

Terry L. Rhodes
Executive Director

Ron DeSantis
Governor

Ashley Moody
Attorney General

Jimmy Patronis
Chief Financial Officer

Nikki Fried
Commissioner of Agriculture



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

LEGISLATIVE BUDGET REQUEST

Department of Highway Safety and Motor Vehicles
Tallahassee, FL

October 15, 2020

Chris Spencer, Policy Director
Office of Policy and Budget
Executive Office of the Governor
PL-05 Capitol
Tallahassee, Florida 32399-0001

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

Tim Sadberry, Staff Director
Senate Committee on Appropriations
201 Capitol
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, the Legislative Budget Request for the Department of Highway 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 2021-22 Fiscal Year. This submission has been approved by Terry L. Rhodes, Executive Director.

Sincerely,

Terry L. Rhodes
Executive Director

Enclosure

**Department of Highway Safety and Motor Vehicles
Legislative Budget Request FY 2021-2022
Employee Compensation and Benefits**

The Department requests the following language continue to be included in Section 8 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:

FLORIDA HIGHWAY PATROL CORPORAL	2
FLORIDA HIGHWAY PATROL SERGEANT	65
FLORIDA HIGHWAY PATROL TROOPER	314
LAW ENFORCEMENT LIEUTENANT	45
Total Positions	426
Estimated Cost	\$ 325,500

- The Department is authorized to continue to grant a critical market pay additive of \$5,000 per year to employees residing in and assigned to the following counties: Alachua, Baker, Brevard, Charlotte, Clay, Collier, Duval, Escambia, Flagler, Hillsborough, Lee, Manatee, Marion, Monroe, Nassau, Orange, Osceola, Pasco, Pinellas, Santa Rosa, Sarasota, St. Johns, and Volusia 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

Classes & Approximate Number of Positions Affected:

FLORIDA HIGHWAY PATROL CORPORAL	98
FLORIDA HIGHWAY PATROL INVESTG SERGEANT	6
FLORIDA HIGHWAY PATROL PILOT I	3
FLORIDA HIGHWAY PATROL PILOT II	1
FLORIDA HIGHWAY PATROL SERGEANT	117
FLORIDA HIGHWAY PATROL TROOPER	629
LAW ENFORCEMENT LIEUTENANT	52
Total Positions	906
Estimated Cost	\$ 4,530,000

- 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:

FLORIDA HIGHWAY PATROL SERGEANT	32
FLORIDA HIGHWAY PATROL TROOPER	186
LAW ENFORCEMENT LIEUTENANT	14
Total Positions	<u>232</u>
Estimated Cost	\$ 452,000

- 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	5
COMMUNICATIONS TRAINING OFFICER	5
GOVERNMENT OPERATIONS CONSULTANT II	2
MAINTENANCE MECHANIC	2
OFFICE OPERATIONS CONSULTANT I	1
RECORDS TECHNICIAN	1
REGIONAL DUTY OFFICER	18
RESEARCH & STATISTICS CONSULTANT	1
SENIOR CLERK	5
Total Positions	<u>40</u>
Estimated Cost	\$ 52,000

- 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; Honor Guard; or Quick Response Force (QRF) Team.

Florida Highway Patrol Special Duty Pay Additive

Classes and Approximate Number of Positions Affected:

FLORIDA HIGHWAY PATROL CORPORAL	88
FLORIDA HIGHWAY PATROL INVESTG SERGEANT	15
FLORIDA HIGHWAY PATROL PILOT I	1
FLORIDA HIGHWAY PATROL PILOT II	1
FLORIDA HIGHWAY PATROL SERGEANT	112
FLORIDA HIGHWAY PATROL TROOPER	538
LAW ENFORCEMENT LIEUTENANT	50
Total Positions	805
Estimated Cost	\$ 1,610,000

- 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.
- The Department is authorized to grant merit pay increases to employees based on the employee's exemplary performance.
- The Department is authorized to grant temporary special duties pay additives, of up to 15 percent of the employee's base rate of pay, to each employee temporarily deployed to a facility or area closed due to emergency conditions from another area of the state that is not closed.
- 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 days without the Department reviewing the circumstances to extend it beyond 90 this period. 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.



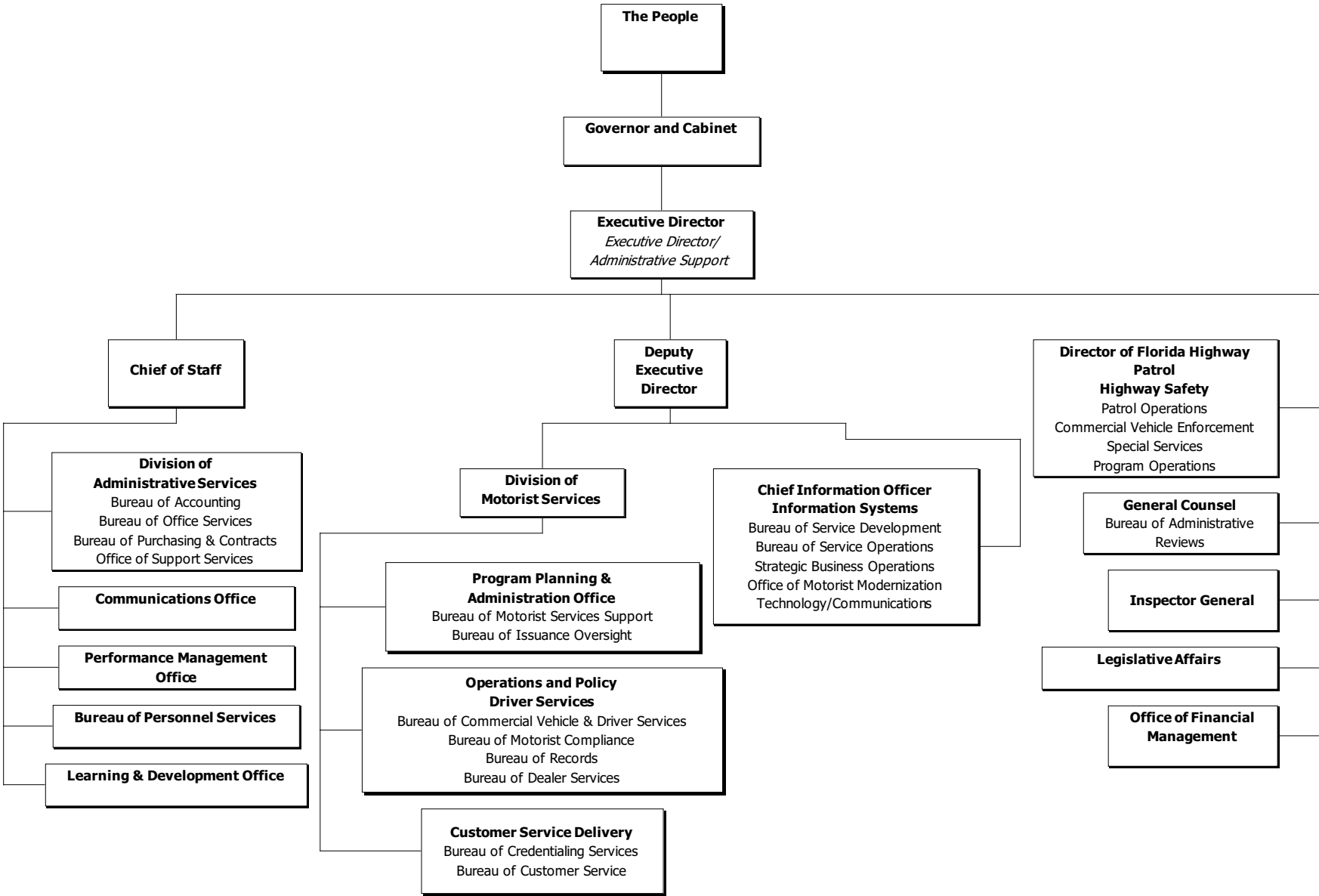
Department Level Exhibits and Schedules

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.

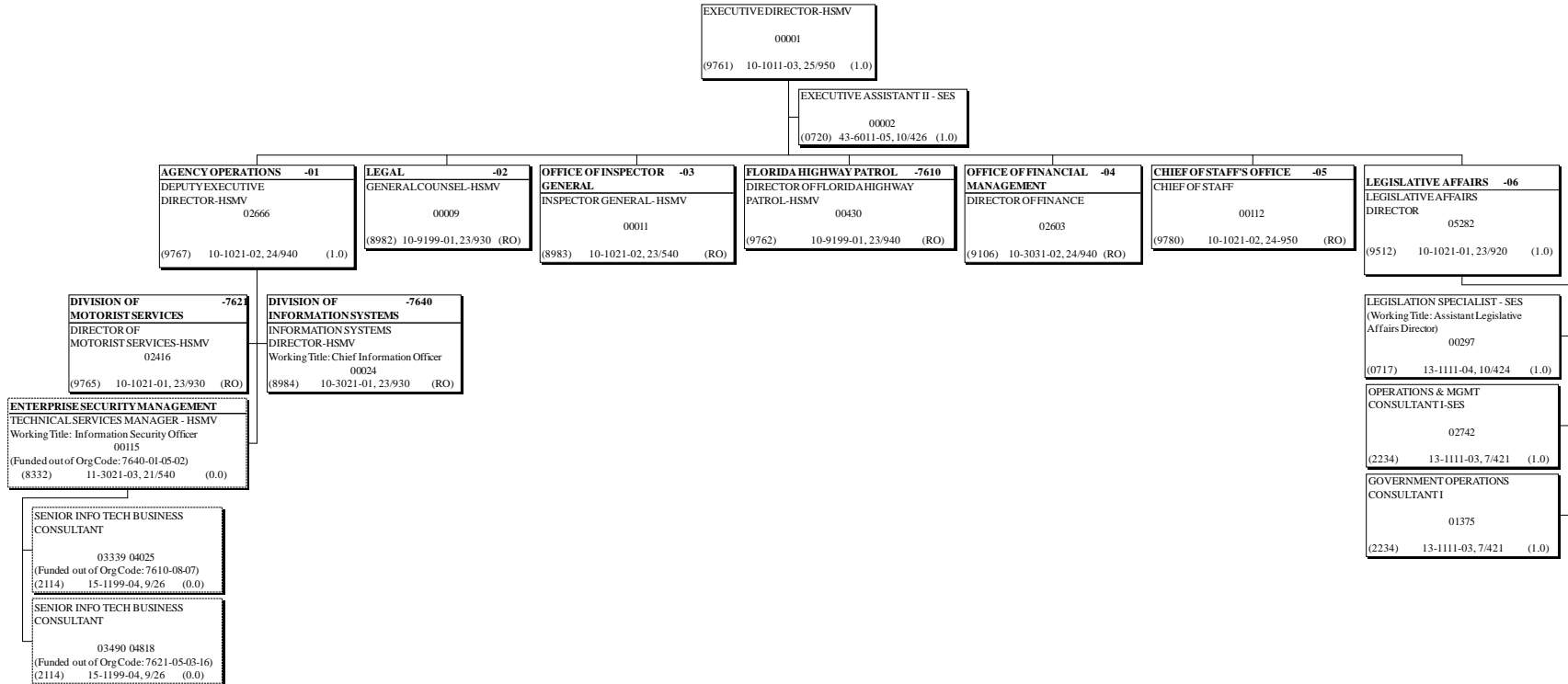
Agency:	Florida Department of Highway Safety and Motor Vehicles		
Contact Person:	Christie S. Utt	Phone Number:	850-617-3101
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	No cases to report.		
Court with Jurisdiction:			
Case Number:			
Summary of the Complaint:			
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.	<input type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES'
ORGANIZATIONAL STRUCTURE



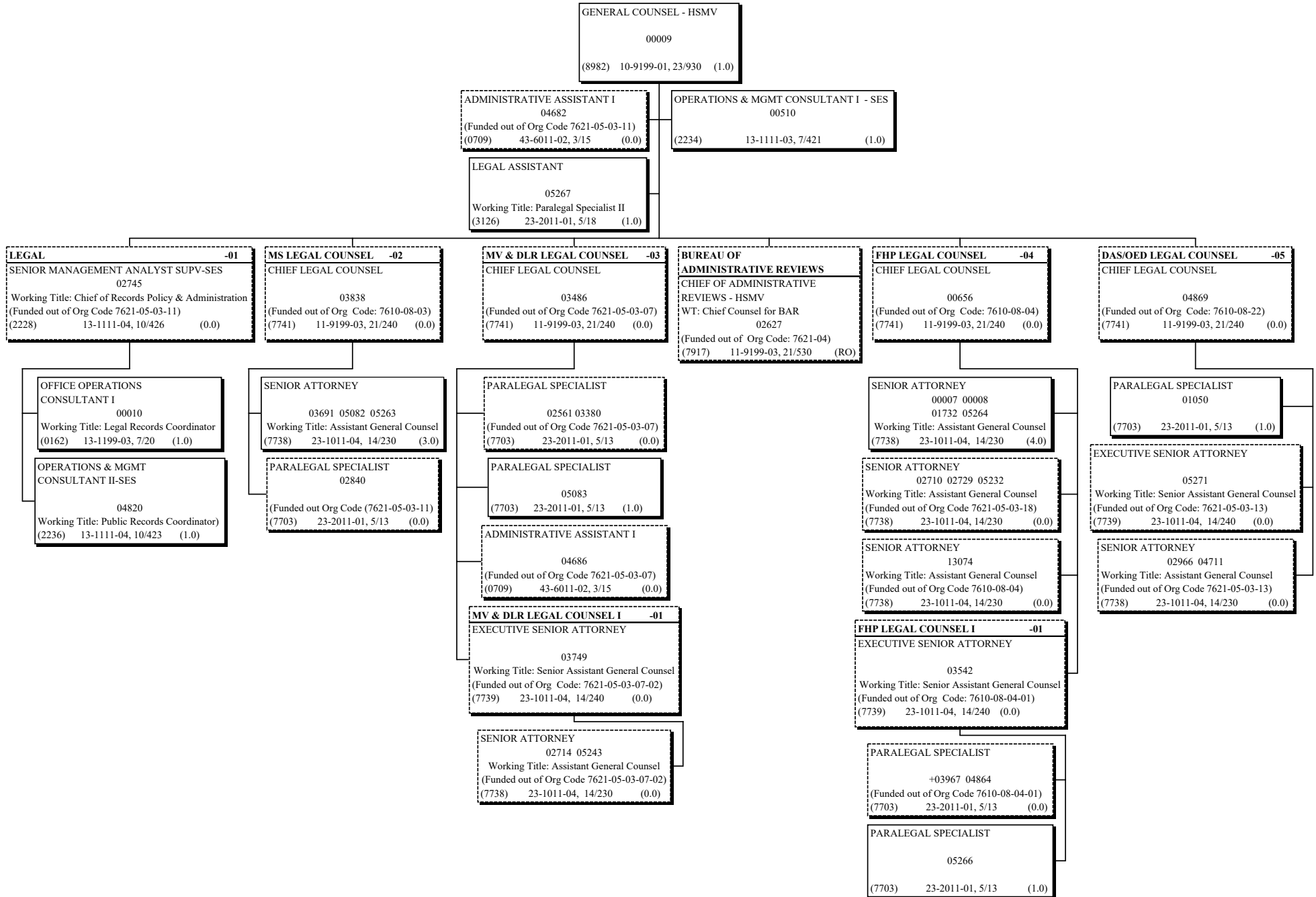
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES OFFICE OF THE EXECUTIVE DIRECTOR

DATE: 2/04/2020
 SEQUENCE: 7601
 OED: _____
 NUMBER OF POSITIONS: 7
 NUMBER OF FTE: 7.0



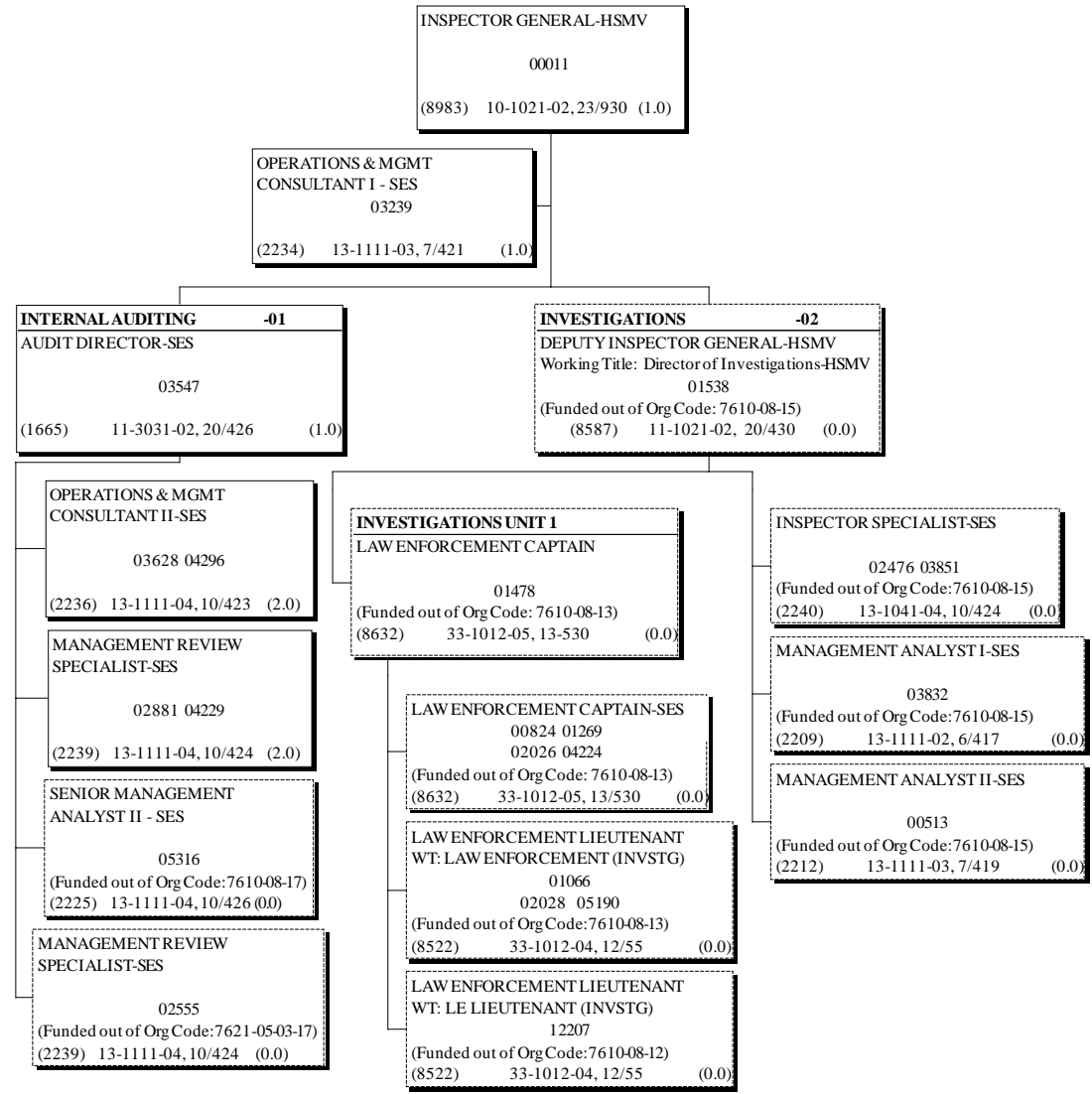
DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF THE EXECUTIVE DIRECTOR
LEGAL

DATE: 04/02/2020
SEQUENCE: 7601-02
OED:
NUMBER OF POSITIONS: 15
NUMBER OF FTE: 15.0



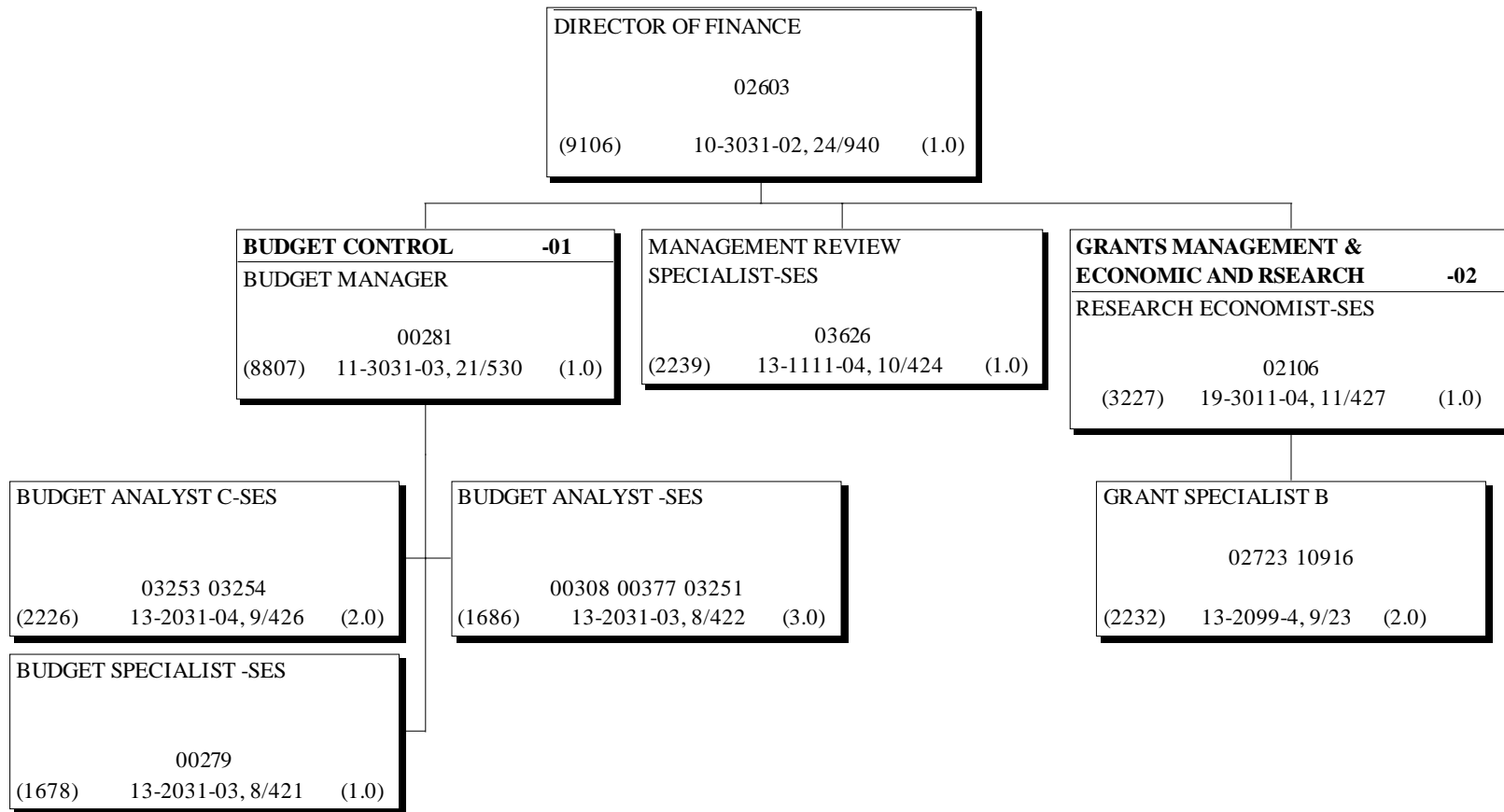
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF THE EXECUTIVE DIRECTOR
OFFICE OF INSPECTOR GENERAL**

DATE: 11/08/2019
 SEQUENCE: 7601-03
 OED: _____
 NUMBER OF POSITIONS: 7
 NUMBER OF FTE: 7.0



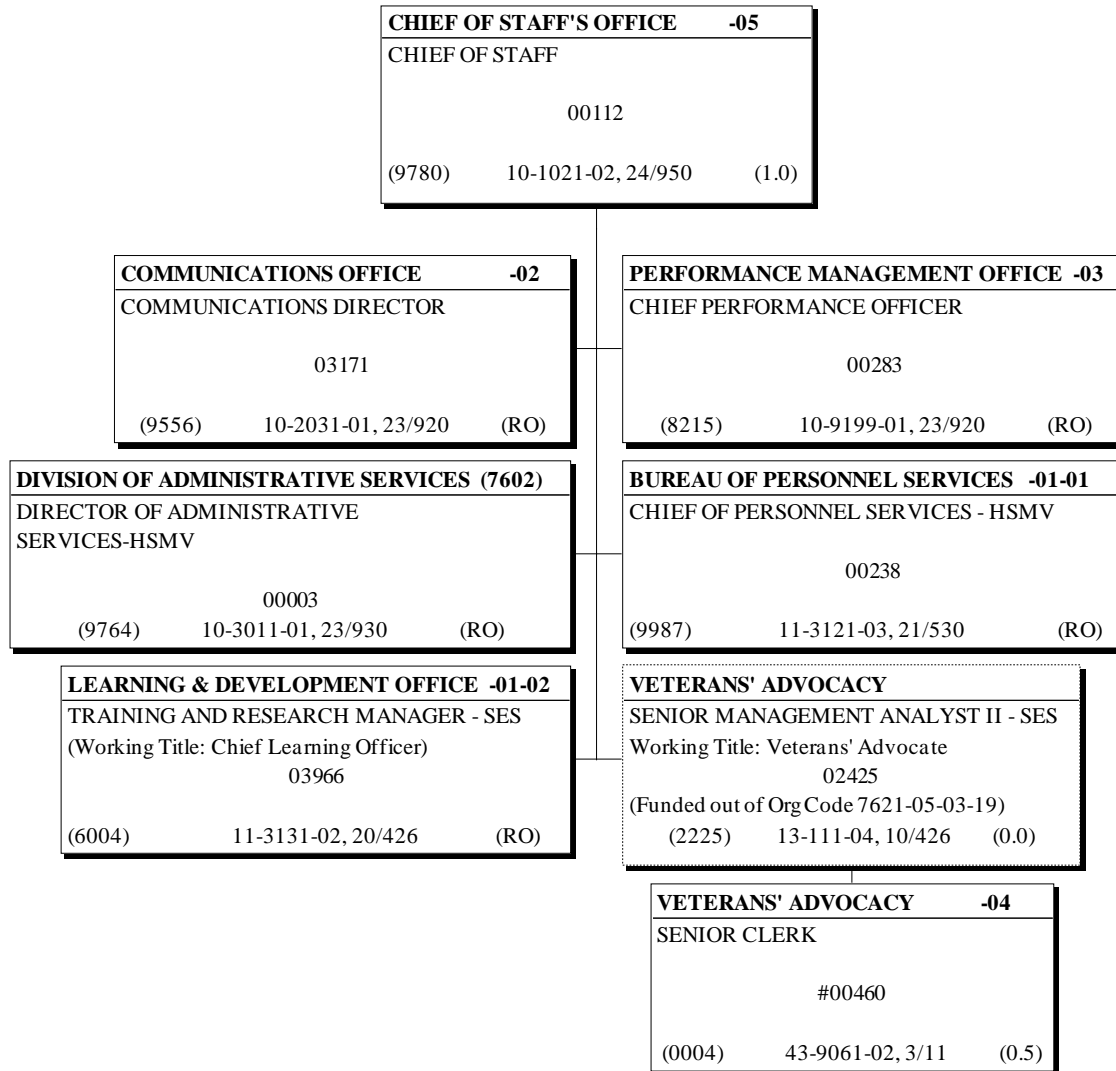
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF FINANCIAL MANAGEMENT**

DATE: 03/11/2019
 SEQUENCE: 7601-04
 OED: _____
 NUMBER OF POSITIONS: 12
 NUMBER OF FTE: 12.0



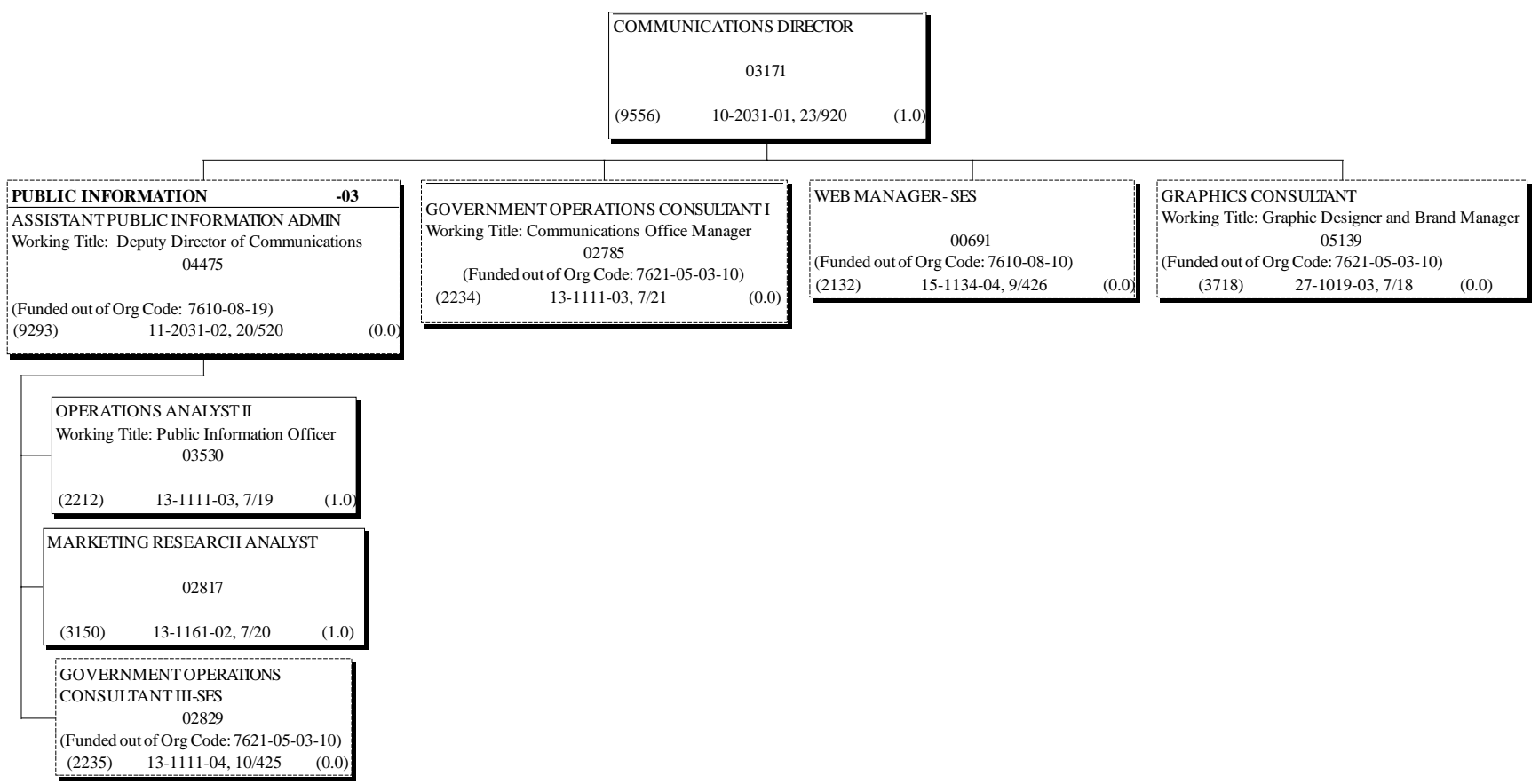
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF THE EXECUTIVE DIRECTOR
CHIEF OF STAFF'S OFFICE**

DATE: 05/02/2019
 SEQUENCE: 7601
 OED: _____
 NUMBER OF POSITIONS: 2
 NUMBER OF FTE: 1.5



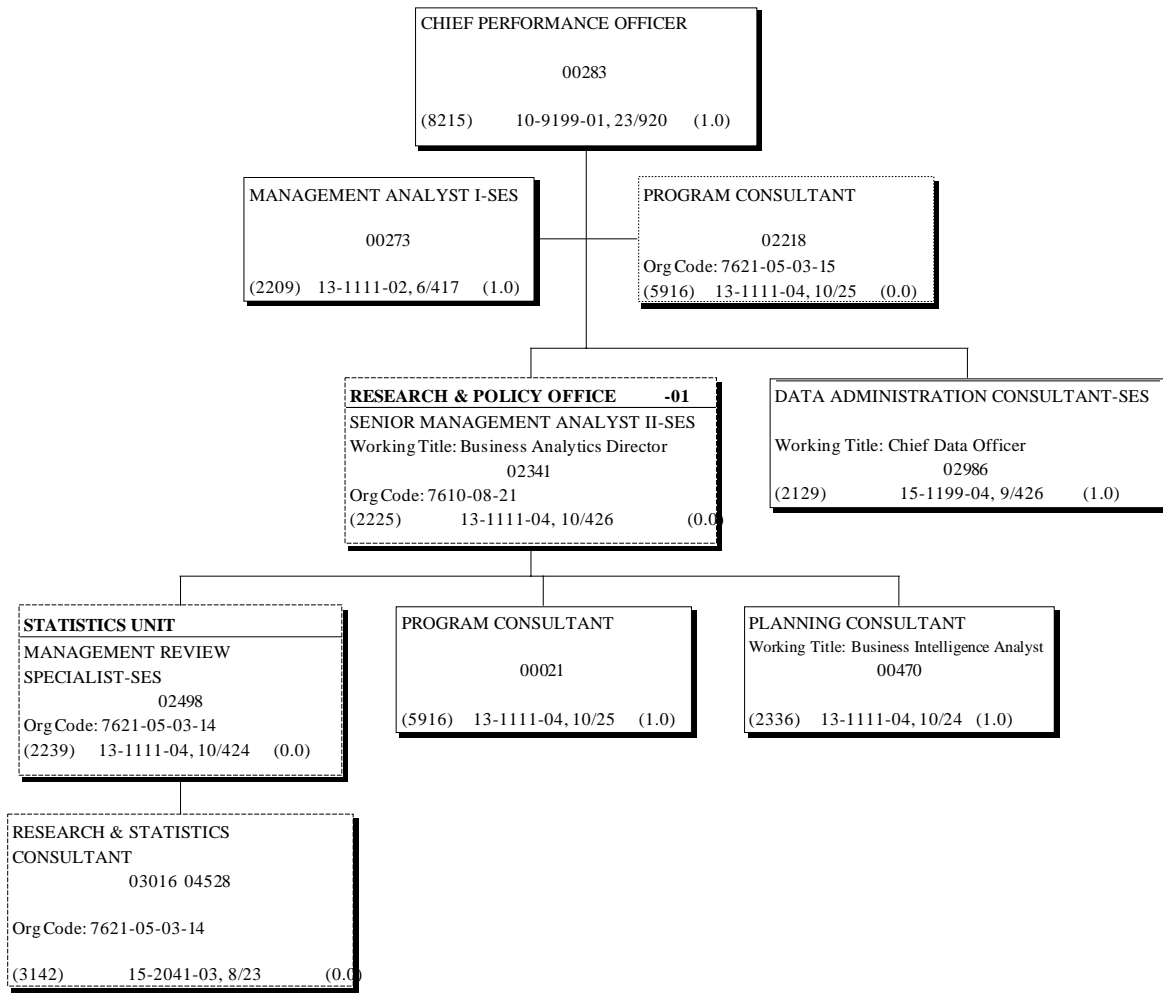
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF THE EXECUTIVE DIRECTOR
COMMUNICATIONS OFFICE**

DATE: 02/14/2020
 SEQUENCE: 7601-05-02
 OED: _____
 NUMBER OF POSITIONS: 3
 NUMBER OF FTES: 3.0



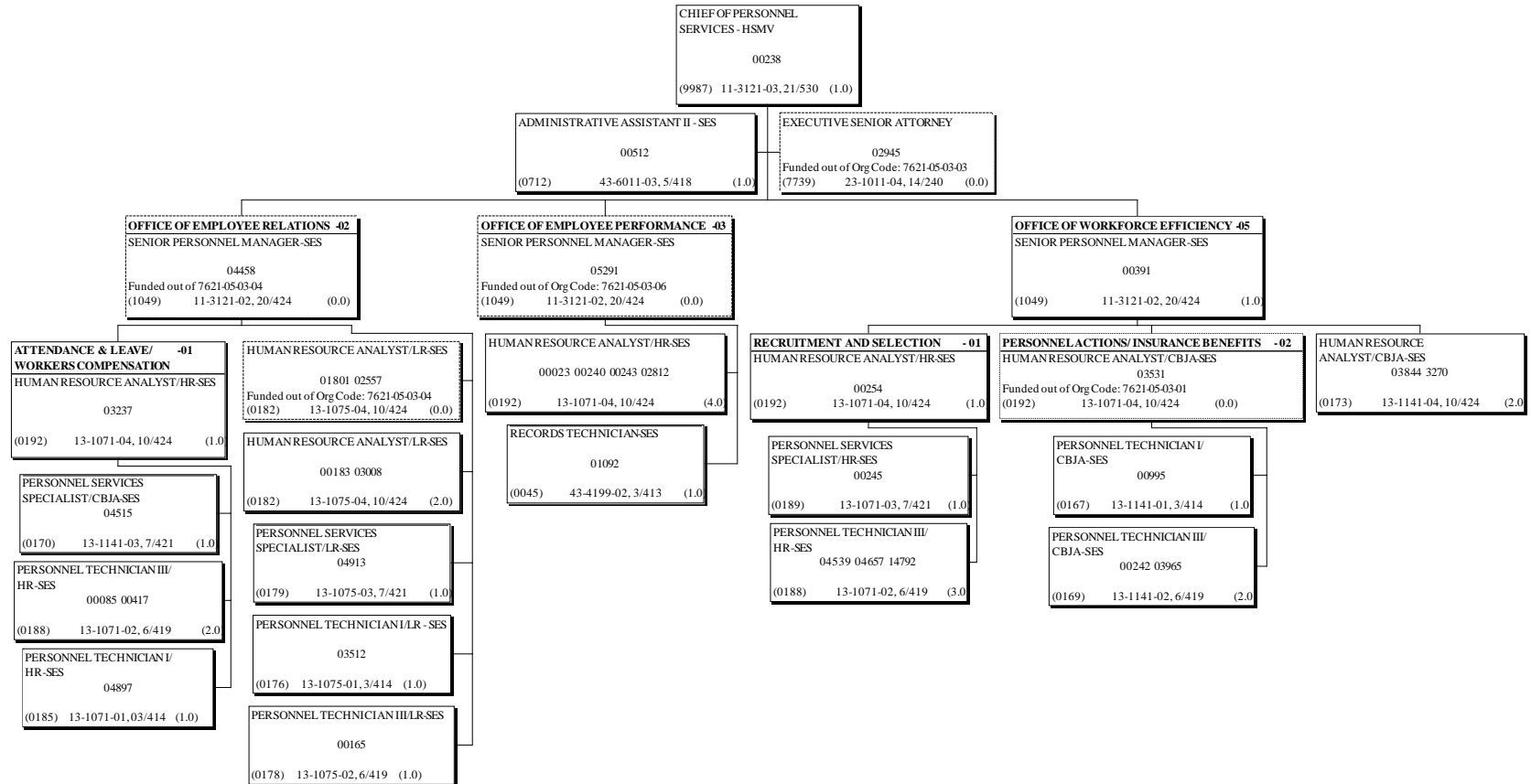
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
CHIEF OF STAFF'S OFFICE
PERFORMANCE MANAGEMENT OFFICE**

DATE: 06/12/2019
 SEQUENCE: 7601-05-03
 OED: _____
 NUMBER OF POSITIONS 5
 NUMBER OF FTE's : 5.0



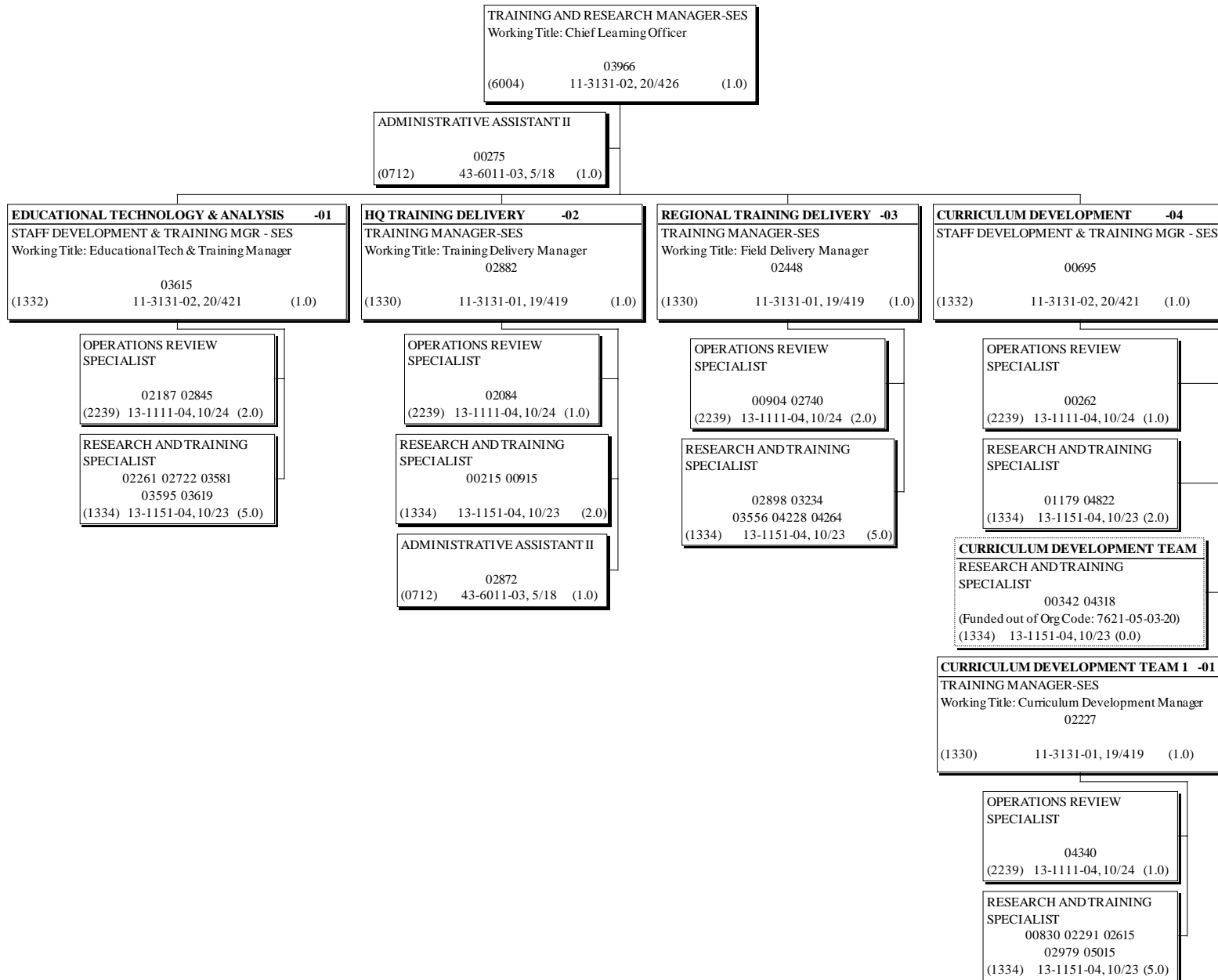
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
CHIEF OF STAFF'S OFFICE
BUREAU OF PERSONNEL SERVICES**

DATE: 06/10/2020
SEQUENCE: 7601-05-01-01
OED: _____
NUMBER OF POSITIONS: 28
NUMBER OF FTE: 28.0



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

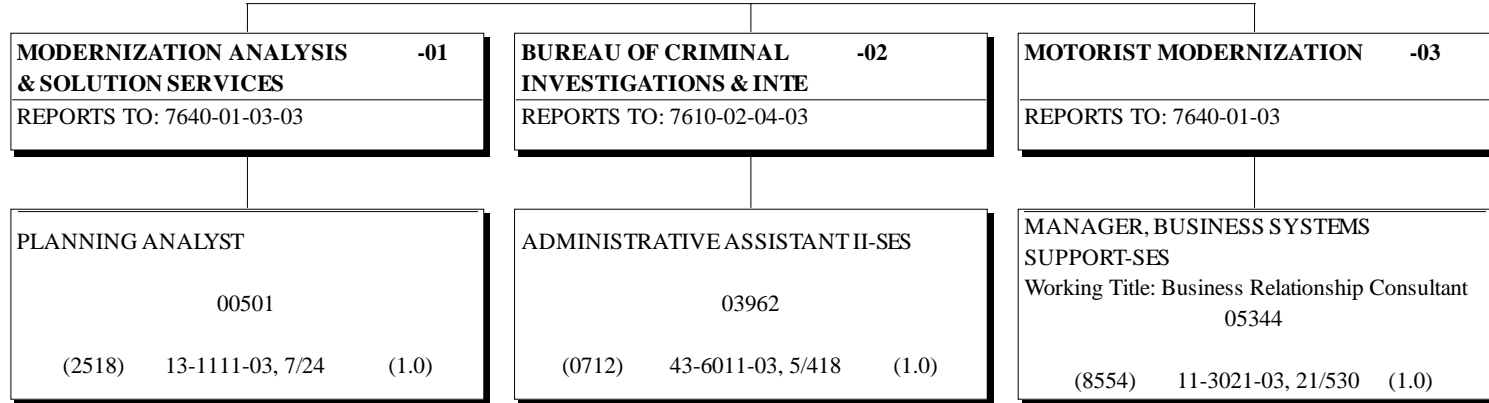
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OED: _____
NUMBER OF POSITIONS: 34
NUMBER OF FTE: 34.0



* Shared Position

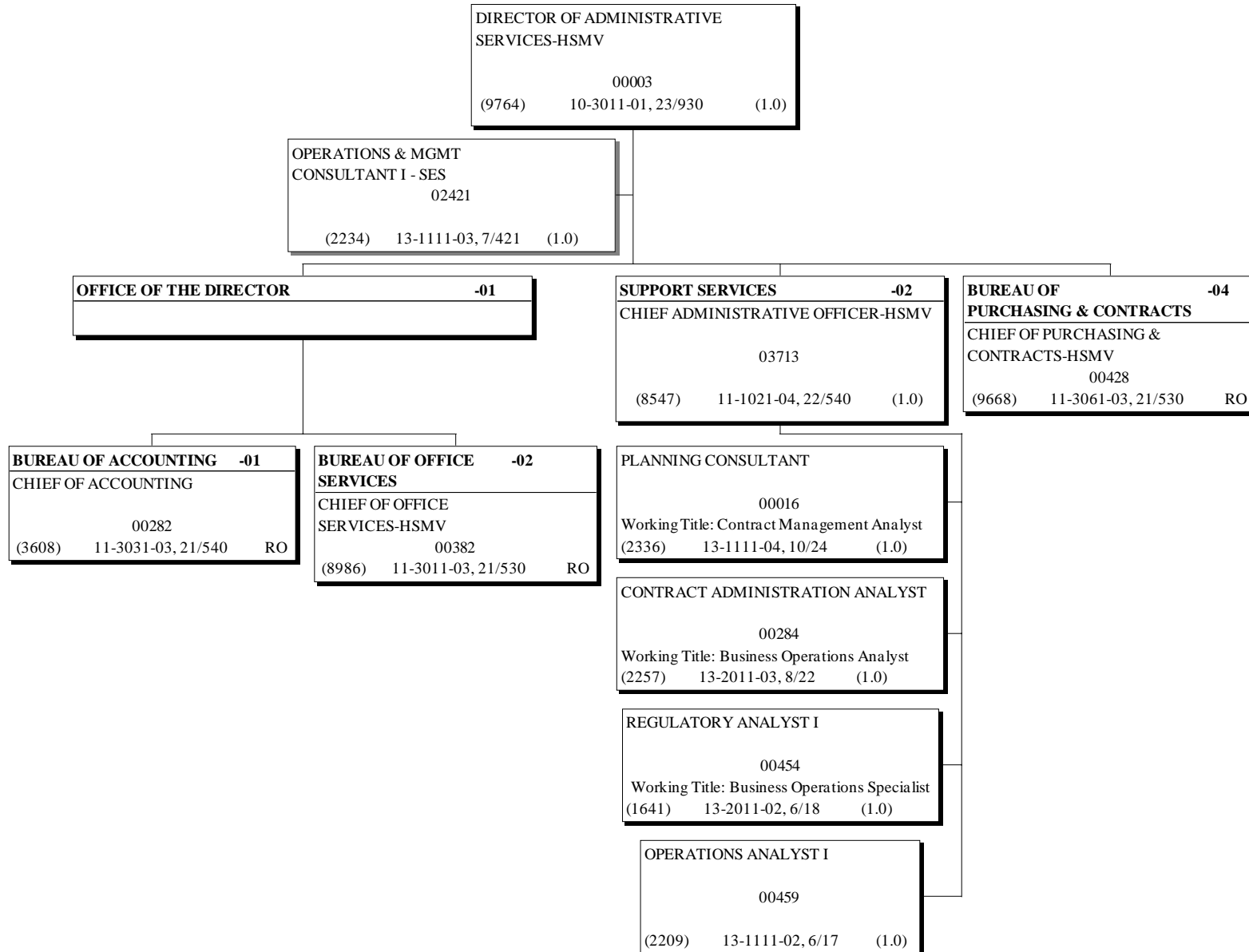
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
OFFICE OF THE EXECUTIVE DIRECTOR**

DATE: 08/01/2018 SEQUENCE: 17
 7601-07
 OED: _____
 NUMBER OF POSITIONS: 3
 NUMBER OF FTE'S: 3.0



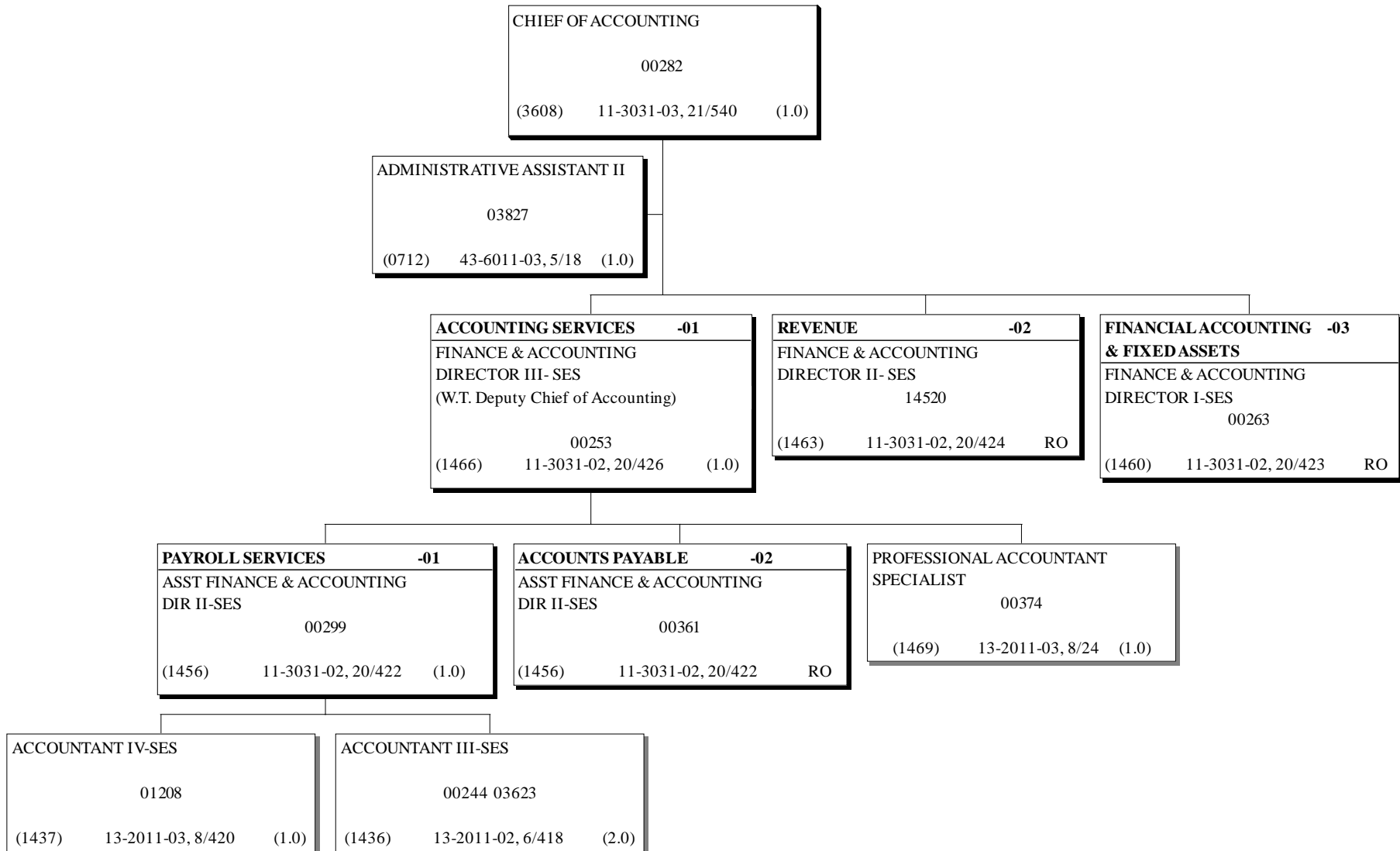
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES DIVISION OF ADMINISTRATIVE SERVICES

DATE: 01/01/2018
 SEQUENCE: 7602
 OED: _____
 NUMBER OF POSITIONS: 7
 NUMBER OF FTE'S: 7.0



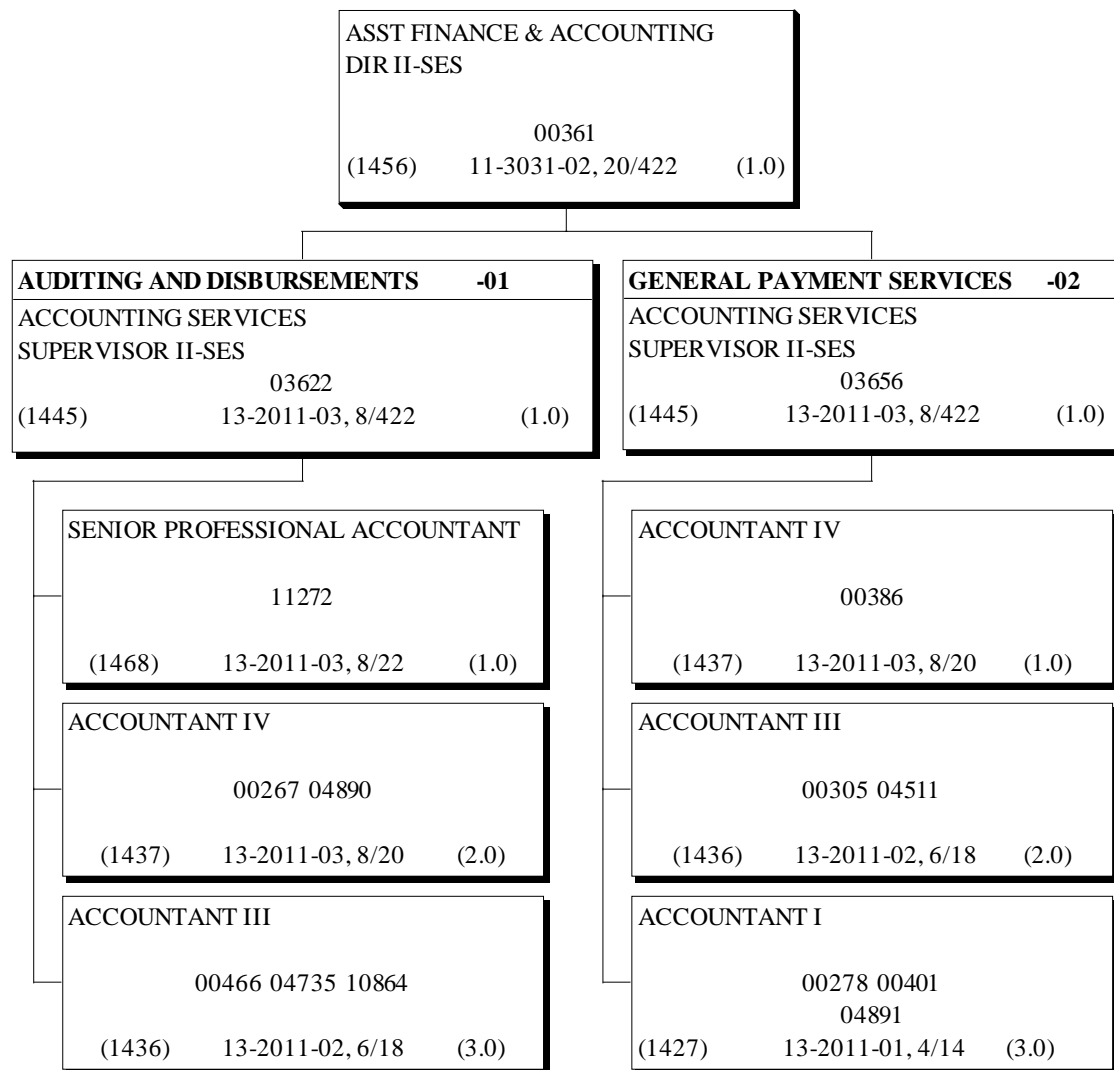
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF ACCOUNTING**

DATE: 01/14/2019
SEQUENCE: 7602-01-01
OED: _____
NUMBER OF POSITIONS: 8
NUMBER OF FTE'S: 8.0



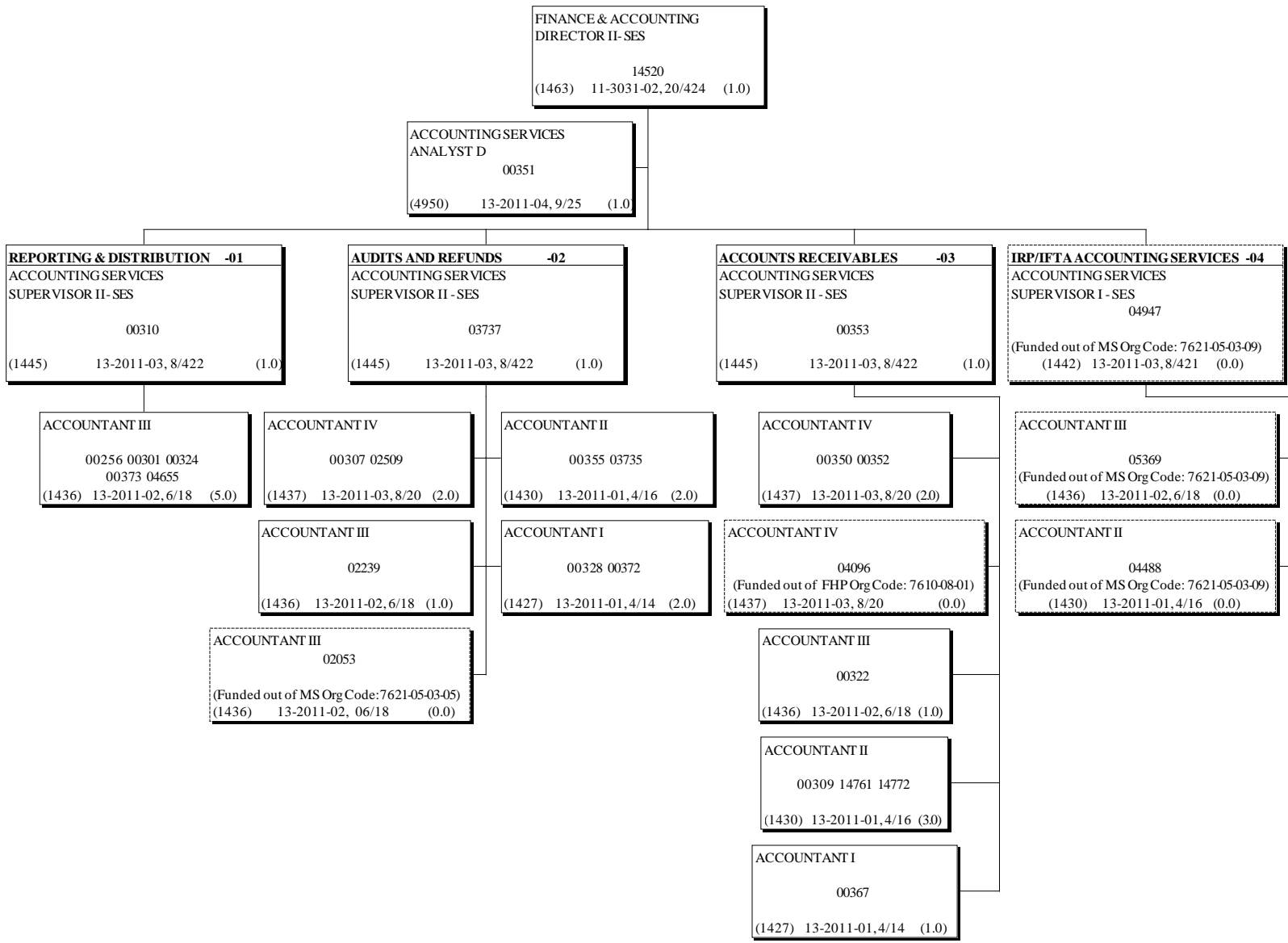
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF ACCOUNTING/ACCOUNTING SERVICES/ACCOUNTS
PAYABLE**

DATE: 06/07/2019
SEQUENCE: 7602-01-01-01-02
OED: _____
NUMBER OF POSITIONS: 15
NUMBER OF FTE'S: 15.0



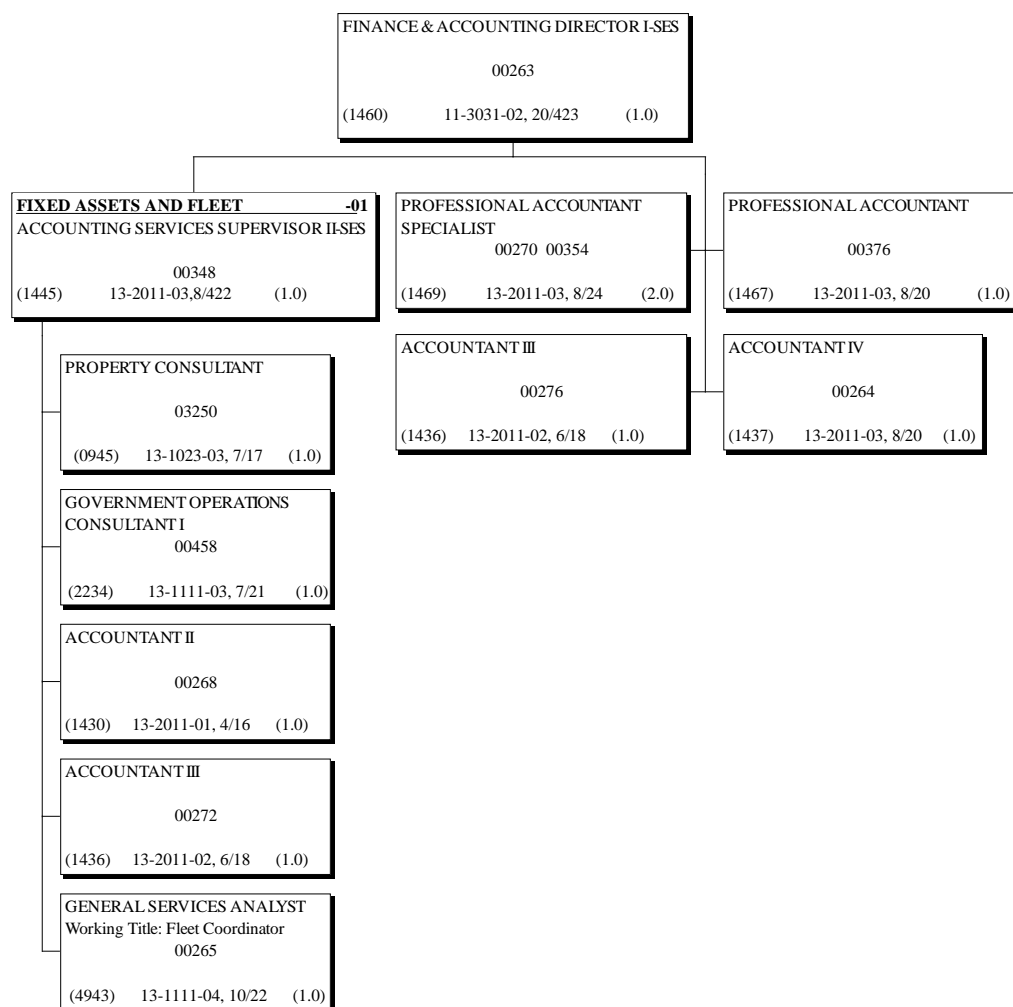
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF ADMINISTRATIVE SERVICES
 BUREAU OF ACCOUNTING
 REVENUE SECTION**

DATE: 5/3/2019
 SEQUENCE: 7602-01-01-02
 OED: _____
 NUMBER OF POSITIONS: 24
 NUMBER OF FTE'S: 24.0



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

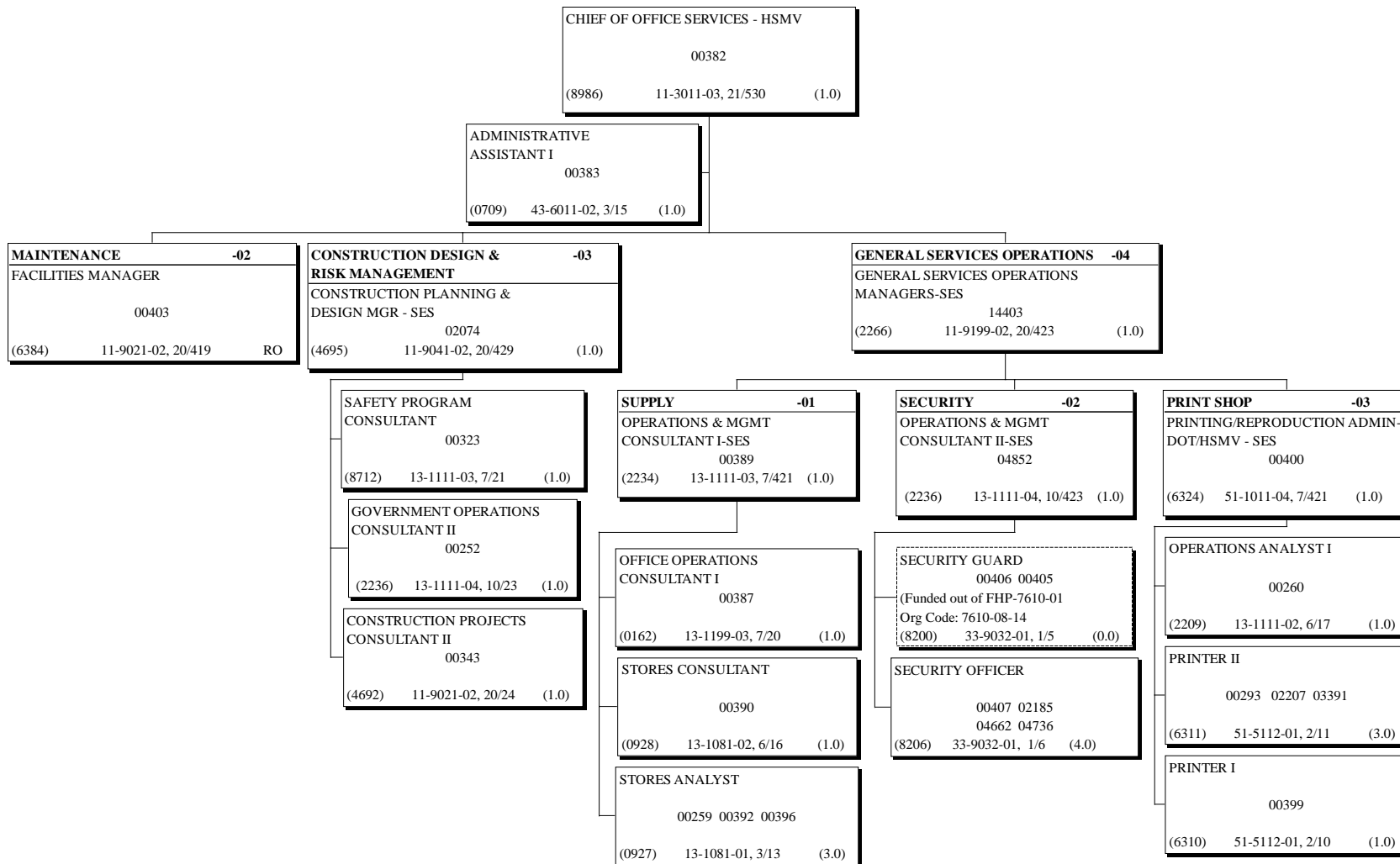
DATE: 01/06/2020
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OED: _____
NUMBER OF POSITIONS: 12
NUMBER OF FTE'S: 12.0



FINANCIAL ACCOUNTING & FIXED
ASSETS

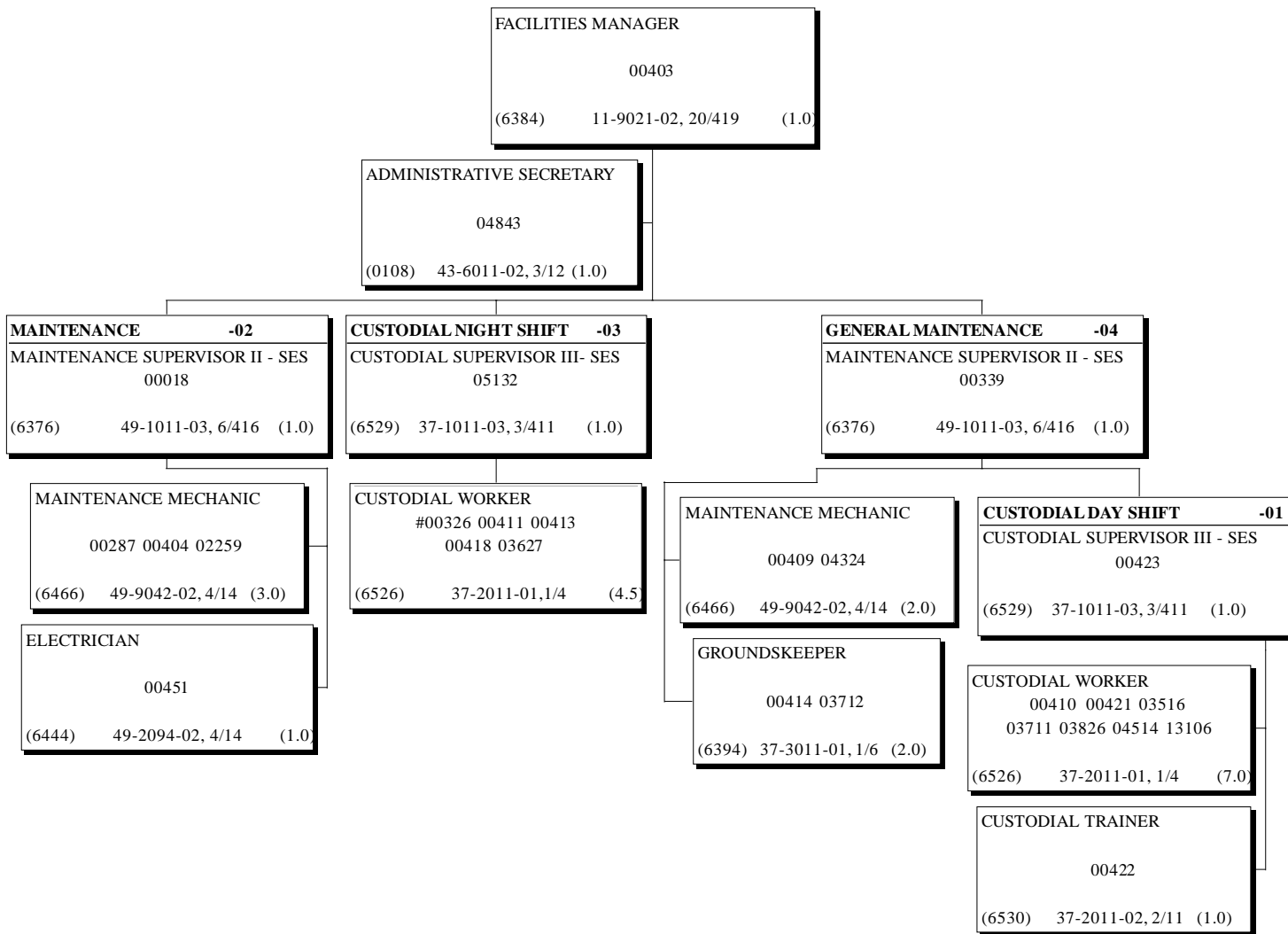
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF OFFICE SERVICES**

DATE: 01/01/2020
 SEQUENCE: 7602-01-02
 OED: _____
 NUMBER OF POSITIONS: 24
 NUMBER OF FTES 24.0



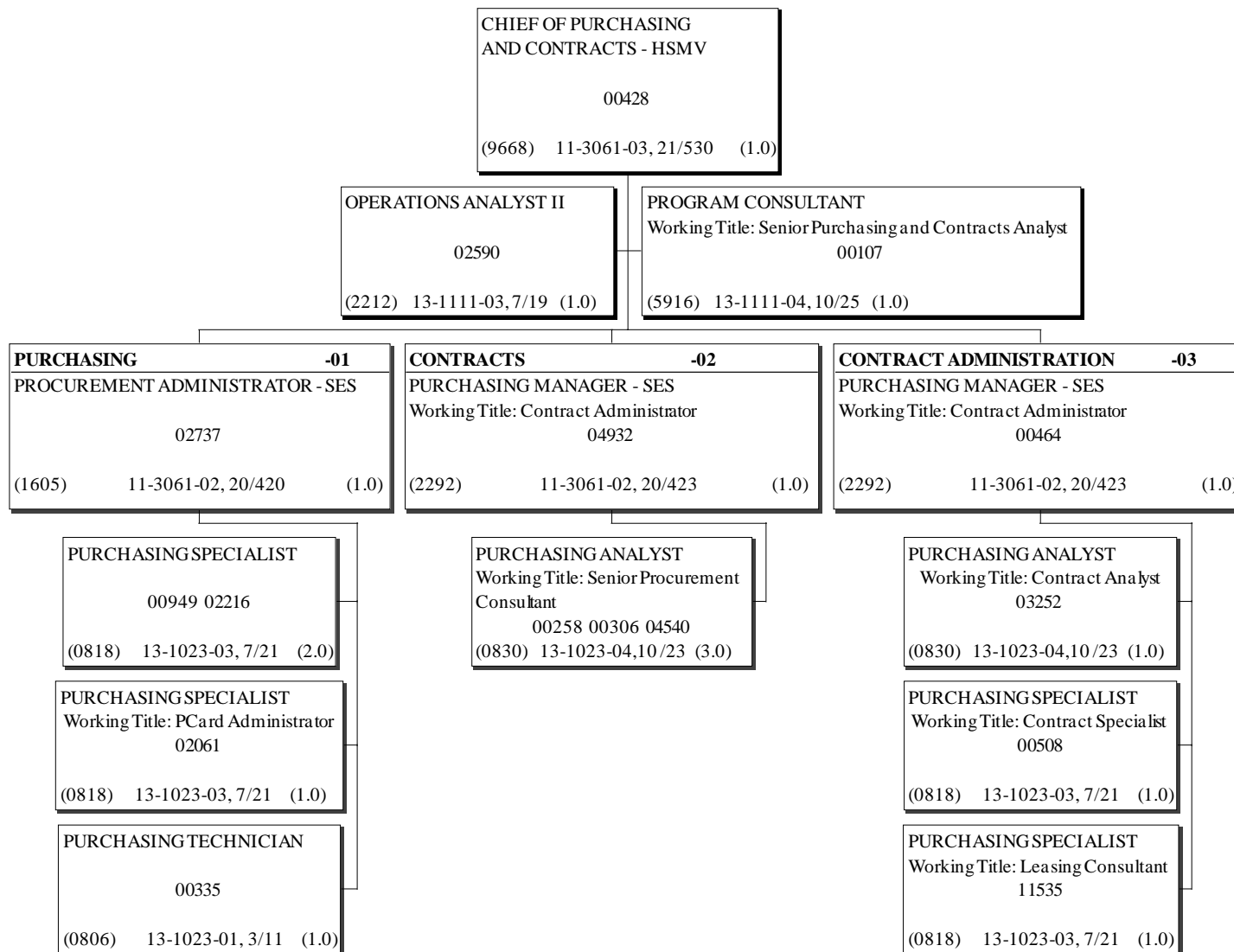
**DEPARTMENT OF HIGHWAY SAFETY & MOTOR
VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES,
BUREAU OF OFFICE SERVICES
-MAINTENANCE-**

DATE: 07/01/2020
SEQUENCE: 7602-01-02-02
OED: _____
NUMBER OF POSITIONS: 27
NUMBER OF FTES: 26.5



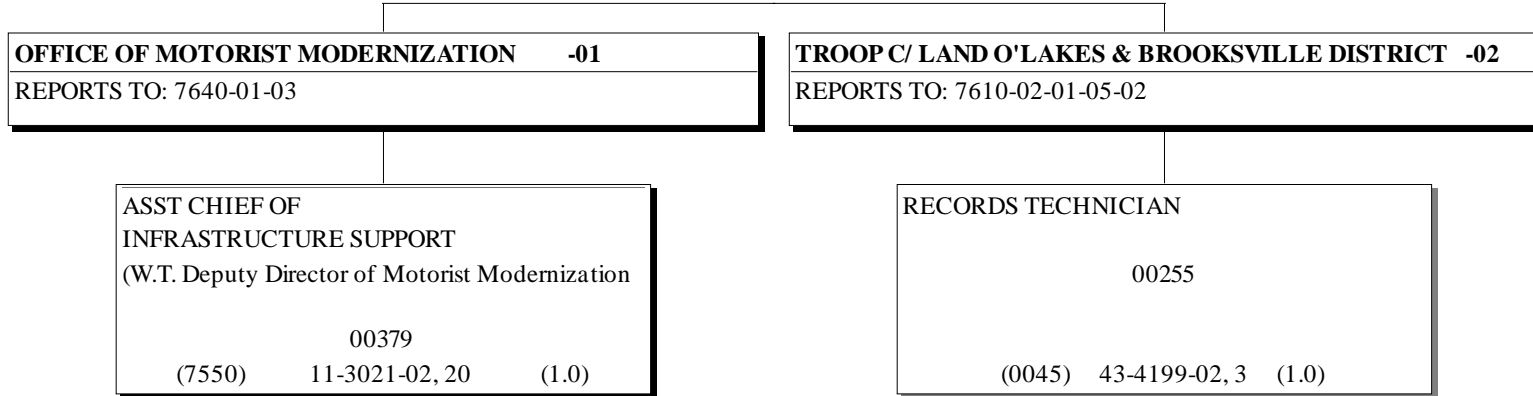
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES
BUREAU OF PURCHASING AND CONTRACTS**

DATE: 02/03/2020
SEQUENCE: 7602-04
OED: _____
NUMBER OF POSITIONS: 16
NUMBER OF FTE S: 16.0



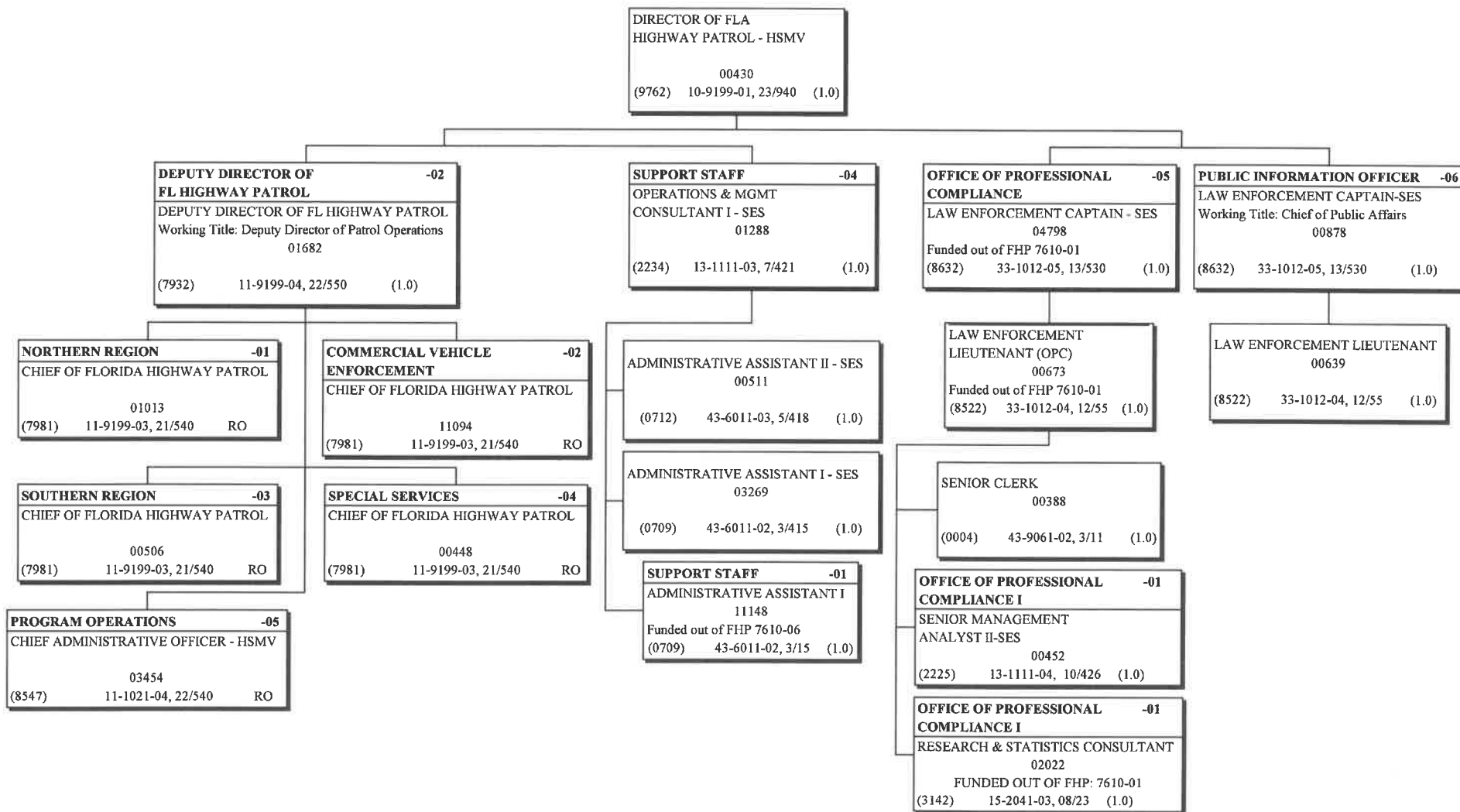
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF ADMINISTRATIVE SERVICES**

DATE: 05/17/2019
SEQUENCE: 7602-09
OED: _____
NUMBER OF POSITIONS: 2
NUMBER OF FTE'S: 2.0



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

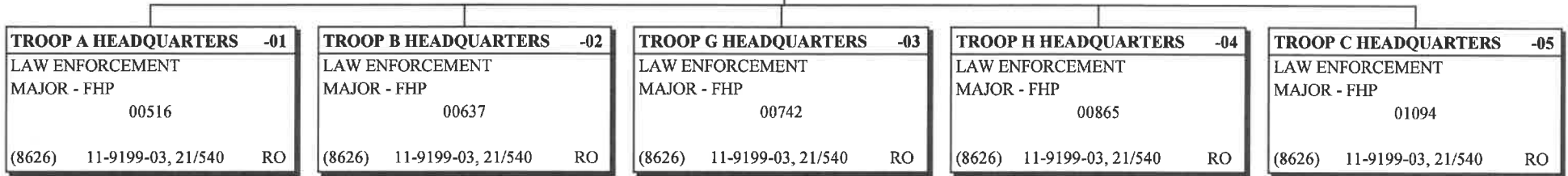
DATE: 02/14/2020
SEQUENCE: 7610
OED:
NUMBER OF POSITIONS: 13
NUMBER OF FTES: 13.0



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

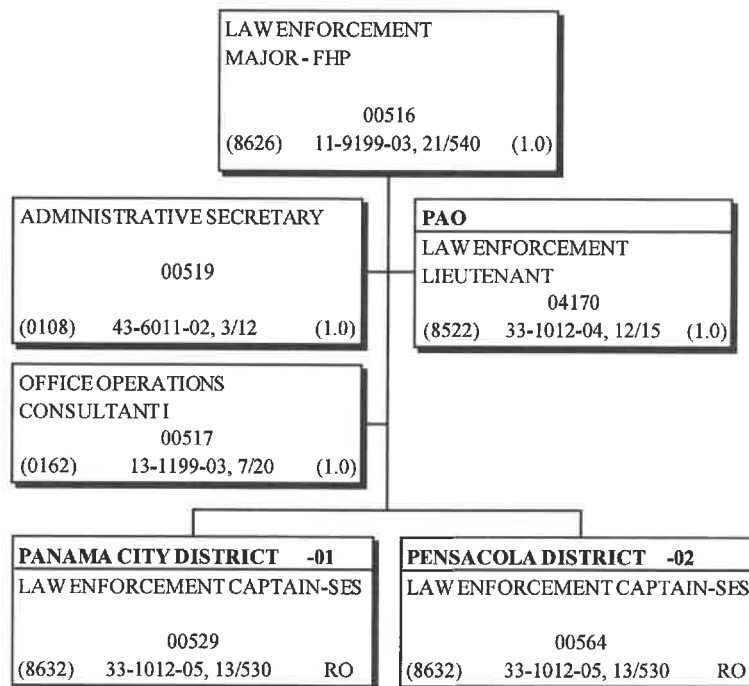
DATE: 08/9/2018
 SEQUENCE: 7610-02-01
 OED: _____
 NUMBER OF POSITIONS: 1
 NUMBER OF FTE'S: 1.0

CHIEF OF FLORIDA HIGHWAY PATROL 01013 (7981) 11-9199-03, 21/540 (1.0)



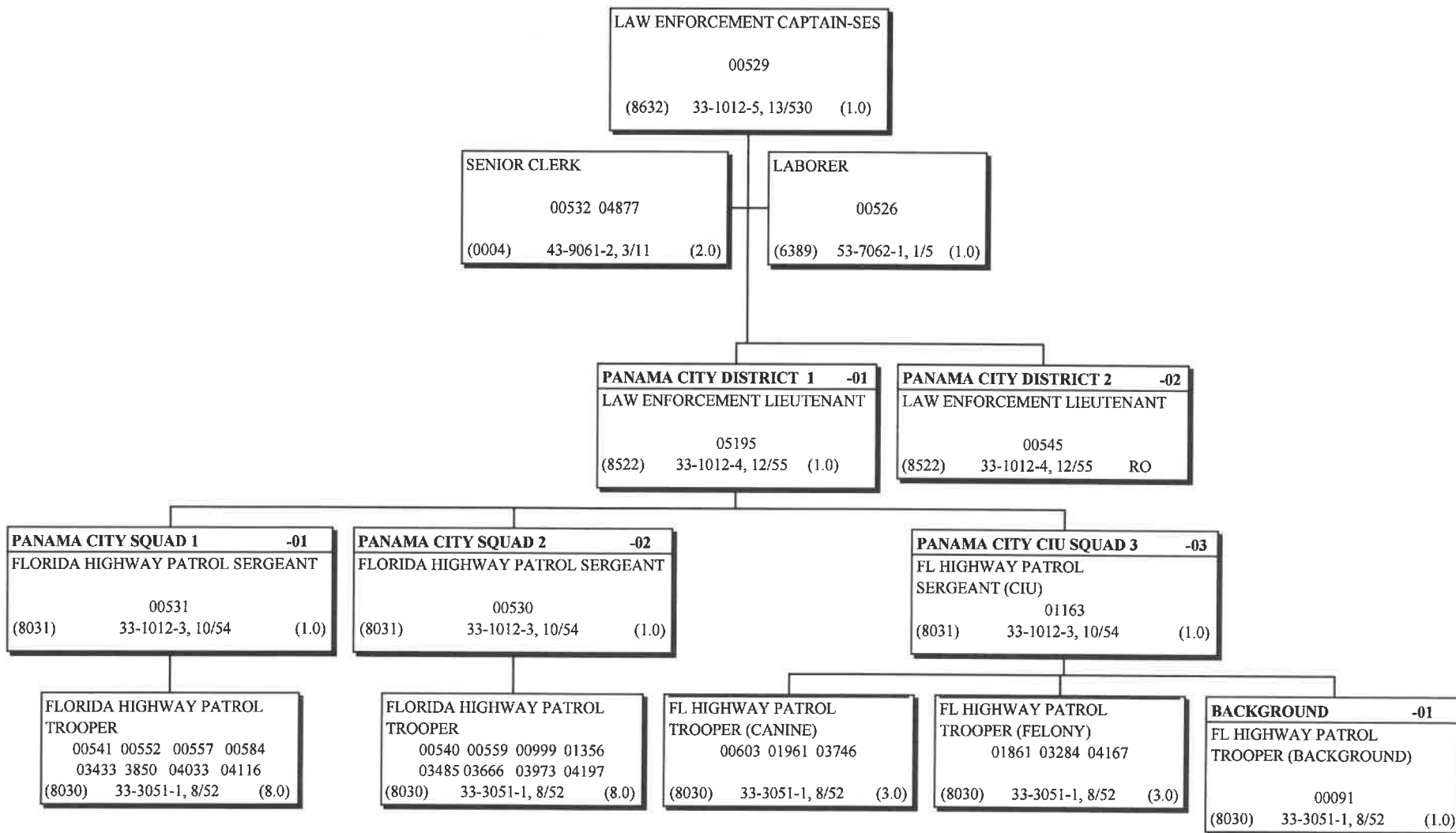
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP A / PANAMA CITY HEADQUARTERS**

DATE: 07/01/2017
SEQUENCE: 7610-02-01-01
OED: _____
NUMBER OF POSITIONS: 4
NUMBER OF FTE'S: 4.0



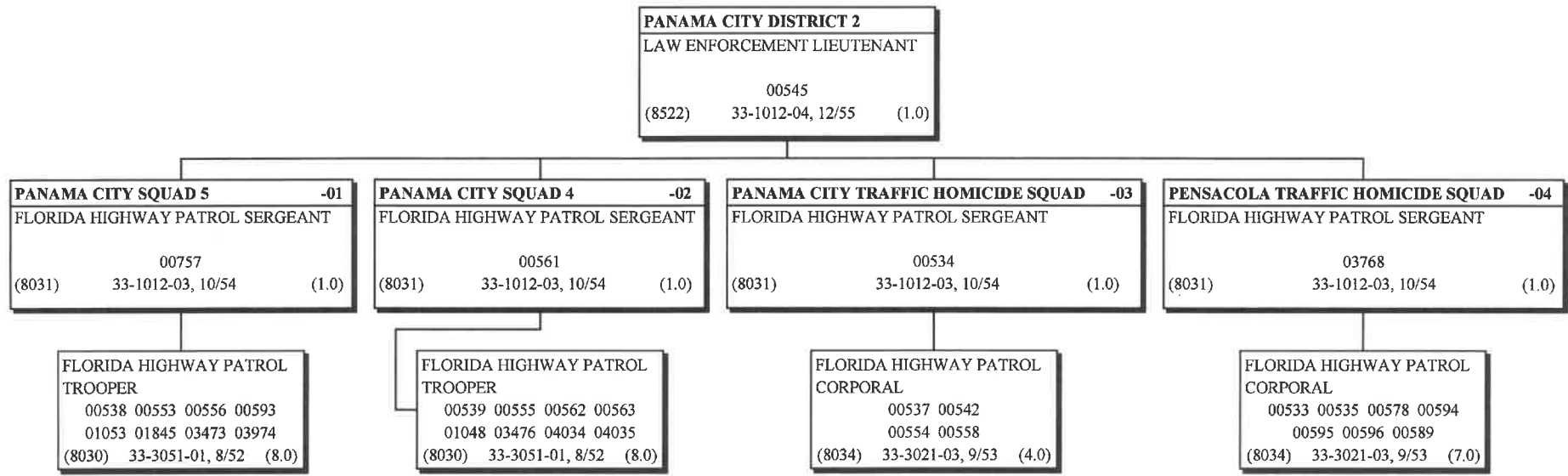
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP A / PANAMA CITY DISTRICT**

DATE: 09/26/2019
SEQUENCE: 7610-02-01-01-01
OED: _____
NUMBER OF POSITIONS: 31
NUMBER OF FTES: 31.0



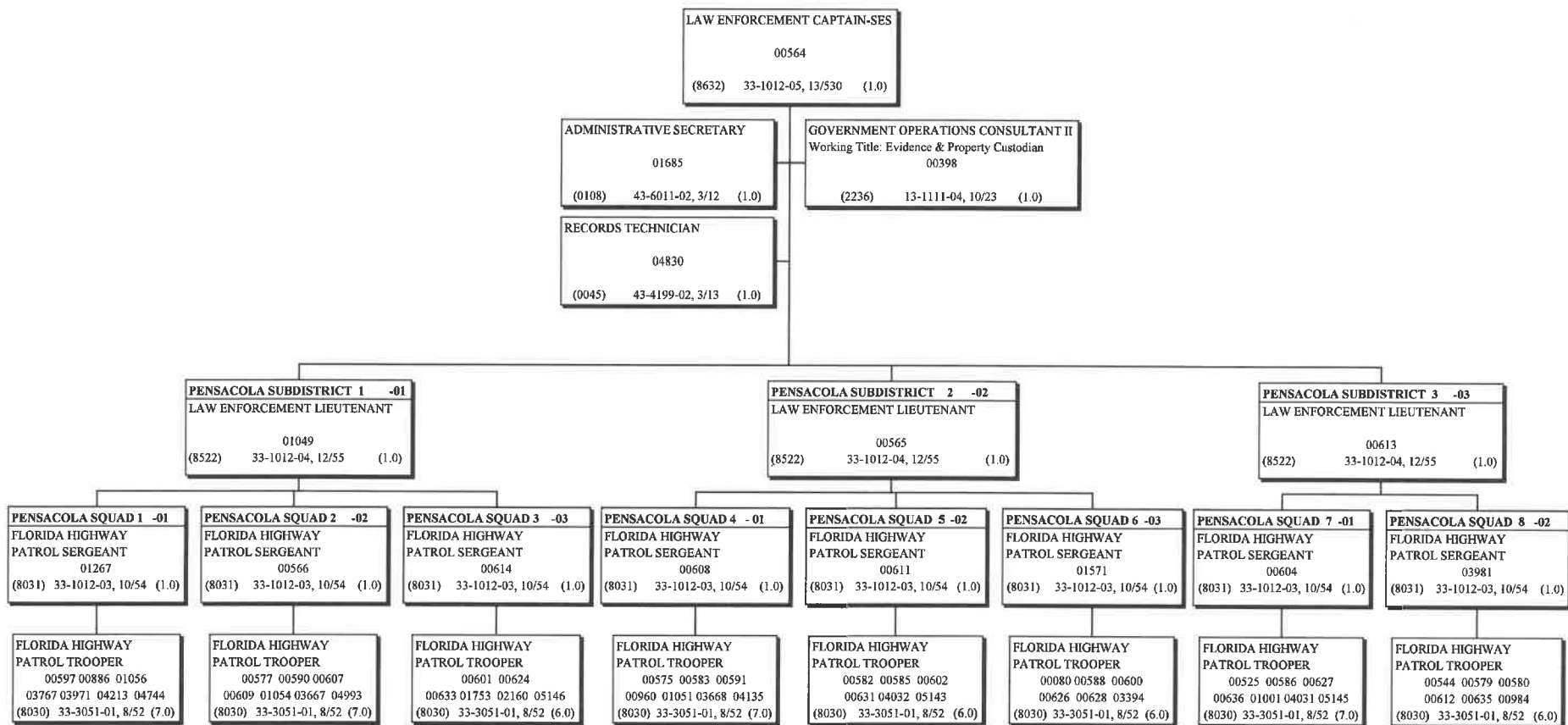
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL,
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP A / PANAMA CITY DISTRICT 2

DATE: 08/16/19
SEQUENCE: 7610-02-01-01-01-02
OED: _____
NUMBER OF POSITIONS: 32
NUMBER OF FTE'S: 32.0



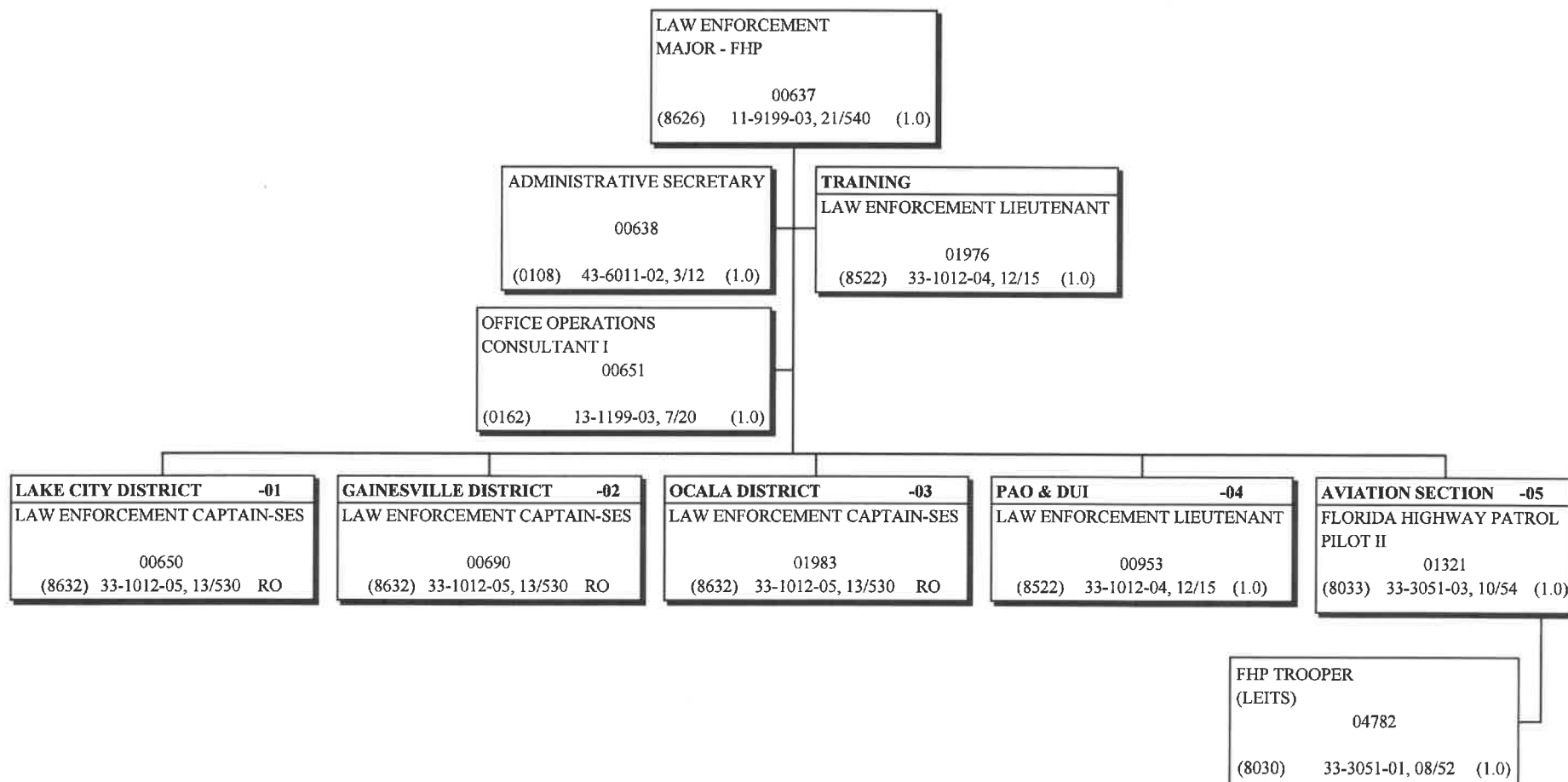
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP A / PENSACOLA DISTRICT**

DATE: 05/01/2019
SEQUENCE: 7610-02-01-01-02
OED:
NUMBER OF POSITIONS: 67
NUMBER OF FTES: 67.0



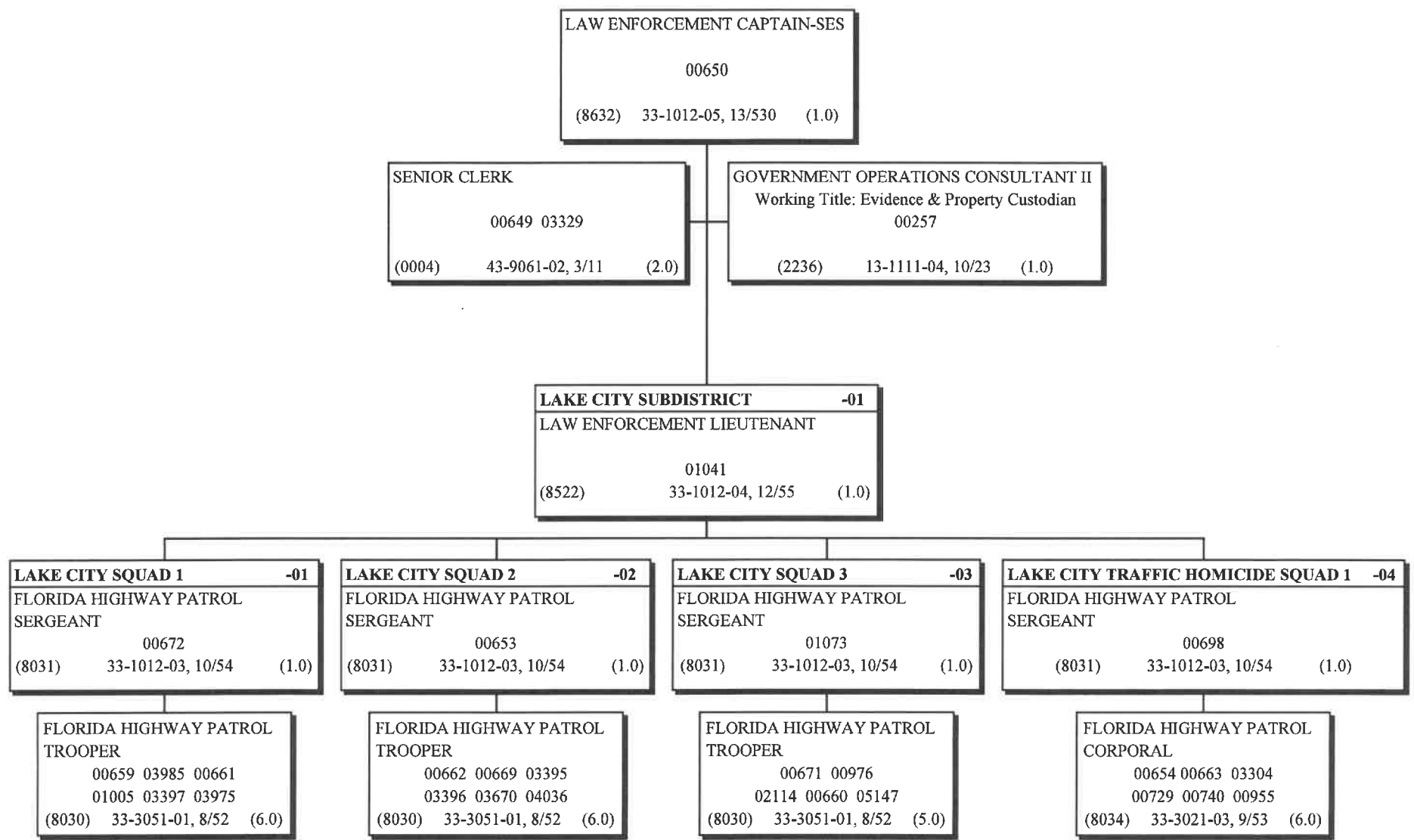
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP B / LAKE CITY HEADQUARTERS**

DATE: 12/13/2019
 SEQUENCE: 7610-02-01-02
 OED: _____
 NUMBER OF POSITIONS: 7
 NUMBER OF FTES: 7.0



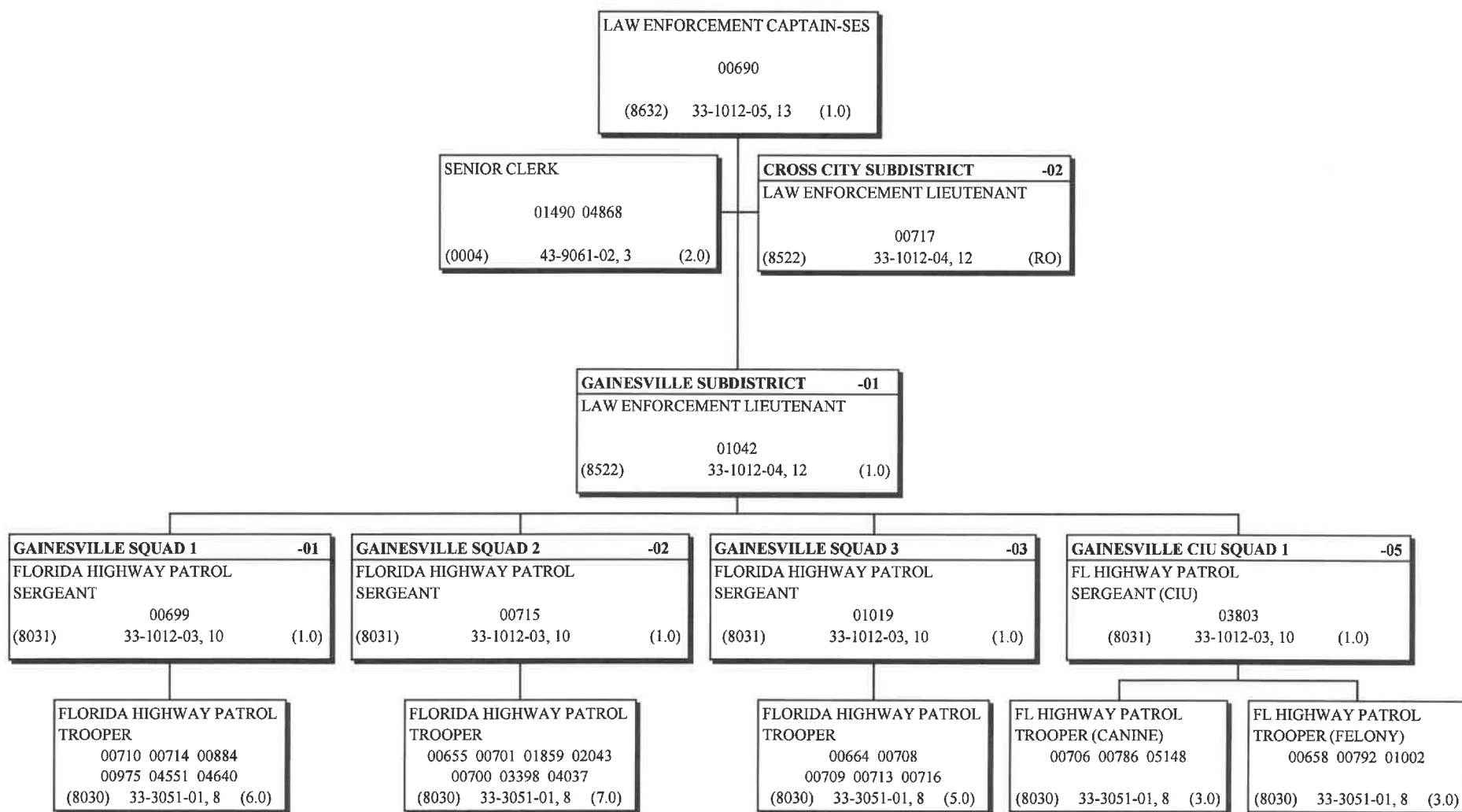
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP B / LAKE CITY DISTRICT**

DATE: 3/20/2020
 SEQUENCE: 7610-02-01-02-01
 OED: _____
 NUMBER OF POSITIONS: 32
 NUMBER OF FTE'S: 32.0



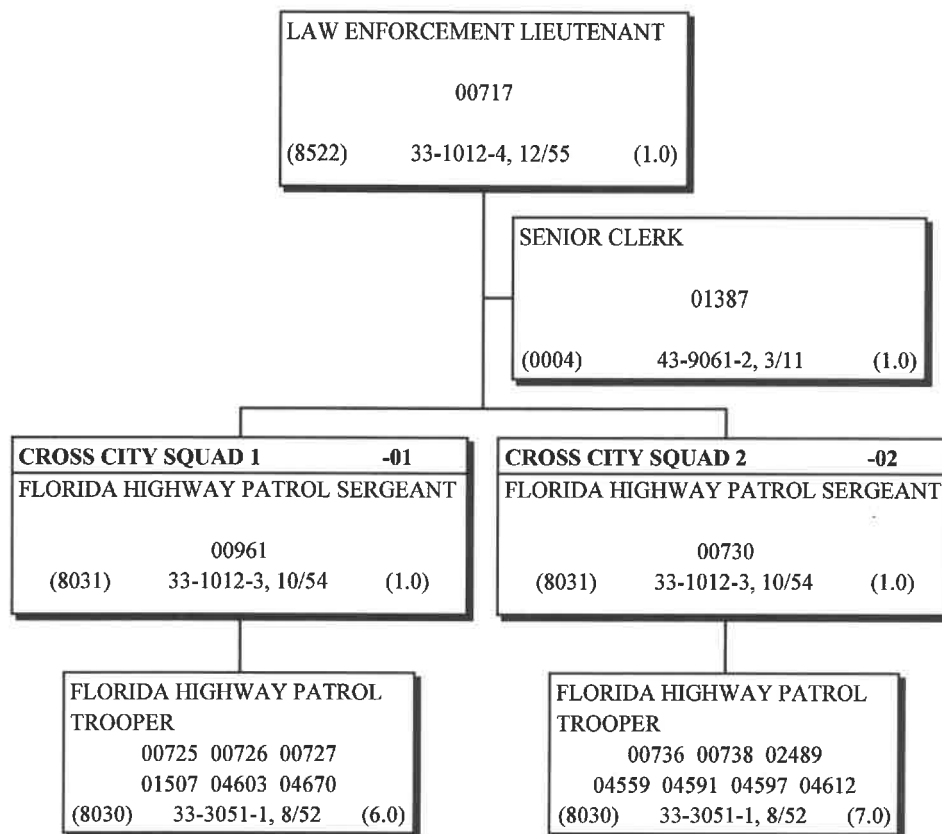
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP B / GAINESVILLE DISTRICT**

DATE: 07/13/2018
SEQUENCE: 7610-02-01-02-02
OED: _____
NUMBER OF POSITIONS: 32
NUMBER OF FTES: 32.0



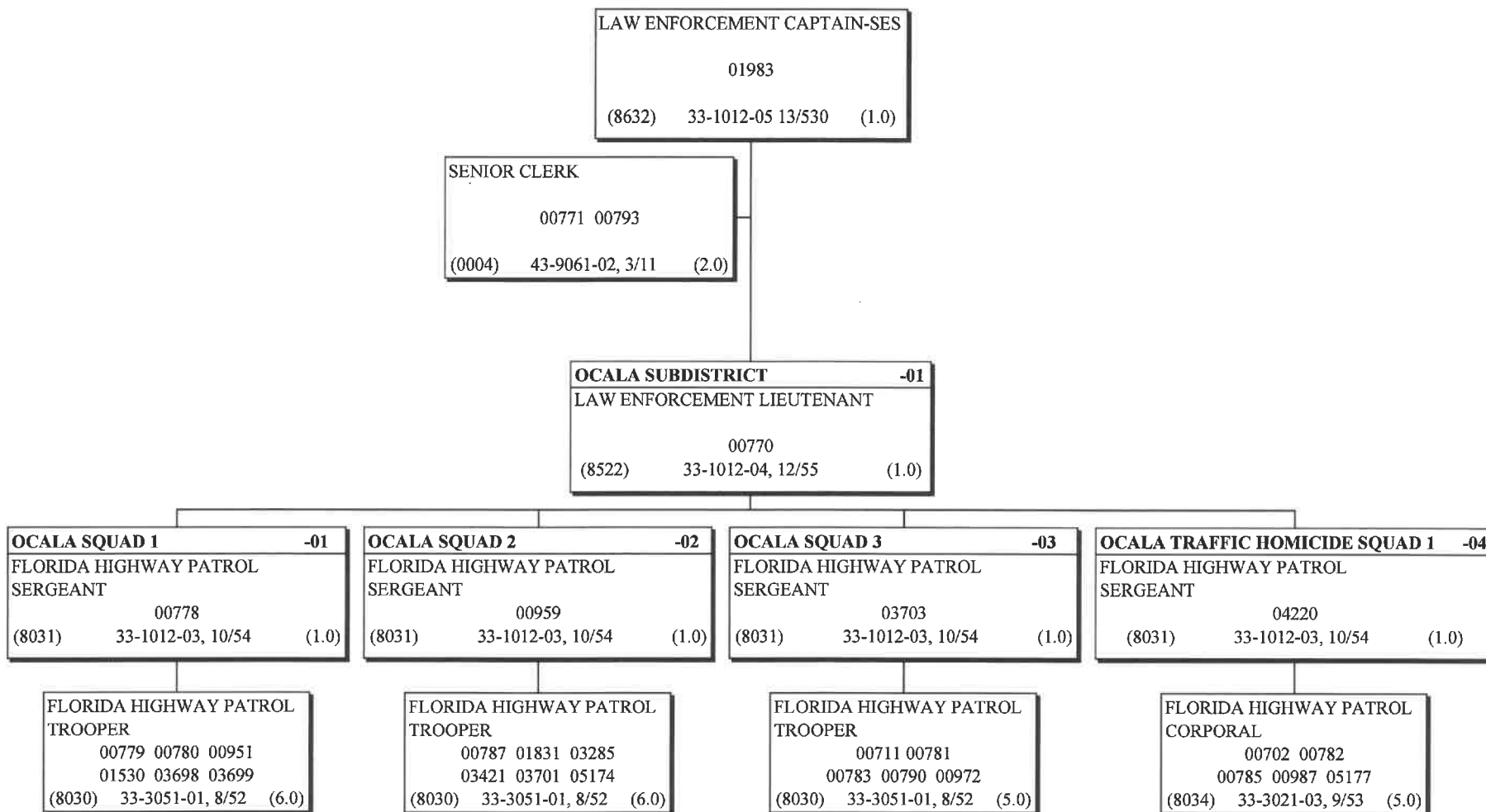
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL,
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP B / GAINESVILLE DISTRICT, CROSS CITY SUBDISTRICT**

DATE: 2/14/18
 SEQUENCE: 7610-02-01-02-02-02
 OED: _____
 NUMBER OF POSITIONS: 17
 NUMBER OF FTE'S: 17.0



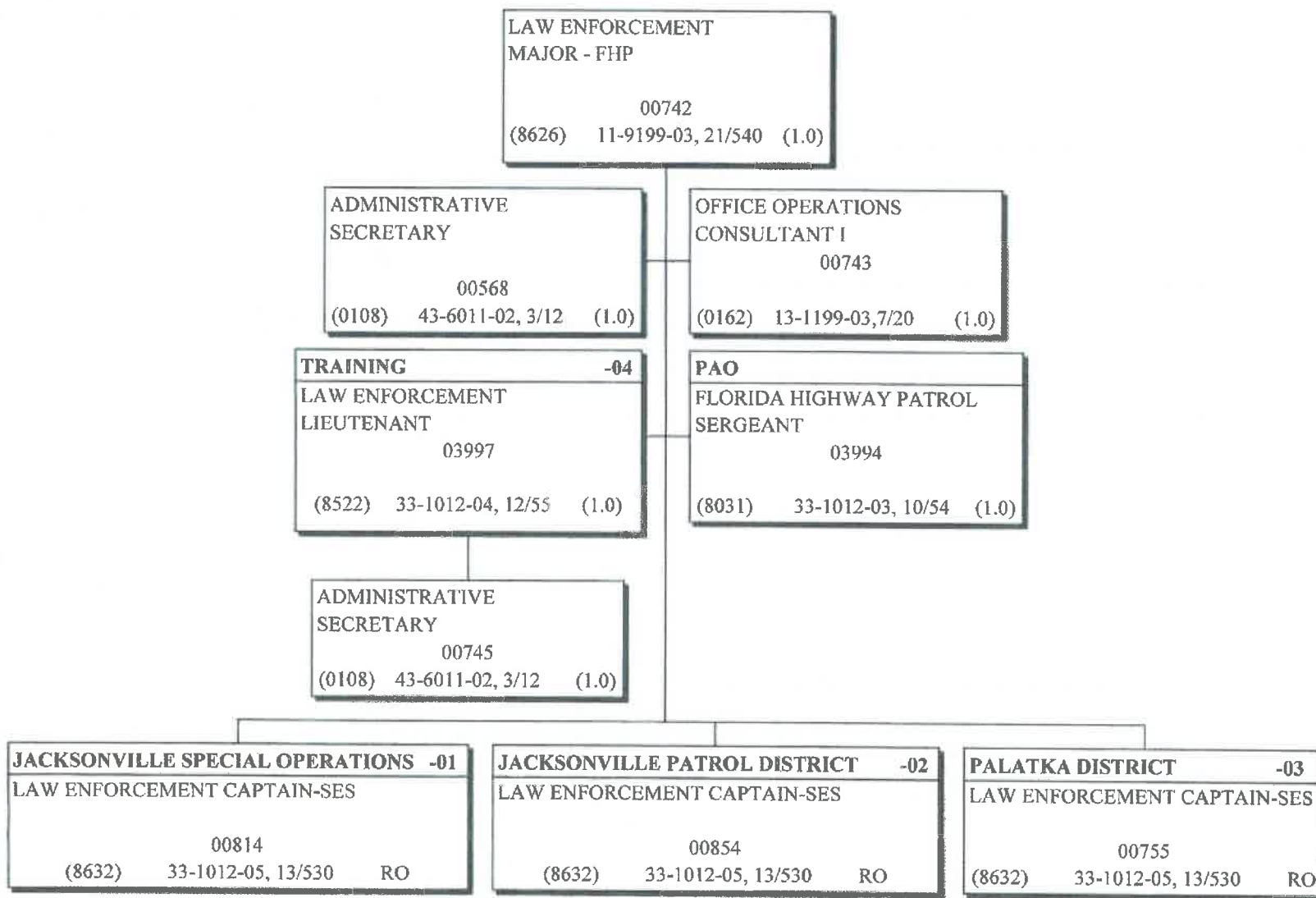
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP B / OCALA DISTRICT**

DATE: 06/03/2016
SEQUENCE: 7610-02-01-02-03
OED:
NUMBER OF POSITIONS: 30
NUMBER OF FTES: 30.0



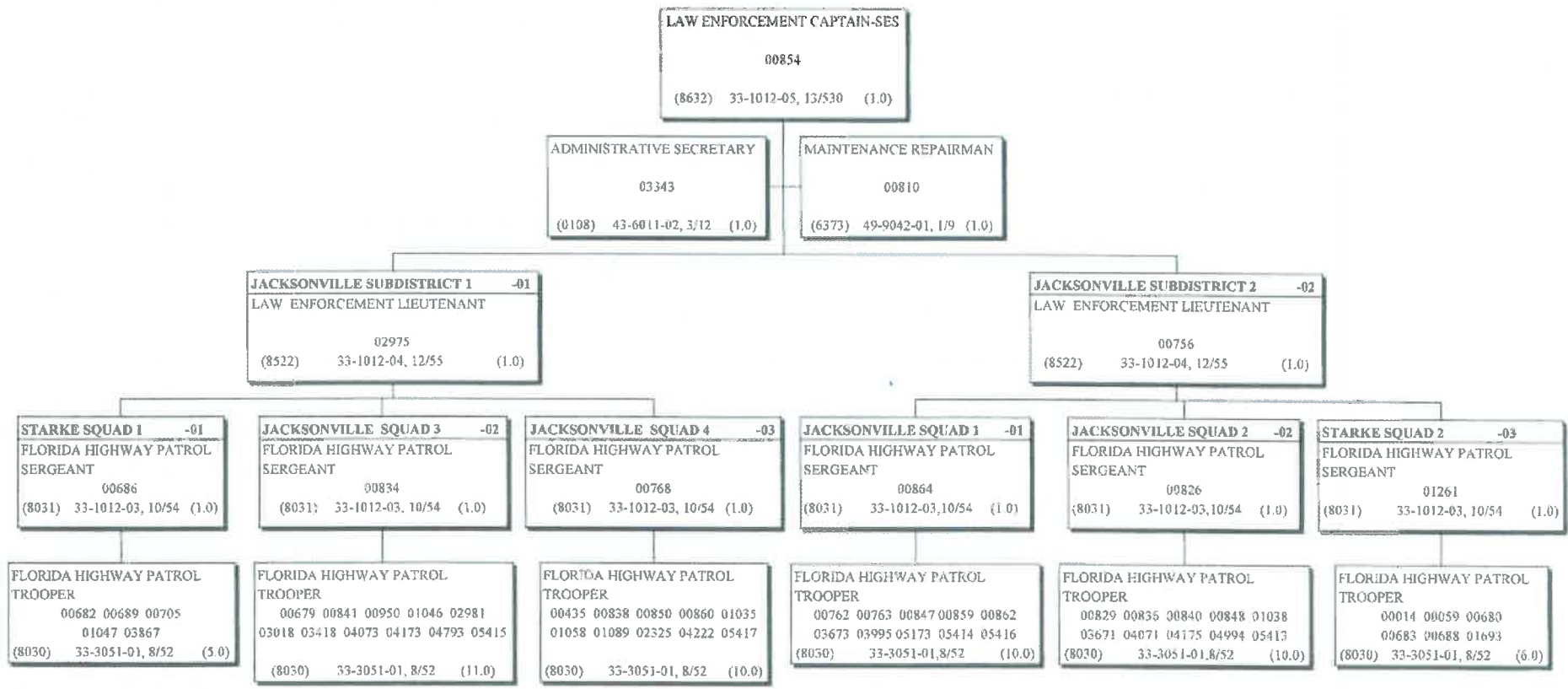
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP G / JACKSONVILLE HEADQUARTERS**

DATE: 12/28/2017
 SEQUENCE: 7610-02-01-03
 OED: *HR*
 NUMBER OF POSITIONS: 6
 NUMBER OF FTE'S: 6.0



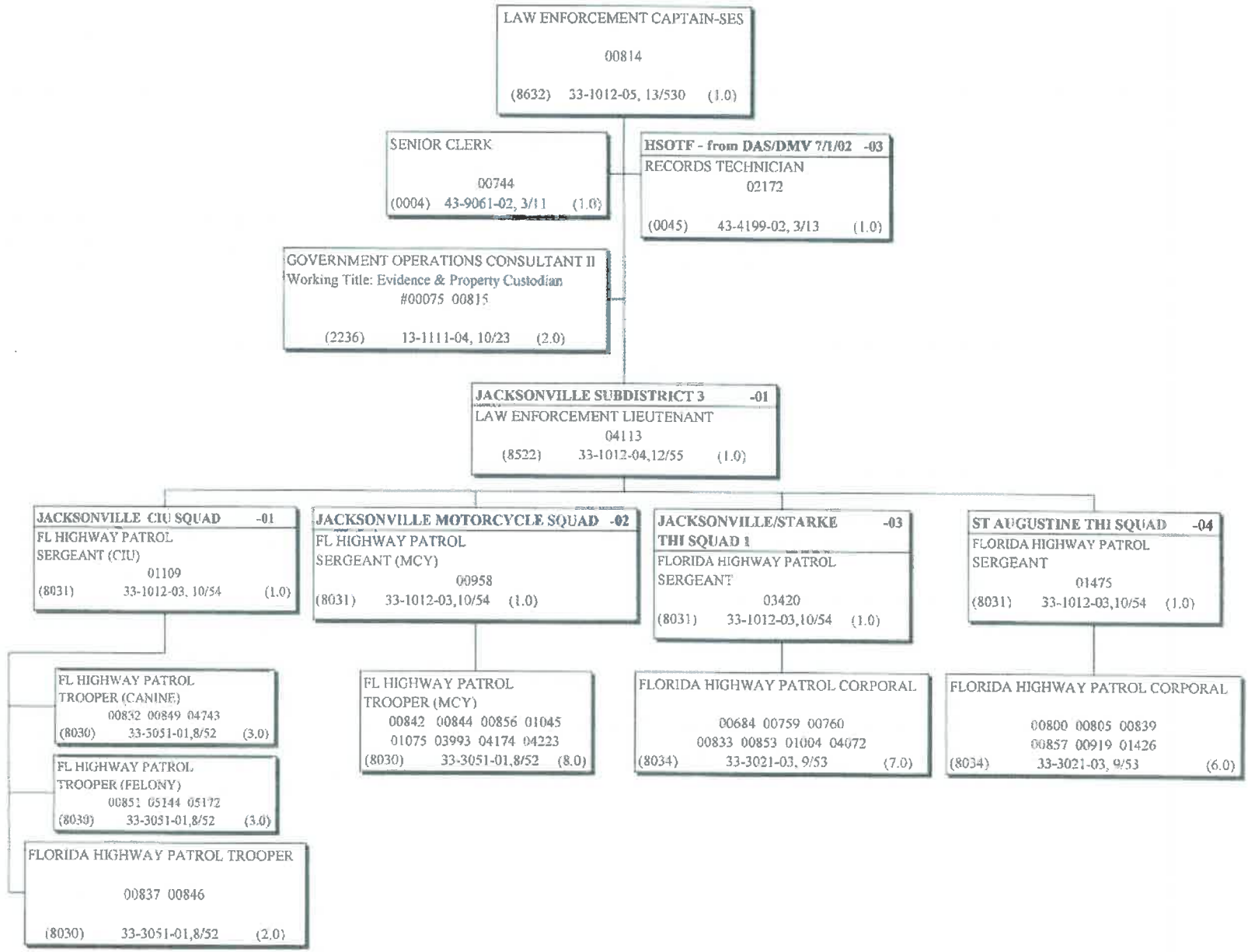
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP G / JACKSONVILLE PATROL DISTRICT

DATE: 02/21/2020
SEQUENCE: 7610-02-01-03-02
OED: 
NUMBER OF POSITIONS: 63
NUMBER OF PTE'S: 63.0



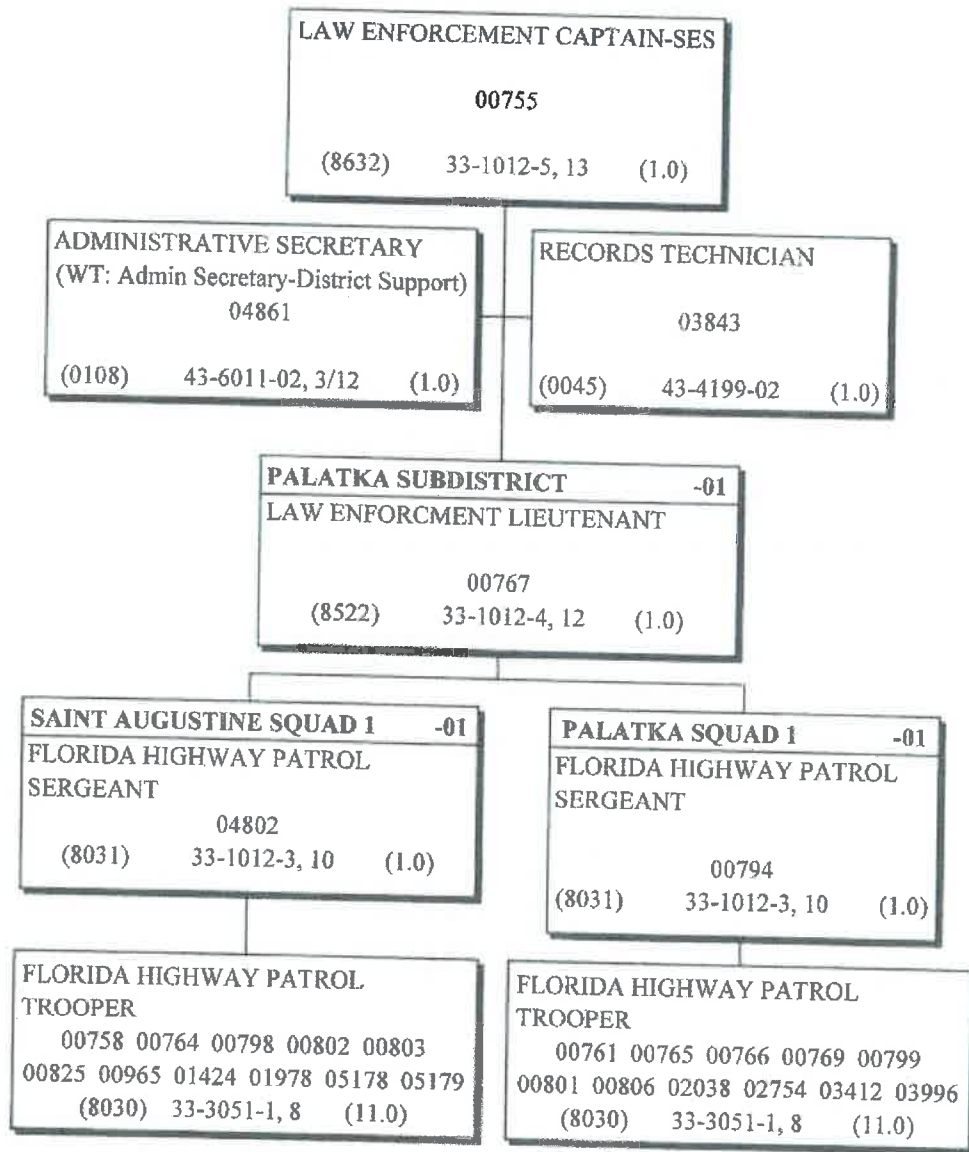
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TROOP G / JACKSONVILLE SPECIAL OPERATIONS

DATE: 02/21/2020
SEQUENCE: 7610-02-01-03-01
OED: *AMCV*
NUMBER OF POSITIONS: 39
NUMBER OF FTEs: 39.0



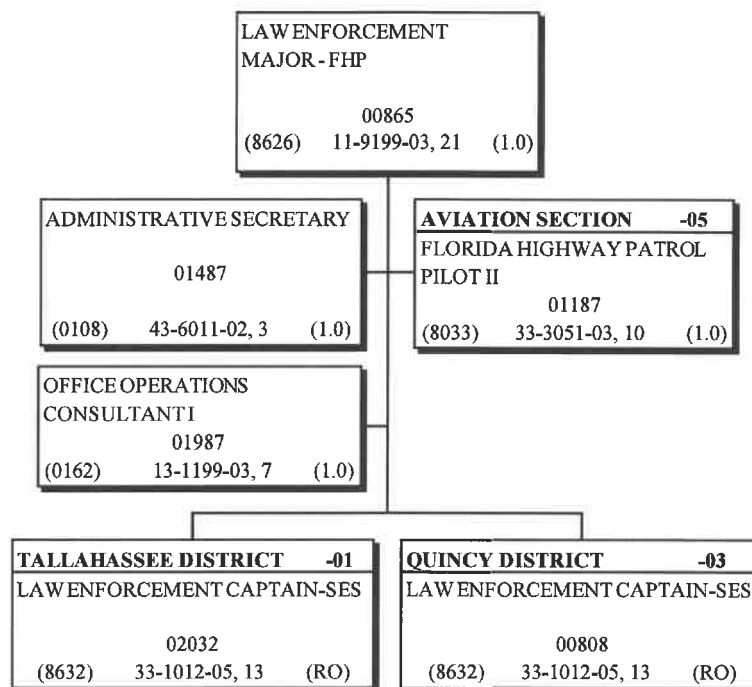
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP G / PALATKA DISTRICT**

DATE: 07/30/2019
 SEQUENCE: 7610-02-01-03-03
 OED: AMCV
 NUMBER OF POSITIONS: 28
 NUMBER OF FTE'S: 28.0



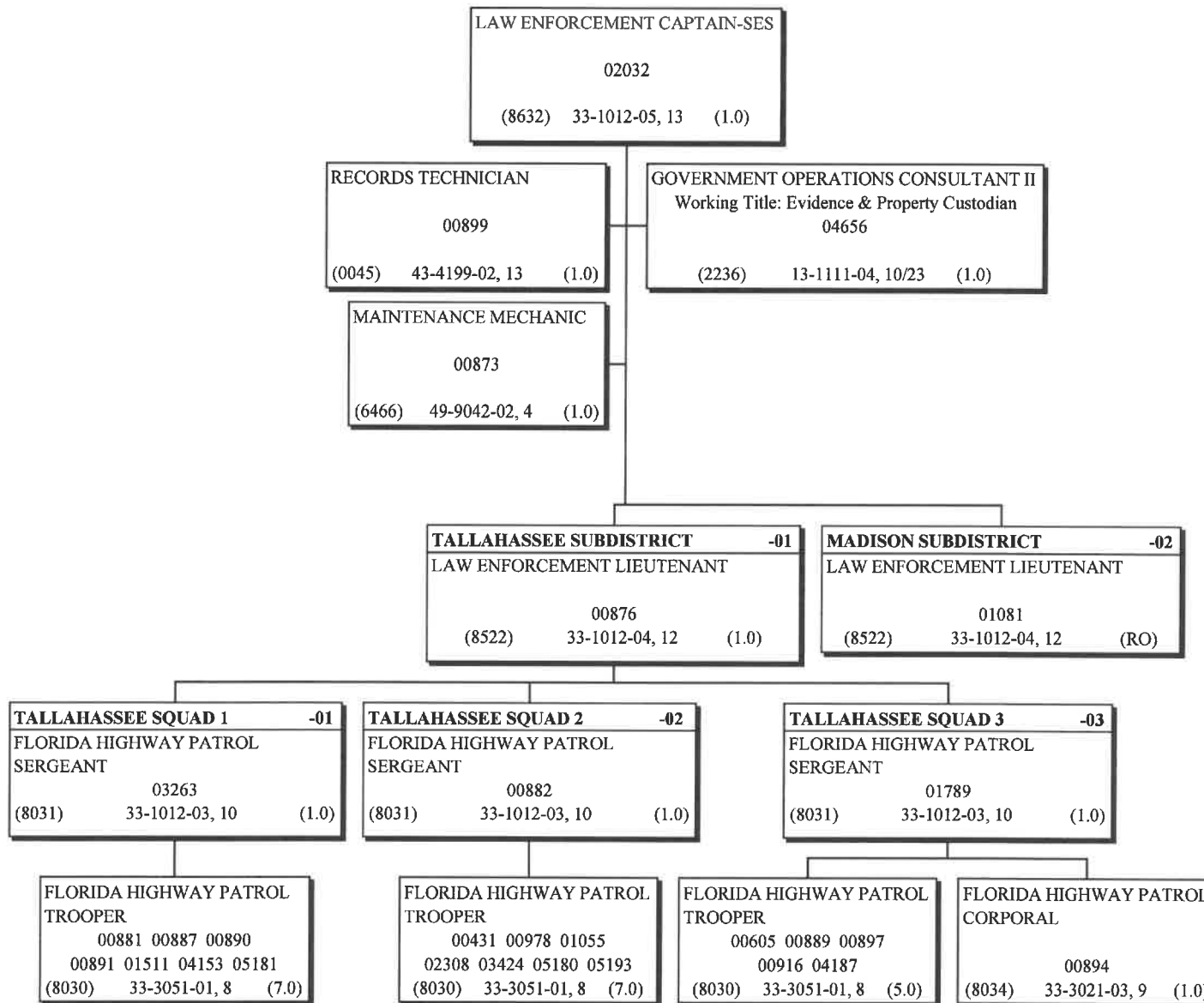
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP H / TALLHASSEE HEADQUARTERS**

DATE:06/14/2019
SEQUENCE: 7610-02-01-04
OED: _____
NUMBER OF POSITIONS: 4
NUMBER OF FTE'S: 4.0



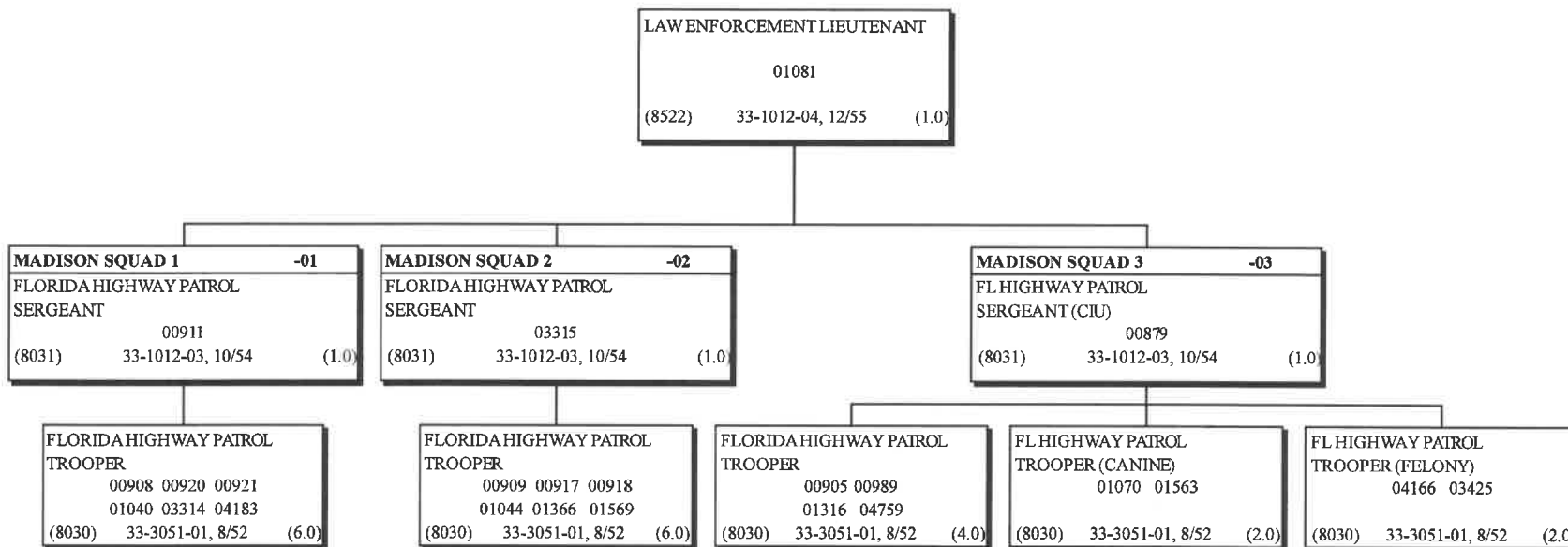
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP H / TALLAHASSEE DISTRICT**

DATE: 08/09/2018
SEQUENCE: 7610-02-01-04-01
OED: _____
NUMBER OF POSITIONS: 28
NUMBER OF FTE'S: 28.0



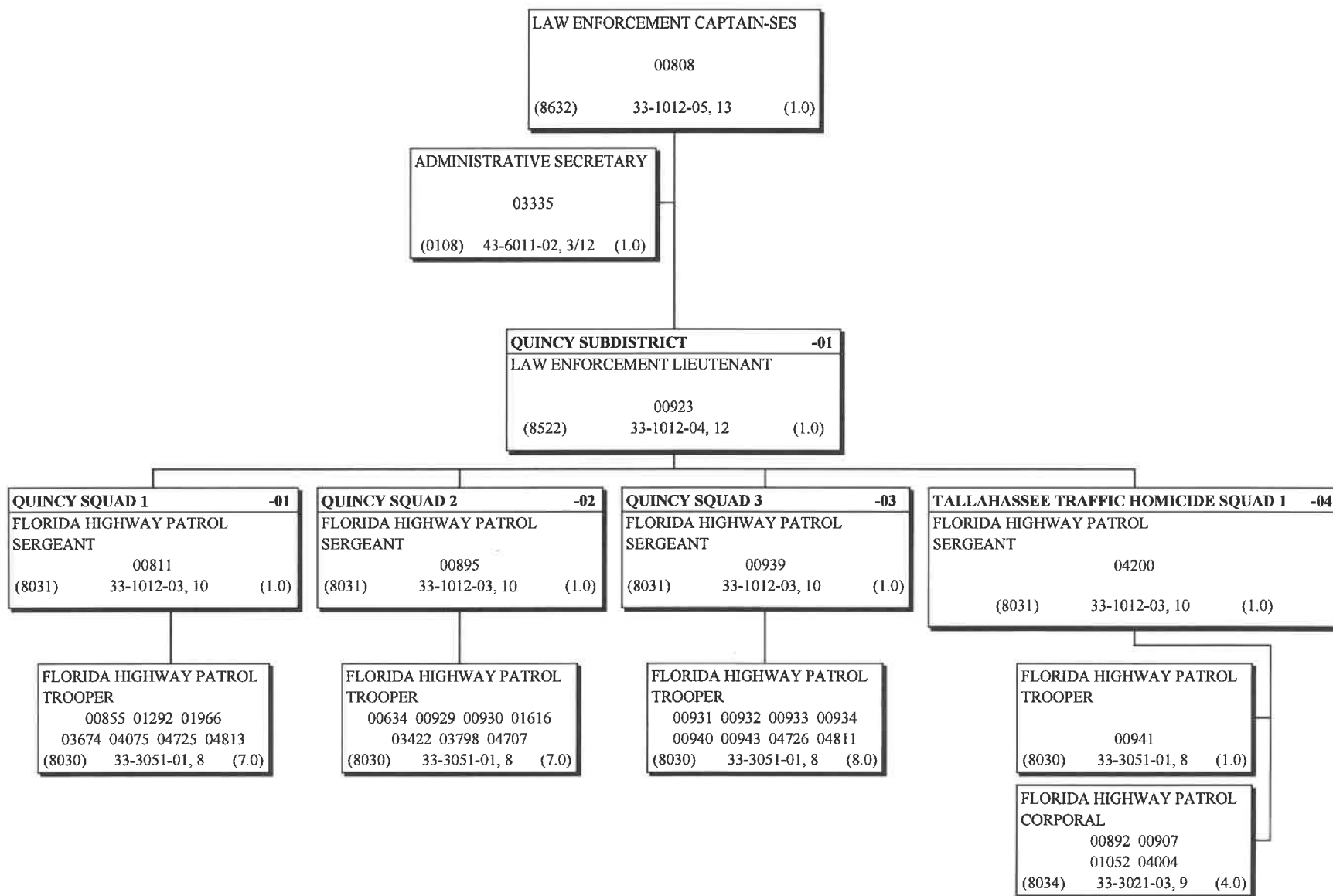
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP H / TALLAHASSEE DISTRICT / MADISON SUBDISTRICT**

DATE: 12/13/19
 SEQUENCE: 7610-02-01-04-01-02
 OED: _____
 NUMBER OF POSITIONS: 24
 NUMBER OF FTE'S: 24.0



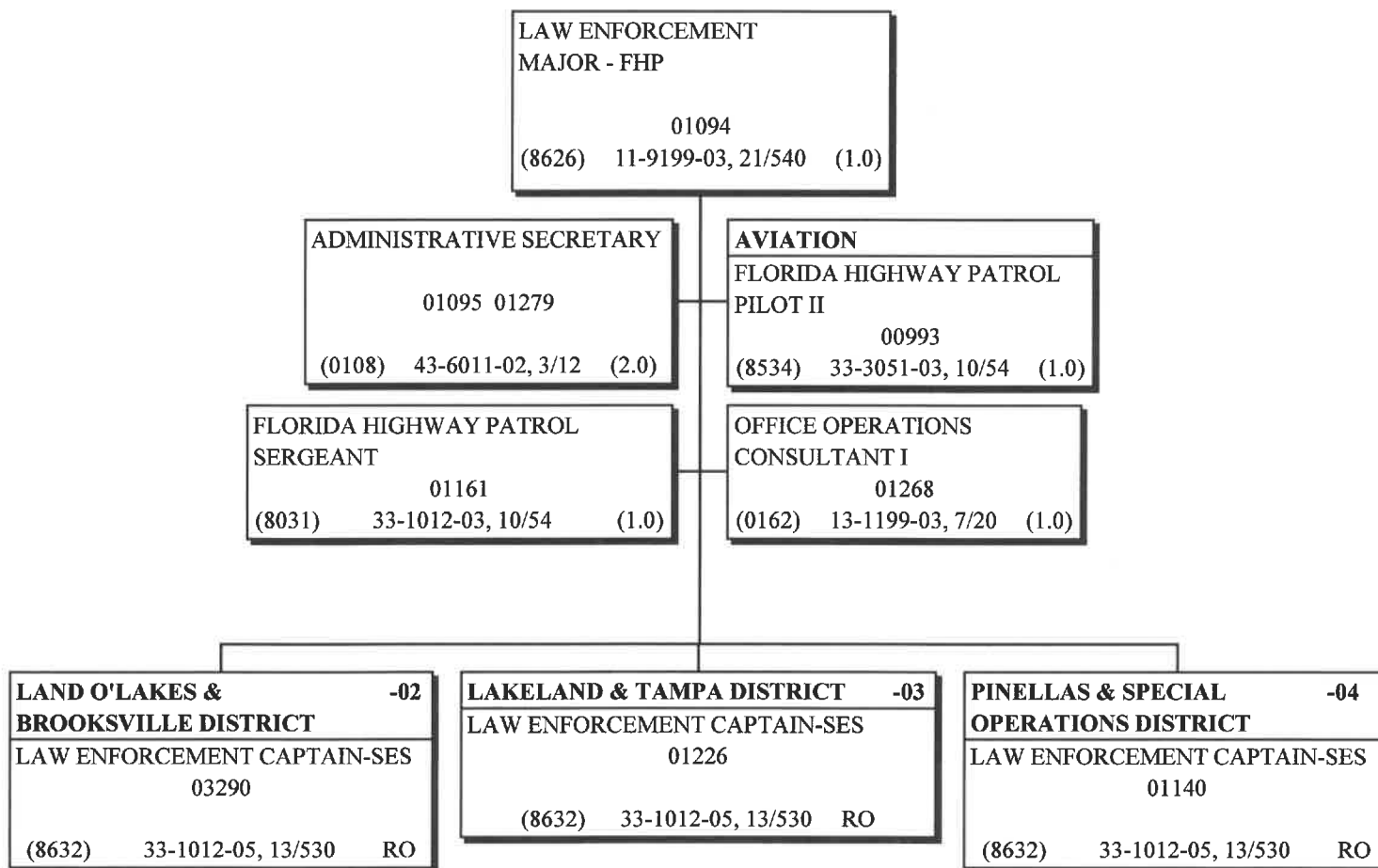
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL,
PATROL OPERATIONS COMMAND, NORTHERN REGION
TROOP H / QUINCY DISTRICT**

DATE: 3/27/2020
SEQUENCE: 7610-02-01-04-03
OED: _____
NUMBER OF POSITIONS: 34
NUMBER OF FTES: 34.0



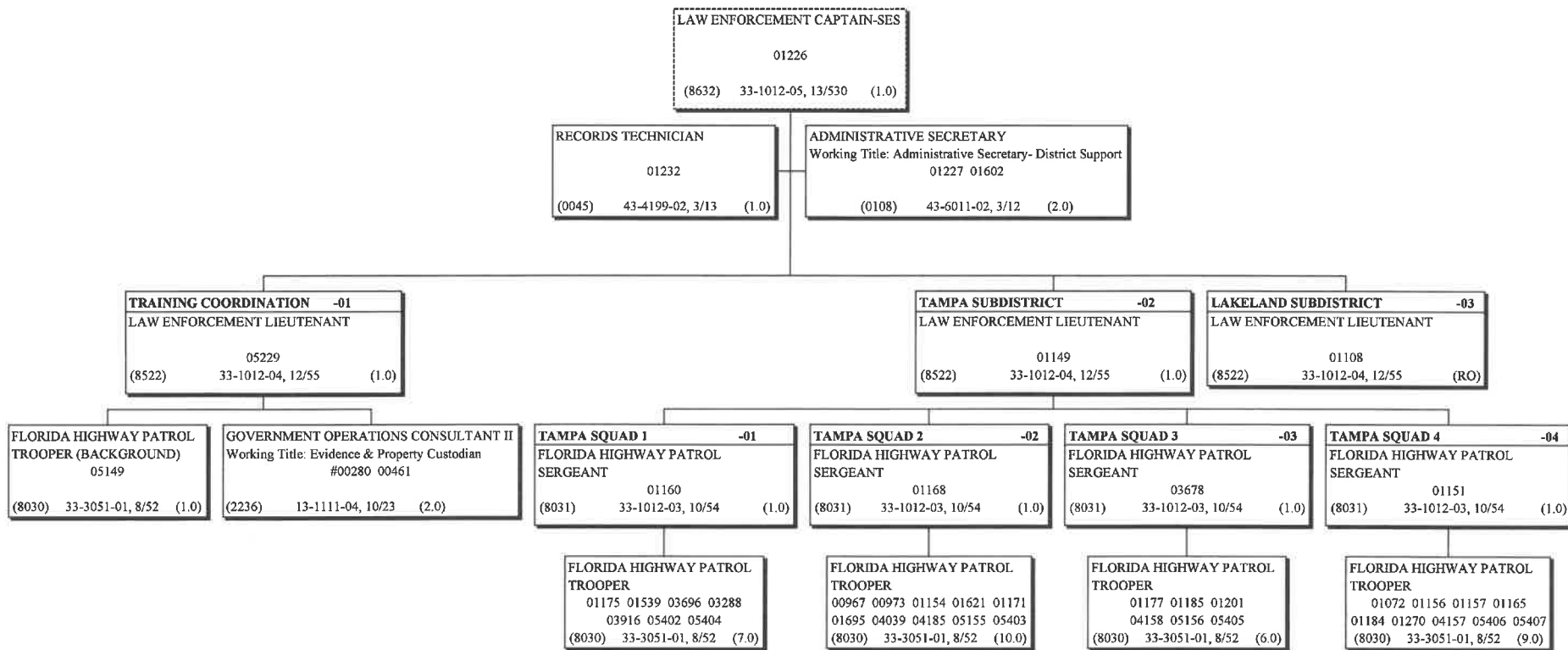
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP C / TAMPA HEADQUARTERS**

DATE: 11/21/2018
 SEQUENCE: 7610-02-01-05
 OED: _____
 NUMBER OF POSITIONS: 6
 NUMBER OF FTE'S: 6.0



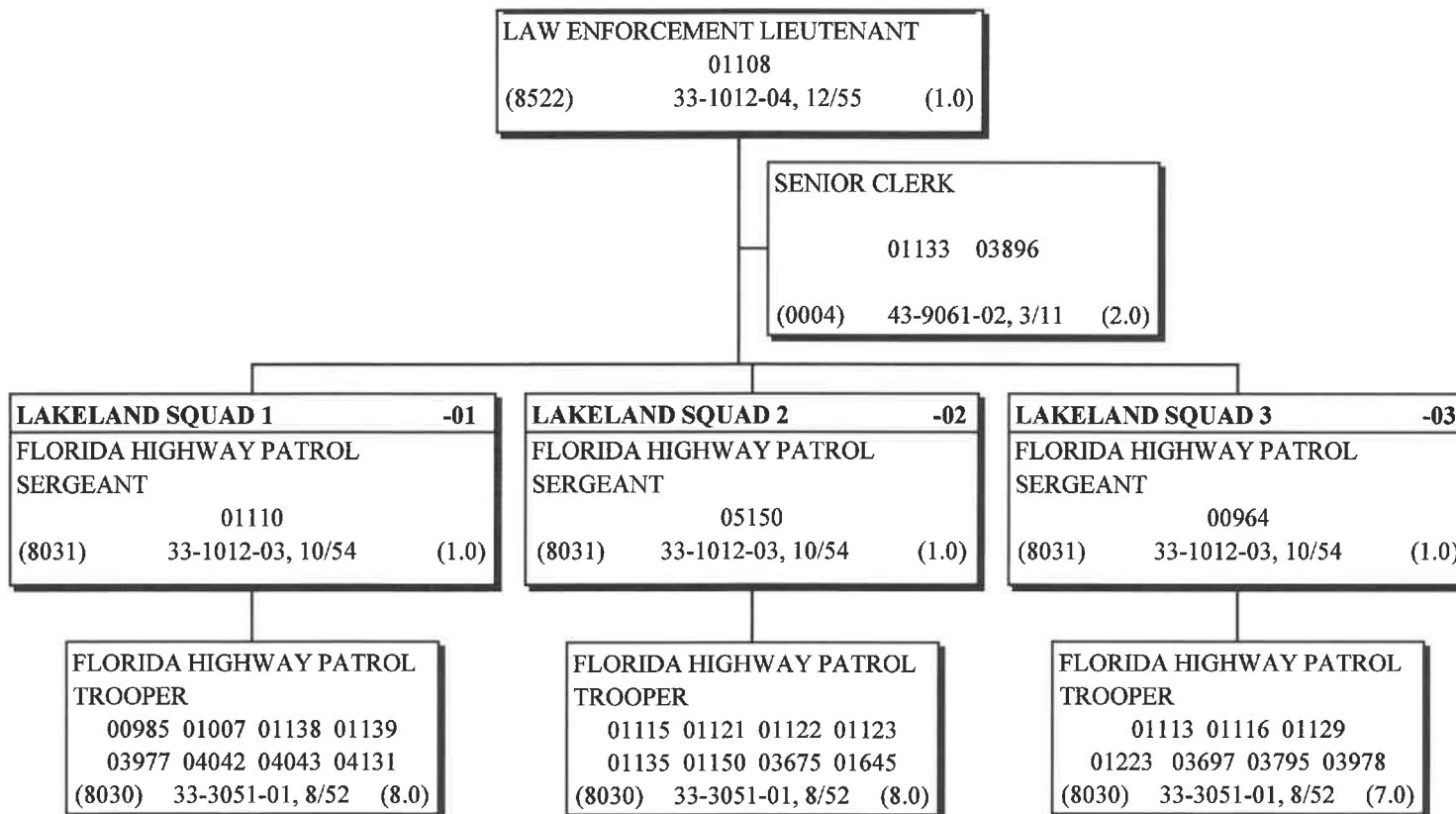
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TROOP C / TAMPA & LAKELAND DISTRICT**

DATE: 7/1/2019
SEQUENCE: 7610-02-01-05-03
OED:
NUMBER OF POSITIONS: 45
NUMBER OF FTE'S: 45.0



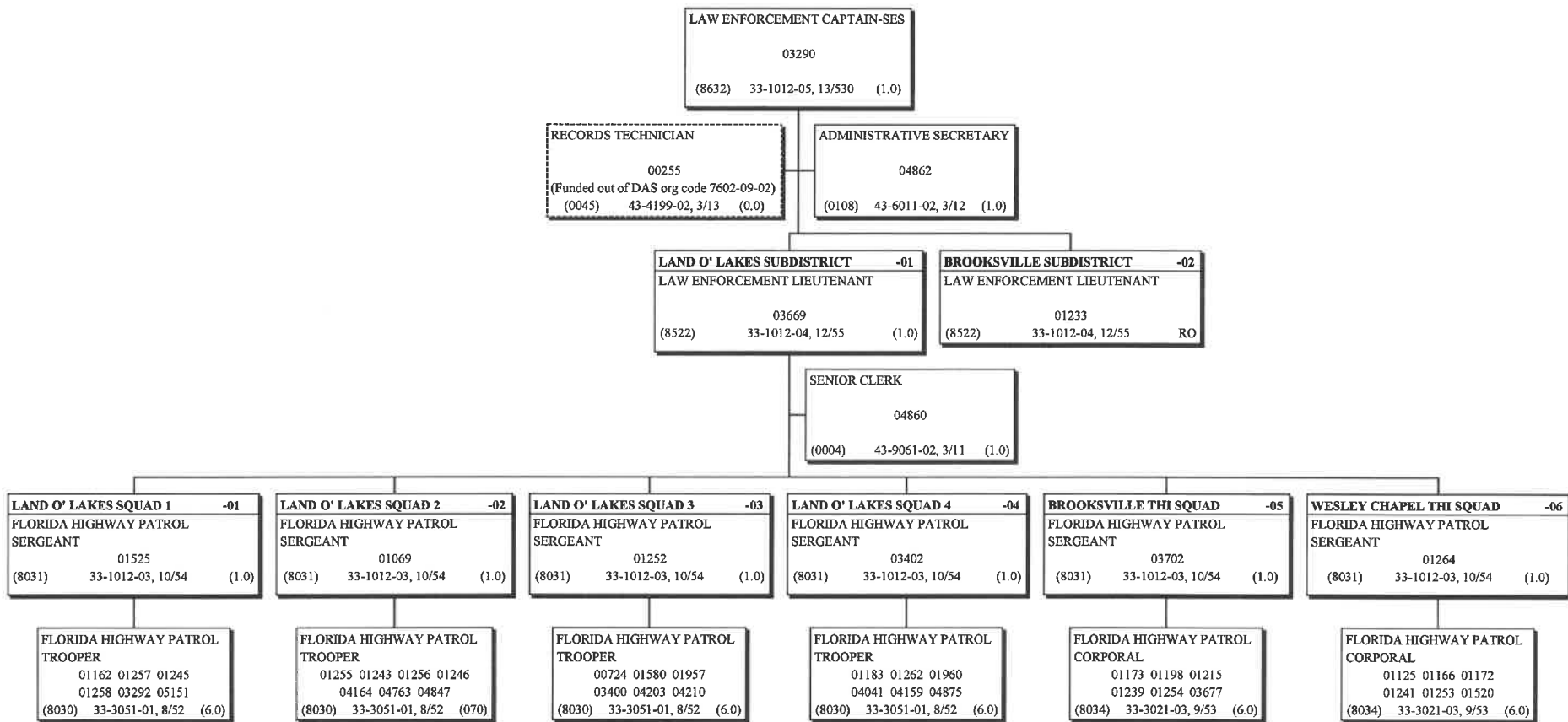
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP C / TAMPA & LAKELAND DISTRICT /
 LAKELAND SUBDISTRICT**

DATE: 6/21/2019
 SEQUENCE: 7610-02-01-05-03-03
 OED: _____
 NUMBER OF POSITIONS: 29
 NUMBER OF FTE'S: 29



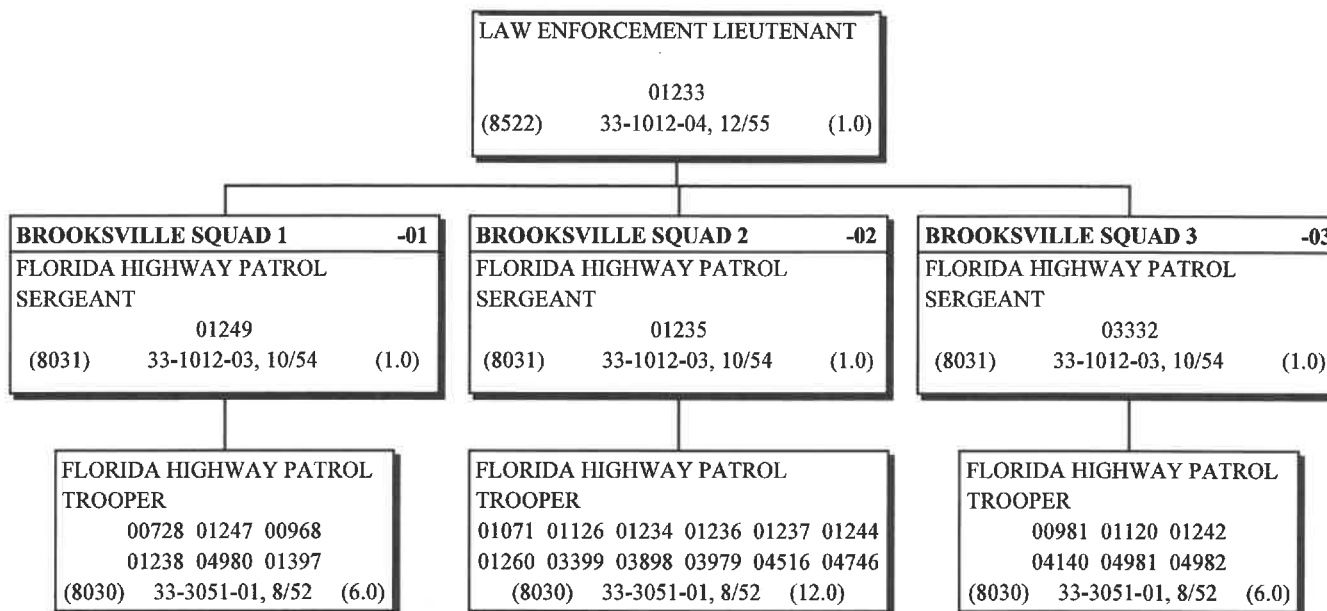
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, NORTHERN REGION
 TROOP C / LAND O' LAKES & BROOKSVILLE DISTRICT

DATE: 06/28/2019
 SEQUENCE: 7610-02-01-05-02
 OED:
 NUMBER OF POSITIONS: 47
 NUMBER OF FTE'S: 47.0



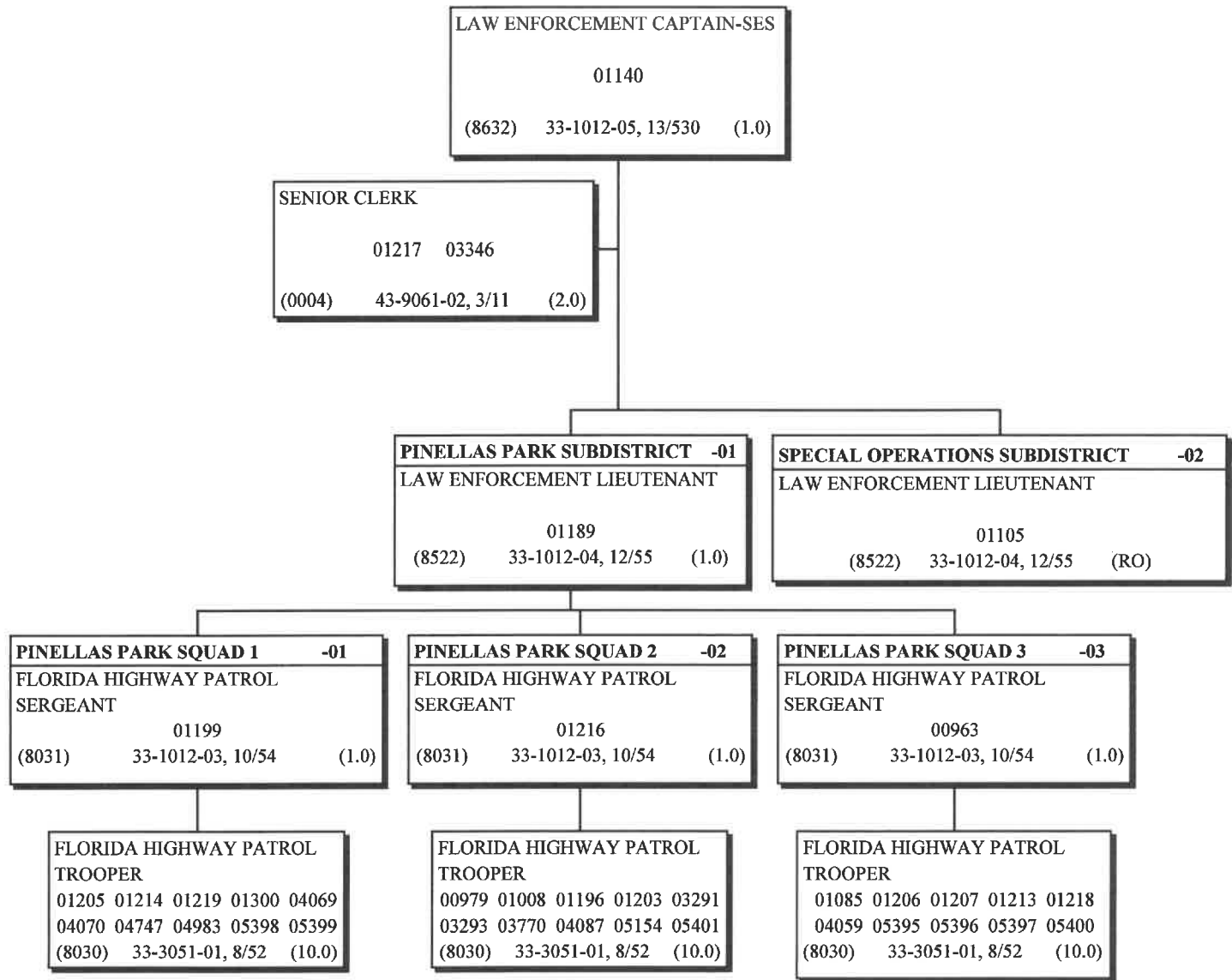
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TROOP C / LAND O'LAKES & BROOKSVILLE DISTRICT /
BROOKSVILLE SUBDISTRICT**

DATE: 4/27/2020
SEQUENCE: 7610-02-01-05-02-02
OED: _____
NUMBER OF POSITIONS: 28
NUMBER OF FTE'S: 28.0



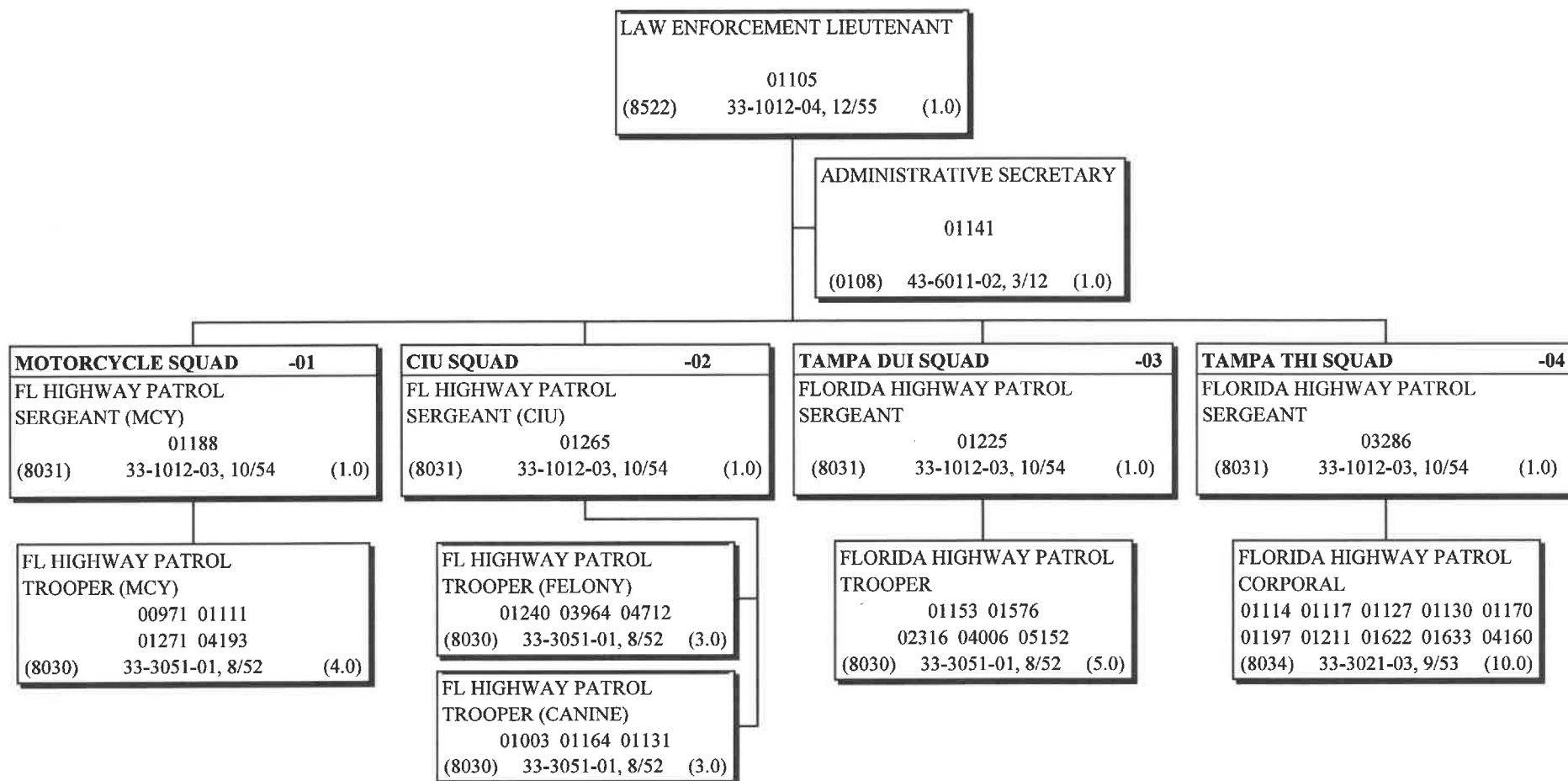
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, NORTHERN REGION
 TROOP C / PINELLAS PARK & SPECIAL OPERATIONS DISTRICT**

DATE: 06/21/2019
 SEQUENCE: 7610-02-01-05-04
 OED: _____
 NUMBER OF POSITIONS: 37
 NUMBER OF FTE'S: 37.0



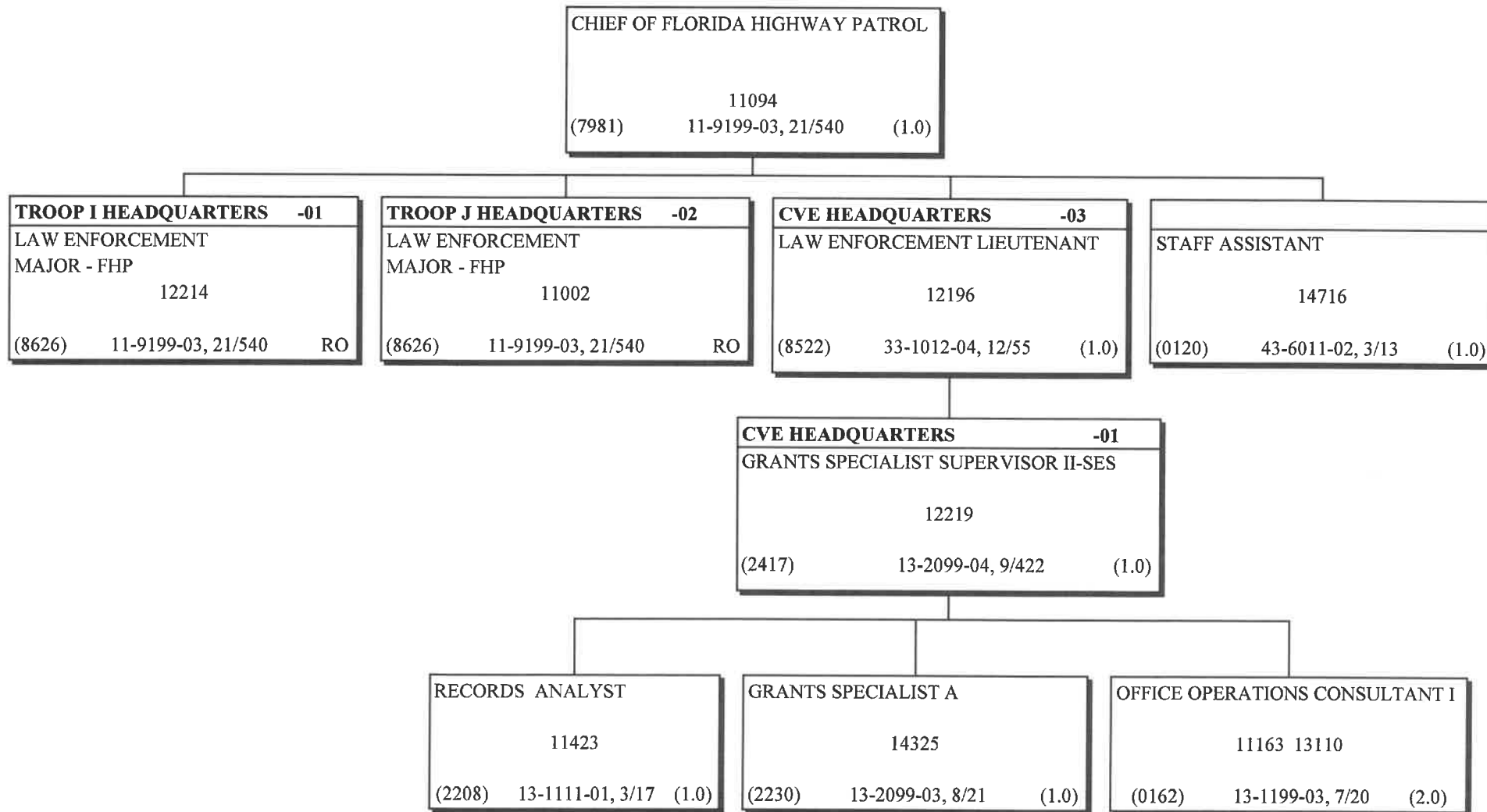
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, NORTHERN REGION
TROOP C / PINELLAS PARK & SPECIAL OPERATIONS DISTRICT /
SPECIAL OPERATIONS SUBDISTRICT**

DATE: 3/20/2020
SEQUENCE: 7610-02-01-05-04-02
OED: _____
NUMBER OF POSITIONS: 31
NUMBER OF FTE'S: 31.0



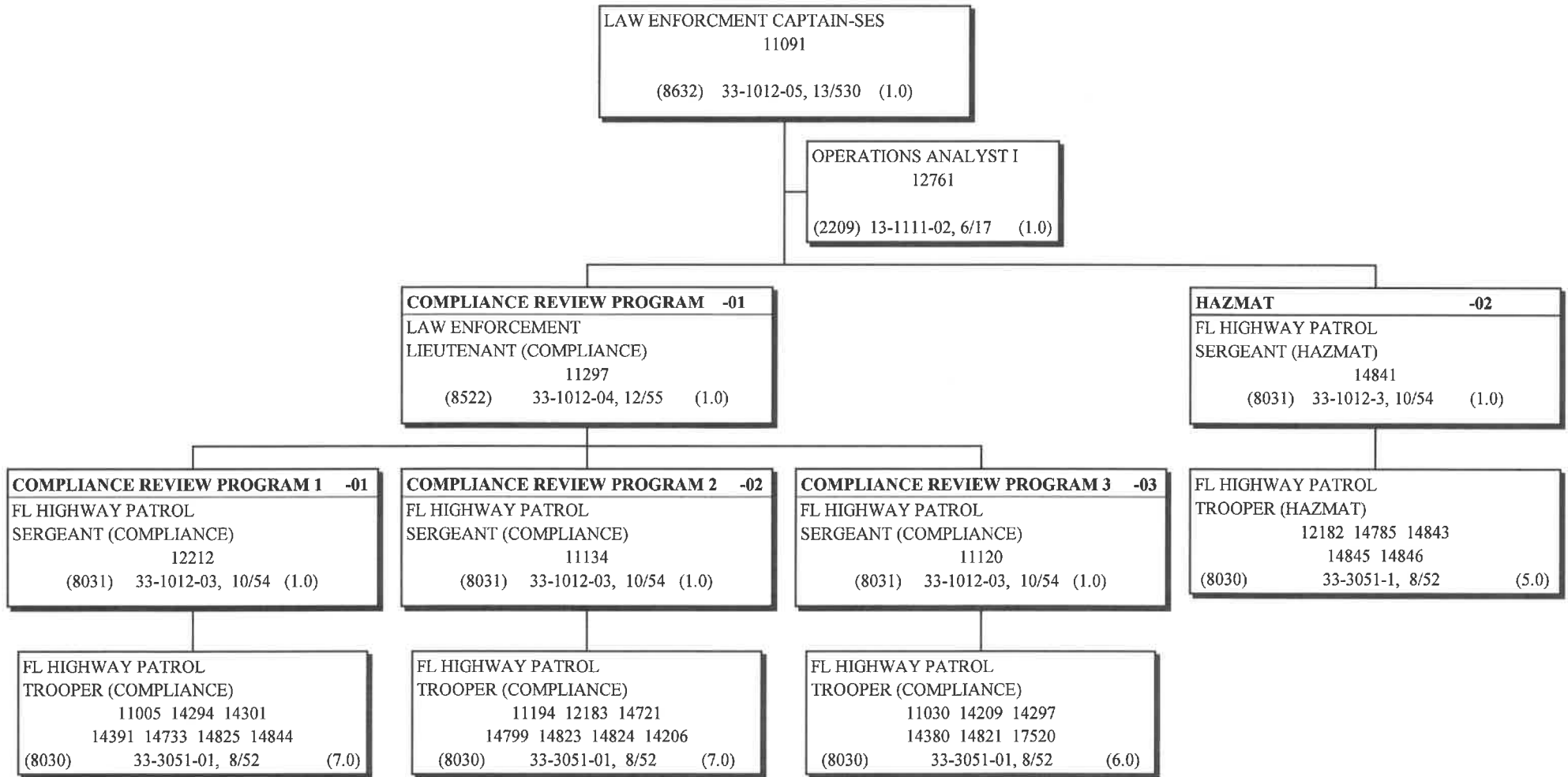
**DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
COMMERCIAL VEHICLE ENFORCEMENT**

DATE: 07/09/2018
 SEQUENCE: 7610-02-02
 OED: _____
 NUMBER OF POSITIONS: 8
 NUMBER OF FTE'S: 8.0



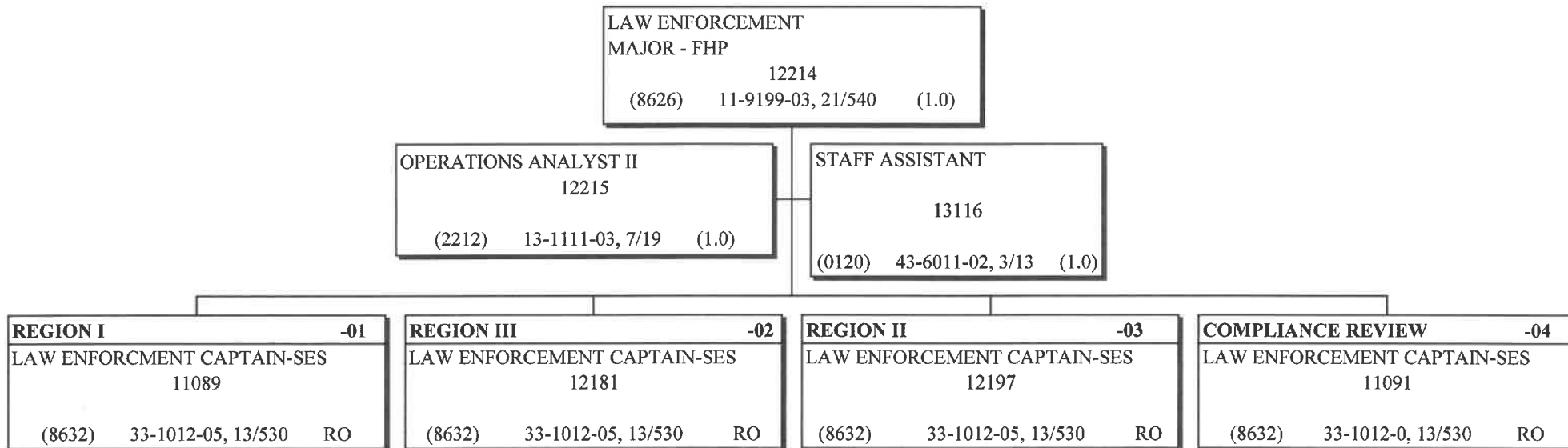
**DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 COMMERCIAL VEHICLE ENFORCEMENT
 TROOP I / COMPLIANCE REVIEW**

DATE: 5/10/19 54
 SEQUENCE: 7610-02-02-01-04
 OED: _____
 NUMBER OF POSITIONS: 32
 NUMBER OF FTE'S: 32.0



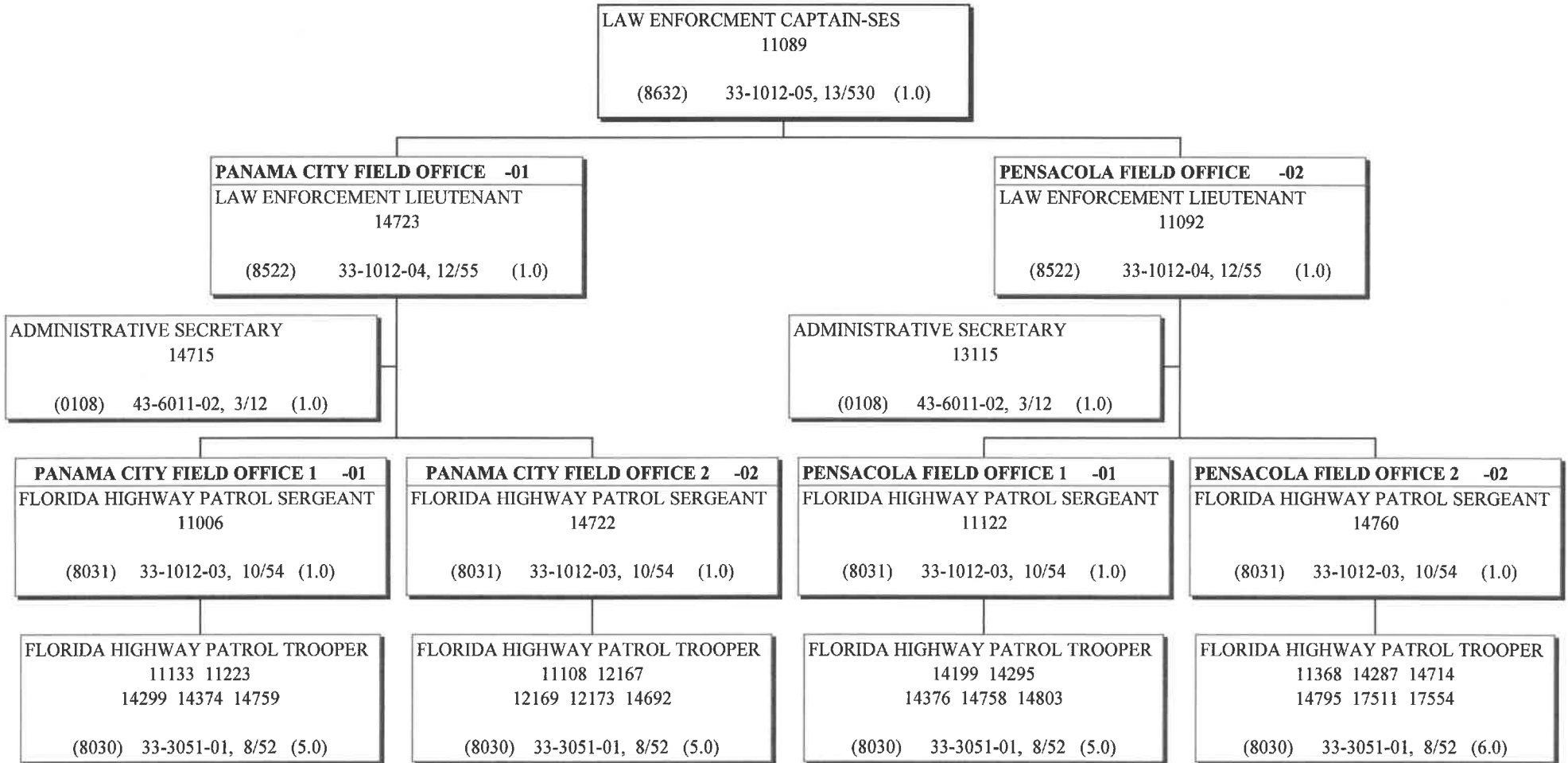
**DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 COMMERCIAL VEHICLE ENFORCEMENT
 TROOP I HEADQUARTERS**

DATE: 01/03/2020 55
 SEQUENCE: 7610-02-02-01
 OED: _____
 NUMBER OF POSITIONS: 3
 NUMBER OF FTE'S: 3.0



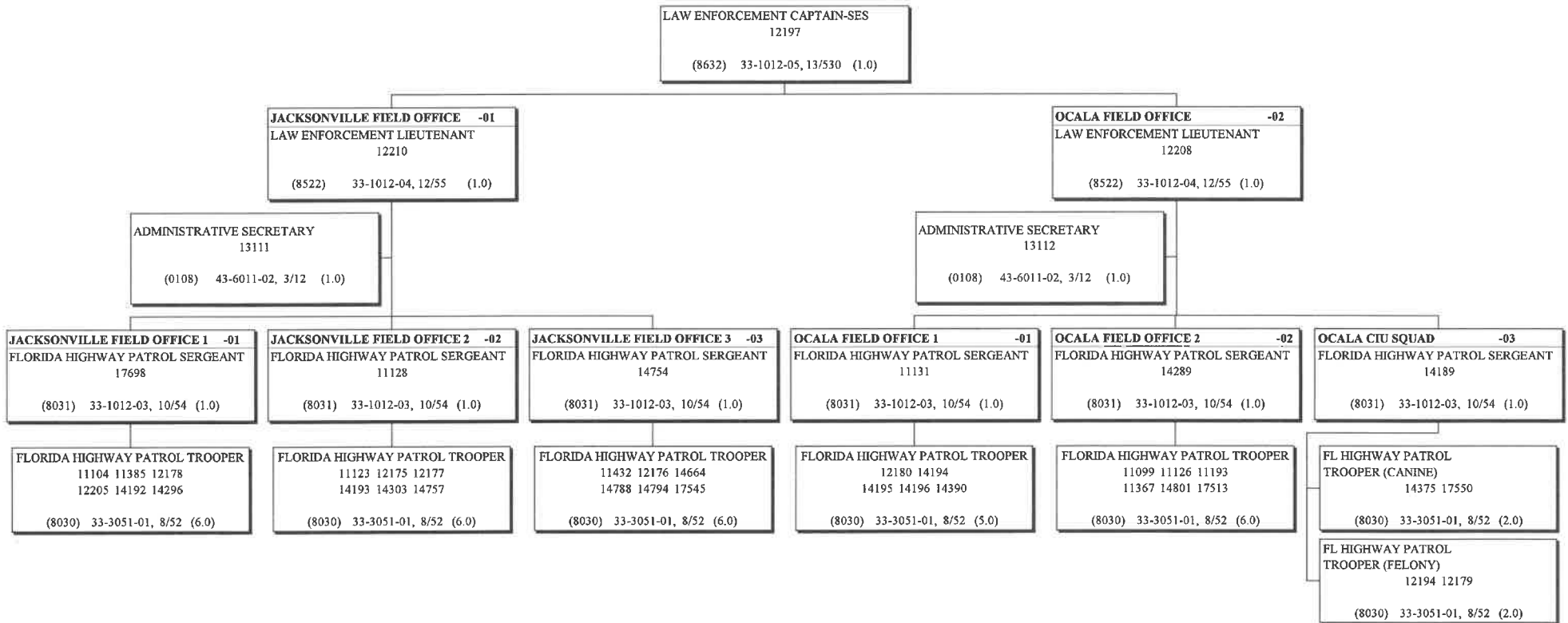
**DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 COMMERCIAL VEHICLE ENFORCEMENT
 TROOP I / REGION I (PANAMA CITY & PENSACOLA)**

DATE: 2/15/2019 56
 SEQUENCE: 7610-02-02-01-01
 OED: _____
 NUMBER OF POSITIONS: 30
 NUMBER OF FTE'S: 30.0



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

DATE: 01/03/2020 57
 SEQUENCE: 7610-02-02-01-03
 OED: _____
 NUMBER OF POSITIONS: 44
 NUMBER OF FTE'S: 44.0



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

DATE: 3/12/2018 58
 SEQUENCE: 7610-02-02-01-02
 OED: _____
 NUMBER OF POSITIONS: 37
 NUMBER OF FTE'S: 37.0

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
 (8031) 33-1012-03, 10/54 (1.0)

LAKE CITY FIELD OFFICE 3 -02
 FLORIDA HIGHWAY PATROL SERGEANT
 12185
 (8031) 33-1012-03, 10/54 (1.0)

TALLAHASSEE FIELD OFFICE 1 -01
 FLORIDA HIGHWAY PATROL SERGEANT
 11113
 (8031) 33-1012-03, 10/54 (1.0)

TALLAHASSEE FIELD OFFICE 2 -02
 FLORIDA HIGHWAY PATROL SERGEANT
 14724
 (8031) 33-1012-03, 10/54 (1.0)

FLORIDA HIGHWAY PATROL TROOPER
 11004 11118 11125
 12204 14290 14672 17518
 (8030) 33-3051-01, 8/52 (7.0)

FLORIDA HIGHWAY PATROL TROOPER
 11384 12172 12174
 12190 14211 14673 17547
 (8030) 33-3051-01, 8/52 (7.0)

FLORIDA HIGHWAY PATROL TROOPER
 11100 11121 11434 12171
 14190 14191 14385
 (8030) 33-3051-01, 8/52 (7.0)

FLORIDA HIGHWAY PATROL TROOPER
 11103 11124 12186
 14204 14373 14387 14397
 (8030) 33-3051-01, 8/52 (7.0)

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

DATE: 01/03/2020
 SEQUENCE: 7610-02-02-02
 OED: _____
 NUMBER OF POSITIONS: 10
 NUMBER OF FTE'S: 10.0

LAW ENFORCEMENT
 MAJOR - FHP
 11002
 (8626) 11-9199-03, 21/540 (1.0)

ADMINISTRATIVE SECRETARY
 14312
 (0108) 43-6011-02, 3/12 (1.0)

REGION I -01
 LAW ENFORCMENT CAPTAIN-SES
 11088
 (8632) 33-1012-05, 13/530 RO

REGION II -02
 LAW ENFORCEMENT CAPTAIN-SES
 11386
 (8632) 33-1012-05, 13/530 RO

REGION III -03
 LAW ENFORCEMENT CAPTAIN-SES
 11267
 (8632) 33-1012-05, 13/530 RO

TRAINING/ POST-CRASH -04
 LAW ENFORCEMENT CAPTAIN-SES
 11090
 (8632) 33-1012-05, 13/530 (1.0)

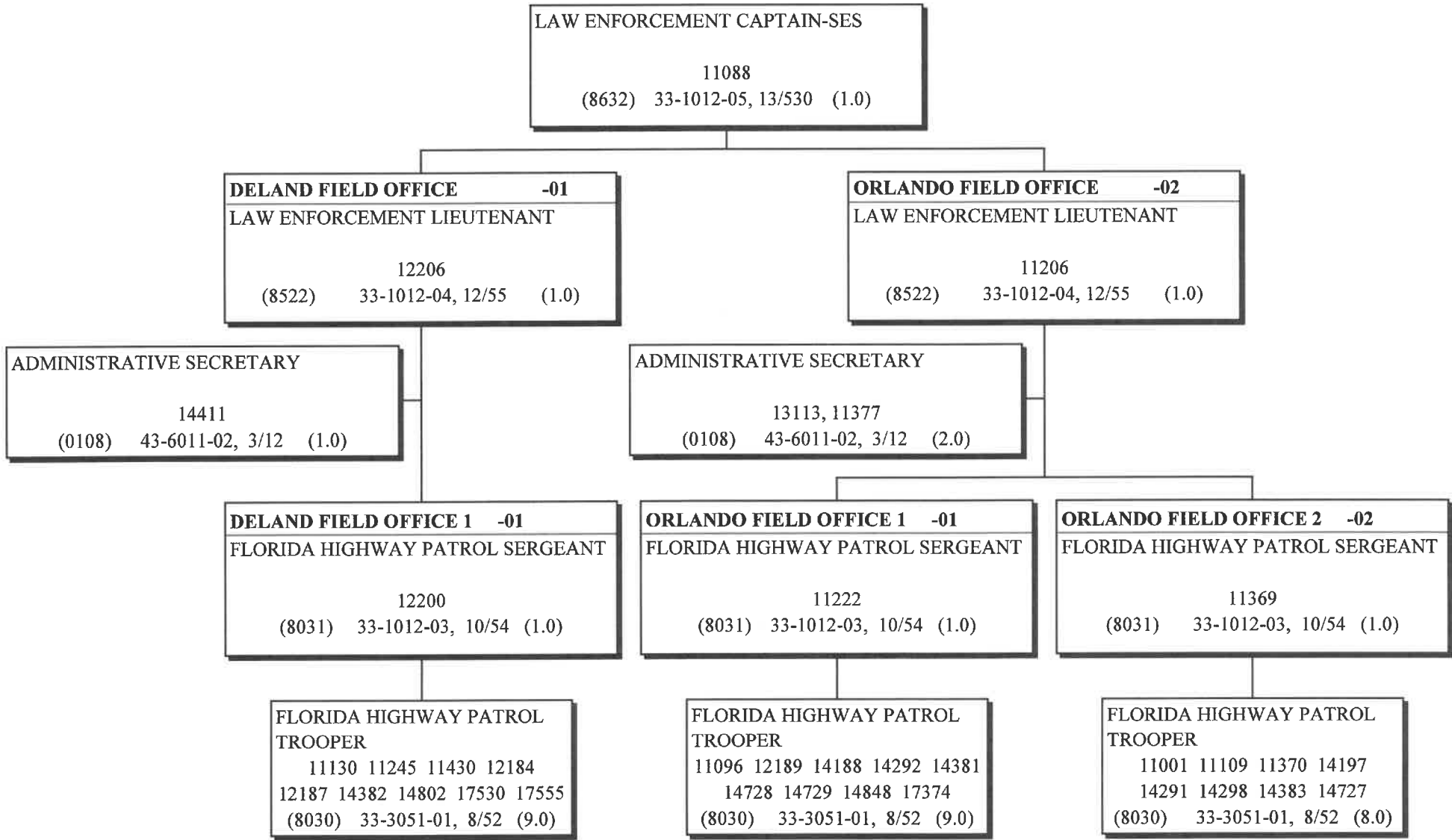
FLORIDA HIGHWAY PATROL
 SERGEANT
 14300 17531
 (8031) 33-1012-03, 10/54 (2.0)

TRAINING & PAO 1 -01
 FLORIDA HIGHWAY PATROL
 SERGEANT
 14791
 (8031) 33-1012-03, 10/54 (1.0)

FLORIDA HIGHWAY PATROL
 TROOPER
 12191 14796 14842 15826
 (8030) 33-3051-01, 8/52 (4.0)

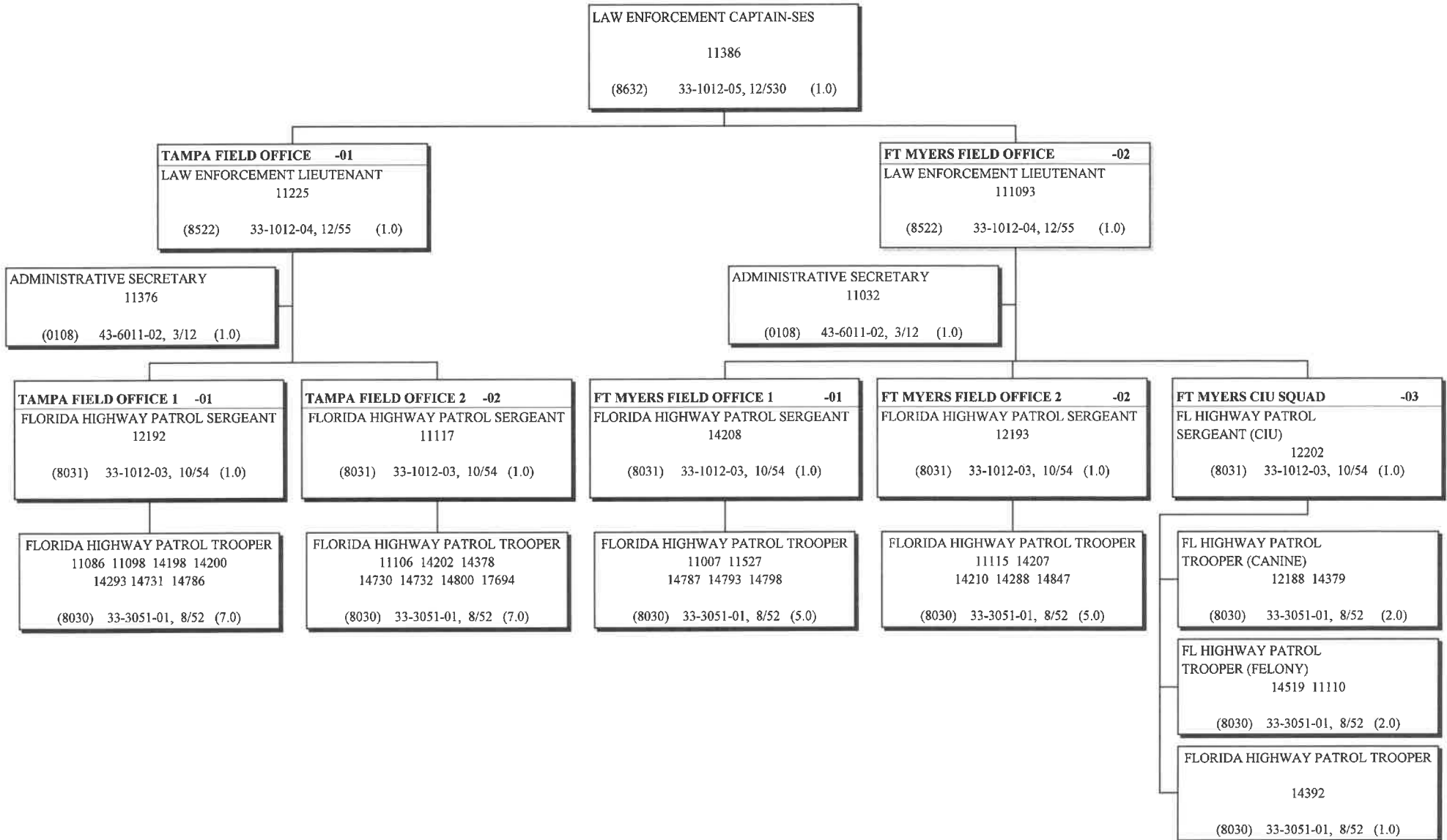
**DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 COMMERCIAL VEHICLE ENFORCEMENT
 TROOP J / REGION I (DELAND & ORLANDO)**

DATE: 10/13/2017 60
 SEQUENCE: 7610-02-02-02-01
 OED: _____
 NUMBER OF POSITIONS: 35
 NUMBER OF FTE'S: 35.0



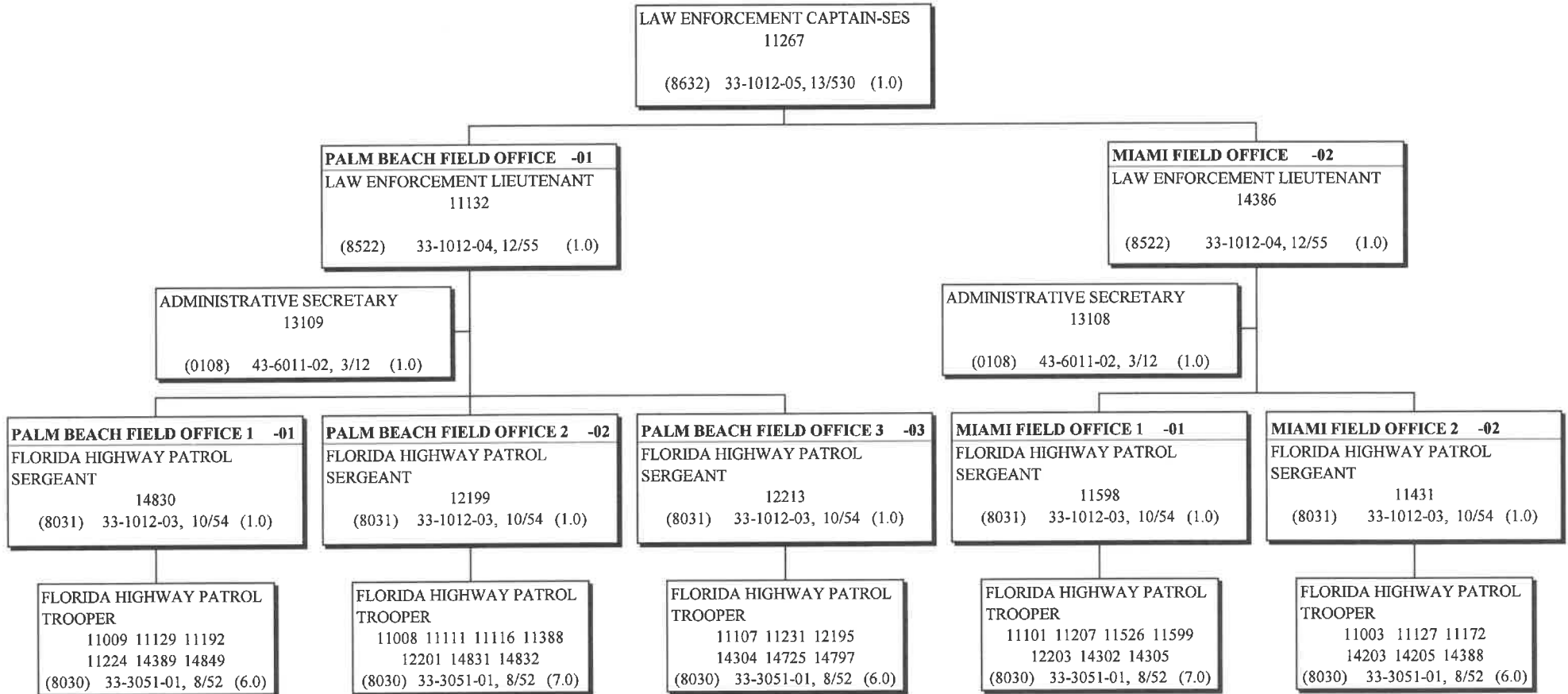
**DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 COMMERCIAL VEHICLE ENFORCEMENT
 TROOP J / REGION II (TAMPA- FT. MYERS)**

DATE: 01/03/2020 61
 SEQUENCE: 7610-02-02-02-02
 OED: _____
 NUMBER OF POSITIONS: 39
 NUMBER OF FTE'S: 39.0



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

DATE: 01/25/2019 62
 SEQUENCE: 7610-02-02-02-03
 OED: _____
 NUMBER OF POSITIONS: 42
 NUMBER OF FTE'S: 42.0



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
LAW ENFORCEMENT
MAJOR - FHP
01494
(8626) 11-9199-03, 21/540 (RO)

TROOP F HEADQUARTERS -02
LAW ENFORCEMENT
MAJOR - FHP
01684
(8626) 11-9199-03, 21/540 (RO)

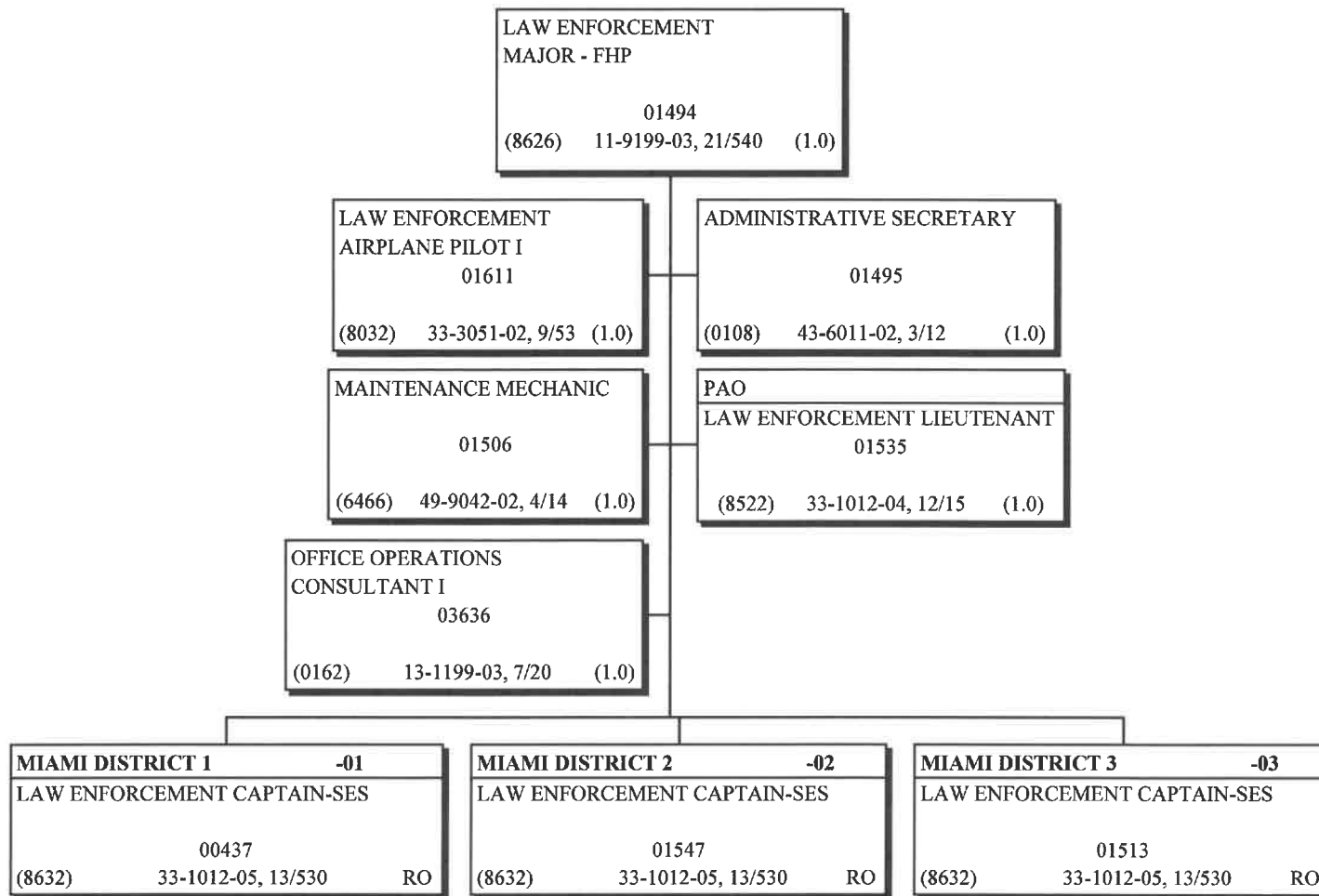
TROOP L HEADQUARTERS -03
LAW ENFORCEMENT
MAJOR - FHP
01930
(8626) 11-9199-03, 21/540 (RO)

TROOP D HEADQUARTERS -04
LAW ENFORCEMENT
MAJOR - FHP
01274
(8626) 11-9199-03, 21/540 (RO)

TROOP K HEADQUARTERS -06
LAW ENFORCEMENT
MAJOR - FHP
01808
(8626) 11-9199-03, 21/540 (RO)

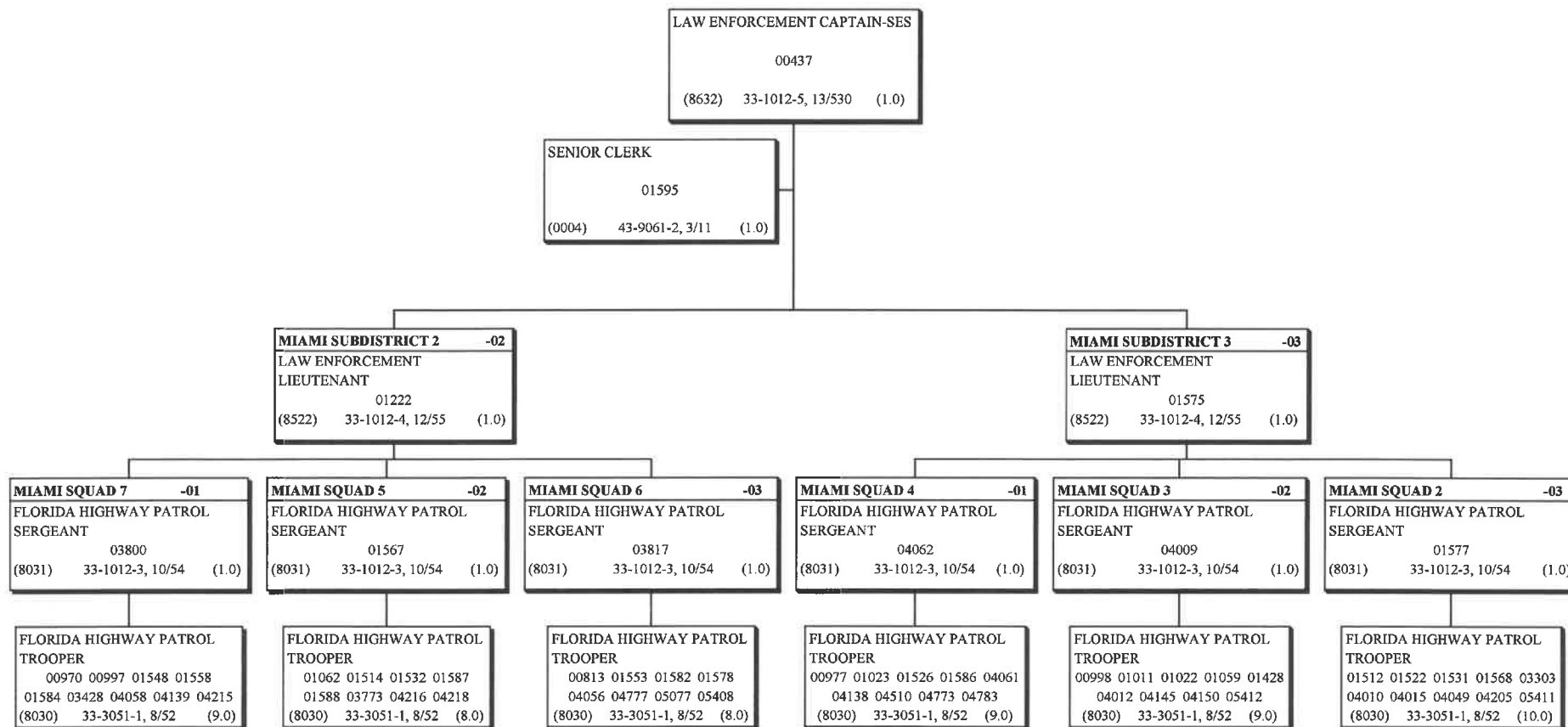
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP E / MIAMI HEADQUARTERS**

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



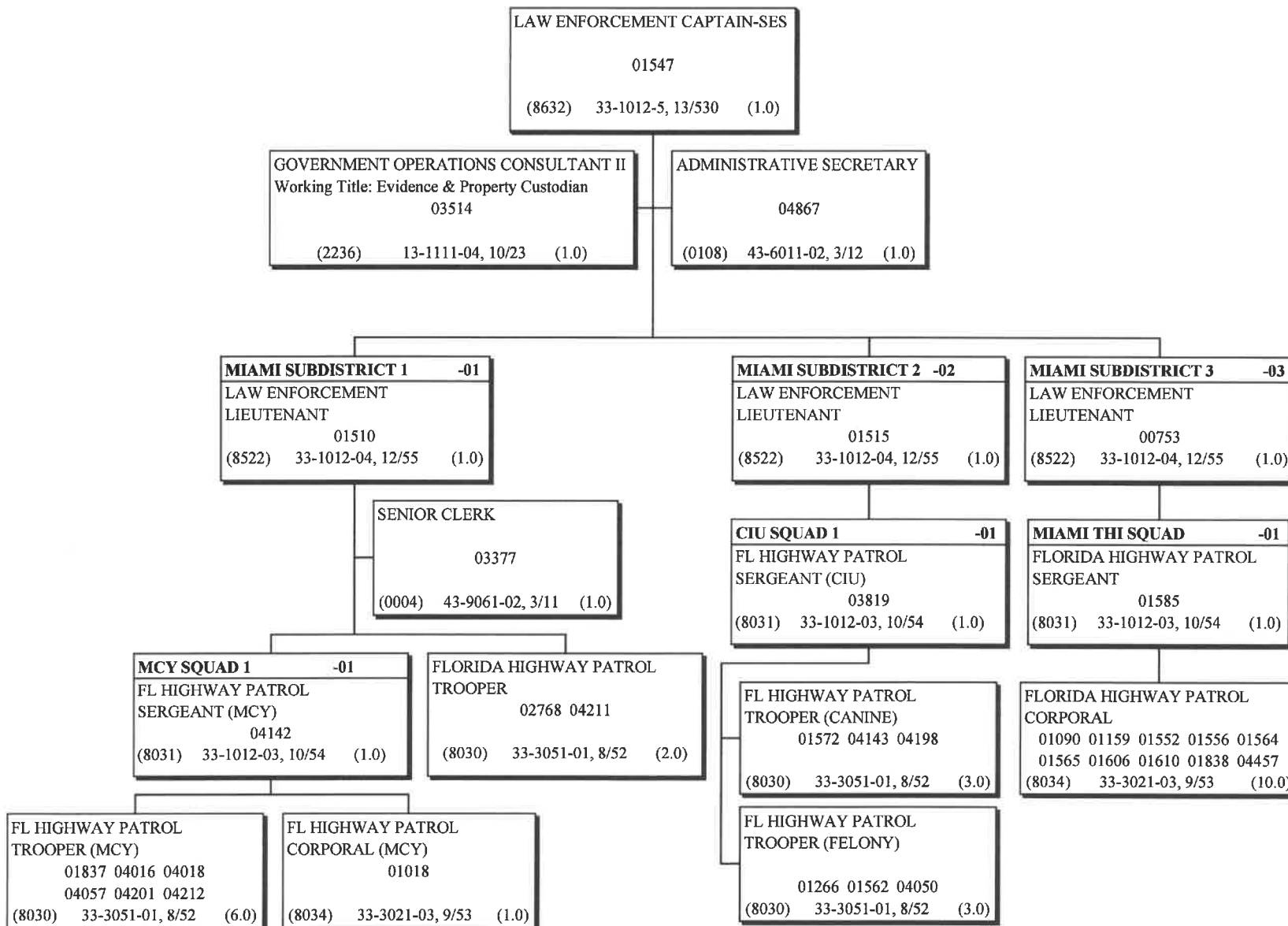
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP E / MIAMI DISTRICT 1**

DATE: 10/05/2018
SEQUENCE: 7610-02-03-01-01
OED:
NUMBER OF POSITIONS: 63
NUMBER OF FTE'S: 63.0



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

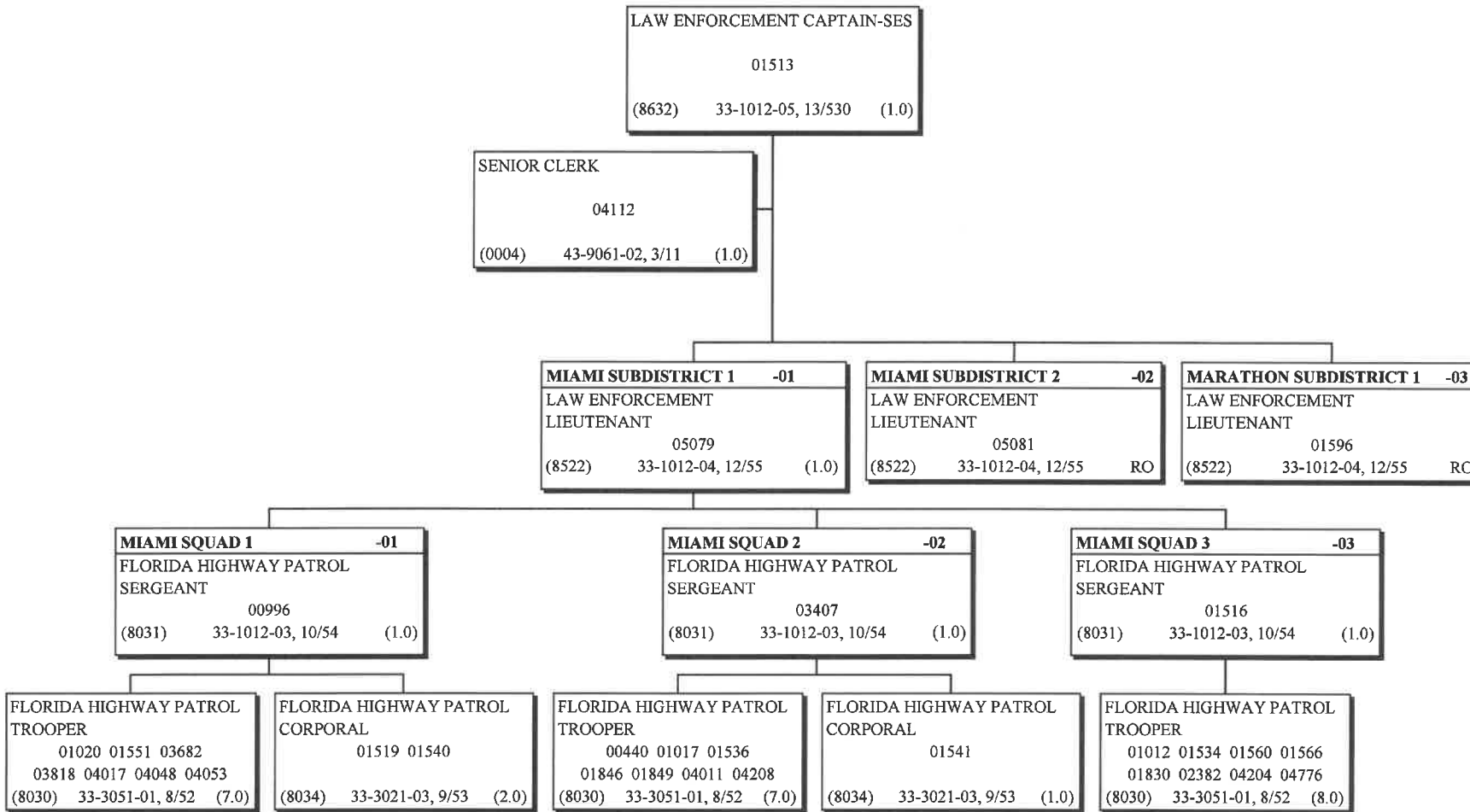
DATE: 09/04/2019
SEQUENCE: 7610-02-03-01-02
OED:
NUMBER OF POSITIONS: 35
NUMBER OF FTE'S: 35.0



FHP E MIAMI DISTRICT 1

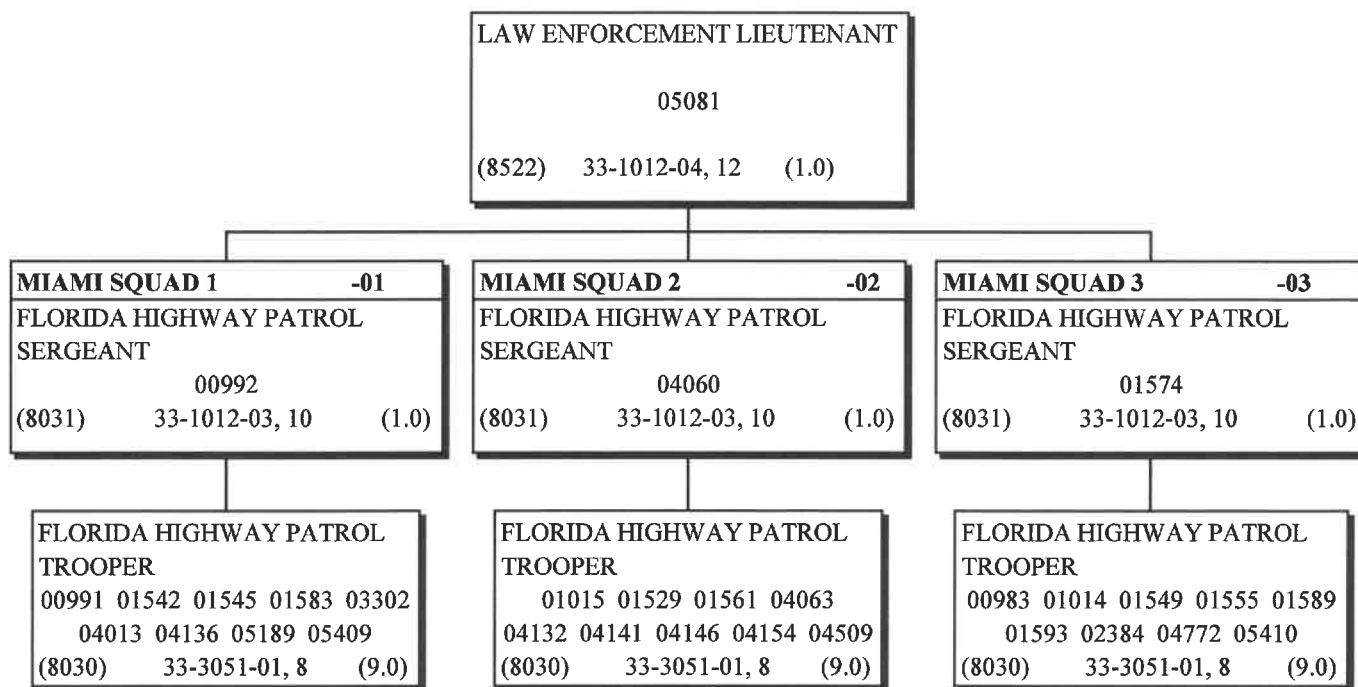
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP E / MIAMI DISTRICT 3**

DATE: 09/14/2018
SEQUENCE: 7610-02-03-01-03
OED:
NUMBER OF POSITIONS: 31
NUMBER OF FTE'S: 31.0



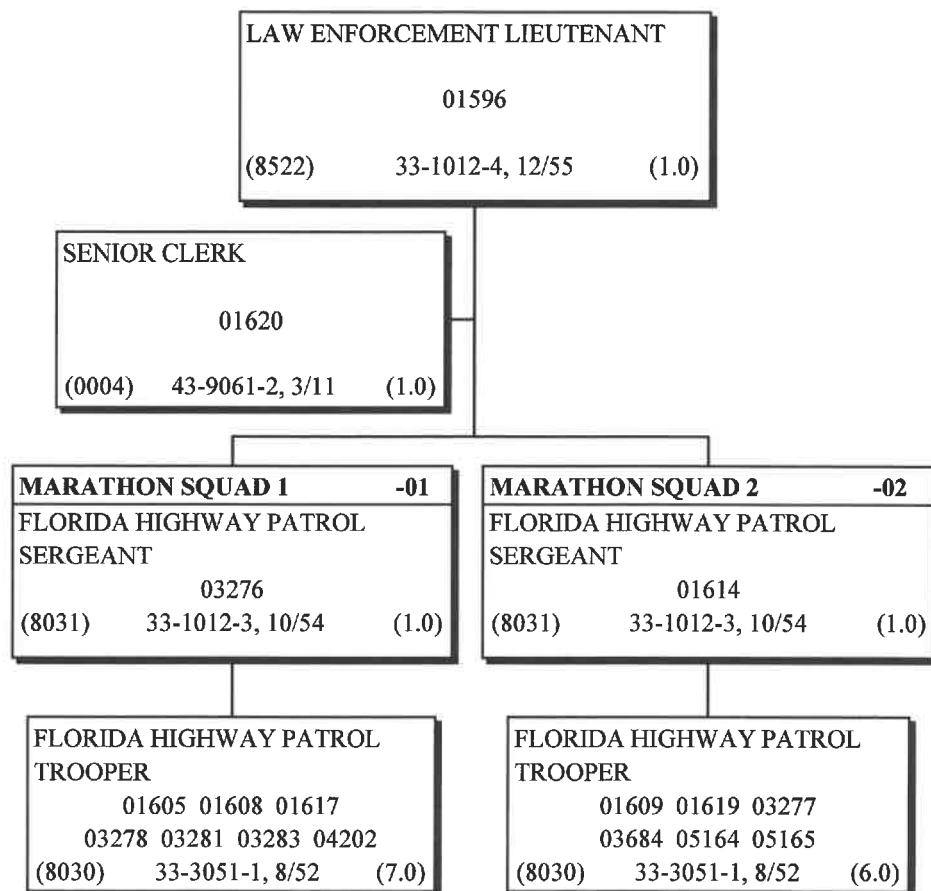
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP E / MIAMI DISTRICT 3, SUBDISTRICT 2**

DATE: 09/14/2018
SEQUENCE: 7610-02-03-01-03-02
OED: _____
NUMBER OF POSITIONS: 31
NUMBER OF FTE'S: 31.0



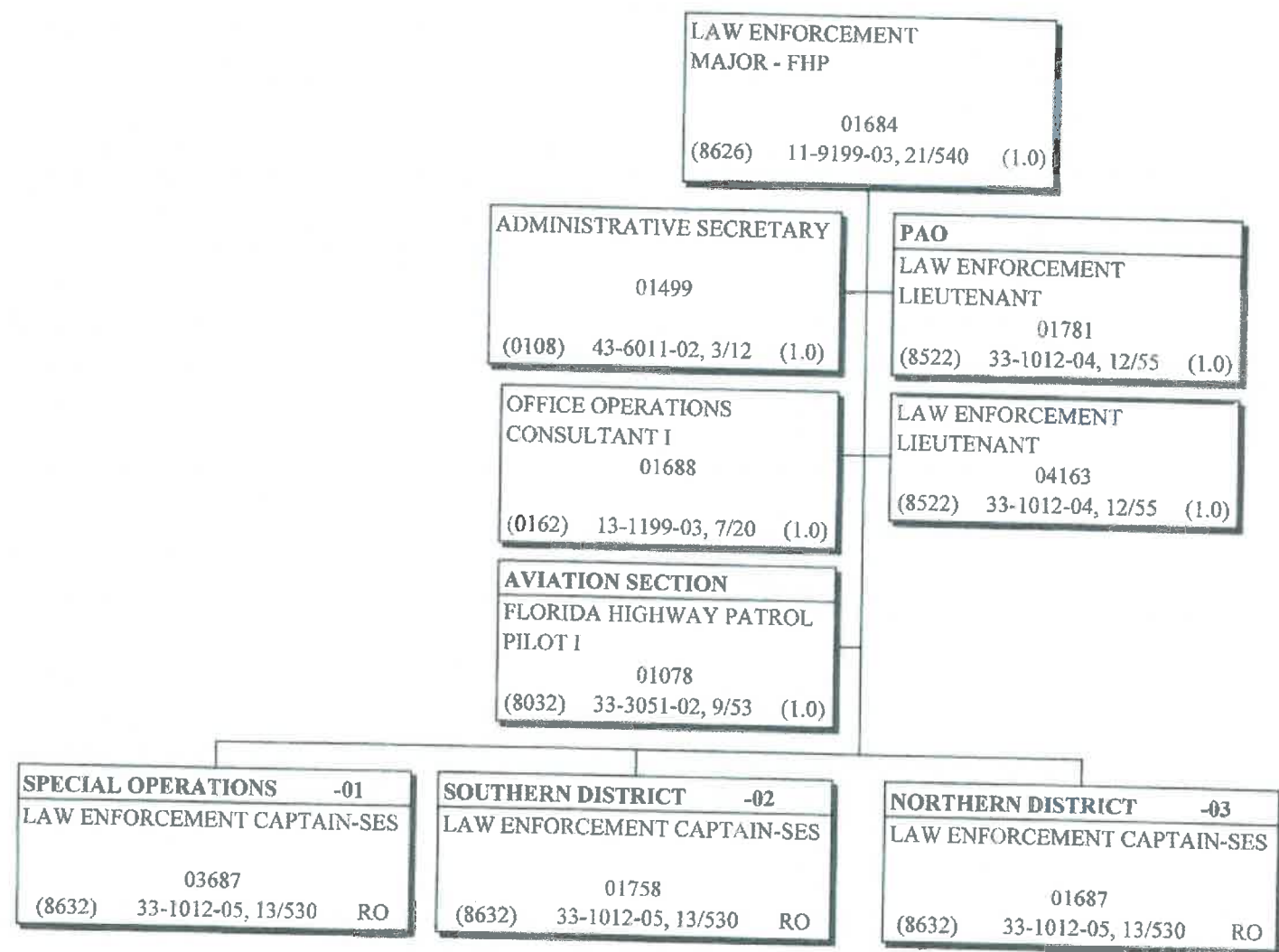
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP E / MIAMI DISTRICT 3, MARATHON SUBDISTRICT 1**

DATE: 06/02/2017
SEQUENCE: 7610-02-03-01-03-03
OED: _____
NUMBER OF POSITIONS: 17
NUMBER OF FTE'S: 17.0



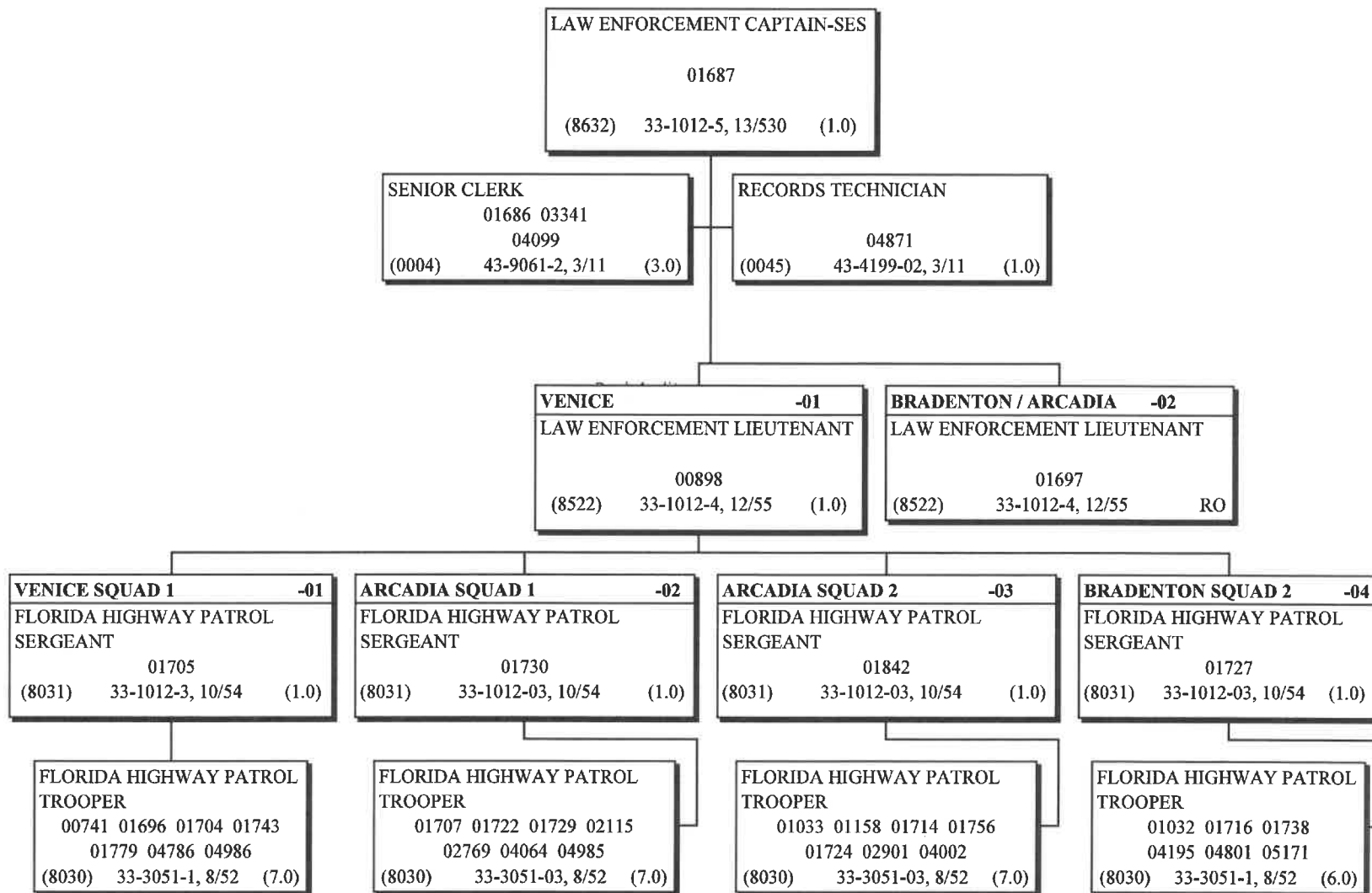
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP F / BRADENTON HEADQUARTERS**

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



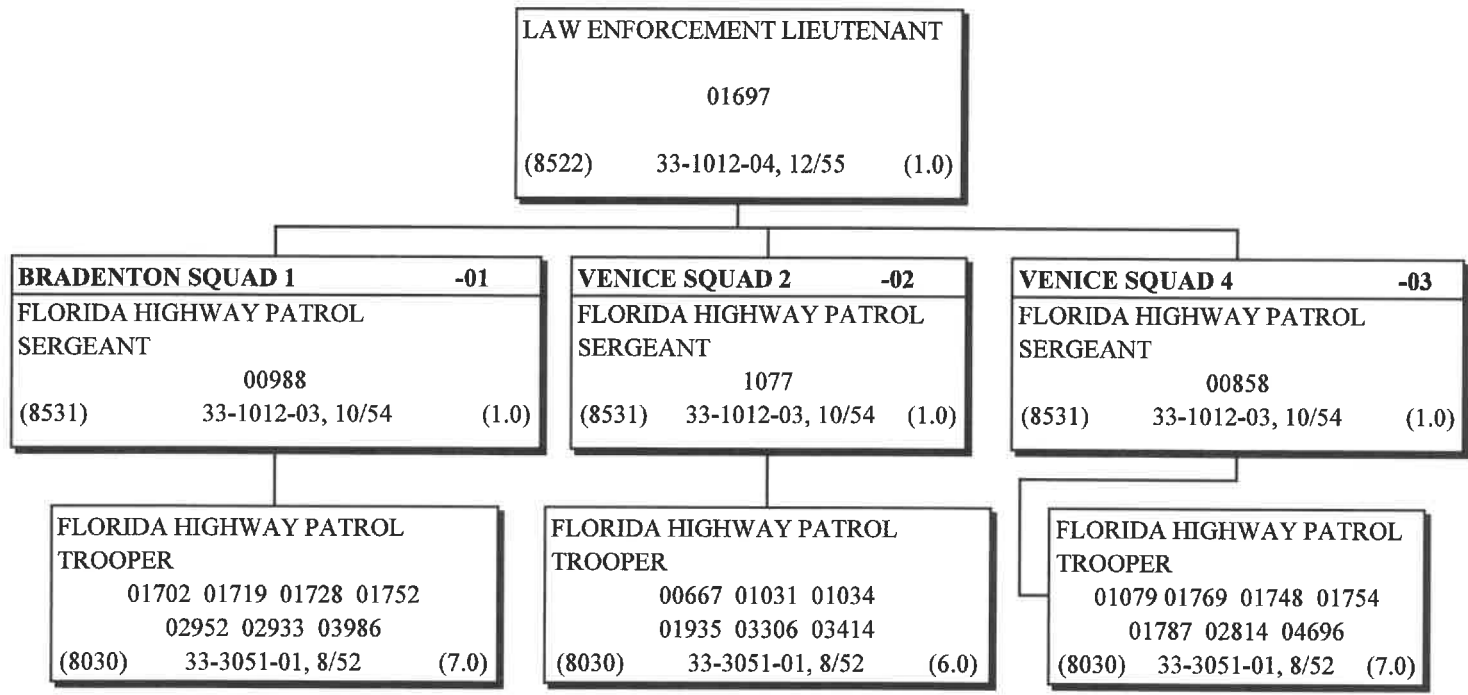
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP F / NORTHERN DISTRICT**

DATE: 4/22/2020
SEQUENCE: 7610-02-03-02-03
OED: _____
NUMBER OF POSITIONS: 37
NUMBER OF FTE'S: 37.0



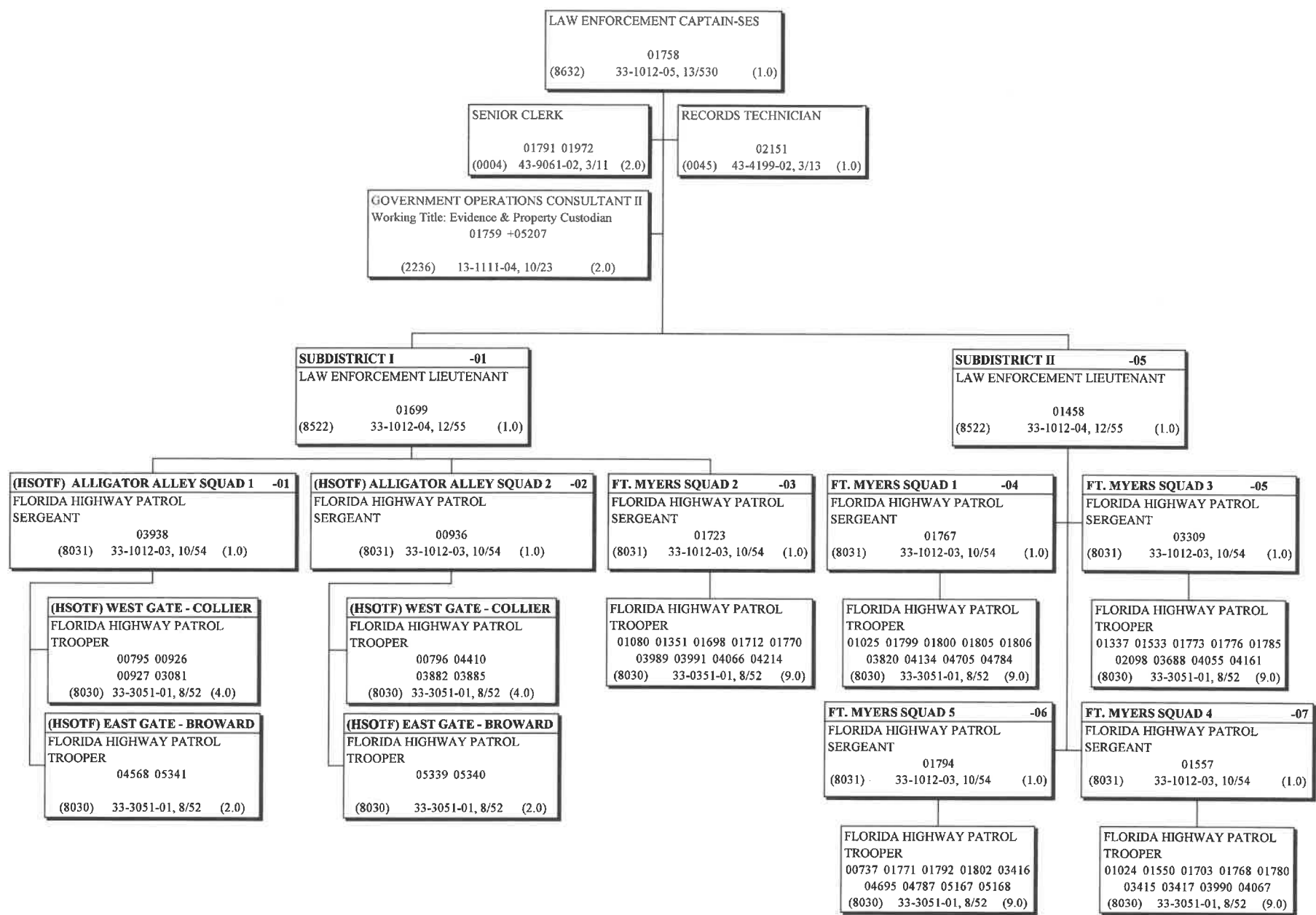
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL,
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP F / NORTHERN DISTRICT, BRADENTON / ARCADIA**

DATE: 4/22/2020
 SEQUENCE: 7610-02-03-02-03-02
 OED: _____
 NUMBER OF POSITIONS: 24
 NUMBER OF FTE'S: 24



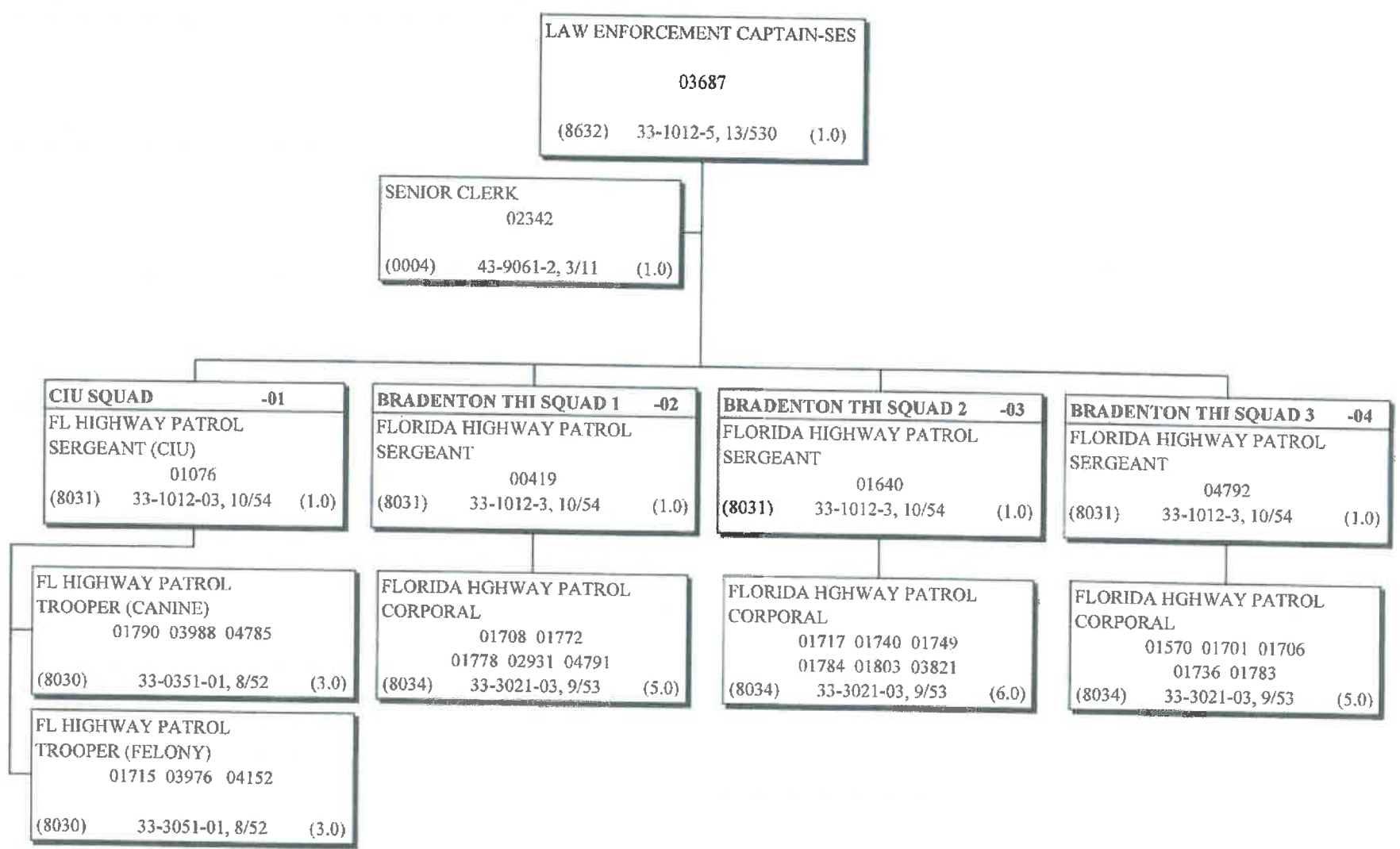
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP F / SOUTHERN DISTRICT

DATE: 09/01/2019
SEQUENCE: 7610-02-03-02-02
OED:
NUMBER OF POSITIONS: 72
NUMBER OF FTE'S: 72.0



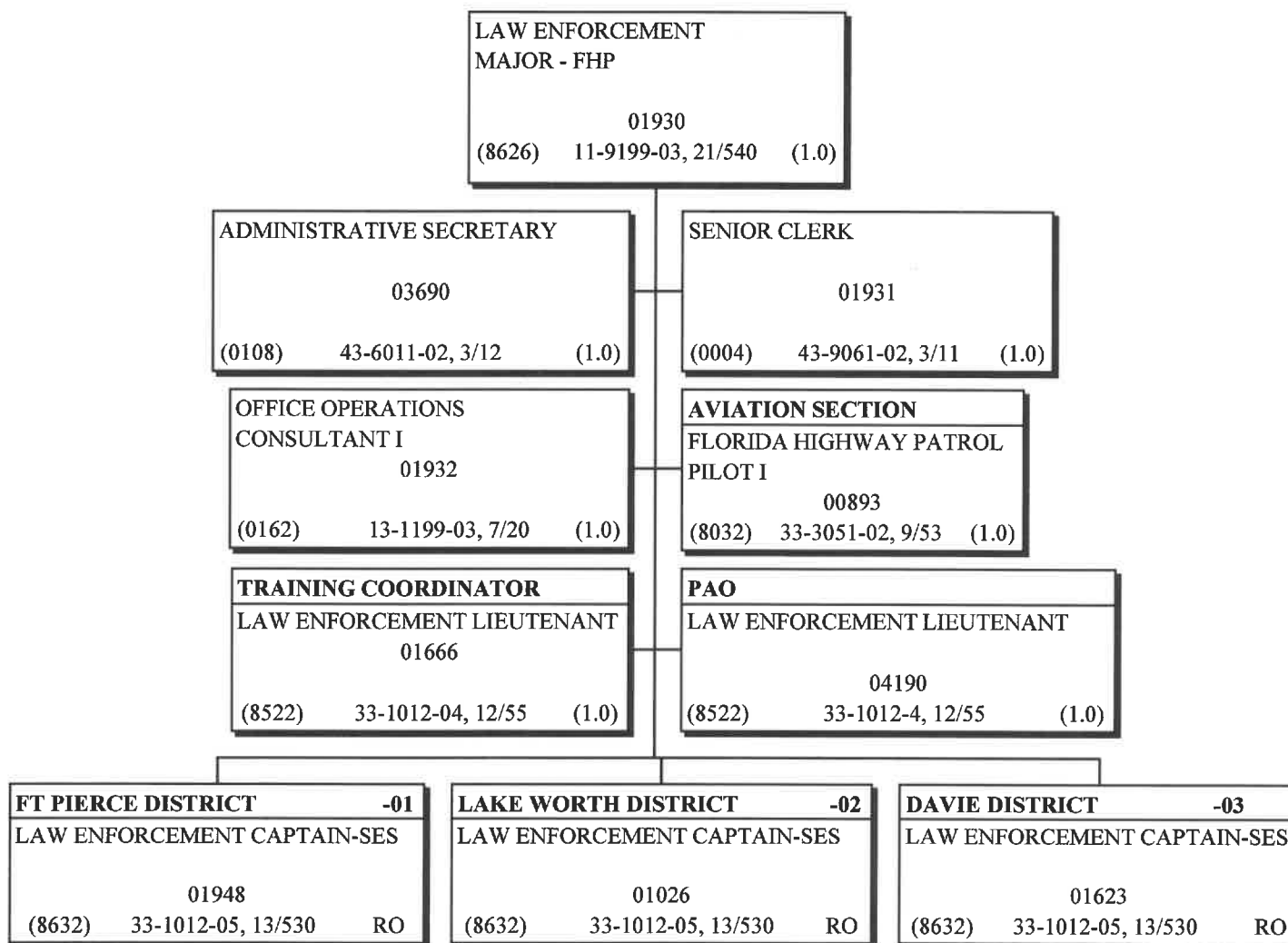
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP F / SPECIAL OPERATIONS**

DATE: 01/17/2020
 SEQUENCE: 7610-02-03-02-01
 OED: AMV
 NUMBER OF POSITIONS: 28
 NUMBER OF FTE'S: 28.0



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

DATE: 08/02/2019
SEQUENCE: 7610-02-03-03
OED: _____
NUMBER OF POSITIONS: 7
NUMBER OF FTE'S: 7.0



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

DATE: 09/26/2019
SEQUENCE: 7610-02-03-03-02
OED:
NUMBER OF POSITIONS: 65
NUMBER OF FTE'S: 65.0

LAW ENFORCEMENT CAPTAIN-SES

01026
(8632) 33-1012-05, 13/530 (1.0)

SENIOR CLERK

04882
(0004) 43-9061-02, 3/11 (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)

ADMINISTRATIVE SECRETARY

04874
(0108) 43-6011-02, 3/12 (1.0)

LAKE WORTH SQUAD 1 -01
**FLORIDA HIGHWAY PATROL
SERGEANT**

01993
(8031) 33-1012-03, 10/54 (1.0)

LAKE WORTH SQUAD 2 -02
**FLORIDA HIGHWAY PATROL
SERGEANT**

01945
(8031) 33-1012-03, 10/54 (1.0)

LAKE WORTH CIU SQUAD -01
**FL HIGHWAY PATROL
SERGEANT (CIU)**

04080
(8031) 33-1012-03, 10/54 (1.0)

**FT PIERCE TRAFFIC
HOMICIDE SQUAD -02**
**FLORIDA HIGHWAY PATROL
SERGEANT**

01087
(8031) 33-1012-03, 10/54 (1.0)

**DAVIE TRAFFIC
HOMICIDE SQUAD -03**
**FLORIDA HIGHWAY PATROL
SERGEANT**

04191
(8031) 33-1012-03, 10/54 (1.0)

**FLORIDA HIGHWAY PATROL
TROOPER**

01958 01980 01982
01986 03148 03823 04001
(8030) 33-3051-01, 8/52 (7.0)

**FLORIDA HIGHWAY PATROL
CORPORAL**

02371
(8034) 33-3021-03, 9/53 (1.0)

**FLORIDA HIGHWAY PATROL
TROOPER**

01868 01869 01953 01959 02317
03084 03182 03264 04000 04077
(8030) 33-3051-01, 8/52 (10.0)

**FL HIGHWAY PATROL
TROOPER (CANINE)**

01952
(8030) 33-3051-01, 8/52 (1.0)

**FLORIDA HIGHWAY PATROL
CORPORAL**

00883 01641 01642
01643 02001
(8034) 33-3021-03, 9/53 (5.0)

**FLORIDA HIGHWAY PATROL
CORPORAL**

01658 01667 01854 01951
01988 02013 03689 03998 04178
(8034) 33-3021-03, 9/53 (9.0)

LAKE WORTH SQUAD 3 -03
**FLORIDA HIGHWAY PATROL
SERGEANT**

01967
(8031) 33-1012-03, 10/54 (1.0)

LAKE WORTH SQUAD 4 -04
**FLORIDA HIGHWAY PATROL
SERGEANT**

04177
(8031) 33-1012-03, 10/54 (1.0)

**FLORIDA HIGHWAY PATROL
TROOPER**

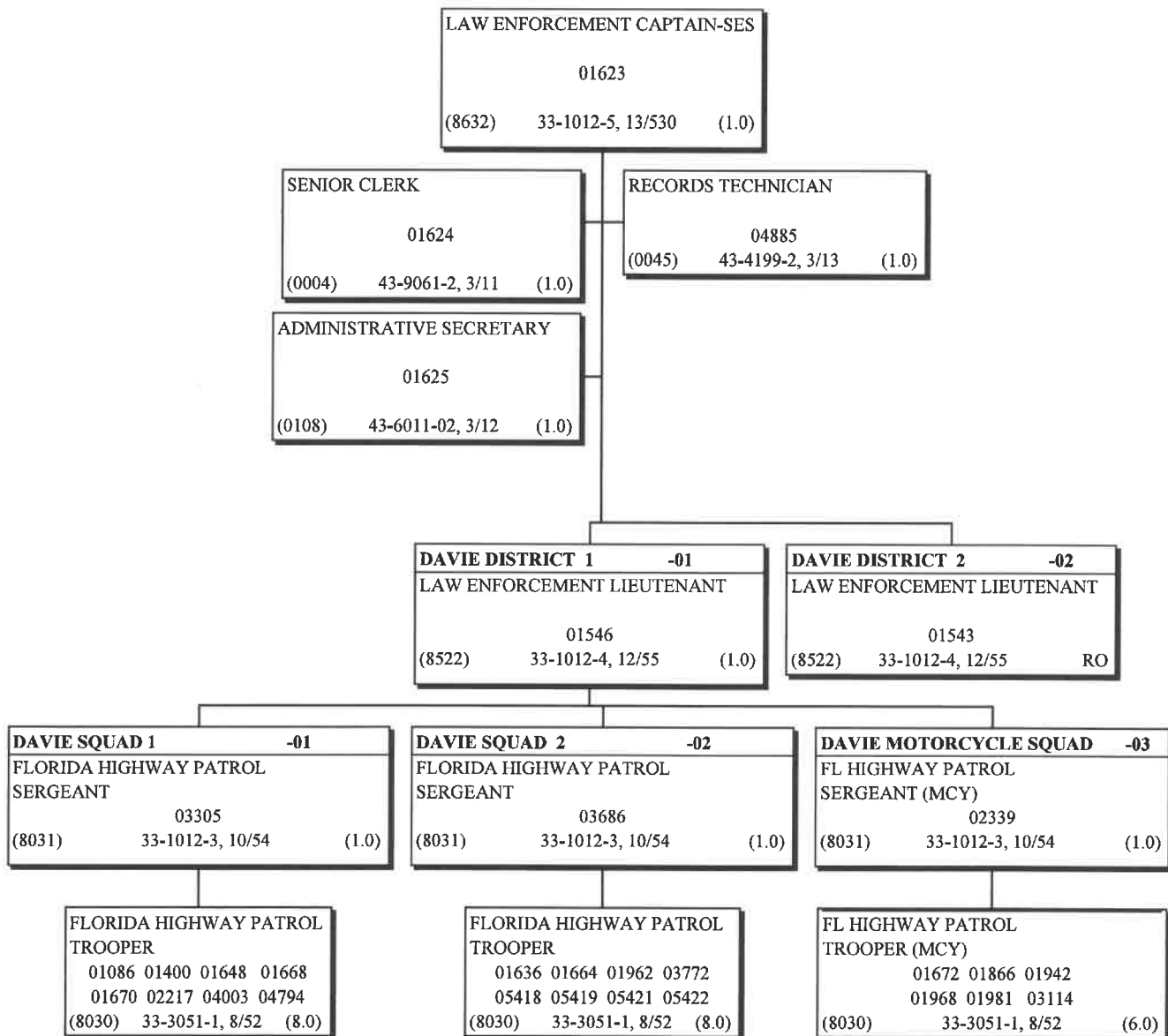
01083 01871 01963 01973
02309 03100 04079 05192
(8030) 33-3051-01, 8/52 (8.0)

**FLORIDA HIGHWAY PATROL
TROOPER**

01944 01947 01955 01964 01969
03180 03318 03834 03999 04180
(8030) 33-3051-01, 8/52 (10.0)

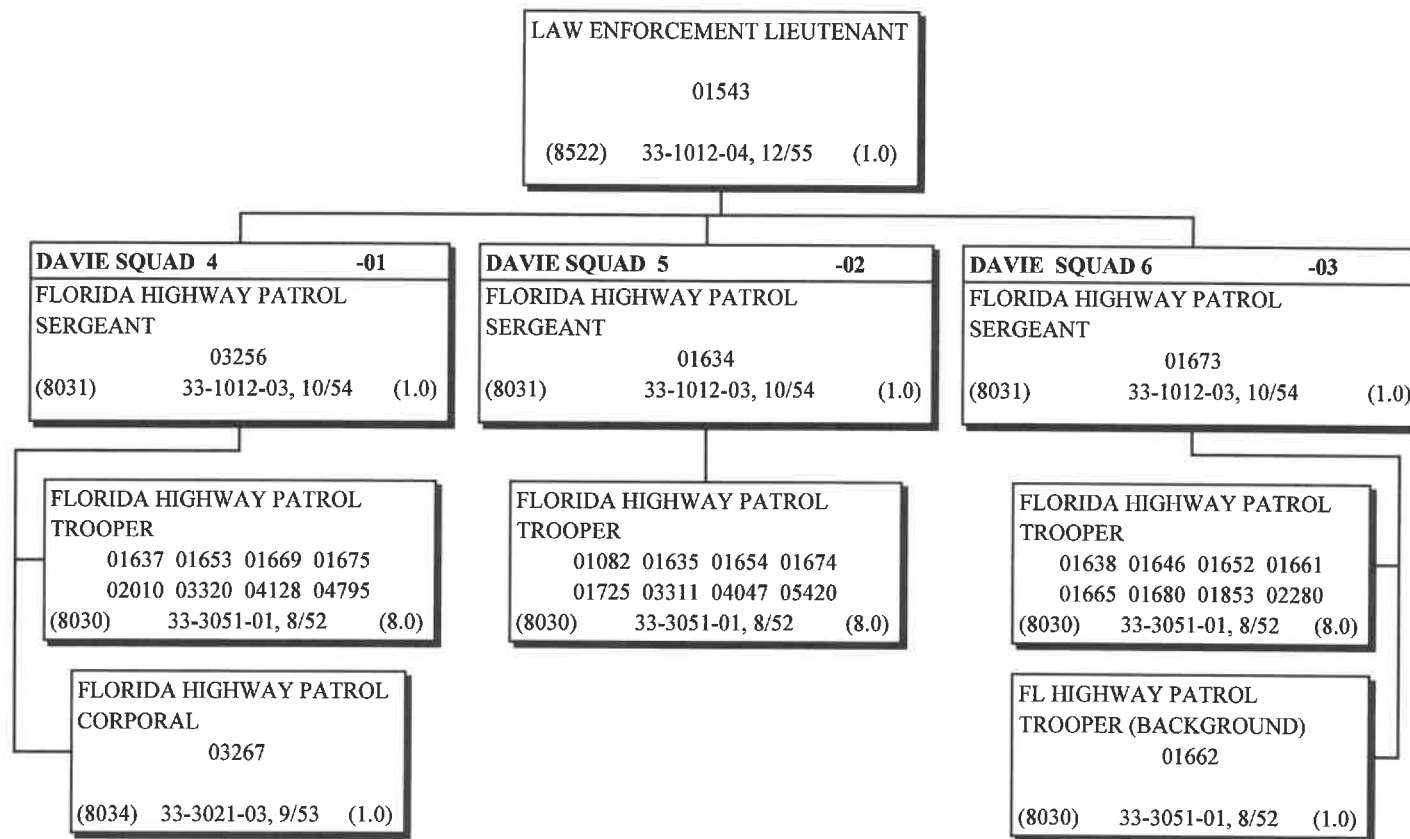
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP L / DAVIE DISTRICT**

DATE: 3/25/2020
SEQUENCE: 7610-02-03-03-03
OED: _____
NUMBER OF POSITIONS: 30
NUMBER OF FTE'S: 30.0



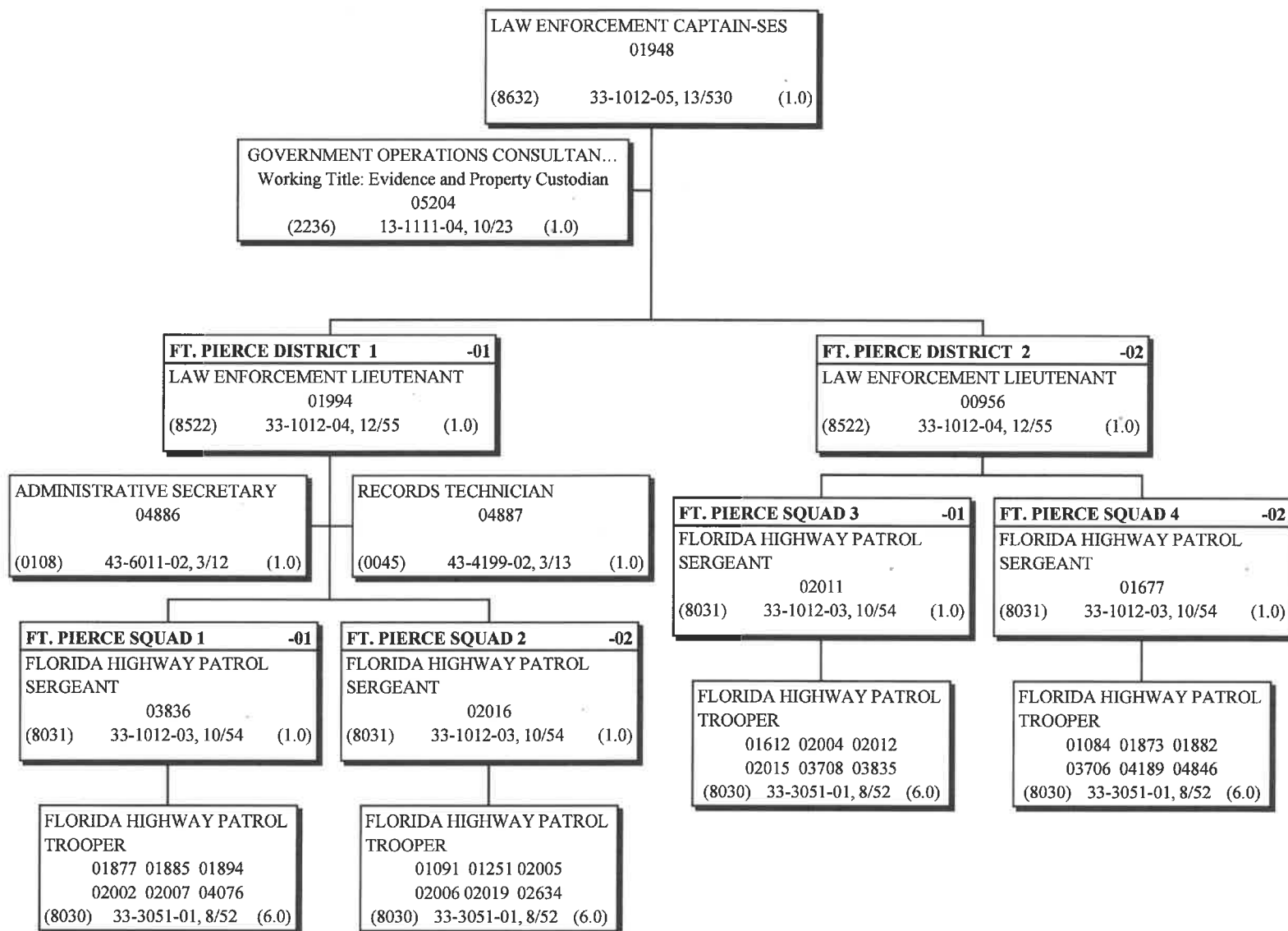
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS COMMAND, SOUTHERN REGION
TROOP L / DAVIE DISTRICT 2**

DATE: 05/24/2019
SEQUENCE: 7610-02-03-03-03-02
OED: _____
NUMBER OF POSITIONS: 30
NUMBER OF FTE'S: 30.0



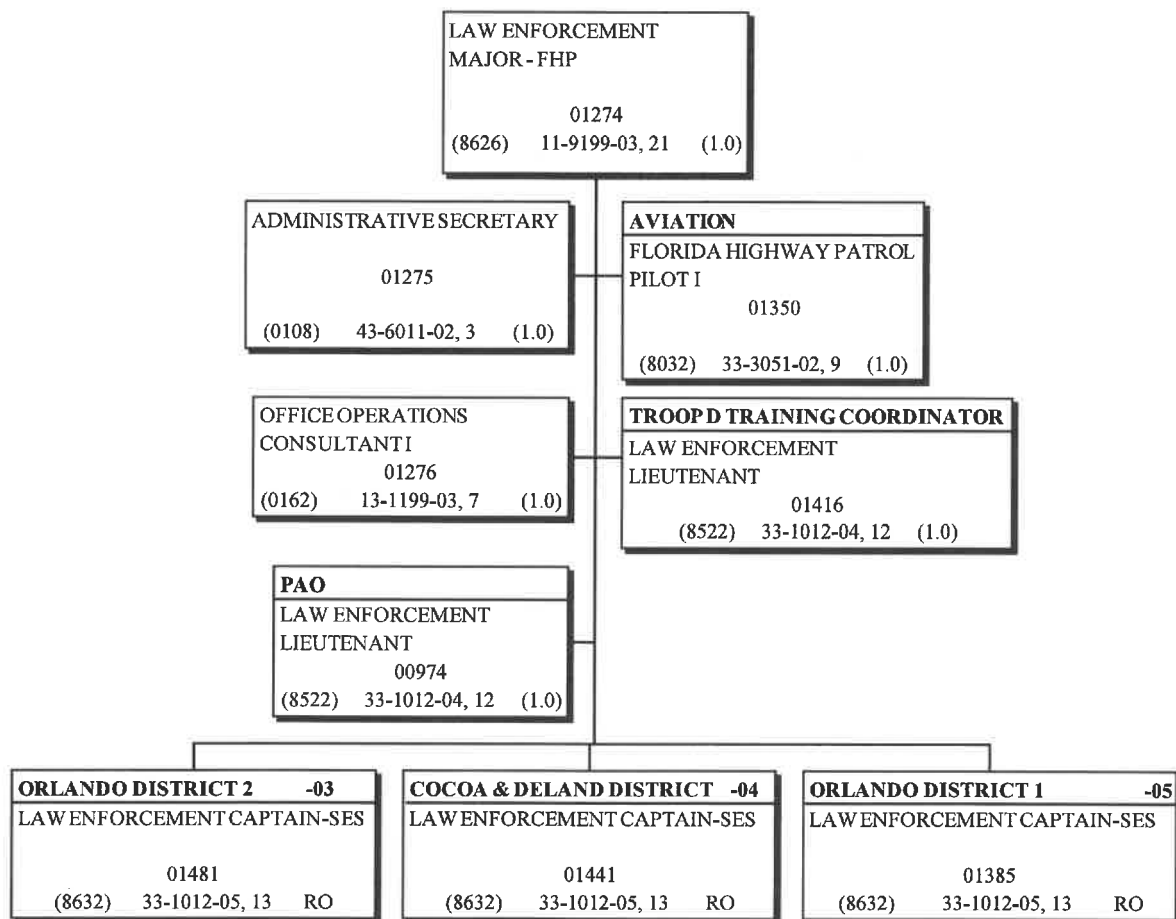
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS COMMAND, SOUTHERN REGION
 TROOP L / FT. PIERCE DISTRICT**

DATE: 07/30/2019
 SEQUENCE: 7610-02-03-03-01
 OED: _____
 NUMBER OF POSITIONS: 34
 NUMBER OF FTES: 34.0



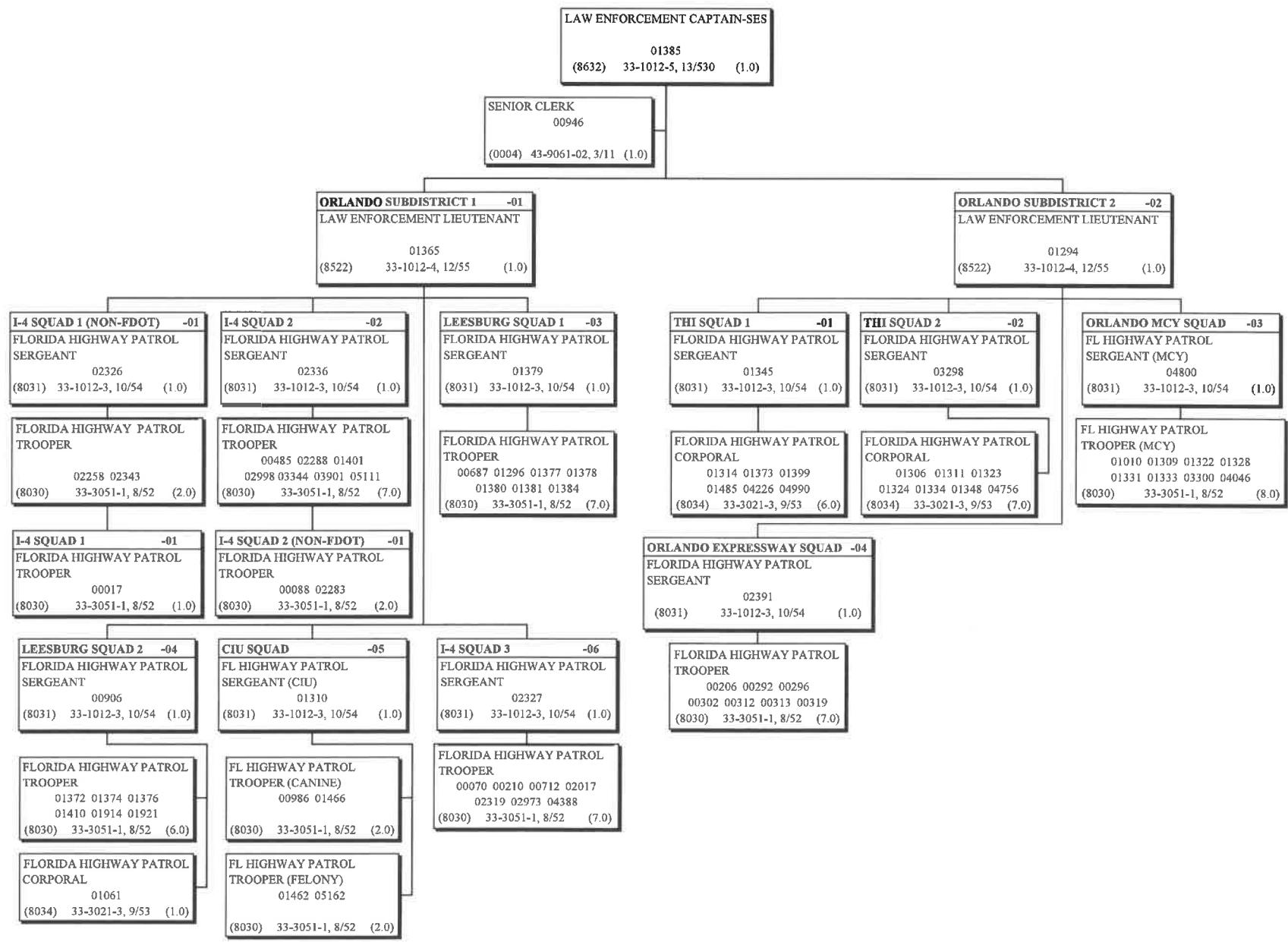
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP D / ORLANDO HEADQUARTERS

DATE: 08/16/2019
 SEQUENCE: 7610-02-03-04
 OED: _____
 NUMBER OF POSITIONS: 6
 NUMBER OF FTE'S: 6.0



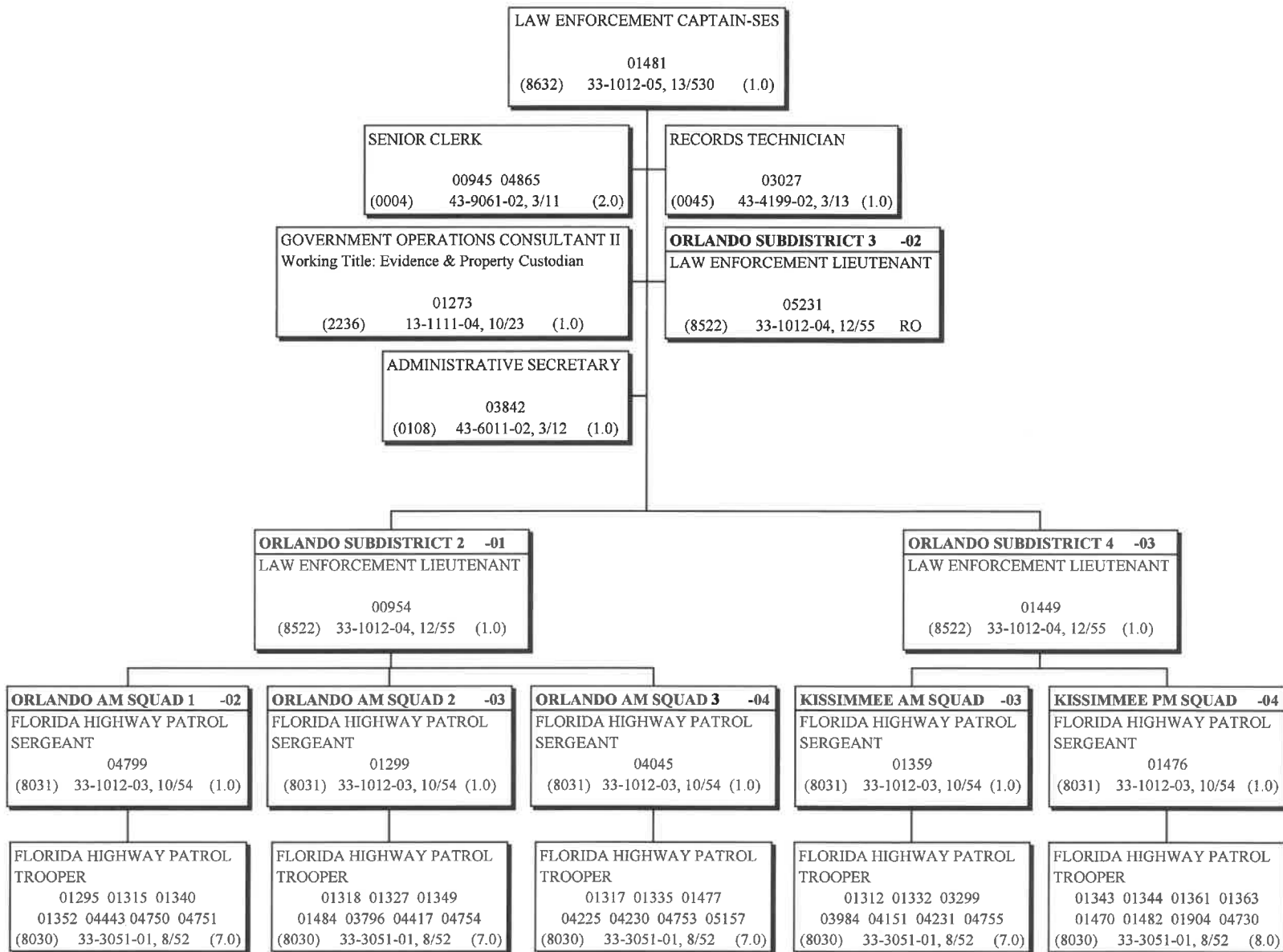
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP D / ORLANDO DISTRICT 1

DATE: 12/13/2019
SEQUENCE: 7610-02-03-04-05
OED:
NUMBER OF POSITIONS: 79
NUMBER OF FTES: 79.0



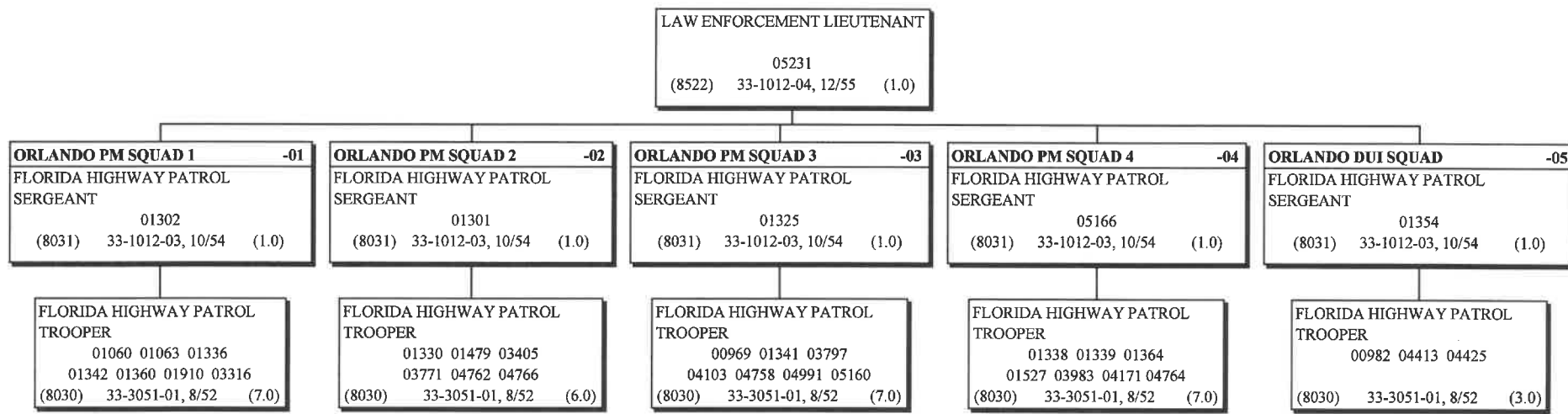
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP D / ORLANDO DISTRICT 2**

DATE: 6/26/2019
 SEQUENCE: 7610-02-03-04-03
 OED:
 NUMBER OF POSITIONS: 49
 NUMBER OF FTE'S: 49.0



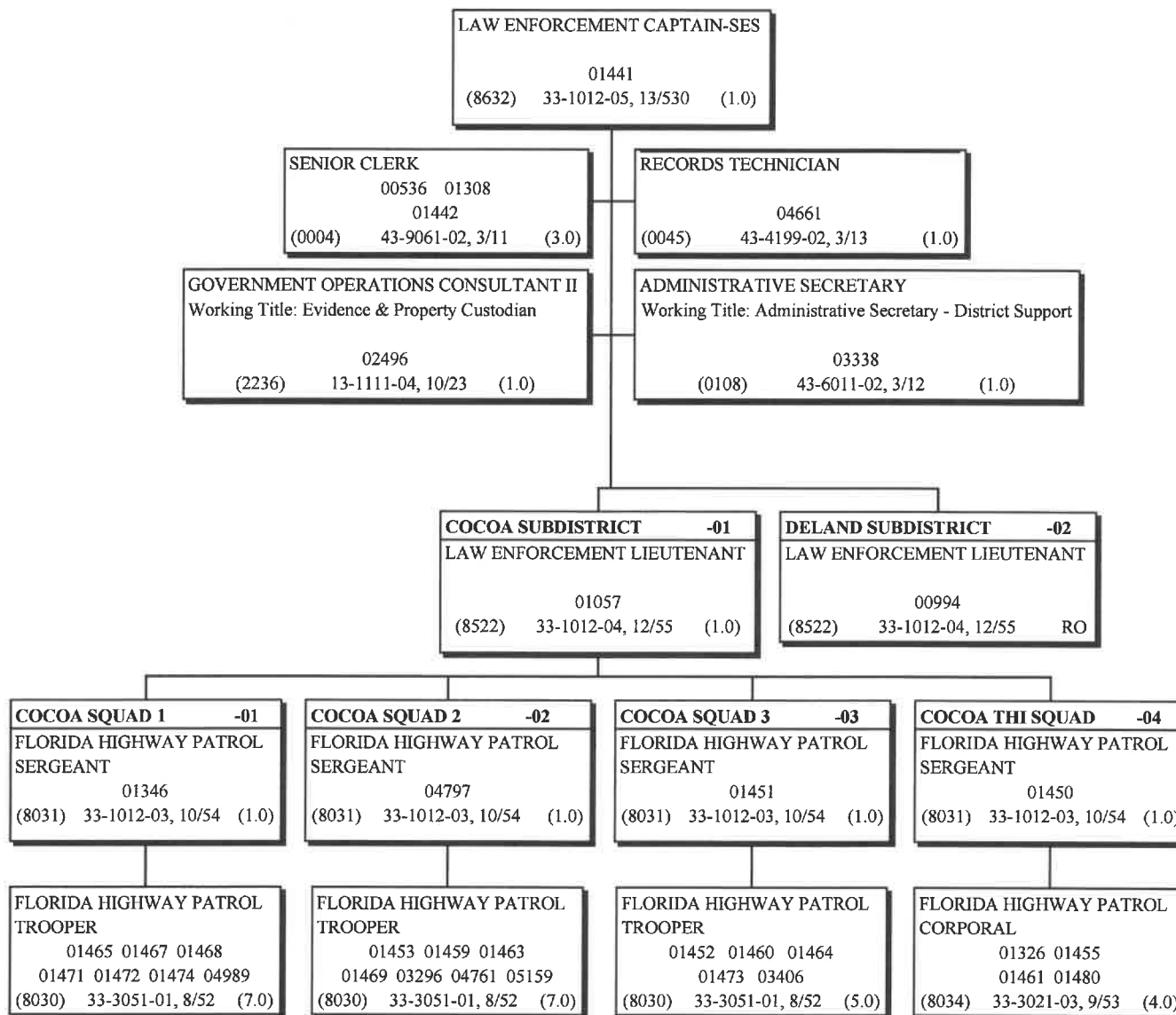
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP D / ORLANDO DISTRICT 2 / ORLANDO SUBDISTRICT 3**

DATE: 06/26/2019
 SEQUENCE: 7610-02-03-04-03-02
 OED:
 NUMBER OF POSITIONS: 36
 NUMBER OF FTE'S: 36.0



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

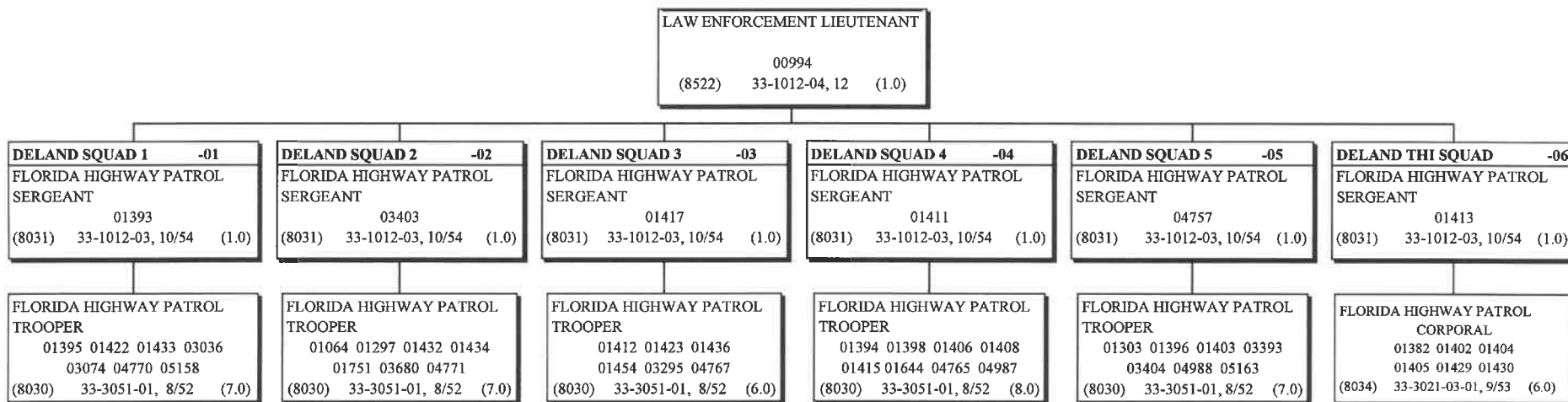
DATE: 06/07/2019
SEQUENCE: 7610-02-03-04-04
OED:
NUMBER OF POSITIONS: 35
NUMBER OF FTE'S: 35.0



FHP TROOP D

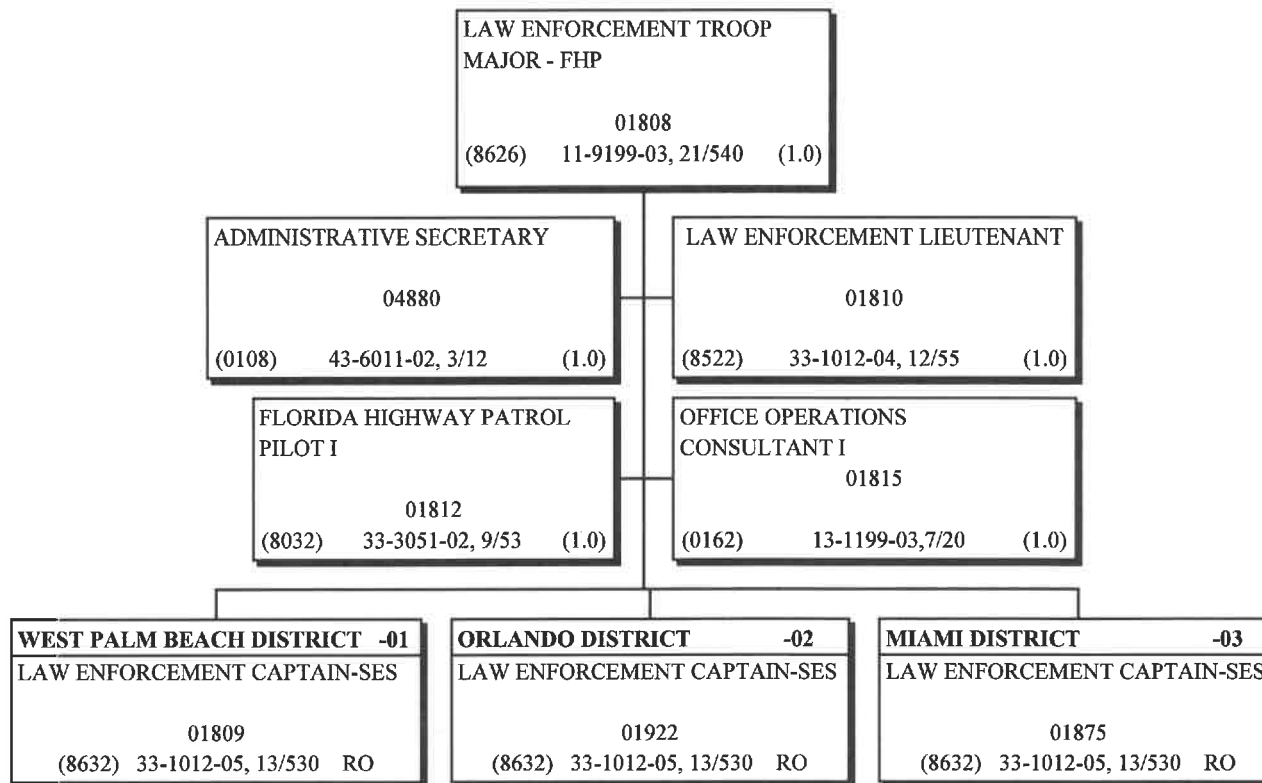
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP D / COCOA & DELAND DISTRICT / DELAND SUBDISTRICT**

DATE: 09/28/2018
 SEQUENCE: 7610-02-03-04-04-02
 OED:
 NUMBER OF POSITIONS: 48
 NUMBER OF FTES: 48.0



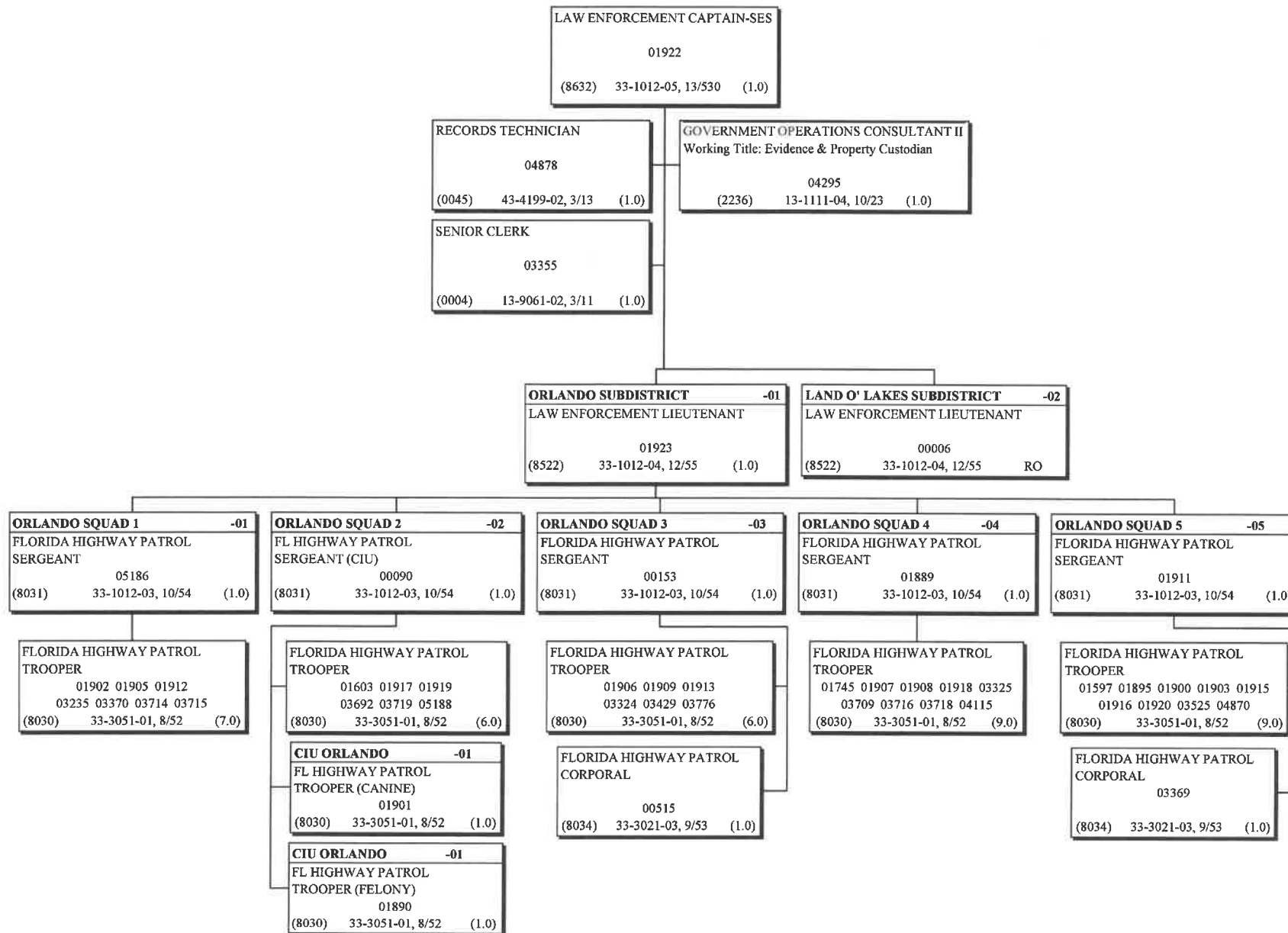
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP K / TURNPIKE / ORLANDO HEADQUARTERS**

DATE: 4/1/2018
SEQUENCE: 7610-02-03-06
OED: _____
NUMBER OF POSITIONS: 5
NUMBER OF FTE'S: 5.0



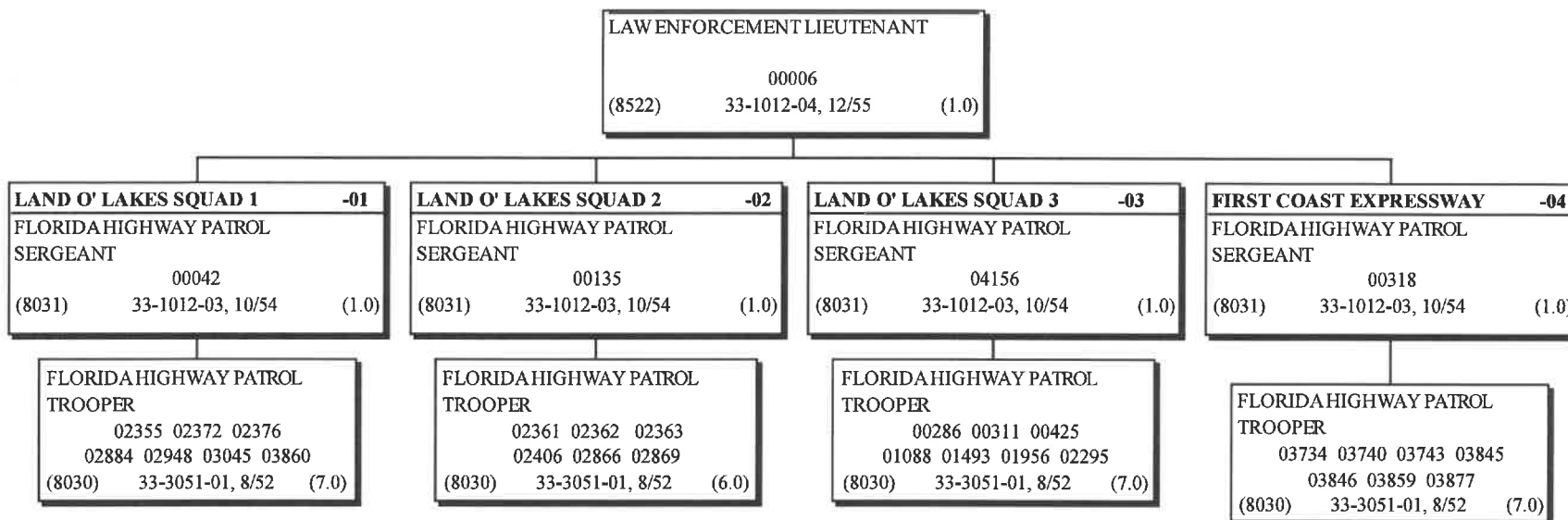
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP K / TURNPIKE / ORLANDO DISTRICT**

DATE: 12/13/2018
SEQUENCE: 7610-02-03-06-02
OED: _____
NUMBER OF POSITIONS: 51
NUMBER OF FTES: 51.0



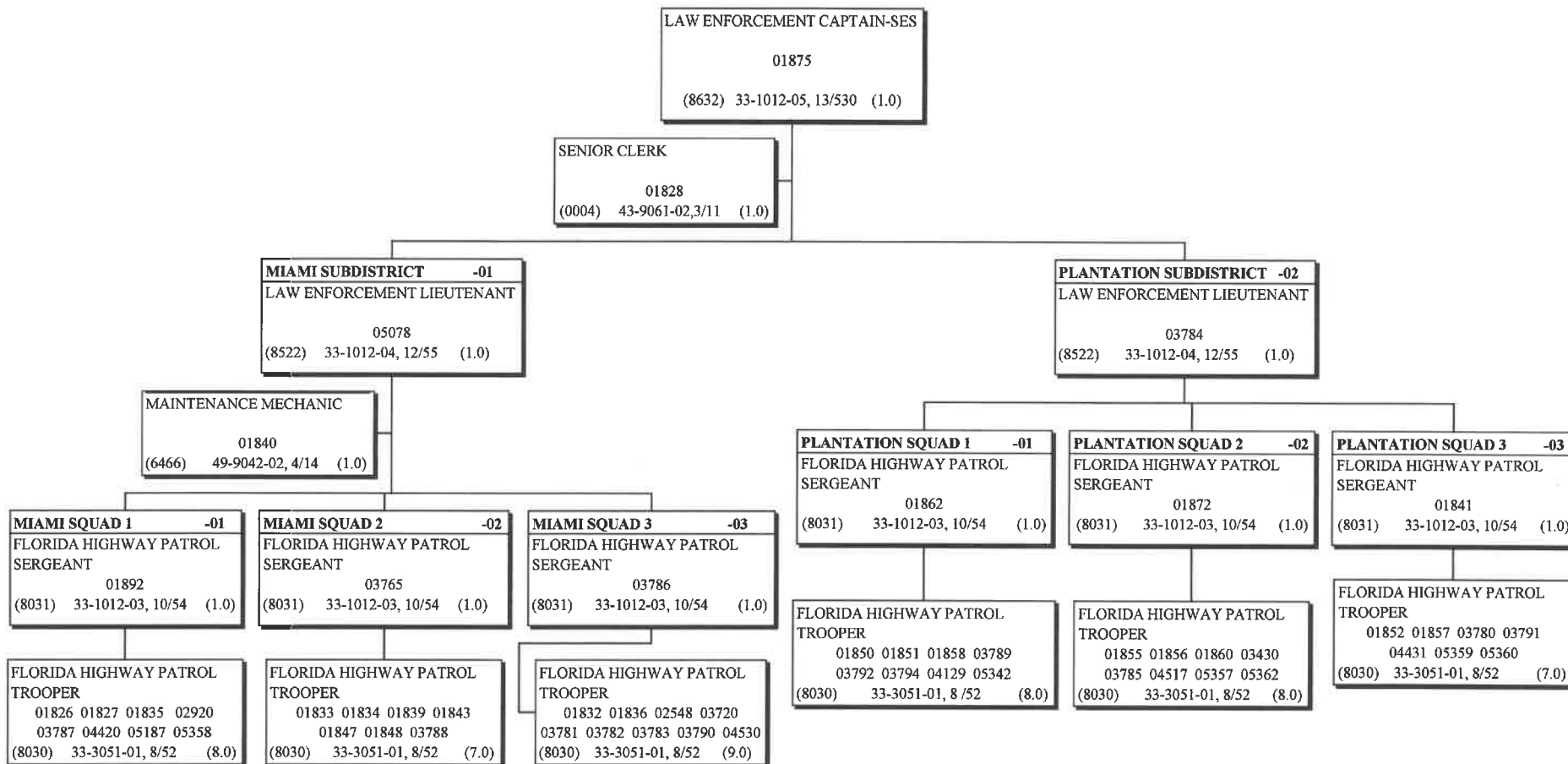
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF FLORIDA HIGHWAY PATROL
 PATROL OPERATIONS, SOUTHERN REGION
 TROOP K / TURNPIKE / ORLANDO DISTRICT /
 LAND O' LAKES SUBDISTRICT**

DATE: 07/01/2020
 SEQUENCE: 7610-02-03-06-02-02
 OED: _____
 NUMBER OF POSITIONS: 32
 NUMBER OF FTES: 32.0



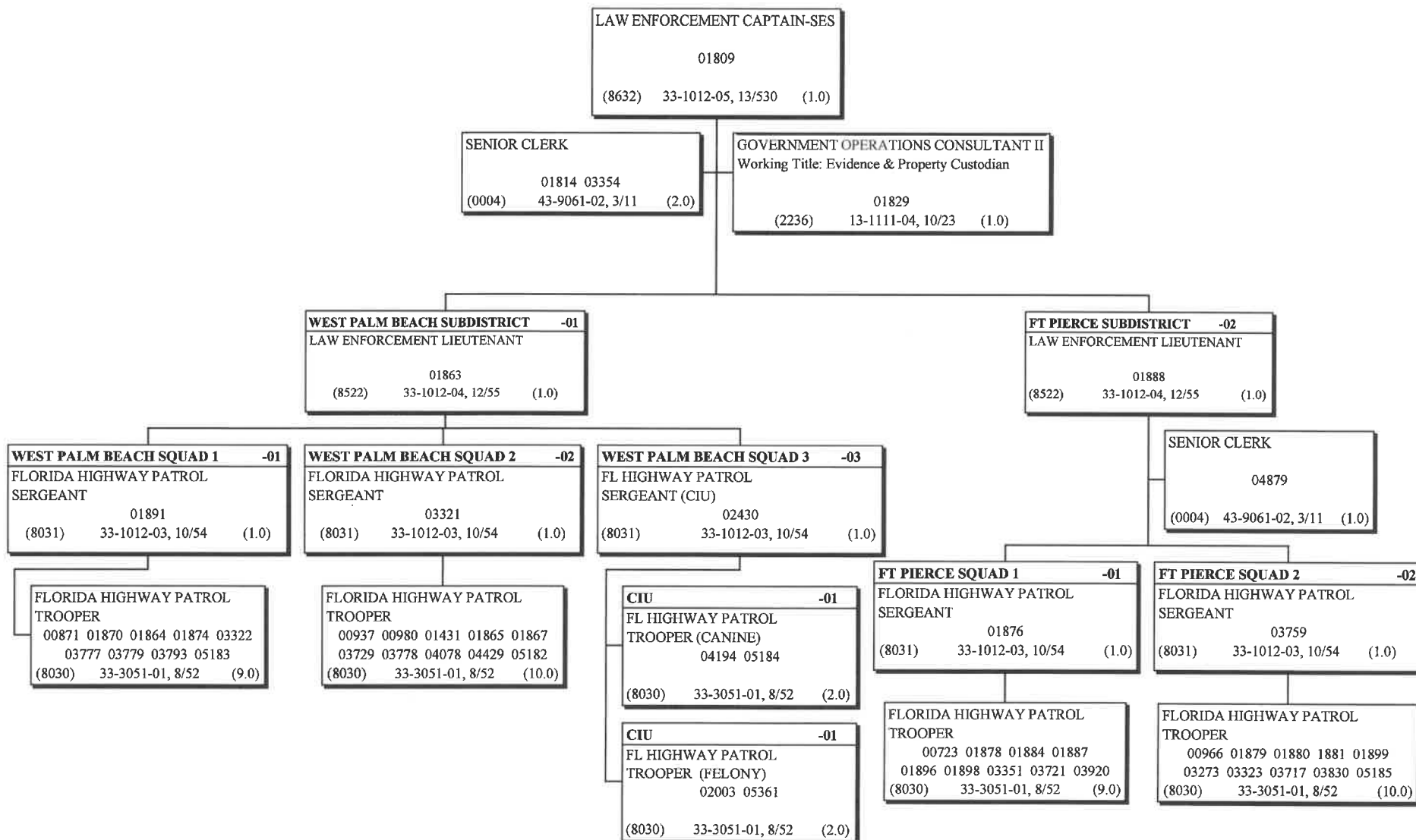
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP K / TURNPIKE / MIAMI DISTRICT**

DATE: 09/20/2019
SEQUENCE: 7610-02-03-06-03
OED:
NUMBER OF POSITIONS: 58
NUMBER OF FTES: 58.0



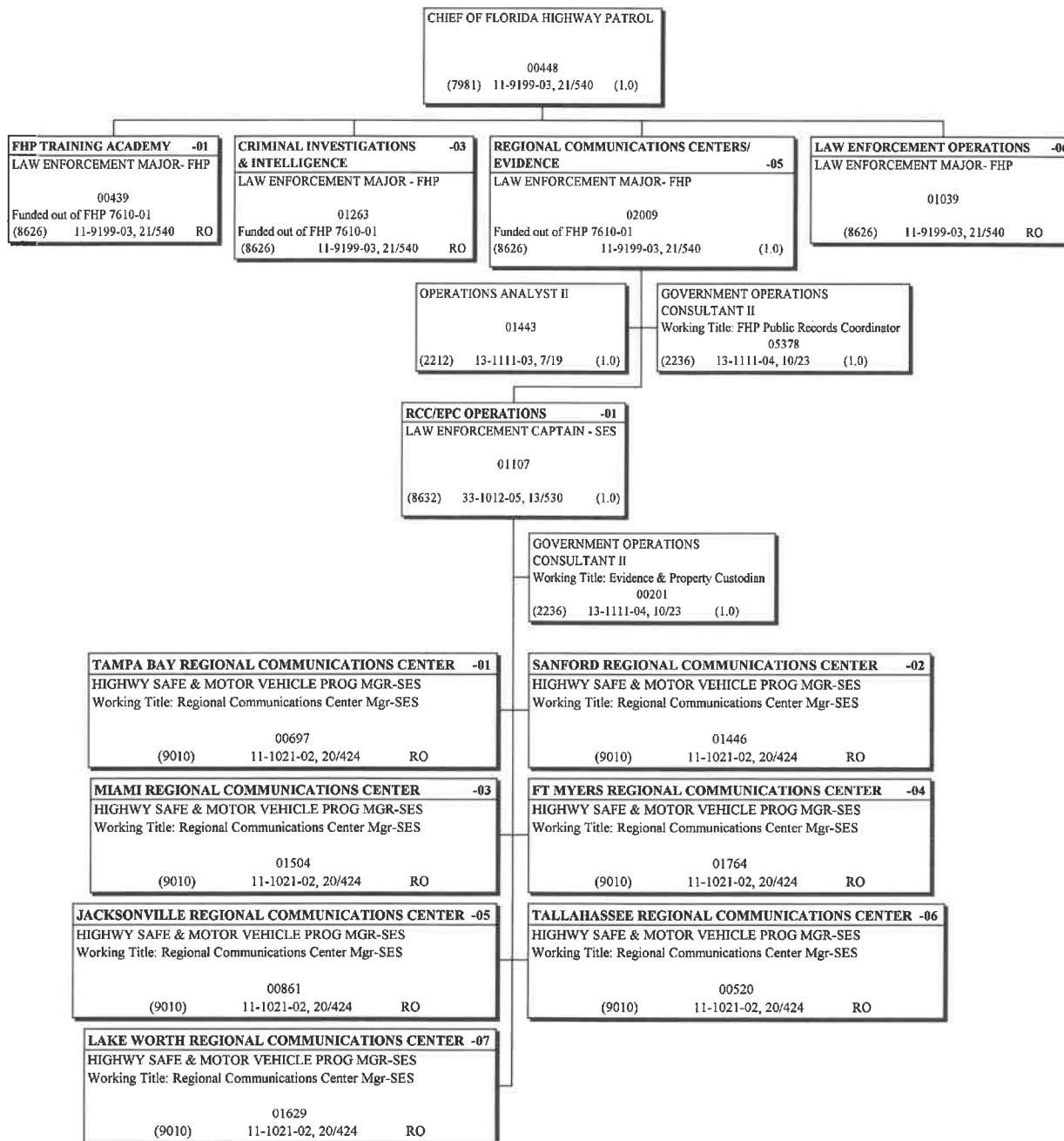
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
PATROL OPERATIONS, SOUTHERN REGION
TROOP K / TURNPIKE / WEST PALM BEACH DISTRICT**

DATE: 09/20/2019
SEQUENCE: 7610-02-03-06-01
OED:
NUMBER OF POSITIONS: 54
NUMBER OF FTES: 54.0



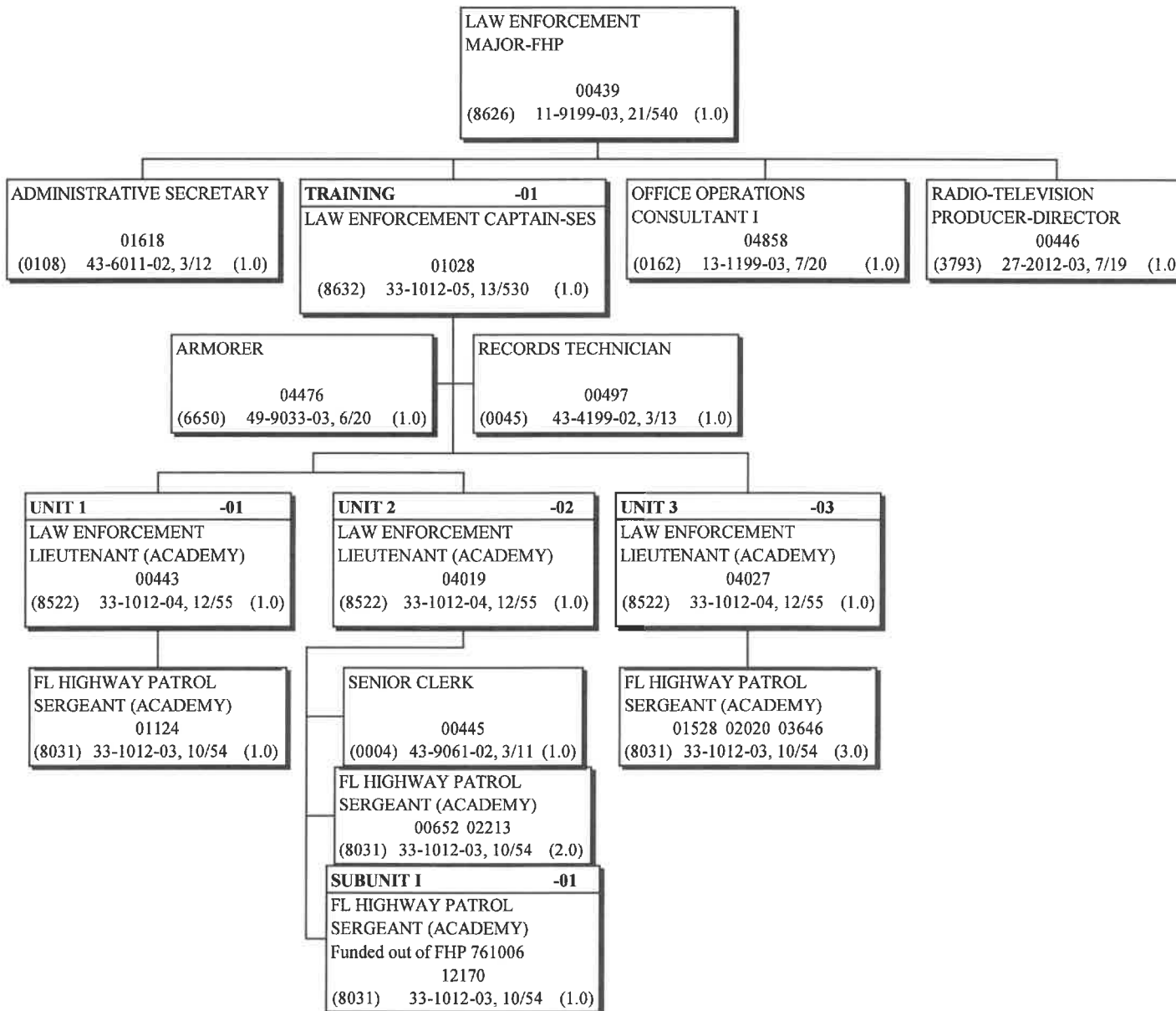
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES**

DATE: 05/05/2020
SEQUENCE: 7610-02-04
OED:
NUMBER OF POSITIONS: 6
NUMBER OF FTES: 6.0



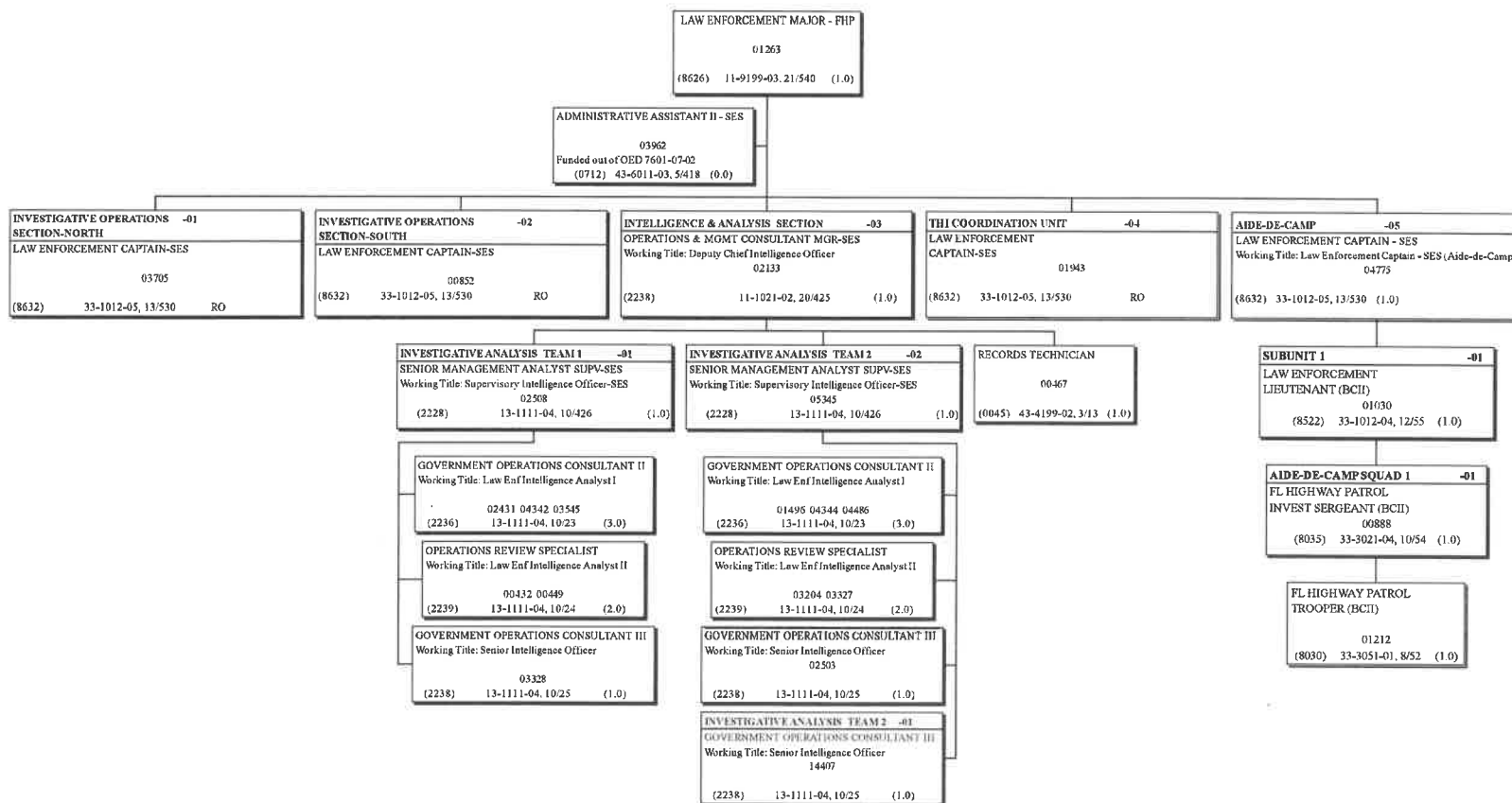
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES
FHP TRAINING ACADEMY**

DATE: 04/24/2020
SEQUENCE: 7610-02-04-01
OED:
NUMBER OF POSITIONS: 18
NUMBER OF FTES: 18.0



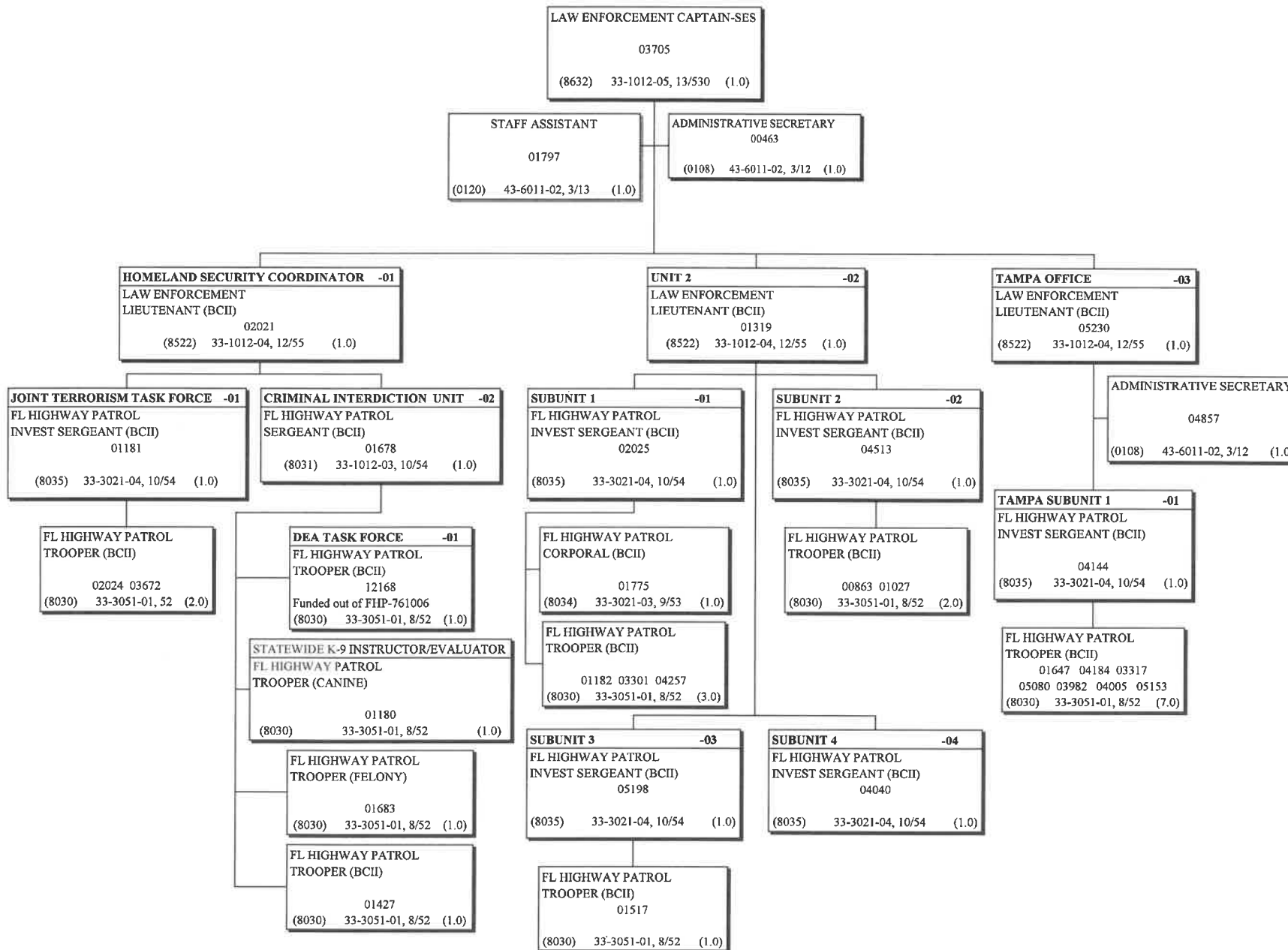
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES
BUREAU OF CRIMINAL INVESTIGATIONS & INTELLIGENCE**

DATE: 5/22/2020
SEQUENCE: 7610-02-04-03
OED:
NUMBER OF POSITIONS: 22
NUMBER OF FTE'S: 22.0



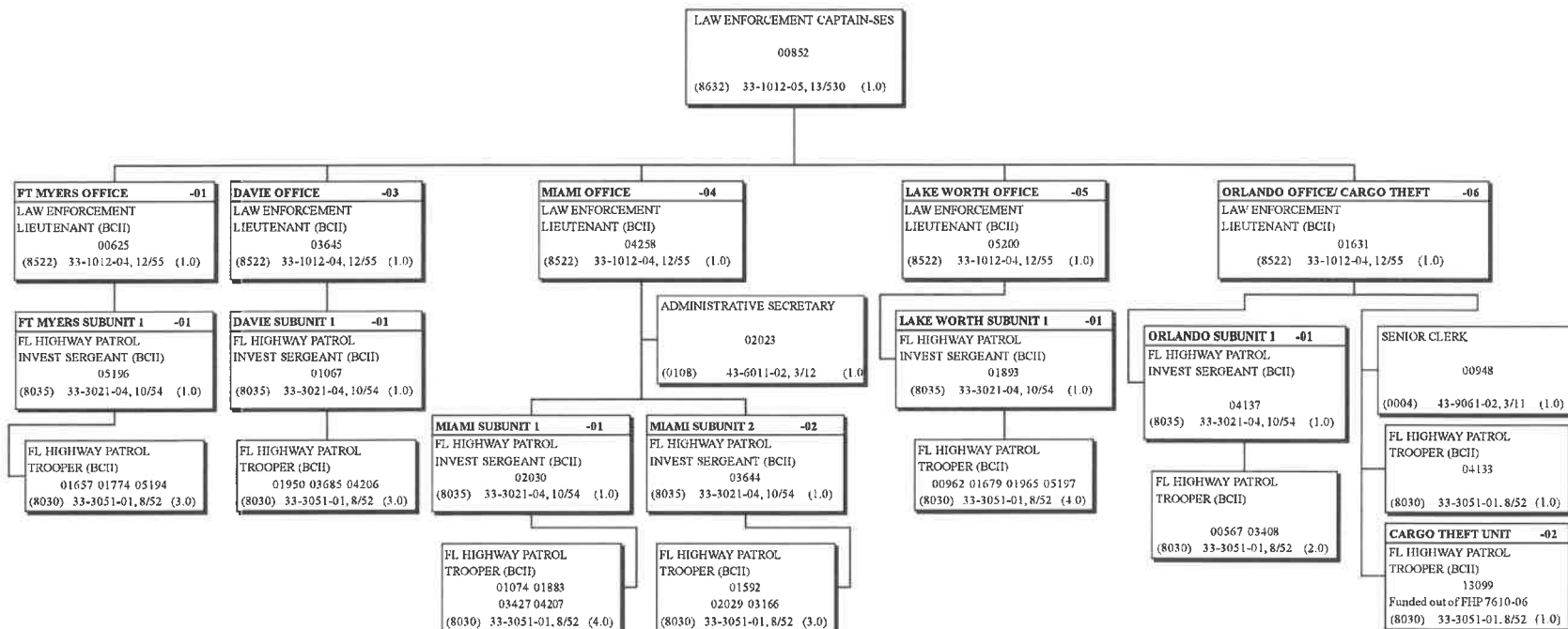
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES
BCII, INVESTIGATIVE OPERATIONS SECTION-NORTH**

DATE: 06/19/2020
SEQUENCE: 7610-02-04-03-01
OED:
NUMBER OF POSITIONS: 34
NUMBER OF FTE'S: 34.0



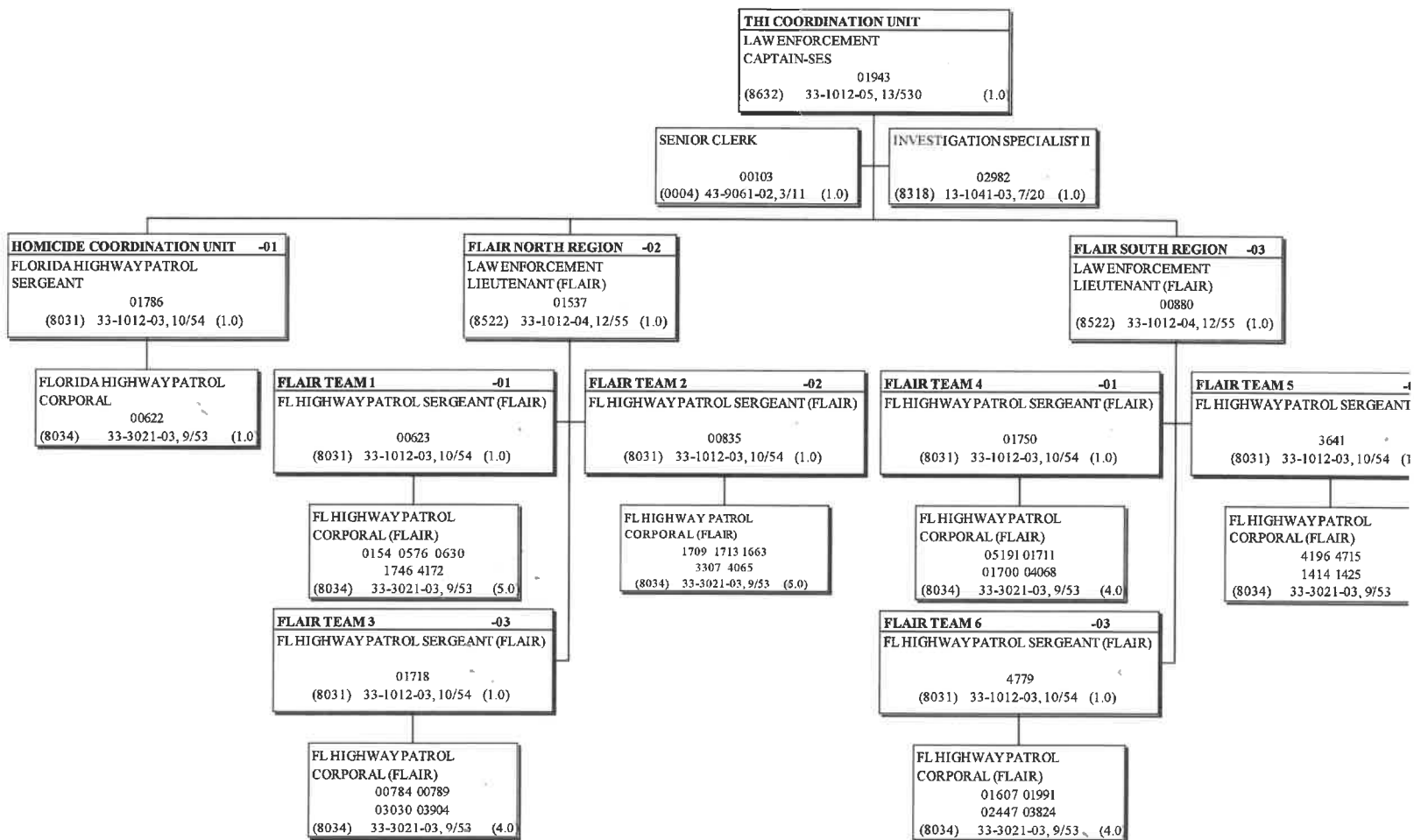
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES
BCII, INVESTIGATIVE OPERATIONS SECTION-SOUTH**

DATE: 5/22/2020
SEQUENCE: 7610-02-04-03-02
OED: _____
NUMBER OF POSITIONS: 35
NUMBER OF FTE'S: 35.0



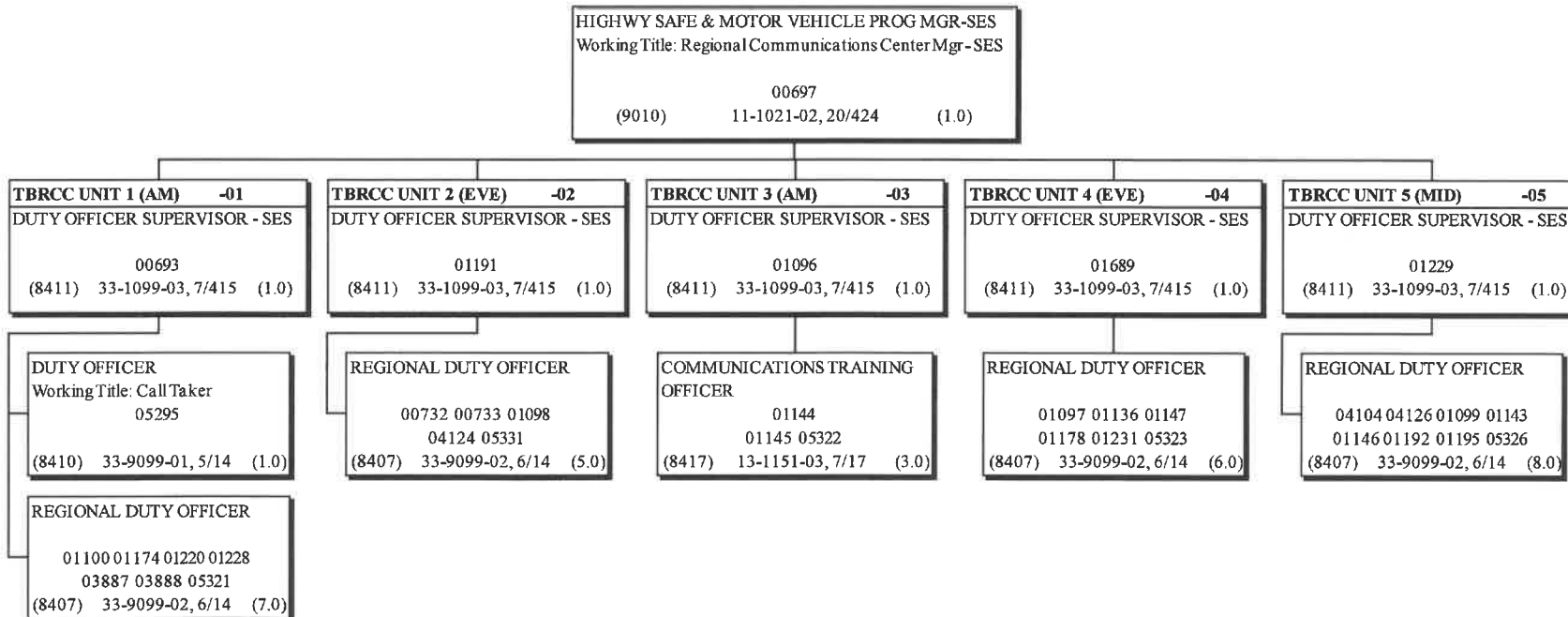
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES
BCII, THI COORDINATION UNIT**

DATE: 06/14/2019
SEQUENCE: 7610-02-04-03-04
OED: _____
NUMBER OF POSITIONS: 39
NUMBER OF FTE'S: 39.0



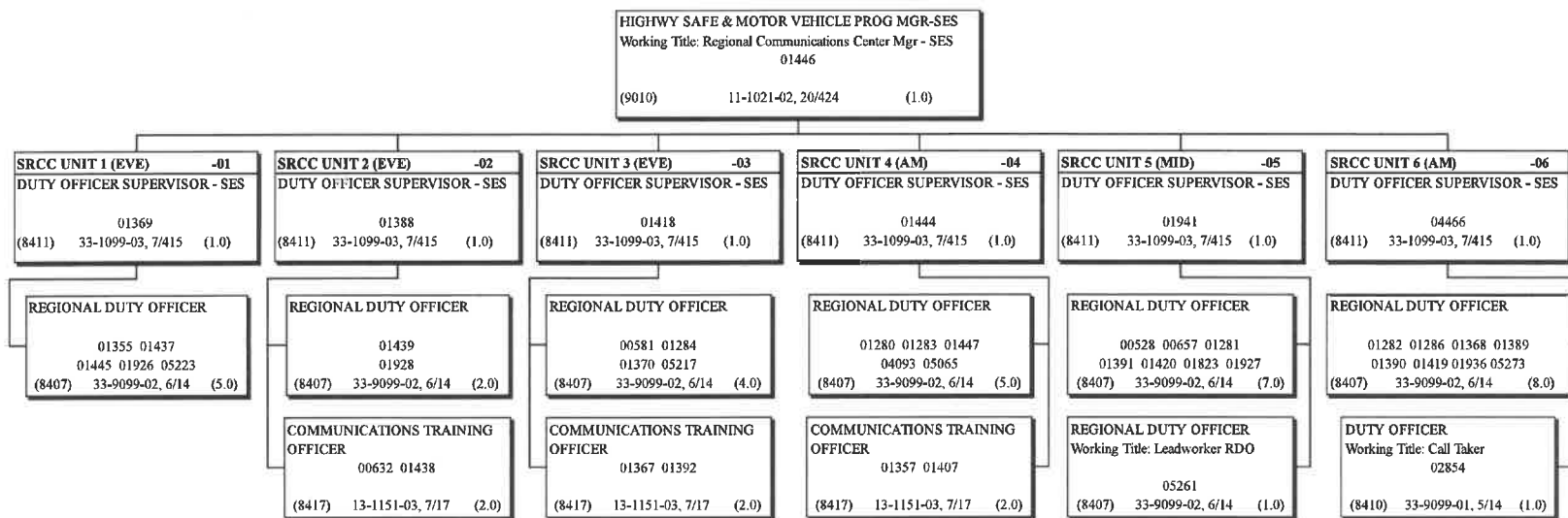
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES/REGIONAL COMMUNICATIONS CENTERS
TAMPA BAY REGIONAL COMMUNICATIONS CENTER**

DATE: 02/07/2020
SEQUENCE: 7610-02-04-05-01-01
OED: _____
NUMBER OF POSITIONS: 36
NUMBER OF FTE'S: 36.0



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES/REGIONAL COMMUNICATIONS CENTERS
SANFORD REGIONAL COMMUNICATIONS CENTER**

DATE: 05/05/2020
SEQUENCE: 7610-02-04-05-01-02
OED:
NUMBER OF POSITIONS: 46
NUMBER OF FTE'S: 46

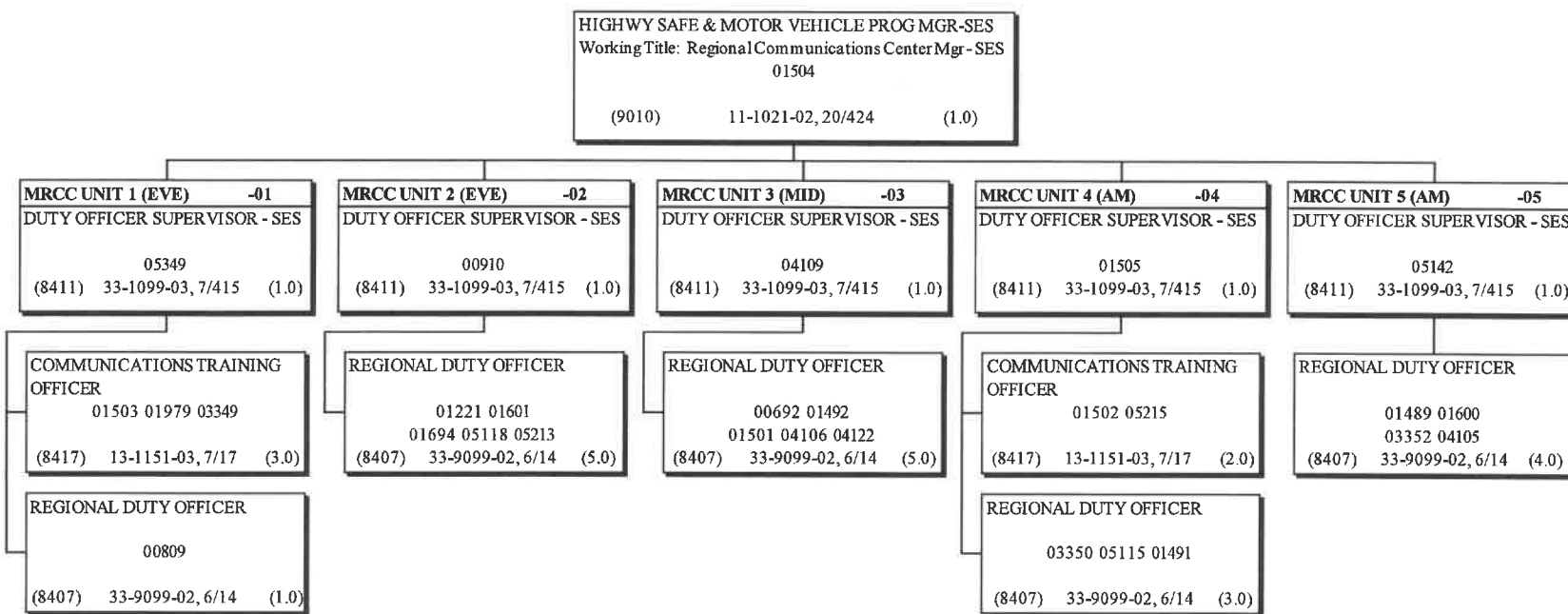


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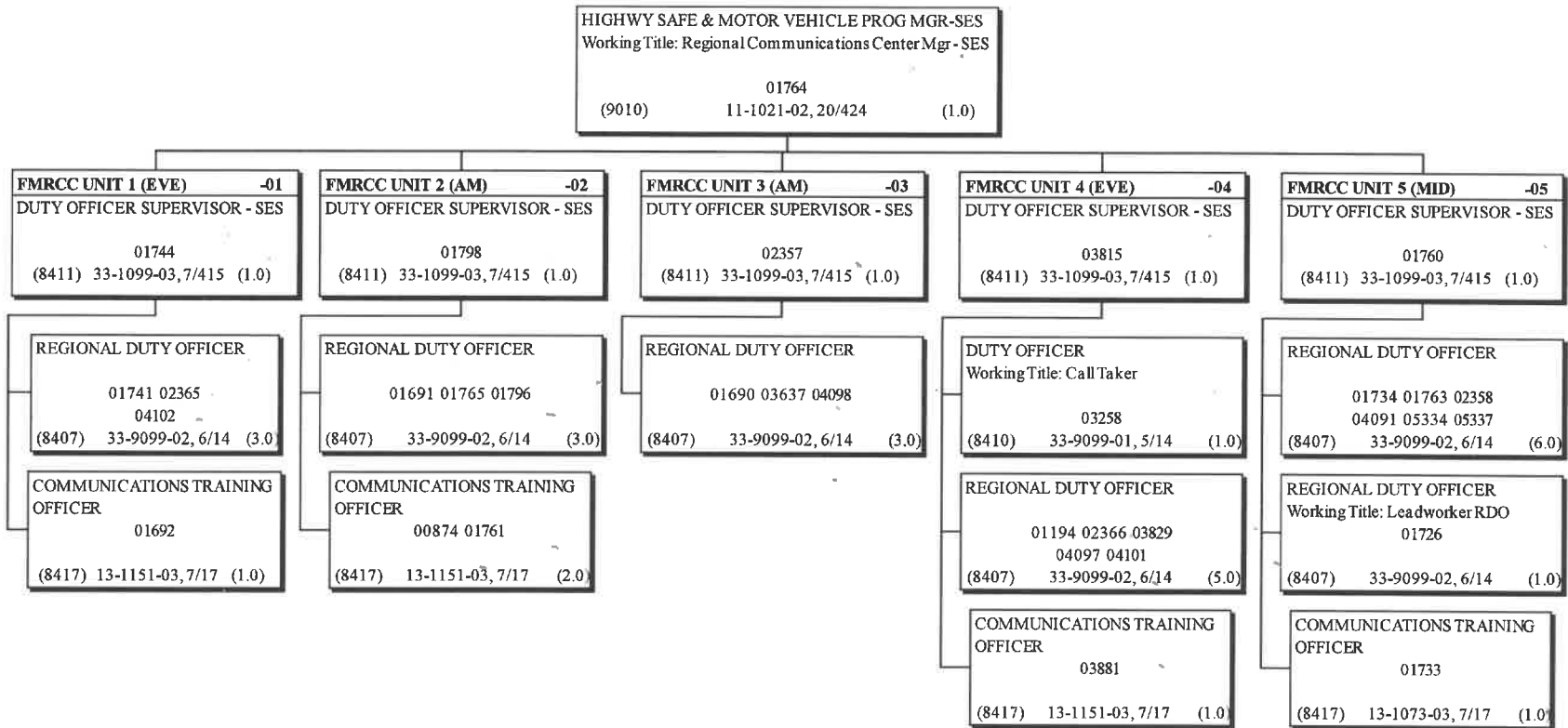
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES/REGIONAL COMMUNICATIONS CENTERS
MIAMI REGIONAL COMMUNICATIONS CENTER**

DATE: 08/12/2019
SEQUENCE: 7610-02-04-05-01-03
OED: _____
NUMBER OF POSITIONS: 29
NUMBER OF FTES: 29.0



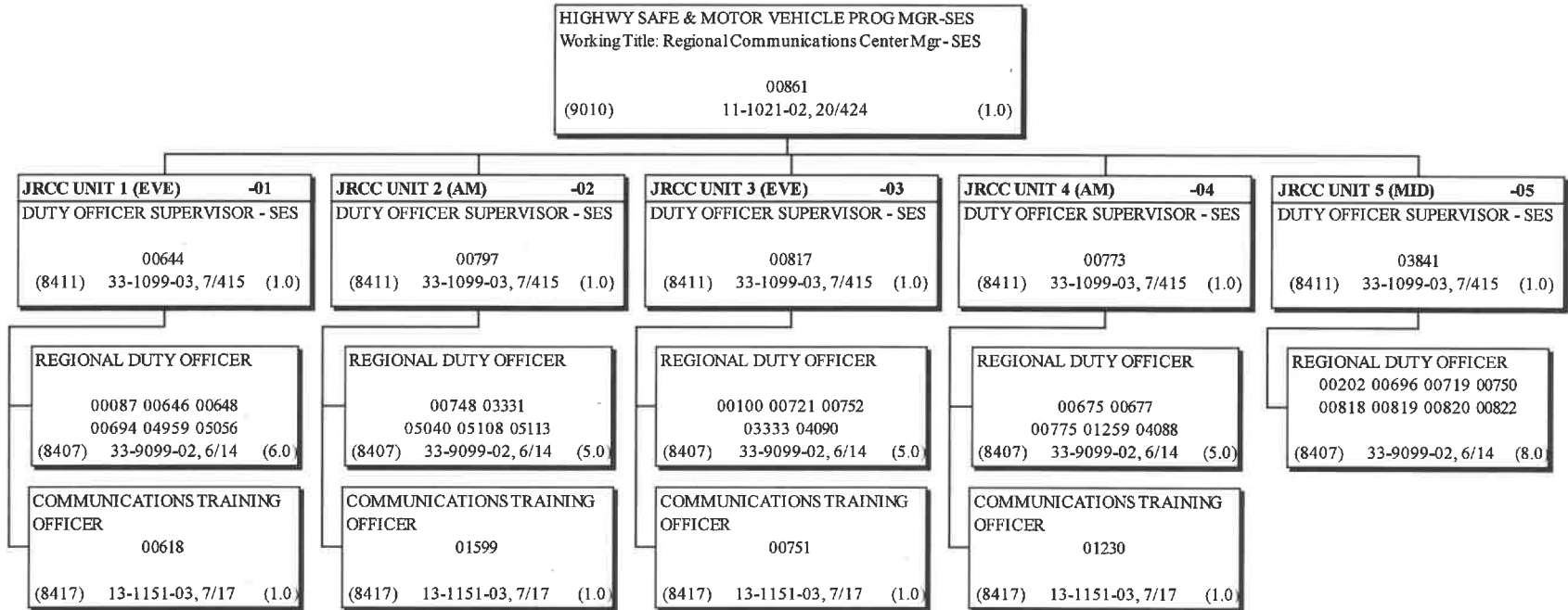
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES/REGIONAL COMMUNICATIONS CENTERS
FT MYERS REGIONAL COMMUNICATIONS CENTER**

DATE: 04/21/2020
SEQUENCE: 7610-02-04-05-01-04
OED:
NUMBER OF POSITIONS: 33
NUMBER OF FTE'S: 33.0



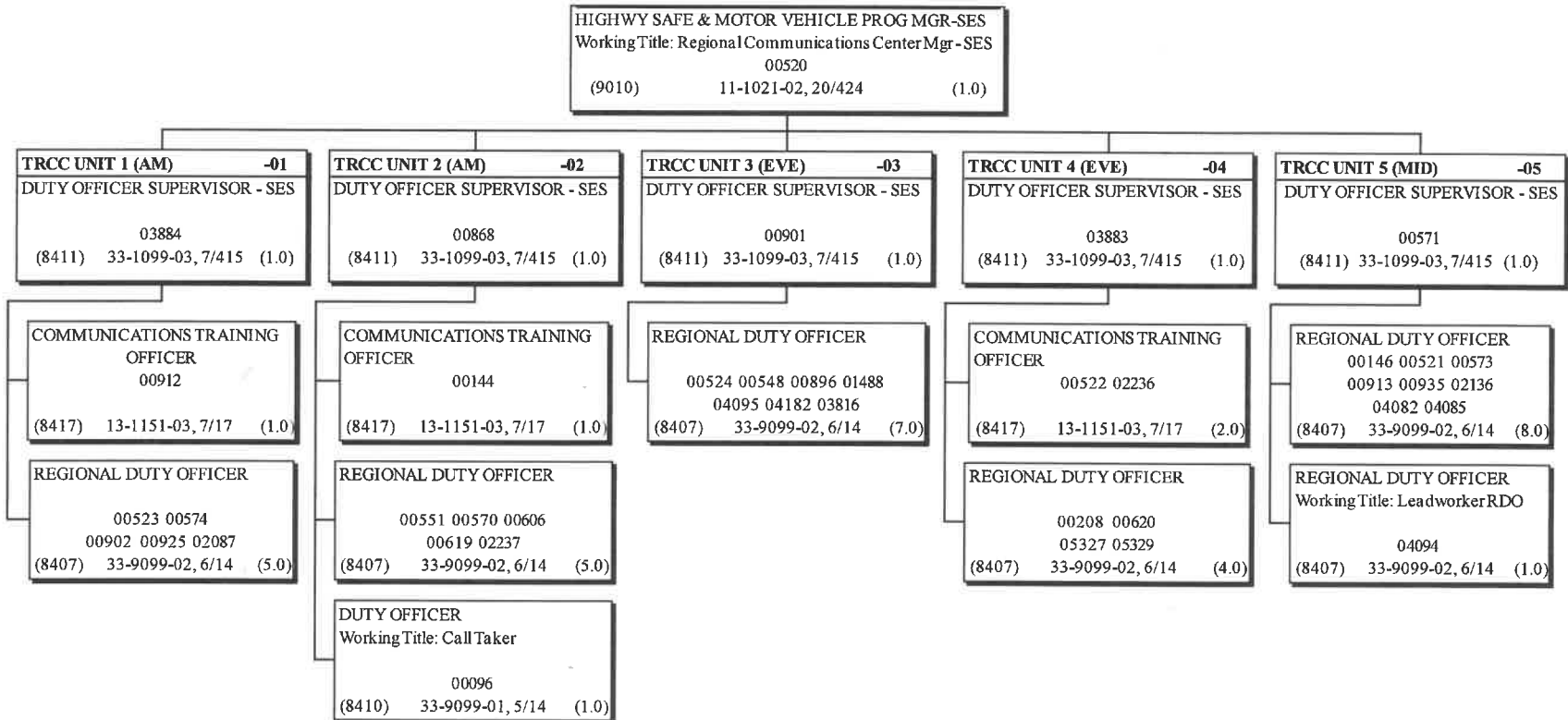
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES/REGIONAL COMMUNICATIONS CENTERS
JACKSONVILLE REGIONAL COMMUNICATIONS CENTER**

DATE: 02/03/2020
SEQUENCE: 7610-02-04-05-01-05
OED: _____
NUMBER OF POSITIONS: 39
NUMBER OF FTE'S: 39.0



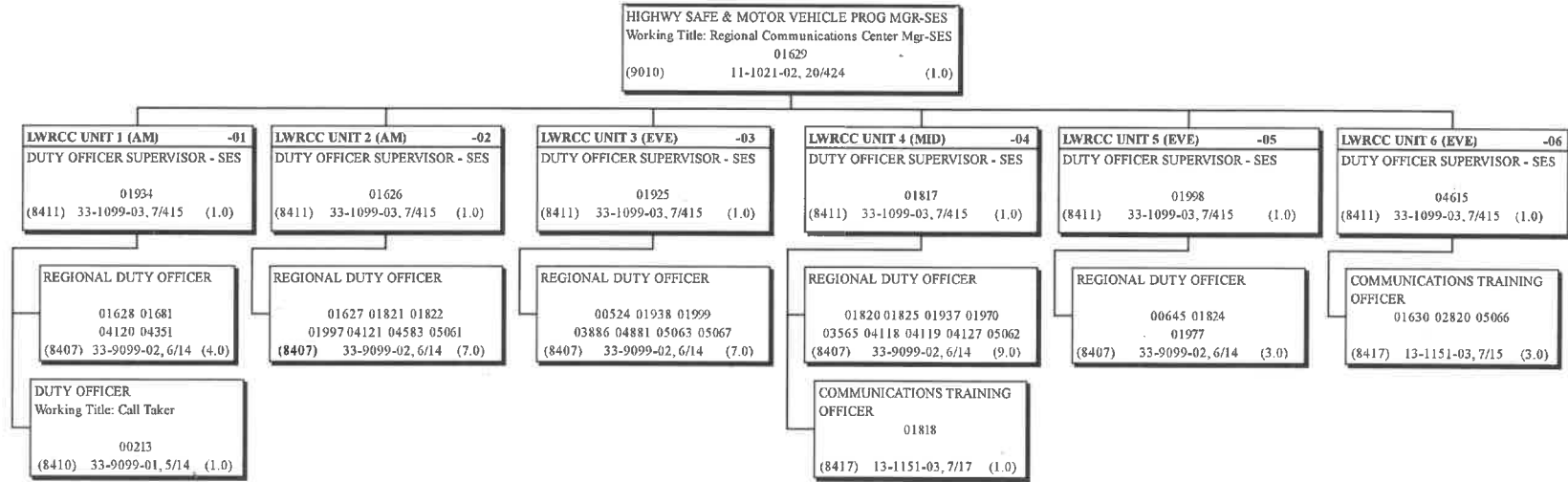
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES/REGIONAL COMMUNICATIONS CENTERS
TALLAHASSEE REGIONAL COMMUNICATIONS CENTER

DATE: 05/05/2020
 SEQUENCE: 7610-02-04-05-01-06
 OED: _____
 NUMBER OF POSITIONS: 41
 NUMBER OF FTE'S: 41.0



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF FLORIDA HIGHWAY PATROL
SPECIAL SERVICES/REGIONAL COMMUNICATIONS CENTERS
LAKE WORTH REGIONAL COMMUNICATIONS CENTER**

DATE: 05/05/2020
SEQUENCE: 7610-02-04-05-01-07
OED: _____
NUMBER OF POSITIONS: 42
NUMBER OF FTE'S: 42.0

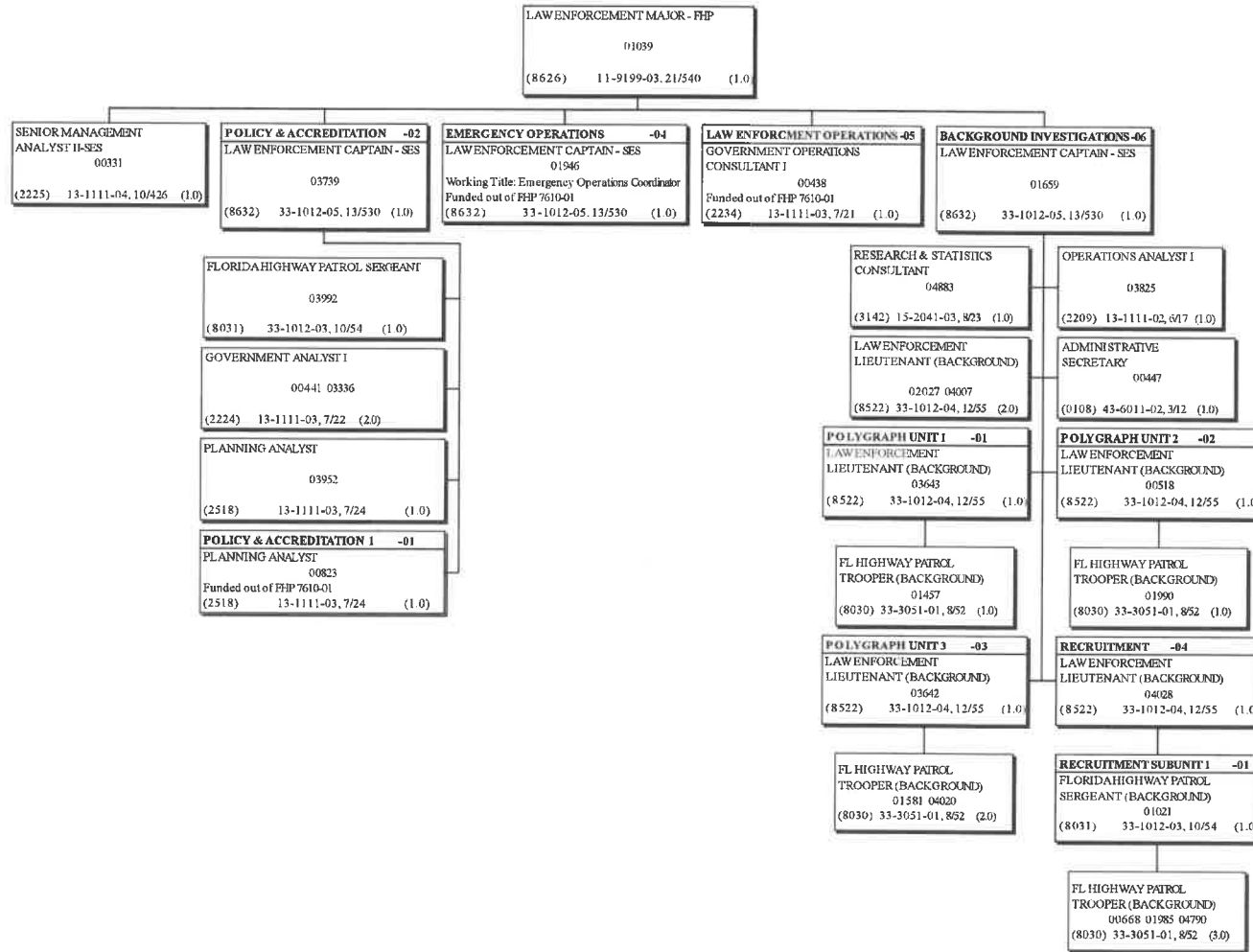


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LWRCC

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

DATE: 11/1/2019
 SEQUENCE: 7610-02-04-06
 OED:
 NUMBER OF POSITIONS: 28
 NUMBER OF FTE'S: 28.0



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

DATE: 11/12/2019
SEQUENCE: 7610-02-05
OED:
NUMBER OF POSITIONS: 35
NUMBER OF FTE'S: 35.0

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)

FHP PROJECTS -04
PLANNING CONSULTANT
Working Title: FHP Project Analyst
01995
Funded out of FHP 7610-01
(2336) 13-1111-04, 10/24 (1.0)

GENERAL SERVICES OPERATIONS MANAGERS- SES
03348

(2266) 11-9199-02, 20/423 (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)

PLANNING CONSULTANT
(Working Title: Senior Business Intelligence Analyst)

01816

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

PROGRAM OPERATIONS 1 -01
OPERATIONS ANALYST II

11187
Funded out of FHP 7610-06
(2212) 13-1111-03, 7/19 (1.0)

OPERATIONS ANALYST II

00496

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

INSTALL CENTER UNIT -01
TELECOMMUNICATIONS SUPERVISOR-SES

01103
Funded out of FHP 7610-01
(2037) 15-1142-03, 8/421 (1.0)

PROPERTY COORDINATION -01
PROPERTY SPECIALIST

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

PLANNING CONSULTANT

00433 00875

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

RESEARCH & STATISTICS CONSULTANT

02623 02670
03313 04408 04876
Funded out of FHP 7610-01
(3142) 15-2041-03, 8/23 (5.0)

TELECOMMUNICATIONS SPECIALIST III
Working Title: Vehicle Equipment Installer

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
Working Title: Vehicle Equipment Installer

11144 11168 14789
Funded out of FHP 7610-06
(2035) 15-1142-02, 6/19 (3.0)

RESEARCH & STATISTICS CONSULTANT

00491

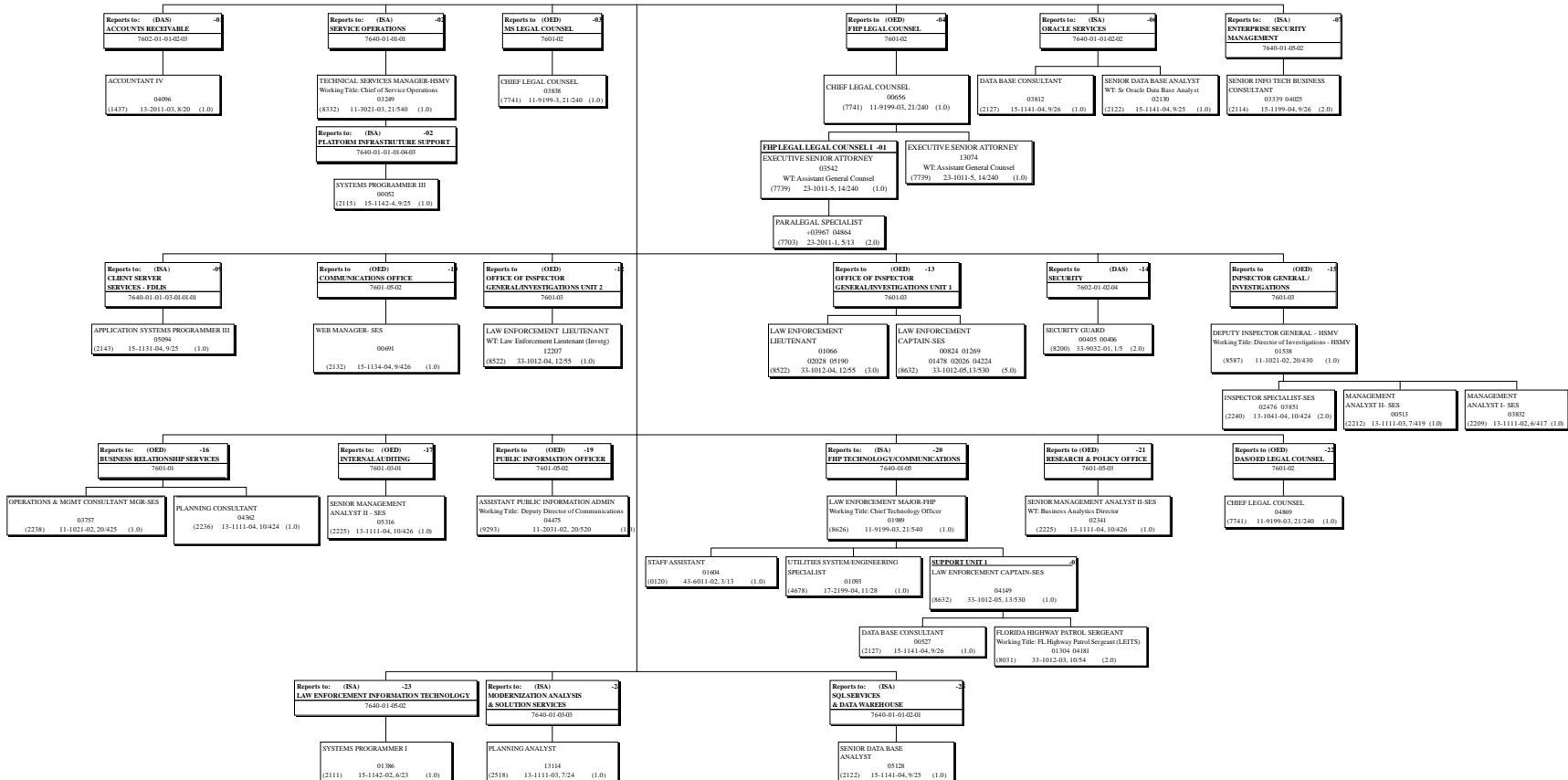
(3142) 15-2041-03, 8/23 (1.0)

ANALYTICAL SUPPORT -01
RESEARCH & STATISTICS CONSULTANT

00560
Funded out of FHP 7610-04
(3142) 15-2041-03, 8/23 (1.0)

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

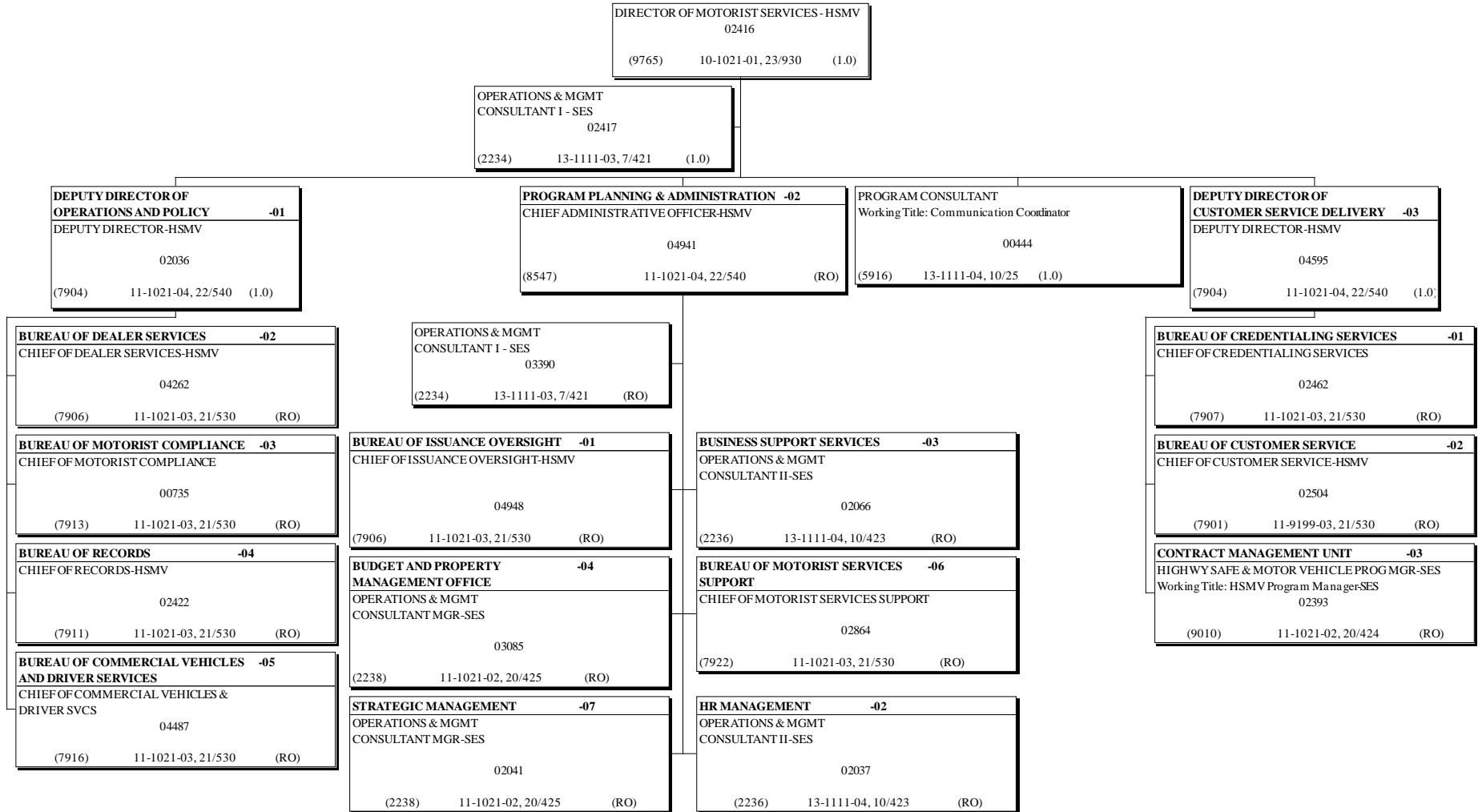
DATE: 02/14/2020
 SEQUENCE: 7610-08
 OED: _____
 NUMBER OF POSITIONS: 47 NUMBER OF FTE'S: 47.0



DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

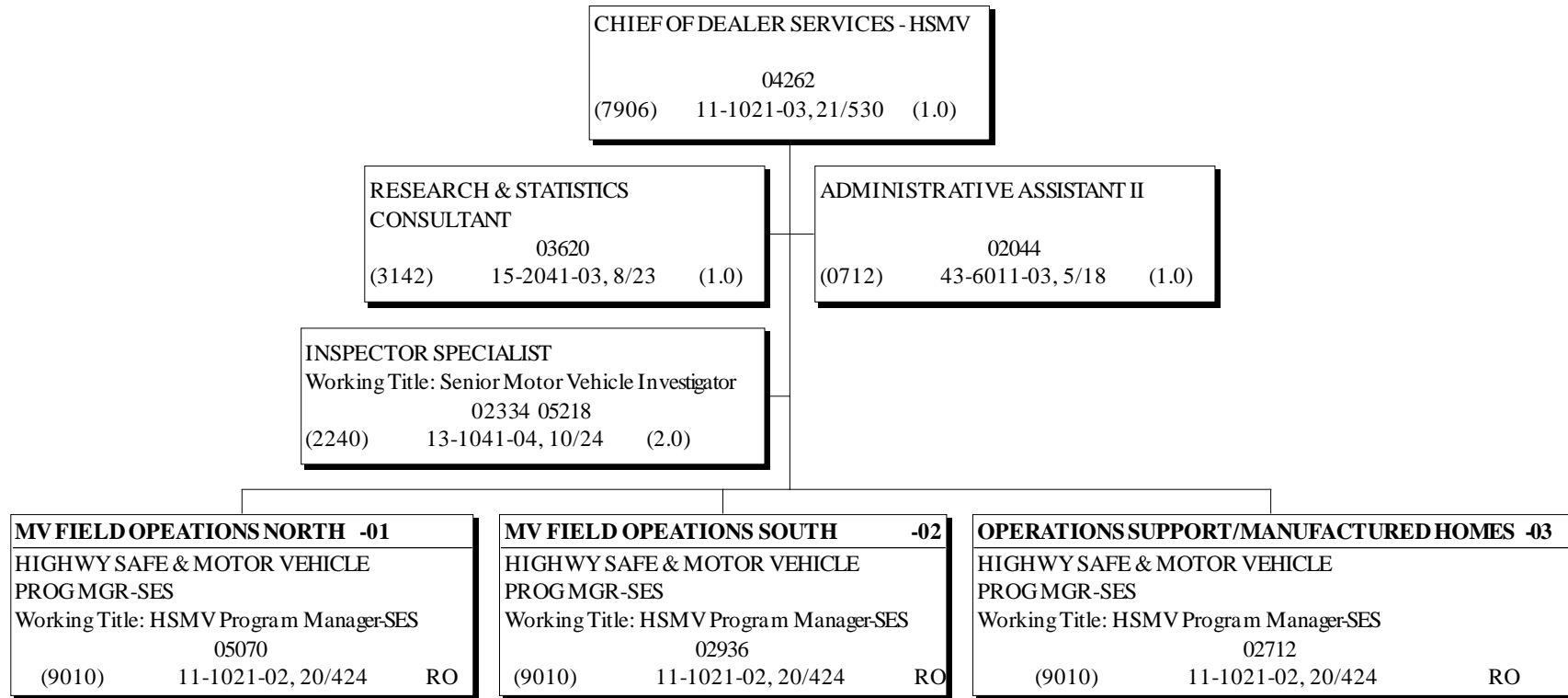
DIVISION OF MOTORIST SERVICES

DATE: 10/05/2018
 SEQUENCE: 7621
 OED: _____
 NUMBER OF POSITIONS: 5
 NUMBER OF FTE'S: 5.0



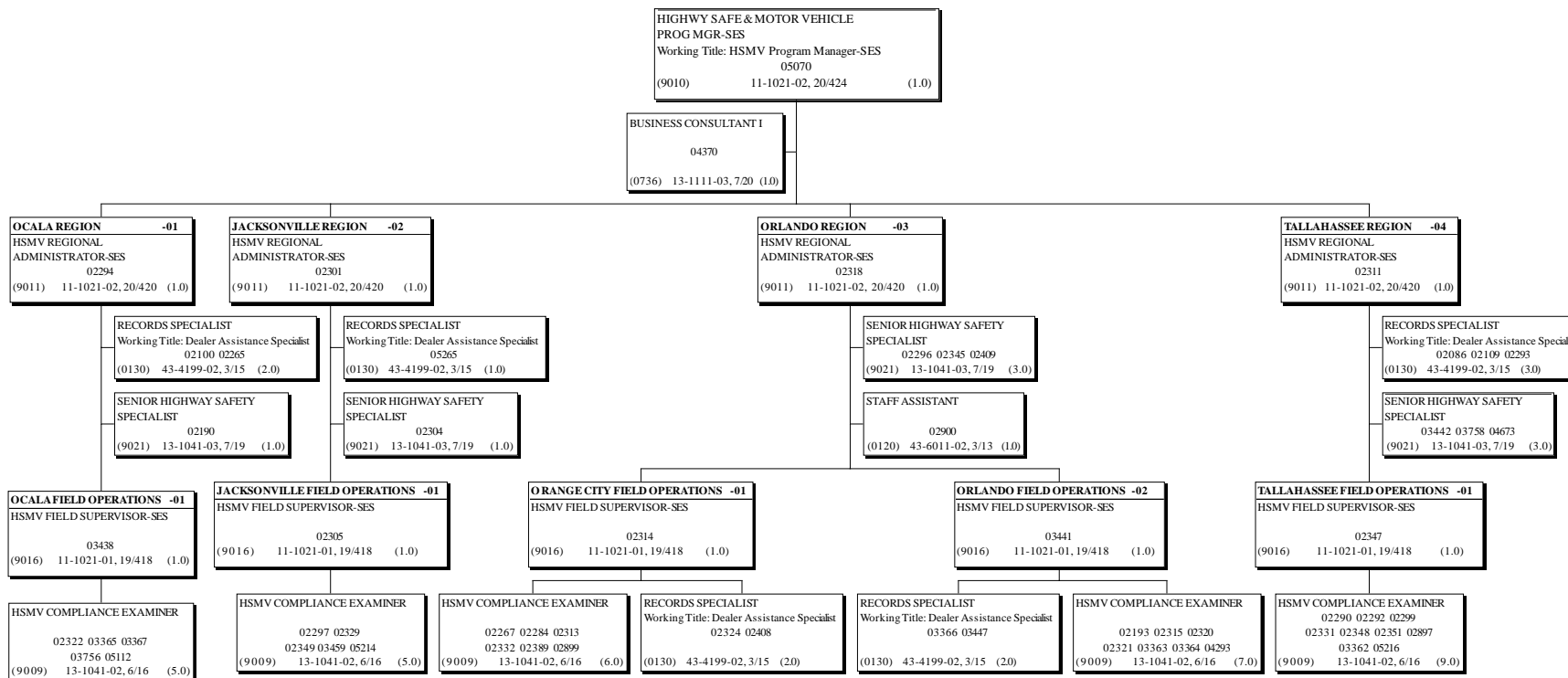
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF DEALER SERVICES**

DATE: 12/26/2019
 SEQUENCE: 7621-01-02
 OED: _____
 NUMBER OF POSITIONS: 5.0
 NUMBER OF FTES: 5.0

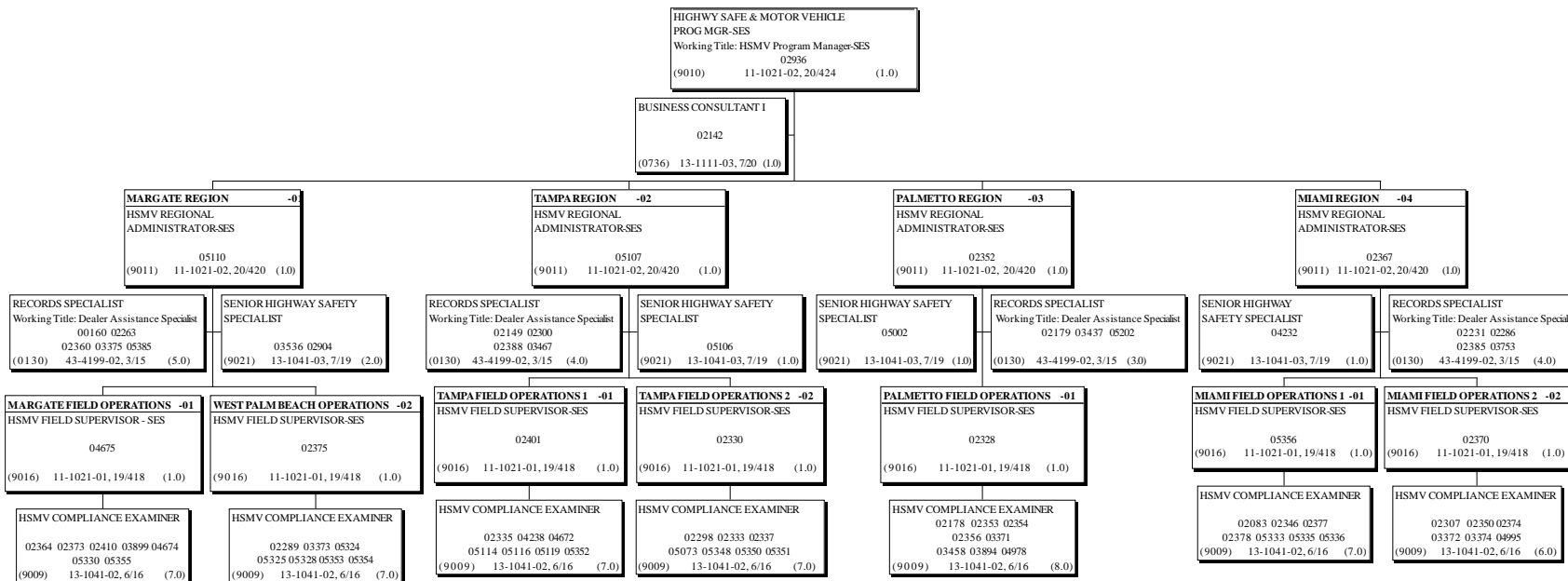


DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF DEALER SERVICES
MOTOR VEHICLE FIELD OPERATIONS NORTH

DATE: 12/26/2019
 SEQUENCE: 7621-01-02-01
 OED: _____
 NUMBER OF POSITIONS: 62
 NUMBER OF FTE'S: 62.0

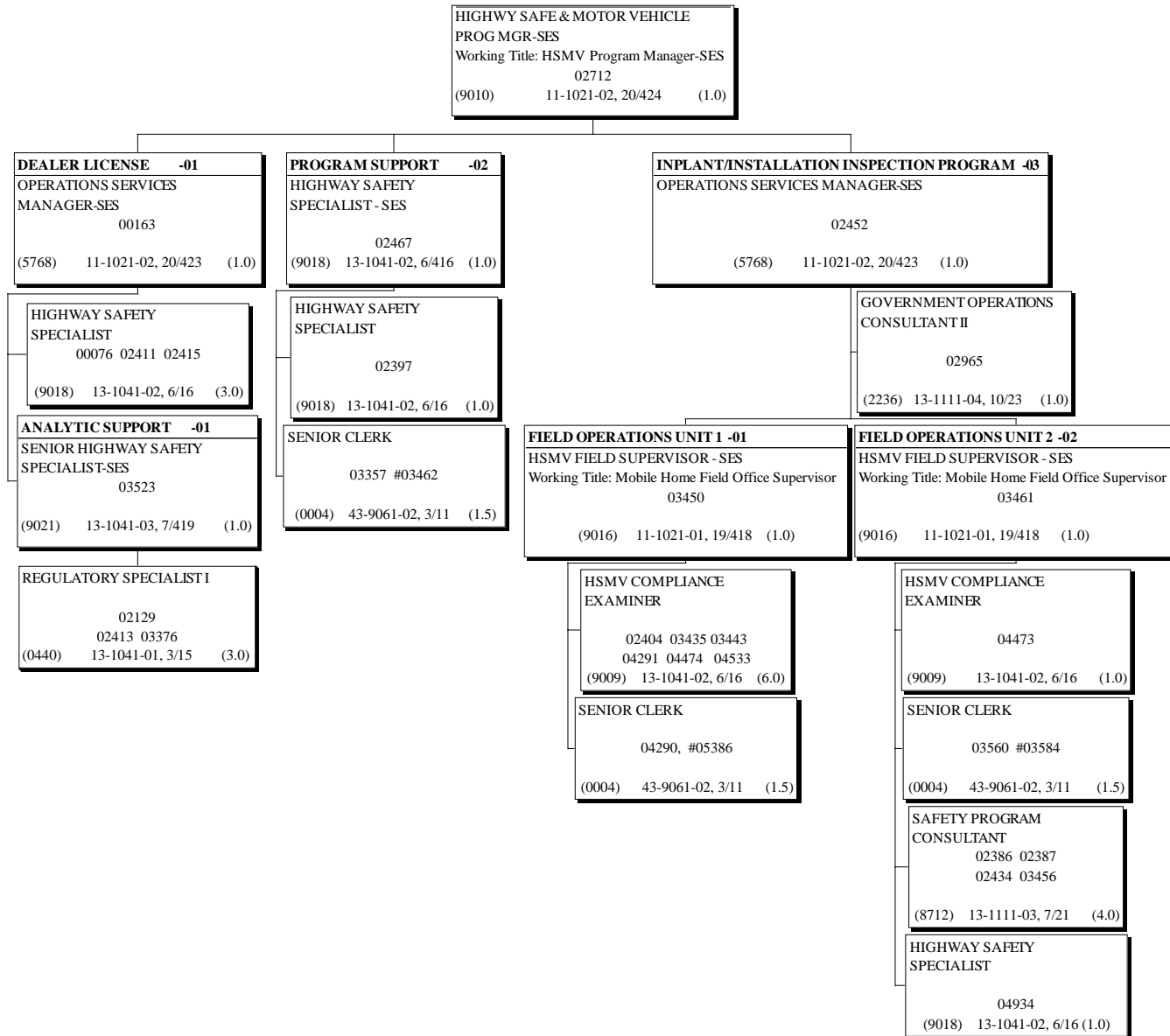


**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF DEALER SERVICES
MOTOR VEHICLE FIELD OPERATIONS SOUTH**



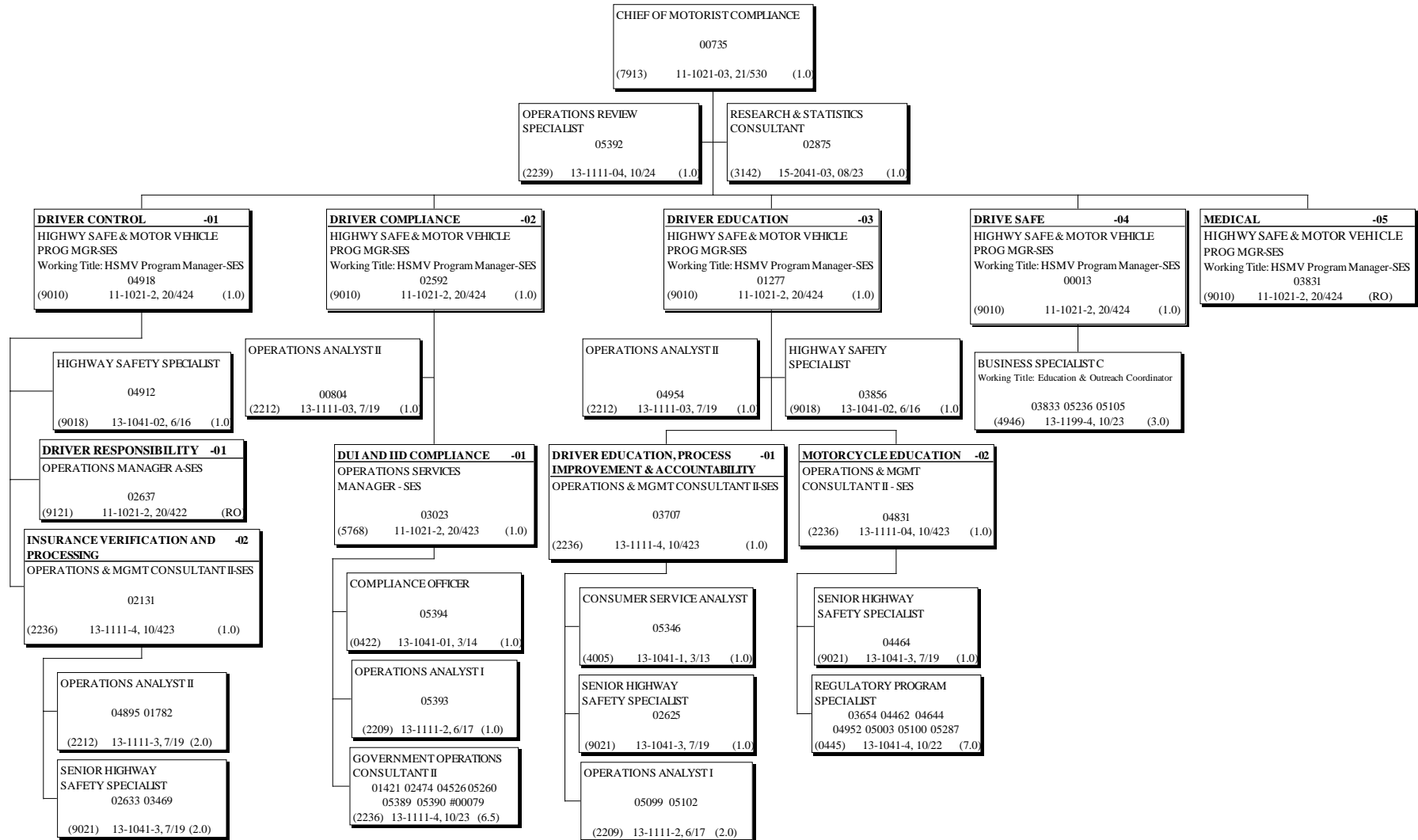
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF DEALER SERVICES
OPERATIONS SUPPORT/MANUFACTURED HOMES**

DATE: 11/14/2019
SEQUENCE: 7621-01-02-03
OED: _____
NUMBER OF POSITIONS: 33
NUMBER OF FTES: 31.5



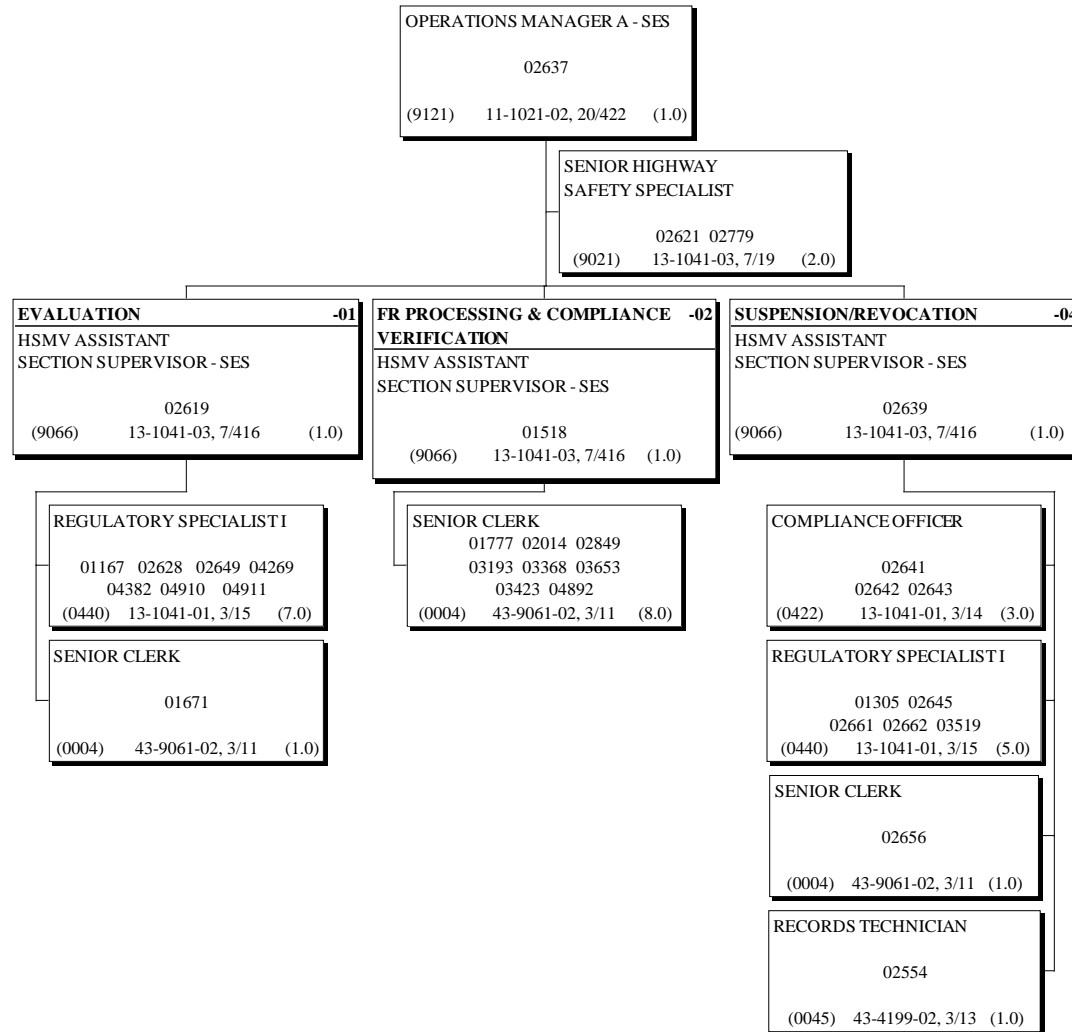
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF MOTORIST COMPLIANCE**

DATE: 08/01/2019
SEQUENCE: 7621-01-03
OED: _____
NUMBER OF POSITIONS: 43
NUMBER OF FTE'S: 42.5



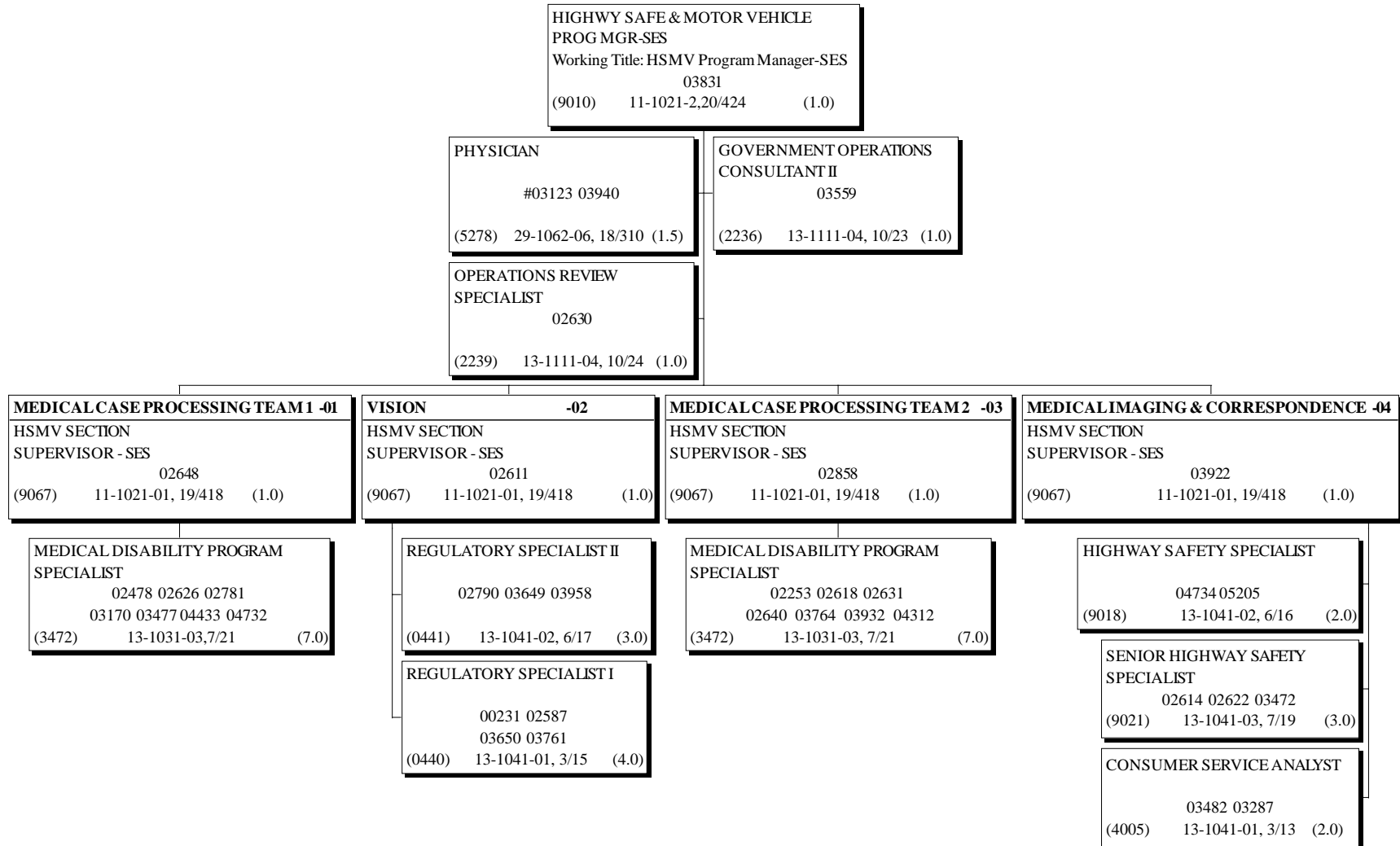
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF MOTORIST SERVICES
 BUREAU OF MOTORIST COMPLIANCE
 DRIVER RESPONSIBILITY SECTION**

DATE: 08/01/2019
 SEQUENCE: 7621-01-03-01-01
 OED: _____
 NUMBER OF POSITIONS: 32
 NUMBER OF FTES: 32.0



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

DATE: 03/02/2020
SEQUENCE: 7621-01-03-05
OED: _____
NUMBER OF POSITIONS: 37
NUMBER OF FTE'S: 36.5

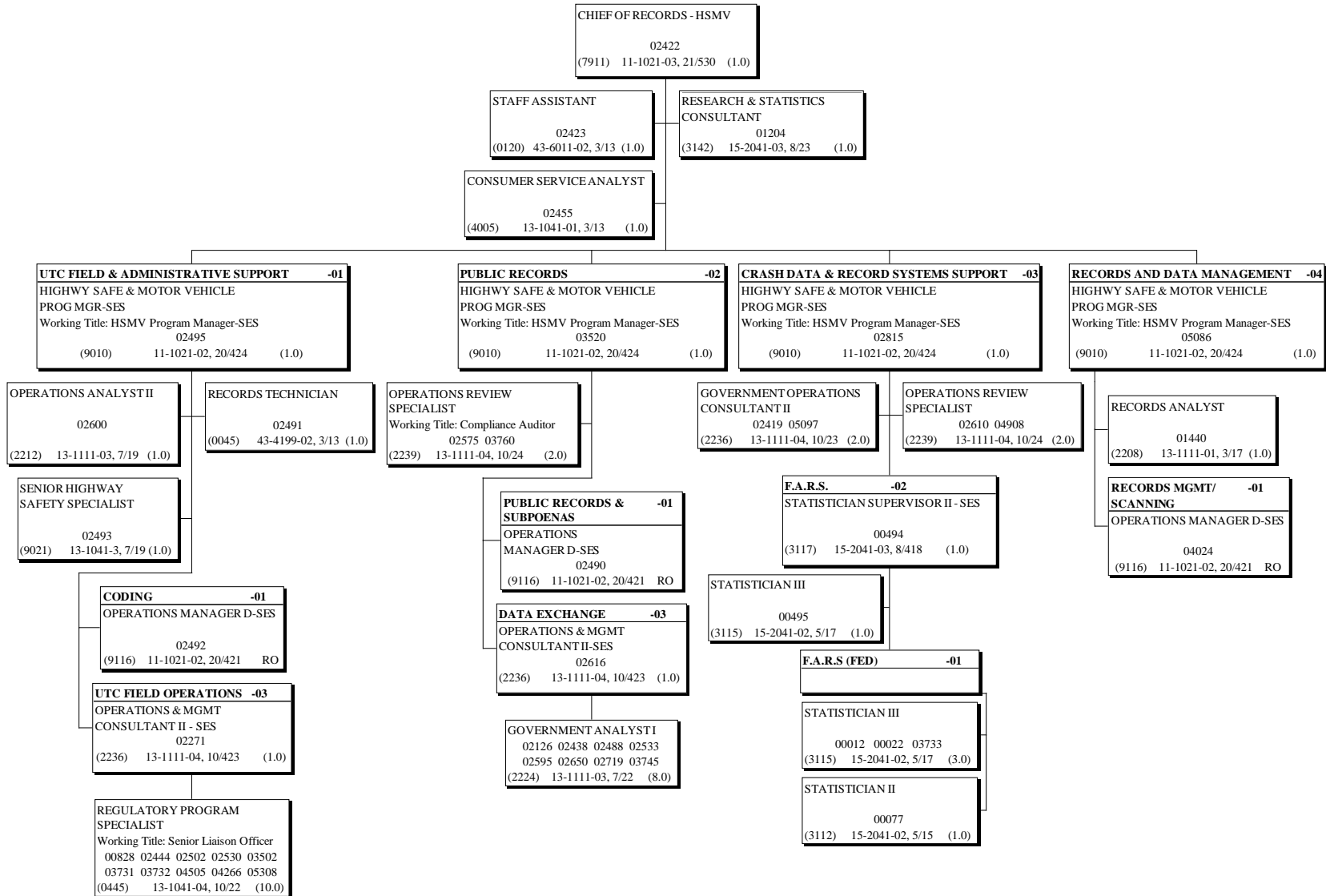


DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

DIVISION OF MOTORIST SERVICES

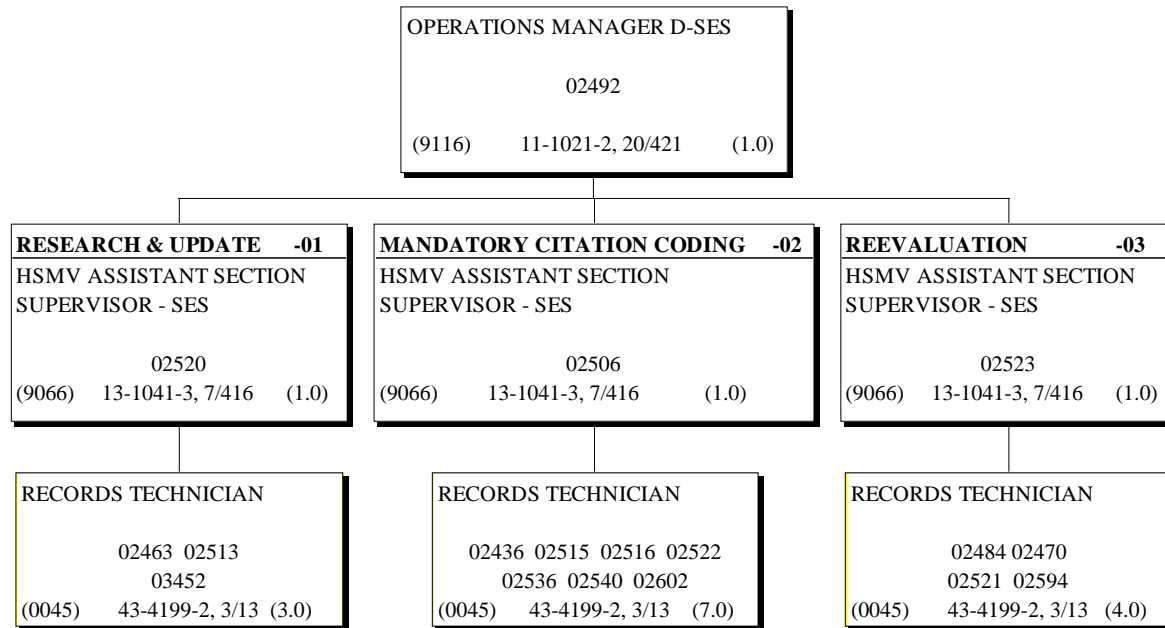
BUREAU OF RECORDS

DATE: 7/10/2019
 SEQUENCE: 7621-01-04
 OED: _____
 NUMBER OF POSITIONS: 44
 NUMBER OF FTES: 44.0



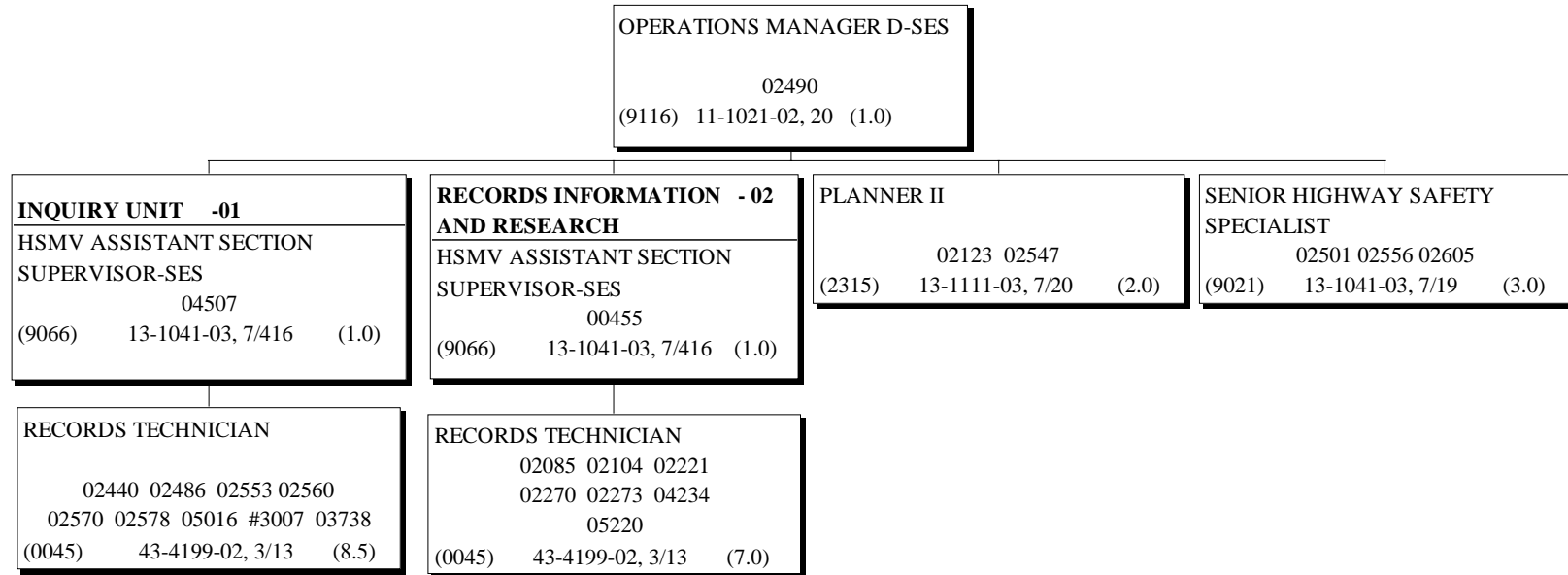
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF RECORDS
UTC FIELD AND ADMINISTRATIVE SUPPORT /
CODING**

DATE: 07/01/2018
SEQUENCE: 7621-01-04-01-02
OED: _____
NUMBER OF POSITIONS: 18
NUMBER OF FTE'S: 18.0



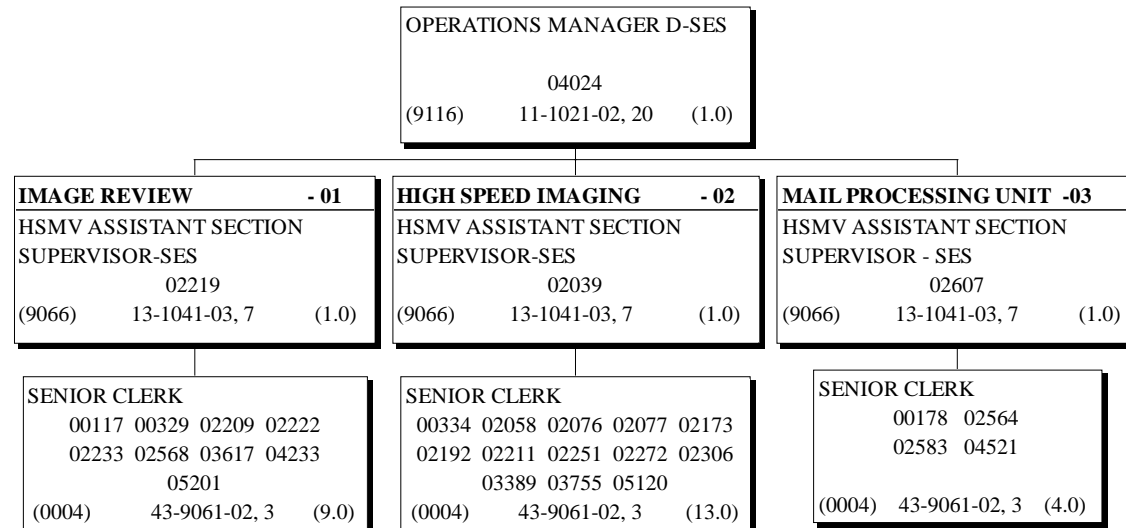
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF RECORDS
PUBLIC RECORDS / PUBLIC RECORDS & SUBPOENAS**

DATE: 11/09/2018
 SEQUENCE: 7621-01-04-02-01
 OED: _____
 NUMBER OF POSITIONS: 24
 NUMBER OF FTE'S: 23.5



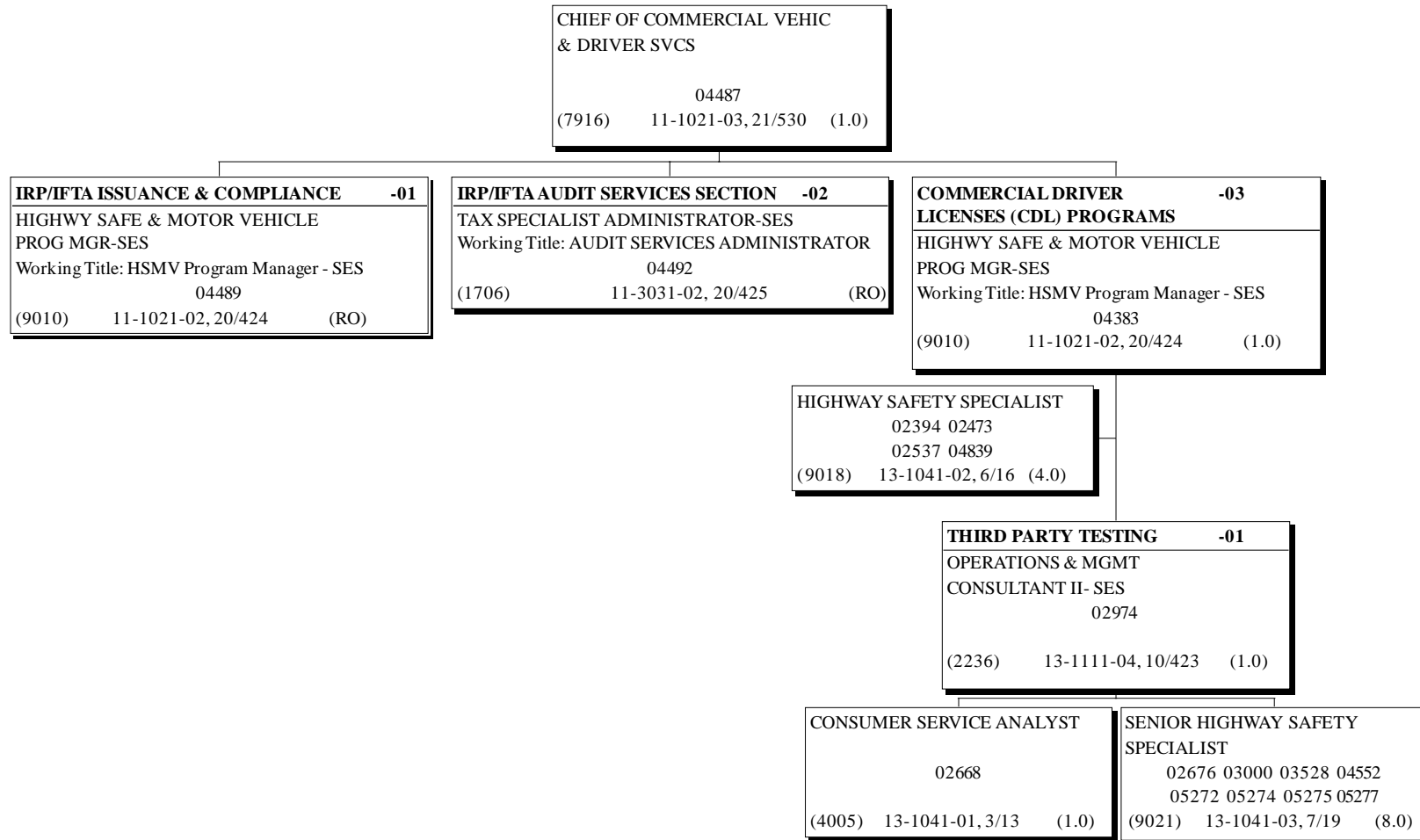
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF RECORDS
RECORDS AND DATA MANAGEMENT/ RECORDS
MGMT/ SCANNING**

DATE: 07/10/2019
 SEQUENCE: 7621-01-04-04-01
 OED: _____
 NUMBER OF POSITIONS: 30
 NUMBER OF FTE'S: 30.0



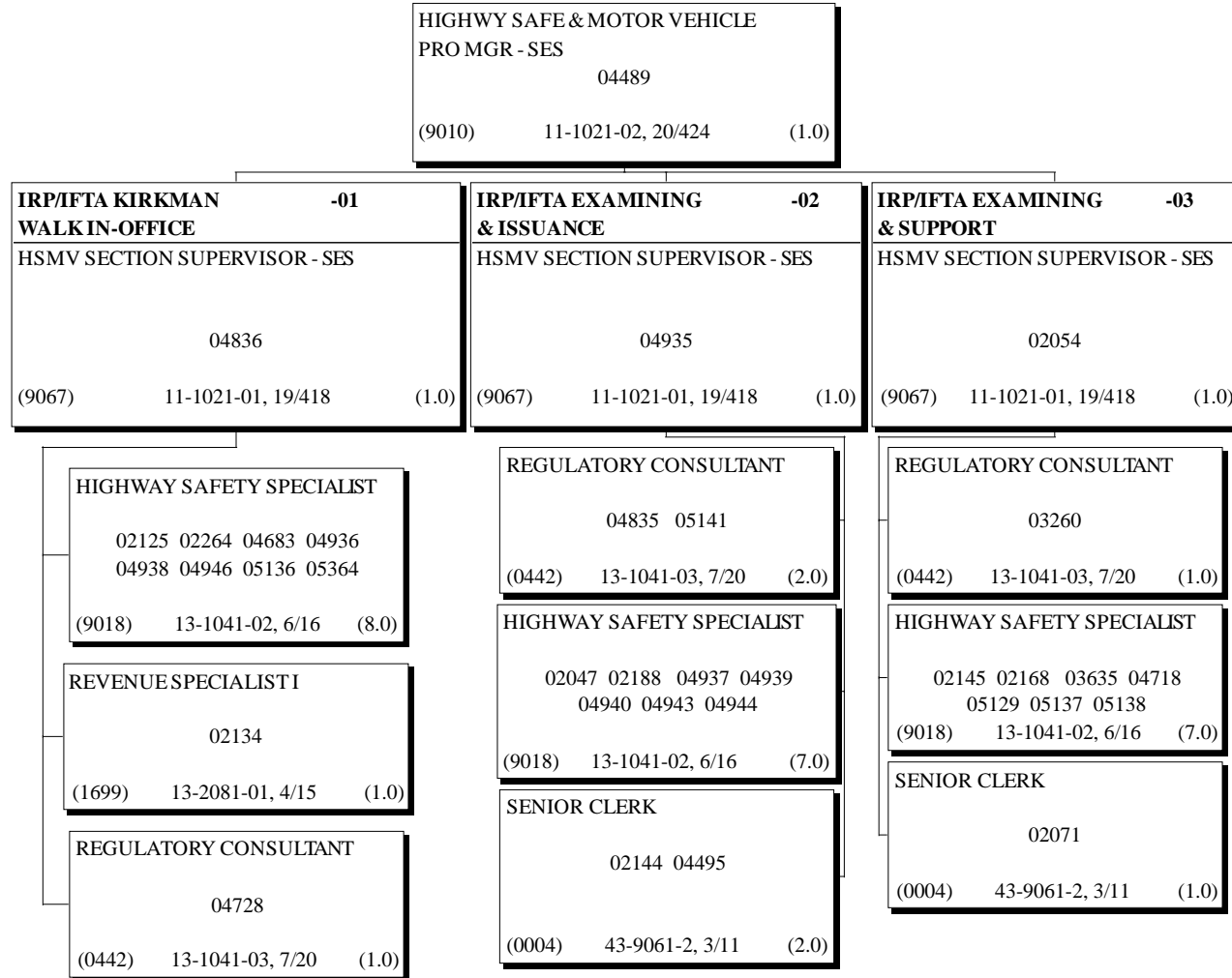
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF COMMERCIAL VEHICLES AND DRIVER
SERVICES**

DATE: 02/01/2020
SEQUENCE: 7621-01-05
OED: _____
NUMBER OF POSITIONS: 16
NUMBER OF FTE'S: 16.0



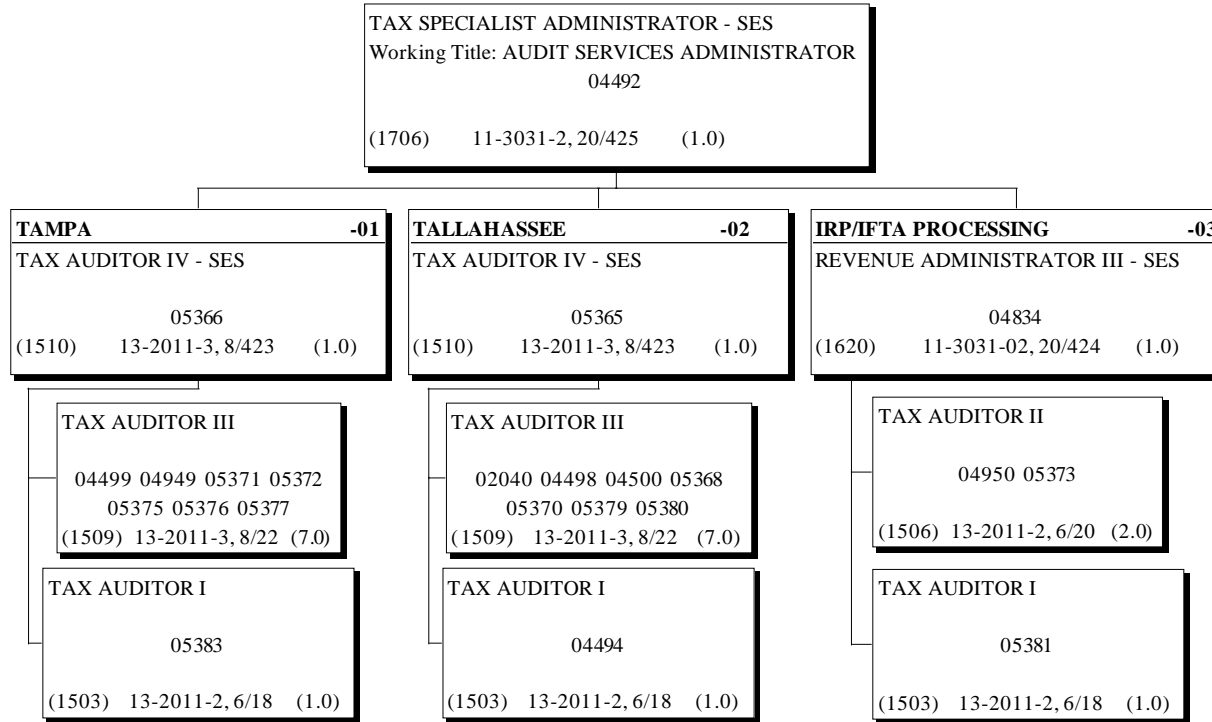
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF COMMERCIAL VEHICLES AND DRIVER SERVICES
IRP/IFTA ISSUANCE & COMPLIANCE**

DATE: 02/02/2020
SEQUENCE: 7621-01-05-01
OED: _____
NUMBER OF POSITIONS: 34
NUMBER OF FTE'S: 34.0



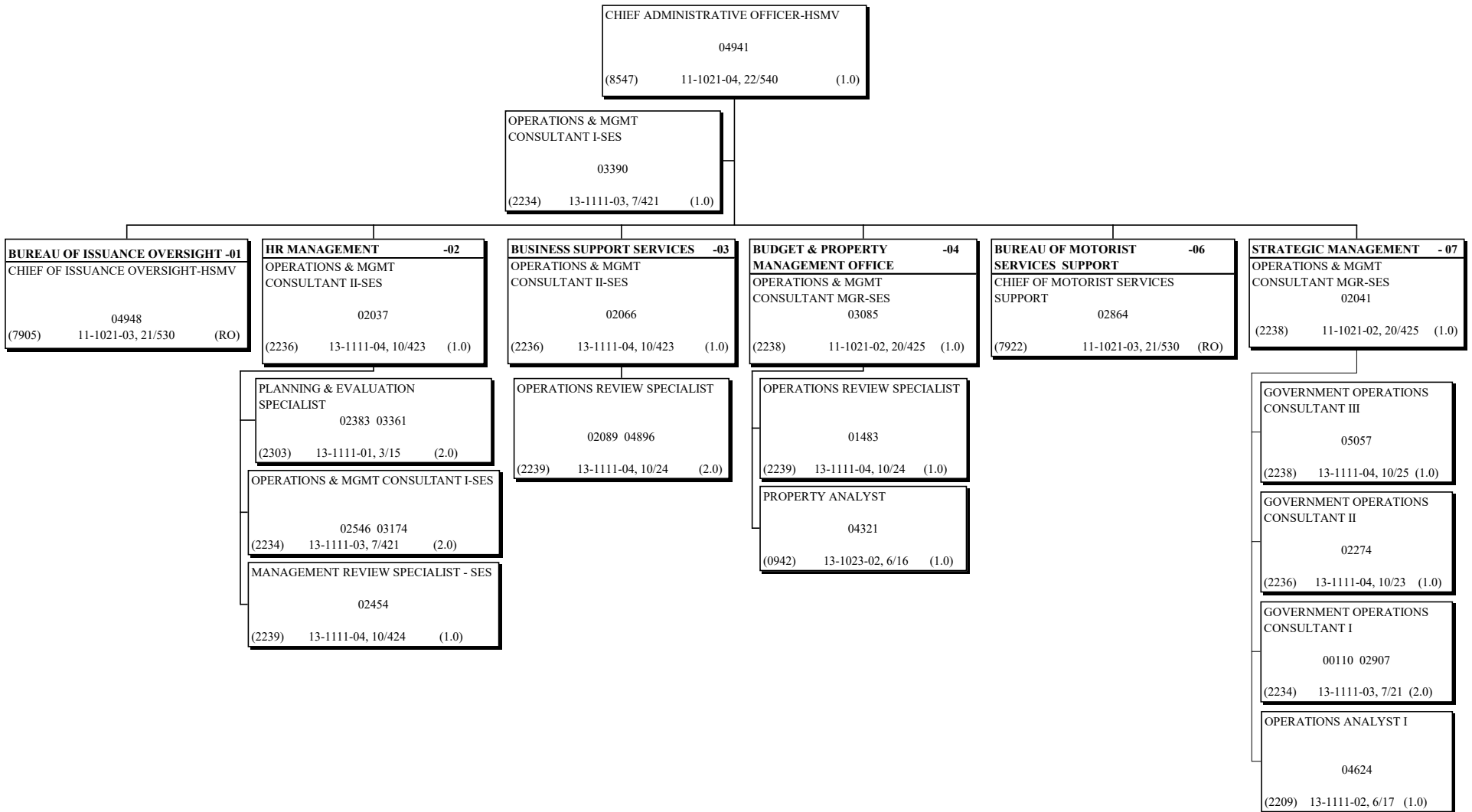
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF MOTORIST SERVICES
 BUREAU OF COMMERCIAL VEHICLE AND DRIVER SERVICES
 IRP/IFTA AUDIT SERVICES**

DATE:02/04/2019
 SEQUENCE: 7621-01-05-02
 OED: _____
 NUMBER OF POSITIONS: 23
 NUMBER OF FTE'S: 23.0



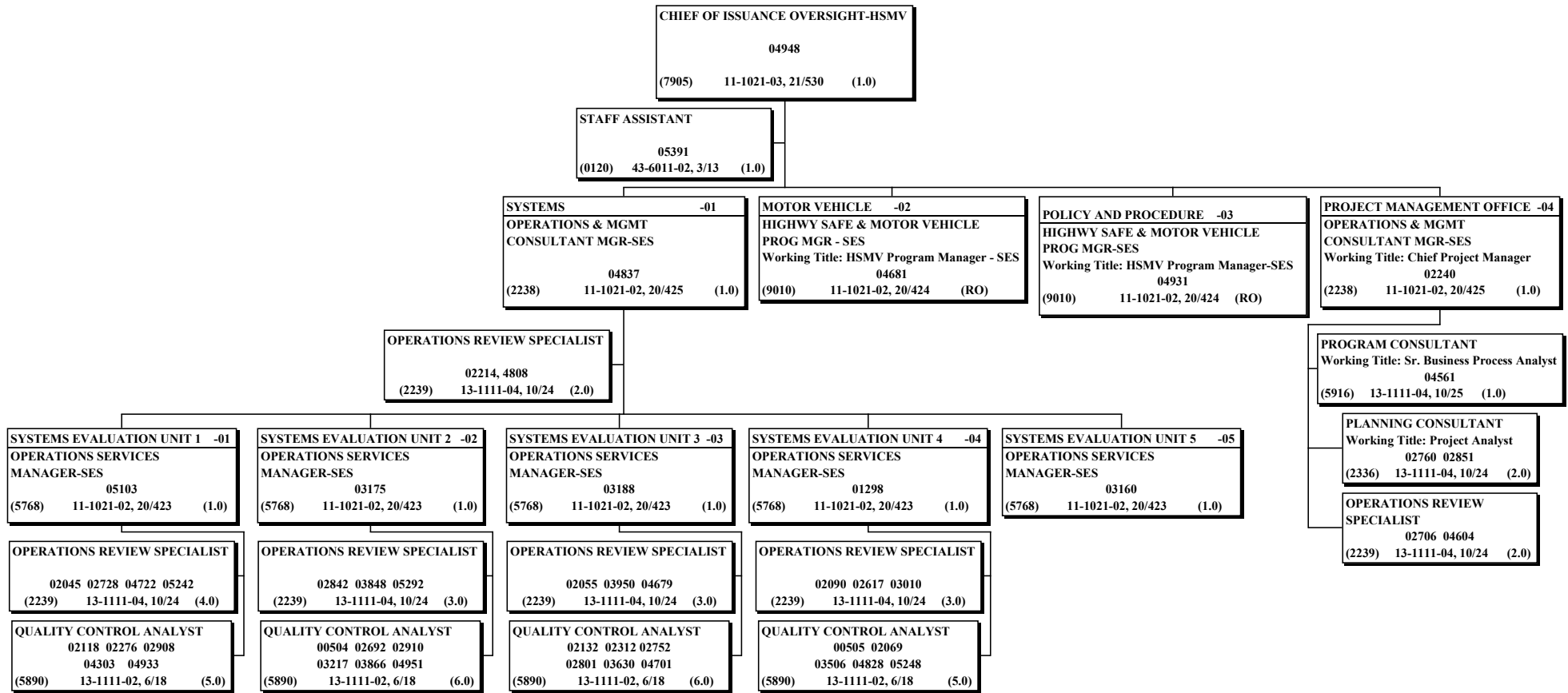
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
PROGRAM PLANNING AND ADMINISTRATION**

DATE: 6/23/2020
SEQUENCE: 7621-02
OED: _____
NUMBER OF POSITIONS: 20
NUMBER OF FTE'S: 20.0



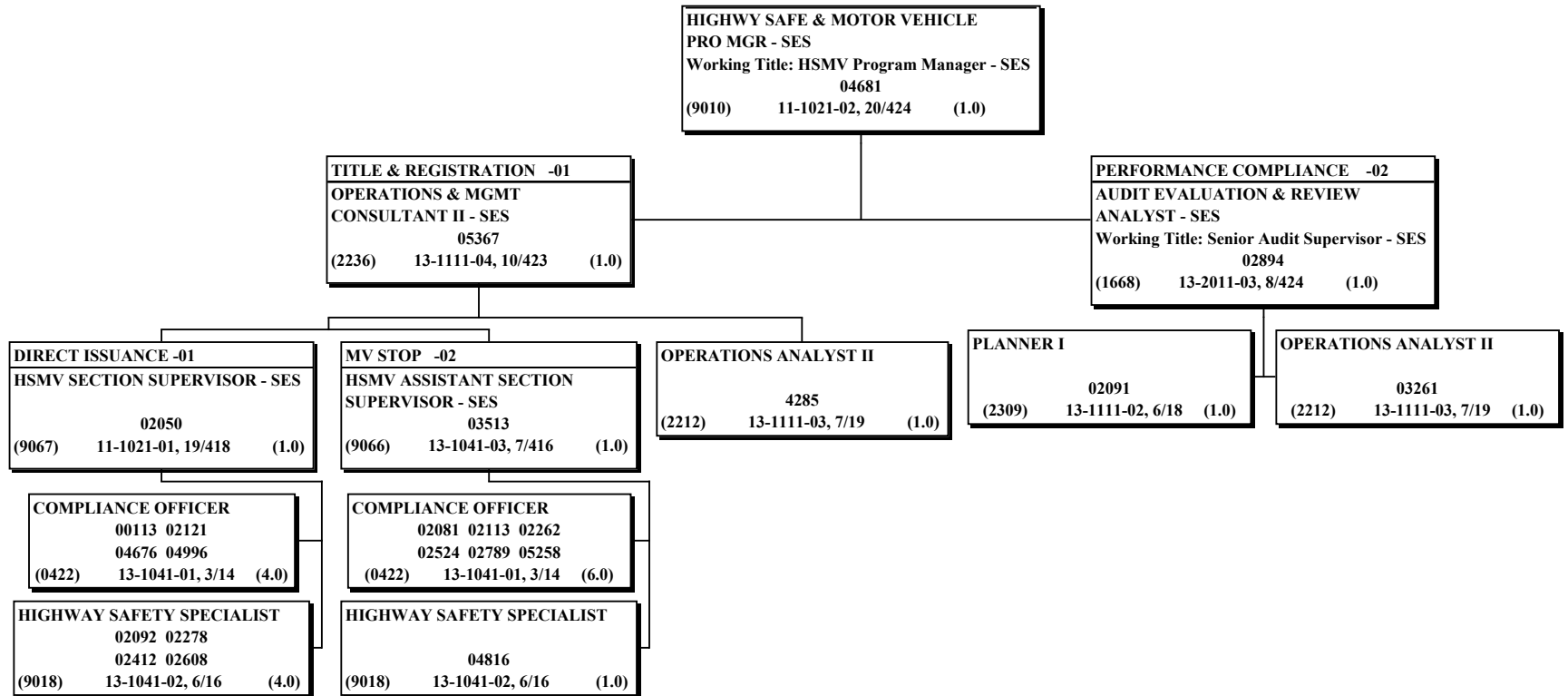
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
 DIVISION OF MOTORIST SERVICES
 BUREAU OF ISSUANCE OVERSIGHT

DATE: 6/23/2020
 SEQUENCE: 7621-02-01
 OED:
 NUMBER OF POSITIONS: 51
 NUMBER OF FTES: 51.0



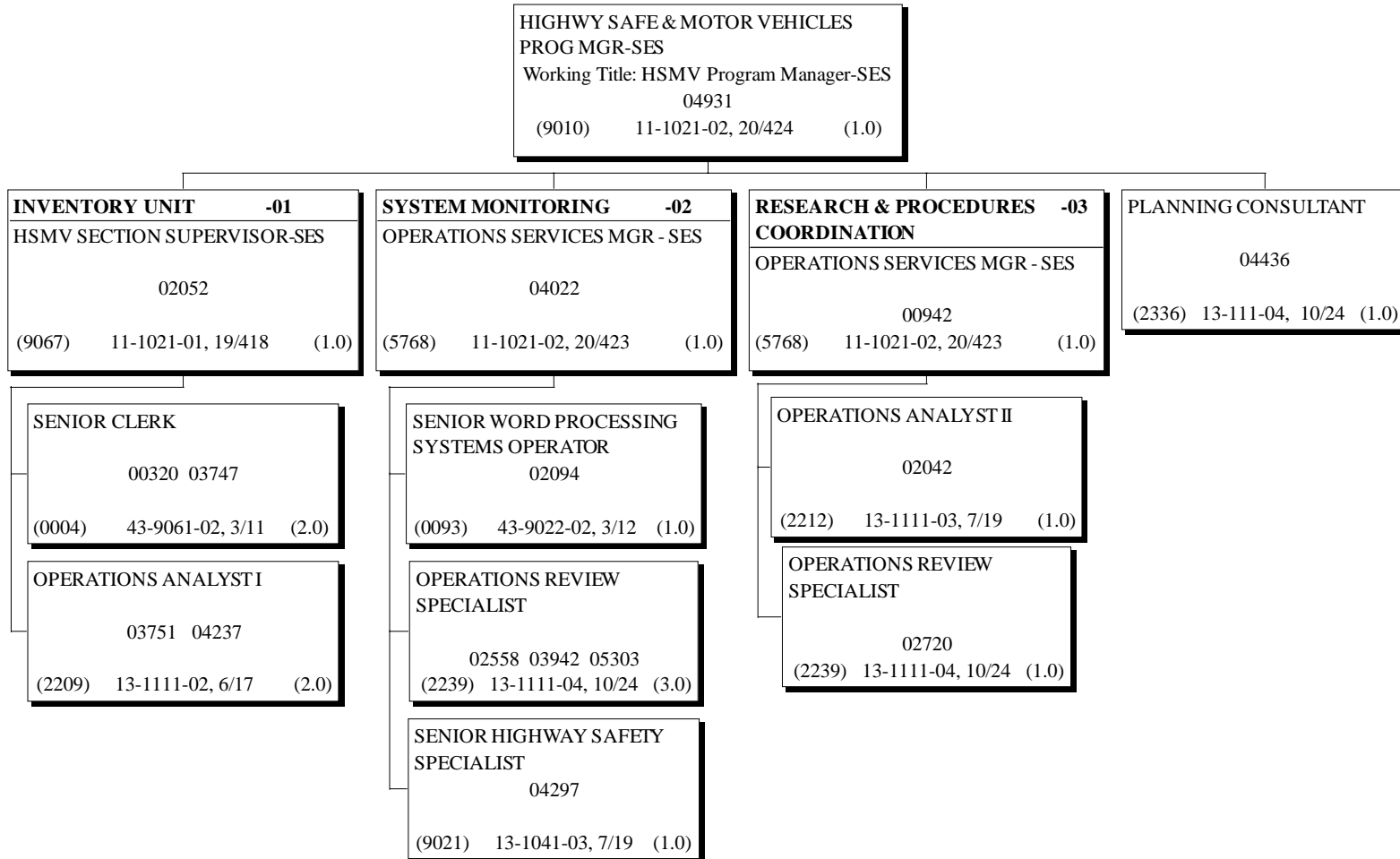
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF ISSUANCE OVERSIGHT
MOTOR VEHICLE**

DATE: 11/20/2019
SEQUENCE: 7621-02-01-02
OED:
NUMBER OF POSITIONS: 23
NUMBER OF FTES: 23.0



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

DATE: 02/01/2020
SEQUENCE: 7621-02-01-03
OED: _____
NUMBER OF POSITIONS: 16
NUMBER OF FTE'S: 16.0

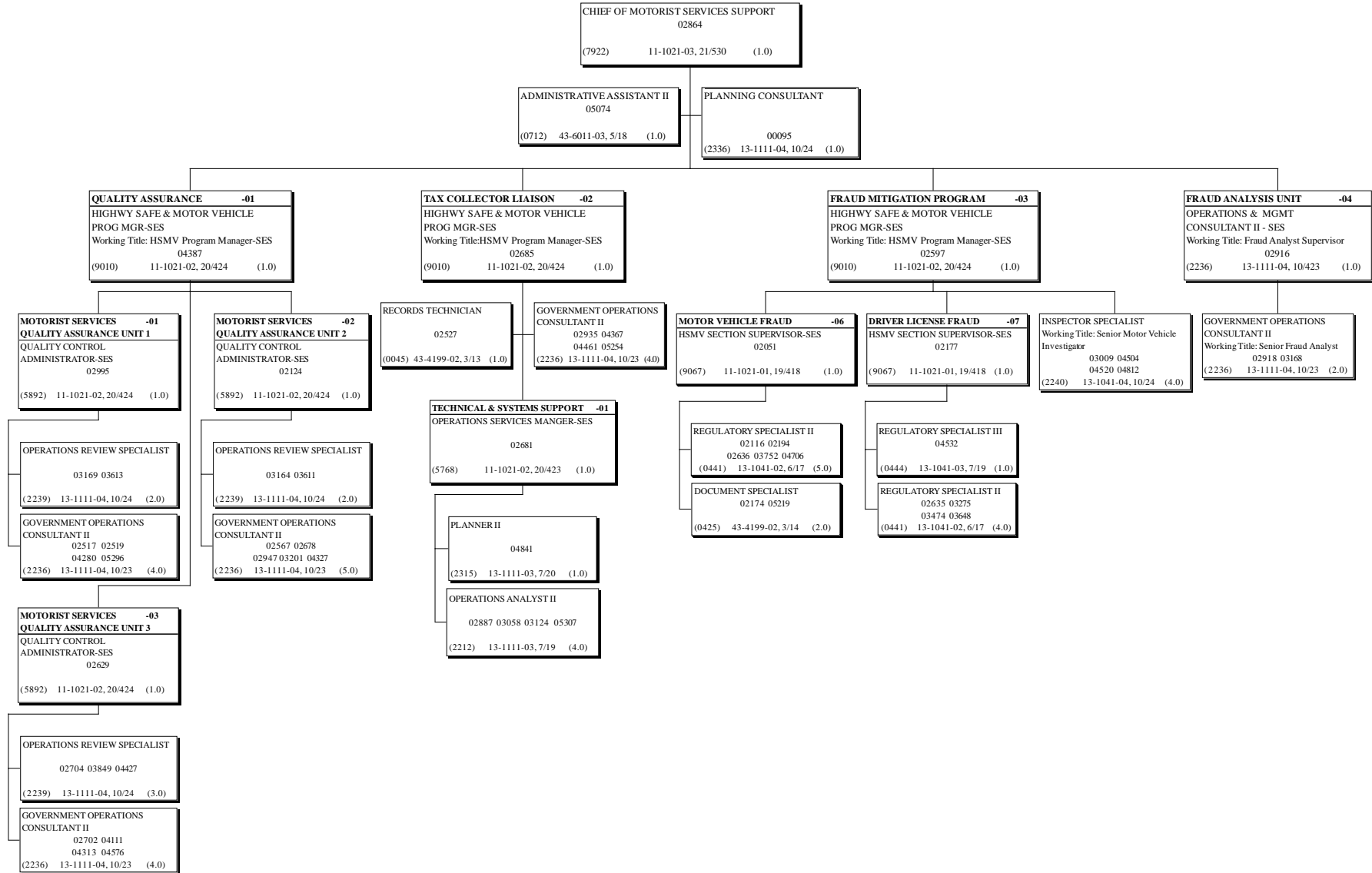


DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

DIVISION OF MOTORIST SERVICES

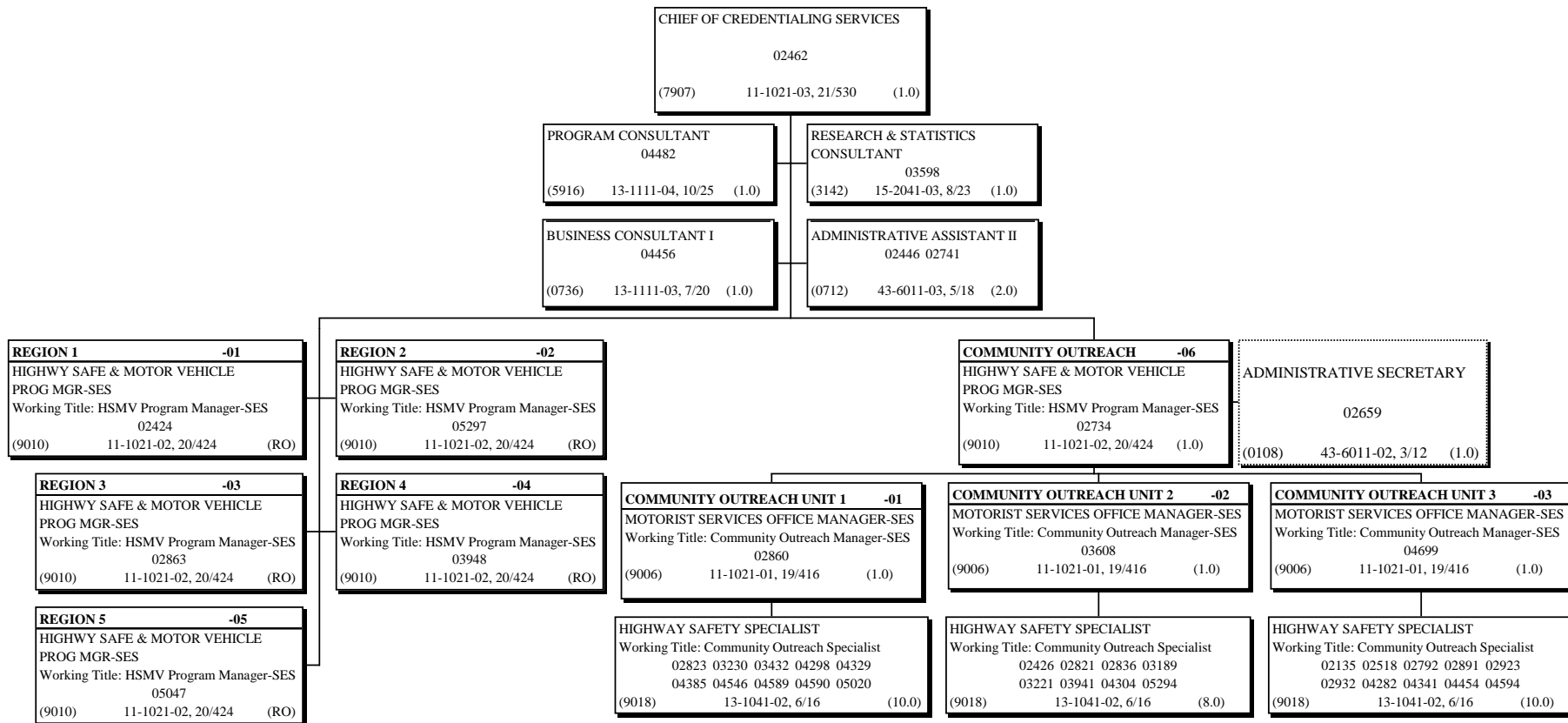
BUREAU OF MOTORIST SERVICES SUPPORT

DATE: 10/05/2018
 SEQUENCE: 7621-02-06
 OED: _____
 NUMBER OF POSITIONS: 61
 NUMBER OF FTE'S: 61.0



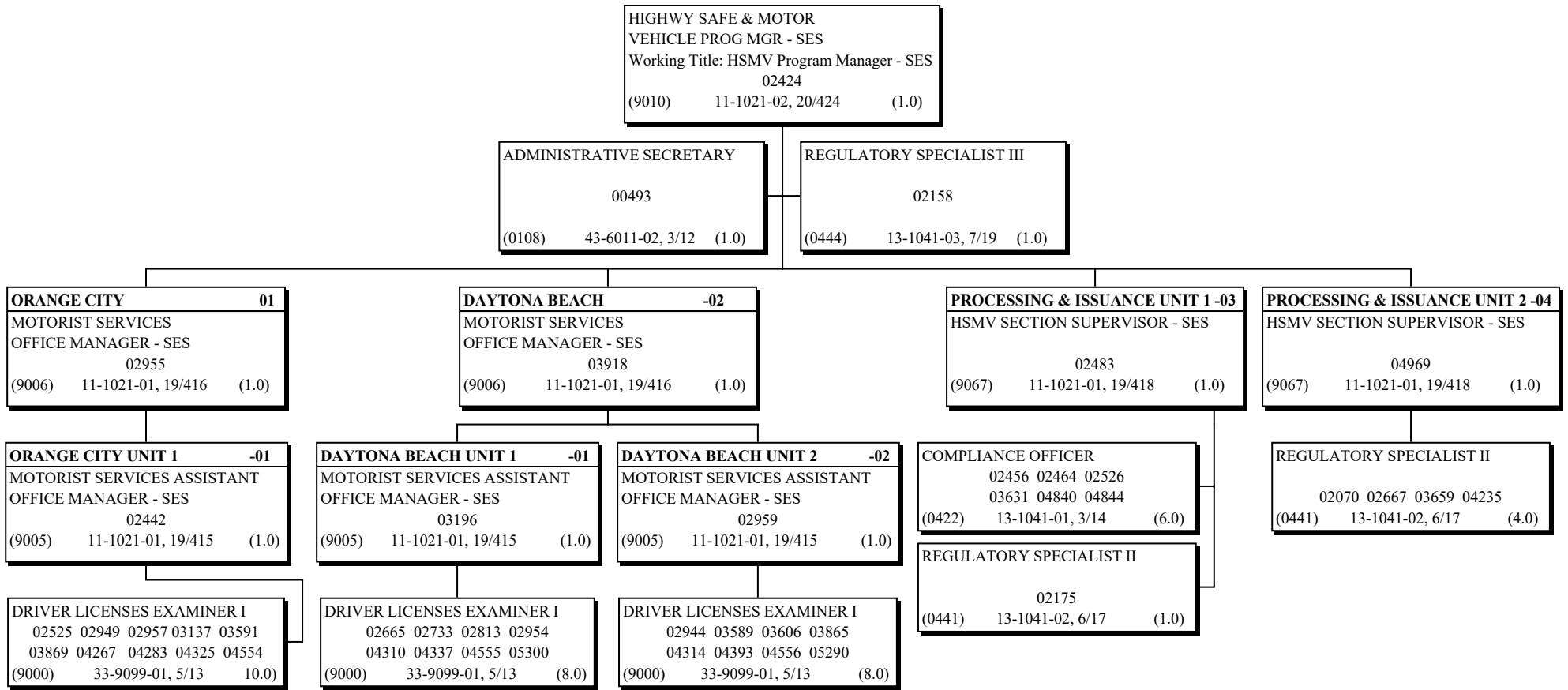
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES**

DATE: 08/19/2019
SEQUENCE: 7621-03-01
OED:
NUMBER OF POSITIONS: 39
NUMBER OF FTES: 39.0



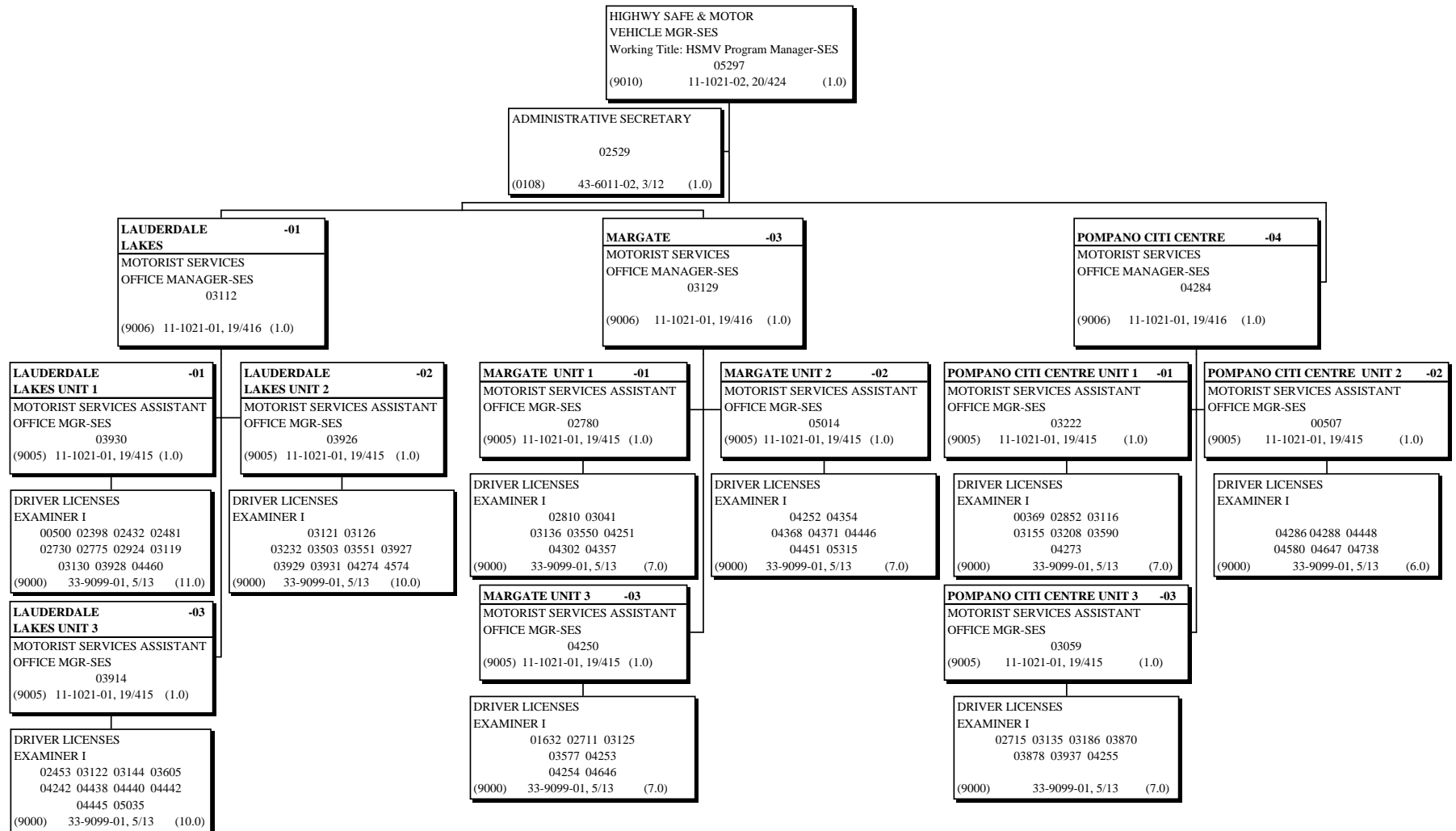
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
REGION 1**

DATE 05/05/2020
SEQUENCE: 7621-03-01-01
OED:
NUMBER OF POSITIONS: 47
NUMBER OF FTE'S: 47.0



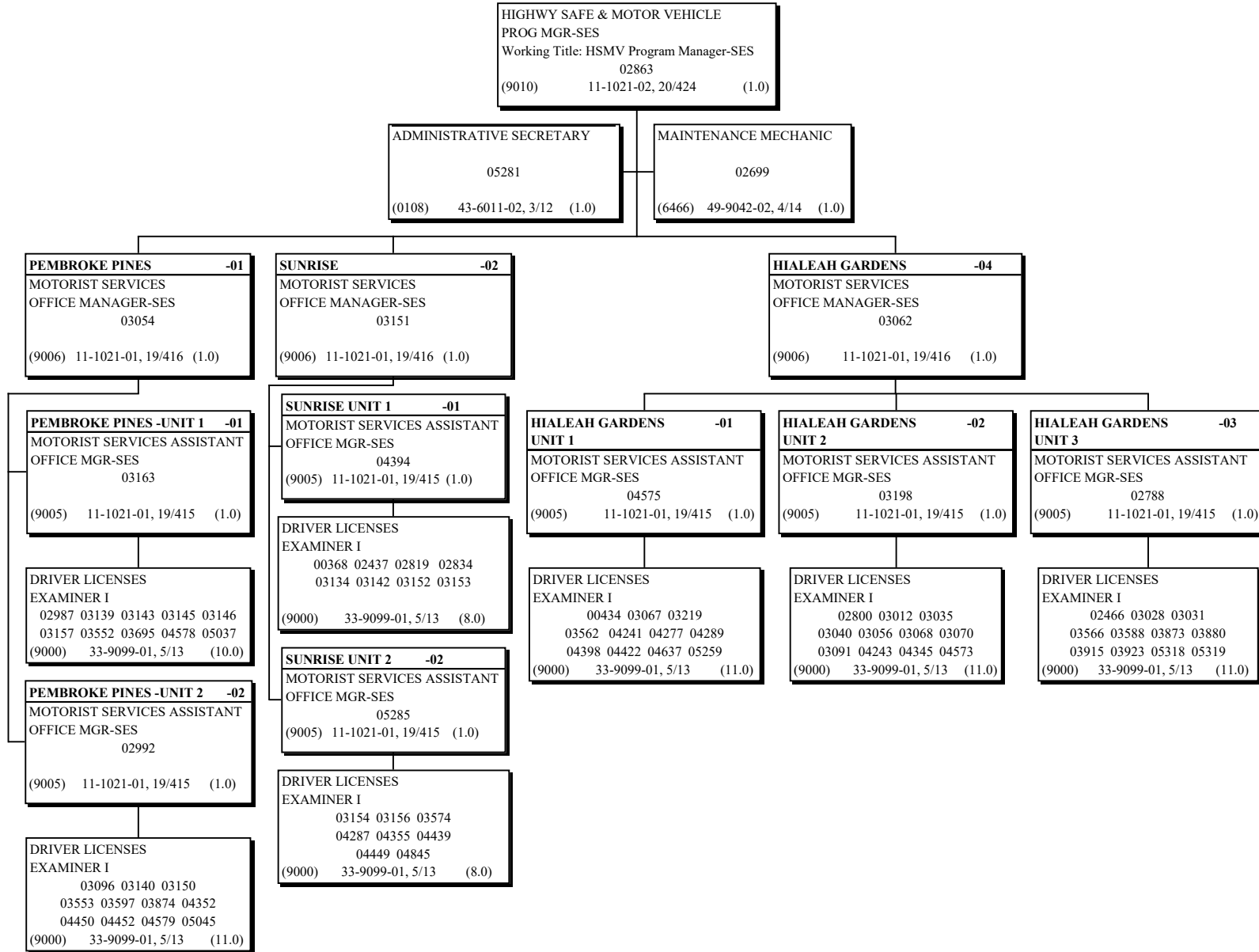
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
REGION 2**

129
DATE: 07/01/2019
SEQUENCE: 7621-03-01-02
OED:
NUMBER OF POSITIONS: 86
NUMBER OF FTES: 86.0



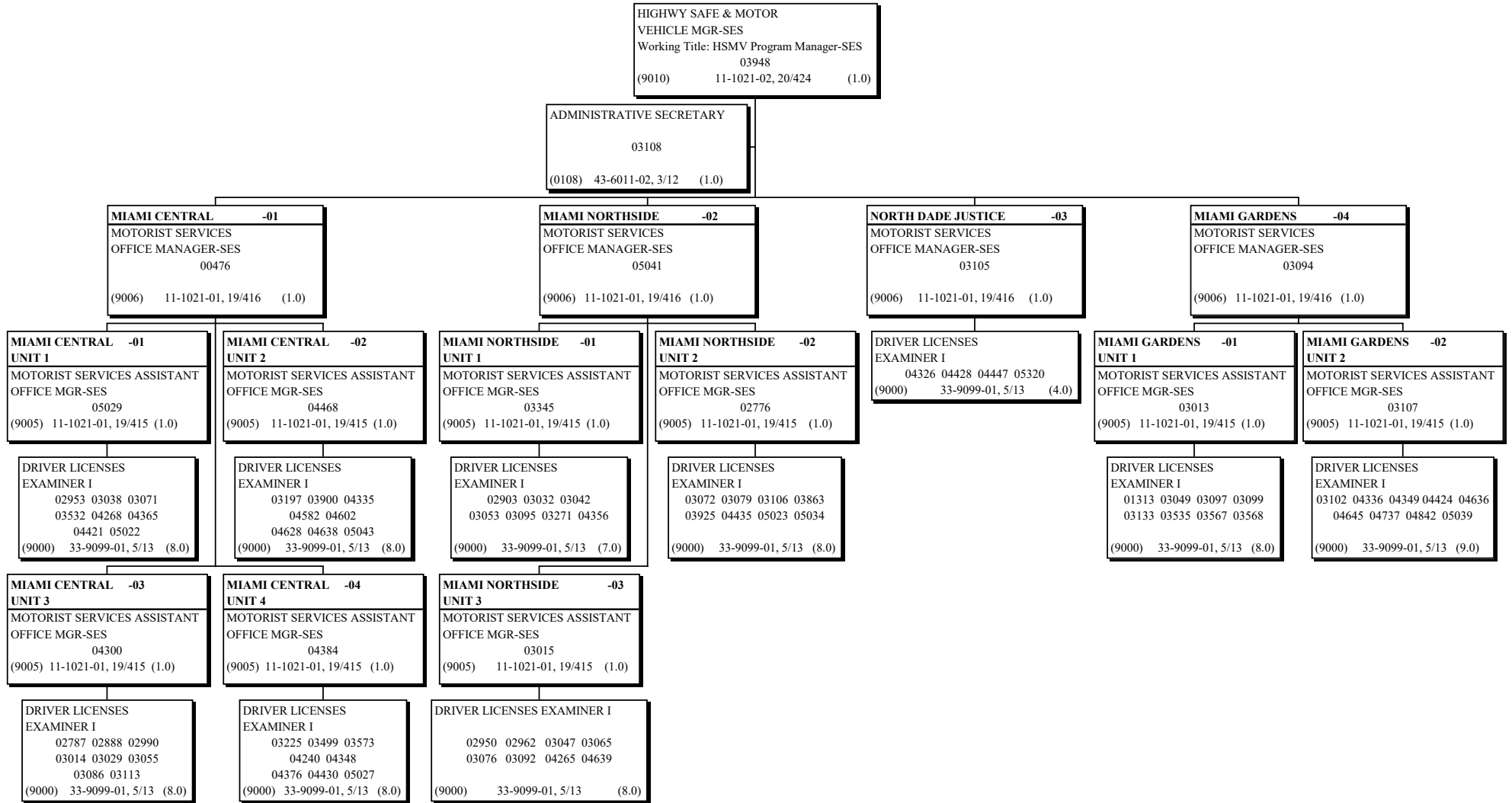
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
REGION 3**

DATE: 05/05/2020
SEQUENCE: 7621-03-01-03
OED:
NUMBER OF POSITIONS: 83
NUMBER OF FTES: 83.0



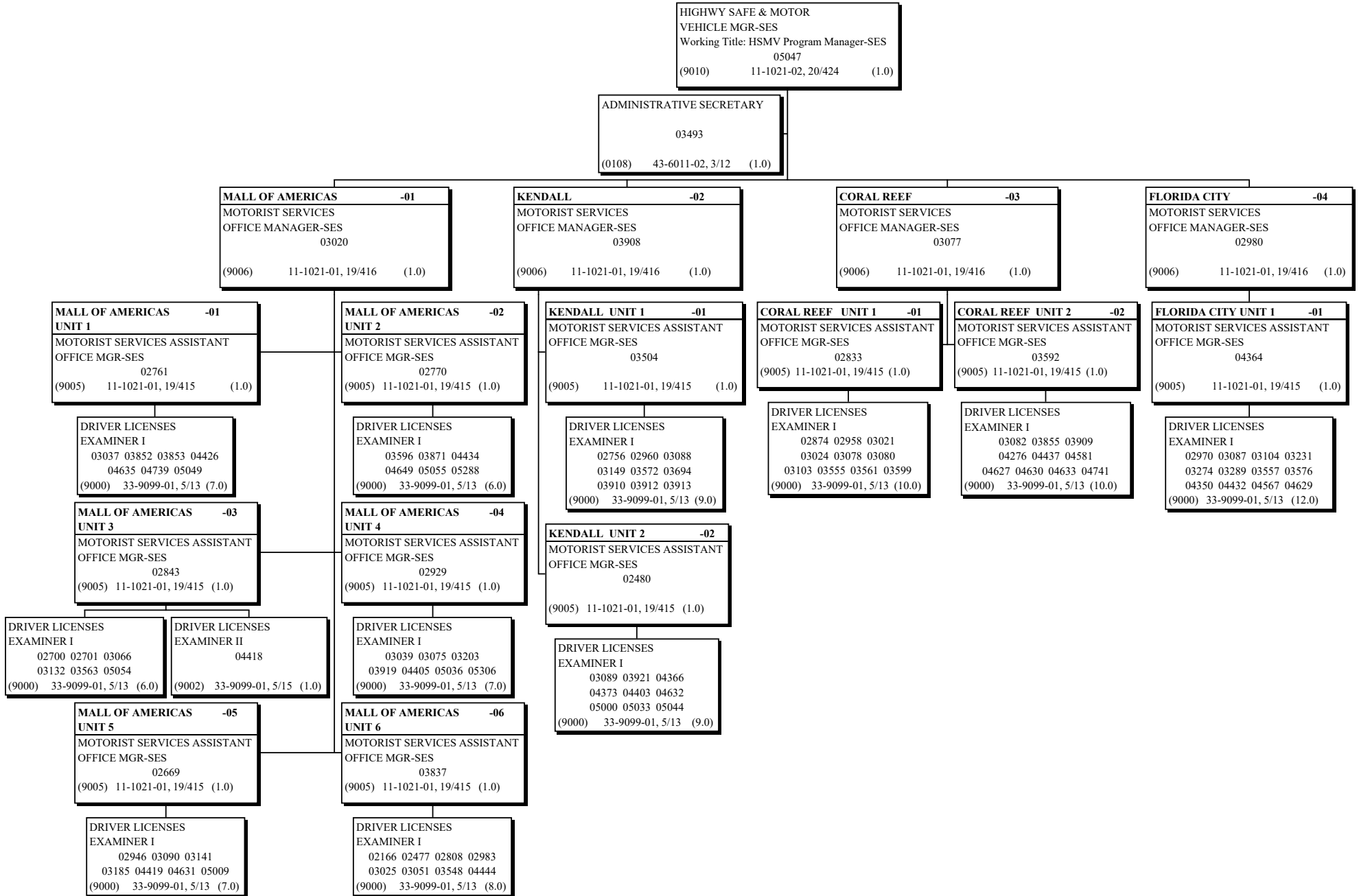
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
REGION 4**

131
DATE: 05/05/2020
SEQUENCE: 7621-03-01-04
OED:
NUMBER OF POSITIONS: 91
NUMBER OF FTES: 91.0



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CREDENTIALING SERVICES
REGION 5**

132
DATE: 3/25/2020
SEQUENCE: 7621-03-01-05
OED:
NUMBER OF POSITIONS: 109
NUMBER OF FTES: 109.0



* = Shared position

**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
CUSTOMER SERVICE DELIVERY/CONTRACT MANAGEMENT UNIT**

DATE: 3/25/2020
 SEQUENCE: 7621-03-03
 OED: _____
 NUMBER OF POSITIONS: 18
 NUMBER OF FTE'S: 18.0

HIGHWAY SAFE & MOTOR VEHICLE PROG MGR-SES
 Working Title: HSMV Program Manager-SES
 02393
 (9010) 11-1021-02, 20/424 (1.0)

DOCUMENT VALIDATION UNIT -01
 OPERATIONS & MGMT
 CONSULTANT II - SES
 02646
 (2236) 13-1111-04, 10/423 (1.0)

PLANNING CONSULTANT
 02433
 (2336) 13-1111-04, 10/24 (1.0)

PROGRAM CONSULTANT
 02806
 (5916) 13-1111-04, 10/25 (1.0)

OPERATIONS REVIEW SPECIALIST
 02235 02407
 (2239) 13-1111-04, 10/24 (2.0)

OPERATIONS ANALYST II
 04315 04850
 (2212) 13-1111-03, 7/19 (2.0)

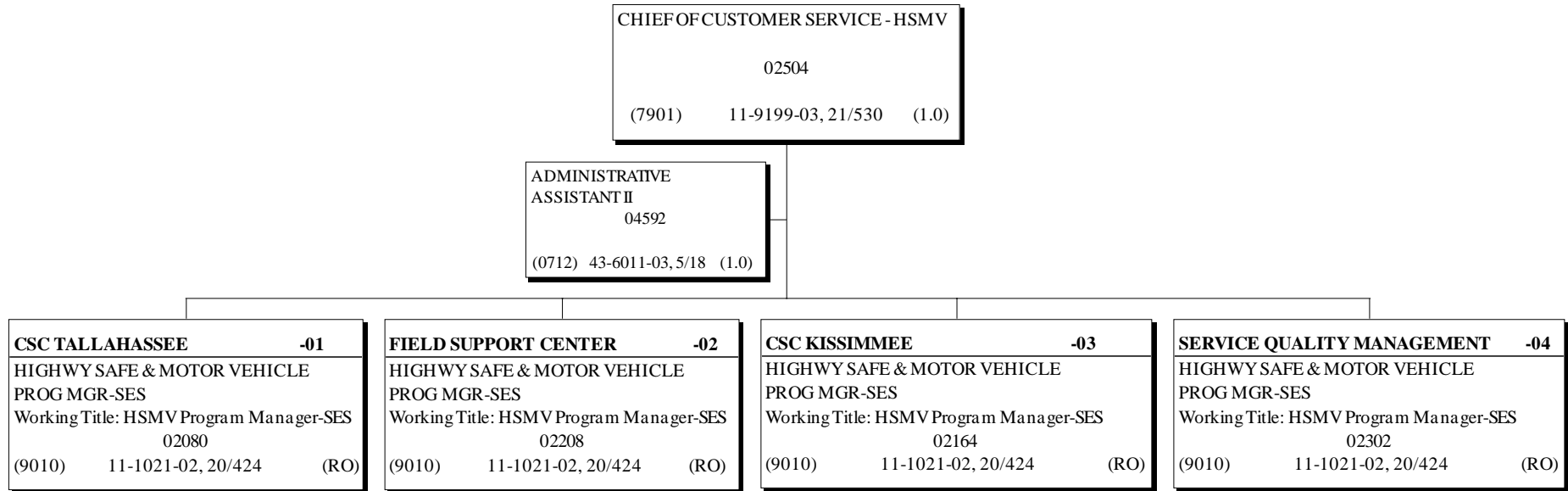
REGULATORY PROGRAM SPECIALIST
 03159
 (0445) 13-1041-04, 10/22 (1.0)

HIGHWAY SAFETY SPECIALIST
 02613 02638
 02655 03647
 (9018) 13-1041-02, 6/16 (4.0)

DRIVER LICENSE EXAMINER II
 02122 03011 03570 04353 05013
 (9002) 33-9099-01, 5/15 (5.0)

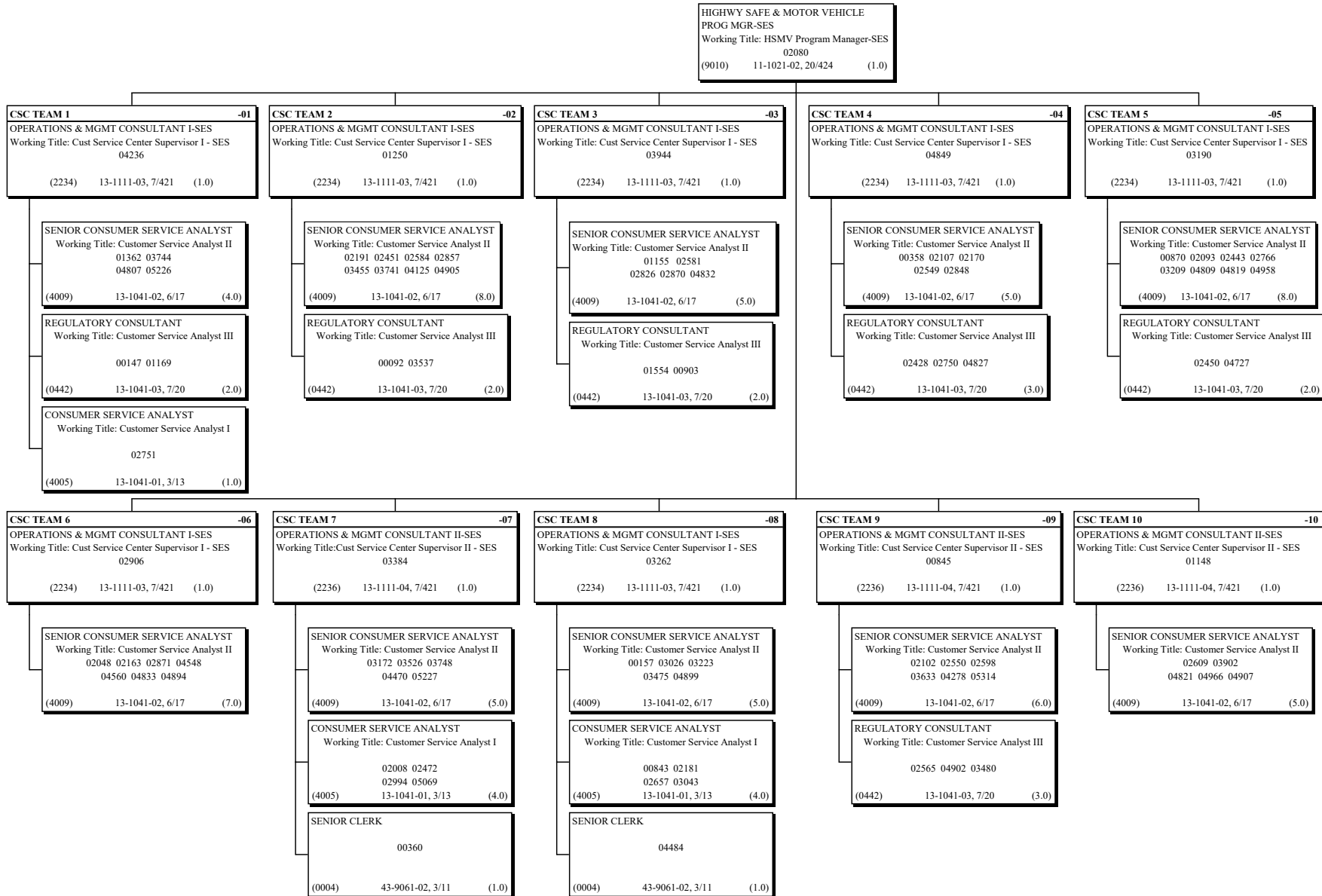
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR
VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CUSTOMER SERVICE**

DATE: 02/21/2020
 SEQUENCE: 7621-03-02
 OED: _____
 NUMBER OF POSITIONS: 2
 NUMBER OF FTE'S: 2.0



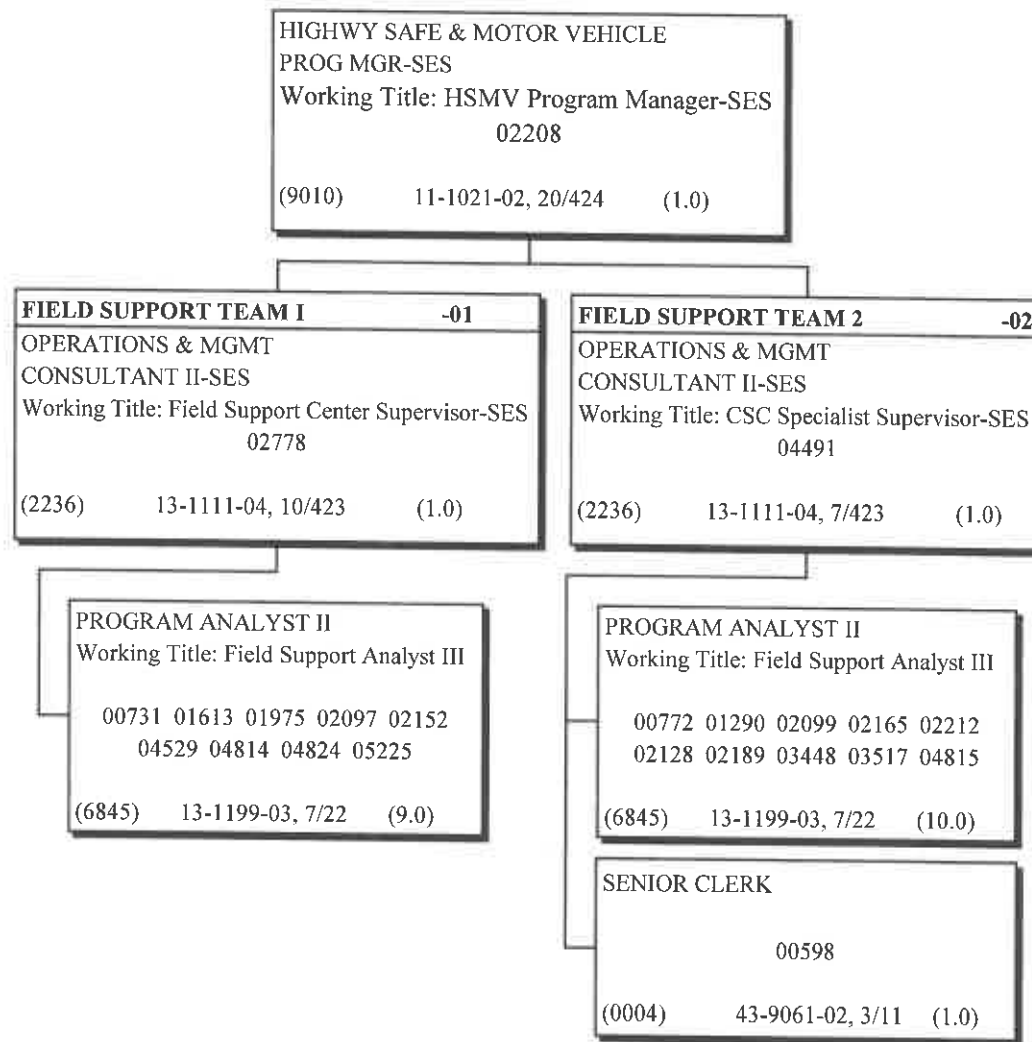
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CUSTOMER SERVICE
CUSTOMER SERVICE CENTER - TALLAHASSEE**

DATE: 05/05/2020
SEQUENCE: 7621-03-02-01
OED:
NUMBER OF POSITIONS: 94
NUMBER OF FTES: 94.0



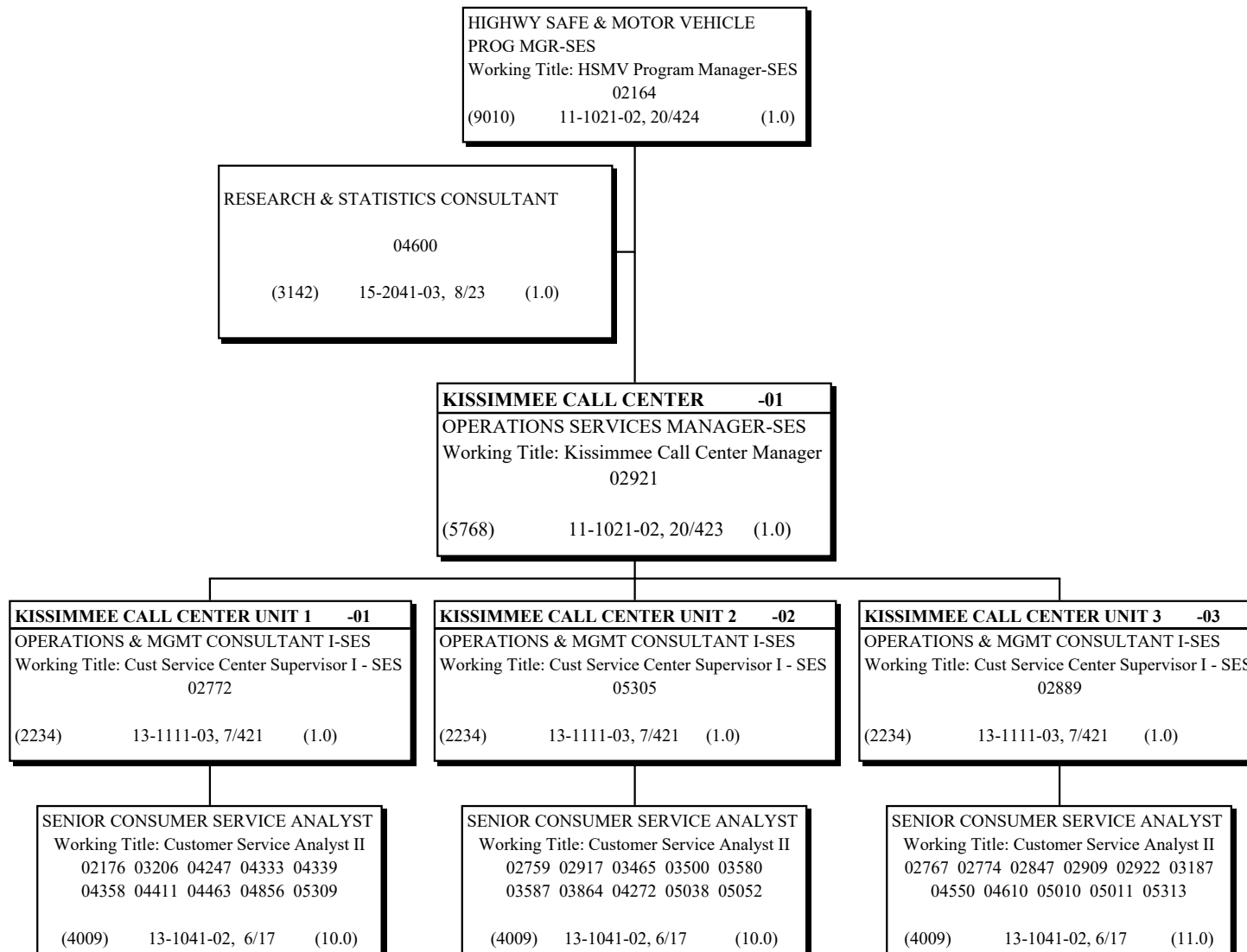
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CUSTOMER SERVICE/ FIELD SUPPORT CENTER

DATE: 02/21/2020
 SEQUENCE: 7621-03-02-02
 OED: *AMC*
 NUMBER OF POSITIONS: 23
 NUMBER OF FTE'S: 23.0



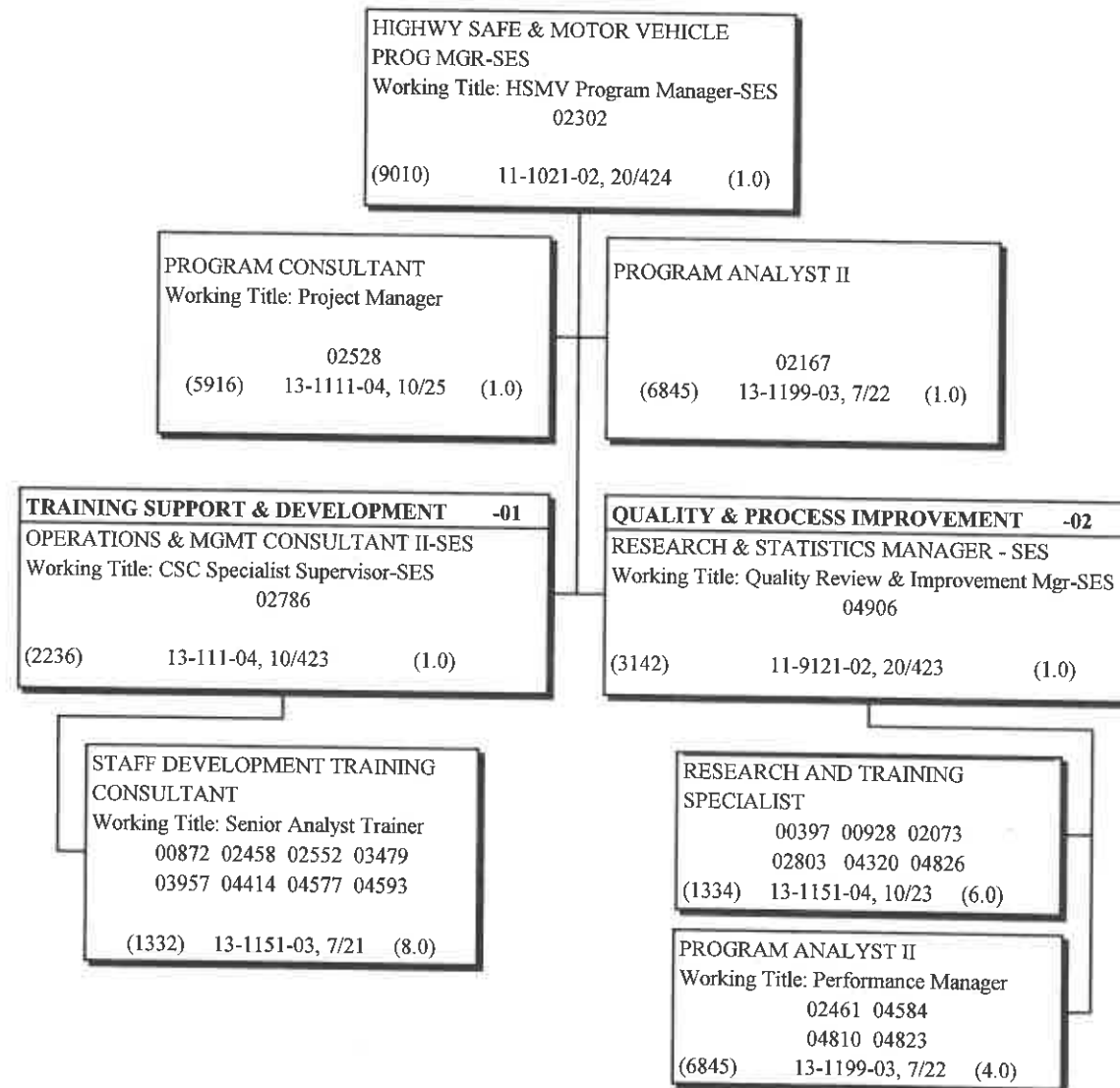
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CUSTOMER SERVICE
CSC KISSIMMEE**

DATE: 05/05/2020
SEQUENCE: 7621-03-02-03
OED:
NUMBER OF POSITIONS: 37
NUMBER OF FTE'S: 37.0



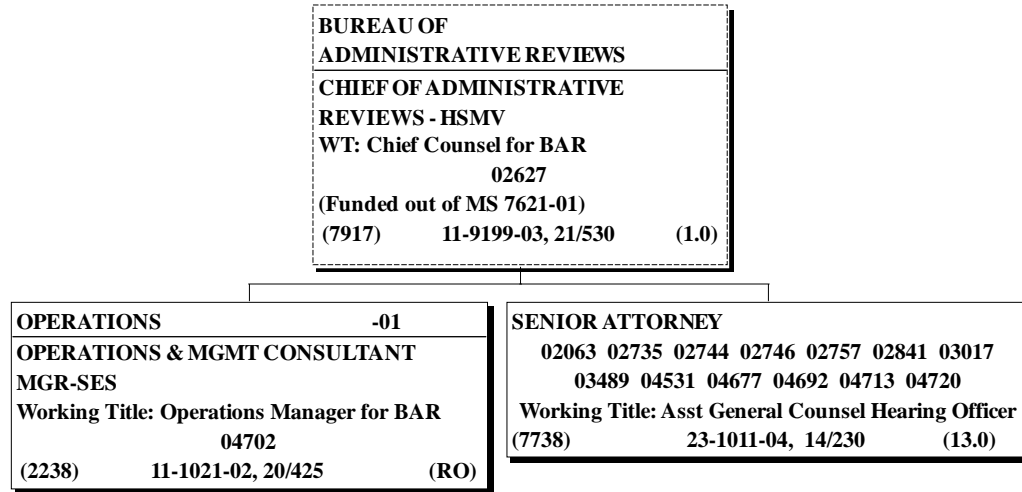
**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
DIVISION OF MOTORIST SERVICES
BUREAU OF CUSTOMER SERVICE/ SERVICE QUALITY MANAGEMENT**

DATE: 02/11/2020
SEQUENCE: 7621-03-02-04
OED: AMC
NUMBER OF POSITIONS: 23
NUMBER OF FTES: 23.0



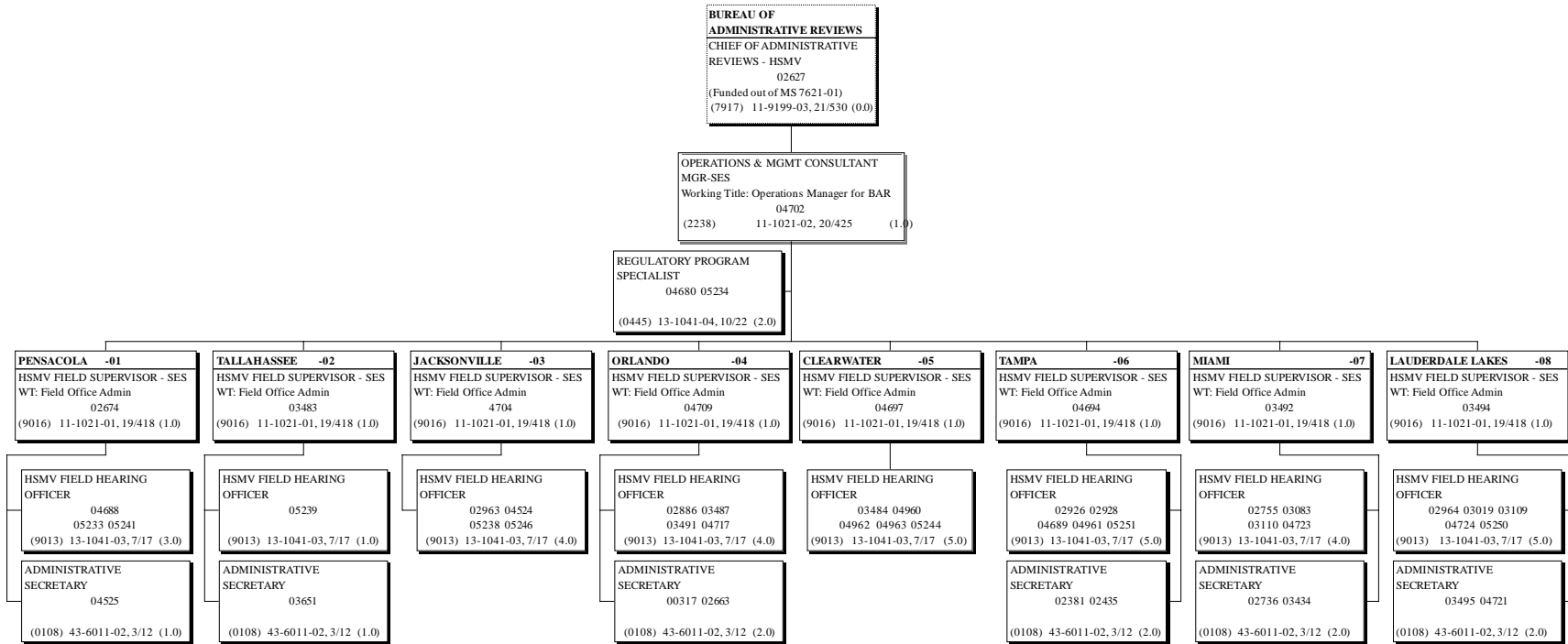
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF EXECUTIVE DIRECTOR / LEGAL
BUREAU OF ADMINISTRATIVE REVIEWS**

DATE: 04/02/2020
SEQUENCE: 7621-04
OED: _____
NUMBER OF POSITIONS: 14
NUMBER OF FTE'S: 14.0



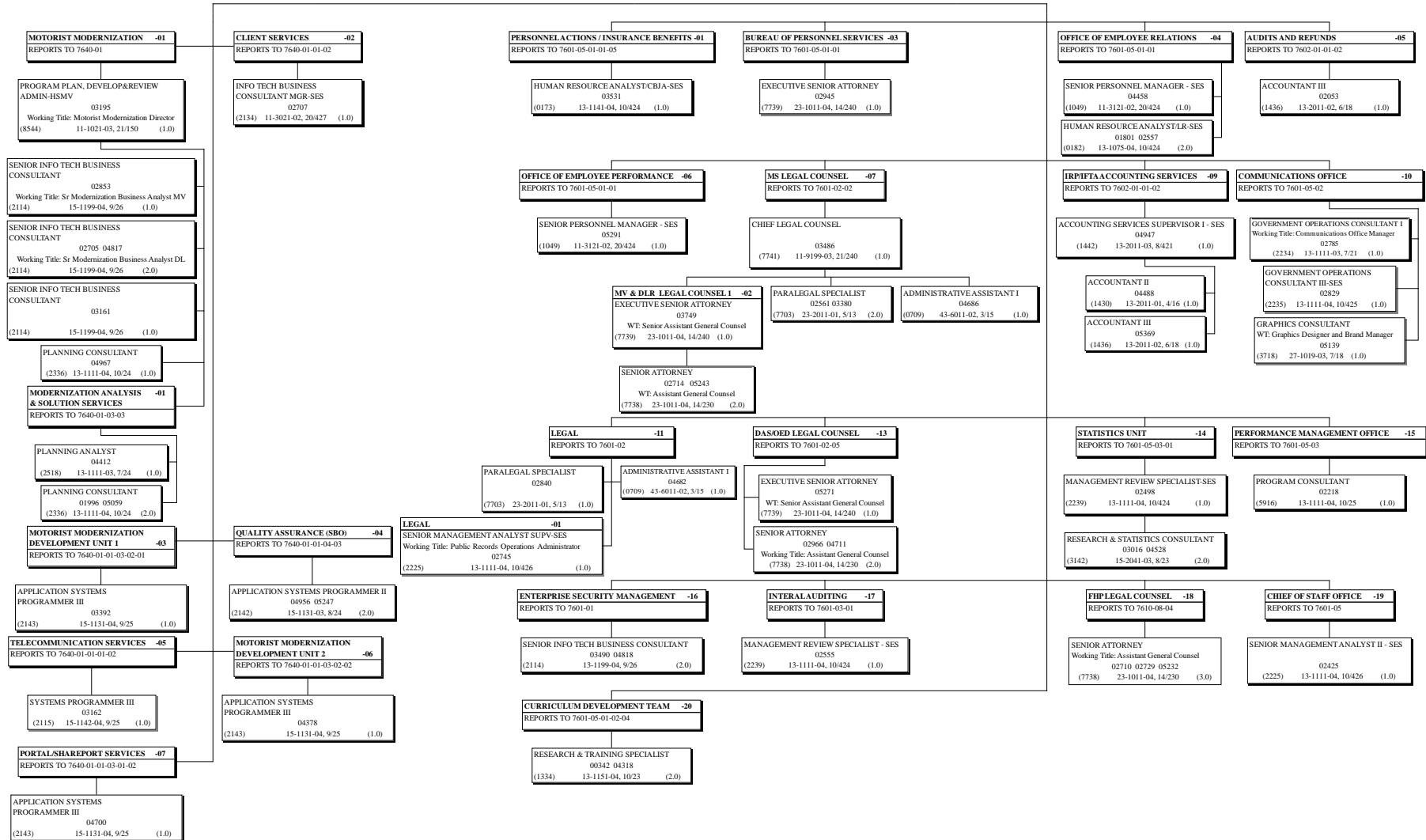
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
OFFICE OF EXECUTIVE DIRECTOR / LEGAL
BUREAU OF ADMINISTRATIVE REVIEWS/ OPERATIONS**

DATE: 12/05/2019
SEQUENCE: 7621-04-01
OED: _____
NUMBER OF POSITIONS: 52
NUMBER OF FTE'S: 52.0



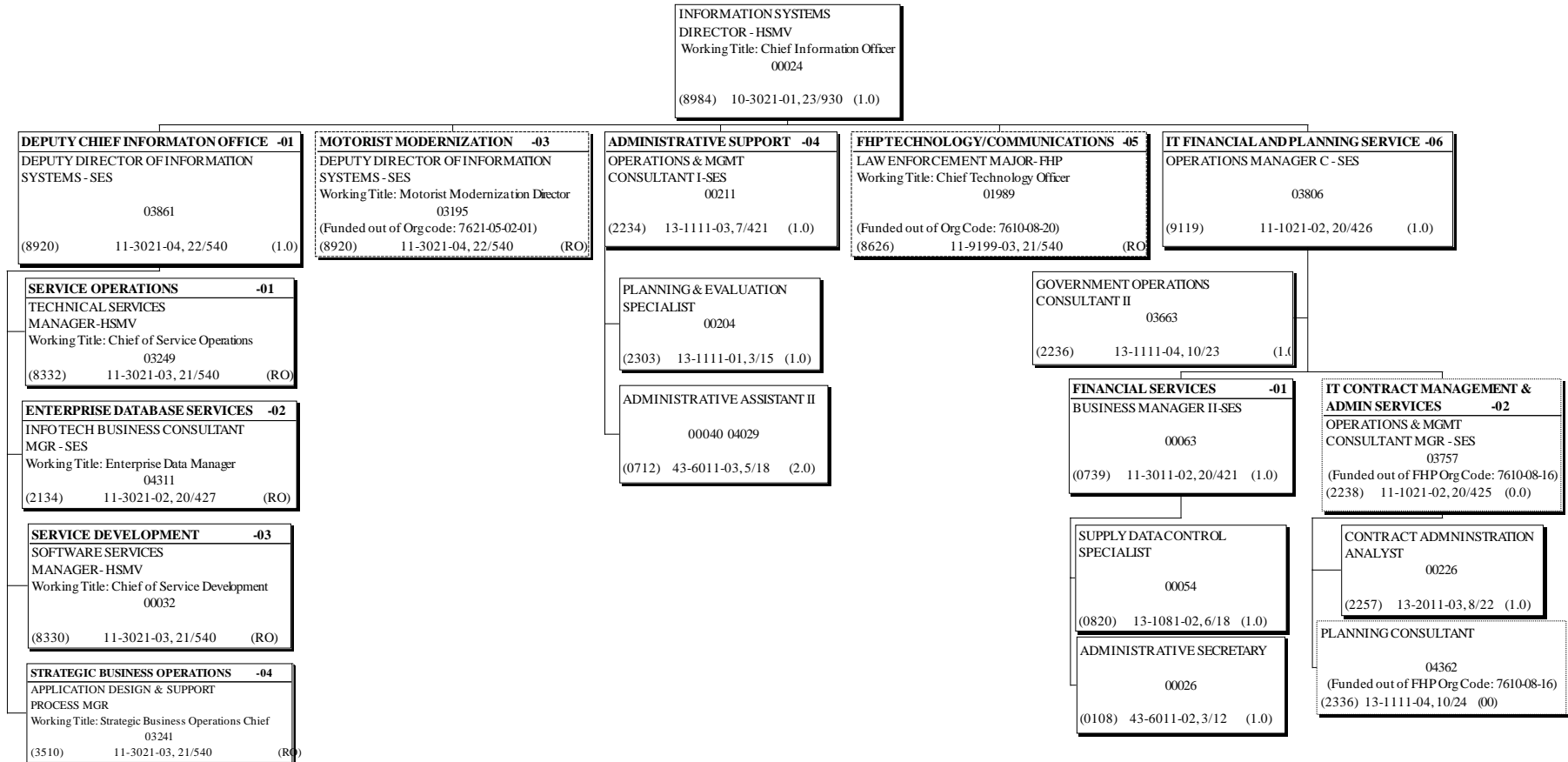
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES DIVISION OF MOTORIST SERVICES

DATE: 04/02/2020
 SEQUENCE: 7621-05
 OED: _____
 NUMBER OF POSITIONS: 55
 NUMBER OF FTE'S: 55.0



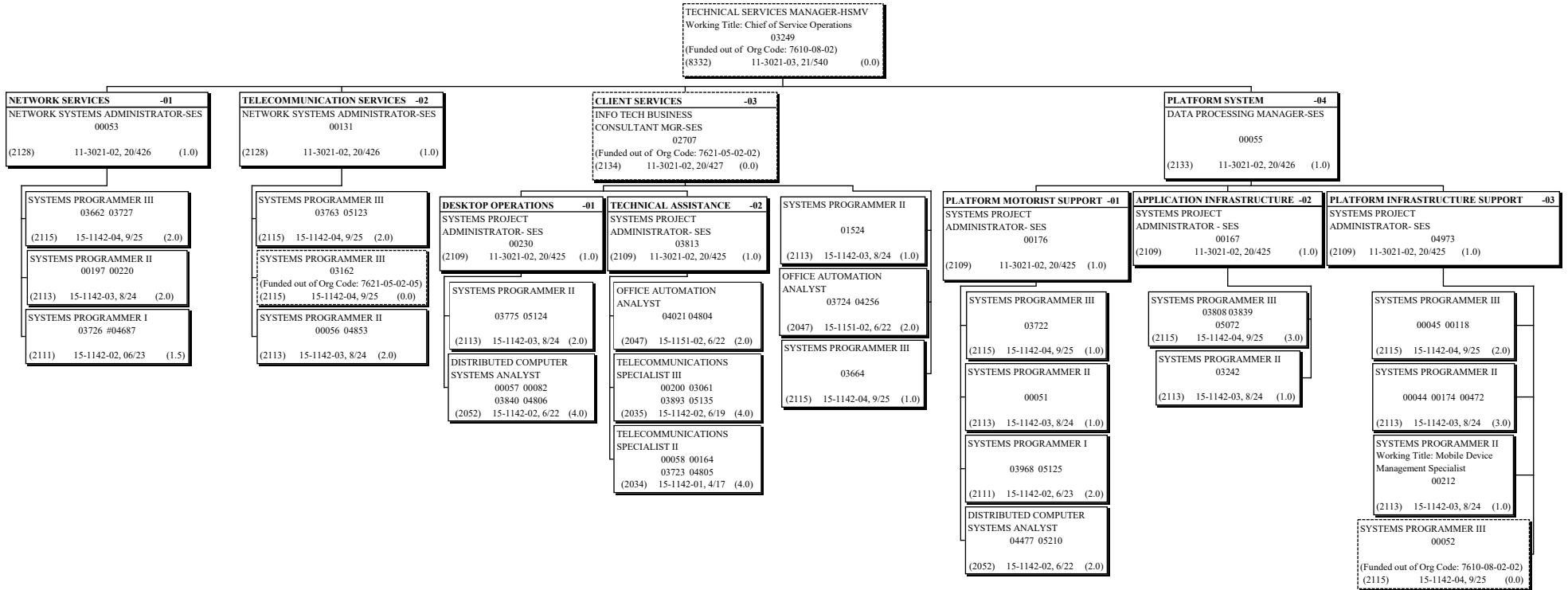
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES INFORMATION SYSTEMS ADMINISTRATION

DATE: 04/15/2019
SEQUENCE: 7640-01
OED: _____
NUMBER OF POSITIONS: 12
NUMBER OF FTE'S: 12.0



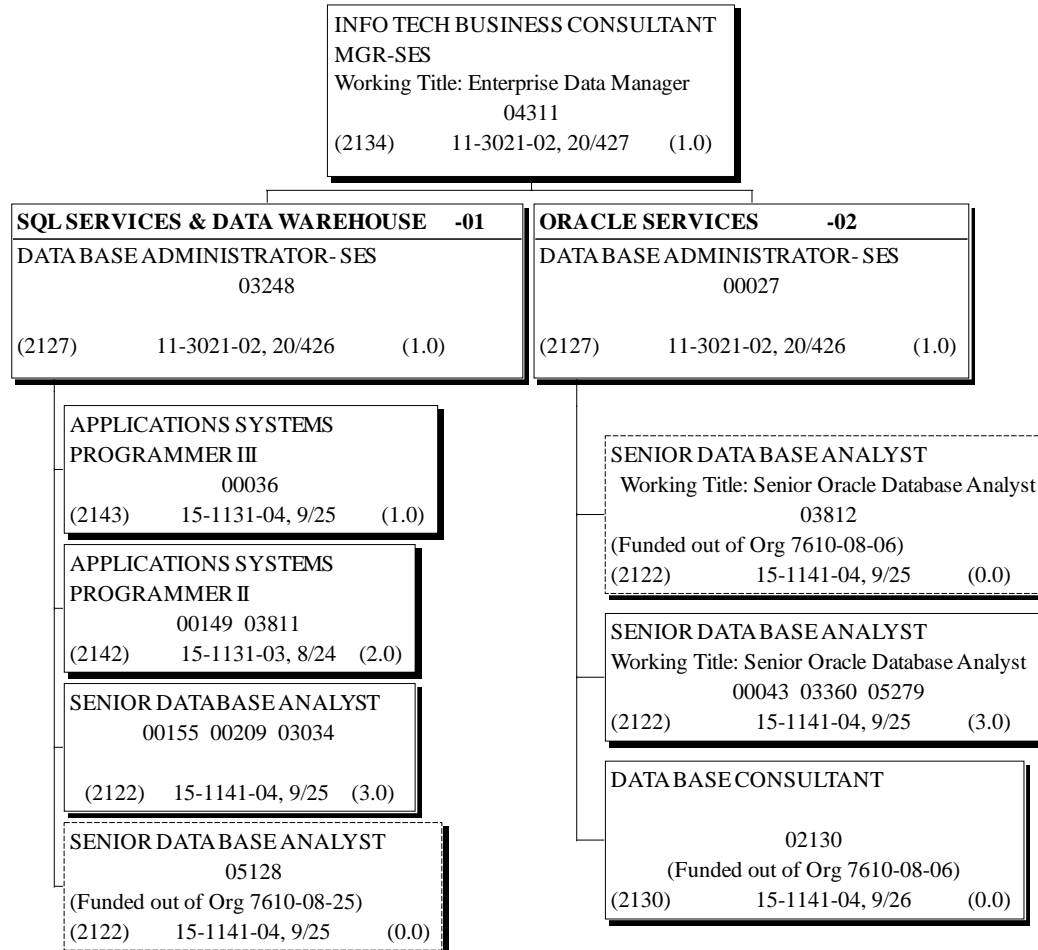
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
SERVICE OPERATIONS**

DATE: 05/05/2020
SEQUENCE: 7640-01-01-01
OED:
NUMBER OF POSITIONS: 54
NUMBER OF FTES: 53.5



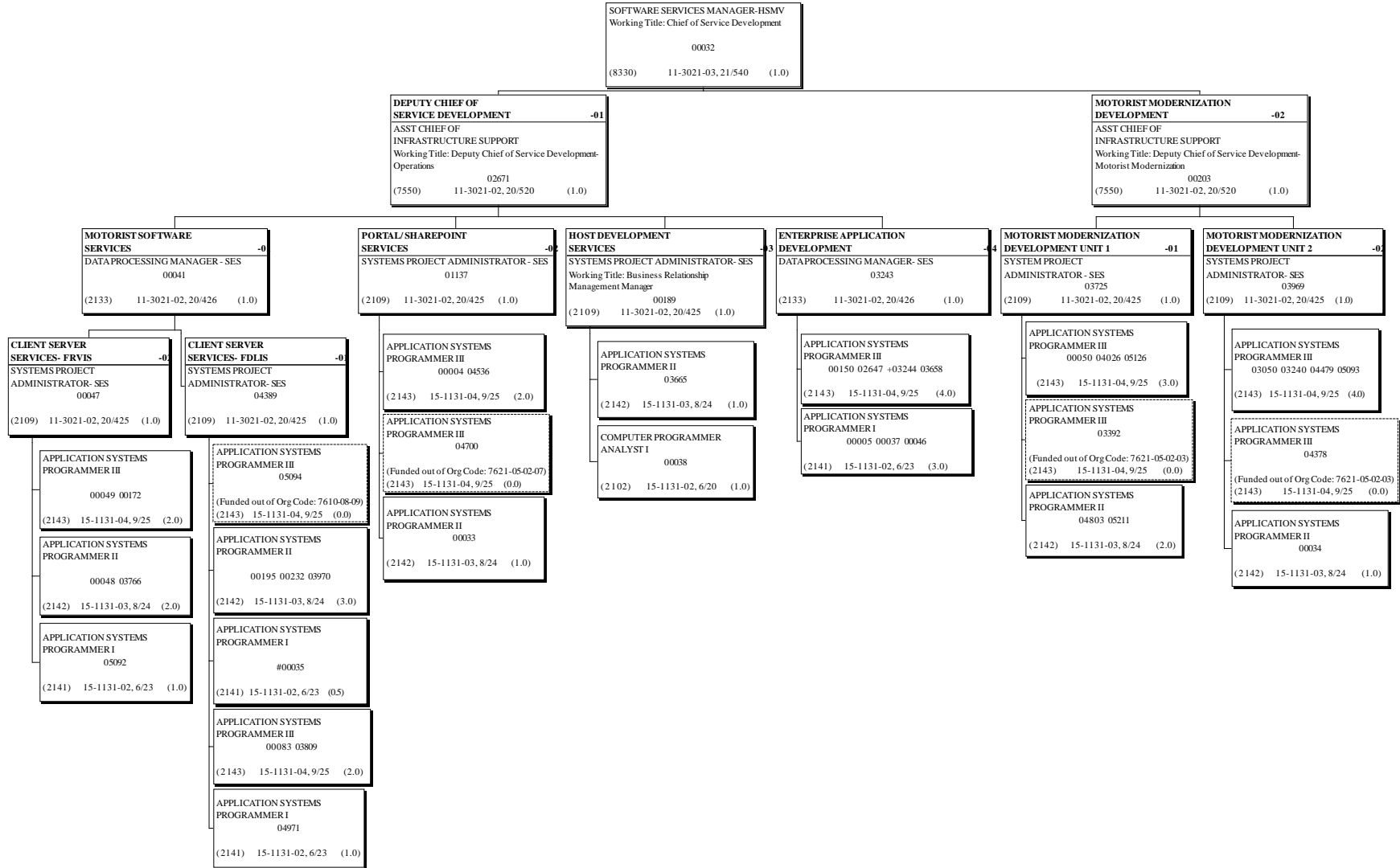
**DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
ENTERPRISE DATABASE SERVICES**

DATE: 10/22/2018
SEQUENCE: 7640-01-01-02
OED: _____
NUMBER OF POSITIONS: 12
NUMBER OF FTE'S: 12.0



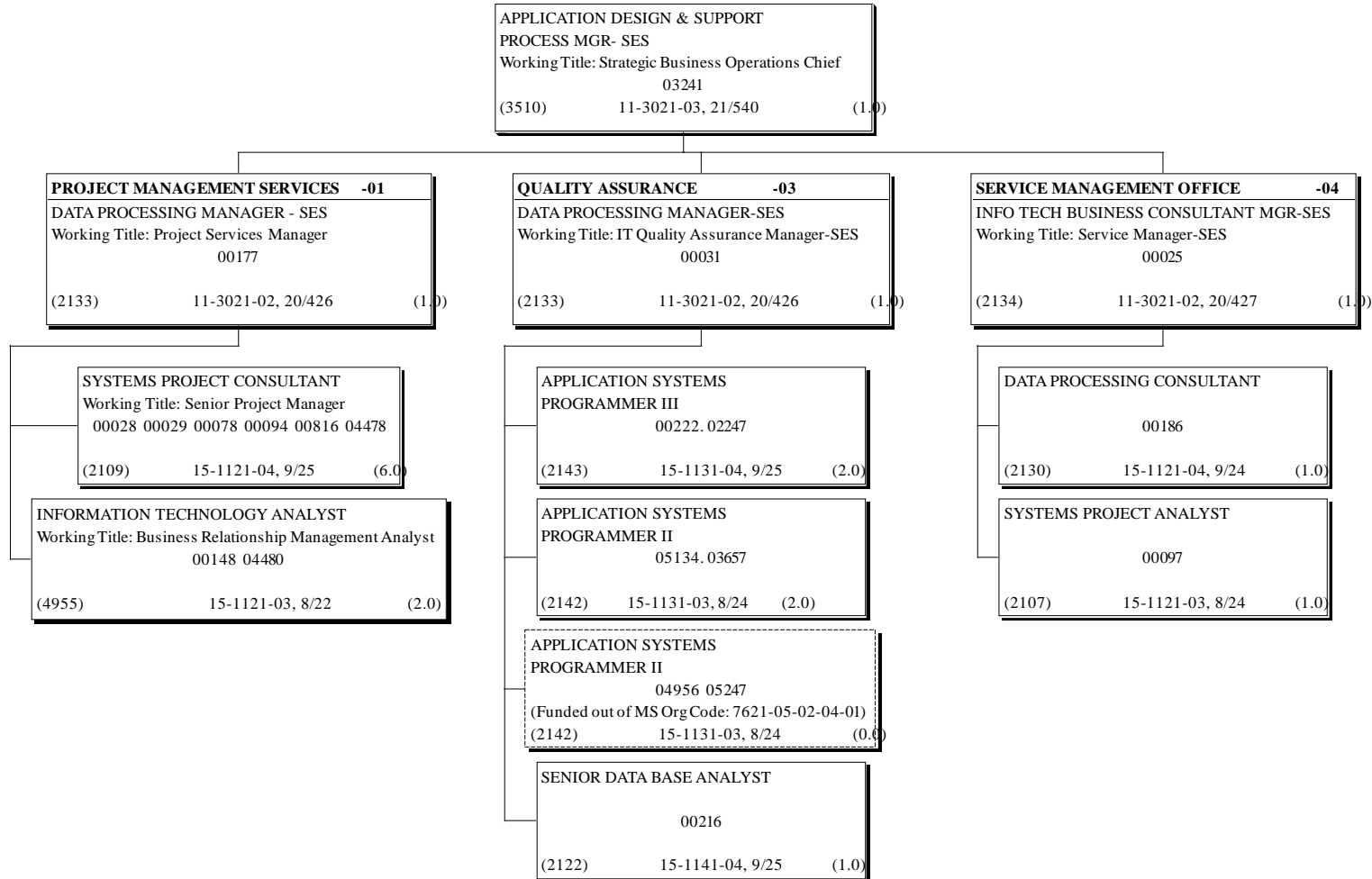
DEPARTMENT OF HIGHWAY AND MOTOR VEHICLES INFORMATION SYSTEMS ADMINISTRATION SERVICE DEVELOPMENT

DATE: 01/07/2020
SEQUENCE: 7640-01-01-03
OED: _____
NUMBER OF POSITIONS: 45
NUMBER OF FTE'S: 44.5



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

DATE: 01/31/2020
 SEQUENCE: 7640-01-01-04
 OED: _____
 NUMBER OF POSITIONS: 19
 NUMBER OF FTE'S: 19.0



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

DATE: 05/05/2020
SEQUENCE: 7640-01-03
OED:
NUMBER OF POSITIONS: 13
NUMBER OF FTE'S: 13.0

DEPUTY DIRECTOR OF INFORMATION
SYSTEMS - SES
Working Title: Motorist Modernization Director
03195

(Funded out of Org code: 7621-05-02-01)
(8920) 11-3021-04, 22/540 (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)

CTO & ENTERPRISE ARCHITECTURE -01
CHIEF OF INFORMATION TECHNOLOGY
Working Title: Chief Technology Officer

03805
(8865) 11-3021-03, 21/540 (1.0)

PLANNING & OPERATIONAL OVERSIGHT -02
PROGRAM PLAN, DEVELOP & REVIEW
ADMINISTRATOR - HSMV
Working Title: Deputy Director of Motorist Modernization
00379
(Funded out of Org Code: 7602-09-01)
(8544) 11-1021-03, 21/150 (0.0)

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)

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: Infrastructure Architect
00030
(2114) 15-1199-04, 9/26 (1.0)

SYSTEMS PROJECT CONSULTANT
Working Title: Senior Program Manager
00071

(2109) 15-1121-04, 9/25 (1.0)

PLANNING CONSULTANT
01996 04967 05059

(Funded out of Org Code: 7621-05-02-01-01)
(2336) 13-1111-04, 10/24 (0.0)

SENIOR INFO TECH BUSINESS CONSULTANT
Working Title: Sr Modernization Business Analyst DL
02705 03161 04817

(Funded out of Org code: 7621-05-02-01)
(2114) 15-1199-04, 9/26 (0.0)

SENIOR INFO TECH
BUSINESS CONSULTANT
Working Title: Business Architect
03810
(2114) 15-1199-04, 9/26 (1.0)

PROGRAM CONSULTANT
Working Title: Budget & Contract Program
Consultant
00181
(5916) 13-1111-04, 10/25 (1.0)

PLANNING ANALYST
04412

(Funded out of Org Code: 7621-05-02-01-01)
(2518) 13-1111-03, 7/24 (0.0)

MOTORIST MODERNIZATION -04
MANAGER, BUSINESS SYSTEMS
SUPPORT-SES
Working Title: Business Relationship Consultant
05344

(Funded out of Org code: 7601-07-03)
(8554) 11-3021-03, 21/530 (0.0)

SENIOR INFO TECH
BUSINESS CONSULTANT
Working Title: Information Architect
00233
(2114) 15-1199-04, 9/26 (1.0)

PROGRAM CONSULTANT
Working Title: Communications Program
Consultant
02111
(5916) 13-1111-04, 10/25 (1.0)

PLANNING ANALYST
00194, 03245

(2518) 13-1111-03, 7/24 (2.0)

SENIOR INFO TECH
BUSINESS CONSULTANT
Working Title: Solutions Architect
03498
(2114) 15-1199-04, 9/26 (1.0)

PLANNING ANALYST
13114

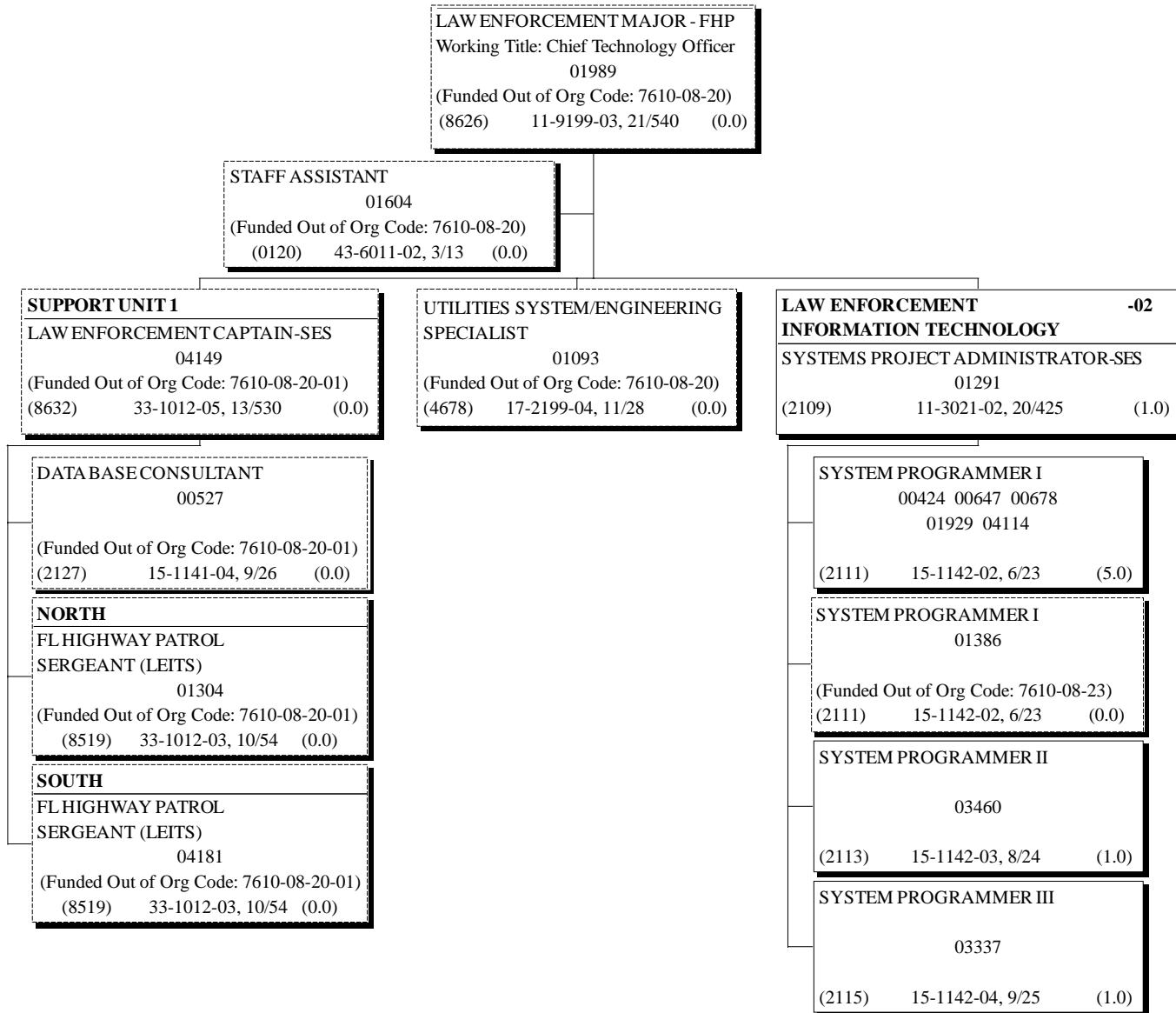
(Funded out of Org Code: 7610-08-24)
(2518) 13-1111-03, 7/24 (0.0)

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**

DATE: 08/01/2019
 SEQUENCE: 7640-01-05
 OED: _____
 NUMBER OF POSITIONS: 8
 NUMBER OF FTE'S: 8.0



**DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
INFORMATION SYSTEMS ADMINISTRATION
ENTERPRISE SECURITY MANAGEMENT**

DATE: 06/01/2017
SEQUENCE: 7640-01-05
OED: _____
NUMBER OF POSITIONS: 1.0
NUMBER OF FTE'S: 1.0

DEPUTY EXECUTIVE DIRECTOR-HSMV		
02666		
(9767)	10-1021-02, 24/940	(0.0)

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 2019-20			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			491,416,761	7,436,162	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			12,473,390	2,868,203	
FINAL BUDGET FOR AGENCY			503,890,151	10,304,365	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
<i>Executive Direction, Administrative Support and Information Technology (2)</i>					10,304,365
Enforcement Of Traffic Laws * Law enforcement duty hours spent on active patrol, crash investigations and public safety.		3,131,570	78.73	246,557,821	
Provide Aerial Traffic Enforcement * Number of duty hours spent on aerial traffic enforcement.		1,609	975.73	1,569,947	
Conduct Traffic Homicide Investigations * Number of hours spent on traffic homicide investigations.		224,106	97.32	21,811,093	
Provide Academy Training * Number of students successfully completing training courses.		951	7,525.89	7,157,125	
Conduct Criminal And Administrative Investigations * Number of hours spent on investigations.		251,665	43.63	10,979,283	
Number Of Commercial Motor Vehicle Inspections Performed * Number of commercial motor vehicle inspections.		94,051	467.33	43,952,828	
Issuance Of Automobile Dealer Licenses * Number of motor vehicle, mobile home and recreational vehicle (RV) dealers licensed.		12,360	451.42	5,579,520	
Enforce Title And Registration Laws * Number of rebuilt salvaged motor vehicles inspected for vehicle identification numbers and odometer readings.		66,453	105.85	7,033,756	
Issue Driver License And Identification Cards * Number of driver license and identification card transactions including voids.		5,866,667	10.73	62,955,337	
Maintain Records * Maintain records. Number of records maintained.		27,726,204	0.43	11,905,575	
Provide Program Customer Service * Response to the number of phone calls, emails, faxes and written (letters) inquiries.		2,964,510	4.43	13,132,626	
Administer Motorist Insurance Laws * Number of insured motorists.		13,907,406	0.09	1,266,570	
Oversee Driver Improvement Activities * Number of problem drivers identified.		1,457,085	2.77	4,038,900	
Conduct Administrative Reviews * Number of administrative reviews and hardship and miscellaneous hearings completed.		28,272	182.60	5,162,534	
Conduct Driver, Driving Under The Influence And Motorcycle Education Activities * Number of graduates.		496,314	5.49	2,726,829	
Monitor Mobile Home Inspections * Number of mobile homes inspected.		7,802	190.92	1,489,592	
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.		216,806	21.84	4,734,401	
Issuance Of Vehicle And Mobile Home Titles And Registrations * Number of motor vehicle and mobile home titles and registrations issued.		28,126,452	0.54	15,244,214	
Issuance Of Vessel Title And Registrations * Number of vessel titles and registrations issued.		1,031,547	0.30	307,161	
TOTAL				467,605,112	10,304,365
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER				9,401,891	
REVERSIONS				26,883,204	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				503,890,207	10,304,365

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

- (1) Some activity unit costs may be overstated due to the allocation of double budgeted items.
- (2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.
- (3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.
- (4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.

NUCSSP03 LAS/PBS SYSTEM
 BUDGET PERIOD: 2008-2022
 STATE OF FLORIDA

SP 09/18/2020 16:27
 SCHED XI: AGENCY-LEVEL UNIT COST SUMMARY
 AUDIT REPORT HIWAY SAFETY/MTR VEH, DEPT

 SECTION III - PASS THROUGH ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8:

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

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

*** NO ACTIVITIES FOUND ***

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

*** NO OPERATING CATEGORIES FOUND ***

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

BE	PC	CODE	TITLE	EXPENDITURES	FCO
76100400	1602000000	ACT1041	EXECUTIVE DIRECTION AND SUPPORT	2,906,346	
76210100	1205000000	ACT2591	EXECUTIVE DIRECTION AND SUPPORT	6,495,545	

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

DEPARTMENT: 76	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	503,890,151	10,304,365
TOTAL BUDGET FOR AGENCY (SECTIONS II + III):	503,890,207	10,304,365
DIFFERENCE:	56-	
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====

SCHEDULE XII: OUTSOURCING OR PRIVATIZATION OF A SERVICE OR ACTIVITY

Schedule XII Cover Sheet and Agency Project Approval	
Agency: Highway Safety and Motor Vehicles The department does not have activities proposed for outsourcing or privatizing during FY 2021-22.	Schedule XII Submission Date:
Project Name:	Is this project included in the Agency's LRPP? ___ Yes ___ No
FY 2021 - 2022 LBR Issue Code:	FY 2021 -2022 LBR Issue Title:
Agency Contact for Schedule XII (Name, Phone #, and E-mail address):	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule XII in support of our legislative budget request. I have reviewed and agree with the information in the attached Schedule XII.	
Agency Head: Printed Name:	Date:
Agency Chief Information Officer: <i>(If applicable)</i> Printed Name:	Date:
Budget Officer: Printed Name:	Date:
Planning Officer: Printed Name:	Date:
Project Sponsor: Printed Name:	Date:

SCHEDULE XII: OUTSOURCING OR PRIVATIZATION OF A SERVICE OR ACTIVITY

I. Background Information	
1.	Describe the service or activity proposed to be outsourced or privatized.
2.	How does the service or activity support the agency's core mission? What are the agency's desired goals and objectives to be achieved through the proposed outsourcing or privatization and the rationale for such goals and objectives?
3.	Provide the legal citation authorizing the agency's performance of the service or activity.
4.	Identify the service's or activity's major stakeholders, including customers, clients, and affected organizations or agencies.
5.	Describe and analyze how the agency currently performs the service or activity and list the resources, including information technology services and personnel resources, and processes used.
6.	Provide the existing or needed legal authorization, if any, for outsourcing or privatizing the service or activity.

7. Provide the reasons for changing the delivery or performance of the service or activity. What is the current cost of service and revenue source?

--

II. Evaluation of Options

1. Provide a description of the available options for performing the service or activity and list for each option the general resources and processes needed to perform the service or activity. If state employees are currently performing the service or activity, provide at least one option involving maintaining state provision of the service or activity.

--

2. For each option, describe its current market for the service or activity under consideration for outsourcing or privatizing. How many vendors are currently providing the specific service or activity on a scale similar to the proposed option? How mature is this market?

--

3. List the criteria used to evaluate the options. Include a cost-benefit analysis documenting the direct and indirect specific baseline costs, savings, and qualitative and quantitative benefits involved in or resulting from the implementation of the recommended option(s).

--

4. Based upon the evaluation criteria, identify and analyze the advantages and disadvantages of each option, including potential performance improvements and risks.

--

5. For each option, describe the anticipated impact on the agency and the stakeholders, including impacts on other state agencies and their operations.

--

<p>6. Identify changes in cost and/or service delivery that will result from each option. Describe how the changes will be realized. Describe how benefits will be measured and provide the annual cost.</p>
<p>7. List the major risks for each option and how the risks could be mitigated.</p>
<p>8. Describe any relevant experience of other agencies, other states, or the private sector in implementing similar options.</p>

<p>III. Information on Recommended Option</p>
<p>1. Identify the proposed competitive solicitation including the anticipated number of respondents.</p>
<p>2. Provide the agency's projected timeline for outsourcing or privatization of the service or activity. Include key events and milestones from the beginning of the procurement process through the expiration of a contract and key events and milestones for transitioning the service or activity from the state to the vendor. Provide a copy of the agency's transition plan for addressing changes in the number of agency personnel, affected business processes, employee transition issues including reemployment and retraining assistance plan for employees who are not retained by the agency or employed by the contractor, and communication with stakeholders such as agency clients and the public.</p>
<p>3. Identify all forms of compensation to the vendor(s) for performance of the service or activity, including in-kind allowances and state resources to be transferred to the vendor(s). Provide a detailed cost estimate of each.</p>

<p>4. Provide an analysis of the potential impact on federal, state, and local revenues, and expenditures. If federal dollars currently fund all or part of the service or activity, what has been the response of the federal funding agency(ies) to the proposed change in the service delivery method? If federal dollars currently fund all or part of the service or activity, does the change in the service delivery method meet federal requirements?</p>
<p>5. What responsibilities, if any, required for the performance of the service or activity will be retained and performed by the agency? What costs, including personnel costs, will the agency continue to incur after the change in the service delivery model? Provide these cost estimations. Provide the method for monitoring progress in achieving the specified performance standards within the contract.</p>
<p>6. Describe the agency's contract management process for the outsourced or privatized service or activity, including a description of the specific performance standards that must be met to ensure adequate performance and how the agency will address potential contractor nonperformance. Attach a copy of any competitive solicitation documents, requests for quote(s), service level agreements, or similar documents issued by the agency for this competitive solicitation if available.</p>
<p>7. Provide the agency's contingency plan(s) that describes the tasks involved in and costs required for its implementation and how the agency will resume the in-house provision of the service or activity in the event of contract termination/non-renewal.</p>
<p>8. Identify all other Legislative Budget Request issues that are related to this proposal.</p>

9. Explain whether or not the agency can achieve similar results by a method other than outsourcing or privatization and at what cost. Please provide the estimated expenditures by fiscal year over the expected life of the project.
10. Identify the specific performance measures that are to be achieved or that will be impacted by changing the service's or activity's delivery method.
11. Provide a plan to verify vendor(s) compliance with public records laws.
12. If applicable, provide a plan to verify vendor compliance with applicable federal and state law ensuring access by persons with disabilities.
13. If applicable, provide a description of potential differences among current agency policies or processes and a plan to standardize, consolidate, or revise current policies or processes.
14. If the cost of the outsourcing is anticipated to exceed \$10 million in any given fiscal year, provide a copy of the business case study (and cost benefit analysis if available) prepared by the agency for the activity or service to be outsourced or privatized pursuant to the requirements set forth in s. 287.0571, F.S.

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

Contact Information
Agency: 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. Currently the department has several CEFPs approved by DFS for financing equipment as part of the Florida Real Time Vehicle Information System (FRVIS) refresh that occurs approximately every five years.
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 make a 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.

Schedule XIV
Variance from Long Range Financial Outlook

Agency: Department of Highway Safety and Motor Vehicles

Contact: Suzie Carey

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 2020 contain revenue or expenditure estimates related to your agency?

Yes No

- 2) If yes, please list the estimates for revenues and budget drivers that reflect an estimate for your agency for Fiscal Year 2021-2022 and list the amount projected in the long range financial outlook and the amounts projected in your Schedule I or budget request.

	Issue (Revenue or Budget Driver)	R/B*	FY 2021-2022 Estimate/Request Amount	
			Long Range Financial Outlook	Legislative Budget Request
a	Motorist Modernization Phase II	B	\$10.5 million	\$10.5 million
b	Application Cloud Environment	B	\$5.6 million	\$5.6 million
c	Law Enforcement Radio System Replacement Equipment (from General Revenue)	B	\$6.0 million	\$6.0 million
d	Multi-Factor Authentication Solution	B	\$0.3 million	\$0.3 million
e	Maintenance and Repair	B	\$1.1 million	\$1.1 million
f	Highway Safety Fees	R	\$437.5 million	\$437.5 million

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

The Department of Highway Safety and Motor Vehicles (DHSMV) budget request for FY 21-22 includes items that are critical to the mission of the department and for the safety of its members. The following five issues are requested: (a) funding is requested for Phase II of the Motorist Modernization project where the agency will continue work to modernize its antiquated software and hardware to better serve the people of Florida; (b) funding is requested to continue the Application Cloud Environment project to migrate critical system applications to a managed private cloud service that would include disaster recovery services; (c) recurring General Revenue is requested to lease Land Mobile Radios for the FHP to replace ones that have reached end-of-life; (d) funding is requested to fund a multi-factor authentication system to address a security risk assessment finding made in July 2020; (e) funding is requested to address maintenance, repair, and ADA compliance issues for 40 year old restroom facilities.

* R/B = Revenue or Budget Driver

Office of Policy and Budget - July 2020

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

Contact Information
Agency: Department of Highway Safety and Motor Vehicles
Name: Mark L. Hernandez, Chief, Bureau of Purchasing and Contracts
Phone: 850 617-3189
E-mail address: markhernandez@flhsmv.gov

1. Vendor Name		
The department currently has no contracts that require reporting pursuant to section 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)



DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

Florida Highway Patrol Program Exhibits and Schedules

Schedule I Series

Florida Highway Patrol

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety Motor Vehicles **Budget Period: 2021-22**
Program: Florida Highway Patrol (76100100)
Fund: Highway Safety Operating TF (2009)
Specific Authority: Chapters 338 and 339, F.S.
Purpose of Fees Collected: To generate revenue for law enforcement services provided on the Alligator Alley.

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

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

SECTION I - FEE COLLECTION

	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22
<u>Receipts:</u>			
<u>Florida Department of Transportation</u>	1,462,084	1,592,482	1,601,278
<u>Vehicle Auction Sales</u>	3,649	4,804	4,804
Total Fee Collection to Line (A) - Section III	1,465,733	1,597,286	1,606,082

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
<u>Salaries and Benefits</u>	1,004,150	1,139,632	1,147,991
<u>Expenses</u>	17,335	20,243	21,291
<u>Acquisition of Motor Vehicles</u>	100,293	100,293	100,293
<u>Communications</u>	27,818	27,941	27,818
<u>Operation of Motor Vehicles</u>	146,989	159,982	159,982
<u>Overtime</u>	92,287	55,180	55,180
<u>Risk Management</u>	55,273	55,273	55,273
<u>Salary Incentive</u>	6,071	6,071	6,071
<u>Deferred Commodity Contracts</u>	16,672	16,672	16,672
<u>Mobile Data Terminals</u>	6,250	6,738	6,250
<u>Human Resource Services</u>	4,457	4,457	4,457
Total Full Costs to Line (B) - Section III	1,477,595	1,592,482	1,601,278

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,465,733	1,597,286	1,606,082
TOTAL SECTION II	(B)	1,477,595	1,592,482	1,601,278
TOTAL - Surplus/Deficit	(C)	(11,862)	4,804	4,804

EXPLANATION of LINE C:

Salary increases in FY 2020-21 are due to October 2020 legislative pay increases.

FY 2020-21 started the FY off with three (3) vacancies.

FY 2020-21 salaries assume the Unit is fully staffed the entire FY. Salaries is adjusted accordingly.

There was an decrease in Risk Management costs in 2019-20.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety Motor Vehicles **Budget Period: 2021-22**
Program: Florida Highway Patrol (76100100)
Fund: Highway Safety Operating TF (2009)
Specific Authority: Chapters 338 and 339, F.S.
Purpose of Fees Collected: To generate revenue for law enforcement services provided on the Central Florida Expressway.

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

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

SECTION I - FEE COLLECTION

	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22
<u>Receipts:</u>			
<u>Central Florida Expressway Authority</u>	804,146	991,103	996,464
<u>Vehicle Auction Sales</u>	3,115	4,545	4,545
Total Fee Collection to Line (A) - Section III	807,261	995,648	1,001,009

SECTION II - FULL COSTS

Direct Costs:

<u>Salaries and Benefits</u>	659,213	730,924	736,285
<u>Expenses</u>	18,144	14,888	14,888
<u>Acquisition of Motor Vehicles</u>	66,862	61,284	61,284
<u>Communications</u>	15,896	15,896	15,896
<u>Operation of Motor Vehicles</u>	14,784	46,694	46,694
<u>Overtime</u>	45,364	35,000	35,000
<u>Risk Management</u>	-	-	-
<u>Salary Incentive</u>	5,775	6,032	6,032
<u>Deferred Commodity Contracts</u>	9,527	9,527	9,527
<u>Mobile Data Terminals</u>	3,549	3,549	3,549
<u>Indirect Costs</u>	67,309	67,309	67,309
Total Full Costs to Line (B) - Section III	906,423	991,103	996,464

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	807,261	995,648	1,001,009
TOTAL SECTION II	(B)	906,423	991,103	996,464
TOTAL - Surplus/Deficit	(C)	(99,162)	4,545	4,545

EXPLANATION of LINE C:

Salary increases in FY 2020-21 are due to October 2020 legislative pay increases.

FY 2020-21 started the FY off with one (1) vacancy.

FY 2020-21 salaries assume the Unit is fully staffed.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety Motor Vehicles **Budget Period:** 2021-2022
Program: Florida Highway Patrol (76100100)
Fund: Highway Safety Operating TF (2009)

Specific Authority: Chapters 338 and 339, F.S.
Purpose of Fees Collected: To generate revenue for law enforcement services associated with the hireback program.

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

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

<u>SECTION I - FEE COLLECTION</u>	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22

Receipts:

<u>Florida Department of Transportation</u>	4,003,464	3,727,000	3,727,000

Total Fee Collection to Line (A) - Section III	4,003,464	3,727,000	3,727,000

SECTION II - FULL COSTS

Direct Costs:

<u>Other Personal Services (OPS)</u>	4,003,464	3,727,000	3,727,000

Total Full Costs to Line (B) - Section III	4,003,464	3,727,000	3,727,000

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	4,003,464	3,727,000	3,727,000
TOTAL SECTION II	(B)	4,003,464	3,727,000	3,727,000
TOTAL - Surplus/Deficit	(C)	0	-	-

EXPLANATION of LINE C:

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety Motor Vehicles **Budget Period:** 2021-2022
Program: Florida Highway Patrol (76100100)
Fund: Federal Law Enforcement TF (2719)
Specific Authority: Chapters 338 and 339, F.S.
Purpose of Fees Collected: To generate revenue for law enforcement services.

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

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

SECTION I - FEE COLLECTION

	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22
<u>Receipts:</u>			
<u>Forfeiture Receipts</u>	129,324		
Total Fee Collection to Line (A) - Section III	129,324	-	-

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
<u>Expenses</u>	127,058	-	-
<u>Operating Capital Outlay</u>	102,572	-	-
<u>Communications</u>	52,000	52,000	52,000
Total Full Costs to Line (B) - Section III	281,630	52,000	52,000

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	129,324	-	-
TOTAL SECTION II	(B)	281,630	52,000	52,000
TOTAL - Surplus/Deficit	(C)	(152,306)	(52,000)	(52,000)

EXPLANATION of LINE C:

The budget for Expenses and OCO is being transferred to the State Law Enforcement TF in 2020-21.
Deficit balances are corrected through the liquidation of invested funds at the Treasury.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety Motor Vehicles **Budget Period: 2021-22**
Program: Florida Highway Patrol (76100100)
Fund: Highway Safety Operating TF (2009)

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

Purpose of Fees Collected: To generate revenue for law enforcement services provided on the Interstate 4 Corridor.

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

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

SECTION I - FEE COLLECTION

	ACTUAL FY 2019-20	ESTIMATED FY 2020-2021	REQUEST FY 2021-2022
Receipts:			
<u>Florida Department of Transportation</u>	1,536,800	1,567,769	1,577,039
<u>Vehicle Auction Sales</u>	-	-	-
Total Fee Collection to Line (A) - Section III	1,536,800	1,567,769	1,577,039

SECTION II - FULL COSTS

Direct Costs:			
<u>Salaries and Benefits</u>	1,234,266	1,263,802	1,273,072
<u>Expenses</u>	18,092	21,732	21,732
<u>OCO</u>	-	-	-
<u>Acquisition of Motor Vehicles</u>	-	-	-
<u>Communications</u>	33,778	33,778	33,778
<u>Contracted Services</u>	420	420	420
<u>Operation of Motor Vehicles</u>	120,741	110,653	110,653
<u>Overtime</u>	30,160	31,601	31,601
<u>Risk Management</u>	67,116	67,116	67,116
<u>Salary Incentive</u>	5,272	5,272	5,272
<u>Deferred Commodity Contracts</u>	20,245	20,245	20,245
<u>Mobile Data Terminals</u>	7,709	7,709	7,709
<u>Human Resource Services</u>	5,412	5,441	5,441
Total Full Costs to Line (B) - Section III	1,543,211	1,567,769	1,577,039

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,536,800	1,567,769	1,577,039
TOTAL SECTION II	(B)	1,543,211	1,567,769	1,577,039
TOTAL - Surplus/Deficit	(C)	(6,411)	-	-

EXPLANATION of LINE C:

Salary increase in FY 2020-21 are due to October 2020 legislative pay increases.

FY 2019-20 started the FY off with one (1) vacancy.

FY 2020-21 salaries assume the Unit is fully staffed. Salaries are adjusted accordingly.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety Motor Vehicles **Budget Period: 2021-2022**
Program: Florida Highway Patrol (76100100)
Fund: Law Enforcement TF (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.)

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

SECTION I - FEE COLLECTION

	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22
<u>Receipts:</u>			
<u>Forfeiture Receipts</u>	301,830		
<u>Sale of Surplus Property</u>			
<u>Reimbursements</u>	56		
Total Fee Collection to Line (A) - Section III	301,886	-	-

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
<u>Salaries and Benefits</u>	-	-	
<u>Expenses</u>	65,475	65,475	65,475
<u>Operating Capital Outlay</u>	150,000	150,000	150,000
<u>Contracted Services</u>	85,233	50,020	50,020
<u>Transfer to DAS</u>			
<u>Transfer to ISA</u>	-		
Total Full Costs to Line (B) - Section III	300,708	265,495	265,495

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	301,886	-	-
TOTAL SECTION II	(B)	300,708	265,495	265,495
TOTAL - Surplus/Deficit	(C)	1,178	(265,495)	(265,495)

EXPLANATION of LINE C:

The expenditure in OCO in 2018-19 is for Handheld Narcotic Analyzers.
Deficit balances will be corrected through the liquidation of invested funds from the Treasury account.
Budget is being transferred to the Expenses and OCO categories from the Federal Law Enforcement TF in 2020-21.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: Highway Safety Motor Vehicles **Budget Period: 2021-22**
Program: Florida Highway Patrol (76100100)
Fund: Highway Safety Operating TF (2009)

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

Purpose of Fees Collected: To generate revenue for law enforcement services provided on the Florida Turnpike.

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

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

SECTION I - FEE COLLECTION

	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22
<u>Receipts:</u>			
<u>Florida Department of Transportation</u>	21,547,000	23,803,345	24,533,258
<u>Vehicle Auction Sales</u>	102,527	102,527	102,527
Total Fee Collection to Line (A) - Section III	21,649,527	23,905,872	24,635,785

SECTION II - FULL COSTS

Direct Costs:

<u>Salaries and Benefits</u>	16,407,159	18,619,483	18,756,056
<u>OPS</u>	8,499	8,499	8,499
<u>Expenses</u>	588,053	606,089	606,089
<u>OCO</u>	2,095	2,100	2,100
<u>Acquisition of Motor Vehicles</u>	1,364,388	1,364,388	1,364,388
<u>Communications</u>	393,510	365,606	365,606
<u>Contracted Services</u>	10,727	27,500	27,500
<u>Operation of Motor Vehicles</u>	1,682,208	1,743,740	1,743,740
<u>Overtime</u>	428,427	300,000	300,000
<u>Risk Management</u>	876,442	876,442	876,442
<u>Salary Incentive</u>	96,361	96,648	96,648
<u>Deferred Commodity Contracts</u>	219,124	220,315	220,315
<u>Lease Purchase Equipment</u>	12,847	12,847	12,847
<u>Mobile Data Terminals</u>	82,358	82,359	82,359
<u>Human Resource Services</u>	70,669	70,669	70,669
Total Full Costs to Line (B) - Section III	22,242,867	24,396,685	24,533,258

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	21,649,527	23,905,872	24,635,785
TOTAL SECTION II	(B)	22,242,867	24,396,685	24,533,258
TOTAL - Surplus/Deficit	(C)	(593,340)	(490,813)	102,527

EXPLANATION of LINE C:

Salary increases in FY 2020-21 are due to October 2020 legislative pay increases.

FY 2020-21 started the FY off with 23 vacancies.

FY 2020-21 salaries assume the Unit is fully staffed. Salaries are adjusted accordingly.

Increase in Salaries is due to 8 additional positions starting FY 2020-21

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2021 - 2022

Department Title:	Department of Highway Safety and Motor Vehicles
Trust Fund Title:	Highway Patrol Insurance Trust Fund
Budget Entity:	76100100
LAS/PBS Fund Number:	2364

	Balance as of 6/30/2020		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	-	(A)	-	-
ADD: Other Cash (See Instructions)	-	(B)	-	-
ADD: Investments	-	(C)	-	-
ADD: Outstanding Accounts Receivable	-	(D)	-	-
ADD: _____	-	(E)	-	-
Total Cash plus Accounts Receivable	-	(F)	-	-
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, 07/01/20	-	(K)	-	-

Notes:

*SWFS = Statewide Financial Statement

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2021 - 2022

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 6/30/2020		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	38,178.92	(A)		38,178.92
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	1,033,704.60	(C)		1,033,704.60
ADD: Outstanding Accounts Receivable	153,260.93	(D)		153,260.93
ADD: _____		(E)		-
Total Cash plus Accounts Receivable	1,225,144.45	(F)	-	1,225,144.45
LESS Allowances for Uncollectibles	-	(G)		-
LESS Approved "A" Certified Forwards	176.50	(H)		176.50
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	9,405.09	(I)		9,405.09
LESS: Unearned Revenue	190,621.74	(J)		190,621.74
Unreserved Fund Balance, 07/01/20	1,024,941.12	(K)	-	1,024,941.12 **

Notes:

*SWFS = Statewide Financial Statement

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2021 - 2022

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

	Balance as of 6/30/2020		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	230,941.46	(A)		230,941.46
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	128,011.91	(C)		128,011.91
ADD: Outstanding Accounts Receivable	245.89	(D)		245.89
ADD: _____		(E)		-
Total Cash plus Accounts Receivable	359,199.26	(F)	-	359,199.26
LESS Allowances for Uncollectibles		(G)		-
LESS Approved "A" Certified Forwards	122,864.44	(H)		122,864.44
Approved "B" Certified Forwards		(H)		-
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	12.80	(I)		12.80
LESS: _____		(J)		-
Unreserved Fund Balance, 07/01/20	236,322.02	(K)	-	236,322.02 **

Notes:

*SWFS = Statewide Financial Statement

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

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2021 - 2022

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, 07/01/20

Total all GLC's 5XXXX for governmental funds; (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)

(D)

ADJUSTED BEGINNING TRIAL BALANCE: (E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K) (F)

DIFFERENCE: (G)*

***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

	Budget Period: 2021 - 2022
Department Title:	<u>Department of Highway Safety and Motor Vehicles</u>
Trust Fund Title:	<u>Law Enforcement Trust Fund</u>
LAS/PBS Fund Number:	<u>2434</u>

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/20

Total all GLC's 5XXXX for governmental funds;	<input type="text" value="(1,024,941.12)"/>	(A)
GLC 539XX for proprietary and fiduciary funds		

Subtract Nonspendable Fund Balance (GLC 56XXX)	<input type="text"/>	(B)
---	----------------------	-----

Add/Subtract Statewide Financial Statement (SWFS) Adjustments :

SWFS Adjustment # and Description	<input type="text"/>	(C)
-----------------------------------	----------------------	-----

SWFS Adjustment # and Description	<input type="text"/>	(C)
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Add/Subtract Other Adjustment(s):

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

Approved FCO Certified Forward per LAS/PBS	<input type="text"/>	(D)
--	----------------------	-----

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

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

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

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

ADJUSTED BEGINNING TRIAL BALANCE:	<input type="text" value="(1,024,941.12)"/>	(E)
--	---	-----

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	<input type="text" value="1,024,941.12"/>	(F)
--	---	-----

DIFFERENCE:	<input type="text" value="-"/>	(G)*
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***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2021 - 2022

Department Title:	<u>Highway Safety and Motor Vehicles</u>
Trust Fund Title:	<u>Federal Law Enforcement Trust Fund</u>
LAS/PBS Fund Number:	<u>2719</u>

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/20

Total all GLC's 5XXXX for governmental funds;	<input type="text" value="(236,322.02)"/>	(A)
GLC 539XX for proprietary and fiduciary funds		

Subtract Nonspendable Fund Balance (GLC 56XXX)	<input type="text"/>	(B)
---	----------------------	-----

Add/Subtract Statewide Financial Statement (SWFS) Adjustments :

SWFS Adjustment # and Description	<input type="text"/>	(C)
-----------------------------------	----------------------	-----

SWFS Adjustment # and Description	<input type="text"/>	(C)
-----------------------------------	----------------------	-----

Add/Subtract Other Adjustment(s):

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

Approved FCO Certified Forward per LAS/PBS	<input type="text"/>	(D)
--	----------------------	-----

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

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

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

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

ADJUSTED BEGINNING TRIAL BALANCE:	<input type="text" value="(236,322.02)"/>	(E)
--	---	-----

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	<input type="text" value="236,322.02"/>	(F)
--	---	-----

DIFFERENCE:	<input type="text" value="-"/>	(G)*
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***SHOULD EQUAL ZERO.**



DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

Motorist Services Program Exhibits and Schedules

Schedule I Series

Motorist Services

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety and Motor Vehicles **Budget Period: 2021-22**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating TF

Specific Authority: Chapter 488, Florida Statutes
Purpose of Fees Collected: Funding for the Commercial Driving Schools Program

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

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

<u>SECTION I - FEE COLLECTION</u>	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22
Receipts:			
_____	58,761	60,632	61,330

Total Fee Collection to Line (A) - Section III	58,761	60,632	61,330

SECTION II - FULL COSTS

Direct Costs:			
Salaries and Benefits	285,651	292,078	294,221
Other Personal Services	7,346	7,346	7,346
Expenses	6,251	6,251	6,251
Operating Capital Outlay	-	-	-
Contracted Services	749	749	749
Risk Management	4,384	5,568	5,568
Lease Purchase Equipment	1,315	1,315	1,315
Human Resource Services	2,389	2,389	2,389
Indirect Costs Charged to Trust Fund	-	-	-
Total Full Costs to Line (B) - Section III	308,084	315,694	317,837

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	58,761	60,632	61,330
TOTAL SECTION II	(B)	308,084	315,694	317,837
TOTAL - Surplus/Deficit	(C)	(249,323)	(255,062)	(256,507)

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 Highway Safety Operating Trust Fund receipts.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety and Motor Vehicles **Budget Period: 2021-22**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating TF

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.)

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

<u>SECTION I - FEE COLLECTION</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>REQUEST</u>
	<u>FY 2019-20</u>	<u>FY 2020-21</u>	<u>FY 2021-22</u>
<u>Receipts:</u>			
_____	<input type="text"/>	<input type="text"/>	<input type="text"/>
_____	<input type="text"/>	<input type="text"/>	<input type="text"/>
_____	<input type="text"/>	<input type="text"/>	<input type="text"/>
_____	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Fee Collection to Line (A) - Section II	-	-	-

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	725,326	741,646	747,086
Other Personal Services	11,546	11,546	11,546
Expenses	43,321	43,321	43,321
Operating Capital Outlay	-	-	-
Contracted Services	35,560	35,560	35,560
Risk Management	10,369	12,540	12,540
Lease Purchase Equipment	-	-	-
Background Checks	895,562	-	-
Human Resource Services	5,490	5,490	5,490
Indirect Costs Charged to Trust Fund	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Full Costs to Line (B) - Section III	1,727,173	850,103	855,543

Basis Used: _____

<u>SECTION III - SUMMARY</u>			
TOTAL SECTION I	(A)	-	-
TOTAL SECTION II	(B)	1,727,173	855,543
TOTAL - Surplus/Deficit	(C)	(1,727,173)	(855,543)

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: 76 Highway Safety and Motor Vehicles **Budget Period:** 2021-22
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating TF

Specific Authority: Chapters 320.08, 322.025 and 322.0255 Florida Statutes

Purpose of Fees Collected: Motorcycle Safety Education Program
Florida Rider Training Program (F RTP)

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

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

<u>SECTION I - FEE COLLECTION</u>	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22

Receipts:

Motorcycle Registrations	1,750,860	1,738,772	1,726,872
Total Fee Collection to Line (A) - Section III	1,750,860	1,738,772	1,726,872

SECTION II - FULL COSTS

Direct Costs:

Salaries and Benefits	482,548	493,405	497,024
Expenses	38,970	38,970	38,970
Operating Capital Outlay	-	-	-
Contracted Services	529	529	529
Risk Management	6,493	8,360	8,360
Lease Purchase Equipment	-	-	-
Human Resource Services	3,660	3,660	3,660
Total Full Costs to Line (B) - Section III	532,200	544,924	548,543

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,750,860	1,738,772	1,726,872
TOTAL SECTION II	(B)	532,200	544,924	548,543
TOTAL - Surplus/Deficit	(C)	1,218,660	1,193,848	1,178,329

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.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety and Motor Vehicles **Budget Period: 2021-22**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating TF
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.)

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

SECTION I - FEE COLLECTION	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22
<u>Receipts:</u>			
Dealer License Service Fees	10,230	9,038	9,108
Total Fee Collection to Line (A) - Section II	10,230	9,038	9,108

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	3,446,463	3,524,008	3,549,857
Other Personal Services	79,774	79,774	79,774
Expenses	395,555	395,555	395,555
Operating Capital Outlay	18,375	18,375	18,375
Contracted Services	283,933	283,933	283,933
Pay Outside Contractor	-	-	-
Risk Management	51,223	51,223	51,223
Tenant Broker Comissions	16,134	16,134	16,134
Lease Purchase Equipment	12,803	12,803	12,803
Human Resource Services	25,987	25,987	25,987
Total Full Costs to Line (B) - Section III	4,330,247	4,407,791	4,433,640

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	10,230	9,038	9,108
TOTAL SECTION II	(B)	4,330,247	4,407,791	4,433,640
TOTAL - Surplus/Deficit	(C)	(4,320,017)	(4,398,753)	(4,424,532)

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: 76 Highway Safety and Motor Vehicles **Budget Period: 2021-22**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating TF
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.)

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

<u>SECTION I - FEE COLLECTION</u>	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22
<u>Receipts:</u>			
DUI Program Assessment Fee	434,895	390,546	495,546

Total Fee Collection to Line (A) - Section III	434,895	390,546	495,546

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	254,551	260,278	262,188
Other Personal Services	3,312	3,312	3,312
Expenses	6,128	6,128	6,128
Contracted Services	-	-	-
Risk Management	3,427	3,971	3,971
Lease Purchase Equipment	610	610	610
Human Resource Services	1,739	1,739	1,739
Total Full Costs to Line (B) - Section III	269,766	276,038	277,948

Basis Used: _____

<u>SECTION III - SUMMARY</u>				
TOTAL SECTION I	(A)	434,895	390,546	495,546
TOTAL SECTION II	(B)	269,766	276,038	277,948
TOTAL - Surplus/Deficit	(C)	165,129	114,508	217,598

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.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety and Motor Vehicle: **Budget Period: 2021-22**
Program: 76210100 Motorist Services
Fund: 2319 Gas Tax Collection Trust Fund
Specific Authority: Chapter 206.875 Florida Statutes
Purpose of Fees Collected: To deposit and distribute monies from fuel taxes collected quarterly

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

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

<u>SECTION I - FEE COLLECTION</u>	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22
<u>Receipts:</u>			
<u>IFTA taxes</u>	13,233,308	13,600,000	17,200,000
_____	_____	_____	_____
_____	_____	_____	_____
Total Fee Collection to Line (A) - Section III	13,233,308	13,600,000	17,200,000

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	3,124,985	3,195,297	3,218,735
Other Personnel Services	8,599	61,443	61,443
Expenses	1,691,925	943,774	543,774
Operating Capital Outlay	-	-	-
Contracted Services	994,173	632,620	1,067,620
Risk Management	40,447	40,447	40,447
Lease/Purchase of Equipment	9,423	9,423	9,423
Transfer to Other Entities	8,797,932	8,225,764	13,024,468
Total Full Costs to Line (B) - Section III	14,667,483	13,108,768	17,965,910

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	13,233,308	13,600,000	17,200,000
TOTAL SECTION II	(B)	14,667,483	13,108,768	17,965,910
TOTAL - Surplus/Deficit	(C)	(1,434,175)	491,232	(765,910)

EXPLANATION of LINE C:

The estimated expenditures are based on the actual expenditures for the 2019-20 Fiscal Year. The projected revenues and transfers to other entities are per the August 2020 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: 76 Highway Safety and Motor Vehicles **Budget Period: 2021-22**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating TF

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.)

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

<u>SECTION I - FEE COLLECTION</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>REQUEST</u>
	<u>FY 2019-20</u>	<u>FY 2020-21</u>	<u>FY 2021-22</u>
<u>Receipts:</u>			
Interlock Assessment Fees	134,448	124,579	148,579
Total Fee Collection to Line (A) - Section III	134,448	124,579	148,579

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	254,551	260,278	262,188
Other Personal Services	3,312	3,312	3,312
Expenses	6,128	6,128	6,128
Contracted Services	-	-	-
Risk Management	3,427	3,971	3,971
Lease Purchase Equipment	610	610	610
Human Resource Services	1,739	1,739	1,739
Total Full Costs to Line (B) - Section III	269,766	276,038	277,948

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	134,448	124,579	148,579
TOTAL SECTION II	(B)	269,766	276,038	277,948
TOTAL - Surplus/Deficit	(C)	(135,318)	(151,459)	(129,369)

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: 76 Highway Safety and Motor Vehicles **Budget Period: 2021-22**
Program: 76210100 Motorist Services
Fund: 2463 Mobile Home and Recreational Vehicle Trust Fund
Specific Authority: Chapter 320.781, Florida Statutes
Purpose of Fees Collected: Satisfaction of judgements against mobile home and RV Dealers

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

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

<u>SECTION I - FEE COLLECTION</u>	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22
<u>Receipts:</u>			
<u>Mobile Home Dealer Licenses</u>	36,445	37,110	43,789
<u>Mobile Home Titles</u>	69,154	52,378	61,806
<u> </u>			
<u> </u>			
Total Fee Collection to Line (A) - Section III	105,599	89,488	105,595
<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Claims	-	-	-
8% Surcharge	8,448	7,159	8,448
Total Full Costs to Line (B) - Section III	8,448	7,159	8,448

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	105,599	89,488	105,595
TOTAL SECTION II	(B)	8,448	7,159	8,448
TOTAL - Surplus/Deficit	(C)	97,151	82,329	97,148

EXPLANATION of LINE C:

This fund is used to administer claims against mobile home and recreational vehicle dealers. Estimated claims for fiscal year 2018-19 reflect use of fund balance as of July 1st.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety and Motor Vehicles **Budget Period: 2021-22**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating TF

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.)

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

<u>SECTION I - FEE COLLECTION</u>	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22
<u>Receipts:</u>			
Mobile Home Installer's Decals	102,510	103,647	104,737
Mobile Home Installer's Application Fees	141,831	143,405	144,912
Mobile Home Installer's Fees	54,450	55,054	55,633
Total Fee Collection to Line (A) - Section III	298,791	302,106	305,282

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	969,802	991,623	998,896
Other Personal Services	12,440	12,440	12,440
Expenses	98,038	98,038	98,038
Operating Capital Outlay	-	-	-
Contracted Services	126	126	126
Risk Management	14,790	14,790	14,790
Lease Purchase Equipment	1,141	1,141	1,141
Human Resource Services	7,503	7,503	7,503
Indirect Costs Charged to Trust Fund	-	-	-
Total Full Costs to Line (B) - Section III	1,103,840	1,125,661	1,132,934

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	298,791	302,106	305,282
TOTAL SECTION II	(B)	1,103,840	1,125,661	1,132,934
TOTAL - Surplus/Deficit	(C)	(805,049)	(823,554)	(827,652)

In FY 2019-20, \$164,507 was collected and deposited into the General Revenue Fund. This revenue is not reflected on the above schedule. The deficit is funded from the Highway Safety Operating Trust Fund.

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway Safety and Motor Vehicles **Budget Period: 2021-22**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating TF
Specific Authority: Chapter 328.76, Florida Statutes
Purpose of Fees Collected: Fund the administration of the Vessel Title and Registration Program

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

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

<u>SECTION I - FEE COLLECTION</u>	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22
<u>Receipts:</u>			
Vessel Administrative Fees	700,000	700,000	700,000

Total Fee Collection to Line (A) - Section III	700,000	700,000	700,000

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	124,956	127,399	128,334
Expenses	95,168	95,168	95,168
Contracted Services	628	628	628
Pay Outside Contractor	164,133	164,133	164,133
Purchase of License Plates	45,100	45,100	45,100
Indirect Costs Charged to Trust Fund	30,074	30,074	30,074
Total Full Costs to Line (B) - Section III	460,060	462,503	463,438

Basis Used: _____

<u>SECTION III - SUMMARY</u>			
TOTAL SECTION I	(A)	700,000	700,000
TOTAL SECTION II	(B)	460,060	462,503
TOTAL - Surplus/Deficit	(C)	239,940	237,497

EXPLANATION of LINE C:

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: 76 Highway and Safety Motor Vehicles **Budget Period: 2021-22**
Program: 76210100 Motorist Services
Fund: 2009 Highway Safety Operating TF

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.)

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

<u>SECTION I - FEE COLLECTION</u>	ACTUAL	ESTIMATED	REQUEST
	FY 2019-20	FY 2020-21	FY 2021-22
<u>Receipts:</u>			
Driver Education Fees	1,506,809	1,537,402	1,646,378
Total Fee Collection to Line (A) - Section III	1,506,809	1,537,402	1,646,378

SECTION II - FULL COSTS

<u>Direct Costs:</u>			
Salaries and Benefits	272,257	278,383	280,425
Other Personal Services	5,610	5,610	5,610
Expenses	8,134	8,134	8,134
Operating Capital Outlay	-	-	-
Contracted Services	610	610	610
Risk Management	3,695	4,406	4,406
Lease Purchase Equipment	889	889	889
Background Checks	-	-	-
Human Resource Services	2,225	2,225	2,225
Total Full Costs to Line (B) - Section III	293,420	300,257	302,299

Basis Used: _____

SECTION III - SUMMARY

TOTAL SECTION I	(A)	1,506,809	1,537,402	1,646,378
TOTAL SECTION II	(B)	293,420	300,257	302,299
TOTAL - Surplus/Deficit	(C)	1,213,389	1,237,145	1,344,079

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 IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2021 - 2022

Department Title:	Department of Highway Safety and Motor Vehicles
Trust Fund Title:	Highway Safety Operating Trust Fund
Budget Entity:	
LAS/PBS Fund Number:	2009

	Balance as of 6/30/2020		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	10,817,489.52	(A)		10,817,489.52
ADD: Other Cash (See Instructions)	250.00	(B)		250.00
ADD: Investments	76,790,249.82	(C)		76,790,249.82
ADD: Outstanding Accounts Receivable	33,075,534.86	(D)		33,075,534.86
ADD: _____		(E)		-
Total Cash plus Accounts Receivable	120,683,524.20	(F)	-	120,683,524.20
LESS Allowances for Uncollectibles	3,683,698.97	(G)		3,683,698.97
LESS Approved "A" Certified Forwards	10,728,677.65	(H)		10,728,677.65
Approved "B" Certified Forwards	6,928,712.74	(H)		6,928,712.74
Approved "FCO" Certified Forwards	11,570,184.49	(H)		11,570,184.49
LESS: Other Accounts Payable (Nonoperating)	5,839,372.24	(I)		5,839,372.24
LESS: _____		(J)		-
Unreserved Fund Balance, 07/01/20	81,932,878.11	(K)	-	81,932,878.11 **

Notes:

*SWFS = Statewide Financial Statement

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2021 - 2022

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

	Balance as of 6/30/2020		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	1,294,258.70	(A)		1,294,258.70
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable	165,008.79	(D)		165,008.79
ADD: _____		(E)		-
Total Cash plus Accounts Receivable	1,459,267.49	(F)	-	1,459,267.49
LESS Allowances for Uncollectibles		(G)		-
LESS Approved "A" Certified Forwards	209,267.49	(H)		209,267.49
Approved "B" Certified Forwards		(H)		-
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: _____		(J)		-
Unreserved Fund Balance, 07/01/20	1,250,000.00	(K)	-	1,250,000.00 **

Notes:

*SWFS = Statewide Financial Statement

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2021 - 2022

Department Title:	Department of Highway Safety and Motor Vehicles
Trust Fund Title:	Fuel Tax Collection Trust Fund
Budget Entity:	76000000
LAS/PBS Fund Number:	2319

	Balance as of 6/30/2020		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	3,236,607.36	(A)		3,236,607.36
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable	6,671,397.70	(D)		6,671,397.70
ADD:		(E)		-
Total Cash plus Accounts Receivable	9,908,005.06	(F)	0	9,908,005.06
LESS Allowances for Uncollectibles		(G)		-
LESS Approved "A" Certified Forwards	2,069,185.24	(H)		2,069,185.24
Approved "B" Certified Forwards	153,747.34	(H)		153,747.34
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	2,598,339.92	(I)		2,598,339.92
LESS: _____		(J)		-
Unreserved Fund Balance, 07/01/20	5,086,732.56	(K)	0	5,086,732.56 **

Notes:

*SWFS = Statewide Financial Statement

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

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2021 - 2022

Department Title:	Department for Highway Safety and Motor Vehicles
Trust Fund Title:	MH & Rec Vehicle Protection Trust Fund
Budget Entity:	
LAS/PBS Fund Number:	2463

	Balance as of 6/30/2020		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	178,181.30	(A)		178,181.30
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	546,878.39	(C)		546,878.39
ADD: Outstanding Accounts Receivable	3,623.48	(D)		3,623.48
ADD: _____		(E)		-
Total Cash plus Accounts Receivable	728,683.17	(F)	-	728,683.17
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)	1,012.66	(I)		1,012.66
LESS: _____		(J)		-
Unreserved Fund Balance, 07/01/20	727,670.51	(K)	-	727,670.51 **

Notes:

*SWFS = Statewide Financial Statement

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

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2021 - 2022

Department Title:	<u>Department of Highway Safety and Motor Vehicles</u>
Trust Fund Title:	<u>Highway Safety Operating Trust Fund</u>
LAS/PBS Fund Number:	<u>2009</u>

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/20

Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	<input type="text" value="(102,324,875.83)"/> (A)
--	---

Subtract Nonspendable Fund Balance (GLC 56XXX)	<input type="text" value="2,811,327.42"/> (B)
---	---

Add/Subtract Statewide Financial Statement (SWFS) Adjustments :

SWFS Adjustment # and Description	<input type="text"/> (C)
-----------------------------------	--------------------------

SWFS Adjustment # and Description	<input type="text"/> (C)
-----------------------------------	--------------------------

Add/Subtract Other Adjustment(s):

Approved "B" Carry Forward (Encumbrances) per LAS/PBS	<input type="text" value="6,928,712.74"/> (D)
---	---

Approved FCO Certified Forward per LAS/PBS	<input type="text" value="11,570,184.49"/> (D)
--	--

A/P not C/F-Operating Categories	<input type="text" value="(1,268,226.93)"/> (D)
----------------------------------	---

LT Advances	<input type="text" value="(100,000.00)"/> (D)
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LT Advances	<input type="text" value="450,000.00"/> (D)
-------------	---

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

ADJUSTED BEGINNING TRIAL BALANCE:	<input type="text" value="(81,932,878.11)"/> (E)
--	--

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	<input type="text" value="81,932,878.11"/> (F)
--	--

DIFFERENCE:	<input type="text" value="-"/> (G)*
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***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2021 - 2022

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

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/20

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) [] (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)

Advances from Other Funds, between Department [(175,000.00)] (D)

Advances from Other Funds, within Department [(450,000.00)] (D)

[] (D)

ADJUSTED BEGINNING TRIAL BALANCE: [(1,250,000.00)] (E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K) [1,250,000.00] (F)

DIFFERENCE: [-] (G)*

***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2021 - 2022

Department Title: Department of Highway Safety and Motor Vehicles
Trust Fund Title: Fuel Tax Collection Trust Fund
LAS/PBS Fund Number: 2319

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/20

Total all GLC's 5XXXX for governmental funds; [5,247,550.41] (A)
GLC 539XX for proprietary and fiduciary funds

Subtract Nonspendable Fund Balance (GLC 56XXX) [7,900.00] (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 [153,747.34] (D)

Approved FCO Certified Forward per LAS/PBS [] (D)

A/P not C/F-Operating Categories [(829.49)] (D)

[] (D)

[] (D)

[] (D)

ADJUSTED BEGINNING TRIAL BALANCE: [5,086,732.56] (E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K) [5,086,732.56] (F)

DIFFERENCE: [0.00] (G)*

***SHOULD EQUAL ZERO.**

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2021 - 2022

Department Title: Department of Highway Safety and Motor Vehicles
Trust Fund Title: MH & Rec Vehicle Protection Trust Fund
LAS/PBS Fund Number: 2463

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/20

Total all GLC's 5XXXX for governmental funds; (727,670.51) (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)

 (D)

ADJUSTED BEGINNING TRIAL BALANCE: (727,670.51) (E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K) 727,670.51 (F)

DIFFERENCE: - (G)*

***SHOULD EQUAL ZERO.**

SCHEDULE IV-B FOR APPLICATION CLOUD ENVIRONMENT

For Fiscal Year 2021-22



October 2020

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

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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: October 15, 2020
Project Name: Application Cloud Environment	Is this project included in the Agency's LRPP? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FY 2021-22 LBR Issue Code: 36136C0	FY 2021-22 LBR Issue Title: Application Cloud Environment
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Michelle Morris 850-617-2151 michellemorris@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:	DocuSigned by: <i>Terry Rhodes</i> Date: 10/7/2020
Printed Name: Terry L. Rhodes	
Agency Chief Information Officer (or Equivalent):	DocuSigned by: <i>Clayton B. Dickerson-Walden</i> Date: 10/7/2020
Printed Name: Clayton Boyd Dickerson-Walden	
Budget Officer:	DocuSigned by: <i>Suzie Carey</i> Date: 10/8/2020
Printed Name: Suzie Carey	
Planning Officer:	DocuSigned by: <i>Larry Gowen</i> Date: 10/7/2020
Printed Name: Larry Gowen	
Project Sponsor:	DocuSigned by: <i>Clayton B. Dickerson-Walden</i> Date: 10/7/2020
Printed Name: Clayton Boyd Dickerson-Walden	
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Bonnie Nichols 850-617-2043 bonnienichols@FLHSMV.gov
Cost Benefit Analysis:	Michelle Morris 850-617-2151 michellemorris@FLHSMV.gov
Risk Analysis:	Michelle Morris 850-617-2151 michellemorris@FLHSMV.gov
Technology Planning:	Curt Chester 850-617-2066 curtchester@FLHSMV.gov
Project Planning:	Julie Larsen 850-617-2163 julielarsen@FLHSMV.gov

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

A. Background and Strategic Needs Assessment

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

1. Business Need

The core mission of the Florida Department of Highway Safety and Motor Vehicles (“department” or “FLHSMV”) is to provide highway safety and security for millions of Florida residents and visitors through excellence in service, education and enforcement. We serve nearly every Floridian as well as many visitors to our state through issuing more than 17.1 million driver licenses and 21.4 million vehicle registrations, as well as annually patrolling more than 46.7 million miles of roads. Additionally, the department shares systems and data with other state and federal agencies as well as businesses and other consumers.

While the purpose of the department is highway safety, it is also critical to business, Florida state government and the federal effort to fight terrorism and reduce fraud. The driver license has become the defacto identification credential used to engage in commerce and establish identity, age, and residency. With respect to state government, FLHSMV collects over \$2 billion in annual revenue and distributes the majority of these funds to other state agencies for provision of critical state services including roads and schools. Millions of dollars in Federal Department of Transportation funds are also contingent on the department’s ability to successfully carry out its Motor Carrier regulatory responsibilities, including auditing Heavy Vehicle Road Tax (HVUT) forms.

The department relies heavily on technology to manage the volume of transactions and data it must maintain and to also connect with various external systems. In 2012, FLHSMV closed its data center, moving all servers to the state data center as a part of the statewide data center consolidation initiative. This initiative was created to achieve operational savings through technology efficiencies which would then allow for a smaller equipment refresh footprint and increased management capabilities. The department relinquished administrative rights to the consolidated resources and equipment and the Division of State Technology (DST formerly AST) would offer, develop, and support the services and applications defined in service-level agreements. (Section 282.201, Fl. Statute)

Since the data center consolidation, FLHSMV has experienced daily operational outages due to aging hardware that could no longer handle the demands of the department and insufficient support from the state data center. As a result, the 2016 Legislature approved funding for an enterprise data infrastructure initiative that allowed the department to successfully implement a private cloud solution for its Oracle database environment. This initiative migrated our databases from servers that were “end of life” and a database version that was no longer supported. The private cloud environment was established at the Northwest Regional Data Center and now provides a significant increase in disaster recovery capabilities, performance, capacity, and flexibility that previously did not exist for the department’s data environment.

Today, many of the remaining servers that are still located at the DST have reached or are reaching “end of life” status and support critical applications despite being on aged physical hardware and operating systems. Consequently, the department’s current application tier cannot reliably provide critical services related to motorist credentialing and law enforcement and lacks the ability to return to operations in the event of a disaster or service interruption.

Except for a few law enforcement related applications, the department does not have a fully functional disaster recovery solution which results in limited application functionality and use. Due to this reduced workload, we are unable to fully replicate data between the primary and DR. Changes to server and application configurations must be manually configured between the primary site and DR site resulting in increased administrative overhead. The department requires a managed DNS solution to allow for failover between the Primary and Disaster Recovery site.

The department seeks to replace its current application environment with a private cloud solution as the

state data center has no plans to remediate the aging infrastructure or provide a comprehensive disaster recovery solution. A new cloud hosted solution would support mission critical systems through services that provide the requisite managed infrastructure, security and disaster recovery services.

2. Business Objectives

NOTE: For IT projects with total cost in excess of \$10 million, the business objectives described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.

The goal of this project is to lift the department's application environment from its current state and location and shift it to a private cloud platform that would improve the performance and resiliency of mission critical systems. In doing so, the department will not only fully realize its operational capabilities, but also finally have a complete disaster recovery solution.

- a. Objective 1: Migrate to a Cloud Hosted Solution
 - a. Decrease duplication and complexity to provide a stable and sustainable IT environment.
 - b. Seamless transition of mission critical systems from the aged physical and virtual hardware to a private cloud environment.
- b. Objective 2: Establish Cloud Services
 - a. Secure cloud data retrieval mechanism from the on-premise location to the cloud solution
 - b. Monitor, maintain and manage computing, storage, network operations and disaster recovery services
 - c. Provide cloud security and management, such as encryption and/or authentication.
- c. Objective 3: Disaster Recovery
 - a. Provide a Cloud application and data backup and recovery strategy
 - b. Provide a Disaster Recovery Orchestration strategy that automates the process of failing over to a Disaster Recovery location

B. Baseline Analysis

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

1. Current Business Process(es)

The primary focus for this migration is on the processes for applications and disaster recovery.

a. Application Environment

The department has hundreds of applications that provide a variety of services including credentialing, licensing, and registration functions to law enforcement, tax collectors, other state agencies, and the citizens of the state of Florida. Through data center consolidation, the DST has the responsibility to support the health of the physical and virtual servers that support our development, test, stage and production environments and SQL databases. These applications are hosted on hardware that no longer has the capacity to properly support the department's need due to its age and the lack of support from available resources.

Given the 24x7 expectation of department services, it is essential that all mission critical systems are highly available and secure to deliver timely services for public safety, motor vehicle and driver license services. Multiple issues have arisen over the years from the partnership with the department's current data center that have hindered the department's ability to provide the optimal amount of services. These issues stem from a lack of visibility and availability of our own servers and supporting infrastructure along with the state data center's responsibility to provide service for all the state agencies.

As a result of the lack of visibility, the department has difficulty troubleshooting outages and

issues with hypervisors and underlying hardware. Today the department does not have a 100% success rate for backups, which could result in a loss of data in the event of a failure. In addition, our technical staff do not have the visibility into the environment to know if services are oversubscribed – which can lead to performance issues and outages.

The department has also had repeated and unresolved issues with acquiring correct server availability reporting from the state data center. Our service level agreement documents show that our availability will be at least 99.5%, which is lower than the recognized standard of “five 9’s” (or 99.999%). However, the availability reported during customer meetings is lower than that with no remediation strategies provided to increase availability. Additionally, our independent research suggests that our availability is lower than what is being reported to us. As the DST is a state entity, there are no enforceable liquidated damages to ensure that our availability will be improved.

b. Disaster Recovery

One of our biggest risks is the current lack of a comprehensive disaster recovery solution. The Driver and Vehicle Information Database (DAVID) is used statewide by law enforcement at roadside and is available in disaster recovery mode. However, it is limited in that the systems that feed information to DAVID are unable to provide updates when they are not available – potentially creating an at-risk situation for law enforcement as well as the general public.

The Northwest Data Center provides colocation services for the department’s private cloud solution that supports our databases. The disaster recovery component of that solution is hosted at the third data center mentioned above located in Winter Haven Florida.

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 protection and integrity. These requirements must be carefully considered during procurement and the selection of a solution and during implementation planning. The department interfaces with numerous other state and federal agencies, as well as other states and businesses.

C. Proposed Business Process Requirements

Purpose: To establish a basis for understanding what business process requirements the proposed solution must meet in order to select an appropriate solution for the project.

1. Proposed Business Process Requirements

This initiative should not negatively impact FLHSMV business processes. Depending on the vendor selected, this initiative may result in changes to ISA’s operational processes. The extent of these internal changes will not be known until procurement is completed.

2. Business Solution Alternatives

N/A

3. Rationale for Selection

N/A

4. Recommended Business Solution

N/A

NOTE: For IT projects with total cost in excess of \$10 million, the project scope described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4) (a) 10, F.S.

D. Functional and Technical Requirements

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

The functional and technical requirements for this issue are listed below.

- **Private Cloud Hosting:**
Migrating the current aging infrastructure and applications that are hosted at the State Data Center by using a 3rd party cloud vendor to establish and implement a new department environment that is supporting all systems and provide Infrastructure as a Service (IaaS) cloud hosting.
- **Disaster Recovery:**
Provide enhanced disaster recovery (DR) capabilities which include the hosting of applications in a secondary location as well as automation of the failover process using a DR Orchestration toolset. Currently the FLHSMV DR aspect is a manual process and as mentioned before minimally supports only a couple of law enforcement activities.

At a minimum the below cloud hosting requirement must be met.

- Cloud Deployment must be a private cloud that is not shared with other customer tenants.
- Cloud Hypervisors must support Windows and Linux Operating Systems
- Cloud Assets must support Elasticity allowing for Compute and Storage resources to be adjusted in real time.
- Domain Name System (DNS) to allow for orchestration between our Primary and Disaster Recovery site.
- Encryption of data in transit and at rest.
- Data replication between the Primary and Disaster Recovery site.
- Discovery tool to identify existing infrastructure.

III. Success Criteria

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

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
1	Establish and implement a new department environment that is supporting all systems	All systems have been migrated to the private cloud. FLHSMV staff verifies connectivity to all virtual machines migrated to the private cloud. Application functionality is verified by FLHSMV staff.	General Public Department Tax Collectors	7/2022
2	FLHSMV will be able to fully failover in disaster recovery mode. This process would be tested prior to the end of the project and then and verified at least annually after project closure.	Data is replicated between the primary site and the DR site. A controlled failover is executed to verify application functionality.	General Public Department Tax Collectors	7/2022

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

A. Benefits Realization Table

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

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	Comprehensive disaster recovery	Law Enforcement Tax Collectors General Public	Continuity of operations	Successful DR test	7/1/2022
2	Availability of resources	Law Enforcement Tax Collectors General Public	Increased uptime Enhanced monitoring	Monthly outages	7/1/2022
3	Ability to respond to workload demands timely	Department Law Enforcement Tax Collectors General Public	Ability to respond to workloads timely Ability to implement production needs.	Tracking of service requests	7/1/2022
4	Security Risk Reduction	Department Law Enforcement Tax Collectors General Public	Isolated environment	By being the only tenant in the environment	7/1/2022
5	Cost Avoidance	Tax Payers Tax Collectors Department	Reduced overtime due to less downtime	Reduced overtime hours for staff to support outages	12/1/2022

B. Cost Benefit Analysis (CBA)

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

CBAForm 1 - Net Tangible Benefits

Agency FLHSMV Project ACE

Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBAForm 1A															
Agency (Recurring Costs Only -- No Project Costs)	FY 2020-21			FY 2021-22			FY 2022-23			FY 2023-24			FY 2024-25		
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A.b Total Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-1.a. State FTEs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-1.b. State FTEs (#)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-2.a. OPS Staff (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS (#)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-3.b. Staff Augmentation (# of Contractors)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
B. Application Maintenance Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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 Specify	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C. Data Center Provider Costs	\$3,762,599	\$0	\$3,762,599	\$3,762,599	\$0	\$3,762,599	\$6,762,599	-\$1,900,192	\$4,862,407	\$6,512,599	-\$1,650,192	\$4,862,407	\$6,512,599	-\$1,177,652	\$5,334,947
C-1. Managed Services (Staffing)	\$3,762,599	\$0	\$3,762,599	\$3,762,599	\$0	\$3,762,599	\$3,762,599	-\$2,586,599	\$1,176,000	\$3,762,599	-\$2,586,599	\$1,176,000	\$3,762,599	-\$2,114,099	\$1,648,540
C-2. Infrastructure Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,518,000	\$2,518,000	\$0	\$2,518,000	\$2,518,000	\$0	\$2,518,000	\$2,518,000
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,168,407	\$1,168,407	\$0	\$1,168,407	\$1,168,407	\$0	\$1,168,407	\$1,168,407
C-4. Disaster Recovery	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other Implementation of Separate DR	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000,000	-\$3,000,000	\$0	\$2,750,000	-\$2,750,000	\$0	\$2,750,000	-\$2,750,000	\$0
D. Plant & Facility Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Other Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$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 Specify	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total of Recurring Operational Costs	\$3,762,599	\$0	\$3,762,599	\$3,762,599	\$0	\$3,762,599	\$6,762,599	-\$1,900,192	\$4,862,407	\$6,512,599	-\$1,650,192	\$4,862,407	\$6,512,599	-\$1,177,652	\$5,334,947
F. Additional Tangible Benefits:		\$0			\$0			\$0			\$0			\$0	
F-1. Cost Avoidance - OT/staffing costs from		\$0			\$0			\$0			\$0			\$0	
F-2. Specify		\$0			\$0			\$0			\$0			\$0	
F-3. Specify		\$0			\$0			\$0			\$0			\$0	
Total Net Tangible Benefits:		\$0			\$0			\$1,900,192			\$1,650,192			\$1,177,652	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B			
Choose Type	Estimate Confidence	Enter % (+/-)	
Detailed/Rigorous <input type="checkbox"/>	Confidence Level		
Order of Magnitude <input checked="" type="checkbox"/>	Confidence Level		
Placeholder <input type="checkbox"/>	Confidence Level		

FLHSMV

FACE

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

Item Description <i>(remove guidelines and annotate entries here)</i>	Project Cost Element	Appropriation Category	Current & Previous Years Project-Related	FY2020-21		FY2021-22		FY2022-23		FY2023-24		FY2024-25		TOTAL
				YR 1 #	YR 1 LBR	YR 2 #	YR 2 LBR	YR 3 #	YR 3 LBR	YR 4 #	YR 4 LBR	YR 5 #	YR 5 LBR	
				YR 1 Base Budget	YR 2 Base Budget	YR 3 Base Budget	YR 4 Base Budget	YR 5 Base Budget						
			\$ -	\$ 2,431,866	\$ 5,737,407	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,169,273	
project.	FTE	S&B	\$ -	2.00 \$ -	\$ 150,000	2.00 \$ -	\$ 150,000	0.00 \$ -	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	\$ 300,000
project.	OPS	OPS	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	\$ -
Staffing costs for personnel using Time & Expense.	Staff Augmentation	Contracted Services	\$ -	1.00 \$ 112,500	\$ -	1.00 \$ 200,000	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	\$ 312,500
Project management personnel and related deliverables.	Project Management	Contracted Services	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	\$ -
Verification & Validation (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	\$ -
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 \$ -	\$ -	\$ -
Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hardware purchases not included in data center services.	Hardware	OCO	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Commercial software purchases and licensing costs.	Commercial Software	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	Contracted Services	\$ -	\$ 450,000	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 950,000
All first-time training costs associated with the project.	Training	Contracted Services	\$ -	\$ 18,000	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,000
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	Data Center Services - One Time Costs	Data Center Category	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other contracted services not included in other categories.	Other Services (O&M Services)	Contracted Services	\$ -	\$ 1,701,366	\$ -	\$ 4,862,407	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,563,773
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 categories.	Other Expenses	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -	3.00 \$ 2,281,866	150,000	3.00 \$ 5,587,407	150,000	0.00 \$ -	\$ -	0.00 \$ -	\$ -	0.00 \$ -	\$ -	\$ 8,169,273

CBAForm 2 - Project Cost Analysis

Agency FLHSMV

Project ACE

PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
TOTAL PROJECT COSTS (*)	\$2,431,866	\$5,737,407	\$0	\$0	\$0	\$8,169,273
CUMULATIVE PROJECT COSTS <i>(includes Current & Previous Years' Project-Related Costs)</i>	\$2,431,866	\$8,169,273	\$8,169,273	\$8,169,273	\$8,169,273	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$2,431,866	\$5,737,407	\$0	\$0	\$0	\$8,169,273
Federal Match <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> Specify	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT	\$2,431,866	\$5,737,407	\$0	\$0	\$0	\$8,169,273
CUMULATIVE INVESTMENT	\$2,431,866	\$8,169,273	\$8,169,273	\$8,169,273	\$8,169,273	

Characterization of Project Cost Estimate - CBAForm 2C		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	Confidence Level	
Order of Magnitude <input checked="" type="checkbox"/>	Confidence Level	
Placeholder	Confidence Level	

CBAForm 3 - Project Investment Summary

Agency FLHSMV Project ACE

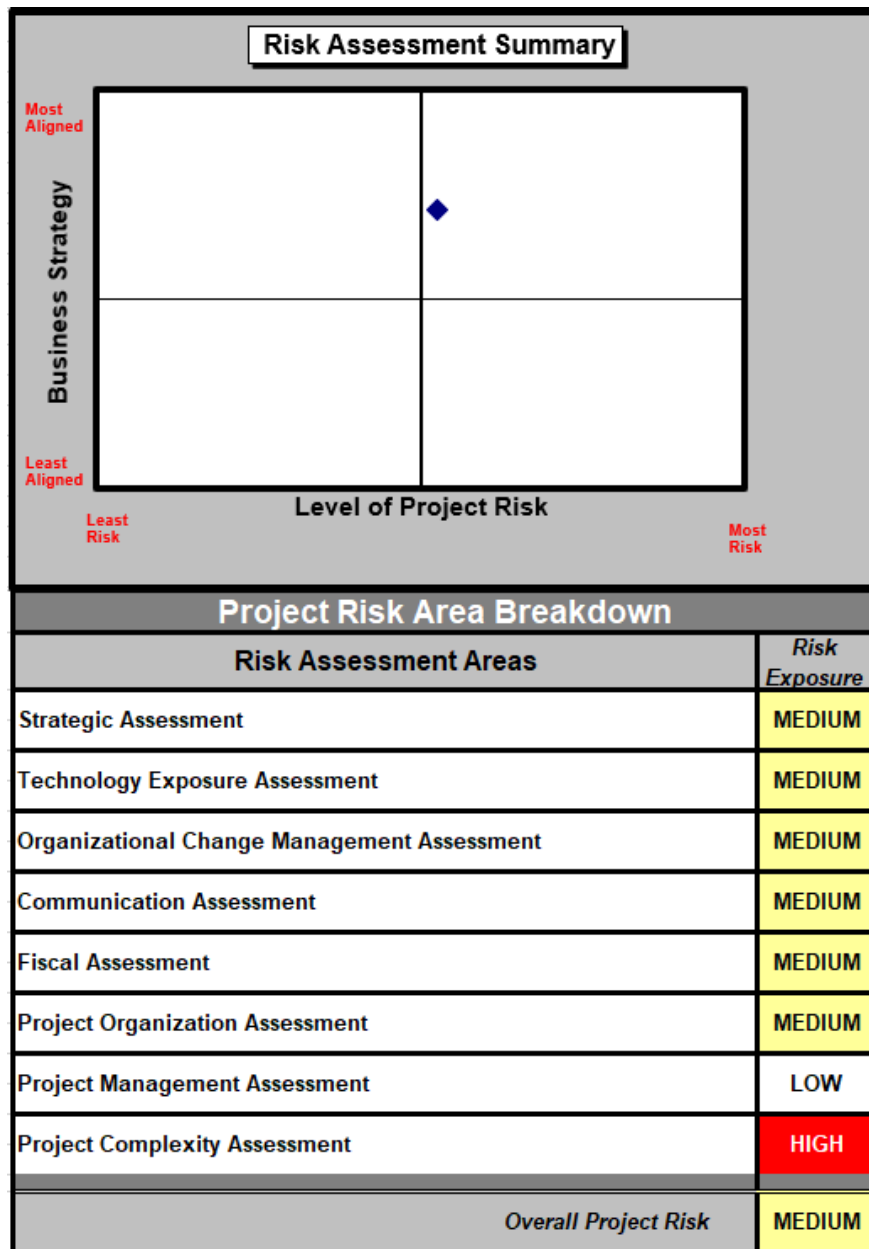
COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	TOTAL FOR ALL YEARS
Project Cost	\$2,431,866	\$5,737,407	\$0	\$0	\$0	\$8,169,273
Net Tangible Benefits	\$0	\$0	\$1,900,192	\$1,650,192	\$1,177,652	\$4,728,036
Return on Investment	(\$2,431,866)	(\$5,737,407)	\$1,900,192	\$1,650,192	\$1,177,652	(\$3,441,237)
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)	(\$3,840,078)	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	-22.02%	IRR is the project's rate of return.

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

V. Schedule IV-B Major Project Risk Assessment

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



VI. Schedule IV-B Technology Planning

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

A. Current Information Technology Environment

1. Current System

a. Description of Current System

Our current infrastructure environment is a DST-hosted Infrastructure as a Service (IaaS) solution. DST maintains mainframe services, more than 450 servers, and also supports Data Center core network services. This environment includes:

- Application Servers
- Web Servers
- SQL Databases
- Datawarehouse
- FTP Servers
- Active Directory
- NoSQL Clusters
- Batch Processing Servers
- Hybrid Email Servers
- Storage
- Backup
- File Shares

The current infrastructure supports over 300 internal and public facing applications and data exchanges which impact every Florida citizen, business and law enforcement on a global scale. There are currently more than 17.1 million driver licenses and 21.4 million annual (or biennial) vehicle registrations. The department systems support literally thousands of users statewide, including:

- Licensed drivers and motor vehicle owners accessing our online services 24x7x365
- staff and Tax Collector Office staff who provide services to the general public Monday through Friday (and Saturday for some offices)
- law enforcement who depend on our systems for information as they enforce local and state laws 24x7x365

b. Current System Resource Requirements

In order to support these systems, the department is required to maintain:

- More than 500 servers which run on a combination of
 - 3,000 CPU cores
 - 8,500GB of RAM
 - 250TB of storage
 - 56 (not 44) TB of file shared storage
- A F5 Load Balancer that routes client requests across all servers capable of fulfilling those requests to provide the maximum amount of speed and capacity utilization and prevent a performance degradation.
- A Palo Alto Firewall which scans the department's content to report and log security threats.
- A PCI Zone provides security for cardholder information stored and transmitted within the department's applications.

As part of their role in supporting the department's environment, the state data center is required to maintain connectivity to both the Northwest Data Regional Center which hosts the department's Oracle databases and the secondary Disaster Recovery site located in Winter Haven.

c. Current System Performance

The current technical environment has multiple issues that the department staff deal with on a daily basis:

- Visibility – FLHSMV lacks real-time visibility into the health of the DST hosted solution. This lack of visibility prohibits FLHSMV from taking proactive measures to ensure application availability as well as significantly delays our ability to troubleshoot and remediate system outages.
- Elasticity – The current solution is unable to meet the rapidly changing needs of FLHSMV applications and services. We are hindered by time consuming processes to ramp up and down production infrastructure needs based on system loads during peak events.
- Oversubscribed – The current DST solution is “oversubscribed”. In plain language, this means that the DST has allocated more resources than their infrastructure has available in the “hope” that a high percentage of hosted systems are not at peak utilization at the same time.
- Agility - The DST solution prohibits agility and rapid development. The processes involved to stand up test/dev and R&D environments follow the same time-consuming process to stand up a production system.
- Inefficient use of State resources - DST does not have institutional knowledge of FLHSMV application systems and does not offer application administration support as a service. This deficiency requires both DST and FLHSMV to complete tasks collaboratively increasing the cost to the State.
- Per the Service Level Agreement, the state data center committed to building a new server with 10 days of the request. Upon further research, it was discovered that this requirement was not being met, averaging 13 days to building a Windows server and 32 days for an Open System server.
- Limited Disaster Recovery – DAVID which supports law enforcement has the ability to be failed over, however, the applications that feed information to this system have no failover capabilities. Therefore, in the event of a disaster, law enforcement would not be able to receive updated public safety information and are put at risk.

2. Information Technology Standards

The department has adopted several best practices and standards to ensure that its systems are reliable, maintainable, consistent and secure. These include:

- Information Technology Infrastructure Library (ITIL)
- Driver Privacy Protection Act, 18 United States Code, Sections 2721-2725 (DPPA), relating to the privacy of personal identifiable information (PII).
- Rule 60GG-2, FAC, which establishes the state standards relating to Information Technology security.
- Criminal Justice Information Services (CJIS) standards.
- Chapter No. 2019-116, Laws of Florida, directs state agencies to show a preference for cloud-computing solutions.

B. Current Hardware and/or Software Inventory

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

Due to data center consolidation, physical hardware is no longer owned by the department. Below are the related services that we currently utilize from the DST service catalog that are impacted by this initiative and their estimated annual costs.

Service	Service Description	Estimated Annual Costs
Window Managed Servers including Capacity Units	Management of a Windows-based server OS instance, and includes OS licenses and support, OS configuration and tuning, OS patch management in standard maintenance window, 24x7 availability and performance monitoring, security management, and anti-malware protection.	\$ 1,057,558.00
SQL Managed Servers including Capacity Units	Physical database management of customer SQL server databases at DST managed data centers, third party co-location hosting facilities, or with cloud providers. Service includes SQL Server installation, configuration, troubleshooting, SQL backup job management, 24x7 monitoring, and Service Pack deployment.	\$ 296,811.00
Linux/Unix Managed Servers including Capacity Units	Management of a Linux/UNIX-based server OS instance and includes OS licenses (Red Hat and Solaris on x86) and support, OS configuration and tuning, OS patch management in standard maintenance window, 24x7 availability and performance monitoring, security management, and anti-virus protection.	\$ 97,569.00
Co-Located Services	Rack mounts, floor tiles, and electrical circuits for cabinets and rack mount installs.	\$ 41,982.00
Network Services	<p>Network Units provide local network connectivity to servers or appliances (physical or virtual). Service includes configuration and maintenance of port settings and monitoring of link status and usage. Non-standard configurations such as fiber or special port setup will be considered a Direct Service. Firewall services and administration are included in the service.</p> <p>Load Balancing provides for the creation and maintenance of VIP Address and Proxy or Load Balancing to backend hosts. Includes SSL termination, acceleration, optimization, and health monitoring.</p>	\$ 456,319.00

Service	Service Description	Estimated Annual Costs
Storage and Data Archival Services	<p>Block-based Storage provides high-performance physical or virtual volumes accessed via a SAN using a protocol such as Internet Small Computer System Interface (iSCSI), Fiber Channel (FC) or Fiber Channel over Ethernet (FCoE) in a non-mainframe environment.</p> <p>Data Protection Services provide backup of protected customer data for the purpose of system and data recovery (not records retention), and data protection reporting for customer visibility.</p> <p>Data Archival provides long-term retention of customer data beyond the native six weeks included in the Data Protection Service (or the native object-based snapshot retention period) to meet various compliance or business requirements.</p>	\$ 1,103,189.00

C. Proposed Technical Solution

1. Technical Solution Alternatives

As Chapter No. 2019-116, Laws of Florida (HB 5301), directed state agencies to show a preference for cloud-computing solutions over solutions that require purchasing, financing, or leasing of state data infrastructure, the department has explored three options for cloud services:

- **Private Cloud** – A cloud infrastructure consumed by one customer. The private cloud vendor is responsible for the facility hosting the private cloud, physical security, power, access, etc. Private cloud vendors manage networking components, storage, hardware, and virtualization. Managed services are generally broken down as Infrastructure as a Services (IaaS), Platform as a Services (PaaS) or Software as a Service (SaaS).
- **Public Cloud** – A cloud infrastructure consumed by many customers. The public cloud vendor is responsible for the facility hosting the public cloud, physical security, power, access, etc. Public cloud vendors manage networking components, storage, hardware, and virtualization. Managed services are generally broken down as Infrastructure as a Services (IaaS), Platform as a Services (PaaS) or Software as a Service (SaaS).
- **Hybrid Cloud** – A solution that includes a footprint in both a public and private cloud.

2. Rationale for Selection

The department has chosen to pursue a privately hosted cloud solution at this time because a private cloud is needed to meet the high workload demands from a performance perspective and also to satisfy compliancy requirements from a data isolation perspective.

3. Recommended Technical Solution

FLHSMV proposes migrating our existing systems to a private cloud infrastructure to better support our business requirements. We are seeking Service Level Agreements that support 99.99% availability and 99.99% durability. The solution will include a primary site and a disaster recovery site that allows for data replication between the two locations to keep application environments and

data synchronized. The solution will also provide disaster recovery orchestration tools to efficiently failover from our primary site to our Disaster Recovery site.

To support our business needs, the private cloud solution will allow for an initial 'lift and shift' migration of our existing systems located at the DST to the new private cloud location. The solution must support both Windows and Linux operating systems. The solution will allow for elasticity within our environment allowing us to rapidly allocate additional resources as needed to support increased demand and/or add new nodes to the clusters. The increased flexibility of the proposed solution will allow for us to rapidly provision new environments to meet business needs and requirements.

We are seeking a managed service that most closely aligns with an Infrastructure as a Service model. The solution must be CJIS and DPPA (Driver's Privacy Protection Act) compliant in order to satisfy the department's compliancy requirements and to protect the personal information (PII) of licensed drivers from improper use or disclosure.

The department recommends selecting a private cloud solution to allow our workloads to be executed on dedicated hardware. This solution will allow for the agency to establish a fully functional Disaster Recovery site in the event of a failure at the primary location. Once we have completed our migration to a private cloud, we will be able to analyze business needs and application functionality to determine if any workloads could be optimized to run in a cloud native environment.

The department requires a solution at the primary site with enough compute capacity to accommodate roughly 750 virtual machines, 7,500 cores, 12,000GB of RAM and 375TB of storage to support existing business requirements, the modernization effort, and upgrades of existing applications and infrastructure. The solution must support both Windows and Linux operating systems and include a backup and restore process that encompasses all virtual machine drives. The Disaster Recovery solution must include enough compute capacity to host our entire production workload and provide means for data replication between the primary and disaster recovery site.

D. Proposed Solution Description

1. Summary Description of Proposed System

- a. A private cloud service that has a scalable architecture.
- b. The solution shall ensure ongoing network connectivity and replication of all data from the Vendor's production environment to the Disaster Recovery (DR) environment.
- c. The solution's Production, Stage, Test, and Development Environments shall be hosted at a data center approved by the department, preferably co-located at a state data center. The DR Environment shall be hosted at a separate geographically diverse location selected by the department.
- d. The solution shall support encrypted communication between cloud framework and all target systems.
- e. The solution should provide a discovery tool that will be used in discovering all components and provide an implementation plan for the 'lift and shift' to a private cloud.
- f. The solution should include a right-sizing effort to be implemented after our environment has been moved into the private cloud.
- g. The solution should provide elasticity and allow FLHSMV staff to rapidly provision and deprovision servers as needed.
- h. The solution should include a centralized monitoring tool that allows FLHSMV staff to monitor activity within the private cloud and that also could integrate with a public cloud solution.
- i. The vendor will provide tools and methodologies for a new change management process. This needs to include the ability to track changes in the private cloud and a public cloud.

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

Resources will not be finalized until the procurement is complete.

E. Capacity Planning *(historical and current trends versus projected requirements)*

Due to changes in the DST customer facing system, we are unable to fully document historical growth and utilization. FLHSMV is nearing completion of Phase I of the Motorist Modernization Program and in development of Phase II, so we do expect growth to be steady over the next five years as these systems go live.

VII. Schedule IV-B Project Management Planning

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

To manage the components of the Application Cloud Environment Initiative, 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 A – Project Management Plan

Appendix B – Project Schedule

VIII. Appendix A: Project Management Plan



FLORIDA HIGHWAY SAFETY AND MOTOR VEHICLES



Application Cloud Environment (ACE)

State of Florida

Information Systems Administration

Project Management Plan

September 3, 2019

Version 1.0

* The Project Management Plan will be updated upon completion of procurement. (November 2020)

Purpose

The Application Cloud Environment (ACE) Project Management Plan (PMP) describes how the project will be executed, monitored and controlled, and closed. Project information and subsidiary management plans have been integrated and consolidated into this document to define the basis of all project work and how the work will be performed. The Project Management Plan is a “living” document that is prepared early in the planning phase and updated as necessary throughout the project life cycle.

Contact Information

To request copies, suggest changes, or submit corrections, contact:

Florida Department of Highway Safety & Motor Vehicles
 2900 Apalachee Parkway
 Tallahassee, FL 32399
Attention: TBD
 Project Manager, Information Systems Administration
 Email: TBD
 Phone: 850-617<<####>>

File Information

All project files will be saved in the Project Control Book (PCB).

<http://hsmvsafetynet/isa/PMO/PCB/Pages/default.aspx>

Revision History

Version #	Description	Author	Date
1.0	Draft of the Project Management Plan	T. Elkins	9/3/2019

NOTE: This Project Management Plan is the standard documentation that the department develops to manage projects. While preliminary information has been provided, further detailed planning will be done to complete this document after project initiation.

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1. Scope Management Plan

Project Scope Management ensures that the project includes all the work required, and only the work required, to complete the project successfully. Managing the project scope defines and controls what is and is not included in the project. The Scope Management Plan describes how the scope will be defined, developed, monitored, controlled, and validated.

1.1. Scope Statement

The project scope statement is the description of the project scope, major deliverables, assumptions, and constraints. It provides a baseline for evaluating whether requests for changes or additional work are contained within or outside the project's boundaries. Changes to the scope statement shall be approved by the Tier III Governance Committee.

1.1.1. Scope Description

The scope of the ACE project is to procure a cloud-based solution and migrate systems and applications to a cloud environment utilizing department staff and contracted resources. The cloud solution will allow for better management and support, as well as a disaster recovery capability. A cloud hosting model would be leveraged to provide a primary and secondary site for disaster recovery orchestration tooling that allows for a seamless transition to the secondary site in the event of a disaster. The solution shall ensure ongoing network connectivity and replication of data from the vendor's production environment to the disaster recovery environment.

It is proposed that the applications currently hosted at DST would be moved "as is" using a lift and shift model to allow for smooth and quick transition. The architecture needs to be scalable to meet future demand and provide sufficient levels of security and interoperability.

The Department will contract with one (1) service provider and will work solely with that vendor with respect to all tasks and deliverables to be completed, services to be rendered, and performance standards to be met. The vendor may subcontract to meet the required service delivery, if necessary; however, this will not relieve the vendor of any contractual duty or obligation under a resulting contract with the Department.

The solution's Production, Stage and Development/Test Environments shall be hosted at a data center approved by the Department, preferably co-located at a state data center. The DR Environment shall be hosted at a separate geographically diverse location selected by the Department.

1.1.2. Project Deliverables and Acceptance Criteria

#	Deliverable Name	Acceptance Criteria	Estimated Due Date
1	Project Kick-Off Meeting	Sign in sheet and meeting minutes are completed and saved in the Project Control Book.	2 weeks from date Charter is approved
2	Project Management Plan	Project Management Plan is completed, approved and saved in the Project Control Book.	30 days from date Charter is approved
3	Division of State Technology (DST) Risk and Complexity Assessment	DST Risk and Complexity Assessment completed and saved in Project Control Book.	30 days from date Charter is approved
4	Project Schedule	Schedule is completed, approved by Project Team and Sponsor, and baselined.	30 days from date Charter is approved
5	Procurement Complete	Procurement of the Cloud Provider.	TBD
6	Workshop	This deliverable includes validating and documenting the requirements.	TBD
7	Design Complete	Completion of the Infrastructure design and the Information Security document.	TBD
6	Implement and Deliver the Cloud Environment	Approval of the implementation of the Development/Test, Staging and Production Cloud Environments.	TBD
7	Project Status Meetings	Sign in sheets and meeting minutes are completed and saved in the Project Control Book.	TBD
8	Project Status Report	Report is completed in Daptiv, saved to the Project Control Book, and uploaded to SharePoint by 3:00 PM each Thursday.	Weekly
9	Project Budget Report (Daptiv)	Report is submitted by 5:00 PM on the first business day of the month.	Monthly
10	DST Project Status Reports	DST Project Status Report completed for either Tier II or Tier III Governance meetings.	Monthly
11	Governance Monitoring Report	Monitoring reports completed for Tier II and Tier III projects.	Monthly
12	Project Closure Document	Project Closure document is completed, approved, and saved in the Project Control Book.	2 weeks from date last deliverable is accepted

1.1.3. Assumptions

The assumptions listed below are anticipated events or circumstances which are expected to occur during the ACE Project life cycle. Any of these assumptions proving to be false could result in a project risk.

- Technical requirements are fully identified.
- FLHSMV will have the staff available to validate and test the data during the implementation.
- Equipment and services will be procured through Requests for Quotation (RFQ). The vendor has the skill set and staff availability to implement the project and provide support after the implementation.
- DST and external partners will have resources to assist FLHSMV.
- Completion of these projects will be a collaborative effort between the vendor and FLHSMV.
- The ACE Project is properly funded.

1.1.4. Constraints

The constraints listed below are limiting factors of the ACE Project. These factors are outside the control of the Project Team. Project work will be performed within the boundaries restricted by these constraints.

- Key staff resources will be available only part-time if contracted staff is not procured.
- External resources will be available only on a restricted basis.
- FLHSMV has technology services at multiple data centers.

1.1.5. Exclusions

The exceptions listed below are outside of the scope of the ACE Project.

- **Mainframe Services**
- **Application Development**

2. Requirements Management Plan

Project success is directly influenced by the discovery and decomposition of needs in the project requirements. Requirements include conditions or capabilities that are required to be present in a product, service, or result of a project, including the needs of the Project Sponsor, Customer(s), and other Stakeholders. The Requirements Management Plan describes how project requirements will be analyzed, documented, and managed.

2.1. Requirements Management Overview

2.1.1. Responsibilities

This will be decided once the LBR is approved and a procurement is complete. A Project Manager will be assigned along with technical subject matter experts to work with the chosen vendor.

2.1.2. Tools, Environment, and Infrastructure

This will be decided once the LBR is approved and the procurement is complete. This will be decided with the chosen vendor.

2.2. Requirements Management

2.2.1. Requirements Collection

This will be decided once the LBR is approved and the procurement is complete. This will be decided with the chosen vendor. High-level requirements include:

- Moving existing infrastructure to a private cloud to support our business requirements.
- Service Level Agreements (SLA) that support 99.5% availability and 99.99% durability
- Solution must include a primary site and disaster recovery site that allows for data replication between the two locations to keep application environments and data synchronized.
- Provide for disaster recovery orchestration to failover from our primary site to the disaster recovery site.
- The solution will allow for a “lift and shift” migration of our existing infrastructure to the new private cloud location.
- The solution must support both Windows and Linux operating systems.
- The solution must allow for elasticity within our environment allowing us to rapidly allocate additional resources needed to support increased demand and/or add new nodes to the clusters.
- We are seeking a managed service that closely aligns with an Infrastructure as a Service (IaaS) model.
- The solution must be CJIS and DPPA compliant.

2.2.2. Requirements Documentation

This will be decided with the chosen vendor once the LBR is approved and procurement is complete.

2.2.3. Requirements Prioritization Process

This will be decided with the chosen vendor once the LBR is approved and procurement is complete.

3. Schedule Management Plan

The Schedule Management Plan establishes the process and documentation for planning, developing, executing, and controlling the Project Schedule. This plan provides guidance and direction on how the Project Schedule will be managed throughout the project.

3.1. Project Schedule Development

The Project Manager (PM) is responsible for developing, monitoring, and updating the Project Schedule. The schedule will be developed at the onset of the project with input from the Project Team. The duration and complexity of the project will influence the level of detail needed to manage the schedule.

The schedule development process will include:

- Review of the project scope, deliverables, and resources estimates.
- Development of an activity list. Activities are the work required to produce the work package deliverables.
- Estimation of activity duration. Estimating the amount of work effort required to complete the activity and the amount of available resources estimated to complete the activity.
- Consideration of internal and external dependencies.
- Identification and documentation of relationships among project activities (sequencing).
- Development of a milestone list. Milestones are significant points in the project. Milestones can be mandatory (i.e. based on a contract) or optional (based on estimates or historical information).

The project schedule will be developed using Microsoft Project and saved to the Project Control Book. Once the Project Schedule has been approved by the Project Team, the schedule will be baselined. Schedules created in Project will follow the best practices outlined below.

- Tasks will be auto scheduled (not manual).
- All tasks except the first, last, and summary tasks will have dependencies (predecessors and successors).
- Fixed work will be the selected task type.
- Once the schedule is set, it will be baselined. Baseline start and finish columns will be added to monitor slip. New tasks added after the schedule has been baselined will be added to the baseline as a selected task.
- All ISA resources to be assigned to the project will come from the ISA Resource Pool. Non-ISA resources can be added to the resource sheet of the schedule in the following format: last name, space, first name.

3.1.1 Milestone List

The table below lists the major milestones for the ACE Project. This table is comprised only of major project milestones such as completion of a project phase or gate review. There may be smaller milestones which are not included on this chart but are included in the Project Schedule. If there are any scheduling

delays which may impact a milestone or delivery date, the Project Manager must be notified immediately so proactive measures may be taken to mitigate slips in dates. Any approved changes to these milestones or dates will be communicated to the Project Team by the Project Manager.

#	Milestones	Mandatory Y or N	Due Date
1	Completion of LBR and Schedule IV-B	Y	09/19
2	Submission of LBR and Schedule IV-B	Y	09/19
3	Legislative Approval	Y	03/20
4	Governor Approval	Y	04/20
5	Project Management Plan Approved	Y	04/20
4	Draft RFQ	Y	05/20
5	RFQ Published	Y	07/20
6	Vendor Selection/Procurement Complete	Y	11/20
7	Planning and Discovery	Y	02/21
8	Migration/Testing of Dev Environment	Y	05/21
9	Migration/Testing of Test/Stage Environment	Y	10/21
10	Migration/Testing of Prod Environment	Y	03/22
11	DR Configured and Established	Y	05/22
12	DR Test	Y	06/22
13	Project Closeout	Y	06/22

3.2. Project Schedule Maintenance and Monitoring

The Project Manager will monitor progress against the schedule baseline weekly and will ensure the Project Schedule is updated with the latest information and never more than one week out of date.

Planned vs. actual timeframes will be monitored and recorded. Schedule deviations will be noted in weekly Project Status Reports. The schedule will not be re-baselined to accommodate slipping tasks. Any change to the schedule baseline that will slip the project end date will require a change request submission in accordance with the Change Management Plan in [Section 11](#).

3.2.1 Slipping Tasks

A slipping task is a Work Breakdown Structure (WBS) work item that is not going to be completed on or before the scheduled date. 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 email should include the cause for the delay and a new date by which the task will be completed. The PM will assess the Project Schedule for impact and either adjust the schedule or escalate the issue to the Product Owner or Technical Lead for further discussion. The slipping task and impact will also be reported at the Project Status Meeting.

The PM will perform the following tasks to manage the Project Schedule:

- Review progress during the status meeting/daily stand up meetings. This will identify slippage early in the process and allow for response.
- Review progress at the status meeting/daily stand up meetings to verify that work is proceeding as previously scheduled. This will include walkthroughs of the products, artifacts, and deliverables.
- Maintain a Slip Report in the PCB.
- Based on the criticality of the tasks, the PM 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 PM will schedule a meeting with 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.
 - Update the Slip Report in the PCB for reference.

3.2.2 Work Assignments and Time Reporting

- Task assignments are based on priorities established by the Project Sponsor.
- Tasks will be completed according to the Project Schedule and within the established timeframes. In the event of a slipping task, the process described in the section above will be followed.
- The PM will update the Project Schedule with task assignment status changes at a frequency of at least once a week. The updated Project Schedule will be made available to all team members.
- The PM will develop and maintain the Project Schedule and manage resources to ensure that project objectives are met within the established timeframes.

3.2.3 Schedule Performance Index (SPI)

The Schedule Performance Index (SPI) is a measure of schedule efficiency expressed as the ratio of earned value to planned value. An SPI value less than 1.0 indicates less work was completed than planned. An SPI greater than 1.0 indicates that more work was completed than planned. The Health Status indicator on the Project Registry is driven by SPI using value definitions as follows:

- SPI > 0.94 = Health Status of GREEN
- SPI 0.90-0.94 = Health Status of YELLOW
- SPI < 0.90 = Health Status of RED

4. Risk and Issue Management Plan

4.1 Risk Management

Risk management planning is the process of deciding how to approach and plan the risk management activities for a project. A project risk is an event that, if it occurs, may have an impact on a project's schedule, cost, and/or scope.

4.1.1 Project Risk and Complexity Assessment

In order to determine the level of risk associated with the undertaking of a project effort, (DST) has developed a Risk and Complexity Assessment Model. This assessment will be conducted for all Governance approved projects. Pre-Charter and Initiation Gate Risk and Complexity Category (low, medium, high) in the table listed below. The category score will be updated throughout the project.

Risk & Complexity Assessments	Category	Date
Pre-Charter Risk & Complexity Category	Medium	09/06/19
Initiation Gate Risk & Complexity Category	Medium	09/06/19
Planning Gate Risk & Complexity Category	Medium	09/06/19
Event Driven Risk & Complexity Category	Medium	09/06/19

*If applicable, provide the reason(s) for a change in the R & C Category between assessments, which will be outlined in the 'Event Driven' category.

4.1.2 Risk Management Strategy

4.1.2.1 Risk Identification Process

Risks for the project 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, risk or issue spreadsheet, or meeting minutes) and provided to the Project Manager. The item will be added to the risk register by the Project Manager. All risks (new and existing) are reviewed at the status meeting for progress tracking.

4.1.2.2 Risk Evaluation and Prioritization

For high risks, mitigation plans will be developed to eliminate the impacts to the project. All high-level risks will be documented and communicated to the Project Sponsor for review and evaluation. All risks will be listed in the Weekly Status Report and the Daptiv Risk Register for general communication to the PMO and team members.

4.1.2.3 Risk Plan Maintenance

As risks are identified, they are entered in the Daptiv Risk Register. The Project Manager will monitor and update risk status weekly.

4.1.3 Identified Project Risks

The following initial project risks have been identified and considered. These risks will be monitored and updated weekly in the Daptiv Risk Register.

#	Risk Description	Consequence	Probability of Occurrence	Impact	Mitigation Strategy
1	Not fully communicating Department needs to vendor.	SLAs not established correctly.	Low	Medium	Ensure procurement documents include all requirements; establish strong SLAs; create and enforce communication plans.
2	Vendor not sizing environment appropriately.	Project failure; need to procure new vendor; continue as is	Low	High	Ensure procurement documents include all requirements; establish strong SLAs.
3	All project expenditures have not been identified. Cost estimates have been developed before detail business requirements. Unanticipated requirements may increase the cost and time estimates.	Budget request may be insufficient; need to go back to Legislature for additional funding. May not be able to get a quality vendor due to lack of budget.	High	High	Engage in thorough requirements gathering to finalize costs estimates. Implement stringent change control and scope management.
4	Lack of fully defined and documented requirements may elongate timelines, increase costs or contribute to program/project failure.	Project failure; additional budget requests; missed timelines.	Medium	High	Ensure proper staff are handling requirements and PM ensure they are fully defined and documented.

#	Risk Description	Consequence	Probability of Occurrence	Impact	Mitigation Strategy
5	Resource retention; IT personnel turnover can occur. Inability to retain skilled personnel could impact the project timeline.	Project failure; need to hire additional staff or contracted staff.	High	Medium	Monitor. Ensure contract has vendor responsible for resources they need to ensure success.
6	Competing projects for resources including legislative mandates.	Project failure; delays in implementation	High	Medium	Governance; Monitor and schedule project to ensure resource availability.
7	Getting a qualified vendor to implement the service.	Project failure; delays in implementation; increased costs	Low	High	Ensure procurement documents include all requirements; establish strong SLAs
8	All staff roles, responsibilities and skills have not been identified. The lack of clearly defined roles and responsibilities could contribute to program failure.	Program failure; delays in implementation	Low	High	Assign a Program Manager and a Project Manager; fully define all team roles prior to the start of the project.

4.2 Issue Management and Resolution

A project issue is an event that has occurred and needs immediate resolution, or it will have an impact on the project's schedule, cost, and/or scope.

4.2.1 Issue Identification

Issues for the project may be identified by any stakeholder, end user, management personnel, or external source. A newly identified issue must be documented in written format (via e-mail, memo, risk or issue spreadsheet, or meeting minutes) and provided to the Project Manager. The item will be added to the Weekly Status Report and Issue Log by the Project Manager. All issues (new and existing) are reviewed at the status meeting for progress tracking.

4.2.2 Issue Management and Resolution

All issues will follow an escalated path and have a plan for management and resolution which will be developed to eliminate the impacts to the project. All issues will be documented in the Weekly Status Report and Daptiv for communication to the Project Sponsor, PMO, and team members.

5. Stakeholder & Project Team Management Plan

The purpose of the Stakeholder Management Plan is to provide an actionable plan to interact effectively with stakeholders. Stakeholder identification and engagement should begin as soon as possible after the Project Charter has been approved, the Project Manager has been assigned, and the team begins to form. The key to effective stakeholder management is a focus on continuous communication with all stakeholders, including team members, to understand their needs and expectations, address issues as they occur, manage conflicting interests, and foster appropriate stakeholder engagement in project decisions and activities.

5.1. Stakeholder Identification and Analysis

A Stakeholder is defined as an individual, group, or organization that may affect, be affected by, or perceive itself affected by a decision, activity, or outcome of a project. Stakeholders may include:

- Governance members
- Project Sponsor and team members who are engaged with the project
- Business or Product Owners
- Users or Customers (internal or external)
- Individuals or groups who are contributing something to the project (funding, resources, knowledge, etc.)
- Individuals in a position to prevent project success

Stakeholders will be documented and analyzed using a Stakeholder Analysis Log. The Stakeholder Analysis Log will include the following information about each stakeholder:

- Name
- Title and role (include organization if external)
- Contact information
- Influence

5.1.4. Stakeholder & Project Team Analysis Log

Stakeholder Analysis Log					
Project Name	Application Cloud Environment (ACE)				
Project Manager	TBD				
Date of Last Update:	September 3, 2019				
Name	Title	Role	Contact Information	Influence (upward, downward, outward, sideward)	Comments
Tier III Governance		Executive Management	TBD	Downward	
Boyd Dickerson-Walden	Chief Information Officer	Project Sponsor	(850) 617-2012	Downward	Also part of Tier III Governance
Chad Hutchinson	Chief Technology Officer	Technical Lead	(850) 617-2179	Sideward	Infrastructure Architect
Scott Bean	Service Operations Chief	Technical Lead	(850) 617-2167	Sideward	
Curt Chester	Infrastructure Architect	Technical Lead	(850) 617-2066	Sideward	
TBD	Project Manager	Project Manager	TBD		
TBD	Contract Manager	Contract Manager			
Robert Kynoch	Division Director	Testers	(850) 617-2600		Also part of Tier III Governance
DST		State Technology Center			
Tax Collectors		System Users			
Scott Morgan	Enterprise Security Manager	Enterprise Security			

5.2. Stakeholder & Project Team Engagement and Monitoring

It is important to engage stakeholders at appropriate project stages to obtain, confirm, or maintain their continued commitment to the success of the project. Stakeholder expectations should be managed through the project. Risks or potential concerns will be managed and future issues that may be raised by stakeholders should be anticipated.

Stakeholders' analysis will determine the varied levels of engagement for each of the project stakeholders. The Communications Plan in [Section 6](#), details how to address stakeholder communications.

6. Communications Management Plan

The Communications Management Plan determines the communication needs of the stakeholders. It documents what information will be distributed, how it will be distributed, to whom, and the timing of distribution. It also documents how to collect, store, and file published materials. The Project Manager will take the lead role in ensuring effective communications on this project.

6.1. Project Documentation

- All project documentation shall be located in the PCB.
- For status reporting, the following documentation will be maintained in Daptiv:
 - Budget information
 - Risks
 - Issues
 - Milestones
- The Project Sponsor will review and approve all project deliverables, including project artifacts (e.g., PMP, Schedule, Budgets, etc.). Official sign-off and acceptance by the Project Sponsor will be expected by the Project Manager upon presentation and review of the final version of a major deliverable.
- At a minimum, the Product Owner will sign off on business-related project deliverables.
- At a minimum, the Technical Lead will sign off on technical-related project deliverables.
- Final, signed versions of the project documentation will be maintained in the PCB under the appropriate project file.
- Weekly project status reports will be completed in Daptiv. These reports will be saved to the PCB (all) and uploaded to [Project Management Office Status Report](#) site (Governance) in SharePoint.
- Monthly project monitoring reports will be prepared for all Tier II and III Governance projects and maintained in SharePoint
- Monthly DST status reports will be prepared for all technology related Tier II and III Governance projects and maintained in SharePoint.

6.2. Communications and Meeting Schedule

Communications				
Description	Target Audience	Delivery Method	Delivery Frequency	Owner
Project Control Book (PCB), and SharePoint Site (includes risks, issues, action items, change control forms, etc.)	Team, PMO	Email links to all team members and the PMO	Weekly	PM
Project Schedule	Team, PMO	PCB	Due 30 days after project approval and 3 business days after any approved updates are made.	PM
Spending Plan/Budget	Project Sponsor, PMO	PCB, Daptiv	Monthly	PM
Project Management Plan document	Team, PMO	PCB	Due 30 days after project approval and 3 business days after any approved updates are made.	PM
Ad Hoc Status Reports	ISA Leadership	Email	As requested	PM
TAC Planned Outage Notices	Users	Email	At least 2 weeks prior to the planned outage.	PM/ TAC

Meetings				
Description	Target Audience	Delivery Method	Delivery Frequency	Owner
Executive Management	Executive Management	Tier III Governance Meeting or Executive Leadership Team Meeting	As Needed	PM/CIO
Team Meeting	Team	Meeting	Weekly	PM
Daily Standup	Team	Verbal	Daily	PM/Scrum Master
Sprint Planning and Decomposition Meeting	Team	Meeting	Beginning of each sprint	PM/Scrum Master
Sprint Retrospective Meeting	Team	Meeting	End of each sprint	PM/Scrum Master

6.3. Communications Conduct:

6.3.1. Meetings:

The Project Manager will distribute a meeting agenda at least one (1) day prior to any scheduled meeting and all participants are expected to review the agenda prior to the meeting. During all project meetings the Project Manager will ensure that the group adheres to the times stated in the agenda and will take all notes for distribution to the team upon completion of the meeting. It is imperative that all participants arrive to each meeting on time and all cell phones should be turned off or set to vibrate mode to minimize distractions. Meeting minutes will be distributed no later than 24 hours after each meeting is completed.

6.3.2. Email:

All email pertaining to the ACE Project should be distributed to the correct project participants based on its content. The Project Manager should be included on any email pertaining to the project.

6.3.3. Informal Communications:

While informal communication is a part of every project and is necessary for successful project completion, any issues, concerns, or updates that arise from informal discussion between team members must be communicated to the Project Manager so the appropriate action may be taken.

6.4. Monitoring Communications

The Project Manager will monitor the effectiveness of the Communications Plan and adjust as necessary based on feedback from the stakeholders. The Communication Plan will be updated and distributed via email whenever there is a change to the plan.

7. Resource Management Plan

The Resource Management Plan provides guidance on how to estimate, acquire, manage, and use team and physical resources.

7.1. Project Team Organization

Figure 7.1: Project Team Oversight

The Governance Committee provides authorization for the project based on the information provided in the Project Charter. A Project Manager is assigned to manage the Project Team. The Project Manager is accountable to the Project Sponsor and the Project Management Office.

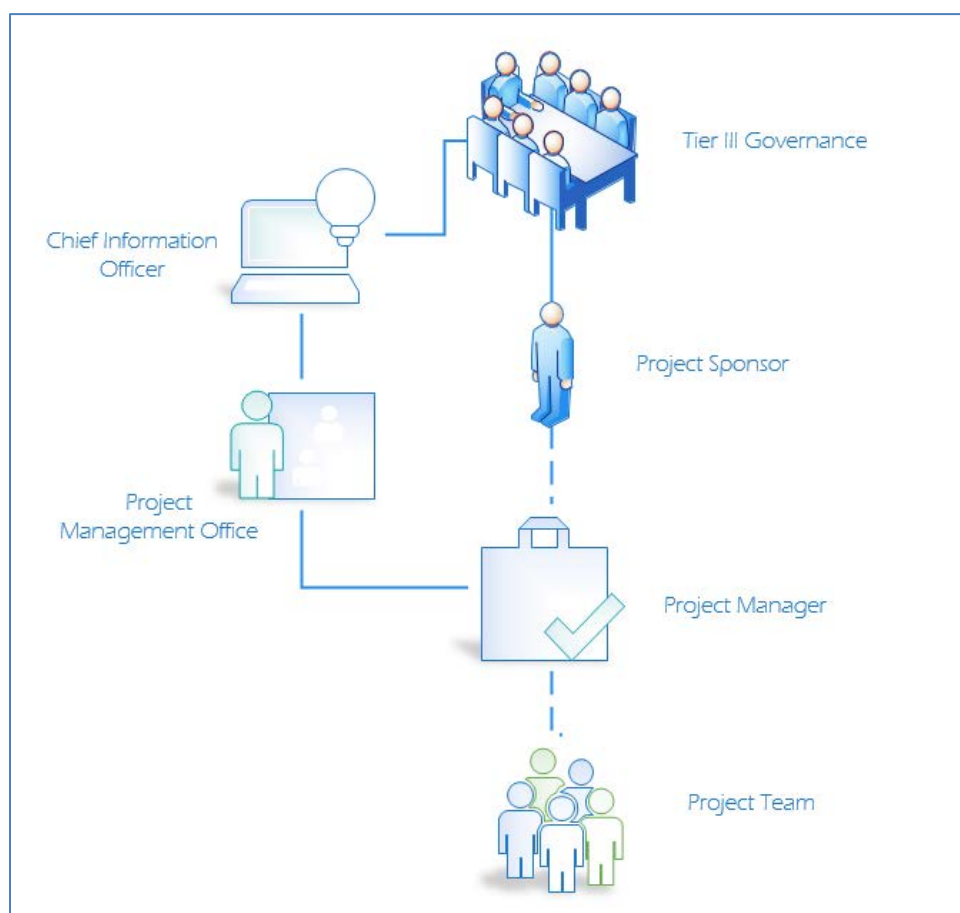
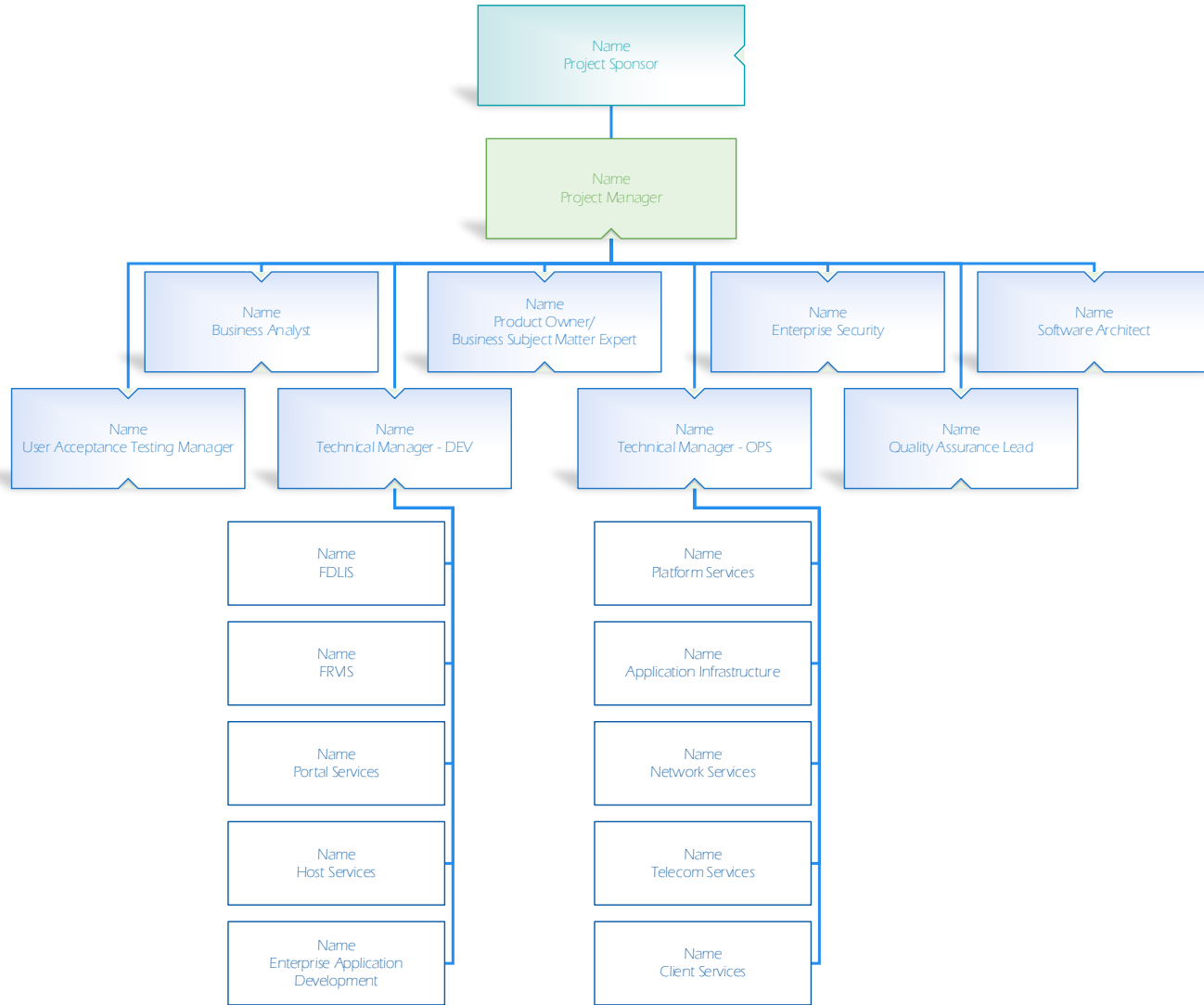


Figure 7.2: Project Team Organization Chart



7.2. Project Team Roles and Responsibilities

Role	Responsibility
Executive Management	Initial approval of the project request and escalation point during the project lifecycle.
Project Sponsor	<p>Provides overall project direction, financial support, approves development and implementation of project deliverables.</p> <p>It is the responsibility of the Project Sponsor to:</p> <ol style="list-style-type: none"> 1. Empower the Project Manager (PM) to achieve project goals. 2. Support the PM in obtaining resources and tools needed to conduct the project. 3. Require regular status briefings and reviews and communicate pertinent information to stakeholders as necessary. 4. Advise the PM on conditions likely to cause project risks and assist in risk resolution. 5. Act as an advocate for the project, the PM, and the Project Team. 6. Provide the Product Owner a clear project vision.
Product Owner	<p>The Product Owner is responsible for the following:</p> <ol style="list-style-type: none"> 1. Own, maintain, and prioritize the product backlog on a regular basis according to the Project Schedule. 2. Ensure all documentation and testing is reviewed and signed off by the appropriate business subject matter expert (SME) and submitting it back to the Project Manager according to the Project Schedule. 3. Report any risks, issues, or project delays to the Project Manager via email as soon as possible. 4. Approve end products. 5. Analyze and review of business aspects of project. 6. Responsible for providing all necessary end-user training and end-user documentation. 7. Understand the Project Sponsor's project vision and ensure project direction is followed accordingly.
Project Manager	<p>Acts on behalf of Project Sponsor to manage the project in accordance with FLHSMV/ ISA PMO directives.</p> <p>The Project Manager's role is to provide professional project management services following all FLHSMV ISA/PMO guidelines. It is the responsibility of the Project Manager to:</p> <ol style="list-style-type: none"> 1. Prepare a Project Management Plan with achievable cost, schedule, and performance goals. 2. Identify and manage project risks and issues. 3. Ensure the Project Team is well-organized, adequately skilled, adequately staffed, and working towards project goals. 4. Manage project cost, schedule, and scope. 5. Prepare and maintain project artifacts that are necessary to run a project. At a minimum; Project Schedule, weekly status reports, spending plan, risk log, issue log, change log, and conducting regular status meetings. 6. Ensure the adequacy of project documentation (requirements, test plans, project plans, etc.) through coordination of reviews, sign off/approval by Project Sponsor, Product Owner, SMEs, etc. 7. Maintain communications with Project Team members, stakeholders, and end users according to the Communication Plan.

Role	Responsibility
	8. Complete all Tier II and Tier III Governance and PMO required reporting for the project.
Infrastructure Architect	Responsible for reviewing and approving all infrastructure technical solutions.
Technical Lead/ Functional Managers	ISA technical expert to approve the technical aspects and development of project deliverables. <i>Leads may delegate tasks to staff, however they are responsible for ensuring the quality and completion of the task.</i>
Business Analyst and Scrum Master	It is the responsibility of the Business Analyst/Scrum Master is to facilitate the gathering of business requirements. <ol style="list-style-type: none"> 1. Analyze, review, and document the business requirements of the project into user stories. User stories will include acceptance criteria. 2. Manage the daily development of the product. 3. Escalate project and product issues and/or risks to the Project Manager. 4. Track and communicate the developers progress to the Project Manager. 5. Identify and remove developer impediments and report all other impediments to the Project Manager. 6. Review and provide guidance on test cases and test plans in accordance with the user stories. 7. Review the results of failed test cases and determines whether the result is a coding error, incorrect requirement, or missed requirement.
Business Subject Matter Experts (SME)	Business end user that understands the business and will provide expertise to the project and conduct user acceptance testing. <ol style="list-style-type: none"> 1. Responsible for documenting business requirements and reviewing and validating user stories.
User Acceptance Testing (UAT)	Responsible for creating and documenting test plans, test cases, and test results based on the acceptance criteria of each user story.
Enterprise Security	Oversees the development of the System Security Plan and ensures compliance with Rule 71-2, F.A.C.
Quality Assurance	Responsible for performing software testing.

7.3. Resource Management and Control

Resources will be assigned and approved following the FLHSMV PMO Resource Management processes (Daptiv). The Project Manager is responsible for ensuring resources enter time worked accurately each week. Planned vs. actual time will be monitored and tracked. A change request must be submitted if resource hours deviate from the planned hours, staffing changes are necessary, or additional resources are needed. Deviations will also be noted in the Lessons Learned section in Daptiv.

7.4. Project Team Recognition

Recognizing team and individual accomplishments throughout the project life-cycle helps keep the Project Team motivated. Recognition may include:

- Informal gratitude – Let team members know you appreciate their efforts. Compliments can be provided verbally, in email, or in a thank you note.

- Celebrate success – Recognize accomplishments at team meetings or in status updates. Special snacks or treats are always appreciated.
- Formal compliments – If a staff member goes above and beyond, send an email to their manager or supervisor to let them know.
- Formal recognition – Make use of the Department's Awards and Recognition Program. Submit an award nomination for the Project Team to recognize their work.

8. Cost Management Plan

The purpose of the Cost Management Plan is to document how the project costs will be planned, structured, and controlled.

8.1. Project Budget

Project budgeting determines the estimated costs associated with defined project activities. Budgeting is done in parallel with the Project Schedule development.

The ACE Project will be funded using a Legislative Budget Request for FY 2020-21.

Cost estimates should be reviewed and refined during the course of the project to reflect additional detail as necessary. Any increase in the authorized budget must be approved through the change control process described in [Section 11](#).

A high level budget has been established as follows:

Item	Cost
FY 2020-21	
Implementation Services	\$500,000
Managed Services – Cloud, Network, Operational Support	\$1,775,407
Training and Support Services	\$145,000
Colocation and Related Services	\$115,000
Total LBR Request	\$2,535,407
FY 2021-22	
Implementation Services	\$500,000
Managed Services – Cloud, Network, Operational Support, Storage	\$2,631,000
Training and Support Services	\$225,000
Colocation and Related Services	\$341,000
Total LBR Request	\$3,697,000

9. Procurement Management Plan

The Procurement Management Plan documents how and when goods and services will be acquired from outside the project. For the ACE Project, the services will be acquired via a procurement.

The ACE Project is based on utilizing a vendor to provide a cloud-based solution for FLHSMV systems and applications. The vendor will provide a solution to move the applications currently hosted at DST and provide managed services for the applications. The solution must also include disaster recovery orchestration that allows for a seamless transition to a secondary site in the event of a disaster.

The Department plans to contract with one (1) service provider and will work solely with that vendor with respect to all tasks and deliverables to be completed, services to be rendered, and performance standards to be met. The vendor may subcontract to meet the required service delivery, if necessary; however, this will not relieve the vendor of any contractual duty or obligation under a resulting contract with the Department.

This project will require Legislative funding. The Department is currently preparing a Legislative Budget Request along with a Schedule IV-B for this effort for Fiscal Year 2020-21.

If approved, the Department will then proceed with the procurement process.

9.1. Procurement Strategy

9.1.1. Contracts and Bid Documents

The Department issued an RFI in 2018. If the LBR is approved, the Department will move to issue an RFQ in FY 20/21.

9.1.2. Statement of Work

The Department proposes to contract with a vendor to migrate all existing systems to an environment that will allow for better management and support, as well as disaster recovery.

9.1.3. Source Selection Criteria

TBD

9.2. Roles and Responsibilities

TBD

9.3. Key Procurement Activity Timeline

Activity	Due Date
Draft RFQ	05/20
RFQ Published	07/20
Vendor Selected	11/20

9.4. Procurement Management

The Department intends to procure services via a Request for Quote (RFQ) utilizing the GSA Schedule 70 or the ACS contract.

10. System Security Plan

A System Security Plan will be developed in conjunction with the Enterprise Security Team. This plan will be confidential and maintained separately from the Project Management Plan. The Enterprise Security Plan will contain the following information:

- Application Overview
- Security Requirements Overview
- Legal Requirements
- Authentication Requirements
- Administration Roles and Responsibilities
- Access Requirements and Restrictions
- Security Logging and Monitoring
- Infrastructure and Network Security
- Back-up and Disaster Recovery
- Remote Access Requirements
- Physical Security

11. Change Management Plan

Changes can be requested by any stakeholder or deemed necessary by the Project Manager at any time throughout the project lifecycle. The Change Management Plan outlines the change request process.

Once a perceived need to make a change to the project is discovered, analysis must occur in order to ensure that all impacts and changes to a solution are well documented and understood by all affected. To accomplish this, a clearly defined methodology for change needs to be utilized to ensure that complete consensus exists on the part of the Project Team; additionally, executive management needs to be advised of all impacts and what is to be expected when the change is implemented.

11.1. Change Request Submission

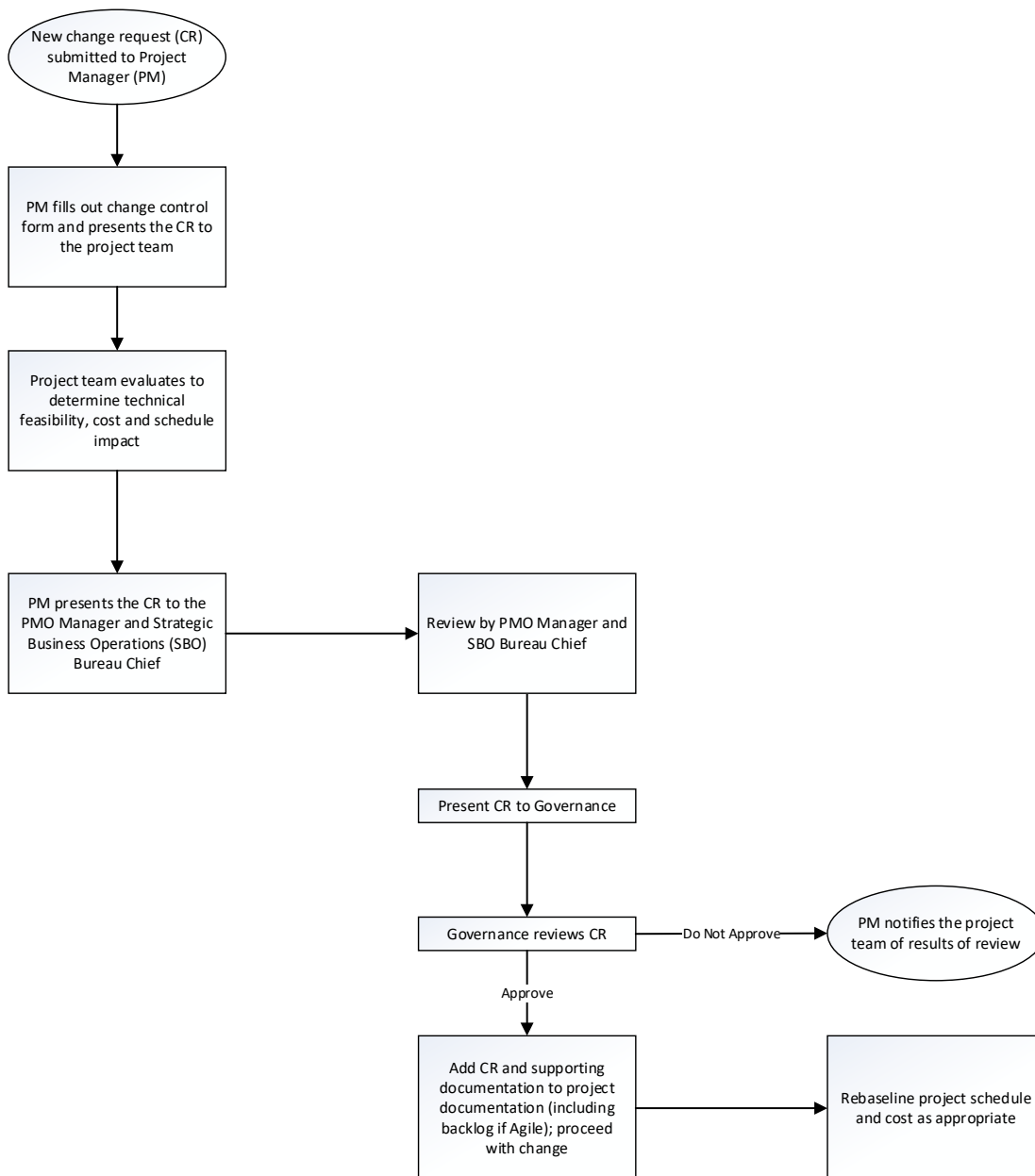
Changes may be initiated verbally but must be formalized by completing the Change Request Form. Completed forms will be submitted to the Project Manager for analysis and processing. The Project Manager will review the requested change, add the request to the Change Log, and determine if the change is related to scope, budget, schedule, or product backlog (bugs or enhancements).

The Project Manager will present the change to the Project Team for review and approval. If agreed to by the Project Team, change requests that increase the budget, delays the overall schedule, or changes the project scope will be presented to the Change Control Board (Governance Committee) for formal approval.

The Project Manager will follow the request through completion, notify the requestor and Project Team of the outcome, and update the Change Log and project documentation as appropriate. See Figure 11.1 for process flow.

Figure 11.1 Change Request Process

Change Control Process Diagram – Governance Projects



12. Signature and Acceptance Page

We have reviewed the Project Management Plan (PMP) and agree that the content of the document is accurate as of this point in the project and clearly delineate the work to be done for the project. This document serves as the source of project information and will be updated as required.

 Boyd Dickerson-Walden
 Chief Information Officer
 Project Sponsor

 Date

 Chad Hutchinson
 Chief Technology Officer

 Date

 Desi Tatilian
 Chief Service Development

 Date

 Scott Bean
 Chief Service Operations

 Date

 Tara Greene
 PMO Manager, Strategic Business Operations

 Date

 TBD, PMP
 Project Manager

 Date

IX. Appendix B: Project Schedule

Project Schedule Template - In House Development

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors	Resource Names
1	1	Application Cloud Environment (ACE)	0%	505 days	Tue 9/3/19	Mon 8/9/21			
2	1.1	Preplanning Activities	0%	321 days	Tue 9/3/19	Tue 11/24/20			
3	1.1.1	Complete Schedule IV-B	0%	10 days	Tue 9/3/19	Mon 9/16/19		5FS+50 days,14	ISA
4	1.1.2	Document Requirements	0%	71 days	Tue 11/26/19	Tue 3/3/20			63
5	1.1.2.1	Determine Business Requirements	0%	30 days	Tue 11/26/19	Mon 1/6/20	3FS+50 days		6 SME,BA
6	1.1.2.2	Determine System Requirements (including DHSMV standards for systems)	0%	30 days	Tue 1/7/20	Mon 2/17/20	5		7 SME,BA
7	1.1.2.3	User Validation of Requirements	0%	10 days	Tue 2/18/20	Mon 3/2/20	6		8 SME,BA
8	1.1.2.4	Approval of Requirements	0%	1 day	Tue 3/3/20	Tue 3/3/20	7		10 Team
9	1.1.3	Procurement Process	0%	190 days	Wed 3/4/20	Tue 11/24/20			
10	1.1.3.1	Finalize Procurement Documents	0%	60 days	Wed 3/4/20	Tue 5/26/20	8	11,12FS+30 days	
11	1.1.3.2	Purchase Software (if required)	0%	45 days	Wed 5/27/20	Tue 7/28/20	10		PM,ISM
12	1.1.3.3	Purchase Cloud Service	0%	100 days	Wed 7/8/20	Tue 11/24/20	10FS+30 days	31FS+5 days	PM,ISM
13	1.2	Project Initiation (Completed Prior to Governance Approval)	0%	0 days	Mon 9/16/19	Mon 9/16/19			
14	1.2.1	Complete Governance Pre-Governance Processes	0%	0 days	Mon 9/16/19	Mon 9/16/19	3		15 ISA
15	1.2.2	Complete Project Charter	0%	0 days	Mon 9/16/19	Mon 9/16/19	14		16 ISA
16	1.2.3	Obtain Governance Approval	0%	0 days	Mon 9/16/19	Mon 9/16/19	15		17 ISA
17	1.2.4	Document Lessons Learned from Project Initiation phase	0%	0 days	Mon 9/16/19	Mon 9/16/19	16		19 PM
18	1.3	Project Planning	0%	44 days	Tue 9/17/19	Fri 11/15/19			
19	1.3.1	Project Manager Assigned	0%	9 days	Tue 9/17/19	Fri 9/27/19	17	22,20,28,21,24	PMO,SME
20	1.3.2	Determine Team Members/Hire Project Staff	0%	2.5 days	Mon 9/30/19	Wed 10/2/19	19		28 SME,PS
21	1.3.3	Create Project in Project Portfolio Tool (Daptiv)	0%	1 day	Mon 9/30/19	Mon 9/30/19	19		
22	1.3.4	Setup Project Control Book (PCB) folder on Network	0%	1 day	Mon 9/30/19	Mon 9/30/19	19		28 PM
23	1.3.5	Prepare Project Management Plan (PMP) and other PM Documentation	0%	34 days	Mon 9/30/19	Thu 11/14/19			28,27
24	1.3.5.1	Develop PMP	0%	30 days	Mon 9/30/19	Fri 11/8/19	19		25 PM
25	1.3.5.2	Develop Other PM Documentation	0%	2 days	Mon 11/11/19	Tue 11/12/19	24		26
26	1.3.5.3	Receive PMP and Other Documentation Approval	0%	2 days	Wed 11/13/19	Thu 11/14/19	25		Team
27	1.3.6	Document Lessons Learned from Project Planning Phase	0%	1 day	Fri 11/15/19	Fri 11/15/19	23		28 PM
28	1.3.7	Project Planning Phase Complete	0%	0 days	Fri 11/15/19	Fri 11/15/19	27,23,22,20,19		29
29	1.4	Project Execution and Monitoring & Control	0%	474.5 days	Mon 10/7/19	Fri 7/30/21	28		
30	1.4.1	Needs Assessment	0%	30.25 days	Wed 12/2/20	Wed 1/13/21			65
31	1.4.1.1	Conduct Kickoff Meeting	0%	0.25 days	Wed 12/2/20	Wed 12/2/20	12FS+5 days		32 PM,Team
32	1.4.1.2	Environment Planning and Discovery	0%	30 days	Wed 12/2/20	Wed 1/13/21	31		35
33	1.4.2	Development and Implementation	0%	379 days	Wed 1/13/21	Tue 6/28/22			65
34	1.4.2.1	Design	0%	35 days	Wed 1/13/21	Wed 3/3/21			39,63
35	1.4.2.1.1	Determine Design	0%	20 days	Wed 1/13/21	Wed 2/10/21	32		36 BA,SME
36	1.4.2.1.2	Design Prototype	0%	10 days	Wed 2/10/21	Wed 2/24/21	35		37 BA,SME,Developer
37	1.4.2.1.3	Review and Acceptance of the Design	0%	5 days	Wed 2/24/21	Wed 3/3/21	36		Team
38	1.4.2.2	Development Environment Migration	0%	86 days	Wed 3/3/21	Thu 7/1/21			
39	1.4.2.2.1	Installation/Setup of the Development Environment	0%	30 days	Wed 3/3/21	Wed 4/14/21	34		40 Data Architect,DBA
40	1.4.2.2.2	Migration of the Development Environment	0%	15 days	Wed 4/14/21	Wed 5/5/21	39		41 Data Architect,DBA
41	1.4.2.2.3	Testing of the Development Environment	0%	30 days	Wed 5/5/21	Wed 6/16/21	40		42 Data Architect,DBA
42	1.4.2.2.4	Conduct IT Security and IS Review	0%	10 days	Wed 6/16/21	Wed 6/30/21	41		43 CTO
43	1.4.2.2.5	"Production" cutover of Development Environment	0%	1 day	Wed 6/30/21	Thu 7/1/21	42		45 Data Architect,DBA
44	1.4.2.3	Test/Stage Environment Migration	0%	86 days	Thu 7/1/21	Fri 10/29/21			

Project Schedule Template - In House Development

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors	Resource Names
45	1.4.2.3.1	Installation/Setup of the Test/Stage Environment	0%	30 days	Thu 7/1/21	Thu 8/12/21	43		46 Data Architect,DBA
46	1.4.2.3.2	Migration of the Test/Stage Environment	0%	15 days	Thu 8/12/21	Thu 9/2/21	45		47 Data Architect,DBA
47	1.4.2.3.3	Testing of the Test/Stage Environment	0%	30 days	Thu 9/2/21	Thu 10/14/21	46		48 Data Architect,DBA
48	1.4.2.3.4	Conduct IT Security and IS Review	0%	10 days	Thu 10/14/21	Thu 10/28/21	47		49 CTO
49	1.4.2.3.5	"Production" cutover of Test/Stage Environment	0%	1 day	Thu 10/28/21	Fri 10/29/21	48		51 Data Architect,DBA
50	1.4.2.4	Production Environment Migration	0%	86 days	Fri 10/29/21	Mon 2/28/22			
51	1.4.2.4.1	Installation/Setup of the Production Environment	0%	30 days	Fri 10/29/21	Fri 12/10/21	49		52 Data Architect,DBA
52	1.4.2.4.2	Migration of the Production Environment	0%	15 days	Fri 12/10/21	Fri 12/31/21	51		53 Data Architect,DBA
53	1.4.2.4.3	Testing of the Production Environment	0%	30 days	Fri 12/31/21	Fri 2/11/22	52		54 Data Architect,DBA
54	1.4.2.4.4	Conduct IT Security and IS Review	0%	10 days	Fri 2/11/22	Fri 2/25/22	53		55 CTO
55	1.4.2.4.5	"Production" cutover of Production Environment	0%	1 day	Fri 2/25/22	Mon 2/28/22	54		57 Data Architect,DBA
56	1.4.2.5	Establish Disaster Recovery	0%	86 days	Mon 2/28/22	Tue 6/28/22			
57	1.4.2.5.1	Installation/Setup of the Disaster Recovery Environment	0%	30 days	Mon 2/28/22	Mon 4/11/22	55		58 Data Architect,DBA
58	1.4.2.5.2	Replicate to Disaster Recovery Environment	0%	15 days	Mon 4/11/22	Mon 5/2/22	57		59 Data Architect,DBA
59	1.4.2.5.3	Disaster Recovery Preliminary Test	0%	30 days	Mon 5/2/22	Mon 6/13/22	58		60 Data Architect,DBA
60	1.4.2.5.4	Conduct IT Security and IS Review	0%	10 days	Mon 6/13/22	Mon 6/27/22	59		61 CTO
61	1.4.2.5.5	"Production" cutover of Disaster Recovery Environment	0%	1 day	Mon 6/27/22	Tue 6/28/22	60		Data Architect,DBA
62	1.4.2.6	Policies and Procedures	0%	11 days	Wed 3/3/21	Thu 3/18/21			
63	1.4.2.6.1	Document Policies and Procedures	0%	10 days	Wed 3/3/21	Wed 3/17/21	34,4		64 SME
64	1.4.2.6.2	Review and Acceptance of Policies and Procedures	0%	1 day	Wed 3/17/21	Thu 3/18/21	63		SME
65	1.4.3	Document Lessons Learned from Project Execution phase	0%	1 day	Tue 6/28/22	Wed 6/29/22	33,30		66 PM
66	1.4.4	Project Execution and Monitoring & Control Phase Complete	0%	0 days	Wed 6/29/22	Wed 6/29/22	65	79,69	
67	1.5	Project Closeout	0%	28.5 days	Wed 6/29/22	Mon 8/8/22			
68	1.5.1	Complete Project Closeout Documentation (submit to PMO 30 days prior to project)	0%	10 days	Wed 6/29/22	Wed 7/13/22		78,72	
69	1.5.1.1	Document Project Closure Summary	0%	10 days	Wed 6/29/22	Wed 7/13/22	66		70 PM
70	1.5.2	Review Closeout Documentation with Stakeholders	0%	1 day	Wed 7/13/22	Thu 7/14/22	69		PM
71	1.5.3	PMO Closeout Review	0%	17 days	Wed 7/13/22	Fri 8/5/22		78,75	
72	1.5.3.1	Conduct PMO Closeout Review	0%	10 days	Wed 7/13/22	Wed 7/27/22	68		73 PMO
73	1.5.3.2	Update Based on PMO Closeout Review	0%	5 days	Wed 7/27/22	Wed 8/3/22	72		74 PM
74	1.5.3.3	Receive Acceptance and Signature on Closeout Documentation	0%	2 days	Wed 8/3/22	Fri 8/5/22	73		PM,Team,PMO
75	1.5.4	Archive all Project Documentation, Artifacts, Records, etc.	0%	0.5 days	Fri 8/5/22	Fri 8/5/22	71		76,78 PM
76	1.5.5	Complete all Administrative Closeout Tasks	0%	0.5 days	Fri 8/5/22	Mon 8/8/22	75		77,78 PM
77	1.5.6	Close Project Request in Project Portfolio Tool (Daptiv)	0%	0.5 days	Mon 8/8/22	Mon 8/8/22	76		78 PM
78	1.5.7	Project Closeout Phase Complete	0%	0 days	Mon 8/8/22	Mon 8/8/22	77,76,75,71,68		79 PM
79	1.6	Project Complete	0%	0 days	Mon 8/8/22	Mon 8/8/22	66,78		

SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE II

For Fiscal Year 2017-18 through Fiscal Year 2022-2023



October 2016

Updated: September 2020

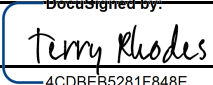
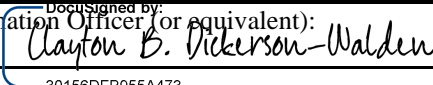
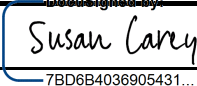
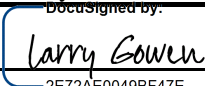
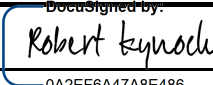
DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

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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: 09/15/2020
Project Name: Motorist Modernization Phase II	Is this project included in the Agency's LRPP? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FY 2021-2022 LBR Issue Code:	FY 2021-2022 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 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:  4CDBEB5281F848E...	Date: 9/28/2020
Printed Name: Terry Rhodes	
Agency Chief Information Officer (or equivalent):  30156DFB955A473...	Date: 9/28/2020
Printed Name: Boyd Walden-Dickerson	
Budget Officer:  7BD6B4036905431...	Date: 9/25/2020
Printed Name: Susan Carey	
Planning Officer:  2E72AE0049BF47E...	Date: 9/24/2020
Printed Name: Larry Gowen	
Project Sponsor:  0A2EF6A47A8E486...	Date: 9/30/2020
Printed Name: Robert Kynoch	
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 5.8 million driver licenses/identification cards and 29.2 million motor vehicle titles and registrations in Florida annually. These services provide more than \$2.5 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 in accordance with the requirements, laws, rules, and policies of FLHSMV 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.

As the Department continues to work toward the implementation of Phase II of Motorist Modernization, FLHSMV will continue to explore and implement secure self-service options for customers to increase the level of convenience when conducting business with the department. These self-service options provide access to services in a secure location outside of an office.

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 17.0 million licensed drivers and the registrants of over 21.2 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
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

Customers/Users	Function Performed by Department
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
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

Customers/Users	Function Performed by Department
Other Federal, State and Local Entities, e.g.: <ul style="list-style-type: none"> • Florida Department of Revenue • Florida Department of Business and Professional Regulation • Florida Department of State • Florida Department of Transportation • United States Department of Transportation/ Motor Carrier Safety Administration and Federal Highway Administration United States Department of Homeland Security	Perform data exchange
Selective Service Administration	Register people eligible for the draft
Supervisor of Elections	Provide voter registration information
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
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 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’s implementation process 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. It is critical to the modernization effort that the Department completes Phase II to integrate and simplify services for our customers.

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 create complexity which introduces errors;
- Implementation of changes and bug-fixes is difficult and time consuming – there are approximately 3,000 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:

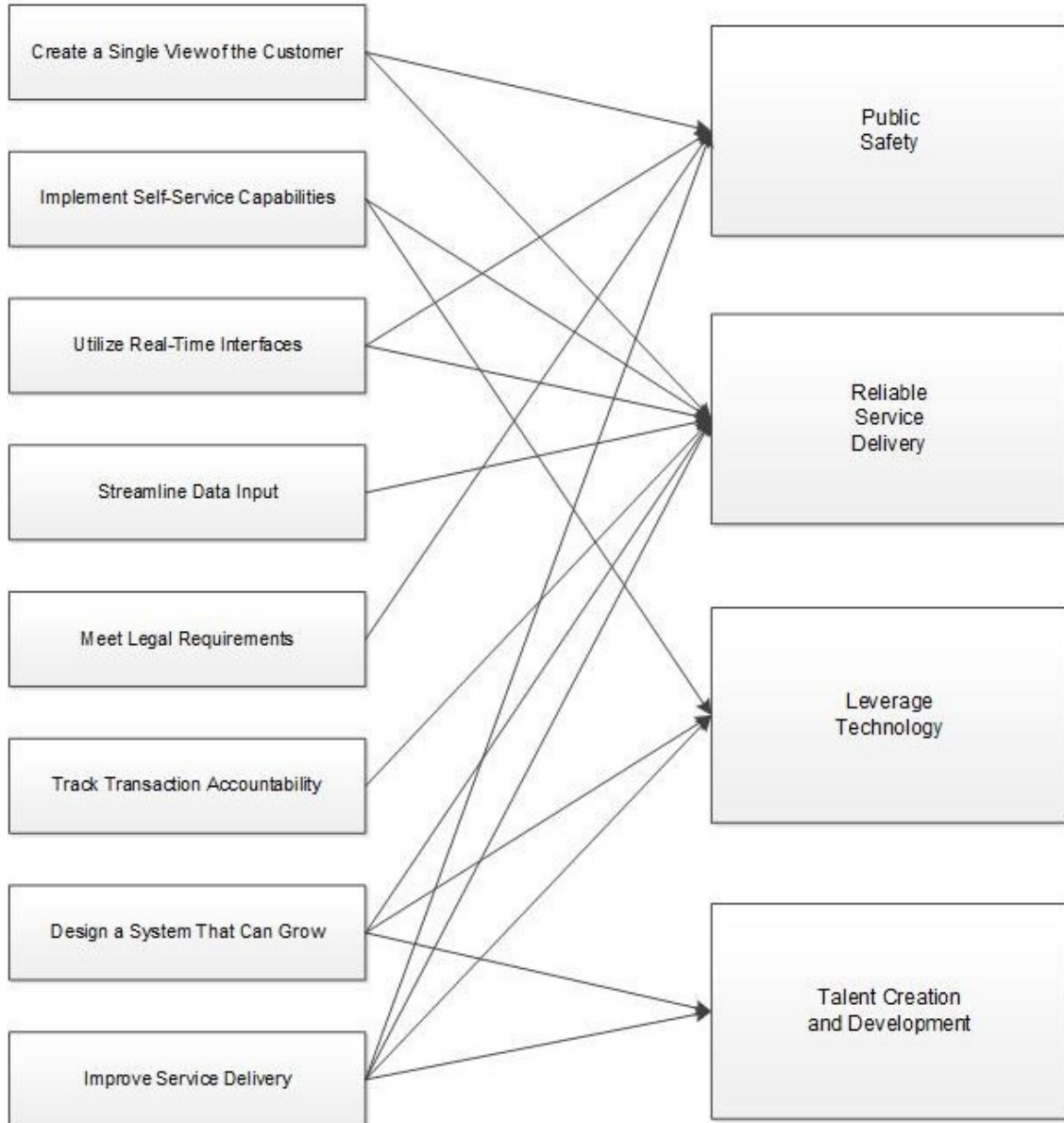
- Risk of end-of-life system failure;
- Risk of a rigid infrastructure and lack of scalability and flexibility to support future growth or changing legislative mandates;
- Risk of being unable to support the current data model;
- Potential of missed revenue from an inability to audit functions that present 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 license plate agencies 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. 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 Department’s strategic goals.

Motorist Modernization Objectives

Applicable FLHSMV 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 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. It will also give the customer more information up-front and reduce multiple interactions and/or communications from the Department, which increases expense and customer frustration.
- **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. Self service capabilities will also be supported by the implementation of a customer portal, mobile driver license and interface support for other self-service options. The self-service options provide customers prompt access to information and saves valuable time.
- **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 FLHSMV 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 FLHSMV 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:

- **Titles:** Subsystem used to provide titling service such as original title, duplicate title and title transfers.
- **Registrations:** Subsystem used to provide registration services to customers including issuance of an original, renewal, replacement, and duplicate registration.
- **Inventory:** Subsystem used to track and manage issuance of inventory, such as decals, title paper and license plates.
- **Vehicle Inspections:** Subsystem used to support inspection of rebuilt motor vehicles, mobile homes or motorcycles previously declared salvage or junk.
- **Disabled Persons Parking Permit Placards:** Subsystem used to provide original, temporary or subsequent parking permit placards to customers.
- **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.
- **Bulk Title and Registration 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 license (mDL), which is a digital representation of the information contained in a physical DL, stored on or accessed with the help of a smart device (owned and controlled by the DL holder) such as a cell phone or tablet. The mDL will support identity management during the MV/DL and various other online transactions. The mDL will allow the Department to notify customers of issues that require attention with their motor vehicle or driver license records.
- **Enterprise Content Management -** The Department will implement a standardized enterprise solution to assist in the effective collection and management of documents across its various systems. The Department proposes to procure a solution to store and manage documents with an enterprise ECM system. Implementation of an ECM will greatly increase the Department's ability to store, retrieve, manage and disseminate documents in an efficient manner.

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 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 the first 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 \$2.5 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 duplicates effort extends the duration of project

implementation and increases the possibility of system(s) failure. Frequent new federal statutes or state statutes, rule and fee changes generate requests and projects to modify the systems which 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 and other system users. Lack of real-time interfaces elongates completion of business transactions and drives inefficiencies in other functional areas of the Department and may prevent delivery of the most up-to-date information.

Motorist Modernization Phase II will enable the Department to implement and utilize newer technologies to better serve the stakeholders and citizens of Florida. Removing current technical barriers will allow members of the Division of Motorist Services and its agents to access data and provide better service through a single unified system in addition to offering a broader array of motor vehicle services online. 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 economies 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 against prescribed (state/federal) criteria, capturing records, collecting fees and issuing a credential. Issuance fees account for a significant source of revenue in the Department and are tied to federal transportation funding for Florida.

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. 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. System Users 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. In some cases, 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 categories of issuance activities are:

- Driver license (which includes identification cards). Phase I of the Motorist Modernization program addresses this type of issuance.
- Motor vehicle titles and registrations.
- International Fuel Tax Agreement (IFTA) licenses and International Registration Plan (IRP) registrations.

1) Motor Vehicle Issuance Services - Titles & Registration

Motor Vehicle Issuance Overview

In Florida, most of the 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 2,000 pounds. The title issuance process includes data entry of detailed vehicle related information, data entry of limited customer information, analysis, fee/tax calculation, payment and printing of the application and title. 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 a printing vendor. A batch process occurs nightly that pulls, prints and mails titles that need to be printed or sent electronically to a lienholder. Applicants without liens may choose to have their titles centrally issued and mailed for the regular fee, issued and 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 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 2,000 pounds. The registration process includes data entry of customer, vehicle and insurance information, analysis, plate type selection, fee/tax calculations, addition of voluntary contributions, voter address updates 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 ensure 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
- Title Modification
- Certificate of Destruction
- Certificate of Repossession
- Derelict Vehicle Certificate
- Print Electronic Title
- Wrecker Operator Lien
- ELT (Electronic Lien and Title)

Registration:

- Original registration
- Registration renewal
- Duplicate registration including address change
- Registration transfer
- Registration replacement
- Personalized plate reservation/issuance
- Disabled parking placards (originals, renewals and subsequent)
- High occupancy vehicle placards
- Registration correction
- Surrender License Plate/Cancel Registration
- Recreate Registration
- Front End License Plate
- Sample Plate

Title Transfer with electronic lienholder process steps**Determine Applicant Identity**

The system user first reviews the applicant's proof of identity, which can include a driver license, or passport. The system user then searches the FRVIS database for the customer; if not found, a customer profile is created in FRVIS.

Verification

The clerk 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 in the FRVIS or NMVTIS databases, the system user may leave the counter to inspect the vehicle to verify the VIN number. If the system user signs out of system or if the inspection takes longer than 15 minutes, FRVIS times out and the system user must log back in and initiate the transaction from the beginning.

Functional Processing

If the applicant has a Florida record or credential, use data already in the system. If the applicant is not in the FRVIS and/or FDLIS database, a new customer number is created. If the vehicle is not in 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 system user 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 system user reviews the transaction information and fees with the applicant and, if correct, commits the transaction. At this point, the system user 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 system user takes the original title documentation and depending on Tax Collector/license plate agent's procedures, sends the documentation by mail to the FLHSMV 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 system user manually verifies vehicle documentation for completeness, applicability to transaction, and fraud. The system user inspects the vehicle to verify the VIN. If the system user signs out of system or if the inspection takes longer than 15 minutes, FRVIS times out and system user 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 system user 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 occur after issuance through FRVIS cashiering or an independent Tax Collector/license plate agents/cashiering application.

Application for Disabled Placard Process Steps

Verification

Applicant presents an application completed and signed by a Physician, Advanced registered nurse practitioner, Physician Assistant, or Optometrists. For permanent placard, the person must reside in the State of Florida. System user then manually reviews it for completeness and accuracy.

Processing

Applicant and medical practitioner information is manually entered into FRVIS. The system verifies that the medical practitioner is licensed by the Florida Department of Health MQA Search Portal – License Verification.

(<https://appsmqa.doh.state.fl.us/MQASearchServices/HealthCareProviders>)

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 disabled 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 disabled placard (a decal for each side of the placard).

Stakeholders

- Vehicle title and registration applicants
- Tax Collectors and license plate agents
- FLHSMV Motorist Services staff
- Florida and out-of-state law enforcement entities
- U.S. Department of Homeland Security: Transportation/Federal Motor Carrier Safety Administration
- The Florida Motorist Public
- Florida Governor's Office and other Florida state, county and city governmental agencies
- AAMVA
- Motor Vehicle Data Recipients
- Vessel dealers
- Automobile dealers
- Title/registration vendors
- Automobile dealer service providers
- General public
- Towing and storage operators
- Disabled service provider
- Vehicle disposal businesses

Interfaces

- FRVIS
- NMVTIS for title information checks
- ELT for electronic liens
- Insurance Log to verify applicant insurance
- Electronic Filing System (EFS) for automobile dealer title and registration
- Electronic Temporary Registration (ETR) 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
- ORION applications

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)
- Bill 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 disabled placard application and validated physician information
- 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
- License Plates
- Decals
- Disabled parking registrations
- Parking Placards
- 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 FLHSMV/Tallahassee for scanning/archiving
- Reports for transactional activity, auditing and revenue distribution
- Other Inventoried Items
- Compliance and fraud reports
- Personalized reservation application
- Specialty plate voucher

Motor Vehicle Issuance Challenges (Titles, Registration, Disabled Placards)

Technical Challenges

- The current workflow is not optimal for multiple vehicle registrations.
- Tax Collector staff assisting customers with driver license and motor vehicle transactions must 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 a System User 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.
- Many configuration changes cannot be made without assistance from technical resources within ISA.

Business Challenges

- Availability of Motor Vehicle scanned title documentation
- Disabled Parking Placard issuance process is performed outside of the issuance systems. It requires manual handling of multiple steps, approvals and stakeholders.
- There are several manual processes for ordering and receiving inventory across systems.
- Availability of viewing Driver License related alerts. Customers may come in for Motor Vehicle services one day and return a few days later because the user does not have a single view for informing customer of Driver License issues.

2) IFTA/IRP 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 the registered vehicle's weight. If a truck is operated in multiple jurisdictions, the owner must annually report mileage driven in each jurisdiction to enable the disbursement of taxes collected by the home jurisdiction. The home jurisdiction, also referred to as the base jurisdiction or base state, will disperse the taxes collected to the other jurisdictions proportionally based on the mileage driven in each jurisdiction. 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 motor carrier programs have issuance and audit processes (see the "IFTA/IRP 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 IFTA/IRP 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 of system limitations and user complaints of it not being "user friendly".

Although IFTA/IRP 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 IFTA/IRP 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 the application is sent to the Motor Carrier staff. The system user reviews the application for completeness and fraud detection. Using the applicant's DOT number or Federal Employee Identification Number (FEIN), the system user checks the IFTA Clearinghouse to determine if the applicant is in good standing. The system user then checks the 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 manually entered into FRVIS using 10 different screens. 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. A license, document with the decal range, and a scan sheet are generated. A Scan Detail Report and Transaction Summary Report are pulled from FRVIS daily and the report is reconciled with the documents. The High-Speed Scanning Unit scans all documents. If the application or payment are not correct, a letter is typed and sent to applicant with a request for the correct amount. For first time 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 requested via email to TAC and sent as a batch to the printing vendor.. Tax rate sheets, which are manually updated by IFTA/IRP staff, are available to view on the IFTA.org website. 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. IFTA fuel tax rates change every quarter and must be manually updated.

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 there is an underpayment, a bill will automatically print, and the account will automatically be suspended. If there is an overpayment, the excess collected will sit as a credit for eight quarters until a refund is requested. If information is incorrect, a customized letter will be sent out. Once all tax returns data is entered, a process is initiated in FRVIS to suspend accounts that did not file a return. 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**

- The CVISN web application does not allow for uploading 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 of this web application by the Motor Carriers, causing files to be submitted manually resulting in a loss in efficiency.
- 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.
- 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.
- FRVIS does not contain any audit functionality within the system

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/ID Cards are the authoritative source of identity. The Department is responsible for issuing identity credentials 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 but is not limited to organ donor registration,

selective service registration, voter application information, residency status, 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 career offenders.
- 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 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 Clerks 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 UTCs 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 Clerks 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 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 that 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, FLHSMV 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 FLHSMV.

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, FLHSMV 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 handle further processing. If the driver complies with the 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 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 FLHSMV 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 FLHSMV 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
- Other ticketing agents
- Florida Court Clerks and Comptrollers
- Other jurisdictions
- ISA
- DL Records staff
- AAMVA
- Tax Collectors and Department field staff

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

Inputs			
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 sexual offender status is not flagged or flagged incorrectly on the driver record. This is a business challenge. The business challenge is the Department relies upon two methods of reporting, batch reporting from FDLE and 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.

c. 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 many 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 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 FLHSMV 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.

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 information from NMVTIS 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 and license plate agents
- FLHSMV staff
- Law enforcement
- Contracted titles and registration issuance vendors
- Municipalities
- Toll authorities
- Leasing Companies
- Florida drivers
- Florida motor vehicle owners
- AAMVA
- General public

Interfaces

- FRVIS
- DL PROD (driver license database)
- NMVTIS FTP files

Inputs

- Titling and registration transactional information
- Information regarding titles, brands, and reported thefts from NMVTIS
- Stop information from third parties

Outputs

- Updated driver records
- Communication to drivers regarding sanctions and citations
- Record sales
- Data exchange with government entities and law enforcement agencies

Challenges

- There is a delay in posting Stop information to motor vehicle records due to the batch load process.

- 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 are not linked and merged to corresponding customer's driver license information.

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:

- Motor Carrier Services - IFTA & IRP 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.

Motor Carrier Services -IFTA/IRP Audits

Overview

Motor Carrier staff has an audit function for reviewing compliance with the IFTA and IRP 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 IFTA/IRP national associations, the purpose of this audit process is to test for compliance with the IFTA and IRP audit requirements as detailed in the audit procedures manuals produced by the International Fuel Tax Association, Inc. and the International Registration Plan, Inc.

Statistics

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 IFTA and IRP, 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 IFTA and IRP 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. IFTA and IRP 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 IFTA, Inc/IRP, 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

- IFTA/IRP audit staff
- Other IFTA/IRP jurisdictions
- IFTA/IRP 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 the population reflects one point in time during the year, there is a possibility certain transactions or edits in IFTA/IRP 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 electronically transmit 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 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 taxes 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 which creates another dependency on a third-party application.

- 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 audit 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 IFTA and IRP 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.

2) 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. Currently, Driver Education staff manage contracts with 223 commercial driving schools, 1,120 commercial driver school instructors, approves all course types for driver improvement schools, manages activities with 66 Sponsors and 229 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 FLHSMV for approval and signature. DLS staff e-mail scanned copies of the Final Order to the manufacturer, dealer and the FLHSMV 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 FLHSMV New Dealer Application Form (obtained from Department website, FLHSMV Regional Office or Kirkman Building) and fee for processing. Application can be submitted by mail, in person at a FLHSMV Regional Office or to the Compliance Office. The system user 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 FLHSMV
- Staff of the Dealer License Section and Field Offices

- Division of Administrative Hearings
- National Highway Transportation Safety Administration/USDOT/FDOT
- 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 FLHSMV 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 Services are mostly manual processes;
 - 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 FLHSMV.

d. 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, construction and installation of manufactured homes.

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 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 the vehicle registrations for the driver. If the required insurance is not maintained, their 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 in 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

- 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:
 - There is an 8% uninsured motorist rate, equivalent to approximately 600,000 uninsured motorists at any point in time. uninsured motorist rate is currently 6.27% with approximately 904,659 uninsured motorists.
 - FLHSMV has approximately 450,000 suspended motorists. 444,748 suspended motorists This leaves a delta of approximately 150,000 uninsured motorists not being caught by the system.
 - Of the 450,000 suspended, 185,000 pay or will pay the reinstatement fee. The remaining 265,000 do not pay fines for various reasons, including 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 ImprovementOverview

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 ProcessDescription:

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

- FLHSMV 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 the driver improvement staff are reviewing include:
 - HTO revocation order is produced; however, the actual revocation is not appearing on the driver record. This error usually occurs when there is a DUI, and two "driving while license suspended" convictions on the record where the DUI period is indefinite.
 - Conviction is received from the courts and manually entered into TCATS. However, the same conviction is also sent through the electronic sanction update process. The duplicate suspension is not identified by the system and the record shows a second conviction in error.
 - HTO revocations are calculated by conviction date. Program is issuing a revocation order for tickets outside of the five-year period. Example - conviction is 1999 and then two convictions in 2008.
 - A driver has an out-of-State DUI conviction on his record. He moves to Florida and is issued a Florida driver license for the first time. His record is subsequently received, and the system revokes his Florida license erroneously before the record is reviewed and due process is afforded.

c) Vision/Medical Report ReviewOverview

The Department's enforcement responsibilities include ensuring 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 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 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 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

- FLHSMV staff
- Driver Improvement (DI)
- Central Issuance Processing System (CIPS)
- Bureau of Records (BOR)
- Mailroom
- Tax Collectors and Department 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
- Cash Receipt System (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 Reports are forwarded to the BOR, Tax Collector staff or Department field office staff authorizing them to proceed with the renewal of the customer driver license. Some approved reports may require that the driver has a new periodic vision case that could include restrictions and more frequent vision reviews.
- Denied Vision Reports require the Department to process a customer refund and send the customer a notice of ineligibility. If applicable the customer is also sent a notice of Revocations for Inadequate Vision or Inadequate Field of Vision

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 & DistributionBackground

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 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 or collected through 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 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 (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		
<i>Fee Type</i>	<i>Description</i>	<i>Collection/Processing Points</i>
Online	DL transaction fees, MV transaction fees, and data sale fees collected either online or via telephone	Online fees received for DL transactions and data exchanges reports are processed in-house. Online fees received for MV transactions are processed by County Tax Collectors.

Process Inputs		
<i>Fee Type</i>	<i>Description</i>	<i>Collection/Processing Points</i>
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 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

DPPA Form and Questionnaire are filled out by Requestor and returned to Records staff. Requestor may include the Authorization to Debit Account form, or it may subsequently be submitted with MOU. Records staff will 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, timetable, and any other pertinent information. If request is 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 are 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 FLHSMV 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 data, 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 FLHSMV
- 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
- Driver and Vehicle Information Database (DAVID)
- Florida Residency Verification Program
- Electronic Repository of Executed Contracts (EREC) database for FLHSMV 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

f. ReportingBackground

Reports are generated by many areas throughout the organization and are performed by these business units:

- Information Systems Administration (ISA) - 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 ReportingBackground

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
- Appointment Scheduling Software
- Crash Records Database
- iLearn Training System
- Tableau

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 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. 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 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 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 but not limited to:

- FDLIS & Motorist Maintenance 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
 - Quality Assurance section staff
- Department management
- Tax Collectors & staff
- ISA
- General public
- Florida drivers
- Law enforcement
- Driver Improvement
- DL Records
 - DL Statistics unit
 - DL Processing & Issuance unit

Interfaces

- FDLIS
- DAVID
- Motorist Maintenance
- 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
 - Quality Assurance Program staff
 - Bureau of Dealer Services
 - MV Fraud Unit
- Law enforcement
- AAMVA

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 requirements analysis and eventual system solution/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.

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 commercially available solution may be used 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 could be modified to accommodate the system's approach as required, though the majority will be met by, or configured to meet, the existing core functionality.

Based upon research with the American Association of Motor Vehicle Administrators, completing this customization has been problematic for many states, regardless of size. 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 due to the data's sensitivity and the need to ensure its security. 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 operations to be difficult.

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 but 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. Due to the continued exploration of available products, the Department has determined there are commercial solutions available that will provide the needed functionality for the replacement of the IFTA/IRP, mDL and ECM solutions. However, custom development gives the Department the best chance to implement a system that will be beneficial to all stakeholders when redesigning the other components required for the replacement of the legacy motor vehicle system. This approach will ensure that the system will be built according to the requirements, laws, rules, and policies of FLHSMV 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, manufactured home, and recreational dealers, manufacturers, importers and distributors, enforcing the statutory requirements of all. The bureau investigates complaints against motor vehicle, manufactured 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** provides quality assurance reviews and audits of driver license and motor vehicle transactions for compliance and provides support for tax collector

licensing agents. 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 the ability to renewal multiple registrations at the same time through Express Renewal.
- The system will provide the ability to preview the registration transaction prior to printing, to reduce the number of voided transactions.
- The system will provide a simplified process for Disabled Person Parking Permits, including capturing the authorized until date for a Temporary Permit.
- The system will provide the ability to capture the Weight Category from the IRS Schedule 1, Form 2290 Heavy Highway Vehicle Use Tax Return (HVUT) for the taxable gross weight for heavy trucks/tractors with a gross weight of 55,000 pounds or more during a registration transaction.
- 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 and simplify the process.
- The system will provide the ability to track and limit temporary plates.
- The system will provide a more comprehensive view of registration stops.
- The system will provide the ability to BOLO (Be on the lookout) a customer or a vehicle.
- The system will provide the ability to track what documents the customer/business provided the department in order to be created as a customer or business in the database.
- The system will support the use of pushing registration items to the signature pad for the customers to view and verify pertinent information on the registration record, sign forms, motor voter verification and verification of fees.
- The system will provide the ability to return to previous screens in the registration transaction workflow without having to start the transaction over.
- The system will provide a snapshot of the registration details.
- The system will provide Quick Links to manuals and reference websites to improve the registration transaction process.
- The system will provide a more streamline process for creating a customer/business record for a registration transaction to reduce the amount of duplicate records.

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 transaction 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 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 a more comprehensive view of title stops.
- The system will provide improvements to the void process.
- The system will provide improvements to the high-speed scanning process.
- The system will provide the functionality to enable the Lemon Law field only when the fee is required.
- The system will provide the ability to track what documents the customer/business provided the department in order to be created as a customer or business in the database.
- The system will support the use of pushing title items to the signature pad for the customers to view and verify pertinent information on the title record, sign forms, motor voter verification and verification of fees.
- The system will provide the ability to BOLO (Be on the lookout) a customer or a vehicle.
- The system will provide the ability to return to previous screens in the title transaction workflow without having to start the transaction over.
- The system will provide a snapshot of the vehicle details.
- The system will provide Quick Links to manuals and reference websites to improve the title transaction process.
- The system will provide a more streamline process for creating a customer/business record for a title transaction to reduce the amount of duplicate records.

c. 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 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 system will modify License Plate Inquiry to include more information for personalized and specialty plates.
- The ability to track the processing of online transactions from the beginning to end.
- The ability to manage Fleet registrations by adding and removing vehicles from the Fleet.
- The ability to manage and renew tribal registrations online.
- The ability to process bulk Title and Registration transactions electronically.
- The Kiosk system will offer additional services.
- The ability to submit request for Title and Registration STOPS online.

d. 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.
- The system will provide the ability to update IFTA fuel tax rates.
- The system will provide the ability to update IRP fees for other jurisdictions.

e. Inventory

- The system will provide the ability to track and manage issuance inventory, including license plates, 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 license plate ranges.

f. 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.

g. Mobile Driver License (mDL)

- The system will be capable of functioning in an on-line and 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 be interoperable so that it can be used and verified by all readers that meet AAMVA and ISO standards.
- The system will operate on standard consumer-based mobile and smart devices.
- The system will integrate with FLHSMV back-end services.

2. Technical Requirements

a. System Architecture Context Diagram

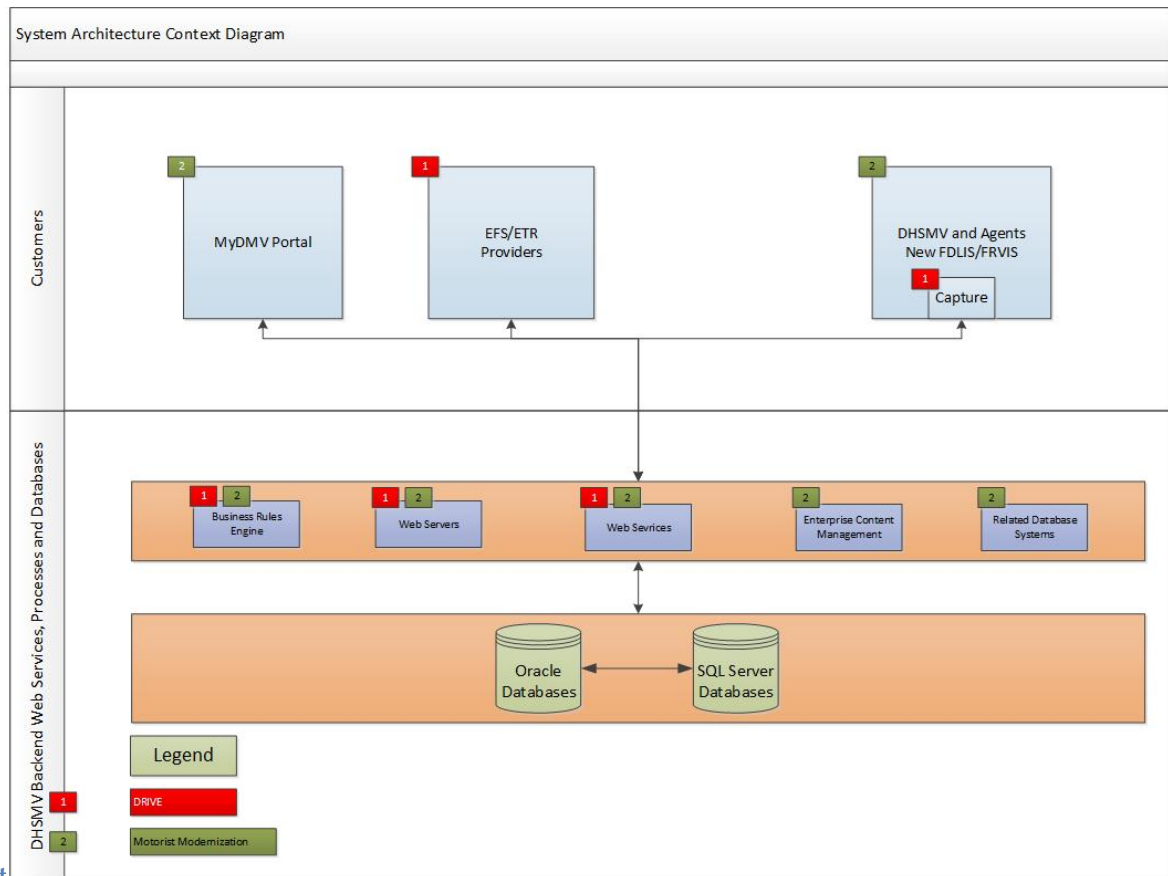


Figure 1-3 – System Architecture Context Diagram

b. System Architecture Model

The System Architecture for the modernized FLHSMV 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 FLHSMV 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 vendor 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. Phase I of Motorist Modernization is consolidating the customer instances into one customer database and Phase II will continue enhancements to the databases to increase the efficiency and usability of the modernized 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. Procurement of an ECM solution 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.

The RESTful API will also communicate directly with the databases. Below is a diagram of the interrelationships of the pillars and the access points for the system.

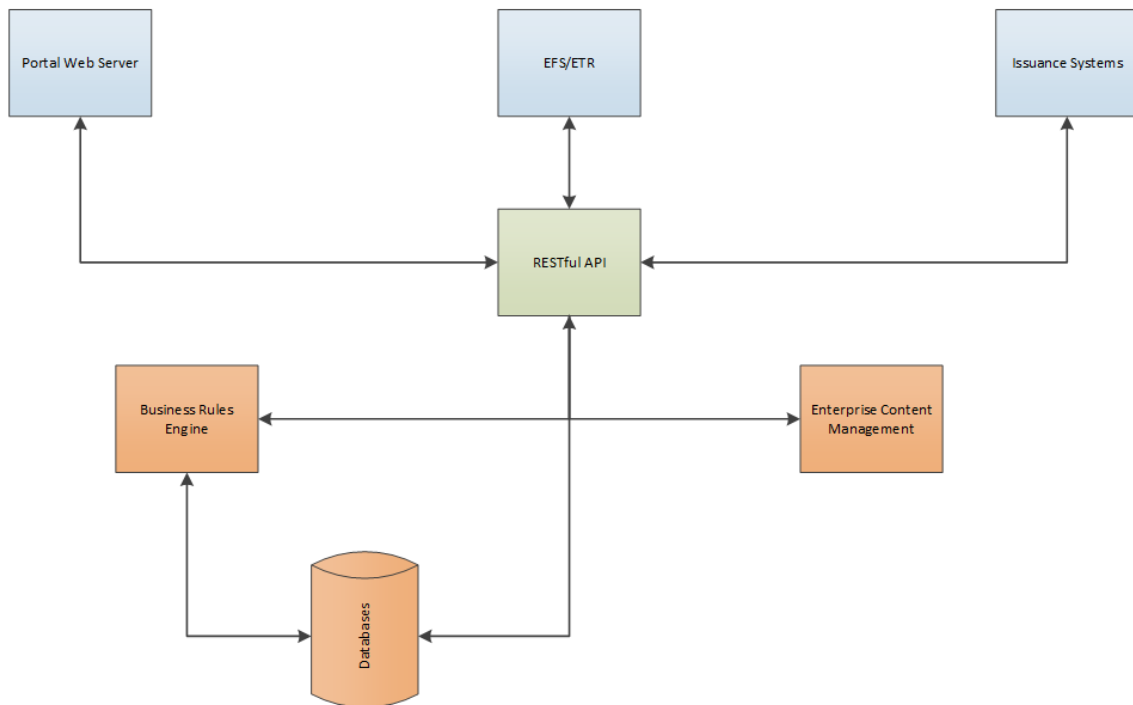


Figure 1-4 – System Architecture Model

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 and is only accessible through the Web Service tier. 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, or a more appropriate architectural design will be established to accommodate the process.
3. *Accessibility* - All systems constructed by FLHSMV with a User Interface (UI) component designed to comply with State and Federal guidelines (i.e., GAP, ADA/508).
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 existing 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 FLHSMV
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, FLHSMV	06/24
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, FLHSMV, License Plate Agents	06/24
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.	FLHSMV, Federal Government, Law Enforcement, QA for Tax Collectors, and FLHSMV	06/24

#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
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, FLHSMV	06/24
5	Improve customer service by providing a comprehensive view of their record.	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, FLHSMV	06/24
6	Improve timeliness of the data exchange process.	The Department will reduce manual intervention and measure the time from receipt of request to completion in the new system and compare it to that of the old system.	Businesses, Florida motor vehicle owners, FLHSMV	06/24
7	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.	FLHSMV, IFTA/IRP Carriers	06/24

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 registration 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 reduction in vehicle registration transaction time, customer wait times are reduced. As these transaction types are very common, all customers will see time savings.	FLHSMV measures transaction and wait times in its offices.	FY 2024-2025
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 to have a value in excess of \$4.0 million to our customers.	Customers	For every reduction in title transaction time, customer wait times are reduced. As these transaction types are very common, all customers will see time savings.	FLHSMV measures transaction and wait times in its offices.	FY 2024-2025
3	Savings achieved through the implementation of on-line systems, reducing the travel costs and dedicated resources to maintain and	FLHSMV	Elimination of servers throughout the state will effectively reduce equipment and maintenance costs in addition to the dedicated staff resources and travel that	FLHSMV measures personnel costs, travel costs and equipment	FY 2024-2025

BENEFITS REALIZATION TABLE					
	service IT servers throughout the state. Cost to repair or replace servers eliminated.		are required in order to maintain servers/	costs for each location.	
4	Customers will have to spend less time in Department or Tax Collector Offices or license plate agency locations due to efficiencies in the system and services available online.	Customers/Tax Collectors / License Plate Agencies / FLHSMV	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 2024-2025
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 shorten or eliminate transaction times. This will save FLHSMV 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 2024-2025

Overall, the Department estimates 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 <u>FLHSMV</u>		Project <u>Motorist Modernization Phase II</u>	
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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 <i>(Recurring Costs Only -- No Project Costs)</i>	FY 2017-18			FY 2018-19			FY 2019-20			FY 2020-21			FY 2021-22			FY 2022-23			FY 2023-24		
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel 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	\$2,891,564	\$0	\$2,891,564	\$2,891,564	\$0	\$2,891,564
Ab 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	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	\$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	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	\$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	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	\$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	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	\$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	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$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	\$0	\$0	\$0	\$0	\$0	\$0
B-4. Other DST	\$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	\$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	\$299,489	\$0	\$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	\$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	\$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	\$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	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other Field Server Maintenance/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	\$225,000	\$0	\$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	\$0	\$0	\$0	\$0	\$0	\$0
E. Other Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$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	\$0	\$0	\$0	\$0	\$0	\$0
E-2. Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$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	\$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	\$5,458,609	\$0	\$5,458,609	\$5,458,609	\$0	\$5,458,609
F. Additional Tangible Benefits:		\$0			\$0			\$0			\$0			\$0			\$0			\$0	
F-1. CS Registrations/Transactions		\$0			\$0			\$0			\$0			\$0			\$0			\$0	
F-2. WA Registrations/Transactions		\$0			\$0			\$0			\$0			\$0			\$0			\$0	
F-3. IFTA/IRP		\$0			\$0			\$0			\$0			\$0			\$0			\$0	
Total Net Tangible Benefits:		\$0			\$0			\$0			\$1,500,000			\$0			\$0			\$0	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B		
Choose Type	Estimate Confidence	Enter % (+)
Detailed/Rigorous	<input type="checkbox"/> Confidence Level	
Order of Magnitude	<input checked="" type="checkbox"/> Confidence Level	30%
Placeholder	<input type="checkbox"/> Confidence Level	

FLHSMV		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				FY2017-18			FY2018-19			FY2019-20			FY2020-21			FY2021-22			FY2022-23			FY2023-24			TOTAL	
Item Description <i>(remove guidelines and annotate entries here)</i>	Project Cost Element	Appropriation Category	Previous	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	YR 7 #	YR 7 LBR	YR 7 Base Budget	TOTAL	
								\$ -	\$ 4,897,547		\$ 6,012,445		\$ 17,174,354		\$ 13,759,637		\$ 14,378,517		\$ 13,150,977		\$ 10,150,141		\$ 79,523,618			
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	\$ -	\$ 3,682,237	0.00	\$ -	\$ 2,519,901	\$ 18,139,578	
Costs for all OPS employees working on the project.	OPS	OPS		0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
Staffing costs for personnel using Time & Expense.	Staff Augmentation	Contracted Services		0.00	\$ -	\$ 200,000	0.00	\$ -	\$ 200,000	0.00	\$ -	\$ 200,000	0.00	\$ -	\$ 200,000	0.00	\$ -	\$ 200,000	0.00	\$ -	\$ 200,000	0.00	\$ -	\$ 200,000	\$ 1,400,000	
Project management personnel and related deliverables.	Project Management	Contracted Services		0.00	\$ -	\$ -	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	\$ 423,240	\$ -	0.00	\$ 423,240	\$ -	0.00	\$ 423,240	\$ -	\$ 3,269,720	
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	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services			\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -	
Hardware purchases not included in data center services.	Hardware	OCD			\$ 19,900	\$ -		\$ 7,800	\$ -		\$ 33,000	\$ -		\$ 24,000	\$ -		\$ 30,000	\$ -		\$ 24,000	\$ -		\$ 24,000	\$ -	\$ 162,700	
Commercial software purchases and licensing costs.	Commercial Software	Contracted Services			\$ 50,000	\$ -		\$ 50,000	\$ -		\$ 3,450,000	\$ -		\$ 1,687,700	\$ -		\$ 837,700	\$ -		\$ 837,700	\$ -		\$ 687,700	\$ -	\$ 7,600,800	
Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	Contracted Services			\$ 3,432,430	\$ -		\$ 4,379,200	\$ -		\$ 9,639,200	\$ -		\$ 7,539,200	\$ -		\$ 9,138,940	\$ -		\$ 7,933,800	\$ -		\$ 6,245,300	\$ -	\$ 48,307,470	
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	\$ -		\$ 67,000	\$ -		\$ 50,000	\$ -		\$ 50,000	\$ -	\$ 643,350	
Total				0.00	\$ 4,132,180	\$ 765,367	0.00	\$ 5,037,000	\$ 975,445	0.00	\$ 13,742,200	\$ 3,432,154	0.00	\$ 9,877,400	\$ 3,882,237	0.00	\$ 10,496,280	\$ 3,882,237	0.00	\$ 9,268,740	\$ 3,882,237	0.00	\$ 7,430,240	\$ 2,719,901	\$ 79,523,618	

CBAForm 2 - Project Cost Analysis

Agency	<u>FLHSMV</u>	Project	<u>Motorist Modernization Phase II</u>
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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	FY 2022-23	FY 2023-24	
TOTAL PROJECT COSTS (*)	\$4,897,547	\$6,012,445	\$17,174,354	\$13,759,637	\$14,378,517	\$13,150,977	\$10,150,141	\$79,523,618
CUMULATIVE PROJECT COSTS <i>(includes Current & Previous Years' Project-Related)</i>	\$4,897,547	\$10,909,992	\$28,084,346	\$41,843,983	\$56,222,500	\$69,373,477	\$79,523,618	
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	FY 2022-23	FY 2022-23	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$4,897,547	\$6,012,445	\$17,174,354	\$13,759,637	\$14,378,517	\$13,150,977	\$10,150,141	\$79,523,618
Federal Match <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> Specify	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT	\$4,897,547	\$6,012,445	\$17,174,354	\$13,759,637	\$14,378,517	\$13,150,977	\$10,150,141	\$79,523,618
CUMULATIVE INVESTMENT	\$4,897,547	\$10,909,992	\$28,084,346	\$41,843,983	\$56,222,500	\$69,373,477	\$79,523,618	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type	Estimate Confidence	Enter % (+/-)	
Detailed/Rigorous	Confidence Level		
Order of Magnitude	Confidence Level		50%
Placeholder	Confidence Level		

CBAForm 3 - Project Investment Summary

	Agency <u>FLHSMV</u>	Project <u>Motorist Modernization Phase II</u>
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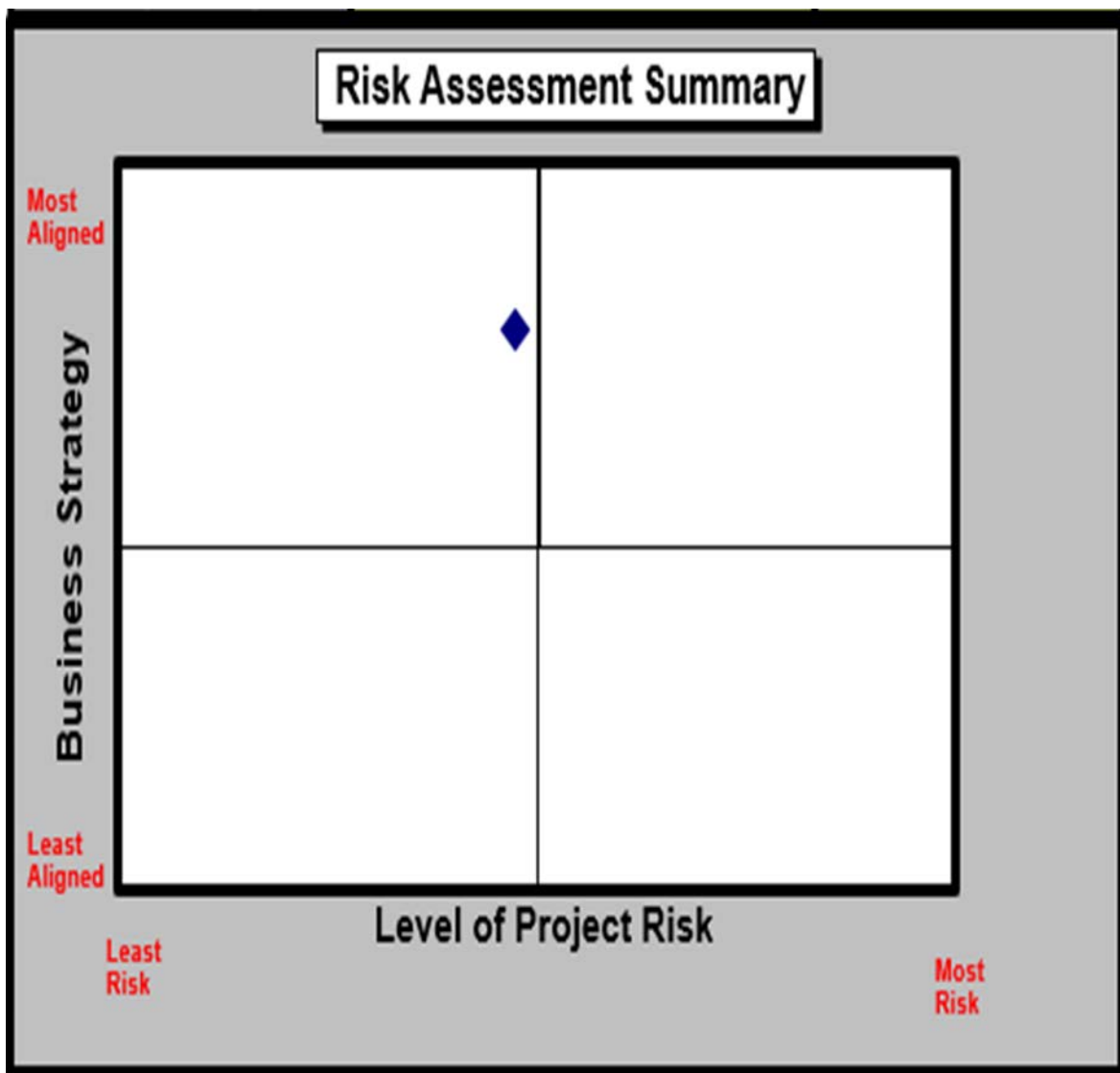
COST BENEFIT ANALYSIS -- CBAForm 3A								
	1	2	3	4	5	6	7	TOTAL FOR ALL YEARS
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	
Project Cost	\$4,897,547	\$6,012,445	\$17,174,354	\$13,759,637	\$14,378,517	\$13,150,977	\$10,150,141	\$79,523,618
Net Tangible Benefits	\$0	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000
Return on Investment	(\$4,897,547)	(\$6,012,445)	(\$17,174,354)	(\$12,259,637)	(\$14,378,517)	(\$13,150,977)	(\$10,150,141)	(\$78,023,618)
Year to Year Change in Program Staffing	0	0	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)	(\$66,629,208)	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	FY 2022-23	FY 2023-24
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%	3.42%	3.51%

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	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

VI. Schedule IV-B Technology Planning

A. Current Information Technology Environment

The current Department of Highway Safety and Motor Vehicles (The Department, FLHSMV) 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.

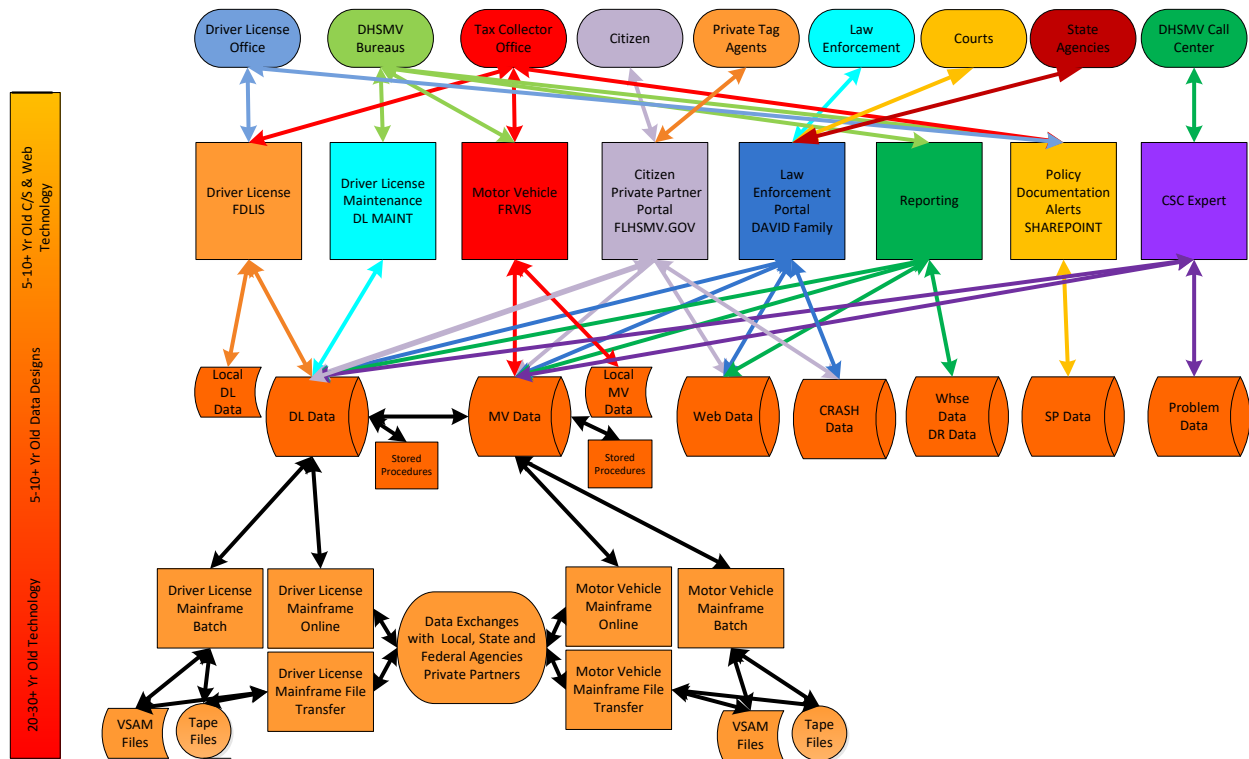


Figure 5-1 - Current Technology Environment

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 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.

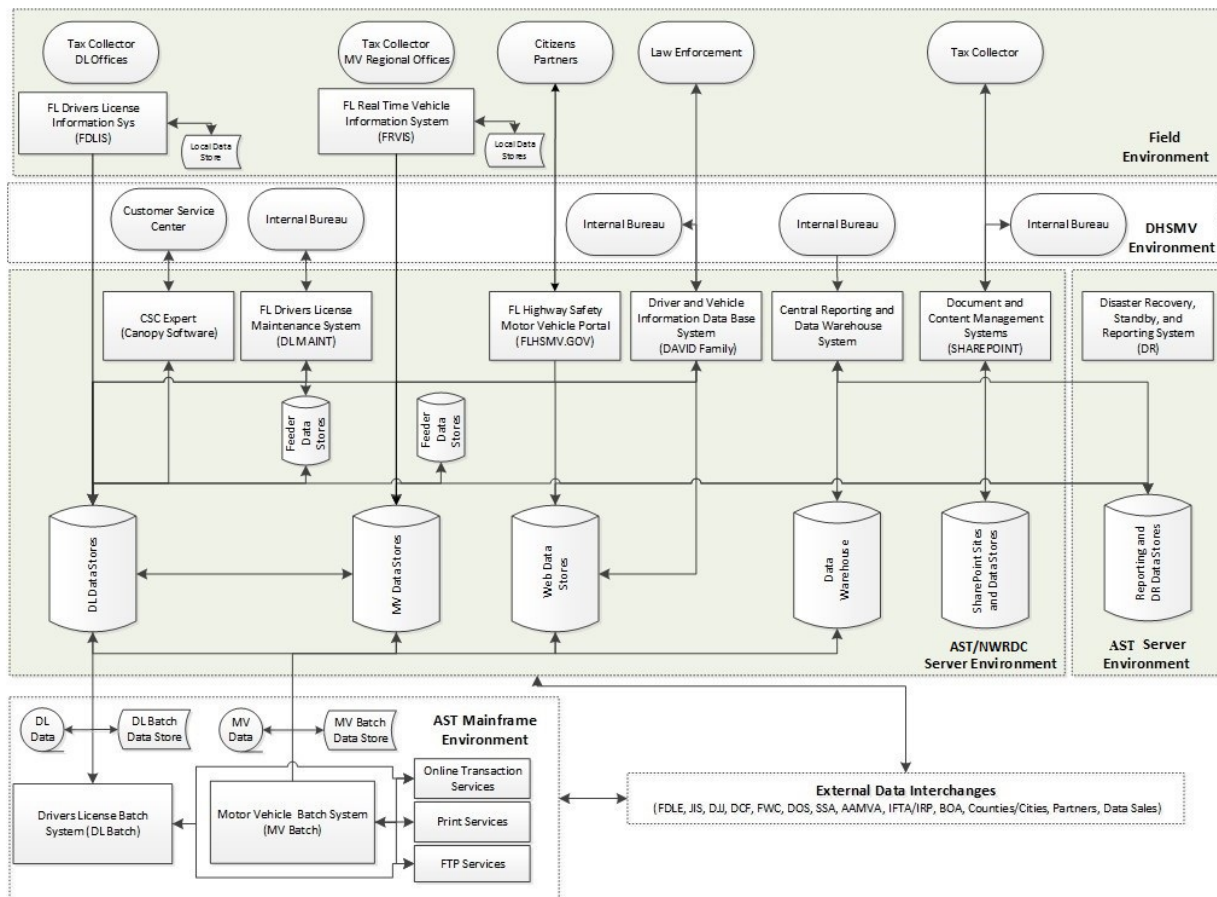


Figure 5-2 – Current System Overview

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 FLHSMV 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 FLHSMV 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 FLHSMV 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 FLHSMV 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 FLHSMV 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 the 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.

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.

FLHSMV 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 FLHSMV bureau.

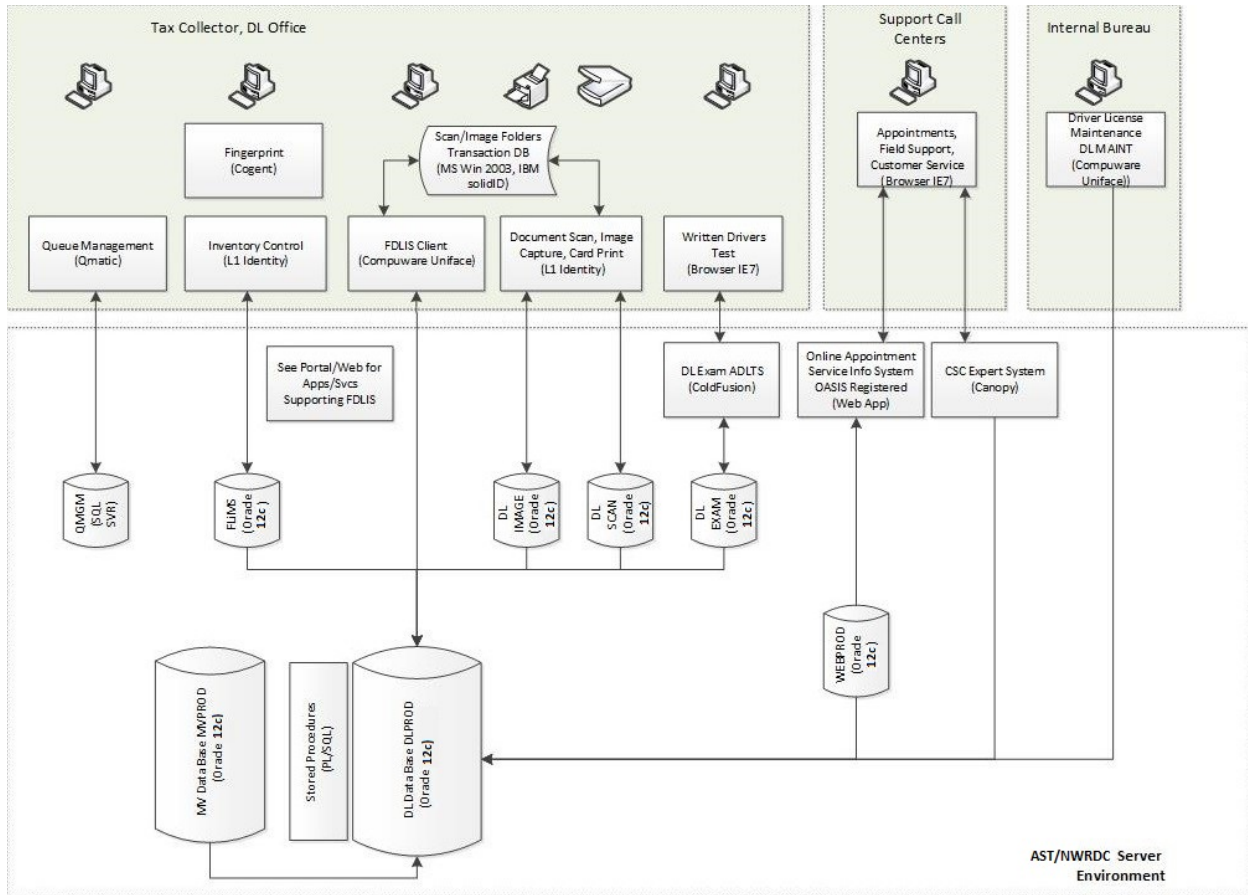


Figure 5-3 - DL System Overview

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.

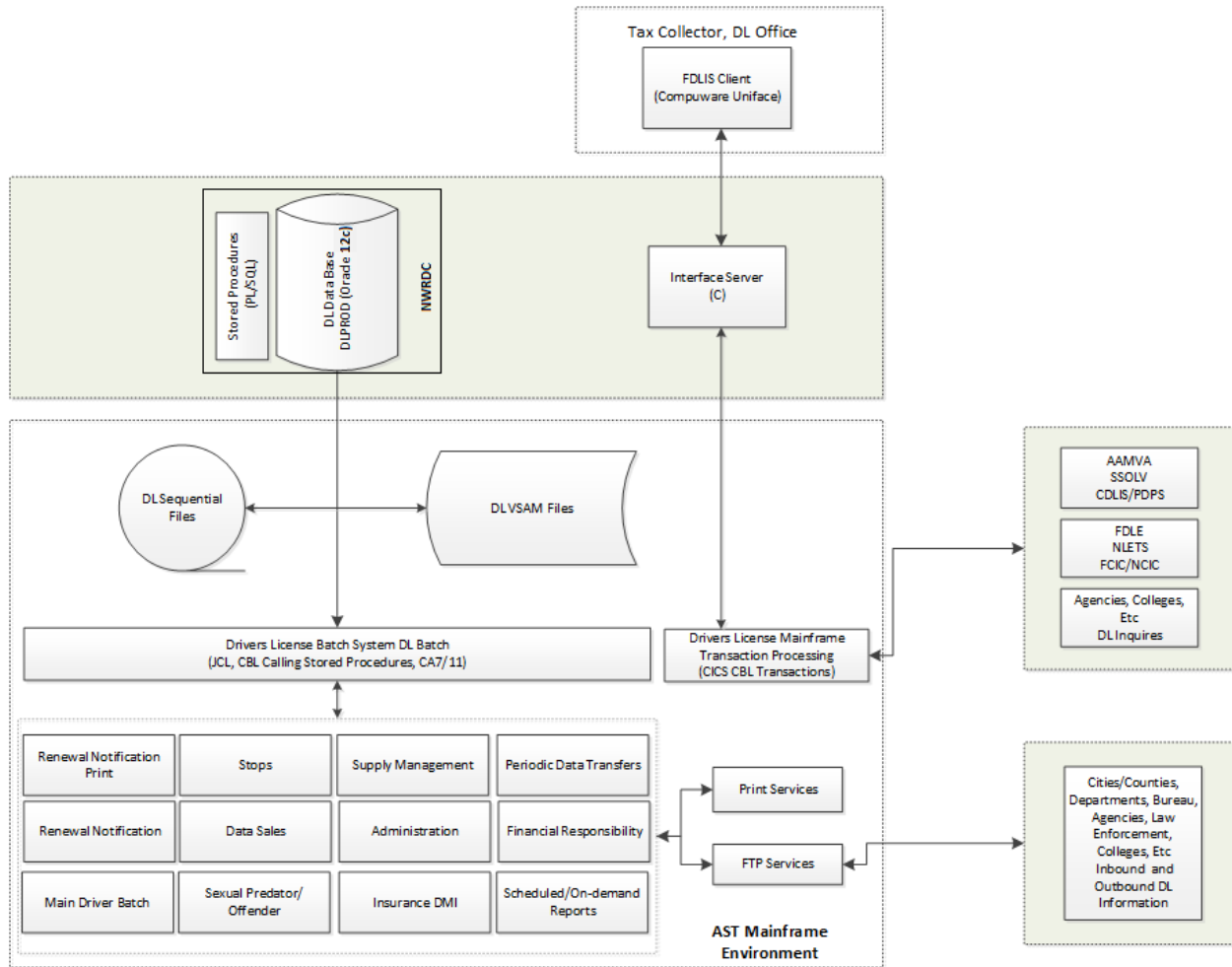


Figure 5-4- DL Batch Demonstration

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 Field Offices, Tax Collector offices, License Plate Agencies or car dealerships. In Field offices, Tax Collector offices and License Plate Agencies, 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 FLHSMV 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.

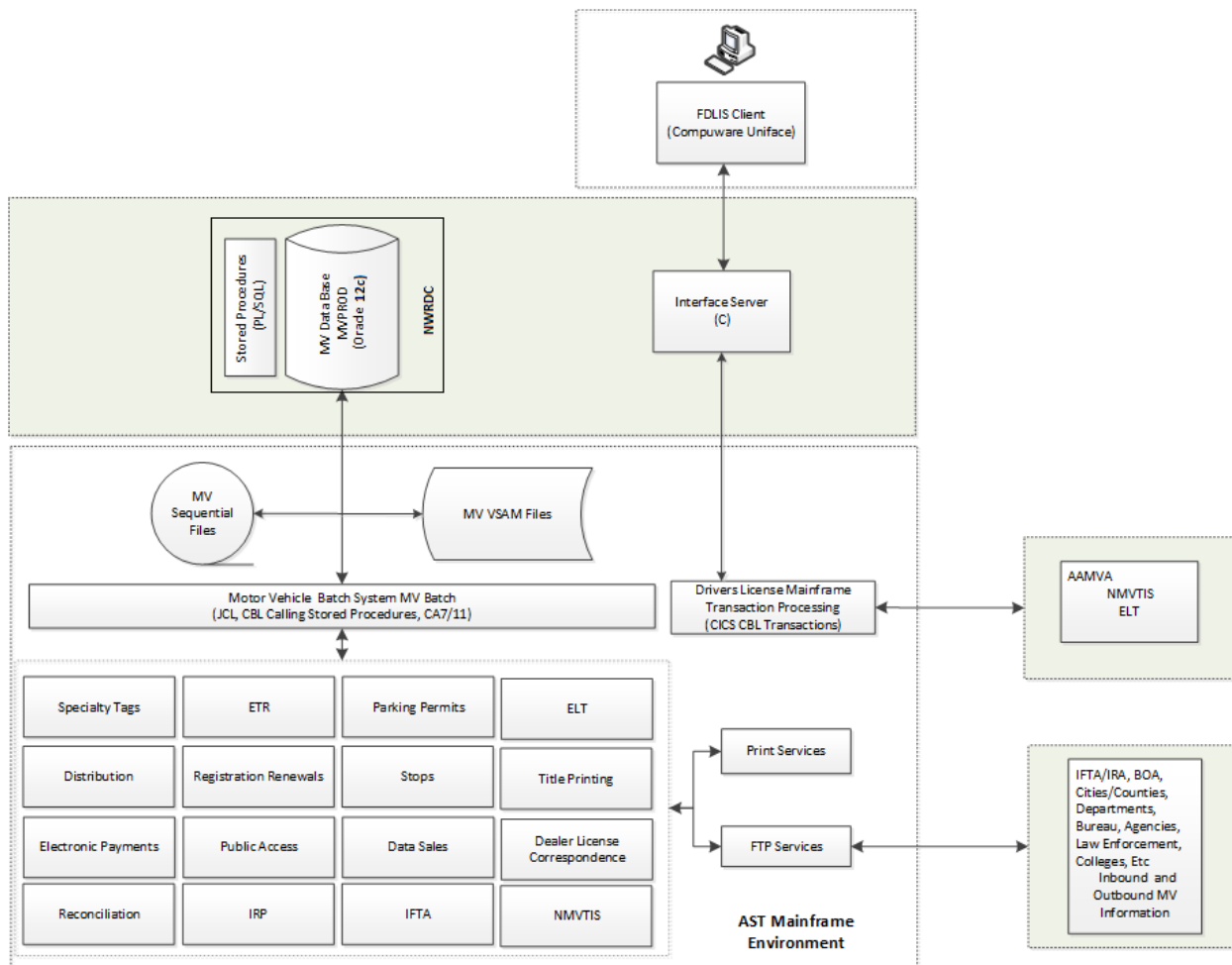


Figure 5-5 - MV System Overview

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.

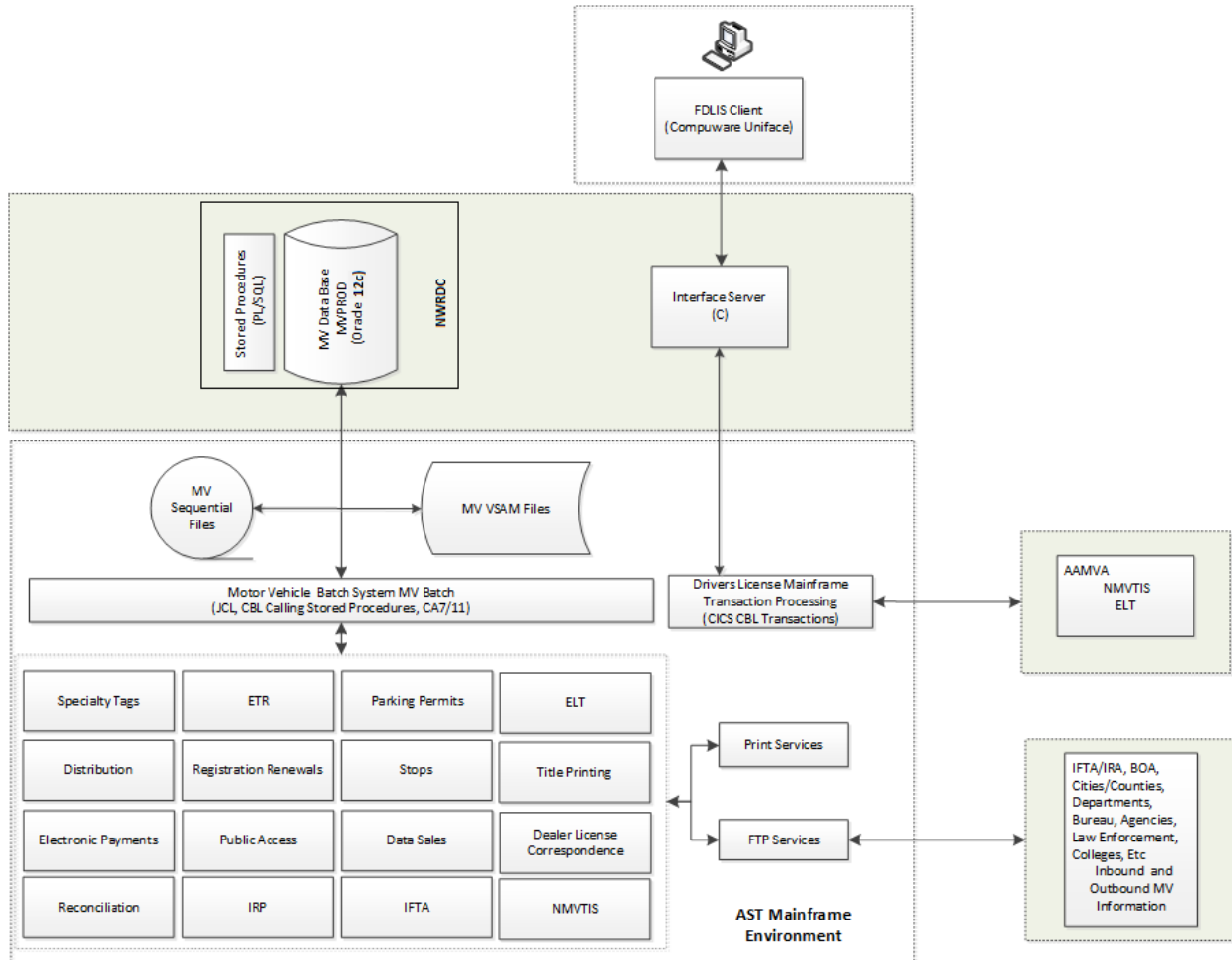


Figure 5-6- MV Mainframe System Overview

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.

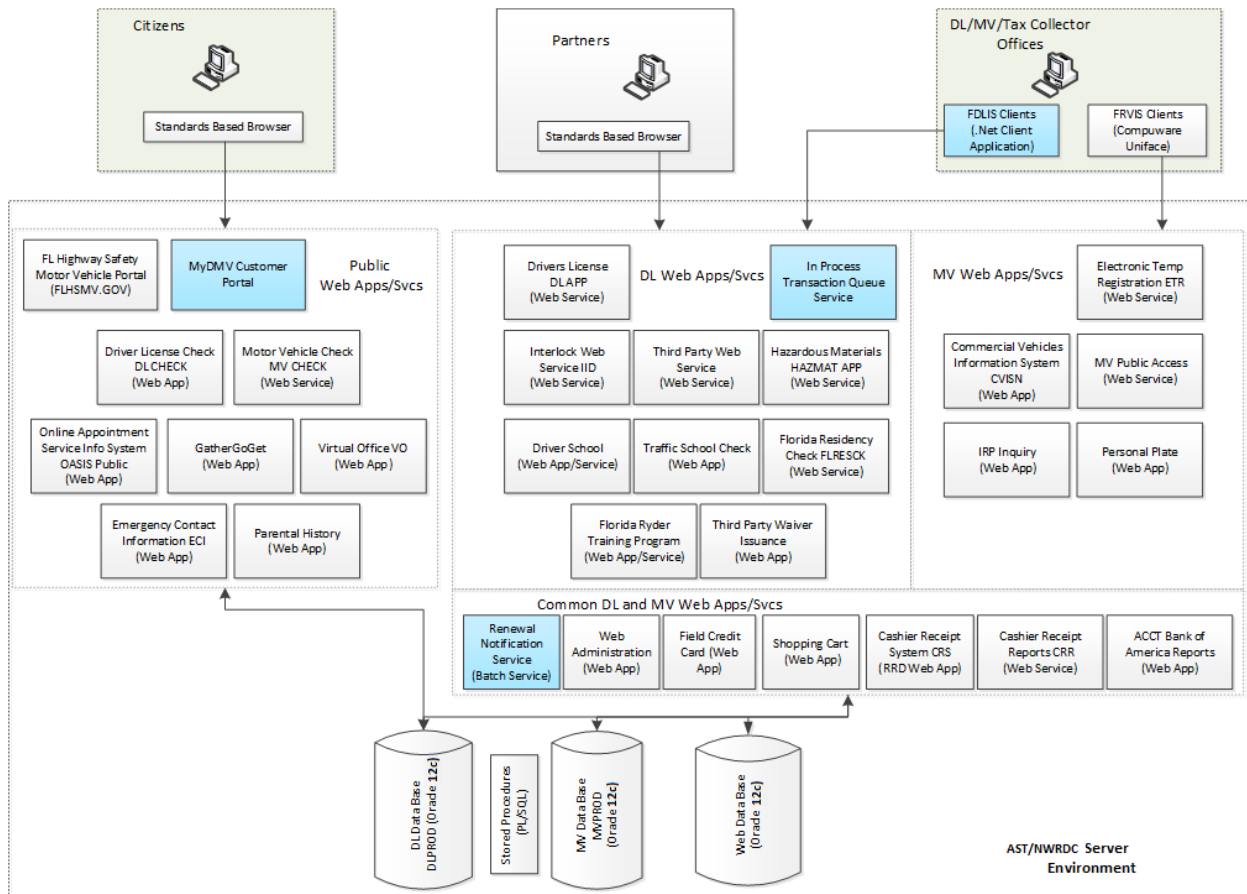


Figure 5-7- Portal/Web System Overview

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.

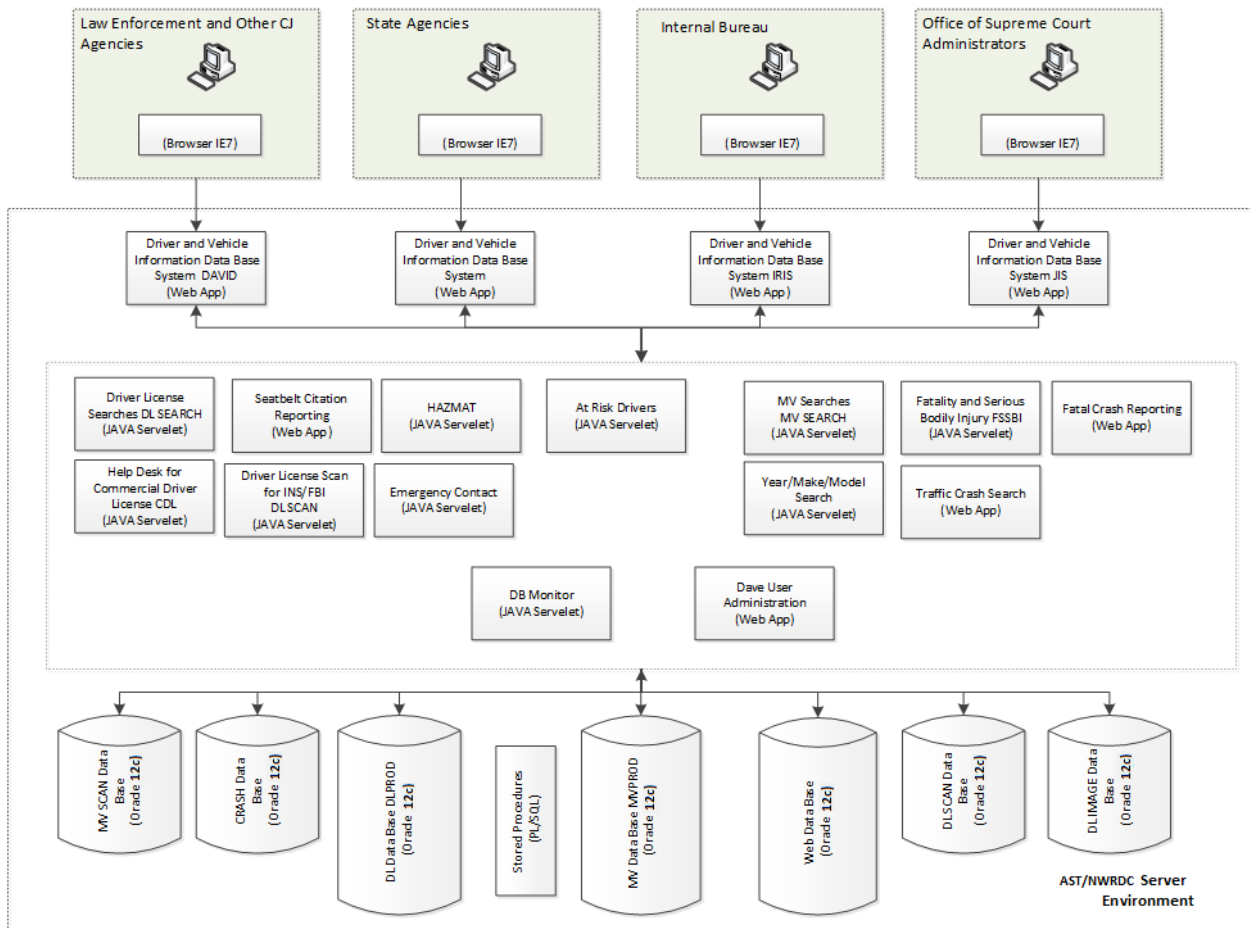


Figure 5-8- DAVID System Overview

h. Disaster Recovery, Standby, Data Warehouse and Reporting System Overview

Currently only the Database environment and a few critical law enforcement applications have a disaster recovery aspect. The Department is pursuing a separate effort to provide Disaster Recovery for the Department’s applications.

For disaster recovery, standby and backup purposes DL PROD, MV/PROD, WEB PROD, DL IMAGE, DL SCAN, FLIMS and DL EXAM are replicated real time from

the NWRDC environment to the disaster recovery/standby environment using the Oracle Data Guard 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 NWRDC and disaster recovery/standby environments are in separate buildings.

Backup tapes with a periodic offsite rotation are created from 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.

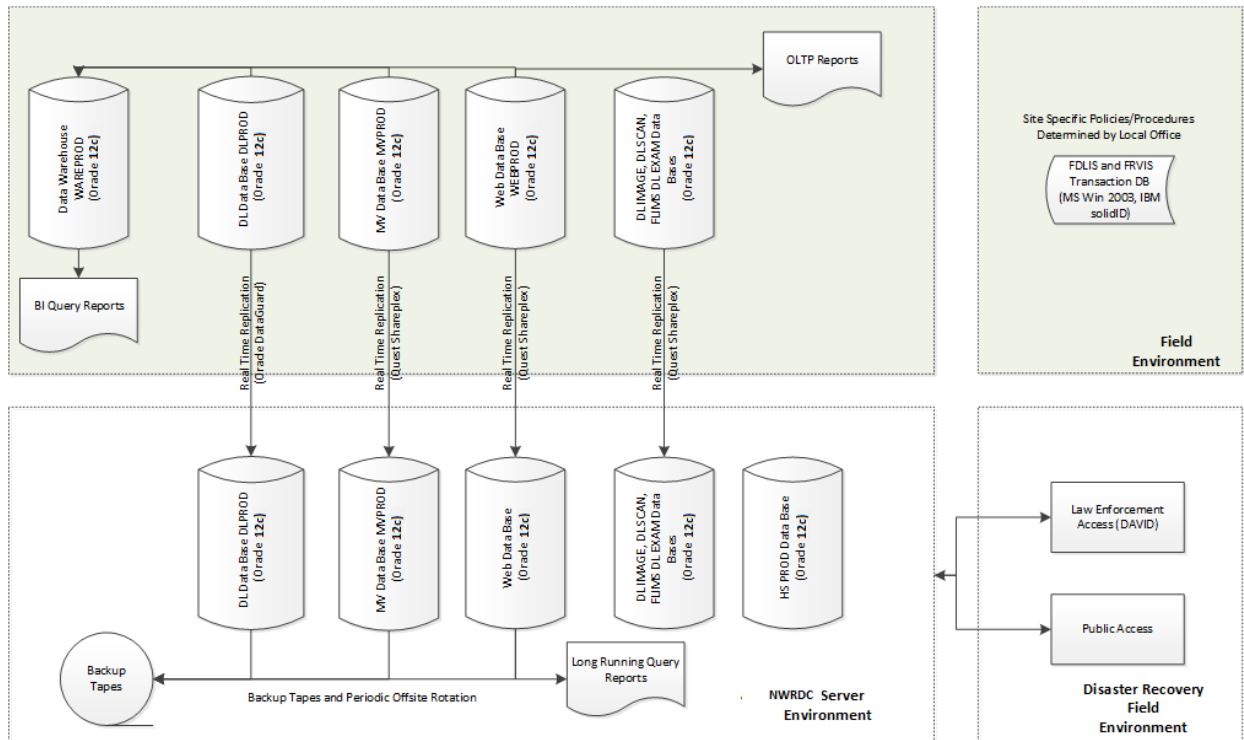


Figure 5-9- DR, Data Warehouse, and Reporting System Overview

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#

Table 5-2 – Current System Resources

The Information Systems Administration (ISA) provides information technology services to the FLHSMV 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 as part 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 encompass 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		<p>Technologies used to support mainframe applications becoming obsolete along with staffing resources needed to support</p> <p>Manual intervention required for several programs, introducing the potential and reality of human errors and failure points</p> <p>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 must generate the renewals</p>	Supports the batch-related systems used in the motorist services business processes	DST Mainframe Costs \$722,881
Database Servers	Expires Oct 2015	<p>All SOLID databases used in the field are costly and cumbersome to maintain; deployment of any updates is time consuming and intensive</p> <p>Handling of data among multiple, disparate servers introduces the potential for errors and/or discrepancies</p> <p>SOLID databases used in the field also introduce potential for lost data due to lack of monitoring and unexpected outages</p> <p>Lack of monitoring / auditing capabilities for the SOLID databases used in the field</p>	Store and provide access to all motorist services data	DST & 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 commercially available solution may be used where appropriate 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 FLHSMV 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 continuing the database redesign efforts that began in Phase I, 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 database design will require the addition of Motor Vehicle specific data elements into the physical database supporting Motor Vehicle activities. Some structures will be implemented to support improved data quality. All elements requiring significant change could 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 Portal 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 where appropriate. 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.

A NoSql database solution will also be utilized to provide efficiencies around data access performance where appropriate.

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
- Couchbase NoSql Database Platform

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 for the ability to access local hardware such as signature pads and scanners, 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) **FLHSMV offices** - connected through the secure Department network already established.
- 2) **Tax Collector offices** - connected through local maintained networks, secure Department networks, and secure network 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 Bulk Title and Registration 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 most 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 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 FLHSMV 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 FLHSMV Systems Tax Collectors Field Offices	High
FRVIS	Internal Client Application with Internal Service Interface	Microsoft .NET (C#) Oracle RDBMS Web Services Couchbase	Thin Client / Web / Web Services	ISA Security Policy / Limited access / Partner Authentication	In-house development	All FLHSMV 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
Bulk Title & Registration System	Internal COTS	Unknown	Web Services	ISA Security Policy / Limited access	Vendor Solution / COTS / In-house development	All FLHSMV Systems Tax Collectors	High

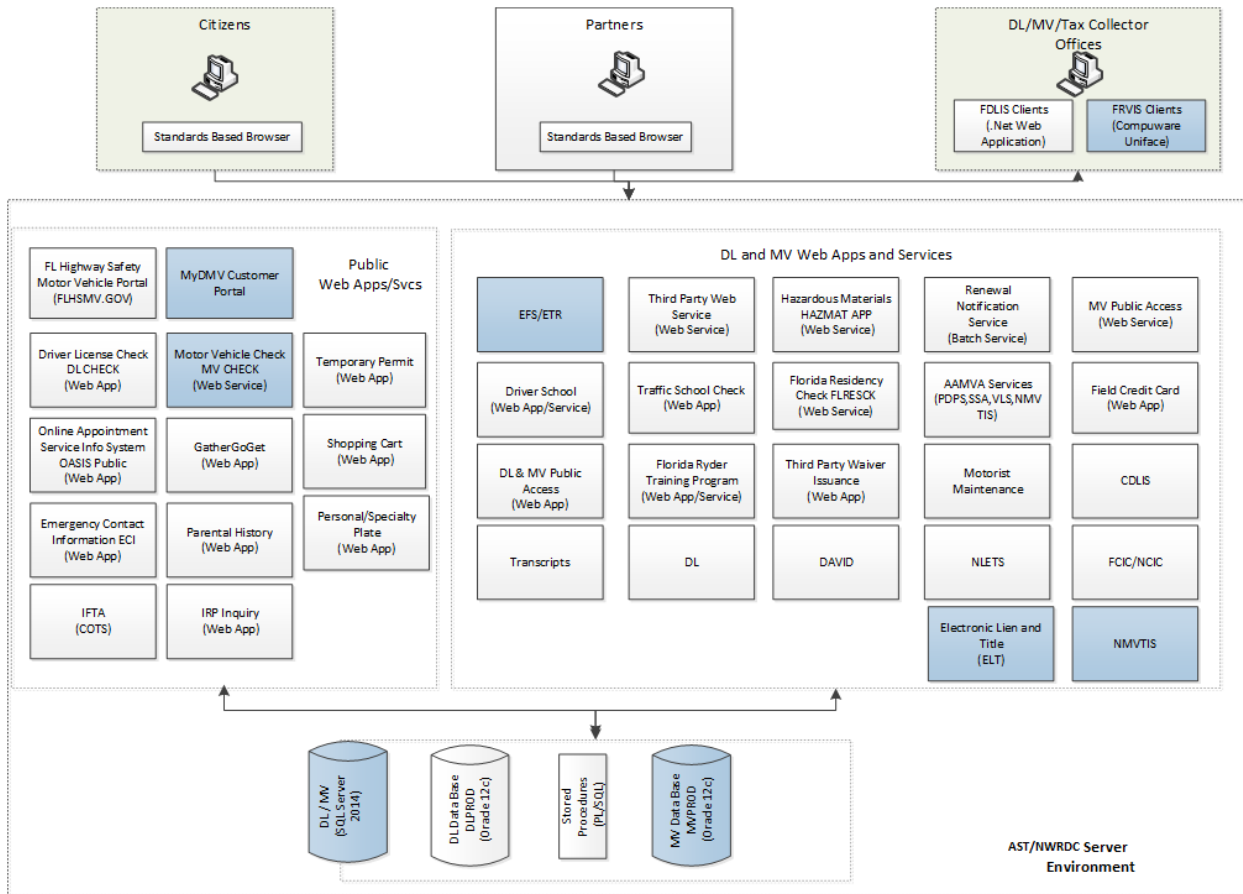


Figure 5-10 - To-Be System Overview

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 DST. 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 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
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
DBPR	Department of Business and Professional Regulation
DHS	Department of Homeland Security
DST	Division of State Technology
FLHSMV	Department of Highway Safety and Motor Vehicles

Acronym	Description
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
ELT	Electronic Lien and Title
ETR	Electronic Temporary Registration
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

Acronym	Description
HTTPS	Hypertext Transfer Protocol Secure
IES	Information Exchange Services
IFTA / IRP	International Fuel Tax Agreement / International Registration Plan
IID	Ignition Interlock Device
ISA	Information Systems Administration
IVR	Interactive Voice Response
MV	Motor Vehicle
NLETS	National Law Enforcement Telecommunications System
NMVTIS	National Motor Vehicle Title Information System
NWRDC	Northwest Regional Data Center
OASIS	Online Appointment Service and Information System
PDC	Primary Data Center
PDPS	Problem Driver Pointer System
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

Acronym	Description
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
VIN	Vehicle Identification Number
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 5.0

Contact Information

To request copies, suggest changes, or submit corrections, contact:

Florida Department of Highway Safety and Motor Vehicles
2900 Apalachee Parkway
Tallahassee, FL 32399

Attention: Michael Anderson

Email: michaelanderson@flhsmv.gov

Phone: 850-617-2034

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.
7/31/2017	2.1	K. Green	Minor edits to submit with the LBR
9/14/2017	2.2	C. Dent	Minor edits
12/15/2017	3.0	M. McGinley N. Johnson	Updates associated with Deliverable 2 for MM Phase II
12/20/2017	4.0	M. McGinley N. Johnson	Updates associated with Review Cycle 4 comments received on 12/20/2017
5/11/2018	4.5	C. Dent	Minor edits to Section 6. Section 7 also modified to address IV&V Phase II deficiency recommendations.
8/31/2020	5.0	M. Anderson	Major edit to update scope, references to AST, and change control deviations

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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 and Terms
- Signature and Acceptance Page

The following documents are supporting attachments relative to the MM Phase II program and this Program Management Plan

Document	Format	Purpose/Description
Del 2 Attach A RASCI Matrix v4.0.xlsx	MS-Excel	RASCI Matrix for Motor Vehicle Issuance Program
Del 2 Attach B – Blueprint Procedures v4.0.doc	MS-Word	Procedures for additions and updates to the MM Phase II requirement tool (“Blueprint”)

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 annually¹. 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.

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.

¹ Statistics are as of FY 2016-17. Updated figures may be obtained upon request.

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 FLHSMV 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 Executive Steering Committee (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 used to provide titling service such as original title, duplicate title and title transfers.
 - **Registrations:** Subsystem used to provide registration services to customers including issuance of an original, renewal, replacement, and duplicate registration.
 - **Inventory:** Subsystem used to track and manage issuance of inventory, such as decals, title paper and license plates.
 - **Vehicle Inspections:** Subsystem used to support inspection of rebuilt motor vehicles, mobile homes or motorcycles previously declared salvage or junk.
 - **Disabled Persons Parking Permit Placards:** Subsystem used to provide original, temporary or subsequent parking permit placards to customers.
 - **Dealer Licensing / Consumer Complaints:** Subsystem used to support the regulation of licensing of motor vehicle dealers and manufacturers, and track consumer complaints. This work has been deferred to Phase III.
 - **Manufactured Housing:** Subsystem used to support the construction and safety standards promulgated by the U.S. Department of Housing and Urban Development; and the regulation of licensing of installers for mobile homes, manufactured homes and park trailers for manufacturing components, products, or systems used in the installation of mobile homes, manufactured homes and park trailers. The work has been deferred to Phase III.
 - **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.

- **Bulk Title and Registration 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 created 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 access to more services and 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 resulting in a dozen different fee calculation routines requiring 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). All motor vehicle fees will be implemented in this new fee engine as part of Motorist Modernization Phase II.
- **Mobile Driver License (mDL).** 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.
- **Enterprise Content Management.** The Department will implement a standardized enterprise solution to assist in the effective collection and management of documents across its various systems. The Department proposes to procure a solution to store and manage documents with an enterprise ECM system. Implementation of an ECM will greatly increase the Department's ability to store, retrieve, manage and disseminate documents in an efficient manner.

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. Phase II consists of six projects supporting Motorist Services business operations. The structure of Phase II is displayed in Figure 4.1 below.

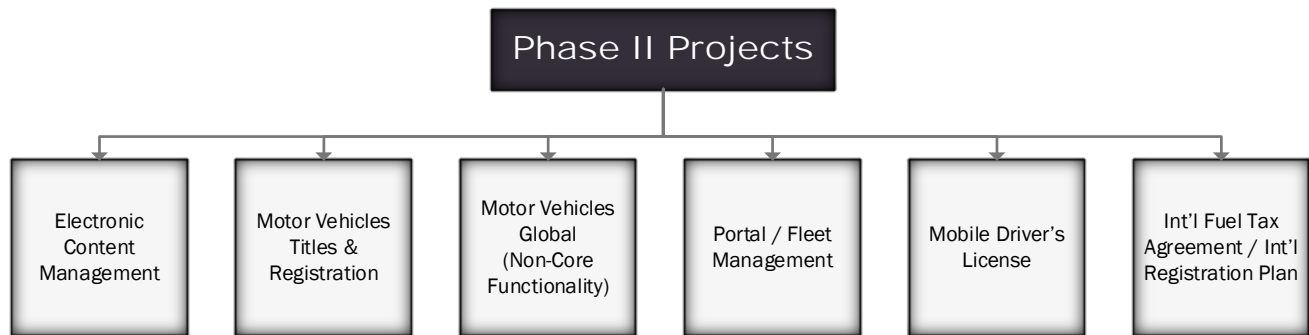


Figure 4-1 – Phase II Program Structure

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 change 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

Anything not explicitly stated in the scope of this program is implicitly excluded.

4.4. Program Methodology

The Motorist Modernization Program will utilize the FLHSMV Information Systems Development Methodology (ISDM) to complete program activities. The FLHSMV 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 ISDM 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 form a “Scrum Team”. This will be a collection comprised of internal stakeholders, customers (or their representatives), a product owner, the development and testing teams 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.
- FLHSMV 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.

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.

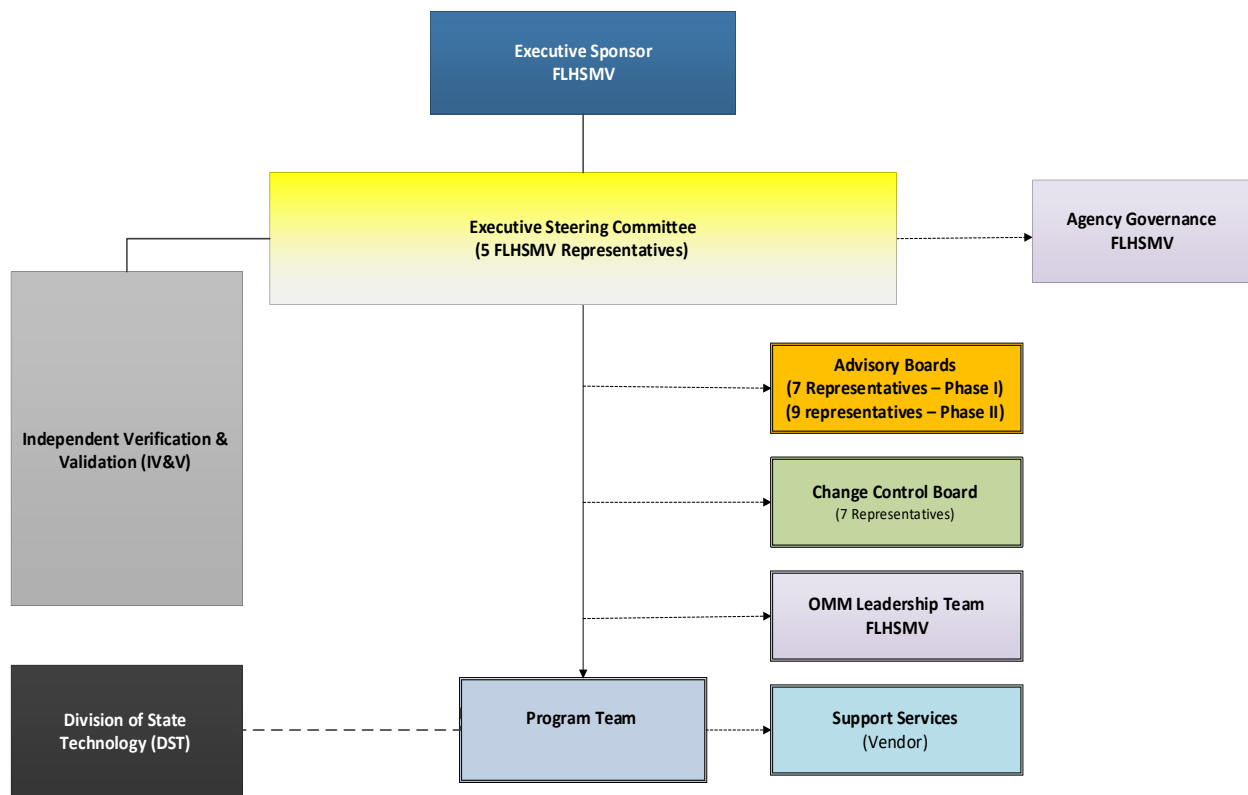


Figure 6-1 – Program Organization

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 project control book (PCB).



Figure 6-2 – Executive Steering Committee

6.3. Program Advisory Board

Figure 6-3 illustrates the MM Phase II Advisory Board members.

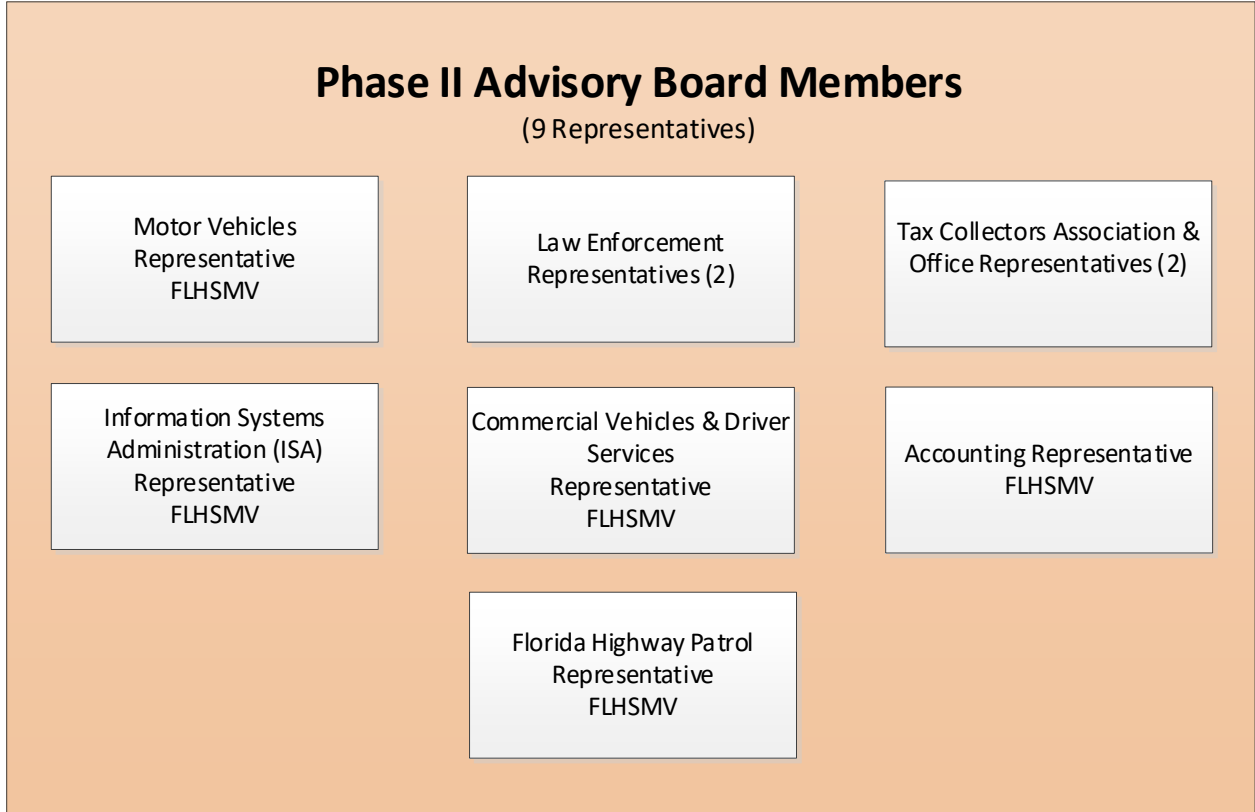


Figure 6-3 – Phase II Advisory Board Members

6.4. OMM Leadership Team

Figure 6-4 illustrates the OMM Leadership Team members.

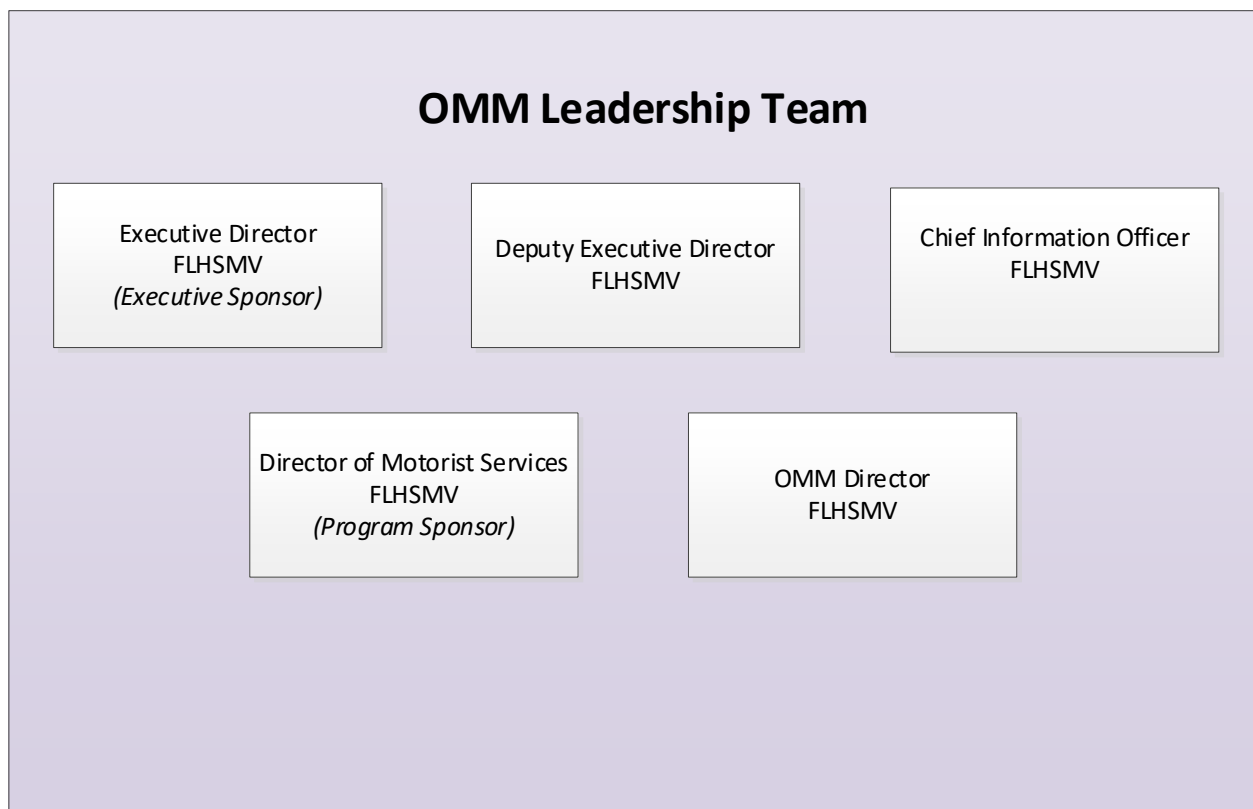


Figure 6-4 – OMM Leadership Team

6.5. OMM Change Control Board (CCB)

The Phase II program Change Control Board will be established during the software development phase. 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
	<i>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.</i>	<i>Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.</i>	<i>Decisions involving the creation and management of the Motorist Modernization Program Budget.</i>	<i>Decisions involving potential impacts (risks) and issues that may jeopardize fulfillment of Motorist Modernization Program objectives.</i>	<i>Decisions involving the acquisition and management of the Motorist Modernization Program Resources.</i>
HIGH PRIORITY ITEMS					
<p style="text-align: center;">ESC</p> <p><i>Ensure the program meets overall objectives and:</i></p> <ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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%). 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - Spending over/under budget for an established reporting period (+/- 10%). - Changes to the overall program budget (allocation, distribution, etc.). - CPI trending < 0.95 variance across three (3) or more months 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - Enterprise (cross-program / department) staffing and resource management (allocations).

Governance Body	Schedule	Scope	Budget	Risks / Issues	Resources
<p>Motorist Modernization Advisory Board Provide input and strategic guidance to the Program Director and the ESC to assist in decision making.</p>	<p>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.</p>	<p>Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.</p>	<p>Decisions involving the creation and management of the Motorist Modernization Program Budget.</p>	<p>Decisions involving potential impacts (risks) and issues that may jeopardize fulfillment of Motorist Modernization Program objectives.</p>	<p>Decisions involving the acquisition and management of the Motorist Modernization Program Resources.</p>
<p>FLHSMV Governance Executive Governance Committee (Tier 3) that approves and monitors projects that meet any of the following: <ul style="list-style-type: none"> - \$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 </p>	<p>Input and guidance (recommendations) to ESC.</p>	<p>Input and guidance (recommendations) to ESC.</p>	<p>Input and guidance (recommendations) to ESC.</p>	<p>Input and guidance (recommendations) to ESC.</p>	<p>Input and guidance (recommendations) to ESC.</p>
<p>Review and monitoring.</p>	<p>Review and monitoring.</p>	<p>Review and monitoring.</p>	<p>Review and monitoring.</p>	<p>Review and monitoring.</p>	<p>Review and monitoring.</p>

<p style="text-align: center;">Governance Body</p>	<p style="text-align: center;">Schedule</p>	<p style="text-align: center;">Scope</p>	<p style="text-align: center;">Budget</p>	<p style="text-align: center;">Risks / Issues</p>	<p style="text-align: center;">Resources</p>
	<p><i>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.</i></p>	<p><i>Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.</i></p>	<p><i>Decisions involving the creation and management of the Motorist Modernization Program Budget.</i></p>	<p><i>Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.</i></p>	<p><i>Decisions involving the acquisition and management of the Motorist Modernization Program Resources.</i></p>
<p>MEDIUM PRIORITY ITEMS</p>					
<p style="text-align: center;"><u>Program Director</u> In consultation with the OMM Leadership Team and Change Control Board <i>Provide daily planning, management and oversight of the program.</i></p>	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - Minor changes to program scope (or requirement delays) that can be managed within the working team. Workaround exists. 	<ul style="list-style-type: none"> - Spending over/under budget for an established reporting period (+/- 5%). - Impact can be managed within the program budget. 	<ul style="list-style-type: none"> - New risks and issues do not pose a significant threat to program success and can be managed within the working team. 	<ul style="list-style-type: none"> - Inter-program resource management (allocations).
<p style="text-align: center;"><u>Motorist Modernization Change Control Board</u> Provide input and strategic guidance to the Program Director, Advisory Board and the Executive Steering Committee to assist in Agile Management-related decision making.</p>	<p><i>Input and guidance (recommendations) to ESC.</i></p>	<p><i>Input and guidance (recommendations) to ESC.</i></p>	<p><i>Input and guidance (recommendations) to ESC.</i></p>	<p><i>Input and guidance (recommendations) to ESC.</i></p>	<p><i>Input and guidance (recommendations) to ESC.</i></p>

<p style="text-align: center;">Governance Body</p>	<p style="text-align: center;">Schedule</p>	<p style="text-align: center;">Scope</p>	<p style="text-align: center;">Budget</p>	<p style="text-align: center;">Risks / Issues</p>	<p style="text-align: center;">Resources</p>
	<p><i>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.</i></p>	<p><i>Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.</i></p>	<p><i>Decisions involving the creation and management of the Motorist Modernization Program Budget.</i></p>	<p><i>Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.</i></p>	<p><i>Decisions involving the acquisition and management of the Motorist Modernization Program Resources.</i></p>
LOW PRIORITY ITEMS					
<p>Project Manager(s) In consultation with the Program Manager <i>Provide daily planning, management and oversight of the program's sub-project initiatives.</i></p>	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - Minor changes to sub-project scope (or requirement delays) that can be managed within the working team. Workaround exists. 	<ul style="list-style-type: none"> - Impact can be managed within the sub-project working team. 	<ul style="list-style-type: none"> - New risks and issues do not pose a significant threat to sub-project success and can be managed within the working team. 	<ul style="list-style-type: none"> - 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 <i>Product Owner</i>	Level II <i>Product Owner</i>	Level III – Medium <i>Program Director</i>	Level III – Critical <i>ESC</i>
Scope	<input type="checkbox"/> Single requirement (user story) or multiple requirement impact within the same development team. <input type="checkbox"/> New/modified/archived requirement(s) with total work effort <48 hours OR equivalent to <6 business days.	<input type="checkbox"/> Single requirement (user story) or multiple requirement impact to multiple development teams. <input type="checkbox"/> New/modified/archived requirement(s) with total work effort <48 hours OR equivalent to <6 business days.	<input type="checkbox"/> New/modified/archived requirement(s) with total work effort between 48 hours and 80 hours OR equivalent to 6 to 10 business days.	<input type="checkbox"/> New/modified/archived requirement(s) with total work effort >80 hours OR equivalent to >10 business days. <input type="checkbox"/> Legislative and/or policy directives).
Schedule	<input type="checkbox"/> Work effort not on the critical path. <input type="checkbox"/> Total work effort <6 business days. <input type="checkbox"/> No milestone schedule impact (does not require addition/removal/modification of milestones). <input type="checkbox"/> No sprint schedule impact (may be absorbed).	<input type="checkbox"/> Work effort not on the critical path. <input type="checkbox"/> Total work effort <6 business days. <input type="checkbox"/> No milestone schedule impact (does not require addition/removal/modification of milestones). <input type="checkbox"/> No sprint schedule impact (may be absorbed).	<input type="checkbox"/> Work effort not on the critical path. <input type="checkbox"/> Total work effort between 6 business days and 10 business days. <input type="checkbox"/> No milestone schedule impact (does not require addition/removal/modification of milestones).	<input type="checkbox"/> Work effort on the critical path. <input type="checkbox"/> Total work effort >10 business days. <input type="checkbox"/> Milestone schedule impact (requires addition/removal/modification of milestones). <input type="checkbox"/> Sprint schedule impact (addition/removal/

	<input type="checkbox"/> Does not generate need for additional development sprint or elimination of planned development sprint.	<input type="checkbox"/> Does not generate need for additional development sprint or elimination of planned development sprint.	<input type="checkbox"/> Sprint schedule impact (addition/removal/ modification of sprint).	modification of sprint).
Cost	<input type="checkbox"/> No cost impact.	<input type="checkbox"/> No cost impact.	<input type="checkbox"/> Minimal cost impact (<\$500 and no increase/ decrease to overall program budget).	<input type="checkbox"/> Cost impact >\$500 and increases/decreases overall program budget.
Resources	<input type="checkbox"/> Work may be performed by existing project resources.	<input type="checkbox"/> Work may be performed by existing program (cross-project) resources.	<input type="checkbox"/> Work may be performed by existing program (cross-project) resources.	<input type="checkbox"/> 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

Attachment A contains the RASCI Matrix for the MM Phase II program.

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)	<ol style="list-style-type: none"> 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) <ol style="list-style-type: none"> 1. Executive Director (Executive Sponsor) 2. Deputy Executive Director 3. Director, Motorist Services (Program Sponsor) 4. Chief Information Officer 5. Manager, Strategic Management Office 	Ensure the program meets overall objectives and: <ol style="list-style-type: none"> 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 <ol style="list-style-type: none"> 1. Executive Director (Executive Sponsor) 2. Deputy Executive Director 3. Director, Motorist Services (Program Sponsor) 4. Chief Information Officer 5. Program Director 	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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)	<ol style="list-style-type: none"> 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, FLHSMV Governance and ESC which includes: <ol style="list-style-type: none"> 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)	<ol style="list-style-type: none"> 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 II Initiative. 3. Liaison with the program and project managers in the development and implementation of Motorist Modernization – Phase II projects. 4. Liaison with the Contract and Budget Consultant in the management of the Motorist Modernization – Phase II budget and contracts. 5. Assist with reporting to OMM Leadership Team and other governing bodies.
Program Manager	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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 Senior Business Analysts	The Business Analyst Solutions Manager and Senior Business Analysts are responsible for the following: <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Prepare, negotiate, manage and administer all contractual agreements associated with the Motorist Modernization program. 2. Track and monitor the Motorist Modernization – Phase II Program budget.
Communications Program Consultant	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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)	<p>The Product Owner is responsible for the following:</p> <ol style="list-style-type: none"> 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)	<p>Technical business analysts responsible for coordinating with stakeholders and providing program expertise through Requirements Development, Quality Assurance, Design, Development and Testing.</p> <p>It is the responsibility of the Scrum Master to:</p> <ol style="list-style-type: none"> 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
	<ol style="list-style-type: none"> 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)	<p>It is the responsibility of the Lead Developer to:</p> <ol style="list-style-type: none"> 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	<p>It is the responsibility of the Developers to:</p> <ol style="list-style-type: none"> 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	<p>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.</p>
Technical / Development Lead	<p>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.</p>
Division of State Technology (DST)	<p>Provide monitoring and oversight on behalf of the Agency for State Technology.</p>
Support Services Vendor	<p>Provide professional consulting services as outlined in the Scope of Services agreement.</p>

6.10. Program Stakeholders

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 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 stakeholders² 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 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
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

² The complete list of stakeholders may be found in the program's Schedule IV-B.

Customers/Users	Function Performed by Department
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 Plates 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
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

Customers/Users	Function Performed by Department
<p>Other Federal, State and Local Entities, e.g.:</p> <ul style="list-style-type: none"> • 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 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

Customers/Users	Function Performed by Department
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

Deliverable 16 – Comprehensive Organizational Change Management Plan (Increment 1), reiterates the stakeholders above and will provide the comprehensive listing and outline the outreach planned related to MM Phase II. Going forward, the matrix within Deliverable 16 will be what the program maintains, and updates shall be tracked via tasks in the Integrated Master Schedule.

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 resource needs 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 fulfill various roles and responsibilities, which are further defined in Section 6.9, Program Team Roles and Responsibilities.

7.2. FLHSMV Operations Resources

Subject matter experts (SMEs) will be required from appropriate business and technical 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 to the Executive Steering Committee (ESC) for consideration and resolution. Once staffing requests are approved, Operational Managers and Supervisors will be responsible for notifying resources of their assignment to the Motorist Modernization program and providing detailed information on expectations and time commitments. The Program Manager and Project Managers will then ensure the resources are properly on-boarded.

New operational project resources should complete a review of the following Phase II documents:

- Schedule IV-B for Motorist Modernization;
- Program Management Plan;
- Integrated Master Schedule; and
- Specific deliverables and/or artifacts as determined by the Program and/or Project Manager(s).

7.3. Support Services Resources

Support services resources are identified and assigned to the MM Phase II program in accordance with the contract and based on the needs to fulfill those obligations. The management of Support Services resources (e.g., approval of leave, performance assessments, etc.) is the responsibility of the Support Services vendor. The current Support Services vendor has the following points of contact available to FLHSMV as it relates to the performance of its resources and/or any other inquiries related to the Support Service vendor's management

practices. These contacts include: (1) on-site Project Manager, (2) assigned Program Executive, (3) assigned Quality Assurance executive and (4) the assigned Client Account Lead.

7.4. Resource On-Boarding

Program leadership is committed to ensuring full staffing of the Program Team in keeping with the commitment to the Motorist Modernization 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 they have all necessary equipment/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, workspace, 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;
- Integrated Master Schedule; and
- Specific deliverables and/or artifacts as determined by the Program Manager, Project Manager or immediate supervisor.

7.5. Managing FLHSMV Resources with Dual Responsibilities

While the Motorist Modernization program is the department's highest priority, current services must be sustained without interruption. Therefore, program staff may be called upon to support operational issues. Additionally, these resources may be allocated to other projects and initiatives throughout the program's life cycle. Program leadership must proactively monitor and implement actions to mitigate impacts to Motorist Modernization.

The following actions will be taken to monitor and manage resources with dual responsibilities:

1. The Program Manager will facilitate a periodic staffing assessment with program leadership to identify resources with overlapping duties or those at risk of experiencing conflicting priorities.
 - This assessment will be conducted in advance of each phase gate and will evaluate a specific period (date range), based on the program's Integrated Master Schedule (IMS).
 - At a minimum, this assessment will provide an estimated percentage allocation that resources will be expected to spend on program activities and any other overlapping duties or projects.

2. The Program Manager will convey the results of the staffing assessment to the Project Managers and any relevant Operational Managers (or non-Motorist Modernization Project Managers).
3. Project Managers will monitor the percentage allocation that resources are spending on program activities and any other overlapping duties. Specifically, PMs will monitor member participation and meeting attendance, completion status of scheduled tasks, completion status of action items, etc.
4. Project Managers will escalate and report any resource risks or issues (conflicts) in accordance with the program's Risk and Issue Management methodology (Section 10).
5. Resource-related risks and issues will be reviewed during the weekly program team meetings. Specifically, the team will brainstorm on potential mitigation strategies and corrective actions.
6. Project Managers will escalate staffing risks and issues in accordance with the Decision Escalation Matrix.
7. Project Managers will facilitate implementation of mitigation strategies / corrective actions as directed by the Executive Steering Committee.

7.6. 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 and Project Manager(s).

The program manager, project manager or their designee shall confirm the resource has completed the aforementioned activities, rolled-off and notify the FLHSMV 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, estimated 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, DST, 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 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. Over-allocation means 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 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 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 to 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 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 Division of State Technology (DST) 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, and the Cost Performance Index (CPI) noting changes to the overall program budget (allocation, distribution, etc.).

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.

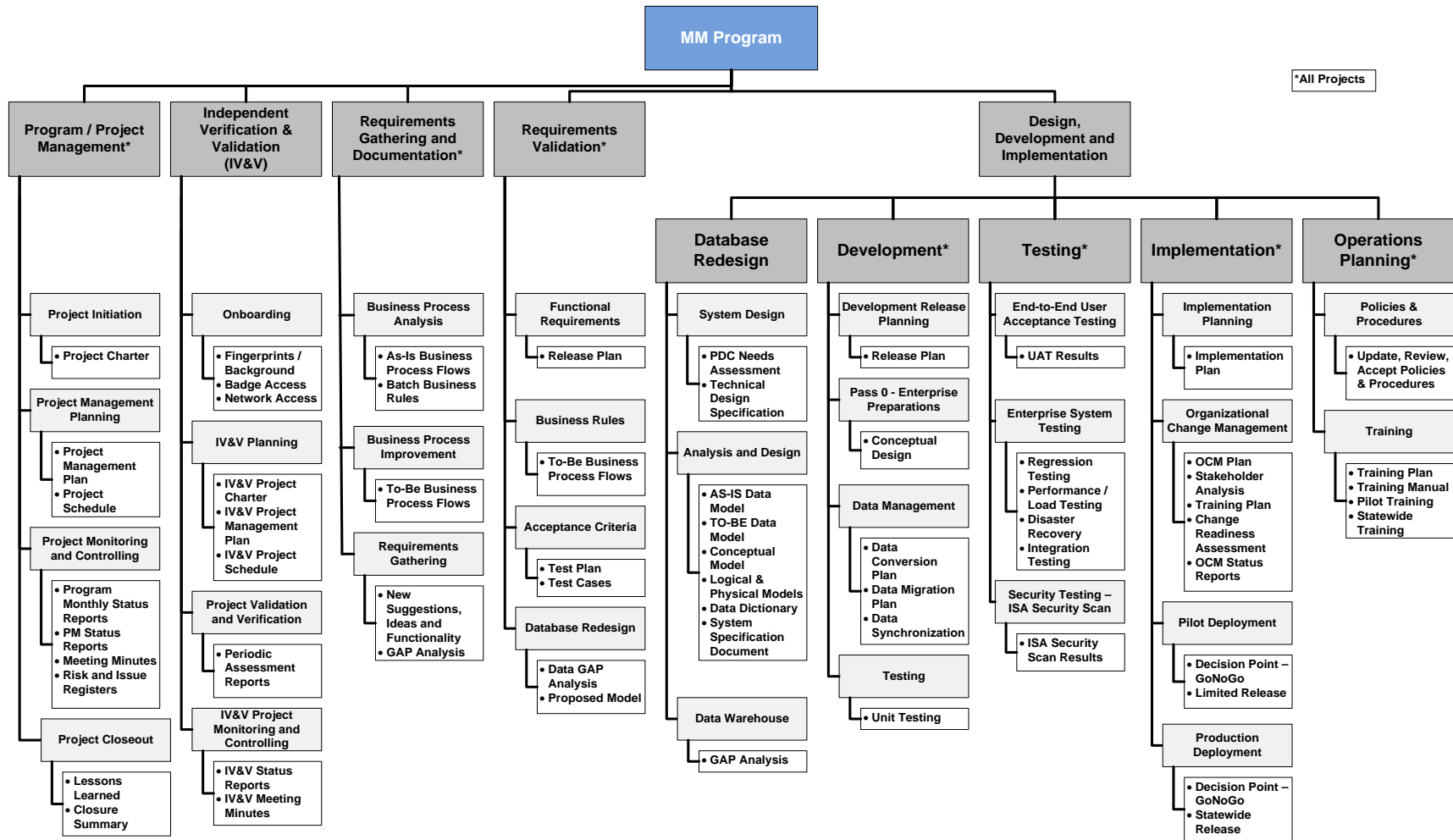


Figure 9-1 – Work Breakdown Structure

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.

Risk Details	Description
Probability of Occurrence*	Ranking the potential for risk 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 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 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.

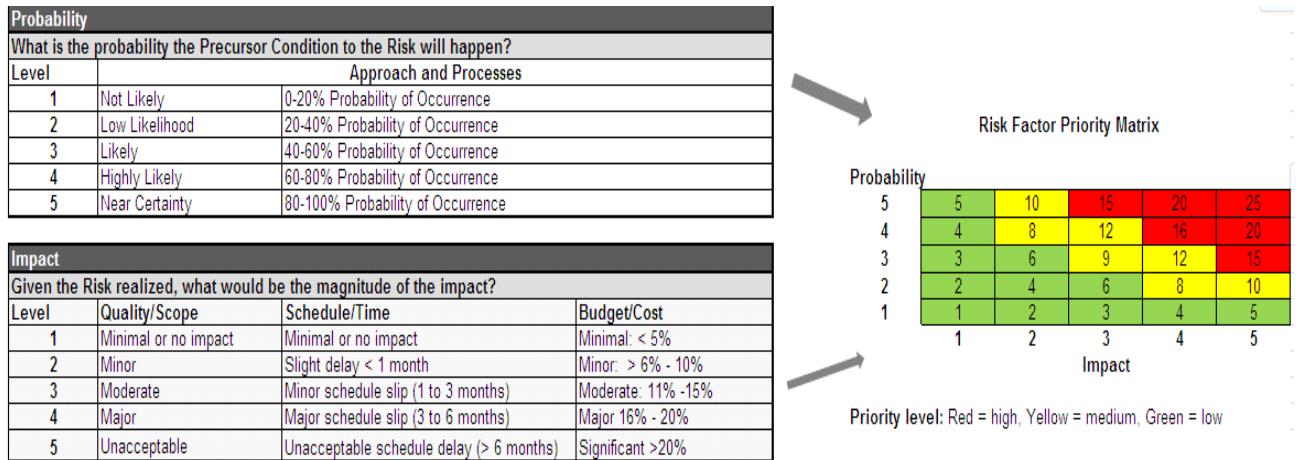


Figure 10-1 – Risk Scoring Matrix

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.

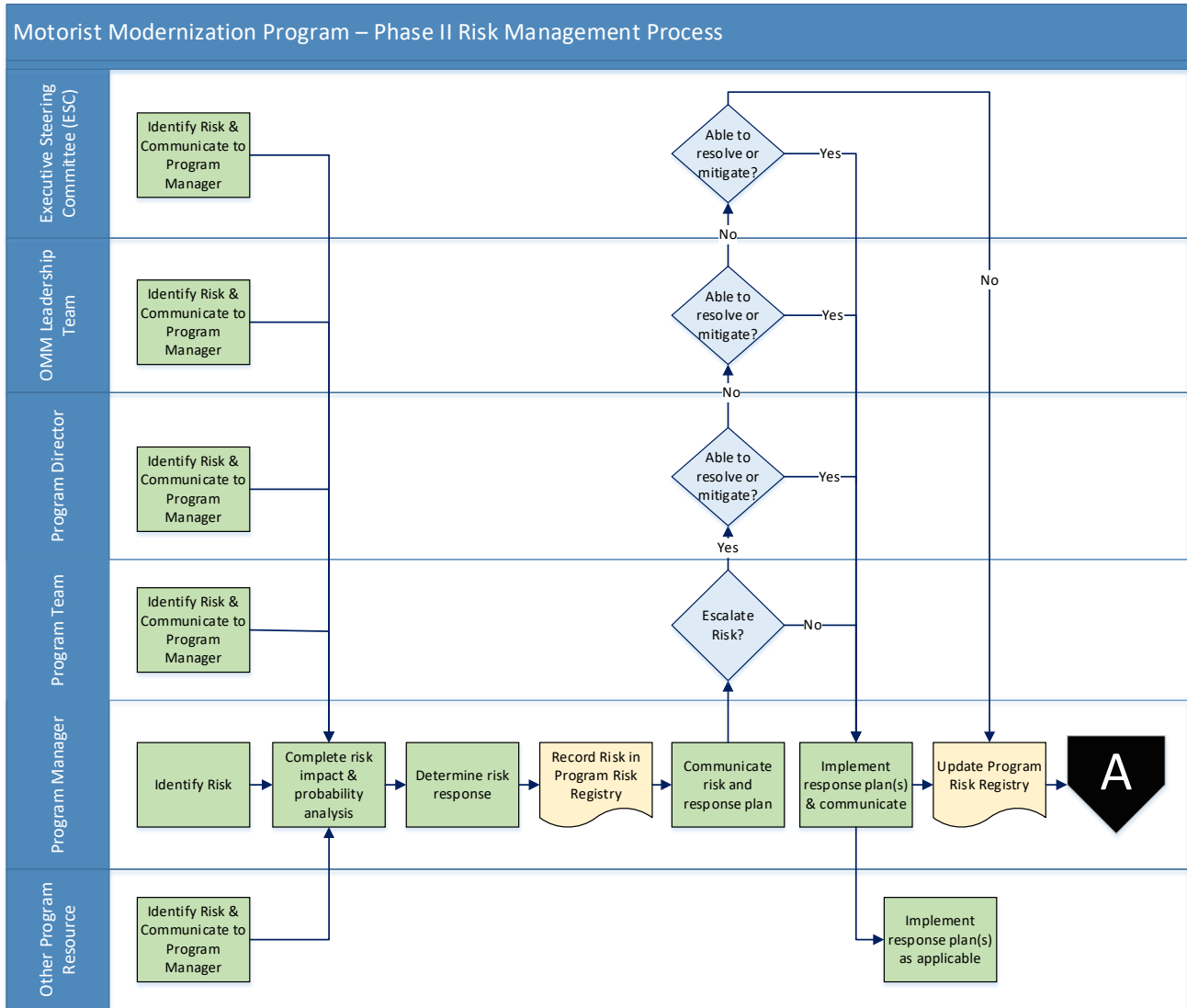


Figure 10-2 – Risk Management Process (1 of 2)

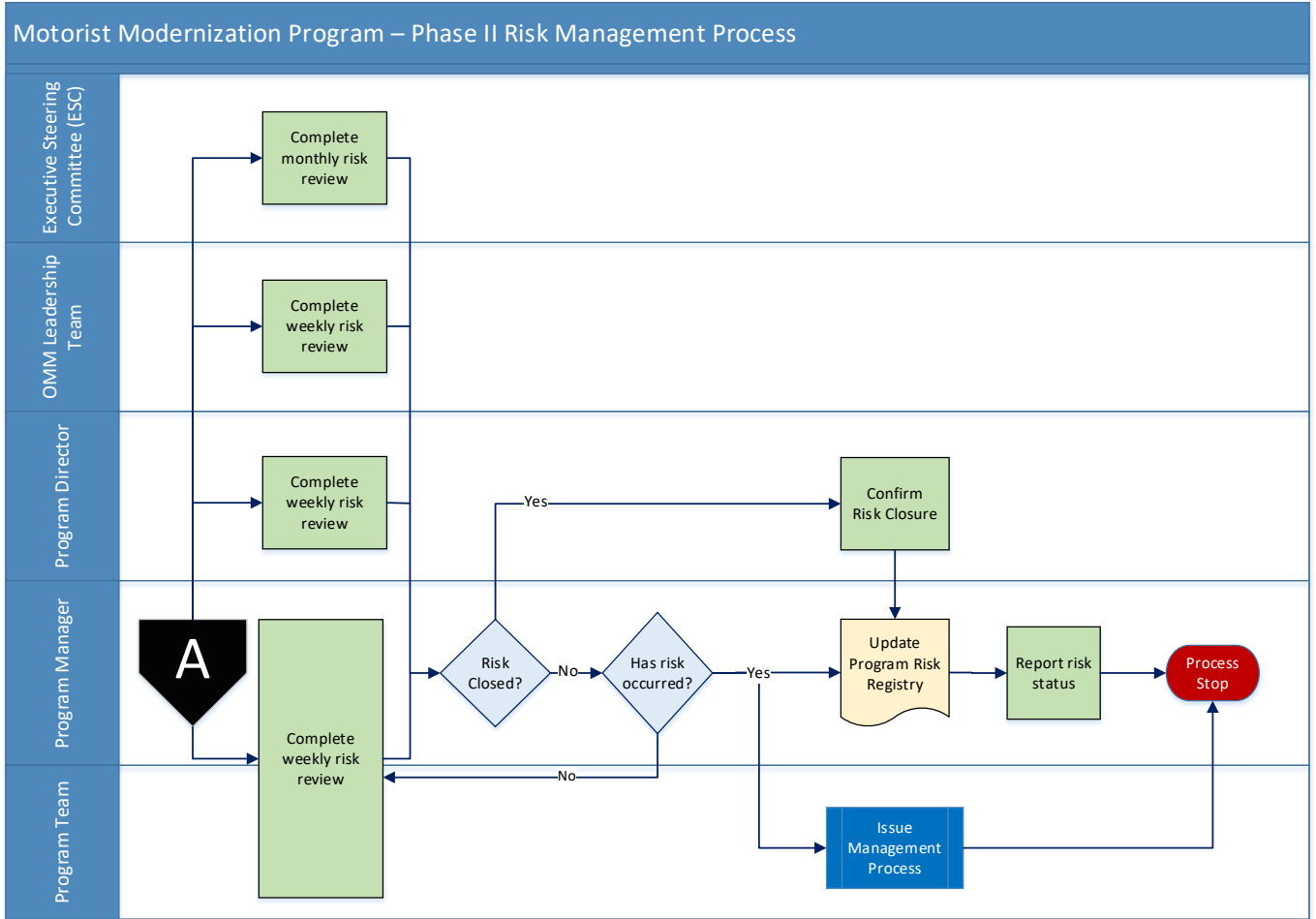


Figure 10-3 – Risk Management Process (2 of 2)

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.

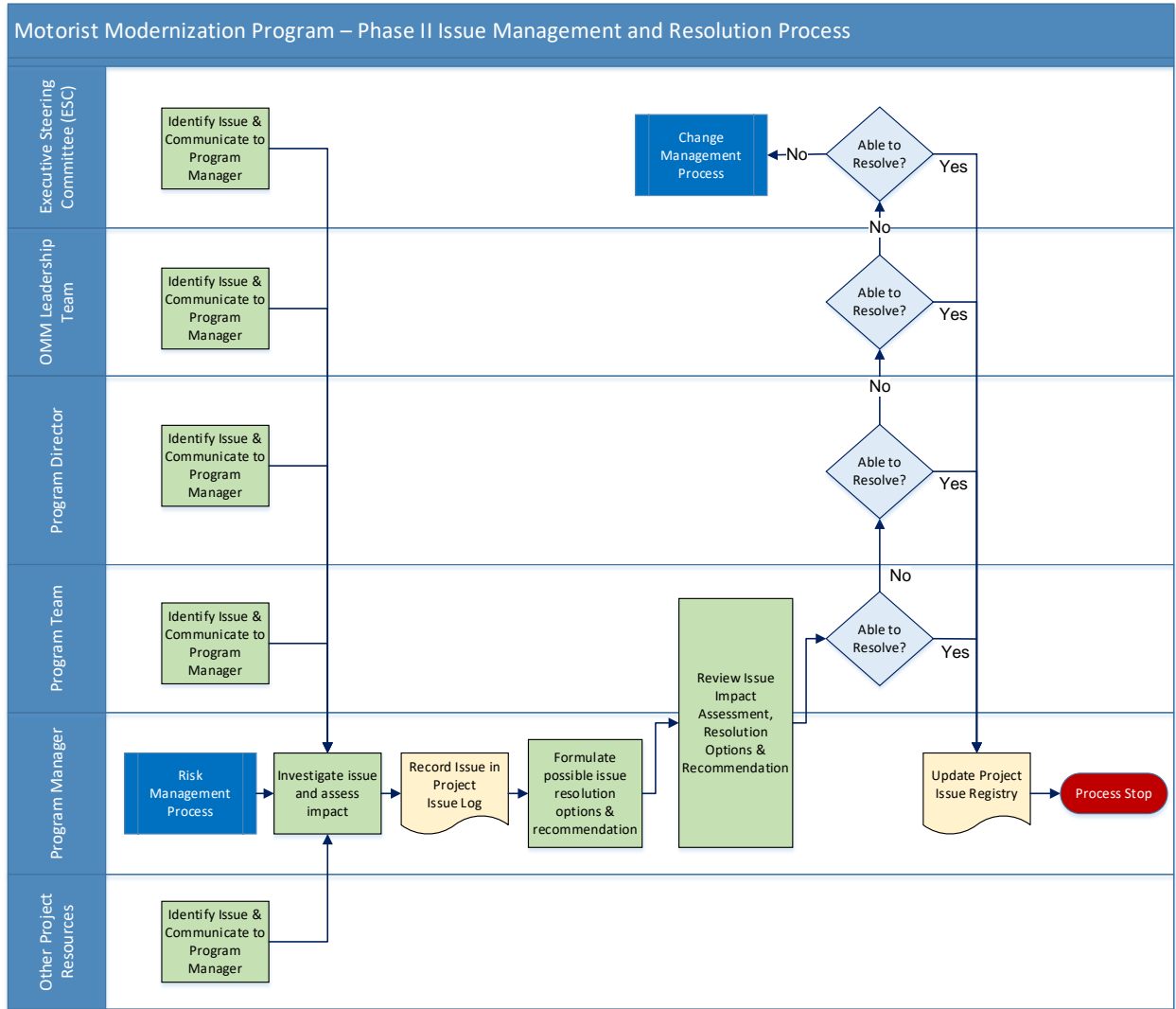


Figure 10-4 illustrates the issue management process. The Program Manager will monitor all program issues on an ongoing basis and maintain the issue log in the PPM tool which includes the following information:

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. <i>Note: This will need to be updated weekly</i>
Assignee(s)	The person(s) assigned to the issue <i>Note: The PPM tool generates an automatic notice to all assignees</i>

*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

Deviations from the change management process provided below may occur when dealing with FLHSMV contracted vendors. In these instances, the executed contract/approved Project Management Plan deliverables will supersede this document. Additionally, deviations to the change request approval process may be required due to the time sensitive nature of some projects. These deviations will be precoordinated and approved by the Executive Steering Committee prior to implementation.

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 the change should be escalated, the requester (via the Project or Program Manager) shall formally document the request on the appropriate Change Request (CR) form. General change requests will be documented using the General Change Request Form while development related change requests will be documented using the Agile Project Change Request Form. The Program Manager will record it in the Change Log spreadsheet and assign a Change Request Number (CR#).

The Project Manager, in consultation with the Program Manager and/or Product Owner, will perform a further impact analysis to confirm possible impacts to the project 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 or obtain the same result. 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 be routed through the entire process again later.

For clarification of governance roles and escalation practices, please refer to the Decision Escalation Matrix referenced in Section 6.6.

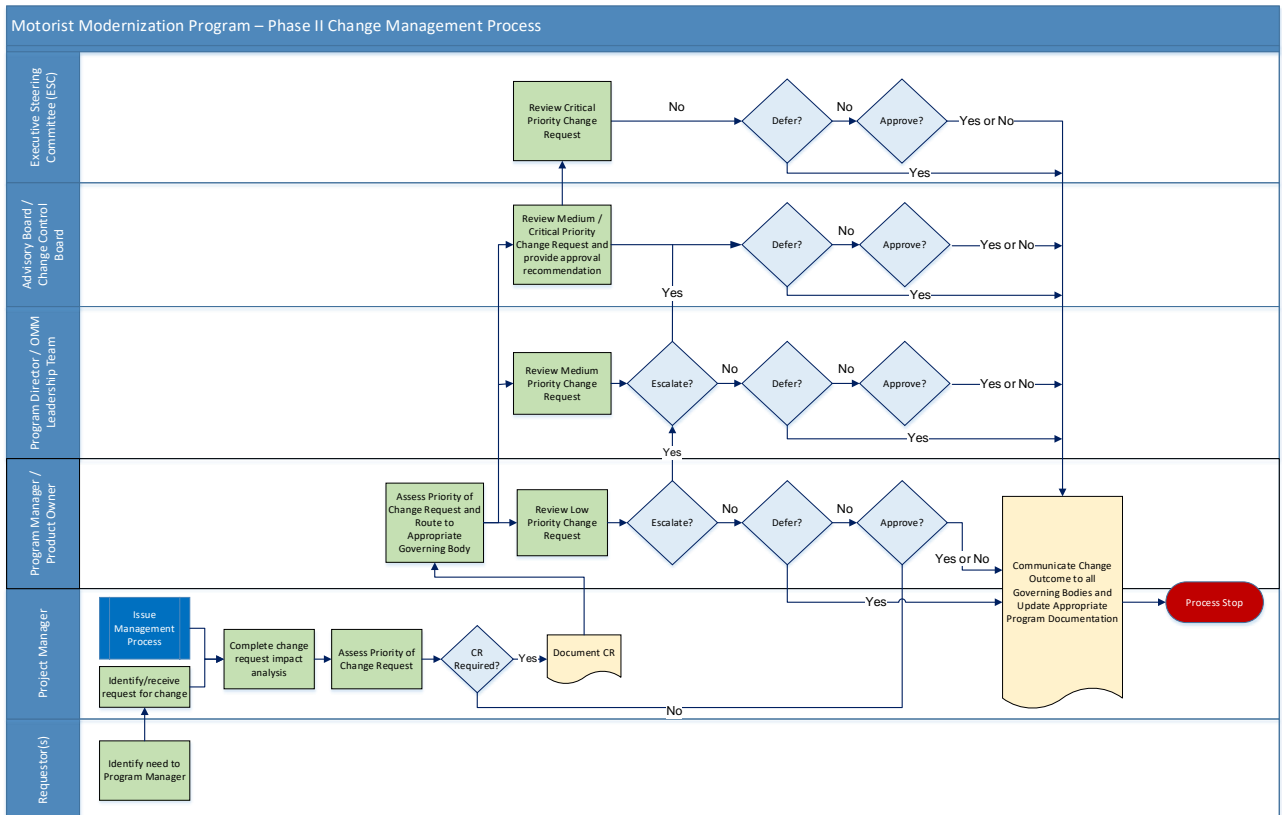


Figure 11-1 – Change Management Process

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 agile⁴ scope, schedule and/or cost (as documented via the Release Plan and Product Backlog). These types of changes are handled in a slightly different manner than general program change requests. The levels of agile development-related changes that may occur and necessary actions for each are identified in the table below. Agile development-related change requests will be governed in accordance with the Decision Escalation Matrix referenced in Section 6.7.

Level	Attributes	Reviewer(s) / Approver(s)
Level 1 (Low)	<p>Changes occurring as a result of delivery of a single user story or impacting multiple user stories within the same team.</p> <p>These include:</p> <ul style="list-style-type: none"> • Changes 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. 	Product Owner / Program Manager / Project Manager

⁴ Agile is relating to or denoting a method of project management, used especially for software development characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.

Level	Attributes	Reviewer(s) / Approver(s)
	<ul style="list-style-type: none"> Changes that do not impact the program's overall release scope or schedule (may be absorbed in the product backlog, no refactoring required). <p>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).</p>	
Level 2 (Medium)	<p>Changes that impact multiple teams. These include:</p> <ul style="list-style-type: none"> Changes involving minor functional or formatting change impacting 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 impacting 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 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). <p>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).</p> <p>If product owners are not able to reach agreement, the change will be elevated so that a formal decision can be made (Level 3).</p>	Product Owner / Program Director
Level 3 (Medium) (Critical)	<p>Changes to basic functionality. These include:</p> <ul style="list-style-type: none"> 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. <ul style="list-style-type: none"> Additions/modifications will require user story definition, estimation, refinement (grooming), 	Change Control Board / Program Director / Executive Steering Committee

Level	Attributes	Reviewer(s) / Approver(s)
	<p>etc. for insertion into the product backlog within the appropriate release and sprint.</p> <ul style="list-style-type: none"> • Changes generating the need for an additional development Sprint or elimination of a planned development Sprint. • Changes impacting the program’s overall release scope or schedule (refactoring required). • Changes resulting in modifications to approved training curriculum and/or material (modules). <p>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 6.7, 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.</p>	

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	<p>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.</p> <p>The weekly status report currently includes information to derive the following quality indicators:</p> <ul style="list-style-type: none"> • 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 <p>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.</p> <p>The Support Services vendor will produce:</p> <ul style="list-style-type: none"> • Weekly status reports for stakeholders • Monthly summary status reports for stakeholders

Tool	Description
Deliverable Expectations Document (DED)	<p>The Program Team will work with the Vendor to document acceptance criteria for each deliverable, identify appropriate reviewers, and streamline the deliverable review process.</p> <p>Note: A template for the Deliverable Expectation Document is located in the Project Control Book.</p>

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 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 consolidated and returned 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.

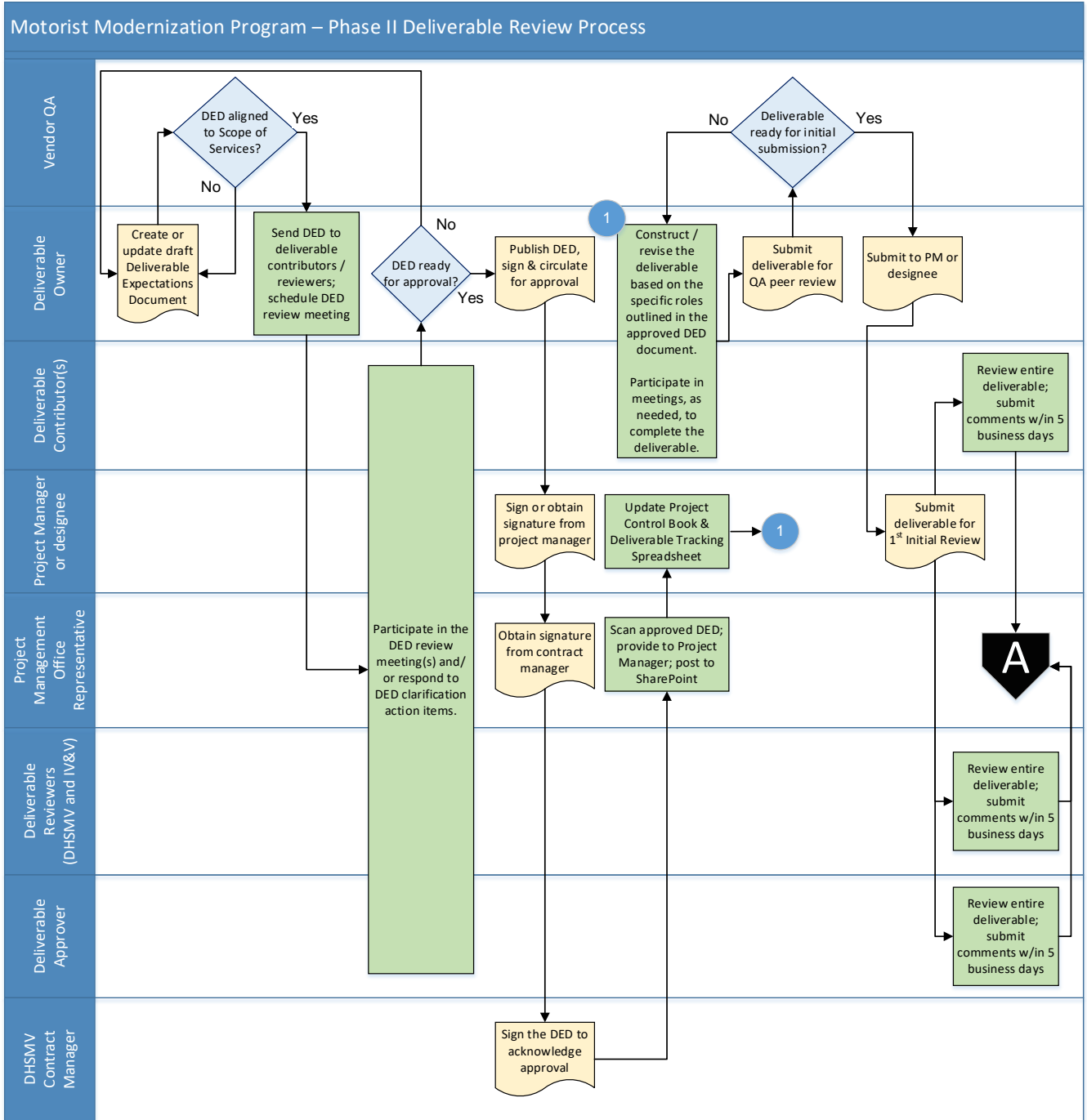


Figure 12-1 – Deliverable Review Process (1 of 3)

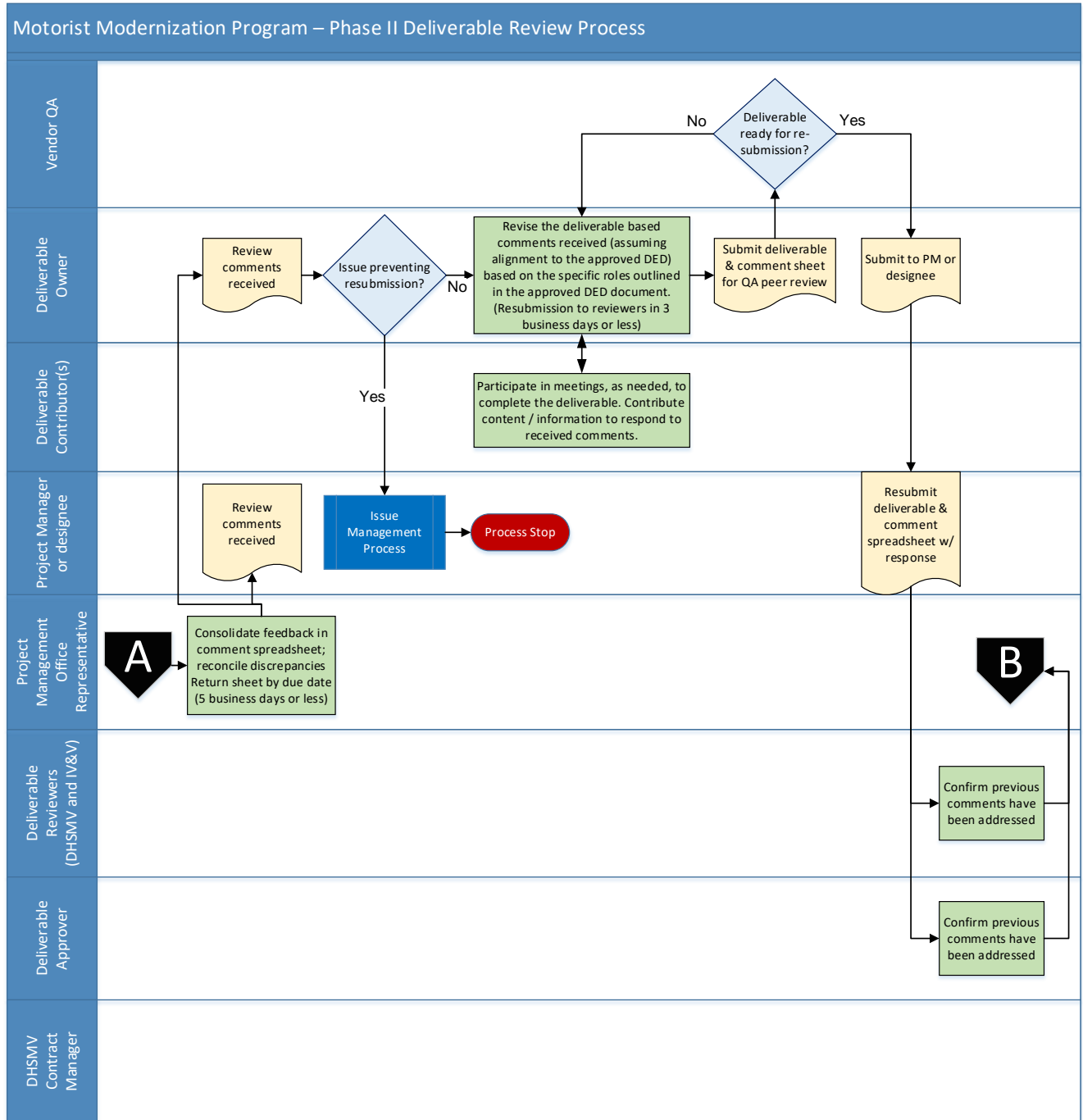


Figure 12-2 – Deliverable Review Process (2 of 3)

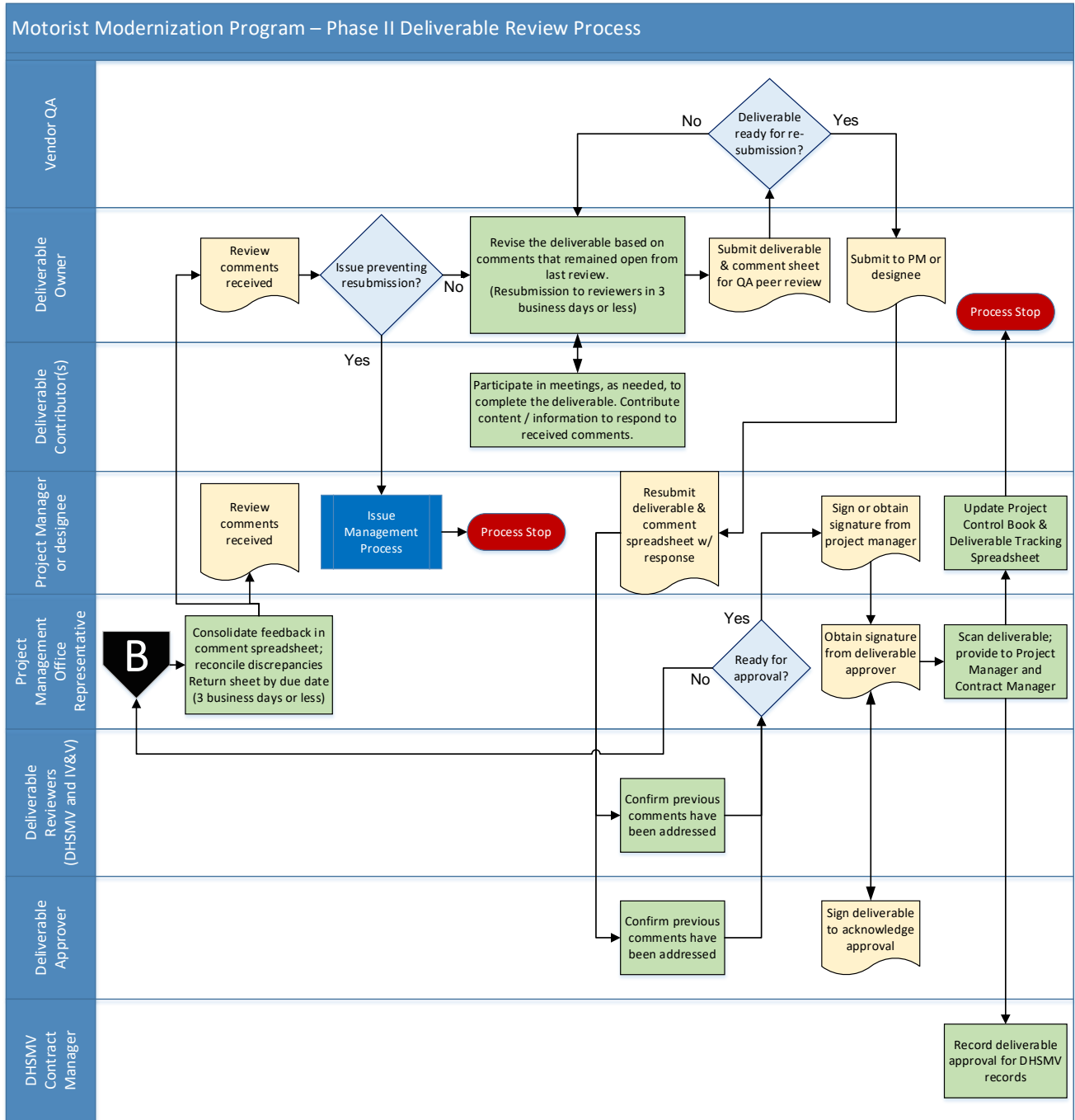


Figure 12-3 – Deliverable Review Process (3 of 3)

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 below in Table 12-1– Deliverable Quality Metrics. 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.

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 another project/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 overdue 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 risk 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 Division of State Technology (DST) will also perform 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.

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 requirements can be traced both forwards and backwards, ideally through each step of the project. Bidirectional traceability helps determine if the solution addresses the source requirements and all requirements and deliverables can be traced to a baselined RTM.

The business and technical requirements 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.

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

PROGRAM COMMUNICATIONS				
Description	Target Audience	Delivery Method	Delivery Frequency	Owner
Status Reports includes action items	Program Team and Sponsors	PPM tool, SharePoint	Weekly	Program Manager / 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
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. Table 13-3 below details the different status reports used in the overall management of the Program. While DST status reports are not prepared by FLHSMV, 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 <i>Due Thursdays by 3:00pm</i>	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
FLHSMV Governance Tier III Status Report	Monthly	Program Manager
DST Reports	Variable	DST Project Manager with assistance from the Program Manager

Table 13-3 Program Status Reporting

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.

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 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 MM Phase II has similar OCM efforts planned, although focused on the stakeholders and needs of the groups impacted by the MM Phase II effort. The Support Services Vendor has a series of OCM focused deliverables and activities as part of the contracted services. The vendor will work closely with the Communications Consultant as well as other members of the Program Team to conduct the activities and gather information to construct these OCM deliverables as outlined in the contract. The Communications Consultant will facilitate execution of the OCM plans 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 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 *FLHSMV 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. Information Security Plan

The Information Security Plan for the Motorist Modernization Phase II will provide an overview of the overall security requirements of the system and describe the controls in place or planned for meeting those requirements. It will also delineate responsibilities and expected behavior of all individuals who access the system.

The MM Phase II Information Security Plan will be developed in conjunction with the FLHSMV Information Security Manager and will be documented in Deliverable 18 – Security Plan.

19. Conflict Resolution Plan

When priorities between members or teams within Motorist Modernization Phase II cannot be resolved at the team level, the Decision Escalation Matrix should be consulted. This matrix, which can be found in Section 6.6, describes the process for escalating various types of decisions to the appropriate governance body. Types of decisions include:

- Schedule
- Scope
- Budget
- Risks/Issues
- Resources

Based on the type and priority (high, medium, or low), the decision is escalated to the appropriate governance body:

- Executive Steering Committee
- Motorist Modernization Phase II Advisory Board
- FLHSMV Executive Governance Committee (Tier 3)
- Office of Motorist Modernization Program Director
- Motorist Modernization Change Control Board
- Project Manager(s)

The Phase II Program Management Plan's Decision Escalation Matrix provides guidance for decision escalations for both waterfall and agile stages of Phase II. See Section 6.6 for more information.

20. Attachments

The following documents are supporting attachments relative to the MM Phase II program and this Program Management Plan.

Document	Format	Purpose/Description
Del 2 Attach A RASCI Matrix v4.0.xlsx	MS-Excel	RASCI Matrix for Motor Vehicle Issuance Program
Del 2 Attach B – Blueprint Procedures v4.0.doc	MS-Word	Procedures for additions and updates to the MM Phase II requirement tool (“Blueprint”)

21. Common Acronyms & Terms

Acronym	Description
AAMVA	American Association of Motor Vehicle Administrators
CBA	Cost Benefit Analysis
CCB	Change Control Board
CDL	Commercial Driver License
CDLIS	Commercial Driver License Information System
COBOL	Legacy mainframe programming language
CR	Change Request
DED	Deliverable Expectation Document
DL	Driver Licenses
DRIVE	Driver Related Issuance and Vehicle Enhancements
DST	Division of State Technology
DUI	Driving Under the Influence
ECM	Enterprise Content Management
EFS	Electronic Filing System
ESC	Executive Steering Committee
ETR	Electronic Temporary Registration
EVM	Earned Value Metrics
FDLE	Florida Department of Law Enforcement
FDLIS	Florida Driver License Information System
FLHSMV	Florida Highway Safety and Motor Vehicles
FLOW	Florida Licensing on Wheels
FRVIS	Florida Registration & Vehicle Information System
IFTA	International Fuel Tax Agreement
IMS	Integrated Master Schedule

Acronym	Description
IRP	International Registration Plan
ISDM	Information Systems Development Methodology
ISA	Information Systems Administration
IV&V	Independent Verification and Validation
LBR	Legislative Budget Request
mDL	Mobile Driver License
MS	Division of Motorist Services
NSRC	Northwood Shared Resource Center
OCM	Organizational Change Management
OMM	Office of Motorist Modernization
ORION	Online Registration and Identity Operating Network
PCB	Project Control Book
PL/SQL	Procedural Language/Structured Query Language; language for Oracle scripting
PM	Project Manager
PMO	Project Management Office
PMP	Program Management Plan
POC	Point of Contact
PPM	Project Portfolio Management
RASCI	Responsible, Accountable, Support, Consulted, Informed
RFI	Request for Information
RFQ	Request for Quote
SME	Subject Matter Expert
SPI	Schedule Performance Index
SPS	Stored Procedure Services (ISA Development Section)
TAC	Technical Assistance Center

Acronym	Description
TFS	Team Foundation Server
WAR	Warehouse and Reporting Services (ISA Development Section)
WBS	Work Breakdown Structure
WRAP	Work Request and Prioritization

X. Appendix C: Project Schedule

MM Phase II - MASTER Program Schedule
v140.1 - week of 09/18/2020

ID		Summary	WBS	% Complete	Task Name	Duration	Start	Finish	Status	
0		Yes	0	62%	Motorist Modernization Phase II Project Plan	1806 days	Mon 10/3/16	Thu 11/30/23	Late	
68		Yes	3	61%	Execution and Monitoring & Control	1631.88 days	Wed 5/24/17	Mon 11/13/23	Late	
70		Yes	3.2	50%	Project Monitoring and Controlling	1472 days	Wed 9/13/17	Wed 7/19/23	On Schedule	
71		Yes	3.2.1	51%	IV&V (E&Y) Monthly Assessment Reports	1393 days	Mon 12/4/17	Wed 6/14/23	On Schedule	
137		Yes	3.2.2	59%	Deliverable 4 - Lessons Learned	1359 days	Tue 11/28/17	Thu 4/20/23	On Schedule	
175		Yes	3.2.2.8	2%	Deliverable 4 - Oct 2020	14 days	Thu 10/1/20	Tue 10/20/20	Future Task	
176		No	3.2.2.8.1	20%	Create Deliverable 4	1 day	Thu 10/1/20	Thu 10/1/20	Future Task	
177		No	3.2.2.8.2	0%	Submit Deliverable 4	1 day	Mon 10/5/20	Mon 10/5/20	Future Task	
178		No	3.2.2.8.3	0%	Review Deliverable 4 - Cycle 1	5 days	Tue 10/6/20	Mon 10/12/20	Future Task	
179		No	3.2.2.8.4	0%	Update Deliverable 4 - Cycle 1	3 days	Tue 10/13/20	Thu 10/15/20	Future Task	
180		No	3.2.2.8.5	0%	Review Deliverable 4 - Cycle 2	3 days	Fri 10/16/20	Tue 10/20/20	Future Task	
181		No	3.2.2.8.6	0%	Accept Deliverable 4	0 days	Tue 10/20/20	Tue 10/20/20	Future Task	
182		Yes	3.2.2.9	0%	Deliverable 4 - Apr 2021	14 days	Thu 4/1/21	Tue 4/20/21	Future Task	
189		Yes	3.2.2.10	0%	Deliverable 4 - Oct 2021	14 days	Fri 10/1/21	Wed 10/20/21	Future Task	
196		Yes	3.2.2.11	0%	Deliverable 4 - Apr 2022	14 days	Fri 4/1/22	Wed 4/20/22	Future Task	
203		Yes	3.2.2.12	0%	Deliverable 4 - Oct 2022	14 days	Mon 10/3/22	Thu 10/20/22	Future Task	
210		Yes	3.2.2.13	0%	Deliverable 4 - Apr 2023	14 days	Mon 4/3/23	Thu 4/20/23	Future Task	
217		Yes	3.2.3	30%	Deliverable 30 - Motorist Modernization Milestone (MM) Release Report	1070 days	Fri 4/19/19	Wed 7/19/23	On Schedule	
556		Yes	3.2.4	50%	Deliverable 35 - Monthly Governance Status Reports	1472 days	Wed 9/13/17	Wed 7/19/23	On Schedule	
1035		Yes	3.2.5	84%	Organizational Change Management	1396 days	Fri 11/17/17	Tue 6/6/23	On Schedule	
1586		Yes	3.5	36%	Design, Development and Implementation	1366 days	Wed 6/6/18	Mon 11/6/23	Late	
1662		Yes	3.5.8	35%	Del 31 - As-Built Solution Overview	957 days	Thu 5/2/19	Tue 2/21/23	On Schedule	
1816		Yes	3.5.14	26%	Del 32 - Technical Architecture	308 days	Mon 2/10/20	Tue 4/27/21	On Schedule	
1837		Yes	3.5.15	29%	Release 1 - Field Office FRVIS Replacement	1124 days	Wed 1/2/19	Fri 6/16/23	Late	









MM Phase II - MASTER Program Schedule
v140.1 - week of 09/18/2020

ID		Summary	WBS	% Complete	Task Name	Duration	Start	Finish	Status	5	M
1838		Yes	3.5.15.1	45%	Development	769 days	Wed 1/2/19	Thu 1/20/22	Late		
1862		Yes	3.5.15.1.5	40%	Software Development	595 days	Mon 9/9/19	Thu 1/20/22	Late		
1879		Yes	3.5.15.1.5.3	99%	Milestone B	72 days	Wed 1/22/20	Thu 4/30/20	Late		
1880		Yes	3.5.15.1.5.3.1	99%	Team A - T&R Issuance	70 days	Wed 1/22/20	Tue 4/28/20	Late		
1885		No	3.5.15.1.5.3.1.5	90%	HIP Sprint - Milestone B	10 days	Wed 4/15/20	Tue 4/28/20	Late		
1899		Yes	3.5.15.1.5.4	98%	Milestone C	55 days	Wed 4/29/20	Thu 7/16/20	Late		
1900		Yes	3.5.15.1.5.4.1	98%	Team A - T&R Issuance	53 days	Wed 4/29/20	Tue 7/14/20	Late		
1904		No	3.5.15.1.5.4.1.4	90%	HIP Sprint - Milestone C	9 days	Wed 7/1/20	Tue 7/14/20	Late		
1905		Yes	3.5.15.1.5.4.2	98%	Team B - MV Globals	53 days	Thu 4/30/20	Wed 7/15/20	Late		
1909		No	3.5.15.1.5.4.2.4	90%	HIP Sprint - Milestone C	9 days	Thu 7/2/20	Wed 7/15/20	Late		
1910		Yes	3.5.15.1.5.4.3	98%	Portal/Fleet Team	53 days	Fri 5/1/20	Thu 7/16/20	Late		
1914		No	3.5.15.1.5.4.3.4	90%	HIP Sprint - Milestone C	9 days	Mon 7/6/20	Thu 7/16/20	Late		
1915		Yes	3.5.15.1.5.5	64%	Milestone D	71 days	Wed 7/15/20	Thu 10/22/20	Late		
1916		Yes	3.5.15.1.5.5.1	64%	Team A - T&R Issuance	69 days	Wed 7/15/20	Tue 10/20/20	Late		
1918		No	3.5.15.1.5.5.1.2	90%	Development Sprint 14	15 days	Wed 8/5/20	Tue 8/25/20	Late		
1919		No	3.5.15.1.5.5.1.3	90%	Development Sprint 15	14 days	Wed 8/26/20	Tue 9/15/20	Late		
1920		No	3.5.15.1.5.5.1.4	20%	Development Sprint 16	15 days	Wed 9/16/20	Tue 10/6/20	On Schedule		
1921		No	3.5.15.1.5.5.1.5	0%	HIP Sprint - Milestone D	10 days	Wed 10/7/20	Tue 10/20/20	Future Task		
1922		Yes	3.5.15.1.5.5.2	66%	Team B - MV Globals	69 days	Thu 7/16/20	Wed 10/21/20	Late		
1925		No	3.5.15.1.5.5.2.3	90%	Development Sprint 15	14 days	Thu 8/27/20	Wed 9/16/20	Late		
1926		No	3.5.15.1.5.5.2.4	20%	Development Sprint 16	15 days	Thu 9/17/20	Wed 10/7/20	On Schedule		
1927		No	3.5.15.1.5.5.2.5	0%	HIP Sprint - Milestone D	10 days	Thu 10/8/20	Wed 10/21/20	Future Task		
1928		Yes	3.5.15.1.5.5.3	62%	Portal/Fleet Team	69 days	Fri 7/17/20	Thu 10/22/20	Late		
1930		No	3.5.15.1.5.5.3.2	90%	Development Sprint 9	15 days	Fri 8/7/20	Thu 8/27/20	Late		

MM Phase II - MASTER Program Schedule
v140.1 - week of 09/18/2020

ID		Summary	WBS	% Complete	Task Name	Duration	Start	Finish	Status	5
1931		No	3.5.15.1.5.5.3.3	90%	Development Sprint 10	14 days	Fri 8/28/20	Thu 9/17/20	Late	M
1932		No	3.5.15.1.5.5.3.4	10%	Development Sprint 11	15 days	Fri 9/18/20	Thu 10/8/20	On Schedule	
1933		No	3.5.15.1.5.5.3.5	0%	HIP Sprint - Milestone D	10 days	Fri 10/9/20	Thu 10/22/20	Future Task	
1934		Yes	3.5.15.1.5.6	0%	Milestone E	61 days	Wed 10/21/20	Thu 1/21/21	Future Task	
1950		Yes	3.5.15.1.5.7	0%	Milestone F	77 days	Wed 1/20/21	Thu 5/6/21	Future Task	
1969		Yes	3.5.15.1.5.8	0%	Milestone G	70 days	Wed 5/5/21	Thu 8/12/21	Future Task	
1988		Yes	3.5.15.1.5.9	0%	Milestone H	56 days	Wed 8/11/21	Thu 10/28/21	Future Task	
2004		Yes	3.5.15.1.5.10	0%	Milestone I	56 days	Wed 10/27/21	Thu 1/20/22	Future Task	
2020		No	3.5.15.1.6	0%	Release 1 Development Complete	0 days	Thu 1/20/22	Thu 1/20/22	Future Task	
2021		Yes	3.5.15.1.7	41%	Reverse Engineering	588 days	Tue 9/3/19	Tue 1/4/22	Late	
2025		No	3.5.15.1.7.4	50%	Reverse Engineering for Milestone D	65 days	Tue 7/7/20	Tue 10/6/20	Late	
2026		No	3.5.15.1.7.5	0%	Reverse Engineering for Milestone E	60 days	Wed 10/7/20	Tue 1/5/21	Future Task	
2027		No	3.5.15.1.7.6	0%	Reverse Engineering for Milestone F	70 days	Tue 1/12/21	Tue 4/20/21	Future Task	
2028		No	3.5.15.1.7.7	0%	Reverse Engineering for Milestone G	65 days	Mon 4/26/21	Tue 7/27/21	Future Task	
2029		No	3.5.15.1.7.8	0%	Reverse Engineering for Milestone H	54 days	Wed 7/28/21	Tue 10/12/21	Future Task	
2030		No	3.5.15.1.7.9	0%	Reverse Engineering for Milestone I	55 days	Wed 10/13/21	Tue 1/4/22	Future Task	
2031		Yes	3.5.15.1.8	12%	IFTA/IRP COTS implementation	350 days	Mon 8/3/20	Thu 12/23/21	On Schedule	
2033		No	3.5.15.1.8.2	90%	Update COTS Implementation Schedule	10 days	Tue 8/4/20	Mon 8/17/20	Late	
2034		No	3.5.15.1.8.3	10%	Implement IFTA/IRP COTS system	340 days	Tue 8/18/20	Thu 12/23/21	On Schedule	
2035		Yes	3.5.15.2	0%	Testing	366 days	Wed 3/3/21	Thu 8/11/22	Future Task	
2057		Yes	3.5.15.3	11%	Training	707 days	Fri 5/1/20	Thu 2/23/23	Late	
2058		No	3.5.15.3.1	70%	Document Training Plan - Release 1	54 days	Fri 5/1/20	Fri 7/17/20	Late	
2059		No	3.5.15.3.2	0%	Develop Training Course(s) - Release 1	180 days	Mon 8/9/21	Tue 4/26/22	Future Task	
2060		No	3.5.15.3.3	0%	Conduct Training - Release 1	90 days	Wed 9/21/22	Thu 2/2/23	Future Task	

MM Phase II - MASTER Program Schedule
v140.1 - week of 09/18/2020

ID		Summary	WBS	% Complete	Task Name	Duration	Start	Finish	Status	\$	M
2061		No	3.5.15.3.4	0%	Update Training Plan and Manual - Release 1	15 days	Fri 2/3/23	Thu 2/23/23	Future Task		
2062		Yes	3.5.15.4	0%	Policies and Procedures	475 days	Fri 9/18/20	Mon 8/8/22	On Schedule		
2065		Yes	3.5.15.5	0%	Implementation	377 days	Fri 12/17/21	Fri 6/16/23	Future Task		
2098		Yes	3.5.16	0%	Release 2 - GHQ, Helpdesk, Batch, Scanning	462 days	Tue 1/11/22	Mon 11/6/23	Future Task		
2196		No	3.6	0%	Document Lessons Learned from Project Execution phase - Release 2	5 days	Tue 11/7/23	Mon 11/13/23	Future Task		
2197		No	3.7	0%	Execution and Monitoring & Control Phase Complete	0 days	Mon 11/13/23	Mon 11/13/23	Future Task		
2198		Yes	4	0%	Project Closeout	18 days	Tue 11/7/23	Thu 11/30/23	Future Task		
2204		No	5	0%	Project Complete	0 days	Thu 11/30/23	Thu 11/30/23	Future Task		

XI. Appendix D: Project Risk Register

Motorist Modernization Phase II - Risks Issues

Risk ID	Risk Name	Risk Description	Assigned To	Date Logged	Probability of Occurrence	Impact	Risk Status	Actual Resolution Date
1	Yearly budgetary funding for MM Phase II	If the Department does not receive budgetary funding for MM Phase II each year, then the Department will not be able to continue Phase II activities.	Janis Timmons	1/19/2018 9:25 AM	Low	High	Active	
2	Effectively manage program communications	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.	Koral Griggs	1/19/2018 9:27 AM	Low	High	Active	
3	Implement organizational change management	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.	Craig Benner	1/19/2018 9:30 AM	Medium	Medium	Active	
4	Competing technology initiatives	If there are other technology initiatives that compete in priority, or represent dependencies or integration points with OMM Phase II, then this may impact Phase II timeline and costs.	Boyd Dickerson-Walden	1/19/2018 9:31 AM	Medium	High	Active	
5	Unidentified program expenditures	If all program expenditures have not been identified, then unanticipated program needs may increase the overall budget and impact the schedule.	Janis Timmons	1/19/2018 9:33 AM	Low	High	Active	
6	Managing multiple Vendors	If the Department contracts with multiple vendors for Phase II Program, then IT personnel turnover can occur and the inability to retain skilled personnel could impact the program timeline.	Terrence Samuel	1/19/2018 9:41 AM	Medium	Medium	Active	
7	IT personnel turnover	If the Department incurs full time IT personnel turnover, then the inability to retain skilled personnel could impact the program schedule.	Terrence Samuel/Jeff Marsey	1/19/2018 9:42 AM	Medium	Medium	Active	
8	Missed requirements	If additional requirements or missing requirements are identified, then this may elongate timelines, increase costs, or contribute to program/project failure.	Nathan Johnson	1/19/2018 1:32 PM	High	High	Active	
9	Incomplete technical architecture documentation	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.	Nathan Johnson/Chad Hutchinson	1/19/2018 1:33 PM	Medium	Medium	Active	1/21/2020
10	Subject Matter Experts unavailable	IF Subject Matter Experts (SMEs) for Phase II systems and processes are not identified and available for participation in the requirements gathering process, THEN necessary requirements may be missed, resulting in elongated timelines, incomplete functionality, and may lead to negative publicity and erode program support.	Kristin Green/Cheryl Dent	1/19/2018 1:39 PM	High	High	Active	
11	Legacy system knowledge gap	IF Technical SMEs familiar with legacy systems being modernized in Phase II (FRVIS, CVISN, SAFER, VO, etc.) are not identified and available for participation in the requirements gathering process, THEN necessary requirements may be missed, resulting in elongated timelines, incomplete functionality, and may lead to negative publicity and erode program support.	Kristin Green/Cheryl Dent	1/19/2018 1:40 PM	High	High	Active	
12	Subject Matter Experts not participating in requirements gathering	IF Identified SMEs do not participate in requirements gathering sessions, THEN requirements may be incomplete or incorrect prior to the start of Phase II development.	Kristin Green/Cheryl Dent	1/19/2018 1:41 PM	Low	Low	Active	
13	Lack of availability of key OMM resources	IF there is a lack of availability of key OMM resources, THEN the competing needs for their time could impact completion of deliverables causing a delay in the project schedule	Terrence Samuel	1/19/2018 1:43 PM	Medium	Medium	Active	
14	Meeting space	IF additional meeting rooms or alternatives to in person meetings are not available to accommodate competing P1 and P2 meetings, THEN schedules may be impacted	Kristin Green/Janis Timmons	1/19/2018 1:44 PM	Low	Low	Active	1/21/2020
15	Delay of procurement of an IFTA/IRP system	IF the timeline for the procurement of an IFTA/IRP system is delayed, THEN the completion of requirements confirmation and/or integration development may be delayed as well. □	Terrence Samuel/Janis Timmons	1/19/2018 1:46 PM	Medium	Medium	Active	6/9/2020
16	Teams use inconsistent processes	IF the Phase II teams do not use consistent processes for documenting requirements, THEN there may be missed requirements and inconsistent levels of detail.	Scrum Masters	1/19/2018 1:50 PM	Low	Low	Active	
17	Blueprint access	IF Phase II team members cannot access Blueprint due to concurrent user licensing limitations, THEN there may be a delay in documenting Phase II requirements.	Judy Johnson	1/19/2018 2:42 PM	Low	Low	Active	1/2/2019

Motorist Modernization Phase II - Risks Issues

Risk ID	Risk Name	Risk Description	Assigned To	Date Logged	Probability of Occurrence	Impact	Risk Status	Actual Resolution Date
18	Legacy system changes	IF there are changes to the legacy/operational systems after the start of requirements analysis for Phase II (legislative changes, WRAPs, etc.), THEN there may be an impact to Phase II requirements.	Business Analysts	1/19/2018 2:44 PM	Medium	Medium	Active	
19	Production source code access	IF the Support Services Team does not have access to the current production source code for COBOL and PL/SQL, THEN analysis will be incomplete.	Chad Hutchinson	1/19/2018 2:51 PM	Low	Low	Active	1/8/2018
20	Insufficient understanding of the to-be technical solution	IF Phase II requirements are written without an understanding of the to-be technical solution, THEN the requirements may be incorrect and not align to the to-be solution, resulting in rewriting of requirements and rework in development and testing	Nathan Johnson/Chad Hutchinson/Business Analysts	1/19/2018 2:53 PM	Medium	Medium	Active	6/3/2019
21	Manufactured Housing SMEs	IF a business SME for Manufactured Housing for in plant inspection/installer program is not identified, THEN it could impact gathering requirements and result in rework.	Felecia Ford	1/19/2018 2:55 PM	High	High		
22	Blueprint software performance problems	IF the Blueprint software experiences performance problems, THEN the teams' ability to document requirements may be impacted	Judy Johnson	1/19/2018 3:39 PM	Low	Low		1/21/2020
24	Database consolidation delay	IF the database consolidation (MVSTAGE to MSTEST) is not completed on time, THEN the business analysis teams will not be able to correctly document the as-is functionality using the MSTEST environment.	Nathan Johnson	1/30/2018 4:00 PM	Medium	Medium		
25	UNIFACE Developer Analyst	IF a second UNIFACE Developer Analyst does not start by 4/2/2018, THEN detailed analysis of as-is system functionality may not be completed by the planned date, causing schedule slippage.	Jeff Marsey	1/30/2018 4:03 PM	Medium	Medium		
26	Process Flow impacts	if team not available as group, THEN it could impact ability to create process flows and impact the schedule.	Nathan Johnson	1/30/2018 4:05 PM	Medium	Medium		
27	SME availability	IF Diana Kay, from field office, over Audit is no longer available for meetings, THEN it could impact team's ability to document business rules and process flows	Koral Griggs	1/30/2018 4:08 PM	Medium	Medium		
28	Phase II Advisory Board	IF DHSMV does not identify external members of the Phase II Advisory Board, THEN it will continue to impact the ability to meet with the group and result in ineffective/incomplete decision making.	Terrence Samuel	2/20/2018 10:29 AM	Medium	Low		4/16/2018
29	PO Availability	IF Product Owners or Alternate Product Owners are not available for Phase II Team meetings, THEN the Teams will not be able to meet and make decisions, causing schedule slippage.	Scrum Masters	3/5/2018 5:51 PM	Medium	Medium		
30	Communication of timelines and milestones	IF project team members do not understand Phase II timelines and milestones, THEN team member engagement may be lower.	Koral, Griggs, Kristin Green, Nathan Johnson	4/10/2018 8:30 PM	Medium	Medium		
31	OCM	IF OCM activities are not identified, incorporated in the program's Integrated Master Schedule and managed ahead of ORION go-lives THEN stakeholders may not be aware of process changes and efficiencies may not be realized to support the business case.	Craig Benner	5/15/2018 6:29 PM	Low	Medium		
32	Phase II Data Architect	IF the Data Architect resources, who are shared resources with Phase I, are not able to spend sufficient time on Phase II, THEN Phase II Data Architecture tasks may become delayed.	Chad Hutchinson	6/7/2018 8:58 AM	Medium	Medium		2/11/2019
33	Mainframe Program Analysis	IF not all mainframe programs that are targeted for modernization in Phase II are analyzed, THEN business rules may be missing from the TO-BE requirements	Terrence Samuel	6/7/2018 9:09 AM	Medium	Medium		6/3/2019
34	Database Configuration Management Process	IF a Configuration Management Process for Database changes is not established and followed by OMM development as well as Operational development prior to the start of Phase II development, then Phase II development may experience delays due to unstable dev and test database environments	Chad Hutchinson	6/7/2018 9:15 AM	Medium	Medium		8/12/2019
35	UNIFACE business rule documentation	IF existing business rules in UNIFACE are not documented via reverse engineering prior to the TO-BE requirements validation for the corresponding functional areas, THEN the validated requirements may be incorrect or incomplete, leading to missed requirements and rework.	Senior BAS	6/7/2018 9:55 AM	High	High		
36	IRP PO Out	IF Anna Gray, the IRP PO is unavailable for meetings, then it could impact scope management for the team.	Laura Freeman	7/10/2018 10:00 PM	High	High		

Motorist Modernization Phase II - Risks Issues

Risk ID	Risk Name	Risk Description	Assigned To	Date Logged	Probability of Occurrence	Impact	Risk Status	Actual Resolution Date
37	EFS Requirements Up to Date	IF the existing Blueprint requirements for EFS/ETR are not correct and/or up to date, THEN the Phase II requirements for Titles and Registrations may experience delays in completing requirements validation.	Nathan Johnson	7/16/2018 12:53 PM	Low	Low		11/13/2018
38	Titles/Registration Scrum Master availability	IF the Titles/Registration Scrum Master is not available to facilitate Requirements grooming/ validation meetings, then the meetings may be less productive.	Terrence Samuel	7/26/2018 5:55 PM	Medium	Medium		
39	Developers in Requirement sessions	IF developers do not attend requirement validation sessions THEN important details could be missing from the rules possibly resulting in scope changes later on in the process.	Terrence Samuel, Jeff Marsey	8/7/2018 9:42 PM	High	High		8/12/2019
40	Back-fill for Junior BA	IF backfill for P2 BA is not identified with adequate time for a transition, THEN may not have adequate coverage for IFTA/IRP, Portal and Inventory.	Judy Johnson	8/7/2018 10:05 PM	High	High		11/19/2018
41	Uniface Analysis	IF UNIFACE analysis does not stay ahead of requirement validation; THEN the information will not be available when the team needs it possibly resulting in scope changes later on in the process.	Judy Johnson	8/7/2018 10:11 PM	High	High		
42	UNIFACE Analyst Out of Country	IF a backup plan is not created and executed for the Uniface Analyst who will be out-of-the country for 2 weeks, THEN the schedule for reviewing uniface code to write business rules may be impacted.	Janis Timmons	9/4/2018 9:00 PM	High	High		
43	Technical & Data Integration requirements for IFTA/IRP ITN	IF the technical and data integration requirements for the IFTA/IRP ITN are NOT completed by 10/31/2018, THEN there may be a delay in the completion of the Increment 1 Deliverable for the IFTA/IRP Team.	Chad Hutchinson	9/18/2018 11:10 AM	Medium	Medium		
44	Meetings with T&R May be in Jeopardy	IF the team is unable to hold meetings with the business for Registrations and Titles (due to Hurricane Michael), THEN it may impact the teams' ability to complete Deliverable 21 (Registrations) and comment responses for Deliverable 20 (Titles).	Nathan Johnson	10/16/2018 11:21 AM	High	High		10/29/2018
45	Hurricane Michael Impact	IF Hurricane Michael interrupts connectivity, THEN staff logging in remotely would not be able to work which could impact schedule.	Nathan Johnson	10/16/2018 11:24 AM	Medium	High		10/15/2018
46	Consumer Complaint screen designs	IF Consumer Complaint intake forms are changed as part of Dealer Services Increment 2, THEN it may cause re-work for Portal/Fleet Increment 1	Judy Johnson, Felecia Ford	11/19/2018 10:35 PM	Medium	Medium		
47	Portal Increment 2	IF decisions related to functionality being validated in Portal Increment 2 are not made in a timely manner, THEN there may be a delay to completing requirements validation for Portal Increment 2.	Judy Johnson	2/25/2019 5:13 PM	Medium	Medium		
48	Registrations Increment 2 Review	IF the Registrations team does not complete review of Deliverable 21 Increment 2 by Monday 3/4, THEN this may result in incomplete comments, and may impact the schedule for deliverable review and acceptance. <input type="checkbox"/> <input type="checkbox"/>	Paula Posey	2/25/2019 5:16 PM	Medium	Medium		2/28/2019
49	Dev/Test Data Refresh	IF data is refreshed in the Development/Test after Phase II development starts, THEN it could impact velocity if there is downtime and/or test data is lost.	Karen Sutterfield	3/5/2019 11:04 AM	Medium	Medium		
50	Dealer Services decisions	IF decisions about possible changes to the processes for Rebuilt Inspections and Curbstoner are not made with enough lead time for the Dealer Services team to document requirements, THEN there could be incomplete requirements for Dealer Services Increment 3.	Felecia Ford	3/26/2019 10:12 PM	High	High		4/9/2019
51	OMM Program Manager	IF a replacement isn't identified for the Program Manager position in adequate time for a transition, THEN there could be a loss of historic knowledge which may impact project management, schedule and scope.	Kristin Green	4/16/2019 9:40 PM	Medium	Medium		7/28/2020
52	Dealer and Globals Scrum Master	IF transition of knowledge and responsibilities for the Dealer and Globals scrum master does not occur prior to the departure of current scrum master, THEN knowledge may be lost and responsibilities may not fully be covered, leading to potential late or incomplete requirements validation	Nathan Johnson	4/16/2019 9:42 PM	Medium	Medium		6/30/2019

Motorist Modernization Phase II - Risks Issues

Risk ID	Risk Name	Risk Description	Assigned To	Date Logged	Probability of Occurrence	Impact	Risk Status	Actual Resolution Date
53	Cloud System for Scheduling Inspections	IF Cloud Scheduling system for Inspections enhancements not in alignment with OMM Phase II schedule THEN it could impact scope.	Felecia Ford	4/23/2019 4:03 PM	Low	Low		4/29/2019
54	Title Team POs out during Inc 3 review	IF a backfill for the Titles Team PO is not identified for the time he plans to be out of office, THEN the formal review of Increment 3 may be delayed or incomplete.	Nathan Johnson	4/30/2019 11:52 AM	Low	Low		6/30/2019
55	Retirement of Batch Alternate Product Owner	IF a backfill for the Alternate Product Owner for Team 6 (Batch) (Bennett White) is not identified, THEN transition tasks might not be completed in a timely manner, leading to lost knowledge and responsibilities.	Koral Griggs	4/30/2019 11:53 AM	High	High		6/30/2019
56	NMVTIS upgrades – dependence on Operations	IF the migration to the newest version of NMVTIS interface is not completed by ISA Operations before it is needed for OMM Phase II development, THEN it could lead to delays or rework for Phase II development.	Catherine Thomas, Desi Tatilian	4/30/2019 11:55 AM	High	High		
57	Transition to Development	IF team resources (scrum masters, product owners, developers) are not identified, THEN the transition from requirements validation to development may experience knowledge gaps and delays.	Terrence Samuel, Kristin Green	5/28/2019 3:52 PM	High	High		7/15/2019
58	Requirements Baseline	IF the 6 Requirements Teams cannot complete any remaining requirements validation work (action items, "Planned" Gap items, etc.), THEN the requirements baseline for 7/15 (Del 7 Increment 2) may be delayed or incomplete.	Sr BAs, Scrum Masters, Product Owners	6/18/2019 2:57 PM	High	High		7/15/2019
59	Developer Transition Timeline	IF FLHSMV developers assigned to Phase II teams are not able to be fully allocated to Phase II development, THEN Phase II teams will not be at full capacity and development may be delayed.	Jeff Marsey	7/22/2019 4:31 PM	Medium	Medium		9/16/2019
60	Phase I UAT	IF developers are not available to work on Phase II because of Phase I UAT activities, THEN Phase II development activities could be delayed	Kristin Green; Terrence Samuel	8/13/2019 7:53 AM	High	High		10/14/2019
61	Phase I Change Requests	IF Change Requests to Phase I require Phase II development resources, THEN velocity for Phase II development will be impacted.	Kristin Green, Terrence Samuel	8/27/2019 3:55 PM	Medium	Medium		
62	Developer Experience with ORION	IF developers identified for Phase II development in ORION application are not trained on ORION, THEN there could be an impact to the overall team velocity which could result in an impact to the schedule.	Jeff Marsey	9/10/2019 4:50 PM	Medium	Medium		9/30/2019
63	Blueprint Integration with TFS for Phase II	IF the integration from Blueprint to TFS for the Phase II backlog doesn't recognize existing PBIs THEN it could result in manual work by the Scrum Masters which could impact the schedule	Judy Johnson, Nathan Johnson	9/10/2019 4:53 PM	Low	Low		1/22/2020
64	Blueprint ALM Adapter for Azure DevOps	IF there is not a Blueprint ALM adapter for Azure DevOps THEN user stories may not be able to be exported to TFS to manage development and testing work	Curt Chester	9/10/2019 4:57 PM	Low	Low		6/23/2020
65	TFS migration to Azure DevOps	IF the migration of from TFS to Azure DevOps has problems, THEN there may be an impact to Phase II Development activities and/or a loss of data.	Curt Chester	9/17/2019 11:35 AM	Low	Low		6/23/2020
66	Refinement questions	IF requirements are not clear when development starts on user stories, THEN there may be a high number of Bugs and/or Requirement question tasks, leading to slower team velocity for completing user stories	Nathan Johnson	10/21/2019 1:22 PM	Medium	Medium		10/14/2019
67	Batch Title Print & ELT Production Support	IF FLHSMV is not able to support the ELT and Batch Title Print processes due to the departure of Kevin Langston, THEN there may be impacts to production processes and a knowledge gap for modernization	Desi Tatilian	11/5/2019 10:14 AM	Low	Low		12/18/2019
68	Reduced SEU Capacity	IF Systems Evaluation Unit continues to have reduced capacity for Phase II Sprints, THEN it will impact the ability of the Scrum teams to commit to completing user stories, which will reduce the overall program velocity	Barbara Peacock	11/19/2019 9:58 PM	High	High		3/2/2020
69	Requirement Refinement	IF enough requirements are not refined and ready for work in a sprint, THEN the Scrum teams may not be able to work at full capacity, which will reduce the overall program velocity.	Business Analysts	11/21/2019 9:37 AM	Medium	Medium		
70	PO review of requirement refinement	IF POs waits until the demo to review a story and/or point out issues/requested changes to the story, THEN it could result in not signing off on the story and scope changes which could impact the schedule.	Product Owners	1/14/2020 1:24 PM	Medium	Medium		

Motorist Modernization Phase II - Risks Issues

Risk ID	Risk Name	Risk Description	Assigned To	Date Logged	Probability of Occurrence	Impact	Risk Status	Actual Resolution Date
71	Legacy system business rules knowledge gap	IF the business rules from legacy systems are not fully documented and understood, THEN there could be missed business rules in the new system.	Business Analysts	1/14/2020 1:25 PM	Medium	Medium		
72	Refinement participation	IF the appropriate subject matter experts do not participate in requirement refinement sessions, THEN there could be missed business rules in the new system.	Product Owners, SMEs	1/14/2020 1:31 PM	Medium	Medium		
73	No QA for Phase II	IF there are no ISA QA testers dedicated to Phase II, THEN there may be a higher level of bugs delivered to SEU.	Hector Figueroa	2/18/2020 5:05 PM	Low	Low		
74	COVID-19	With the emergence of COVID-19, IF MM Phase II work is adversely impacted for a sustained duration, THEN MM Phase II timelines, milestones and deliverables could be delayed.	Kristin Green	3/24/2020 10:14 PM	High	High		
75	Portal Milestone C	IF the Portal/Fleet team does not complete development and testing of Milestone C user stories on schedule, then future milestones will be impacted	Judy Johnson, Aundrea Powell	5/5/2020 2:54 PM	Medium	Medium		6/15/2020
76	System Changes Awareness	IF Business Units are not aware of new, revised business process changes prior to ORION training and rollout, THEN the modernized MM Phase II may not reach its full potential in efficiencies, there could be user frustration and/or an impact on customer service.	Product Owners	6/2/2020 3:17 PM	Low	Low		
77	Reuse of enterprise code	IF Developers don't use existing enterprise code for shared rules, THEN it could result in rework/additional work and impact the schedule.	Developers	6/16/2020 8:34 PM	Medium	Medium		
78	mDL Scope	IF Thales isn't able to complete Facial Recognition (FR) as part of Remote Enrollment per the planned timeline, THEN, it could impact scope and the overall schedule for the mDL Project.	Terrence Samuel	8/4/2020 3:49 PM	High	High		

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Resent: 9/25/2020 1:45:42 PM

Resent: 9/28/2020 2:50:26 PM

Viewed: 9/24/2020 2:54:08 PM

Signed: 9/28/2020 2:57:49 PM

Electronic Record and Signature Disclosure:

Not Offered via DocuSign

Larry Gowen

larrygowen@flhsmv.gov

Security Level: Email, Account Authentication
(None)

DocuSigned by:



2E72AE0049BF47E...

Signature Adoption: Pre-selected Style
Using IP Address: 204.90.30.1

Sent: 9/24/2020 2:12:49 PM

Viewed: 9/24/2020 2:18:35 PM

Signed: 9/24/2020 2:18:48 PM

Electronic Record and Signature Disclosure:

Accepted: 9/24/2020 2:18:35 PM

ID: 345e3900-d06e-419c-800b-e0cdf4e36804

Robert Kynoch

RobertKynoch@flhsmv.gov

Director of Motorist Services

HSMV - MS

Security Level: Email, Account Authentication
(None)

DocuSigned by:



0A2EF6A47A8E486...

Signature Adoption: Pre-selected Style
Using IP Address: 98.230.51.193
Signed using mobile

Sent: 9/24/2020 2:12:49 PM

Resent: 9/25/2020 1:45:42 PM

Resent: 9/28/2020 2:50:27 PM

Resent: 9/29/2020 10:53:36 AM

Viewed: 9/30/2020 8:03:42 AM

Signed: 9/30/2020 8:03:53 AM

Electronic Record and Signature Disclosure:

Not Offered via DocuSign

Susan Carey

susancarey@flhsmv.gov

Director of Finance

HSMV - OED

Security Level: Email, Account Authentication
(None)

DocuSigned by:



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Signature Adoption: Pre-selected Style
Using IP Address: 204.90.30.1

Sent: 9/24/2020 2:12:48 PM

Resent: 9/25/2020 1:45:43 PM

Viewed: 9/25/2020 3:37:47 PM

Signed: 9/25/2020 3:37:57 PM

Electronic Record and Signature Disclosure:

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Signer Events	Signature	Timestamp
Terry Rhodes terryrhodes@flhsmv.gov Executive Director FL Dept HSMV Security Level: Email, Account Authentication (None)	 <p>DocuSigned by: Terry Rhodes 4CDBEB5281F848E...</p> <p>Signature Adoption: Pre-selected Style Using IP Address: 98.230.25.171</p>	<p>Sent: 9/24/2020 2:12:48 PM Resent: 9/25/2020 1:45:43 PM Resent: 9/28/2020 2:50:27 PM Viewed: 9/24/2020 4:08:20 PM Signed: 9/28/2020 4:49:23 PM</p>

Electronic Record and Signature Disclosure:
Not Offered via DocuSign

In Person Signer Events	Signature	Timestamp
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Editor Delivery Events	Status	Timestamp
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Agent Delivery Events	Status	Timestamp
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Intermediary Delivery Events	Status	Timestamp
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Certified Delivery Events	Status	Timestamp
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Carbon Copy Events	Status	Timestamp
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Witness Events	Signature	Timestamp
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Notary Events	Signature	Timestamp
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Envelope Summary Events	Status	Timestamps
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Envelope Sent	Hashed/Encrypted	9/29/2020 10:53:36 AM
Certified Delivered	Security Checked	9/30/2020 8:03:42 AM
Signing Complete	Security Checked	9/30/2020 8:03:53 AM
Completed	Security Checked	9/30/2020 8:03:53 AM

Payment Events	Status	Timestamps
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Electronic Record and Signature Disclosure
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How to contact FL Dept HSMV:

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: ContractAdmin@flhsmv.gov

To advise FL Dept HSMV of your new email address

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at ContractAdmin@flhsmv.gov and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

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To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to ContractAdmin@flhsmv.gov and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

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To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to ContractAdmin@flhsmv.gov and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

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SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: Dept. of Highway Safety and Motor Veh **Budget Period 2021 - 22**
Budget Entity: All

(1)	(2)	(3)	(4)
SECTION I	ACTUAL	ESTIMATED	REQUEST
	FY 20__ - __	FY 20__ - __	FY 20__ - __
Interest on Debt (A)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Principal (B)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Repayment of Loans (C)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Fiscal Agent or Other Fees (D)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other Debt Service (E)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Debt Service (F)	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explanation: The department does not have any debt service.

SECTION II

ISSUE: _____

(1)	(2)	(3)	(4)	(5)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	JUNE 30, 20__	JUNE 30, 20__
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
(6)		(7)	(8)	(9)
		ACTUAL	ESTIMATED	REQUEST
		FY 20__ - __	FY 20__ - __	FY 20__ - __
Interest on Debt (G)		<input type="text"/>	<input type="text"/>	<input type="text"/>
Principal (H)		<input type="text"/>	<input type="text"/>	<input type="text"/>
Fiscal Agent or Other Fees (I)		<input type="text"/>	<input type="text"/>	<input type="text"/>
Other (J)		<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Debt Service (K)		<input type="text"/>	<input type="text"/>	<input type="text"/>

ISSUE: _____

INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	JUNE 30, 20__	JUNE 30, 20__
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
		ACTUAL	ESTIMATED	REQUEST
		FY 20__ - __	FY 20__ - __	FY 20__ - __
Interest on Debt (G)		<input type="text"/>	<input type="text"/>	<input type="text"/>
Principal (H)		<input type="text"/>	<input type="text"/>	<input type="text"/>
Fiscal Agent or Other Fees (I)		<input type="text"/>	<input type="text"/>	<input type="text"/>
Other (J)		<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Debt Service (K)		<input type="text"/>	<input type="text"/>	<input type="text"/>

SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS

Budget Period: 2021 - 2022

Department: Highway Safety and Motor Vehicles

Chief Internal Auditor: Erin Mook

Budget Entity: 76000000

Phone Number: (850) 617-3144

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
OIG 201819-21	6/30/2020	Motorist Services	<p>Additional controls should be implemented to provide for the physical accountability of inventory.</p> <p>We recommended the Division of Motorist Services coordinate with the Division of Administrative Services to expand the current inventory process and include conducting a physical inventory of title paper, decals, and print on demand temporary license plate stock.</p>	<p>The Bureau of Issuance Oversight coordinated with the Division of Administrative Services to expand the current inventory process and document the physical counts of the items held at central supply. This documentation is provided weekly by the Supply Unit.</p> <p>Lastly, the Bureau has taken steps to include inventory of titles as a part of their yearly audits.</p>	NA
		Motorist Services	<p>For the same finding as above, we also recommend the Division of Motorist Services coordinate with the Division of Administrative Services to expand the current inventory process and work with its agents to conduct a physical inventory of title paper, decals, and print on demand temporary license plate stock.</p>	<p>The Bureau of Issuance Oversight improved oversight by formalizing ordering methodologies and the way orders placed by Tax Collectors' agents are monitored. As a result of the audit, Tax Collectors orders are placed either in FRVIS or to the inventory control unit; after the orders are filled, the Supply Unit emails a weekly total of orders that have been shipped.</p>	NA
		Motorist Services	<p>Ordering controls for consumable items not tracked in FRVIS should be improved.</p> <p>We recommended the Bureau of Issuance Oversight develop and implement a formal process for determining order quantities of consumable items not tracked in FRVIS, taking into consideration current stock levels and projected renewals.</p>	<p>The Bureau of Issuance Oversight worked with the Technical Assistance Center to create a new inventory ordering process in the self-service portal. The portal gives the team a view of the ordering habits of Tax Collectors for items not tracked in FRVIS.</p> <p>A pilot of the TAC ordering process will begin in fall 2020.</p>	NA
		Motorist Services	<p>Ordering and inventory controls over print on demand temporary license plate stock should be improved.</p> <p>We recommended the Division of Motorist Services enhance controls to record and track print on demand temporary license plate stock ordered and delivered to tax collector offices.</p>	<p>Enhancements to the ordering of temporary license plate stock are included in the TAC ordering process improvement that will be implemented by September 30, 2020. Moving forward they will have a report that can show what has been ordered for the temporary stock as with other items not tracked in FRVIS. The Supply Unit maintains a spreadsheet for inventory items that are shipped out. The requisitions for all orders shipped are returned to the Inventory Control Unit where they are scanned and kept.</p>	NA

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
		Motorist Services	For the same finding as above, we also recommended the Division of Motorist Services enhance controls to monitor print on demand temporary license plate stock ordered by Certified Service Providers.	The Bureau of Issuance Oversight monitors the temporary tag issuances by dealers. If there is suspected misuse or abuse, the Department takes steps to suspend the issuance access to those dealers and their employees. However, the Department has no control over stock ordered by Certified Service Providers as this does not get ordered through the Department.	NA
		Motorist Services	Security controls over inventory consumables storage rooms should be improved. We recommended the Division of Administrative Services and the Division of Motorist Services store motor vehicle consumable inventory in areas secured by badge access to better control and monitor access to areas containing motor vehicle consumable inventory.	The Division of Administrative Services' Bureau of Office Services, in coordination with the Department's security service systems provider, installed programmable card readers on all four doors where these consumable items are stored before the self-imposed deadline of April 1, 2020. These programmable card readers give the Department the ability to assign and control access rights to members as well as conduct audits to determine who accesses the area(s) at any given time/date.	NA
OIG 201819-29	6/30/2020	Motorist Services	The Department should ensure contracts for software licenses are entered once scope of work and deliverables are clearly defined for its use and integration. We recommended the Division of Motorist Services adhere to procedures to ensure the scope of services is developed and included in any future purchasing agreements prior to procurement of software licenses.	The Division of Motorist Services will take steps to ensure that any future purchasing agreements have the time needed to adhere to the required procurement procedure.	NA
		Motorist Services	The Bureau of Dealer Services should review the use of Oracle and its hardware. We recommended the Bureau of Dealer Services in coordination with Information Systems Administration develop solutions to the connectivity and functionality issues noted.	The contract for the Oracle software system was not renewed.	NA
OIG 201920-01	6/30/2020	Administrative Services, Florida Highway Patrol, Information Security Administration, Motorist Services, Office of the Executive Director	Evaluating On-Call staffing requirements would improve allocation of Department resources. We recommended DAS, ISA, and FHP management review and evaluate On-Call staffing needs and determine whether the current On-Call staffing levels are necessary and an appropriate use of Department resources.	The Bureau of Personnel Services (BPS) will provide each division with a quarterly report of individuals who claimed On-Call on their timesheets. This report will contain information as to whether the employee was called back to work during the time they claimed On-Call. This will allow the divisions to evaluate their On-Call staffing levels. Based on OIG audit recommendations, FHP reviewed On-Call assignments of members who claimed any On-Call hours during the 2018-19 Fiscal Year. Discrepancies were identified and addressed with troop command.	NA

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
			For the same finding as above, we also recommended DAS, ISA, and FHP coordinate with BPS to implement a process to periodically review and evaluate On-Call staffing levels to determine if they are appropriate and necessary.	The Bureau of Personnel Services (BPS) will provide each division with a quarterly report of individuals who claimed On-Call on their timesheets. This report will contain information as to whether the employee was called back to work during the time they claimed On-Call. This will allow the divisions to evaluate their On-Call staffing levels.	NA
OIG 201920-03	6/30/2020	Florida Highway Patrol, Office of the Executive Director	Improved tracking and oversight would enhance accountability of seized property. We recommended FHP officially communicate evidence documentation and record-keeping requirements for seized property to all members involved with processing, documenting, and maintaining evidence.	FHP will include Evidence Property Custodians in annual Forfeiture training. The FHP Evidence Coordinator will assign a member to verify seized property is properly documented and tracked on an annual basis.	NA
OIG 201920-07	6/30/2020	Motorist Services	Implementing a compliance review program would improve contract oversight. We recommended the Division of Motorist Services fully implement a compliance review program for providers of EFS and ETR systems to ensure compliance with EFS and ETR contract terms.	The Division formalized a compliance review program for Providers of EFS and ETR systems. The Division plans to implement compliance reviews to ensure compliance with contract terms beginning in October 2020	NA
OIG 201920-15	6/30/2021	Motorist Services	Improving cash handling procedures for convenience renewals would enhance accountability of funds. We recommended the Division of Administrative Services strengthen cash handling procedures for convenience renewals to include provisions for accounting for cash upon receipt and proper safeguarding of funds received.	The Division of Administrative Services is working with the contracted service provider's management to develop procedures for better documentation of cash received and for locked storage of cash between the time of receipt and nighttime processing for delivery to Accounting personnel. A safe has been installed in which cash will be locked-up upon receipt and cash handling procedures were modified to ensure that cash is logged upon initial receipt/opening of the envelope, locked-up during the day, and accounted for at day's end.	NA
			Ensuring reverification for REAL ID compliant convenience renewals would strengthen compliance with the REAL ID Act. We recommended the Bureau of Credentialing Services ensure the reverification of applicants' social security numbers and lawful statuses prior to renewing REAL ID compliant credentials through the convenience renewal process.	Phase I of Motorist Modernization will include the re-validation of social security number and legal presence prior to the issuance of a credential. This should be in place in early 2021.	NA

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
Auditor General 2020- 191	6/30/2020	HSMV Administrative Activities	<p>Property Records</p> <p>Department staff did not properly review supporting records to ensure that ancillary charges were added to the cost of property items when recording the items in Department property records. Additionally, the Department did not track or otherwise inventory desktop computers and towers with acquisition costs less than \$1,000.</p> <p>The AG recommended that Department management enhance controls to ensure that Department property records include for each property item all ancillary charges necessary to place the property item into service. The AG also recommended that Department management revise policies and procedures to ensure that all sensitive and attractive property items, including IT equipment, costing less than \$1,000 are accounted for in Department property records.</p>	<p>The Department will develop and implement additional processes to ensure property records include all ancillary charges necessary to place the property item into service. Additionally, the Department is actively pursuing purchasing an asset management system and will include requirements to track all items, including desktop computers and other attractive items, that are assigned to an individual.</p>	NA
			<p>Property Disposal</p> <p>There was not adequate documentation evidencing the manner of and the employees who witnessed the disposition of property items. Also, the Department's current procedures do not fully comply with DFS rules.</p> <p>The AG recommended that Department management enhance controls to ensure that Department records evidence the manner of and the employees who witness the disposition of property items. The AG also recommended that Department management ensure that property is only disposed of after all required authorizations and Review Board recommendations are obtained and documented.</p>	<p>The Department will enhance controls to ensure Department records evidence the disposition of property items according to DFS rule 69I-72.005, F.A.C. The Department will also clarify and update the Tangible Property and Insurance Procedure - BA 5. Since all purchase and disposal of vehicles requires approval by DMS pursuant to 60B-3.004, F.A.C., the Department believes it would create inefficiencies in the disposal process to require the surplus review board to approve all vehicle dispositions prior to acquiring a new vehicle. The Department will continue to ensure DMS is timely notified via MyFloridaMarketPlace and approves all acquisitions, thus dispositions, of vehicles on the form MP-6301, Request for Acquisition of Motor Vehicle(s) and Mobile Equipment.</p>	NA

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
			<p>Motor Vehicle Records</p> <p>The Department does not maintain accurate and complete documentation for State-owned FHP motor vehicles used for authorized purposes to ensure that State-owned FHP motor vehicle usage and operations is effectively monitored and managed.</p> <p>To ensure that all required motor vehicle usage information is accurately recorded, the AG recommended that Department management take steps to ensure the FHP timely provides the necessary data to be recorded in FIMS. Additionally, the AG recommended that Department management ensure that accurate and complete information is recorded in FIMS.</p>	<p>The Department will implement additional processes to provide a missing mileage report to the divisions to help ensure mileage records are accurately reported in FIMS in a timely manner.</p>	NA
			<p>Mobile Device Security Controls</p> <p>Certain security controls related to mobile device utilization need improvement.</p> <p>The AG recommended that Department management enhance certain security controls related to Department and non-Department employee use of mobile devices to ensure the confidentiality, integrity, and availability of Department data and related IT resources.</p>	<p>The Department has enhanced security controls for the use of mobile devices as recommended.</p>	NA
			<p>IT Access Privilege Controls</p> <p>The Department had delays in notifying the personnel responsible for removing access privileges resulting in the delays in removing FRVIS and FLAIR user access privileges.</p> <p>The AG recommended that Department management enhance controls to ensure that FRVIS and FLAIR user access privileges are removed immediately upon a user's separation from Department employment.</p>	<p>ISA has established processes for removing access for users who have extended account inactivity but have not been appropriately offboarded through the personnel and supervisory process:</p> <ul style="list-style-type: none"> •Staff that support Active Directory review PeopleFirst reports daily in an effort to identify staff that have separated from the Department. An active directory account provides users access to the Department's network. Removal of network access prevents terminated users from accessing Department systems and databases. •Oracle accounts are reviewed monthly and locked for inactivity. Once these accounts are locked, access to the FRVIS applications is effectively cut off as both accounts are required for use. <p>The Department's Security Policy Manual will also be updated to reiterate the necessity of removing user access privileges in a timely manner. Department has enhanced its controls and compares all FLAIR users to an active employee list monthly.</p>	NA

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
		HSMV Commercial Driver's License Program	<p>CDL Program Inspections</p> <p>Department compliance officers did not maintain documentation proving inspection efforts and the Department did not always timely inspect TPA and skills testers records.</p> <p>The AG recommended that Department management enhance the CDL Manual to ensure that adequate documentation of inspection efforts, including the list of driver applicant records randomly selected for review and documentation to support the results of the on-site review, is prepared and maintained. The AG also recommended that Department management take steps to ensure that adequate staffing resources are available to conduct required inspections, facility inspections are timely scheduled, and compliance officers are monitored to ensure that assigned inspections are timely completed. Further, the AG recommended that Department management enhance the CDL Manual to ensure that compliance officers timely conduct random TPA facility inspections in accordance with Federal regulations and State law.</p>	<p>The CDL Manual will be revised to ensure that adequate documentation of inspection efforts, including the list of driver applicant records randomly selected for review, and documentation to support the results of the on-site review, is prepared and maintained by the compliance officers.</p> <p>The Department will strive to ensure that adequate staffing resources are available to conduct required inspections, and compliance officers are monitored to ensure that assigned inspections are timely completed.</p> <p>The Department additionally revised the CDL manual in August 2019 to require all yearly audits to be unannounced.</p>	NA

Fiscal Year 2021-22 LBR Technical Review Checklist

Department/Budget Entity (Service): FLORIDA DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
Agency Budget Officer/OPB Analyst Name: AMY HAMMOCK

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)					
	0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA

1. GENERAL

1.1 Are Columns A01, A04, A05, A94, A95, A96, A36, A10, IA1, IA5, IA6, IP1, IV1, IV3 and NV1 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for both the Budget and Trust Fund columns (no trust fund files for narrative columns)? Is Column A02 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for the Trust Fund Files (the Budget Files should already be on TRANSFER CONTROL for DISPLAY and MANAGEMENT CONTROL for UPDATE)? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only (UPDATE status remains on OWNER)? (CSDI or Web LBR Column Security)	Y	Y	Y	Y	Y	Y
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? (CSDI)	Y	Y	Y	Y	Y	Y

AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. (EXBR, EXBA)	Y	Y	Y	Y	Y	Y
1.4 Have Column A03 trust fund files been copied to Column A12? Run Schedule I (SC1R, SC1 or SC1R, SC1D adding column A12) to verify.	Y	Y	Y	Y	Y	Y
1.5 Has Column A12 security been set correctly to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for Budget and Trust Fund files? (CSDR, CSA)	Y	Y	Y	Y	Y	Y
TIP The agency should prepare the budget request for submission in this order: 1) Copy Column A03 to Column A12, and 2) Lock columns as described above. A security control feature has been added to the LAS/PBS Web upload process that will require columns to be in the proper status before uploading to the portal.						

2. EXHIBIT A (EADR, EXA)

2.1 Is the budget entity authority and description consistent with the agency's LRPP and does it conform to the directives provided on page 58 of the LBR Instructions?	Y	Y	Y	Y	Y	Y
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Y	Y	Y	Y	Y	Y
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 28)? Do they clearly describe the issue?	Y	Y	Y	Y	Y	Y

3. EXHIBIT B (EXBR, EXB)

3.1 Is it apparent that there is a fund shift where an appropriation category's funding source is different between A02 and A03? Were the issues entered into LAS/PBS correctly? Check D-3A funding shift issue 340XXX0 - a unique deduct and unique add back issue should be used to ensure fund shifts display correctly on the LBR exhibits.	NA	NA	NA	NA	NA	NA
---	----	----	----	----	----	----

AUDITS:

Action		Program or Service (Budget Entity Codes)					
		0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
3.2	Negative Appropriation Category Audit for Agency Request (Columns A03 and A04): Are all appropriation categories positive by budget entity at the FSI level? Are all nonrecurring amounts less than requested amounts? (NACR, NAC - Report should print "No Negative Appropriation Categories Found")	Y	Y	Y	Y	Y	Y
3.3	Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? (EXBR, EXBC - Report should print "Records Selected Net To Zero")	Y	Y	Y	Y	Y	Y
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 61 of the LBR Instructions?	Y	Y	Y	Y	Y	Y
4.2	Is the program component code and title used correct?	Y	Y	Y	Y	Y	Y
TIP	Fund shifts or transfers of services or activities between program components will be displayed on an Exhibit D whereas it may not be visible on an Exhibit A.						
5. EXHIBIT D-1 (ED1R, EXD1)							
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Y	Y	Y	Y	Y	Y
AUDITS:							
5.2	Do the fund totals agree with the object category totals within each appropriation category? (ED1R, XD1A - Report should print "No Differences Found For This Report")	Y	Y	Y	Y	Y	Y
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? (EXBR, EXBB - Negative differences [with a \$5,000 allowance] need to be corrected in Column A01.)	Y	Y	Y	Y	Y	Y
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? (EXBR, EXBD - Differences [with a \$5,000 allowance at the department level] need to be corrected in Column A01.)	Y	Y	Y	Y	Y	Y
TIP	If objects are negative amounts, the agency must make adjustments to Column A01 to correct the object amounts. In addition, the fund totals must be adjusted to reflect the adjustment made to the object data.						
TIP	If fund totals and object totals do not agree or negative object amounts exist, the agency must adjust Column A01.						
TIP	Exhibit B - A01 less than B04: This audit is to ensure that the disbursements and carry/certifications forward in A01 are less than FY 2018-19 approved budget. Amounts should be positive. The \$5,000 allowance is necessary for rounding.						

		Program or Service (Budget Entity Codes)					
Action		0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
TIP If B08 is not equal to A01, check the following: 1) the initial FLAIR disbursements or carry forward data load was corrected appropriately in A01; 2) the disbursement data from departmental FLAIR was reconciled to State Accounts; and 3) the FLAIR disbursements did not change after Column B08 was created. Note that there is a \$5,000 allowance at the department level.							
6. EXHIBIT D-3 (ED3R, ED3) (Not required in the LBR - for analytical purposes only.)							
6.1	Are issues appropriately aligned with appropriation categories?	Y	Y	Y	Y	Y	Y
TIP Exhibit D-3 is not required in the budget submission but may be needed for this particular appropriation category/issue sort. Exhibit D-3 is also a useful report when identifying negative appropriation category problems.							
7. EXHIBIT D-3A (EADR, ED3A) (Required to be posted to the Florida Fiscal Portal)							
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 28 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See pages 66 through 68 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 68 through 70 of the LBR Instructions?	NA	NA	NA	NA	NA	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?	NA	NA	NA	NA	NA	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.)	NA	NA	NA	NA	NA	NA
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.	NA	NA	NA	NA	NA	NA
7.7	Does the issue narrative thoroughly explain/justify all Salaries and Benefits amounts entered into the Other Salary Amounts transactions (OADA/C)? Amounts entered into OAD are reflected in the Position Detail of Salaries and Benefits section of the Exhibit D-3A. (See pages 94 and 95 of the LBR Instructions.)	NA	NA	NA	NA	NA	NA
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	NA	NA	NA	NA	NA	NA
7.9	Does the issue narrative reference the specific county(ies) where applicable?	NA	NA	NA	NA	NA	NA
7.10	Do the 160XXX0 issues reflect budget amendments that have been approved (or in the process of being approved) and that have a recurring impact (including Lump Sums)? Have the approved budget amendments been entered in Column A18 as instructed in Memo #20-001?	NA	NA	NA	NA	NA	NA
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the LAS/PBS Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. (PLRR, PLMO)	NA	NA	NA	NA	NA	NA
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	NA	NA	NA	NA	NA	NA

Action		Program or Service (Budget Entity Codes)					
		0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	NA	NA	NA	NA	NA	NA
7.14	Do the amounts reflect appropriate FSI assignments?	Y	Y	Y	Y	Y	Y
7.15	Are the 33XXXX0 issues negative amounts only and do not restore nonrecurring cuts from a prior year or fund any issues that net to a positive or zero amount? Check D-3A issues 33XXXX0 - a unique issue should be used for issues that net to zero or a positive amount.	NA	NA	NA	NA	NA	NA
7.16	Do the issue codes relating to special <i>salary and benefits</i> issues (e.g., position reclassification, pay grade adjustment, overtime/on-call pay, etc.) have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See pages 27 and 90 of the LBR Instructions.)	NA	NA	NA	NA	NA	NA
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 24010C0, 30010C0, 33011C0, 160E470, or 160E480)?	NA	NA	NA	NA	NA	Y
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	NA	NA	NA	NA	NA	NA
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development?	Y	Y	Y	Y	Y	Y
AUDIT:							
7.20	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? (GENR, LBR1)	NA	NA	NA	NA	NA	NA
7.21	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? (GENR, LBR2)	NA	NA	NA	NA	NA	NA
7.22	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? (GENR, LBR3)	NA	NA	NA	NA	NA	NA
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	NA	NA	NA	NA	NA
7.24	Has narrative been entered for all issues requested by the agency? Agencies do not need to include narrative for startup issues (1001000, 2103XXX, etc.) that were not input by the agency. (NAAR, BSNR)	Y	Y	NA	NA	NA	Y
7.25	Has the agency entered annualization issues (260XXX0) for any issue that was partially funded in Fiscal Year 2020-21? Review Column G66 to determine whether any incremental amounts are needed to fully fund an issue that was initially appropriated in Fiscal Year 2020-21. Do not add annualization issues for pay and benefit distribution issues, as those annualization issues (26AXXXX) have already been added to A03.	NA	NA	NA	NA	NA	NA
TIP	Salaries and Benefits amounts entered using the OADA/C transactions must be thoroughly justified in the D-3A issue narrative. Agencies can run OADA/OADR from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.						

Action		Program or Service (Budget Entity Codes)					
		0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
TIP	The issue narrative must completely and thoroughly explain and justify each D-3A issue. Agencies must ensure it provides the information necessary for the OPB and legislative analysts to have a complete understanding of the issue submitted. Thoroughly review pages 66 through 70 of the LBR Instructions.						
TIP	Check BAPS to verify status of budget amendments. Check for reapprovals not picked up in the General Appropriations Act. Verify that Lump Sum appropriations in Column A02 do not appear in Column A03. Review budget amendments to verify that 160XXX0 issue amounts correspond accurately and net to zero for General Revenue funds.						
TIP	If an agency is receiving federal funds from another agency the FSI should = 9 (Transfer - Recipient of Federal Funds). The agency that originally receives the funds directly from the federal agency should use FSI = 3 (Federal Funds).						
TIP	If an appropriation made in the FY 2019-20 General Appropriations Act duplicates an appropriation made in substantive legislation, the agency must create a unique deduct nonrecurring issue to eliminate the duplicated appropriation. Normally this is taken care of through line item veto.						
8. SCHEDULE I & RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level) (Required to be posted to the Florida Fiscal Portal)		DEPARTMENT LEVEL RESPONSES					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?					Y	
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?					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	
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?					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	
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	
8.7	If the agency is scheduled for the annual trust fund review this year, have the Schedule ID and applicable draft legislation been included for recreation, modification or termination of existing trust funds?					Y	
8.8	If the agency is scheduled for the annual trust fund review this year, have the necessary trust funds been requested for creation pursuant to section 215.32(2)(b), Florida Statutes - including the Schedule ID and applicable legislation?					Y	
8.9	Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)? For non-grant federal revenues, is the correct revenue code identified (codes 000504, 001270, 001870, 001970)?					Y	
8.10	Are the statutory authority references correct?					Y	

Action		Program or Service (Budget Entity Codes)					
		0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
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		
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?				Y		
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?				Y		
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?				Y		
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?				Y		
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?				Y		
8.17	If applicable, are nonrecurring revenues entered into Column A04?				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		
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		
8.20	Are appropriate General Revenue Service Charge nonoperating amounts included in Section II?				Y		
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?				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		
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?				Y		
8.24	Are prior year September operating reversions appropriately shown in column A01, Section III?				Y		
8.25	Are current year September operating reversions (if available) appropriately shown in column A02, Section III?				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		
8.27	Has the agency properly accounted for continuing appropriations (category 13XXXX) in column A01, Section III?				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		
8.29	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?				Y		
AUDITS:					Y		
8.30	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).				Y		

Action		Program or Service (Budget Entity Codes)					
		0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
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
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
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
8.34	Have A/R been properly analyzed and any allowances for doubtful accounts been properly recorded on the Schedule IC?						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 <i>Base Rate Audit</i> on page 159 of the LBR Instructions.)	NA	NA	NA	NA	NA	NA
10. SCHEDULE III (PSCR, SC3)							
10.1	Is the appropriate lapse amount applied? (See page 92 of the LBR Instructions.)	NA	NA	NA	NA	NA	NA
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 95 of the LBR Instructions for appropriate use of the OAD transaction.) Use OADI or OADR to identify agency other salary amounts requested.	NA	NA	NA	NA	NA	NA
11. SCHEDULE IV (EADR, SC4)							
11.1	Are the correct Information Technology (IT) issue codes used?	NA	NA	NA	NA	NA	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	Y	Y
13. SCHEDULE VIIIB-1 (EADR, S8B1)							

Action		Program or Service (Budget Entity Codes)					
		0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
13.1	Do the reductions comply with the instructions provided on pages 100 through 103 of the LBR Instructions regarding an 8.5% reduction in General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used? Verify that excluded appropriation categories and funds were not used (e.g. funds with FSI 3 and 9, etc.)	Y	Y	Y	Y	Y	Y
TIP	If all or a portion of an issue is intended to be reduced on a nonrecurring basis, include the total reduction amount in Column A91 and the						
14. SCHEDULE VIIIB-2 (EADR, S8B2) (Required to be posted to the Florida Fiscal Portal)							
14.1	Do the reductions comply with the instructions provided on pages 101 through 103 of the LBR Instructions regarding a 10% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used? Verify that excluded appropriation categories and funds were not used (e.g. funds with FSI 3 and 9, etc.)	Y	Y	Y	Y	Y	Y
TIP	Compare the debt service amount requested (IOE N or other IOE used for debt service) with the debt service need included in the Schedule VI: Detail of Debt Service, to determine whether any debt has been retired and may be reduced.						
15. SCHEDULE VIIIC (EADR, S8C) (This Schedule is optional, but if included it is required to be posted to the Florida Fiscal Portal)							
15.1	Does the schedule display reprioritization issues that are each comprised of two unique issues - a deduct component and an add-back component which net to zero at the department level?	NA - Optional					
15.2	Are the priority narrative explanations adequate and do they follow the guidelines on pages 104-106 of the LBR instructions?						
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?						
AUDIT:							
15.6	Do the issues net to zero at the department level? (GENR, LBR5)	NA - Optional					
16. SCHEDULE XI (UCSR, SCXI) (LAS/PBS Web - see pages 107-111 of the LBR Instructions for detailed instructions) (Required to be posted to the Florida Fiscal Portal in Manual Documents)							
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website. (Note: Pursuant to section 216.023(4) (b), Florida Statutes, the Legislature can reduce the funding level for any agency that does not provide this information.)	Y	Y	Y	Y	Y	Y
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	Y	Y	Y	Y	Y	Y
AUDITS INCLUDED IN THE SCHEDULE XI REPORT:							
16.3	Does the FY 2018-19 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (GENR, ACT1)	Y	Y	Y	Y	Y	Y

Action	Program or Service (Budget Entity Codes)					
	0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
16.4 None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? (Audit #1 should print "No Activities Found")	Y	Y	Y	Y	Y	Y
16.5 Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? (Audit #2 should print "No Operating Categories Found")	Y	Y	Y	Y	Y	Y
16.6 Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: The activities listed in Audit #3 do not have an associated output standard. In addition, the activities were not identified as a Transfer to a State Agency, as Aid to Local Government, or a Payment of Pensions, Benefits and Claims. Activities listed here should represent transfers/pass-throughs that are not represented by those above or administrative costs that are unique to the agency and are not appropriate to be allocated to all other activities.)	Y	Y	Y	Y	Y	Y
16.7 Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? (Audit #4 should print "No Discrepancies Found")	Y	Y	Y	Y	Y	Y
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)						
17.1 Do exhibits and schedules comply with LBR Instructions (pages 112 through 156 of the LBR Instructions), and are they accurate and complete?	Y	Y	Y	Y	Y	Y
17.2 Does manual exhibits tie to LAS/PBS where applicable?	Y	Y	Y	Y	Y	Y
17.3 Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y	Y	Y	Y	Y	Y
17.4 Does the LBR include a separate Schedule IV-B for each IT project over \$1 million (see page 132 of the LBR instructions for exceptions to this rule)? Have all IV-Bs been emailed to: IT@LASPBS.STATE.FL.US?	NA	NA	NA	NA	NA	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	NA	NA	NA	NA	NA
AUDITS - GENERAL INFORMATION						
TIP Review <i>Section 6: Audits</i> of the LBR Instructions (pages 158-160) for a list of audits and their descriptions.						
TIP Reorganizations may cause audit errors. Agencies must indicate that these errors are due to an agency reorganization to justify the audit error.						
18. CAPITAL IMPROVEMENTS PROGRAM (CIP) (Required to be posted to the Florida Fiscal Portal)						
18.1 Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y	NA	NA	NA	NA	NA
18.2 Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	Y	Y	NA	NA	Y	NA
18.3 Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	Y	Y	NA	NA	Y	NA
18.4 Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	NA	NA	NA	NA	NA	NA
18.5 Are the appropriate counties identified in the narrative?	Y	NA	NA	NA	NA	NA
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	NA	NA	NA	NA	NA

		Program or Service (Budget Entity Codes)					
Action		0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
TIP Requests for Fixed Capital Outlay appropriations which are Grants and Aids to Local Governments and Non-Profit Organizations must use the Grants and Aids to Local Governments and Non-Profit Organizations - Fixed Capital Outlay major appropriation category (140XXX) and include the sub-title "Grants and Aids". These appropriations utilize a CIP-B form as justification.							
19. FLORIDA FISCAL PORTAL							
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Y	Y	Y	Y	Y	Y