

**Dave Kerner**  
Executive Director

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



**Ron DeSantis**  
Governor

**Ashley Moody**  
Attorney General

**Jimmy Patronis**  
Chief Financial Officer

**Wilton Simpson**  
Commissioner of Agriculture

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## LEGISLATIVE BUDGET REQUEST

Department of Highway Safety and Motor Vehicles  
Tallahassee, FL

September 15, 2023

Chris Spencer, Director  
Office of Policy and Budget  
Executive Office of the Governor  
1701 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 Safety and Motor Vehicles is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our proposed needs for the 2024-25 Fiscal Year.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Dave Kerner', written over a light blue horizontal line.

Dave Kerner  
Executive Director

Enclosure

**Department of Highway Safety and Motor Vehicles  
Legislative Budget Request FY 2024-025  
Employee Compensation and Benefits**

**EXISTING ADDITIVES**

**The Department requests the following language continue to be included in Section 8 of the appropriations bill regarding.**

- The Department of Highway Safety and Motor Vehicles 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 TROOPER	(8030)	442
FLORIDA HIGHWAY PATROL SERGEANT	(8031)	76
FLORIDA HIGHWAY PATROL CORPORAL	(8034)	3
FLORIDA HIGHWAY PATROL LIEUTENANT	(8042)	47
<i>Total Positions</i>		568
<b><i>Estimated Cost</i></b>		<b>\$479,921</b>

- The Department of Highway Safety and Motor Vehicles 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 notification process described in section 110.2035(7)(d), Florida Statutes, does not apply to additives authorized in this paragraph.

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

1. AFSCME
2. Police Benevolent Association – Florida Highway Patrol Unit Agreement

- The Department is authorized to continue to grant temporary special duties pay additives to employees assigned additional duties as a result of time critical projects. e.g., data center consolidation.
- The Department is authorized to continue 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 grant temporary special duties beyond 90 days without having to obtain approval from the Department of Management Services.
- The Department of Highway Safety and Motor Vehicles is authorized to grant merit pay increases to employees based on the employee’s exemplary performance as evidenced by a performance evaluation conducted pursuant to chapter 60L-35, Florida Administrative Code, or a similar performance evaluation applicable to other pay plans.
- Contingent upon the availability of funds and at the agency head’s discretion, The Department of Highway Safety and Motor Vehicles is authorized to continue 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 Department of Highway Safety and Motor Vehicles is authorized to grant critical market pay additives to sworn law enforcement officers residing in and assigned to:
  1. Lee County, Collier County, or Monroe County, at the levels that the employing agency granted salary increases for similar purposes prior to July 1, 2006;
  2. Hillsborough, Orange, Pinellas, Duval, Marion, and Escambia counties at \$5,000, or, in lieu thereof, an equivalent salary adjustment that was made during Fiscal Year 2015-2016;
  3. Alachua, Baker, Brevard, Clay, Charlotte, Flagler, Indian River, Manatee, Martin, Nassau, Osceola, Pasco, Sarasota, Santa Rosa, Seminole, St. Johns, St. Lucie, and Volusia counties at \$5,000.

These critical market pay additives and equivalent salary adjustments may be granted only during the time in which the employee resides in, and is assigned to duties within, those counties. In no instance may the employee receive an adjustment to the employee’s base rate of pay and a critical market pay additive based on the employee residing in and being assigned in the specified counties.

**Florida Highway Patrol Critical Market Pay Additive for Sworn Personnel**  
**Classes & Approximate Number of Positions Affected:**

FLORIDA HIGHWAY PATROL TROOPER	(8030)	731
FLORIDA HIGHWAY PATROL SERGEANT	(8031)	128
FLORIDA HIGHWAY PATROL PILOT I	(8032)	2
FLORIDA HIGHWAY PATROL PILOT II	(8033)	1
FLORIDA HIGHWAY PATROL CORPORAL	(8034)	110
FLORIDA HIGHWAY PATROL INVESTG SERGEANT	(8035)	7
FLORIDA HIGHWAY PATROL LIEUTENANT	(8042)	53
<i>Total Positions</i>		<u>1032</u>
<b>Estimated Cost</b>		<b>\$5,126,000</b>

- The Department of Highway Safety and Motor Vehicles may grant special duties pay additives of \$2,000 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; motorcycle squad members; Quick Response Force Team; Honor Guard; or Florida Advanced Investigation and Reconstruction Teams.

**Florida Highway Patrol Special Duty Pay Additive**

**Classes and Approximate Number of Positions Affected:**

FLORIDA HIGHWAY PATROL TROOPER	(8030)	1026
FLORIDA HIGHWAY PATROL SERGEANT	(8031)	168
FLORIDA HIGHWAY PATROL CORPORAL	(8034)	35
FLORIDA HIGHWAY PATROL INVESTG SERGEANT	(8035)	13
FLORIDA HIGHWAY PATROL LIEUTENANT	(8042)	72
Total Positions		<u>1314</u>
<b>Estimated Cost</b>		<b>\$2,628,000</b>

- The Department of Highway Safety and Motor Vehicles may provide a critical market pay (CMP) additive of \$1,300 to non-sworn Florida Highway Patrol personnel working and residing in Miami-Dade and Broward counties for class codes **004, 0045, 0108, 0162, 2236, 3142, and 6466**. These CMP additives shall be granted only during the time in which the employee resides in, and is assigned to duties within, these counties.

**Florida Highway Patrol Critical Market Pay Additive for non-sworn personnel in class codes 004, 0045, 0108, 0162, 2236, 3142, and 6466.**

**Classes and Approximate Number of Positions Affected:**

GOVERNMENT OPERATIONS CONSULTANT II	(2236)	1
MAINTENANCE MECHANIC	(6466)	2
Total Positions		<u>338</u>
<b>Estimated Cost</b>		<b>\$1,690,000</b>

- The Department of Highway Safety and Motor Vehicles is authorized to grant a critical market pay (CMP) additive of \$5,000 per year to non-sworn Florida Highway Patrol personnel for class codes **8407, 8410, 8417, and 8513** working and residing in the following counties: Duval, Nassau, Baker, Clay, St. Johns, Hillsborough, Polk, Pinellas, Manatee, Pasco, Lee, Charlotte, Glades, Hendry, Collier, Miami-Dade, Monroe, Palm Beach, Martin, Broward, Seminole, Orange, Lake, Osceola, and Brevard. This additive shall be granted only during the time in which the employee resides and is assigned to duties within.

**Florida Highway Patrol Critical Market Pay Additive for Regional Duty Officers, Duty Officers, and Communications Training Officers**

***Classes and Approximate Number of Positions Affected:***

REGIONAL DUTY OFFICER	(8407)	4
DUTY OFFICER	(8410)	0
COMMUNICATIONS TRAINING OFFICER	(8417)	0
COMMUNITY SERVICE OFFICER	(8513)	184
Total Positions		188
<b>Estimated Cost</b>		<b>\$940,000</b>

- The Department of Highway Safety and Motor Vehicles is authorized to grant a critical market pay (CMP) additive of \$5,000 per year to Motorist Services personnel for class codes **9000 and 9002** working and residing in Miami-Dade and Broward counties. This additive shall be granted only during the time in which the employee resides and is assigned duties within those counties. In addition, Motorist Services personnel for class code **9018** with the working classification title of 'Community Outreach Specialist. shall also receive a \$5,000 critical market pay additive per year.

**Motorist Services Critical Market Pay Additive for Authorized Personnel in Class Codes 9000, 9002, and 9018 (with working title of 'Community Outreach Specialist')**

***Classes and Approximate Number of Positions Affected:***

DRIVER LICENSES EXAMINER I	(9000)	0
DRIVER LICENSES EXAMINER II	(9002)	338
HIGHWAY SAFETY SPECIALIST	(9018)	0
Total Positions		338
<b>Estimated Cost</b>		<b>\$1,690,000</b>

- The Department of Highway Safety and Motor Vehicles is authorized to grant a pay additive of \$162.50 per pay period for law enforcement officers assigned to the Office of Motor Carrier Compliance 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 TROOPER	(8030)	32
FLORIDA HIGHWAY PATROL SERGEANT	(8031)	200
FLORIDA HIGHWAY PATROL LIEUTENANT	(8042)	17
Total Positions		249
<b>Estimated Cost</b>		<b>\$485,550</b>



# Department Level Exhibits and Schedules

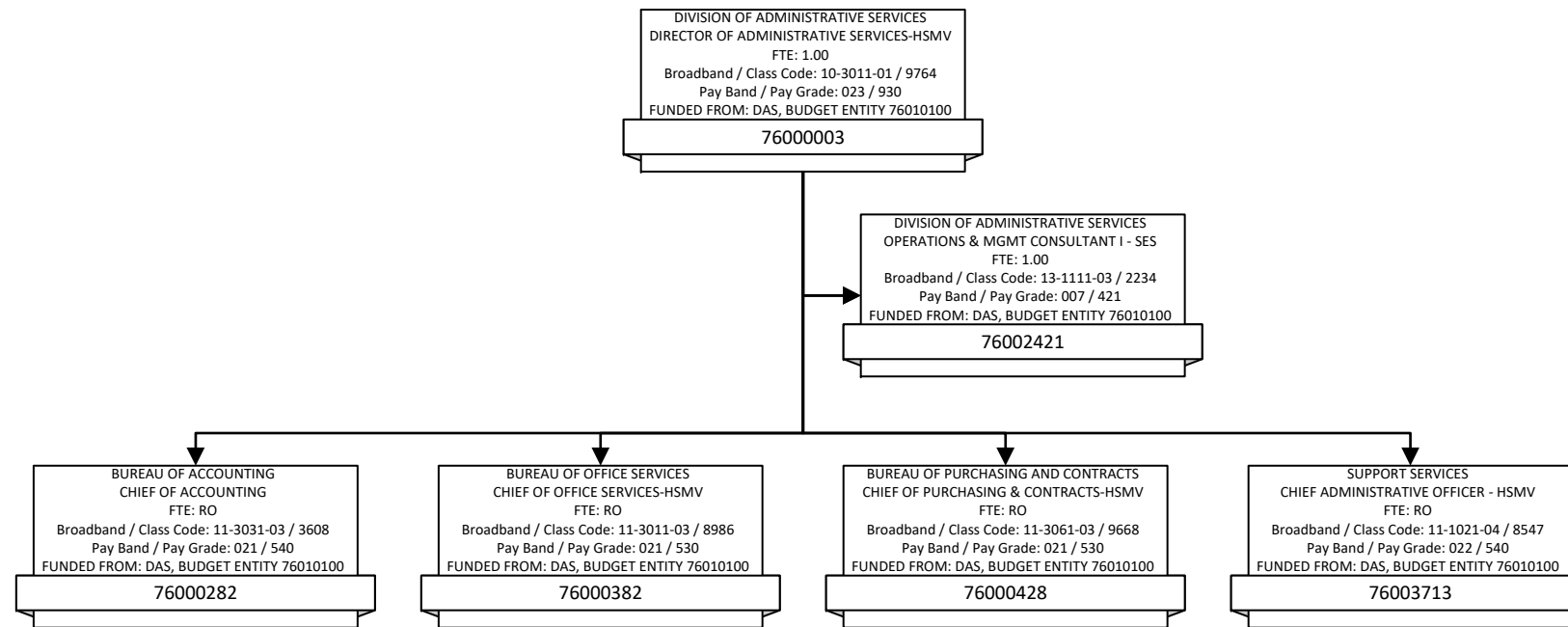
## Schedule VII: Agency Litigation Inventory

*For directions on completing this schedule, please see the "Legislative Budget Request (LBR) Instructions" located on the Florida Fiscal Portal.*

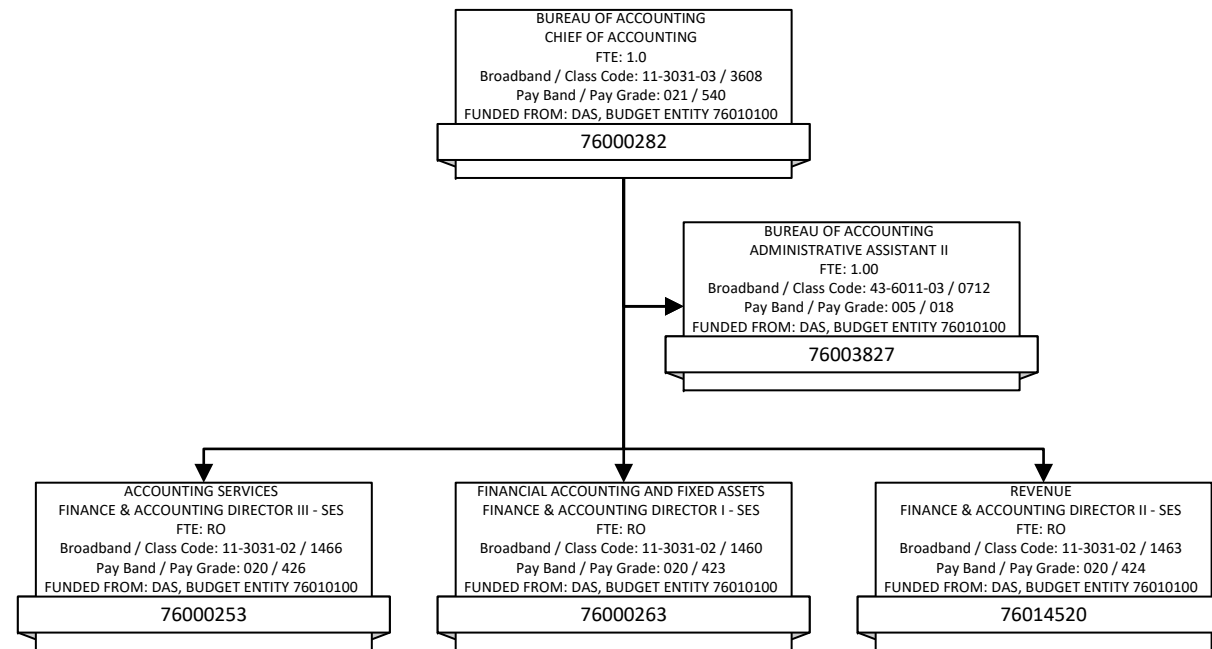
<b>Agency:</b>	<b>Florida Department of Highway Safety and Motor Vehicles</b>		
<b>Contact Person:</b>	David Arthmann	<b>Phone Number:</b>	850-617-3138
<b>Names of the Case: (If no case name, list the names of the plaintiff and defendant.)</b>	No open cases.		
<b>Court with Jurisdiction:</b>			
<b>Case Number:</b>			
<b>Summary of the Complaint:</b>			
<b>Amount of the Claim:</b>	\$		
<b>Specific Statutes or Laws (including GAA) Challenged:</b>			
<b>Status of the Case:</b>			
<b>Who is representing (of record) the state in this lawsuit? Check all that apply.</b>	<input type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
<b>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).</b>			

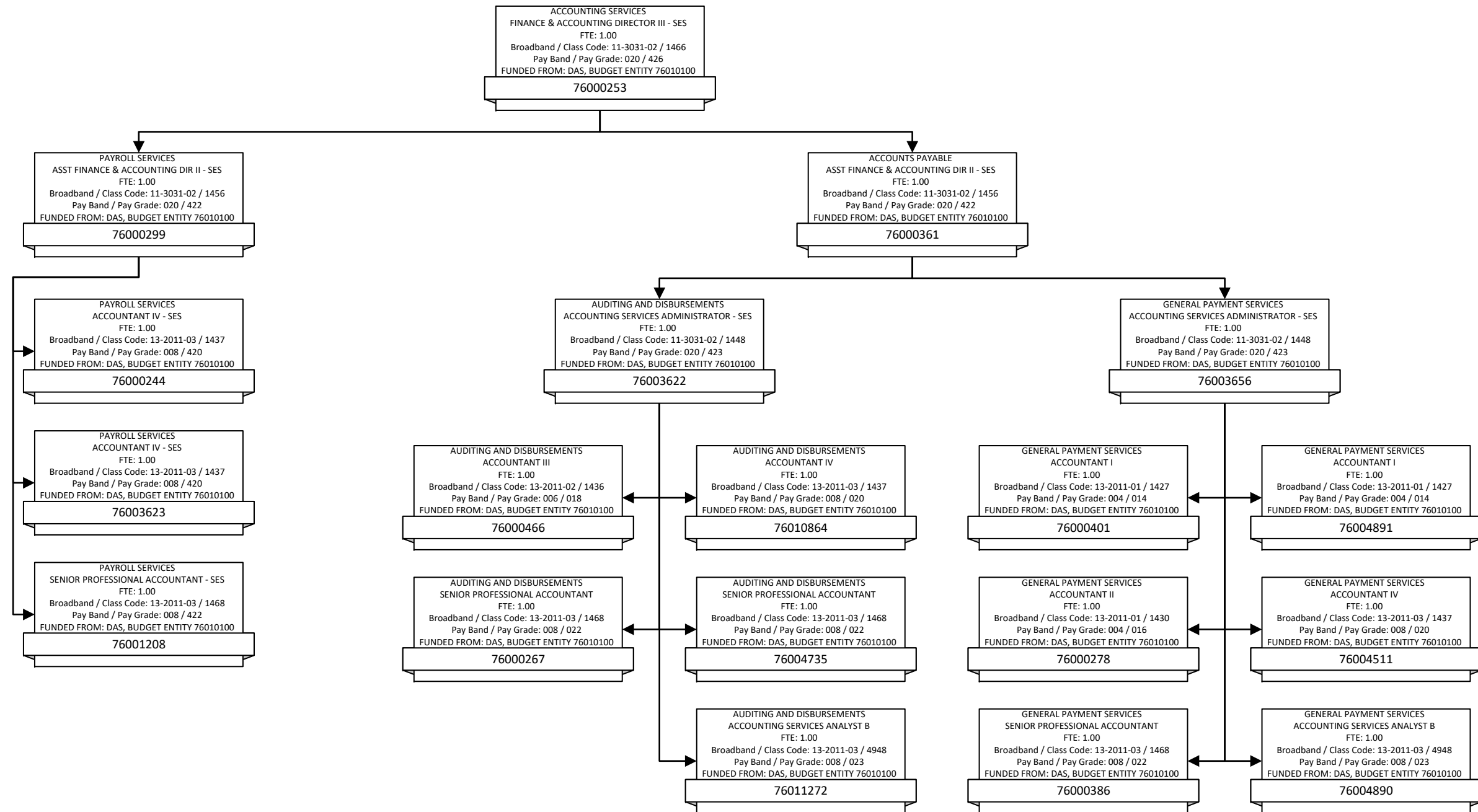
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 DIVISION OF ADMINISTRATIVE SERVICES (DAS)  
 AS OF 6/30/2023

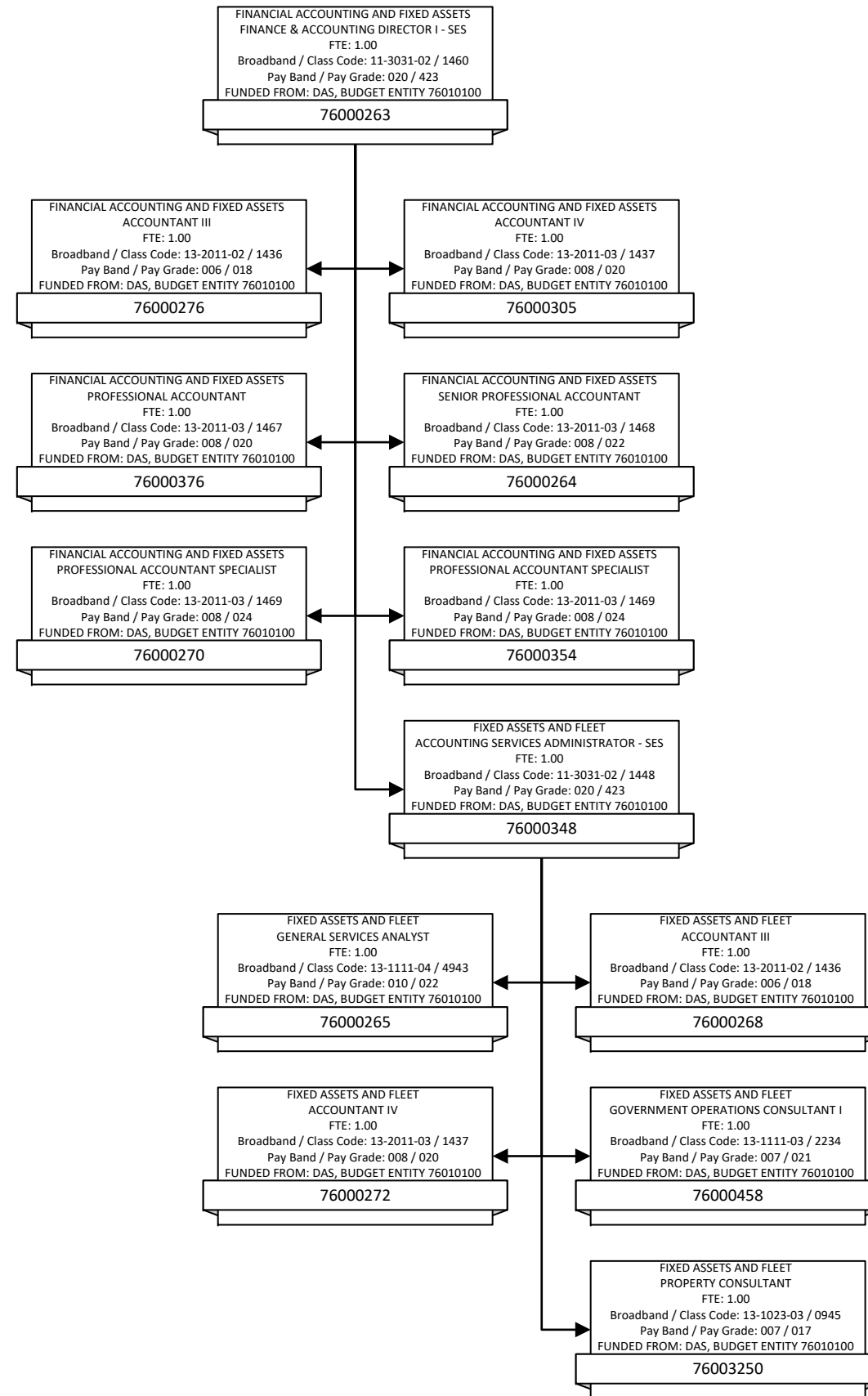
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 RO = REFER TO OTHER CHART





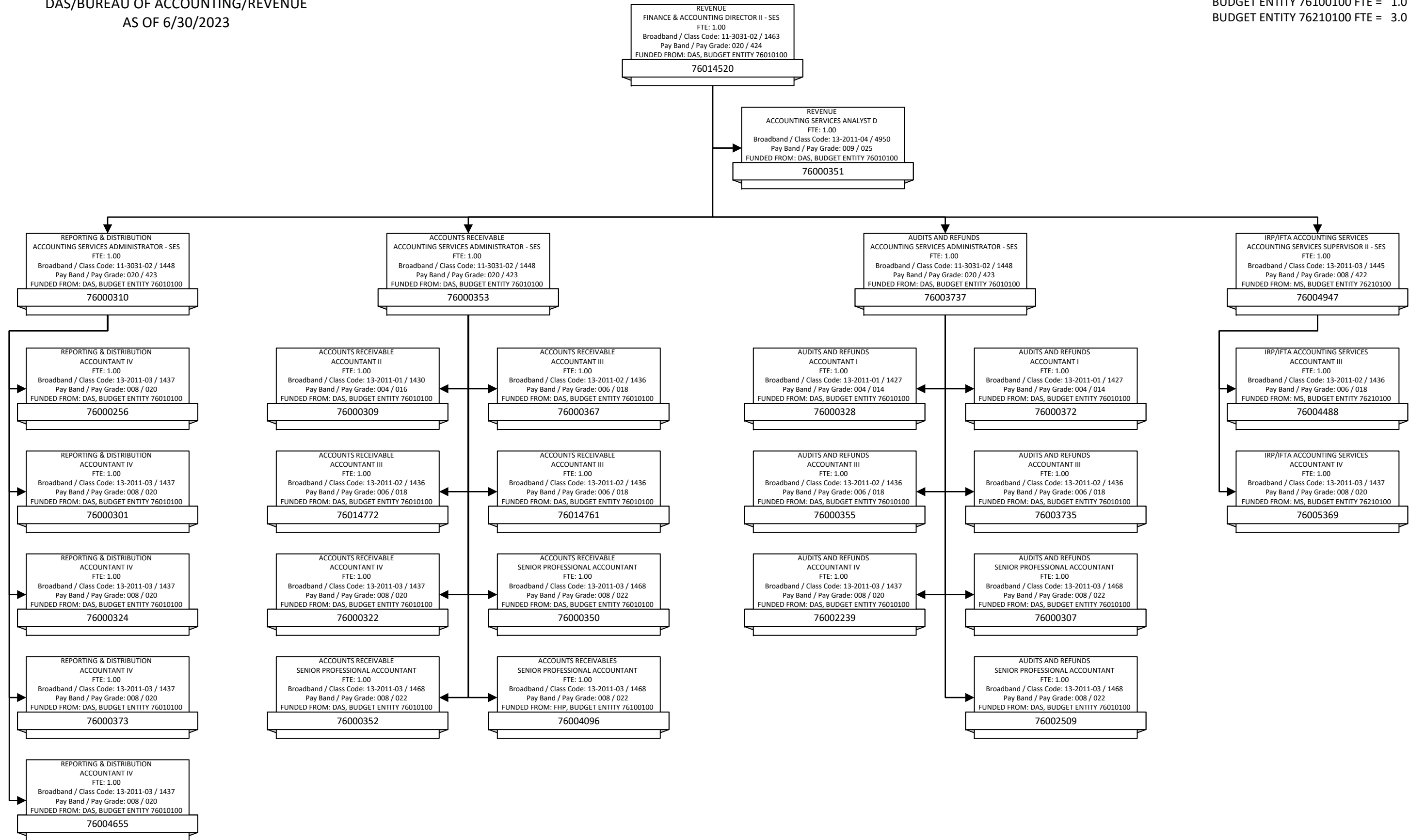


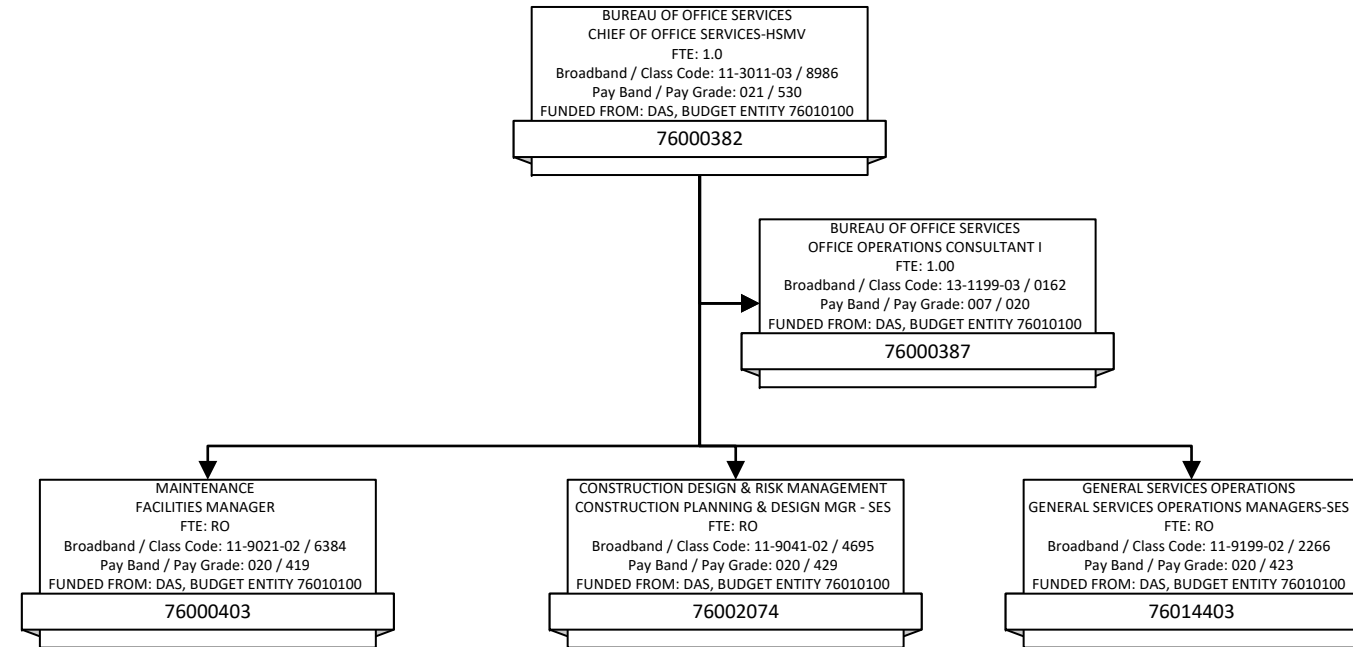




STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
DAS/BUREAU OF ACCOUNTING/REVENUE  
AS OF 6/30/2023

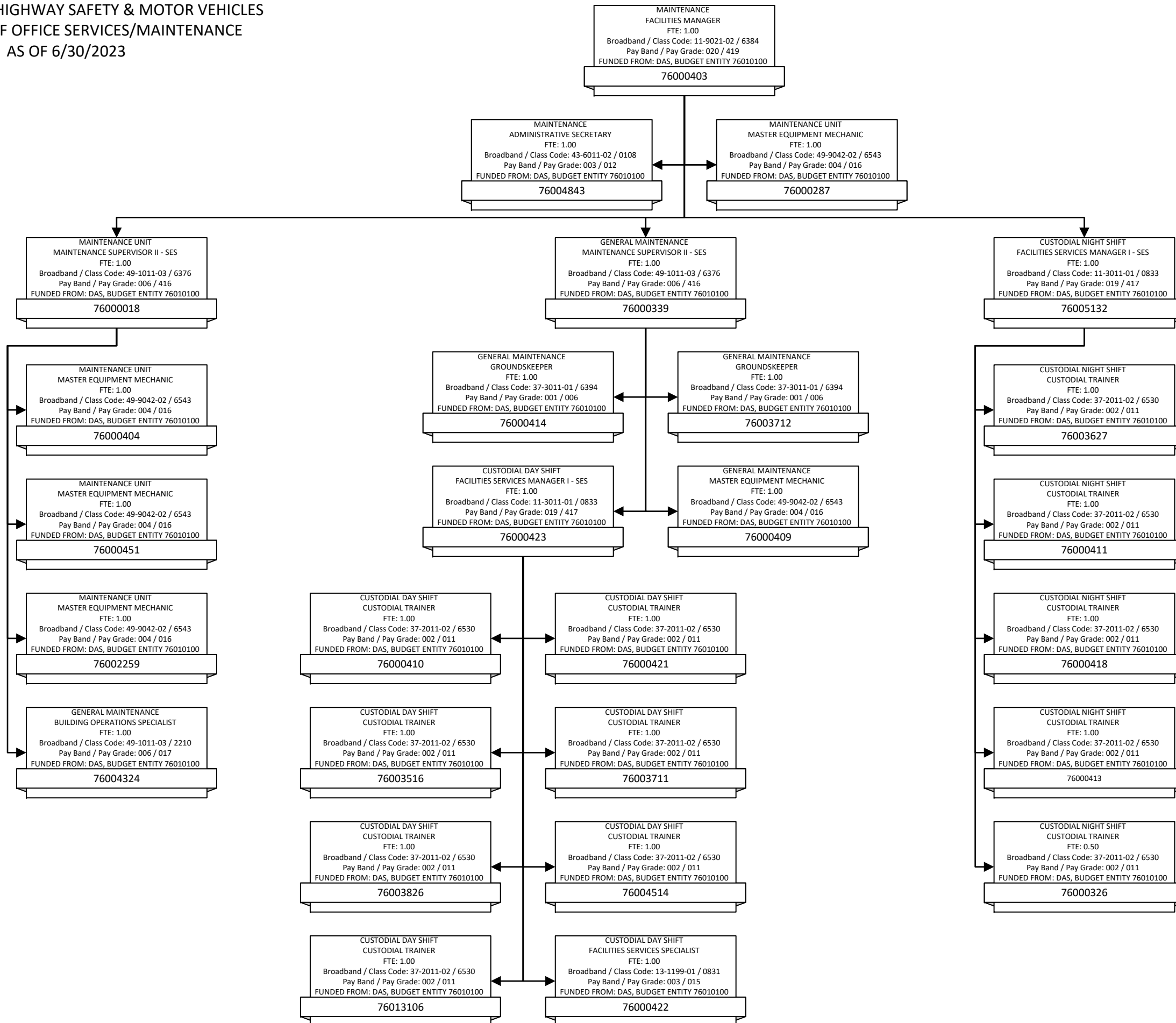
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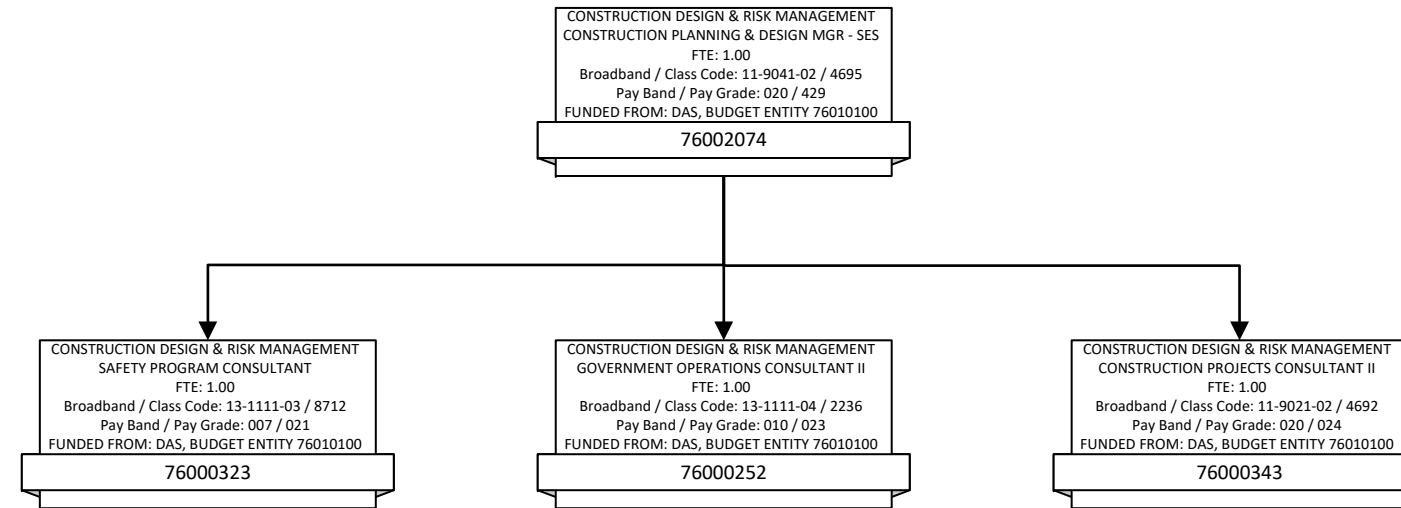




STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
DAS/BUREAU OF OFFICE SERVICES/MAINTENANCE  
AS OF 6/30/2023

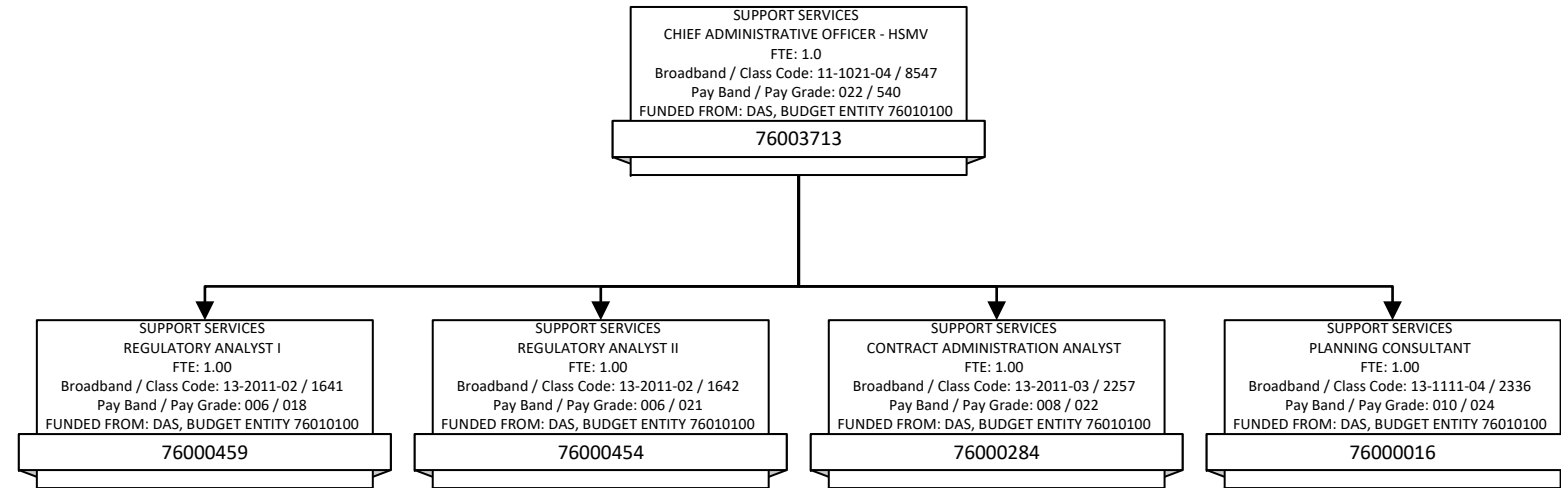
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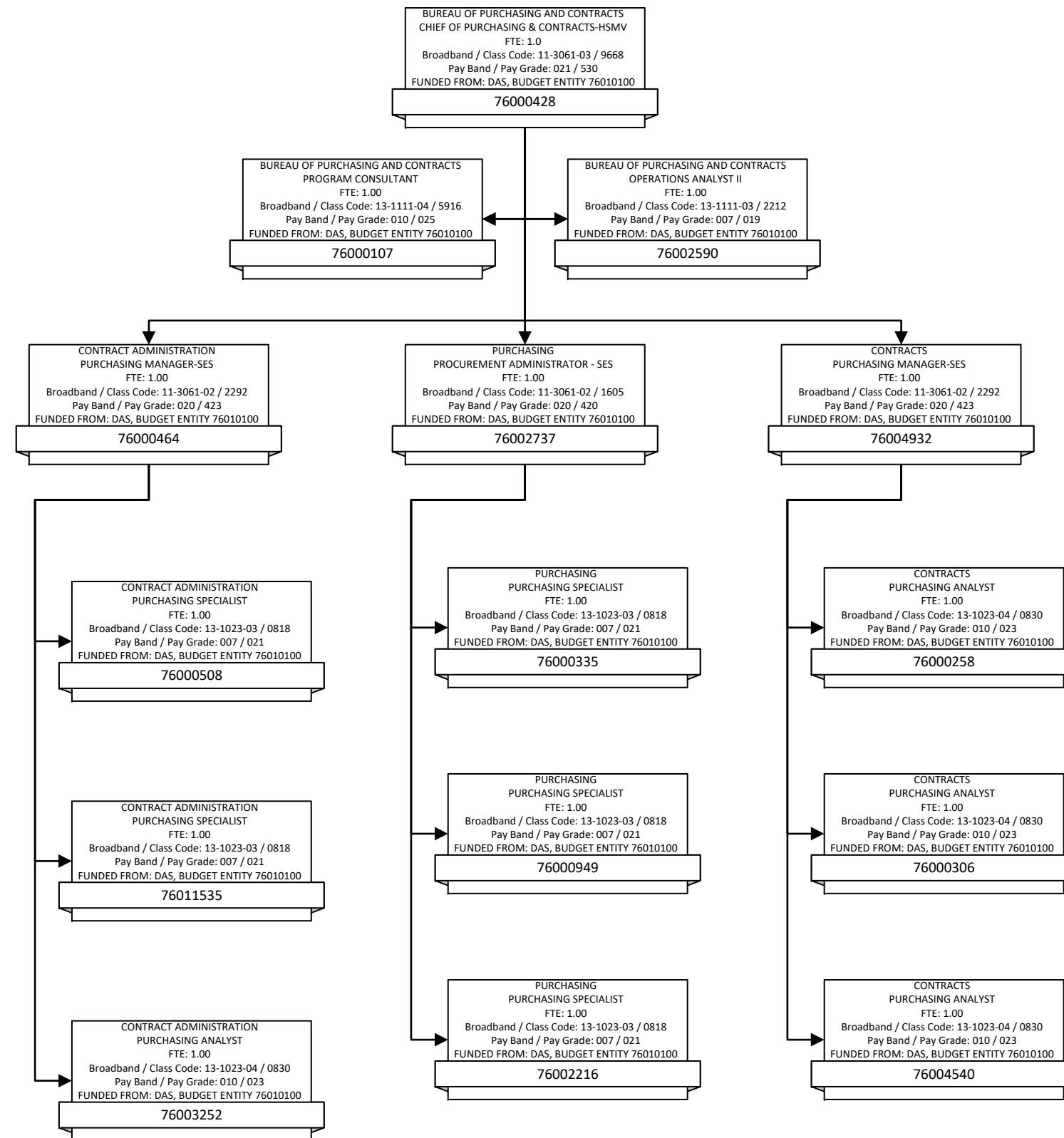






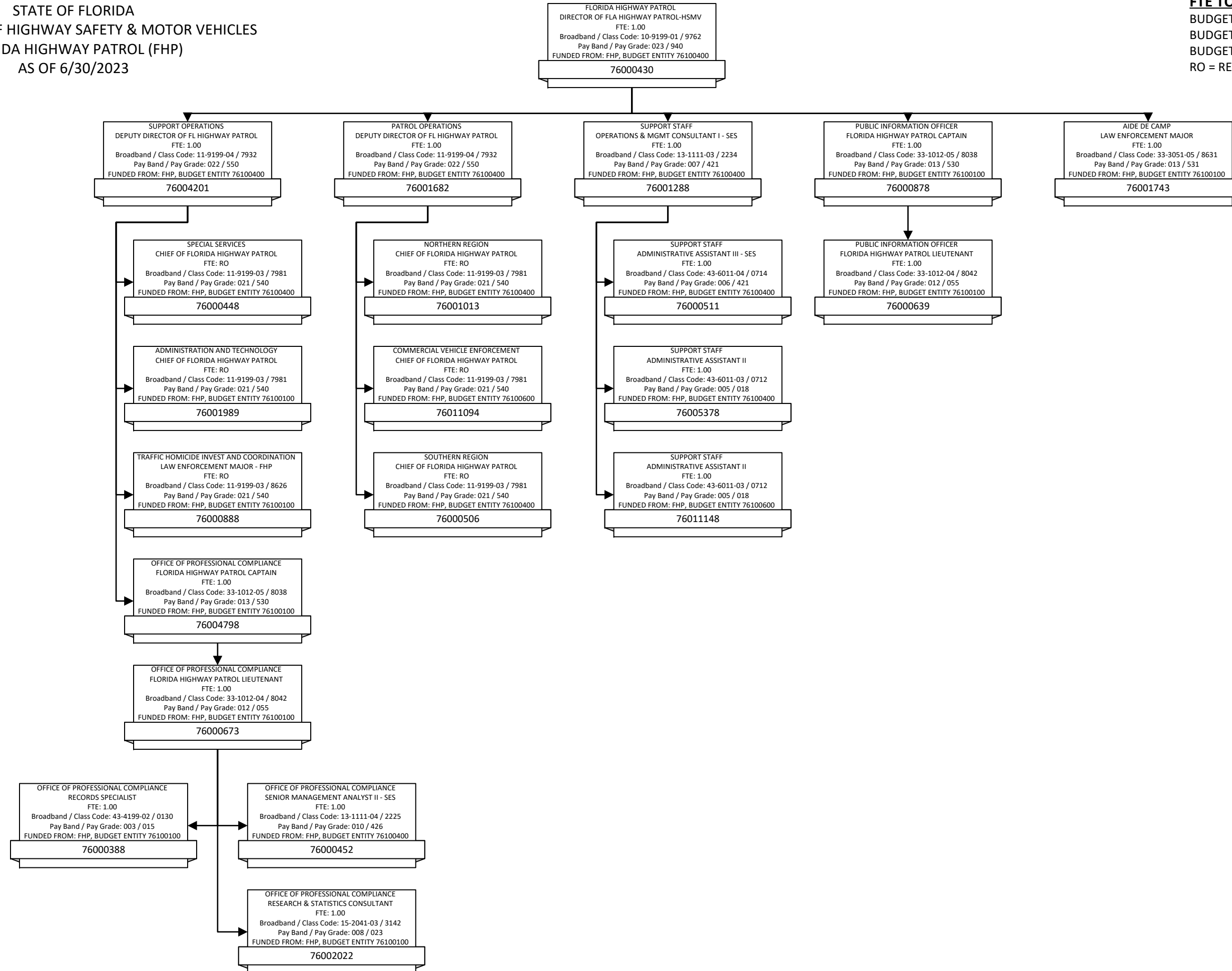






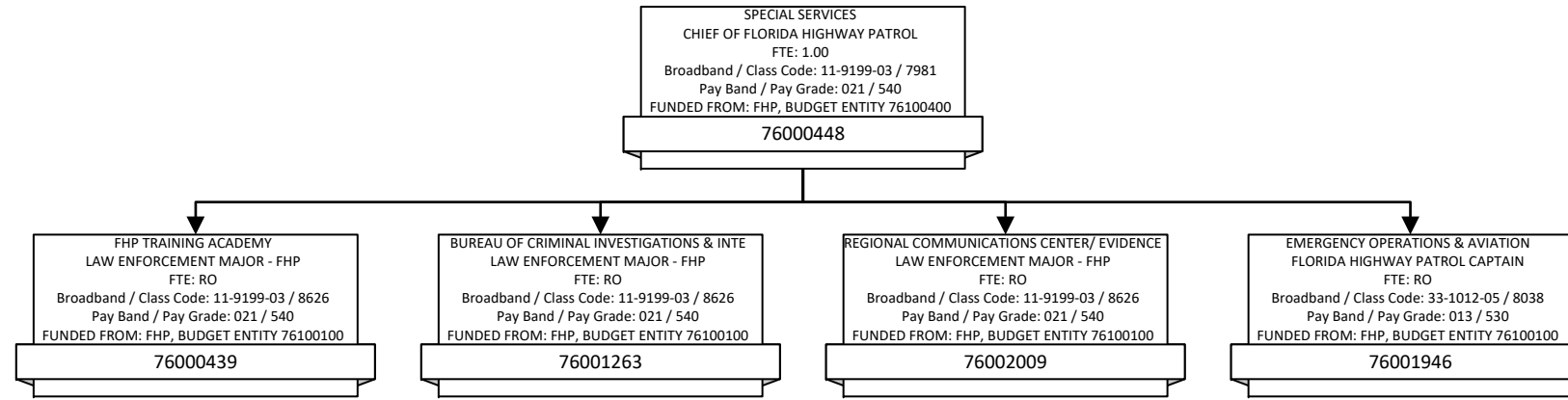
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FLORIDA HIGHWAY PATROL (FHP)  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
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 BUDGET ENTITY 76100400 FTE = 7.0  
 BUDGET ENTITY 76100600 FTE = 1.0  
 RO = REFER TO OTHER CHART



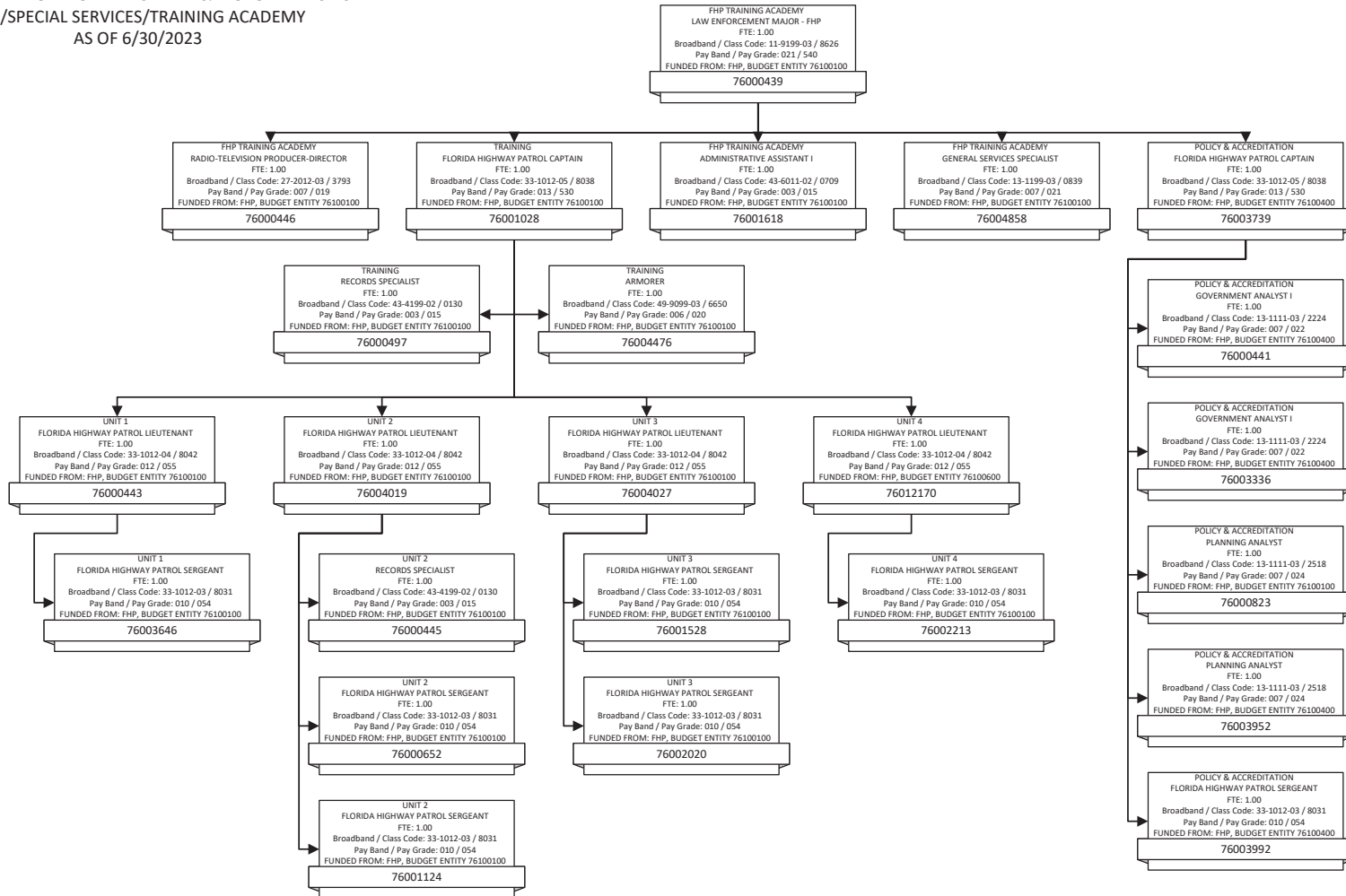
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
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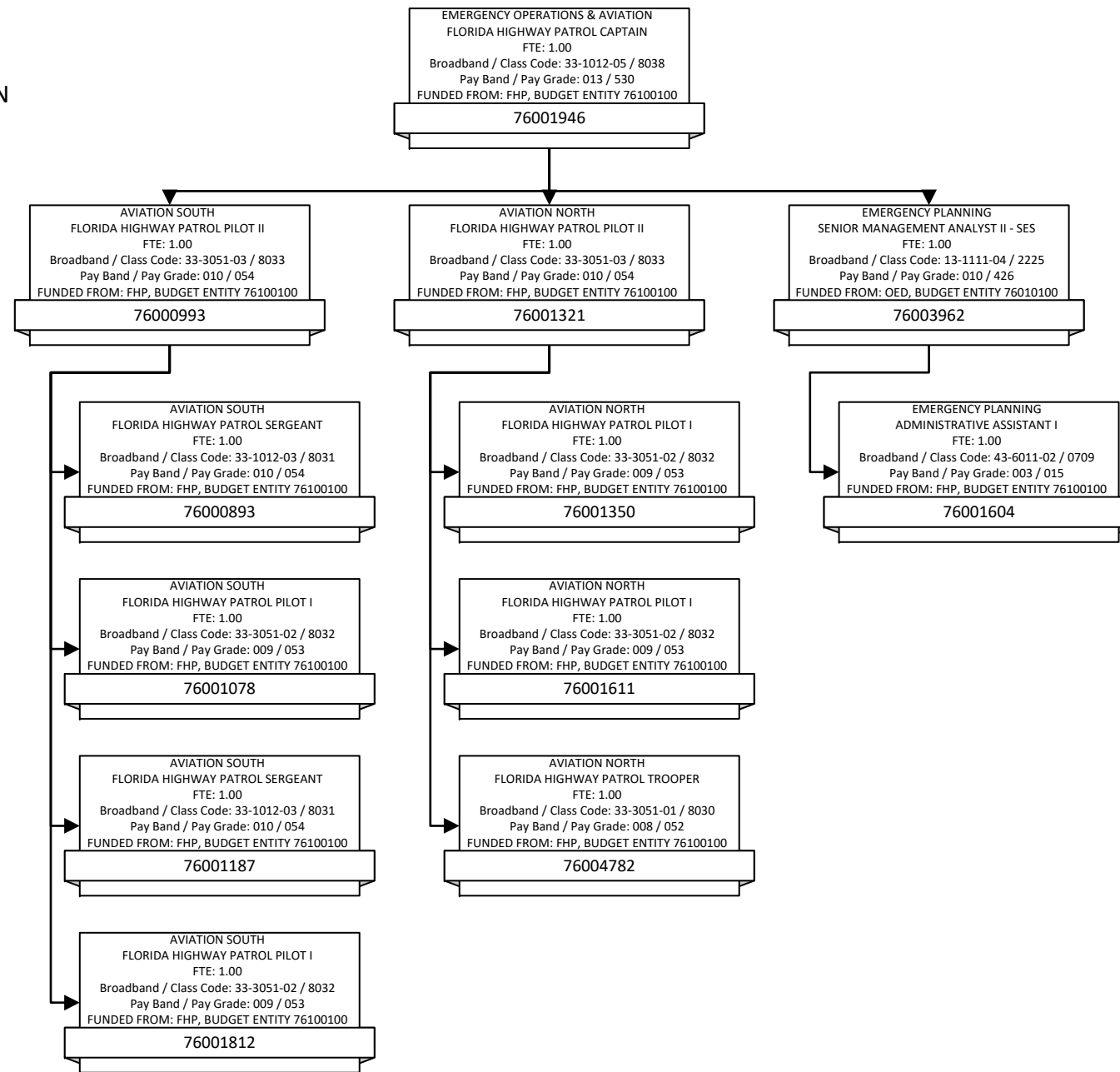
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/TRAINING ACADEMY  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
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 BUDGET ENTITY 76100600 FTE = 1.0



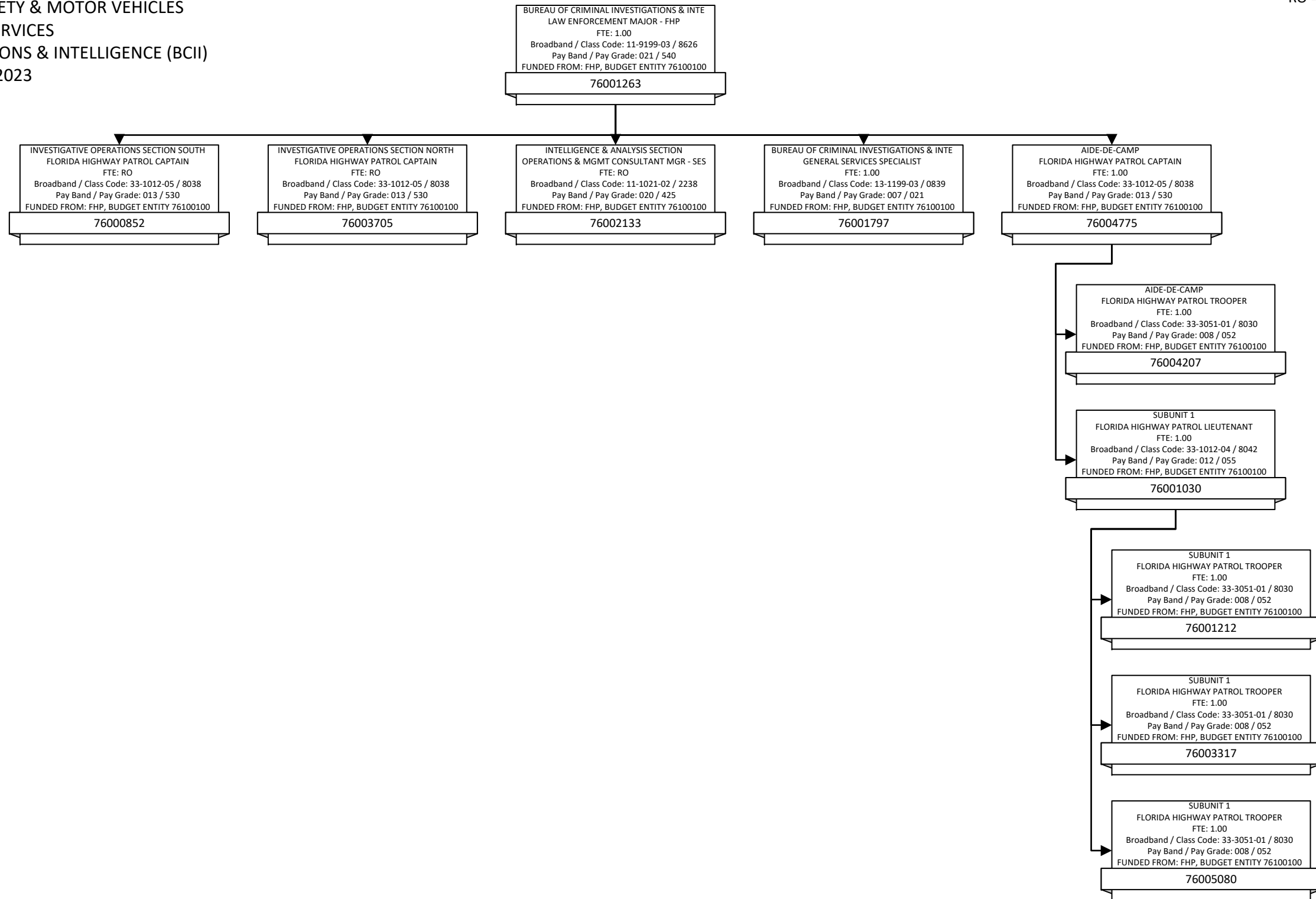
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/EMERGENCY OPERATIONS & AVIATION  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
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 RO = REFER TO OTHER CHART



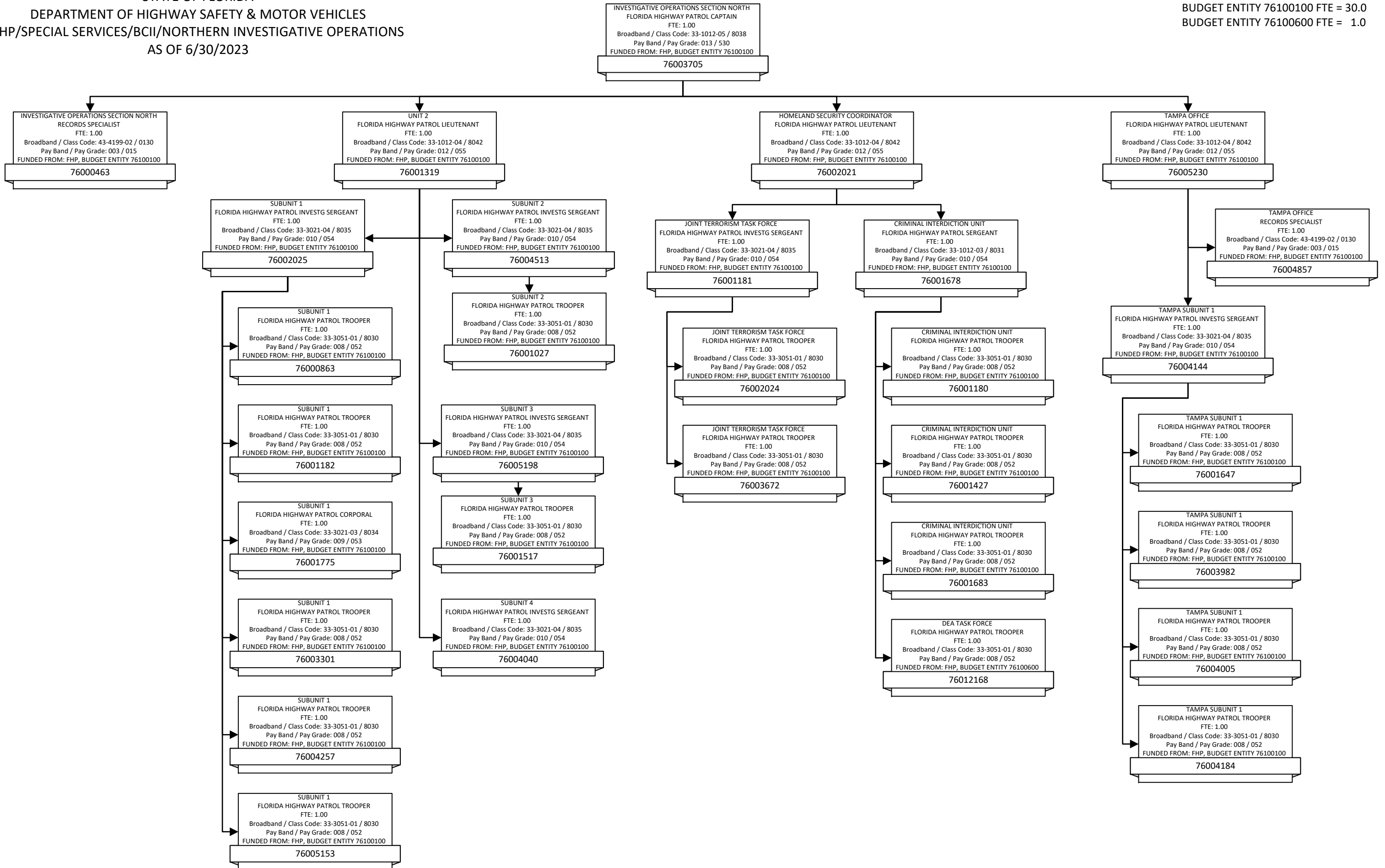
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES  
 BUREAU OF CRIMINAL INVESTIGATIONS & INTELLIGENCE (BCII)  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
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 RO = REFER TO OTHER CHART



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/BCII/NORTHERN INVESTIGATIVE OPERATIONS  
 AS OF 6/30/2023

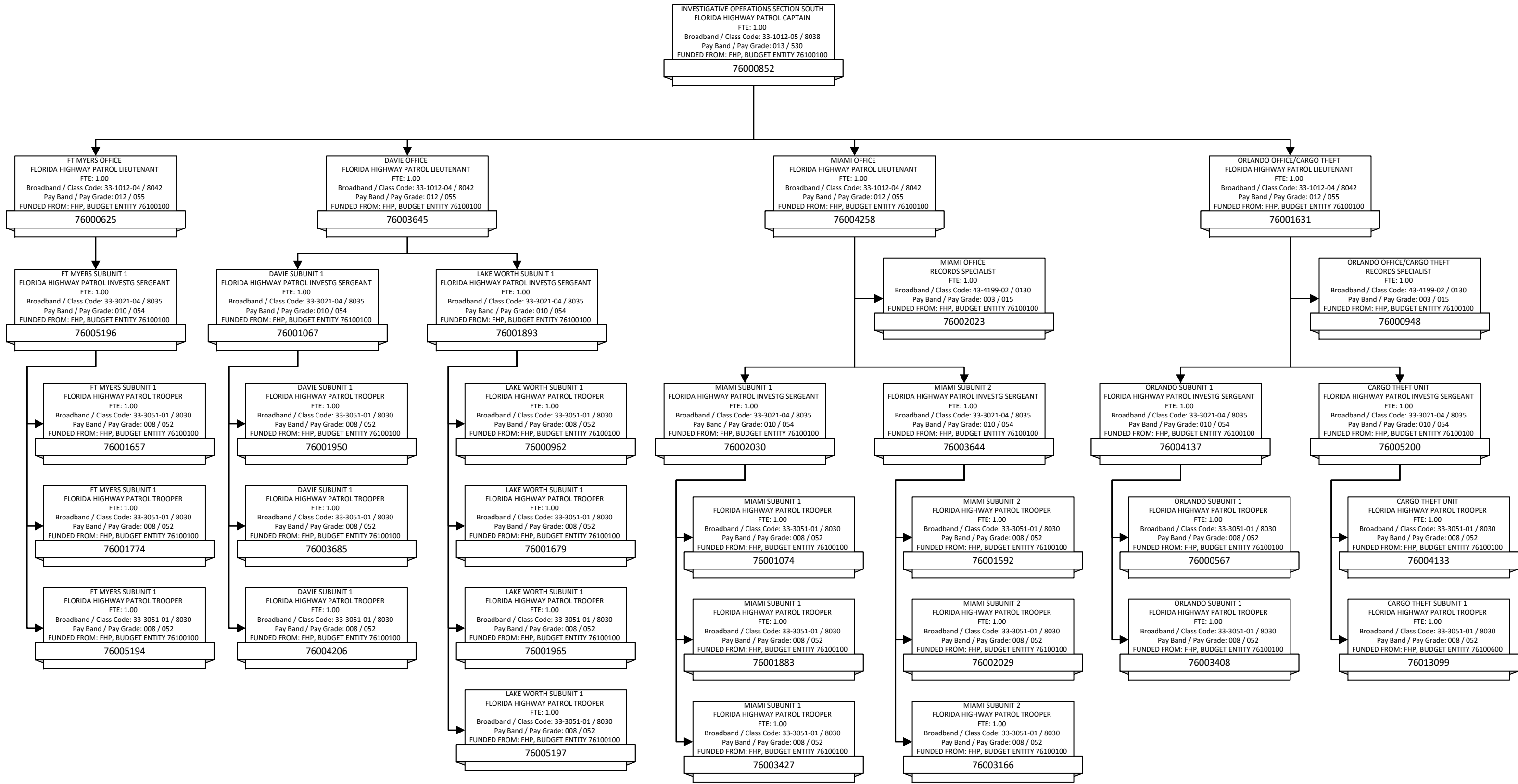
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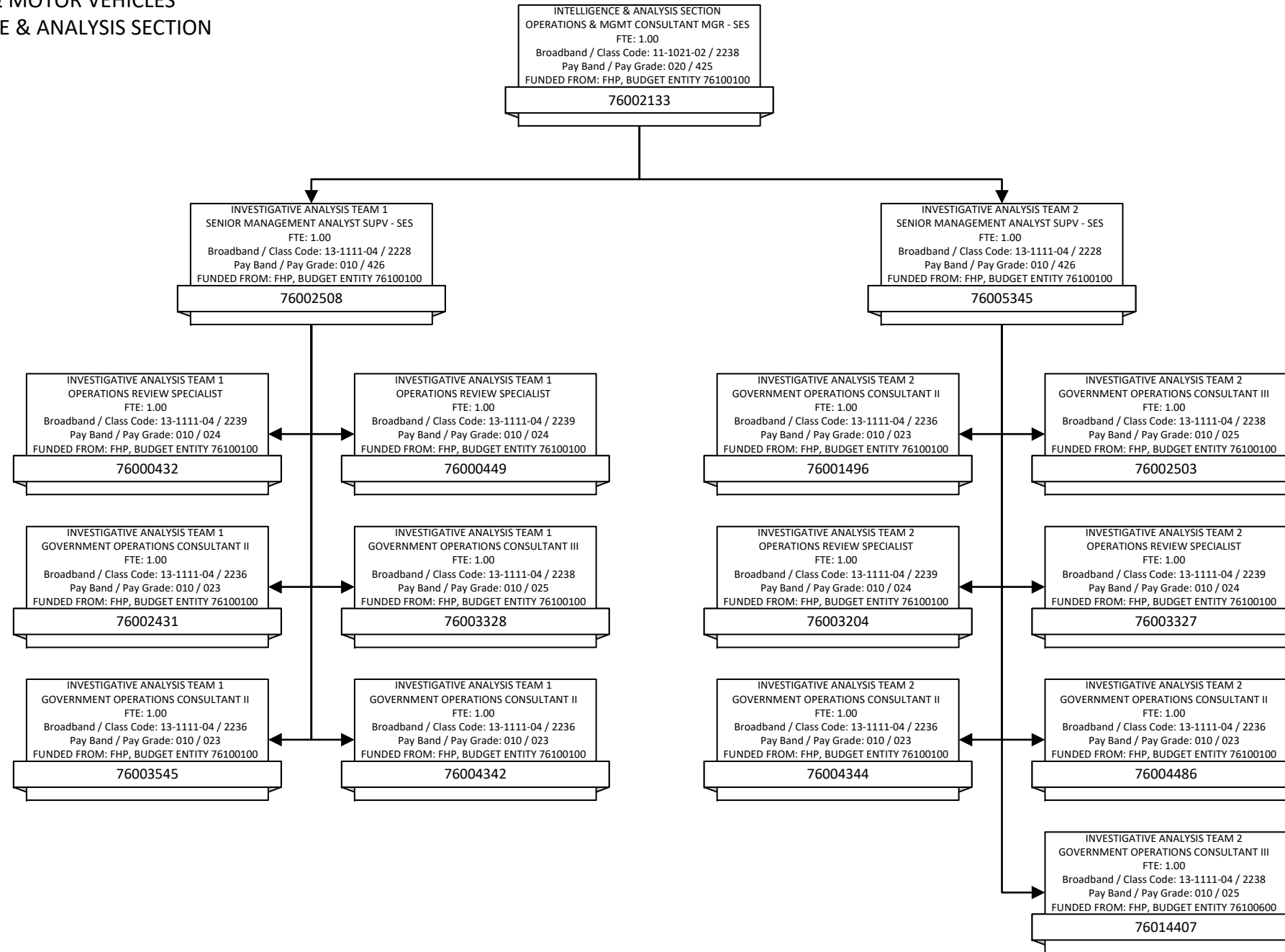
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/BCII/SOUTHERN INVESTIGATIVE OPERATIONS  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
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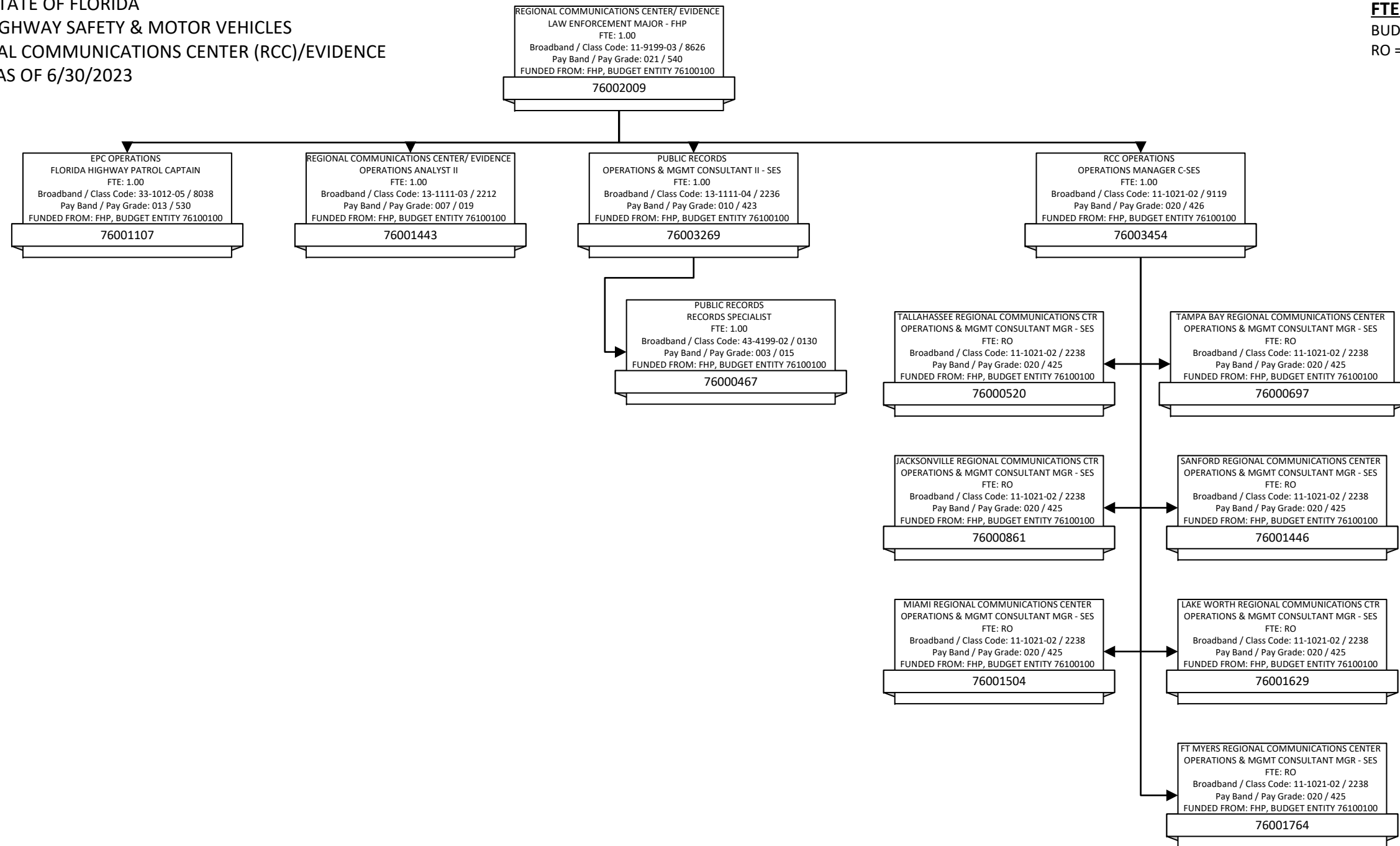
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/BCII/INTELLIGENCE & ANALYSIS SECTION  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
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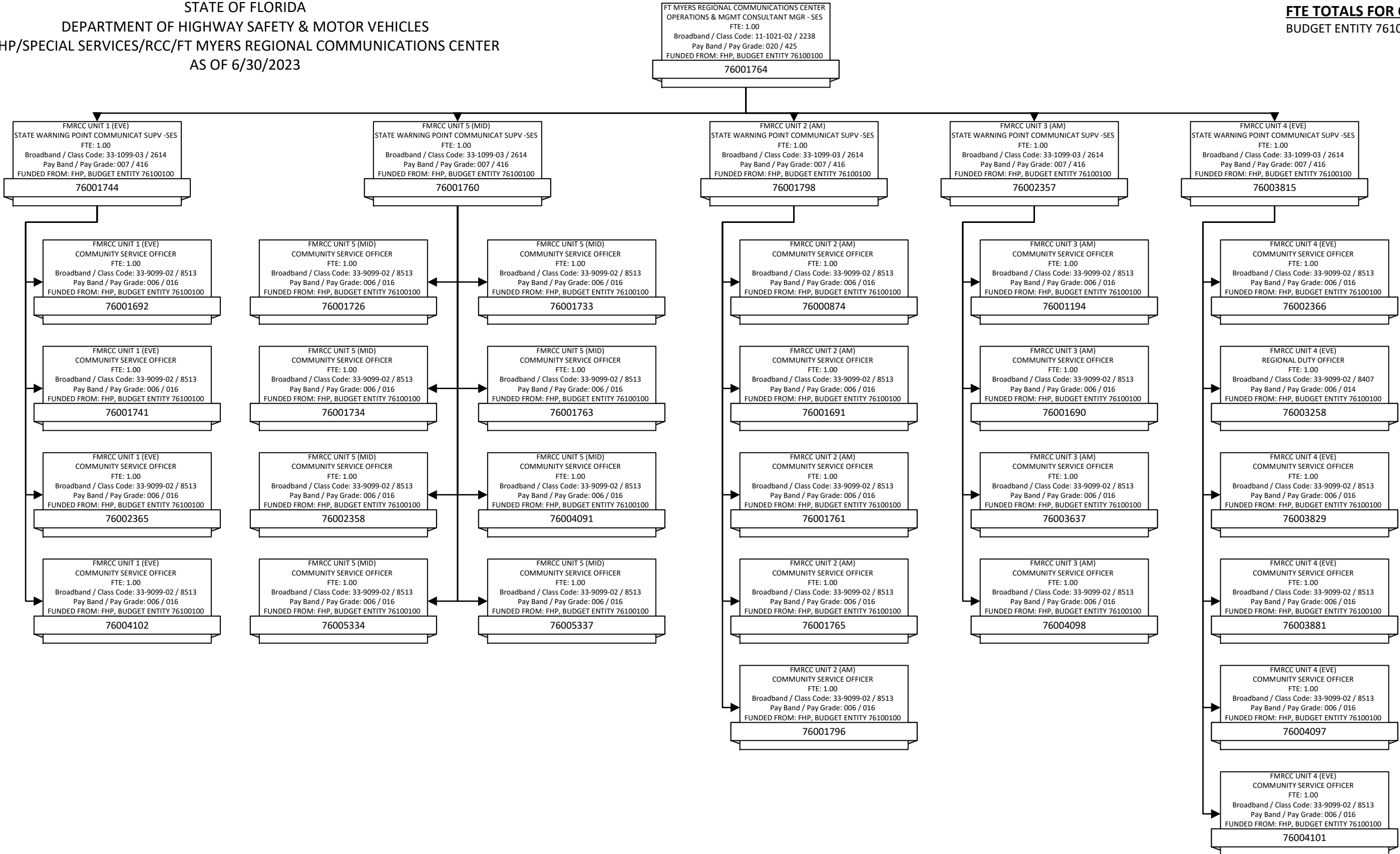
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/REGIONAL COMMUNICATIONS CENTER (RCC)/EVIDENCE  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 6.0  
 RO = REFER TO OTHER CHART



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/RCC/FT MYERS REGIONAL COMMUNICATIONS CENTER  
 AS OF 6/30/2023

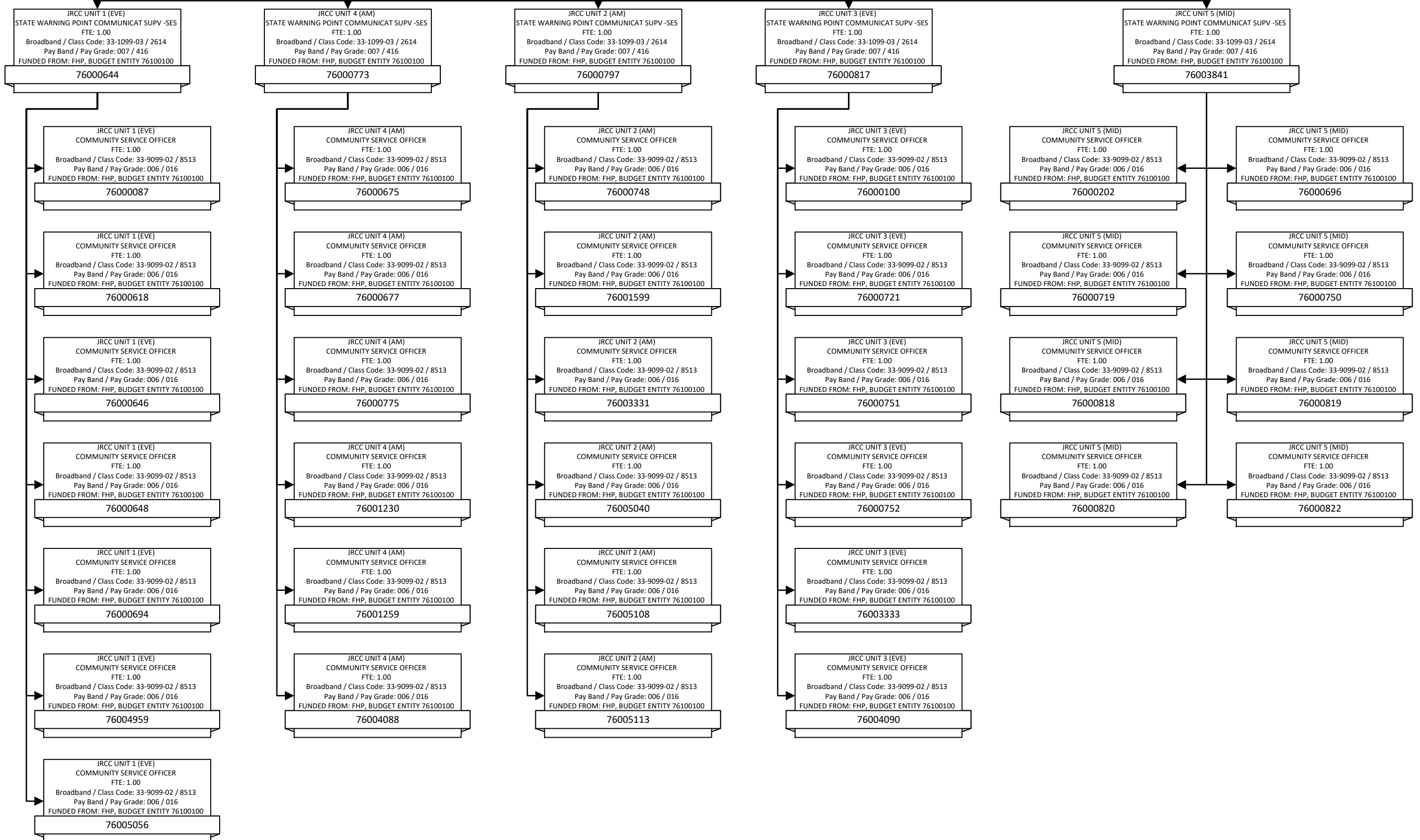
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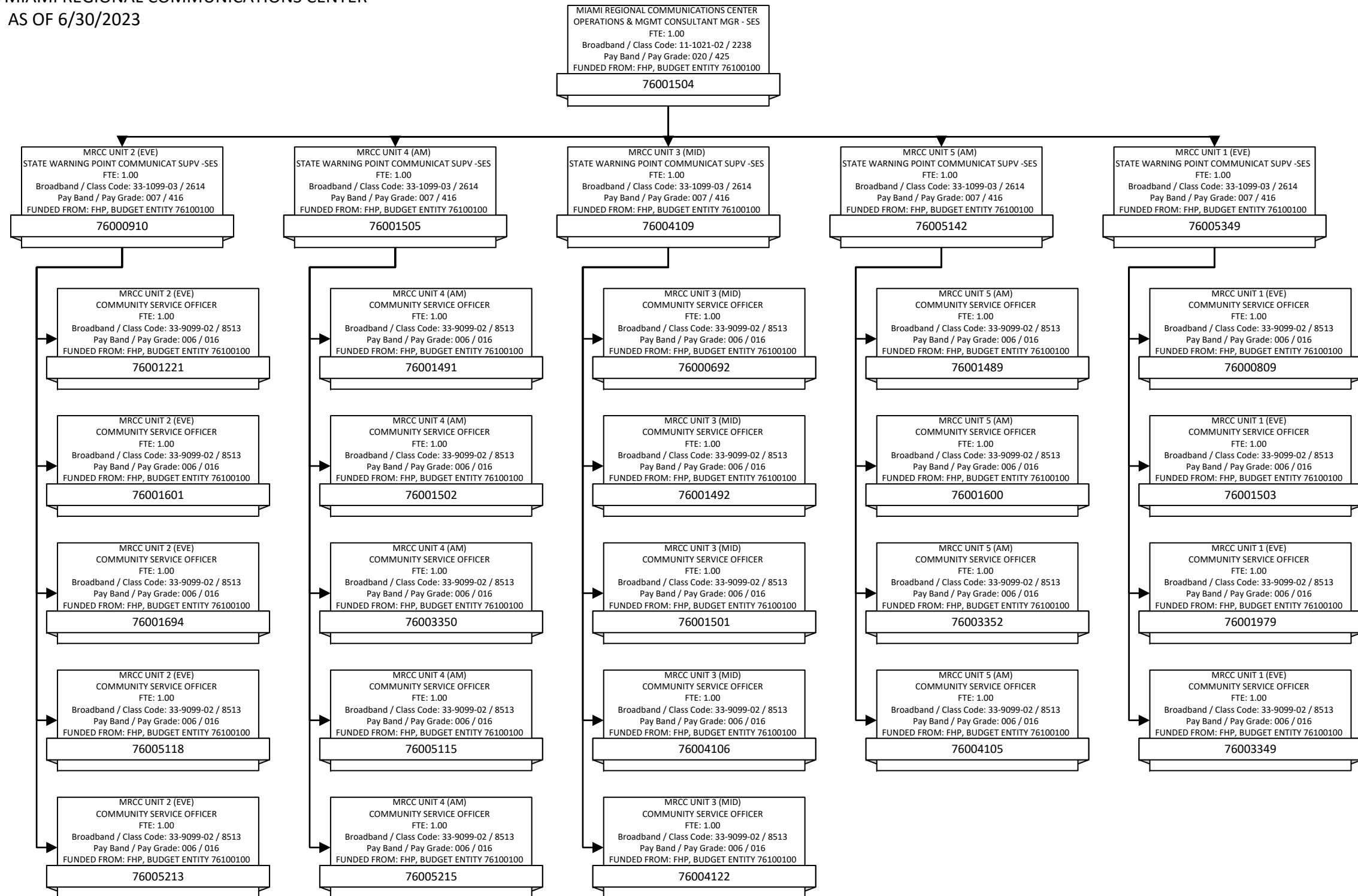
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/RCC/JACKSONVILLE REGIONAL COMMUNICATIONS CENTER  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 39.0

JACKSONVILLE REGIONAL COMMUNICATIONS CTR  
 OPERATIONS & MGMT CONSULTANT MGR - SES  
 FTE: 1.00  
 Broadband / Class Code: 11-1021-02 / 2238  
 Pay Band / Pay Grade: 020 / 425  
 FUNDED FROM: FHP, BUDGET ENTITY 76100100  
**76000861**











STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/RCC/TALLAHASSEE REGIONAL COMMUNICATIONS CENTER  
 AS OF 6/30/2023

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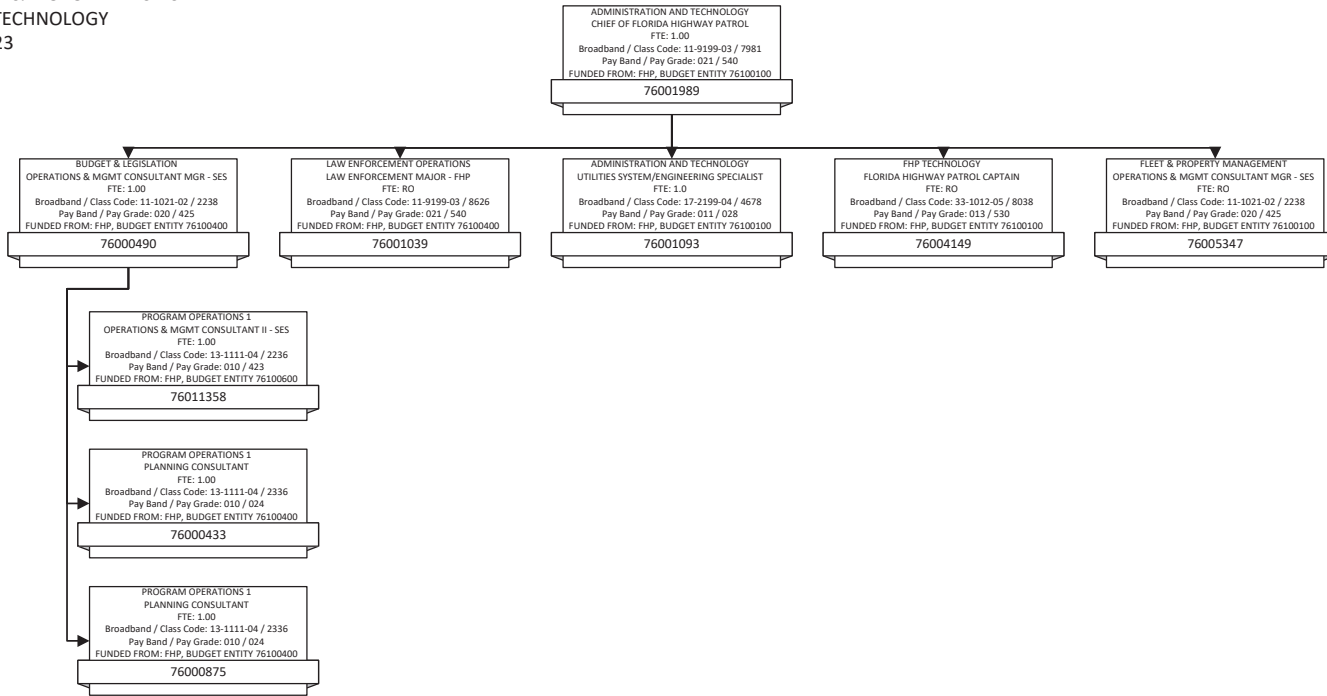
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 OPERATIONS & MGMT CONSULTANT MGR - SES  
 FTE: 1.00  
 Broadband / Class Code: 11-1021-02 / 2238  
 Pay Band / Pay Grade: 020 / 425  
 FUNDED FROM: FHP, BUDGET ENTITY 76100100  
 76000520





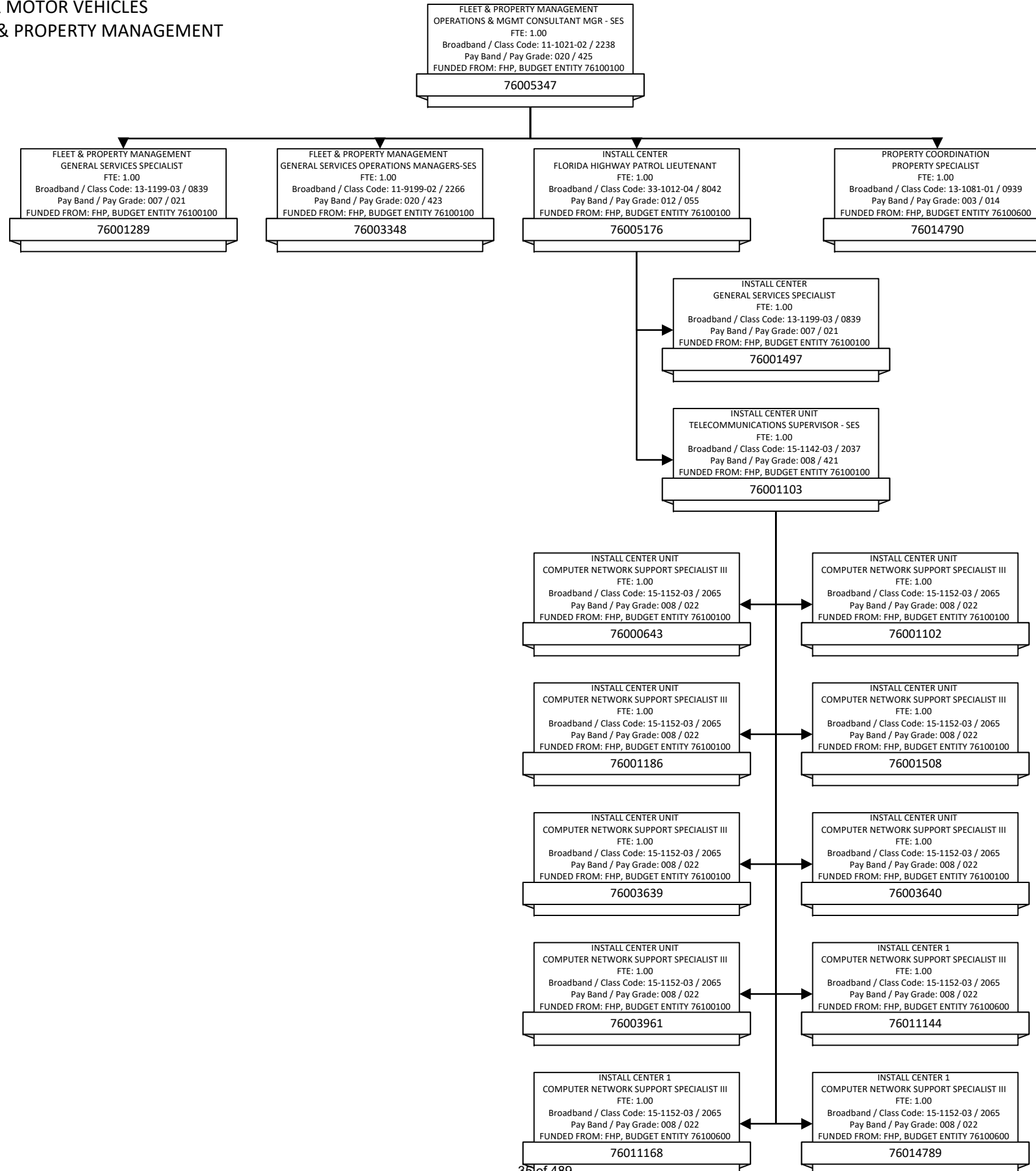
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/ADMINISTRATION & TECHNOLOGY  
 AS OF 6/30/2023

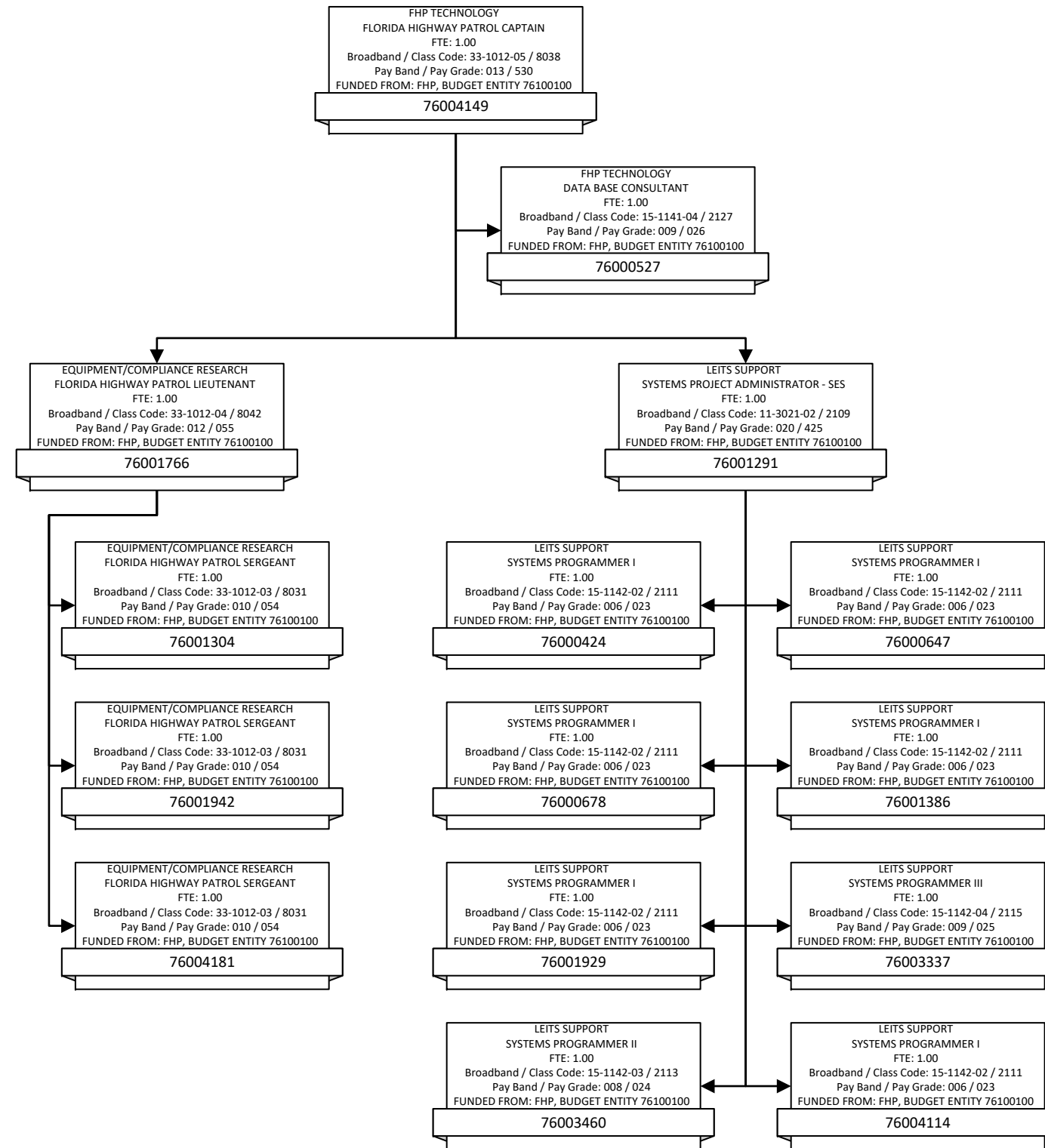
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 BUDGET ENTITY 76100400 FTE = 3.0  
 BUDGET ENTITY 76100600 FTE = 1.0  
 RO = REFER TO OTHER CHART



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/ADMINISTRATION & TECHNOLOGY/FLEET & PROPERTY MANAGEMENT  
 AS OF 6/30/2023

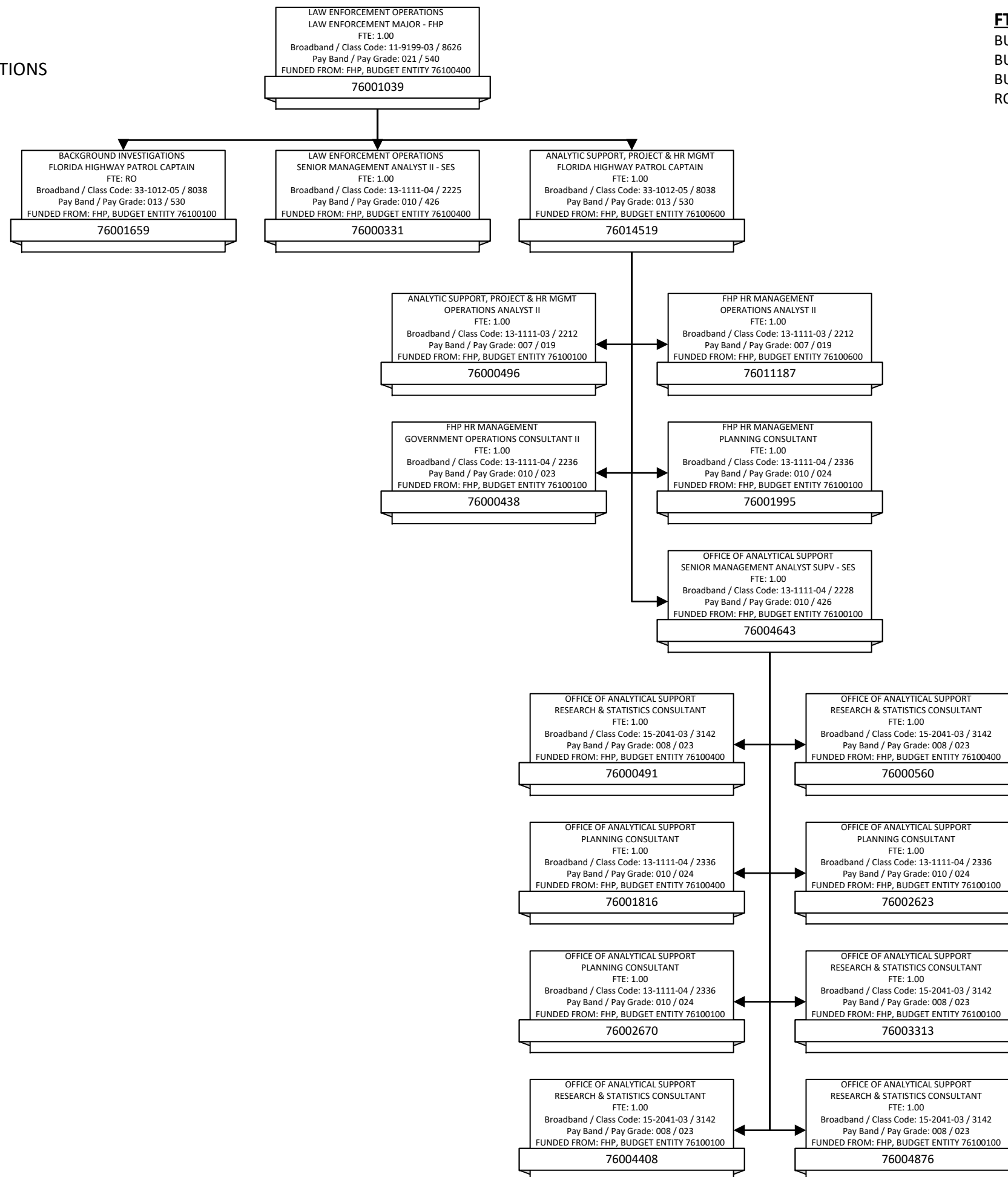
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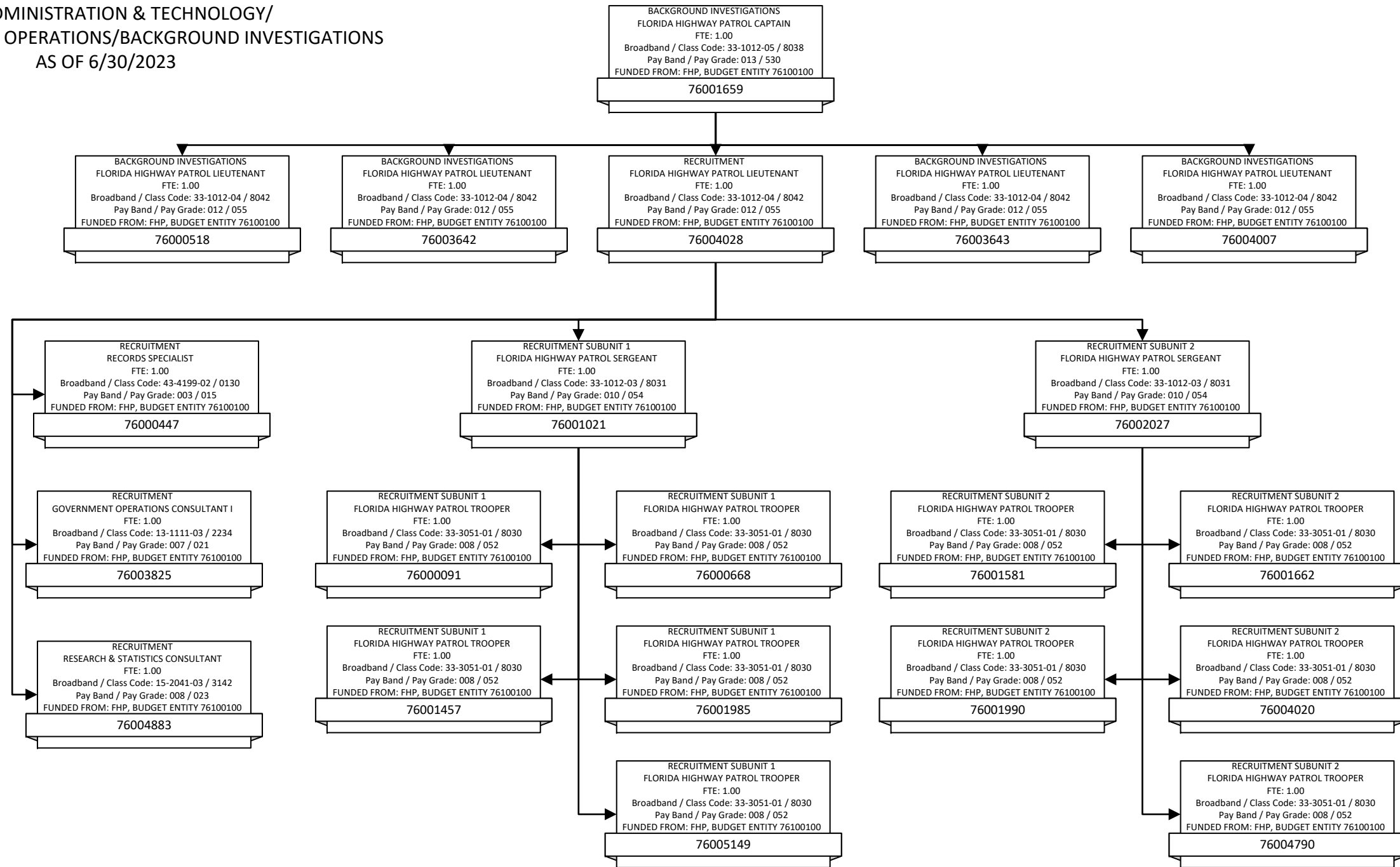
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/ADMINISTRATION & TECHNOLOGY/LAW ENFORCEMENT OPERATIONS  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
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 RO = REFER TO OTHER CHART



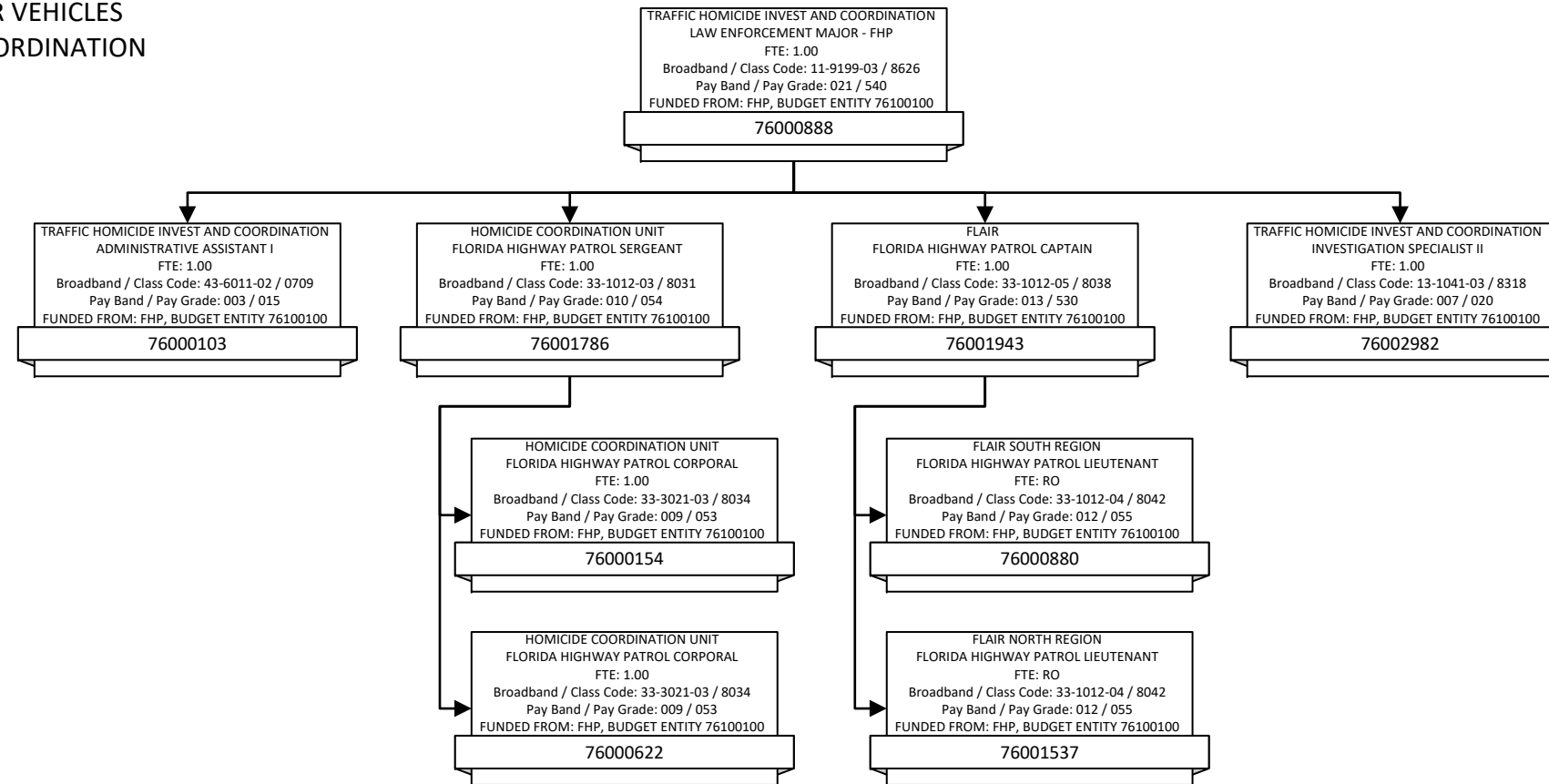
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/ADMINISTRATION & TECHNOLOGY/  
 LAW ENFORCEMENT OPERATIONS/BACKGROUND INVESTIGATIONS  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 21.0



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/TRAFFIC HOMICIDE INVESTIGATIONS & COORDINATION  
 AS OF 6/30/2023

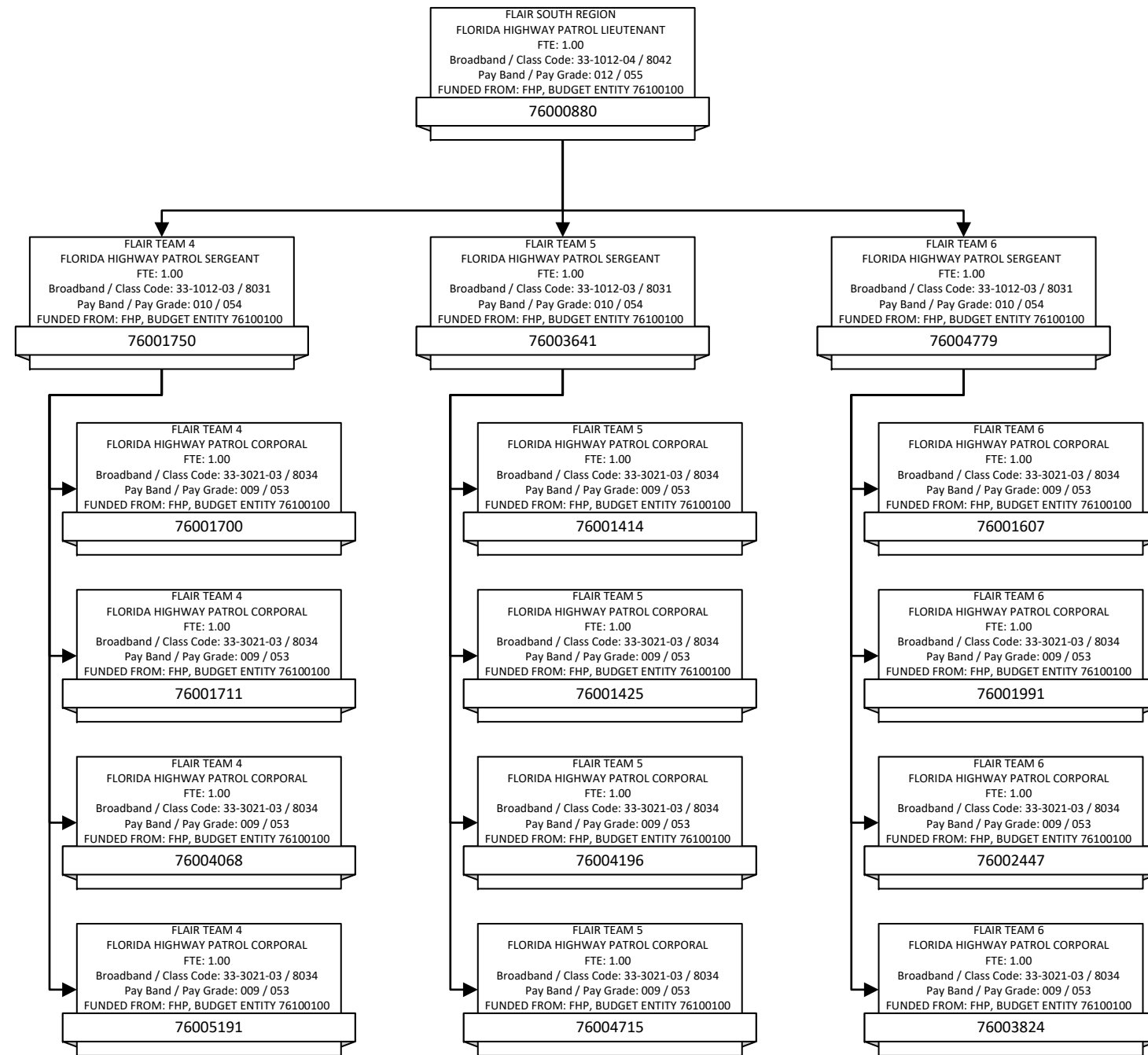
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 7.0

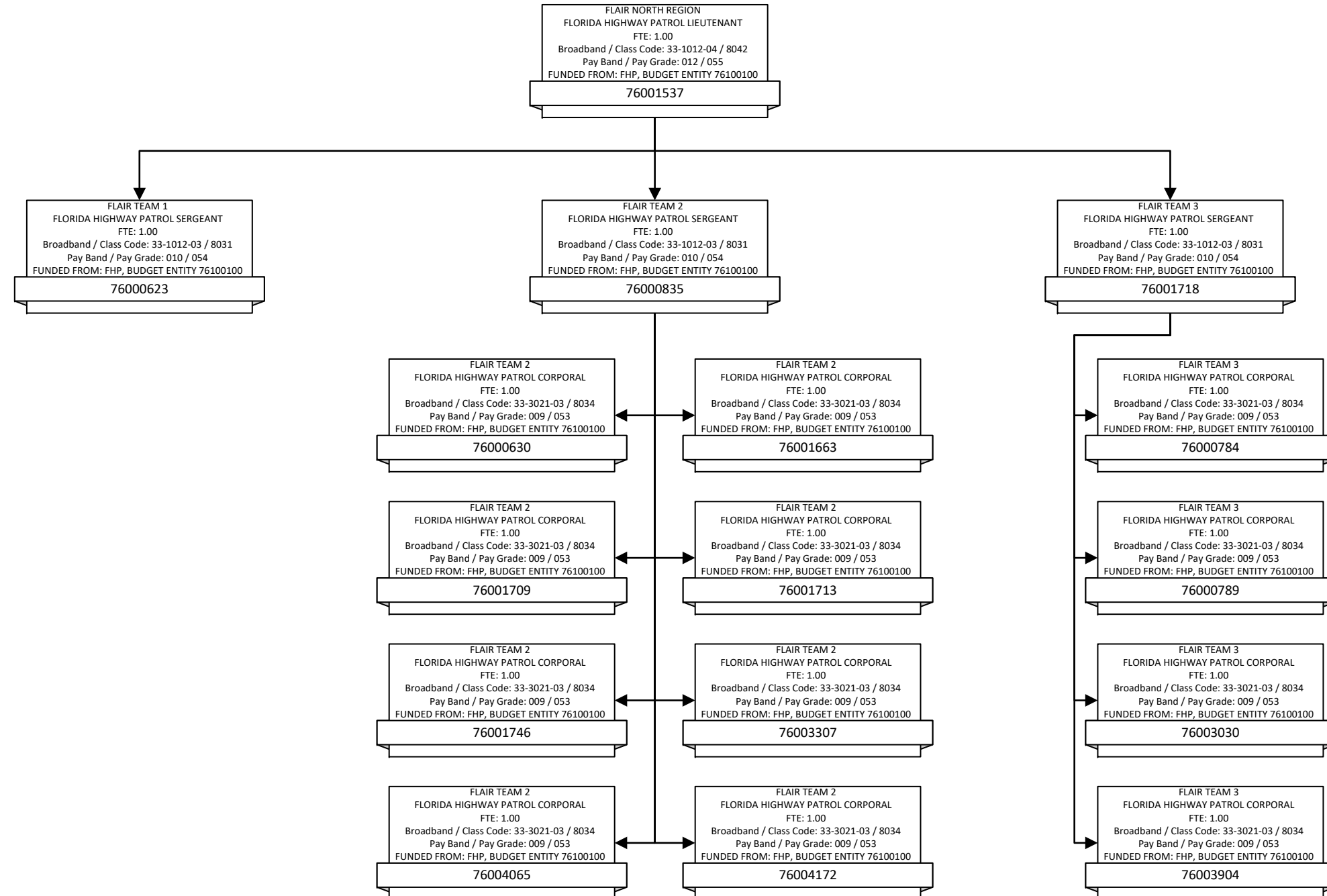




STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/TRAFFIC HOMICIDE INVESTIGATIONS & COORDINATION/  
 FLAIR SOUTH REGION  
 AS OF 6/30/2023

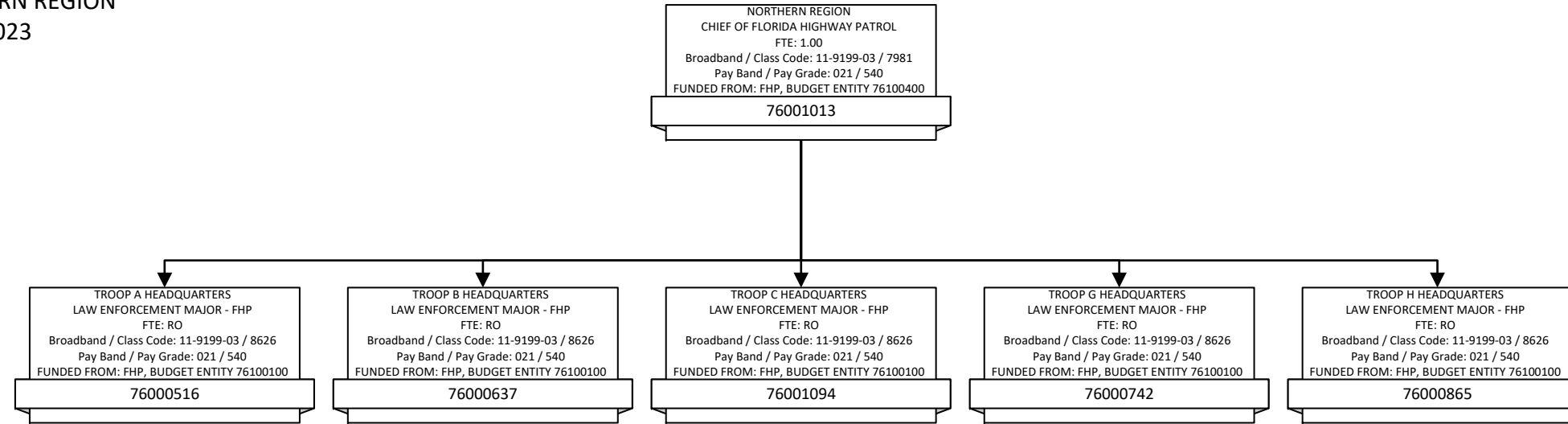
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 16.0





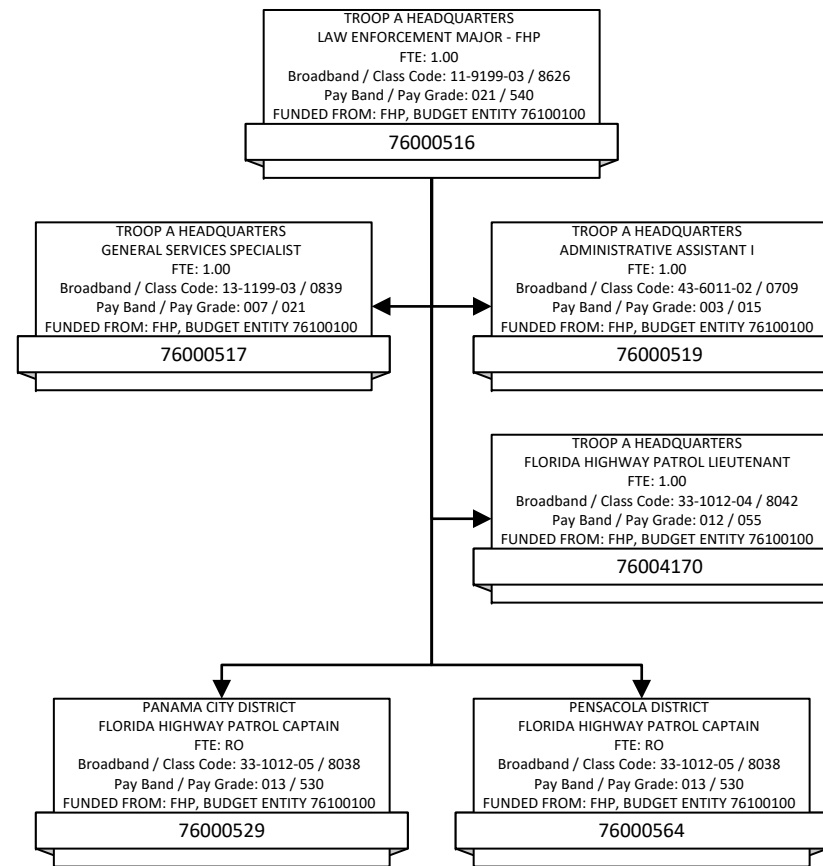
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTHERN REGION  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100400 FTE = 1.0  
 RO = REFER TO OTHER CHART



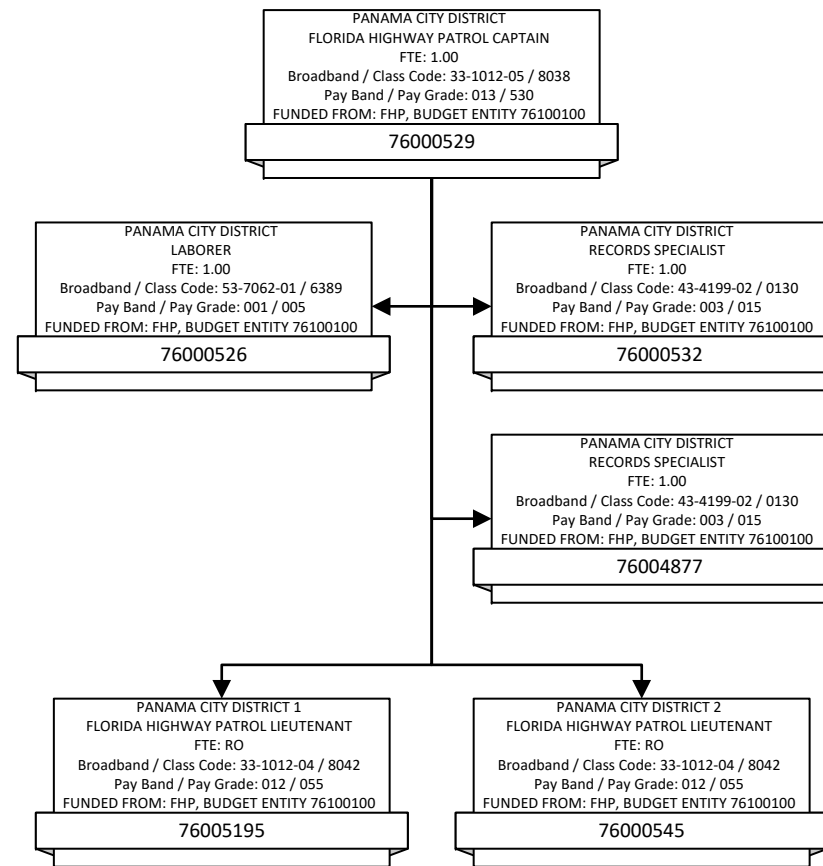
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP A HEADQUARTERS  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 4.0  
 RO = REFER TO OTHER CHART



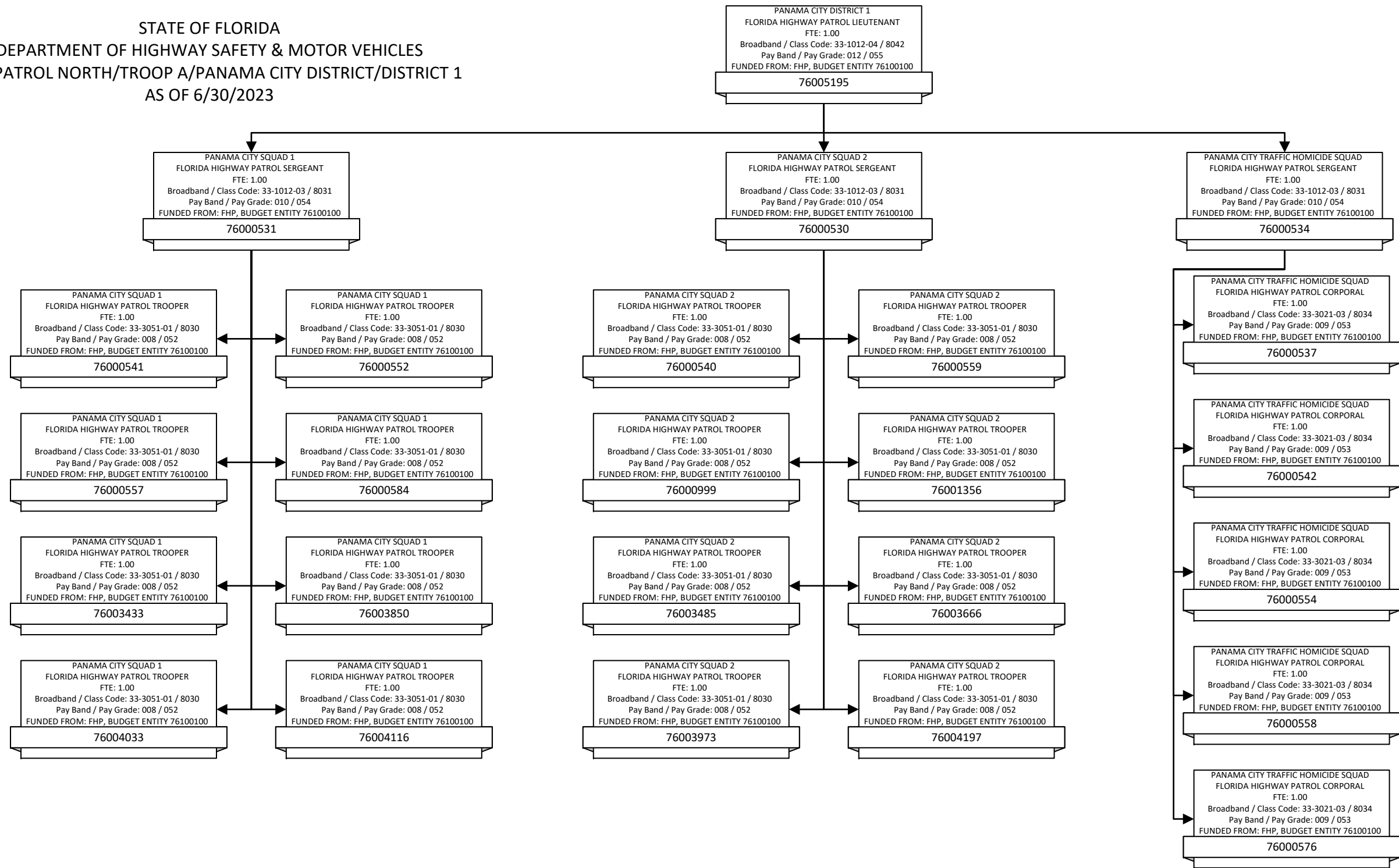
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP A/PANAMA CITY DISTRICT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 4.0  
 RO = REFER TO OTHER CHART



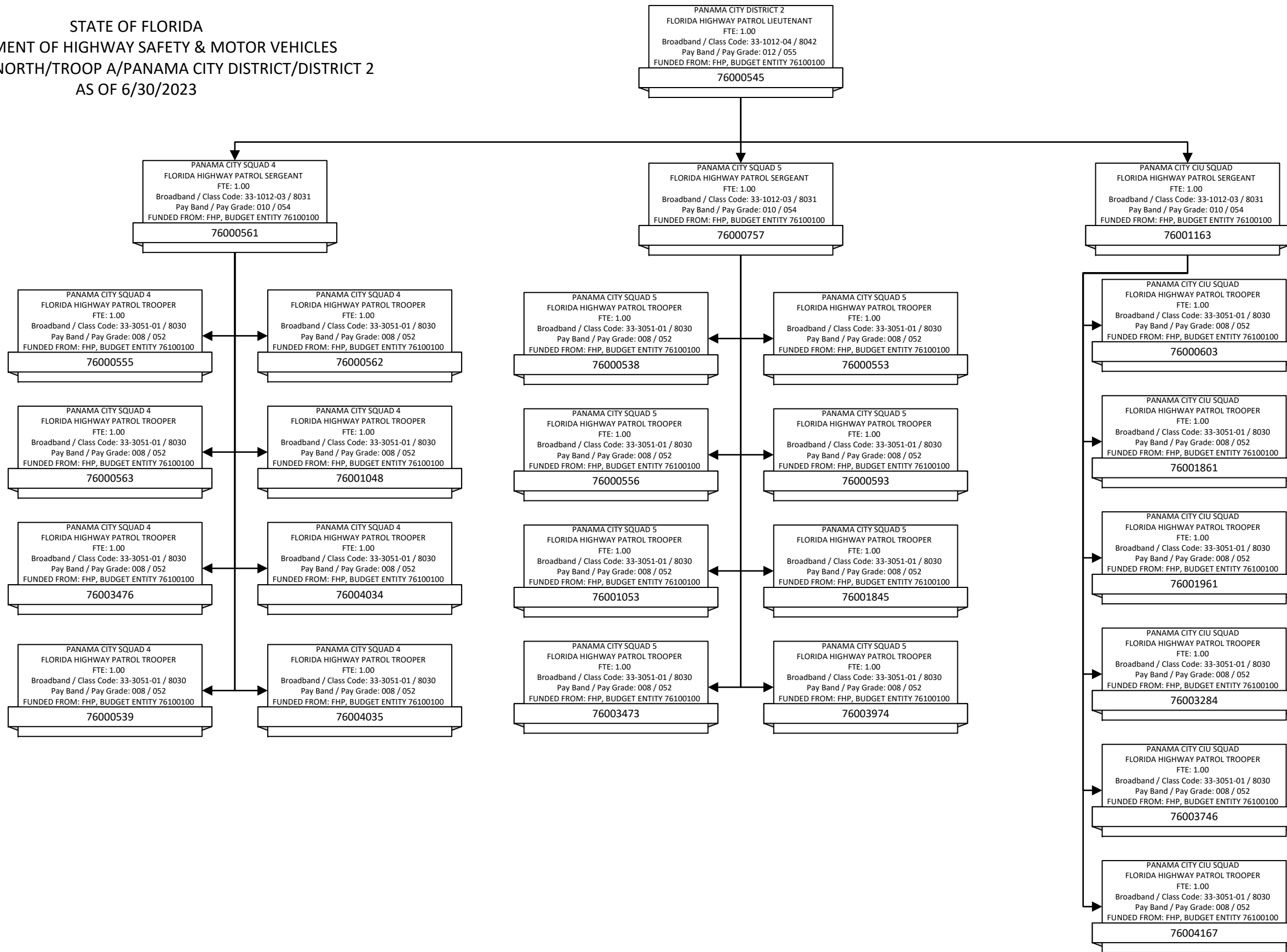
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP A/PANAMA CITY DISTRICT/DISTRICT 1  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 25.0



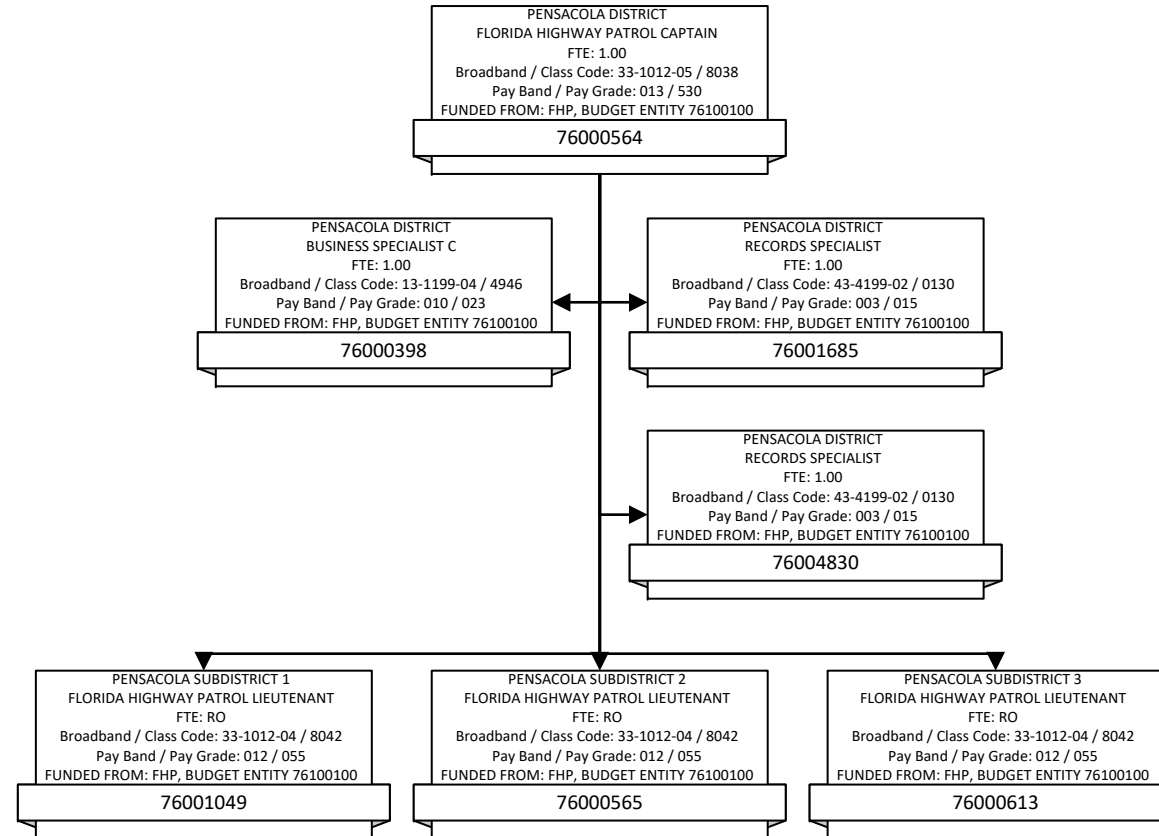
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP A/PANAMA CITY DISTRICT/DISTRICT 2  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 26.0



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP A/PENSACOLA DISTRICT  
 AS OF 6/30/2023

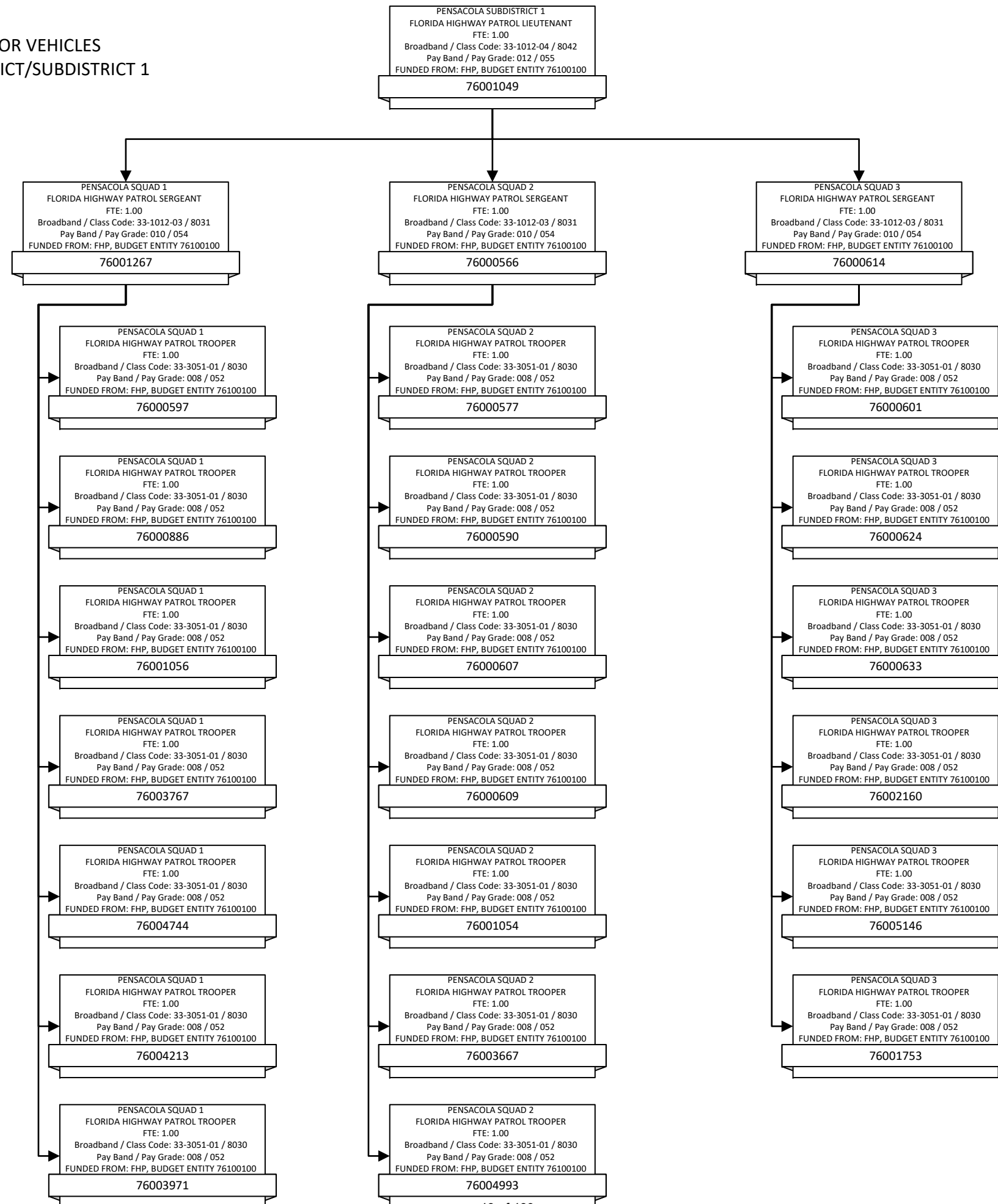
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 4.0  
 RO = REFER TO OTHER CHART





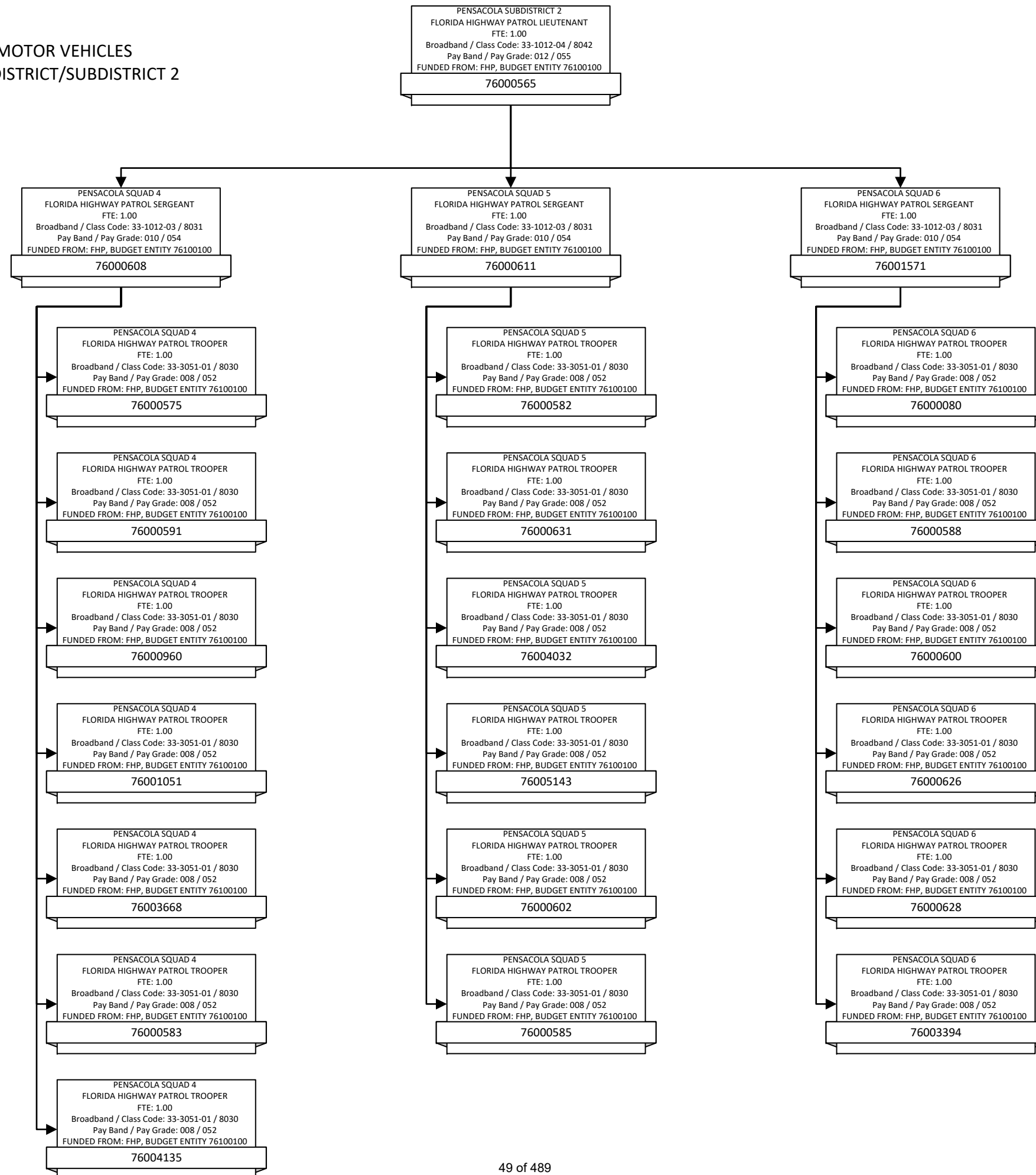
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP A/PENSACOLA DISTRICT/SUBDISTRICT 1  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 24.0



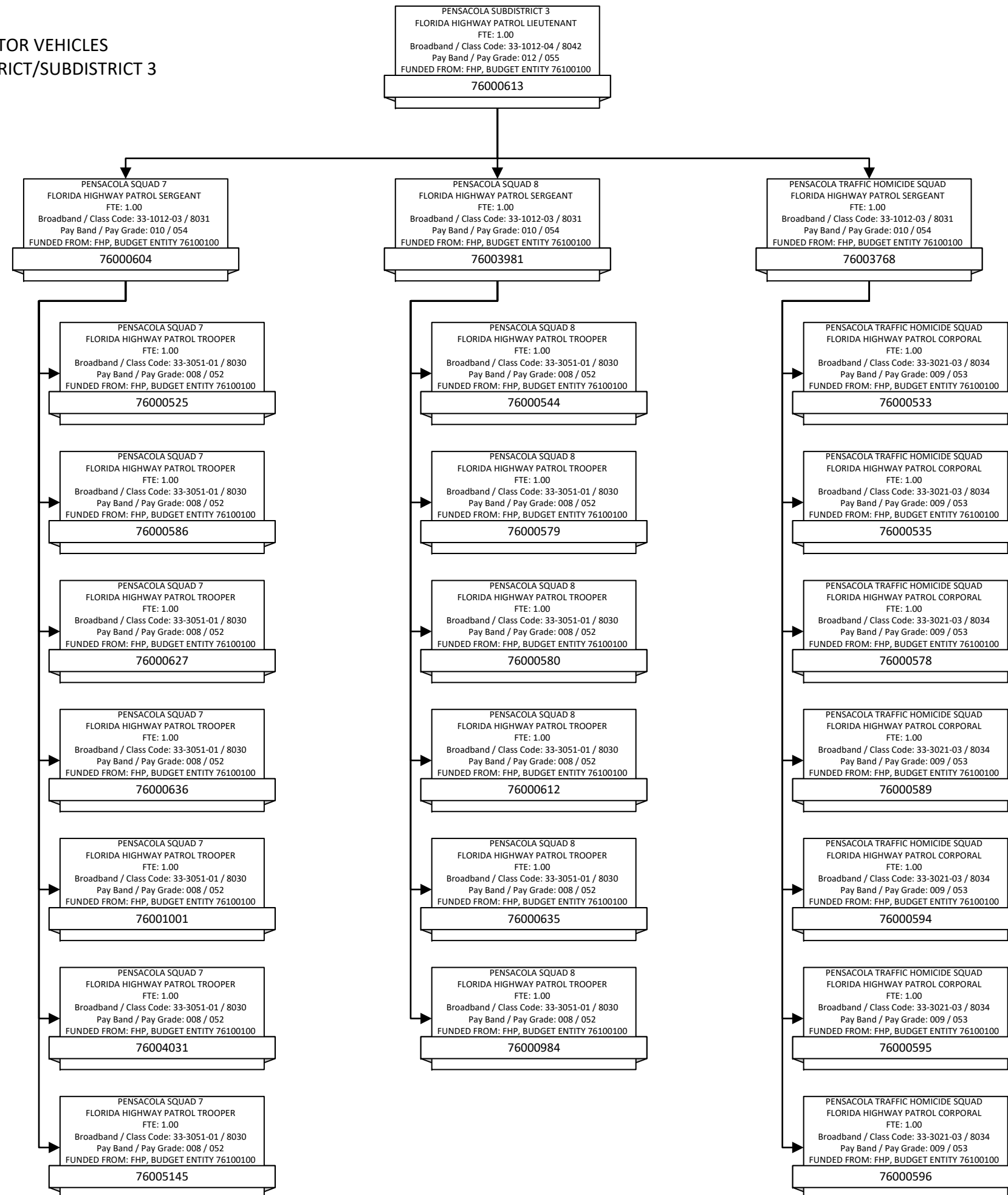
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP A/PENSACOLA DISTRICT/SUBDISTRICT 2  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 23.0



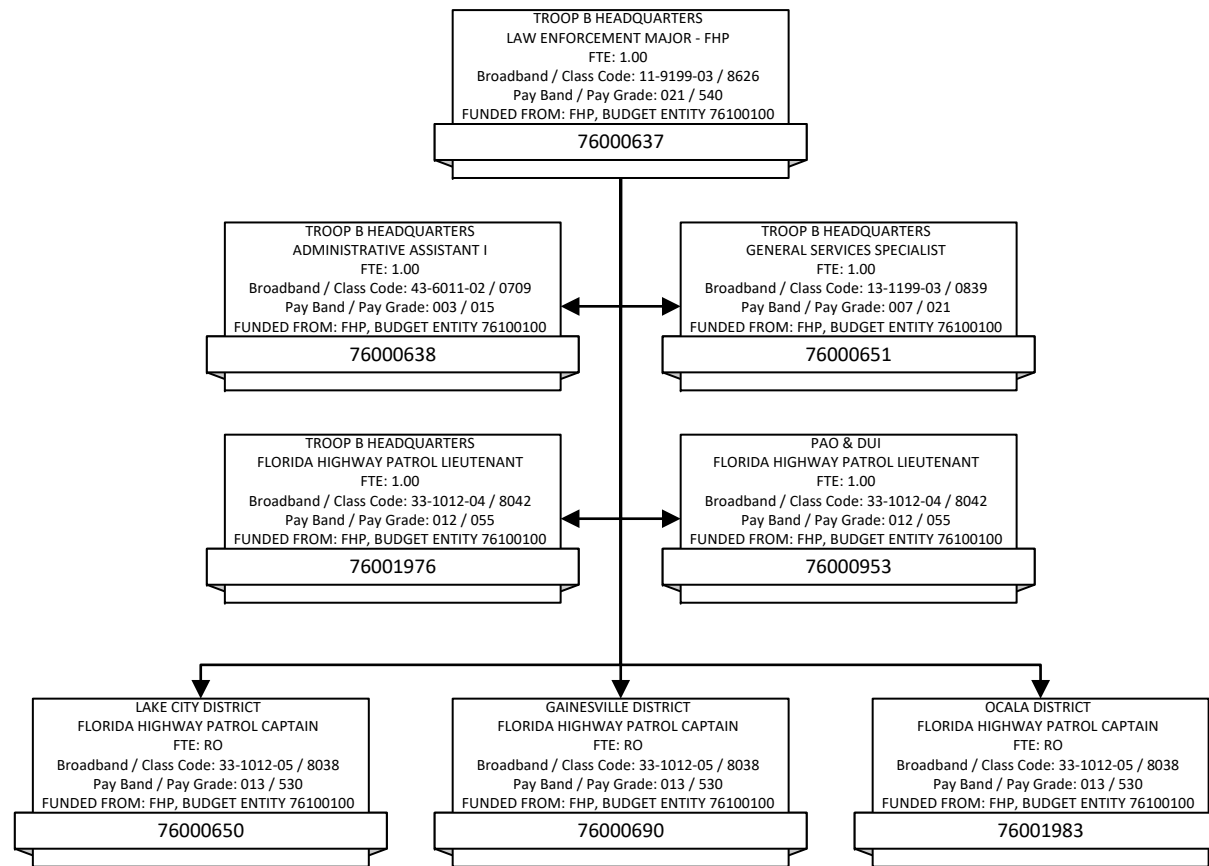
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP A/PENSACOLA DISTRICT/SUBDISTRICT 3  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 24.0



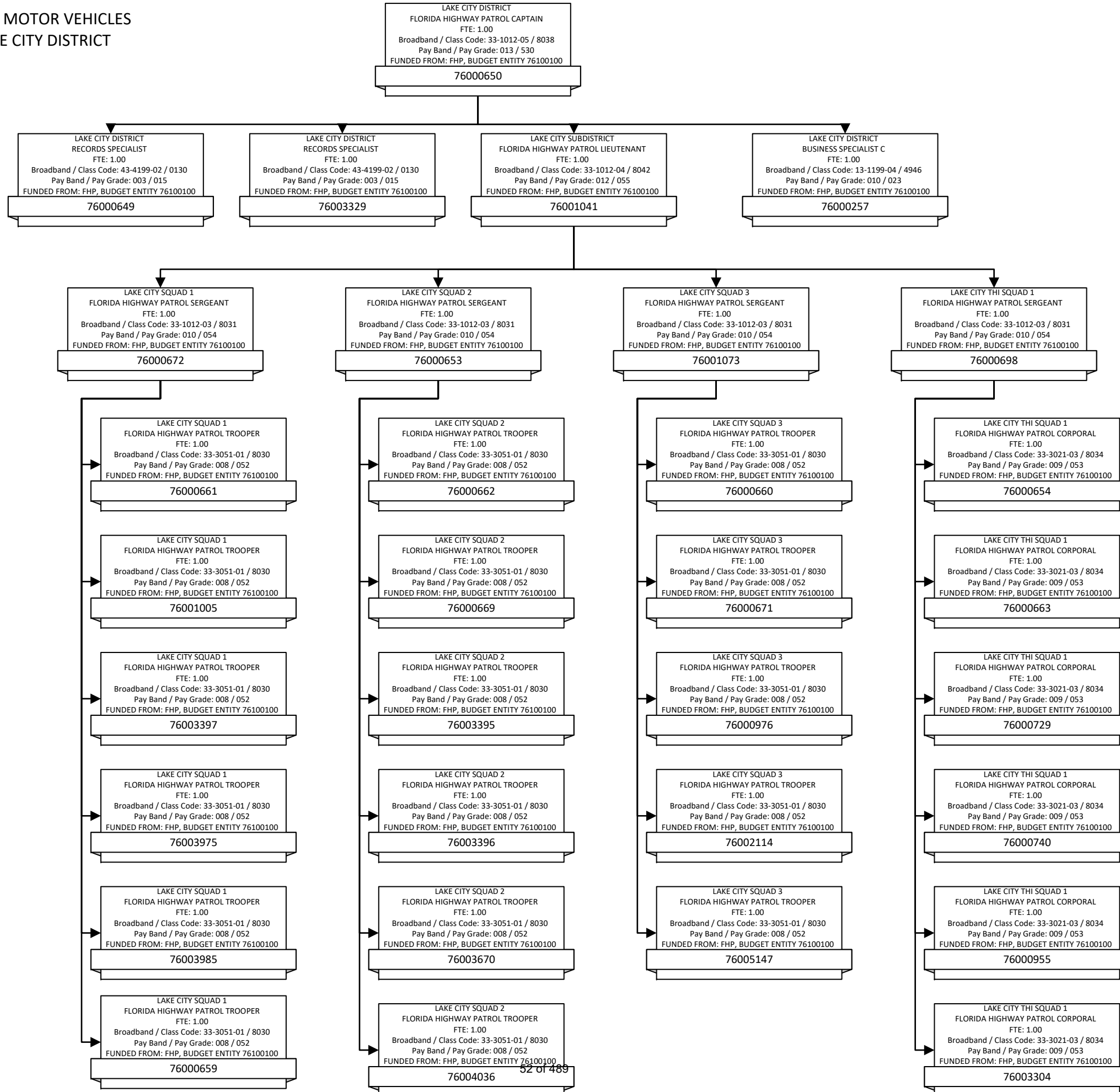
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP B HEADQUARTERS  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 5.0  
 RO = REFER TO OTHER CHART



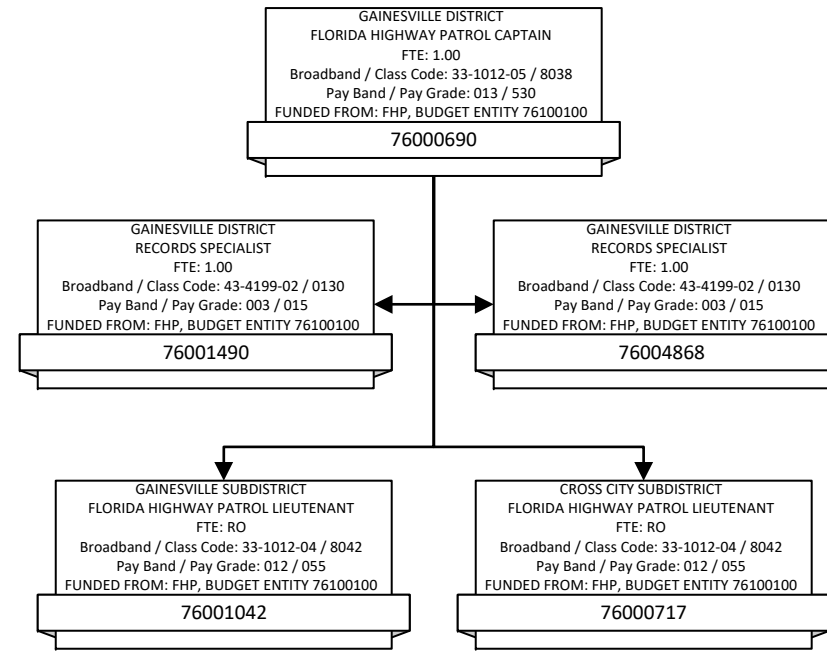
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP B/LAKE CITY DISTRICT  
 AS OF 6/30/2023

FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 32.0



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP B/GAINESVILLE DISTRICT  
 AS OF 6/30/2023

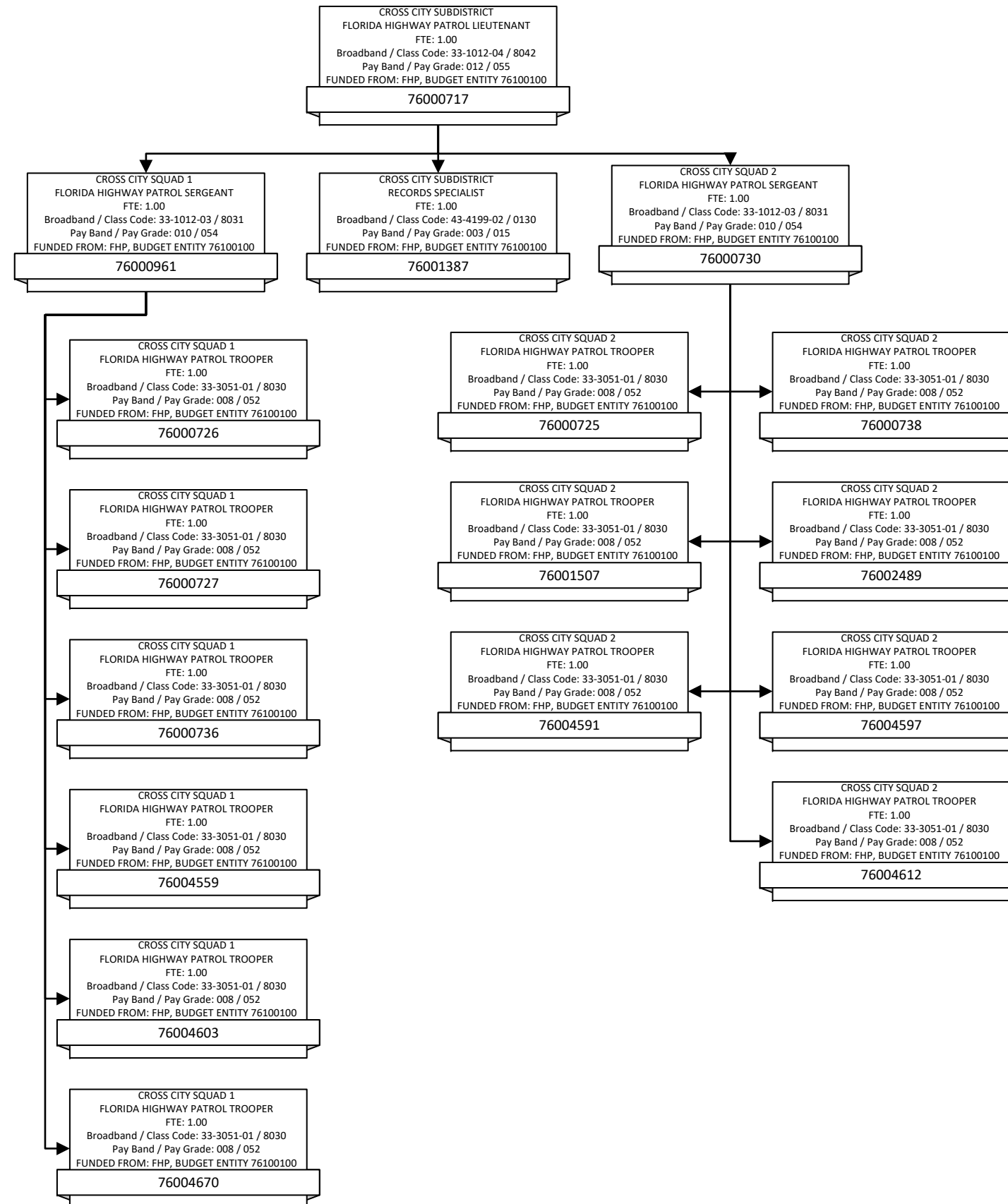
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 3.0  
 RO = REFER TO OTHER CHART



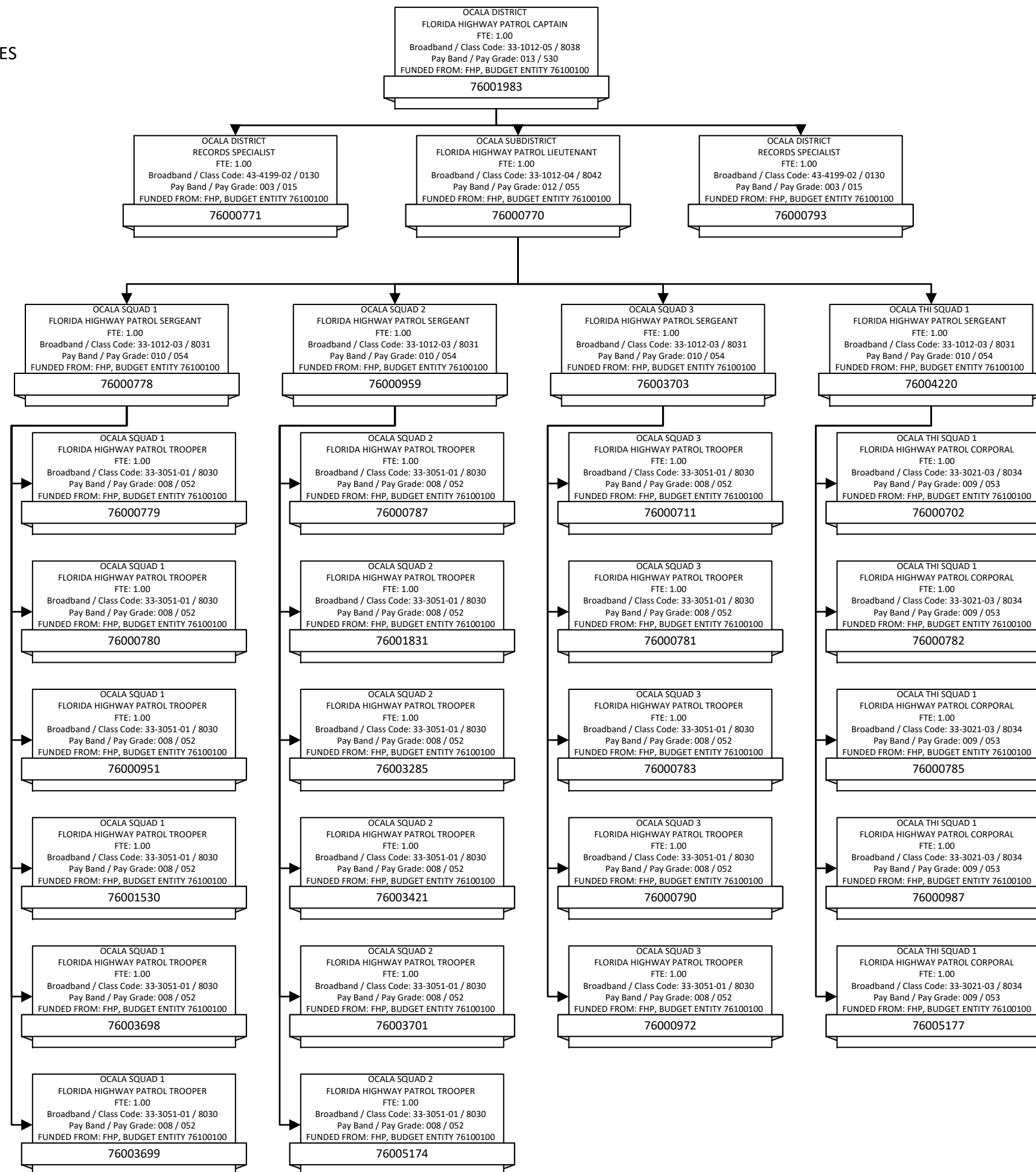


STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP B/GAINESVILLE DISTRICT/CROSS CITY SUBDISTRICT  
 AS OF 6/30/2023

FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 17.0

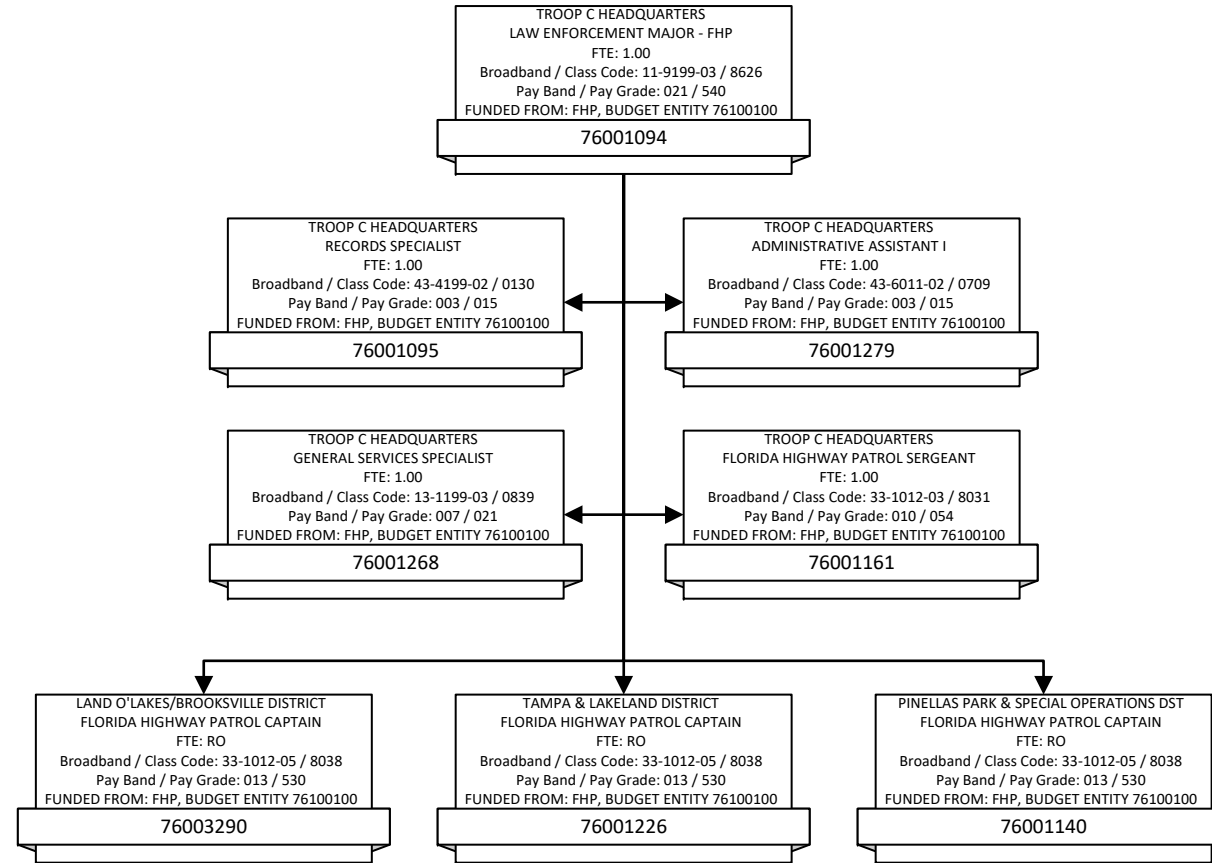






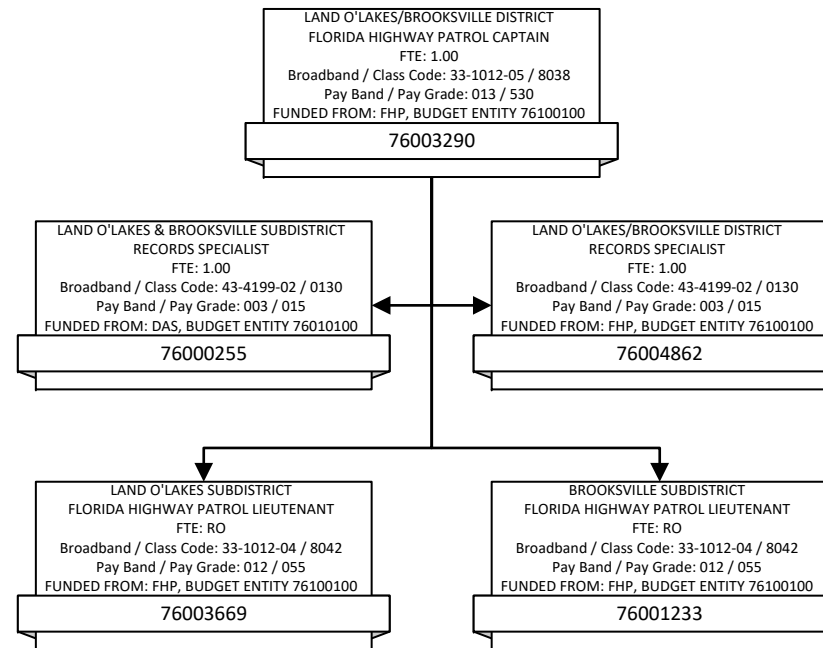
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP C HEADQUARTERS  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 5.0  
 RO = REFER TO OTHER CHART

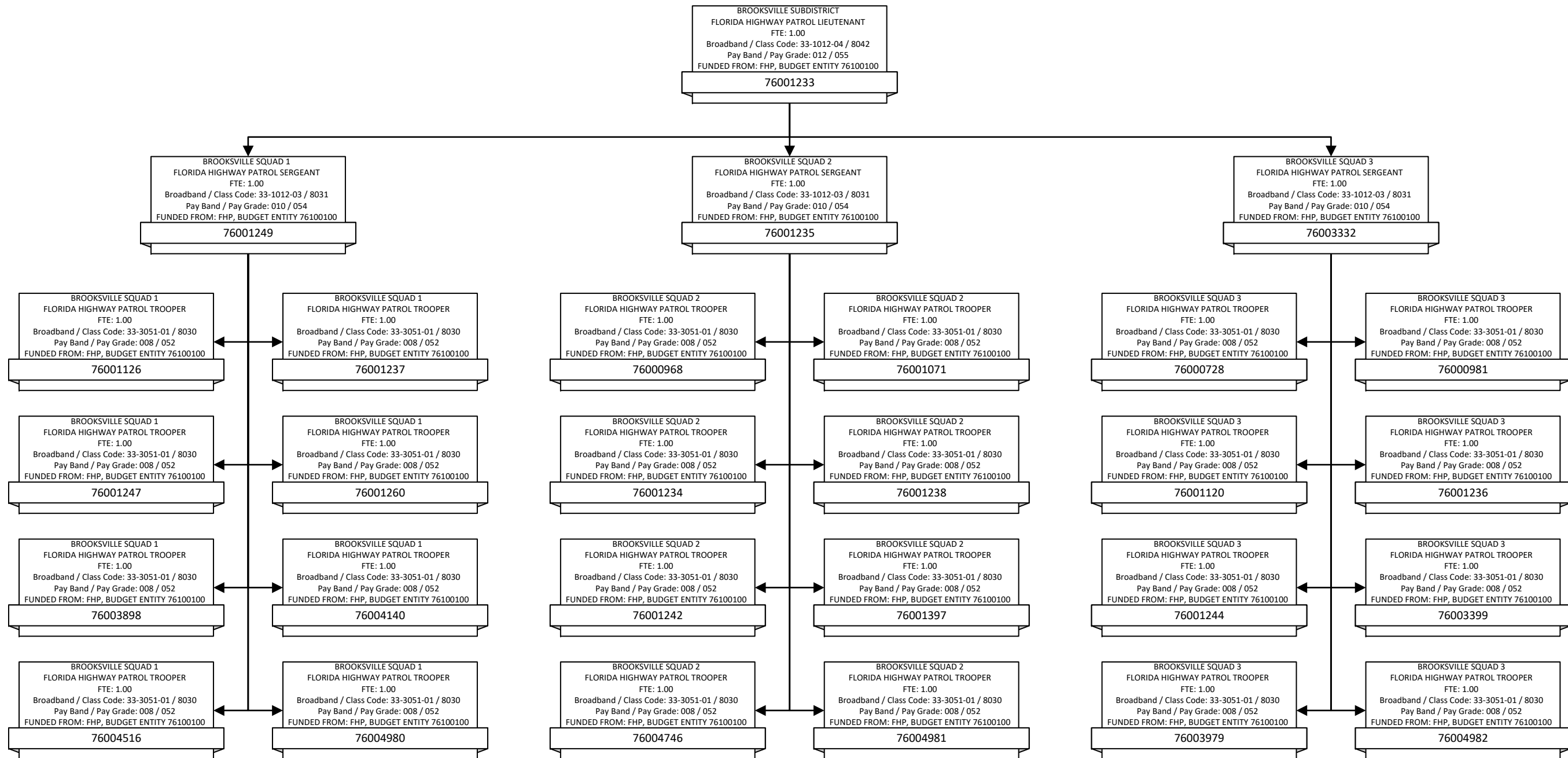


STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP C/LAND O'LAKES & BROOKSVILLE DISTRICT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76010100 FTE = 1.0  
 BUDGET ENTITY 76100100 FTE = 2.0  
 RO = REFER TO OTHER CHART

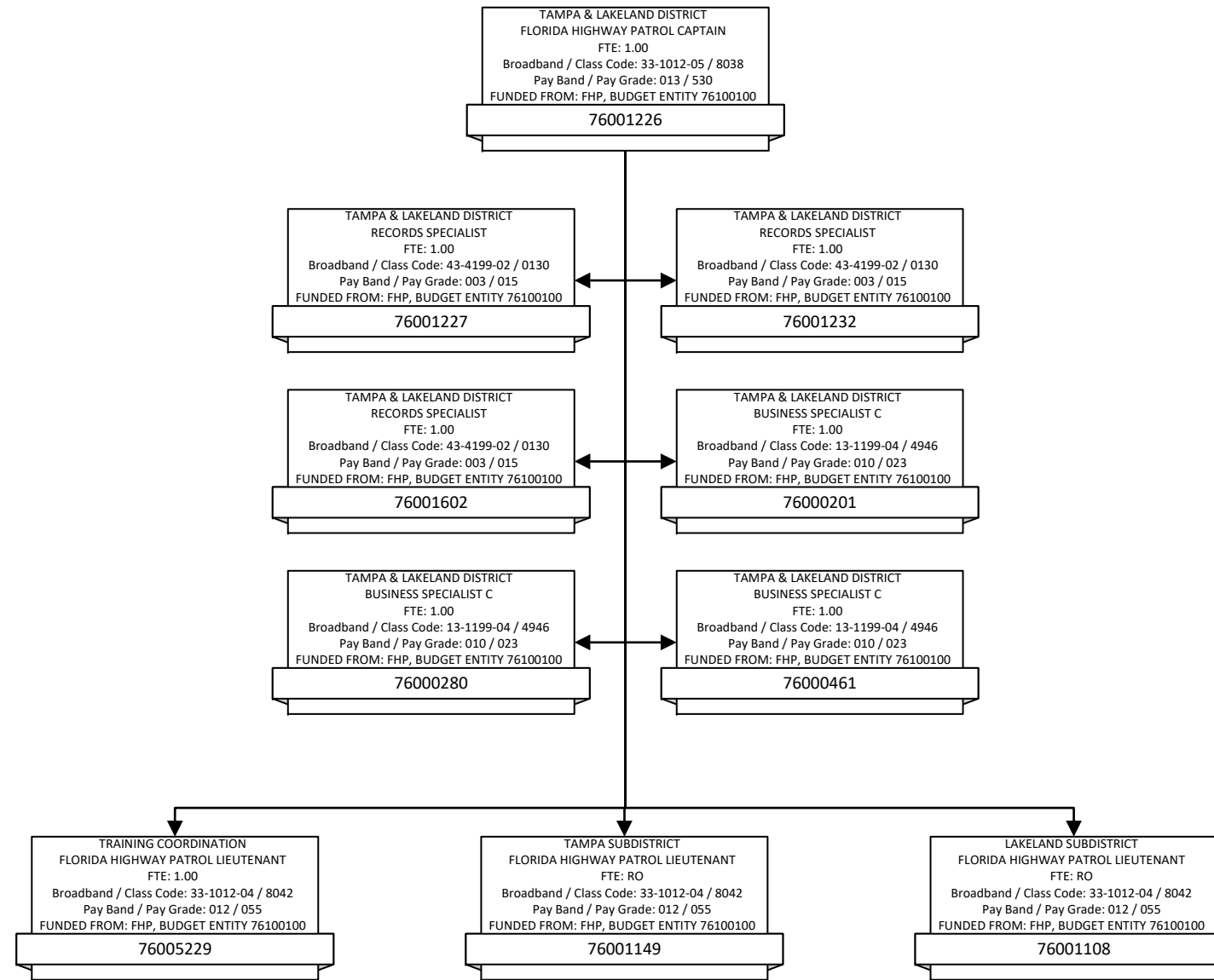






STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP C/TAMPA & LAKELAND DISTRICT  
 AS OF 6/30/2023

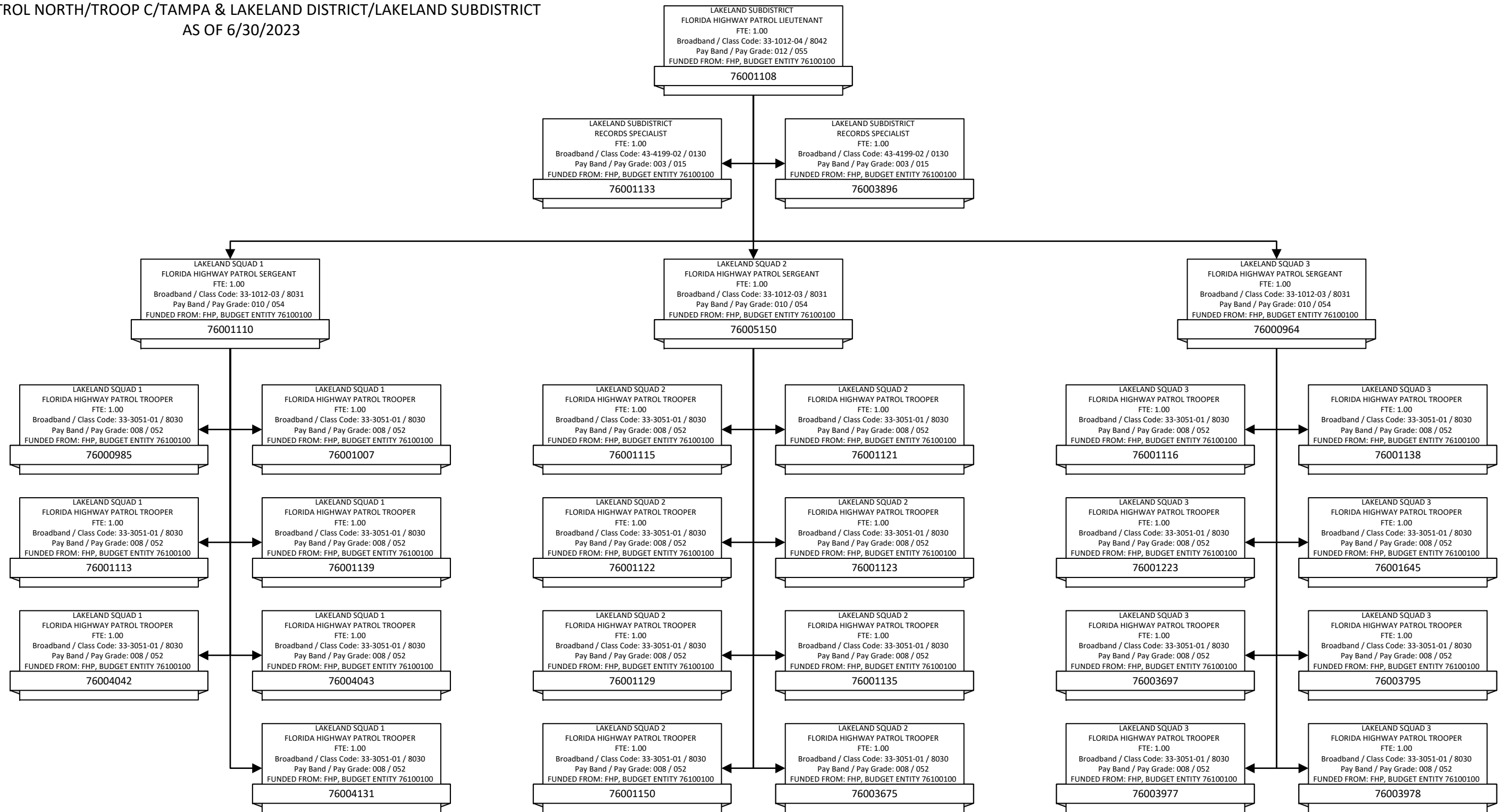
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 8.0  
 RO = REFER TO OTHER CHART





STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP C/TAMPA & LAKELAND DISTRICT/LAKELAND SUBDISTRICT  
 AS OF 6/30/2023

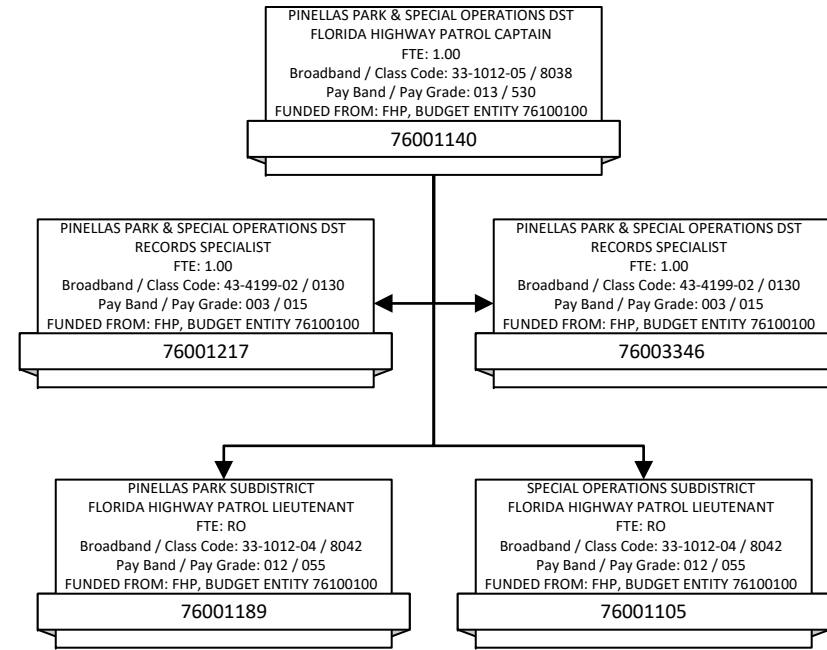
FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 29.0





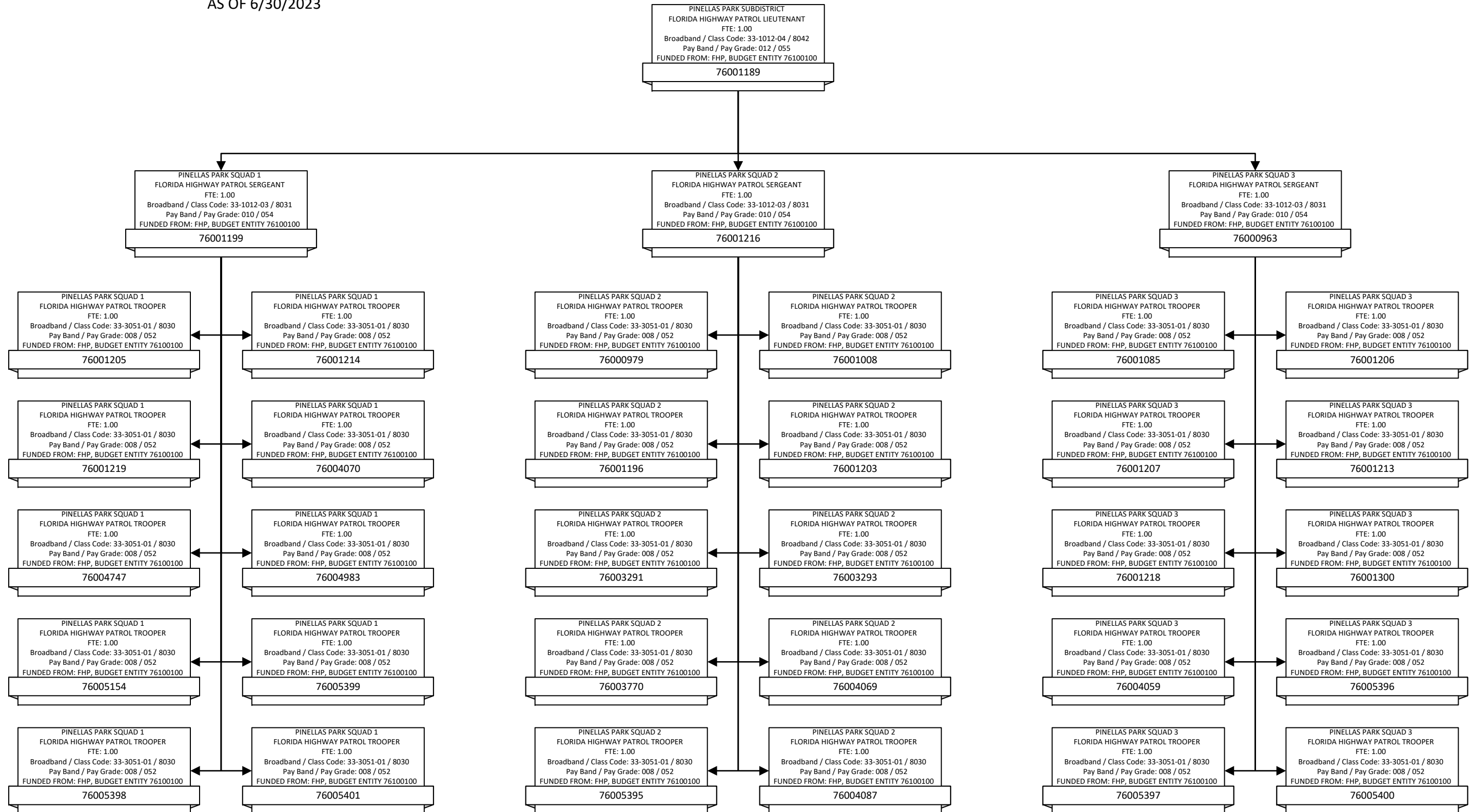
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP C/PINELLAS PARK & SPECIAL OPERATIONS DISTRICT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 3.0  
 RO = REFER TO OTHER CHART

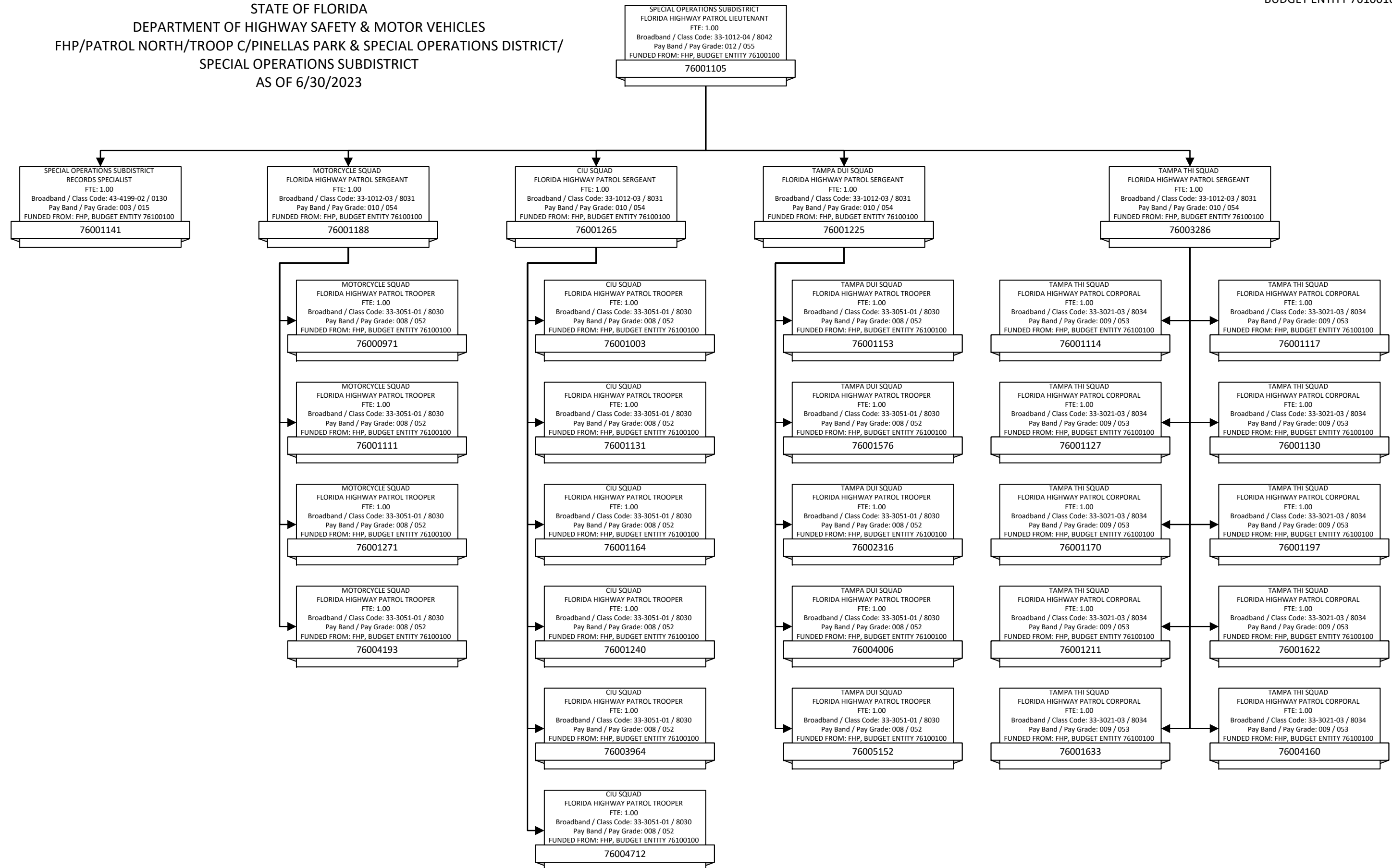


STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP C/PINELLAS PARK & SPECIAL OPERATIONS DISTRICT/  
 PINELLAS PARK SUBDISTRICT  
 AS OF 6/30/2023

FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 34.0

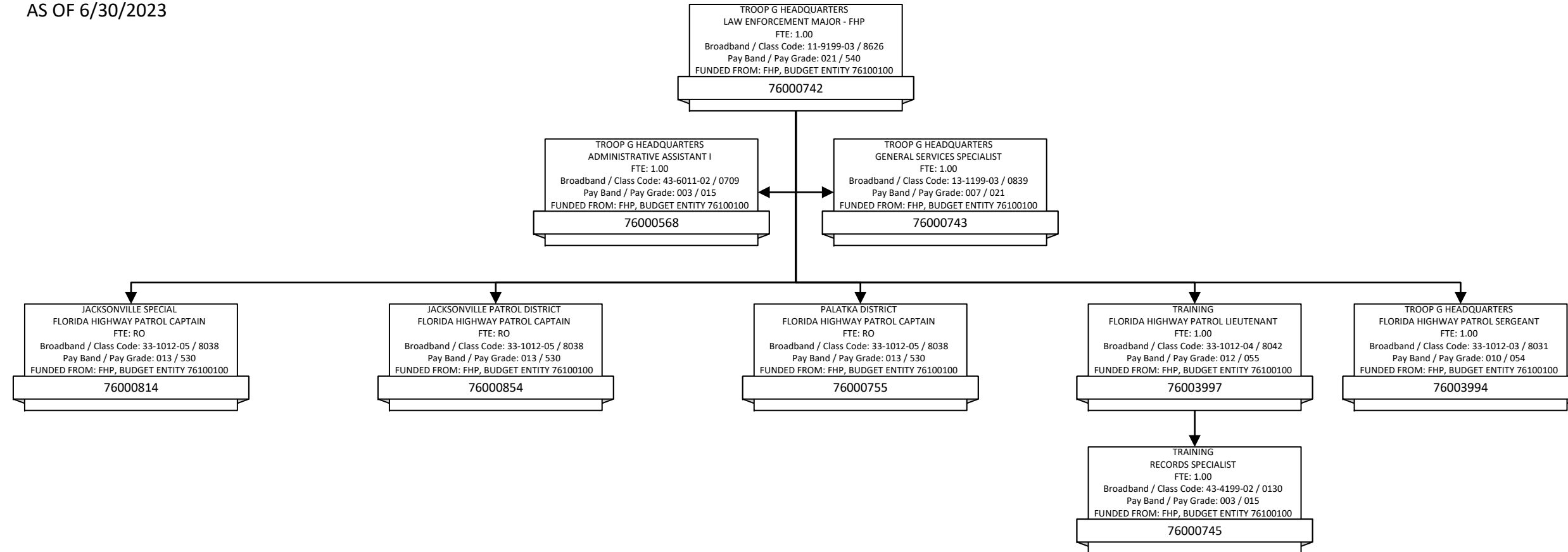


STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP C/PINELLAS PARK & SPECIAL OPERATIONS DISTRICT/  
 SPECIAL OPERATIONS SUBDISTRICT  
 AS OF 6/30/2023



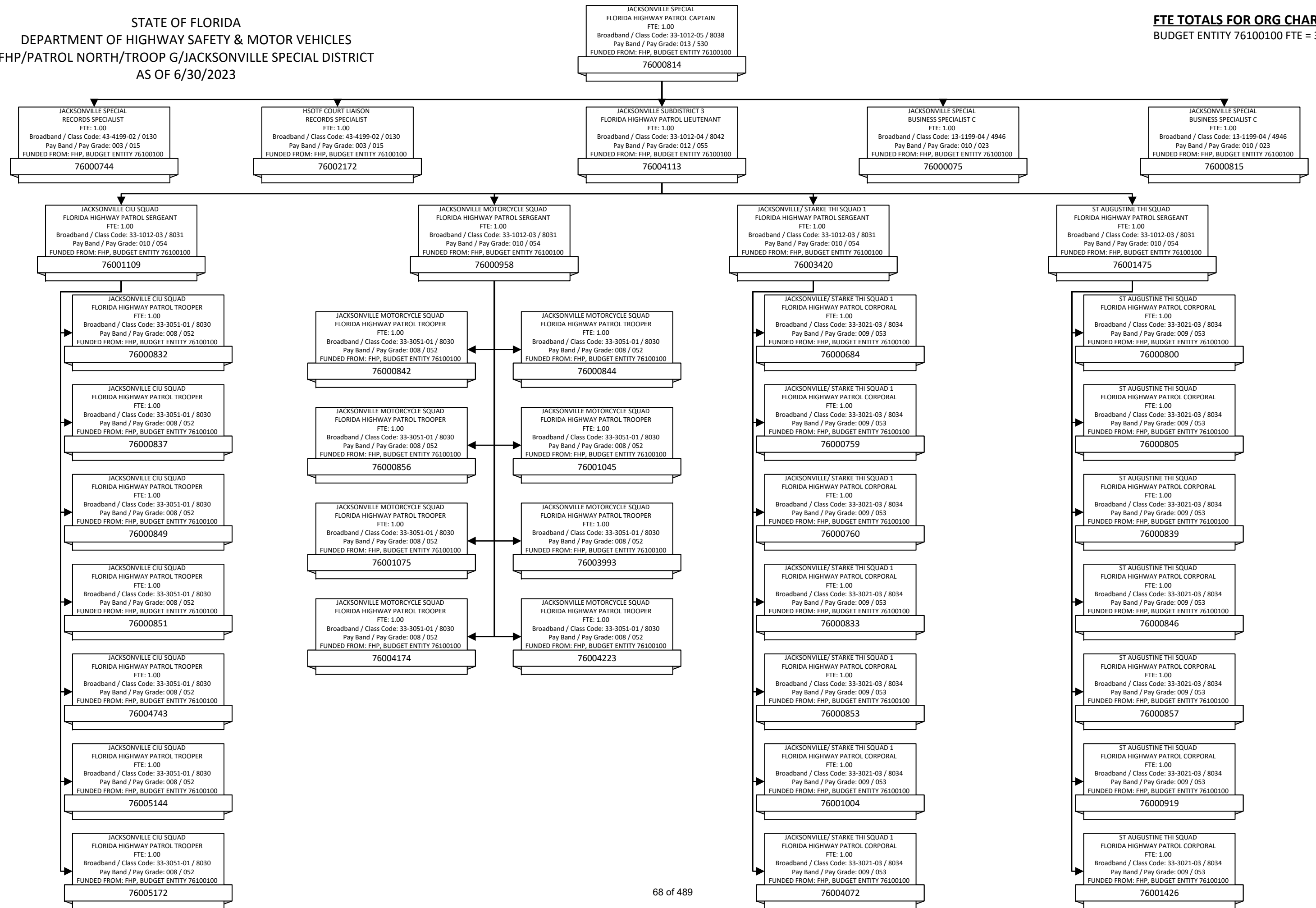
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP G HEADQUARTERS  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 6.0  
 RO = REFER TO OTHER CHART



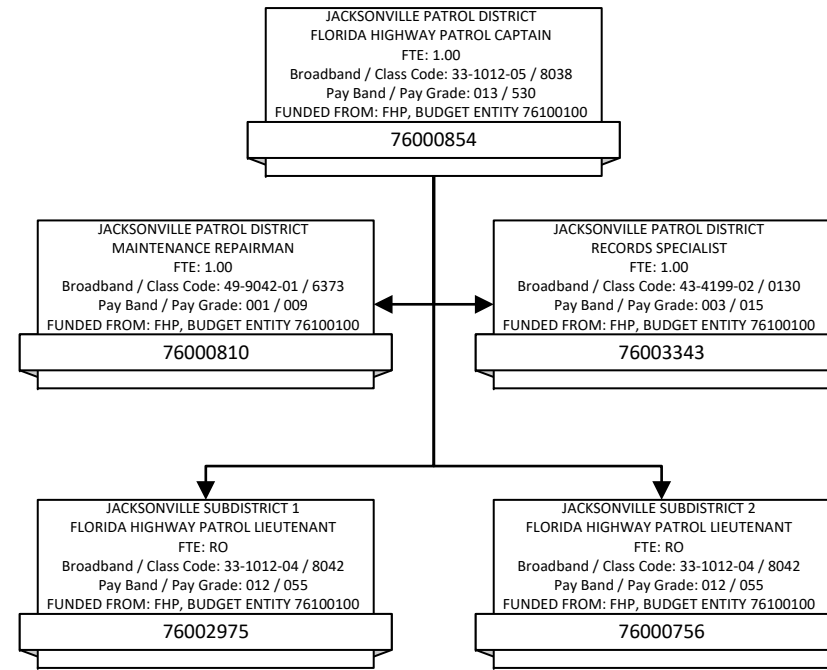
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP G/JACKSONVILLE SPECIAL DISTRICT  
 AS OF 6/30/2023

FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 39.0



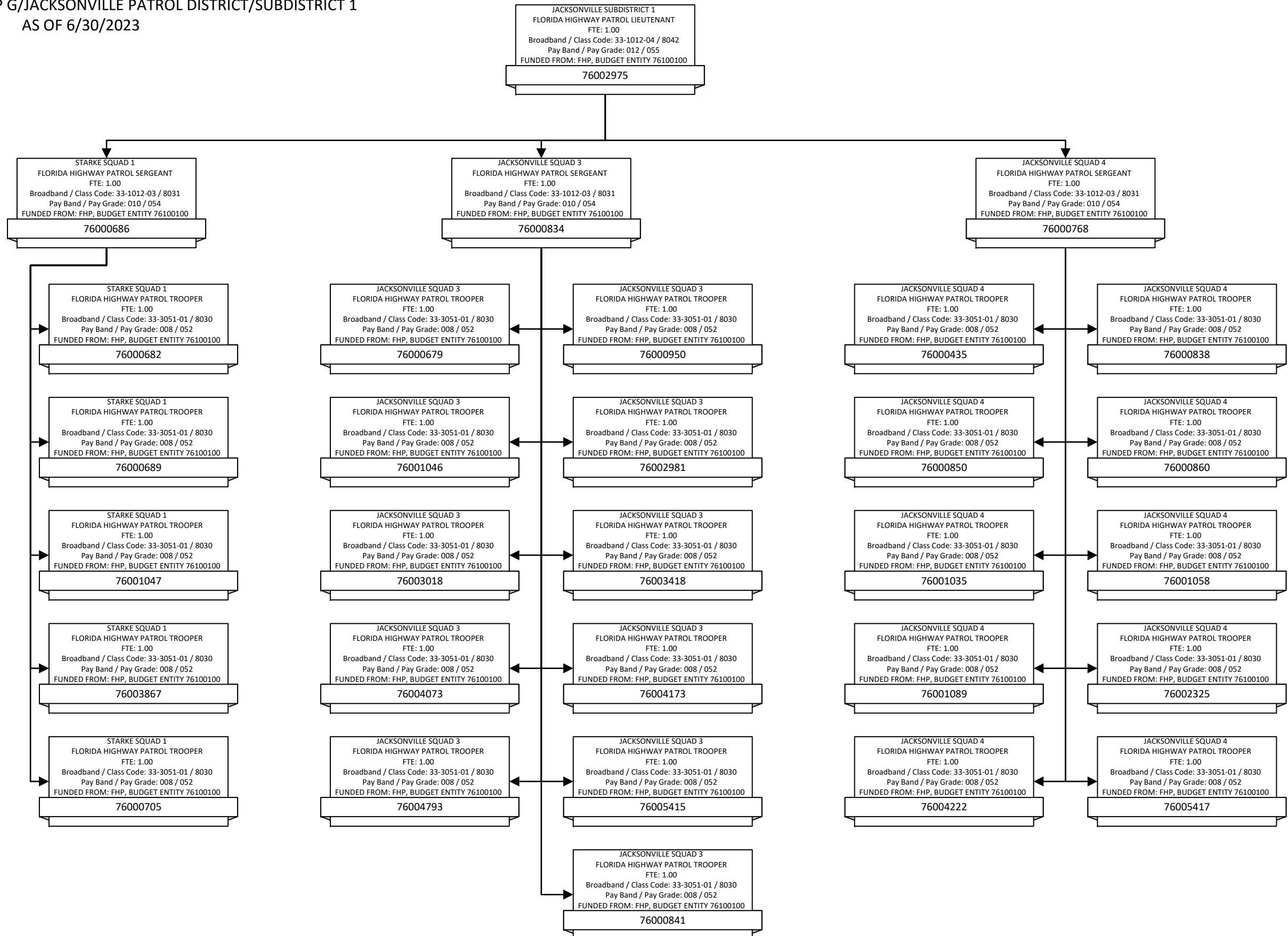
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP G/JACKSONVILLE PATROL DISTRICT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 3.0  
 RO = REFER TO OTHER CHART



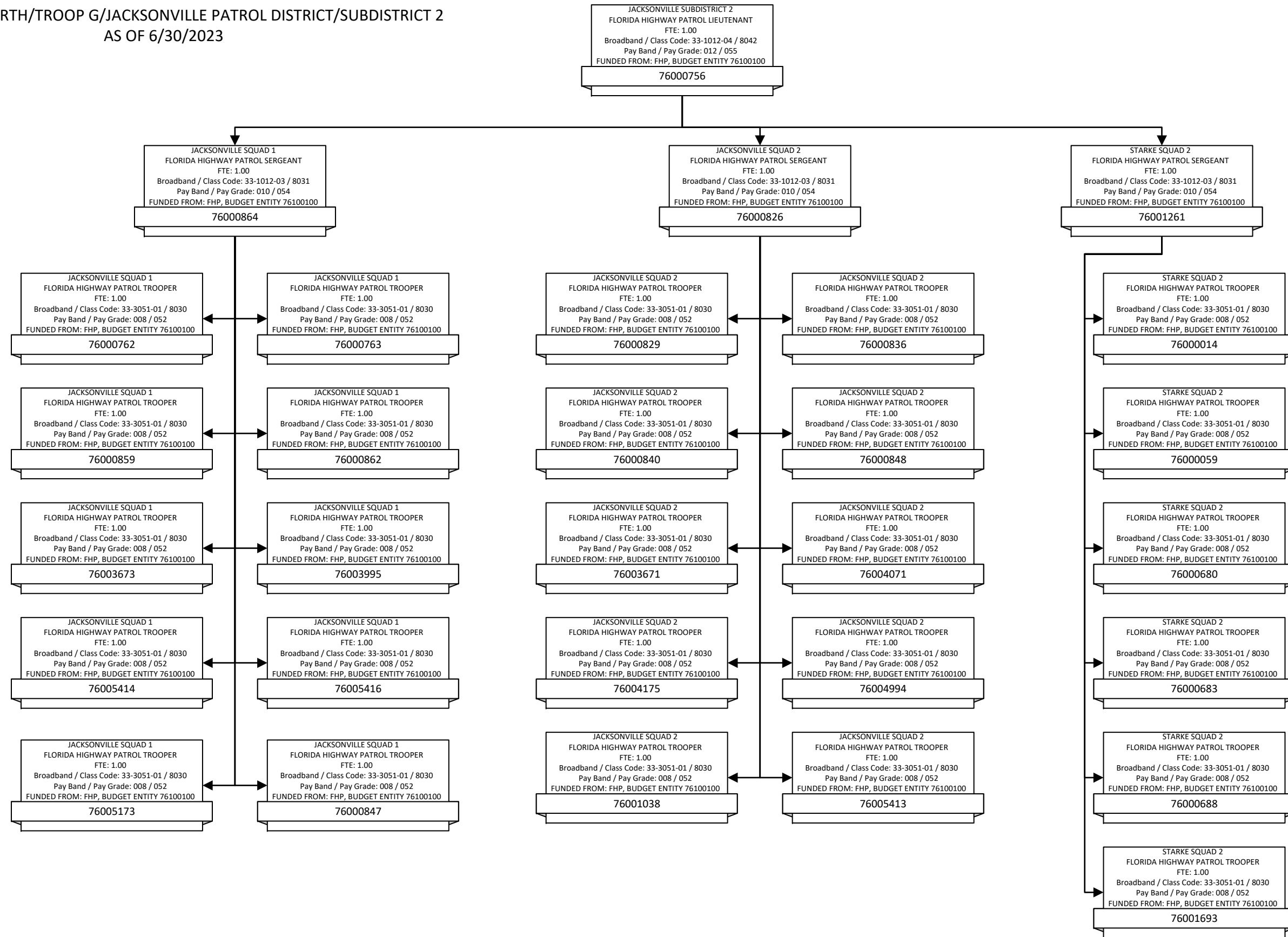
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP G/JACKSONVILLE PATROL DISTRICT/SUBDISTRICT 1  
 AS OF 6/30/2023

FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 30.0



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP G/JACKSONVILLE PATROL DISTRICT/SUBDISTRICT 2  
 AS OF 6/30/2023

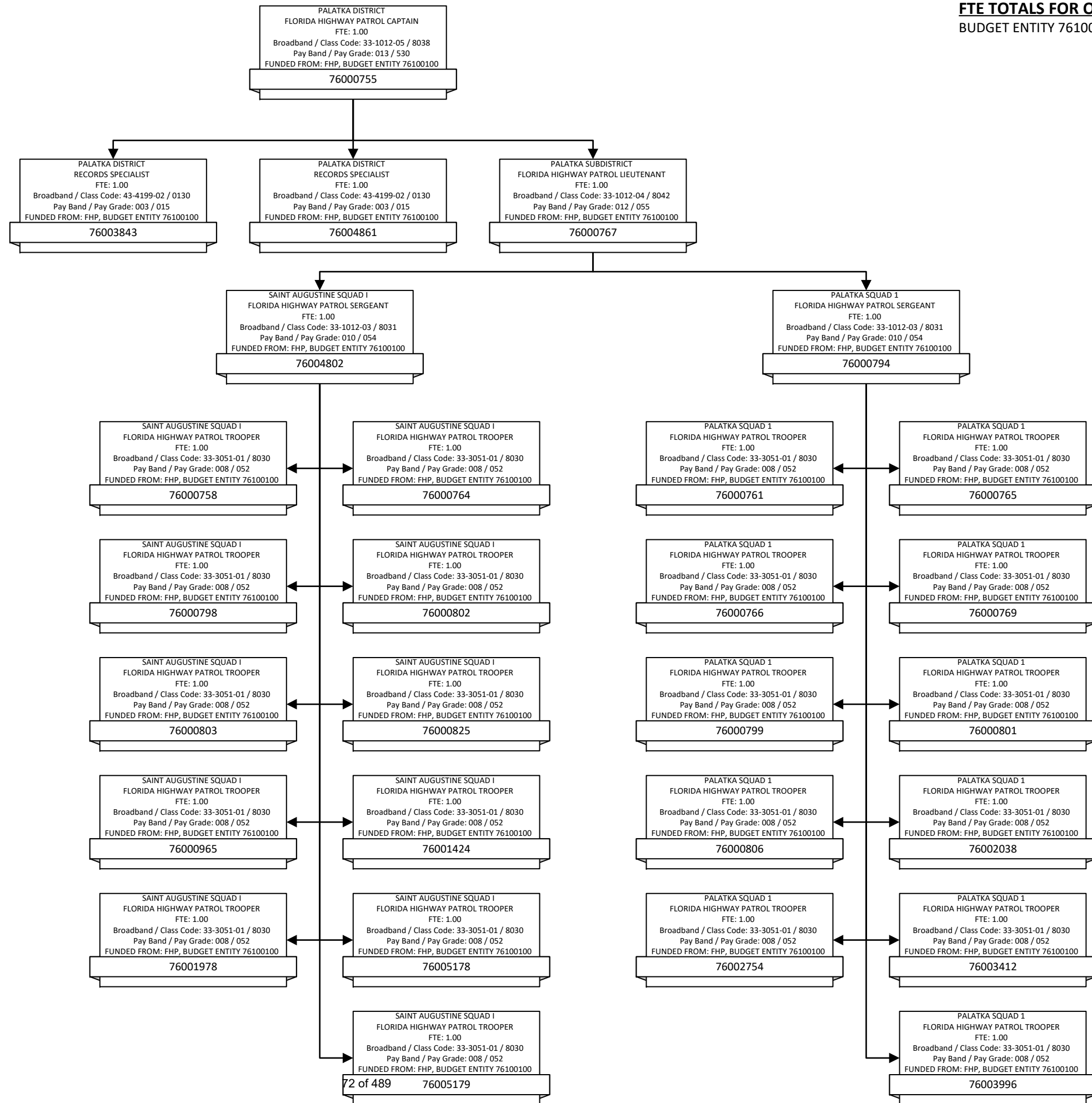
FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 30.0





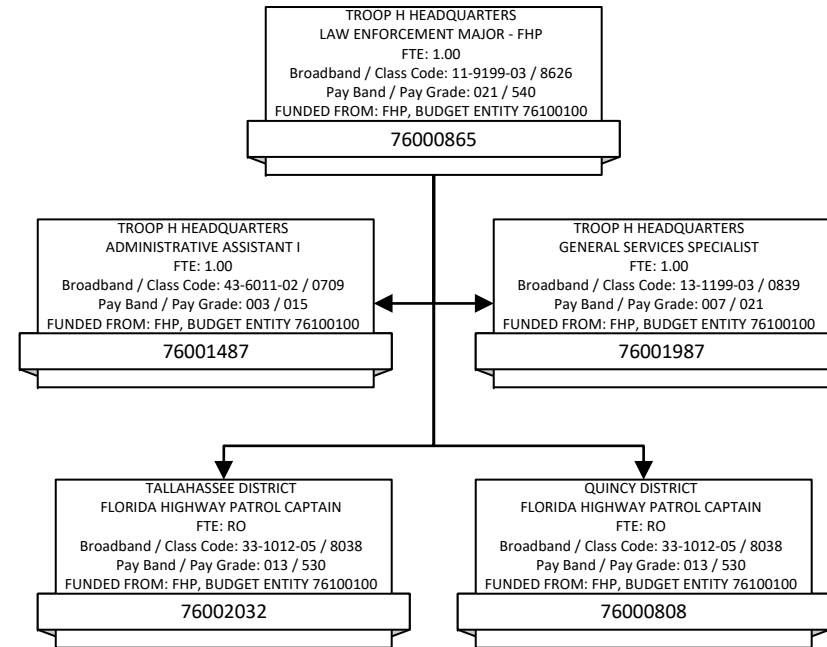
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP G/PALATKA DISTRICT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 28.0



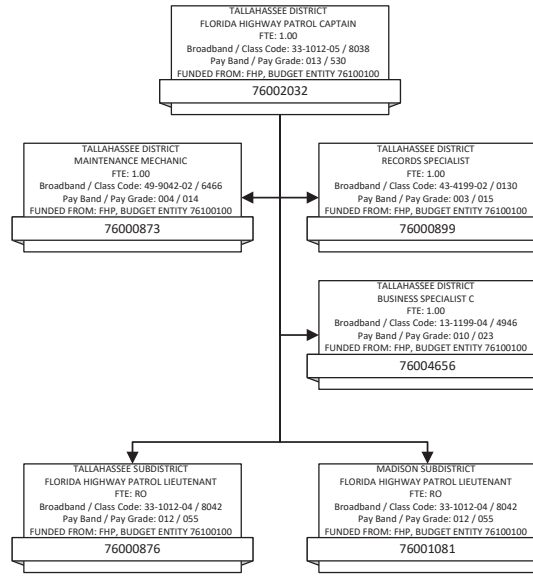
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP H HEADQUARTERS  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 3.0  
 RO = REFER TO OTHER CHART



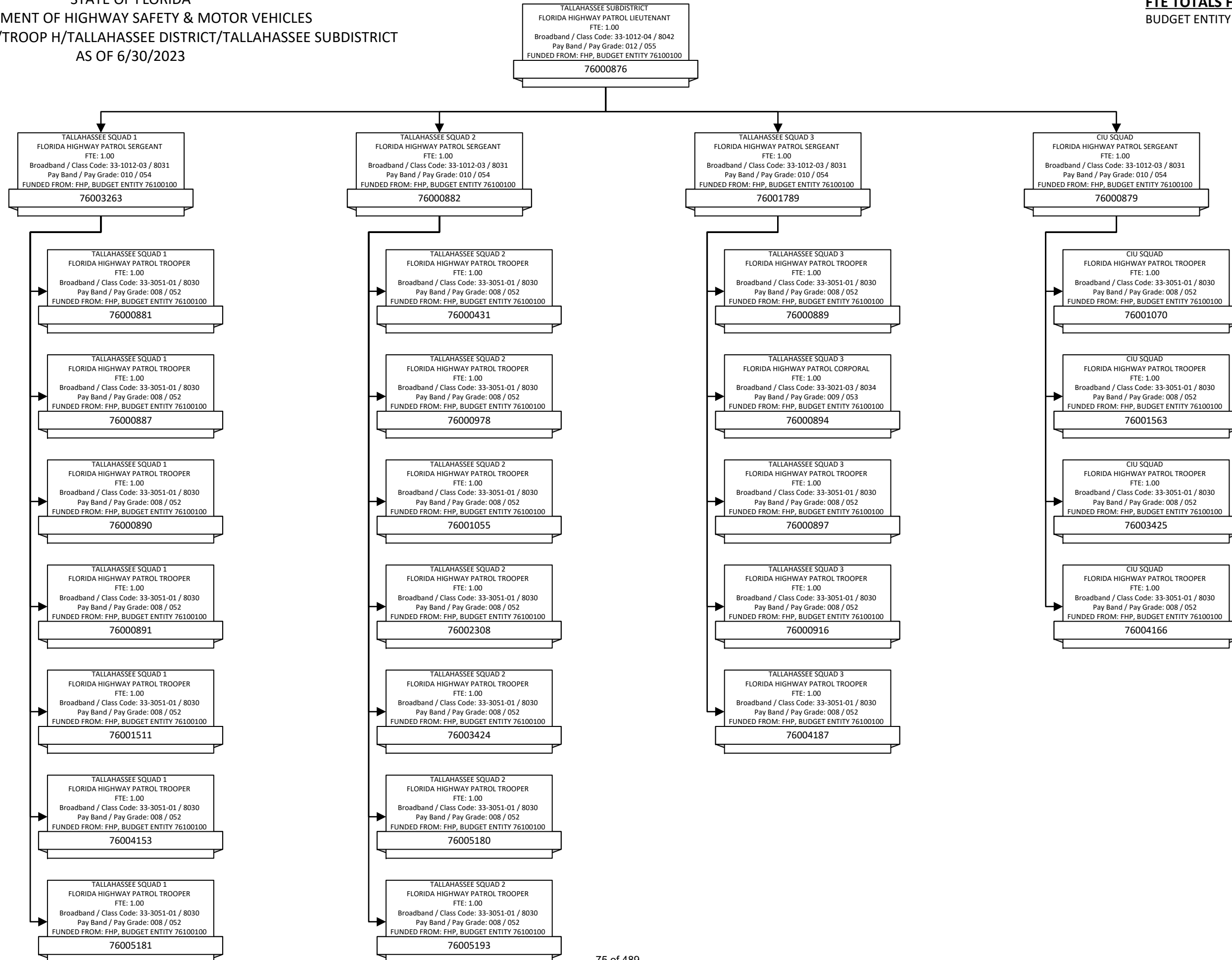
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP H/TALLAHASSEE DISTRICT  
 AS OF 6/30/2023

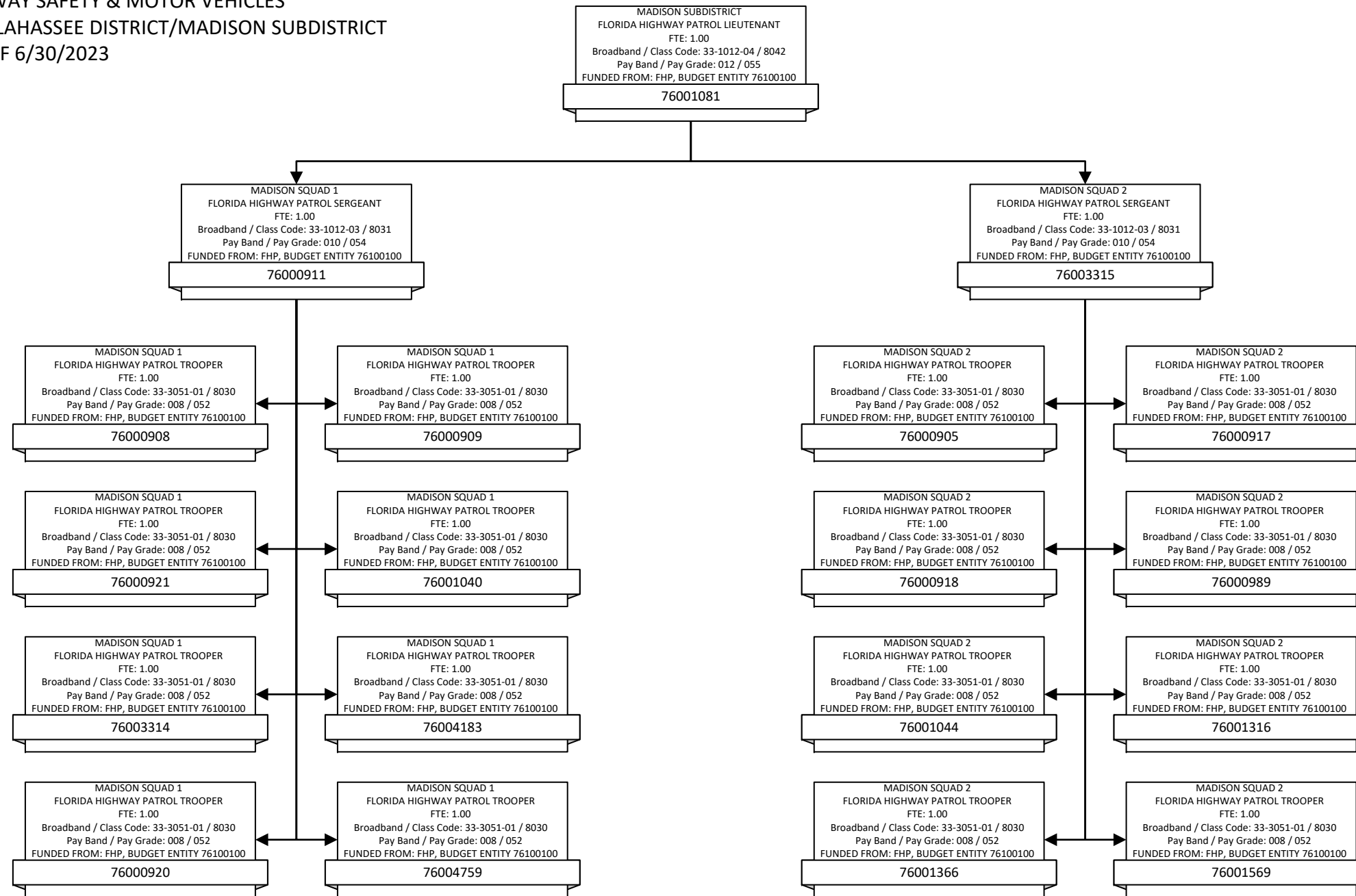
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 4.0  
 RO = REFER TO OTHER CHART



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL NORTH/TROOP H/TALLAHASSEE DISTRICT/TALLAHASSEE SUBDISTRICT  
 AS OF 6/30/2023

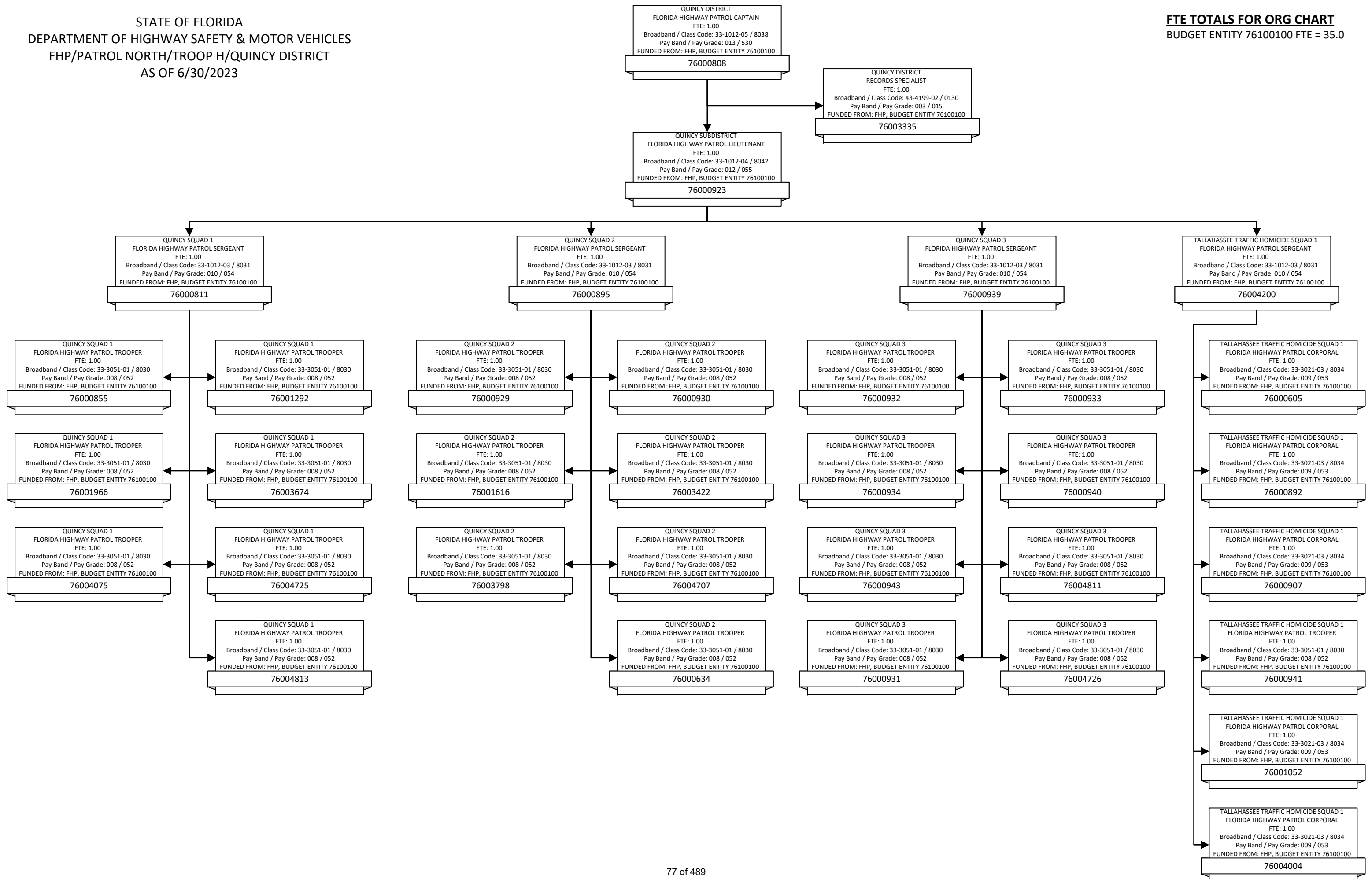
FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 28.0





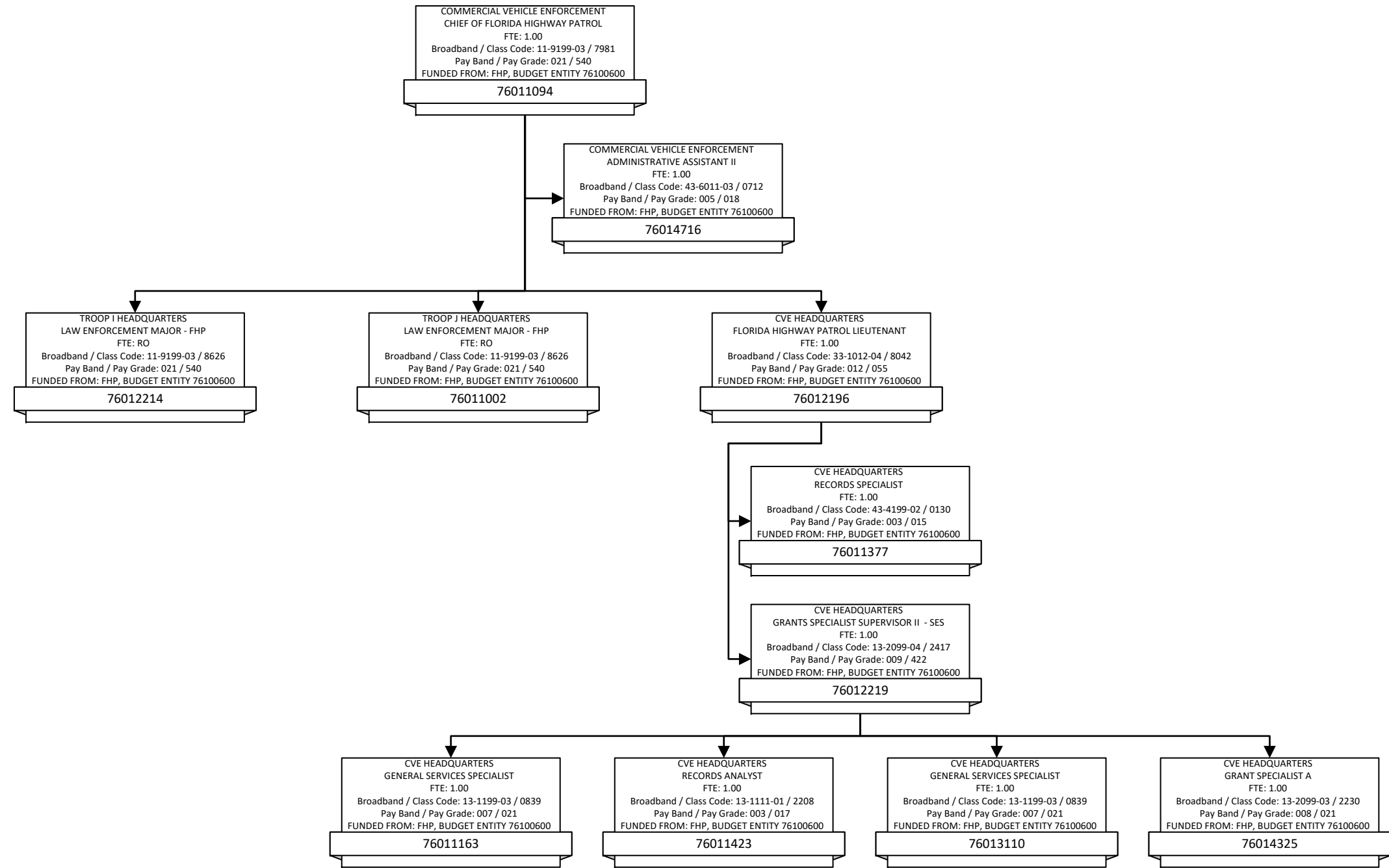
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL NORTH/TROOP H/QUINCY DISTRICT  
AS OF 6/30/2023

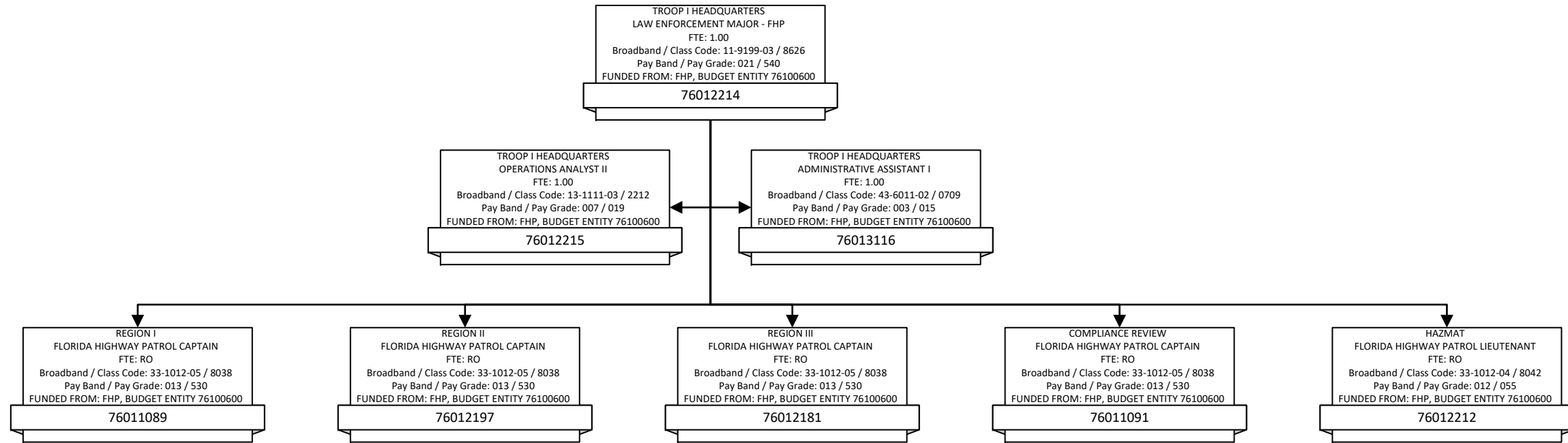
**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76100100 FTE = 35.0



STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/COMMERCIAL VEHICLE ENFORCEMENT (CVE)  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76100600 FTE = 9.0  
RO = REFER TO OTHER CHART









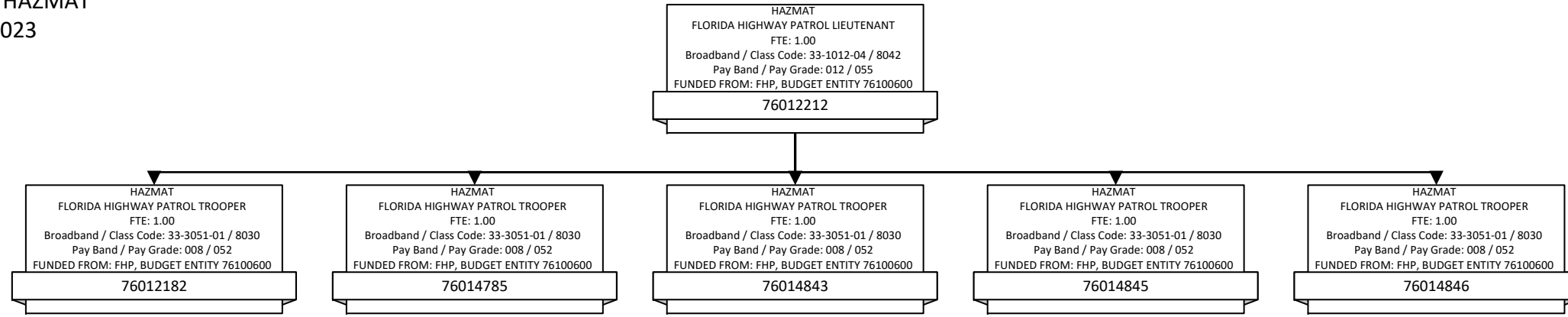






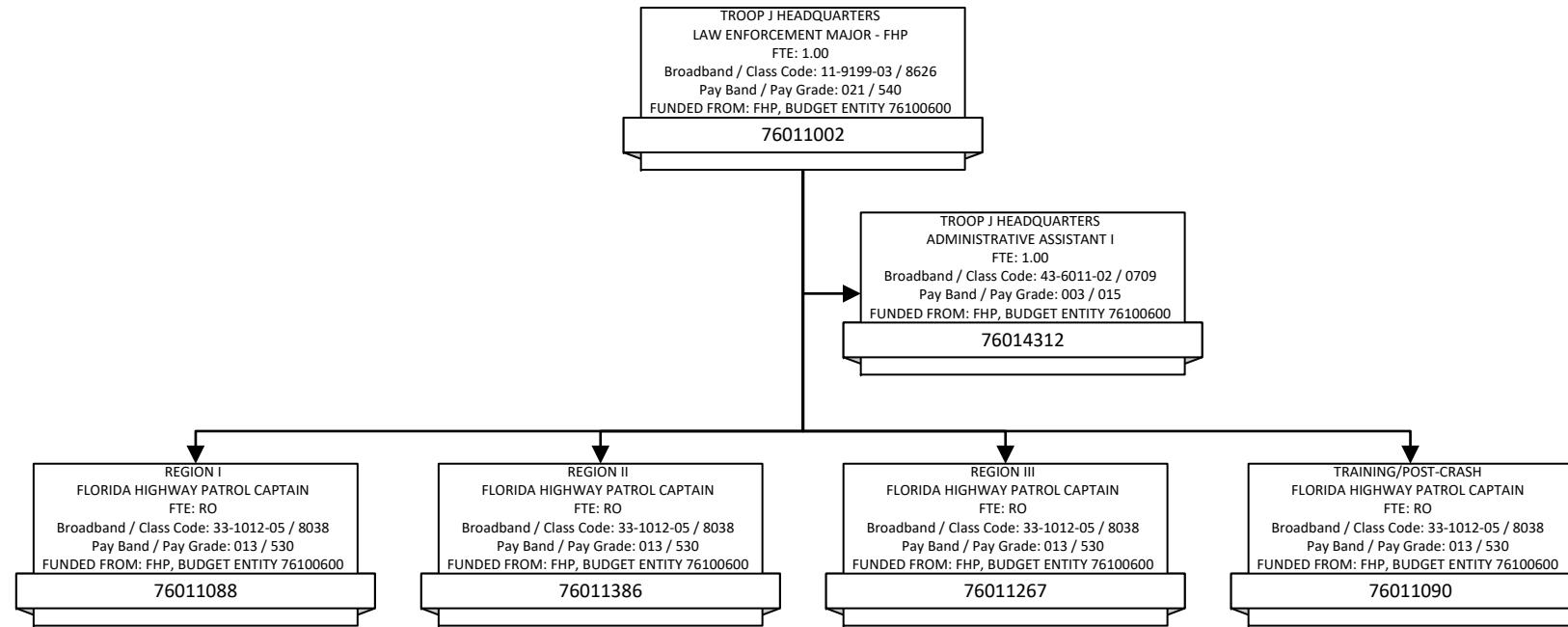
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/CVE/TROOP I/HAZMAT  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76100600 FTE = 6.0



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/CVE/TROOP J  
 AS OF 6/30/2023

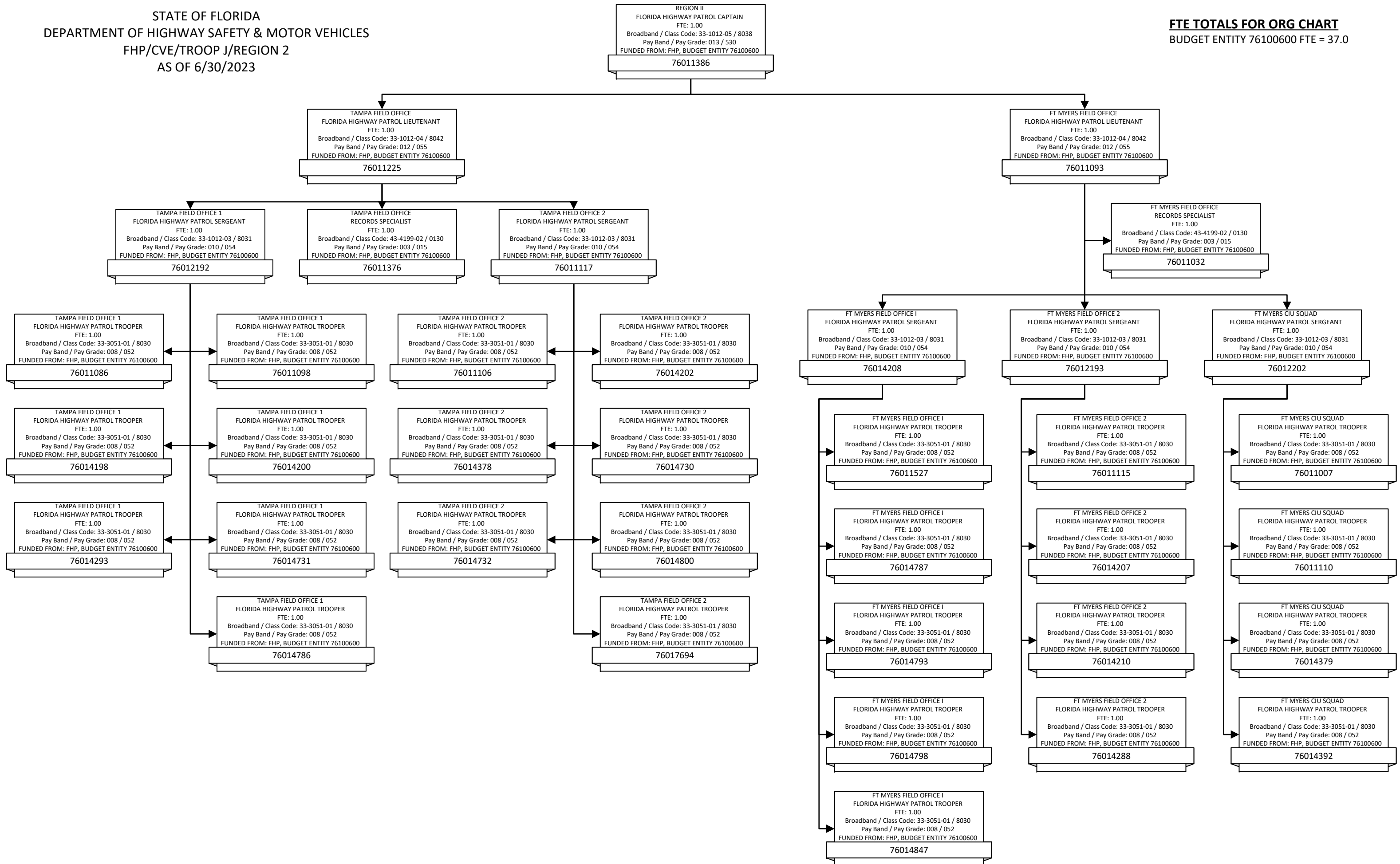
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100600 FTE = 2.0  
 RO = REFER TO OTHER CHART





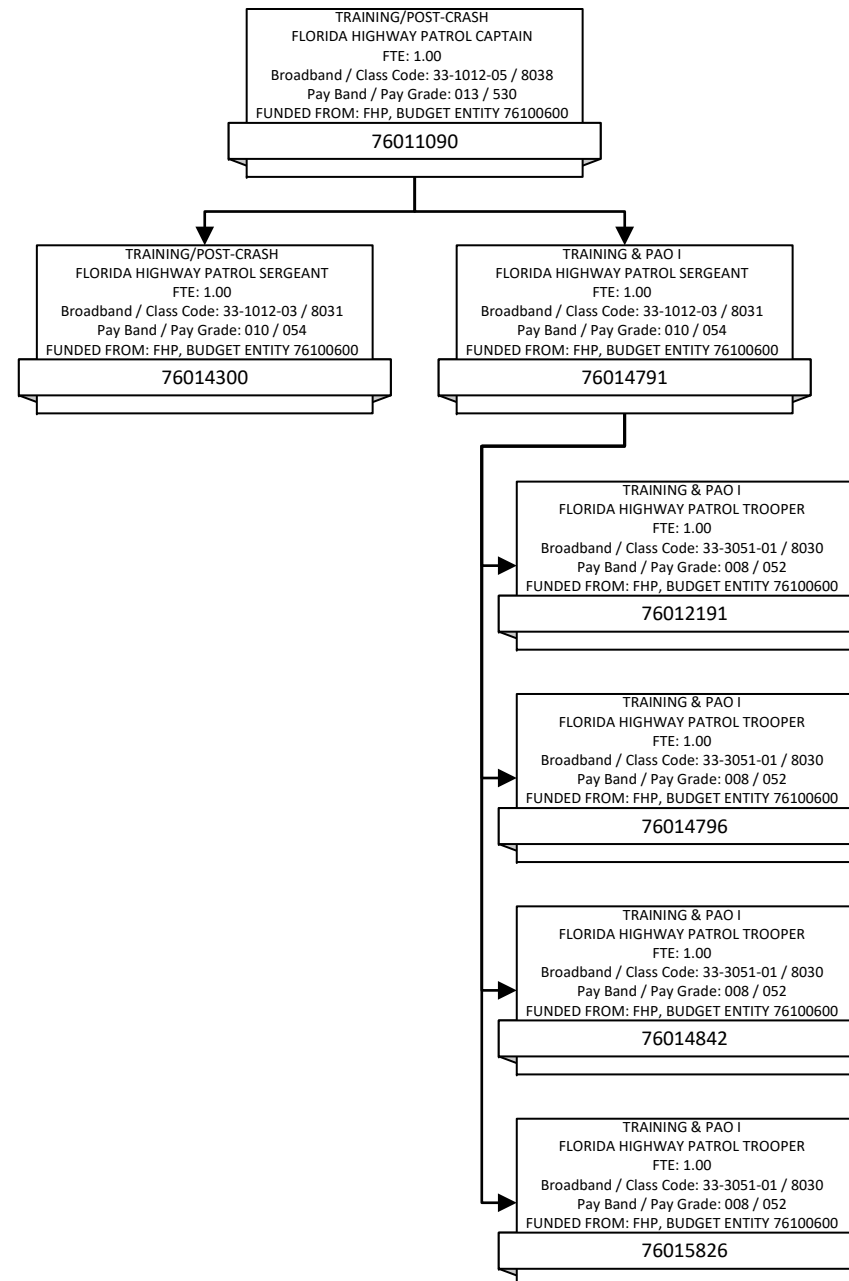
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/CVE/TROOP J/REGION 2  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100600 FTE = 37.0



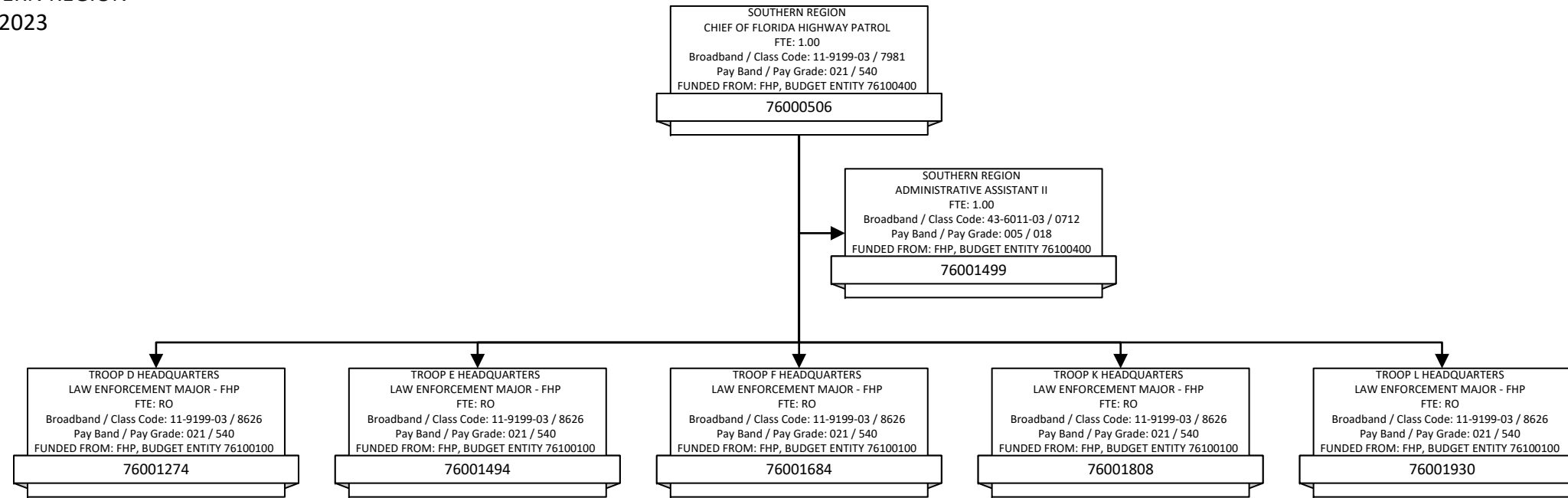






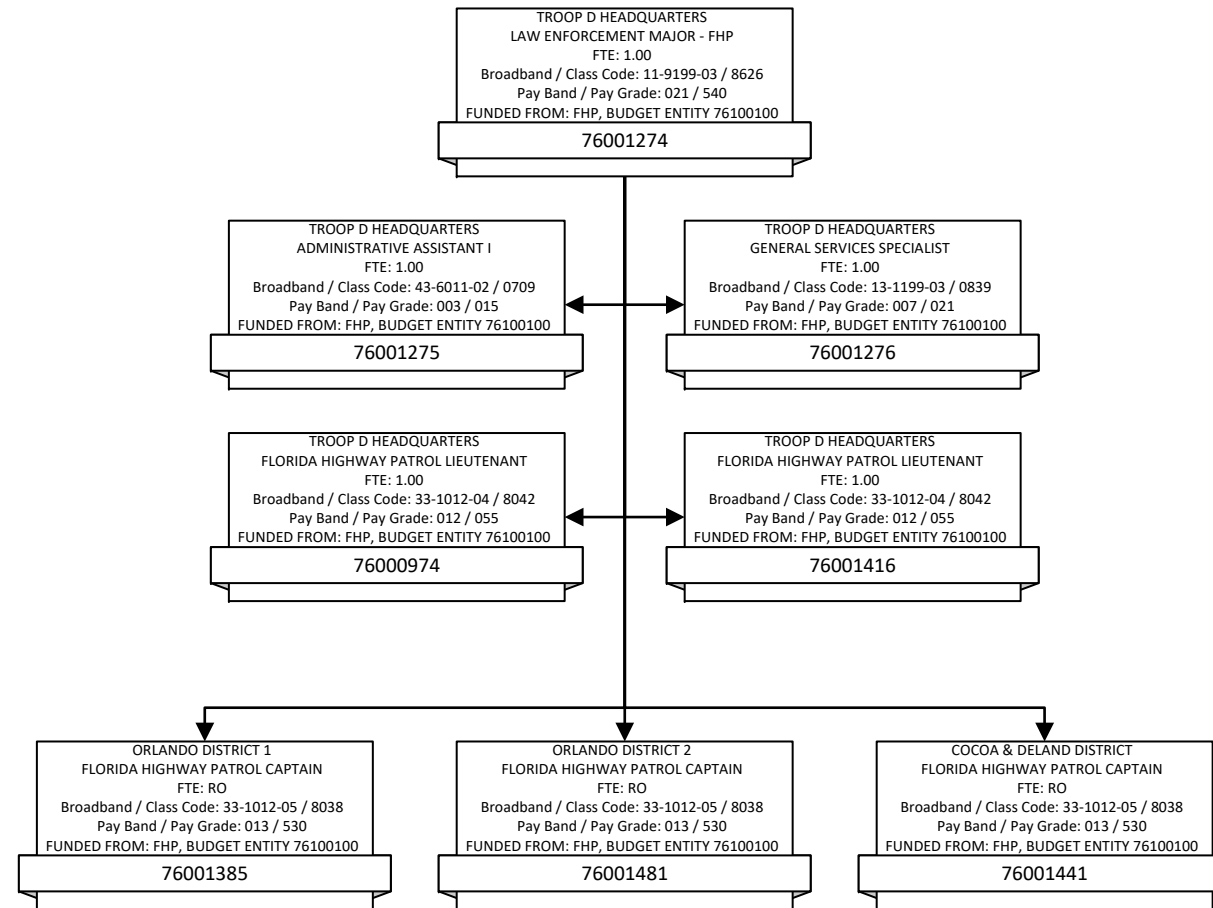
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTHERN REGION  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100400 FTE = 2.0  
 RO = REFER TO OTHER CHART



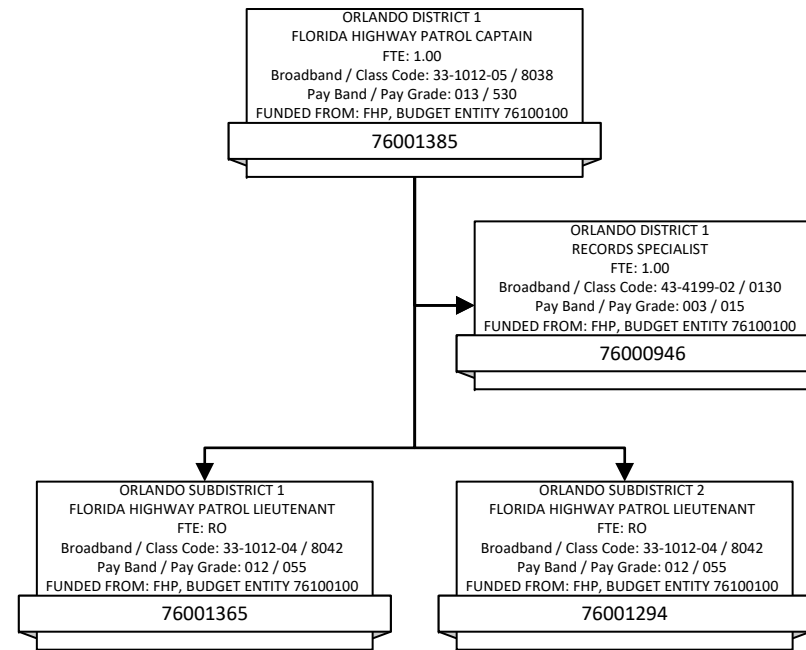
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP D  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 5.0  
 RO = REFER TO OTHER CHART



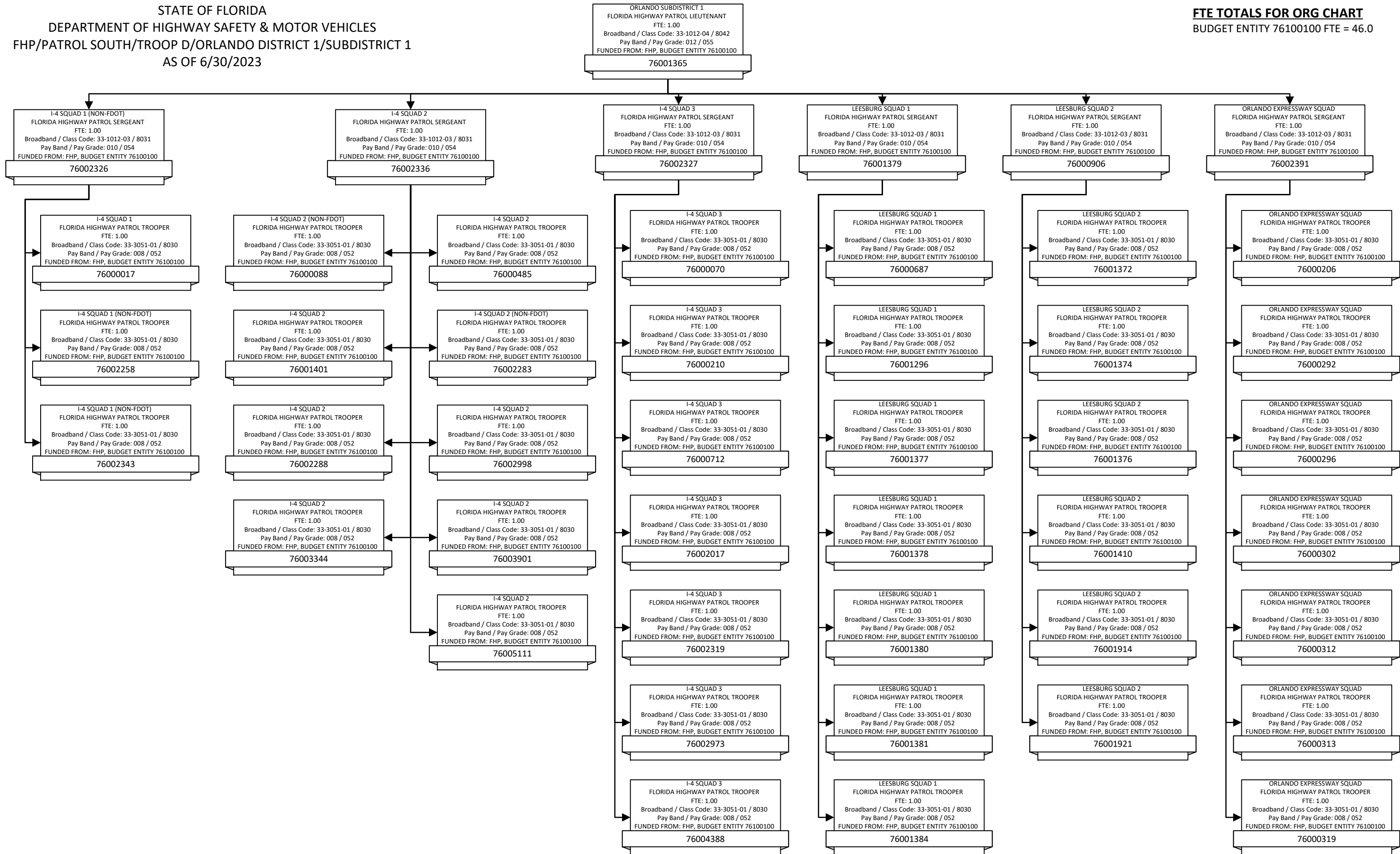
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP D/ORLANDO DISTRICT 1  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 2.0  
 RO = REFER TO OTHER CHART



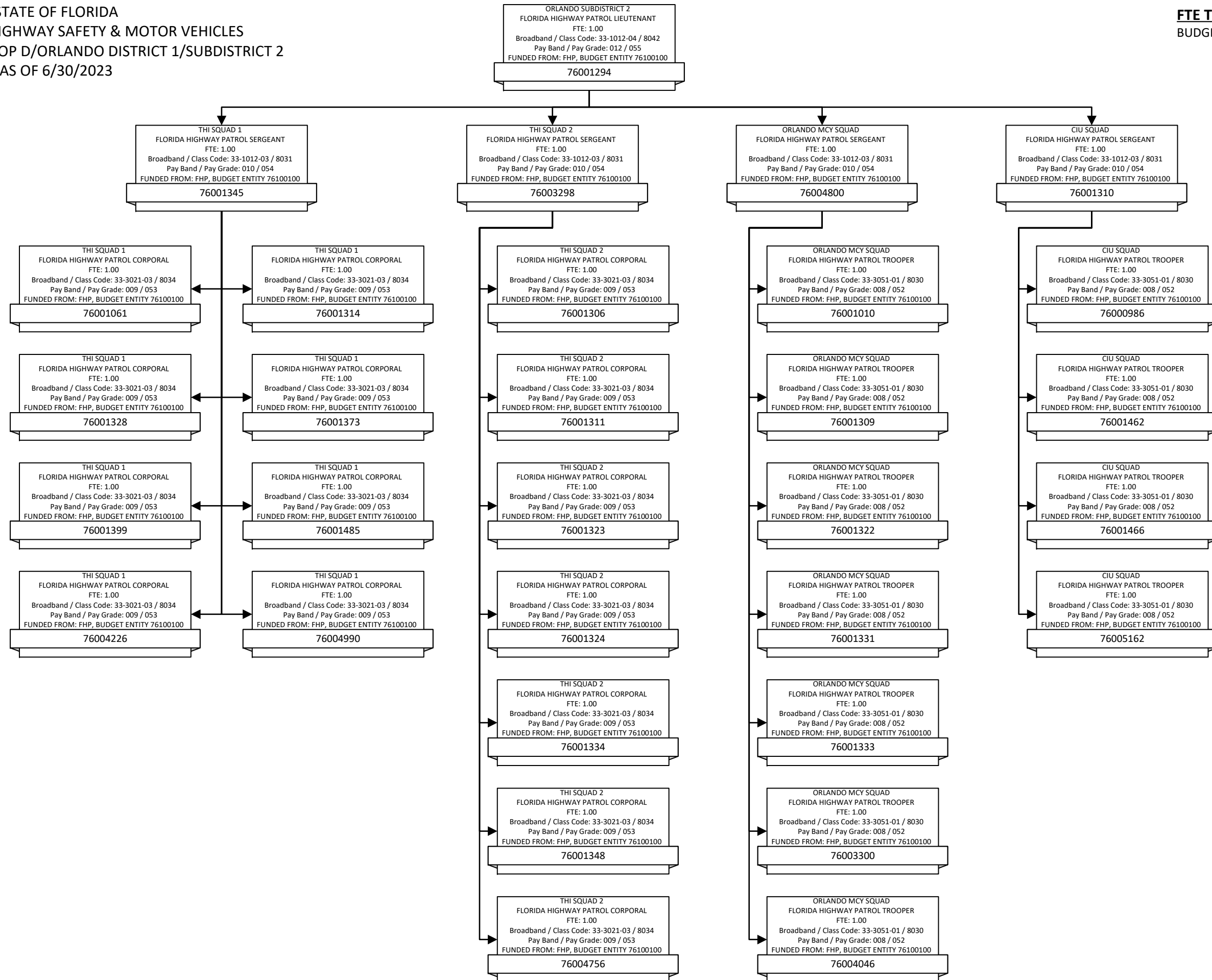
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP D/ORLANDO DISTRICT 1/SUBDISTRICT 1  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 46.0



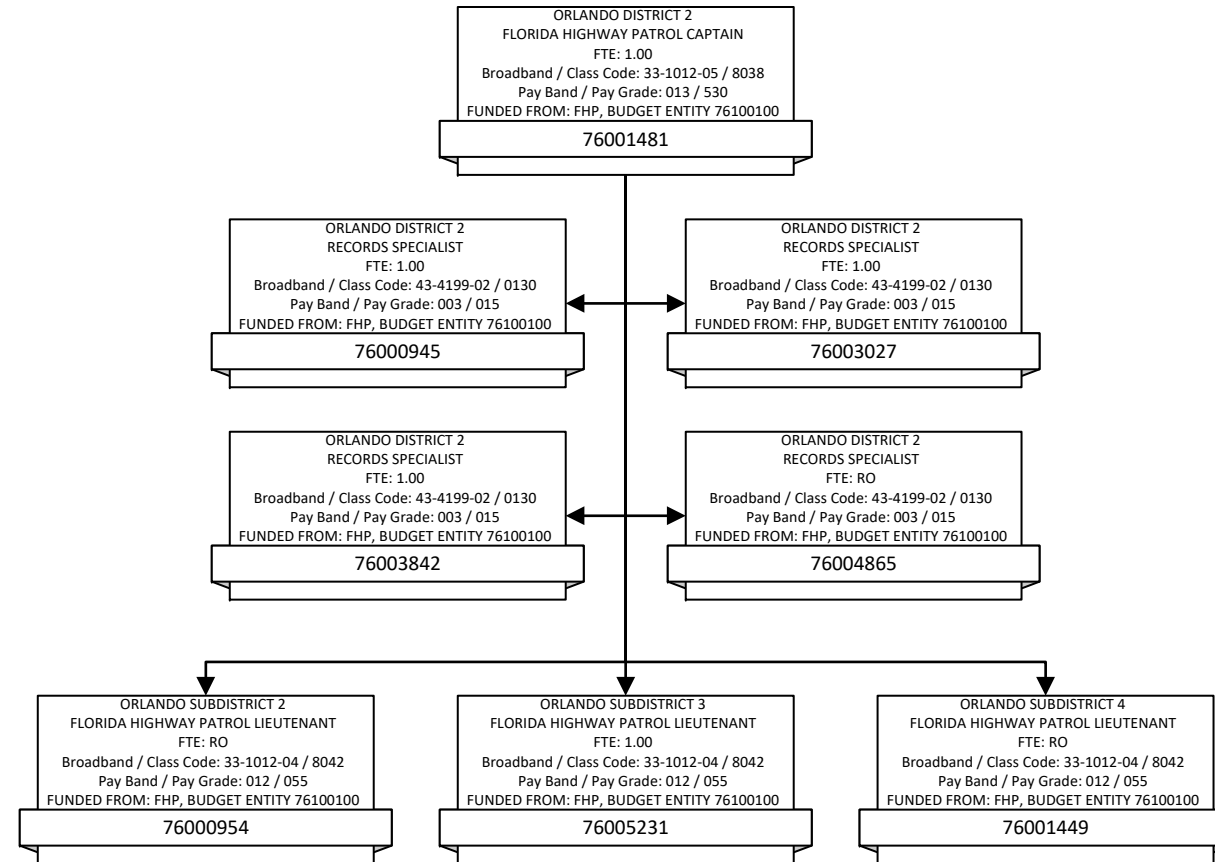
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP D/ORLANDO DISTRICT 1/SUBDISTRICT 2  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 31



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP D/ORLANDO DISTRICT 2  
 AS OF 6/30/2023

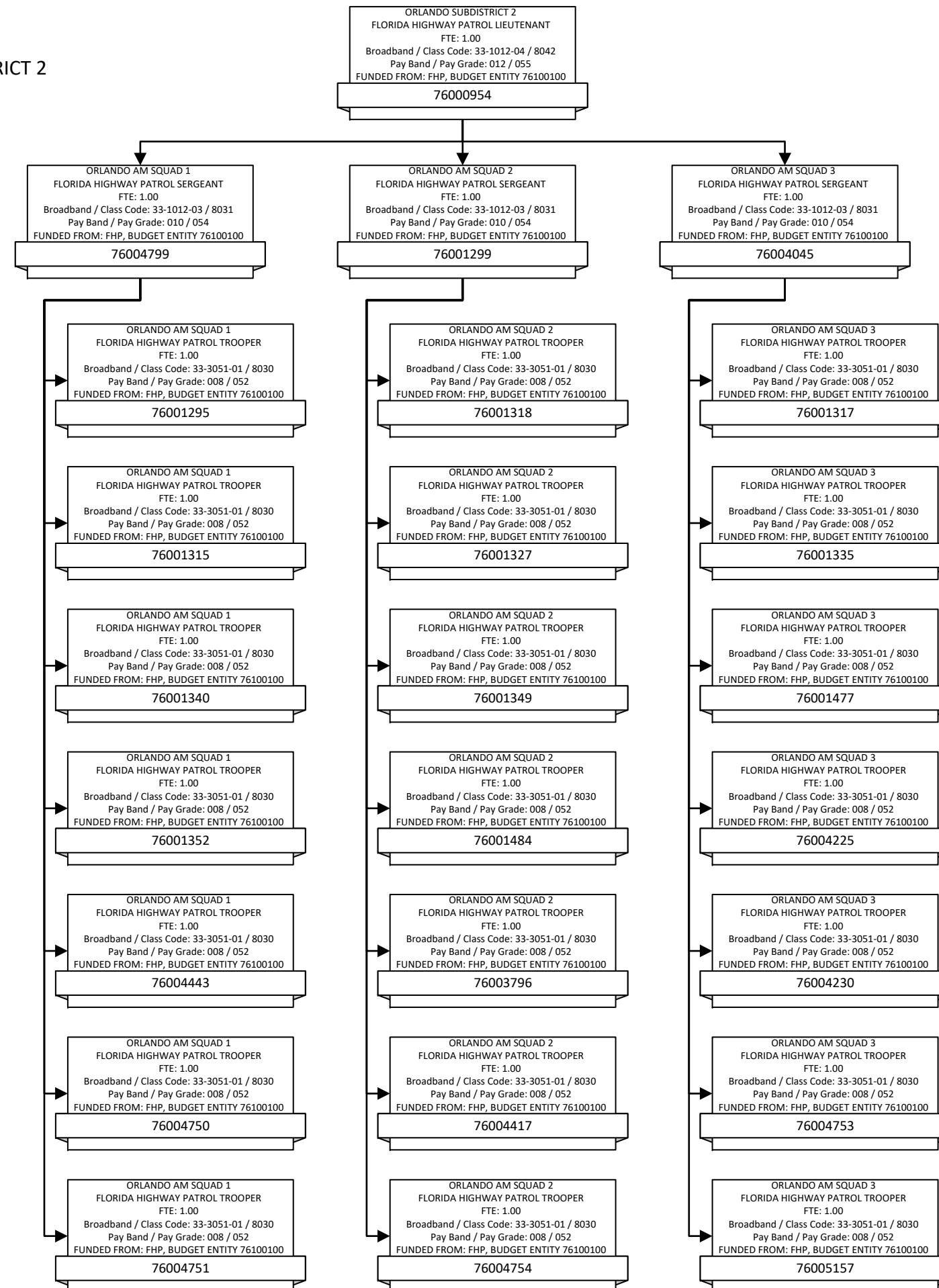
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 5.0  
 RO = REFER TO OTHER CHART



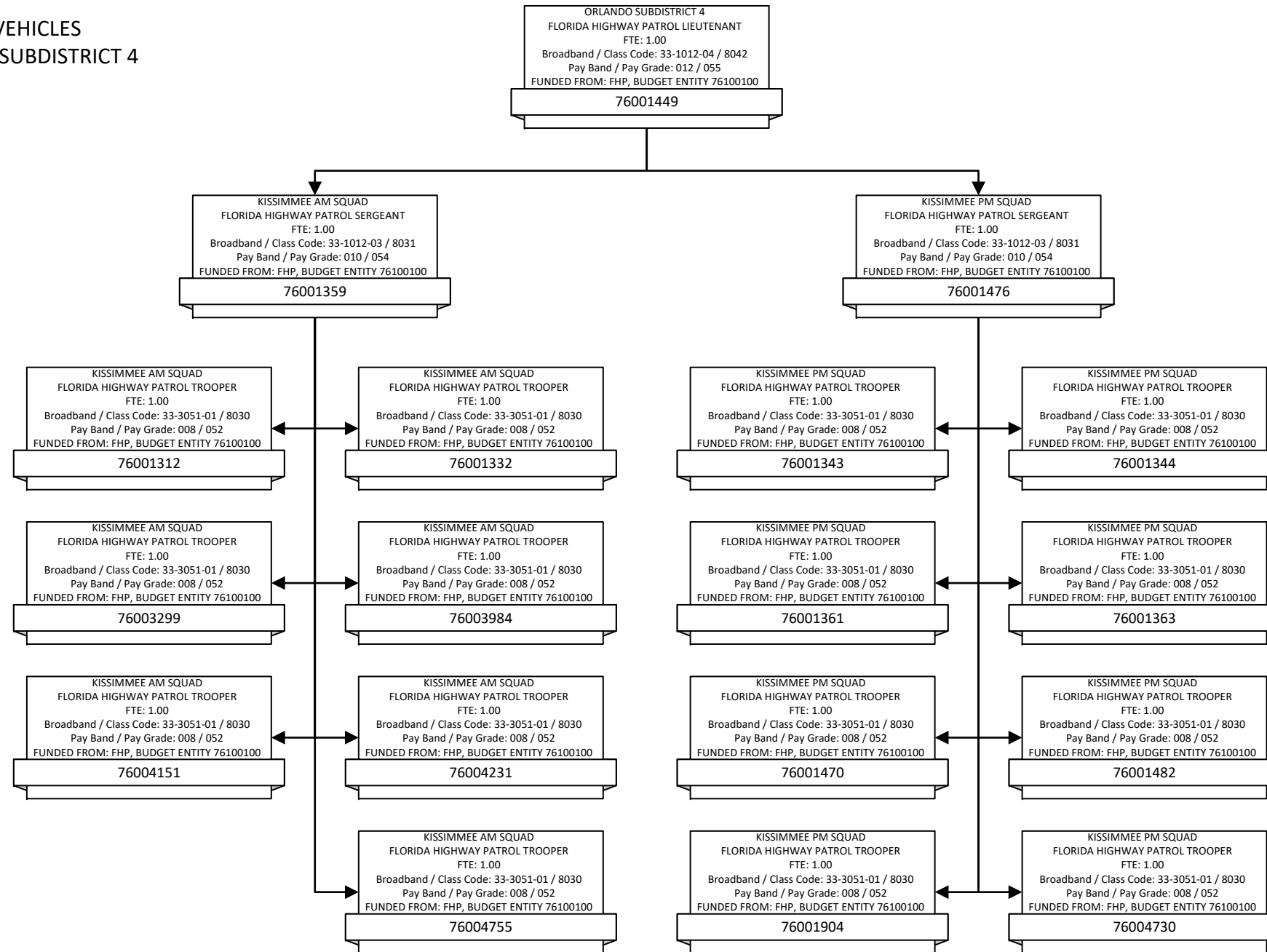


STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP D/ORLANDO DISTRICT 2/SUBDISTRICT 2  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 25.0

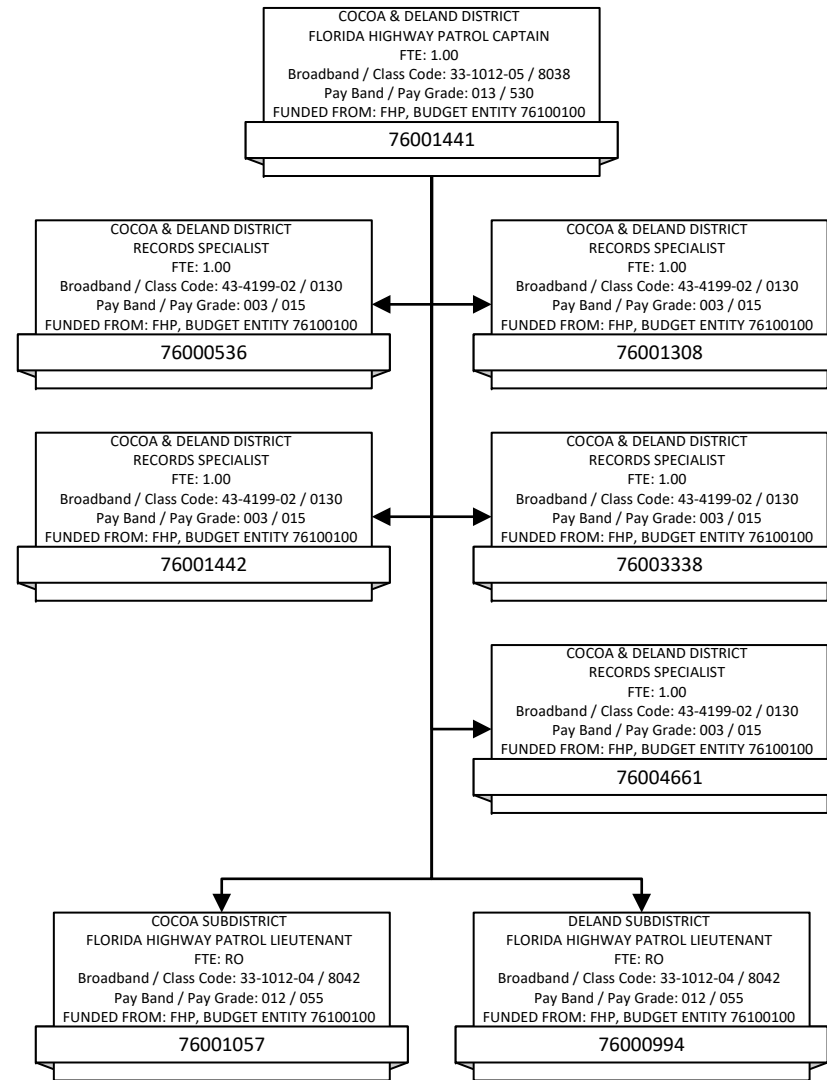






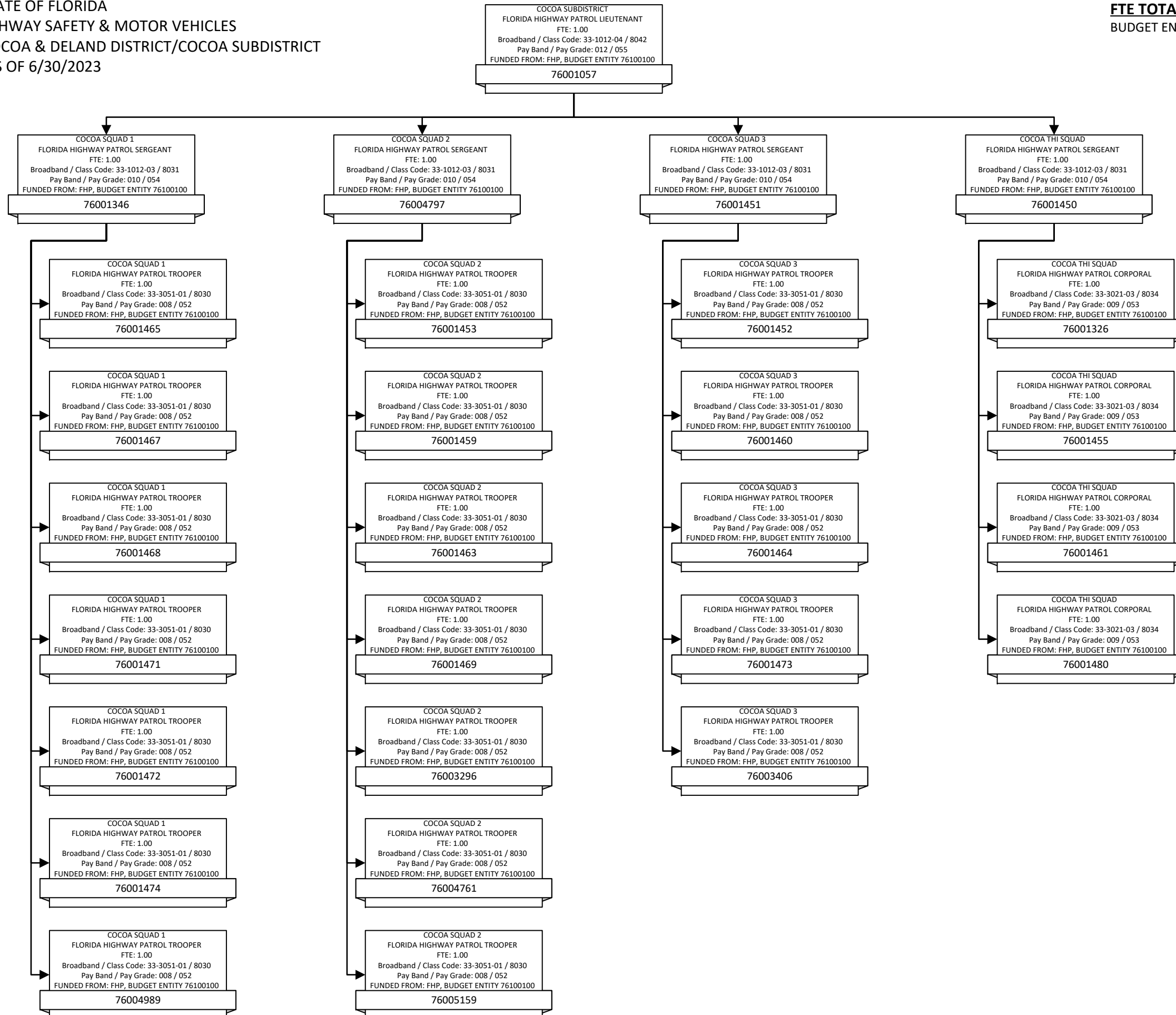
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP D/COCOA & DELAND DISTRICT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 6.0  
 RO = REFER TO OTHER CHART



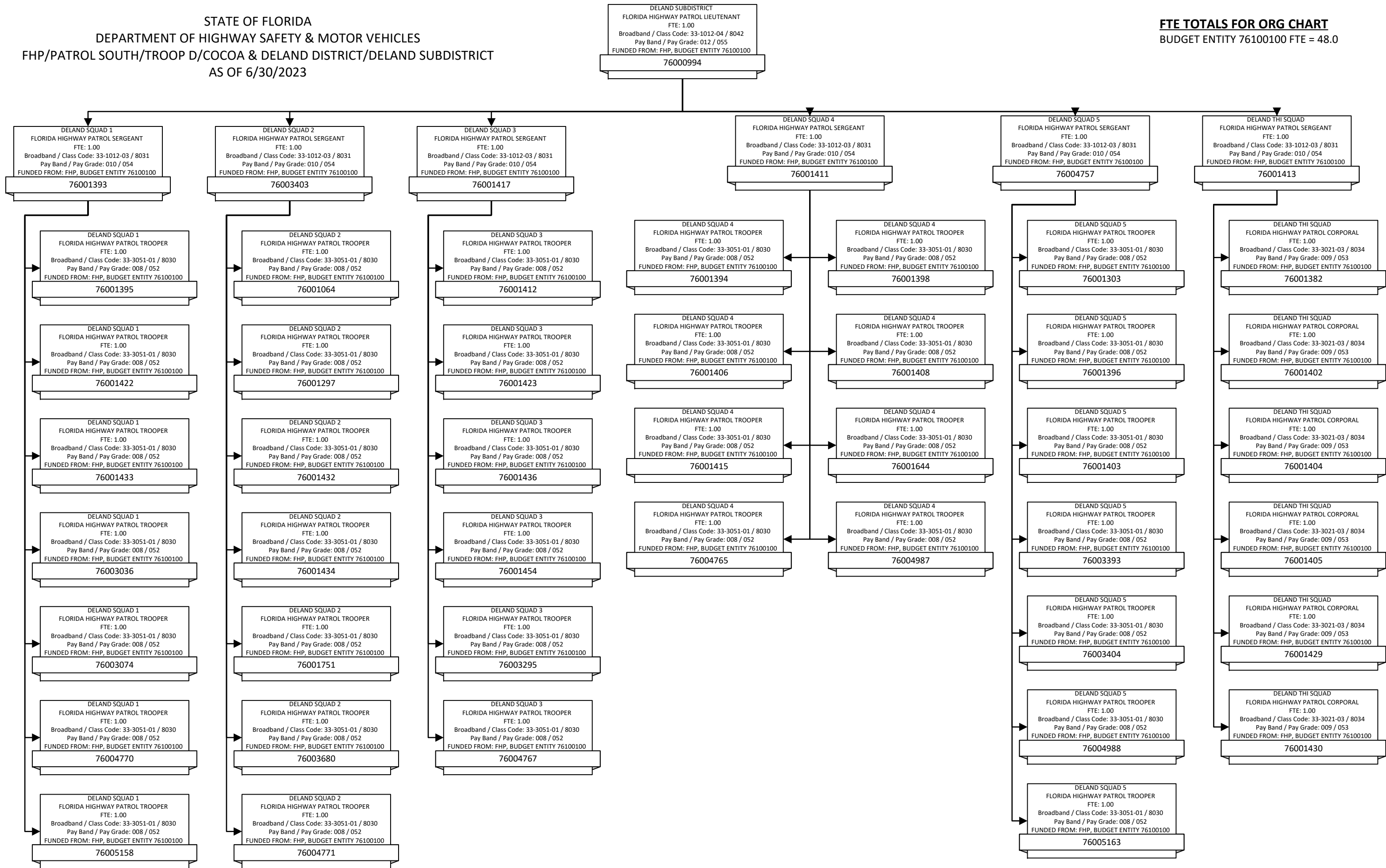
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP D/COCOA & DELAND DISTRICT/COCOA SUBDISTRICT  
 AS OF 6/30/2023

FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 28.0



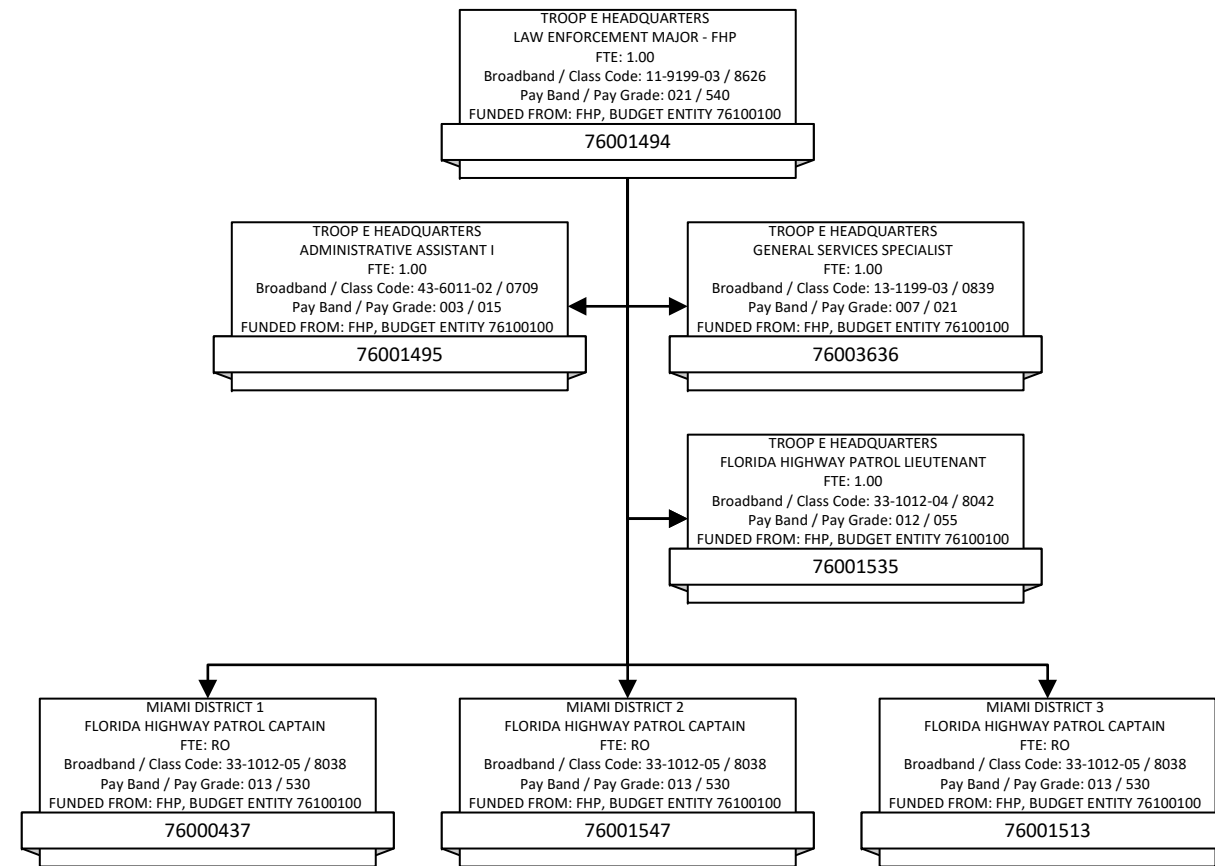
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP D/COCOA & DELAND DISTRICT/DELAND SUBDISTRICT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 48.0



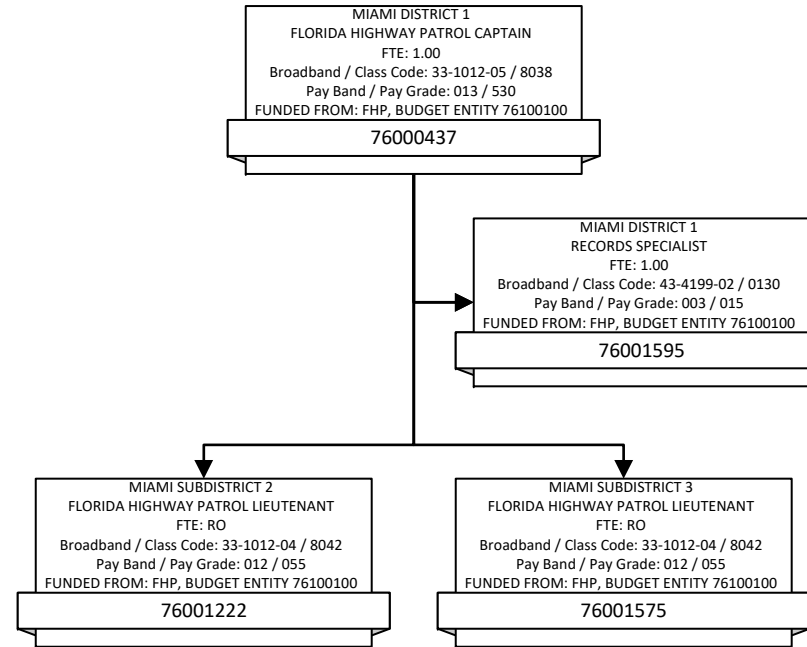
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL SOUTH/TROOP E  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76100100 FTE = 4.0  
RO = REFER TO OTHER CHART



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP E/MIAMI DISTRICT 1  
 AS OF 6/30/2023

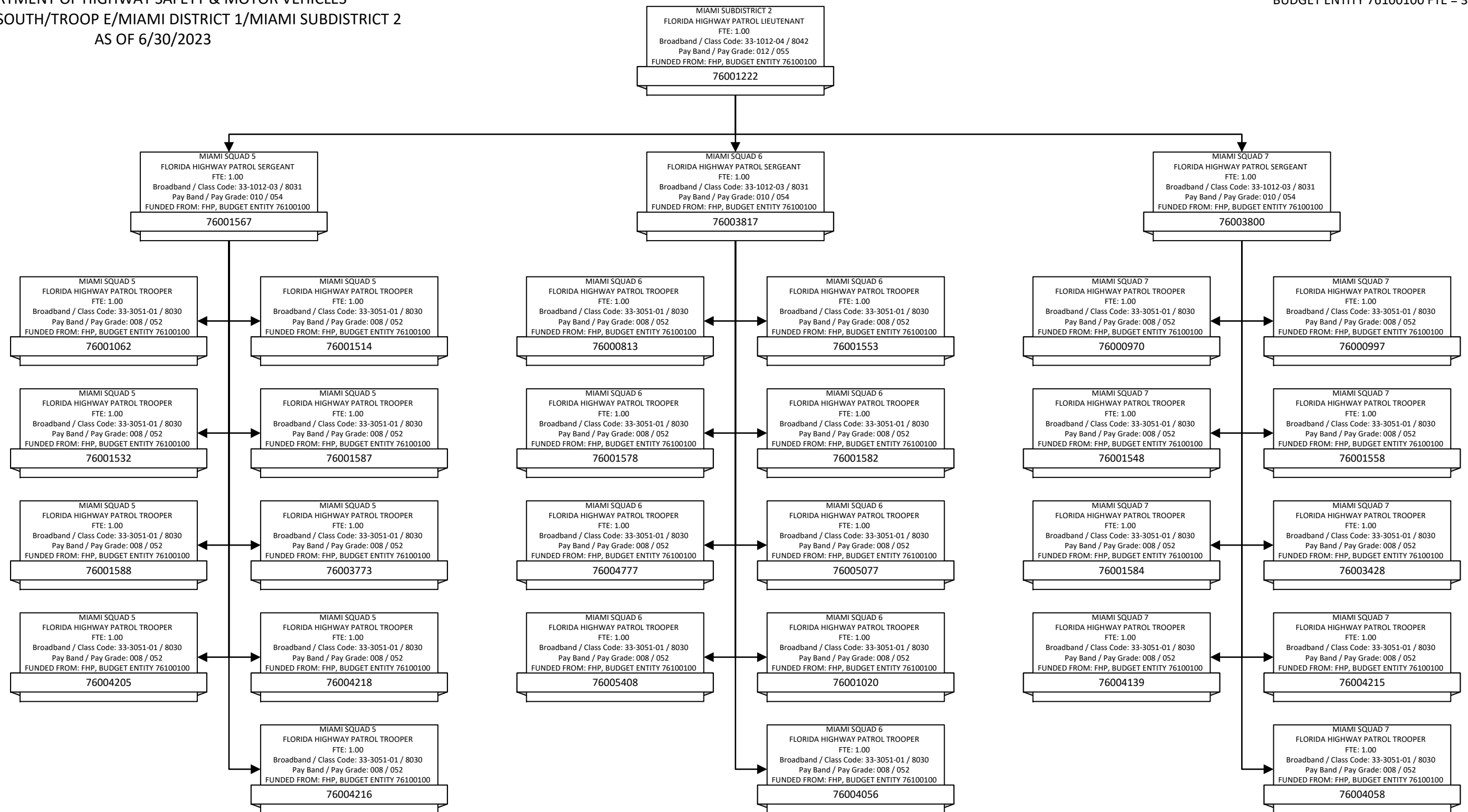
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 2.0  
 RO = REFER TO OTHER CHART

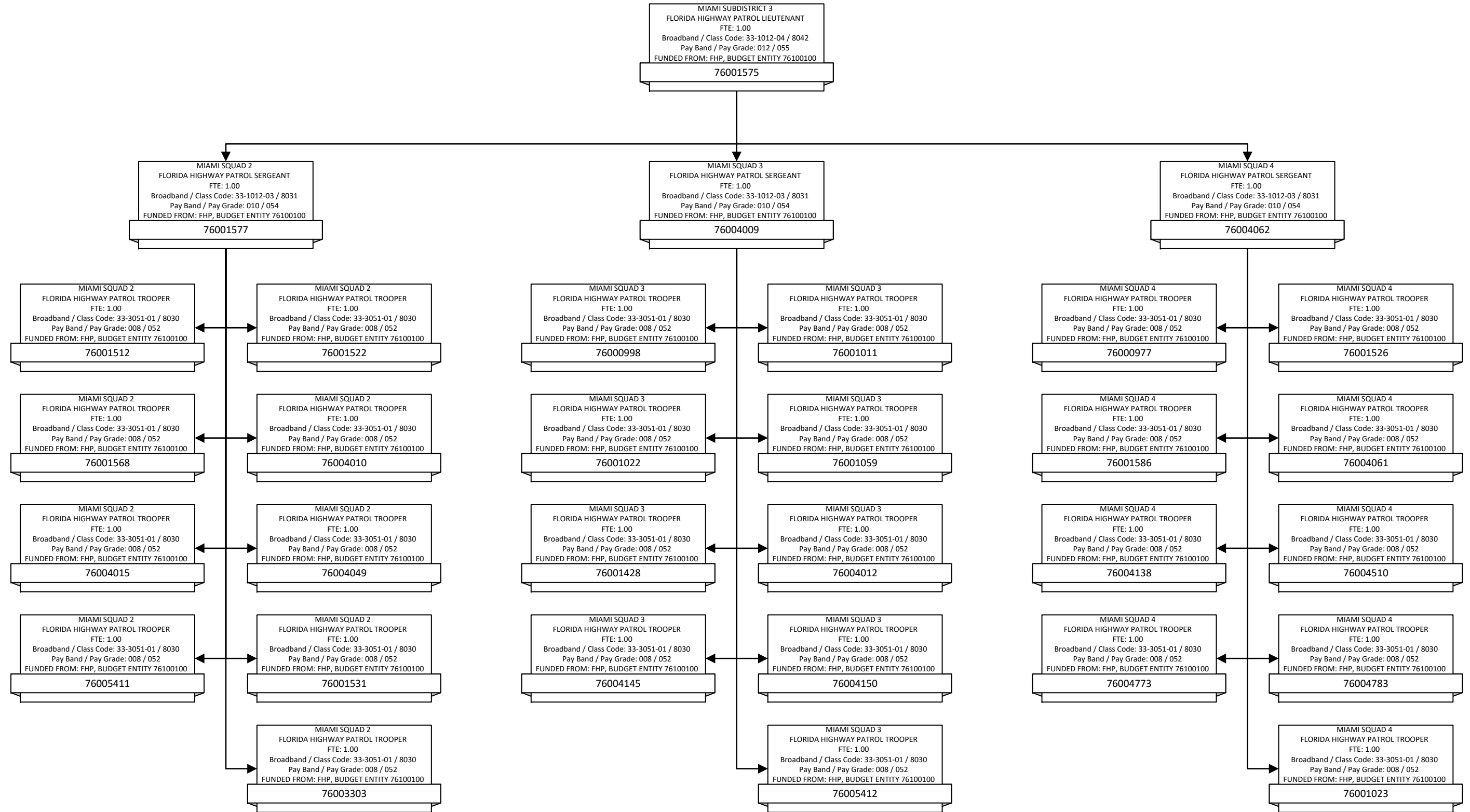




STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP E/MIAMI DISTRICT 1/MIAMI SUBDISTRICT 2  
 AS OF 6/30/2023

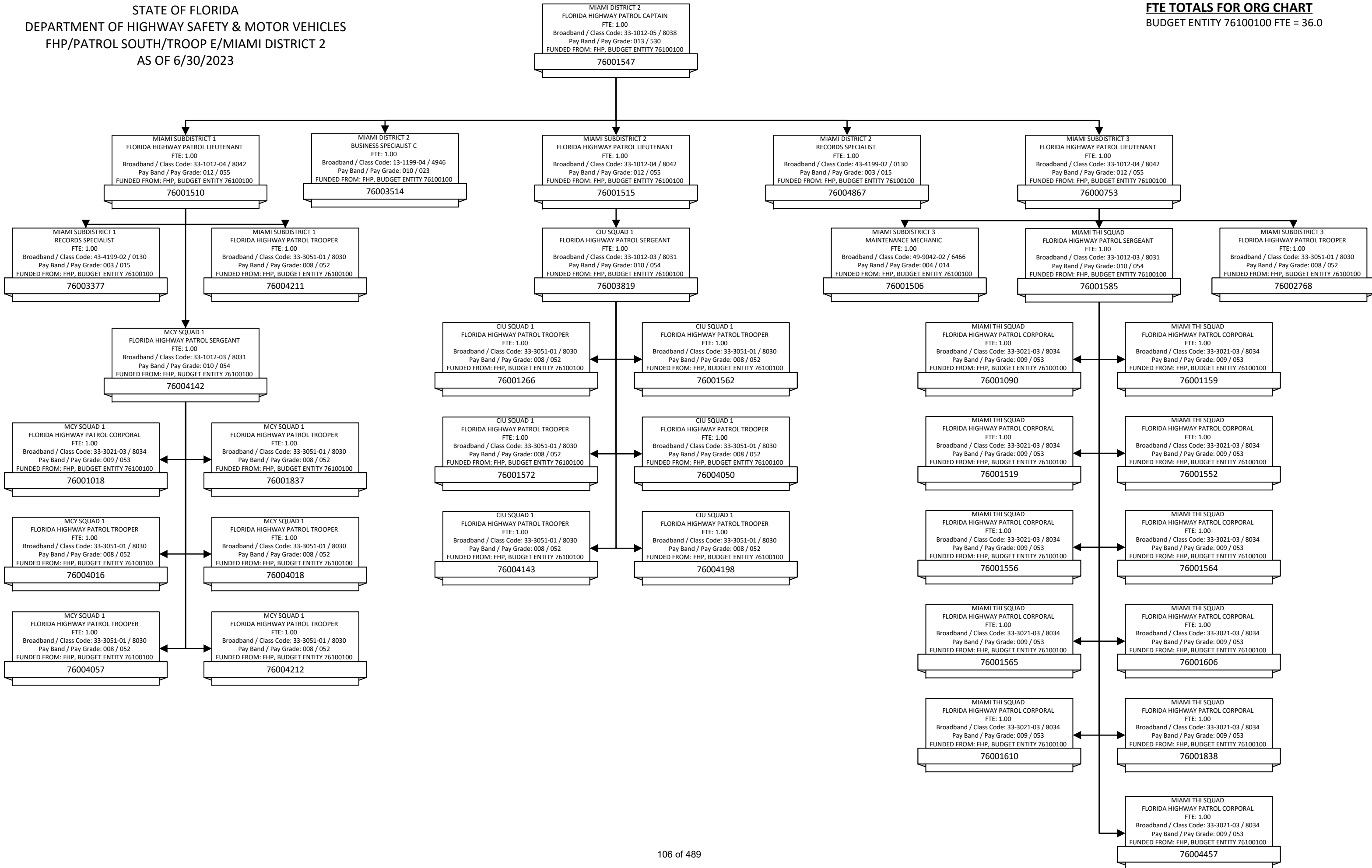
FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 31.0





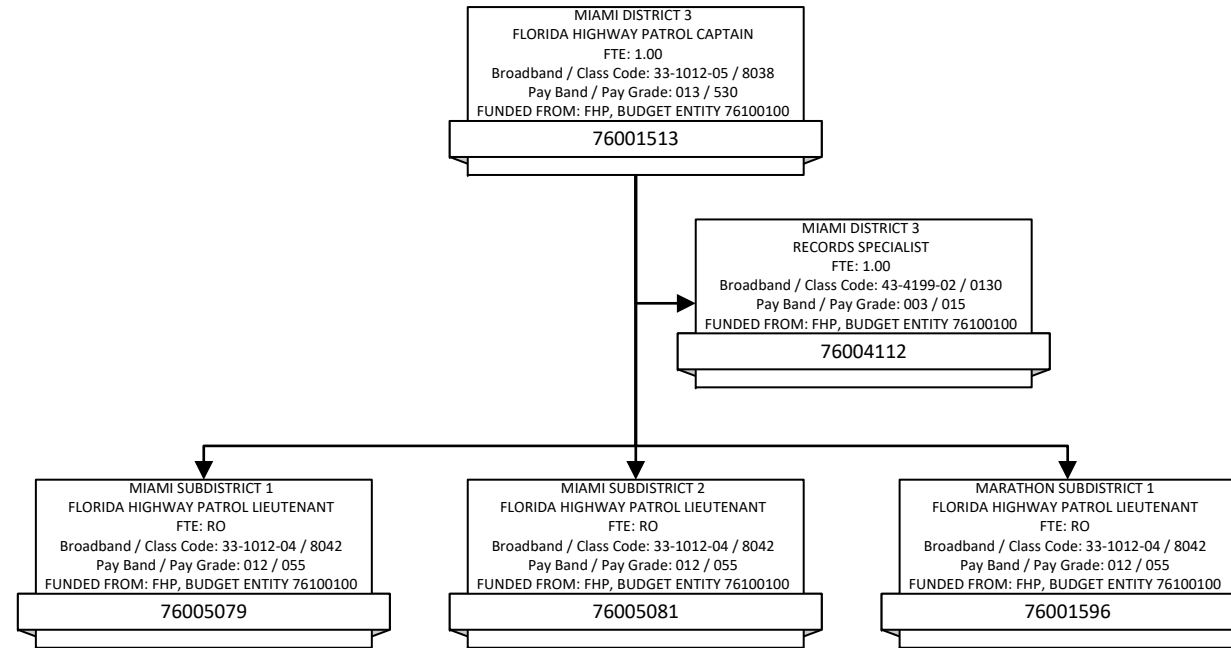
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP E/MIAMI DISTRICT 2  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 36.0



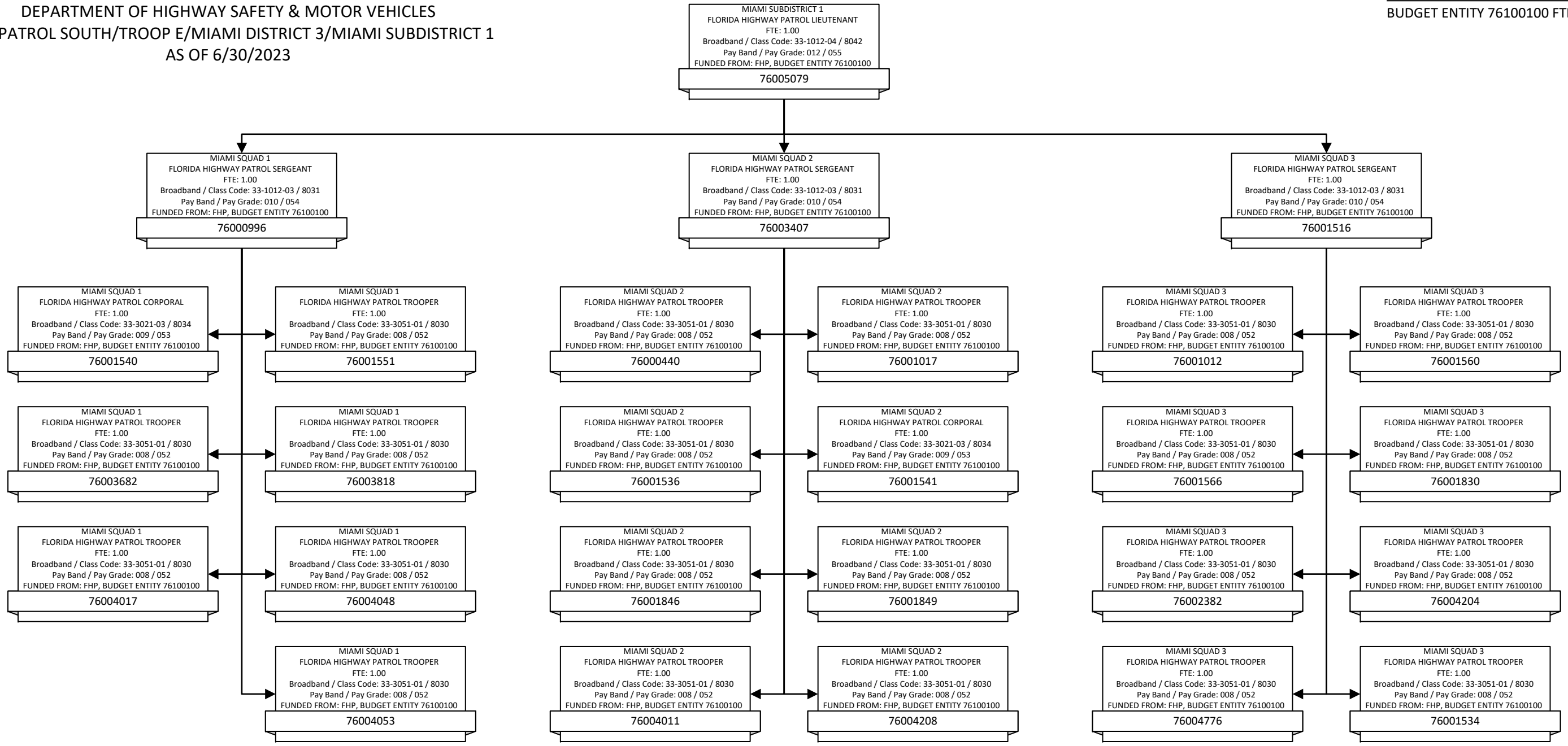
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP E/MIAMI DISTRICT 3  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 2.0  
 RO = REFER TO OTHER CHART



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP E/MIAMI DISTRICT 3/MIAMI SUBDISTRICT 1  
 AS OF 6/30/2023

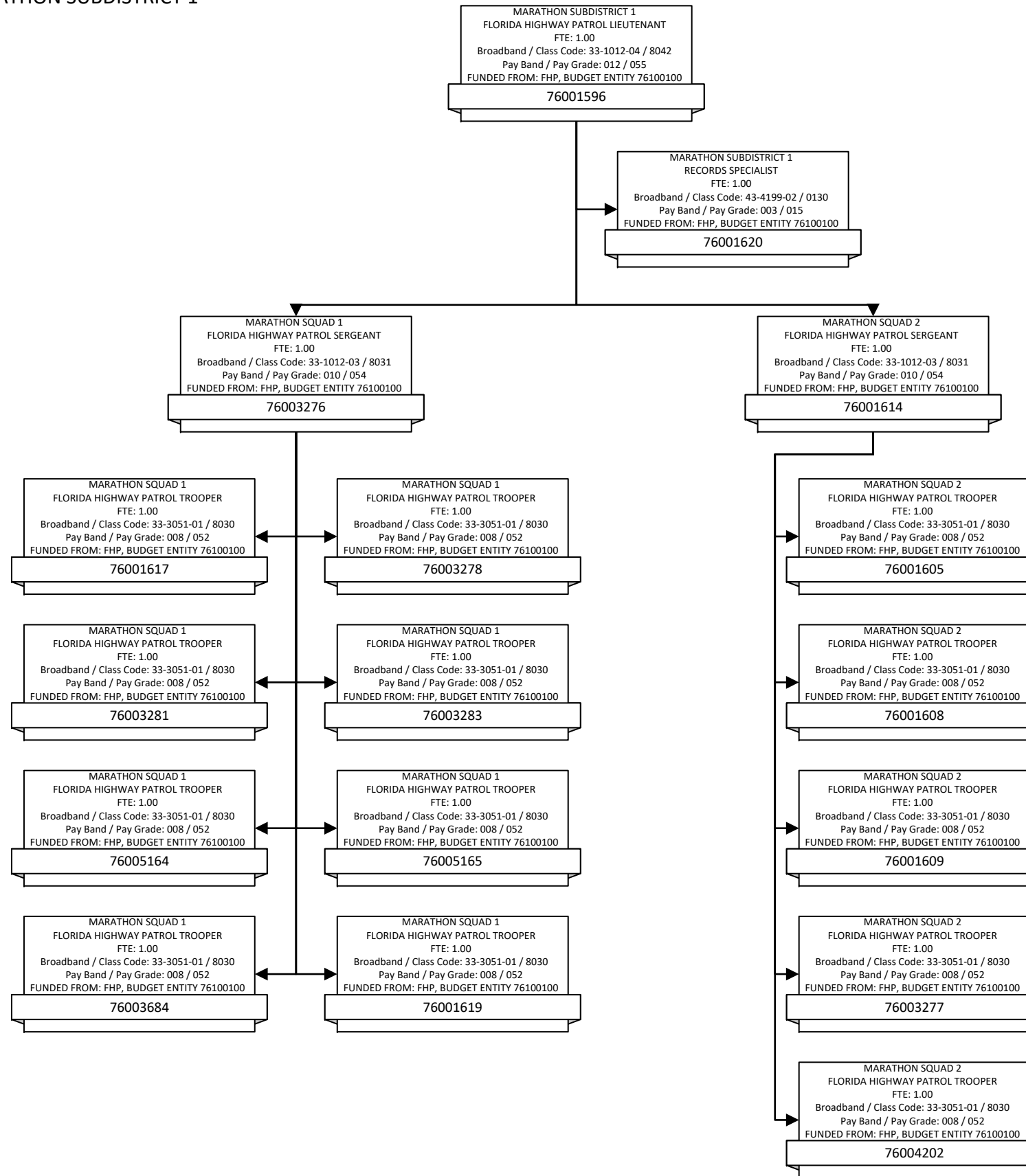
FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 27.0





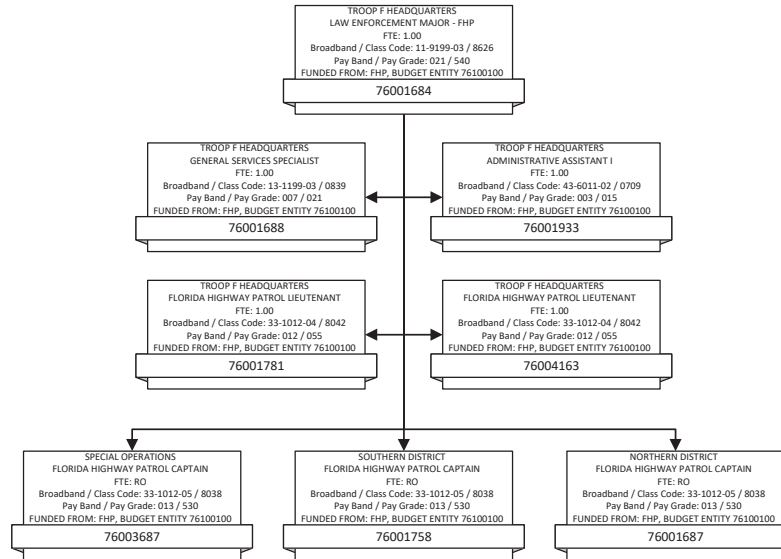
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP E/MIAMI DISTRICT 3/MARATHON SUBDISTRICT 1  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 17.0



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP F  
 AS OF 6/30/2023

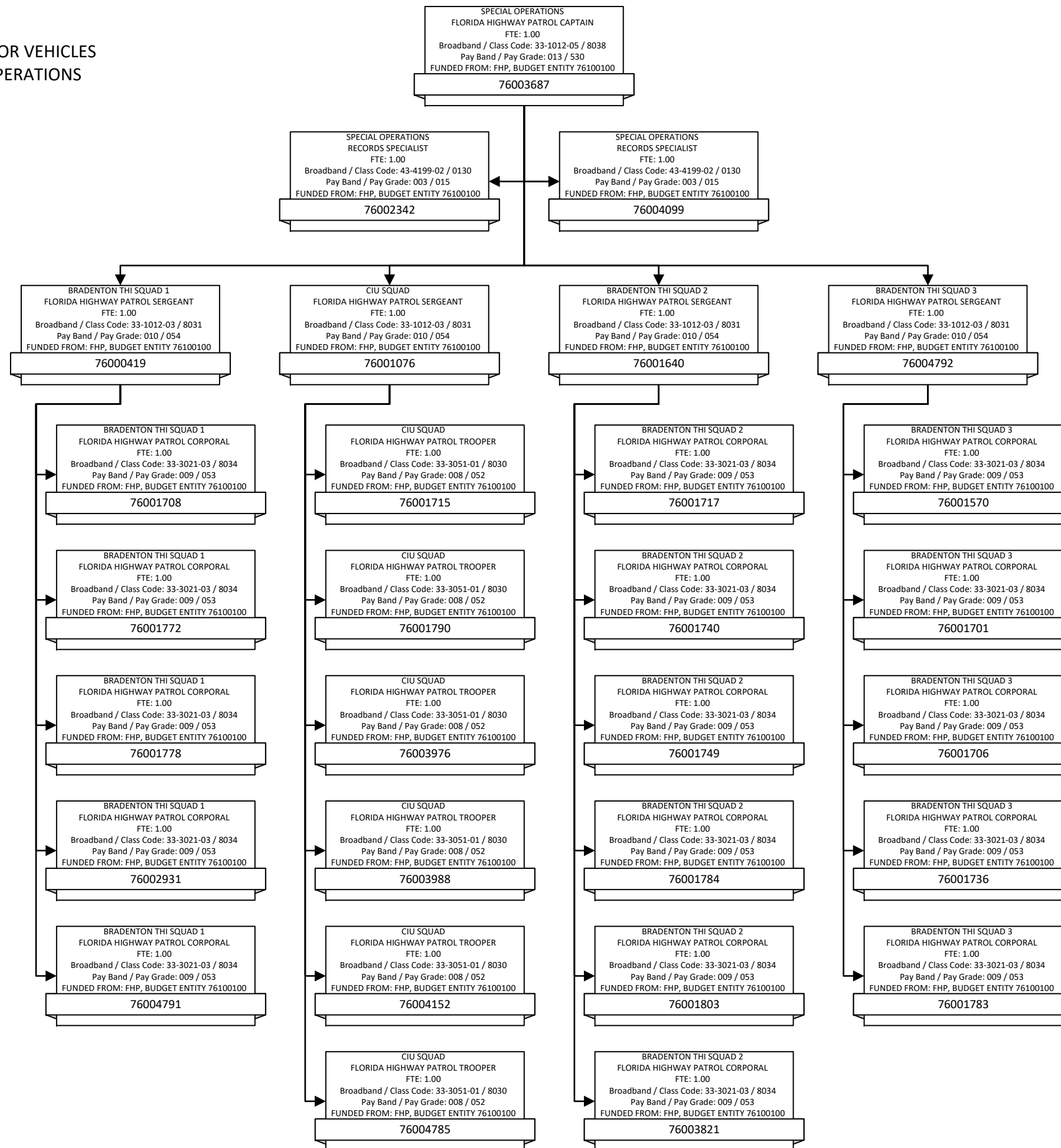
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 5.0  
 RO = REFER TO OTHER CHART





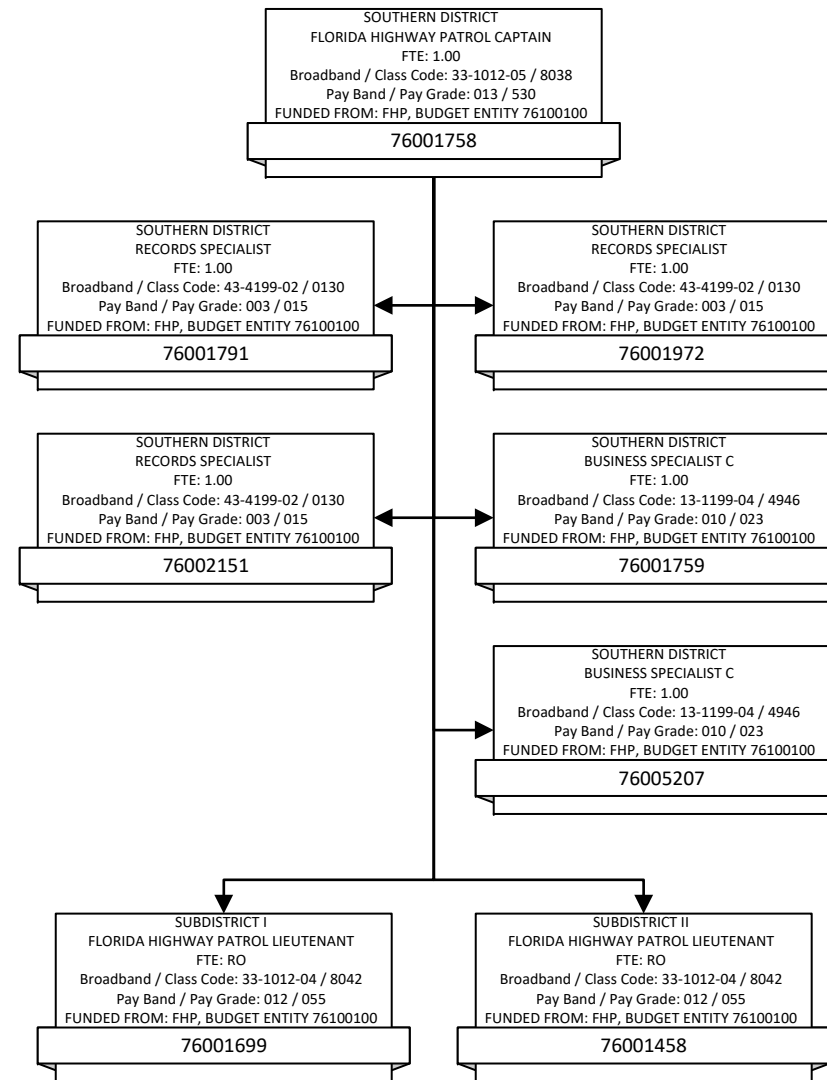
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL SOUTH/TROOP F/SPECIAL OPERATIONS  
AS OF 6/30/2023

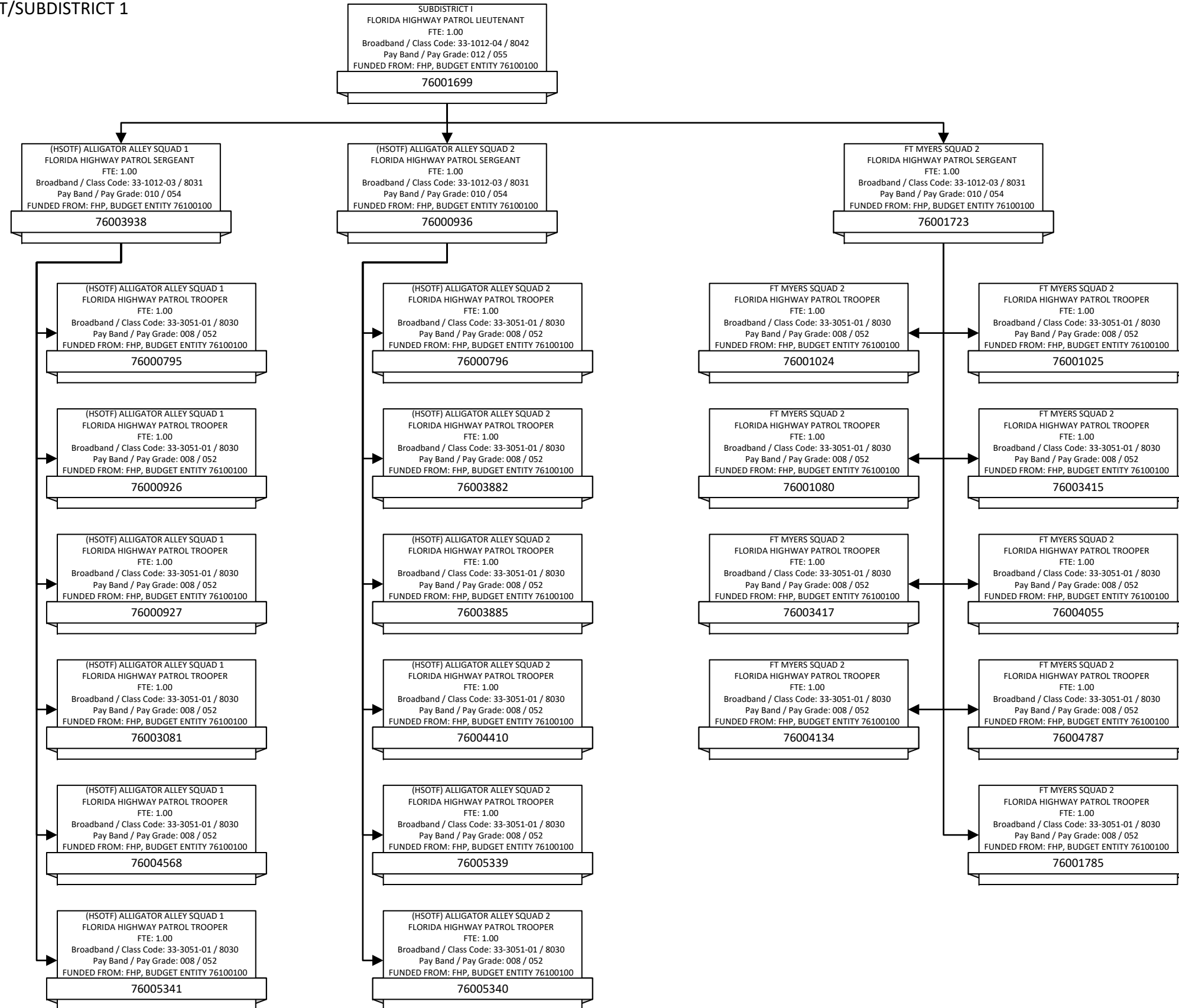
FTE TOTALS FOR ORG CHART  
BUDGET ENTITY 76100100 FTE = 29.0



STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL SOUTH/TROOP F/SOUTHERN DISTRICT  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76100100 FTE = 6.0  
RO = REFER TO OTHER CHART

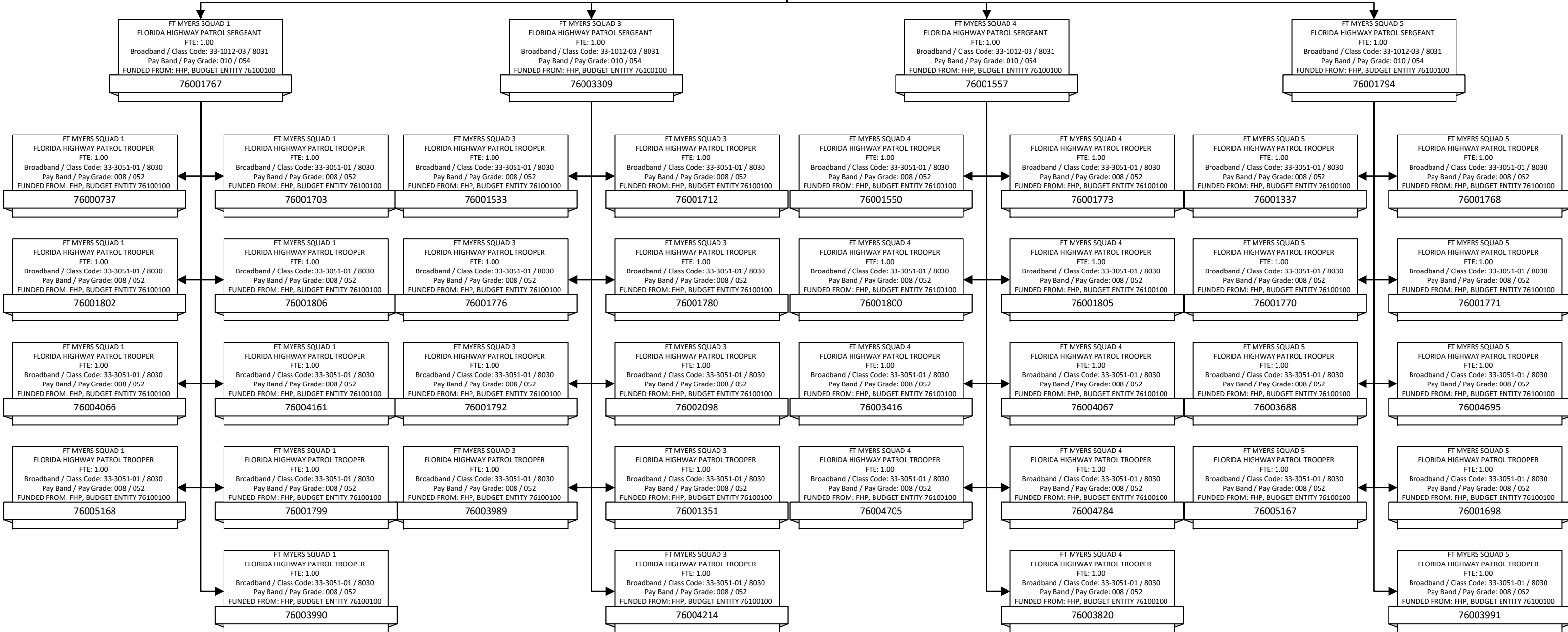




STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP F/SOUTHERN DISTRICT/SUBDISTRICT 2  
 AS OF 6/30/2023

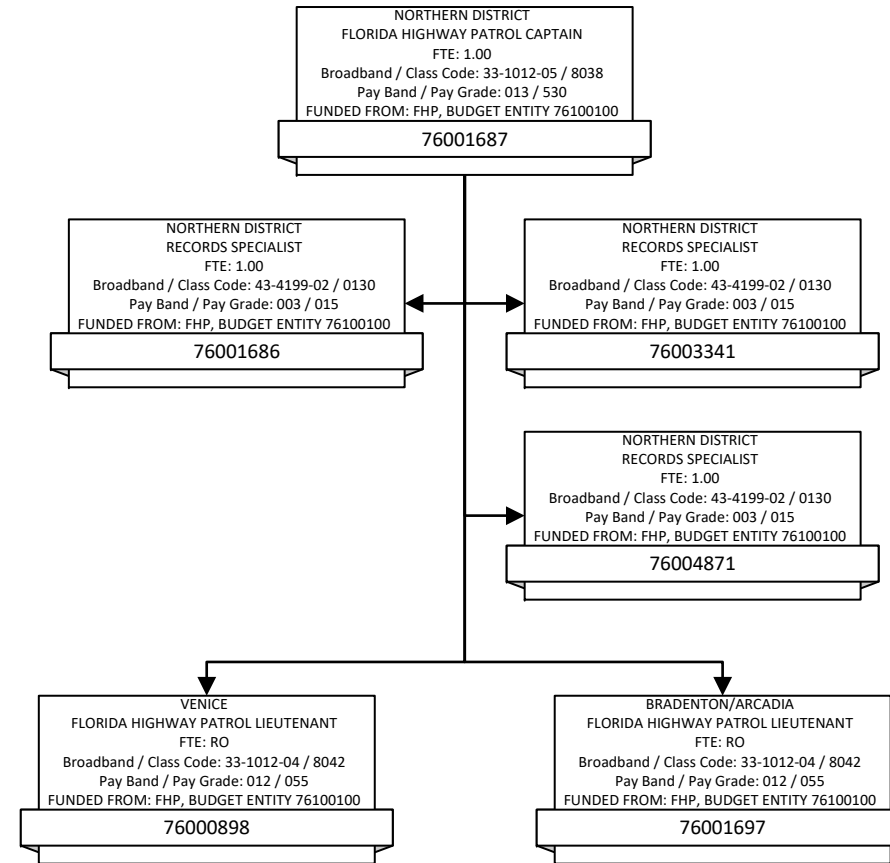
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 41.0

SUBDISTRICT II  
 FLORIDA HIGHWAY PATROL LIEUTENANT  
 FTE: 1.00  
 Broadband / Class Code: 33-1012-04 / 8042  
 Pay Band / Pay Grade: 012 / 055  
 FUNDED FROM: FHP, BUDGET ENTITY 76100100  
 76001458



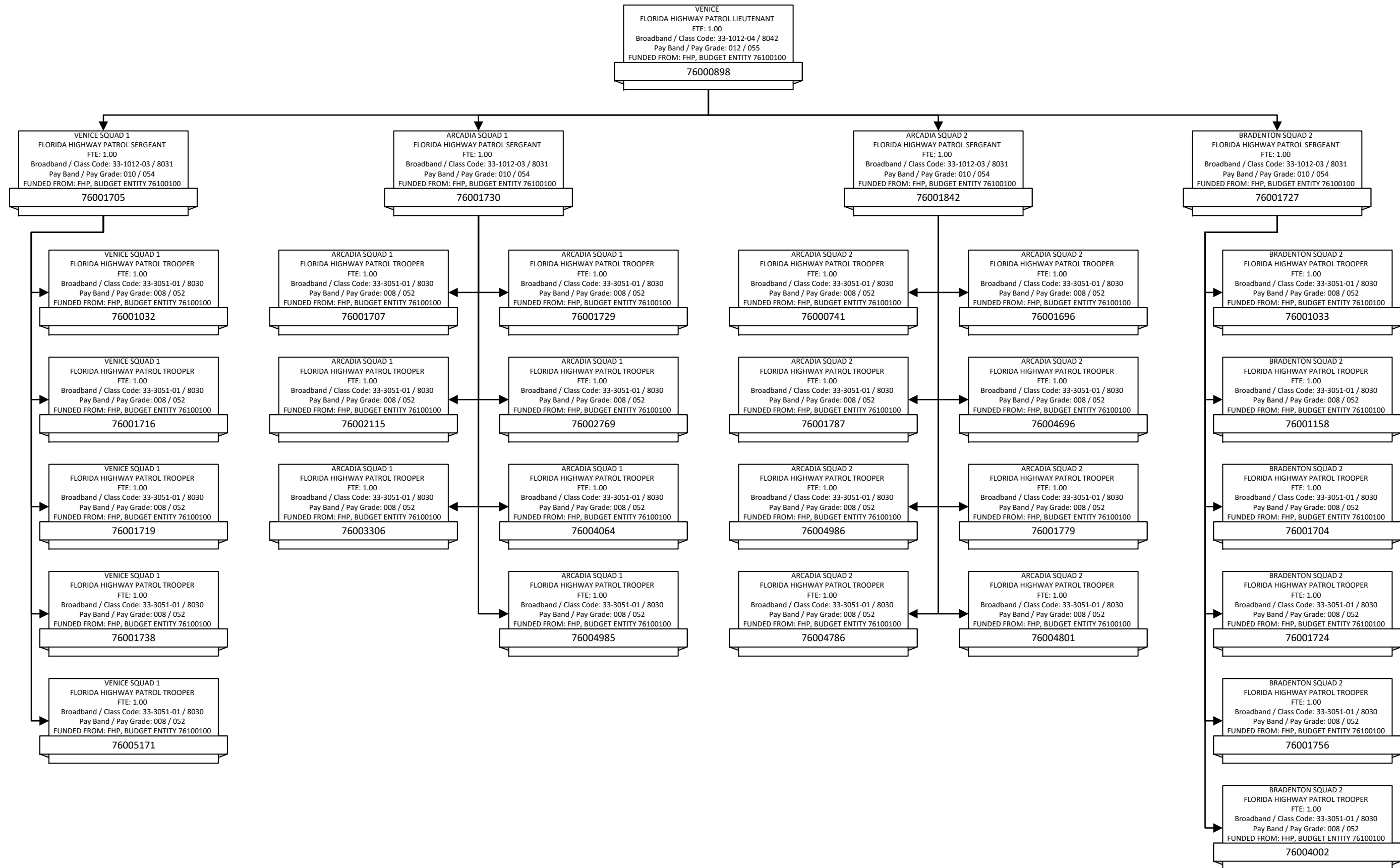
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP F/NORTHERN DISTRICT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 4.0  
 RO = REFER TO OTHER CHART



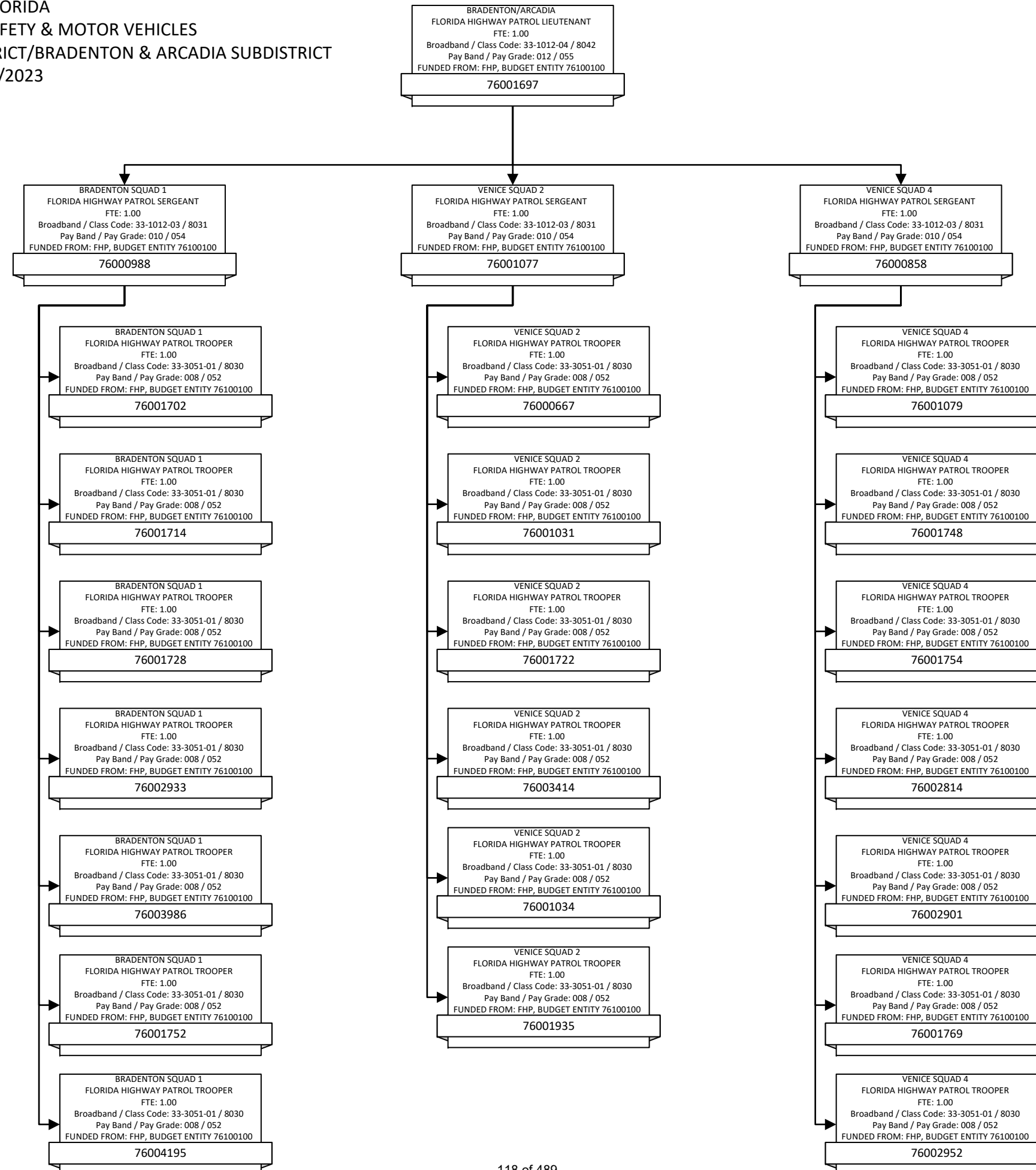
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL SOUTH/TROOP F/NORTHERN DISTRICT/VENICE SUBDISTRICT  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76100100 FTE = 31.0



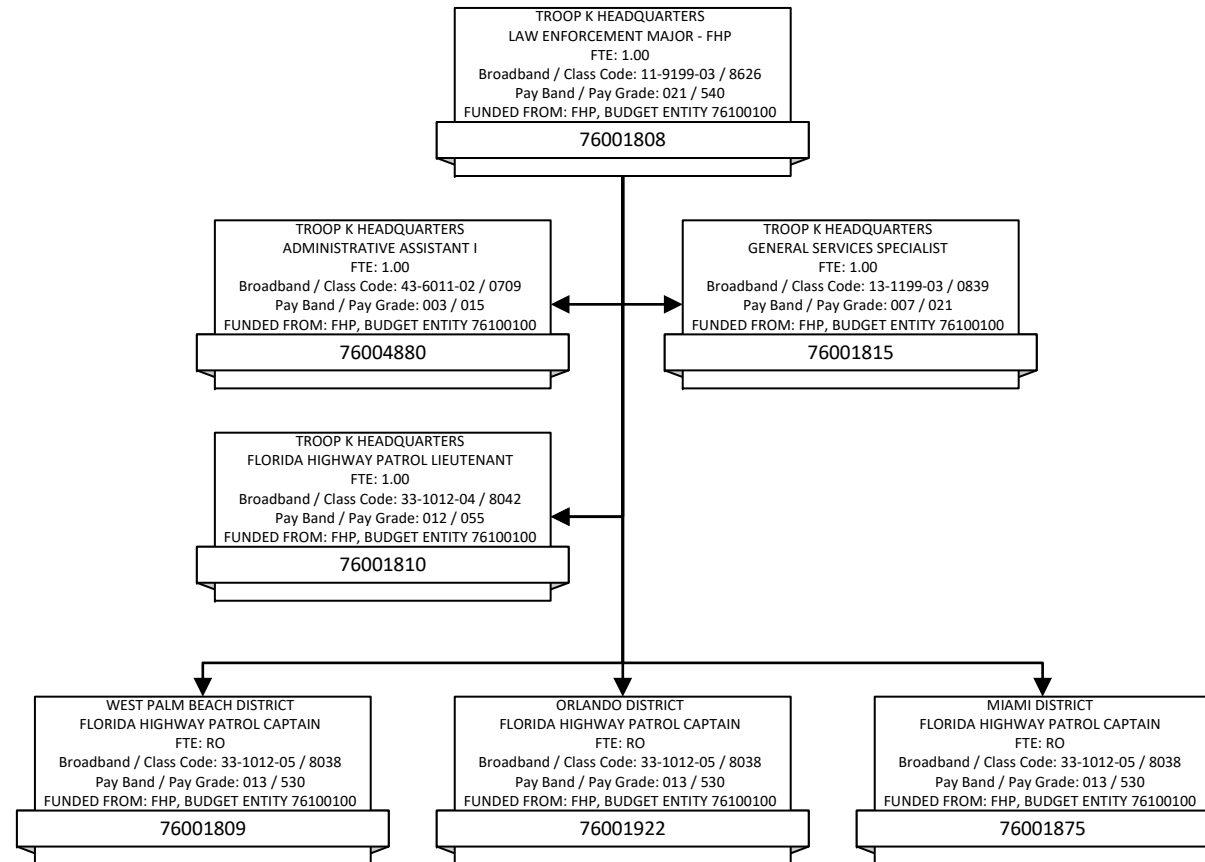
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP F/NORTHERN DISTRICT/BRADENTON & ARCADIA SUBDISTRICT  
 AS OF 6/30/2023

FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 24.0



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP K  
 AS OF 6/30/2023

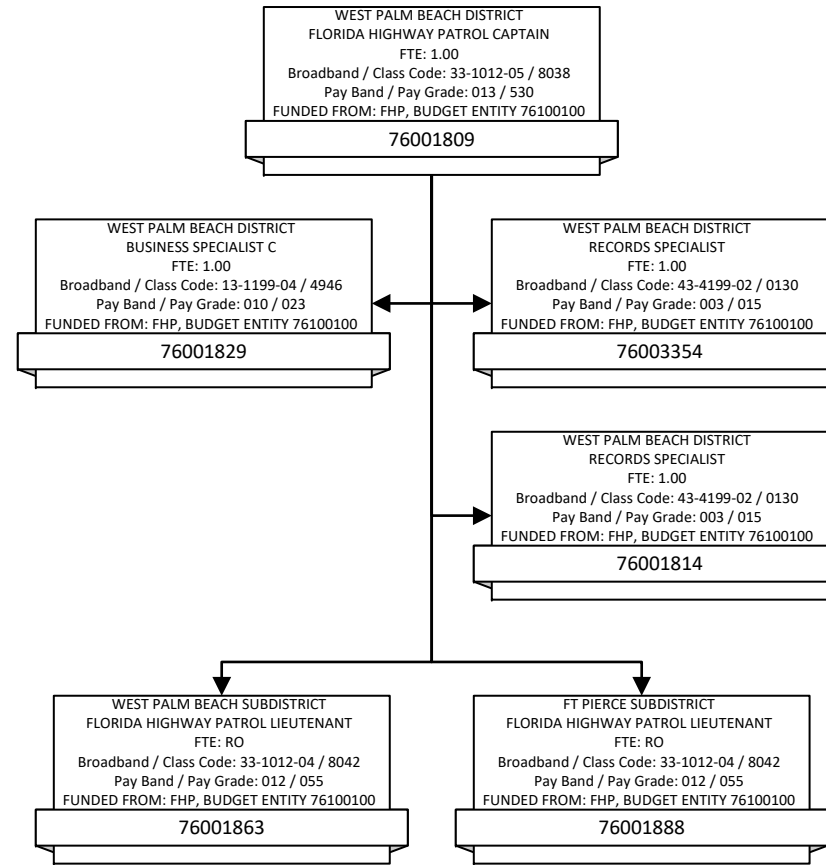
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 4.0  
 RO = REFER TO OTHER CHART

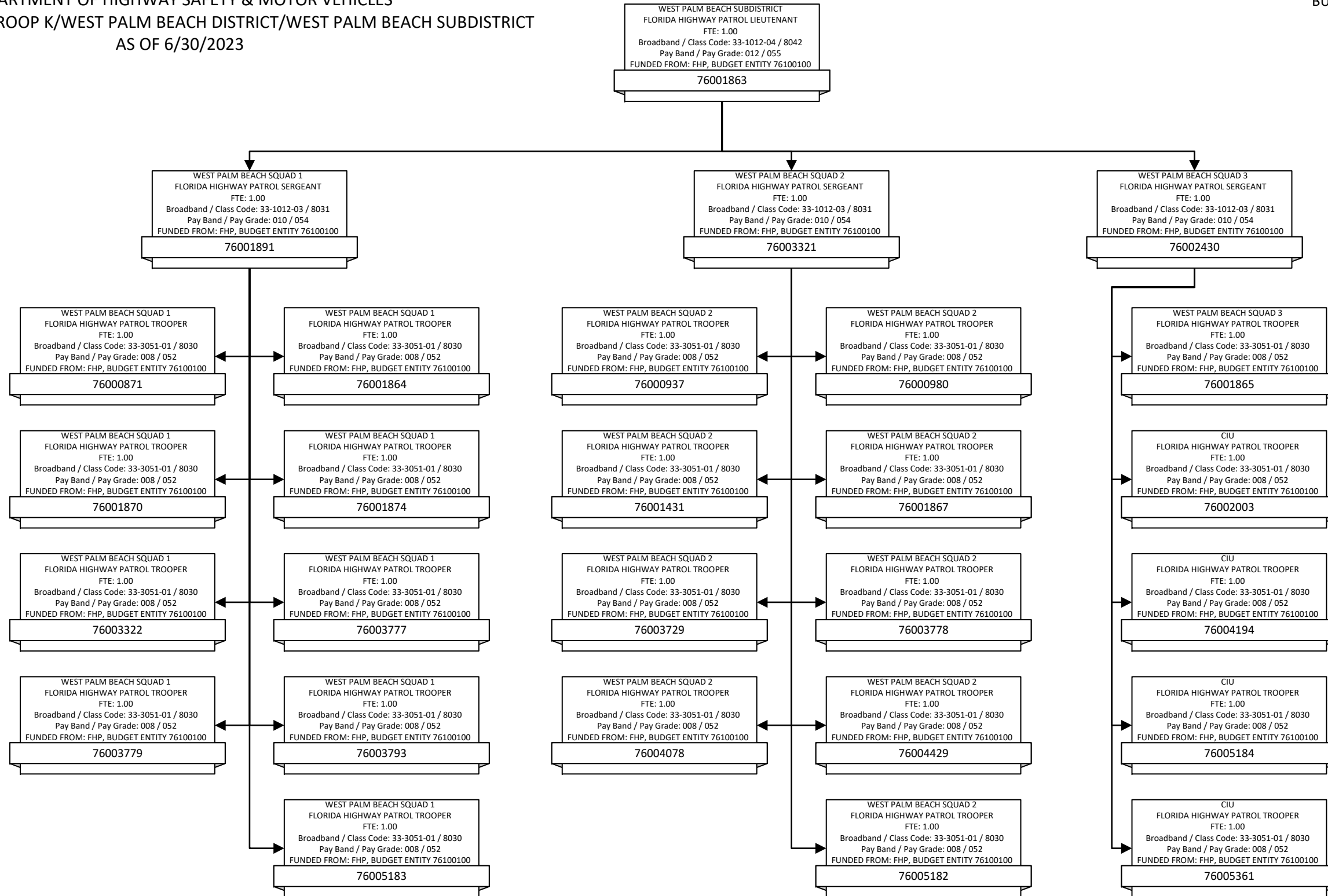




STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP K/WEST PALM BEACH DISTRICT  
 AS OF 6/30/2023

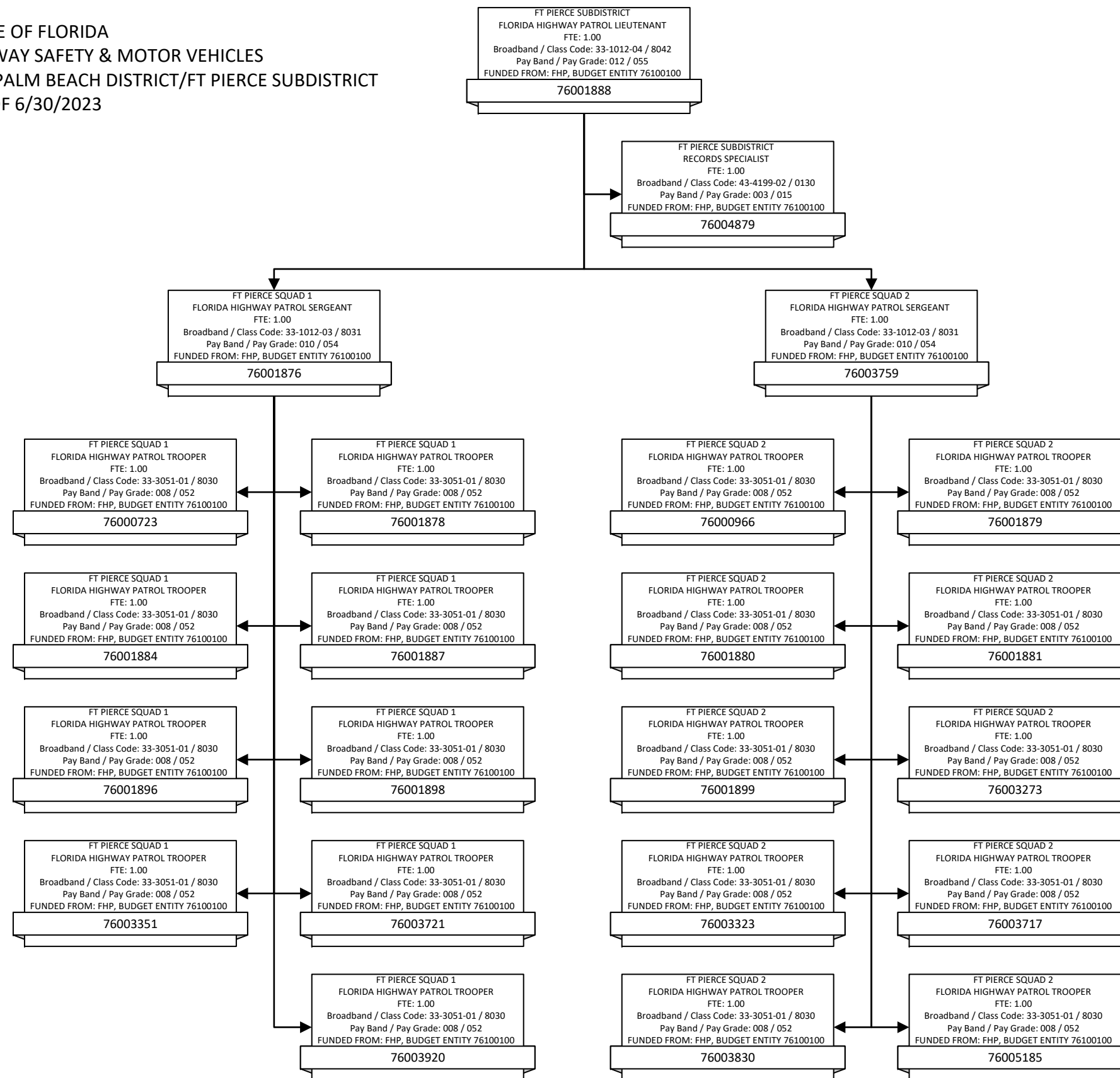
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 4.0  
 RO = REFER TO OTHER CHART





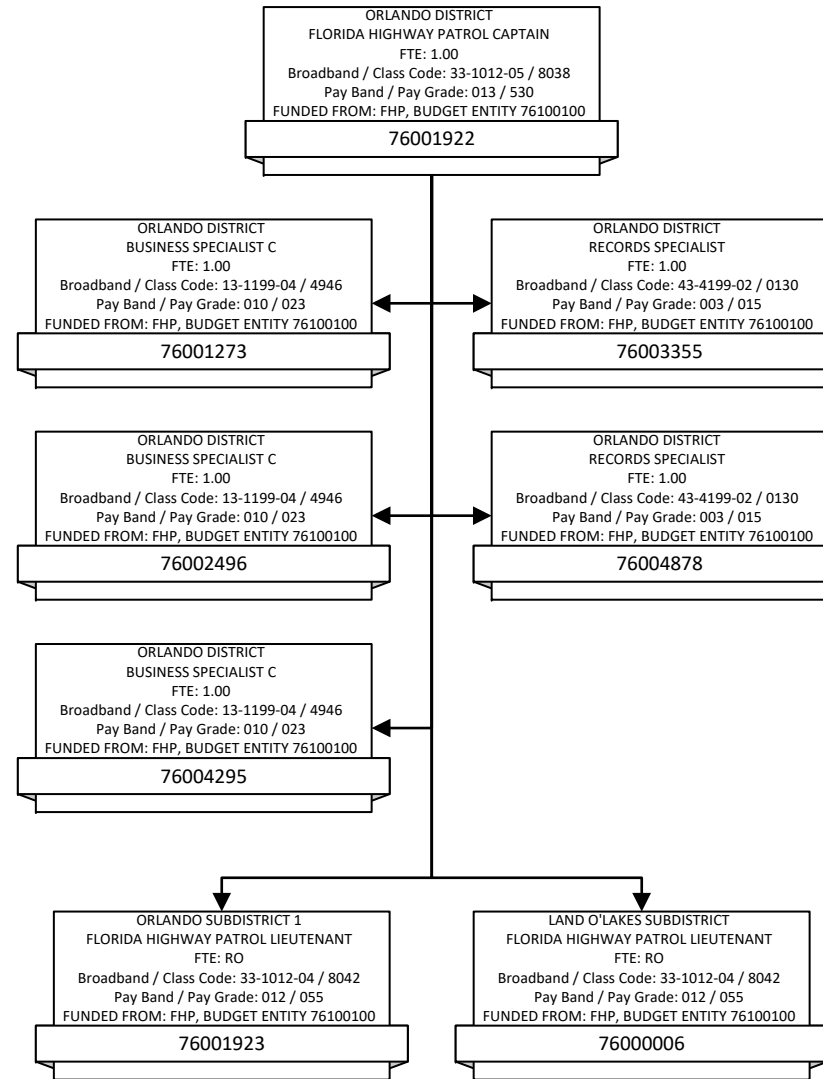
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP K/WEST PALM BEACH DISTRICT/FT PIERCE SUBDISTRICT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 23.0



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP K/ORLANDO DISTRICT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 6.0  
 RO = REFER TO OTHER CHART

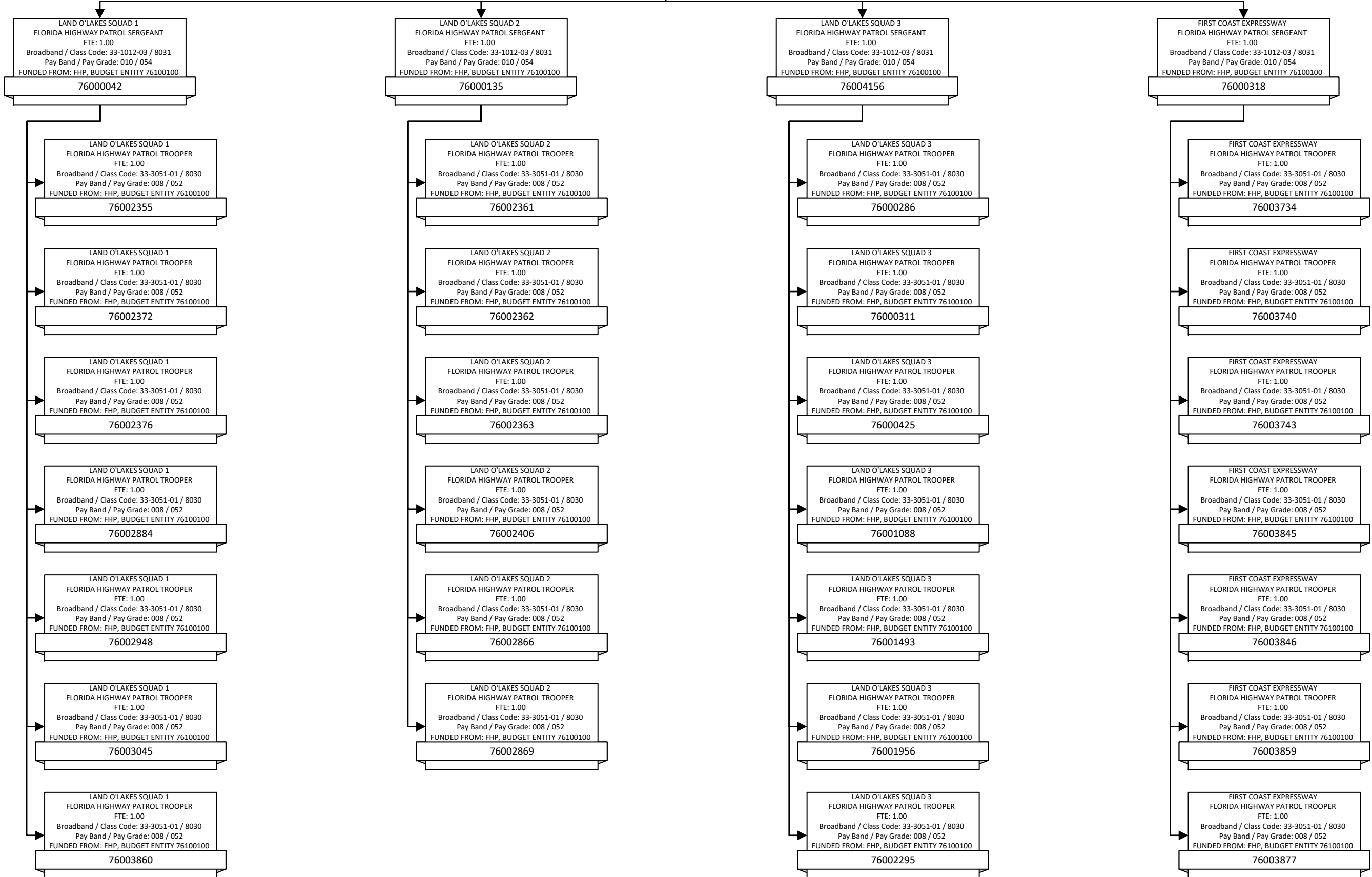




STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP K/ORLANDO DISTRICT/LAND O' LAKES SUBDISTRICT  
 AS OF 6/30/2023

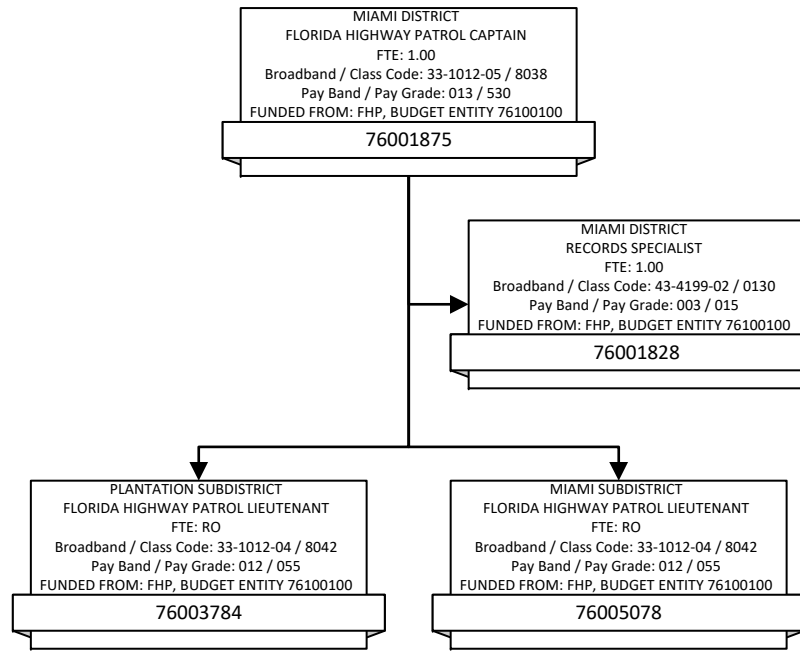
LAND O' LAKES SUBDISTRICT  
 FLORIDA HIGHWAY PATROL LIEUTENANT  
 FTE: 1.00  
 Broadband / Class Code: 33-1012-04 / 8042  
 Pay Band / Pay Grade: 012 / 055  
 FUNDED FROM: FHP, BUDGET ENTITY 76100100  
 76000006

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 32.0



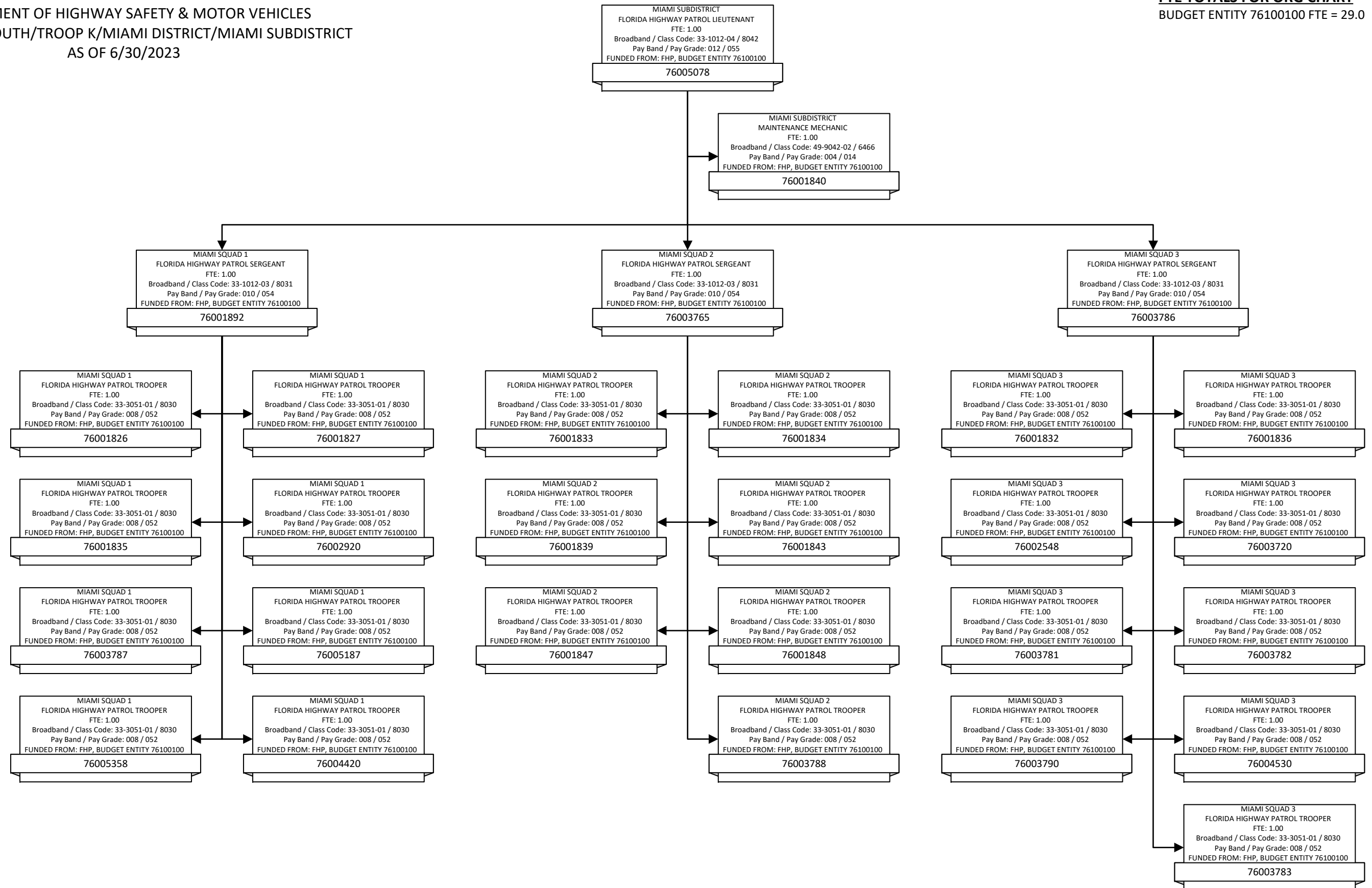
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL SOUTH/TROOP K/MIAMI DISTRICT  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76100100 FTE = 2.0  
RO = REFER TO OTHER CHART



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP K/MIAMI DISTRICT/MIAMI SUBDISTRICT  
 AS OF 6/30/2023

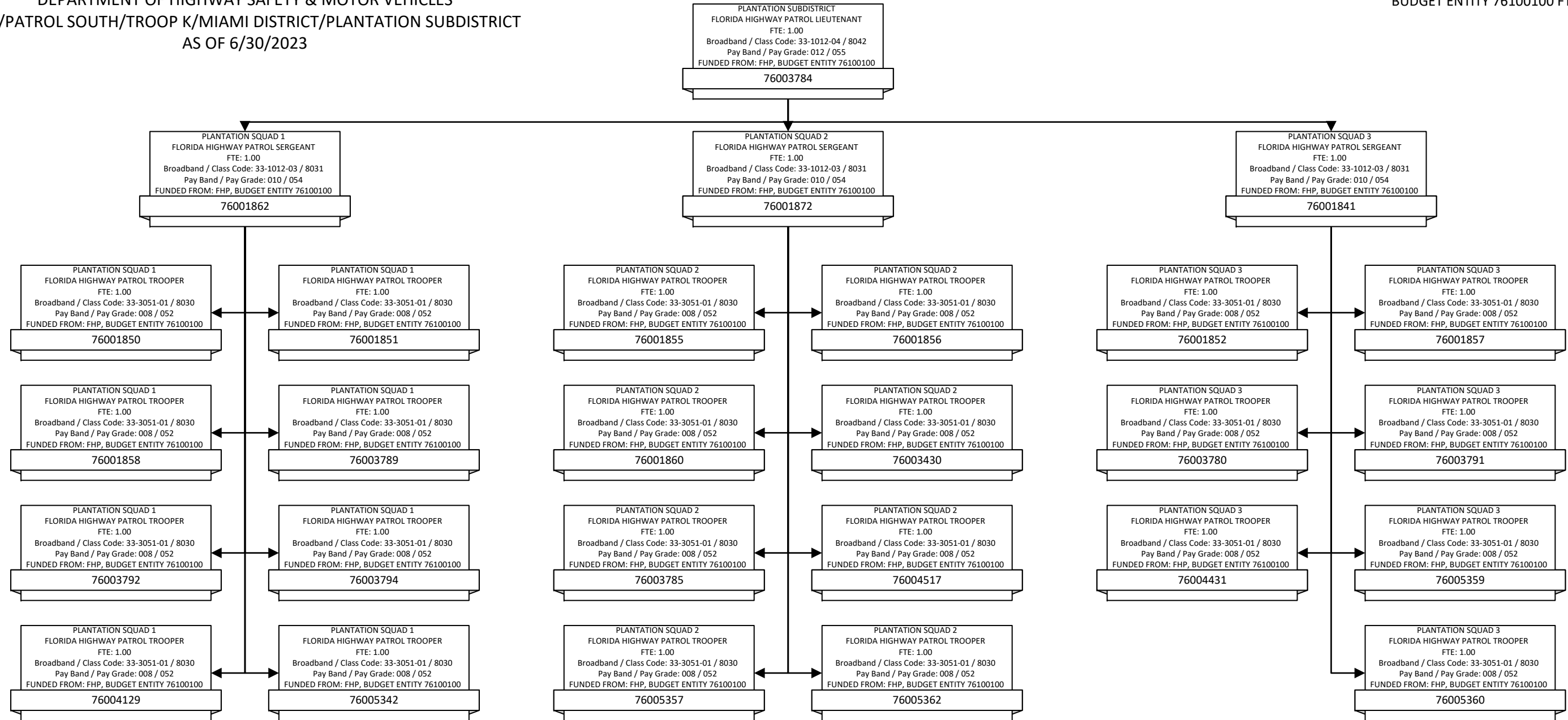
FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 29.0





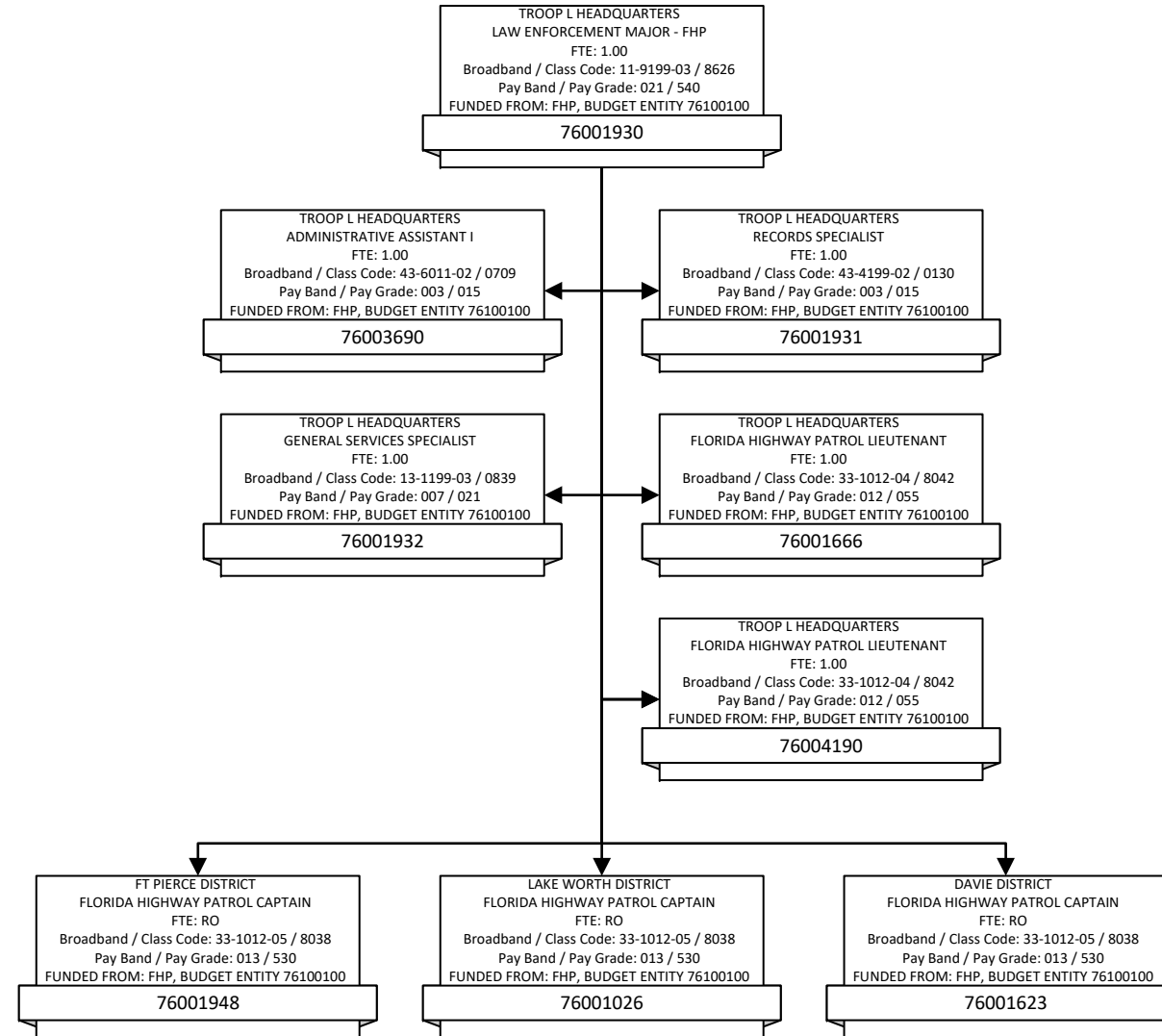
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL SOUTH/TROOP K/MIAMI DISTRICT/PLANTATION SUBDISTRICT  
AS OF 6/30/2023

FTE TOTALS FOR ORG CHART  
BUDGET ENTITY 76100100 FTE = 27.0



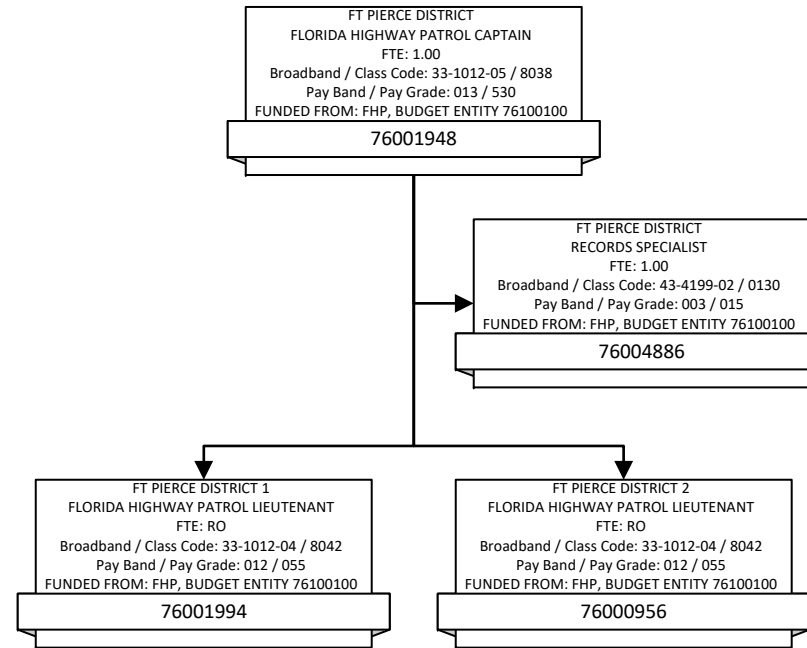
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP L  
 AS OF 6/30/2023

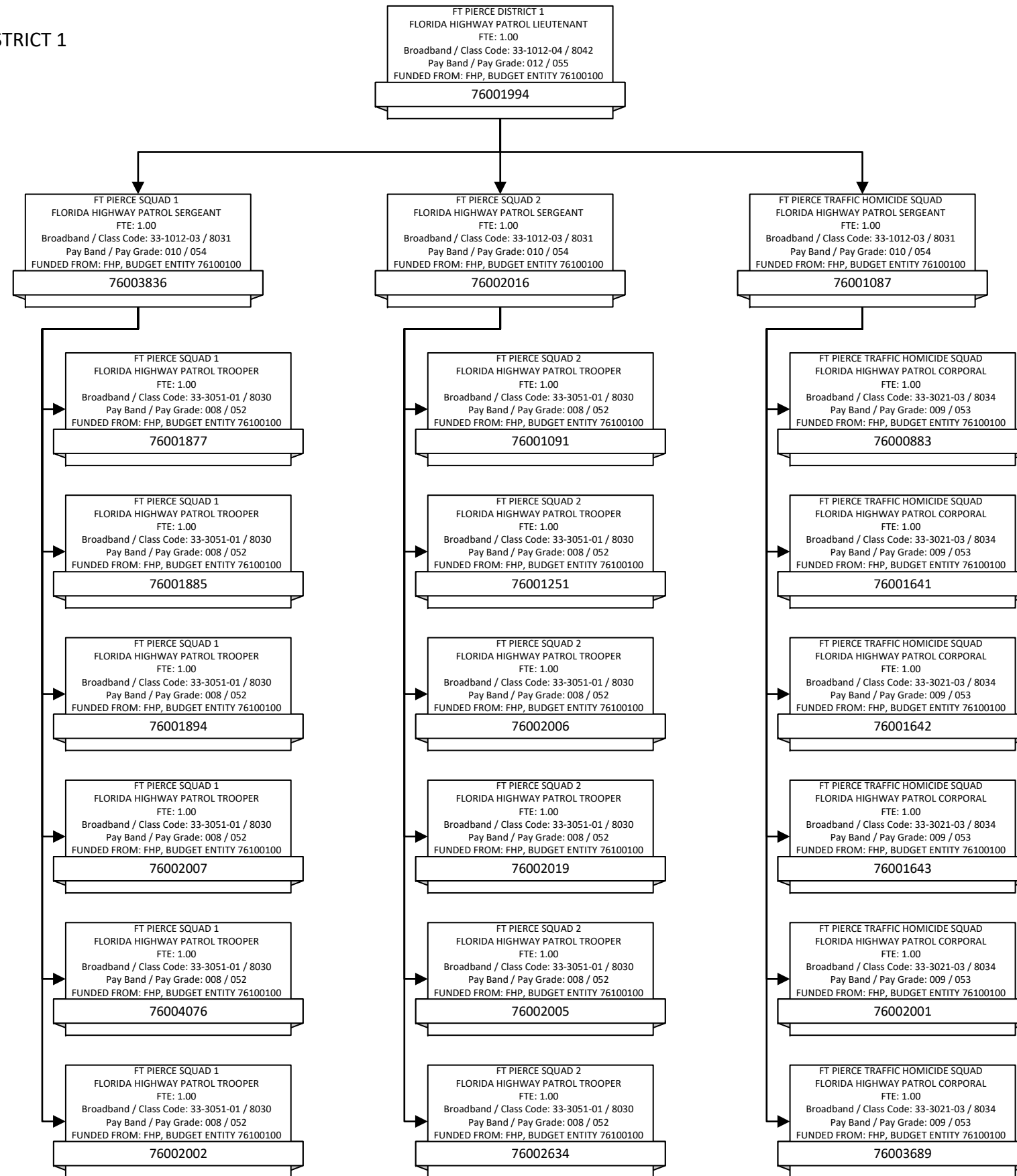
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 6.0  
 RO = REFER TO OTHER CHART



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP L/FT PIERCE DISTRICT  
 AS OF 6/30/2023

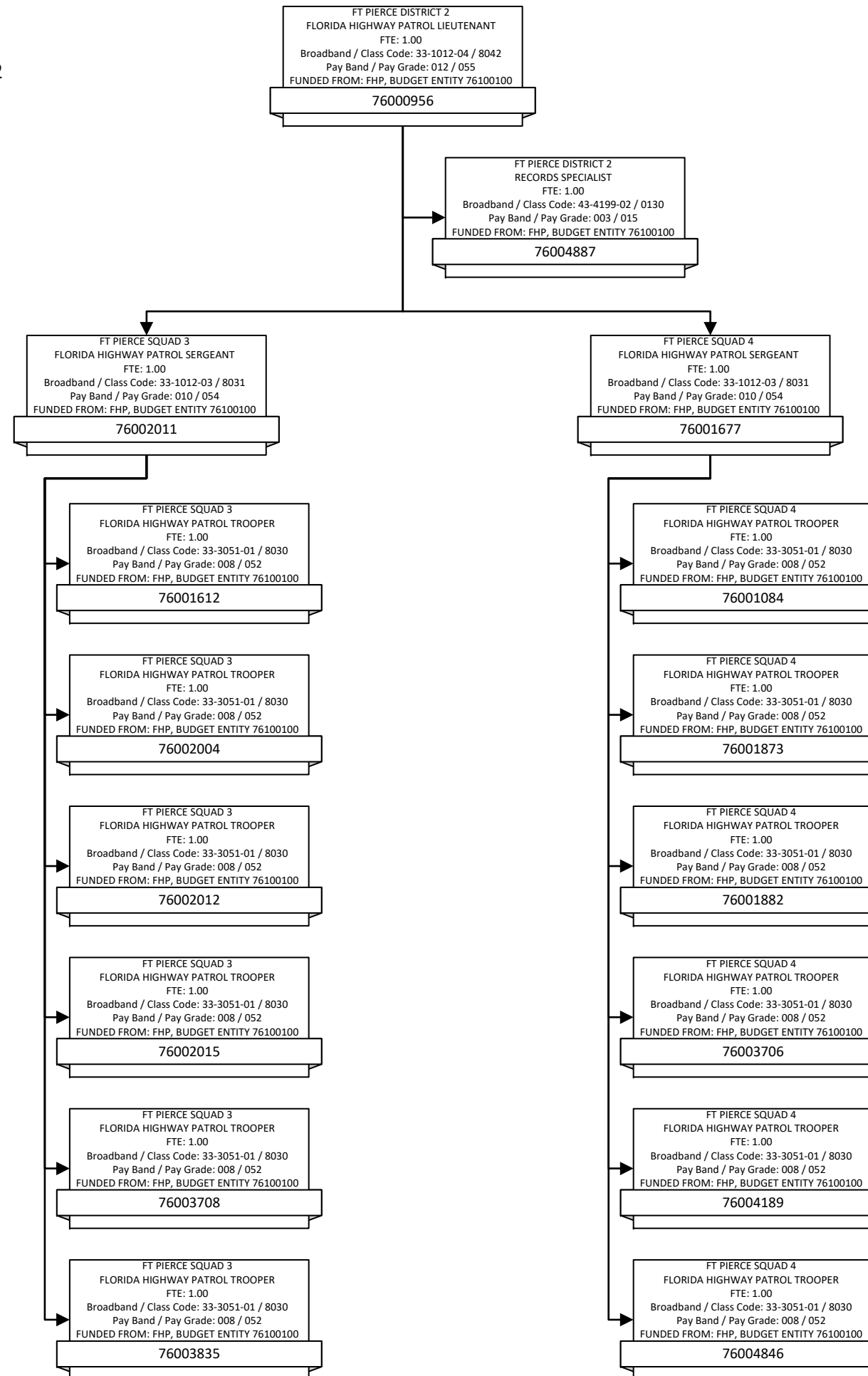
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 2.0  
 RO = REFER TO OTHER CHART





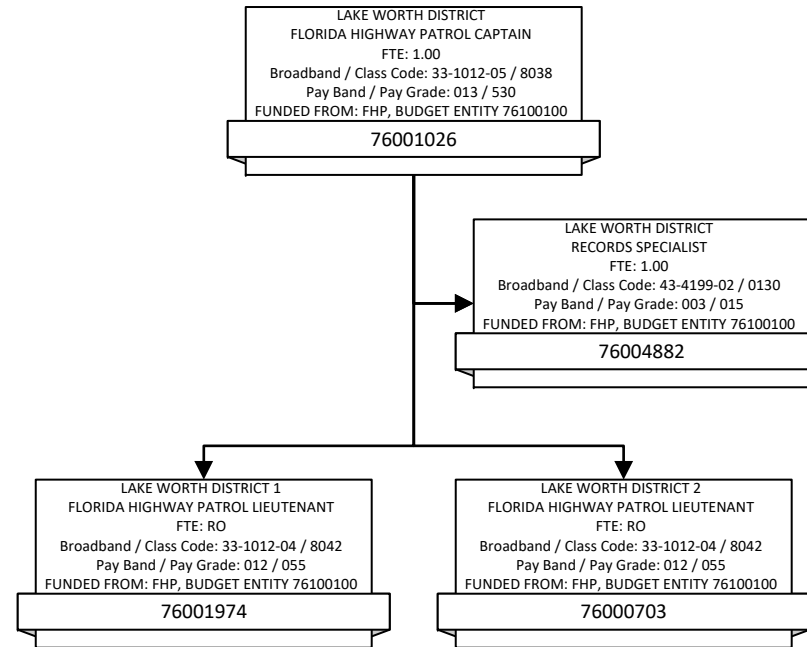
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP L/FT PIERCE DISTRICT/FT PIERCE DISTRICT 2  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 16.0



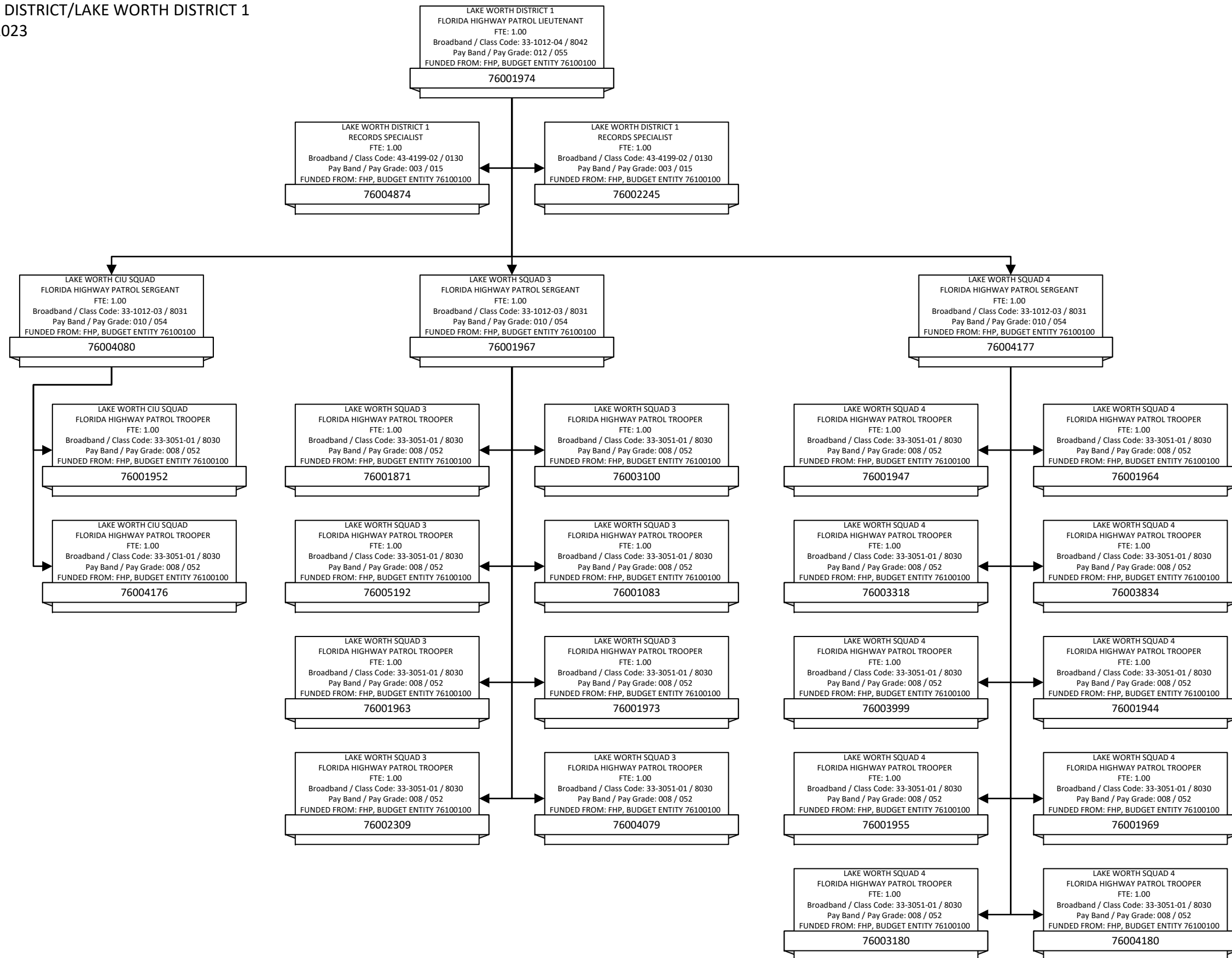
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP L/LAKE WORTH DISTRICT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 2.0  
 RO = REFER TO OTHER CHART



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP L/LAKE WORTH DISTRICT/LAKE WORTH DISTRICT 1  
 AS OF 6/30/2023

FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 26.0

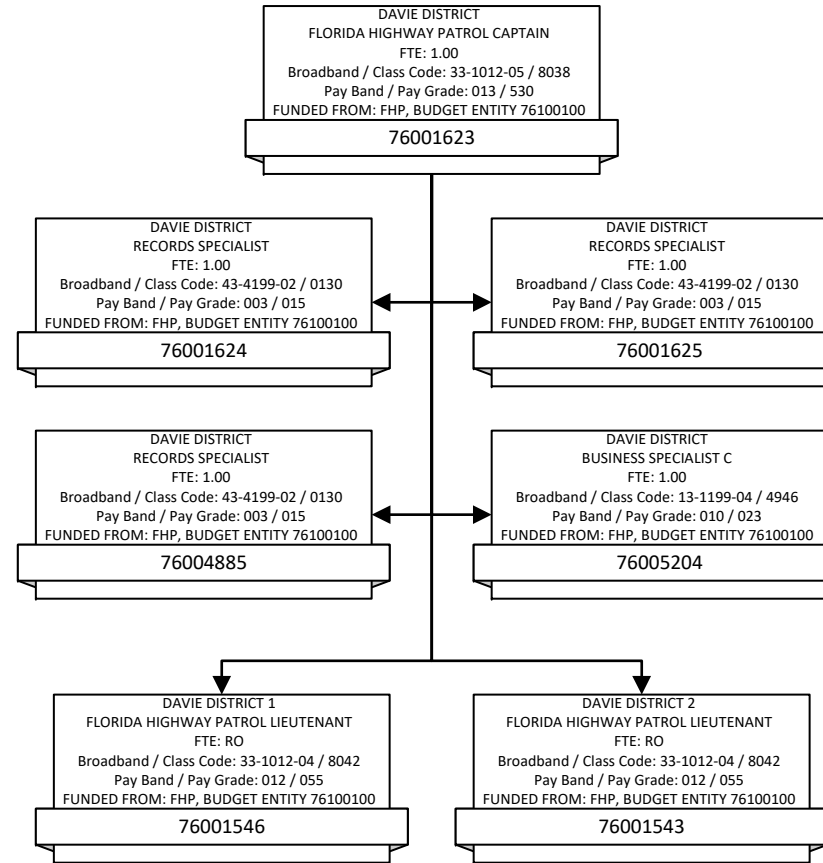






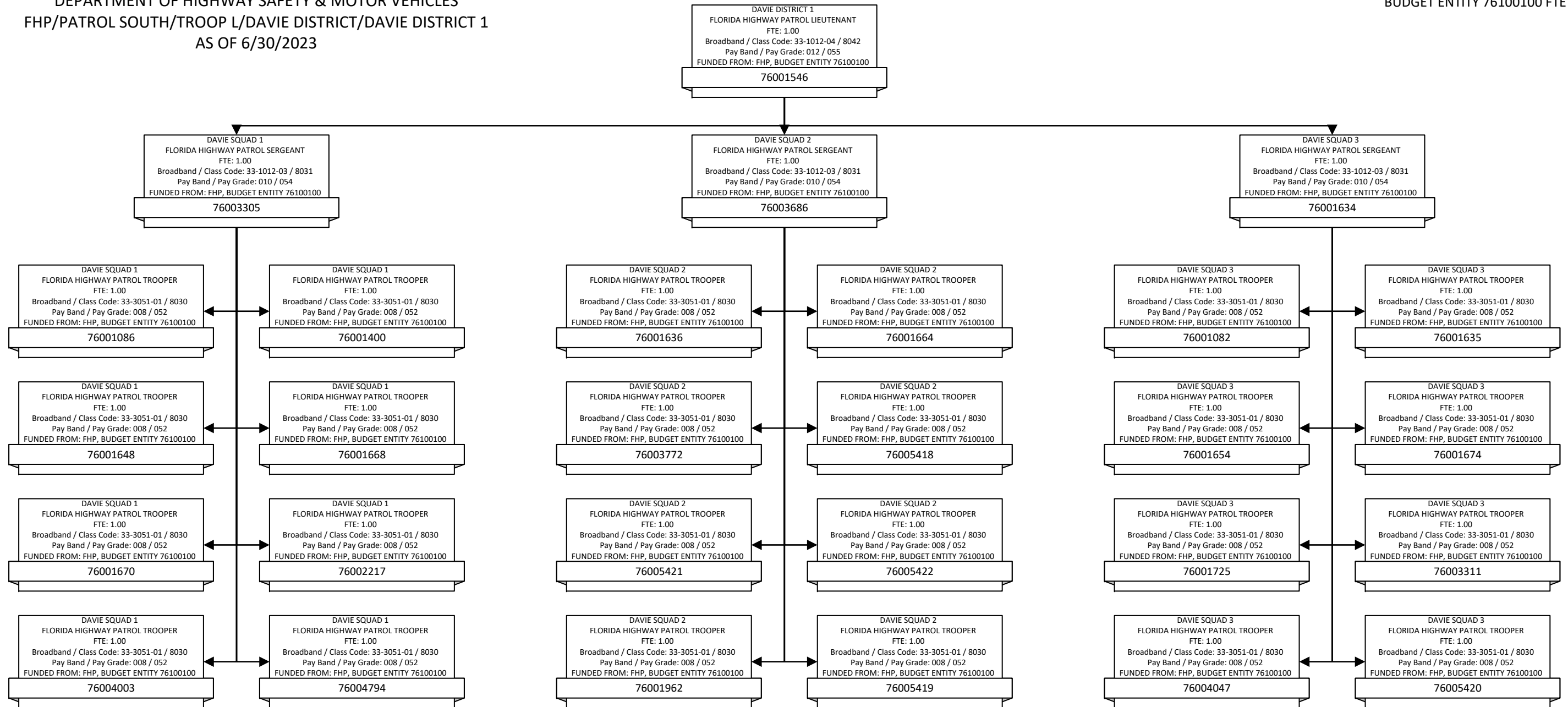
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP L/DAVIE DISTRICT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 5.0  
 RO = REFER TO OTHER CHART



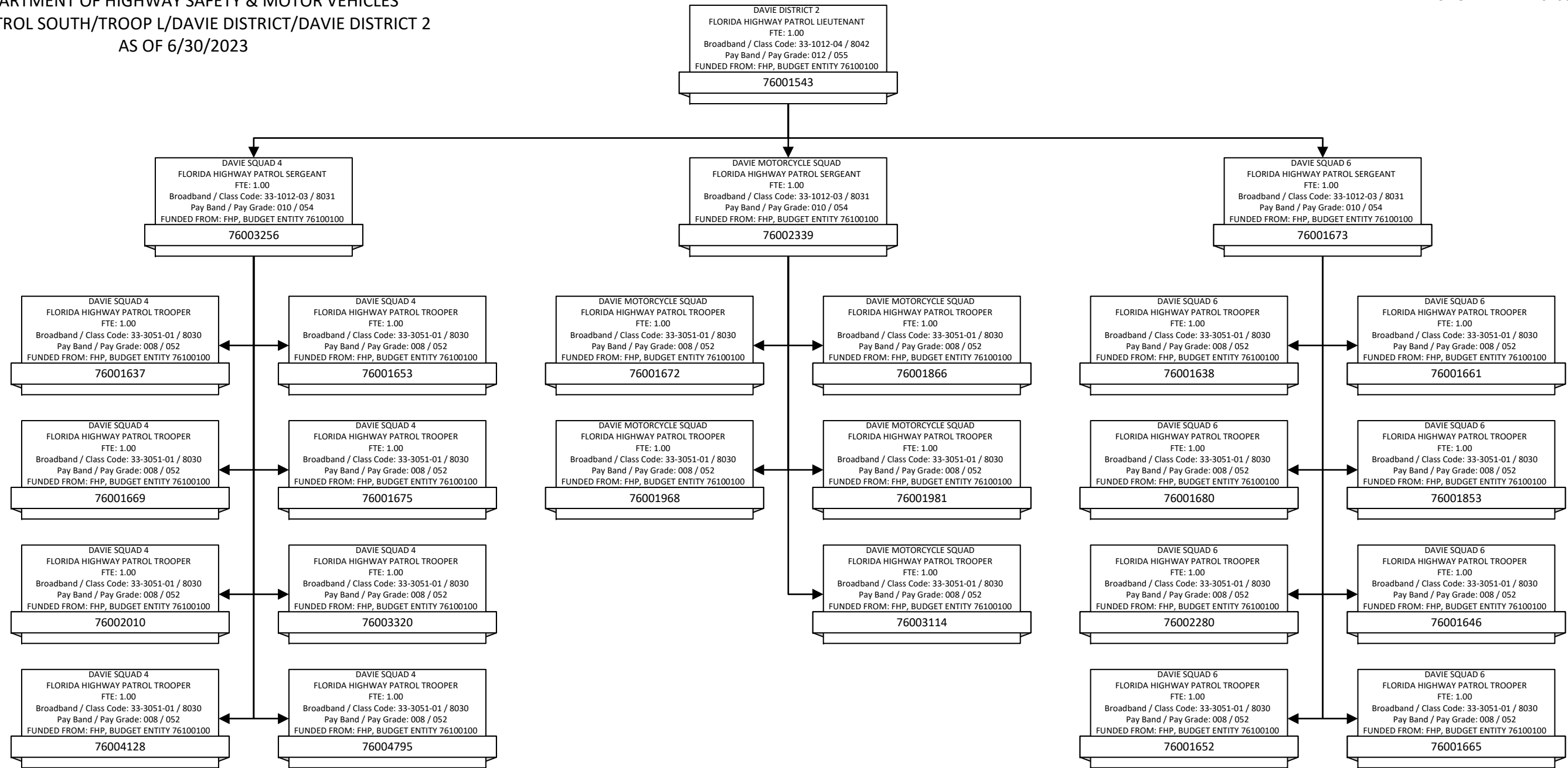
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL SOUTH/TROOP L/DAVIE DISTRICT/DAVIE DISTRICT 1  
 AS OF 6/30/2023

FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76100100 FTE = 28.0



STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL SOUTH/TROOP L/DAVIE DISTRICT/DAVIE DISTRICT 2  
AS OF 6/30/2023

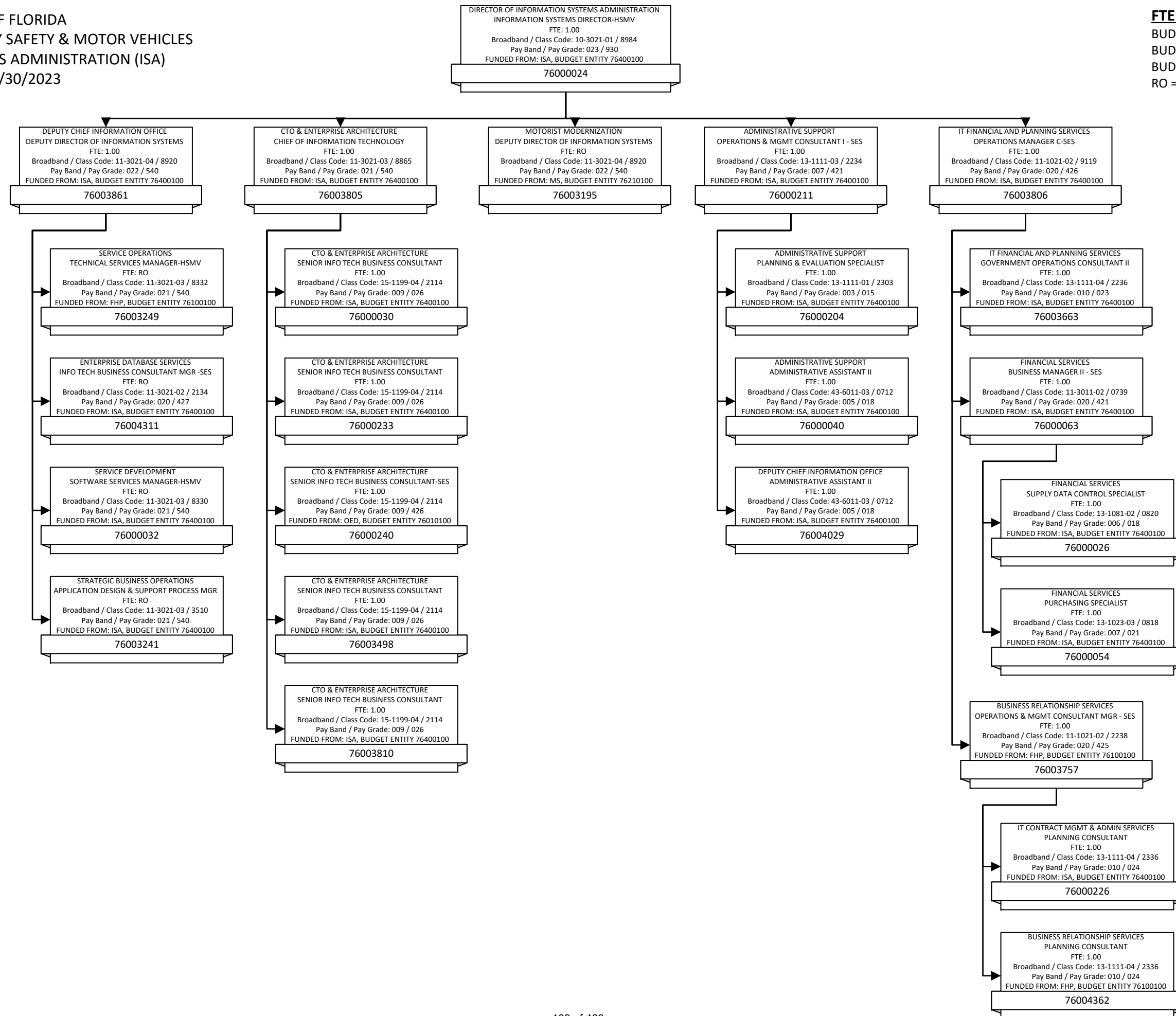
FTE TOTALS FOR ORG CHART  
BUDGET ENTITY 76100100 FTE = 25.0



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 INFORMATION SYSTEMS ADMINISTRATION (ISA)  
 AS OF 6/30/2023

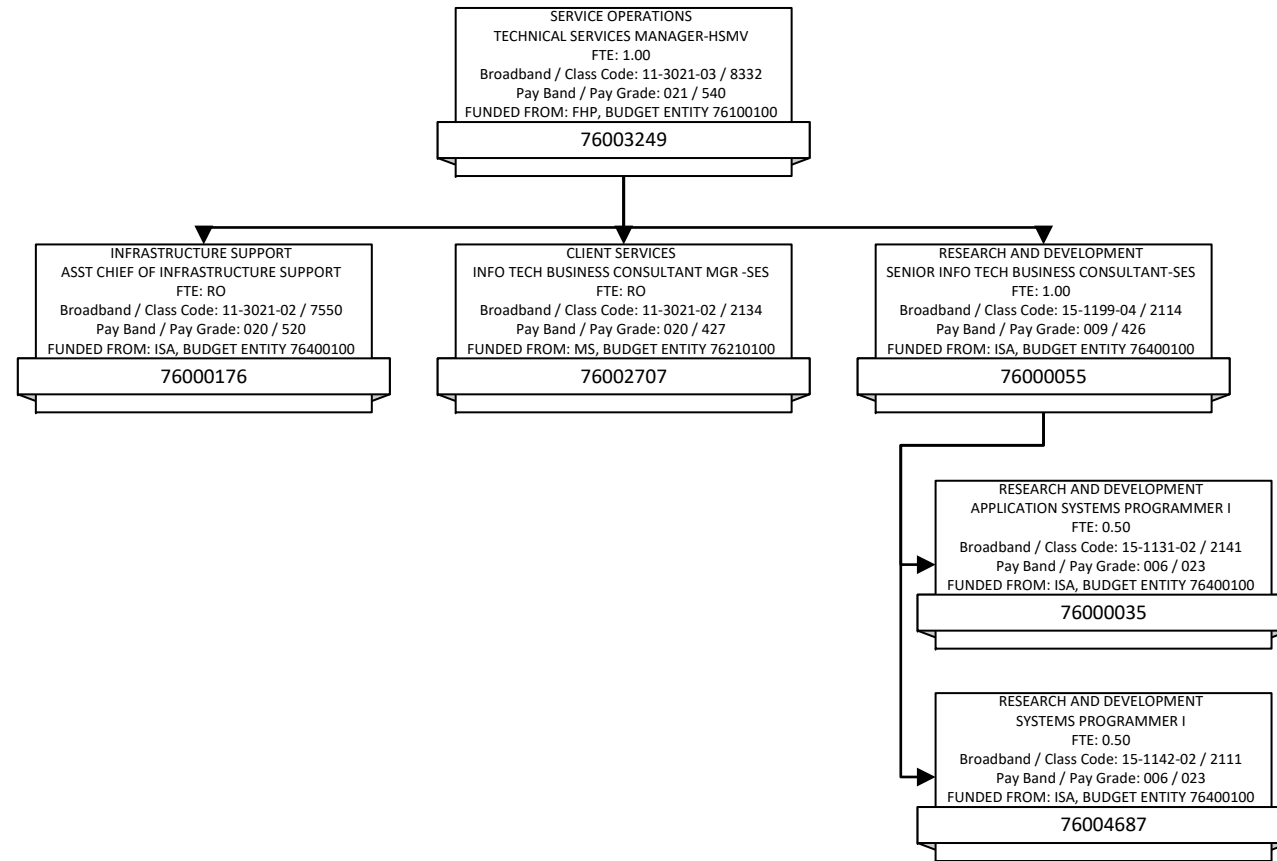
**FTE TOTALS FOR ORG CHART**

BUDGET ENTITY 76010100 FTE = 1.0  
 BUDGET ENTITY 76100100 FTE = 2.0  
 BUDGET ENTITY 76400100 FTE = 17.0  
 RO = REFER TO OTHER CHART



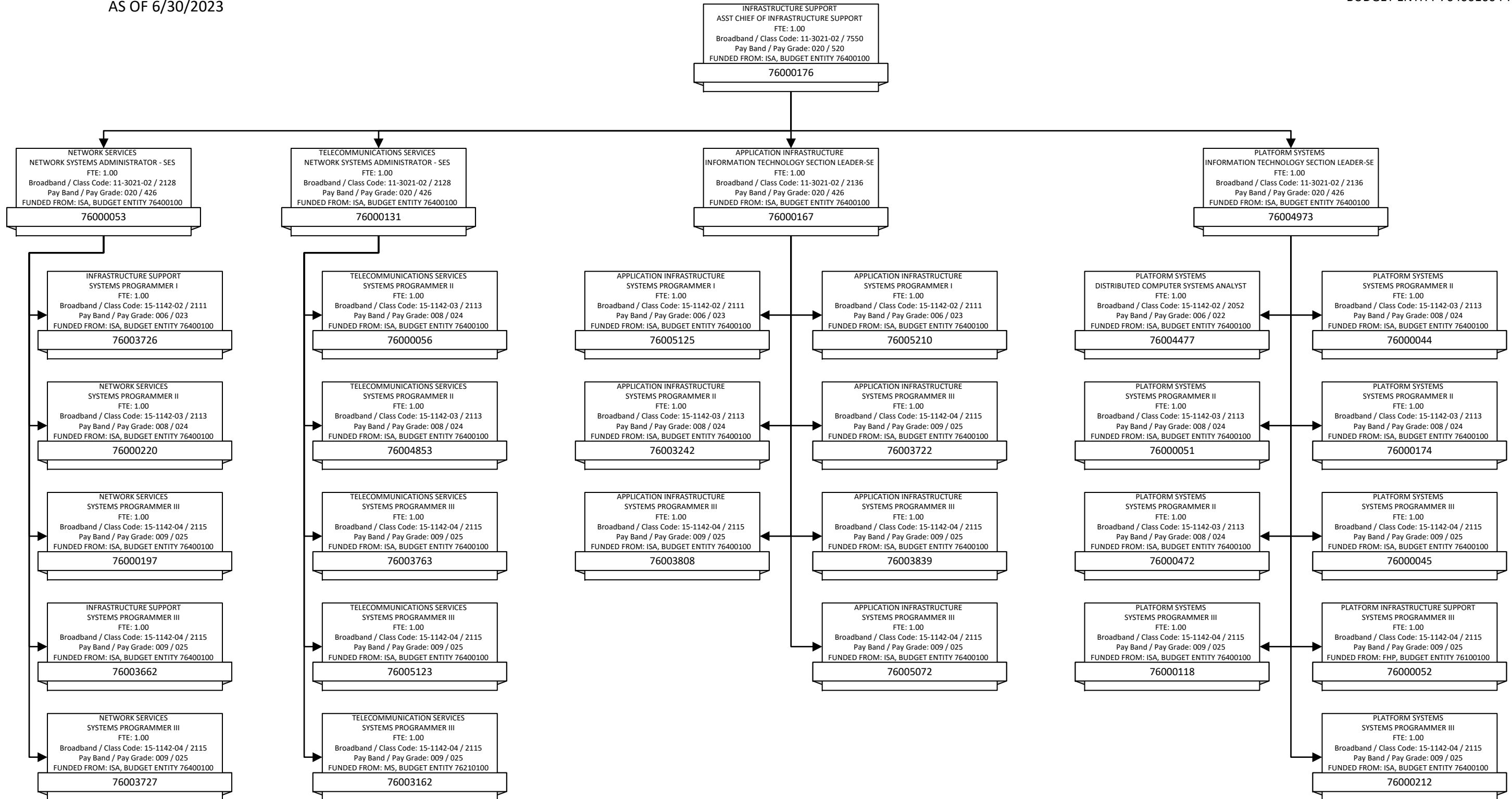
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
ISA/SERVICE OPERATIONS  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76100100 FTE = 1.0  
BUDGET ENTITY 76400100 FTE = 2.0  
RO = REFER TO OTHER CHART



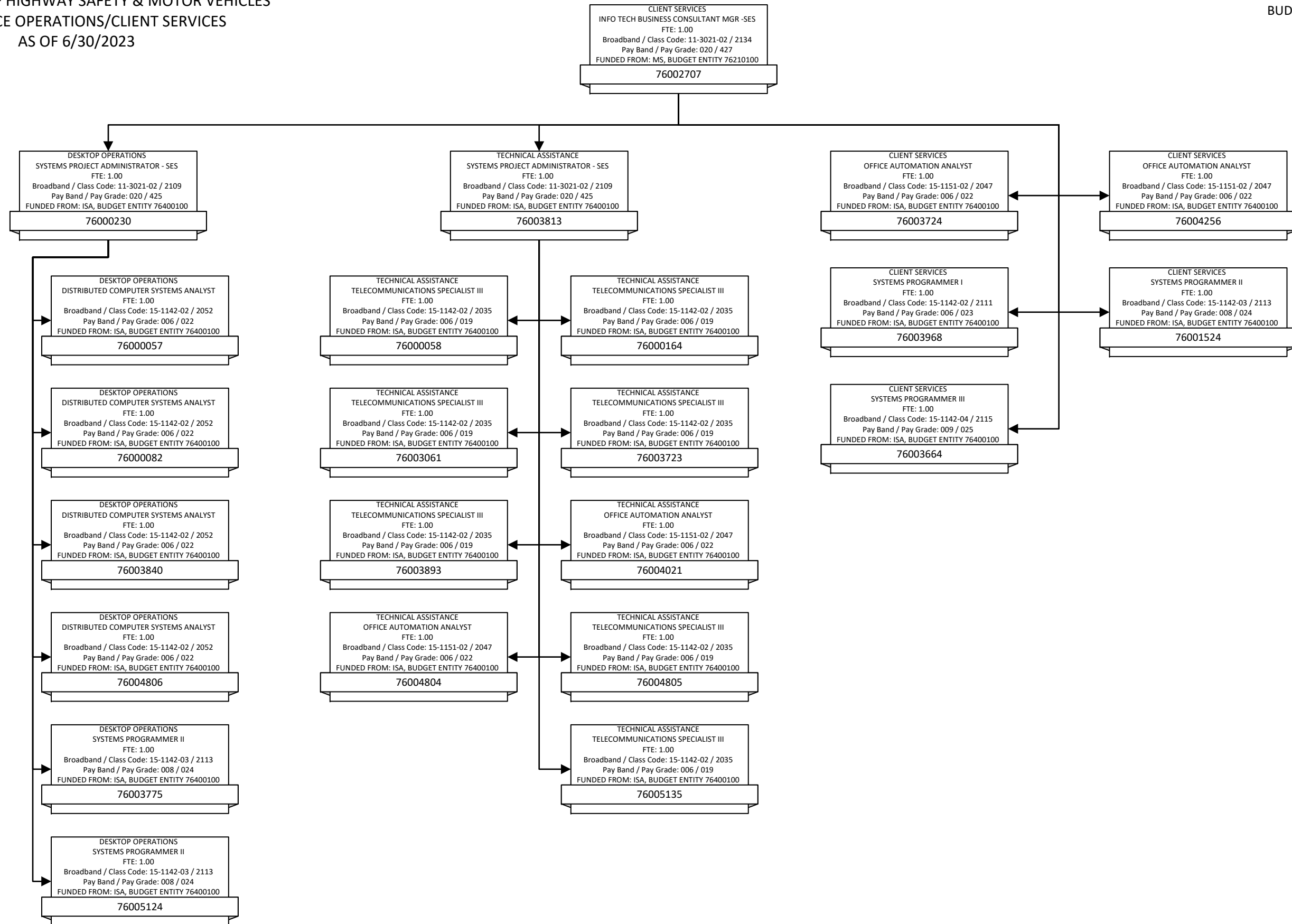
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
ISA/SERVICE OPERATIONS/INFRASTRUCTURE SUPPORT  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76100100 FTE = 1.0  
BUDGET ENTITY 76210100 FTE = 1.0  
BUDGET ENTITY 76400100 FTE = 29.0



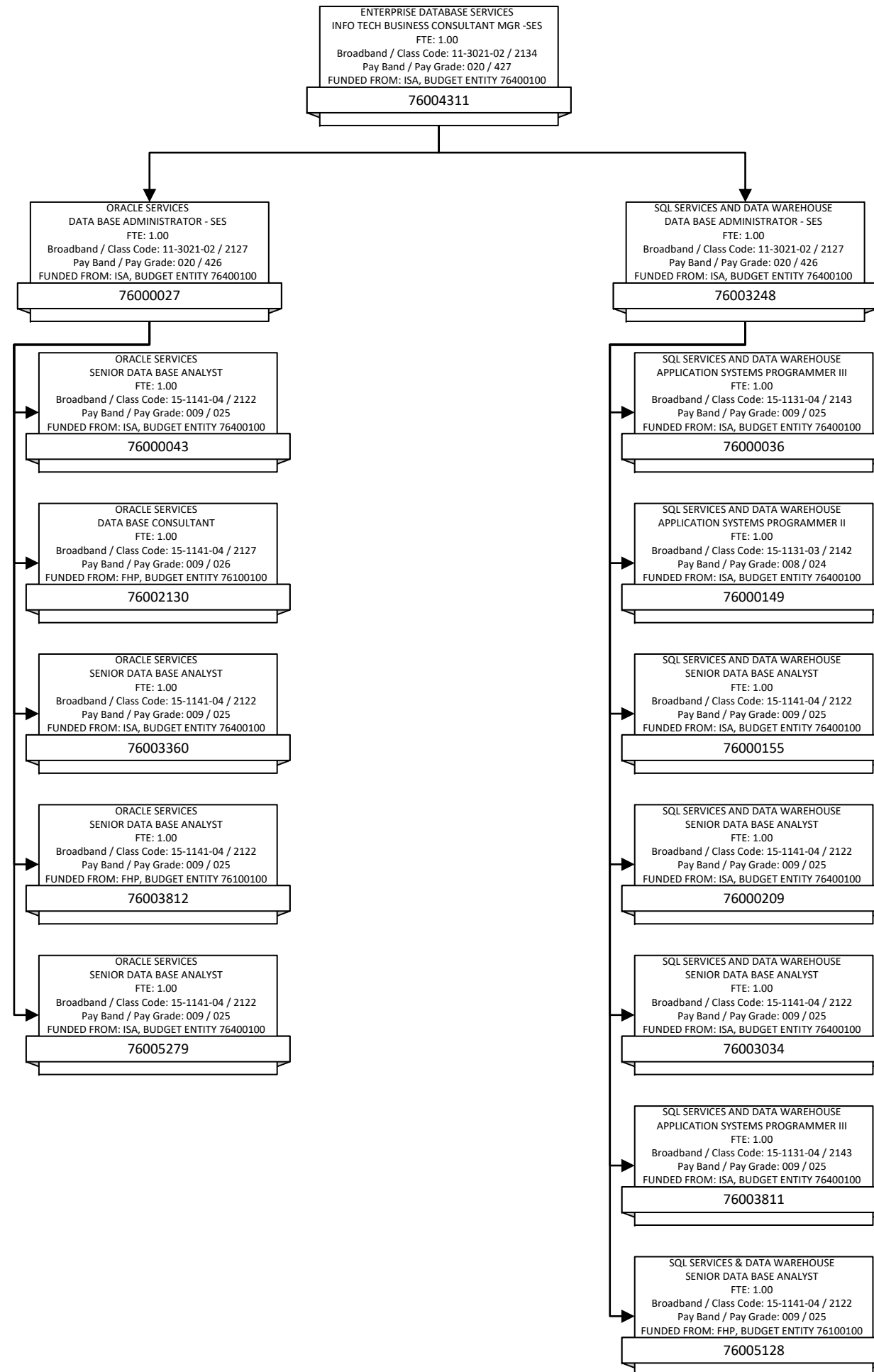
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
ISA/SERVICE OPERATIONS/CLIENT SERVICES  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76210100 FTE = 1.0  
BUDGET ENTITY 76400100 FTE = 22.0



STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
ISA/ENTERPRISE DATABASE SERVICES  
AS OF 6/30/2023

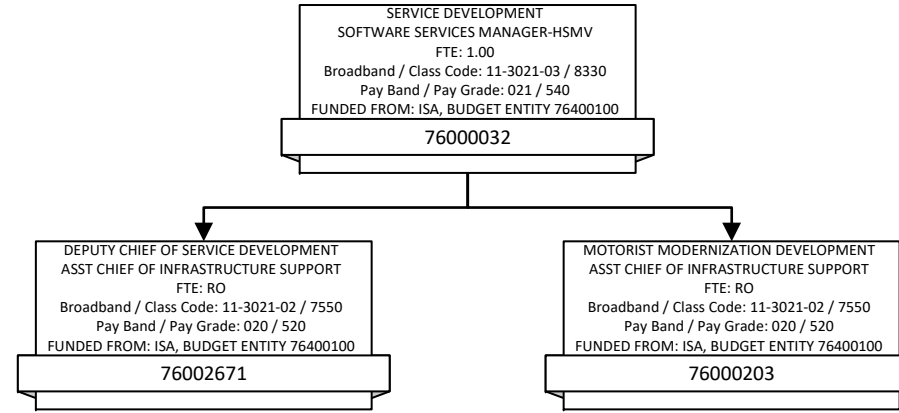
**FTE TOTALS FOR ORG CHART**  
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BUDGET ENTITY 76400100 FTE = 12.0





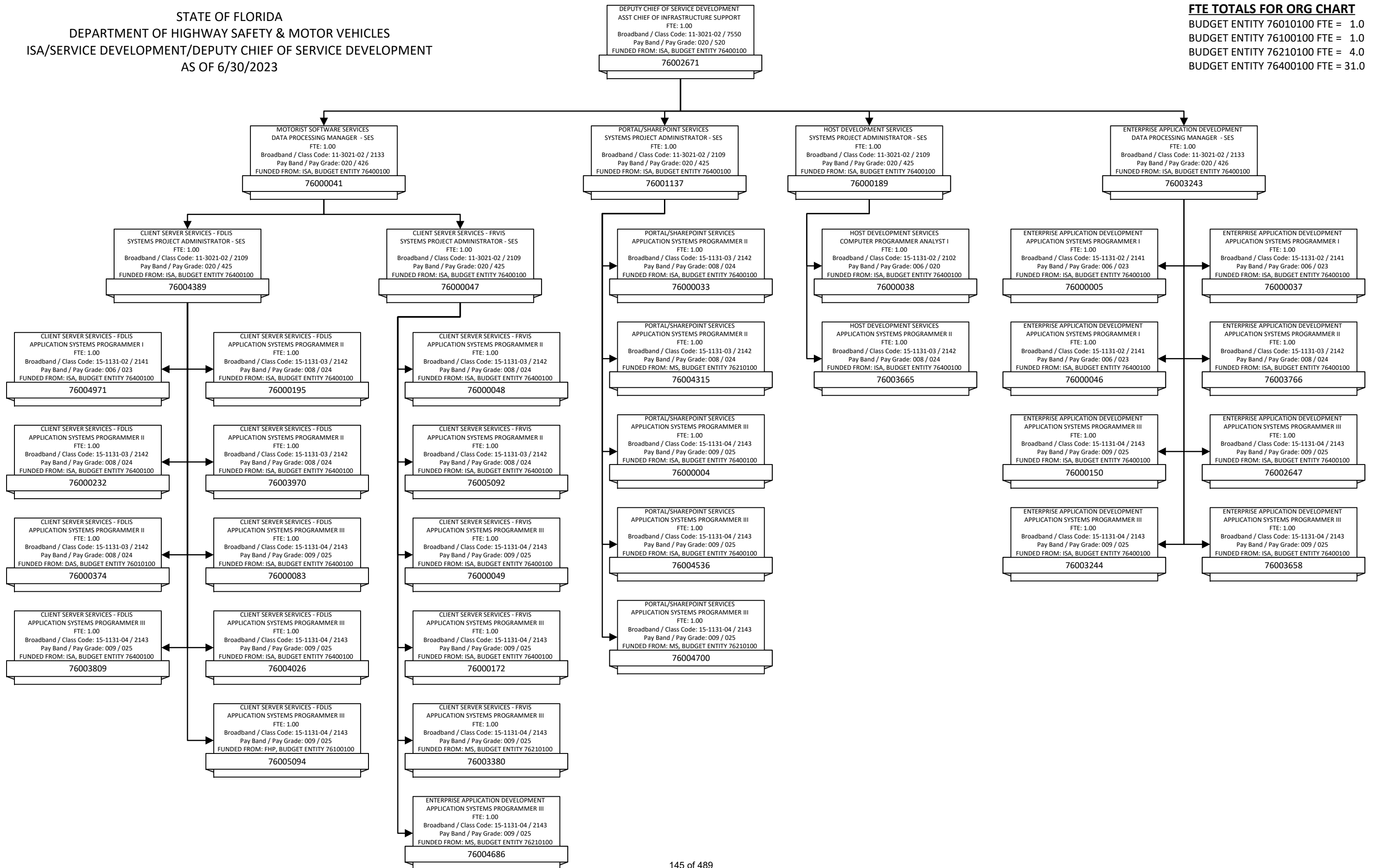
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
ISA/SERVICE DEVELOPMENT  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76400100 FTE = 1.0  
RO = REFER TO OTHER CHART



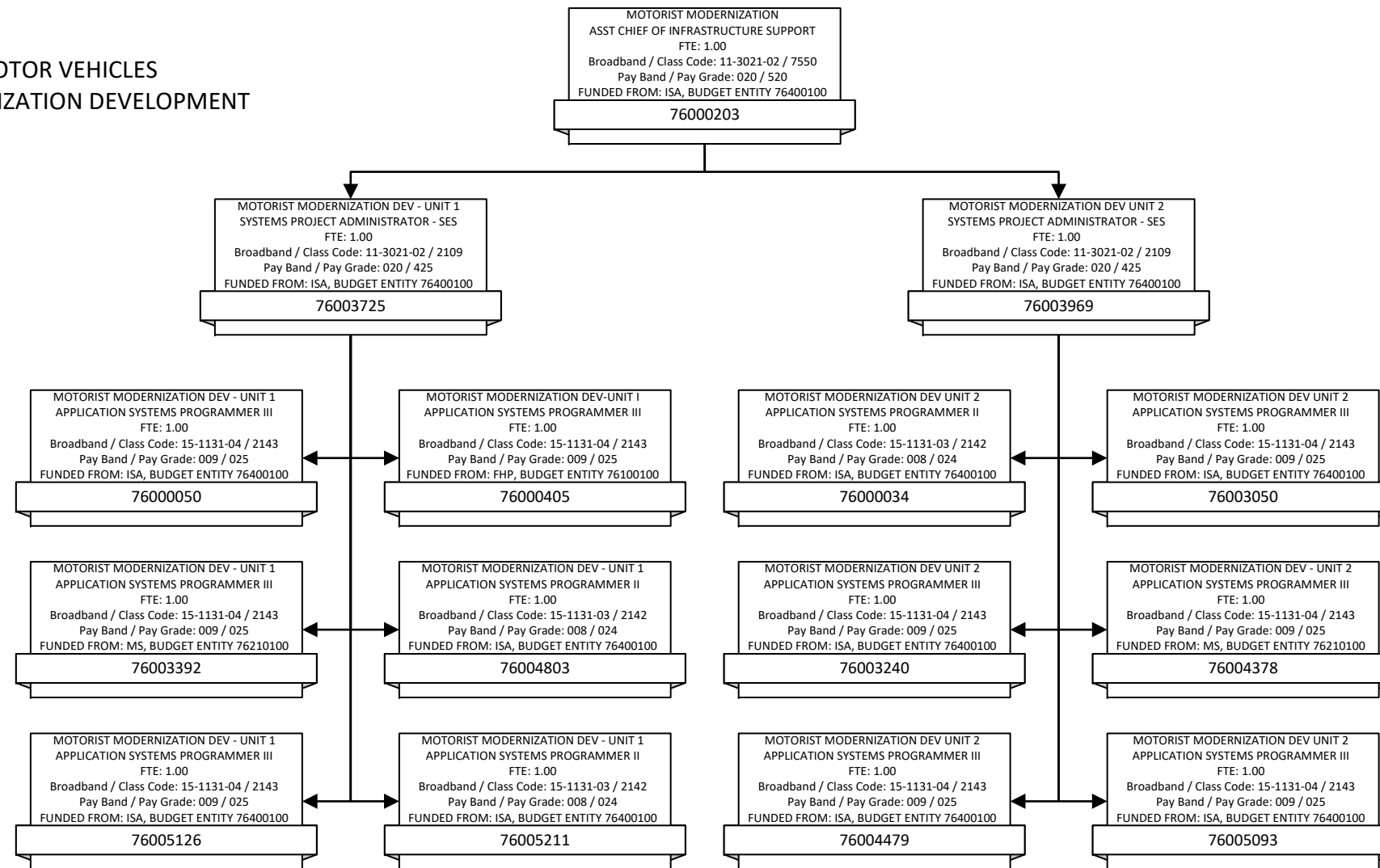
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
ISA/SERVICE DEVELOPMENT/DEPUTY CHIEF OF SERVICE DEVELOPMENT  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76010100 FTE = 1.0  
BUDGET ENTITY 76100100 FTE = 1.0  
BUDGET ENTITY 76210100 FTE = 4.0  
BUDGET ENTITY 76400100 FTE = 31.0



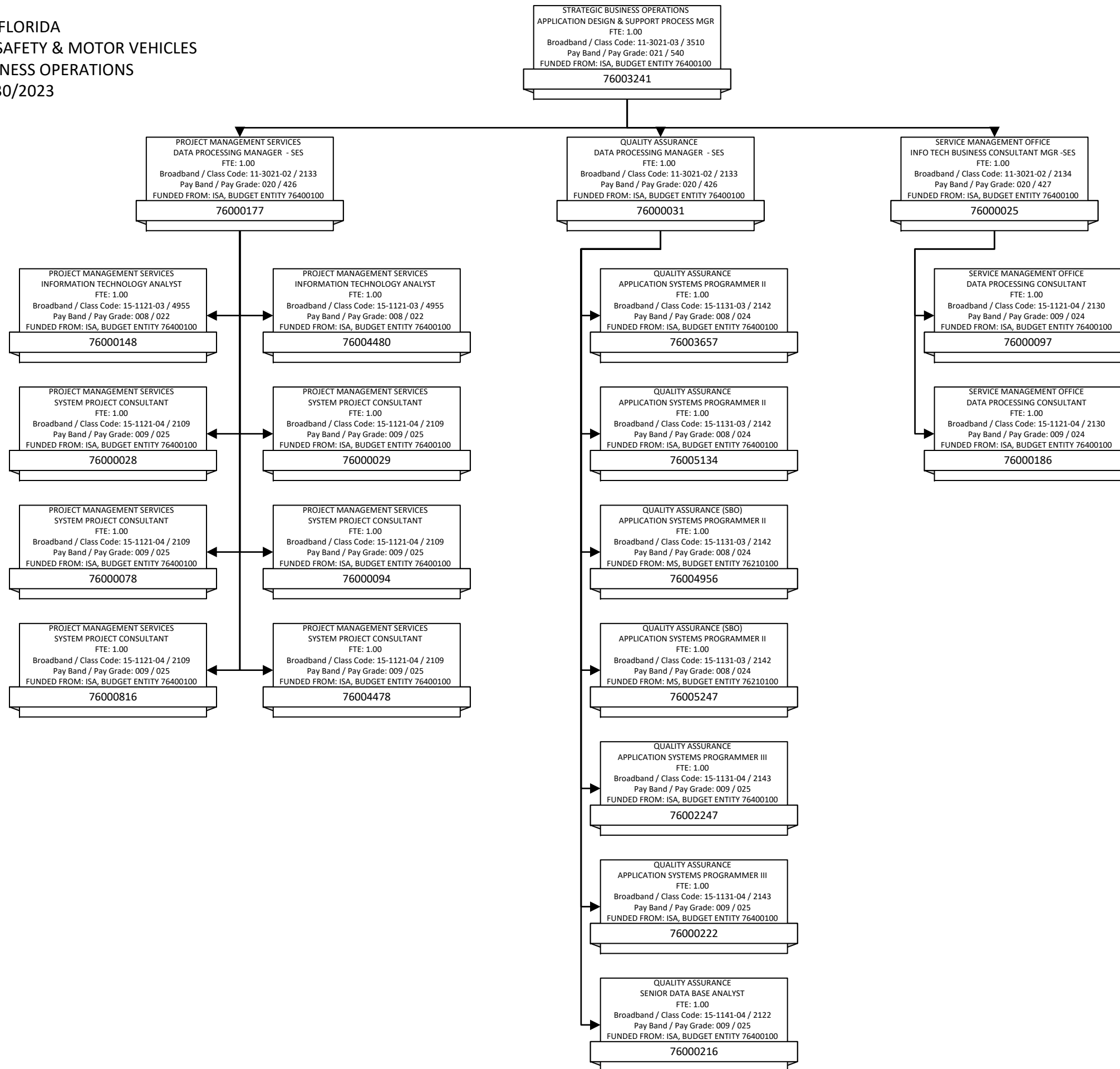
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 ISA/SERVICE DEVELOPMENT/MOTORIST MODERNIZATION DEVELOPMENT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76100100 FTE = 1.0  
 BUDGET ENTITY 76210100 FTE = 2.0  
 BUDGET ENTITY 76400100 FTE = 12.0



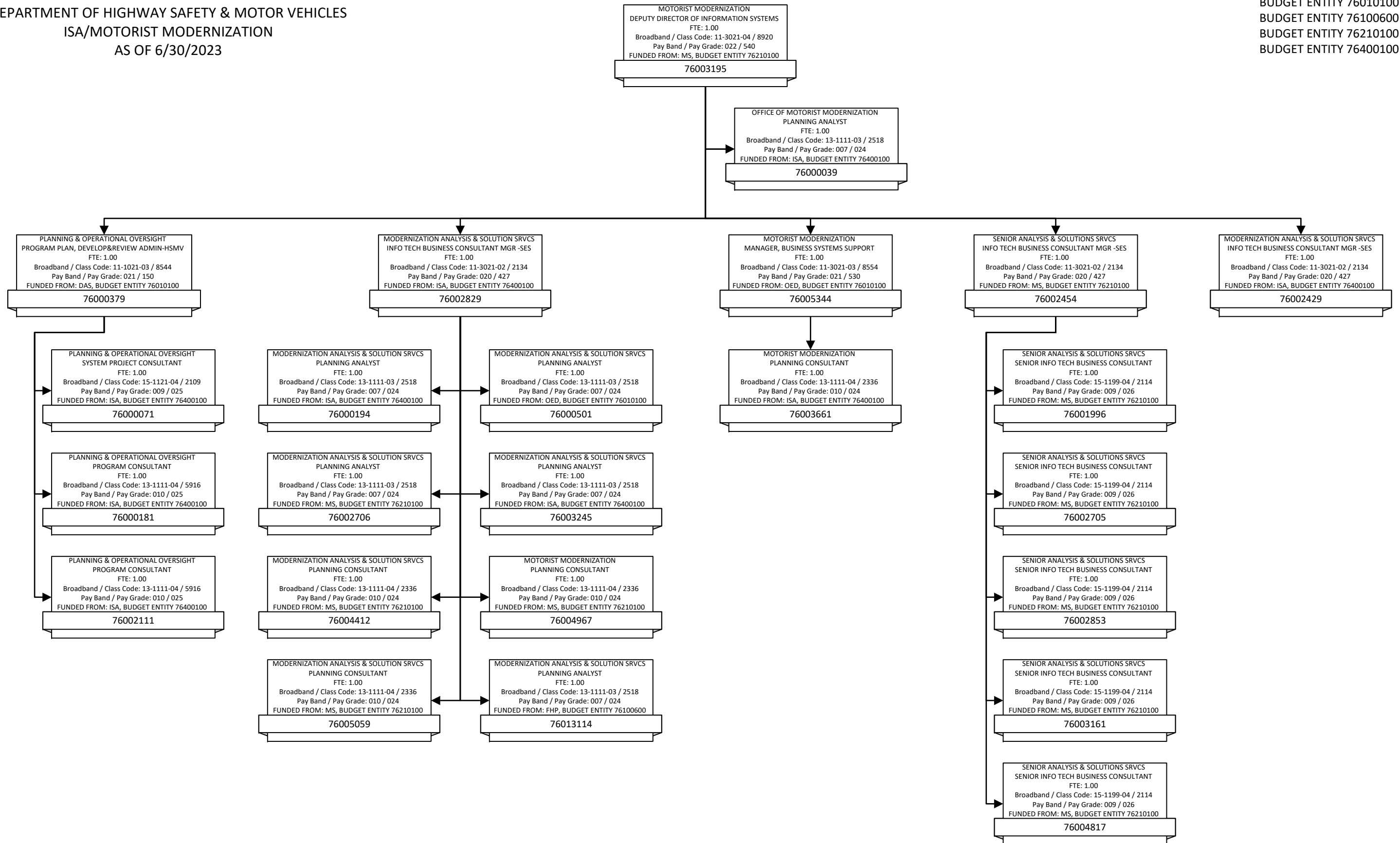
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 ISA/STRATEGIC BUSINESS OPERATIONS  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 2.0  
 BUDGET ENTITY 76400100 FTE = 19.0



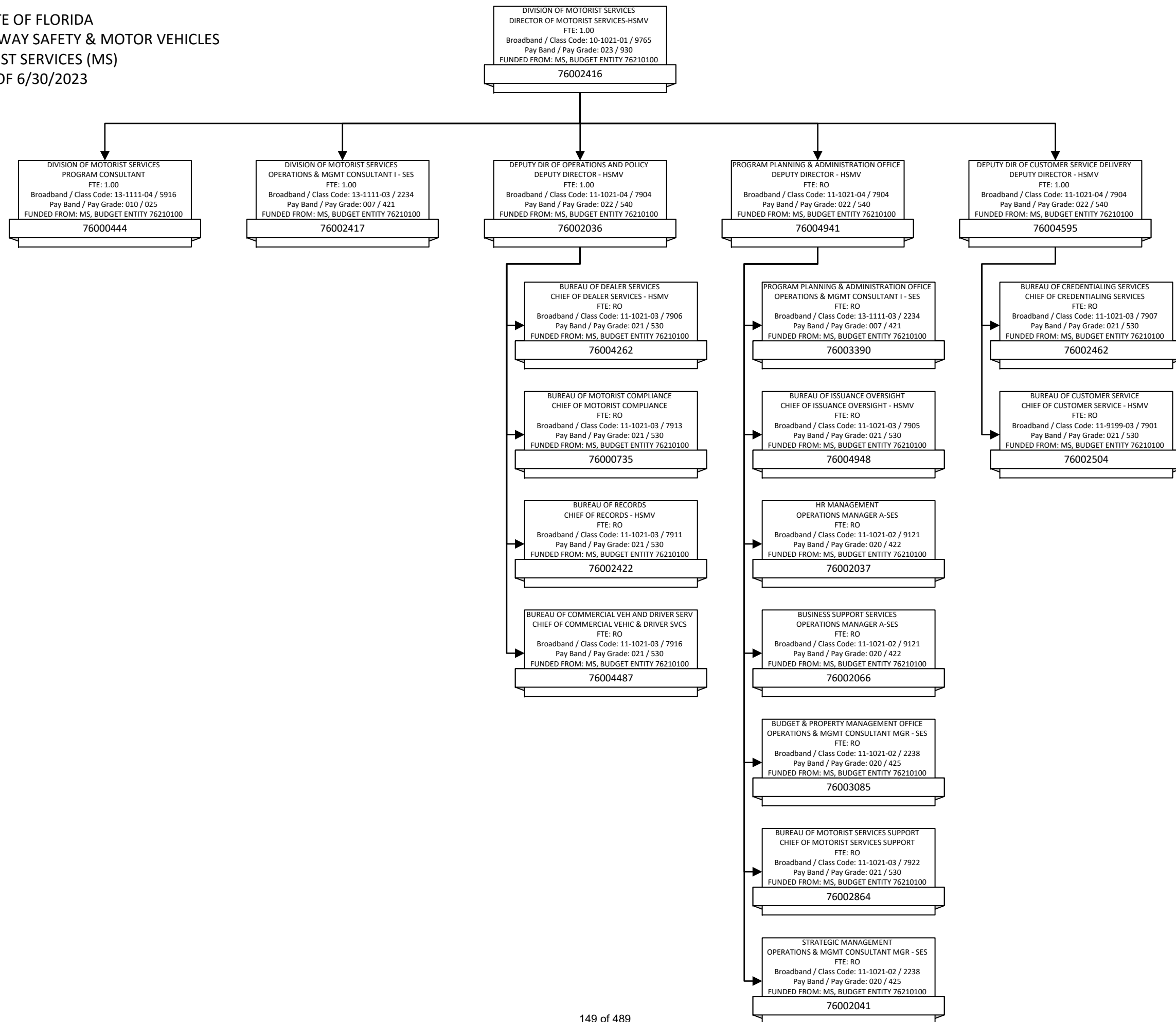
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 ISA/MOTORIST MODERNIZATION  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76010100 FTE = 3.0  
 BUDGET ENTITY 76100600 FTE = 1.0  
 BUDGET ENTITY 76210100 FTE = 11.0  
 BUDGET ENTITY 76400100 FTE = 9.0



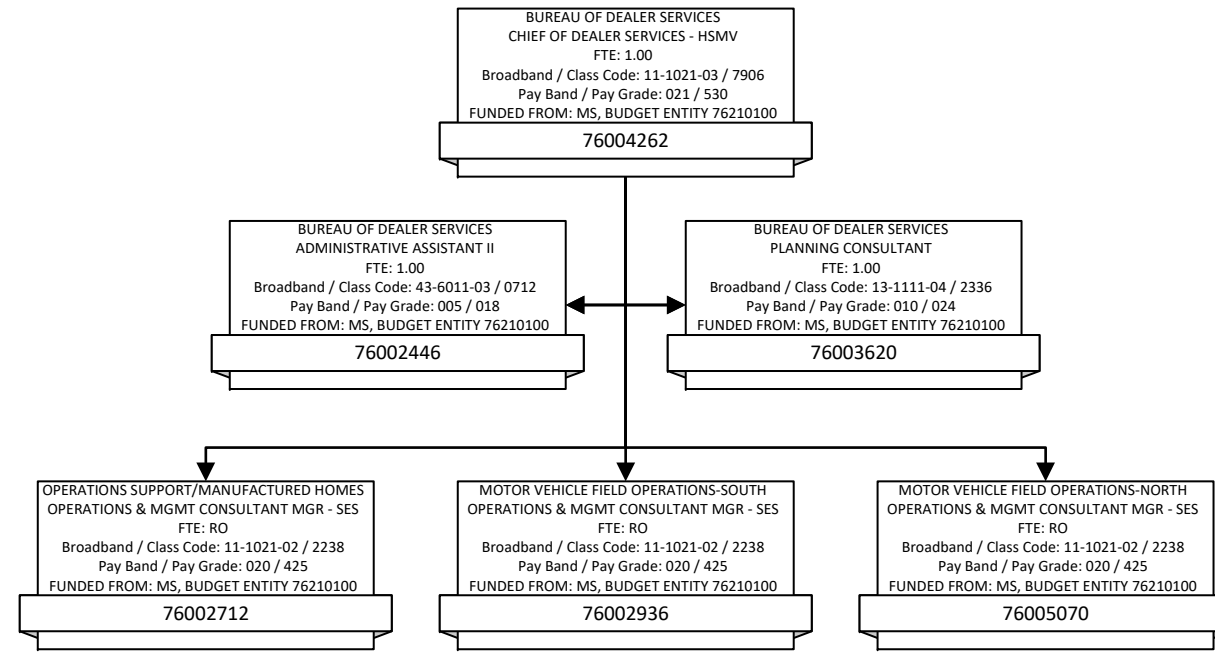
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
MOTORIST SERVICES (MS)  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76210100 FTE = 5.0  
RO = REFER TO OTHER CHART



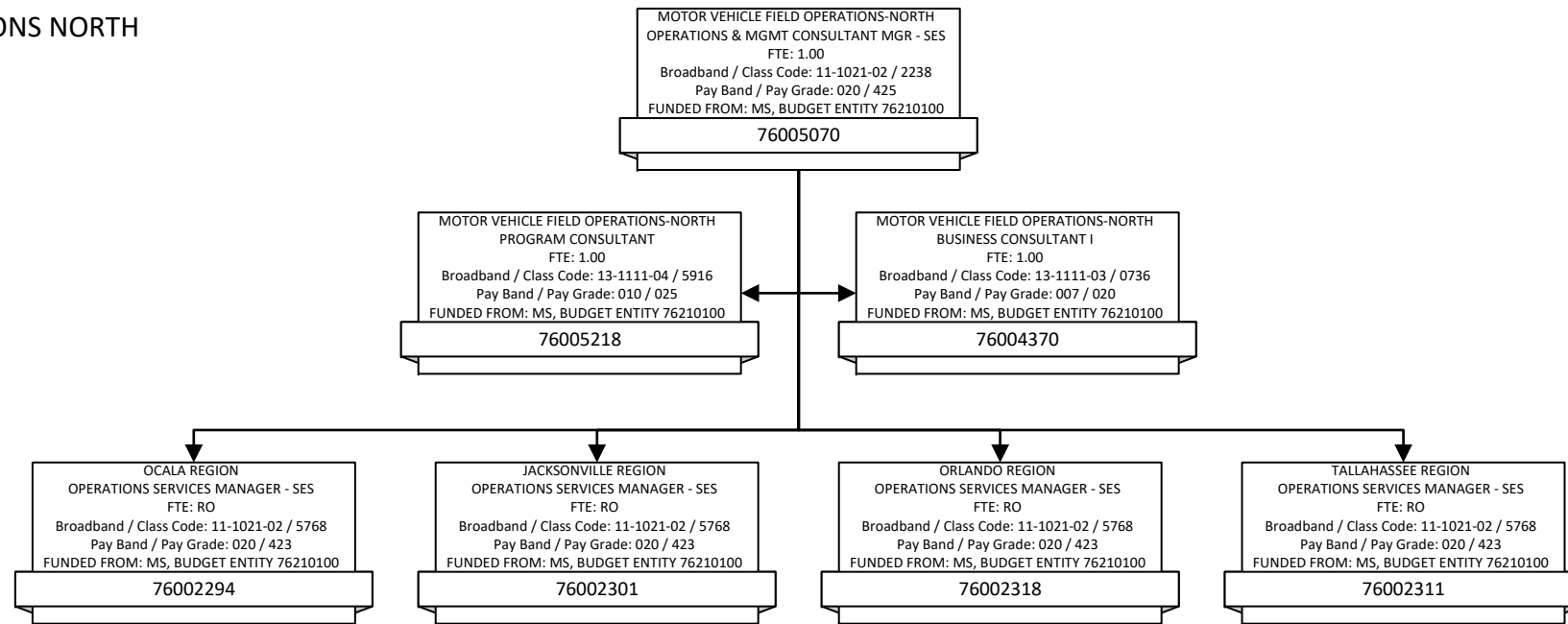
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF DEALER SERVICES  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 3.0  
 RO = REFER TO OTHER CHART



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/DEALER SERVICES/MOTOR VEHICLE FIELD OPERATIONS NORTH  
 AS OF 6/30/2023

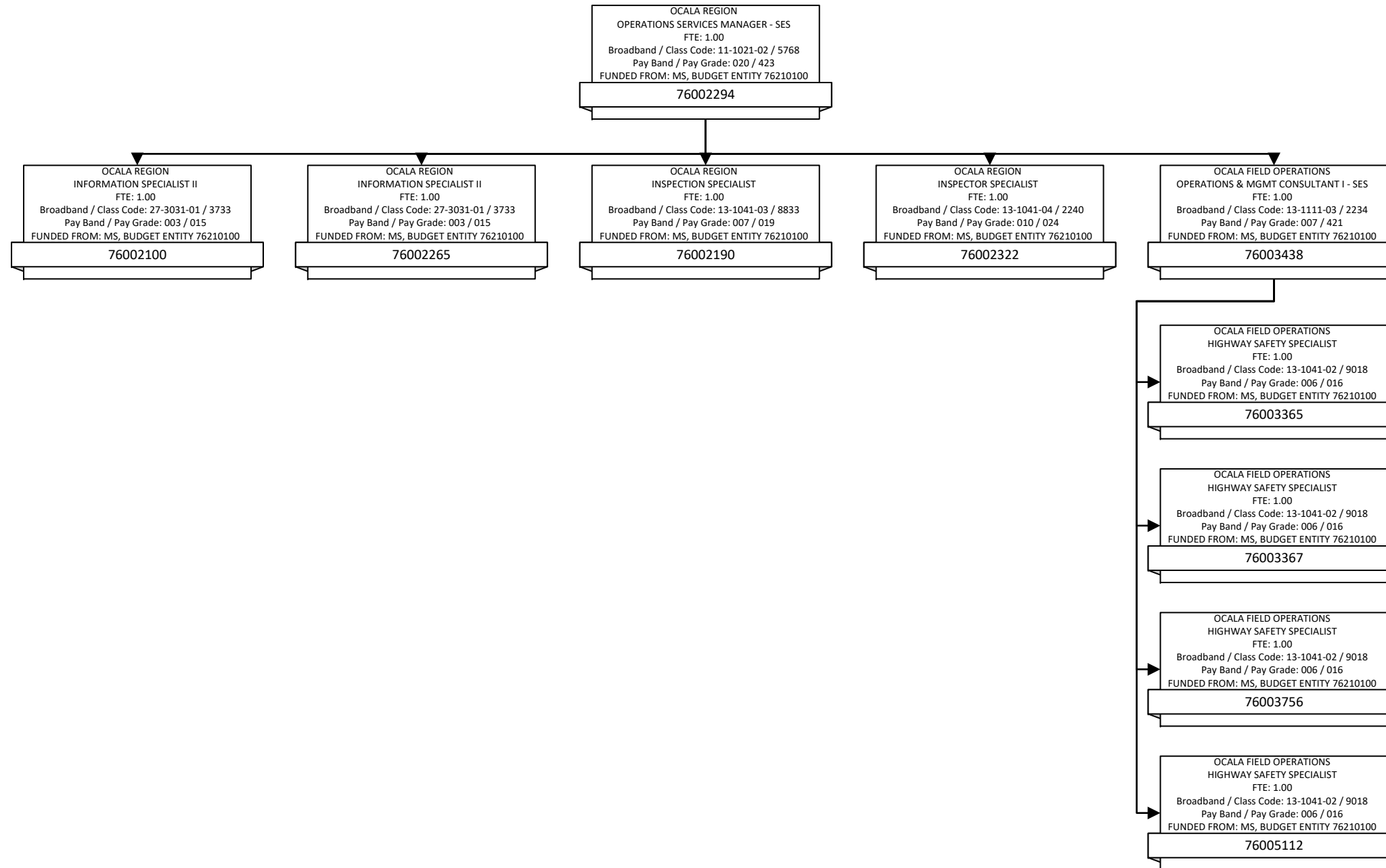
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 3.0  
 RO = REFER TO OTHER CHART





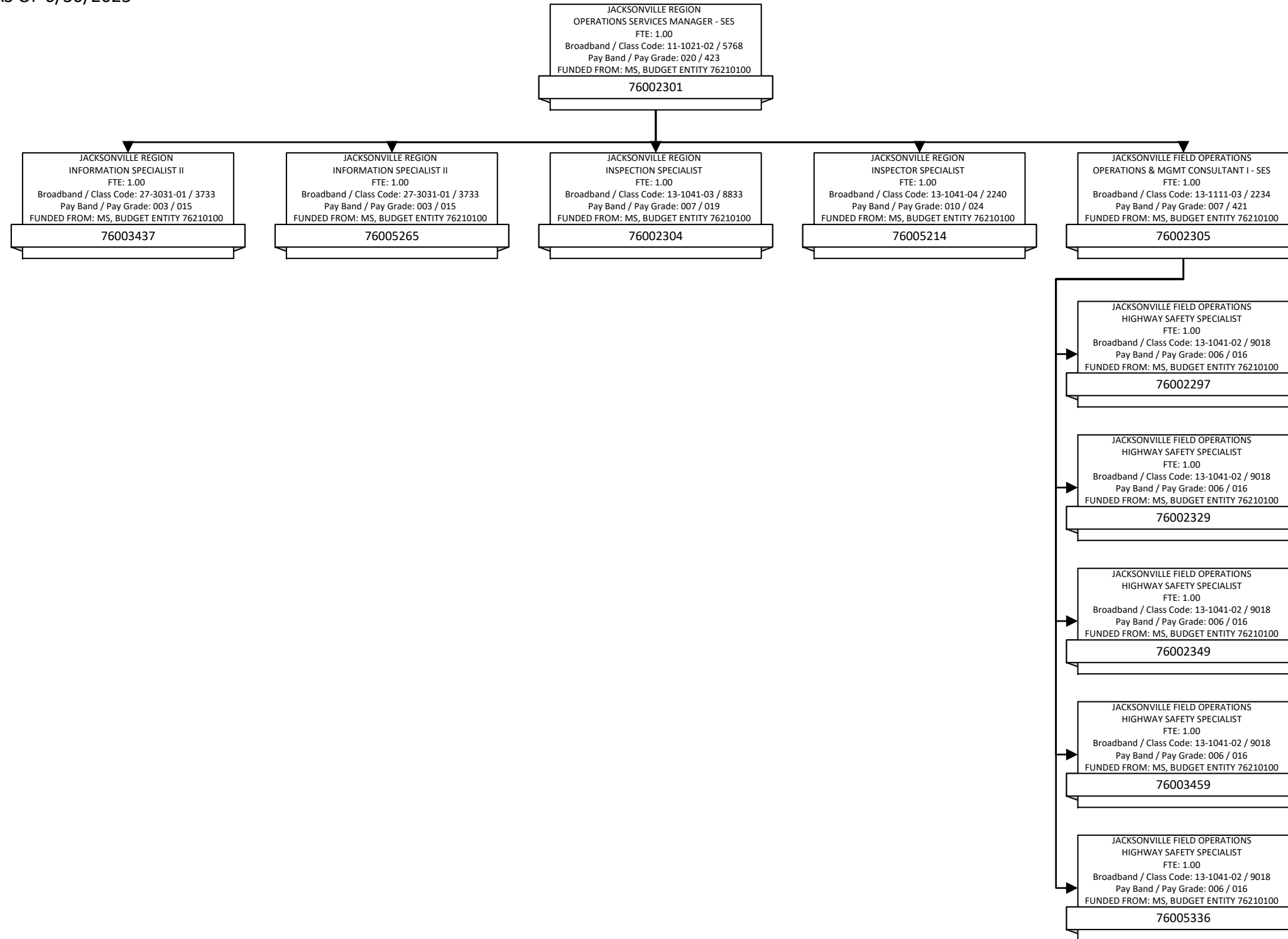
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/DEALER SERVICES/MOTOR VEHICLE FIELD OPERATIONS NORTH/OCALA REGION  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 10.0



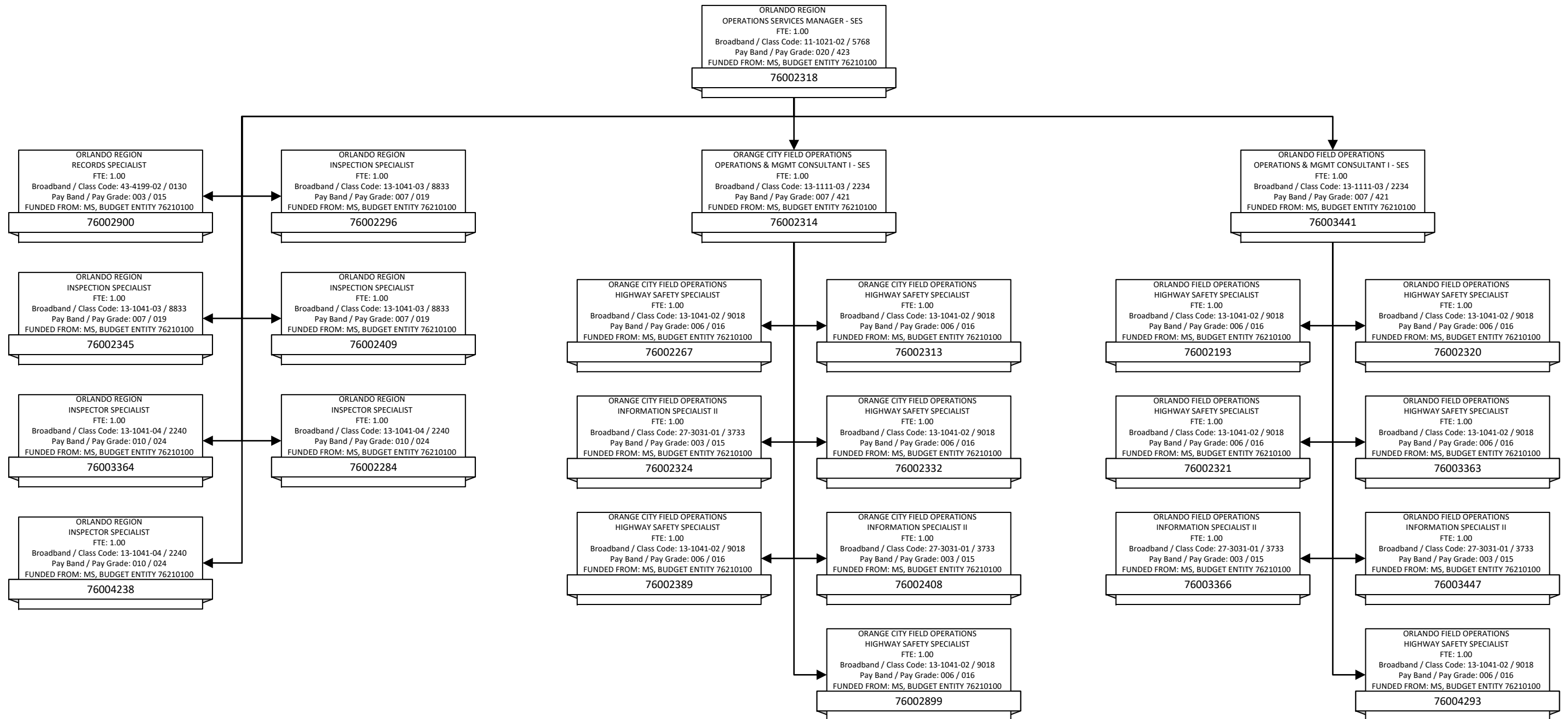
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/DEALER SERVICES/MOTOR VEHICLE FIELD OPERATIONS NORTH/JACKSONVILLE REGION  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 11.0



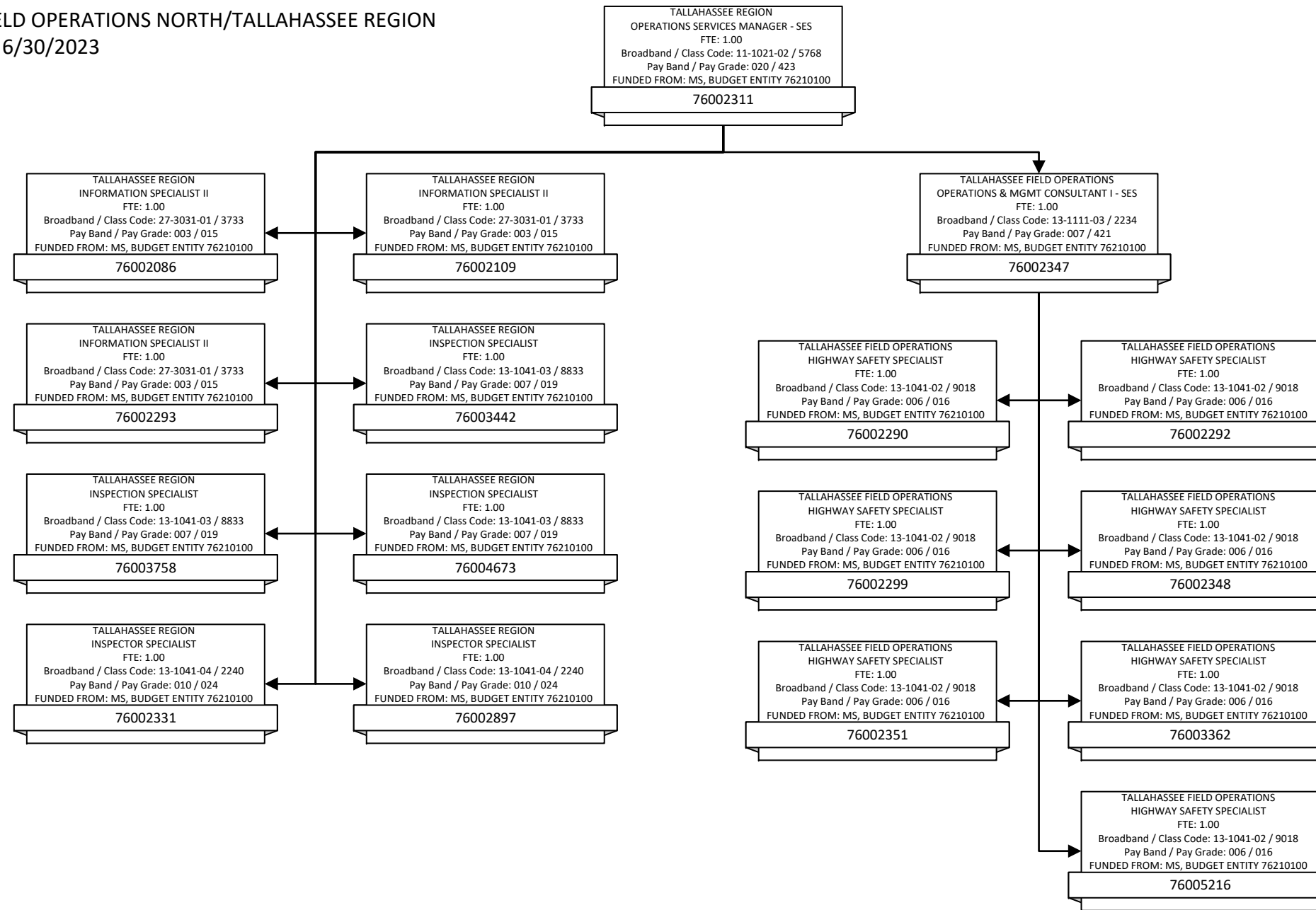
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/DEALER SERVICES/MOTOR VEHICLE FIELD OPERATIONS NORTH/ORLANDO REGION  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 24..0



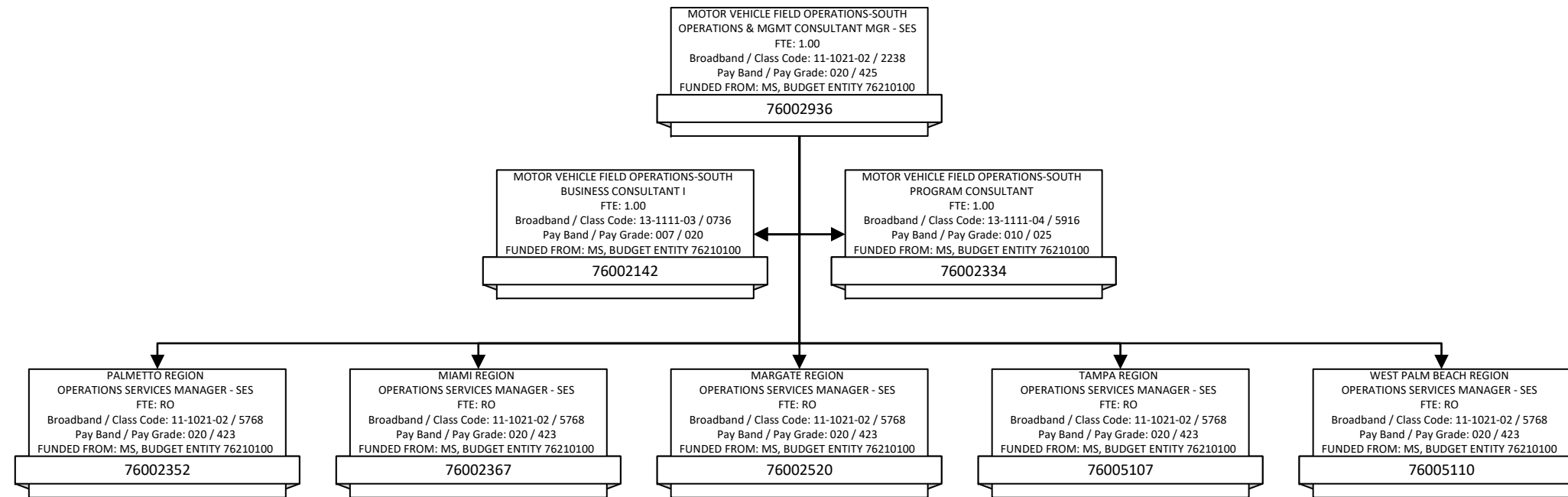
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/DEALER SERVICES/MOTOR VEHICLE FIELD OPERATIONS NORTH/TALLAHASSEE REGION  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 17.0



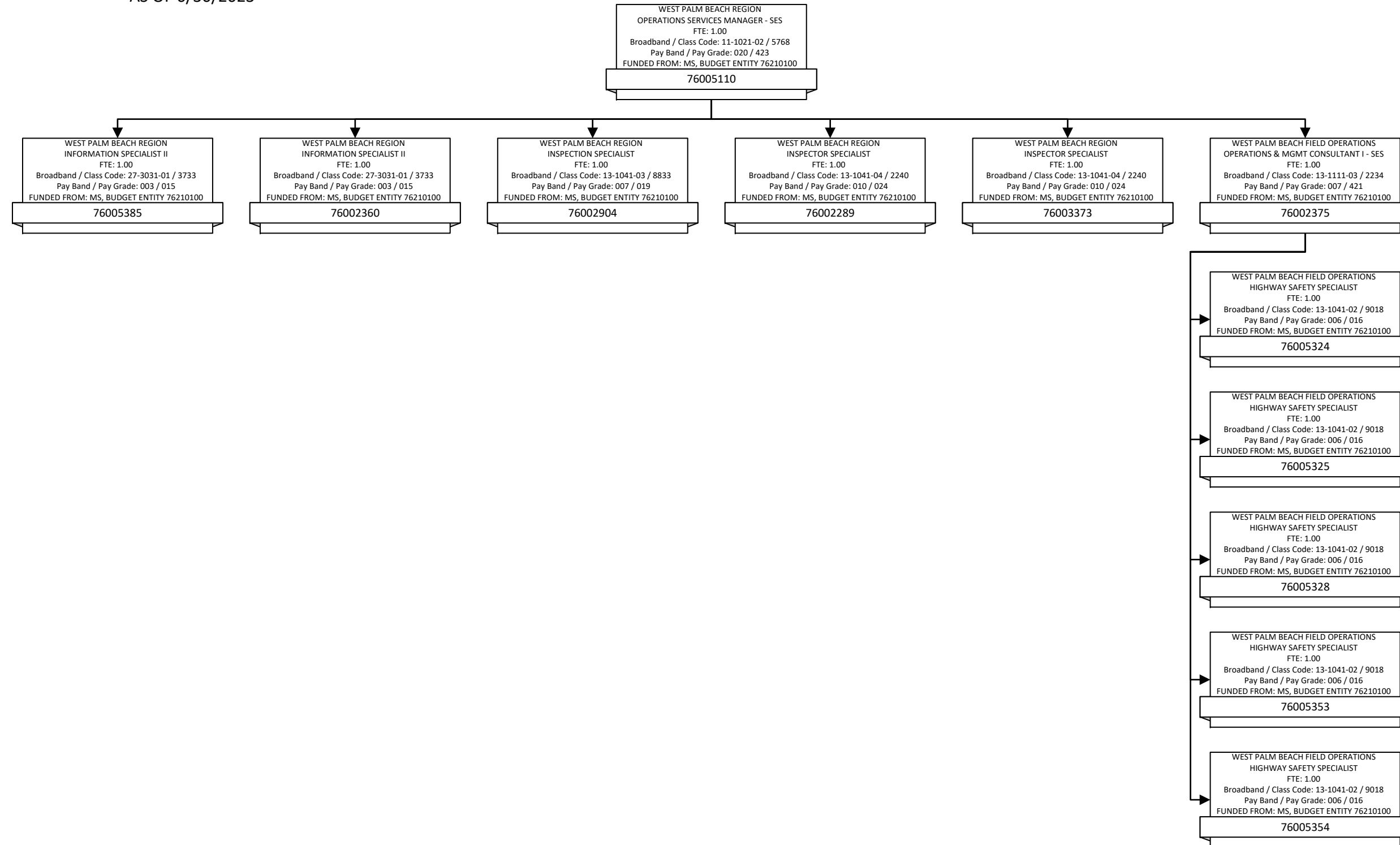
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/DEALER SERVICES/MOTOR VEHICLE FIELD OPERATIONS SOUTH  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 3.0  
 RO = REFER TO OTHER CHART



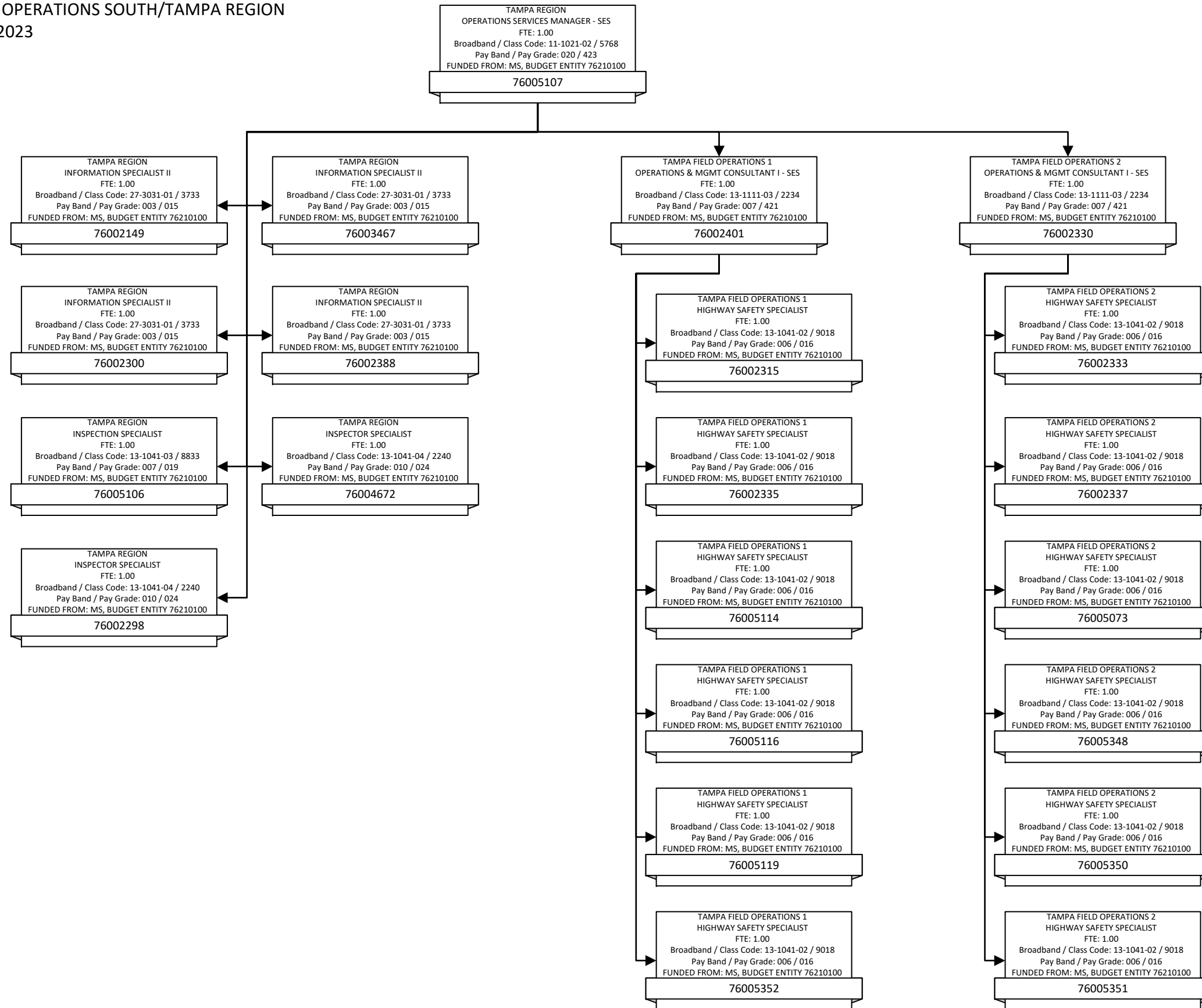
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/DEALER SERVICES/MOTOR VEHICLE FIELD OPERATIONS SOUTH/WEST PALM BEACH REGION  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 12.0



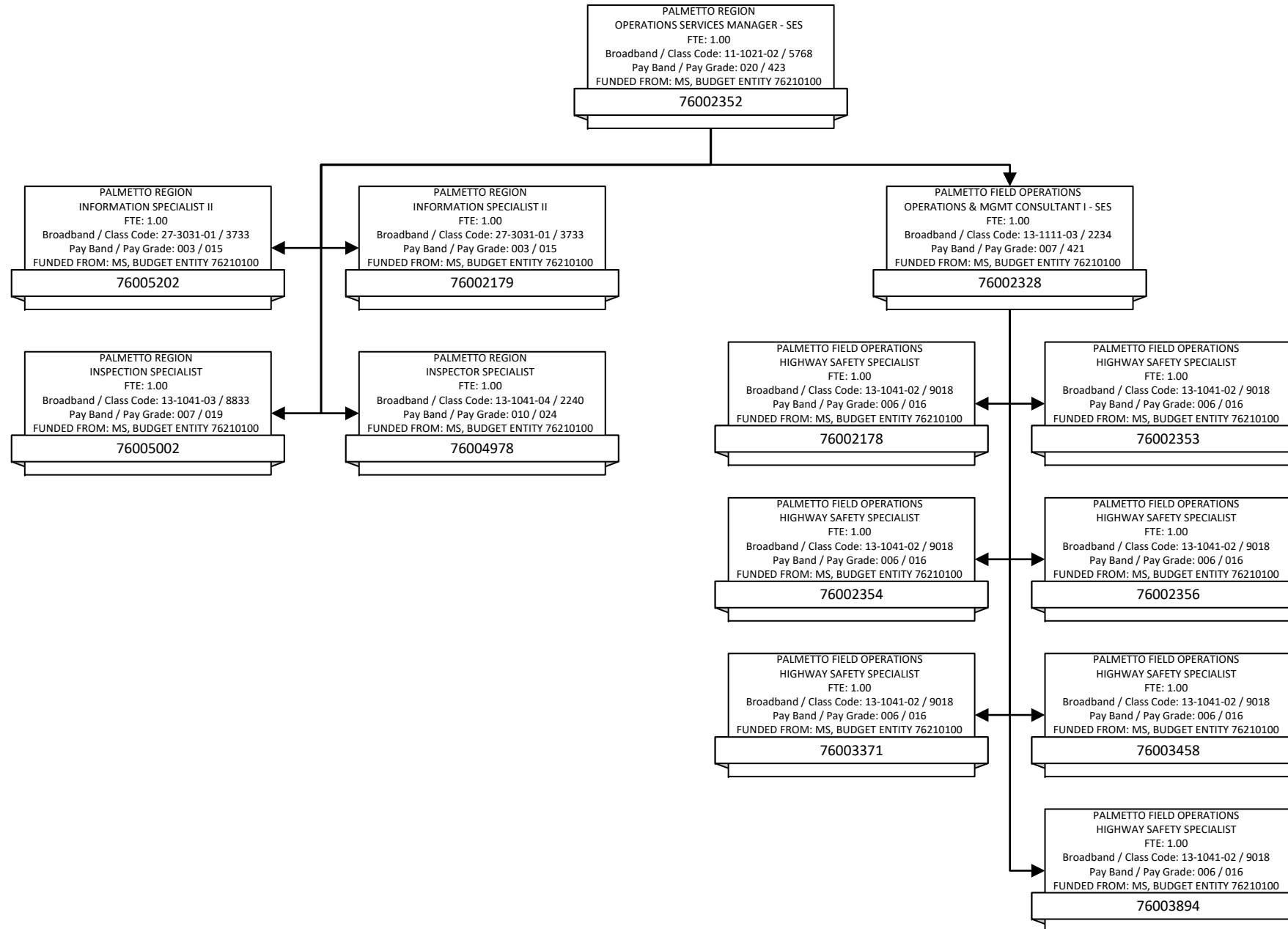
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/DEALER SERVICES/MOTOR VEHICLE FIELD OPERATIONS SOUTH/TAMPA REGION  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 22.0



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/DEALER SERVICES/MOTOR VEHICLE FIELD OPERATIONS SOUTH/PALMETTO REGION  
 AS OF 6/30/2023

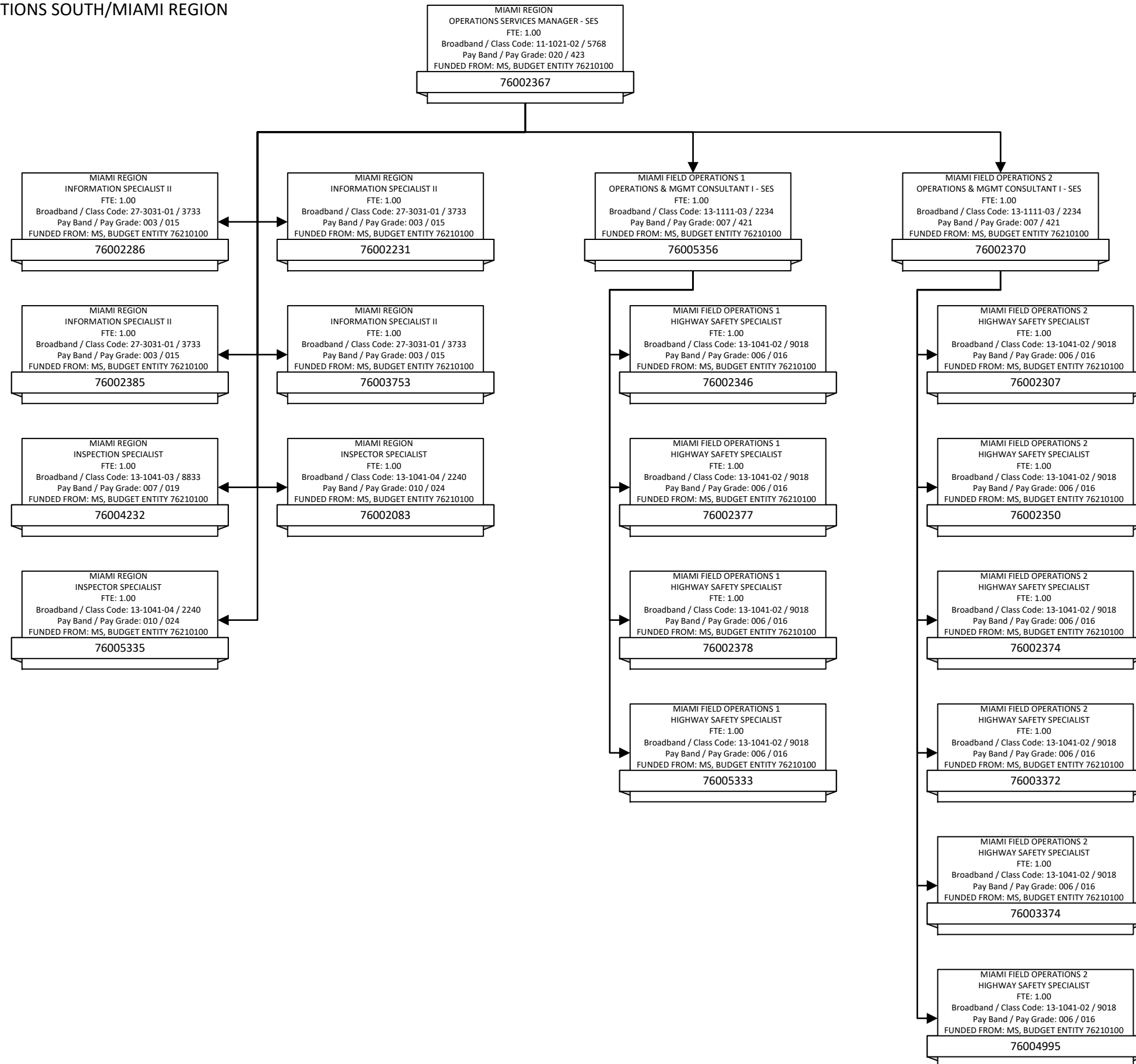
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 13.0





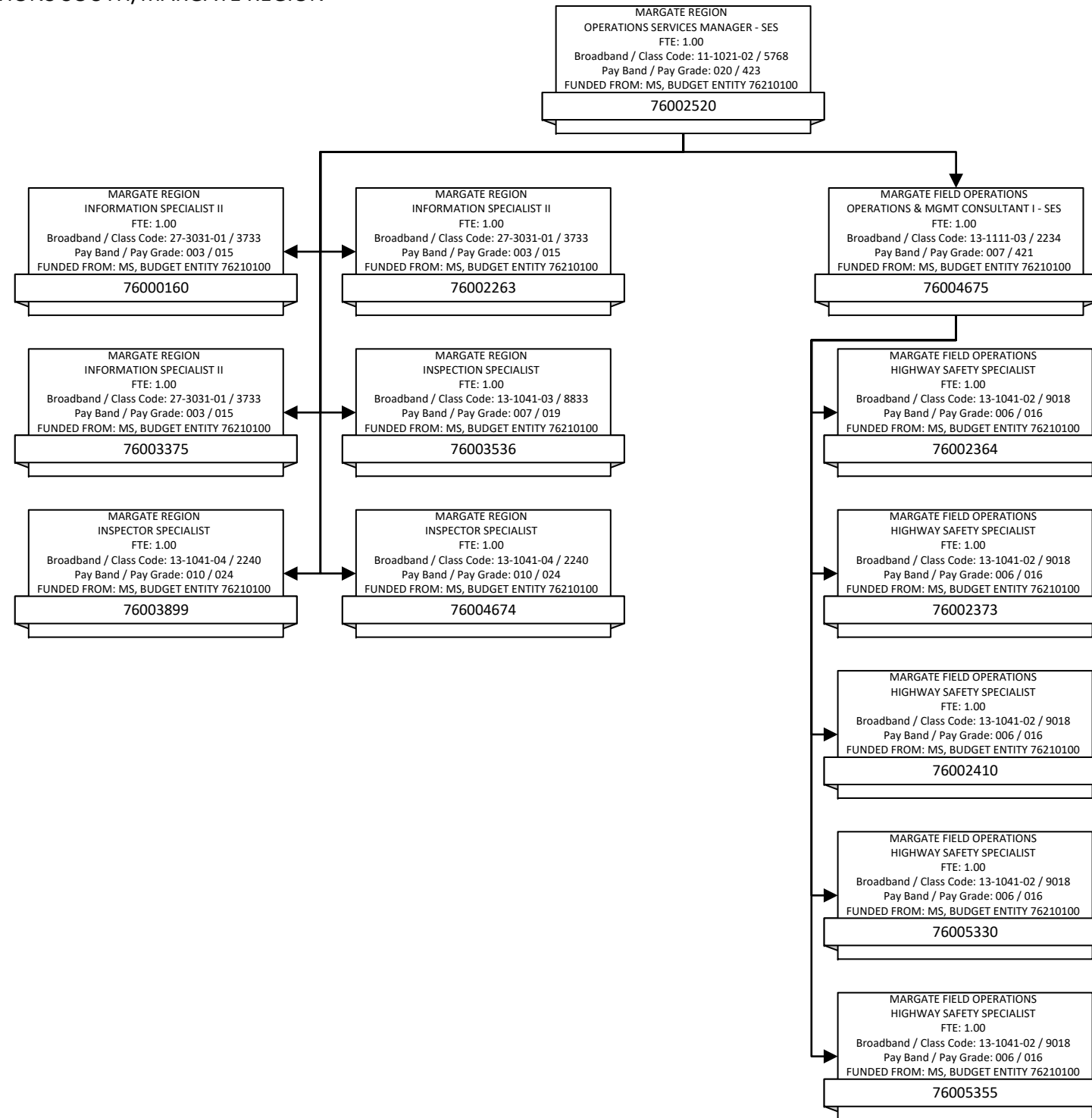
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/DEALER SERVICES/MOTOR VEHICLE FIELD OPERATIONS SOUTH/MIAMI REGION  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 20.0



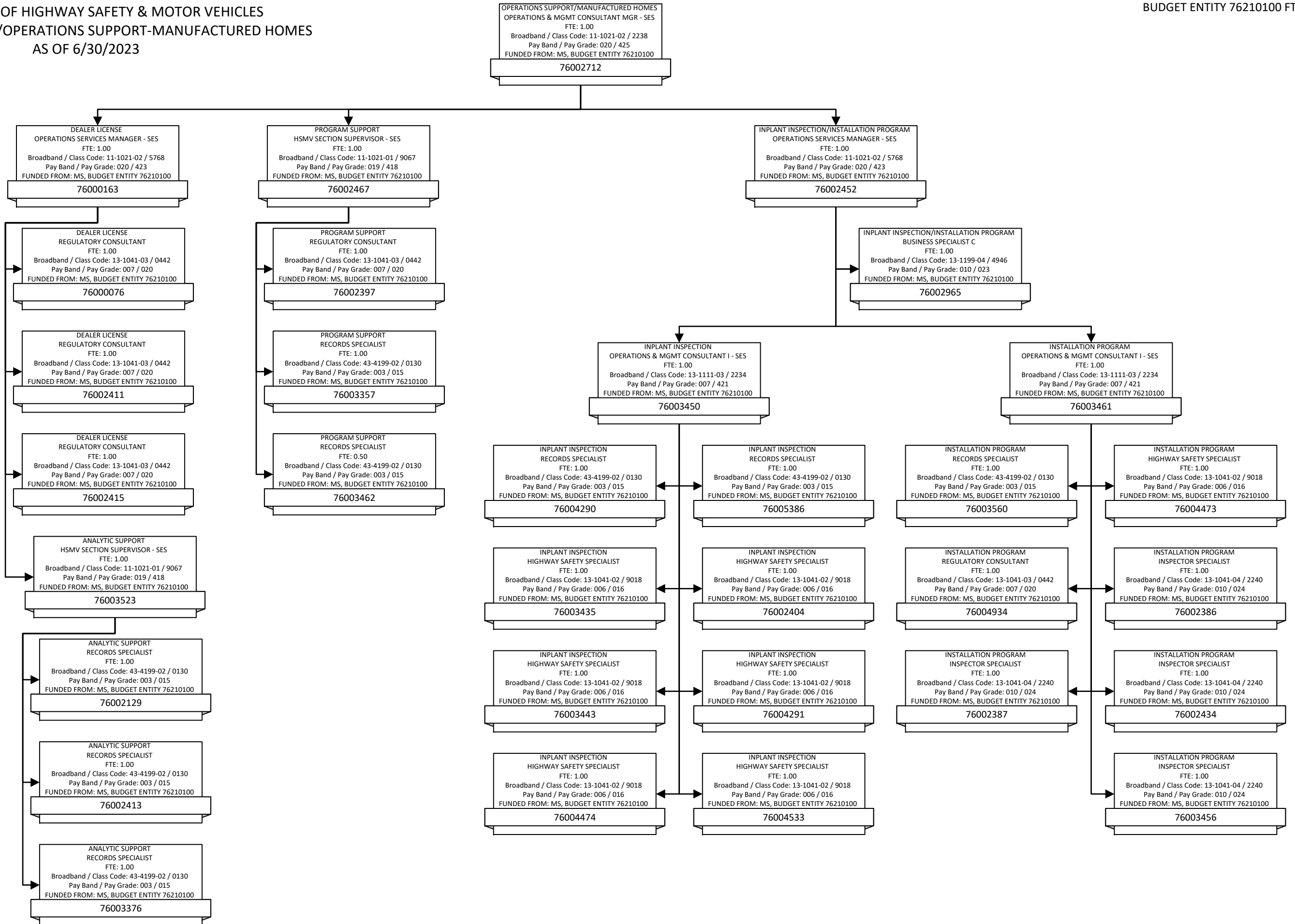
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/DEALER SERVICES/MOTOR VEHICLE FIELD OPERATIONS SOUTH/MARGATE REGION  
 AS OF 6/30/2023

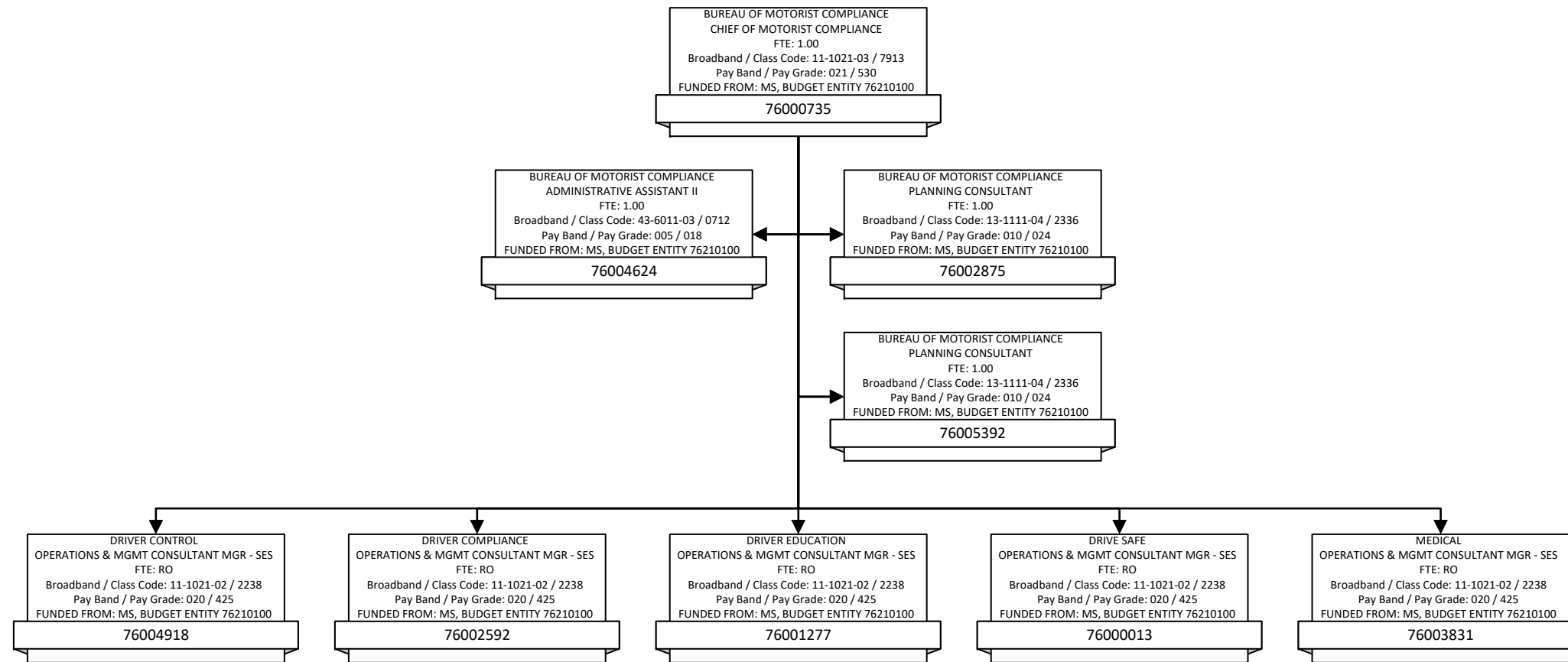
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 13.0



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/DEALER SERVICES/OPERATIONS SUPPORT-MANUFACTURED HOMES  
 AS OF 6/30/2023

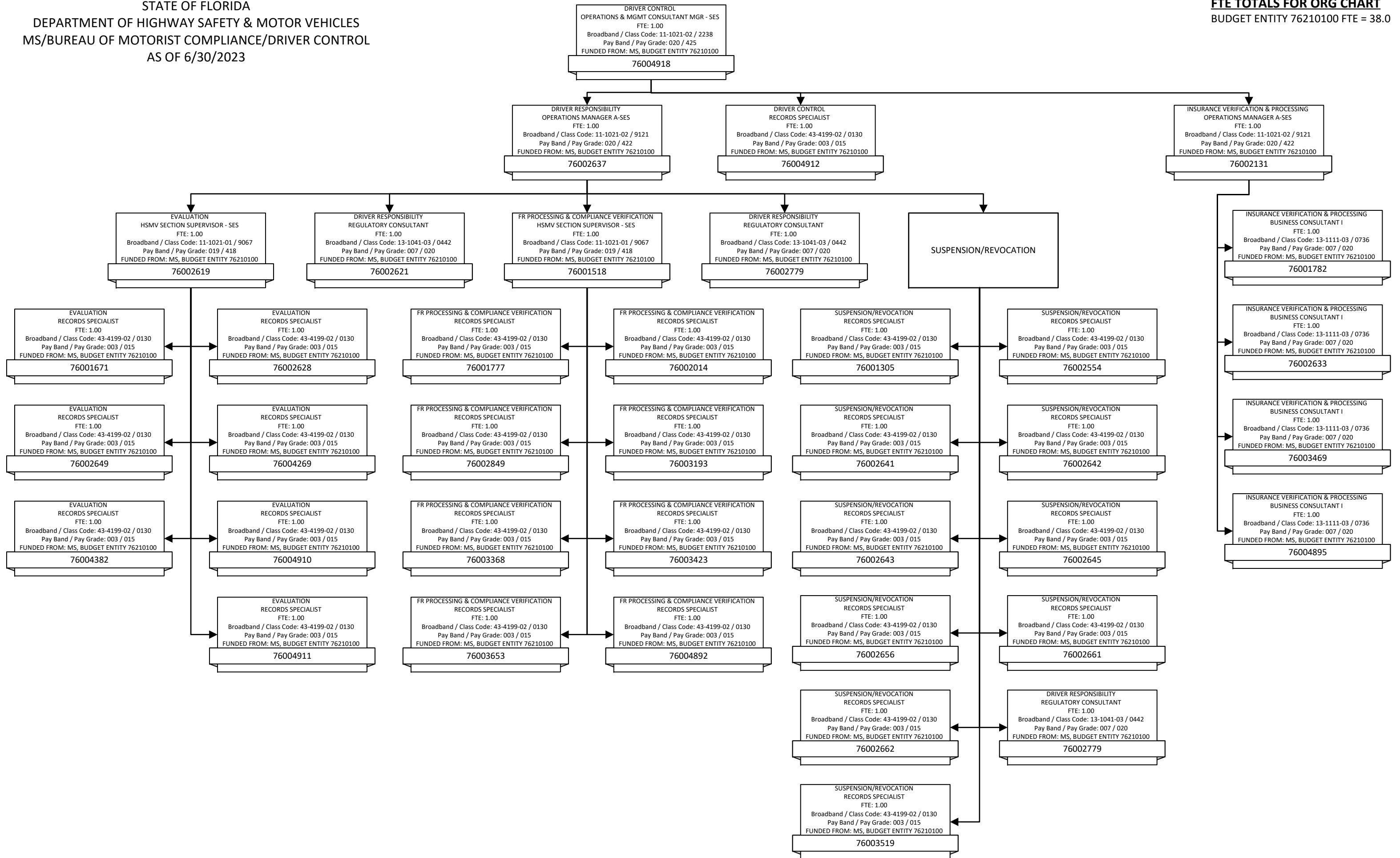
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 31.5

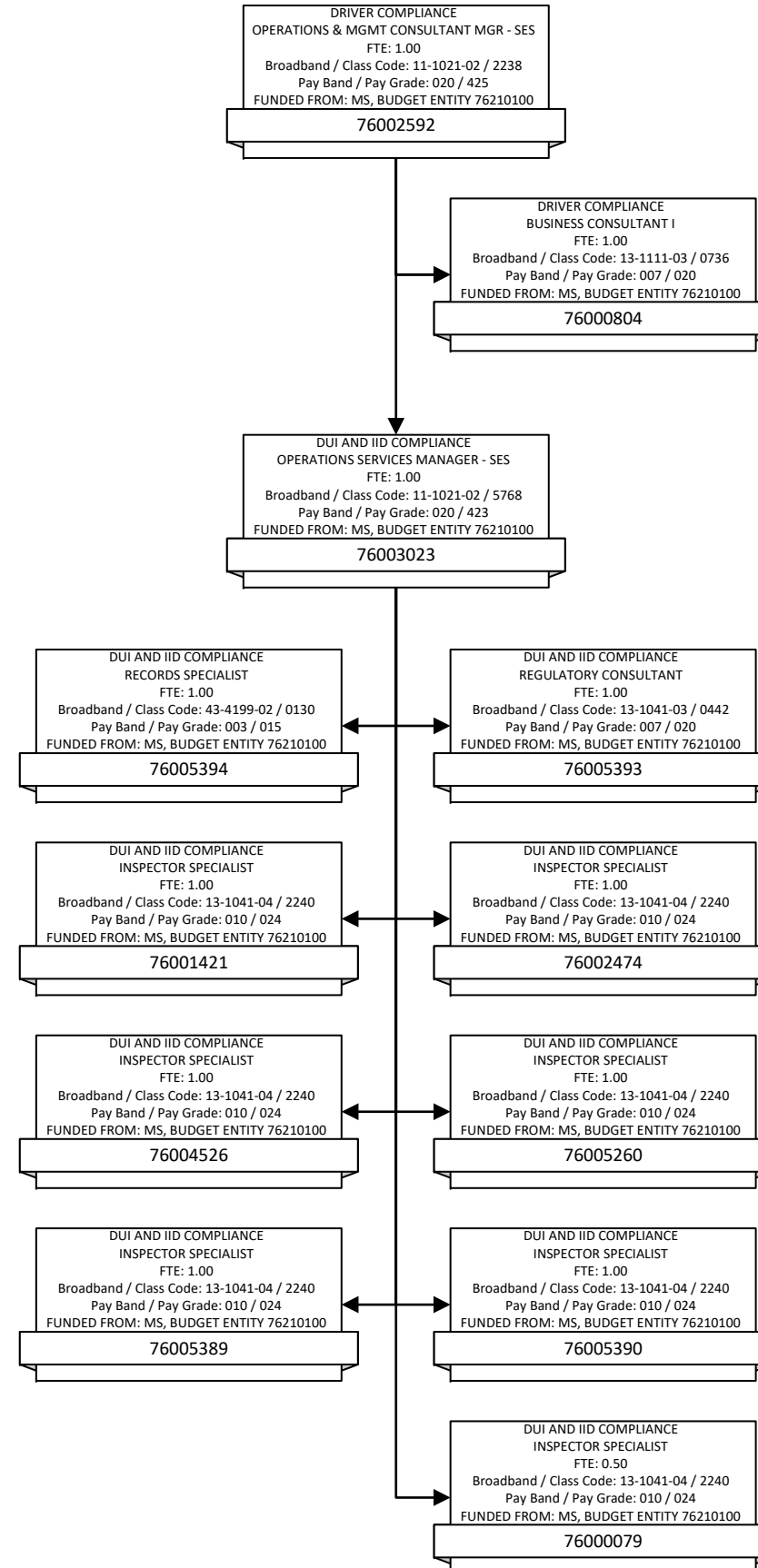


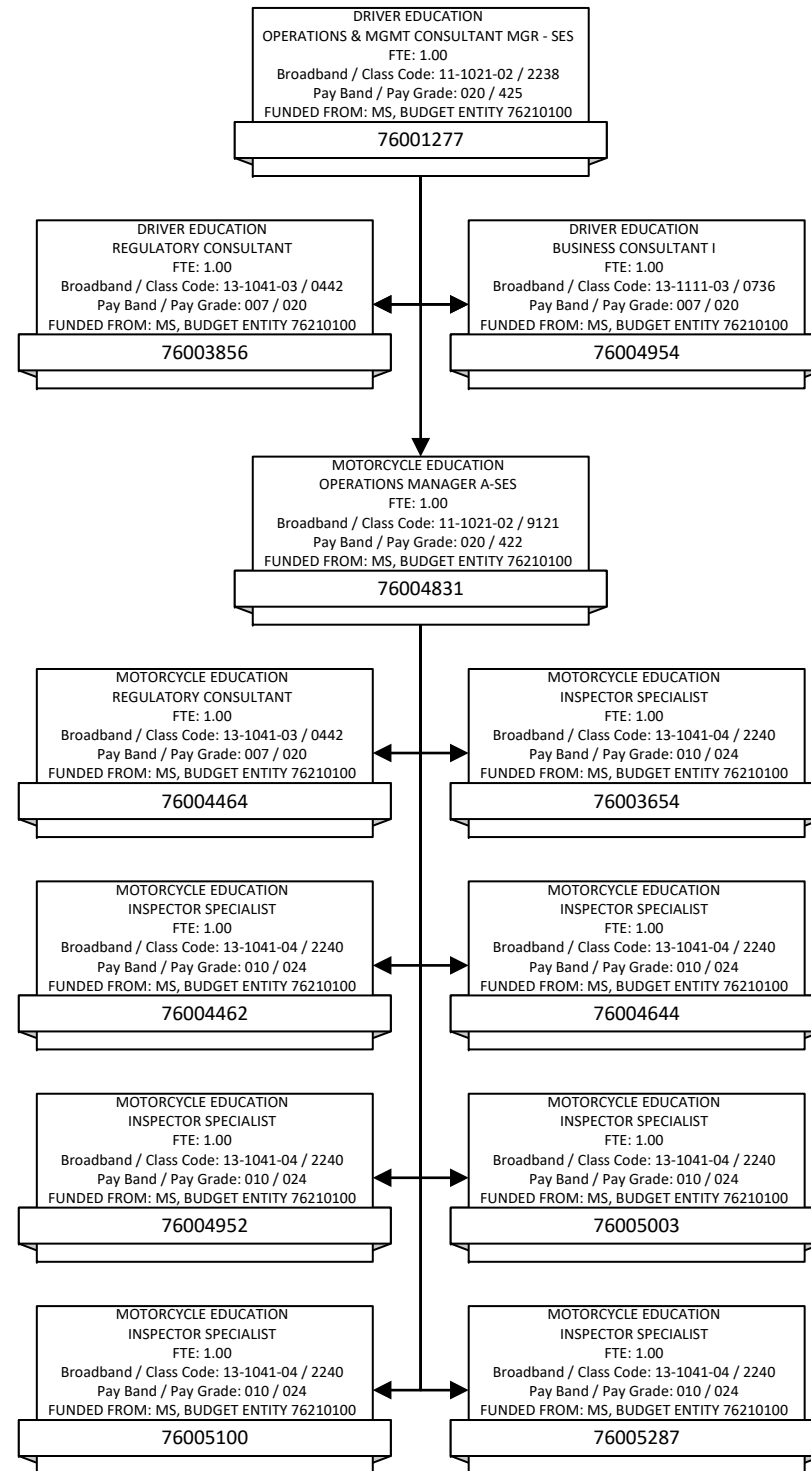


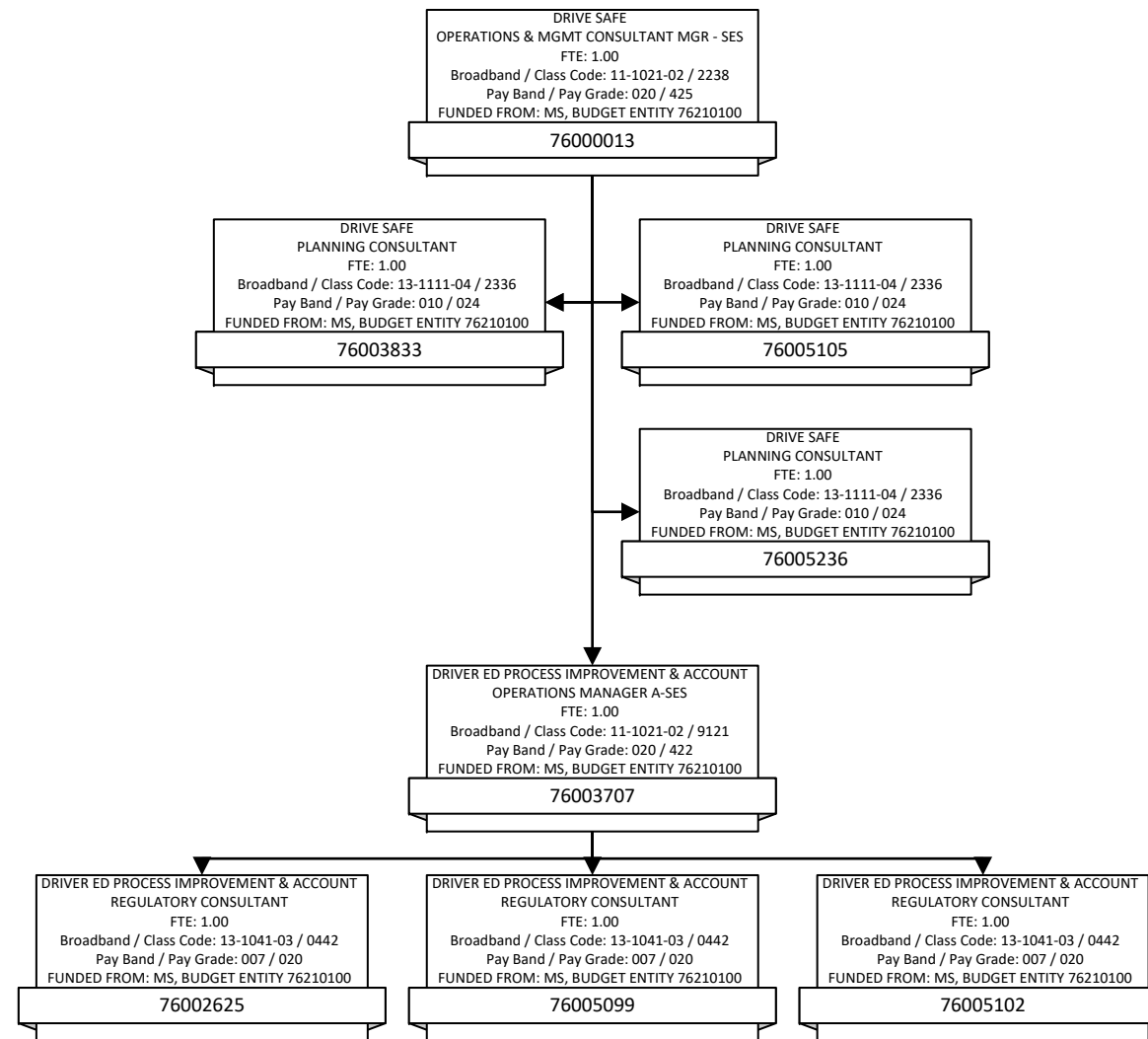
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF MOTORIST COMPLIANCE/DRIVER CONTROL  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 38.0





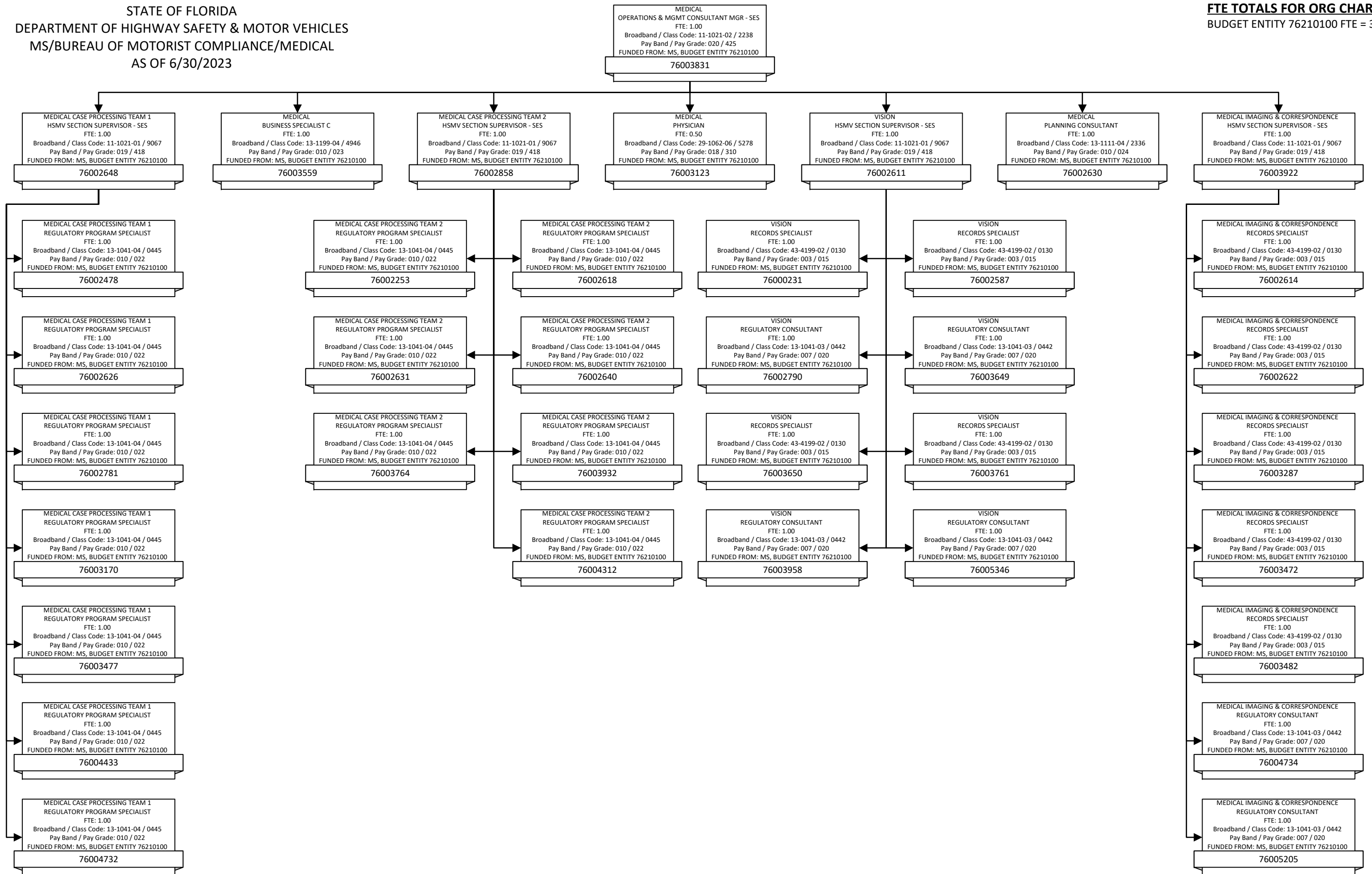






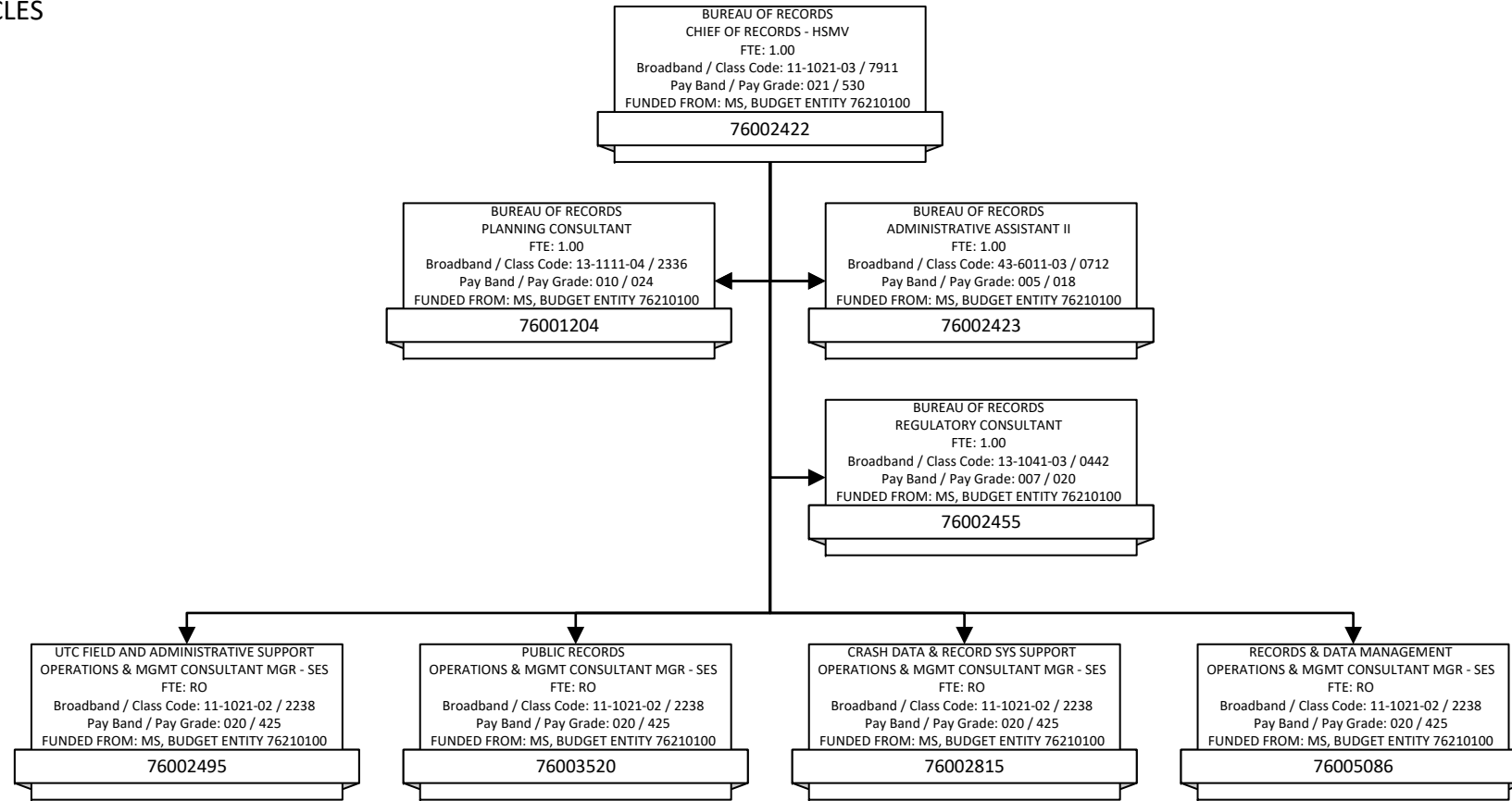
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
MS/BUREAU OF MOTORIST COMPLIANCE/MEDICAL  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76210100 FTE = 36.5



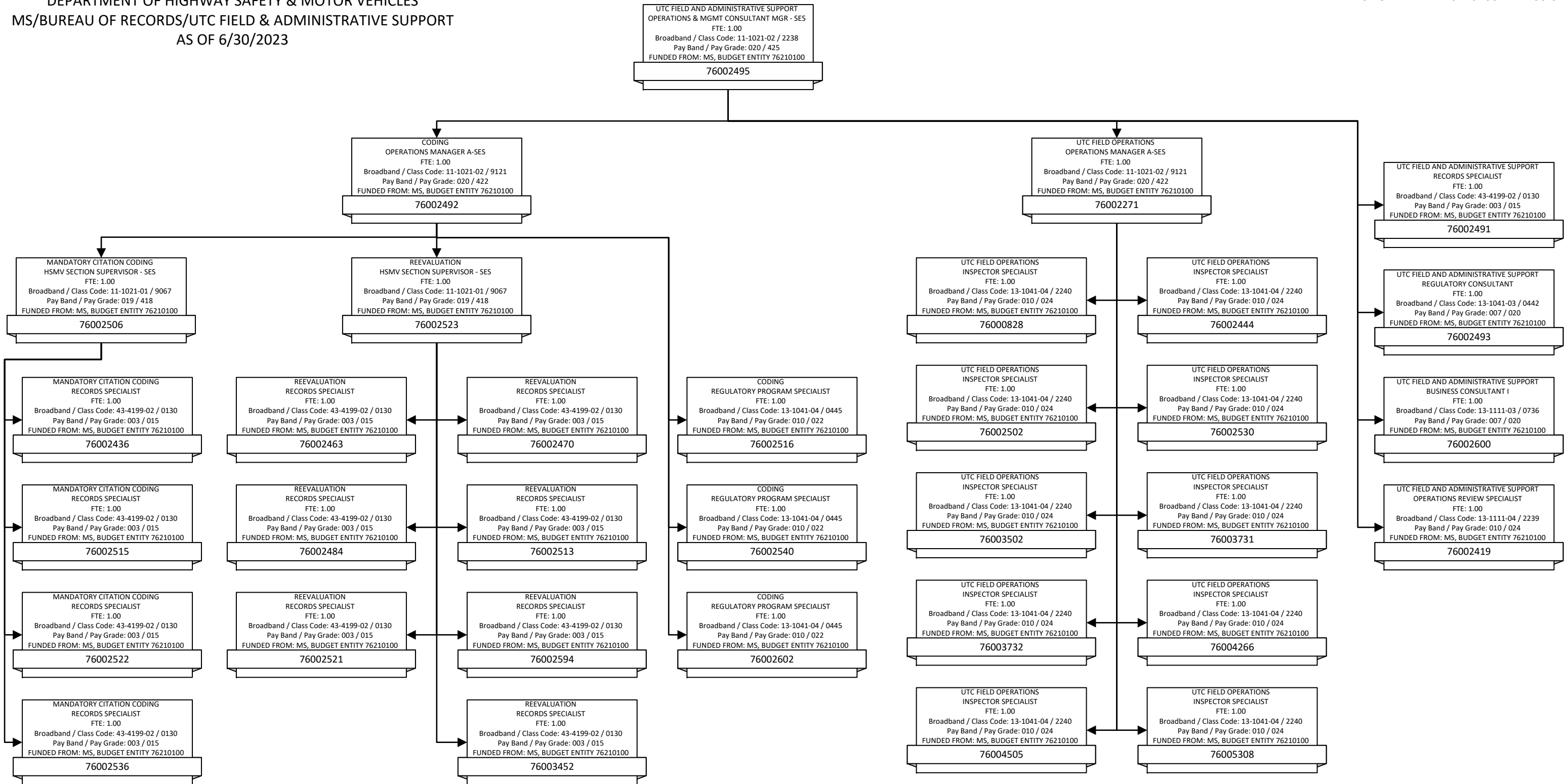
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF RECORDS  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 4.0



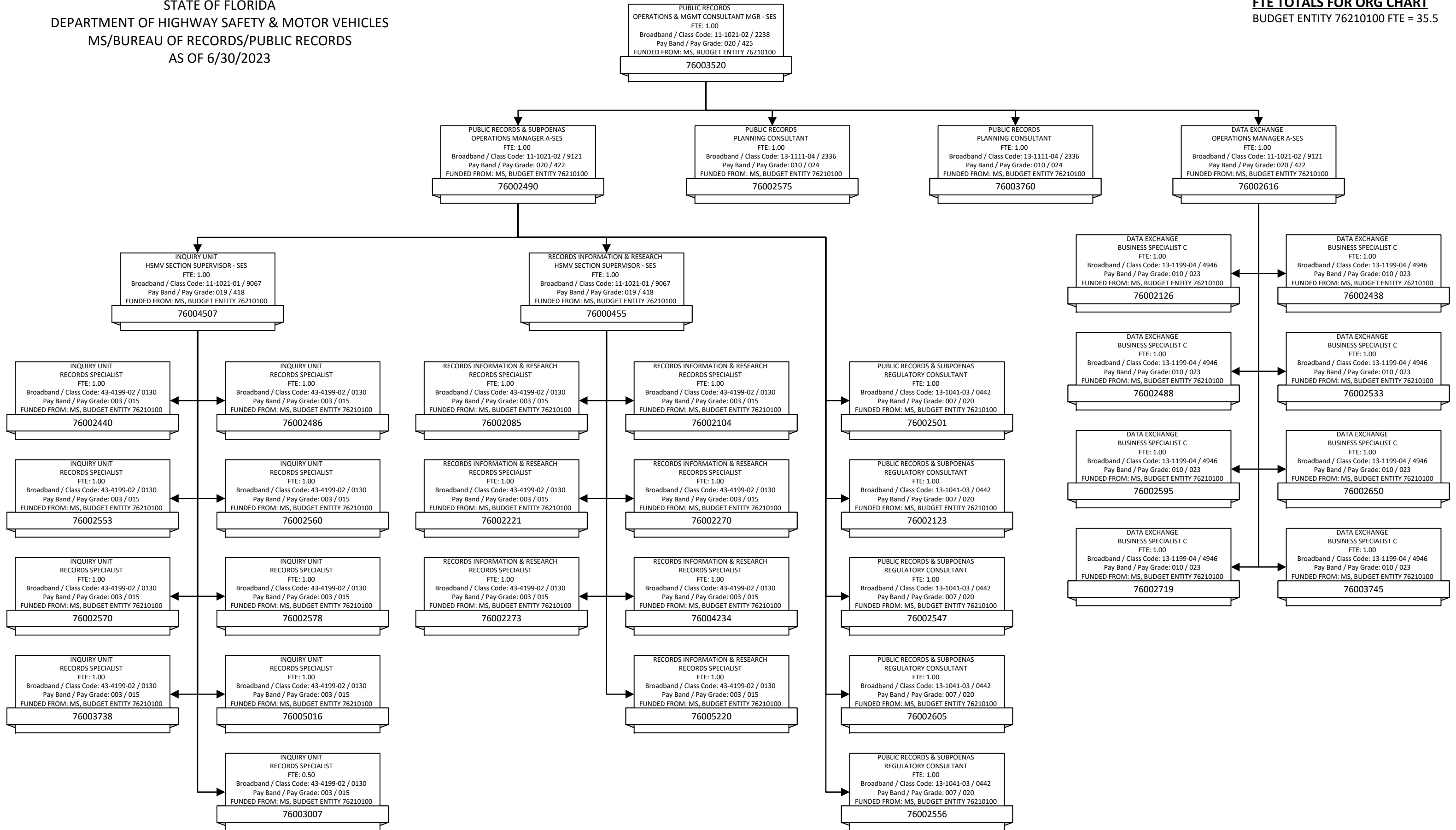
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF RECORDS/UTC FIELD & ADMINISTRATIVE SUPPORT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 33.0



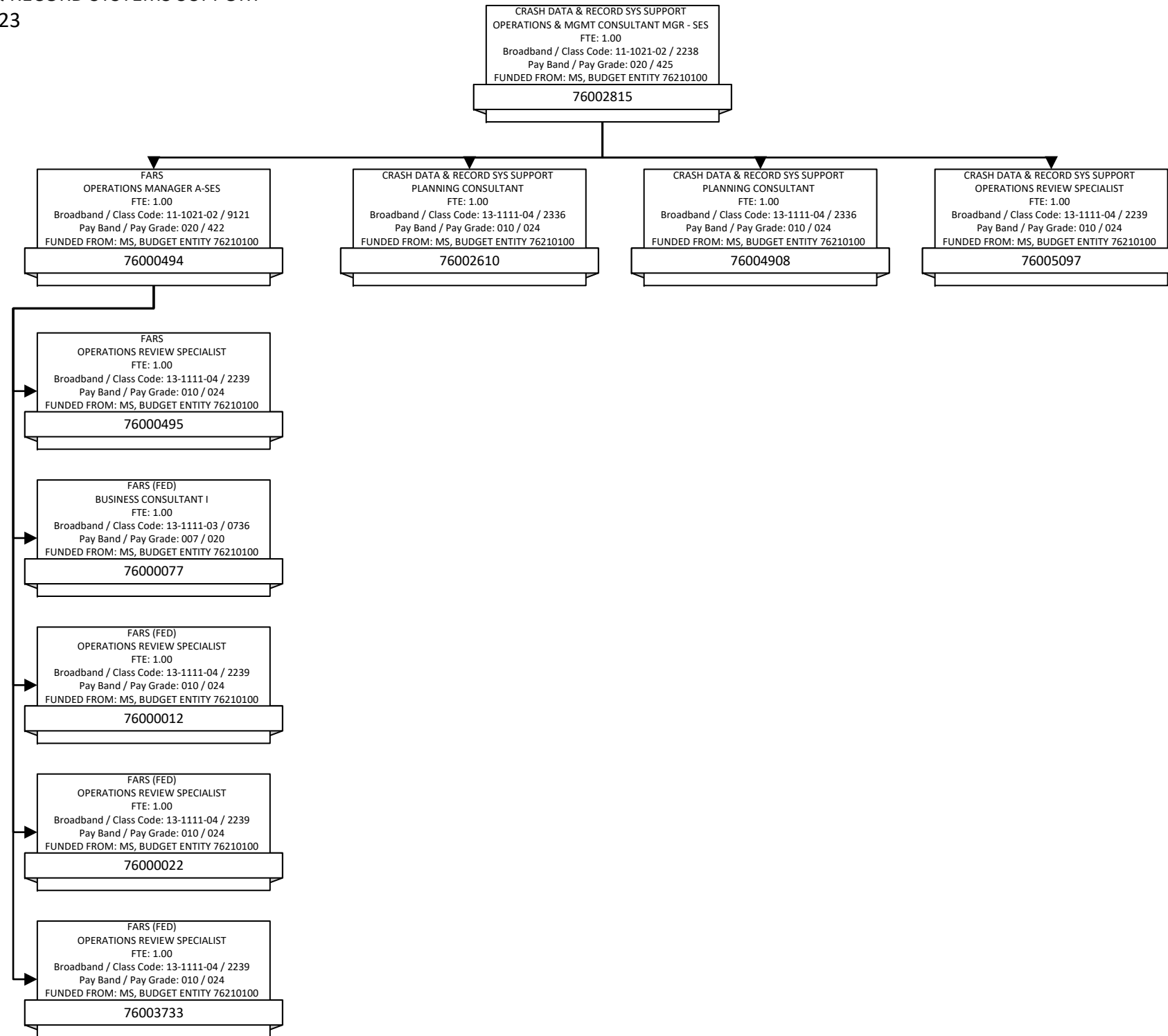
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF RECORDS/PUBLIC RECORDS  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 35.5



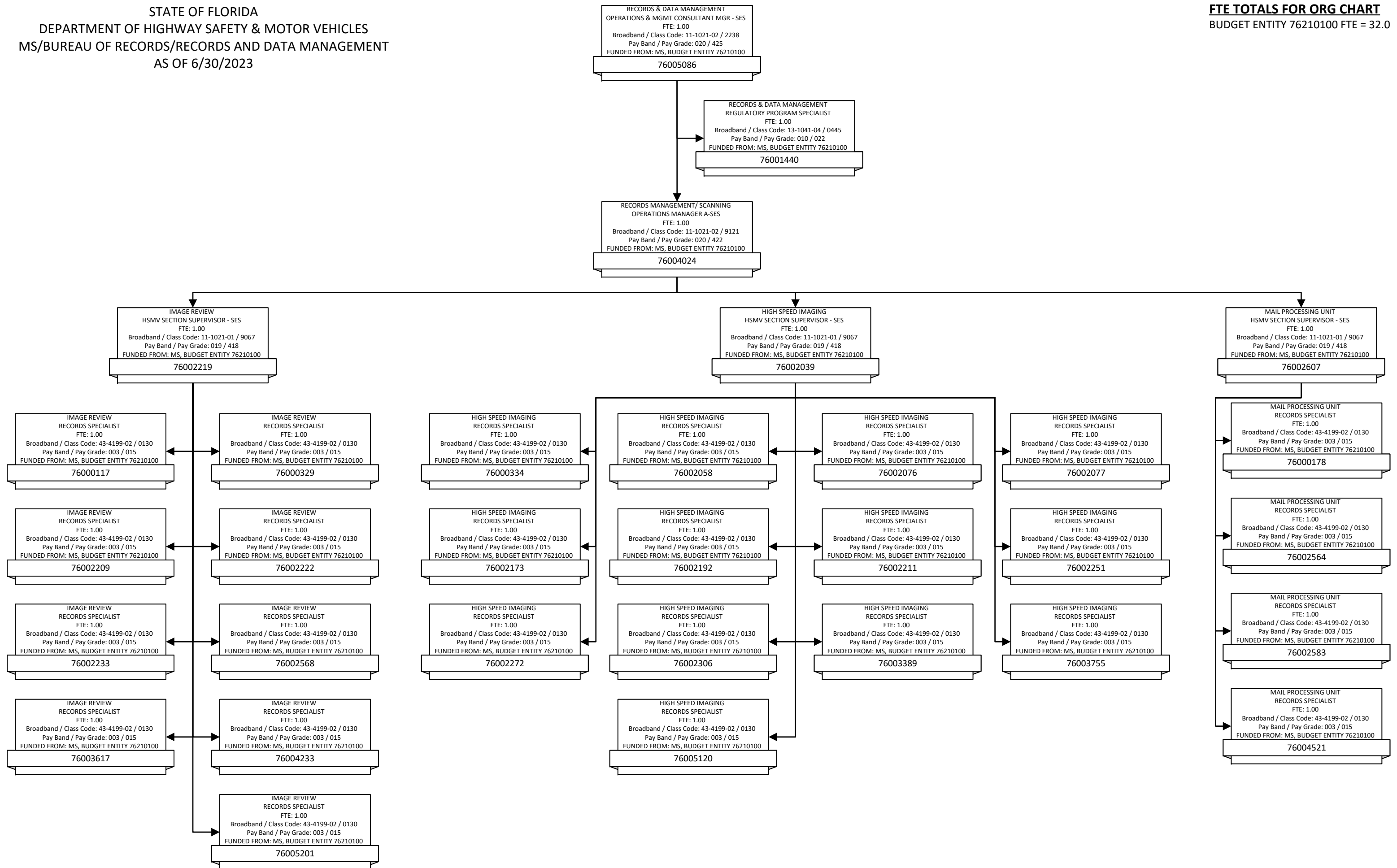
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
MS/BUREAU OF RECORDS/CRASH DATA & RECORD SYSTEMS SUPPORT  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76210100 FTE = 10.0



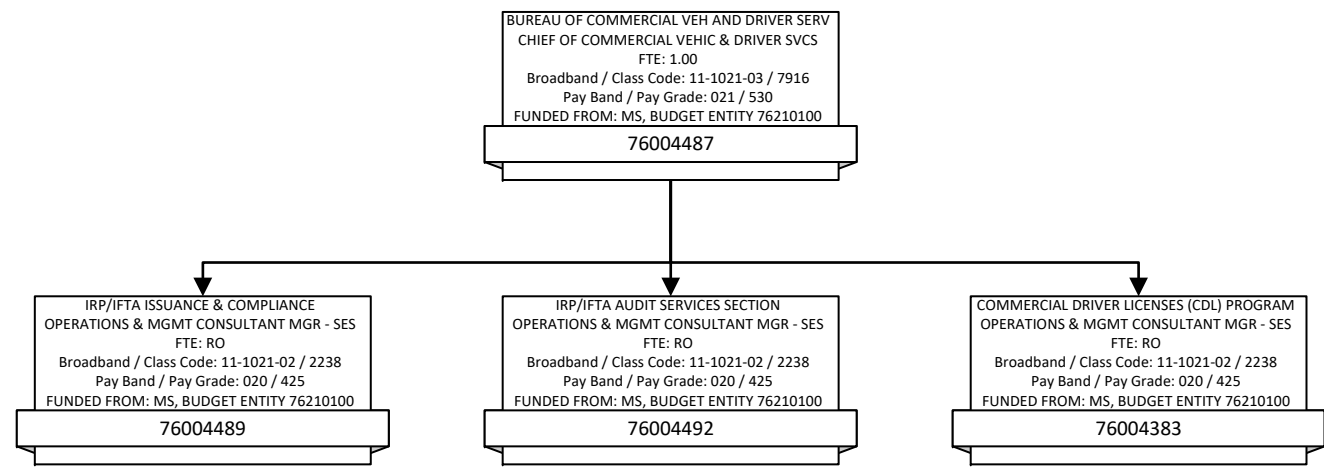
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF RECORDS/RECORDS AND DATA MANAGEMENT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 32.0



STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
MS/BUREAU OF COMMERCIAL VEHICLE & DRIVER SERVICES  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76210100 FTE = 1.0  
RO = REFER TO OTHER CHART

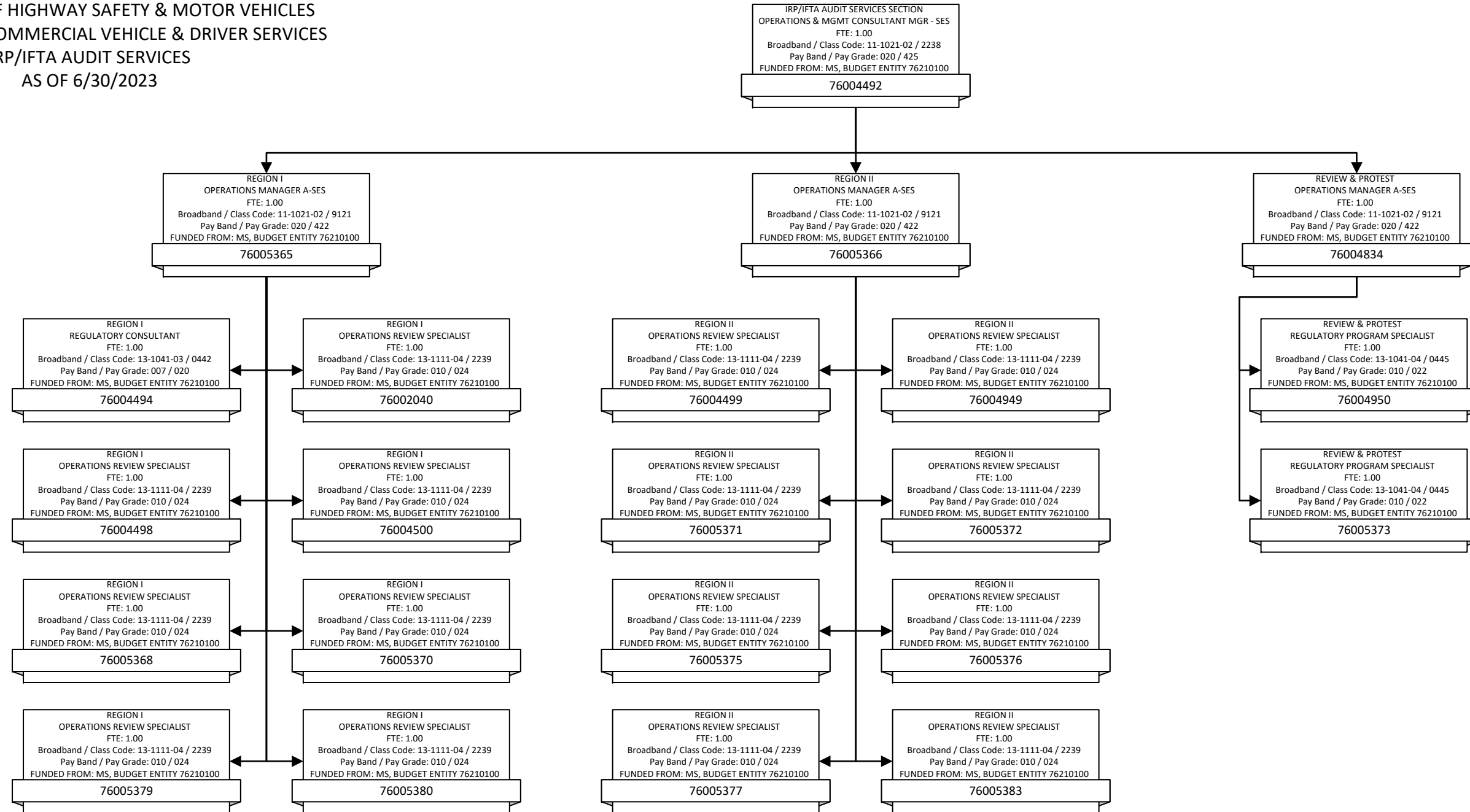






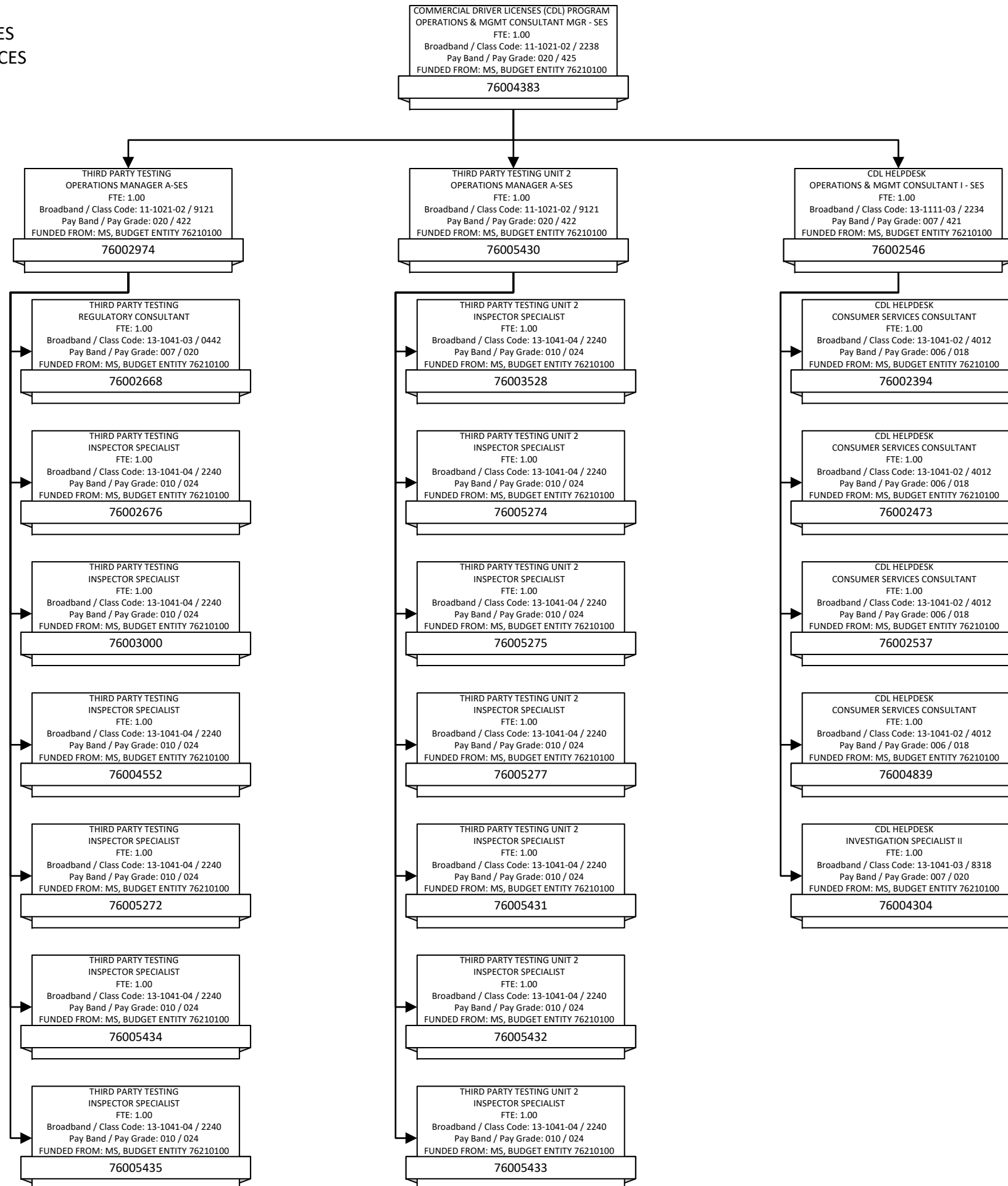
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
MS/BUREAU OF COMMERCIAL VEHICLE & DRIVER SERVICES  
IRP/IFTA AUDIT SERVICES  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76210100 FTE = 22.0



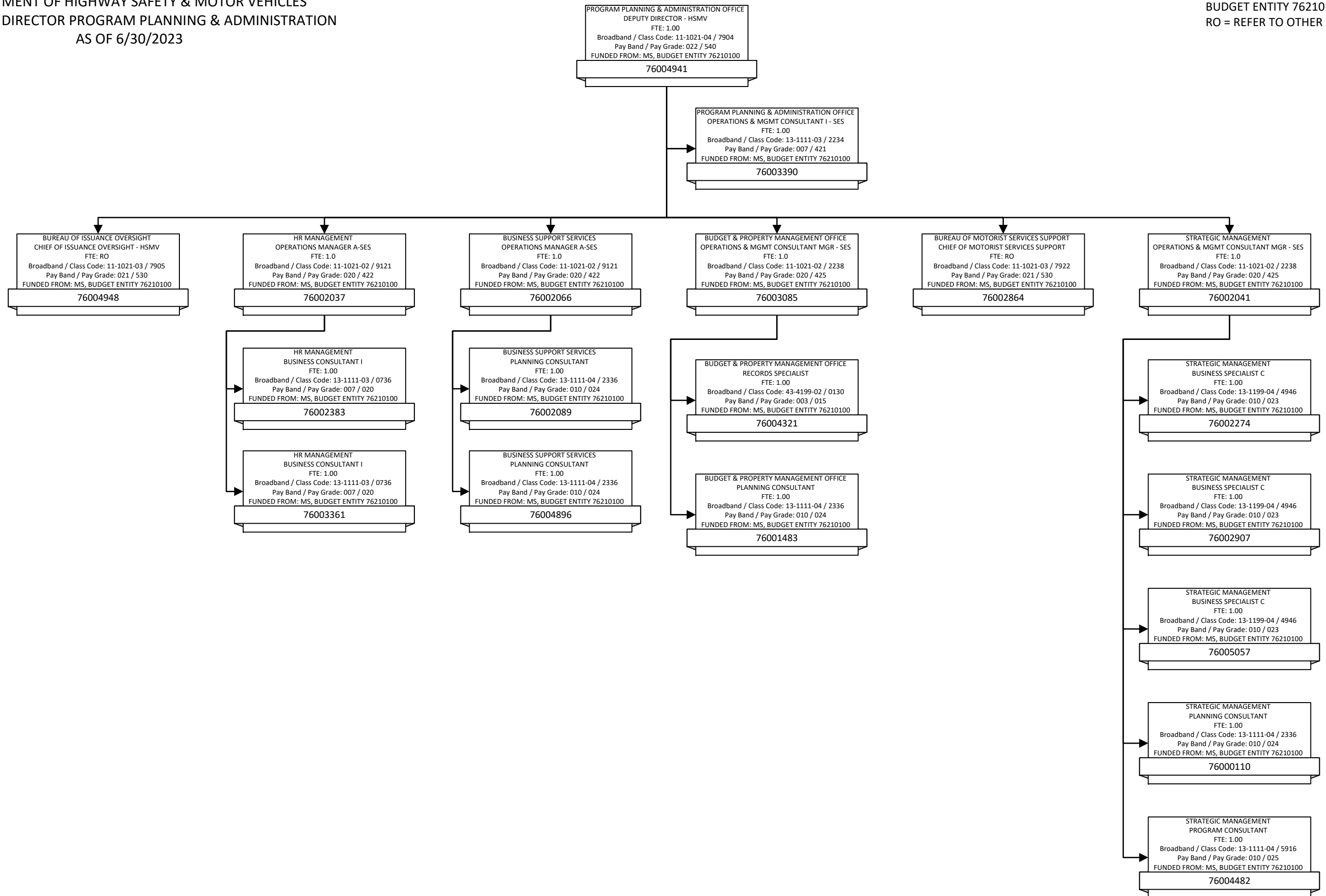
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
MS/BUREAU OF COMMERCIAL VEHICLE & DRIVER SERVICES  
COMMERCIAL DRIVER LICENSES (CDL) PROGRAMS  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76210100 FTE = 23.0



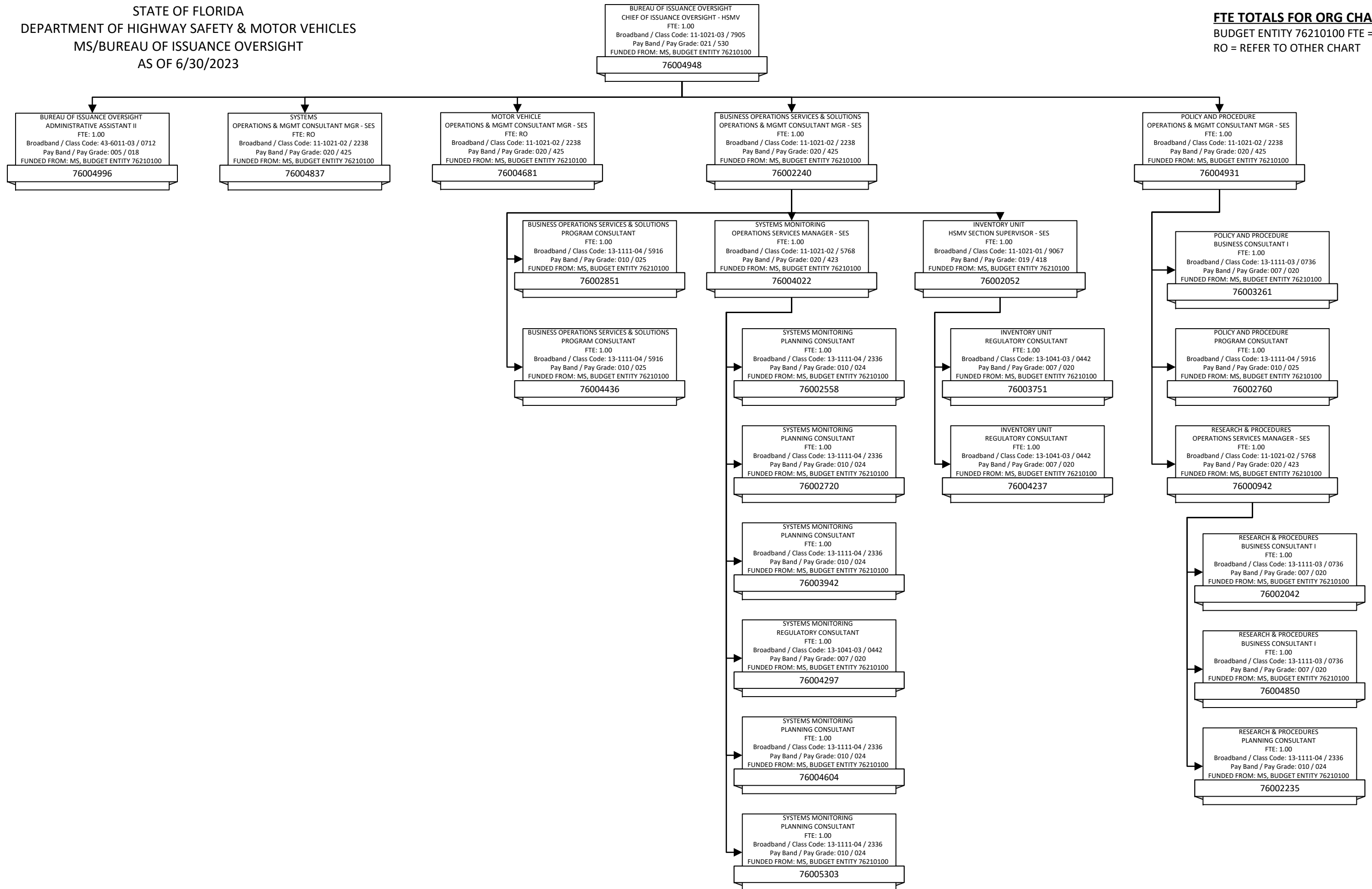
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/DEPUTY DIRECTOR PROGRAM PLANNING & ADMINISTRATION  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 17.0  
 RO = REFER TO OTHER CHART



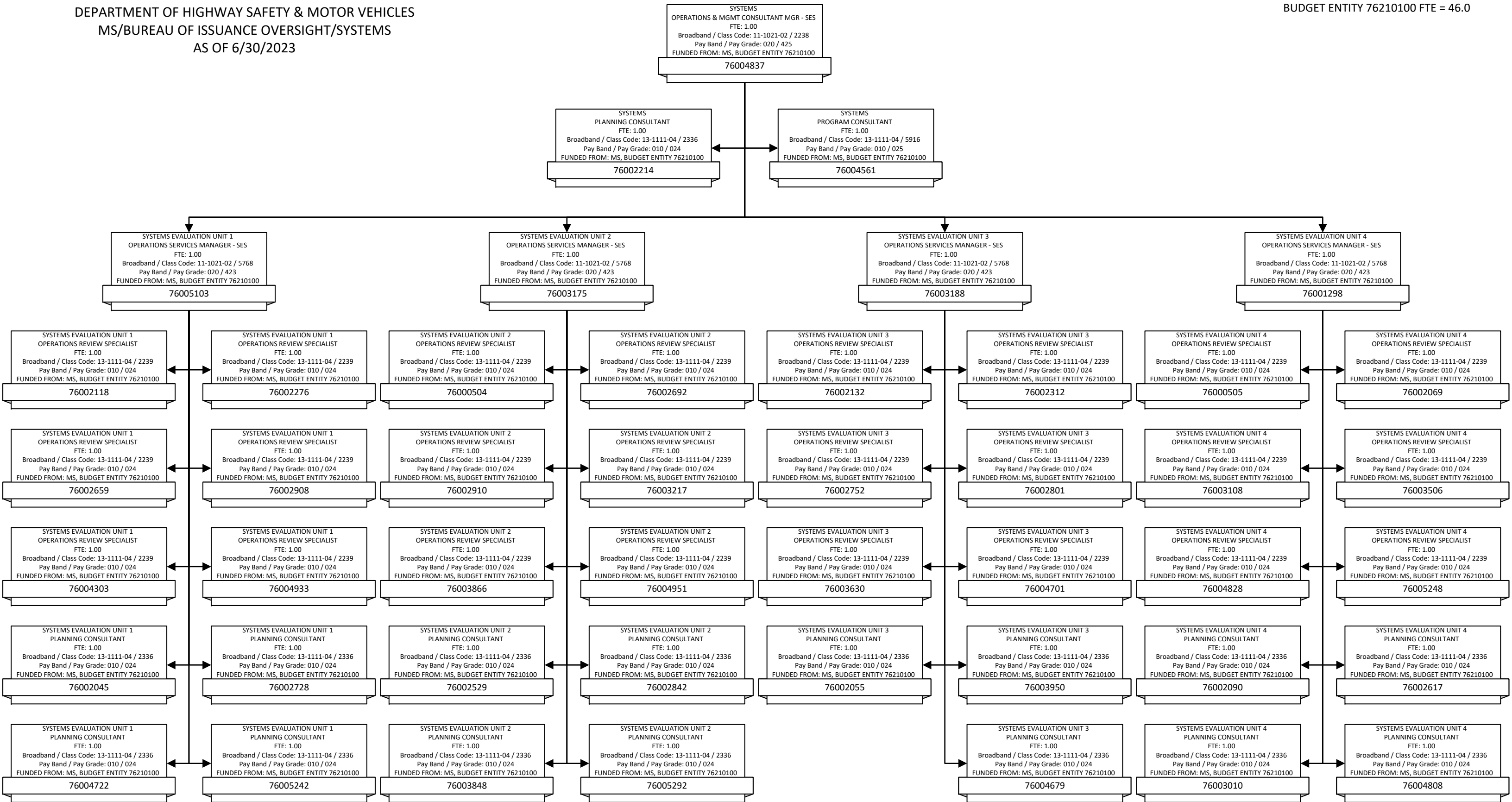
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
MS/BUREAU OF ISSUANCE OVERSIGHT  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76210100 FTE = 22.0  
RO = REFER TO OTHER CHART



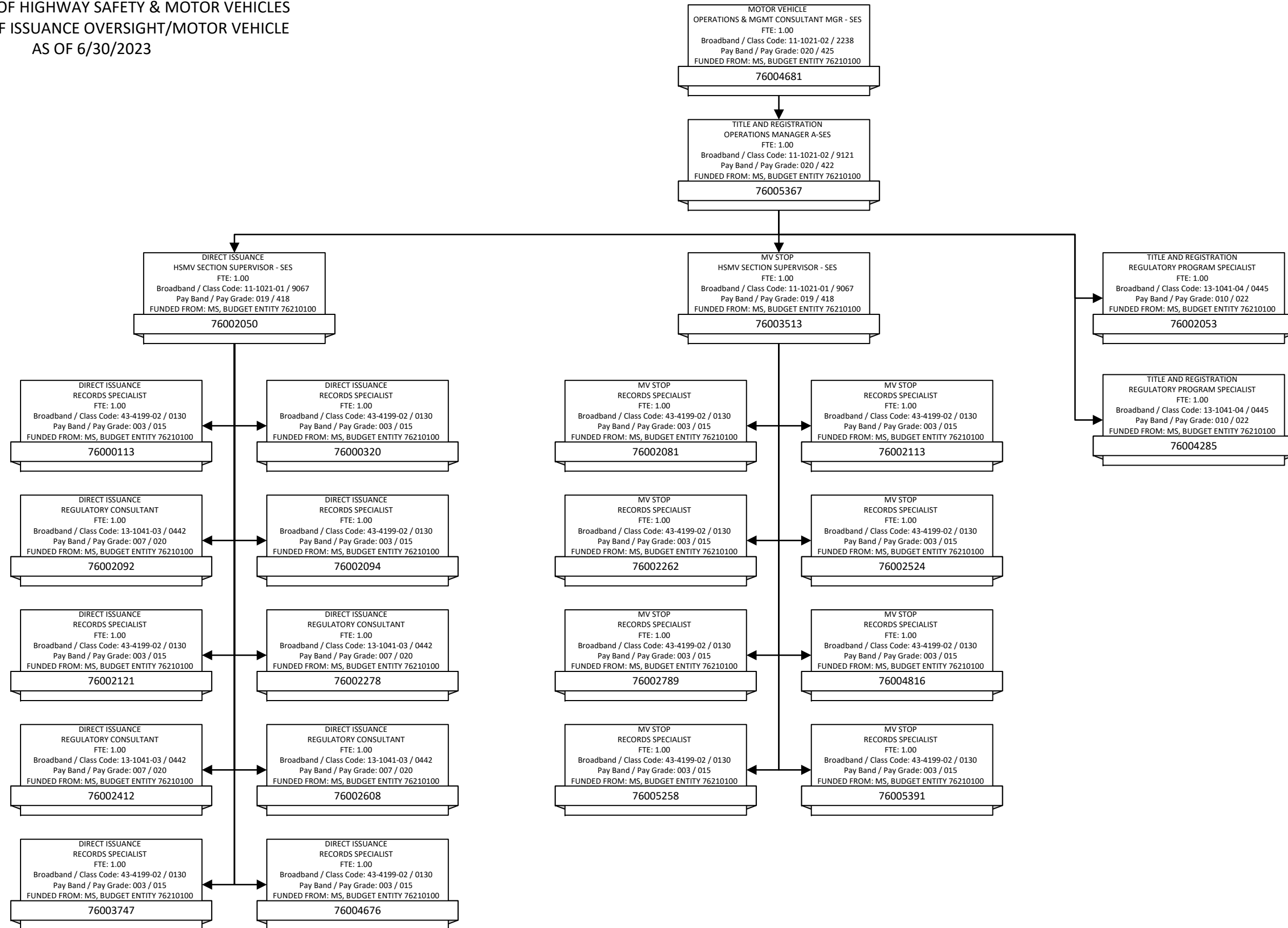
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF ISSUANCE OVERSIGHT/SYSTEMS  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 46.0



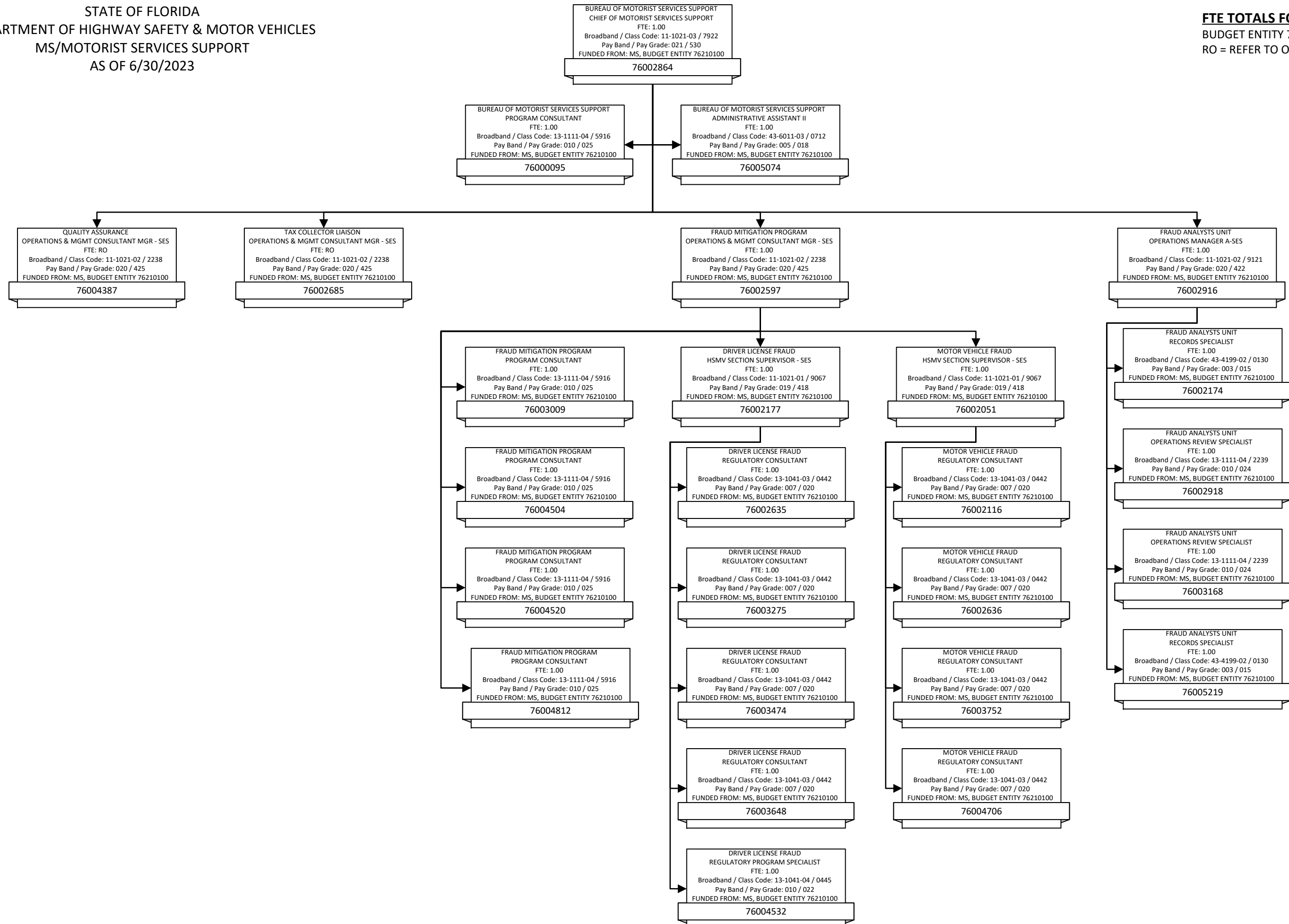
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF ISSUANCE OVERSIGHT/MOTOR VEHICLE  
 AS OF 6/30/2023

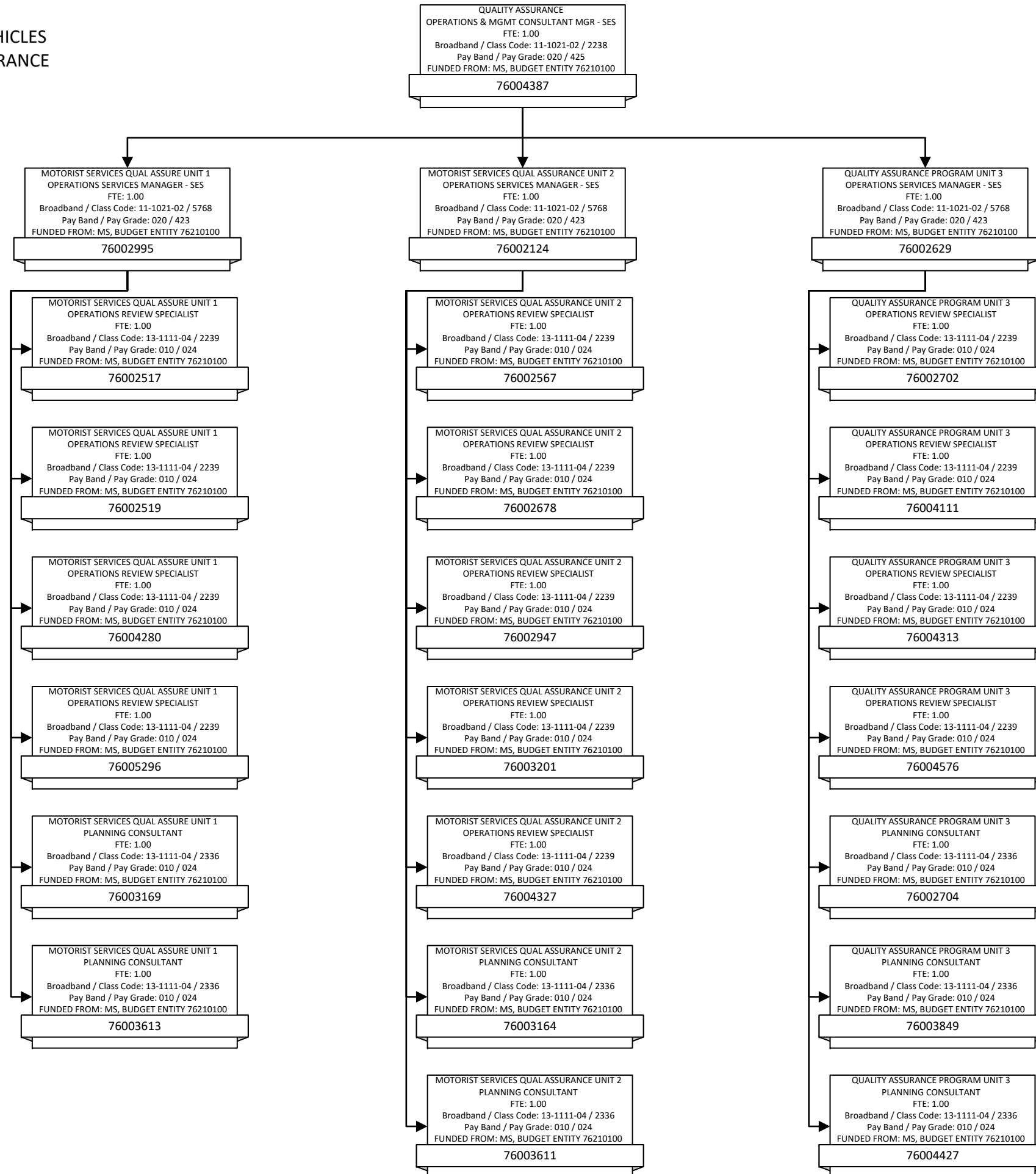
FTE TOTALS FOR ORG CHART  
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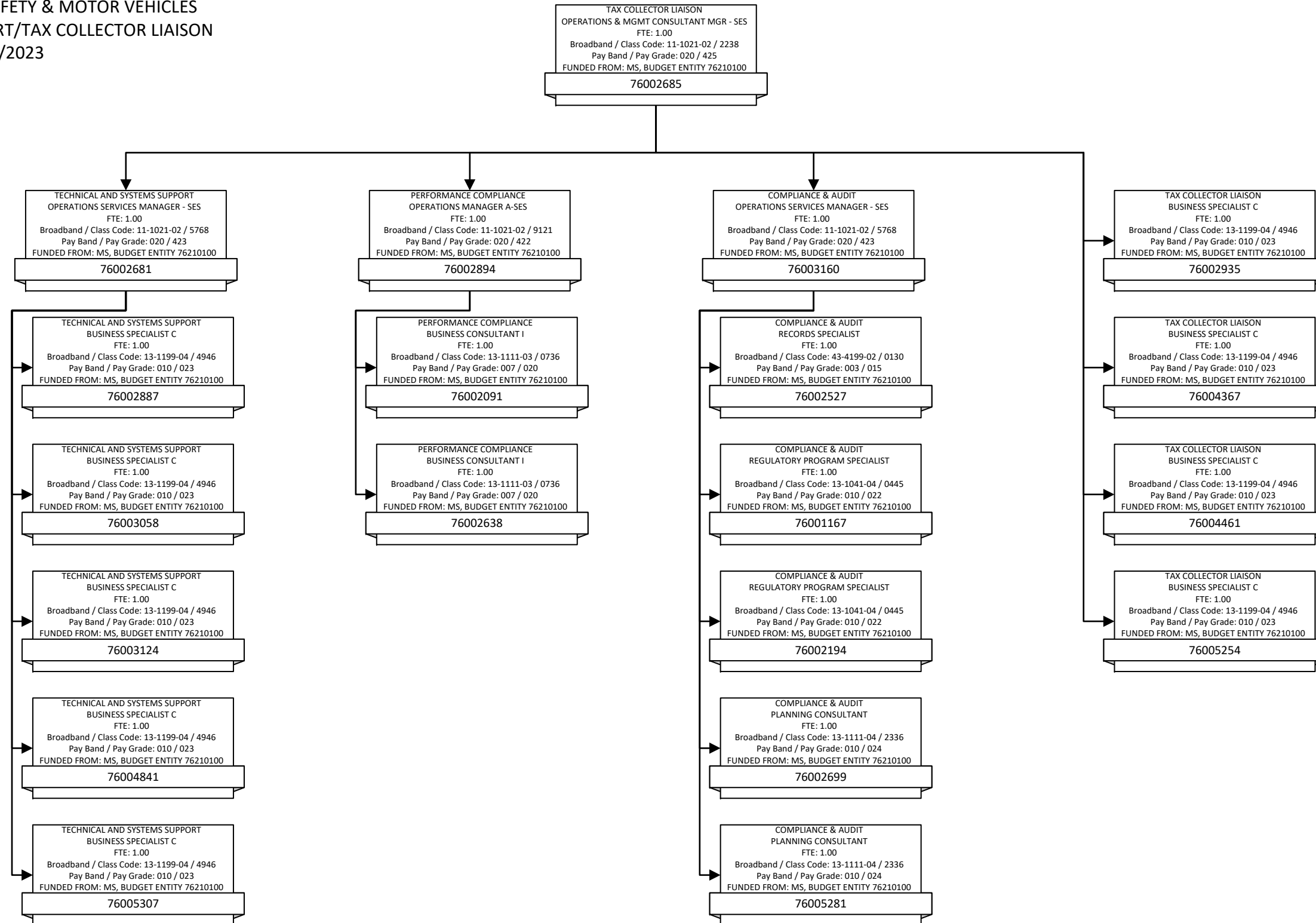
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/MOTORIST SERVICES SUPPORT  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 24.0  
 RO = REFER TO OTHER CHART



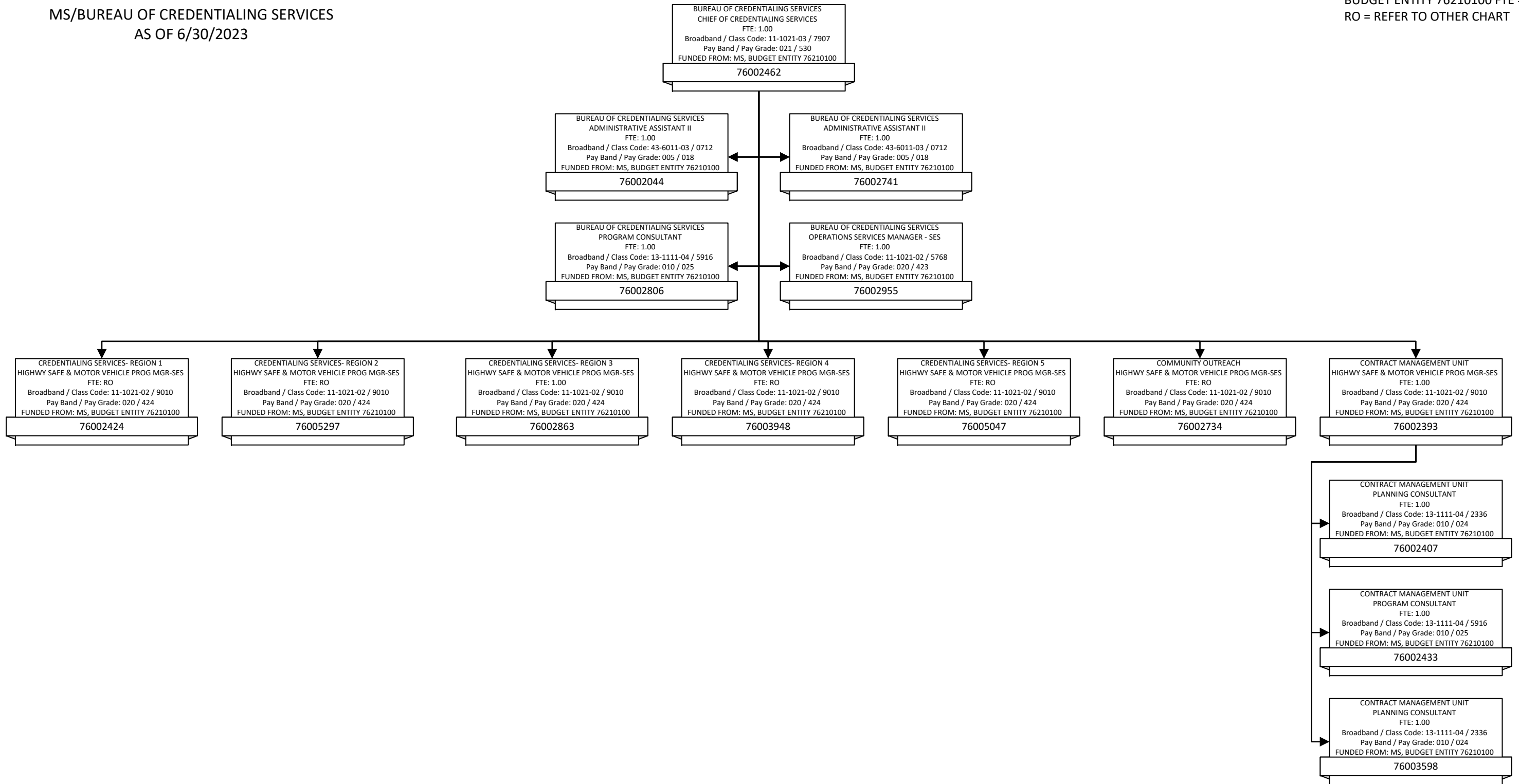






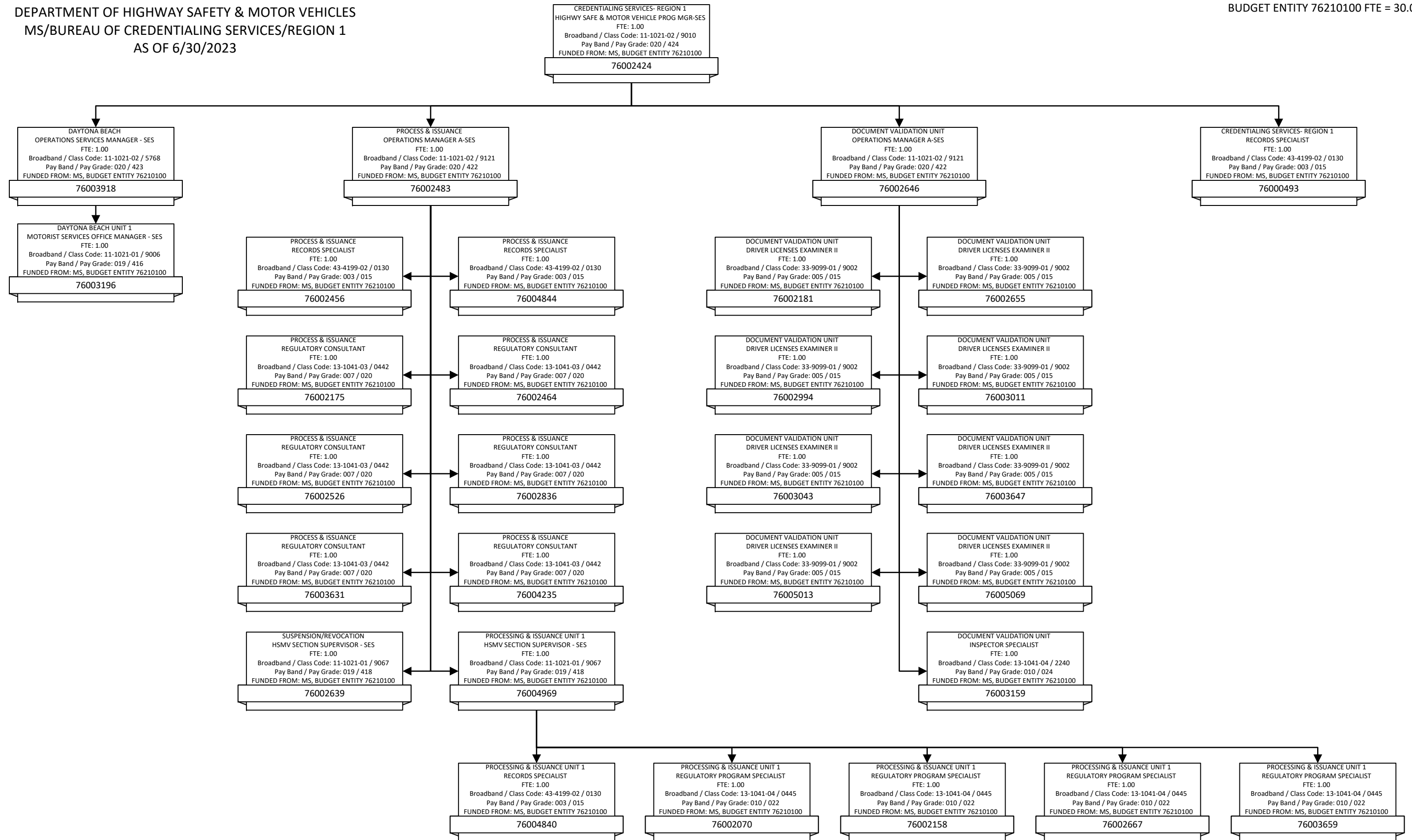
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CREDENTIALING SERVICES  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 10.0  
 RO = REFER TO OTHER CHART



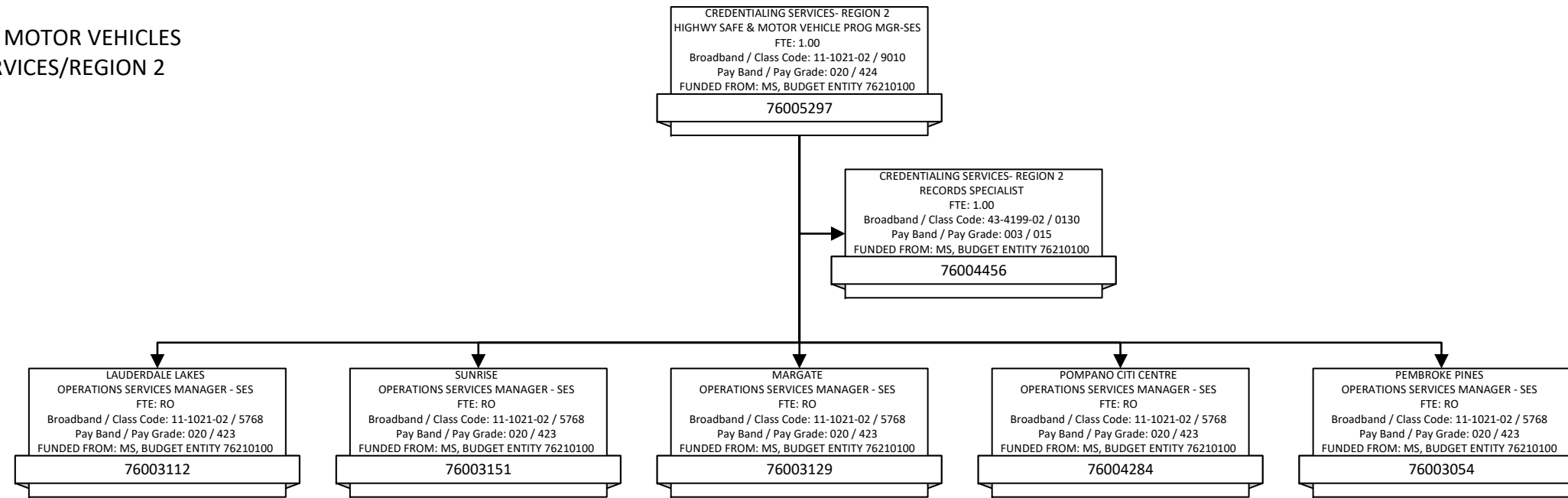
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CREDENTIALING SERVICES/REGION 1  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 30.0



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CREDENTIALING SERVICES/REGION 2  
 AS OF 6/30/2023

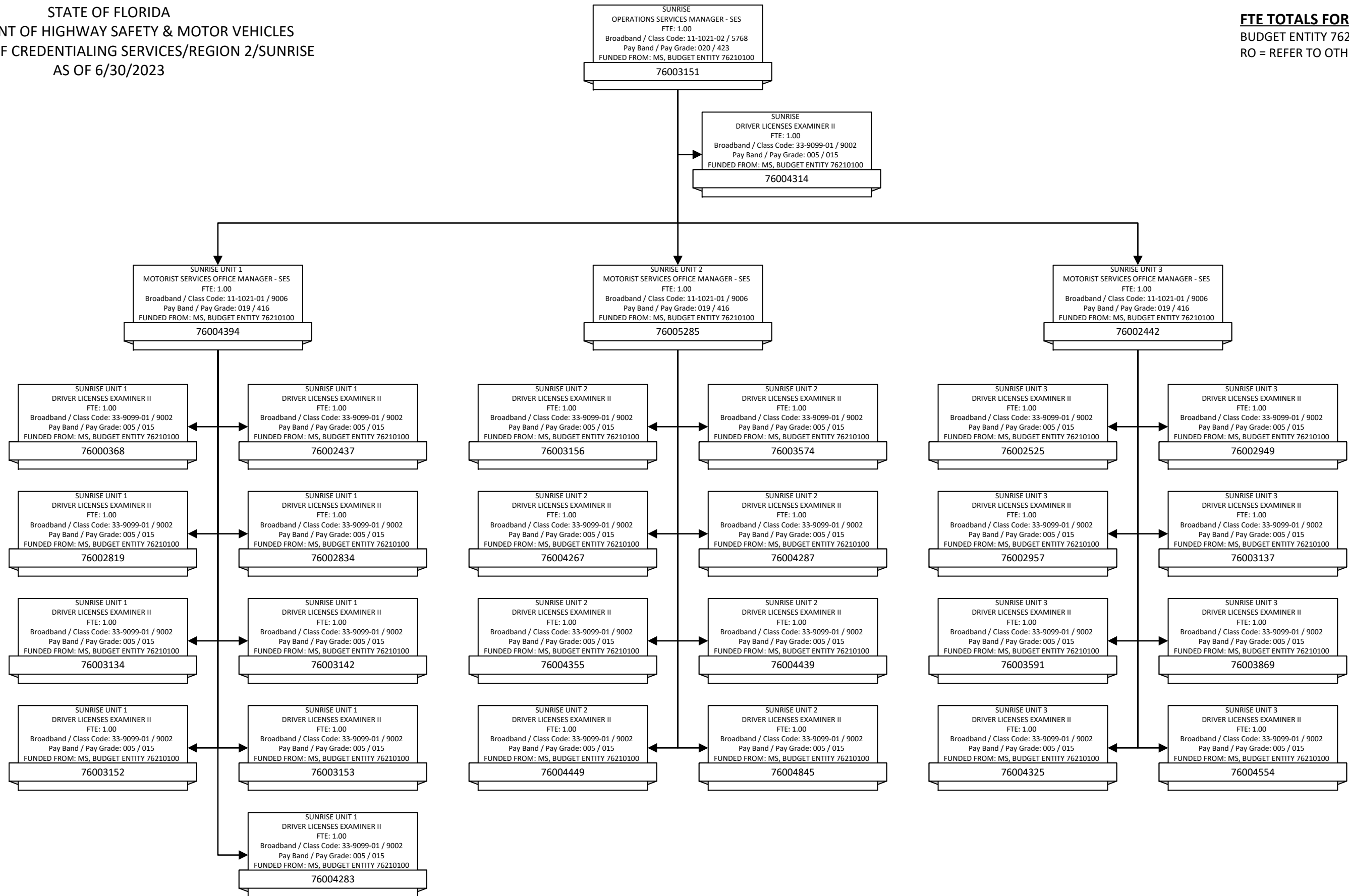
**FTE TOTALS FOR ORG CHART**  
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 RO = REFER TO OTHER CHART

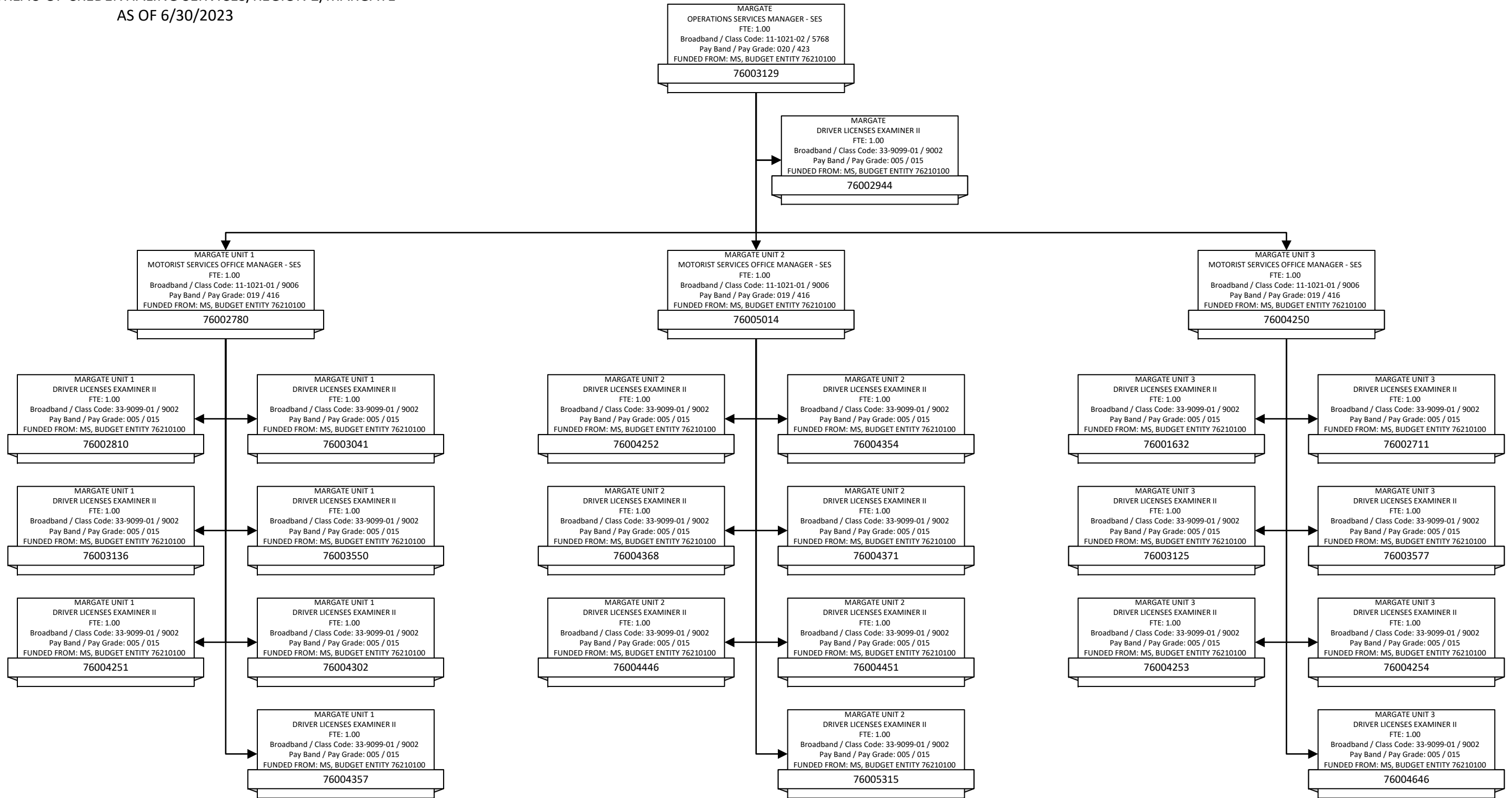


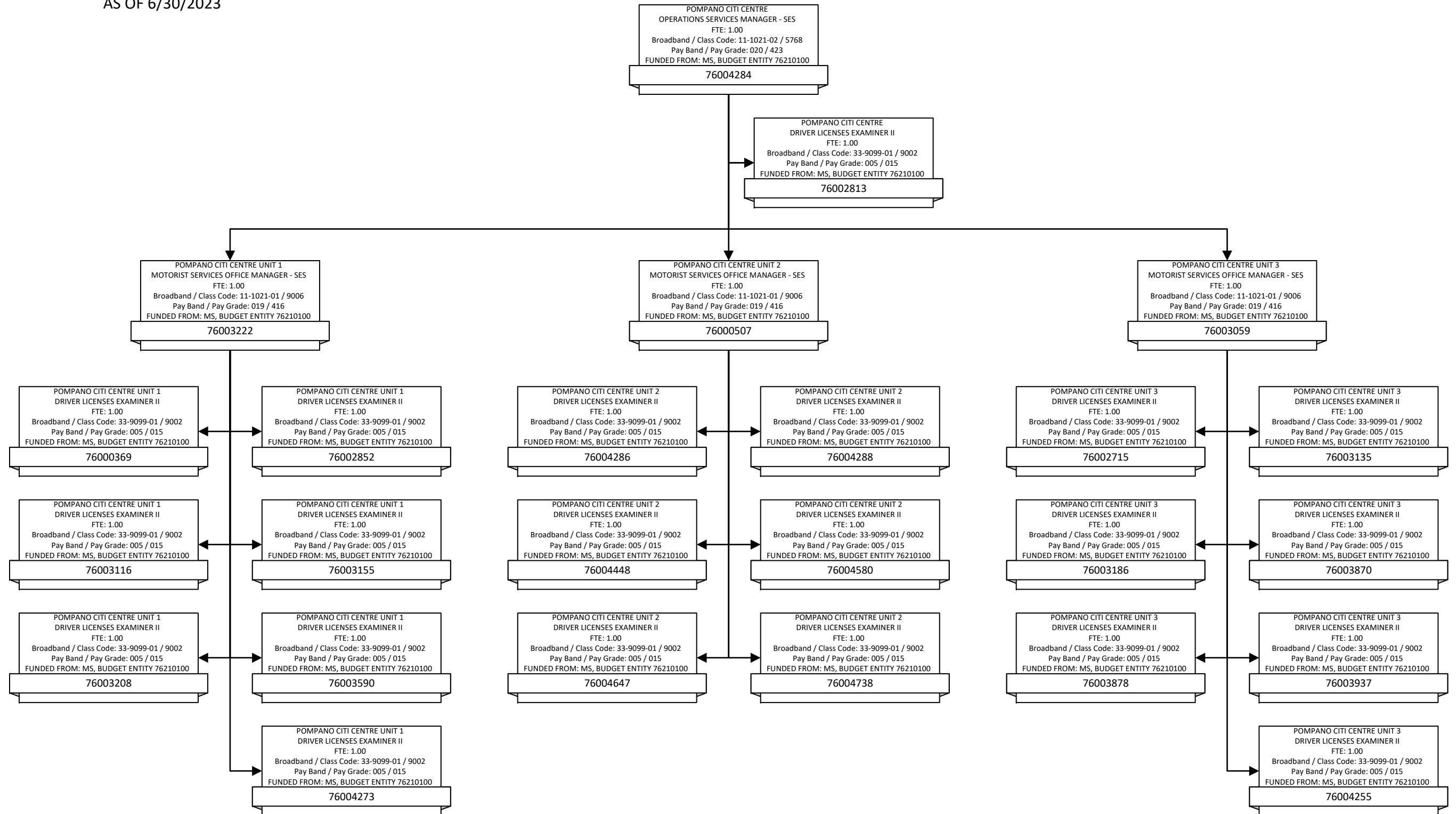


STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CREDENTIALING SERVICES/REGION 2/SUNRISE  
 AS OF 6/30/2023

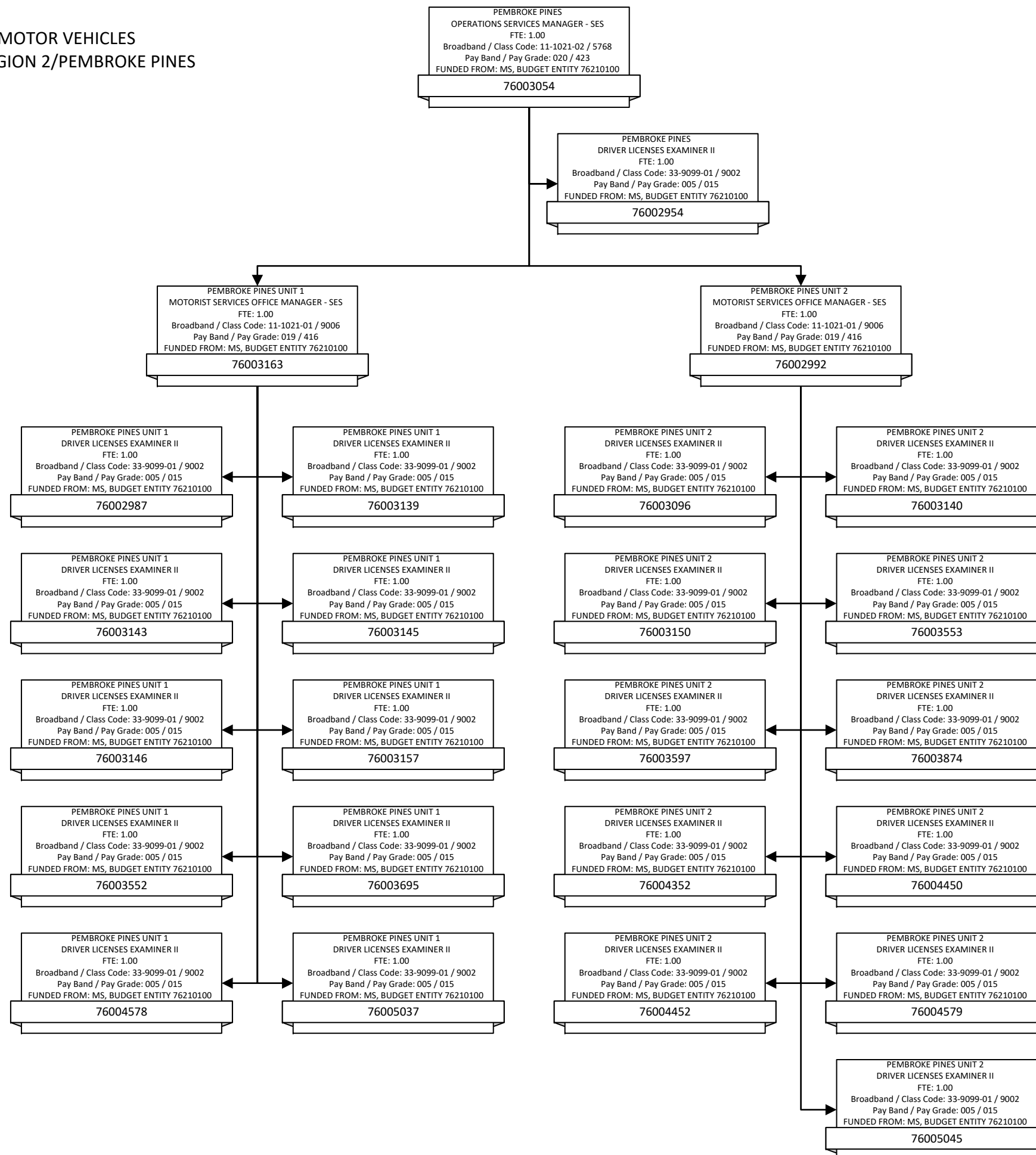
**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 30.0  
 RO = REFER TO OTHER CHART





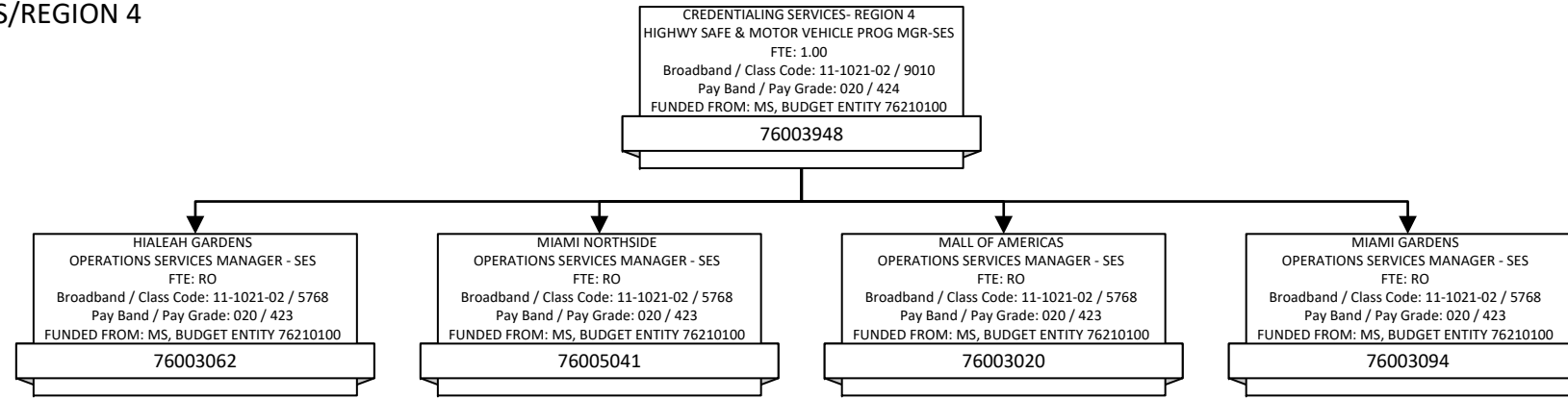






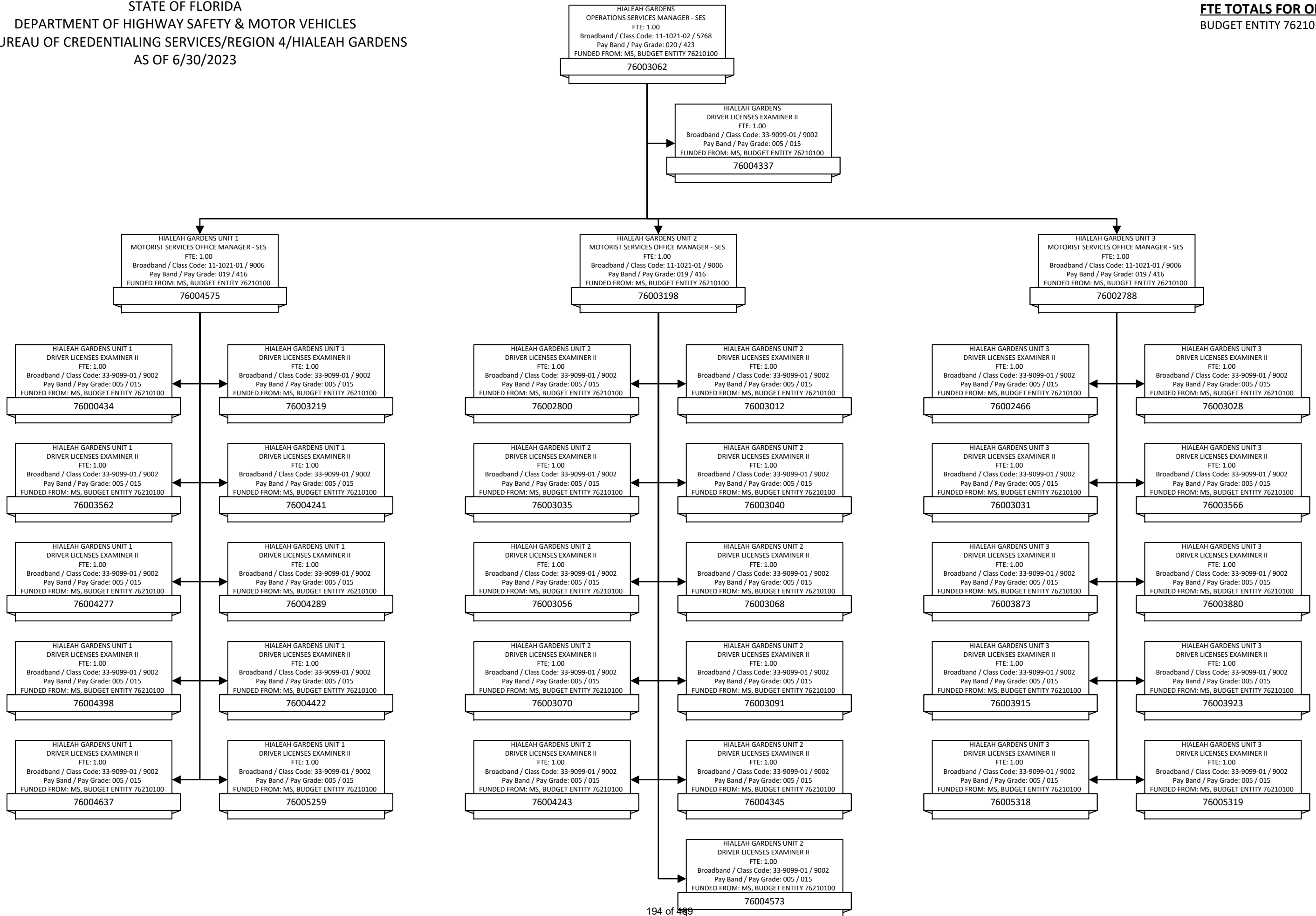
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CREDENTIALING SERVICES/REGION 4  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 1.0  
 RO = REFER TO OTHER CHART



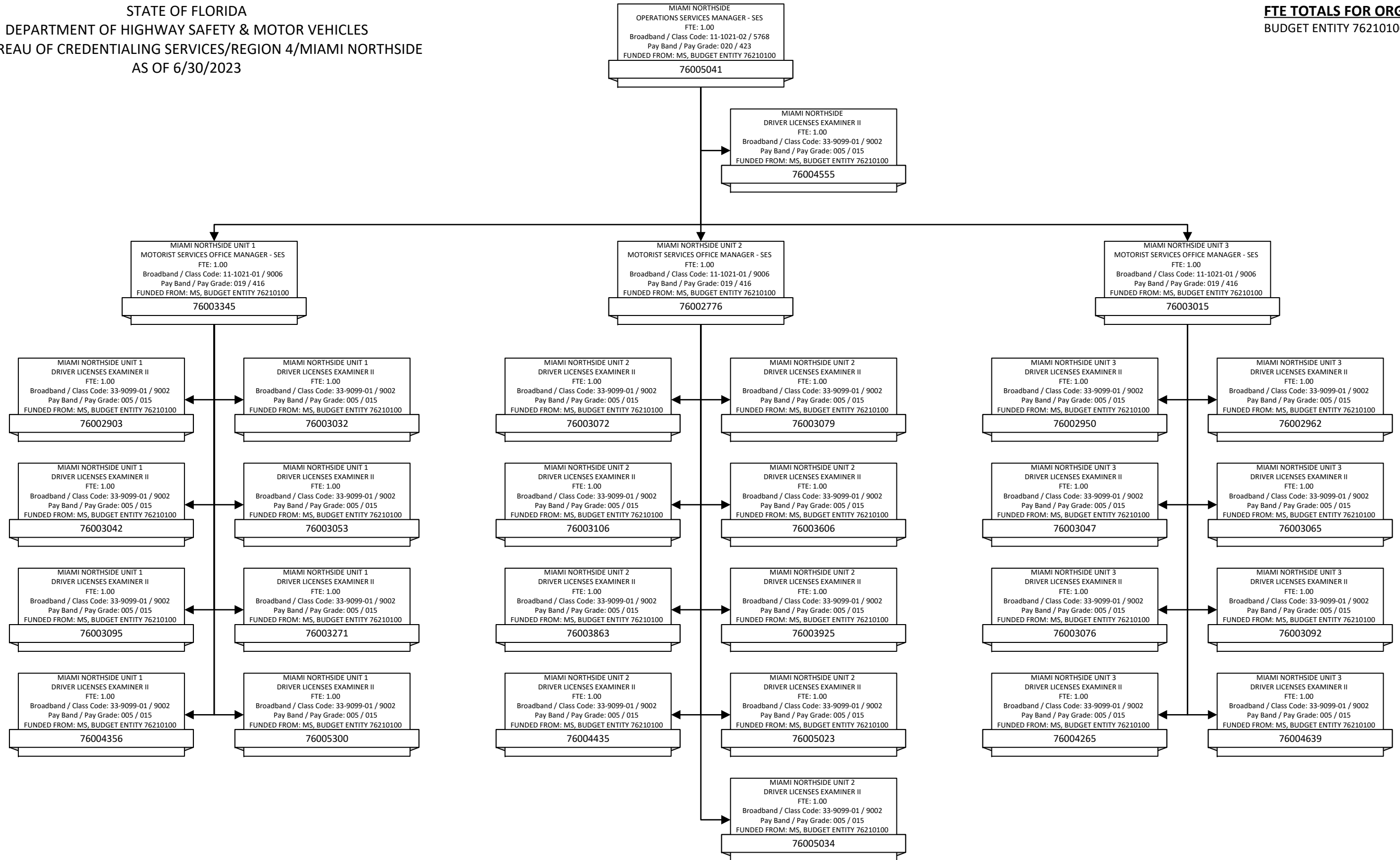
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
MS/BUREAU OF CREDENTIALING SERVICES/REGION 4/HIALEAH GARDENS  
AS OF 6/30/2023

FTE TOTALS FOR ORG CHART  
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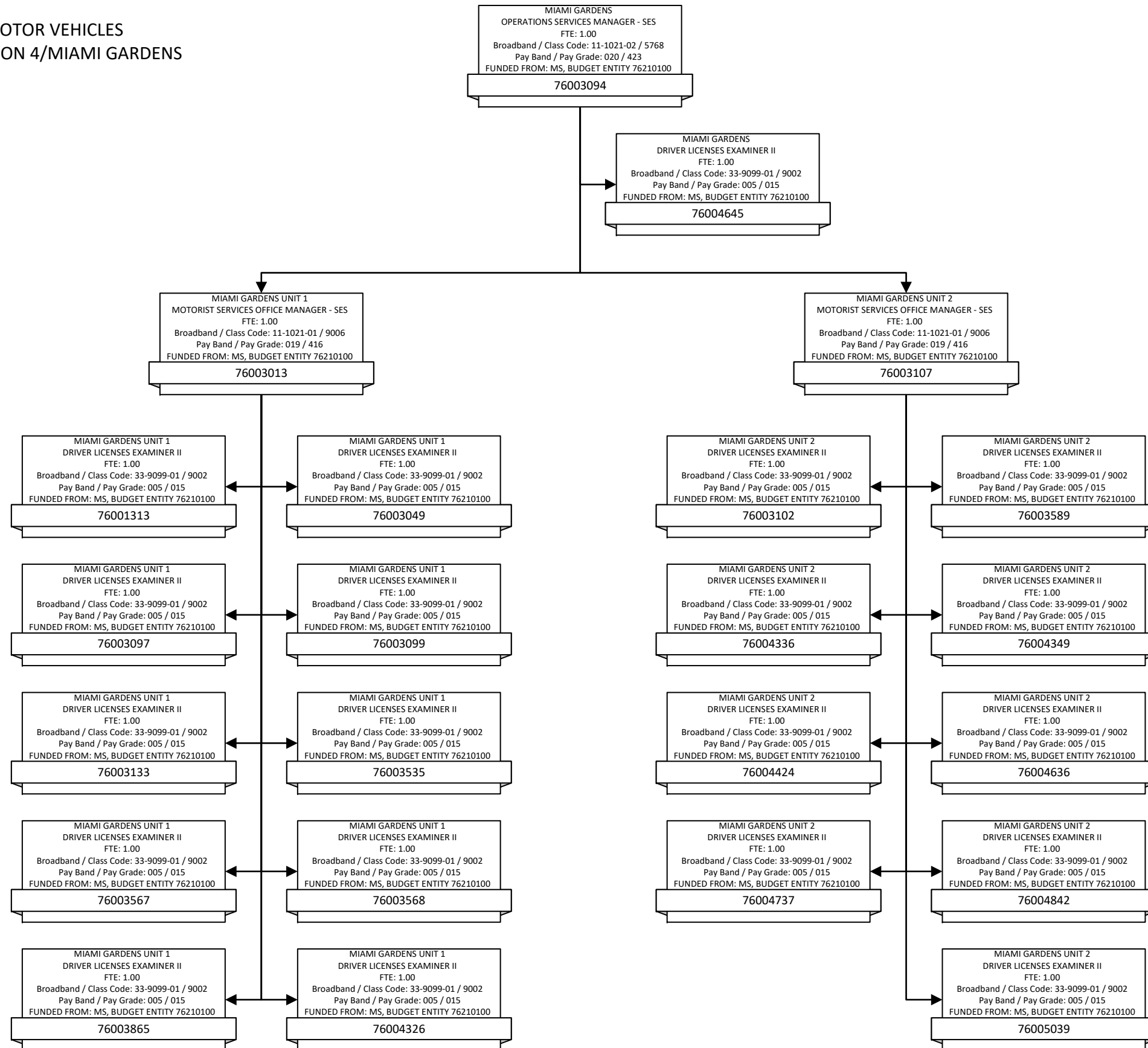


STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
MS/BUREAU OF CREDENTIALING SERVICES/REGION 4/MIAMI NORTHSIDE  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76210100 FTE = 30.0

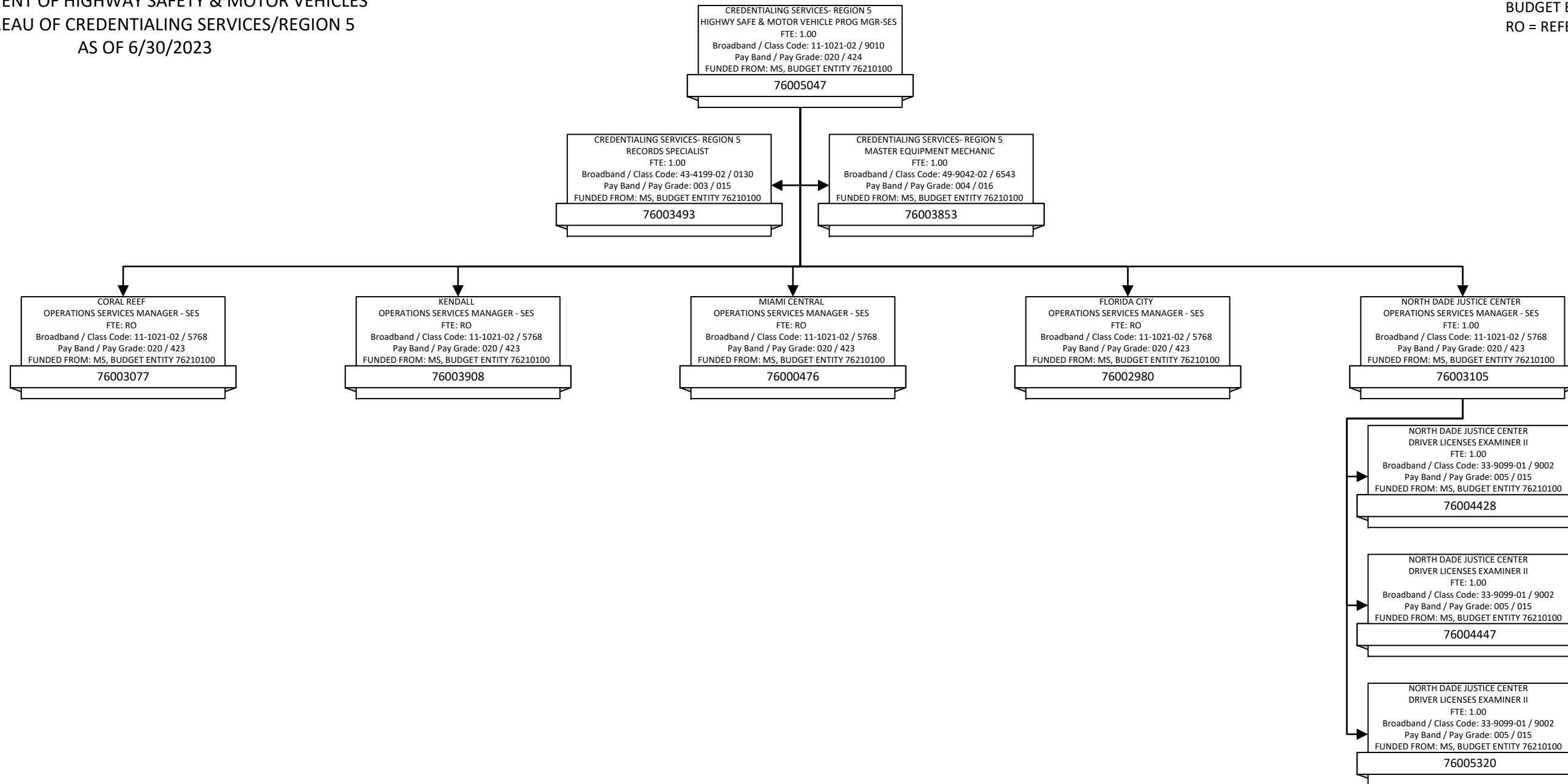


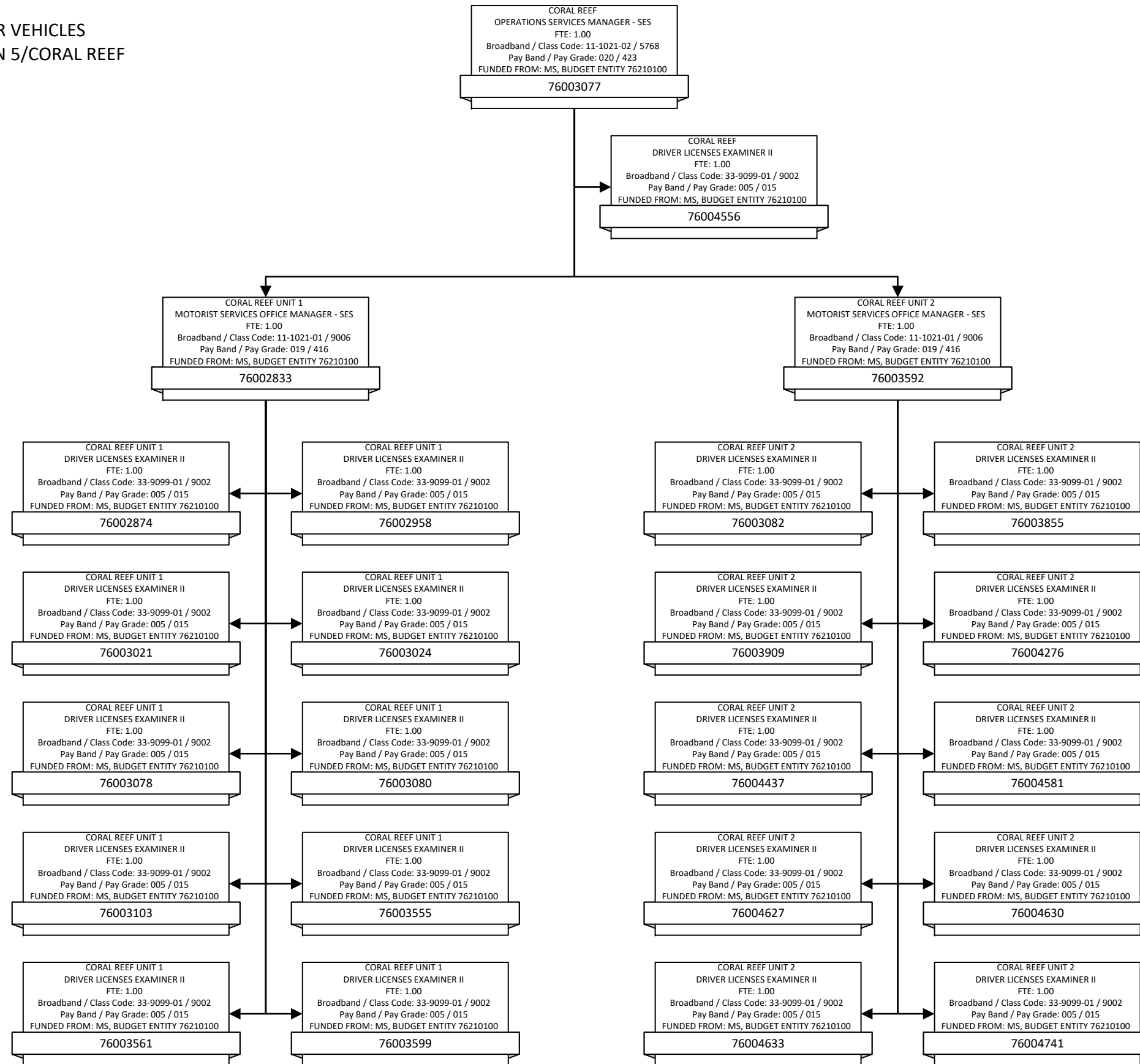




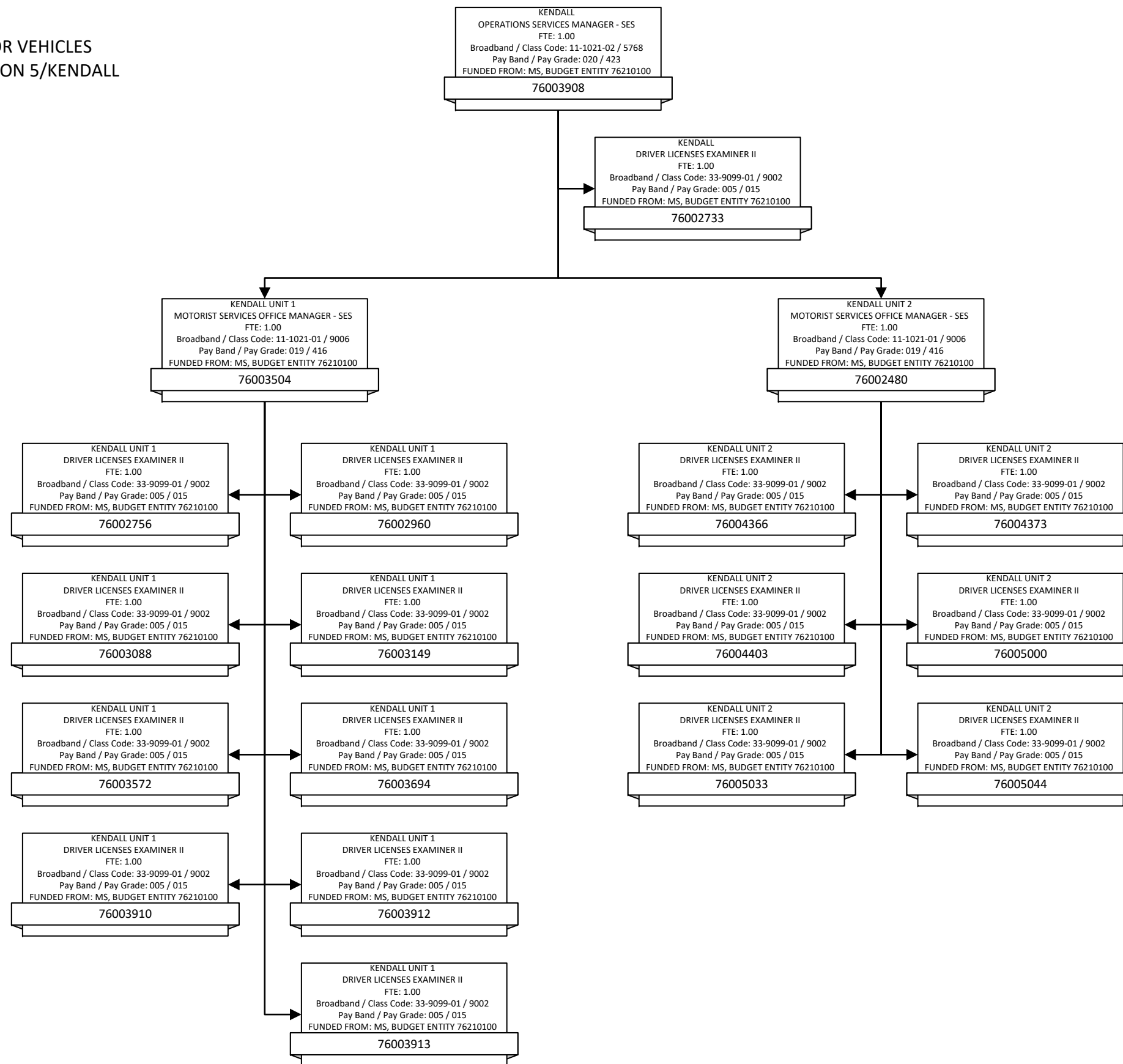
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CREDENTIALING SERVICES/REGION 5  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
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 RO = REFER TO OTHER CHART



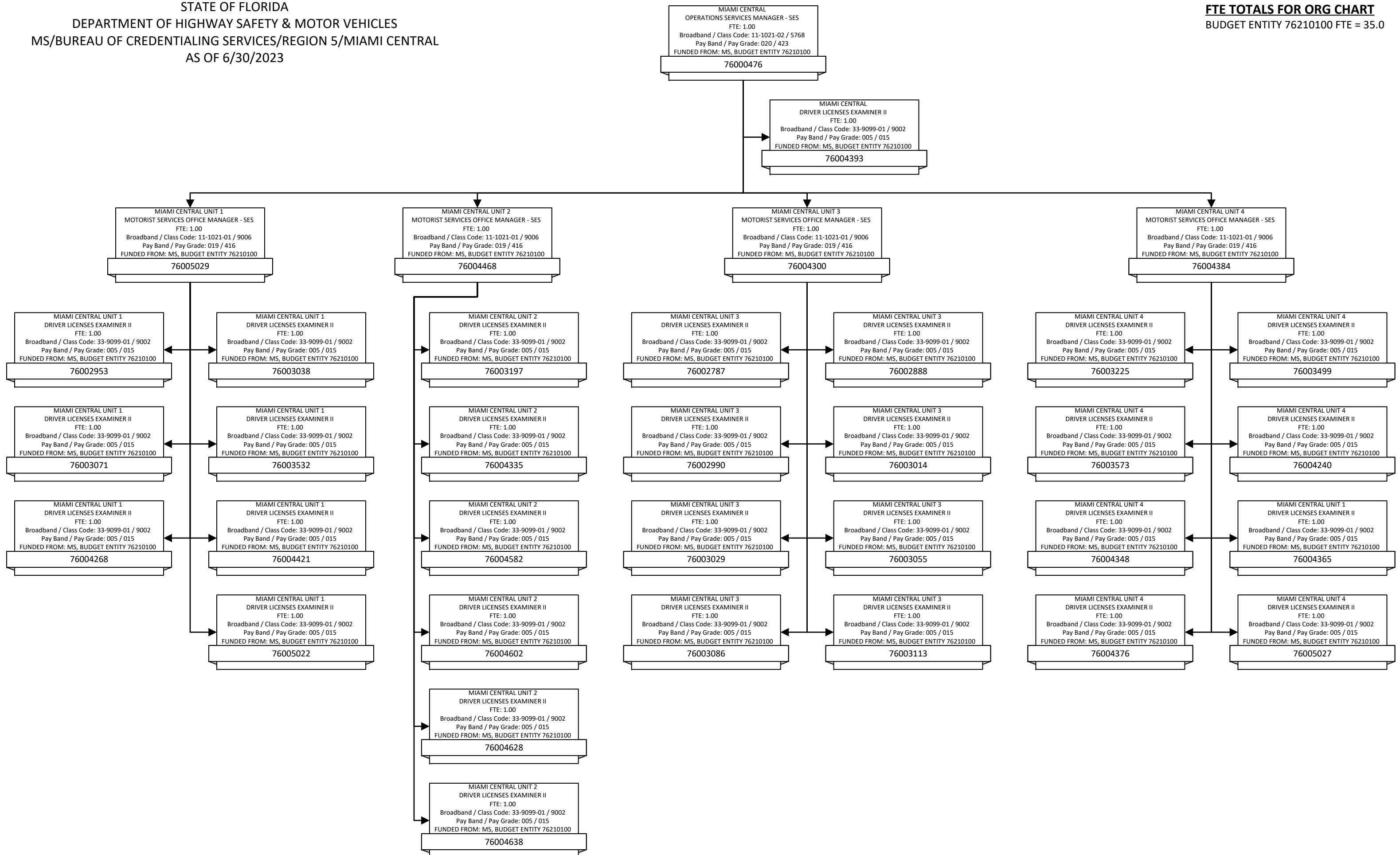






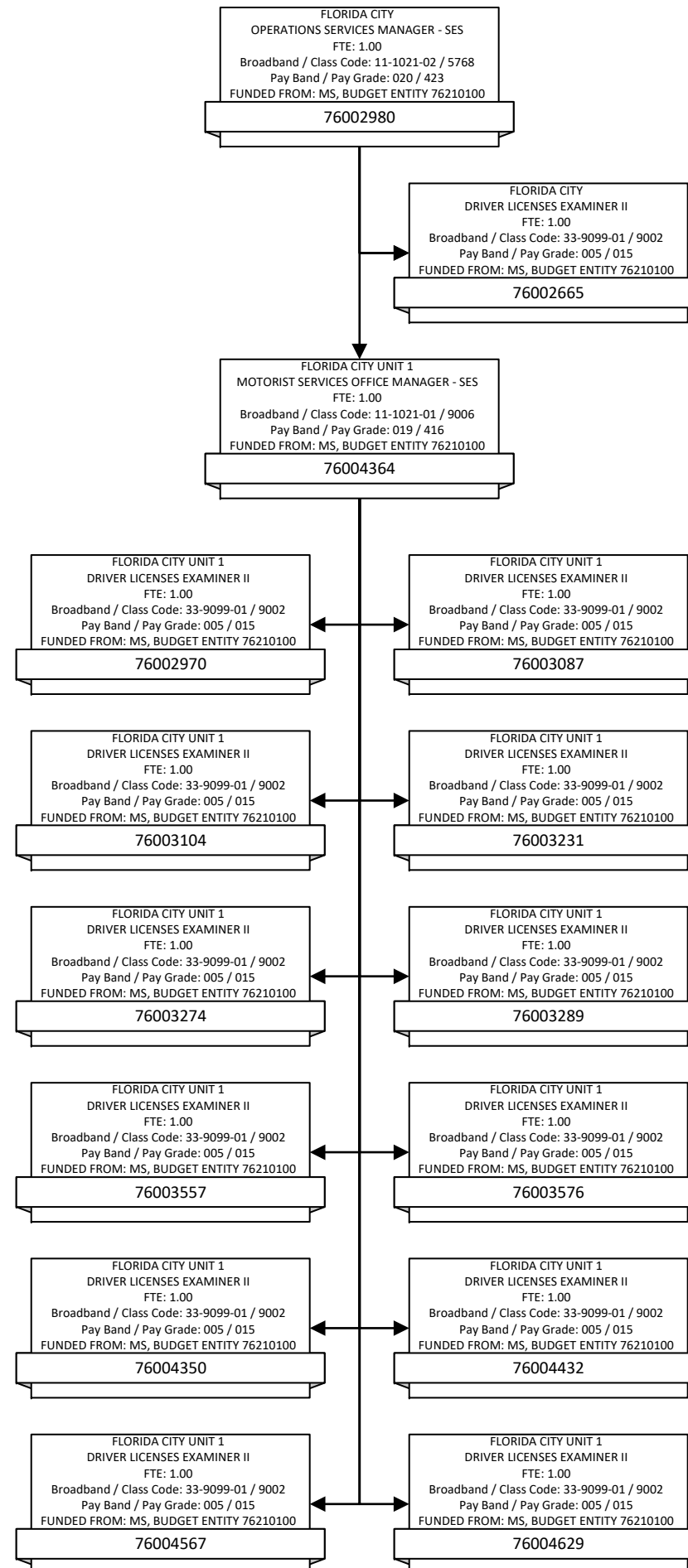
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CREDENTIALING SERVICES/REGION 5/MIAMI CENTRAL  
 AS OF 6/30/2023

FTE TOTALS FOR ORG CHART  
 BUDGET ENTITY 76210100 FTE = 35.0



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CREDENTIALING SERVICES/REGION 5/FLORIDA CITY  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
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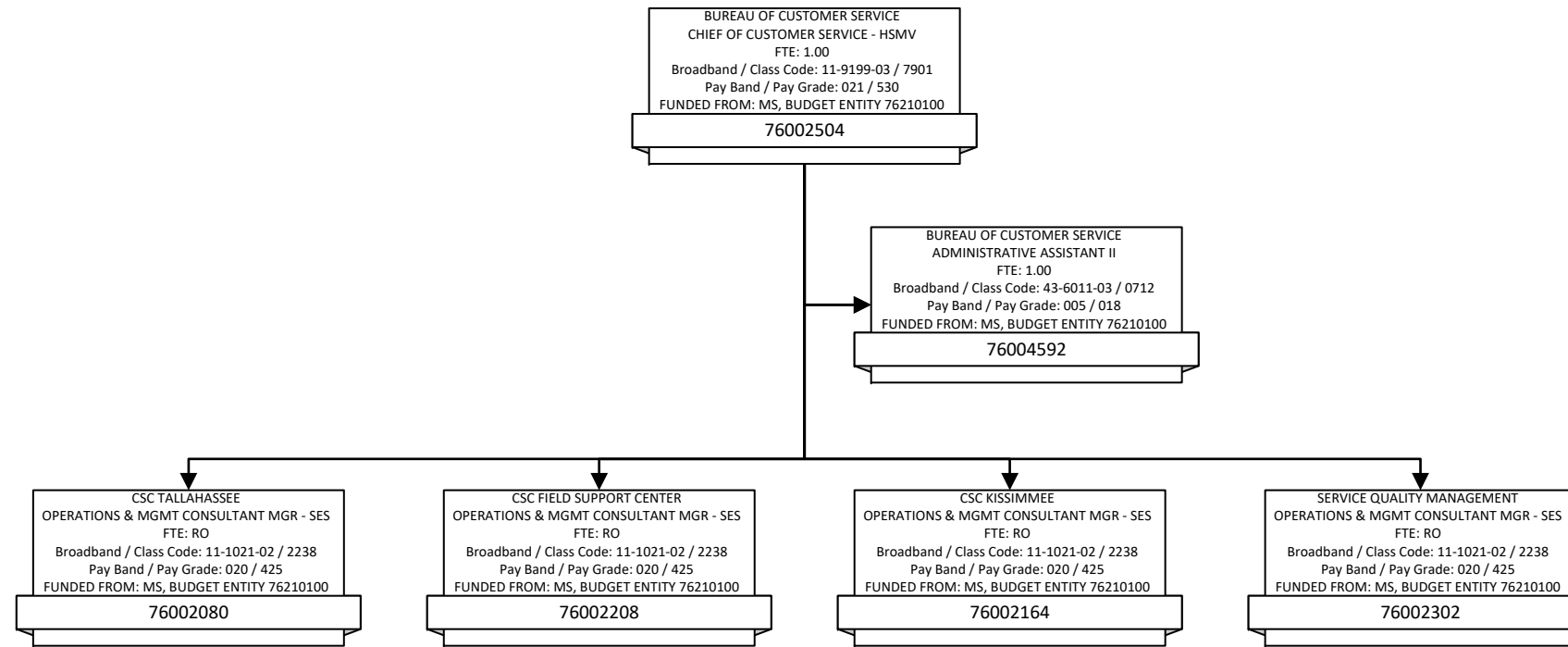
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CREDENTIALING SERVICES/COMMUNITY OUTREACH  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 25.0



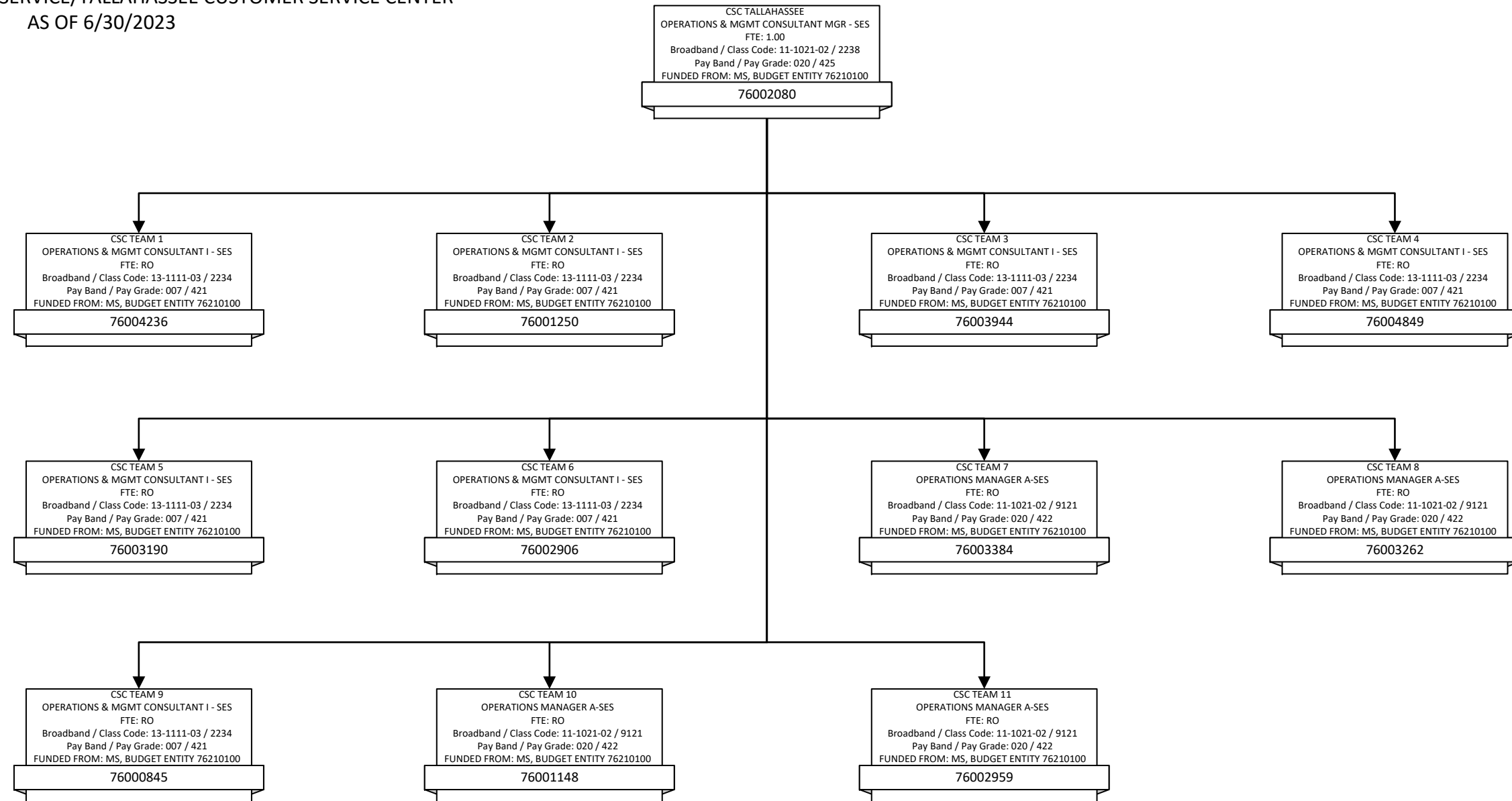
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CUSTOMER SERVICE  
 AS OF 6/30/2023

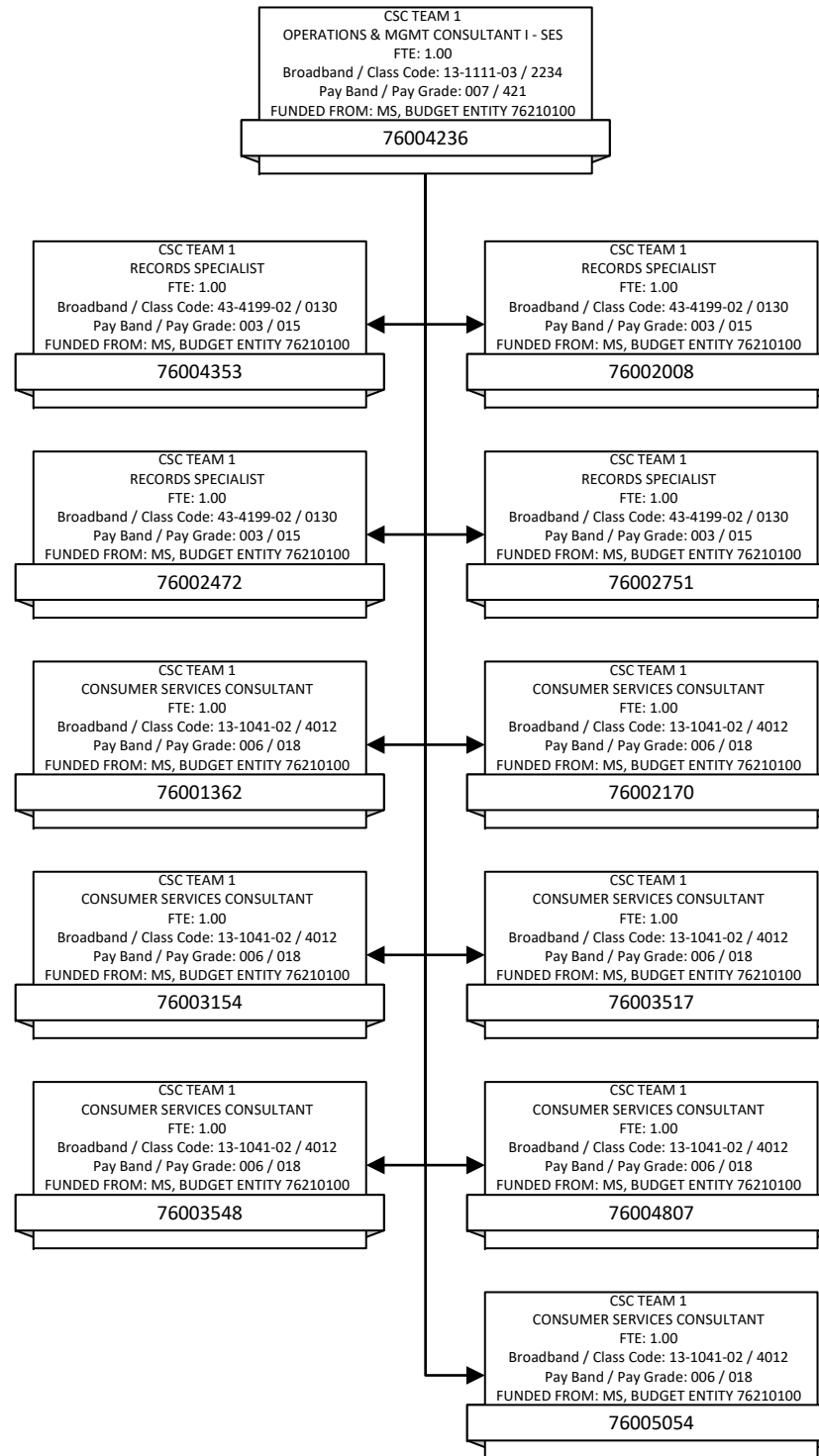
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 RO = REFER TO OTHER CHART

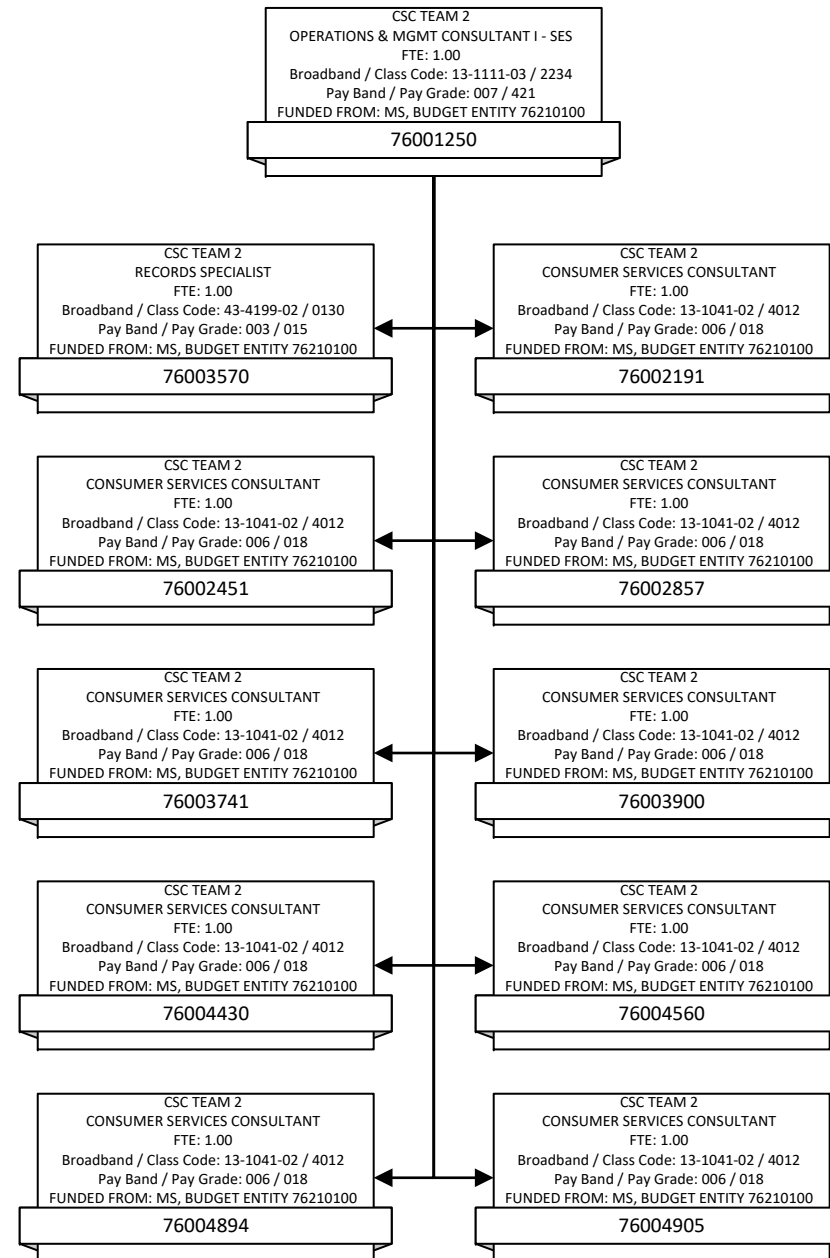


STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CUSTOMER SERVICE/TALLAHASSEE CUSTOMER SERVICE CENTER  
 AS OF 6/30/2023

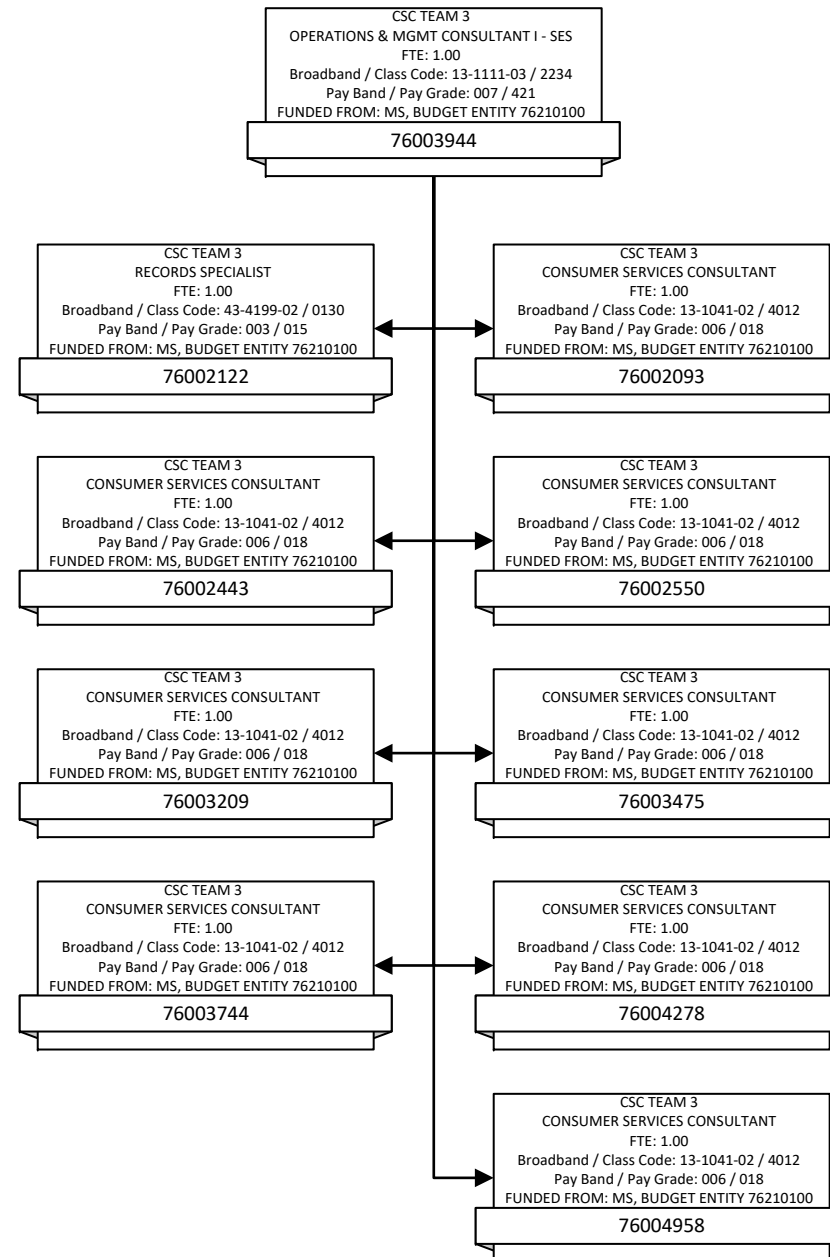
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 RO = REFER TO OTHER CHART

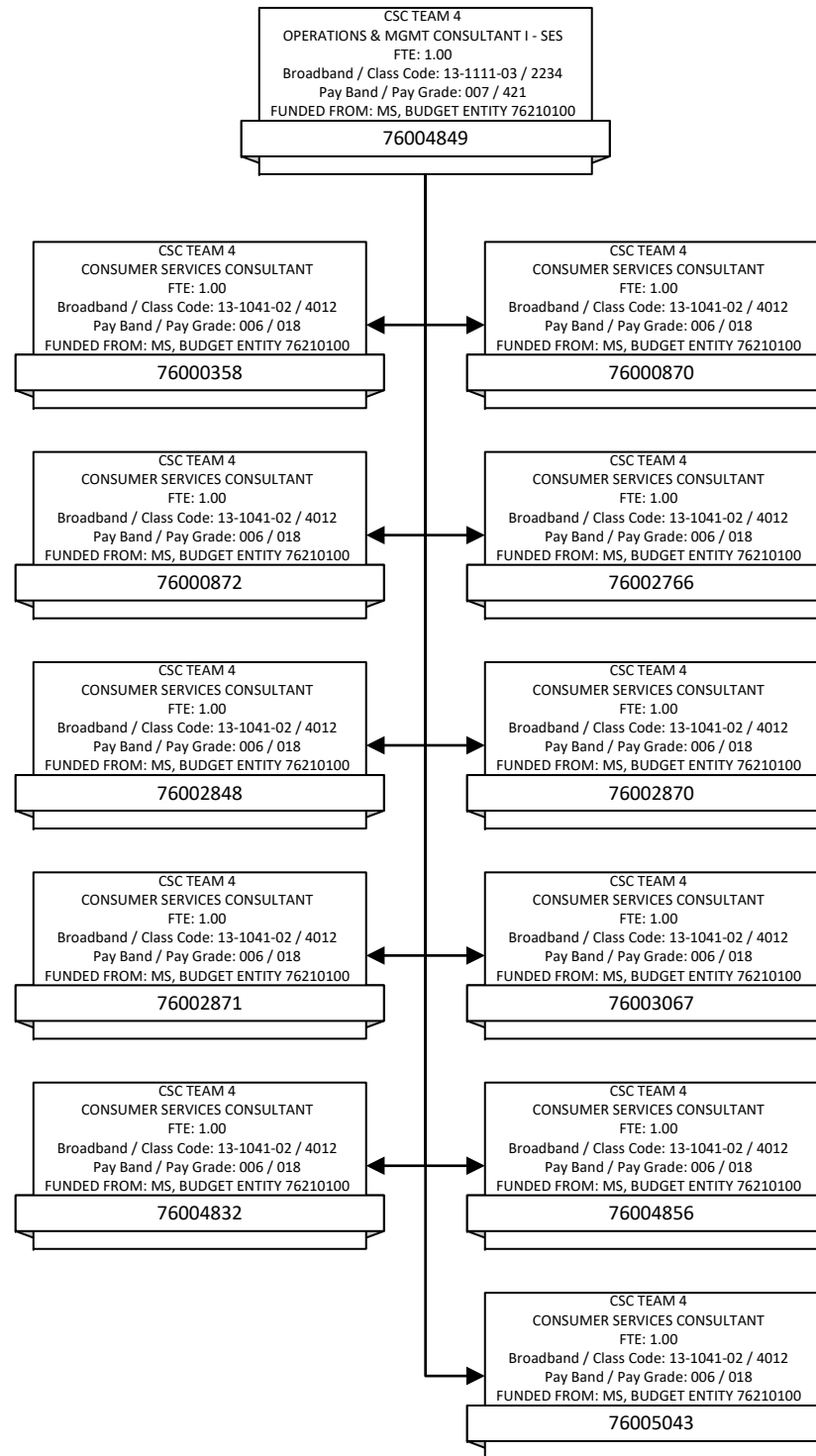


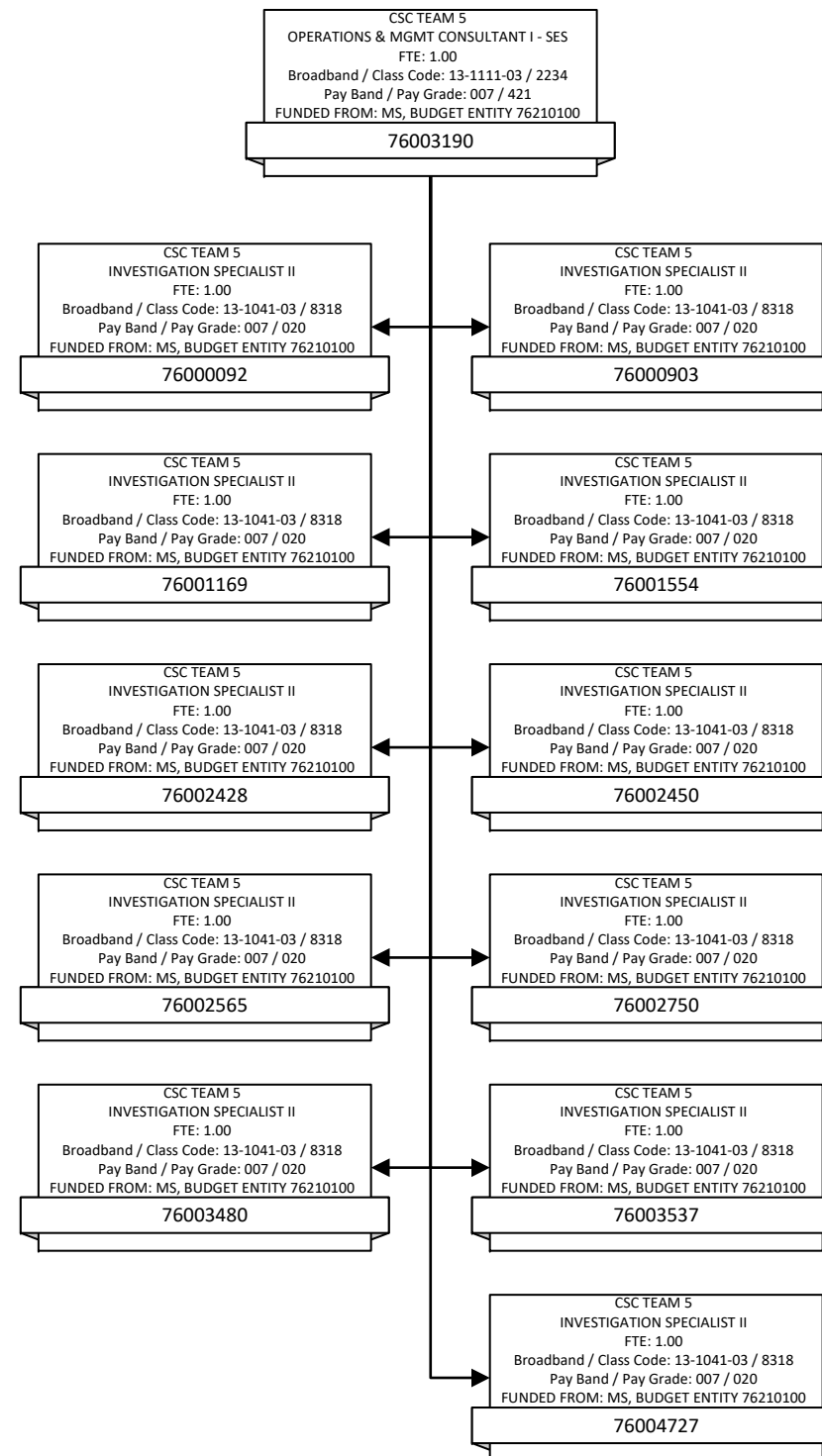




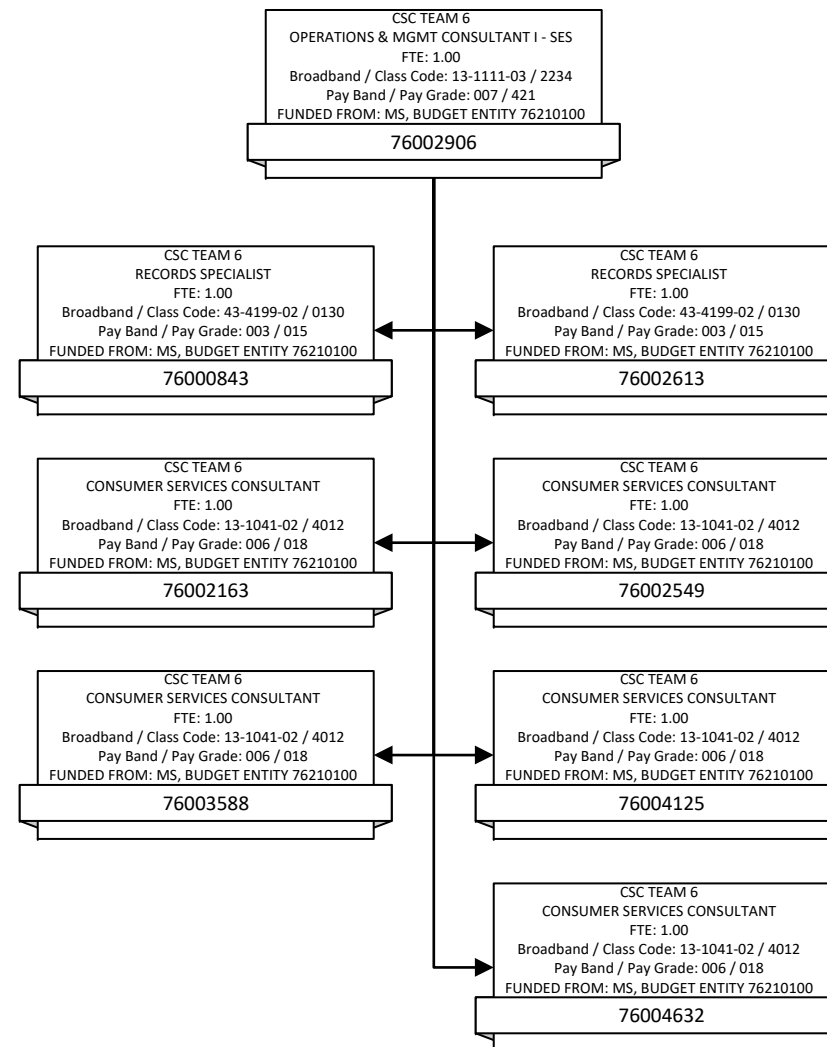






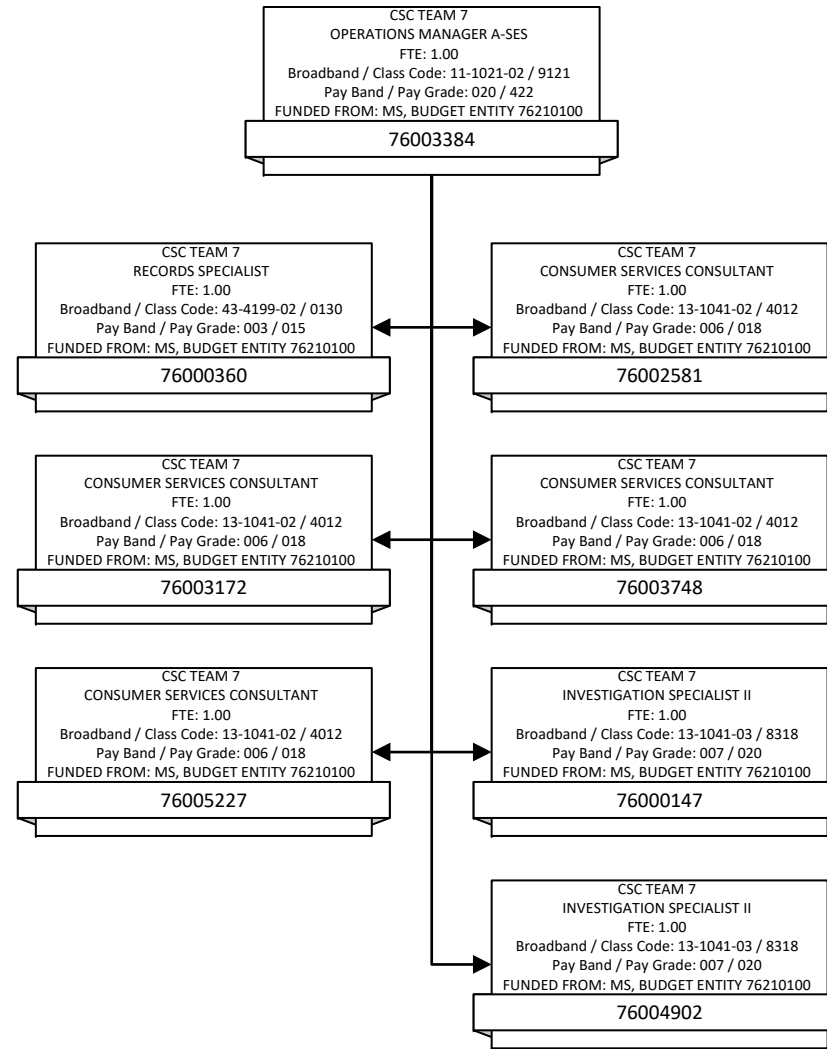


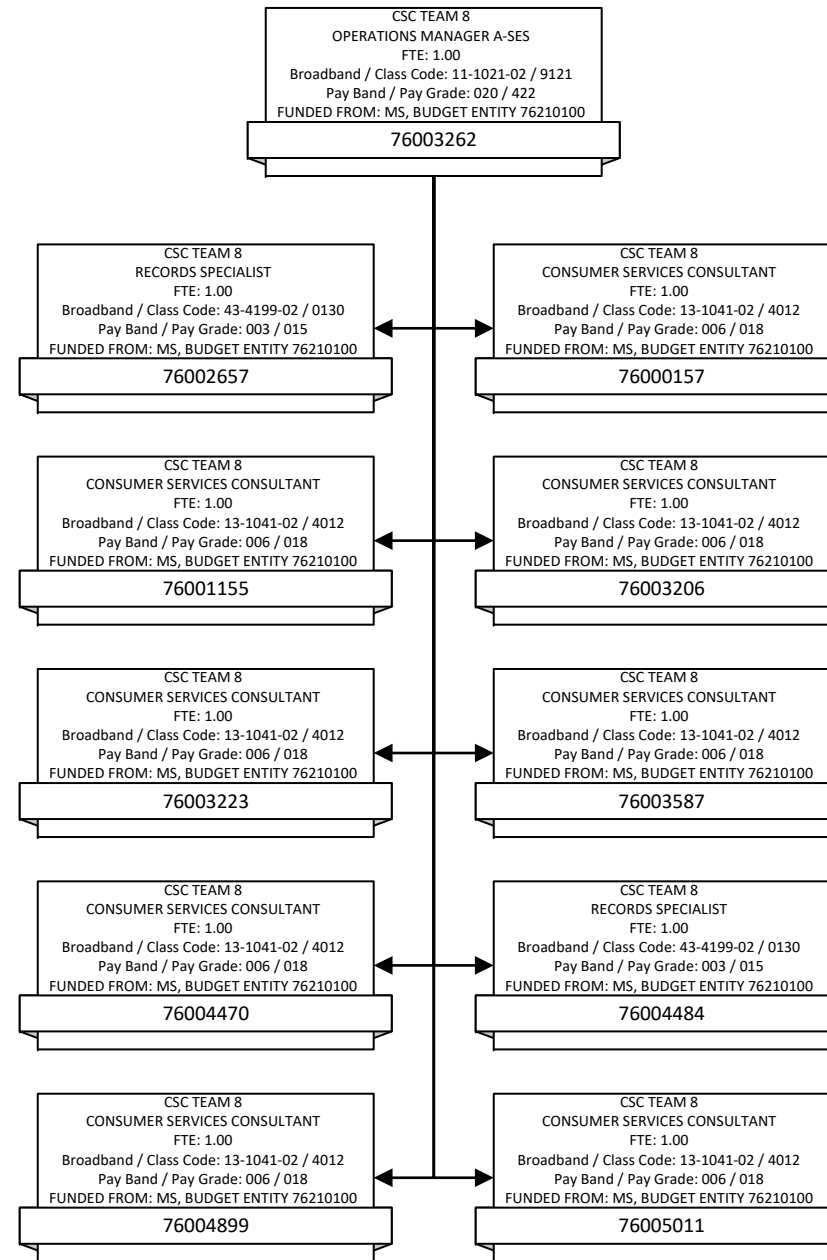
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
MS/BUREAU OF CUSTOMER SERVICE/TALLAHASSEE/CSC TEAM 6  
AS OF 6/30/2023

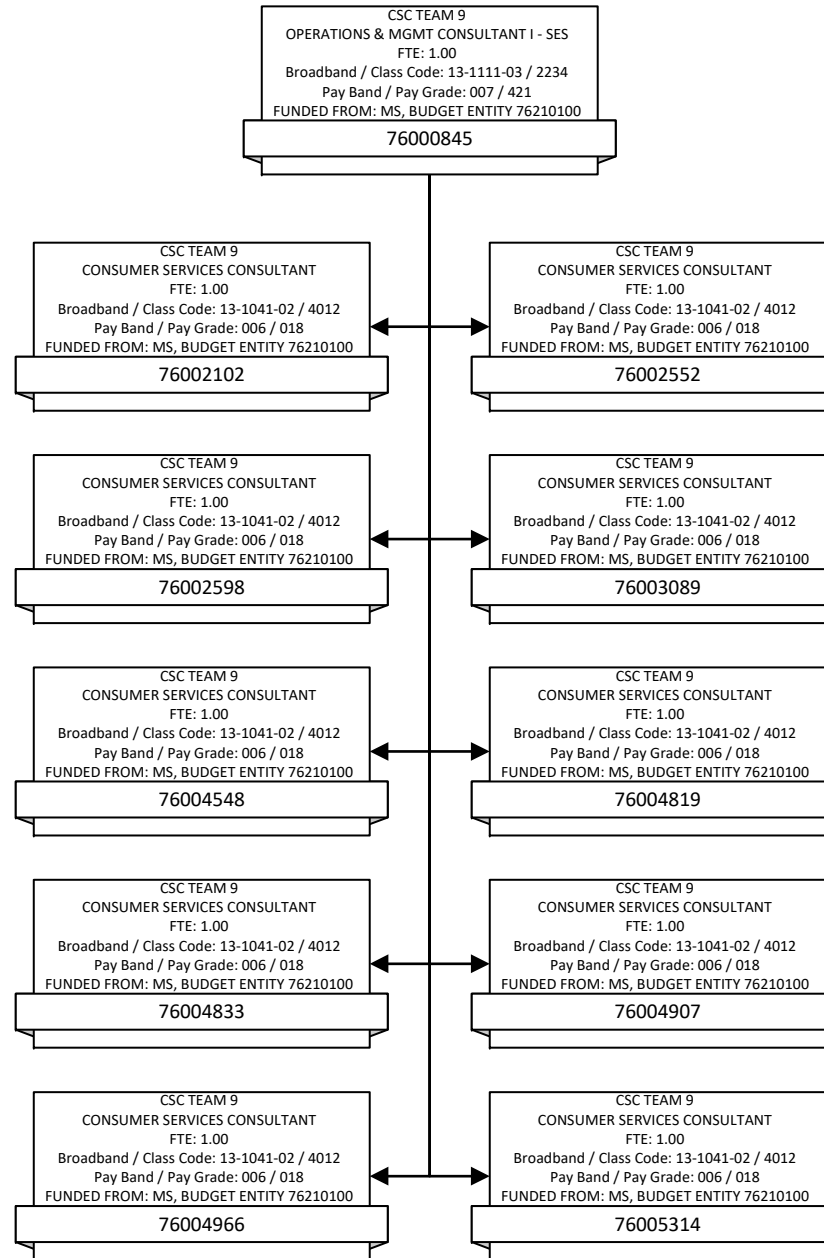


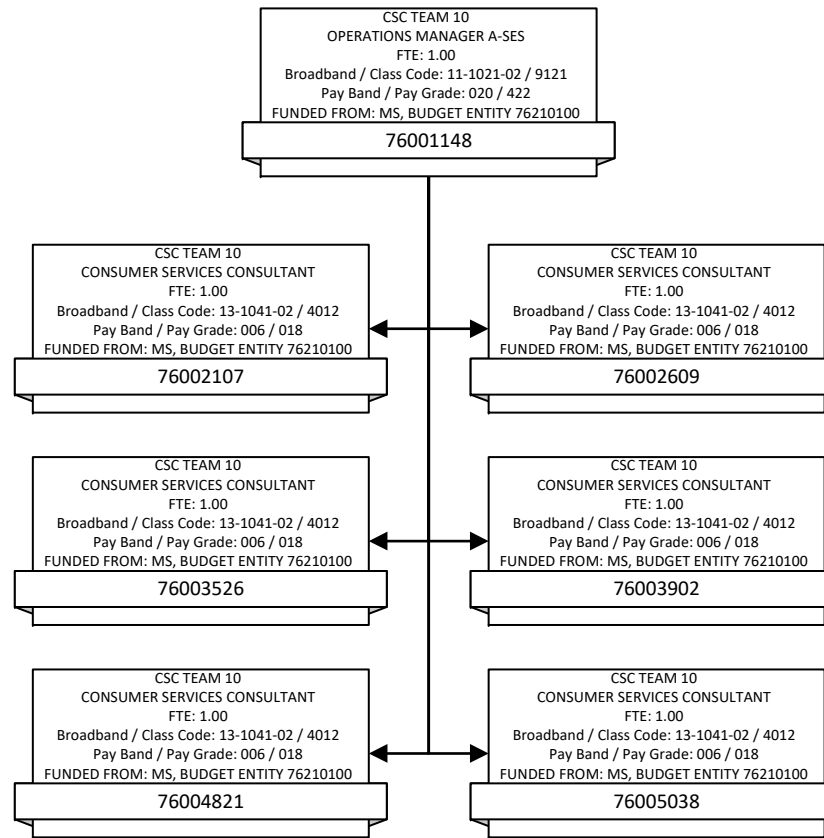
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CUSTOMER SERVICE/TALLAHASSEE/CSC TEAM 7  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 8.0

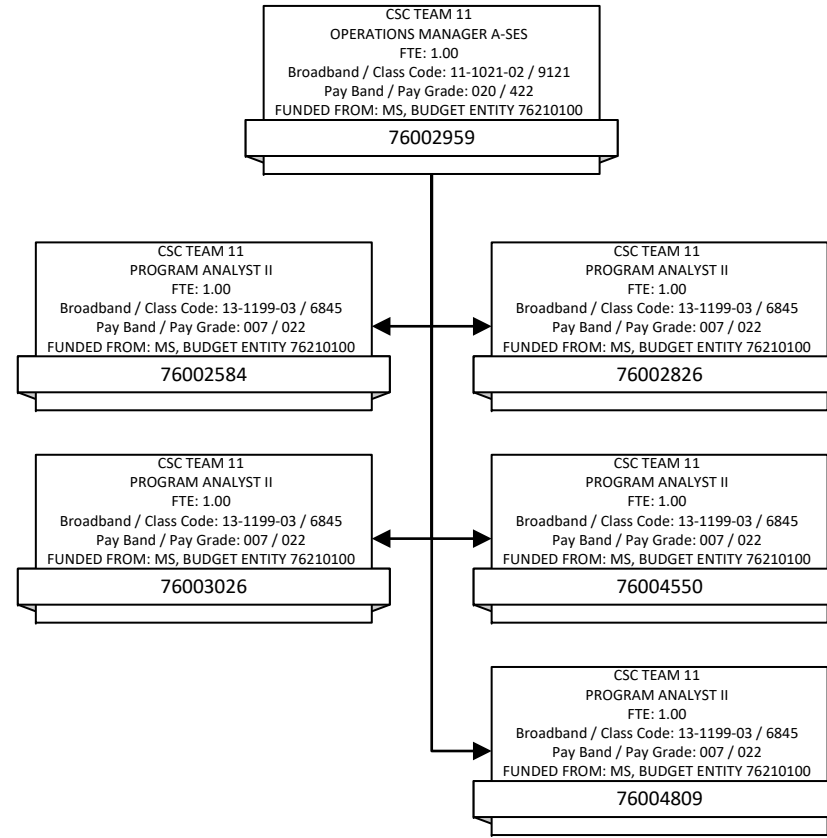


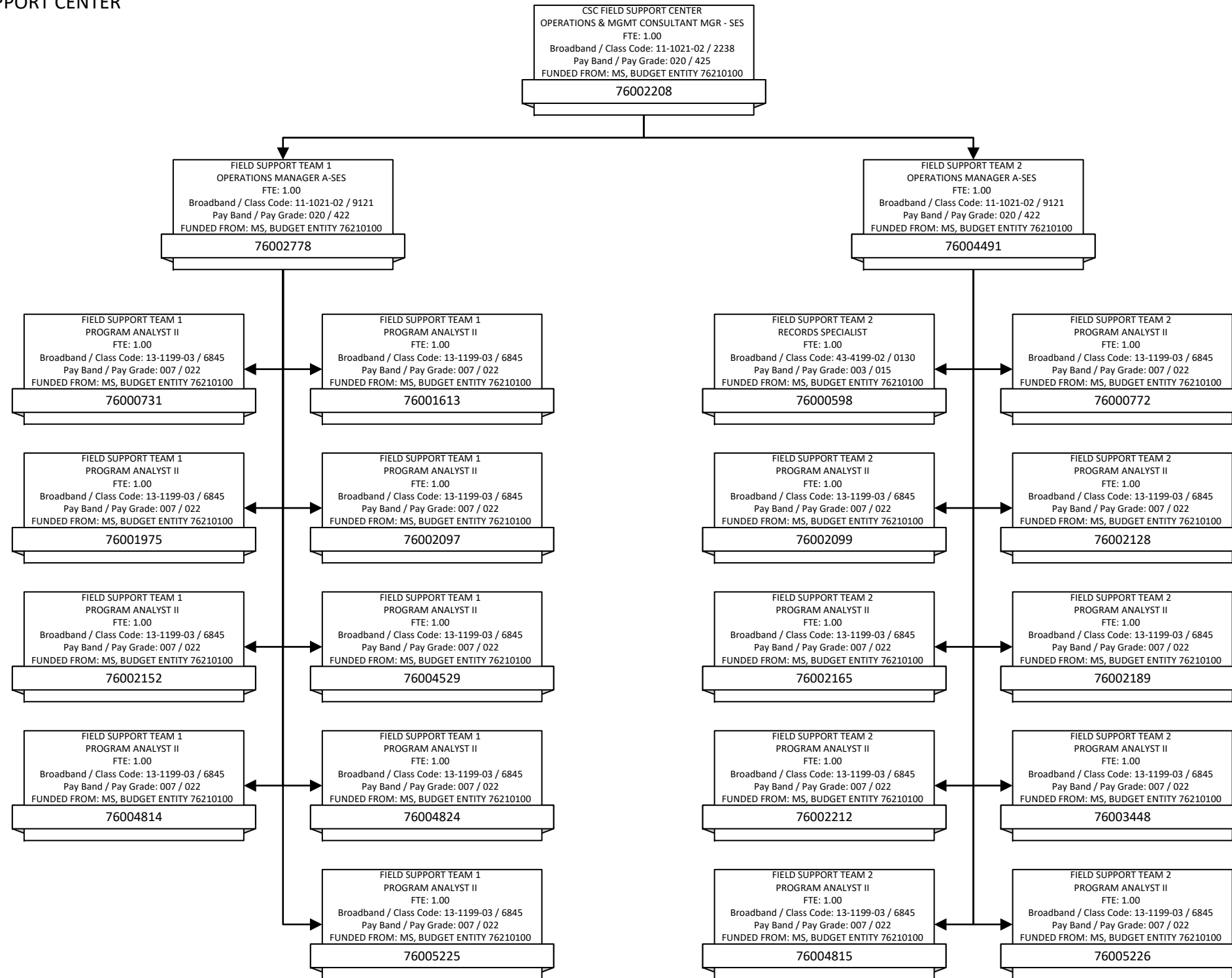




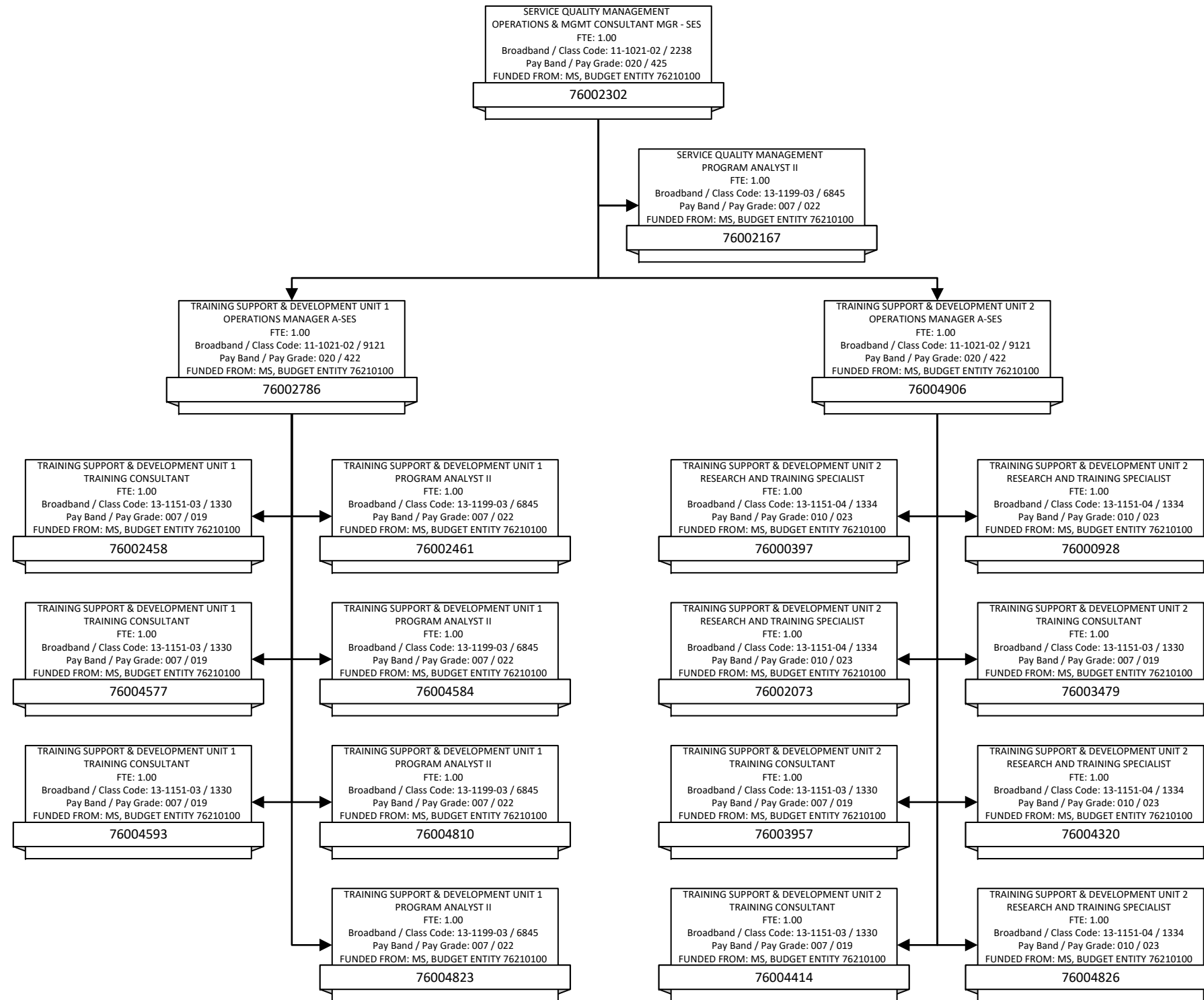






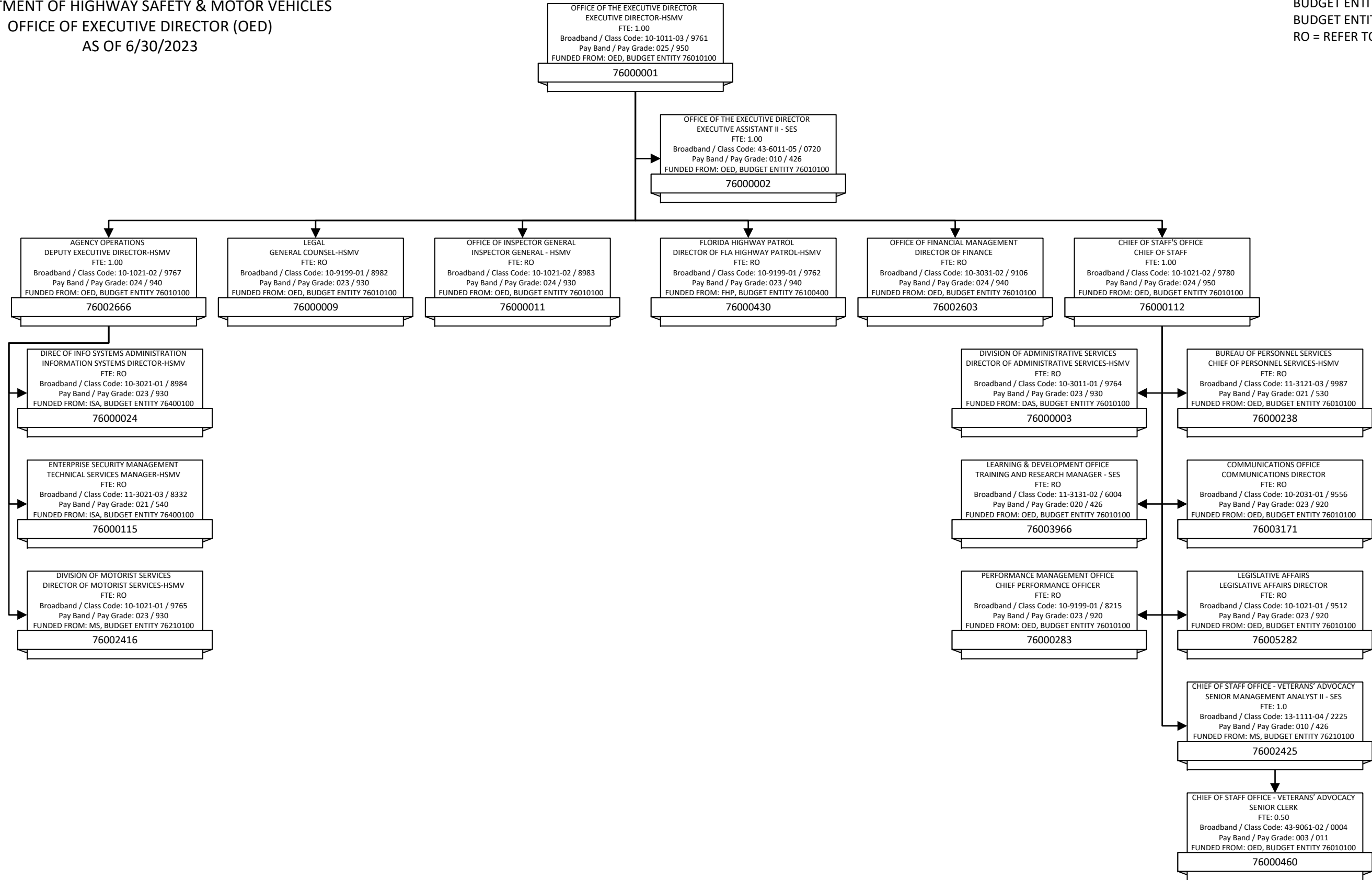


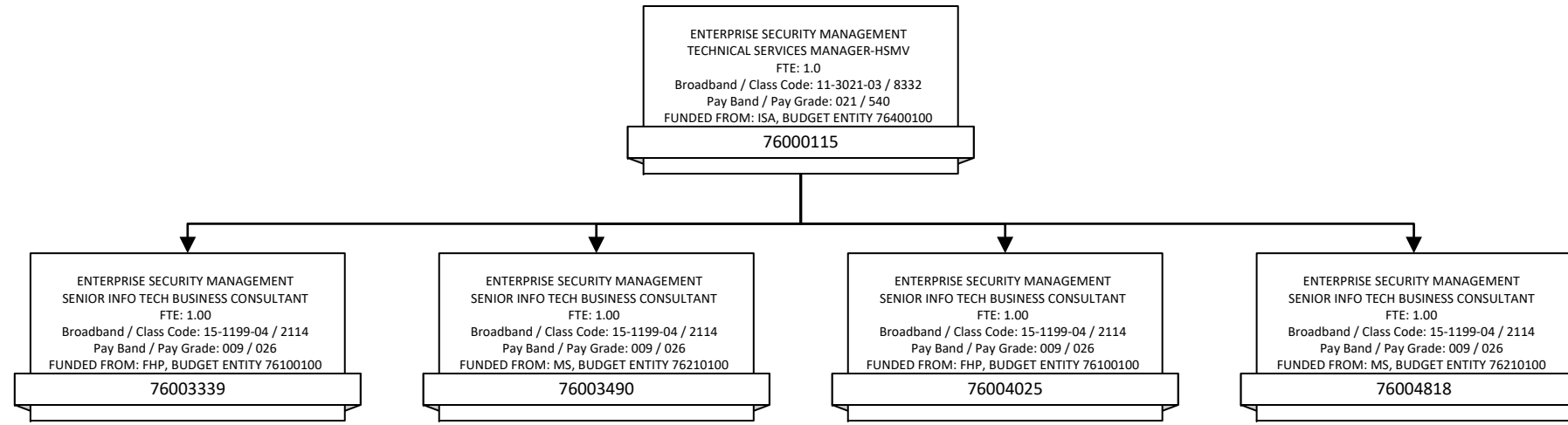




STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
OFFICE OF EXECUTIVE DIRECTOR (OED)  
AS OF 6/30/2023

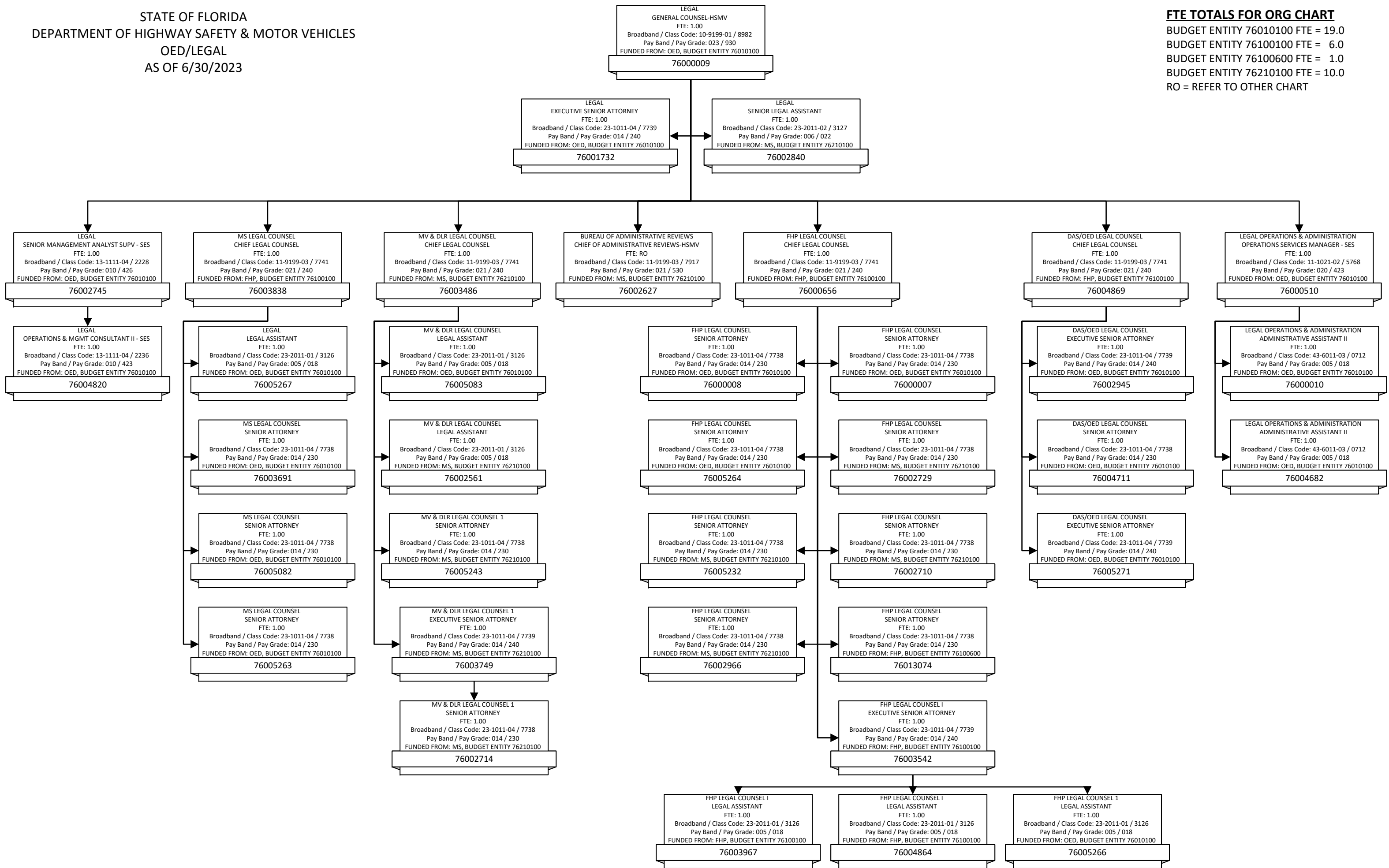
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BUDGET ENTITY 76010100 FTE = 4.5  
BUDGET ENTITY 76210100 FTE = 1.0  
RO = REFER TO OTHER CHART





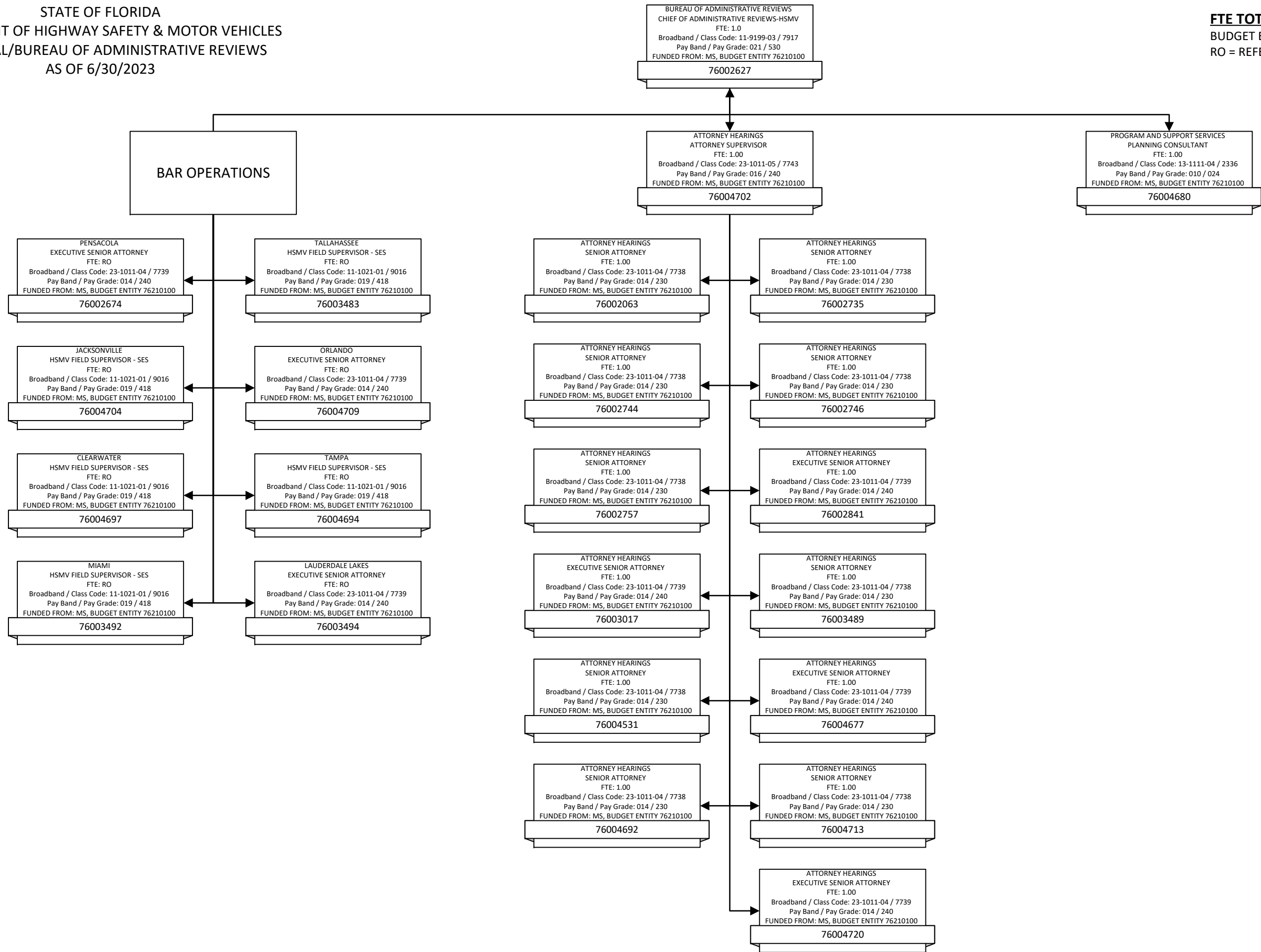
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
OED/LEGAL  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76010100 FTE = 19.0  
BUDGET ENTITY 76100100 FTE = 6.0  
BUDGET ENTITY 76100600 FTE = 1.0  
BUDGET ENTITY 76210100 FTE = 10.0  
RO = REFER TO OTHER CHART



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OED/LEGAL/BUREAU OF ADMINISTRATIVE REVIEWS  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76210100 FTE = 16.0  
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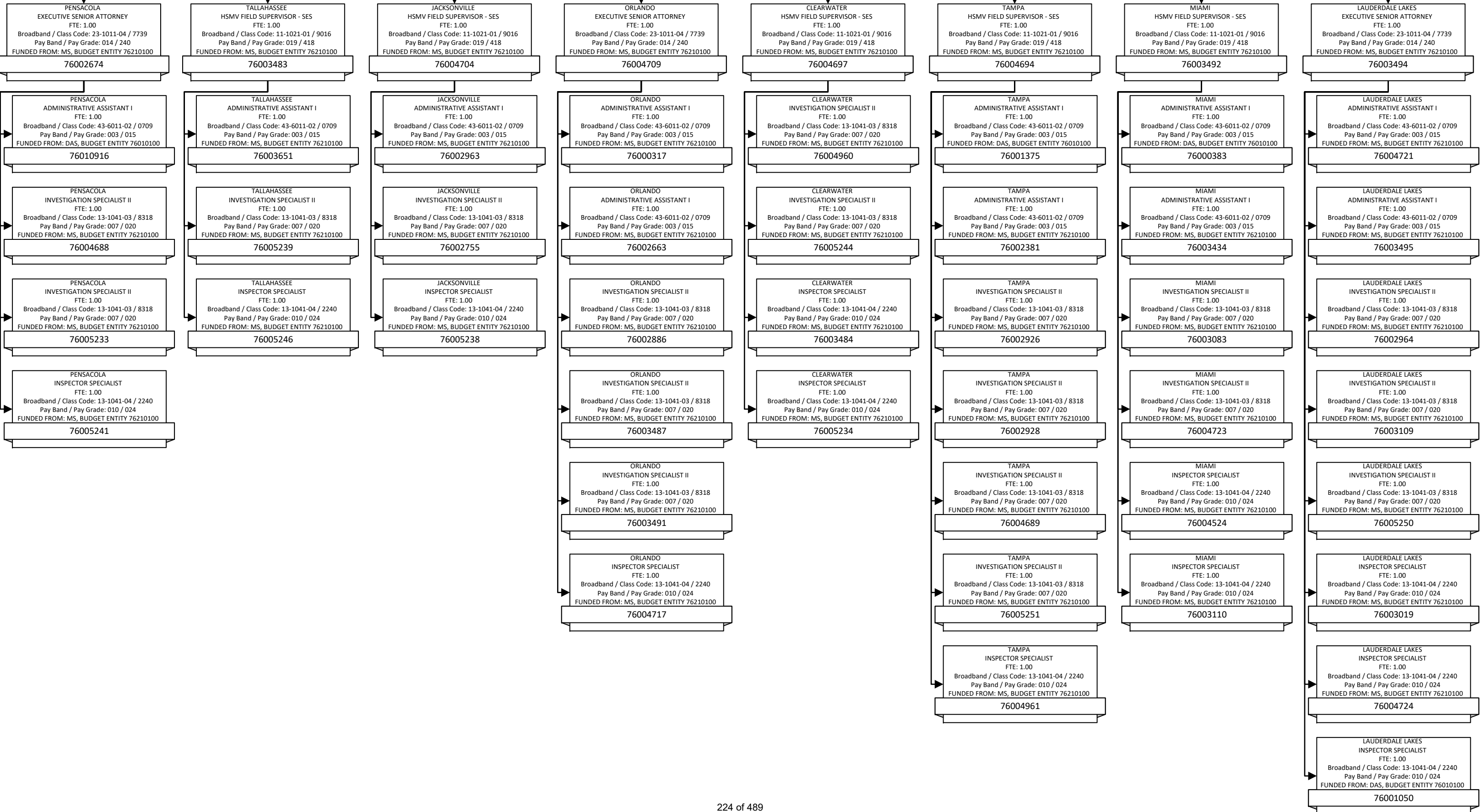




STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OED/LEGAL/BUREAU OF ADMINISTRATIVE REVIEWS - OPERATIONS  
 AS OF 6/30/2023

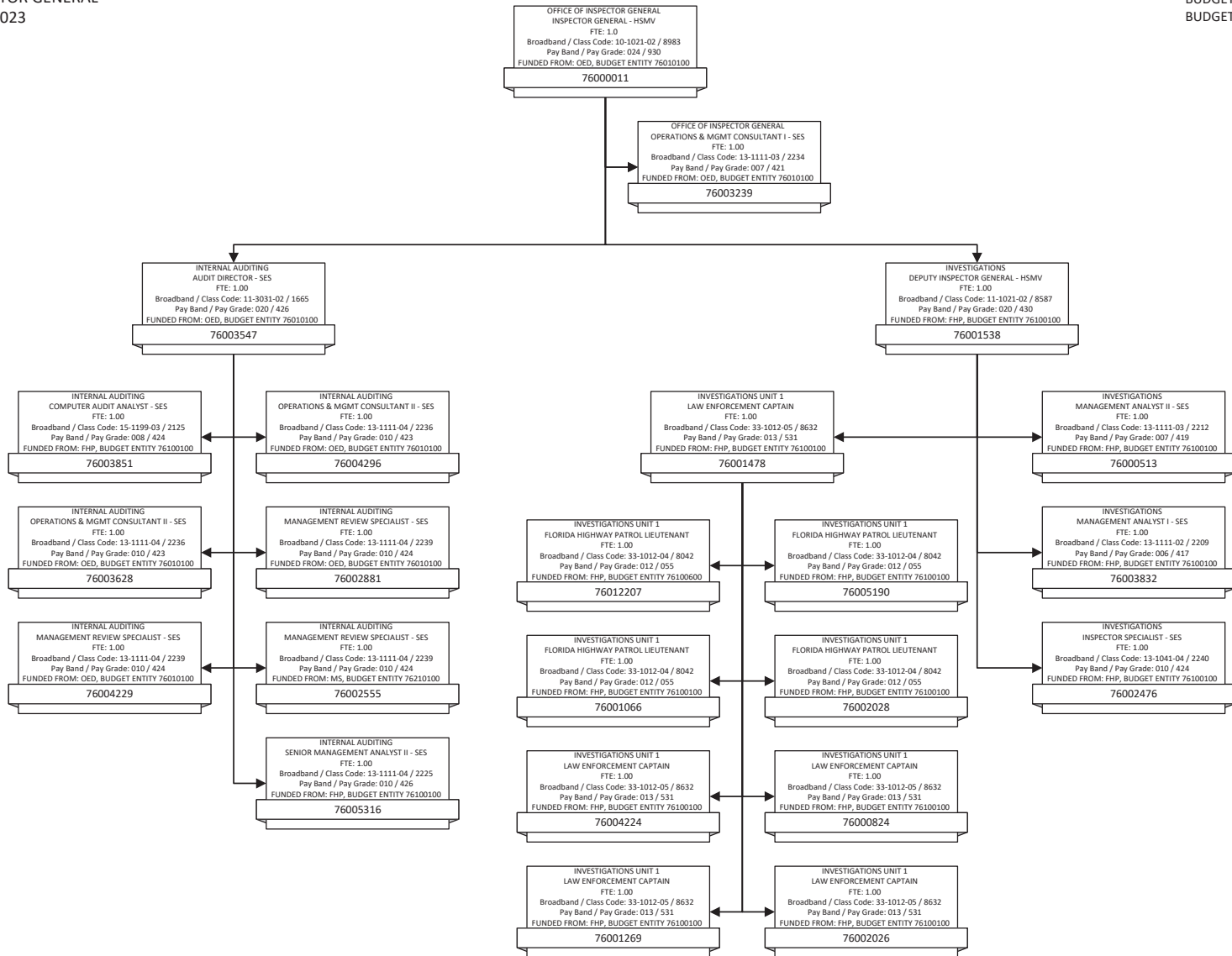
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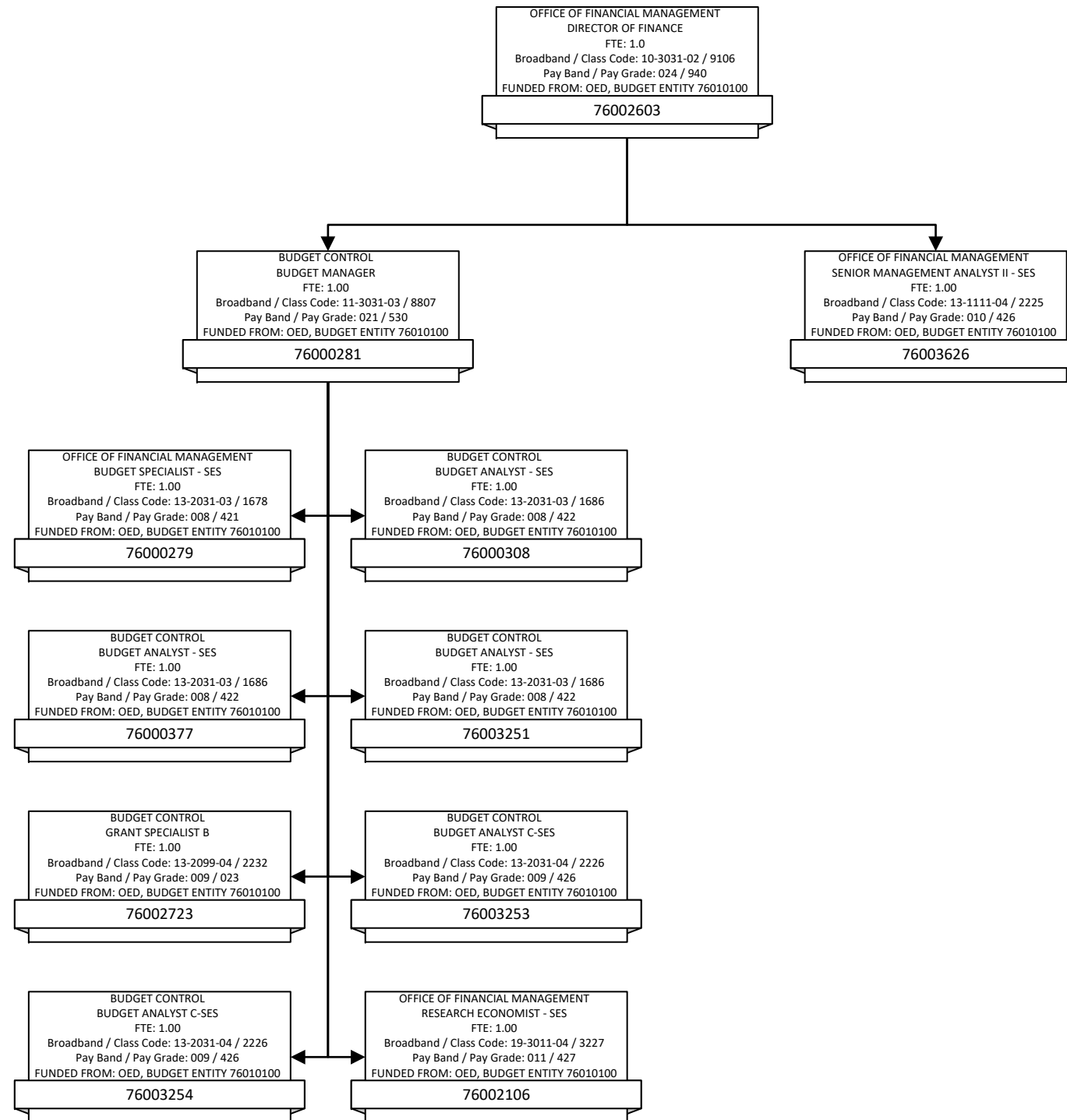
BUREAU OF ADMINISTRATIVE REVIEWS  
 CHIEF OF ADMINISTRATIVE REVIEWS-HSMV  
 FTE: RO  
 Broadband / Class Code: 11-9199-03 / 7917  
 Pay Band / Pay Grade: 021 / 530  
 FUNDED FROM: MS, BUDGET ENTITY 76210100  
 76002627



STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OED/OFFICE OF INSPECTOR GENERAL  
 AS OF 6/30/2023

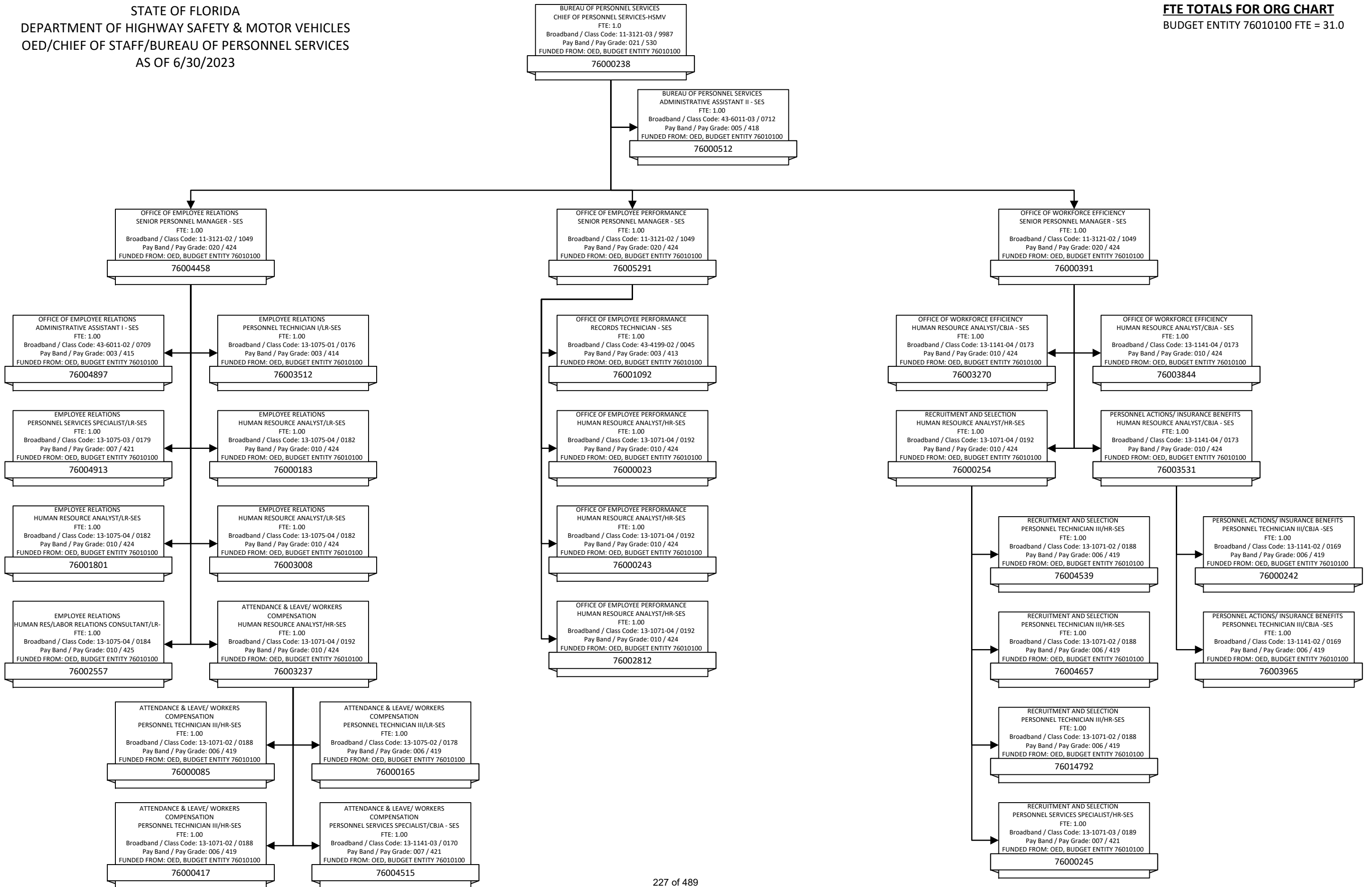
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 BUDGET ENTITY 76010100 FTE = 7.0  
 BUDGET ENTITY 76100100 FTE = 14.0  
 BUDGET ENTITY 76100600 FTE = 1.0  
 BUDGET ENTITY 76210100 FTE = 1.0





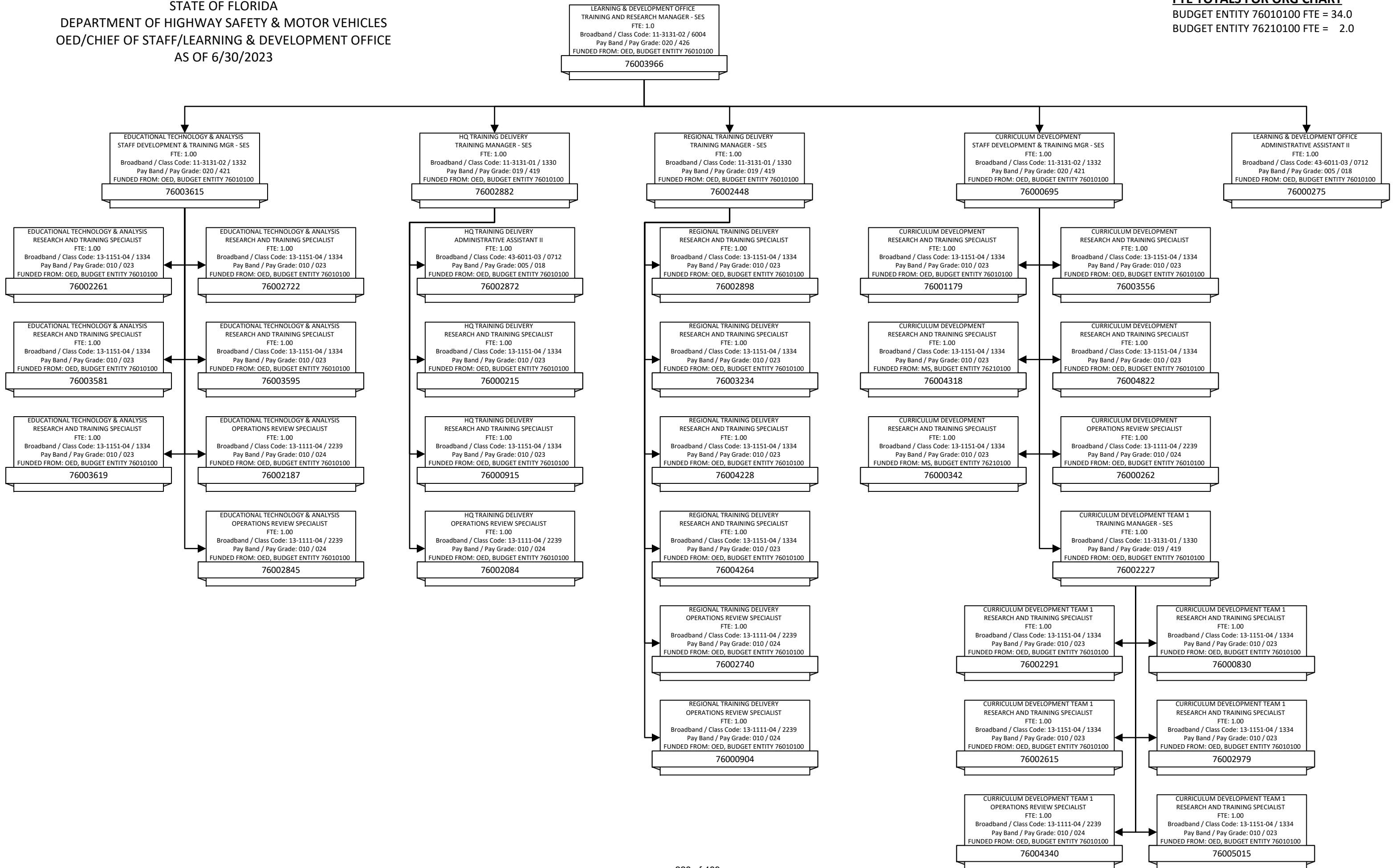
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OED/CHIEF OF STAFF/BUREAU OF PERSONNEL SERVICES  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76010100 FTE = 31.0



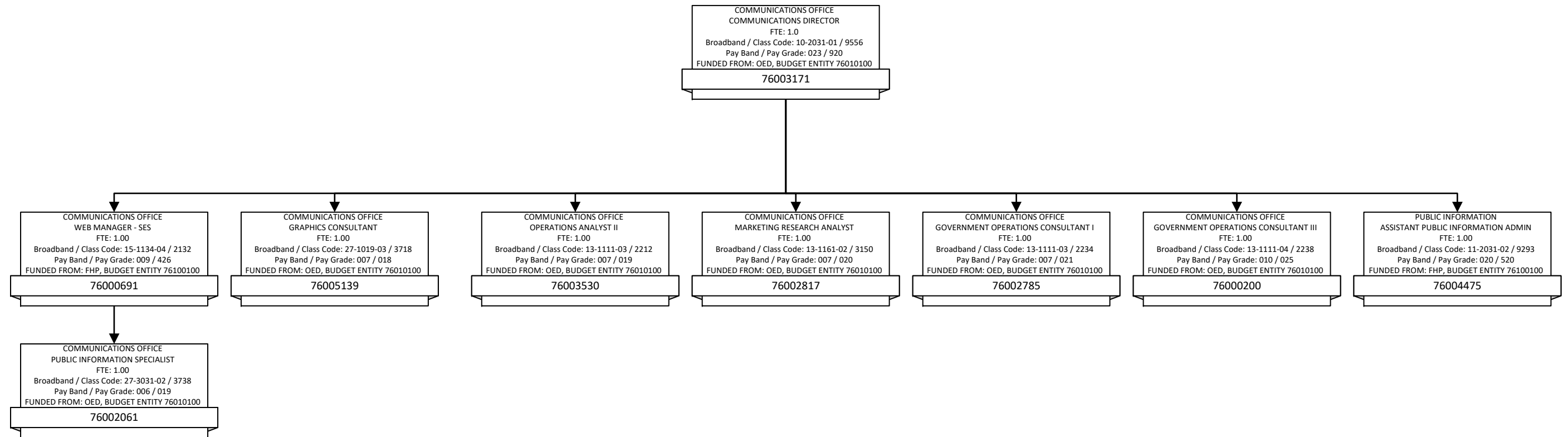
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OED/CHIEF OF STAFF/LEARNING & DEVELOPMENT OFFICE  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
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 BUDGET ENTITY 76210100 FTE = 2.0



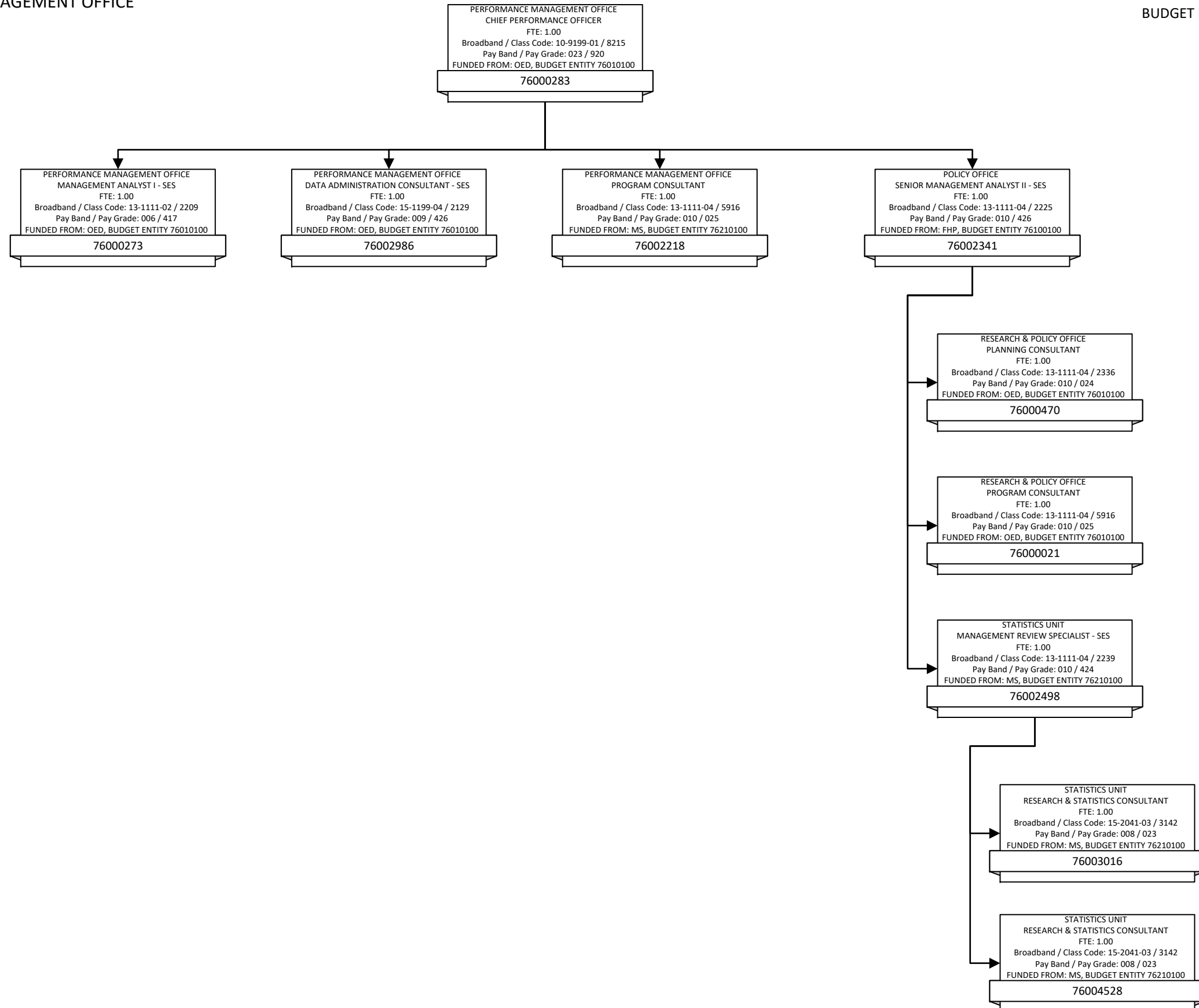
STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
OED/CHIEF OF STAFF/COMMUNICATIONS OFFICE  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76010100 FTE = 7.0  
BUDGET ENTITY 76100100 FTE = 2.0



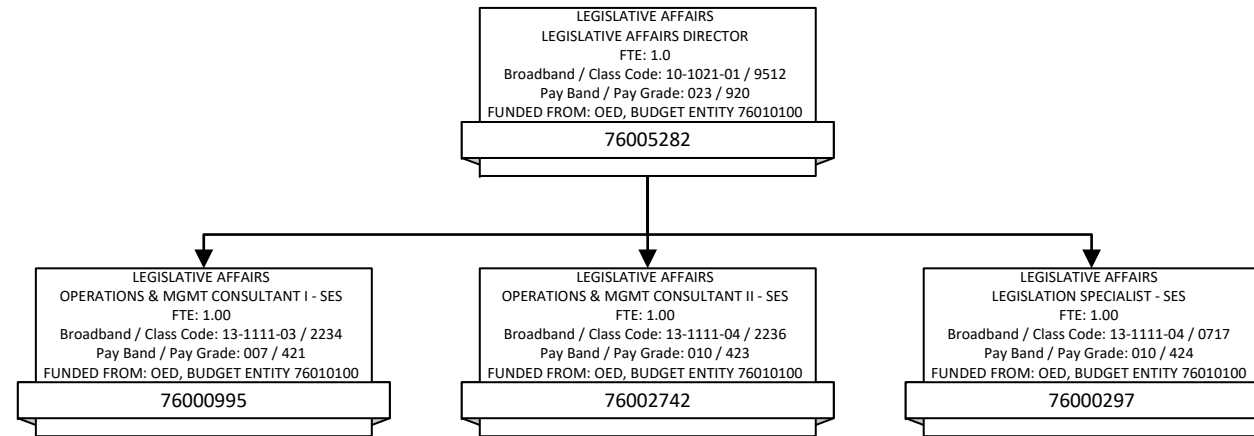
STATE OF FLORIDA  
 DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OED/CHIEF OF STAFF/PERFORMANCE MANAGEMENT OFFICE  
 AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
 BUDGET ENTITY 76010100 FTE = 5.0  
 BUDGET ENTITY 76100100 FTE = 1.0  
 BUDGET ENTITY 76210100 FTE = 4.0



STATE OF FLORIDA  
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
OED/CHIEF OF STAFF/LEGISLATIVE AFFAIRS  
AS OF 6/30/2023

**FTE TOTALS FOR ORG CHART**  
BUDGET ENTITY 76010100 FTE = 4.0





HIGHWAY SAFETY AND MOTOR VEHICLES, DEPARTMENT OF		FISCAL YEAR 2022-23			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT		516,607,234		12,542,587	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)		53,863,657		0	
FINAL BUDGET FOR AGENCY		570,470,891		12,542,587	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					12,447,837
Enforcement Of Traffic Laws * Law enforcement duty hours spent on active patrol, crash investigations and public safety.		2,708,722	107.53	291,277,044	
Provide Aerial Traffic Enforcement * Number of duty hours spent on aerial traffic enforcement.		1,042	1,478.39	1,540,486	
Conduct Traffic Homicide Investigations * Number of hours spent on traffic homicide investigations.		219,463	118.79	26,070,021	
Provide Academy Training * Number of students successfully completing training courses.		141	69,369.01	9,781,031	
Conduct Criminal And Administrative Investigations * Number of hours spent on investigations.		113,012	119.07	13,456,251	
Number Of Commercial Motor Vehicle Inspections Performed * Number of commercial motor vehicle inspections.		91,107	545.63	49,710,727	
Issuance Of Automobile Dealer Licenses * Number of motor vehicle, mobile home and recreational vehicle (RV) dealers licensed.		12,070	433.52	5,232,539	
Enforce Title And Registration Laws * Number of rebuilt salvaged motor vehicles inspected for vehicle identification numbers and odometer readings.		103,463	73.33	7,586,793	
Issue Driver License And Identification Cards * Number of driver license and identification card transactions including voids.		6,139,760	8.86	54,414,069	
Maintain Records * Maintain records. Number of records maintained.		29,308,645	0.39	11,434,811	
Provide Program Customer Service * Response to the number of phone calls, emails, faxes and written (letters) inquiries.		3,220,816	4.44	14,285,015	
Administer Motorist Insurance Laws * Number of insured motorists.		14,841,352	0.08	1,167,758	
Oversee Driver Improvement Activities * Number of problem drivers identified.		1,376,851	3.43	4,718,799	
Conduct Administrative Reviews * Number of administrative reviews and hardship and miscellaneous hearings completed.		28,733	159.72	4,589,356	
Conduct Driver, Driving Under The Influence And Motorcycle Education Activities * Number of graduates.		480,959	7.76	3,730,607	
Monitor Mobile Home Inspections * Number of mobile homes inspected.		11,734	157.57	1,848,877	
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.		270,016	21.15	5,712,181	
Issuance Of Vehicle And Mobile Home Titles And Registrations * Number of motor vehicle and mobile home titles and registrations issued.		29,974,131	1.16	34,717,088	
Issuance Of Vessel Title And Registrations * Number of vessel titles and registrations issued.		1,105,039	0.41	454,444	
TOTAL				541,727,897	12,447,837
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER					9,968,682
REVERSIONS					18,774,357
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)					570,470,936
					12,447,837

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

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

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

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

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

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

<b>Schedule XII Cover Sheet and Agency Project Approval</b>	
<b>Agency: Florida Highway Safety and Motor Vehicles</b>  <i><u>The Department does not have activities proposed for outsourcing or privatizing during FY2024-2025.</u></i>	<b>Schedule XII Submission Date:</b> September 15, 2023
<b>Project Name: N/A</b>	<b>Is this project included in the Agency's LRPP?</b> Yes          No
<b>FY 2024 - 2025 LBR Issue Code:</b>	<b>FY 2024 -2025 LBR Issue Title:</b>
<b>Agency Contact for Schedule XII (Name, Phone #, and E-mail address):</b>  Mark Hernandez, (850) 617-3189, <a href="mailto:markhernandez@flhsmv.gov">markhernandez@flhsmv.gov</a>	
<b>AGENCY APPROVAL SIGNATURES</b>	
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.	
<b>Agency Head:</b>  <b>Printed Name: Dave Kerner</b>	<b>Date:</b>
<b>Agency Chief Information Officer:</b> <i>(If applicable)</i>  <b>Printed Name: Terrence Samuel</b>	<b>Date:</b>
<b>Budget Officer:</b>  <b>Printed Name: Steve Burch</b>	<b>Date:</b>
<b>Planning Officer:</b>  <b>Printed Name:</b>	<b>Date:</b>
<b>Project Sponsor:</b>  <b>Printed Name:</b>	<b>Date:</b>

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

<b>I. Background Information</b>
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?

<b>II. Evaluation of Options</b>
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.

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.
7. List the major risks for each option and how the risks could be mitigated.
8. Describe any relevant experience of other agencies, other states, or the private sector in implementing similar options.

<b>III. Information on Recommended Option</b>
1. Identify the proposed competitive solicitation including the anticipated number of respondents.
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.
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>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 section 287.0571, Florida Statutes.

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

<b>Contact Information</b>
Agency: Highway Safety and Motor Vehicles
Name: Steve Burch, Chief Financial Officer
Phone: (850) 617-3404
E-mail address: SteveBurch@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/Division/AA/StateAgencies/default.htm> under the Financing tab.

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.

<b>1. Commodities proposed for purchase.</b>
<b>2. Describe and justify the need for the deferred-payment commodity contract including guaranteed energy performance savings contracts.</b>
<b>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).</b>
<b>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.</b>



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

Agency: Department of Highway Safety and Motor Vehicles Contact: Steve Burch

Article III, section 19(a)3 of the 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 2023 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 2024-2025 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 2024-2025 Estimate/Request Amount	
			Long Range Financial Outlook	Legislative Budget Request
a	SWORN FLORIDA HIGHWAY PATROL TROOPERS POSITIONS	B	\$ 13,961,786	\$ 13,961,786
b	MOTORIST MODERNIZATION PHASE II	B	\$ 13,199,608	\$ 13,199,608
c	REPLACEMENT OF PURSUIT VEHICLES WITH 100,000 MILES FOR THE FLORIDA HIGHWAY PATROL	B	\$ 3,458,505	\$ 3,458,505
d	PROVIDE FUNDING FOR INCREASE IN FUEL COSTS	B	\$ 1,000,000	\$ 1,000,000
e	PROVIDE FUNDING FOR INCREASE IN VEHICLE REPAIR COSTS	B	\$ 500,000	\$ 500,000
f	PURCHASE OF FLORIDA LICENSING ON WHEELS (FLOW) MOBILE	B	\$ 1,564,568	\$ 1,564,568
g	SECURITY AND FRAUD PREVENTION	B	\$ 3,582,000	\$ 3,582,000
h	UNMANNED AERIAL CRASH SCENE MAPPING FOR THE FLORIDA HIGHWAY PATROL	B	\$ 750,000	\$ 750,000
i	PROVIDE INCREASED FUNDING FOR ADDITIONAL LICENSE PLATE PURCHASES	B	\$ 1,365,000	\$ 1,365,000
j	PROCUREMENT FOR CREDENTIALING EQUIPMENT AND MAINTENANCE	B	\$ 5,549,701	\$ 5,549,701
k	ADDITIONAL TROOPER EQUIPMENT FOR THE FLORIDA HIGHWAY PATROL	B	\$ 1,300,000	\$ 1,300,000
l	INFORMATION TECHNOLOGY STAFFING SUPPORT	B	\$ 3,390,000	\$ 3,390,000
m	INCREASED OPERATIONAL EXPENSE	B	\$ 1,900,000	\$ 1,900,000
n	ARMORED PERSONNEL CARRIER - STATEWIDE RESPONSE	B	\$ 700,000	\$ 700,000
o	INCREASED USCIS SAVE FEE FOR IMMIGRATION PROCESSING AND CREDENTIALING STAFF	B	\$ 997,500	\$ 997,500
p	FLORIDA PLANNING, ACCOUNTING, AND LEDGER MANAGEMENT (PALM) READINESS	B	\$ 561,600	\$ 561,600
q	FEASIBILITY STUDY	B	\$ 500,000	\$ 500,000
r	STATE TO STATE (S2S) VERIFICATION SERVICES	B	\$ 263,207	\$ 263,207
s	INCREASED COMMUNICATIONS CIRCUIT COSTS	B	\$ 587,000	\$ 587,000
t	TELECOMMUNICATION SYSTEM	B	\$ 166,430	\$ 166,430
u	FIELD OFFICE EQUIPMENT REFRESH	B	\$ 505,000	\$ 505,000
v	MONROE COUNTY HOUSING	B	\$ 278,000	\$ 278,000
w	AUTOMATIC EXTERNAL DEFIBRILLATORS FOR FLORIDA HIGHWAY PATROL	B	\$ 350,000	\$ 350,000
x	CRIMINAL JUSTICE INCENTIVE PROGRAM INCREASE - INCREASE CJIP	B	\$ 950,718	\$ 950,718
y	MAINTENANCE AND REPAIR	B	\$ 5,379,805	\$ 5,379,805
z	MAINTENANCE AND REPAIR	B	\$ 2,803,561	\$ 2,803,561
aa	REALIGN EXISTING BUDGET AUTHORITY WITHIN THE HIGHWAY PATROL PROGRAM - ADD	B	\$ 19,838	\$ 19,838
bb	REALIGN EXISTING BUDGET AUTHORITY WITHIN THE HIGHWAY PATROL PROGRAM - DEDUCT	B	\$ (19,838)	\$ (19,838)
cc	REALIGN TRUST FUND BUDGET AUTHORITY - DEDUCT	B	\$ (202,744)	\$ (202,744)
dd	REALIGN TRUST FUND BUDGET AUTHORITY - ADD	B	\$ 202,744	\$ 202,744
ee	HIGHWAY SAFETY FEES	R	\$ 551,508,176	\$ 551,508,176

- 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 budget request for FY 22-25 totals \$65.6m and includes items that are critical to the mission of the department and for the safety of its members. The department's top priority, (a), is \$13.6m for sworn Florida Highway Patrol Trooper positions.

The remaining 29 issues requests budget authority for the following needs: (b) budget authority for motorist modernization phase II; (c) replacement of pursuit vehicles ; (d) funding for increased fuel costs; (e) funding for increased vehicle repair costs; (f) FLOW mobiles; (g) security and fraud prevention; (h) unmanned aerial crash scene mapping; (i) increased funding for additional license plates purchases; (j) procurement for credentialing equipment and maintenance; (k) additional trooper equipment; (l) information technology staffing support; (m) increased operational expense; (n) armored personnel carrier; (o) increased USCIS SAVE fee for immigration processing and credentialing staff; (q) feasibility study; (r) state to state verification services; (s) increased communications circuit costs; (t) telecommunication system; (u) field office equipment refresh; (v) monroe county housing; (w) automatic external defibrillators; (x) criminal justice incentive program increase; (y/z) maintenance and repair; (aa) realign budget authority within highway patrol (add); (bb) realign budget authority within highway patrol (deduct); (cc) realign trust fund budget authority (deduct); and (dd) realign trust fund budget authority (add).

\* R/B = Revenue or Budget Driver

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

<b>Contact Information</b>
Agency: Florida 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

<b>1. Vendor Name</b>		
The department currently has no contracts that require reporting pursuant to section 216.023(6), F.S.		
<b>2. Brief description of services provided by the vendor.</b>		
<b>3. Contract terms and years remaining.</b>		
<b>4. Amount of revenue generated</b>		
Prior Fiscal Year	Current Fiscal Year	Next Fiscal Year (Request Year)
<b>5. Amount of revenue remitted</b>		
Prior Fiscal Year	Current Fiscal Year	Next Fiscal Year (Request Year)
<b>6. Value of capital improvement</b>		
<b>7. Remaining amount of capital improvement</b>		
<b>8. Amount of state appropriations</b>		
Prior Fiscal Year	Current Fiscal Year	Next Fiscal Year (Request Year)



# Exhibits and Schedules

# SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE II

For Fiscal Year 2017-18 through 2024-25



October 2016

Updated: September 2023

**FLORIDA HIGHWAY SAFETY AND MOTOR VEHICLES**

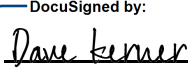
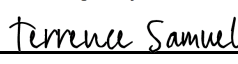


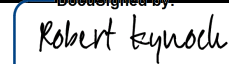
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## 1. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Department of Highway Safety and Motor Vehicles	Schedule IV-B Submission Date:
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 2024-2025 LBR Issue Code:	FY 2024-2025 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:  8FEDE51913DE400...	Date: 8/18/2023
Printed Name: Dave Kerner	
Agency Chief Information Officer (or equivalent):  E7AFB9D4E322443...	Date: 8/18/2023
Printed Name: Terrence Samuel	
Budget Officer:  367488D5F9A1419...	Date: 8/28/2023
Printed Name: Janis Timmons	
Planning Officer:  2E72AE0049BF47E...	Date: 8/17/2023
Printed Name: Larry Gowen	
Project Sponsor:  0A2EF6A47A8E486...	Date: 8/17/2023
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

## 2. 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 5.7 million driver licenses/identification cards and 29.6 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 had not 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.

For more than 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 existed. 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 recommended and was approved to replace 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 ensures 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, requires diligent project management and careful requirements analysis. The Department continues to be 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 completion of the driver license system modernization provided significant improvements that have increased and enhanced customer service and created a new customer portal that provides an additional customer service option in which customers can perform several additional driver license services previously unavailable online. Process changes were also made to provide greater online service to active-duty military personnel.

In Phase II of Motorist Modernization, the goal is to unify the 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 increase the efficiency and effectiveness of service. The Department will continue to increase the number of services available online by offering additional motor vehicle transactions in the customer portal which may include an electronic signature application where appropriate.

As the Department works toward the completion 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
American Association of Motor Vehicle Administrators (AAMVA)	Perform data exchange related to driver license and motor vehicle information
Car Dealers	License dealers to do business in Florida
Car Manufacturers	License manufacturers in Florida and receive/process Manufacturer Certificate of Origin (MCO) to title vehicle
Carrier Service Providers	Provide title and registration services on behalf of Commercial Carriers
Citizens and Businesses	Deliver Motorist Services
Commercial Data Purchasers / Entities with Memorandums of Understanding with the Department	Provide/Sell data
Commercial Driving Schools	Approve applications from owners and instructors
Commercial Fleet Manager / Independent Owner-Operators	Issue Commercial Driver License (CDL), International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP)
Department Vendors (e.g., PRIDE, etc.)	Provide commodities, equipment, and/or services
DUI Programs	Approve and monitor DUI programs

Customers/Users	Function Performed by Department
Electronic Filing System Vendors	Support use of an interface for dealerships to have real time access to vehicle registration and title information from the Department
Electronic Lien and Title Vendors	Support use of an interface for financial institutions to have real time access to vehicle registration information
Fleet Companies	Deliver Motorist Services to companies registered in the Fleet program
Florida Department of Law Enforcement	Report changes of address for offenders
Florida Highway Patrol / Law Enforcement	Provide access to lookup identity information and other information related to maintaining public safety
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
Insurance Companies	Perform verification of driver insurance information
License Plate Agents	Provide equipment, systems, procedures, and data to issue title and registration transactions on behalf of the Tax Collectors/Department in accordance with state laws and policies.
Motorcycle Training Schools	License and train providers
Non-Profit Organizations	Distribute voluntary contributions received in accordance with statute
Other Federal, State and Local Entities, e.g.: <ul style="list-style-type: none"> <li>• Florida Department of Revenue</li> <li>• Florida Department of Business and Professional Regulation</li> <li>• Florida Department of State</li> <li>• Florida Department of Transportation</li> <li>• United States Department of Transportation/ Motor Carrier Safety Administration and Federal Highway Administration</li> <li>• United States Department of Homeland Security</li> </ul>	Perform data exchange
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
Physicians	Issues certificates of certification for disabled parking placards
Rebuilt Manufacturers	Inspect rebuilt vehicles and issue rebuilt titles if appropriate, allowing vehicles to be sold
Researchers	Provide data used for research
Selective Service Administration	Register people eligible for the draft
Specialty Plate Entities	Stock specialty tags, process sales, and distribute revenues in accordance with statute. Monitor usage of fees for compliance.
Supervisor of Elections	Provide voter registration information
Tax Collectors	Provide equipment, systems, procedures, and data to issue driver licenses, title and registration transactions on behalf of the Department in accordance with state laws and policies.
Wire Services	Issue permits to commercial carriers

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. Many 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 reduced the complexity in the design of driver license and motor vehicle systems and provided additional service opportunities to customers. The overall modernization effort integrates the driver license and motor vehicle systems into one system, the Online Registration and Identity Operation Network (ORION) and is supported by a customer centric database. The customer centric database and ORION enables the Department to provide customers with comprehensive information related to their customer record. This comprehensive information will be available to customers online via the customer portal or in an office.

In 2021, the driver license system modernization was completed; however, the motor vehicle system is still maintained on legacy architecture and can only be integrated with the driver license system if it is modernized as well. It is critical to the modernization effort for the Department to complete Phase II to integrate and simplify services for our customers while providing seamless access to their information.

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 required 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. Phase I of the Modernization effort replaced FDLIS with ORION. Although ORION is web-based, FRVIS still requires a local server, which means that 436 servers purchased by the Department are still 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:

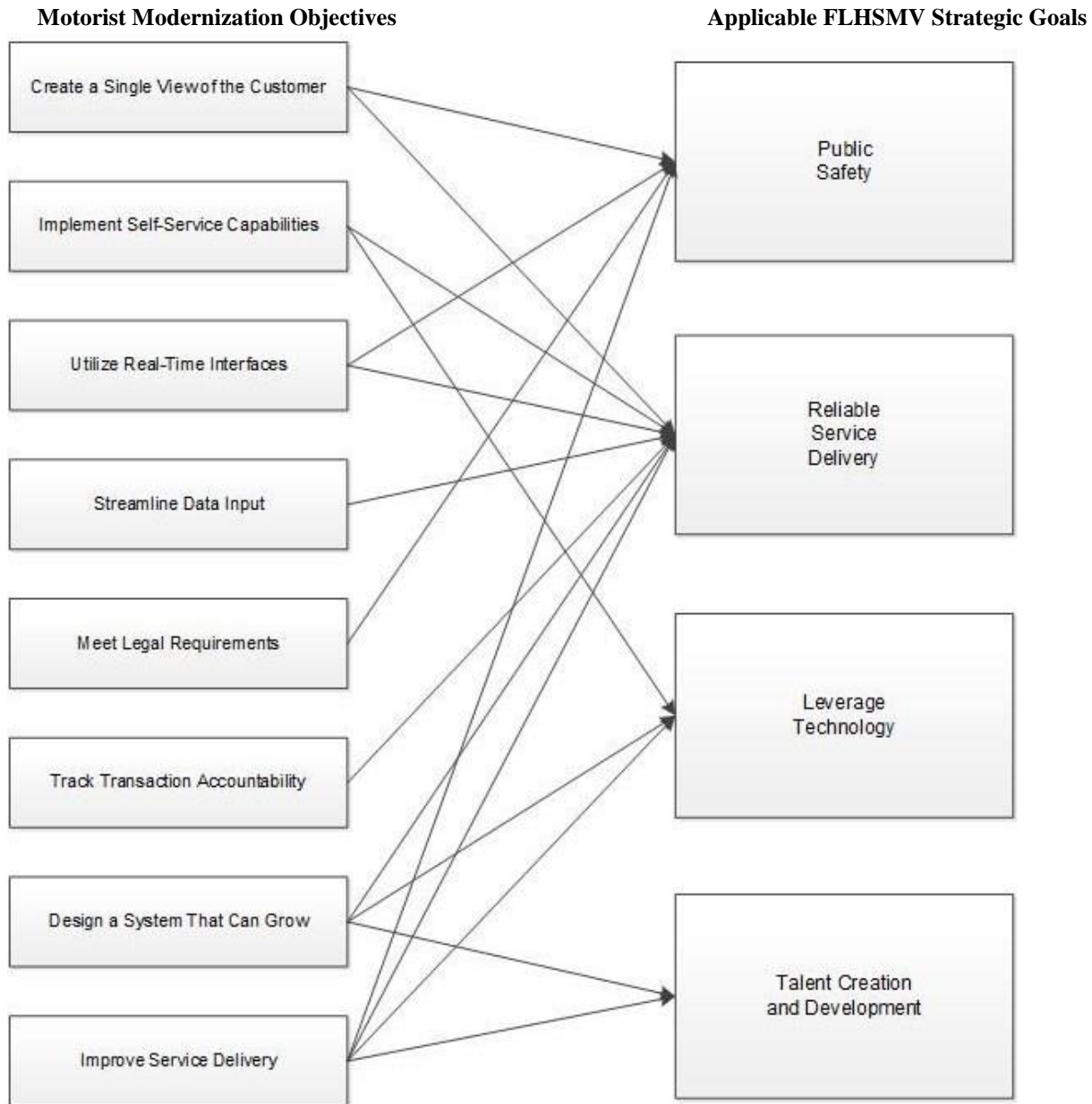
- Risk to public safety;
- Risk of non-compliance with federal and State mandates;

- 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 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.

- **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. 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**

It is vital the Department have the capability to track transactions for auditing and accountability purposes. New processes have been developed which allow for the ability to conduct audits within the field offices that monitor and oversee daily transactions within ORION. To effectively perform this role, Department staff will have the opportunity to review transactions up to eleven (11) days which increases transaction accountability. 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.

The Department has implemented a new functionality in ORION which gathers third-party requestor information. This function allows for third parties with properly documented, legal authority to conduct business on behalf of that individual or business.

- **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, License Plate Agents (LPAs), 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. With the redesign of the database, the Department has moved closer to building 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 created a new customer portal as part of Phase I of Motorist Modernization. The new customer portal replaced Virtual Office, the Department's previous self-service portal which provided limited access to services for motorists. During Phase II of Motorist Modernization, the Department continues to add functionality focusing on motor vehicle services to the MyDMV Portal that allows motorists to access more services, allowing citizens to interact with the Department via this self-service portal.
- **Florida Smart ID.** The Department will continue to add functionality to the Florida Smart driver license (FSID), 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 credential holder) such as a cell phone or tablet. In accordance with House Bill 0749, this digital credential was updated to display Registration and Insurance information. The FSID will support identity management during the MV/DL and various other online or in-person transactions. The FSID will also allow the Department to notify customers of issues that require attention regarding the records of their motor vehicle or driver license.
- **Enterprise Content Management -** The Department has started implementing a standardized enterprise solution, OnBase, to assist in the effective collection and management of documents across its various systems. Documents generated by ORION during driver license transactions have already been transitioned to OnBase and work is underway to convert historical driver license and motor vehicle databases into OnBase. As the Department continues to implement OnBase, its ability to store, retrieve, manage, and disseminate documents in an efficient and cost effective manner will increase significantly.

Completion 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. Along with 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 \$2.6 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 previously 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 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 led to a complex technical environment that was 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, 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 addressed 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, vessel and/or mobile home registration for use on Florida roadways or bodies of water. 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:

- Original New vehicles/ not previously titled
- Original Used vehicle previously titled out-of-State
- Title Transfers /Florida titled vehicles
- Original Title/ Transfer Titles for operation of law (e.g., mechanics lien)
- Surviving Spouse Transfer
- Duplicate titles
- Issuing/removing stops
- Title corrections
- Cancellation/Reinstatement
- Mark title sold
- Add/satisfy lien actions
- Title Modification

- Certificate of Destruction (duplicate and correction)
- Certificate of Repossession
- Derelict Vehicle Certificate (duplicate)
- Print Electronic Title
- Wrecker Operator Lien (add and satisfy)
- ELT (Electronic Lien and Title)
- Off Highway Decals
- Title Imaging
- GHQ Functionality
- Express Return Title
- Recreate Missing Title

Registration:

- Original registration
- Registration renewal
- Duplicate registration including address change
- Registration transfer
- Registration replacement
- Personalized plate inquiry/reservation/issuance
- Disabled parking placards (originals, renewals, subsequent, duplicates and replacements)
- High occupancy vehicle decal (originals, renewals, replacements, and duplicates)
- Registration correction
- Surrender License Plate/Cancel Registration
- Recreate Registration
- Front End License Plate
- Sample Plate
- Replace License Plate and Decal
- License Plate Issued in Error
- Reissue Relinquished Plate
- Dealer Registrations (originals, renewals, and corrections)
- Dealer Temporary Transfer
- Dealer/Transporter License Plates
- Legislative Plates
- Detach/Attach Plates
- "Swap" Plates
- Specialty Plate Voucher
- Issuing/Removing stops

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 ORION (formerly 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 Practice Registered Nurse, Podiatric Physician, Physician Assistant, Optometrists or by similarly licensed physician from another state. 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
- DAVID
- NMVTIS for title and registration only 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
- Salvage Filing System (SFS) for salvage dealers and insurance companies
- Dealer licensing files
- Virtual Office
- MyDMV Portal
- 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 ORION (formerly 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.

### **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.

### **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 ORION (formerly 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.

#### **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.

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) Revenue Collection & Distribution**

### Background

The Department is required by Florida Statute to collect hundreds of different fee types and distribute them to private organizations and various governmental entities for critical services. Revenue collection and distribution is a supporting process which accounts for \$2.4 billion dollars of revenue annually. Many government and non-governmental entities rely on the Department's revenue collection and distribution process as a major source of income. In addition, the Department's revenue reports are an integral part of the State's revenue estimation process, since many entities receive funds collected by the Department. Internally, the Department relies upon reports produced from the revenue collection and distribution process to perform financial reconciliations, projections, audits, and analyses.

Revenue is collected from numerous entities and is recorded in FRVIS, ORION (formerly 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 ORION (formerly 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 ORION (formerly 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 ORION (formerly 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 ORION (formerly FDLIS) or FRVIS (depending upon the transaction type) within the corresponding customer's account. Payments are recorded or collected through the cashiering portions of ORION (formerly FDLIS) or FRVIS, and cash is deposited by the tax collector into the Department's account. Revenue recorded in FRVIS or ORION (formerly 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.

**Florida Highway Patrol:**

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.

**Department Of Revenue/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 NIC Services, Inc. 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
- ORION (formerly FDLIS)
- DL Maintenance
- CRS
- Microsoft Excel
- Mail/Fax
- FAME distribution program
- FLAIR
- NIC Services, Inc.

**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.
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 are 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
- ORION (formerly 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. Reporting**

### Background

Reports are generated by many areas throughout the organization and are performed by these business units:

- Information Systems Administration (ISA) - Warehouse and Reporting, FRVIS, ORION (formerly FDLIS), Information Exchange Services (IES), Collaboration Services, Integration Services, Database
- Strategic Support Services (MV)
- Driver License Statistics unit
- Crash Records unit
- Office of Performance Management
- Driver Education
- Revenue

These entities generate reports for different purposes, including general inquiry, requests for a single driver or motor vehicle record, and generating data requests for entities with MOUs with the Department.

### **1) Performance Reporting**

#### Background

The Office of Performance Management tracks and reports on selected Department performance measures and standards in the Executive Director’s Annual Performance Contract with the Governor and Cabinet. The performance measures and standards are aligned with the Department’s Annual Strategic Plan and are grouped under the four primary goals of Public Safety; Reliable Service Delivery; Leveraging Technology; and Talent Creation and Development. Actual performance is measured and reported to the Governor and Cabinet quarterly and is available online through the Department’s intranet and internet. The Office also monitors the key performance indicators included in the Department’s Long-Range Program Plan (LRPP).

#### Process Steps

Each performance measure is carefully defined (including calculation methodologies) and specific data sources identified. To ensure the accuracy of the performance data, the Department’s Inspector General reviews the definition forms and attests to the reliability and validity of this information.

Monthly, the Office of Performance Management receives information and data from the business units for each performance measure. Such information is provided via Excel spreadsheets or by direct access into specific data sources (e.g., data warehouses). This information is summarized and recorded by the Office of Performance Management into a SharePoint database that is the backbone of our dashboard.

#### Stakeholders

- Department leadership, managers, and members
- Florida Governor and Cabinet
- Florida Legislature (members and staff)
- Tax Collectors
- Law enforcement
- General public

#### Interfaces

- ORION (formerly 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 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.

### **3) Quality Reviews Performed by the Tax Collectors and License Plate Agency Management**

Motor Vehicle Issuance has developed a Motor Vehicle Transaction Queue in ORION that will assist field office personnel with the appropriate/elevated role to view and/or audit transactions pending in the queue, completed transactions, and voided transactions. This capability will be available for up to eleven (11) calendar days for completed transactions, from the date the transaction is finalized. The queue will allow the manager or supervisor with the appropriate role to search and review the transactions from prior days or the current days' work and check for errors or fraud issues with the documents presented for the transaction. The Motor Vehicle Transaction queue will also allow the user to temporarily place a transaction on hold and retrieve/finish previously started MV transactions on the same day.

#### 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 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 and ECM solutions and implementation of a FSID solution. 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 "Swap" license plates issued in error for corrected ones.
- 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 the ability to issue and/or redeem Specialty Plate Vouchers.
- 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 renew 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 denote a customer's hearing impairment, if applicable, during registration transactions.
- 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 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, title, and parking permit detail(s).
- 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 number of duplicate records.
- The system will provide a MV Transaction Queue to temporarily hold transactions and data which enables the user to pause work and retrieve/finish the registration transaction(s) within the same day.

#### **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 verify information instantly and reliably 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, customer, and registration 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 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 number of duplicate records.
- The system will provide a MV Transaction Queue to temporarily hold transactions and data which enables the user to pause work and retrieve/finish the registration transaction(s) within the same day.
- The system will support a "Real-Time" interface with the Department of Revenue to validate the Sales & Use Tax Registration Number and the Sales Tax Exemption Number.

**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 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 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 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 system will support the use of Kiosks.
- The ability to submit request for Title and Registration STOPS online.
- The ability to purchase Specialty Plate vouchers and gift certificates online.
- The system will provide a MV Transaction Queue to temporarily hold transactions and data which enables the user to pause work and retrieve/finish the registration transaction(s) within the same day.

#### 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.
- The system will provide the ability to view transactions from the vendor.

**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.
- The system will provide the ability to receive notifications when inventory is ordered or transferred.

**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. Florida Smart ID (FSID)**

- The system will be capable of functioning in an on-line and off-line environment.
- The system will confirm the FSID holder's identity.
- The system will convey driving privileges.
- The system will convey vehicle registration and insurance information.
- The system will allow the FSID holder to selectively authorize the release of information.
- The system will support remote FSID 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

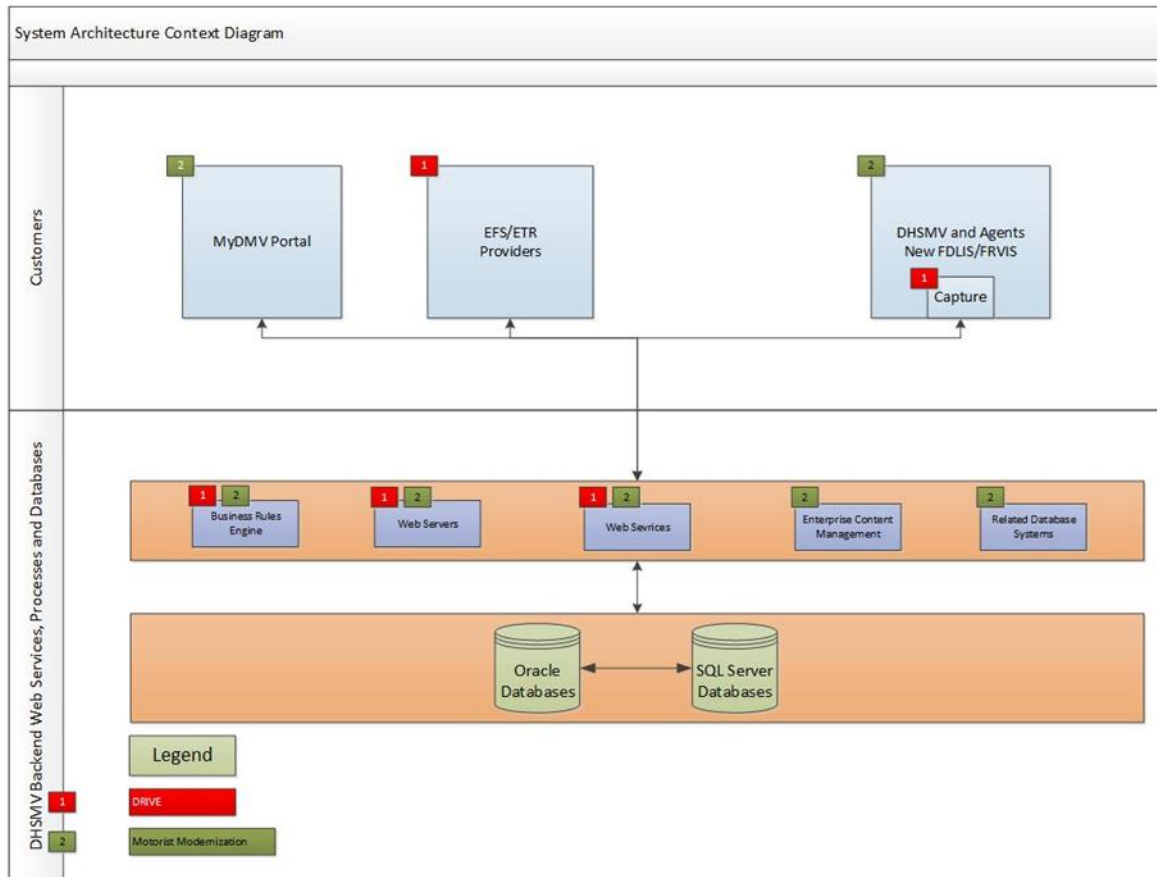


Figure 1-3 – System Architecture Context Diagram

### 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. Legacy FLHSMV systems were developed in a piecemeal architectural fashion over many years. By creating a service orientated 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 functionalities. 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 greatly increases the efficiency and usability of the modernized systems. There are multiple instances of customer information across systems. Phase I of Motorist Modernization consolidated the customer instances into one customer database and Phase II has continued enhancements to the databases to increase the efficiency and usability of the modernized systems.
4. Enterprise Content Management (ECM) – Since the modernized systems rely on many documents provided from different sources, an Enterprise Content Management system is needed. This provides a consistent, repeatable interface to store and manage documents. Continuation of the 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 functionalities. 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.

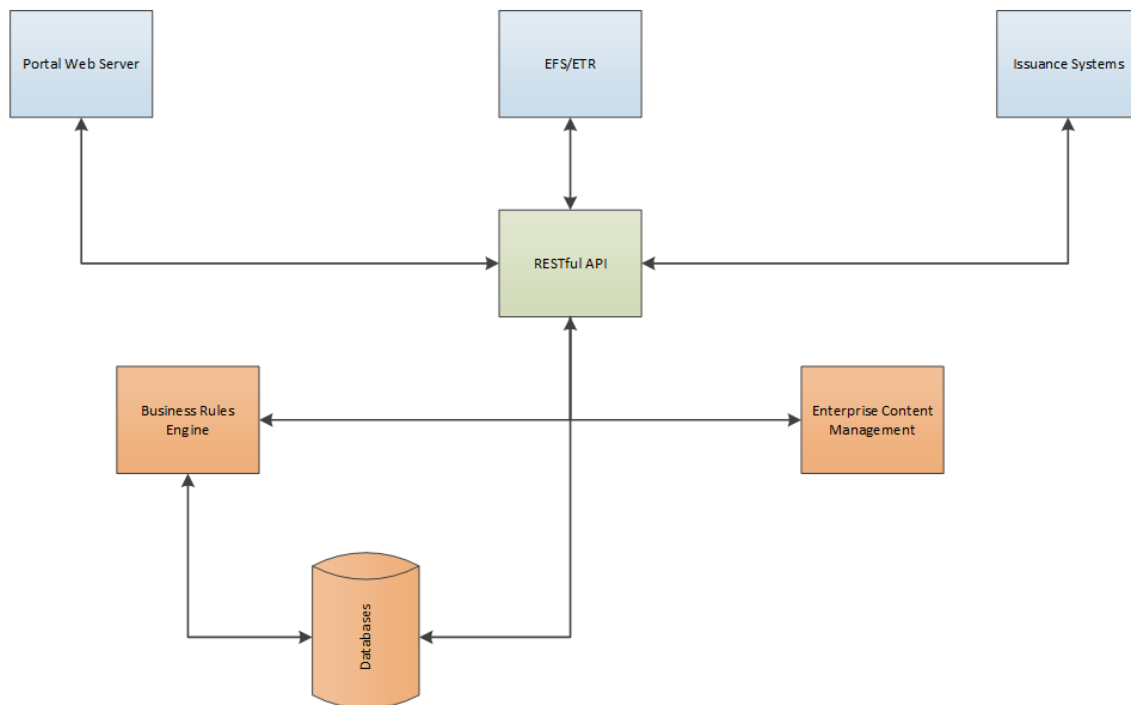


Figure 1-4 – System Architecture Model

### 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 4,000 or more 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

### 3. 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	06/25



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. Virtual Office provides limited self-service options.  Compare number of online service requests versus those provided by tax collectors, state offices, and license plate agents.	Florida drivers, Tax Collectors, FLHSMV, License Plate Agents	06/25
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	06/25
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	06/25
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	06/25
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	06/25
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	06/25

## 4. 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	Who receives	How is benefit	How is the	Realization

BENEFITS REALIZATION TABLE					
	Benefit	the benefit?	realized?	realization of the benefit measured?	Date
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 to have a value in excess of <b>\$11.5 million</b> 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 title 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 <b>\$4.0 million</b> 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 service IT servers throughout the state. Cost to repair or replace servers eliminated.	FLHSMV	Elimination of servers throughout the state will effectively reduce equipment and maintenance costs in addition to the dedicated staff resources and travel that are required in order to maintain servers.	FLHSMV measures personnel costs, travel costs and equipment costs for each location.	FY 2024-2025
4	Customers will have to spend less time in Department, 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, Tax Collector Offices, or license plate agency locations 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	Tax Collectors	Workload Savings generated by system efficiency that shortens or eliminates transaction times. This	The Department monitors average transaction time and online transactions allowing for accurate	FY 2024-2025

BENEFITS REALIZATION TABLE				
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 <b>\$5.5 million</b> .		will save FLHSMV and Tax Collectors offices from expanding their workforce as demand grows in coming years.	comparison and measurement of gained efficiencies.	

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 is 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.

Cost Benefit Analysis (CBA)

CBA Form 1 - Net Tangible Benefits Agency FLHSMV Project Motorist Modernization Phase II

Agency	FY 2017-18			FY 2018-19			FY 2019-20			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) 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	\$2,891,564	\$0	\$2,891,564
A.b Total Staff	35.90	0.00	35.90	35.90	0.00	35.90	35.90	0.00	35.90	35.90	0.00	35.90	35.90	0.00	35.90	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	\$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	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	\$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	0.00	0.00	0.00
A-3.a. Staff Augmentation	\$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	\$200,000	\$0	\$200,000
A-3.b. Staff Augmentation (# of FTEs)	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	1.00	0.00	1.00
B. Application Maintenance	\$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	\$2,267,556	\$0	\$2,267,556
B-1. Managed Services	\$0	\$0	\$0	\$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	\$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	\$0	\$0	\$0
B-4. Other	\$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	\$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	\$299,489	\$0	\$299,489
C-1. Managed Services	\$0	\$0	\$0	\$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	\$74,489	\$0	\$74,489
C-3. Network / Hosting	\$0	\$0	\$0	\$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	\$0	\$0	\$0
C-5. Other	\$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	\$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	\$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	\$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	\$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	\$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	\$0	\$0	\$0
<b>Total of Recurring Operational</b>	<b>\$5,450,353</b>	<b>\$0</b>	<b>\$5,450,353</b>	<b>\$5,449,641</b>	<b>\$0</b>	<b>\$5,449,641</b>	<b>\$6,958,609</b>	<b>\$0</b>	<b>\$6,958,609</b>	<b>\$6,958,609</b>	<b>-\$1,500,000</b>	<b>\$5,458,609</b>	<b>\$5,458,609</b>	<b>\$0</b>	<b>\$5,458,609</b>	<b>\$5,458,609</b>	<b>\$0</b>	<b>\$5,458,609</b>	<b>\$5,458,609</b>	<b>\$0</b>	<b>\$5,458,609</b>	<b>\$5,458,609</b>	<b>\$0</b>	<b>\$5,458,609</b>
F. Additional Tangible	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
F-1. CS Registrations/Transactions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
F-2. WA Registrations/Transactions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
F-3. IFTA/IRP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Net Tangible Benefits:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBA Form 1A		
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	

DHSMV		Motorist Modernization Phase II			CBA Form 2A Baseline Project Budget																				
Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable. <b>Include only one-time project costs in this table. Include any recurring costs in CBA Form IA.</b>					FY2017-18		FY2018-19		FY2019-20		FY2020-21		FY2021-22		FY2022-23		FY2023-24		FY2024-25		TOTAL				
Item Description <i>(remove guidelines and annotate entries here)</i>	Project Cost Element	Appropriation Category	Current & Previous Years Project-Related Cost	YR 1	YR 1	YR 2	YR 2	YR 3	YR 3	YR 4	YR 4	YR 5	YR 5	YR 6	YR 6	YR 7	YR 7	YR 8	YR 8	TOTAL					
				#	Base Budget	#	Base Budget	#	Base Budget	#	Base Budget	#	Base Budget	#	Base Budget	#	Base Budget	#	Base Budget	#	Base Budget	#	Base Budget		
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	\$ - \$ 3,682,237	0.00	\$ - \$ 3,682,237	0.00	\$ - \$ 3,682,237	\$ 22,984,151			
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	\$ -	0.00	\$ -	0.00	\$ -	\$ -			
Staffing costs for personnel using Time & Expense.	Staff Augmentati	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	0.00	\$ - \$ 200,000	0.00	\$ - \$ 200,000	\$ 1,600,000			
Project management personnel and related deliverables.	Project Managemen	Contracted Services	\$ -	0.00	\$ -	0.00	\$ -	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	0.00	\$ 423,240	0.00	\$ 299,975	\$ 3,569,695			
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	\$ -	0.00	\$ -	0.00	\$ -	\$ -			
Separate requirements analysis and feasibility study procurements.	Planning/ Analysis	Contracted Services	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Hardware purchases not included in data center services.	Hardware	OCO	\$ -	\$ 19,900	\$ -	\$ 7,800	\$ -	\$ 33,000	\$ -	\$ 24,000	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 114,700			
Commercial software purchases and licensing costs.	Commercial Software	Contracted Services	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 3,450,000	\$ -	\$ 1,687,700	\$ -	\$ 837,700	\$ -	\$ 1,007,700	\$ -	\$ 1,007,700	\$ -	\$ 1,004,985	\$ -	\$ -	\$ -	\$ 9,095,785			
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	\$ -	\$ 9,138,340	\$ -	\$ 8,488,800	\$ -	\$ 8,488,800	\$ -	\$ 11,860,648	\$ -	\$ -	\$ -	\$ 62,966,618			
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 IA.	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	\$ -	\$ 74,000	\$ -	\$ 74,000	\$ -	\$ 34,000	\$ -	\$ -	\$ -	\$ 725,350			
<b>Total</b>			\$ -	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	\$ 9,993,740	\$ 3,882,237	##	\$ 13,199,608	\$ 3,882,237	\$ 101,056,299

**CBAForm 2 - Project Cost Analysis**

<b>Agency</b>	<u>DHSMV</u>	<b>Project</b>	<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	FY 2024-25	
<b>TOTAL PROJECT COSTS (*)</b>	\$4,897,547	\$6,012,445	\$17,174,354	\$13,759,637	\$14,378,517	\$13,875,977	\$13,875,977	\$17,081,845	\$101,056,299
<b>CUMULATIVE PROJECT COSTS</b> <i>(includes Current &amp; Previous Years' Project-Related)</i>	\$4,897,547	\$10,909,992	\$28,084,346	\$41,843,983	\$56,222,500	\$70,098,477	\$83,974,454	\$101,056,299	
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 2023-24	FY 2024-25	
General Revenue	\$0	\$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	\$13,875,977	\$13,875,977	\$17,081,845	\$101,056,299
Federal Match <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> Specify	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL INVESTMENT</b>	\$4,897,547	\$6,012,445	\$17,174,354	\$13,759,637	\$14,378,517	\$13,875,977	\$13,875,977	\$17,081,845	\$101,056,299
<b>CUMULATIVE INVESTMENT</b>	\$4,897,547	\$10,909,992	\$28,084,346	\$41,843,983	\$56,222,500	\$70,098,477	\$83,974,454	\$101,056,299	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous		Confidence Level	
Order of Magnitude	x	Confidence Level	50%
Placeholder		Confidence Level	

**CBAForm 3 - Project Investment Summary**

Agency

DHSMV

Project

Motorist Modernization Phase II

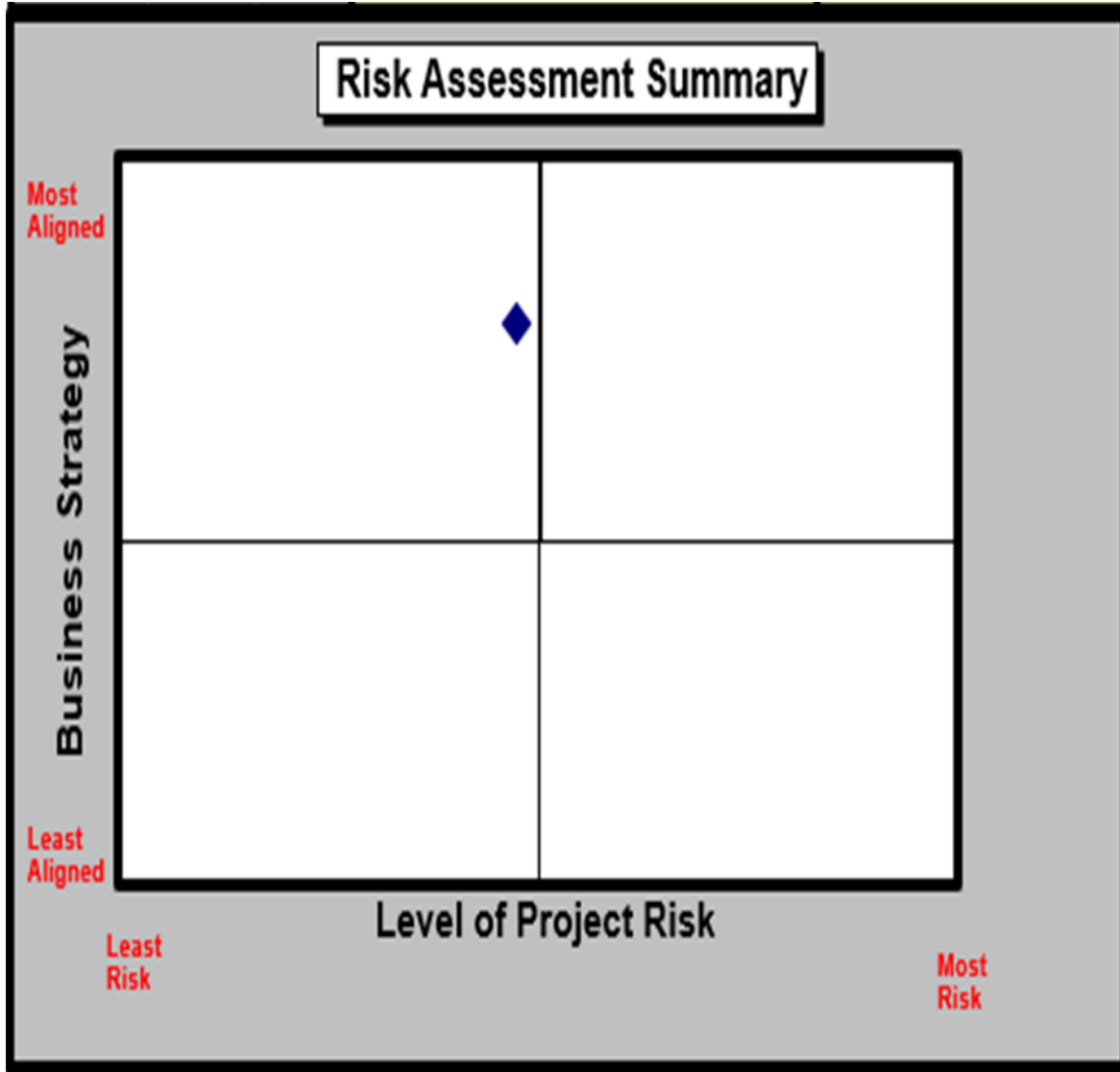
<b>COST BENEFIT ANALYSIS -- CBAForm 3A</b>									
	1	2	3	4	5	6	7	8	
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	<b>TOTAL FOR ALL YEARS</b>
<b>Project Cost</b>	\$4,897,547	\$6,012,445	\$17,174,354	\$13,759,637	\$14,378,517	\$13,875,977	\$13,875,977	\$17,081,845	\$101,056,299
<b>Net Tangible Benefits</b>	\$0	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000
<b>Return on Investment</b>	(\$4,897,547)	(\$6,012,445)	(\$17,174,354)	(\$12,259,637)	(\$14,378,517)	(\$13,875,977)	(\$13,875,977)	(\$17,081,845)	(\$99,556,299)
<b>Year to Year Change in Program Staffing</b>	0	0	0	0	0	0	0	0	

<b>RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B</b>		
<b>Payback Period (years)</b>	<b>NO PAYBACK</b>	Payback Period is the time required to recover the investment costs of the project.
<b>Breakeven Fiscal Year</b>	<b>NO PAYBACK</b>	Fiscal Year during which the project's investment costs are recovered.
<b>Net Present Value (NPV)</b>	<b>(\$70,937,409)</b>	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
<b>Internal Rate of Return (IRR)</b>	<b>NO IRR</b>	IRR is the project's rate of return.

<b>Investment Interest Earning Yield -- CBAForm 3C</b>								
Fiscal Year	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
<b>Cost of Capital</b>	1.94%	2.07%	3.18%	4.32%	3.30%	3.42%	3.51%	3.63%

### 5. 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. 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.

<b>Project Risk Area Breakdown</b>	
<b>Risk Assessment Areas</b>	<i>Risk Exposure</i>
<b>Strategic Assessment</b>	<b>MEDIUM</b>
<b>Technology Exposure Assessment</b>	<b>MEDIUM</b>
<b>Organizational Change Management Assessment</b>	<b>MEDIUM</b>
<b>Communication Assessment</b>	<b>LOW</b>
<b>Fiscal Assessment</b>	<b>MEDIUM</b>
<b>Project Organization Assessment</b>	<b>MEDIUM</b>
<b>Project Management Assessment</b>	<b>LOW</b>
<b>Project Complexity Assessment</b>	<b>HIGH</b>
<b>Overall Project Risk</b>	
	<b>MEDIUM</b>

## 6. 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.

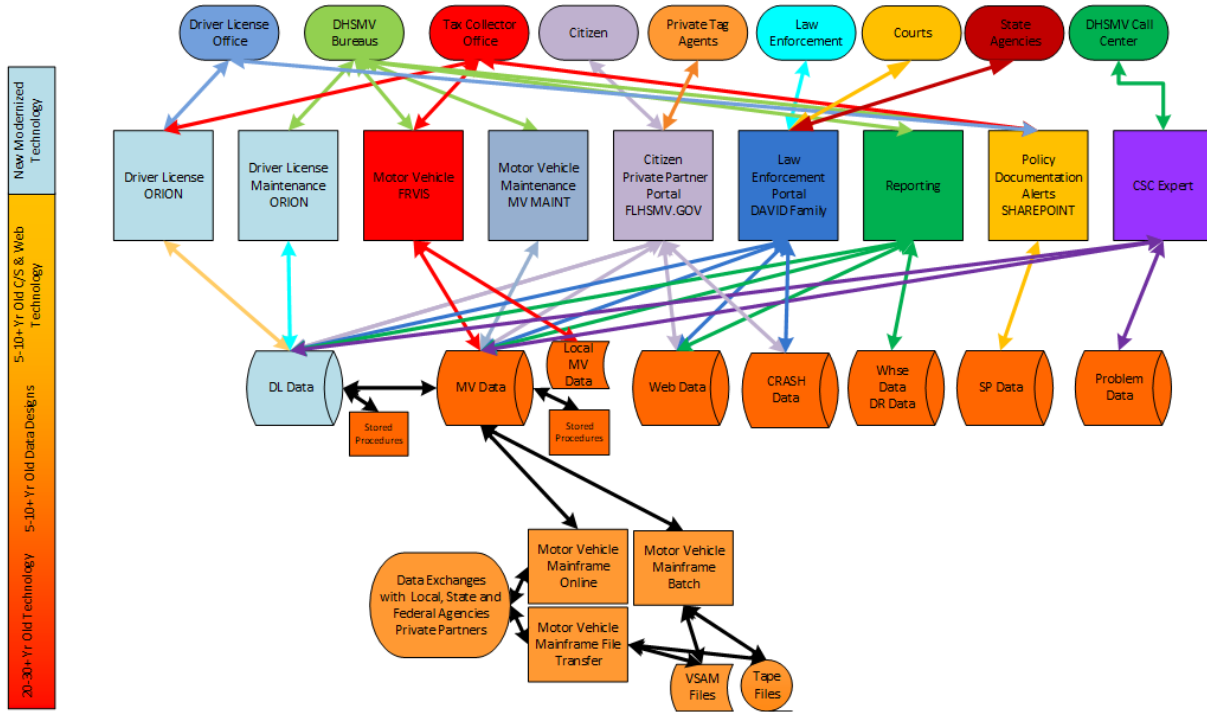


Figure 5-1 – Current Technology Environment

#### 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 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 (replaced by ORION) 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 (replaced by ORION). 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. There are over 30 different technical environments that must be supported by the technical staff which include platform environments, database environments, and programming languages. Many of the modification requests and projects require changes across the technology environments thereby increasing 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 customers' 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. Many 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.

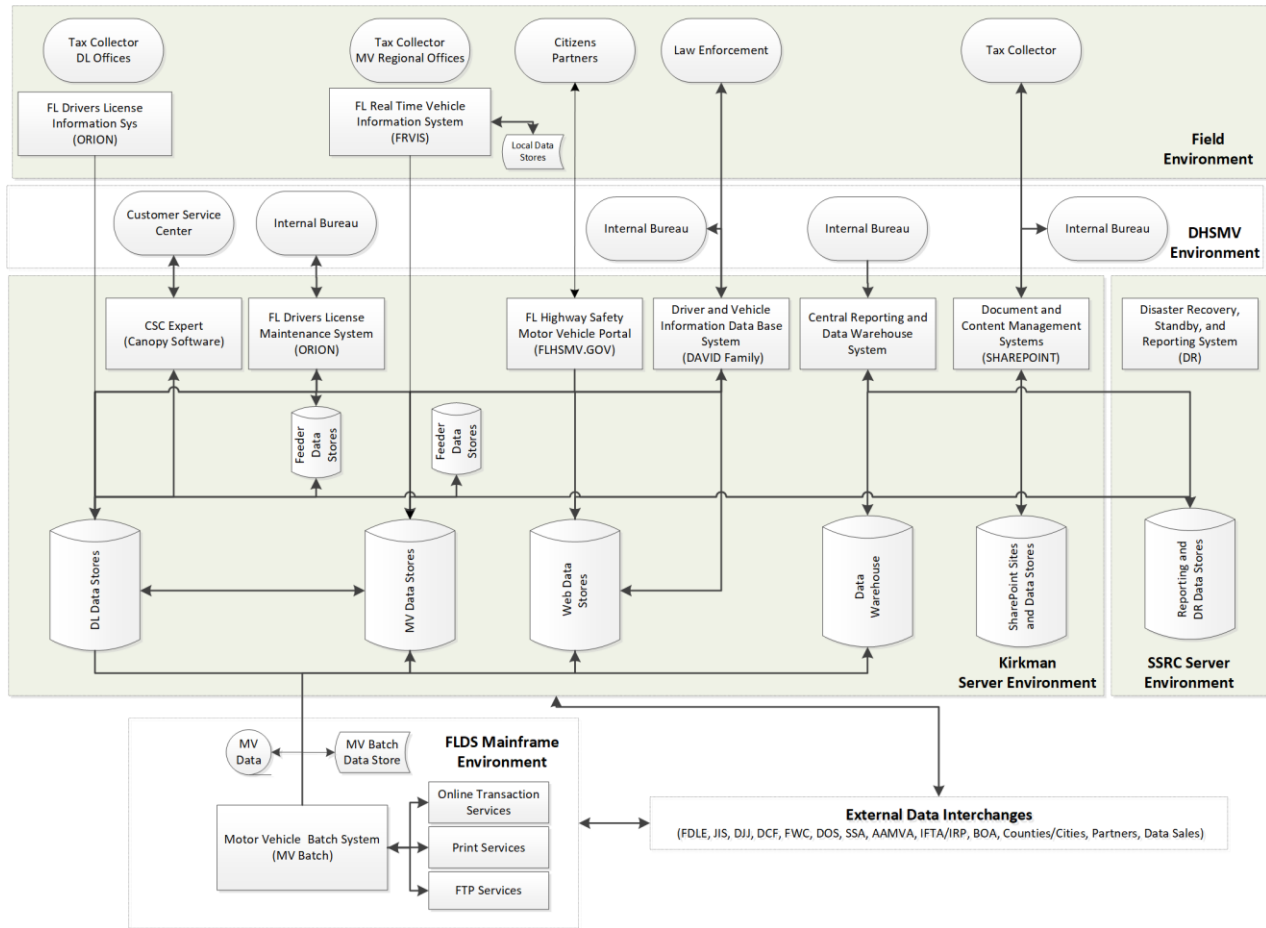


Figure 5-2 - Current System Overview

The cornerstones of the current technology environment are two information systems – ORION (formerly 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 ORION (formerly 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.

ORION (formerly FDLIS), FRVIS, CSC Expert, DAVID and FLHSMV.GOV are supported by three databases, one for ORION (formerly 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.

ORION (formerly FDLIS) is a web-based application and does not require a local server to run like FDLIS. FRVIS, however, still requires 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 over 400 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 ORION (formerly 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 was 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:

- ORION (formerly 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).
- 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.

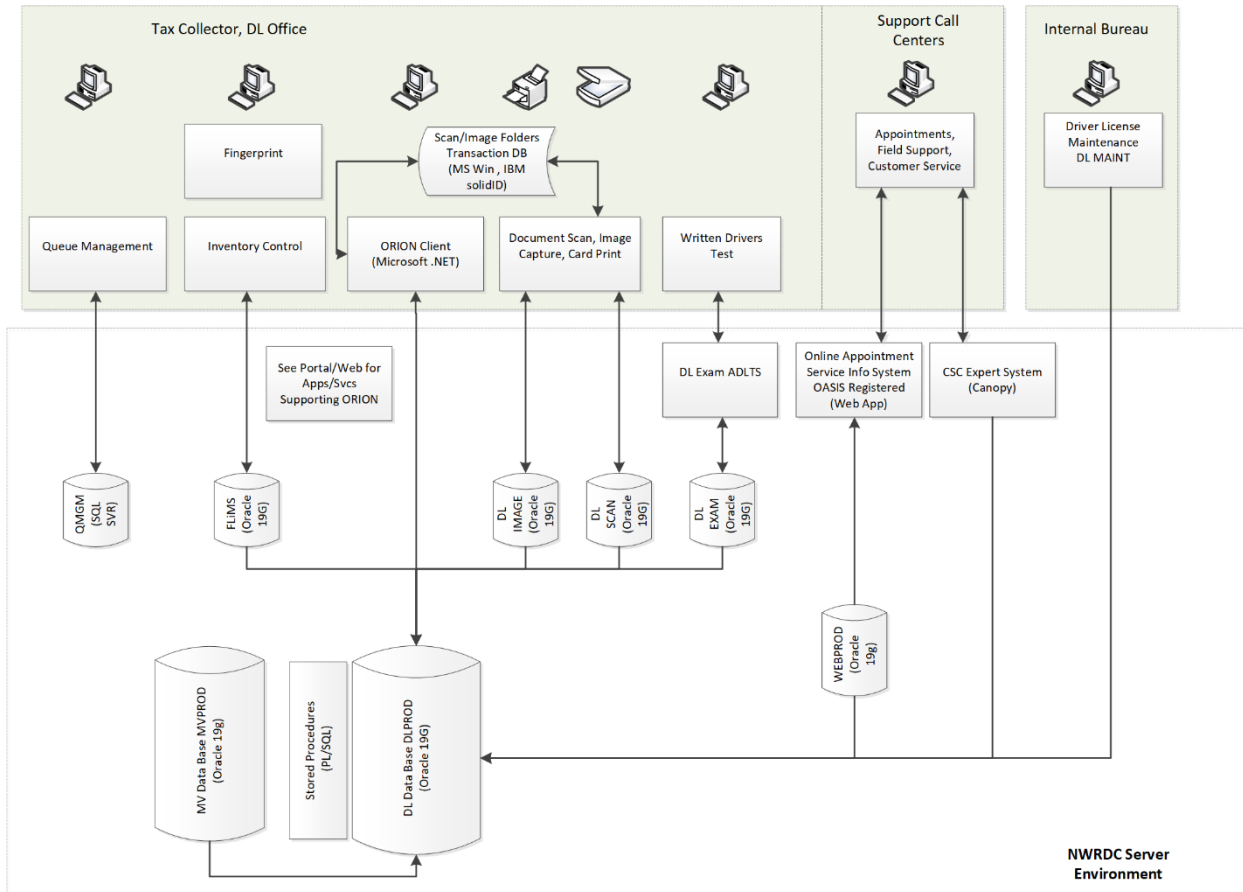


Figure 5-3 - DL System Overview

### c. DL Batch System Overview

The old driver license mainframe system consisted 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 used driver license data from multiple sources to update DL PROD, sequential tape files and VSAM files. The CICS region was used for inbound and outbound transactions, e.g., verification of social security number for ORION (formerly 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. The old system was replaced by the modernized batch scheduling and execution toolset Active Batch.

Typical batch functions include processing sanctions, stops, insurance information, payroll and personnel reconciliation, sexual predator/offender updates, renewal notifications, data exchanges, and others.

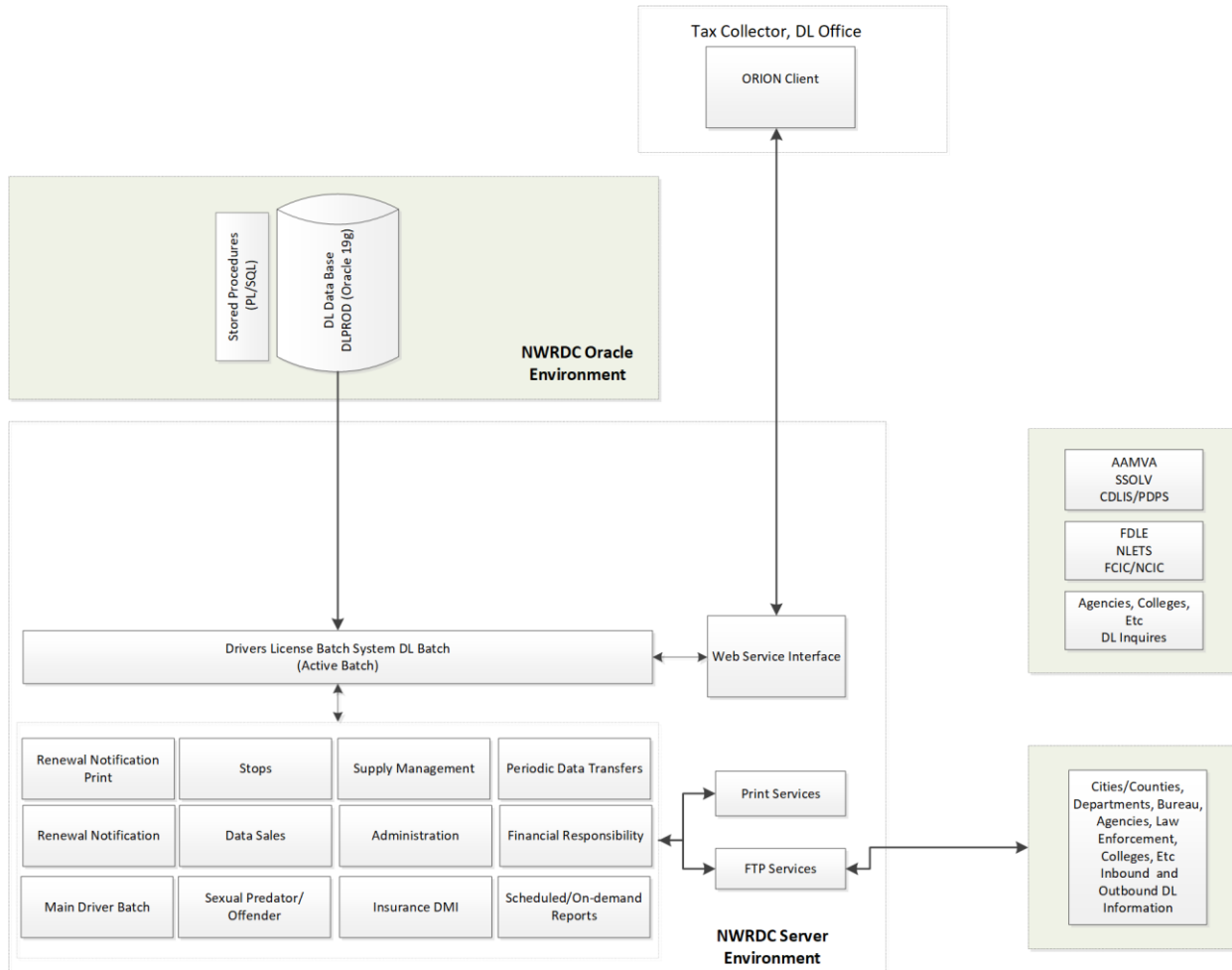


Figure 5-4- DL Batch Demonstration

#### 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 ensures 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.

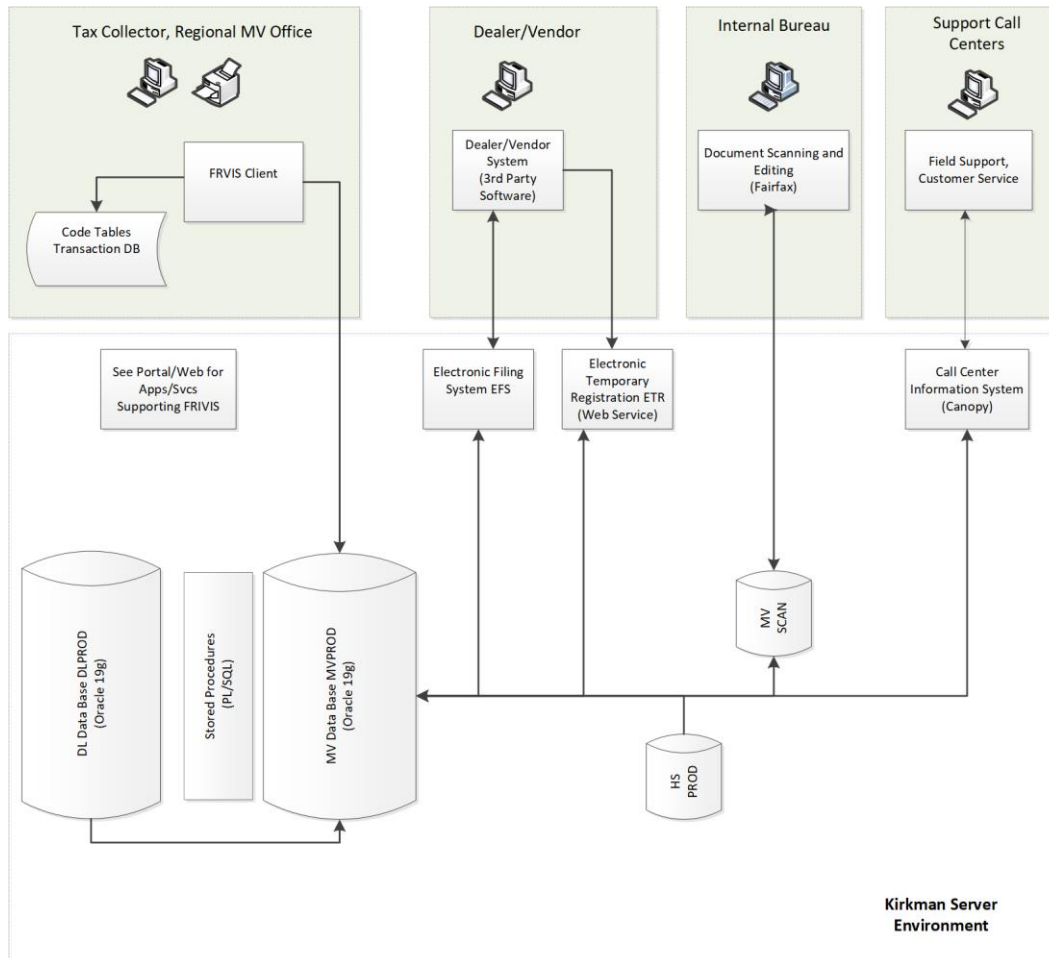


Figure 5-5 - MV System Overview

#### 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.

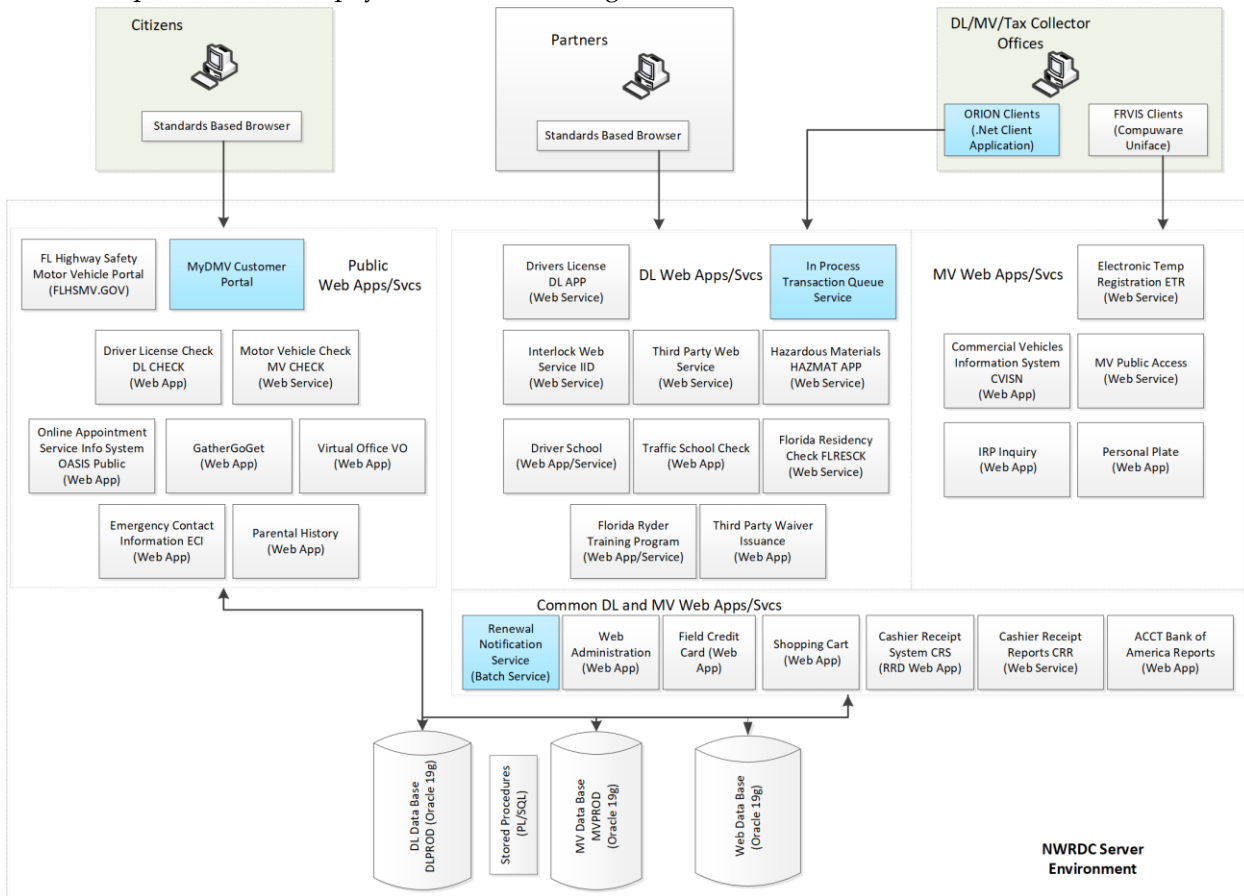


Figure 5-6- MV Mainframe System Overview

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 ORION (formerly FDLIS) and/or FRVIS processing.

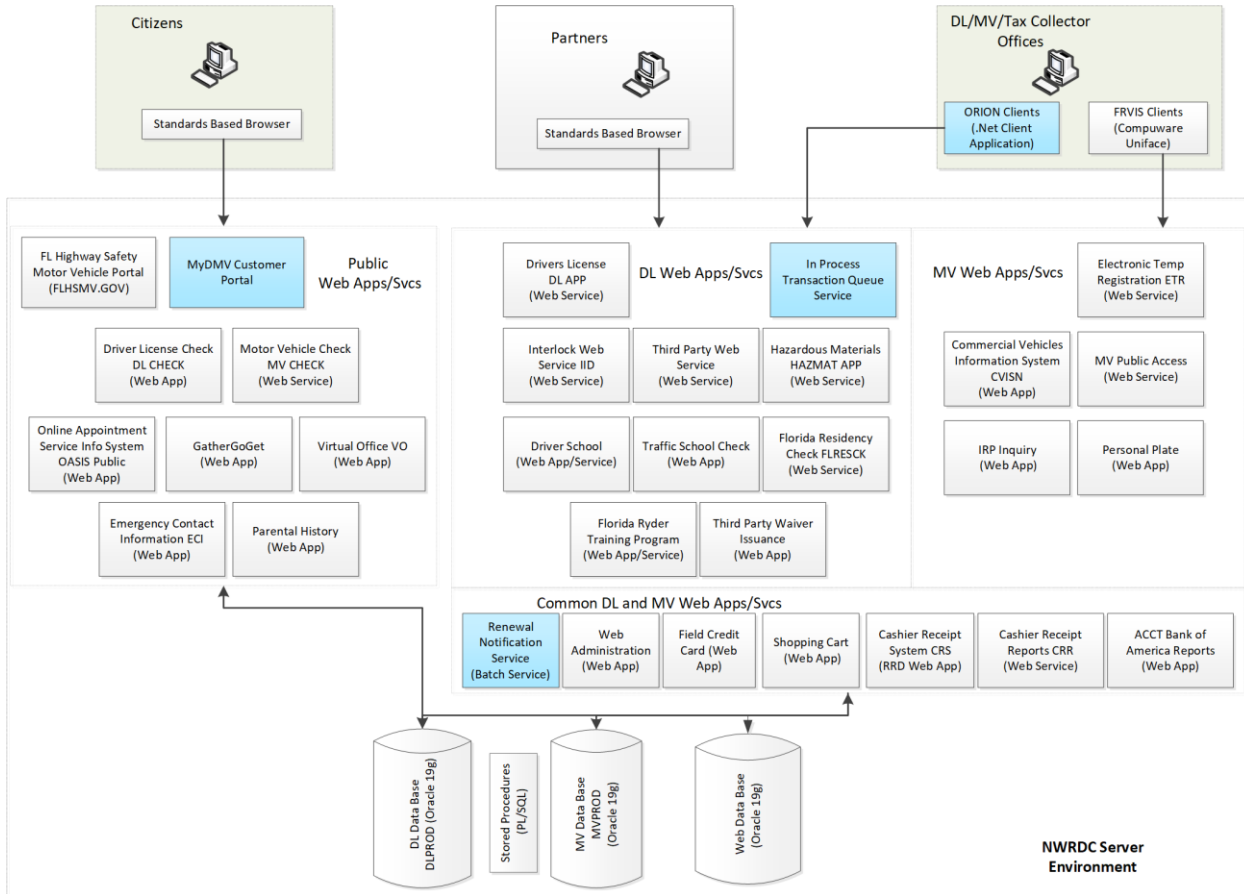


Figure 5-7- Portal/Web System Overview

**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.

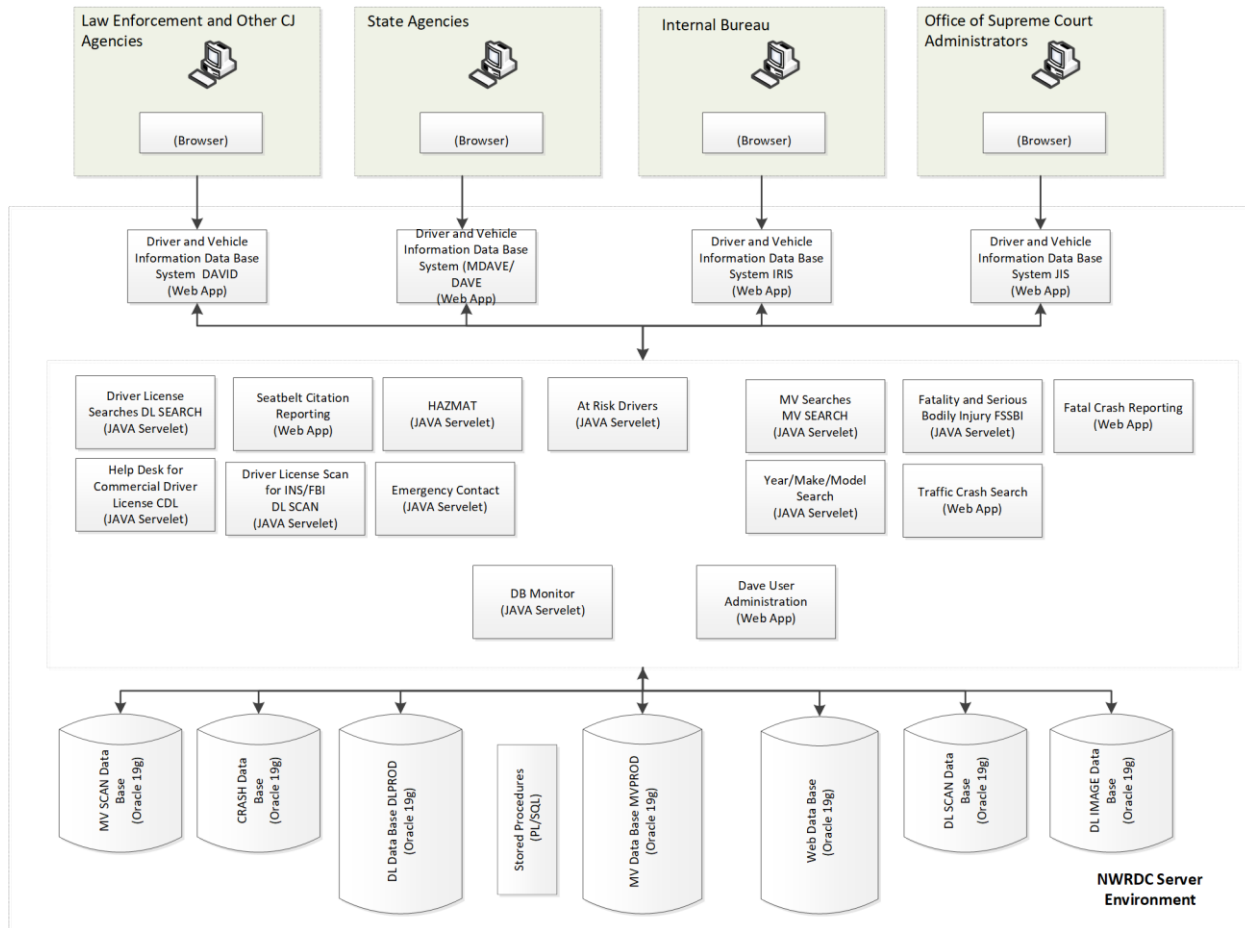


Figure 5-8- DAVID System Overview

#### h. Disaster Recovery, Standby, Data Warehouse and Reporting System Overview

Currently the production application and Database environments 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 all production databases 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 ORION (formerly 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.

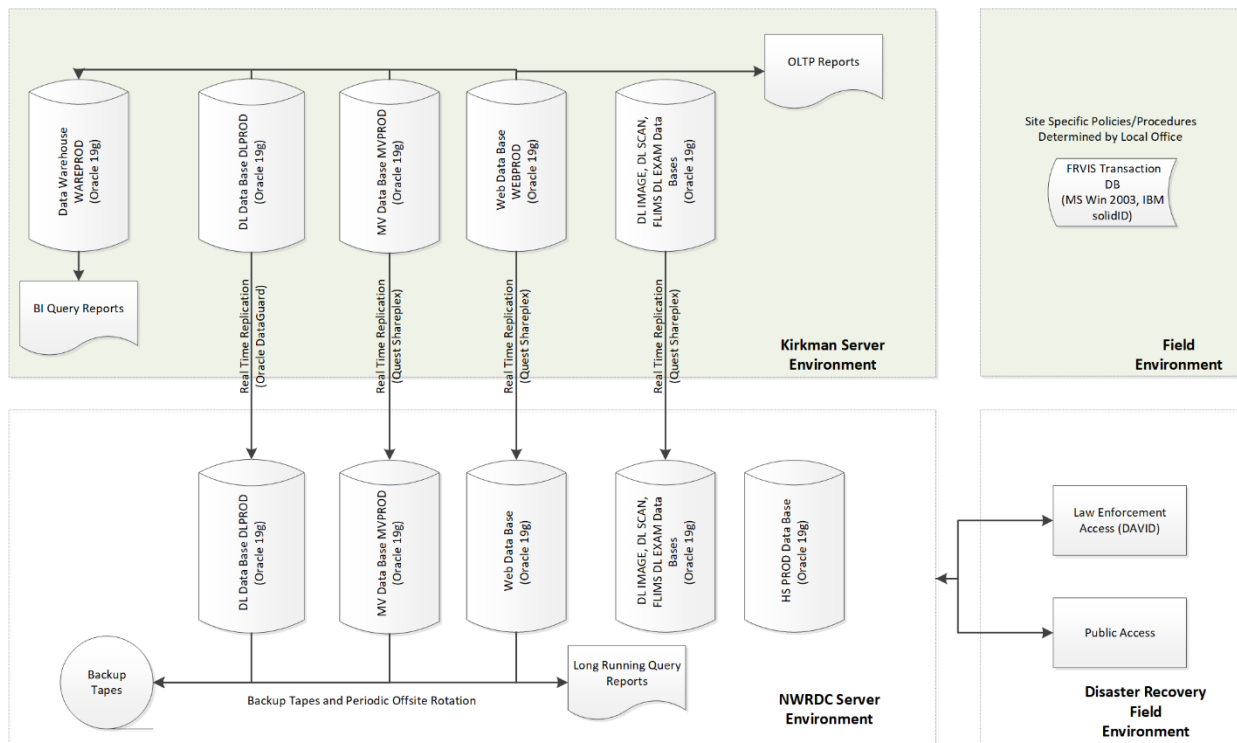


Figure 5-9- DR, Data Warehouse, and Reporting System Overview

#### i. Current System Resource Support

The Information Systems Administration (ISA) provides information technology services to the FLHSMV divisions, bureaus, and stakeholders. The sections within ISA are Motorist Modernization, Service Operations, Service Development, IT Financial and Planning Services, Enterprise Database Services, and the Strategic Business Operations 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 (replaced by ORION), 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.

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.

## B. 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
<b>Mainframe</b>		<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	NWRDC Mainframe Costs \$722,881
<b>Database Servers</b>	Expired 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	NWRDC & Uniface Licensing Costs \$4,207,846
<b>Application Servers</b> <b>Web Server</b> <b>Services Server</b>		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	
<b>FRVIS</b>	N/A (custom built system)	<p>System is over 10 years old, and the design did not anticipate the current rules and requirements.</p> <p>Developed using a programming language for which it is extremely difficult to acquire expertise.</p> <p>The underlying databases are isolated from other Department functionality and do not interrelate well with other systems.</p>	Primary system for Motor Vehicle issuance processing	In-house staff support & software maintenance

<b>Virtual Office (MyDMV Portal)</b>	N/A (custom built web app)	NOTE: Phase I began upgrading Virtual Office to MyDMV Portal. Phase II is migrating 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
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Table 5-6 - Hardware and Inventory

## C. Proposed Technical Solution

### 1. Technical Solution Alternatives

Five solution categories were identified in Section 5.D 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 continue to be utilized to provide efficiencies around data access performance where appropriate. The framework for this database platform was established in Phase I of Motorist Modernization.

This effort will require the following software:

- OnBase
- Oracle Database
- CA Erwin Data Modeler Workgroup Edition
- Blueprint
- 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.

## D. 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

### 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 requires 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 also requires the technical skills of an experienced data architect.

Motorist Modernization - Phase II is being achieved through a phased, iterative approach over several years.

## E. Capacity Planning

Capacity planning is the discipline to ensure the IT infrastructure and applications are in place at the right

time to provide the right services at the right price. All new applications should be architected to plan for future Motorist Systems modernization projects, developed utilizing modern, standards-based platforms, and built for maximum flexibility and expansion.

Most capacity metrics based on the existing technical architecture are not applicable to the new Service Oriented Architecture used for implementing this second phase of Motorist Modernization. The field client server architecture that supports current FRVIS functionality will be eliminated

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 NWRDC. 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 required a separate Oracle database instance for development, which was completed as a part of Phase I. The initial capacity requirements to support development and test were minimal but 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

## 7. 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:

- A. Appendix A - Acronyms
- B. Appendix B - Project Management Plan
- C. Appendix C - Project Schedule
- D. Appendix D - Project Risk Register

## 1. Appendix A: Acronyms

Acronym	Description
AAMVA	American Association of Vehicle Administrators
ACH	Automated Clearing House
ADA	Americans with Disabilities Act
ADLTS	Automated Driver License Testing System
API	Application Programming Interface
BIL	Bodily Injury Liability
BIO	Bureau of Issuance and Oversight
BOLO	Be On the Look Out
BOR	Bureau of Records
CBA	Cost Benefit Analysis
CCIS	Clerk of Court Information System (new system that replaces DRC1)
CDC	Change Data Capture
CDL	Commercial Driver License
CDLIS	Commercial Driver's License Information System
CICS	Customer Information Control System
CIPS	Central Issuance Processing System
COBOL	Common Business-Oriented Language
COTS	Commercial Off-The Shelf Software
CRM	Customer Relationship Management software
CRS	Cashier Receipt System
CVISN	Commercial Vehicle Information Systems and Network
DAVID	Driver and Vehicle Information Database
DBMS	Database Management System
DBPR	Department of Business and Professional Regulation
DELAP	Driver Education Licensing Assistance Program
DHS	Department of Homeland Security
DI	Driver Improvement
DL	Driver License
DL PROD	Driver License Database
DOB	Date of Birth
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)
ECM	Enterprise Content Management
EFS	Electronic Filing System
ELT	Electronic Lien and Title
ETR	Electronic Temporary Registration
EREC	Electronic Repository of Executed Contracts
FAME	Financial Accounting Management Exchange
FBI	Federal Bureau of Investigation
FCCC	Florida Court Clerks and Comptrollers
FDLE	Florida Department of Law Enforcement
FDLIS	Florida Driver License Information System
FDOH	Florida Department of Health



Acronym	Description
FEID/FEIN	Federal Employee Identification Number
FHP	Florida Highway Patrol
FLAIR	Florida Accounting Information Resource
FLDS	Florida Digital Service
FLHSMV	Florida Department of Highway Safety and Motor Vehicles
FRTP	Florida Rider Training Program
FRVIS	Florida Realtime Vehicle Information System
FSID	Florida Smart ID
FTP	File Transfer Protocol
GAP	Guaranteed Asset Protection
GHQ	General Headquarters
HOV	High Occupancy Vehicle
HTO	Habitual Traffic Offender
HTTPS	Hypertext Transfer Protocol Secure
HVUT	Heavy Highway Vehicle Use Tax Return
IES	Information Exchange Services
IFTA	International Fuel Tax Agreement
IID	Ignition Interlock Device
IRS	Internal Revenue Service
IRP	International Registration Plan
ISA	Information Systems Administration
ISO	International Organization for Standardization
IVR	Interactive Voice Response
LPA	License Plate Agent
LRPP	Long-Range Program Plan
MCO	Manufacturer Certificate of Origin
MQA	Medical Quality Assurance
MV	Motor Vehicle
MOTS	Modified Off-The Shelf software
MOU	Memorandum of Understanding
NCIC	National Crime Information Center
NICB	Nation Insurance Crime Bureau
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
ORION	Online Registration and Identity Operating Network
PDC	Primary Data Center
PDPS	Problem Driver Pointer System
PDL	Property Damage Liability
PII	Personally Identifiable Information
PIP	Personal Injury Protection
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PRISM	Performance and Registration Information Systems Management
QA	Quality Assurance
RDBMS	Relational Database Management System
SAVE	Systematic Alien Verification for Entitlements
SFS	Salvage Filing System
SFTP	Secure File Transfer Protocol

SLA	Service Level Agreement
<b>Acronym</b>	<b>Description</b>
SOA	Service Oriented Architecture
SPA	Single Page Architecture
SQL	Structured Query Language
SSA	Social Security Administration
TAC	Technical Assistance Center
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
VSAM	Virtual Storage Access Method
WAN	Wide Area Network
WRAP	Work Request and Prioritization request

2. **Appendix B: Project Management Plan**



**Motorist Modernization Program**

Information Systems Administration ♦

Office of Motorist Modernization ♦

Phase II Program Management Plan  
Version 5.2

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## File Information

**File Location:** All program artifacts will be maintained in the [MM Project Control Book \(PCB\)](#) and in the project portfolio management (PPM) tool.

## Revision History

Date	Version	Revised By	Description
9/30/2016	1.0	K. Green	Initial Draft
7/30/2017	2.0	C. Dent	Major edit to update Program Org 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 Legislative Budget Request (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 Motorist Modernization (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.
1/11/2021	5.0	M. Anderson	Major edit to update work breakdown structure, scope, resource management, time management, and change control deviations
9/16/2022	5.1	M. Anderson	Addition of Motor Vehicle Rep to ESC, OCM to Roles & Responsibilities, scope details for MyDMV Portal, FSID, & ECM
7/5/2023	5.2	M. Anderson	Minor edits, updated Signature & Acceptance Page

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# 1. Purpose of Document

This Program Management Plan (PgMP) 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	Responsible, Accountable, Support, Consulted, Informed (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 (PgMP) is a “living” document that is prepared early in the Planning Phase of the program. The PgMP identifies key elements of the program management strategy and the high-level activities and deliverables of the program. The procedures contained within apply to all projects and vendors providing services as part of Phase II.

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## **2. Background and Business Need**

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The Motorist Services program within Florida Highway Safety and Motor Vehicles (FLHSMV) supports the issuance of approximately five million driver licenses/identification cards and 28.9 million motor vehicle titles and registrations in Florida annually<sup>1</sup>. 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 provided significant improvements that increased and enhanced customer service and created a customer portal that provided an additional customer service option in which customers can perform some driver license services online. Phase I of Motorist Modernization was implemented statewide in 2021.

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.

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<sup>1</sup> 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 (OMM) 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**

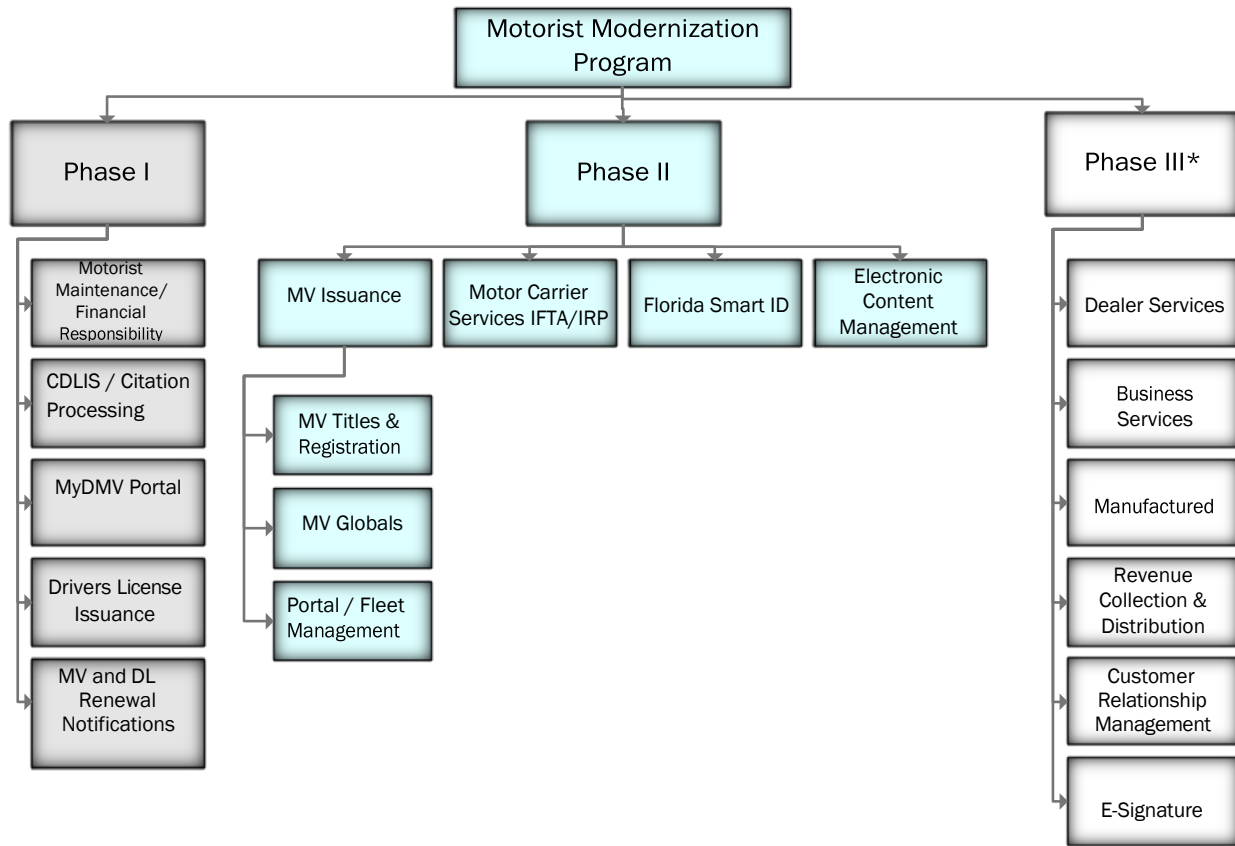
The Motorist Modernization – Phase II Program, beginning in July 2017 will alleviate the immediate support burden to Motorist Services business operations through the following:

- **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.
  - **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 replaced GoRenew.com, the self-service portal, with MyDMV Portal as part of Phase I of Motorist Modernization. During Phase II, the Department continues to provide motorists and citizens access to more services and greater opportunities to interact online via this self-service portal. Additional functionality will primarily focus on motor vehicle services; however, citizens have also been provided the ability to sign up for and activate a Florida Smart ID.
- **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.
- **Florida Smart ID.** The Department has implemented 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. In accordance with House Bill 0749, this digital credential was updated to display Registration and Insurance information. Florida Smart ID will also support identity management with additional use cases either in development or under consideration for future application releases.
- **Enterprise Content Management (ECM).** The Department has started the implementation of a standardized enterprise solution, OnBase, to assist in the effective collection and management of documents across its various systems. Documents generated by ORION during driver license transactions have already been transitioned to OnBase and work is underway to convert historical driver license and motor vehicle databases into OnBase. As the Department continues implementing OnBase, its ability to store, retrieve, manage, and disseminate documents in an efficient and more cost-effective manner will increase significantly.

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 four projects supporting Motorist Services business operations. The structure of the Motorist Modernization Program and the Phase II component is displayed in Figure 4.1.



\* - Structure TBD

**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 (PgMP)	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.

Deliverable Name	Completion and Acceptance Criteria
Risk, Issue, & Action Registers	Prioritized list of identified risks and actual issues during the program.
Change Log	List of all change requests approved by the appropriate governing body.
Status Reports and Meeting Actions	Record of program status delivered, and decisions/actions taken.
Meeting Minutes	All decisions made during meeting will be documented and accepted during the meetings.
Program Schedule	An agreed upon schedule by members of the program team. This is also referred to as the Integrated Master Schedule (IMS).
Schedule IV- B	Feasibility study detailing the plan, objectives, cost-benefit analysis, and risks for specific program initiatives for the upcoming fiscal year.
Legislative Budget Request (LBR) for Program Costs	Identify items, their costs, and narrative to explain why items are required for the program initiatives.
Request for Quote (RFQ) for required services	Formal request to hire vendor assistance for staff augmentation, etc.
Request for Information (RFI)	Formal request for more detailed information and specification from vendors offering specific products and 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 which 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 Common Business Oriented Language (COBOL) and Procedural Language/Structured Query Language (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.

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## **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 provides 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.

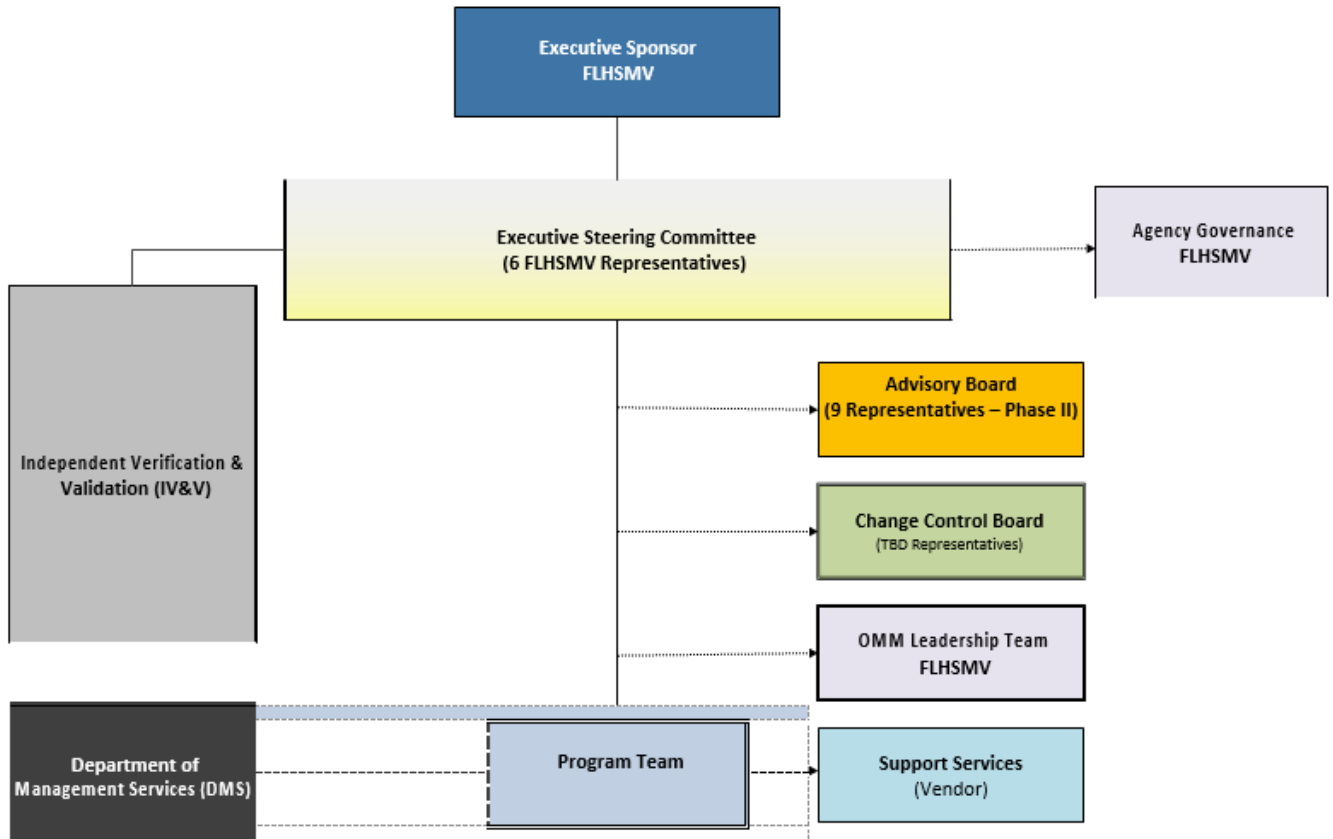


Figure 6-1 – Program Organization

### 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 done with a revision to the ESC charter. 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.

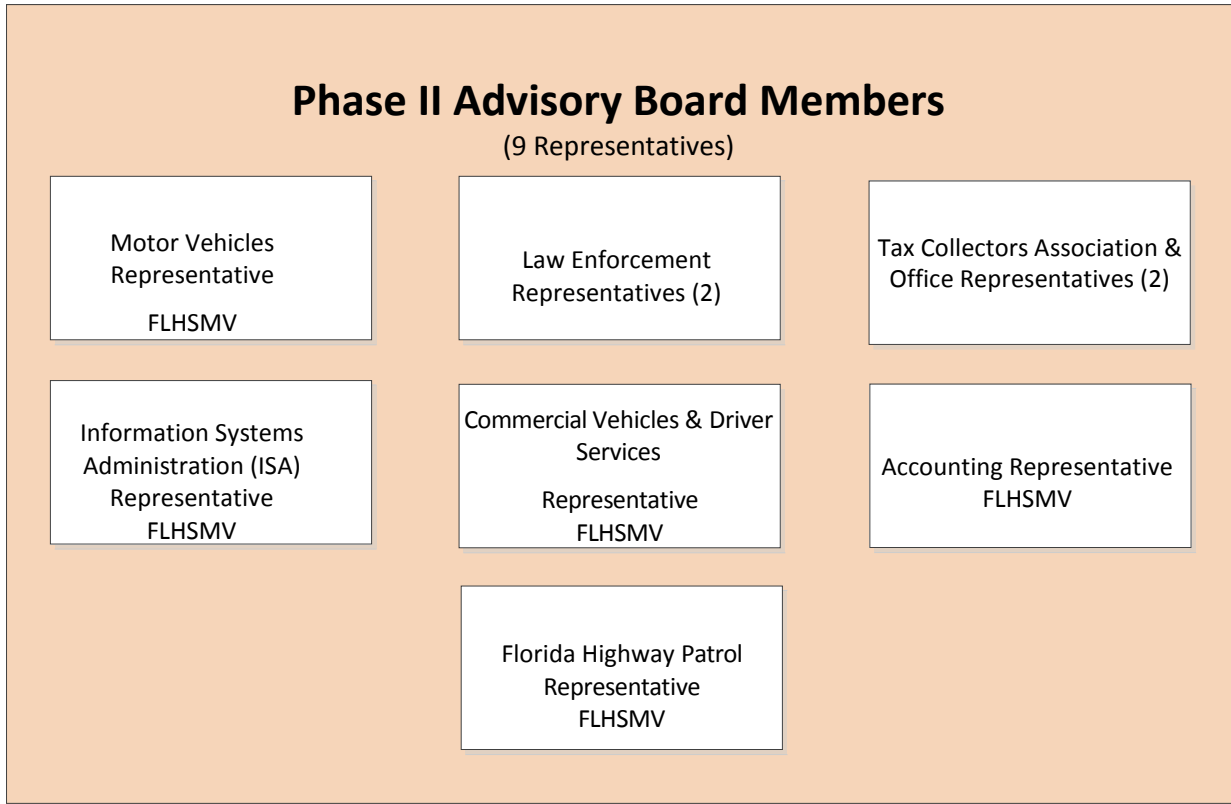


Figure 6-3 – Phase II Advisory Board Members

### 6.4. OMM Leadership Team

Figure 6-4 illustrates the OMM Leadership Team members.

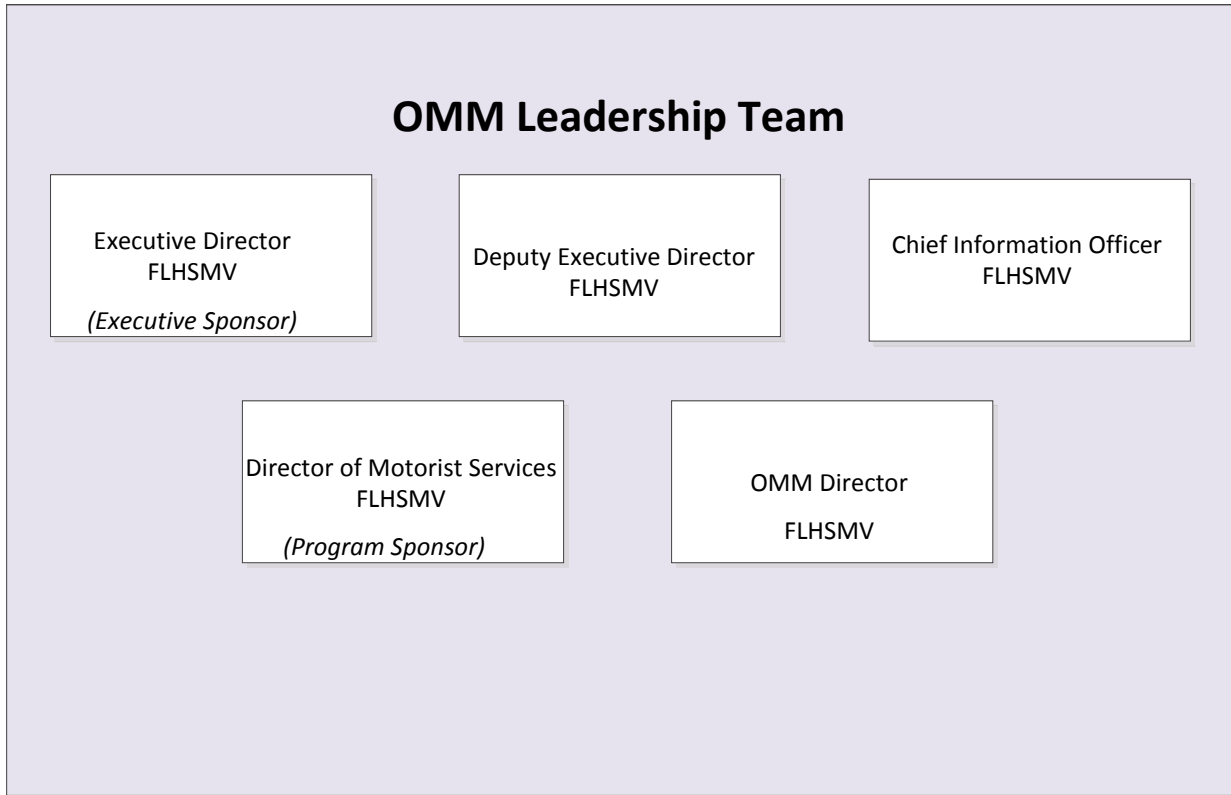


Figure 6-4 – OMM Leadership Team

**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
	<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 fulfillment of Motorist Modernization Program objectives.</i></p>	<p><i>Decisions involving the acquisition and management of the Motorist Modernization Program Resources.</i></p>
<b>HIGH PRIORITY ITEMS</b>					
<p><b>ESC</b>                      Ensure the program meets overall objectives and:                      - Provide management direction and support to the program management team;                      - Assess the program's alignment with the strategic goals of the department;                      - Review and approve or disapprove high-priority changes to the program's scope, schedule and costs;                      - Review, approve or disapprove and determine whether to proceed with any major program deliverables; and                      - Recommend suspension or termination of the program (or any of its sub-project initiatives) to the Governor, the President of the Senate, and the Speaker of the House of Representatives if determined that the primary objectives cannot be achieved.</p>	<ul style="list-style-type: none"> <li>- Missed phase gate.</li> <li>- Schedule variances that will impact the IMS baseline (warranting re-baseline).</li> <li>- Significant schedule slippage that may include missing key deliverables or milestone dates.</li> <li>- Schedule variances that will cause a delay in work along the critical path.</li> <li>- Schedule Performance Index (SPI) trending &lt; 0.90 (+/- 10%).</li> </ul>	<ul style="list-style-type: none"> <li>- Changes in scope that impact the overall program definition and direction.</li> <li>- Legislative and/or Policy directives.</li> <li>- Unstable program scope.</li> <li>- Deferral of functionality with impact to business objectives.</li> <li>- Go/No-Go decision point.</li> </ul>	<ul style="list-style-type: none"> <li>- Spending over/under budget for an established reporting period (+/- 10%).</li> <li>- Changes to the overall program budget (allocation, distribution, etc.).</li> <li>- Cost Performance Index (CPI) trending &lt; 0.95 variance across three (3) or more months</li> </ul>	<ul style="list-style-type: none"> <li>- Escalating or new risks that will most likely impact the success of the program.</li> <li>- Escalating or new issues that are impacting the success of the program.</li> </ul>	<ul style="list-style-type: none"> <li>- Enterprise (cross-program / department) staffing and resource management (allocations).</li> </ul>

	<b>Schedule</b>	<b>Scope</b>	<b>Budget</b>	<b>Risks / Issues</b>	<b>Resources</b>
<b>Governance Body</b>	<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>
<b><u>Motorist Modernization Advisory Board</u></b> <i>Provide input and strategic guidance to the Program Director and the ESC to assist in decision making.</i>	Input and guidance (recommendations) to ESC.	Input and guidance (recommendations) to ESC.	Input and guidance (recommendations) to ESC.	Input and guidance (recommendations) to ESC.	Input and guidance (recommendations) to ESC.
<b><u>FLHSMV Governance</u></b> <i>Executive Governance Committee (Tier 3) that approves and monitors projects that meet any of the following:</i> <ul style="list-style-type: none"> <li>- \$1M or greater</li> <li>- Grant Funded/Legislative Funding</li> <li>- Enterprise initiatives</li> <li>- Integration with external entities or other agencies</li> <li>- Confidential information will be shared with external entities or agencies</li> <li>- Large multi-year</li> <li>- Critical timelines</li> </ul>	Review and monitoring.	Review and monitoring.	Review and monitoring.	Review and monitoring.	Review and monitoring.

	<b>Schedule</b>	<b>Scope</b>	<b>Cost</b>	<b>Risks / Issues</b>	<b>Resources</b>
<b>Governance Body</b>	<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>
<b>MEDIUM PRIORITY ITEMS</b>					
<b>Program Director</b> In consultation with the OMM Leadership Team and Change Control Board <i>Provide daily planning, management and oversight of the program.</i>	<ul style="list-style-type: none"> <li>- Isolated schedule slippage. Impact &gt;5 working days to 10 working days and can be managed within the working team (unless on the critical path).</li> <li>- Schedule variances that <u>will not</u> cause a delay in work along the critical path.</li> <li>- Schedule variances that <u>will not</u> significantly impact the IMS baseline (not warranting re-baseline).</li> <li>- Decisions that affect a dependency external to the program.</li> </ul>	<ul style="list-style-type: none"> <li>- Minor changes to program scope (or requirement delays) that can be managed within the working team. Workaround exists.</li> </ul>	<ul style="list-style-type: none"> <li>- Spending over/under budget for an established reporting period (+/- 5%).</li> <li>- Impact can be managed within the program budget.</li> </ul>	<ul style="list-style-type: none"> <li>- New risks and issues do not pose a significant threat to program success and can be managed within the working team.</li> </ul>	<ul style="list-style-type: none"> <li>- Inter-program resource management (allocations).</li> </ul>
<b>Motorist Modernization Change Control Board</b> <i>Provide input and strategic guidance to the Program Director, Advisory Board and the Executive Steering Committee to assist in Agile Management-related decision making.</i>	Input and guidance (recommendations) to ESC.	Input and guidance (recommendations) to ESC.	Input and guidance (recommendations) to ESC.	Input and guidance (recommendations) to ESC.	Input and guidance (recommendations) to ESC.

	Schedule	Scope	Budget	Risks / Issues	Resources
<b>Governance Body</b>	<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>
<b>LOW PRIORITY ITEMS</b>					
<p><b>Project Manager(s)</b> 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"> <li>- Impact 5 business days or less and can be managed within the sub-project working team (unless on the critical path).</li> <li>- Schedule variances that <u>will not</u> cause a delay in work along the critical path.</li> <li>- Schedule variances that <u>will not</u> significantly impact the project schedule baseline (not warranting re-baseline).</li> <li>- Decisions that affect a dependency internal to the project.</li> </ul>	<ul style="list-style-type: none"> <li>- Minor changes to sub-project scope (or requirement delays) that can be managed within the working team. Workaround exists.</li> </ul>	<ul style="list-style-type: none"> <li>- Impact can be managed within the sub-project working team.</li> </ul>	<ul style="list-style-type: none"> <li>- New risks and issues do not pose a significant threat to sub-project success and can be managed within the working team.</li> </ul>	<ul style="list-style-type: none"> <li>- Inter-project resource management (allocations).</li> </ul>

### 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.

Governance Body	Schedule	Scope	Cost	Resources
<b>CRITICAL PRIORITY ITEMS</b>				
<b>ESC</b>	<ul style="list-style-type: none"> <li>- Work effort on the critical path.</li> <li>- Total work effort &gt;10 business days.</li> <li>- Milestone schedule impact (requires addition, removal, modification of milestones).</li> <li>- Sprint schedule impact (addition, removal, modification of sprint).</li> </ul>	<ul style="list-style-type: none"> <li>- New/modified/archived requirement(s) with total work effort &gt;80 hours <b>OR</b> equivalent to &gt;10 business days</li> <li>- Legislative and/or policy directives).</li> </ul>	<ul style="list-style-type: none"> <li>- Cost impact &gt;\$500 and increases/decreases overall program budget.</li> </ul>	<ul style="list-style-type: none"> <li>- Work effort also requires operational (non- project/program) resources to complete.</li> </ul>
<b>MEDIUM PRIORITY ITEMS</b>				
<b>Program Director</b>	<ul style="list-style-type: none"> <li>- Work effort <b>not</b> on the critical path.</li> <li>- Total work effort between 6 business days and 10 business days.</li> <li>- <b>No</b> milestone schedule impact (does not require addition, removal, or modification of milestones).</li> <li>- Sprint schedule impact (addition, removal, or modification of sprint).</li> </ul>	<ul style="list-style-type: none"> <li>- New/modified/archived requirement(s) with total work effort between 48 hours and 80 hours <b>OR</b> equivalent to 6 to 10 business days.</li> </ul>	<ul style="list-style-type: none"> <li>- Minimal cost impact (&lt;\$500 and no increase or decrease to overall program budget).</li> </ul>	<ul style="list-style-type: none"> <li>- Work may be performed by existing program (cross- project) resources.</li> </ul>

Governance Body	Schedule	Scope	Cost	Resources
<b>LOW PRIORITY ITEMS</b>				
<b>Level II Product Owner</b>	<ul style="list-style-type: none"> <li>- Work effort <b>not</b> on the critical path.</li> <li>- Total work effort &lt;6 business days.</li> <li>- <b>No</b> milestone schedule impact (does not require addition, removal, or modification of milestones).</li> <li>- <b>No</b> sprint schedule impact (may be absorbed).</li> <li>- Does not generate need for additional development sprint or elimination of planned development sprint.</li> </ul>	<ul style="list-style-type: none"> <li>- Single requirement (user story) or multiple requirement impact to <b>multiple</b> development teams.</li> <li>- New/modified/archived requirement(s) with total work effort &lt;48 hours <b>OR</b> equivalent to &lt;6 business days.</li> </ul>	- No cost impacts.	- Work may be performed by existing program (cross-project) resources.
<b>Level I Product Owner</b>	<ul style="list-style-type: none"> <li>- Work effort <b>not</b> on the critical path.</li> <li>- Total work effort &lt;6 business days.</li> <li>- <b>No</b> milestone schedule impact (does not require addition, removal, or modification of milestones).</li> <li>- <b>No</b> sprint schedule impact (may be absorbed).</li> <li>- Does not generate need for additional development sprint or elimination of planned development sprint.</li> </ul>	<ul style="list-style-type: none"> <li>- Single requirement (user story) or multiple requirement impact within the <b>same</b> development team.</li> <li>- New/modified/archived requirement(s) with total work effort &lt;48 hours <b>OR</b> equivalent to &lt;6 business days.</li> </ul>	- No cost impacts.	- Work may be performed by existing program (cross-project) resources.



### 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 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"> <li>1. Initiate and provide overall business support for the program.</li> <li>2. Act as an advocate for the program, the Program Director and project teams.</li> </ol>
Executive Steering Committee (ESC) <ol style="list-style-type: none"> <li>1. Executive Director (Executive Sponsor)</li> <li>2. Deputy Executive Director</li> <li>3. Director, Motorist Services (Program Sponsor)</li> <li>4. Chief Information Officer</li> <li>5. Manager, Strategic Management Office</li> <li>6. Motor Vehicle Representative</li> </ol>	Ensure the program meets overall objectives and: <ol style="list-style-type: none"> <li>1. Provide management direction and support to the program management team;</li> <li>2. Assess the program's alignment with the strategic goals of the department;</li> <li>3. Review and approve or disapprove high-priority changes to the program's scope, schedule and costs;</li> <li>4. Review, approve or disapprove and determine whether to proceed with any major program deliverables; and</li> <li>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.</li> </ol>

Role	Responsibility
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.
<b>OMM Leadership Team</b> <ol style="list-style-type: none"> <li>1. Executive Director (Executive Sponsor)</li> <li>2. Deputy Executive Director</li> <li>3. Director, Motorist Services (Program Sponsor)</li> <li>4. Chief Information Officer</li> <li>5. Program Director</li> </ol>	<ol style="list-style-type: none"> <li>1. Review status, resolve issues, and mitigate risks for OMM programs and initiatives.</li> <li>2. Provide input and strategic guidance to the Office of Motorist Modernization leadership.</li> <li>3. Members should advise, assist, and support OMM programs/projects, including the Driver Related Information and Vehicle Enhancements (DRIVE) project and Motorist Modernization Program.</li> </ol>
<b>Program Director</b> (may also be referred to as the Office of Motorist Modernization (OMM) Program Director)	<ol style="list-style-type: none"> <li>1. Serve as the Director of the Office of Motorist Modernization.</li> <li>2. Has overall responsibility for the successful development and implementation of the Motorist Modernization initiative.</li> <li>3. Oversee the development and implementation of Motorist Modernization projects.</li> <li>4. Liaison with the program sponsor for business resources and day-to-day activities.</li> <li>5. Report program status weekly to the OMM Leadership Team.</li> <li>6. Present monthly program status to the Advisory Board, FLHSMV Governance and ESC which includes: <ol style="list-style-type: none"> <li>a. Planned vs. actual program costs;</li> <li>b. An assessment of the status of major milestones and deliverables;</li> <li>c. Identification of any issues requiring resolution; proposed resolution for these issues and information regarding the status of the resolution;</li> <li>d. Identification of risks that must be managed; and</li> <li>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</li> </ol> </li> </ol>

Role	Responsibility
	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"> <li>1. Assist the Director of the Office of Motorist Modernization.</li> <li>2. Assist the Director in the successful development and implementation of the Motorist Modernization – Phase II Initiative.</li> <li>3. Liaison with the program and project managers in the development and implementation of Motorist Modernization – Phase II projects.</li> <li>4. Liaison with the Contract and Budget Consultant in the management of the Motorist Modernization – Phase II budget and contracts.</li> <li>5. Assist with reporting to OMM Leadership Team and other governing bodies.</li> </ol>
Program Manager	<ol style="list-style-type: none"> <li>1. Document program charter (objective/scope/etc.).</li> <li>2. Develop program management plans.</li> <li>3. Consolidate project plans into program plan.</li> <li>4. Report program status.</li> <li>5. Maintain program financials.</li> <li>6. Manage integrated program change control.</li> <li>7. Manage program risks, issues and action items.</li> <li>8. Facilitate team communication.</li> <li>9. Coordinate with Project Management Office and work with Project Managers.</li> <li>10. Report to Deputy Program Director.</li> <li>11. Provide daily planning, management and oversight of the program.</li> <li>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.</li> </ol>
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.

Role	Responsibility
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"> <li>1. Document project charter (objective/scope/etc.).</li> <li>2. Develop &amp; update project management plans.</li> <li>3. Monitor project progress.</li> <li>4. Report project status.</li> <li>5. Maintain project financials.</li> <li>6. Manage project change control.</li> <li>7. Manage project risks, issues and actions.</li> <li>8. Facilitate team communication.</li> </ol>
Business Analyst Solutions Manager Senior Business Analysts	<p>The Business Analyst Solutions Manager and Senior Business Analysts are responsible for the following:</p> <ol style="list-style-type: none"> <li>1. Coordinate with business stakeholders; and</li> <li>2. Provide expertise and coaching during requirement definition and validation, Quality Assurance, Design, Development and Testing efforts.</li> </ol>
Team Leads	<p>The Functional Area Team Leads responsible for the following:</p> <ol style="list-style-type: none"> <li>1. Work with the Business Analyst and Project Manager to set overall direction for the team.</li> <li>2. Report on team assignments, risks, issues and task status to the Project Manager and Business Analyst.</li> <li>3. Complete assigned tasks regarding legacy system review, business rule definition, user story development, project documentation, etc.</li> <li>4. Manage the work assigned to members of their team(s).</li> </ol>
Contract and Budget Consultant	<ol style="list-style-type: none"> <li>1. Prepare, negotiate, manage and administer all contractual agreements associated with the Motorist Modernization program.</li> <li>2. Track and monitor the Motorist Modernization – Phase II Program budget.</li> </ol>
Communications Program Consultant	<ol style="list-style-type: none"> <li>1. Develop strategies and tools to inform and educate stakeholders about the Motorist Modernization program.</li> <li>2. Manage all aspects of program communications and organizational change management (OCM).</li> <li>3. Develop print materials, prepare presentations and internal memos, and conduct meetings to share information with a variety of stakeholders.</li> <li>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.</li> </ol>

Role	Responsibility
Administrative Assistant	<ol style="list-style-type: none"> <li>1. Assist with the administration of the Motorist Modernization program.</li> <li>2. Perform daily administrative tasks such as maintaining information files and creating various documents and reports.</li> <li>3. Coordinate recruitment and selection processes for OMM vacancies.</li> </ol>
Product Owner(s) Alternate Product Owner(s)	<p>The Product Owner is responsible for the following:</p> <ol style="list-style-type: none"> <li>1. Act as the Point of Contact (POC) or liaison between the business and the Project Manager and Scrum Master;</li> <li>2. Maintain and prioritize the product backlog;</li> <li>3. Provide resolution and clarification on the finalized business requirements;</li> <li>4. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization program scope; and</li> <li>5. Participate in sprint retrospectives and provide sign-off on retrospective outcomes.</li> </ol>
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"> <li>1. Analyze, review and refine the business requirements and user stories;</li> <li>2. Work with the Product Owner and Enterprise Architect to manage product backlog; facilitate sprint planning;</li> <li>3. Maintain requirement updates;</li> <li>4. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization program scope;</li> <li>5. Manage the daily development of the product in accordance with Information Systems Administration (ISA)/Service Development standards;</li> <li>6. Escalate project and product issues and/or risks to the Project Manager;</li> <li>7. Track and communicate the developers' progress to the Project Manager using the Team Foundation Server (TFS) toolset;</li> <li>8. Coordinate technical debt or developer roadblocks with the Software Architect, Technical / Development Lead and the Enterprise Architect;</li> <li>9. Identify, remove or escalate developer impediments to the project manager; and</li> <li>10. Help the project team research consensus.</li> </ol>

Role	Responsibility
Lead Developer(s)	<p>It is the responsibility of the Lead Developer to:</p> <ol style="list-style-type: none"> <li>1. Provide direct assistance to the Scrum Master in completing requirements validation of technical requirements;</li> <li>2. Perform development foundation tasks in preparation for full-time product development;</li> <li>3. Serve as the primary lead for development teams, including onboarding and program orientation through pilot and deployment; and</li> <li>4. Aid with knowledge transition.</li> </ol>
Developers	<p>It is the responsibility of the Developers to:</p> <ol style="list-style-type: none"> <li>1. Analyze, review and refine the business requirements and user stories and seek clarifications;</li> <li>2. Facilitate new requirement definition and associated user stories; and</li> <li>3. Develop, unit test and address defects in the code.</li> </ol>
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>
Department of Management Services (DMS)	<p>Provide monitoring and oversight.</p>
Support Services Vendor	<p>Provide professional consulting services as outlined in the Scope of Services agreement.</p>
Organizational Change Management Team	<p>It is the responsibility of the Organizational Change Management Team to:</p> <ol style="list-style-type: none"> <li>1. Lead and implement change initiatives related to business processes and technologies.</li> <li>2. Develop project strategies and plans, including stakeholder assessment, communications, organization transition, change readiness, knowledge transfer, and end-user training.</li> <li>3. Facilitate change management activities with cross-functional team members and stakeholders to understand and ensure adoption</li> <li>4. Provide support and coaching to change champions as they help their areas through the transition</li> </ol>

### 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 stakeholders<sup>2</sup> 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

<sup>2</sup> 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
Other Federal, State and Local Entities, e.g.: <ul style="list-style-type: none"> <li>• Florida Department of Revenue</li> <li>• Florida Department of Business and Professional Regulation</li> <li>• Florida Department of State</li> <li>• Florida Department of Transportation</li> <li>• United States Department of Transportation/ Motor Carrier Safety Administration and Federal Highway Administration</li> <li>• Social Security Administration</li> <li>• United States Department of Homeland Security</li> </ul>	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

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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.

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## **7. Human Resource Management**

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### ***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 should include, for each anticipated role, the individual filling the role, the anticipated start date, anticipated roll-off date, assigned supervisor manager, and workspace. 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 or other Fixed Price Deliverable Based Contract Vendors. 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 33 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 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/Deliverable Based Contract Vendor 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) Project Manager, (2) assigned Program Executive, (3) assigned Quality Assurance executive and (4) the assigned Client Account Lead.

Vendors fulfilling deliverable based contracts are responsible for identifying and selecting resources based on their needs to fulfill their contractual requirements. Vendors will manage their resources in accordance with their contract.

#### ***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, anticipated start date, assigned supervisor, manager, workspace, and equipment 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 (PM) will monitor the percentage allocation 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. Project managers will conduct pre-sprint capacity planning with each Scrum team and monitor resource availability on a sprint by sprint basis.
- 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 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

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### **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, DMS, 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

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### 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. Currently, there are four project schedules within Phase II of the Modernist Modernization Program. These schedules are:

- MM Master Program Schedule (Motor Vehicle Issuance with key tasks/milestones incorporated from the below projects)
- Florida Smart ID
- Motor Carrier Services (IFTA/IRP)
- Electronic Content Management (ECM)

Note: There are several workstreams within Phase II that may maintain their own schedule (Organizational Change Management, Learning and Development Office, etc)

The following minimum acceptable schedule standards will apply to all Phase II projects:

- Organized by phases
- Contain tasks, deliverables, and milestones
- Contain individual and/or group resource assignments to tasks, which are loaded and 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.
- Support an incremental approach for updating task completion status
- Incorporating task dependency relationships
  - Intact schedule logic allowing the use of a critical path test to evaluate the logic integrity
  - The preferred dependency is Finish to Start. Start-to-start or finish to finish relationships should only be used when it describes the true nature of the dependency. Start-to-finish dependencies should only be used in rare instances as it can affect the schedule's network logic.
  - The use of leads should be avoided as they can negatively impact the project total float and impede the ability to determining the true critical path.
  - The use of lags should be avoided as they can adversely affect analysis of the project's critical path. Instead, it is better to represent the lag with an explicitly named task (for example, shipping time).
- Baselined and contain the necessary information to calculate and display SPI and CPI.
  - Resources will be loaded with a labor cost of \$1.00 per hour.

- Columns for Schedule Performance Index (SPI), Cost Performance Index (CPI), Budgeted Cost of Work Scheduled (BCWS), Budgeted Cost of Work Performed (BCWP), and Actual Cost of Work Performed (ACWP) will be present
- The project summary task will display to enable visibility of the rolled-up numbers.
- Status dates will be updated in the project schedules and will be updated to reflect the Friday prior to update submission

Note: Vendor project schedule deliverables that fulfill contractual requirements and are already accepted by the department will not be updated to meet these requirements.

Tasks will be completed according to the schedule 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.

NOTE: 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.

### **9.1. Managing the IMS**

The program team will utilize the following approach, with agreement from the Florida Department of Management Services, which includes:

- Developing/maintaining a Program-level Master Schedule (IMS) with key task or deliverable dependencies/milestones from Project-Level Schedules with loaded and leveled resources. This schedule is managed by Accenture and OMM Program Management and is updated weekly.
- Developing/maintaining Project-Level schedules with detailed tasks and leveled resources, managed by the Project Manager and updated weekly (unless dictated differently in the contract).
- Leveraging the Change Request process to account for any changes in Project-level and/or Program-level schedules

Note: This approach was previously championed by IV&V during Phase I and leveraged as the preferred approach for Phase II until FY2020-2021 (please reference October 2020 Monthly Assessment Report deliverable from Ernst and Young).

Each IMS will be updated on a routine basis by the individual project managers with input from their respective teams. The initial baseline for each IMS 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 will manage resources to ensure individual project objectives are met within the established timeframes.
- Weekly updates shall focus on recording task completion percentage in 10% increments, as of Friday of the week status is being reported on. When updates are made in the



schedule, the Status Date will be updated to reflect the current as of date. 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 the Change Request log with an entry that tracks the detailed description of the change, the person making the change, 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 Department of Management Services (DMS) program management expectations, each 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.). EVM for each project will be reported as part of the monthly status report sent to all applicable stakeholders.

### 9.5. Work Breakdown Structure (WBS)

Figure 9-1 Work Breakdown Structure (WBS) illustrates the hierarchical structure of the tasks required to meet the program objectives. There are four WBSs within the program: Motor Vehicle Issuance (program level containing key tasks from other projects), Florida Smart ID, and Electronic Content Management.

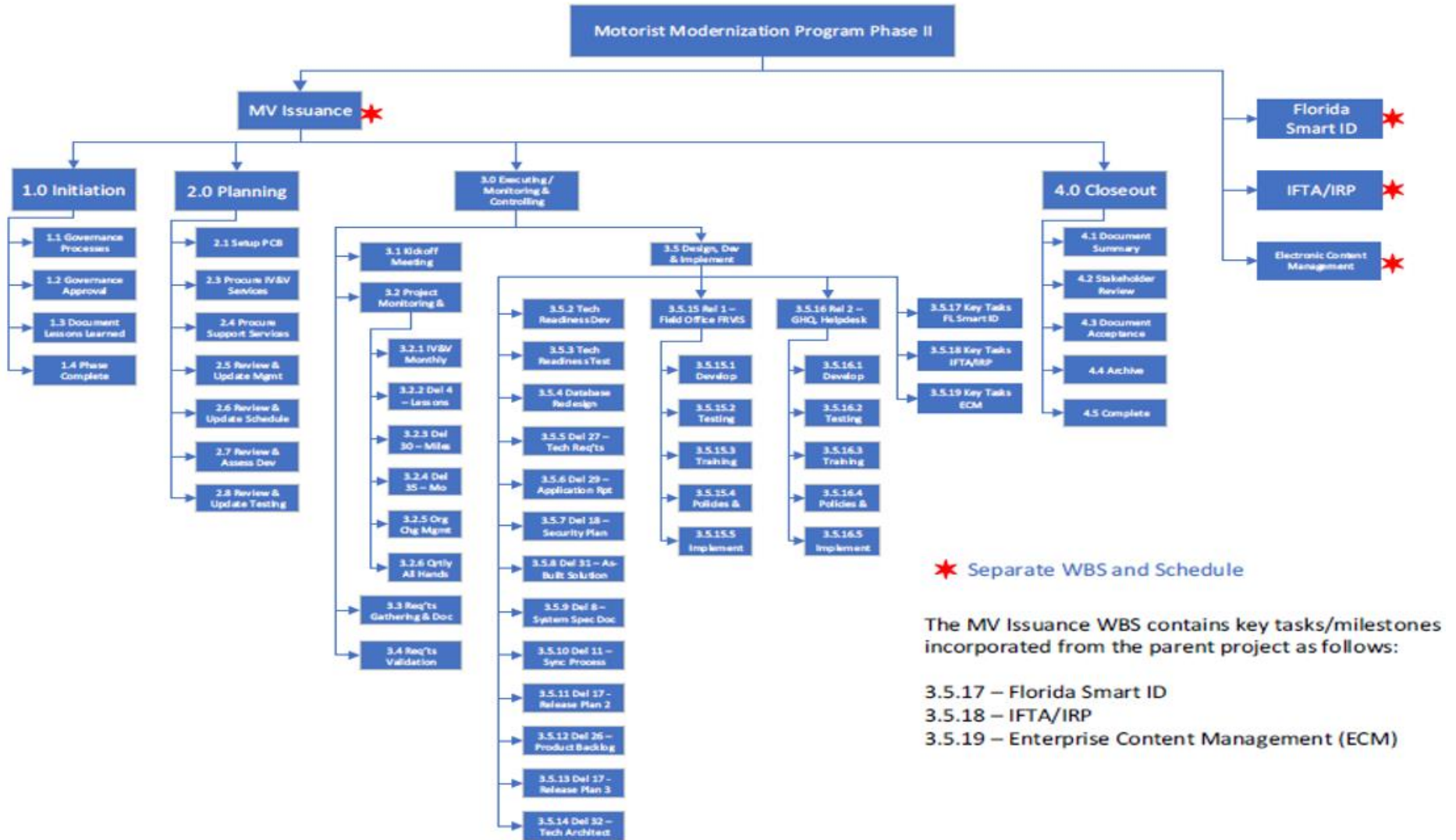


Figure 9-1 – Work Breakdown Structure

## 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 managed at the program level in the 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 ensure the risk register is maintained 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.
Project	Identifies the project or project the risk applies to
Risk Name*	The short risk names. <b>Note:</b> 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: <b>New:</b> Default value. Leave until initial risk review has occurred. <b>Mitigation Plan Defined:</b> Status of all risks actively accepted or being mitigated. <b>Risk Became Issue:</b> Status of risks escalated as an issue. Record the associated Issue Number in the Resolution field. <b>Closed:</b> 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: <b>Low:</b> <10% chance of risk realization. <b>Medium:</b> 10%-60% chance of realization. <b>High:</b> >60% chance of risk realization.
Mitigation Approach*	The risk response: <b>Accept:</b> This approach reflects a risk that is acknowledged as valid, but cannot be avoided or mitigated <b>Avoid:</b> This approach reflects a risk where steps are taken to disengage any activities associated with the inherent risk. <b>Transfer:</b> This approach reflects a risk that is transferred to another entity not associated with the Motorist Modernization Program of Driver License Issuance project. <b>Mitigate:</b> 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. <b>Low:</b> Variance to impacted area is anticipated to be < 10%. <b>Medium:</b> Variance to impacted area between 10%-25%. <b>High:</b> 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: <b>&lt;MM-DD-YYYY&gt; author of update (i.e., First Initial. Last Name)</b>
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.

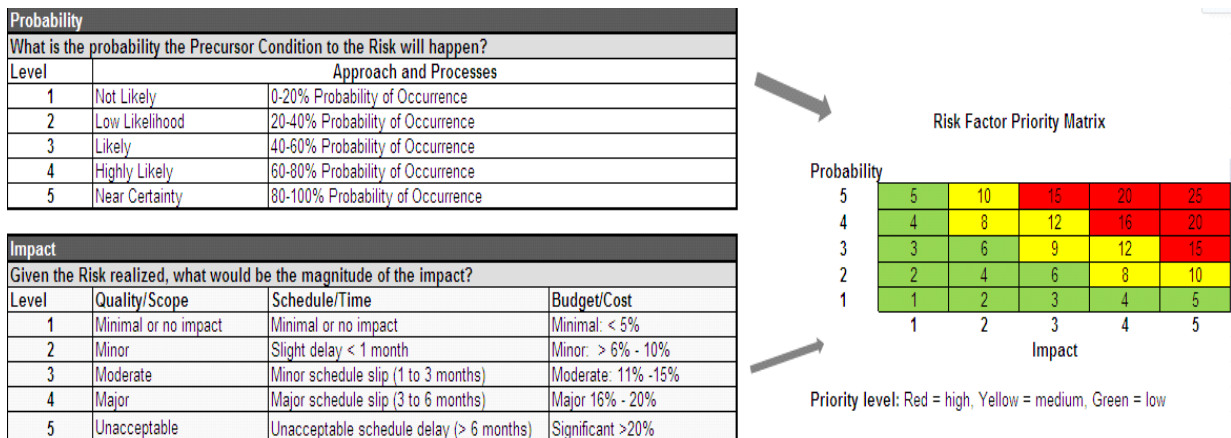


Figure 10-1 – Risk Scoring Matrix

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. After 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.

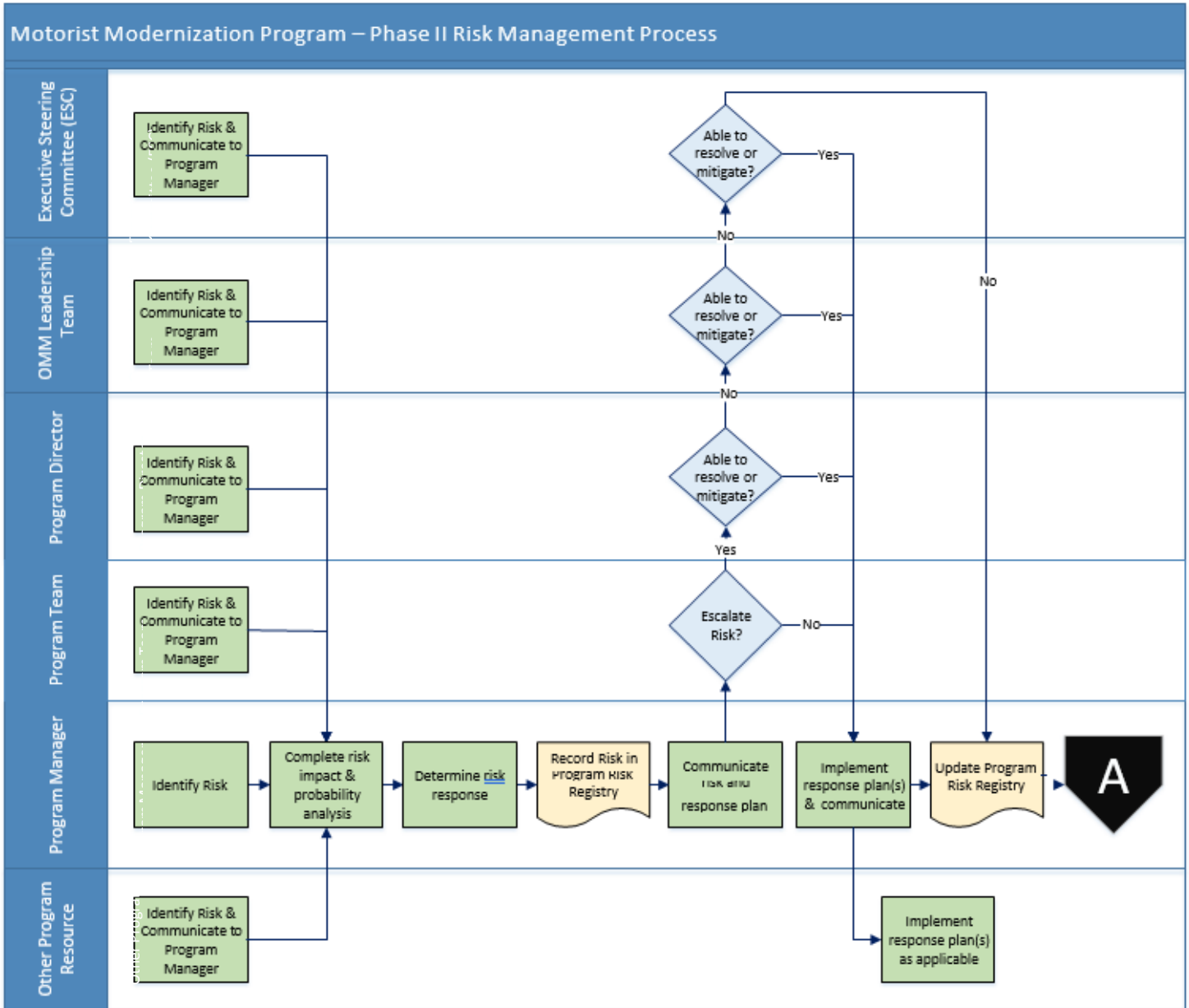
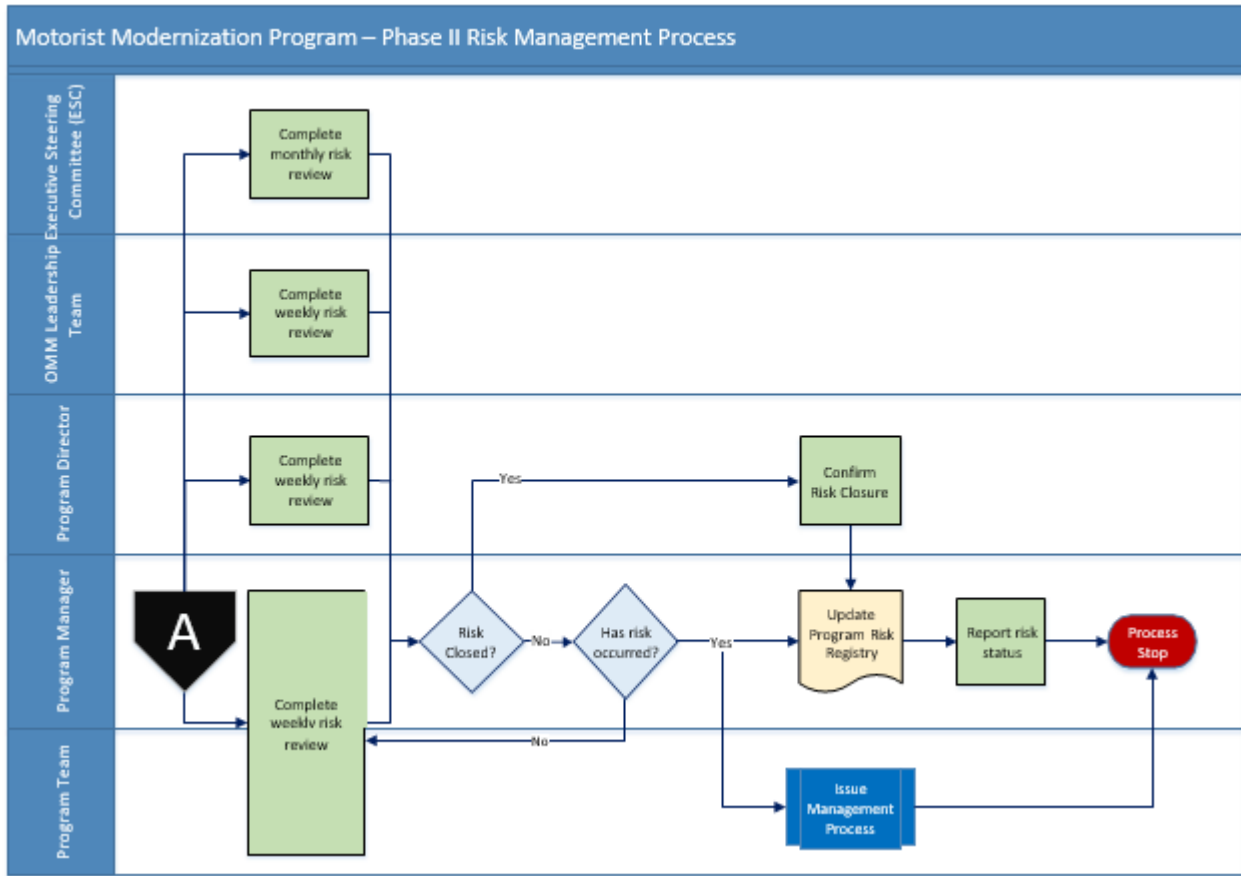


Figure 10-2 – Risk Management Process (1 of 2)



**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.

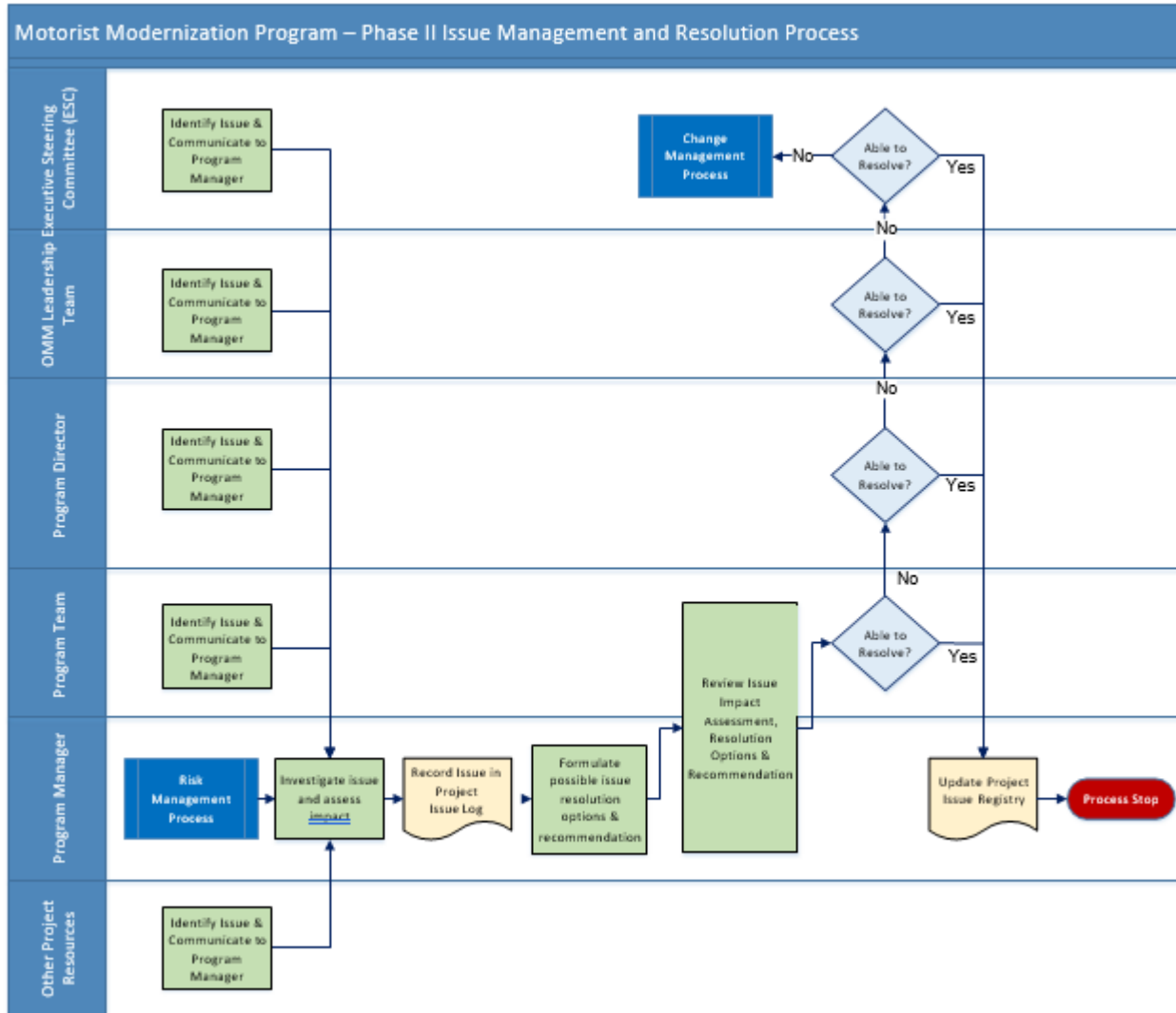


Figure 10-4 illustrates the issue management process.

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
Issue ID	The auto-generated numeric ID assigned upon entry into the PPM tool.
Project	Identifies the project or project the issue applies to
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: <b>Low:</b> Minimal impact to the project or program. <b>Medium:</b> Progress disrupted with manageable extensions to short-term schedule and cost. <b>High:</b> 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: <b>0%</b> - Issue has not been assigned and/or no activity has been initiated to resolve the issue. <b>50%</b> - Issue resolution is in progress and there is no concern about the resolution being achieved by the deadline date. <b>100%</b> - Issue has been resolved. <b>Note:</b> This will need to be updated weekly
Assignee(s)	The person(s) assigned to the issue <b>Note:</b> The PPM tool generates an automatic notice to all assignees

\*Fields with an asterisk are required in the PPM tool.

**Table 10-2 Issue Details**

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# 11. Change Management

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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.

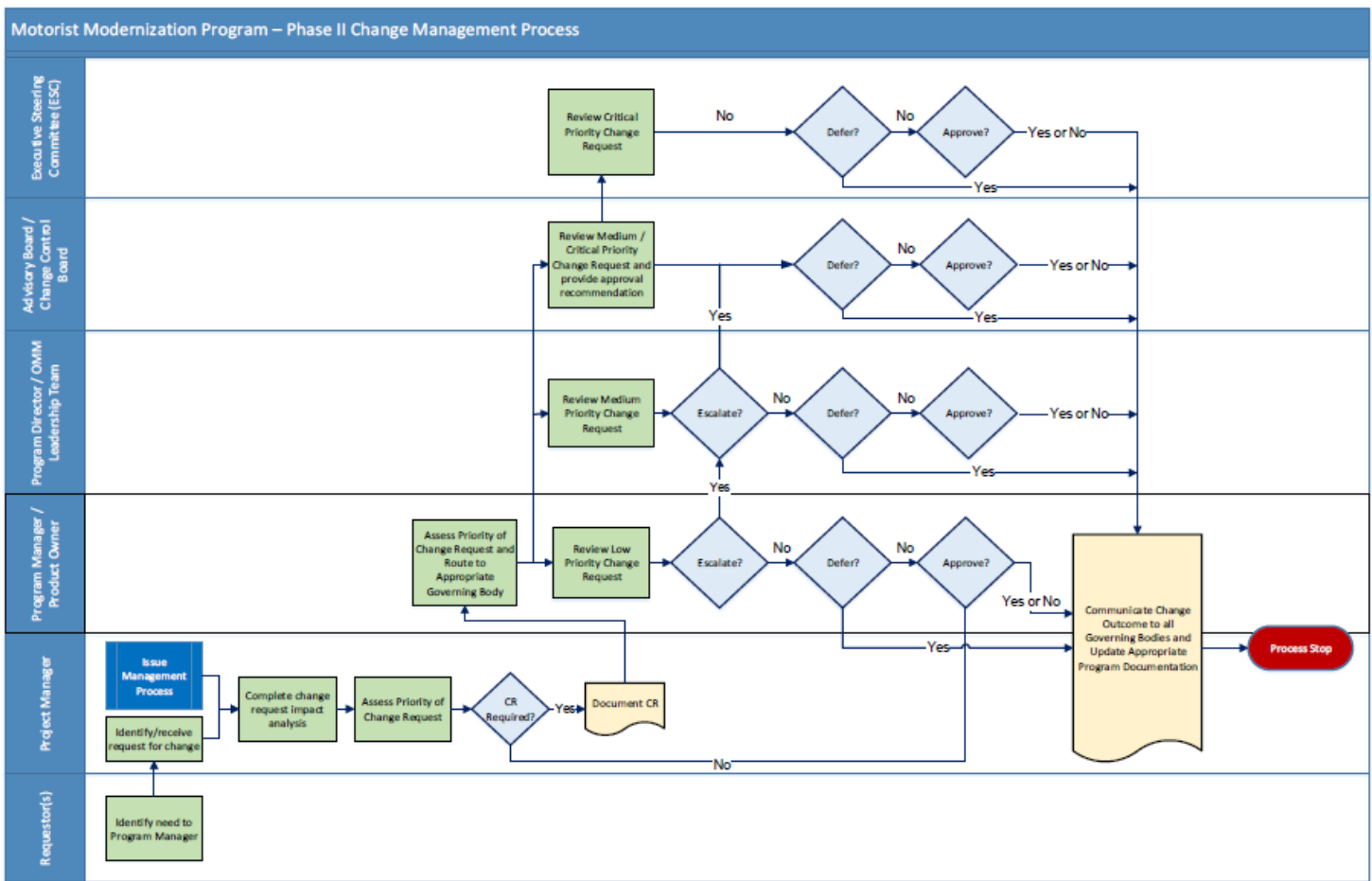


Figure 11-1 – Change Management Process

### 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 Project Management Office (PMO) via Work Request and Prioritization (WRAP) will be evaluated by the assigned Project Manager and then routed through the Program Manager to help streamline resource assignments, eliminate redundant efforts, and optimize modernization and business process efficiencies. General change requests will follow the same process documented in this section and escalation will follow the Decision Escalation Matrix referenced in Section 6.6.

### 11.4. Agile Development-related Change Requests

Throughout the Motorist Modernization program's development phase, there will be changes that apply directly to the program's agile<sup>3</sup> 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"> <li>• 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.</li> <li>• 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.</li> <li>• Changes resulting in minor refinements to test cases / development estimates.</li> <li>• Changes resulting in development and testing that may be absorbed in an existing development Sprint or Hip sprint.</li> <li>• Changes resulting in minor refinement to training curriculum and/or material that may be absorbed in an existing development Sprint or Hip sprint.</li> <li>• Changes that <u>do not</u> generate the need for an</li> </ul>	Product Owner / Program Manager / Project Manager

<sup>3</sup> 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)
	<p>additional development Sprint or elimination of a planned development Sprint.</p> <ul style="list-style-type: none"> <li>Changes that <u>do not</u> impact the program's overall release scope or schedule (may be absorbed in the product backlog, no refactoring required).</li> </ul> <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"> <li>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.</li> <li>Changes impacting multiple testing and development teams; however, these are refinements that may be absorbed in an existing development Sprint or Hip sprint.</li> <li>Changes resulting in minor refinement to training curriculum and/or material that may be absorbed in an existing development Sprint or Hip sprint.</li> <li>Changes that <u>do not</u> generate the need for an additional development Sprint or elimination of a planned development Sprint.</li> <li>Changes that <u>do not</u> impact the program's overall release scope or schedule (may be absorbed in the product backlog, no refactoring required).</li> </ul> <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"> <li>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.</li> </ul>	Change Control Board / Program Director / Executive Steering Committee

Level	Attributes	Reviewer(s) / Approver(s)
	<ul style="list-style-type: none"><li>○ Additions/modifications will require user story definition, estimation, refinement (grooming), etc. for insertion into the product backlog within the appropriate release and sprint.<ul style="list-style-type: none"><li>• Changes generating the need for an additional development Sprint or elimination of a planned development Sprint.</li><li>• Changes impacting the program's overall release scope or schedule (refactoring required).</li><li>• Changes resulting in modifications to approved training curriculum and/or material (modules).</li></ul></li></ul> <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"> <li>• Progress against the baseline plan's key milestones</li> <li>• Deliverables Progress – timeliness of submission, reviews, approvals are key quality aspects for deliverables</li> <li>• Issues - Number of open priority issues and aging of issues</li> <li>• Risks - Total number of open Medium and High Risks</li> <li>• Action items - Number and aging of open action items</li> </ul> <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"> <li>• Weekly status reports for stakeholders</li> <li>• Monthly summary status reports for stakeholders</li> </ul>



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><b>Note:</b> A template for the Deliverable Expectation Document is 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.

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#### **12.4. Deliverable Review Process**

Prior to starting the work to gather input and construct a deliverable, the Contract Manager, 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.

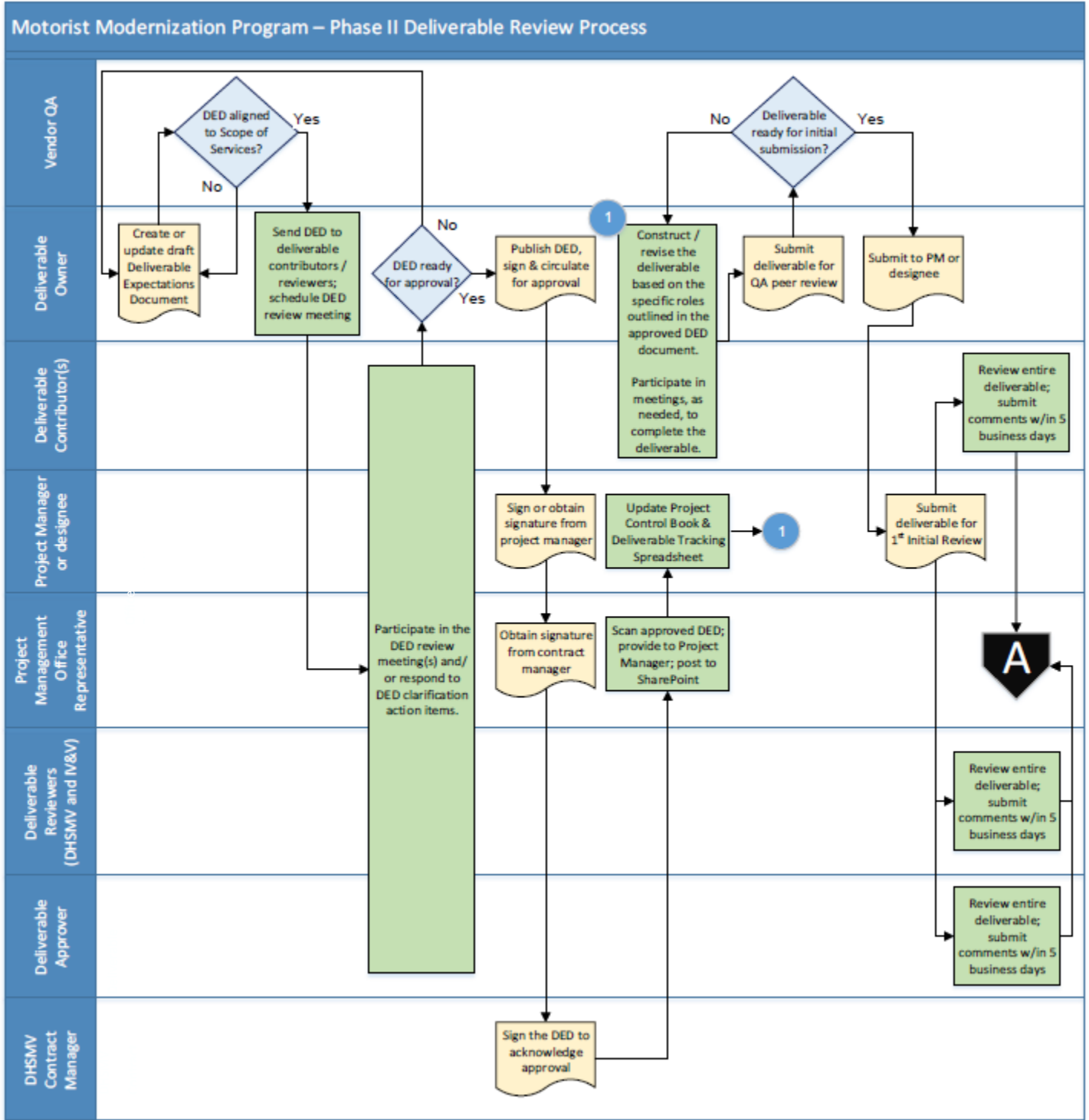


Figure 12-1 – Deliverable Review Process (1 of 3)

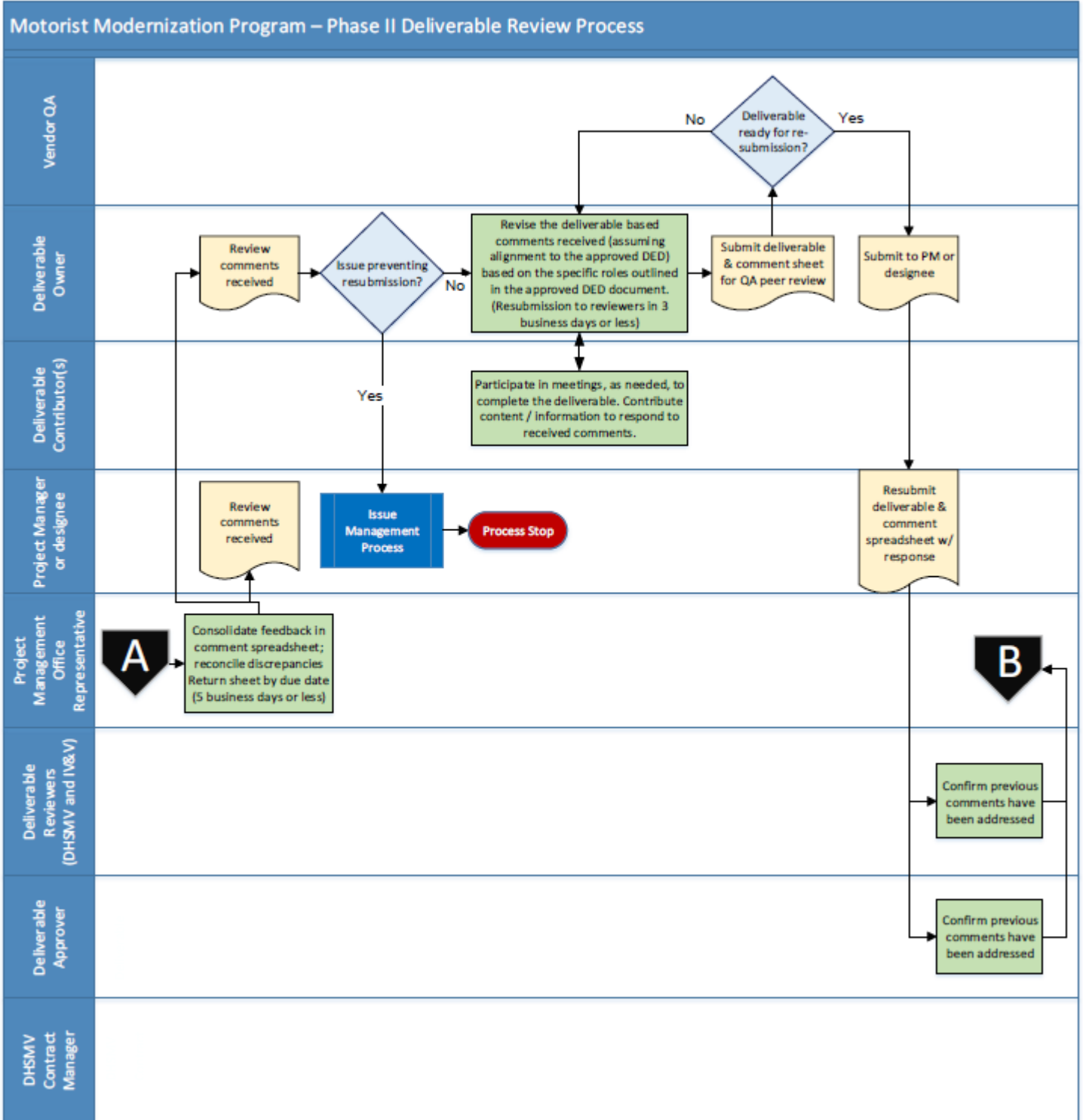


Figure 12-2 – Deliverable Review Process (2 of 3)

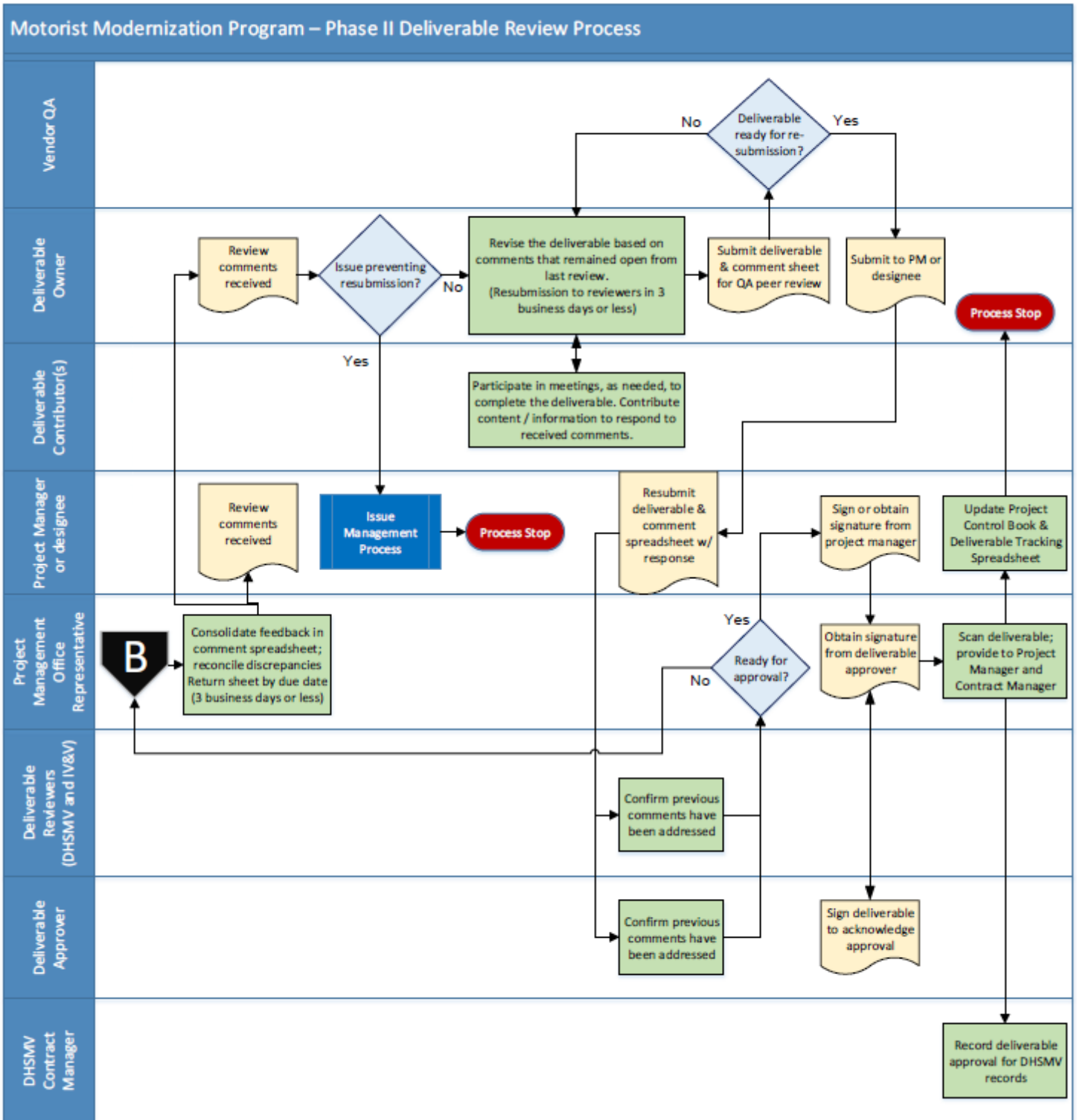


Figure 12-3 – Deliverable Review Process (3 of 3)

### 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 10<sup>th</sup> of each month, or the next business day if the 10<sup>th</sup> 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 Department of Management Services (DMS) 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.

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## **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: $\leq 5$ Yellow: $5 < \text{to} \leq 25$ 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: $\leq 3$ Yellow: $3 < \text{to} \leq 6$ 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: $\leq 10$ Yellow: $10 < \text{to} \leq 15$ Red: $15 >$
# of open critical system defects	Count of open defects	Green: $\leq 15$ Yellow: $15 < \text{to} \leq 25$ Red: $25 >$
Defect resolution time	Mean calculation of the time between defect opening and defect resolution deployed to the testing environment	Green: $\leq 2$ days Yellow: $2 < \text{to} \leq 10$ Red: $10 >$
% of re-opened defects	Percentage of defects that have been re-opened after initial testing (by testing phase)	Green: $\leq 10\%$ Yellow: $10\% < \text{to} \leq 15\%$ 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 in the PCB.
- All final program deliverables shall be 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 DMS 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
DMS Reports	Monthly, by the 10th	Program Manager / Budget and Contract Consultant

**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.

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## 14 Document Management

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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.

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### 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 led by the Organizational Change Management team and 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 were 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.

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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 Organizational Change Management team, Communications Consultant, and 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**

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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**

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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 will 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, Deliverable Based Contract Vendors, 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

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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

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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

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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 4.0.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
<b>AAMVA</b>	American Association of Motor Vehicle Administrators
<b>ACWP</b>	Actual Cost of Work Performed
<b>BCWP</b>	Budgeted Cost of Work Performed
<b>BCWS</b>	Budgeted Cost of Work Scheduled
<b>CBA</b>	Cost Benefit Analysis
<b>CCB</b>	Change Control Board
<b>CDL</b>	Commercial Driver License
<b>CIO</b>	Chief Information Officer
<b>COBOL</b>	Common Business Oriented Language
<b>CPI</b>	Cost Performance Index
<b>CR</b>	Change Request
<b>DED</b>	Deliverable Expectation Document
<b>DL</b>	Driver Licenses
<b>DMS</b>	Department of Management Services
<b>DRIVE</b>	Driver Related Issuance and Vehicle Enhancements
<b>DUI</b>	Driving Under the Influence
<b>ECM</b>	Enterprise Content Management
<b>EFS</b>	Electronic Filing System
<b>ESC</b>	Executive Steering Committee
<b>EVM</b>	Earned Value Metrics
<b>FLHSMV</b>	Florida Highway Safety and Motor Vehicles
<b>FRVIS</b>	Florida Registration & Vehicle Information System
<b>IFTA</b>	International Fuel Tax Agreement
<b>IMS</b>	Integrated Master Schedule

Acronym	Description
<b>IRP</b>	International Registration Plan
<b>ISA</b>	Information Systems Administration
<b>ISDM</b>	Information Systems Development Methodology
<b>ISM</b>	Information Security Manager
<b>IV&amp;V</b>	Independent Verification and Validation
<b>LBR</b>	Legislative Budget Request
<b>MCO</b>	Manufacturer Certificate of Origin
<b>mDL</b>	Mobile Driver License
<b>MM</b>	Motorist Modernization
<b>MS</b>	Microsoft
<b>OCM</b>	Organizational Change Management
<b>OMM</b>	Office of Motorist Modernization
<b>ORION</b>	Online Registration and Identity Operating Network
<b>PCB</b>	Project Control Book
<b>PL/SQL</b>	Procedural Language/Structured Query Language; language for Oracle scripting
<b>PM</b>	Project Manager
<b>PMO</b>	Project Management Office
<b>PgMP</b>	Program Management Plan
<b>POC</b>	Point of Contact
<b>PPM</b>	Project Portfolio Management
<b>RASCI</b>	Responsible, Accountable, Support, Consulted, Informed
<b>RFI</b>	Request for Information
<b>RFQ</b>	Request for Quote
<b>RTM</b>	Requirements Traceability Matrix
<b>SOA</b>	Service-Oriented Architecture

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Acronym	Description
<b>SME</b>	Subject Matter Expert
<b>SPI</b>	Schedule Performance Index
<b>TAC</b>	Technical Assistance Center
<b>TFS</b>	Team Foundation Server
<b>WBS</b>	Work Breakdown Structure
<b>WRAP</b>	Work Request and Prioritization

## 22 Signature and Acceptance Page

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We have reviewed the Program Management Plan (PMP) and agree the content of the document is accurate as of this point in the program and clearly delineate the work to be done for the program and the process in which decisions will be made. This document serves as the source of program information and will be updated as required.

**Reviewed by**

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Michael Anderson  
Program Manager, Office of Motorist Modernization

**Approved by**

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### 3. Appendix C: Project Schedule

MM Phase II - MASTER Program Schedule v289.1 - week of 08/04/2023										
ID	ID	Summary	WBS	% Complete	Task Name	Duration	Start	Finish	Status	
0	0	Yes	0	72%	<b>Motorist Modernization Phase II Project Plan</b>	<b>2244 days</b>	<b>Mon 10/3/16</b>	<b>Fri 8/29/25</b>	<b>Late</b>	
68	68	Yes	3	71%	Execution and Monitoring & Control	2069.88 days	Wed 5/24/17	Tue 8/12/25	Late	
70	70	Yes	3.2	73%	Project Monitoring and Controlling	1981 days	Wed 9/13/17	Fri 7/25/25	On Schedule	
71	71	Yes	3.2.1	75%	IV&V (E&Y) Monthly Assessment Reports	1918 days	Mon 12/4/17	Tue 7/15/25	On Schedule	
242	242	Yes	3.2.3	5%	Deliverable 1 - Lessons Learned	446 days	Fri 7/14/23	Mon 4/21/25	On Schedule	
612	612	Yes	3.2.5	1%	Deliverable 2 - Motorist Modernization (MM) Milestone Release Report	511 days	Tue 7/18/23	Fri 7/25/25	On Schedule	
1262	1262	Yes	3.2.7	2%	Deliverable 3 - Monthly Governance Status Reports	507 days	Tue 7/18/23	Mon 7/21/25	On Schedule	
1471	1471	Yes	3.2.9	91%	Organizational Change Management	1899 days	Fri 11/17/17	Wed 6/4/25	On Schedule	
1518	1518	Yes	3.2.9.2	76%	Communication Plan Updates	1849 days	Fri 2/2/18	Wed 6/4/25	On Schedule	
1575	1575	Yes	3.2.9.5	0%	Implement Change Engagement Activities	705 days	Thu 7/21/22	Fri 5/9/25	Late	
1579	1579	No	3.2.9.5.4	0%	Complete Organizational Change Management Engagement Activities (Milestone 5)	0 days	Fri 5/9/25	Fri 5/9/25	Future Task	
1580	1580	Yes	3.2.9.6	0%	Measure and Evaluate Change	0 days	Mon 11/4/24	Mon 11/4/24	Future Task	
2052	2052	Yes	3.5	59%	Design, Development and Implementation	1809 days	Wed 6/6/18	Tue 8/12/25	Late	
2236	2236	Yes	3.5.9	5%	Del 4 - As-Built Solution Overview	464 days	Wed 7/19/23	Tue 5/20/25	On Schedule	
2362	2362	Yes	3.5.16	80%	Development	1432 days	Wed 1/2/19	Thu 9/5/24	On Schedule	
2386	2386	Yes	3.5.16.5	79%	Software Development	1262 days	Tue 9/3/19	Thu 9/5/24	On Schedule	
2652	2652	Yes	3.5.16.5.17	9%	Milestone P	71 days	Wed 7/26/23	Thu 11/2/23	On Schedule	
2653	2653	Yes	3.5.16.5.17.1	11%	Team A - T&R Issuance	69 days	Wed 7/26/23	Tue 10/31/23	On Schedule	
2654	2654	No	3.5.16.5.17.1.1	50%	Development Sprint 56	15 days	Wed 7/26/23	Tue 8/15/23	On Schedule	
2655	2655	No	3.5.16.5.17.1.2	0%	Development Sprint 57	14 days	Wed 8/16/23	Tue 9/5/23	Future Task	
2656	2656	No	3.5.16.5.17.1.3	0%	Development Sprint 58	15 days	Wed 9/6/23	Tue 9/26/23	Future Task	
2657	2657	No	3.5.16.5.17.1.4	0%	Development Sprint 59	15 days	Wed 9/27/23	Tue 10/17/23	Future Task	
2658	2658	No	3.5.16.5.17.1.5	0%	HIP Sprint - Milestone P	10 days	Wed 10/18/23	Tue 10/31/23	Future Task	
2659	2659	Yes	3.5.16.5.17.2	9%	Team B - MV Globals	69 days	Thu 7/27/23	Wed 11/1/23	On Schedule	

MM Phase II - MASTER Program Schedule  
v289.1 - week of 08/04/2023

ID	ID	Summary	WBS	% Complete	Task Name	Duration	Start	Finish	Status
2660	2660	No	3.5.16.5.17.2.1	40%	Development Sprint 56	15 days	Thu 7/27/23	Wed 8/16/23	On Schedule
2661	2661	No	3.5.16.5.17.2.2	0%	Development Sprint 57	14 days	Thu 8/17/23	Wed 9/6/23	Future Task
2662	2662	No	3.5.16.5.17.2.3	0%	Development Sprint 58	15 days	Thu 9/7/23	Wed 9/27/23	Future Task
2663	2663	No	3.5.16.5.17.2.4	0%	Development Sprint 59	15 days	Thu 9/28/23	Wed 10/18/23	Future Task
2664	2664	No	3.5.16.5.17.2.5	0%	HIP Sprint - Milestone P	10 days	Thu 10/19/23	Wed 11/1/23	Future Task
2665	2665	Yes	3.5.16.5.17.3	9%	Portal/Fleet Team	69 days	Fri 7/28/23	Thu 11/2/23	On Schedule
2666	2666	No	3.5.16.5.17.3.1	40%	Development Sprint 51	15 days	Fri 7/28/23	Thu 8/17/23	On Schedule
2667	2667	No	3.5.16.5.17.3.2	0%	Development Sprint 52	14 days	Fri 8/18/23	Thu 9/7/23	Future Task
2668	2668	No	3.5.16.5.17.3.3	0%	Development Sprint 53	15 days	Fri 9/8/23	Thu 9/28/23	Future Task
2669	2669	No	3.5.16.5.17.3.4	0%	Development Sprint 54	15 days	Fri 9/29/23	Thu 10/19/23	Future Task
2670	2670	No	3.5.16.5.17.3.5	0%	HIP Sprint - Milestone P	10 days	Fri 10/20/23	Thu 11/2/23	Future Task
2671	2671	Yes	3.5.16.5.18	0%	Milestone Q	56 days	Wed 11/1/23	Thu 1/25/24	Future Task
2687	2687	Yes	3.5.16.5.19	0%	Milestone R	57 days	Wed 1/24/24	Thu 4/11/24	Future Task
2703	2703	Yes	3.5.16.5.20	0%	Milestone S	75 days	Wed 4/10/24	Thu 7/25/24	Future Task
2704	2704	Yes	3.5.16.5.20.1	0%	Team A - T&R Issuance	74 days	Wed 4/10/24	Wed 7/24/24	Future Task
2705	2705	No	3.5.16.5.20.1.1	0%	Development Sprint 63	15 days	Wed 4/10/24	Tue 4/30/24	Future Task
2706	2706	No	3.5.16.5.20.1.2	0%	Development Sprint 64	15 days	Wed 5/1/24	Tue 5/21/24	Future Task
2707	2707	No	3.5.16.5.20.1.3	0%	Development Sprint 65	14 days	Wed 5/22/24	Tue 6/11/24	Future Task
2708	2708	No	3.5.16.5.20.1.4	0%	Development Sprint 66	15 days	Wed 6/12/24	Tue 7/2/24	Future Task
2709	2709	No	3.5.16.5.20.1.5	0%	HIP Sprint - Milestone S	15 days	Wed 7/3/24	Wed 7/24/24	Future Task
2710	2710	Yes	3.5.16.5.20.2	0%	Team B - MV Globals	74 days	Thu 4/11/24	Thu 7/25/24	Future Task
2711	2711	No	3.5.16.5.20.2.1	0%	Development Sprint 63	15 days	Thu 4/11/24	Wed 5/1/24	Future Task
2712	2712	No	3.5.16.5.20.2.2	0%	Development Sprint 64	15 days	Thu 5/2/24	Wed 5/22/24	Future Task
2713	2713	No	3.5.16.5.20.2.3	0%	Development Sprint 65	14 days	Thu 5/23/24	Wed 6/12/24	Future Task

MM Phase II - MASTER Program Schedule  
v289.1 - week of 08/04/2023

ID	ID	Summary	WBS	% Complete	Task Name	Duration	Start	Finish	Status
2714	2714	No	3.5.16.5.20.2.4	0%	Development Sprint 66	15 days	Thu 6/13/24	Wed 7/3/24	Future Task
2715	2715	No	3.5.16.5.20.2.5	0%	HIP Sprint - Milestone S	15 days	Fri 7/5/24	Thu 7/25/24	Future Task
2716	2716	Yes	3.5.16.5.20.3	0%	Portal/Fleet Team	72 days	Fri 4/12/24	Wed 7/24/24	Future Task
2717	2717	No	3.5.16.5.20.3.1	0%	Development Sprint 58	15 days	Fri 4/12/24	Thu 5/2/24	Future Task
2718	2718	No	3.5.16.5.20.3.2	0%	Development Sprint 59	15 days	Fri 5/3/24	Thu 5/23/24	Future Task
2719	2719	No	3.5.16.5.20.3.3	0%	Development Sprint 60	14 days	Fri 5/24/24	Thu 6/13/24	Future Task
2720	2720	No	3.5.16.5.20.3.4	0%	Development Sprint 61	14 days	Fri 6/14/24	Wed 7/3/24	Future Task
2721	2721	No	3.5.16.5.20.3.5	0%	HIP Sprint - Milestone S	14 days	Fri 7/5/24	Wed 7/24/24	Future Task
2722	2722	Yes	3.5.16.5.21	0%	Milestone T	30 days	Thu 7/25/24	Thu 9/5/24	Future Task
2723	2723	Yes	3.5.16.5.21.1	0%	Portal/Fleet Team	30 days	Thu 7/25/24	Thu 9/5/24	Future Task
2724	2724	No	3.5.16.5.21.1.1	0%	Development Sprint 62	15 days	Thu 7/25/24	Wed 8/14/24	Future Task
2725	2725	No	3.5.16.5.21.1.2	0%	HIP Sprint - Milestone T	15 days	Thu 8/15/24	Thu 9/5/24	Future Task
2726	2726	Yes	3.5.16.5.22	78%	Reverse Engineering	1258 days	Tue 9/3/19	Thu 8/29/24	On Schedule
2742	2742	No	3.5.16.5.22.16	10%	Reverse Engineering for Milestone P	69 days	Fri 7/28/23	Thu 11/2/23	On Schedule
2743	2743	No	3.5.16.5.22.17	0%	Reverse Engineering for Milestone Q	54 days	Fri 11/3/23	Thu 1/25/24	Future Task
2744	2744	No	3.5.16.5.22.18	0%	Reverse Engineering for Milestone R	54 days	Fri 1/26/24	Wed 4/10/24	Future Task
2745	2745	No	3.5.16.5.22.19	0%	Reverse Engineering for Milestone S	59 days	Thu 4/11/24	Wed 7/3/24	Future Task
2746	2746	No	3.5.16.5.22.20	0%	Reverse Engineering for Milestone T	40 days	Fri 7/5/24	Thu 8/29/24	Future Task
2747	2747	No	3.5.16.6	0%	Development Complete	0 days	Thu 9/5/24	Thu 9/5/24	Future Task
2748	2748	Yes	3.5.17	74%	Release 1 - ORION Common/MVI Inquiry	908 days	Fri 5/1/20	Mon 12/11/23	Late
2749	2749	Yes	3.5.17.1	77%	End-to-End User Acceptance Testing	75 days	Tue 5/23/23	Thu 9/7/23	On Schedule
2752	2752	No	3.5.17.1.3	20%	Conduct User Acceptance Testing	30 days	Thu 7/27/23	Thu 9/7/23	On Schedule
2753	2753	Yes	3.5.17.2	0%	Conduct Enterprise System Testing	20 days	Fri 9/8/23	Thu 10/5/23	Future Task
2754	2754	No	3.5.17.2.1	0%	Conduct Security Testing - ISA Security Scan - Release 1	10 days	Fri 9/8/23	Thu 9/21/23	Future Task



MM Phase II - MASTER Program Schedule  
v289.1 - week of 08/04/2023

ID	ID	Summary	WBS	% Complete	Task Name	Duration	Start	Finish	Status
2755	2755	No	3.5.17.2.2	0%	Remediate Security Testing Results - Release 1	10 days	Fri 9/22/23	Thu 10/5/23	Future Task
2756	2756	No	3.5.17.2.3	0%	Conduct Performance Testing - Release 1	15 days	Fri 9/8/23	Thu 9/28/23	Future Task
2757	2757	Yes	3.5.17.3	82%	Develop & Conduct Training for Release 1 - ORION Common/MVI Inquiry Training	860 days	Fri 5/1/20	Fri 9/29/23	Late
2760	2760	No	3.5.17.3.2	83%	Initial Release - Develop online training	88 days	Mon 4/3/23	Fri 8/4/23	Late
2761	2761	No	3.5.17.3.3	0%	Initial Release - Review and approve online training	15 days	Mon 8/7/23	Fri 8/25/23	Future Task
2762	2762	No	3.5.17.3.4	0%	Initial Release - Test and configure online training for iLearn	25 days	Mon 8/21/23	Mon 9/25/23	Future Task
2763	2763	No	3.5.17.3.5	0%	Initial Release - Launch online training	4 days	Tue 9/26/23	Fri 9/29/23	Future Task
2764	2764	Yes	3.5.17.3.6	88%	User Guides for ORION Common/MVI Inquiry	751 days	Mon 9/21/20	Thu 9/14/23	On Schedule
2769	2769	Yes	3.5.17.3.6.3	50%	Communications Review User Guides - Release 1	16 days	Wed 7/26/23	Wed 8/16/23	On Schedule
2770	2770	No	3.5.17.3.6.3.1	50%	Communications Review User Guides - Release 1 - T&R	15 days	Wed 7/26/23	Tue 8/15/23	On Schedule
2771	2771	No	3.5.17.3.6.3.2	50%	Communications Review User Guides - Release 1 - Globals	15 days	Thu 7/27/23	Wed 8/16/23	On Schedule
2772	2772	Yes	3.5.17.3.6.4	0%	ESC/Legal Review User Guides - Release 1	21 days	Wed 8/16/23	Thu 9/14/23	Future Task
2775	2775	No	3.5.17.3.6.5	0%	Review and Acceptance of User Guides Completed - Release 1	0 days	Thu 9/14/23	Thu 9/14/23	Future Task
2776	2776	Yes	3.5.17.4	0%	Implement Release 1 - ORION Common/MVI Inquiry	44 days	Thu 10/5/23	Mon 12/11/23	Future Task
2783	2783	Yes	3.5.18	41%	Release 2 - ORION Pilot	1072 days	Mon 9/21/20	Tue 12/24/24	Late
2784	2784	No	3.5.18.1	0%	Complete NMVTIS Reload	0 days	Thu 11/16/23	Thu 11/16/23	Future Task
2785	2785	No	3.5.18.2	0%	Complete NMVTIS Web Service Integration with FRVIS & EFS	0 days	Thu 1/25/24	Thu 1/25/24	Future Task
2786	2786	Yes	3.5.18.3	41%	Testing	764 days	Wed 3/3/21	Thu 3/14/24	Late
2787	2787	Yes	3.5.18.3.1	52%	End-to-End User Acceptance Testing	753 days	Wed 3/3/21	Wed 2/28/24	On Schedule
2793	2793	No	3.5.18.3.1.4	20%	Update Release 2 Test Plan	30 days	Thu 7/27/23	Thu 9/7/23	On Schedule
2794	2794	No	3.5.18.3.1.5	0%	Update Release 2 Test Cases	30 days	Wed 9/20/23	Tue 10/31/23	Future Task
2795	2795	No	3.5.18.3.1.6	0%	Conduct Release 2 End to End User Acceptance Testing (UAT)	120 days	Wed 9/6/23	Wed 2/28/24	Future Task
2796	2796	No	3.5.18.3.1.7	0%	Release 2 UAT COMPLETE - Product Owners Approval	0 days	Wed 2/28/24	Wed 2/28/24	Future Task
2797	2797	Yes	3.5.18.3.2	0%	NMVTIS Structured Testing	125 days	Thu 9/14/23	Thu 3/14/24	Future Task

MM Phase II - MASTER Program Schedule  
v289.1 - week of 08/04/2023

ID	ID	Summary	WBS	% Complete	Task Name	Duration	Start	Finish	Status
2800	2800	Yes	3.5.18.3.3	52%	Conduct Enterprise System Testing	233 days	Fri 3/24/23	Mon 2/26/24	Late
2801	2801	Yes	3.5.18.3.3.1	95%	Technical Readiness for Production Environment	66 days	Fri 3/24/23	Mon 6/26/23	Late
2803	2803	No	3.5.18.3.3.1.2	90%	Phase II Production Environment - Application Tier Assessment Completed	33 days	Wed 5/10/23	Mon 6/26/23	Late
2804	2804	No	3.5.18.3.3.2	0%	Conduct Operational Smoke Testing - Release 2	10 days	Wed 1/13/24	Wed 1/17/24	Future Task
2805	2805	No	3.5.18.3.3.3	0%	Conduct Stress Testing - Release 2	20 days	Thu 1/18/24	Wed 2/14/24	Future Task
2806	2806	No	3.5.18.3.3.4	0%	Conduct Performance Testing - Release 2	20 days	Thu 1/18/24	Wed 2/14/24	Future Task
2807	2807	No	3.5.18.3.3.5	0%	Conduct Disaster Recovery Testing - Release 2	5 days	Tue 2/20/24	Mon 2/26/24	Future Task
2808	2808	No	3.5.18.3.4	0%	Conduct Security Testing - ISA Security Scan - Release 2	15 days	Thu 2/15/24	Wed 3/6/24	Future Task
2809	2809	No	3.5.18.3.5	0%	Release 2 Testing Complete	0 days	Thu 3/14/24	Thu 3/14/24	Future Task
2810	2810	Yes	3.5.18.4	3%	Develop and Conduct Release 2 - ORION Pilot Training & Release 3 IFTA/IRP/Audit	486 days	Mon 1/23/23	Mon 12/23/24	Late
2811	2811	No	3.5.18.4.1	15%	Pilot Release - Develop online training	218 days	Mon 1/23/23	Thu 11/30/23	Late
2812	2812	No	3.5.18.4.2	0%	Pilot Release - Review and approve online training	72 days	Fri 9/1/23	Fri 12/15/23	Future Task
2813	2813	No	3.5.18.4.3	0%	Pilot Release - Test and configure online training for iLearn	54 days	Wed 11/1/23	Tue 1/23/24	Future Task
2814	2814	No	3.5.18.4.4	0%	Pilot Release - Launch online training	177 days	Wed 1/24/24	Tue 10/1/24	Future Task
2815	2815	No	3.5.18.4.5	0%	Launch online training for end users (IFTA/IRP ORION functionality)	65 days	Mon 3/11/24	Mon 6/10/24	Future Task
2816	2816	Yes	3.5.18.4.6	0%	Complete Hands-on Training Pre-Deployment and Deployment Tasks for Release 2 - ORION Pilot Training & Release 3 IFTA/IRP/Audit	281 days	Wed 11/1/23	Fri 12/13/24	Future Task
2821	2821	No	3.5.18.4.7	0%	Provide final evaluation report for pilot training	0 days	Mon 12/23/24	Mon 12/23/24	Future Task
2822	2822	Yes	3.5.18.5	78%	Policies and Procedures and User Guides	875 days	Mon 9/21/20	Thu 3/14/24	On Schedule
2824	2824	Yes	3.5.18.5.2	80%	Update Policies and Procedures and User Guides - Release 2	370 days	Wed 7/6/22	Tue 12/26/23	On Schedule
2825	2825	No	3.5.18.5.2.1	80%	Update Policies and Procedures and User Guides - Release 2 - T&R	370 days	Wed 7/6/22	Tue 12/26/23	On Schedule
2826	2826	No	3.5.18.5.2.2	80%	Update Policies and Procedures and User Guides - Release 2 - Globals	370 days	Wed 7/6/22	Tue 12/26/23	On Schedule
2827	2827	Yes	3.5.18.5.3	0%	Communications Review Policies and Procedures and User Guides - Release 2	35 days	Wed 12/27/23	Thu 2/15/24	Future Task
2830	2830	Yes	3.5.18.5.4	0%	ESC/Legal Review Policies and Procedures and User Guides - Release 2	20 days	Fri 2/16/24	Thu 3/14/24	Future Task
2833	2833	No	3.5.18.5.5	0%	Review and Acceptance of Policies and Procedures & User Guides Completed - Release 2	0 days	Thu 3/14/24	Thu 3/14/24	Future Task

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ID	ID	Summary	WBS	% Complete	Task Name	Duration	Start	Finish	Status
2834	2834	Yes	3.5.18.6	23%	Implementation	712 days	Mon 2/28/22	Tue 12/24/24	On Schedule
2853	<b>2853</b>	<b>Yes</b>	<b>3.5.19</b>	<b>22%</b>	<b>Release 4 - ORION Statewide</b>	<b>1330 days</b>	<b>Fri 5/1/20</b>	<b>Tue 8/12/25</b>	<b>Late</b>
2854	2854	Yes	3.5.19.1	33%	Testing	948 days	Wed 3/3/21	Thu 12/5/24	On Schedule
2855	2855	Yes	3.5.19.1.1	39%	End-to-End User Acceptance Testing	923 days	Wed 3/3/21	Mon 10/28/24	On Schedule
2865	2865	Yes	3.5.19.1.2	13%	Conduct Enterprise System Testing	350 days	Tue 7/18/23	Thu 12/5/24	On Schedule
2866	2866	Yes	3.5.19.1.2.1	20%	Technical Readiness for Production Environment	90 days	Tue 7/18/23	Wed 11/22/23	On Schedule
2867	2867	No	3.5.19.1.2.1.1	20%	FLHSMV Conversion (US DOT, IFTA and IRP accounts and customers)	90 days	Tue 7/18/23	Wed 11/22/23	On Schedule
2868	2868	No	3.5.19.1.2.2	0%	Conduct Stress Testing - Release 4	25 days	Tue 10/29/24	Thu 12/5/24	Future Task
2869	2869	No	3.5.19.1.2.3	0%	Conduct Performance Testing - Release 4	25 days	Tue 10/29/24	Thu 12/5/24	Future Task
2870	<i>2870</i>	<i>No</i>	<i>3.5.19.1.3</i>	<i>0%</i>	<i>Release 4 Testing Complete</i>	<i>0 days</i>	<i>Thu 12/5/24</i>	<i>Thu 12/5/24</i>	<i>Future Task</i>
2871	2871	Yes	3.5.19.2	8%	Training	1300 days	Fri 5/1/20	Mon 6/30/25	Late
2873	2873	Yes	3.5.19.2.2	0%	Develop and Conduct Release 4 ORION Statewide Training	303 days	Tue 8/1/23	Thu 10/10/24	Late
2874	2874	No	3.5.19.2.2.1	0%	Statewide Implementation - Develop online training	211 days	Tue 8/1/23	Fri 5/31/24	Late
2875	2875	No	3.5.19.2.2.2	0%	Statewide Implementation - Develop and Conduct Release 4 Statewide Training	65 days	Mon 6/3/24	Tue 9/3/24	Future Task
2876	2876	No	3.5.19.2.2.3	0%	Statewide Implementation - Test and configure online training for iLearn	43 days	Thu 8/1/24	Tue 10/1/24	Future Task
2877	<i>2877</i>	<i>No</i>	<i>3.5.19.2.2.4</i>	<i>0%</i>	<i>Statewide Implementation - Launch online training to end users</i>	<i>7 days</i>	<i>Wed 10/2/24</i>	<i>Thu 10/10/24</i>	<i>Future Task</i>
2878	2878	Yes	3.5.19.2.3	0%	Complete Hands-on Training Pre-Deployment and Deployment Tasks - Release 4 ORION Statewide	222 days	Fri 8/2/24	Thu 6/19/25	Future Task
2882	<i>2882</i>	<i>No</i>	<i>3.5.19.2.4</i>	<i>0%</i>	<i>Provide final training evaluation report for statewide training</i>	<i>0 days</i>	<i>Mon 6/30/25</i>	<i>Mon 6/30/25</i>	<i>Future Task</i>
2883	2883	Yes	3.5.19.3	32%	Implementation	861 days	Tue 3/15/22	Tue 8/12/25	On Schedule
2907	2907	Yes	3.5.19.3.3	1%	Del 5 - Statewide Roll-Out Implementation Plan - Increment 2	398 days	Wed 7/19/23	Mon 2/17/25	On Schedule
2931	<i>2931</i>	<i>No</i>	<i>3.5.19.3.4</i>	<i>0%</i>	<i>Decision Point - Statewide Roll out - Release 4</i>	<i>0 days</i>	<i>Thu 1/9/25</i>	<i>Thu 1/9/25</i>	<i>Future Task</i>
2932	2932	No	3.5.19.3.5	0%	Statewide Rollout - Release 4	120 days	Fri 1/10/25	Mon 6/30/25	Future Task
2933	2933	No	3.5.19.3.6	0%	Stabilization Period for Production - Release 4	30 days	Tue 7/1/25	Tue 8/12/25	Future Task
2934	2934	No	3.5.19.3.7	0%	Document Lessons Learned from Project Execution phase - Release 4	5 days	Wed 8/6/25	Tue 8/12/25	Future Task

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ID	ID	Summary	WBS	% Complete	Task Name	Duration	Start	Finish	Status
2935	2935	No	3.5.19.3.8	0%	Statewide Implementation Complete - Release 4	0 days	Tue 8/12/25	Tue 8/12/25	Future Task
2936	<b>2936</b>	<b>Yes</b>	<b>3.5.20</b>	<b>0%</b>	<b>Release 3 - IFTA/IRP/Audit Project</b>	<b>1015 days</b>	<b>Thu 6/18/20</b>	<b>Mon 7/1/24</b>	<b>Late</b>
2938	2938	Yes	3.5.20.2	0%	Infrastructure in Florida Environment	760 days	Tue 1/19/21	Fri 1/26/24	Late
2941	2941	No	3.5.20.2.3	0%	Production	0 days	Fri 1/26/24	Fri 1/26/24	Future Task
2947	2947	Yes	3.5.20.8	0%	IRP/IFTA/Audit/Enterprise Configuration and Customization	146 days	Wed 2/22/23	Mon 9/18/23	Late
2949	2949	No	3.5.20.8.2	0%	Data Conversion/Cleansing Cycles	0 days	Mon 9/18/23	Mon 9/18/23	Future Task
2951	2951	No	3.5.20.8.4	0%	FLHSMV Casual Testing includes Simulated Parallel Testing	0 days	Fri 8/4/23	Fri 8/4/23	On Schedule
2953	2953	No	3.5.20.8.6	0%	Celtic System Integration Testing IRP/IFTA/Audit -SIT	0 days	Fri 8/4/23	Fri 8/4/23	On Schedule
2955	2955	No	3.5.20.10	0%	UAT Completion Report- Conduct User Acceptance Testing (IFTA/IRP/Audit)	0 days	Mon 10/23/23	Mon 10/23/23	Future Task
2956	2956	No	3.5.20.11	0%	Training and Training Material	0 days	Mon 2/12/24	Mon 2/12/24	Future Task
2957	2957	No	3.5.20.12	0%	Final System and User Documentation	0 days	Fri 2/23/24	Fri 2/23/24	Future Task
2958	2958	No	3.5.20.13	0%	Dry Run and Simulated Parallel Testing	0 days	Mon 4/8/24	Mon 4/8/24	Future Task
2959	2959	No	3.5.20.14	0%	Deployment Implementation Plan and Checklist	0 days	Tue 4/23/24	Tue 4/23/24	Future Task
2960	2960	No	3.5.20.15	0%	Final Solution (GO LIVE)	0 days	Mon 6/10/24	Mon 6/10/24	Future Task
2961	2961	No	3.5.20.16	0%	Post Implementation Acceptance	0 days	Mon 7/1/24	Mon 7/1/24	Future Task
2962	2962	No	3.5.20.17	0%	Operations and Maintenance (O&M) Plan	0 days	Tue 6/11/24	Tue 6/11/24	Future Task
2963	2963	No	3.5.20.18	0%	Operations Transition Plan	0 days	Tue 6/11/24	Tue 6/11/24	Future Task
2964	2964	Yes	3.5.20.19	0%	Policies and Procedures and User Guides	200 days	Mon 8/7/23	Tue 5/21/24	Future Task
2965	2965	Yes	3.5.20.19.1	0%	Update Policies and Procedures and User Guides - Release 3	180 days	Mon 8/7/23	Tue 4/23/24	Future Task
2966	2966	No	3.5.20.19.1.1	0%	Update Policies and Procedures and User Guides - Release 3 - IFTA/IRP	180 days	Mon 8/7/23	Tue 4/23/24	Future Task
2967	2967	Yes	3.5.20.19.2	0%	Communications Review Policies and Procedures and User Guides - Release 3	10 days	Wed 4/24/24	Tue 5/7/24	Future Task
2968	2968	No	3.5.20.19.2.1	0%	Communications Review Policies and Procedures and User Guides - Release 3 - IFTA/IRP	10 days	Wed 4/24/24	Tue 5/7/24	Future Task
2969	2969	Yes	3.5.20.19.3	0%	ESC/Legal Review Policies and Procedures and User Guides - Release 3	10 days	Wed 5/8/24	Tue 5/21/24	Future Task
2970	2970	No	3.5.20.19.3.1	0%	ESC/Legal Review Policies and Procedures and User Guides - Release 3 - IFTA/IRP	10 days	Wed 5/8/24	Tue 5/21/24	Future Task

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ID	ID	Summary	WBS	% Complete	Task Name	Duration	Start	Finish	Status
2971	2971	No	3.5.20.19.4	0%	<i>Review and Acceptance of Policies and Procedures &amp; User Guide Completed - Release 3</i>	0 days	Tue 5/21/24	Tue 5/21/24	Future Task
2972	<b>2972</b>	<b>Yes</b>	<b>3.5.21</b>	<b>0%</b>	<b>Release 5 - Portal/Fleet</b>	<b>283 days</b>	<b>Thu 4/11/24</b>	<b>Fri 5/23/25</b>	<b>Future Task</b>
2973	2973	Yes	3.5.21.1	0%	Policies and Procedures and User Guides	180 days	Wed 7/3/24	Fri 3/21/25	Future Task
2974	2974	No	3.5.21.1.1	0%	Update Policies and Procedures and User Guides - Release 5 - Portal	90 days	Wed 7/3/24	Thu 11/7/24	Future Task
2975	2975	No	3.5.21.1.2	0%	Communications Review Policies and Procedures and User Guides - Release 5 - Portal	60 days	Fri 11/8/24	Fri 2/7/25	Future Task
2976	2976	No	3.5.21.1.3	0%	ESC/Legal Review Policies and Procedures and User Guides - Release 5 - Portal	30 days	Mon 2/10/25	Fri 3/21/25	Future Task
2977	2977	No	3.5.21.1.4	0%	<i>Review and Acceptance of Policies and Procedures &amp; User Guide Completed - Release 5</i>	0 days	Fri 3/21/25	Fri 3/21/25	Future Task
2978	2978	Yes	3.5.21.2	0%	Testing	180 days	Thu 4/11/24	Fri 12/27/24	Future Task
2979	2979	No	3.5.21.2.1	0%	Release 5 User Acceptance Testing	135 days	Thu 4/11/24	Mon 10/21/24	Future Task
2980	2980	No	3.5.21.2.2	0%	Release 5 Enterprise Testing	30 days	Tue 10/22/24	Thu 12/5/24	Future Task
2981	2981	No	3.5.21.2.3	0%	Release 5 Security Testing	15 days	Fri 12/6/24	Fri 12/27/24	Future Task
2982	2982	Yes	3.5.21.3	0%	Training	230 days	Fri 5/17/24	Wed 4/16/25	Future Task
2992	2992	Yes	3.5.21.4	0%	Implementation	39 days	Tue 4/1/25	Fri 5/23/25	Future Task
2999	<b>2999</b>	<b>Yes</b>	<b>3.5.22</b>	<b>0%</b>	<b>Release 6 - Batch, Back Office, Remaining functionality</b>	<b>352 days</b>	<b>Fri 3/15/24</b>	<b>Tue 8/5/25</b>	<b>Future Task</b>
3000	3000	Yes	3.5.22.1	0%	Policies and Procedures and User Guides	150 days	Fri 3/15/24	Tue 10/15/24	Future Task
3011	3011	Yes	3.5.22.2	0%	Testing	90 days	Mon 12/30/24	Tue 5/6/25	Future Task
3017	3017	Yes	3.5.22.3	0%	Implementation	38 days	Wed 6/11/25	Tue 8/5/25	Future Task
3024	<b>3024</b>	<b>Yes</b>	<b>3.5.23</b>	<b>99%</b>	<b>Florida Smart ID</b>	<b>760 days</b>	<b>Thu 7/16/20</b>	<b>Tue 7/25/23</b>	<b>Complete</b>
3067	3067	Yes	3.5.23.5	99%	Phase 3	161 days	Mon 12/5/22	Tue 7/25/23	Complete
3128	3128	No	3.5.23.5.8	0%	<i>P3 Acceptance</i>	0 days	Fri 5/26/23	Fri 5/26/23	Late
3129	3129	No	3.5.23.5.9	0%	<i>P3 Project Handover to Support and Maintenance</i>	0 days	Wed 5/31/23	Wed 5/31/23	Late
3162	3162	No	3.6	0%	<i>Execution and Monitoring &amp; Control Phase Complete</i>	0 days	Tue 8/12/25	Tue 8/12/25	Future Task
3163	3163	Yes	4	0%	Project Closeout	13 days	Wed 8/13/25	Fri 8/29/25	Future Task

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ID	ID	Summary	WBS	% Complete	Task Name	Duration	Start	Finish	Status
3164	3164	No	4.1	0%	Document Project Closure Summary	3 days	Wed 8/13/25	Fri 8/15/25	Future Task
3165	3165	No	4.2	0%	Review Closeout Documentation with Stakeholders	5 days	Mon 8/18/25	Fri 8/22/25	Future Task
3166	3166	No	4.3	0%	Receive Acceptance and Signature on Closeout Documentation	5 days	Mon 8/25/25	Fri 8/29/25	Future Task
3167	3167	No	4.4	0%	<i>Archive all Project Documentation, Artifacts, Records, etc.</i>	0 days	Fri 8/29/25	Fri 8/29/25	Future Task
3168	3168	No	4.5	0%	<i>Closeout Phase Complete</i>	0 days	Fri 8/29/25	Fri 8/29/25	Future Task
3169	3169	No	5	0%	Project Complete	0 days	Fri 8/29/25	Fri 8/29/25	Future Task

#### 4. Appendix D: Project Risk Register

<b>Motorist Modernization Phase II - Risks</b>							
Risk ID	Risk Name	Risk Description	Assigned To	Date Logged	Probability of Occurrence	Impact	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	Low	High	
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.	Ann Naiman	1/19/2018 9:27	Low	High	
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	Medium	Medium	
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	Medium	High	
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	Low	High	
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	Medium	Medium	
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	Medium	Medium	

8	Missed requirements	If additional requirements or missing requirements are identified, then this may elongate timelines, increase costs, or contribute to program/project failure.	Joe Weldon	1/19/2018 13:32	High	High	
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 13:33	Medium	Medium	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/CherylN Dent	1/19/2018 13:39	High	High	
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/CherylN Dent	1/19/2018 13:40	High	High	
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/CherylN Dent	1/19/2018 13:41	Low	Low	
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 13:43	Medium	Medium	



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 13:44	Low	Low	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 13:46	Medium	Medium	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 13:50	Low	Low	
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 14:42	Low	Low	1/2/2019
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 14:44	Medium	Medium	
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 14:51	Low	Low	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 14:53	Medium	Medium	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 14:55	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 15:39	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 16:00	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 16:03	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 16:05	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 16:08	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	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 17:51	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 20:30	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 18:29	Low	Medium	9/21/2020
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	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	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	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	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 22:00	High	High	
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	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 17:55	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 21:42	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 22:05	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 22:11	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 21:00	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	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	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	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 22:35	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 17:13	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.	Paula Posey	2/25/2019 17:16	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	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 22:12	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 21:40	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 21:42	Medium	Medium	6/30/2019

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 16:03	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	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	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	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 15:52	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 14:57	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 16:31	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	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 15:55	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 16:50	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 16:53	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 16:57	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	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 13:22	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	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 21:58	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	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 13:24	Medium	Medium	
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 13:25	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 13:31	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 17:05	Low	Low	2/1/2021
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 22:14	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 14:54	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 15:17	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 20:34	Medium	Medium	



78	Florida Smart ID 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 15:49	High	High	10/26/2020
79	Florida Smart ID Testing	Based upon the 10-day testing schedule/window provided for mDL by Thales and the number of User Stories for testing, IF there are a significant number of defects identified or a long turn-around time on development, bug fixes and deployments to Stage, THEN functional testing and UAT testing may not meet the scheduled timeline resulting in an impact to pilot schedule.	Kelsey Parten	9/8/2020 20:50	Medium	Medium	3/15/2021
80	IFTA/IRP SMEs	IF cross-dependent technical Subject Matter Experts are not available to schedule deep-dive technical sessions to determine master system functions/ master data record THEN there could be some delays in agreement between business, technical resources, and business stakeholders impacting the design of the overall systems. (Reference project risk MCS-1)	Scott Tomaszewski	9/15/2020 15:39	Medium	Medium	11/2/2020
81	Florida Smart ID Development	IF FLHSMV plan to complete Florida Smart ID interface (GetData) by 30 Oct impacts Thales SIT THEN it could impact FLHSMV Development resource needs for Florida Smart ID.	Joe Weldon	9/29/2020 16:59	High	Medium	11/9/2020
82	IFTA/IRP vendor development access	IF the approach to connectivity between vendor developers and FLHSMV-provided web service endpoints is not resolved, THEN Vendor development may be delayed and quality may be impacted.	Chad Hutchinson	12/15/2020 16:47	Medium	Medium	3/8/2021
83	FSID Support	IF FLHSMV is unable to respond to Level 1 and 2 calls/inquiries related FSID, THEN it could result in negative response to FSID adoption	Joe Weldon	1/5/2021 20:25	Medium	Medium	9/7/2021

84	ECM Product Owner Not Assigned	IF a product owner for the ECM effort is not identified, THEN the sprint planning and requirements will be impacted. The backlog will not be managed correctly, and business decisions will not be made.	Robert Kynoch	1/26/2021 15:08	High	Medium	2/22/2021
85	Data Model Changes	IF proposed data model changes are not reviewed and approved by the Data Architect in a timely manner, THEN there may be delays and/or rework for development dependent on data model changes	Chad Hutchinson	1/26/2021 15:12	Medium	Medium	6/21/2021
86	IFTA/IRP Development backlog	IF user stories are not refined for the IFTA/IRP backlog prior to the start of development, THEN there may be gaps in the requirements or delays in development	Scott Tomaszewski	1/26/2021 15:22	Medium	Medium	3/1/2021
87	Son Cu access	IF Son Cu does not get access to FLHSMV network by 2/10, THEN there will be an impact to planned capacity for IFTA/IRP development.	Janis Timmons	2/2/2021 15:43	Medium	Medium	
88	PRIDE input on inventory range creation	IF the MV Globals Team does not get information from PRIDE related to how inventory ranges are created, THEN there will be a delay in completing refinement for Milestone D user stories	Jess Espinoza	3/9/2021 15:04	Medium	Medium	4/5/2021
89	Systems Accessing ECM Documents	Systems not originally identified have been found to access content in scope for ECM. IF verification and validation for these additional systems takes longer than the currently planned timeline for testing, THEN there may be a delay of UAT by two to three weeks.	Johnny Hamilton	3/23/2021 14:36	High	Medium	4/5/2021
90	IFTA/IRP issuance integration design	IF questions related to integration between FLHSMV systems and Celtic for issuance services are not resolved in a timely manner, THEN there may be a delay to the Interface Control Document (ICD) for Orion integration	Scott Tomaszewski	4/6/2021 16:11	Medium	Medium	4/12/2021

91	FSID Pilot (Android)	IF Google doesn't approve the FSID application and verifier applications in the Google Play store prior to Pilot starting, THEN it will impact the Internal and External Pilot events.	Joe Weldon	4/13/2021 17:34	High	Medium	4/19/2021
92	Portal SEU Manager	IF a replacement for the vacant SEU Manager position for the Portal Team is not identified, THEN testing efforts may fall further behind	Barbara Peacock	4/20/2021 20:12	Medium	Medium	5/10/2021
93	FSID Changes	IF FLHSMV request to change FSID app screen displays are extensive, THEN it could impact Thales ability to implement these changes and continue to resolve bugs which could impact the external pilot and Phase 2 development work.	Terrence Samuel	4/27/2021 16:04	High	Medium	5/17/2021
94	FSID Onboarding	IF Thales contract with additional vendors is delayed due to legal review, THEN it could impact when additional vendors onboard for FSID.	Terrence Samuel	5/28/2021 15:23	High	Medium	6/21/2021
95	PM Availability	IF contracted staff augmentation PMs are out for an extended period, THEN it could impact management of teams and possibly impact scope and schedule.	Michael Anderson	6/1/2021 18:05	High	Medium	6/28/2021
96	OnBase Server Access	IF DST does not complete the admin access requests for stage and Production in a timely manner, then ECM data conversion and conversion testing could be delayed which would impact the ECM schedule.	Catherine Alvarez	6/7/2021 17:14	High	High	9/7/2021
97	ECM Operational Support	IF there are not operation staff who have knowledge of the new custom enterprise content service and its interactions with OnBase, prior to deployment to production THEN the operation staff may not be able to support the application in production which could cause delays in issues being resolved.	Desi Tatilian	6/28/2021 16:46	Medium	High	7/21/2021
98	SBA Replacement	IF there is not an adequate transition of responsibilities from departing SBA, THEN, it could result in a lack of historical knowledge and an impact to scope.	Terrence Samuel	7/19/2021 17:11	Medium	Medium	9/13/2021

99	MV Express Testing	IF the Phase II Team is unable to deploy MV Express Renewal changes to MSTest due to Operations needing MSTest for MyDMV Portal Production issues, THEN it could impact the team's ability to complete testing per the schedule.	Aundrea Powell	7/27/2021 19:37	High	High	8/9/2021
100	PM for ECM	IF a replacement isn't found for the ECM Team Project Manager, THEN it could result in a stress on resources and team management possibly impacting the schedule	Kristin Green	8/10/2021 10:37	Medium	Medium	8/16/2021
101	ECM Documents for Phase 2	IF NPS isn't able to quickly configure new documents to be added to the ECM as they are identified and refined by the Phase II Team, THEN it could impact the schedule as the team waits for implementation of the new document in the ECM.	Jennifer Miller	8/17/2021 13:41	Medium	Medium	
102	ECM Testing Delay	IF UAT does not start in a fully integrated stage environment by 31 Aug, THEN it could impact the team's ability to meet the scheduled Go-Live date.	Catherine Alvarez	8/30/2021 11:06	High	Medium	9/30/2021
103	Unidentified Bizapps resource for ECM prod prep	IF a Business Apps resource is not identified by the time ECM has the full stack integration in Stage, THEN there could be a delay in production prep tasks execution.	Johnny Hamilton	8/31/2021 20:49	Medium	High	9/7/2021
104	Portal BA	IF a new Business Analyst is not identified for the MyDMV Portal Team THEN it could impact resources assigned to support the team during refinement, and Sprint ceremonies and pull them away from other duties.	Terrence Samuel	9/13/2021 18:02	Medium	Medium	2/28/2022
105	OMM Communications Program Consultant	IF a new OMM Communications Program Consultant is not selected prior to 10/8/2021, THEN it could result in gap in communication with external and internal stakeholders per the Phase 2 communication plan.	Terrence Samuel	9/27/2021 19:43	High	High	12/13/2021

106	ECM Storage Capacity	IF the conversion plan cannot be completed due to the storage capacity request not being fulfilled, THEN the ECM project will continue to experience delays as alternate plans are developed and evaluated for implementation.	Curt Chester	9/30/2021 17:20	Medium	High	10/8/2021
107	NMVTIS SME loss	IF a replacement with similar knowledge of the existing Batch NMVTIS and To Be Web Service NMVTIS service isn't identified or there is not sufficient time for knowledge transfer, THEN OMM Phase II and Operations scope and schedule could be impacted by the departure of Ernesto Serrano.	Desi Tatilian	10/4/2021 19:04	High	High	3/21/2022
108	Global Dev Lead Out	IF there isn't a transition of responsibilities from the Globals Team Dev Lead while he is out, THEN it could result in responsibilities being missed.	Jennifer Miller	10/25/2021 18:22	Low	Medium	1/3/2022
109	Application Support	IF ISA Operations Teams are not able to absorb and support the applications that are built as part of OMM P2, THEN OMM developers will have to remain in support roles instead of continuing to support P2 development and follow-on work.	Desi Tatilian	1/3/2022 20:03	Medium	Medium	
110	New Scope Impacting Schedule	IF the Phase 2 teams are given competing priorities or other scope changes, THEN it could impact the ability to complete planned milestone work and impact the Program schedule.	Kristin Green	2/21/2022 17:14	Medium	High	
111	Cross-team Dependency	IF the teams are unable to complete development of functionality per Milestone plan, THEN it could impact a team's ability to complete their associated work.	Joe Weldon	2/21/2022 17:15	Medium	Medium	
112	NMVTIS and Operations	IF Operations in unable (or the work is added to OMM scope without resource addition) to complete Phase II dependent NMVTIS work, including NMVTIS reload and updates to FRVIS and EFS to use the new NMVTIS Web Service, THEN it could impact the team's ability to Go Live with the initial release per the schedule.	Joe Weldon	5/5/2022 10:27	High	High	

113	ECM Conversion Job	IF the conversion batch job isn't stabilized after the ACE production migration, then ECM Go live will be delayed waiting for the final run of the OnBase migration batch job to convert CouchBase docs to OnBase.	Curt Chester	5/5/2022 10:29	Medium	High	5/16/2022
114	Alternate Workflow	IF the Enterprise Team analysis of the Alternate Workflow for ORION exceeds the 1,800 hour placeholder added to Team A's Milestone Plan as part of CR-19, THEN it could impact scope and the schedule for Phase II.	Joe Weldon	6/2/2022 15:03	High	High	
115	SEU and BA unavailable	IF the BA's and selected members of SEU are out from June 1st to June 3rd THEN refinement, requirement questions and testing tasks could be late.	Joe Weldon	6/2/2022 15:13	Medium	Low	6/6/2022
116	MS Test Data Refresh	IF the MSTEST data refresh isn't correctly configured during swap with MSBETA THEN, there may be significant down time for SEU testing effort while it gets resolved.	Natasha White	6/20/2022 10:56	Medium	High	
117	Solution gap identified for manual IFTA Distribution process	IF current manual IFTA Distribution Data Warehouse process is not updated against revised database tables and current IRP distribution process retro-Tested for breaking changes before Phase 2 go live, THEN money distributions via the Datawarehouse will be broken.	Scott Tomaszewski	6/20/2022 20:06	Medium	Medium	
118	Global Team Devs Out	IF there isn't a transition of responsibilities from the Globals Team Dev Lead and other developers familiar with current subjects (letter manager, Correspondence) while they are out, THEN it could result in responsibilities being missed and could impact development and refinement and ultimately the milestone schedule.	Jennifer Miller	7/11/2022 16:59	Medium	Medium	

**SCHEDULE VI: DETAIL OF DEBT SERVICE**

**Department:** Florida Highway Safety & Motor Vehicl      **Budget Period 2024 - 2025**  
**Budget Entity:** \_\_\_\_\_

(1)	(2)	(3)	(4)
<b>SECTION I</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	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)
<b>INTEREST RATE</b>	<b>MATURITY DATE</b>	<b>ISSUE AMOUNT</b>	<b>JUNE 30, 20__</b>	<b>JUNE 30, 20__</b>
(6)		(7)	(8)	(9)
		<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
		FY 20__ - __	FY 20__ - __	FY 20__ - __
Interest on Debt (G)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Principal (H)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Fiscal Agent or Other Fees (I)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other (J)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Debt Service (K)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**ISSUE:** \_\_\_\_\_

<b>INTEREST RATE</b>	<b>MATURITY DATE</b>	<b>ISSUE AMOUNT</b>	<b>JUNE 30, 20__</b>	<b>JUNE 30, 20__</b>
		<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
		FY 20__ - __	FY 20__ - __	FY 20__ - __
Interest on Debt (G)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Principal (H)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Fiscal Agent or Other Fees (I)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other (J)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Debt Service (K)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2023-2024**

**Department:** Highway Safety and Motor Vehicles

**Chief Internal Auditor:** Mike Stacy

**Budget Entity:** 76000000

**Phone Number:** (850) 617-3104

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
Auditor General Audit 2023-046	6/30/2023	Motorist Services-Quality Assurance Program / Information Technology Controls	Certain security controls related to Online Registration and Identity Operating Network (ORION) and Florida Real Time Vehicle Information System (FRVIS) user authentication need improvement.	In consultation with FLDS, the Department is continuing to investigate alternatives to enhance security controls related to ORION and FRVIS user authentication.	
Auditor General Audit 2023-046	6/30/2023	Motorist Services-Quality Assurance Program / Information Technology Controls	Department change management controls need improvement to demonstrate that ORION and FRVIS program code changes do not bypass the established Department change management process.	The Department is continuing to research tools and methodologies that will provide evidence of code changes in ORION and FRVIS. Due to other priorities, there has not been staff availability to research what tools might serve this purpose. Once a tool is identified, the Department will need to seek an appropriation in order to implement it.	
Auditor General Audit 2023-046	6/30/2023	Motorist Services-Quality Assurance Program / Information Technology Controls	ORION and FRVIS user access privileges were not always promptly deactivated after users separated from Department employment and Department access privilege reviews need enhancement.	The Department developed formalized procedures to ensure the Department records evidence of periodic reviews of all ORION and FRVIS user access privileges. The Department implemented processes to delete ORION and FRVIS access for Department members within 24 hours of receipt of a separation notice from the Department's Technical Assistance Center. The Department developed formalized procedures to document this process. ISA supports the program office's policy of deleting access within 24 hours of receipt of a separation notice as it is consistent with the agency's policy of removing access within three business days or less as required in the Department's Information Security Policy Manual.	
Auditor General Audit 2023-046	6/30/2023	Motorist Services-Quality Assurance Program / Information Technology Controls	Security controls over mobile device utilization need improvement to ensure the confidentiality, integrity, and availability of Department data and information technology resources.	The Department has improved its security controls related to mobile devices. An automated report is generated weekly to notify technical teams of any unencrypted devices on the network. The current ticketing system, which was also queried as part of the audit, is performing as expected relating to VPN approvals. We expect that this will continue should future audits be performed related to VPN approvals.	
OIG Application Programming Interface Audit 202223-07 The results of this audit are confidential and exempt from Sections 119.07(1) and 282.318(4)(g), F.S.	6/30/2024	Information Systems Administration/ Service Development	Developing a System Security Plan for the API gateway solution would strengthen API security controls. We recommend ISA management develop a System Security Plan for any API gateway solution in use by the Department. The System Security Plan should document the security controls that are in place for the API gateway solution and how they are implemented	The Enterprise Security Management team has published an official SSP template that the division will use to develop the recommended security plan. ISA will implement a review procedure for this plan as well. Anticipated completion date is February 2024.	
OIG Application Programming Interface Audit 202223-07 The results of this audit are confidential and exempt from Sections 119.07(1) and 282.318(4)(g), F.S.	6/30/2024	Information Systems Administration/ Service Development	Conducting an initial risk assessment for the API gateway solution could identify risks in default security settings and improve security compliance. We recommend that ISA management have an initial risk assessment conducted by an independent assessor on any Department API gateway solution to ensure that vendor default security settings are compliant with Department policy, F.A.C., and best practices, and disabled or changed if they pose a security risk.	The Service Operations and Service Development Bureaus will coordinate with the Enterprise Security Management team to schedule and complete a risk assessment of the Department's API Gateway solution. Due to staffing shortages, the division expects to identify an appropriate risk assessment tool by February 2024.	
OIG Enterprise Audit of Identity and Access Management Audit 202223-16. The results of this audit are confidential and exempt from Sections 119.07(1) and 282.318(4)(g), F.S.	6/30/2024	Florida Highway Patrol/Program Planning and Administration	Expanding the use of multi-factor authentication would strengthen network and application security.	The FHP Law Enforcement Information Technology section (LEITS) has been actively working with ISA Networking and Enterprise Security to implement MFA on all devices that directly access CJIS system and data, including desktops located in physically secure areas, in compliance with recent CJIS Security Policy updates.	



**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2023-2024**

**Department:** Highway Safety and Motor Vehicles

**Chief Internal Auditor:** Mike Stacy

**Budget Entity:** 76000000

**Phone Number:** (850) 617-3104

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
OIG Off Duty Police Employment Audit 202122-02	6/30/2024	FHP/Patrol Operations	Oversight of ODPE time reported should be improved through stronger supervisory reviews and policy enforcement. We also recommend FHP management take action to ensure supervisors enforce the policies and procedures governing reporting of ODPE time worked. Specifically, management should develop tools and techniques for supervisors to monitor member compliance efficiently and effectively with ODPE timekeeping and reporting policies. We further recommend FHP management consider implementing an electronic reporting process to reduce errors in reporting and increase efficiency.	The Florida Highway Patrol will review opportunities to leverage technology through an electronic reporting process that will assist leadership to identify potential policy violations to take appropriate corrective action.	
OIG Off Duty Police Employment Audit 202122-02	6/30/2024	FHP/Patrol Operations	Ensuring required ODPE forms and reports are properly completed and signed would improve accountability and compliance with FHP policy. We recommend FHP management take action to ensure that required ODPE forms and reports are complete and accurate and include a signature of approval at the level of authority outlined in FHP Policy 5.08.	The Florida Highway Patrol will review opportunities to leverage technology through an electronic reporting process to ensure ODPE forms and reports are complete and accurate, including the signature of approving authorities.	
OIG Off Duty Police Employment Audit 202122-02	6/30/2024	FHP/Patrol Operations	Ensuring required support documentation is retained would improve accountability and compliance with FHP policy. We recommend FHP management take action to ensure support documentation for ODPE records is retained, including; requests to work, monthly reports, liability insurance coverage, and evidence of off-duty mileage reimbursement, in accordance with FHP Policy 5.08.	The Florida Highway Patrol will review opportunities to leverage technology through an electronic reporting process to ensure ODPE forms and reports are retained in accordance with FHP Policy 5.08 and the Florida General Records Schedule.	
OIG Off Duty Police Employment Audit 202122-02	6/30/2024	FHP/Patrol Operations	The monthly summary reporting process should be evaluated. We recommend FHP management review and evaluate the process of forwarding the ODPE monthly troop summary reports to the Office of Analytical Support and determine if the current process is necessary.	The Florida Highway Patrol plans to continue documenting and maintaining ODPE monthly troop summary reports. The Florida Highway Patrol will review opportunities to leverage technology through an electronic reporting system to transfer data into automated summary reports.	
OIG FHP Training Academy Employee Benefit Fund Audit 202122-12	6/30/2023	FHP/Academy	Improving separation of duties would strengthen controls. We recommend Academy leadership strengthen controls to ensure adequate separation of duties over the Academy EBF.	The FHP Academy has codified the separation of duties among the staff on the appropriate HSMV form. Separation, as much as possible with the limited staff, ensures that different personnel prepare and make deposits, reconcile bank statements, make purchases, and work in the store. HSMV policy does require two signatures on the checks, and the FHP Academy EBF complies. Historically, Academy leadership, by position the Major and Captain, and the Academy Office Manager perform these duties and will continue to do so. The Captain also manages the bank account, including maintaining the log of all expenditures. However, he is not authorized to make purchases (except by check where two signatures are required and a monthly direct pay from the bank account to the Florida Department of Revenue to pay taxes), deposits, or work in the store.	

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2023-2024**

**Department:** Highway Safety and Motor Vehicles

**Chief Internal Auditor:** Mike Stacy

**Budget Entity:** 76000000

**Phone Number:** (850) 617-3104

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
OIG FHP Training Academy Employee Benefit Fund Audit 202122-12	6/30/2023	FHP/Academy	Improving recordkeeping and reconciling processes would enhance accuracy and accountability. We recommend Academy leadership develop and implement processes to enhance recordkeeping and reconciling to provide increased accuracy and accountability over the Academy EBF.	The FHP Academy EBF implemented a detailed expenditure log and started reviewing the detailed sales report generated by the point-of-sale (pos) system. These two reports assist in preparing the monthly report and reconciling bank statements. FHP also updated the credit card processing system to eliminate the fees previously charged, thus eliminating the confusion on the reporting documentation submitted to HSMV.	
OIG Data Protection Controls Audit 202021-01	6/30/2023	Motorist Services/Bureau of Records	Enhancing controls for managing and storing required audit documentation and Certification Statements would improve oversight of external agencies. We recommend the Division of MS management strengthen the verification process to ensure external agencies' compliance documentation is accurate, complete, timely, and stored in appropriate systems and databases. We also recommend the Division of MS management corrective actions are taken, up to and including suspension, for external agencies who fail to submit their compliance documentation timely.	The Bureau of Records is formalizing its processes and procedures in an effort to enhance these controls. The Bureau now only uses annual Certification Statements that require notarization and provides written quality assurance expectations to new Members.	
OIG Data Protection Controls Audit 202021-01	6/30/2023	Motorist Services/Bureau of Records	Receiving and evaluating Internal Control and Data Security (ICDS) audits for external agencies prior to providing access to Department data would strengthen security and compliance. We recommend the Division of MS management receive and evaluate ICDS audits prior to external agencies receiving Department data, assuring that proper data security controls are already present.	For external government agencies requesting data access for the first time, the Department will obtain and evaluate the most recent ICDS audit prior to granting access to the data.	

Office of Policy and Budget - June 2023



# **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: 2024-25**  
**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.)

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

**SECTION I - FEE COLLECTION**

	ACTUAL FY 2022-23	ESTIMATED FY 2023-24	REQUEST FY 2024-25
<u>Receipts:</u>			
<u>Florida Department of Transportation</u>	1,674,684	1,643,951	1,674,684
<u>Vehicle Auction Sales</u>	-	9,000	9,000
<b>Total Fee Collection to Line (A) - Section III</b>	<b>1,674,684</b>	<b>1,652,951</b>	<b>1,683,684</b>

**SECTION II - FULL COSTS**

<u>Direct Costs:</u>			
<u>Salaries and Benefits</u>	1,341,677	1,514,071	1,589,775
<u>Expenses</u>	28,777	19,565	19,565
<u>Acquisition of Motor Vehicles</u>	133,401	135,010	141,761
<u>Communications</u>	25,950	25,950	25,950
<u>Operation of Motor Vehicles</u>	111,345	125,000	125,000
<u>Overtime</u>	30,844	45,000	45,000
<u>Risk Management</u>	48,468	48,468	48,468
<u>Salary Incentive</u>	5,988	6,500	6,500
<u>Deferred Commodity Contracts</u>	14,409	21,191	21,191
<u>Mobile Data Terminals</u>	7,163	7,163	7,163
<u>Human Resource Services</u>	4,592	4,592	4,592
<b>Total Full Costs to Line (B) - Section III</b>	<b>1,752,614</b>	<b>1,952,510</b>	<b>2,034,965</b>

Basis Used: \_\_\_\_\_

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	1,674,684	1,652,951	1,683,684
TOTAL SECTION II	(B)	1,752,614	1,952,510	2,034,965
<b>TOTAL - Surplus/Deficit</b>	<b>(C)</b>	<b>(77,930)</b>	<b>(299,559)</b>	<b>(351,281)</b>

**EXPLANATION of LINE C:**

FY 2023-24 started the FY off with zero (0) vacancies.  
FY 2023-24 salaries assume the Unit is fully staffed the entire FY. Salaries is adjusted accordingly for LBR increase in pay.

**SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS**

**Department:** Highway Safety Motor Vehicles  
**Program:** Florida Highway Patrol (76100100)  
**Fund:** Highway Safety Operating TF (2009)

**Budget Period: 2024-25**

**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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**

	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 20224-25</b>
<u>Receipts:</u>			
<u>Central Florida Expressway Authority</u>	1,055,391	1,032,530	1,032,530
<u>Vehicle Auction Sales</u>	-	-	-
<b>Total Fee Collection to Line (A) - Section III</b>	<b>1,055,391</b>	<b>1,032,530</b>	<b>1,032,530</b>

**SECTION II - FULL COSTS**

<u>Direct Costs:</u>			
<u>Salaries and Benefits</u>	865,049	908,301	953,717
<u>Expenses</u>	17,497	10,207	10,207
<u>Acquisition of Motor Vehicles</u>	88,934	90,007	94,507
<u>Communications</u>	14,829	14,829	14,829
<u>Contracted Services</u>	-	-	-
<u>Operation of Motor Vehicles</u>	78,760	80,000	80,000
<u>Overtime</u>	576	50,000	50,000
<u>Risk Management</u>	-	-	-
<u>Salary Incentive</u>	6,544	6,544	6,544
<u>Deferred Commodity Contracts</u>	8,234	7,493	7,493
<u>Mobile Data Terminals</u>	4,093	4,093	3,410
<u>Human Resources</u>	-	-	-
<u>Indirect Costs</u>	77,274	81,110	84,465
<b>Total Full Costs to Line (B) - Section III</b>	<b>1,161,790</b>	<b>1,252,585</b>	<b>1,305,172</b>

Basis Used: \_\_\_\_\_

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	1,055,391	1,032,530	1,032,530
TOTAL SECTION II	(B)	1,161,790	1,252,585	1,305,172
<b>TOTAL - Surplus/Deficit</b>	<b>(C)</b>	<b>(106,399)</b>	<b>(220,055)</b>	<b>(272,642)</b>

**EXPLANATION of LINE C:**

\_\_\_\_\_  
 FY 2023-24 started the FY off with zero (0) vacancies.  
 FY 2023-24 salaries assume the Unit is fully staffed.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	Budget Period: 2024 - 2025
<b>Trust Fund Title:</b>	FLHSMV
<b>Budget Entity:</b>	HSOTF
<b>LAS/PBS Fund Number:</b>	2009

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	10,604,543.66	(A)		10,604,543.66
ADD: Other Cash (See Instructions)	250.00	(B)		250.00
ADD: Investments	164,600,875.53	(C)	303,960.26	164,904,835.79
ADD: Outstanding Accounts Receivable	40,849,130.44	(D)	1,041,092.56	41,890,223.00
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>216,054,799.63</b>	(F)	<b>1,345,052.82</b>	<b>217,399,852.45</b>
LESS: Allowances for Uncollectibles	3,447,582.32			3,447,582.32
LESS: Approved "A" Certified Forwards	14,644,734.63	(H)		14,644,734.63
Approved "B" Certified Forwards	11,754,276.38	(H)		11,754,276.38
Approved "FCO" Certified Forwards	4,058,350.02	(H)		4,058,350.02
LESS: Other Accounts Payable (Nonoperating)	10,221,525.65	(I)	113,953.16	10,335,478.81
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/23</b>	<b>171,928,330.63</b>	(K)	<b>1,231,099.66</b>	<b>173,159,430.29</b> **

**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: 2024 - 2025**

**Department Title:** FLHSMV  
**Trust Fund Title:** HSOTF  
**LAS/PBS Fund Number:** 2009

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/23**  
 Total all GLC's 5XXXX for governmental funds; (185,999,787.49) (A)  
 GLC 539XX for proprietary and fiduciary funds

**Subtract Nonspendable Fund Balance (GLC 56XXX)** 739,734.17

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

Adjustment 1 08152023 (955,177.00) (C)

Adjustment 2 08212023 10,591.11 (C)

Adjustment 2 08212023 26,681.98 (C)

Adjustment 3 08292023 (313,195.75) (C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS 11,754,276.38 (D)

Approved FCO Certified Forward per LAS/PBS 4,058,350.02 (D)

A/P not C/F-Operating Categories (2,830,903.71) (D)

LT Advances (100,000.00) (D)

LT Advances 450,000.00 (D)

- (D)

**ADJUSTED BEGINNING TRIAL BALANCE:** (173,159,430.29) (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** 173,159,430.29 (F)

**DIFFERENCE:** - (G)\*

**\*SHOULD EQUAL ZERO.**



**SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS**

**Department:** Highway Safety Motor Vehicles **Budget Period:** 2024-25  
**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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**

	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
<u>Receipts:</u>			
<u>Forfeiture Receipts</u>	[ ]	[ ]	[ ]
<u>Sale of Surplus Property</u>	[ ]	150,000	150,000
<u>Reimbursements &amp; Interest</u>	[ ]	8,108	8,108
<b>Total Fee Collection to Line (A) - Section III</b>	<b>-</b>	<b>158,108</b>	<b>158,108</b>

**SECTION II - FULL COSTS**

Direct Costs:

<u>Salaries and Benefits</u>	-	-	[ ]
<u>Expenses</u>	485,212	353,970	353,970
<u>Operating Capital Outlay</u>	-	150,000	150,000
<u>Contracted Services</u>	40,093	50,020	50,020
<u>Transfer to DAS</u>	[ ]	[ ]	[ ]
<u>Transfer to ISA</u>	-	[ ]	[ ]
<u> </u>	[ ]	[ ]	[ ]
<u> </u>	[ ]	[ ]	[ ]
<u> </u>	[ ]	[ ]	[ ]
<b>Total Full Costs to Line (B) - Section III</b>	<b>525,305</b>	<b>553,990</b>	<b>553,990</b>

Basis Used: \_\_\_\_\_

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	-	158,108	158,108
TOTAL SECTION II	(B)	525,305	553,990	553,990
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(525,305)</b>	<b>(395,882)</b>	<b>(395,882)</b>

**EXPLANATION of LINE C:**

Deficit balances will be corrected through the liquidation of invested funds from the Treasury account.

\_\_\_\_\_

**SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS**

**Department:** Highway Safety Motor Vehicles **Budget Period:** 2024-2025  
**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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 2022-23</u>	<u>FY 2023-24</u>	<u>FY 2024-25</u>
<u>Receipts:</u>			
<u>Forfeiture Receipts</u>	103,818		
<u>Interest</u>	2,071	2,071	2,071
<b>Total Fee Collection to Line (A) - Section III</b>	<b>105,889</b>	<b>2,071</b>	<b>2,071</b>

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
<u>Communications</u>	52,000	52,000	52,000
	-	-	-
<b>Total Full Costs to Line (B) - Section III</b>	<b>52,000</b>	<b>52,000</b>	<b>52,000</b>

Basis Used: \_\_\_\_\_

<u>SECTION III - SUMMARY</u>				
TOTAL SECTION I	(A)	105,889	2,071	2,071
TOTAL SECTION II	(B)	52,000	52,000	52,000
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>53,889</b>	<b>(49,929)</b>	<b>(49,929)</b>

**EXPLANATION of LINE C:**  
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:** **2024-2025**  
**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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**

	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
<u>Receipts:</u>			
Florida Department of Transportation	2,096,492	2,096,492	2,096,492
_____			
_____			
<b>Total Fee Collection to Line (A) - Section III</b>	<b>2,096,492</b>	<b>2,096,492</b>	<b>2,096,492</b>

**SECTION II - FULL COSTS**

<u>Direct Costs:</u>			
_____			
Other Personal Services (OPS)	1,636,540	1,700,000	1,700,000
_____			
_____			
_____			
_____			
_____			
_____			
_____			
<b>Total Full Costs to Line (B) - Section III</b>	<b>1,636,540</b>	<b>1,700,000</b>	<b>1,700,000</b>

Basis Used: \_\_\_\_\_

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	2,096,492	2,096,492	2,096,492
TOTAL SECTION II	(B)	1,636,540	1,700,000	1,700,000
<b>TOTAL - Surplus/Deficit</b>	<b>(C)</b>	<b>459,952</b>	<b>396,492</b>	<b>396,492</b>

**EXPLANATION of LINE C:**

\_\_\_\_\_  
 \_\_\_\_\_

**SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS**

**Department:** Highway Safety Motor Vehicles **Budget Period:** 2024-25  
**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 <b>Examination of Regulatory Fees Form</b> -
<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**

	<b>ACTUAL FY 2022-23</b>	<b>ESTIMATED FY 2023-24</b>	<b>REQUEST FY 2024-25</b>
<b>Receipts:</b>			
<u>Florida Department of Transportation</u>	1,544,800	1,544,800	1,544,800
<u>Vehicle Auction Sales</u>	-	-	-
<b>Total Fee Collection to Line (A) - Section III</b>	<b>1,544,800</b>	<b>1,544,800</b>	<b>1,544,800</b>

**SECTION II - FULL COSTS**

<b>Direct Costs:</b>			
<u>Salaries and Benefits</u>	1,587,214	1,814,634	1,905,366
<u>OPS</u>	-		
<u>Expenses</u>	34,503	42,000	42,000
<u>OCO</u>	-	-	-
<u>Acquisition of Motor Vehicles</u>	-	-	-
<u>Communications</u>	31,511	36,000	36,000
<u>Contracted Services</u>	-	-	-
<u>Operation of Motor Vehicles</u>	160,233	145,000	145,000
<u>Overtime</u>	47,759	15,000	15,000
<u>Risk Management</u>	58,854	58,854	58,854
<u>Salary Incentive</u>	7,885	8,250	8,250
<u>Deferred Commodity Contracts</u>	17,497	25,732	25,732
<u>Mobile Data Terminals</u>	8,698	8,698	8,698
<u>Human Resource Services</u>	5,576	5,576	5,576
<b>Total Full Costs to Line (B) - Section III</b>	<b>1,959,730</b>	<b>2,159,744</b>	<b>2,250,476</b>

Basis Used: \_\_\_\_\_

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	1,544,800	1,544,800	1,544,800
TOTAL SECTION II	(B)	1,959,730	2,159,744	2,250,476
<b>TOTAL - Surplus/Deficit</b>	<b>(C)</b>	<b>(414,930)</b>	<b>(614,944)</b>	<b>(705,676)</b>

**EXPLANATION of LINE C:**

\_\_\_\_\_  
 FY 2023-24 started the FY off with zero (0) vacancies.  
 FY 2023-24 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: 2024-25**  
**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.)

	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<b>X</b>	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**

	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
<u>Receipts:</u>			
<u>Florida Department of Transportation</u>	25,185,304.00	25,185,304.00	25,185,304.00
<u>Vehicle Auction Sales</u>	37,133	148,000	148,000
<b>Total Fee Collection to Line (A) - Section III</b>	<b>25,222,437</b>	<b>25,333,304</b>	<b>25,333,304</b>

**SECTION II - FULL COSTS**

<u>Direct Costs:</u>			
<u>Salaries and Benefits</u>	20,627,195	24,127,484	25,333,858
<u>OPS</u>	8,668	10,000	10,000
<u>Expenses</u>	990,880	1,008,750	1,008,750
<u>OCO</u>	-	-	-
<u>Acquisition of Motor Vehicles</u>	1,797,517	1,820,132	1,911,138
<u>Communications</u>	426,329	441,000	441,000
<u>Contracted Services</u>	19,434	22,000	22,000
<u>Operation of Motor Vehicles</u>	1,891,739	2,000,000	2,000,000
<u>Overtime</u>	781,398	750,000	750,000
<u>Risk Management</u>	796,266	796,266	796,266
<u>Salary Incentive</u>	117,116	118,000	118,000
<u>Deferred Commodity Contracts</u>	236,721	250,000	250,000
<u>Lease Purchase Equipment</u>	11,968	13,000	13,000
<u>Mobile Data Terminals</u>	117,680	117,680	117,680
<u>Human Resource Services</u>	75,438	67,000	67,000
<b>Total Full Costs to Line (B) - Section III</b>	<b>27,898,349</b>	<b>31,541,312</b>	<b>32,838,692</b>

Basis Used: \_\_\_\_\_

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	25,222,437	25,333,304	25,333,304
TOTAL SECTION II	(B)	27,898,349	31,541,312	32,838,692
<b>TOTAL - Surplus/Deficit</b>	<b>(C)</b>	<b>(2,675,912)</b>	<b>(6,208,008)</b>	<b>(7,505,388)</b>

**EXPLANATION of LINE C:**

FY 2023-24 started the FY off with thirty-three (33) vacancies.



# **DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES**

## **Motorist Services Program Exhibits and Schedules**

# **Schedule I Series**

## **Motorist Services**

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	Budget Period: 2024 - 2025
<b>Trust Fund Title:</b>	FLHSMV
<b>Budget Entity:</b>	HSOTF
<b>LAS/PBS Fund Number:</b>	2009

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	10,604,543.66	(A)		10,604,543.66
ADD: Other Cash (See Instructions)	250.00	(B)		250.00
ADD: Investments	164,600,875.53	(C)	303,960.26	164,904,835.79
ADD: Outstanding Accounts Receivable	40,849,130.44	(D)	1,041,092.56	41,890,223.00
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>216,054,799.63</b>	(F)	<b>1,345,052.82</b>	<b>217,399,852.45</b>
LESS: Allowances for Uncollectibles	3,447,582.32			3,447,582.32
LESS: Approved "A" Certified Forwards	14,644,734.63	(H)		14,644,734.63
Approved "B" Certified Forwards	11,754,276.38	(H)		11,754,276.38
Approved "FCO" Certified Forwards	4,058,350.02	(H)		4,058,350.02
LESS: Other Accounts Payable (Nonoperating)	10,221,525.65	(I)	113,953.16	10,335,478.81
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/23</b>	<b>171,928,330.63</b>	(K)	<b>1,231,099.66</b>	<b>173,159,430.29</b> **

**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: 2024 - 2025**

**Department Title:** FLHSMV  
**Trust Fund Title:** HSOTF  
**LAS/PBS Fund Number:** 2009

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/23**  
 Total all GLC's 5XXXX for governmental funds; 185,999,787.49 (A)  
 GLC 539XX for proprietary and fiduciary funds

**Subtract Nonspendable Fund Balance (GLC 56XXX)** 739,734.17

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

Adjustment 1 08152023 (955,177.00) (C)

Adjustment 2 08212023 10,591.11 (C)

Adjustment 2 08212023 26,681.98 (C)

Adjustment 3 08292023 (313,195.75) (C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS 11,754,276.38 (D)

Approved FCO Certified Forward per LAS/PBS 4,058,350.02 (D)

A/P not C/F-Operating Categories (2,830,903.71) (D)

LT Advances (100,000.00) (D)

LT Advances 450,000.00 (D)

- (D)

**ADJUSTED BEGINNING TRIAL BALANCE:** **173,159,430.29 (E)**

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** **173,159,430.29 (F)**

**DIFFERENCE:** **- (G)\***

**\*SHOULD EQUAL ZERO.**

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

**Budget Period: 2024 - 2025**

<b>Department Title:</b>	FLHSMV
<b>Trust Fund Title:</b>	Federal Grants TF
<b>Budget Entity:</b>	
<b>LAS/PBS Fund Number:</b>	2261

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	1,329,282.42	(A)		1,329,282.42
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable	196,947.36	(D)		196,947.36
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>1,526,229.78</b>	(F)	-	<b>1,526,229.78</b>
LESS Allowances for Uncollectibles		(G)		-
LESS Approved "A" Certified Forwards	440.00	(H)		440.00
Approved "B" Certified Forwards	2,211.82	(H)		2,211.82
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	273,281.11	(I)		273,281.11
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/23</b>	<b>1,250,296.85</b>	(K)	-	<b>1,250,296.85</b> **

**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: 2024 - 2025**

**Department Title:** FLHSMV  
**Trust Fund Title:** Federal Grants TF  
**LAS/PBS Fund Number:** 2261

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/23**

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 [ 2,211.82 ] (D)

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

A/P not C/F-Operating Categories [ (2,508.67) ] (D)

Advances from other Funds Between Dept [ (175,000.00) ] (D)

Advances from other Funds Within Dept [ (450,000.00) ] (D)

[ ] (D)

**ADJUSTED BEGINNING TRIAL BALANCE:** [ (1,250,296.85) ] (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** [ 1,250,296.85 ] (F)

**DIFFERENCE:** [ 0.00 ] (G)\*

**\*SHOULD EQUAL ZERO.**

**SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS**

**Department:** 76 Highway Safety and Motor Vehicle: **Budget Period: 2024-25**  
**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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 2022-23</u>	<u>FY 2023-24</u>	<u>FY 2024-25</u>
<u>Receipts:</u>			
<u>IFTA taxes</u>	26,295,000	29,600,000	30,200,000
_____	_____	_____	_____
_____	_____	_____	_____
<b>Total Fee Collection to Line (A) - Section III</b>	<b>26,295,000</b>	<b>29,600,000</b>	<b>30,200,000</b>

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	3,674,583	3,858,312	3,858,312
Other Personnel Services	58,093	58,093	58,093
Expenses	316,930	316,930	316,930
Operating Capital Outlay	-	-	-
Contracted Services	-	-	-
Risk Management	37,392	37,392	37,392
Lease/Purchase of Equipment	9,294	9,294	9,294
Transfer to Other Entities	25,684,276	25,684,276	25,684,276
<b>Total Full Costs to Line (B) - Section III</b>	<b>29,780,569</b>	<b>29,780,569</b>	<b>29,780,569</b>

Basis Used: \_\_\_\_\_  
 \_\_\_\_\_

<u>SECTION III - SUMMARY</u>				
TOTAL SECTION I	(A)	26,295,000	29,600,000	30,200,000
TOTAL SECTION II	(B)	29,780,569	29,780,569	29,780,569
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(3,485,569)</b>	<b>(180,569)</b>	<b>419,431</b>

**EXPLANATION of LINE C:**  
 The estimated expenditures are based on the actual expenditures for the 2022-23 Fiscal Year. The projected revenues and transfers to other entities are per the July 2023 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 IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<b>Budget Period: 2024 - 2025</b>
<b>Trust Fund Title:</b>	FLHSMV
<b>Budget Entity:</b>	Fuel Tax Collection TF
<b>LAS/PBS Fund Number:</b>	2319

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	4,967,627.55	(A)		4,967,627.55
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable	5,546,970.94	(D)		5,546,970.94
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>10,514,598.49</b>	(F)	-	<b>10,514,598.49</b>
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards	432,024.64	(H)		432,024.64
Approved "B" Certified Forwards	19,969.00	(H)		19,969.00
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	7,035,714.35	(I)		7,035,714.35
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/23</b>	<b>3,026,890.50</b>	(K)	-	<b>3,026,890.50</b> **

**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: 2024 - 2025**

**Department Title:** FLHSMV  
**Trust Fund Title:** Fuel Tax Collection TF  
**LAS/PBS Fund Number:** 2319

**BEGINNING TRIAL BALANCE:**

<b>Total Fund Balance Per FLAIR Trial Balance, 07/01/23</b>	
Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	<input type="text" value="(3,050,429.07)"/> (A)
<b>Subtract Nonspendable Fund Balance (GLC 56XXX)</b>	<input type="text" value="8,500.00"/> (B)
<b>Add/Subtract Statewide Financial Statement (SWFS) Adjustments :</b>	
SWFS Adjustment # and Description	<input type="text"/> (C)
SWFS Adjustment # and Description	<input type="text"/> (C)
<b>Add/Subtract Other Adjustment(s):</b>	
Approved "B" Carry Forward (Encumbrances) per LAS/PBS	<input type="text" value="19,969.00"/> (D)
Approved FCO Certified Forward per LAS/PBS	<input type="text"/> (D)
A/P not C/F-Operating Categories	<input type="text" value="(4,930.43)"/> (D)
	<input type="text"/> (D)
	<input type="text"/> (D)
	<input type="text"/> (D)
<b>ADJUSTED BEGINNING TRIAL BALANCE:</b>	<input type="text" value="(3,026,890.50)"/> (E)
<b>UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)</b>	<input type="text" value="3,026,890.50"/> (F)
<b>DIFFERENCE:</b>	<input type="text" value="0.00"/> (G)*

**\*SHOULD EQUAL ZERO.**

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	Budget Period: 2024 - 2025
<b>Trust Fund Title:</b>	FLHSMV
<b>Budget Entity:</b>	Law Enforcement TF
<b>LAS/PBS Fund Number:</b>	2434

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	443,175.69	(A)		443,175.69
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	970,813.44	(C)	1,785.06	972,598.50
ADD: Outstanding Accounts Receivable	376,462.55	(D)	(5.64)	376,456.91
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>1,790,451.68</b>	(F)	<b>1,779.42</b>	<b>1,792,231.10</b>
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards	9,725.54	(H)		9,725.54
Approved "B" Certified Forwards	152,517.62	(H)		152,517.62
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	10,947.34	(I)	0.18	10,947.52
LESS: Unearned Revenue	1,330,596.99	(J)		1,330,596.99
<b>Unreserved Fund Balance, 07/01/23</b>	<b>286,664.19</b>	(K)	<b>1,779.24</b>	<b>288,443.43</b> **

**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: 2024 - 2025**

**Department Title:** FLHSMV  
**Trust Fund Title:** Law Enforcement TF  
**LAS/PBS Fund Number:** 2434

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/23**

Total all GLC's 5XXXX for governmental funds; [ 439,181.81 ] (A)  
 GLC 539XX for proprietary and fiduciary funds

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

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

Adjustment #1 [ (1,779.24) ] (C)

SWFS Adjustment # and Description [ ] (C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS [ 152,517.62 ] (D)

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

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

[ ] (D)

[ ] (D)

[ ] (D)

**ADJUSTED BEGINNING TRIAL BALANCE:** [ 288,443.43 ] (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** [ 288,443.43 ] (F)

**DIFFERENCE:** [ 0.00 ] (G)\*

**\*SHOULD EQUAL ZERO.**



**SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS**

**Department:** 76 Highway Safety and Motor Vehicles      **Budget Period: 2024-25**  
**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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.)

<b><u>SECTION I - FEE COLLECTION</u></b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
<u>Receipts:</u>			
Mobile Home Dealer Licenses	44,880	44,931	44,836
Mobile Home Titles	54,705	55,109	55,823
<b>Total Fee Collection to Line (A) - Section III</b>	<b>99,585</b>	<b>100,040</b>	<b>100,659</b>

<b><u>SECTION II - FULL COSTS</u></b>			
<u>Direct Costs:</u>			
Claims	-	-	-
8% Surcharge	7,967	8,003	8,053
<b>Total Full Costs to Line (B) - Section III</b>	<b>7,967</b>	<b>8,003</b>	<b>8,053</b>

Basis Used: \_\_\_\_\_  
 \_\_\_\_\_

<b><u>SECTION III - SUMMARY</u></b>				
TOTAL SECTION I	(A)	99,585	100,040	100,659
TOTAL SECTION II	(B)	7,967	8,003	8,053
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>91,618</b>	<b>92,037</b>	<b>92,606</b>

**EXPLANATION of LINE C:**  
This fund is used to administer claims against mobile home and recreational vehicle dealers. Estimated claims for fiscal year 2022-23 reflect use of fund balance as of July 1st.  
 \_\_\_\_\_  
 \_\_\_\_\_

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

**Budget Period: 2024 - 2025**

<b>Department Title:</b>	FLHSMV
<b>Trust Fund Title:</b>	Mobile Home Rec Vehicle Protection TF
<b>Budget Entity:</b>	
<b>LAS/PBS Fund Number:</b>	2463

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	366,845.42	(A)		366,845.42
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	593,548.42	(C)	1,091.38	594,639.80
ADD: Outstanding Accounts Receivable	3,078.73	(D)	(3.45)	3,075.28
ADD: _____	-	(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>963,472.57</b>	(F)	<b>1,087.93</b>	<b>964,560.50</b>
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)	1,224.63	(I)	0.11	1,224.74
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/23</b>	<b>962,247.94</b>	(K)	<b>1,087.82</b>	<b>963,335.76</b> **

**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: 2024 - 2025**

**Department Title:** FLHSMV  
**Trust Fund Title:** Mobile Hom Rec Protection TF  
**LAS/PBS Fund Number:** 2463

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/23**

Total all GLC's 5XXXX for governmental funds; [ 962,247.94 ] (A)  
GLC 539XX for proprietary and fiduciary funds

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

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment #1 [ (1,087.82) ] (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:** [ 963,335.76 ] (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** [ 963,335.76 ] (F)

**DIFFERENCE:** [ 0.00 ] (G)\*

**\*SHOULD EQUAL ZERO.**

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

**Budget Period: 2024 - 2025**

<b>Department Title:</b>	FLHSMV
<b>Trust Fund Title:</b>	Federal Law Enforcement TF
<b>Budget Entity:</b>	
<b>LAS/PBS Fund Number:</b>	2719

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	323,008.27	(A)		323,008.27
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	132,961.69	(C)	244.48	133,206.17
ADD: Outstanding Accounts Receivable		(D)	(0.78)	(0.78)
ADD: Interest	257.78	(E)		257.78
<b>Total Cash plus Accounts Receivable</b>	<b>456,227.74</b>	(F)	<b>243.70</b>	<b>456,471.44</b>
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)	361.00	(I)	0.02	361.02
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/23</b>	<b>455,866.74</b>	(K)	<b>243.68</b>	<b>456,110.42</b> **

**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: 2024 - 2025**

**Department Title:** FLHSMV  
**Trust Fund Title:** Federal Law Enforcement TF  
**LAS/PBS Fund Number:** 2719

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/23**

Total all GLC's 5XXXX for governmental funds; [ (455,866.74) ] (A)  
GLC 539XX for proprietary and fiduciary funds

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

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment #1 [ (243.68) ] (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:** [ (456,110.42) ] (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** [ 456,110.42 ] (F)

**DIFFERENCE:** [ 0.00 ] (G)\*

**\*SHOULD EQUAL ZERO.**

**SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS**

**Department:** 76 Highway Safety and Motor Vehicles **Budget Period:** 2024-25  
**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 checked="" type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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.)

<b><u>SECTION I - FEE COLLECTION</u></b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
<u>Receipts:</u>			
_____	72,362	72,865	73,349
_____			
_____			
_____			
<b>Total Fee Collection to Line (A) - Section III</b>	<b>72,362</b>	<b>72,865</b>	<b>73,349</b>

<b><u>SECTION II - FULL COSTS</u></b>			
<u>Direct Costs:</u>			
Salaries and Benefits	313,326	328,992	328,992
Other Personal Services	4,413	4,413	4,413
Expenses	5,437	5,437	5,437
Operating Capital Outlay	-	-	-
Contracted Services	667	667	667
Risk Management	3,432	3,432	3,432
Lease Purchase Equipment	1,254	1,254	1,254
Human Resource Services	2,521	2,521	2,521
Indirect Costs Charged to Trust Fund	-	-	-
<b>Total Full Costs to Line (B) - Section III</b>	<b>331,050</b>	<b>346,717</b>	<b>346,717</b>

Basis Used: \_\_\_\_\_

<b><u>SECTION III - SUMMARY</u></b>				
TOTAL SECTION I	(A)	72,362	72,865	73,349
TOTAL SECTION II	(B)	331,050	346,717	346,717
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(258,688)</b>	<b>(273,852)</b>	<b>(273,368)</b>

**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: 2024-25**  
**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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.)

<b>SECTION I - FEE COLLECTION</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
<u>Receipts:</u>			
Dealer License Service Fees	12,865	12,880	12,852
<b>Total Fee Collection to Line (A) - Section II</b>	<b>12,865</b>	<b>12,880</b>	<b>12,852</b>

<b>SECTION II - FULL COSTS</b>			
<u>Direct Costs:</u>			
Salaries and Benefits	3,276,671	3,440,505	3,440,505
Other Personal Services	30,888	30,888	30,888
Expenses	402,537	402,537	402,537
Operating Capital Outlay	7,260	7,260	7,260
Contracted Services	136,501	136,501	136,501
Pay Outside Contractor	-	-	-
Risk Management	35,707	35,707	35,707
Tenant Broker Comissions	-	-	-
Lease Purchase Equipment	8,285	8,285	8,285
Human Resource Services	26,235	26,235	26,235
<b>Total Full Costs to Line (B) - Section III</b>	<b>3,924,083</b>	<b>4,087,917</b>	<b>4,087,917</b>

Basis Used: \_\_\_\_\_

<b>SECTION III - SUMMARY</b>			
TOTAL SECTION I	(A)	12,865	12,852
TOTAL SECTION II	(B)	3,924,083	4,087,917
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(3,911,218)</b>	<b>(4,075,065)</b>

**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 and Safety Motor Vehicles      **Budget Period: 2024-25**  
**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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.)

<b><u>SECTION I - FEE COLLECTION</u></b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>

Receipts:

Driver Education Fees	1,921,837	1,974,839	1,981,459
<b>Total Fee Collection to Line (A) - Section III</b>	<b>1,921,837</b>	<b>1,974,839</b>	<b>1,981,459</b>

**SECTION II - FULL COSTS**

Direct Costs:

Salaries and Benefits	300,442	315,464	315,464
Other Personal Services	325	325	325
Expenses	7,384	7,384	7,384
Operating Capital Outlay	-	-	-
Contracted Services	486	486	486
Risk Management	3,133	3,133	3,133
Lease Purchase Equipment	950	950	950
Background Checks	-	-	-
Human Resource Services	2,302	2,302	2,302
<b>Total Full Costs to Line (B) - Section III</b>	<b>315,021</b>	<b>330,043</b>	<b>330,043</b>

Basis Used: \_\_\_\_\_

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	1,921,837	1,974,839	1,981,459
TOTAL SECTION II	(B)	315,021	330,043	330,043
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>1,606,816</b>	<b>1,644,796</b>	<b>1,651,416</b>

**EXPLANATION of LINE C:**

Chapters 318.1451 and 322.095, Florida Statutes authorize the department to approve curriculum, test course effectiveness and collect fees for driver improvement courses. This includes courses that use technology as a delivery method.



**SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS**

**Department:** 76 Highway Safety and Motor Vehicles **Budget Period: 2024-25**  
**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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.)

<b><u>SECTION I - FEE COLLECTION</u></b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
<u>Receipts:</u>			
DUI Program Assessment Fee	590,398	607,708	606,824
_____			
_____			
_____			
<b>Total Fee Collection to Line (A) - Section III</b>	<b>590,398</b>	<b>607,708</b>	<b>606,824</b>

<b><u>SECTION II - FULL COSTS</u></b>			
<u>Direct Costs:</u>			
Salaries and Benefits	250,769	263,307	263,307
Other Personal Services			
Expenses	3,740	3,740	3,740
Contracted Services	-	-	-
Risk Management	2,447	2,447	2,447
Lease Purchase Equipment	509	509	509
Human Resource Services	1,798	1,798	1,798
<b>Total Full Costs to Line (B) - Section III</b>	<b>259,264</b>	<b>271,802</b>	<b>271,802</b>

Basis Used: \_\_\_\_\_

<b><u>SECTION III - SUMMARY</u></b>			
TOTAL SECTION I	(A)	590,398	606,824
TOTAL SECTION II	(B)	259,264	271,802
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>331,134</b>	<b>335,022</b>

**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 Vehicles      **Budget Period:** 2024-25  
**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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 2022-23</u>	<u>FY 2023-24</u>	<u>FY 2024-25</u>
<u>Receipts:</u>			
<u>Motorcycle Registrations</u>	1,592,205	1,599,353	1,605,815
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
<b>Total Fee Collection to Line (A) - Section III</b>	<b>1,592,205</b>	<b>1,599,353</b>	<b>1,605,815</b>

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	610,718	641,254	641,254
Expenses	41,275	41,275	41,275
Operating Capital Outlay	-	-	-
Contracted Services	-	-	-
Risk Management	4,637	4,637	4,637
Lease Purchase Equipment	-	-	-
Human Resource Services	3,407	3,407	3,407
<b>Total Full Costs to Line (B) - Section III</b>	<b>660,038</b>	<b>690,573</b>	<b>690,573</b>

Basis Used: \_\_\_\_\_  
 \_\_\_\_\_

<u>SECTION III - SUMMARY</u>				
TOTAL SECTION I	(A)	1,592,205	1,599,353	1,605,815
TOTAL SECTION II	(B)	660,038	690,573	690,573
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>932,167</b>	<b>908,780</b>	<b>915,242</b>

**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: 2024-25**  
**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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.)

<b><u>SECTION I - FEE COLLECTION</u></b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>

Receipts:

<u>Interlock Assessment Fees</u>	118,966	130,715	129,421
_____			
_____			
_____			

**Total Fee Collection to Line (A) - Section II**      **118,966**      **130,715**      **129,421**

**SECTION II - FULL COSTS**

Direct Costs:

Salaries and Benefits	250,769	263,307	263,307
Other Personal Services			
Expenses	3,740	3,740	3,740
Contracted Services	-	-	-
Risk Management	2,447	2,447	2,447
Lease Purchase Equipment	509	509	509
Human Resource Services	1,798	1,798	1,798

**Total Full Costs to Line (B) - Section III**      **259,264**      **271,802**      **271,802**

Basis Used: \_\_\_\_\_

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	118,966	130,715	129,421
TOTAL SECTION II	(B)	259,264	271,802	271,802
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(140,298)</b>	<b>(141,087)</b>	<b>(142,381)</b>

**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: 2024-25**  
**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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 2022-23</u>	<u>FY 2023-24</u>	<u>FY 2024-25</u>
<u>Receipts:</u>			
Mobile Home Installer's Decals	115,790	117,075	118,305
Mobile Home Installer's Application Fee	268,573	271,553	274,407
Mobile Home Installer's Fees	64,800	65,519	66,207
<b>Total Fee Collection to Line (A) - Section III</b>	<b>449,163</b>	<b>454,147</b>	<b>458,919</b>

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	1,264,796	1,328,036	1,328,036
Other Personal Services	19,967	19,967	19,967
Expenses	116,886	116,886	116,886
Operating Capital Outlay	-	-	-
Contracted Services	1,059	1,059	1,059
Risk Management	11,078	11,078	11,078
Lease Purchase Equipment	1,236	1,236	1,236
Human Resource Services	8,139	8,139	8,139
Indirect Costs Charged to Trust Fund	-	-	-
<b>Total Full Costs to Line (B) - Section III</b>	<b>1,423,161</b>	<b>1,486,401</b>	<b>1,486,401</b>

Basis Used: \_\_\_\_\_  
 \_\_\_\_\_

<u>SECTION III - SUMMARY</u>				
TOTAL SECTION I	(A)	449,163	454,147	458,919
TOTAL SECTION II	(B)	1,423,161	1,486,401	1,486,401
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(973,998)</b>	<b>(1,032,254)</b>	<b>(1,027,482)</b>

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: 2024-25**  
**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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 2022-23</u>	<u>FY 2023-24</u>	<u>FY 2024-25</u>
<u>Receipts:</u>			
_____			
_____			
_____			
_____			
<b>Total Fee Collection to Line (A) - Section II</b>	<b>-</b>	<b>-</b>	<b>-</b>

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	1,123,676	1,179,860	1,179,860
Other Personal Services	22,737	22,737	22,737
Expenses	77,722	77,722	77,722
Operating Capital Outlay	-	-	-
Contracted Services	46,216	46,216	46,216
Risk Management	7,729	7,729	7,729
Lease Purchase Equipment	-	-	-
Background Checks			
Human Resource Services	5,679	5,679	5,679
Indirect Costs Charged to Trust Fund			
<b>Total Full Costs to Line (B) - Section III</b>	<b>1,283,758</b>	<b>1,339,942</b>	<b>1,339,942</b>

Basis Used: \_\_\_\_\_

<u>SECTION III - SUMMARY</u>			
TOTAL SECTION I	(A)	-	-
TOTAL SECTION II	(B)	1,283,758	1,339,942
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(1,283,758)</b>	<b>(1,339,942)</b>

**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: 2024-25**  
**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 <b>Examination of Regulatory Fees Form - Part I and II.</b> )
<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.)

<b><u>SECTION I - FEE COLLECTION</u></b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
<u>Receipts:</u>			
Vessel Administrative Fees	700,000	700,000	700,000
_____			
_____			
_____			
<b>Total Fee Collection to Line (A) - Section III</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>

<b><u>SECTION II - FULL COSTS</u></b>			
<u>Direct Costs:</u>			
Salaries and Benefits	177,303	186,168	186,168
Expenses	78,862	78,862	78,862
Contracted Services	1,196	1,196	1,196
Pay Outside Contractor	138,112	138,112	138,112
Purchase of License Plates	300,480	300,480	300,480
Indirect Costs Charged to Trust Fund	14,732	14,732	14,732
<b>Total Full Costs to Line (B) - Section III</b>	<b>710,684</b>	<b>719,549</b>	<b>719,549</b>

Basis Used: \_\_\_\_\_  
 \_\_\_\_\_

<b><u>SECTION III - SUMMARY</u></b>			
TOTAL SECTION I	(A)	700,000	700,000
TOTAL SECTION II	(B)	710,684	719,549
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(10,684)</b>	<b>(19,549)</b>

**EXPLANATION of LINE C:**  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	Budget Period: 2024 - 2025
<b>Trust Fund Title:</b>	FLHSMV
<b>Budget Entity:</b>	HSOTF
<b>LAS/PBS Fund Number:</b>	2009

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	10,604,543.66	(A)		10,604,543.66
ADD: Other Cash (See Instructions)	250.00	(B)		250.00
ADD: Investments	164,600,875.53	(C)	303,960.26	164,904,835.79
ADD: Outstanding Accounts Receivable	40,849,130.44	(D)	1,041,092.56	41,890,223.00
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>216,054,799.63</b>	(F)	<b>1,345,052.82</b>	<b>217,399,852.45</b>
LESS: Allowances for Uncollectibles	3,447,582.32			3,447,582.32
LESS: Approved "A" Certified Forwards	14,644,734.63	(H)		14,644,734.63
Approved "B" Certified Forwards	11,754,276.38	(H)		11,754,276.38
Approved "FCO" Certified Forwards	4,058,350.02	(H)		4,058,350.02
LESS: Other Accounts Payable (Nonoperating)	10,221,525.65	(I)	113,953.16	10,335,478.81
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/23</b>	<b>171,928,330.63</b>	(K)	<b>1,231,099.66</b>	<b>173,159,430.29</b> **

**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: 2024 - 2025**

**Department Title:** FLHSMV  
**Trust Fund Title:** HSOTF  
**LAS/PBS Fund Number:** 2009

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/23**  
 Total all GLC's 5XXXX for governmental funds; (185,999,787.49) (A)  
 GLC 539XX for proprietary and fiduciary funds

**Subtract Nonspendable Fund Balance (GLC 56XXX)** 739,734.17

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

Adjustment 1 08152023 (955,177.00) (C)

Adjustment 2 08212023 10,591.11 (C)

Adjustment 2 08212023 26,681.98 (C)

Adjustment 3 08292023 (313,195.75) (C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS 11,754,276.38 (D)

Approved FCO Certified Forward per LAS/PBS 4,058,350.02 (D)

A/P not C/F-Operating Categories (2,830,903.71) (D)

LT Advances (100,000.00) (D)

LT Advances 450,000.00 (D)

- (D)

**ADJUSTED BEGINNING TRIAL BALANCE:** (173,159,430.29) (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** 173,159,430.29 (F)

**DIFFERENCE:** - (G)\*

**\*SHOULD EQUAL ZERO.**



## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

**Budget Period: 2024 - 2025**

<b>Department Title:</b>	FLHSMV
<b>Trust Fund Title:</b>	Federal Grants TF
<b>Budget Entity:</b>	
<b>LAS/PBS Fund Number:</b>	2261

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	1,329,282.42	(A)		1,329,282.42
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable	196,947.36	(D)		196,947.36
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>1,526,229.78</b>	(F)	-	<b>1,526,229.78</b>
LESS Allowances for Uncollectibles		(G)		-
LESS Approved "A" Certified Forwards	440.00	(H)		440.00
Approved "B" Certified Forwards	2,211.82	(H)		2,211.82
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	273,281.11	(I)		273,281.11
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/23</b>	<b>1,250,296.85</b>	(K)	-	<b>1,250,296.85</b> **

**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: 2024 - 2025**

**Department Title:** FLHSMV  
**Trust Fund Title:** Federal Grants TF  
**LAS/PBS Fund Number:** 2261

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/23**

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 [ 2,211.82 ] (D)

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

A/P not C/F-Operating Categories [ (2,508.67) ] (D)

Advances from other Funds Between Dept [ (175,000.00) ] (D)

Advances from other Funds Within Dept [ (450,000.00) ] (D)

[ ] (D)

**ADJUSTED BEGINNING TRIAL BALANCE:** [ (1,250,296.85) ] (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** [ 1,250,296.85 ] (F)

**DIFFERENCE:** [ 0.00 ] (G)\*

**\*SHOULD EQUAL ZERO.**

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<b>Budget Period: 2024 - 2025</b>
<b>Trust Fund Title:</b>	FLHSMV
<b>Budget Entity:</b>	Law Enforcement TF
<b>LAS/PBS Fund Number:</b>	2434

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	443,175.69	(A)		443,175.69
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	970,813.44	(C)	1,785.06	972,598.50
ADD: Outstanding Accounts Receivable	376,462.55	(D)	(5.64)	376,456.91
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>1,790,451.68</b>	<b>(F)</b>	<b>1,779.42</b>	<b>1,792,231.10</b>
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards	9,725.54	(H)		9,725.54
Approved "B" Certified Forwards	152,517.62	(H)		152,517.62
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	10,947.34	(I)	0.18	10,947.52
LESS: Unearned Revenue	1,330,596.99	(J)		1,330,596.99
<b>Unreserved Fund Balance, 07/01/23</b>	<b>286,664.19</b>	<b>(K)</b>	<b>1,779.24</b>	<b>288,443.43</b> **

**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: 2024 - 2025**

**Department Title:** FLHSMV  
**Trust Fund Title:** Law Enforcement TF  
**LAS/PBS Fund Number:** 2434

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/23**

Total all GLC's 5XXXX for governmental funds; [ 439,181.81 ] (A)  
GLC 539XX for proprietary and fiduciary funds

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

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

Adjustment #1 [ (1,779.24) ] (C)

SWFS Adjustment # and Description [ ] (C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS [ 152,517.62 ] (D)

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

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

[ ] (D)

[ ] (D)

[ ] (D)

**ADJUSTED BEGINNING TRIAL BALANCE:** [ 288,443.43 ] (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** [ 288,443.43 ] (F)

**DIFFERENCE:** [ 0.00 ] (G)\*

**\*SHOULD EQUAL ZERO.**

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

**Budget Period: 2024 - 2025**

<b>Department Title:</b>	FLHSMV
<b>Trust Fund Title:</b>	Mobile Home Rec Vehicle Protection TF
<b>Budget Entity:</b>	
<b>LAS/PBS Fund Number:</b>	2463

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	366,845.42	(A)		366,845.42
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	593,548.42	(C)	1,091.38	594,639.80
ADD: Outstanding Accounts Receivable	3,078.73	(D)	(3.45)	3,075.28
ADD: _____	-	(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>963,472.57</b>	(F)	<b>1,087.93</b>	<b>964,560.50</b>
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)	1,224.63	(I)	0.11	1,224.74
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/23</b>	<b>962,247.94</b>	(K)	<b>1,087.82</b>	<b>963,335.76</b> **

**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: 2024 - 2025**

**Department Title:** FLHSMV  
**Trust Fund Title:** Mobile Hom Rec Protection TF  
**LAS/PBS Fund Number:** 2463

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/23**

Total all GLC's 5XXXX for governmental funds; [ 962,247.94 ] (A)  
GLC 539XX for proprietary and fiduciary funds

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

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment #1 [ (1,087.82) ] (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:** [ 963,335.76 ] (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** [ 963,335.76 ] (F)

**DIFFERENCE:** [ 0.00 ] (G)\*

**\*SHOULD EQUAL ZERO.**

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

**Budget Period: 2024 - 2025**

<b>Department Title:</b>	FLHSMV
<b>Trust Fund Title:</b>	Mobile Home Rec Vehicle Protection TF
<b>Budget Entity:</b>	
<b>LAS/PBS Fund Number:</b>	2463

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	366,845.42	(A)		366,845.42
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	593,548.42	(C)	1,091.38	594,639.80
ADD: Outstanding Accounts Receivable	3,078.73	(D)	(3.45)	3,075.28
ADD: _____	-	(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>963,472.57</b>	(F)	<b>1,087.93</b>	<b>964,560.50</b>
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)	1,224.63	(I)	0.11	1,224.74
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/23</b>	<b>962,247.94</b>	(K)	<b>1,087.82</b>	<b>963,335.76</b> **

**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: 2024 - 2025**

**Department Title:** FLHSMV  
**Trust Fund Title:** Mobile Hom Rec Protection TF  
**LAS/PBS Fund Number:** 2463

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/23**

Total all GLC's 5XXXX for governmental funds; (962,247.94) (A)  
 GLC 539XX for proprietary and fiduciary funds

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

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment #1 (1,087.82) (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:** (963,335.76) (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** 963,335.76 (F)

**DIFFERENCE:** 0.00 (G)\*

**\*SHOULD EQUAL ZERO.**



# Fiscal Year 2024-25 LBR Technical Review Checklist

Department/Budget Entity (Service): **Fla. Department of Highway Safety and Motor Vehicles**

Agency Budget Officer/OPB Analyst Name: **Janis Timmons**

*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, A91, A92, A93, A94, A95, A96, A36, A10, IA1, IA4, 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)? <b>(CSDI or Web LBR Column Security)</b>	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? <b>(CSDI)</b>	Y	Y	Y	Y	Y	Y

## AUDITS:

1.3 Have Column A03 budget files been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. <b>(EXBR, EXBA)</b>	Y	Y	Y	Y	Y	Y
1.4 Have Column A03 trust fund files been copied to Column A12? Run Schedule I <b>(SC1R, SC1 or SC1R, SC1D adding column A12)</b> 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? <b>(CSDR, CSA)</b>	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 included in the LAS/PBS Web upload process requires 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 57 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 27)? 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.	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
<b>AUDITS:</b>							
3.2	Negative Appropriation Category Audit for Agency Request (Columns A03 and A04): Are all appropriation categories positive by budget entity and program component at the FSI level? Are all nonrecurring amounts less than requested amounts? <b>(NACR, NAC - Report should print "No Negative Appropriation Categories Found")</b>	Y	Y	Y	Y	Y	Y
3.3	Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? <b>(EXBR, EXBC - Report should print "Records Selected Net To Zero")</b>	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.						
<b>4. EXHIBIT D (EADR, EXD)</b>							
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.						
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>							
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Y	Y	Y	Y	Y	Y
<b>AUDITS:</b>							
5.2	Do the fund totals agree with the object category totals within each appropriation category? <b>(ED1R, XD1A - Report should print "No Differences Found For This Report")</b>	Y	Y	Y	Y	Y	Y
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? <b>(EXBR, EXBB - Negative differences [with a \$5,000 allowance] need to be corrected in Column A01.)</b>	Y	Y	Y	Y	Y	Y
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? <b>(EXBR, EXBD - Differences [with a \$5,000 allowance at the department level] need to be corrected in Column A01.)</b>	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.						

Action		Program or Service (Budget Entity Codes)					
		0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
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 2020-21 approved budget. Amounts should be positive. The \$5,000 allowance is necessary for rounding.						
TIP	If B08 is not equal to A01, check the following: 1) the initial FLAIR disbursements or carry forward data load was corrected appropriately in A01; 2) the disbursement data from departmental FLAIR was reconciled to State Accounts; and 3) the FLAIR disbursements did not change after Column B08 was created. Note that there is a \$5,000 allowance at the department level.						
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required in the LBR - for analytical purposes only.)</b>							
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.						
<b>7. EXHIBIT D-3A (EADR, ED3A) (Required to be posted to the Florida Fiscal Portal)</b>							
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 27 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 65 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 67 through 69 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.5 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.	Y	Y	Y	Y	Y	Y
7.7	Does the issue narrative thoroughly explain/justify all Salaries and Benefits amounts entered into the Other Salary Amounts transactions (OADA/C)? Amounts entered into OAD are reflected in the Position Detail of Salaries and Benefits section of the Exhibit D-3A. (See pages 93 through 95 of the LBR Instructions.)	Y	NA	NA	NA	Y	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	Y	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 #22-001?	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
7.11	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. <b>(PLRR, PLMO)</b>	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
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 26 and 90 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 24010C0, 30010C0, 33011C0, 160E470, or 160E480)?	Y	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	Y	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
<b>AUDIT:</b>							
7.20	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	NA	NA	NA	NA	NA	NA
7.21	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	NA	NA	NA	NA	NA	NA
7.22	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	NA	NA	NA	NA	NA	NA
7.23	Have FCO appropriations been entered into the nonrecurring column (A04)? <b>(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))</b>	Y	Y	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. <b>(NAAR, BSNR)</b>	Y	Y	Y	Y	Y	Y
7.25	Has the agency entered annualization issues (260XXX0) for any issue that was partially funded in Fiscal Year 2021-22? Review Column G66 to determine whether any incremental amounts are needed to fully fund an issue that was initially appropriated in Fiscal Year 2021-22. 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

Action		Program or Service (Budget Entity Codes)					
		0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
TIP	Salaries and Benefits amounts entered using the OADA/C transactions must be thoroughly justified in the D-3A issue narrative. Agencies can run <b>OADA/OADR</b> from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.						
TIP	The issue narrative must completely and thoroughly explain and justify each D-3A issue. Agencies must ensure it provides the information necessary for the OPB and legislative analysts to have a complete understanding of the issue submitted. Thoroughly review pages 65 through 70 of the LBR Instructions.						
TIP	Check BAPS to verify status of budget amendments. Check for reapprovals not picked up in the General Appropriations Act. Verify that Lump Sum appropriations in Column A02 do not appear in Column A03. Review budget amendments to verify that 160XXX0 issue amounts correspond accurately and net to zero for General Revenue funds.						
TIP	If an agency is receiving federal funds from another agency the FSI should = 9 (Transfer - Recipient of Federal Funds). The agency that originally receives the funds directly from the federal agency should use FSI = 3 (Federal Funds).						
TIP	If an appropriation made in the FY 2021-22 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.						
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level) (Required to be posted to the Florida Fiscal Portal)</b>		<b>DEPARTMENT LEVEL RESPONSES</b>					
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	

Action	Program or Service (Budget Entity Codes)					
	0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
8.9 Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)? For non-grant federal revenues, is the correct revenue code identified (codes 000504, 000119, 001270, 001870, 001970)?				Y		
8.10 Are the statutory authority references correct?				Y		
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		

Action		Program or Service (Budget Entity Codes)					
		0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
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					
<b>AUDITS:</b>		<b>DEPARTMENT LEVEL RESPONSES</b>					
8.30	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y					
8.31	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? If a Schedule IB was prepared, do the totals agree with the Schedule I, Line I? <b>(SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")</b>	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. <b>(SC1R, DEPT)</b>	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 126 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.						
<b>9. SCHEDULE II (PSCR, SC2)</b>							
<b>AUDIT:</b>							
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? <b>(BRAR, BRAA - Report should print "No Records Selected For This Request")</b> 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 156 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
<b>10. SCHEDULE III (PSCR, SC3)</b>							
10.1	Is the appropriate lapse amount applied? (See page 88 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See pages 93 through 95 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	Y	Y	NA	NA	NA	Y
<b>11. SCHEDULE IV (EADR, SC4)</b>							
11.1	Are the correct Information Technology (IT) issue codes used?	Y	NA	NA	NA	NA	Y

Action	Program or Service (Budget Entity Codes)					
	0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
<b>TIP</b> 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.						
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>						
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
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>						
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.)					
	NA	NA	NA	NA	NA	NA
<b>TIP</b> 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						
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2) (Required to be posted to the Florida Fiscal Portal)</b>						
14.1	Do the reductions comply with the instructions provided on pages 100 through 103 of the LBR Instructions regarding a 10% 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
<b>TIP</b> 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.						
<b>TIP</b> If all or a portion of an issue is intended to be reduced on a nonrecurring basis, in the absence of a nonrecurring column, include that intent in narrative.						
<b>15. SCHEDULE VIIIC (EADR, S8C) (This Schedule is optional, but if included it is required to be posted to the Florida Fiscal Portal)</b>						
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	NA	NA	NA	NA	NA
15.2	Are the priority narrative explanations adequate and do they follow the guidelines on pages 97 through 103 of the LBR instructions?					
	NA	NA	NA	NA	NA	NA
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?					
	NA	NA	NA	NA	NA	NA
<b>AUDIT:</b>						
15.4	Do the issues net to zero at the department level? ( <b>GENR, LBR5</b> )					
	NA	NA	NA	NA	NA	NA
<b>16. SCHEDULE XI (UCSR,SCXI) (LAS/PBS Web - see pages 111-115 of the LBR Instructions for detailed instructions) (Required to be posted to the Florida Fiscal Portal in Manual Documents)</b>						



Action		Program or Service (Budget Entity Codes)					
		0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (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
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>							
16.3	Does the FY 2021-22 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	Y	Y	Y	Y	Y	Y
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? ( <b>Audit #1 should print "No Activities Found"</b> )	Y	Y	Y	Y	Y	Y
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	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 <b>Audit #3</b> 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? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	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.						
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES (Required to be posted to the Florida Fiscal Portal)</b>							
17.1	Do exhibits and schedules comply with LBR Instructions (pages 52 through 84 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 136 of the LBR instructions for exceptions to this rule)? Have all IV-Bs been emailed to: <b>IT@LASPBS.STATE.FL.US?</b>	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	Y	NA	NA	NA	NA
<b>AUDITS - GENERAL INFORMATION</b>							
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 155-157) 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.						
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP) (Required to be posted to the Florida Fiscal Portal)</b>							

Action		Program or Service (Budget Entity Codes)					
		0101 ED/SS	1001 FHP	1004 FHP/ED	1006 CVE	2101 MS	4001 ISA
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y	Y	NA	NA	Y	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)?	Y	Y	NA	NA	Y	NA
18.5	Are the appropriate counties identified in the narrative?	Y	Y	NA	NA	Y	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	Y	NA	NA	Y	NA
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.						
<b>19. FLORIDA FISCAL PORTAL</b>							
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