMPA FIELD OFFICE   -01
LAW ENFORCEMENT LIEUTENANT
11225
(8522)   33-1012-04, 12/55   (1.0)

OCALA FIELD OFFICE   -02
LAW ENFORCEMENT LIEUTENANT
12208
(8522)   33-1012-04, 12/55   (1.0)

ADMINISTRATIVE SECRETARY
11376
(0108)   43-6011-02, 3/12   (1.0)

ADMINISTRATIVE SECRETARY
13112
(0108)   43-6011-02, 3/12   (1.0)

TAMPA FIELD OFFICE 1   -01
FLORIDA HIGHWAY PATROL SERGEANT
12192
(8519)   33-1012-03, 10/54 (1.0)

TAMPA FIELD OFFICE 2   -02
FLORIDA HIGHWAY PATROL SERGEANT
11117
(8519)   33-1012-03, 10/54 (1.0)

OCALA FIELD OFFICE 1   -01
FLORIDA HIGHWAY PATROL SERGEANT
11131
(8519)   33-1012-03, 10/54 (1.0)

OCALA FIELD OFFICE 2   -02
FLORIDA HIGHWAY PATROL SERGEANT
14289
(8519)   33-1012-03, 10/54 (1.0)

OCALA CIU SQUAD   -03
FL HIGHWAY PATROL
SERGEANT (CIU)
14189
(8519)   33-1012-03, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
11086 11098 14198 14200
14293 14730 14731 14786
(8515)   33-3051-01, 8/52   (8.0)

FLORIDA HIGHWAY PATROL TROOPER
11106 14202 14378
14732 14800 17694
(8515)   33-3051-01, 8/52   (6.0)

FLORIDA HIGHWAY PATROL TROOPER
12180 14194
14195 14196 14390
(8515)   33-3051-01, 8/52   (5.0)

FLORIDA HIGHWAY PATROL TROOPER
11099 11126 11193
11367 14801 17513
(8515)   33-3051-01, 8/52   (6.0)

FL HIGHWAY PATROL
TROOPER (CANINE)
14375 17550
(8515)   33-3051-01, 8/52   (2.0)

FL HIGHWAY PATROL
TROOPER (FELONY)
12194 12179
(8515)   33-3051-01, 8/52   (2.0)

LAW ENFORCMENT CAPTAIN-SES
11091

(8632) 33-1012-05, 13/530 (1.0)

OPERATIONS ANALYST I
12761

(2209) 13-1111-02, 6/17 (1.0)

COMPLIANCE REVIEW PROGRAM -01
LAW ENFORCEMENT
LIEUTENANT (COMPLIANCE)
11297
(8522) 33-1012-04, 12/55 (1.0)

HAZMAT -02
FL HIGHWAY PATROL
SERGEANT (HAZMAT)
14841
(8519) 33-1012-3, 10/54 (1.0)

COMPLIANCE REVIEW PROGRAM 1 -01
FL HIGHWAY PATROL
SERGEANT (COMPLIANCE)
12212
(8519) 33-1012-03, 10/54 (1.0)

COMPLIANCE REVIEW PROGRAM 2 -02
FL HIGHWAY PATROL
SERGEANT (COMPLIANCE)
11134
(8519) 33-1012-03, 10/54 (1.0)

COMPLIANCE REVIEW PROGRAM 3 -03
FL HIGHWAY PATROL
SERGEANT (COMPLIANCE)
11120
(8519) 33-1012-03, 10/54 (1.0)

FL HIGHWAY PATROL
TROOPER (HAZMAT)
12182 14785 14843
14844 14845 14846
(8515) 33-3051-1, 8/52 (6.0)

FL HIGHWAY PATROL
TROOPER (COMPLIANCE)
11005 14301 14391
14721 14733 14825
(8515) 33-3051-01, 8/52 (6.0)

FL HIGHWAY PATROL
TROOPER (COMPLIANCE)
11194 12183 14294
14799 14823 14824
(8515) 33-3051-01, 8/52 (6.0)

FL HIGHWAY PATROL
TROOPER (COMPLIANCE)
11030 14206 14209
14297 14380 14821 17520
(8515) 33-3051-01, 8/52 (7.0)

DATE: 07/01/2017
SEQUENCE: 7610-02-02-02
OED:
NUMBER OF POSITIONS: 3
NUMBER OF FTE'S: 3.0

LAW ENFORCEMENT
MAJOR - FHP
11002
(8626)   11-9199-03, 21/540   (1.0)

ADMINISTRATIVE SECRETARY
11032 14716

(0108)   43-6011-02, 3/12   (2.0)

REGION I -01	REGION II -02	REGION III -03	REGION IV -04
LAW ENFORCMENT CAPTAIN-SES	LAW ENFORCEMENT CAPTAIN-SES	LAW ENFORCEMENT CAPTAIN-SES	LAW ENFORCEMENT CAPTAIN-SES
11088	11090	11267	12197
(8632) 33-1012-05, 13/530 RO	(8632) 33-1012-05, 13/530 RO	(8632) 33-1012-05, 13/530 RO	(8632) 33-1012-05, 13/530 RO

TROOP J HQ

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

LAW ENFORCEMENT CAPTAIN-SES

11088
(8632)   33-1012-05, 13/530   (1.0)

DELAND FIELD OFFICE   -01
LAW ENFORCEMENT LIEUTENANT

12206
(8522)   33-1012-04, 12/55   (1.0)

ORLANDO FIELD OFFICE   -02
LAW ENFORCEMENT LIEUTENANT

11206
(8522)   33-1012-04, 12/55   (1.0)

ADMINISTRATIVE SECRETARY

14411
(0108)   43-6011-02, 3/12   (1.0)

ADMINISTRATIVE SECRETARY

13113
(0108)   43-6011-02, 3/12   (1.0)

DELAND FIELD OFFICE 1   -01
FLORIDA HIGHWAY PATROL SERGEANT

12200
(8519)   33-1012-03, 10/54   (1.0)

ORLANDO FIELD OFFICE 1   -01
FLORIDA HIGHWAY PATROL SERGEANT

11222
(8519)   33-1012-03, 10/54   (1.0)

ORLANDO FIELD OFFICE 2   -02
FLORIDA HIGHWAY PATROL SERGEANT

11369
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
   11130 11245 11430 12184
12187 14382 14802 17530 17555
(8515)   33-3051-01, 8/52   (9.0)

FLORIDA HIGHWAY PATROL
TROOPER
11096 12189 14188 14292 14381
   14728 14729 14848 17374
(8515)   33-3051-01, 8/52   (9.0)

FLORIDA HIGHWAY PATROL
TROOPER
   11001 11109 11370 14197
   14291 14298 14383 14727
(8515)   33-3051-01, 8/52   (8.0)

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

DATE: 01/01/2017
SEQUENCE: 7610-02-02-02-02
OED: APM
NUMBER OF POSITIONS: 21.0
NUMBER OF FTE'S: 21.0

LAW ENFORCEMENT CAPTAIN-SES
11090

(8632) 33-1012-05, 13/530 (1.0)

FT MYERS FIELD OFFICE -01
LAW ENFORCEMENT LIEUTENANT
11093

(8522) 33-1012-04, 12/55 (1.0)

ADMINISTRATIVE SECRETARY
14312

(0108) 43-6011-02, 3/12 (1.0)

FT MYERS FIELD OFFICE 1 -01
FLORIDA HIGHWAY PATROL SERGEANT
14208

(8519) 33-1012-03, 10/54 (1.0)

FT MYERS FIELD OFFICE 2 -02
FLORIDA HIGHWAY PATROL SERGEANT
12193

(8519) 33-1012-03, 10/54 (1.0)

FT MYERS CIU SQUAD -03
FL HIGHWAY PATROL SERGEANT (CIU)
12202

(8519) 33-1012-03, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER

11007 11527 14392
14787 14793 14798
(8515) 33-3051-01, 8/52 (6.0)

FLORIDA HIGHWAY PATROL TROOPER
11115 14207 14210
14288 14847

(8515) 33-3051-01, 8/52 (5.0)

FL HIGHWAY PATROL
TROOPER (CANINE)
12188 14379

(8515) 33-3051-01, 8/52 (2.0)

FL HIGHWAY PATROL
TROOPER (FELONY)
14519 11110

(8515) 33-3051-01, 8/52 (2.0)

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

DATE: 01/01/2017
SEQUENCE: 7610-02-02-02-03
OED: APM
NUMBER OF POSITIONS: 43
NUMBER OF FTE'S: 43.0

LAW ENFORCEMENT CAPTAIN-SES
11267

(8632)   33-1012-05, 13/530   (1.0)

PALM BEACH FIELD OFFICE   -01
LAW ENFORCEMENT LIEUTENANT
11132

(8522)   33-1012-04, 12/55   (1.0)

MIAMI FIELD OFFICE   -02
LAW ENFORCEMENT LIEUTENANT
14386

(8522)   33-1012-04, 12/55   (1.0)

ADMINISTRATIVE SECRETARY
11377 13109

(0108)   43-6011-02, 3/12   (2.0)

ADMINISTRATIVE SECRETARY
13108

(0108)   43-6011-02, 3/12   (1.0)

PALM BEACH FIELD OFFICE 1   -01
FLORIDA HIGHWAY PATROL
SERGEANT
14830
(8519)   33-1012-03, 10/54   (1.0)

PALM BEACH FIELD OFFICE 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT
12199
(8519)   33-1012-03, 10/54   (1.0)

PALM BEACH FIELD OFFICE 3   -03
FLORIDA HIGHWAY PATROL
SERGEANT
12213
(8519)   33-1012-03, 10/54   (1.0)

MIAMI FIELD OFFICE 1   -01
FLORIDA HIGHWAY PATROL
SERGEANT
11598
(8519)   33-1012-03, 10/54   (1.0)

MIAMI FIELD OFFICE 2   -02
FLORIDA HIGHWAY PATROL
SERGEANT
11431
(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL
TROOPER
11009 11129 11192
11224 14389 14849
(8515)   33-3051-01, 8/52   (6.0)

FLORIDA HIGHWAY PATROL
TROOPER
11008 11111 11116 11388
12201 14831 14832
(8515)   33-3051-01, 8/52   (7.0)

FLORIDA HIGHWAY PATROL
TROOPER
11107 11231 12195
14304 14725 14797
(8515)   33-3051-01, 8/52   (6.0)

FLORIDA HIGHWAY PATROL
TROOPER
11207 11526 11599
12203 14302 14305
(8515)   33-3051-01, 8/52   (6.0)

FLORIDA HIGHWAY PATROL
TROOPER
11003 11101 11127 11172
14203 14205 14388
(8515)   33-3051-01, 8/52   (7.0)

DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
COMMERCIAL VEHICLE ENFORCEMENT
TROOP J / REGION IV (JACKSONVILLE)

DATE: 01/01/2017
SEQUENCE: 7610-02-02-02-04
OED: _____ APM
NUMBER OF POSITIONS: 31
NUMBER OF FTE'S: 31.0

LAW ENFORCMENT CAPTAIN-SES
12197

(8632)   33-1012-05, 13/530   (1.0)

JACKSONVILLE FIELD OFFICE   -01
LAW ENFORCEMENT LIEUTENANT
12210

(8522)   33-1012-04, 12/55   (1.0)

ADMINISTRATIVE SECRETARY
11144 13111

(0108)   43-6011-02, 3/12   (2.0)

TRAINING & PAO 1   -02
FLORIDA HIGHWAY PATROL SERGEANT
14791

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
14796 115826

(8515)   33-3051-01, 8/52   (2.0)

TRAINING & PAO 2   -03
FLORIDA HIGHWAY PATROL SERGEANT
17531

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
12191 14842

(8515)   33-3051-01, 8/52   (2.0)

JACKSONVILLE FIELD OFFICE 1   -01
FLORIDA HIGHWAY PATROL SERGEANT
17698

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
11104 11385 12178
12205 14192 14296

(8515)   33-3051-01, 8/52   (6.0)

JACKSONVILLE FIELD OFFICE 2   -02
FLORIDA HIGHWAY PATROL SERGEANT
11128

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
11123 12175 12177
14193 14303 14757

(8515)   33-3051-01, 8/52   (6.0)

JACKSONVILLE FIELD OFFICE 3   -03
FLORIDA HIGHWAY PATROL SERGEANT
14754

(8519)   33-1012-03, 10/54   (1.0)

FLORIDA HIGHWAY PATROL TROOPER
11432 12176 14664
14788 14794 17545

(8515)   33-3051-01, 8/52   (6.0)

DATE: 06/30/2017
SEQUENCE: APM
OID: 7610-08
NUMBER OF POSITIONS: 53
NUMBER OF FTES: 53.0

FHP Positions on Loan
7610-08

Reports to: (DAS) -01
ACCOUNTS RECEIVABLE
7602-01-01-02-03

ACCOUNTANT IV
04096
(3437) 13-2011-03, 8 (1.0)

Reports to: (ISA) -02
SERVICE OPERATIONS
7640-01-01-01

TECHNICAL SERVICES MANAGER-HSMV
Working Title: Chief of Service Operations
03549
(8332) 11-3024-03, 21 (1.0)

Reports to: (ISA) -01
NETWORK SERVICES
7640-01-01-01-01

SYSTEMS PROGRAMMER III
03431
(2113) 15-1142-04, 9 (1.0)

Reports to: (ISA) -02
PLATFORM SYSTEMS
7640-01-01-02-04

SYSTEMS PROGRAMMER III
00052
(2885) 15-1142-04, 9 (1.0)

Reports to: (OEIT) -03
HSMV LEGAL COUNSEL
7601-02

HSMV LEGAL COUNSEL
03838
(7741) 11-9199-3, 21 (1.0)

Reports to: (OED) -04
LEGAL COUNSEL
7601-02

CHIEF LEGAL COUNSEL
00656
(7741) 11-9199-3, 21 (1.0)

FHP LEGAL SOUTHERN REGION -01
EXECUTIVE SENIOR ATTORNEY
03542
WT: Senior Assistant General Counsel
(7735) 23-1011-5, 16 (1.0)

SENIOR ATTORNEY
03348
(7738) 23-1011-4, 14 (1.0)

PARALEGAL SPECIALIST
13074 +03967
(7703) 23-2011-1, 5 (2.0)

PARALEGAL SPECIALIST
04864
(7703) 23-2011-1, 5 (1.0)

Reports to: (OED) -05
PUBLIC INFORMATION OFFICER
7601-05-02

LAW ENFORCEMENT CAPTAIN-SES
00878
(8532) 33-1012-5, 13 (1.0)

LAW ENFORCEMENT LIEUTENANT
01107
(8522) 33-1012-04, 12 (1.0)

Reports to: (ISA) -06
ORACLE SERVICES
7640-01-01-01-05

DATA BASE CONSULTANT
03912
(2127) 15-1061-4, 9 (1.0)

SENIOR DATA BASE ANALYST
02130
(1122) 15-1061-4, 9 (1.0)

Reports to: (ISA) -07
ENTERPRISE SECURITY MANAGEMENT
7640-01-01-02

SENIOR INFO TECH BUSINESS CONSULTANT
03339 04025
(2114) 15-1099-4, 9 (2.0)

Reports to: (ISA) -09
CLIENT SERVER SERVICES - FDLIS
7640-01-01-03-01-01

APPLICATION SYSTEMS PROGRAMMER II
05994
(2043) 15-1021-4, 9 (1.0)

Reports to: (OED) -10
COMMUNICATIONS OFFICE
7601-05-02

WEB MANAGER-SES
00691
(2132) 15-1134-04 (1.0)

Reports to: (OED) -12
OFFICE OF INSPECTOR
GENERAL/INVESTIGATIONS UNIT 2
7601-03

LAW ENFORCEMENT LIEUTENANT
12207
(8522) 33-1012-4, 12 (1.0)

Reports to: (OED) -13
OFFICE OF INSPECTOR
GENERAL/INVESTIGATIONS UNIT 1
7601-03

LAW ENFORCEMENT CAPTAIN-SES
01107
(8632) 33-1012-5, 13 (1.0)

LAW ENFORCEMENT LIEUTENANT
01068 01478 01633
02028 05190
(8522) 33-1012-4, 12 (5.0)

LAW ENFORCEMENT CAPTAIN-SES
00828 01269
02026 06234
(8632) 33-1012-5, 13 (4.0)

Reports to: (DAS) -14
SECURITY
7602-01-02-04

SECURITY OFFICER
06405 00606
(8201) 33-9032-1, 1 (2.0)

Reports to: (OED) -15
INSPECTOR GENERAL / INVESTIGATIONS
7601-03

DEPUTY INSPECTOR GENERAL - HSMV
Working Title: Director of Investigations - HSMV
05538
(7587) 11-1021-2, 20 (1.0)

INSPECTOR SPECIALIST-SES
02476 03851
(2260) 13-1041-4, 10 (2.0)

Reports to: (OEIT) -16
BUSINESS RELATIONSHIP SERVICES
7601-04

MANAGER, BUSINESS SYSTEMS SUPPORT-SES
Working Title: Business Relationship Consultant
03733
(8554) 11-3021-3, 21 (1.0)

OPERATIONS ANALYST I
03832
(02209) 13-1111-02, 6 (1.0)

SYSTEMS PROJECT CONSULTANT
04362
(2109) 15-1121-04, 9 (1.0)

MANAGEMENT ANALYST I - SES
06513
(2209) 13-1111-2, 6 (1.0)

SENIOR MANAGEMENT ANALYST II - SES
05316
(2225) 13-1111-4, 10 (1.0)

Reports to: (OED) -17
INTERNAL AUDITING
7601-03

Reports to: (OED) -18
PUBLIC INFORMATION OFFICER
7601-05-02

ASSISTANT PUBLIC INFORMATION ADMIN
Working Title: Public Information Officer
04475
(9293) 11-2031-02, 20 (1.0)

Reports to: (ISA) -20
FHP TECHNOLOGY/COMMUNICATIONS
7640-01-05

LAW ENFORCEMENT MAJOR - FHP
(Working Title: Chief Technology Officer)
01989
(8626) 11-9199-03, 21 (1.0)

STAFF ASSISTANT
01604
(0420) 43-6011-02, 5 (1.0)

UTILITIES SYSTEM/ENGINEERING SPECIALIST
04903
(TF) 17-2199-04, 11 (1.0)

SUPPORT UNIT 1 -81
LAW ENFORCEMENT CAPTAIN-SES
04149
(8632) 33-1012-05, 13 (1.0)

DATA BASE CONSULTANT
00937
(2127) 15-1141-04, 9 (1.0)

NORTH
FLORIDA HIGHWAY PATROL SERGEANT
01504
(8589) 33-1012-03, 10 (1.0)

SOUTH
FLORIDA HIGHWAY PATROL SERGEANT
04188
(8529) 33-1012-03, 10 (1.0)

Reports to: (OED) -21
RESEARCH & POLICY OFFICE
7601-05-03

SENIOR MANAGEMENT ANALYST II-SES
02341
(2225) 13-1111-4, 10 (1.0)

Reports to: (OED) -22
ASSOEIB LEGAL COUNSEL
7601-02

CHIEF LEGAL COUNSEL
04340
(7741) 11-9199-3, 21 (1.0)

Reports to: (ISA) -23
LAW ENFORCEMENT INFORMATION TECHNOLOGY
7640-01-05-02

SYSTEMS PROGRAMMER I
01386
(2111) 15-1142-02, 6/21 (1.0)

Reports to: (ISA) -24
MODERNIZATION ANALYSIS
SOLUTION SERVICES
7640-01-01-03

PLANNING ANALYST
13114
(2338) 13-1111-03, 7/24 (1.0)

Reports to: (ISA) -25
IT SERVICES
DATA WAREHOUSE
7640-01-01-01-04

SENIOR DATA BASE ANALYST
05328
(2122) 15-1061-4, 9 (1.0)

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES

DATE: 04/28/2017
SEQUENCE: 7621
OED: APM
NUMBER OF POSITIONS: 9
NUMBER OF FTE'S: 9.0

DIRECTOR OF MOTORIST SERVICES - HSMV
02416

(9765)   10-1021-01, 23/930   (1.0)

OPERATIONS & MGMT CONSULTANT I - SES
02417

(2234)   13-1111-03, 7/421   (1.0)

DEPUTY DIRECTOR OF OPERATIONS AND POLICY   -01
DEPUTY DIRECTOR-HSMV
02036

(7904)   11-1021-04, 22/540   (1.0)

PROGRAM PLANNING & ADMINISTRATION -02
CHIEF ADMINISTRATIVE OFFICER-HSMV
04941

(8547)   11-1021-04, 22/540   (RO)

PROGRAM CONSULTANT
Working Title: Communication Coordinator
00444

(5916)   13-1111-04, 10/25   (1.0)

DEPUTY DIRECTOR OF CUSTOMER SERVICE DELIVERY   -03
DEPUTY DIRECTOR-HSMV
04595

(7904)   11-1021-04, 22/540   (1.0)

BUREAU OF ISSUANCE OVERSIGHT   -01
CHIEF OF ISSUANCE OVERSIGHT-HSMV
04948

(7905)   11-1021-03, 21/530   (RO)

OPERATIONS & MGMT CONSULTANT I - SES
03390

(2234)   13-1111-03, 7/421   (RO)

BUREAU OF CREDENTIALING SERVICES   -01
CHIEF OF CREDENTIALING SERVICES
02462

(7907)   11-1021-03, 21/530   (RO)

BUREAU OF DEALER SERVICES   -02
CHIEF OF DEALER SERVICES-HSMV
04262

(7906)   11-1021-03, 21/530   (RO)

PROJECT MANAGEMENT OFFICE   -01
OPERATIONS & MGMT CONSULTANT MGR-SES
Working Title: Chief Project Manager
02240

(2238)   11-1021-02, 20/425   (RO)

BUSINESS SUPPORT SERVICES   -03
OPERATIONS & MGMT CONSULTANT II-SES
02066

(2236)   13-1111-04, 10/423   (RO)

BUREAU OF CUSTOMER SERVICE   -02
CHIEF OF CUSTOMER SERVICE-HSMV
02504

(7901)   11-9199-03, 21/530   (RO)

BUREAU OF MOTORIST COMPLIANCE   -03
CHIEF OF MOTORIST COMPLIANCE
00735

(7913)   11-1021-03, 21/530   (RO)

BUDGET AND PROPERTY MANAGEMENT OFFICE   -04
OPERATIONS & MGMT CONSULTANT MGR-SES
03085

(2238)   11-1021-02, 20/425   (RO)

BUREAU OF MOTORIST SERVICES SUPPORT   -06
CHIEF OF MOTORIST SERVICES SUPPORT
02864

(7922)   11-1021-03, 21/530   (RO)

CONTRACT MANAGEMENT UNIT   -03
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
02393

(9010)   11-1021-02, 20/424   (1.0)

BUREAU OF RECORDS   -04
CHIEF OF RECORDS-HSMV
02422

(7911)   11-1021-03, 21/530   (RO)

STRATEGIC MANAGEMENT   -07
OPERATIONS & MGMT CONSULTANT MGR-SES
02041

(2238)   11-1021-02, 20/425   (RO)

HR MANAGEMENT   -02
OPERATIONS & MGMT CONSULTANT II-SES
02037

(2236)   13-1111-04, 10/423   (RO)

PLANNING CONSULTANT
02433

(2336)   13-1111-04, 10/24   (1.0)

BUREAU OF COMMERCIAL VEHICLES AND DRIVER SERVICES   -05
CHIEF OF COMMERCIAL VEHICLES & DRIVER SVCS
04487

(7916)   11-1021-03, 21/530   (RO)

BUSINESS SPECIALIST C
02806

(4946)   13-1199-04, 10/23   (1.0)

OPERATIONS REVIEW SPECIALIST
02235

(2239)   13-1111-04, 10/24   (1.0)

MS DIRECTOR

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

CHIEF OF ISSUANCE OVERSIGHT-HSMV

04948

(7905) 11-1021-03, 21/530 (1.0)

STAFF ASSISTANT

05391

(0120) 43-6011-02, 3/13 (1.0)

SYSTEMS -01
HIGHWY SAFE & MOTOR VEHICLE
PROG MGR-SES
Working Title: HSMV Program Manager-SES
04837

(9010) 11-1021-02, 20/424 (1.0)

PERFORMANCE COMPLIANCE -02
AUDIT EVALUATION &
REVIEW ANALYST-SES
02894

(1668) 13-2011-03, 8/424 (1.0)

POLICY AND PROCEDURE -03
HIGHWY SAFE & MOTOR VEHICLE
PROG MGR-SES
Working Title: HSMV Program Manager-SES
04931

(9010) 11-1021-02, 20/424 (RO)

SYSTEMS EVALUATION UNIT 1 -01
OPERATIONS & MGMT
CONSULTANT MGR-SES
05103

(2238) 11-1021-02, 20/425 (1.0)

SYSTEMS EVALUATION UNIT 2 -02
OPERATIONS & MGMT
CONSULTANT MGR-SES
03175

(2238) 11-1021-02, 20/425 (1.0)

SYSTEMS EVALUATION UNIT 3 -03
OPERATIONS & MGMT
CONSULTANT MGR-SES
03188

(2238) 11-1021-02, 20/425 (1.0)

SYSTEMS EVALUATION UNIT 4 -04
OPERATIONS & MGMT
CONSULTANT MGR-SES
01298

(2238) 11-1021-02, 20/425 (1.0)

PLANNER I

02091

(2309) 13-1111-02, 6/18 (1.0)

OPERATIONS REVIEW SPECIALIST

02045 02728

(2239) 13-1111-04, 10/24 (2.0)

OPERATIONS REVIEW SPECIALIST

03848 05292

(2239) 13-1111-04, 10/24 (2.0)

OPERATIONS REVIEW SPECIALIST

02055 03950

(2239) 13-1111-04, 10/24 (2.0)

OPERATIONS REVIEW SPECIALIST

02090 02617

(2239) 13-1111-04, 10/24 (2.0)

OPERATIONS ANALYST II

03261

(2212) 13-1111-03, 7/19 (1.0)

QUALITY CONTROL ANALYST
02118 02276 02908
04303 04933

(5890) 13-1111-02, 6/18 (5.0)

QUALITY CONTROL ANALYST
00504 02692 02910
03217 03866 04951

(5890) 13-1111-02, 6/18 (6.0)

QUALITY CONTROL ANALYST
00505 02132
02312 02752 03630

(5890) 13-1111-02, 6/18 (5.0)

QUALITY CONTROL ANALYST
02069 02801
03506 04828

(5890) 13-1111-02, 6/18 (4.0)

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

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                        ┌──────────────────────────────────────┐
                        │ HIGHWY SAFE & MOTOR VEHICLES         │
                        │ PROG MGR-SES                         │
                        │ Working Title: HSMV Program Manager-SES│
                        │              04931                    │
                        │ (9010)    11-1021-02, 20/424   (1.0) │
                        └──────────────────────────────────────┘
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INVENTORY UNIT -01	PROJECT & PROGRAM -02	RESEARCH & PROCEDURES -03
HSMV SECTION SUPERVISOR-SES	OVERSIGHT	COORDINATION
	OPERATIONS SERVICES MGR - SES	OPERATIONS SERVICES MGR - SES
02052	04022	00942
(9067) 11-1021-01, 19/418 (1.0)	(5768) 11-1021-02, 20/423 (1.0)	(5768) 11-1021-02, 20/423 (1.0)

SENIOR CLERK	SENIOR WORD PROCESSING SYSTEMS OPERATOR	OPERATIONS ANALYST II
00320 03747	02094	02042 04315 04850
(0004) 43-9061-02, 3/11 (2.0)	(0093) 43-9022-02, 3/12 (1.0)	(2212) 13-1111-03, 7/19 (3.0)

OPERATIONS ANALYST I	OPERATIONS ANALYST I	RESEARCH AND TRAINING SPECIALIST
03751 04237	02122	04436
(2209) 13-1111-02, 6/17 (2.0)	(2209) 13-1111-02, 7/19 (1.0)	(1334) 13-1073-04, 10/23 (1.0)

	SENIOR HIGHWAY SAFETY SPECIALIST	
	04297	
	(9021) 13-1041-03, 7/19 (1.0)	

	OPERATIONS REVIEW SPECIALIST	
	02558 02720	
	03010 05303	
	(2239) 13-1111-04, 10/24 (4.0)	

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

```
CHIEF OF DEALER SERVICES - HSMV

                    04262
(7906)      11-1021-03, 21        (1.0)
```

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HIGHWAY SAFETY SPECIALIST

                03620
(9018)    13-1041-02, 6      (1.0)
```

```
ADMINISTRATIVE ASSISTANT II

                  02044
(0712)    43-6011-03, 5        (1.0)
```

```
MV FIELD OPEATIONS NORTH   -01
HIGHWY SAFE & MOTOR VEHICLE
PROG MGR-SES
Working Title: HSMV Program Manager-SES
              05070
(9010)     11-1021-02, 20      RO
```

```
MV FIELD OPEATIONS SOUTH   -02
HIGHWY SAFE & MOTOR VEHICLE
PROG MGR-SES
Working Title: HSMV Program Manager-SES
              02936
(9010)     11-1021-02, 20      RO
```

```
OPERATIONS SUPPORT   -03
HIGHWY SAFE & MOTOR VEHICLE
PROG MGR-SES
Working Title: HSMV Program Manager-SES
              02712
(9010)     11-1021-02, 20      RO
```

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

```
HIGHWY SAFE & MOTOR VEHICLE
PROG MGR-SES
Working Title: HSMV Program Manager-SES
                 05070
(9010)        11-1021-02, 20/424         (1.0)
```

```
BUSINESS CONSULTANT I

            04370

(0736)    13-1111-03, 7/20  (1.0)
```

```
OCALA REGION          -01
HSMV REGIONAL
ADMINISTRATOR-SES
            02294
(9011)    11-1021-02, 20/420    (1.0)
```

```
JACKSONVILLE REGION     -02
HSMV REGIONAL
ADMINISTRATOR-SES
            02301
(9011)    11-1021-02, 20/420     (1.0)
```

```
ORLANDO REGION         -03
HSMV REGIONAL
ADMINISTRATOR-SES
            02318
(9011)    11-1021-02, 20/420    (1.0)
```

```
TALLAHASSEE REGION       -04
HSMV REGIONAL
ADMINISTRATOR-SES
            02311
(9011)  11-1021-02, 20/420    (1.0)
```

```
SENIOR CLERK

        02100  02265
(0004)   43-9061-02, 3/11    (2.0)
```

```
SENIOR CLERK

            05265
(0004)   43-9061-02, 3/11    (1.0)
```

```
SENIOR CLERK
        02324  02408
        03366  03447
(0004)   43-9061-02, 3/11    (4.0)
```

```
SENIOR CLERK

        02086  02109  02293
(0004)   43-9061-02, 3/11    (3.0)
```

```
SENIOR HIGHWAY SAFETY
SPECIALIST
            02190
(9021)   13-1041-03, 7/19    (1.0)
```

```
SENIOR HIGHWAY SAFETY
SPECIALIST
            02304
(9021)    13-1041-03, 7/19    (1.0)
```

```
SENIOR HIGHWAY SAFETY
SPECIALIST
        02296  02345  02409
(9021)    13-1041-03, 7/19    (3.0)
```

```
SENIOR HIGHWAY SAFETY
SPECIALIST
        03442  03758  04673
(9021)   13-1041-03, 7/19    (3.0)
```

```
STAFF ASSISTANT

            02900
(0120)   43-6011-02, 3/13   (1.0)
```

```
MAINTENANCE MECHANIC

            03347
(6466)   49-9042-02, 4/14  (1.0)
```

```
OCALA FIELD OPERATIONS   -01
HSMV FIELD SUPERVISOR-SES

            03438
(9016)   11-1021-01, 19/418    (1.0)
```

```
JACKSONVILLE FIELD OPERATIONS   -01
HSMV FIELD SUPERVISOR-SES

            02305
(9016)    11-1021-01, 19/418    (1.0)
```

```
ORANGE CITY FIELD OPERATIONS   -01
HSMV FIELD SUPERVISOR-SES

            02314
(9016)    11-1021-01, 19/418    (1.0)
```

```
ORLANDO FIELD OPERATIONS   -02
HSMV FIELD SUPERVISOR-SES

            03441
(9016)   11-1021-01, 19/418    (1.0)
```

```
TALLAHASSEE FIELD OPERATIONS   -01
HSMV FIELD SUPERVISOR-SES

            02347
(9016)   11-1021-01, 19/418    (1.0)
```

```
HSMV COMPLIANCE EXAMINER

    02322  02389  03365
    03367  03459  03756  05112
(9009)   13-1041-02, 6/16    (7.0)
```

```
HSMV COMPLIANCE EXAMINER

        02297  02329
        02349  02350  05214
(9009)    13-1041-02, 6/16    (5.0)
```

```
HSMV COMPLIANCE EXAMINER

    02267  02284  02313
    02332  02899
(9009)   13-1041-02, 6/16    (5.0)
```

```
HSMV COMPLIANCE EXAMINER

    02193  02315  02320
    02321  03363  03364  04293
(9009)   13-1041-02, 6/16    (7.0)
```

```
HSMV COMPLIANCE EXAMINER
    02290  02292  02299
    02331  02348  02351  02897
    03362  05216
(9009)   13-1041-02, 6/16    (9.0)
```

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

HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
02936
(9010) 11-1021-02, 20/424 (1.0)

BUSINESS CONSULTANT I
02142
(0736) 13-1111-03, 7/20 (1.0)

MARGATE REGION -01
HSMV REGIONAL ADMINISTRATOR-SES
05110
(9011) 11-1021-02, 20/420 (1.0)

TAMPA REGION -02
HSMV REGIONAL ADMINISTRATOR-SES
05107
(9011) 11-1021-02, 20/420 (1.0)

PALMETTO REGION -03
HSMV REGIONAL ADMINISTRATOR-SES
02352
(9011) 11-1021-02, 20/420 (1.0)

MIAMI REGION -04
HSMV REGIONAL ADMINISTRATOR-SES
02367
(9011) 11-1021-02, 20/420 (1.0)

SENIOR CLERK
00160 02263
02360 03375 05385
(0004) 43-9061-02, 3/11 (5.0)

SENIOR HIGHWAY SAFETY SPECIALIST
03536 02904
(9021) 13-1041-03, 7/19 (2.0)

SENIOR CLERK
02149 02300
02388 03467
(0004) 43-9061-02, 3/11 (4.0)

SENIOR HIGHWAY SAFETY SPECIALIST
05106
(9021) 13-1041-03, 7/19 (1.0)

SENIOR HIGHWAY SAFETY SPECIALIST
05002
(9021) 13-1041-03, 7/19 (1.0)

SENIOR CLERK
02179 03437 05202
(0004) 43-9061-02, 3/11 (3.0)

SENIOR HIGHWAY SAFETY SPECIALIST
04232
(9021) 13-1041-03, 7/19 (1.0)

SENIOR CLERK
02231 02286
02385 03753
(0004) 43-9061-02, 3/11 (4.0)

MARGATE FIELD OPERATIONS -01
HSMV FIELD SUPERVISOR - SES
04675
(9016) 11-1021-01, 19/418 (1.0)

WEST PALM BEACH OPERATIONS -02
HSMV FIELD SUPERVISOR-SES
02375
(9016) 11-1021-01, 19/418 (1.0)

TAMPA FIELD OPERATIONS 1 -01
HSMV FIELD SUPERVISOR-SES
02401
(9016) 11-1021-01, 19/418 (1.0)

TAMPA FIELD OPERATIONS 2 -02
HSMV FIELD SUPERVISOR-SES
02330
(9016) 11-1021-01, 19/418 (1.0)

PALMETTO FIELD OPERATIONS -01
HSMV FIELD SUPERVISOR-SES
02328
(9016) 11-1021-01, 19/418 (1.0)

MIAMI FIELD OPERATIONS 1 -01
HSMV FIELD SUPERVISOR-SES
05356
(9016) 11-1021-01, 19/418 (1.0)

MIAMI FIELD OPERATIONS 2 -02
HSMV FIELD SUPERVISOR-SES
02370
(9016) 11-1021-01, 19/418 (1.0)

HSMV COMPLIANCE EXAMINER
02364 02373 02410 03899
04674 5328 05330 05355
(9009) 13-1041-02, 6/16 (8.0)

HSMV COMPLIANCE EXAMINER
02289 03373 05218
05324 05325 05353 05354
(9009) 13-1041-02, 6/16 (7.0)

HSMV COMPLIANCE EXAMINER
02335 04238 04672
05114 05116 05119 05352
(9009) 13-1041-02, 6/16 (7.0)

HSMV COMPLIANCE EXAMINER
02298 02333 02337
05073 05348 05350 05351
(9009) 13-1041-02, 6/16 (7.0)

HSMV COMPLIANCE EXAMINER
02178 02353 02354
02356 03371 03372
03458 03894 0497K
(9009) 13-1041-02, 6/16 (9.0)

HSMV COMPLIANCE EXAMINER
02083 02346 02374
04995 05333
(9009) 13-1041-02, 6/16 (5.0)

HSMV COMPLIANCE EXAMINER
02307 02334 02377
02378 03374 05335 05336
(9009) 13-1041-02, 6/16 (7.0)

DATE: 07/01/2017
SEQUENCE: HN 621-01-02-03
OED: HN
NUMBER OF POSITIONS: 33
NUMBER OF FTES: 31.5

HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
02712
(9010)   11-1021-02, 20/424   (1.0)

GOVERNMENT OPERATIONS CONSULTANT II
02965
(2236)   13-1111-04, 10/23   (1.0)

DEALER LICENSE   -01
OPERATIONS SERVICES MANAGER-SES
00163
(5768)   11-1021-02, 20/423   (1.0)

HIGHWAY SAFETY SPECIALIST
00076 02411 02415
(9018)   13-1041-02, 6/16   (3.0)

ANALYTIC SUPPORT   -01
SENIOR HIGHWAY SAFETY SPECIALIST-SES
03523
(9021)   13-1041-03, 7/419   (1.0)

REGULATORY SPECIALIST I
02129
02413 03376
(0440)   13-1041-01, 3/15   (3.0)

PROGRAM SUPPORT   -02
HIGHWAY SAFETY SPECIALIST - SES
02467
(9018)   13-1041-02, 6/416   (1.0)

HIGHWAY SAFETY SPECIALIST
02397
(9018)   13-1041-02, 6/16   (1.0)

SENIOR CLERK
03357 #03462
(0004)   43-9061-02, 3/11   (1.5)

HIGHWAY SAFETY SPECIALIST
04934
(9018)   13-1041-02, 6/16 (1.0)

INPLANT/INSTALLATION INSPECTION PROGRAM   -03
FIELD SERVICES MANAGER-HSMV
02452
(7909)   11-1021-02, 20/425   (1.0)

FIELD OPERATIONS UNIT 1 -01
PLANNER II - SES
03450
(2315)   13-1111-03, 7/420   (1.0)

HSMV COMPLIANCE EXAMINER
03435 04291
04473 04474 04533
(9009)   13-1041-02, 6/16   (5.0)

SENIOR CLERK
04290, #05386
(0004)   43-9061-02, 3/11   (1.5)

FIELD OPERATIONS UNIT 2 -02
PLANNER II - SES
03461
(2315)   13-1111-03, 7/420   (1.0)

HSMV COMPLIANCE EXAMINER
02404 03443
(9009)   13-1041-02, 6/16   (2.0)

SENIOR CLERK
03560 #03584
(0004)   43-9061-02, 3/11   (1.5)

SAFETY PROGRAM CONSULTANT
02386 02387
02434 03456
(8712)   13-1111-03, 7/21   (4.0)

#0.50 FTE

OPERATIONS SUPPORT - MHRVC

DATE: 07/01/2017
SEQUENCE: HK 7621-01-03
OED:
NUMBER OF POSITIONS: 44
NUMBER OF FTE'S: 43.5

CHIEF OF MOTORIST COMPLIANCE
00735
(7913)   11-1021-3, 21/530   (1.0)

OPERATIONS REVIEW SPECIALIST
05392
(2239)   13-1111-04, 10/24   (1.0)

DRIVER CONTROL   -01
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
04918
(9010)   11-1021-2, 20/424   (1.0)

HIGHWAY SAFETY SPECIALIST
04912
(9018)   13-1041-02, 6/16   (1.0)

DRIVER RESPONSIBILITY   -01
OPERATIONS MANAGER A-SES
02637
(9121)   11-1021-2, 20/422   (RO)

INSURANCE VERIFICATION AND   -02 PROCESSING
OPERATIONS & MGMT CONSULTANT I-SES
02131
(2234)   13-1111-3, 7/421   (1.0)

OPERATIONS ANALYST II
04895 01782
(2212)   13-1111-3, 7/19   (2.0)

SENIOR HIGHWAY SAFETY SPECIALIST
02633 03469
(9021)   13-1041-3, 7/19   (2.0)

DRIVER COMPLIANCE   -02
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
02592
(9010)   11-1021-2, 20/424   (1.0)

OPERATIONS ANALYST II
00804
(2212)   13-1111-03, 7/19   (1.0)

DU1 AND IID COMPLIANCE   -01
OPERATIONS SERVICES MANAGER - SES
03023
(5768)   11-1021-2, 20/423   (1.0)

COMPLIANCE OFFICER
05394
(0422)   13-1041-01, 3/14   (1.0)

OPERATIONS ANALYST I
05393
(2209)   13-1111-2, 6/17   (1.0)

SENIOR HIGHWAY SAFETY SPECIALIST
01421
(9021)   13-1041-3, 7/19   (1.0)

GOVERNMENT OPERATIONS CONSULTANT II
02474 04526 05260
05389 05390 #00079
(2236)   13-1111-4, 10/23   (5.5)

MEDICAL   -03
HUMAN SERVICES ADMINISTRATOR - SES
03831
(5760)   11-9151-1, 19/417   (RO)

DRIVER EDUCATION   -03
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
01277
(9010)   11-1021-2, 20/424   (1.0)

OPERATIONS ANALYST II
04954
(2212)   13-1111-03, 7/19   (1.0)

HIGHWAY SAFETY SPECIALIST
03856
(9018)   13-1041-02, 6/16   (1.0)

DRIVER EDUCATION, PROCESS   -01 IMPROVEMENT & ACCOUNTABILITY
OPERATIONS & MGMT CONSULTANT II-SES
03707
(2236)   13-1111-4, 10/423   (1.0)

SENIOR CLERK
04641
(0004)   43-9061-2, 3/11   (1.0)

CONSUMER SERVICE ANALYST
05346
(4005)   13-1041-1, 3/13   (1.0)

SENIOR HIGHWAY SAFETY SPECIALIST
02625
(9021)   13-1041-3, 7/19   (1.0)

OPERATIONS ANALYST I
05099 05102
(2209)   13-1111-2, 6/17   (2.0)

MOTORCYCLE EDUCATION   -02
OPERATIONS AND MANAGEMENT CONSULTANT MANAGER - SES
04831
(2238)   11-1021-2, 20/425   (1.0)

HIGHWAY SAFETY SPECIALIST
04816
(9018)   13-1041-02, 6/16   (1.0)

SENIOR HIGHWAY SAFETY SPECIALIST
03654 04462 04464 04644
04952 05003 05100 05287
(9021)   13-1041-3, 7/19   (8.0)

DRIVE SAFE   -04
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
00013
(9010)   11-1021-2, 20/424   (1.0)

BUSINESS SPECIALIST C
Working Title: Education & Outreach Coordinator
03833 05236 05105
(4946)   13-1199-4, 10/23   (3.0)

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

OPERATIONS MANAGER A - SES

02637

(9121)   11-1021-02, 20   (1.0)

SENIOR HIGHWAY SAFETY SPECIALIST

02621 02779
(9021)   13-1041-03, 7   (2.0)

EVALUATION   -01
HSMV ASSISTANT
SECTION SUPERVISOR - SES

02619
(9066)   13-1041-03, 7   (1.0)

REGULATORY SPECIALIST I

01167 02628 02649 04269
04382 04910 04911
(0440) 13-1041-01, 3   (7.0)

SENIOR CLERK

01671

(0004) 43-9061-02, 3 (1.0)

FR PROCESSING & COMPLIANCE VERIFICATION-02
HSMV ASSISTANT
SECTION SUPERVISOR - SES

01518
(9066)   13-1041-03, 7   (1.0)

SENIOR CLERK
02014 02849 03193
03368 03653 03423
04892 04901
(0004)   43-9061-02, 3   (8.0)

DATA ENTRY OPERATOR

01777

(2001)   43-9021-01, 1 (1.0)

MV STOP   -03
HSMV ASSISTANT
SECTION SUPERVISOR - SES

03513
(9066)   13-1041-03, 7 (1.0)

SENIOR CLERK
02081 02113 02214
02262 02524 02789
02875 05258
(0004)   43-9061-02, 3   (8.0)

SUSPENSION/REVOCATION   -04
HSMV ASSISTANT
SECTION SUPERVISOR - SES

02639
(9066)   13-1041-03, 7   (1.0)

SENIOR CLERK

02554 02641
02642 02643
(0004)   43-9061-02, 3 (4.0)

CONSUMER SERVICE ANALYST

01305 02645
02661 02662 03519
(4005)   13-1041-01, 3   (5.0)

CLERK SPECIALIST

02656

(0003) 43-9061-01, 1 (1.0)

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

HUMAN SERVICES
ADMINISTRATOR - SES

03831
(5760) 11-9151-1,19 (1.0)

PHYSICIAN

#03123 03940

(5278) 29-1062-6, 18 (1.5)

GOVERNMENT OPERATIONS
CONSULTANT II
03559

(2236) 13-1111-04, 10 (1.0)

MEDICAL CASE PROCESSING TEAM 1 -01

HSMV SECTION
SUPERVISOR - SES
02648
(9067) 11-1021-1, 19 (1.0)

MEDICAL DISABILITY PROGRAM
SPECIALIST
02478 02626 02781
03170 03477 04433 04732
(3472) 13-1031-3,7 (7.0)

MEDICAL RE-EXAM -02

HSMV SECTION
SUPERVISOR - SES
02611
(9067) 11-1021-1, 19 (1.0)

SENIOR CONSUMER
SERVICE ANALYST

02630 03649
(4009) 13-1041-2, 6 (2.0)

REGULATORY SPECIALIST I

00231 02587 03650
03761 #04504
(0440) 13-1041-01, 3 (4.5)

MEDICAL CASE PROCESSING TEAM 2   -03

HSMV SECTION
SUPERVISOR - SES
02858
(9067) 11-1021-1, 19 (1.0)

MEDICAL DISABILITY PROGRAM
SPECIALIST
02253 02618 02631
02640 03764 03932 04312
(3472) 13-1031-3,7 (7.0)

MEDICAL IMAGING & CORRESPONDENCE -04

HSMV SECTION
SUPERVISOR - SES
03922
(9067) 11-1021-1, 19 (1.0)

SENIOR CLERK

04734 05205
(0004) 43-9061-2, 3 (2.0)

HIGHWAY SAFETY SPECIALIST

02614
(9018) 13-1041-2,6 (1.0)

SENIOR HIGHWAY SAFETY
SPECIALIST
02622 03472
(9021) 13-1041-3, 7 (2.0)

SENIOR CONSUMER SERVICE
ANALYST
03958
(4009) 13-1041-2,6 (1.0)

CONSUMER SERVICE ANALYST

03482 03287
(4005) 13-1041-1, 3 (2.0)

.50 FTE

DRIVER COMPLIANCE-MEDICAL SECTION

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

CHIEF OF RECORDS - HSMV

02422
(7911) 11-1021-03, 21 (1.0)

STAFF ASSISTANT

02423
(0120) 43-6011-02, 3 (1.0)

RESEARCH & STATISTICS CONSULTANT

01204
(3142) 15-2041-03, 8 (1.0)

UTC FIELD & ADMINISTRATIVE SUPPORT -01
HIGHWY SAFE & MOTOR VEHICLE
PROG MGR-SES
Working Title: HSMV Program Manager-SES
02495
(9010) 11-1021-02, 20 (1.0)

GOVERNMENT OPERATIONS CONSULTANT II

02610
(2236) 13-1111-04, 10 (1.0)

OPERATIONS ANALYST II

02600
(2212) 13-1111-03, 7 (1.0)

RECORDS TECHNICIAN

02491
(0045) 43-4199-02, 3 (1.0)

CODING -01
OPERATIONS MANAGER D-SES

02492
(9116) 11-1021-02, 20 RO

UTC FIELD OPERATIONS -02
OPERATIONS & MGMT
CONSULTANT II - SES
02271
(2236) 13-1111-04, 10 (1.0)

REGULATORY PROGRAM SPECIALIST
00828 02444 02502 02530 03502
03731 03732 04505 04266 05308
(0445) 13-1041-04, 10 (10.0)

SENIOR HIGHWAY SAFETY SPECIALIST

02493
(9021) 13-1041-3, 7 (1.0)

PUBLIC RECORDS -02
HIGHWY SAFE & MOTOR VEHICLE
PROG MGR-SES
Working Title: HSMV Program Manager-SES
03520
(9010) 11-1021-02, 20 (1.0)

CONSUMER SERVICE ANALYST

02455
(4005) 13-1041-01, 3 (1.0)

OPERATIONS REVIEW SPECIALIST
Working Title: Compliance Auditor
02575 03760
(2239) 13-1111-04, 10 (2.0)

PUBLIC RECORDS & SUBPOENAS -01
OPERATIONS MANAGER D-SES
02490
(9116) 11-1021-02, 20 RO

RECORDS MGMT/ SCANNING -02
OPERATIONS MANAGER D-SES
04024
(9116) 11-1021-02, 20 RO

DATA EXCHANGE -03
OPERATIONS & MGMT CONSULTANT II-SES
02616
(2236) 13-1111-04, 10 (1.0)

GOVERNMENT ANALYST I
02438 02488 02533
02595 02719 03745
(2224) 13-1111-03, 7 (6.0)

CRASH DATA & RECORD SYSTEMS SUPPORT -03
HIGHWY SAFE & MOTOR VEHICLE
PROG MGR-SES
Working Title: HSMV Program Manager-SES
02815
(9010) 11-1021-02, 20 (1.0)

GOVERNMENT OPERATIONS CONSULTANT II
02419 05097
(2236) 13-1111-04, 10 (2.0)

OPERATIONS REVIEW SPECIALIST
04908
(2239) 13-1111-04, 10 (1.0)

F.A.R.S. -02
STATISTICIAN SUPERVISOR II - SES

00494
(3117) 15-2041-03, 8 (1.0)

STATISTICIAN II

00077
(3112) 15-2041-02, 5 (1.0)

F.A.R.S (FED) -01

STATISTICIAN III

00012 00022 00495 03733
(3115) 15-2041-02, 5 (4.0)

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF RECORDS
UTC FIELD AND ADMINISTRATIVE SUPPORT / CODING

OPERATIONS MANAGER D-SES

02492

(9116)   11-1021-2, 19   (1.0)

RESEARCH & UPDATE   -01
HSMV ASSISTANT SECTION
SUPERVISOR - SES

02520
(9066)   13-1041-3, 7   (1.0)

MANDATORY CITATION CODING   -02
HSMV ASSISTANT SECTION
SUPERVISOR - SES

02506
(9066)   13-1041-3, 7   (1.0)

REEVALUATION   -03
HSMV ASSISTANT SECTION
SUPERVISOR - SES

02523
(9066)   13-1041-3, 7   (1.0)

SENIOR CLERK

02463 02513
03452
(0004)   43-9061-2, 3   (3.0)

SENIOR CLERK

02436 02515 02516 02522
02536 02540 02602
(0004)   43-9061-2, 3   (7.0)

SENIOR CLERK

02484 02470
02487 02521 02594
(0004)   43-9061-2, 3   (5.0)

RECORDS - CODING

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

OPERATIONS MANAGER D-SES

04024
(9116)   11-1021-02, 20   (1.0)

RECORDS ANALYST
01440

(2208)   13-1111-01, 3   (1.0)

IMAGE REVIEW   - 01
HSMV ASSISTANT SECTION
SUPERVISOR-SES
02219
(9066)   13-1041-03, 7   (1.0)

SENIOR CLERK
00117 00329 02209 02222 02233
02568 03617 04233 05201

(0004)   43-9061-02, 3   (9.0)

HIGH SPEED IMAGING   - 02
HSMV ASSISTANT SECTION
SUPERVISOR-SES
02039
(9066)   13-1041-03, 7   (1.0)

SENIOR CLERK
00334 02058 02076 02077
02173 02192 02211 02251 02272
02306 03389 03755 05120

(0004)   43-9061-02, 3   (13.0)

MAIL PROCESSING UNIT -03
HSMV ASSISTANT SECTION
SUPERVISOR - SES
02607
(9066)   13-1041-03, 7   (1.0)

SENIOR CLERK
00178 02564
02583 02605 04521

(0004)   43-9061-02, 3   (5.0)

RECORDS -RECORDS MGMT /SCANNING

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

```
                    OPERATIONS MANAGER D-SES

                              02490
                    (9116)  11-1021-02, 20  (1.0)
```

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INQUIRY UNIT    -01
HSMV ASSISTANT SECTION
SUPERVISOR-SES
             04507
(9066)       13-1041-03, 7       (1.0)
```

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RECORDS INFORMATION  - 02
AND RESEARCH
HSMV ASSISTANT SECTION
SUPERVISOR-SES
             00455
(9066)       13-1041-03, 7       (1.0)
```

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SENIOR CONSUMER
SERVICE ANALYST

             02556
(4009)       13-1041-02, 6       (1.0)
```

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PLANNER II

           02123  02547
(2315)     13-1111-03, 7      (2.0)
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RECORDS TECHNICIAN

  02440 02486 02545  02553
02560 02570 02578 05016 #3007
(0045)       43-4199-02, 3      (8.5)
```

```
RECORDS TECHNICIAN
   02085 02104 02126
   02221 02270 02273
   03738 04234 05220
(0045)     43-4199-02, 3      (9.0)
```

.50 FTE

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

CHIEF OF COMMERCIAL VEHIC & DRIVER SVCS

04487

(7916) 11-1021-03, 21/530 (1.0)

IRP/IFTA ISSUANCE & COMPLIANCE -01

HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES

04489

(9010) 11-1021-02, 20/424 (RO)

IRP/IFTA AUDIT SERVICES SECTION -02

TAX SPECIALIST ADMINISTRATOR-SES
Working Title: AUDIT SERVICES ADMINISTRATOR

04492

(1706) 11-3031-02, 20/425 (RO)

COMMERCIAL DRIVER LICENSES (CDL) PROGRAMS -03

OPERATIONS SERVICES MANAGER - SES

04383

(5768) 11-1021-02,20/423 (1.0)

RESEARCH ASSISTANT

02473

(3120) 15-2091-02, 5/18 (1.0)

CONSUMER SERVICE ANALYST

02394 02537
04839

(4005) 13-1041-01, 3/13 (3.0)

THIRD PARTY TESTING -01

OPERATIONS & MGMT CONSULTANT II- SES

02974

(2236) 13-1111-04, 10/423 (1.0)

CONSUMER SERVICE ANALYST

02668

(4005) 13-1041-01, 3/13 (1.0)

SENIOR HIGHWAY SAFETY SPECIALIST

02676 03000 03528 04552
05272 05274 05275 05277

(9021) 13-1041-03, 7/19 (8.0)

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

DATE: 07/01/2017
SEQUENCE: 7621-01-05-01
OED: _____
NUMBER OF POSITIONS: 31
NUMBER OF FTE'S: 31.0

HIGHWY SAFE & MOTOR VEHICLE PRO MGR - SES

04489

(9010)   11-1021-02, 20/424   (1.0)

SENIOR WORD PROCESSING SYSTEMS OPERATOR

05136

(0093)   43-9022-2, 3/12   (1.0)

IRP/IFTA KIRKMAN WALK IN-OFFICE   -01
REVENUE MANAGER-SES
Working Title: Revenue Spec Supv-SES

04836

(1702)   13-2081-3, 8/419   (1.0)

SENIOR CLERK

02134

(0004)   43-9061-2, 3/11   (1.0)

REVENUE SPECIALIST I

02125 02264 04938
04946 05364

(1699)   13-2081-1, 4/15   (5.0)

IRP/IFTA EXAMINING & ISSUANCE   -02
REVENUE MANAGER-SES
Working Title: Revenue Spec Supv-SES

04935

(1702)   13-2081-3, 8/419   (1.0)

REVENUE SPECIALIST II

04835 05141

(1700)   13-2081-1, 4/16   (2.0)

REVENUE SPECIALIST I

02047 02188 04937
04939 04940 04943 04944

(1699)   13-2081-1, 4/15   (7.0)

SENIOR CLERK

02144 04495

(0004)   43-9061-2, 3/11   (2.0)

IRP/IFTA EXAMINING & SUPPORT   -03
REVENUE MANAGER-SES
Working Title: Revenue Spec Supv-SES

02054

(1702)   13-2081-3, 8/419   (1.0)

REVENUE SPECIALIST I

02145 02168 03635
04936 05129 05137 05138

(1699)   13-2081-1, 4/15   (7.0)

REVENUE SPECIALIST II

03260

(1700)   13-2081-1, 4/16   (1.0)

SENIOR CLERK

02071

(0004)   43-9061-2, 3/11   (1.0)

IRP/IFTA PROCESSING

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

TAX SPECIALIST ADMINISTRATOR - SES
Working Title: AUDIT SERVICES ADMINISTRATOR
04492

(1706)   11-3031-2, 20/425   (1.0)

TAMPA   **-01**

TAX AUDITOR IV - SES

05366
(1510)   13-2011-3, 8/423   (1.0)

TAX AUDITOR III

04499 04949 05371 05372
05375 05376 05377
(1509) 13-2011-3, 8/22 (7.0)

SENIOR WORD PROCESSING
SYSTEMS OPERATOR

05383
(0093)   43-9022-2, 3/12   (1.0)

TALLAHASSEE   **-02**

TAX AUDITOR IV - SES

05365
(1510)   13-2011-3, 8/423   (1.0)

TAX AUDITOR III

02040 04498 04500 05368
05370 05379 05380
(1509)   13-2011-3, 8/22   (7.0)

SENIOR WORD PROCESSING
SYSTEMS OPERATOR

04494
(0093)   43-9022-2, 3/12   (1.0)

IRP/IFTA PROCESSING   **-03**

REVENUE ADMINISTRATOR III - SES

04834
(1620)   11-3031-02, 20/424   (1.0)

TAX AUDITOR II

04950 05373

(1506) 13-2011-2, 6/20 (2.0)

SENIOR WORD PROCESSING
SYSTEMS OPERATOR

05381
(0093)   43-9022-2, 3/12   (1.0)

IRP/IFTA AUDIT SERVICES

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

DATE: 07/01/2017
SEQUENCE: 7621-02
OED:
NUMBER OF POSITIONS: 23
NUMBER OF FTE'S: 23.0

CHIEF ADMINISTRATIVE OFFICER-HSMV
04941
(8547)   11-1021-04, 22/540   (1.0)

OPERATIONS & MGMT CONSULTANT I-SES
03390
(2234)   13-1111-03, 7/421   (1.0)

PROJECT MANAGEMENT OFFICE -01
OPERATIONS & MGMT CONSULTANT MGR-SES
Working Title: Chief Project Manager
02240
(2238)   11-1021-02, 20/425   (1.0)

PROGRAM CONSULTANT
Working Title: Sr Business Process Analyst
04561
(5916)   13-1111-04, 10/25   (1.0)

PLANNING CONSULTANT
Working Title: Project Analyst
02760 02851
(2336)   13-1111-04, 10/24   (2.0)

OPERATIONS REVIEW SPECIALIST
02706 04604
(2239)   13-1111-04, 10/24   (2.0)

HR MANAGEMENT -02
OPERATIONS & MGMT CONSULTANT II-SES
02037
(2236)   13-1111-04, 10/423   (1.0)

PLANNING & EVALUATION SPECIALIST
02383 03361
(2303)   13-1111-01, 3/15   (2.0)

BUSINESS SUPPORT SERVICES -03
OPERATIONS & MGMT CONSULTANT II-SES
02066
(2236)   13-1111-04, 10/423   (1.0)

OPERATIONS REVIEW SPECIALIST
02089 04896
(2239)   13-1111-04, 10/24   (2.0)

BUDGET & PROPERTY MANAGEMENT OFFICE -04
OPERATIONS & MGMT CONSULTANT MGR-SES
03085
(2238)   11-1021-02, 20/425   (1.0)

OPERATIONS REVIEW SPECIALIST
01483
(2239)   13-1111-04, 10/24   (1.0)

ADMINISTRATIVE ASSISTANT I
04321
(0709)   43-6011-02, 3/15   (1.0)

BUREAU OF MOTORIST SERVICES SUPPORT -06
CHIEF OF MOTORIST SERVICES SUPPORT
02864
(7922)   11-1021-03, 21/530   (RO)

STRATEGIC MANAGEMENT - 07
OPERATIONS & MGMT CONSULTANT MGR-SES
02041
(2238)   11-1021-02, 20/425   (1.0)

GOVERNMENT OPERATIONS CONSULTANT III
05057
(2238)   13-1111-04, 10/25   (1.0)

GOVERNMENT OPERATIONS CONSULTANT II
02274
(2236)   13-1111-04, 10/23   (1.0)

GOVERNMENT OPERATIONS CONSULTANT I
02907
(2234)   13-1111-03, 7/21   (1.0)

GRAPHICS CONSULTANT
00110
(3718)   27-1019-03, 7/18   (1.0)

OPERATIONS ANALYST I
04624
(2209)   13-1111-02, 6/17   (1.0)

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

DATE: 07/01/2017
SEQUENCE: 7621-02-06
OED:
NUMBER OF POSITIONS: 63.
NUMBER OF FTE'S: 63.0

CHIEF OF MOTORIST SERVICES SUPPORT
02864
(7922) 11-1021-03, 21/530 (1.0)

ADMINISTRATIVE ASSISTANT I
05074
(0712) 43-6011-03, 5/18 (1.0)

PLANNING CONSULTANT
00095
(2336) 13-1111-04, 10/24 (1.0)

QUALITY ASSURANCE -01
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
04387
(9010) 11-1021-02, 20/424 (1.0)

TAX COLLECTOR LIAISON -02
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
02685
(9010) 11-1021-02, 20/424 (1.0)

FRAUD MITIGATION PROGRAM -0
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
02597
(9010) 11-1021-02, 20/424 (1.0)

FRAUD ANALYSIS UNIT -04
OPERATIONS & MGMT CONSULTANT II - SES
Working Title: Fraud Analyst Supervisor
02916
(2236) 13-1111-04, 10/423 (1.0)

MOTORIST SERVICES -01
QUALITY ASSURANCE UNIT 1
QUALITY CONTROL ADMINISTRATOR-SES
02995
(5892) 11-1021-02, 20/424 (1.0)

MOTORIST SERVICES -02
QUALITY ASSURANCE UNIT 2
QUALITY CONTROL ADMINISTRATOR-SES
02124
(5892) 11-1021-02, 20/424 (1.0)

RECORDS TECHNICIAN
02527
(0045) 43-4199-02, 3/13 (1.0)

GOVERNMENT OPERATIONS CONSULTANT II
02935 04367
04461 05254
(2236) 13-1111-04, 10/23 (4.0)

DOCUMENT VALIDATION UNIT -03
OPERATIONS & MGMT CONSULTANT II - SES
02646
(2236) 13-1111-04, 10/423 (1.0)

MOTOR VEHICLE FRAUD -06
HSMV SECTION SUPERVISOR-SES
02051
(9067) 11-1021-01, 19/418 (1.0)

DRIVER LICENSE FRAUD -07
HSMV SECTION SUPERVISOR-SES
02177
(9067) 11-1021-01, 19/418 (1.0)

GOVERNMENT OPERATIONS CONSULTANT II
Working Title: Senior Fraud Analyst
02918 03168
(2236) 13-1111-04, 10/23 (2.0)

OPERATIONS REVIEW SPECIALIST
03169 03613
(2239) 13-1111-04, 10/24 (2.0)

GOVERNMENT OPERATIONS CONSULTANT II
02517 02519
04280 05296
(2236) 13-1111-04, 10/23 (4.0)

OPERATIONS REVIEW SPECIALIST
03164 03611
(2239) 13-1111-04, 10/24 (2.0)

GOVERNMENT OPERATIONS CONSULTANT II
02567 02678
02947 03201 04327
(2236) 13-1111-04, 10/23 (5.0)

TECHNICAL & SYSTEMS SUPPORT -01
OPERATIONS & MGMT CONSULTANT II-SES
02681
(2236) 13-1111-04, 10/423 (1.0)

SENIOR HIGHWAY SAFETY SPECIALIST
03159
(9021) 13-1041-03, 7/19 (1.0)

CONSUMER SERVICE ANALYST
02613 02638
02655 03647
(4005) 13-1041-01, 3/13 (4.0)

REGULATORY SPECIALIST II
02116 02194
02636 03752
(0441) 13-1041-02, 6/17 (4.0)

DOCUMENT SPECIALIST
02139 02174
05219
(0425) 43-4199-02, 3/14 (3.0)

REGULATORY SPECIALIST III
04532
(0444) 13-1041-03, 7/19 (1.0)

REGULATORY SPECIALIST II
02635 03275
03474 03648
(0441) 13-1041-02, 6/17 (4.0)

MOTORIST SERVICES -03
QUALITY ASSURANCE UNIT 3
QUALITY CONTROL ADMINISTRATOR-SES
02629
(5892) 11-1021-02, 20/424 (1.0)

PLANNER II
04841
(2315) 13-1111-03, 7/20 (1.0)

OPERATIONS ANALYST II
02887 03058 03124 05307
(2212) 13-1111-03, 7/19 (4.0)

OPERATIONS REVIEW SPECIALIST
03849 04427
(2239) 13-1111-04, 10/24 (2.0)

GOVERNMENT OPERATIONS CONSULTANT II
02702 02704
04111 04313 04576
(2236) 13-1111-04, 10/23 (5.0)

DATE 02/01/2017
SEQUENCE: APM 1521-03-01
OED: _____
NUMBER OF POSITIONS: 36
NUMBER OF FTE'S: 36.0

CHIEF OF CREDENTIALING SERVICES
02462
(7907)   11-1021-03, 21/530   (1.0)

PROGRAM CONSULTANT
04482
(5916)   13-1111-04, 10/25   (1.0)

RESEARCH & STATISTICS CONSULTANT
03598
(3142)   15-2041-03, 8/23   (1.0)

ADMINISTRATIVE ASSISTANT I
02446
(0709)   43-6011-02, 3/15   (1.0)

BUSINESS CONSULTANT I
04456
(0736)   13-1111-03, 7/20   (1.0)

ADMINISTRATIVE ASSISTANT II
02741
(0712)   43-6011-03, 5/18   (1.0)

REGION 1   -01
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
02424
(9010)   11-1021-02, 20/424   (RO)

REGION 2   -02
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
05297
(9010)   11-1021-02, 20/424   (RO)

COMMUNITY OUTREACH   -06
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
02734
(9010)   11-1021-02, 20/424   (1.0)

REGION 3   -03
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
02863
(9010)   11-1021-02, 20/424   (RO)

REGION 4   -04
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
03948
(9010)   11-1021-02, 20/424   (RO)

COMMUNITY OUTREACH UNIT 1   -01
MOTORIST SERVICES OFFICE MANAGER-SES
Working Title: Community Outreach Manager-SES
02860
(9006)   11-1021-01, 19/416   (1.0)

COMMUNITY OUTREACH UNIT 2   -02
MOTORIST SERVICES OFFICE MANAGER-SES
Working Title: Community Outreach Manager-SES
03608
(9006)   11-1021-01, 19/416   (1.0)

REGION 5   -05
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
05047
(9010)   11-1021-02, 20/424   (RO)

HIGHWAY SAFETY SPECIALIST
Working Title: Community Outreach Specialist
02518 02823 03230 03432 04298 04329
04341 04385 04546 04589 04590 05020
(9018)   13-1041-02, 6/16   (12.0)

RECORDS TECHNICIAN
02659
(0045) 43-4199-02, 3/13 (1.0)

HIGHWAY SAFETY SPECIALIST
Working Title: Community Outreach Specialist
02135 02426 02792 02821 02836 02891 02923
03189 03221 03941 04282 04304 04454 05294
(9018)   13-1041-02, 6/16   (14.0)

BUREAU OF CREDENTIALING SERVICES

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
REGION 1

```
HIGHWY SAFE & MOTOR
VEHICLE PROG MGR - SES
          02424

(9010)      11-1021-02, 20/424      (1.0)
```

```
ADMINISTRATIVE SECRETARY

          00493

(0108)      43-6011-02, 3/12      (1.0)
```

```
ORANGE CITY                     01
MOTORIST SERVICES
OFFICE MANAGER - SES
          02955
(9006)      11-1021-01, 19/416      (1.0)
```

```
DAYTONA BEACH                  -02
MOTORIST SERVICES
OFFICE MANAGER - SES
          03918
(9006)      11-1021-01, 19/416      (1.0)
```

```
REGION 1/
HQ CREDENTIALING SERVICES      -04
OPERATIONS & MGMT
CONSULTANT II - SES
          05367
(2236)      13-1111-04, 10/423      (RO)
```

```
ORANGE CITY UNIT 1              -01
MOTORIST SERVICES ASSISTANT
OFFICE MANAGER - SES
          02442
(9005)      11-1021-01, 19/415      (1.0)
```

```
DAYTONA BEACH UNIT 1           -01
MOTORIST SERVICES ASSISTANT
OFFICE MANAGER - SES
          03196
(9005)      11-1021-01, 19/415      (1.0)
```

```
DAYTONA BEACH UNIT 2           -02
MOTORIST SERVICES ASSISTANT
OFFICE MANAGER - SES
          02959
(9005)      11-1021-01, 19/415      (1.0)
```

```
DRIVER LICENSES EXAMINER I
   02525  02957  03137
   03591  03869  04267
   04283  04325  04554
(9000)      33-9099-01, 5/13      (9.0)
```

```
DRIVER LICENSES EXAMINER I
   02665  02733  02813  02954
   04310  04337  04555  05300
(9000)      33-9099-01, 5/13      (8.0)
```

```
DRIVER LICENSES EXAMINER I
   02944  03589  03606  03865
   04314  04556  05290
(9000)      33-9099-01, 5/13      (7.0)
```

```
DRIVER LICENSES EXAMINER II
          02949
(9002)      33-9099-01, 5/15      (1.0)
```

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
REGION 1/HQ CREDENTIALING SERVICES

DATE: 07/01/2017
SEQUENCE: 7621-03-01-01-04
OED: _____
NUMBER OF POSITIONS: 25
NUMBER OF FTE'S: 25.0

```
OPERATIONS & MGMT
CONSULTANT II - SES
          05367

(2236)      13-1111-04 , 10/423      (1.0)
```

```
REGULATORY SPECIALIST III

          02158

(0444)      13-1041-03, 7/19  (1.0)
```

```
TITLE AND REGISTRATION UNIT 1      -01
HSMV SECTION SUPERVISOR - SES

          02050
(9067)      11-1021-01, 19/418      (1.0)
```

```
PROCESSING AND ISSUANCE UNIT      -02
HSMV SECTION SUPERVISOR - SES

          02483
(9067)      11-1021-01, 19/418      (1.0)
```

```
TITLE AND REGISTRATION UNIT 2  -03
HSMV SECTION SUPERVISOR - SES

          04969
(9067)      11-1021-01, 19/418      (1.0)
```

```
COMPLIANCE OFFICER
     00113 02121
     04676 04996

(0422)      13-1041-01, 3/14      (4.0)
```

```
COMPLIANCE OFFICER

     02456 02464 02526
     03631 04840 04844
(0422)      13-1041-01, 3/14      (6.0)
```

```
REGULATORY SPECIALIST II

     02070 02667 03659 04235

(0441)      13-1041-02, 6/17      (4.0)
```

```
HIGHWAY SAFETY SPECIALIST

     02092 02278 02412 02608

(9018)      13-1041-02, 6/16      (4.0)
```

```
CONSUMER SERVICE
CONSULTANT
          05278

(4012)      13-1041-02, 6/18      (1.0)
```

```
REGULATORY SPECIALIST II

          02175

(0441)      13-1041-02, 6/17      (1.0)
```

NORTH REGION/HQ CREDENTIALING SERVICES

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
REGION 2

HIGHWY SAFE & MOTOR VEHICLE MGR - SES
Working Title: HSMV Program Manager-SES
05297
(9010)   11-1021-02, 20/424   (1.0)

ADMINISTRATIVE SECRETARY
02529
(0108)   43-6011-02, 3/12   (1.0)

LAUDERDALE LAKES   -01
MOTORIST SERVICES OFFICE MANAGER - SES
03112
(9006)   11-1021-01, 19/416   (1.0)

OAKBROOK   -02
MOTORIST SERVICES OFFICE MANAGER - SES
03151
(9006)   11-1021-01, 19/416   (1.0)

MARGATE   -03
MOTORIST SERVICES OFFICE MANAGER- SES
03129
(9006)   11-1021-01, 19/416   (1.0)

DEERFIELD BEACH   -04
MOTORIST SERVICES OFFICE MANAGER - SES
04284
(9006)   11-1021-01, 19/416   (1.0)

LAUDERDALE LAKES UNIT 1   -01
MOTORIST SERVICES ASSISTANT OFFICE MGR- SES
03930
(9005) 11-1021-01, 19/415 (1.0)

DRIVER LICENSES EXAMINER I
00500 02398 02432 02481
02730 02775 02924 03119
03130 03135 03928
(9000)   33-9099-01, 5/13   (11.0)

LAUDERDALE LAKES UNIT 2   -02
MOTORIST SERVICES ASSISTANT OFFICE MGR- SES
03926
(9005) 11-1021-01, 19/415   (1.0)

DRIVER LICENSES EXAMINER I
03121 03126 03128
03186 03232 03503 03551
03927 03929 03931 04274
(9000) 33-9099-01, 5/13   (11.0)

LAUDERDALE LAKES UNIT 3   -03
MOTORIST SERVICES ASSISTANT OFFICE MGR- SES
03914
(9005) 11-1021-01, 19/415   (1.0)

DRIVER LICENSES EXAMINER I
02453 03122 03144 03605
04242 04438 04440 04442
04445 04460 04574 05035
(9000)   33-9099-01, 5/13   (12.0)

OAKBROOK UNIT 1   -01
MOTORIST SERVICES ASSISTANT OFFICE MGR- SES
04394
(9005) 11-1021-01, 19/415   (1.0)

DRIVER LICENSES EXAMINER I
00368 02437 02819
02834 03134
03142 03152 03153
(9000)   33-9099-01, 5/13   (8.0)

OAKBROOK UNIT 2   -02
MOTORIST SERVICES ASSISTANT OFFICE MGR- SES
05285
(9005) 11-1021-01, 19/415   (1.0)

DRIVER LICENSES EXAMINER I
03154 03156 03574
04287 04355
04439 04449 04845
(9000)   33-9099-01, 5/13   (8.0)

MARGATE UNIT 1   -01
MOTORIST SERVICES ASSISTANT OFFICE MGR- SES
02780
(9005) 11-1021-01, 19/415   (1.0)

DRIVER LICENSES EXAMINER I
02715 02810 03041
03136 03550
04251 04302 04357
(9000)   33-9099-01, 5/13   (8.0)

MARGATE UNIT 3   -03
MOTORIST SERVICES ASSISTANT OFFICE MGR- SES
04250
(9005) 11-1021-01, 19/415   (1.0)

DRIVER LICENSES EXAMINER I
01632 02711 03125
03577 03878
04253 04254 04646
(9000)   33-9099-01, 5/13   (8.0)

MARGATE UNIT 2   -02
MOTORIST SERVICES ASSISTANT OFFICE MGR- SES
05014
(9005) 11-1021-01, 19/415   (1.0)

DRIVER LICENSES EXAMINER I
04252 04255 04354
04368 04371
04446 04451 05315
(9000)   33-9099-01, 5/13   (8.0)

DEERFIELD BEACH UNIT 1   -01
MOTORIST SERVICES ASSISTANT OFFICE MGR- SES
03222
(9005) 11-1021-01, 19/415   (1.0)

DRIVER LICENSES EXAMINER I
00369 02852 03116
03155 03208 03590
03870 04273
(9000)   33-9099-01, 5/13   (8.0)

DEERFIELD BEACH UNIT 2   -02
MOTORIST SERVICES ASSISTANT OFFICE MGR- SES
00507
(9005) 11-1021-01, 19/415   (1.0)

DRIVER LICENSES EXAMINER I
03937 04285 04286
04288 04448 04580
04647 04738 05031
(9000) 33-9099-01, 5/13   (9.0)

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
REGION 3

HIGHWY SAFE & MOTOR VEHICLE
PROG MGR-SES
Working Title: HSMV Program Manager-SES
02863
(9010)   11-1021-02, 20/424   (1.0)

ADMINISTRATIVE SECRETARY
05281
(0108)   43-6011-02, 3/12   (1.0)

MAINTENANCE MECHANIC
02699
(6466)   49-9042-02, 4/14   (1.0)

PEMBROKE PINES   -01
MOTORIST SERVICES
OFFICE MANAGER-SES
03054
(9006)   11-1021-01, 19/416   (1.0)

MIAMI GARDENS   -03
MOTORIST SERVICES
OFFICE MANAGER-SES
03094
(9006)   11-1021-01, 19/416   (1.0)

HIALEAH GARDENS   -04
MOTORIST SERVICES
OFFICE MANAGER-SES
03062
(9006)   11-1021-01, 19/416   (1.0)

PEMBROKE PINES -UNIT 1   -01
MOTORIST SERVICES ASSISTANT
OFFICE MGR-SES
03163
(9005)   11-1021-01, 19/415   (1.0)

DRIVER LICENSES
EXAMINER I
    02987 03139 03143 03145
    03146 03552 03695 04578 05037
(9000)   33-9099-01, 5/13   (9.0)

PEMBROKE PINES -UNIT 2   -02
MOTORIST SERVICES ASSISTANT
OFFICE MGR-SES
02992
(9005)   11-1021-01, 19/415   (1.0)

DRIVER LICENSES
EXAMINER I
    03096 03140 03150 03157
    03553 03597 03874 04352
    04450 04452 04579 05045
(9000)   33-9099-01, 5/13   (12.0)

MIAMI GARDENS   -01
UNIT 1
MOTORIST SERVICES ASSISTANT
OFFICE MGR-SES
03013
(9005)   11-1021-01, 19/415   (1.0)

DRIVER LICENSES
EXAMINER I
    01313 03049 03097 03099
    03133 03535 03567 03568
(9000)   33-9099-01, 5/13   (8.0)

MIAMI GARDENS   -02
UNIT 2
MOTORIST SERVICES ASSISTANT
OFFICE MGR-SES
03107
(9005)   11-1021-01, 19/415   (1.0)

DRIVER LICENSES
EXAMINER I
    03102 04336 04349
    04424 04636 04645
    04737 04842 05039
(9000)   33-9099-01, 5/13   (9.0)

HIALEAH GARDENS   -01
UNIT 1
MOTORIST SERVICES ASSISTANT
OFFICE MGR-SES
04575
(9005)   11-1021-01, 19/415   (1.0)

DRIVER LICENSES
EXAMINER I
    00434 03219 03562 03570
    04241 04277 04289 04353
    04398 04422 04637 05259
(9000)   33-9099-01, 5/13   (12.0)

HIALEAH GARDENS   -02
UNIT 2
MOTORIST SERVICES ASSISTANT
OFFICE MGR-SES
03198
(9005)   11-1021-01, 19/415   (1.0)

DRIVER LICENSES
EXAMINER I
    02800 02932 03012 03035
    03040 03056 03068 03070
    03091 04243 04345 04573
(9000)   33-9099-01, 5/13   (12.0)

HIALEAH GARDENS   -03
UNIT 3
MOTORIST SERVICES ASSISTANT
OFFICE MGR-SES
02788
(9005)   11-1021-01, 19/415   (1.0)

DRIVER LICENSES
EXAMINER I
    02466 03011 03028 03031
    03566 03588 03873 03880
    03915 03923 05318 05319
(9000)   33-9099-01, 5/13   (12.0)

DATE: 07/01/2017
SEQUENCE: 7621-03-01-04
OED:
NUMBER OF POSITIONS: 76
NUMBER OF FTES: 76.0

HIGHWY SAFE & MOTOR VEHICLE MGR-SES
Working Title: HSMV Program Manager-SES
03948
(9010) 11-1021-02, 20/424 (1.0)

ADMINISTRATIVE SECRETARY
03108
(0108) 43-6011-02, 3/12 (1.0)

MIAMI UNIVERSITY -01
MOTORIST SERVICES OFFICE MANAGER-SES
00476
(9006) 11-1021-01, 19/416 (1.0)

MIAMI NORTHSIDE -02
MOTORIST SERVICES OFFICE MANAGER-SES
05041
(9006) 11-1021-01, 19/416 (1.0)

NORTH DADE JUSTICE -03
MOTORIST SERVICES OFFICE MANAGER-SES
03105
(9006) 11-1021-01, 19/416 (1.0)

OPALOCKA -04
MOTORIST SERVICES OFFICE MANAGER-SES
03059
(9006) 11-1021-01, 19/416 (1.0)

MIAMI UNIVERSITY -01 UNIT 1
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
05029
(9005) 11-1021-01, 19/415 (1.0)

MIAMI UNIVERSITY -02 UNIT 2
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
04468
(9005) 11-1021-01, 19/415 (1.0)

MIAMI NORTHSIDE -01 UNIT 1
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
03345
(9005) 11-1021-01, 19/415 (1.0)

MIAMI NORTHSIDE -02 UNIT 2
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
02776
(9005) 11-1021-01, 19/415 (1.0)

DRIVER LICENSES EXAMINER I
04326 04447 04594 05320
(9000) 33-9099-01, 5/13 (4.0)

OPALOCKA UNIT 1 -01
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
04300
(9005) 11-1021-01, 19/415 (1.0)

DRIVER LICENSES EXAMINER I
02953 03038 03071 03532
04268 04365 04393 04421
05022
(9000) 33-9099-01, 5/13 (9.0)

DRIVER LICENSES EXAMINER I
03197 03900 04335 04428
04582 04602 04628 04638
05043
(9000) 33-9099-01, 5/13 (9.0)

DRIVER LICENSES EXAMINER I
02903 03032 03042
03053 03095 03271 04356
(9000) 33-9099-01, 5/13 (7.0)

DRIVER LICENSES EXAMINER I
03072 03079 03106 03863
03925 04435 05023 05034
(9000) 33-9099-01, 5/13 (8.0)

DRIVER LICENSES EXAMINER I
02787 02888 02990
03014 03029 03055
03067 03086 03113
(9000) 33-9099-01, 5/13 (9.0)

MIAMI NORTHSIDE -03 UNIT 3
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
03015
(9005) 11-1021-01, 19/415 (1.0)

OPALOCKA UNIT 2 -02
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
04384
(9005) 11-1021-01, 19/415 (1.0)

DRIVER LICENSES EXAMINER I
02950 02962 03047 03065
03076 03092 04265 04639
(9000) 33-9099-01, 5/13 (8.0)

DRIVER LICENSES EXAMINER I
03225 03229 03499
03573 04240 04348
04376 04430 05027
(9000) 33-9099-01, 5/13 (9.0)

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
REGION 5

HIGHWY SAFE & MOTOR VEHICLE MGR-SES
Working Title: HSMV Program Manager-SES
05047
(9010)   11-1021-02, 20/424   (1.0)

ADMINISTRATIVE SECRETARY
03493
(0108)   43-6011-02, 3/12   (1.0)

MAINTENANCE MECHANIC
04618
(6466)   49-9042-02, 4/14   (1.0)

MALL OF AMERICAS   -01
MOTORIST SERVICES OFFICE MANAGER-SES
03020
(9006)   11-1021-01, 19/416   (1.0)

KENDALL   -02
MOTORIST SERVICES OFFICE MANAGER-SES
03908
(9006)   11-1021-01, 19/416   (1.0)

CORAL REEF   -03
MOTORIST SERVICES OFFICE MANAGER-SES
03077
(9006)   11-1021-01, 19/416   (1.0)

FLORIDA CITY   -04
MOTORIST SERVICES OFFICE MANAGER-SES
02980
(9006)   11-1021-01, 19/416   (1.0)

MALL OF AMERICAS UNIT 1   -01
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
02761
(9005)   11-1021-01, 19/415   (1.0)

MALL OF AMERICAS UNIT 2   -02
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
02770
(9005)   11-1021-01, 19/415   (1.0)

KENDALL UNIT 1   -01
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
03504
(9005)   11-1021-01, 19/415   (1.0)

CORAL REEF UNIT 1   -01
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
02833
(9005) 11-1021-01, 19/415 (1.0)

CORAL REEF UNIT 2   -02
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
03592
(9005) 11-1021-01, 19/415 (1.0)

FLORIDA CITY UNIT 1   -01
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
04364
(9005)   11-1021-01, 19/415   (1.0)

DRIVER LICENSES EXAMINER I
03037 03852 03853 04426
04635 04739 05049
(9000)   33-9099-01, 5/13   (7.0)

DRIVER LICENSES EXAMINER I
03596 03871 04434 04649
05013 05055 05288
(9000)   33-9099-01, 5/13   (7.0)

DRIVER LICENSES EXAMINER I
02756 02960 03088
03149 03572 03694
03910 03912 03913
(9000)   33-9099-01, 5/13   (9.0)

DRIVER LICENSES EXAMINER I
02874 02958 03021
03024 03078 03080
03103 03555 03561 03599
(9000)   33-9099-01, 5/13   (10.0)

DRIVER LICENSES EXAMINER I
03082 03855 03909
04276 04437 04581
04627 04630 04633 04741
(9000)   33-9099-01, 5/13   (10.0)

DRIVER LICENSES EXAMINER I
02970 03087 03104 03231
03274 03289 03557 03576
04350 04432 04567 04629
(9000) 33-9099-01, 5/13 (12.0)

MALL OF AMERICAS UNIT 3   -03
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
02843
(9005) 11-1021-01, 19/415 (1.0)

MALL OF AMERICAS UNIT 4   -04
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
02929
(9005) 11-1021-01, 19/415 (1.0)

KENDALL UNIT 2   -02
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
02480
(9005) 11-1021-01, 19/415 (1.0)

DRIVER LICENSES EXAMINER I
02700 02701 03066
03132 03563 05054
(9000) 33-9099-01, 5/13, (6.0)

DRIVER LICENSES EXAMINER II
04418
(9002) 33-9099-01, 5/15 (1.0)

DRIVER LICENSES EXAMINER I
03039 03075 03203
03919 04405 05036 05306
(9000) 33-9099-01, 5/13 (8.0)

DRIVER LICENSES EXAMINER I
03089 03921 04366
04373 04403 04632
05000 05033 05044
(9000)   33-9099-01, 5/13 (9.0)

MALL OF AMERICAS UNIT 5   -05
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
02669
(9005) 11-1021-01, 19/415 (1.0)

MALL OF AMERICAS UNIT 6   -06
MOTORIST SERVICES ASSISTANT OFFICE MGR-SES
03837
(9005) 11-1021-01, 19/415 (1.0)

DRIVER LICENSES EXAMINER I
02946 03090 03141
03185 04419 04631 05009
(9000) 33-9099-01, 5/13 (7.0)

DRIVER LICENSES EXAMINER I
02166 02477 02808 02983
03025 03051 03548 04444
(9000)   33-9099-01, 5/13 (8.0)

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CUSTOMER SERVICE

CHIEF OF CUSTOMER SERVICE
02504
(7901) 11-9199-03, 21/530 (1.0)

ADMINISTRATIVE ASSISTANT I
02598
(0709) 43-6011-02, 3/15 (1.0)

CSC PROGRAM MANAGER -01
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
02080
(9010) 11-1021-02, 20/424 (RO)

FIELD SUPPORT CENTER -02
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
02208
(9010) 11-1021-02, 20/424 (RO)

CORRESPONDENCE CENTER -03
HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
02302
(9010) 11-1021-02, 20/424 (1.0)

CSC TEAM 6 -01
OPERATIONS & MGMT CONSULTANT I-SES
Working Title: CSC Supervisor-SES
02906
(2234) 13-1111-03, 7/421 (1.0)

CSC TEAM 7 -02
OPERATIONS & MGMT CONSULTANT II-SES
Working Title: CSC Specialist Supervisor-SES
03384
(2236) 13-1111-04, 10/423 (1.0)

CSC TEAM 8 -03
OPERATIONS & MGMT CONSULTANT I-SES
Working Title: CSC Supervisor-SES
03262
(2234) 13-1111-03, 7/421 (1.0)

CSC TEAM 9 -04
OPERATIONS & MGMT CONSULTANT I-SES
Working Title: CSC Supervisor-SES
03174
(2234) 13-1111-03, 7/421 (1.0)

SENIOR CONSUMER SERVICE ANALYST
01190 02048 02609 03902
04821 04907 04966
(4009) 13-1041-02, 6/17 (7.0)

REGULATORY CONSULTANT
Working Title: CSC Consultant
02428 02528 02750
(0442) 13-1041-03, 7/20 (3.0)

SENIOR CONSUMER SERVICE ANALYST
03748
04470 05227
(4009) 13-1041-02, 6/17 (3.0)

CONSUMER SERVICE ANALYST
02472 02994
(4005) 13-1041-01, 3/13 (2.0)

SENIOR CLERK
00360
(0004) 43-9061-02, 3/11 (1.0)

SENIOR CONSUMER SERVICE ANALYST
03223 03475 03517
(4009) 13-1041-02, 6/17 (3.0)

CONSUMER SERVICE ANALYST
00157 00843 02181
02657 03026 03043
(4005) 13-1041-01, 3/13 (6.0)

SENIOR CLERK
04484
(0004) 43-9061-02, 3/11 (1.0)

SENIOR CONSUMER SERVICE ANALYST
03172 03526 04894 04899
(4009) 13-1041-02, 6/17 (4.0)

CONSUMER SERVICE ANALYST
02008 02871 05069
(4005) 13-1041-01, 3/13 (3.0)

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CUSTOMER SERVICE
CUSTOMER SERVICE CENTER

HIGHWY SAFE & MOTOR VEHICLE PROGMGR-SES
Working Title: HSMV Program Manager-SES
02080
(9010)   11-1021-02, 20/424   (1.0)

CSC TEAM 1   -01
OPERATIONS &MGMT CONSULTANTI-SES
Working Title: CSC Supervisor-SES
04236
(2234)   13-1111-03, 7/421   (1.0)

SR. CONSUMER SERVICE ANALYST
00358 02167 02170
02549 02550 03744
04809 04812 04832
(4009)   13-1041-02, 6/17   (9.0)

CSC TEAM 2   -02
OPERATIONS &MGMT CONSULTANTI-SES
Working Title: CSC Supervisor-SES
01250
(2234)   13-1111-03, 7/421   (1.0)

SR. CONSUMER SERVICE ANALYST
01155 01307
02107 02826 03479
03633   04833
(4009)   13-1041-02, 6/17   (7.0)

CSC TEAM 3   -03
OPERATIONS &MGMT CONSULTANTI-SES
Working Title: CSC Supervisor-SES
02546
(2234)   13-1111-03, 7/421   (1.0)

SR. CONSUMER SERVICE ANALYST
01409 02093 02191 02766
02848 02870 04958
(4009)   13-1041-02, 6/17   (7.0)

CSC TEAM 4   -04
OPERATIONS &MGMT CONSULTANTI-SES
Working Title: CSC Supervisor-SES
04849
(2234)   13-1111-03, 7/421   (1.0)

SR. CONSUMER SERVICE ANALYST
01362 02443 02451
03741 04520
04817 04819 04905
(4009)   13-1041-02, 6/17   (8.0)

CSC TEAM 5   -05
OPERATIONS &MGMT CONSULTANTI-SES
Working Title: CSC Supervisor-SES
03190
(2234)   13-1111-03, 7/421   (1.0)

SR. CONSUMER SERVICE ANALYST
02102 02407 03455 04548
04592 04808 04823 05226 05314
(4009)   13-1041-02, 6/17   (9.0)

CSC CONSULTANTSTEAM 1   -06
OPERATIONS& MANAGEMENTCONSULTANTII-SES
Working Title: CSC Specialist Supervisor-SES
00845
(2236)   13-1111-04, 10/423   (1.0)

REGULATORY CONSULTANT
Working Title: CSC Consultant
00092 00147 00903
01169 01554 02450
(0442)   13-1041-03, 7/20   (6.0)

KISSIMMEE CALL CENTER   -07
FIELD SERVICES MANAGER-HSMV
02921
(7909)   11-1021-02, 20/425   (1.0)

KISSIMMEE CALLCENTER UNIT 1   -01
OPERATIONS &MGMT CONSULTANTI-SES
Working Title: CSC Supervisor-SES
02772
(2234)   13-1111-03, 7/421   (1.0)

SR. CONSUMER SERVICE ANALYST
02917 02922 03500 03580 04247
04272 04463 04610 05010 05309
(4009)   13-1041-02, 6/17   (10.0)

KISSIMMEE CALLCENTER UNIT 2   -02
OPERATIONS &MGMT CONSULTANTI-SES
Working Title: CSC Supervisor-SES
05305
(2234)   13-1111-03, 7/421   (1.0)

SR. CONSUMER SERVICE ANALYST
02759 02774 02847 03187 03864
04333 04339 04411 04856 05313
(4009)   13-1041-02, 6/17   (10.0)

KISSIMMEE CALLCENTER UNIT 3   -03
OPERATIONS &MGMT CONSULTANTI-SES
Working Title: CSC Supervisor-SES
02889
(2234)   13-1111-03, 7/421   (1.0)

SR. CONSUMER SERVICE ANALYST
02767 02909 03206 03465 03587
04358 04550 05011 05038 05052
(4009)   13-1041-02, 6/17   (10.0)

CSC CONSULTANTSTEAM 2   -08
OPERATIONS& MANAGEMENTCONSULTANTII-SES
Working Title: CSC Specialist Supervisor-SES
01148
(2236)   13-1111-04, 10/423   (1.0)

REGULATORY CONSULTANT
Working Title: CSC Consultant
02565 03480 03537
04727 04827 04902
(0442)   13-1041-03, 7/20   (6.0)

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

HIGHWY SAFE & MOTOR VEHICLE PROG MGR-SES
Working Title: HSMV Program Manager-SES
02208

(9010)   11-1021-02, 20/424   (1.0)

DRIVER APPOINTMENTCENTER   -01
MANAGEMENT REVIEW SPECIALIST-SES
02454

(2239)   13-1111-04, 10/424   (1.0)

DRIVER APPOINTMENT CENTER/UNIT 2   -02
OPERATIONS & MGMT CONSULTANT I-SES
Working Title: CSC Supervisor-SES
02164

(2234)   13-1111-03, 7/421   (1.0)

SENIOR CLERK
*04318

(0004)   43-9061-02, 3/11   (1.0)

CONSUMER SERVICE ANALYST
02751 02857

(4005)   13-1041-01, 3/13   (2.0)

SENIOR CONSUMER SERVICE ANALYST
02163 04332

(4009)   13-1041-02, 6/17   (2.0)

QUALITY REVIEW ANDIMPROVEMENT   -02
RESEARCH & STATISTICS MANAGER-SES
Working Title: Quality Review & ImprovementMgr-SES
04906

(3142)   11-9121-02, 20/423   (1.0)

RESEARCH & TRAINING SPECIALIST
00342 00397 00928
02073 02803 04320 04826
(1334)   13-1151-04, 10/23   (7.0)

PROGRAM ANALYST II
Working Title: Performance Manager
02461 03942 04584
04807 04810
(6845)   13-1199-03, 7/22   (5.0)

TRAINING SUPPORT& DEVELOPMENT   -01
OPERATIONS & MGMT CONSULTANT II-SES
Working Title: CSC Specialist Supervisor-SES
02786

(2236)   13-1111-04, 10/423   (1.0)

STAFF DEVELOPMENT TRAINING CONSULTANT
Working Title: Senior Analyst Trainer
00872 02176 02458 02552
03957 04414 04577 04593

(1332)   13-1151-03, 7/21   (8.0)

FIELD SUPPORT TEAM I   -0
OPERATIONS & MGMT CONSULTANT II-SES
Working Title: CSC Specialist Supervisor-SES
02778

(2236)   13-1111-04, 10/423   (1.0)

PROGRAM ANALYST II
Working Title: Field Support Consultant
00731 00772 02152 02165 02189
02212 03448 04529 04814 04824

(6845)   13-1199-03, 7/22   (10.0)

GOVERNMENT OPERATIONS CONSULTANT II
04278

(2236)   13-1111-04, 10/23   (1.0)

FIELD SUPPORT TEAM 2   -0
OPERATIONS & MGMT CONSULTANT II-SES
Working Title: CSC Specialist Supervisor-SES
04491

(2236)   13-1111-04, 7/423   (1.0)

PROGRAM ANALYST II
Working Title: Field Support Consultant
01290 01613 02097 02099
02128 02581 04815 05225

(6845)   13-1199-03, 7/22   (8.0)

SENIOR CLERK
00598

(0004)   43-9061-02, 3/11   (1.0)

GOVERNMENT OPERATIONS CONSULTANT II
04600

(2236)   13-1111-04, 10/23   (1.0)

CSC TEAM 10
OPERATIONS & MGMT CONSULTANT I-SES
Working Title: CSC Supervisor-SES
03944

(2234)   13-1111-03, 7/421   (1.0)

SENIOR CONSUMER SERVICE ANALYST
00870 01975 02790 02584
03009 03209 04125 04560

(4009)   13-1041-02, 6/17   (8.0)

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* Shared Position

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
POSITIONS ON LOAN

MOTORIST SERVICES POSITIONS ON LOAN

INFORMATION SYSTEMS ADMINISTRATION -02

OFFICE OF THE EXECUTIVE DIRECTOR -03

MOTORIST MODERNIZATION -01
REPORTS TO 7640-01

PROGRAM PLAN, DEVELOP&REVIEW ADMIN-HSMV
03195
Working Title: Motorist Modernization Director
(8544)   11-1021-03, 21/150   (1.0)

SENIOR INFO TECH BUSINESS CONSULTANT
02853
Working Title: Sr Modernization Business Analyst MV
(2114)   15-1199-04, 9/26   (1.0)

SENIOR INFO TECH BUSINESS CONSULTANT
02705
Working Title: Sr Modernization Business Analyst DL
(2114)   15-1199-04, 9/26   (1.0)

MODERNIZATION ANALYSIS & SOLUTION SERVICES -01
REPORTS TO 7640-01-03-03

PLANNING ANALYST
04412
(2518)   13-1111-03, 7/24   (1.0)

PLANNING CONSULTANT
01996 05059
(2336)   13-1111-04, 10/24   (2.0)

MOTORIST MODERNIZATION DEVELOPMENT UNIT 1 -03
REPORTS TO 7640-01-01-03-02-01

APPLICATION SYSTEMS PROGRAMMER III
03392
(2143)   15-1131-04, 9   (1.0)

TELECOMMUNICATION SERVICES -05
REPORTS TO 7640-01-01-01-02

SYSTEMS PROGRAMMER III
03162
(2115)   15-1142-04, 9   (1.0)

CLIENT SERVICES -02
REPORTS TO 7640-01-01-02

INFO TECH BUSINESS CONSULTANT MGR-SES
02707
(2134)   11-3021-02, 20   (1.0)

QUALITY ASSURANCE (SBO) -04
REPORTS TO 7640-01-01-04-03

APPLICATION SYSTEMS PROGRAMMER II
04956 05247
(2142)   15-1131-03, 8   (2.0)

MOTORIST MODERNIZATION DEVELOPMENT UNIT 2 -06
REPORTS TO 7640-01-01-03-02-02

APPLICATION SYSTEMS PROGRAMMER III
04378
(2143)   15-1131-04, 9   (1.0)

OFFICE OF WORKFORCE EFFICIENCY -01
REPORTS TO 7601-05-01-01-05

HUMAN RESOURCE ANALYST/CBJA-SES
03531
(0173)   13-1141-04, 10/424   (1.0)

AUDITS AND REFUNDS -05
REPORTS TO 7602-01-01-02

ACCOUNTING SERVICES SUPERVISOR II-SES
02063
(1445)   13-2011-03, 8   (1.0)

ACCOUNTANT I
02053
(1427)   13-2011-01, 4   (1.0)

IRP/IFTA ACCOUNTING SERVICES -09
REPORTS TO 7602-01-01-02

ACCOUNTING SERVICES SUPERVISOR I - SES
04947
(1442)   13-2011-03, 8   (1.0)

ACCOUNTANT I
04488
(1427)   13-2011-01, 4   (1.0)

RESEARCH ASSISTANT
05369
(3120)   15-2091-02, 5   (1.0)

DAS/OED LEGAL COUNSEL -13
REPORTS TO 7601-02-05

EXECUTIVE SENIOR ATTORNEY
05271
WT: Senior Assistant General Counsel
(7739)   23-1011-04, 14/420   (1.0)

OFFICE OF BENEFITS AND MEMBER SERVICES -02
REPORTS TO 7601-05-01-01

SENIOR PERSONNEL MANAGER-SES
04458
(1049)   11-3121-02, 20/424   (1.0)

OFFICE OF EMPLOYEE PERFORMANCE -06
REPORTS TO 7601-05-01-01

SENIOR PERSONNEL MANAGER - SES
05291
(1049)   11-3121-02, 20/424   (1.0)

COMMUNICATIONS OFFICE -10
REPORTS TO 7601-05-02

GOVERNMENT OPERATIONS CONSULTANT I
Working Title: Communications Office Manager
02785
(2234)   13-1111-03, 7   (1.0)

GOVERNMENT OPERATIONS CONSULTANT III-SES
02829
(2235)   13-1111-04, 10   (1.0)

GRAPHICS CONSULTANT
05139
(3718)   27-1019-03, 7   (1.0)

STATISTICS UNIT -14
REPORTS TO 7601-05-03-01

MANAGEMENT REVIEW SPECIALIST-SES
02498
(2239)   13-1111-04, 10   (1.0)

RESEARCH & STATISTICS CONSULTANT
03016 04528
(3142)   15-2041-03, 8   (2.0)

INTERAL AUDITING -17
REPORTS TO 7601-03-01

MANAGEMENT REVIEW SPECIALIST - SES
02555
(2239)   13-1111-04, 10   (1.0)

BUREAU OF PERSONNEL SERVICES -03
REPORTS TO 7601-05-01-01

EXECUTIVE SENIOR ATTORNEY
02945
(7739)   23-1011-04, 14/240   (1.0)

DL LEGAL COUNSEL -07
REPORTS TO 7601-02-02

EXECUTIVE SENIOR ATTORNEY
03749
WT: Senior Assistant General Counsel
(7739)   23-1011-04, 14/420   (1.0)

PARALEGAL SPECIALIST
02561 03380
(7703)   23-2011-01, 5/13   (2.0)

SENIOR ATTORNEY
02710
(7738)   23-1011-04, 14/240   (1.0)

LEGAL -11
REPORTS TO 7601-02

SENIOR MANAGEMENT ANALYST II-SES
Working Title: Public Records Operations Administrator
02745
(2235)   13-1111-04, 10/426   (1.0)

PARALEGAL SPECIALIST
02840
(7703)   23-2011-01, 5/13   (1.0)

PERFORMANCE MANAGEMENT OFFICE -15
REPORTS TO 7601-05-03

PROGRAM CONSULTANT
02218
(5916)   13-1111-04, 8   (1.0)

OFFICE OF EMPLOYEE RELATIONS -04
REPORTS TO 7601-05-01-01-02

HUMAN RESOURCE ANALYST/LR-SES
01801 02557
(0182)   13-1075-04, 10/424   (2.0)

FHP LEGAL SOUTHERN REGION -08
REPORTS TO 7601-02-04-01

SENIOR ATTORNEY
02425
WT: Assistant General Counsel
(7738)   23-1011-04, 14/420   (1.0)

WORKFORCE DEVELOPMENT -12
REPORTS TO 7601-01

PROGRAM PLAN, DEVELOP & REVIEW ADMIN-HSMV
05086
(8544)   11-1021-03, 21/150   (1.0)

ADMINISTRATIVE ASSISTANT II
01193
(0712)   43-6011-03, 05/18   (1.0)

ENTERPRISE SECURITY MANAGEMENT -16
REPORTS TO 7601-01

SENIOR INFO TECH BUSINESS CONSULTANT
03490 04818
(2114)   13-1199-04, 9   (2.0)

#0.50 FTE

DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION

INFORMATION SYSTEMS
DIRECTOR - HSMV
Working Title: Chief Information Officer
00024

(8984)   10-3021-01, 23/930   (1.0)

DEPUTY CHIEF INFORMATON OFFICE   -01
DEPUTY DIRECTOR OF INFORMATION SYSTEMS

03861

(8920)   11-3021-04, 22/540   (1.0)

MOTORIST MODERNIZATION   -03
PROGRAM PLAN, DEVELOP & REVIEW ADMIN-HSMV
Working Title: Motorist Modernization Director
03195
(Funded out of Org code: 7621-05-02-01)
(8544)   11-1021-03, 21/150   (RO)

ADMINISTRATIVE SUPPORT   -04
OPERATIONS & MGMT CONSULTANT I-SES
00211

(2234)   13-1111-03, 7/421   (1.0)

FHP TECHNOLOGY/COMMUNICATIONS   -05
LAW ENFORCEMENT MAJOR- FHP
Working Title: Chief Technology Officer
01989

(Funded out of Org Code: 7610-08-20)
(8626)   11-9199-03, 21/540   (RO)

IT FINANCIAL AND PLANNING SERVICE -06
OPERATIONS MANAGER C - SES

03806

(9119)   11-1021-02, 20/426   (1.0)

SERVICE OPERATIONS   -01
TECHNICAL SERVICES MANAGER-HSMV
Working Title: Chief of Service Operations
03249
(8332)   11-3021-03, 21/540   (RO)

SERVICE SUPPORT   -02
COMPUTER & COMMUNICATION SYSTEM MGR-HSMV
Working Title: Chief of Service Support
04389
(8331)   11-3021-03, 21/540   (RO)

SERVICE DEVELOPMENT   -03
SOFTWARE SERVICES MANAGER- HSMV
Working Title: Chief of Service Development
00032

(8330)   11-3021-03, 21/540   (RO)

STRATEGIC BUSINESS OPERATIONS   -04
APPLICATION DESIGN & SUPPORT PROCESS MGR
Working Title: Strategic Business Operations Chief
03241
(3510)   11-3021-03, 21/540   (RO)

PLANNING & EVALUATION SPECIALIST
00204

(2303)   13-1111-01, 3/15   (1.0)

ADMINISTRATIVE ASSISTANT II

00040 04029

(0712)   43-6011-03, 5/18   (2.0)

FINANCIAL SERVICES   -01
BUSINESS MANAGER II-SES

00063

(0739)   11-3011-02, 20/421   (1.0)

SUPPLY DATA CONTROL SPECIALIST

00054

(0820)   13-1081-02, 6/18   (1.0)

PROPERTY ANALYST

03810

(0942)   13-1023-02, 6/16   (1.0)

ADMINISTRATIVE SECRETARY

00026

(0108)   43-6011-02, 3/12   (1.0)

IT CONTRACT MANAGEMENT & ADMIN SERVICES   -02
OPERATIONS & MGMT CONSULTANT MGR - SES
03757
(Funded out of FHP Org Code: 7610-08-16)
(2238)   11-1021-02, 20/425   (0.0)

CONTRACT ADMNINSTRATION ANALYST
00226

(2257)   13-2011-03, 8/22   (1.0)

PLANNING CONSULTANT

04362
(Funded out of FHP Org Code: 7610-08-16)
(22236) 13-1111-04, 10/24   (00)

DATE: 01/1?/2017
SEQUENCE: ?40?1-01-01
OED:
NUMBER OF POSITIONS: 29
NUMBER OF FTE'S: 29.0

TECHNICAL SERVICES MANAGER-HSMV
Working Title: Chief of Service Operations
03249
(Funded out of Org Code: 7610-08-02)
(8332)   11-3021-03, 21/540   (0.0)

ASST. CHIEF OF
INFRASTRUCTURE SUPPORT
Working Title: Deputy Chief of Service Operations
04311

(7550)   11-3021-02, 20/520   (1.0)

NETWORK SERVICES   -01
NETWORK SYSTEMS ADMINISTRATOR-SES
00053

(2128)   11-3021-02, 20/426   (1.0)

SYSTEMS PROGRAMMER III
03431
(Funded out of Org Code: 7610-08-02-01)
(2115)   15-1142-04, 9/25   (0.0)

SYSTEMS PROGRAMMER III
03662

(2115)   15-1142-04, 9/25   (1.0)

SYSTEMS PROGRAMMER II
00197 00220 03726

(2113)   15-1142-03, 8/24   (3.0)

TELECOMMUNICATION SERVICES   -02
NETWORK SYSTEMS ADMINISTRATOR-SES
00131

(2128)   11-3021-02, 20/426   (1.0)

SYSTEMS PROGRAMMER III
03763 05123

(2115)   15-1142-04, 9/25   (2.0)

SYSTEMS PROGRAMMER III
03162
(Funded out of Org Code: 7621-05-02-05)
(2115)   15-1142-04, 9/25   (0.0)

SYSTEMS PROGRAMMER II
00056 04853

(2113)   15-1142-03, 8/24   (2.0)

APPLICATION INFRASTRUCTURE -03
DATA PROCESSING MANAGER-SES
00167

(2133)   11-3021-02, 20/426   (1.0)

SYSTEMS PROGRAMMER III
03727 03808 03839
04973 05072
(2115)   15-1142-04, 9/25   (5.0)

SYSTEMS PROGRAMMER II
03242

(2113)   15-1142-03, 8/24   (1.0)

SQL SERVICES & DATA WAREHOUSE   -04
DATA BASE ADMINISTRATOR- SES
03248

(2127)   11-3021-02, 20/426   (1.0)

APPLICATIONS SYSTEMS
PROGRAMMER III
00036
(2143)   15-1131-04, 9/25   (1.0)

APPLICATIONS SYSTEMS
PROGRAMMER II
00209 03811
(2142)   15-1131-03, 8/24   (2.0)

COMPUTER PROGRAMMER
ANALYST II
00149
(2103)   15-1131-02, 6/22   (1.0)

SENIOR DATABASE ANALYST
00155 03034

(2122)   15-1141-04, 9/25   (2.0)

SENIOR DATA BASE ANALYST
05128
(Funded out of Org 7610-08-25)
(2122)   15-1141-04, 9/25   (0.0)

ORACLE SERVICES   -05
DATA BASE ADMINISTRATOR- SES
00027

(2127)   11-3021-02, 20/426   (1.0)

DATA BASE CONSULTANT
03812
(Funded out of Org 7610-08-06)
(2127)   15-1141-04, 9/26   (0.0)

SENIOR DATA BASE ANALYST
Working Title: Senior Oracle Database Analyst
00043 03360 05279
(2122)   15-1141-04, 9/25   (3.0)

SENIOR DATA BASE ANALYST
Working Title: Senior Oracle Database Analyst
02130
(Funded out of Org 7610-08-06)
(2122)   15-1141-04, 9/25   (0.0)

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

COMPUTER & COMMUNICATION
SYSTEM MGR-HSMV
(Working Title: Chief of Service Support)
04389
(8331)   11-3021-03, 21/540   (1.0)

CLIENT SERVICES   **-03**
INFO TECH BUSINESS
CONSULTANT MGR-SES
02707
(Funded out of Org Code: 7621-05-02-02)
(2134)   11-3021-02, 20/427   (0.0)

PLATFORM SYSTEM   **-04**
DATA PROCESSING MANAGER-SES
00055
(2133)   11-3021-02, 20/426   (1.0)

DESKTOP OPERATIONS   **-01**
SYSTEMS PROJECT
ADMINISTRATOR- SES
00230
(2109)   11-3021-02, 20/425   (1.0)

SYSTEMS PROGRAMMER II
03775 05124
(2113)   15-1142-03, 8/24   (2.0)

DISTRIBUTED COMPUTER
SYSTEMS ANALYST II
01524
(2054)   15-1142-04, 9/24   (1.0)

DISTRIBUTED COMPUTER
SYSTEMS ANALYST
00057 00082 00194 03840
04477 04806 05210
(2052)   15-1142-02, 6/22   (7.0)

TECHNICAL ASSISTANCE   **-02**
SYSTEMS PROJECT
ADMINISTRATOR- SES
03813
(2109)   11-3021-02, 20/425   (1.0)

OFFICE AUTOMATION
ANALYST
00233 03724 04021
04256 04804
(2047)   15-1151-02, 6/22   (5.0)

TELECOMMUNICATIONS
SPECIALIST III
00200 03061
03893 05135
(2035)   15-1142-02, 6/19   (4.0)

TELECOMMUNICATIONS
SPECIALIST II
00058 00164 00216
03723 04805
(2034)   15-1142-01, 4/17   (5.0)

SYSTEMS PROGRAMMER II
00174 00472
(2113)   15-1142-03, 8/24   (2.0)

SYSTEMS PROGRAMMER II
(WT: MOBILE DEVICE
MANAGEMENT SPECIALIST)
00212
(2113)   15-1142-03, 8/24   (1.0)

SYSTEMS PROGRAMMER III
02247 03664
(2115)   15-1142-04, 9/25   (2.0)

SYSTEMS PROGRAMMER III
00045 00118
(2115)   15-1142-04, 9/25   (2.0)

SYSTEMS PROGRAMMER III
00052
Funded out of FHP 7610-08-02-02
(2115)   15-1142-04, 9/25   (0.0)

PLATFORM MOTORIST SUPPORT -01
DATA PROCESSING MANAGER-SES
00176
(2109)   11-3021-02, 20/426   (1.0)

SYSTEMS PROGRAMMER III
03722
(2115)   15-1142-04, 9/25   (1.0)

SYSTEMS PROGRAMMER II
00044 00051
(2113)   15-1142-03, 8/24   (2.0)

SYSTEMS PROGRAMMER I
03968 05125
(2111)   15-1142-02, 6/23   (2.0)

DEPARTMENT OF HIGHWAY AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
SERVICE DEVELOPMENT

SOFTWARE SERVICES MANAGER-HSMV
Working Title: Chief of Service Development
00032
(8330)   11-3021-03, 21-540   (1.0)

DEPUTY CHIEF OF SERVICE DEVELOPMENT   -01
ASST CHIEF OF INFRASTRUCTURE SUPPORT
Working Title: Deputy Chief of Service Development-Operations
02671
(7550)   11-3021-02, 20-520   (1.0)

MOTORIST MODERNIZATION DEVELOPMENT   -02
ASST CHIEF OF INFRASTRUCTURE SUPPORT
Working Title: Deputy Chief of Service Development-Motorist Modernization
00203
(7550)   11-3021-02, 20-520   (1.0)

MOTORIST SOFTWARE SERVICES
DATA PROCESSING MANAGER - SES
00041
(2133)   11-3021-02, 20-426   (1.0)

PORTAL/SHAREPOINT SERVICES
SYSTEMS PROJECT ADMINISTRATOR - SES
01137
(2109)   11-3021-02, 20-425   (1.0)

HOST DEVELOPMENT SERVICES
SYSTEMS PROJECT ADMINISTRATOR- SES
Working Title: Business Relationship Management Manager
00189
(2109)   11-3021-02, 20-425   (1.0)

ENTERPRISE APPLICATION DEVELOPMENT   -3
DATA PROCESSING MANAGER- SES
03243
(2133)   11-3021-02, 20-426   (1.0)

MOTORIST MODERNIZATION DEVELOPMENT UNIT 1   -01
SYSTEM PROJECT ADMINISTRATOR - SES
03725
(2109)   11-3021-02, 20-425   (1.0)

MOTORIST MODERNIZATION DEVELOPMENT UNIT 2   -0
SYSTEMS PROJECT ADMINISTRATOR- SES
03969
(2109)   11-3021-02, 20-425   (1.0)

CLIENT SERVER SERVICES- FRVIS   -0
SYSTEMS PROJECT ADMINISTRATOR- SES
00047
(2109)   11-3021-02, 20-425   (1.0)

APPLICATION SYSTEMS PROGRAMMER III
00049 00172
(2143)   15-1131-04, 9-25   (2.0)

APPLICATION SYSTEMS PROGRAMMER II
00048 03766
(2142)   15-1131-03, 8-24   (2.0)

APPLICATION SYSTEMS PROGRAMMER I
03498 04971 05092
(2141)   15-1131-02, 6-23   (3.0)

APPLICATION SYSTEMS PROGRAMMER III
05094
(Funded out of Org Code: 7610-08-09)
(2143)   15-1131-04, 9-25   (0.0)

APPLICATION SYSTEMS PROGRAMMER II
00195 00232 03970
(2142)   15-1131-03, 8-24   (3.0)

APPLICATION SYSTEMS PROGRAMMER I
00035 03657
(2141)   15-1131-02, 6-23   (2.0)

APPLICATION SYSTEMS PROGRAMMER III
03809
(2143)   15-1131-04, 9-25   (1.0)

APPLICATION SYSTEMS PROGRAMMER III
00004 04536
(2143)   15-1131-04, 9-25   (2.0)

APPLICATION SYSTEMS PROGRAMMER II
00033
(2142)   15-1131-03, 8-24   (1.0)

PUBLIC INFORMATION SPECIALIST
00005
(3738)   27-3031-02, 6-19   (1.0)

APPLICATION SYSTEMS PROGRAMMER III
03244
(2143)   15-1131-04, 9-25   (1.0)

APPLICATION SYSTEMS PROGRAMMER II
03665
(2142)   15-1131-03, 8-24   (1.0)

COMPUTER PROGRAMMER ANALYST I
00038
(2102)   15-1131-02, 6-20   (1.0)

APPLICATION SYSTEMS PROGRAMMER III
00150 02647 03658
(2143)   15-1131-04, 9-25   (3.0)

APPLICATION SYSTEMS PROGRAMMER II
05211
(2142)   15-1131-03, 8-24   (1.0)

APPLICATION SYSTEMS PROGRAMMER I
00046
(2141)   15-1131-02, 6-23   (1.0)

APPLICATION SYSTEMS PROGRAMMER III
00050 00083 04026 05126
(2143)   15-1131-04, 9-25   (4.0)

APPLICATION SYSTEMS PROGRAMMER III
03392
(Funded out of Org Code: 7621-05-02-03)
(2143)   15-1131-04, 9-25   (0.0)

COMPUTER PROGRAMMER ANALYST II
00037
(2103)   15-1131-02, 6-22   (1.0)

APPLICATION SYSTEMS PROGRAMMER II
04803
(2142)   15-1131-03, 8-24   (1.0)

APPLICATION SYSTEMS PROGRAMMER III
03050 03240 04479 05093
(2143) 15-1131-04, 9-25   (4.0)

APPLICATION SYSTEMS PROGRAMMER III
04378
(Funded out of Org Code: 7621-05-02-03)
(2143)   15-1131-04, 9-25   (0.0)

APPLICATION SYSTEMS PROGRAMMER II
00034 05211
(2142)   15-1131-03, 8-24   (2.0)

SERVICE DEVELOPMENT
+ Lead Worker

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

```
APPLICATION DESIGN & SUPPORT
PROCESS MGR- SES
Working Title: Strategic Business Operations Chief
                    03241
(3510)          11-3021-03, 21/540          (1.0)
```

```
PROJECT MANAGEMENT SERVICES     -01
DATA PROCESSING MANAGER - SES
Working Title: Project Services Manager
                    00177

(2133)          11-3021-02, 20/426          (1.0)
```

```
QUALITY ASSURANCE          -03
DATA PROCESSING MANAGER-SES
Working Title: IT Quality Assurance Manager-SES
                    00031

(2133)          11-3021-02, 20/426          (1.0)
```

```
SERVICE MANAGEMENT OFFICE          -04
INFO TECH BUSINESS CONSULTANT MGR-SES
Working Title: Service Manager-SES
                    00025

(2134)          11-3021-02, 20/427          (1.0)
```

```
SYSTEMS PROJECT CONSULTANT
Working Title: Senior Project Manager
     00028  00078  00816  04478

(2109)          15-1121-04, 9/25          (4.0)
```

```
APPLICATION SYSTEMS
PROGRAMMER III
                    00222

(2143)          15-1131-04, 9/25          (1.0)
```

```
DATA PROCESSING CONSULTANT

                    00186

(2130)          15-1121-04, 9/24          (1.0)
```

```
SYSTEMS PROJECT ANALYST
Working Title: Project Manager
     00029  00094

(2107)          15-1121-03, 8/24          (2.0)
```

```
APPLICATION SYSTEMS
PROGRAMMER II
                    05134

(2142)          15-1131-03, 8/24          (1.0)
```

```
SYSTEMS PROJECT ANALYST

     00097  03663

(2107)          15-1121-03, 8/24          (2.0)
```

```
INFORMATION TECHNOLOGY ANALYST
Working Title: Business Relationship Management Analyst
     00148  04480

(4955)          15-1121-03, 8/22          (2.0)
```

```
APPLICATION SYSTEMS
PROGRAMMER II
     04956  05247
(Funded out of MS Org Code: 7621-05-02-04-01)
(2142)          15-1131-03, 8/24          (0.0)
```

PROJECT MANAGEMENT OFFICE

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

PROGRAM PLAN, DEVELOP & REVIEW ADMIN-HSMV
Working Title: Motorist Modernization Director
03195

(Funded out of Org code: 7621-05-02-01)
(8544)   11-1021-03, 21/150   (0.0)

ADMINISTRATIVE ASSISTANT II

00039

(0712)   43-6011-03, 5/18   (1.0)

SENIOR INFO TECH BUSINESS CONSULTANT
Working Title: Sr Modernization Business Analyst MV
02853

(Funded out of Org code: 7621-05-02-01)
(2114)   15-1199-04, 9/26   (0.0)

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

03661

(2114)   15-1199-04, 9/26   (1.0)

SENIOR INFO TECH BUSINESS CONSULTANT
Working Title: Sr Modernization Business Analyst DL
02705

(Funded out of Org code: 7621-05-02-01)
(2114)   15-1199-04, 9/26   (0.0)

ENTERPRISE ARCHITECT SERVICES   -01
INFO TECH BUSINESS CONSULTANT MGR-SES
Working Title: Software Architect
03805
(2134)   11-3021-02, 20/427   (1.0)

SENIOR INFO TECH BUSINESS CONSULTANT
Working Title: Infrastructure Architect
00030
(2114)   15-1199-04, 9/26   (1.0)

PLANNING & OPERATIONAL OVERSIGHT -02
ASST CHIEF OF INFRASTRUCTURE SUPPORT
Working Title: Deputy Director of Motorist Modernzation
00379
(Funded out of Org Code: 7602-09-01)
(7550)   11-3021-02, 20/520   (0.0)

SYSTEMS PROJECT CONSULTANT
Working Title: Senior Program Manager
00071

(2109)   15-1121-04, 9/25   (1.0)

PROGRAM CONSULTANT
Working Title: Budget & Contract Program Consultant
00181
(5916)   13-1111-04, 10/25   (1.0)

PROGRAM CONSULTANT
Working Title: Communications Program Consultant
02111

(5916)   13-1111-04, 10/25   (1.0)

MODERNIZATION ANALYSIS & SOLUTION SERVICES   -03
INFO TECH BUSINESS CONSULTANT MGR-SES
Working Title: Business Analyst Solutions Manager-SES
02429
(2134)   11-3021-02, 20/427   (1.0)

PLANNING CONSULTANT
01996 05059

(Funded out of Org Code: 7621-05-02-01-01)
(2336)   13-1111-04, 10/24   (0.0)

PLANNING ANALYST
04412

(Funded out of Org Code: 7621-05-02-01-01)
(2518)   13-1111-03, 7/24   (0.0)

PLANNING ANALYST

03245

(2518)   13-1111-03, 7/24   (1.0)

PLANNING ANALYST
13114

(Funded out of Org Code: 7610-08-24)
(2518)   13-1111-03, 7/24   (0.0)

PLANNING ANALYST
00501

(Funded out of Org Code: 7601-07-01)
(2518)   13-1111-03, 7/24   (0.0)

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
FHP TECHNOLOGY/COMMUNICATIONS

LAW ENFORCEMENT MAJOR - FHP
Working Title: Chief Technology Officer
01989
(Funded Out of Org Code: 7610-08-20)
(8626)   11-9199-03, 21/540   (0.0)

STAFF ASSISTANT
01604
(Funded Out of Org Code: 7610-08-20)
(0120)   43-6011-02, 3/13   (0.0)

SUPPORT UNIT 1
LAW ENFORCEMENT CAPTAIN-SES
04149
(Funded Out of Org Code: 7610-08-20-01)
(8632)   33-1012-05, 13/530   (0.0)

UTILITIES SYSTEM/ENGINEERING
SPECIALIST
01093
(Funded Out of Org Code: 7610-08-20)
(4678)   17-2199-04, 11/28   (0.0)

LAW ENFORCEMENT   -02
INFORMATION TECHNOLOGY
SYSTEMS PROJECT ADMINISTRATOR-SES
01291
(2109)   11-3021-02, 20/425   (1.0)

DATA BASE CONSULTANT
00527
(Funded Out of Org Code: 7610-08-20-01)
(2127)   15-1141-04, 9/26   (0.0)

NORTH
FL HIGHWAY PATROL
SERGEANT (LEITS)
01304
(Funded Out of Org Code: 7610-08-20-01)
(8519)   33-1012-03, 10/54   (0.0)

SOUTH
FL HIGHWAY PATROL
SERGEANT (LEITS)
04181
(Funded Out of Org Code: 7610-08-20-01)
(8519)   33-1012-03, 10/54   (0.0)

SYSTEM PROGRAMMER I
00424 00647 00678
01929 03337 03460 04114
(2111)   15-1142-02, 6/23   (7.0)

SYSTEM PROGRAMMER I
01386
(Funded Out of Org Code: 7610-08-23)
(2111)   15-1142-02, 6/23   (0.0)

FHP-GHQ-5B

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
POSITIONS ON LOAN

ISA Positions on Loan
7640-01-05

ENTERPRISE SECURITY MANAGEMENT -02
TECHNICAL SERVICES MANAGER - HSMV
Working Title: Information Security Officer
00115
(8332)   11-3021-03, 21/540   (1.0)

HIGHWAY SAFETY AND MOTOR VEHICLES, DEPARTMENT OF	FISCAL YEAR 2016-17	
SECTION I: BUDGET	**OPERATING**	**FIXED CAPITAL OUTLAY**
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT	459,462,803	7,879,652
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)	5,075,365	0
FINAL BUDGET FOR AGENCY	464,538,168	7,879,652

SECTION II: ACTIVITIES * MEASURES	Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)				0
Enforcement Of Traffic Laws * Law enforcement duty hours spent on active patrol, crash investigations and public safety.	1,445,308	146.82	212,199,561	
Provide Aerial Traffic Enforcement * Number of duty hours spent on aerial traffic enforcement.	5,668	475.55	2,695,445	
Conduct Traffic Homicide Investigations * Number of hours spent on traffic homicide investigations.	177,108	78.87	13,968,997	
Provide Academy Training * Number of students successfully completing training courses.	1,048	5,625.31	5,895,324	
Conduct Criminal And Administrative Investigations * Number of hours spent on investigations.	354,024	30.17	10,681,603	
Number Of Commercial Motor Vehicle Inspections Performed * Number of commercial motor vehicle inspections.	119,204	322.67	38,463,705	
Issuance Of Automobile Dealer Licenses * Number of motor vehicle, mobile home and recreational vehicle (RV) dealers licensed.	11,114	520.41	5,783,853	
Enforce Title And Registration Laws * Number of rebuilt salvaged motor vehicles inspected for vehicle identification numbers and odometer readings.	36,017	200.45	7,219,699	
Issue Driver License And Identification Cards * Number of driver license and identification card transactions including voids.	5,338,665	11.20	59,795,024	
Maintain Records * Number of records maintained.	25,755,973	0.34	8,874,946	
Provide Program Customer Service * Response to number of telephone, email, faxes and written inquiries.	1,764,426	7.23	12,759,744	
Administer Motorist Insurance Laws * Number of insured motorists.	13,157,603	0.11	1,455,964	
Oversee Driver Improvement Activities * Number of problem drivers identified.	1,760,575	2.42	4,258,470	
Conduct Administrative Reviews * Number of administrative reviews and hardship and miscellaneous hearings completed.	32,211	253.28	8,158,452	
Conduct Driver, Driving Under The Influence And Motorcycle Education Activities * Number of graduates.	564,769	4.72	2,664,012	
Monitor Mobile Home Inspections * Number of mobile homes inspected.	8,835	167.12	1,476,466	
Register And Audit Commercial Carriers * Number of registration transactions and registrants audited; decals issued, quarterly tax returns processed, and licensees audited; phone calls answered by Help Desk.	173,674	23.52	4,085,203	
Issuance Of Vehicle And Mobile Home Titles And Registrations * Number of motor vehicle and mobile home titles and registrations issued.	27,863,189	0.62	17,414,299	
Issuance Of Vessel Title And Registrations * Number of vessel titles and registrations issued.	1,043,288	0.27	286,173	
TOTAL			418,136,940	

SECTION III: RECONCILIATION TO BUDGET				
PASS THROUGHS				
TRANSFER - STATE AGENCIES				
AID TO LOCAL GOVERNMENTS				
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS				
OTHER			8,385,955	
REVERSIONS			38,015,305	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)			464,538,200	

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

The department does not have activities proposed for outsourcing during the 2018-19 Fiscal Year.

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 2018 - 2019 LBR Issue Code:	**FY 2018 - 2019 LBR Issue Title:**
Agency Contact for Schedule XII (Name, Phone #, and E-mail address):	
AGENCY APPROVAL SIGNATURES	
I am submitting the Schedule XII in support of our legislative budget request. I have reviewed and agree with the information in the 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:**

SCHEDULE XIII
PROPOSED CONSOLIDATED FINANCING OF DEFERRED-PAYMENT COMMODITY CONTRACTS

Contact Information
Agency: Department of Highway Safety and Motor Vehicles
Name: Susan Carey, Chief Financial Officer
Phone: (850) 617-3404
E-mail address: SusanCarey@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.
Agency equipment needs 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 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 base appropriation in the event that increased authority is required.	

Office of Policy and Budget – July 2017

Schedule XIV
Variance from Long Range Financial Outlook

Agency: **Highway Safety & Motor Vehicles**   Contact: **Susan Carey, 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 2017 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 2018-2019 and list the amount projected in the long range financial outlook and the amounts projected in your Schedule I or budget request.

| | | | FY 2018-2019 Estimate/Request Amount | |
	Issue (Revenue or Budget Driver)	**R/B***	**Long Range Financial Outlook**	**Legislative Budget Request**
a	Salary Increase For Florida Highway Patrol	B	$17.2 million	$17.2 million
b	Motorist Modernization Phase I (Year 4)	B	$7.5 million	$7.5 million
c	Motorist Modernization Phase II	B	$5 million	$5 million
d	Security Remediation	B	$.8 million	$.8 million
e	Handheld Narcotics Analyzers	B	$.9 million	$.9 million
f	Increased Operating Costs for State Driver License Offices	B	$.7 million	$.7 million
g	Equipment Refresh	B	$4 million	$4 million
h	Florida Highway Patrol (FHP) Dispatch Relocation - Orlando Regional Communications Center	B	$1.3 million	$1.3 million
i	Facility Maintenance Program	B	$1 million	$1 million
j	Security Services State Driver License Offices	B	$.7 million	$.7 million
k	Replace Live Scan Fingerprint Equipment	B	$1.1 million	$1.1 million
l	Florida Licensing on Wheels (FLOW) Replacement	B	$.3 million	$.3 million
m	FHP Safety Equipment - Electric Flares	B	$.4 million	$.4 million
n	Pursuit Mitigation and Prevention Technology Pilot	B	$.3 million	$.3 million
o	DUI Centralized Repository Database	B	$1.8 million	$1.8 million
p	Critical Safety Repairs and Maintenance of Facilities Statewide FCO	B	$3.2 million	$3.2 million
q	FHP Active Shooter Trainer Building	B	$2.9 million	$2.9 million
r	FHP Academy Dormitory Renovations	B	$3.4 million	$3.4 million
s	Highway Safety Fees	R	443.8 million	443.8 million

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

The Department of Highway Safety and Motor Vehicles (DHSMV plans a continuation budget for Fiscal Year 2018-19 with the exception of the following: (a) Funding for Salary Increase for sworn members of the Florida Highway Patrol (FHP); (b), (c) Funding is requested for the Motorist Modernization project (Phase I and II) where the agency will continue work to modernize its antiquated software and hardware to better serve the people of Florida; (d) Funding for Security Remediation for Data Loss Prevention; (e) Funding for Handheld Narcotic Analyzers coinciding with the Governor's May 3, 2017, declaring a state of emergency regarding to the opioid epidemic; (f) Increased Operating Costs for State Driver License Offices for documented increased operating expenditures for leased space at its driver license offices; (g) Funding is requested for technology refresh of systems used to provide for the issuance of all driver license and motor vehicle services; (h) Budget authority to relocate the FHP Dispatch Center and co-locate with the Florida Department of Transportation Management Center; (i) Funding is requested to provide a recurring appropriation to address preventative and routine maintenance for the agency statewide; (j) Budget authority is requested to increase FHP Security Services in state driver license offices operated by the agency in Miami-Dade, Broward and Volusia counties; (k) Replacement of Live Scan Fingerprint equipment used statewide in Tax Collector and state driver license offices; (l) Funding is requested to purchase 2 FLOW mobiles for Motorist Services; (m) Funding is requested to purchase LED flares to replace flammable flares; (n) Funding is requested for a pilot to explore the use of GPS enabled pursuit intervention technology in FHP vehicles; (o) Funding to implement a Driving Under the Influence (DUI) central repository; (p) Funding is requested for FCO statewide facility maintenance and repair; (q) Budget authority to construct a single story building to be used for exclusive FHP Active Shooter training; (r) Request funding for FHP Academy Dormitory renovations.

* R/B = Revenue or Budget Driver
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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: Florida Highway Safety and Motor Vehicles
Name: Lisa M. Bassett, Chief of Purchasing and Contracts
Phone: (850) 717-3203
E-mail address: LisaBassett@flhsmv.gov

1. Vendor Name
The Department currently has no contracts that require reporting pursuant to §216.023(6), F.S.

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)

Office of Policy and Budget – July 2017

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

Florida Highway Patrol Program Exhibits and Schedules

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-2019**
Program: Florida Highway Patrol (76100100)
Fund: Highway Safety Operating Trust Fund (2009)

Specific Authority: Chapters 338 and 339, F.S.
Purpose of Fees Collected: To generate revenue for law enforcement services provided on the 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 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**	**ESTIMATED**	**REQUEST**
	FY 2016-2017	**FY 2017-2018**	**FY 2018-2019**
Receipts:			
Florida Department of Transportation	1,390,841	1,450,794	1,450,794
Vehicle Auction Sales	14,009	7,980	-
Total Fee Collection to Line (A) - Section III	1,404,850	1,458,774	1,450,794

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	794,179	944,909	1,049,576
Expenses	18,679	2,252	2,252
Acquisition of Motor Vehicles	314,479	125,792	31,500
Communications	27,152	27,152	27,152
Operation of Motor Vehicles	122,372	161,355	161,355
Overtime	53,767	44,275	44,275
Risk Management	39,444	39,345	39,345
Salary Incentive	5,973	6,204	6,204
Deferred Commodity Contracts	16,672	16,672	16,672
Mobile Date Terminals	6,214	6,214	6,214
Human Resource Services	4,614	4,614	4,614
Total Full Costs to Line (B) - Section III	1,403,545	1,378,784	1,389,159

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,404,850	1,458,774	1,450,794
TOTAL SECTION II	(B)	1,403,545	1,378,784	1,389,159
TOTAL - Surplus/Deficit	(C)	1,305	79,990	61,635

EXPLANATION of LINE C:

Added the additional appropriation for salary increase and retirement adjustment to the 2017-18 and 2018-19 receipts.

Salary and retirement adjustments are included in 2017-18 and 2018-19 expenditures.

The 2018-19 salary and benefits includes an adjustment for the FHP recruitment and retention pay plan on the LBR request
The 2017-18 and 2018-19 salaries assume the Unit is fully staffed.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-2019**
Program: Florida Highway Patrol (76100100)
Fund: Highway Safety Operating Trust Fund (2009)

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

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**	**ESTIMATED**	**REQUEST**
	FY 2016-2017	**FY 2017-2018**	**FY 2018-2019**
Receipts:			
Central Florida Expressway Authority	837,997	1,005,030	1,015,801
Vehicle Auction Sales	4,914	7,980	2,000
Total Fee Collection to Line (A) - Section III	842,911	1,013,010	1,017,801

SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	607,365	650,469	748,386
Expenses	11,619	13,150	13,150
Acquisition of Motor Vehicles	62,896	125,791	32,665
Communications	15,516	15,516	15,516
Operation of Motor Vehicles	61,954	67,230	67,230
Overtime	62,567	60,000	60,000
Risk Management	-	-	-
Salary Incentive	6,566	6,564	6,564
Deferred Commodity Contracts	9,527	9,527	9,527
Mobile Date Terminals	3,528	3,529	3,529
Indirect Costs	57,683	61,234	61,234
Total Full Costs to Line (B) - Section III	899,221	1,013,010	1,017,801

Basis Used:

SECTION III - SUMMARY				
TOTAL SECTION I	(A)	842,911	1,013,010	1,017,801
TOTAL SECTION II	(B)	899,221	1,013,010	1,017,801
TOTAL - Surplus/Deficit	(C)	(56,310)	-	-

EXPLANATION of LINE C:

The deficit in 2016-17 will be corrected with the billing of the annual indirect costs calculated at final true up.

Added salary and retirement adjustments to 2017-18 and 2018-19 Salaries.

The 2018-19 salary and benefits includes an adjustment for the FHP recruitment and retention pay plan on the LBR request

The costs in 2018-19 are lower due to fewer vehicles projected to purchase.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-2019**
Program: Florida Highway Patrol (76100100)
Fund: Highway Safety Operating Trust Fund (2009)

Specific Authority: Chapters 338 and 339, F.S.
Purpose of Fees Collected: To generate revenue for law enforcement services associated with 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** 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**	**ESTIMATED**	**REQUEST**
	FY 2016-2017	**FY 2017-2018**	**FY 2018-2019**
Receipts:			
Florida Department of Transportation	3,517,455	3,727,738	3,727,738
Total Fee Collection to Line (A) - Section III	3,517,455	3,727,738	3,727,738

SECTION II - FULL COSTS

Direct Costs:

Other Personal Services (OPS)	3,517,455	3,727,738	3,727,738
Total Full Costs to Line (B) - Section III	3,517,455	3,727,738	3,727,738

Basis Used:

SECTION III - SUMMARY

		ACTUAL	**ESTIMATED**	**REQUEST**
TOTAL SECTION I	(A)	3,517,455	3,727,738	3,727,738
TOTAL SECTION II	(B)	3,517,455	3,727,738	3,727,738
TOTAL - Surplus/Deficit	(C)	-	-	-

 EXPLANATION of LINE C:

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-2019**
Program: Florida Highway Patrol (76100100)
Fund: Highway Safety Operating Trust Fund (2009)

Specific Authority: Chapters 338 and 339, F.S.
Purpose of Fees Collected: To generate revenue for law enforcement services provided 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 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**	**ESTIMATED**	**REQUEST**
	FY 2016-2017	**FY 2017-2018**	**FY 2018-2019**
Receipts:			
Florida Department of Transportation	1,245,186	1,500,000	1,500,000
Indirect Costs	52,406	-	-
Total Fee Collection to Line (A) - Section III	1,297,592	1,500,000	1,500,000

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	1,023,444	1,206,022	1,334,795
Expenses	22,673	25,083	25,083
Acquisition of Motor Vehicles		-	-
Communications	32,971	33,083	33,083
Contracted Services	-	-	-
Operation of Motor Vehicles	73,296	68,631	68,631
Overtime	17,445	24,000	24,000
Salary Incentive	10,747	14,400	14,400
Deferred Commodity Contracts	20,245	20,245	20,245
Mobile Date Terminals	7,654	7,654	7,654
Indirect Costs	89,117	100,882	100,882
Total Full Costs to Line (B) - Section III	1,297,592	1,500,000	1,628,773

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,297,592	1,500,000	1,500,000
TOTAL SECTION II	(B)	1,297,592	1,500,000	1,628,773
TOTAL - Surplus/Deficit	(C)	-	-	(128,773)

EXPLANATION of LINE C:

Salary and benefit costs in FY 2017-18 and 2018-19 assume the patrol unit is fully staffed.

Only fuel costs associated with Operation of Motor Vehicles are charged to FDOT per the contract.

The 2018-19 salary and benefits includes an adjustment for the FHP recruitment and retention pay plan on the LBR request

Office of Policy and Budget - July 2017

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-2019**
Program: Florida Highway Patrol (76100100)
Fund: Highway Safety Operating Trust Fund (2009)

Specific Authority: Chapters 338 and 339, F.S.
Purpose of Fees Collected: To generate revenue for law enforcement services provided 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 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	ESTIMATED	REQUEST
	FY 2016-2017	FY 2017-2018	FY 2018-2019
Receipts:			
Florida Department of Transportation	19,310,137	21,262,821	21,262,821
Vehicle Auction Sales	67,826	72,275	72,275
Total Fee Collection to Line (A) - Section III	19,377,963	21,335,096	21,335,096

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	13,844,811	15,347,100	17,202,832
OPS	6,235	81,275	81,275
Expenses	605,376	663,658	663,658
OCO	133,779	7,500	7,500
Acquisition of Motor Vehicles	1,285,746	1,269,770	1,333,259
Communications	380,690	358,802	358,802
Contracted Services	30,310	30,000	30,000
Operation of Motor Vehicles	1,470,782	1,786,448	1,786,448
Overtime	358,254	235,000	350,000
Risk Management	625,473	623,901	623,901
Salary Incentive	96,253	92,964	92,964
Deferred Commodity Contracts	220,315	220,315	220,315
Lease Purchase Equipment	11,874	13,000	14,000
Mobile Date Terminals	82,291	82,291	82,291
Human Resource Services	73,165	73,165	73,165
Total Full Costs to Line (B) - Section III	19,225,354	20,885,189	22,920,410

Basis Used:

SECTION III - SUMMARY

		ACTUAL	ESTIMATED	REQUEST
TOTAL SECTION I	(A)	19,377,963	21,335,096	21,335,096
TOTAL SECTION II	(B)	19,225,354	20,885,189	22,920,410
TOTAL - Surplus/Deficit	(C)	152,609	449,907	(1,585,314)

EXPLANATION of LINE C:

Added the additional appropriation for salary increase and retirement adjustment to the 2017-18 and 2018-19 receipts.
Salary and retirement adjustments are included in 2017-18 and 2018-19 expenditures.
The increase in OPS expenditures is for anticipated SOAR OT for Lieutenants and Captains.
The 2018-19 salary and benefits includes an adjustment for the FHP recruitment and retention pay plan on the LBR request

Office of Policy and Budget - July 2017

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-2019**
Program: Florida Highway Patrol (76100100)
Fund: Law Enforcement Trust Fund (2434)

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** 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**	**ESTIMATED**	**REQUEST**
	FY 2016-2017	**FY 2017-2018**	**FY 2018-2019**
Receipts:			
Forfeiture Receipts	844,728		
Sale of Surplus Property	106,698		
Reimbursements	674		
Total Fee Collection to Line (A) - Section III	952,100	-	-

SECTION II - FULL COSTS			
Direct Costs:			
Salaries and Benefits	-	-	
Expenses	43,851	417,965	65,475
Operating Capital Outlay	-	-	885,272
Contracted Services	533,131	50,020	50,020
Transfer to DAS	129,072	160,170	160,170
Transfer to ISA	3,752	3,752	3,752
Total Full Costs to Line (B) - Section III	709,806	631,907	1,164,689

Basis Used:

SECTION III - SUMMARY				
TOTAL SECTION I	(A)	952,100	-	-
TOTAL SECTION II	(B)	709,806	631,907	1,164,689
TOTAL - Surplus/Deficit	(C)	242,294	(631,907)	(1,164,689)

EXPLANATION of LINE C:

The decrease in contracted services costs in FY 2017-18 is from an 8B reduction.

The increase in Expenses in 2017-18 is for $352,90 in non-recurring budget for emergency trauma kits.

The increase in OCO in 2018-19 is a D3A issue for Handheld Narcotic Analyzers.

Deficit balances will be corrected through the liquidation of invested funds from the Treasury account.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-2019**
Program: Florida Highway Patrol (76100100)
Fund: Federal Law Enforcement Trust Fund (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** 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**	**ESTIMATED**	**REQUEST**
	FY 2016-2017	**FY 2017-2018**	**FY 2018-2019**
Receipts:			
Forfeiture Receipts	96,946		
Total Fee Collection to Line (A) - Section III	96,946	-	-

SECTION II - FULL COSTS			
Direct Costs:			
Expenses	184,889	185,923	185,923
Operating Capital Outlay	252,572	252,572	252,572
Communications	52,000	52,000	52,000
Total Full Costs to Line (B) - Section III	489,461	490,495	490,495

Basis Used:

SECTION III - SUMMARY				
TOTAL SECTION I	(A)	96,946	-	-
TOTAL SECTION II	(B)	489,461	490,495	490,495
TOTAL - Surplus/Deficit	(C)	(392,515)	(490,495)	(490,495)

EXPLANATION of LINE C:

Deficit balances are corrected through the liquidation of invested funds at the Treasury.

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2018 - 2019

Department Title: Department of Highway Safety and Motor Vehicles
Trust Fund Title: Highway Patrol Insurance Trust Fund
Budget Entity: 76000000
LAS/PBS Fund Number: 2364

	Balance as of 6/30/2017		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	$325,995.67	(A)		325,995.67
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable		(D)		-
ADD: Advances from other funds		(E)		-
Total Cash plus Accounts Receivable	**325,995.67**	(F)	**-**	**325,995.67**
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards		(H)		-
Approved "B" Certified Forwards		(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: _____		(J)		-
Unreserved Fund Balance, 07/01/17	**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.

Office of Policy and Budget - July 2017

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2018 - 2019

Department Title:	Department of Highway Safety and Motor Vehicles
Trust Fund Title:	Law Enforcement Trust Fund
Budget Entity:	76000000
LAS/PBS Fund Number:	2434

	Balance as of 6/30/2017		SWFS* Adjustments	Adjusted Balance	
Chief Financial Officer's (CFO) Cash Balance	$347,454.78	(A)		347,454.78	
ADD: Other Cash (See Instructions)	$0.00	(B)		-	
ADD: Investments	$1,778,751.19	(C)		1,778,751.19	
ADD: Outstanding Accounts Receivable	206,172.27	(D)		206,172.27	
ADD: Advances from other funds		(E)		-	
Total Cash plus Accounts Receivable	**2,332,378.24**	(F)	**-**	**2,332,378.24**	
LESS: Allowances for Uncollectibles	-	(G)		-	
LESS: Approved "A" Certified Forwards	3,619.26	(H)		3,619.26	
Approved "B" Certified Forwards	26,479.60	(H)		26,479.60	
Approved "FCO" Certified Forwards	-	(H)		-	
LESS: Other Accounts Payable (Nonoperating)	467,855.22	(I)		467,855.22	
LESS: _____		(J)		-	
Unreserved Fund Balance, 07/01/17	**1,834,424.16**	(K)	**-**	**1,834,424.16**	**

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.

Office of Policy and Budget - July 2017

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2018-2019

Department Title: Department of Highway Safety and Motor Vehicles
Trust Fund Title: Federal Law Enforcement Trust Fund
Budget Entity: 76000000
LAS/PBS Fund Number: 2719

	Balance as of 6/30/2017		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	$353,272.38	(A)		353,272.38
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	743,184.79	(C)		743,184.79
ADD: Outstanding Accounts Receivable	3,288.78	(D)		3,288.78
ADD: Advances from other funds		(E)		-
Total Cash plus Accounts Receivable	**1,099,745.95**	(F)	**-**	**1,099,745.95**
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards		(H)		-
Approved "B" Certified Forwards	79,094.56	(H)		79,094.56
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	2,199.71	(I)		2,199.71
LESS: _____		(J)		-
Unreserved Fund Balance, 07/01/17	**1,018,451.68**	(K)	**-**	**1,018,451.68** **

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.

Office of Policy and Budget - June 2017

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2018 - 2019

Department Title: Department of 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, 07/01/17
Total all GLC's 5XXXX for governmental funds; | 325,995.67 | (A)
GLC 539XX for proprietary and fiduciary funds

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

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.

Office of Policy and Budget - July 2017

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2018 - 2019

Department Title: Department of 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, 07/01/17
Total all GLC's 5XXXX for governmental funds; | 1,860,762.69 | (A)
GLC 539XX for proprietary and fiduciary funds

Subtract Nonspendable Fund Balance (GLC 56XXX) | 0.00 | (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 | (26,479.60) | (D)

Approved FCO Certified Forward per LAS/PBS | 0.00 | (D)

A/P not C/F-Operating Categories | 141.07 | (D)

| | (D)

| | (D)

ADJUSTED BEGINNING TRIAL BALANCE: | 1,834,424.16 | (E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K) | 1,834,424.16 | (F)

DIFFERENCE: | 0.00 | (G)*

*SHOULD EQUAL ZERO.

Office of Policy and Budget - July 2017

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2018 - 2019

Department Title: Department of 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, 07/01/17
Total all GLC's 5XXXX for governmental funds; | 1,097,409.02 | (A)
GLC 539XX for proprietary and fiduciary funds

Subtract Nonspendable Fund Balance (GLC 56XXX) | 0.00 | (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 | (79,094.56) | (D)

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

A/P not C/F-Operating Categories | 137.22 | (D)

| | (D)

| | (D)

ADJUSTED BEGINNING TRIAL BALANCE: | 1,018,451.68 | (E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K) | 1,018,451.68 | (F)

DIFFERENCE: | 0.00 | (G)*

*SHOULD EQUAL ZERO.

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

Motorist Services Program Exhibits and Schedules

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-19**
Program: Motorist Services (76210100)
Fund: Highway Safety Operating Trust Fund (2009)

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**	**ESTIMATED**	**REQUEST**
	FY 2016-17	**FY 2017-18**	**FY 2018-19**
Receipts:			
Total Fee Collection to Line (A) - Section III	-	-	-

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	208,720	213,207	217,791
Other Personal Services	738	738	738
Expenses	6,648	6,648	6,648
Operating Capital Outlay	744	744	744
Contracted Services	707	707	707
Risk Management	3,584	5,739	5,739
Lease Purchase Equipment	1,048	1,048	1,048
Human Resource Services	1,343	2,416	2,416
Indirect Costs Charged to Trust Fund	-	-	-
Total Full Costs to Line (B) - Section III	223,533	231,247	235,831

Basis Used:

SECTION III - SUMMARY

		ACTUAL	**ESTIMATED**	**REQUEST**
TOTAL SECTION I	(A)	-	-	-
TOTAL SECTION II	(B)	223,533	231,247	235,831
TOTAL - Surplus/Deficit	(C)	(223,533)	(231,247)	(235,831)

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 from the issuance of licenses and certificates for the Commercial Driving School Program are deposited into the General Revenue fund. The program is funded from the general operations of the Department.

Office of Policy and Budget - July 2017

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-19**
Program: Motorist Services (76210100)
Fund: Highway Safety Operating Trust Fund (2009)

Specific Authority: Chapter 320.27, Florida Statutes
Purpose of Fees Collected: Funding of the Dealer Licensing 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 2016-17	ESTIMATED FY 2017-18	REQUEST FY 2018-19
Receipts:			
Dealer License Service Fees	9,574	10,725	10,725
Total Fee Collection to Line (A) - Section III	9,574	10,725	10,725

SECTION II - FULL COSTS

	ACTUAL FY 2016-17	ESTIMATED FY 2017-18	REQUEST FY 2018-19
Direct Costs:			
Salaries and Benefits	3,251,172	3,321,072	3,392,475
Other Personal Services	56,640	56,640	56,640
Expenses	964,805	964,805	964,805
Operating Capital Outlay	35,145	35,145	35,145
Contracted Services	43,194	43,194	43,194
Pay Outside Contractor	210,318	210,318	210,318
Risk Management	70,510	61,869	61,869
Tenant Broker Commissions	31,141	31,141	31,141
Lease Purchase Equipment	14,277	14,277	14,277
Human Resource Services	26,424	26,042	26,042
Total Full Costs to Line (B) - Section III	4,703,626	4,764,503	4,835,907

Basis Used:

SECTION III - SUMMARY

		ACTUAL FY 2016-17	ESTIMATED FY 2017-18	REQUEST FY 2018-19
TOTAL SECTION I	(A)	9,574	10,725	10,725
TOTAL SECTION II	(B)	4,703,626	4,764,503	4,835,907
TOTAL - Surplus/Deficit	(C)	(4,694,052)	(4,753,778)	(4,825,182)

EXPLANATION of LINE C:

Chapter 320.27. F.S. authorizes the Department to license and regulate motor vehicle dealers. Chapter 320.27 F.S.,
authorizes the Department to collect $300 fee for initial applications and a $75 for the second year. Applicants pay
$75 for renewals or $150 for a 2-year renewal. The deficit is funded from the Highway Safety Operating Trust Fund.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway and Safety Motor Vehicles   **Budget Period: 2018-19**
Program: Motorist Services (76210100)
Fund: Highway Safety Operating Trust Fund (2009)

Specific Authority: Chapter 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 2016-17	ESTIMATED FY 2017-18	REQUEST FY 2018-19
Receipts:			
Driver Education Fees	1,522,575	1,566,954	1,563,019
Total Fee Collection to Line (A) - Section III	1,522,575	1,566,954	1,563,019

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	208,720	213,207	217,791
Other Personal Services	2,084	2,084	2,084
Expenses	9,749	9,749	9,749
Operating Capital Outlay	-	-	-
Contracted Services	483	483	483
Risk Management	2,357	5,239	5,239
Lease Purchase Equipment	823	823	823
Background Checks	41	41	41
Human Resource Services	883	2,205	2,205
Total Full Costs to Line (B) - Section III	225,140	233,831	238,415

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,522,575	1,566,954	1,563,019
TOTAL SECTION II	(B)	225,140	233,831	238,415
TOTAL - Surplus/Deficit	(C)	1,297,435	1,333,123	1,324,604

EXPLANATION of LINE C:

Chapters 318.1451 and 322.095, Florida Statutes authorize the department to approve curriculum, test course effectiveness and collect fees for driver improvement courses. This includes courses that use technology as a delivery method.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-19**
Program: Motorist Services (76210100)
Fund: Highway Safety Operating Trust Fund (2009)

Specific Authority: Chapters 322.292 and 322.293, F.S
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 2016-17	ESTIMATED FY 2017-18	REQUEST FY 2018-19
Receipts:			
DUI Program Assessment Fee	574,750	560,566	564,930
Total Fee Collection to Line (A) - Section III	574,750	560,566	564,930

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	229,140	234,067	239,099
Other Personal Services	10,648	10,648	10,648
Expenses	8,111	8,111	8,111
Contracted Services	-	-	1,750,000
Risk Management	4,665	4,093	4,093
Lease Purchase Equipment	623	623	623
Human Resource Services	1,748	1,723	1,723
Total Full Costs to Line (B) - Section III	254,935	259,264	2,014,297
Basis Used:			

SECTION III - SUMMARY

		ACTUAL FY 2016-17	ESTIMATED FY 2017-18	REQUEST FY 2018-19
TOTAL SECTION I	(A)	574,750	560,566	564,930
TOTAL SECTION II	(B)	254,935	259,264	2,014,297
TOTAL - Surplus/Deficit	(C)	319,815	301,302	(1,449,367)

EXPLANATION of LINE C:

Chapter 322.292, F.S. authorizes the Department to license and regulate all DUI Programs. Chapter 322.293(2), F.S. provides
for a $15 fee assessed on each person who enrolls in a DUI program. This fee is deposited into the Highway Safety Operating
Trust Fund and used to fund this program and the general operations of the Department. The fees will not support the
program in FY 18-19 due to a pending LBR request for a (DUI) Centralized Repository and Tracking Database System.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-19**
Program: Motorist Services (76210100)
Fund: Highway Safety Operating Trust Fund (2009)

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**	**ESTIMATED**	**REQUEST**
	FY 2016-17	**FY 2017-18**	**FY 2018-19**
Receipts:			
Motorcycle Registrations	1,762,157	1,757,952	1,763,107
Total Fee Collection to Line (A) - Section III	1,762,157	1,757,952	1,763,107

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	455,259	465,047	475,046
Expenses	53,707	53,707	53,707
Operating Capital Outlay	-	-	-
Contracted Services	(140)	(140)	(140)
Risk Management	10,802	8,617	8,617
Background Checks	552	552	552
Human Resource Services	4,048	3,627	3,627
Total Full Costs to Line (B) - Section III	524,229	531,410	541,409

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,762,157	1,757,952	1,763,107
TOTAL SECTION II	(B)	524,229	531,410	541,409
TOTAL - Surplus/Deficit	(C)	1,237,928	1,226,542	1,221,698

EXPLANATION of LINE C:

Chapters 322.025 and 322.0255 authorize the Department to establish a Florida Motorcycle Safety Education and Driver Improvement Program. Pursuant to Chapter 320.08, a $2.50 fee is collected upon registration of any motorcycle, motor driven cycle, or moped and deposited into the Highway Safety Operating Trust Fund. This fee is used to fund the Florida Motorcycle Safety Education Program or the general operations of the Department.

Office of Policy and Budget - July 2017

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-19**
Program: Motorist Services (76210100)
Fund: Highway Safety Operating Trust fund (2009)

Specific Authority: Chapter 322.2715(5), Florida Statutes
Purpose of Fees Collected: To provide funding for the Ignition Interlock Device 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 2016-17	ESTIMATED FY 2017-18	REQUEST FY 2018-19
Receipts:			
Interlock Assessment Fees	146,292	155,094	156,301
Total Fee Collection to Line (A) - Section III	146,292	155,094	156,301

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	229,140	234,067	239,099
Other Personal Services	10,648	10,648	10,648
Expenses	8,111	8,111	8,111
Contracted Services	-	-	-
Risk Management	4,665	4,093	4,093
Lease Purchase Equipment	623	623	623
Human Resource Services	1,748	1,723	1,723
Total Full Costs to Line (B) - Section III	254,935	259,264	264,297

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	146,292	155,094	156,301
TOTAL SECTION II	(B)	254,935	259,264	264,297
TOTAL - Surplus/Deficit	(C)	(108,643)	(104,170)	(107,996)

EXPLANATION of LINE C:

Chapter 322.2715(5), F.S. authorizes the Department to collect a $12 fee for each ignition interlock device
installed. The fee is deposited into the Highway Safety Operating Trust Fund for the operation of this program.
The remaining deficit is funded from the Highway Safety Operating Trust Fund revenues.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-19**
Program: Motorist Services (76210100)
Fund: Highway Safety Operating Trust Fund (2009)

Specific Authority: Chapters 320.8255 and 320.8249, Florida Statutes
Purpose of Fees Collected: Funding for the Mobile Home Inspection 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 2016-17**	**ESTIMATED** **FY 2017-18**	**REQUEST** **FY 2018-19**
Receipts:			
Mobile Home Installer's Decals	77,720	81,970	81,955
Mobile Home Installer's Application Fees	-	-	-
Mobile Home Installer's Fees	43,800	46,195	46,187
Total Fee Collection to Line (A) - Section III	121,520	128,165	128,142

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	1,153,804	1,178,611	1,203,951
Other Personal Services	32,826	32,826	32,826
Expenses	118,808	118,808	118,808
Operating Capital Outlay	-	-	-
Contracted Services	654	654	654
Risk Management	20,623	17,665	17,665
Lease Purchase Equipment	2,319	2,319	2,319
Human Resource Services	7,728	7,435	7,435
Indirect Costs Charged to Trust Fund	-	-	-
Total Full Costs to Line (B) - Section III	1,336,762	1,358,318	1,383,658

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	121,520	128,165	128,142
TOTAL SECTION II	(B)	1,336,762	1,358,318	1,383,658
TOTAL - Surplus/Deficit	(C)	(1,215,242)	(1,230,153)	(1,255,516)

In FY 2016-17, $213,594 was collected and deposited into the General Revenue Fund. This revenue is not reflected on the above schedule. The deficit is funded from Highway Safety Operating Trust Fund receipts.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department:	Highway Safety and Motor Vehicles	**Budget Period: 2018-19**
Program:	Motorist Services (76210100)	
Fund:	Highway Safety Operating Trust Fund (2009)	

Specific Authority:	Chapter 322.56, 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 2016-17	ESTIMATED FY 2017-18	REQUEST FY 2018-19
Receipts:			
Total Fee Collection to Line (A) - Section III	-	-	-

SECTION II - FULL COSTS

	ACTUAL FY 2016-17	ESTIMATED FY 2017-18	REQUEST FY 2018-19
Direct Costs:			
Salaries and Benefits	631,239	644,811	658,674
Other Personal Services	28,807	28,807	28,807
Expenses	55,141	55,141	55,141
Operating Capital Outlay	-	-	-
Contracted Services	720	720	720
Risk Management	18,217	12,925	12,925
Lease Purchase Equipment	-	-	-
Background Checks	896,043	896,043	896,043
Human Resource Services	6,827	5,440	5,440
Indirect Costs Charged to Trust Fund			
Total Full Costs to Line (B) - Section III	1,636,994	1,643,887	1,657,751

Basis Used:

SECTION III - SUMMARY

		ACTUAL FY 2016-17	ESTIMATED FY 2017-18	REQUEST FY 2018-19
TOTAL SECTION I	(A)	-	-	-
TOTAL SECTION II	(B)	1,636,994	1,643,887	1,657,751
TOTAL - Surplus/Deficit	(C)	(1,636,994)	(1,643,887)	(1,657,751)

EXPLANATION of LINE C:

Pursuant to Chapter 322.56, F.S., the Department may contract with Third Party Providers to administer the written and driving

portion of a driving exam for all classes & types of driver licenses. The results of such exams may be accepted in lieu of the

results of an exam given by the Department. The Department is required to monitor the operations of these providers to

ensure compliance with State and Federal standards. This program is funded from the Highway Safety Operating Trust Fund receipts.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-19**
Program: Motorist Services (76210100)
Fund: Highway Safety Operating Trust Fund (2009)

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.**)
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 2016-17	ESTIMATED FY 2017-18	REQUEST FY 2018-19
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	106,732	109,027	111,371
Expenses	54,551	54,551	54,551
Contracted Services	2,145	2,145	2,145
Pay Outside Contractor	159,384	159,384	159,384
Purchase of License Plates	-	155,693	153,349
Indirect Costs Charged to Trust Fund	219,200	219,200	219,200
Total Full Costs to Line (B) - Section III	542,012	700,000	700,000

Basis Used:

SECTION III - SUMMARY				
TOTAL SECTION I	(A)	700,000	700,000	700,000
TOTAL SECTION II	(B)	542,012	700,000	700,000
TOTAL - Surplus/Deficit	(C)	157,988	0	0

EXPLANATION of LINE C:

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-19**
Program: Motorist Services (76210100)
Fund: Gas Tax Collection Trust Fund (2319)

Specific Authority: Chapter 206.875 Florida Statutes
Purpose of Fees Collected: To deposit and distribute monies from fuel taxes collected 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 2016-17	ESTIMATED FY 2017-18	REQUEST FY 2018-19
Receipts:			
IFTA taxes	20,937,290	19,800,000	20,100,000
Total Fee Collection to Line (A) - Section III	20,937,290	19,800,000	20,100,000

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	2,634,606	2,691,250	2,749,112
Expenses	273,020	273,020	273,020
Operating Capital Outlay	4,905	4,905	4,905
Contracted Services	1,595	1,595	1,595
Risk Management	63,278	63,278	63,278
Lease/Purchase of Equipment	8,116	8,116	8,116
Transfer to Other Entities	17,333,670	15,530,000	13,491,080
Total Full Costs to Line (B) - Section III	20,319,190	18,572,164	16,591,106

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	20,937,290	19,800,000	20,100,000
TOTAL SECTION II	(B)	20,319,190	18,572,164	16,591,106
TOTAL - Surplus/Deficit	(C)	618,100	1,227,836	3,508,894

EXPLANATION of LINE C:

The estimated expenditures are based on the actual expenditures for the 2016-17 Fiscal Year. The projected revenues and transfers to other entities are per the August 2017 Revenue Estimating Conference. Chapter 206.875, F.S. authorizes the department to collect and transfer to the State Treasury for deposit in the Fuel Tax Collection Trust Fund.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety and Motor Vehicles   **Budget Period: 2018-19**
Program: Motorist Services (76210100)
Fund: Mobile Home and Recreational Vehicle Trust Fund (2463)

Specific Authority: Chapter 320.781, Florida Statutes
Purpose of Fees Collected: Satisfaction of judgements against mobile home and RV 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 2016-17**	**ESTIMATED** **FY 2017-18**	**REQUEST** **FY 2018-19**
Receipts:			
Mobile Home Dealer Licenses	42,640	45,000	45,000
Mobile Home Titles	32,361	33,000	33,000
Total Fee Collection to Line (A) - Section III	75,001	78,000	78,000

SECTION II - FULL COSTS

Direct Costs:			
Claims	-	491,987	71,760
8% Surcharge	6,000	6,240	6,240
Total Full Costs to Line (B) - Section III	6,000	498,227	78,000

Basis Used:

SECTION III - SUMMARY

TOTAL SECTION I	(A)	75,001	78,000	78,000
TOTAL SECTION II	(B)	6,000	498,227	78,000
TOTAL - Surplus/Deficit	(C)	69,001	(420,227)	-

EXPLANATION of LINE C:

This fund is used to administer claims against mobile home and recreational vehicle dealers. Estimated claims for fiscal year
2017-18 reflect use of fund balance as of July 1st.

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?

The Department has implemented several operational efficiencies to improve service delivery. These include:

- *The application screening process has been improved. These improvements have resulted in a decreased number of days required for the review and return of deficient applications. When the applications are complete, the license is issued.*
- *Additional staff is being used to provide oversight through quality assurance audits on commercial driving schools.*
- *A complaint tracking process/report has been developed and implemented and is being used as a management tool.*
- *The Office of Legal Counsel has been incorporated into the complaint review process to develop new and improve existing analytical tools for investigating both statutory violations and criminal activity.*
- *We will continue to capture additional data that will be used to refine the application process and will allow us to track the application from receipt to license issuance.*
- *A detailed disciplinary action guideline document has been created to assist examiners who conduct audits and provide details on what actions can be taken.*

These operational efficiencies assist management in monitoring the program.

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

The Commercial Driving School (CDS) process has been included in the Florida Business Information Portal (Section 20.166, Florida Statutes). This portal assists entrepreneurs in starting their business in Florida by providing information regarding Florida requirements for licenses, permits and registrations.

To improve service delivery, the Department has implemented a secret shopper process. This process draws its secret shoppers from local state offices and from offices outside the local area. These shoppers conduct random and unannounced site visits on Commercial Driving Schools to observe how the schools conduct business in accordance with Chapter 488, F.S., and Chapter 15A-11, F.A.C. These secret shoppers are also used during investigations.

We are exploring the possibility of contracting with a private entity to assist with investigations and audits of the Commercial Driving Schools.

This is considered an improvement to the department's operational efficiencies.

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. It is appropriate that the Department effectively monitor and regulate the Commercial Driving Schools that conduct this training. Educating and training drivers is a cornerstone of the Department's mission of making the roadways safer for all roadway users.

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 processes Commercial Driving School applications and monitors 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. The existing fee structure was implemented by Chapter 84-15, Laws of Florida.

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 charged for the regulatory service are reasonable to the businesses involved and they take into consideration the different type of professions. The fees are for the school application, school license, the instructor certificate and the vehicle certificate. The fees are not on a sliding scale, they are set by statute, and a school license is $200 for the original and $100 for the renewal. For the instructor certificate the cost is $25 for the original and $10 for renewal. For the vehicle certificate the original cost is $15 with a renewal cost of $10. All of the fees provide a financial incentive to keep the license current. School owners, who do not renew their license prior to expiration, are not permitted to operate until they pay a $50 non-refundable application fee and $200 original license fee. In comparison, a renewal license fee is $100 (Chapter 488, F.S.); the same would apply to the instructor and vehicle certificates. The Department does not charge any fees other that those listed by statute above.

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 administering the program; however, the service provides substantial benefits by providing valuable training that make our highways safer. Having trained professionals teach novice and risk-prone drivers crash 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 quality assurance site visits at the schools.

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:
          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?

Implementation of a new site inspection program began in July 2016. Prospective dealers are required to conduct business in a location that meets certain criteria. The department must visit the location to confirm that the statutory requirements are in place. The department was averaging in excess of three visits per new dealership location. The bureau provided a checklist to dealers that lists all the requirements and requires the dealer to provide photos confirming that certain requirements have been met before we inspect the location. The goal is to cut the number of visits to a potential dealer's location by two-thirds.

Notification was sent to the automobile industry advising them that if the dealer's garage liability insurance policy has been cancelled and a gap in insurance occurs, a $1,000 fine will be assessed. This advisory was designed to improve services by educating dealers of the impact a cancelled policy will have on their business and to protect customers from potential liabilities while test driving uninsured automobiles.

In an attempt to mitigate multiple notices to dealers throughout the year requesting a current garage liability certificate of insurance and bond, the Bureau of Dealer Services created an email address, GLIBondRenewal@flhsmv.gov, for insurance companies and surety bond companies to submit their renewed garage liability insurance and bond renewals. The Bureau is currently collecting business email addresses for these insurance companies in order to assist with better communication. Through this new communication avenue, the Department will notify the insurance company, the surety bond company and the dealer at the same time of the impending renewal period.

In our efforts to expedite cancellations and reinstatement of garage liability insurance and bonds for motor vehicle dealers, the Bureau of Dealer Services in conjunction with the Office of General Counsel, created and implemented a reporting tool for insurance companies to report cancellations of dealer garage liability insurance and surety bond companies to report cancellations of dealer surety bonds. A new email address,

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OGCDealerGroup@flhsmv.gov, was created that allows these companies to report cancellations to the Office of General Counsel which in turn allows for more rapid issuance of administrative actions. This has increased our ability to protect consumers from uninsured and non-bonded dealers.

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

The Bureau of Dealer Services is in the process of implementing a cloud-based service to modernize the dealer inspection and rebuilt vehicle inspection processes. The primary goals of this pilot are to develop the ability to electronically complete inspections through a mobile device, have the data related to that inspection stored in a common location for easy access, and provide the ability to electronically schedule and manage Compliance Examiner inspection activities.

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

Yes. The Department regulates the licensing of Florida motor vehicle, mobile home, and recreational vehicle dealer, manufacturer, importer and distributor industry; ensures compliance from dealers; handles termination of franchised and recreational vehicle dealers; handles establishment and relocation of dealerships; handles petitions from dealers, manufacturers and law offices and submits cases to the Division of Administrative Hearings; 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. 99% of Dealer License Fees are deposited into the General Revenue and Mobile
Home Recreational Vehicle Trust Funds, while expenditures are funded from the
Highway Safety Operating Trust Fund.*

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?

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

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

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

*The Bureau of Dealer Services 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 are provided to Florida residents. These services include
timely and accurate publication of notices to establish and relocate franchised dealers in
the Florida Administrative Register; investigating and resolving unauthorized sales by
unlicensed franchised and recreational vehicle dealers; investigating and resolving*

unauthorized sales by manufacturers, ensuring correct information including line-makes assigned by the National Crime Information Center for manufacturers are reflected on their Manufacturer Statement of Origin (MSO); assisting customers through Tax Collectors' Offices; investigating and resolving complaints against motor vehicle dealers; verifying vehicle identification numbers so residents can properly title and sell their vehicles; investigating instances of odometer and vehicle title fraud; assisting tax collectors; sale of temporary license plates; provision of public education events; etching the vehicle identification number on motor vehicles; inspecting salvage vehicles that have been rebuilt; investigating 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, Florida Statutes, 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.

Schedule IA - Part I: Examination of Regulatory Fees

Department: Highway Safety and Motor Vehicles

Regulatory Service to or Oversight of Businesses or Professions Program:
Driving Under the Influence (DUI)

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 DUI Unit added an additional 5 members on the site visit team, these additional individuals will assist with the audits and coordination of the visits. By increasing our team of auditors, we are able to keep fresh eyes on processes and improve our turnaround times on audit completions.

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

The DUI Program process has been included in the Florida Business Information Portal (Section 20.166, Florida Statutes). This portal assists entrepreneurs in starting their business in Florida by providing information regarding Florida requirements for licenses, permits and registrations.

During Fiscal Year 2017-18, the Department plans to submit a fully revised Rule 15A-10. The revisions will improve and update DUI Program oversight functions of the Department.

The Department is evaluating the development of a comprehensive impaired driving tracking database. This database will serve as the primary system to store and track all DUI offenses from the time of the roadside stop through the court adjudication to the completion of the DUI education or substance abuse treatment program. A Legislative Budget Request has been submitted for the 2018 session.

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 on the number of DUI and Reckless Driving (alcohol involved) convictions and Refusals, and the offender's participation in the required educational components.

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 (section 322.293(2), F.S.). The fee increase 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 noncompliance. When problems are found, they are reported as deficiencies. The DUI Program must remedy the deficiency and the Department monitors the program to ensure that the remedy is followed through. The DUI Programs do have an incentive to comply with prompt payment of the assessment fee, as failure to do so is reflected as 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 the public 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:
Florida Rider Training Program (FRTP) previously 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?

Operational efficiencies were achieved by utilizing existing staff members of the Department's Florida Rider Training Program (FRTP) 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), Third Party Administrators of Class E Knowledge and Skill exams and Commercial Driving Schools.

The Department was able to continue to save money by utilizing existing staff to perform oversight of the additional programs listed above. By maximizing staff hours and cross training members to perform oversight of multiple, similar programs, staff increases were not needed.

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

The Florida Rider Training Program is included in the Florida Business Information Portal (Section 20.166, Florida Statutes). This portal assists entrepreneurs in starting their business in Florida by providing information regarding Florida requirements for licenses, permits and registrations.

We will continue cross training staff to increase subject matter experts within the program. We are identifying system issues and developing business rules which will streamline system functionality for stakeholders and internal staff. We will collaborate with stakeholders, utilizing their staff and ranges to assist the Department in providing training opportunities for those seeking to be recognized as a Rider Coach.

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.

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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 (section. 320.08(1) (c)F.S.) 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 (Motorcycle Safety Education Fee) 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 current 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:
        Ignition Interlock Device (IID)

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?

Operational efficiencies derived from the visual evidence allow the Department to prove or disprove a client's assertions that another individual provided the breath sample that was deemed a violation. An additional vendor, Draeger, has been contracted with to provide services throughout Florida. There are now 5 IID vendors that are required to maintain service centers in each of the 20 judicial circuits. To optimize service delivery, the Department also conducts IID vendor site visits which ensure that the vendors are in compliance with their contract.

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

The Ignition Interlock Device (IID) Program has been included in the Florida Business Information Portal (Section 20.166, Florida Statutes). This portal assists entrepreneurs in starting their business in Florida by providing information regarding Florida requirements for licenses, permits and registrations.

We will contract with additional vendors that meet the requirements outlined in the contract. We will utilize vendor provided reports to conduct trend analysis and ensure client compliance. We will also be utilizing the visual evidence which allows the Department to prove or disprove a client's assertions that another individual provided the breath sample that was deemed a violation. We will monitor existing vendors to ensure they continue to meet all contractual requirements.

The Department is currently exploring the feasibility of requiring real time reporting of IID violations from each of the contracted vendors. The next generation IID's are now capable of reporting violations real time in an effort to begin the case management process in an expedited manner. Additionally, this will give the Department a faster turnaround time on sending IID violation requirement letters to drivers that have violated the use of their IID. This will give DUI Programs throughout the state the ability to address risk indicators in a more prompt and efficient timeframe.

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 on the number of individuals who comply with installation of the Ignition Interlock Device.

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. When the IID program started in February 2004, there was no assessment fee charged for regulatory oversight. The assessment fee for IID installation was based on a law change effective September 1, 2009, a new assessment fee of $12 is collected for each IID installed (322.2715(5), F.S.). The $12 assessment fee has not been sufficient to cover the regulatory service or oversight by the Department of the IID business.

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?

The assessment fees charged do not cover the regulatory or oversight costs of the Department for the IID industry. The assessment fees charged are set by statute and require a statutory change to modify. 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 must 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:
Manufactured 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 "Used Home Inspection Report" has been enhanced to include references to applicable Florida Administrative Code rules 15C-1 and 15C-2 for the Safety Program Consultants (SPCs) to use during installation inspections of new manufactured homes and used manufactured homes.

Detailed surveillance, documentation and quality control are in place in the manufacturing plants. The Supervisors and Field Manager accompany their Compliance Examiners and SPCs on a regular basis, through either planned or unannounced visits to the plants to observe their member performing inspections to ensure accuracy of inspections. This time is also used as an opportunity to train the staff on any discrepancies found.

Bureau of Dealer Services sent brochures to all manufactured home installers highlighting the top ten observed violations found during manufactured home installation inspections.

In depth training is being provided to staff of the Manufactured Housing Section to ensure inspections conducted are in compliance with the U.S. Department of Housing and Urban Development (HUD) requirements and Code of Federal Regulations requirements. This ensures safety for the residents of these homes.

The curriculum for classes offered and documentations for Continuing Education for the building Department officials was created to ensure accurate training was offered and the importance and safety of proper installation as per the manufacturer installation manual was being addressed.

The Department has provided the SPCs laser measurement tools to enable one person to take exact measurements during manufactured home installation inspection. This has saved time and effort for the SPCs.

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

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The Bureau of Dealer Services is committed to our agency's motto of being, Leaders in Service, Agents of Progress, and Champions in Safety. Providing optimum service to consumers, manufacturers, dealers and installers is a priority for this agency.

One of our goals as a Champion in Safety is to ensure manufactured homes are installed so they are safe and livable and that manufactured home installations are performed in compliance with all Manufactured Housing codes and installation standards. A good installation reflects well on the installer, the dealer and the manufacture. Unfortunately, the reverse occurs when the homeowner experiences an installation that does not meet procedure and/or code.

In an effort to be Leaders in Service to all the stakeholders listed above and our mutual customer, the consumer, and to act as Agents of Progress, we are implementing a program that we believe will increase the number of homes being inspected by this agency, and improve our operational efficiency. We are asking for their valuable assistance to help us achieve this goal.

We have created a dedicated e-mail address that will provide a central location for manufactured home installers to notify the department when they are installing a manufactured home and for manufactured home dealers to provide the department with the date the home will be delivered to the respective home site and the name of the installer. Both are accomplished by submitting the date of the pending installation and identification number of the manufactured home to MHInstallations@flhsmv.gov. This will assist the department with identifying and scheduling installation inspections.

Our overall goal is to see improved safety of the manufactured homes, reduction in the consumer complaints received, a reduction in the number of return inspections and a reduction in violations in manufacturing plants and installations.

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 manufactured home residents. In addition, the manufactured home construction and installation regulation program is administered by the Department as a contract agency for HUD which regulates 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 manufactured home construction regulation program is established in administrative rule 15C-2.003, Florida Administrative Code (F.A.C.). The fees for the manufactured home installer program are provided in Section 320.8249(1), (2) and (13), Florida Statutes. Fees that cover the consumer complaint programs established by 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 manufactured home industry for regulation of construction, the manufactured home installer 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 manufactured home production and consumer demand.

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?

The current fees charged for the manufactured home construction regulation and the manufactured 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. Manufactured home manufacturers are assessed special inspection fees when they fall out of compliance with HUD construction standards. 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 manufactured home construction would require amendment of Rule 15C-2.003, Florida Administrative Code. To increase the fees for regulating 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. Manufactured home safety is ensured through regulation of construction in accordance with the HUD construction standards. 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 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 manufactured home construction, it would require amending Rule 15C-2.003, Florida Administrative Code.

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

HUD establishes monitoring fees by Federal rule.

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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 contracts with third party vendors to provide knowledge skills and driving skills exams utilizing an electronic method of recording and storing the actual driving test and results. The Department currently has 60 active Administrators providing this service statewide.

The Department gained operational efficiencies through improved service delivery and access to real time report information. The addition of Russian, Chinese (September 2016) and Arabic (November 2016) translated exams have been released statewide in an effort to provide further language resources to customers and to reduce interpreter fraud. The Department has worked with its test vendor, Solutions Thru Software, to improve the random retest functionality in efforts to allow adjusted retest rates by each vendor providing Class E exams.

The Department transitioned the Driver Education Licensing Assistance Program (DELAP) from a paper format to the online version of the exam and incorporated the DELAP exam results into the Department's Performance Measure 8 statistics.

Commercial Driver License (CDL) Third Party
The Commercial Driver License (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?

The Third-Party Driver License Testing process has been included in the Florida Business Information Portal (Section 20.166, Florida Statutes). This portal assists entrepreneurs in starting their business in Florida by providing information regarding Florida requirements for licenses, permits and registrations.

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Class E Third Party
We will continue to monitor first time pass rates utilizing demographic information to assist in determining where to concentrate educational efforts. We are implementing additional fraud deterrent audits and exploring the feasibility of contracting with a vendor to perform fraud investigations. This vendor will perform undercover investigations to determine whether or not fraudulent events have occurred or are occurring within the programs contracted to provide Third Party Class E examinations.

Commercial Driver License (CDL) Third Party
The Department has implemented a program oversight system known as the Commercial Skills Test Information Management System (CSTIMS). This system is an internet-based tool that provides the ability to track the scheduling and entry of test results for commercial driver license skills tests by the Department, other states, and Third Party Administrators and Testers. This system will assist the Bureau in documenting compliance with the applicable Federal standards. The CDL Third Party Testing Unit utilizes data from the CSTIMS system to analyze and better identify risk based targets for monitoring and inspection, which should result in more effective use of our limited oversight resources.

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 Driver License (CDL) 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 Driver License (CDL) 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.

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Commercial Driver License (CDL) 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 Driver License (CDL) 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 party examiners and to ensure compliance with Florida laws regarding the administration of Class E exams.

Commercial Driver License (CDL) Third Party
No fees are charged by the State to regulate this program. States are required by 49 CFR 384.201 to "adopt and administer a program for testing and ensuring the fitness of

persons to operate commercial motor vehicles (CMVs) in accordance with the minimum Federal standards contained in part 383 of this title." The regulation and oversight of the State's CDL Third Party Testing Program is performed as required by 49 CFR 383.75.

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's contract with the Automated Driver License Testing System (ADLTS) service provider is of no cost to the state. The only costs associated with managing this program are the salaries of staff involved in oversight and contractual management of third parties.

Commercial Driver License (CDL) Third Party
The Department continually assesses this program for effectiveness and quality, and maintains contracts with all Third-Party Administrators and Testers to ensure compliance through oversight. Up front programmatic testing and continuous program monitoring occurs to ensure that Administrators and Testers adhere to all requirements.

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%) **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? **$223,533**

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	Driving 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
	Renewal School Fee	488.03	n/a	n/a	No	$100	General Revenue
	Original Vehicle ID Certificate Fee	488.05	n/a	n/a	No	$15	General Revenue
	Renewal Vehicle ID Certificate Fee	488.05	n/a	n/a	No	$10	General Revenue
	Original Instructor Application Fee	488.04(1)	n/a	n/a	No	$25	General Revenue
	Renewal Instructor Fee	488.04 (1)	n/a	n/a	No	$10	General Revenue
	Duplicate Certificate Fee	488.04 (2)	n/a	n/a	No	$2	General Revenue
	Original Agent Fee	488.045	n/a	n/a	No	$25	General Revenue
	Renewal Agent Fee	488.045	n/a	n/a	No	$10	General Revenue

Annual collections deposited in General Revenue for the Commercial Driving Schools totaled $47,599 in FY 2016-17 and are estimated to total $50,941 in FY 2017-18 and $52,809 in FY 2018-19. Prior year actuals and future estimates sourced from the Revenue Estimating Conference.

Annual expenditures incurred from the Highway Safety Operating Trust Fund for this program totaled $223,533 in FY 2016-17 and are estimated to total $231,247 in FY 2017-18 and $235,831 in FY 2018-19.

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? **99%**

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? **$4,694,052**

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 - $1,250/County - $750
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 Inspection Fee	319.32(1)	$40.00	9/1/2009	NO	YES	General Revenue
Vehicle Re-Inspection	Subsequent Inspection	319.32(1)	$20.00	9/1/2009	NO	YES	General Revenue
Franchised Dealer	FAR fee & serv charge	320.642	$75 + $2.50	9/1/2009	NO	YES	Highway Safety Operations Trust Fund
Franchised Dealer	Supplemental Location	320.27(5)	$50.00	7/1/1985	NO	YES	General Revenue
Wholesale Dealer	Supplemental Location	320.27(5)	$50.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Auction	Supplemental Location	320.27(5)	$50.00	7/1/1985	NO	YES	General Revenue
Service Facility	Supplemental Location	320.27(5)	$50.00	7/1/1985	NO	YES	General Revenue
Independent Dealer	Location Change	320.27(3)	$50.00	7/1/1985	NO	YES	General Revenue

Franchised Dealer	Location Change	320.27(3)	$50.00	7/1/1985	NO	YES	General Revenue
Wholesale Dealer	Location Change	320.27(3)	$50.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Auction	Location Change	320.27(3)	$50.00	7/1/1985	NO	YES	General Revenue
Service Facility	Location Change	320.27(3)	$50.00	7/1/1985	NO	YES	General Revenue
Independent Dealer	Fingerprint Fee	320.27(3)	$53.25	7/1/2003	NO	YES	Highway Safety Operations Trust Fund
Franchised Dealer	Fingerprint Fee	320.27(3)	$53.25	7/1/2003	NO	YES	Highway Safety Operations Trust Fund
Wholesale Dealer	Fingerprint Fee	320.27(3)	$53.25	7/1/2003	NO	YES	Highway Safety Operations Trust Fund
Motor Vehicle Auction	Fingerprint Fee	320.27(3)	$47.00	7/1/2003	NO	YES	Highway Safety Operations Trust Fund
Motor Vehicle Importer	Initial License Fee	320.62	$300.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Distributor	Initial License Fee	320.62	$300.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Manufacturer	Initial License Fee	320.62	$300.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Importer	Renewal Fee	320.62	$100.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Distributor	Renewal Fee	320.62	$100.00	7/1/1985	NO	YES	General Revenue
Motor Vehicle Manufacturer	Renewal Fee	320.62	$100.00	7/1/1985	NO	YES	General Revenue
Mobile Home Dealer	Initial License Fee	320.77(4)	$300.00	7/1/1985	NO	YES	General Revenue
Mobile Home Dealer	Renewal Fee	320.77(4)	$100.00	7/1/1980	NO	YES	General Revenue
Mobile Home Dealer	Fingerprint Fee	320.77(3)(j)	$47.00	7/1/2003	NO	YES	General Revenue
Mobile Home Dealer	Location Change	320.77(4)	$25.00	7/1/1980	NO	YES	General Revenue
Mobile Home Dealer	Supplemental Location	320.77(7)	$50.00	7/1/1985	NO	YES	General Revenue
Mobile Home Dealer	Non-Resident	320.71(1)	$2,000.00	10/1/1988	NO	YES	DFS - $1,250/County - $750
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 - $1,250/County - $750
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 for GR totaled $1,850,319 for FY 2016-17 and are estimated to total $1,911,902 for FY 2017-18 and $1,946,442 for FY 2018-19.

Annual Collections for HSOTF totaled $9,574 for FY 16-17 and are estimated to total $10,725 for FY 2017-18 and $10,725 for FY 2018-2019

Annual Collections for the Mobile Home & RV TF totaled $71,875 for FY 2016-17 and are estimated to total $74,000 for 2017-18 and 2018-19

Annual FY 2016-17 expenditures totaled $4,703,626 and are estimated to total $4,764,503 for FY 2017-18 and $4,835,907 for FY 2018-19.

Prior year actuals and future estimates sourced from the Revenue Estimating Conference and HSMV Revenue Publication.

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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 $574,750 in FY 2016-17 and are estimated to total $560,566 in FY 2017-18 and $564,930 in FY 2018-19. Prior year actuals and future estimates sourced from the Revenue Estimating Conference and HSMV Revenue Publication.

Annual expenditures incurred for the DUI Program totaled $254,935 in FY 2016-17 and are estimated to total $259,264 in FY 2017-18 and $2,014,297 in FY 2018-19.

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 $1,762,157 in FY 2016-17 and are estimated to total $1757,952 in FY 2017-18 and $1,763,107 in FY 2018-19. 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. Prior year actuals and future estimates sourced from the Revenue Estimating Conference and HSMV Revenue Publication.

Annual expenditures incurred for the Motorcycle Safety Education Program totaled $524,229 in FY 2016-17 and are estimated to total $531,410 in FY 2017-18 and $541,409 in FY 2018-19 from the Highway Safety Operating Trust Fund.

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%) **45%**

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? **$114,859**

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. 322.2715(5), F.S.	$12	2009	No	$12	Highway Safety Operating TF

Annual collections for this fee totaled $146,292 in FY 2016-17 and are estimated to total $155,094 in FY 2017-18 and $156,301 in FY 2018-19. Prior year actuals and future estimates sourced from the Revenue Estimating Conference and HSMV Revenue Publication.

Annual expenditures incurred for the Ignition Interlock Program totaled $254,935 in FY 2016-17 and are estimated to total $259,264 in FY 2017-18 and $264,297 in FY 2018-19.

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%)? **91%**

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?* **$1,215,692**

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 license reinstatement, license plate replacement, and data publication.

Mobile Home Construction fees are deposited in the General Revenue Fund and totaled $213,594 in FY 2016-17, $231,075 is estimated in FY 2017-18, and $244,388 is estimated for FY 2018-19.
Mobile Home Installer fees are deposited in the Highway Operating Trust Fund and totaled $43,800 in FY 2016-17, $46,195 is estimated in FY 2017-18, and $46,187 is estimated for FY 2018-19.
Prior year actuals and future estimates sourced from the Revenue Estimating Conference and HSMV Revenue Publication.

Expenditures in FY 2016-17 were $1,336,762 and are estimated at $1,358,318 for FY 2017-18, and $ 1,138,658 for FY 18-19.

All expenditures are funded from the Highway Safety Operating Trust Fund.

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

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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? **$1,636,994**

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)
Third Party Testers	NA (no fee)	NA (no fee)	NA (no fee)	NA (no fee)	NA (no fee)	None	NA (no fee)

Annual expenditures incurred from the Highway Safety Operating Trust Fund for this program totaled $1,636,994 in FY 2016-17 and are estimated to total $1,643,887 in FY 2017-18 and $1,657,751 in FY 2018-19.

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2018 - 2019

Department Title:	Department of Highway Safety and Motor Vehicles
Trust Fund Title:	Federal Grant Trust Fund
Budget Entity:	76000000
LAS/PBS Fund Number:	2261

	Balance as of 6/30/2017		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	$1,104,438.53	(A)		1,104,438.53
ADD: Other Cash (See Instructions)	$0.00	(B)		-
ADD: Investments	$0.00	(C)		-
ADD: Outstanding Accounts Receivable	316,107.58	(D)		316,107.58
ADD: Advances from other funds		(E)		-
Total Cash plus Accounts Receivable	**1,420,546.11**	(F)	**-**	**1,420,546.11**
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	7,667.12	(H)		7,667.12
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	7,767.10	(I)		7,767.10
LESS: Advances Part of Cash	625,000.00	(J)		625,000.00
Unreserved Fund Balance, 07/01/17	**780,111.89**	(K)	**-**	**780,111.89** **

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.

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2018 - 2019

Department Title:	Department of Highway Safety and Motor Vehicles
Trust Fund Title:	Gas Tax Trust Fund
Budget Entity:	76000000
LAS/PBS Fund Number:	2319

	Balance as of 6/30/2017		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	$5,163,335.07	(A)		5,163,335.07
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable	162,586.95	(D)		162,586.95
ADD: Advances from other funds		(E)		-
Total Cash plus Accounts Receivable	**5,325,922.02**	**(F)**	**-**	**5,325,922.02**
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	110,630.85	(H)		110,630.85
Approved "B" Certified Forwards	7,666.25	(H)		7,666.25
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	4,669,687.26	(I)		4,669,687.26
LESS: _____		(J)		-
Unreserved Fund Balance, 07/01/17	**537,937.66**	**(K)**	**-**	**537,937.66** **

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.

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2018 - 2019

Department Title: Department of Highway Safety and Motor Vehicles
Trust Fund Title: Mobile Home and Recreational Vehicle Protection
Budget Entity: 76000000
LAS/PBS Fund Number: 2463

	Balance as of 6/30/2017		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	$490,884.11	(A)		490,884.11
ADD: Other Cash (See Instructions)	$0.00	(B)		-
ADD: Investments	$0.00	(C)		-
ADD: Outstanding Accounts Receivable	1,936.00	(D)		1,936.00
ADD: Advances from other funds		(E)		-
Total Cash plus Accounts Receivable	**492,820.11**	(F)	**-**	**492,820.11**
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)	833.36	(I)		833.36
LESS: _____		(J)		-
Unreserved Fund Balance, 07/01/17	**491,986.75**	(K)	**-**	**491,986.75** **

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.

Office of Policy and Budget - July 2017

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2018 - 2019

Department Title: Department of Highway Safety and Motor Vehicles
Trust Fund Title: Federal Grant Trust Fund
LAS/PBS Fund Number: 2261

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/17
Total all GLC's 5XXXX for governmental funds; | **625,000.00** |(A)
GLC 539XX for proprietary and fiduciary funds

Subtract Nonspendable Fund Balance (GLC 56XXX) | 0.00 |(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 | 0.00 |(D)

Approved FCO Certified Forward per LAS/PBS | 0.00 |(D)

A/P not C/F-Operating Categories | 155,111.89 |(D)

| |(D)

| |(D)

ADJUSTED BEGINNING TRIAL BALANCE: | **780,111.89** |(E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K) | **780,111.89** |(F)

DIFFERENCE: | **0.00** |(G)*

*SHOULD EQUAL ZERO.

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2018 - 2019

Department Title:	Department of Highway Safety and Motor Vehicles
Trust Fund Title:	Gas Tax Trust Fund
LAS/PBS Fund Number:	2319

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/17
Total all GLC's 5XXXX for governmental funds;   **545,549.71** (A)
GLC 539XX for proprietary and fiduciary funds

Subtract Nonspendable Fund Balance (GLC 56XXX)   0.00 (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   (7,666.25) (D)

Approved FCO Certified Forward per LAS/PBS   0.00 (D)

A/P not C/F-Operating Categories   0.00 (D)

Compensated Absences Adj   54.20 (D)

(D)

(D)

ADJUSTED BEGINNING TRIAL BALANCE: **537,937.66** (E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)   **537,937.66** (F)

DIFFERENCE: **0.00** (G)*

*SHOULD EQUAL ZERO.

Office of Policy and Budget - July 2017

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2018 - 2019

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

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/17
Total all GLC's 5XXXX for governmental funds;   **491,986.75** (A)
GLC 539XX for proprietary and fiduciary funds

Subtract Nonspendable Fund Balance (GLC 56XXX)   0.00 (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   0.00 (D)

Approved FCO Certified Forward per LAS/PBS   0.00 (D)

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

                                                                  (D)

                                                                  (D)

ADJUSTED BEGINNING TRIAL BALANCE: **491,986.75** (E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)   **491,986.75** (F)

DIFFERENCE: **0.00** (G)*

*SHOULD EQUAL ZERO.

Office of Policy and Budget - July 2017

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE II

For Fiscal Year 2017-18 through Fiscal Year 2022-2023

October 2016

Updated: September 2017

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

Contents

I. 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: 9/15/2017
Project Name: Motorist Modernization Phase II	Is this project included in the Agency's LRPP? __X__ Yes _____ No
FY 2018-19 LBR Issue Code: 36125C0	FY 2018-19 LBR Issue Title: Motorist Modernization Phase II
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Michelle Morris, 850-617-2151, michellemorris@flhsmv.gov or 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: 9/15/17
Agency Chief Information Officer (or equivalent): Printed Name: Boyd Walden-Dickerson		Date: 9/15/17
Budget Officer: Printed Name: Susan Carey		Date: 9/15/17
Planning Officer: Printed Name: Larry Gowen		Date: 15 SEP 17
Project Sponsor: Printed Name: Robert Kynoch		Date: 9/15/17
Schedule IV-B Preparers (Name, Phone #, and E-mail address):		
	Business Need:	Terrence Samuel, 850-617-2022, Terrencesamuel@flhsmv.gov
	Cost Benefit Analysis:	Terrence Samuel, 850-617-2022, Terrencesamuel@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

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

A. Background and Strategic Needs Assessment

1.   Business Need

The Motorist Services program within the Department of Highway Safety and Motor Vehicles supports the issuance of over five million driver licenses/identification cards and 24.5 million motor vehicle titles and registrations in Florida annually. These services provide more than $2.4 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 a significant revenue source of the state's general revenue funding.

The Department has been issuing licenses and registering vehicles as a consolidated agency since 1969 when the Governmental Reorganization Act combined the Florida Department of Public Safety and the Department of Motor Vehicles, but since that time the Department 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 frequently 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 partnered with county tax collectors to provide driver license issuance services in addition to providing titles and registration services. 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 merged and centralized 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.The plan to merge the Divisions of Driver Licenses and Motor Vehicles was effective January 1, 2011.

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

The Department recommends replacing some of the older legacy applications and back-end mainframe-based processes with custom developed software systems.   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 per the requirements, laws, rules, and policies of

DHSMV and the State of Florida. Risk is 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.

In 2014, the Department began the process of modernizing the legacy driver license systems as part of Motorist Modernization Phase I. The modernization of the driver license system will provide significant improvements that will increase and enhance customer service and create a customer portal that will provide an additional customer service option in which customers can perform driver license services online.

In Phase II of Motorist Modernization, the goal is to unify driver license and motor vehicle title and registration systems to simplify office visits and expand online services for our customers.   During Phase II of modernization, the Department will continue to reduce duplicative processes and continue to increase the efficiency and effectiveness of service.

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 over 16.5 million licensed drivers and the registrants of over 19 million registered vehicles, vessels and mobile homes. These represent the general public, commercial drivers, commercial carrier companies and other entities that own vehicles. Overall, the Department serves over 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

Customers/Users	Function Performed by Department
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.
License Plate Agents	Provide equipment, systems, procedures, and data in order to issue title and registration transactions on behalf of the Tax Collectors/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 Memorandums of Understanding with the Department	Provide/Sell data
Fleet Companies	Deliver Motorist Services to companies registered in the Fleet program

Customers/Users	Function Performed by Department
Wire Services	Issue permits to commercial carriers
Physicians	Issues certificates of certification for disabled parking placards
Carrier Service Providers	Provide title and registration services on behalf of Commercial Carriers
Other Federal, State and Local Entities, e.g.: • Florida Department of Revenue • Florida Department of Business and Professional Regulation • Florida Department of State • Florida Department of Transportation • United States Department of Transportation/ Motor Carrier Safety Administration and Federal Highway Administration • Social Security Administration United States Department of Homeland Security	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 Non-Custodial Parents	Suspend driver licenses of noncustodial parents that do not meet their court-ordered child support obligation
Florida Highway Patrol / Law Enforcement	Provide access to lookup identity information and other information related to maintaining public safety
Florida Department of Law Enforcement	Report changes of address for offenders

Customers/Users	Function Performed by Department
Department Vendors (e.g., PRIDE, 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

Overall, the Department must reconfigure its legacy technology infrastructure to support its integrated service environment. Until that is accomplished, the Department will have 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 simply cannot perform a function.

The current technical environment comprises eight major systems supported by seven database repositories, a dozen "point solutions" and over 70 web applications. In addition, numerous batch jobs, batch programs and stored procedures, online transaction services, print services and file transfer protocol (FTP) services transfer data from system to system, update, print or transfer driver license or motor vehicle data, or pull data from external sources. Over 20 programming languages are used to maintain these systems on nearly a dozen different platform environments.

In 2014 after receiving funding from the legislature, the Department began modernizing the Florida Driver License Information System (FDLIS) and supporting systems. As part of the modernization plan the Department will reduce the complexity in the design of driver license and motor vehicle systems and provided provide additional service opportunities to our customers.   As part of the overall modernization effort, the driver license and motor vehicle systems will be integrated into one system, supported with a customer centric database. The customer centric database and the integrated systems for driver licenses and motor vehicle will enable the Department to provide customers with comprehensive information related to their customer record.

The modernization of the driver license system is underway however; the motor vehicle system is still maintained on legacy architecture and will not be integrated into the driver license system currently being redesigned if it is not modernized.

The complexity, design, and age of these software components creates inefficiencies and challenges in supporting and maintaining the environment, which 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 – there are approximately 400 change requests;
- Difficulty integrating software packages;
- Difficulty locating and retaining staff with the skill sets;
- Increased support, maintenance, and contractor costs, and
- Difficulty providing data security and data integrity.

In addition, the two primary systems, the Florida Driver License Information System (FDLIS) and the Florida Real-Time Vehicle Information System (FRVIS) were built on architecture that required a local server to run in the field offices and Tax Collectors. This means that 436 servers were purchased by the Department and maintained in the field, data is stored in over 1,500 databases in the field, and updates to these systems must be promoted to 436 locations when a new software version is released quarterly and with patches released as required.

Some technology challenges affect the Information System Administration's (ISA) capacity to respond 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.

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, motor vehicle information) will be unavailable or inaccurate;
- Risk of not reporting the activities of the Department effectively because of discrepancies in data between multiple systems; and
- Criticism from tax collectors and tag agents that want to eliminate redundancies and inefficiencies in their organizations that stem from the legacy systems used by the Department.

2. Business Objectives

The creation of a consolidated approach to customer service by merging the Divisions of Driver Licenses and Motor Vehicles, and expanding the Department's partnership with Tax Collectors, is the core strategy to meeting the Department's Strategic Goals stated in Fiscal Year 2009-10 and still maintain today. The goal of the proposed Motorist Modernization Project is to remove the technical barriers to complete the Department's organizational restructuring. This goal is split into eight implementable objectives closely aligned with the DHSMV Fiscal Year 2014-15 strategic goals.
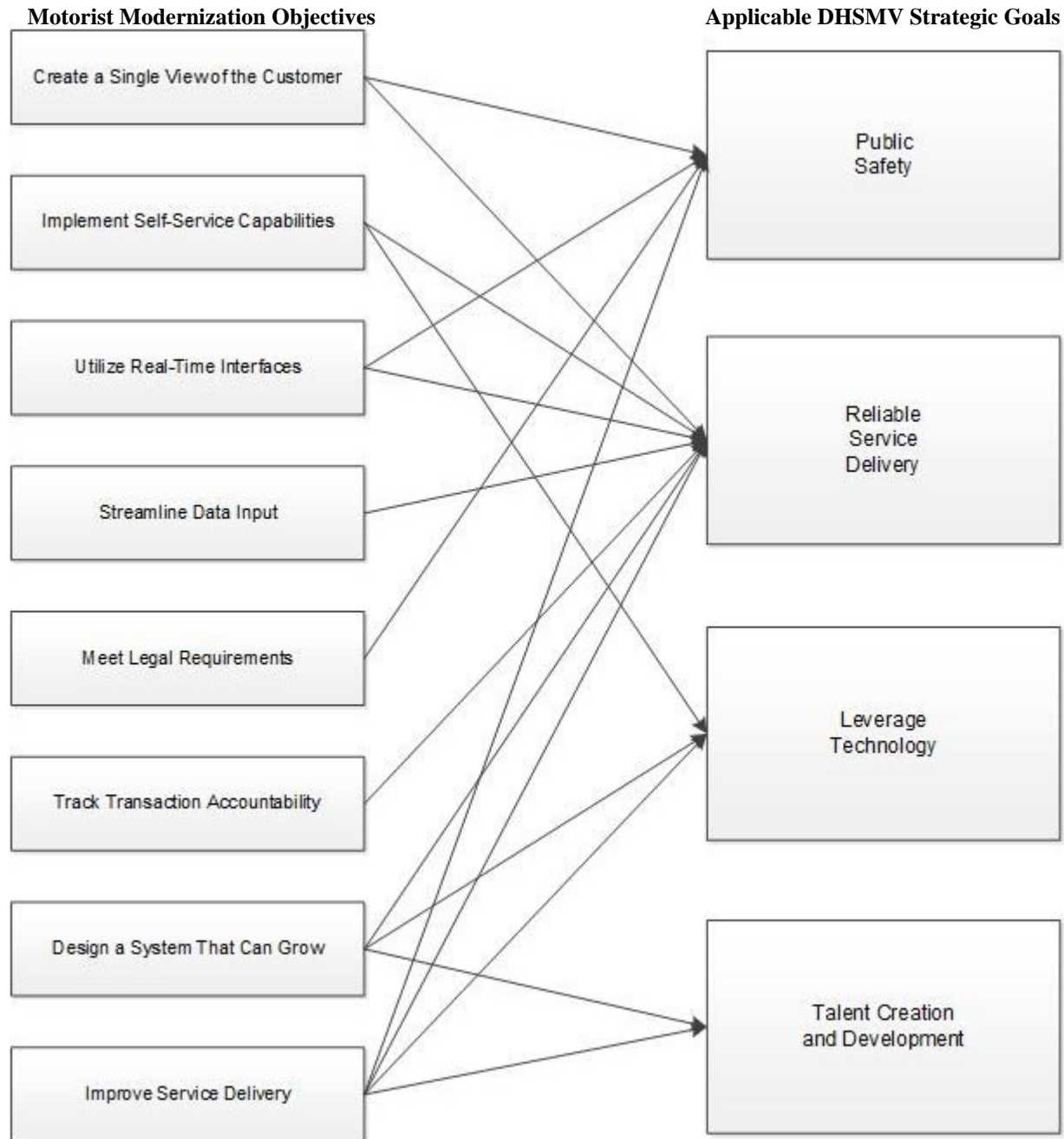
Motorist Modernization Objectives   **Applicable DHSMV Strategic Goals**

- **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 discovered or revenue is not collected. It will also reduce processing time and opportunity for entry error by decreasing redundant data entry and will support the tax collectors' requests for a consolidated view.

- **Objective 2: Implement Self-Service Capabilities**
  Self-service capabilities will be supported for the public, for external reporting requests, data exchanges, and for internal reporting. Processes to initiate transactions, request reports and / or capture performance data are largely manual and rely on interaction with the technology group.

- **Objective 3: Utilize Real-Time Interfaces**
  Simplify or eliminate processes by establishing real-time lookup or data exchange relationships with third-party data providers. 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.

- **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 in use will also help streamline processes and reduce errors.

- **Objective 5: Meet Legal Requirements**
  The Department is subject to numerous state and federal legal requirements, besides 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 maintaining the current system restricts the ability of the Department to meet new mandates as laws and rules change.

- **Objective 6: Track Transaction Accountability**
  Now that the Department has completed its transition of most driver license (DL) issuance activities to tax collectors, the functions retained will refocus to a monitor and oversight role, for those offices. To effectively perform this role, the Department will require the ability to track transactions executed by others on behalf of the Department. Comprehensive auditing will include review within the application, establishing policies related to authentication credentials expectations and developing more robust error or exception reporting. Data not commonly captured by the system today will be audited to minimize challenges with revenue reconciliation, improve error correction and increase issue resolution.

- **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 with little 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.

- **Objective 8: Improve Service Delivery**
  System performance is key to improving service delivery. The new system must operate with the highest reliability during scheduled business hours and provide proactive real time communication to stakeholders when outages occur. The system must support all motorist service business processes and functions and align them with the technologies. The system must support multiple service delivery channels and the DHSMV staff, Tax Collectors, Courts and other entities and agencies' personnel that access the system. The system must safeguard private information and manage data securely to ensure public trust.

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 Services business processes and functions and align them with the technologies;
- Support multiple service delivery channels and the DHSMV staff, tax collectors, and other entities and personnel that access the system; and
- Safeguard private information and manage data securely to ensure public trust.

Because the environment is so complex, the Department continues to propose a staged reengineering 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 the research of other states' and their attempts to replace their motorist systems. Phasing the work lowers overall project risk and provides improved services to our customers in a timelier fashion. Phase II will include these processes and systems:

- **Continue to redesign database structure and implement data quality controls.** The Department recognizes the need to continue to 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.
- **Replace the Florida Real-Time Vehicle Information System (FRVIS) and supporting systems**. FRVIS is a client/server application used in GHQ and deployed in the tax collector and regional Department offices statewide to support the motor vehicle issuance process workflow. To stay interoperable with the changes to the underlying database, the batch processes that maintain motor vehicle records and FRVIS must be upgraded in unison. The FRVIS system includes these subsystems:

- o **Titles:** Subsystem used to provide titling service such as original title, duplicate title and title transfers.
- o **Registrations:** Subsystem used to provide registration services to customers including issuance of an original, renewal, replacement, and duplicate registration.
- o **Inventory:** Subsystem used to track and manage issuance of inventory, such as decals, title paper and license plates.
- o **Vehicle Inspections:** Subsystem used to support inspection of rebuilt motor vehicles, mobile homes or motorcycles previously declared salvage or junk.
- o **Disabled Persons Parking Permit Placards:** Subsystem used to provide original, temporary or subsequent parking permit placards to customers.
- o **Dealer Licensing / Consumer Complaints:** Subsystem used to support the regulation of licensing of motor vehicle dealers and manufacturers, and track consumer complaints.
- o **Mobile Home Installer:** Subsystem used to support the regulation of licensing of installers for mobile homes, manufactured homes and park trailers and for manufacturing components, products, or systems used in the installation of mobile homes, manufactured homes and park trailers.
- o **International Fuel Tax Agreement / International Registration Plan (IFTA/IRP):** IFTA is the subsystem used to support an agreement between states and Canadian provinces to simplify the reporting of fuel use by motor carriers. IRP is the subsystem used to support the reciprocal agreement that authorizes the proportional registration among the jurisdictions (states) of commercial motor vehicles.

- **Development of a Fleet Management System.** The Department will create a new subsystem that will allow participants to manage the title and registration activities for all fleet vehicles (e.g., rental and leasing companies) electronically. These activities include renewing all expiring registrations at one time, title and register vehicles electronically, report vehicles sold and manage fleet records.
- **MyDMV Portal.** The Department is creating a new customer portal as part of Phase I of Motorist Modernization. The new customer portal replaces GoRenew.com, the Department's current self-service portal also known as "Virtual Office" which provides limited access to services for motorists. During Phase II of Motorist Modernization, the Department will continue to add functionality focusing on motor vehicle services to the MyDMV Portal that will allow motorists to access more services, allowing citizens to interact with the Department via this self-service portal.
- **Mobile Driver License.** The Department will implement a mobile driver's license (mDL), which is a digital representation of the information contained in a physical DL, stored on or accessed with the help of a device (owned and controlled by the DL holder) such as a cell phone or tablet. The mDL will support identity management during the MV transaction.

Implementation of Motorist Modernization Phase II 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 four 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)

Motorist Services' responsibilities include credentialing drivers through issuing driver licenses, credentialing vehicles through issuing 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 provides 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. Besides 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 to support securing the homeland to help fight terrorism and reduce fraud. Also, the Department became one of only a handful of states to comply 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 $2.4 billion business, which collects revenue and distributes the funds to other state agencies that provide critical state services such as roads and schools.

Many systems currently utilized were developed when the business and the environment of the Department were very different. 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.

However, business needs have shifted causing the Department to move to a more integrated 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. The Department maintains over 30 different platforms, database environments and programming languages, which 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. Lack of real-time interfaces elongates completion of business transactions and drives inefficiencies in other functional areas of the Department.

Motorist Modernization Phase II 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 can provide better service to the public by offering a broader array of motor vehicle services online, which will allow employees to access data and provide service through a single unified system. In addition, the Department can use the planned system in its oversight role with the tax collectors.

Integrating the driver license and motor vehicle systems will allow the Department to better audit transactions conducted by county/state employees who are 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 Motorist Modernization Phase II program concentrates heavily on the Motor Vehicle issuance process and all supporting subsystems. This will consist of the customer facing and 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. Three major types of issuance activities take place in State operated facilities, tax collector offices, license plate agency locations, and car dealerships throughout the state. Issuance fees account for a significant source of revenue in the Department and are tied to federal transportation funding for Florida.

The basic processes for the three categories of issuance are the same, but they 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 and 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, replacements, and reinstatements. The process includes verification of identity, residency, knowledge, and skills ability for initial issuance and some lesser number of these requirements for renewals, replacements, 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 these transactions:
- ID card for U.S. citizen
- Renewal/replacement ID card for U.S. citizen
- ID card for foreign national (immigrant or non-immigrant)
- Renewal/replacement ID card for foreign national (immigrant or non- immigrant)
- 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 (immigrant or non-immigrant)
- Replacement license for U.S. citizen
- Transfer out-of-state license - foreign national (immigrant or non-immigrant)
- Driver license renewal - foreign national (immigrant or non-immigrant)
- Replacement license for foreign national (immigrant or non-immigrant)
- Clearances: court clearances, child support sanctions; financial responsibility sanctions; cancellations for foreign nationals with document issues;
- Clearances: suspensions, revocations, disqualifications and cancellations requiring additional knowledge skills and abilities

- Clearance of sanctions (e.g. DUI)
- Commercial driver license (CDL)/hazmat endorsement with fingerprinting
- Registration of sexual offenders, sexual predators, and career offenders
- Medical and five-day letter re-exams
- Adding/removing endorsements and restrictions from licenses
- Written exams - CDL or regular license class

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 Problem Driver Pointer System (PDPS), Social Security Administration (SSA), Commercial Driver's 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 the 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?). 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 entered 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 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 "corrective lenses) and endorsements (such as "hazmat") are captured on the license form, in addition to 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

- Florida Driver License Information System (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
- Capture System - used to scan and capture driver signature and picture. for printing licenses
- Inventory System – used to track inventory card stock used for printing licenses.
- FDLIS Cashiering System - in State-operated facilities and various systems in tax collector offices
- 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's 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 applicant's 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 Capture
- 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 Current Technical Challenges
- FDLIS lacks real-time interfaces with many of the third-party systems used in issuance. This leads to the need for developing manual workarounds. Manual processes have been developed to compensate for the lack of real-time data. Large dependencies are on external webpages to access necessary information. Scanned documents take a day to show up in the customer's records. (This depends on end-of-day uploads to servers.)

2) **Motor Vehicle Issuance Services - Titles & Registration**

Motor Vehicle Issuance Overview
In Florida a majority of title and registration issuances are transacted by County Tax Collectors and license plate agents. This is inclusive of automobile dealers who also provide these services in the normal course of their business. Automobile dealer transactions are performed by service providers using systems that interface with the Department's systems and are then completed at Tax Collector, license plate agents, or Department locations. Automobiles, trucks, vessels, recreational vehicles, buses, motorized tools, motorcycles, mobile homes, vehicle trailers and off-highway vehicles are required to be titled and/or registered.

Title issuance is the process of establishing a person or business as the legal owner of a vehicle and issuing an official form documenting such. A title is required for all vehicles except vehicle trailers less than 2000 pounds. The title issuance process includes data entry of detailed vehicle related information, data entry of limited customer information, analysis, fee/tax calculation, payment and printing of the application and title. If a vehicle is financed, the borrower is listed as the vehicle owner with the lienholder shown and the title is held by the lienholder until fulfillment of the lien. Titles are issued either in a paper format or electronically retained in the FRVIS database. Certain Tax Collectors and license plate agents have the capability of issuing and printing a title document in real-time, called a "fast title". For all non-"fast title" agency transactions and any "fast title" agency transaction in which the title printing has been suppressed, official title documents are printed centrally by the Department via a contract with printing vendor. A batch process occurs nightly that pulls, prints and mails titles that needs to be printed or sends the title to a lienholder electronically. Applicants without liens may choose to have their titles centrally issued and mailed for the regular fee, issued and then held electronically within FRVIS or printed as a "fast title" for an additional fee.

Registration issuance is the process of issuing a vehicle registration for a vehicle to be used on Florida roadways. A unique numeric or alphanumeric code in the form of a license plate or decal is assigned to the vehicle within the State of Florida's database. For all vehicle types that do not have a Florida title or require any title, the registration documents the official ownership. Vehicles that do not have or require any title are: those with out-of-state liens and the lienholder does not wish to title the vehicle in Florida, vehicles that are owned by members of the military that are not residents of Florida but are stationed in Florida, and vehicle trailers that weigh less than 2000 pounds. The registration process includes data entry of customer, vehicle and insurance information, analysis, plate type selection, fee/tax calculations, addition of voluntary contributions and then issuance. All data from title and registration issuance transactions is stored and used during the "end of day" process where reports are created to track processing, payments and inventory and to assure compliance with procedures. Specific vehicle title and registration issuance transactions include:

Titles:
- New vehicles/ not previously titled
- Vehicle previously titled out-of-State
- Title transfers of Florida titled vehicles
- Title transfers for operations of law (e.g., mechanics lien)
- Duplicate titles
- Issuing/removing stops
- Title corrections
- Cancellation/reinstatement
- Mark title sold
- Add/satisfy lien actions

Registration:
- Original registration
- Renewals
- Duplicate registration including address change
- Registration transfer
- Registration replacement
- Personalized plate reservation/issuance
- Confidential registration
- Handicapped parking placards (originals and renewals)
- High occupancy vehicle placards

Title Transfer with electronic lienholder process steps

Determine Applicant Identity

The examiner first reviews the applicant's proof of identity, which can include a driver license, passport. The examiner then searches the FRVIS database for the customer; if not found, a customer is created in FRVIS.

Verification

The examiner then manually verifies vehicle documentation for completeness, applicability to transaction, and fraud. The vehicle identification number (VIN) is entered into FRVIS. The National Motor Vehicle Title Information System (NMVTIS) is then queried via FRVIS to ascertain the most current vehicle titling information including state and title issuance date, vehicle brands and reports of theft.   A return of negative information can cause termination of the transaction, additional questions for applicant and/or a call to law enforcement. If the vehicle is not new and not on the FRVIS or NMVTIS databases, the examiner may leave the counter to inspect the vehicle to verify the VIN number.   If the examiner signs out of system or if the inspection takes longer than 15 minutes, FRVIS times out and the examiner must log back in and initiate the transaction from the beginning.

Functional Processing

If the applicant has a Florida driver license, use data already on the system. If the applicant is not in the FRVIS database, a new customer number is created. If the vehicle is not on the FRVIS database, standard vehicle information is entered. When a lien question is presented, the lienholder account number is entered from the application on the search screen to select the specific lienholder from a list of authorized lienholders. The examiner then captures specific lien related information and adds any brand data.

Revenue Collection/Issuance

When the necessary data has been collected, the system performs fee calculation based on previously entered vehicle information, selected voluntary contributions and associated service fees. The examiner reviews the transaction information and fees with the applicant and, if correct, commits the transaction. At this point, the examiner does not have the ability to go back to previous screens for corrections or adjustments and the transaction must be voided or restarted from the beginning to do so. Payment and cashiering also occurs (exact time in process varies by Tax Collector/license plate agents/Department) and the applicant is given a printed copy of the application.

Documentation Management/Final Processing

The examiner takes the original title documentation and dependent on Tax Collector/license plate agents procedures, sends the documentation by mail to the DHSMV for scanning and archiving. The specific title transaction is run through a nightly batch process for subsequent distribution of fees and electronic transmission of title to lienholder.

Vehicle Registration Process Steps

Verification
If the registration is being transferred to a vehicle already titled in Florida, manual verification of the registration being transferred and proof of insurance are the only additional verification steps required. If the vehicle has not been previously titled or registered in Florida, the examiner manually verifies vehicle documentation for completeness, applicability to transaction, and fraud. The examiner inspects the vehicle to verify the VIN. If the examiner signs out of system or if the inspection takes longer than 15 minutes, FRVIS times out and examiner must log back in and start the transaction from the beginning.

Transfer
The plate to be transferred and VIN number of the vehicle being registered are entered into FRVIS. The system finds the registration and verifies that at least one owner of the registration being transferred is an owner of the vehicle being registered. If the registration is verified, FRVIS changes the owner of the registration to match the owner of the vehicle. The vehicle associated with the registration and the registration details are updated.

Functional Processing/Issuance/Cashiering
Registration use, license plate type, effective date, expiration date and other standard information is entered into FRVIS. The examiner also enters other customer requests such as voluntary contributions, choice of a different license plate, and annual or biennial renewal period. Systematic fee calculation is performed through FRVIS, the registration form is printed, and inventory is issued (decal, license plate). Payment and cashiering occurs after issuance through FRVIS cashiering or an independent Tax Collector/license plate agents/Department cashiering application.

Application for Handicapped Placard Process Steps

Verification
Applicant presents an application completed and signed by a physician. For permanent placard, the person must reside in the State of Florida. Examiner then manually reviews it for completeness and accuracy.

Processing
Applicant and medical practitioner information is manually entered into FDLIS. The system verifies that the medical practitioner is licensed by referencing an FTP file of medical licenses sent periodically to the Department from the Department of Business and Professional Regulation (DBPR). If the medical practitioner is not listed, the examiner calls the Department's tax collector help desk and faxes them a copy of the completed application which shows the license number of the medical practitioner, while the customer waits in the office. Department CSC staff confirms with DBPR that the license is valid, updates the electronic file of medical licenses, and reports to the examiner that the specified medical practitioner has been added so that the transaction can continue.

Cashiering/Issuance

The parking placard issued can be temporary or permanent depending on the applicant's condition, as specified by the medical practitioner. If a temporary placard is being issued, fees are charged and money collected. Two registration forms are printed with a decal attached to each to put on the handicapped placards (a decal for each side of the placard). If a permanent placard is being issued, there is no charge. Two registrations forms are printed with a decal attached to each to put on the handicapped placard (a decal for each side of the placard).

Stakeholders

- Vehicle title and registration applicants
- Tax Collectors and license plate agents
- DHSMV Motorist Services staff
- Florida and out-of-state law enforcement entities
- Federal Departments of Homeland Security, Transportation/Federal Motor Carrier Safety Administration), Social Security Administration
- The Florida Motorist Public
- Florida Governor's Office and other Florida state, county and city governmental agencies
- Mobile home dealers
- Vessel dealers
- Automobile dealers
- Title/registration/ equipment vendors
- Automobile dealer service providers
- General public
- Towing and storage operators
- Handicapped service provider
- Vehicle disposal businesses
- Florida and out-of-state law enforcement entities
- Federal Department of Homeland Security
- Transportation/Federal Motor Carrier Safety Administration
- Social Security Administration

Interfaces

- FRVIS
- NMVTIS for title information checks
- ELT for electronic liens
- Insurance Log to verify applicant insurance
- Electronic Filing System for automobile dealer title and registration
- Electronic Temporary Registration for temporary registration
- Dealer licensing files
- Virtual Office

- Driver License customer records
- WEB inquiries, Driver License customer records
- File transmittal processes (FTP'S) with various state agencies
- Fee distribution system
- Inventory ordering with PRIDE

Inputs

- Vehicle information including but not limited to vehicle identification number
- Make of vehicle
- Year of manufacture
- License plate number
- Technical information about the vehicle and its use to define its taxation regime (e.g., gross vehicle weight)
- Bills of sale
- Purchase price
- Registration use
- Vehicle use
- Name and address of purchaser or "registered owner"
- If money is owed, the name of the lienholder
- National Motor Vehicle Title Information System (NMVTIS) inquiry information obtained through FRVIS interface with NMVTIS system
- Insurance information
- Completed handicap placard application
- Information from Electronic Filing System
- Information maintained on the FDLIS database that is regularly updated by various government agencies (e.g., DBPR professional licenses)
- Application
- Letter from medical practitioner

Outputs

- Completed title applications
- Vehicle titles
- Registrations
- Temporary license plates
- Decals
- Handicapped parking registrations
- Certificates of Destruction
- Certificates of Repossession
- Derelict Vehicle Certificates
- Lien satisfaction forms
- Correspondence letters
- Email notifications

- Title transaction documentation that is boxed and sent to DHSMV/Tallahassee for scanning/archiving
- Reports for tracking money
- Inventory
- Compliance, and fraud
- Personalized reservation application
- Specialty plate voucher

Motor Vehicle Issuance Challenges (Titles, Registration, Handicapped Placards)

Technical Challenges
- FRVIS does not permit registration of multiple vehicles on a single transaction. This is problematic for customers that own many vehicles but have to register them in individual transactions.
- Vehicle identification information must be entered for registration, even though the vehicle typically already exists in the system.
- Tax Collector staff assisting customers with driver license and motor vehicle transactions have to treat transactions separately, re-entering the same information into both systems and processing the transactions individually.
- The motor vehicle registration process is more likely than DL to require an Examiner to leave his or her workstation to perform an ad-hoc examination of a vehicle. When this occurs, FRVIS times out requiring the transaction to be started again.
- Monthly renewal notification lists are created by the Department and provided to Tax Collectors. However, these can have frequent errors on the fee calculation amount which aren't identified until a customer comes into a Tax Collector facility for the renewal.
- Configuration changes (e.g. fee tables) cannot be made without assistance from a programmer in ISA.
- Examiners must initiate manual download and installation of configuration updates from DHSMV monthly.

Business Challenges
- Vehicle title documentation has to be shipped to the Kirkman Building in Tallahassee for scanning and destruction.
- Handicap Parking Placard issuance process is performed outside of the issuance systems. It requires manual handling of multiple steps, approvals and stakeholders.
- The OASIS application is only used for scheduling DDL appointments; not for scheduling DMV appointments.

3) **IRP/IFTA Issuance Services**

IFTA / IRP Overview
The purpose of IFTA/IRP is to credential/register motor carriers and collect/distribute registration fees and fuel taxes proportionately among states for commercial vehicles based on the number of miles driven in each state. The International Registration Plan (IRP) authorizes the proportional registration of commercial motor vehicles. Under the IRP, a single license plate and "cab card" is issued for each vehicle in a fleet permitting the vehicle to be driven legally in the jurisdictions the owner has designated. The license plate is marked as "apportioned" and a cab card functions as the vehicle's registration which lists each jurisdiction in which travel is valid and registered vehicle weight. If a truck is operated in multiple jurisdictions, the owner must annually report mileage driven in each state and taxes are paid proportionately based on the mileage driven to the home jurisdiction. The taxes are paid in one jurisdiction, referred to as the base jurisdiction or base state. The International Fuel Tax Agreement (IFTA) is an agreement among states to report fuel taxes by interstate motor carriers. Under the IFTA, a license is issued to a business or individual and one set of Florida IFTA decals, which permits a truck to operate in all other IFTA jurisdictions without buying additional decals from those jurisdictions. Both of these motor carrier programs have issuance and audit processes (see the "IRP/IFTA Audit" section).

Much of the processing for both programs is manual. The initial application/issuance process takes up to 45 minutes per transaction, with much of the time being spent on verification of documentation and data entry. Because of the complexity of the application process, all transactions are manually verified by the Motor Carrier staff. The Motor Carrier area also operates its own call center due to the complexity of IRP/IFTA transactions and need for access to paper files when responding to customer questions. An online application, based on federal specifications, called Commercial Vehicle Information System Network (CVISN) was created, but has not been widely adopted because system limitations and user complaints of it not being "user friendly".

Although IRP/IFTA has a comparatively small customer base, it is a significant revenue generator for the Department. In FY 2009, IRP total net revenue was $ 39.6 million and IFTA total revenue was $28.2 million. In addition, IFTA/IRP is tied to funding received from the Federal Department of Transportation. Specific IRP/IFTA issuance transactions include:

- Issuance of IRP temporary operating permit
- Issuance of IRP apportioned tag
- Issuance of IRP cab cards
- Issuance of IFTA license
- Issuance of IFTA decals

IFTA Issuance and Tax Return Process Steps

Verification
Application and fees are received in the mailroom. Payment is separated for processing and application is sent to Motor Carrier staff. The examiner reviews application for completeness and fraud detection. Using the applicant's DOT number or Federal Employee Identification Number (FEIN), the examiner checks the IFTA Clearinghouse to determine if the applicant is in good standing. The examiner then checks FRVIS database for current registration and to ensure the applicant does not have another IFTA account.

Functional Processing/Revenue Collection/Issuance/Refunds
Application information is entered into FRVIS. If application information and accompanying payment is correct ($4.00/vehicle x # of vehicles), the decal order is placed through FRVIS, license is printed, manually matched with decals and the license and decals are mailed to the applicant. If application or payment is not correct, a letter is typed and sent to applicant with a request for the correct amount. For those applications requiring follow-up, information is manually entered into a Microsoft Excel spreadsheet for tracking. Every 60 days' payments are refunded to applicants who have not complied with the Department's request.

Functional Processing/Mailing
Quarterly tax returns are printed in FRVIS. Tax rate sheets which are manually updated by IRP/IFTA staff are sent to printing vendor for printing. Staff members send rate sheets, returns, and envelopes to mailroom for mailing to all registrants. Updated tax rates manually entered in FRVIS by staff are electronically updated in CVISN by ISA staff.

Functional Processing/Receiving/Revenue Collection
Tax Returns are received by mail or through online filing. Returns are manually reviewed for total miles and gallons of fuel. Returns are then manually entered into FRVIS. If the payment is correct, the process ends. If incorrect amount, staff manually prepares a customized letter that is mailed to the registrant. Once all tax returns data is entered, a process is initiated in FRVIS to suspend accounts that either did not file a return or did not remit sufficient payment. The program suspends the account and prints a letter that is physically taken to the mailroom for mailing. If the carrier then files or pays monies that are owed, the suspension is removed when the data is manually entered into FRVIS.

IFTA/IRP Issuance Challenges

Technical Challenges
- **No mechanism exists within FRVIS to track entities** that have a temporary operating permit but never applied for permanent IRP plate(s) and cab card(s).
- The CVISN web application does not allow for uploading of tax returns in export formats (e.g. export files from tax preparation software). Also, the system allows the import of only one tax return at a time. The Department believes these issues limit adoption and cause files to be submitted manually.

- The Department has noted a high instance of errors in penalty and interest calculations in FRVIS. This has caused the Department to review all IFTA returns and use Excel spreadsheets to confirm or recalculate amounts.
- FRVIS cannot print the tax rate sheet due to configuration. Tax Rate Sheet is rebuilt outside the system in Excel and sent to the print shop to produce.
- The Department is unable to pre-fill state tax rate information on IFTA quarterly tax forms before they are mailed.
- FRVIS requires registrants to be uniquely identified with a role type (e.g. individual vs. business). This limits sole-proprietors' ability to accurately register both their personal and professional activities with the Department.

Business Challenges
- Lack of Data Center resources to perform the necessary programming to tie the Revenue/Distribution system, to the FRVIS legacy and Tax Collector processing system.
- FRVIS and CVISN do not process IRP and IFTA transactions the same, despite the similarities in process and populations served.
- Motor Carrier Help Desk Staff do not have access to the CVISN system to enable them to answer questions from customers.

b. **Driver License and Motor Vehicle Record Maintenance**

Record Maintenance Background
The Department not only provides issuance and enforcement functions for the State, but is also an information source for many entities. The data in these records is relied upon by many functions and user groups. Below are some examples:
- 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.

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. 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.

Updated information received from several different external and internal sources include:

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.

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 enter citations and sanction obligations into the 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 updates 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 2015, Florida law enforcement agencies issued 3,387,909 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 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. Two error checks are 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 issued that citation number originally. If issues are 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 provides 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 issuing 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 must 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.

Sanction Resolution Process:
Sanction Resolution Process Description
This is the process of updating driving records to clear sanctions when the appropriate requirements have been met by drivers.

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. Once suspension information is included in the driver's record, Driver Improvement staff handles further processing. If the driver complies with requirements prior to the effective date assigned by Driver Improvement staff, the sanction 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 Comprehensive Case Information System (CCIS). 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 CCIS 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
- Florida Court Clerks and Comptrollers
- Other jurisdictions
- ISA
- DL Records staff
- AAMVA
- Tax Collectors

Interfaces

- FDLIS
- Traffic Citation Accounting Transmission System (TCATS)
- Motorist Maintenance
- Driver Uniform Ticket (DUT)
- Commercial Driver's License Information System (CDLIS)
- Comprehensive Case Information System (CCIS)
- FCCC website
- Mail/Fax
- Email/Outlook

Inputs			
Information Received	**Description**	**Source**	**Format**
In-State citations	Citations issued by Florida law enforcement officials to Florida drivers that have violated Florida driving laws	Florida Court Clerks and Comptrollers	Electronically through the TCATS system
In-State sanctions	Sanctions imposed upon Florida drivers in the form of court orders issued by the Florida Court system for violation of Florida laws	Florida Court Clerks and Comptrollers	Copy by mail /fax or soft copy via email (format cannot be uploaded into the system electronically)
Florida criminal financial obligations	Financial obligations imposed upon convicted criminals (e.g., court costs)	Florida Court Clerks and Comptrollers	Copy by mail /fax or soft copy via email (format cannot be uploaded into the system electronically) Flat files sent to FCCC and then submitted to the Department by FCCC
Out-of-State citations and sanctions	Citations and/or sanctions issued to Florida drivers by law enforcement or courts in other jurisdictions	Out-of-State jurisdictions	Copy by mail /fax or soft copy via email (format cannot be uploaded into the system electronically)

Out-of-State CDL sanctions and citations	Citations and/or sanctions issued to Florida commercial drivers by law enforcement or courts in other jurisdictions	AAMVA	Electronically through the CDLIS system

Outputs
- Updated driver records
- Communication to drivers regarding sanctions and citations
- Record sales
- Data exchange with government entities and law enforcement agencies

Driver License Record Updates Citations and Sanctions Technical Challenges:
- Out-of-State citation and sanction information for CDL drivers licensed in Florida is available to the Department real-time, but not posted to the driver record until processed through a scheduled batch program.
- The CCIS system does not allow Clerks of Court to clear criminal financial obligation violations.
- There is a risk that the 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 cause a delay between self-registration and drivers record update.

2) **Motor Vehicle Record Updates**
Motor Vehicle Record Updates Overview
The Department is responsible for maintaining motor vehicle records for vehicles registered in the State of Florida per Section 320.05(2), F.S. MV records are the foundation for all MV related functions performed by the Department and are relied upon by a number of internal and external users. There are three major types of MV record updates that occur:
- Titling and registration data gathered during issuance and renewal related transactions;
- MV stop notations against titles, registration, or customers from outside entities or from internal processes, and
- Out-of-State titles, brand, and theft information to be attached to Florida MV records.

Titling & Registration Transactions

Description

This is the process of updating motor vehicle records to include title and registration information collected during titling and registration transactions.

Process Steps

These updates are made through the standard title and registration issuance processes, as previously described.

Motor Vehicle Stops

Description

This is the process of updating motor vehicle records to include stops imposed by third-party entities.

Process Steps

There are three types of MV stops that are applied to MV records:

- Registration stops preventing the extension of a specific registration;
- Customer stops preventing extensions of any vehicle owned by that customer, and
- Vehicle stops preventing title activity for a particular vehicle.
- These stops are applied to MV records in one of three ways:
- FTP files are received from third parties (other state agencies, toll authorities, and municipalities) by DHSMV and updated in FRVIS via batch processing;
- Certain DL sanctions carry accompanying MV stops. A batch process runs periodically to poll FDLIS for new sanctions that meet these criteria and applies the appropriate stop to the records in FRVIS, and
- Stop information is manually placed on a record in FRVIS the Department.

As requirements are satisfied to clear MV stops, this information is also sent from the entities that issued the stop through FTP files, which go through batch processing to clear the MV record of the stop or clearance information. If the stop was imposed onto the vehicle by the Department, clearance is entered through FRVIS when proof is provided by the customer to the Department.

Out-of–State Titles, Brands & Reported Thefts

Description

This is the process of updating Florida motor vehicle records to include title, brand, and reported theft information received through AAMVA from other jurisdictions.

Process Steps

AAMVA maintains a central repository of title, theft, and brand information from partner states. NMVTIS interfaces with FRVIS so that information from NMVTIS that is applicable to Florida MV records (e.g. title cancellations) is immediately transferred to FRVIS and attached to the correct MV record. If the real-time update is unsuccessful a batch process is run to update NMVTIS.

Stakeholders
- Tax Collectors
- DHSMV staff (Titles & Registration, Field Operations)
- Law enforcement
- Contracted titles and registration issuance vendors
- Municipalities
- Toll authorities
- Florida drivers
- Florida motor vehicle owners
- AAMVA
- General public

Interfaces
- FRVIS
- DL PROD (driver license database)
- NMVTS
- FTP files

Inputs
- Titling and registration transactional information
- Information regarding titles, brands, and reported thefts from NMVTS
- Stop information from third-parties

Outputs
- Updated driver records
- Communication to drivers regarding sanctions and citations
- Record sales
- Data exchange with government entities and law enforcement agencies

Challenges
- There is a delay in posting Stop information to motor vehicle records due to the batch load process.
- Court Clerks must process driver license and motor vehicle transactions separately for a customer, resulting in duplicate entry of personal identifiable information and payment information.
- Separate address files are kept for motor vehicle records and driver license records and must be updated separately.
- Title and registration data is not linked and merged to corresponding customer's driver license information.

3) **Audit Functions**

<u>Background</u>

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:

- Motor Carrier Services - IRP & IFTA audits
- Quality reviews performed over the Tax Collectors
- Motor Vehicle Field Operations – car dealer and manufacturer inspections and specialty plate audits
- Mobile home & RV construction - mobile home manufacturer inspections
- Heavy vehicle use tax audits

The audits that occur in the Department either have an internal or external focus and are designed to meet different objectives depending upon the focus of the review. For example, quality reviews performed over Tax Collectors are intended to assess internal business integrity. Audits performed by the Motor Carrier Services business unit are intended to assess external compliance with federal and State regulations. Although the objectives for each audit performed vary depending upon the business area, each audit function entails the same core activities. However, the detailed business processes vary greatly because of the disparate technologies used across the Department to record audit processes.

<u>Motor Carrier Services – IRP/IFTA Audits</u>

<u>Overview</u>

Motor Carrier staff has an audit function for reviewing compliance with the IRP and IFTA programs. Motor carriers in the IRP program must annually report mileage driven in each state and pay taxes proportionately based on the mileage driven. Once issued IFTA license and decals, interstate motor carriers must file a quarterly tax return to report fuel taxes. As required for member jurisdictions in the IRP/IFTA national associations, the purpose of this audit process is to test for compliance with the IRP and IFTA audit requirements as detailed in the audit procedures manuals produced by the International Fuel Tax Association, Inc. and the International Registration Plan, Inc.

<u>Statistics</u>

In FY 2009-10, the Department performed 460 IRP audits over a population of 10,838 IRP accounts. Similarly, in FY 2009-10 the Department performed 246 IFTA audits over a population of 9,158 IFTA accounts.

Please note that the methodology for reporting completed audits is different for both programs. While IRP gives credit for one audit per registration year, IFTA gives credit for one audit regardless of number of registration years audited. For example, if we audit two

registration years for both IRP and IFTA, the Department is authorized to report two IRP audits and one IFTA audit toward its annual audit requirements.

Process Steps
Sample Selection:
As mentioned above, audit populations are extracted from the FRVIS system by ISA on an annual basis.   The population is put in Microsoft Excel and emailed to the Motor Carrier staff. Motor Carrier staff then manually stratifies the population into high, medium, and low accounts based on mileage recorded.   Samples are manually selected from the stratified population based on percentages for each category to be audited as required by the IRP and IFTA national associations.

Audit Preparation:
 Once samples have been selected, they are assigned to auditors via email. The auditor then begins the audit preparation process by setting up the audit work papers for the sample, which is done using Microsoft Word and Microsoft Excel.   In addition, the auditor prints relevant documentation including the mileage, vehicle and payment inquiry screens and the IFTA tax return from FRVIS.   Once an initial review of the documentation has been performed, the auditor manually prepares a data request list and "intent to audit" letter, which is sent to the taxpayer. Initial documentation is received from the taxpayer, reviewed by the auditor, and the audit visit is scheduled.

Audit Procedures:
Once on site, the auditor performs audit procedures utilizing the audit program developed by the Department to ensure the IFTA and IRP audit procedure requirements are met.   The auditor also utilizes questionnaires developed by the Department to conduct the entrance and exit conferences with the taxpayer. Procedures performed and audit results are recorded in a Microsoft Excel spreadsheet and Microsoft Word.   Procedures include reviewing documents received from the taxpayer before the visit, documentation from FRVIS obtained by the auditor prior to the site visit and other documentation only available onsite such as trip sheets with mileage information, fuel receipts and mileage summaries prepared by the taxpayer and recalculating mileage incurred and fuel taxes paid.

Results & Communication:
When the audit is complete, the auditor prints the Microsoft Excel document containing the procedures performed and results and generates the audit file. Results are used to compile the audit report, which is supported by documentation in the audit file. The audit file and audit report are reviewed by the auditor's direct supervisor and then forwarded to the Audit Review and Compliance unit for a secondary review. The Unit enters the results of the IFTA audit into FRVIS. This information is then re-keyed into Microsoft Excel in order to perform the calculations needed to include in the assessment letter.   IRP and IFTA assessment, refund, interest or penalty information is entered into QuickBooks for manual tracking. IFTA and IRP assessments, refunds, interest, and/or penalty information is gathered to manually generate a letter to the taxpayer and an inter-jurisdiction report.   The inter-

jurisdiction report is either emailed to the appropriate jurisdiction or attached to the jurisdiction's account in the IRP/IFTA, inc. website electronically.

Corrective Actions:
If the taxpayer is required to pay an assessment, interest and/or penalty, there is a 60-day window in which the payment must be received or the Department will suspend the taxpayers account. Within that 60-day window, the taxpayer has the right to protest the audit results. When a protest is received, the documentation is reviewed to determine whether the account will need to be re-audited. If the protest does not warrant a re-audit, the Department generates a denial letter. From the date of the denial letter, there is a 60-day window in which payment must be received or the Department will suspend the taxpayer's account.

Payment Process:
There are separate payment processes for IFTA and IRP assessments, penalties and interest due resulting from an audit. When a payment is first received, the payment information is entered into the CRS system by Accounting. Supporting documentation is then sent to Motor Carrier staff for transactional processing. Transactional processing for IFTA payments is performed in FRVIS and attached to the corresponding taxpayer's account. In addition, IFTA assessments, penalties and other obligations are tracked in QuickBooks by the business unit. However, transactional processing for IRP payments is performed solely in QuickBooks, which is utilized to track IRP assessments, penalties, and other obligations.

Stakeholders
- IRP/IFTA audit staff
- Other IRP/IFTA jurisdictions
- IFP/IFTA taxpayers
- ISA
- Accounting
- Department legal staff

Interfaces
- FRVIS
- QuickBooks
- Microsoft Excel
- Microsoft Word
- Mail/Fax/Phone
- Email/Outlook
- PC Miler software
- IRP, Inc. website
- IFTA, Inc. website

Inputs
- Population extracted by ISA from the FRVIS system

- IRP vehicle, mileage, and payment information
- IFTA tax return
- Audit procedures manuals produced by the International Fuel Tax Association, Inc. and the International Registration Plan, Inc
- Department's audit program
- Templates utilized by auditors

Outputs

- Document request list
- "Intent to audit" letter
- Audit report detailing audit results
- Audit file containing documentation supporting the audit results
- IFTA results information entered into FRVIS for the corresponding account
- IFTA results information entered into Microsoft Excel for assessment, refund, penalty, and/or interest calculation
- IRP assessment, refund, penalty, and/or interest information entered into QuickBooks
- Results letter provided to the taxpayer
- Inter-jurisdiction report provided to corresponding jurisdictions

Challenges

- There are a limited number of reports which can be run to obtain various populations for audit purposes. Currently, ISA runs an annual report containing the IFTA transactions for the previous year. This report is utilized to manually stratify these accounts into high, medium and low mileage accounts in accordance with IFTA Audit requirements. Also, this report is utilized to select and assign samples to be audited. Because of the fact that the population reflects one point in time during the year, there is a possibility that certain transactions or edits in IRP/IFTA accounts are not captured and considered during the sample selection process.
- The manual nature of sample assignment to reviewers, generating audit work papers, reporting and tracking utilizing Microsoft Excel, Microsoft Word, and email/Outlook is an inefficient use of staff time and therefore limits the number of audits that can be performed.
- The business unit has had to develop workarounds because of FRVIS system inabilities. The FRVIS system does not have the ability to process and attach audit results from IRP audits performed to the corresponding account. Therefore, the system does not reflect audit results including assessments and credits. Without this capability, the department is unable to transmit electronically audit results and payments to the clearinghouse to be utilized by other IRP jurisdictions. Because FRVIS system does not have IRP Audit Module and the manual nature of auditor having to input data from FRVIS into Microsoft Excel to compute audit result, it is an inefficient use of auditor's time and thus limits the number of audits they can perform. In addition, if Tax Collector staff or Department staff were to access an IRP account to perform a transaction, the clerk would be unaware that an outstanding obligation exists on the corresponding account.

- The business unit has had to develop workarounds because of FRVIS system inabilities. The FRVIS system does not have the ability to identify tax and penalty from IFTA audits performed to the corresponding account. Therefore, the user cannot differentiate regular tax assessments from audit tax assessments.   Without this capability, the business unit has developed a manual workaround in which these obligations are tracked in a separate QuickBooks program.
- The business unit has had to develop workaround because of FRVIS system inabilities. The FRVIS system does not have the ability to track assessments, penalties, and other obligations due from taxpayers resulting from the audit process. The business unit has developed a manual workaround using QuickBooks to track these obligations to ensure compliance from audited taxpayers.
- Staff must manually balance each audited account before audits results can be issued because the FRVIS system does not always calculate audit tax, penalty and interest correctly.
- The FRVIS system does not have the ability to generate audit assessment, reports and supporting schedules required by IRP and IFTA to be furnished to the taxpayers and other jurisdictions.
- Manual nature of QR sample assignment to reviewers, reporting and tracking utilizing Microsoft Excel, SharePoint, and email/Outlook is an inefficient use of staff time and limits the number of reviews that can be performed.

4) **Business Services**

Background
Business Services is composed of activities and functions surrounding two main areas:
- Licensing, certifying, and approving private entities that provide a service or product in support of various motorist services or an entity that sells, leases, resells, manufactures, imports, and/or distributes any type of on the road vehicle to the public or a business.
- Establishing relationships with requesters and satisfying requests for public records or bulk data exchange within the confines of State and federal privacy requirements

Licensing/Certification/One Time Permits/Approvals

Overview
The Department, through an extensive application, vetting, evaluation and review process, grants permission for a business, individual, school, vendor or specific location to do business, provide a service, sell a product or to be the location for service in the State of Florida. Most licensing, certification, one time permits, or approvals emanate from Driver Education and MV Field Operations. Driver Education staff manage contracts with 148 commercial driving schools, 661 commercial driver school instructors, approves all course types for driver improvement schools, contracts with 76 Sponsors and 262 Rider Coaches for the Florida Rider Training Program, certifies ranges, programs, instructors and evaluators for DUI programs and certifies Ignition Interlock Device System vendors. MV Field Operations

staff license and permit entities that sell, manufacture, import, distribute and service vehicles driven on Florida highways.

Specific entities that require licenses, certifications, permits, and/or approvals include:
- Motor vehicle manufacturers,
- Importers and distributors
- Recreational vehicle manufacturers
- Importers and distributors
- Mobile home manufacturers
- Franchise motor vehicle dealers
- Service facilities
- Independent motor vehicle dealers
- Auction dealers
- Wholesale dealers
- Salvage dealers
- Mobile home dealers
- Mobile home brokers
- New recreational vehicle dealers
- Used recreational vehicle dealers
- Off premise sales permits
- Dealer training schools
- Dealer training school instructors
- Tent/inventory sales permitting
- Commercial driving schools
- Florida Rider Training Program certification
- DUI Program certification
- Ignition Interlock Device system vendors
- Various school instructors
- Range certification

New Car Dealer Licensing

Description

This is the process for obtaining a license that permits an entity to open a business to sell new cars to the public.

Process Steps
Manufacturer Notice/Notification to Affected Parties/Outcome
The Department receives written notice from a licensed manufacturer, importer or distributor, stating their intent to establish a new dealership or relocate an existing dealership for the sale of their line-make. Information regarding dealers in the same county or adjacent county who are selling the same line-make and have a standing to protest must also be included in this notification. Staff of the Dealer License Section (DLS) manually grades these notices for accuracy by verifying details of information in the notice with the data in FRVIS. If the notice is not accurate, DLS staff contacts the manufacturer via e-mail or telephone and request an amended notice. If the notice is accurate, DLS staff manually enters details of the notice in a database used to track notices and publications. This database is updated when there is an update to the record. DLS staff generates a publication in FRVIS and submit it electronically to the Florida Administrative Weekly for publication.   Upon the notice being published, DLS staff generates letters via FRVIS that advise the dealers with standing regarding the application and location and giving dealers 30 days to file a protest. If a protest(s) is received, the DLS staff manually prepares a case to be reviewed for accuracy by the supervisor and then forwarded electronically to the Division of Administrative Hearings. If no protest is received, a Final Order approving the establishment of the dealer is manually prepared by the staff, reviewed for accuracy by the supervisor, and forwarded to the Director of DHSMV for approval and signature. DLS staff e-mail scanned copies of the Final Order to the manufacturer, dealer and the DHSMV Regional Office.

Pre-application Location Inspection
Prospective applicant requests and makes appointment for physical location inspection by Department Compliance Officer to ensure location meets statutory requirements. Compliance Officer inspects location and creates record in FRVIS with site inspection number, location address, name of owner and whether location passed or failed. Prospective applicant can have as many locations inspected as they want without incurring any costs. If passed, prospective applicant obtains lease agreement or proof of ownership.

Application/ Functional Processing/Fee Collection/License Issuance
Applicant submits completed DHSMV New Dealer Application Form (obtained from Department website, DHSMV Regional Office or Kirkman Building) and fee for processing. Application can be submitted by mail, in person at a DHSMV Regional Office or to the Compliance Office. The examiner reviews the application for accuracy and completeness. Data including manufacturer approval numbers for each line make is manually entered into FRVIS and the application is matched to the site inspection number. Application fee is processed in FRVIS. If everything is complete, FRVIS generates a license which is sent to the applicant. If application is not complete, a request letter is sent to the applicant and the license is issued when all mandatory paperwork is received.

Stakeholders
- Motor vehicle dealers
- Motor vehicle manufacturers, importers and distributors
- Director of DHSMV

- Staff of the Dealer License Section and Field Offices
- Division of Administrative Hearings
- National Highway Transportation Safety Administration/DOT
- Division of Corporations
- Dealer Training Schools
- FDLE and FBI
- NCIC
- NICB

Interfaces

- FRVIS

Inputs

- Application
- Fingerprints of officers
- Sole proprietor
- Partners
- Managers or members of a business
- Surety bond or Irrevocable Letter of Credit
- Garage liability
- Insurance policy
- Pre-licensing dealer training certification from dealer training school licensed by Department
- Site location inspection by Department Compliance Officer resulting in a site inspection number
- For new car dealers, letter of approval from manufacturer and Final Order (signed by DHSMV Director), resulting from notice published regarding the application/location of the prospective new dealer
- Copy of business and/or fictitious name registration from the Division of Corporations showing current business registration in the State of Florida
- Articles of Incorporation if business is a corporation
- Articles of Organization and Operating Agreement if business is a Limited Liability Company
- Partnership Agreement if business is a partnership
- FEID
- Sales Tax Number from the Department of Revenue, lease agreement signed and dated by the lessor and lessee or a Tax document as proof of ownership if the location is owned by the dealer
- Copies of charging and disposition documents and civil rights restoration if applicant had a felony conviction

Outputs

- Dealer license

Challenges
- Online Dealer application cannot be filed electronically
- FRVIS does not have a Vin Edit capability
- Lack of interfaces for/with 3rd party systems (e.g. insurance companies, banks manufacturers, Division of Corporations) causes additional transaction time/effort.
- Dealer Training Schools do not have the ability to upload test results into FRVIS
- Manufacturers Certificates of Origin inquiry not automated and Tax Collectors not able to access information when they have inquiries
- Dealer Training School application not automated and paper intensive
- FRVIS does not have the capability to do online tracking of Administrative Actions from inception to completion
- There are duplicative Administrative Action tracking systems, CRM used by Admin. Hearings and FRVIS used by DHSMV.

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).
- Ensuring that all applicants for Commercial Driver Licenses meet the minimum federal requirements for issuance.

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 the required insurance is not maintained, a license is suspended and a fine of $15 for required BIL coverage or $150 - $500 for required PIP and higher limit coverage for certain violations 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 (FR sanction 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 open FR sanctions, they must go into an office facility to clear the sanctions.)

   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, an FR Sanction is opened and an "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 an "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 files contain policy holder information, insurance type and 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 after the policy cancellation date, 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 within 15 days, the license is automatically suspended on the database. 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.
- Cancellations of the certificate trigger an automatic driver license suspension.

Technical Challenges

- FDLIS cannot track information on liability insurance coverage. In order to track liability, an FR sanction is created from the crash report or certain convictions 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 there are 350,000 instances of this.
- Commercial and fleet registered vehicles are not tracked because of workload.
- Many uninsured motorists are not being caught by the current system logic, leading to greater uninsured motorist risk and un-captured revenue. 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:
  o There is an 8% uninsured motorist rate, equivalent to approximately 600,000 uninsured motorists at any point in time.
  o DHSMV has approximately 450,000 suspended motorists. This leaves a delta of approximately 150,000 uninsured motorists not being caught by the system.
  o 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.

- 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

The Driver Improvement (DI) staff are responsible for reviewing sanctions imposed by TCATS and DL Records for accuracy before licenses are revoked, suspended, disqualified, canceled or reinstated. Depending upon the 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 include:
  o 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.
  o Conviction is received from the courts and manually entered i n t o 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.
  o 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 convictions in 2008.
  o 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, determine whether the driver license should be restricted or revoked due to the impairment, implement the 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 required for any driver over 80 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 correspondence should be sent out to the driver and indicate 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 Bureau of Records (BOR) Processing and Issuance to be reviewed. From Processing and Issuance, they are routed to Driver Improvement (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

- Driver Improvement (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 $2.4 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 many 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 collected by the Department.

   Process Steps
   In-house:
   Online/Interactive Voice Response (IVR), DL, MV, data exchanges fees, and 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 to include 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 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. 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. Besides 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 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 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. Revenue Distribution then sends the edited file to the Account Payable unit, where the report is uploaded to a custom-built web-based application (FAME)that distributes the money to the 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 revenue transfers are completed manually by revenue staff to in-house accounts and other state agencies.

Stakeholders
- Department staff (FHP, business units & accounting)
- Tax Collectors
- 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
- FAME 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 exchanges reports are processed in-house. Online fees received for MV transactions are processed by County
DOR/Clerk of Court fees	Civil fines collected by Clerk of Court	DOR/Clerk of Court fees are collected by the Clerks of Court, deposited, and then transactional information is provided to the Department for processing.
DL fees	DL transaction fees collected for driver license services such as issuance, renewal, reinstatement, and other license-related services	DL transaction fees are collected and processed by State-operated field offices, in-house, online, and by County Tax Collectors.
MV fees	MV transaction fees collected for services such as title and registration issuance, registration renewals, IFTA tax payments, licensing fees for car dealers and mobile home manufacturers and other MV related services	MV transaction fees are collected and processed by State-operated field offices, in-house, online and by County Tax Collectors.
Data exchanges fees	Data exchanges fees collected from the sale of DL and MV data to customers	Data exchanges 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

d. **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. Sometimes 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 the requestor, type of request, 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. Requests are always satisfied within the confines of Federal/State/Department privacy and security considerations and with ongoing scrutiny on how the exchanged/sold data is used. Data is exchanged through direct program access and electronically.

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 determine 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. Attachments are completed, identifying the data requested, the source of the data within the Department, and the 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 ISA web application group. Detailed information is provided so the group can contact the Requestor to set up access, provide user IDs, passwords, and provide instructions.

For data 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 initiated. 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
- 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 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 must "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 must go through the normal WRAP business process

e. **Reporting**
Background
Reports are generated by many areas throughout the organization and are performed by these business units:

- Information Systems Administration - Warehouse and Reporting, FRVIS, FDLIS, Information Exchange Services (IES), Collaboration Services, Integration Services, Database
- Strategic Support Services (MV)
- Driver 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 tracks and reports on selected Department performance measures and standards 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 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
- People First
- QMatic
- Crash Records Database
- iLearn Training System

Inputs
- Performance data received from the business units

Outputs
- Information for reporting such as:
  o Department Intranet and Internet
  o Long Range Program Plan
  o Quarterly Performance Reports
  o 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 to provide users with timely data in its most useful form (e.g., trend analyses or demographic/geographic details).

f. **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. Quality reviews performed on tax collector transactions should 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 handles 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. To make this determination, the reviewer must examine the sample tracking spreadsheet in SharePoint to make sure that review efforts are not duplicated and coverage is given to certain transaction types and date ranges. Once the focus of the periodic review is

determined, the reviewer accesses reports established by ISA and are available on the SharePoint site. Reports available include:

- 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 DAVID system. The reviewer logs into the DAVID 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 these 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 transaction processed, the reviewer may also need to access other systems or resources including:

- FDLIS to access driver records:
- U.S. Citizenship and Immigration Services Verification Information System (USCIS) & DHS 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 tracking spreadsheet in SharePoint. If issues were noted in the review, the reviewer must determine if law enforcement should be involved. If the review results demonstrate the possibility of fraud, the results should be provided to law enforcement. Here, the reviewer gathers the backup documents pertaining to the sample and submits them to FDLE investigators. If law enforcement need not 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 handle necessary corrective actions and/or communicating results to the office or personnel responsible for the transaction, as needed.

Stakeholders

- Motorist Services
  - o Quality Assurance section staff
- Department management
- Tax Collectors & staff
- ISA
- General public
- Florida drivers
- Law enforcement
- Driver Improvement
- DL Records
  - o DL Statistics unit
  - o DL Processing & Issuance unit

Interfaces

- FDLIS
- DAVID
- CCIS (Comprehensive Case Information System)
- ADLTS
- Email/Outlook
- Microsoft Excel
- SharePoint
- USCIS & DHS
- 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 few 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 DAVID 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 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.

3) **Quality Reviews Performed on Motor Vehicle Transactions**

Overview
Periodic quality reviews of motor vehicle (MV) transactions are performed by the Quality Assurance (QA) Program within Motorist Services to ensure MV transactions are processed according to Federal, State and Department requirements by tax collectors, license plate agencies and Department Regional field staff. 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 shared drive. 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 handles 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 MV transactions. Institutional knowledge and written policy and procedures are the basis of the criteria utilized for reviewing for compliance. The DMV Procedures Manual on the Department's intranet containing all MV policies and procedures is used in QA reviews.

Description
This is the internal review process of reviewing MV transactions performed by tax collectors, license plate agencies and Department Regional field staff for compliance with applicable requirements.

Process Steps
The sample selection is performed in two ways. If the QA Program receives information regarding potential fraud or questionable transactions, samples are judgmentally selected to focus on questioned transactions. The QA Program requests a report containing specific transactions pertaining to the information received regarding the questioned MV transactions from the Department's Statistics Unit. The Statistics Unit will extract the specific population from the Florida Realtime Vehicle Information System (FRVIS), export the listing into Microsoft Excel, and then provide it back to the QA Program in an email. Once the population is received, the QA Program assigns transactions to reviewers based on availability.

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. Once the focus of the periodic review is determined, the QA Program requests a report containing specific transactions pertaining to the information received regarding the MV transactions from the Department's Statistics Unit. The Statistics Unit will extract the specific population from the FRVIS system, export the listing into Microsoft Excel, and then provide it back to the QA Program in an email. Once the population is received, the QA Program assigns transactions to reviewers based on availability.

Review/Testing
Once samples have been selected and assigned to reviewers, the review process begins. Reviews are performed for each MV transaction selected by accessing the transaction in FRVIS, Driver and Vehicle Information Database (DAVID) and the National Insurance Crime Bureau (NICB). The reviewer inspects the transaction detail including attached scanned documents to test for compliance with Federal, State, and Department requirements.

Results & Communication
Once a transaction has been reviewed, the results are added to the spreadsheet, with any additional comments necessary. If the review results demonstrate the possibility of fraud, the results should be provided to law enforcement. The reviewer gathers the backup documents pertaining to the sample and submits them to FHP investigators. If law enforcement does not need to be involved, the results are communicated to the appropriate Tax Collector or License Plate Agency management. Any necessary corrective actions are distributed to appropriate Department personnel to handle.

Stakeholders
- General public
- Florida drivers
- Department management

- Tax Collector staff
- License Plate Agency staff
- ISA
- Division of Motorist Services
  o Quality Assurance Program staff
  o Bureau of Dealer Services
  o MV Fraud Unit
- Law enforcement

Interfaces
- FRVIS
- DAVID
- NICB
- Email/Outlook
- Microsoft Excel

Inputs
- Records of MV transactions

Outputs
- Completed spreadsheet 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 FHP investigators
- Communication to appropriate management regarding review results and corrective action requirements, as necessary

2. **Assumptions and Constraints**
   The Department operates in a regulated environment and is subject to numerous State and Federal statutes and rules, and professional standards relating to data protections and integrity. These requirements must 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 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 and 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 that reflect the Department's consolidation of functional responsibilities and the expected procedural changes that will result from technical barriers being removed. The revised processes, 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 retaining existing system alternatives were also considered.

a. 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 must 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 must 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. Cost disputes associated with customization has led to litigation and has 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 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.

b. **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 provide input on developing the system
- Higher quality of support for the software dealing directly with developers in-house

c. **Purchase and Configure a Commercially Available Solution**

This alternative requires the Department go through the State's purchasing process to procure the commercially available solution that most closely aligns with the needs of the Department and contract with a vendor to configure and / or customize the solution. The commercially available solution must also be integrated with 3rd party applications and point solutions to meet the Department's needs. Several existing components of the current technology environment (e.g. web services) may also be configured with the commercially available solution. Some business processes must be modified to accommodate the system's approach, though the majority will be met by, or configured to meet, the existing core functionality.

This alternative allows the Department to engage in a competitive procurement process, buy commodity functionality, take advantage of industry leading practices, and still meet the unique needs of Florida. Cost, schedule and outcome are less customized by more predictable.

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 completed, and the Department has implemented 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. Risk is 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 Requirements

The following high-level business requirements are aligned to the functions described in Section II.B. The Department's new organization is aligned to these functional areas and the Department is working towards standardization. Section II.C presents the function-specific requirements based on the business objectives and challenges previously identified. Section II.C also includes general requirements that should be applied to all functional areas and include Departmental standards and expectations.

The Departments' new organizational structure for the Division of Motorist Services consists of eight Bureaus all of which perform Motor Vehicle activities.

- The **Bureau of Commercial Vehicle and Driver Services** handles the administration of the International Registration Plan (IRP) and the International Fuel Tax Agreement (IFTA), including the issuance of operating credentials, processing quarterly IFTA tax returns, and auditing IRP registrants and IFTA licensees. The Bureau is also responsible for Commercial Driver License (CDL) compliance and support, as well as the certification and oversight of CDL skills tests Third Party Administrators and Testers.

- The **Bureau of Dealer Services** licenses Florida motor vehicle, mobile home, and recreational dealers, manufacturers, importers and distributors, enforcing the statutory requirements of all. The bureau investigates complaints against motor vehicle, mobile home and recreational vehicle dealers and takes appropriate corrective action when needed. The Bureau conducts different types of vehicle identification verifications so citizens can title and register their vehicles in our state. The Bureau is also responsible inspecting the construction and installation of Manufactured Homes; and for the inspection of rebuilt and assembled from parts vehicles to detect invalid odometer readings, stolen vehicles, and stolen vehicle parts. The bureau detects and works to prevent unlicensed dealer activity.

- The **Bureau of Issuance Oversight** is responsible for developing the policies and procedures, which govern the issuance processes for driver licenses, identification cards, titles and registrations. The Bureau also includes the Systems Evaluation Unit, which conducts User Acceptance Testing for all Department technology projects and efforts. Additionally the Bureau oversees the specialty license plate and voluntary contribution programs.

- The **Bureau of Motorist Compliance** enforces compliance with Florida's Financial Responsibility and Motor Vehicle No-Fault Insurance Laws and applying motor vehicle stops. The Bureau is also responsible for providing assistance related to Driver Sanctions, DUI programs, Ignition Interlock Device Services, Medical and Vision cases, Driver License Testing Third Party Administrators, Florida Rider Training Program (FRTP), Driver Education Licensing Assistance Program (DELAP), Automated Driver License Testing System (ADLTS), Commercial Driving Schools, DL handbooks, teen and elderly driver education.

- The **Bureau of Customer Service** provides customer services for calls, email and written correspondence for driver license and motor vehicle customer inquiries.

- The **Bureau of Records** ensures all records, in all formats, are efficiently and confidentially managed, retained and destroyed in compliance with agency and legal policies and regulations. This bureau is also, responsible for data exchange and ensures compliance with driving laws.

- The **Bureau of Motorist Services Support Office** provides quality assurance reviews and audits of driver license and motor vehicle transactions for compliance and also provides support for tax collector licensing agents. The Document Validation Unit and the Driver License and Motor Vehicle Fraud units are also included in the Motorist Services Support Unit.
- The **Bureau of Credentialing Services** handles issuance of all Department issued credentials. This includes, but is not limited to, driver licenses, identification cards, motor vehicle titles and registrations, as well as confidential driver licenses and license plates for law enforcement.

a. **Motor Vehicle Registration Issuance System**
- The system will support "flags" on the registration level to indicate registration stops.
- The system will support the random selection of transactions for auditing Heavy Vehicle Use Tax.
- The system will provide the ability to process registration transactions; including Original, Renewal, Transfer, Duplicate, Replacement and Correction.
- The system will provide the ability to reserve a personalized plate, issue a personalized plate and re-issue a relinquished personalized plate.
- The system will provide the ability to surrender a license plate.
- The system will provide the ability to cancel a registration.
- The system will provide the ability to issue front end plates.
- The system will provide the ability to issue sample plates.
- The system will provide the ability to issue Disabled Person Parking Permit Placards; including Original, Renewal, Subsequent, Duplicate, Replacement and Correction.
- The system will provide notification enhancements for the automatic 10 year license plate replacement.
- The system will provide the ability to recreate a registration.
- The system will provide more data regarding the Initial Registration Fee being previously paid/exempt.
- The system will provide the ability to link mobile home registrations for double wide/triple wide.
- The system will simplify the process for reprinting the registration when there is an error with the decal.
- The system will provide the ability to print a High Occupancy Vehicle (HOV) decal.
- The system will support improved methods for capturing and validating proof of insurance.
- The system will provide the ability to track and maintain Fleet renewal processing.
- The system will provide a more comprehensive view of the customer's registration records.
- The system will provide a more comprehensive view for personalized plate order verifications.

- The system will provide the ability to track and limit temporary plates.
- The system will provide a more comprehensive view of registration stops.

b. **Motor Vehicle Titles Issuance System**
- The system will support receipt and capture of information from third party sources, such as the National Motor Vehicle Title Information System (NMVTIS), which allows the titling agency to instantly and reliably verify information on the paper title with electronic data from the state that issued the title.
- The system will support indicators on the motor vehicle record to identify motor vehicle stops.
- The system will provide the ability to process title work; including Original (New, Used), Transfer and Duplicate.
- The system will provide the ability to maintain lien information on titles, including child support liens and wrecker liens.
- The system will provide the ability to title Certificate of Destructions, Repossessions, and Derelict Vehicles.
- The system will support Electronic Lien and Title (ELT) program.
- The system will provide the ability to cancel a title.
- The system will provide the ability to reinstate a title.
- The system will provide the ability to modify a title.
- The system will provide the ability to recreate a missing title.
- The system will provide the ability to print an electronic title.
- The system will provide the ability to preview the title receipt prior to printing, to reduce the number of voided transactions.
- The system will provide the ability to link mobile home titles for double wide/triple wide.
- The system will provide the functionality for a fast title to be issued/printed after the title transaction is complete without the original request.
- The system will provide the ability to mark the title Sold.
- The system will provide the functionality to perform and process vehicle inspections.
- The system will provide the ability to issue Off-Highway Decals.
- The system will provide the ability to track the submission and receipt of files processed by ELT providers.
- The system will provide the ability to verify that all required documents are submitted for the issuance transaction.
- The system will provide a more comprehensive view of title stops.The system will provide improvements to the void process.
- The system will provide the functionality to enable the Lemon Law field only when the fee is required.

c. **Dealer Services Systems**
- The system will support licensing and monitoring commercial entities.

- The system will support motor vehicle, manufactured home and recreational vehicle manufacturers, dealers, importers, distributors, and manufactured home installers.
- The system will support submission of a business license application online.
- The system will enable a verification process of dealer insurance as it relates to garage and surety bonds.
- The system will support creation of inspection checklists and store inspection results from specific vehicles, businesses or installations.
- The system will provide a dealer status check to allow customers to inquire on complaints, violations and license status.
- The system will support an online Consumer Complaint system that will be in plain language and will include Manufactured homes construction and installation programs.
- The system will alert GHQ of High Risk Dealers.
- The system will support the fingerprint system interfacing with FDLE.
- The system will support Risk Based Auditing (Record Inspections).
- The system will support an automated inspection audit for scanned deal jackets.
- The system will support uploading and storing documentation online.
- The system will support the auditing of misuse of dealer licensing (curbstoning), dealer plates, transporter plates and garage liability insurance.

d. **Customer Portal**
- The system will provide customers with online Motor Vehicle self-services for registration and title services including heavy trucks, dealer/manufacturer and transporter plates.
- The system will allow customers the ability to request a different license plate design for their vehicle.
- The system will allow customers the ability to order a personalized plate online.
- The system will allow customers the ability to update insurance information online.
- The system will provide a simplified process for military personnel stationed out-of-state to submit supporting documentation for processing title and registration transactions.
- The system will provide the ability to track the status of online transactions.
- The system will provide the ability for customers to complete Department forms online and submit them for processing.
- The system will support online records request and payment for individual records (e.g. Titles and Certified records.).
- The system will modify MVCheck to include the stop agency detail information.
- The ability to track the processing of online transactions from the beginning to end.

e. **Commercial Vehicle Services**
- The online system will support the ability to complete and submit forms online, including data exchange application, IFTA tax returns, and dealer license application.
- The system will support receipt and capture of information from third party sources, including insurance companies and PRISM (AAMVA).
- The system will support tracking of insurance coverage for commercial level coverage.
- The system will support "flags" on the registration level to indicate registration stops.
- The system will support indicators on the motor vehicle record to identify motor vehicle stops.
- The system will provide the ability to process a New IRP Carrier Account.
- The system will provide the ability to process Renew IRP Fleet Transactions.
- The system will provide the ability to process IRP Supplemental Transactions.
- The system will provide the ability to calculate the fees for all IRP transactions.
- The system will provide the ability to process a New IFTA Account.
- The system will provide the ability to issue IFTA Decals.
- The system will provide the ability to process IFTA Quarterly Tax returns.
- The system will provide the ability to process Amended IFTA Tax Returns Transactions.
- The system will provide the ability to calculate the fees for all IFTA transactions.
- The system will provide the ability to perform end-to-end audit functionality.
- The system will provide the ability to validate commercial vehicle insurance.
- The system will provide the ability to perform administrative functions for maintaining and configuring the system.
- The system will provide the customer with online IRP self-services.
- The system must be CVISN and PRISM compliant.
- The system must be able to interface with Carrier Tax Systems.
- The system will provide the ability for law enforcement to inquire and validate IFTA and IRP credentials.
- The system will provide the ability to issue temporary permits.

f. **Inventory**
- The system will provide the ability to track and manage issuance inventory, including tags, labels, decals, and title paper.
- The system will provide the ability to manage and refresh inventory in real-time.
- The system will provide the ability to transfer inventory locally when inventory must be moved or becomes obsolete.
- The system will provide the ability to request and receive inventory from the Department and between agencies.
- The system will provide the ability to notify the Department and the affected office when inventory is low and automatically submit orders for pre-authorized quantities.

- The system will provide the ability to inquire on inventories using expanded search capabilities.
- The system will provide the ability to view inventory statewide, or by county and/or agency.
- The system will provide the ability to automate the process for managing the configuration of inventory tag ranges.

g. **Data Exchange**
- The system will support the transfer and receipt of large data files to third parties.
- The system will support access by third parties to issuance and compliance data. This access will be restricted according to user role and permissions to appropriate information.
- The system will support auto-redaction of Personally Identifiable Information (PII) when generating data requests.
- The system will support definition and storage of standard data pulls and permit business users to execute, or to modify and store as a new template.
- The system will support auto routing and central printing of paid records for mailing.
- The system will apply business rules to received data and update records accordingly.
- The system will provide a new interface to pull multiple motor vehicle records in bulk.

h. **Mobile Driver License (mDL)**
- The system will be capable of functioning in an off-line environment.
- The system will confirm the mDL holder's identity.
- The system will convey driving privileges.
- The system will allow the mDL holder to selectively authorize the release of information.
- The system will support remote mDL management.
- The system will operate on standard consumer-based mobile devices.
- The system will integrate with DHSMV back-end services.
- The system will support acceptable processing time.

2. Technical Requirements
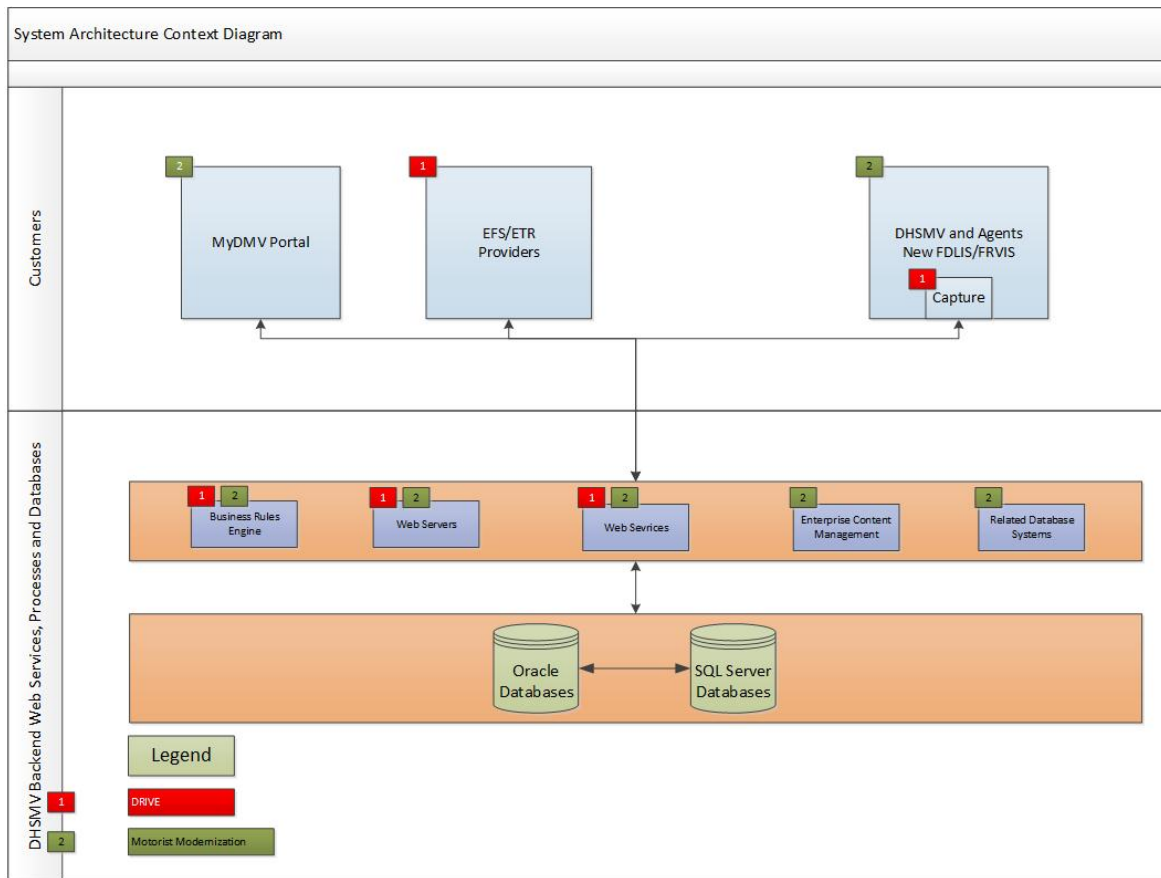
a. System Architecture Context Diagram

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 four 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 will communicate with each other in a straightforward manner and that new elements and systems can be seamlessly integrated with existing elements and systems. The four pillars of this architecture are:

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 allowing the reuse of the rules across multiple systems without recoding the rules in each system.
3. Internal Department Databases – Consolidation of Department databases will greatly increase the efficiency and usability of the modernized systems. 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.
4. 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.

The RESTful API will also communicate directly with the databases when the required data 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 as needed.

2. *Performance Requirements* - Most communication with the web services in the system must 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 State and Federal guidelines.

4. *Concurrent Users* - At any time during a workweek 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 and 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	Service Based Rules Engine Centralized Rules Repository
Internal Department Databases	Database Management Systems (DBMS)
Enterprise Content Management	Document Management System
Web Servers	Windows-based web servers
Issuance Systems	Motor Vehicle Issuance

Table 1-3 – System Architecture Component Elements

III.   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 motor vehicle 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 motor vehicle associated fees using the new fee engine.	Florida drivers Tax Collectors DHSMV	06/23
2	Increase customer self-service by providing additional motor vehicle services through the MyDMV portal.	The increase in the number of motor vehicle-related service options provided in the MyDMV portal. There are limited self-service options available through Virtual Office. Compare number of service requests provided online - versus those provided by tax collectors, state offices and license plate license plate agents.	Florida drivers Tax Collectors DHSMV License Plate Agents	06/23
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 QA for Tax Collectors and DHSMV	06/23
4	Reduce transaction processing time.	Streamline data entry screens and improve re-use of data. 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	06/23

5	Improve customer service by providing a comprehensive view of their	The Department will sample customer batch transactions to determine the types of transactions processed in a single visit.	Florida drivers Florida motor vehicle owners Tax Collectors DHSMV	06/23
6	Improve timeliness of the data exchange process.	The Department will reduce manual intervention and measure the time from receipt of request to completion.	Businesses Florida motor vehicle owners DHSMV	06/23
7	Improve insurance compliance for commercial and fleet vehicles.	The Department will be able to link vehicles to commercial policies, and compare previous compliance rates with new rates after system implementation.	Law Enforcement Insurance Companies Florida motor vehicle owners DHSMV Florida commercial drivers	06/23
8	Improve timeliness and automation of IFTA/IRP audit processing.	The Department will be able to compare previous volume of audits completed to new volume after system implementation.	DHSMV IFTA/IRP Carriers	06/23

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

A. Benefits Realization Table

The Benefits Realization Table describes the benefits which accrue from the Motorist Services Modernization program implementation, including estimated values computed for the tangible benefits. The benefits are assessed against business conditions and are conservatively estimated.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	The new Motor Vehicle issuance system is estimated to take significantly less time to process transactions. These gains in efficiency will save customers approximately 575,000 hours waiting in line. This time is estimated have a value in excess of **$11.5 million** to our customers.	Customers	For every vehicle registration transaction time reduced, customer wait times are reduced. As these transaction types are very common all customers will see time savings.	DHSMV measures transaction and wait times in its offices.	FY 2023-2024
2	The new Motor Vehicle issuance system is estimated to take significantly less time to process transactions. These gains in efficiency will save customers approximately 195,000 hours waiting in line. This time is estimated have a value in excess of **$4.0 million** to our customers.	Customers	For every title transaction time reduced, customer wait times are reduced. As these transaction types are very common all customers will see time savings.	DHSMV measures transaction and wait times in its offices.	FY 2023-2024
3	Savings achieved through the implementation of on-line systems, reducing the travel costs	DHSMV	Elimination of servers throughout the state will effectively reduce equipment and maintenance costs in addition to	DHSMV measures personnel costs, travel costs and	FY 2023-2024

		BENEFITS REALIZATION TABLE		
	and dedicated resources to maintain and service IT servers throughout the state. Cost to repair or replace servers eliminated.		the dedicated staff resources and travel that are required in order to maintain servers/	equipment costs for each location.	
4	Customers will have to spend less time in Department or Tax Collector Offices due to efficiencies in the system and services available online.	Customers/Tax Collectors	Customers will spend less time in Department or Tax Collector Offices, due to the resolution of issues online or during a prior visit.	Transactions processed online are measurable and compared to the number of transactions being processed in offices around the state.	FY 2023-2024
5	Workload savings will be achieved through the implementation of the motor vehicle system. Based on gained efficiencies in registrations, title transactions, IFTA/IRP and Fleet Vehicle improvements and those services being moved online, there will be less need to increase the number of staff required to meet increasing service needs. Tax Collector's Offices throughout the state should be able to avoid future increased staffing costs of **$5.5 million**.	Tax Collectors	Workload Savings generated by system efficiency that shortens or eliminates transaction times. This will save DHSMV and Tax Collectors offices from expanding their workforce as demand grows in coming years.	The Department monitors average transaction time and online transactions allowing for accurate comparison and measurement of gained efficiencies.	FY 2023-2024

Overall, the Department estimates that the Motorist Modernization Phase II project will return an annual benefit of approximately $21 million to Department operations, its partners and customers. The Department acknowledges this is a preliminary estimate of benefit realization and

will continue to update these numbers once requirements gathering are completed and potential benefits have been re-calculated. This does not include the cost avoidance of replacing the system prior to system failure, which would affect Department operations and have a significant economic impact on Florida businesses and citizens.

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 (Recurring Costs Only -- No Project Costs)	FY 2017-18 (a) Existing Program Costs	(b) Operational Cost Change	(c)=(a)+(b) New Program Costs resulting from Proposed Project	FY 2018-19 (a) Existing Program Costs	(b) Operational Cost Change	(c)=(a)+(b) New Program Costs resulting from Proposed Project	FY 2019-20 (a) Existing Program Costs	(b) Operational Cost Change	(c)=(a)+(b) New Program Costs resulting from Proposed Project	FY 2020-21 (a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c)=(a)+(b) New Program Costs resulting from Proposed Project	FY 2021-22 (a) Existing Program Costs	(b) Operational Cost Change	(c)=(a)+(b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	$2,891,564	$0	$2,891,564	$2,891,564	$0	$2,891,564	$2,891,564	$0	$2,891,564	$2,891,564	$0	$2,891,564	$2,891,564	$0	$2,891,564
A.b Total Staff	35.90	0.00	35.90	35.90	0.00	35.90	35.90	0.00	35.90	35.90	0.00	35.90	35.90	0.00	35.90
A-1.a. State FTEs (Salaries & Benefits)	$2,691,564	$0	$2,691,564	$2,691,564	$0	$2,691,564	$2,691,564	$0	$2,691,564	$2,691,564	$0	$2,691,564	$2,691,564	$0	$2,691,564
A-1.b. State FTEs (#)	34.90	0.00	34.90	34.90	0.00	34.90	34.90	0.00	34.90	34.90	0.00	34.90	34.90	0.00	34.90
A-2.a. OPS Staff (Salaries)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
A-2.b. OPS (#)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	$200,000	$0	$200,000	$200,000	$0	$200,000	$200,000	$0	$200,000	$200,000	$0	$200,000	$200,000	$0	$200,000
A-3.b. Staff Augmentation (# of Contractors)	1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	1.00
B. Application Maintenance Costs	$2,267,556	$0	$2,267,556	$2,267,556	$0	$2,267,556	$2,267,556	$0	$2,267,556	$2,267,556	$0	$2,267,556	$2,267,556	$0	$2,267,556
B-1. Managed Services (Staffing)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-2. Hardware	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-3. Software	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-4. Other AST	$2,267,556	$0	$2,267,556	$2,267,556	$0	$2,267,556	$2,267,556	$0	$2,267,556	$2,267,556	$0	$2,267,556	$2,267,556	$0	$2,267,556
C. Data Center Provider Costs	$291,233	$0	$291,233	$290,521	$0	$290,521	$1,799,489	$0	$1,799,489	$1,799,489	-$1,500,000	$299,489	$299,489	$0	$299,489
C-1. Managed Services (Staffing)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-2. Infrastructure	$75,201	$0	$75,201	$74,489	$0	$74,489	$74,489	$0	$74,489	$74,489	$0	$74,489	$74,489	$0	$74,489
C-3. Network / Hosting Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-4. Disaster Recovery	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-5. Other Field Server Maintenace/Replacement	$216,032	$0	$216,032	$216,032	$0	$216,032	$1,725,000	$0	$1,725,000	$1,725,000	-$1,500,000	$225,000	$225,000	$0	$225,000
D. Plant & Facility Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E. Other Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E-1. Training	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E-2. Travel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E-3. Other	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total of Recurring Operational Costs	$5,450,353	$0	$5,450,353	$5,449,641	$0	$5,449,641	$6,958,609	$0	$6,958,609	$6,958,609	-$1,500,000	$5,458,609	$5,458,609	$0	$5,458,609
F. Additional Tangible Benefits:		$0			$0			$0			$0			$0	
F-1. CS Registrations/Transactions		$0			$0			$0			$0			$0	
F-2. WA Registrations/Transactions		$0			$0			$0			$0			$0	
F-3. IFTA/IRP		$0			$0			$0			$0			$0	
Total Net Tangible Benefits:		$0			$0			$0			$1,500,000			$0	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous ☐	Confidence Level	
Order of Magnitude ☑	Confidence Level	30%
Placeholder ☐	Confidence Level	

DHSMV	Motorist Modernization Phase II			CBA Form 2A Baseline Project Budget																

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

Item Description (remove guidelines and annotate entries here)	Project Cost Element	Appropriation Category	Previous Years Project-Related Cost	FY2017-18			FY2018-19			FY2019-20			FY2020-21			FY2021-22			FY2022-23			TOTAL
				$ -		$ 4,897,547			$ 6,012,445			$ 11,858,354			$ 12,101,937			$ 10,789,937			$ 6,526,601	$ 45,660,220
				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	YR 6 #	YR 6 LBR	YR 6 Base Budget	TOTAL
Costs for all state employees working on the project.	FTE	S&B	$ -	0.00	$ -	$ 565,367	0.00	$ -	$ 775,445	0.00	$ -	$ 3,232,154	0.00	$ -	$ 3,682,237	0.00	$ -	$ 3,682,237	0.00	$ -	$ 2,519,901	14,457,341
Costs for all OPS employees working on the project.	OPS	OPS	$ -	0.00		$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	$ -
Staffing costs for personnel using Time & Expense.	Staff Augmentation	Contracted Services	$ -	0.00	$ -	$ 200,000	0.00	$ -	$ 200,000	0.00	$ -	$ 200,000	0.00	$ -	$ 200,000	0.00	$ -	$ 200,000	0.00	$ -	$ 200,000	1,200,000
Project management personnel and related deliverables.	Project Management	Contracted Services	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	$ -
Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	$ -	0.00	$ 500,000	$ -	0.00	$ 500,000	$ -	0.00	$ 500,000	$ -	0.00	$ 500,000	$ -	0.00	$ 500,000	$ -	0.00	$ 500,000	$ -	$ 3,000,000
Staffing costs for all professional services not included in other categories.	Consultants/Contractors	Contracted Services	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	0.00	$ -	$ -	$ -
Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ -
Hardware purchases not included in data center services.	Hardware	OCO	$ -		$ 19,900	$ -		$ 7,800	$ -		$ 17,000	$ -		$ 4,000	$ -		$ 4,000	$ -		$ 4,000	$ -	56,700
Commercial software purchases and licensing costs.	Commercial Software	Contracted Services	$ -		$ 50,000	$ -		$ 50,000	$ -		$ 550,000	$ -		$ 350,000	$ -		$ 350,000	$ -		$ 350,000	$ -	1,700,000
Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	Contracted Services	$ -		$ 3,432,430	$ -		$ 4,379,200	$ -		$ 7,239,200	$ -		$ 7,239,200	$ -		$ 5,939,200	$ -		$ 2,871,200	$ -	31,100,430
All first-time training costs associated with the project.	Training	Contracted Services	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ -
Include the quote received from the data center provider for project equipment and services. Only include one-time project costs in this row. Recurring, project-related data center costs are included in CBA Form 1A.	Data Center Services - One Time Costs	Data Center Category	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ -
Other contracted services not included in other categories.	Other Services	Contracted Services	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ -
Include costs for non-state data center equipment required by the project and the proposed solution (insert additional rows as needed for detail)	Equipment	Expense	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ -
Include costs associated with leasing space for project personnel.	Leased Space	Expense	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	$ -
Other project expenses not included in other categories.	Other Expenses	Expense	$ -		$ 129,850	$ -		$ 100,000	$ -		$ 120,000	$ -		$ 126,500	$ -		$ 114,500	$ -		$ 81,500	$ -	672,350
	Total		$ -	0.00	$ 4,132,180	$ 765,367	0.00	$ 5,037,000	$ 975,445	0.00	$ 8,426,200	$ 3,432,154	0.00	$ 8,219,700	$ 3,882,237	0.00	$ 6,907,700	$ 3,882,237	0.00	$ 3,806,700	$ 2,719,901	52,186,821

CBAForm 2 - Project Cost Analysis | Agency | DHSMV | Project | Motorist Modernization Phase II

PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
TOTAL PROJECT COSTS (*)	$4,897,547	$6,012,445	$11,858,354	$12,101,937	$10,789,937	$45,660,220
CUMULATIVE PROJECT COSTS (includes Current & Previous Years' Project-Related	$4,897,547	$10,909,992	$22,768,346	$34,870,283	$45,660,220	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
General Revenue	$0	$0	$0	$0	$0	$0
Trust Fund	$4,897,547	$6,012,445	$11,858,354	$12,101,937	$10,789,937	$45,660,220
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	$4,897,547	$6,012,445	$11,858,354	$12,101,937	$10,789,937	$45,660,220
CUMULATIVE INVESTMENT	$4,897,547	$10,909,992	$22,768,346	$34,870,283	$45,660,220	

Characterization of Project Cost Estimate - CBAForm 2C		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	Confidence Level	
Order of Magnitude x	Confidence Level	50%
Placeholder	Confidence Level	

CBAForm 3 - Project Investment Summary

Agency	DHSMV	Project	torist Modernization Phas

COST BENEFIT ANALYSIS -- CBAForm 3A

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	TOTAL FOR ALL YEARS
Project Cost	$4,897,547	$6,012,445	$11,858,354	$12,101,937	$10,789,937	$45,660,220
Net Tangible Benefits	$0	$0	$0	$1,500,000	$0	$1,500,000
Return on Investment	($4,897,547)	($6,012,445)	($11,858,354)	($10,601,937)	($10,789,937)	($44,160,220)
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)	($38,837,509)	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 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

V.   Schedule IV-B Major Project Risk Assessment

The Risk Assessment Summary is a graphical representation of the results computed by the risk assessment tool. It shows that the Motorist Modernization Phase II 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 Plan along with the Department's plan to continually identify, assess, and mitigate risk throughout the life of the program.

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 Plan 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	**HIGH**
Project Organization Assessment	**MEDIUM**
Project Management Assessment	**MEDIUM**
Project Complexity Assessment	**HIGH**
Overall Project Risk	**HIGH**

VI. Schedule IV-B Technology Planning

A. Current Information Technology Environment

The current Department of Highway Safety and Motor Vehicles (The Department, DHSMV) 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 current technology environment.
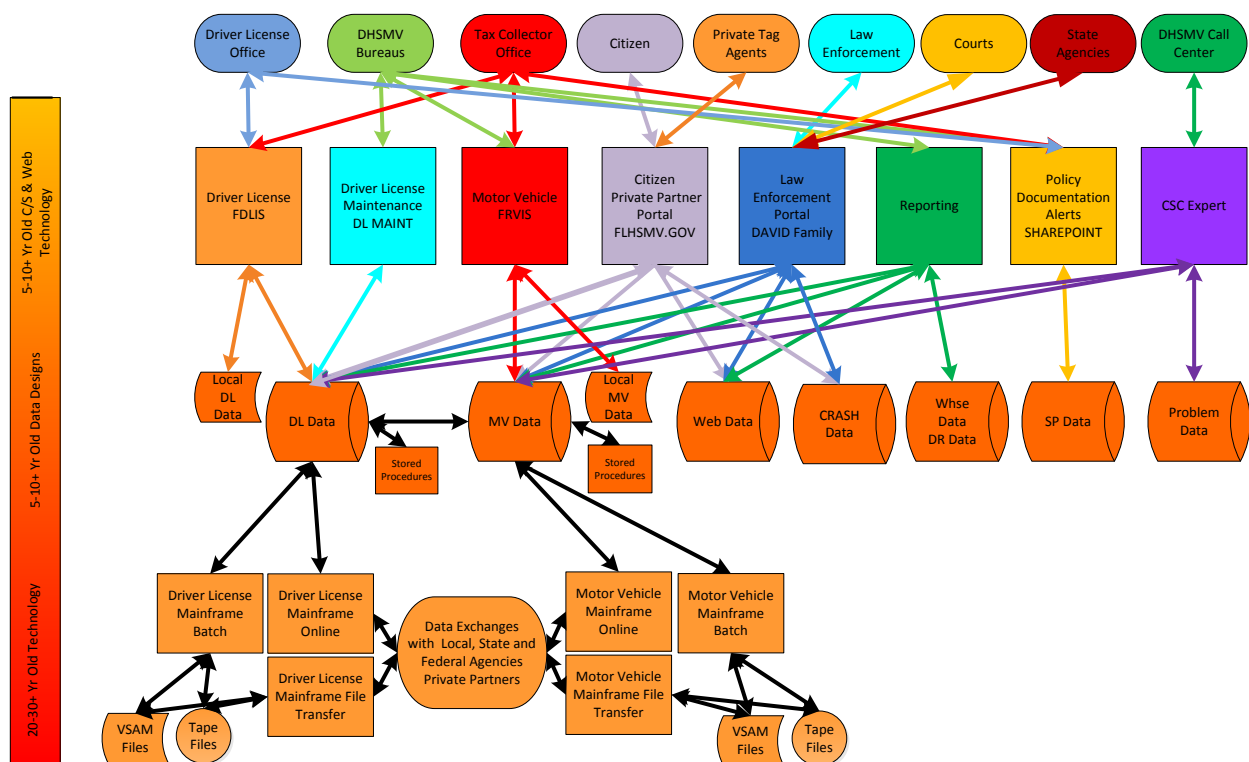
Figure 5-1 – Current Technology Environment

1. Current System

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 Compuware Uniface's client-server architecture, introducing the need to install a server in each of the field offices. In 1999, the motor vehicle system, Florida Real-Time Vehicle Information System (FRVIS), was implemented with the same architecture, but kept as a separate system, also requiring a field office server. Both systems continued to rely heavily on

batch programs for processing, with online transactions originating in field offices during the day and batch processing of the information in the central databases at night.

Over the years, the Department has added functionality to the systems to support new mandates. Various "point solutions" were purchased to address specific needs. For example, Cogent provided finger printing capabilities for commercial driver licenses, Q-matic enabled customer queue management in the field offices, and OASIS allowed centralized appointment management for the field offices. Many other examples could be cited. These modifications and additions added incrementally to the complexity of the environment.

Subsequent to FRVIS being developed, the Department recognized the benefit of having a single view of the customer. The first attempts to provide this view came in 2001 when the Driver and Vehicle Information Database System (DAVID) provided a single online view of the customer to law enforcement personnel. Another system, Express Lane, allowed customers to go to a single website to perform online driver license and motor vehicle transactions. However, Express Lane had limitations because of the separate driver license and motor vehicle databases. It still required the customer to complete multiple transactions. Changing an address required entering it twice – once for the driver license database and once for the motor vehicle database.

More recently, as Tax Collectors issued driver licenses, the demand for a single view of the customer increased. The separate nature of FRVIS and FDLIS had not placed serious limitations on the business before when driver license and motor vehicle field offices were separate. Now, as the offices physically merge, the technology 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 investigated 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 creates a single customer data view but may also introduce data integrity issues (timing and complexity of updates) between the driver license and motor vehicle databases.

Tax Collectors have continued to request other functionality such as new reports, enhanced interface features, the ability to interface with existing cashiering or document management systems. Tax Collector requests now account for a third of the total system upgrades or modification requests 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 over 30 different technical environments that must be supported by the technical staff. Many of the modification requests and projects require changes across the technology environments which increase the duration of project implementations. There are over 400 existing requests for modifications 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 affected.

a. Description of Current System

The current technical environment consists of eight major systems supported by seven different database repositories, a dozen "point solutions" and 47 web applications. Mainframe online transaction services, print services and file transfer protocol (FTP) services move data from system to system; update or print motor vehicle data; or transfer data to/from external sources. Over 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 technology environment.
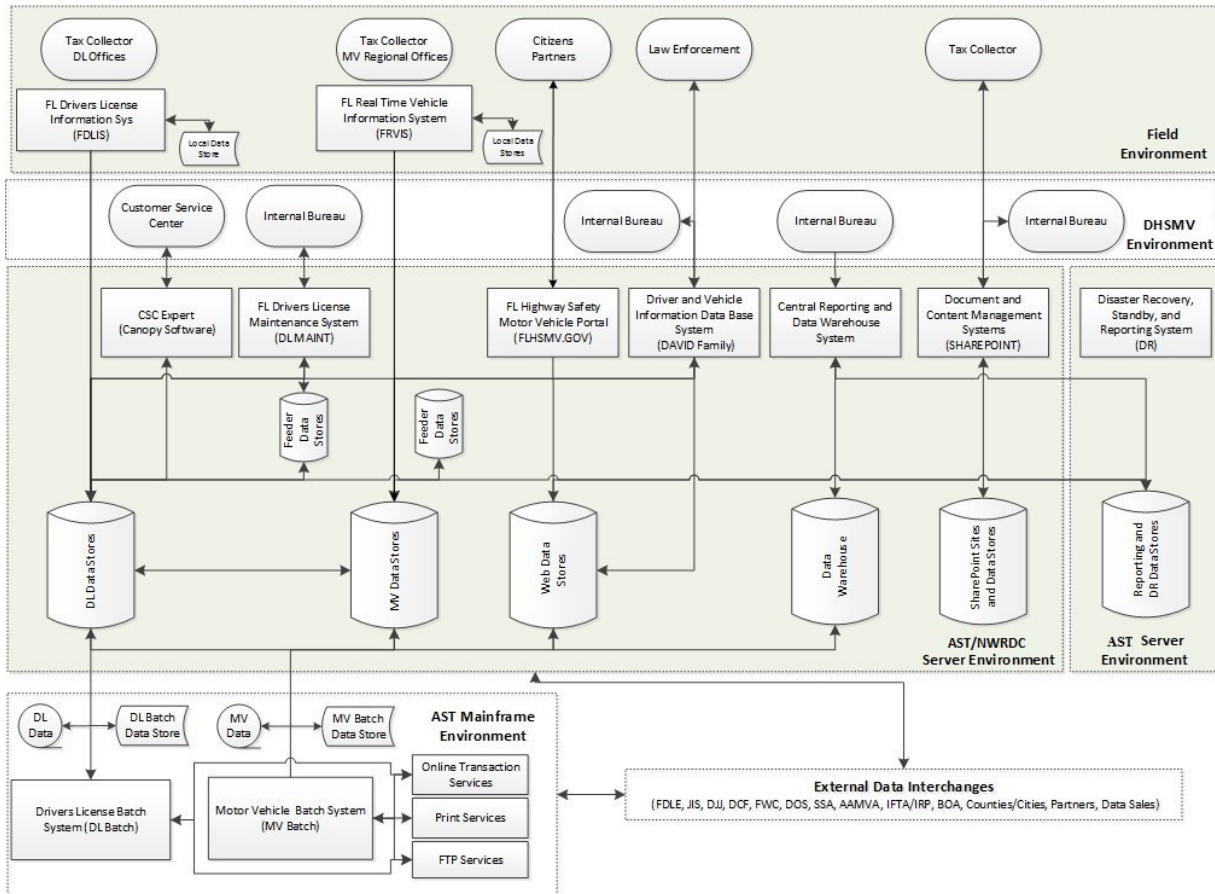
Figure 5-2 – Current System Overview

The cornerstones of the current technology environment are two information systems – FDLIS for Driver License and the FRVIS for Motor Vehicle. These systems are used by County Tax Collectors, State driver's license offices, State motor vehicle regional offices, private partners and DHSMV bureaus, to perform credentialing functions. 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.

Besides 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 self-service transactions.

- **The Central Reporting and Data Warehouse System** - used by internal DHSMV Bureaus to produce many types of reports used internally and to respond to requests from the public.

- **Customer Service Center Expert System (CSC)** - used to track contact information from the Customer Service Center.

- **The Driver and Vehicle Information 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), 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 436 servers are maintained in the field by the Department, that data is stored in over 1,500 databases in the field and updates to these systems must be promoted to 436 locations when a new version is released. Table 5-1 - System Statistics highlights the complexity of the current system as it has evolved over the years.

Number of Sub-Systems within FRVIS	17
Number of FDLIS/FRVIS Field Deployment Locations	436
Number of Unique Central Databases	14
Number of Central Tables	5,684
Size of Central Databases (Terabytes)	47.4
Number of Stored Procedures	17,139
Number of Database Software Products Deployed in the Field	1
Number of Unique Local Databases Per Remote Location	3-7
Total Number of Remote Database Instances	1,500
Number of Batch Jobs in Motor Vehicles	1,963
Number of Batch Programs in Motor Vehicles	1,294
Number of Different Types of CICS Modules	40
Number of Different Types of FTP Jobs	427
Number of Web Applications/Services	47
Number of COTS Field Deployment Locations	436
Number of Programming Languages (types and versions)	20+
Number of Database Environments (types and versions)	5
Number of Platform Environments (types and versions)	10+
Average Mainframe Application Age (adjusted to 2010)	20+ years
Average Client/Server Application Age (adjusted to 2010)	10+ years
Average Web Application Age (adjusted to 2010)	5+ years
Number of Tax Collector Offices Offering Driver License Services	133

Table 5-1 – Systems Statistics

b. 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 driver license application is currently being modernized as a part of Motorist Modernization – Phase I.

Many driver license transactions are performed in field offices or Tax Collector offices. The technical environment in DL 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 solidID database.
- Capture, is used to scan and capture driver signature and picture and track inventory card stock for printing licenses.
- Cogent, another COTS application, is used for commercial driver licenses. It stores its images on the file / print server.
- ADLTS, a COTS application for driver license exams. It stores results on the central DL EXAM database.
- CSC Expert, a highly-customized COTS application from Canopy is used, is used to record, store and retrieve issue information by the Field Support and Customer Service Centers.
- OASIS, a web-based application used to display and record appointment location and time. Driver license appointments can be made by calling your local Tax Collector or driver license office. The call will be answered locally or routed to a central appointment call center.
- Q-Matic, an in-office queuing management system implemented in some field offices in 2009.

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) to view and update driver records. First time driver license identification for citizens or non-citizens is completed by a DHSMV bureau.
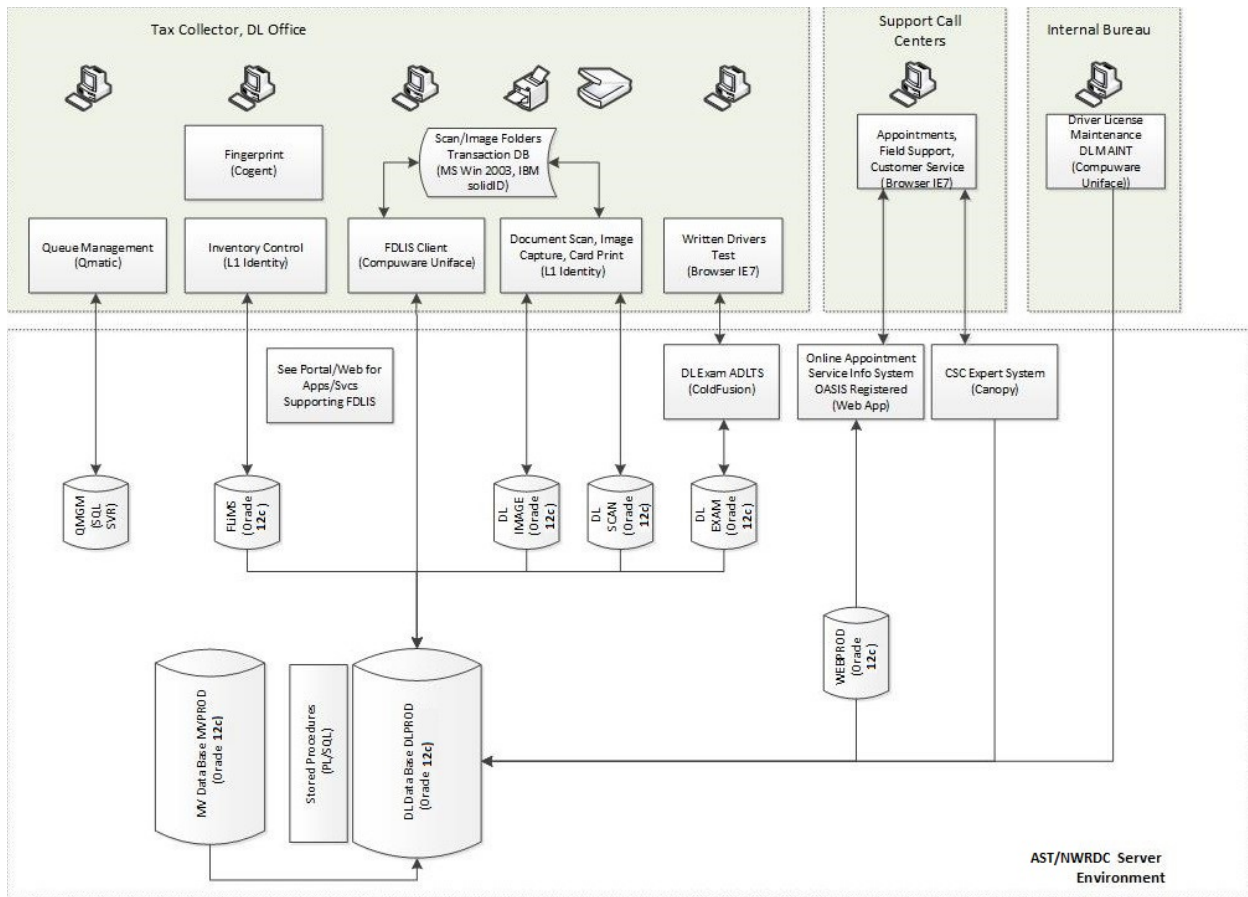
Figure 5-3 – DL System Overview

c. **DL Mainframe System Overview**

The driver license mainframe system consists of multiple batch jobs and COBOL programs scheduled and tracked through Computer Associates 7/11 tools, an online transaction processing region (CICS), inbound and outbound FTP services, and print services. The batch jobs use driver license data from multiple sources to update DL PROD, sequential tape files and VSAM files. The CICS region is used for inbound and outbound transactions, e.g. verification of social security number for FDLIS or satisfying driver information requests from colleges, etc. The FTP inbound and outbound services accept or send from external agencies or private partners bulk driver information typically processed by the batch jobs. The print services print reports, notices, etc. processed by the batch jobs.

Typical batch functions include processing sanctions, stops, insurance information, payroll and personnel reconciliation, sexual predator/offender updates, renewal notifications, data exchanges, and others.
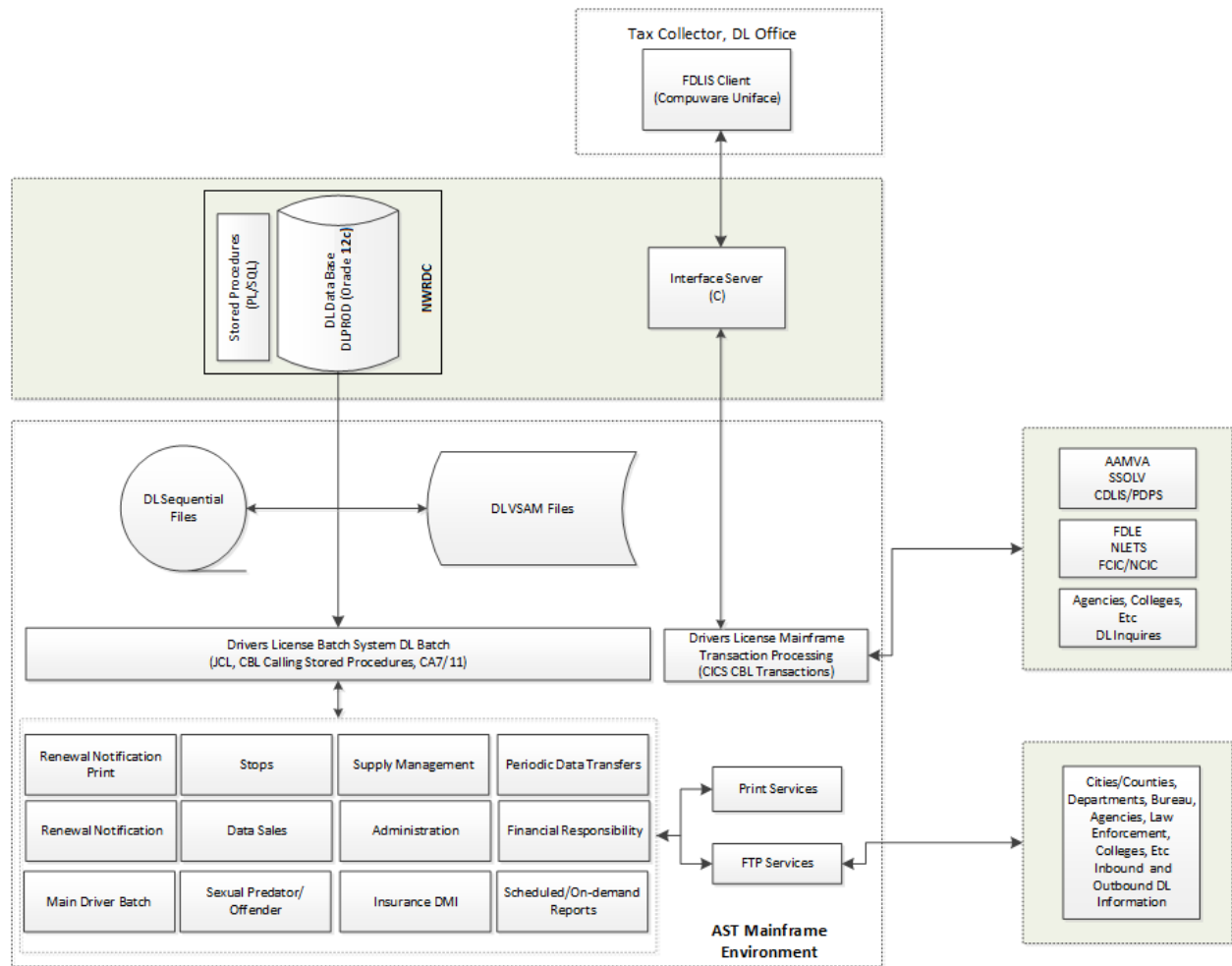
Figure 5-4- DL Batch Demonstration

d. Motor Vehicles Overview

The Division of Motorist Services, in conjunction with the county Tax Collectors and other private partners, register and title motor vehicles, vessels and manufactured or mobile homes; records liens; maintains records of motor vehicle, vessel, and manufactured or mobile home title transactions. The Division also maintains an inventory of license plates and registration decals; manages disabled parking permits; licenses motor vehicle and manufactured or mobile home manufacturers and dealers; registers commercial motor carriers under the International Registration Plan; and insures taxes are paid under the International Fuel Use Tax Agreements (IFTA / IRP).

Vehicle Registrations are performed at DMV Field Offices, Tax Collector offices or car dealerships. In field and Tax Collector offices the technical environment includes:

- FRVIS, a client/server application executing in the Tax Collector or motor vehicle regional office, enables the basic titling, registration and

licensing process workflow and stores specific motor vehicle information on the local office server (solidID database).

- CSC Expert, a highly-customized COTS application is used to record, store and retrieve requested customer information.

Documents for titling and registration collected in field offices are sent to DHSMV headquarters for high speed scanning and storage in MV PROD. Historical motor vehicle data is stored in HS PROD.   Car Dealers performing titling and registration do so through 3rd party vendors. Their proprietary software interfaces with the Electronic Filing System (EFS) updating the motor vehicle database MV PROD. The documents required by the Department are scanned at the dealership and submitted electronically to the Tax Collectors for review via EFS.
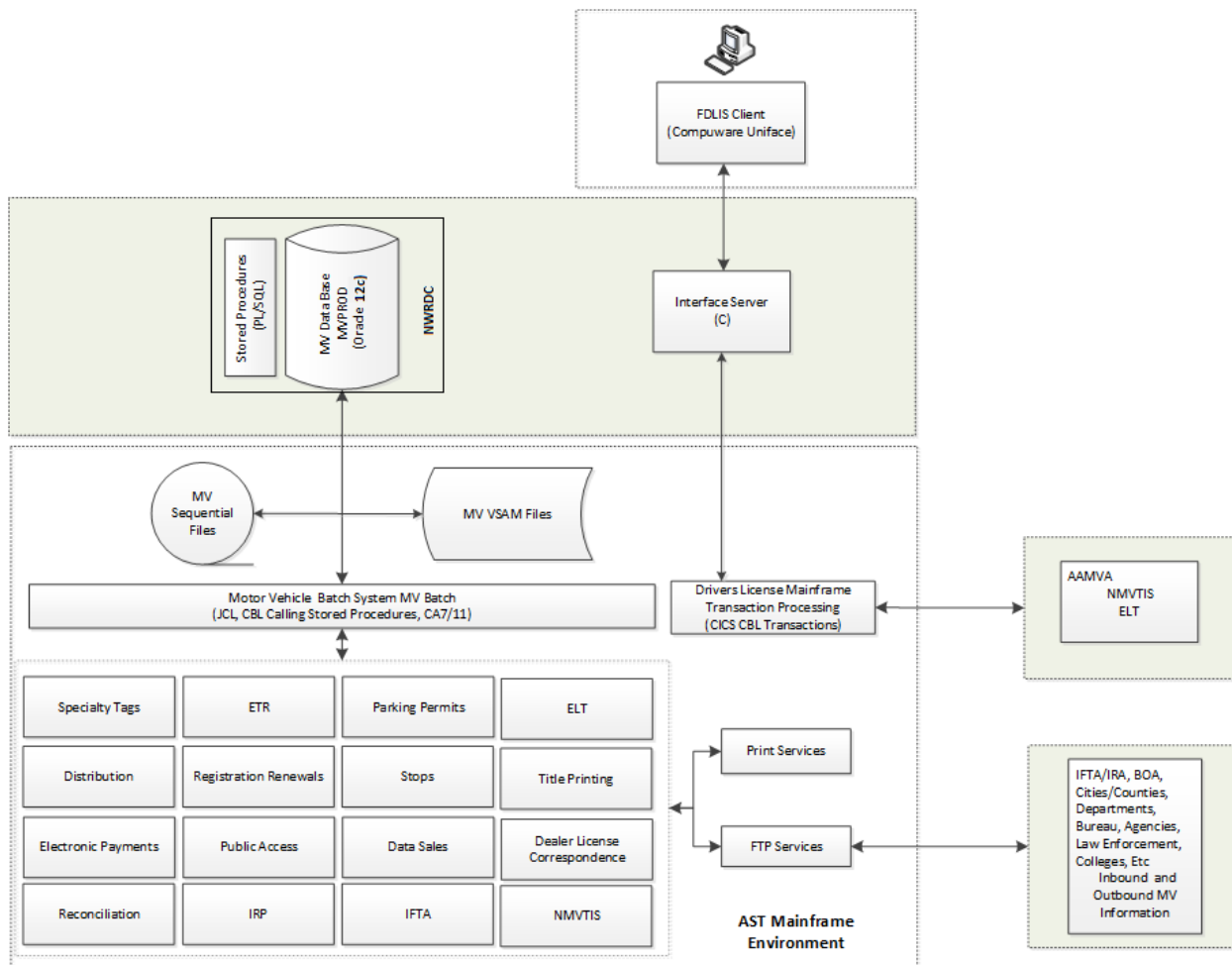
Figure 5-5 - MV System Overview

e. **MV Mainframe System Overview**

The motor vehicle mainframe system consists of multiple batch jobs and COBOL programs scheduled and tracked through Computer Associates 7/11 tools, an online transaction processing region (CICS), inbound and outbound FTP services, and print services. The batch jobs use motor vehicle data from multiple sources to update MV PROD, sequential tape files and VSAM files. The CICS region is used for inbound and outbound transactions, e.g. verification of information on a paper title with electronic data from the state that issued the title. The FTP inbound and outbound services accept or send from external agencies or private partners bulk driver information typically processed by the batch jobs. The print services print reports, notices, titles, etc. processed by the batch jobs.

Typical batch functions include processing stops, correspondence, renewal notifications, specialty tag requests, electronic payments, data exchanges, etc.
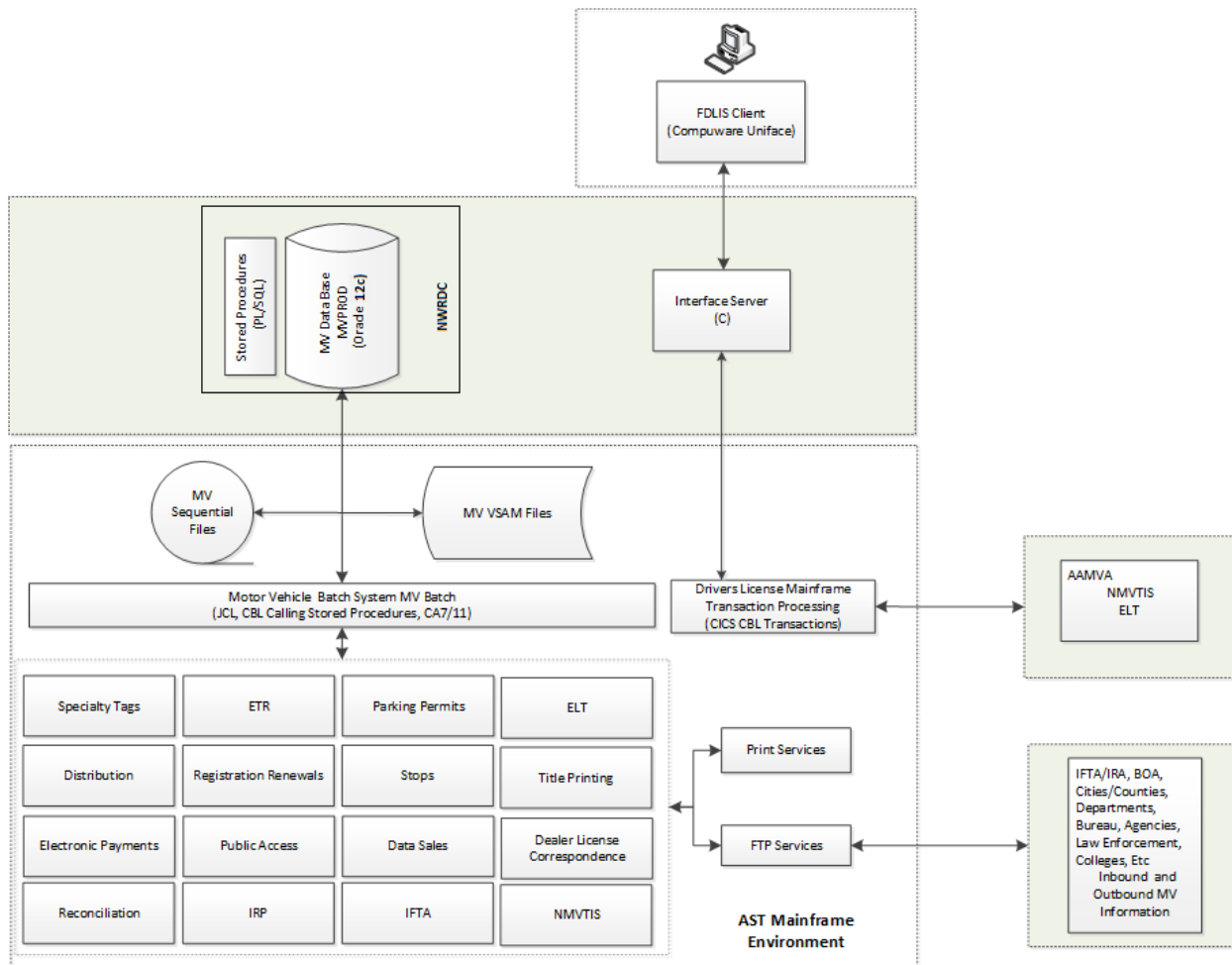
Figure 5-6- MV Mainframe System Overview

f. Portal/Web System Overview

The Florida Highway Safety Motor Vehicle Portal/Website, related web applications and web services are used by citizens, private partners, driver license offices, motor vehicle offices and county Tax Collectors to access driver license and motor vehicle information (DL PROD and MV PROD) and initiate self-service transactions. The database WEB PROD is used to store web site transaction information.

The web applications and services can be segmented into three categories: those used to support online access by the public, and those used to support FDLIS and/or FRVIS processing.
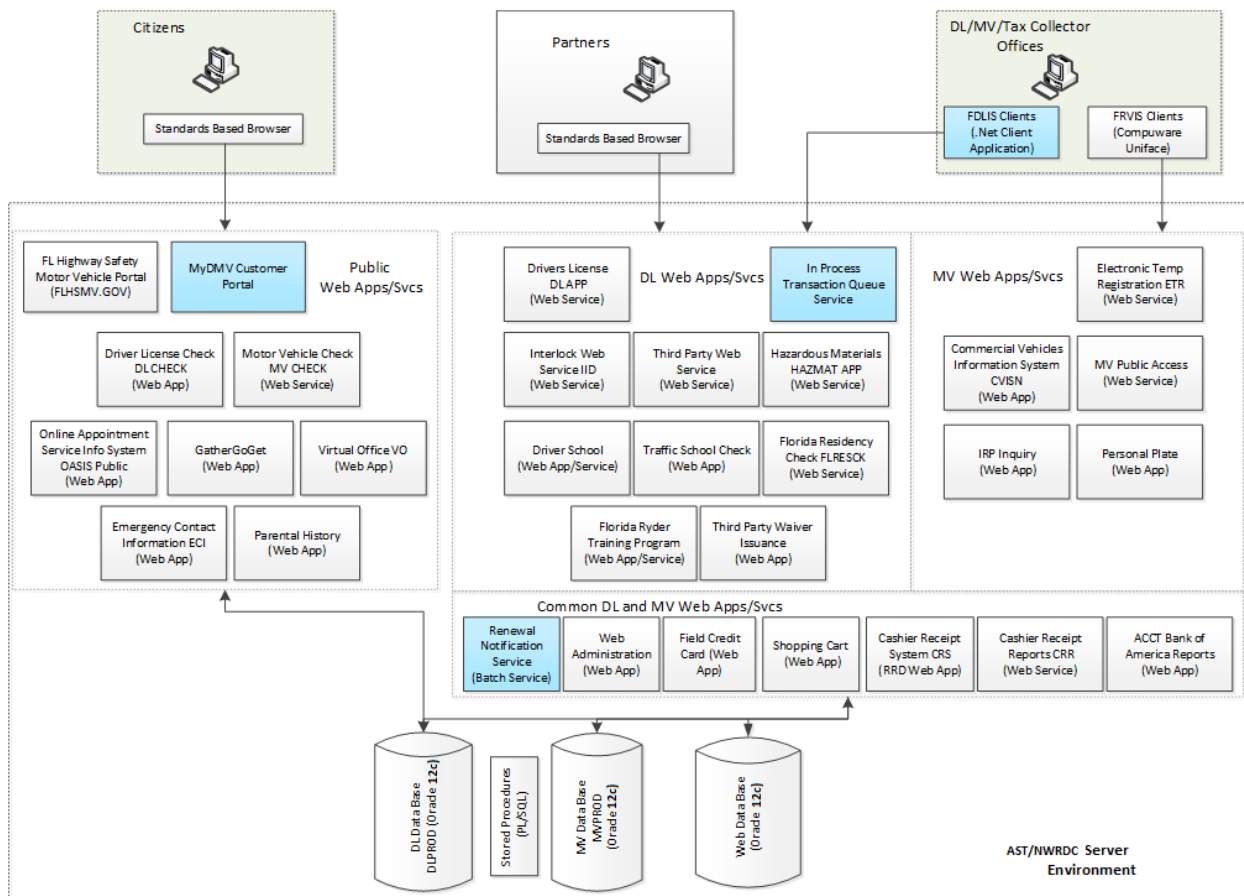
Figure 5-7- Portal/Web System Overview

g. **DAVID System Overview**

The Driver and Vehicle Information Database System (DAVID) web application and services has been functionally tailored and named/renamed for four audiences: law enforcement (DAVID), State agencies (MDAVE/DAVE), internal bureaus (IRIS) and the Office of Supreme Court Administrators (JIS).

DAVID and its variations allow for driver license and motor vehicle information searches and retrieval from DL PROD, MV PROD, WEB PROD and other DL and MV supporting databases authorized for each audience.
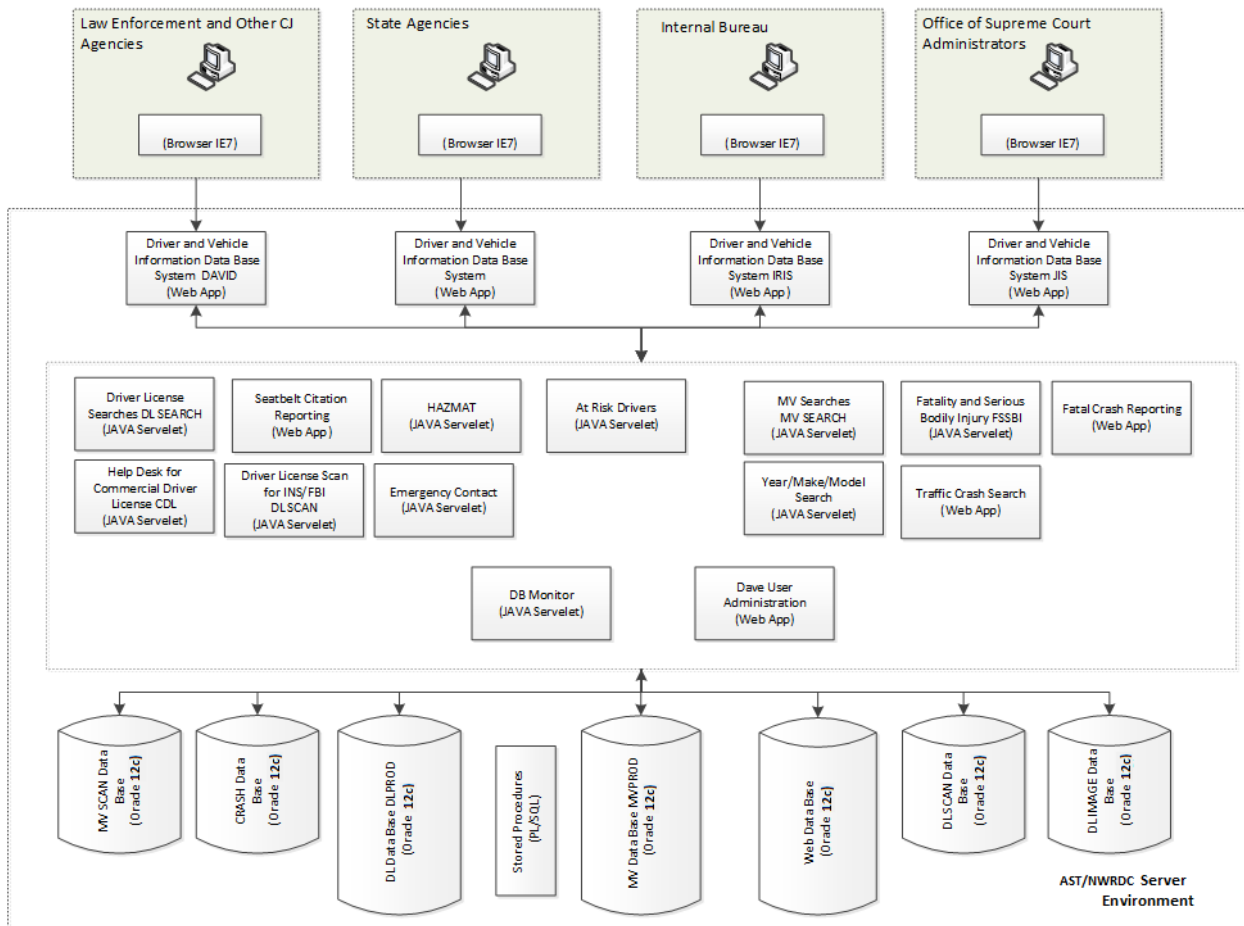
Figure 5-8- DAVID System Overview

h. **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 AST and NWRDC environment to the disaster recovery/standby environment using the QUEST Shareplex product. The HS PROD database contains pre-1999 historical data not refreshed. When a disaster is declared, access to driver license and motor vehicle information will be granted to citizens

and law enforcement through the public access web application and DAVID respectively. The AST/NWRDC and disaster recovery/standby environments are in separate buildings.

Backup tapes with a periodic offsite rotation are created from the AST 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.
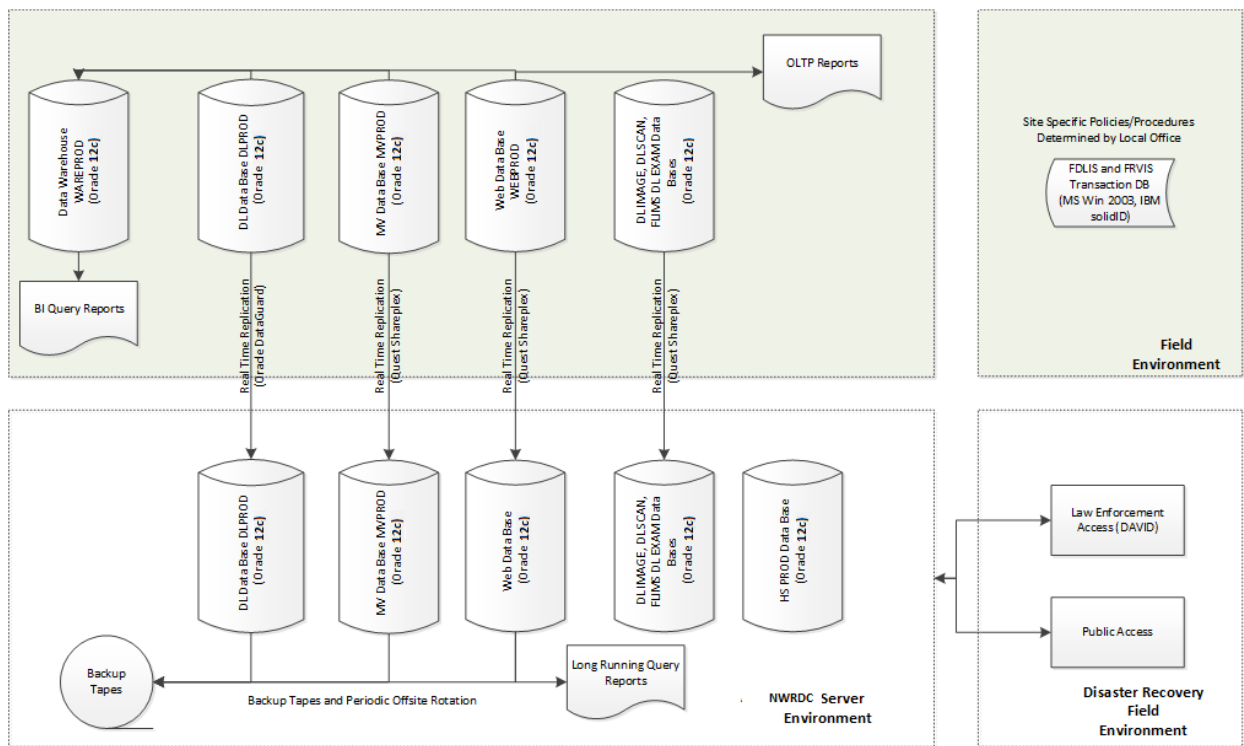
Figure 5-9- DR, Data Warehouse, and Reporting System Overview

i. Current System Resource Requirements

Table 5-2 – Current System Resources summarizes the technical resources utilized in the current system.

System	Accessibility	Usage	Hardware Platform	Software Platform	Database Platform	Program Languages
DL FDLIS	Restricted access to tax collectors and DL field offices	Max ~4000 concurrent/day	HP ML 370/Dell 2600	Windows 2008 R2	IBM SolidID, Oracle 12c , Oracle 12c , SQL SVR	Uniface, CIC, COBOL, Unix scripts, C, PL/SQL
DL Mainframe	Batch	2834 jobs between DL and MV mainframe	IBM z10	CIC, z/OS 1.9	Oracle 12c , VSAM & flat files	COBOL, Secure FTP, Unix scripts, CICS, FOCUS, Uniface, UNI, PL/SQL
MV FRVIS	Restricted access to tax collectors and DL field offices	Max ~3600 concurrent/day	HP ML 370/Dell 2600	Windows 2008 R2	IBM SolidID, Oracle 12c	Uniface, COBOL, Uniface/Windows servers, C, Visual Basic, Rational Application Developer (RAD), IBM Exchange Mailbox
MV Mainframe	Batch	2834 jobs between DL and MV mainframe	IBM z10	CIC, z/OS 1.9	Oracle 12c , VSAM & flat files	COBOL, Secure FTP, C, Unix scripts, CICS, Uniface, PL/SQL, Uniface/Windows servers, Visual Basic, Rational Application Developer (RAD), Mainframe FTP, SQL, FTP, IBM Exchange Mailbox
FLHSMV.gov	Public access	~40k web hits / day	Dell 2850/2950	Sun v 7.5	Oracle 12c	ECLIPSE, HTML, JavaScript, FileZilla, Cold Fusion
DAVID DAVE IRIS JIS	Restricted access to law enforcement and other CJ agencies, state agencies, internal bureau, Office of Supreme Court Administrators	~7.5 million web hits / month	Solaris 9 – Sun Blade 2000, V-480, V-490, V-215, V-210	Unix OS, Sun v6-7	Oracle 12c	Java and Java Servlets, Unix scripts
Data Warehouse & Reporting	Restricted update access to ISA, inquiry granted to various data analysts	~20 people have access to wareprd ~11 MV Programs	Old and new HP Microsoft	HPUX (was true 64)	SQL SVR	BI query SSIS, SSAS, SSRS, Excel, Performance point
SharePoint	Restricted access to internal bureau and tax collectors	304 sites	Dell 2850/2950 Virtual (VMWare)	Windows 2008 R2 64-bit IIS	SQL SVR	.NET, C#
Phone / IVR	Public access		eServer Xseries 206 eServer Xseries 206 Proliant ML 370 Proliant DL 360 G4P	Windows 2008 R2		.NET, C#

le 5-2 – Current System Resources

The Information Systems Administration (ISA) provides information technology services to the DHSMV divisions, bureaus and stakeholders. The sections within ISA are Service Operations, Service Development, Service Support and the Project Management Office. The ISA Section Chiefs identified the skills possessed by their staff and self-assessed the knowledge levels in each area. Understanding the capabilities of the current staff to support existing and new technologies is a data point to consider in the selection of a new environment.

j.   **Current System Performance**
Due to the decentralized, multilayered nature of the current technology system, there are not 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 presents risks to the business. From a technical perspective, the Department deals with:

- **Difficulty locating and retaining staff with necessary skill sets**: The number and age of different systems make it difficult to find and retain staff with the 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 increases as hardware and software environments age. Hardware (Mainframe) maintenance costs increase. 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. When the Legislature recently changed the fee structures for the Department's services, the effort it took to update FDLIS, FRVIS and other related systems included over 16,200 hours over a four-month period and involved external vendors and 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

A list of high level technology standards (requirements) for the proposed system is documented in Table 5-6 – Evaluation Criteria. A detailed technical requirements list will be developed in the Select & Design Work group of the motorist services modernization program.

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 has negotiated memorandums of understanding (MOUs) with data exchange partners. The MOUs specify the conditions, timing and cost (if any) under which the exchange takes place.

Current Hardware and/or Software Inventory

The following hardware and inventory encompasses those components directly related to the proposed solution to reengineer FRVIS, modify the MyDMV portal, and redesign the database in Phase II.

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 batch-related systems used in the motorist services business processes	AST Mainframe Costs $722,881
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 Handling of data among multiple, 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	AST & Uniface Licensing Costs $4,207,846
Application Servers Web Server Services Server		Lack of the capability to scale and handle load from web requests introduces the potential for errors and/or data loss.	Provides multiple access points to motorist services applications both internally and externally	

FRVIS	N/A (custom built system)	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 extremely difficult to acquire expertise The underlying databases are isolated from other Department functionality and do not interrelate well with other systems	Primary system for Motor Vehicle issuance processing	In-house staff support & software maintenance
Virtual Office (MyDMV Portal)	N/A (custom built web app)	NOTE: Phase I began upgrading Virtual Office to MyDMV Portal. Phase II will migrate motor vehicle related features into the Portal. 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 5-6 - Hardware and Inventory

B. Proposed Technical Solution

1. Technical Solution Alternatives

Five solution categories were identified in Section 5.B Proposed Solution Description as solution alternatives for the Motorist Services Modernization Program. The categories included COTS, MOTS, Transfer, Custom Build and Retain Existing System. The COTS, MOTS & Transfer Categories were combined as a solution alternative because the vendor solutions identified during the market scan met many of the common definitions of these categories.

a. Assessment of Alternatives

Three categories have been identified as solution alternatives for the Motorist Services Modernization Program: Retain Existing System, Custom Build and COTS/MOTS/Transfer.

- **Alternative 1 – Retain Existing System**
  Execute the current business processes with the existing technology environment. No significant changes or improvements to the existing business processes would be implemented. Maintenance (bug fixes) and periodic releases (legislative and policy mandates) would continue to be provided going forward. The funding source for the move from mainframe technology to server technology would be re-evaluated.

  The complexity and age of the current technology environment increases costs associated with staffing, skill sets, maintenance (bug fixes), data synchronization (errors), implementing timely changes (legislative and policy mandates), and integrating new functionality.

  The current technology environment is not aligned with the Department's organization, which includes the transfer of driver license issuance to the Tax Collectors and customer expectations for self-service.

- **Alternative 2 – Custom Build**
  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 reengineering 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 provide input on developing the system
- Higher quality of support for the software dealing directly with developers in-house

- **Alternative 3 – COTS/MOTS/Transfer**
  Implement new business processes supported by a technology environment with forward looking business functionality/rules while limiting the risk associated with a custom build system.
  This alternative requires the Department go through the State's purchasing process to procure the commercially available solution that most closely aligns with the needs of the Department and contract with a vendor to configure and / or customize the solution. The commercially available solution must also be integrated with 3rd party applications and point solutions to meet the Department's needs. Several existing components of the current technology environment (e.g. web services) may also be configured with the commercially available solution. Some business processes must be modified to accommodate the system's approach, though the majority will be met by, or configured to meet, the existing core functionality.

2. Rationale for Selection

To select the option communicated below, potential solutions were evaluated against their likelihood to deliver the 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 implemented 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.

3. Recommended Technical Solution

The Department recommends replacing some of the older legacy applications and back-end mainframe-based processes with custom developed software systems. 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. Risk is 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.

a. Redesign Database Structure and Implement Data Quality Controls
Motorist Modernization – Phase II incorporates the Phase I database redesign as the foundation on which the proposed solution is built. 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 to support all areas of Motorist Services business.

The new design will require the addition of Motor Vehicle 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.

This model will support all Agency activities going forward. In the near term, this will include the re-engineered MyDMV and FRVIS. The life expectancy of the data model is closely related to the usage of those systems.

Implementing this data model will utilize existing Oracle licensing and administrative resources. New subject areas will be deployed adjacent to existing legacy data schema to better facilitate synchronization efforts. Also, there will be an emphasis on utilizing the Department's highest available version of the Oracle database software for improved feature usage and vendor support.

This effort will require the following software:
- Oracle Database
- CA Erwin Data Modeler Workgroup Edition
- Blueprint
- Database Synchronization tool with real-time and Change Data Capture (CDC) capabilities

b. **Replace Florida Real-Time Vehicle Information System (FRVIS)**
The first subsystem is the replacement of the Florida Real-time Vehicle Information System (FRVIS) and its underlying subsystems. Re-engineering FRVIS will ensure maintainability, 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 based on best practices with proven technologies such as a .NET programming language with a service-oriented architecture (SOA) provides the application flexibility to adapt, increases maintainability, and allows 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 FRVIS 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 below:

1) **Web Services** - The FRVIS 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 a different style application is determined to be needed. A new application can reuse business logic 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 and also for the ability to access local hardware, the client application installed on the workstations was designed and implemented as part of Phase I and utilizes a Single Page Architecture (SPA) architecture.

3) **Web Applications** – Pieces of the application that require no local 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 FRVIS application.

5) **Data Warehouse for Reporting** – To keep the data in a format 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.

The proposed replacement to FRVIS is designed as a web-based application. The application relies on the connection to the data center to operate. The application will be deployed in two networking environments:

1) **DHSMV offices** - connected through the secure Department network already established.

2) **Tax Collector offices** - connected through local maintained networks, secure Department networks, and secure internet connections.

All development will occur in-house using FTE and support services vendor resources. Development will be based upon the Microsoft .NET environment with Oracle, Microsoft SQL Server databases and CouchBase as data stores. The development methodology will be a hybrid (Agile /Waterfall) approach. All high-level requirements will be gathered up-front using a waterfall-style approach.

The proposed FRVIS replacement design will use a series of interfaces to accomplish the decoupled SOA design. In line with an SOA approach, internal services will be used between applications and the databases that store application data. Business services will be used in both client-server applications and web-based applications for the separation of concern.

Microsoft .NET and the proposed databases are mature and being used worldwide. The Service Oriented Architecture (SOA) approach allows for ease of maintenance, isolation of tasks, and seamless upgrades.

c. **Development of a Fleet Management System**
The Department will create a new subsystem that will allow participants to manage the title and registration activities for all fleet vehicles electronically. These activities include renewing all expiring registrations at one time, title and register vehicles electronically, report vehicles sold and manage fleet records.

d. **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 motor vehicle 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 customer-facing features are required.

The MyDMV portal application is an external application available 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 through 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 this project builds on are of the highest maturity level. The tools selected for developing the proposed solution are 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 low risk factor. Designing with a Service-Oriented Architecture allows for flexibility and ease of maintenance for a system planned to be in production for many years.

The MyDMV web portal comprises these components based on a decoupled SOA.
1) Web Application – The web application portion of the system is what external customers can access. This will provide access to the functions provided by the Department based on what is available to that user.

2) Web Services – Data access from the system will be provided through internal web 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 must be collected before any transactions can be completed.

5) Fee Engine Integration – Used to determine the fee to be charged for a service.

C. Proposed Solution Description

1. Summary Description of Proposed System

The proposed solution design extends the service-oriented architecture (SOA) design provided by Phase I that provides a solid yet flexible foundation and customer-centric database redesign on which the solution can be developed. The proposed solution consists of the components identified in the following matrix:

Component	System Type	Technology	Connectivity	Security / Privacy Considerations	Development / Procurement Approach	Internal / External Interfaces	Maturity / Longevity of Technology
Database Redesign	Database	Oracle RDBMS	Internal	ISA Security Policy / Limited access	In-house development	All DHSMV Systems Tax Collectors Field Offices	High
FRVIS	Internal Client Application With Internal Service Interface	Microsoft .NET (C#) Oracle RDBMS Web Services	Thin Client / Web / Web Services	ISA Security Policy / Limited access / Partner Authentication	In-house development	All DHSMV Systems Tax Collectors Field Offices	High
MyDMV Portal	External Website / Internal Web Services	Microsoft .NET (C#) Microsoft SQL Server Oracle RDBMS	Internet / Web Services	ISA Security Policy / Limited access	In-house development	Public MV Related System Functionality	High
Fleet Management System	Internal COTS	Unknown	Web Services	ISA Security Policy / Limited access	Vendor Solution / COTS	All DHSMV Systems Tax Collectors	High
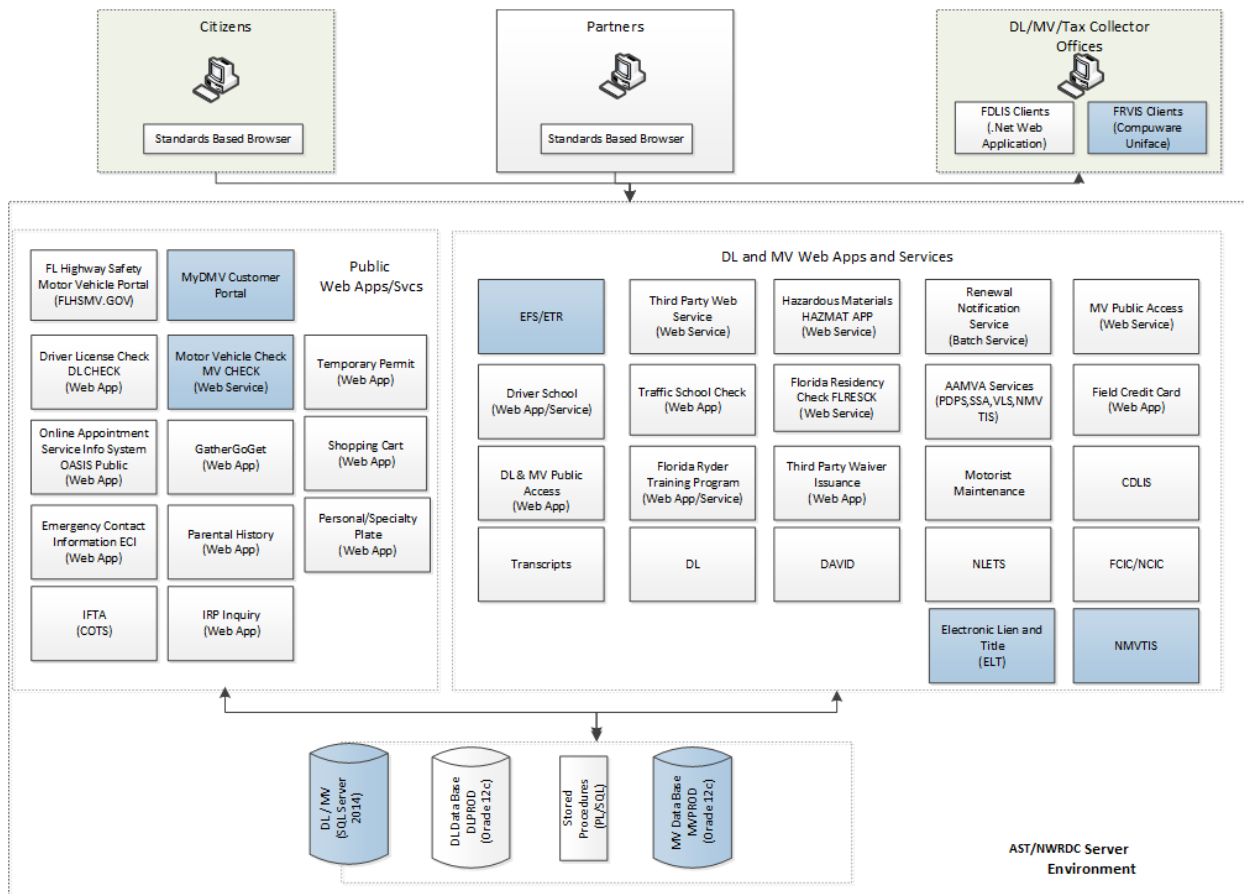
Figure 5-10 – To-Be System Overview

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

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.

Motorist Modernization – Phase II will require staff augmentation in the Service Development bureau to assist with developing components of the system. As we proceed with development with a customer centric database, the Department will also require the technical skills of an experienced data architect.

Motorist Modernization – Phase II will be achieved through a phased, iterative approach over six years.

D. Capacity Planning
(historical and current trends versus projected requirements)

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 used for implementing this second phase of Motorist Modernization. The field client server architecture that supports current FRVIS functionality will be eliminated. The existing server and database platforms housed in the data centers is, in most cases, over six years old and needs to be replaced. In collaboration with the state data centers, the Department has started an initiative to replace the aging hardware and 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 bandwidth. Where applicable, existing network usage has been calculated and considered 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 AST. 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 second phase of Motorist Modernization will require a separate Oracle database instance for development, which has been completed as a part of Phase I. 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.

Table 5-5 - Number of Transactions Processed below demonstrates the large volume of business transactions processed through the current systems annually:

Number of Vehicle Registrations transactions processed through FRVIS (not including mobile home and vessel transactions)	21.2 Million
Number of titles issued for motor vehicles, manufactured homes, and vessels through FRVIS	6 Million
Number of IFTA Decals issued	58,908
Number of IFTA Tax Returns processed	57,810
Number of IRP Plates issued	45,344
Number of Dealer and Manufacturer Licenses issued through FRVIS	13,896

Number of Motor Vehicle and Manufactured Home Consumer Complaints investigated using FRVIS	4,486
Number of driver license transactions processed over the Internet	761,088

Table 5-5 - Number of Transactions Processed

VII. Schedule IV-B Project Management Planning

To manage the components of the Motorist Modernization program, the Department utilizes a project management framework based on the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK). Please see the following appendices for more information:

Appendix B – Project Management Plan
Appendix C – Project Schedule
Appendix D – Project Risk Register

VIII.   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
BIL	Bodily Injury Liability
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's 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
DHS	Department of Homeland Security
DHSMV	Department of Highway Safety and Motor Vehicles
DI	Driver Improvement

Acronym	Description
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
DUI	Driving Under the Influence
DUT	Driver Uniform Ticket (Traffic)
EFS	Electronic Filing System
EREC	Electronic Repository of Executed Contracts
FAME	Financial Accounting Management Exchange
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

Acronym	Description
IID	Ignition Interlock Device
ISA	Information Systems Administration
IVR	Interactive Voice Response
MV	Motor Vehicle
NWRDC	Northwest Regional Data Center
OASIS	Online Appointment Service and Information System
PDC	Primary Data Center
PDL	Property Damage Liability
PIP	Personal Injury Protection
SAVE	Systematic Alien Verification for Entitlements
SFTP	Secure File Transfer Protocol
SLA	Service Level Agreement
SOA	Service Oriented Architecture
SSA	Social Security Administration
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

IX.   Appendix B: Project Management Plan

Motorist Modernization Program

Information Systems Administration ♦

Office of Motorist Modernization ♦

Phase II Program Management Plan
Version 2.0

Contact Information

To request copies, suggest changes, or submit corrections, contact:

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File Information

File Location: All program artifacts will be maintained in the MM project control book (PCB) and in the project portfolio management (PPM) tool.

Revision History

Date	Version	Revised By	Description
9/30/2016	1.0	K. Green	Initial Draft
7/30/2017	2.0	C. Dent	Major edit to update Program Organizational Charts and Process Flows; Major edit to update the Agile development-related decision matrix; minor verbiage updates.

Table of Contents

1. Purpose of Document

This Program Management Plan (PMP) provides guidelines for the Motorist Modernization program identifying the:

- Purpose of Document

- Background and Business Need

- Assumptions and Constraints

- Program Scope and Methodology

- Critical Success Factors and Program Benefits

- Program Organization

- Human Resource Management

- Cost Management

- Time Management

- Risk and Issue Management

- Change Management

- Quality Management

- Communications Management

- Document Management

- Organizational Change Management

- Configuration Management

- Vendor Management

- Common Acronyms & Terms

- Signature and Acceptance Page

The Program Management Plan (PMP) is a "living" document that is prepared early in the Planning Phase of the program. The PMP identifies key elements of the program management strategy and the high-level activities and deliverables of the program.

2. Background and Business Need

The Motorist Services program within the Department of Highway Safety and Motor Vehicles supports the issuance of approximately 4.7 million driver licenses/identification cards and 28.9 million motor vehicle titles and registrations in Florida annually[1]. These services provide more than $2.4 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 a significant revenue source of the state's general revenue funding.

The Department has been issuing licenses and registering vehicles as a consolidated agency since 1969 when the Governmental Reorganization Act combined the Florida Department of Public Safety and the Department of Motor Vehicles, but since that time the department 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.

In 2014, the Department began the process of modernizing legacy driver license systems. The modernization of the driver license system will provide significant improvements that will increase and enhance customer service and also create a customer portal that will provide an additional customer service option in which customers can perform some driver license services online.

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[1] Statistics are as of FY 2016-17. Updated figures may be obtained upon request.

As the Department continues additional phases of modernization, the goal is to unify driver license and vehicle registration systems to simplify office visits and expand online services for our customers.   During Phase II of modernization the Department will continue to reduce duplicative processes and continue to increase the efficiency and effectiveness of service.

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

The Department created the Office of Motorist Modernization to manage this effort from a technology perspective. Major activities include planning and managing all functions related to the delivery of the new motorist systems program roadmap, data modeling, motorist business application architecture, requirements management, and modernization of the motorist information technology systems to align with the current organizational structure and business processes of the new Motorist Services Division. This effort will leverage technological advances in the software, hardware and network arenas to provide faster and more effective computing solutions.

3. Assumptions and Constraints

3.1. Assumptions

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.

- The program objectives will be one of the Department's top priorities under the direction of the Office of Motorist Modernization.

- The business partners in DHSMV will provide the necessary resources to participate when needed. If requested resources are not available, a knowledgeable replacement will be provided.

- This program will have executive and senior level management support.

- The program will implement a governance structure and follow the procedures set forth in the documented Decision Escalation Matrix in Section 6.6.

- Any changes that introduce risk to the program must be approved by the ESC. All changes will be reported to Department Governance and documented and stored with program artifacts.

- This program will use a combination of Department staff and contracted support.

- This program will use a blended waterfall-agile project management methodology.

- Required funding will be approved.

- The Motorist Modernization Program will use a service-oriented architecture (SOA) in a Microsoft .NET framework for development.

3.2. Constraints

- There are several other projects (new and operational) that will compete for resource availability.

- The Motorist Modernization Program depends upon the successful and timely completion of associated projects.

- Difficulty obtaining funding for the program, resource constraints and general economic disturbances could restrict the ability of the team to complete the scope of this program during the desired time frame.

- Resource availability due to high rate of attrition within the Department.

- Implementation of program objectives will be heavily dependent on the acquisition of knowledgeable resources and/or training provided to bring current resources up to speed.

- Priority shifts and/or legislative mandates could have an impact on the ability of the program to achieve stated objectives.

- Dependency on the cooperation and availability of external stakeholders may impact the ability of the program to achieve stated objectives.

- Advances in technology can cause program delays due to lack of knowledge of the new technology, availability of training or availability of resources with experience in the new technology.

4. Program Scope and Methodology

4.1. Scope Statement

The Motorist Modernization – Phase II Program, beginning in July 2017 and running for approximately six years, will alleviate the immediate support burden to Motorist Services business operations through the following:

- **Redesign database structure and implement data quality controls.** The Department recognizes the need to 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.

- **Replace the Florida Real-Time Vehicle Information System (FRVIS) and supporting systems**. FRVIS is a client/server application deployed in the tax collector and regional department offices statewide to support the motor vehicle issuance process workflow. In order to stay interoperable with the changes to the underlying database, the batch processes that maintain motor vehicle records and FRVIS must be upgraded in unison. The FRVIS system includes the following subsystems:

  - **Titles:** Subsystem that is used to provide titling service such as original title, duplicate title and title transfers.

  - **Registrations:** Subsystem that is used to provide registration services to customers including issuance of an original, renewal, replacement, and duplicate registration.

  - **Inventory:** Subsystem that is used to track and manage issuance of inventory, such as decals, title paper and license plates.

  - **Vehicle Inspections:** Subsystem that is used to support inspection of rebuilt motor vehicles, mobile homes or motorcycles previously declared salvage or junk.

  - **Disabled Persons Parking Permit Placards:** Subsystem that is used to provide original, temporary or subsequent parking permit placards to customers.

  - **Dealer Licensing / Consumer Complaints:** Subsystem that is used to support the regulation of licensing of motor vehicle dealers and manufacturers, and track consumer complaints.

  - **Mobile Home Installer:** Subsystem that is used to support the installation of mobile homes, manufactured homes and park trailers and for the manufacture of components, products, or systems used in the installation of mobile homes, manufactured homes and park trailers.

  - **International Fuel Tax Agreement / International Registration Plan (IFTA/IRP):** IFTA is the subsystem that is used to support an agreement between states and Canadian provinces to simplify the reporting of fuel use by motor carriers. IRP is the subsystem used to support the reciprocal agreement that authorizes the proportional registration among the jurisdictions (states) of commercial motor vehicles.

- **Development of a Fleet Management System.** The Department will create a new subsystem that will allow participants to manage the title and registration activities for all fleet vehicles electronically. These activities include renewing all expiring registrations at one time, title and register vehicles electronically, report vehicles that have been sold and manage fleet records.
- **MyDMV Portal.** The Department is creating a new customer portal as part of Phase I of Motorist Modernization. The new customer portal replaces GoRenew.com the Department's current self-service portal also known as "Virtual Office" which provides limited access to services for motorists. In attempting to establish better authentication practices, ease of use has been significantly impaired. During Phase II of motorist modernization the Department will continue to add functionality focusing on motor vehicle services to the MyDMV Portal that will allow motorists to access more services, allowing citizens to interact with the Department via this self-service portal.
- **Expanded 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 Enhancement (DRIVE) project, the Department developed a fee engine that supports the Electronic Filing System (EFS). As part of Motorist Modernization Phase II, all motor vehicle fees will be implemented in the new fee engine.

Implementation of Motorist Modernization Phase II 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.

Any changes to the scope of this Program must follow the change management plan, be approved by the Executive Steering Committee (ESC), and reported to Department Governance. The approval will be kept with the program artifacts.

4.2. Program Deliverables

The following table contains a preliminary list of program deliverables which will be updated accordingly. Projects conducted in the program will include a separate and specific list of project deliverables with corresponding completion and acceptance criteria.

Deliverable Name	Completion and Acceptance Criteria
Program Charter	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 (PMP)	A document authored by the Program Manager and approved by the Executive Steering Committee providing the guidelines and procedures by which the program will be administered and managed.
Risk, Issue, & Action Registers	Prioritized list of identified risks and actual issues during the program.
Change Log	List of all change requests approved by the appropriate governing body.
Status Reports and Meeting Actions	Record of program status delivered and decisions/actions taken.
Meeting Minutes	All decisions made during meeting will be documented and accepted during the meetings.
Program Schedule	An agreed upon schedule by members of the program team. This is also referred to as the Integrated Master Schedule (IMS).
Schedule IV-B	Feasibility study detailing the plan, objectives, cost-benefit analysis, and risks for specific program initiatives for the upcoming fiscal year.
Legislative Budget Request (LBR) for Program Costs	Identify items, their costs, and narrative to explain why items are required for the program initiatives.
Request for Quote (RFQ) for required services	Formal request to hire vendor assistance for staff augmentation, etc.
Request for Information (RFI)	Formal request for more detailed information and specification from vendors offering specific products and

Deliverable Name	Completion and Acceptance Criteria
	services critical to modernization.
Support Services Vendor Deliverables	Deliverables developed in accordance with the program's support services vendor contract.

4.3. Program Exclusions

Anything not explicitly stated in the scope of this program is implicitly excluded.

4.4. Program Methodology

The Motorist Modernization Program will utilize the DHSMV Information Systems Development Methodology (ISDM) to complete program activities. The DHSMV ISDM utilizes **both waterfall and agile methodologies** for specific activities within the program.

4.4.1. Waterfall Methodology

A waterfall approach will be taken to manage certain activities and deliverables that have a natural progression and interdependency on each other. Examples include the development and documentation of the project charter, project management plan, resource on-boarding, project kick-off, etc.

As the Program progresses, the waterfall methodology will be used to formalize the outcomes of the legacy system as-is reviews, gap analysis work, database design activities and development preparation. These deliverables will be constructed by gathering or creating documents, evaluating the legacy system COBOL and PL/SQL programs as well as various discussions surrounding the existing database synchronization structure and challenges. These tasks are laid out in a traditional waterfall approach, having a natural order with predecessors and successors clearly defined within the program schedule.

The overarching IDSM has a multitude of stage containment activities. There is an evaluation of the Program's progress at various points to ensure work has been completed and stakeholder approval has been achieved in order to proceed to the next stage of activities.

4.4.2. Agile Methodology

The Motorist Modernization program leverages the agile methodology in recognition that the business rules and requirements for all projects will continue to be refined in an iterative manner leading up to development. With a multitude of stakeholder groups, the agile approach allows representatives to prioritize their requirements and business needs, formulate user stories, document epics and do so on a planned, incremental basis.

With the agile methodology, a group of project members forms a "Scrum Team". This will be a collection comprised of internal stakeholders, customers (or their representatives), a product owner, the development & testing team and a Scrum Master. As requests are gathered from the stakeholders, a "Backlog" is formed and inventoried. Sprints are then planned to take focused requests from the backlog and develop a reviewable work product.

5. Critical Success Factors and Program Benefits

5.1. Critical Success Factors

Critical success factors for the Motorist Modernization program are specific circumstances that must be in place to ensure delivery of the stated program objectives. These include:

- The program will be the Department's top priority under the direction of the Office of Motorist Modernization.

- DHSMV will provide the necessary resources to participate when needed. If requested resources are not available, a knowledgeable replacement will be provided.

- The program will implement a governance structure and follow the procedures set forth in the documented Decision Escalation Matrix in Section 6.6.

- Any changes that introduce risk to the program must be approved by the ESC. All changes will be reported to Department Governance and documented and stored with program artifacts.

- Required funding will be approved.

- The program will achieve stakeholder buy-in and support.

- The program team will meet key milestone deadlines set forth in the Integrated Master Schedule (IMS).

- The program team will follow the management procedures set forth in this document.

5.2. Benefits Realization Table

The Benefits Realization Table describes the benefits which accrue from the Motorist Modernization program implementation, including estimated values computed for the tangible benefits. The tangible benefits are assessed against business conditions and are conservatively estimated. This information may be obtained from the Schedule IV-B for Motorist Modernization. The Benefits Realization Table will be reviewed each year during the Legislative Budget Request process and updated as needed in the Schedule IV-B submitted each year.

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6. Program Organization

This section details the high-level program organization, roles and responsibilities, and also details the high-level program team structure. The program blends dedicated full-time staff with augmented staff to address both the short-term objectives and the long-term support of the program.

6.1. Program Organization High-Level Overview

Figure 6-1 shows the program organization and the relationship between its components.

Figure 6-1 – Program Organization

6.2. Executive Steering Committee

Figure 6-2 illustrates the current Executive Steering Committee members. Any modifications to the Phase II program ESC to ensure adequate leadership representation as it pertains to motor vehicle-related issuance services will be performed within the first six months of the program's initiation. For more information about the ESC, please refer to the committee's charter located in the program's PCB.

Executive Steering Committee Members
(5 Representatives)

Executive Director
DHSMV
(Executive Sponsor)

Deputy Executive Director
DHSMV

Chief Information Officer
DHSMV

Director of Motorist Services
DHSMV
(Program Sponsor)

Chief of Administrative Reviews
DHSMV
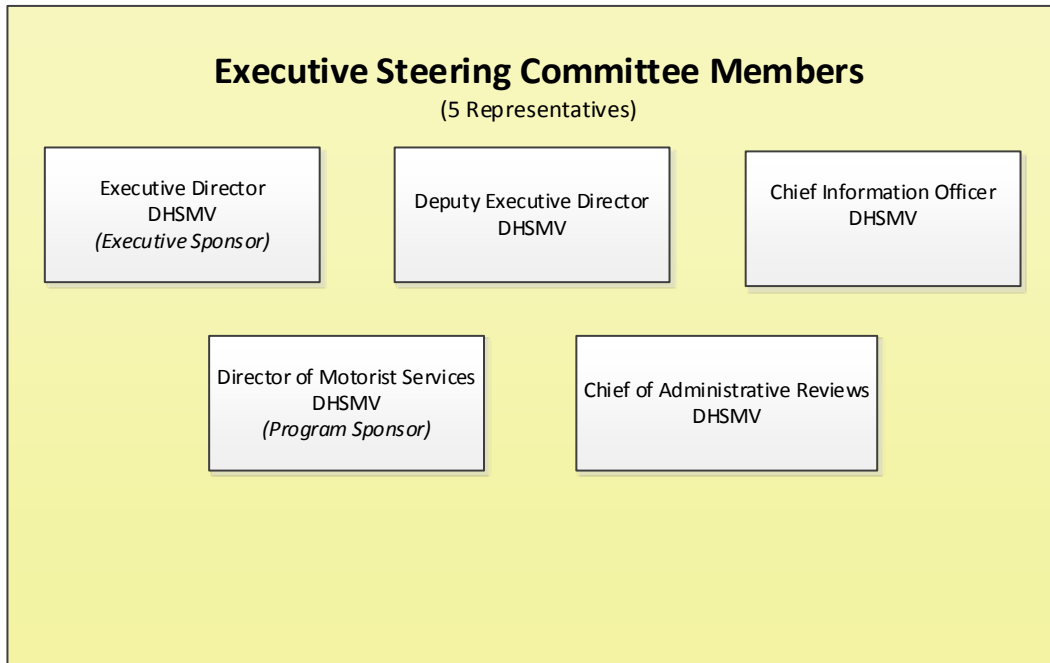
Figure 6-2 – Executive Steering Committee

6.3. Program Advisory Board

The Phase II program Advisory Board will be established by the ESC within the first six months of the program's initiation.

6.4. OMM Leadership Team

Figure 6-3 illustrates the OMM Leadership Team members.
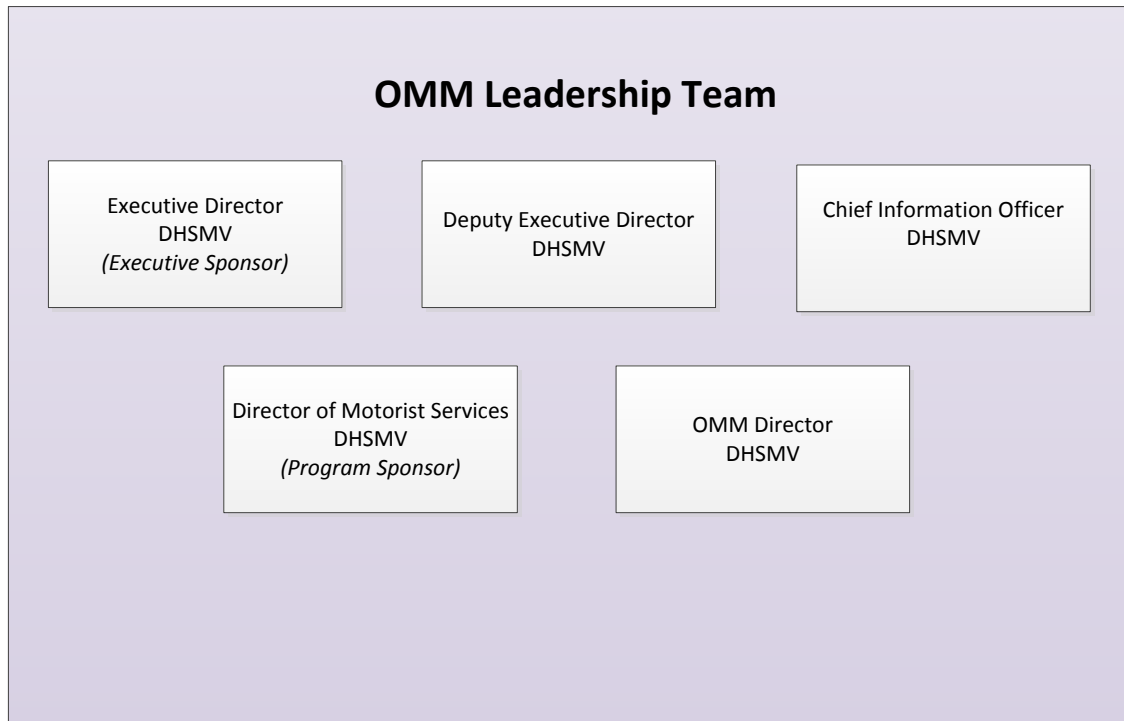
Figure 6-3 – OMM Leadership Team

6.5. OMM Change Control Board (CCB)

The Phase II program Change Control Board will be established at least 6-months prior to the start of software development. Until it is established, all changes will be governed in accordance with the Decision Escalation Matrix in Section 6.6 and the Change Management Process in Section 11.

6.6. Decision Escalation Matrix

The Motorist Modernization program includes a governance structure that serves as the foundation for all program-related decisions. The following decision escalation matrix identifies the governing bodies, roles, and responsibilities by priority level. For guidance on Agile development-related changes, please refer to the more detailed decision escalation matrix in Section 6.7.

Governance Body	Schedule	Scope	Budget	Risks / Issues	Resources
	Decisions involving the creation and management of the Motorist Modernization Program Integrated Master Schedule (IMS). Includes intra-Program and cross-project dependency identification and management.	*Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.*	*Decisions involving the creation and management of the Motorist Modernization Program Budget.*	*Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.*	*Decisions involving the acquisition and management of the Motorist Modernization Program Resources.*
HIGH PRIORITY ITEMS					
ESC *Ensure the program meets overall objectives and:* *− Provide management direction and support to the program management team;* *− Assess the program's alignment with the strategic goals of the department;* *− Review and approve or disapprove high-priority changes to the program's scope, schedule and costs;* *− Review, approve or disapprove and determine whether to proceed with any major program deliverables; and* *− Recommend suspension or termination of the program (or any of its sub-project initiatives) 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.*	− Missed phase gate. − Schedule variances that will impact the IMS baseline (warranting re-baseline). − Significant schedule slippage that may include missing key deliverables or milestone dates. − Schedule variances that will cause a delay in work along the critical path. - SPI trending < 0.90 (+/- 10%).	− Changes in scope that impact the overall program definition and direction. − Legislative and/or Policy directives. − Unstable program scope. − Deferral of functionality with impact to business objectives. − Go/No-Go decision point.	− Spending over/under budget for an established reporting period (+/- 10%). − Changes to the overall program budget (allocation, distribution, etc.).	− Escalating or new risks that will most likely impact the success of the program. − Escalating or new issues that are impacting the success of the program.	− Enterprise (cross-program / department) staffing and resource management (allocations).

	Schedule	Scope	Budget	Risks / Issues	Resources
Governance Body	*Decisions involving the creation and management of the Motorist Modernization Program Integrated Master Schedule (IMS). Includes intra-Program and cross-project dependency identification and management.*	*Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.*	*Decisions involving the creation and management of the Motorist Modernization Program Budget.*	*Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.*	*Decisions involving the acquisition and management of the Motorist Modernization Program Resources.*
Motorist Modernization Advisory Board *Provide input and strategic guidance to the Program Director and the ESC to assist in decision making.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*
DHSMV Governance *Executive Governance Committee (Tier 3) that approves and monitors projects that meet any of the following:* − *$1M or greater* − *Grant Funded/Legislative Funding* − *Enterprise initiatives* − *Integration with external entities or other agencies* − *Confidential information will be shared with external entities or agencies* − *Large multi-year* − *Critical timelines*	*Review and monitoring.*	*Review and monitoring.*	*Review and monitoring.*	*Review and monitoring.*	*Review and monitoring.*

Governance Body	Schedule	Scope	Budget	Risks / Issues	Resources
	Decisions involving the creation and management of the Motorist Modernization Program Integrated Master Schedule (IMS). Includes intra-Program and cross-project dependency identification and management.	*Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.*	*Decisions involving the creation and management of the Motorist Modernization Program Budget.*	*Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.*	*Decisions involving the acquisition and management of the Motorist Modernization Program Resources.*
MEDIUM PRIORITY ITEMS					
Program Director In consultation with the OMM Leadership Team and Change Control Board *Provide daily planning, management and oversight of the program.*	− Isolated schedule slippage. Impact >5 working days to 10 working days and can be managed within the working team (unless on the critical path). − Schedule variances that <u>will not</u> cause a delay in work along the critical path. − Schedule variances that <u>will not</u> significantly impact the IMS baseline (not warranting re-baseline). − Decisions that affect a dependency external to the program.	− Minor changes to program scope (or requirement delays) that can be managed within the working team. Workaround exists.	− Spending over/under budget for an established reporting period (+/- 5%). − Impact can be managed within the program budget.	- New risks and issues do not pose a significant threat to program success and can be managed within the working team.	− Inter-program resource management (allocations).
Motorist Modernization Change Control Board *Provide input and strategic guidance to the Program Director, Advisory Board and the Executive Steering Committee to assist in Agile Management-related decision making.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*

Governance Body	**Schedule**	**Scope**	**Budget**	**Risks / Issues**	**Resources**
	Decisions involving the creation and management of the Motorist Modernization Program Integrated Master Schedule (IMS). Includes intra-Program and cross-project dependency identification and management.	*Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.*	*Decisions involving the creation and management of the Motorist Modernization Program Budget.*	*Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.*	*Decisions involving the acquisition and management of the Motorist Modernization Program Resources.*
LOW PRIORITY ITEMS					
Project Manager(s) In consultation with the Program Manager *Provide daily planning, management and oversight of the program's sub-project initiatives.*	− Impact 5 business days or less and can be managed within the sub-project working team (unless on the critical path). − Schedule variances that <u>will not</u> cause a delay in work along the critical path. − Schedule variances that <u>will not</u> significantly impact the project schedule baseline (not warranting re-baseline). − Decisions that affect a dependency internal to the project.	− Minor changes to sub-project scope (or requirement delays) that can be managed within the working team. Workaround exists.	− Impact can be managed within the sub-project working team.	- New risks and issues do not pose a significant threat to sub-project success and can be managed within the working team.	− Inter-project resource management (allocations).

6.7. Decision Escalation Matrix (Agile development-related Change Requests)

The following decision escalation matrix identifies the governing bodies, roles, and responsibilities by priority level for all Agile development-related Change Requests.

	Low		Medium	Critical
	Level I *Product Owner*	**Level II** *Product Owner*	**Level III – Medium** *Program Director*	**Level III – Critical** *ESC*
Scope	☐ Single requirement (user story) or multiple requirement impact within the **same** development team. ☐ New/modified/archived requirement(s) with total work effort <48 hours **OR** equivalent to <6 business days.	☐ Single requirement (user story) or multiple requirement impact to **multiple** development teams. ☐ New/modified/archived requirement(s) with total work effort <48 hours **OR** equivalent to <6 business days.	☐ New/modified/archived requirement(s) with total work effort between 48 hours and 80 hours **OR** equivalent to 6 to 10 business days.	☐ New/modified/archived requirement(s) with total work effort >80 hours **OR** equivalent to >10 business days. ☐ Legislative and/or policy directives).
Schedule	☐ Work effort **not** on the critical path. ☐ Total work effort <6 business days. ☐ **No** milestone schedule impact (does not require addition/removal/ modification of milestones). ☐ **No** sprint schedule impact (may be absorbed). ☐ Does not generate need for additional	☐ Work effort **not** on the critical path. ☐ Total work effort <6 business days. ☐ **No** milestone schedule impact (does not require addition/removal/ modification of milestones). ☐ **No** sprint schedule impact (may be absorbed). ☐ Does not generate need for additional	☐ Work effort **not** on the critical path. ☐ Total work effort between 6 business days and 10 business days. ☐ **No** milestone schedule impact (does not require addition/removal/ modification of milestones). ☐ Sprint schedule impact (addition/removal/	☐ Work effort on the critical path. ☐ Total work effort >10 business days. ☐ Milestone schedule impact (requires addition/ removal/modification of milestones). ☐ Sprint schedule impact (addition/removal/ modification of sprint).

	development sprint or elimination of planned development sprint.	development sprint or elimination of planned development sprint.	modification of sprint).	
Cost	☐ No cost impact.	☐ No cost impact.	☐ Minimal cost impact (<$500 and no increase/ decrease to overall program budget).	☐ Cost impact >$500 and increases/decreases overall program budget.
Resources	☐ Work may be performed by existing project resources.	☐ Work may be performed by existing program (cross-project) resources.	☐ Work may be performed by existing program (cross-project) resources.	☐ Work effort also requires operational (non-project/ program) resources to complete.

6.8. RASCI

The Program uses a modified stakeholder matrix to identify program stakeholders and assign the appropriate attribute as it relates to roles on the program:

- Responsible
- Accountable
- Support
- Consulted
- Informed

Phase II RASCI
Matrix_v1.0

6.9. Program Team Roles and Responsibilities

The following table identifies specific roles and responsibilities of the Program. The aforementioned RASCI identifies additional groups within the Department that provide Program support.

Role	Responsibility
Executive Sponsor (member of ESC)	Champion the program while providing leadership and guidance in the overall success of the program.
Program Sponsor (member of ESC)	1. Initiate and provide overall business support for the program. 2. Act as an advocate for the program, the Program Director and project teams.
Executive Steering Committee (ESC) 1. Executive Director (Executive Sponsor) 2. Deputy Executive Director 3. Director, Motorist Services (Program Sponsor) 4. Chief Information Officer 5. Chief of Administrative Reviews	Ensure the program meets overall objectives and: 1. Provide management direction and support to the program management team; 2. Assess the program's alignment with the strategic goals of the department; 3. Review and approve or disapprove high-priority changes to the program's scope, schedule and costs; 4. Review, approve or disapprove and determine whether to proceed with any major program deliverables; and 5. Recommend suspension or termination of the program (or any of its sub-project initiatives) to the Governor, the President of the Senate, and the Speaker of the House of Representatives if determined that the primary objectives cannot be achieved.
Advisory Board	Provide input and strategic guidance to the Program Director and the Executive Steering Committee to assist in decision making. Members advise, assist, support and advocate the program.
Change Control Board (CCB)	Provide input and strategic guidance to the Program Director, Advisory Board and the Executive Steering Committee to assist in Agile Management-related decision making.
Information Security Manager (ISM)	Provide timely enterprise security management policy, procedures, requirements, and program guidance and/or decisions as it relates to the Driver License Issuance project's enterprise security management aspects.
Independent Verification and Validation (IV&V)	Perform independent assessment of the program to ensure that the deliverables meet defined requirements / specifications in accordance with industry leading practices, the Scope of Services document and the Deliverable Expectation Document.
OMM Leadership Team 1. Executive Director (Executive Sponsor) 2. Deputy Executive Director 3. Director, Motorist Services (Program Sponsor) 4. Chief Information Officer 5. Program Director	1. Review status, resolve issues, and mitigate risks for OMM programs and initiatives. 2. Provide input and strategic guidance to the Office of Motorist Modernization leadership. 3. Members should advise, assist, and support OMM programs/projects, including the Driver Related Information and Vehicle Enhancements (DRIVE) project and Motorist Modernization Program.
Program Director	1. Serve as the Director of the Office of Motorist Modernization.

Role	Responsibility

(may also be referred to as the Office of Motorist Modernization (OMM) Program Director)	2. Has overall responsibility for the successful development and implementation of the Motorist Modernization initiative.
	
	3. Oversee the development and implementation of Motorist Modernization projects.
	
	4. Liaison with the program sponsor for business resources and day-to-day activities.
	
	5. Report program status weekly to the OMM Leadership Team.
	
	6. Present monthly program status to the Advisory Board, DHSMV Governance and ESC which includes:
	   a. Planned vs. actual program 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; and
	   e. Identification of and recommendations regarding necessary changes in the program's scope, schedule, or costs. All recommendations must be reviewed by stakeholders before submission to the ESC in order to ensure that the recommendations meet required acceptance criteria.

Deputy Program Director (may also be referred to as the Office of Motorist Modernization (OMM) Deputy Program Director)	1. Assist the Director of the Office of Motorist Modernization. 2. Assist the Director in the successful development and implementation of the Motorist Modernization – Phase I Initiative. 3. Liaison with the program and project managers in the development and implementation of Motorist Modernization – Phase I projects. 4. Liaison with the Contract and Budget Consultant in the management of the Motorist Modernization – Phase I budget and contracts. 5. Assist with reporting to OMM Leadership Team and other governing bodies.
Program Manager	1. Document program charter (objective/scope/etc.). 2. Develop program management plans. 3. Consolidate project plans into program plan. 4. Report program status. 5. Maintain program financials. 6. Manage integrated program change control. 7. Manage program risks, issues and action items. 8. Facilitate team communication. 9. Coordinate with Project Management Office and work with Project Managers. 10. Report to Deputy Program Director.

Role	Responsibility
	11. Provide daily planning, management and oversight of the program.
	12. Prepare the operational work plan with the budget amendment and provide requested updates to that plan to the ESC. The plan must specify project milestones, deliverables, and expenditures.
Enterprise Architect	Develop and oversee the overall design, architecture, and development of program deliverables and enterprise architect plan. Establishes architectural solution recommendations and manages the database redesign resources assigned to the Motorist Modernization program.
Software Architect	Reports to the Enterprise Architect and is responsible for the planning and coordination of the ORION software development activities and development resources assigned to the Motorist Modernization program.
Data Architect	Reports to the Enterprise Architect and is responsible for coordinating database redesign activities in support of all phases of modernization.
Infrastructure Architect	Reports to Enterprise Architect and is responsible for the planning and coordination of infrastructure related activities to support the Motorist Modernization program.
Project Managers	1. Document project charter (objective/scope/etc.). 2. Develop & update project management plans. 3. Monitor project progress. 4. Report project status. 5. Maintain project financials. 6. Manage project change control. 7. Manage project risks, issues and actions. 8. Facilitate team communication.
Business Analyst Solutions Manager Sr. Business Analysts	The Business Analyst Solutions Manager and Senior Business Analysts are responsible for the following: 1. Coordinate with business stakeholders; and 2. Provide expertise and coaching during requirement definition and validation, Quality Assurance, Design, Development and Testing efforts.
Team Leads	The Functional Area Team Leads responsible for the following: 1. Work with the Business Analyst and Project Manager to set overall direction for the team. 2. Report on team assignments, risks, issues and task status to the Project Manager and Business Analyst. 3. Complete assigned tasks with regard to legacy system review, business rule definition, user story development, project documentation, etc.

Role	Responsibility
	4. Manage the work assigned to members of their team(s).
Contract and Budget Consultant	1. Prepare, negotiate, manage and administer all contractual agreements associated with the Motorist Modernization program. 2. Track and monitor the Motorist Modernization – Phase I Program budget.
Communications Consultant	1. Develop strategies and tools to inform and educate stakeholders about the Motorist Modernization program. 2. Manage all aspects of program communications and organizational change management (OCM). 3. Develop print materials, prepare presentations and internal memos, and conduct meetings to share information with a variety of stakeholders. 4. Perform formatting and proofreading of communication documents prior to release internally or externally, to ensure that they are accurate and convey the right message to recipients.
Administrative Assistant	1. Assist with the administration of the Motorist Modernization program. 2. Perform daily administrative tasks such as maintaining information files, and creating various documents and reports. 3. Coordinate recruitment and selection processes for OMM vacancies.
Product Owner(s) Alternate Product Owner(s)	The Product Owner is responsible for the following: 1. Act as the Point of Contact (POC) or liaison between the business and the Project Manager and Scrum Master; 2. Maintain and prioritize the product backlog; 3. Provide resolution and clarification on the finalized business requirements; 4. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization program scope; and 5. Participate in sprint retrospectives and provide sign-off on retrospective outcomes.
Business Analyst(s) / Scrum Master(s)	Technical business analysts responsible for coordinating with stakeholders and providing program expertise through Requirements Development, Quality Assurance, Design, Development and Testing. It is the responsibility of the Scrum Master to: 1. Analyze, review and refine the business requirements and user stories; 2. Work with the Product Owner and Enterprise Architect to manage product backlog; facilitate sprint planning; 3. Maintain requirement updates; 4. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization program scope; 5. Manage the daily development of the product in accordance with ISA/Service Development standards;

Role	Responsibility
	6. Escalate project and product issues and/or risks to the Project Manager;
	7. Track and communicate the developers' progress to the Project Manager using the Team Foundation Server (TFS) toolset;
	8. Coordinate technical debt or developer roadblocks with the Software Architect, Technical / Development Lead and the Enterprise Architect;
	9. Identify, remove or escalate developer impediments to the project manager; and
	10. Help the project team research consensus.
Lead Developer(s)	It is the responsibility of the Lead Developer to:
	1. Provide direct assistance to the Scrum Master in completing requirements validation of technical requirements;
	2. Perform development foundation tasks in preparation for full-time product development;
	3. Serve as the primary lead for development teams, including onboarding and program orientation through pilot and deployment; and
	4. Provide assistance with knowledge transition.
Developers	It is the responsibility of the Developers to:
	1. Analyze, review and refine the business requirements and user stories and seek clarifications;
	2. Facilitate new requirement definition and associated user stories; and
	3. Develop, unit test and address defects in the code.
Technical Subject Matter Experts	Work closely with the Enterprise Architect and Technical / Development Lead to contribute to the technical deliverables of the program and provide final recommendation for approval to the Program Director.
Technical / Development Lead	Responsible for the planning and coordination of ORION development effort in coordination with the Software Architect, Enterprise Architect, Technical Subject Matter Experts, Scrum Masters, Project Managers, and Developers.
Agency for State Technology (AST)	Provide monitoring and oversight on behalf of the Agency for State Technology.
Support Services Vendor	Provide professional consulting services as outlined in the Scope of Services agreement.

6.10. Program Stakeholders

The Department serves over 16.5 million licensed drivers and the registrants of over 21 million registered vehicles, vessels and mobile homes. These represent the general public, commercial drivers, commercial carrier companies and other businesses that own vehicles.

The Department also serves more than two dozen other types of customers and users representing hundreds of entities. Stakeholders are often the conduit for communications to be provided to their respective constituent communities.

These stakeholders[2] act as advocates for the program and often speak to the strategic business interests of the program. Promoting the program objectives to all stakeholders is key to obtaining the support needed for program success. The following table identifies the current program stakeholders with a brief description of their specific relationship to the program.

Customers/Users	Function Performed
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
Rebuilt manufacturers	Inspect rebuilt vehicles and issue rebuilt title if appropriate, allowing vehicle to be sold
Mobile home installers	License installers, train inspectors
Ignition interlock providers	License providers, track program completion and compliance
Driving Under the Influence (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

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[2] The complete list of stakeholders may be found in the program's Schedule IV-B.

Customers/Users	Function Performed
Commercial fleet manager / independent owner-operators	Issue Commercial Driver License (CDL), International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP)
Specialty plate agencies	Collect and distribute revenue from sale of specialty tags
Non-profit Organizations	Distribute voluntary contributions
Tax Collectors	Provide systems and support for the issuance of credentials
License Plate Agencies (LPAs)	Provide systems and support for the issuance of credentials
Car dealers	Licensed by the Department
Electronic Filing System Vendors	Provides 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 (MOU) with Department	Provide Motorist Services information to the commercial entities
Other Federal, state and local entities, e.g.: Florida Department of Revenue Florida Department of Business and Professional Regulation Florida Department of Transportation United States Department of Transportation/ Motor Carrier Safety Administration and Federal Highway Administration Social Security Administration United States Department of Homeland Security	Provides information to other government entities. Consumes information from other government entities.

Customers/Users	Function Performed
Selective Service Administration (SSA)	Provide information for registering people eligible for the draft
Donate Life Florida	Register people for organ donation
Supervisor of Elections	Provide information for registering potential voters
Courts	Provide Motorist Services information to aid in 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 (FDLE)	Report changes of address for offenders
Department Vendors (e.g., Pride, MorphoTrust, etc.)	Contracts with vendors to provide commodities, equipment, and or services
American Association of Motor Vehicle Administrators (AAMVA)	Department accesses a clearinghouse of motorist information for member states
IFTA / IRP Inc.	Department access and provides information for member states
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

7. Human Resource Management

7.1. Resource Planning and Management

Human resource management is the process developed to effectively identify, acquire, and manage the resources needed to meet the program objectives. This includes defining what resources are needed, assessing appropriate skill sets, and determining when and how long resources are needed for the program. As such, the procedures within the resource management plan focus on assessing a resource need by project, escalating the need to program leadership and managing the need through work re-assignment, training or on-boarding of additional personnel.

Please refer to the Motorist Modernization Program Resource Plan developed as part of the program initiation activities. The resource plan includes, for each anticipated person: the role on the program, the anticipated start date, the duration the resource will be needed and their assigned supervisor. The most current version of the resource plan shall be kept as part of the Project Control Book.

Program resource planning does not account for resources contracted through the Support Services vendor. Program resources are defined in Section 0, Program Team and further defined in Section 6.9, Program Team Roles and Responsibilities.

7.2. DHSMV Operations Resources

Subject matter experts (SMEs) will be required from appropriate business areas. The Program Manager, Project Manager, or Business Analyst may identify a specific resource need. Once identified, the Program Manager shall be responsible for providing the detail surrounding the need, including the duration of the resource need, tasks assigned, and percentage of time the resource will be needed for the duration specified. The detailed request will be escalated according to the Decision Escalation Matrix referenced in Section 6.6 for consideration and resolution.

7.3. Resource On-Boarding

Program leadership is committed to ensuring full-staffing of the Program Team in keeping with the commitment to the Program as the Department's number one priority. As positions are vacated, every attempt will be made to back-fill with competent personnel as quickly as possible to minimize gaps in continuity. Once a vacancy or need for a new resource is identified within the Program Team, the Program Director (and Deputy) will work closely with the Program Manager, Contract and Budget Consultant and Administrative Assistant to facilitate the hiring process. Upon selection of a new resource, the Program Manager, Contract and Budget Consultant and Administrative Assistant will work collaboratively to ensure that they have all necessary equipment and software, and are properly on-boarded.

Once a specific resource has been identified, the Program Manager or specific Project Manager should update the resource plan and complete the role information / equipment and remote-access needs. Coordination of the security clearance and associated testing will be completed by the Administrative Assistant. As decisions are made, the Program Manager as well as the Administrative Assistant should be kept informed.

Security role provisioning should be completed by the project supervisor in accordance with Department standards and procedures.

New project resources should complete a review of the following documents:

- Schedule IV-B for Motorist Modernization
- Program Management Plan
- Project Charter
- Project Management Plan
- Specific deliverables and/or project artifacts as determined by the supervisor

7.4. Resource Roll-off or Anticipated Vacancy

As the determination is made for a resource to roll-off or vacate their position on the project, the Project Manager should update the resource plan with the anticipated roll-off date and communicate that to the Program Manager and/or the vendor's Project Management Office (contracted staff).

Resources should complete the following activities:
- Complete any outstanding tasks;
- Document with their supervisor a transition plan (if required) and complete transition activities; and
- Post any project artifacts to applicable repository and notify supervisor.

The project manager or their designee shall confirm the resource has rolled-off and notify the DHSMV Technical Assistance Center (TAC) in order to adjust/remove system, network access.

Resource Management includes the processes that organize and manage the project team. The project team is often comprised of the people who have been tasked with roles and responsibilities for completing the project according to the defined scope. The project manager will be made aware of any resource changes that could affect the Motorist Modernization program. This resource change will be documented in the project risk register.

Resources will be requested, allocated and assigned per the Decision Escalation Matrix referenced in Section 6.6.

8. Cost Management

8.1. Program Estimated Budget

The Legislative Budget Request (LBR) submitted for FY 2017-18, estimates Phase II program costs at $36.5 million over six fiscal years. The budget for this program will be co-managed by the Program Manager and Contract and Budget Consultant. For detailed budget information, please refer to the *Schedule IV-B Cost Benefit Analysis (CBA)* stored on SharePoint.

8.2. Spend Plan

The Contract and Budget Consultant will develop an overall Program Spend Plan for each fiscal year that estimates the anticipated budget by month. The same budget information will be recorded in the PPM tool each month for monitoring and tracking by stakeholders.

The Contract and Budget Consultant will review the budget information for all projects within the program once a month with the Program Manager and update the spend plan monthly to reflect actual expenditures to date for reporting to IV&V, AST, and the ESC. Applicable updates will also be made within the PPM toolset.

8.3. Budget Monitoring

Once a month, the Contract and Budget Consultant and Program Manager will jointly review the planned budget and actual expenditures tracked in the Spend Plan to determine if the program is efficiently spending the resources. As specified in Section 12.6, Quality Assurance Assessments – Internal and External, the Contract and Budget Consultant will review the Budget to Date as well as the overall Budget and report any variance.

All Project Managers will notify the Program Manager (and Contract and Budget Consultant) in writing as to any anticipated budget revisions, the cause, and the impact to the project. In addition, the notification shall indicate when a decision is needed. This information shall be what is then used to initiate the Issue Management and Resolution process or the Change Control process, as agreed to by the Project and Program Managers. For specific information on how budget issues will be handled, please refer to the Decision Escalation Matrix referenced in Section 6.6.

9. Time Management

9.1. Time Management Overview

Time management refers to the processes required to ensure timely completion of the program objectives. The Program Manager is responsible for establishing the baseline and updating the IMS weekly with input from the respective project managers and teams.

- The IMS will be resource leveled. Resource leveling is the project management function of resolving resource over-allocation. By definition, over-allocation means that a resource has been assigned more work than can be accomplished in the available time as dictated by the resource's calendar definition.

- Tasks will be completed according to the program schedule and within the established timeframes. In the event of a slipping task, the process described in the section below will be followed.

Please refer to the *MM MASTER Program Schedule* located in the PCB.

Due to the complexities of trying to upload the IMS into the current PPM toolset, the IMS will instead be managed in Microsoft Project. As a result, only key milestones will be extracted from the IMS and tracked in the PPM toolset.

9.2. Managing the IMS

The IMS will be updated on a routine basis with input from the individual project managers and respective teams. The initial baseline will be set in Microsoft Project as "Baseline 0." Motorist Modernization Project Managers will be responsible for tracking and managing individual project tasks and reporting any slippage.

- The Program Manager will co-manage updates to the IMS with the Project Managers on a weekly basis. Information will be collected via weekly team meetings, analyzed, and reviewed collectively prior to incorporation. The updated IMS will be made available to all team members, reported in weekly status reports / meetings, and communicated to all governing bodies.

- Motorist Modernization Project Managers will oversee the development of specific project tasks, and manage resources to ensure that individual project objectives are met within the established timeframes.

- Weekly updates shall focus on recording the percent complete for tasks in 10% increments. Table 9-1 details who is responsible for what, and how often:

Responsible Lead	Description	Frequency
Program Manager	Percent complete for all program tasks	Weekly
Project Manager(s)	Percent complete for all project tasks	Weekly
Scrum Master(s)	Status updates for development and testing	Weekly

Table 9-1 IMS Update Responsibility

Schedule changes will be managed according to the Decision Escalation Matrix referenced in Section 6.6. Changes will follow the Change Management Process documented in Section 11. Schedule changes approved by the appropriate governing body will be documented in a separate spreadsheet that tracks the detailed description of the change, the person making the change, the version number of the schedule altered, and the rationale behind the requested change. Changes may not require an entirely new baseline and thus the baseline will also be tracked to document specific line item changes.

9.3. Slipping Tasks

A slipping task is a task that is not going to be completed on or before the scheduled date. Tracking and managing specific project tasks shall be the responsibility of each Motorist Modernization Project Manager. If a member of the project team anticipates that a project task may not be completed by the established deadline, the team member will notify the Project Manager immediately via e-mail. The e-mail should include the cause for the delay and a new date by which the task will be completed. The Project Manager will assess the project schedule for impact and either adjust the schedule or escalate the issue to the Program Manager for further discussion. Depending on the schedule delay, changes will need to be escalated according the Decision Escalation Matrix referenced in Section 6.6. The slipping task and impact will also be reported at the weekly Project Status Meeting.

The Project Manager will perform the following tasks to manage the project schedule:

- Review progress during the status meeting. This will identify slippage early in the process and allow for response.

- Review progress, at the status meeting, to verify that work is proceeding as previously scheduled. This will include walkthroughs of the products, artifacts, and deliverables.

- Review progress and discuss strategy with the Program Manager.

- Based on the criticality of the tasks, the Project Manager will:

  - Establish response plans for the slipping tasks

  - Determine the impact to schedule and budget

  - Inform the Project Team of the overall impact of the slippage, identify associated tasks that are also in jeopardy, and present a response strategy. The Project Manager will schedule a meeting with the Business Lead and inform the Project Sponsor if a task slippage impacts a deliverable or milestone. Options and impacts will be presented at the meeting.

  - Document the slippage and response strategy in the next Project Status Report.

9.4. Monitoring and Tracking Schedule Progress

In accordance with IV&V and the Agency for State Technology (AST) program management expectations, the IMS will be tracked and monitored using the Schedule Performance Index (SPI) noting any standard deviations above or below 10% from the planned and actual start/finish dates.

9.5. Work Breakdown Structure (WBS)

Figure 9-1 Work Breakdown Structure (WBS)[3] illustrates the hierarchical structure of the tasks required to meet the program objectives and detailed in the IMS.

Figure 9-1 – Work Breakdown Structure

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[3] Some items listed in the WBS are in progress in the IMS, but this diagram represents the structure by which the IMS will be developed and managed.

10. Risk and Issue Management

10.1. Defining a Risk

The risk and issue management plans are critical procedures for the Motorist Modernization program and all related projects. A risk can be defined as an uncertain event or condition that, if it occurs, has a positive or negative impact on program's objectives. Risks and issues will be managed at the project level as detailed in this plan. However, risks and issues pertinent to the overall Program will be maintained in a separate risk register and issue log in the PPM tool for program monitoring and reporting.

The Program Manager will monitor all program risks on an ongoing basis and maintain the risk register in the PPM tool which includes the following information:

Risk Details	Description
Risk ID	The auto-generated numeric ID assigned upon entry into the PPM tool.
Risk Name*	The short risk name. **Note**: In the case of Program level risks, the name will be "Risk #" which may or may not match the Risk ID. The intent is to have the identifier available on printed reports.
Risk Status*	Auto-populated field noting the status of the mitigation plan: **New:** Default value. Leave until initial risk review has occurred. **Mitigation Plan Defined**: Status of all risks actively accepted or being mitigated. **Risk Became Issue:** Status of risks escalated as an issue. Record the associated Issue Number in the Resolution field. **Closed:** Status of resolved risks that were not escalated to issues.
Assigned To*	The person assigned for overall risk responsibility.
Risk Description	A detailed description of the risk. Risks should be documented using an "If…then…" framework to clearly capture the potential risk and impact in the statement.
Impacted Areas*	Areas the risk could impact—check all that apply—budget, equipment, management, physical, schedule, scope, staffing.
Date Logged	The auto-generated date and time stamp the risk is entered into the PPM tool.
Probability of	Ranking the potential for risk occurrence:

Risk Details	Description
Occurrence*	**Low:** <10% chance of risk realization. **Medium:** 10%-60% chance of realization. **High:** >60% chance of risk realization.
Mitigation Approach*	The risk response: **Accept:** This approach reflects a risk that is acknowledged as valid, but cannot be avoided or mitigated **Avoid:** This approach reflects a risk where steps are taken to disengage any activities associated with the inherent risk. **Transfer:** This approach reflects a risk that is transferred to another entity not associated with the Motorist Modernization Program of Driver License Issuance project. **Mitigate:** This approach reflects a risk that has one to many identified actions that can be taken to reduce the probability and/or impact should the risk be realized.
Impact*	The probable impact on the Project the risk would have if realized. Some risks could have a high probability, but the impact be low and vice versa. **Low:** Variance to impacted area is anticipated to be < 10%. **Medium:** Variance to impacted area between 10%-25%. **High:** Variance to impacted area is anticipated to be > 25%.
Mitigation Description	Detailed risk response.
Anticipated Resolution Date*	The latest date in the mitigation plan's anticipated action completion. If there is no mitigation plan yet documented OR the risk is merely "accepted", record the Wednesday 2 weeks out from the current date.
Actual Resolution Date	The actual resolution date when the risk is either closed, transferred or escalated to an issue.
Resolution	A chronological history of the activities taken to manage this risk. Latest entry should be listed at top. Each entry should begin as follows: **<MM-DD-YYYY> author of update (i.e., First Initial. Last Name)**
Logged By	The person entering the risk into the PPM tool.

Fields with an asterisk are required in the PPM tool.

Table 10-1 Risk Details

10.2. Risk Management Strategy

Risk Identification Process

Risks for the program may be identified by any stakeholder, end user, management personnel or external source. A newly identified risk must be documented in written format (via e-mail, memo, or documented in meeting minutes) and provided to the Program Manager, who will then add the item to the risk register in the PPM tool. All risks (new and existing) are reviewed weekly and presented at the weekly status meeting for progress tracking. The Program Manager will review the risk register and discuss identified risks with the Deputy Program Director as needed. All risks will be managed according to the Decision Escalation Matrix referenced in Section 6.6.

Risk Evaluation and Scoring

Risk probability is a measure of the likelihood that a certain risk will occur. The probability of occurrence for the risk can be defined on a level from 1-5. Risk impact is a measure of the expected degree of impact that the risk, if it occurs, will have on the program. The degree of impact for the risk can be defined on a level from 1-5. The Program Manager will calculate the risk score as the product of the risk probability score and impact score when both are multiplied. Each program risk shall be scored and included in the weekly review and presentation at the weekly status meeting for progress monitoring and tracking. Figure 10-1 illustrates the priority matrix once the probability and impact for each individual risk has been assessed.

Probability

What is the probability the Precursor Condition to the Risk will happen?		
Level		**Approach and Processes**
1	Not Likely	0-20% Probability of Occurrence
2	Low Likelihood	20-40% Probability of Occurrence
3	Likely	40-60% Probability of Occurrence
4	Highly Likely	60-80% Probability of Occurrence
5	Near Certainty	80-100% Probability of Occurrence

Impact

Given the Risk realized, what would be the magnitude of the impact?			
Level	Quality/Scope	Schedule/Time	Budget/Cost
1	Minimal or no impact	Minimal or no impact	Minimal: < 5%
2	Minor	Slight delay < 1 month	Minor: > 6% - 10%
3	Moderate	Minor schedule slip (1 to 3 months)	Moderate: 11% -15%
4	Major	Major schedule slip (3 to 6 months)	Major 16% - 20%
5	Unacceptable	Unacceptable schedule delay (> 6 months)	Significant >20%

Risk Factor Priority Matrix

Probability

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5

Impact

Priority level: Red = high, Yellow = medium, Green = low

Figure 10-1 – Risk Scoring Matrix

For high risks, mitigation plans will be developed to eliminate the risk or the potential impacts to the program. All high-level risks will be documented and communicated to the ESC for review and evaluation.

Risk Plan Maintenance

The Program Manager meets weekly with the Program Team to discuss any new risks or issues and review ongoing risk mitigation plans. Subsequent to the meeting, the Program Manager will update the risk details in the PPM tool as necessary and include in weekly reporting to OMM Leadership.

Figure 10-2 and Figure 10-3 both illustrate the Motorist Modernization program's Risk Management Process.
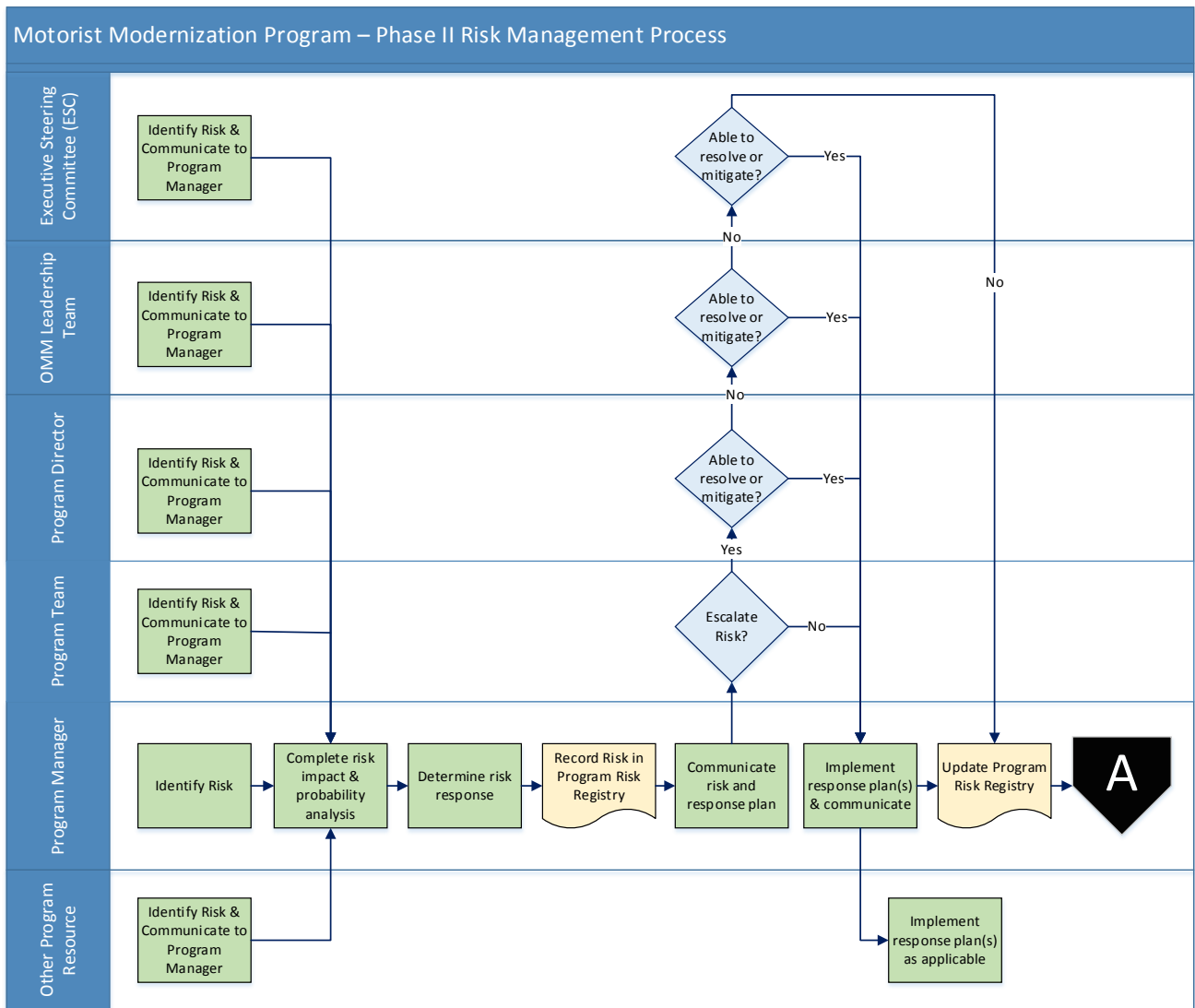
Figure 10-2 – Risk Management Process (1 of 2)

Figure 10-3 – Risk Management Process (2 of 2)

10.3. Issue Management and Resolution

All issues will have a plan for management and resolution which will be developed to eliminate potential impacts to the program.

Motorist Modernization Program – Phase II Issue Management and Resolution Process

Figure 10-4 illustrates the issue management process. The Program Manager will monitor all program issues on an ongoing basis and maintain the issue log in the PPM tool which includes the following information:

Issue Details	Description
Topic*	The short description of the issue. If this issue is a risk that is being escalated, use "Risk Name" in this field.
Description	A detailed description of the issue. If escalated from a risk, please note that and the date it moved to an issue.
Start Date*	Date the issue was escalated from a risk OR date program team became aware of the issue.
Deadline*	Date by which the issue needs to be resolved or, if applicable, escalated.
Priority	Ranking the issue priority: **Low:** Minimal impact to the project or program. **Medium:** Progress disrupted with manageable extensions to short-term schedule and cost. **High:** Significant disruption to program schedule (i.e., Greater than 2 weeks for key milestones), cost (i.e., greater than $10,000 increase), or quality. Threatens the success of the program OR the issue requires escalation to the next tier of the Motorist Modernization Program Governance structure.
Budget Impact	Numeric field to record the proposed budget impact. This field will not be utilized at this time.
% Complete*	Numeric field to record the percent complete status for the issue and proposed mitigation strategy: **0%** - Issue has not been assigned and/or no activity has been initiated to resolve the issue. **50%** - Issue resolution is in progress and there is no concern about the resolution being achieved by the deadline date. **100%** - Issue has been resolved. *Note: This will need to be updated weekly*
Assignee(s)	The person(s) assigned to the issue *Note: The PPM tool generates an automatic notice to all assignees*

Fields with an asterisk are required in the PPM tool.

Table 10-2 Issue Details

11. Change Management

The change management process detailed in this document is intended to provide the Motorist Modernization program and subsequent projects with a guide for how the program will identify, document, analyze, escalate, approve, and communicate changes to scope, schedule, and cost. The change management process is used in any situation where a change occurs to the program's scope, schedule, cost, area of responsibility, or a vendor's scope of services. Scope is further defined in the requirements for the program, which will be baselined following the requirement confirmation process and prior to the design process.

Below are examples of causes for a change request.

- A request to add functionality / scope
- A change in defined and agreed upon requirements (additions and deletions)
- A change to a design after agreement and build and test activities have started
- A modification to the delivery or release schedule
- A change to comply with mandate from inter-related initiative
- A change to comply with legal and/or regulatory requirements
- A change due to a requirement that cannot be met
- A change due to solution / product limitations
- Changes to an approved Document Expectation Document for a deliverable

11.1. Documenting the Proposed Change

A change can be identified by anyone working on a Motorist Modernization project. Changes to scope, schedule, and/or budget will be documented in a formal Change Request. The need for the proposed change request, and resulting impact if completed/not completed, should be submitted in writing to and/or discussed with the Product Owner(s), Project Manager and/or Program Manager. Upon agreement that the change should be escalated, the requester (via the Project or Program Manager) shall document a formal Change Request (CR) form. The Program Manager will record it in the Change Log spreadsheet and assign a Change Request Number (CR#).

The Project Manager, with consultation from the Program Manager and/or Product Owner, will perform a further impact analysis to confirm possible impacts to the projects and/or program should the change not be pursued. He/she shall also work with the team to determine if there are additional options that should be explored to effectively, efficiently make the change. Upon completion of this analysis, the Program Manager shall submit the Change Request for review by the appropriate governing body according to the Decision Escalation Matrix referenced in Section 6.6.

11.2. Processing the Change Request

Once the CR has been documented, it will be presented to the appropriate program governance body, who will then review and make a recommendation to escalate, defer, approve, or disapprove the CR. If approved, the CR and all supporting documentation will be added to the PCB and the CR will be communicated to the Advisory Board, ESC, and Tier III Governance. From there, the Project or Program Manager will re-baseline the schedule and budget, and update any other relevant program documentation as appropriate (Change Log, Gap Analysis, etc.). Should there be any dispute on the handling of a CR, the CR in question should be

escalated to the ESC. If rejected, the Program Manager will notify the requestor and document the decision in the Change Log.

In some cases, the CR may be deferred. If deferred, the Program Manager will document the decision in the Change Log and the request will have to be routed through the entire process again at a later date.

For clarification of governance roles and escalation practices, please refer to the Decision Escalation Matrix referenced in Section 6.6.

Figure 11-1 – Change Management Process

11.3. General Change Requests and Modernization

The OMM recognizes the ongoing maintenance and work to current systems. All change requests received by the Service Development team or the PMO via WRAP will be evaluated by the assigned Project Manager and then routed through Program Manager to help streamline resource assignments, eliminate redundant efforts and optimize modernization and business process efficiencies. General change requests will follow the same process documented in this section and escalation will follow the Decision Escalation Matrix referenced in Section 6.6.

11.4. Agile Development-related Change Requests

Throughout the Motorist Modernization program's development phase, there will be changes that apply directly to the program's agile[4] scope, schedule and/or cost (as documented via the Release Plan and Product Back-log). These types of changes are handled in a slightly different manner than general program change requests. Here are the levels of agile development-related changes that may occur and necessary actions for each. Agile development-related change requests will be documented via a separate template and governed in accordance with the Decision Escalation Matrix referenced in Section 6.7.

Level	Attributes	Reviewer(s) / Approver(s)
Level 1 (Low)	Changes that occur as a result of delivery of a single user story or impact multiple user stories within the same team. These include: • Changes that are associated with how the user story is implemented. For example: The layout of a screen, formatting of text, back-end rules of a data field, table elements, conditions of a query, etc. • Changes that impact user stories assigned to the same team. For example: A minor business rule change that impacts multiple test cases, screen/business rule changes that impact multiple stories, screen language/verbiage, field validation conditions not impacting the data layer, etc. • Changes resulting in minor refinements to test cases / development estimates. • Changes resulting in development and testing that may be absorbed in an existing development Sprint or Hip sprint. • Changes resulting in minor refinement to training curriculum and/or material that may be absorbed in an existing development Sprint or Hip sprint. • Changes that do not generate the need for an additional development Sprint or elimination of a planned development Sprint. • Changes that do not impact the program's overall release scope or schedule (may be absorbed in the product backlog, no refactoring required). No formal change request is required for Level 1 changes, as these are an aspect of using an iterative approach to software development. These changes may be managed by the Product Owner. Level 1 changes are documented by the Scrum Master in Blueprint and Team Foundation Server (TFS).	Product Owner / Program Manager / Project Manager
Level 2	Changes that impact multiple teams. These include: • Changes that involve minor functional or formatting	Product Owner / Program Director

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[4] Agile is relating to or denoting a method of project management, used especially for software development that is characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.

Level	Attributes	Reviewer(s) / Approver(s)
(Medium)	change that impact user stories being implemented by multiple teams. For example: Modifications to common rules, shared letters/correspondence, table changes (with no changes in schema), etc. • Changes that impact multiple testing and development teams; however, these are refinements that may be absorbed in an existing development Sprint or Hip sprint. • Changes resulting in minor refinement to training curriculum and/or material that may be absorbed in an existing development Sprint or Hip sprint. • Changes that <u>do not</u> generate the need for an additional development Sprint or elimination of a planned development Sprint. • Changes that <u>do not</u> impact the program's overall release scope or schedule (may be absorbed in the product backlog, no refactoring required). Ideally, the Product Owners associated with the impacted teams will be able to coordinate the change. No formal change request is required for Level 2 changes. The request will be logged in the program's change request tracker and reviewed each week with the program team and product owners. Level 2 changes are also documented by the Scrum Master in Blueprint and Team Foundation Server (TFS). If product owners are not able to reach agreement, the change will be elevated so that a formal decision can be made (Level 3).	
Level 3 (Medium) (Critical)	Changes to basic functionality. These include: • Changes to add, delete or modify basic functionality, which impacts the overall release scope, schedule and/or cost. For example: New screens, new functional/nonfunctional requirements, WRAPS, legislative changes, etc. o Additions/modifications will require user story definition, estimation, refinement (grooming), etc. for insertion into the product backlog within the appropriate release and sprint. • Changes that generate the need for an additional development Sprint or elimination of a planned development Sprint. • Changes that impact the program's overall release scope or schedule (refactoring required). • Changes resulting in modifications to approved training curriculum and/or material (modules). Level 3 changes must be fully documented with a change request and follow the formal change management process, which includes a review by the program's CCB. Also, in accordance with the program's Decision	Change Control Board (bi-monthly) / Program Director / Executive Steering Committee

12. Quality Management

12.1. Quality Management Approach

As part of the reporting and monitoring to be done by IV&V, the program will implement quality metrics to support transparency, traceability, and accountability against program objectives and benefits realization. The following tools will be used to manage quality of the program:

Tool	Description
Earned Value Management (EVM)	The Integrated Master Schedule (IMS) will be analyzed for earned value (EVM) against the baseline.
Budget Variance	The Integrated Master Schedule (IMS) and Spend Plan will be analyzed for cost performance against the baseline.
Schedule Performance Index (SPI)	The Integrated Master Schedule (IMS) will be analyzed for schedule performance against the baseline.
Cost Performance Index (CPI)	A measure of cost efficiency for the OMM budget.
Status Reports	The Program Manager will produce a weekly status report to keep stakeholders apprised, monitor the quality of the current Program activities, and assess the likelihood of achieving key milestones. These status reports will also help monitor lessons learned and identify improvements for future phases of the Motorist Modernization Program. The weekly status report currently includes information to derive the following quality indicators: • Progress against the baseline plan's key milestones • Deliverables Progress – timeliness of submission, reviews, approvals are key quality aspects for deliverables • Issues - Number of open priority issues and aging of issues • Risks - Total number of open Medium and High Risks • Action items - Number and aging of open action items Project Managers for each project will produce a weekly status report to keep stakeholders apprised, monitor the quality of the current project activities, and assess the likelihood of achieving key milestones. The Support Services vendor will produce: • Weekly status reports for stakeholders • Monthly summary status reports for stakeholders

Tool	Description
Deliverable Expectations Document (DED)	The Program Team will work with the Vendor to document acceptance criteria for each deliverable, identify appropriate reviewers, and streamline the deliverable review process. **Note**: A template for the Deliverable Expectation Document is located in the Project Control Book.

The purpose of the Quality Management Plan is to outline the processes to instill quality in the deliverables produced and services provided. The plan outlines both quality assurance activities as well as quality management metrics.

The objectives of the Quality Management Activities are to:

- Identify and correct defects early in the process
- Evaluate a deliverable against program standards and deliverable expectations
- Reduce the number of errors as the work effort progresses
- Reduce time and costs resulting from rework
- Monitor adherence to agreed-upon program processes

For purposes of this document, quality is defined as the degree to which a system, deliverable, or process meets specified requirements. The Quality Management Plan is made up of quality activities that fit into three main categories:

- Deliverable Quality
- Process Quality
- System Quality

The following sub-sections outline the key activities within the deliverable quality assurance, process quality management, and system quality categories.

12.2. Requirements Documentation

The process overview for gathering and documenting requirements from suggestions and ideas through deployment can be found in the *Requirements Gathering Process Overview* document located in the PCB. All requirements will be stored in a consolidated repository using a requirements management software tool.

12.3. Deliverable Quality

Deliverable Quality is used to evaluate whether program deliverables comply with the standards and objectives of the stakeholders. A key step in formulating a quality deliverable is to establish a shared set of expectations of what should be contained within the deliverable, who should contribute to the deliverable, and ultimately who will be involved in the review and approval of the work product.

These tenets of the formal Project deliverables will be documented and agreed to as part of the Program's Deliverable Review Process.

12.4. Deliverable Review Process

Prior to starting the work to gather input and construct a deliverable, the Program Manager and deliverable author will confirm those individuals that will be responsible for contributing to and/or reviewing a deliverable. The Project Manager or deliverable owner will draft a Deliverable Expectation Document (DED) for the deliverable. The DED provides the author(s) guidance and direction on the deliverable format, level of detail, identifies individuals that will contribute to the deliverable, confirms the deliverable reviewers and reiterates the deliverable's deadlines.

The DED is an important project artifact in aligning expectations for the deliverable, defining specific roles for the deliverable and is used in the quality assurance peer reviews for each submission. For each deliverable (regardless of phase or deliverable review cycle), the peer review step relies on two documents to guide the quality assurance review: the approved DED and the consolidated comments from all reviewers noted in the approved DED as well as IV&V. Prior to the initial deliverable submission, the peer reviewer will make sure all sections in the DED are represented and address the content and format expectations outlined. For subsequent submissions, the peer reviewer will still evaluate the deliverable against the DED as well as evaluating the work product updates (or comment response) that were made for each comment received from the reviewers.

Outstanding points identified from the peer review are returned back to the author(s). When another draft of the deliverable is available, the peer review process repeats. Figure 12-1, Figure 12-2, and Figure 12-3 illustrate the deliverable review process, including the quality assurance peer review(s). Within the approved DED, specific individuals are aligned to one or more of these roles reflected in the Deliverable Review Process.

Motorist Modernization Program – Phase II Deliverable Review Process

Vendor QA

- DED aligned to Scope of Services? — Yes / No

- Deliverable ready for initial submission? — No / Yes

Deliverable Owner

- Create or update draft Deliverable Expectations Document
- Send DED to deliverable contributors / reviewers; schedule DED review meeting
- DED ready for approval? — No / Yes
- Publish DED, sign & circulate for approval
- Construct / revise the deliverable based on the specific roles outlined in the approved DED document. Participate in meetings, as needed, to complete the deliverable.
- Submit deliverable for QA peer review
- Submit to PM or designee

(1)

Deliverable Contributor(s)

- Review entire deliverable; submit comments w/in 5 business days

Project Manager or designee

- Sign or obtain signature from project manager
- Update Project Control Book & Deliverable Tracking Spreadsheet
- (1)
- Submit deliverable for 1st Initial Review

Project Management Office Representative

- Participate in the DED review meeting(s) and/or respond to DED clarification action items.
- Obtain signature from contract manager
- Scan approved DED; provide to Project Manager; post to SharePoint
- **A**

Deliverable Reviewers (DHSMV and IV&V)

- Review entire deliverable; submit comments w/in 5 business days

Deliverable Approver

- Review entire deliverable; submit comments w/in 5 business days

DHSMV Contract Manager

- Sign the DED to acknowledge approval

Figure 12-1 – Deliverable Review Process (1 of 3)

Figure 12-2 – Deliverable Review Process (2 of 3)
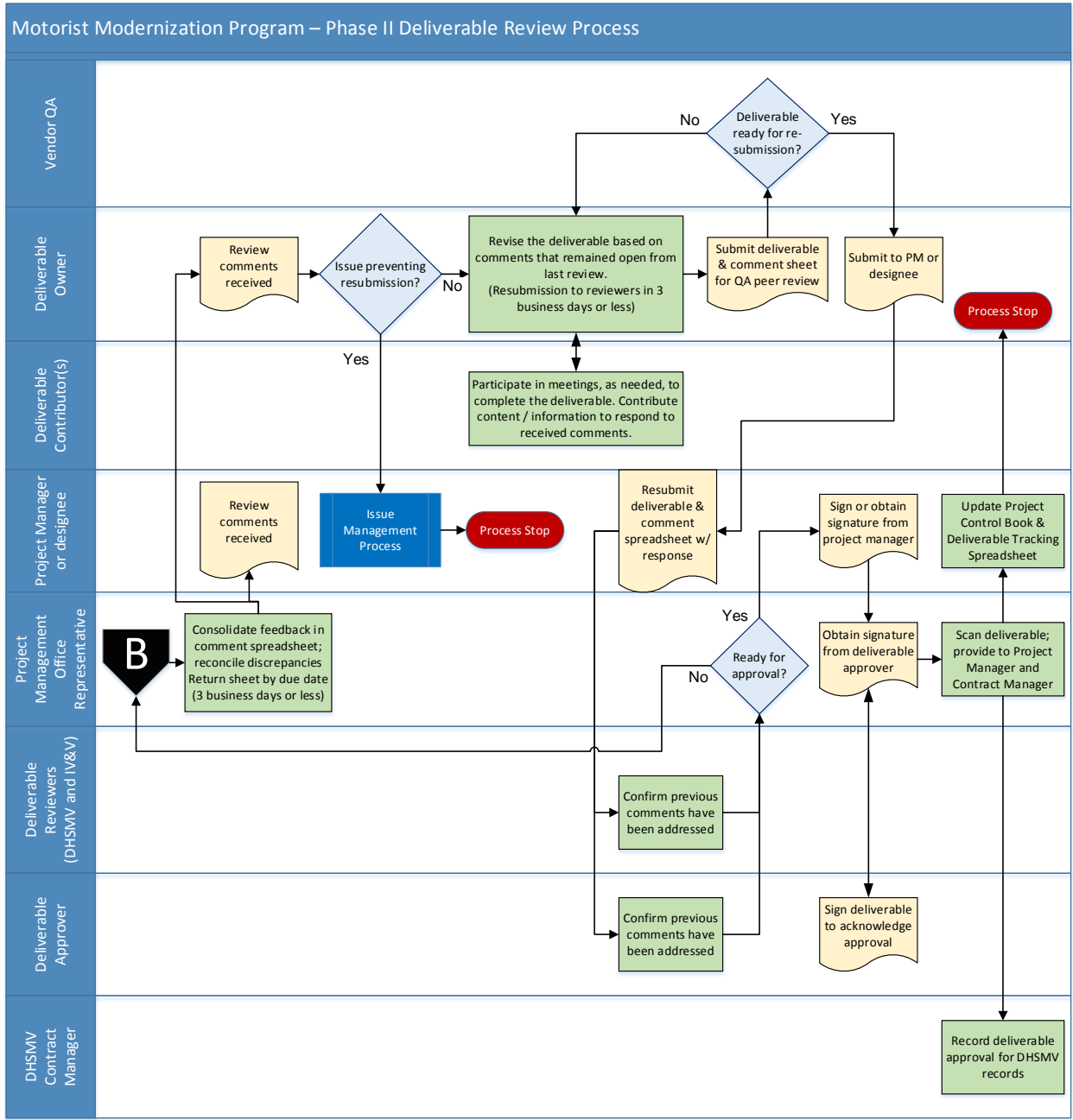
Figure 12-3 – Deliverable Review Process (3 of 3)

12.5. Deliverable Quality Metrics

Each project in the Motorist Modernization program will develop a quality management plan with pre-defined, quantitative and qualitative metrics to monitor the overall project quality. The metrics for Deliverable quality are outlined in Table 12-1– Deliverable Quality Metrics below. These metrics, along with those from the other areas, will be compiled and provided to the Program Manager and Program Director by the 10th of each month, or the next business day if the 10th is a non-working day.

Level	Attributes	Reviewer(s) / Approver(s)
	Escalation Matrix referenced in Section 6.7, Medium Level 3 change requests may be approved by the Program Director, and Critical Level 3 changes will require approval by the Executive Steering Committee. All change requests, whether approved, denied or rejected will be presented to the Advisory Board and ESC.	

Metric	Description	Target / Measurement
# of Late Submitted deliverables	Count of deliverables originally planned for 1st submission in the prior month but whose delivery date was delayed.	Green: 0 Yellow: 1 to 2 Red: 3 or more
Mean duration of Deliverable Review Period	Mean calculation of the number of business days from the first period of the review until the deliverable is approved.	Green: 12 or fewer Yellow: 13 to 18 Red: 19 or more
% of planned approved deliverables not yet approved	Percentage of deliverables, since project start, that were planned to be approved but have yet to be approved	Green: ≤ 10% Yellow: 10%< to ≤ 25% Red: 25% >

Table 12-1 Deliverable Quality Metrics

12.6. Quality Assurance Assessments – Internal and External

The Department has contracted with an Independent Verification and Validation (IV&V) vendor for the duration of the program to provide a baseline assessment of the overall quality of the program, monthly progress monitoring, quality checkpoints, recommended improvements, and validation of realized program objectives.

Monthly reporting to the Department's Tier III Governance will include an assessment of the overall health of the program (red-yellow-green status) based on the following metrics for the reporting period:

Metric	Measurement	Target / Measurement	Reporting Period
Scope	Did the project experience a scope change that impacted the project's costs or schedule, or other projects/the agency?	Green - No change in scope and scope is being managed Yellow - Scope change pending approval and impact one of the three Red - Scope change pending approval and impact at least two of the three Cost, Schedule or other projects/agency	Weekly
Schedule	Are the Milestones and Deliverables on schedule?	Green: ≤ 5 business days Yellow: 6< to ≤ 10 business days Red: 10 > business days	Weekly

Metric	Measurement	Target / Measurement	Reporting Period
Budget (to date)	Is the project within budget for this reporting period? Budget/spend plan (30 day period) are completed as of the last day of the previous month.	Green - Variance is +/- 10% Yellow - Variance is +/- 11%-20% Red - Variance is +/- 21% or greater	Monthly
Budget (Overall)	Is the project within budget overall? Budget/spend plan (total project budget) are completed as of the last day of the previous month.	Green - Variance is +/- 10% Yellow - Variance is +/- 11%-20% Red - Variance is +/- 21% or greater	Monthly
Issue	Is the number and/or severity of issues increasing and/or is the issue over due for completion?	Green - No new issue was reported and/or the previously reported issue is being managed and on target for resolution by the completion date Yellow - A new issue was reported and/or the previously reported issue is not being managed and/or not on target for resolution by the completion date Red - Two or more new issues were reported and/or the previously reported issue is not being managed and/or on target for resolution by the completion date *Managed is defined as PM is providing actionable updates to the status report indicating that the issue is being worked	Weekly
Risk	Is the number and/or severity of risks stable or decreasing?	Green - Risks are stable or decreased Yellow - A new risks was added to the project Red - Multiple risks were added and/or a previously reported risk increased in probability	Weekly

Table 12-2 Tier III Program/Project Health Metrics

The Agency for State Technology (AST) will also be performing periodic reports on the overall status of the Motorist Modernization program. The Program Manager will be responsible for providing the appropriate documents such as an updated IMS, spend plan, and any other requested documentation to support status

updates which will be provided to legislative staff pursuant to the Rules of the Agency for State Technology Chapter 74-1 Project Management and Oversight[5].

12.7. System Quality

System Quality is used to evaluate whether the system development & configuration complies with the requirements and business processes identified in the planning phase of the project. System Quality Activities include requirements traceability, testing and defect management, and stage containment activities. System Quality activities undertaken by the Motorist Modernization program will be worked collaboratively with the Information Systems Administration's Quality Assurance office.

12.7.1. Requirements Traceability

Requirements Traceability is the ability to trace business requirements to the various design, build, and test components throughout all phases of the Project. Requirements tracing is a practice that greatly increases the quality and reliability of a project's final output while minimizing costly rework resulting from requirements errors. The Motorist Modernization program will use a Requirements Traceability Matrix (RTM) to confirm traceability across phases of the program.

Bidirectional traceability means that requirements can be traced both forwards and backwards, ideally through each step of the project. Bidirectional traceability helps determine that the solution addresses the source requirements and that all requirements and deliverables can be traced to a baselined RTM.

The business and technical requirements that are documented as part of the New System Requirements Tracking Report and Requirements Report deliverables shall be further refined and validated. Once the requirements are complete, they will be baselined. The baseline provides the inventory of confirmed requirements against which changes can be monitored and measured.

Beyond the baseline of these requirements, the following shall apply to support overall system quality:

1. Requirements altered or added as part of the requirements confirmation sessions will be recorded as part of the Program's Change Management Plan as documented in the Program's Project Management Plan.

2. During the design phases of the Project, the first portion of the requirements traceability will be initiated whereby the design that supports a particular requirement will be noted.

3. During the User Acceptance testing phases, the second portion of the requirements traceability task would commence. During this task, the test scenario used to validate a particular requirement would be noted.

4. The requirements, at the conclusion of testing, would be evaluated prior to deployment to ensure the business requirements have been addressed.

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[5] As of July 2016, the Rules of the Agency for State Technology Chapter 74-1 Project Management and Oversight are in DRAFT format.

12.7.2. Testing and Defect Management

Testing activities are one of the primary mechanisms for confirming system quality. Each project in the Motorist Modernization program will evaluate quality as it pertains to testing and defect management using the following metrics. Quality Assurance testing will be performed in accordance with the Information Systems Administration's Quality Assurance Office's established standard.

12.7.3. System Quality Metrics

System Quality Metrics will be assessed and reported in accordance with the Information Systems Administration's Quality Assurance Office's established standard. Table 12-3 below provides examples of the types of metrics that may be collected.

Metric	Description	Target / Measurement
# of open change requests w/o decision	Total number of open, active change requests	**Green**: ≤ 5 **Yellow**: 5< to ≤ 25 **Red**: 25 >
# of change requests approved within the last 3 months	Count of change requests that shall provide insight into the quality of the business / functional requirements.	**Green**: ≤ 3 **Yellow**: 3< to ≤6 **Red**: 6 >
Change request aging	Mean calculation of the number of days between a change request being logged and a decision (to proceed or not)	**Green**: ≤ 10 **Yellow**: 10< to ≤ 15 **Red**: 15 >
# of open critical system defects	Count of open defects	**Green**: ≤ 15 **Yellow**: 15< to ≤ 25 **Red**: 25 >
Defect resolution time	Mean calculation of the time between defect opening and defect resolution deployed to the testing environment	**Green**: ≤ 2 days **Yellow**: 2< to ≤ 10 **Red**: 10 >
% of re-opened defects	Percentage of defects that have been re-opened after initial testing (by testing phase)	**Green**: ≤ 10% **Yellow**: 10%< to ≤ 15% **Red**: 15 >
Total # of defects	Total number of defects by testing phase (e.g., unit testing, integration testing, user acceptance testing, etc.).	<To be evaluated as part of the Executing phase based on anticipated widget count>

Table 12-3 System Metrics

13. **Communications Management**

Effective communication is one of the most important factors contributing to the success of the Motorist Modernization program.

Three clear communication channels will be established during the program organization and include:

1. Upward channel with senior executives and steering committee to highlight issues, risks and scope exceptions.
2. Lateral channel with sponsor(s), stakeholders, and other agency management involving requirements, resources, budgets and time allocations.
3. Downward channel with the team highlighting processes, activities, dates, status and general team briefings.

The communications plan describes how program communication events will occur across the channels described above. The events themselves may be periodic or one-time in nature.

The Program Director will meet weekly with the OMM Leadership Team. Monthly meetings will be held with the Advisory Board and the Executive Steering Committee (ESC). Any decisions made by the ESC or recommendations made by the Advisory Board will be documented and included in the program artifacts. For clarification of governance roles and escalation practices, please refer to the Decision Escalation Matrix referenced in Section 6.6.

Additionally, the Program's Communication Consultant will be responsible for communications conducted as a part of Organizational Change Management (referenced in Section 15).

The following tables (Table 13-1 and Table 13-2) detail the program communications and meetings used to manage the program.

PROGRAM COMMUNICATIONS				
Description	**Target Audience**	**Delivery Method**	**Delivery Frequency**	**Owner**
Project Control Book (PCB) (includes risks, issues, action items, change control forms, etc.)	Team, PMO	PPM tool, SharePoint	Weekly	Program Manager / Assigned PM
Project Schedule	Project Team and Sponsors	PPM tool, SharePoint		Assigned PM
Project Management Plan document	Project Team and Sponsors	PPM tool, PCB, SharePoint	Within 30 days of approval	Assigned PM
Program Management Plan document	Program Team and Sponsors	PPM tool, PCB, SharePoint	Within 30 days of approval	Program Manager
Status Reports	Program	PPM tool,	Weekly	Program Manager

PROGRAM COMMUNICATIONS				
Description	**Target Audience**	**Delivery Method**	**Delivery Frequency**	**Owner**
includes action items	Team and Sponsors	SharePoint		/ Assigned PM
Integrated Master Schedule (IMS)	Program Team and Sponsors	PPM tool, PCB, SharePoint	Weekly	Program Manager
OMM Leadership Team Status Report	Executive Leadership	Dashboard/ Presentation/ Discussion	Weekly & Monthly (for Advisory Board and ESC)	Program Director Deputy Program Director
Support Services Vendor Deliverables	Program Team and Sponsors	PCB, SharePoint	Per Contractual Agreement	Contract and Budget Consultant
Periodic Demos and Presentations	Focus on specific groups	Presentation/ Discussion	As needed	Project Managers Program Manager Deputy Program Director Program Director

Table 13-1 Program Communications

MEETINGS				
Description	**Target Audience**	**Delivery Method**	**Delivery Frequency**	**Owner**
Program (Internal) Team Meeting	Program Team	Meeting	Weekly	Program Manager
Executive Steering Committee (ESC) Meeting	Executive Leadership	Meeting	Monthly	Program Director Deputy Program Director
Advisory Board Meeting	Program Advisory Board	Meeting	Monthly	Program Director Deputy Program Director
Change Control Board Meeting	Product Owners, Program Team	Meeting	Bi-Monthly	Deputy Program Director Program Manager

MEETINGS				
OMM Weekly Leadership	OMM Leadership Team	Meeting	Weekly	Program Director Deputy Program Director
Program Sponsor Meeting	Motorist Services Director	Meeting	Weekly	Program Director
CIO Update Meeting	CIO	Meeting	Weekly	Program Director
Executive Sponsor Update Meeting	Executive Sponsor	Meeting	As Requested	Program Director
Program Team Meeting	Entire program team. Individual meetings for sub-teams, technical team, and functional teams as appropriate	Meeting	Monthly	Program Director
Motorist Modernization Meeting	Agency Bureau Chiefs and anyone who wishes to learn more about and receive updates on the Motorist Modernization initiative	Meeting	Monthly	Communications Consultant
Focus Group / Coalition Meetings	All Stakeholders	Meeting	As Needed	Communications Consultant

Table 13-2 Program Meetings

13.1. Program Documentation

- All program artifacts shall be located in the PCB.
- All final program deliverables shall be located in PCB and the PPM tool.

13.2. Status Reporting

The Program Manager is responsible for working with each Project Manager and appropriate team members for all status reporting requirements. As development begins on the program, each Project Manager will be responsible for collecting performance metrics from Team Foundation Server (TFS) to demonstrate progress. This includes statistics on the number and status of user stories and test cases in each sprint. The table below details the different status reports used in the overall management of the Program. While AST

status reports are not prepared by DHSMV, supplemental Program documentation may be required as a result of quarterly assessments.

Report	Frequency	Assigned to
OMM Leadership Report	Weekly	Program Director Deputy Program Director Program Management Team
Legislative Status Report	Monthly	Program Manager / Vendor Project Manager / OMM Project Managers
PMO Status Report (Daptiv)	Weekly *Due Thursdays by 3:00pm*	Program Manager / Vendor Project Manager / OMM Project Managers
Project Stoplight Status Report	Weekly & Monthly	Communications Consultant / Vendor Project Manager / OMM Project Managers
Milestone Release Reports (performance metrics from TFS)	Monthly	OMM Project Managers/Scrum Masters / Vendor Project Manager
Scrum Master Reports	Daily	Scrum Masters
Project Reports	Daily	Program Manager / OMM Project Managers
DHSMV Governance Tier III Status Report	Monthly	Program Manager
AST Reports	Variable	AST Project Manager with assistance from the Program Manager

13.3. Updates to the Communications Plan

The Program's tactical Communications Plan will be updated by the Communications Consultant quarterly and distributed via e-mail.

14. Document Management

The Document Management section provides the standards for managing all Motorist Modernization program documents.

14.1. Program Repository

Project Control Book

The Program Manager has established a Project Control Book for the Motorist Modernization program on the network drive. The Project Control Book contains artifacts specific to the project management aspects of the project as well as memorandums and meeting minutes. The Program Manager or their designee shall be responsible for publishing artifacts to this repository.

Please note there are a series of templates that have also been posted in the Project Control Book.

Document Management Guidelines

The following Document Management Guidelines are in place to support the program:

- Version history is tracked for all documents within the PCB
- Document feedback and approvals are logged in the PCB
- Drafts and Final Submission Deliverables are clearly distinguished
- Approved Documents are stored in a separate folder in the PCB
- Document control information is captured for all official deliverables

14.2. Document Naming Conventions

Deliverable Expectation Document (DED)

The Deliverable Expectation Document (DED) naming standard (one DED for every deliverable) is as follows:

> ***DED Del # - <Deliverable Name> v #.***

Versions will be 1.0 for initial submission and increment by whole numbers for each formal submission. Incremental updates will utilize the minor version increments (e.g., 1.1, 1.2, and 1.3). All versions will be recorded in the document control section at the beginning of the document.

Deliverables

The Deliverable naming standard is as follows:

> ***Del # - <Deliverable Name> v #.***

Versions will be 1.0 for initial submission and increment by whole numbers for each formal submission. Incremental updates will utilize the minor version increments (e.g., 1.1, 1.2, and 1.3). All versions will be recorded in the document control section at the beginning of the document.

<u>Deliverable Consolidated Comments</u>

The Deliverable Consolidated Comments naming standard is as follows:

> ***Del # - <Deliverable Name>Consolidated Comments v #.***

Versions will be 1.0 for initial submission and increment by whole numbers for each formal submission. Incremental updates will utilize the minor version increments (e.g., 1.1, 1.2, and 1.3). All versions will be recorded in the document control section at the beginning of the document.

<u>Project-Specific Artifacts</u>

Each project within the Motorist Modernization program will establish a PCB to store project-specific artifacts. Upon approval by the Senior Business Analyst or their designee, finalized work products (e.g., AS-IS process flows, business rules, requirements) may be migrated to the central requirements repository, Blueprint. For access to Blueprint, please contact the respective Project Manager.

15. 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. Change management activities are integral to the success of the program.

Organizational change management (OCM) activities are facilitated by the program's Communications Consultant. OCM 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.

Organizational change management (OCM) planning documents have been developed by the Department for Motorist Modernization Phase I. These include the following artifacts:

- **Communications Strategy and Plan:** Helps to manage expectations about the Motorist Modernization Phase I program and provides consistent messages among program team members, eventual end-user of the solution and other impacted stakeholders. Included as a component of this document is a tactical Communication Plan that charts out recurring and one-time communication events. This living document is updated on a quarterly basis.
- **Organizational Analysis:** Details key aspects of the various end-user groups (internal and external, as applicable) for consideration into the to-be business processes and technology. It is intended to provide a gap-analysis of the end-user groups' current and future work environments, tasks and activities, and knowledge, skills and abilities.
- **Training and Performance Support Strategy:** Details the overarching training needs and objectives for the project, per the Organizational Analysis. It also describes the various training methods (ex: Instructor-led, Web-based, Videos, Online Tip-sheets) that will be used; lays out a general training curriculum per user group; and describes any point-of-deployment and/or ongoing performance support mechanisms that will be used, such as help desks / user support sites.

The Communications Consultant will facilitate completion of similar documentation for the Motorist Modernization – Phase II Program and conduct periodic OCM readiness assessments throughout the program's life cycle to measure progress of closing gaps identified in the Organizational Analysis.

Please refer to the program's PCB for additional information on OCM.

16. Configuration Management

ISA will be responsible for documenting any configuration changes made to the systems that are required for the Motorist Modernization program. Version control is the responsibility of the ISA software managers for systems in which they are responsible. Please refer to the *DHSMV Information Systems Development Methodology* for additional information on configuration management.

17. Vendor Management

The scope of the Motorist Modernization program precipitates the need for a vendor management plan that outlines the activities necessary to ensure the quality, timeliness, and value of products and services procured by the Department. The Program Manager will work with the program team to identify program needs to be procured and work with the Program Director, Deputy Program Director and Contract and Budget Consultant to document and communicate Vendor/Department roles and responsibilities, which may include but not be limited to:

- Vendor staffing plan

- Vendor project plan

- Vendor risk management plan

- Performance metrics

- Change management request process

- Deliverables review and acceptance process

- Knowledge transfer and product support

Vendor management will be defined in the request for quote and scope of services documents developed as part of the procurement process for both Support Services and IV&V. All contract documents will contain specific terms and conditions as well as corresponding monetary damages for lack of performance.

18. Common Acronyms & Terms

Acronym	Description
AAMVA	American Association of Motor Vehicle Administrators
AST	Agency for State Technology
CDLIS	Commercial Driver License Information System
CR	Change Request
DL	Driver Licenses
DRIVE	Driver Related Issuance and Vehicle Enhancements
ECM	Enterprise Content Management
EFS	Electronic Filing System
ETR	Electronic Temporary Registration
FDLIS	Florida Driver License Information System
FRVIS	Florida Registration & Vehicle Information System
HSMV	Highway Safety & Motor Vehicles
ISA	Information Systems Administration
MS	Division of Motorist Services
NSRC	Northwood Shared Resource Center
OMM	Office of Motorist Modernization
PCB	Project Control Book
PDC	Primary Data Center
PM	Project Manager
PMO	Project Management Office
PPM	Project Portfolio Management
SPS	Stored Procedure Services (ISA Development Section)
WAR	Warehouse and Reporting Services (ISA Development Section)
WBS	Work Breakdown Structure

WRAP	Work Request and Prioritization

19. Signature and Acceptance Page

We have reviewed the Program Management Plan (PMP) and agree that the content of the document is accurate as of this point in the program and clearly delineate the work to be done for the program and the process in which decisions will be made. This document serves as the source of program information and will be updated as required.

Prepared by _____

Cheryln Dent
Program Manager, Office of Motorist Modernization

Approved by _____

Terry Rhodes
Executive Director, DHSMV

_____

Diana Vaughn
Deputy Executive Director, DHSMV

_____

Robert Kynoch
Director of Motorist Services, DHSMV

_____

Boyd Dickerson-Walden
Chief Information Officer, DHSMV

_____

Felecia Ford
Chief of Administrative Reviews, DHSMV

X.   Appendix C: Project Schedule

ID	ⓘ	WBS	Task Name	% Complete	Duration	Start	Finish	Predecesso	Resource Names	
0		0	**MM Phase II Project Schedule**	0%	**1697 days**	**Mon 10/3/16**	**Thu 6/29/23**			
1		1	**Initiation Phase**	0%	**161 days**	**Mon 10/3/16**	**Tue 5/23/17**			
2		1.1	Complete Governance Pre-Governance Processes	0%	10 days	Mon 10/3/16	Fri 10/14/16		MM Deputy Director,MM Director,Program Mgr	
3		1.2	Obtain Governance Approval	0%	0 days	Wed 5/17/17	Wed 5/17/17	2	MM Deputy Director,MM	
4		1.3	Document Lessons Learned from Initiation Phase	0%	5 days	Wed 5/17/17	Tue 5/23/17	3	MM Deputy Director,MM	
5		1.4	Initiation Phase Complete	0%	0 days	Tue 5/23/17	Tue 5/23/17	4		
6		2	**Planning Phase**	5%	**166 days**	**Tue 3/7/17**	**Fri 10/27/17**			
7		2.1	Setup Program Control Book (PCB) and Daptiv	0%	0 days	Wed 5/17/17	Wed 5/17/17	3	Program Mgr	
8		2.2	Setup Project Control Books (PCB) and Daptiv	0%	5 days	Wed 5/17/17	Tue 5/23/17	7	Program Mgr	
9		2.3	**Procure MM Phase II IV&V Services & Onboard Resources**	16%	**126 days**	**Tue 3/7/17**	**Fri 9/1/17**			
10		2.3.1	Draft RFP for IV&V Services	100%	15 days	Tue 3/7/17	Mon 3/27/17		Contract Manager	
11		2.3.2	Finalize RFP for IV&V Services	0%	30 days	Tue 3/28/17	Mon 5/8/17	10	Contract Manager,Program Mgr	
12		2.3.3	Select Review Team for RFP	0%	23 days	Mon 5/1/17	Thu 6/1/17		MM Director	
13		2.3.4	Issue RFP for IV&V Services	0%	0 days	Thu 6/1/17	Thu 6/1/17	12	Purchasing and Contracts	
14		2.3.5	Receipt of Written Inquiries	0%	0 days	Mon 6/12/17	Mon 6/12/17			
15		2.3.6	DHSMV Responses to Questions	0%	0 days	Tue 6/20/17	Tue 6/20/17			
16		2.3.7	Review IV&V RFP Responses	0%	13 days	Wed 7/12/17	Fri 7/28/17	13FS+15 da	Team	
17		2.3.8	Select Vendor for IV&V Services	0%	0 days	Mon 7/31/17	Mon 7/31/17	16	Team	
18		2.3.9	Complete Procurement & Negotiations	0%	11 days	Tue 8/1/17	Tue 8/15/17	17	Purchasing and Contract	
19		2.3.10	Complete Staff Onboarding	0%	0 days	Fri 9/1/17	Fri 9/1/17	18FS+5 day	Program Mgr,Contract M	
20		2.4	**Procure MM Phase II Support Services & Onboard Resources**	0%	**126 days**	**Tue 3/7/17**	**Fri 9/1/17**			
21		2.4.1	Draft RFP for Support Services	0%	15 days	Tue 3/7/17	Mon 3/27/17	10SS	Contract Manager	
22		2.4.2	Finalize RFP for Support Services	0%	36 days	Mon 4/3/17	Mon 5/22/17	21	Contract Manager,Purcha	
23		2.4.3	Issue RFP for Support Services	0%	0 days	Thu 6/1/17	Thu 6/1/17	22	Purchasing and Contracts	
24		2.4.4	Review Support RFP Responses	0%	10 days	Thu 6/22/17	Thu 7/6/17	23FS+15 da	Team	
25		2.4.5	Select Vendor for Support Services	0%	0 days	Thu 7/6/17	Thu 7/6/17	24	Team	
26		2.4.6	Complete Procurement	0%	15 days	Fri 7/7/17	Thu 7/27/17	25	Purchasing and Contract	
27		2.4.7	Complete Staff Onboarding	0%	0 days	Fri 9/1/17	Fri 9/1/17	26FS+5 day	Program Mgr,Contract M	

ID	ⓘ	WBS	Task Name	% Complete	Duration	Start	Finish	Predecesso	Resource Names
28		**2.5**	**Review & Update Program/Project Management Plans**	0%	**40 days**	**Fri 9/1/17**	**Fri 10/27/17**		
29		2.5.1	Review Program Management Plan (PgMP)	0%	15 days	Fri 9/1/17	Fri 9/22/17	7	MM Deputy Director,Prog
30		2.5.2	Finalize PgMP Updates	0%	5 days	Mon 9/25/17	Fri 9/29/17	29	MM Deputy Director,Prog
31		2.5.3	Obtain PgMP Approval and Signoff	0%	0 days	Fri 10/6/17	Fri 10/6/17	30FS+5 day	Program Mgr
32		2.5.4	Finalize Project Management Plans (PMP)	0%	15 days	Mon 10/9/17	Fri 10/27/17	31,27FS+5	PM
33		**2.6**	**Review & Update Program Schedule**	0%	**40 days**	**Fri 9/1/17**	**Fri 10/27/17**		
34		2.6.1	Review Program Schedule	0%	15 days	Fri 9/1/17	Fri 9/22/17	7	
35		2.6.2	Finalize Schedule Updates	0%	5 days	Mon 9/25/17	Fri 9/29/17	34	
36		2.6.3	Obtain PgMP Approval and Signoff	0%	0 days	Fri 10/6/17	Fri 10/6/17	35	
37		2.6.4	Finalize Project Schedule	0%	15 days	Mon 10/9/17	Fri 10/27/17	36	
38		**2.7**	**Review & Assess Development Methodology (ISDM)**	0%	**20 days**	**Fri 9/1/17**	**Fri 9/29/17**		
39		2.7.1	Review Agile-Waterfall Methodology Documentation	0%	10 days	Fri 9/1/17	Fri 9/15/17	27	Team
40		2.7.2	Finalize Agile-Waterfall Methodology Documentation Assessment	0%	5 days	Mon 9/18/17	Fri 9/22/17	39	Team
41		2.7.3	Obtain Agile-Waterfall Methodology Assessment Approval and Signoff	0%	0 days	Fri 9/29/17	Fri 9/29/17	40FS+5 days	Team
42		**2.8**	**Review & Update Testing Methodology**	0%	**20 days**	**Fri 9/1/17**	**Fri 9/29/17**		
43		2.8.1	Review Testing Methodology Documentation	0%	10 days	Fri 9/1/17	Fri 9/15/17	27	Team
44		2.8.2	Finalize Testing Methodology Documentation Updates	0%	5 days	Mon 9/18/17	Fri 9/22/17	43	Team
45		2.8.3	Obtain Testing Methodology Approval and Signoff	0%	0 days	Fri 9/29/17	Fri 9/29/17	44FS+5 day	Team
46		2.9	Document Lessons Learned from Project Planning Phase	0%	5 days	Mon 10/2/17	Fri 10/6/17	45	MM Deputy Director,MM
47		2.10	Planning Phase Complete	0%	0 days	Fri 10/6/17	Fri 10/6/17	46	
48		**3**	**Execution and Monitoring & Control**	0%	**1528 days**	**Wed 5/17/17**	**Mon 6/12/23**		
49		3.1	Conduct Kickoff Meeting	0%	0 days	Tue 9/5/17	Tue 9/5/17	19FS+2 day	MM Director
50		**3.2**	**Requirements Gathering and Documentation**	0%	**283 days**	**Wed 5/17/17**	**Fri 6/29/18**		
51		3.2.1	Document Existing "As-Is" Functionality (High Level)	0%	168 days	Wed 5/17/17	Thu 1/18/18	3	BA
52		3.2.2	Gather New Suggestions, Ideas, and Functionality (Road Shows)	0%	240 days	Wed 7/5/17	Fri 6/15/18	3	BA
53		3.2.3	Perform Data Warehouse Needs Assessment	0%	60 days	Fri 9/1/17	Wed 11/29/17	27	
54		3.2.4	Document Detailed "As-Is" Functionality	0%	240 days	Wed 7/5/17	Fri 6/15/18	52SS	BA,Developer
55		3.2.5	Perform Gap Analysis	0%	240 days	Wed 7/5/17	Fri 6/15/18	54SS	BA

ID	ⓘ	WBS	Task Name	% Complete	Duration	Start	Finish	Predecesso	Resource Names
56		3.2.6	Document "To-Be" System Functionality	0%	240 days	Wed 7/5/17	Fri 6/15/18	52SS	BA,Developer
57		3.2.7	Obtain Requirements Approval and Signoff	0%	0 days	Fri 6/29/18	Fri 6/29/18	56FS+10 da	Team
58		**3.3**	**Requirements Validation and Approval**	**0%**	**221 days**	**Tue 8/14/18**	**Fri 6/28/19**		
59		**3.3.1**	**Validate Business Rules & Functional Requirements with Users**	**0%**	**208 days**	**Tue 8/14/18**	**Tue 6/11/19**		
60		3.3.1.1	Perform Requirements Grooming	0%	208 days	Tue 8/14/18	Tue 6/11/19	57FS+30 da	BA
61		3.3.1.2	Develop Test Cases	0%	193 days	Wed 9/5/18	Tue 6/11/19	60SS+15 da	Tester
62		3.3.1.3	Develop Development Estimations	0%	193 days	Wed 9/5/18	Tue 6/11/19	60SS+15 da	Developer
63		3.3.2	Validate Technical Requirements	0%	215 days	Tue 8/14/18	Thu 6/20/19	57FS+30 days	Enterprise Architect,Data Architect
64		3.3.3	Perform Gap Analysis	0%	218 days	Tue 8/14/18	Tue 6/25/19	60SS	BA
65		3.3.4	Obtain Validated Requirements Approval and Signoff	0%	0 days	Tue 6/25/19	Tue 6/25/19	60FS+10 da	Team
66		3.3.5	Establish Requirements Baseline	0%	3 days	Wed 6/26/19	Fri 6/28/19	65	BA
67		**3.4**	**Design, Development and Implementation**	**0%**	**1358 days**	**Tue 1/16/18**	**Mon 6/5/23**		
68		**3.4.1**	**Database Redesign**	**0%**	**368 days**	**Tue 1/16/18**	**Thu 6/27/19**		
69		3.4.1.1	Baseline Analysis - As Is Data Model	0%	20 days	Tue 8/14/18	Tue 9/11/18	63SS	
70		3.4.1.2	Baseline Analysis - To-Be Data Model	0%	60 days	Wed 9/12/18	Fri 12/7/18	69	
71		3.4.1.3	Database Model Gap Analysis	0%	40 days	Mon 12/10/18	Wed 2/6/19	70	
72		3.4.1.4	Review and Update Data Model	0%	100 days	Thu 2/7/19	Thu 6/27/19	71	
73		3.4.1.5	Data Warehouse Planing & Design	0%	115 days	Tue 1/16/18	Tue 6/26/18	53FS+30 days	
74		3.4.2	Database Environment Readiness	0%	190 days	Tue 2/27/18	Tue 11/27/18		
75		3.4.2.1	Conduct Database Needs Analysis / Capacity Planning	0%	100 days	Tue 2/27/18	Wed 7/18/18	27FS+120 d	
76		3.4.2.2	Purchase Software	0%	90 days	Thu 7/19/18	Tue 11/27/18	75	
77		3.4.3	Document System Specifications	0%	60 days	Thu 3/28/19	Thu 6/20/19	63FF	
78		3.4.4	Document Migration Process Design	0%	60 days	Mon 12/10/18	Wed 3/6/19	70	
79		3.4.5	Document Synchronization Process Design	0%	60 days	Thu 3/7/19	Thu 5/30/19	78	
80		3.4.6	Data Migration (Initial)	0%	60 days	Thu 3/7/19	Thu 5/30/19	78	

ID		WBS	Task Name	% Complete	Duration	Start	Finish	Predecessor	Resource Names
81		3.4.7	Data Synchronization (Initial)	0%	60 days	Fri 5/31/19	Fri 8/23/19	79	
82		3.4.8	Assess Development Readiness	0%	30 days	Mon 7/1/19	Mon 8/12/19	66,80	
83		**3.4.9**	**Development**	**0%**	**863 days**	**Mon 7/2/18**	**Fri 12/3/21**		
84		3.4.9.1	Development Foundation Support	0%	20 days	Mon 7/2/18	Mon 7/30/18	57	
85		3.4.9.2	Development Release Planning	0%	180 days	Tue 8/14/18	Wed 5/1/19	60SS	
86		3.4.9.3	Enterprise Preparations	0%	115 days	Thu 3/21/19	Fri 8/30/19	60SS+150 c	
87		3.4.9.4	Software Development	0%	566 days	Thu 9/5/19	Fri 12/3/21	62FS+30 days,82FS+	Developer
88		3.4.9.5	Development Complete	0%	0 days	Fri 12/3/21	Fri 12/3/21	87	
89		**3.4.10**	**Testing**	**0%**	**757 days**	**Mon 7/1/19**	**Thu 6/30/22**		
90		3.4.10.1	Develop Automated Test Scripts	0%	30 days	Mon 7/1/19	Mon 8/12/19	82SS	Tester
91		3.4.10.2	Conduct End to End User Acceptance Testing (UAT)	0%	628 days	Thu 9/26/19	Fri 3/25/22	87SS+15 da	Tester
92		**3.4.10.3**	**Conduct Enterprise System Testing**	**0%**	**130 days**	**Mon 12/6/21**	**Thu 6/9/22**		
93		3.4.10.3.1	Conduct End to End System Testing	0%	30 days	Mon 12/6/21	Wed 1/19/22	88	ISA
94		3.4.10.3.2	Conduct End to End Regression Testing	0%	30 days	Thu 1/20/22	Wed 3/2/22	93	ISA
95		3.4.10.3.3	Conduct Stress Testing	0%	30 days	Thu 3/3/22	Wed 4/13/22	94	ISA
96		3.4.10.3.4	Conduct Performance Testing	0%	5 days	Thu 4/14/22	Wed 4/20/22	95	ISA
97		3.4.10.3.5	Conduct Disaster Recovery Testing	0%	5 days	Thu 4/21/22	Wed 4/27/22	96	ISA
98		3.4.10.3.6	Conduct Integration Testing	0%	30 days	Thu 4/28/22	Thu 6/9/22	97	ISA
99		3.4.10.4	Conduct Security Testing - ISA Security Scan	0%	15 days	Fri 6/10/22	Thu 6/30/22	92	ISM
100		3.4.10.5	Testing Complete	0%	0 days	Thu 6/30/22	Thu 6/30/22	91,92,99	
101		**3.4.11**	**Training**	**0%**	**803 days**	**Tue 12/3/19**	**Fri 2/10/23**		
102		3.4.11.1	Document Training Plan	0%	60 days	Tue 12/3/19	Thu 2/27/20	87SS+60 da	Trainer
103		3.4.11.2	Develop Training Course(s)	0%	180 days	Tue 7/27/21	Wed 4/13/22	87SS+60 da	Trainer
104		3.4.11.3	Conduct Training	0%	90 days	Thu 9/8/22	Fri 1/20/23	116FF-60 d	Trainer
105		3.4.11.4	Update Training Plan and Manual	0%	15 days	Mon 1/23/23	Fri 2/10/23	104	Trainer
106		**3.4.12**	**Policies and Procedures**	**0%**	**475 days**	**Fri 9/4/20**	**Tue 7/26/22**		
107		3.4.12.1	Update Policies and Procedures	0%	475 days	Fri 9/4/20	Tue 7/26/22	65FS+30 da	Motorist Services
108		3.4.12.2	Review and Acceptance of Policies and Procedures	0%	0 days	Tue 7/26/22	Tue 7/26/22	107	Motorist Services

ID		WBS	Task Name	% Complete	Duration	Start	Finish	Predecesso	Resource Names
109		**3.4.13**	**Implementation**	0%	377 days	Mon 12/6/21	Mon 6/5/23		
110		3.4.13.1	Determine Pilot Site(s)	0%	30 days	Mon 12/6/21	Wed 1/19/22	88	Team
111		3.4.13.2	Develop Implementation Plan	0%	30 days	Thu 1/20/22	Wed 3/2/22	110,87	Team
112		3.4.13.3	Pilot the System	0%	90 days	Fri 7/1/22	Mon 11/7/22	89,111,87	ISA
113		3.4.13.4	Decision Point - Move to Production (Roll out)	0%	0 days	Mon 11/7/22	Mon 11/7/22	112	
114		3.4.13.5	Submit Request to Change Advisory Board (CAB)	0%	1 day	Tue 11/8/22	Tue 11/8/22	113	Program Mgr
115		3.4.13.6	Change Advisory Board Approval	0%	1 day	Mon 11/28/22	Mon 11/28/22	114FS+10 c	ISA
116		3.4.13.7	Move into Production/Go-Live	0%	90 days	Tue 12/6/22	Fri 4/14/23	115FS+5 da	ISA
117		3.4.13.8	Stabilization Period for Production	0%	35 days	Mon 4/17/23	Mon 6/5/23	116	ISA
118		3.4.13.9	Statewide Implementation Complete	0%	0 days	Mon 6/5/23	Mon 6/5/23	117	
119		3.5	Document Lessons Learned from Project Execution phase	0%	5 days	Tue 6/6/23	Mon 6/12/23	67	Team
120		3.6	Execution and Monitoring & Control Phase Complete	0%	0 days	Mon 6/12/23	Mon 6/12/23	119	
121		**4**	**Project Closeout**	0%	18 days	Tue 6/6/23	Thu 6/29/23		
122		4.1	Document Project Closure Summary	0%	3 days	Tue 6/6/23	Thu 6/8/23	118SS	Program Mgr,PM
123		4.2	Review Closeout Documentation with Stakeholders	0%	5 days	Fri 6/9/23	Thu 6/15/23	122	Program Mgr
124		4.3	Receive Acceptance and Signature on Closeout Documentation	0%	10 days	Fri 6/16/23	Thu 6/29/23	123	Program Mgr
125		4.4	Archive all Project Documentation, Artifacts, Records, etc.	0%	0 days	Thu 6/29/23	Thu 6/29/23	124	Program Mgr
126		4.5	Closeout Phase Complete	0%	0 days	Thu 6/29/23	Thu 6/29/23	125	
127		**5**	**Project Complete**	0%	0 days	Thu 6/29/23	Thu 6/29/23	126	

XI.   Appendix D: Project Risk Register

Project Risk Register

Project Name	Risk ID	Risk Name	Risk Description	Mitigation Description	Probability of Occurrence	Impact	Impacted Areas	Risk Status
Motorist Modernization (Parent Project)	1	Risk 1	If all of the project business /program area requirements, assumptions, constraints and priorities have not been identified, then the program schedule may be inaccurate.	Stakeholders and program areas will be consulted and requirement, assumptions, constraints, and priorities will be identified.	High	Medium	Schedule	Open
Motorist Modernization (Parent Project)	2	Risk 2	If program communications are not managed effectively for the extensive internal and external visibility, then service and functionality issues may lead to negative publicity and erode program support.	Involve stakeholders early in the project. Solicit feedback and participation from stakeholders during design and acceptance testing.	High	Low	Schedule	Open
Motorist Modernization (Parent Project)	3	Risk 3	If the project development cycle extends for more than 3 years, then the overall program success may be compromised by the complexity and length of the schedule.	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.	High	Medium	Schedule	Open
Motorist Modernization (Parent Project)	4	Risk 4	If organizational change management is not implemented to align revised business processes and technology changes, then some users may be reluctant to adopt and champion these changes.	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.	Medium	Low	Schedule	Open
Motorist Modernization (Parent Project)	5	Risk 5	If the Department fails to plan for and communicate business process and technology changes affecting other local/state/federal agencies and private partners, then the program may be impacted by implementation delays and negative publicity.	A clear vision of the project objectives will be defined and communicated to all stakeholders by executive leadership and the Motorist	High	Low	Schedule	Open

Project Risk Register

Project Name	Risk ID	Risk Name	Risk Description	Mitigation Description	Probability of Occurence	Impact	Impacted Areas	Risk Status
				Modernization Program Team. Project communication will be actively monitored and controlled. Any training needs will be defined and documented.				
Motorist Modernization (Parent Project)	6	Risk 6	If internal and external communication channels are not clearly established, then a lack of effective program communication will erode support.	Develop a comprehensive communications management plan and strategy.	Low	Low	Schedule	Open
Motorist Modernization (Parent Project)	7	Risk 7	If there are other technology initiatives that compete in priority, then this may impact project timeline and costs.	Monitor.	Medium	Low	Schedule	Open
Motorist Modernization (Parent Project)	8	Risk 8	If all program expenditures have not been identified, then unanticipated program needs may increase the overall budget and impact the schedule.	Implement stringent change control and scope management. Engage in thorough requirements gathering to finalize cost estimates.	Medium	Low	Schedule	Open
Motorist Modernization (Parent Project)	9	Risk 9	Limited staff roles, responsibilities and skills have been identified – The lack of clearly defined roles and responsibilities could contribute to program failure.	Program Manager will work with the Program Director to fully define all team roles prior to the start of the project.	Medium	Low	Schedule	Open
Motorist Modernization (Parent Project)	10	Risk 10	If the Department contracts with multiple vendors for program staff augmentation, then IT personnel turnover can occur and the inability to retain skilled personnel could impact the program timeline.	Manage staff augmentation needs through a single vendor. Evaluate alternative work arrangements to enable availability of skilled staff needed.	High	Medium	Schedule	Open
Motorist Modernization (Parent Project)	11	Risk 11	If the Department incurs full time IT personnel turnover, then the inability to retain skilled personnel could impact the program schedule.	Monitor.	High	Medium	Schedule	Open
Motorist Modernization (Parent Project)	12	Risk 12	If knowledgeable business team members are not dedicated to the program and/or associated projects full-time, then this could elongate timelines, increase costs, or contribute to program failure.	Project Managers and Business Analysts will be as flexible as possible when scheduling sessions or meeting to review requirements. All project meetings will have clear and documented	Medium	High	Schedule	Open

Project Risk Register

Project Name	Risk ID	Risk Name	Risk Description	Mitigation Description	Probability of Occurence	Impact	Impacted Areas	Risk Status
				objectives. Adequate time will be provided for the review and approval of project deliverables.				
Motorist Modernization (Parent Project)	13	Risk 13	All stakeholders are not represented on the Program Board	Monitor.	High	High	Schedule	Open
Motorist Modernization (Parent Project)	14	Risk 14	If additional requirements or missing requirements are identified, then this may elongate timelines, increase costs, or contribute to program/project failure.	Stakeholders will be consulted and requirements documented and defined.	High	Medium	Schedule	Open
Motorist Modernization (Parent Project)	15	Risk 15	If the program does not document the technical architecture and a fully developed design specification, then this may elongate timelines, increase costs, or contribute to program/project failure as well as result in negative publicity.	Stakeholders will be consulted and design spec will be clearly documented and defined.	Medium	Medium	Schedule	Open
Motorist Modernization (Parent Project)	16	Risk 16	If the program communications plan does not address and manage the various stakeholder geographical, cultural, and organizational differences, then this could make communications difficult and may cause missed requirements or unreasonable expectations.	Ensure communications plan addresses statewide communications. Ensure remote participation by employing collaborative tools such as video-conferencing and conference calls.	High	Medium	Schedule	Open
Motorist Modernization (Parent Project)	17	Risk 17	Several external entities could be impacted by this project – Failure to communicate could result in delays and negative publicity.	Ensure communication plan addresses statewide communications. Emphasis early and frequent communication.	High	Medium	Schedule	Open
Overall						17		
	1	**Overall**						

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

For Fiscal Year 2014-15 through Fiscal Year 2019-20
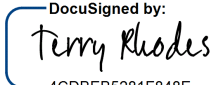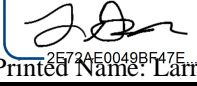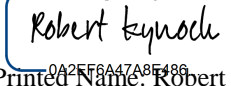
October 2013

Updated: September 2017

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: 9/15/2017
Project Name: Motorist Modernization Phase I	Is this project included in the Agency's LRPP? ___X___ Yes ____ No
FY 2018-19 LBR Issue Code: 36115C0	FY 2018-19 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: *Terry Rhodes* 4CDBEB5281F848E... Printed Name: Terry Rhodes	Date: 8/31/2017
Agency Chief Information Officer (or equivalent): *Clayton Boyd Dickerson-Walden* 30156DFB955A473... Printed Name: Boyd Dickerson-Walden	Date: 8/30/2017
Budget Officer: *Susan Carey* 7BD6B4036905431... Printed Name: Susan Carey	Date: 9/5/2017
Planning Officer: *[signature]* 2E72AE0049BF47E... Printed Name: Larry Gowen	Date: 9/5/2017
Project Sponsor: *Robert Kynoch* 0A2FF6A47A8E486... Printed Name: Robert Kynoch	Date: 9/7/2017
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Terrence Samuel, 850-617-2022, terrencesamuel@flhsmv.gov
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Contents

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 an average of $2.4 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), local governments, and nonprofit organizations.

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.

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 and is projected to increase by an additional 4.8 million by 2030.
- Changing **business model**: Tax Collectors and third party vendors 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. 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 and build a central repository of accurate data, free of duplications and errors and available for reporting in a timely fashion. An existing custom built synchronization process will be replaced with a commercially available solution 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 data-push 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.

Re-engineer the driver and vehicle renewal process. The renewal notification process has had a significant error rate, requiring reprocessing, reprinting and remailing notices, which leads to additional costs for the tax collectors and the Department. Additionally, changes in legislation have exceeded the standard size of driver license renewal notifications – requiring the Department to move from a standard postcard mailing to a letter sized form. The Department will re-engineer the renewal notice process and applications to streamline the process.

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 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 was 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 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 over five million driver licenses/identification cards and 24.5 million motor vehicle titles and registrations in Florida annually. These services provide more than $2.4 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 a significant revenue source of the state's general revenue funding.

The Department has been issuing licenses and registering vehicles as a consolidated agency since 1969 when the Governmental Reorganization Act combined the Florida Department of Public Safety and the Department of Motor Vehicles, but since that time the Department 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. The plan to merge the Divisions of Driver Licenses and Motor Vehicles was effective January 1, 2011.

Over time, numerous applications and processes have been developed ; 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, 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 16.5 million licensed drivers and the registrants of more than 19 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
License Plate Agents	Provide equipment, systems, procedures, and data in order to issue title and registration transactions on behalf of the Tax Collectors/Department in accordance with state laws and policies
Car dealers	License dealers to do business in Florida

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

Customers/Users	Function Performed by Department
Electronic Filing System Vendors	Support use of an interface for dealerships to have real time access to vehicle registration and title information from the Department
Commercial data purchasers / entities with 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 • Florida Department of Transportation • United States Department of Transportation/ Motor Carrier Safety Administration and Federal Highway Administration • Social Security Administration • United States Department of Homeland Security (DHS)	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 Non Custodial 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, 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:
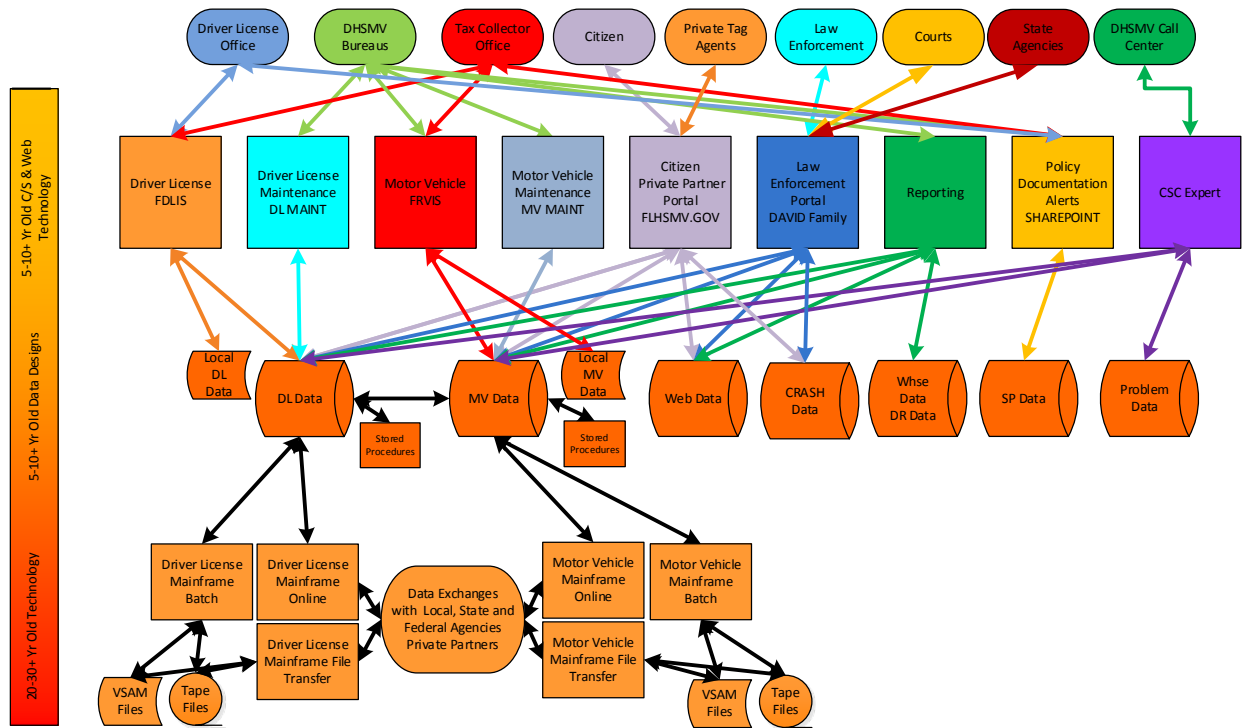
Figure 1-1 – Current Technology Environment

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					
		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
Technology Challenges	Increased support, maintenance and contractor costs			✓			✓
	Difficulty locating and retaining staff with necessary skill sets		✓	✓			✓
	Distributed data storage 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.
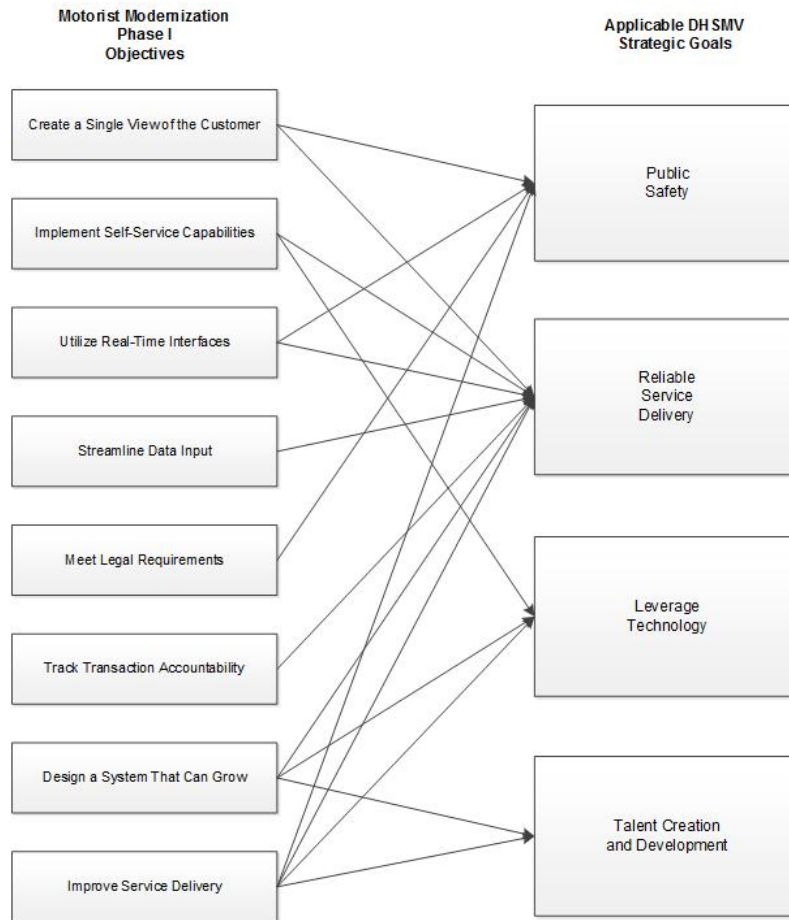
Figure 1-2 – Objectives and Strategic Goals

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 entry 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 exchanges, 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 maintaining the current system restricts the ability of the Department to meet new mandates as laws and rules change.

f. **Objective 6: Track Transaction Accountability**
Now that the Department has completed 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 timelier 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 custom built synchronization process will be replaced with a commercially available solution 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 data-push 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 (DCF) 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.

Re-engineer the driver and vehicle renewal process. The renewal 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.

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 (DRIVE), the Department has developed 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)

Motorist Services' responsibilities include credentialing drivers through the issuance of driver licenses, credentialing vehicles through the issuance of titles and registrations, and overseeing related compliance programs. Responsibilities also include investigating and resolving consumer complaints, inspecting and titling rebuilt vehicles, registering and auditing Florida-based commercial carriers, data exchange and reporting, and helping ensure manufactured or mobile homes are constructed and installed in compliance with federal and state standards. Specific activities include enforcing insurance coverage requirements, overseeing the state's DUI education programs, records exchange, and reporting. 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 \$2.4 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. 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 license plate agents 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.

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, replacements, and reinstatements. The process includes verification of identity, residency, knowledge, and skills ability for initial issuance and some lesser number of these requirements for renewals, replacements 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 (immigrant or non-immigrant)

- Renewal/replacement ID card for foreign national (immigrant or non-immigrant)
- 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 (immigrant or non-immigrant)
- Replacement license for U.S. citizen
- Transfer out-of-state license - foreign national (immigrant or non-immigrant)
- Driver license renewal - foreign national (immigrant or non-immigrant)
- Replacement license for foreign national (immigrant or non-immigrant)
- Clearances: court clearances, child support sanctions; financial responsibility sanctions; cancellations for foreign nationals with document issues;
- Clearances: suspensions, revocations, disqualifications and cancellations requiring additional knowledge skills and abilities
- Clearance of sanctions (e.g. DUI)
- Commercial driver license (CDL)/hazmat endorsement with fingerprinting
- Registration of sexual offenders, sexual predators, and career offenders
- Medical and five-day letter re-exams
- Adding/removing endorsements and restrictions from licenses
- Written exams - CDL or regular license class

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 Problem Driver Pointer System (PDPS), 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 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 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 "corrective lenses) 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
- 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
- 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 Capture
- 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.   There are large dependencies on external webpages to access necessary information. Scanned documents take a day to show up in the customer's records. (This is dependent on end-of-day uploads to servers.)

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, 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 2015, Florida law enforcement agencies issued 3,387,909 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.

Sanction Resolution Process:

Sanction Resolution Process Description
This is the process of updating driving records to clear sanctions when the appropriate requirements have been met by drivers.

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. Once suspension information is included in the driver's record, Driver Improvement staff handles further processing. If the driver complies with requirements prior to the effective date assigned by Driver Improvement staff, the sanction 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 Comprehensive Case Information System (CCIS). 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 CCIS 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
- Florida Court Clerks and Comptrollers
- Other jurisdictions
- ISA
- DL Records staff
- AAMVA
- Tax Collectors

Interfaces
- FDLIS
- Traffic Citation Accounting Transmission System (TCATS)
- Motorist Maintenance
- Driver Uniform Ticket (DUT)
- Commercial Driver License Information System (CDLIS)
- Comprehensive Case Information System (CCIS)
- FCCC website
- Mail/Fax
- Email/Outlook

Inputs			
Information Received	**Description**	**Source**	**Format**
In-State citations	Citations issued by Florida law enforcement officials to Florida drivers that have violated Florida driving laws	Florida Court Clerks and Comptrollers	Electronically through the TCATS system
In-State sanctions	Sanctions imposed upon Florida drivers in the form of court orders issued by the Florida Court system for violation of Florida laws	Florida Court Clerks and Comptrollers	Copy by mail /fax or soft copy via email (format cannot be uploaded into the system electronically)
Florida criminal financial obligations	Financial obligations imposed upon convicted criminals (e.g., court costs)	Florida Court Clerks and Comptrollers	Copy by mail /fax or soft copy via email (format cannot be uploaded into the system electronically) Flat files sent to FCCC and then submitted to the Department by FCCC

Inputs			
Information Received	Description	Source	Format
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 CCIS 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 cause 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).
- Ensuring that all applicants for Commercial Driver Licenses meet the minimum federal requirements for issuance.

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 for required BIL coverage or \$150 - \$500 for required PIP and higher limit coverage for certain violations 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 (FR sanction 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 open FR sanctions, they will have to go into an office facility to clear the sanctions.)

Bodily injury liability (BIL) insurance is not automatically tracked on every driver. However, if a driver was in a crash and did not have BIL insurance, an FR Sanction is opened and an "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 an "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 after the camcellation date, 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.
- 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, an FR sanction 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.
- Commercial and fleet registered vehicles are not tracked because of workload.

- There is a belief that a large number of uninsured motorists are not being caught by the current system logic, leading to greater uninsured motorist risk and un-captured revenue. 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:
  - o There is a 8% uninsured motorist rate, equivalent to approximately 600,000 uninsured motorists at any given point in time.
  - o 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.
  - o 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
The Driver Improvement (DI) Staff are responsible for reviewing sanctions imposed by TCATS and DL Records for accuracy before licenses are revoked, suspended, disqualified, canceled or reinstated. 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 review for are as follows:
  o 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.
  o 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.

    o   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.

    o   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 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
- Driver Improvement (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 $2.4 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 collected by the Department.

Process Steps

In-house:

Online/Interactive Voice Response (IVR), DL, MV, data exchanges 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 Accounts Payable unit, where the report is uploaded to a custom-built web-based application FAME 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 revenue 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
- FAME 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 exchanges reports are processed in-house. Online fees received for MV transactions are processed by County Tax Collectors.
DOR/Clerk of Court fees	Civil fines collected by Clerk of Court	DOR/Clerk of Court fees are collected by the Clerks of Court, deposited, and then transactional information is provided to the Department for processing.
DL fees	DL transaction fees collected for driver license services such as issuance, renewal, reinstatement, and other license-related services	DL transaction fees are collected and processed by State-operated field offices, in-house, online, and by County Tax Collectors.
MV fees	MV transaction fees collected for services such as title and registration issuance, registration renewals, IFTA tax payments, licensing fees for car dealers and mobile home manufacturers and other MV related services	MV transaction fees are collected and processed by State-operated field offices, in-house, online and by County Tax Collectors.
Data exchanges fees	Data exchanges fees collected from the sale of DL and MV data to customers	Data exchanges 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 is 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. 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 IDs, 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 , 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
- 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 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 on tax collector transactions 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 DAVID system. The reviewer logs into the DAVID 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:
- U.S. Citizenship and Immigration Services Verification Information System (USCIS) & DHS 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
  - o   Quality Assurance section staff
- Department management
- Tax Collectors & staff
- ISA
- General public
- Florida drivers
- Law enforcement
- Driver Improvement
- DL Records
  - o   DL Statistics unit
  - o   DL Processing & Issuance unit

Interfaces
- FDLIS
-   DAVID
- CCIS (Comprehensive Case Information System)
- ADLTS
- Email/Outlook
- Microsoft Excel

- SharePoint
- USCIS & DHS
- 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 DAVID 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. In addition, the Department has received revised federal mandates relating to the Commercial Drivers Licenses. These include a new card type (for commercial learner's permit (CLP)), new requirements related to disqualification of CLP holders, and additional restrictions that will need to be incorporated into current business processes.

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 Credentialing Services** is responsible for issuance of all department issued credentials. This includes, but is not limited to, driver license, identification cards, motor vehicle titles and registrations, and confidential records.
- 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 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, five 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
5.   Meet Legal Requirements

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.
- The system shall support the issuance of any additional card types as needed in accordance with Federal law.

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, ID card, CDL and CLP
- The system will allow customers to request a replacement driver license, ID card, CDL and CLP
- 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 in order to clear existing sanctions
- 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, driver status or withdraw parental consent
- 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 a clearance letter 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 customers 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 system will give customers the ability to request and pay for BAR Hearings
- The system will give customers the opportunity to submit a motor voter application during a DL issuance transaction
- The system will give customers the ability to view pending citations on their customer record

- The system will give customers the ability to view mailed correspondence online via their portal account

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, sexual offender and career offender data, standardizing all driver-related data exchange processes for transcripts and record sales.

- The system will be architected using modern standards-based technologies
- The system will use real-time interfaces where applicable
- The system will use standard data exchange formats
- The system will enforce compliance with all federal and local requirements
- The system will provide enhanced service delivery
- The system will align with current Department business processes

d. Motor Vehicle Renewal Process

The system will accommodate different renewal schedules depending on the type of renewal.

Vehicle and Vessels
The vehicle and vessel renewal process schedule will 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 will allow for the creation of sample files with the breakdown of fees.
- The sample records will 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 will allow Tax Collector renewal vendors adequate time to review and process the renewal data.

Renewals for parking permits will 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 will allow tax collector renewal vendors adequate time to review and process renewal data.

Renewals for mobile homes will adhere to the following process and schedule:

- The system will 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 will adhere to the following process and schedule:
- The system will allow for test files and the creation of sample data records with the appropriate breakdown of fees.
- 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 and JSON file format.
- Driver License renewal eligibility status indicator will be included in the renewal file.
- The system will track vendor information such as the counties for which a vendor processes renewals and vendor contact information.
- The system will track county information such as contact information.
- The system will provide functionality to retrieve information sent in a renewal file.
- The system will provide functionality to inquire by plate and view a breakdown of the fees.
- The system will provide the ability to track the county to which the renewal notice was delivered.
- The system will provide functionality to track the vendor the renewal was sent to, along with the date and time.
- The process will provide a notification to counties if the renewal file is delayed.
- The system will provide a method to redistribute renewal data.
- The system will use the common fee engine to calculate all related renewal fees.

e. **Driver License Renewal Process**

- The driver license renewals will be pulled approximately three months prior to their renewal expiration.
- The system will verify that an image exists for the customer on the image database.
- The system will determine whether the customer is eligible to receive a convenience renewal notice or an in-office renewal notice.

- The system will determine if a medical/vision certification is required.
- The system will determine if a military extension is required.
- The renewal file will use an JSON file format.
- The system will provide functionality to retrieve information sent in a renewal file.
- The system will provide functionality to inquire by driver license number and view a breakdown of the fees.
- The system will use the common fee engine to calculate all related renewal fees.

2. Technical Requirements
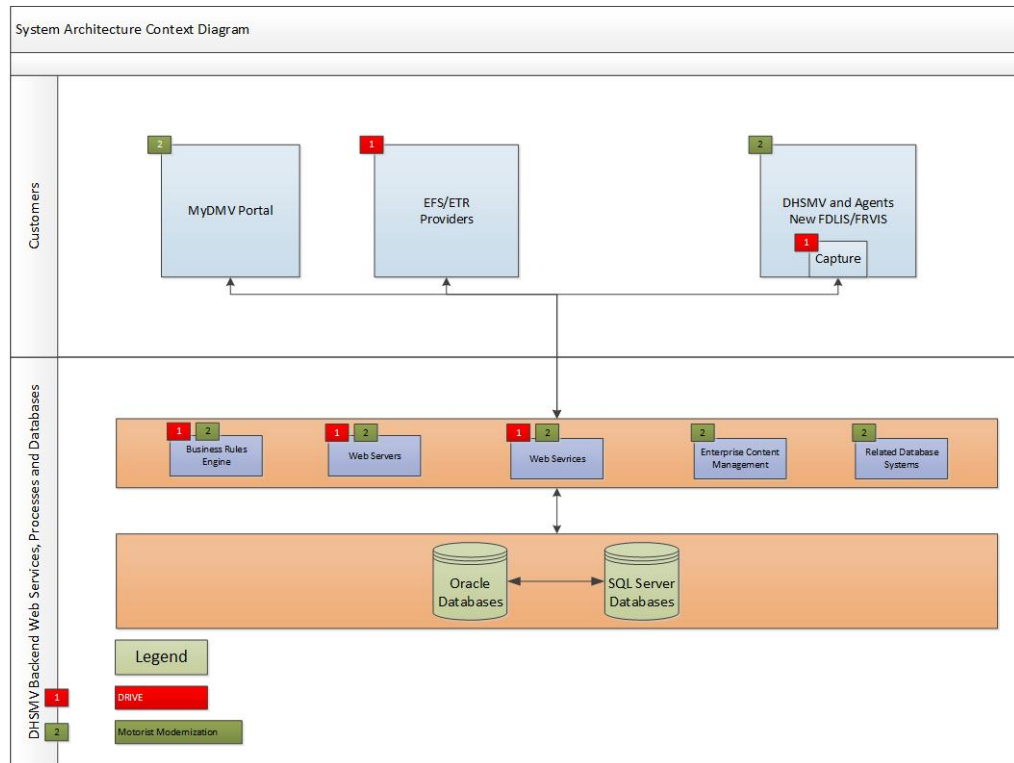
a. System Architecture Context Diagram

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 four 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 four 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. 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.

4. 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.

The RESTful API will also communicate directly with the appropriate databases when the required data 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
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 Temporary 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

<table>
<tr><th colspan="5">SUCCESS CRITERIA TABLE</th></tr>
<tr>
<th>#</th>
<th>Description of Criteria</th>
<th>How will the Criteria be measured/assessed?</th>
<th>Who benefits?</th>
<th>Realization Date (MM/YY)</th>
</tr>
<tr>
<td>1</td>
<td>All fees associated with driver license transactions are computed within a common fee engine.</td>
<td>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.</td>
<td>Florida drivers
Tax Collectors
DHSMV</td>
<td>9/19</td>
</tr>
<tr>
<td>2</td>
<td>Increase customer self-service by providing additional driver license services through the MyDMV portal.</td>
<td>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.</td>
<td>Florida drivers
Tax Collectors
DHSMV</td>
<td>9/19</td>
</tr>
<tr>
<td>3</td>
<td>Provide additional audit tracking and transaction accountability, through improved history and enhanced reporting capabilities.</td>
<td>Motorist Services will have consolidated tools to review and analyze system activity.</td>
<td>DHSMV
Federal Government
Law Enforcement</td>
<td>9/19</td>
</tr>
<tr>
<td>4</td>
<td>Increase public safety by providing law enforcement real-time access to driver license data.</td>
<td>Driver license photos and records are made available at the time of the transaction rather than at the end of business day.</td>
<td>Law Enforcement
Federal Government
DHSMV</td>
<td>9/19</td>
</tr>
<tr>
<td>5</td>
<td>All fees associated with motor vehicle and driver license renewal notices are computed within a common fee service.</td>
<td>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.</td>
<td>Florida drivers
Florida motor vehicle owners
Tax Collectors
DHSMV</td>
<td>9/19</td>
</tr>
<tr>
<td>6</td>
<td>Provide real time access into the renewal system.</td>
<td>100% of renewal data will be available for inquiry by tax collector and Department personnel once the monthly renewal data extract is performed</td>
<td>Florida drivers
Florida motor vehicle owners
Tax Collectors</td>
<td>9/19</td>
</tr>
<tr>
<td>7</td>
<td>Reduce transaction processing time by at least 20 seconds per transaction.</td>
<td>The Department will sample transaction processing times and the average the length of time it takes to process on the old system</td>
<td>Florida drivers
Florida motor vehicle owners
Tax Collectors</td>
<td>9/19</td>
</tr>
</table>

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
		versus the new system	DHSMV	
8	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 Tax Collectors DHSMV	9/19

III. Benefits Realization and Cost Benefit Analysis

A. Benefits Realization Table

The Benefits Realization Table describes the benefits which accrue from 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 the elimination of correspondence for sanctions being handled online would result in an annual savings of **more than $125,000**.	Tangible	DHSMV	Reduced postage and paper costs.	DHSMV tracks Pitney Bowes postage and printing costs monthly. In Fiscal Year 19-20, after portal implementation, DHSMV 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 its **mainframe charges at AST to decrease**. Given current rates, the Department projects that AST costs will decrease by **approximately $154,000 annually.**	Tangible	DHSMV	Decreased billing from AST.	DHSMV has current hosting/maintenance costs for the mainframe & will track elimination of these costs.	FY 2019-20
3 Avoid additional operating costs that will be necessary once resources are no longer available internally	Tangible	DHSMV and the State	The Department will not have to increase the numbers of contractors that will	DHSMV will monitor how many contracted staff will be required to support the DL Uniface and mainframe	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
	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 as the growing system complexity requires more effort to maintain or staff has either retired or elected to move to other development languages.			be needed as staff members leave the unit or the system complexity requires more effort to maintain..	environments.	
4	Workload savings will be achieved through the implementation of the driver license issuance system. Based on gained efficiencies in DL renewal, replacement, and original issuance and those services being moved online, there will be less need to increase the number of staff required to meet increasing service needs. Tax Collector's Offices throughout the state should be able to avoid future increased staffing costs of **$1.5 million**. DHSMV	Intangible	DHSMV and tax collectors	Workload Savings generated by system efficiency that shortens or eliminates transaction time (6.3 million transactions per year). This will save DHSMV and TC offices from expanding their workforce as demand grows in coming years.	The Department monitors average transaction time and online transactions allowing for accurate comparison and measurement of gained efficiencies.	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
	should be able to avoid future increased staffing costs of **$580,000**.					
5	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 25% savings would result in an annual reduction of more than 15,000 voids and reprints, and savings of more than **$31,000**.	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
6	The current Virtual Office application does not do sufficient error checking when customers process DL transactions online. The	Tangible	DHSMV Florida Drivers that conduct business	The Department would see increased customer service and a reallocation of staff in the DL	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
	customer doesn't know that there was an issue with their transaction, resulting in phone calls to the Department to get a status on their transaction. If these were validated on the front-end during the customer transaction, the customer could make the necessary corrections prior to paying or mail in the appropriate paperwork. The Department would not have to dedicate staff to follow up on these issues and process refund checks. This will result in an annual savings of approximately **$30,000**.		through online services	Issuance unit. Refund checks would not need to be processed. Florida Drivers would not need to call the Department.		
7	The new DL issuance system is estimated to take significantly less time to process transactions. These gains in efficiency will save customers approximately 480,000 hours waiting in line. This time is estimated have a value in excess of **$9.7 million** to our customers.	Tangible	DHSMV Customers	For every transaction time reduced customer wait times are reduced. As these transaction types are very common all customers will see time savings.	DHSMV measures transaction and wait times in its offices.	FY 2019-20

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

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
8	CDL license renewal and replacement will be available online following completion of Phase 1. This will save those customers who choose the online service a trip to a DL issuance office. Saving them approximately 1 hour. This has a value to those customers in excess of **$1 million.**	Tangible	CDL Customers	Moving those CDL transactions online will save those customers a trip to a DL issuance office.	Transactions processed online are measurable and can be compared to the number being processed in offices around the state.	FY 2019-20
9	Customers will have to spend less time in Department or Tax Collector Offices due to efficiencies in the system and services available online: • Financial Responsibility re-suspensions will be minimized in the new issuance system. Customers will receive a real-time assessment of their sanction status while in the office and avoid being reissued another sanction at a later date. • Customers will be able to clear certain	Tangible	Customers	Customers will spend less time in Department or Tax Collector Offices, due to the resolution of issues online or during a prior visit.	Transactions processed online are measurable and can be compared to the number being processed in offices around the state.	FY 2019-20

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

	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
	sanctions online and generate their clearance letters online in the new system. These efficiencies will generate a value to those customers in excess of **$2.2 million.**					

Overall, the Department estimates that the Motorist Modernization Phase I project will return an annual benefit of approximately $17 million to Department operations, its partners and customers. This does not include the cost avoidance of replacing the system prior to system failure, which would not only impact Department operations, but would also have a significant economic impact on Florida businesses and citizens.

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 (a) Existing Program Costs	(b) Operational Cost Change	(c)=(a)+(b) New Program Costs resulting from Proposed Project	FY 2015-16 (a) Existing Program Costs	(b) Operational Cost Change	(c)=(a)+(b) New Program	FY 2016-17 (a) Existing Program Costs	(b) Operational Cost Change	(c)=(a)+(b) New Program	FY 2017-18 (a) Existing Program Costs	(b) Operational Cost Change	(c)=(a)+(b) New Program	FY 2018-19 (a) Existing Program Costs	(b) Operational Cost Change	(c)=(a)+(b) New Program
A. Personnel -- Total FTE Costs (Salaries & Benefits)	$3,164,822	$0	$3,164,822	$3,164,822	$0	$3,164,822	$3,404,822	$0	$3,404,822	$3,404,822	$0	$3,404,822	$3,664,822	$0	$3,664,822
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	$2,744,822	$2,744,822	$0	$2,744,822	$2,744,822	$0	$2,744,822	$2,744,822	$0	$2,744,822	$2,744,822	$0	$2,744,822
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	$420,000	$0	$420,000	$660,000	$0	$660,000	$660,000	$0	$660,000	$920,000	$0	$920,000
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	$1,166,989	$0	$1,166,989	$1,687,920	$0	$1,687,920	$1,687,920	$0	$1,687,920	$1,687,920	$0	$1,687,920	$1,687,920	$0	$1,687,920
B-1. Hardware	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-2. Software	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-3. Other SSRC/NSRC	$1,166,989	$0	$1,166,989	$1,687,920	$0	$1,687,920	$1,687,920	$0	$1,687,920	$1,687,920	$0	$1,687,920	$1,687,920	$0	$1,687,920
C. External Service Provider -- Costs	$99,784	$0	$99,784	$68,318	$0	$68,318	$68,318	$0	$68,318	$68,318	$0	$68,318	$68,318	$0	$68,318
C-1. Consultant Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-2. Maintenance & Support Services	$99,784	$0	$99,784	$68,318	$0	$68,318	$68,318	$0	$68,318	$68,318	$0	$68,318	$68,318	$0	$68,318
C-3. Network / Hosting Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-4. Data Communications Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-5. Other	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
D. Plant & Facility -- Costs (including PDC services)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E. Others -- Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E-1. Training	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E-2. Travel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E-3. Other	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total of Operational Costs (Rows A through E)	$4,431,595	$0	$4,431,595	$4,921,060	$0	$4,921,060	$5,161,060	$0	$5,161,060	$5,161,060	$0	$5,161,060	$5,421,060	$0	$5,421,060
F. Additional Tangible Benefits:		$0			$0			$0			$0			$0	
F-1.		$0			$0			$0			$0			$0	
F-2.		$0			$0			$0			$0			$0	
F-3.		$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	

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

DHSMV — Motorist Modernization Phase I			Current & Previous Years Project-Related Cost	FY2014-15			FY2015-16			FY2016-17			FY2017-18			FY2018-19			TOTAL
			$ 816,864	$ 3,390,515			$ 8,408,498			$ 12,193,152			$ 13,106,154			$ 9,861,823			$ 47,777,006
Item Description	Project Cost Element	Appropriation Category		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		$ -	$ 756,691		$ -	$ 1,649,889		$ -	$ 3,047,801		$ -	$ 2,852,379		$ -	$ 1,929,823	$ 10,615,447
Costs for all OPS employees working on the project.	OPS	OPS	$ -		$ -	$ 42,630		$ -			$ -			$ -			$ -		$ 42,630
Staffing costs for personnel using Time & Expense.	Staff Augmentation	Contracted Services	$ 396,000	12.00	$ 1,514,762	$ 396,000	26.00	$ 5,173,749	$ 396,000	46.00	$ 7,610,000	$ 396,000	48.00	$ 7,920,000	$ 396,000	39.00	$ 6,390,000	$ 396,000	$ 30,984,511
Project management personnel and related deliverables.	Project Management	Contracted Services	$ -		$ -	$ -	2.00	$ 325,984	$ -	2.00	$ 566,000	$ -	2.00	$ 566,000	$ -	2.00	$ 566,000	$ -	$ 2,023,984
Project oversight (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	$ -		$ 619,222	$ -		$ 468,480	$ -		$ 500,000	$ -		$ 500,000	$ -		$ 500,000	$ -	$ 2,587,702
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	Contracted Services	$ -		$ 61,210	$ -		$ 250,400	$ -		$ 21,600	$ -		$ 815,000	$ -		$ -	$ -	$ 1,148,210
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 project expenses 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		$ -			$ 50,000	$ -		$ 50,000	$ -		$ 50,000	$ -		$ 80,000	$ -	$ 272,000
	Total		$ 816,864	12.00	$ 2,195,194	$ 1,195,321	28.00	$ 6,362,609	$ 2,045,889	48.00	$ 8,749,351	$ 3,443,801	50.00	$ 9,857,775	$ 3,248,379	41.00	$ 7,536,000	$ 2,325,823	$ 47,777,006

Note: The Motorist Modernization Project will complete pilot and production implementation in Fiscal Year 2019-20 and will require the following funding for project completion.

	Base Budget	Legislative Budget Request
Salaries and Benefits	$256,463	
Contracted Services	$99,042	$1,823,620
Total	$355,505	$1,823,620

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE I

CBAForm 2 - Project Cost Analysis Agency DHSMV Project Motorist Modernization Phase I

PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
TOTAL PROJECT COSTS (*)	$3,390,515	$8,408,498	$12,193,152	$13,106,154	$9,861,823	$47,777,006
CUMULATIVE PROJECT COSTS (includes Current & Previous Years' Project-Related Costs)	$4,207,379	$12,615,877	$24,809,029	$37,915,184	$47,777,006	
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	$3,390,515	$8,408,498	$10,640,272	$11,763,113	$9,422,252	$43,624,650
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	$3,390,515	$8,408,498	$10,640,272	$11,763,113	$9,422,252	$43,624,650
CUMULATIVE INVESTMENT	$3,390,515	$11,799,013	$22,439,285	$34,202,398	$43,624,650	

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

CBAForm 3 - Project Investment Summary   **Agency** _DHSMV_   **Project** otorist Modernization Phas|

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	$3,390,515	$8,408,498	$12,193,152	$13,106,154	$9,861,823	$47,777,006
Net Tangible Benefits	$0	$0	$0	$0	$0	$0
Return on Investment	($4,207,379)	($8,408,498)	($12,193,152)	($13,106,154)	($9,861,823)	($47,777,006)
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)	($42,147,169)	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%

As the project extends into Fiscal Year 2019-20, the "payback" for the project is not reflected in the above table. Overall, the Department estimates that the Motorist Modernization Phase I project will return an annual benefit of approximately $17 million to Department operations, its partners and customers. This does not include the cost avoidance of replacing the system prior to system failure, which would not only impact Department operations, but would also have a significant economic impact on Florida businesses and citizens.

IV. Schedule IV-B Major Project Risk Assessment

A. Risk Assessment Summary

Figure 4-1 – Risk Assessment Summary is a graphical representation of the results computed by the risk assessment tool. It shows that the Motorist Services Driver Related Issuance and Vehicle Enhancements program achieves solid business strategy alignment. However, as would be expected at this early stage, the program still carries high risk. It is expected that overall project risk will diminish when low-level program requirements have been documented. The results of this risk assessment are discussed in detail in the Project Management Section 6.H along with the Department's plan to continually identify, assess, and mitigate risk throughout the life of the program.
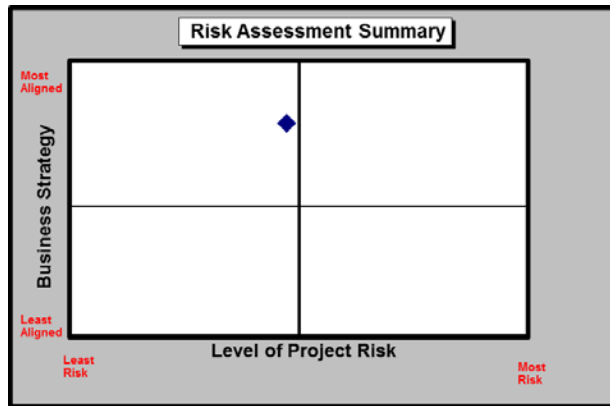
Figure 4-1 – Risk Assessment Summary

Figure 4-2 – Risk Area Breakdown illustrates the risk assessment areas that were evaluated and the breakdown of the risk exposure assessed in each area. The results of this risk assessment are discussed in detail in Program Management Section 6.H along with the Department's plan to continually identify, assess, and mitigate risk throughout the program lifecycle.

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

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.
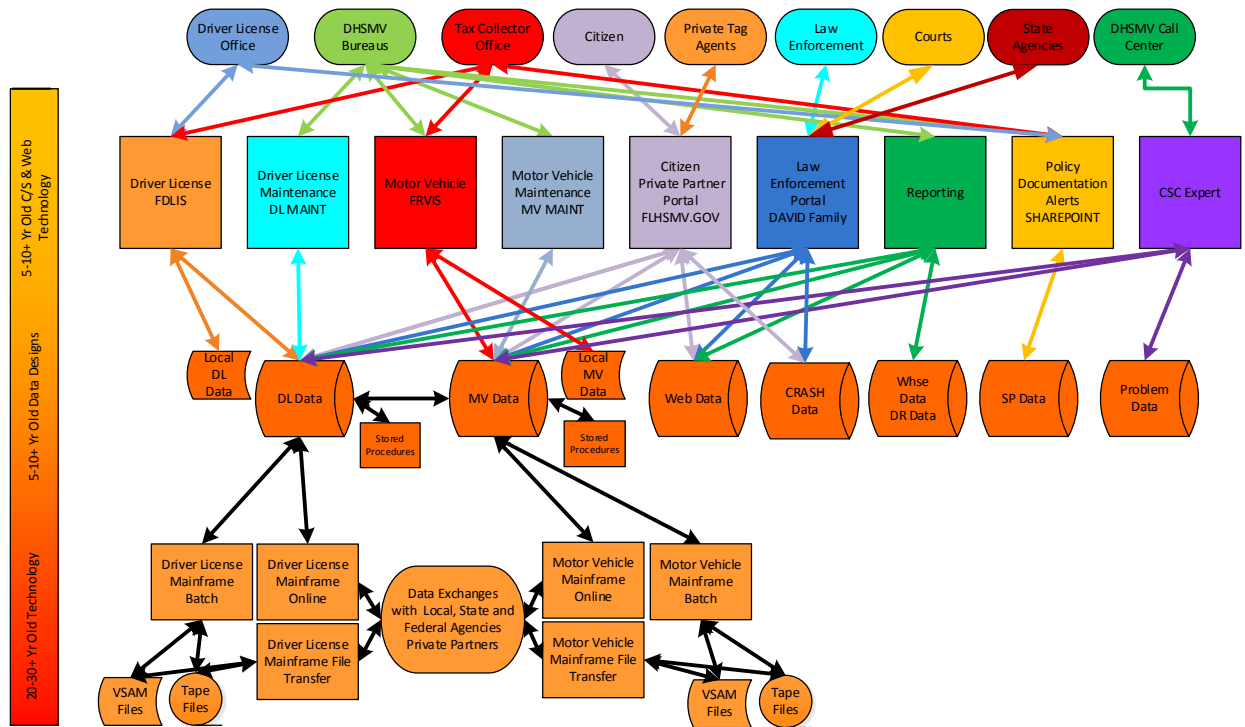
Figure 5-1 – Current Technology Environment

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 Customer 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. These include 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.
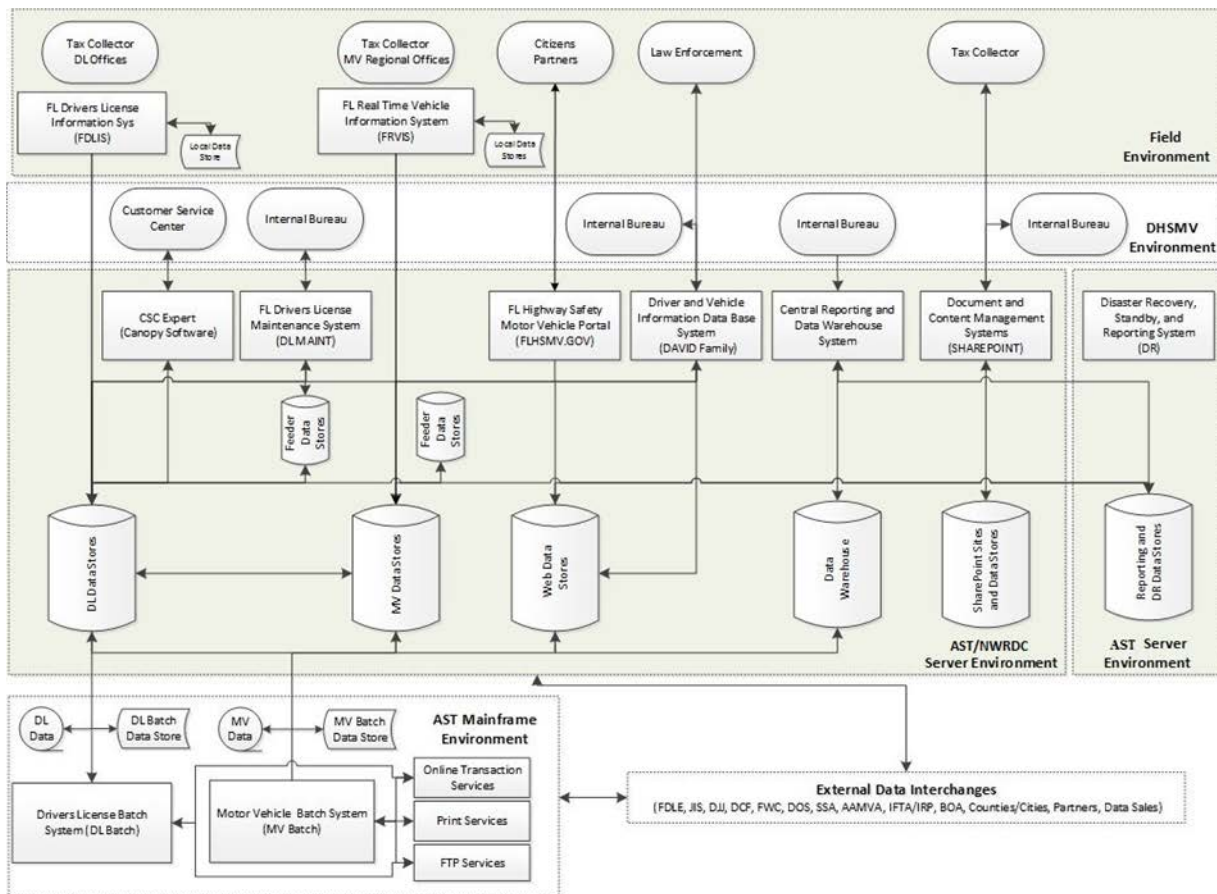
Figure 5-2 – Current System Overview

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, a custom built synchronization process 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.
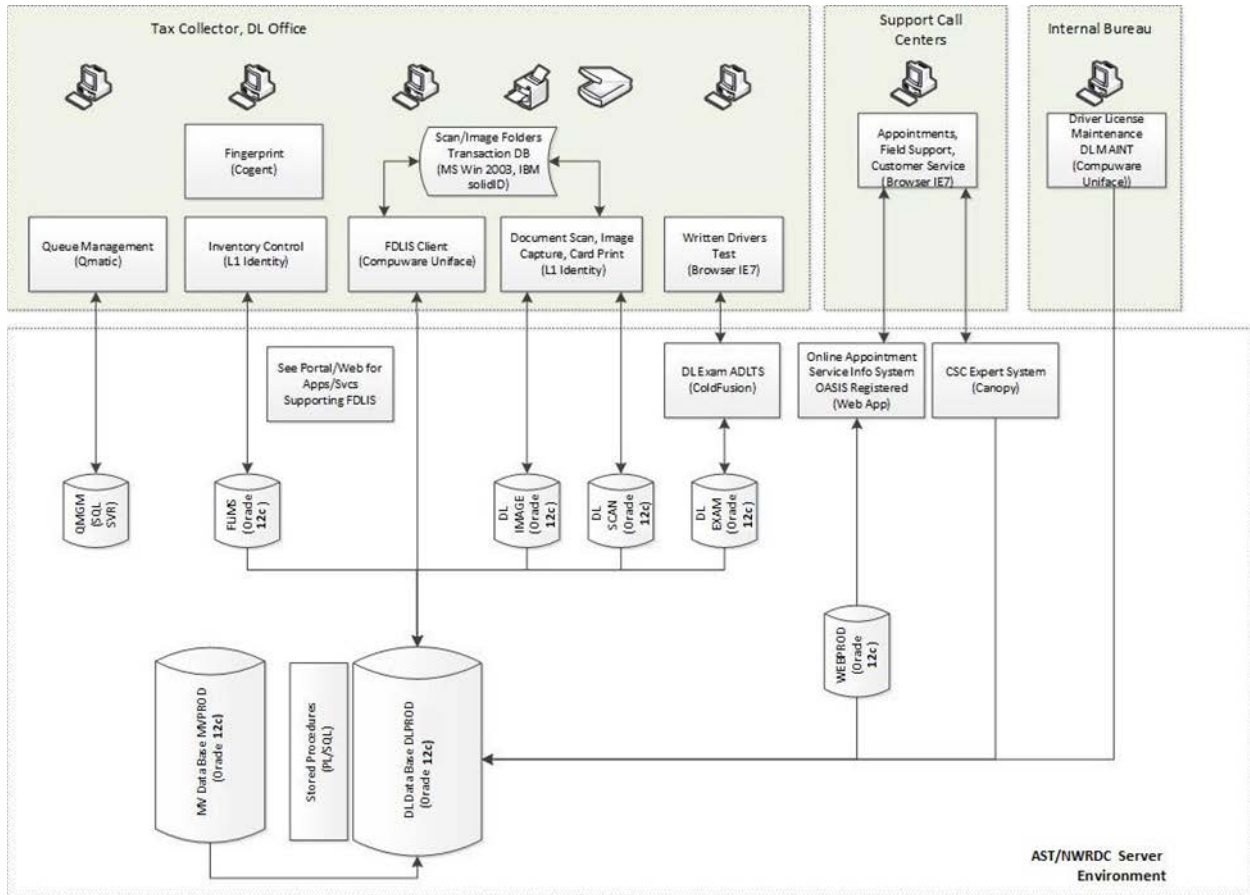
Figure 5-3 – DL System Overview

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.
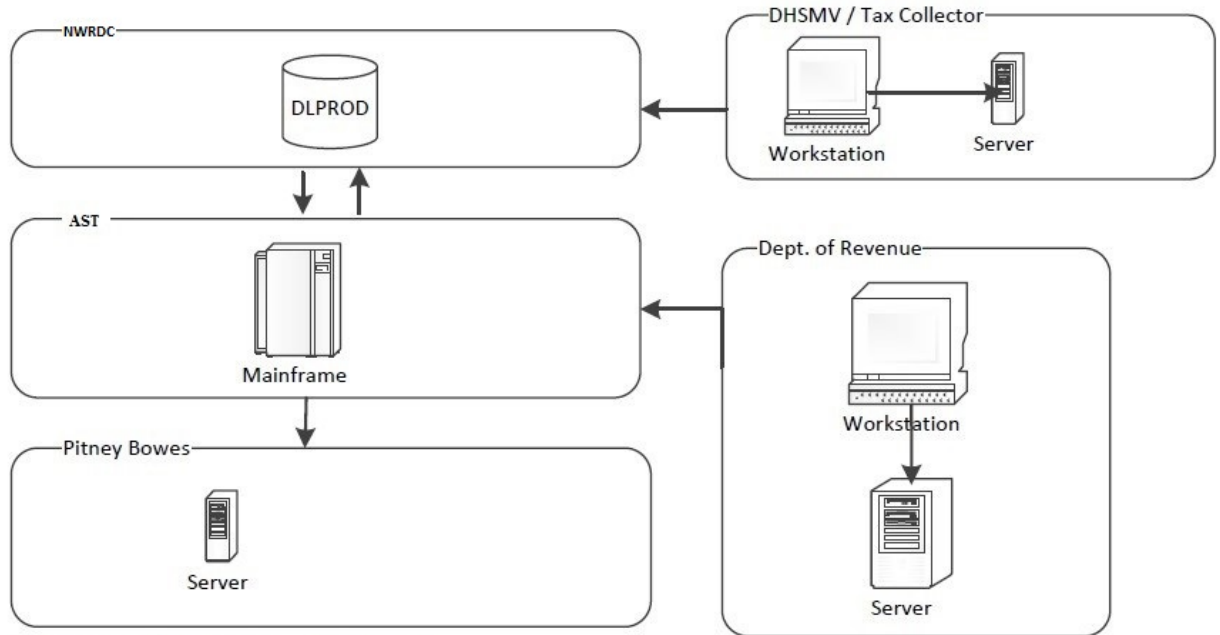
Figure 5-4 – DL Renewal System Overview

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 AST/NWRDC 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.
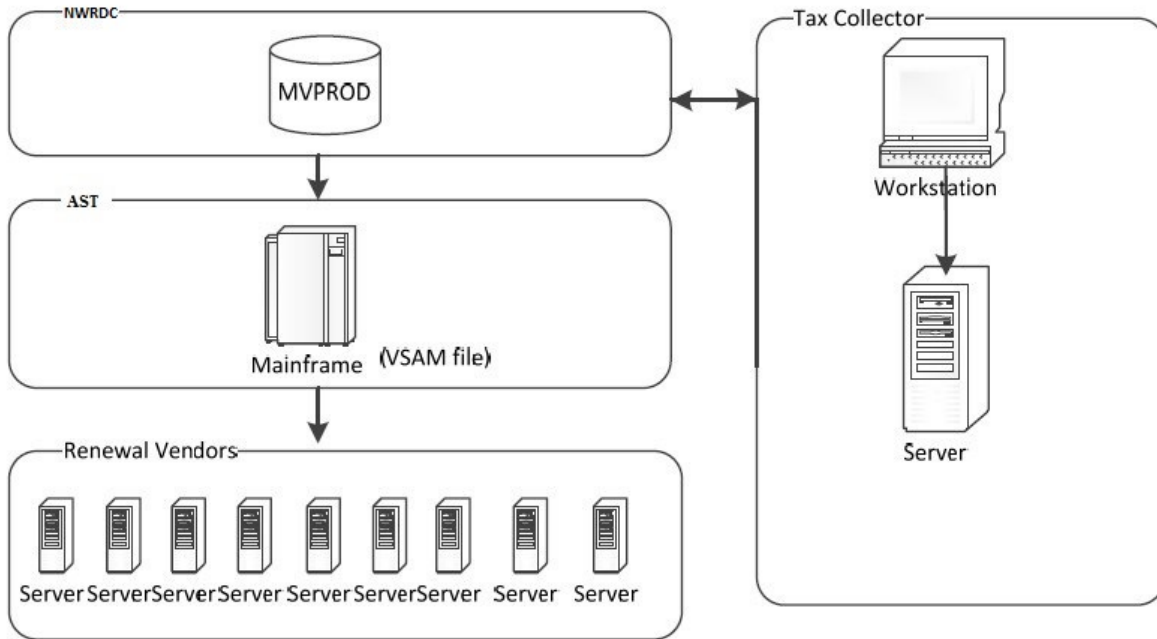
Figure 5-5 – MV Renewal System Overview

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.
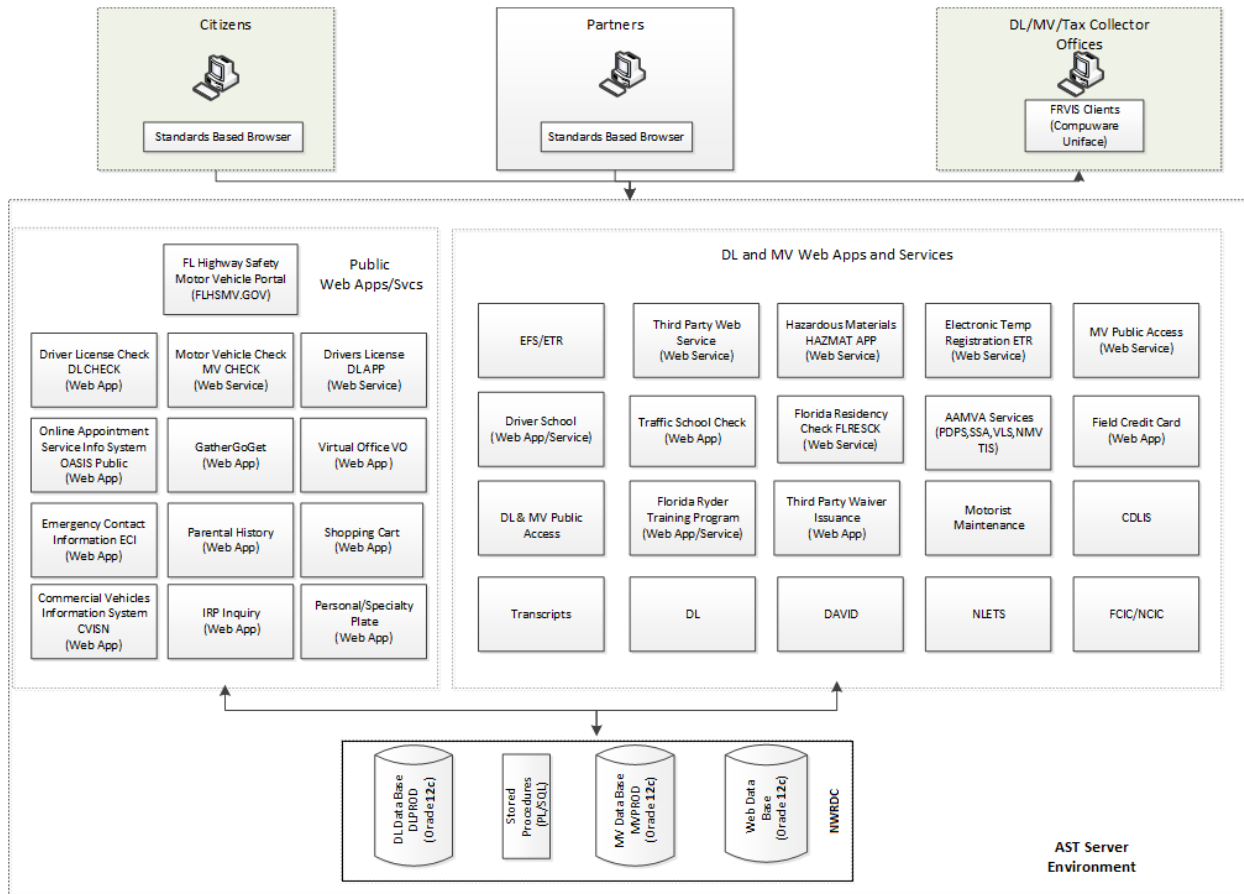
Figure 5-6 – Portal/Web System Overview

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 AST and NWRDC 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 AST/NWRDC and disaster recovery/standby environments are in separate cities.

Backup tapes with a periodic offsite rotation are created from the AST 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.
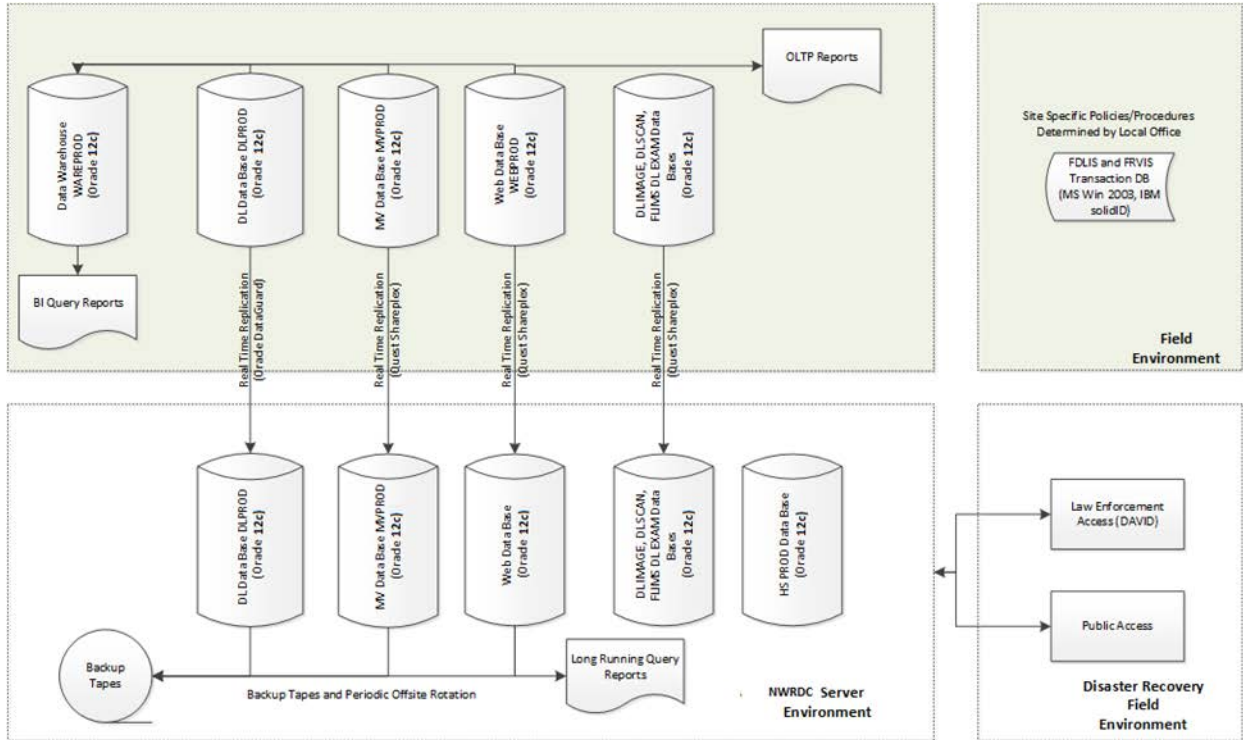
Figure 5-7- DR, Data Warehouse, and Reporting System Overview

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 12c, 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 12c, 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 12c	ECLIPSE, HTML, JavaScript, FileZilla, Cold Fusion	Programming
Renewals	IBM z114	COBOL, z/OS 1.13	Oracle 12c	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 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. Employee skill sets to support the older environments become scarcer and those few contracting firms that offer support services do so at an increased cost.
- **Distributed data 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 in an attempt to ensure data consistency, 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 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	AST Mainframe Costs $722,881
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 Handling of data among multiple, 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	AST & Uniface Licensing Costs $4,207,846

Application Servers
  Web Server
  Services Server
		Lack of the capability to scale and handle load from web requests introduces the potential for errors and/or data loss.	Provides multiple access points to motorist services applications both internally and externally	

FDLIS	N/A (custom built system)	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 extremely difficult to acquire expertise The underlying databases are isolated from other Department functionality	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
		and do not interrelate well with other systems		
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 DHSMV Systems Tax Collectors Field Offices	High
DL Issuance	Internal Client Application With Internal Service Interface	Microsoft .NET (C#) Business Rules Engine Oracle RDBMS Web Services	Thin Client / Web / Web Services	ISA Security Policy / Limited access / Partner Authentication	In-house development	All DHSMV Systems Tax Collectors Field Offices	High
MyDMV	External Website / Internal Web Services	Microsoft .NET (C#) Microsoft SQL Server Business Intelligence Suite 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#) Business Rule Engine Oracle RDBMS	Internet Service/SFTP	ISA Security Policy / Limited access Partner Portal authentication & credential management	In-house development	All DHSMV Systems Novitex/Mavro (High-Speed Renewal)	High

Table 5-3 – Proposed Solution

Figure 5-8 – To-Be System Overview highlights the changes to the current technology environment.
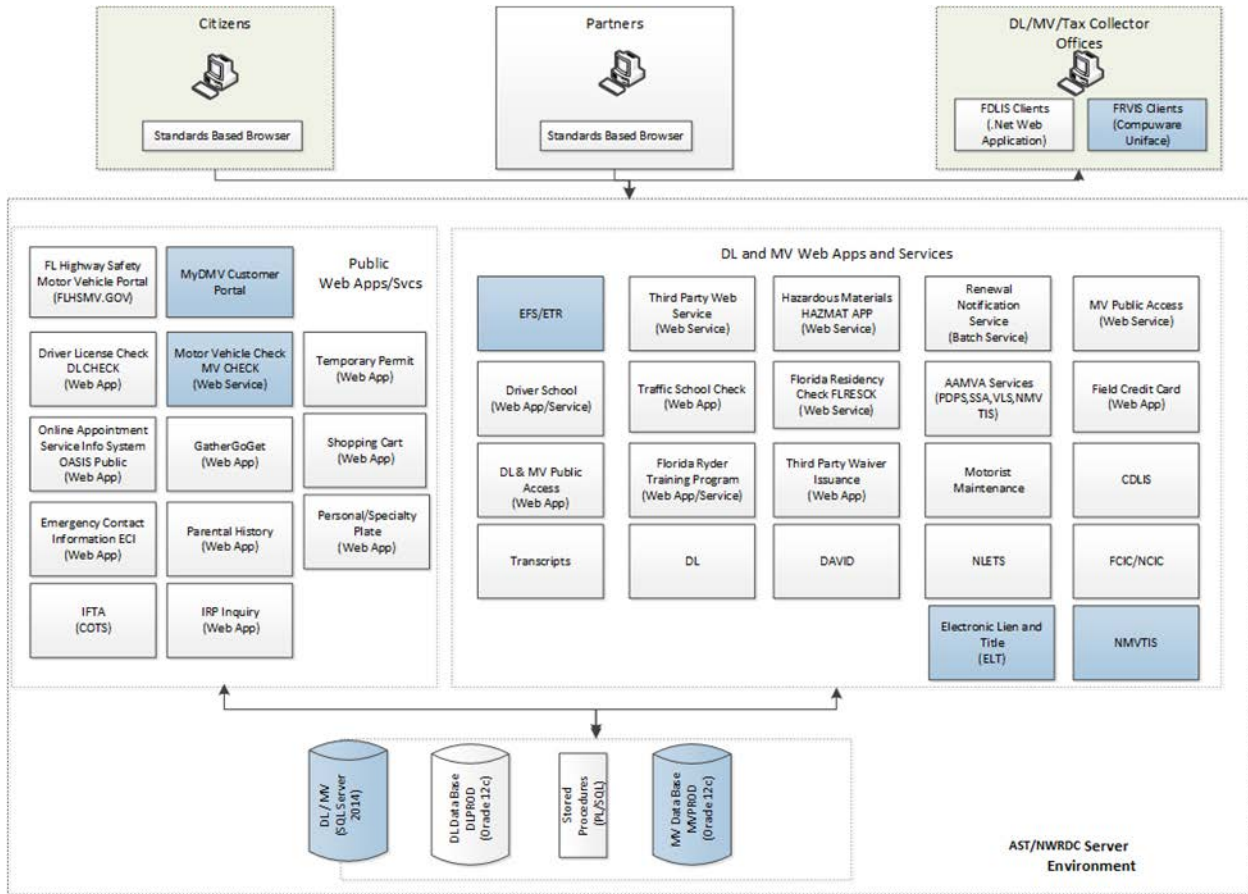
Figure 5-8 – To-Be System Overview

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 custom built synchronization process will be replaced with a commercially available solution 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 will utilize existing Oracle licensing and administrative resources. New subject areas will be deployed adjacent to existing legacy data schema to better facilitate synchronization efforts. Also, there will be an emphasis on utilizing the Department's highest available version of the Oracle database software for improved feature usage and vendor support.

This effort will require the following software:
- Oracle Database
- CA Erwin Data Modeler Workgroup Edition
- Blueprint
- Database Synchronization tool with real-time and Change Data Capture (CDC) capabilities

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. **DHSMV 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 DHSMV-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 the 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, with an estimated two year development. The work groups include Preparation, Select & Design, and Implementation Iterations.

Table 5-4 – 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
		$4,084,660

DL Issuance	Contracted Services
	    2 Project Managers
	    22 Sr. Developers
	    9 Business Analysts
	    5 Testers
	Internal DHSMV Resources
		$23,183,535

MyDMV	Contracted Services
	    4 Sr. Developers
	    1 Business Analyst
	    2 Testers
	Internal DHSMV Resources
		$3,377,626

DL & MV Renewal Notification Service	Contracted Services
	    2 Sr. Developers
	    1 Business Analyst
	Internal DHSMV Resources
		$1,499,240

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 AST. 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

To manage the components of the Motorist Modernization program, the Department utilizes a project management framework based on the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK). Please see the following appendices for more information:

Appendix B – Project Management Plan, last updated 7/28/2017
Appendix C – Project Schedule
Appendix D – Risk Register

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
BIL	Bodily Injury Liability
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
DHS	Department of Homeland Security
DHSMV	Department of Highway Safety and Motor Vehicle
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
DUI	Driving Under the Influence
DUT	Driver Uniform Ticket (Traffic)
EFS	Electronic Filing System
EREC	Electronic Repository of Executed Contracts
FAME	Financial Accounting Management Exchange
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

Acronym	Description
IFTA / IRP	International Fuel Tax Agreement / International Registration Plan
IID	Ignition Interlock Device
ISA	Information Systems Administration
IVR	Interactive Voice Response
MV	Motor Vehicle
NWRDC	Northwest Regional Data Center
OASIS	Online Appointment Service and Information System
PDC	Primary Data Center
PDL	Property Damage Liability
PIP	Personal Injury Protection
SAVE	Systematic Alien Verification for Entitlements
SFTP	Secure File Transfer Protocol
SLA	Service Level Agreement
SOA	Service Oriented Architecture
SSA	Social Security Administration
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

VIII.   Appendix B: Project Management Plan

Motorist Modernization Program

Information Systems Administration ♦

Office of Motorist Modernization ♦

Phase I Program Management Plan
Version 4.0

Contact Information

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File Information

File Location: All program artifacts will be maintained in the MM Phase I project control book (PCB) and in the project portfolio management (PPM) tool.

Revision History

Date	Version	Revised By	Description
8/11/2014	1.0	W. Ling	Initial Draft
11/13/2014	1.1	W. Ling	Updates to match Schedule IV-B
11/17/2014	1.2	W. Ling	Draft edits
12/9/2014	1.3	W. Ling	Final edits
2/10/2015	1.4	W. Ling	Updated IV&V vendor
2/18/2015	1.5	W. Ling	Consolidated edits from the OMM Leadership Team.
6/8/2015	2.0	W. Ling	Revisions based on IV&V Baseline Assessment Report
7/15/2016	3.0	K. Green	Major edits to Update Program Organizational Charts and incorporate Development Phase activities.
7/28/2017	4.0	K. Green	Major edit to update the Agile development-related decision matrix; minor verbiage updates.

Table of Contents

1. Purpose of Document

This Program Management Plan (PMP) provides guidelines for the Motorist Modernization program identifying the:

- Purpose of Document

- Background and Business Need

- Assumptions and Constraints

- Program Scope and Methodology

- Critical Success Factors and Program Benefits

- Program Organization

- Human Resource Management

- Cost Management

- Time Management

- Risk and Issue Management

- Change Management

- Quality Management

- Communications Management

- Document Management

- Organizational Change Management

- Configuration Management

- Vendor Management

- Common Acronyms & Terms

- Signature and Acceptance Page

The Program Management Plan (PMP) is a "living" document that is prepared early in the Planning Phase of the program. The PMP identifies key elements of the program management strategy and the high-level activities and deliverables of the program.

2. Background and Business Need

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 28.9 million motor vehicle titles and registrations in Florida annually[1]. These services provide more than $2.4 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 a significant revenue source of the state's general revenue funding.

The Department has been issuing licenses and registering vehicles as a consolidated agency since 1969 when the Governmental Reorganization Act combined the Florida Department of Public Safety and the Department of Motor Vehicles, but since that time, 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. Thus, 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

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[1] Statistics are as of FY 2016-17. Updated figures may be obtained upon request.

The Department created the Office of Motorist Modernization to manage this effort from a technology perspective. Major activities include planning and managing all functions related to the delivery of the new motorist systems program roadmap, data modeling, motorist business application architecture, requirements management, and modernization of the motorist information technology systems to align with the current organizational structure and business processes of the new Motorist Services Division. This effort will leverage technological advances in the software, hardware and network arenas to provide faster and more effective computing solutions.

3. Assumptions and Constraints

3.1. Assumptions

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.

- The program objectives will be one of the Department's top priorities under the direction of the Office of Motorist Modernization.

- The business partners in DHSMV will provide the necessary resources to participate when needed. If requested resources are not available, a knowledgeable replacement will be provided.

- This program will have executive and senior level management support.

- The program will implement a governance structure and follow the procedures set forth in the documented Decision Escalation Matrix in Section 6.7.

- Any changes that introduce risk to the program must be approved by the ESC. All changes will be reported to Department Governance and documented and stored with program artifacts.

- This program will use a combination of Department staff and contracted support.

- This program will use a blended waterfall-agile project management methodology.

- Required funding will be approved.

- The Motorist Modernization – Phase I Program will use a service-oriented architecture (SOA) in a Microsoft .NET framework for development.

3.2. Constraints

- There are several other projects (new and operational) that will compete for resource availability.

- The Motorist Modernization – Phase I Program depends upon the successful and timely completion of associated projects.

- Difficulty obtaining funding for the program, resource constraints and general economic disturbances could restrict the ability of the team to complete the scope of this program during the desired time frame.

- Resource availability due to high rate of attrition within the Department.

- Implementation of program objectives will be heavily dependent on the acquisition of knowledgeable resources and/or training provided to bring current resources up to speed.

- Priority shifts and/or legislative mandates could have an impact on the ability of the program to achieve stated objectives.

- Dependency on the cooperation and availability of external stakeholders may impact the ability of the program to achieve stated objectives.

- Advances in technology can cause program delays due to lack of knowledge of the new technology, availability of training or availability of resources with experience in the new technology.

4. Program Scope and Methodology

4.1. Scope Statement

The Motorist Modernization – Phase I Program, beginning in November 2013 and running through August 2019 with an estimated budget of $36.7 million, will alleviate the immediate support burden to Motorist Services business operations through the following:

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.

The redesign of the database replaces the original plan for Master Data Management reported previously as part of the original Schedule IV-B proposal for FY 2014-15. Prior to the original submission, the evidence gathered for the time, cost, and benefit to the Department was anecdotal from several vendor meetings and informational demonstrations. In early 2014 the Department sought to obtain more concrete information and issued a formal Request for Information (RFI) in an effort to shore up expectations on cost and services. The responses received (>18) indicated the Department had severely under-budgeted by $10-20 million. As a result, the Department opted to revise the infrastructure plan and scale back plans for a more cost-effective solution that still achieves the program objectives.

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 sometimes need to return to an office to resolve. In order to stay interoperable with the changes to the underlying database, the batch processes that maintain DL records and FDLIS must be upgraded in unison.

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.

Re-engineer the driver and vehicle renewal process. The renewal notification process 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 will re-engineer the renewal notice process and applications to streamline the process. It may 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.

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 each of the motorist services systems. The Department now maintains multiple different fee calculation routines, resulting in months of staff time allocated when fee changes are made. A fee engine was developed as part of the Driver Related Issuance and Vehicle Enhancements (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.

Any changes to the scope of this Program must follow the change management plan, be approved by the Executive Steering Committee (ESC), and reported to Department Governance. The approval will be kept with the program artifacts.

4.2. Program Deliverables

The following table contains a preliminary list of program deliverables which will be updated accordingly. Projects conducted in the program will include a separate and specific list of project deliverables with corresponding completion and acceptance criteria.

Deliverable Name	Completion and Acceptance Criteria
Program Charter	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 (PMP)	A document authored by the Program Manager and approved by the Executive Steering Committee providing the guidelines and procedures by which the program will be administered and managed.
Risk, Issue, & Action Registers	Prioritized list of identified risks and actual issues during the program.
Change Log	List of all change requests approved by the appropriate governing body.
Status Reports and Meeting Actions	Record of program status delivered and decisions/actions taken.
Meeting Minutes	All decisions made during meeting will be documented and accepted during the meetings.
Program Schedule	An agreed upon schedule by members of the program team. This is also referred to as the Integrated Master Schedule (IMS).
Schedule IV-B	Feasibility study detailing the plan, objectives, cost-benefit analysis, and risks for specific program initiatives for the upcoming fiscal year.

Deliverable Name	Completion and Acceptance Criteria
Legislative Budget Request (LBR) for Program Costs	Identify items, their costs, and narrative to explain why items are required for the program initiatives.
Request for Quote (RFQ) for required services	Formal request to hire vendor assistance for staff augmentation, etc.
Request for Information (RFI)	Formal request for more detailed information and specification from vendors offering specific products and services critical to modernization.
Support Services Vendor Deliverables	Deliverables developed in accordance with the program's support services vendor contract.

4.3. Program Exclusions

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)

Anything not explicitly stated in the scope of this program is implicitly excluded.

4.4. Program Methodology

The Motorist Modernization Program will utilize the DHSMV Information Systems Development Methodology (ISDM) to complete Phase I activities. The DHSMV ISDM utilizes **both waterfall and agile methodologies** for specific activities within the program.

4.4.1. Waterfall Methodology

A waterfall approach will be taken to manage certain activities and deliverables that have a natural progression and interdependency on each other. Examples include the development and documentation of the project charter, project management plan, resource on-boarding, project kick-off, etc.

As the Program progresses, the waterfall methodology will be used to formalize the outcomes of the legacy system as-is reviews, gap analysis work, database design activities and development preparation. These deliverables will be constructed by gathering or creating documents, evaluating the legacy system COBOL and PL/SQL programs as well as various discussions surrounding the existing database synchronization structure and challenges. These tasks are laid out in a traditional waterfall approach, having a natural order with predecessors and successors clearly defined within the program schedule.

The overarching IDSM has a multitude of stage containment activities. There is an evaluation of the Program's progress at various points to ensure work has been completed and stakeholder approval has been achieved in order to proceed to the next stage of activities.

4.4.2. Agile Methodology

The Motorist Modernization – Phase I Program leverages the agile methodology in recognition that the business rules and requirements for all projects will continue to be refined in an iterative manner leading up to development. With a multitude of stakeholder groups, the agile approach allows representatives to prioritize their requirements and business needs, formulate user stories, document epics and do so on a planned, incremental basis.

With the agile methodology, a group of project members forms a "Scrum Team". This will be a collection comprised of internal stakeholders, customers (or their representatives), a product owner, the development & testing team and a Scrum Master. As requests are gathered from the stakeholders, a "Backlog" is formed and inventoried. Sprints are then planned to take focused requests from the backlog and develop a reviewable work product.

5. Critical Success Factors and Program Benefits

5.1. Critical Success Factors

Critical success factors for the Motorist Modernization – Phase I Program are specific circumstances that must be in place to ensure delivery of the state program objectives. These include:

- The program will be the Department's top priority under the direction of the Office of Motorist Modernization.

- DHSMV will provide the necessary resources to participate when needed. If requested resources are not available, a knowledgeable replacement will be provided.

- The program will implement a governance structure and follow the procedures set forth in the documented Decision Escalation Matrix in Section 6.7.

- Any changes that introduce risk to the program must be approved by the ESC. All changes will be reported to Department Governance and documented and stored with program artifacts.

- Required funding will be approved.

- The program will achieve stakeholder buy-in and support.

- The program team will meet key milestone deadlines set forth in the Integrated Master Schedule (IMS).

- The program team will follow the management procedures set forth in this document.

5.2. Benefits Realization Table

The Benefits Realization Table describes the benefits which accrue from the Motorist Modernization Phase I program implementation, including estimated values computed for the tangible benefits. The tangible benefits are assessed against business conditions and are conservatively estimated.

This information may be obtained from the Schedule IV-B for Motorist Modernization. The Benefits Realization Table will be reviewed each year during the Legislative Budget Request process and updated as needed in the Schedule IV-B submitted each year.

6. Program Organization

This section details the high-level program organization, roles and responsibilities, and also details the high-level program team structure. The program blends dedicated full-time staff with augmented staff to address both the short-term objectives and the long-term support of the program.

6.1. Program Organization High-Level Overview

Figure 6-1 shows the program organization and the relationship between its components.

Figure 6-1 – Program Organization

6.2. Executive Steering Committee

Figure 6-2 illustrates the Executive Steering Committee members. For more information about the ESC, please refer to the committee's charter located in the Phase I program's PCB.
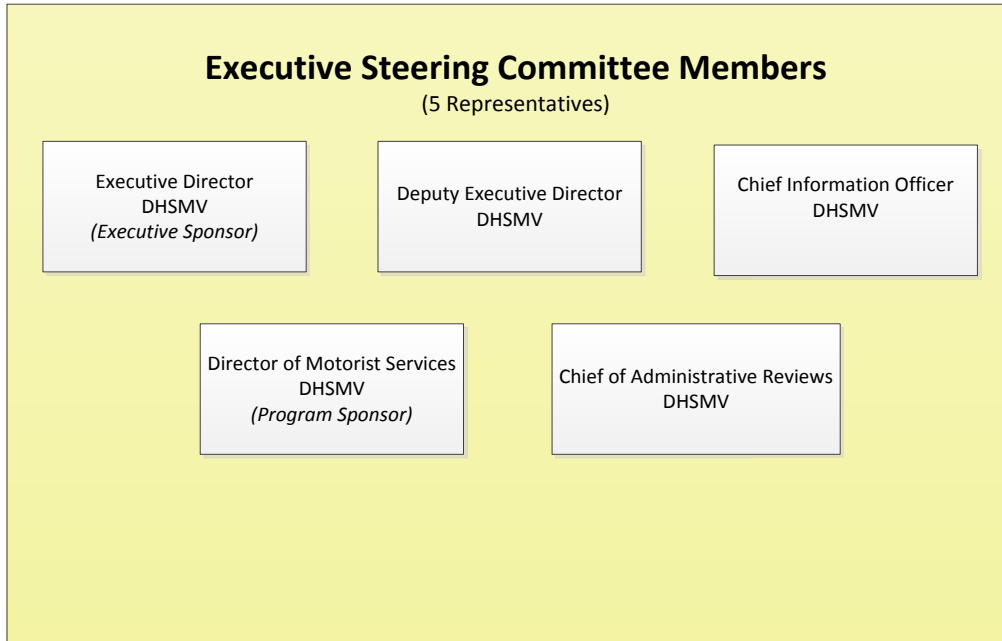
Figure 6-2 – Executive Steering Committee

6.3. Program Advisory Board

Figure 6-3 illustrates the Advisory Board members. For more information about the Advisory Board, please refer to the board's charter located in the Phase I program's PCB.

Advisory Board Members
(7 Representatives)

Driver Licenses Representative DHSMV	Financial Management Representative DHSMV	Tax Collectors Association Representative
Motor Vehicles Representative DHSMV	Deputy Chief Information Officer DHSMV	
Administrative Services Representative DHSMV	Florida Court Clerks & Comptrollers Representative	
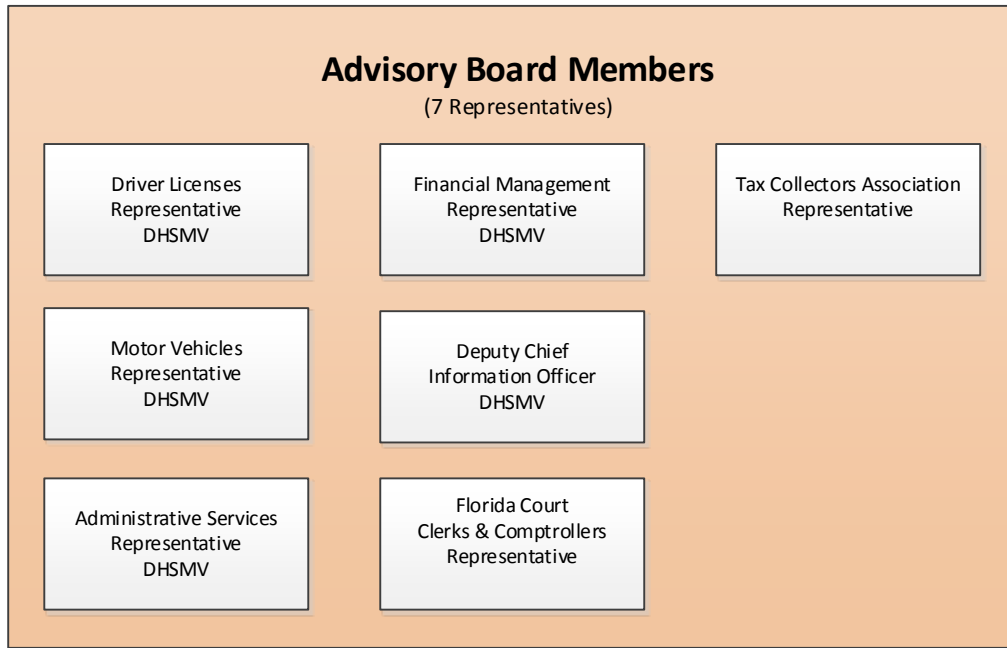
Figure 6-3 – Program Advisory Board

6.4. OMM Leadership Team

Figure 6-4 illustrates the OMM Leadership Team members.

OMM Leadership Team

Executive Director DHSMV *(Executive Sponsor)*	Deputy Executive Director DHSMV	Chief Information Officer DHSMV
Director of Motorist Services DHSMV *(Program Sponsor)*	OMM Director DHSMV	
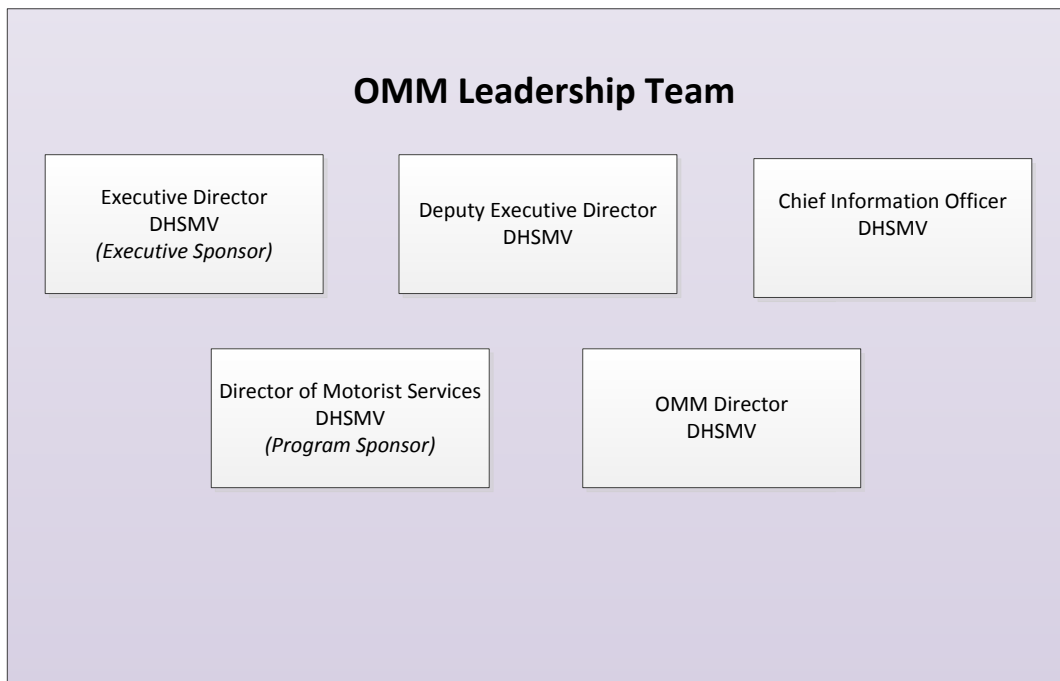
Figure 6-4 – OMM Leadership Team

6.5. OMM Change Control Board (CCB)

Figure 6-5 illustrates the Change Control Board members. For more information about the Change Control Board, please refer to the board's charter located in the Phase I program's PCB.

Change Control Board Members
(11 Representatives)

Product Owner Citation Processing / CDLIS	Product Owner Portal	Service Operations Representative
Product Owner Financial Responsibility / Motorist Maintenance	Product Owner Renewal Notification	Learning & Development Office Representative
Product Owner Driver License Issuance	Business Analyst Solutions Manager	BIO Testing Representative
Office of Financial Management Representative	Bureau of Accounting Representative	

Figure 6-5 – OMM Change Control Board

6.6. Program Team

Figure 6-6 shows the program team organization and the relationship to the overall program organization structure. Product owners and other Subject Matter Experts (SMEs) from the business, while not shown in this chart, have been assigned to each of the functional areas listed under business analysis. As the team is subject to changes, the most current version of this chart will be stored in the PCB.

Figure 6-6 – Program Team

6.7. Decision Escalation Matrix

The Motorist Modernization – Phase I Program includes a governance structure that serves as the foundation for all program-related decisions. The following decision escalation matrix identifies the governing bodies, roles, and responsibilities by priority level. For guidance on Agile development-related changes, please refer to the more detailed decision escalation matrix in Section 6.8.

Governance Body	Schedule	Scope	Budget	Risks / Issues	Resources
	Decisions involving the creation and management of the Motorist Modernization Program Integrated Master Schedule (IMS). Includes intra-Program and cross-project dependency identification and management.	*Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.*	*Decisions involving the creation and management of the Motorist Modernization Program Budget.*	*Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.*	*Decisions involving the acquisition and management of the Motorist Modernization Program Resources.*
HIGH PRIORITY ITEMS					
ESC *Ensure the program meets overall objectives and:* *− Provide management direction and support to the program management team;* *− Assess the program's alignment with the strategic goals of the department;* *− Review and approve or disapprove high-priority changes to the program's scope, schedule and costs;* *− Review, approve or disapprove and determine whether to proceed with any major program deliverables; and* *− Recommend suspension or termination of the program (or any of its sub-project initiatives) 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.*	− Missed phase gate. − Schedule variances that will impact the IMS baseline (warranting re-baseline). − Significant schedule slippage that may include missing key deliverables or milestone dates. − Schedule variances that will cause a delay in work along the critical path. - SPI trending < 0.90 (+/- 10%).	− Changes in scope that impact the overall program definition and direction. − Legislative and/or Policy directives. − Unstable program scope. − Deferral of functionality with impact to business objectives. − Go/No-Go decision point.	− Spending over/under budget for an established reporting period (+/- 10%). − Changes to the overall program budget (allocation, distribution, etc.).	− Escalating or new risks that will most likely impact the success of the program. − Escalating or new issues that are impacting the success of the program.	− Enterprise (cross-program / department) staffing and resource management (allocations).

Governance Body	Schedule	Scope	Budget	Risks / Issues	Resources
	Decisions involving the creation and management of the Motorist Modernization Program Integrated Master Schedule (IMS). Includes intra-Program and cross-project dependency identification and management.	*Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.*	*Decisions involving the creation and management of the Motorist Modernization Program Budget.*	*Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.*	*Decisions involving the acquisition and management of the Motorist Modernization Program Resources.*
Motorist Modernization Advisory Board *Provide input and strategic guidance to the Program Director and the ESC to assist in decision making.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*
DHSMV Governance *Executive Governance Committee (Tier 3) that approves and monitors projects that meet any of the following:* − *$1M or greater* − *Grant Funded/Legislative Funding* − *Enterprise initiatives* − *Integration with external entities or other agencies* − *Confidential information will be shared with external entities or agencies* − *Large multi-year* − *Critical timelines*	*Review and monitoring.*	*Review and monitoring.*	*Review and monitoring.*	*Review and monitoring.*	*Review and monitoring.*

Governance Body	Schedule	Scope	Budget	Risks / Issues	Resources
	Decisions involving the creation and management of the Motorist Modernization Program Integrated Master Schedule (IMS). Includes intra-Program and cross-project dependency identification and management.	*Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.*	*Decisions involving the creation and management of the Motorist Modernization Program Budget.*	*Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.*	*Decisions involving the acquisition and management of the Motorist Modernization Program Resources.*
MEDIUM PRIORITY ITEMS					
Program Director In consultation with the OMM Leadership Team and Change Control Board *Provide daily planning, management and oversight of the program.*	− Isolated schedule slippage. Impact >5 working days to 10 working days and can be managed within the working team (unless on the critical path). − Schedule variances that <u>will not</u> cause a delay in work along the critical path. − Schedule variances that <u>will not</u> significantly impact the IMS baseline (not warranting re-baseline). − Decisions that affect a dependency external to the program.	− Minor changes to program scope (or requirement delays) that can be managed within the working team. Workaround exists.	− Spending over/under budget for an established reporting period (+/- 5%). − Impact can be managed within the program budget.	- New risks and issues do not pose a significant threat to program success and can be managed within the working team.	− Inter-program resource management (allocations).
Motorist Modernization Change Control Board *Provide input and strategic guidance to the Program Director, Advisory Board and the Executive Steering Committee to assist in Agile Management-related decision making.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*	*Input and guidance (recommendations) to ESC.*

Governance Body	Schedule	Scope	Budget	Risks / Issues	Resources
	Decisions involving the creation and management of the Motorist Modernization Program Integrated Master Schedule (IMS). Includes intra-Program and cross-project dependency identification and management.	*Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.*	*Decisions involving the creation and management of the Motorist Modernization Program Budget.*	*Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.*	*Decisions involving the acquisition and management of the Motorist Modernization Program Resources.*
LOW PRIORITY ITEMS					
Project Manager(s) In consultation with the Program Manager *Provide daily planning, management and oversight of the program's sub-project initiatives.*	− Impact 5 business days or less and can be managed within the sub-project working team (unless on the critical path). − Schedule variances that will not cause a delay in work along the critical path. − Schedule variances that will not significantly impact the project schedule baseline (not warranting re-baseline). − Decisions that affect a dependency internal to the project.	− Minor changes to sub-project scope (or requirement delays) that can be managed within the working team. Workaround exists.	− Impact can be managed within the sub-project working team.	- New risks and issues do not pose a significant threat to sub-project success and can be managed within the working team.	− Inter-project resource management (allocations).

6.8. Decision Escalation Matrix (Agile development-related Change Requests)

The following decision escalation matrix identifies the governing bodies, roles, and responsibilities by priority level for all Agile development-related Change Requests.

	Low		Medium	Critical
	Level I *Product Owner*	**Level II** *Product Owner*	**Level III – Medium** *Program Director*	**Level III – Critical** *ESC*
Scope	☐ Single requirement (user story) or multiple requirement impact within the **same** development team. ☐ New/modified/archived requirement(s) with total work effort <48 hours **OR** equivalent to <6 business days.	☐ Single requirement (user story) or multiple requirement impact to **multiple** development teams. ☐ New/modified/archived requirement(s) with total work effort <48 hours **OR** equivalent to <6 business days.	☐ New/modified/archived requirement(s) with total work effort between 48 hours and 80 hours **OR** equivalent to 6 to 10 business days.	☐ New/modified/archived requirement(s) with total work effort >80 hours **OR** equivalent to >10 business days. ☐ Legislative and/or policy directives).
Schedule	☐ Work effort **not** on the critical path. ☐ Total work effort <6 business days. ☐ **No** milestone schedule impact (does not require addition/removal/ modification of milestones).	☐ Work effort **not** on the critical path. ☐ Total work effort <6 business days. ☐ **No** milestone schedule impact (does not require addition/removal/ modification of milestones).	☐ Work effort **not** on the critical path. ☐ Total work effort between 6 business days and 10 business days. ☐ **No** milestone schedule impact (does not require addition/removal/	☐ Work effort on the critical path. ☐ Total work effort >10 business days. ☐ Milestone schedule impact (requires addition/ removal/modification of milestones).

	☐ **No** sprint schedule impact (may be absorbed). ☐ Does not generate need for additional development sprint or elimination of planned development sprint.	☐ **No** sprint schedule impact (may be absorbed). ☐ Does not generate need for additional development sprint or elimination of planned development sprint.	modification of milestones). ☐ Sprint schedule impact (addition/removal/ modification of sprint).	☐ Sprint schedule impact (addition/removal/ modification of sprint).
Cost	☐ No cost impact.	☐ No cost impact.	☐ Minimal cost impact (<$500 and no increase/ decrease to overall program budget).	☐ Cost impact >$500 and increases/decreases overall program budget.
Resources	☐ Work may be performed by existing project resources.	☐ Work may be performed by existing program (cross-project) resources.	☐ Work may be performed by existing program (cross-project) resources.	☐ Work effort also requires operational (non-project/ program) resources to complete.

6.9. RASCI

The Program uses a modified stakeholder matrix to identify program stakeholders and assign the appropriate attribute as it relates to roles on the program:

- Responsible
- Accountable
- Support
- Consulted
- Informed

RASCI Matrix_v3.0.pdf

6.10. Program Team Roles and Responsibilities

The following table identifies specific roles and responsibilities of the Program. The aforementioned RASCI identifies additional groups within the Department that provide Program support.

Role	Responsibility
Executive Sponsor (member of ESC)	Champion the program while providing leadership and guidance in the overall success of the program.
Program Sponsor (member of ESC)	1. Initiate and provide overall business support for the program. 2. Act as an advocate for the program, the Program Director and project teams.
Executive Steering Committee (ESC) 1. Executive Director (Executive Sponsor) 2. Deputy Executive Director 3. Director, Motorist Services (Program Sponsor) 4. Chief Information Officer 5. Chief of Administrative Reviews	Ensure the program meets overall objectives and: 1. Provide management direction and support to the program management team; 2. Assess the program's alignment with the strategic goals of the department; 3. Review and approve or disapprove high-priority changes to the program's scope, schedule and costs; 4. Review, approve or disapprove and determine whether to proceed with any major program deliverables; and 5. Recommend suspension or termination of the program (or any of its sub-project initiatives) to the Governor, the President of the Senate, and the Speaker of the House of Representatives if determined that the primary objectives cannot be achieved.
Advisory Board	Provide input and strategic guidance to the Program Director and the Executive Steering Committee to assist in decision making. Members advise, assist, support and advocate the program.
Change Control Board (CCB)	Provide input and strategic guidance to the Program Director, Advisory Board and the Executive Steering Committee to assist in Agile Management-related decision making.
Information Security Manager (ISM)	Provide timely enterprise security management policy, procedures, requirements, and program guidance and/or decisions as it relates to the Driver License Issuance project's enterprise security management aspects.
Independent Verification and Validation (IV&V)	Perform independent assessment of the program to ensure that the deliverables meet defined requirements / specifications in accordance with industry leading practices, the Scope of Services document and the Deliverable Expectation Document.
OMM Leadership Team 1. Executive Director (Executive Sponsor) 2. Deputy Executive Director 3. Director, Motorist Services (Program Sponsor) 4. Chief Information Officer 5. Program Director	1. Review status, resolve issues, and mitigate risks for OMM programs and initiatives. 2. Provide input and strategic guidance to the Office of Motorist Modernization leadership. 3. Members should advise, assist, support OMM programs/projects, including the Driver Related Information and Vehicle Enhancements (DRIVE) project and Motorist Modernization Program – Phase I.
Program Director (may also be referred to as the Office of Motorist Modernization (OMM) Program Director)	1. Serve as the Director of the Office of Motorist Modernization. 2. Has overall responsibility for the successful development and implementation of the Motorist Modernization – Phase I Initiative.

Role	Responsibility
	3. Oversee the development and implementation of Motorist Modernization – Phase I Projects.
	4. Liaison with the program sponsor for business resources and day-to-day activities.
	5. Report program status weekly to the OMM Leadership Team.
	6. Present monthly program status to the Advisory Board, DHSMV Governance and ESC which includes: a. Planned vs. actual program 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; and e. Identification of and recommendations regarding necessary changes in the program's scope, schedule, or costs. All recommendations must be reviewed by stakeholders before submission to the ESC in order to ensure that the recommendations meet required acceptance criteria.
Deputy Program Director (may also be referred to as the Office of Motorist Modernization (OMM) Deputy Program Director)	1. Assist the Director of the Office of Motorist Modernization. 2. Assist the Director in the successful development and implementation of the Motorist Modernization – Phase I Initiative. 3. Liaison with the program and project managers in the development and implementation of Motorist Modernization – Phase I projects. 4. Liaison with the Contract and Budget Consultant in the management of the Motorist Modernization – Phase I budget and contracts. 5. Assist with reporting to OMM Leadership Team and other governing bodies.
Program Manager	1. Document program charter (objective/scope/etc.). 2. Develop program management plans. 3. Consolidate project plans into program plan. 4. Report program status. 5. Maintain program financials. 6. Manage integrated program change control. 7. Manage program risks, issues and action items. 8. Facilitate team communication. 9. Coordinate with Project Management Office and work with Project Managers. 10. Report to Deputy Program Director. 11. Provide daily planning, management and oversight of the program. 12. Prepare the operational work plan with the budget amendment and provide requested updates to that plan to the ESC. The plan must specify project milestones, deliverables, and expenditures.

Role	Responsibility
Enterprise Architect	Develop and oversee the overall design, architecture, and development of program deliverables and enterprise architect plan. Establishes architectural solution recommendations and manages the database redesign resources assigned to the MM Phase I effort.
Software Architect	Reports to the Enterprise Architect and is responsible for the planning and coordination of the ORION software development activities and development resources assigned to the MM Phase I effort.
Data Architect	Reports to the Enterprise Architect and is responsible for coordinating database redesign activities in support of all phases of modernization.
Infrastructure Architect	Reports to Enterprise Architect and is responsible for the planning and coordination of infrastructure related activities to support the MM Phase I effort.
Project Managers	1. Document project charter (objective/scope/etc.). 2. Develop & update project management plans. 3. Monitor project progress. 4. Report project status. 5. Maintain project financials. 6. Manage project change control. 7. Manage project risks, issues and actions. 8. Facilitate team communication.
Business Analyst Solutions Manager Sr. Business Analysts	The Business Analyst Solutions Manager and Senior Business Analysts are responsible for the following: 1. Coordinate with business stakeholders; and 2. Provide expertise and coaching during requirement definition and validation, Quality Assurance, Design, Development and Testing efforts.
Team Leads	The Functional Area Team Leads responsible for the following: 1. Work with the Business Analyst and Project Manager to set overall direction for the team. 2. Report on team assignments, risks, issues and task status to the Project Manager and Business Analyst. 3. Complete assigned tasks with regard to legacy system review, business rule definition, user story development, project documentation, etc. 4. Manage the work assigned to members of their team(s).
Contract and Budget Consultant	1. Prepare, negotiate, manage and administer all contractual agreements associated with the Motorist Modernization program. 2. Track and monitor the Motorist Modernization – Phase I Program budget.
Communications Consultant	1. Develop strategies and tools to inform and educate stakeholders about the Motorist Modernization – Phase I Program.

Role	Responsibility
	2. Manage all aspects of program communications and organizational change management (OCM).
	3. Develop print materials, prepare presentations and internal memos, and conduct meetings to share information with a variety of stakeholders.
	4. Perform formatting and proofreading of communication documents prior to release internally or externally, to ensure that they are accurate and convey the right message to recipients.
Administrative Assistant	1. Assist with the administration of the Motorist Modernization program.
	2. Perform daily administrative tasks such as maintaining information files, and creating various documents and reports.
	3. Coordinate recruitment and selection processes for OMM vacancies.
Product Owner(s) Alternate Product Owner(s)	The Product Owner is responsible for the following: 1. Act as the Point of Contact (POC) or liaison between the business and the Project Manager and Scrum Master; 2. Maintain and prioritize the product backlog; 3. Provide resolution and clarification on the finalized business requirements; 4. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization – Phase I Program scope; and 5. Participate in sprint retrospectives and provide sign-off on retrospective outcomes.
Business Analyst(s) / Scrum Master(s)	Technical business analysts responsible for coordinating with stakeholders and providing program expertise through Requirements Development, Quality Assurance, Design, Development and Testing. It is the responsibility of the Scrum Master to: 1. Analyze, review and refine the business requirements and user stories; 2. Work with the Product Owner and Enterprise Architect to manage product backlog; facilitate sprint planning; 3. Maintain requirement updates; 4. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization – Phase I Program scope; 5. Manage the daily development of the product in accordance with ISA/Service Development standards; 6. Escalate project and product issues and/or risks to the Project Manager; 7. Track and communicate the developers' progress to the Project Manager using the Team Foundation Server (TFS) toolset; 8. Coordinate technical debt or developer roadblocks with the Software Architect, Technical / Development Lead and the Enterprise Architect; 9. Identify, remove or escalate developer impediments to the project manager; and 10. Help the project team research consensus.
Lead Developer(s)	It is the responsibility of the Lead Developer to:

Role	Responsibility
	1. Provide direct assistance to the Scrum Master in completing requirements validation of technical requirements; 2. Perform development foundation tasks in preparation for full-time product development; 3. Serve as the primary lead for development teams, including onboarding and program orientation through pilot and deployment; and 4. Provide assistance with knowledge transition.
Developers	It is the responsibility of the Developers to: 1. Analyze, review and refine the business requirements and user stories and seek clarifications; 2. Facilitate new requirement definition and associated user stories; 3. Develop, unit test and address defects in the code.
Technical Subject Matter Experts	Work closely with the Enterprise Architect and Technical / Development Lead to contribute to the technical deliverables of the program and provide final recommendation for approval to the Program Director.
Technical / Development Lead	Responsible for the planning and coordination of ORION development effort in coordination with the Software Architect, Enterprise Architect, Technical Subject Matter Experts, Scrum Masters, Project Managers, and Developers.
Agency for State Technology (AST)	Provide monitoring and oversight on behalf of the Agency for State Technology.
Support Services Vendor	Provide professional consulting services as outlined in the Scope of Services agreement.

6.11. Program Stakeholders

The Department serves over 16.5 million licensed drivers and the registrants of over 21 million registered vehicles, vessels and mobile homes. These represent the general public, commercial drivers, commercial carrier companies and other businesses that own vehicles.

The Department also serves more than two dozen other types of customers and users representing hundreds of entities. Stakeholders are often the conduit for communications to be provided to their respective constituent communities.

These stakeholders[2] act as advocates for the program and often speak to the strategic business interests of the program. Promoting the program objectives to all stakeholders is key to obtaining the support needed for program success. The following table identifies the current program stakeholders with a brief description of their specific relationship to the program.

Customers/Users	Function Performed
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
Rebuilt manufacturers	Inspect rebuilt vehicles and issue rebuilt title if appropriate, allowing vehicle to be sold
Mobile home installers	License installers, train inspectors
Ignition interlock providers	License providers, track program completion and compliance
Driving Under the Influence (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 agencies	Collect and distribute revenue from sale of specialty tags

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[2] The complete list of stakeholders may be found in the program's Schedule IV-B.

Customers/Users	Function Performed
Non-profit Organizations	Distribute voluntary contributions
Tax Collectors	Provide systems and support for the issuance of credentials
License Plate Agents (LPAs)	Provide systems and support for the issuance of credentials
Car dealers	Licensed by the Department
Electronic Filing System Vendors	Provides 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 (MOU) with Department	Provide Motorist Services information to the commercial entities
Other Federal, state and local entities, e.g.: Florida Department of Revenue Florida Department of Business and Professional Regulation Florida Department of Transportation United States Department of Transportation/ Motor Carrier Safety Administration and Federal Highway Administration Social Security Administration United States Department of Homeland Security	Provides information to other government entities. Consumes information from other government entities.
Selective Service Administration (SSA)	Provide information for registering people eligible for the draft
Donate Life Florida	Register people for organ donation
Supervisor of Elections	Provide information for registering potential voters
Courts	Provide Motorist Services information to aid in sanctions or judgments

Customers/Users	Function Performed
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 (FDLE)	Report changes of address for offenders
Department Vendors (e.g., Pride, MorphoTrust, etc.)	Contracts with vendors to provide commodities, equipment, and or services
American Association of Motor Vehicle Administrators (AAMVA)	Department accesses a clearinghouse of motorist information for member states
IFTA / IRP Inc.	Department access and provides information for member states
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

7. Human Resource Management

7.1. Resource Planning and Management

Human resource management is the process developed to effectively identify, acquire, and manage the resources needed to meet the program objectives. This includes defining what resources are needed, assessing appropriate skill sets, and determining when and how long resources are needed for the program. As such, the procedures within the resource management plan focus on assessing a resource need by project, escalating the need to program leadership and managing the need through work re-assignment, training or on-boarding of additional personnel.

Please refer to the Motorist Modernization – Phase I Program Resource Plan developed as part of the program initiation activities. The resource plan includes, for each anticipated person: the role on the program, the anticipated start date, the duration the resource will be needed and their assigned supervisor. The most current version of the resource plan shall be kept as part of the Project Control Book.

Program resource planning does not account for resources contracted through the Support Services vendor. Program resources are defined in Section 6.6, Program Team and further defined in Section 6.10, Program Team Roles and Responsibilities.

7.2. DHSMV Operations Resources

Subject matter experts (SMEs) will be required from appropriate business areas. The Program Manager, Project Manager, or Business Analyst may identify a specific resource need. Once identified, the Program Manager shall be responsible for providing the detail surrounding the need, including the duration of the resource need, tasks assigned, and percentage of time the resource will be needed for the duration specified. The detailed request will be escalated per the Decision Escalation Matrix referenced in Section 6.7 for consideration and resolution.

7.3. Resource On-Boarding

Program leadership is committed to ensuring full-staffing of the Program Team in keeping with the commitment to the Program as the Department's number one priority. As positions are vacated, every attempt will be made to back-fill with competent personnel as quickly as possible to minimize gaps in continuity. Once a vacancy or need for a new resource is identified within the Program Team, the Program Director (and Deputy) will work closely with the Program Manager, Contract and Budget Consultant and Administrative Assistant to facilitate the hiring process. Upon selection of a new resource, the Program Manager, Contract and Budget Consultant and Administrative Assistant will work collaboratively to ensure that they have all necessary equipment and software, and are properly on-boarded.

Once a specific resource has been identified, the Program Manager or specific Project Manager should update the resource plan and complete the role information / equipment and remote-access needs. Coordination of the security clearance and associated testing will be completed by the Administrative Assistant. As decisions are made, the Program Manager as well as the Administrative Assistant should be kept informed.

Security role provisioning should be completed by the project supervisor in accordance with Department standards and procedures.

New project resources should complete a review of the following documents:
- Schedule IV-B for Motorist Modernization Phase I

- Program Management Plan
- Project Charter
- Project Management Plan
- Specific deliverables and/or project artifacts as determined by the supervisor

7.4. Resource Roll-off or Anticipated Vacancy

As the determination is made for a resource to roll-off or vacate their position on the project, the Project Manager should update the resource plan with the anticipated roll-off date and communicate that to the Program Manager and/or the vendor's Project Management Office (contracted staff).

Resources should complete the following activities:
- Complete any outstanding tasks;
- Document with their supervisor a transition plan (if required) and complete transition activities; and
- Post any project artifacts to applicable repository and notify supervisor.

The project manager or their designee shall confirm the resource has rolled-off and notify the DHSMV Technical Assistance Center (TAC) in order to adjust/remove system, network access.

Resource Management includes the processes that organize and manage the project team. The project team is often comprised of the people who have been tasked with roles and responsibilities for completing the project according to the defined scope. The project manager will be made aware of any resource changes that could affect the Motorist Modernization – Phase I Program. This resource change will be documented in the project risk register.

Resources will be requested, allocated and assigned per the Decision Escalation Matrix referenced in Section 6.7.

8. Cost Management

8.1. Program Estimated Budget

The Legislative Budget Request (LBR) submitted for FY 2014-15 through FY 2019-20, estimated Phase I program costs at $36.7 million over five years. The budget for this program will be co-managed by the Program Manager and Contract and Budget Consultant. For detailed budget information, please refer to the *Schedule IV-B Cost Benefit Analysis (CBA)* stored on SharePoint.

8.2. Spend Plan

The Contract and Budget Consultant will develop an overall Program Spend Plan for each fiscal year that estimates the anticipated budget by month. The same budget information will be recorded in the PPM tool each month for monitoring and tracking by stakeholders.

The Contract and Budget Consultant will review the budget information for all projects within the program once a month with the Program Manager and update the spend plan monthly to reflect actual expenditures to date for reporting to IV&V, AST, and the ESC. Applicable updates will also be made within the PPM toolset.

8.3. Budget Monitoring

Once a month, the Contract and Budget Consultant and Program Manager will jointly review the planned budget and actual expenditures tracked in the Spend Plan to determine if the program is efficiently spending the resources. As specified in Section 12.6, Quality Assurance Assessments – Internal and External, the Contract and Budget Consultant will review the Budget to Date as well as the overall Budget and report any variance.

All Project Managers will notify the Program Manager (and Contract and Budget Consultant) in writing as to any anticipated budget revisions, the cause, and the impact to the project. In addition, the notification shall indicate when a decision is needed. This information shall be what is then used to initiate the Issue Management and Resolution process or the Change Control process, as agreed to by the Project and Program Managers. For specific information on how budget issues will be handled, please refer to the Decision Escalation Matrix referenced in Section 6.7.

9. Time Management

9.1. Time Management Overview

Time management refers to the processes required to ensure timely completion of the program objectives. The Program Manager is responsible for establishing the baseline and updating the IMS weekly with input from the respective project managers and teams.

- The IMS will be resource leveled. Resource leveling is the project management function of resolving resource over-allocation. By definition, over-allocation means that a resource has been assigned more work than can be accomplished in the available time as dictated by the resource's calendar definition.

- Tasks will be completed according to the program schedule and within the established timeframes. In the event of a slipping task, the process described in the section below will be followed.

Please refer to the *MM Phase I MASTER Program Schedule* located in the PCB.

Due to the complexities of trying to upload the IMS into the current PPM toolset, the IMS will instead be managed in Microsoft Project. As a result, only key milestones will be extracted from the IMS and tracked in the PPM toolset.

9.2. Managing the IMS

The IMS will be updated on a routine basis with input from the individual project managers and respective teams. The initial baseline will be set in Microsoft Project as "Baseline 0." Motorist Modernization – Phase I Project Managers will be responsible for tracking and managing individual project tasks and reporting any slippage.

- The Program Manager will co-manage updates to the IMS with the Project Managers on a weekly basis. Information will be collected via weekly team meetings, analyzed, and reviewed collectively prior to incorporation. The updated IMS will be made available to all team members, reported in weekly status reports / meetings, and communicated to all governing bodies.

- Motorist Modernization – Phase I Project Managers will oversee the development of specific project tasks, and manage resources to ensure that individual project objectives are met within the established timeframes.

- Weekly updates shall focus on recording the percent complete for tasks in 10% increments. Table 9-1 details who is responsible for what, and how often:

Responsible Lead	Description	Frequency
Program Manager	Percent complete for all program tasks	Weekly
Project Manager(s)	Percent complete for all project tasks	Weekly
Scrum Master(s)	Status updates for development and testing	Weekly

Table 9-1 IMS Update Responsibility

Schedule changes will be managed according to the Decision Escalation Matrix referenced in Section 6.7. Changes will follow the Change Management Process documented in Section 11. Schedule changes approved by the appropriate governing body will be documented in a separate spreadsheet that tracks the detailed description of the change, the person making the change, the version number of the schedule altered, and the rationale behind the requested change. Changes may not require an entirely new baseline and thus the baseline will also be tracked to document specific line item changes.

9.3. Slipping Tasks

A slipping task is a task that is not going to be completed on or before the scheduled date. Tracking and managing specific project tasks shall be the responsibility of each Motorist Modernization – Phase I Project Manager. If a member of the project team anticipates that a project task may not be completed by the established deadline, the team member will notify the Project Manager immediately via e-mail. The e-mail should include the cause for the delay and a new date by which the task will be completed. The Project Manager will assess the project schedule for impact and either adjust the schedule or escalate the issue to the Program Manager for further discussion. Depending on the schedule delay, changes will need to be escalated according the Decision Escalation Matrix referenced in Section 6.7. The slipping task and impact will also be reported at the weekly Project Status Meeting.

The Project Manager will perform the following tasks to manage the project schedule:

- Review progress during the status meeting. This will identify slippage early in the process and allow for response.

- Review progress, at the status meeting, to verify that work is proceeding as previously scheduled. This will include walkthroughs of the products, artifacts, and deliverables.

- Review progress and discuss strategy with the Program Manager.

- Based on the criticality of the tasks, the Project Manager will:

    - Establish response plans for the slipping tasks

    - Determine the impact to schedule and budget

    - Inform the Project Team of the overall impact of the slippage, identify associated tasks that are also in jeopardy, and present a response strategy. The Project Manager will schedule a meeting with the Business Lead and inform the Project Sponsor if a task slippage impacts a deliverable or milestone. Options and impacts will be presented at the meeting.

    - Document the slippage and response strategy in the next Project Status Report.

9.4. Monitoring and Tracking Schedule Progress

In accordance with the Agency for State Technology (AST) and IV&V program management expectations, the IMS will be tracked and monitored using the Schedule Performance Index (SPI) noting any standard deviations above or below 10% from the planned and actual start/finish dates.

9.5. *Work Breakdown Structure (WBS)*

Figure 9-1 Work Breakdown Structure (WBS)[3] illustrates the hierarchical structure of the tasks required to meet the program objectives and detailed in the IMS.

Figure 9-1 – Work Breakdown Structure

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[3] Some items listed in the WBS are in progress in the IMS but this diagram represents the structure by which the IMS will be developed and managed.

10. Risk and Issue Management

10.1. Defining a Risk

The risk and issue management plans are critical procedures for the Motorist Modernization – Phase I Program and all related projects. A risk can be defined as an uncertain event or condition that, if it occurs, has a positive or negative impact on program's objectives. Risks and issues will be managed at the project level as detailed in this plan. However, risks and issues pertinent to the overall Program will be maintained in a separate risk register and issue log in the PPM tool for program monitoring and reporting.

The Program Manager will monitor all program risks on an ongoing basis and maintain the risk register in the PPM tool which includes the following information:

Risk Details	Description
Risk ID	The auto-generated numeric ID assigned upon entry into the PPM tool.
Risk Name*	The short risk name. **Note**: In the case of Program level risks, the name will be "Risk #" which may or may not match the Risk ID. The intent is to have the identifier available on printed reports.
Risk Status*	Auto-populated field noting the status of the mitigation plan: **New:** Default value. Leave until initial risk review has occurred. **Mitigation Plan Defined**: Status of all risks actively accepted or being mitigated. **Risk Became Issue:** Status of risks escalated as an issue. Record the associated Issue Number in the Resolution field. **Closed:** Status of resolved risks that were not escalated to issues.
Assigned To*	The person assigned for overall risk responsibility.
Risk Description	A detailed description of the risk Risks should be documented using an "If…then…" framework to clearly capture the potential risk and impact in the statement.
Impacted Areas*	Areas the risk could impact—check all that apply—budget, equipment, management, physical, schedule, scope, staffing.
Date Logged	The auto-generated date and time stamp the risk is entered into the PPM tool.
Probability of Occurrence*	Ranking the potential for risk occurrence: **Low:** <10% chance of risk realization.

Risk Details	Description
	Medium: 10%-60% chance of realization.
	High: >60% chance of risk realization.
Mitigation Approach*	The risk response:
	Accept: This approach reflects a risk that is acknowledged as valid, but cannot be avoided or mitigated.
	Avoid: This approach reflects a risk where steps are taken to disengage any activities associated with the inherent risk.
	Transfer: This approach reflects a risk that is transferred to another entity not associated with the Motorist Modernization Program of Driver License Issuance project.
	Mitigate: This approach reflects a risk that has one to many identified actions that can be taken to reduce the probability and/or impact should the risk be realized.
Impact*	The probable impact on the Project the risk would have if realized. Some risks could have a high probability, but the impact be low and vice versa.
	Low: Variance to impacted area is anticipated to be < 10%.
	Medium: Variance to impacted area between 10%-25%.
	High: Variance to impacted area is anticipated to be > 25%.
Mitigation Description	Detailed risk response.
Anticipated Resolution Date*	The latest date in the mitigation plan's anticipated action completion. If there is no mitigation plan yet documented OR the risk is merely "accepted", record the Wednesday 2 weeks out from the current date.
Actual Resolution Date	The actual resolution date when the risk is either closed, transferred or escalated to an issue.
Resolution	A chronological history of the activities taken to manage this risk. Latest entry should be listed at top. Each entry should begin as follows: **<MM-DD-YYYY> author of update (i.e., First Initial. Last Name)**
Logged By	The person entering the risk into the PPM tool.

Fields with an asterisk are required in the PPM tool.

Table 10-1 Risk Details

10.2. Risk Management Strategy

Risk Identification Process

Risks for the program may be identified by any stakeholder, end user, management personnel or external source. A newly identified risk must be documented in written format (via e-mail, memo, or documented in meeting minutes) and provided to the Program Manager, who will then add the item to the risk register in the PPM tool. All risks (new and existing) are reviewed weekly and presented at the weekly status meeting for progress tracking. The Program Manager will review the risk register and discuss identified risks with the Deputy Program Director as needed. All risks will be managed according to the Decision Escalation Matrix referenced in Section 6.7.

Risk Evaluation and Scoring

Risk probability is a measure of the likelihood that a certain risk will occur. The probability of occurrence for the risk can be defined on a level from 1-5. Risk impact is a measure of the expected degree of impact that the risk, if it occurs, will have on the program. The degree of impact for the risk can be defined on a level from 1-5. The Program Manager will calculate the risk score as the product of the risk probability score and impact score when both are multiplied. Each program risk shall be scored and included in the weekly review and presentation at the weekly status meeting for progress monitoring and tracking. Figure 10-1 illustrates the priority matrix once the probability and impact for each individual risk has been assessed.

Probability

Level	Approach and Processes	
1	Not Likely	0-20% Probability of Occurrence
2	Low Likelihood	20-40% Probability of Occurrence
3	Likely	40-60% Probability of Occurrence
4	Highly Likely	60-80% Probability of Occurrence
5	Near Certainty	80-100% Probability of Occurrence

What is the probability the Precursor Condition to the Risk will happen?

Impact

Given the Risk realized, what would be the magnitude of the impact?

Level	Quality/Scope	Schedule/Time	Budget/Cost
1	Minimal or no impact	Minimal or no impact	Minimal: < 5%
2	Minor	Slight delay < 1 month	Minor: > 6% - 10%
3	Moderate	Minor schedule slip (1 to 3 months)	Moderate: 11% -15%
4	Major	Major schedule slip (3 to 6 months)	Major 16% - 20%
5	Unacceptable	Unacceptable schedule delay (> 6 months)	Significant >20%

Risk Factor Priority Matrix

Probability	Impact 1	Impact 2	Impact 3	Impact 4	Impact 5
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5

Priority level: Red = high, Yellow = medium, Green = low

Figure 10-1 – Risk Scoring Matrix

For high risks, mitigation plans will be developed to eliminate the risk or the potential impacts to the program. All high-level risks will be documented and communicated to the ESC for review and evaluation.

Risk Plan Maintenance

The Program Manager meets weekly with the Program Team to discuss any new risks or issues and review ongoing risk mitigation plans. Subsequent to the meeting, the Program Manager will update the risk details in the PPM tool as necessary and include in weekly reporting to OMM Leadership.

Figure 10-2 and Figure 10-3 both illustrate the Motorist Modernization – Phase I Program Risk Management Process.
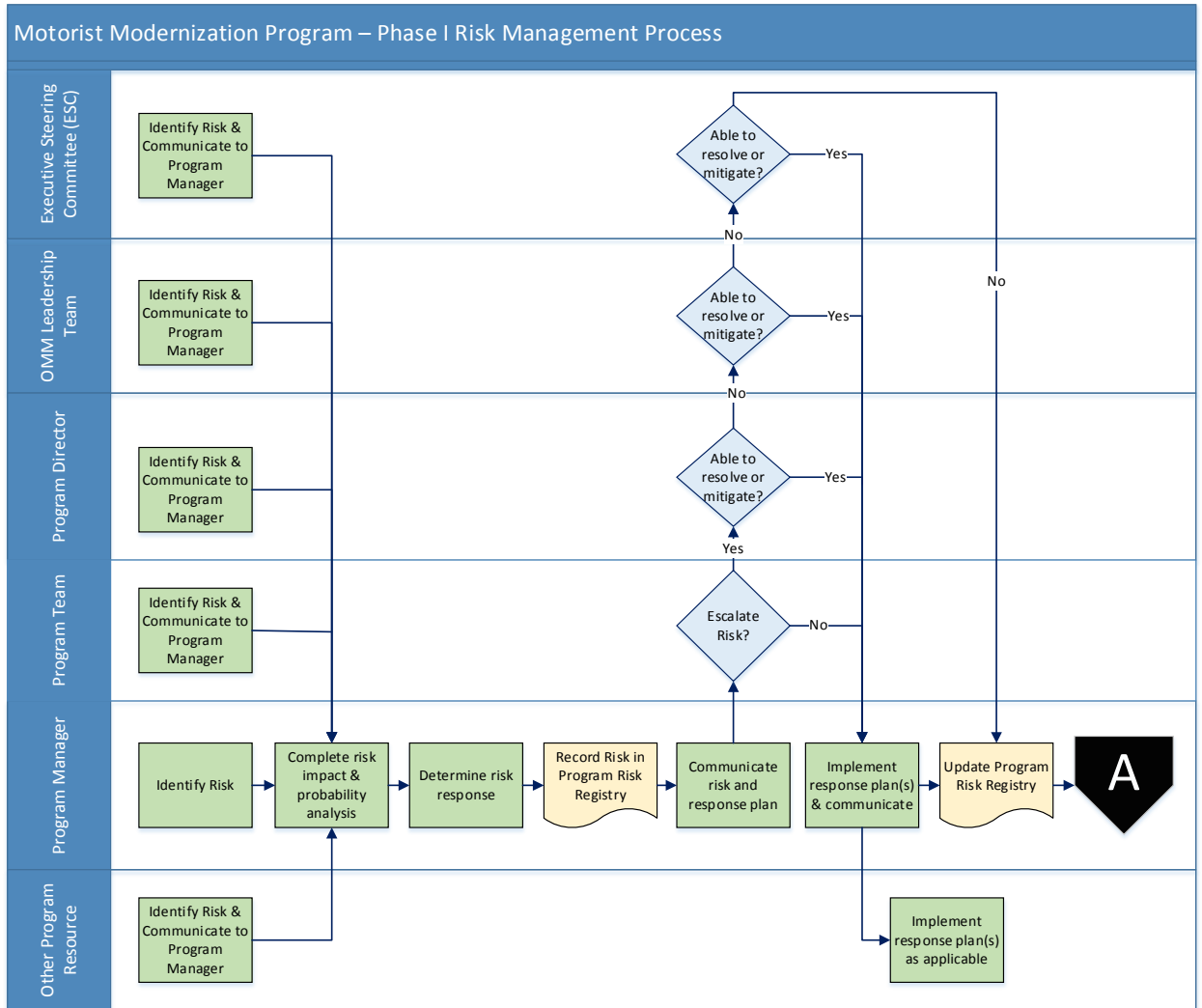
Figure 10-2 – Risk Management Process (1 of 2)

Motorist Modernization Program

Figure 10-3 – Risk Management Process (2 of 2)

10.3. Issue Management and Resolution

All issues will have a plan for management and resolution which will be developed to eliminate potential impacts to the program.

Motorist Modernization Program – Phase I Issue Management and Resolution Process

Figure 10-4 illustrates the issue management process. The Program Manager will monitor all program issues on an ongoing basis and maintain the issue log in the PPM tool which includes the following information:

Issue Details	Description
Topic*	The short description of the issue. If this issue is a risk that is being escalated, use "Risk Name" in this field.
Description	A detailed description of the issue. If escalated from a risk, please note that and the date it moved to an issue.
Start Date*	Date the issue was escalated from a risk OR date program team became aware of the issue.
Deadline*	Date by which the issue needs to be resolved or, if applicable, escalated.

Issue Details	Description
Priority	Ranking the issue priority: **Low:** Minimal impact to the project or program. **Medium:** Progress disrupted with manageable extensions to short-term schedule and cost. **High:** Significant disruption to program schedule (i.e., Greater than 2 weeks for key milestones), cost (i.e., greater than $10,000 increase), or quality. Threatens the success of the program OR the issue requires escalation to the next tier of the Motorist Modernization Program Governance structure.
Budget Impact	Numeric field to record the proposed budget impact. This field will not be utilized at this time.
% Complete*	Numeric field to record the percent complete status for the issue and proposed mitigation strategy: **0%** - Issue has not been assigned and/or no activity has been initiated to resolve the issue. **50%** - Issue resolution is in progress and there is no concern about the resolution being achieved by the deadline date. **100%** - Issue has been resolved. *Note: This will need to be updated weekly*
Assignee(s)	The person(s) assigned to the issue. *Note: The PPM tool generates an automatic notice to all assignees*

Fields with an asterisk are required in the PPM tool.

Table 10-2 Issue Details

11. Change Management

The change management process detailed in this document is intended to provide the Motorist Modernization – Phase I Program and subsequent projects with a guide for how the program will identify, document, analyze, escalate, approve, and communicate changes to scope, schedule, and cost. The change management process is used in any situation where a change occurs to the program's scope, schedule, cost, area of responsibility, or a vendor's scope of services. Scope is further defined in the requirements for the program, which will be baselined following the requirement confirmation process and prior to the design process.

Below are examples of causes for a change request.

- A request to add functionality / scope
- A change in defined and agreed upon requirements (additions and deletions)
- A change to a design after agreement and build and test activities have started
- A modification to the delivery or release schedule
- A change to comply with mandate from inter-related initiative
- A change to comply with legal and/or regulatory requirements
- A change due to a requirement that cannot be met
- A change due to solution / product limitations
- Changes to an approved Document Expectation Document for a deliverable

11.1. Documenting the Proposed Change

A change can be identified by anyone working on a Motorist Modernization – Phase I Program project. Changes to scope, schedule, and/or budget will be documented in a formal Change Request. The need for the proposed change request, and resulting impact if completed/not completed, should be submitted in writing to and/or discussed with the Product Owner(s), Project Manager and/or Program Manager. Upon agreement that the change should be escalated, the requester (via the Project or Program Manager) shall document a formal Change Request (CR) form. The Program Manager will record it in the Change Log spreadsheet and assign a Change Request Number (CR#).

The Project Manager, with consultation from the Program Manager and/or Product Owner, will perform a further impact analysis to confirm possible impacts to the projects and/or program should the change not be pursued. He/she shall also work with the team to determine if there are additional options that should be explored to effectively, efficiently make the change. Upon completion of this analysis, the Program Manager shall submit the Change Request for review by the appropriate governing body according to the Decision Escalation Matrix referenced in Section 6.7.

11.2. Processing the Change Request

Once the CR has been documented, it will be presented to the appropriate program governance body, who will then review and make a recommendation to escalate, defer, approve, or disapprove the CR. If approved, the CR and all supporting documentation will be added to the PCB and the CR will be communicated to the Advisory Board, ESC, and Tier III Governance. From there, the Project or Program Manager will re-baseline the schedule and budget, and update any other relevant program documentation as appropriate (Change Log, Gap Analysis, etc.). Should there be any dispute on the handling of a CR, the CR in question should be

escalated to the ESC. If rejected, the Program Manager will notify the requestor and document the decision in the Change Log.

In some cases, the CR may be deferred. If deferred, the Program Manager will document the decision in the Change Log and the request will have to be routed through the entire process again at a later date.

For clarification of governance roles and escalation practices, please refer to the Decision Escalation Matrix referenced in Section 6.7.

Figure 11-1 – Change Management Process

11.3. General Change Requests and Modernization

The OMM recognizes the ongoing maintenance and work to current systems. All change requests received by the Service Development team or the PMO via WRAP will be evaluated by the assigned Project Manager and then routed through Program Manager to help streamline resource assignments, eliminate redundant efforts and optimize modernization and business process efficiencies. General change requests will follow the same process documented in this section and escalation will follow the Decision Escalation Matrix referenced in Section 6.7.

11.4. Agile Development-related Change Requests

Throughout the Motorist Modernization program's development phase, there will be changes that apply directly to the program's agile[4] scope, schedule and/or cost (as documented via the Release Plan and Product Back-log). These types of changes are handled in a slightly different manner than general program change requests. Here are the levels of agile development-related changes that may occur and necessary actions for each. Agile development-related change requests will be documented via a separate template and governed in accordance with the Decision Escalation Matrix referenced in Section 6.8.

Level	Attributes	Reviewer(s) / Approver(s)
Level 1 (Low)	Changes that occur as a result of delivery of a single user story or impact multiple user stories within the same team. These include: • Changes that are associated with how the user story is implemented. For example: The layout of a screen, formatting of text, back-end rules of a data field, table elements, conditions of a query, etc. • Changes that impact user stories assigned to the same team. For example: A minor business rule change that impacts multiple test cases, screen/business rule changes that impact multiple stories, screen language/verbiage, field validation conditions not impacting the data layer, etc. • Changes resulting in minor refinements to test cases / development estimates. • Changes resulting in development and testing that may be absorbed in an existing development Sprint or Hip sprint. • Changes resulting in minor refinement to training curriculum and/or material that may be absorbed in an existing development Sprint or Hip sprint. • Changes that <u>do not</u> generate the need for an additional development Sprint or elimination of a planned development Sprint. • Changes that <u>do not</u> impact the program's overall release scope or schedule (may be absorbed in the product backlog, no refactoring required). No formal change request is required for Level 1 changes, as these are an aspect of using an iterative approach to software development. These changes may be managed by the Product Owner. Level 1 changes are documented by the Scrum Master in Blueprint and Team Foundation Server (TFS).	Product Owner / Program Manager / Project Manager
Level 2 (Medium)	Changes that impact multiple teams. These include: • Changes that involve minor functional or formatting change that impact user stories being implemented by multiple teams. For example: Modifications to common rules, shared letters/correspondence, table changes (with no changes in schema), etc.	Product Owner / Program Director

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[4] Agile is relating to or denoting a method of project management, used especially for software development that is characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.

Level	Attributes	Reviewer(s) / Approver(s)
	• Changes that impact multiple testing and development teams; however, these are refinements that may be absorbed in an existing development Sprint or Hip sprint. • Changes resulting in minor refinement to training curriculum and/or material that may be absorbed in an existing development Sprint or Hip sprint. • Changes that <u>do not</u> generate the need for an additional development Sprint or elimination of a planned development Sprint. • Changes that <u>do not</u> impact the program's overall release scope or schedule (may be absorbed in the product backlog, no refactoring required). Ideally, the Product Owners associated with the impacted teams will be able to coordinate the change. No formal change request is required for Level 2 changes. The request will be logged in the program's change request tracker and reviewed each week with the program team and product owners. Level 2 changes are also documented by the Scrum Master in Blueprint and Team Foundation Server (TFS). If product owners are not able to reach agreement, the change will be elevated so that a formal decision can be made (Level 3).	
Level 3 (Medium) (Critical)	Changes to basic functionality. These include: • Changes to add, delete or modify basic functionality, which impacts the overall release scope, schedule and/or cost. For example: New screens, new functional/nonfunctional requirements, WRAPS, legislative changes, etc. ○ Additions/modifications will require user story definition, estimation, refinement (grooming), etc. for insertion into the product backlog within the appropriate release and sprint. • Changes that generate the need for an additional development Sprint or elimination of a planned development Sprint. • Changes that impact the program's overall release scope or schedule (refactoring required). • Changes resulting in modifications to approved training curriculum and/or material (modules). Level 3 changes must be fully documented with a change request and follow the formal change management process, which includes a review by the program's CCB. Also, in accordance with the program's Decision Escalation Matrix referenced in Section 6.8, Medium Level 3 change requests may be approved by the Program Director, and Critical Level 3 changes will require approval by the Executive Steering Committee. All change requests, whether approved, denied or rejected will be presented to the Advisory Board and ESC.	Change Control Board (bi-monthly) / Program Director / Executive Steering Committee

12. Quality Management

12.1. Quality Management Approach

As part of the reporting and monitoring to be done by IV&V, the program will implement quality metrics to support transparency, traceability, and accountability against program objectives and benefits realization. The following tools will be used to manage quality of the program:

Tool	Description
Earned Value Management (EVM)	The Integrated Master Schedule (IMS) will be analyzed for earned value (EVM) against the baseline.
Budget Variance	The Integrated Master Schedule (IMS) and Spend Plan will be analyzed for cost performance against the baseline.
Schedule Performance Index (SPI)	The Integrated Master Schedule (IMS) will be analyzed for schedule performance against the baseline.
Cost Performance Index (CPI)	A measure of cost efficiency for the OMM budget.
Status Reports	The Program Manager will produce a weekly status report to keep stakeholders apprised, monitor the quality of the current Program activities, and assess the likelihood of achieving key milestones. These status reports will also help monitor lessons learned and identify improvements for future phases of the Motorist Modernization Program. The weekly status report currently includes information to derive the following quality indicators: • Progress against the baseline plan's key milestones • Deliverables Progress – timeliness of submission, reviews, approvals are key quality aspects for deliverables • Issues - Number of open priority issues and aging of issues • Risks - Total number of open Medium and High Risks • Action items - Number and aging of open action items Project Managers for each project will produce a weekly status report to keep stakeholders apprised, monitor the quality of the current project activities, and assess the likelihood of achieving key milestones. The Support Services vendor will produce: • Weekly status reports for stakeholders • Monthly summary status reports for stakeholders
Deliverable Expectations Document (DED)	The Program Team will work with the Vendor to document acceptance criteria for each deliverable, identify appropriate reviewers, and streamline the deliverable review process. **Note**: A template for the Deliverable Expectation Document is located in the Project Control Book.

The purpose of the Quality Management Plan is to outline the processes to instill quality in the deliverables produced and services provided.   The plan outlines both quality assurance activities as well as quality management metrics.

The objectives of the Quality Management Activities are to:

- Identify and correct defects early in the process
- Evaluate a deliverable against program standards and deliverable expectations
- Reduce the number of errors as the work effort progresses
- Reduce time and costs resulting from rework
- Monitor adherence to agreed-upon program processes

For purposes of this document, quality is defined as the degree to which a system, deliverable, or process meets specified requirements. The Quality Management Plan is made up of quality activities that fit into three main categories:

- Deliverable Quality
- Process Quality
- System Quality

The following sub-sections outline the key activities within the deliverable quality assurance, process quality management, and system quality categories.

12.2. Requirements Documentation

The process overview for gathering and documenting requirements from suggestions and ideas through deployment can be found in the *Requirements Gathering Process Overview* document located in the PCB. All requirements will be stored in a consolidated repository using a requirements management software tool.

12.3. Deliverable Quality

Deliverable Quality is used to evaluate whether program deliverables comply with the standards and objectives of the stakeholders. A key step in formulating a quality deliverable is to establish a shared set of expectations of what should be contained within the deliverable, who should contribute to the deliverable, and ultimately who will be involved in the review and approval of the work product.

These tenets of the formal Project deliverables will be documented and agreed to as part of the Program's Deliverable Review Process.

12.4. Deliverable Review Process

Prior to starting the work to gather input and construct a deliverable, the Program Manager and deliverable author will confirm those individuals that will be responsible for contributing to and/or reviewing a deliverable. The Project Manager or deliverable owner will draft a Deliverable Expectation Document (DED) for the deliverable. The DED provides the author(s) guidance and direction on the deliverable format, level of detail, identifies individuals that will contribute to the deliverable, confirms the deliverable reviewers and reiterates the deliverable's deadlines.

The DED is an important project artifact in aligning expectations for the deliverable, defining specific roles for the deliverable and is used in the quality assurance peer reviews for each submission. For each deliverable (regardless of phase or deliverable review cycle), the peer

review step relies on two documents to guide the quality assurance review: the approved DED and the consolidated comments from all reviewers noted in the approved DED as well as IV&V. Prior to the initial deliverable submission, the peer reviewer will make sure all sections in the DED are represented and address the content and format expectations outlined. For subsequent submissions, the peer reviewer will still evaluate the deliverable against the DED as well as evaluating the work product updates (or comment response) that were made for each comment received from the reviewers.

Outstanding points identified from the peer review are returned back to the author(s). When another draft of the deliverable is available, the peer review process repeats. Figure 12-1, Figure 12-2, and Figure 12-3 illustrate the deliverable review process, including the quality assurance peer review(s). Within the approved DED, specific individuals are aligned to one or more of these roles reflected in the Deliverable Review Process.

Figure 12-1 – Deliverable Review Process (1 of 3)

Motorist Modernization Program – Phase I Deliverable Review Process

Figure 12-2 – Deliverable Review Process (2 of 3)

Figure 12-3 – Deliverable Review Process (3 of 3)

12.5. Deliverable Quality Metrics

Each project in the Motorist Modernization – Phase I Program will develop a quality management plan with pre-defined, quantitative and qualitative metrics to monitor the overall project quality. The metrics for Deliverable quality are outlined in Table 12-1– Deliverable Quality Metrics below. These metrics, along with those from the other areas, will be compiled and provided to the Program Manager and Program Director by the 10th of each month, or the next business day if the 10th is a non-working day.

Metric	Description	Target / Measurement
# of Late Submitted deliverables	Count of deliverables originally planned for 1st submission in the prior month but whose delivery date was delayed.	Green: 0 Yellow: 1 to 2 Red: 3 or more
Mean duration of Deliverable Review Period	Mean calculation of the number of business days from the first period of the review until the deliverable is approved.	Green: 12 or fewer Yellow: 13 to 18 Red: 19 or more
% of planned approved deliverables not yet approved	Percentage of deliverables, since project start, that were planned to be approved but have yet to be approved	Green: ≤ 10% Yellow: 10%< to ≤ 25% Red: 25% >

Table 12-1 Deliverable Quality Metrics

12.6. Quality Assurance Assessments – Internal and External

The Department has contracted with an Independent Verification and Validation (IV&V) vendor for the duration of the program to provide a baseline assessment of the overall quality of the program, monthly progress monitoring, quality checkpoints, recommended improvements, and validation of realized program objectives.

The Motorist Modernization – Phase I Program has also procured a software tool to assist in performing internal reviews for EVM, CPI, and probability of achieving key milestones. Monthly reporting to the Department's Tier III Governance will include an assessment of the overall health of the program (red-yellow-green status) based on the following metrics for the reporting period:

Metric	Measurement	Target / Measurement	Reporting Period
Scope	Did the project experience a scope change that impacted the project's costs or schedule, or other projects/the agency?	Green - No change in scope and scope is being managed Yellow - Scope change pending approval and impact one of the three Red - Scope change pending approval and impact at least two of the three Cost, Schedule or other projects/agency	Weekly
Schedule	Are the Milestones and Deliverables on schedule?	Green: ≤ 5 business days Yellow: 6< to ≤ 10 business days Red: 10 > business days	Weekly

Metric	Measurement	Target / Measurement	Reporting Period
Budget (to date)	Is the project within budget for this reporting period? Budget/spend plan (30 day period) are completed as of the last day of the previous month.	Green - Variance is +/- 10% Yellow - Variance is +/- 11%-20% Red - Variance is +/- 21% or greater	Monthly
Budget (Overall)	Is the project within budget overall? Budget/spend plan (total project budget) are completed as of the last day of the previous month.	Green - Variance is +/- 10% Yellow - Variance is +/- 11%-20% Red - Variance is +/- 21% or greater	Monthly
Issue	Is the number and/or severity of issues increasing and/or is the issue over due for completion?	Green - No new issue was reported and/or the previously reported issue is being managed and on target for resolution by the completion date Yellow - A new issue was reported and/or the previously reported issue is not being managed and/or not on target for resolution by the completion date Red - Two or more new issues were reported and/or the previously reported issue is not being managed and/or on target for resolution by the completion date *Managed is defined as PM is providing actionable updates to the status report indicating that the issue is being worked	Weekly
Risk	Is the number and/or severity of risks stable or decreasing?	Green - Risks are stable or decreased Yellow - A new risks was added to the project Red - Multiple risks were added and/or a previously reported risk increased in probability	Weekly

Table 12-2 Tier III Program/Project Health Metrics

The Agency for State Technology (AST) will also be performing periodic reports on the overall status of the Motorist Modernization – Phase I Program. The Program Manager will be responsible for providing the appropriate documents such as an updated IMS, spend plan, and any other requested documentation to support status updates which will be provided to

legislative staff pursuant to the Rules of the Agency for State Technology Chapter 74-1 Project Management and Oversight[5].

12.7. System Quality

System Quality is used to evaluate whether the system development & configuration complies with the requirements and business processes identified in the planning phase of the project. System Quality Activities include requirements traceability, testing and defect management, and stage containment activities. System Quality activities undertaken by the Motorist Modernization – Phase I Program will be worked collaboratively with the Information Systems Administration's Bureau of Quality Assurance.

12.7.1. Requirements Traceability

Requirements Traceability is the ability to trace business requirements to the various design, build, and test components throughout all phases of the Project. Requirements tracing is a practice that greatly increases the quality and reliability of a project's final output while minimizing costly rework resulting from requirements errors. The Motorist Modernization – Phase I Program will use a Requirements Traceability Matrix (RTM) to confirm traceability across phases of the program.

Bidirectional traceability means that requirements can be traced both forwards and backwards, ideally through each step of the project. Bidirectional traceability helps determine that the solution addresses the source requirements and that all requirements and deliverables can be traced to a baselined RTM.

The business and technical requirements that are documented as part of the New System Requirements Tracking Report and Requirements Report deliverables shall be further refined and validated. Once the requirements are complete, they will be baselined. The baseline provides the inventory of confirmed requirements against which changes can be monitored and measured.

Beyond the baseline of these requirements, the following shall apply to support overall system quality:

1. Requirements altered or added as part of the requirements confirmation sessions will be recorded as part of the Program's Change Management Plan as documented in the Program's Project Management Plan.

2. During the design phases of the Project, the first portion of the requirements traceability will be initiated whereby the design that supports a particular requirement will be noted.

3. During the User Acceptance testing phases, the second portion of the requirements traceability task would commence. During this task, the test scenario used to validate a particular requirement would be noted.

   The requirements, at the conclusion of testing, would be evaluated prior to deployment to ensure the business requirements have been addressed.

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[5] As of July 2016, the Rules of the Agency for State Technology Chapter 74-1 Project Management and Oversight are in DRAFT format.

12.7.2. Testing and Defect Management

Testing activities are one of the primary mechanisms for confirming system quality. Each project in the Motorist Modernization – Phase I Program will evaluate quality as it pertains to testing and defect management using the following metrics. Quality Assurance testing will be performed in accordance with the Information Systems Administration's Bureau of Quality Assurance's established standard.

- Defect Creation Count by Business Area and Defect Severity (System & Integration Testing, Performance Test, and User Acceptance Testing phases) – this quality metric will measure the number of defects that were created within distinct phases of the testing process categorized by Business Area (e.g., FDLIS, Citation Processing, Financial Responsibility), User Story as well as the defect severity (e.g., High, Medium Low)

- Defect Root Cause Disposition by Business Area and Defect Severity (System & Integration Testing, Performance Testing, and User Acceptance Testing Phases) - this quality metric will provide a count by business area and severity based on the disposition of a defect: Lack of Design Clarity, Development Issue, Conflicting Need

- Change Requests by Business Area (System & Integration Testing, Performance Testing, and User Acceptance Testing Phases) – this quality metric will provide the number of new requests that are escalated to the Change Management process

- Defect Resolution Aging Report (Open Date to User Turn Over Date) (User Acceptance Testing Phase only) – this quality metric will provide the median calculation as to duration of how long a defect takes to resolve and provide back to the user for validation

- Defect by Business Area Closure Report (Client Turn Over Date – Closure Date) (User Acceptance Testing Phase Only) – this quality metric will provide the median calculation, by business area, of how long it takes a business area to test and close defects that have been returned to them for validation

12.7.3. Stage Containment

Stage containment is an essential part of system quality activities. Stage containment identifies problems before they pass to the next stage, which minimizes the number of problems passed to the next stage. Problems in this context could be business issues, product issues, configuration issues or technical issues. A key part in ensuring stage containment is defining exit and entry criteria across stages. By the nature of the Project's implementation schedule, there is the potential of parallel system design and development work being completed within a particular sprint activity. As such, it is critical to have controlled transition to mitigate risk and control quality. The stage containment activities will, therefore, focus on readiness of a particular unit to progress from development and through the various stages of testing.

12.7.4. System Quality Metrics

The system metrics outlined in Table 12-3 are the minimum metrics that shall be included in each project quality management plan. These metrics provide the Program Management Team with a quality measure of the overall system/solution.

Metric	Description	Target / Measurement
# of open change requests w/o decision	Total number of open, active change requests	**Green**: ≤ 5 **Yellow**: 5< to ≤ 25 **Red**: 25 >
# of change requests approved within the last 3 months	Count of change requests that shall provide insight into the quality of the business / functional requirements.	**Green**: ≤ 3 **Yellow**: 3< to ≤6 **Red**: 6 >
Change request aging	Mean calculation of the number of days between a change request being logged and a decision (to proceed or not)	**Green**: ≤ 10 **Yellow**: 10< to ≤ 15 **Red**: 15 >
# of open critical system defects	Count of open defects	**Green**: ≤ 15 **Yellow**: 15< to ≤ 25 **Red**: 25 >
Defect resolution time	Mean calculation of the time between defect opening and defect resolution deployed to the testing environment	**Green**: ≤ 2 days **Yellow**: 2< to ≤ 10 **Red**: 10 >
% of re-opened defects	Percentage of defects that have been re-opened after initial testing (by testing phase)	**Green**: ≤ 10% **Yellow**: 10%< to ≤ 15% **Red**: 15 >
Total # of defects	Total number of defects by testing phase (e.g., unit testing, integration testing, user acceptance testing, etc.).	<To be evaluated as part of the Executing phase based on anticipated widget count>

Table 12-3 System Metrics

13. Communications Management

Effective communication is one of the most important factors contributing to the success of the Motorist Modernization – Phase I Program.

Three clear communication channels will be established during the program organization and include:

1. Upward channel with senior executives and steering committee to highlight issues, risks and scope exceptions.
2. Lateral channel with sponsor(s), stakeholders, and other agency management involving requirements, resources, budgets and time allocations.
3. Downward channel with the team highlighting processes, activities, dates, status and general team briefings.

The communications plan describes how program communication events will occur across the channels described above. The events themselves may be periodic or one-time in nature.

The Program Director will meet weekly with the OMM Leadership Team. Monthly meetings will be held with the Advisory Board and the Executive Steering Committee (ESC). Any decisions made by the ESC or recommendations made by the Advisory Board will be documented and included in the program artifacts. For clarification of governance roles and escalation practices, please refer to the Decision Escalation Matrix referenced in Section 6.7.

Additionally, the Program's Communication Consultant will be responsible for communications conducted as a part of Organizational Change Management (referenced in Section 15).

The following tables (Table 13-1 and Table 13-2) detail the program communications and meetings used to manage the program.

PROGRAM COMMUNICATIONS				
Description	**Target Audience**	**Delivery Method**	**Delivery Frequency**	**Owner**
Project Control Book (PCB) (includes risks, issues, action items, change control forms, etc.)	Team, PMO	PPM tool, SharePoint	Weekly	Program Manager / Assigned PM
Project Schedule	Project Team and Sponsors	PPM tool, SharePoint		Assigned PM
Project Management Plan document	Project Team and Sponsors	PPM tool, PCB, SharePoint	Within 30 days of approval	Assigned PM
Program Management Plan document	Program Team and Sponsors	PPM tool, PCB, SharePoint	Within 30 days of approval	Program Manager
Status Reports includes action items	Program Team and Sponsors	PPM tool, SharePoint	Weekly	Program Manager / Assigned PM

PROGRAM COMMUNICATIONS				
Description	**Target Audience**	**Delivery Method**	**Delivery Frequency**	**Owner**
Integrated Master Schedule (IMS)	Program Team and Sponsors	PPM tool, PCB, SharePoint	Weekly	Program Manager
OMM Leadership Team Status Report	Executive Leadership	Dashboard/ Presentation/ Discussion	Weekly & Monthly (for Advisory Board and ESC)	Program Director Deputy Program Director
Support Services Vendor Deliverables	Program Team and Sponsors	PCB, SharePoint	Per Contractual Agreement	Contract and Budget Consultant
Periodic Demos and Presentations	Focus on specific groups	Presentation/ Discussion	As needed	Project Managers Program Manager Deputy Program Director Program Director

Table 13-1 Program Communications

MEETINGS				
Description	**Target Audience**	**Delivery Method**	**Delivery Frequency**	**Owner**
Program (Internal) Team Meeting	Program Team	Meeting	Weekly	Program Manager
Executive Steering Committee (ESC) Meeting	Executive Leadership	Meeting	Monthly	Program Director Deputy Program Director
Advisory Board Meeting	Program Advisory Board	Meeting	Monthly	Program Director Deputy Program Director
Change Control Board Meeting	Product Owners, Program Team	Meeting	Bi-Monthly	Deputy Program Director Program Manager
OMM Weekly Leadership	OMM Leadership Team	Meeting	Weekly	Program Director Deputy Program Director

MEETINGS				
Program Sponsor Meeting	Motorist Services Director	Meeting	Weekly	Program Director
CIO Update Meeting	CIO	Meeting	Weekly	Program Director
Executive Sponsor Update Meeting	Executive Sponsor	Meeting	As Requested	Program Director
Program Team Meeting	Entire program team. Individual meetings for sub-teams, technical team, and functional teams as appropriate	Meeting	Monthly	Program Director
Motorist Modernization Meeting	Agency Bureau Chiefs and anyone who wishes to learn more about and receive updates on the Motorist Modernization initiative	Meeting	Monthly	Communications Consultant
Focus Group / Coalition Meetings	All Stakeholders	Meeting	As Needed	Communications Consultant

Table 13-2 Program Meetings

13.1. Program Documentation

- All program artifacts shall be located in the PCB.

- All final program deliverables shall be located in PCB and the PPM tool.

13.2. Status Reporting

The Program Manager is responsible for working with each Project Manager and appropriate team members for all status reporting requirements. As development begins on the program, each Project Manager will be responsible for collecting performance metrics from Team Foundation Server (TFS) to demonstrate progress. This includes statistics on the number and status of user stories and test cases in each sprint. The table below details the different status reports used in the overall management of the Program. While AST status reports are not prepared by DHSMV, supplemental Program documentation may be required because of quarterly assessments.

Report	Frequency	Assigned to
OMM Leadership Report	Weekly	Program Director Deputy Program Director Program Management Team
Legislative Status Report	Monthly	Program Manager / Vendor Project Manager / OMM Project Managers
PMO Status Report (Daptiv)	Weekly *Due Thursdays by 3:00pm*	Program Manager / Vendor Project Manager / OMM Project Managers
Project Stoplight Status Report	Weekly & Monthly	Communications Consultant / Vendor Project Manager / OMM Project Managers
Milestone Release Reports (performance metrics from TFS)	Monthly	OMM Project Managers / Scrum Masters / Vendor Project Manager
Scrum Master Reports	Daily	Scrum Masters
Project Reports	Daily	Program Manager / OMM Project Managers
DHSMV Governance Tier III Status Report	Monthly	Program Manager
AST Reports	Variable	AST Project Manager with assistance from the Program Manager

13.3. Updates to the Communications Plan

The Program's tactical Communications Plan will be updated by the Communications Consultant quarterly and distributed via e-mail.

14. Document Management

The Document Management section provides the standards for managing all Motorist Modernization – Phase I Program documents.

14.1. Program Repository

Project Control Book

The Program Manager has established a Project Control Book for the Motorist Modernization – Phase I Program on the network drive. The Project Control Book contains artifacts specific to the project management aspects of the project as well as memorandums and meeting minutes. The Program Manager or their designee shall be responsible for publishing artifacts to this repository.

Please note there are a series of templates that have also been posted in the Project Control Book.

Document Management Guidelines

The following Document Management Guidelines are in place to support the program:

- Version history is tracked for all documents within the PCB
- Document feedback and approvals are logged in the PCB
- Drafts and Final Submission Deliverables are clearly distinguished
- Approved Documents are stored in a separate folder in the PCB
- Document control information is captured for all official deliverables

14.2. Document Naming Conventions

Deliverable Expectation Document (DED)

The Deliverable Expectation Document (DED) naming standard (one DED for every deliverable) is as follows:

> **DED Del # - <Deliverable Name> v #.**

Versions will be 1.0 for initial submission and increment by whole numbers for each formal submission. Incremental updates will utilize the minor version increments (e.g., 1.1, 1.2, and 1.3). All versions will be recorded in the document control section at the beginning of the document.

Deliverables

The Deliverable naming standard is as follows:

> **Del # - <Deliverable Name> v #.**

Versions will be 1.0 for initial submission and increment by whole numbers for each formal submission. Incremental updates will utilize the minor version increments (e.g., 1.1, 1.2, and 1.3). All versions will be recorded in the document control section at the beginning of the document.

Deliverable Consolidated Comments

The Deliverable Consolidated Comments naming standard is as follows:

Del # - <Deliverable Name>Consolidated Comments v #.

Versions will be 1.0 for initial submission and increment by whole numbers for each formal submission. Incremental updates will utilize the minor version increments (e.g., 1.1, 1.2, and 1.3). All versions will be recorded in the document control section at the beginning of the document.

Project-Specific Artifacts

Each project within the Motorist Modernization – Phase I Program will establish a PCB to store project-specific artifacts. Upon approval by the Senior Business Analyst or their designee, finalized work products (e.g., AS-IS process flows, business rules, requirements) may be migrated to the central requirements repository, Blueprint. For access to Blueprint, please contact the respective Project Manager.

15. 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. Change management activities are integral to the success of the program.

Organizational change management (OCM) activities are facilitated by the program's Communications Consultant. OCM 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.

Organizational change management (OCM) planning documents have been developed by the Department. These include the following artifacts:

- **Communications Strategy and Plan:** Helps to manage expectations about the Motorist Modernization Phase I program and provides consistent messages among program team members, eventual end-user of the solution and other impacted stakeholders. Included as a component of this document is a tactical Communication Plan that charts out recurring and one-time communication events. This living document is updated on a quarterly basis.
- **Organizational Analysis:** Details key aspects of the various end-user groups (internal and external, as applicable) for consideration into the to-be business processes and technology. It is intended to provide a gap-analysis of the end-user groups' current and future work environments, tasks and activities, and knowledge, skills and abilities.
- **Training and Performance Support Strategy:** Details the overarching training needs and objectives for the project, per the Organizational Analysis. It also describes the various training methods (ex: Instructor-led, Web-based, Videos, Online Tip-sheets) that will be used; lays out a general training curriculum per user group; and describes any point-of-deployment and/or ongoing performance support mechanisms that will be used, such as help desks / user support sites.

The Communications Consultant will facilitate completion of periodic OCM readiness assessments throughout the Motorist Modernization – Phase I Program to measure progress of closing gaps identified in the Organizational Analysis.

Please refer to the program's PCB for additional information on OCM.

16. Configuration Management

ISA will be responsible for documenting any configuration changes made to the systems that are required for the Motorist Modernization – Phase I Program. Version control is the responsibility of the ISA software managers for systems in which they are responsible. Please refer to the *DHSMV Information Systems Development Methodology* for additional information on configuration management.

17. Vendor Management

The scope of the Motorist Modernization – Phase I Program precipitates the need for a vendor management plan that outlines the activities necessary to ensure the quality, timeliness, and value of products and services procured by the Department. The Program Manager will work with the program team to identify program needs to be procured and work with the Program Director, Deputy Program Director and Contract and Budget Consultant to document and communicate Vendor/Department roles and responsibilities, which may include but not be limited to:

- Vendor staffing plan

- Vendor project plan

- Vendor risk management plan

- Performance metrics

- Change management request process

- Deliverables review and acceptance process

- Knowledge transfer and product support

Vendor management has been defined in the request for quote and scope of services documents developed as part of the procurement process for both Support Services and IV&V. All contract documents contain specific terms and conditions as well as corresponding monetary damages for lack of performance.

18. Common Acronyms & Terms

Acronym	Description
AAMVA	American Association of Motor Vehicle Administrators
AST	Agency for State Technology
CDLIS	Commercial Driver License Information System
CR	Change Request
DL	Driver Licenses
DRIVE	Driver Related Issuance and Vehicle Enhancements
ECM	Enterprise Content Management
EFS	Electronic Filing System
ETR	Electronic Temporary Registration
FDLIS	Florida Driver License Information System
FRVIS	Florida Registration & Vehicle Information System
HSMV	Highway Safety & Motor Vehicles
ISA	Information Systems Administration
MS	Division of Motorist Services
NSRC	Northwood Shared Resource Center
OMM	Office of Motorist Modernization
PCB	Project Control Book
PDC	Primary Data Center
PM	Project Manager
PMO	Project Management Office
PPM	Project Portfolio Management
SPS	Stored Procedure Services (ISA Development Section)
WAR	Warehouse and Reporting Services (ISA Development Section)
WBS	Work Breakdown Structure

WRAP	Work Request and Prioritization

19. Signature and Acceptance Page

We have reviewed the Program Management Plan (PMP) and agree that the content of the document is accurate as of this point in the program and clearly delineate the work to be done for the program and the process in which decisions will be made. This document serves as the source of program information and will be updated as required.

Prepared by   _____

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Approved by   _____

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Executive Director, DHSMV

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Diana Vaughn
Deputy Executive Director, DHSMV

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Robert Kynoch
Director of Motorist Services, DHSMV

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Boyd Dickerson-Walden
Chief Information Officer, DHSMV

_____

Felecia Ford
Chief of Administrative Reviews, DHSMV

IX. Appendix C: Project Schedule

MM Phase I - MASTER Program Schedule
v130.1 - week of 8/7/2017

ID	ID	Change Request	% Complete	Task Name	Duration	Start	Finish	Status
0	**0**		**75%**	**MM Phase I MASTER Program Schedule**	**1462 days**	**Fri 11/1/13**	**Thu 8/29/19**	**Late**
1	**1**		**64%**	**Project Management**	**1462 days**	**Fri 11/1/13**	**Thu 8/29/19**	**On Schedule**
123	**123**		**57%**	**Project Monitoring and Controlling**	**1420 days**	**Mon 11/25/13**	**Wed 7/24/19**	**On Schedule**
128	128		10%	Program Monthly Status Reports - FY17-18	251 days	Mon 7/3/17	Fri 6/29/18	On Schedule
129	129		0%	Program Monthly Status Reports - FY18-19	251 days	Mon 7/2/18	Fri 6/28/19	Future Task
130	**130**	**CR07**	**84%**	**Quarterly Communication Plan Updates**	**761 days**	**Mon 2/1/16**	**Wed 2/6/19**	**On Schedule**
144	**144**		**56%**	**Deliverable 4 - SSP & DLIP Monthly Governance Status Reports**	**1104 days**	**Wed 2/25/15**	**Thu 7/18/19**	**On Schedule**
372	**372**	**CR28**	**54%**	**Deliverable 4 - SSP & DLIP July 2017**	14 days	**Fri 7/28/17**	**Wed 8/16/17**	**On Schedule**
375	375	CR28	90%	Review Deliverable 4 - Cycle 1	5 days	Wed 8/2/17	Tue 8/8/17	On Schedule
376	376	CR28	0%	Update Deliverable 4 - Cycle 1	3 days	Wed 8/9/17	Fri 8/11/17	Future Task
377	377	CR28	0%	Review Deliverable 4 - Cycle 2	3 days	Mon 8/14/17	Wed 8/16/17	Future Task
378	378	CR28	0%	Accept Deliverable 4	0 days	Wed 8/16/17	Wed 8/16/17	Future Task
379	379	CR28	0%	Deliverable #4 - Legislative/Governance Monthly Status Reports (	0 days	Wed 8/16/17	Wed 8/16/17	Future Task
380	**380**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP August 2017**	14 days	**Mon 8/28/17**	**Fri 9/15/17**	**Future Task**
388	**388**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP September 2017**	14 days	**Wed 9/27/17**	**Mon 10/16/17**	**Future Task**
396	**396**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP October 2017**	14 days	**Mon 10/30/17**	**Fri 11/17/17**	**Future Task**
404	**404**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP November 2017**	14 days	**Tue 11/28/17**	**Fri 12/15/17**	**Future Task**
412	**412**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP December 2017**	14 days	**Wed 12/27/17**	**Wed 1/17/18**	**Future Task**
420	**420**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP January 2018**	15 days	**Mon 1/29/18**	**Fri 2/16/18**	**Future Task**
428	**428**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP February 2018**	14 days	**Tue 2/27/18**	**Fri 3/16/18**	**Future Task**
436	**436**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP March 2018**	14 days	**Thu 3/29/18**	**Tue 4/17/18**	**Future Task**
444	**444**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP April 2018**	14 days	**Mon 4/30/18**	**Thu 5/17/18**	**Future Task**
452	**452**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP May 2018**	14 days	**Wed 5/30/18**	**Mon 6/18/18**	**Future Task**
460	**460**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP June 2018**	14 days	**Thu 6/28/18**	**Wed 7/18/18**	**Future Task**
468	**468**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP July 2018**	14 days	**Tue 7/31/18**	**Fri 8/17/18**	**Future Task**
476	**476**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP August 2018**	14 days	**Wed 8/29/18**	**Tue 9/18/18**	**Future Task**
484	**484**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP September 2018**	14 days	**Fri 9/28/18**	**Wed 10/17/18**	**Future Task**
492	**492**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP October 2018**	14 days	**Tue 10/30/18**	**Mon 11/19/18**	**Future Task**
500	**500**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP November 2018**	14 days	**Wed 11/28/18**	**Mon 12/17/18**	**Future Task**
508	**508**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP December 2018**	14 days	**Fri 12/28/18**	**Thu 1/17/19**	**Future Task**
516	**516**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP January 2019**	14 days	**Wed 1/30/19**	**Mon 2/18/19**	**Future Task**
524	**524**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP February 2019**	14 days	**Wed 2/27/19**	**Mon 3/18/19**	**Future Task**
532	**532**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP March 2019**	14 days	**Fri 3/29/19**	**Wed 4/17/19**	**Future Task**
540	**540**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP April 2019**	14 days	**Tue 4/30/19**	**Fri 5/17/19**	**Future Task**
548	**548**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP May 2019**	14 days	**Wed 5/29/19**	**Mon 6/17/19**	**Future Task**
556	**556**	**CR28**	**0%**	**Deliverable 4 - SSP & DLIP June 2019**	14 days	**Fri 6/28/19**	**Thu 7/18/19**	**Future Task**
564	**564**	**CR28**	**33%**	**Deliverable 52 - MM Milestone Release Reports**	**746 days**	**Mon 8/8/16**	**Wed 7/24/19**	**On Schedule**
661	**661**	**CR28**	**13%**	**MM Milestone Release Report - July 2017**	**14 days**	**Mon 8/7/17**	**Thu 8/24/17**	**On Schedule**
662	662	CR28	90%	Construct Deliverable 52	2 days	Mon 8/7/17	Tue 8/8/17	On Schedule

MM Phase I - MASTER Program Schedule
v130.1 - week of 8/7/2017

ID	ID	Change Request	% Complete	Task Name	Duration	Start	Finish	Status
663	663	CR28	0%	Submit Deliverable 52	1 day	Wed 8/9/17	Wed 8/9/17	Future Task
664	664	CR28	0%	Review Deliverable 52 - Cycle 1	5 days	Thu 8/10/17	Wed 8/16/17	Future Task
665	665	CR28	0%	Update Deliverable 52 - Cycle 1	3 days	Thu 8/17/17	Mon 8/21/17	Future Task
666	666	CR28	0%	Review Deliverable 52 - Cycle 2	3 days	Tue 8/22/17	Thu 8/24/17	Future Task
667	667	CR28	0%	Accept Deliverable 52	0 days	Thu 8/24/17	Thu 8/24/17	Future Task
668	668	CR28	0%	Deliverable 52 - MM Milestone Release Reports 13	0 days	Thu 8/24/17	Thu 8/24/17	Future Task
669	669	CR28	0%	MM Milestone Release Report - August 2017	14 days	Tue 9/5/17	Fri 9/22/17	Future Task
677	677	CR28	0%	MM Milestone Release Report - September 2017	14 days	Thu 10/5/17	Tue 10/24/17	Future Task
685	685	CR28	0%	MM Milestone Release Report - October 2017	14 days	Mon 11/6/17	Tue 11/28/17	Future Task
693	693	CR28	0%	MM Milestone Release Report - November 2017	14 days	Tue 12/5/17	Fri 12/22/17	Future Task
701	701	CR28	0%	MM Milestone Release Report - December 2017	14 days	Fri 1/5/18	Thu 1/25/18	Future Task
709	709	CR28	0%	MM Milestone Release Report - January 2018	14 days	Tue 2/6/18	Fri 2/23/18	Future Task
717	717	CR28	0%	MM Milestone Release Report - February 2018	14 days	Tue 3/6/18	Fri 3/23/18	Future Task
725	725	CR28	0%	MM Milestone Release Report - March 2018	14 days	Thu 4/5/18	Tue 4/24/18	Future Task
733	733	CR28	0%	MM Milestone Release Report - April 2018	14 days	Mon 5/7/18	Thu 5/24/18	Future Task
741	741	CR28	0%	MM Milestone Release Report - May 2018	14 days	Tue 6/5/18	Fri 6/22/18	Future Task
749	749	CR28	0%	MM Milestone Release Report - June 2018	14 days	Thu 7/5/18	Tue 7/24/18	Future Task
757	757	CR28	0%	MM Milestone Release Report - July 2018	14 days	Tue 8/7/18	Fri 8/24/18	Future Task
765	765	CR28	0%	MM Milestone Release Report - August 2018	14 days	Wed 9/5/18	Mon 9/24/18	Future Task
773	773	CR28	0%	MM Milestone Release Report - September 2018	14 days	Fri 10/5/18	Wed 10/24/18	Future Task
781	781	CR28	0%	MM Milestone Release Report - October 2018	14 days	Tue 11/6/18	Wed 11/28/18	Future Task
789	789	CR28	0%	MM Milestone Release Report - November 2018	14 days	Wed 12/5/18	Mon 12/24/18	Future Task
797	797	CR28	0%	MM Milestone Release Report - December 2018	14 days	Mon 1/7/19	Fri 1/25/19	Future Task
805	805	CR28	0%	MM Milestone Release Report - January 2019	14 days	Tue 2/5/19	Fri 2/22/19	Future Task
813	813	CR28	0%	MM Milestone Release Report - February 2019	14 days	Tue 3/5/19	Fri 3/22/19	Future Task
821	821	CR28	0%	MM Milestone Release Report - March 2019	14 days	Fri 4/5/19	Wed 4/24/19	Future Task
829	829	CR28	0%	MM Milestone Release Report - April 2019	14 days	Tue 5/7/19	Fri 5/24/19	Future Task
837	837	CR28	0%	MM Milestone Release Report - May 2019	14 days	Wed 6/5/19	Mon 6/24/19	Future Task
845	845	CR28	0%	MM Milestone Release Report - June 2019	14 days	Fri 7/5/19	Wed 7/24/19	Future Task
872	872	CR28	31%	Deliverable 47 - Lessons Learned Report	660.7 days	Wed 11/9/16	Wed 6/26/19	On Schedule
927	927		0%	Project Monitoring and Control Phase COMPLETE	0 days	Fri 6/28/19	Fri 6/28/19	Future Task
928	928		0%	Project Closeout	31 days	Thu 7/18/19	Thu 8/29/19	Future Task
953	953		61%	IV&V Deliverable #5 - Monthly Assessment Reports (Ernst & Young)	1095 days	Thu 3/5/15	Mon 7/15/19	On Schedule
2456	2456		55%	Design, Develop, Implement	1455 days	Tue 11/12/13	Thu 8/29/19	Late
2457	2457		72%	Database Redesign	1117 days	Tue 11/12/13	Fri 4/27/18	Late
2488	2488		46%	Purchase Software	629 days	Wed 7/1/15	Mon 1/8/18	Late
2490	2490	CR35	25%	Procurement - Data Quality/Cleansing Tool(s)	39 days	Mon 7/3/17	Fri 8/25/17	Late
2491	2491	CR35	0%	Data Quality/Cleansing Tool(s)	90 days	Mon 8/28/17	Mon 1/8/18	Future Task
2553	2553		60%	Data Seeding Task Implementation	442.5 days	Mon 3/7/16	Wed 12/6/17	Late

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ID	ID	Change Request	% Complete	Task Name	Duration	Start	Finish	Status
2560	2560	CR35/CR50	0%	DEPENDENCY - EDI PROJECT for STAGE DB	1 day	Mon 7/3/17	Mon 7/3/17	Late
2561	2561	CR35/CR50	0%	Seed MM Phase I Conversion Database	33 days	Wed 7/5/17	Fri 8/18/17	Late
2562	2562	CR35	0%	Seed MM Phase I Training Database	34 days	Tue 10/17/17	Wed 12/6/17	Future Task
2563	2563		57%	**Synchronization Process Implementation**	**564 days**	**Thu 2/4/16**	**Fri 4/27/18**	**Late**
2573	2573	CR35	50%	Confirm CDC installation configuration	200 days	Mon 10/24/16	Wed 8/9/17	Late
2574	2574	CR35	61%	**Create CDC workspace (InfoDevRepository)**	**309 days**	**Mon 11/7/16**	**Thu 2/1/18**	**On Schedule**
2578	2578	CR35	0%	Import Credential Mappings	20 days	Wed 8/9/17	Wed 9/6/17	Future Task
2579	2579	CR35	0%	Update Credential Mappings for CDC	50 days	Thu 9/7/17	Thu 11/16/17	Future Task
2580	2580	CR35	0%	Create Credential CDC tasks/sessions	50 days	Fri 11/17/17	Thu 2/1/18	Future Task
2587	2587	CR35/CR50	0%	DEPENDENCY - EDI PROJECT for PRODUCTION DB	1 day	Fri 9/1/17	Fri 9/1/17	Future Task
2588	2588	CR50	0%	Configure Production Synchronization Processes	110 days	Tue 9/5/17	Tue 2/13/18	Future Task
2589	2589	CR50	0%	Validate Production Synchronization Processes	53 days	Wed 2/14/18	Fri 4/27/18	Future Task
2614	2614	CR50	0%	Database Redesign / Synchronization COMPLETE	0 days	Fri 4/27/18	Fri 4/27/18	Future Task
2618	2618		0%	PHASE GATE REVIEW - Database Redesign / Synchronization	0 days	Fri 4/27/18	Fri 4/27/18	Future Task
2619	2619		70%	**Development**	**878 days**	**Mon 8/17/15**	**Tue 2/19/19**	**On Schedule**
2749	2749		40%	**System Specifications and Technical Architecture**	**672 days**	**Fri 6/17/16**	**Tue 2/19/19**	**On Schedule**
2750	2750		39%	**Deliverable 53 - As-Built Solution Overview Report - Quarterly Updates**	**672 days**	**Fri 6/17/16**	**Tue 2/19/19**	**On Schedule**
2780	2780	CR28	38%	**Deliverable 53 - As-Built Solution Overview Report - 5**	**16 days**	**Fri 7/28/17**	**Fri 8/18/17**	**On Schedule**
2783	2783	CR28	0%	Review Deliverable 53 - Cycle 1	5 days	Mon 8/7/17	Fri 8/11/17	On Schedule
2784	2784	CR28	0%	Update Deliverable 53 - Cycle 1 (if needed)	3 days	Mon 8/14/17	Wed 8/16/17	Future Task
2785	2785	CR28	0%	Accept Deliverable 53	1 day	Thu 8/17/17	Thu 8/17/17	Future Task
2786	2786	CR28	0%	Deliverable 53 - As-Built Solution Overview Report - 5	1 day	Fri 8/18/17	Fri 8/18/17	Future Task
2787	2787	CR28	0%	**Deliverable 53 - As-Built Solution Overview Report - 6**	**16 days**	**Fri 10/27/17**	**Mon 11/20/17**	**Future Task**
2794	2794	CR28	0%	**Deliverable 53 - As-Built Solution Overview Report - 7**	**16 days**	**Mon 1/29/18**	**Mon 2/19/18**	**Future Task**
2801	2801	CR28	0%	**Deliverable 53 - As-Built Solution Overview Report - 8**	**16 days**	**Fri 4/27/18**	**Fri 5/18/18**	**Future Task**
2808	2808	CR28	0%	**Deliverable 53 - As-Built Solution Overview Report - 9**	**16 days**	**Fri 7/27/18**	**Fri 8/17/18**	**Future Task**
2815	2815	CR28	0%	**Deliverable 53 - As-Built Solution Overview Report - 10**	**15.5 days**	**Mon 10/29/18**	**Tue 11/20/18**	**Future Task**
2822	2822	CR28	0%	**Deliverable 53 - As-Built Solution Overview Report - 11**	**15.5 days**	**Tue 1/29/19**	**Tue 2/19/19**	**Future Task**
2829	2829	CR28	2%	**Deliverable 48 - Updated System Specifications Document**	**58 days**	**Mon 7/31/17**	**Thu 10/19/17**	**On Schedule**
2831	2831	CR28	0%	Construct Deliverable 48 - Updated System Specifications Document	37 days	Mon 8/14/17	Wed 10/4/17	Future Task
2832	2832	CR28	0%	Submit Deliverable 48	1 day	Thu 10/5/17	Thu 10/5/17	Future Task
2833	2833	CR28	0%	Review Deliverable 48 - Cycle 1	5 days	Fri 10/6/17	Thu 10/12/17	Future Task
2834	2834	CR28	0%	Update Deliverable 48 - Cycle 1 (if needed)	3 days	Fri 10/13/17	Tue 10/17/17	Future Task
2835	2835	CR28	0%	Accept Deliverable 48	1 day	Wed 10/18/17	Wed 10/18/17	Future Task
2836	2836	CR28	0%	Deliverable #48 - Updated System Specifications Document	1 day	Thu 10/19/17	Thu 10/19/17	Future Task
2845	2845	CR28	0%	**Deliverable 55 - Updated Technical Architecture Documents**	**71 days**	**Thu 2/1/18**	**Thu 5/10/18**	**Future Task**

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ID	ID	Change Request	% Complete	Task Name	Duration	Start	Finish	Status
2853	2853	CR28	68%	**Team A - Renewal Notification**	384 days	Wed 7/27/16	Tue 2/6/18	On Schedule
2876	2876	CR28	77%	**MILESTONE GROUP D**	73 days	Wed 5/17/17	Tue 8/29/17	On Schedule
2880	2880	CR28	90%	Sprint 16	15 days	Wed 7/19/17	Tue 8/8/17	On Schedule
2881	2881	CR28	0%	RN HIP Sprint - Milestone Group D	14 days	Wed 8/9/17	Mon 8/28/17	Future Task
2882	2882	CR28	0%	RN Milestone Retrospective - Milestone D	1 day	Tue 8/29/17	Tue 8/29/17	Future Task
2883	2883	CR28	0%	**MILESTONE GROUP E**	76 days	Wed 8/30/17	Tue 12/19/17	Future Task
2884	2884	CR28	0%	Sprint 17	14 days	Wed 8/30/17	Tue 9/19/17	Future Task
2885	2885	CR28	0%	Sprint 18	15 days	Wed 9/20/17	Tue 10/10/17	Future Task
2886	2886	CR28	0%	Sprint 19	15 days	Wed 10/11/17	Tue 10/31/17	Future Task
2887	2887	CR28	0%	Sprint 20	14 days	Wed 11/1/17	Tue 11/21/17	Future Task
2888	2888	CR28	0%	RN HIP Sprint - Milestone Group E	17 days	Wed 11/22/17	Mon 12/18/17	Future Task
2889	2889	CR28	0%	RN Milestone Retrospective - Milestone E	1 day	Tue 12/19/17	Tue 12/19/17	Future Task
2890	2890	CR28	0%	**MILESTONE GROUP F**	32 days	Wed 12/20/17	Tue 2/6/18	Future Task
2891	2891	CR28	0%	Sprint 21	13 days	Wed 12/20/17	Tue 1/9/18	Future Task
2892	2892	CR28	0%	Sprint 22	14 days	Wed 1/10/18	Tue 1/30/18	Future Task
2893	2893	CR28	0%	RN HIP Sprint - Milestone Group F	4 days	Wed 1/31/18	Mon 2/5/18	Future Task
2894	2894	CR28	0%	RN Milestone Retrospective - Milestone F	1 day	Tue 2/6/18	Tue 2/6/18	Future Task
2895	2895	CR28	50%	**Team B - DL Issuance**	527 days	Thu 7/21/16	Wed 8/22/18	On Schedule
2922	2922	CR28	13%	**MILESTONE GROUP E**	59 days	Thu 7/27/17	Wed 10/18/17	On Schedule
2923	2923	CR28	50%	Sprint 15	15 days	Thu 7/27/17	Wed 8/16/17	On Schedule
2924	2924	CR28	0%	Sprint 16	14 days	Thu 8/17/17	Wed 9/6/17	Future Task
2925	2925	CR28	0%	Sprint 17	15 days	Thu 9/7/17	Wed 9/27/17	Future Task
2926	2926	CR28	0%	DL HIP Sprint - Milestone Group E	14 days	Thu 9/28/17	Tue 10/17/17	Future Task
2927	2927	CR28	0%	DL Milestone Retrospective - Milestone E	1 day	Wed 10/18/17	Wed 10/18/17	Future Task
2928	2928	CR28	0%	**MILESTONE GROUP F**	59 days	Thu 10/19/17	Wed 1/17/18	Future Task
2929	2929	CR28	0%	Sprint 18	15 days	Thu 10/19/17	Wed 11/8/17	Future Task
2930	2930	CR28	0%	Sprint 19	12 days	Thu 11/9/17	Wed 11/29/17	Future Task
2931	2931	CR28	0%	Sprint 20	15 days	Thu 11/30/17	Wed 12/20/17	Future Task
2932	2932	CR28	0%	DL HIP Sprint - Milestone Group F	16 days	Thu 12/21/17	Tue 1/16/18	Future Task
2933	2933	CR28	0%	DL Milestone Retrospective - Milestone F	1 day	Wed 1/17/18	Wed 1/17/18	Future Task
2934	2934	CR28	0%	**MILESTONE GROUP G**	55 days	Thu 1/18/18	Wed 4/4/18	Future Task
2935	2935	CR28	0%	Sprint 21	15 days	Thu 1/18/18	Wed 2/7/18	Future Task
2936	2936	CR28	0%	Sprint 22	15 days	Thu 2/8/18	Wed 2/28/18	Future Task
2937	2937	CR28	0%	Sprint 23	15 days	Thu 3/1/18	Wed 3/21/18	Future Task
2938	2938	CR28	0%	DL HIP Sprint - Milestone Group G	9 days	Thu 3/22/18	Tue 4/3/18	Future Task
2939	2939	CR28	0%	DL Milestone Retrospective - Milestone G	1 day	Wed 4/4/18	Wed 4/4/18	Future Task
2940	2940	CR28	0%	**MILESTONE GROUP H**	39 days	Thu 4/5/18	Wed 5/30/18	Future Task
2941	2941	CR28	0%	Sprint 24	15 days	Thu 4/5/18	Wed 4/25/18	Future Task
2942	2942	CR28	0%	Sprint 25	15 days	Thu 4/26/18	Wed 5/16/18	Future Task

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2943	2943	CR28	0%	DL HIP Sprint - Milestone Group H	8 days	Thu 5/17/18	Tue 5/29/18	Future Task
2944	2944	CR28	0%	DL Milestone Retrospective - Milestone H	1 day	Wed 5/30/18	Wed 5/30/18	Future Task
2945	**2945**	**CR28**	**0%**	**MILESTONE GROUP I**	**20 days**	**Thu 5/31/18**	**Wed 6/27/18**	**Future Task**
2946	2946	CR28	0%	Sprint 26	15 days	Thu 5/31/18	Wed 6/20/18	Future Task
2947	2947	CR28	0%	DL HIP Sprint - Milestone Group I	4 days	Thu 6/21/18	Tue 6/26/18	Future Task
2948	2948	CR28	0%	DL Milestone Retrospective - Milestone I	1 day	Wed 6/27/18	Wed 6/27/18	Future Task
2949	**2949**	**CR28**	**0%**	**MILESTONE GROUP J**	**39 days**	**Thu 6/28/18**	**Wed 8/22/18**	**Future Task**
2950	2950	CR28	0%	Sprint 27	14 days	Thu 6/28/18	Wed 7/18/18	Future Task
2951	2951	CR28	0%	Sprint 28	15 days	Thu 7/19/18	Wed 8/8/18	Future Task
2952	2952	CR28	0%	DL HIP Sprint - Milestone Group J	9 days	Thu 8/9/18	Tue 8/21/18	Future Task
2953	2953	CR28	0%	DL Milestone Retrospective - Milestone J	1 day	Wed 8/22/18	Wed 8/22/18	Future Task
2954	**2954**	**CR28**	**48%**	**Team C - CDLIS & Citation Processing**	**478 days**	**Wed 7/27/16**	**Tue 6/19/18**	**On Schedule**
2971	**2971**	**CR28, CR44, CR46**	**44%**	**MILESTONE GROUP C**	**73 days**	**Wed 6/21/17**	**Tue 10/3/17**	**On Schedule**
2974	2974	CR28, CR44, CR46	20%	Sprint 13	15 days	Wed 8/2/17	Tue 8/22/17	On Schedule
2975	2975	CR28, CR44, CR46	0%	Sprint 14	14 days	Wed 8/23/17	Tue 9/12/17	Future Task
2976	2976	CR28, CR44, CR46	0%	CP HIP Sprint - Milestone Group C	14 days	Wed 9/13/17	Mon 10/2/17	Future Task
2977	2977	CR28, CR44, CR46	0%	CP Milestone Retrospective - Milestone C	1 day	Tue 10/3/17	Tue 10/3/17	Future Task
2978	**2978**	**CR28, CR44, CR46**	**0%**	**MILESTONE GROUP D**	**114 days**	**Wed 10/4/17**	**Tue 3/20/18**	**Future Task**
2979	2979	CR28, CR44, CR46	0%	Sprint 15	15 days	Wed 10/4/17	Tue 10/24/17	Future Task
2980	2980	CR28, CR44, CR46	0%	Sprint 16	14 days	Wed 10/25/17	Tue 11/14/17	Future Task
2981	2981	CR28, CR44, CR46	0%	Sprint 17	13 days	Wed 11/15/17	Tue 12/5/17	Future Task
2982	2982	CR28, CR44, CR46	0%	Sprint 18	14 days	Wed 12/6/17	Tue 12/26/17	Future Task
2983	2983	CR28, CR44, CR46	0%	Sprint 19	13 days	Wed 12/27/17	Tue 1/16/18	Future Task
2984	2984	CR28, CR44, CR46	0%	Sprint 20	15 days	Wed 1/17/18	Tue 2/6/18	Future Task
2985	2985	CR28, CR44, CR46	0%	Sprint 21	15 days	Wed 2/7/18	Tue 2/27/18	Future Task
2986	2986	CR28, CR44, CR46	0%	CP HIP Sprint - Milestone Group D	14 days	Wed 2/28/18	Mon 3/19/18	Future Task
2987	2987	CR28, CR44, CR46	0%	CP Milestone Retrospective - Milestone D	1 day	Tue 3/20/18	Tue 3/20/18	Future Task
2988	**2988**	**CR28**	**0%**	**MILESTONE GROUP E**	**64 days**	**Wed 3/21/18**	**Tue 6/19/18**	**Future Task**
2989	2989	CR28, CR44, CR46	0%	Sprint 22	15 days	Wed 3/21/18	Tue 4/10/18	Future Task
2990	2990	CR28, CR44, CR46	0%	Sprint 23	15 days	Wed 4/11/18	Tue 5/1/18	Future Task
2991	2991	CR28, CR44, CR46	0%	Sprint 24	15 days	Wed 5/2/18	Tue 5/22/18	Future Task
2992	2992	CR28, CR44, CR46	0%	CP HIP Sprint - Milestone Group E	18 days	Wed 5/23/18	Mon 6/18/18	Future Task
2993	2993	CR28, CR44, CR46	0%	CP Milestone Retrospective - Milestone E	1 day	Tue 6/19/18	Tue 6/19/18	Future Task
2994	**2994**	**CR28**	**52%**	**Team D - MyDMV Portal**	**512 days**	**Wed 7/27/16**	**Tue 8/7/18**	**On Schedule**
3014	**3014**	**CR28**	**84%**	**MILESTONE GROUP D**	**103 days**	**Wed 4/5/17**	**Tue 8/29/17**	**On Schedule**
3020	3020	CR28	90%	Sprint 16	15 days	Wed 7/19/17	Tue 8/8/17	On Schedule
3021	3021	CR28	0%	MyDMV HIP Sprint - Milestone Group D	14 days	Wed 8/9/17	Mon 8/28/17	Future Task
3022	3022	CR28	0%	MyDMV Milestone Retrospective - Milestone Group D	1 day	Tue 8/29/17	Tue 8/29/17	Future Task
3023	**3023**	**CR28**	**0%**	**MILESTONE GROUP E**	**128 days**	**Wed 8/30/17**	**Tue 3/6/18**	**Future Task**

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ID	ID	Change Request	% Complete	Task Name	Duration	Start	Finish	Status
3024	3024	CR28	0%	Sprint 17	14 days	Wed 8/30/17	Tue 9/19/17	Future Task
3025	3025	CR28	0%	Sprint 18	15 days	Wed 9/20/17	Tue 10/10/17	Future Task
3026	3026	CR28	0%	Sprint 19	15 days	Wed 10/11/17	Tue 10/31/17	Future Task
3027	3027	CR28	0%	Sprint 20	14 days	Wed 11/1/17	Tue 11/21/17	Future Task
3028	3028	CR28	0%	Sprint 21	13 days	Wed 11/22/17	Tue 12/12/17	Future Task
3029	3029	CR28	0%	Sprint 22	13 days	Wed 12/13/17	Tue 1/2/18	Future Task
3030	3030	CR28	0%	Sprint 23	14 days	Wed 1/3/18	Tue 1/23/18	Future Task
3031	3031	CR28	0%	Sprint 24	15 days	Wed 1/24/18	Tue 2/13/18	Future Task
3032	3032	CR28	0%	MyDMV HIP Sprint - Milestone Group E	14 days	Wed 2/14/18	Mon 3/5/18	Future Task
3033	3033	CR28	0%	MyDMV Milestone Retrospective - Milestone Group E	1 day	Tue 3/6/18	Tue 3/6/18	Future Task
3034	**3034**	**CR28**	**0%**	**MILESTONE GROUP F**	**50 days**	**Wed 3/7/18**	**Tue 5/15/18**	**Future Task**
3035	3035	CR28	0%	Sprint 25	15 days	Wed 3/7/18	Tue 3/27/18	Future Task
3036	3036	CR28	0%	Sprint 26	15 days	Wed 3/28/18	Tue 4/17/18	Future Task
3037	3037	CR28	0%	Sprint 27	15 days	Wed 4/18/18	Tue 5/8/18	Future Task
3038	3038	CR28	0%	MyDMV HIP Sprint - Milestone Group F	4 days	Wed 5/9/18	Mon 5/14/18	Future Task
3039	3039	CR28	0%	MyDMV Milestone Retrospective - Milestone Group F	1 day	Tue 5/15/18	Tue 5/15/18	Future Task
3040	**3040**	**CR28**	**0%**	**MILESTONE GROUP G**	**34 days**	**Wed 5/16/18**	**Tue 7/3/18**	**Future Task**
3041	3041	CR28	0%	Sprint 28	14 days	Wed 5/16/18	Tue 6/5/18	Future Task
3042	3042	CR28	0%	Sprint 29	15 days	Wed 6/6/18	Tue 6/26/18	Future Task
3043	3043	CR28	0%	MyDMV HIP Sprint - Milestone Group G	4 days	Wed 6/27/18	Mon 7/2/18	Future Task
3044	3044	CR28	0%	MyDMV Milestone Retrospective - Milestone Group G	1 day	Tue 7/3/18	Tue 7/3/18	Future Task
3045	**3045**	**CR28**	**0%**	**MILESTONE GROUP H**	**20 days**	**Wed 7/11/18**	**Tue 8/7/18**	**Future Task**
3046	3046	CR28	0%	Sprint 30	15 days	Wed 7/11/18	Tue 7/31/18	Future Task
3047	3047	CR28	0%	MyDMV HIP Sprint - Milestone Group H	4 days	Wed 8/1/18	Mon 8/6/18	Future Task
3048	3048	CR28	0%	MyDMV Milestone Retrospective - Milestone Group H	1 day	Tue 8/7/18	Tue 8/7/18	Future Task
3049	**3049**	**CR28**	**50%**	**Team E - MM / Financial Responsibility**	**541 days**	**Thu 7/21/16**	**Wed 9/12/18**	**On Schedule**
3065	**3065**	**CR28, CR41, CR48**	**86%**	**MILESTONE GROUP D**	**108 days**	**Thu 3/30/17**	**Wed 8/30/17**	**On Schedule**
3072	3072	CR28, CR41, CR48	20%	MM/FR Sprint - Milestone Group D	19 days	Thu 8/3/17	Tue 8/29/17	On Schedule
3073	3073	CR28, CR41, CR48	0%	MM/FR Retrospective - Milestone D	1 day	Wed 8/30/17	Wed 8/30/17	Future Task
3074	**3074**	**CR28, CR41, CR48**	**0%**	**MILESTONE GROUP E**	**84 days**	**Thu 8/31/17**	**Wed 1/3/18**	**Future Task**
3075	3075	CR28, CR41, CR48	0%	Sprint 16	14 days	Thu 8/31/17	Wed 9/20/17	Future Task
3076	3076	CR28, CR41, CR48	0%	Sprint 17	15 days	Thu 9/21/17	Wed 10/11/17	Future Task
3077	3077	CR28, CR41, CR48	0%	Sprint 18	15 days	Thu 10/12/17	Wed 11/1/17	Future Task
3078	3078	CR28, CR41, CR48	0%	Sprint 19	14 days	Thu 11/2/17	Wed 11/22/17	Future Task
3079	3079	CR28, CR41, CR48	0%	Sprint 20	13 days	Mon 11/27/17	Wed 12/13/17	Future Task
3080	3080	CR28, CR41, CR48	0%	MM/FR Sprint - Milestone Group E	12 days	Thu 12/14/17	Tue 1/2/18	Future Task

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ID	ID	Change Request	% Complete	Task Name	Duration	Start	Finish	Status
3081	3081	CR28, CR41, CR48	0%	MM/FR Retrospective - Milestone E	1 day	Wed 1/3/18	Wed 1/3/18	Future Task
3082	**3082**	**CR28, CR41, CR48**	**0%**	**MILESTONE GROUP F**	**44 days**	**Thu 1/4/18**	**Wed 3/7/18**	**Future Task**
3083	3083	CR28, CR41, CR48	0%	Sprint 21	14 days	Thu 1/4/18	Wed 1/24/18	Future Task
3084	3084	CR28, CR41, CR48	0%	Sprint 22	15 days	Thu 1/25/18	Wed 2/14/18	Future Task
3085	3085	CR28, CR41, CR48	0%	MM/FR Sprint - Milestone Group F	14 days	Thu 2/15/18	Tue 3/6/18	Future Task
3086	3086	CR28, CR41, CR48	0%	MM/FR Retrospective - Milestone F	1 day	Wed 3/7/18	Wed 3/7/18	Future Task
3087	**3087**	**CR28, CR41, CR48**	**0%**	**MILESTONE GROUP G**	**40 days**	**Thu 3/8/18**	**Wed 5/2/18**	**Future Task**
3088	3088	CR28, CR41, CR48	0%	Sprint 23	15 days	Thu 3/8/18	Wed 3/28/18	Future Task
3089	3089	CR28, CR41, CR48	0%	Sprint 24	15 days	Thu 3/29/18	Wed 4/18/18	Future Task
3090	3090	CR28, CR41, CR48	0%	MM/FR Sprint - Milestone Group G	9 days	Thu 4/19/18	Tue 5/1/18	Future Task
3091	3091	CR28, CR41, CR48	0%	MM/FR Retrospective - Milestone G	1 day	Wed 5/2/18	Wed 5/2/18	Future Task
3092	**3092**	**CR28, CR41, CR48**	**0%**	**MILESTONE GROUP H**	**39 days**	**Thu 5/3/18**	**Wed 6/27/18**	**Future Task**
3093	3093	CR28, CR41, CR48	0%	Sprint 25	15 days	Thu 5/3/18	Wed 5/23/18	Future Task
3094	3094	CR28, CR41, CR48	0%	Sprint 26	14 days	Thu 5/24/18	Wed 6/13/18	Future Task
3095	3095	CR28, CR41, CR48	0%	MM/FR Sprint - Milestone Group H	9 days	Thu 6/14/18	Tue 6/26/18	Future Task
3096	3096	CR28, CR41, CR48	0%	MM/FR Retrospective - Milestone H	1 day	Wed 6/27/18	Wed 6/27/18	Future Task
3097	**3097**	**CR28, CR41, CR48**	**0%**	**MILESTONE GROUP I**	**34 days**	**Thu 6/28/18**	**Wed 8/15/18**	**Future Task**
3098	3098	CR28, CR41, CR48	0%	Sprint 27	14 days	Thu 6/28/18	Wed 7/18/18	Future Task
3099	3099	CR28, CR41, CR48	0%	Sprint 28	15 days	Thu 7/19/18	Wed 8/8/18	Future Task
3100	3100	CR28, CR41, CR48	0%	MM/FR HIP Sprint - Milestone Group I	4 days	Thu 8/9/18	Tue 8/14/18	Future Task
3101	3101	CR28, CR41, CR48	0%	MM/FR Retrospective - Milestone I	1 day	Wed 8/15/18	Wed 8/15/18	Future Task
3102	**3102**	**CR28, CR41, CR48**	**0%**	**MILESTONE GROUP J**	**19 days**	**Thu 8/16/18**	**Wed 9/12/18**	**Future Task**
3103	3103	CR28, CR41, CR48	0%	Sprint 29	14 days	Thu 8/16/18	Wed 9/5/18	Future Task
3104	3104	CR28, CR41, CR48	0%	MM/FR HIP Sprint - Milestone Group J	4 days	Thu 9/6/18	Tue 9/11/18	Future Task
3105	3105	CR28, CR41, CR48	0%	MM/FR Retrospective - Milestone J	1 day	Wed 9/12/18	Wed 9/12/18	Future Task
3106	**3106**	**CR28**	**0%**	**Development COMPLETE**	**0 days**	**Thu 9/13/18**	**Thu 9/13/18**	**Future Task**
3107	**3107**	**CR07**	**0%**	**Internal OCM Readiness Assessment 2**	**5 days**	**Fri 9/14/18**	**Thu 9/20/18**	**Future Task**
3110	**3110**		**0%**	**PHASE GATE REVIEW - Development**	**0 days**	**Thu 9/13/18**	**Thu 9/13/18**	**Future Task**
3111	**3111**		**53%**	**Testing**	**903 days**	**Mon 9/21/15**	**Mon 4/29/19**	**Late**
3285	**3285**		**4%**	**End-to-End User Acceptance Testing**	**464 days**	**Fri 3/17/17**	**Fri 1/18/19**	**Late**
3286	**3286**	**CR28**	**14%**	**Team A - Renewal Notification End User Testing (MV Release)**	**327 days**	**Fri 3/17/17**	**Mon 7/2/18**	**On Schedule**
3289	3289	**CR28**	0%	Conduct User Acceptance Testing (Integration Test - Final UAT All Sprints) MV Release	71 days	Thu 8/31/17	Wed 12/13/17	Future Task
3290	3290	**CR28**	0%	Conduct Vendor Testing for MV Release	116 days	Thu 1/11/18	Mon 6/25/18	Future Task
3291	**3291**	**CR28**	**0%**	**UAT COMPLETE - Product Owner Approval and Signature (MV Release)**	**5 days**	**Tue 6/26/18**	**Mon 7/2/18**	**Future Task**
3292	**3292**	**CR28**	**5%**	**Team A - Renewal Notification End User Testing (Statewide Release)**	**272 days**	**Mon 6/12/17**	**Tue 7/10/18**	**On Schedule**
3294	3294	**CR28**	0%	Update Test Cases for Statewide Release	20 days	Tue 8/8/17	Tue 9/5/17	Future Task
3295	3295	**CR28**	0%	Conduct User Acceptance Testing (Integration Test - Final UAT All Sprints) Statewide Release	71 days	Wed 9/6/17	Mon 12/18/17	Future Task

				MM Phase I - MASTER Program Schedule v130.1 - week of 8/7/2017				
ID	ID	Change Request	% Complete	Task Name	Duration	Start	Finish	Status
3296	3296	CR28	0%	Conduct Vendor Testing for Statewide Release	116 days	Wed 1/17/18	Thu 6/28/18	Future Task
3297	3297	CR28	0%	UAT COMPLETE - Product Owner Approval and Signature (Statewide Release)	5 days	Tue 7/3/18	Tue 7/10/18	Future Task
3298	3298	CR28	0%	**Team B - DL Issuance End User Testing**	**356 days**	**Mon 7/31/17**	**Fri 12/28/18**	**Late**
3299	3299	CR28	0%	Update Test Plan	15 days	Mon 7/31/17	Fri 8/18/17	Late
3300	3300	CR28	0%	Update Test Cases	44 days	Mon 8/21/17	Fri 10/20/17	Future Task
3301	3301	CR28	0%	Conduct User Acceptance Testing (Integration Test - Final UAT All Sprints)	120 days	Mon 7/9/18	Fri 12/28/18	Future Task
3302	3302	CR28	0%	UAT COMPLETE - Product Owner Approval and Signature	0 days	Fri 12/28/18	Fri 12/28/18	Future Task
3303	3303	CR28	0%	**Team C - CDLIS & Citation Processing End User Testing**	**321 days**	**Mon 10/9/17**	**Fri 1/18/19**	**Future Task**
3304	3304	CR28	0%	Update Test Plan	10 days	Mon 10/9/17	Fri 10/20/17	Future Task
3305	3305	CR28	0%	Update Test Cases	30 days	Mon 10/23/17	Wed 12/6/17	Future Task
3306	3306	CR28	0%	Conduct User Acceptance Testing (Integration Test - Final UAT All Sprints)	30 days	Mon 7/2/18	Mon 8/13/18	Future Task
3307	3307	CR28	0%	Conduct System Testing with AAMVA	90 days	Mon 9/10/18	Fri 1/18/19	Future Task
3308	3308	CR28	0%	UAT COMPLETE - Product Owner Approval and Signature	0 days	Fri 1/18/19	Fri 1/18/19	Future Task
3309	3309	CR28	0%	**Team D - MyDMV Portal End User Testing**	**87 days**	**Tue 5/8/18**	**Mon 9/10/18**	**Future Task**
3310	3310	CR28	0%	Update Test Plan	10 days	Tue 5/8/18	Mon 5/21/18	Future Task
3311	3311	CR28	0%	Update Test Cases	30 days	Tue 5/22/18	Tue 7/3/18	Future Task
3312	3312	CR28	0%	Conduct User Acceptance Testing (Integration Test - Final UAT All Sprints)	30 days	Mon 7/30/18	Mon 9/10/18	Future Task
3313	3313	CR28	0%	UAT COMPLETE - Product Owner Approval and Signature	0 days	Mon 9/10/18	Mon 9/10/18	Future Task
3314	3314	CR28	0%	**Team E - MM / Financial Responsibility End User Testing**	**70 days**	**Tue 5/8/18**	**Wed 8/15/18**	**Future Task**
3315	3315	CR28	0%	Update Test Plan	10 days	Tue 5/8/18	Mon 5/21/18	Future Task
3316	3316	CR28	0%	Update Test Cases	30 days	Tue 5/22/18	Tue 7/3/18	Future Task
3317	3317	CR28	0%	Conduct User Acceptance Testing (Integration Test - Final UAT All Sprints)	30 days	Thu 7/5/18	Wed 8/15/18	Future Task
3318	3318	CR28	0%	UAT COMPLETE - Product Owner Approval and Signature	0 days	Wed 8/15/18	Wed 8/15/18	Future Task
3319	3319		10%	**Enterprise System Testing**	**472 days**	**Wed 5/24/17**	**Tue 4/9/19**	**On Schedule**
3327	3327		0%	Confirm Production Environment Readiness with Enterprise Architecture Refresh Project (Oracle Upgrade)	0 days	Tue 12/19/17	Tue 12/19/17	Future Task
3328	3328		0%	Conduct End-to-End System Testing	45 days	Tue 9/11/18	Tue 11/13/18	Future Task
3329	3329		0%	Conduct End-to-End Regression Testing	30 days	Wed 11/14/18	Fri 12/28/18	Future Task
3330	3330		0%	Conduct Stress Testing	30 days	Mon 12/31/18	Tue 2/12/19	Future Task
3331	3331		0%	Conduct Performance Testing	5 days	Wed 2/13/19	Tue 2/19/19	Future Task
3332	3332		0%	Conduct Disaster Recovery Testing	5 days	Wed 2/20/19	Tue 2/26/19	Future Task
3333	3333		0%	Conduct Integration Testing	30 days	Wed 2/27/19	Tue 4/9/19	Future Task

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ID	ID	Change Request	% Complete	Task Name	Duration	Start	Finish	Status
3334	3334		0%	Obtain Enterprise System Testing Product Owner/Business Approval and Signoff	0 days	Tue 4/9/19	Tue 4/9/19	Future Task
3335	3335		0%	Obtain Enterprise System Testing ISA/Technical Approval and Signoff	0 days	Tue 4/9/19	Tue 4/9/19	Future Task
3336	**3336**		**92%**	**Security**	**898 days**	**Mon 9/21/15**	**Mon 4/22/19**	**On Schedule**
3360	3360		0%	Testing COMPLETE	0 days	Mon 4/22/19	Mon 4/22/19	Future Task
3361	**3361**	CR07	0%	**Internal & External OCM Readiness Assessment 3**	**5 days**	**Tue 4/23/19**	**Mon 4/29/19**	**Future Task**
3364	**3364**		**0%**	**PHASE GATE REVIEW - Testing**	**0 days**	**Mon 4/22/19**	**Mon 4/22/19**	**Future Task**
3365	**3365**		**19%**	**Operations Planning**	**963 days**	**Wed 9/16/15**	**Fri 7/19/19**	**Late**
3394	**3394**		**38%**	**Policies and Procedures**	**557 days**	**Wed 11/9/16**	**Thu 1/31/19**	**On Schedule**
3395	**3395**	CR49	**38%**	**Update DL Policies and Procedures**	**488 days**	**Thu 2/23/17**	**Thu 1/31/19**	**On Schedule**
3399	3399	CR49	20%	DL - MILESTONE GROUP D	59 days	Thu 7/27/17	Wed 10/18/17	On Schedule
3400	3400	CR49	0%	DL - MILESTONE GROUP E	59 days	Thu 10/19/17	Wed 1/17/18	Future Task
3401	3401	CR49	0%	DL - MILESTONE GROUP F	55 days	Thu 1/18/18	Wed 4/4/18	Future Task
3402	3402	CR49	0%	DL - MILESTONE GROUP G	39 days	Thu 4/5/18	Wed 5/30/18	Future Task
3403	3403	CR49	0%	DL - MILESTONE GROUP H	20 days	Thu 5/31/18	Wed 6/27/18	Future Task
3404	3404	CR49	0%	DL - MILESTONE GROUP I	39 days	Thu 6/28/18	Wed 8/22/18	Future Task
3405	3405	CR49	0%	DL - MILESTONE GROUP J	42 days	Thu 8/23/18	Mon 10/22/18	Future Task
3406	3406	CR49	0%	Review and Acceptance of Policies and Procedures	10 days	Tue 10/23/18	Mon 11/5/18	Future Task
3407	**3407**		**8%**	**Training**	**704 days**	**Mon 10/3/16**	**Fri 7/19/19**	**Late**
3408	**3408**	CR28	**15%**	**Motor Vehicle Renewal Notification (GHQ & TC) Training**	**445 days**	**Mon 10/3/16**	**Tue 7/10/18**	**Late**
3410	3410	CR34	0%	Develop - Motor Vehicle REN Course Development (GHQ)	91 days	Mon 8/7/17	Fri 12/15/17	On Schedule
3411	3411	CR34	0%	Develop - Motor Vehicle REN Course Development (Tax Collectors)	53 days	Tue 1/2/18	Fri 3/16/18	Future Task
3412	3412	CR34	0%	Develop - REN Quality Assurance (GHQ Course)	31 days	Tue 1/2/18	Wed 2/14/18	Future Task
3413	3413	CR34	0%	Develop - REN Quality Assurance Review (Tax Collector Course)	30 days	Mon 3/19/18	Fri 4/27/18	Future Task
3414	**3414**	CR28	**0%**	**Deployment & Evaluation - Motor Vehicle Renewal Notification Training**	**90 days**	**Mon 3/5/18**	**Tue 7/10/18**	**Future Task**
3415	3415	CR34	0%	OLT Course Launch Prep - REN GHQ Course	6 days	Mon 3/5/18	Mon 3/12/18	Future Task
3416	3416	CR34	0%	OLT Course Launch Prep - REN Tax Collector Course	6 days	Mon 4/30/18	Mon 5/7/18	Future Task
3417	3417	CR34	0%	Conduct REN GHQ Training	30 days	Tue 3/13/18	Mon 4/23/18	Future Task
3418	3418	CR34	0%	Conduct REN Tax Collector Training	30 days	Tue 5/8/18	Tue 6/19/18	Future Task
3419	3419	CR34	0%	Complete REN Training Evaluation - GHQ	11 days	Tue 4/24/18	Tue 5/8/18	Future Task
3420	3420	CR34	0%	Complete REN Training Evaluation - Tax Collectors	11 days	Wed 6/20/18	Thu 7/5/18	Future Task
3421	3421	CR34	0%	Update and Finalize REN Course(s)	43 days	Wed 5/9/18	Tue 7/10/18	Future Task
3422	**3422**	CR28	**7%**	**Remaining Phase I Rollout Training**	**639 days**	**Mon 1/9/17**	**Fri 7/19/19**	**Late**
3425	3425	CR28/CR52	0%	Develop - Phase I Course Development (GHQ Users)	352 days	Mon 7/31/17	Fri 12/21/18	Late
3426	3426	CR28/CR52	0%	Develop - Phase I Course Development (Tax Collectors)	352 days	Mon 7/31/17	Fri 12/21/18	Late

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ID	ID	Change Request	% Complete	Task Name	Duration	Start	Finish	Status
3427	3427	CR28/CR52	0%	Develop - GHQ Course Quality Assurance	304 days	Mon 12/11/17	Mon 2/25/19	Future Task
3428	3428	CR28/CR52	0%	Develop - Tax Collector Course Quality Assurance	304 days	Mon 12/11/17	Mon 2/25/19	Future Task
3429	3429	**CR28**	**0%**	**Deployment & Evaluation - Phase I Training**	**68 days**	**Mon 4/15/19**	**Fri 7/19/19**	**Future Task**
3430	3430	CR52	0%	Conduct Pilot Sites Training	15 days	Mon 4/15/19	Fri 5/3/19	Future Task
3431	3431	CR52	0%	Complete Training Evaluation - GHQ (Pilot)	15 days	Mon 5/6/19	Fri 5/24/19	Future Task
3432	3432	CR52	0%	Conduct Statewide Training	43 days	Mon 5/6/19	Fri 7/5/19	Future Task
3433	3433	CR52	0%	Update and Finalize Course(s)	15 days	Fri 6/28/19	Fri 7/19/19	Future Task
3434	3434		0%	Operations Planning COMPLETE	0 days	Fri 7/19/19	Fri 7/19/19	Future Task
3435	3435		0%	PHASE GATE REVIEW - Operations Planning	0 days	Fri 7/19/19	Fri 7/19/19	Future Task
3436	3436		0%	**Implementation**	**502 days**	**Thu 8/31/17**	**Wed 8/28/19**	**Future Task**
3437	3437		0%	**Implementation Planning**	**404 days**	**Thu 8/31/17**	**Wed 4/10/19**	**Future Task**
3463	3463	CR34	0%	**Production Deployment - MV Renewal Notification**	**44 days**	**Mon 7/2/18**	**Fri 8/31/18**	**Future Task**
3468	3468		0%	**Pilot Deployment**	**58 days**	**Tue 4/23/19**	**Mon 7/15/19**	**Future Task**
3474	3474		0%	**Production Deployment**	**37 days**	**Tue 7/9/19**	**Wed 8/28/19**	**Future Task**
3479	3479		0%	Implementation COMPLETE	0 days	Wed 8/28/19	Wed 8/28/19	Future Task
3480	3480		0%	Project COMPLETE	0 days	Thu 8/29/19	Thu 8/29/19	Future Task

X.   Appendix D: Risk Register

Project Risk Register

Project Name	Risk ID	Risk Name	Risk Description	Mitigation Description	Probability of Occurrence	Impact	Impacted Areas	Risk Status
Motorist Modernization (Parent Project)	1	Risk 1	If all of the project business /program area requirements, assumptions, constraints and priorities have not been identified, then the program schedule may be inaccurate.	Stakeholders and program areas will be consulted and requirement, assumptions, constraints, and priorities will be identified.	High	Medium	Schedule	Closed
Motorist Modernization (Parent Project)	2	Risk 2	If program communications are not managed effectively for the extensive internal and external visibility, then service and functionality issues may lead to negative publicity and erode program support.	Involve stakeholders early in the project. Solicit feedback and participation from stakeholders during design and acceptance testing.	High	Low	Schedule	Mitigation Plan defined
Motorist Modernization (Parent Project)	3	Risk 3	If the project development cycle extends for more than 3 years, then the overall program success may be compromised by the complexity and length of the schedule.	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.	High	Medium	Schedule	Mitigation Plan defined
Motorist Modernization (Parent Project)	4	Risk 4	If organizational change management is not implemented to align revised business processes and technology changes, then some users may be reluctant to adopt and champion these changes.	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.	Medium	Low	Schedule	Active

Project Risk Register

Project Name	Risk ID	Risk Name	Risk Description	Mitigation Description	Probability of Occurrence	Impact	Impacted Areas	Risk Status
Motorist Modernization (Parent Project)	5	Risk 5	If the Department fails to plan for and communicate business process and technology changes affecting other local/state/federal agencies and private partners, then the program may be impacted by implementation delays and negative publicity.	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.	High	Low	Schedule	Active
Motorist Modernization (Parent Project)	6	Risk 6	If internal and external communication channels are not clearly established, then a lack of effective program communication will erode support.	Develop a comprehensive communications management plan and strategy.	Low	Low	Schedule	Closed
Motorist Modernization (Parent Project)	7	Risk 7	If there are other technology initiatives that compete in priority, then this may impact project timeline and costs.	Monitor. 2/7/17 Update – some concern that EDI Project may require a code freeze for all environments – schedule to be developed (sometime in May – June 2017). Changed Impact to High	Medium	High	Schedule	Active
Motorist Modernization (Parent Project)	8	Risk 8	If all program expenditures have not been identified, then unanticipated program needs may increase the overall budget and impact the schedule.	Implement stringent change control and scope management. Engage in thorough requirements gathering to finalize cost estimates.	Medium	Low	Schedule	Mitigation Plan defined
Motorist Modernization (Parent Project)	9	Risk 9	No staff roles, responsibilities and skills have been identified – The lack of clearly defined roles and responsibilities could contribute to program failure.	Program Manager will work with the Program Director to fully define all team roles prior to the start of the project.	Medium	Low	Schedule	Closed

Project Risk Register

Project Name	Risk ID	Risk Name	Risk Description	Mitigation Description	Probability of Occurrence	Impact	Impacted Areas	Risk Status
Motorist Modernization (Parent Project)	10	Risk 10	If the Department contracts with multiple vendors for program staff augmentation, then IT personnel turnover can occur and the inability to retain skilled personnel could impact the program timeline.	Manage staff augmentation needs through a single vendor. Evaluate alternative work arrangements to enable availability of skilled staff needed.	High	Medium	Schedule	Mitigation Plan defined
Motorist Modernization (Parent Project)	11	Risk 11	If the Department incurs full time IT personnel turnover, then the inability to retain skilled personnel could impact the program schedule.	Monitor.	High	Medium	Schedule	Mitigation Plan defined
Motorist Modernization (Parent Project)	12	Risk 12	If knowledgeable business team members are not dedicated to the program and/or associated projects full-time, then this could elongate timelines, increase costs, or contribute to program failure.	Project Managers and Business Analysts will be as flexible as possible when scheduling 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 deliverables.	Medium	High	Schedule	Mitigation Plan defined
Motorist Modernization (Parent Project)	13	Risk 13	All stakeholders are not represented on the Program Board	Monitor.	High	High	Schedule	Closed
Motorist Modernization (Parent Project)	14	Risk 14	If additional requirements or missing requirements are identified, then this may elongate timelines, increase costs, or contribute to program/project failure.	Stakeholders will be consulted and requirements documented and defined.	High	Medium	Schedule	Active
Motorist Modernization (Parent Project)	15	Risk 15	If the program does not document the technical architecture and a fully developed design specification, then this may elongate timelines, increase costs, or contribute to program/project failure as well as result in negative publicity.	Stakeholders will be consulted and design spec will be clearly documented and defined.	Medium	Medium	Schedule	Mitigation Plan defined

Project Risk Register

Project Name	Risk ID	Risk Name	Risk Description	Mitigation Description	Probability of Occurrence	Impact	Impacted Areas	Risk Status
Motorist Modernization (Parent Project)	16	Risk 16	If the program communications plan does not address and manage the various stakeholder geographical, cultural, and organizational differences, then this could make communications difficult and may cause missed requirements or unreasonable expectations.	Ensure communications plan addresses statewide communications. Ensure remote participation by employing collaborative tools such as video-conferencing and conference calls.	High	Medium	Schedule	Mitigation Plan defined
Motorist Modernization (Parent Project)	17	Risk 17	Several external entities could be impacted by this project – Failure to communicate could result in delays and negative publicity.	Ensure communication plan addresses statewide communications. Emphasis early and frequent communication.	High	Medium	Schedule	Closed
Motorist Modernization (Parent Project)	18	Risk 18	FY15-16 funding for MM Phase I does not include funds to purchase a data replication tool. Inability to purchase a tool could cause schedule delays as the tool is an instrumental piece in the setup of the new development environment. If unable to purchase the tool in FY15-16, the program staff will be unable to perform an automated migration of data between the existing database environments and the modernized ("TO- BE") database environment. This could cause the scope of the development effort to be reduced due to the lack of an automated data migration process and could cause potential schedule delays due to the need for a manual migration process to be created which is time-consuming and error-prone. In addition, staff will be unable to test and validate the new database synchronization process.	Program Manager will work with the Enterprise Architecture team and CFO to determine program workarounds and financial options.	High	Medium	Schedule, Scope	Closed
Motorist Modernization (Parent Project)	19	Risk 19	Resource knowledge base may be lost if tasks are completed on schedule and the program halts for 4 months due to receiving a reduced appropriation than requested. The amount for FY15-16 is $6.4M vs. the requested $8.4M.	Program Manager will work with the project teams and program leadership to develop program options for the funding provided.	High	High	Budget, Schedule, Scope	Closed

Project Risk Register

Project Name	Risk ID	Risk Name	Risk Description	Mitigation Description	Probability of Occurrence	Impact	Impacted Areas	Risk Status
Motorist Modernization (Parent Project)	20	Risk 20	Procurement language for Support Services contract may not be resolved and agreed upon DHSMV and Accenture legal. If all parties cannot agree, the Accenture contract would be terminated and the program would slip the schedule to procure a new vendor and onboard new resources without sufficient background knowledge.	Program Director to work with DHSMV Procurement Chief and Legal to work through contract language and negotiate resolution.	Medium	High	Schedule	Closed
Motorist Modernization (Parent Project)	21	Risk 21	If Department Oracle (12c) database infrastructure upgrades are not implemented in FY 2016-17, then the Pilot and Production deployment will be delayed, and overall program costs could increase.	Program Director will work with DHSMV CIO and leadership to ensure dependencies are understood and addressed. Infrastructure would be at least 5 years out of support as well as exceeding capacity available to support the production environment.	High	High	Budget, Schedule, Scope	Mitigation Plan defined
Motorist Modernization (Parent Project)	22	PG - Risk 22	If the list of database dependencies exceeds the original documented requirements / user stories to be developed and tested, then Citations, CDLIS, FR, and possibly other functional areas may increase in scope and impact the program schedule.	Analyze the dependencies to formulate a solution and implement a scope change request as appropriate. 02/07/2017 Update: CR48 is adding 780 hours of scope to the MM/FR Team backlog. Changed impact to High	High	High	Schedule	Active
Motorist Modernization (Parent Project)	23	PG - Risk 23	If MTM (test tool) licenses are not purchased to match the projected team of testers needed, then testing tasks may slip the schedule.	Program Manager to proactively work with Budget Admin and team to assess overall need and ensure tools are in place for all team members.	Low	Low	Budget, Schedule	Closed
	Overall							23

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: Highway Safety & Motor Vehicles   **Budget Period 2018 -19**
Budget Entity:

		(2) ACTUAL FY 20___- ___	(3) ESTIMATED FY 20___- ___	(4) REQUEST FY 20___- ___
(1) **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 20___- ___	(8) ESTIMATED FY 20___- ___	(9) REQUEST FY 20___- ___
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 20___- ___	ESTIMATED FY 20___- ___	REQUEST FY 20___- ___
Interest on Debt	(G)			
Principal	(H)			
Fiscal Agent or Other Fees	(I)			
Other	(J)			
Total Debt Service	**(K)**			

Office of Policy and Budget - July 2017

SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS   **Budget Period: 2018 - 2019**

Department: <u>**Florida Highway Safety and Motor Vehicles**</u>   **Chief Internal Auditor:** Julie Leftheris

Budget Entity: 76000000   **Phone Number:** (850) 617-3104

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Office of the Inspector General 201516-27	6/30/2017	Motorist Services	The Driver License purge application should be improved.

The audit recommended the Bureau of Records in conjunction with ISA staff create a solution to the technical error in order to timely purge records eligible due to expired licenses, and deceased drivers.

The audit also recommended the Bureau of Records in conjunction with ISA staff periodically test the purge application to ensure records are purging according to the DL Database Purge Requirements. | The Bureau of Records has submitted a WRAP (# 3501) to address the technical issue pertaining to the purging of deceased and expired licenses.

The Bureau of Records will initiate a process to test the purge process on a semi-annual basis with the assistance of ISA.

Bureau of Records will request ISA to provide a random sample of records that are scheduled to be purged and Bureau of Records staff will verify that the records are purging in accordance with the retention schedule and the purge business requirements.

After the purge process runs, Bureau of Records staff will verify that the records did purge from the record as expected. The sample will include records that have met the driver license purge requirements and are scheduled to be purged the next time the purge process runs. | |

				The sample will also include records that have not met their retention period, which will be verified to ensure they did not delete from the record in error. A procedure will be developed to outline how this process will be conducted by March 31, 2017, and the first review will be completed by October 31, 2017. Beginning in 2018, the review of the purge process will be completed by March 31st and October 31st of each year.	
			DL Database Purge Requirements should be consistent with Department of State approved record retention schedules. The audit recommended the Bureau of Records review the DL Database Purge Requirements and make necessary adjustments to ensure consistency with Department of State approved record retention schedules. The audit also recommended the Bureau of Records develop a process to update the purge application when changes to Department of State approved record retention schedules occur.	The Bureau of Records will audit the code tables in Motorist Maintenance to ensure the retention period is consistent with the retention schedules that were approved by the Department of State. This will be completed by June 30, 2017. Any proposed change to retention or any new codes or changes to existing codes must be vetted and approved by the Bureau of Records. The Bureau of Records will be responsible for ensuring any change to retention schedule, as it pertains to the purge process, is consistent with the established retention schedules approved by the Department of State. This information will be provided to all members of Motorist Services by April 30, 2017.	

Office of the Inspector General 201516-22	6/30/2017	Information Systems Administration	The Department should have an active Service Level Agreement (SLA) with Agency for State Technology (AST). The audit recommended ISA collaborate with AST to establish and enact a SLA.	On August 24, 2017, the Department finalized a SLA with AST.	
			A review of administrator access rights is needed to ensure security of IT resources. The audit recommended ISA initiate a review of users, to include AST, with Department Domain/Server Administrator access to ensure the number of administrators is appropriate when using the principle of least privilege.	ISA has reviewed access rights with AST and has reduced the number of users with Department Domain/Server Administrator access to 26.	
Office of the Inspector General 201617-10	6/30/2017	Motorist Services	The Department's oversight of DUI Programs and their adherence to F.A.C. would be strengthened through improvements to the documentation, reporting, and quality review function of the DUI Program on-site compliance visits. The audit recommended the Bureau of Motorist Compliance (BMC) review and revise the Compliance Review Form to ensure all applicable 15A-10 F.A.C. rules are included. The audit also recommended the BMC ensure the Compliance Review Form (HSMV 77038) is used for on-site visits. Furthermore, the audit recommended the BMC include the compliance status of all applicable F.A.C. rules from the Compliance Review Form in the Final Report.	The Bureau of Motorist Compliance is currently revising the Compliance Review Form to ensure all aspects of Chapter 15A-10, F.A.C., will be reviewed prior to the audit, or audited during the on-site visit. The Compliance Review Form, HSMV 77038, is being mailed to all licensed DUI Programs to ensure compliance with F.A.C. In addition, for future on-site visit cycles the form will be distributed to all DUI Programs 6 weeks prior to the initiation of the on- site visits to ensure that all DUI Programs are provided with adequate time to complete and return the form in compliance with Rule 15A-10.007, F.A.C.	

| | | | | Moreover, the audit recommended the BMC implement a quality review process to improve the quality and consistency of on-site visits and review documentation. | Each Final Report will be reviewed by the member performing the site visit, the Unit Supervisor, the Program Manager and the Bureau Chief prior to providing the report to the DUI Program. Staff reviews will include a thorough review of the report to ensure that compliance or non-compliance with all aspects of Chapter 15A-10, F.A.C. are included in the final report. | |
| | | | | Improving compliance with F.A.C. would strengthen DUI Program oversight.

The audit recommended the BMC establish procedures to ensure on-site visits are completed as required and include a component of unannounced on-site visits. | The Bureau of Motorist Compliance is currently in the process of reviewing and amending Chapter 15A-10, F.A.C. As a component of this review, we will also be creating an operations procedure manual for all procedures that are the responsibility of the Department's DUI Section Board members. The Bureau will ensure that the on-site visit schedule complies with Rule 15A-10.007, F.A.C., which requires that each DUI Program is monitored at least once every 24 months. The previous on-site visit date will be used to project the next scheduled visit. Unannounced site visits will be incorporated into the schedule. | |

| Auditor General Report No. 2017-088 January 2017 | 6/30/2017 | The Department | Department controls for monitoring the third-party administrators (TPAs) and skills testers responsible for conducting commercial driver's license examinations need enhancement to ensure monitoring activities are timely conducted and appropriately documented.

The audit recommended that Department management enhance the (Commercial Driver License) CDL Manual to provide specific instructions for completing inspection checklists. We also recommend that Department management strengthen procedures to ensure that TPA and skills testers monitoring is timely conducted in accordance with State law and Federal regulations and the results of all monitoring activities, including follow-up on deficiencies noted, are adequately documented. | With respect to Department processes and procedures, the Department has revised the Manual for CDL and Third Party Testing Compliance Officers (CDL Manual) to include specific instructions for completing all forms used by the CDL Compliance unit.   Updates to the CDL Manual have been ongoing since September 2016, and will be completed by December 31, 2016.

State requirements regarding facility inspections are more stringent than the federal regulations. The Department concurs with the finding that the Department did not always inspect TPAs annually as required by state statute. Annual facility inspections were previously deemed to be compliant if the inspection was completed within the same month as the previous year's inspection. | |

				To avoid confusion our procedure has been revised to require facility inspections to be completed within 365 days of the previous inspection. Compliance with this change will be monitored by Bureau management. Section 322.56(4), F.S. requires the Department to test, at least annually, a random sample of the drivers approved by the third party for licensure. The Department participates in scheduled and random testing of drivers, while in the vehicle with the skill tester, in a process referred to as "co-scoring." The Department's policy is to co-score with every tester annually and will ensure that its records evidence these dates. The Department monitors testing before the license is issued to minimize the risk of fraud and ensure public safety. As part of our ongoing efforts to improve the effectiveness of the CDL program, the Department continues to fill vacancies within this unit and has implemented a more robust monitoring procedure by management to ensure that all TPA's and testers are properly monitored in accordance with state law and federal regulations.	

| | | | Certain security controls related to user authentication for Florida Real Time Vehicle Information System (FRVIS) and the Cashier Receipts System (CRS) need improvement to better protect the confidentiality, integrity, and availability of Department data and information technology resources. A similar finding was noted in our report No. 2014-107.

The audit again recommended that Department management strengthen security controls related to FRVIS and CRS user authentication to ensure the continued confidentiality, integrity, and availability of Department data and related IT resources. | The Department recognizes integrity, confidentiality, and availability of the Department's data and IT resources as a key responsibility in maintaining automated systems. In response to audit inquiry, an update to the CRS was deployed in August 2016. This update strengthened security controls relating to CRS user authentication to ensure the continued confidentiality, integrity, and availability of Department data and related IT resources. The Department is also enhancing FRVIS security controls related to user authentication. Enhancements to FRVIS will be completed and downloaded to a group of Department FRVIS users for pilot testing on December 28, 2016 and a group of FRVIS field offices on January 12, 2017. Statewide deployment will take place on January 26, 2017. | |
| *Office of Policy and Budget - July 2017* | | | | | |

Fiscal Year 2018-19 LBR Technical Review Checklist

Department/Budget Entity (Service): HIGHWAY SAFETY AND MOTOR VEHICLES	
Agency Budget Officer/OPB Analyst Name: SUSAN CAREY/CAROLINE YORK	

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

Action	Program or Service (Budget Entity Codes)				
	7601	7610	7621	7640	
1. GENERAL					
1.1 Are Columns A01, 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 (no trust fund files for narrative columns)? Is Column A02 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for the Trust Fund Files (the Budget Files should already be on TRANSFER CONTROL for DISPLAY and MANAGEMENT CONTROL for UPDATE)? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only (UPDATE status remains on OWNER)? **(CSDI)**	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 Column A12 security been set correctly to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status? **(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 after all audits have been corrected, reports are complete, and data verified for final submission; 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. **A security control feature has been added to the LAS/PBS Web upload process that will require columns to be in the proper status before uploading.**					
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	
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.	N/A	N/A	N/A	N/A	
AUDITS:					
3.2 Negative Appropriation Category Audit for Agency Request (Columns A03 and A04): Are all appropriation categories positive by budget entity at the FSI level? Are all nonrecurring amounts less than requested amounts? **(NACR, NAC - Report should print "No Negative Appropriation Categories Found")**	Y	Y	Y	Y	
3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? **(EXBR, EXBC - Report should print "Records Selected Net To Zero")**	Y	Y	Y	Y	

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

	Action	7601	7610	7621	7640	
TIP	Generally look for and be able to fully explain significant differences between A02 and A03.					
TIP	Exhibit B - A02 equal to B07: Compares Current Year Estimated column to a backup of A02. This audit is necessary to ensure that the historical detail records have not been adjusted. Records selected should net to zero.					
TIP	Requests for appropriations which require advance payment authority must use the sub-title "Grants and Aids". For advance payment authority to local units of government, the Aid to Local Government appropriation category (05XXXX) should be used. For advance payment authority to non-profit organizations or other units of state government, a Special Categories appropriation category (10XXXX) should be used.					
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 62 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 [with a $5,000 allowance] 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 [with a $5,000 allowance at the department level] 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 2016-17 approved budget. Amounts should be positive. The $5,000 allowance is necessary for rounding.					
TIP	If B08 is not equal to A01, check the following: 1) the initial FLAIR disbursements or carry forward data load was corrected appropriately in A01; 2) the disbursement data from departmental FLAIR was reconciled to State Accounts; and 3) the FLAIR disbursements did not change after Column B08 was created.					
6. EXHIBIT D-3 (ED3R, ED3) (Not required in the LBR - for analytical purposes only.)						
6.1	Are issues appropriately aligned with appropriation categories?	Y	Y	Y	Y	
TIP	Exhibit D-3 is not required in the budget submission but may be needed for this particular appropriation category/issue sort. Exhibit D-3 is also a useful report when identifying negative appropriation category problems.					
7. EXHIBIT D-3A (EADR, ED3A) (Required to be posted to the Florida Fiscal Portal)						
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 29 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 pages 67 through 69 of the LBR Instructions.)	Y	Y	Y	Y	

		Program or Service (Budget Entity Codes)				
	Action	7601	7610	7621	7640	
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 72 of the LBR Instructions?	Y	Y	Y	Y	
7.4	Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	Y	Y	Y	Y	
7.5	Does the issue narrative explain any variances from the Standard Expense and Human Resource Services Assessments package? Is the nonrecurring portion in the nonrecurring column? (See pages E.4 through E.6 of the LBR Instructions.)	N/A	N/A	N/A	N/A	
7.6	Does the salary rate request amount accurately reflect any new requests and are the amounts proportionate to the Salaries and Benefits request? Note: Salary rate should always be annualized.	Y	Y	Y	Y	
7.7	Does the issue narrative thoroughly explain/justify all Salaries and Benefits amounts entered into the Other Salary Amounts transactions (OADA/C)? Amounts entered into OAD are reflected in the Position Detail of Salaries and Benefits section of the Exhibit D-3A. (See pages 95 and 96 of the LBR Instructions.)	Y	Y	Y	Y	
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Y	Y	Y	Y	
7.9	Does the issue narrative reference the specific county(ies) where applicable?	Y	Y	Y	Y	
7.10	Do the 160XXX0 issues reflect budget amendments that have been approved (or in the process of being approved) and that have a recurring impact (including Lump Sums)? Have the approved budget amendments been entered in Column A18 as instructed in Memo #18-005?	N/A	N/A	N/A	N/A	
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the 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	N/A	N/A	N/A	
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	Y	Y	Y	Y	
7.14	Do the amounts reflect appropriate FSI assignments?	Y	Y	Y	Y	
7.15	Are the 33XXXX0 issues negative amounts only and do not restore nonrecurring cuts from a prior year or fund any issues that net to a positive or zero amount? Check D-3A issues 33XXXX0 - a unique issue should be used for issues that net to zero or a positive amount.	Y	Y	Y	Y	
7.16	Do the issue codes relating to special *salary and benefits* issues (e.g., position reclassification, pay grade adjustment, overtime/on-call pay, etc.) have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See pages 28 and 90 of the LBR Instructions.)	Y	Y	Y	Y	
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, 30010C0, 33011C0, 160E470, 160E480 or 55C01C0)?	Y	Y	Y	Y	
7.18	Are the issues relating to *major audit findings and recommendations* properly coded (4A0XXX0, 4B0XXX0)?	N/A	N/A	N/A	N/A	
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	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? (GENR, LBR1)	N/A	N/A	N/A	N/A	
7.21	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? (GENR, LBR2)	N/A	N/A	N/A	N/A	
7.22	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? (GENR, LBR3)	N/A	N/A	N/A	N/A	

	Action	Program or Service (Budget Entity Codes)				
		7601	7610	7621	7640	
7.23	Have FCO appropriations been entered into the nonrecurring column (A04)? **(GENR, LBR4 - Report should print "No Records Selected For Reporting" or a listing of D-3A issue(s) assigned to Debt Service (IOE N) or in some cases State Capital Outlay - Public Education Capital Outlay (IOE L))**	Y	Y	Y	Y	
TIP	Salaries and Benefits amounts entered using the OADA/C transactions must be thoroughly justified in the D-3A issue narrative. Agencies can run **OADA/OADR** from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.					
TIP	The issue narrative must completely and thoroughly explain and justify each D-3A issue. Agencies must ensure it provides the information necessary for the OPB and legislative analysts to have a complete understanding of the issue submitted. Thoroughly review pages 67 through 72 of the LBR Instructions.					
TIP	Check BAPS to verify status of budget amendments. Check for reapprovals not picked up in the General Appropriations Act. Verify that Lump Sum appropriations in Column A02 do not appear in Column A03. Review budget amendments to verify that 160XXX0 issue amounts correspond accurately and net to zero for General Revenue funds.					
TIP	If an agency is receiving federal funds from another agency the FSI should = 9 (Transfer - Recipient of Federal Funds). The agency that originally receives the funds directly from the federal agency should use FSI = 3 (Federal Funds).					
TIP	If an appropriation made in the FY 2017-18 General Appropriations Act duplicates an appropriation made in substantive legislation, the agency must create a unique deduct nonrecurring issue to eliminate the duplicated appropriation. Normally this is taken care of through line item veto.					
8. SCHEDULE I & RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level *or* SC1R, SC1D - Department Level) (Required to be posted to the Florida Fiscal Portal)						
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y	Y	Y	Y	
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Y	Y	Y	Y	
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Y	Y	Y	Y	
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Y	Y	Y	Y	
8.5	Have the required detailed narratives been provided (5% trust fund reserve narrative; method for computing the distribution of cost for general management and administrative services narrative; adjustments narrative; revenue estimating methodology narrative**;** fixed capital outlay adjustment narrative)?	Y	Y	Y	Y	
8.6	Has the Inter-Agency Transfers Reported on Schedule I form been included as applicable for transfers totaling $100,000 or more for the fiscal year?	Y	Y	Y	Y	
8.7	If the agency is scheduled for the annual trust fund review this year, have the Schedule ID and applicable draft legislation been included for recreation, modification or termination of existing trust funds?	N/A	N/A	N/A	N/A	
8.8	If the agency is scheduled for the annual trust fund review this year, have the necessary trust funds been requested for creation pursuant to 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)?	Y	Y	Y	Y	
8.10	Are the statutory authority references correct?	Y	Y	Y	Y	

		Program or Service (Budget Entity Codes)			
	Action	7601	7610	7621	7640	
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to section 215.20, Florida Statutes, for appropriate General Revenue Service Charge percentage rates.)	Y	Y	Y	Y	
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Y	Y	Y	Y	
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Y	Y	Y	Y	
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Y	Y	Y	Y	
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Y	Y	Y	Y	
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Y	Y	Y	Y	
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Y	Y	Y	Y	
8.18	Has the agency certified the revenue estimates in columns A02 and A03 to be the latest and most accurate available? Does the certification include a statement that the agency will notify OPB of any significant changes in revenue estimates that occur prior to the Governor's Budget Recommendations being issued?	Y	Y	Y	Y	
8.19	Is a 5% trust fund reserve reflected in Section II? If not, is sufficient justification provided for exemption? Are the additional narrative requirements provided?	Y	Y	Y	Y	
8.20	Are appropriate General Revenue Service Charge nonoperating amounts included in Section II?	Y	Y	Y	Y	
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Y	Y	Y	Y	
8.22	Do transfers balance between funds (within the agency as well as between agencies)? (See also 8.6 for required transfer confirmation of amounts totaling $100,000 or more.)	Y	Y	Y	Y	
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y	Y	Y	Y	
8.24	Are prior year September operating reversions appropriately shown in column A01, Section III?	Y	Y	Y	Y	
8.25	Are current year September operating reversions (if available) appropriately shown in column A02, Section III?	Y	Y	Y	Y	
8.26	Does the Schedule IC properly reflect the unreserved fund balance for each trust fund as defined by the LBR Instructions, and is it reconciled to the agency accounting records?	Y	Y	Y	Y	
8.27	Has the agency properly accounted for continuing appropriations (category 13XXXX) in column A01, Section III?	Y	Y	Y	Y	
8.28	Does Column A01 of the Schedule I accurately represent the actual prior year accounting data as reflected in the agency accounting records, and is it provided in sufficient detail for analysis?	Y	Y	Y	Y	
8.29	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y	Y	Y	Y	
AUDITS:						
8.30	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y	Y	Y	Y	
8.31	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? If a Schedule IB was prepared, do the totals agree with the Schedule I, Line I? **(SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")**	Y	Y	Y	Y	
8.32	Has a Department Level Reconciliation been provided for each trust fund and does Line A of the Schedule I equal the CFO amount? If not, the agency must correct Line A. **(SC1R, DEPT)**	Y	Y	Y	Y	

	Action	Program or Service (Budget Entity Codes)				
		7601	7610	7621	7640	
8.33	Has a Schedule IB been provided for ALL trust funds having an unreserved fund balance in columns A01, A02 and/or A03, and if so, does each column's total agree with line I of the Schedule I?	Y	Y	Y	Y	
8.34	Have A/R been properly analyzed and any allowances for doubtful accounts been properly recorded on the Schedule IC?	Y	Y	Y	Y	
TIP	The Schedule I is the most reliable source of data concerning the trust funds. It is very important that this schedule is as accurate as possible!					
TIP	Determine if the agency is scheduled for trust fund review. (See page 128 of the LBR Instructions.) Transaction DFTR in LAS/PBS is also available and provides an LBR review date for each trust fund.					
TIP	Review the unreserved fund balances and compare revenue totals to expenditure totals to determine and understand the trust fund status.					
TIP	Typically nonoperating expenditures and revenues should not be a negative number. Any negative numbers must be fully justified.					

9. SCHEDULE II (PSCR, SC2)

AUDIT:						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? **(BRAR, BRAA - Report should print "No Records Selected For This Request")** Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See *Base Rate Audit* on page 158 of the LBR Instructions.)	Y	Y	Y	Y	

10. SCHEDULE III (PSCR, SC3)

10.1	Is the appropriate lapse amount applied? (See page 93 of the LBR Instructions.)	Y	Y	Y	Y	
10.2	Are amounts in *Other Salary Amount* appropriate and fully justified? (See page 96 of the LBR Instructions for appropriate use of the OAD transaction.) Use **OADI** or **OADR** to identify agency other salary amounts requested.	Y	Y	Y	Y	

11. SCHEDULE IV (EADR, SC4)

11.1	Are the correct Information Technology (IT) issue codes used?	Y	Y	Y	Y	
TIP	If IT issues are not coded (with "C" in 6th position or within a program component of 1603000000), they will not appear in the Schedule IV.					

12. SCHEDULE VIIIA (EADR, SC8A)

12.1	Is there only one #1 priority, one #2 priority, one #3 priority, etc. reported on the Schedule VIII-A? Are the priority narrative explanations adequate? Note: FCO issues can be included in the priority listing.	Y	Y	Y	Y	

13. SCHEDULE VIIIB-1 (EADR, S8B1)

13.1	**NOT REQUIRED FOR THIS YEAR**					

14. SCHEDULE VIIIB-2 (EADR, S8B2) (Required to be posted to the Florida Fiscal Portal)

14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 10% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used? Verify that excluded appropriation categories and funds were not used (e.g. funds with FSI 3 and 9, etc.)	Y	Y	Y	Y	

15. SCHEDULE VIIIC (EADR, S8C) (This Schedule is optional, but if included it is required to be posted to the Florida Fiscal Portal)

15.1	Does the schedule display reprioritization issues that are each comprised of two unique issues - a deduct component and an add-back component which net to zero at the department level?	N/A	N/A	N/A	N/A	
15.2	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	N/A	N/A	N/A	N/A	
15.3	Does the issue narrative in A6 address the following: Does the state have the authority to implement the reprioritization issues independent of other entities (federal and local governments, private donors, etc.)? Are the reprioritization issues an allowable use of the recommended funding source?	N/A	N/A	N/A	N/A	
AUDIT:						

		Program or Service (Budget Entity Codes)				
	Action	7601	7610	7621	7640	
15.6	Do the issues net to zero at the department level? **(GENR, LBR5)**	N/A	N/A	N/A	N/A	

16. SCHEDULE XI (USCR,SCXI) (LAS/PBS Web - see pages 108-112 of the LBR Instructions for detailed instructions) (Required to be posted to the Florida Fiscal Portal in Manual Documents)

		7601	7610	7621	7640	
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 match?	Y	Y	Y	Y	

AUDITS INCLUDED IN THE SCHEDULE XI REPORT:

		7601	7610	7621	7640	
16.3	Does the FY 2016-17 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? **(GENR, ACT1)**	Y	Y	Y	Y	
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? **(Audit #1 should print "No Activities Found")**	Y	Y	Y	Y	
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? **(Audit #2 should print "No Operating Categories Found")**	Y	Y	Y	Y	
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: **Audit #3** will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI resubmitted 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 (Required to be posted to the Florida Fiscal Portal)

		7601	7610	7621	7640	
17.1	Do exhibits and schedules comply with LBR Instructions (pages 113 through 155 of the LBR Instructions), and are they accurate and complete?	Y	Y	Y	Y	
17.2	Does manual exhibits tie to LAS/PBS where applicable?	Y	Y	Y	Y	
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of	Y	Y	Y	Y	
17.4	Does the LBR include a separate Schedule IV-B for each IT project over $1 million (see page 131 of the LBR instructions for exceptions to this rule)? Have all IV-Bs been emailed to: **IT@LASPBS.STATE.FL.US?**	Y	Y	Y	Y	
17.5	Are all forms relating to Fixed Capital Outlay (FCO) funding requests submitted in the proper form, including a Truth in Bonding statement (if applicable) ?	Y	Y	Y	Y	

AUDITS - GENERAL INFORMATION

TIP	Review *Section 6: Audits* of the LBR Instructions (pages 157-159) for a list of audits and their descriptions.					
TIP	Reorganizations may cause audit errors. Agencies must indicate that these errors are due to an agency reorganization to justify the audit error.					

18. CAPITAL IMPROVEMENTS PROGRAM (CIP) (Required to be posted to the Florida Fiscal Portal)

		7601	7610	7621	7640	
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y	Y	Y	Y	
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	Y	Y	Y	Y	
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	Y	Y	Y	Y	
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	Y	Y	Y	Y	
18.5	Are the appropriate counties identified in the narrative?	Y	Y	Y	Y	
18.6	Has the CIP-2 form (Exhibit B) been modified to include the agency priority for each project and the modified form saved as a PDF document?	Y	Y	Y	Y	

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