

**Dave Kerner**  
Executive Director

2900 Apalachee Parkway  
Tallahassee, Florida 32399-0500  
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**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

October 15, 2024

Brandi Gunder, Deputy Director of Budget  
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 2025-26 Fiscal Year. This submission has been approved by Dave Kerner, Executive Director.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Dave Kerner'.

Dave Kerner  
Executive Director

Enclosure

**Department of Highway Safety and Motor Vehicles  
Legislative Budget Request FY 2025-26  
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:**

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

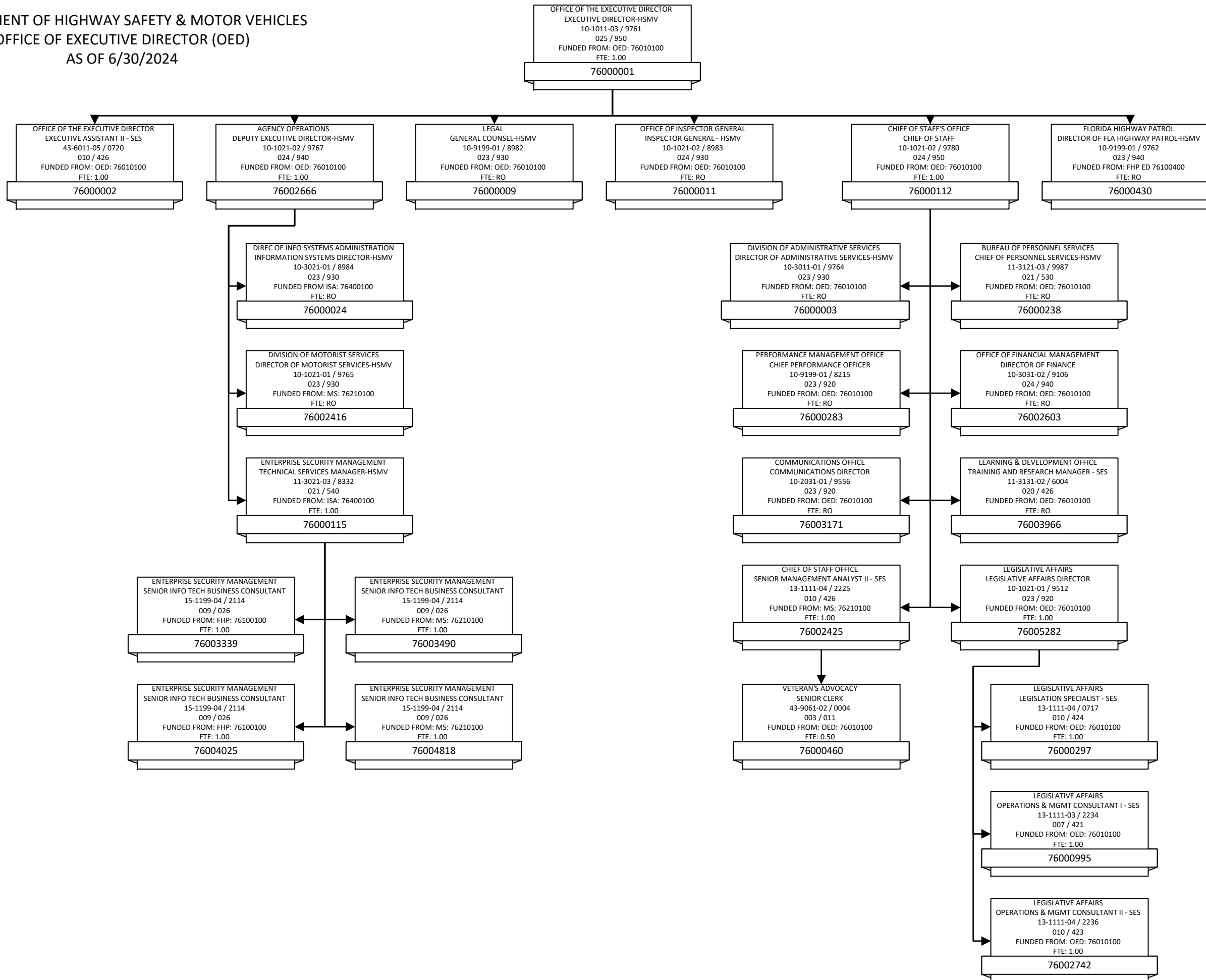
## Schedule VII: Agency Litigation Inventory

*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>	Lane Kirkpatrick v. Dave Kerner		
<b>Court with Jurisdiction:</b>	United States District Court, Middle District of Florida		
<b>Case Number:</b>	3:23-CV-1180		
<b>Summary of the Complaint:</b>	Plaintiff challenges the provisions of s. 322.141(3)(a) F.S. requiring that the driver license of individuals convicted of certain sexual offenses contain the words “Sexual Predator”.		
<b>Amount of the Claim:</b>	No monetary value is sought		
<b>Specific Statutes or Laws (including GAA) Challenged:</b>	Section 322.141(3)(a) Florida Statutes		
<b>Status of the Case:</b>	Awaiting ruling by the Court on cross motions for summary judgment		
<b>Who is representing (of record) the state in this lawsuit? Check all that apply.</b>	<input type="checkbox"/>	Agency Counsel	
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
<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>	N/A		

DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OFFICE OF EXECUTIVE DIRECTOR (OED)  
 AS OF 6/30/2024

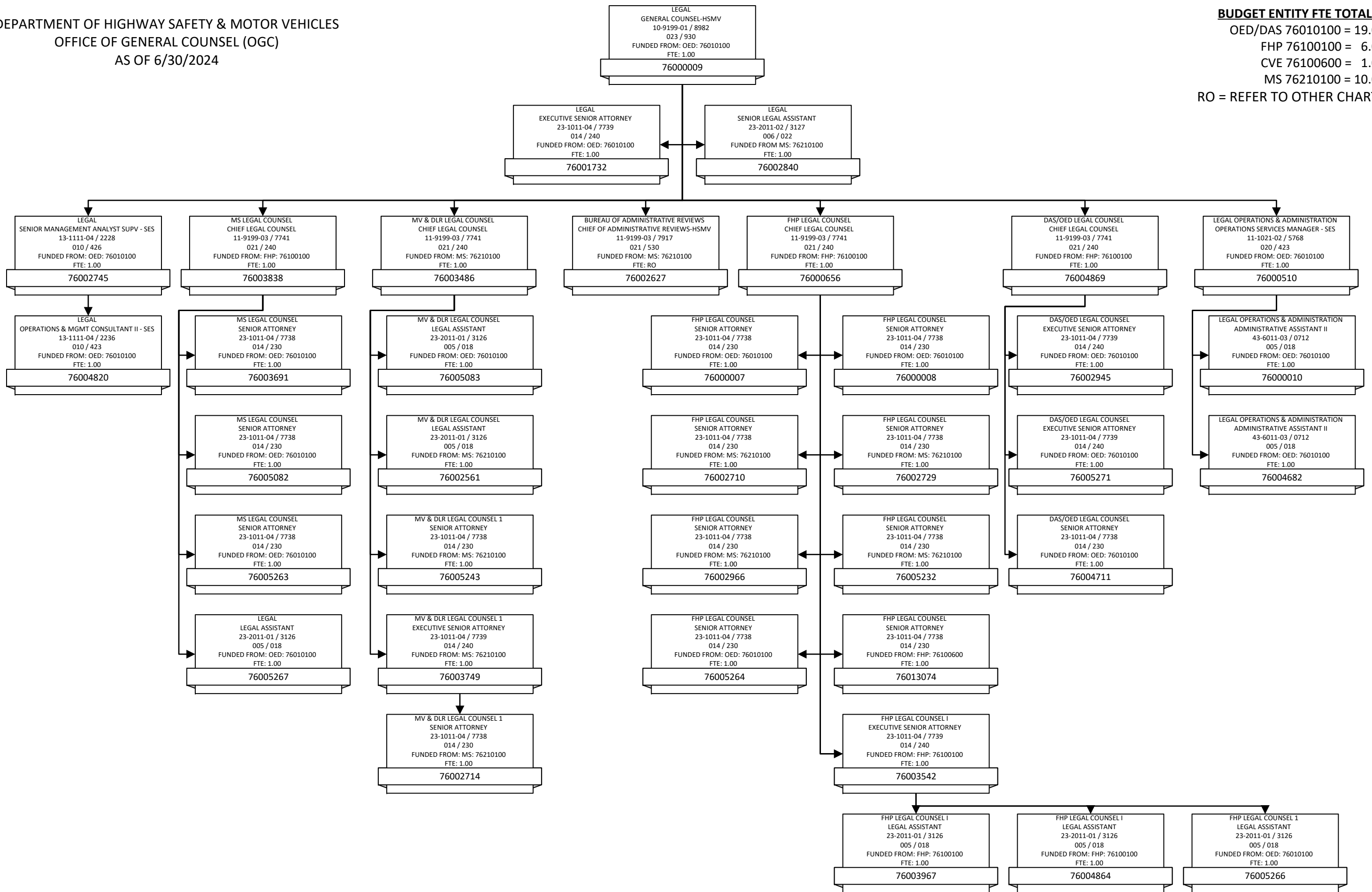
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 MS 76210100 = 3.0  
 ISA 76400100 = 1.0  
 RO = REFER TO OTHER CHART

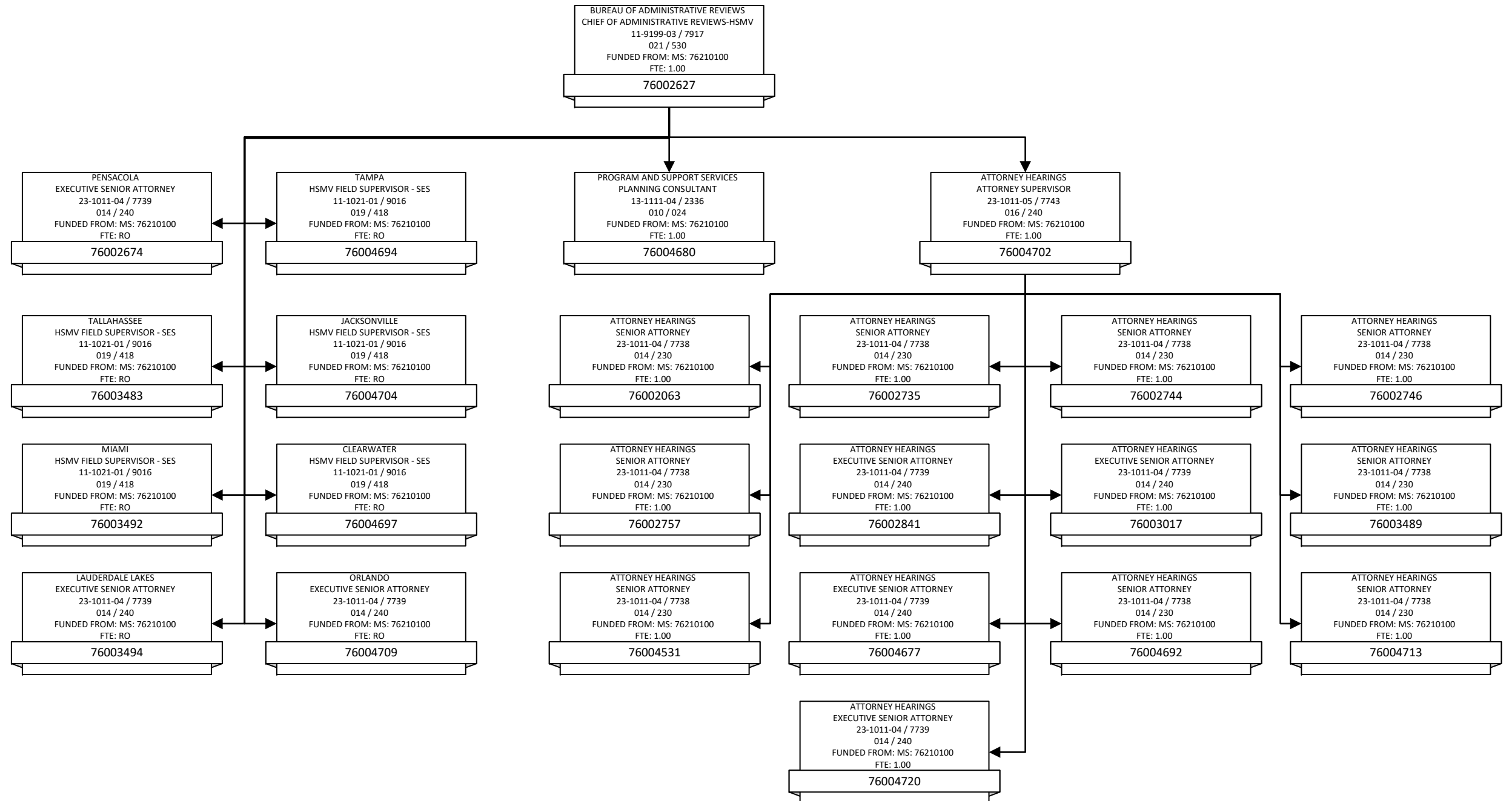




DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OFFICE OF GENERAL COUNSEL (OGC)  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 OED/DAS 76010100 = 19.0  
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 CVE 76100600 = 1.0  
 MS 76210100 = 10.0  
 RO = REFER TO OTHER CHART





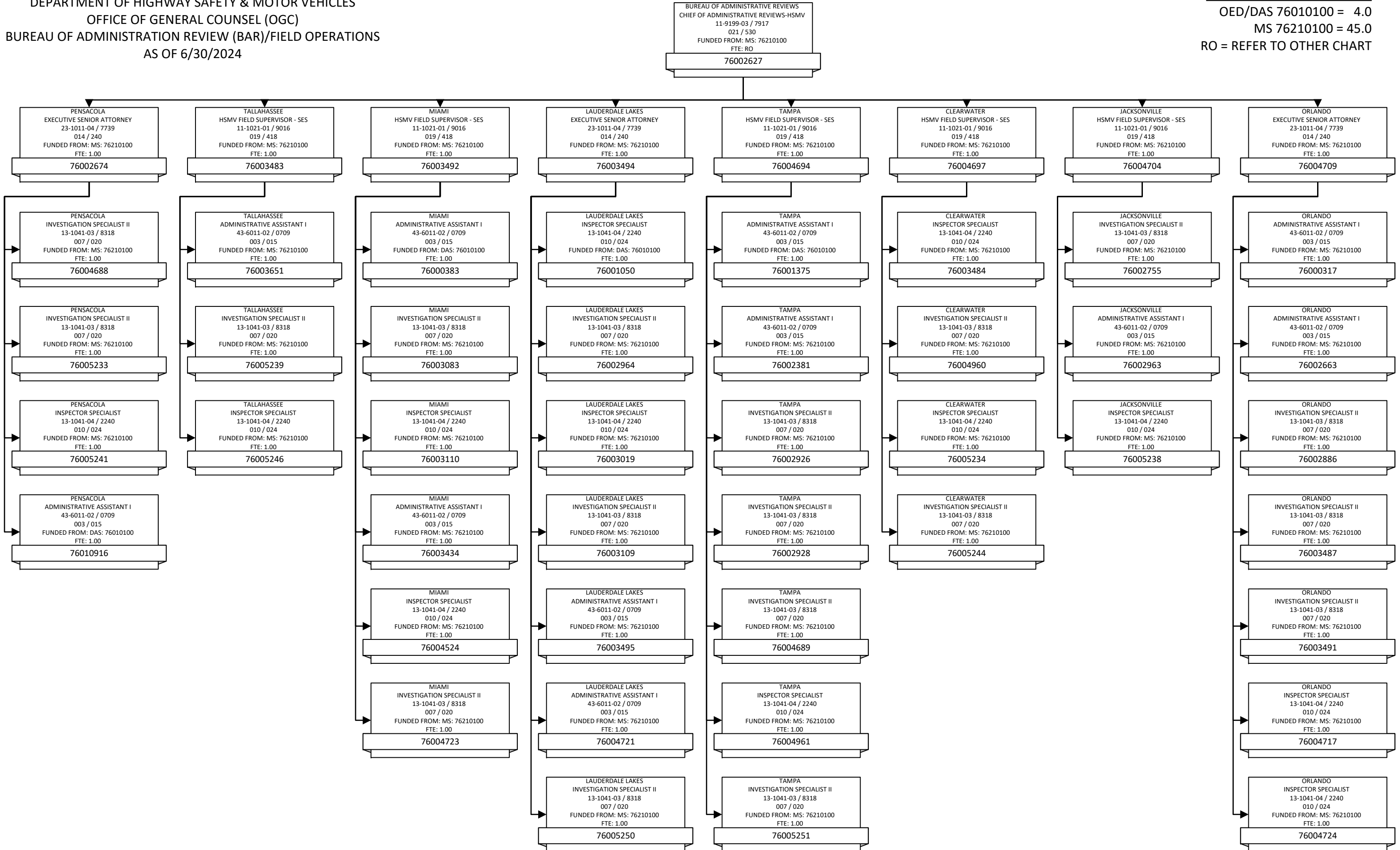
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OFFICE OF GENERAL COUNSEL (OGC)  
 BUREAU OF ADMINISTRATION REVIEW (BAR)/FIELD OPERATIONS  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**

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MS 76210100 = 45.0

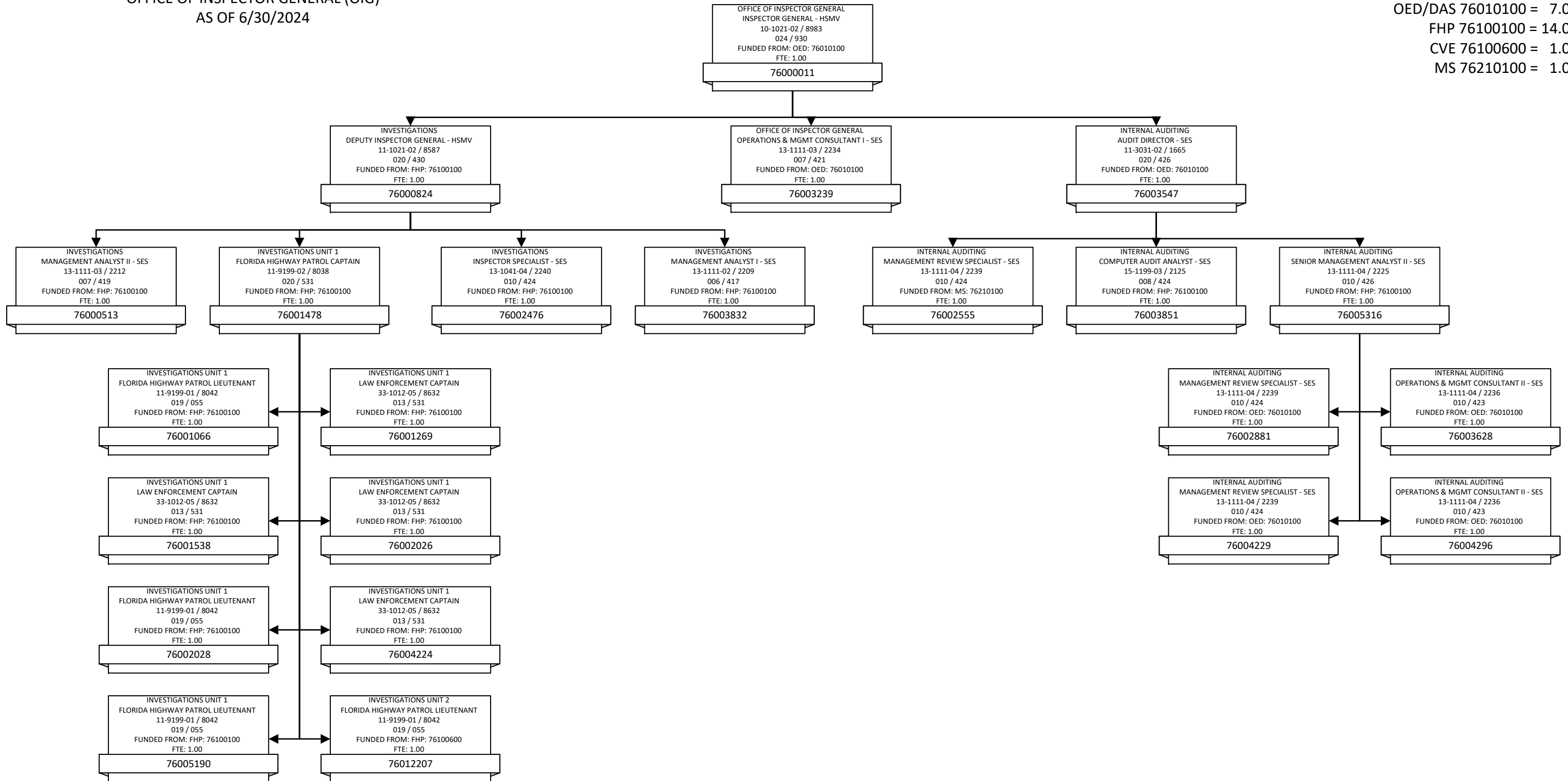
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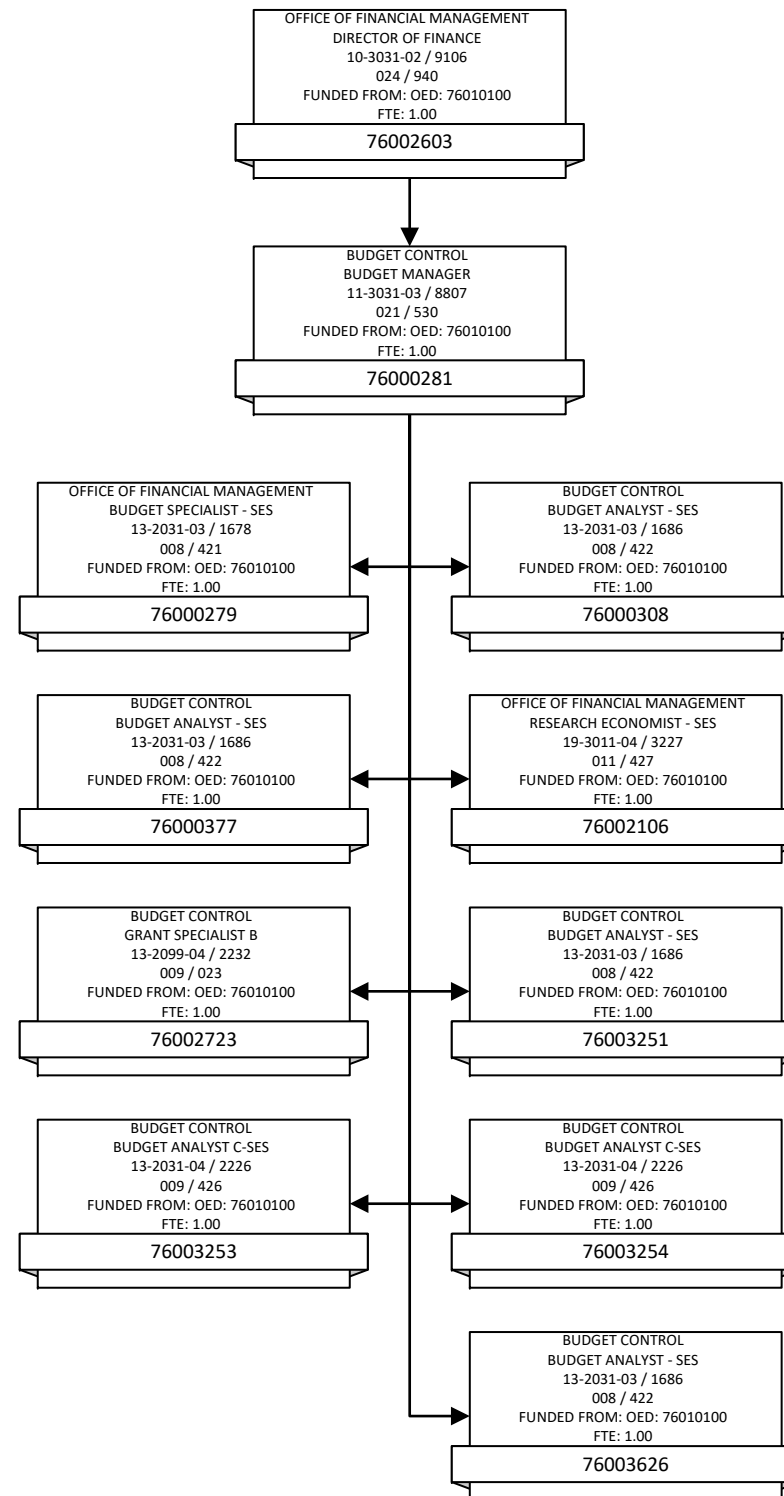


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OFFICE OF INSPECTOR GENERAL (OIG)  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**

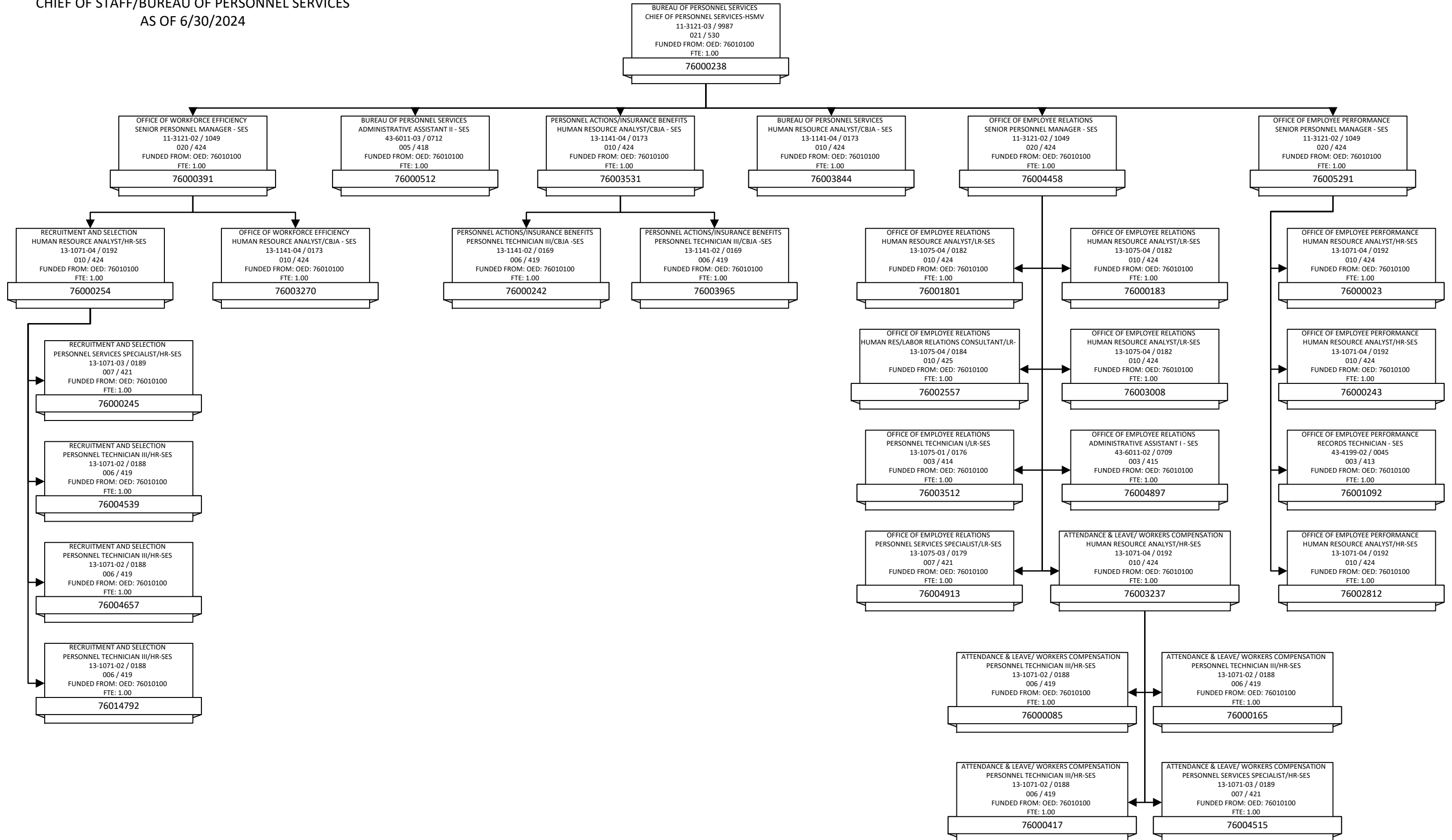
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 CVE 76100600 = 1.0  
 MS 76210100 = 1.0





DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OFFICE OF EXECUTIVE DIRECTOR (OED)  
 CHIEF OF STAFF/BUREAU OF PERSONNEL SERVICES  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 OED/DAS 76010100 = 31.0

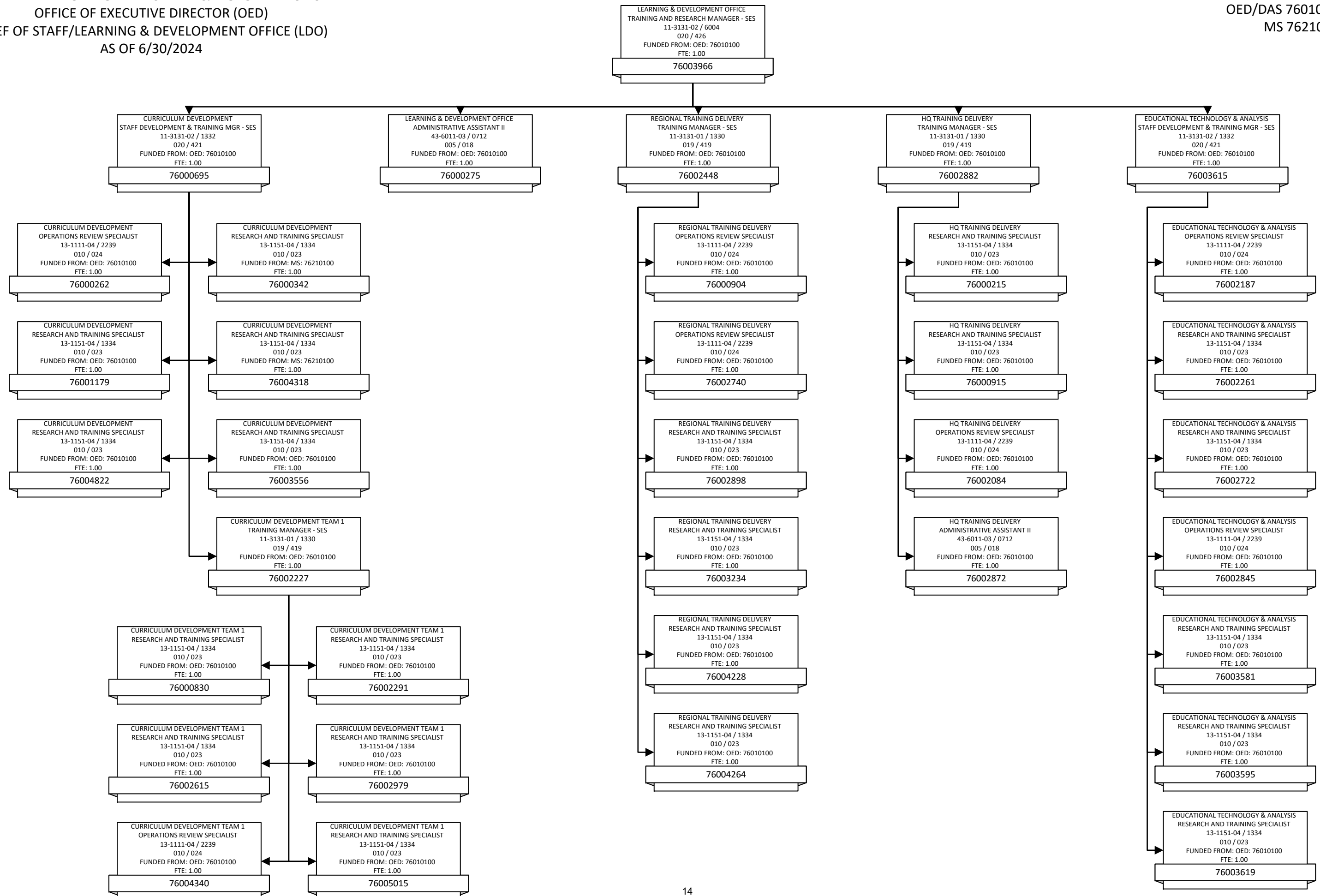


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OFFICE OF EXECUTIVE DIRECTOR (OED)  
 CHIEF OF STAFF/LEARNING & DEVELOPMENT OFFICE (LDO)  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**

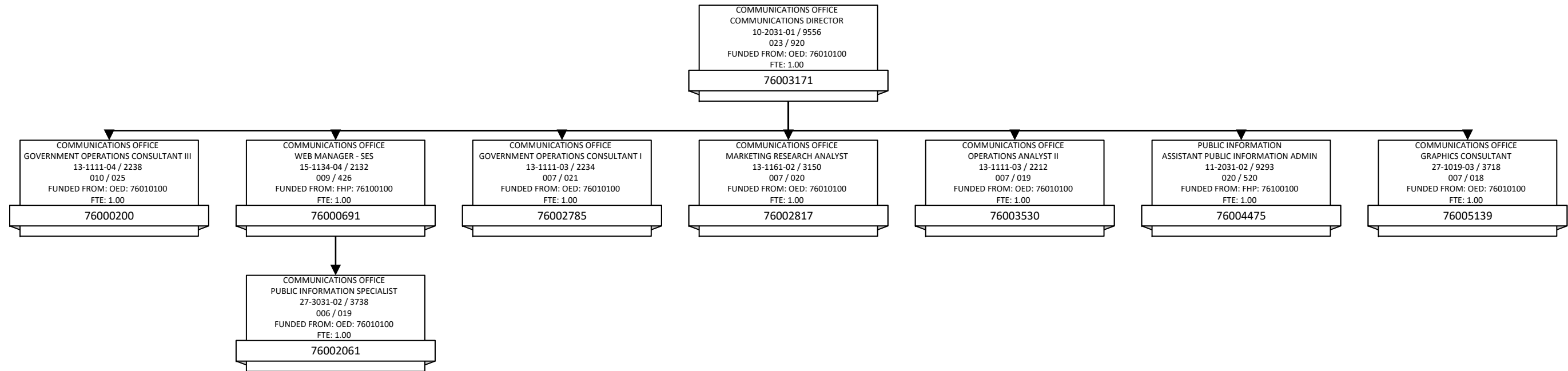
OED/DAS 76010100 = 34.0

MS 76210100 = 2.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OFFICE OF EXECUTIVE DIRECTOR (OED)  
 CHIEF OF STAFF/COMMUNICATIONS OFFICE  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 OED/DAS 76010100 = 7.0  
 FHP 76100100 = 2.0





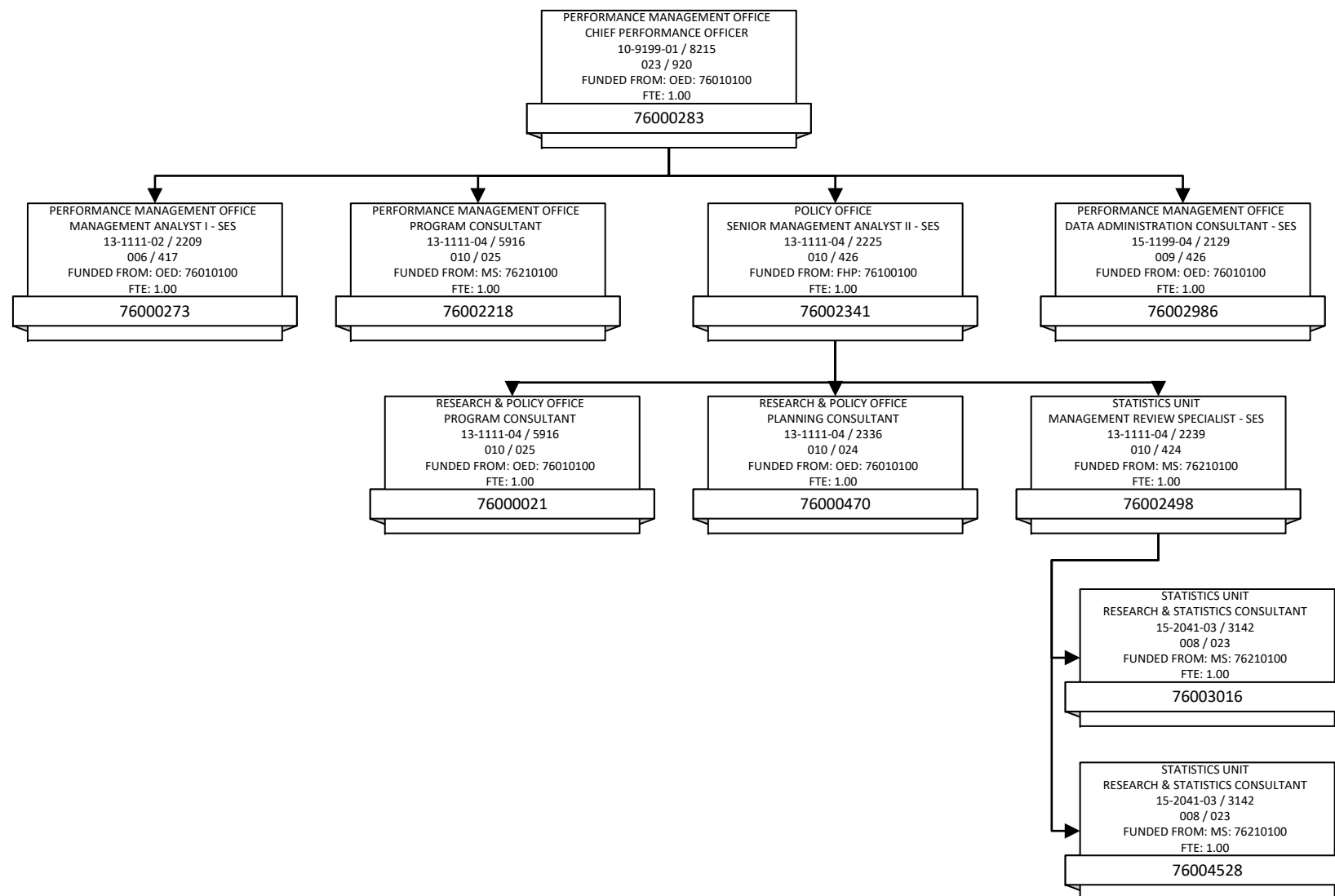
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 OFFICE OF EXECUTIVE DIRECTOR (OED)  
 CHIEF OF STAFF/OFFICE OF PERFORMANCE MANAGEMENT (OPM)  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**

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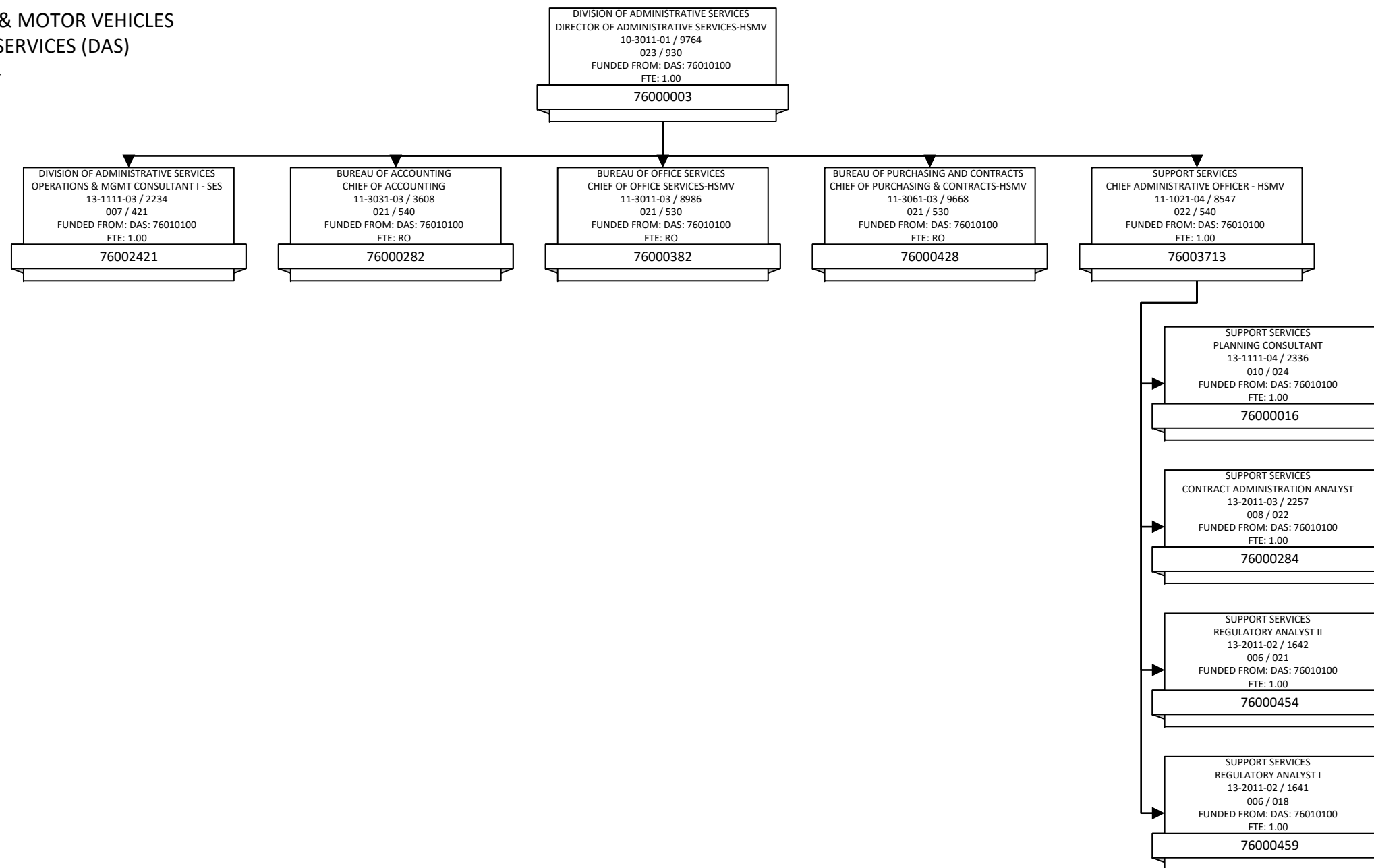
FHP 76100100 = 1.0

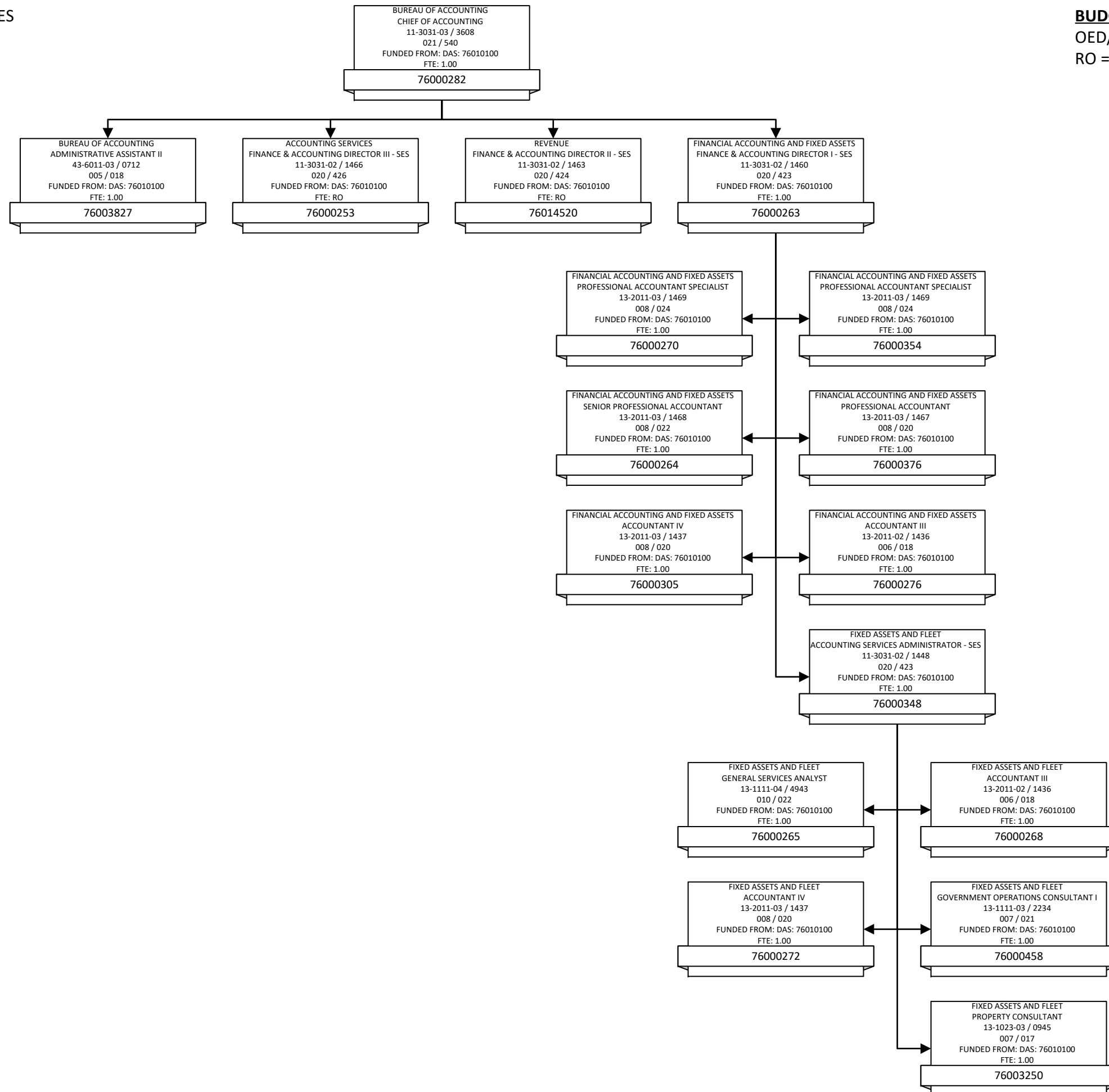
MS 76210100 = 4.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 DIVISION OF ADMINISTRATIVE SERVICES (DAS)  
 AS OF 6/30/2024

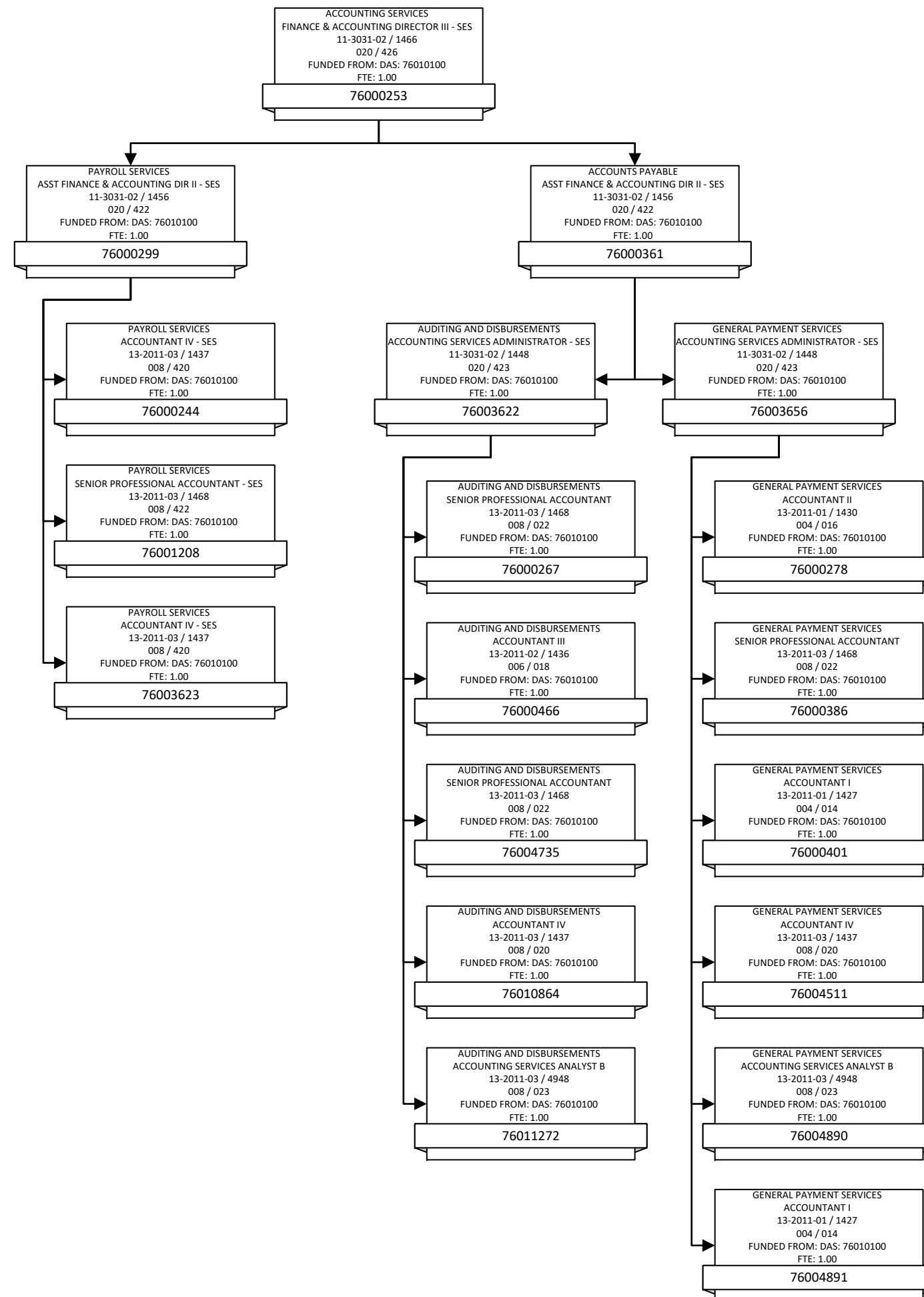
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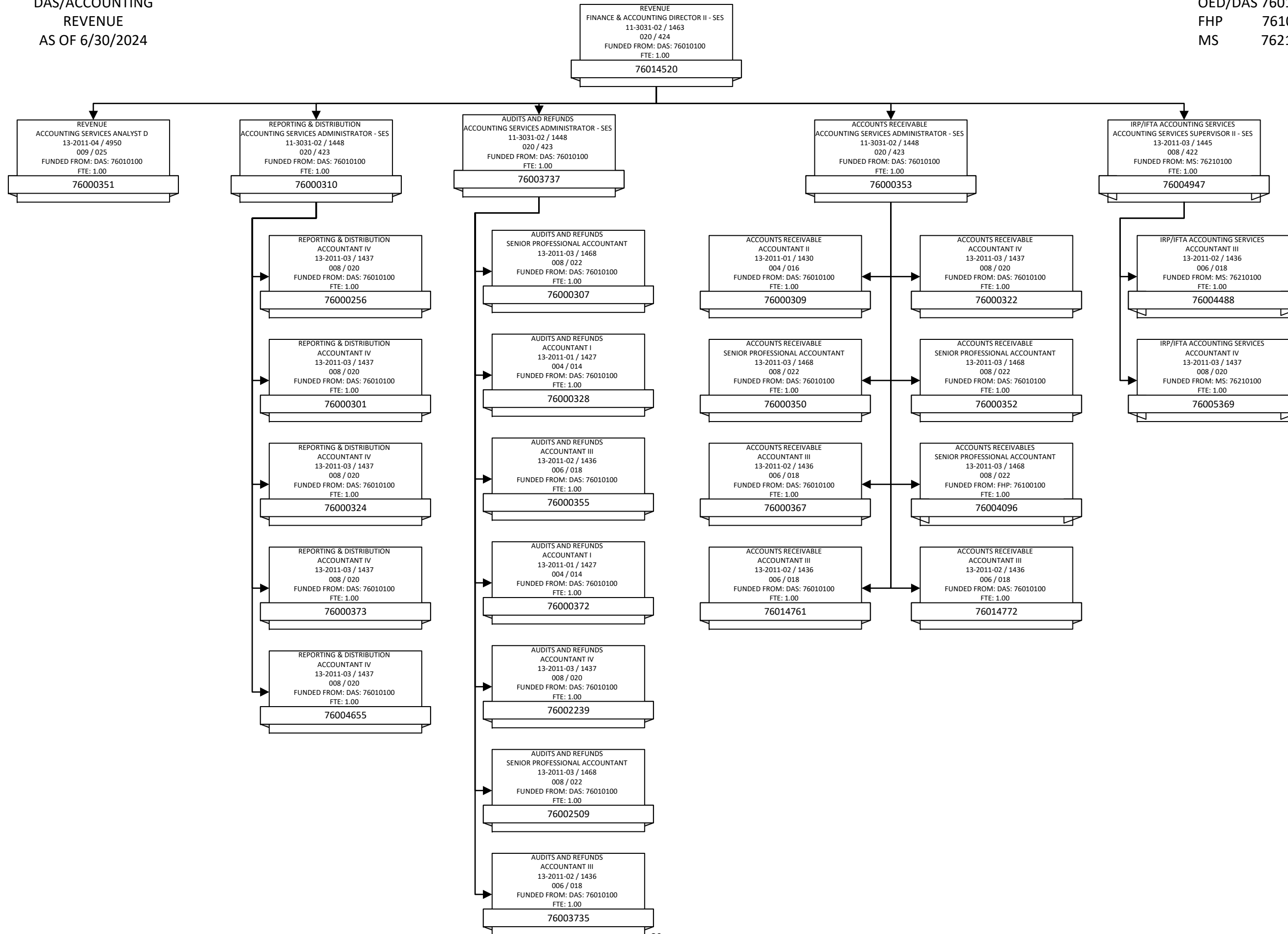




DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 DAS/ACCOUNTING  
 ACCOUNTING SERVICES  
 AS OF 6/30/2024

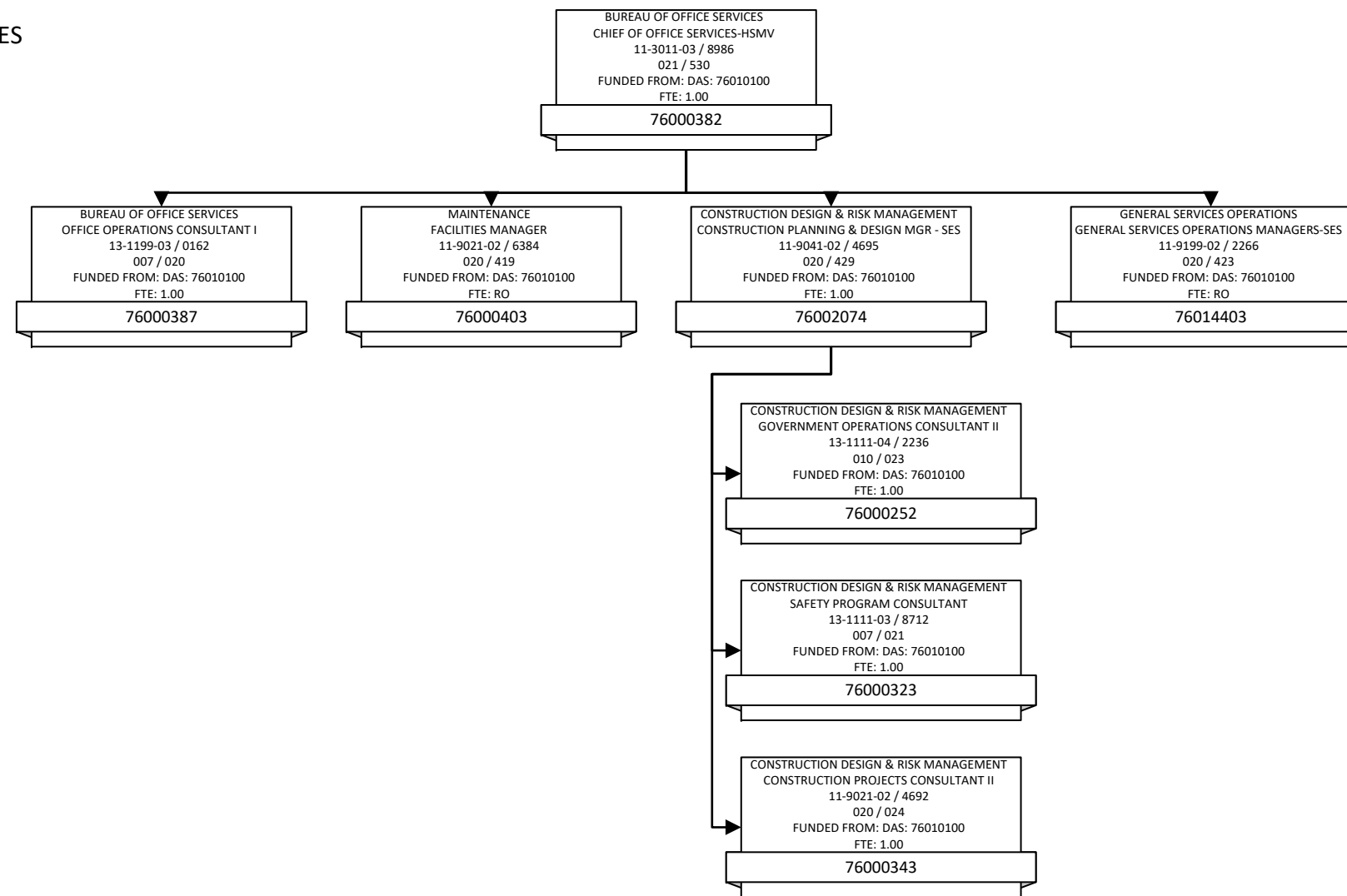
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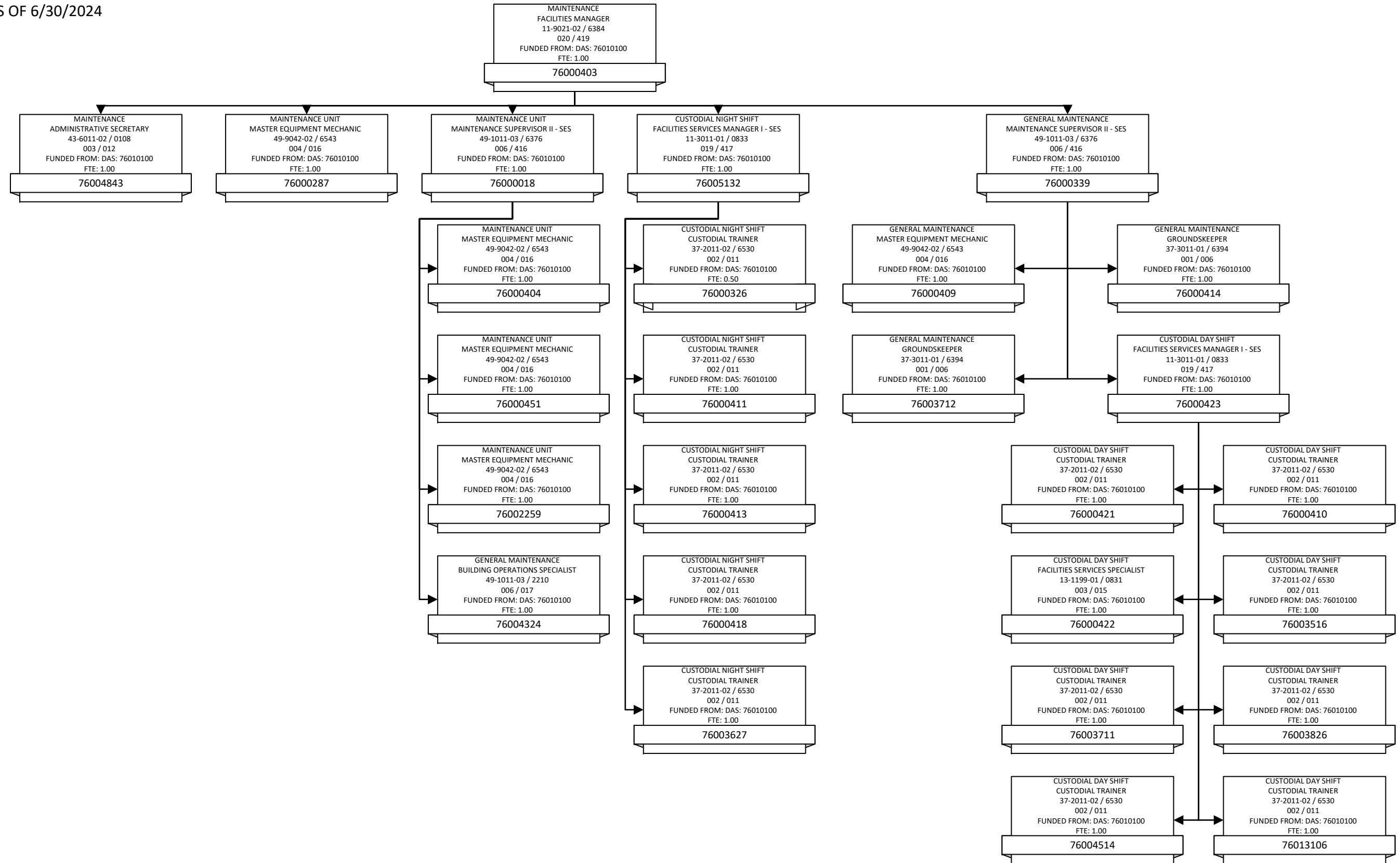




DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 DAS/OFFICE SERVICES  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
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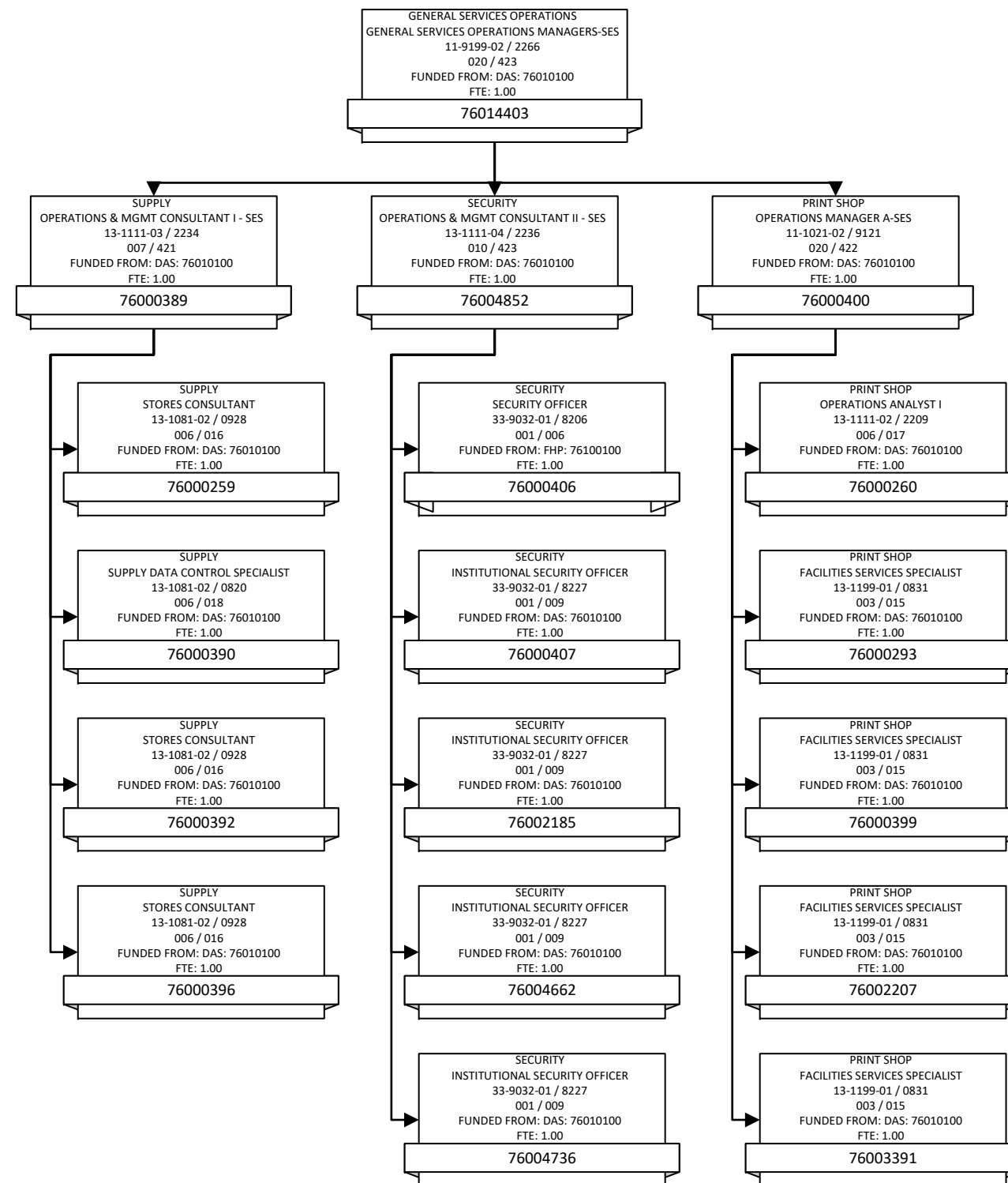


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 DAS/OFFICE SERVICES/GENERAL SERVICES OPERATIONS  
 AS OF 6/30/2024

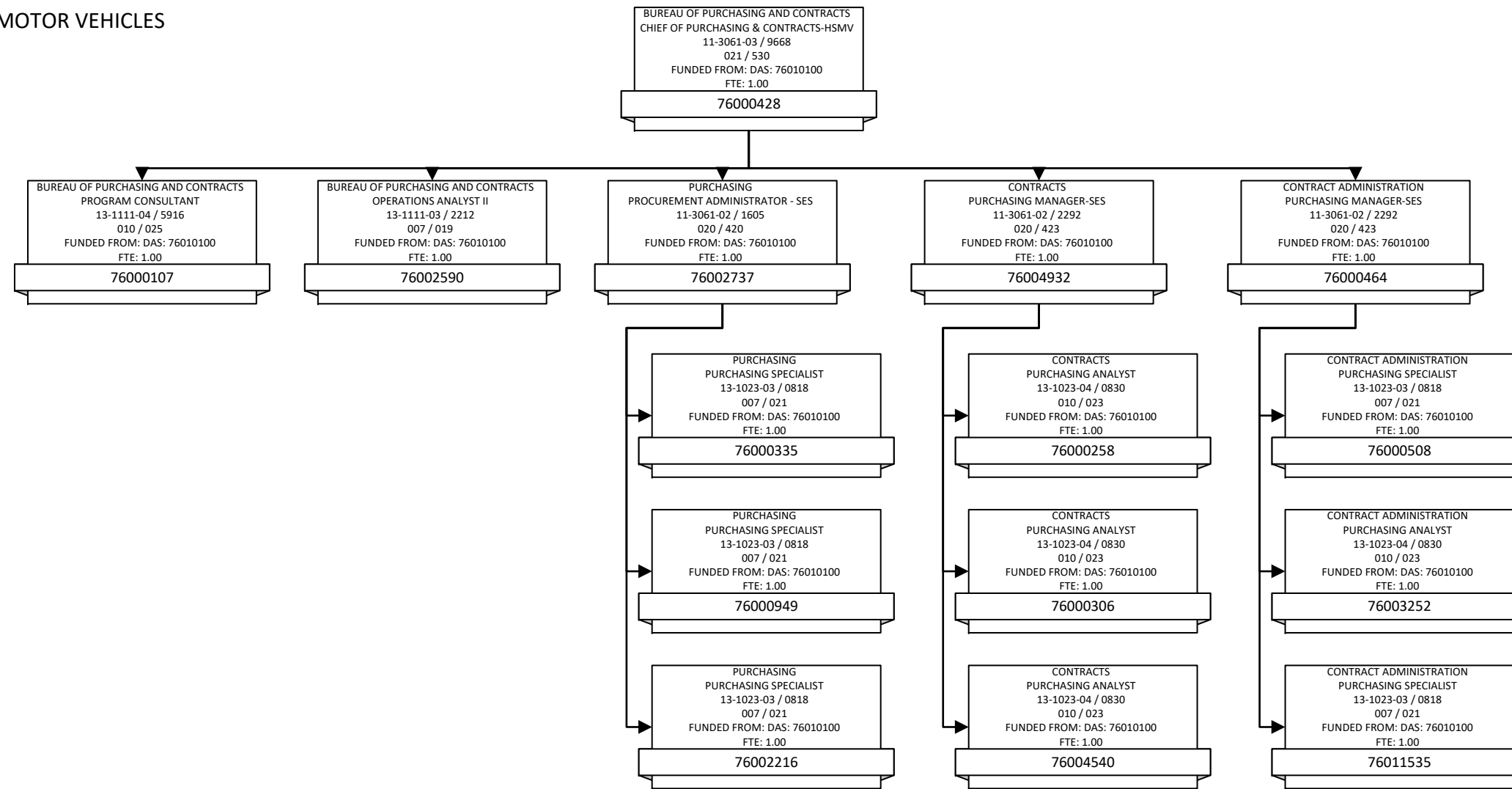
**BUDGET ENTITY FTE TOTALS**

OED/DAS 76010100 = 17.0

FHP 76100100 = 1.0







DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FLORIDA HIGHWAY PATROL (FHP)  
 AS OF 6/30/2024

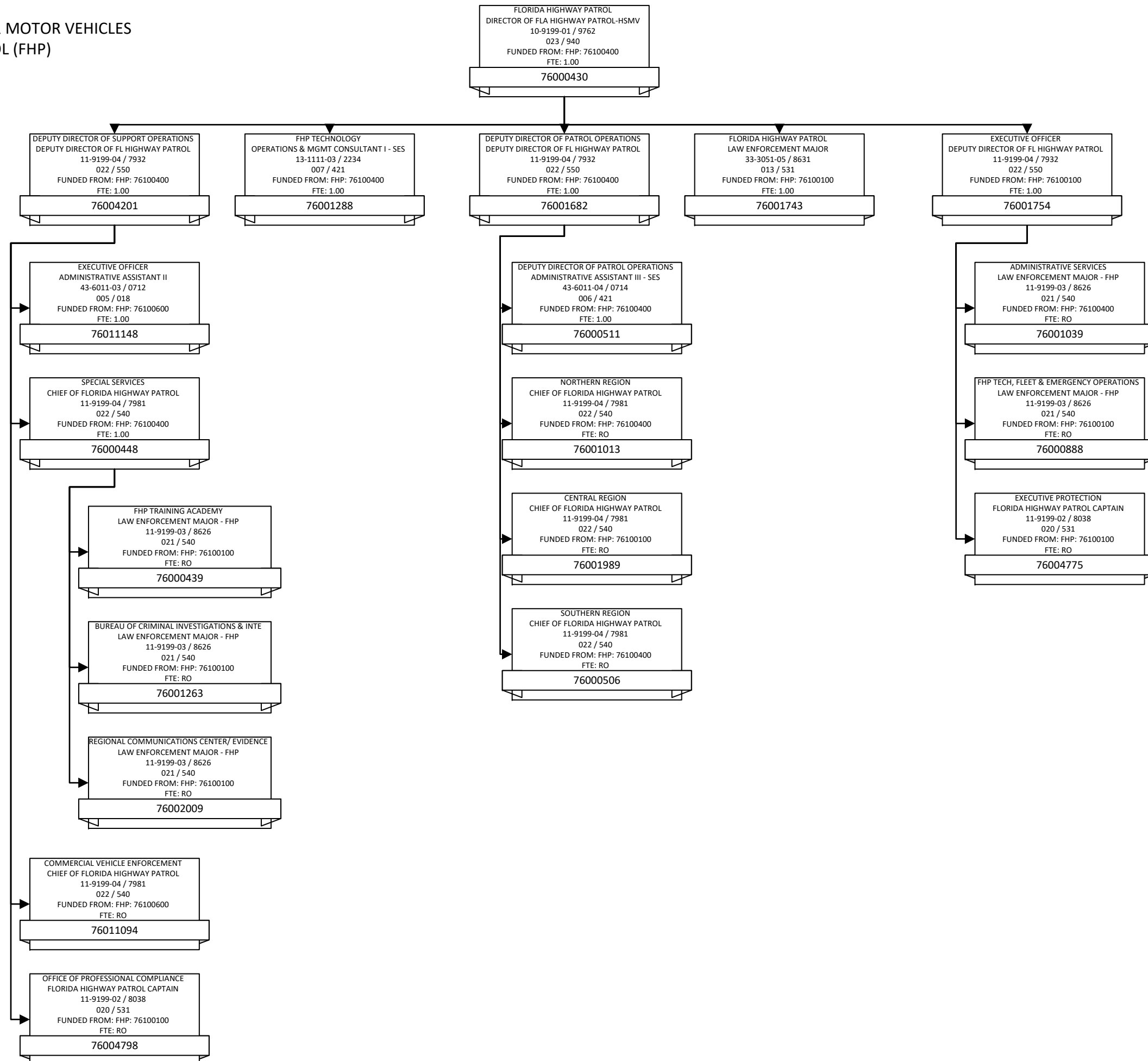
**BUDGET ENTITY FTE TOTALS**

FHP 76100100 = 2.0

FHP ED 76100400 = 6.0

CVE 76100600 = 1.0

RO = REFER TO OTHER CHART



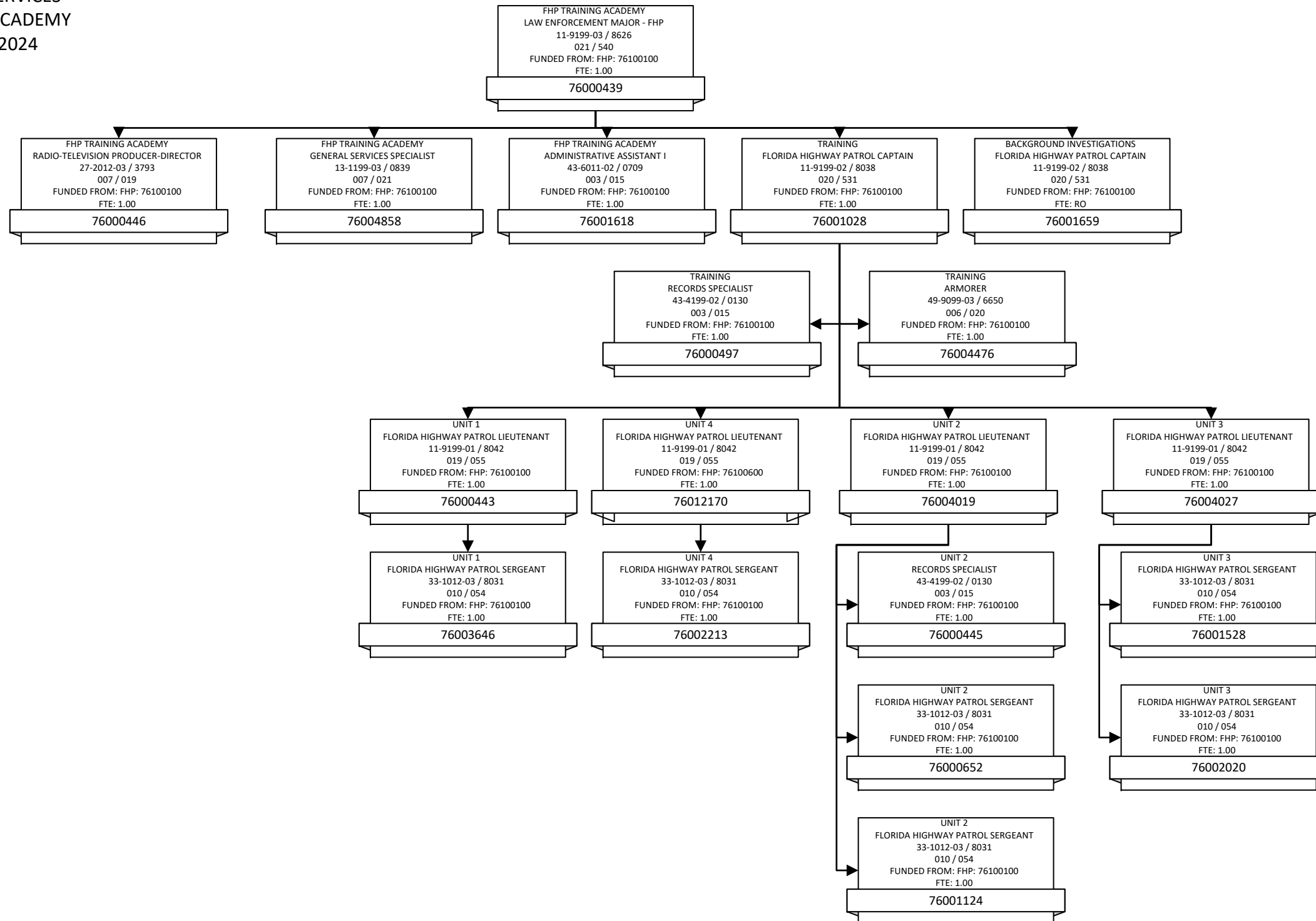
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES  
 FHP TRAINING ACADEMY  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**

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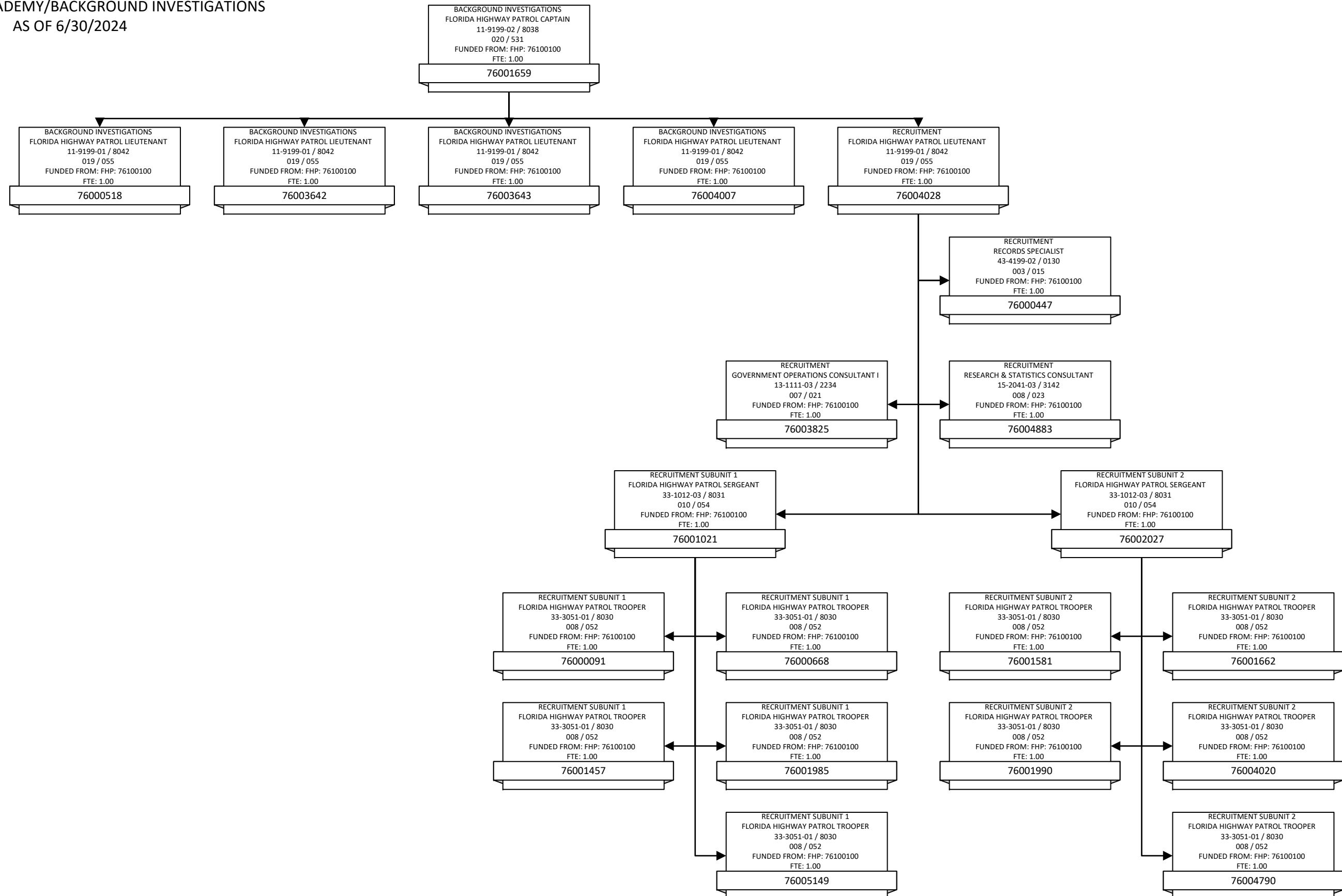
CVE 76100600 = 1.0

RO = REFER TO OTHER CHART



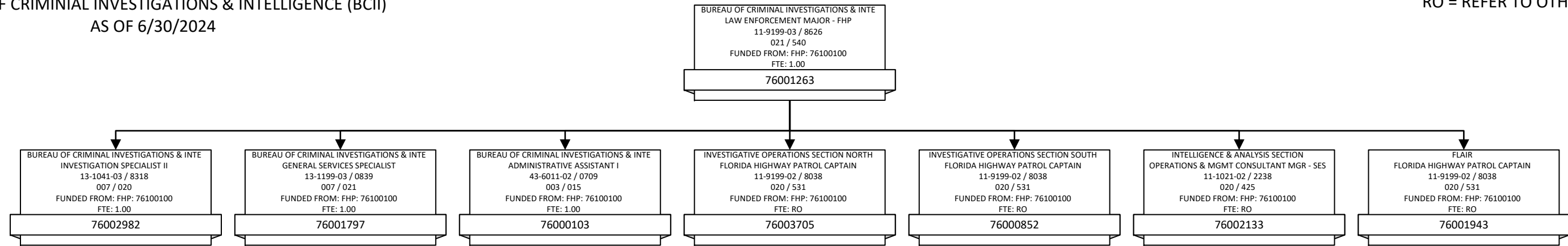
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES  
 FHP TRAINING ACADEMY/BACKGROUND INVESTIGATIONS  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 21.0



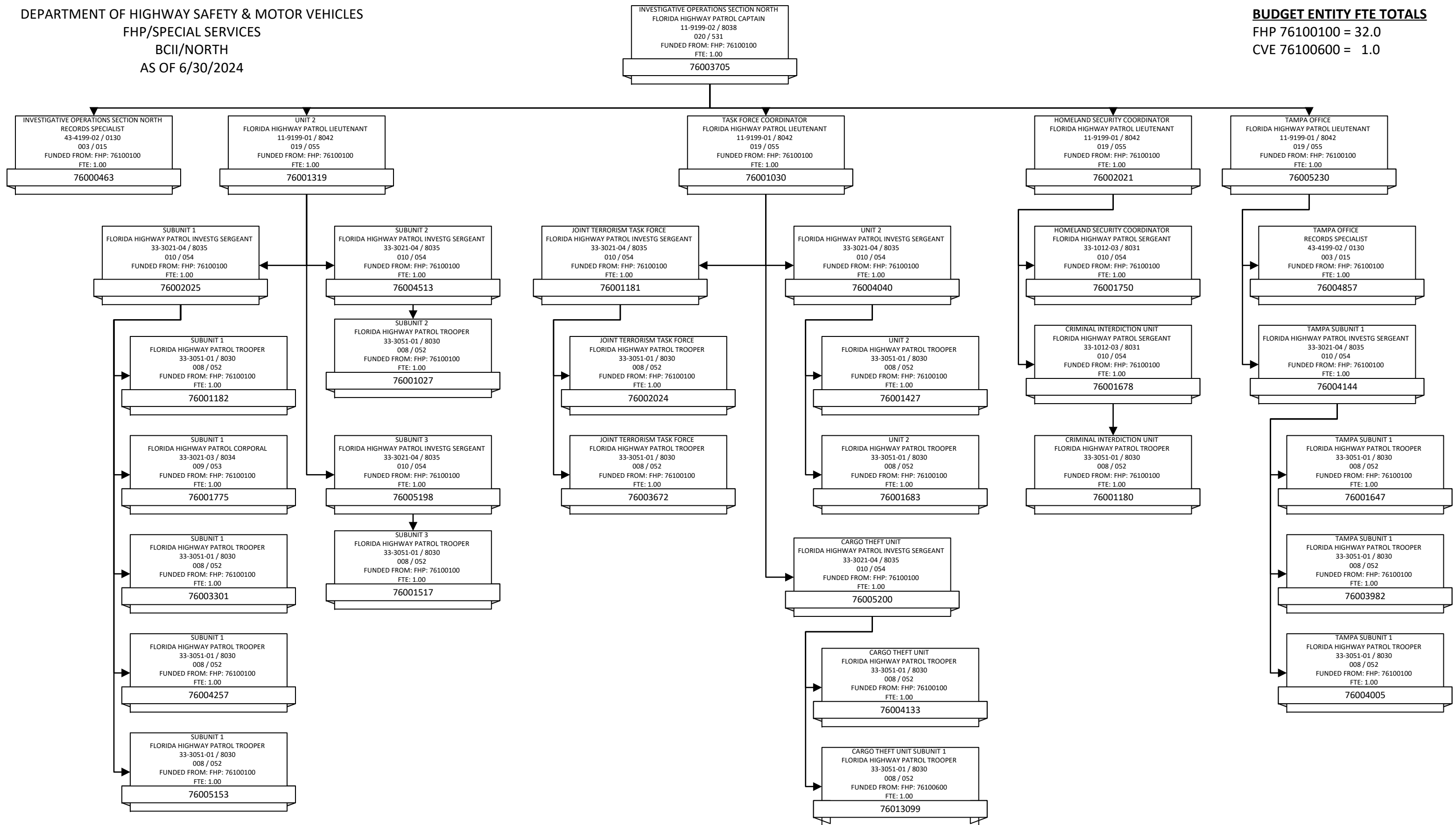
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES  
 BUREAU OF CRIMINAL INVESTIGATIONS & INTELLIGENCE (BCII)  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
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 RO = REFER TO OTHER CHART



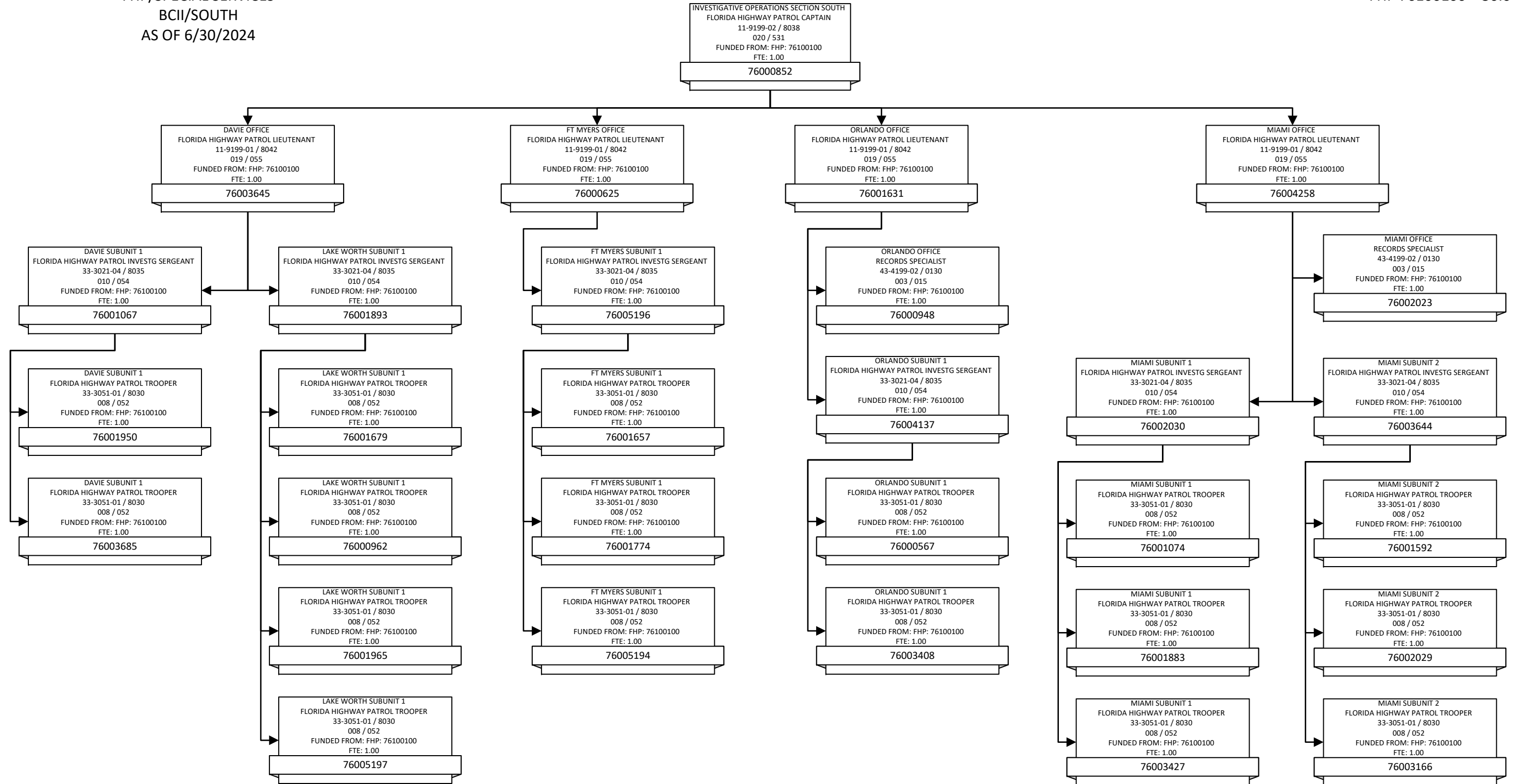
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES  
 BCII/NORTH  
 AS OF 6/30/2024

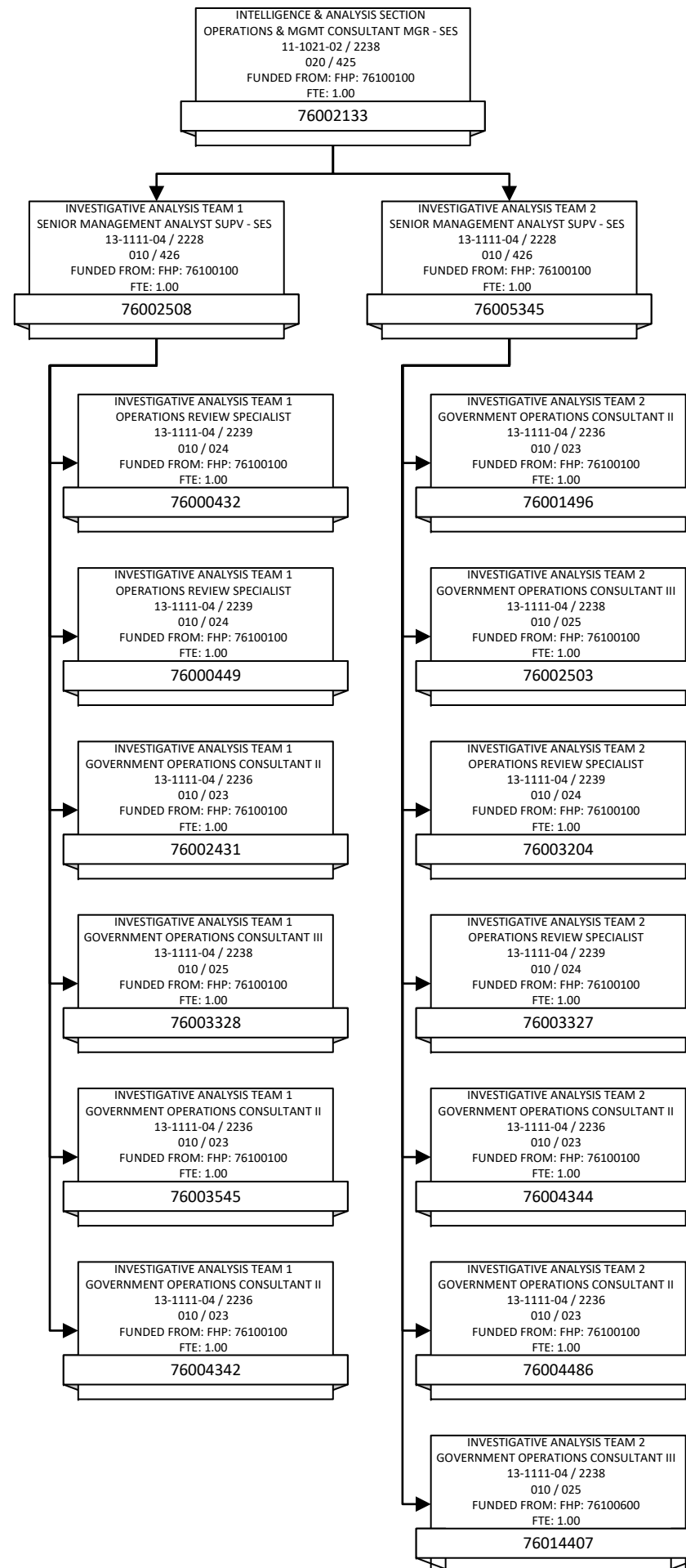
**BUDGET ENTITY FTE TOTALS**  
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 CVE 76100600 = 1.0



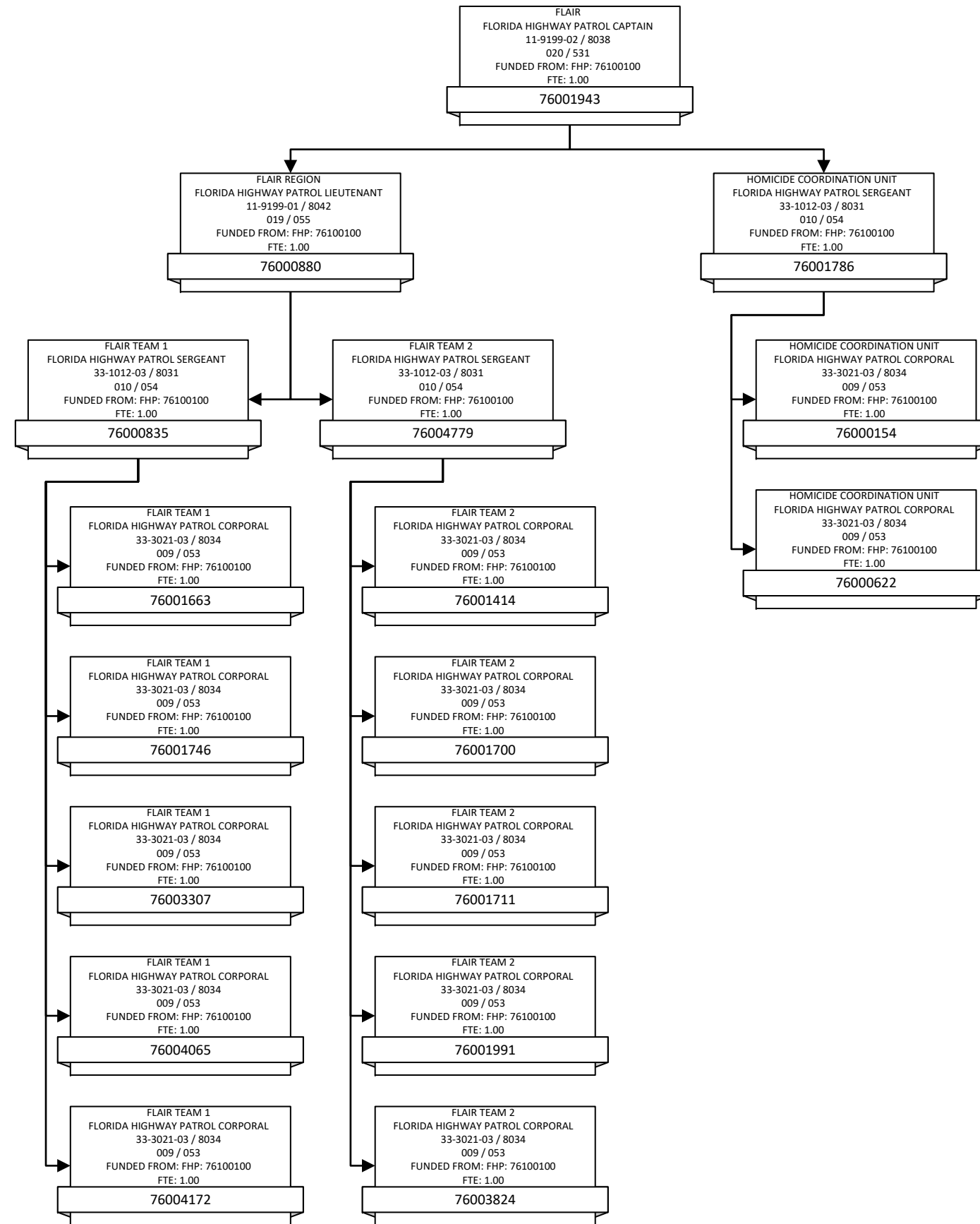
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES  
 BCII/SOUTH  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 30.0



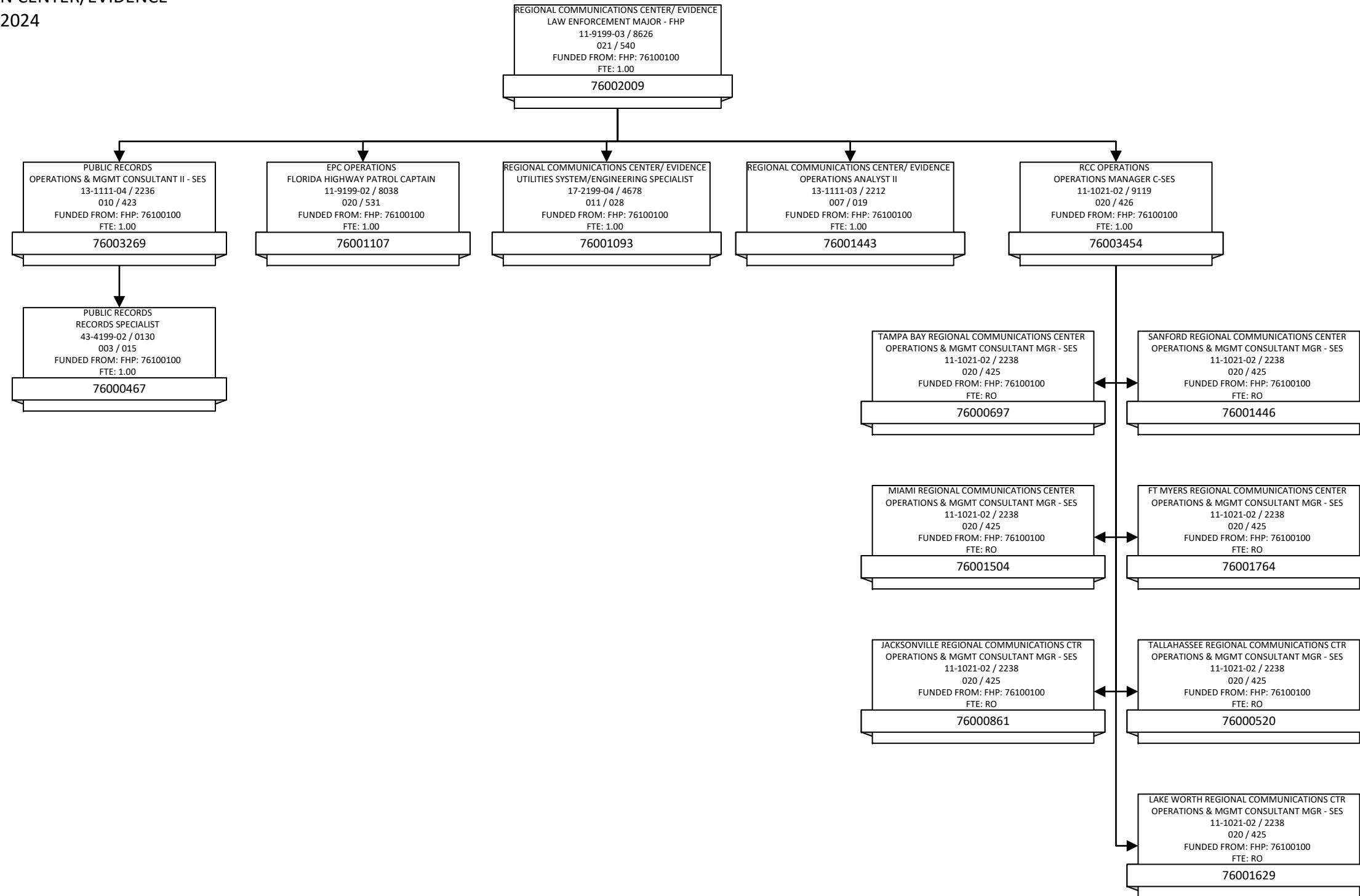






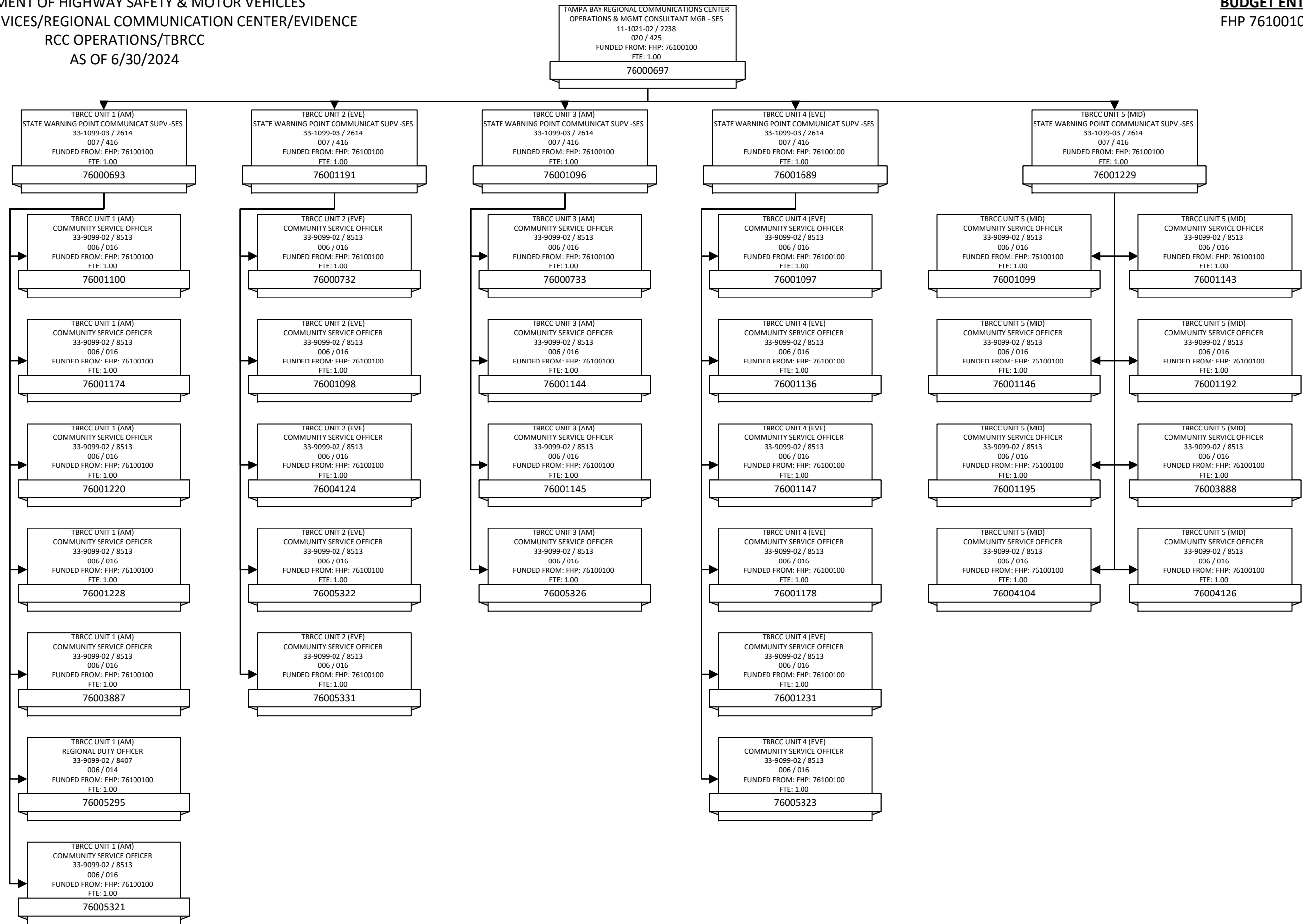
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES  
 REGIONAL COMMUNICATION CENTER/EVIDENCE  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 7.0  
 RO = REFER TO OTHER CHART



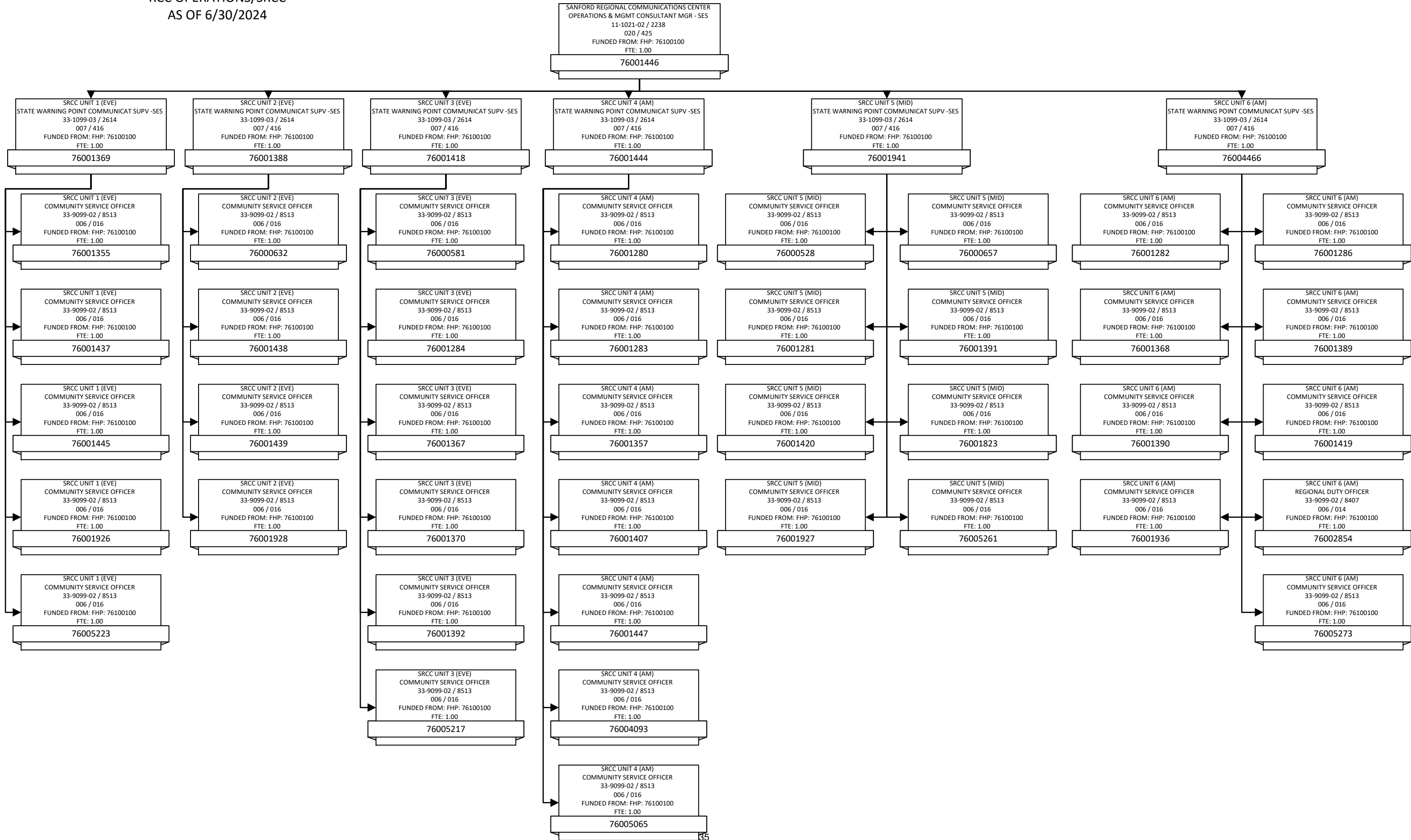
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/REGIONAL COMMUNICATION CENTER/EVIDENCE  
 RCC OPERATIONS/TBRCC  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 36.0



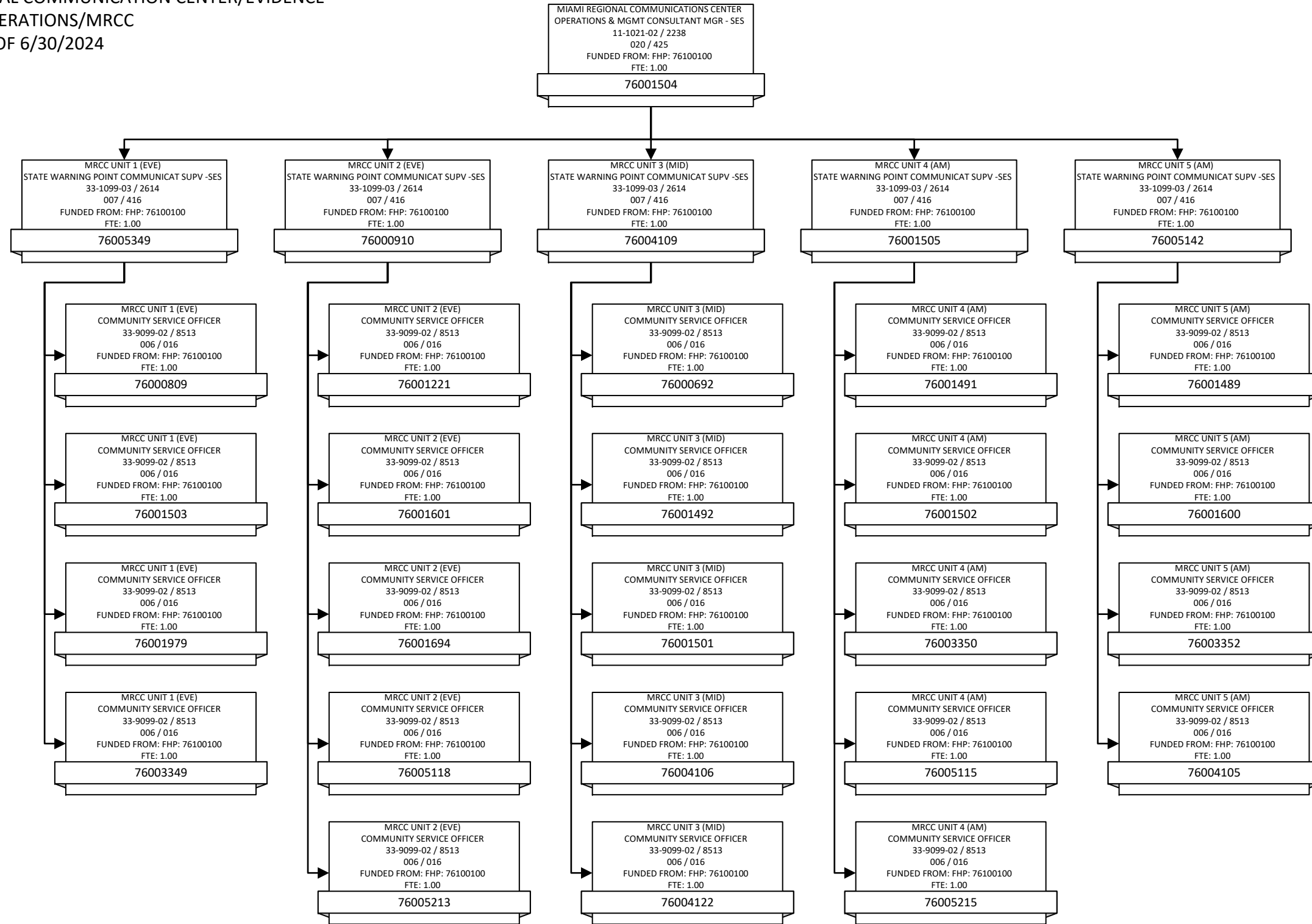
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/REGIONAL COMMUNICATION CENTER/EVIDENCE  
 RCC OPERATIONS/SRCC  
 AS OF 6/30/2024

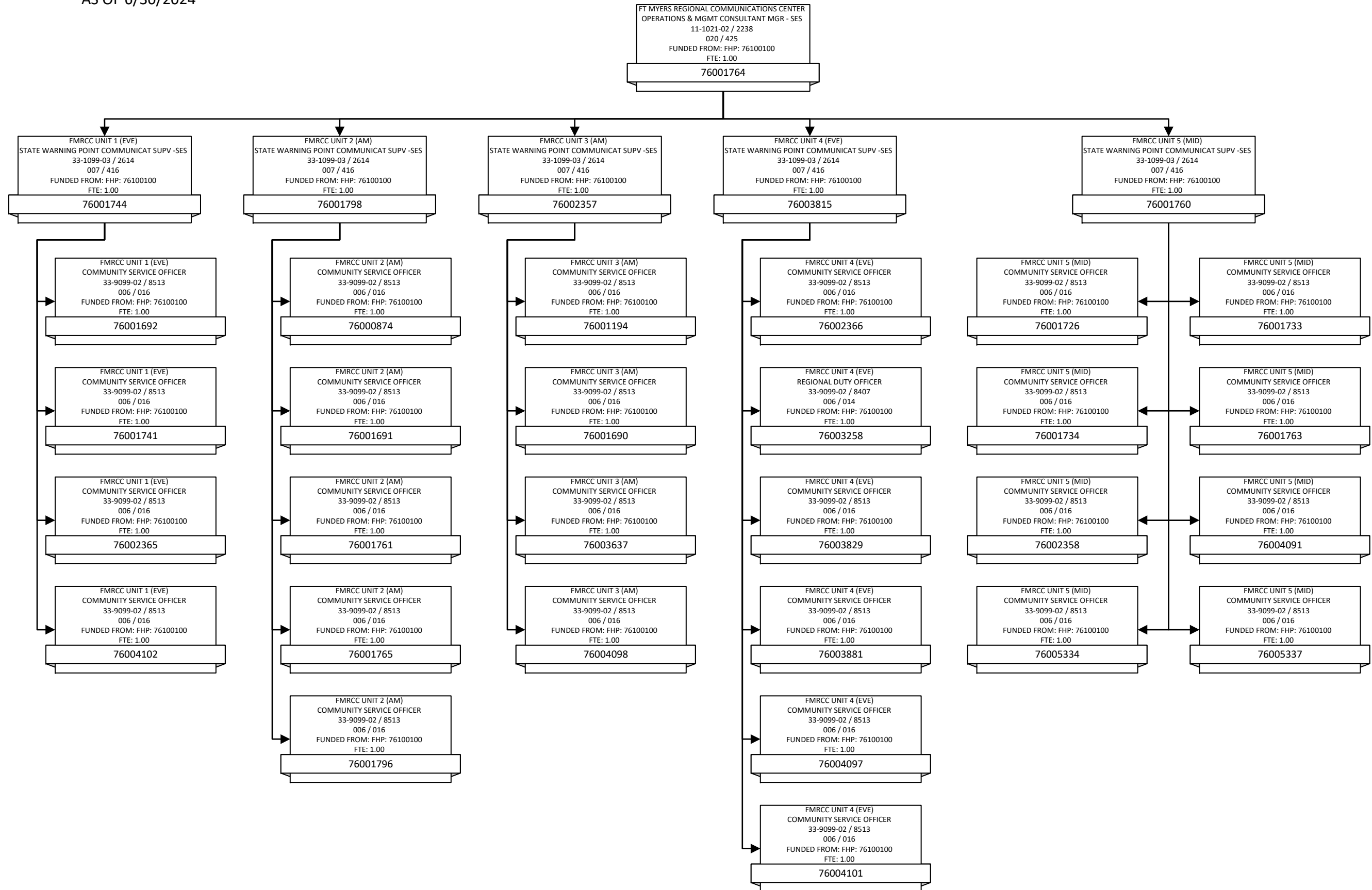
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 46.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/REGIONAL COMMUNICATION CENTER/EVIDENCE  
 RCC OPERATIONS/MRCC  
 AS OF 6/30/2024

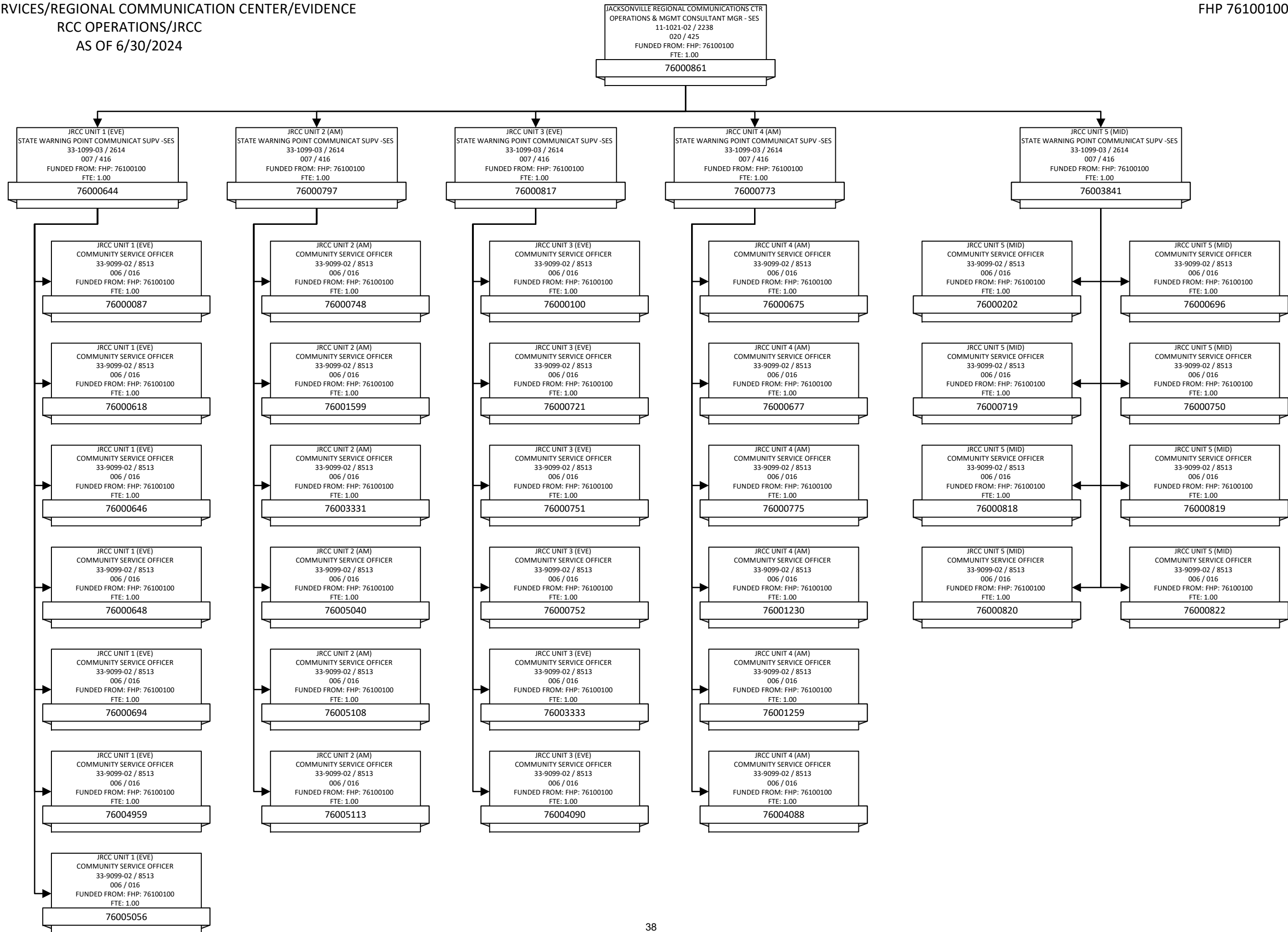
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 29.0





DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/REGIONAL COMMUNICATION CENTER/EVIDENCE  
 RCC OPERATIONS/JRCC  
 AS OF 6/30/2024

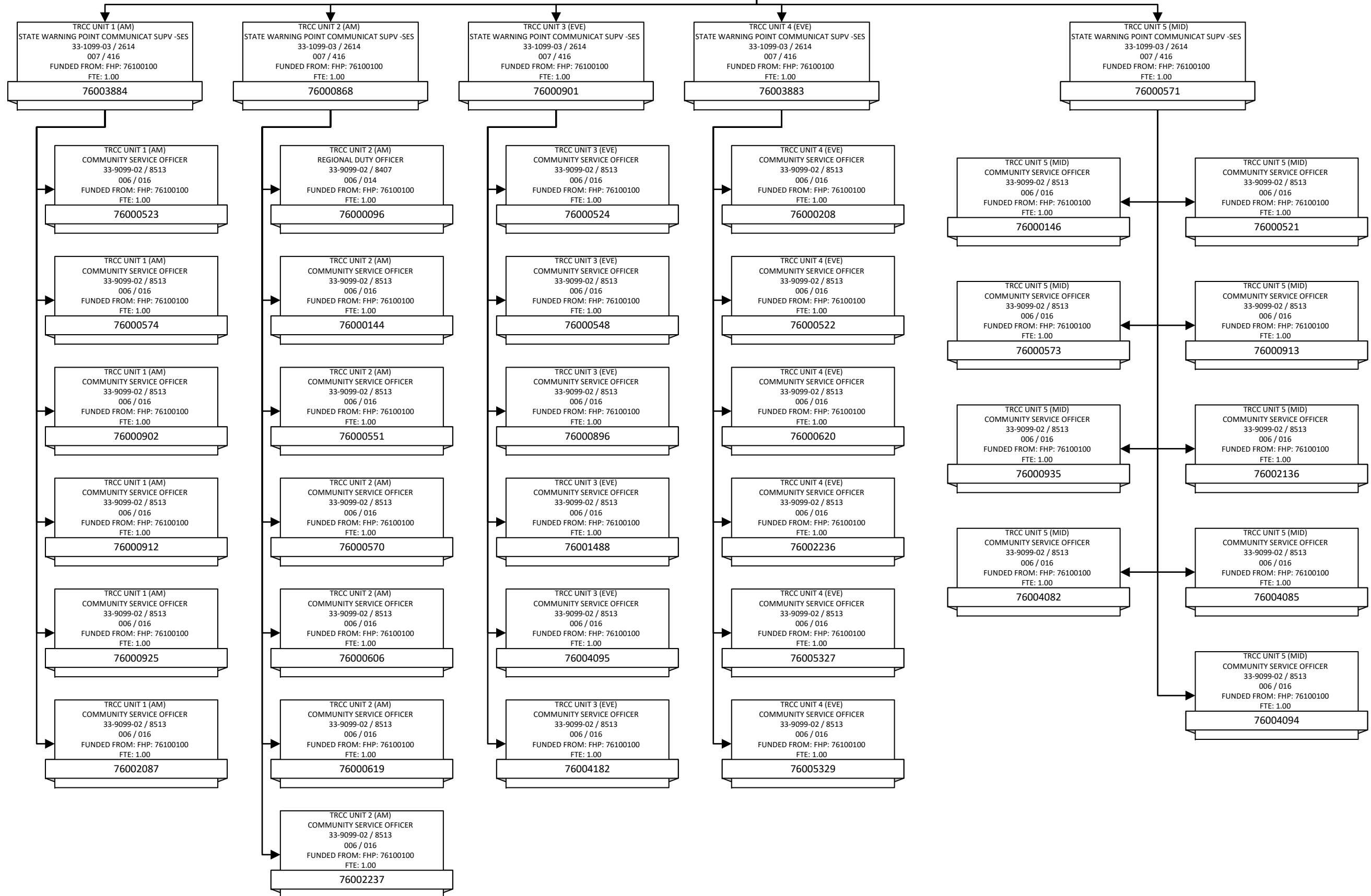
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 39.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/REGIONAL COMMUNICATION CENTER/EVIDENCE  
 RCC OPERATIONS/TRCC  
 AS OF 6/30/2024

TALLAHASSEE REGIONAL COMMUNICATIONS CTR  
 OPERATIONS & MGMT CONSULTANT MGR - SES  
 11-1021-02 / 2238  
 020 / 425  
 FUNDED FROM: FHP: 76100100  
 FTE: 1.00  
 76000520

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 40.0

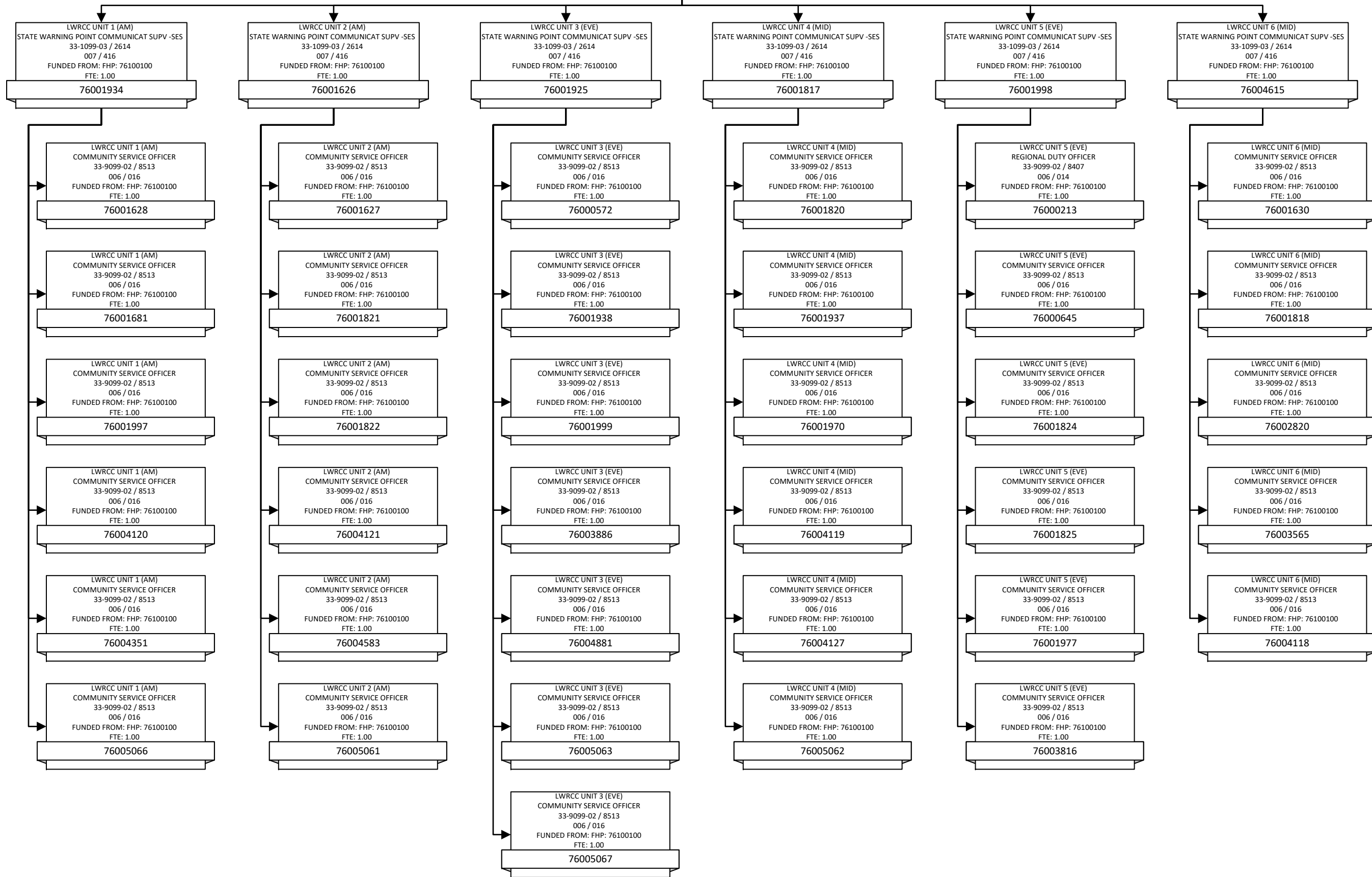




DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/SPECIAL SERVICES/REGIONAL COMMUNICATION CENTER/EVIDENCE  
 RCC OPERATIONS/LWRCC  
 AS OF 6/30/2024

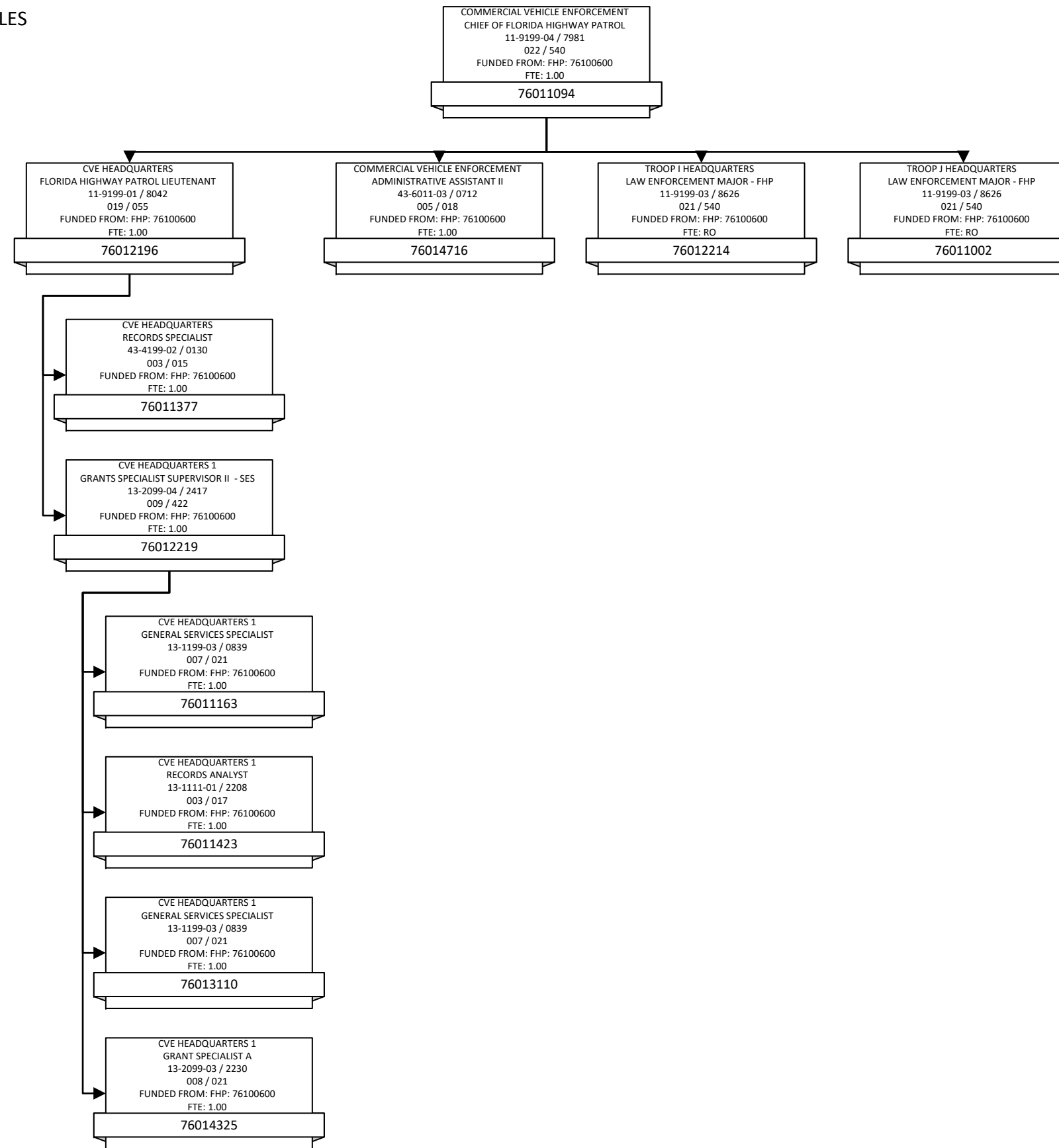
LAKE WORTH REGIONAL COMMUNICATIONS CTR  
 OPERATIONS & MGMT CONSULTANT MGR - SES  
 11-1021-02 / 2238  
 020 / 425  
 FUNDED FROM: FHP: 76100100  
 FTE: 1.00  
 76001629

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 43.0



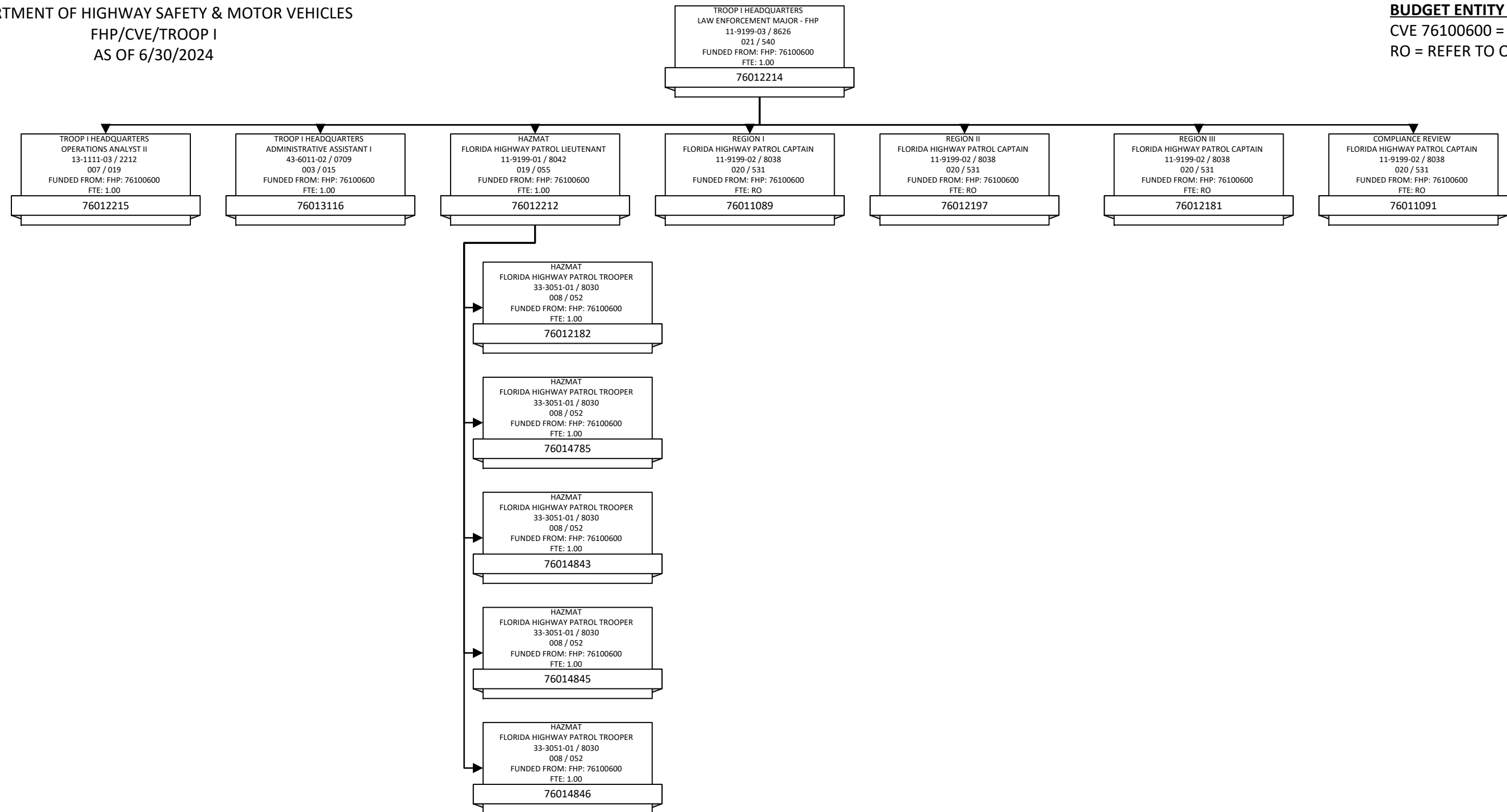
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/COMMERCIAL VEHICLE ENFORCEMENT (CVE)  
 AS OF 6/30/2024

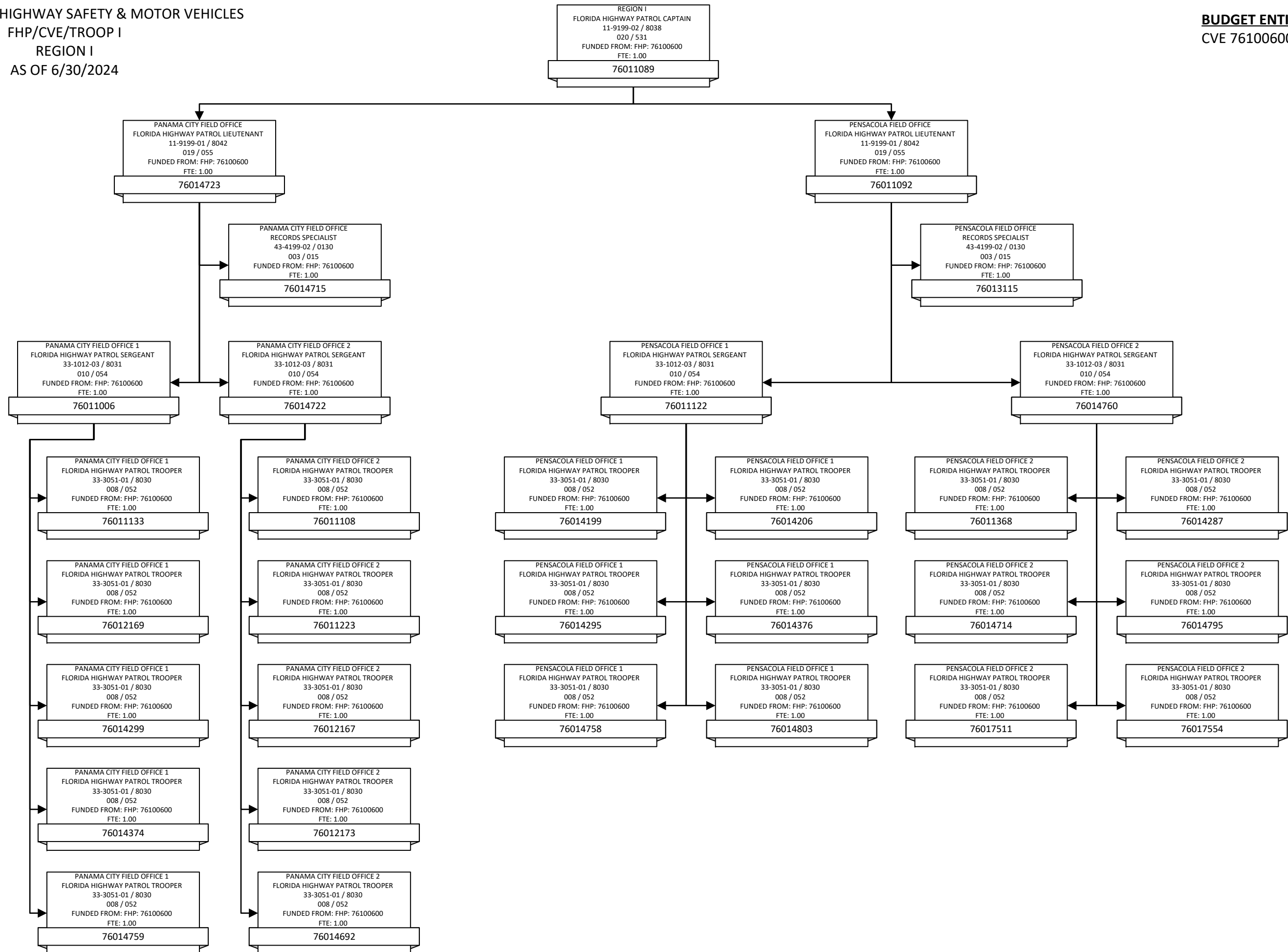
**BUDGET ENTITY FTE TOTALS**  
 CVE 76100600 = 9.0  
 RO = REFER TO OTHER CHART

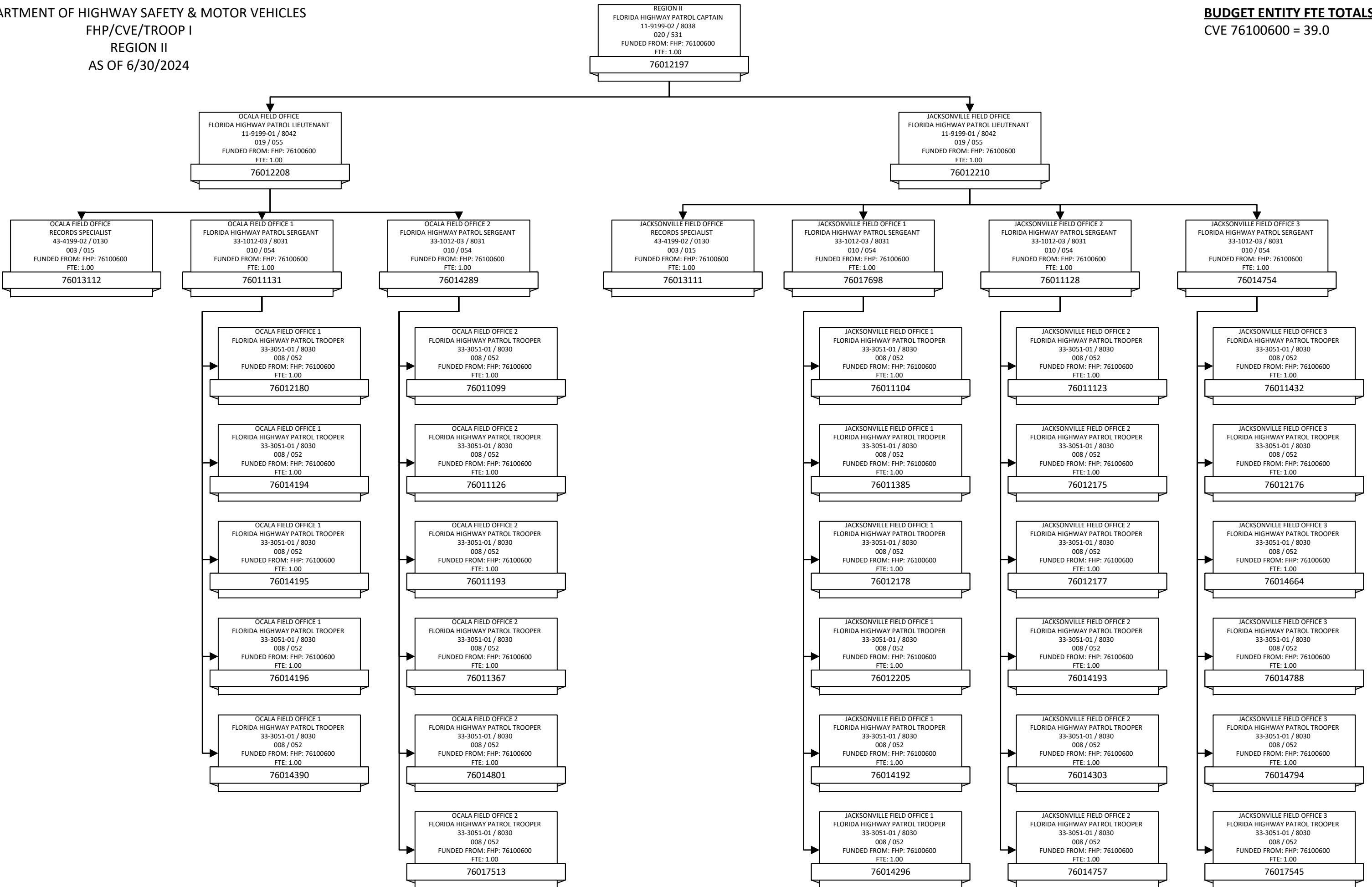


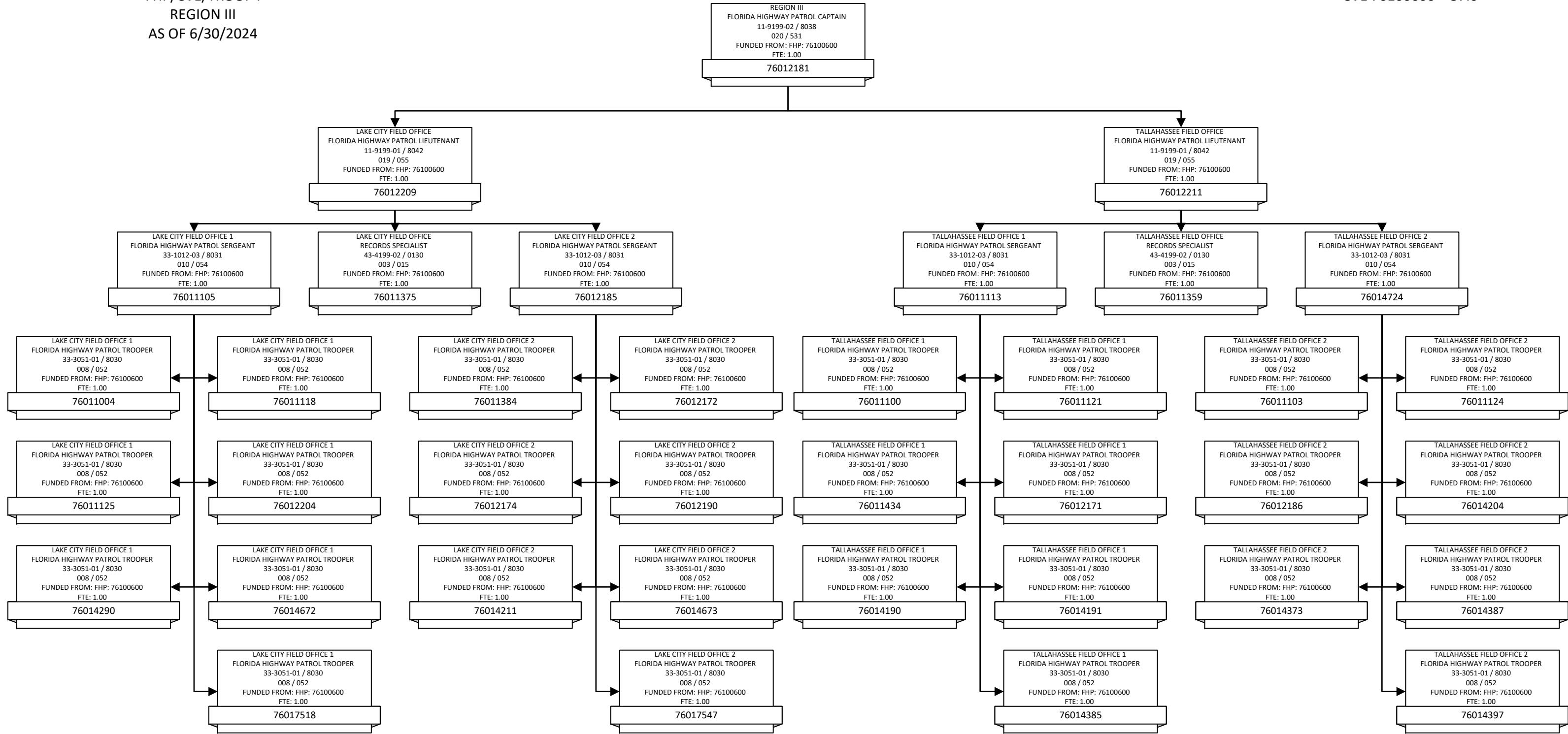
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/CVE/TROOP I  
 AS OF 6/30/2024

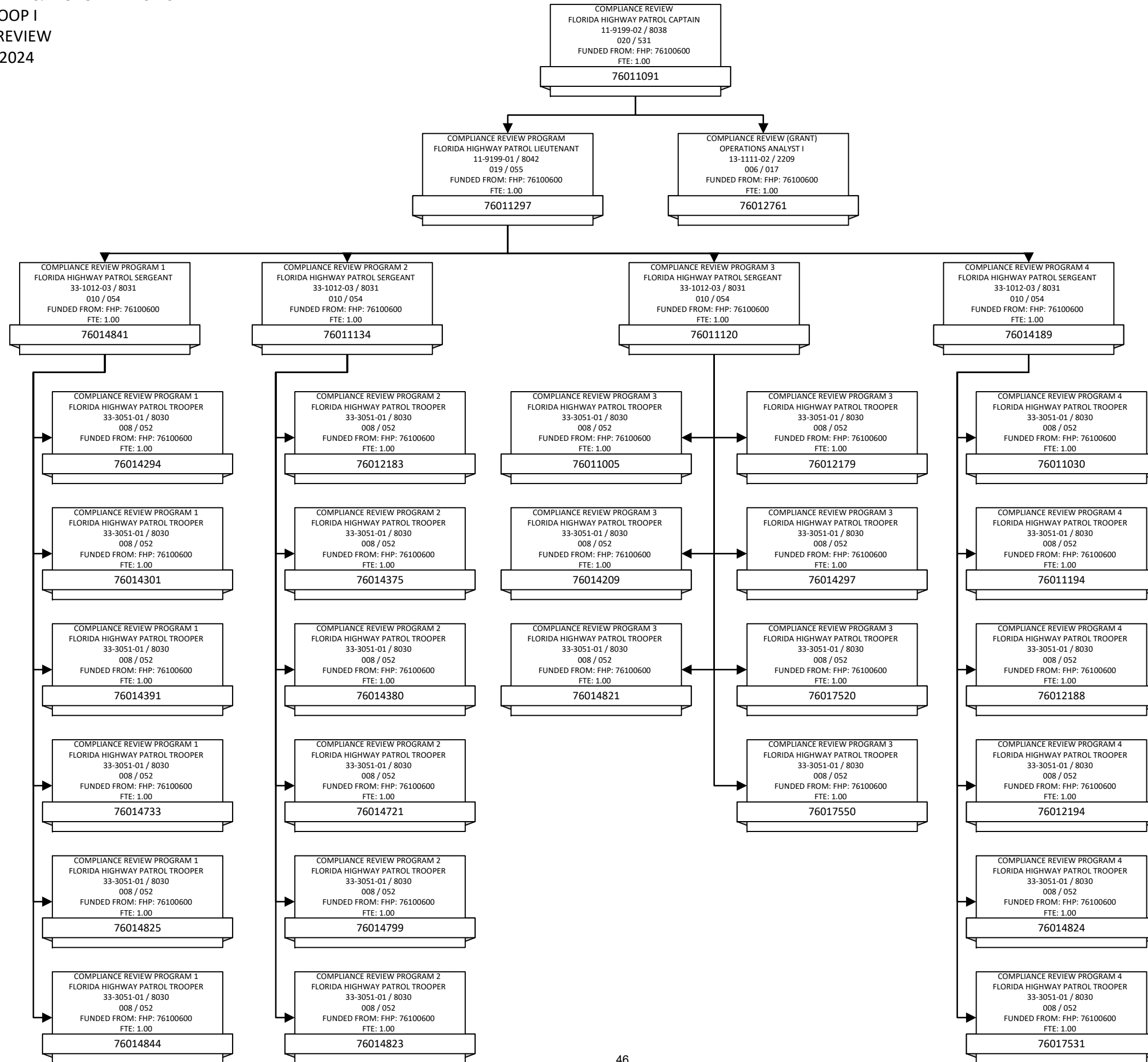
**BUDGET ENTITY FTE TOTALS**  
 CVE 76100600 = 9.0  
 RO = REFER TO OTHER CHART





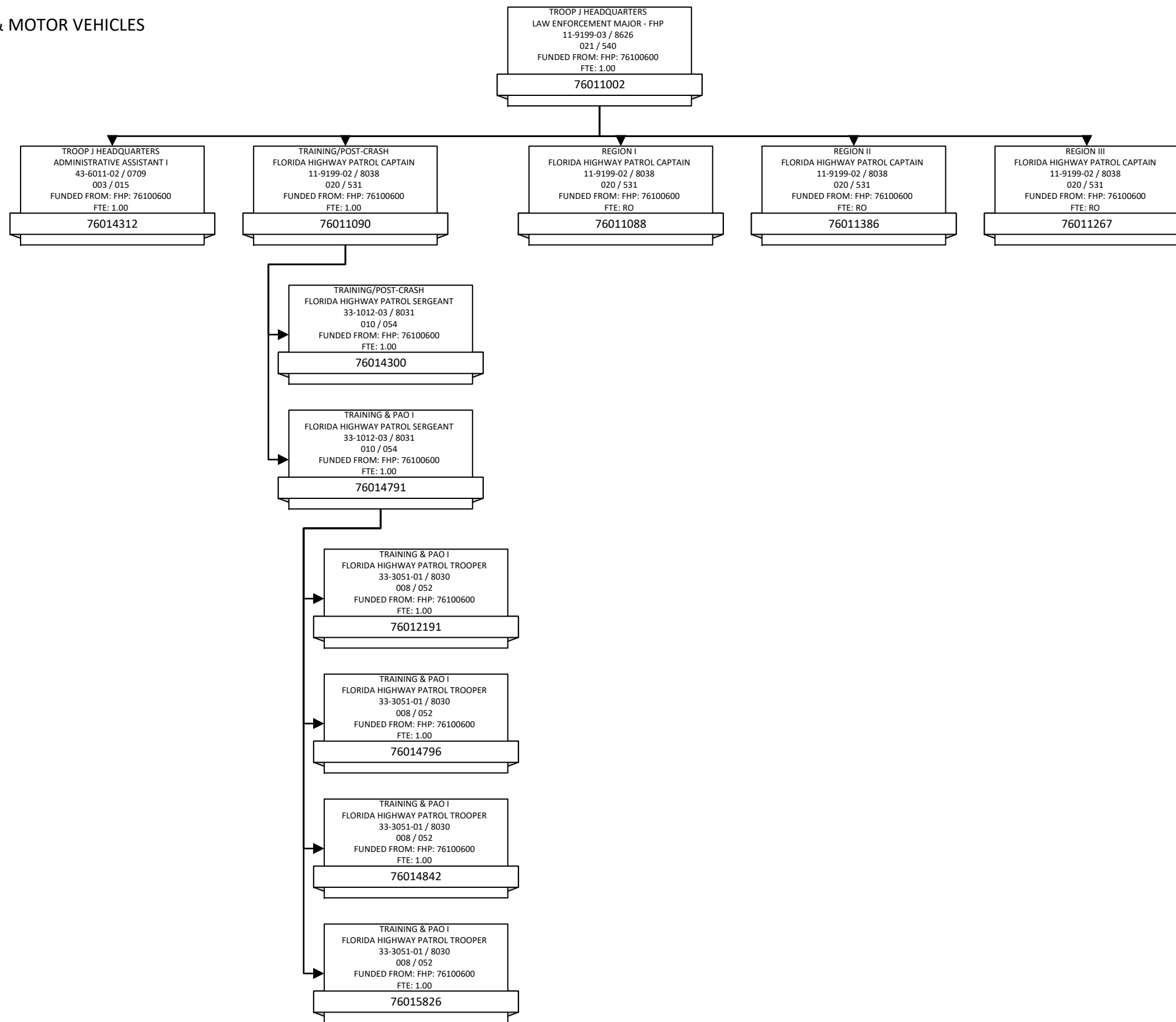




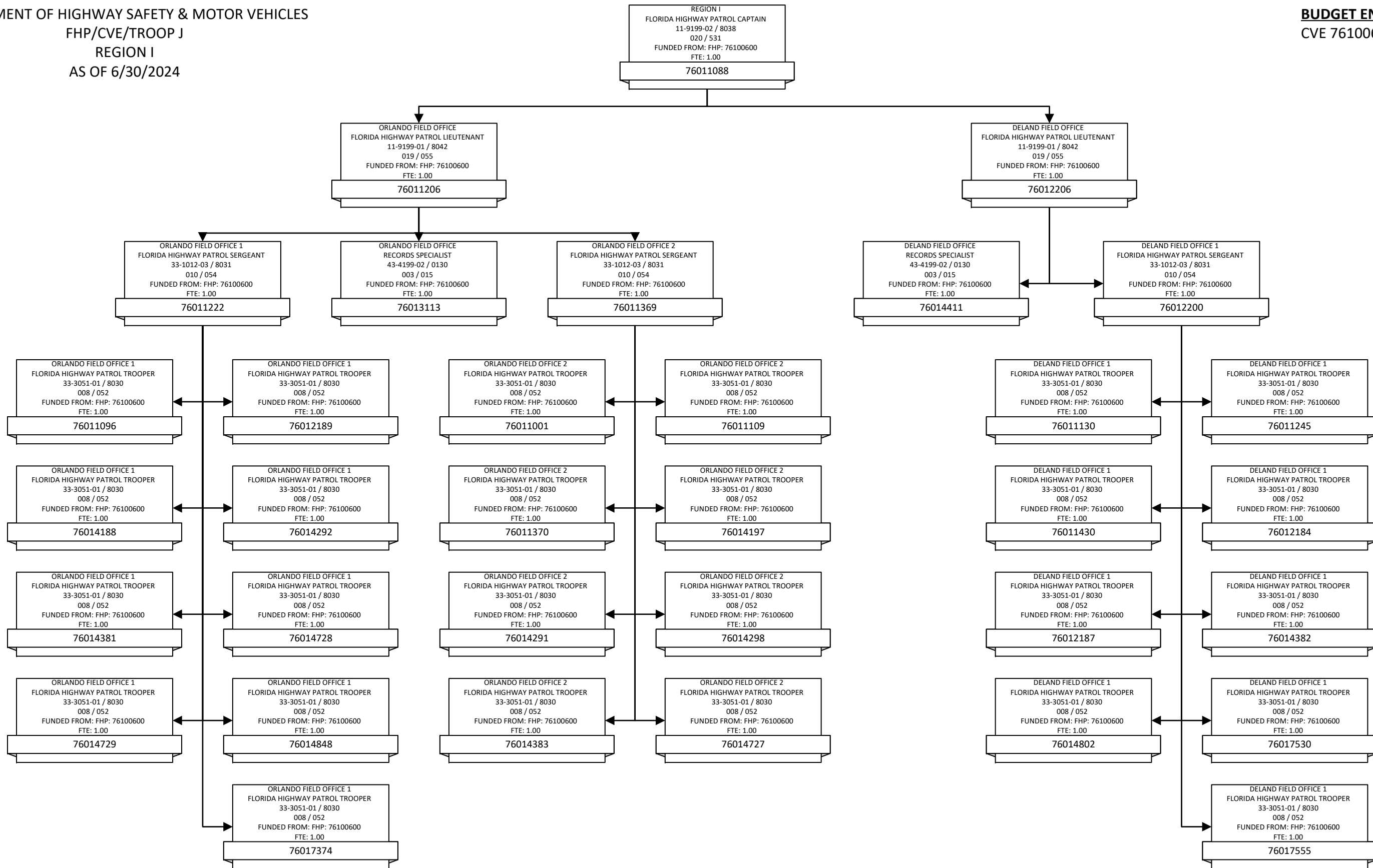


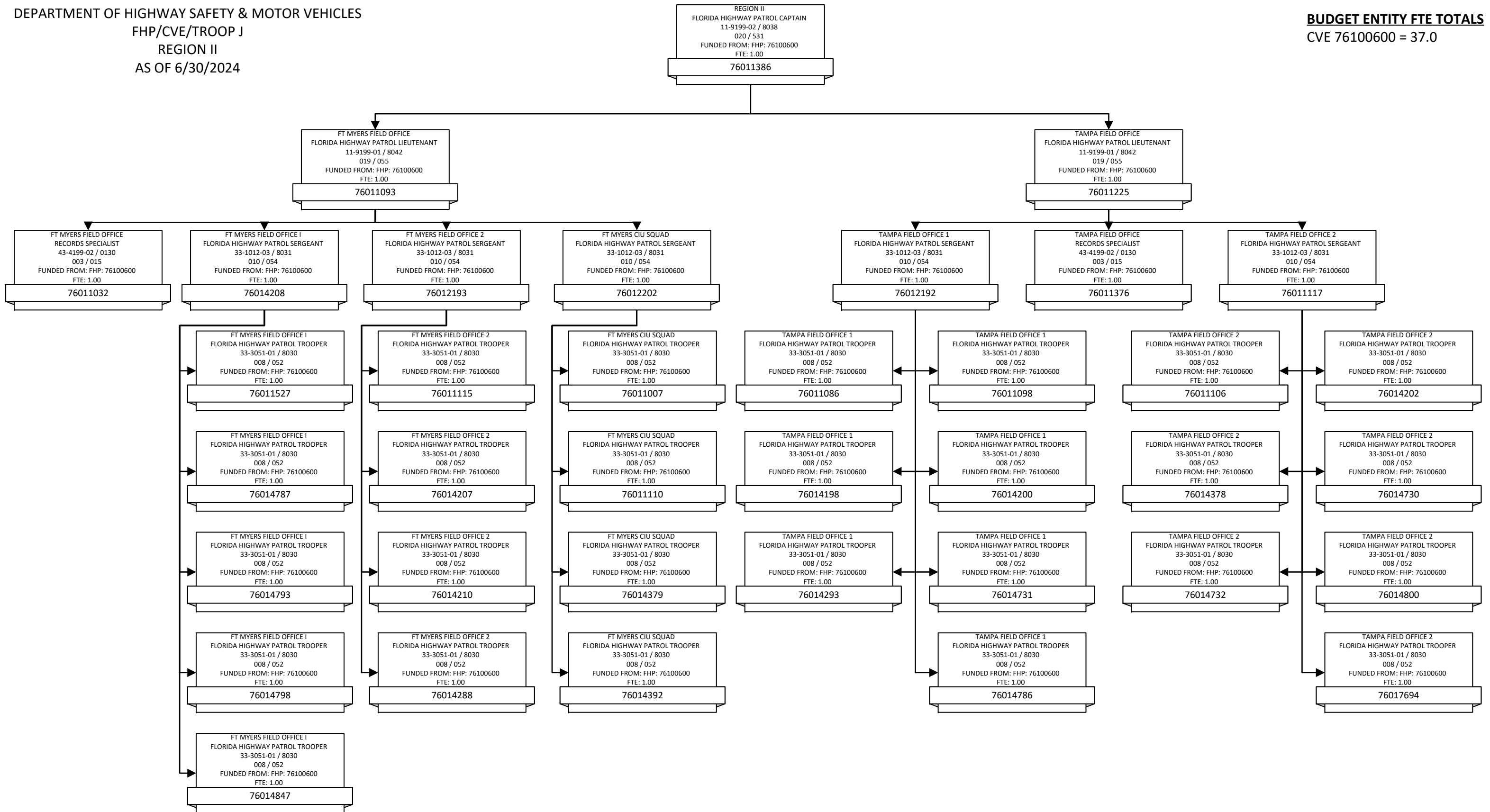
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/CVE/TROOP J  
 AS OF 6/30/2024

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



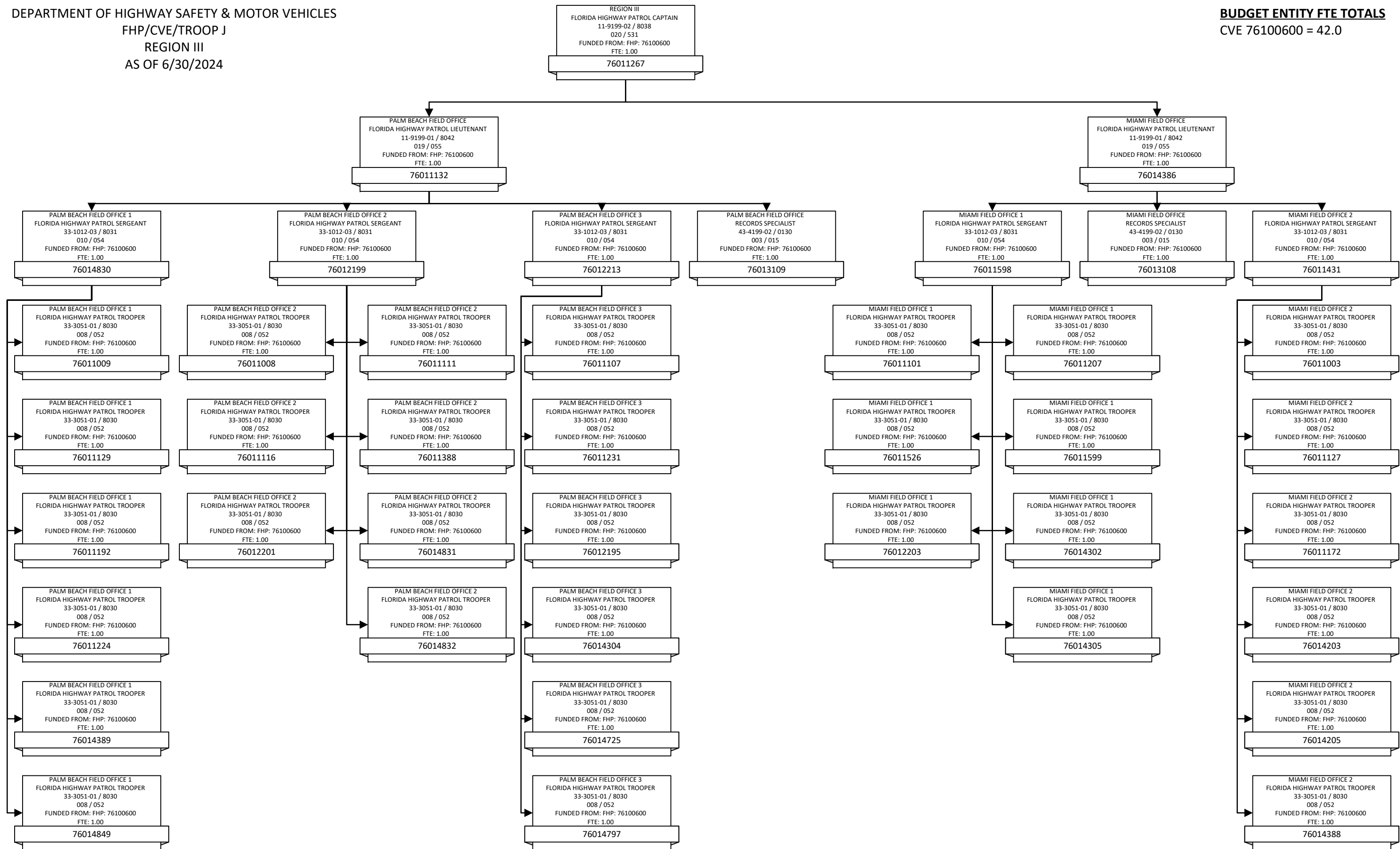


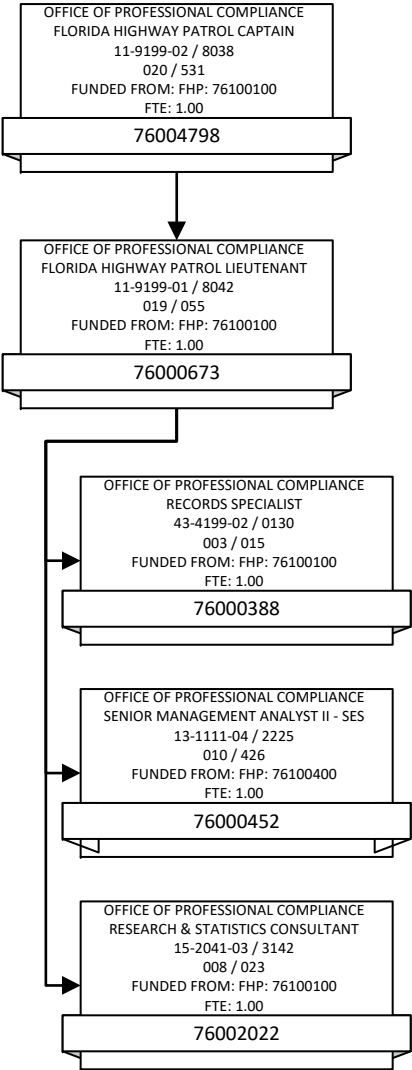




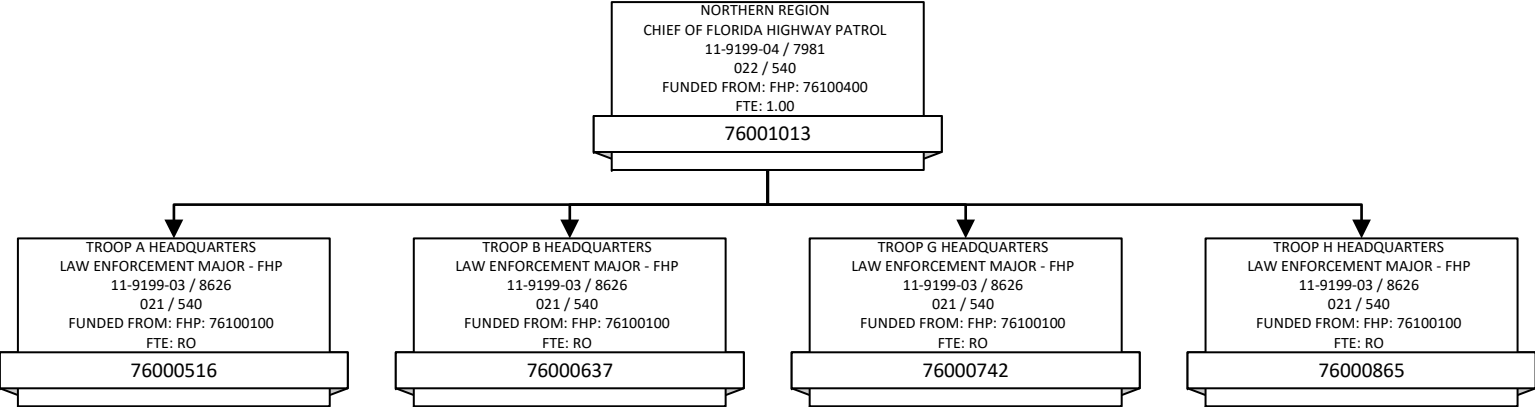
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/CVE/TROOP J  
 REGION III  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 CVE 76100600 = 42.0





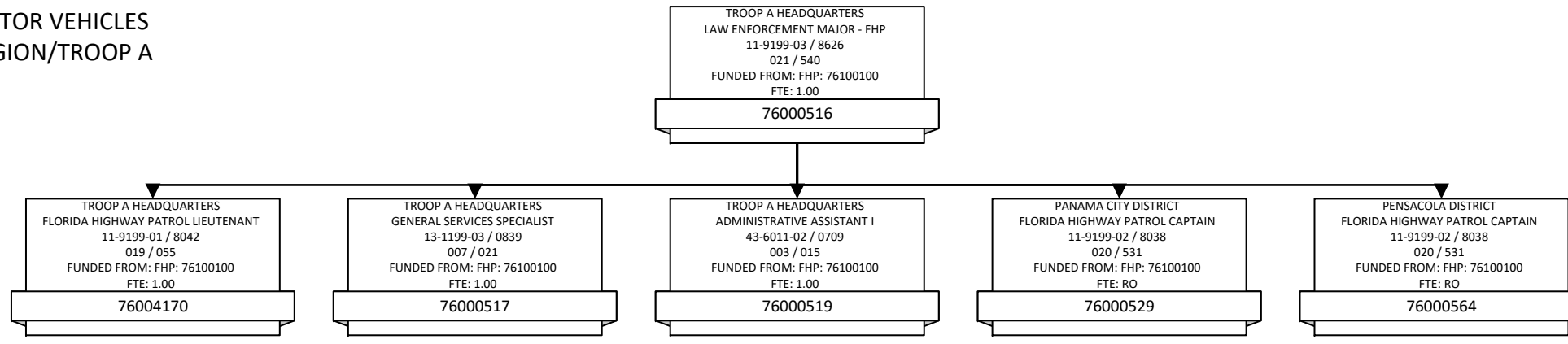
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL OPERATIONS/NORTHERN REGION  
AS OF 6/30/2024



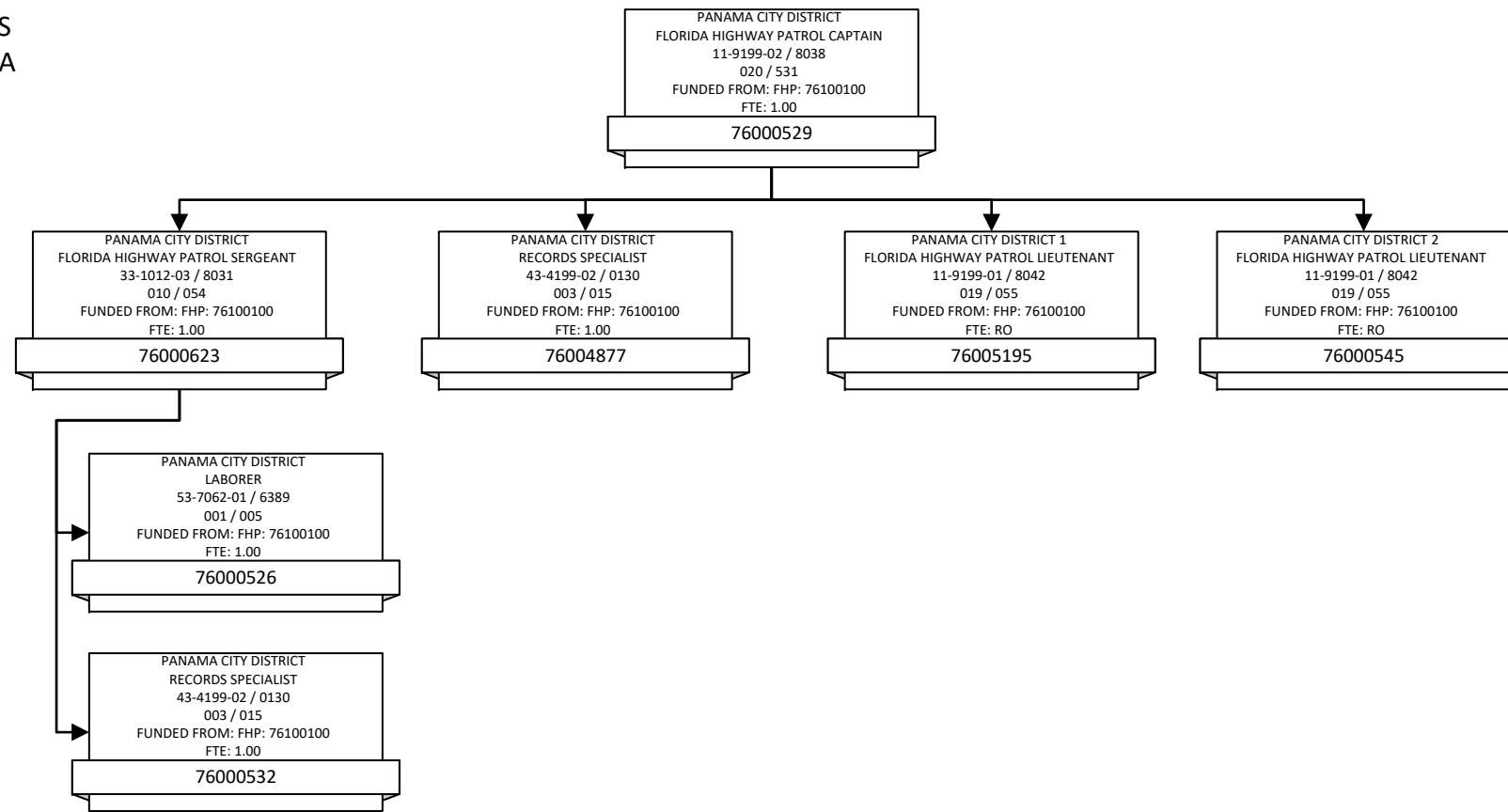
**BUDGET ENTITY FTE TOTALS**  
FHP ED 76100400 = 1.0  
RO = REFER TO OTHER CHART

DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP A  
 AS OF 6/30/2024

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



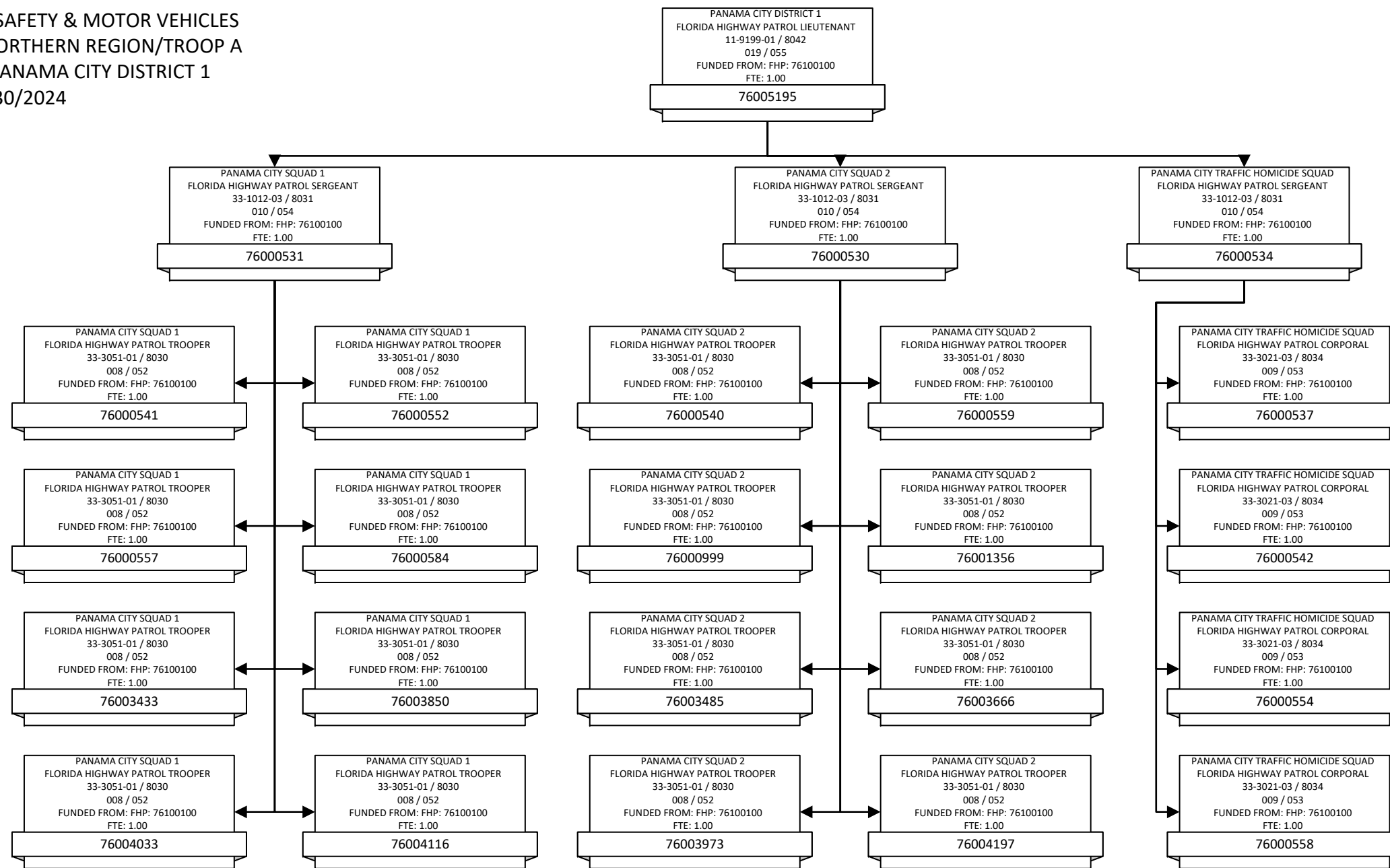
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP A  
 PANAMA CITY DISTRICT  
 AS OF 6/30/2024



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

DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP A  
 PANAMA CITY DISTRICT/PANAMA CITY DISTRICT 1  
 AS OF 6/30/2024

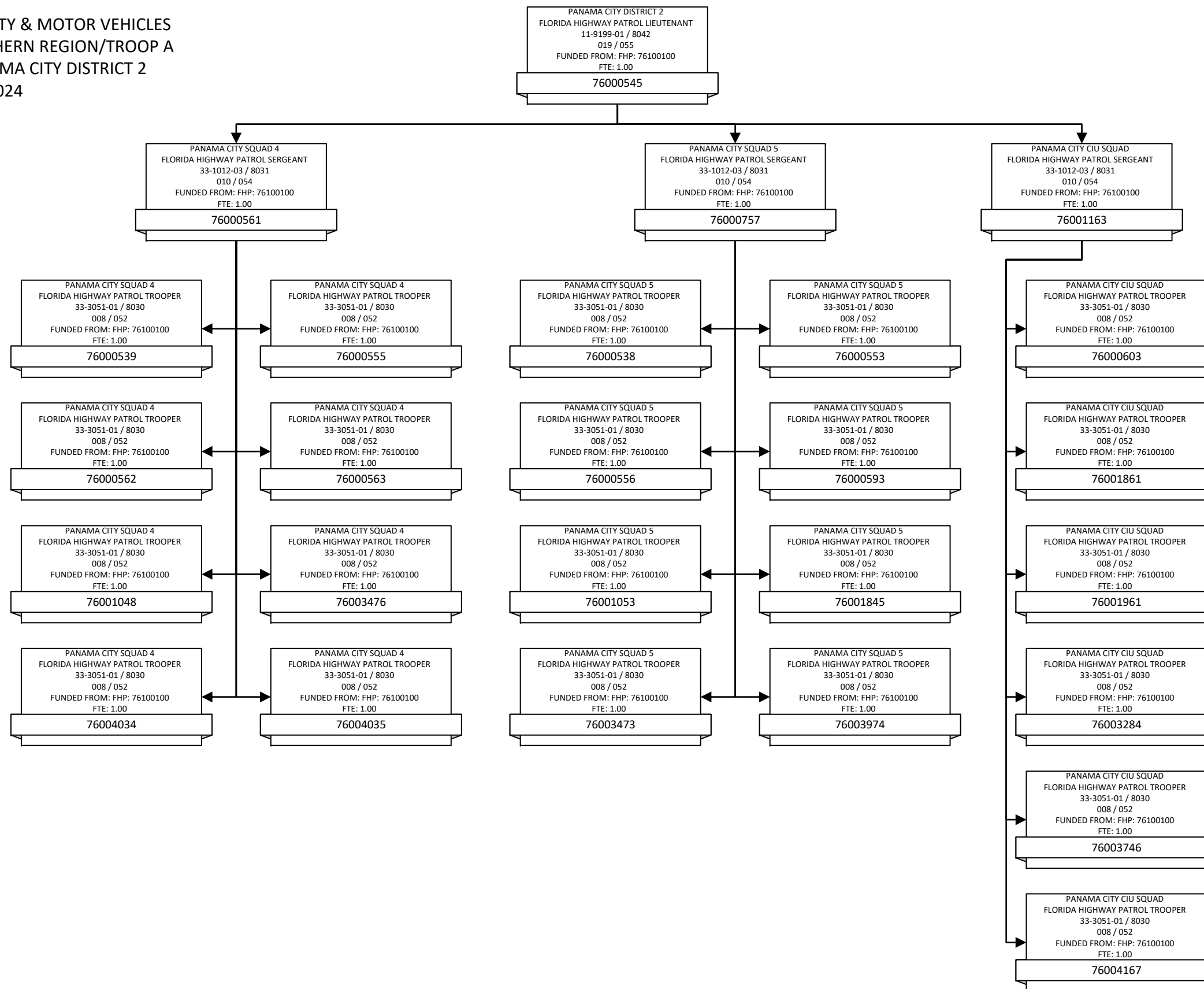
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 24.0





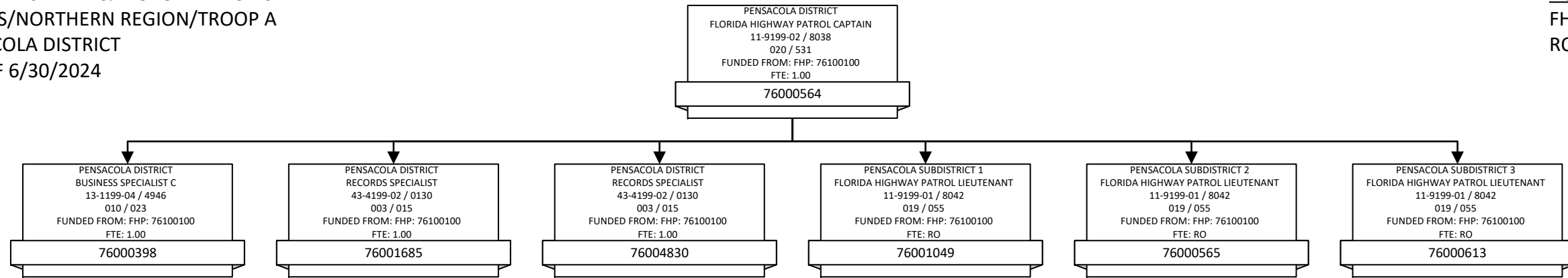
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP A  
 PANAMA CITY DISTRICT/PANAMA CITY DISTRICT 2  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 26.0



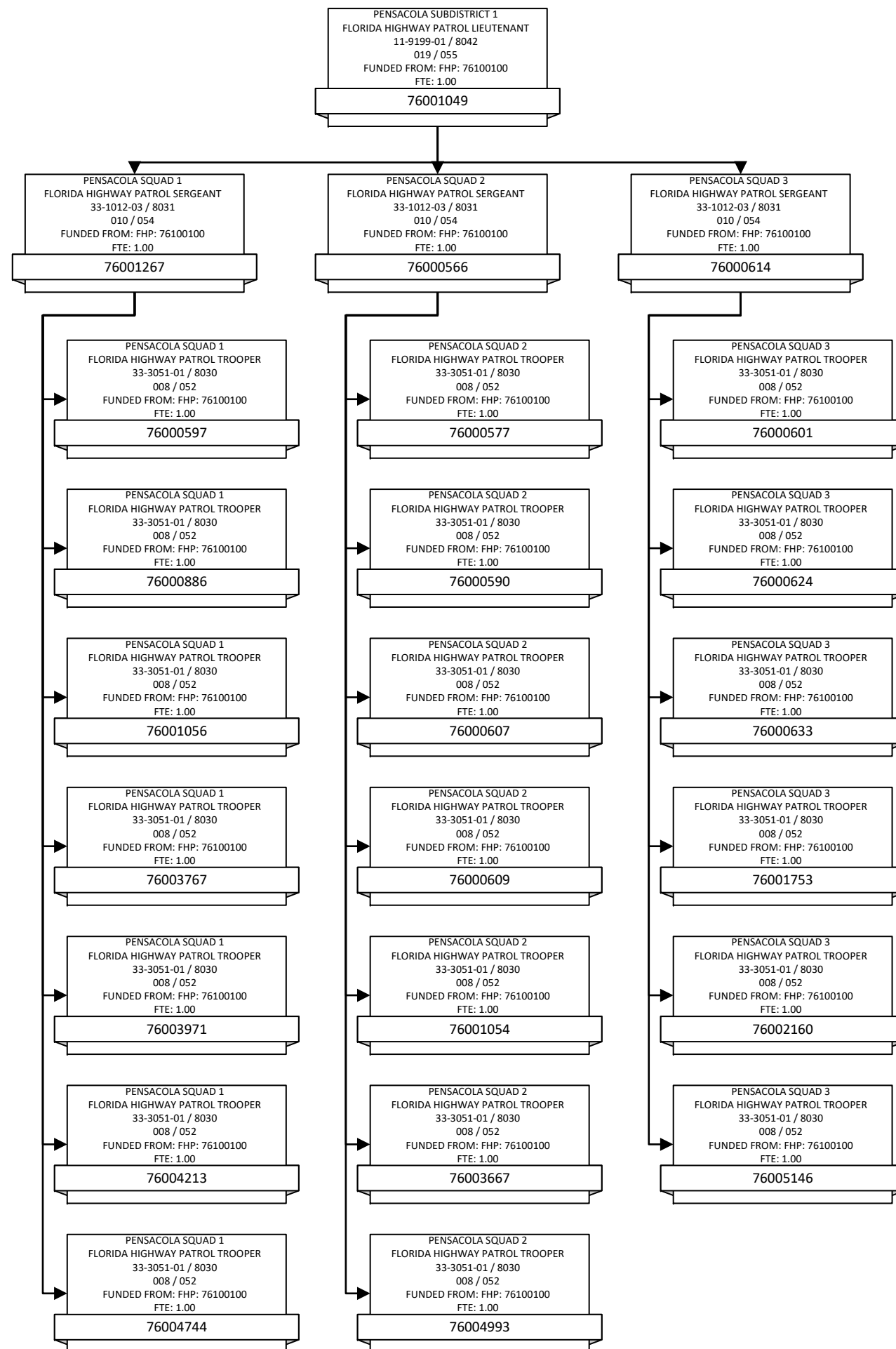
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP A  
 PENSACOLA DISTRICT  
 AS OF 6/30/2024

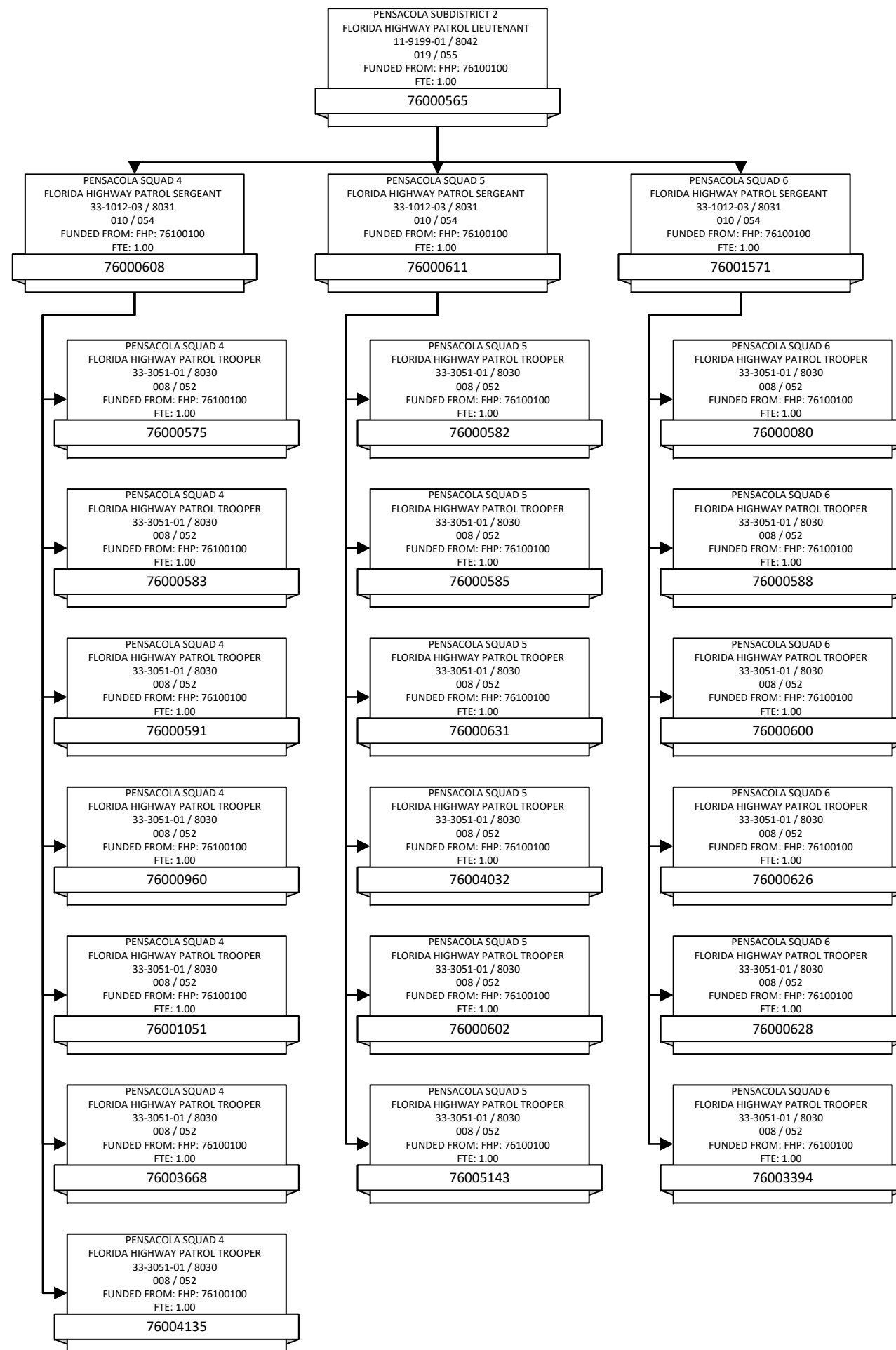
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 4.0  
 RO = REFER TO OTHER CHART



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP A  
 PENSACOLA DISTRICT/PENSACOLA SUBDISTRICT 1  
 AS OF 6/30/2024

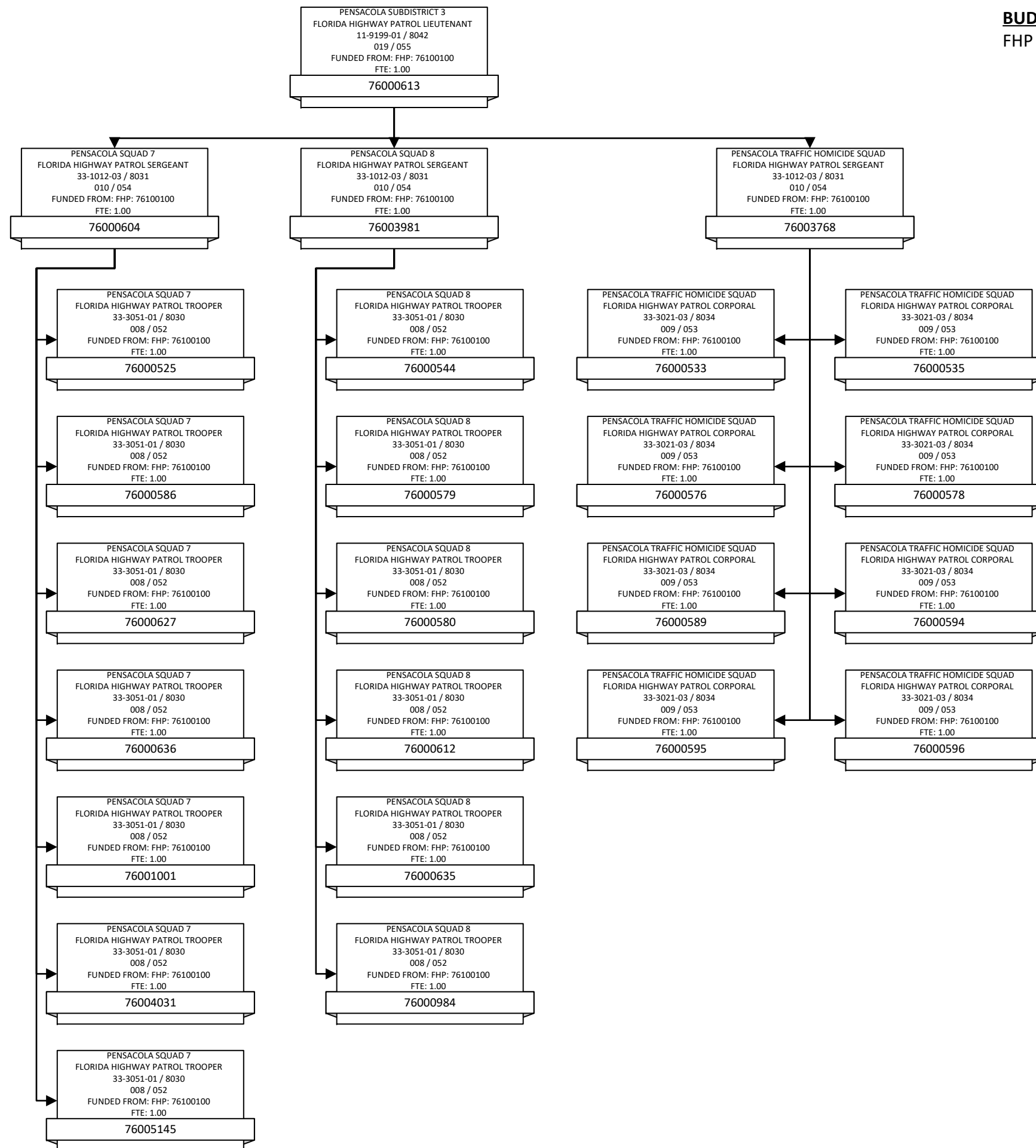
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 24.0

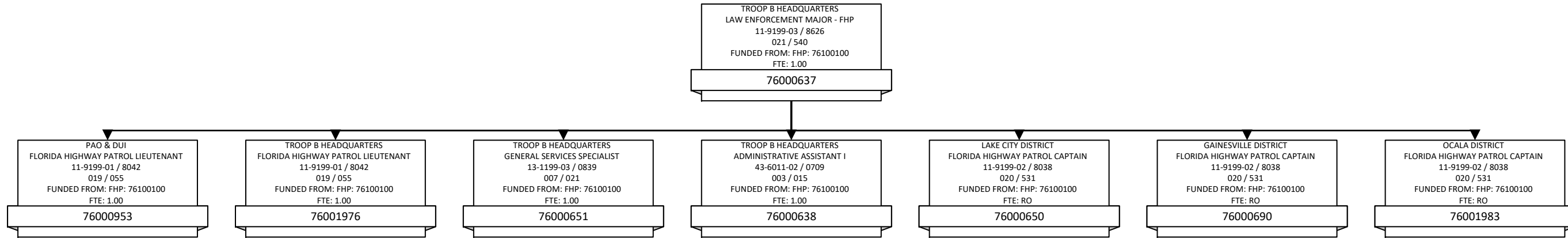




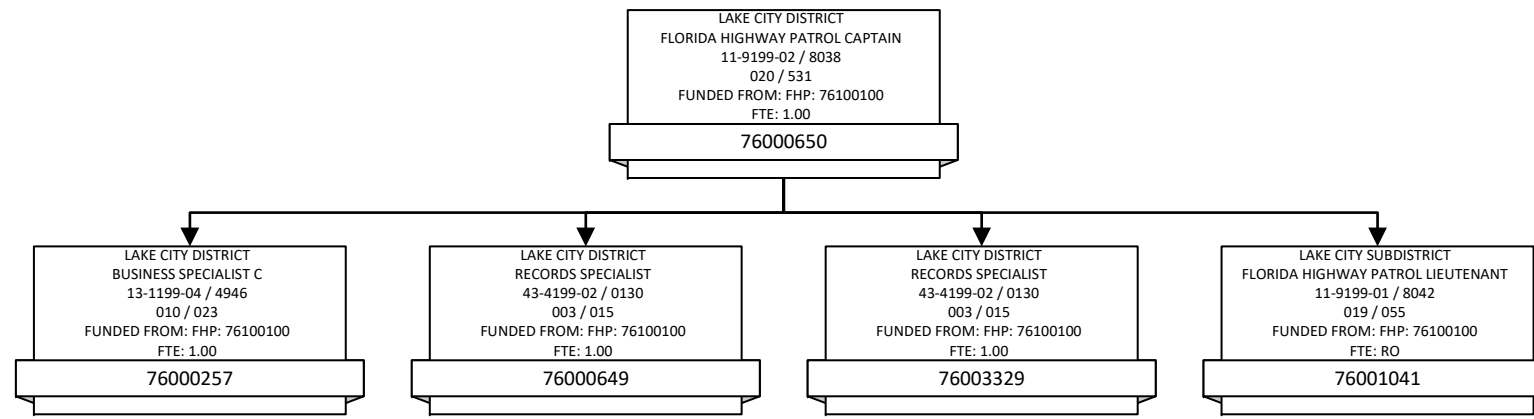
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP A  
 PENSACOLA DISTRICT/PENSACOLA SUBDISTRICT 3  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 25.0

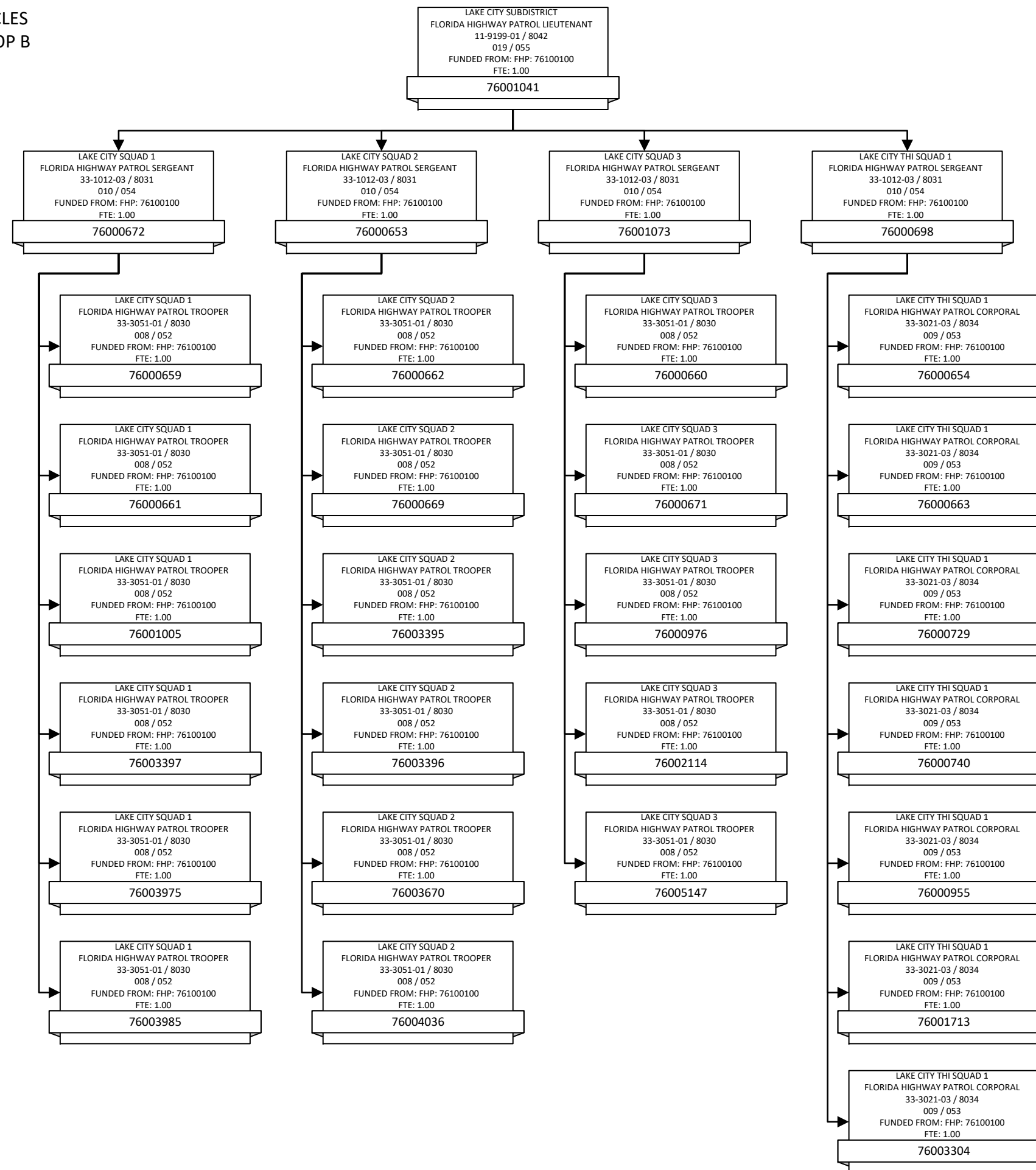




DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP B  
 LAKE CITY DISTRICT  
 AS OF 6/30/2024

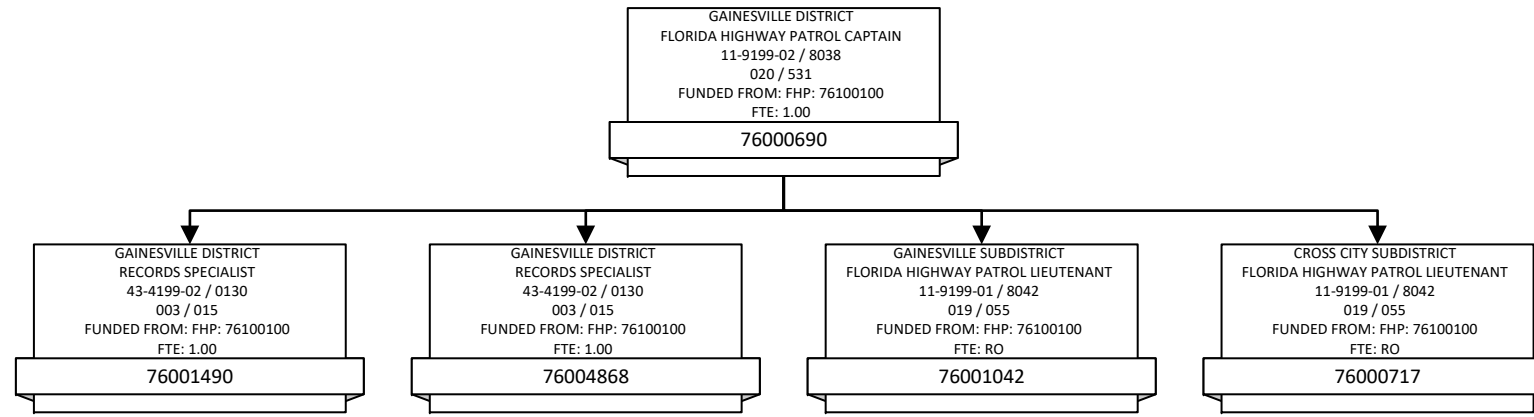


**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 4.0  
 RO = REFER TO OTHER CHART





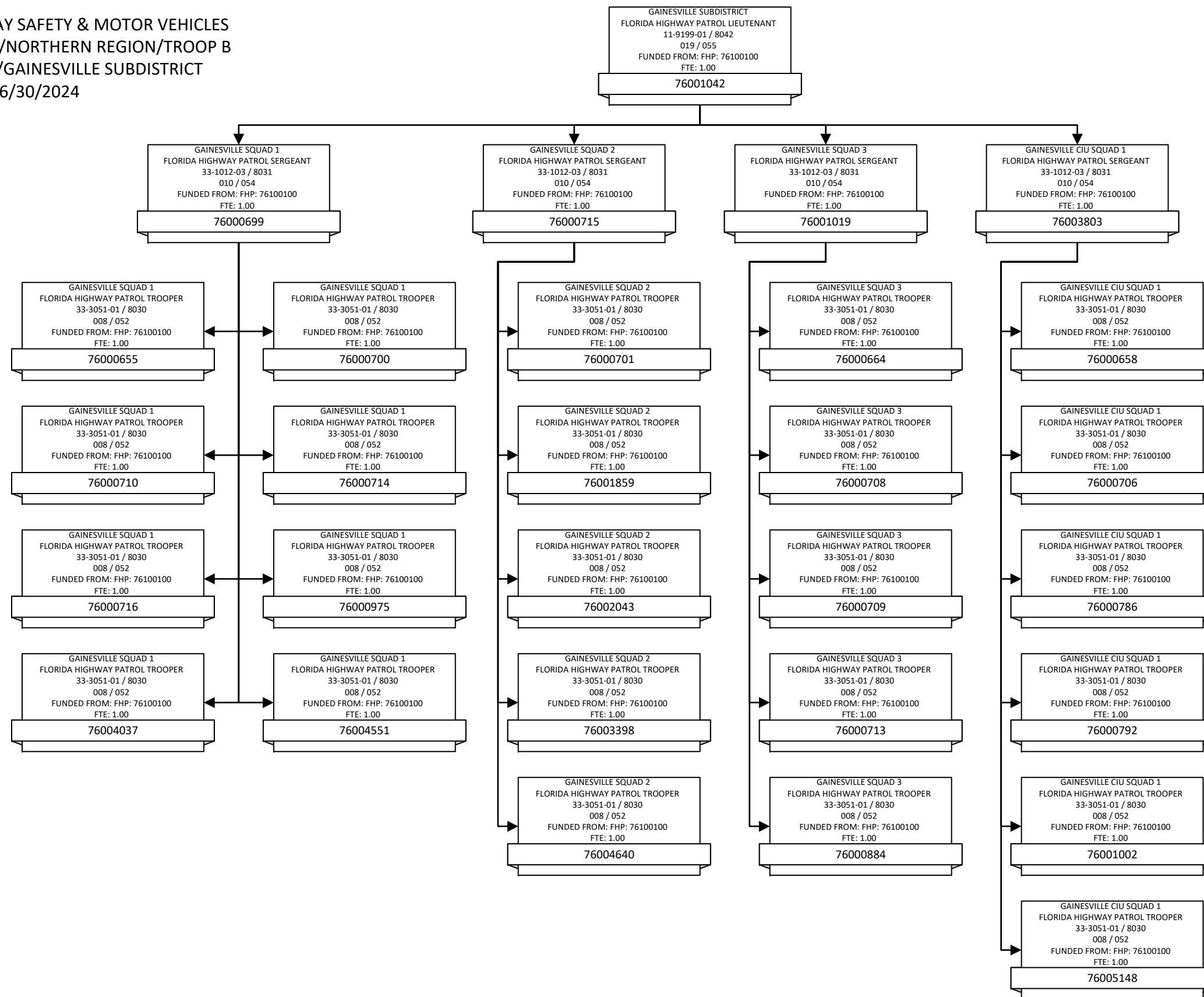
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP B  
 GAINESVILLE DISTRICT  
 AS OF 6/30/2024



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

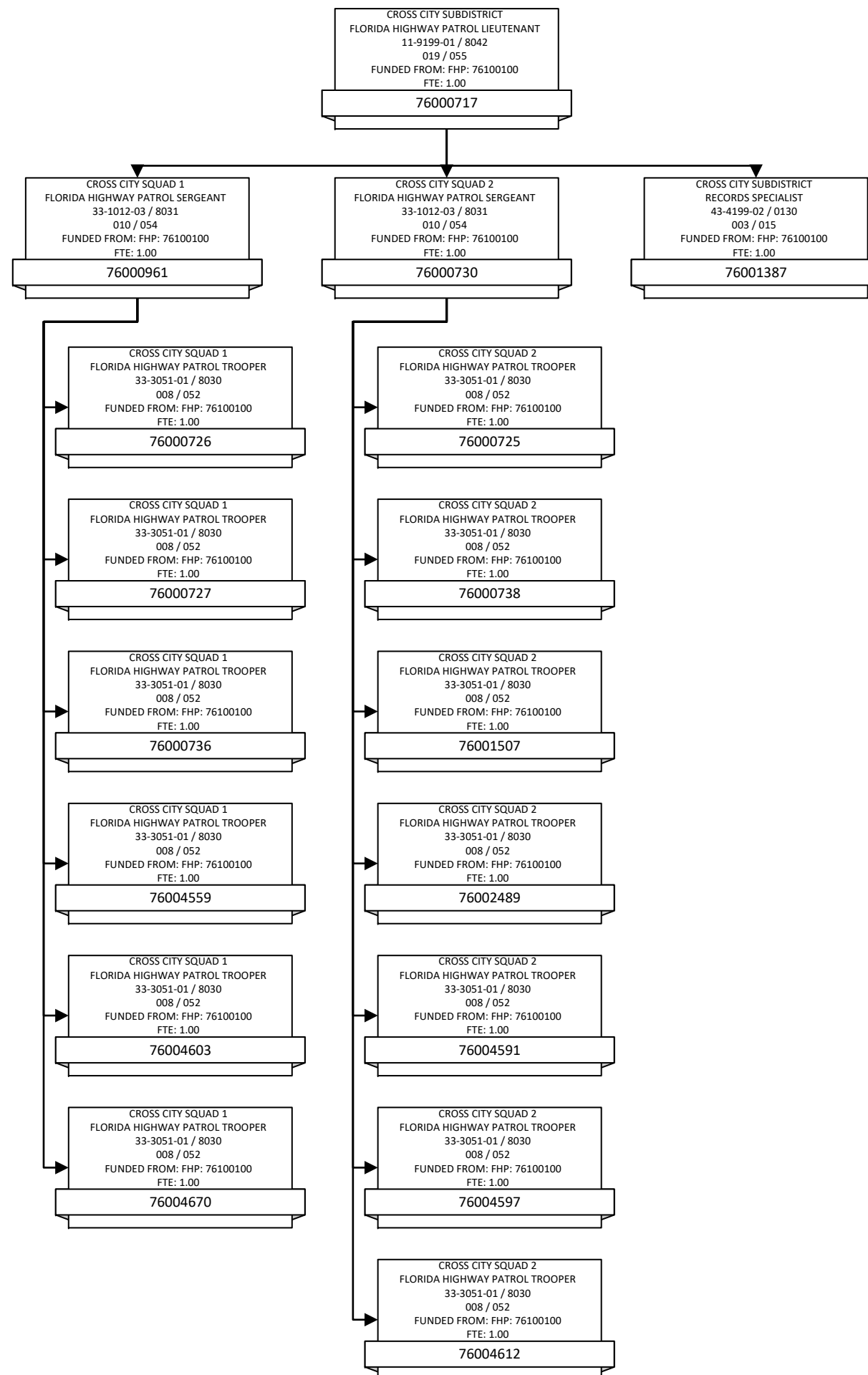
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP B  
 GAINESVILLE DISTRICT/GAINESVILLE SUBDISTRICT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 29.0

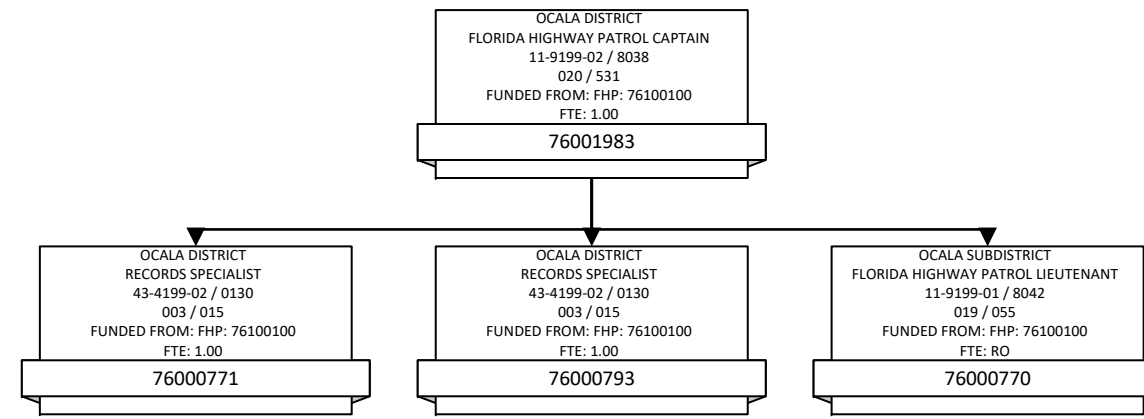


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP B  
 GAINESVILLE DISTRICT/CROSS CITY SUBDISTRICT  
 AS OF 6/30/2024

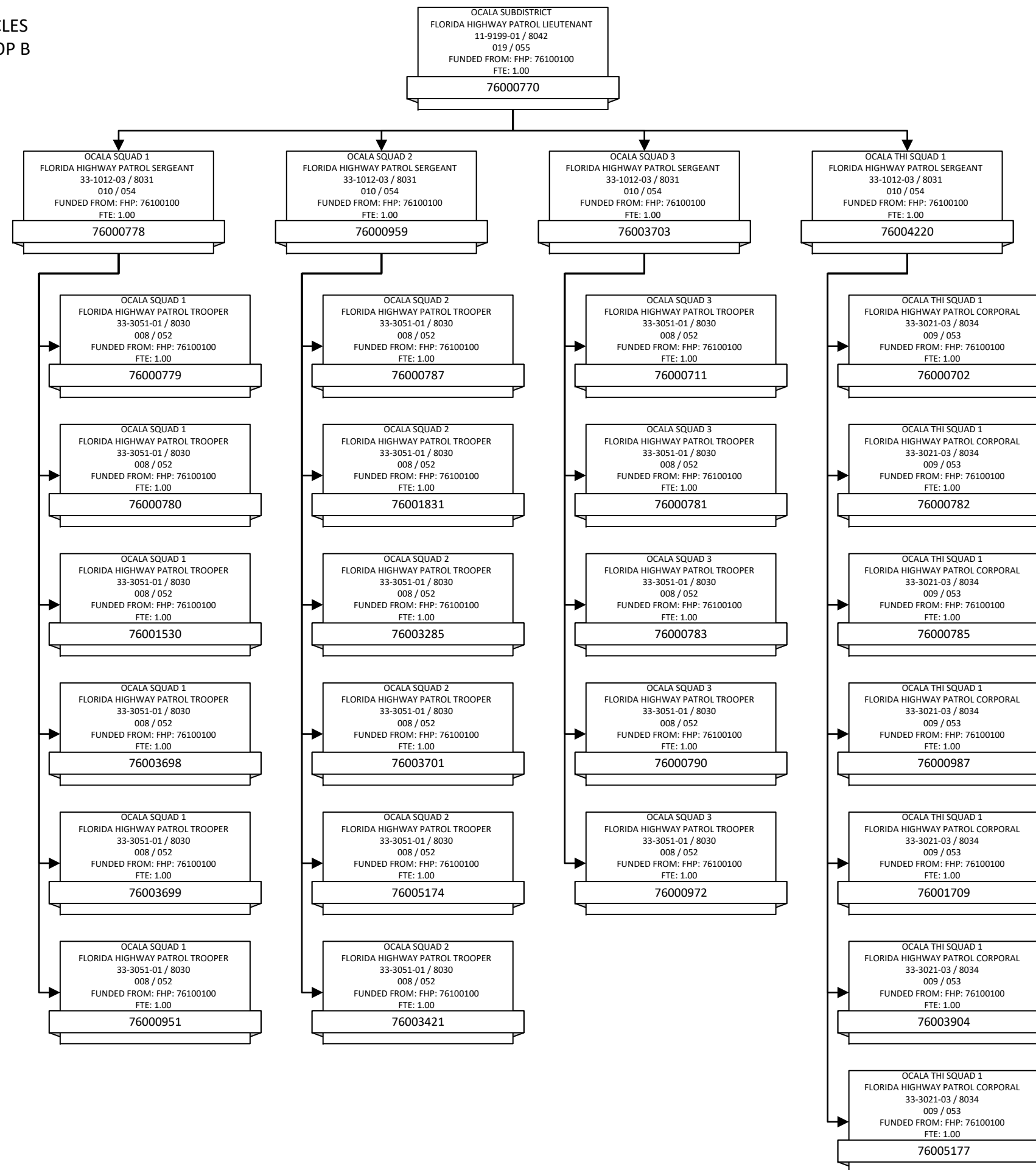
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 17.0

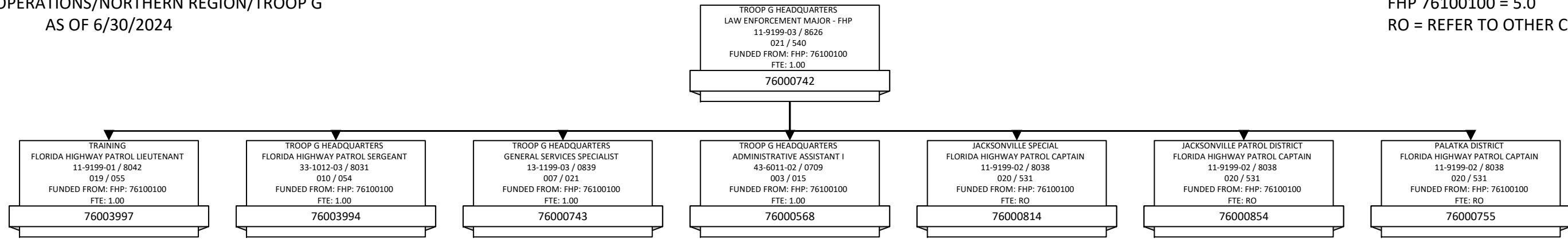


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP B  
OCALA DISTRICT  
AS OF 6/30/2024



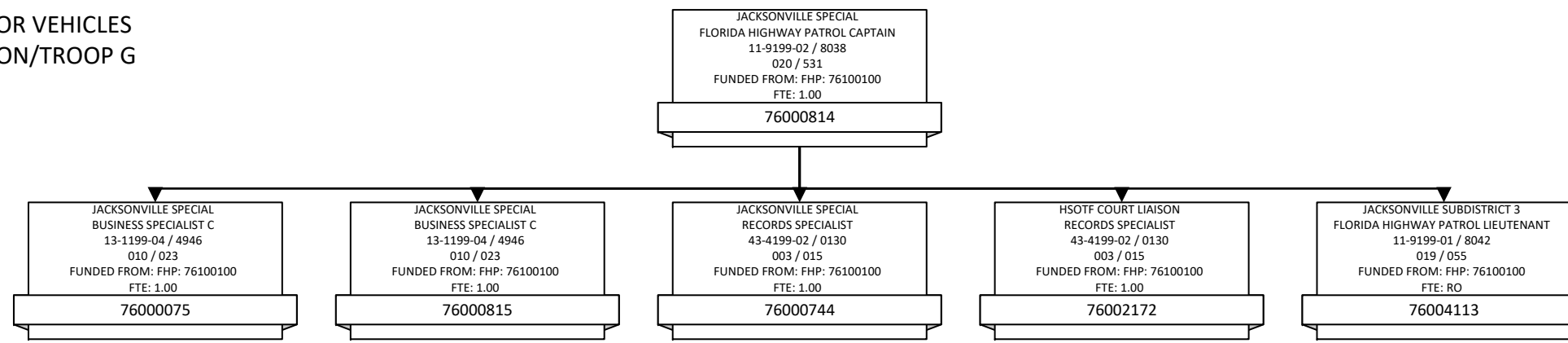
**BUDGET ENTITY FTE TOTALS**  
FHP 76100100 = 3.0  
RO = REFER TO OTHER CHART





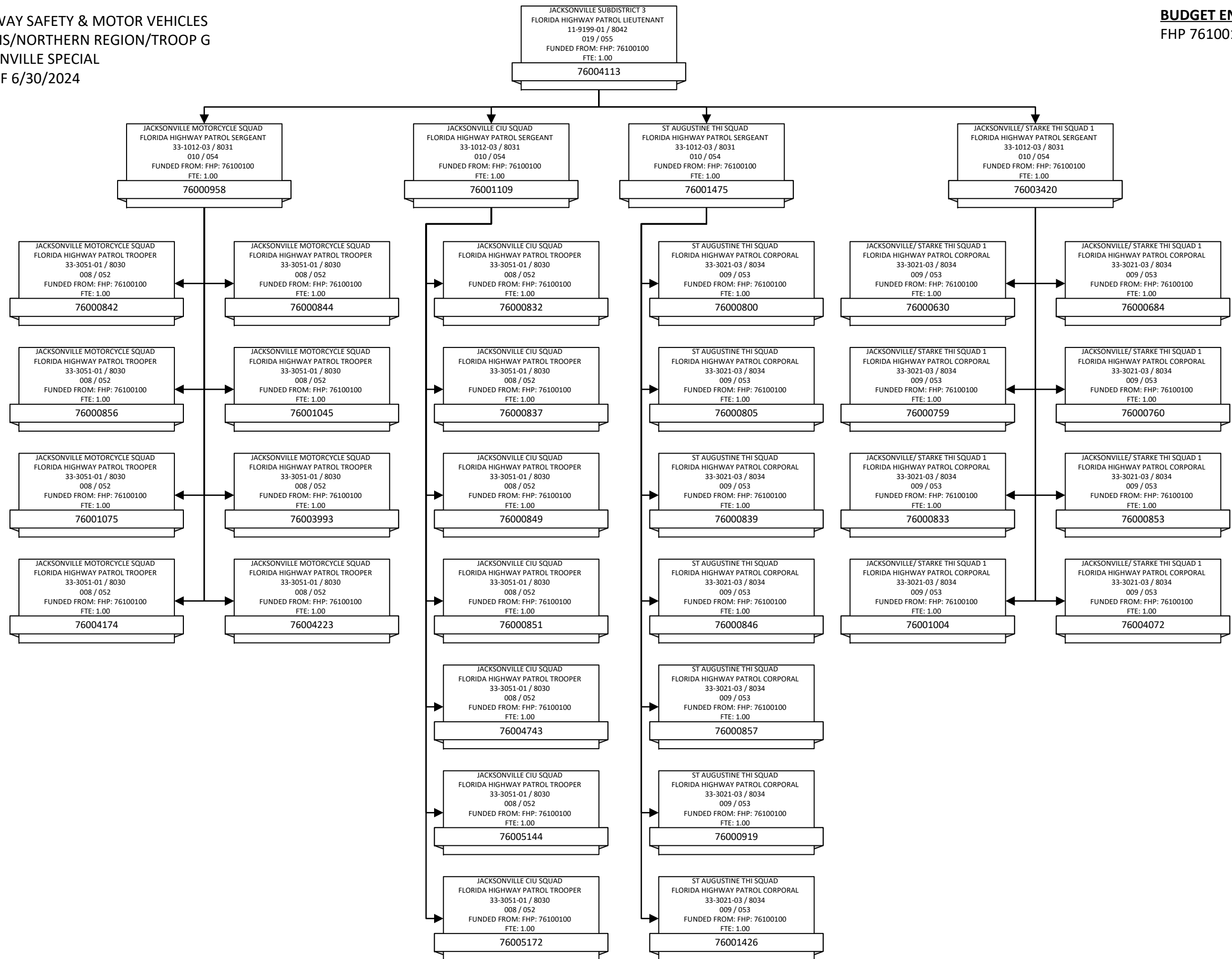
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP G  
 JACKSONVILLE SPECIAL  
 AS OF 6/30/2024

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



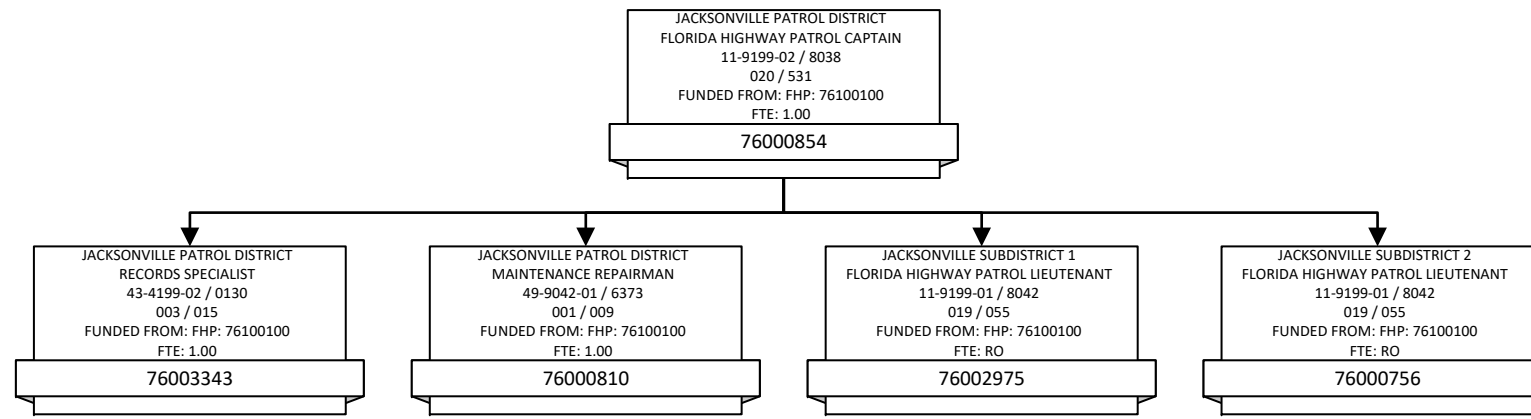
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP G  
 JACKSONVILLE SPECIAL  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 35.0

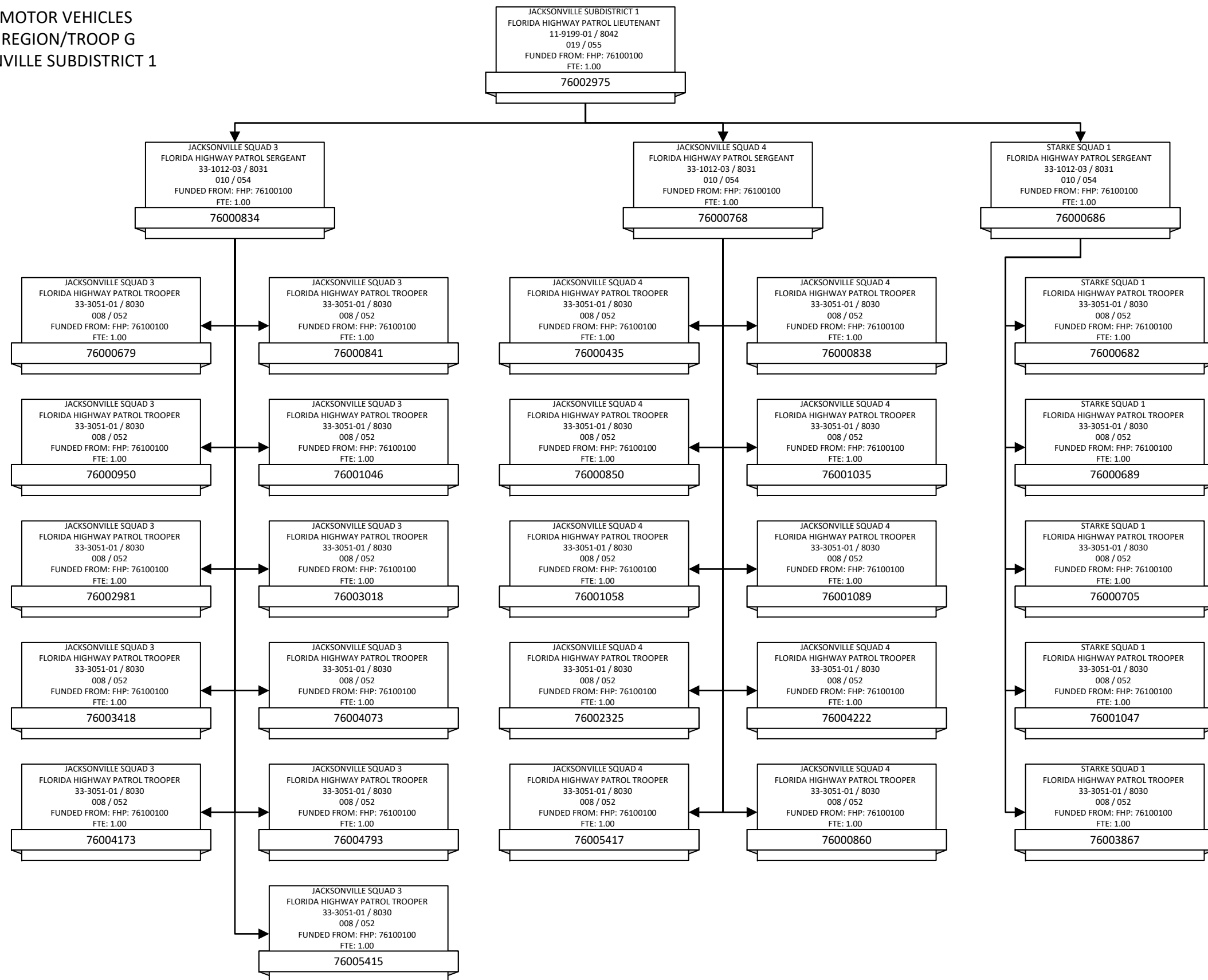


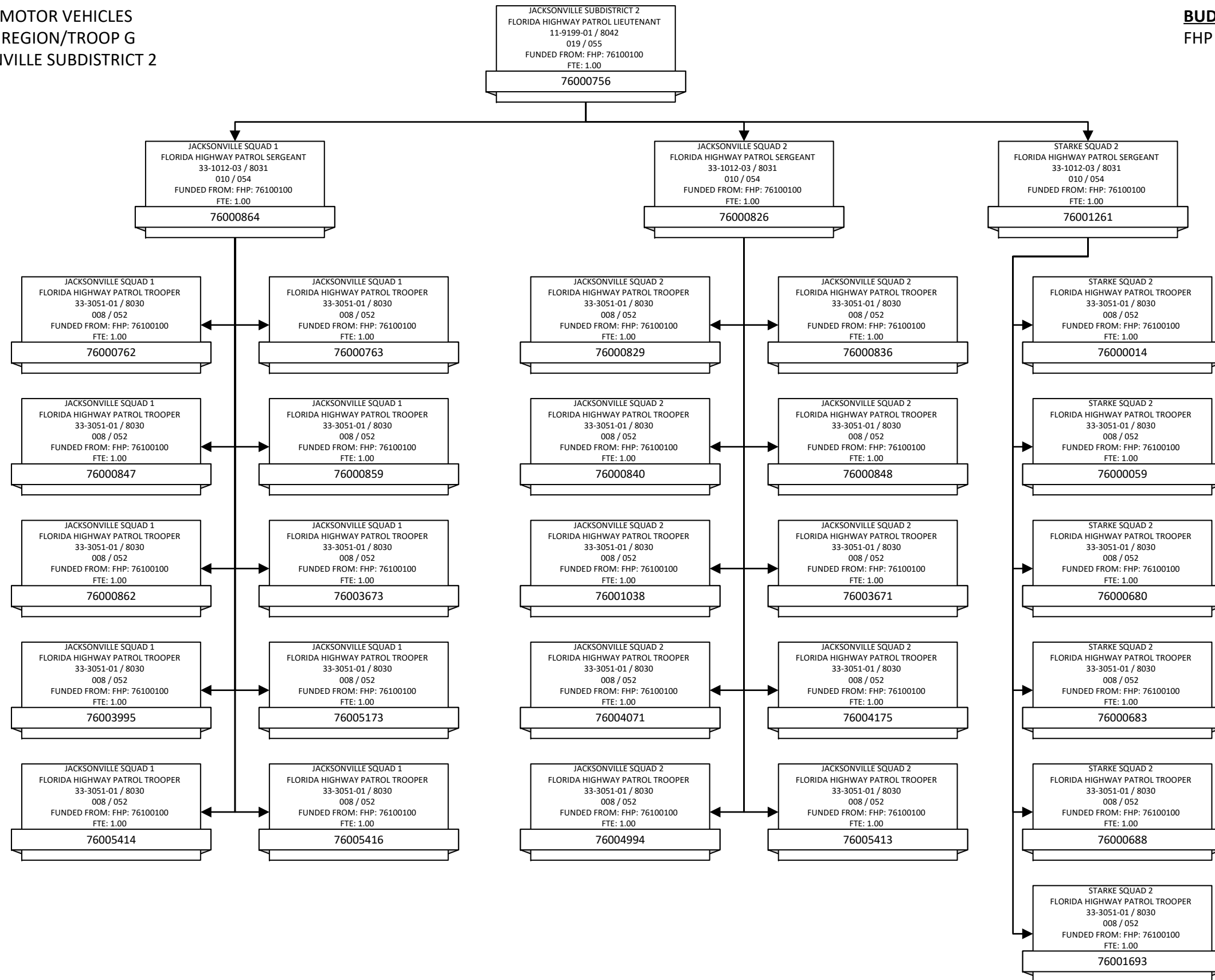


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP G  
 JACKSONVILLE PATROL DISTRICT  
 AS OF 6/30/2024

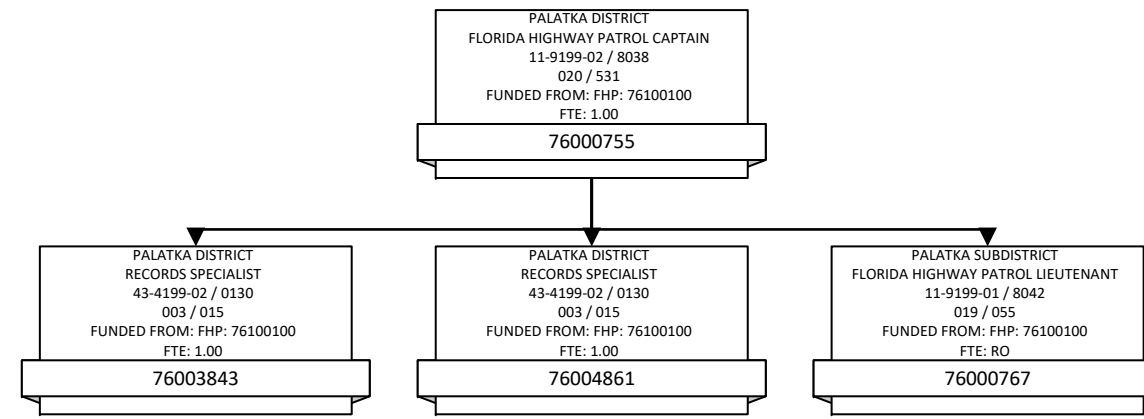


**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 3.0  
 RO = REFER TO OTHER CHART

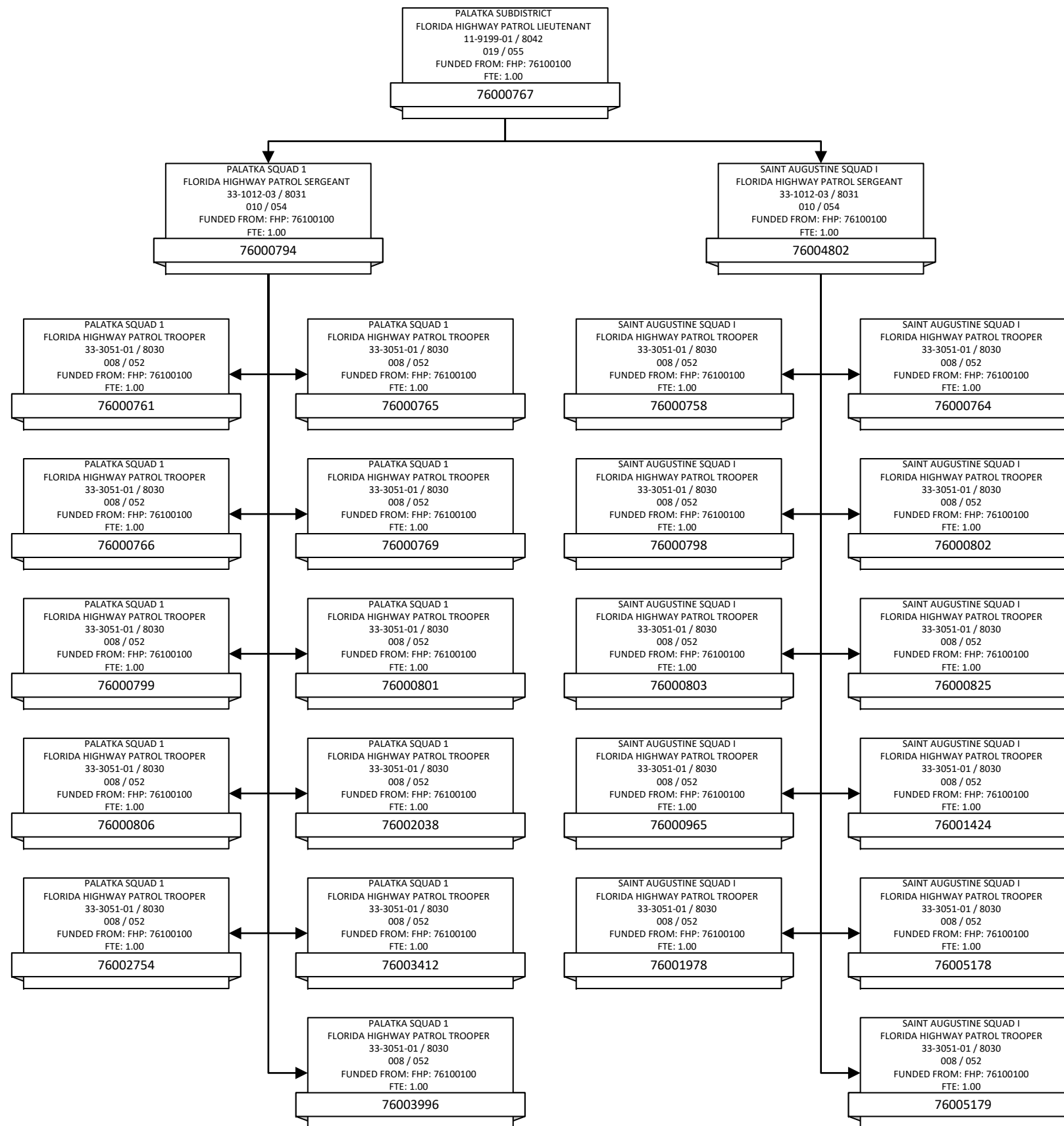




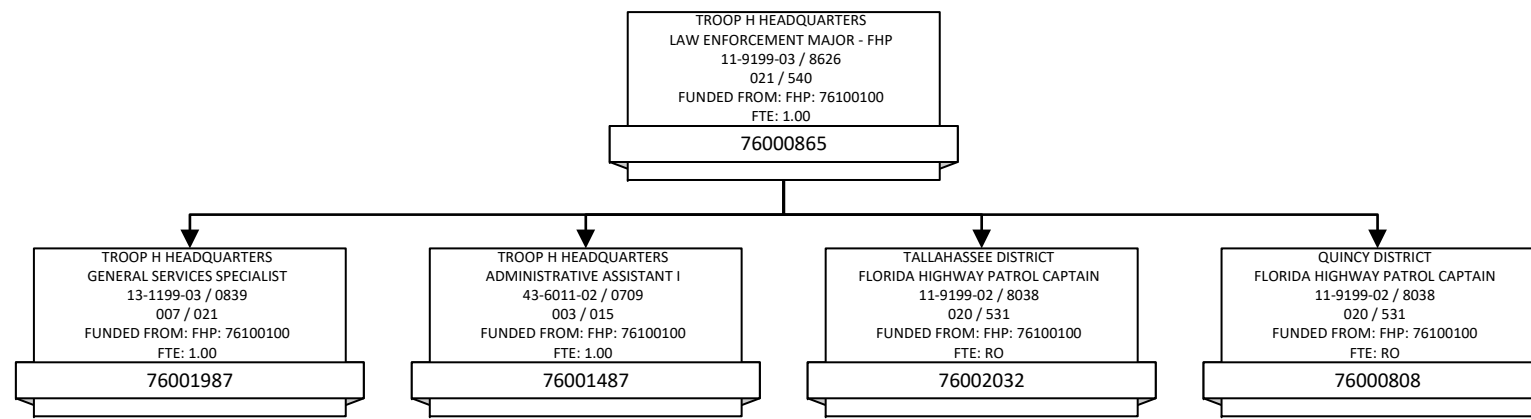
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP G  
PALATKA DISTRICT  
AS OF 6/30/2024



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



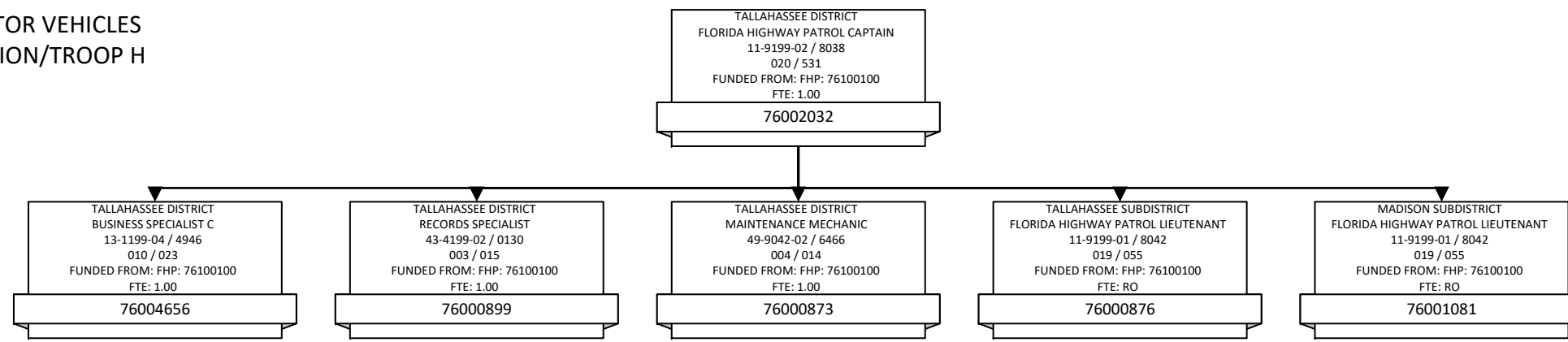
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP H  
AS OF 6/30/2024

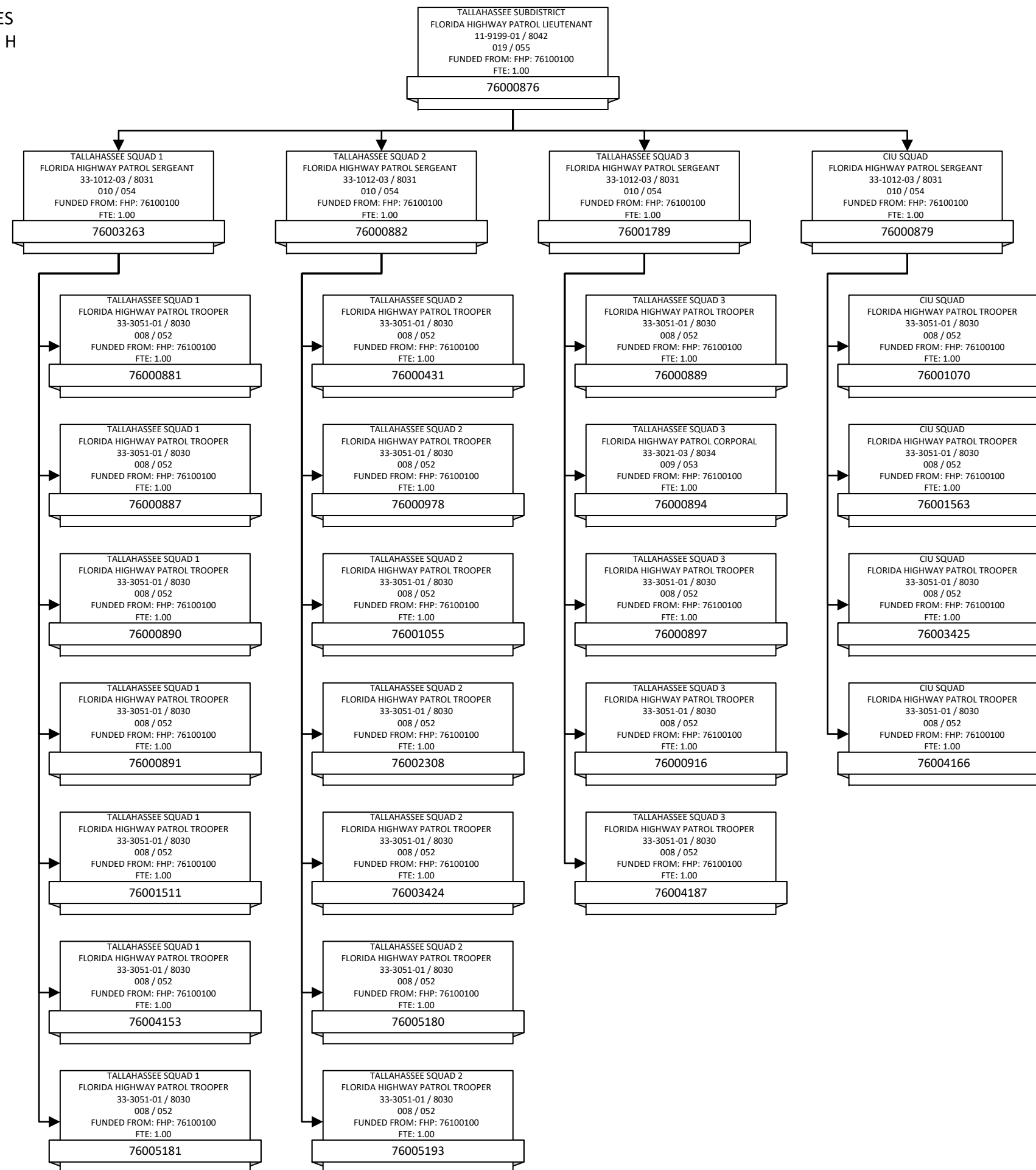


**BUDGET ENTITY FTE TOTALS**  
FHP 76100100 = 3.0  
RO = REFER TO OTHER CHART

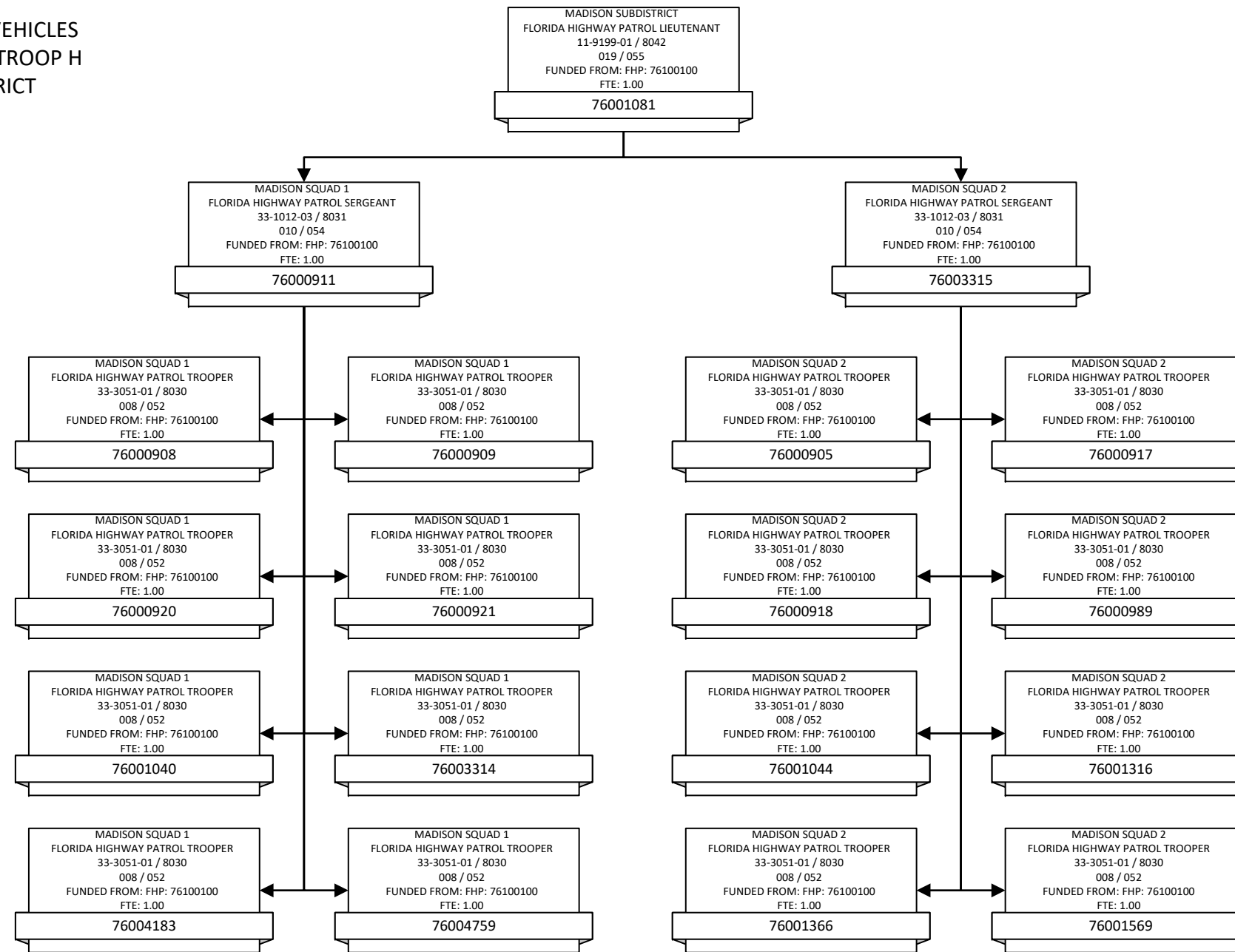
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP H  
 TALLAHASSEE DISTRICT  
 AS OF 6/30/2024

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

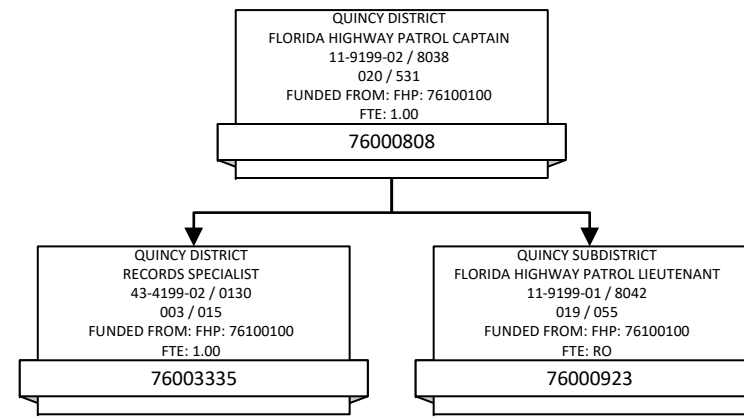








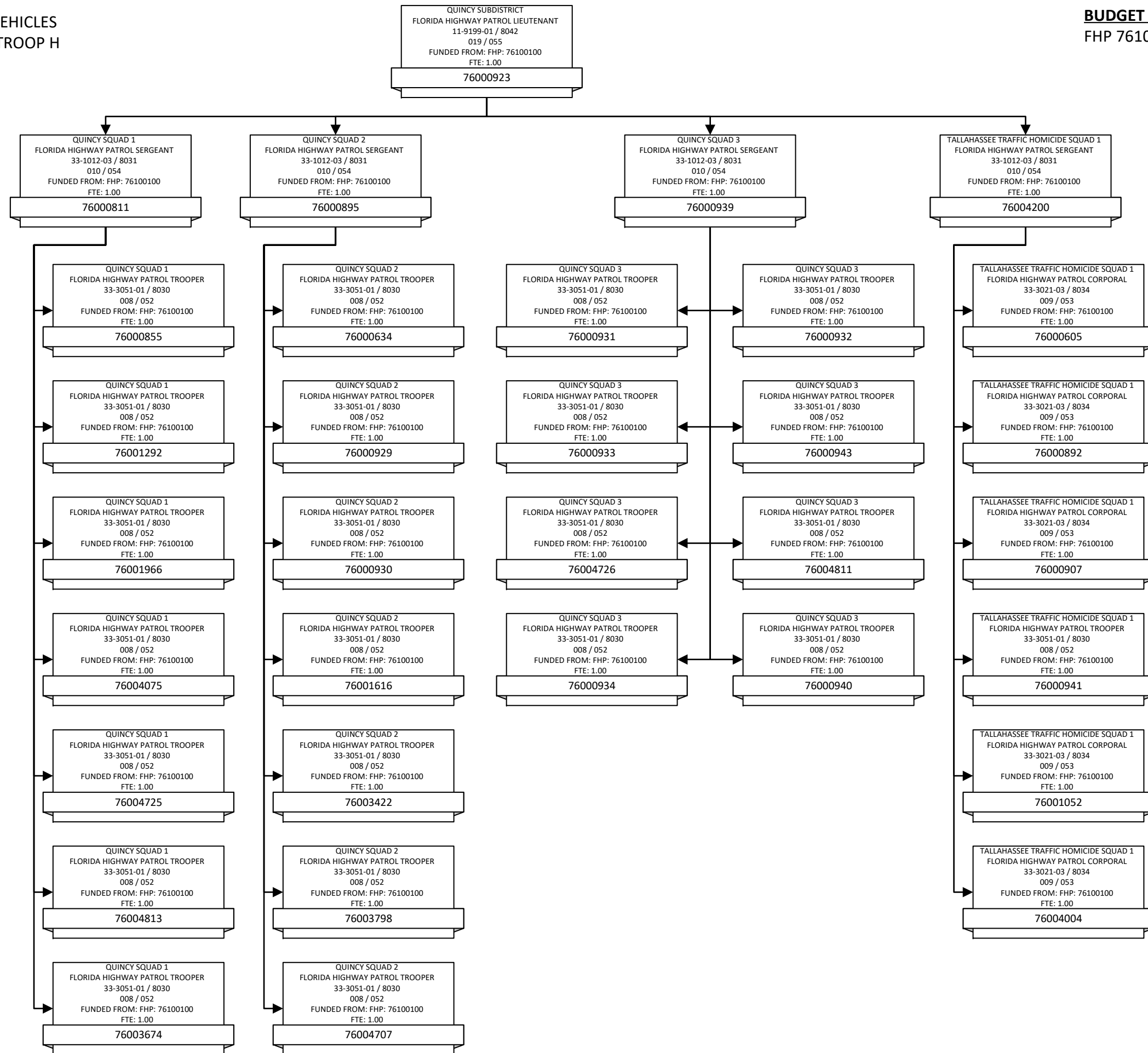
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP H  
QUINCY DISTRICT  
AS OF 6/30/2024

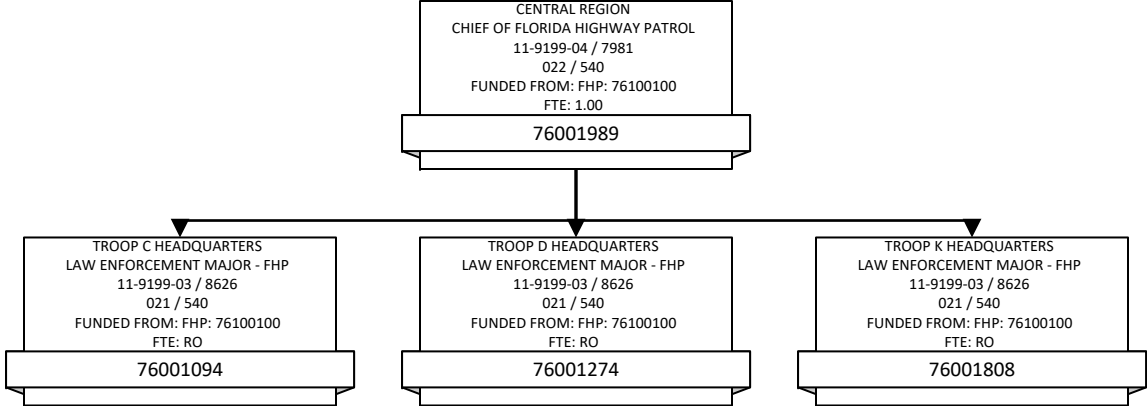


**BUDGET ENTITY FTE TOTALS**  
FHP 76100100 = 2.0  
RO = REFER TO OTHER CHART

DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/NORTHERN REGION/TROOP H  
 QUINCY DISTRICT/QUINCY SUBDISTRICT  
 AS OF 6/30/2024

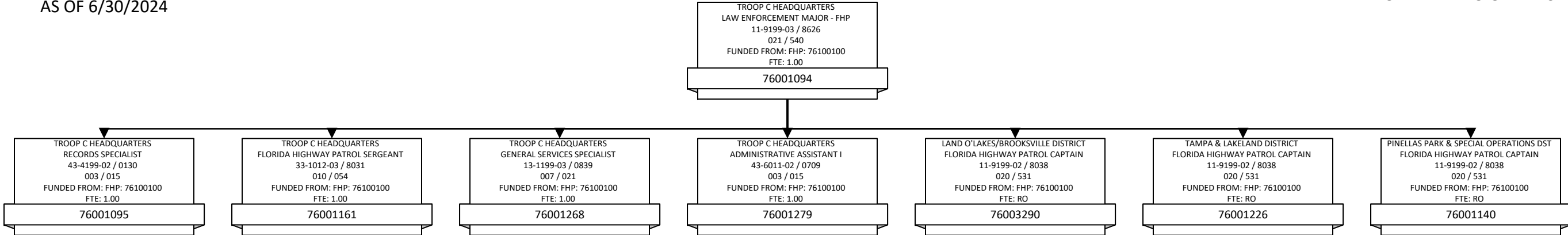
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 32.0





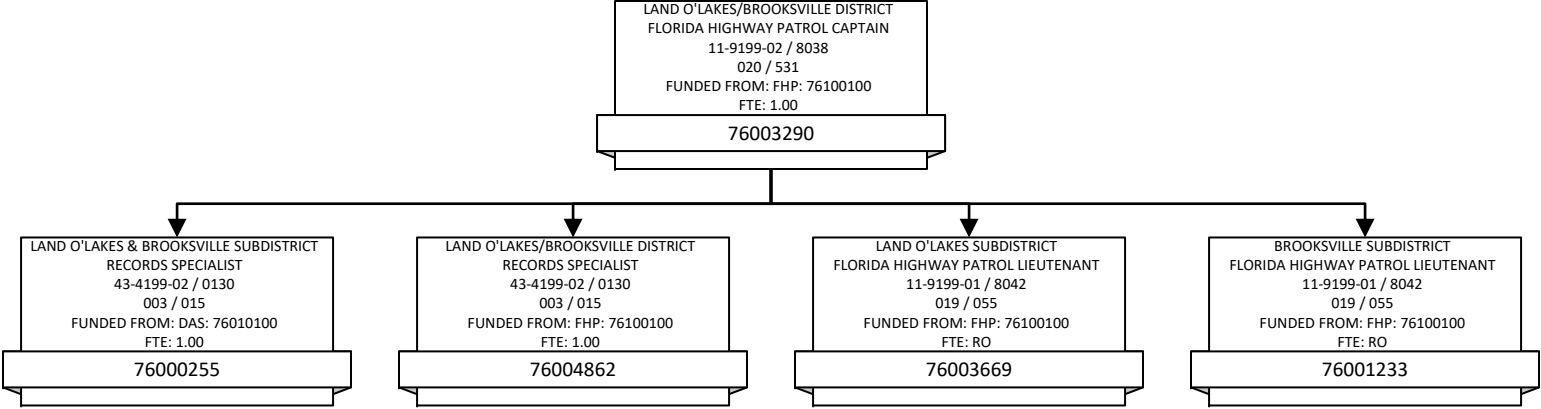
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP C  
 AS OF 6/30/2024

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



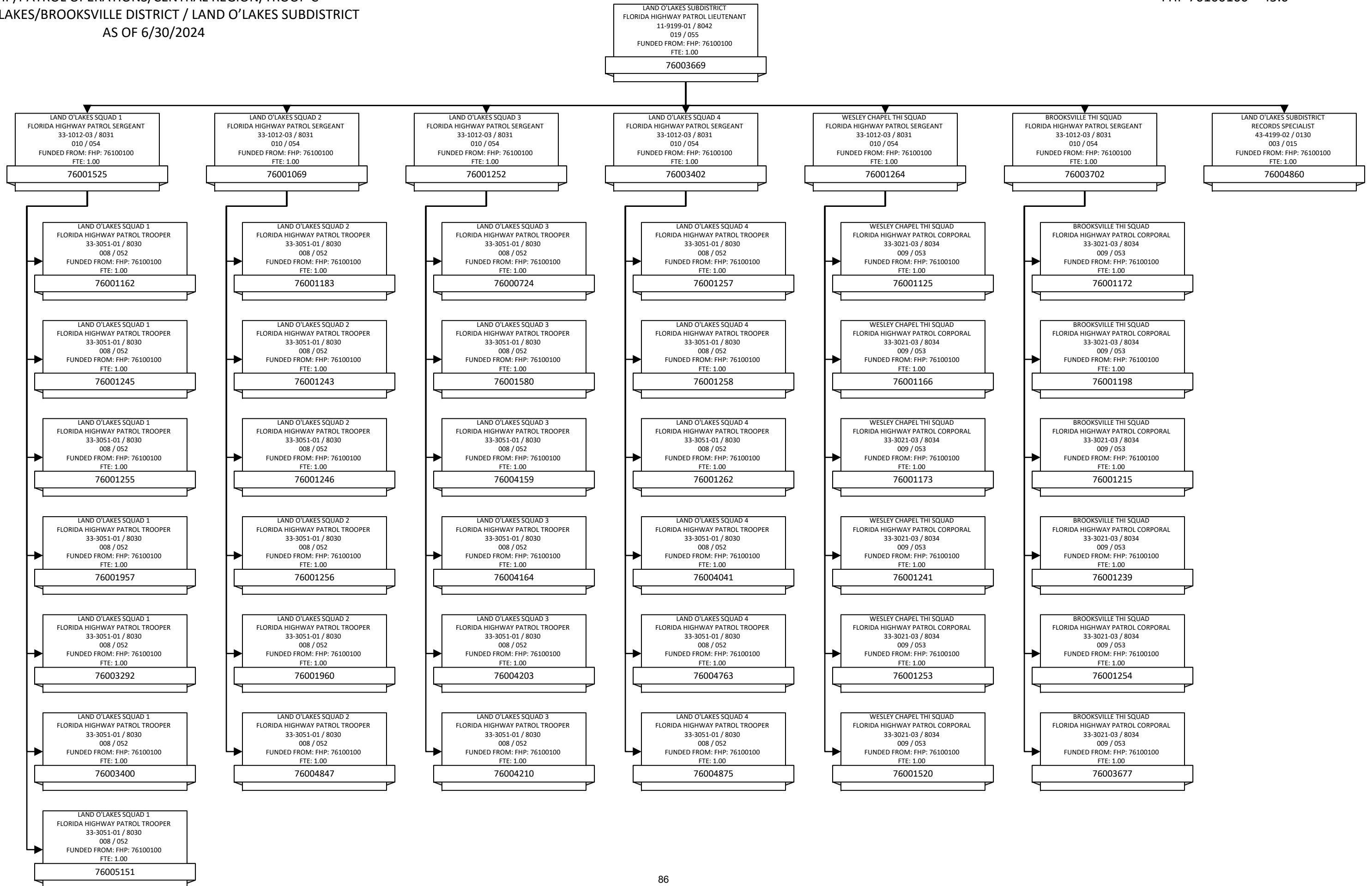
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP C  
 LAND O' LAKES/BROOKSVILLE DISTRICT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 DAS/OED 76010100 = 1.0  
 FHP 76100100 = 2.0  
 RO = REFER TO OTHER CHART



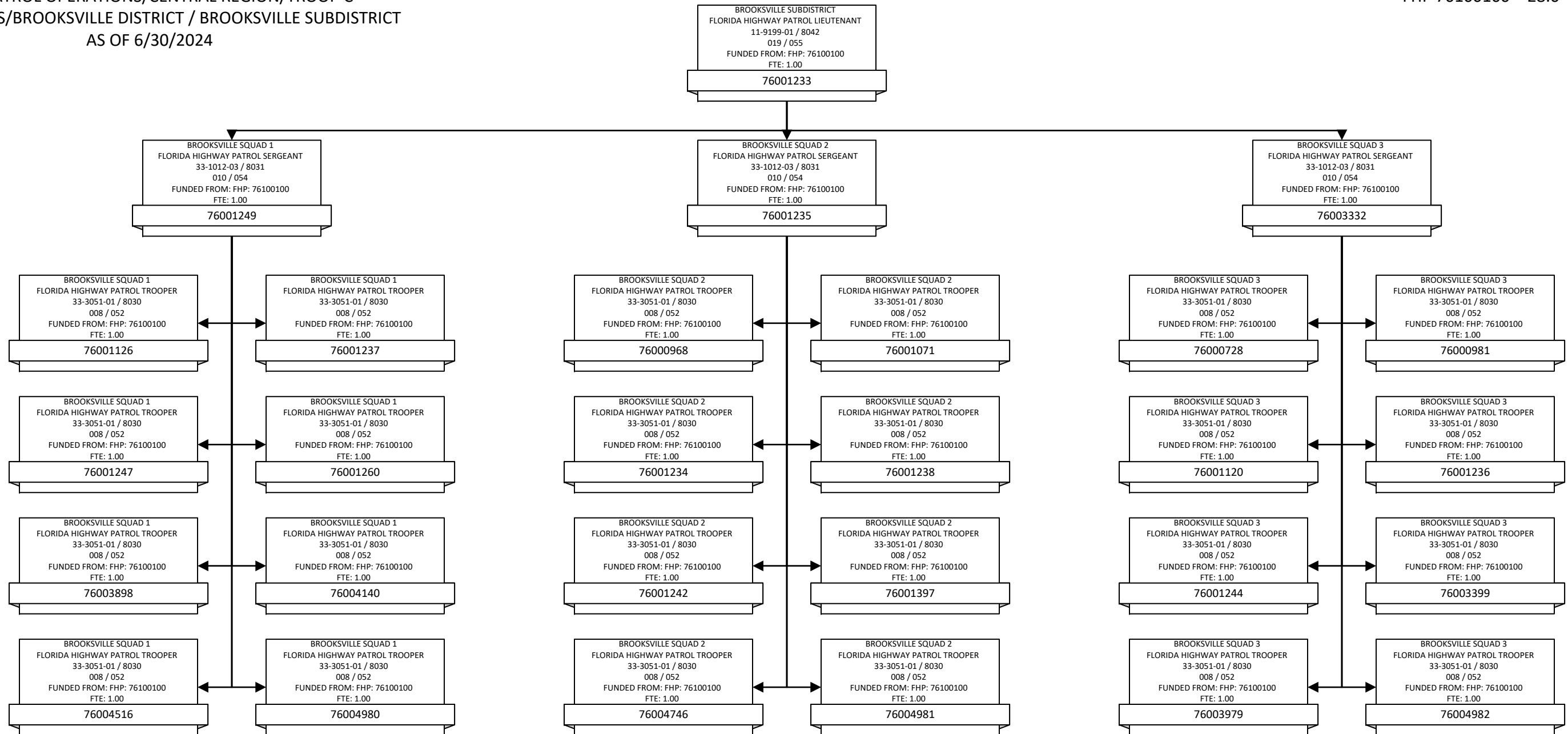
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP C  
 LAND O' LAKES/BROOKSVILLE DISTRICT / LAND O' LAKES SUBDISTRICT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 45.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP C  
 LAND O' LAKES/BROOKSVILLE DISTRICT / BROOKSVILLE SUBDISTRICT  
 AS OF 6/30/2024

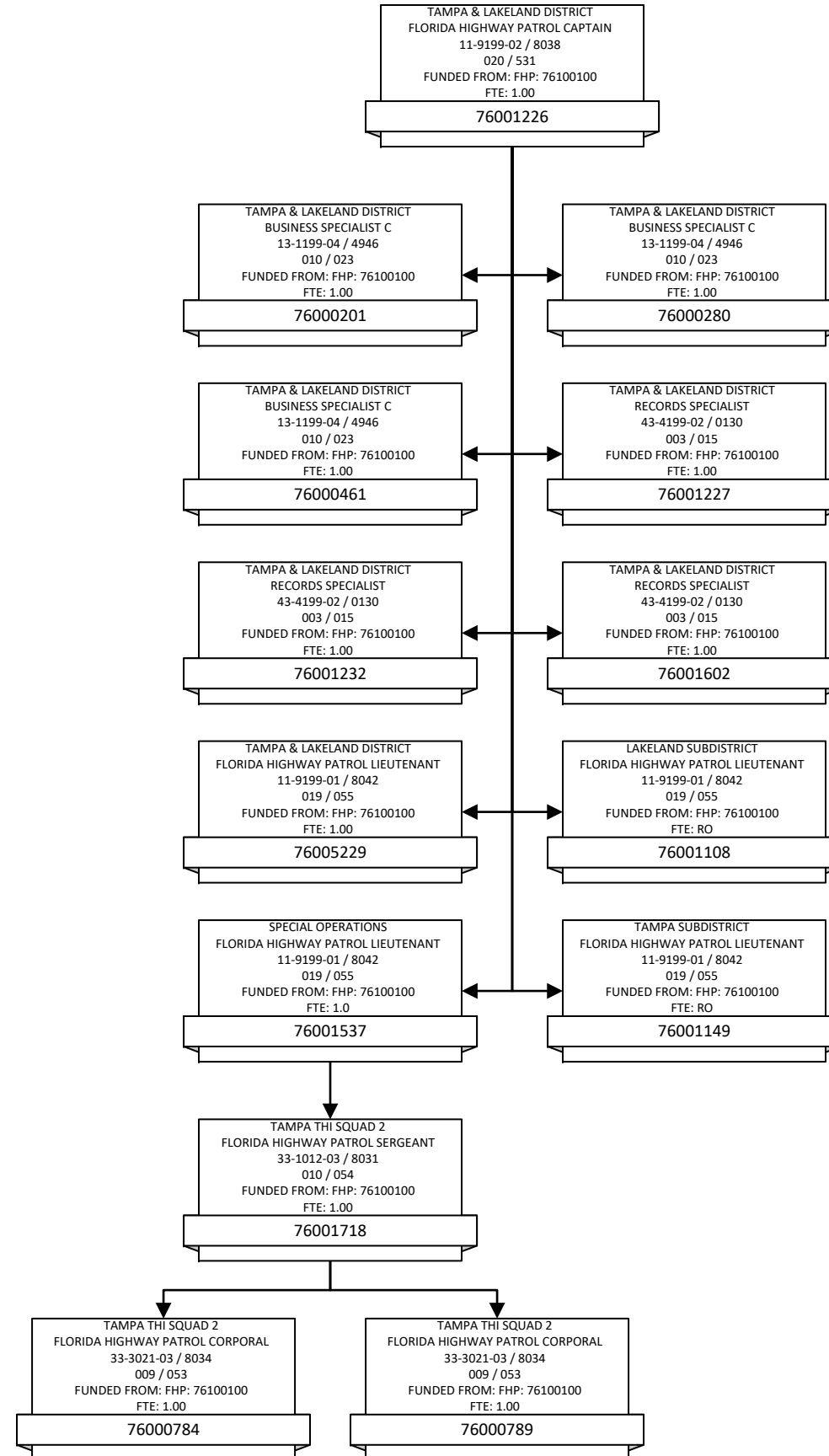
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 28.0





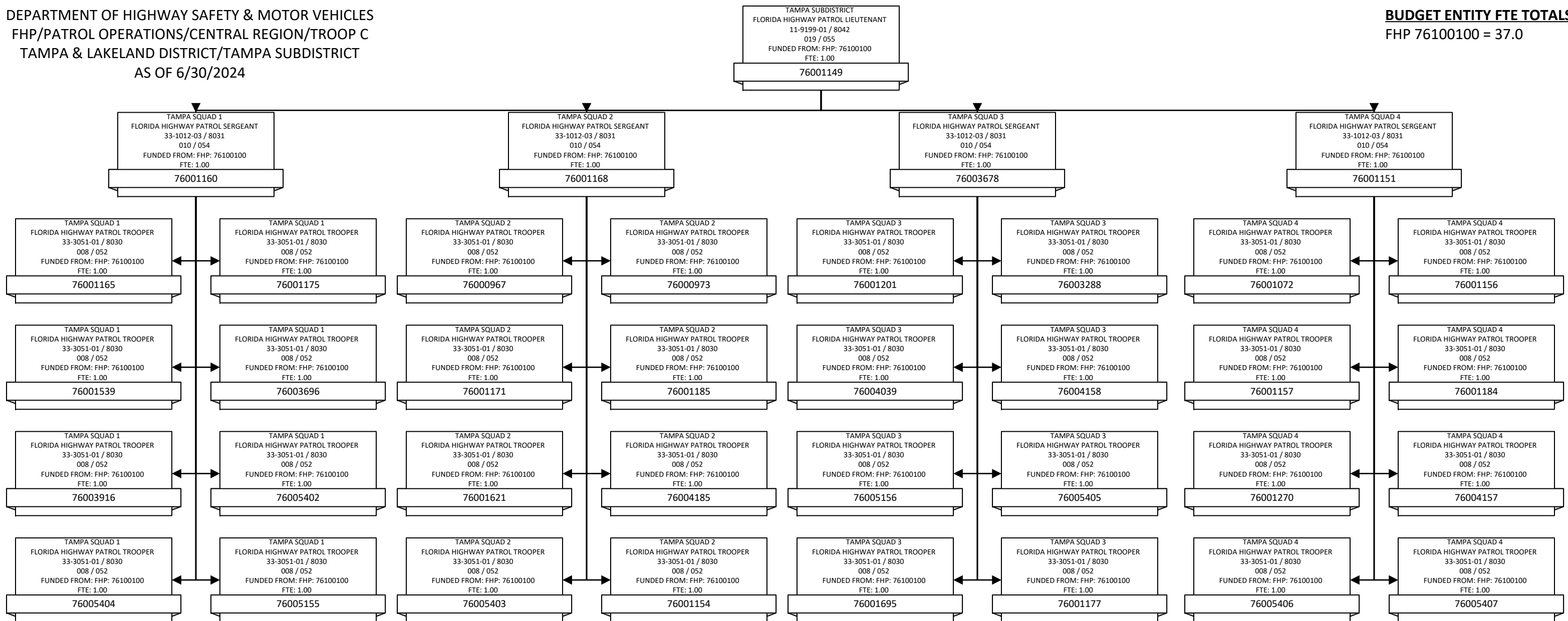
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP C  
 TAMPA & LAKELAND DISTRICT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 12.0  
 RO = REFER TO OTHER CHART



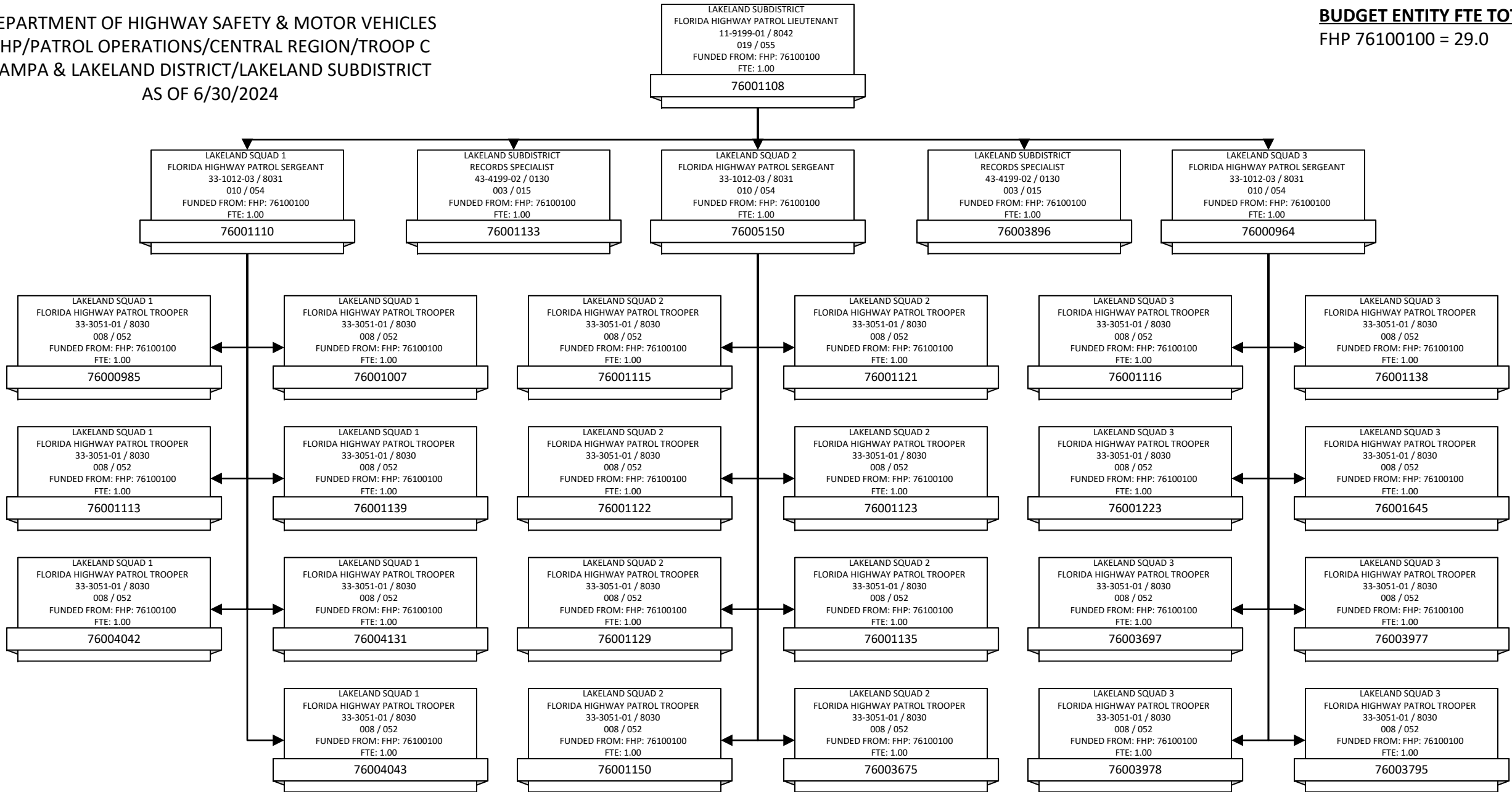
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP C  
 TAMPA & LAKE LAND DISTRICT/TAMPA SUBDISTRICT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 37.0



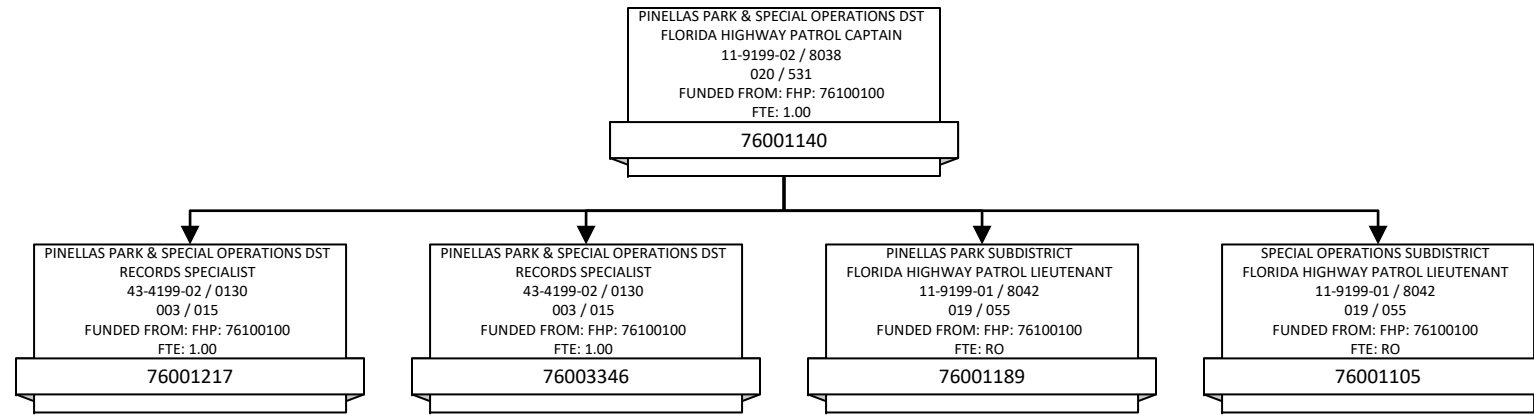
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP C  
 TAMPA & LAKELAND DISTRICT/LAKELAND SUBDISTRICT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 29.0



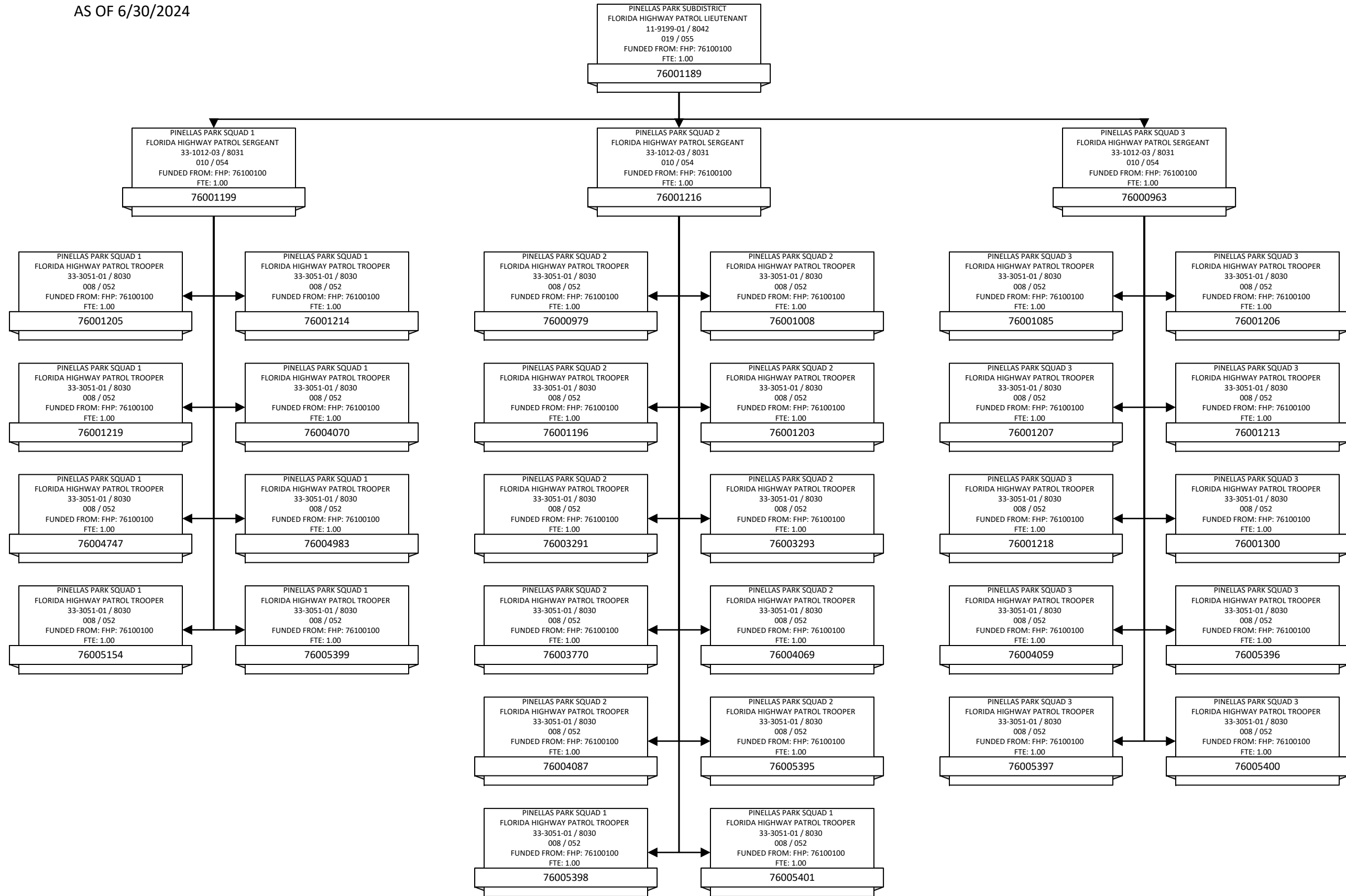
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP C  
 PINELLAS PARK & SPECIAL OPERATIONS DISTRICT  
 AS OF 6/30/2024

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



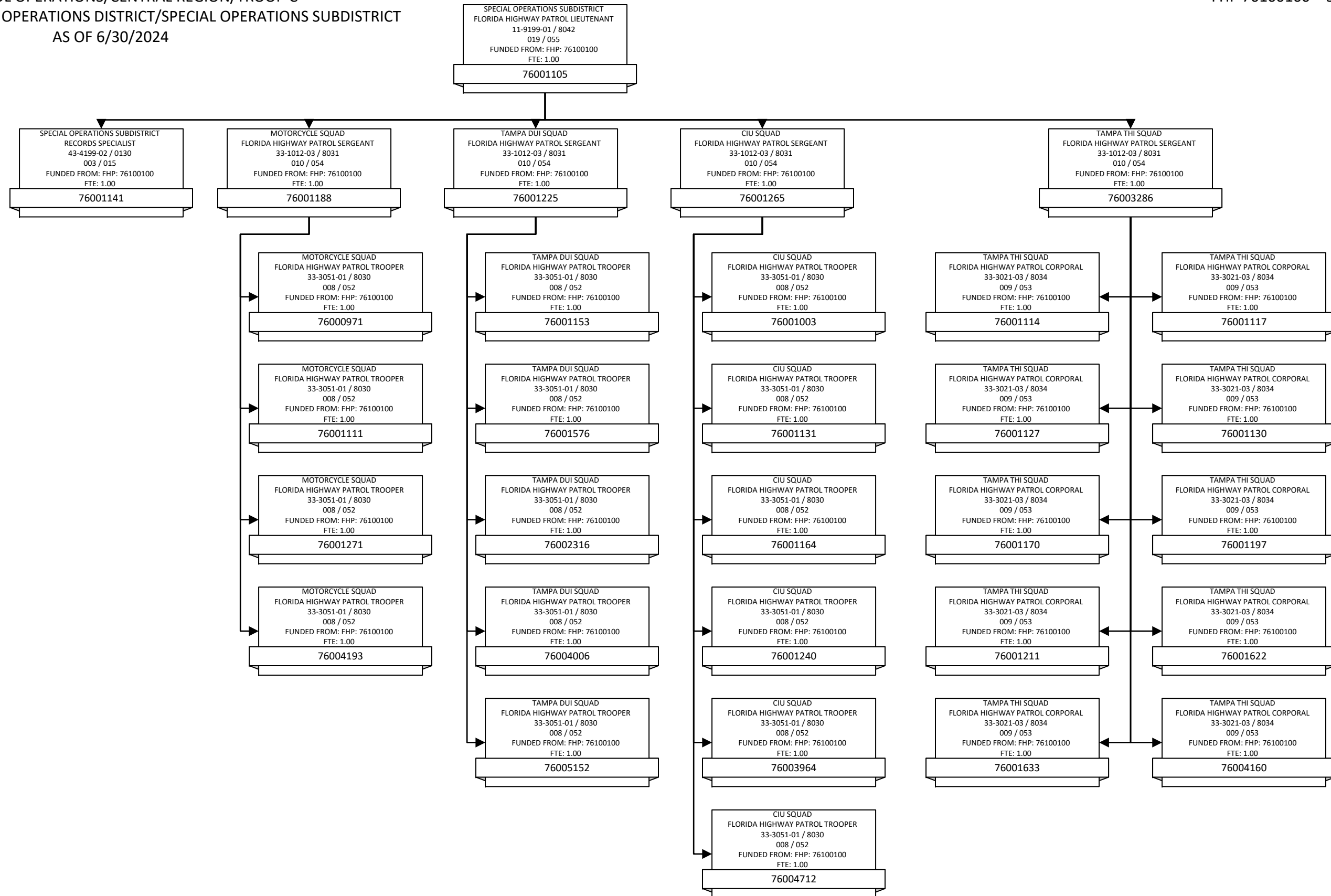
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP C  
 PINELLAS PARK & SPECIAL OPERATIONS DISTRICT/PINELLAS PARK SUBDISTRICT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 34.0



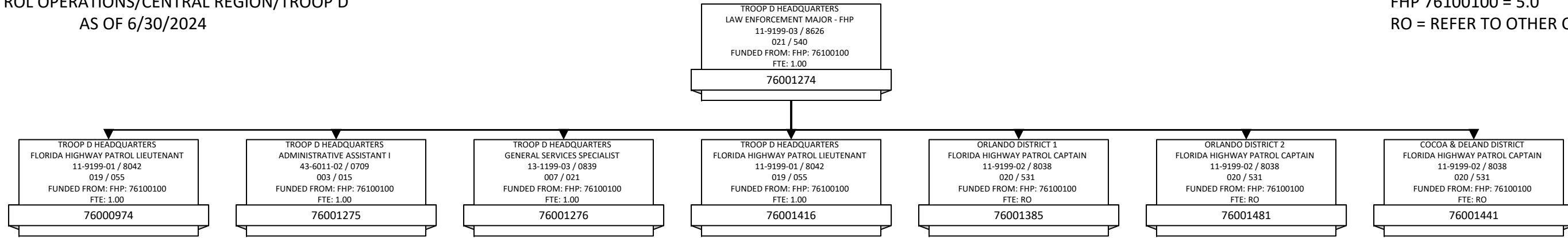
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP C  
 PINELLAS PARK & SPECIAL OPERATIONS DISTRICT/SPECIAL OPERATIONS SUBDISTRICT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 31.0



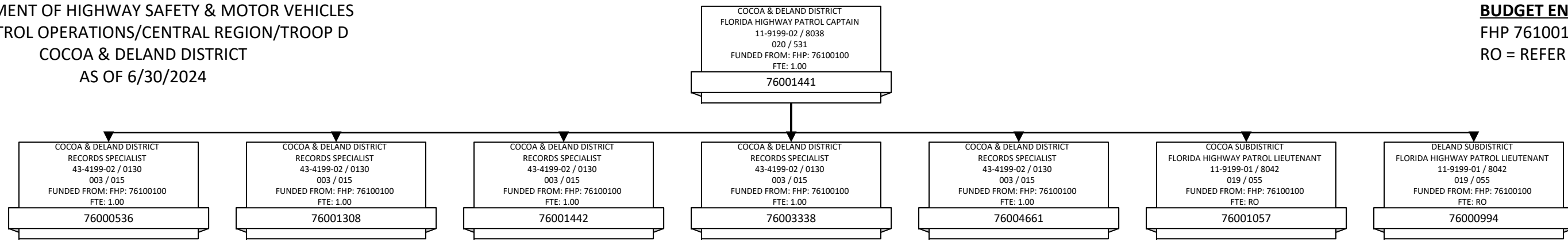
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP D  
 AS OF 6/30/2024

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

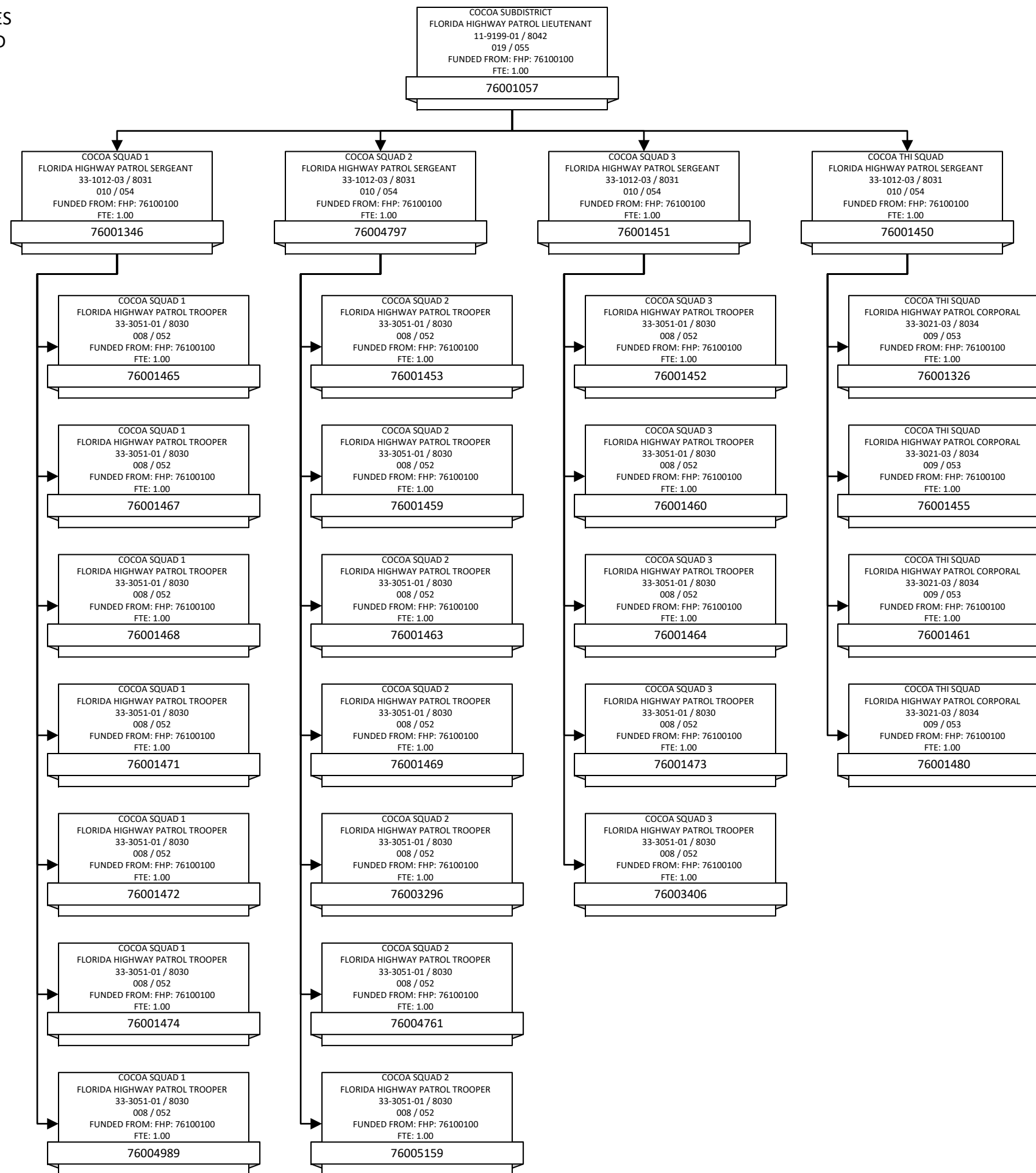


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP D  
 COCOA & DELAND DISTRICT  
 AS OF 6/30/2024

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

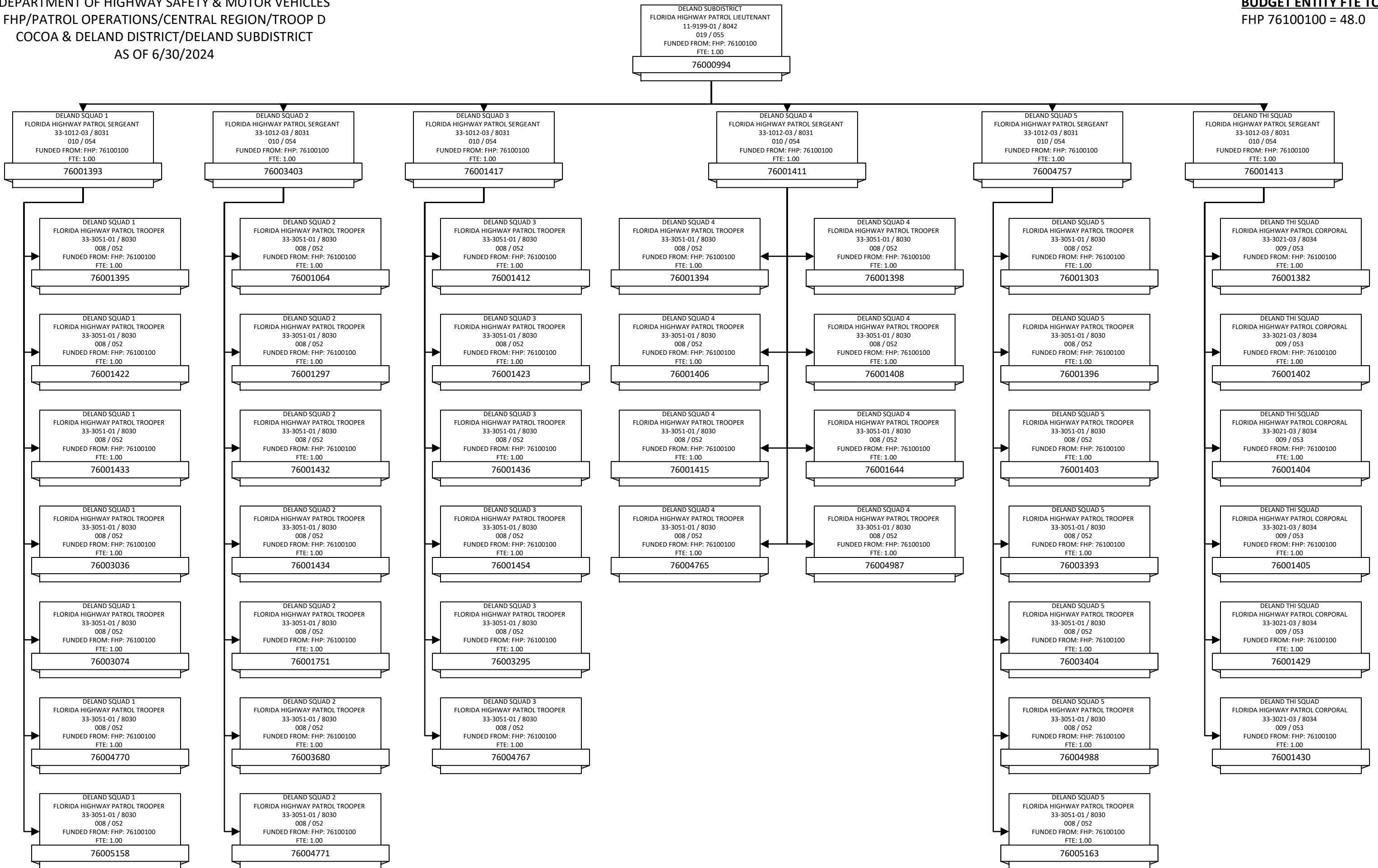






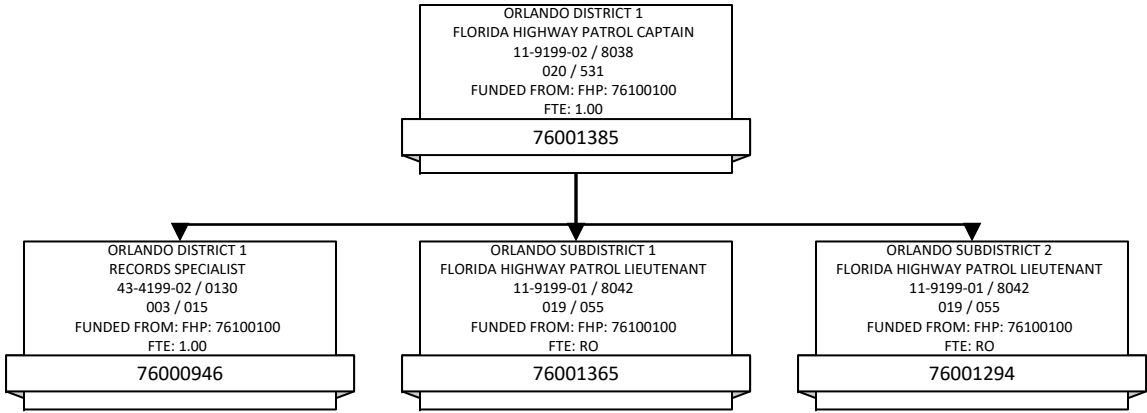
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP D  
 COCOA & DELAND DISTRICT/DELAND SUBDISTRICT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 48.0



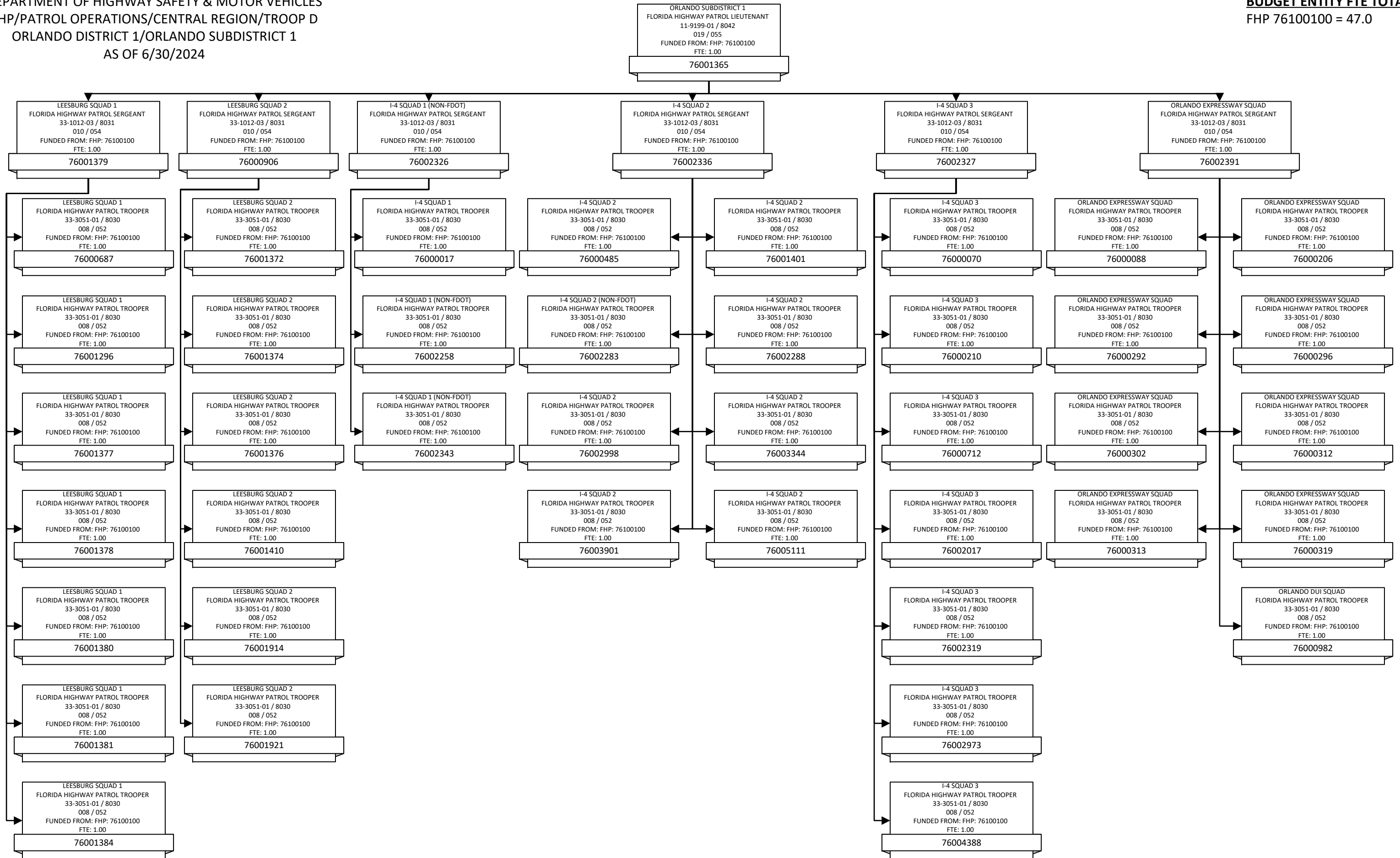
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP D  
ORLANDO DISTRICT 1  
AS OF 6/30/2024

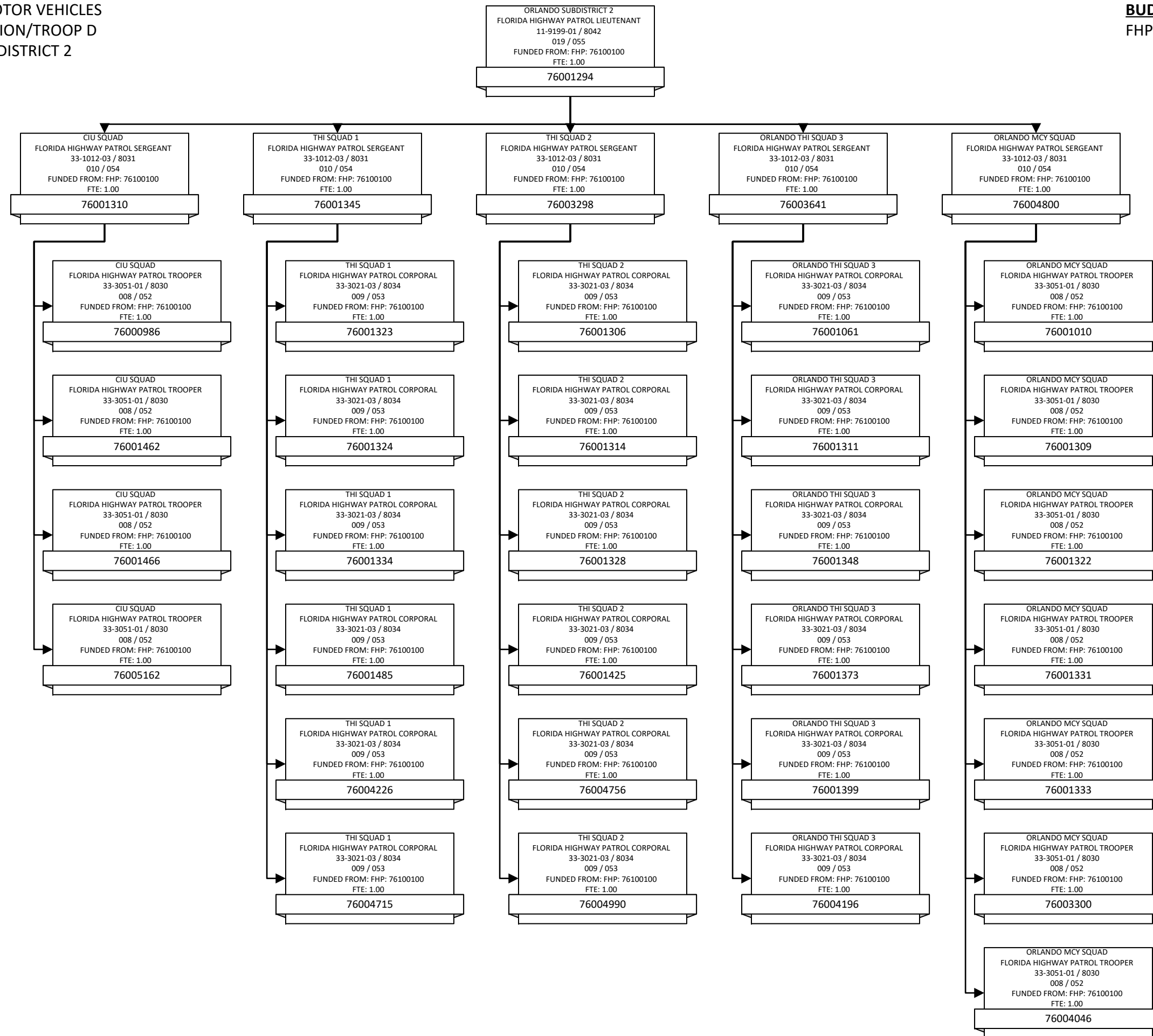
**BUDGET ENTITY FTE TOTALS**  
FHP 76100100 = 2.0  
RO = REFER TO OTHER CHART



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP D  
 ORLANDO DISTRICT 1/ORLANDO SUBDISTRICT 1  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 47.0





DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP D  
 ORLANDO DISTRICT 2  
 AS OF 6/30/2024

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

ORLANDO DISTRICT 2  
 FLORIDA HIGHWAY PATROL CAPTAIN  
 11-9199-02 / 8038  
 020 / 531  
 FUNDED FROM: FHP: 76100100  
 FTE: 1.00  
 76001481

ORLANDO DISTRICT 2  
 RECORDS SPECIALIST  
 43-4199-02 / 0130  
 003 / 015  
 FUNDED FROM: FHP: 76100100  
 FTE: 1.00  
 76000945

ORLANDO DISTRICT 2  
 RECORDS SPECIALIST  
 43-4199-02 / 0130  
 003 / 015  
 FUNDED FROM: FHP: 76100100  
 FTE: 1.00  
 76003027

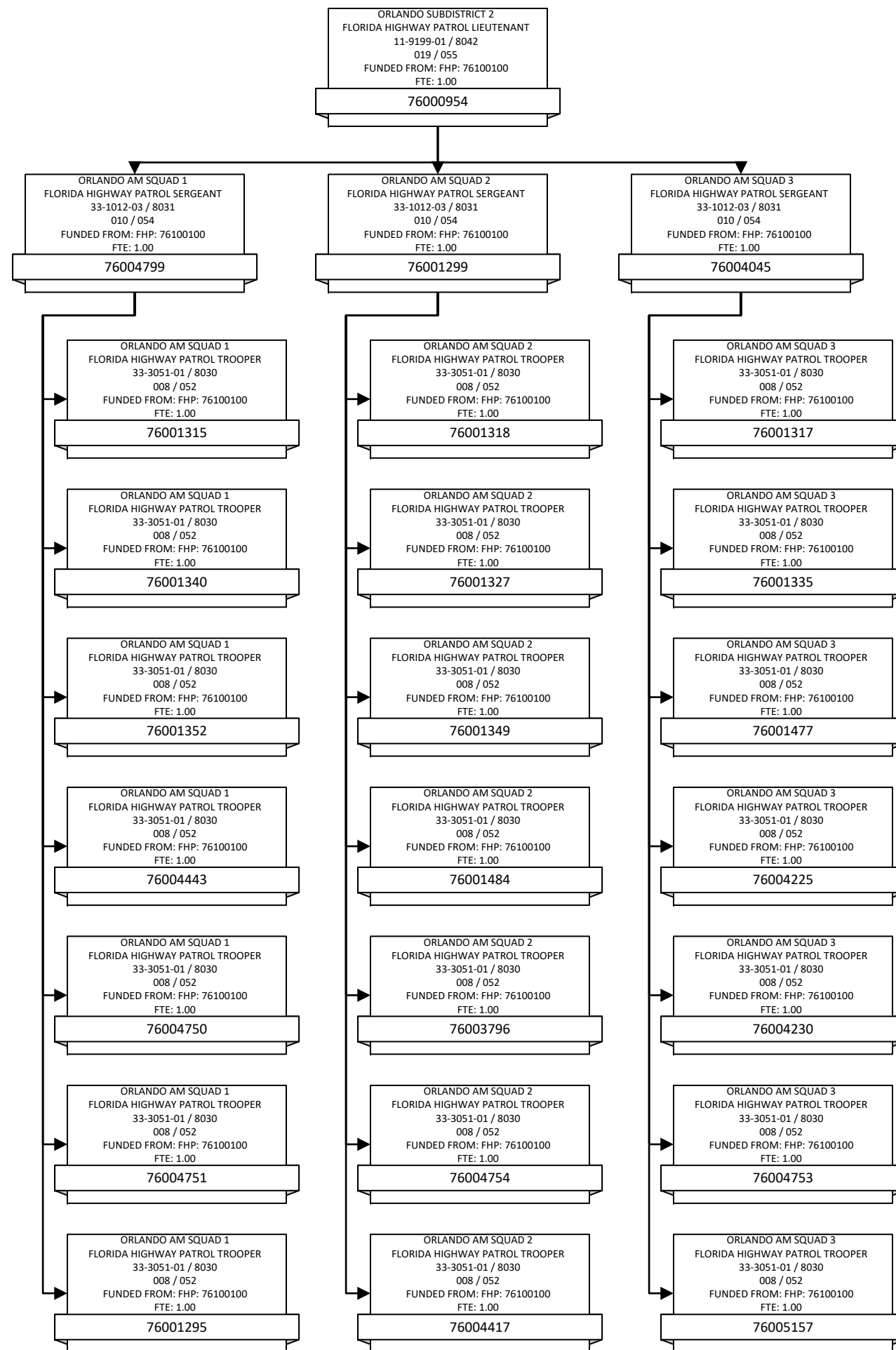
ORLANDO DISTRICT 2  
 RECORDS SPECIALIST  
 43-4199-02 / 0130  
 003 / 015  
 FUNDED FROM: FHP: 76100100  
 FTE: 1.00  
 76003842

ORLANDO DISTRICT 2  
 RECORDS SPECIALIST  
 43-4199-02 / 0130  
 003 / 015  
 FUNDED FROM: FHP: 76100100  
 FTE: 1.00  
 76004865

ORLANDO SUBDISTRICT 2  
 FLORIDA HIGHWAY PATROL LIEUTENANT  
 11-9199-01 / 8042  
 019 / 055  
 FUNDED FROM: FHP: 76100100  
 FTE: RO  
 76000954

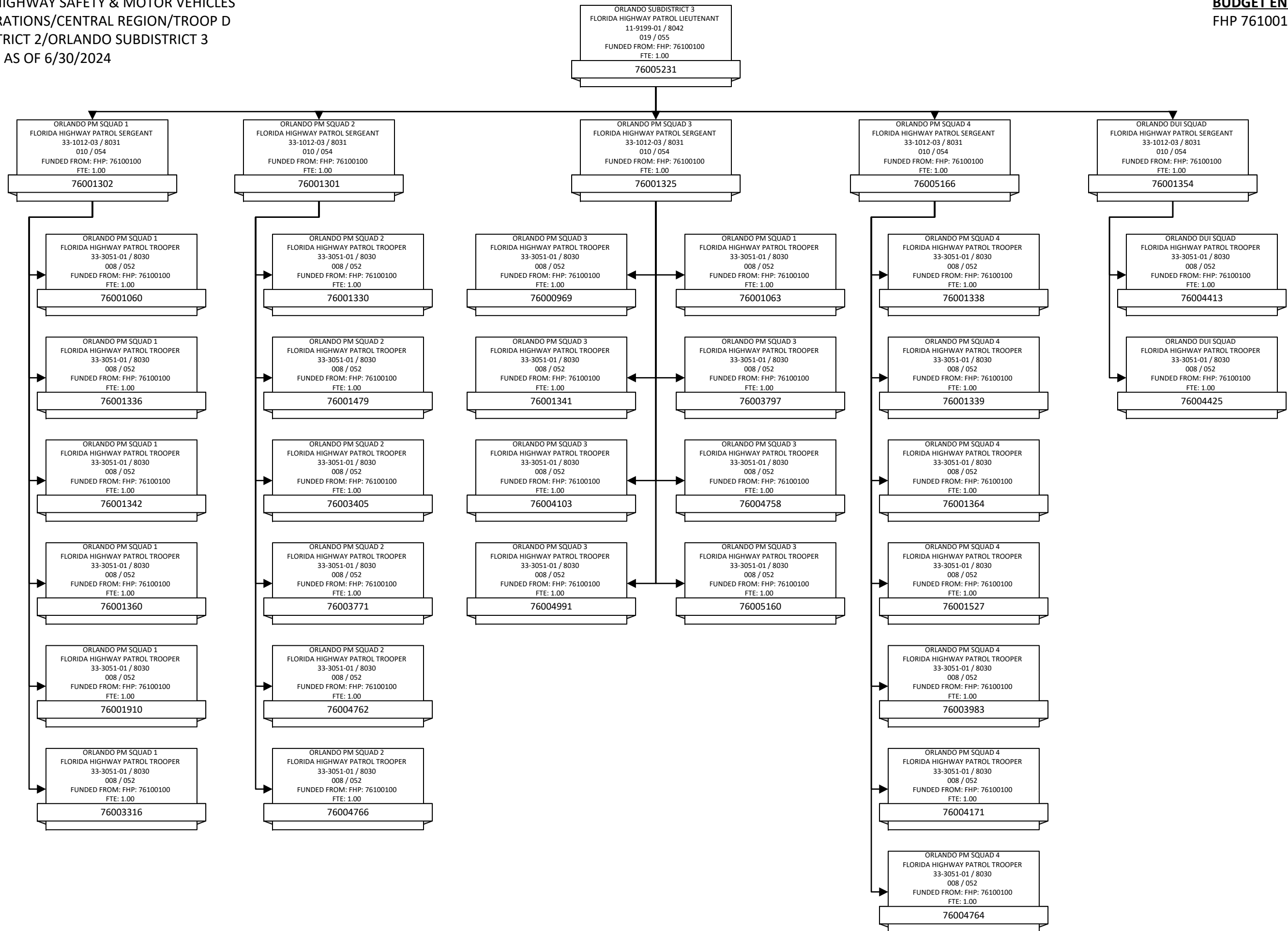
ORLANDO SUBDISTRICT 3  
 FLORIDA HIGHWAY PATROL LIEUTENANT  
 11-9199-01 / 8042  
 019 / 055  
 FUNDED FROM: FHP: 76100100  
 FTE: RO  
 76005231

ORLANDO SUBDISTRICT 4  
 FLORIDA HIGHWAY PATROL LIEUTENANT  
 11-9199-01 / 8042  
 019 / 055  
 FUNDED FROM: FHP: 76100100  
 FTE: RO  
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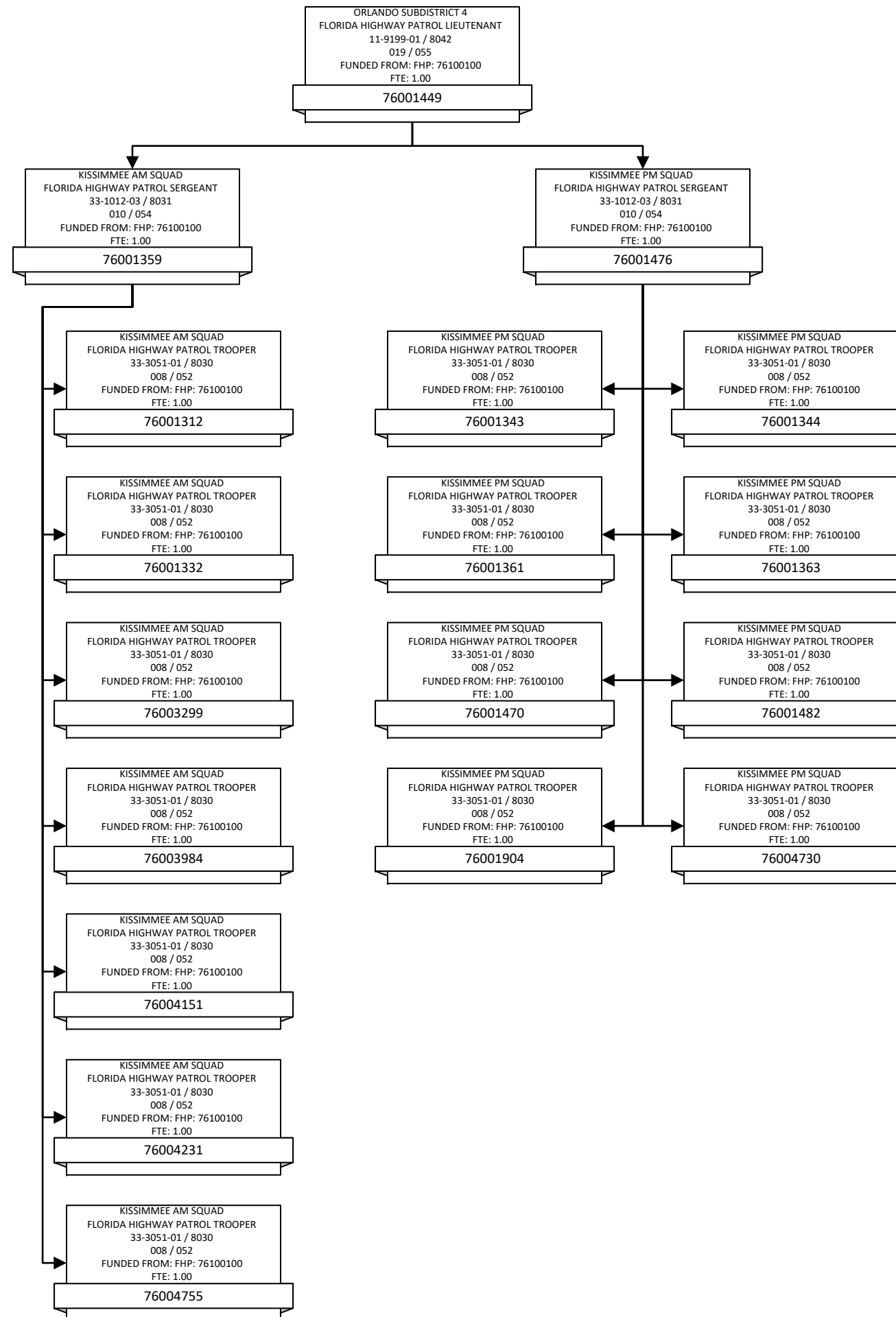


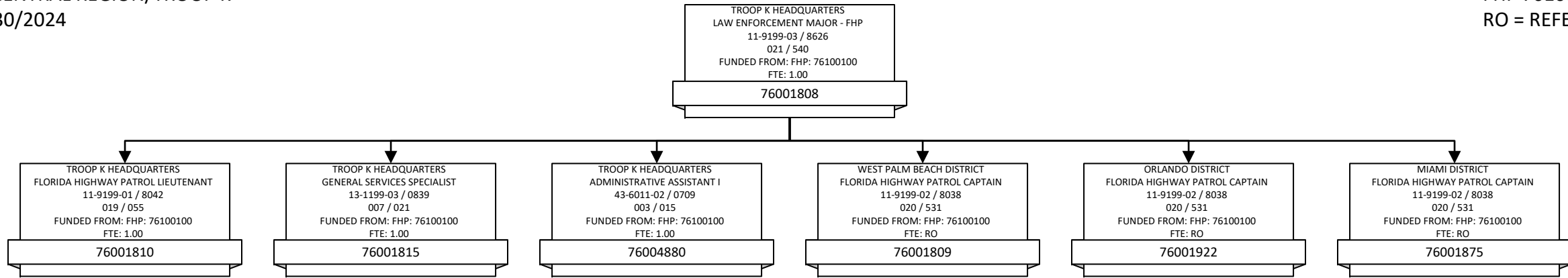
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP D  
 ORLANDO DISTRICT 2/ORLANDO SUBDISTRICT 3  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 35.0



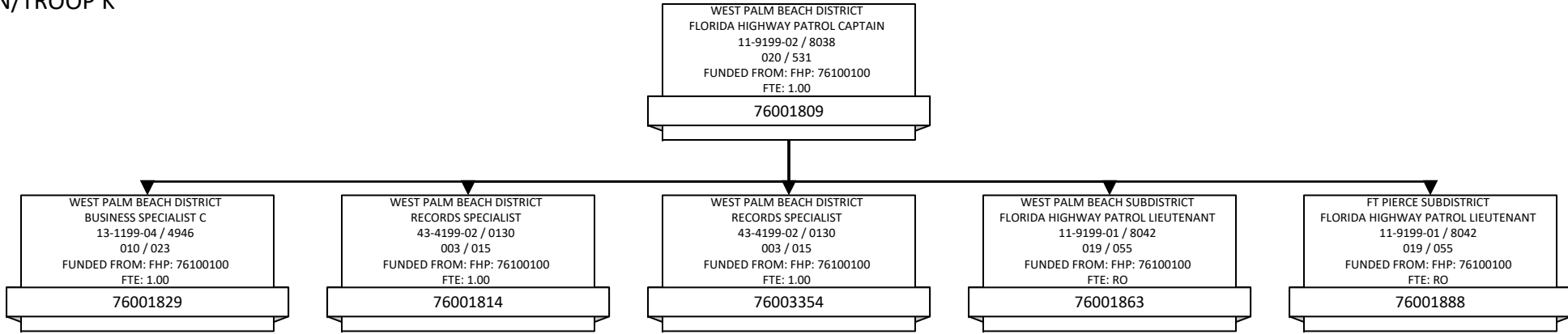






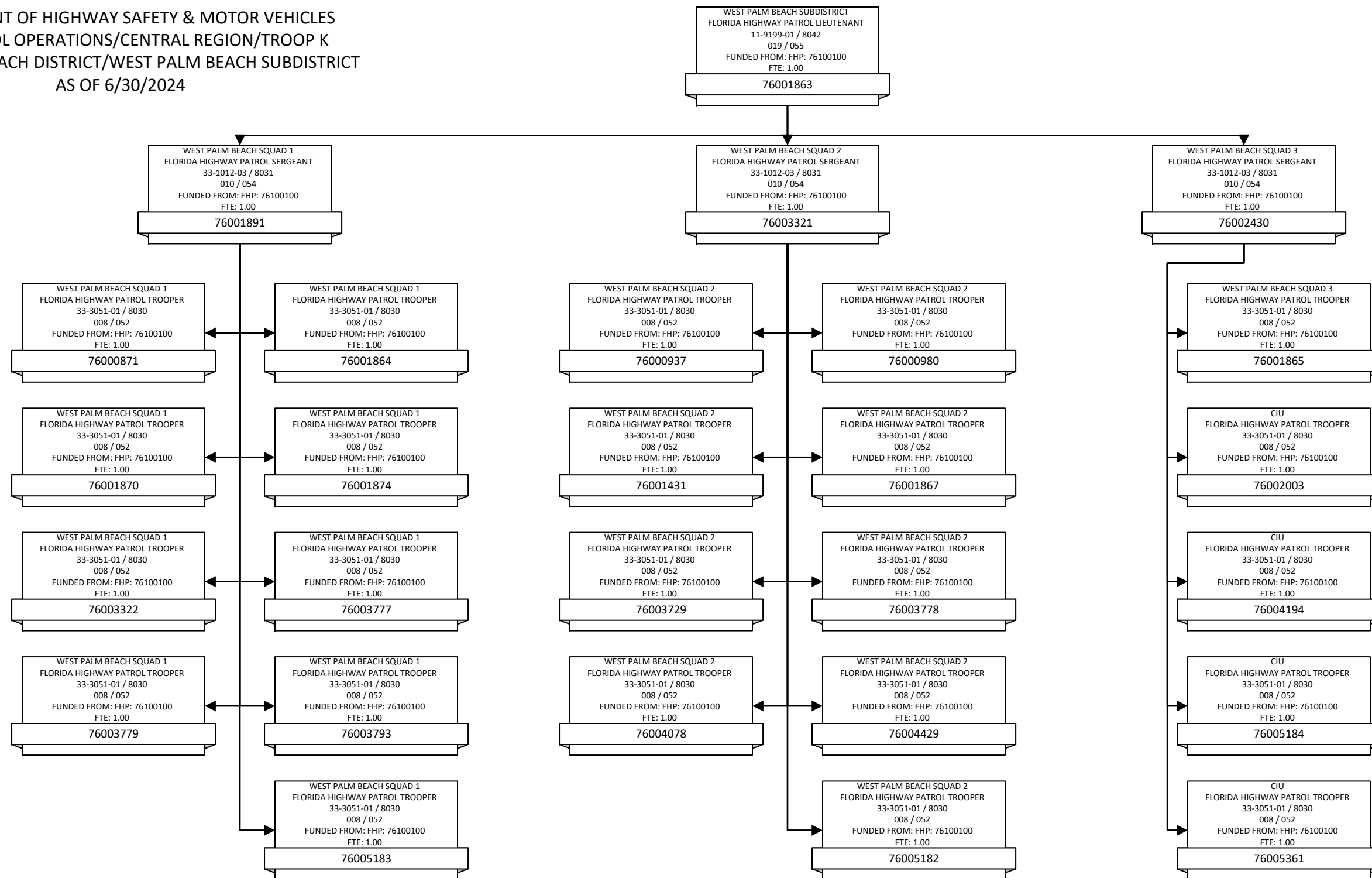
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP K  
WEST PALM BEACH DISTRICT  
AS OF 6/30/2024

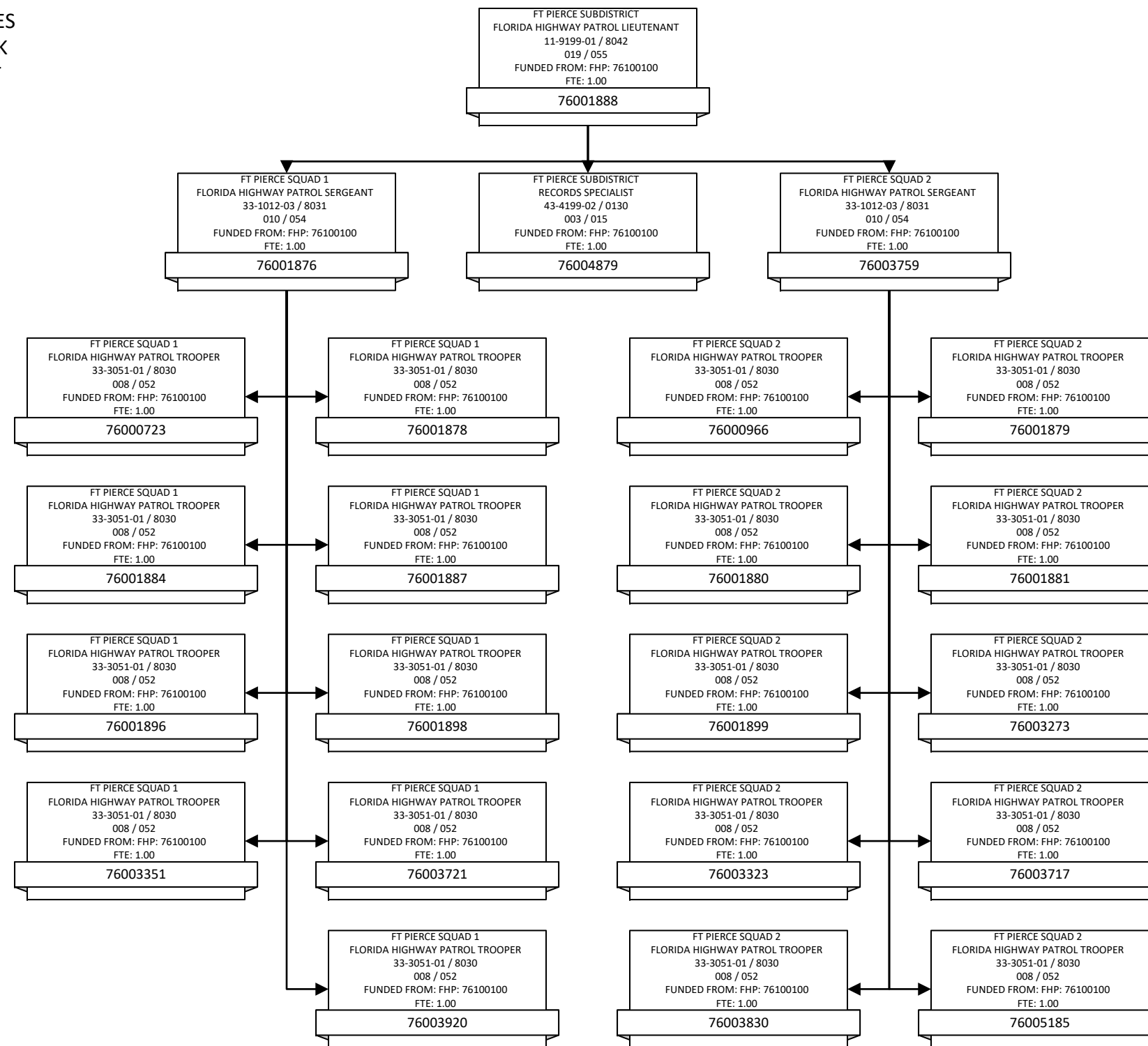
**BUDGET ENTITY FTE TOTALS**  
FHP 76100100 = 4.0  
RO = REFER TO OTHER CHART



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP K  
 WEST PALM BEACH DISTRICT/WEST PALM BEACH SUBDISTRICT  
 AS OF 6/30/2024

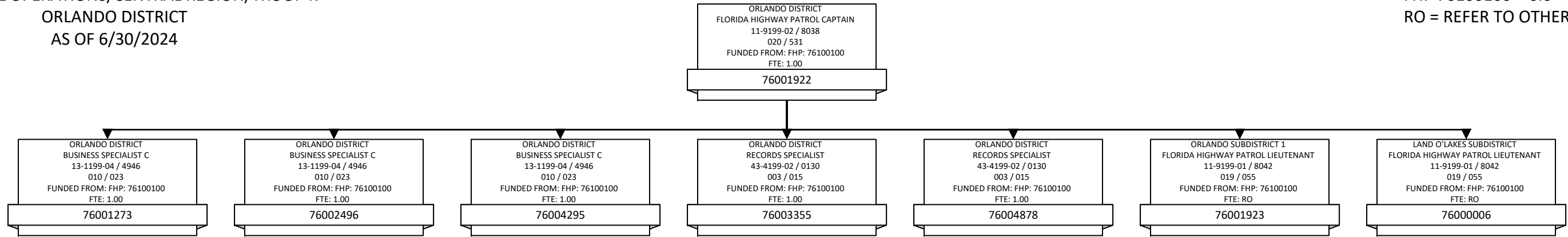
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 27.0





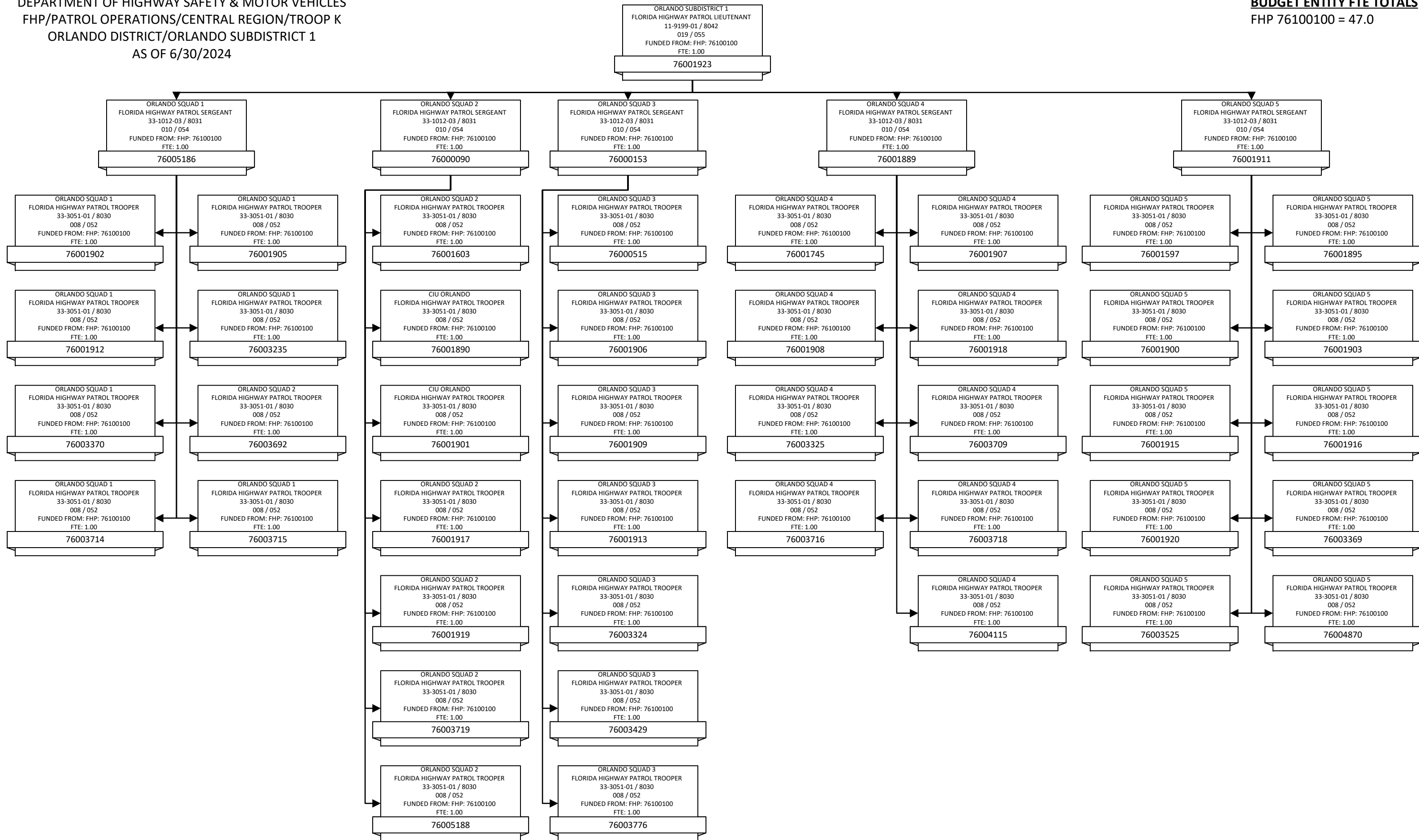
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP K  
 ORLANDO DISTRICT  
 AS OF 6/30/2024

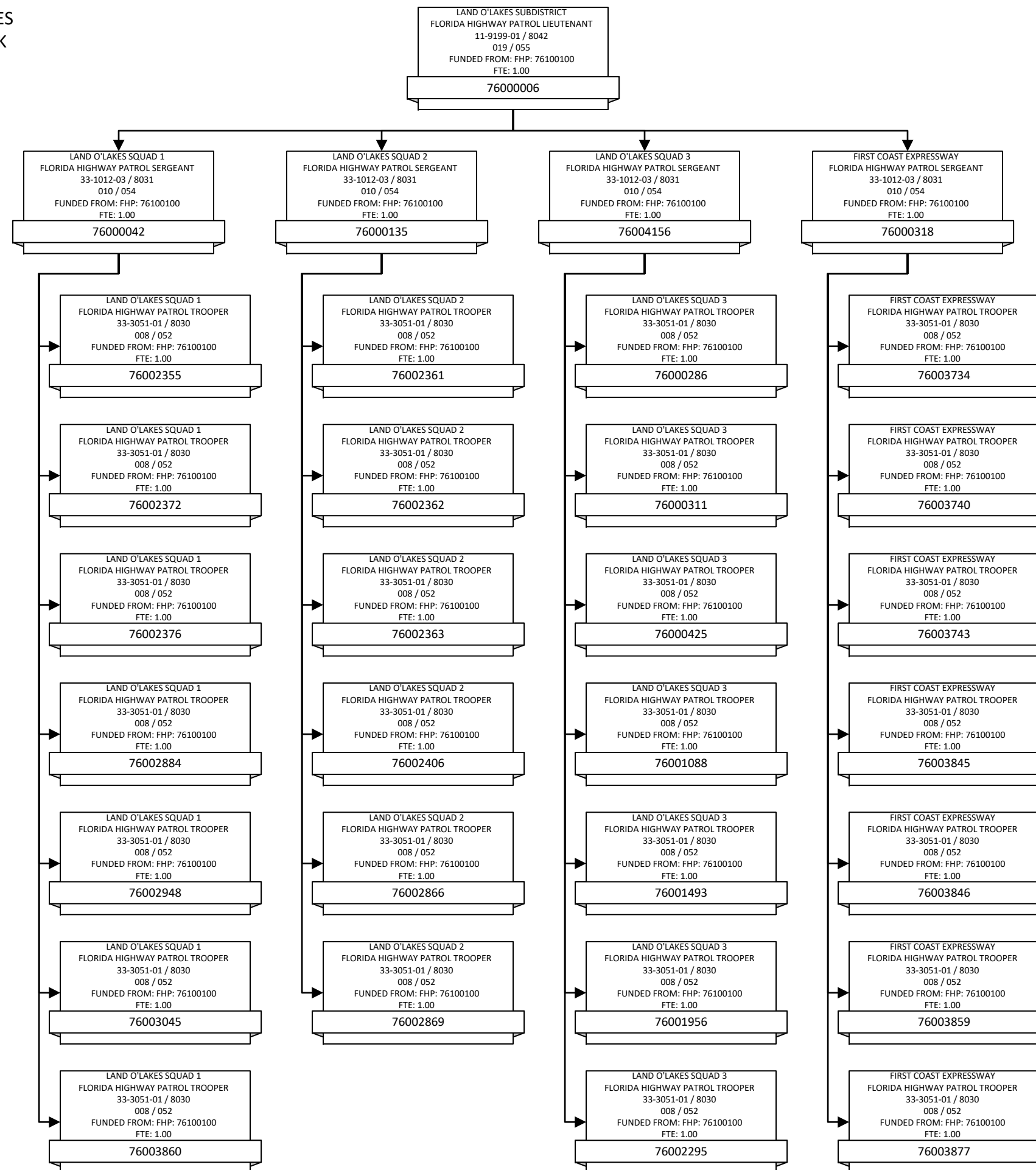
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 6.0  
 RO = REFER TO OTHER CHART



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP K  
 ORLANDO DISTRICT/ORLANDO SUBDISTRICT 1  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 47.0

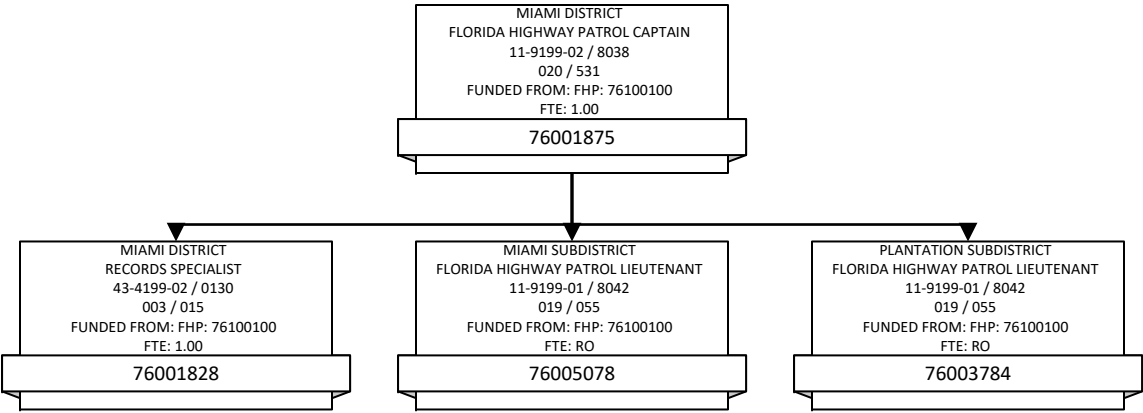






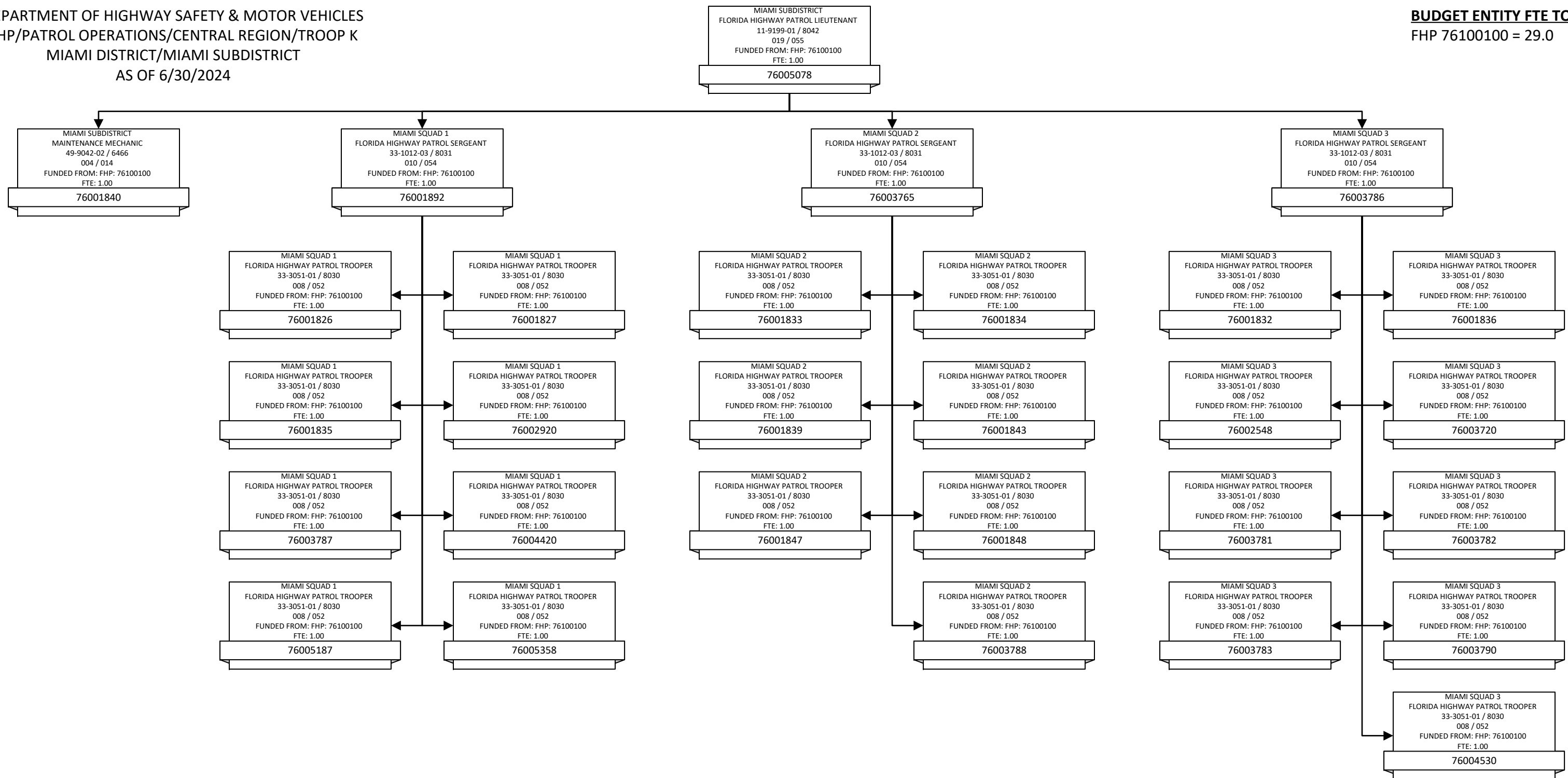
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP K  
MIAMI DISTRICT  
AS OF 6/30/2024

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



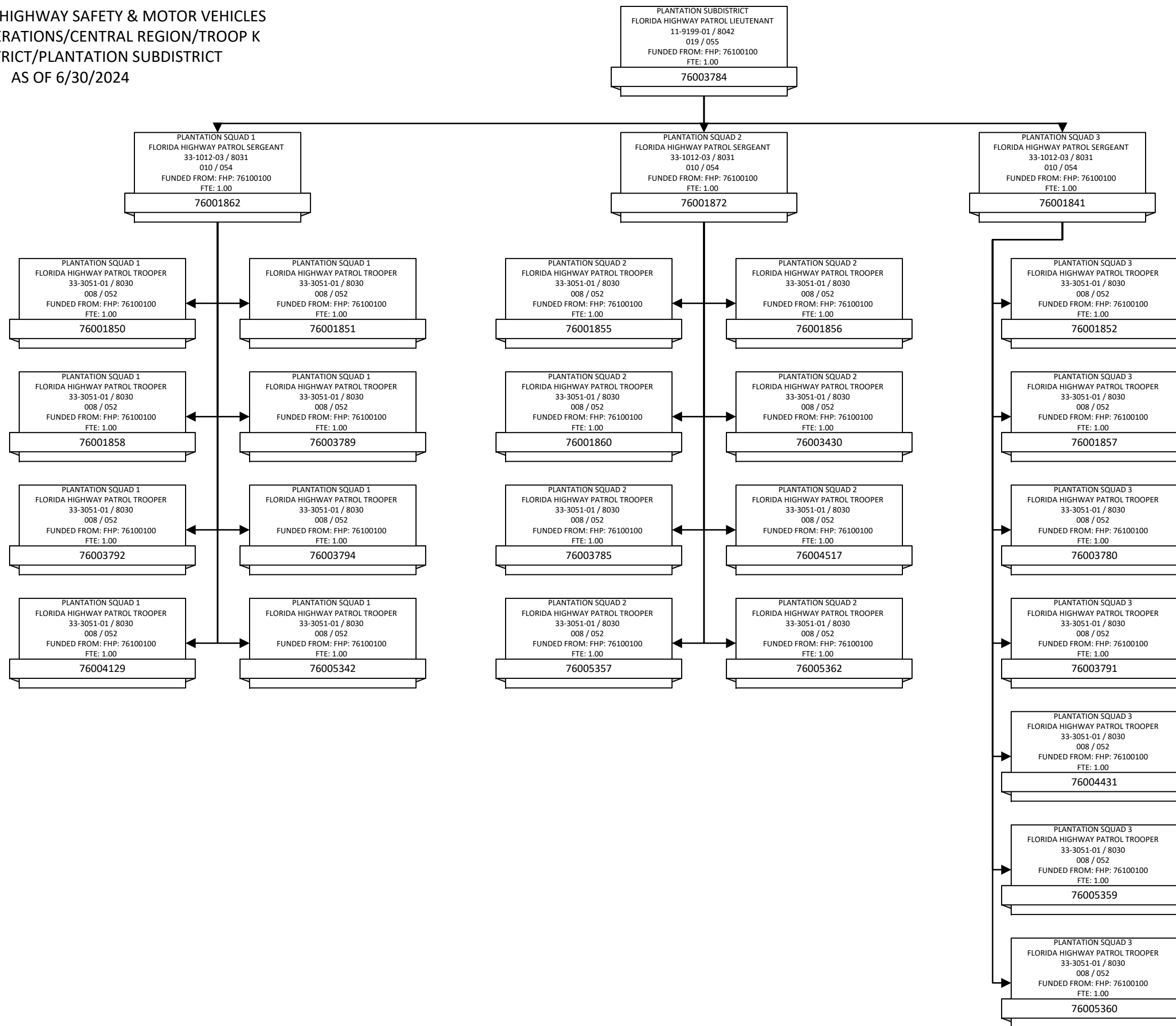
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP K  
 MIAMI DISTRICT/MIAMI SUBDISTRICT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 29.0



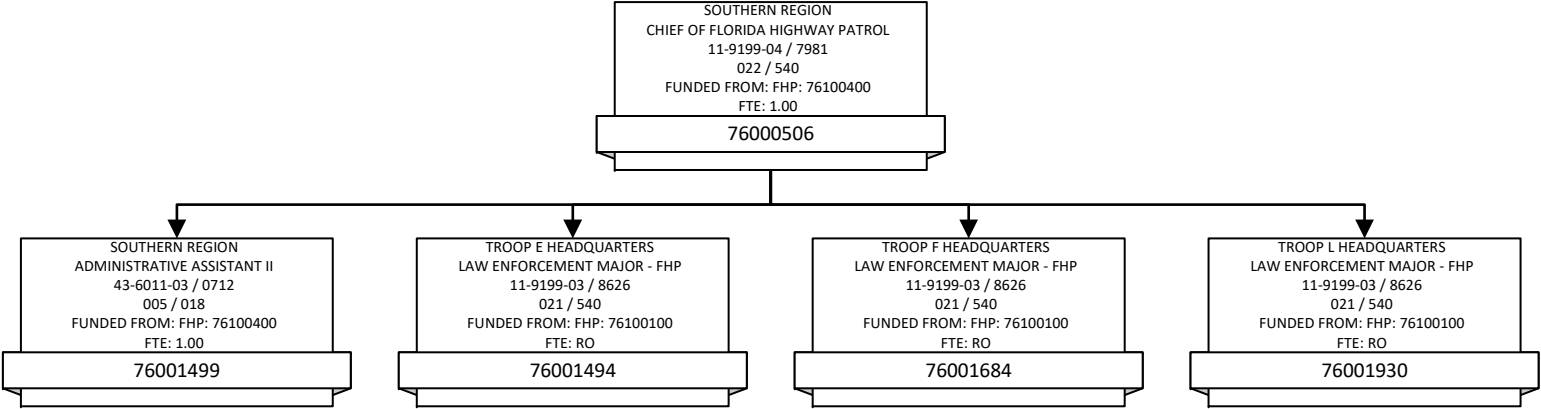
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/CENTRAL REGION/TROOP K  
 MIAMI DISTRICT/PLANTATION SUBDISTRICT  
 AS OF 6/30/2024

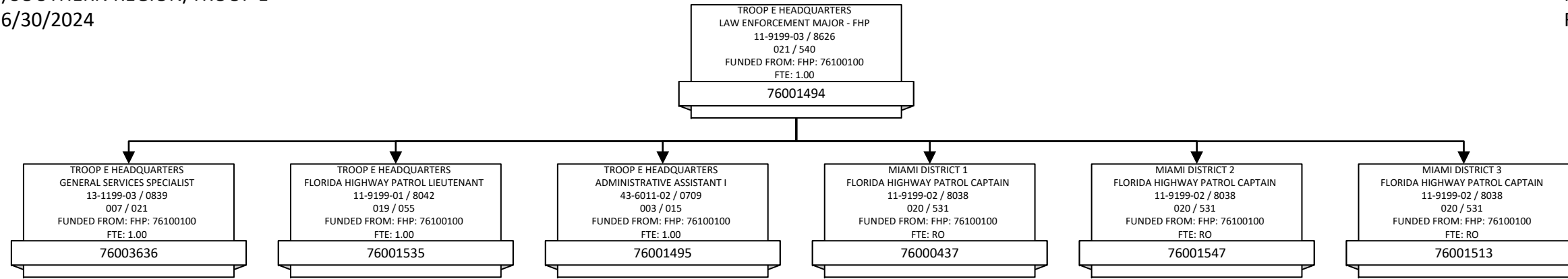
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 27.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL OPERATIONS/SOUTHERN REGION  
AS OF 6/30/2024

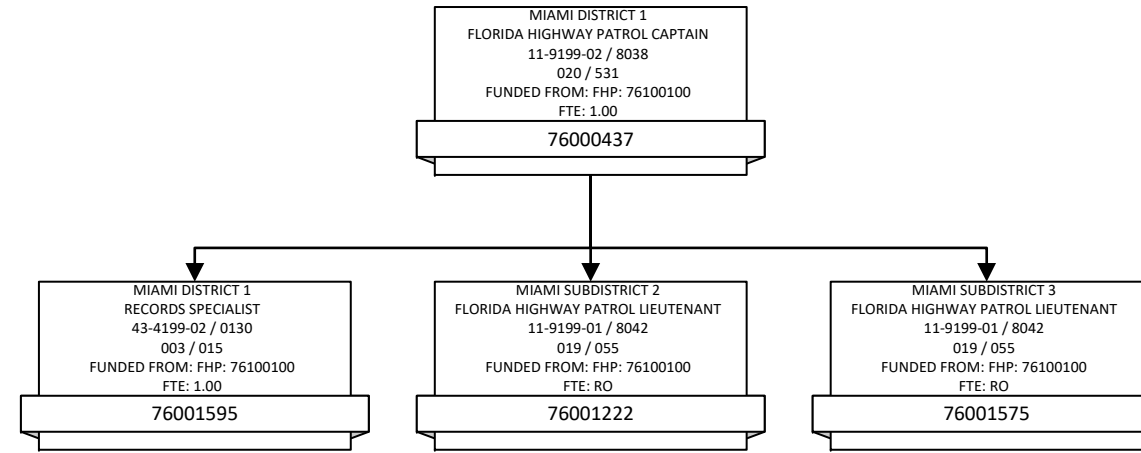
**BUDGET ENTITY FTE TOTALS**  
FHP ED 76100400 = 2.0





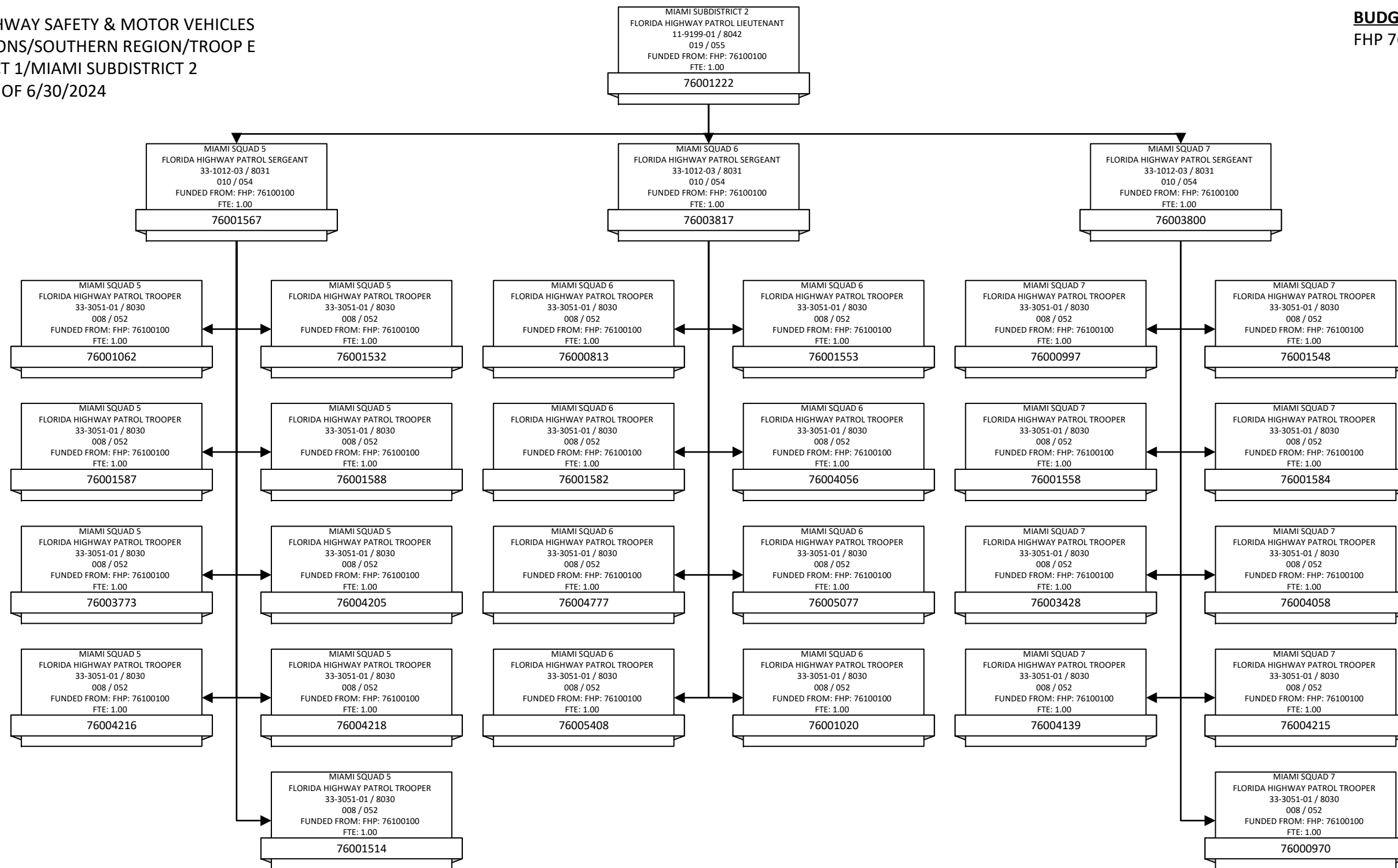
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP E  
MIAMI DISTRICT 1  
AS OF 6/30/2024

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



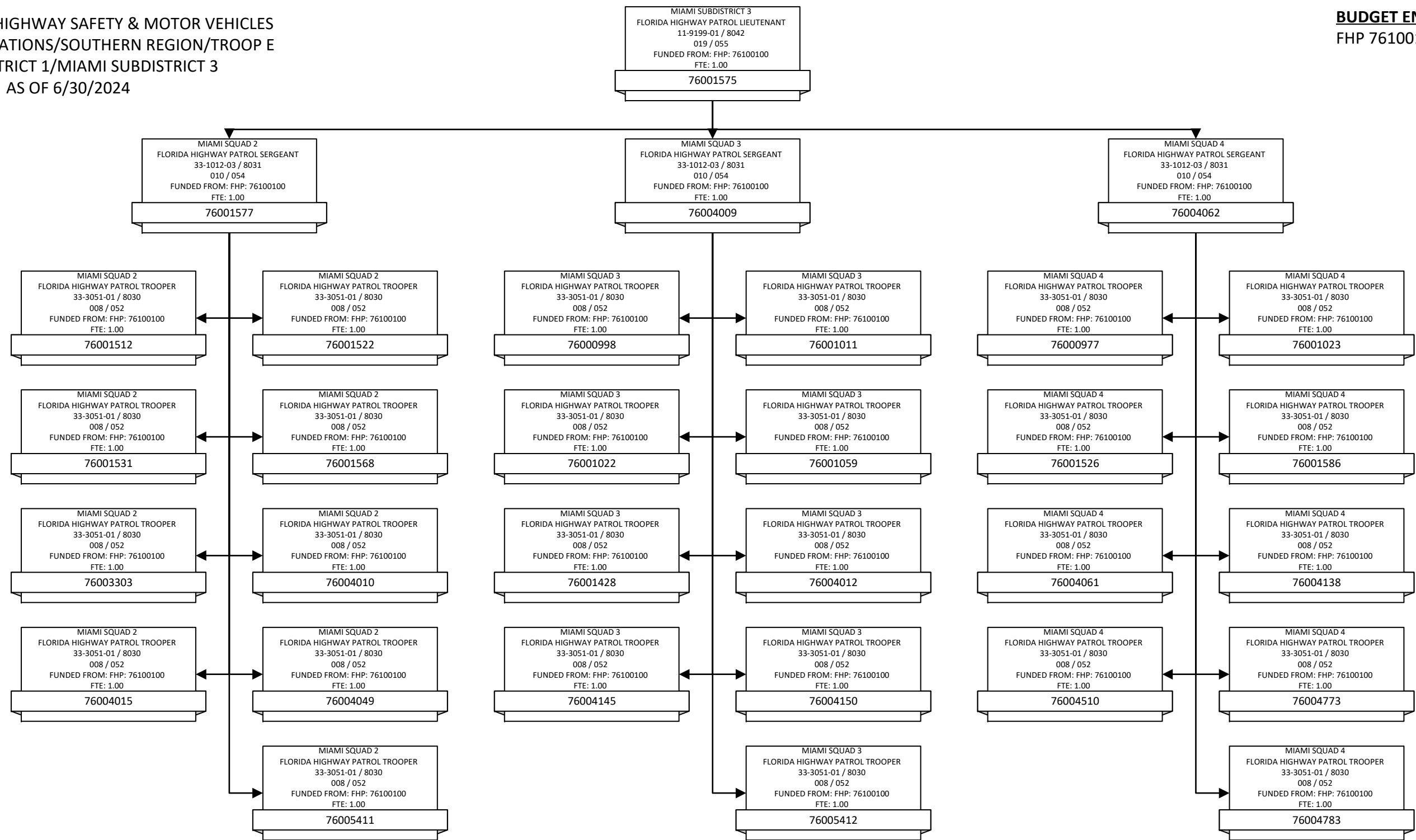
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP E  
 MIAMI DISTRICT 1/MIAMI SUBDISTRICT 2  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 30.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP E  
 MIAMI DISTRICT 1/MIAMI SUBDISTRICT 3  
 AS OF 6/30/2024

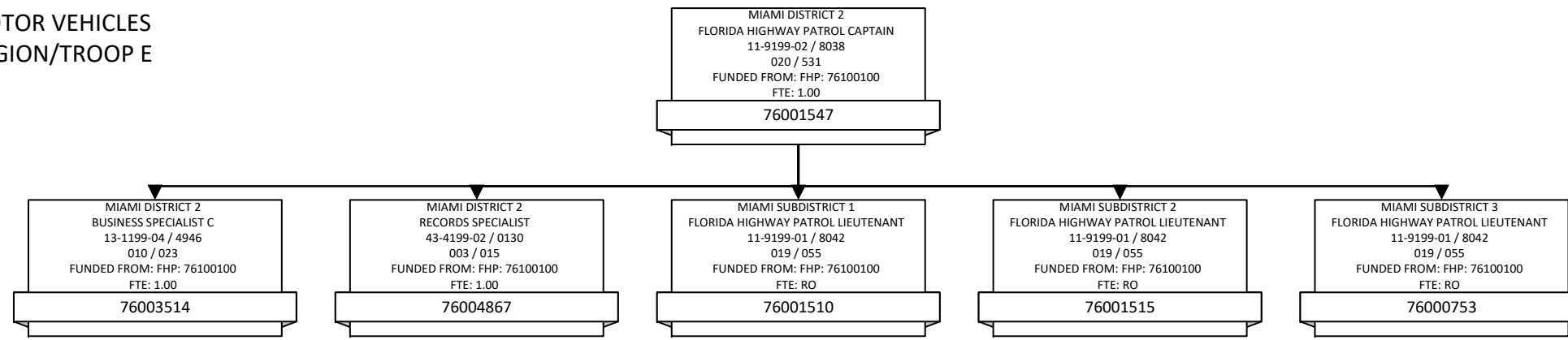
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 31.0





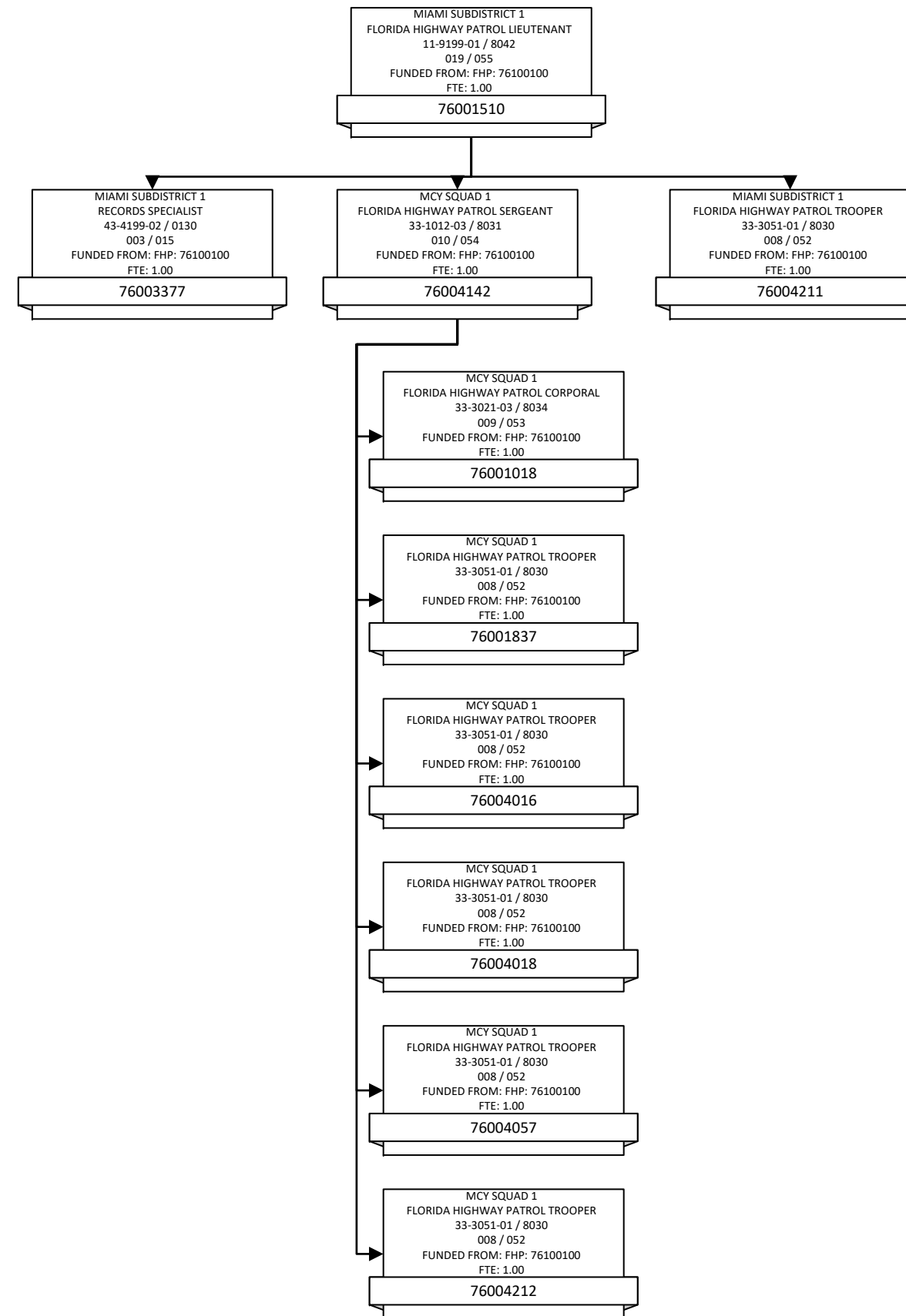
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP E  
 MIAMI DISTRICT 2  
 AS OF 6/30/2024

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



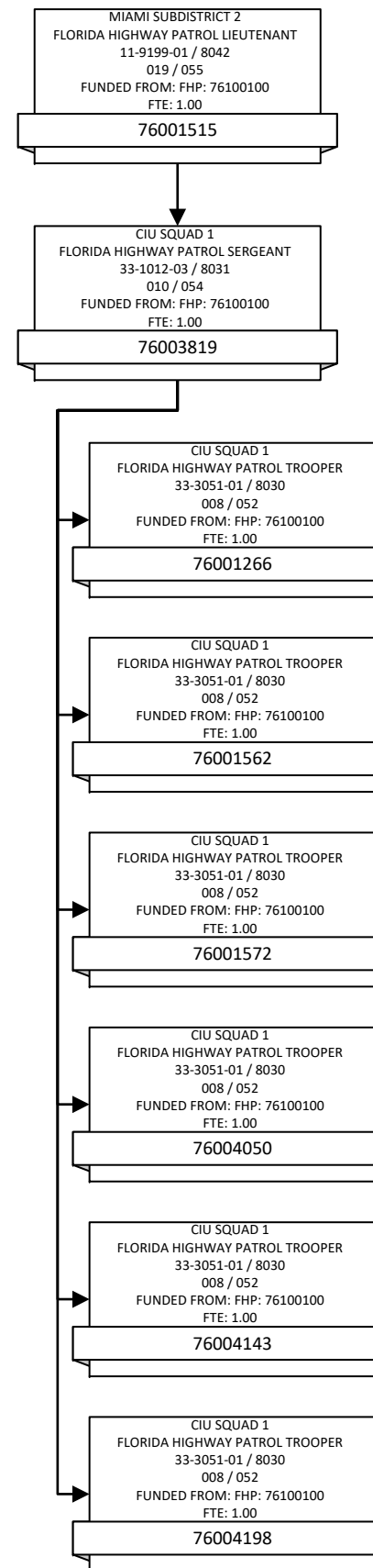
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP E  
 MIAMI DISTRICT 2/MIAMI SUBDISTRICT 1  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 10.0



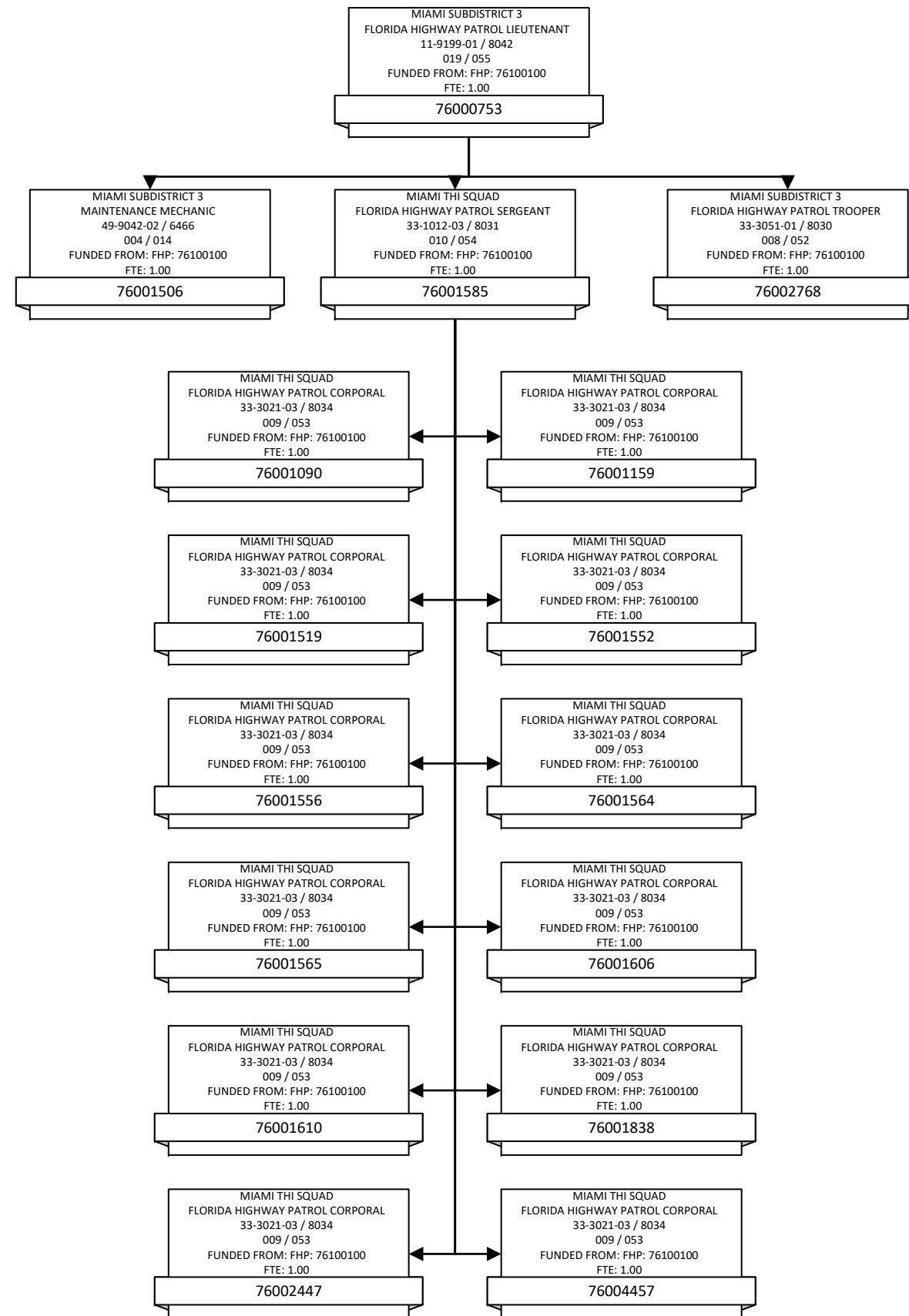
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP E  
MIAMI DISTRICT 2/MIAMI SUBDISTRICT 2  
AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
FHP 76100100 = 8.0

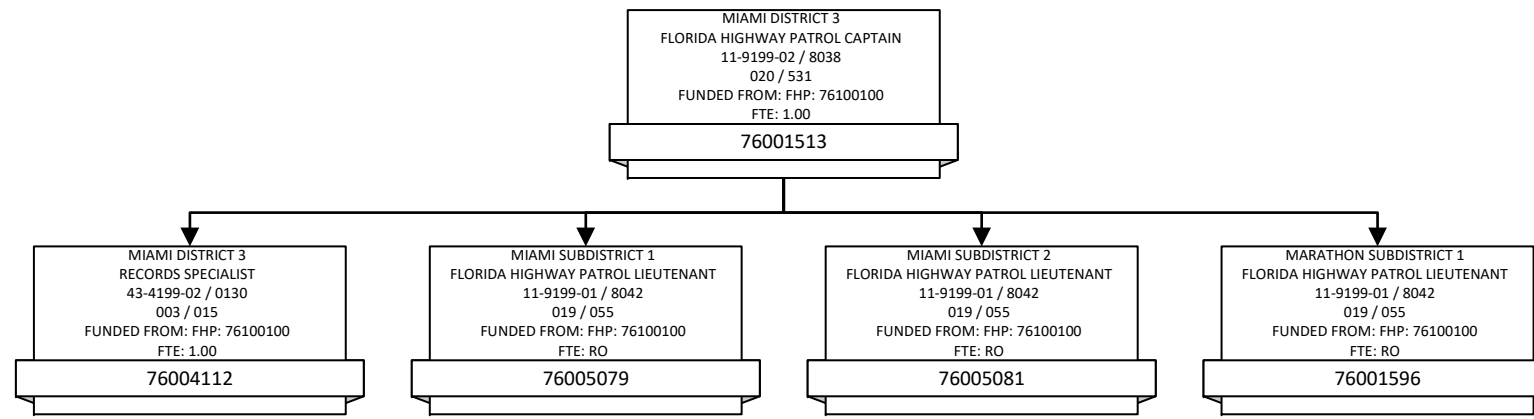


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP E  
 MIAMI DISTRICT 2/MIAMI SUBDISTRICT 3  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 16.0



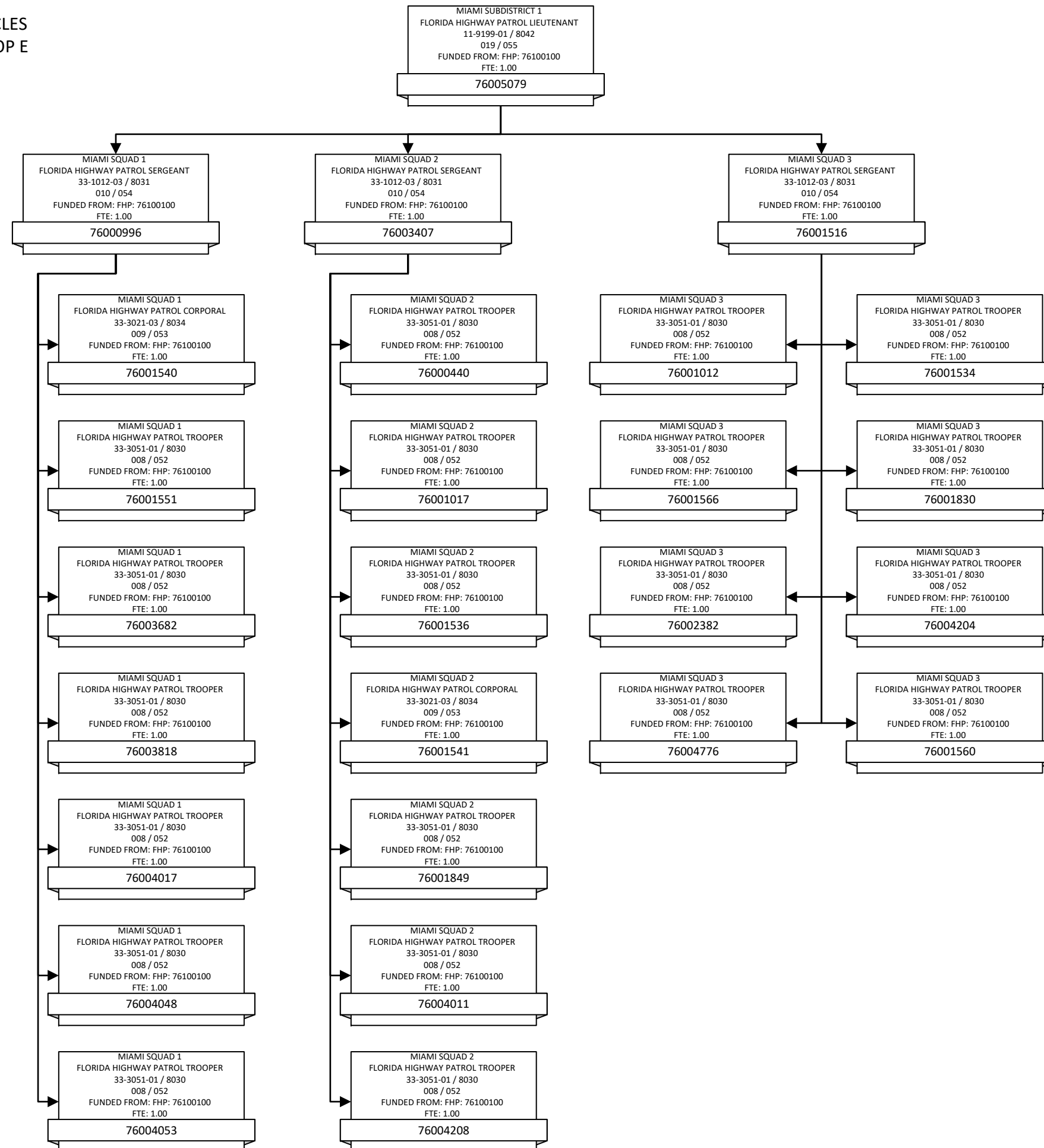
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP E  
 MIAMI DISTRICT 3  
 AS OF 6/30/2024



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

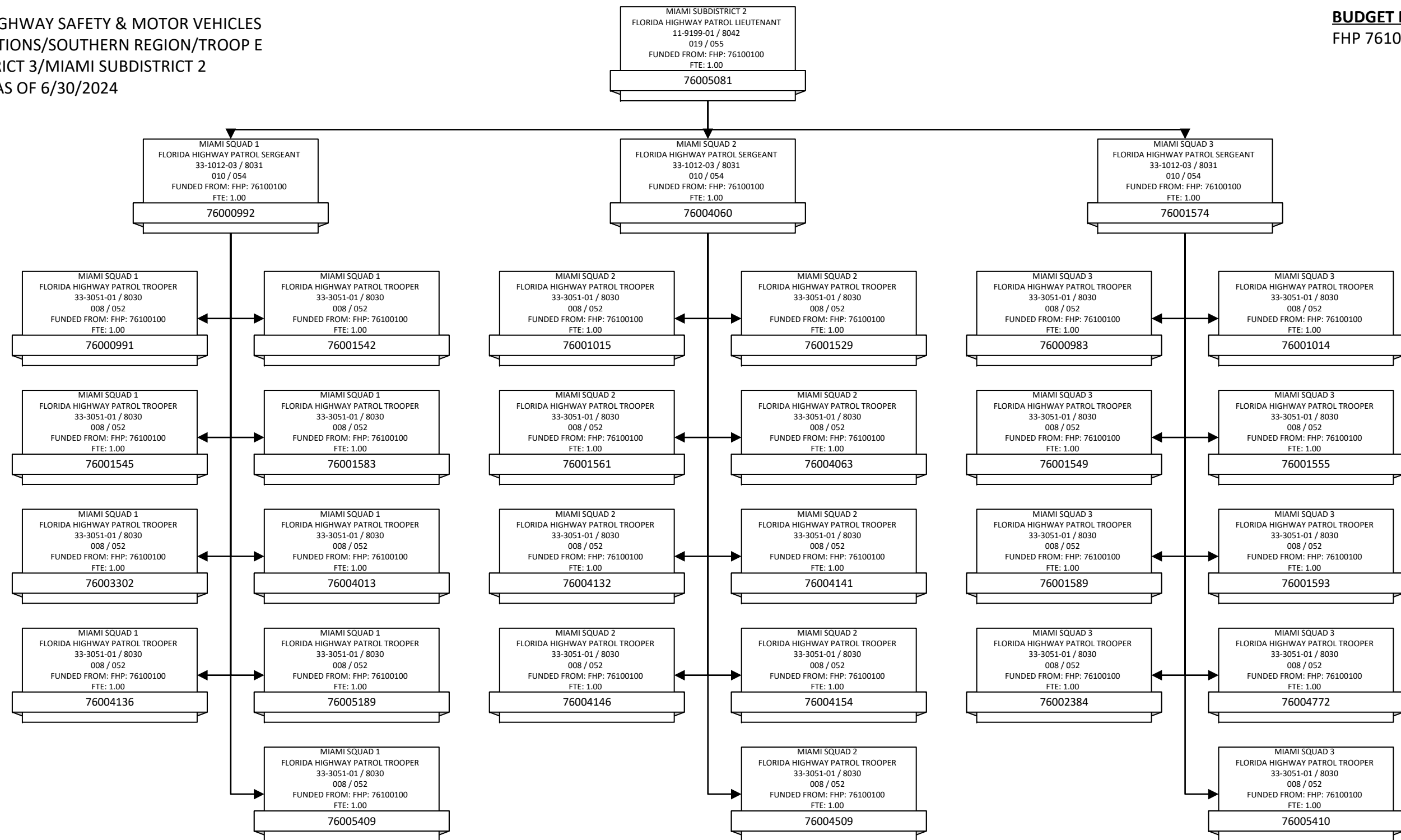
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP E  
 MIAMI DISTRICT 3/MIAMI SUBDISTRICT 1  
 AS OF 6/30/2024

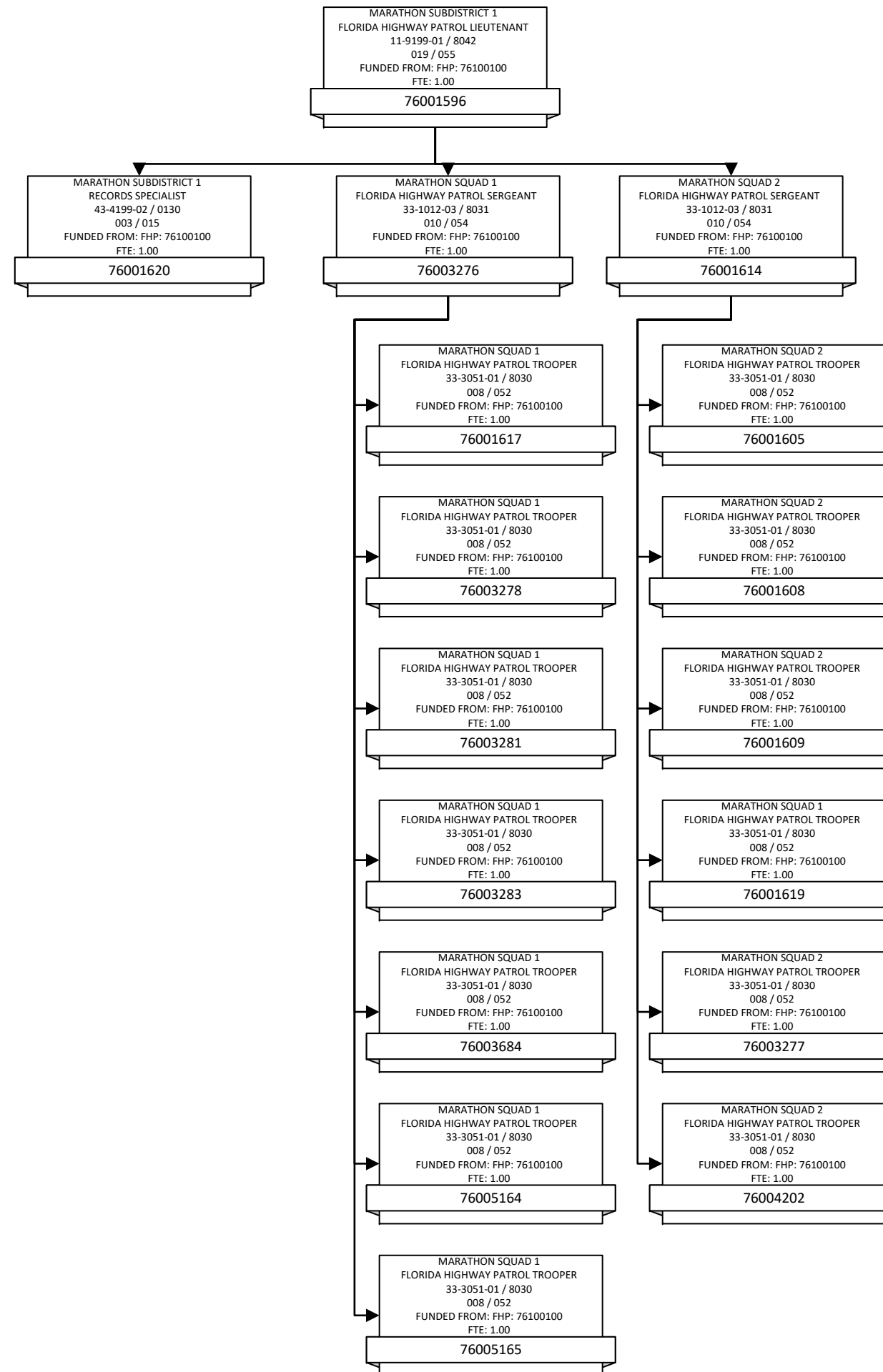
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 26.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP E  
 MIAMI DISTRICT 3/MIAMI SUBDISTRICT 2  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 31.0

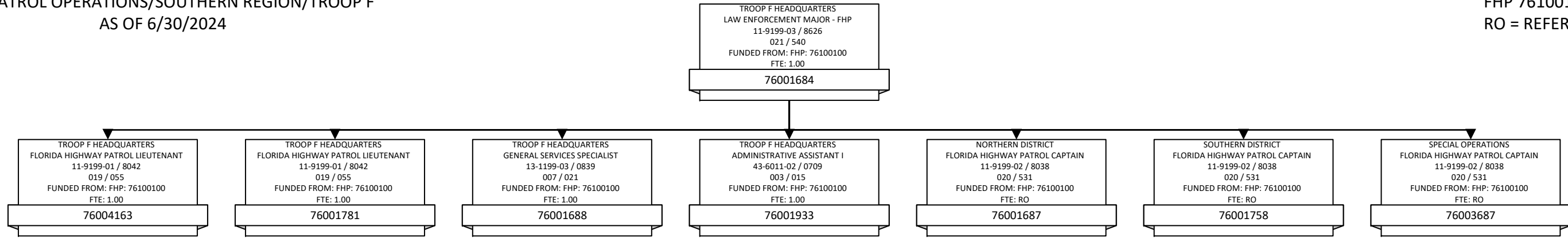






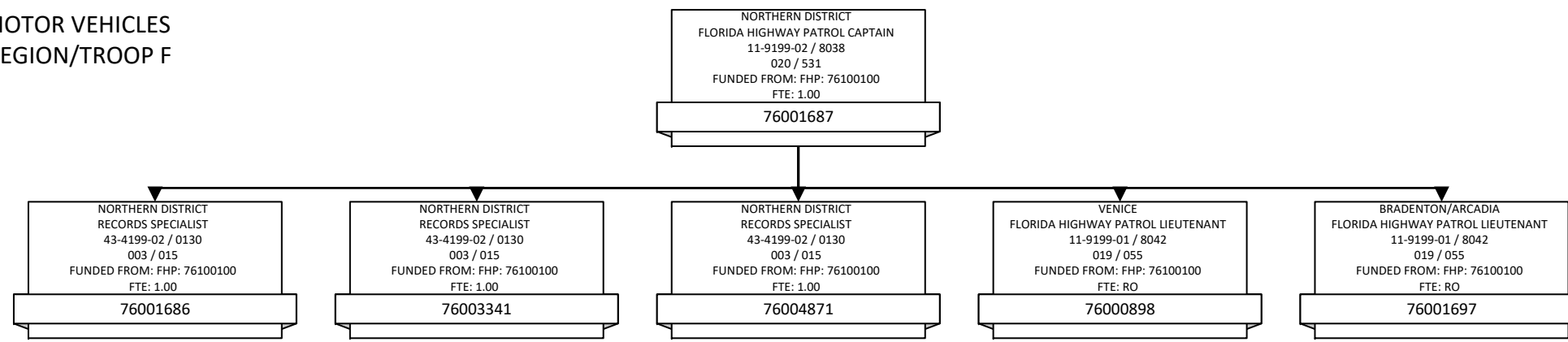
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP F  
 AS OF 6/30/2024

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



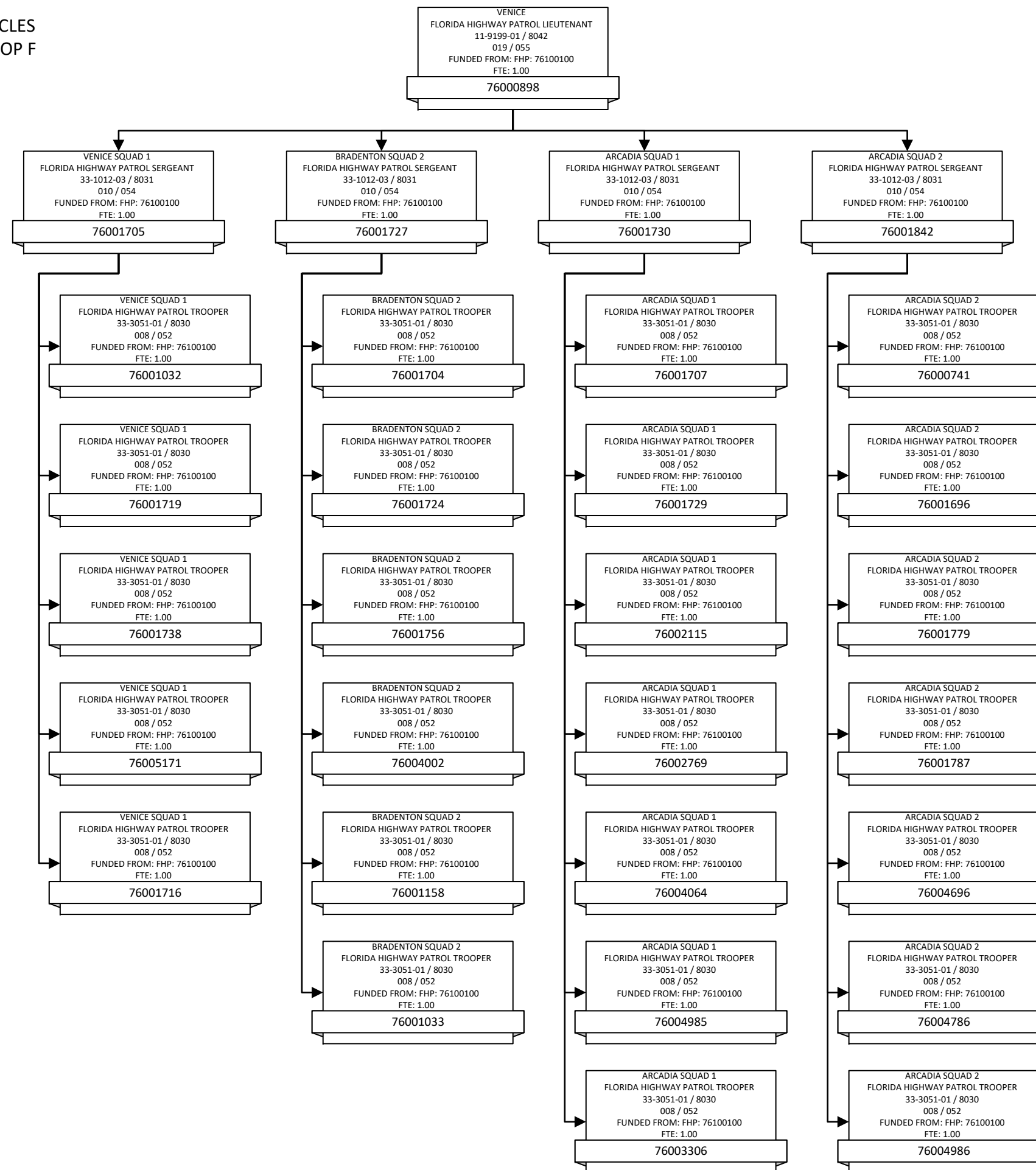
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP F  
 NORTHERN DISTRICT  
 AS OF 6/30/2024

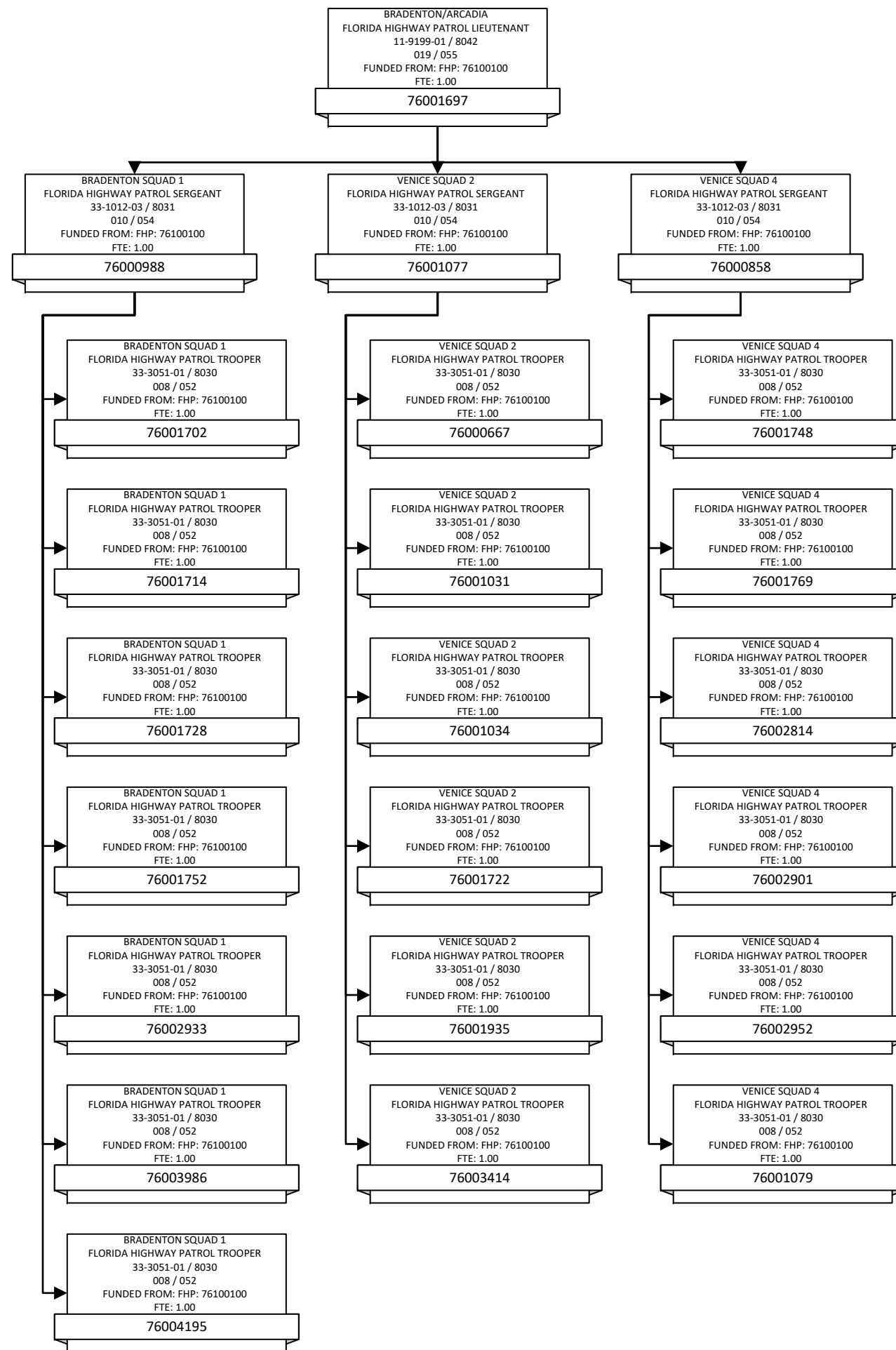
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 4.0  
 RO = REFER TO OTHER CHART



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP F  
 NORTHERN DISTRICT/VENICE  
 AS OF 6/30/2024

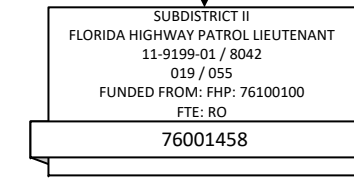
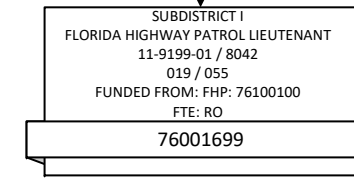
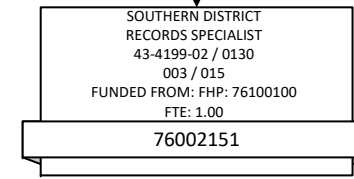
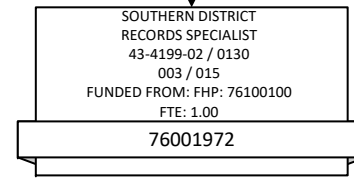
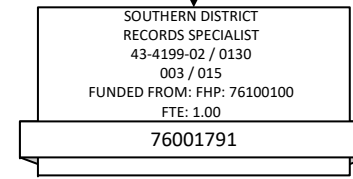
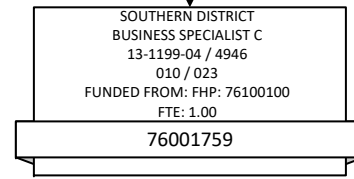
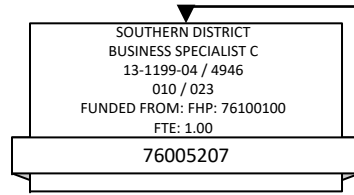
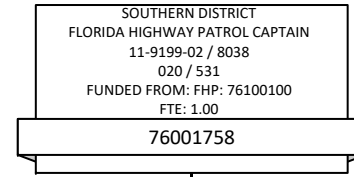
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 30.0

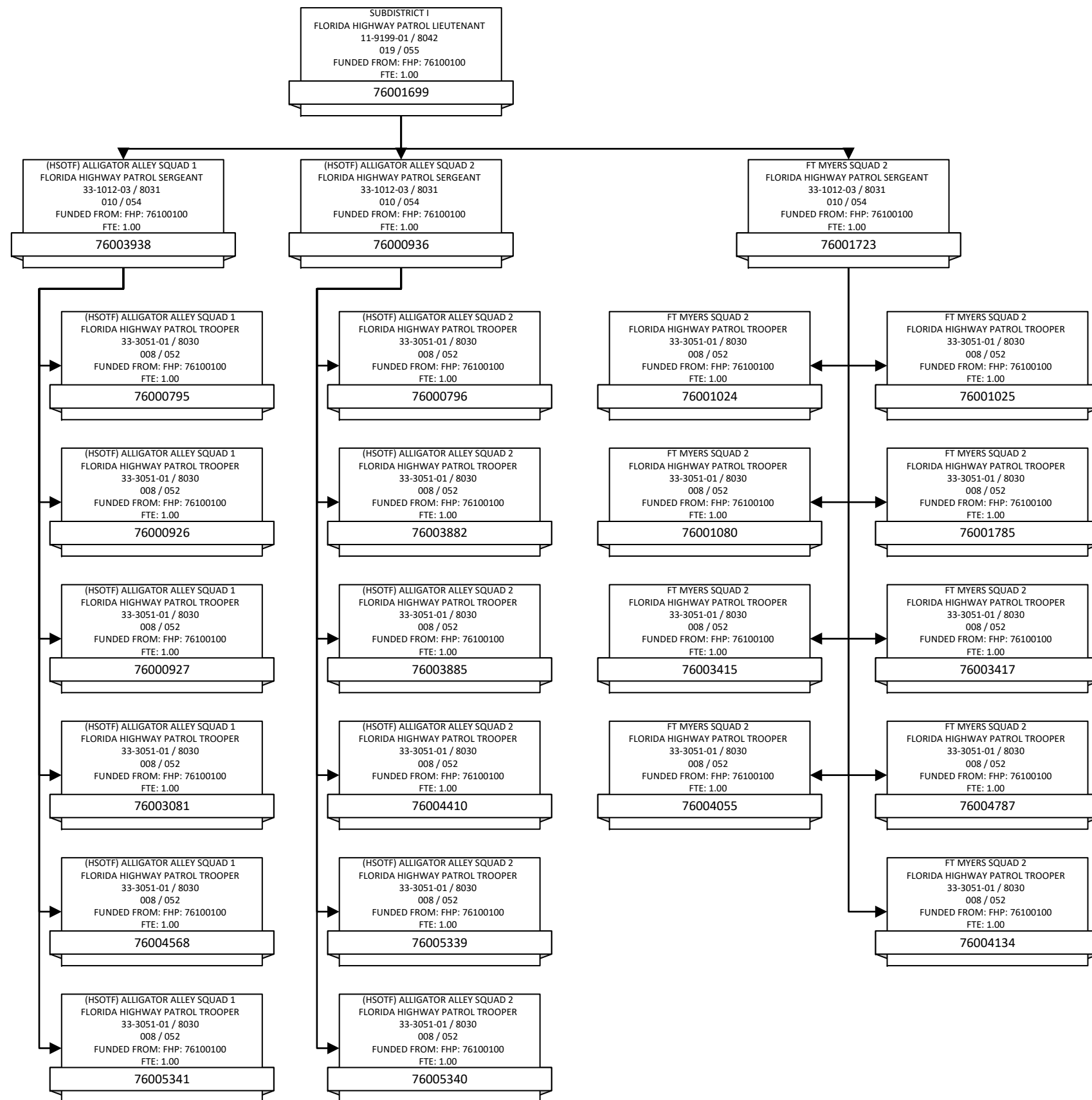




DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP F  
 SOUTHERN DISTRICT  
 AS OF 6/30/2024

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





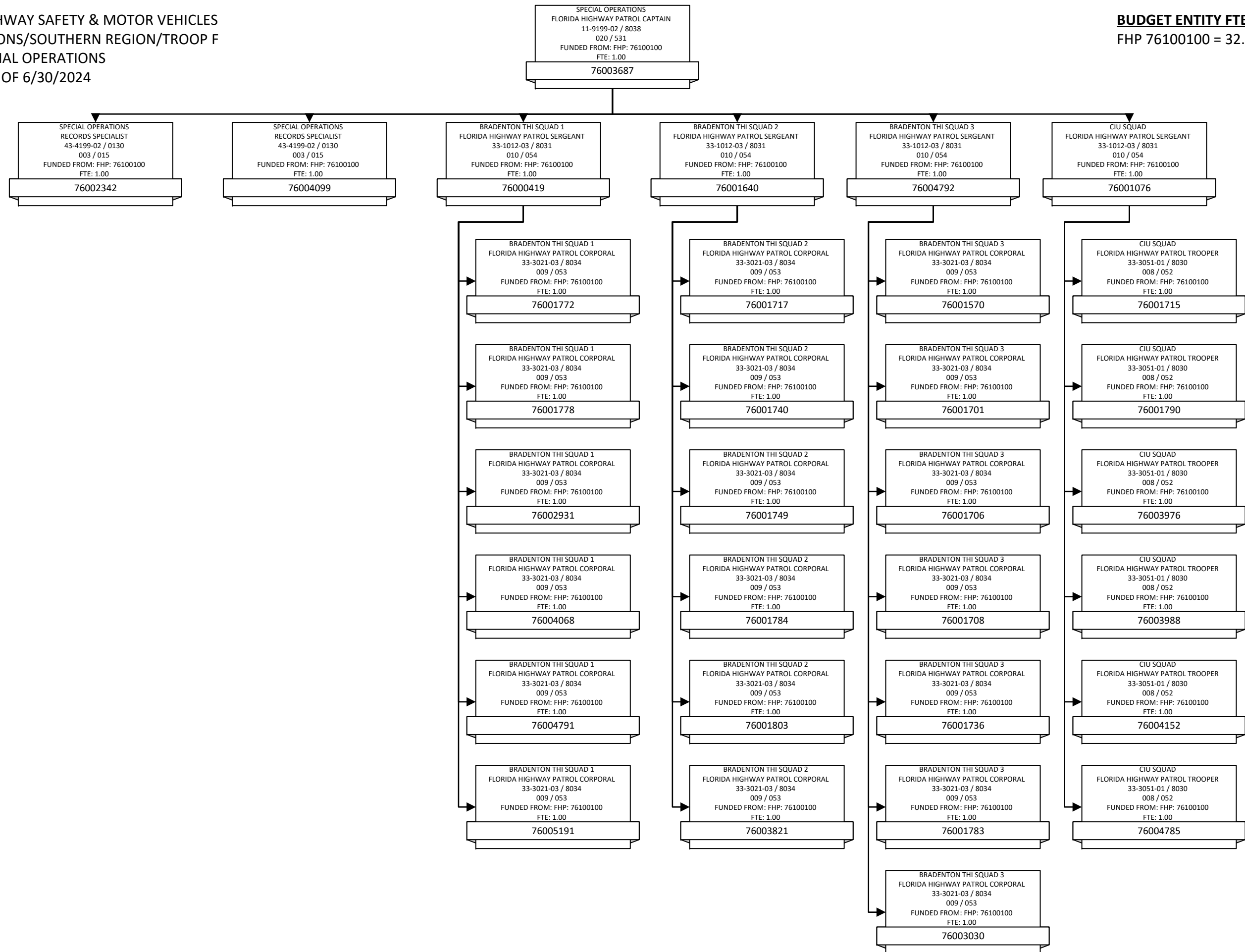
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP F  
 SOUTHERN DISTRICT/SUBDISTRICT II  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 41.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP F  
 SPECIAL OPERATIONS  
 AS OF 6/30/2024

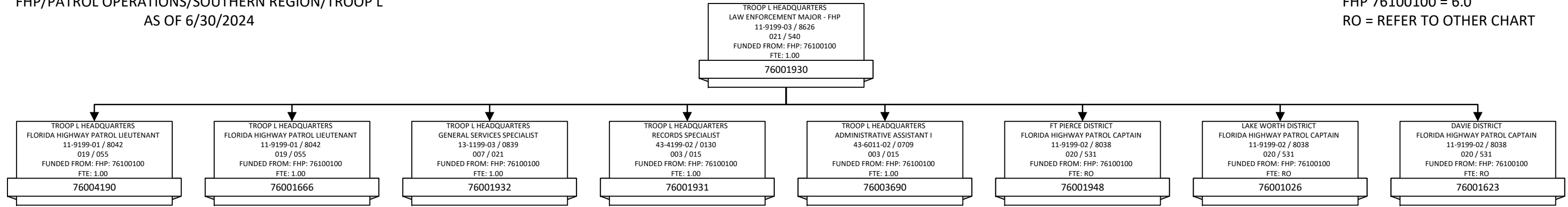
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 32.0



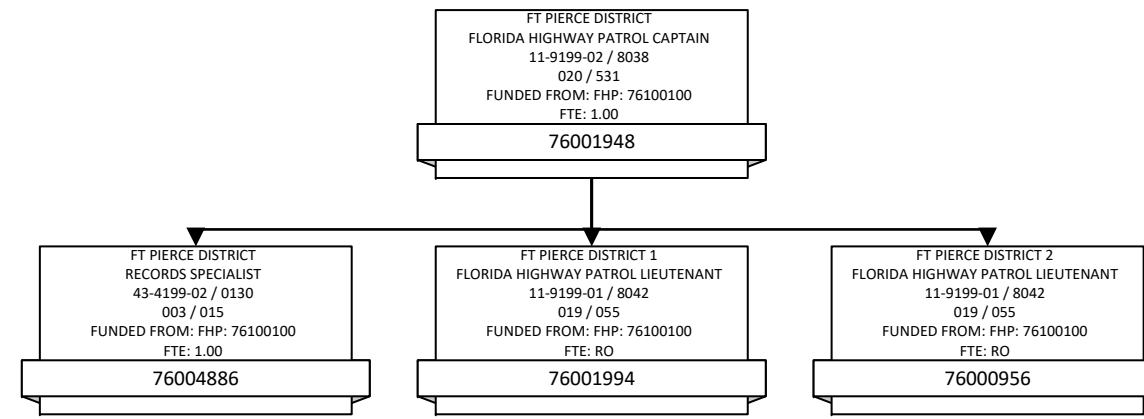


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP L  
 AS OF 6/30/2024

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



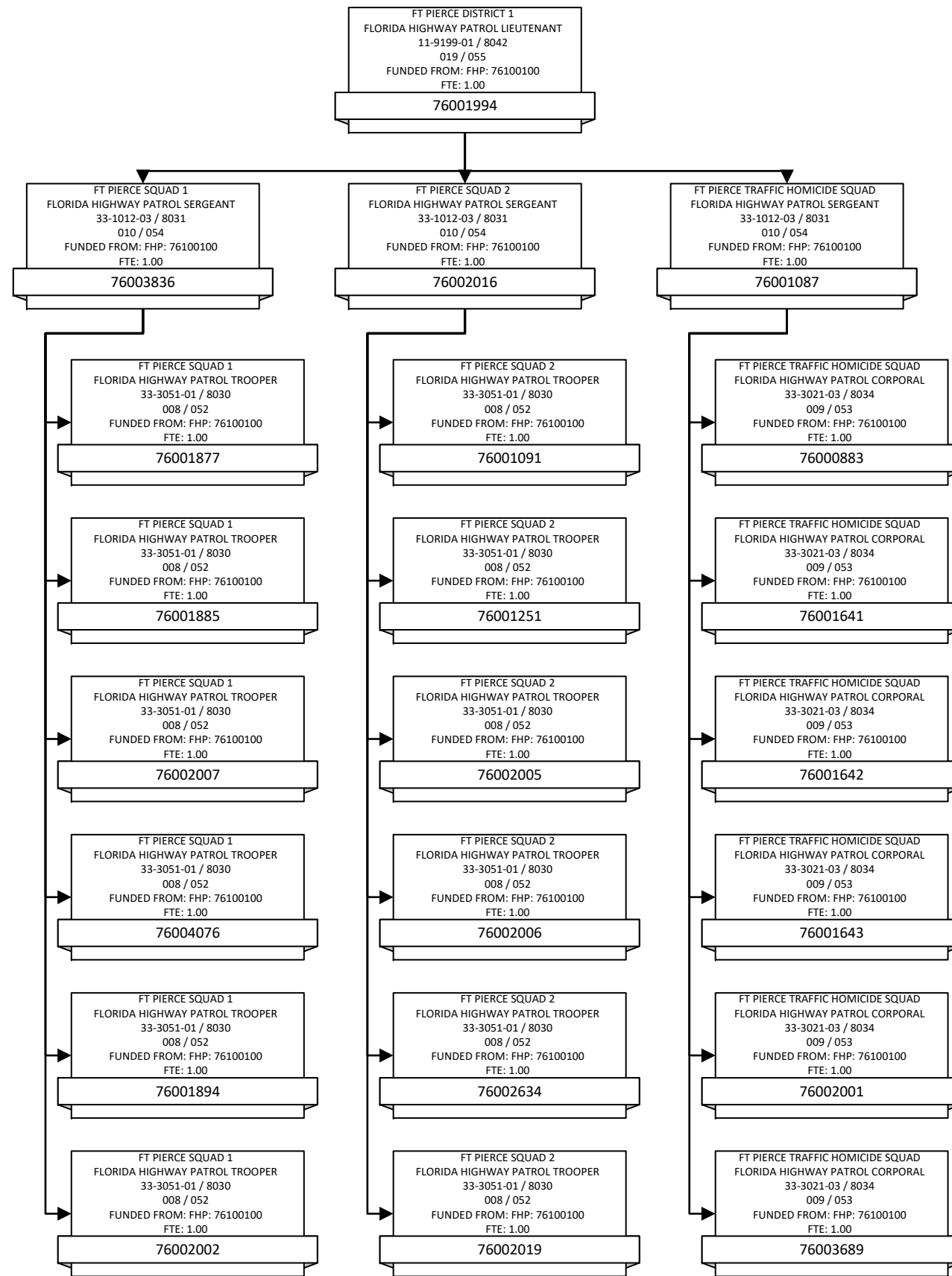
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP L  
FT PIERCE DISTRICT  
AS OF 6/30/2024



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

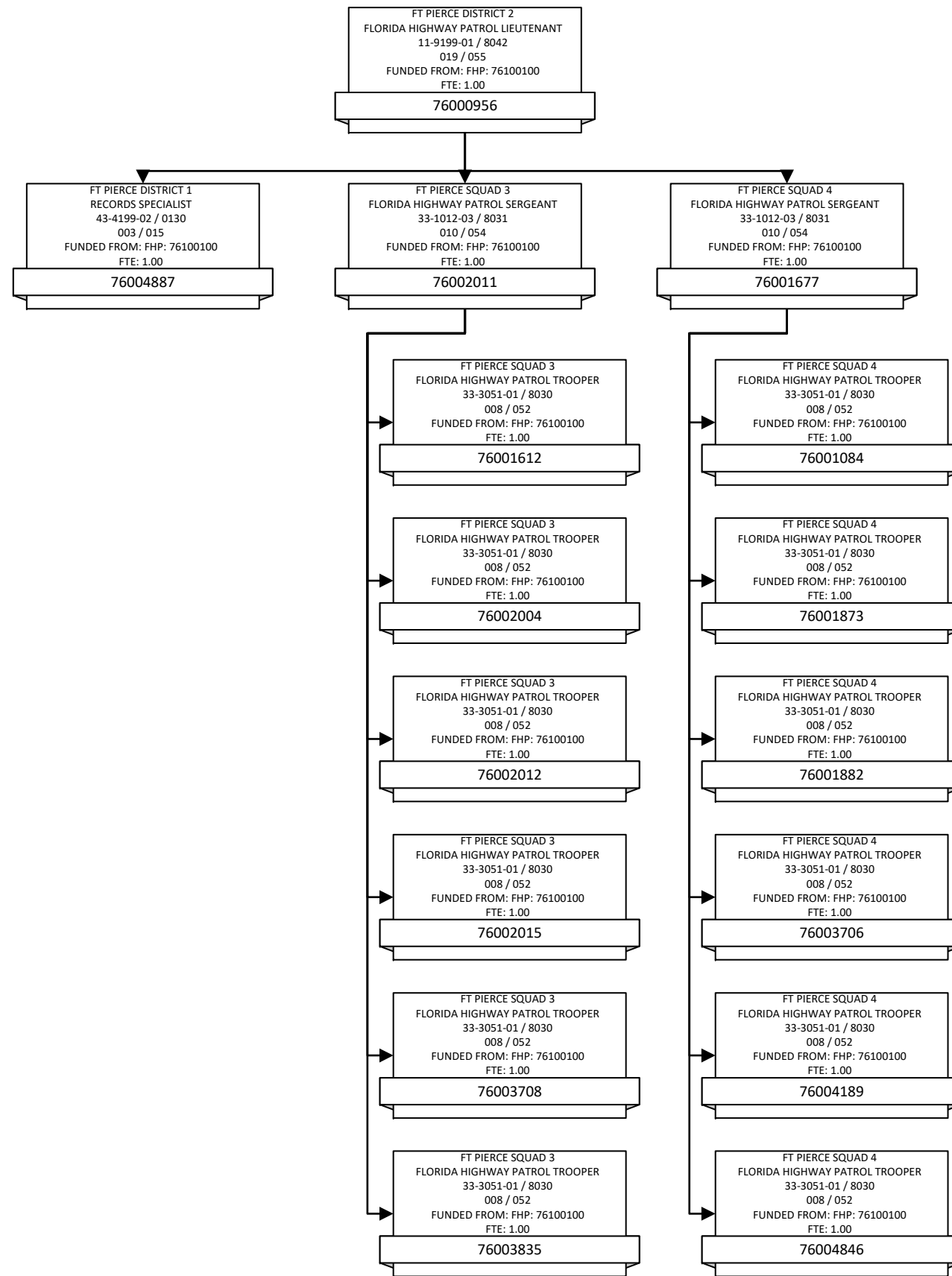
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP L  
 FT PIERCE DISTRICT/FT PIERCE DISTRICT 1  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 22.0

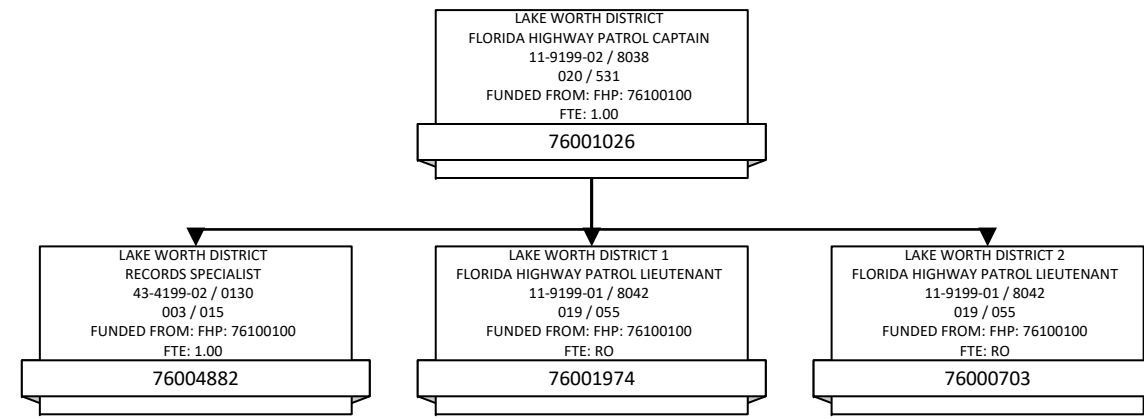


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP L  
 FT PIERCE DISTRICT/FT PIERCE DISTRICT 2  
 AS OF 6/30/2024

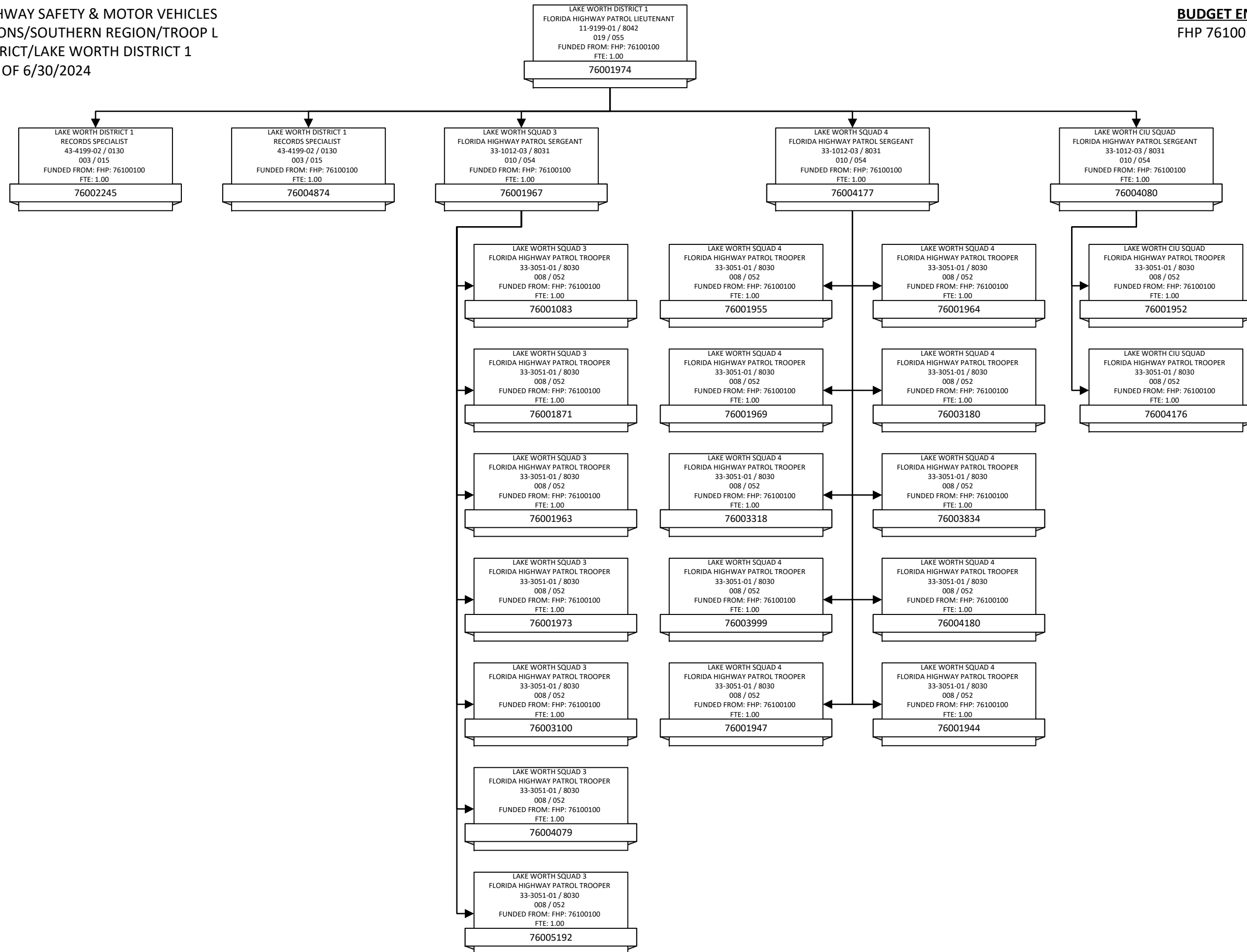
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 16.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP L  
LAKE WORTH DISTRICT  
AS OF 6/30/2024

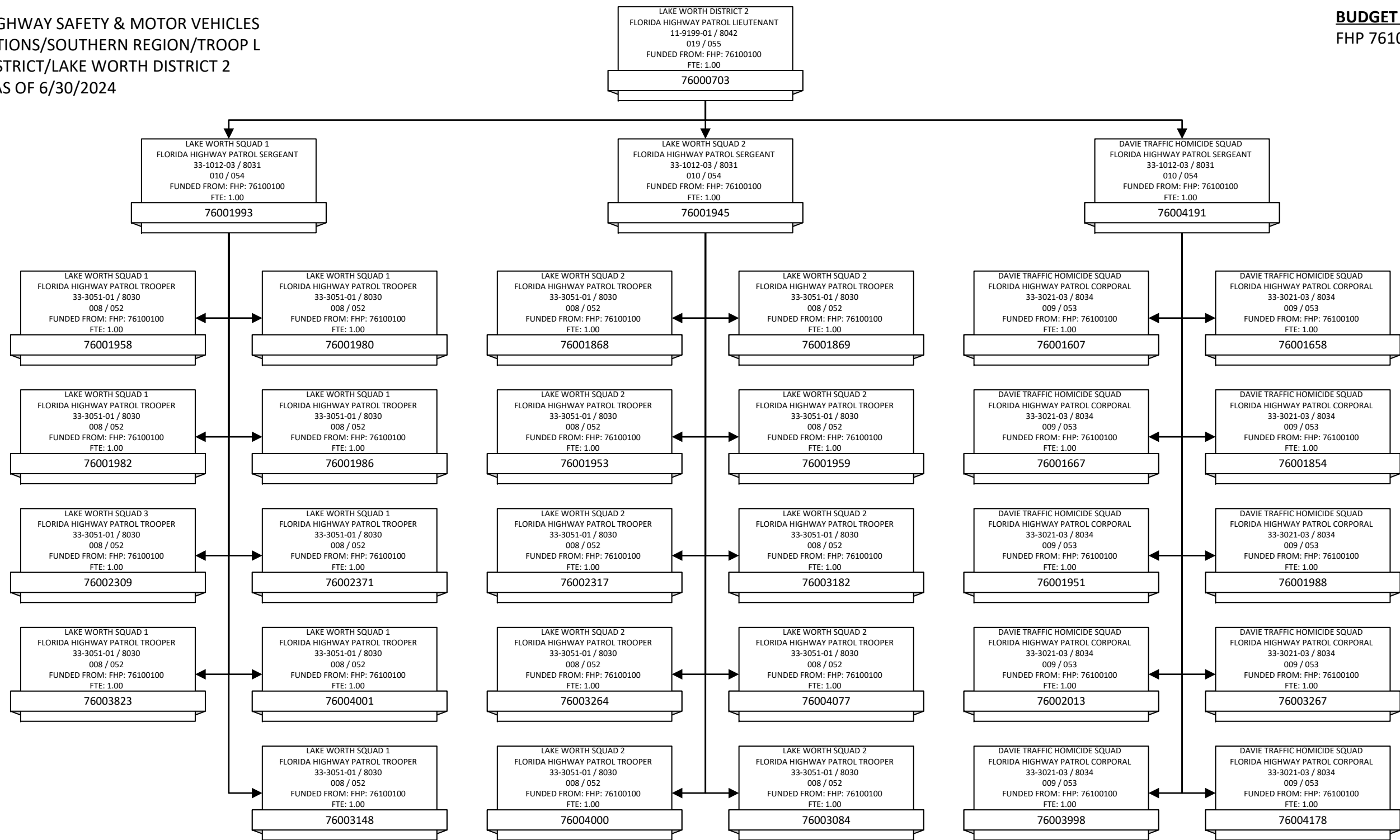


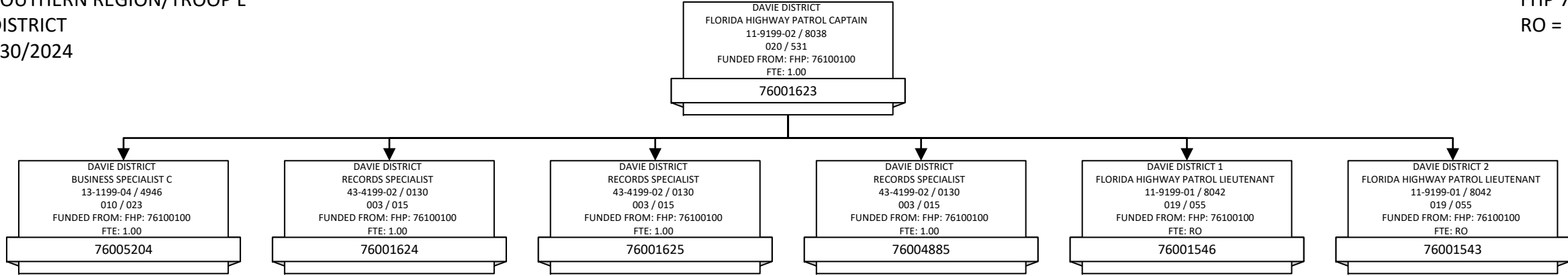
**BUDGET ENTITY FTE TOTALS**  
FHP 76100100 = 2.0  
RO = REFER TO OTHER CHART



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP L  
 LAKE WORTH DISTRICT/LAKE WORTH DISTRICT 2  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 33.0

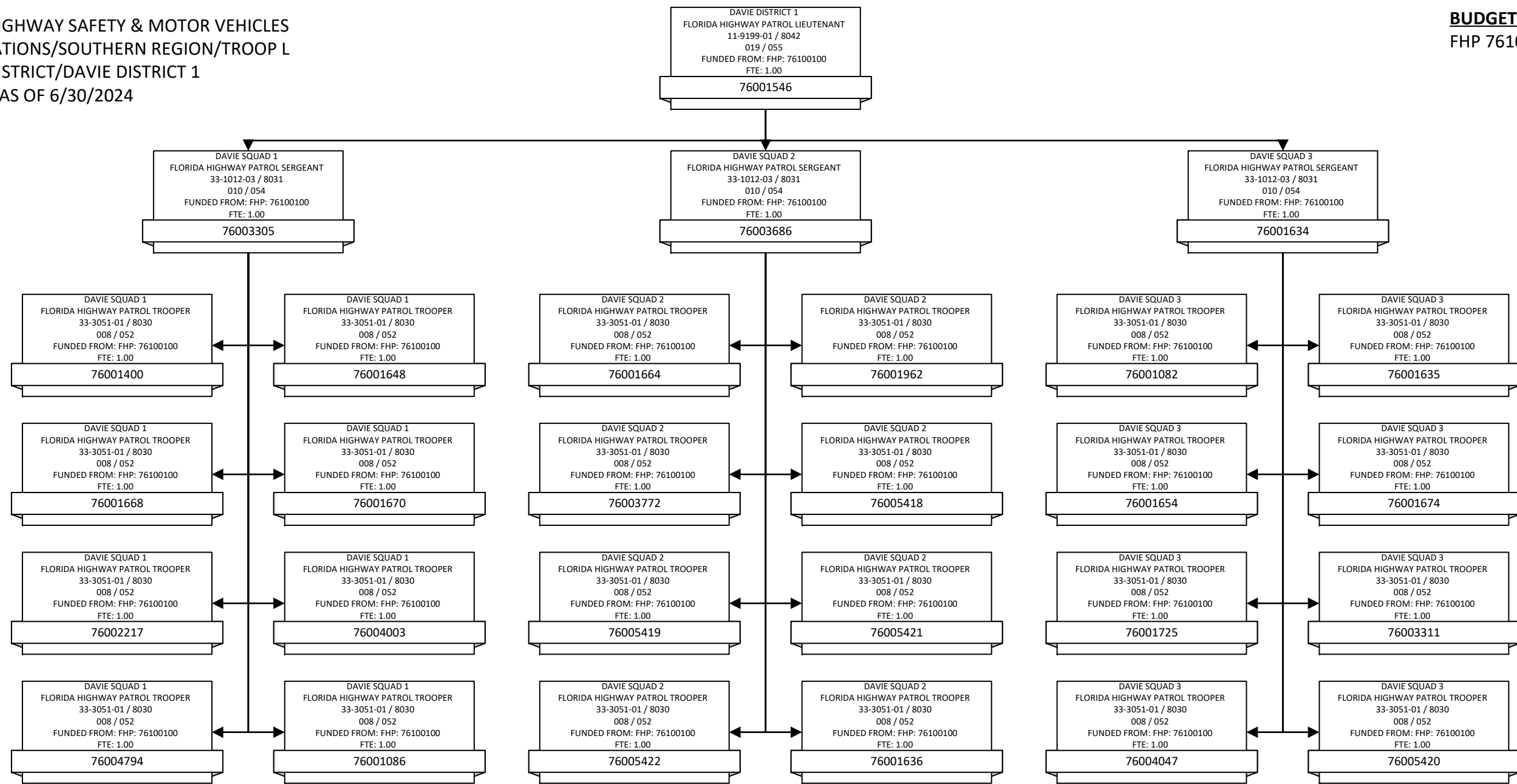






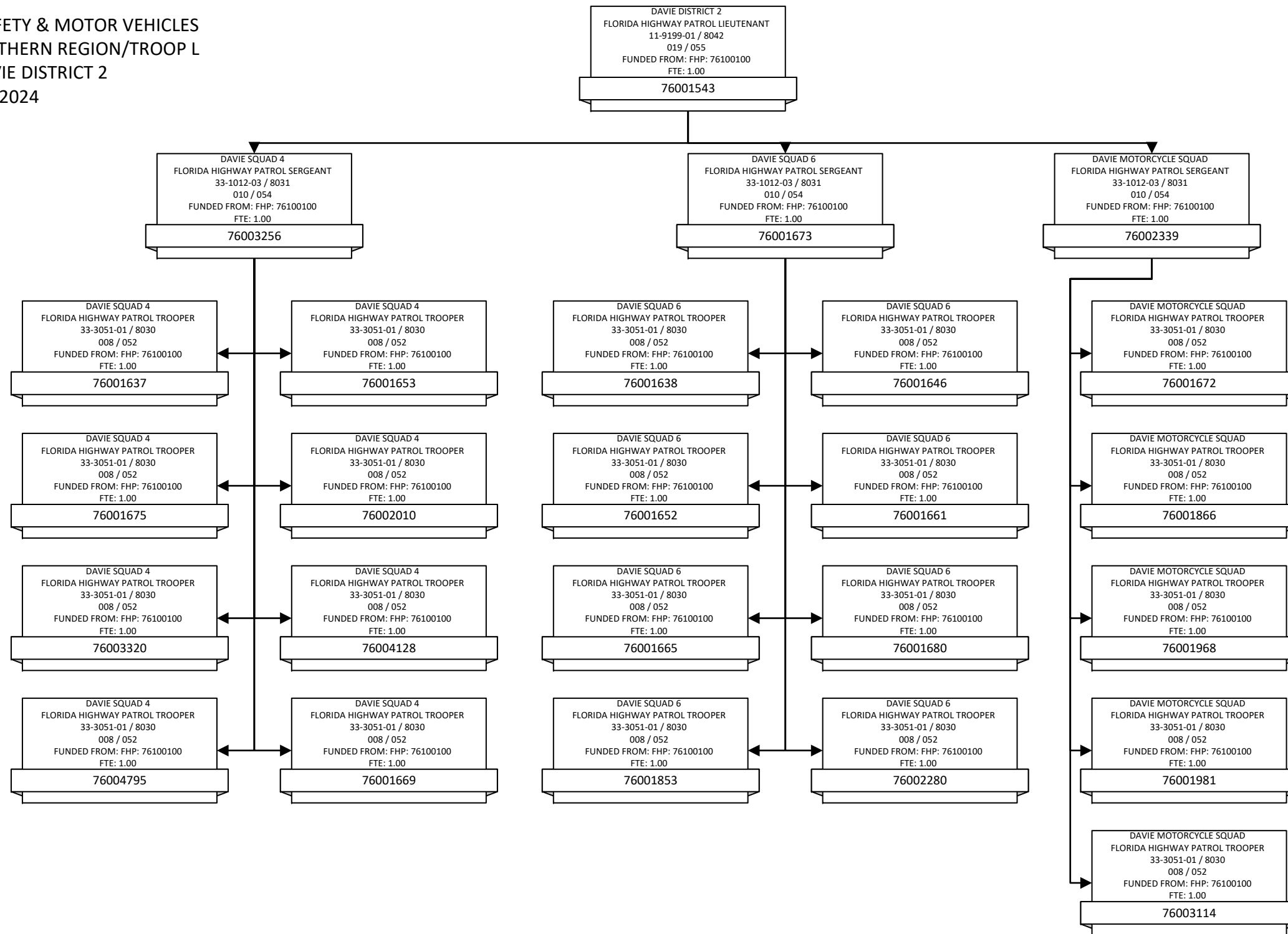
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP L  
 DAVIE DISTRICT/DAVIE DISTRICT 1  
 AS OF 6/30/2024

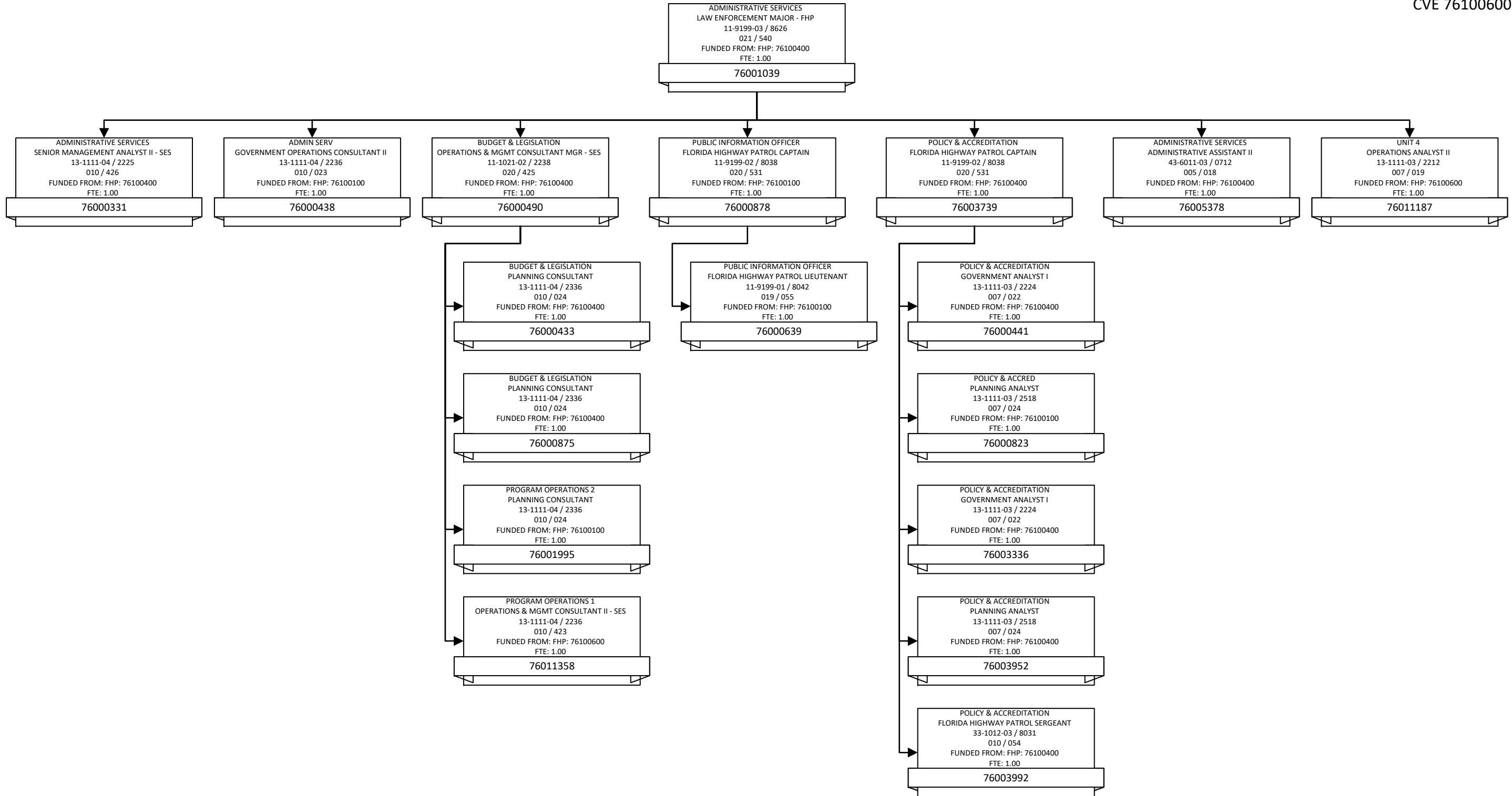
**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 28.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FHP/PATROL OPERATIONS/SOUTHERN REGION/TROOP L  
 DAVIE DISTRICT/DAVIE DISTRICT 2  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 25.0





DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 FLORIDA HIGHWAY PATROL (FHP)  
 AS OF 6/30/2024

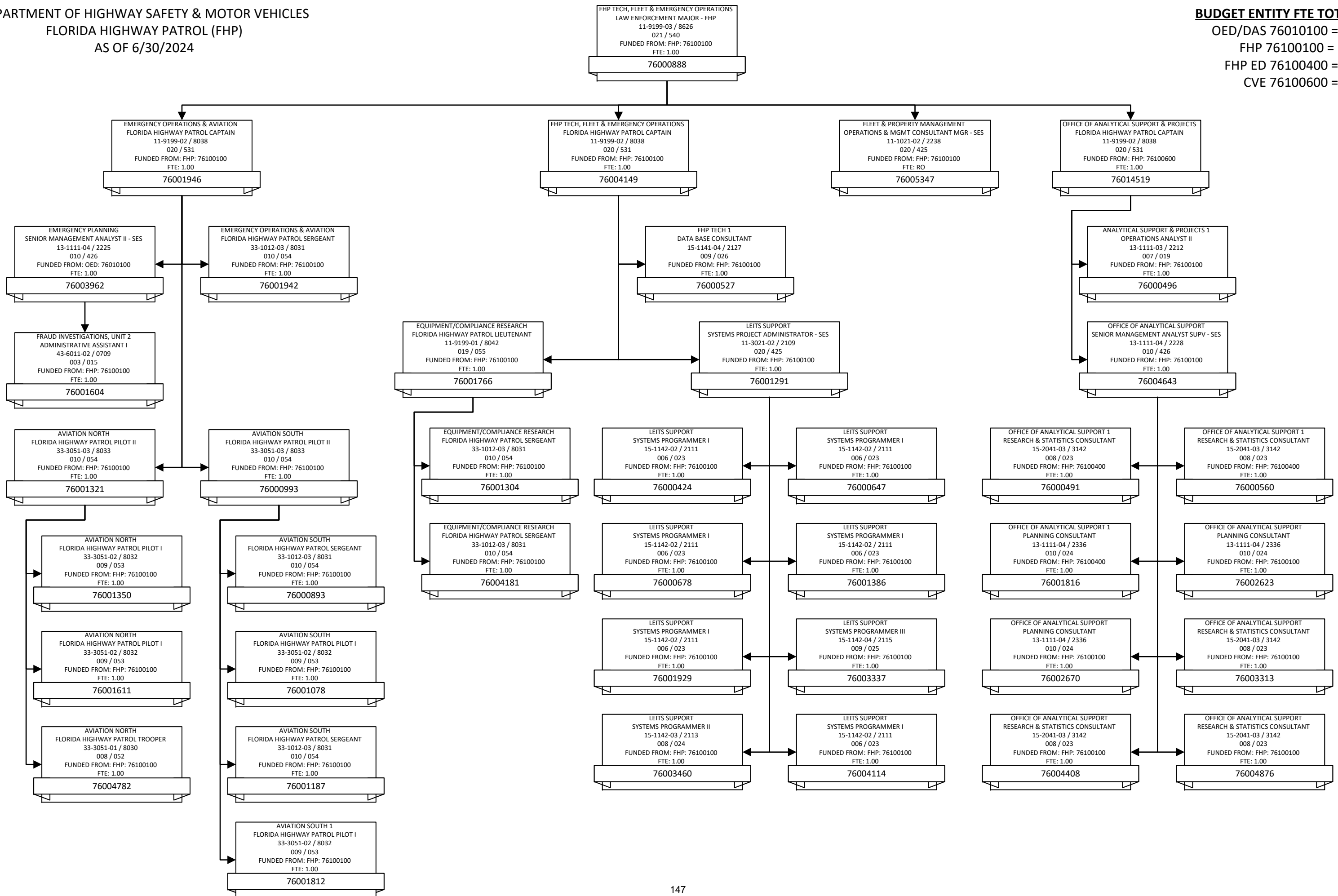
**BUDGET ENTITY FTE TOTALS**

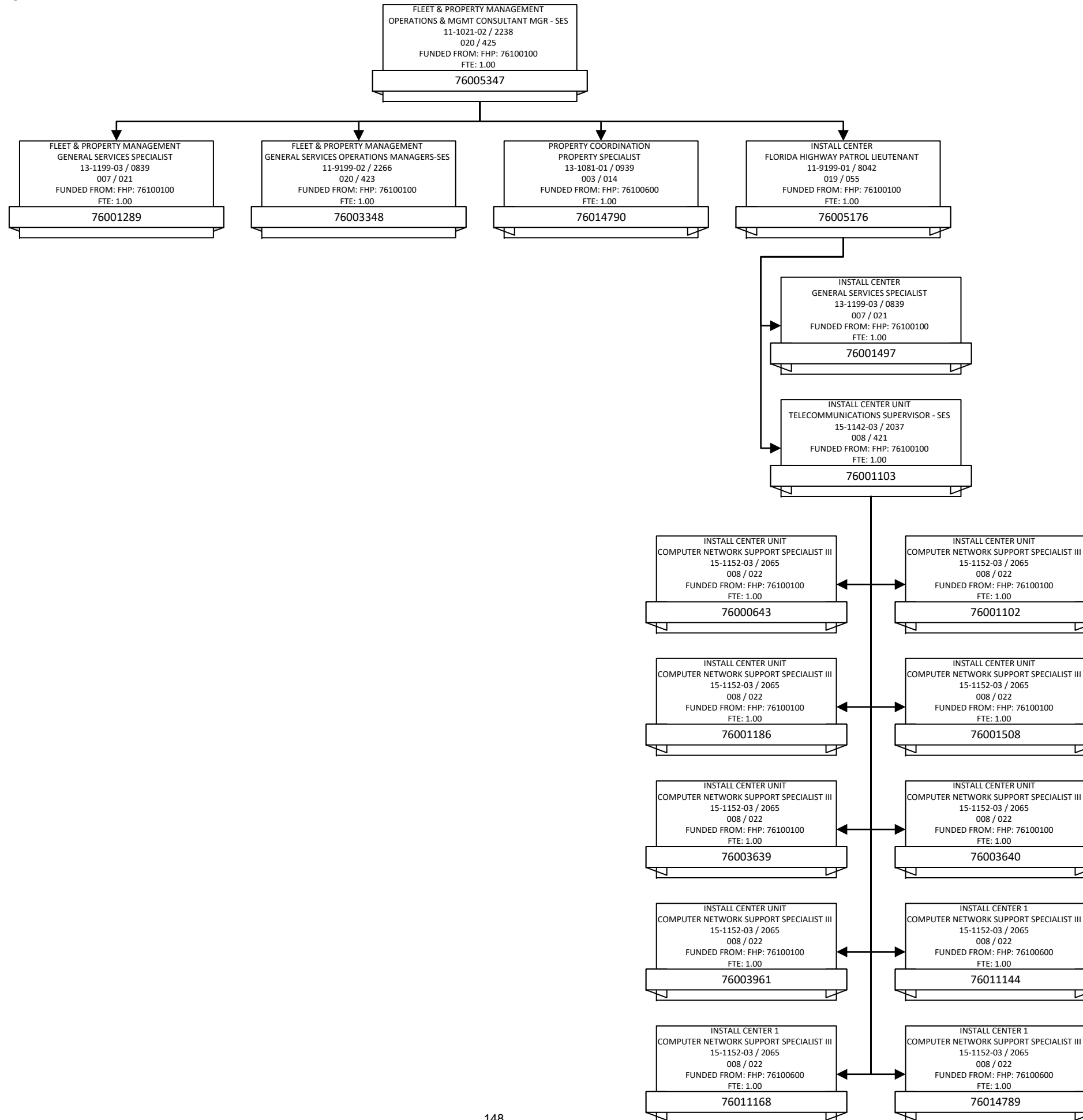
OED/DAS 76010100 = 1.0

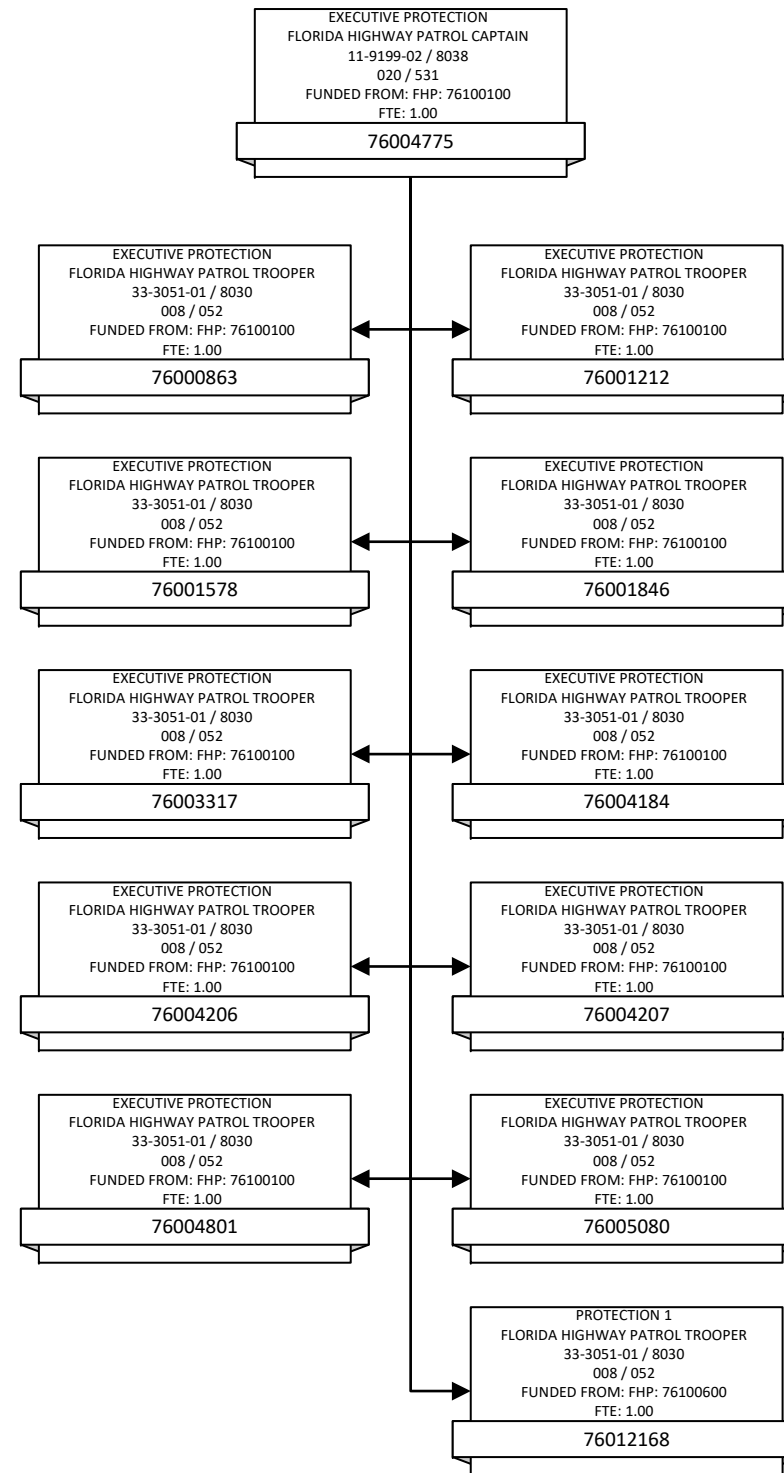
FHP 76100100 = 34.0

FHP ED 76100400 = 3.0

CVE 76100600 = 1.0

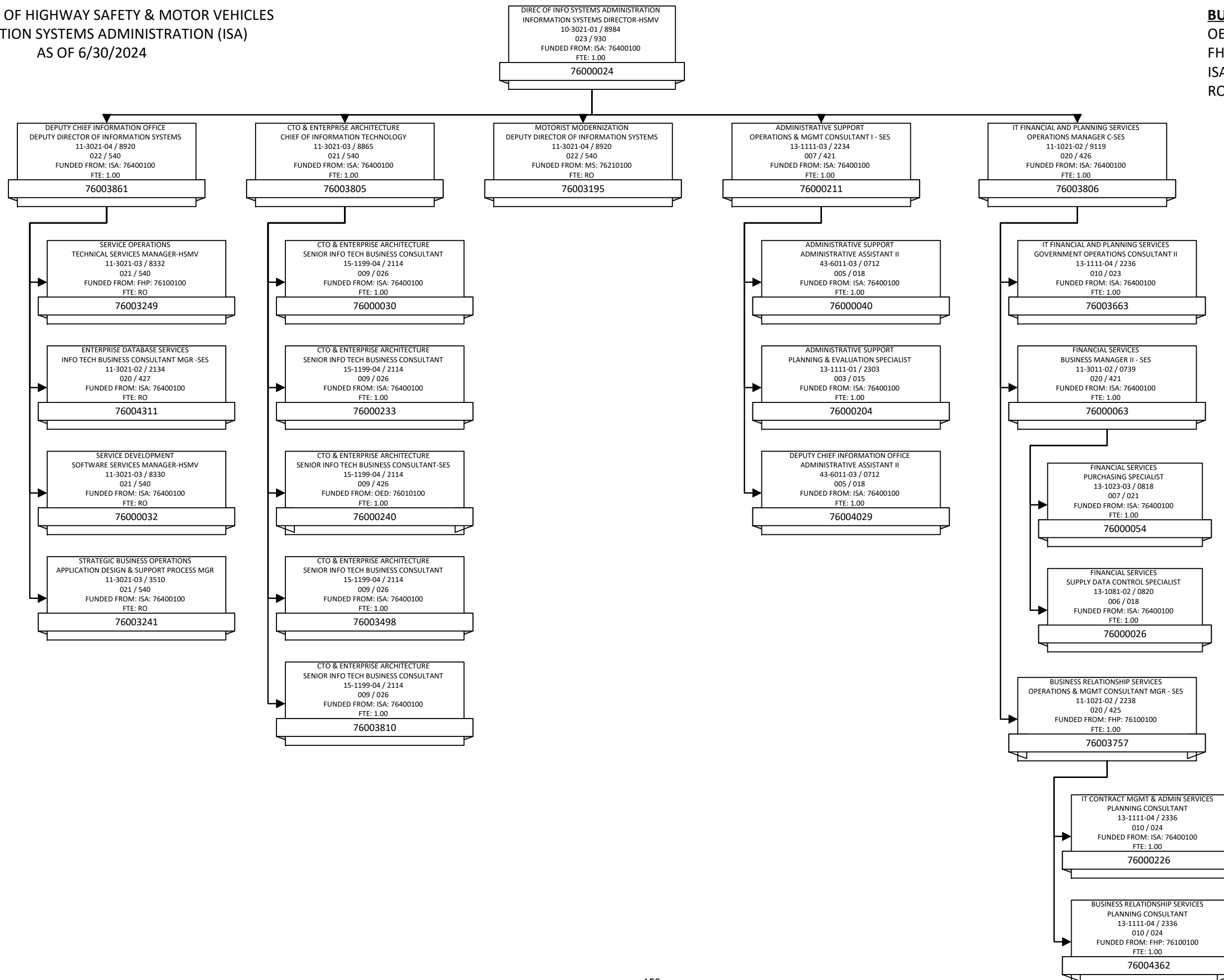




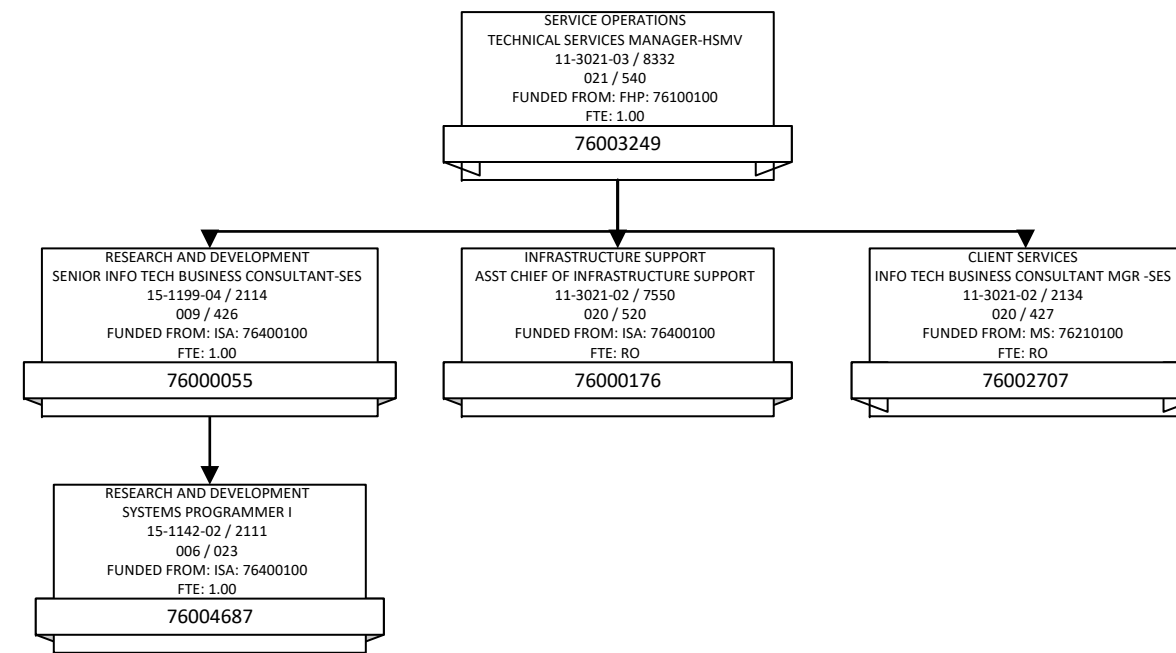


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 INFORMATION SYSTEMS ADMINISTRATION (ISA)  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 OED/DAS 76010100 = 1.0  
 FHP 76100100 = 2.0  
 ISA 76400100 = 17.0  
 RO = REFER TO OTHER CHART



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 ISA/DEPUTY CHIEF INFORMATION OFFICE  
 SERVICE OPERATIONS  
 AS OF 6/30/2024



**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 1.0  
 ISA 76400100 = 2.0  
 RO = REFER TO OTHER CHART



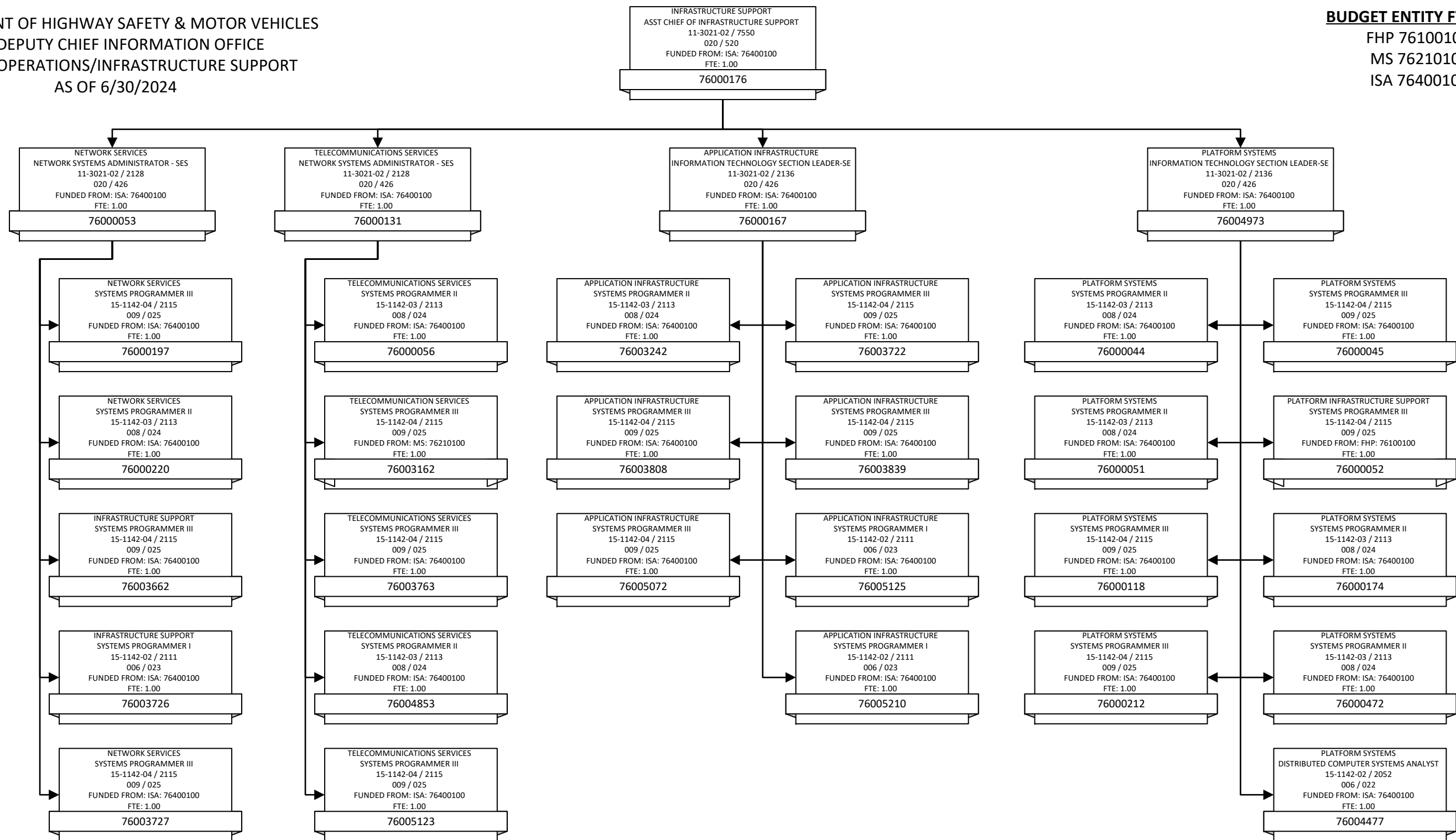
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 ISA/DEPUTY CHIEF INFORMATION OFFICE  
 SERVICE OPERATIONS/INFRASTRUCTURE SUPPORT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**

FHP 76100100 = 1.0

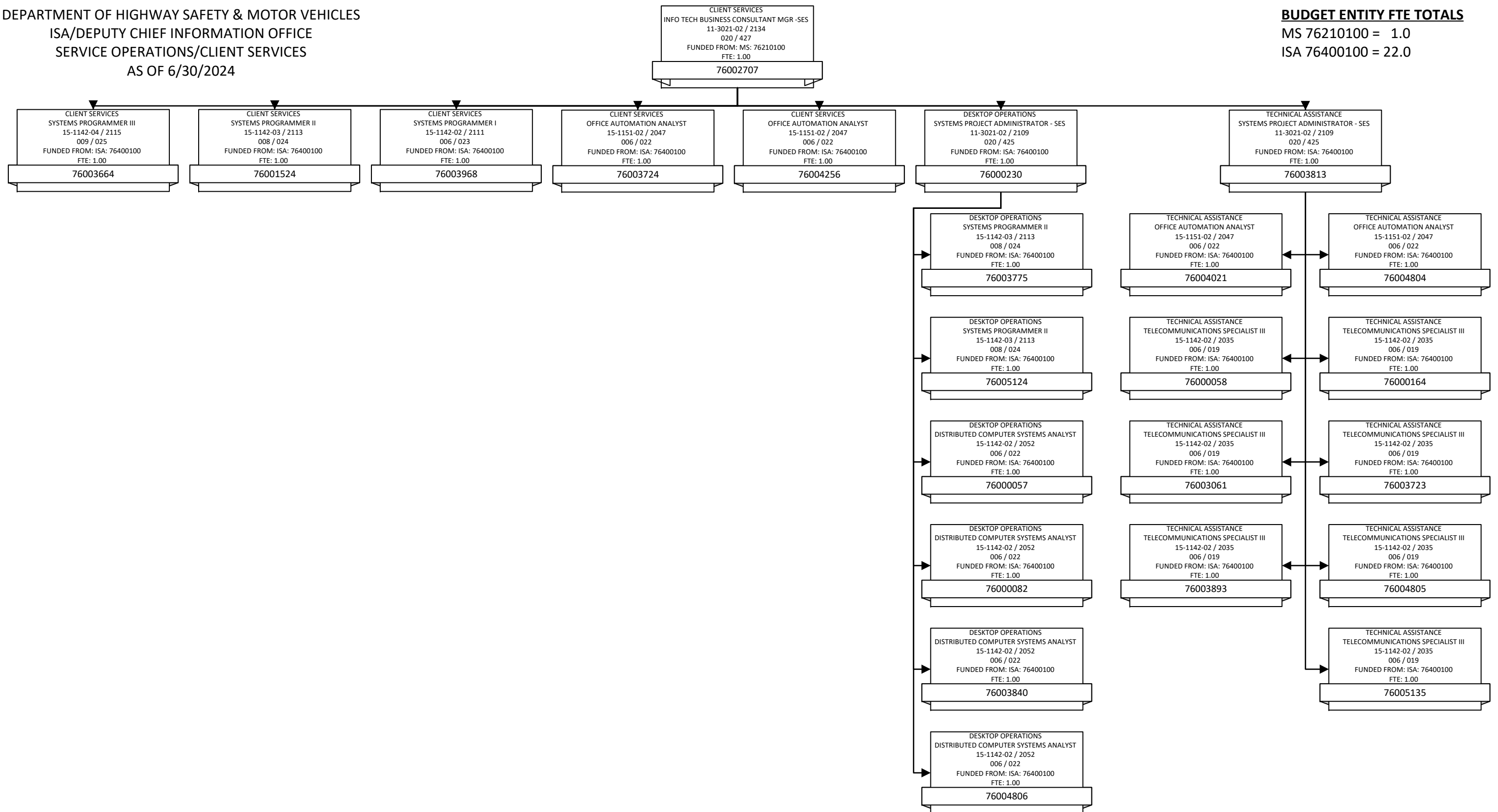
MS 76210100 = 1.0

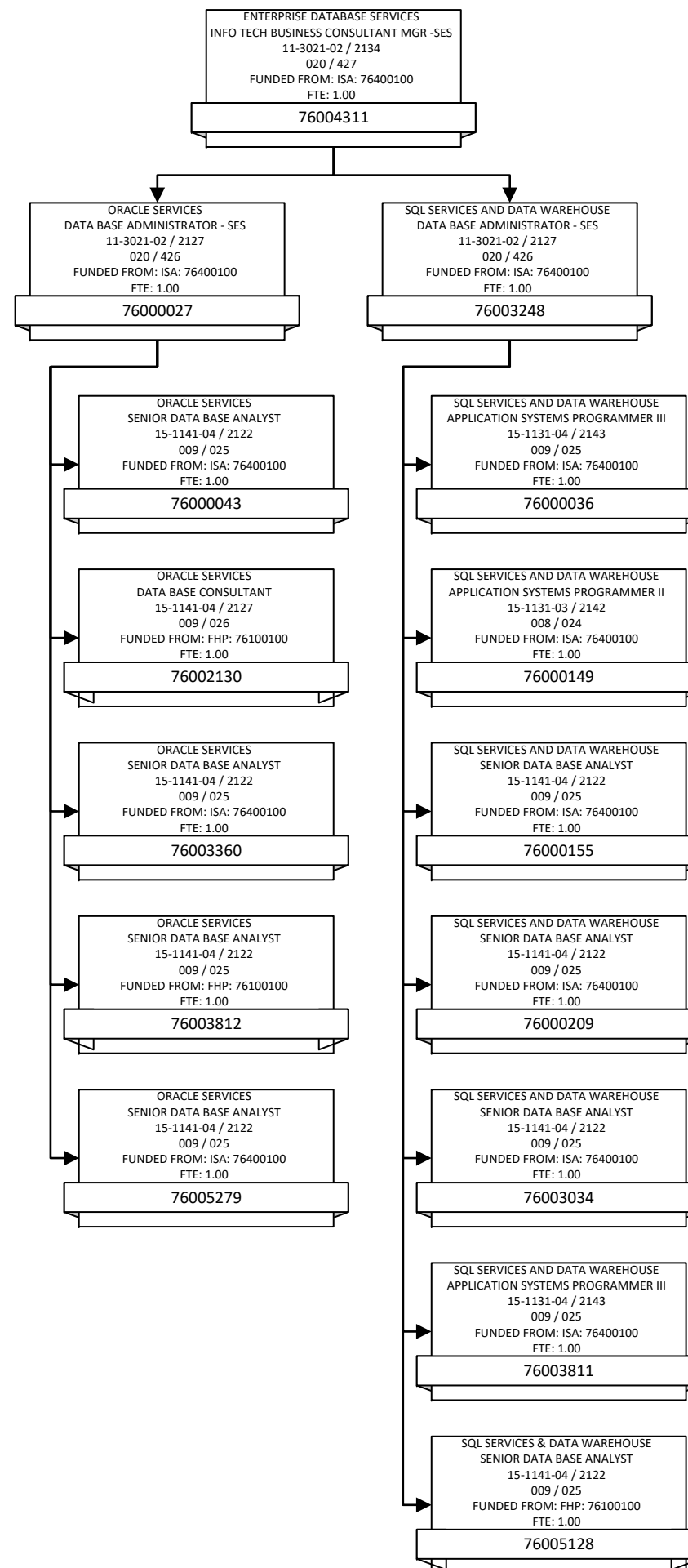
ISA 76400100 = 29.0



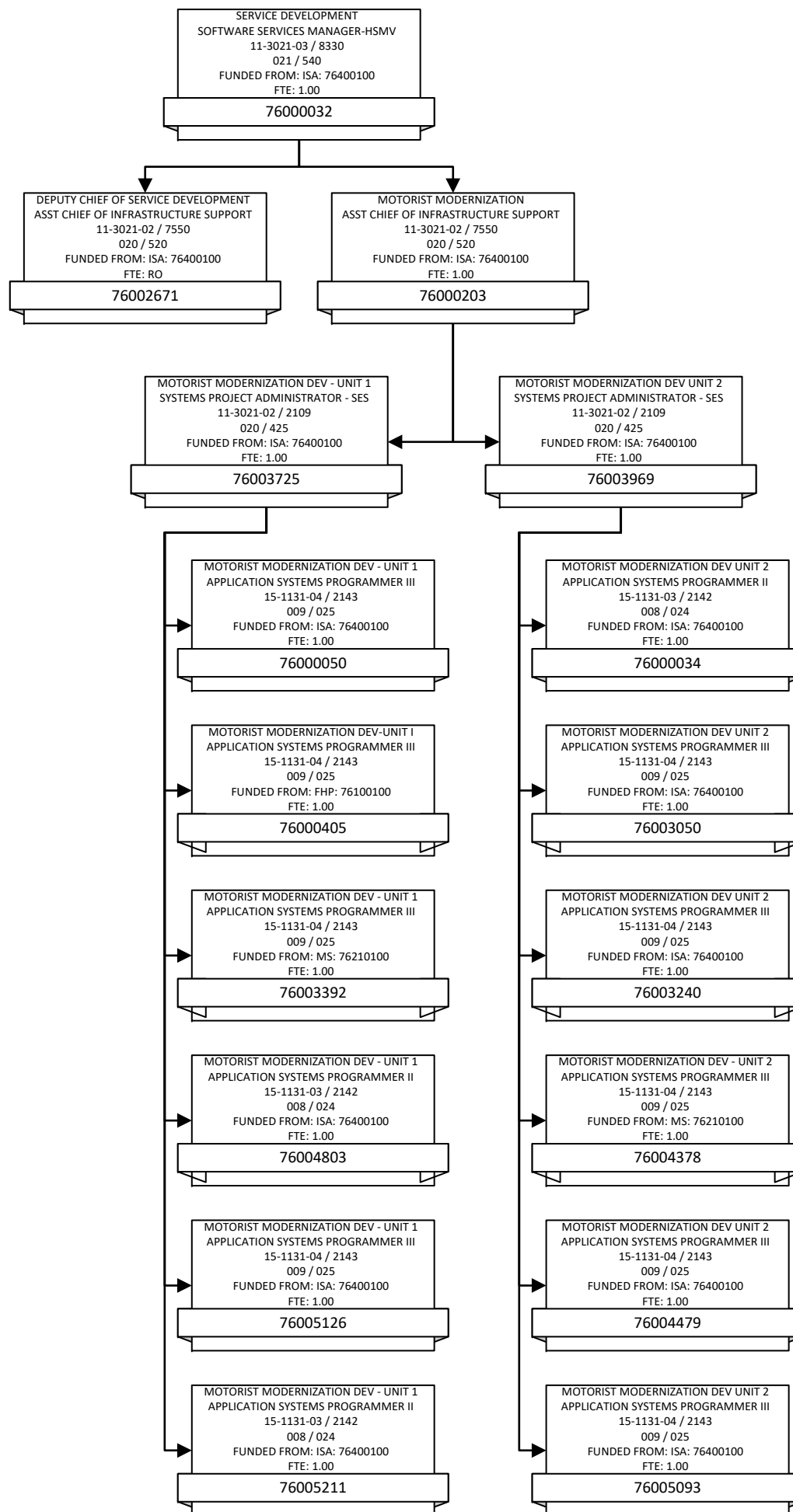
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 ISA/DEPUTY CHIEF INFORMATION OFFICE  
 SERVICE OPERATIONS/CLIENT SERVICES  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 1.0  
 ISA 76400100 = 22.0





DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 ISA/DEPUTY CHIEF INFORMATION OFFICE  
 SERVICE DEVELOPMENT  
 AS OF 6/30/2024

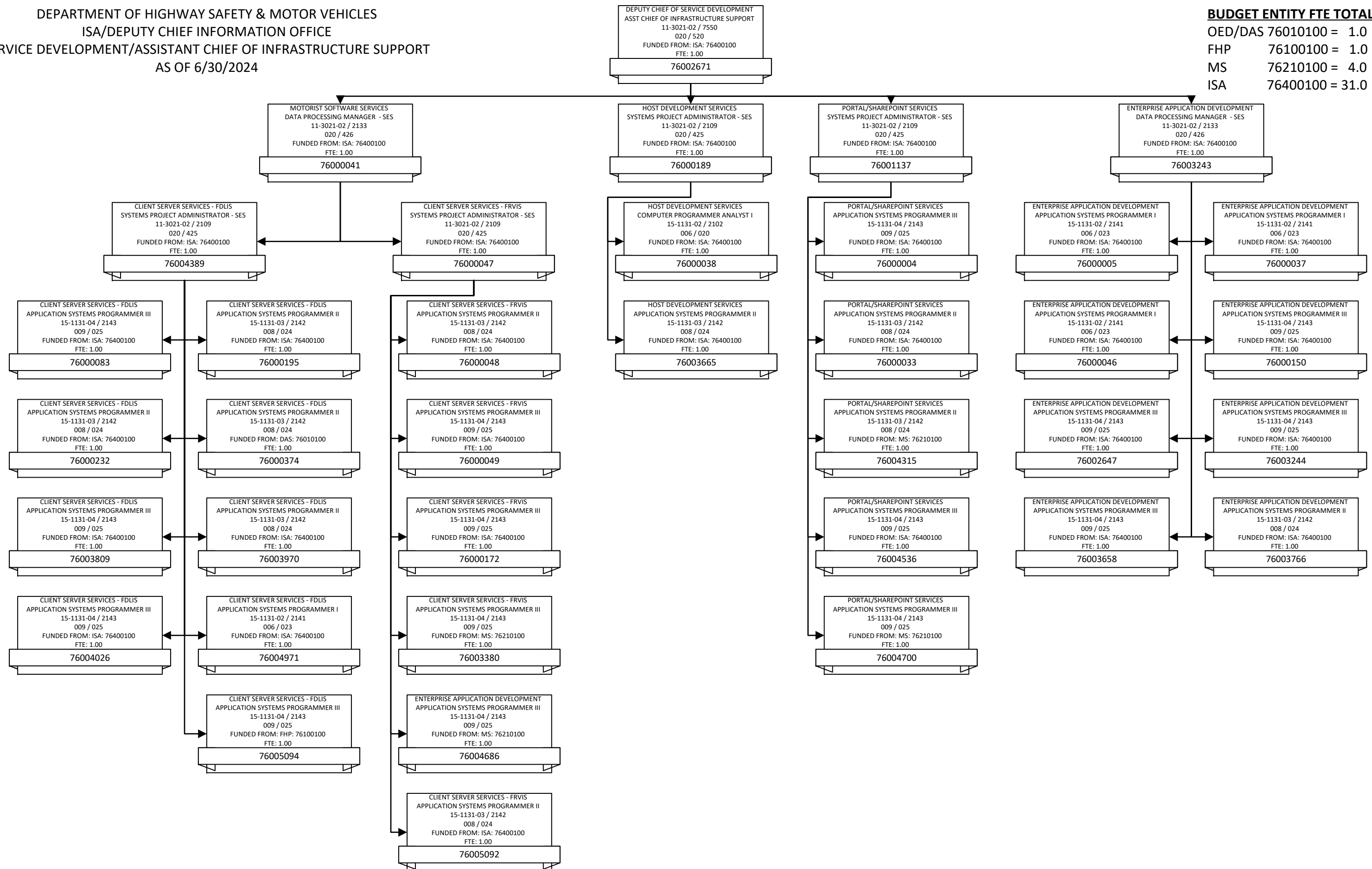


**BUDGET ENTITY FTE TOTALS**  
 FHP 76100100 = 1.0  
 MS 76210100 = 2.0  
 ISA 76400100 = 13.0  
 RO = REFER TO OTHER CHART

DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 ISA/DEPUTY CHIEF INFORMATION OFFICE  
 SERVICE DEVELOPMENT/ASSISTANT CHIEF OF INFRASTRUCTURE SUPPORT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**

OED/DAS 76010100 = 1.0  
 FHP 76100100 = 1.0  
 MS 76210100 = 4.0  
 ISA 76400100 = 31.0



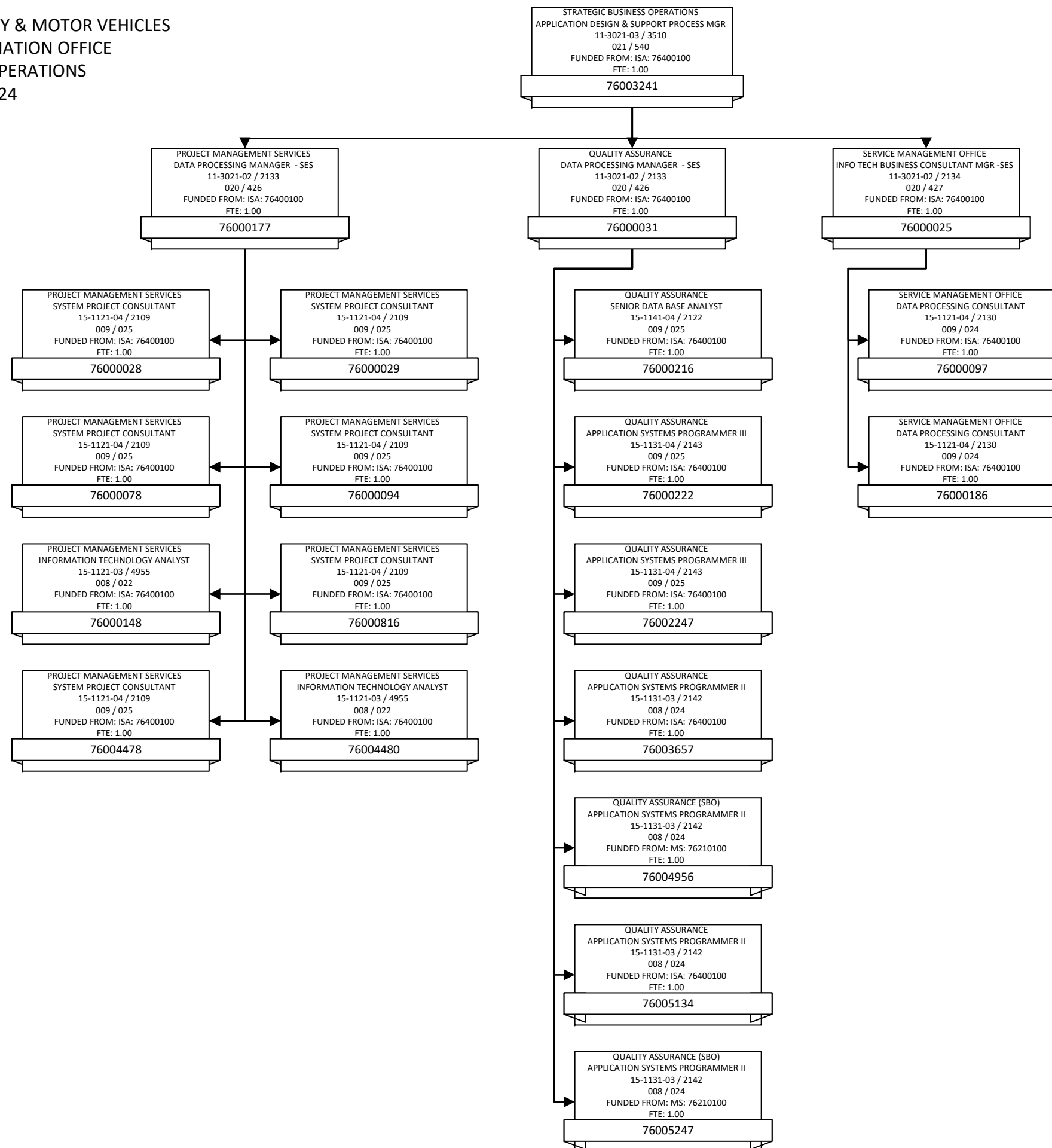
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 ISA/DEPUTY CHIEF INFORMATION OFFICE  
 STRATEGIC BUSINESS OPERATIONS  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**

MS 76210100 = 2.0

ISA 76400100 = 19.0

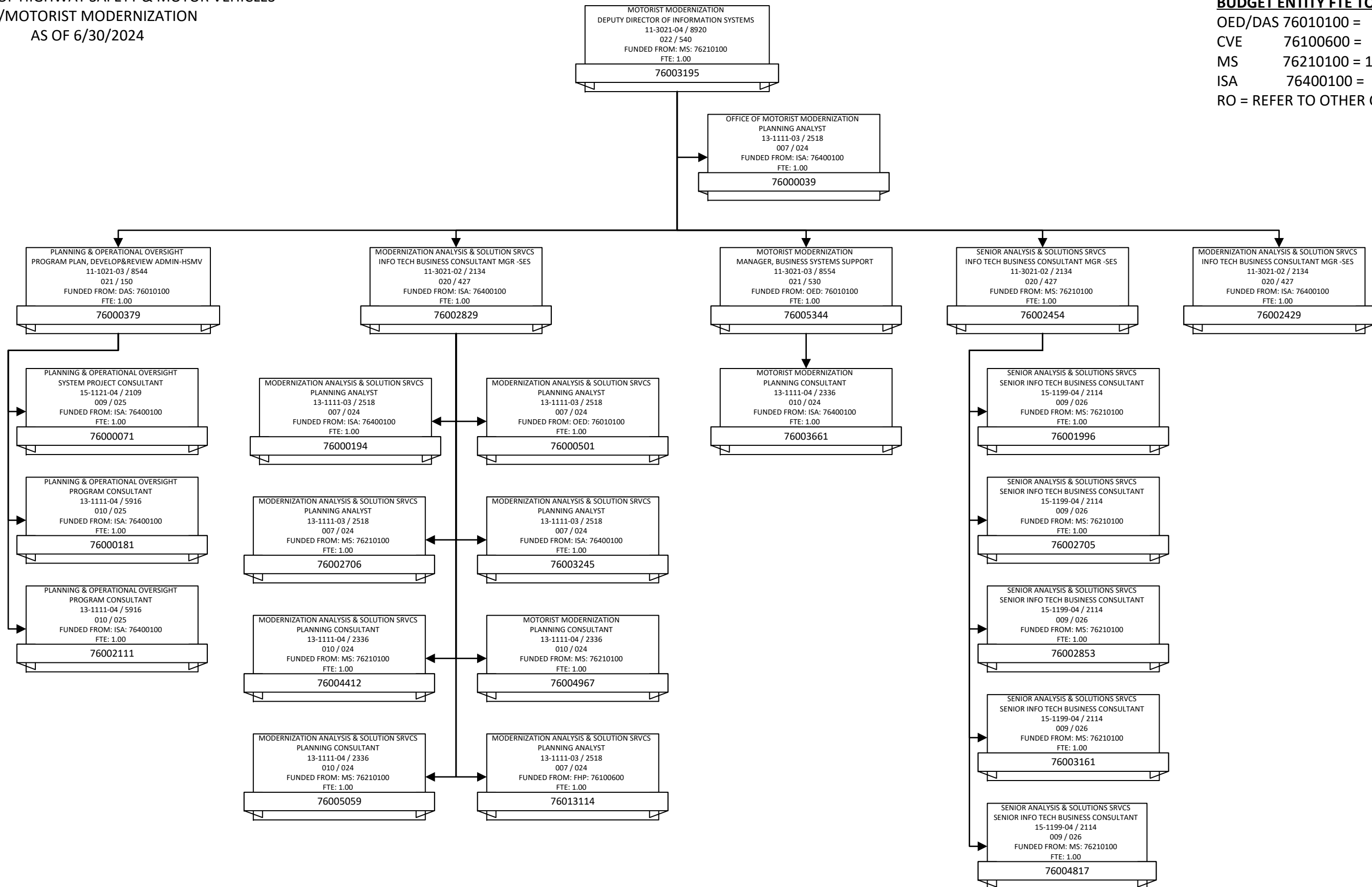
RO = REFER TO OTHER CHART



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 ISA/MOTORIST MODERNIZATION  
 AS OF 6/30/2024

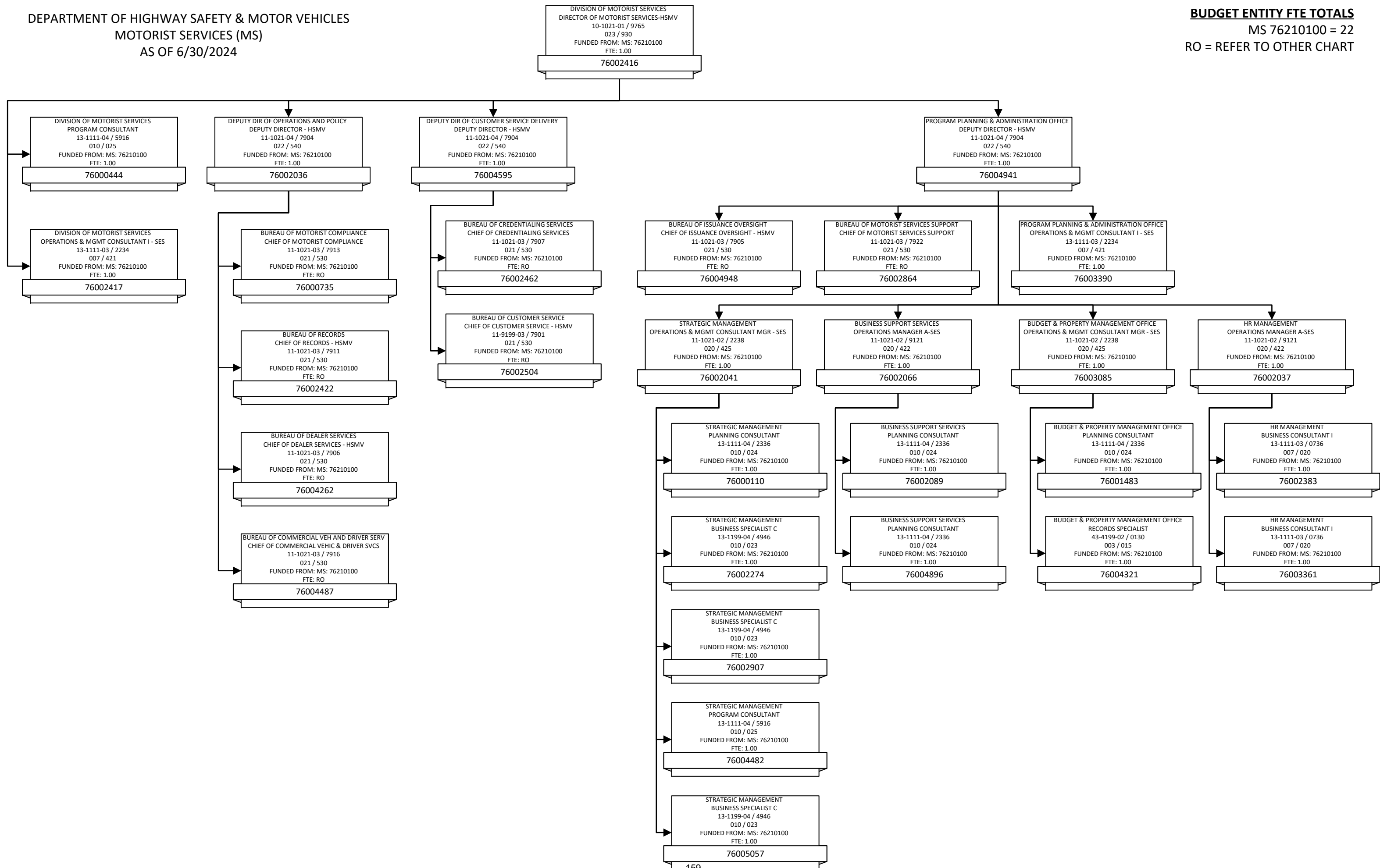
**BUDGET ENTITY FTE TOTALS**

OED/DAS 76010100 = 3.0  
 CVE 76100600 = 1.0  
 MS 76210100 = 11.0  
 ISA 76400100 = 9.0  
 RO = REFER TO OTHER CHART

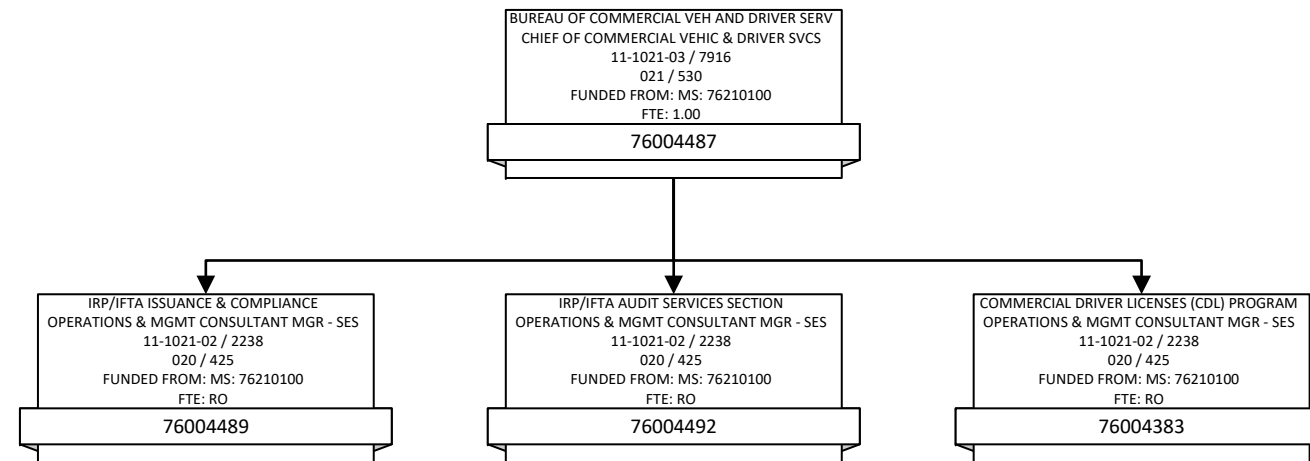


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MOTORIST SERVICES (MS)  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 22  
 RO = REFER TO OTHER CHART

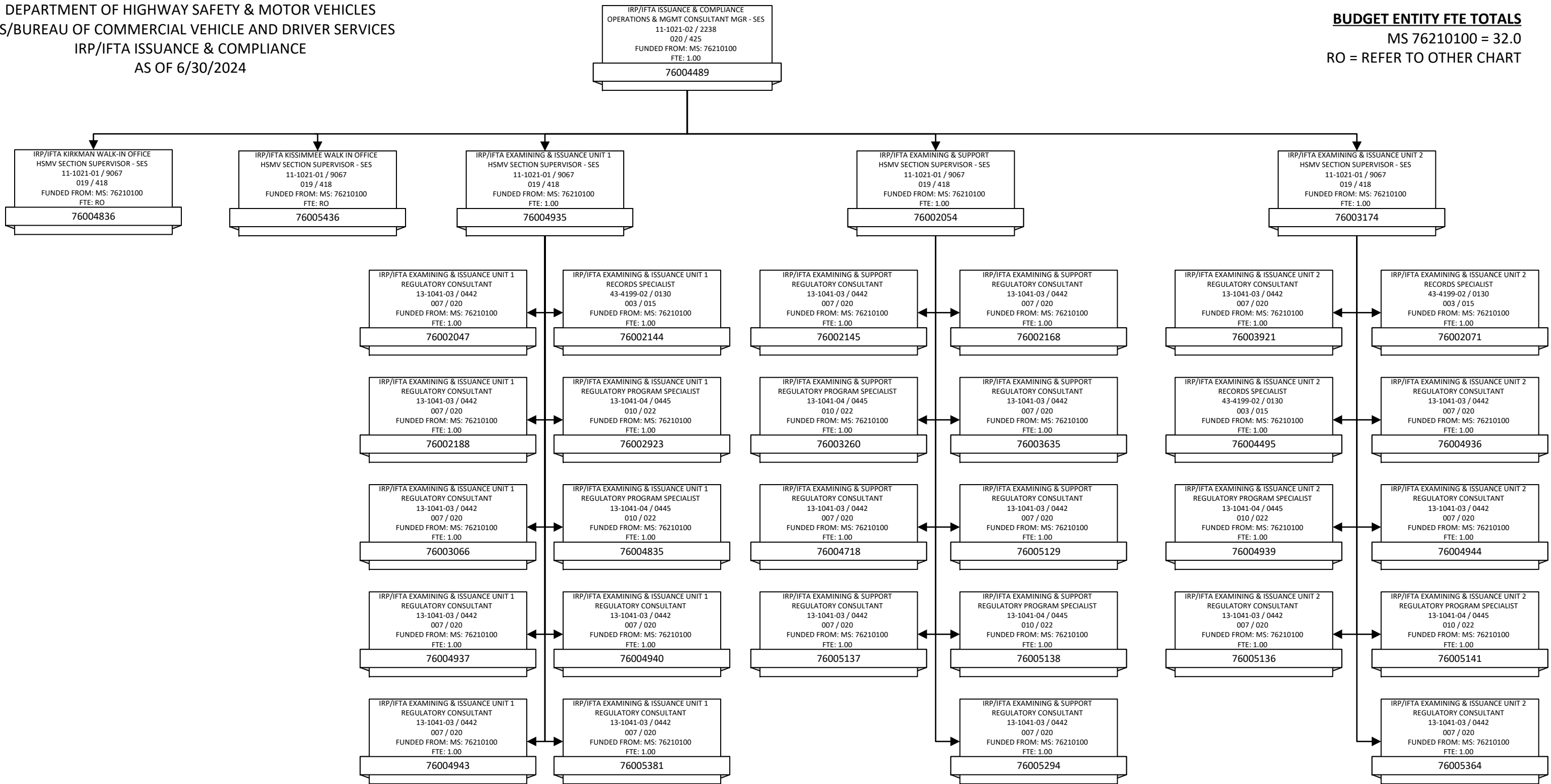


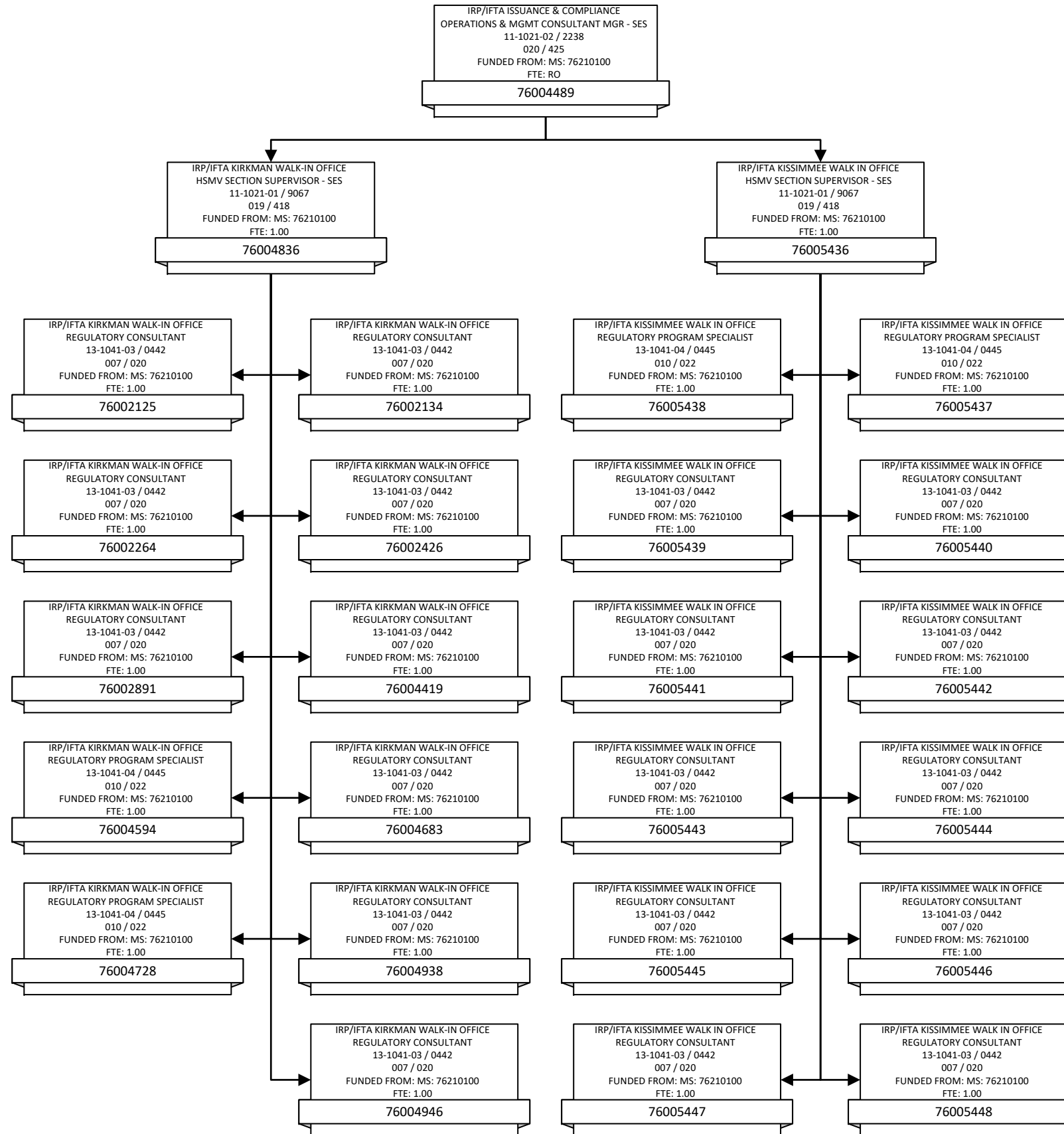


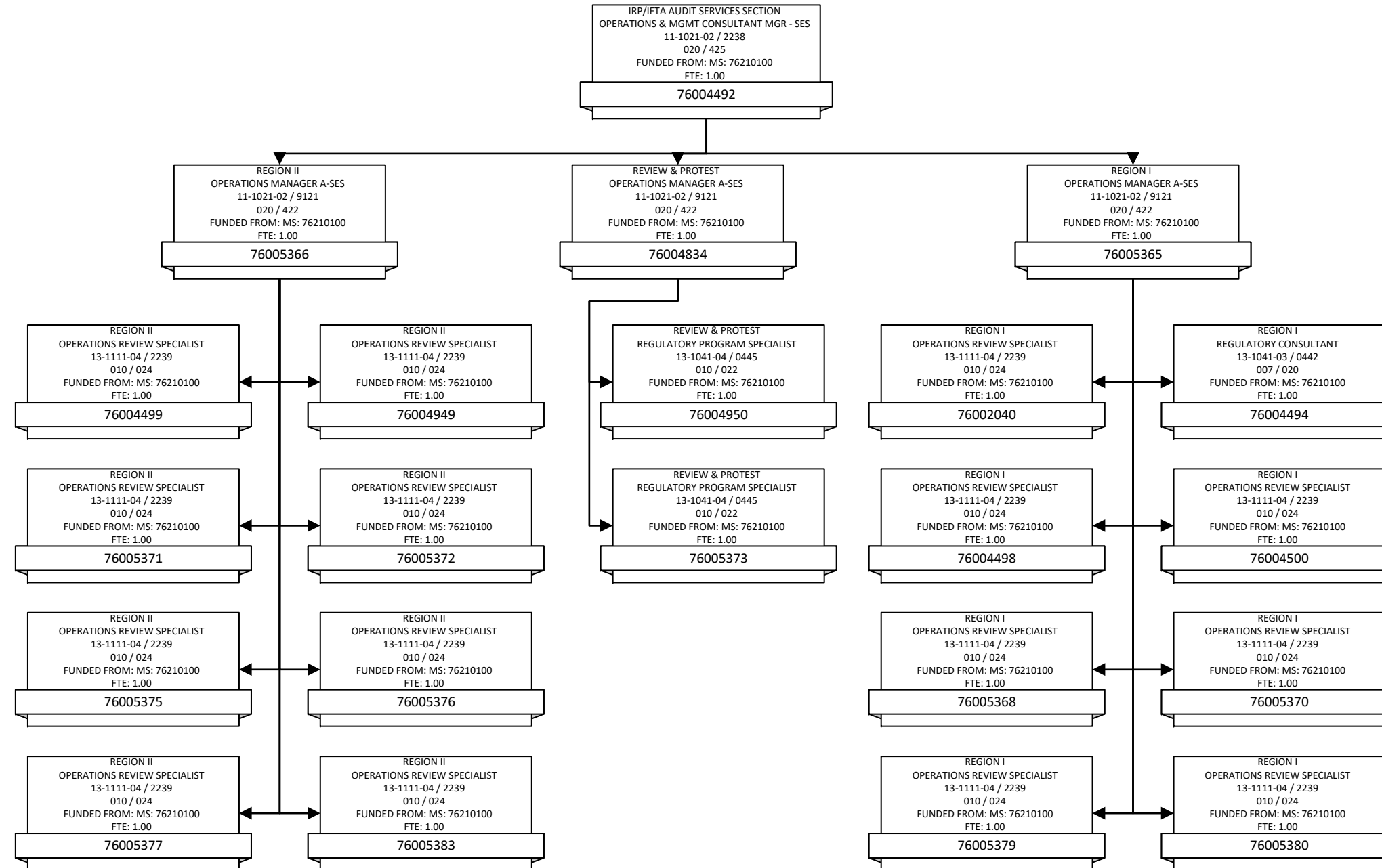


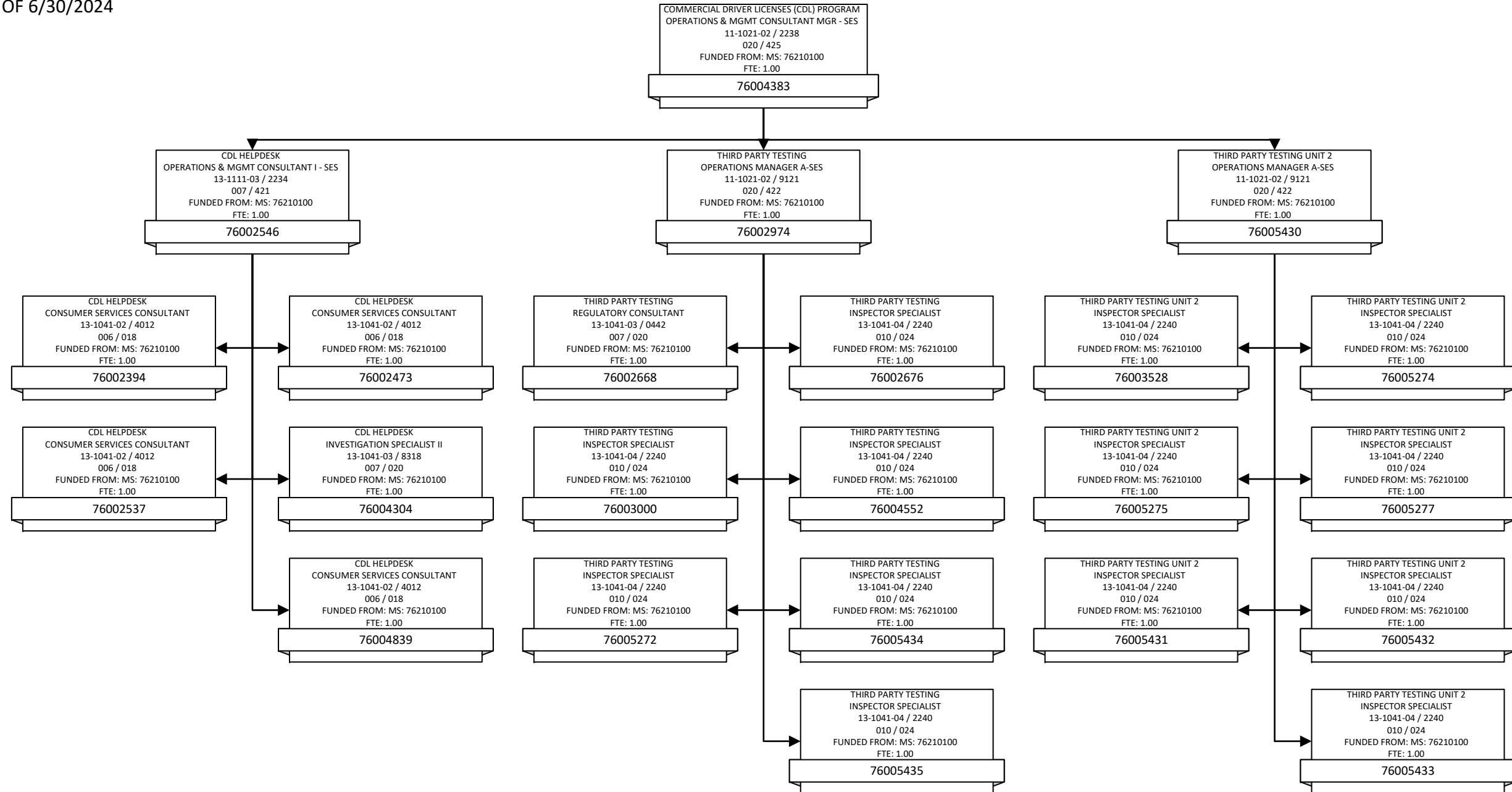
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF COMMERCIAL VEHICLE AND DRIVER SERVICES  
 IRP/IFTA ISSUANCE & COMPLIANCE  
 AS OF 6/30/2024

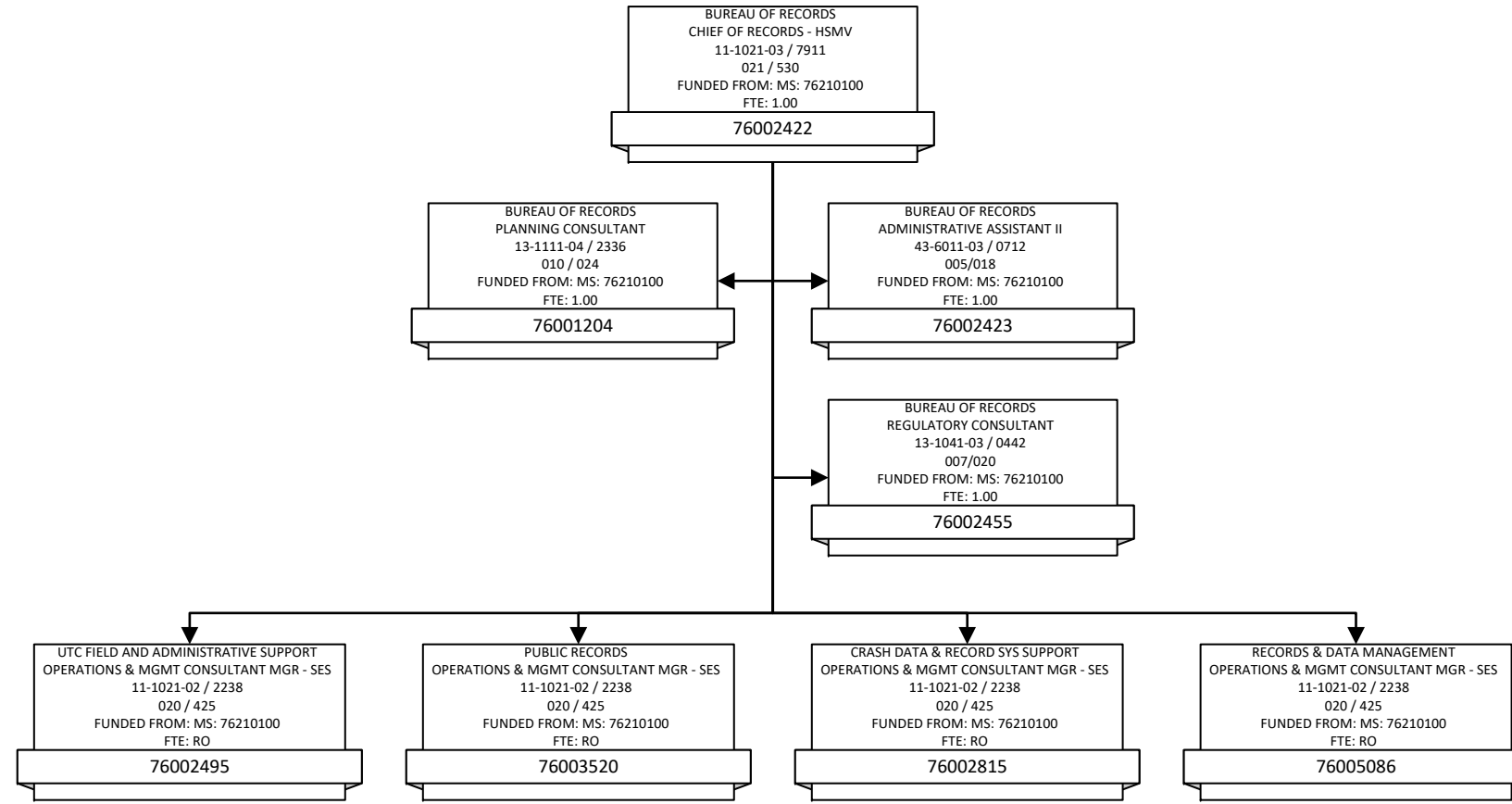
**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 32.0  
 RO = REFER TO OTHER CHART







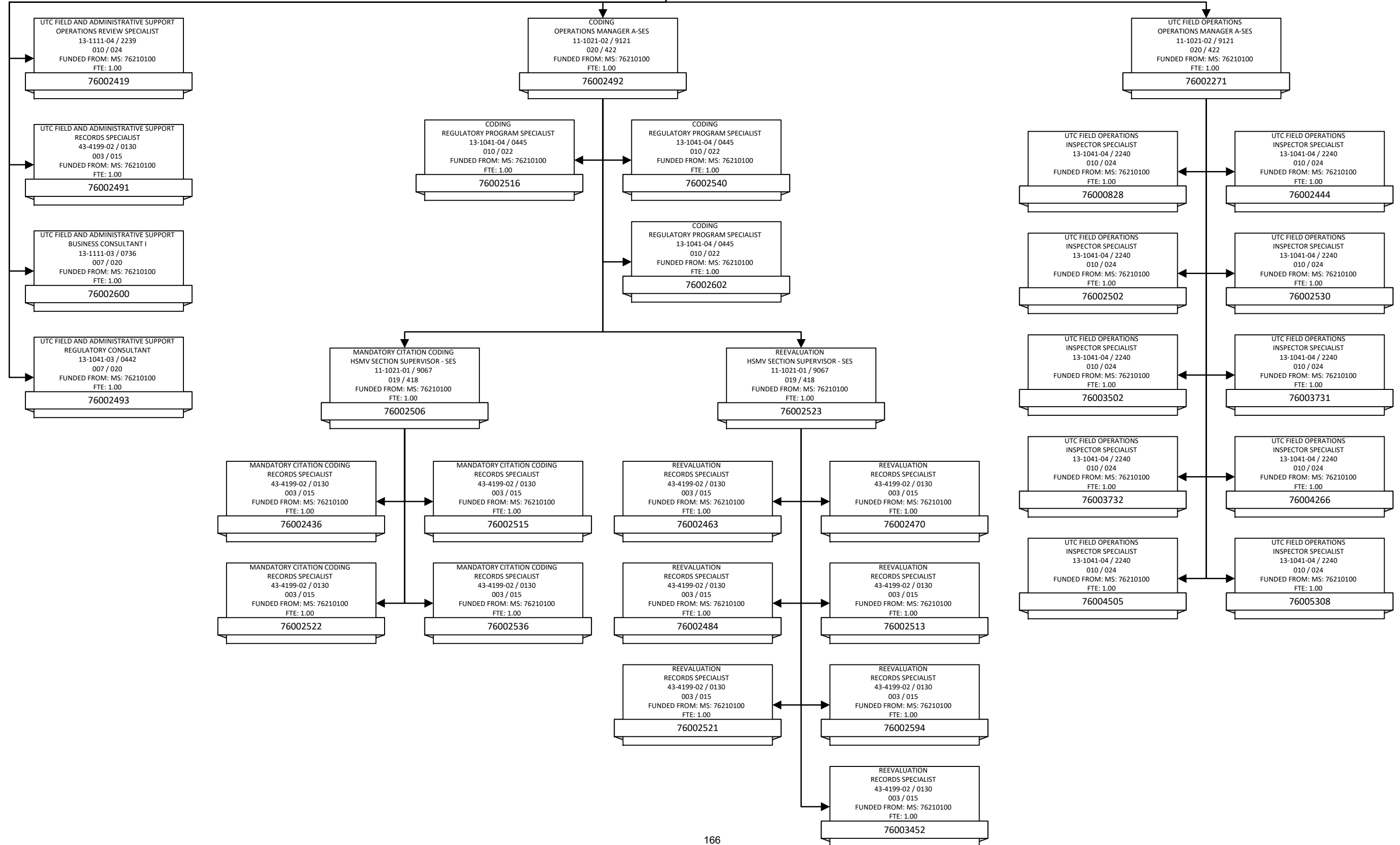


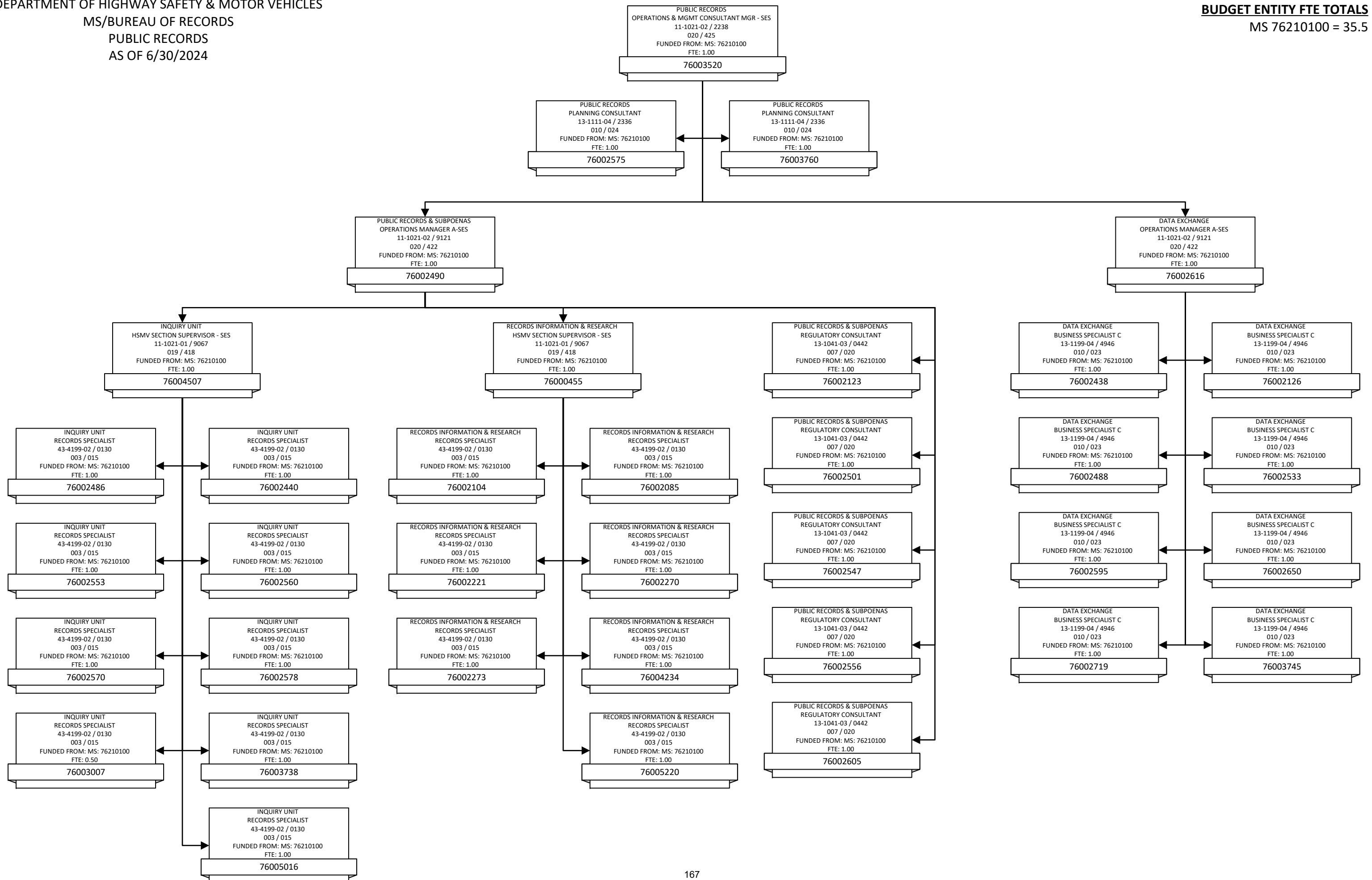


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF RECORDS  
 UTC FIELD AND ADMINISTRATIVE SUPPORT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 33.0

UTC FIELD AND ADMINISTRATIVE SUPPORT  
 OPERATIONS & MGMT CONSULTANT MGR - SES  
 11-1021-02 / 2238  
 020 / 425  
 FUNDED FROM: MS: 76210100  
 FTE: 1.00  
**76002495**

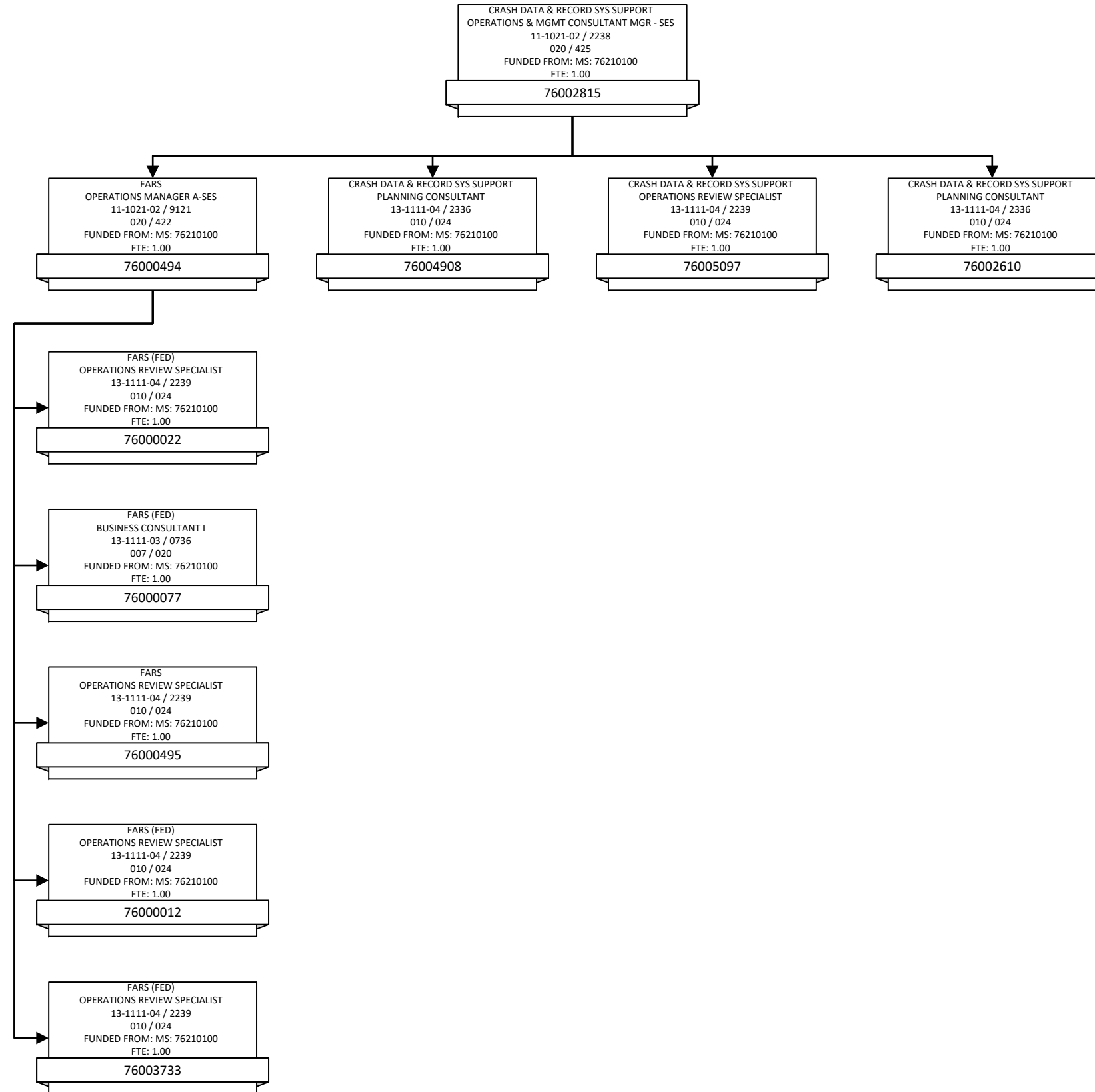






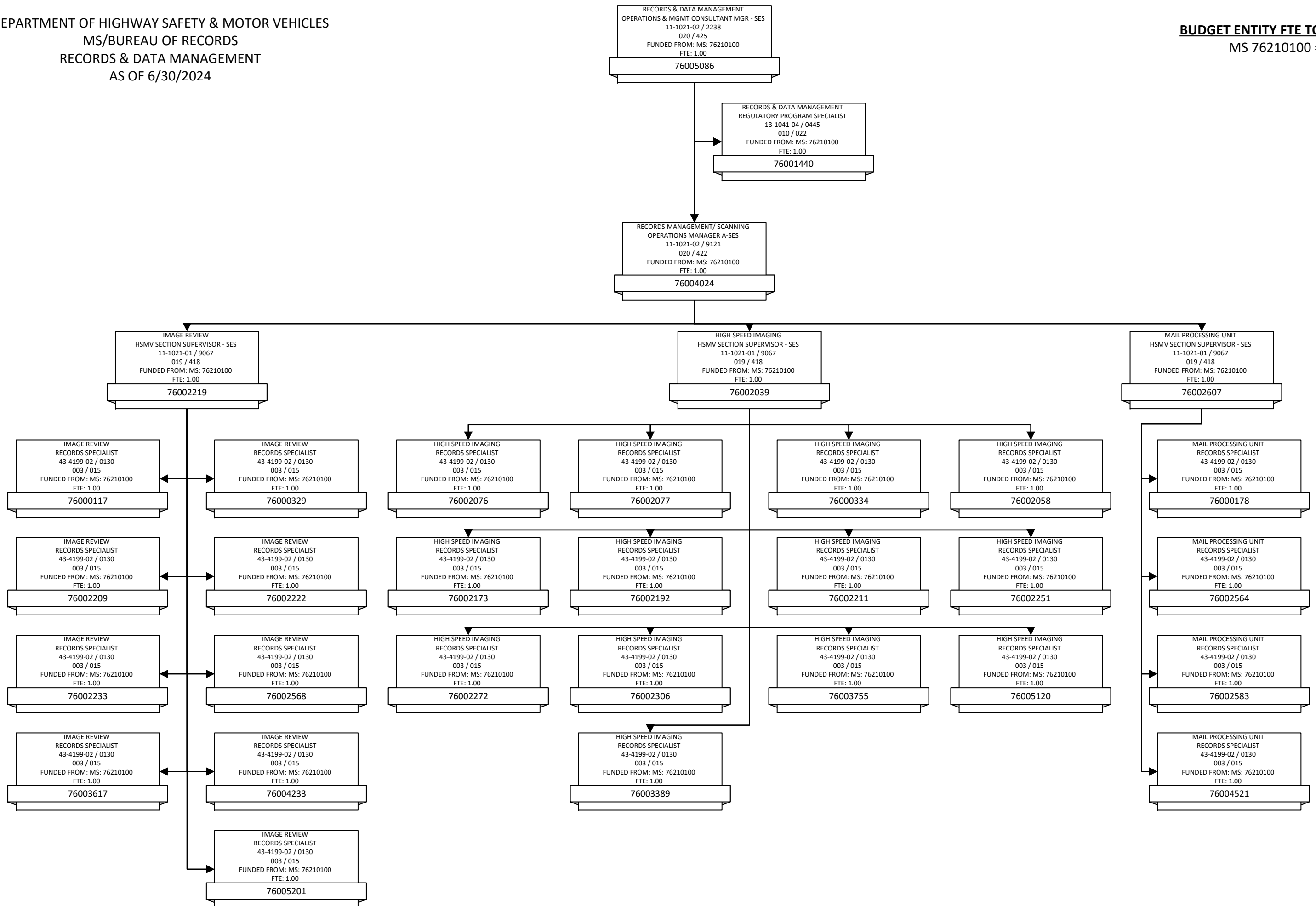
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF RECORDS  
 CRASH DATA & RECORD SYS SUPPORT  
 AS OF 6/30/2024

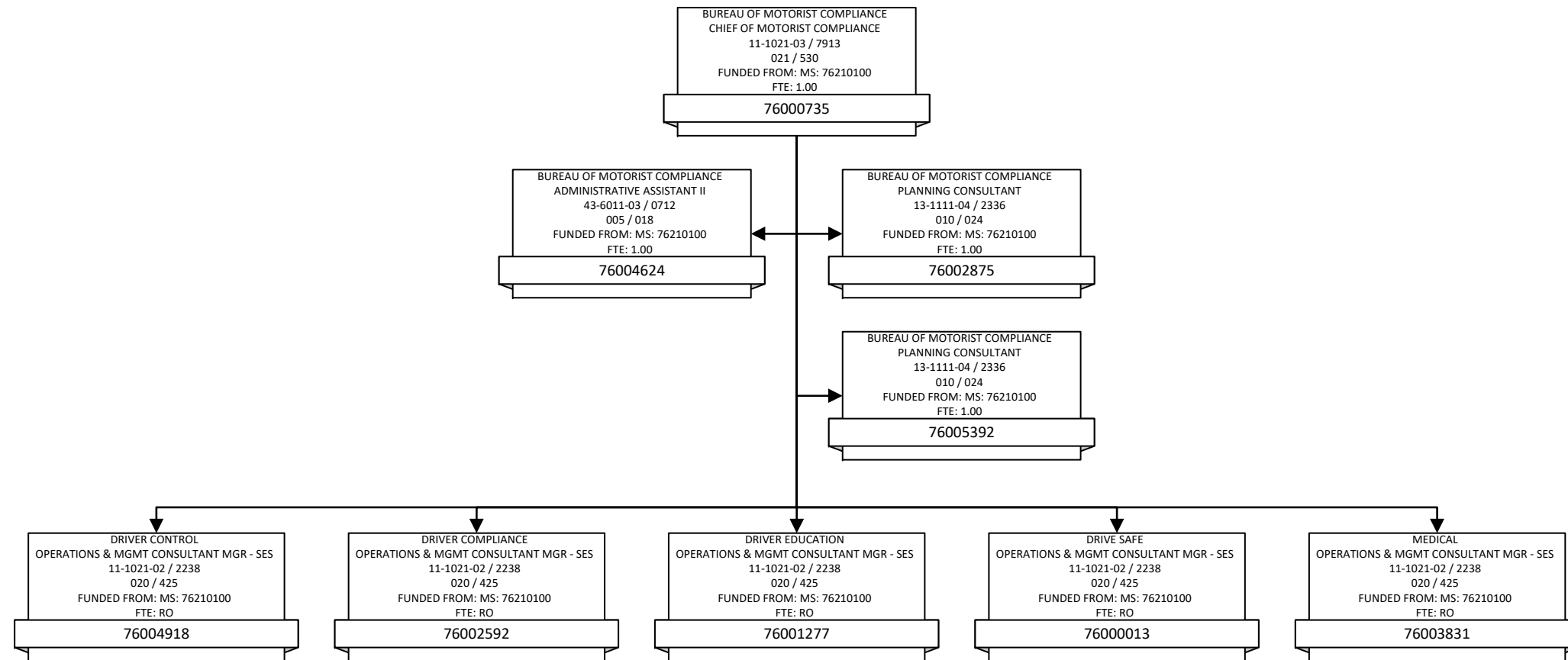
**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 10.0

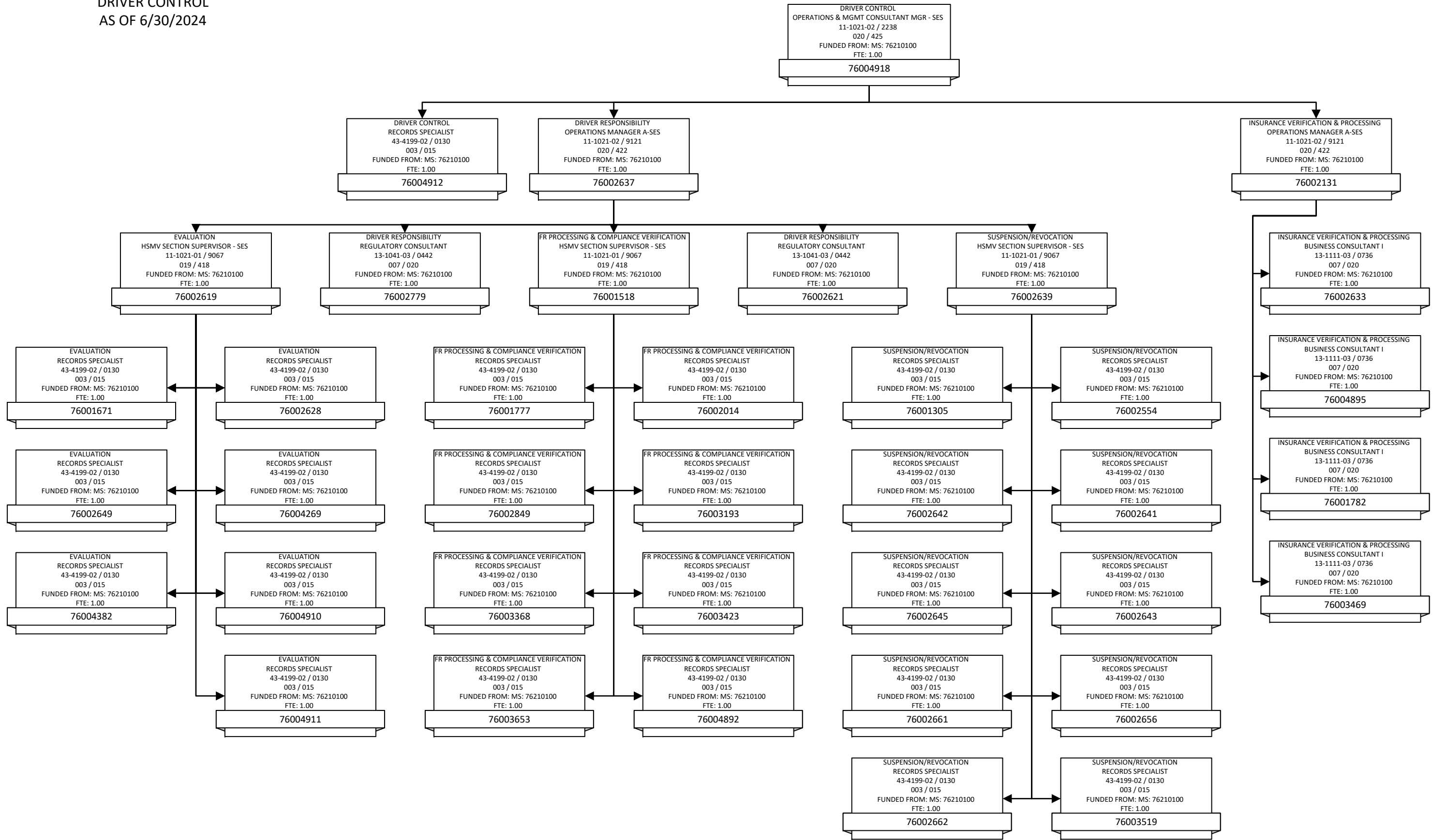


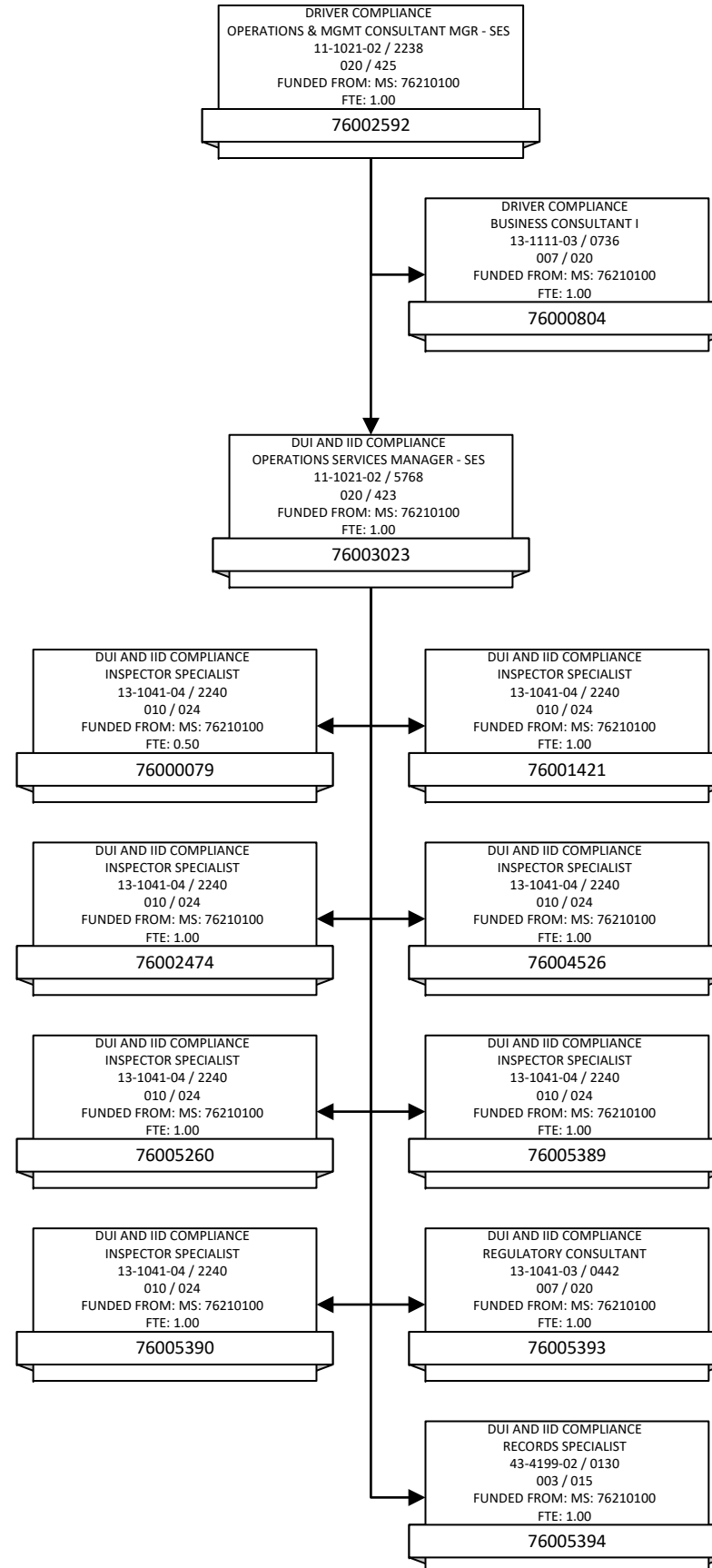
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF RECORDS  
 RECORDS & DATA MANAGEMENT  
 AS OF 6/30/2024

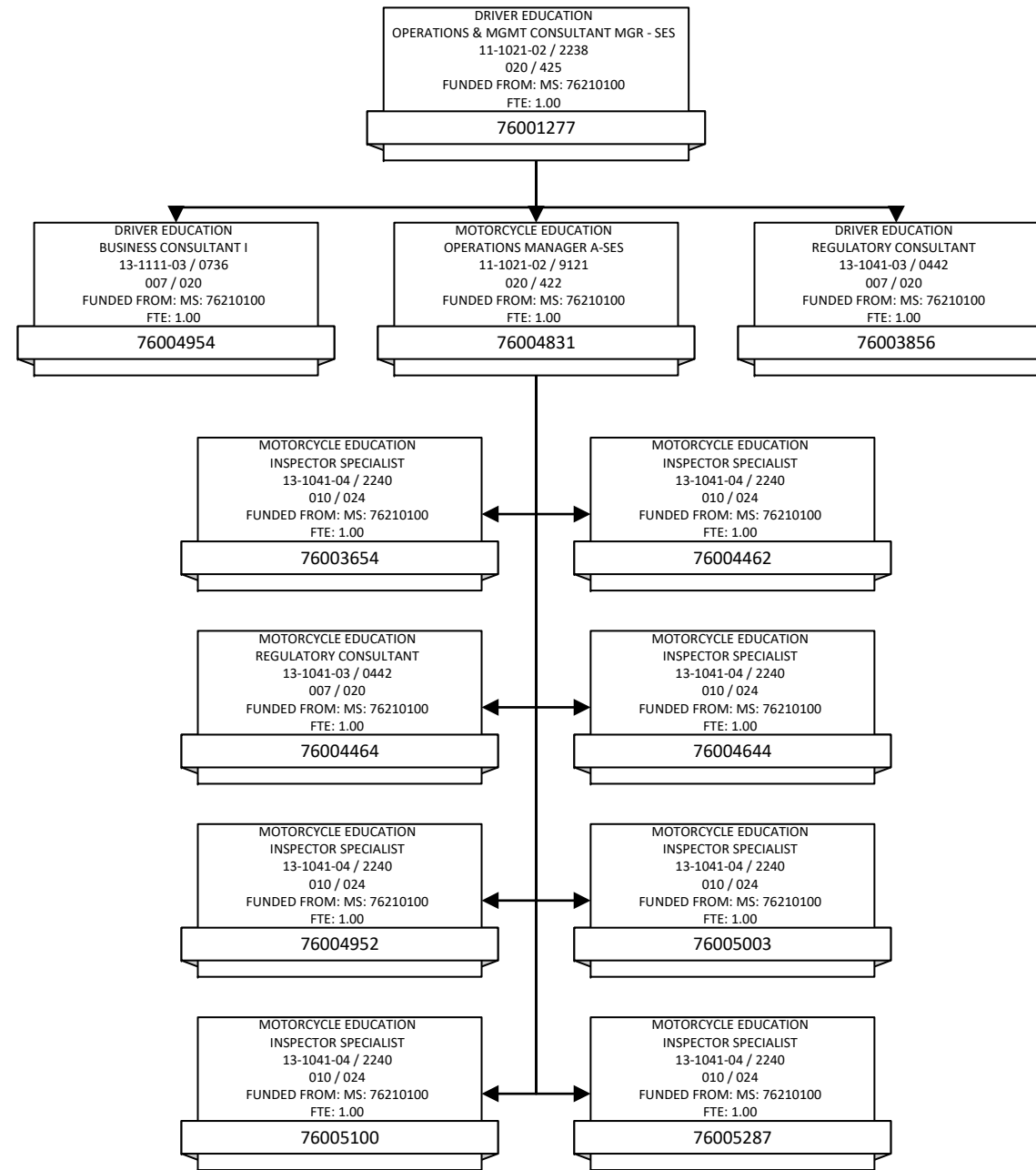
**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 32.0

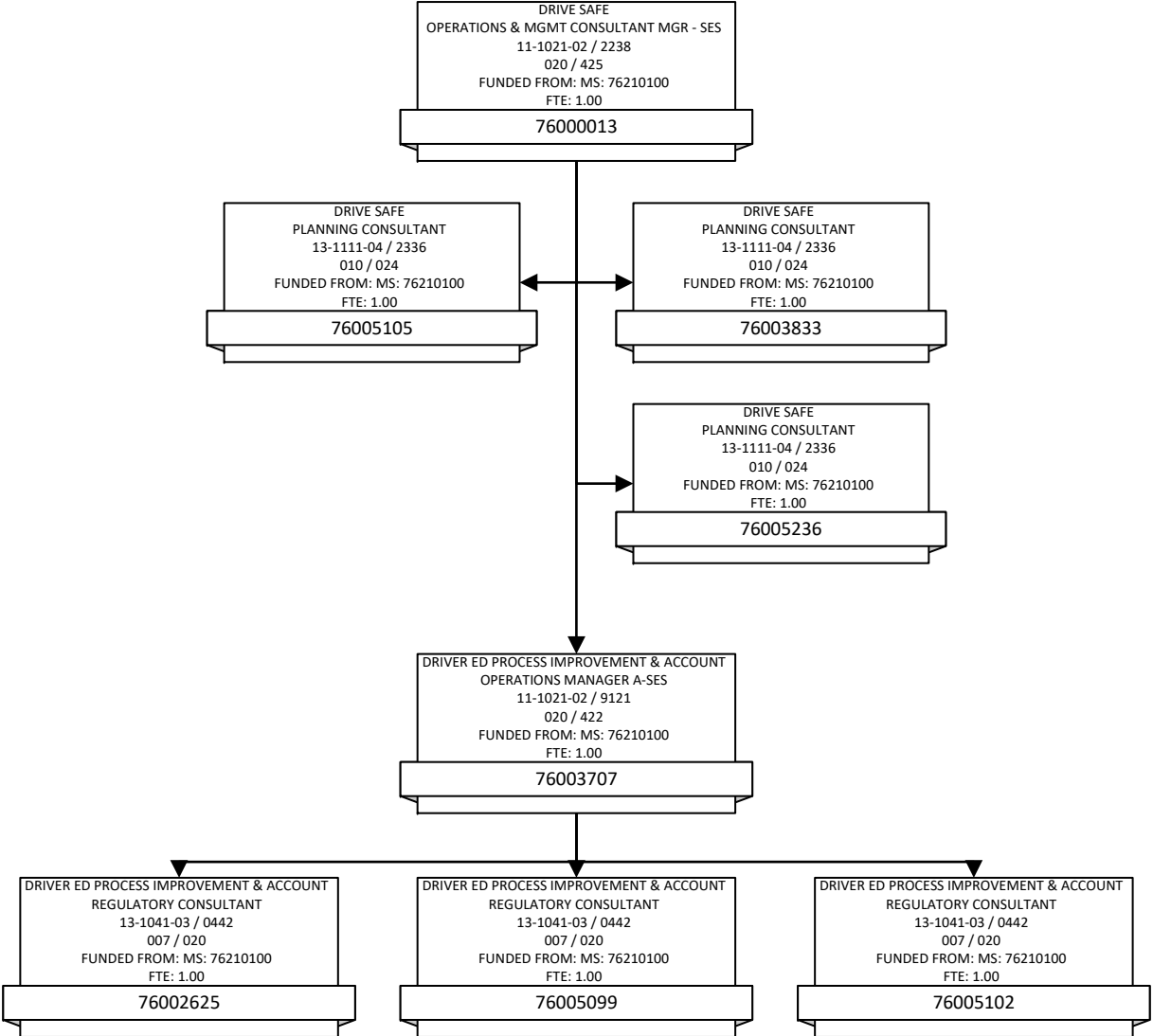






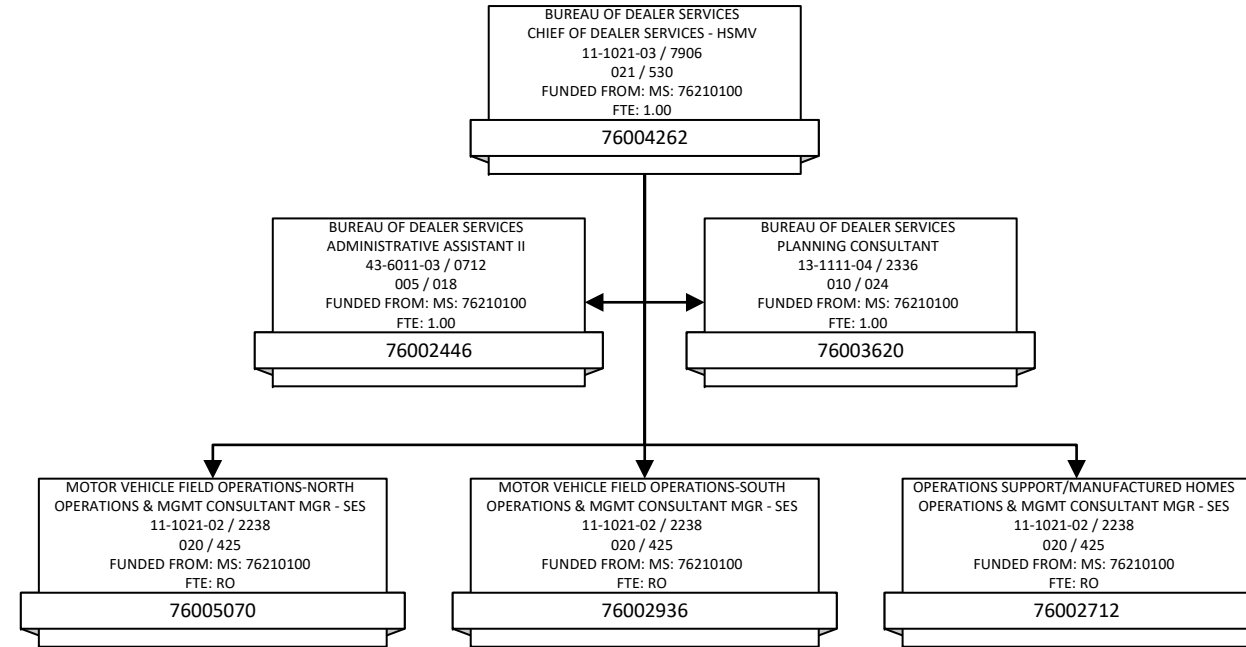










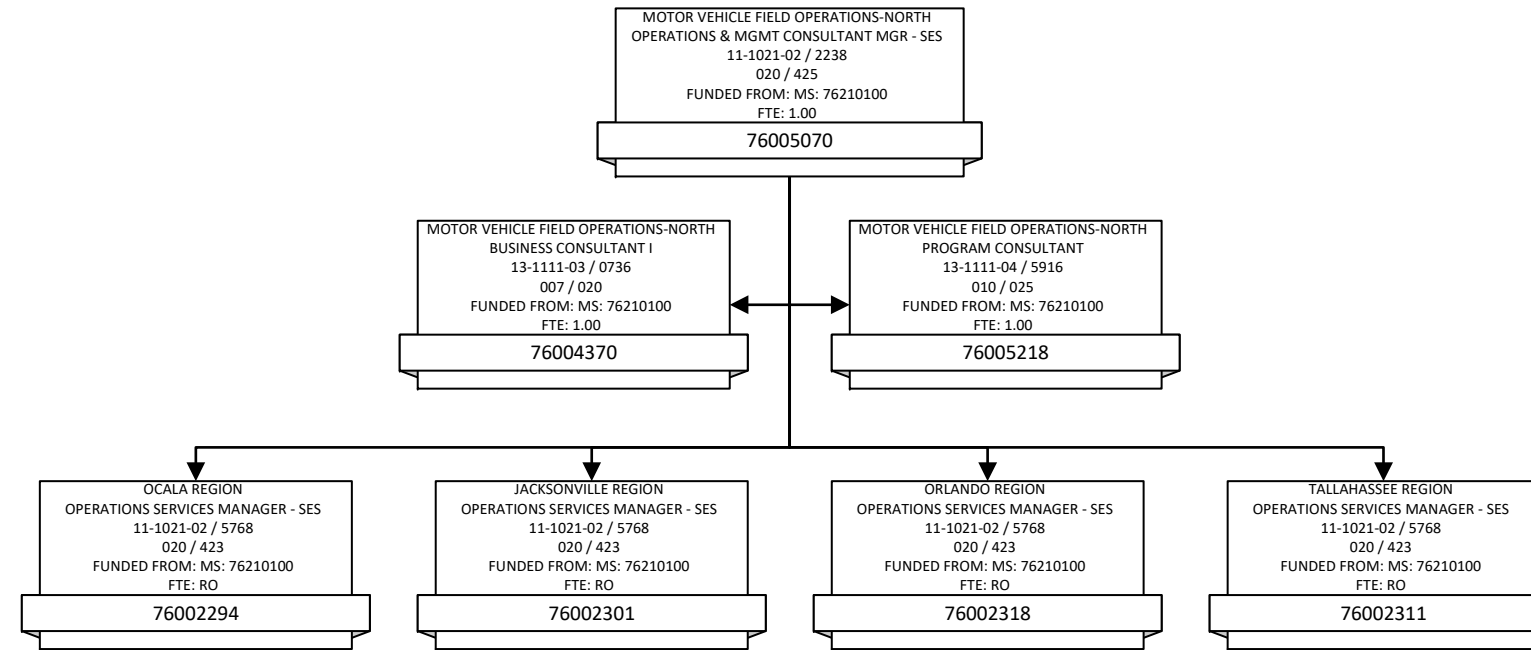


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF DEALER SERVICES  
 MOTOR VEHICLE FIELD OPERATIONS NORTH  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**

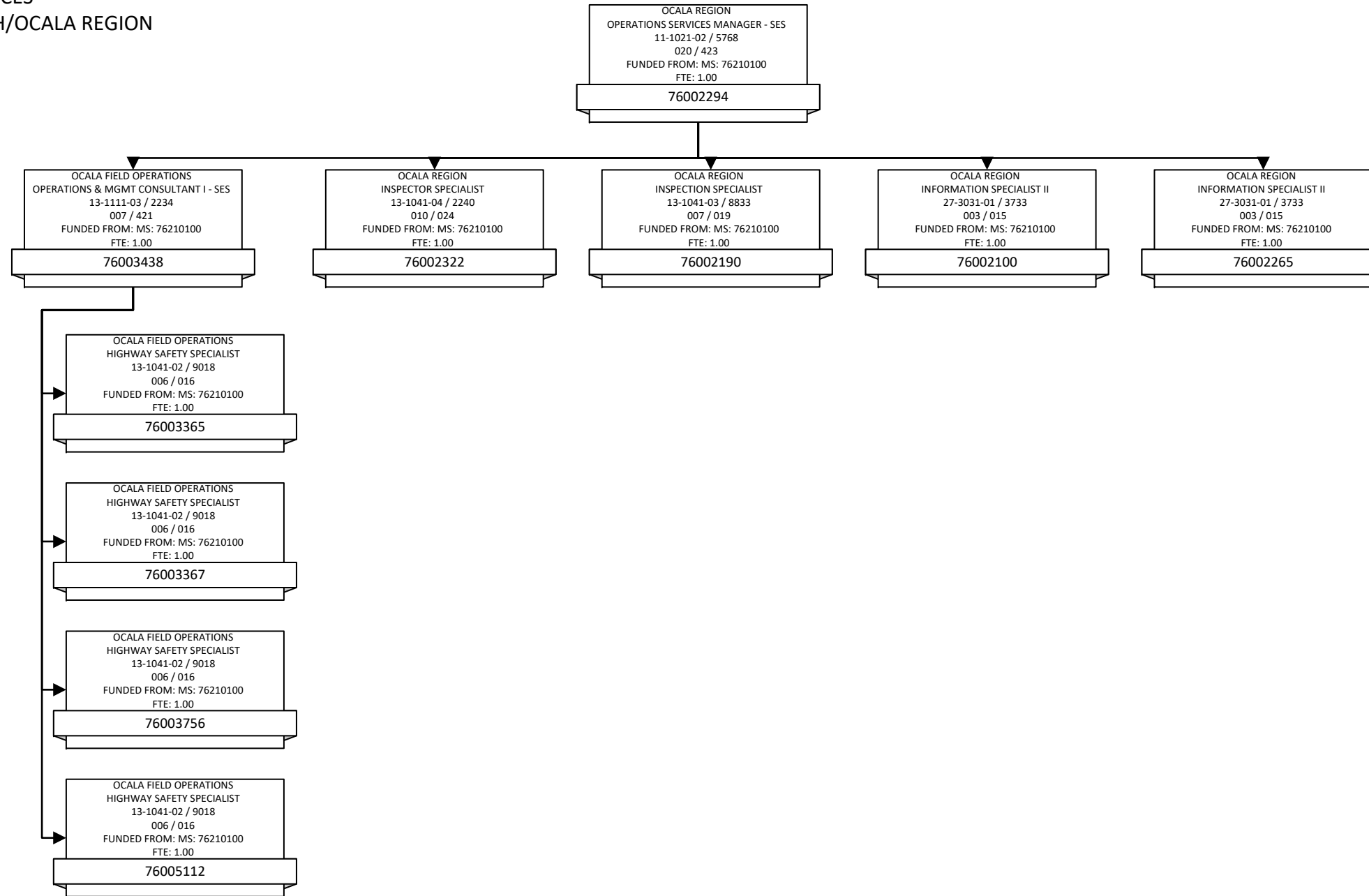
MS 76210100 = 3.0

RO = REFER TO OTHER CHART



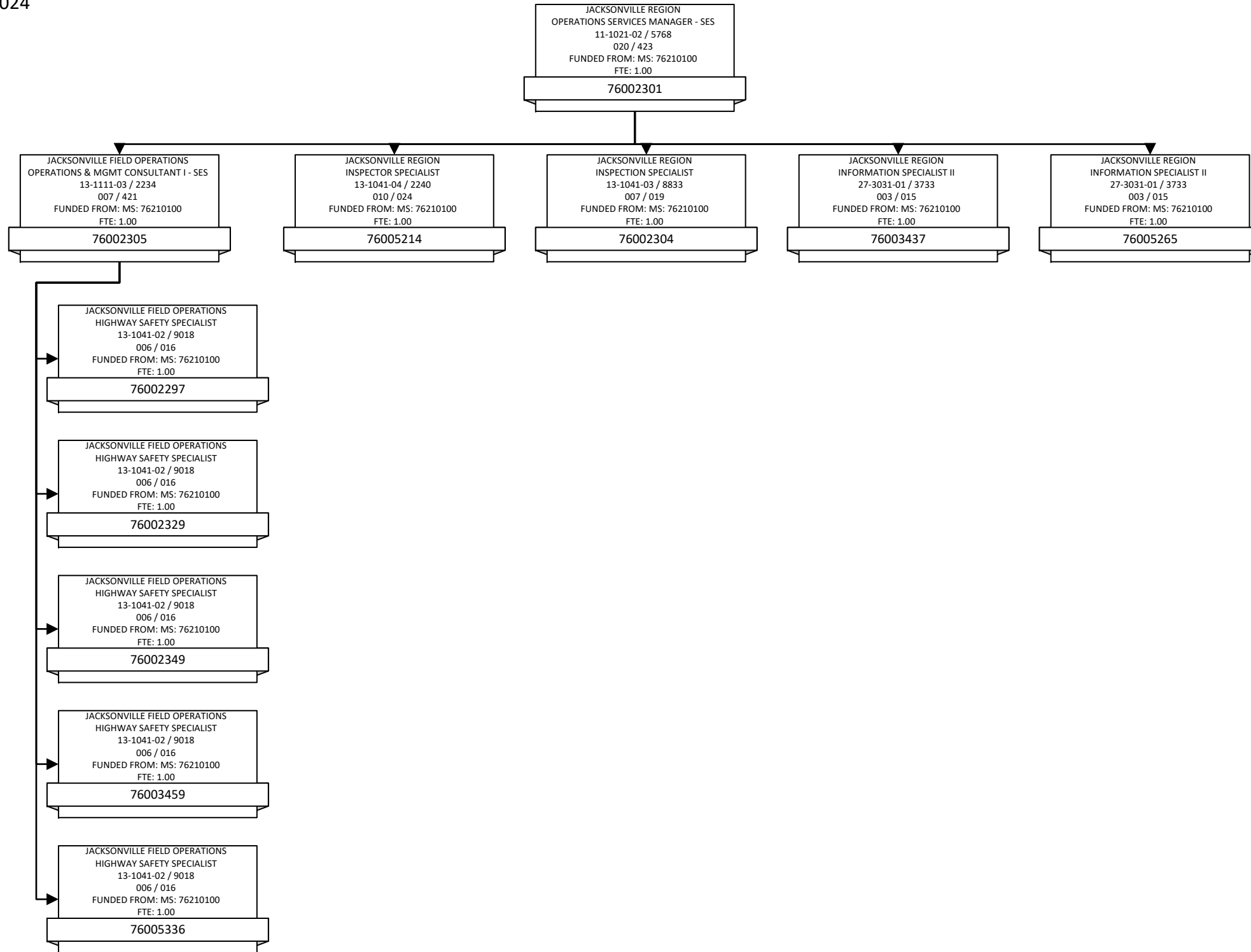
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF DEALER SERVICES  
 MOTOR VEHICLE FIELD OPERATIONS NORTH/OCALA REGION  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 10.0



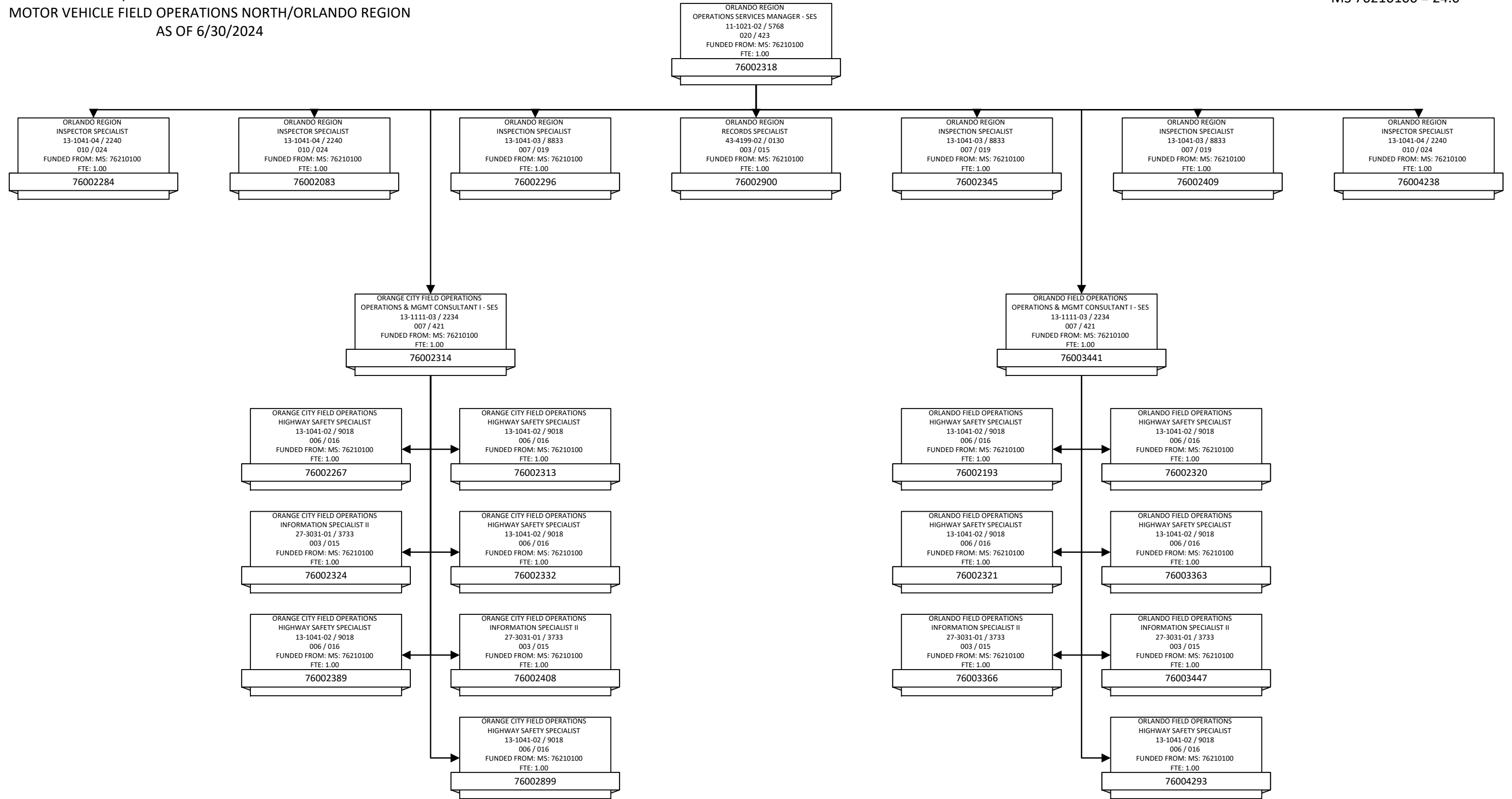
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF DEALER SERVICES  
 MOTOR VEHICLE FIELD OPERATIONS NORTH/JACKSONVILLE REGION  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 11.0



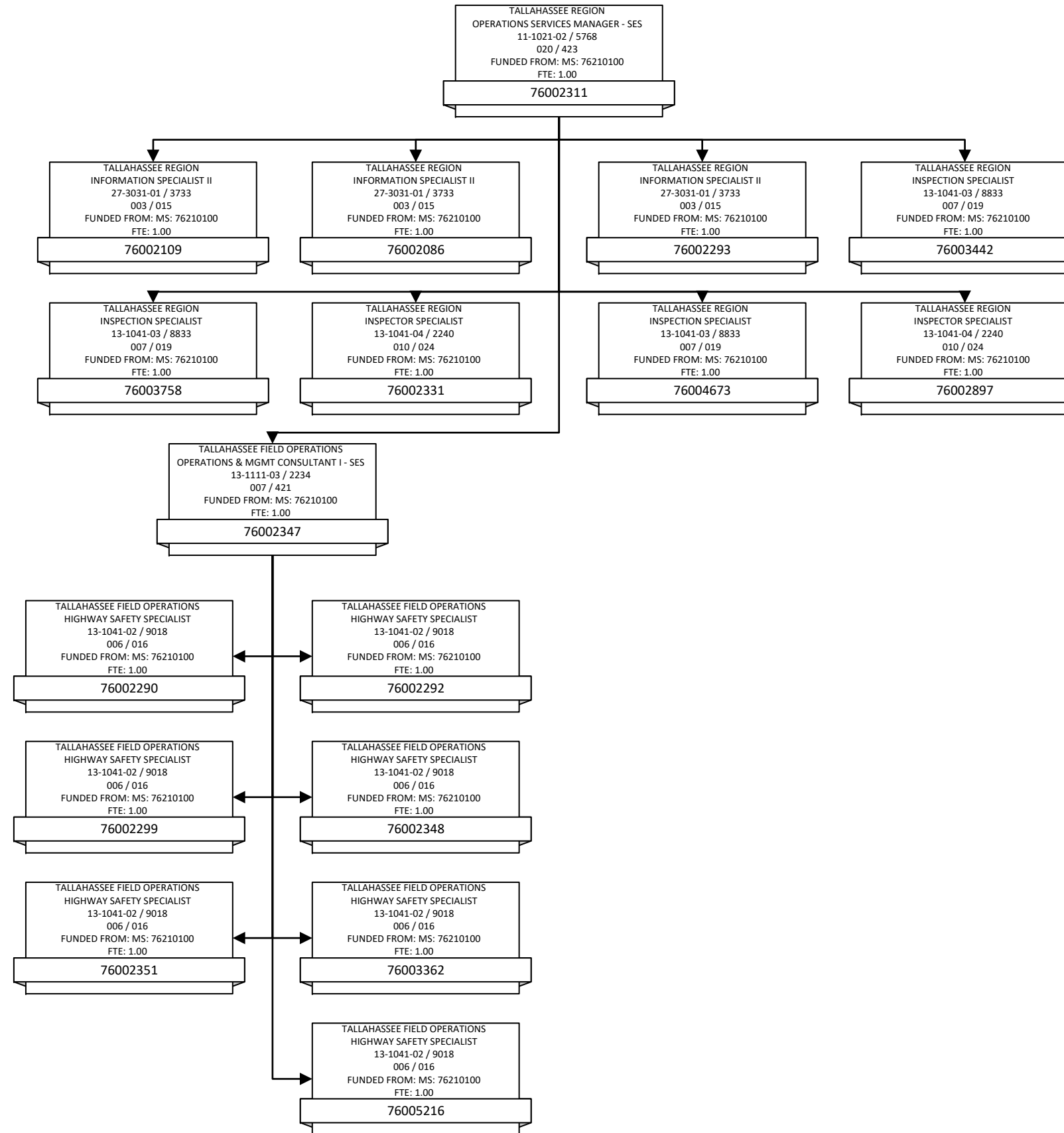
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF DEALER SERVICES  
 MOTOR VEHICLE FIELD OPERATIONS NORTH/ORLANDO REGION  
 AS OF 6/30/2024

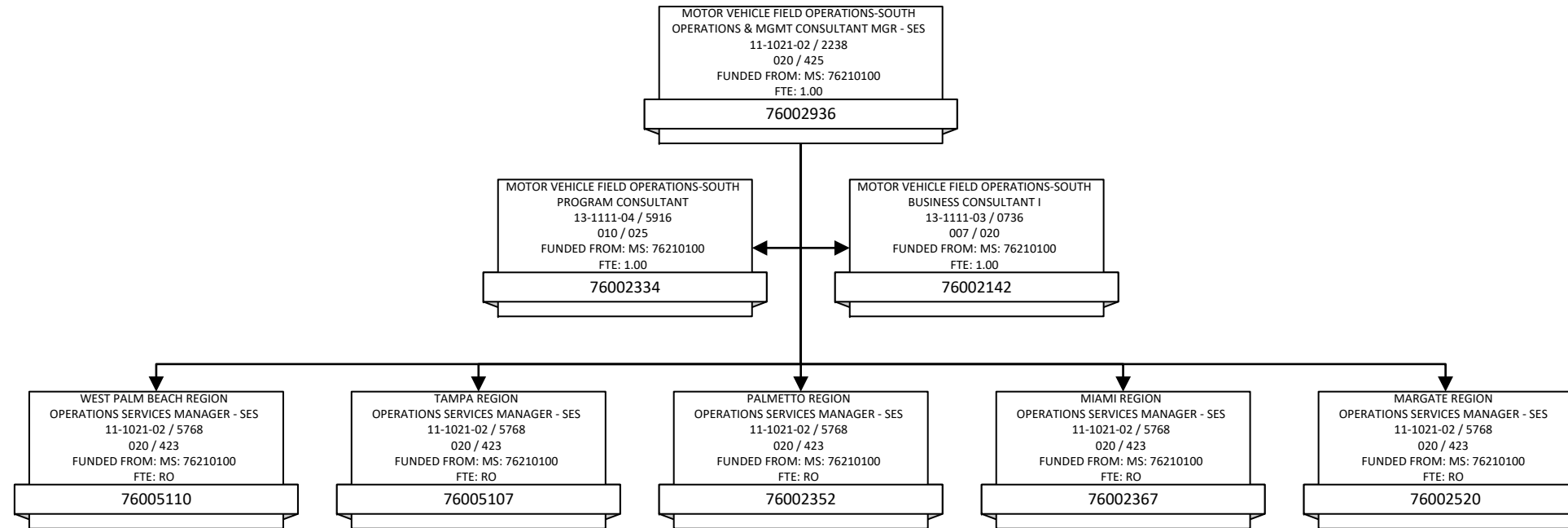
**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 24.0

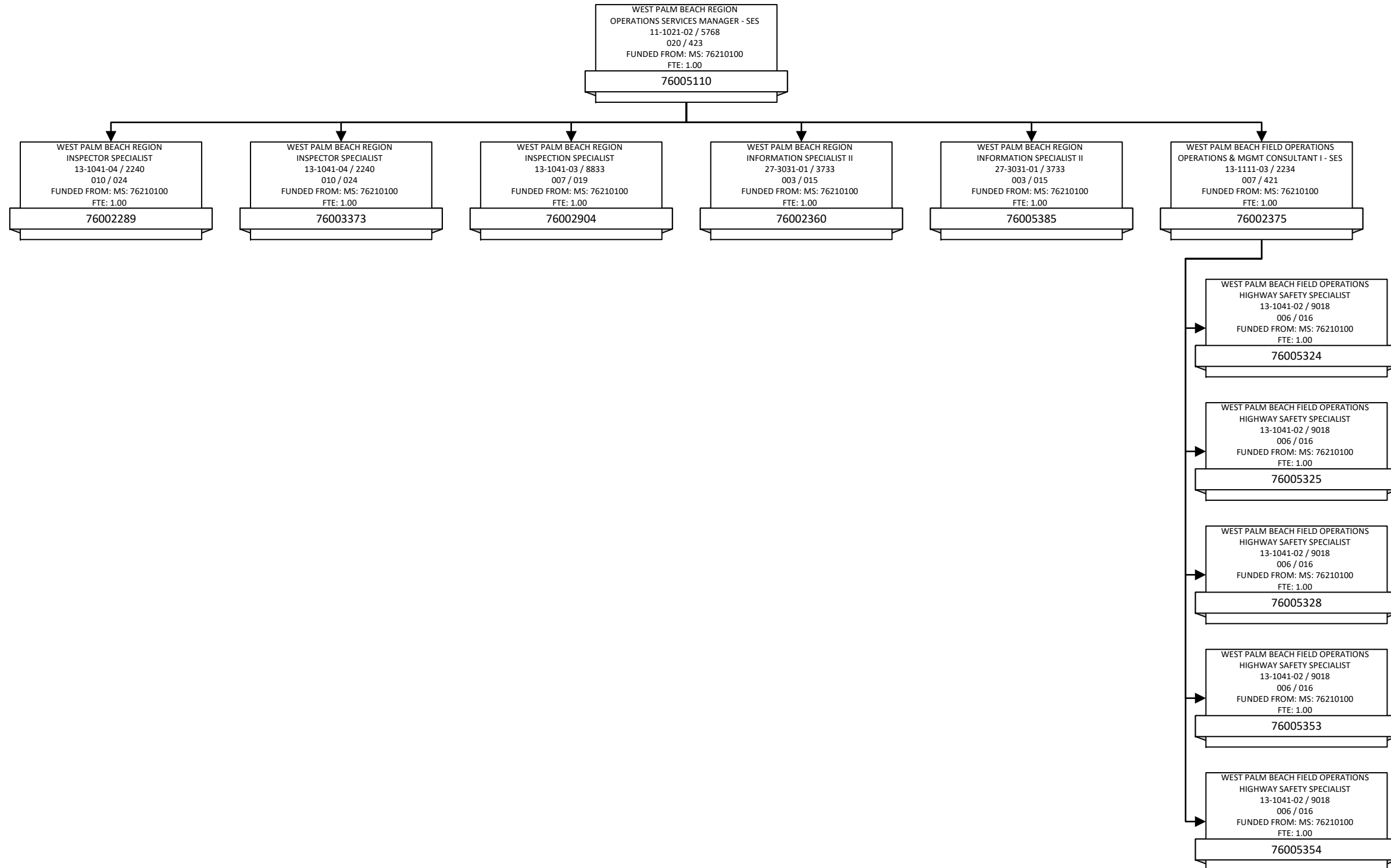


DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF DEALER SERVICES  
 MOTOR VEHICLE FIELD OPERATIONS NORTH/TALLAHASSEE REGION  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 17.0



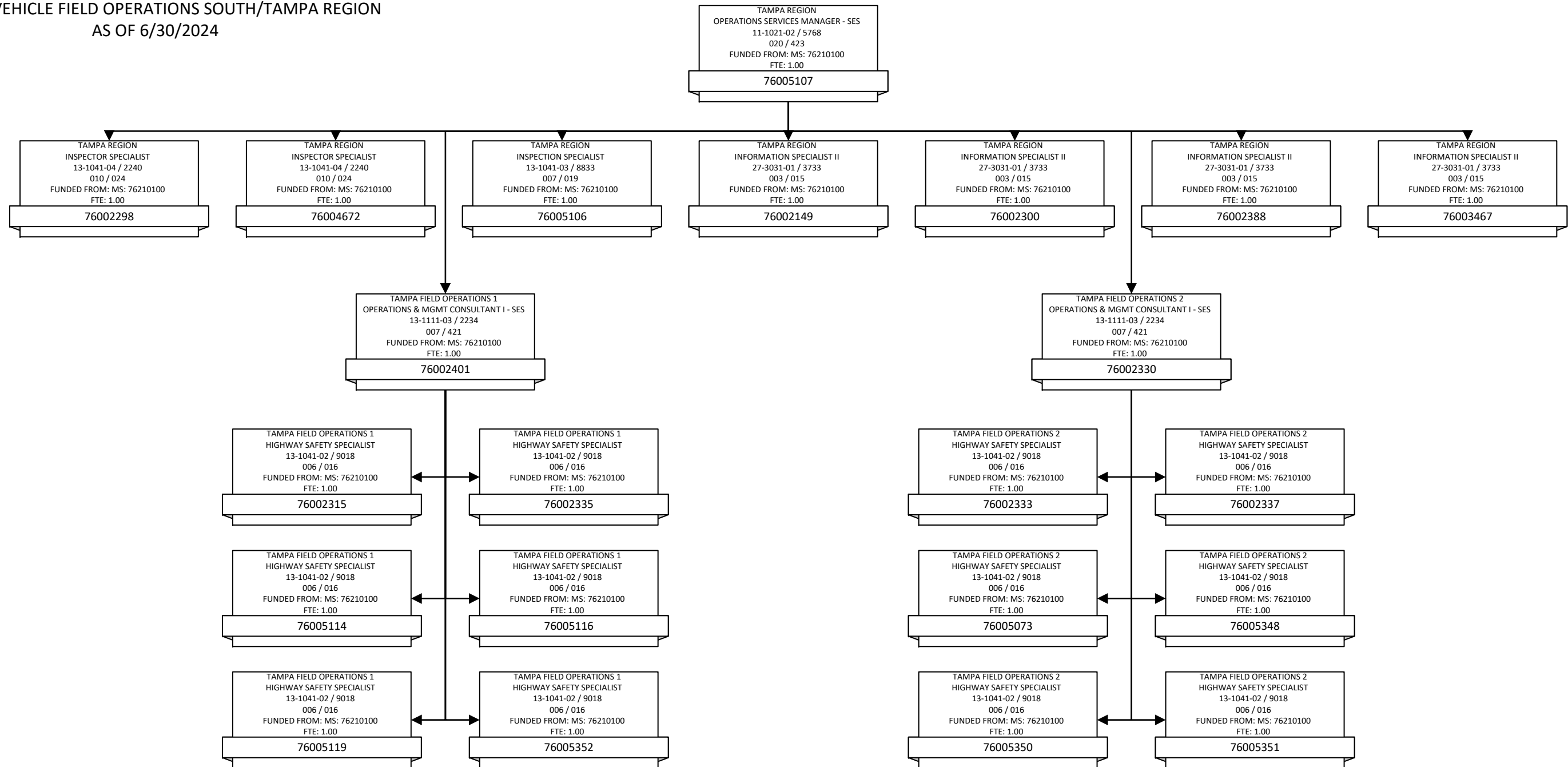






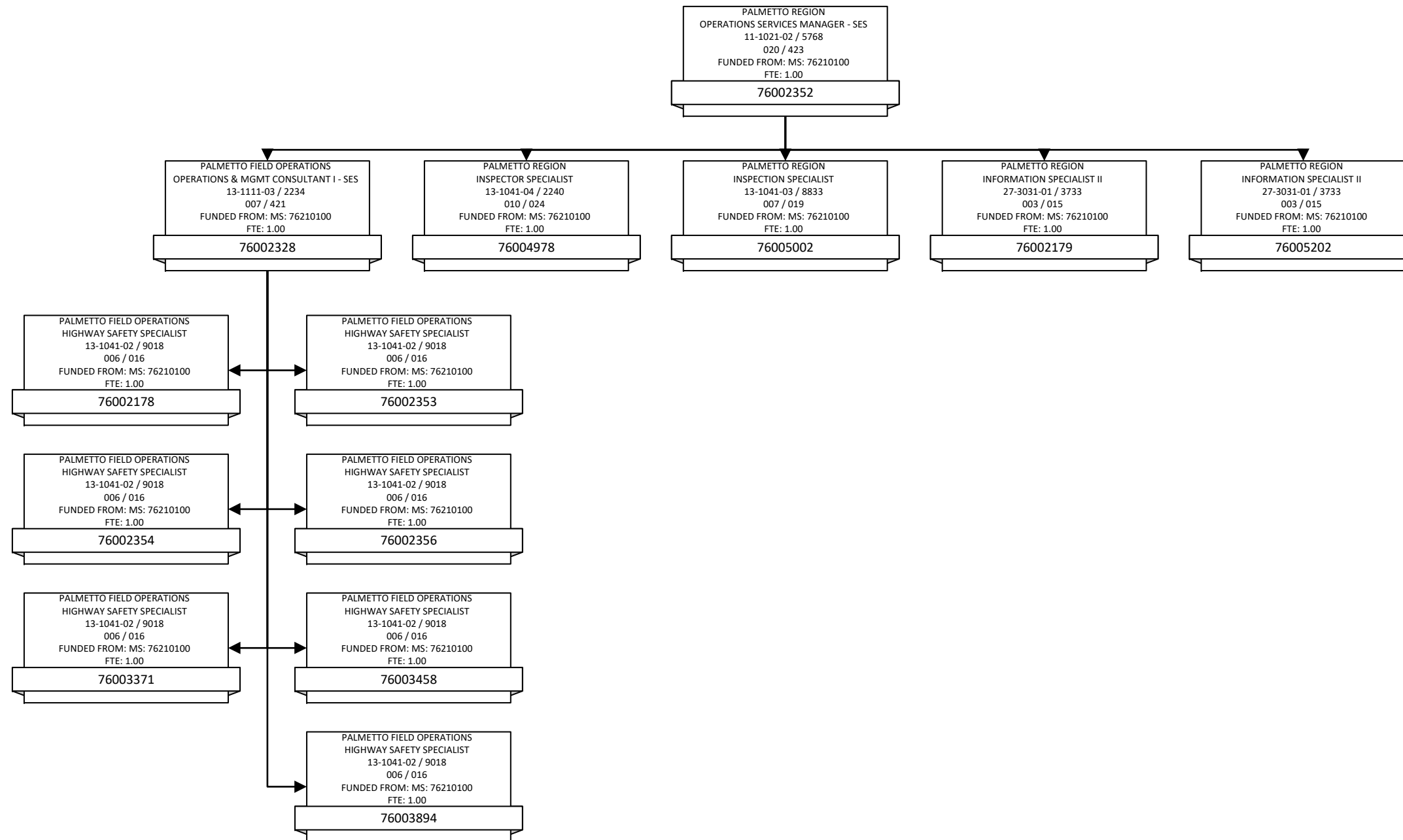
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF DEALER SERVICES  
 MOTOR VEHICLE FIELD OPERATIONS SOUTH/TAMPA REGION  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 22.0



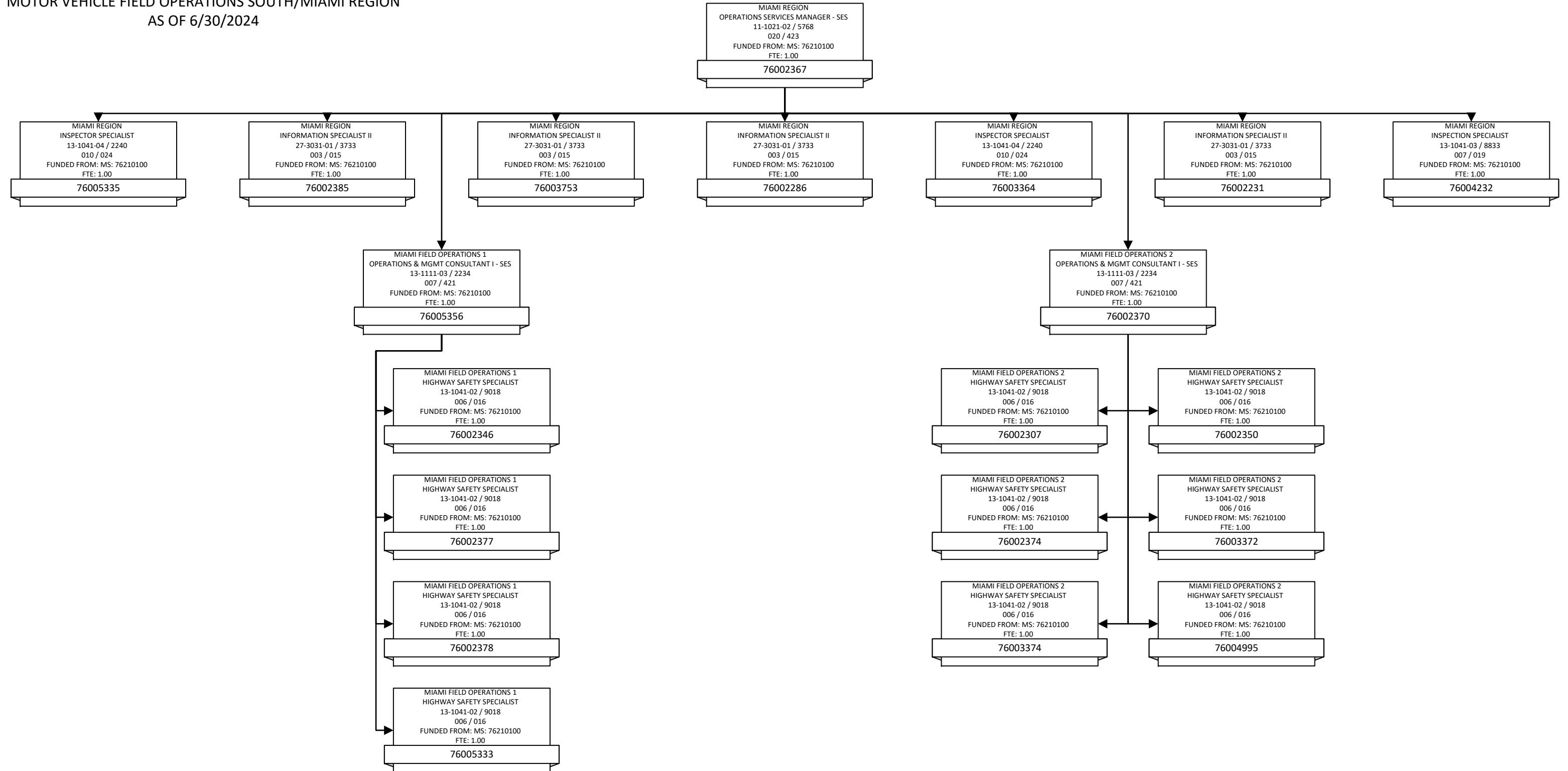
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF DEALER SERVICES  
 MOTOR VEHICLE FIELD OPERATIONS SOUTH/PALMETTO REGION  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 13.0



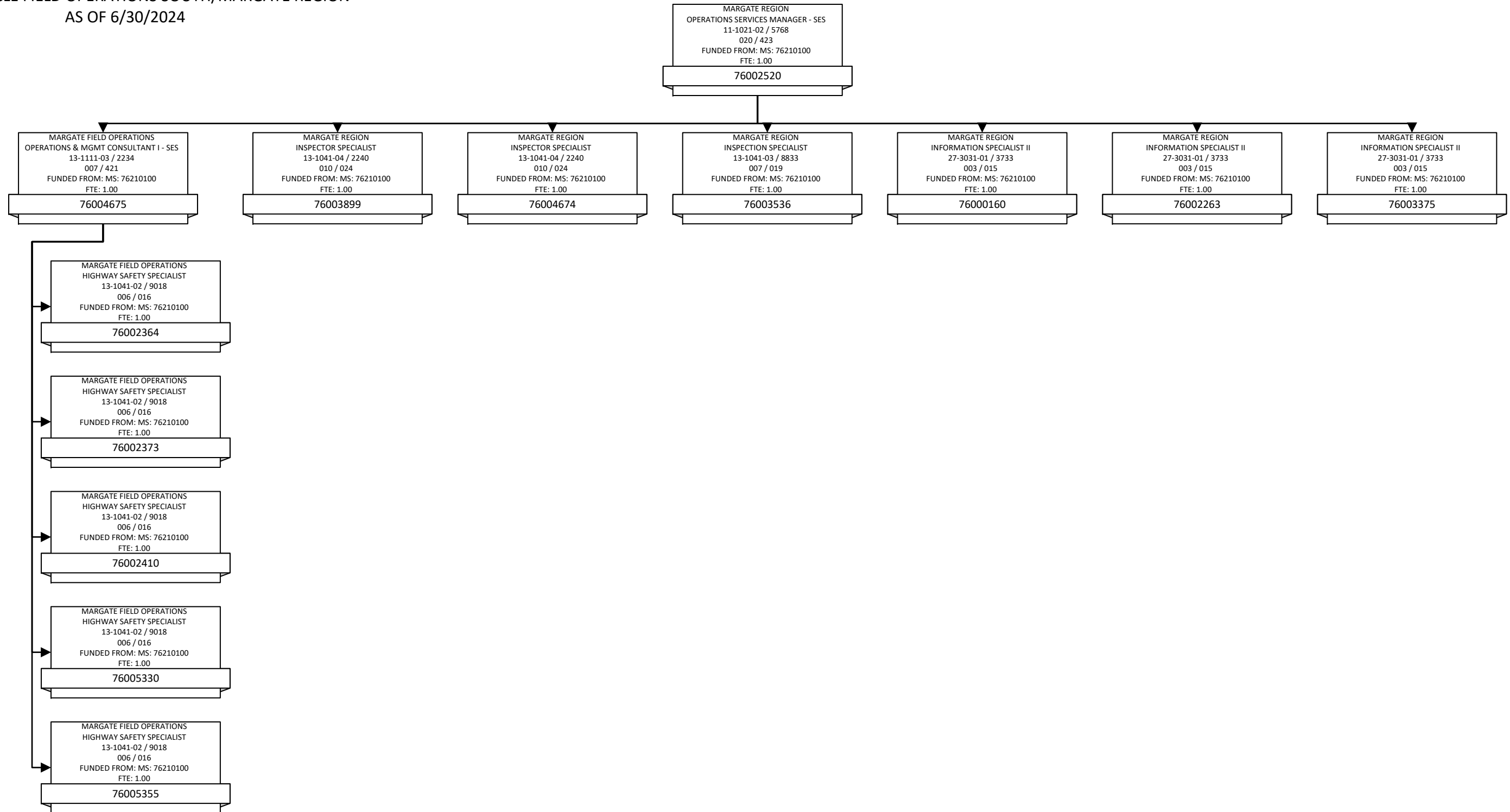
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF DEALER SERVICES  
 MOTOR VEHICLE FIELD OPERATIONS SOUTH/MIAMI REGION  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 20.0



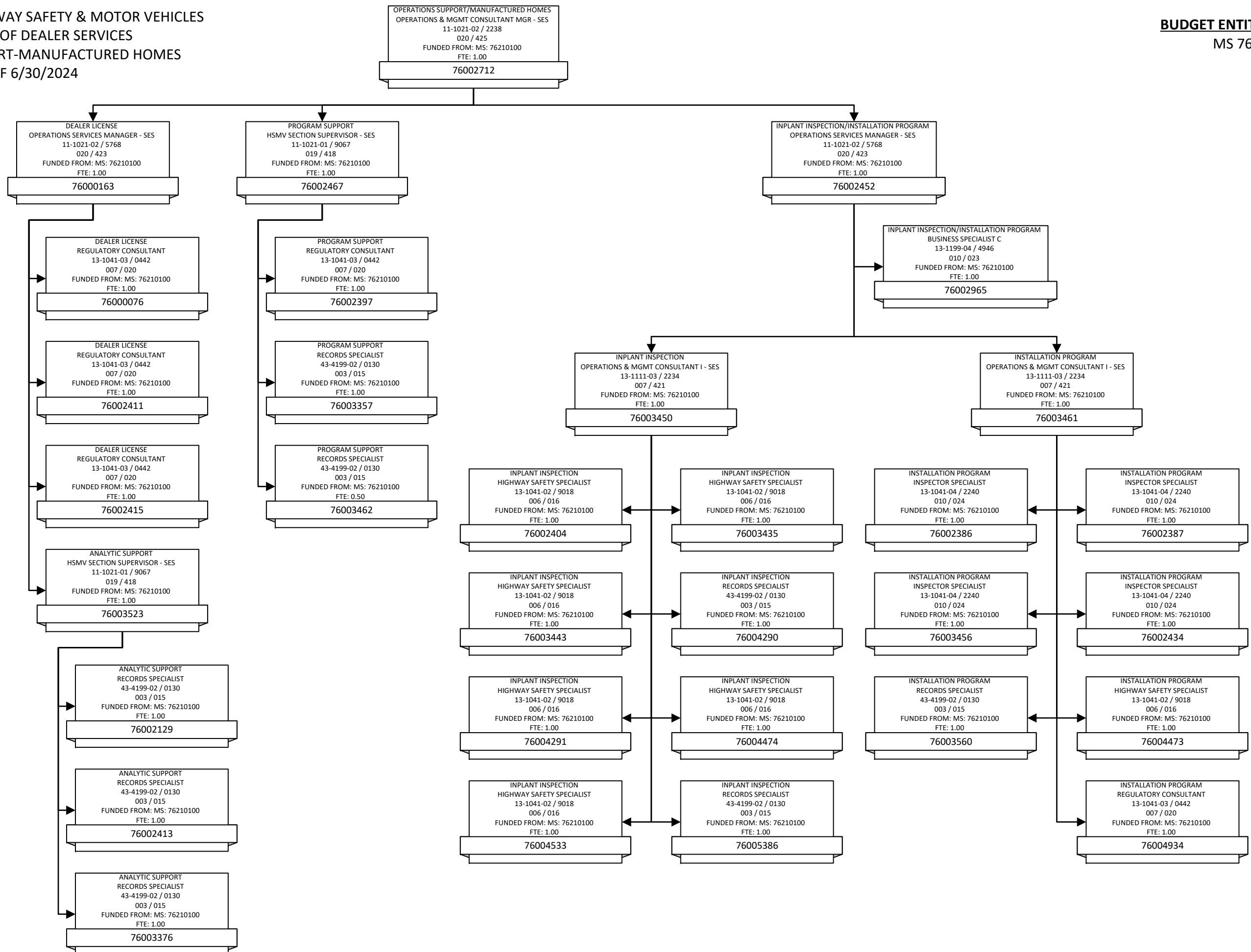
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF DEALER SERVICES  
 MOTOR VEHICLE FIELD OPERATIONS SOUTH/MARGATE REGION  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 13.0



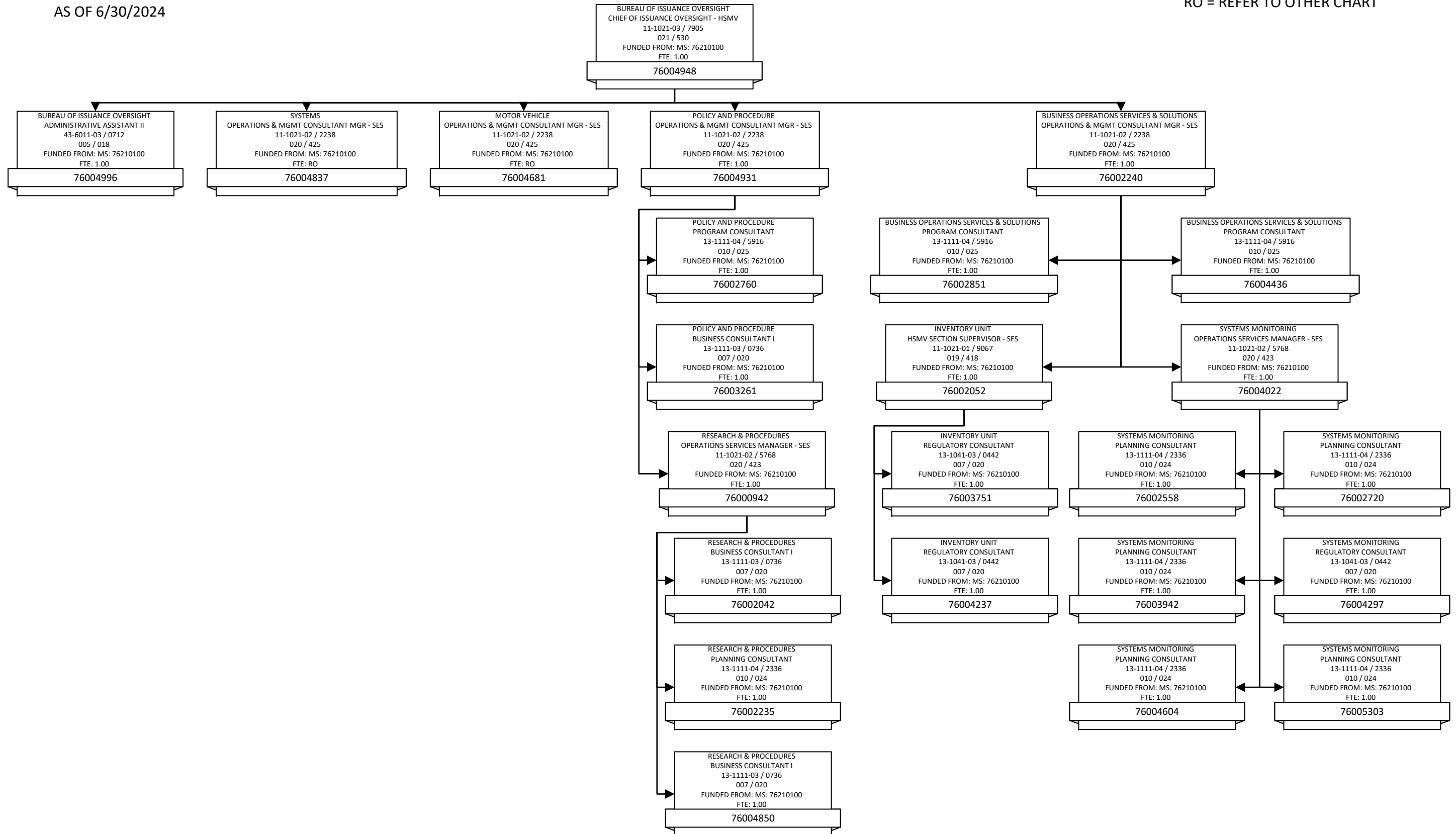
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF DEALER SERVICES  
 OPERATIONS SUPPORT-MANUFACTURED HOMES  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 31.5



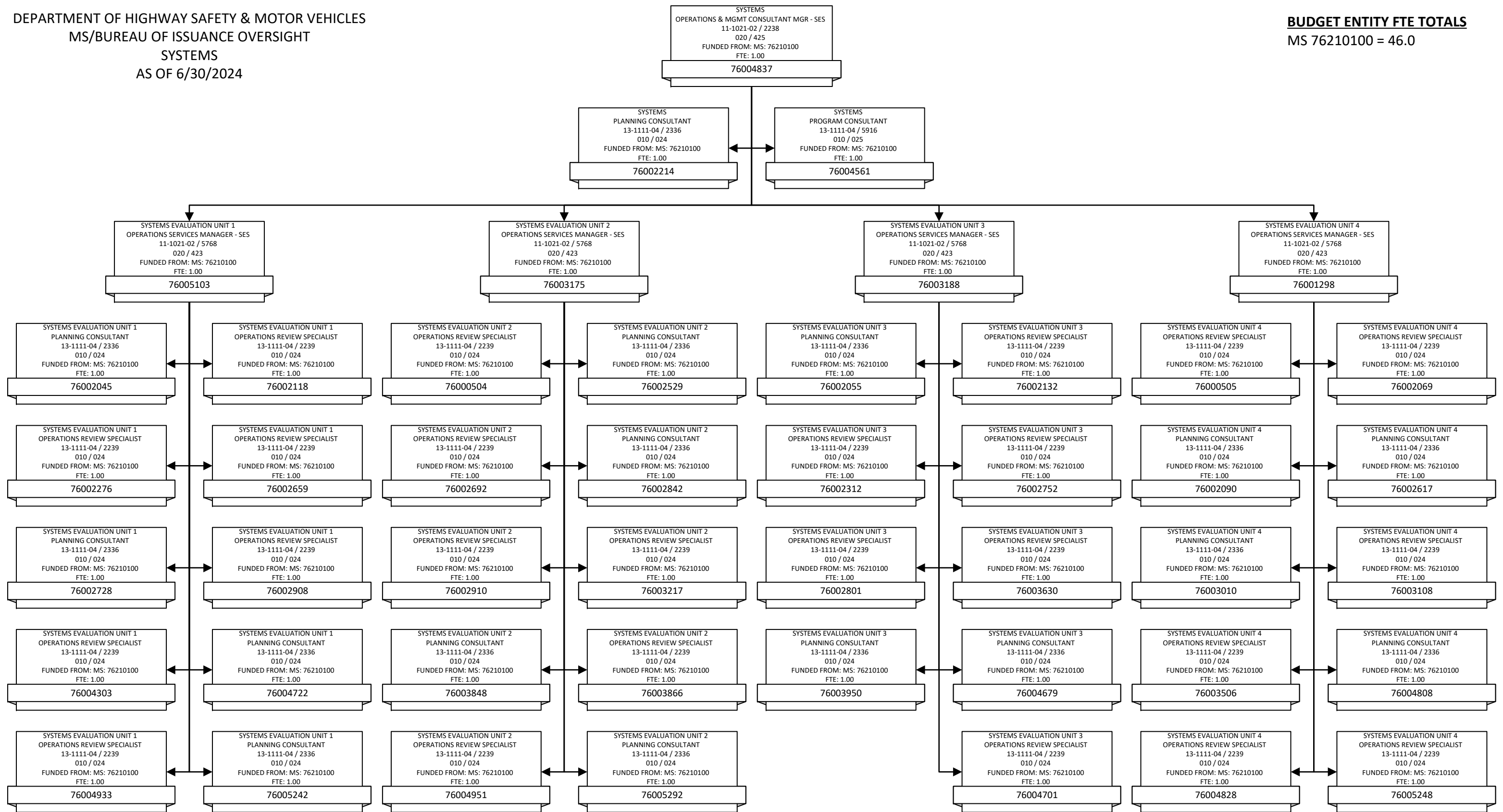
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF ISSUANCE OVERSIGHT  
 AS OF 6/30/2024

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



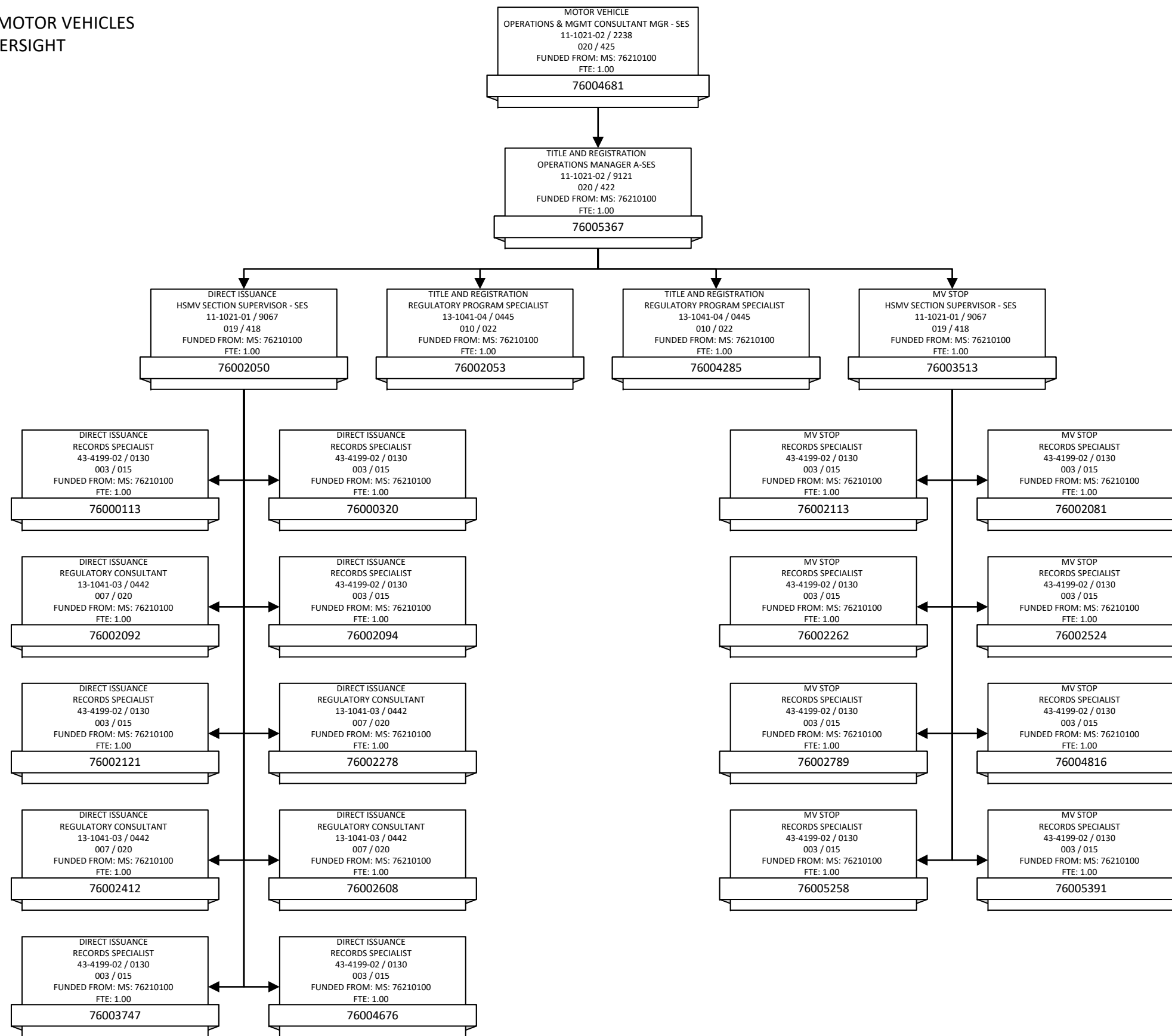
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF ISSUANCE OVERSIGHT  
 SYSTEMS  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 46.0



DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF ISSUANCE OVERSIGHT  
 MOTOR VEHICLE  
 AS OF 6/30/2024

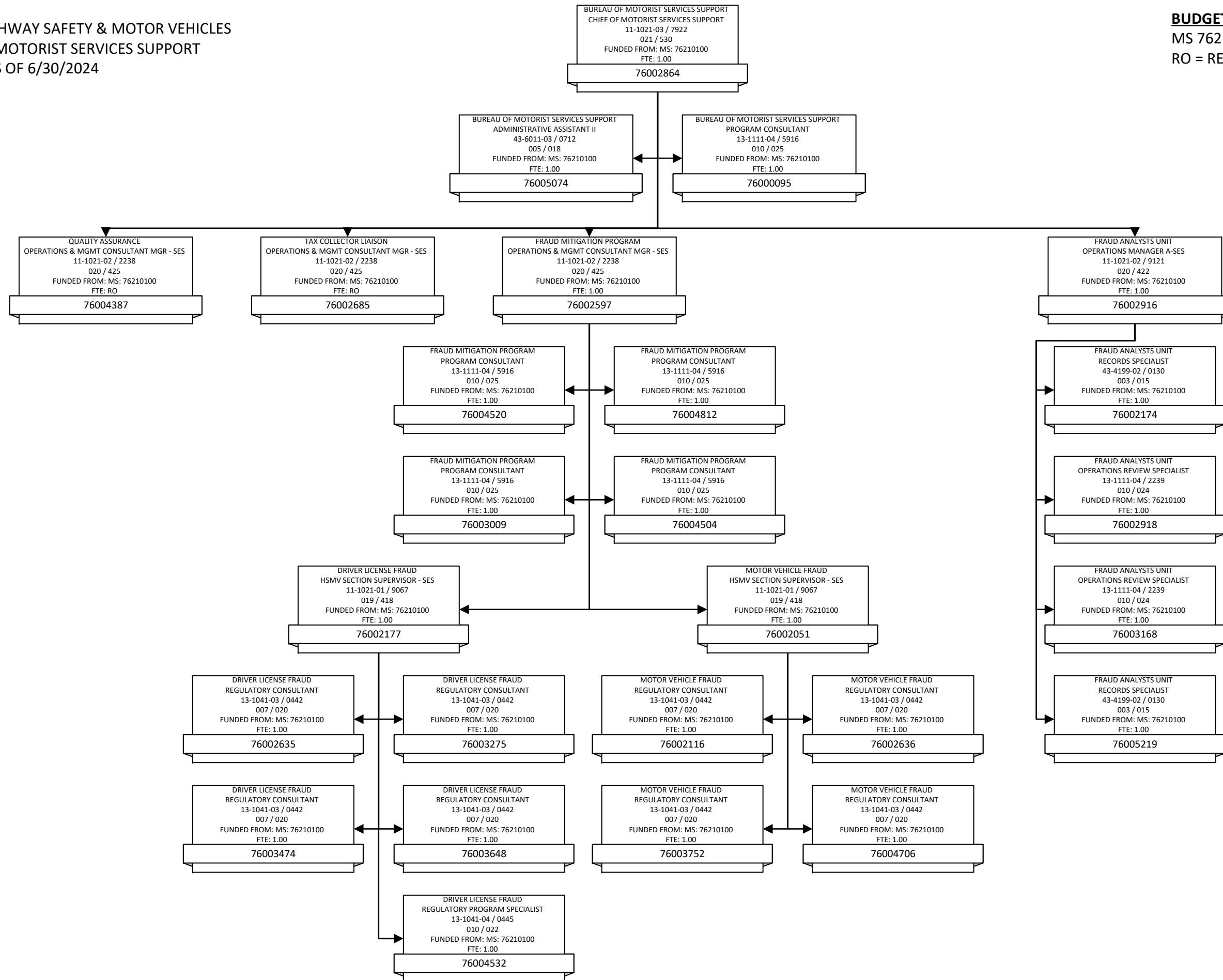
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 MS 76210100 = 24.0





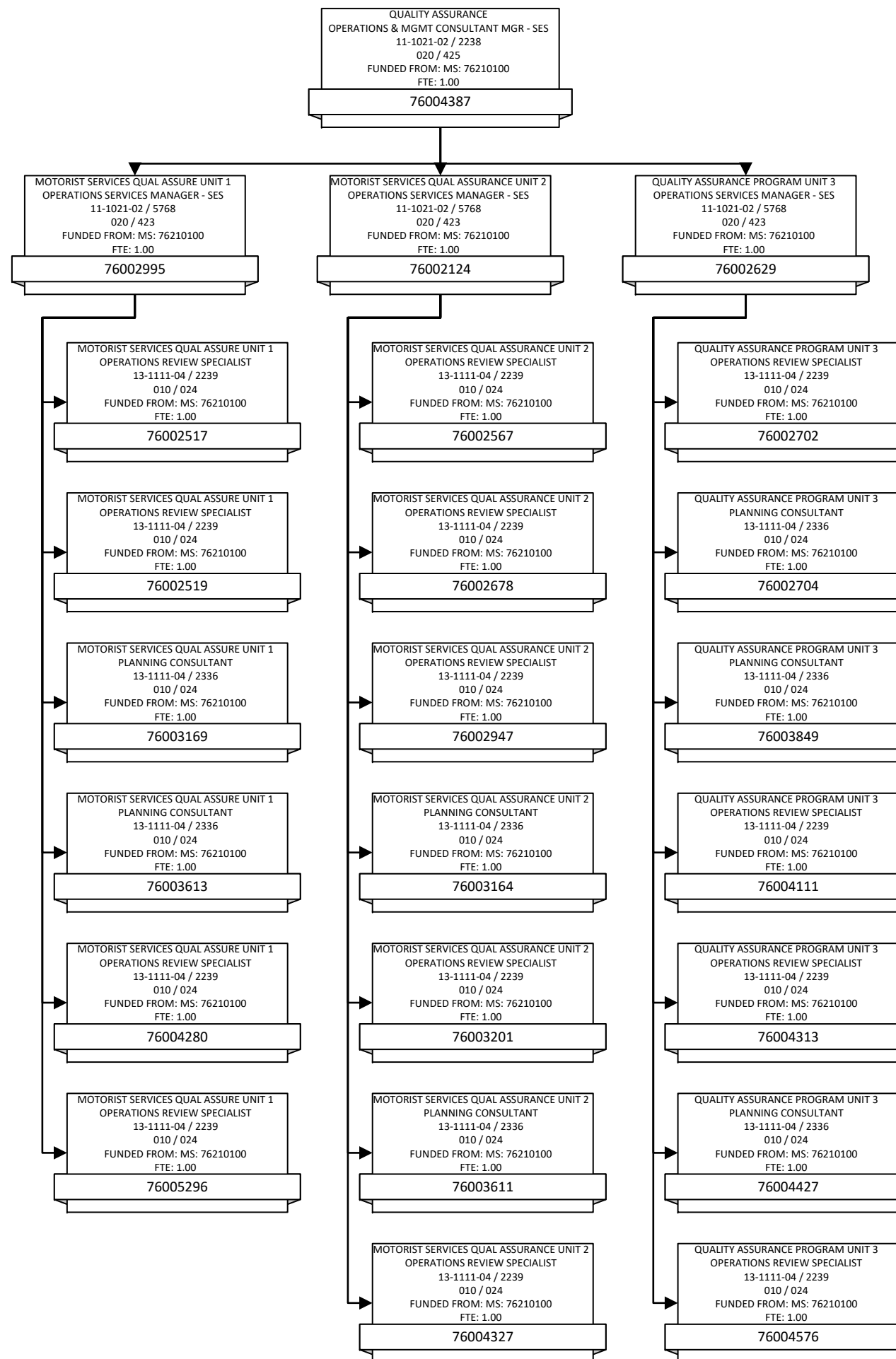
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 AS OF 6/30/2024

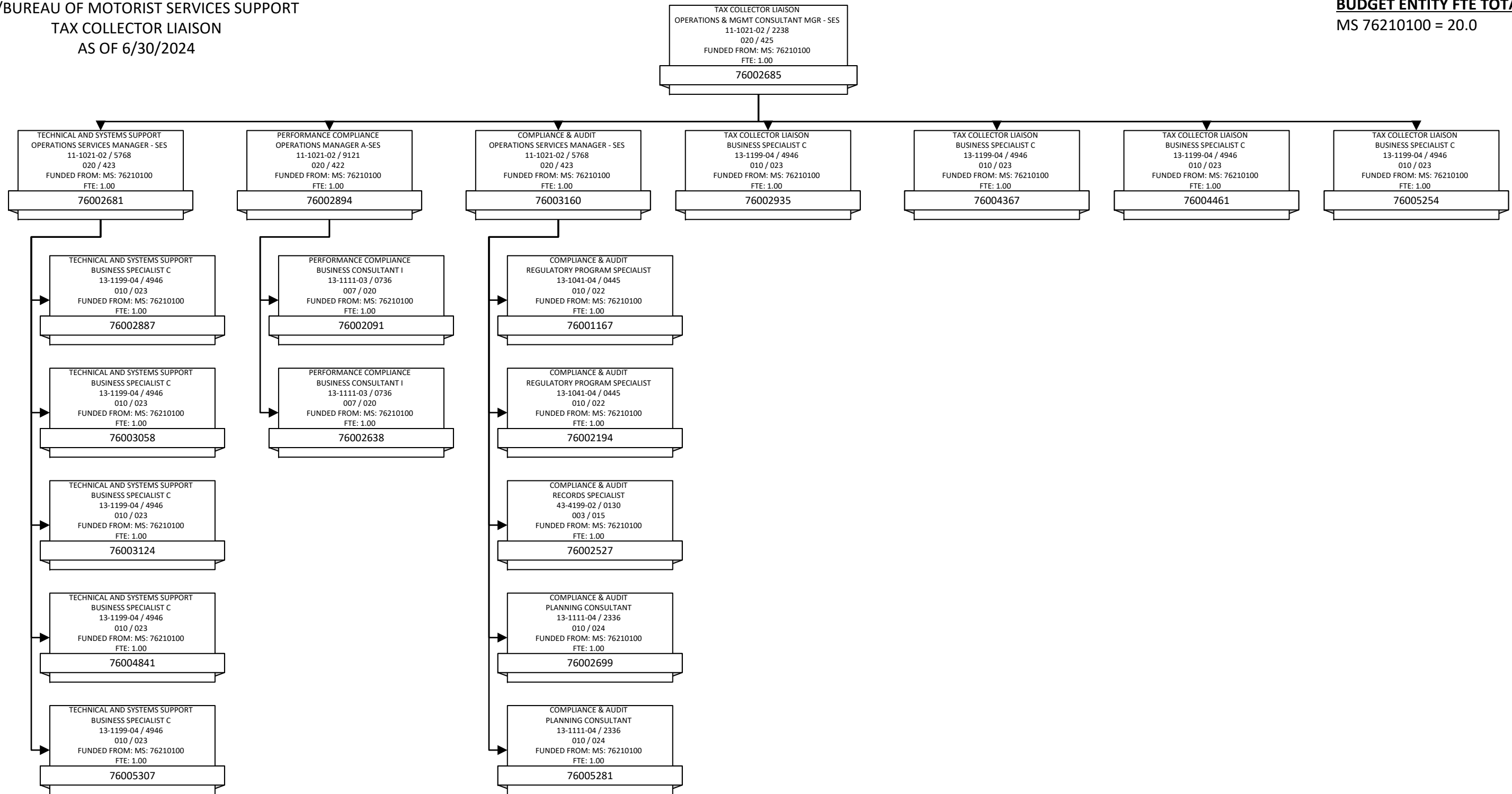
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 MS 76210100 = 24.0  
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DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF MOTORIST SERVICES SUPPORT  
 QUALITY ASSURANCE  
 AS OF 6/30/2024

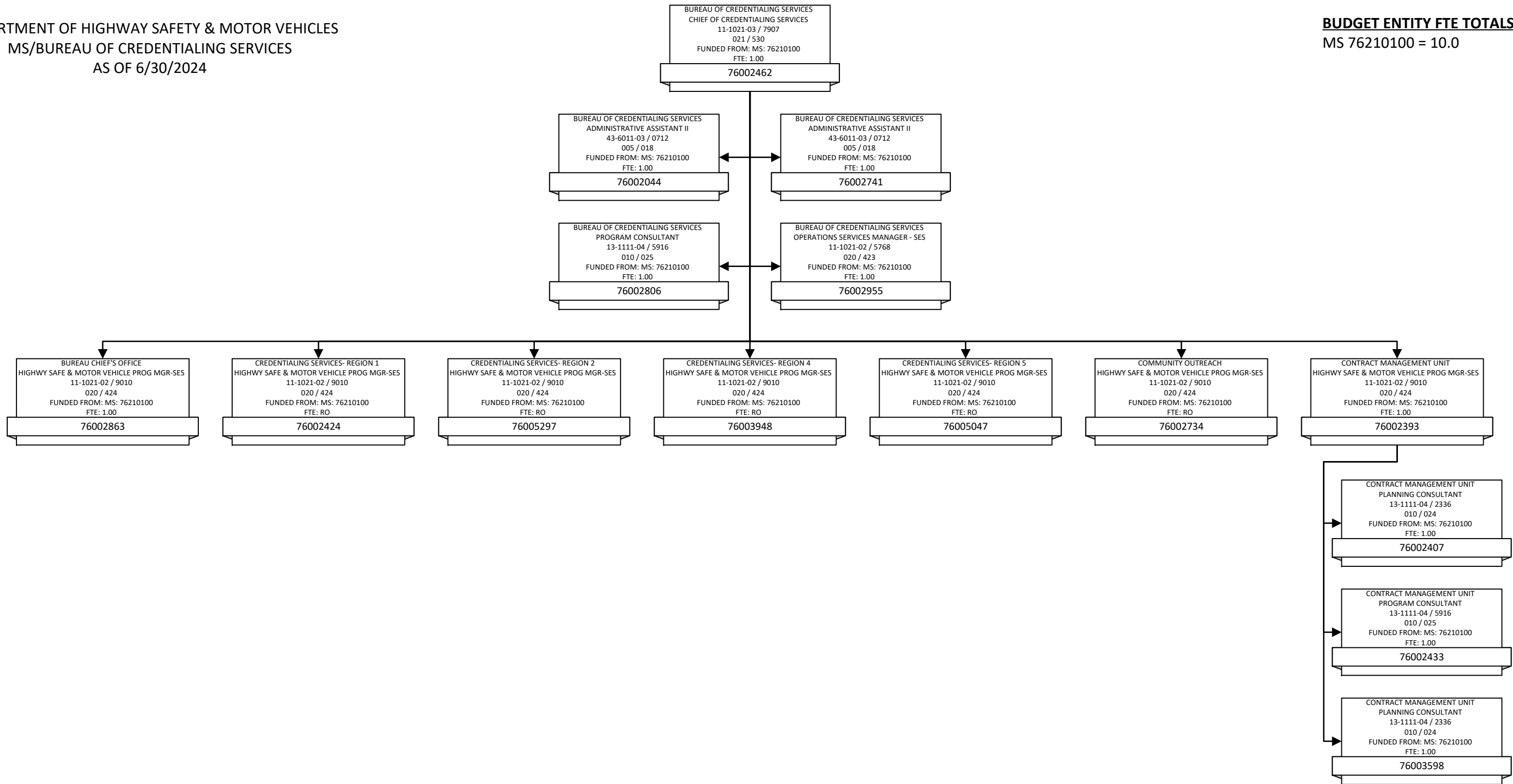
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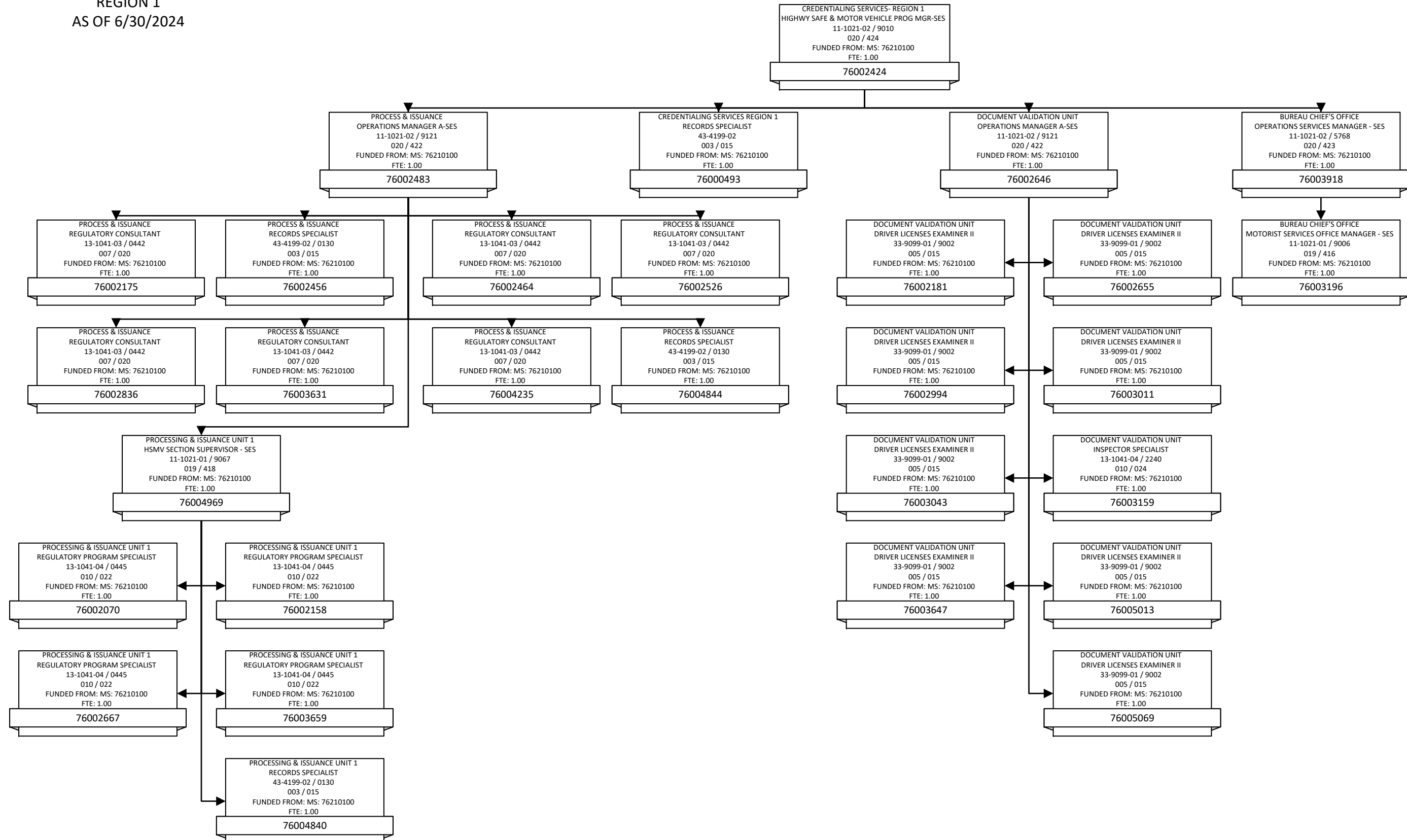


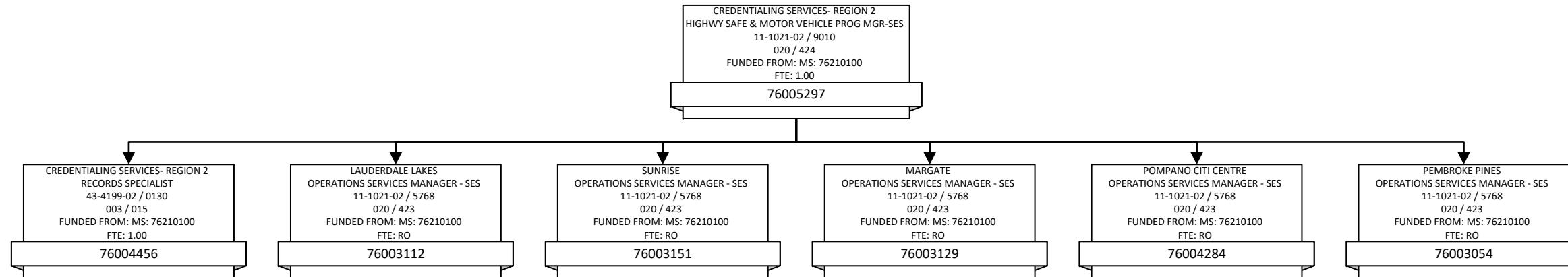


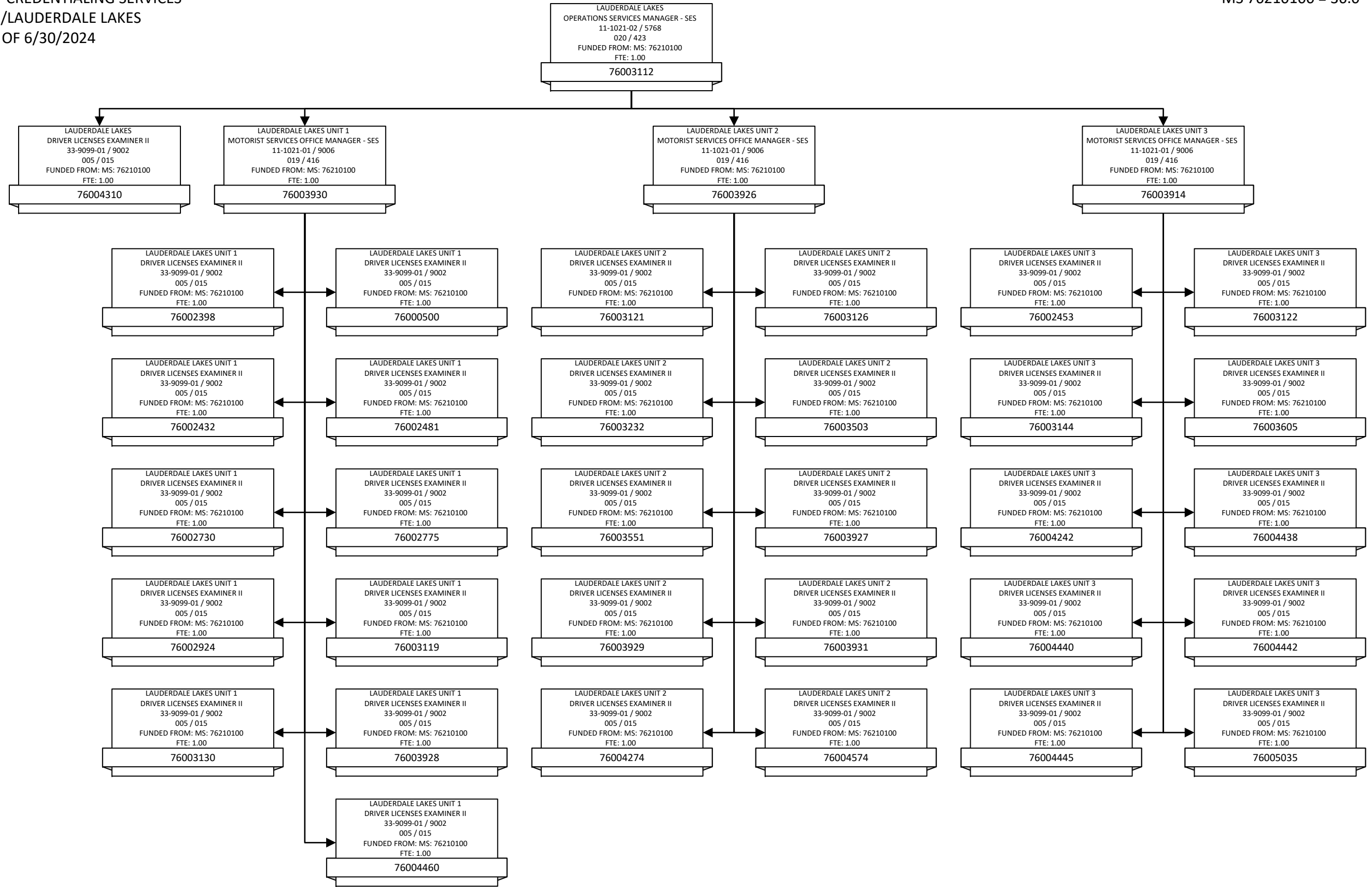
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 MS/BUREAU OF CREDENTIALING SERVICES  
 AS OF 6/30/2024

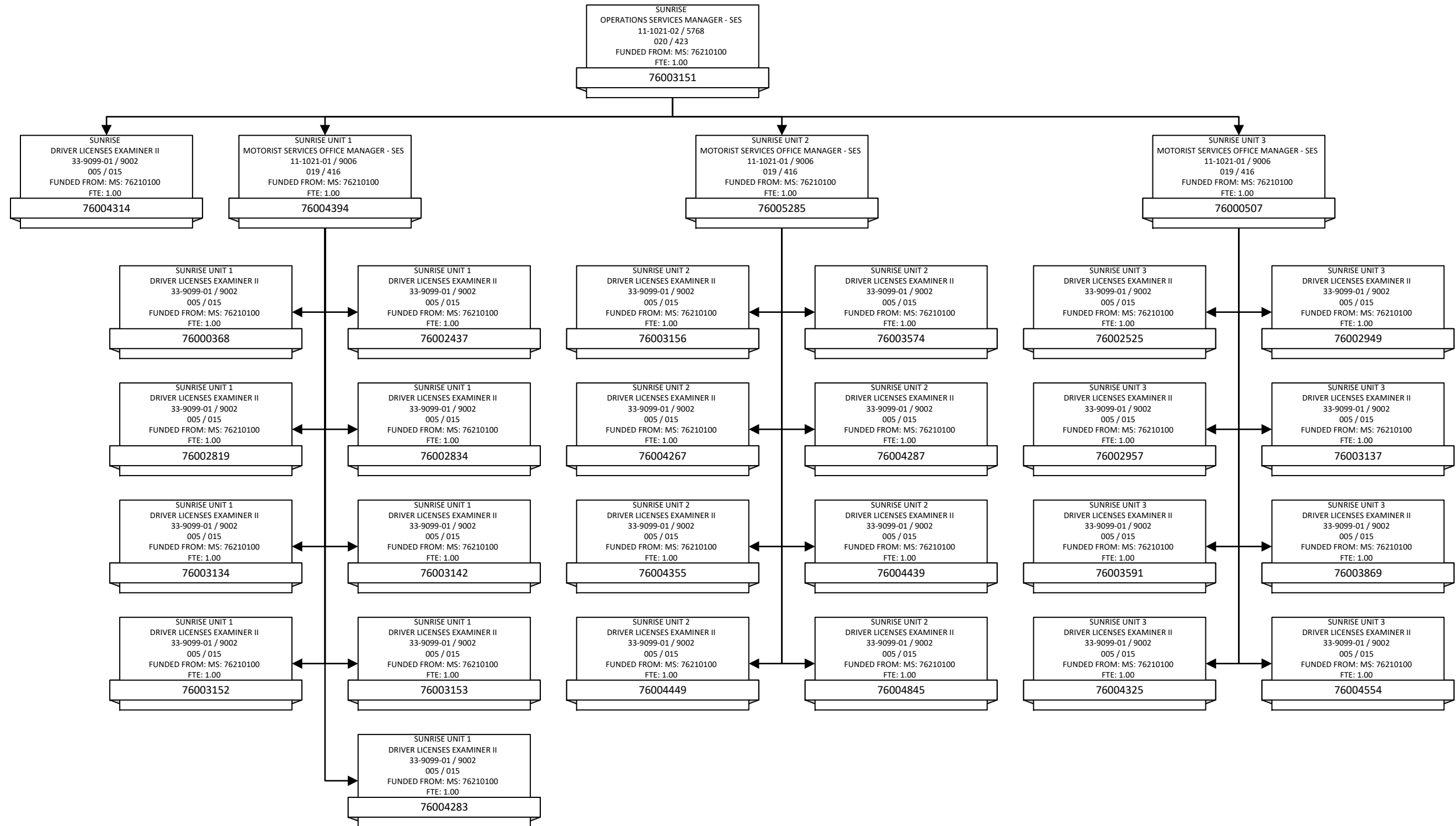
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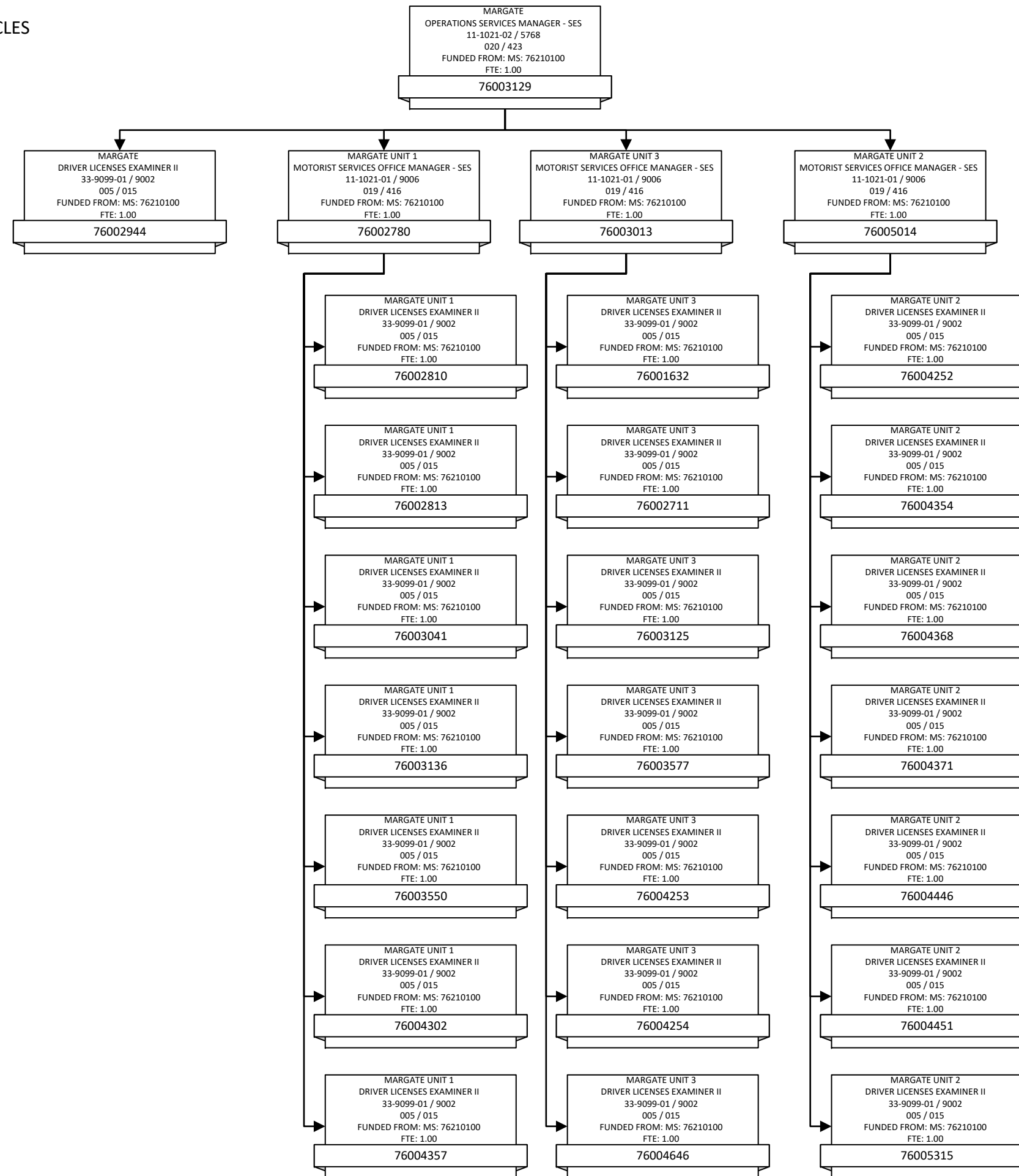






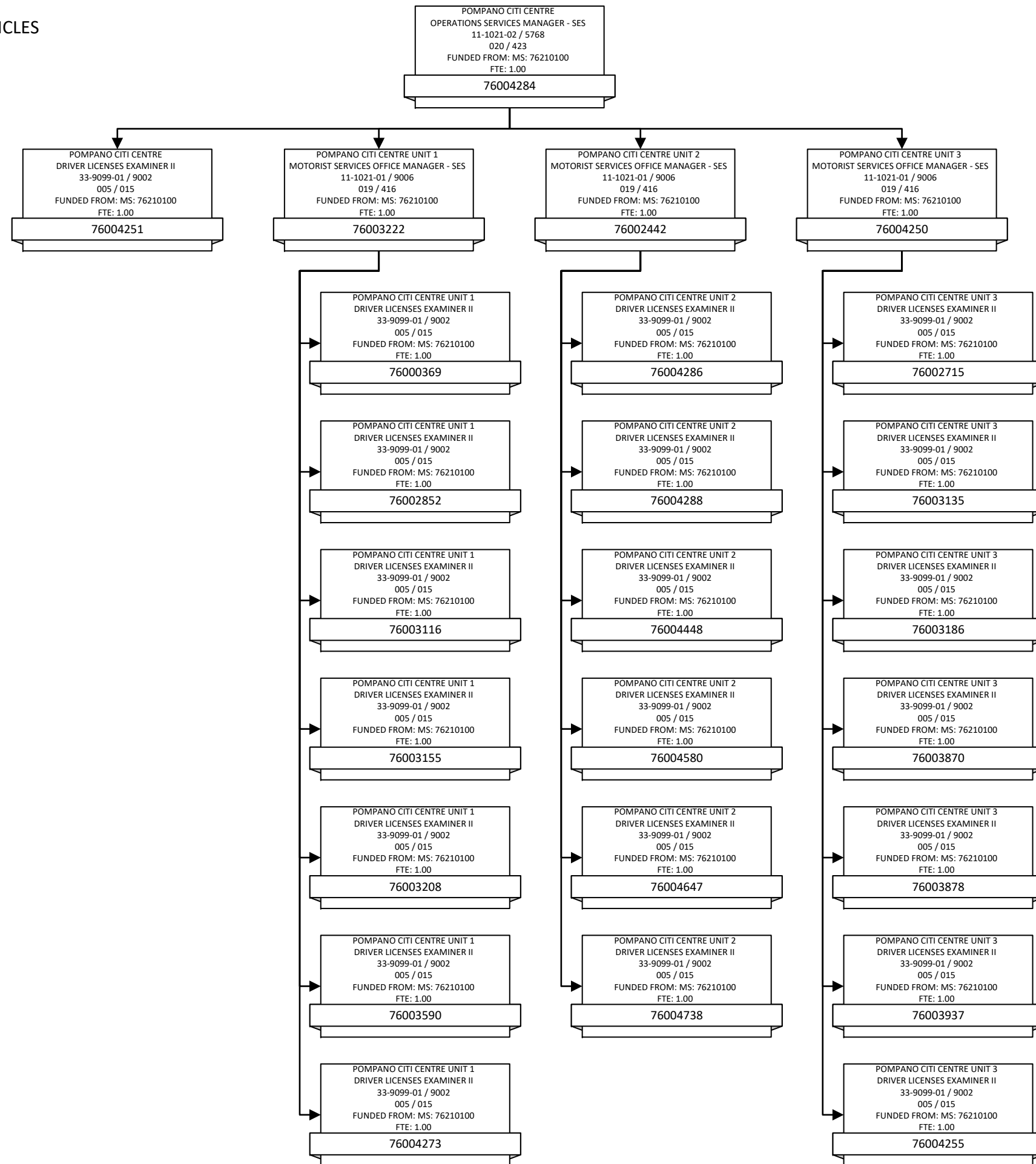
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 MS/BUREAU OF CREDENTIALING SERVICES  
 REGION 2/MARGATE  
 AS OF 6/30/2024

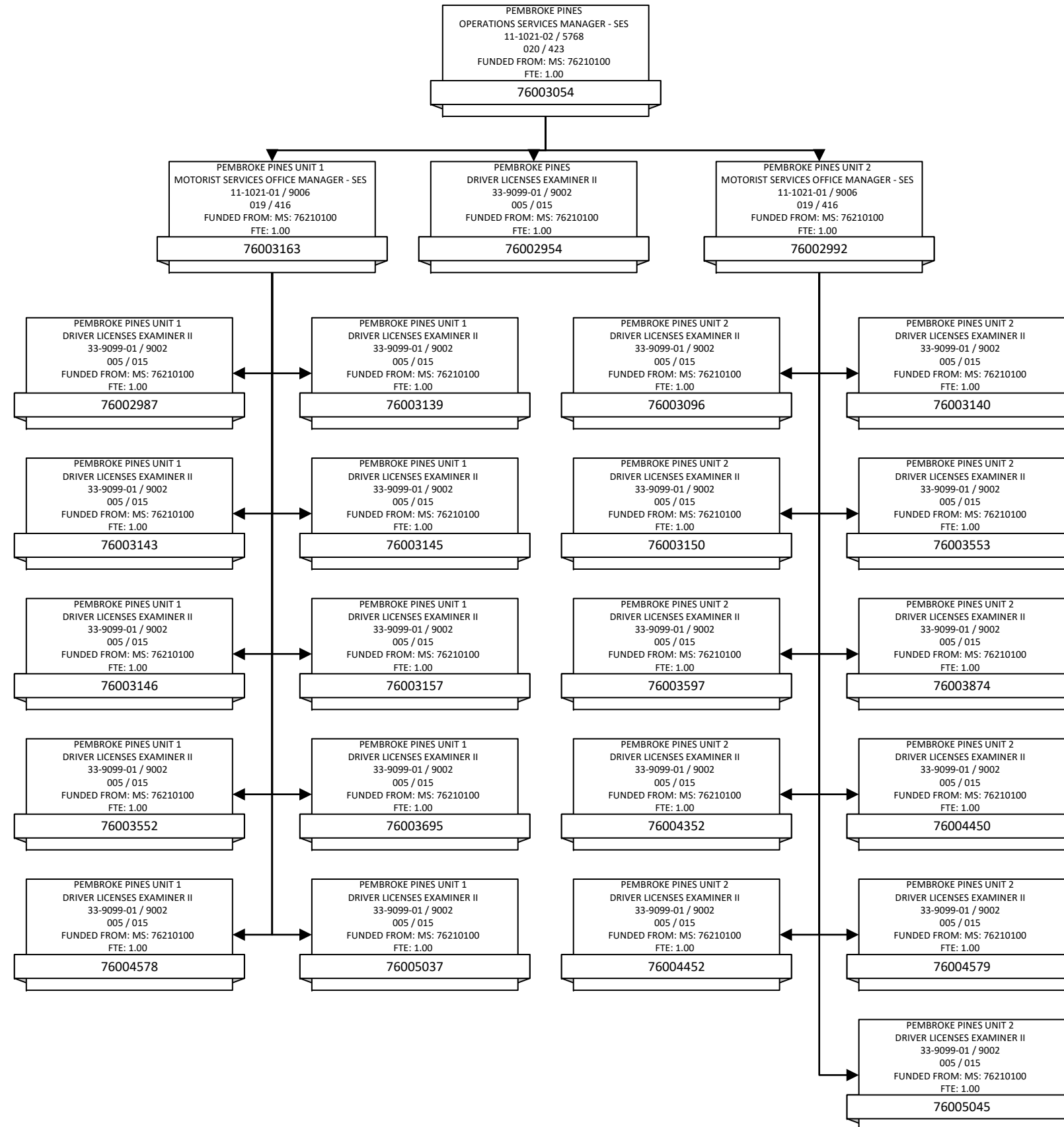
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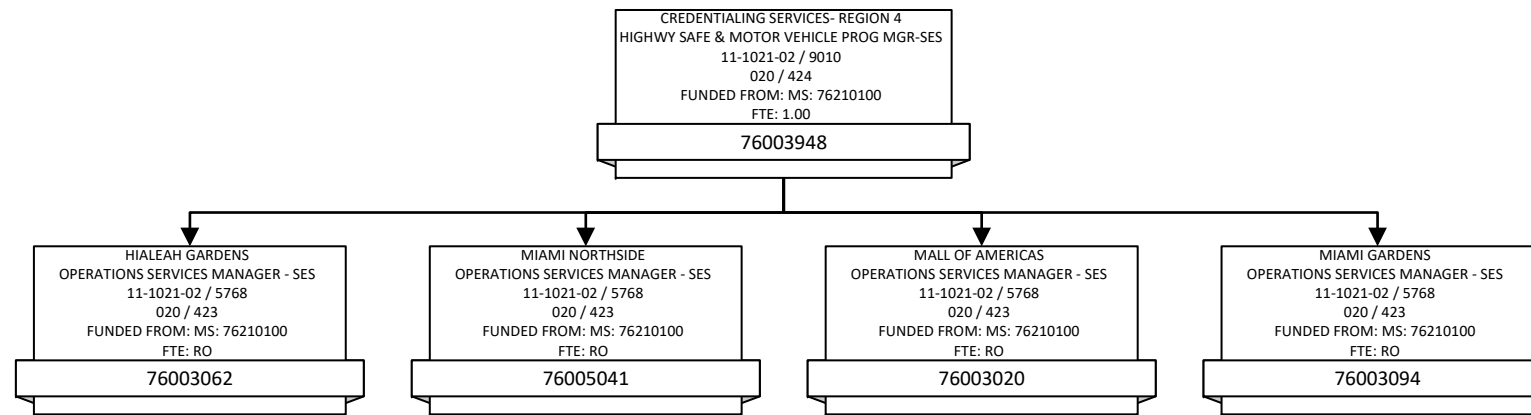


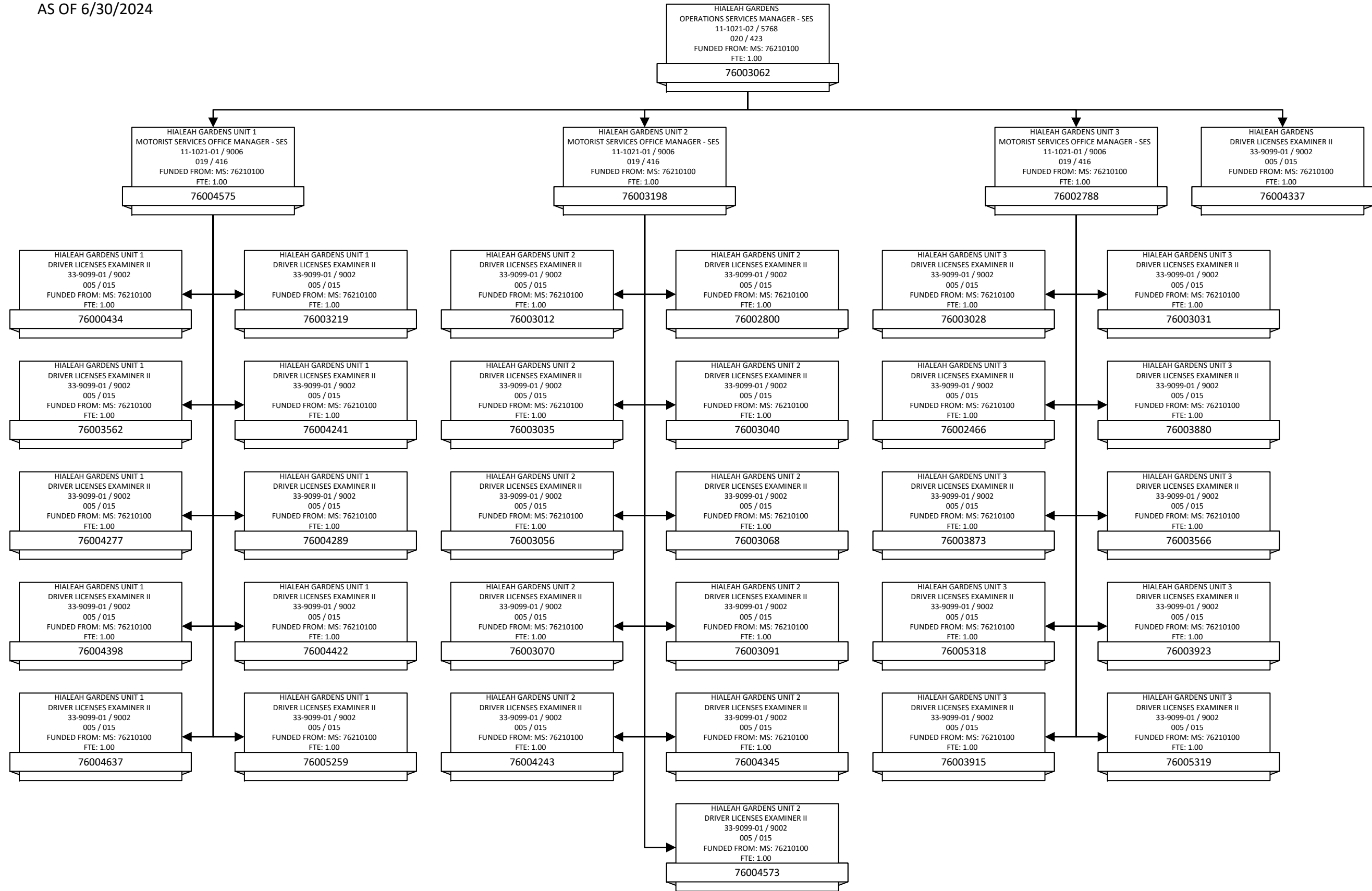
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 MS/BUREAU OF CREDENTIALING SERVICES  
 REGION 2/POMPANO CITI CENTRE  
 AS OF 6/30/2024

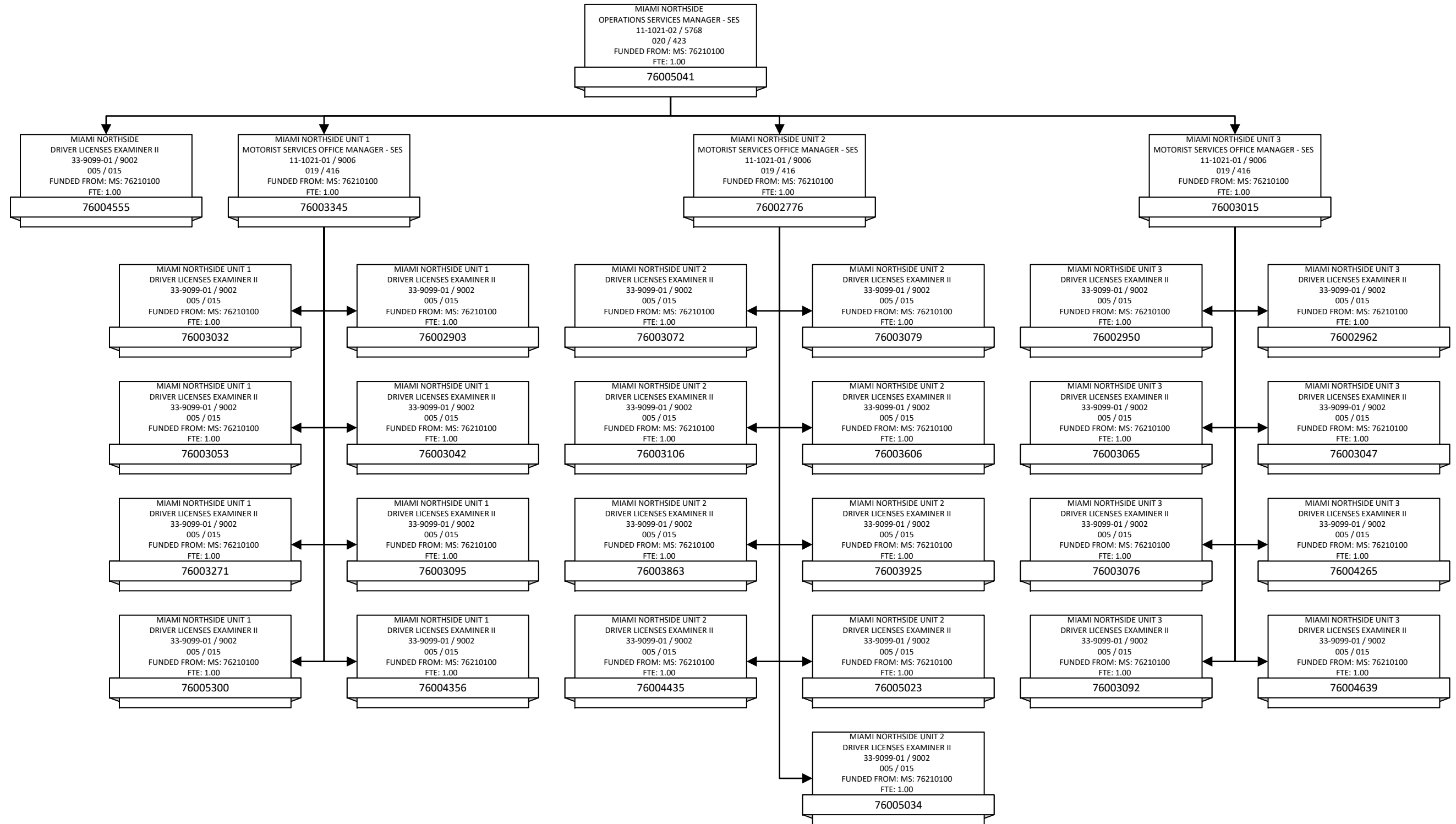
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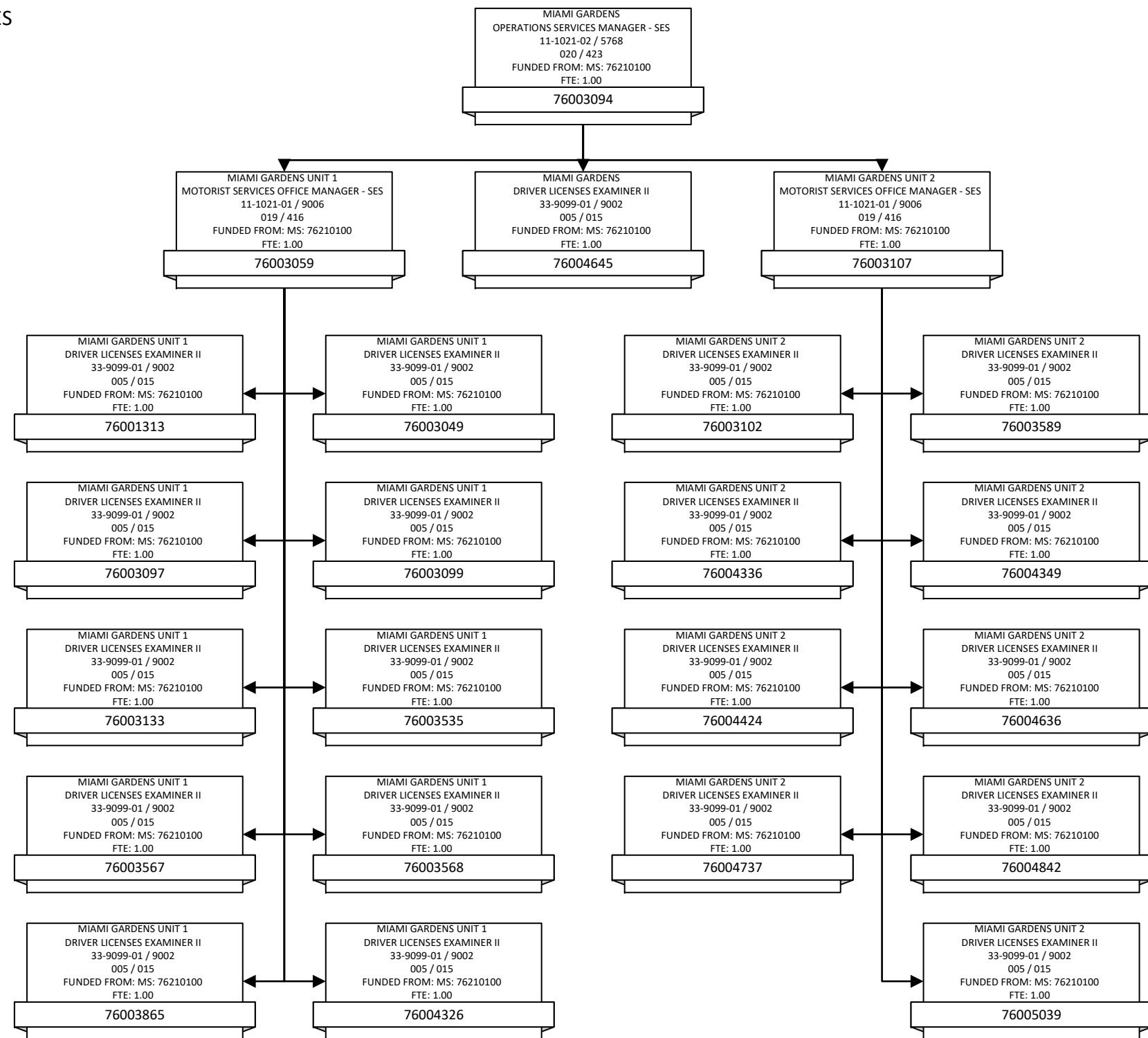












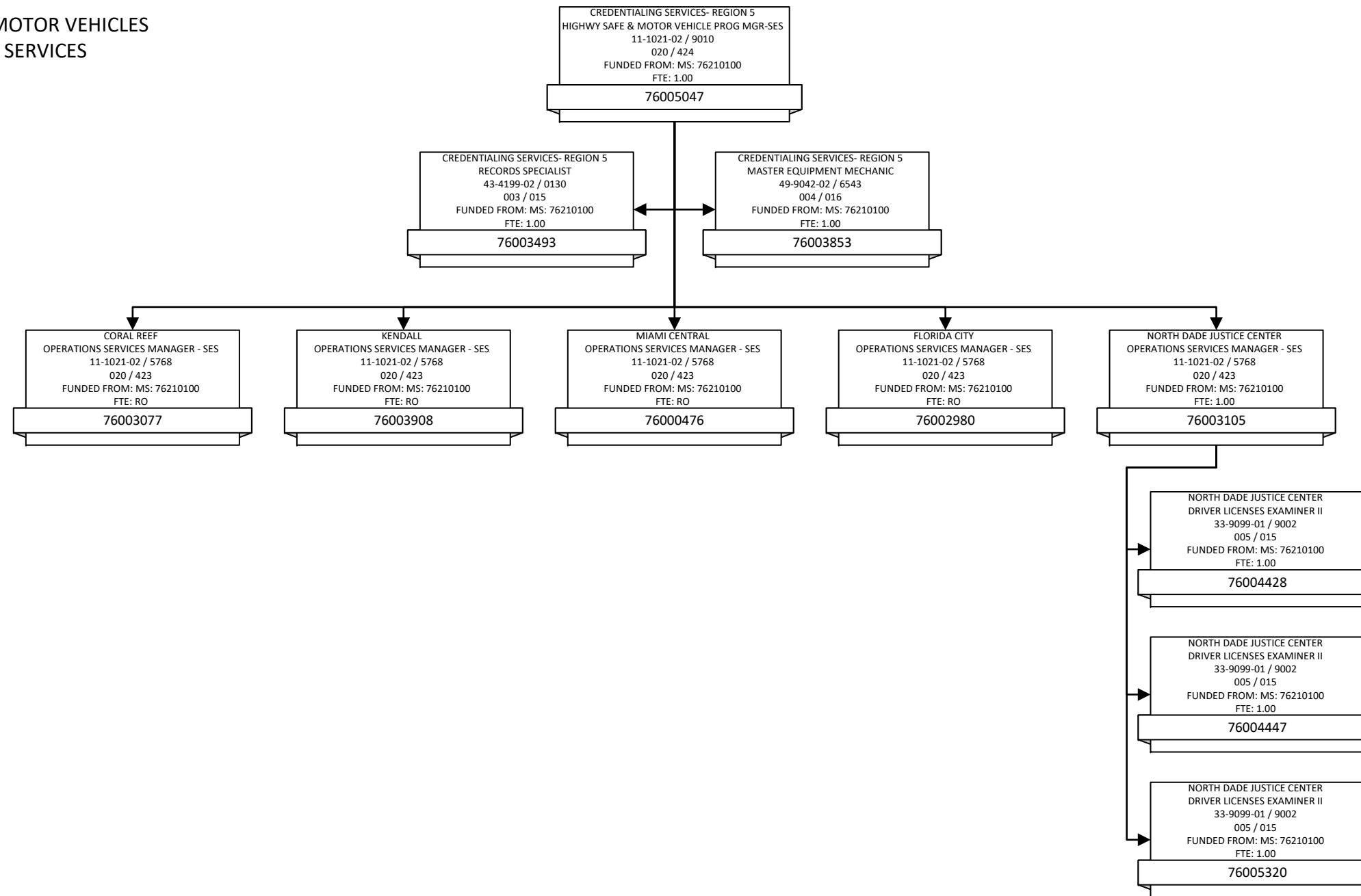


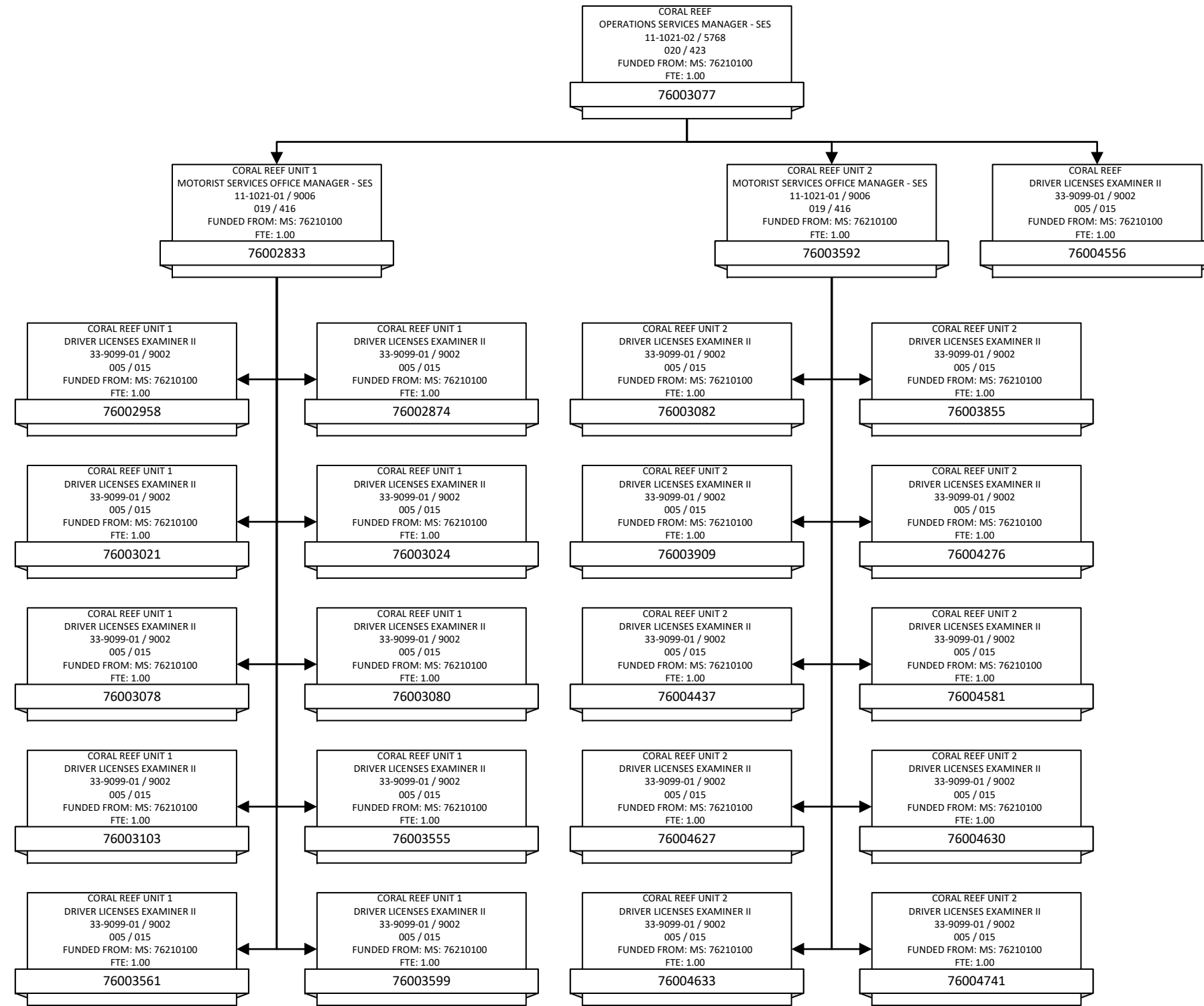
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CREDENTIALING SERVICES  
 REGION 5  
 AS OF 6/30/2024

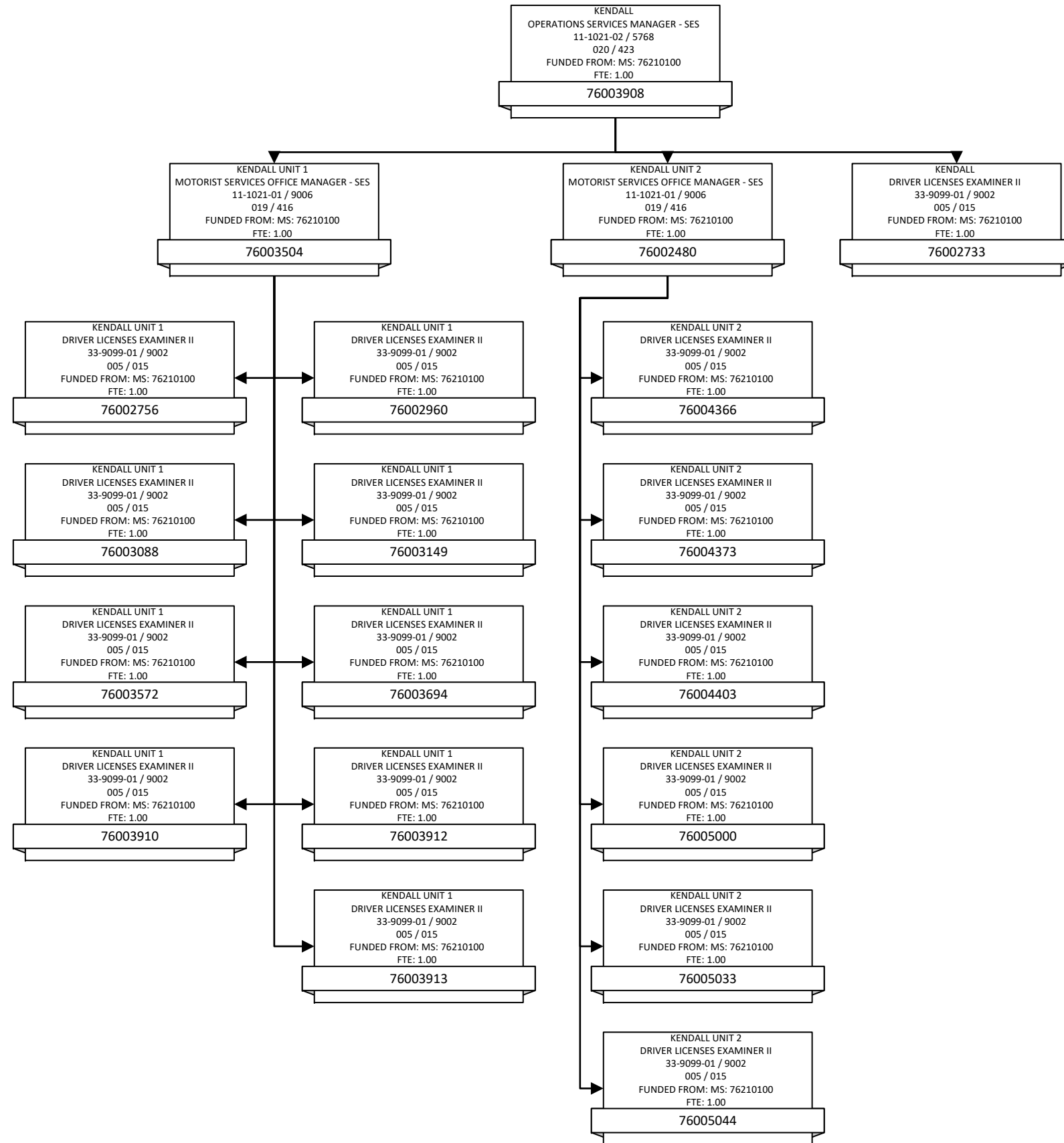
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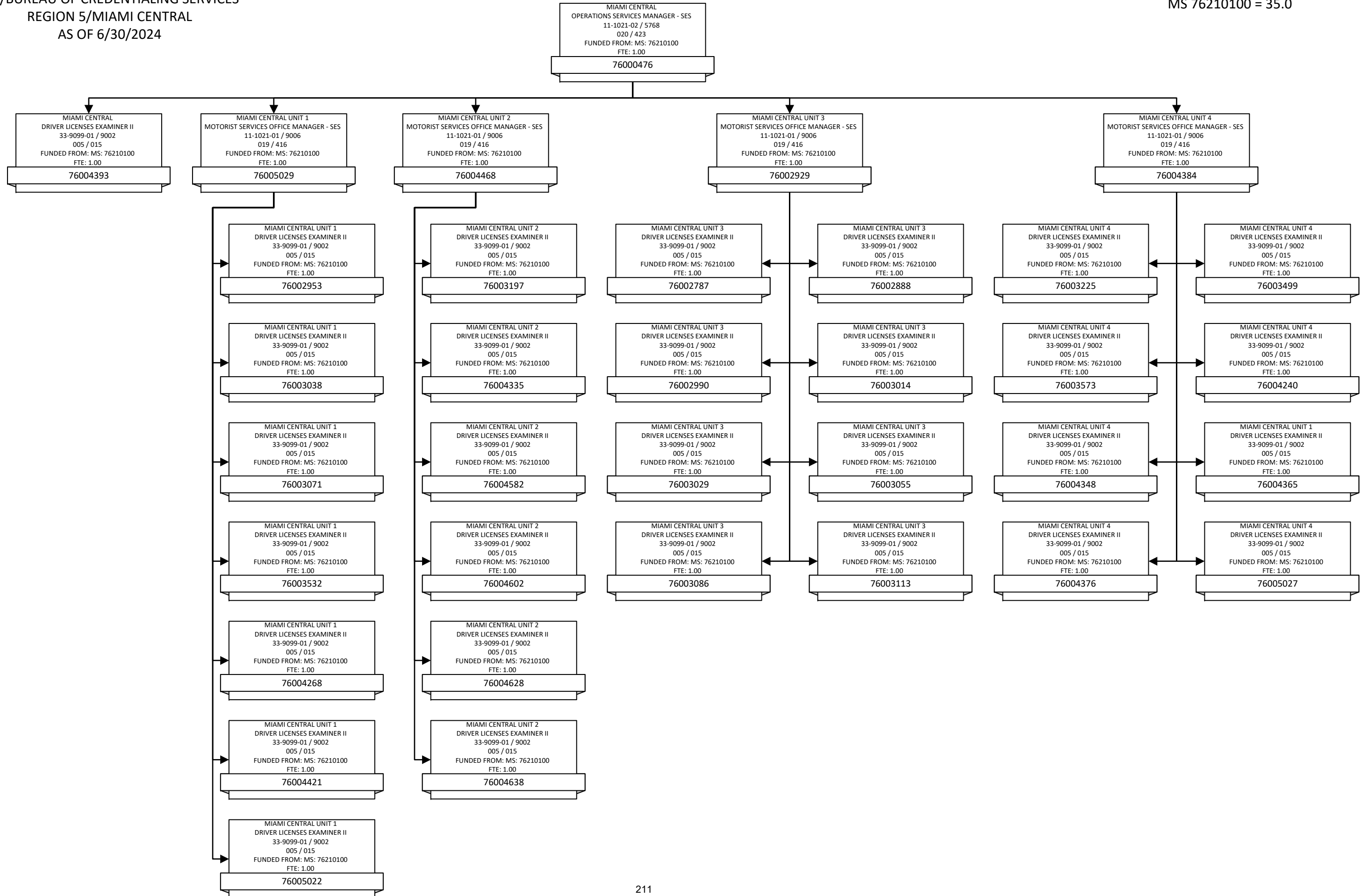
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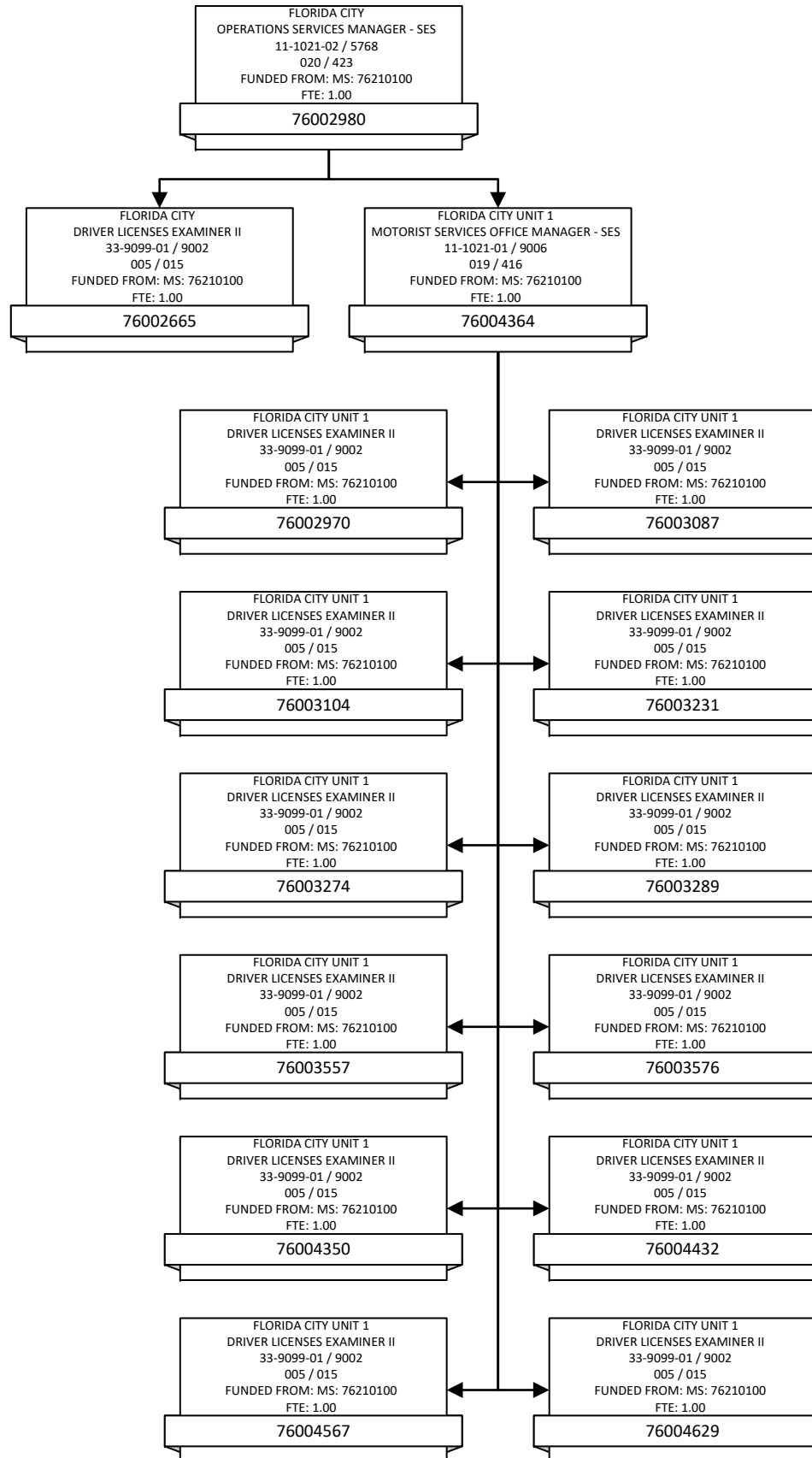
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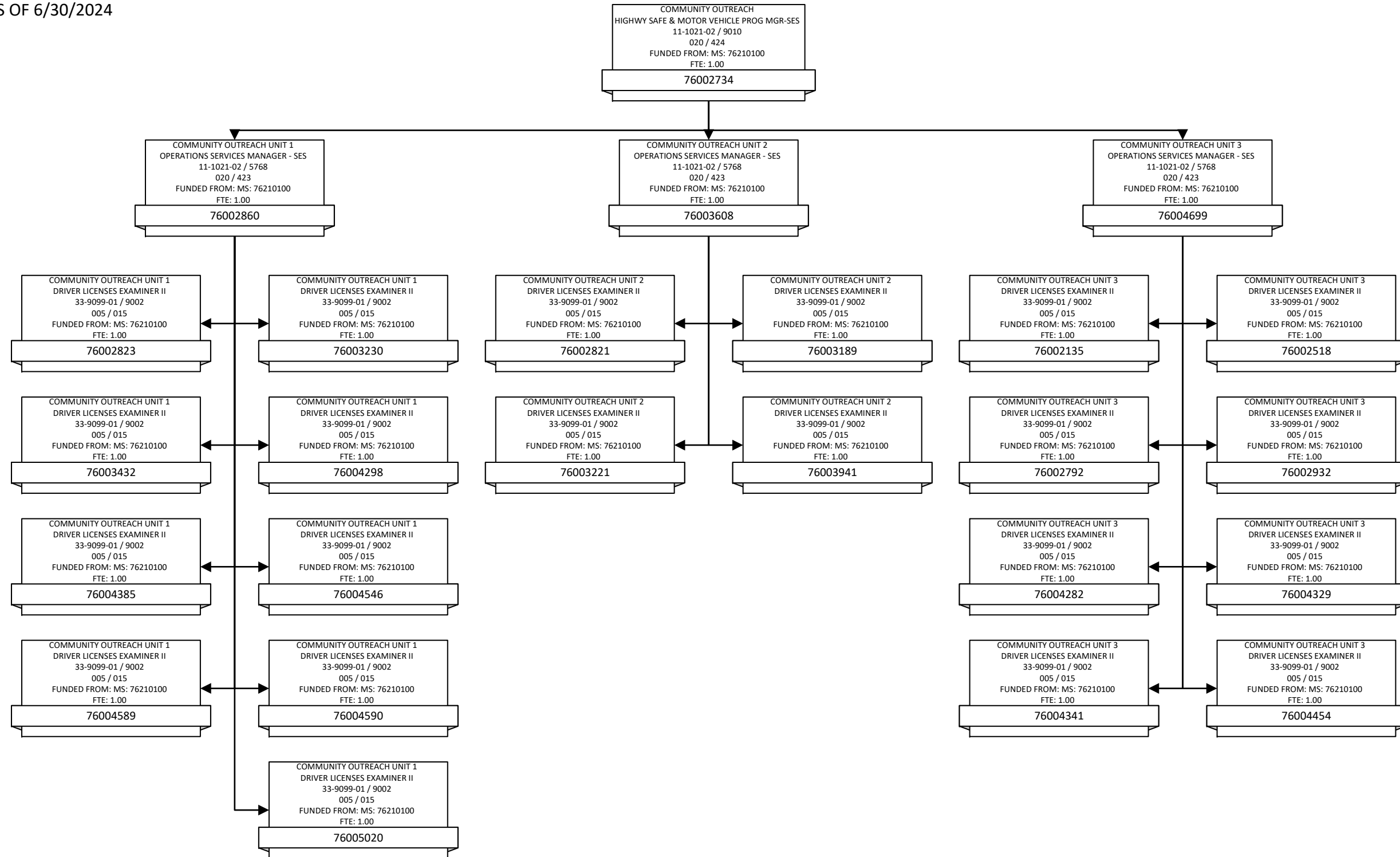






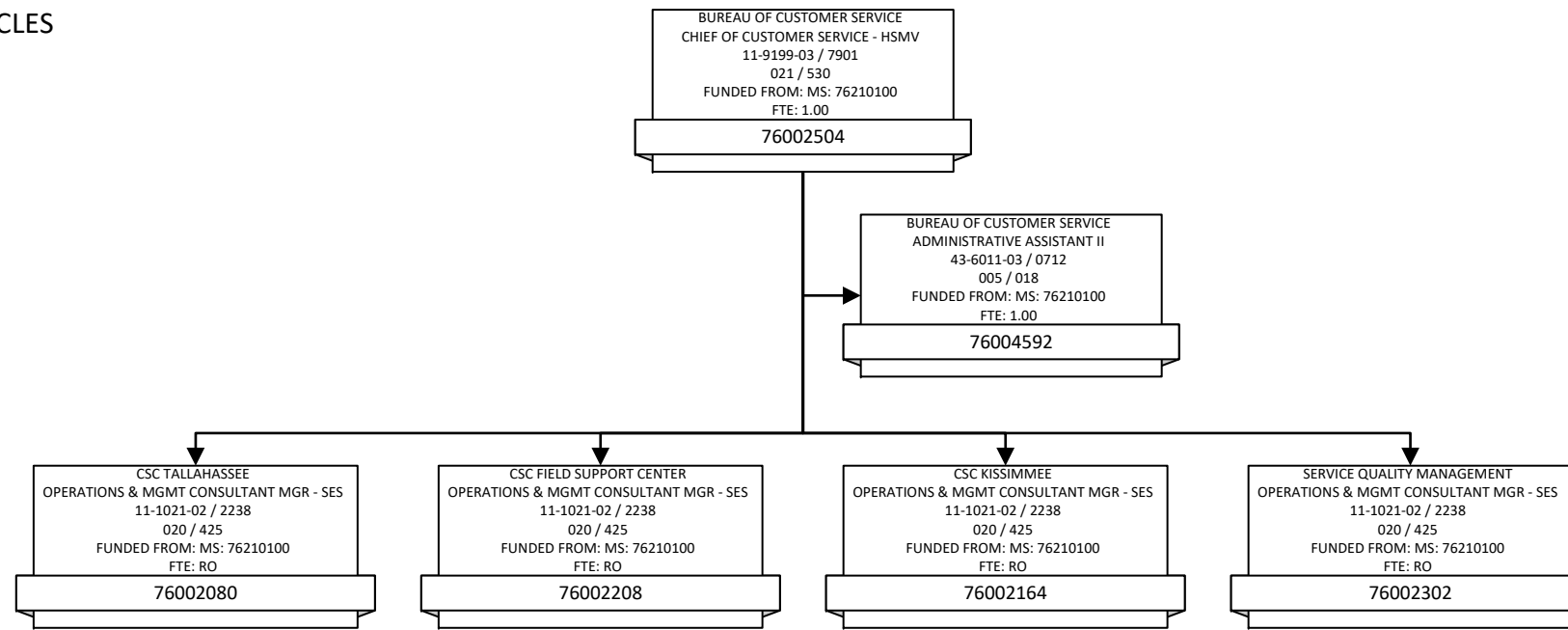


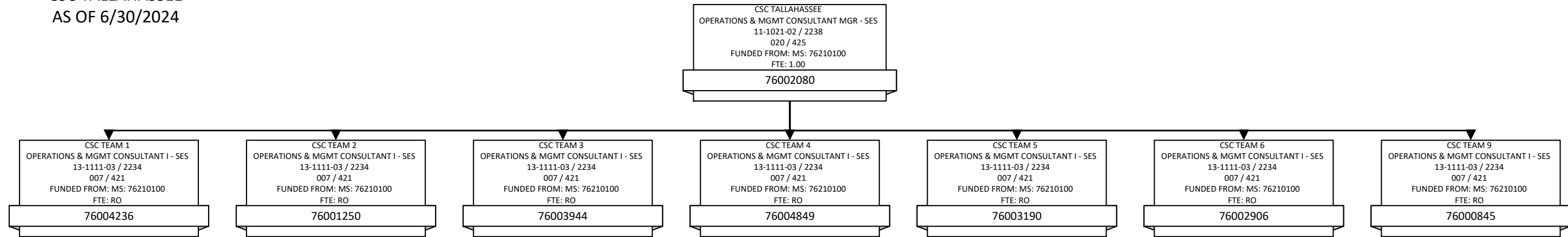




DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CUSTOMER SERVICE  
 CSC KISSIMMEE  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 2.0

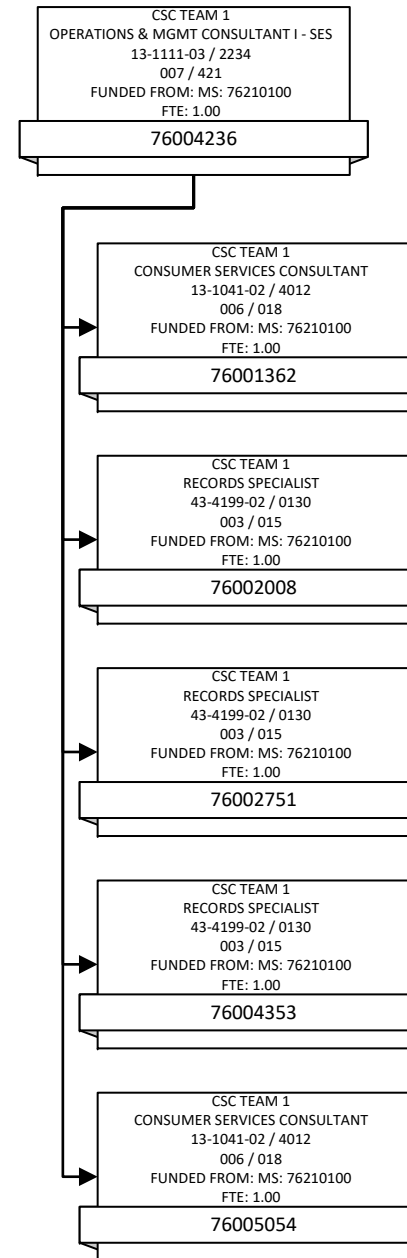


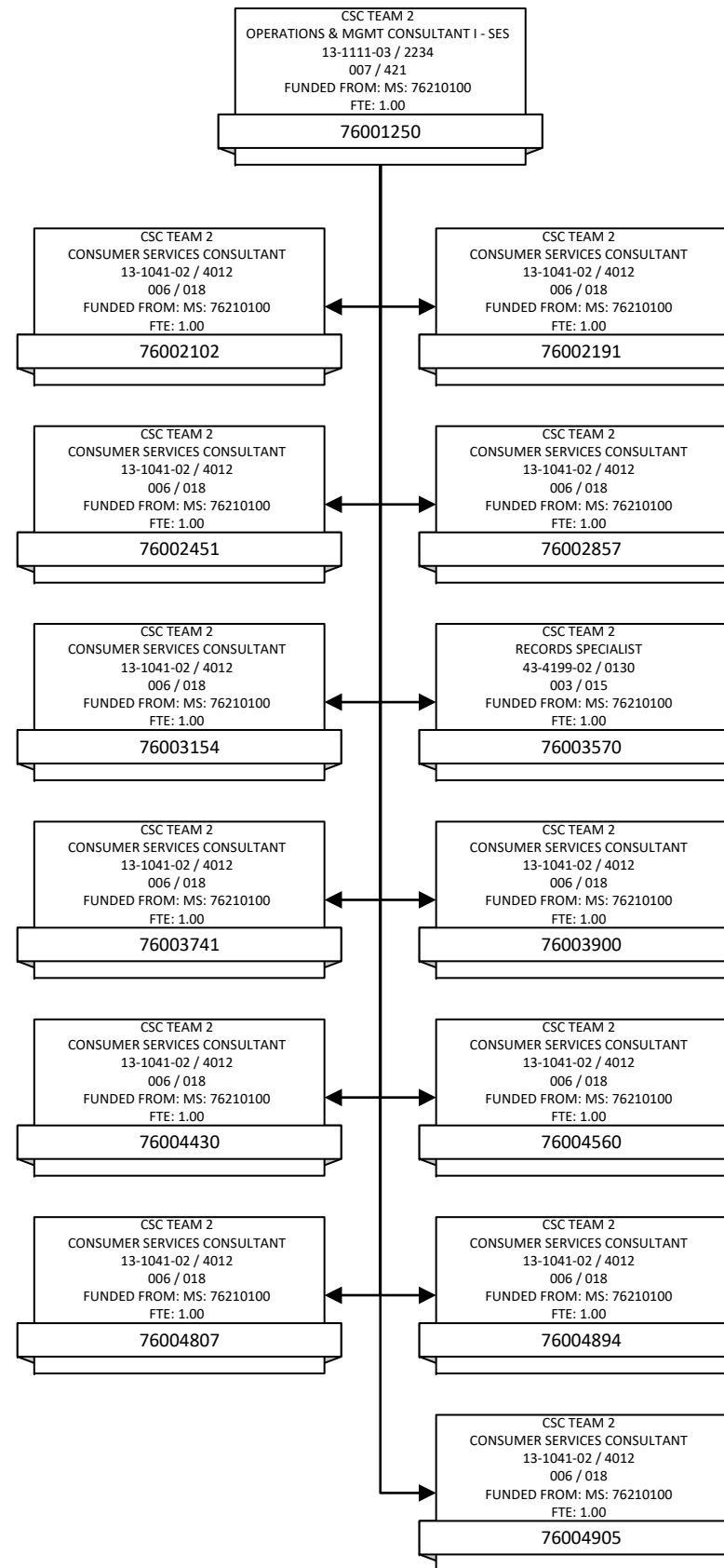


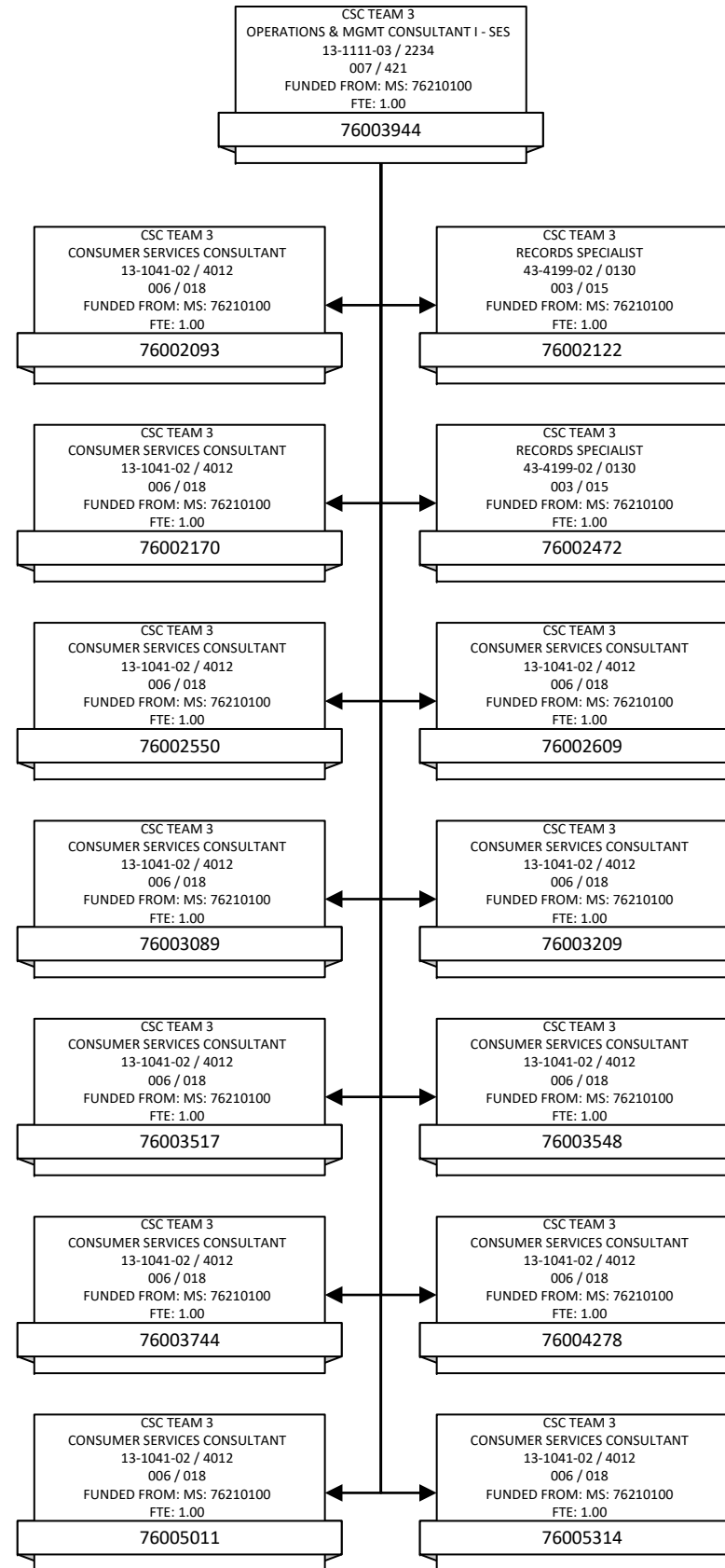


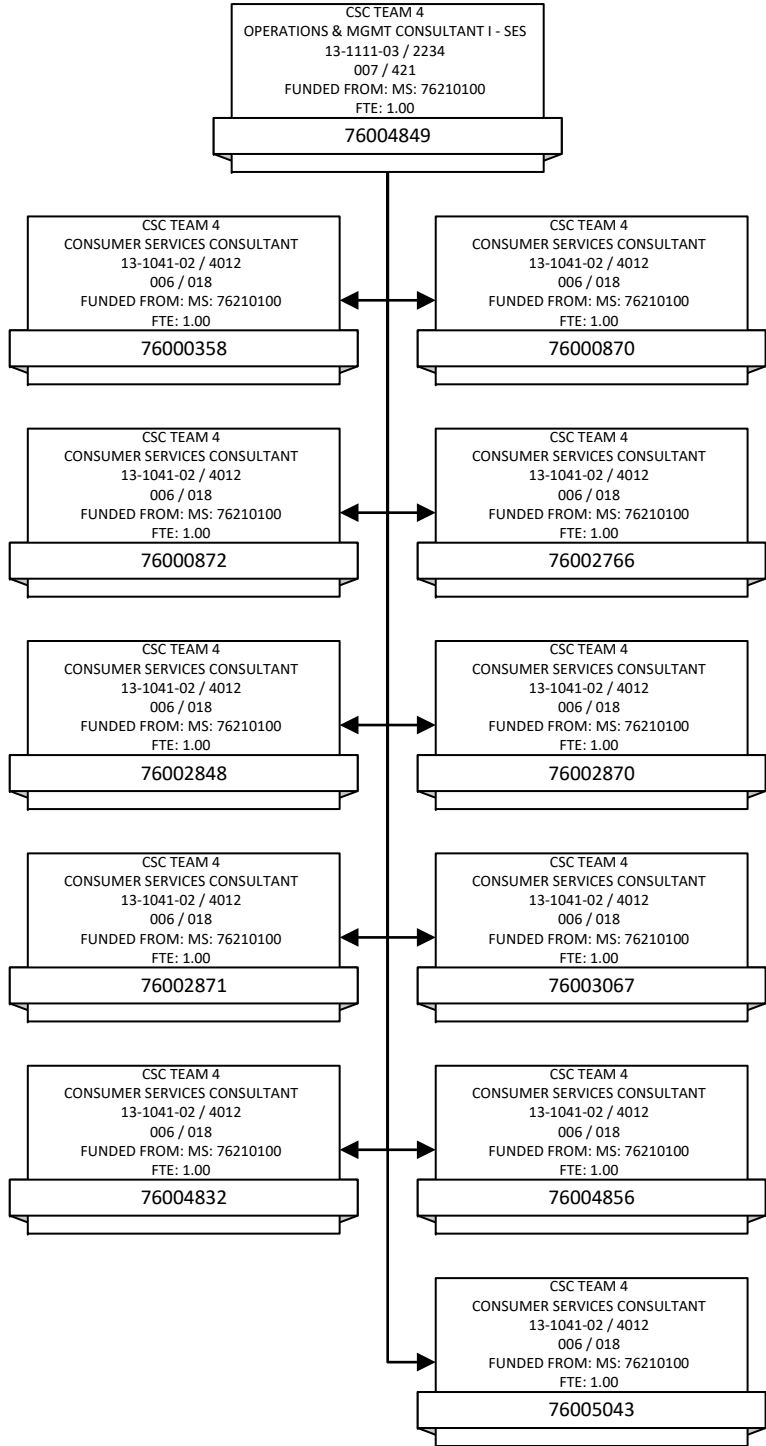
DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
MS/BUREAU OF CUSTOMER SERVICE  
CSC TALLAHASSEE/CSC TEAM 1  
AS OF 6/30/2024

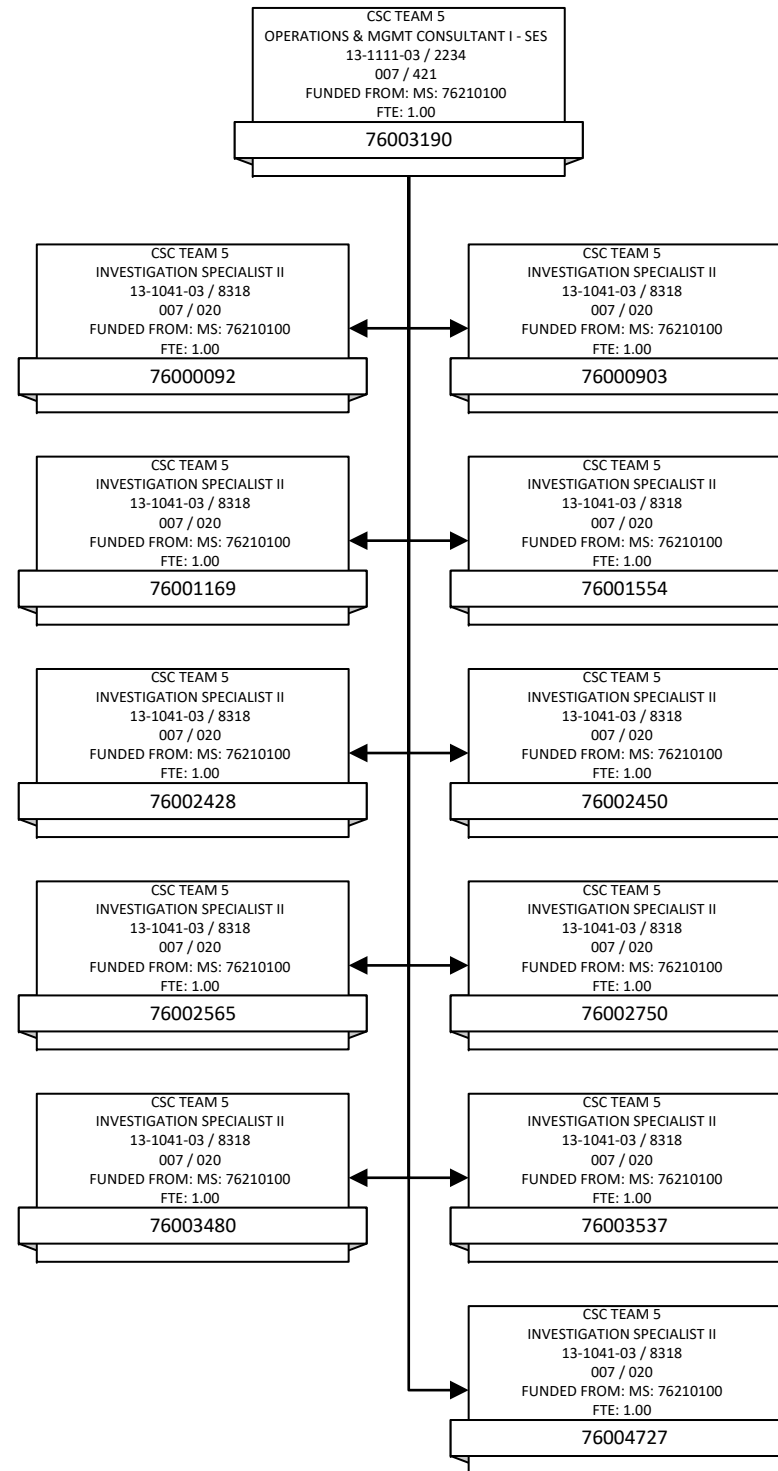
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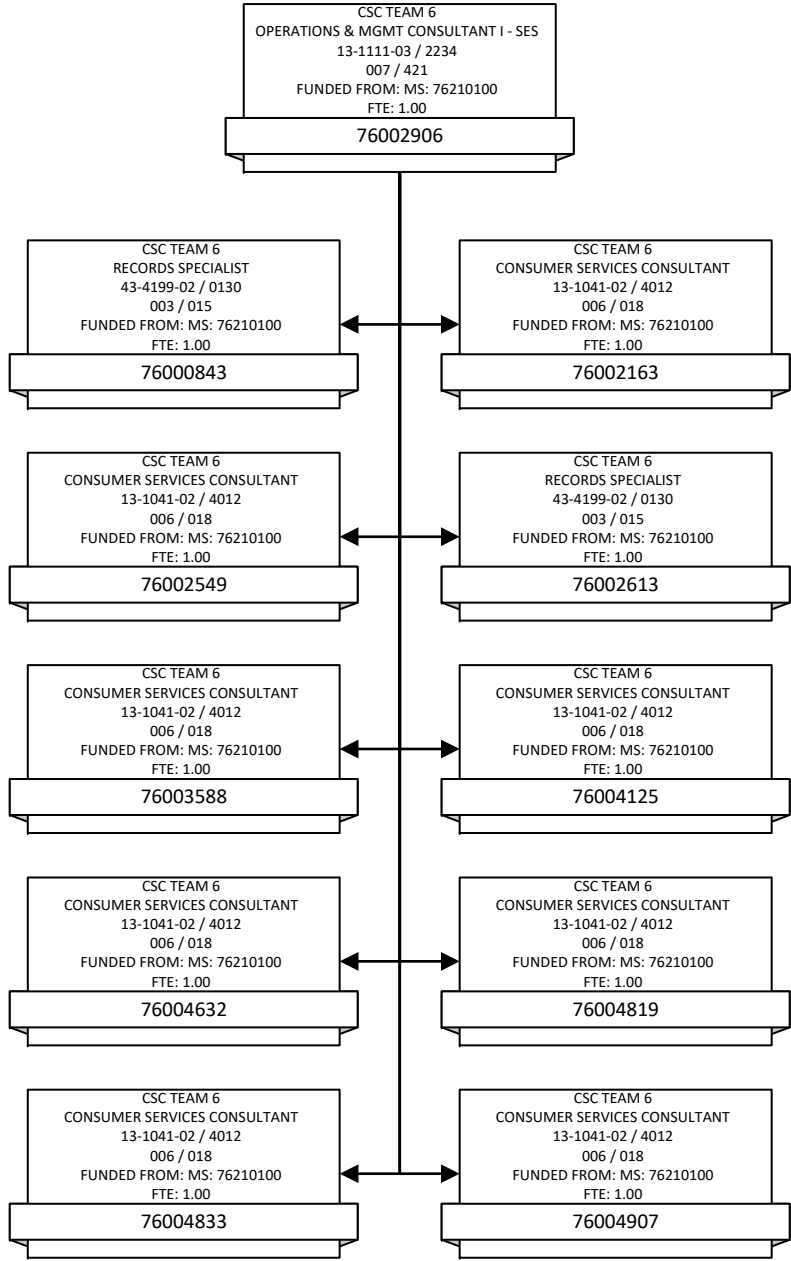


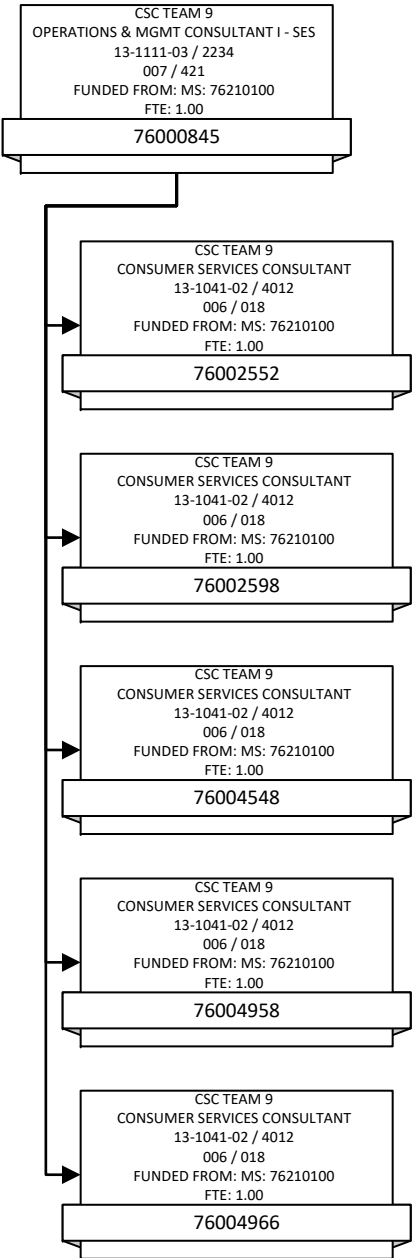


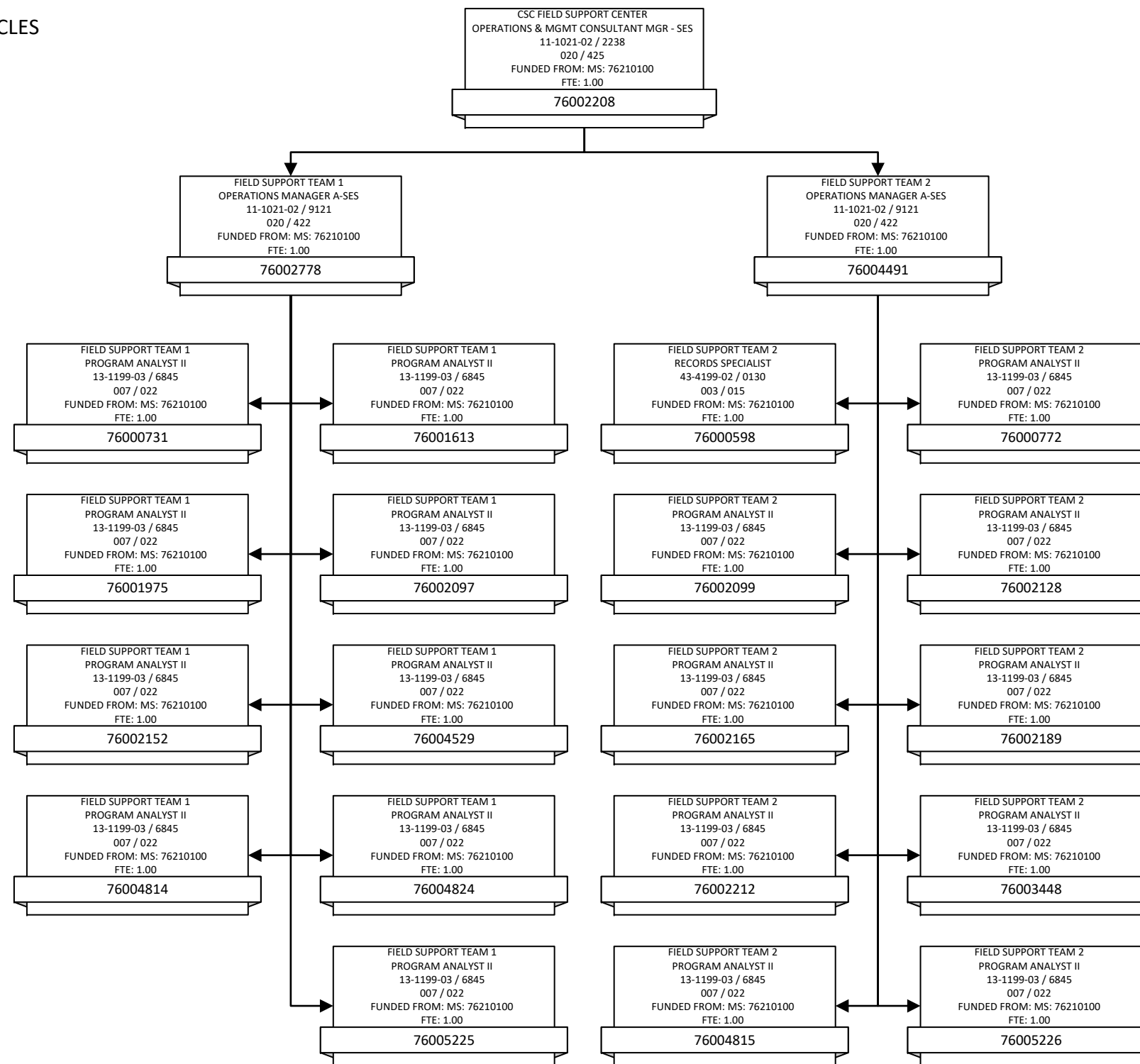




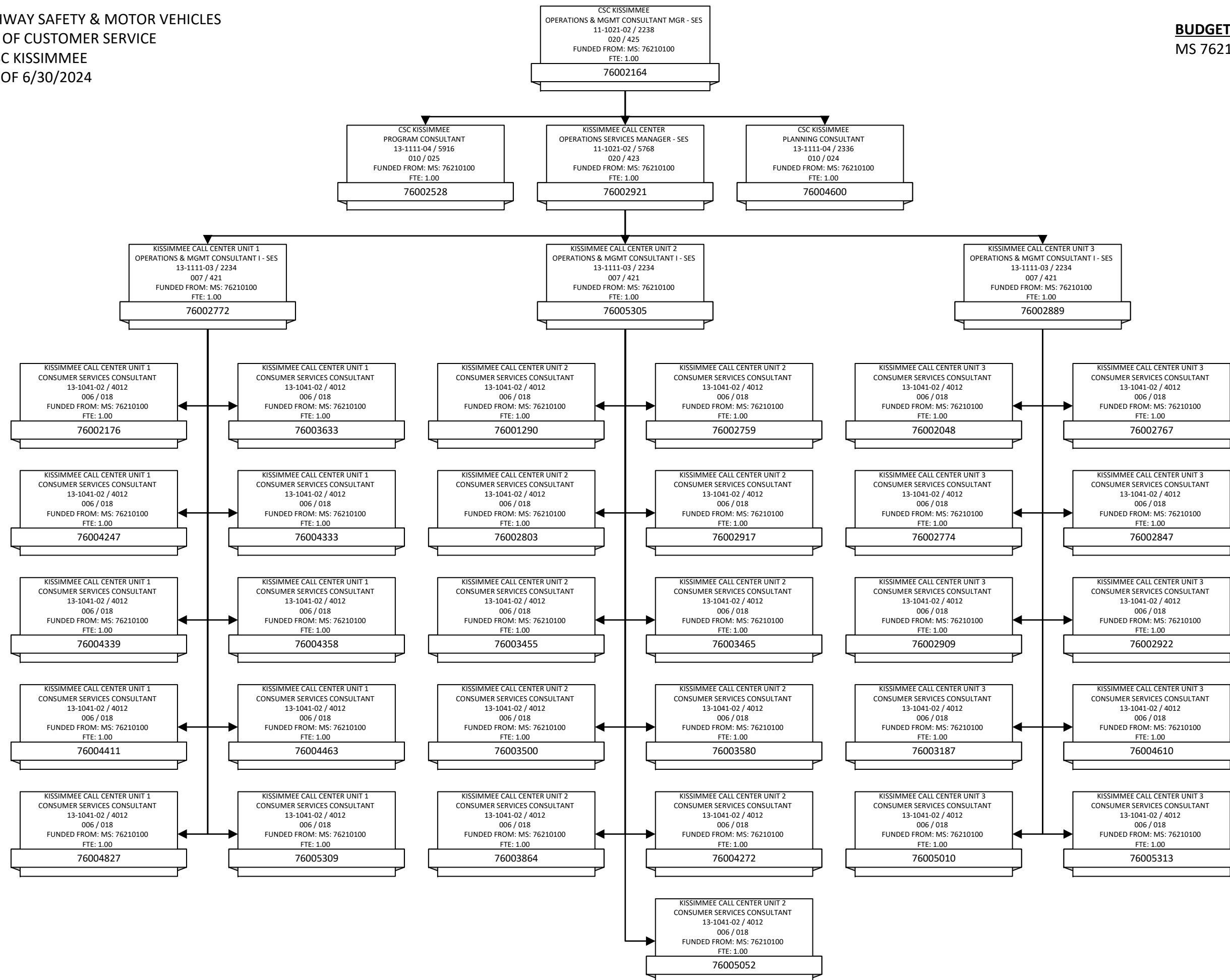








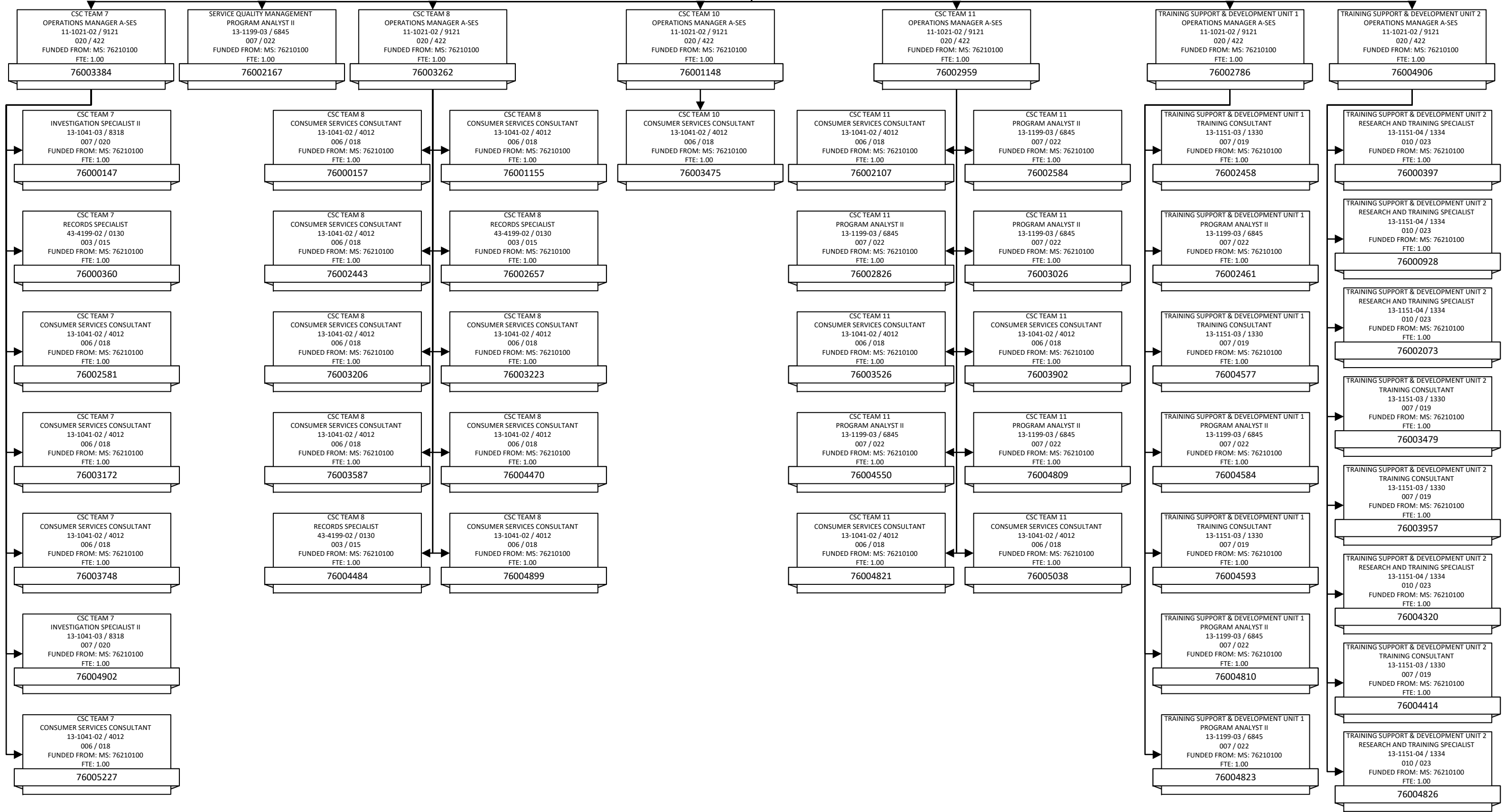




DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES  
 MS/BUREAU OF CUSTOMER SERVICE  
 SERVICE QUALITY MANAGEMENT  
 AS OF 6/30/2024

**BUDGET ENTITY FTE TOTALS**  
 MS 76210100 = 51.0

SERVICE QUALITY MANAGEMENT  
 OPERATIONS & MGMT CONSULTANT MGR - SES  
 11-1021-02 / 2238  
 020 / 425  
 FUNDED FROM: MS: 76210100  
 FTE: 1.00  
 76002302



HIGHWAY SAFETY AND MOTOR VEHICLES, DEPARTMENT OF		FISCAL YEAR 2023-24			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT		560,473,264		18,178,286	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)		52,780,361		1,362,118	
FINAL BUDGET FOR AGENCY		613,253,625		19,540,404	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					19,540,404
Enforcement Of Traffic Laws * Law enforcement duty hours spent on active patrol, crash investigations and public safety.		2,708,722	120.34	325,970,780	
Provide Aerial Traffic Enforcement * Number of duty hours spent on aerial traffic enforcement.		1,042	1,585.27	1,651,848	
Conduct Traffic Homicide Investigations * Number of hours spent on traffic homicide investigations.		219,463	130.26	28,588,313	
Provide Academy Training * Number of students successfully completing training courses.		141	74,455.94	10,498,287	
Conduct Criminal And Administrative Investigations * Number of hours spent on investigations.		113,012	130.09	14,701,789	
Number Of Commercial Motor Vehicle Inspections Performed * Number of commercial motor vehicle inspections.		91,107	621.36	56,609,945	
Issuance Of Automobile Dealer Licenses * Number of motor vehicle, mobile home and recreational vehicle (RV) dealers licensed.		12,070	425.13	5,131,336	
Enforce Title And Registration Laws * Number of rebuilt salvaged motor vehicles inspected for vehicle identification numbers and odometer readings.		103,463	71.90	7,439,080	
Issue Driver License And Identification Cards * Number of driver license and identification card transactions including voids.		6,139,760	9.01	55,345,352	
Maintain Records * Maintain records. Number of records maintained.		29,308,645	0.40	11,684,696	
Provide Program Customer Service * Response to the number of phone calls, emails, faxes and written (letters) inquiries.		3,220,816	4.32	13,901,517	
Administer Motorist Insurance Laws * Number of insured motorists.		14,841,352	0.08	1,138,978	
Oversee Driver Improvement Activities * Number of problem drivers identified.		1,376,851	3.34	4,592,231	
Conduct Administrative Reviews * Number of administrative reviews and hardship and miscellaneous hearings completed.		28,733	156.21	4,488,244	
Conduct Driver, Driving Under The Influence And Motorcycle Education Activities * Number of graduates.		480,959	7.76	3,732,607	
Monitor Mobile Home Inspections * Number of mobile homes inspected.		11,734	153.90	1,805,833	
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	20.98	5,666,024	
Issuance Of Vehicle And Mobile Home Titles And Registrations * Number of motor vehicle and mobile home titles and registrations issued.		29,974,131	1.21	36,279,918	
Issuance Of Vessel Title And Registrations * Number of vessel titles and registrations issued.		1,105,039	0.42	466,345	
TOTAL				589,693,123	19,540,404
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER					10,251,827
REVERSIONS					13,154,173
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)					613,099,123
					19,540,404

### 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.

SECTION III - PASS THROUGH ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8:

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

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

\*\*\* NO ACTIVITIES FOUND \*\*\*

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

\*\*\* NO OPERATING CATEGORIES FOUND \*\*\*

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

BE	PC	CODE	TITLE	EXPENDITURES	FCO
76100400	1602000000	ACT1041	EXECUTIVE DIRECTION AND SUPPORT	3,560,913	
76210100	1205000000	ACT2591	EXECUTIVE DIRECTION AND SUPPORT	6,690,914	

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

DEPARTMENT: 76	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	613,253,625	19,540,404
TOTAL BUDGET FOR AGENCY (SECTIONS II + III):	613,099,123	19,540,404
DIFFERENCE:	154,502	
(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:</b> Florida Department of Highway Safety and Motor Vehicles  <i><u>The Department does not have activities proposed for outsourcing or privatizing during FY 2025-2026.</u></i>	<b>Schedule XII Submission Date:</b> October 15, 2024
<b>Project Name:</b>  FY 2025 - 2026 LBR Issue Code:	<b>Is this project included in the Agency's LRPP?</b> Yes                      No  FY 2025 -2026 LBR Issue Title:
<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**

**I. Background Information**

1. Describe the service or activity proposed to be outsourced or privatized.

2. How does the service or activity support the agency's core mission? What are the agency's desired goals and objectives to be achieved through the proposed outsourcing or privatization and the rationale for such goals and objectives?

3. Provide the legal citation authorizing the agency's performance of the service or activity.

4. Identify the service's or activity's major stakeholders, including customers, clients, and affected organizations or agencies.

5. Describe and analyze how the agency currently performs the service or activity and list the resources, including information technology services and personnel resources, and processes used.

6. Provide the existing or needed legal authorization, if any, for outsourcing or privatizing the service or activity.

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

--

<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 2024 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 2025-2026 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 2025-2026 Estimate/Request Amount	
			Long Range Financial Outlook	Legislative Budget Request
A	FHP Leadership Development Plan	B	\$12.2 million	\$12.2 million
B	FHP Salary and Benefit Needs	B	\$6.0 million	\$6.0 million
C	Motorist Modernization	B	\$16.5 million	\$16.5 million
D	Regional Communication Center Retention and Pay Restructure	B	\$0.7 million	\$0.7 million
E	Replacement of Patrol Vehicles	B	\$5.0 million	\$5.0 million
F	FHP Aviation Support	B	\$5.0 million	\$5.0 million
G	Security and Fraud Prevention	B	\$3.5 million	\$3.5 million
H	Replacement of In-Car Digital Video Cameras	B	\$2.0 million	\$2.0 million
I	Cybersecurity Resource Enhancement	B	\$0.8 millin	\$0.8 millin
J	Criminal Justice Incentive Payment Increase	B	\$0.4 million	\$0.4 million
K	Attorney Retention and Pay Restructure	B	\$0.7 millin	\$0.7 millin
L	Informaoin Technology Staffing Support	B	\$3.3 million	\$3.3 million
M	Increased Funding for License Plate Purchases	B	\$2.4 million	\$2.4 million
N	Increase USCIS SAVE Fee for Immigration	B	\$0.7 million	\$0.7 million
O	Additional Federal Grants Budget Authority	B	\$1.3 million	\$1.3 million
P	Field Office Equipment Refresh	B	\$4.7 million	\$4.7 million
Q	Increase for FHP Operating Costs	B	\$0.8 million	\$0.8 million
R	Enterprise Data Infrastructure	B	\$1.6 million	\$1.6 million
S	Birth Certificate Verification Solution	B	\$0.9 million	\$0.9 million
T	Increased Operation Expenses	B	\$0.5 million	\$0.5 million
U	Forensic Robotic Mapping System for FHP	B	\$0.4 million	\$0.4 million
V	Identity and Access Management Governance Solution	B	\$0.6 million	\$0.6 million
W	Victin Advocate Funding	B	\$0.1 million	\$0.1 million
X	Repair and Maintenance (FCO)	B	\$11.2 million	\$11.2 million
Y	Federal Grants	R	\$1.3 million	\$1.3 million
Z	Highway Safety Fees	R	\$584.2 million	\$584.2 million

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

N/A

\* R/B = Revenue or Budget Driver

Office of Policy and Budget - June 2024

**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)



**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: 2025-26**  
**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> )
<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 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>
<u>Receipts:</u>			
<u>Florida Department of Transportation</u>	1,841,530	1,791,290	1,791,290
<u>Vehicle Auction Sales</u>	-	-	-
<b>Total Fee Collection to Line (A) - Section III</b>	<b>1,841,530</b>	<b>1,791,290</b>	<b>1,791,290</b>

**SECTION II - FULL COSTS**

<u>Direct Costs:</u>			
<u>Salaries and Benefits</u>	1,520,662	1,527,015	1,527,015
<u>Expenses</u>	18,117	87,826	87,826
<u>Acquisition of Motor Vehicles</u>	-	100,370	100,370
<u>Communications</u>	-	-	-
<u>Operation of Motor Vehicles</u>	191,864	135,437	135,437
<u>Overtime</u>	161,030	119,838	119,838
<u>Risk Management</u>	-	-	-
<u>Salary Incentive</u>	5,613	13,522	13,522
<u>Deferred Commodity Contracts</u>	-	-	-
<u>Mobile Data Terminals</u>	-	-	-
<u>Human Resource Services</u>	-	-	-
<b>Total Full Costs to Line (B) - Section III</b>	<b>1,897,285</b>	<b>1,984,008</b>	<b>1,984,008</b>

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

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	1,841,530	1,791,290	1,791,290
TOTAL SECTION II	(B)	1,897,285	1,984,008	1,984,008
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(55,755)</b>	<b>(192,718)</b>	<b>(192,718)</b>

**EXPLANATION of LINE C:**

FY 2024-25 started the FY off with one (1) vacancy.  
FY 2024-25 salaries assume the vacancies remain constant 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 **Budget Period: 2025-26**  
**Program:** Florida Highway Patrol (76100100)  
**Fund:** Highway Safety Operating TF (2009)  
**Specific Authority:** Chapters 338 and 339, F.S.  
**Purpose of Fees Collected:** To generate revenue for law enforcement services provided on the Central Florida Expressway.

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

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

**SECTION I - FEE COLLECTION**

	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>
<u>Receipts:</u>			
<u>Central Florida Expressway Authority</u>	1,270,617	1,141,683	1,141,683
<u>Vehicle Auction Sales</u>	-	-	-
<b>Total Fee Collection to Line (A) - Section III</b>	<b>1,270,617</b>	<b>1,141,683</b>	<b>1,141,683</b>

**SECTION II - FULL COSTS**

<u>Direct Costs:</u>			
<u>Salaries and Benefits</u>	1,008,274	917,524	917,524
<u>Expenses</u>	12,230	14,190	14,190
<u>Acquisition of Motor Vehicles</u>	-	76,863	76,863
<u>Communications</u>	-	15,896	15,896
<u>Contracted Services</u>	-	-	-
<u>Operation of Motor Vehicles</u>	68,641	103,721	103,721
<u>Overtime</u>	50,194	75,000	75,000
<u>Risk Management</u>	-	-	-
<u>Salary Incentive</u>	8,040	5,751	5,751
<u>Deferred Commodity Contracts</u>	-	9,527	9,527
<u>Mobile Data Terminals</u>	-	3,549	3,549
<u>Human Resources</u>	-	-	-
<u>Indirect Costs</u>	90,399	90,399	90,399
<b>Total Full Costs to Line (B) - Section III</b>	<b>1,237,778</b>	<b>1,312,420</b>	<b>1,312,420</b>

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

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	1,270,617	1,141,683	1,141,683
TOTAL SECTION II	(B)	1,237,778	1,312,420	1,312,420
<b>TOTAL - Surplus/Deficit</b>	<b>(C)</b>	<b>32,839</b>	<b>(170,737)</b>	<b>(170,737)</b>

**EXPLANATION of LINE C:**

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

\_\_\_\_\_  
FY 2024-25 salaries assume the Unit is fully staffed.

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

**Department:** Highway Safety Motor Vehicles **Budget Period:** **2025-2026**  
**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 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>
<u>Receipts:</u>			
Florida Department of Transportation	2,561,218	2,000,000	2,000,000
_____			
_____			
<b>Total Fee Collection to Line (A) - Section III</b>	<b>2,561,218</b>	<b>2,000,000</b>	<b>2,000,000</b>

**SECTION II - FULL COSTS**

<u>Direct Costs:</u>			
_____			
Other Personal Services (OPS)	2,398,734	2,875,502	2,875,502
_____			
_____			
_____			
_____			
_____			
_____			
_____			
<b>Total Full Costs to Line (B) - Section III</b>	<b>2,398,734</b>	<b>2,875,502</b>	<b>2,875,502</b>

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

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	2,561,218	2,000,000	2,000,000
TOTAL SECTION II	(B)	2,398,734	2,875,502	2,875,502
<b>TOTAL - Surplus/Deficit</b>	<b>(C)</b>	<b>162,484</b>	<b>(875,502)</b>	<b>(875,502)</b>

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

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

**Department:** Highway Safety Motor Vehicles **Budget Period: 2025-26**  
**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 2023-24</b>	<b>ESTIMATED FY 2024-25</b>	<b>REQUEST FY 2025-26</b>
<u>Receipts:</u>			
<u>Florida Department of Transportation</u>	1,417,900	1,546,800	1,546,800
<u>Vehicle Auction Sales</u>	-	-	-
<b>Total Fee Collection to Line (A) - Section III</b>	<b>1,417,900</b>	<b>1,546,800</b>	<b>1,546,800</b>

**SECTION II - FULL COSTS**

<u>Direct Costs:</u>			
<u>Salaries and Benefits</u>	1,909,442	1,880,980	1,880,980
<u>OPS</u>	-		
<u>Expenses</u>	23,810	98,087	98,087
<u>OCO</u>	-	-	-
<u>Acquisition of Motor Vehicles</u>	-	-	-
<u>Communications</u>	-	-	-
<u>Contracted Services</u>	-	-	-
<u>Operation of Motor Vehicles</u>	128,437	110,775	110,775
<u>Overtime</u>	174,999	77,228	77,228
<u>Risk Management</u>	-	-	-
<u>Salary Incentive</u>	8,414	5,562	5,562
<u>Deferred Commodity Contracts</u>	-	-	-
<u>Mobile Data Terminals</u>	-	-	-
<u>Human Resource Services</u>	-	-	-
<b>Total Full Costs to Line (B) - Section III</b>	<b>2,245,102</b>	<b>2,172,632</b>	<b>2,172,632</b>

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

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	1,417,900	1,546,800	1,546,800
TOTAL SECTION II	(B)	2,245,102	2,172,632	2,172,632
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(827,202)</b>	<b>(625,832)</b>	<b>(625,832)</b>

**EXPLANATION of LINE C:**

FY 2024-25 started the FY off with one (1) vacancies.

FY 2024-25 salaries assume the Unit vacancies remain constant. Salaries are adjusted accordingly.

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

**Department:** Highway Safety Motor Vehicles **Budget Period: 2025-26**  
**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> )
<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 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>
<u>Receipts:</u>			
<u>Florida Department of Transportation</u>	25,810,735.00	25,996,795.00	25,996,795.00
<u>Vehicle Auction Sales</u>	-	-	-
<b>Total Fee Collection to Line (A) - Section III</b>	<b>25,810,735</b>	<b>25,996,795</b>	<b>25,996,795</b>

**SECTION II - FULL COSTS**

<u>Direct Costs:</u>			
<u>Salaries and Benefits</u>	23,829,418	24,767,053	24,767,053
<u>OPS</u>	11,498	13,320	13,320
<u>Expenses</u>	441,955	1,433,920	1,433,920
<u>OCO</u>	-	-	-
<u>Acquisition of Motor Vehicles</u>	-	1,585,360	1,585,360
<u>Communications</u>	-	-	-
<u>Contracted Services</u>	18,196	28,892	28,892
<u>Operation of Motor Vehicles</u>	2,873,221	2,777,554	2,777,554
<u>Overtime</u>	1,879,771	1,472,398	1,472,398
<u>Risk Management</u>	-	-	-
<u>Salary Incentive</u>	123,208	119,226	119,226
<u>Deferred Commodity Contracts</u>	-	-	-
<u>Lease Purchase Equipment</u>	11,847	4,895	4,895
<u>Mobile Data Terminals</u>	-	-	-
<u>Human Resource Services</u>	-	-	-
<u>Remaining Contract Funds</u>	(105,821)	-	-
<b>Total Full Costs to Line (B) - Section III</b>	<b>29,083,292</b>	<b>32,202,618</b>	<b>32,202,618</b>

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

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	25,810,735	25,996,795	25,996,795
TOTAL SECTION II	(B)	29,083,292	32,202,618	32,202,618
<b>TOTAL - Surplus/Deficit</b>	<b>(C)</b>	<b>(3,272,557)</b>	<b>(6,205,823)</b>	<b>(6,205,823)</b>

**EXPLANATION of LINE C:**

\_\_\_\_\_  
 FY 2024-25 started the FY off with twenty-five (25) vacancies.  
 \_\_\_\_\_

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

**Department:** Highway Safety Motor Vehicles **Budget Period:** 2025-26  
**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 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>
<u>Receipts:</u>			
<u>Forfeiture Receipts</u>	1,341,558		
<u>Sale of Surplus Property</u>	81	-	-
<u>Reimbursements &amp; Interest</u>	30,913	20,000	20,000
<b>Total Fee Collection to Line (A) - Section III</b>	<b>1,372,552</b>	<b>20,000</b>	<b>20,000</b>

**SECTION II - FULL COSTS**

Direct Costs:

<u>Salaries and Benefits</u>	-	-	
<u>Expenses</u>	318,867	353,970	353,970
<u>Operating Capital Outlay</u>	148,521	150,000	150,000
<u>Contracted Services</u>	5,029	50,020	50,020
<u>Transfer to DAS</u>			
<u>Transfer to ISA</u>	-		
<b>Total Full Costs to Line (B) - Section III</b>	<b>472,417</b>	<b>553,990</b>	<b>553,990</b>

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

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	1,372,552	20,000	20,000
TOTAL SECTION II	(B)	472,417	553,990	553,990
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>900,135</b>	<b>(533,990)</b>	<b>(533,990)</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: 2025-2026**  
**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.)

**SECTION I - FEE COLLECTION**

	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>
<u>Receipts:</u>			
<u>Forfeiture Receipts</u>	348		
<u>Interest</u>	4,083	3,000	3,000
<b>Total Fee Collection to Line (A) - Section III</b>	<b>4,431</b>	<b>3,000</b>	<b>3,000</b>

**SECTION II - FULL COSTS**

<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: \_\_\_\_\_

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	4,431	3,000	3,000
TOTAL SECTION II	(B)	52,000	52,000	52,000
<b>TOTAL - Surplus/Deficit</b>	<b>(C)</b>	<b>(47,569)</b>	<b>(49,000)</b>	<b>(49,000)</b>

**EXPLANATION of LINE C:**  
Deficit balances are corrected through the liquidation of invested funds at the Treasury.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

**Budget Period: 2025 - 2026**

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

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	520,803.48	(A)		520,803.48
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	1,025,113.28	(C)	-	1,025,113.28
ADD: Outstanding Accounts Receivable	23,536.61	(D)	-	23,536.61
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>1,569,453.37</b>	(F)	-	<b>1,569,453.37</b>
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	169,112.85	(H)		169,112.85
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	8,728.04	(I)	-	8,728.04
LESS: Unearned Revenue	508,842.60	(J)		508,842.60
<b>Unreserved Fund Balance, 07/01/24</b>	<b>882,769.88</b>	(K)	-	<b>882,769.88</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.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

**Budget Period: 2025 - 2026**

<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 6/30/2024	SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	432,066.73 (A)		432,066.73
ADD: Other Cash (See Instructions)			-
ADD: Investments	611,460.69 (C)	-	611,460.69
ADD: Outstanding Accounts Receivable	3,909.26 (D)	-	3,909.26
ADD: _____	-		-
<b>Total Cash plus Accounts Receivable</b>	<b>1,047,436.68 (F)</b>	-	<b>1,047,436.68</b>
LESS Allowances for Uncollectibles			-
LESS Approved "A" Certified Forwards			-
Approved "B" Certified Forwards			-
Approved "FCO" Certified Forwards			-
LESS: Other Accounts Payable (Nonoperating)	1,362.43 (I)	59.35	1,421.78
LESS: _____			-
<b>Unreserved Fund Balance, 07/01/24</b>	<b>1,046,074.25 (K)</b>	<b>(59.35)</b>	<b>1,046,014.90 **</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.



## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	Budget Period: 2025 - 2026
<b>Trust Fund Title:</b>	FLHSMV
<b>Budget Entity:</b>	Federal Law Enforcement TF
<b>LAS/PBS Fund Number:</b>	2719

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	271,008.27	(A)	-	271,008.27
ADD: Other Cash (See Instructions)		(B)	-	-
ADD: Investments	136,974.25	(C)	-	136,974.25
ADD: Outstanding Accounts Receivable		(D)	-	-
ADD: Interest	410.22	(E)	-	410.22
<b>Total Cash plus Accounts Receivable</b>	<b>408,392.74</b>	(F)	-	<b>408,392.74</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)	13.70	(I)	-	13.70
LESS: _____		(J)	-	-
<b>Unreserved Fund Balance, 07/01/23</b>	<b>408,379.04</b>	(K)	-	<b>408,379.04</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: 2025 - 2026**

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

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/24**

Total all GLC's 5XXXX for governmental funds; (1,051,882.73) (A)  
 GLC 539XX for proprietary and fiduciary funds

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

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

Adjustment #1 0.00 (C)

SWFS Adjustment # and Description   (C)

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

Approved "B" Carry Forward (Encumbrances) per LAS/PBS 169,112.85 (D)

Approved FCO Certified Forward per LAS/PBS   (D)

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

  (D)

  (D)

  (D)

**ADJUSTED BEGINNING TRIAL BALANCE:** (882,769.88) (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** 882,769.88 (F)

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

**\*SHOULD EQUAL ZERO.**

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2025 - 2026**

**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, 07/01/24**  
 Total all GLC's 5XXXX for governmental funds; (1,046,074.25) (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 59.35 (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:** (1,046,014.90) (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** 1,046,014.90 (F)

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

**\*SHOULD EQUAL ZERO.**

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2025 - 2026**

**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, 07/01/24**

Total all GLC's 5XXXX for governmental funds; (408,379.04) (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 0.00 (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:** (408,379.04) (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** 408,379.04 (F)

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

**\*SHOULD EQUAL ZERO.**



**DEPARTMENT OF HIGHWAY SAFETY  
AND MOTOR VEHICLES**

**Motorist Services Program Exhibits and Schedules**

# **Schedule I Series**

## **Motorist Services**

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

**Department:** 76 Highway Safety and Motor Vehicles **Budget Period:** 2025-26  
**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 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>
<u>Receipts:</u>			
<u>Commercial Driving School Licenses</u>	80,874	81,850	82,741
_____			
_____			
_____			
<b>Total Fee Collection to Line (A) - Section II</b>	<b>80,874</b>	<b>81,850</b>	<b>82,741</b>

<b><u>SECTION II - FULL COSTS</u></b>			
<u>Direct Costs:</u>			
Salaries and Benefits	330,980	320,456	299,064
Other Personal Services	4,845	5,845	5,845
Expenses	5,690	6,000	6,000
Operating Capital Outlay	-	-	-
Contracted Services	666	700	700
Risk Management	2,914	5,000	5,000
Lease Purchase Equipment	1,130	1,200	1,200
Human Resource Services	2,638	2,638	2,638

<b>Total Full Costs to Line (B) - Section III</b>	<b>348,863</b>	<b>341,839</b>	<b>320,447</b>

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

<b><u>SECTION III - SUMMARY</u></b>				
TOTAL SECTION I	(A)	80,874	81,850	82,741
TOTAL SECTION II	(B)	348,863	341,839	320,447
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(267,989)</b>	<b>(259,989)</b>	<b>(237,706)</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: 2025-26**  
**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.)

<u>SECTION I - FEE COLLECTION</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>REQUEST</u>
	<u>FY 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>
<u>Receipts:</u>			
Dealer License Service Fees	15,345	15,345	15,345
<b>Total Fee Collection to Line (A) - Section II</b>	<b>15,345</b>	<b>15,345</b>	<b>15,345</b>

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	3,431,599	3,560,284	3,603,179
Other Personal Services	23,736	30,888	30,888
Expenses	383,465	402,537	402,537
Operating Capital Outlay	-	7,000	7,000
Contracted Services	159,379	164,000	164,000
Pay Outside Contractor	42,238	43,000	43,000
Risk Management	30,362	35,707	35,707
Tenant Broker Comissions	10,289	12,000	12,000
Lease Purchase Equipment	11,620	13,000	13,000
Human Resource Services	27,492	30,000	30,000
<b>Total Full Costs to Line (B) - Section III</b>	<b>4,120,180</b>	<b>4,298,416</b>	<b>4,341,311</b>

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

<u>SECTION III - SUMMARY</u>			
TOTAL SECTION I	(A)	15,345	15,345
TOTAL SECTION II	(B)	4,120,180	4,298,416
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(4,104,835)</b>	<b>(4,283,071)</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:** 2025-26  
**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.)

<u>SECTION I - FEE COLLECTION</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>REQUEST</u>
	<u>FY 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>
<u>Receipts:</u>			
<u>Driver Education Fees</u>	2,397,886	2,417,015	2,436,378
<b>Total Fee Collection to Line (A) - Section III</b>	<b>2,397,886</b>	<b>2,417,015</b>	<b>2,436,378</b>

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	273,725	287,411	287,411
Other Personal Services	-	1,000	1,000
Expenses	6,337	7,000	7,000
Operating Capital Outlay	-	-	-
Contracted Services	484	500	500
Pay Outside Contracts	649	680	680
Risk Management	2,660	3,133	3,133
Lease Purchase Equipment	873	950	950
Background Checks	-	-	-
Human Resource Services	2,409	2,880	2,880
<b>Total Full Costs to Line (B) - Section III</b>	<b>287,137</b>	<b>303,554</b>	<b>303,553</b>

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

<u>SECTION III - SUMMARY</u>				
TOTAL SECTION I	(A)	2,397,886	2,417,015	2,436,378
TOTAL SECTION II	(B)	287,137	303,554	303,553
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>2,110,749</b>	<b>2,113,461</b>	<b>2,132,825</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:** **2025-26**  
**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="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><b>SECTION I - FEE COLLECTION</b></u>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>
<u>Receipts:</u>			
DUI Program Assessment Fee	587,789	587,789	587,789
_____			
_____			
_____			
<b>Total Fee Collection to Line (A) - Section III</b>	<b>587,789</b>	<b>587,789</b>	<b>587,789</b>

<u><b>SECTION II - FULL COSTS</b></u>			
<u>Direct Costs:</u>			
Salaries and Benefits	220,442	263,307	263,307
Other Personal Services			
Expenses	1,195	3,740	3,740
Contracted Services	125	250	250
Risk Management	2,012	2,500	2,500
Lease Purchase Equipment	576	600	600
Human Resource Services	1,882	2,000	2,000
<b>Total Full Costs to Line (B) - Section III</b>	<b>226,232</b>	<b>272,397</b>	<b>272,397</b>

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

<u><b>SECTION III - SUMMARY</b></u>			
TOTAL SECTION I	(A)	587,789	587,789
TOTAL SECTION II	(B)	226,232	272,397
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>361,557</b>	<b>315,392</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:** 2025-26  
**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 (FRTP)

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

<input checked="" type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach <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 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>
<u>Receipts:</u>			
<u>Motorcycle Registrations</u>	1,579,420	1,590,307	1,600,345
<u> </u>			
<u> </u>			
<u> </u>			
<b>Total Fee Collection to Line (A) - Section III</b>	<b>1,579,420</b>	<b>1,590,307</b>	<b>1,600,345</b>

<u>SECTION II - FULL COSTS</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>REQUEST</u>
	<u>FY 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>
<u>Direct Costs:</u>			
<u>Salaries and Benefits</u>	578,531	591,548	595,887
<u>Expenses</u>	29,753	32,000	32,000
<u>Operating Capital Outlay</u>	-	-	-
<u>Contracted Services</u>	13	100	100
<u>Risk Management</u>	3,937	4,637	4,637
<u>Lease Purchase Equipment</u>	-	-	-
<u>Human Resource Services</u>	3,565	4,000	4,000
<b>Total Full Costs to Line (B) - Section III</b>	<b>615,799</b>	<b>632,285</b>	<b>636,624</b>

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

<u>SECTION III - SUMMARY</u>		<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>REQUEST</u>
		<u>FY 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>
TOTAL SECTION I	(A)	1,579,420	1,590,307	1,600,345
TOTAL SECTION II	(B)	615,799	632,285	636,624
<b>TOTAL - Surplus/Deficit</b>	<b>(C)</b>	<b>963,621</b>	<b>958,022</b>	<b>963,721</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: 2025-26**  
**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.)

<u>SECTION I - FEE COLLECTION</u>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>
<u>Receipts:</u>			
Interlock Assessment Fees	145,392	145,392	145,392
_____			
_____			
_____			
<b>Total Fee Collection to Line (A) - Section III</b>	<b>145,392</b>	<b>145,392</b>	<b>145,392</b>

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	220,442	263,307	263,307
Other Personal Services			
Expenses	1,195	3,740	3,740
Contracted Services	125	250	250
Risk Management	2,012	2,500	2,500
Lease Purchase Equipment	576	600	600
Human Resource Services	1,882	2,000	2,000
<b>Total Full Costs to Line (B) - Section III</b>	<b>226,232</b>	<b>272,397</b>	<b>272,397</b>

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

<u>SECTION III - SUMMARY</u>			
TOTAL SECTION I	(A)	145,392	145,392
TOTAL SECTION II	(B)	226,232	272,397
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(80,840)</b>	<b>(127,005)</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: 2025-26**  
**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 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>
<u>Receipts:</u>			
Mobile Home Installer's Decals	104,280	104,280	104,280
Mobile Home Installer's Application Fee	120,439	120,439	120,439
Mobile Home Installer's Fees	69,900	69,900	69,900
<b>Total Fee Collection to Line (A) - Section III</b>	<b>294,619</b>	<b>294,619</b>	<b>294,619</b>

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	1,255,472	1,283,720	1,293,136
Other Personal Services	17,233	19,967	19,967
Expenses	109,473	112,000	112,000
Operating Capital Outlay	-	-	-
Contracted Services	598	1,059	1,059
Risk Management	9,406	11,078	11,078
Lease Purchase Equipment	1,171	1,236	1,236
Human Resource Services	8,517	9,000	9,000
Indirect Costs Charged to Trust Fund	-	-	-
<b>Total Full Costs to Line (B) - Section III</b>	<b>1,401,870</b>	<b>1,438,060</b>	<b>1,447,476</b>

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

<u>SECTION III - SUMMARY</u>			
TOTAL SECTION I	(A)	294,619	294,619
TOTAL SECTION II	(B)	1,401,870	1,438,060
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(1,107,251)</b>	<b>(1,152,857)</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: 2025-26**  
**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.)

<b>SECTION I - FEE COLLECTION</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>
<u>Receipts:</u>			
Dealer License Service Fees			
<b>Total Fee Collection to Line (A) - Section II</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>SECTION II - FULL COSTS</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>
<u>Direct Costs:</u>			
Salaries and Benefits	1,279,317	1,327,291	1,343,283
Other Personal Services	1,780	1,980	1,980
Expenses	40,390	42,390	42,390
Operating Capital Outlay	-	-	-
Contracted Services	300	1,000	1,000
Pay Outside Contractor	-	-	-
Risk Management	6,562	7,000	7,000
Tenant Broker Commissions	-	-	-
Lease Purchase Equipment	-	-	-
Background Checks	-	-	-
Human Resource Services	5,942	6,000	6,000
Indirect Costs Charged to Trust Fund			
<b>Total Full Costs to Line (B) - Section III</b>	<b>1,334,291</b>	<b>1,385,661</b>	<b>1,401,653</b>

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

<b>SECTION III - SUMMARY</b>			
TOTAL SECTION I	(A)	-	-
TOTAL SECTION II	(B)	1,334,291	1,401,653
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(1,334,291)</b>	<b>(1,401,653)</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: 2025-26**  
**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 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</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	172,153	176,026	177,318
Expenses	39,547	284,588	284,588
Contracted Services	572	580	580
Pay Outside Contractor	225,241	225,241	225,241
Purchase of License Plates	808,533	41,000	41,000
Indirect Costs Charged to Trust Fund	25,014	26,000	26,000
<b>Total Full Costs to Line (B) - Section III</b>	<b>1,271,060</b>	<b>753,435</b>	<b>754,727</b>

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

<b><u>SECTION III - SUMMARY</u></b>			
TOTAL SECTION I	(A)	700,000	700,000
TOTAL SECTION II	(B)	1,271,060	754,727
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(571,060)</b>	<b>(54,727)</b>

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

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

**Department:** 76 Highway Safety and Motor Vehicle: **Budget Period: 2025-26**  
**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 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>
<u>Receipts:</u>			
<u>IFTA taxes</u>	28,779,154	39,400,000	39,600,000
_____	_____	_____	_____
_____	_____	_____	_____
<b>Total Fee Collection to Line (A) - Section III</b>	<b>28,779,154</b>	<b>39,400,000</b>	<b>39,600,000</b>

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	3,758,470	3,843,036	3,871,224
Other Personnel Services	43,260	58,093	58,093
Expenses	287,548	316,930	316,930
Operating Capital Outlay	5,001	6,001	6,001
Contracted Services	2,261	3,800	3,800
Risk Management	32,950	37,392	37,392
Lease/Purchase of Equipment	9,420	9,900	9,900
Transfer to Other Entities	25,684,276	25,684,276	25,684,276
<b>Total Full Costs to Line (B) - Section III</b>	<b>29,823,186</b>	<b>29,780,569</b>	<b>29,780,569</b>

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

<u>SECTION III - SUMMARY</u>				
TOTAL SECTION I	(A)	28,779,154	39,400,000	39,600,000
TOTAL SECTION II	(B)	29,823,186	29,780,569	29,780,569
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>(1,044,032)</b>	<b>9,619,431</b>	<b>9,819,431</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 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS**

**Department:** 76 Highway Safety and Motor Vehicles **Budget Period: 2025-26**  
**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.)

**SECTION I - FEE COLLECTION**                      **ACTUAL**                      **ESTIMATED**                      **REQUEST**

**FY 2023-24                      FY 2024-25                      FY 2025-26**

Receipts:

Mobile Home Dealer Licenses	55,360	44,880	55,560
Mobile Home Titles	54,607	54,701	56,069
<b>Total Fee Collection to Line (A) - Section III</b>	<b>109,967</b>	<b>99,581</b>	<b>111,629</b>

**SECTION II - FULL COSTS**

Direct Costs:

Claims	-	-	-
8% Surcharge	8,797	7,966	8,930
<b>Total Full Costs to Line (B) - Section III</b>	<b>8,797</b>	<b>7,966</b>	<b>8,930</b>

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

**SECTION III - SUMMARY**

TOTAL SECTION I	(A)	109,967	99,581	111,629
TOTAL SECTION II	(B)	8,797	7,966	8,930
<b>TOTAL - Surplus/Deficit</b>	(C)	<b>101,170</b>	<b>91,615</b>	<b>102,699</b>

**EXPLANATION of LINE C:**

This fund is used to administer claims against mobile home and recreational vehicle dealers. Estimated claims for fiscal year 2023-24 reflect use of fund balance as of July 1st.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	Budget Period: 2025 - 2026
<b>Trust Fund Title:</b>	FLHSMV
<b>Budget Entity:</b>	HSOTF
<b>LAS/PBS Fund Number:</b>	2009

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	19,725,976.23	(A)		19,725,976.23
ADD: Other Cash (See Instructions)	250.00	(B)		250.00
ADD: Investments	181,217,703.73	(C)		181,217,703.73
ADD: Outstanding Accounts Receivable	42,114,344.17	(D)	(2,578,631.45)	39,535,712.72
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>243,058,274.13</b>	(F)	<b>(2,578,631.45)</b>	<b>240,479,642.68</b>
LESS: Allowances for Uncollectibles	3,112,065.03			3,112,065.03
LESS: Approved "A" Certified Forwards	10,494,914.13	(H)		10,494,914.13
Approved "B" Certified Forwards	16,529,265.15	(H)		16,529,265.15
Approved "FCO" Certified Forwards	21,182,943.92	(H)		21,182,943.92
LESS: Other Accounts Payable (Nonoperating)	10,046,356.03	(I)		10,046,356.03
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/24</b>	<b>181,692,729.87</b>	(K)	<b>(2,578,631.45)</b>	<b>179,114,098.42</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.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	Budget Period: 2025 - 2026
<b>Trust Fund Title:</b>	FLHSMV
<b>Budget Entity:</b>	Federal Grants TF
<b>LAS/PBS Fund Number:</b>	2261

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	1,194,182.83	(A)		1,194,182.83
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable	421,456.59	(D)	(22,891.85)	398,564.74
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>1,615,639.42</b>	(F)	<b>(22,891.85)</b>	<b>1,592,747.57</b>
LESS Allowances for Uncollectibles		(G)		-
LESS Approved "A" Certified Forwards	148,336.99	(H)		148,336.99
Approved "B" Certified Forwards	248,341.00	(H)		248,341.00
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	214,981.56	(I)	(22,011.85)	192,969.71
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/24</b>	<b>1,003,979.87</b>	(K)	<b>(880.00)</b>	<b>1,003,099.87</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.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<b>Budget Period: 2025 - 2026</b>
<b>Trust Fund Title:</b>	FLHSMV
<b>Budget Entity:</b>	GAS Tax Collection TF
<b>LAS/PBS Fund Number:</b>	2319

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	2,223,958.23	(A)		2,223,958.23
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable	5,322,562.91	(D)		5,322,562.91
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>7,546,521.14</b>	(F)	-	<b>7,546,521.14</b>
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards	459,097.12	(H)		459,097.12
Approved "B" Certified Forwards	71,025.83	(H)		71,025.83
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	1,855,810.46	(I)	68,147.77	1,923,958.23
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/24</b>	<b>5,160,587.73</b>	(K)	<b>(68,147.77)</b>	<b>5,092,439.96</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: 2025 - 2026**

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

**BEGINNING TRIAL BALANCE:**

<b>Total Fund Balance Per FLAIR Trial Balance, 07/01/24</b>	
Total all GLC's 5XXXX for governmental funds;	<b>(216,564,334.94)</b> (A)
GLC 539XX for proprietary and fiduciary funds	
<b>Subtract Nonspendable Fund Balance (GLC 56XXX)</b>	971,798.46
<b>Add/Subtract Statewide Financial Statement (SWFS) Adjustments :</b>	
Adjustments to A/R	2,578,631.45 (C)
Adjustments to fees	(C)
	-
	-
<b>Add/Subtract Other Adjustment(s):</b>	
Approved "B" Carry Forward (Encumbrances) per LAS/PBS	16,529,265.15 (D)
Approved FCO Certified Forward per LAS/PBS	21,182,943.92 (D)
A/P not C/F-Operating Categories	(4,162,402.46) (D)
LT Advances	(100,000.00) (D)
LT Advances	450,000.00 (D)
	-
<b>ADJUSTED BEGINNING TRIAL BALANCE:</b>	<b>(179,114,098.42)</b> (E)
<b>UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)</b>	<b>179,114,098.42</b> (F)
<b>DIFFERENCE:</b>	<b>-</b> (G)*

**\*SHOULD EQUAL ZERO.**

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2025 - 2026**

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

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/24**

Total all GLC's 5XXXX for governmental funds; (627,320.87) (A)  
 GLC 539XX for proprietary and fiduciary funds

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

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

SWFS Adjustments to Accounts Receivable 22,891.85 (C)

SWFS Adjustment to NonOperating (22,011.85) (C)

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

Approved "B" Carry Forward (Encumbrances) per LAS/PBS 248,341.00 (D)

Approved FCO Certified Forward per LAS/PBS (D)

A/P not C/F-Operating Categories 0.00 (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:** (1,003,099.87) (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** 1,003,099.87 (F)

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

**\*SHOULD EQUAL ZERO.**

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2025 - 2026**

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

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/24**

Total all GLC's 5XXXX for governmental funds; [ **(5,220,960.86)** ] (A)  
GLC 539XX for proprietary and fiduciary funds

**Subtract Nonspendable Fund Balance (GLC 56XXX)** [ **8,500.00** ] (B)

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

SWFS Adjustment #3 Due to Other Departments [ **68,147.77** ] (C)

[ ] (C)

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

Approved "B" Carry Forward (Encumbrances) per LAS/PBS [ **71,025.83** ] (D)

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

A/P not C/F-Operating Categories [ **(19,152.70)** ] (D)

[ ] (D)

[ ] (D)

[ ] (D)

**ADJUSTED BEGINNING TRIAL BALANCE:** [ **(5,092,439.96)** ] (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)** [ **5,092,439.96** ] (F)

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

**\*SHOULD EQUAL ZERO.**

# SCHEDULE IV-B FOR MOTORIST MODERNIZATION, PHASE III

For Fiscal Year 2025-26



SEPTEMBER 2024

FLORIDA HIGHWAY SAFETY AND MOTOR VEHICLES

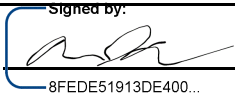
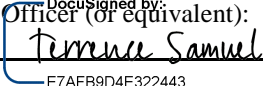
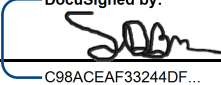
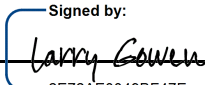
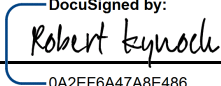


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**Motorist Modernization Program**

Schedule IV-B Cover Sheet

<b>Schedule IV-B Cover Sheet and Agency Project Approval</b>	
Agency: Department of Highway Safety and Motor Vehicles	Schedule IV-B Submission Date:
Project Name: Motorist Modernization Phase III	Is this project included in the Agency's LRPP? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FY 2025-26 LBR Issue Code:	FY 2025-26 LBR Issue Title: Motorist Modernization Phase III
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	
<b>AGENCY APPROVAL SIGNATURES</b>	
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: September 24, 2024
Printed Name: Dave Kerner	
Agency Chief Information Officer (or equivalent):  E7AFB9D4E322443...	Date: September 26, 2024
Printed Name: Terrence Samuel	
Budget Officer:  C98ACEAF33244DF...	Date: September 24, 2024
Printed Name: Steve Burch	
Planning Officer:  2E72AE0049BF47E...	Date: September 24, 2024
Printed Name: Larry Gowen	
Project Sponsor:  0A2EF6A47A8E486...	Date: September 30, 2024
Printed Name: Robert Kynoch	
<b>Schedule IV-B Preparers (Name, Phone #, and E-mail address):</b>	
Business Need:	Kristin Green, 850-617-2147, Kristingreen@flhsmv.gov
Cost Benefit Analysis:	Kristin Green, 850-617-2147, Kristingreen@flhsmv.gov
Risk Analysis:	Kristin Green, 850-617-2147, Kristingreen@flhsmv.gov
Technology Planning:	Kristin Green, 850-617-2147, Kristingreen@flhsmv.gov
Project Planning:	Kristin Green, 850-617-2147, Kristingreen@flhsmv.gov

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

### A. Background and Strategic Needs Assessment

#### 1. Business Need

The Florida Highway Safety and Motor Vehicles (FLHSMV or Department) supports the issuance of almost 5.7 million driver licenses/identification cards and 31.2 million motor vehicle title and registration transactions in Florida annually. These services provide more than \$2.6 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. Given the Department's significant impact on state revenue, it is imperative to continue modernizing and enhancing its systems to improve service delivery and operational efficiency.

In 2014, the Department launched Motorist Modernization Phase I to revamp its legacy driver license systems, which relied on technologies developed over 30 years ago. This phase marked a significant leap forward in enhancing customer service and operational efficiency for the Florida Department of Highway Safety and Motor Vehicles (FLHSMV). A new MyDMV portal was introduced, featuring robust authentication and security measures, now supporting over 5 million accounts and offering a range of online services, including emergency contact updates and real-time insurance notifications for sanction clearance. Additionally, the portal improved online support for active-duty military personnel. The replacement of the outdated FDLIS system not only ensured compliance and scalability but also transformed the database into a customer-centric data model. The successful statewide implementation of the driver license system, coupled with a redesigned database structure, eliminated inefficiencies and significantly improved data quality.

In 2017, Motorist Modernization Phase II commenced, focusing on modernizing legacy motor vehicle systems. This phase unified driver license and motor vehicle issuance systems, further simplifying office visits and expanding online services. It successfully reduced duplicative processes and increased service efficiency. The culmination of Phase I and II efforts was the development of the Online Registration and Identity Operating Network (ORION), a web application designed to consolidate and integrate FLHSMV's various networking systems and applications.

While significant progress has been made, several key business support systems remain that require modernization to fully realize the benefits of the new infrastructure. Key areas for further development include:

1. **Retirement of FRVIS:** The Florida Real-Time Vehicle Information System (FRVIS) remains a legacy system that must be retired. Modernizing the systems that interact with FRVIS is essential for eliminating operational redundancies and aligning with ORION's streamlined functionality. The motor vehicle issuance functionality utilized by Tax Collectors was replaced during Phase II. Some functionality, however, such as business support services for motor vehicle and dealer licensing services, manufactured housing, and remaining legacy system integration still resides in FRVIS and must be modernized.
2. **Modernization of the CRASH Database:** The current CRASH database, which records and processes traffic accident reports, is outdated. Modernizing this database will enhance data accuracy, accessibility, and integration with other systems, thereby improving overall data management and analysis capabilities.
3. **Modernization of the Data Warehouse:** The current data warehouse, which supports data storage, retrieval, and analysis across various systems, is dated and lacks integration with newer technologies. Modernizing the data warehouse will improve data consolidation, reporting capabilities, and analytical power. It will enable more sophisticated data analysis, enhance decision-making, and support better

integration with other modernized systems.

4. **Development of a Central DUI Repository:** A centralized repository for Driving Under the Influence (DUI) data is needed to streamline information sharing and enhance law enforcement efforts. This system will facilitate more efficient tracking and management of DUI-related incidents, ultimately supporting better decision-making and public safety.
5. **Improvement of Customer Service Applications:** Despite advancements made in previous modernization phases, there are still opportunities to further enhance customer service applications and call center operations. Upgrades in this area will enable the agency to provide a faster, more seamless and user-friendly experience to customers interacting with FLHSMV services while providing customers greater access to their data and additional self-service options.

The ongoing modernization and integration efforts will deliver several key benefits:

- **Increased Efficiency:** Streamlining operations and retiring outdated systems will reduce redundancy, lower costs, and improve overall efficiency.
- **Enhanced Customer Experience:** Upgraded systems will offer more robust, user-friendly services, including improved online functionalities and faster processing times.
- **Improved Data Management:** Modernized databases and data warehouses will enhance data accuracy, accessibility, and analysis, supporting better decision-making and public safety.

The continued modernization of FLHSMV’s legacy systems, including the retirement of FRVIS, the modernization of the CRASH database, the development of a central DUI repository, and improvements to customer service applications and the data warehouse, is essential for maintaining operational excellence and enhancing service delivery. Investing in these initiatives will ensure that the Department continues to support Florida’s motorists and law enforcement effectively while optimizing state revenue contributions and operational efficiencies.

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 18.2 million active licensed drivers and the registrants of over 26.9 million active 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:

<b>Customers/Users</b>	<b>Function Performed by Department</b>
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 Driving Schools	Approve applications from owners and instructors

**Motorist Modernization Program**

<b>Customers/Users</b>	<b>Function Performed by Department</b>
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
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
Entities with Memorandums of Understanding with the Department	Provide/Fulfill public records requests
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>• City and County Municipalities</li> <li>• Florida Sherriff's Offices</li> <li>• Florida Police Departments</li> <li>• Florida Executive Office of the Governor</li> <li>• Florida Department of Revenue</li> <li>• Florida Department of Financial Services</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

**Motorist Modernization Program**

<b>Customers/Users</b>	<b>Function Performed by Department</b>
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

Phase III is essential to continue the modernization effort, which is the Department's top priority initiative. It is critical that Phase III bring closure to the technical foundation that was set forth in Phases I and II which enhanced the Department's services to motorists, enabled a customer-centric, consolidated view for a driver and their motor vehicle(s) that previously resided in multiple systems. The goal of Phase III is to create a consistent and balanced technical solution and prevent a fragmented approach due to the disparities between the newly modernized and outstanding legacy systems. To fully realize the benefits of the Motorist Modernization initiative, it is crucial to complete the retirement of the final components of FRVIS. Without this phase, the Department will continue to maintain multiple, antiquated systems and processes, shoulder increasing costs for sustaining these systems over time.

Modernizing the data warehouse and Crash Reports database, and centralizing DUI data are also critical aspects of Phase III. Modernizing these systems will substantially enhance several key areas: accuracy, performance, security, and scalability, while also supporting better data integration, analytics, and overall user experience. Centralizing DUI data will enable more cohesive and comprehensive data management, supporting better integration across various systems and applications. Collectively, these benefits will lead to more efficient operations, lower operational costs (outlined in Section III. A. Benefits Realization Table), and a robust foundation for strategic growth while providing necessary information and functionality for public safety initiatives and reporting. Conversely, without support for these critical upgrades, the organization will continue to grapple with outdated and fragmented database systems.

Improving customer service is imperative for maintaining customer satisfaction and loyalty. Inefficient customer service processes can lead to longer response times, unresolved issues, and a lack of personalized attention, which may frustrate customers and damage the Department's reputation. Inadequate support channels, such as limited self-service options and outdated contact center systems, can further exacerbate these problems, leading to increased customer complaints and higher attrition rates. Additionally, failing to adopt advanced customer service tools, like a modern Customer Relationship Management CRM system, can hinder the ability to effectively track and address customer needs. Phase III is necessary to continue investing in and improving the customer service infrastructure of the Department, to ensure a positive and engaging customer experience.

The current technical environment remaining after completion of Phase I and II comprises multiple issuance systems supported by seven database repositories and more than 70 web applications. Multiple programming languages are used to maintain these systems on nearly a dozen different platform environments.

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
- Difficulty integrating software packages;

**Motorist Modernization Program**

- Difficulty locating and retaining staff with the required skill sets;
- Increased support, maintenance, and contractor costs; and
- Difficulty providing data security and data integrity.

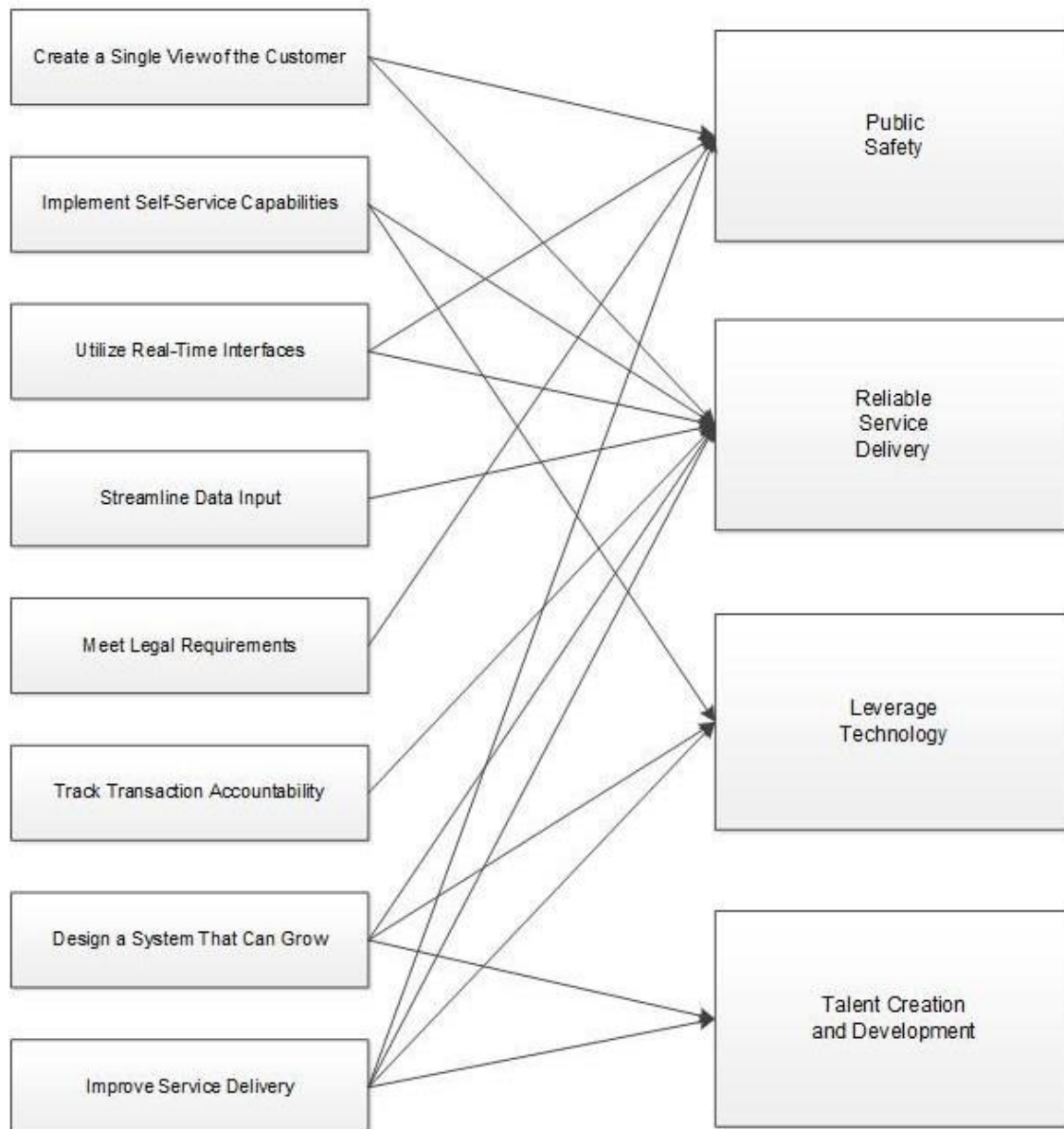
Some technology challenges affect the Information System Administration’s (ISA) capacity to respond to businesses’ requests for new or modified functionality, while others cause direct risks to the business including:

- 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.

**2. Business Objectives**

**Motorist Modernization Objectives**

**Applicable FLHSMV Strategic Goals**



Motorist Modernization Phase III aligns with the Governor's priorities of supporting local and state law enforcement's ability to investigate and prevent criminal activity (priority 5). The Department's modernization efforts also promote greater transparency at all levels of government and protecting taxpayer resources by ensuring the faithful expenditure of public funds (priority 6). The Motorist Modernization Program aims to advance the Department's systems and processes to better align with and achieve strategic goals. The central aim of this project is to eliminate technical barriers and promote operational efficiencies. To achieve this, the project is organized into eight distinct, actionable objectives. Each of these objectives is meticulously aligned with the Department's strategic goals, ensuring that every step taken contributes effectively to the overall vision for modernization. This structured approach will help streamline operations, improve efficiency, and support the Department's long-term success.

- **Objective 1: Create a Single View of the Customer**

Phases I and II of Motorist Modernization effectively laid the groundwork for a single view of the customer by integrating data from various sources. However, this comprehensive view will not be fully operational until the FRVIS system is retired. The goal is to maintain a 360-degree view of each customer, consolidating all relevant information into one accessible platform. This holistic perspective will significantly enhance the customer experience by delivering more complete and accurate information upfront. It will reduce the need for multiple interactions and communications with the Department, thereby lowering operational costs and decreasing customer frustration. By streamlining data access and reducing redundant processes, we will improve efficiency, ensure better compliance, and support more informed decision-making for both customers and the Department.

- **Objective 2: Implement Self-Service Capabilities**

Self-service capabilities will be expanded for the public, for external reporting requests, data exchanges, and for internal reporting. Several processes to initiate transactions, request reports and / or capture performance data continue to be manual and rely on interaction with the technology group. Self service capabilities will also be supported by the expansion of the customer portal and Interactive Voice Response (IVR). 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. Remaining batch processes are susceptible to timeouts and incomplete file transfers. Overall, the complexity of maintaining the remaining legacy functionality 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. Data not commonly captured by the system today will be audited to minimize challenges with revenue reconciliation, improve error correction and increase issue resolution.



- **Objective 7: Design a System that Can Grow**

It is important that the Department implement a system that is flexible and expandable. The Department exists in a highly regulated environment with rules that change frequently, and sometimes with little notice. Continued expansion of the modernized systems utilizing 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 modernized applications 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 Department business processes and functions and align them with the technologies. The system must support multiple service delivery channels and the FLHSMV staff, Tax Collectors, and other entities and agencies' personnel that access the system. The system must safeguard private information and manage data securely to ensure public trust.

To mitigate risks, the Department proposed a staged reengineering and redevelopment effort and grouped the planned work into three phases. With the completion of the Driver License System in Phase I and the Motor Vehicle Issuance system in Phase II, Phase III will address Licensing and Business Support systems. Phasing the work lowers overall project risk and provides improved services to our customers in a timelier fashion. Phase III will include these processes and systems:

- **Sunset the remaining legacy Florida Real Time Vehicle Information System (FRVIS) functionality, which includes:**
  - Modernizing the subsystem used to support the regulation of motor vehicle dealer licensing and notifications to motor vehicle dealers, importers, service facilities, and manufacturers in addition to tracking consumer complaints. Also includes PRVIP (Private Vehicle Inspection Program).
  - Modernizing the subsystem used to provide titling service such as Electronic Lien and Title (ELT), and Title Batch.
  - Modernizing the subsystem used to support inspection of rebuilt motor vehicles, mobile homes, or motorcycles previously declared salvage or junk.
  - Modernizing the subsystem used to support the construction, safety standards, and the regulation of licensing of installers for mobile homes, manufactured homes and park trailers, and for manufacturing components, products, or systems used in their installation.
  - Modernizing the processes used to support cashiering, payment processing, funds distribution, refunds, and insufficient funds processing as well as consolidating revenue processing and other reporting functions.
- **Database modernization efforts, which includes:**
  - Modernizing the Crash Reports Database, the state's official repository for crash reports.
  - Modernizing the Data Warehouse, a critical component to the agency's analytics and decision-making processes in various business areas, designed to provide reporting for the Department.
- **Creating a centralized repository for the collection of Driving Under the Influence (DUI) related information which**
  - Creates a single view of DUI offenders that will enhance traffic safety.
  - Creates single repository for diversion programs to submit details to monitor and report on recidivism and effectiveness of programs.
  - Provides enhanced data collection for Ignition Interlock Devices to include the offenders and vendors.
  - Creates a single repository will assist courts in sentencing offenders as previous offenses that have been reduced or the offender chose a diversion program from another county.

- **Improving customer service by:**
  - Modernizing the subsystem used to support the customer contact center, including displaying contact history in the customer dashboard.
  - Modernizing the automated telephone system to engage callers, allowing them to provide and access information without a live agent.
  - Extending electronic payment processing to other customer channels.
  - Implementing a Case Management System to aid in organizing the large volume of case-related data collected by FLHSMV to improve access, workflow, communication, and follow up.

The Motorist Modernization Phase III project stands as a pivotal initiative in advancing the Department's strategic objectives and aligning with the Governor's key priorities. By focusing on eight actionable objectives, this phase aims to resolve longstanding technical barriers, enhance operational efficiencies, and deliver a more seamless and transparent service to both law enforcement and the public.

The project's emphasis on creating a unified view of customer interactions, implementing robust self-service capabilities, and establishing real-time data interfaces will streamline processes, reduce errors, and improve overall efficiency. The modernization of data input systems and adherence to legal requirements will safeguard data integrity and ensure compliance with evolving regulations. Furthermore, the ability to track transaction accountability, design a scalable system, and enhance service delivery underscores the project's commitment to both operational excellence and customer satisfaction.

By addressing the remaining legacy systems and modernizing critical subsystems, databases, and customer service platforms, Phase III is set to significantly enhance the Department's ability to manage and distribute resources effectively, support public safety, and foster greater transparency. The staged approach of the modernization efforts mitigates risks while progressively improving services, ultimately positioning the Department for long-term success and resilience in an ever-evolving regulatory landscape.

Completion of Motorist Modernization Phase III will mark another significant milestone for the Department, driving improvements in customer service, revenue management, data quality, and integration capabilities. As the Department moves forward with these advancements, it will not only meet current demands but also continue to lay a strong foundation for future growth and innovation, ensuring continued excellence in service delivery and operational performance.

## **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
- Information Systems Administration (ISA)

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 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. FLHSMV 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 merger of the Division of Driver Licenses and the Division of Motor Vehicles in January 2011, these divisions shared little aside from a common customer base. As separate divisions, their business needs did not dictate that either of the divisions integrate their data, standardize processes, or provide self-service opportunities. This merger caused a shift in business needs, beginning the move to a more integrated environment. While the organizational structure has changed, the Department's vision for an integrated approach to servicing its customers and stakeholders will not be fully realized until remaining 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. While the Department modernized many legacy systems and databases during the previous two phases of Motorist Modernization, barriers still exist preventing the Department from fully leveraging that work. With some functionality still residing in legacy applications, many modification requests still require changes across several platforms, duplicating efforts and extending the duration of project implementation while increasing the possibility of system(s) failure. Frequent new federal statutes or state statutes, rule, and fee changes generate requests and projects to modify multiple systems which add to the technical complexity. Lack of integration with customer service applications prohibits the ability to leverage the "single view of the customer" resulting in service obstacles for system users and minimizes customer self-service opportunities. Lack of real-time interfaces and reporting 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 III will enable the Department to continue implementing and utilizing newer technologies and leverage the modernization efforts from Phases I and II to better serve the stakeholders and citizens of Florida. Removing additional technical barriers will allow members of the Department greater access to data while providing better service through a single unified system in addition to offering a broader array of self-service capabilities.

## **1. Current Business Process(es)**

The current business processes are categorized into five main areas: Business Services, Revenue and Distribution, Database Modernization, Customer Service Support, and Enforcement. The primary goal of the Motorist Modernization Phase III program is to update dealer licensing, business support, and customer service systems, while also addressing legacy system integration that was not covered in previous phases. This encompasses all supporting subsystems, including both customer-facing and back-end components, as well as associated batch mainframe systems.

### **Business Services**

Business support services for motor vehicle and dealer licensing are designed to streamline the licensing process and ensure compliance with state regulations. These services include issuing and renewing licenses for motor vehicle dealers, manufacturers, distributors, and importers, as well as providing professional assistance and consumer education. Additionally, they offer electronic lien and title systems to reduce paperwork and enhance efficiency. By leveraging these support services, businesses can operate smoothly and adhere to legal requirements, ultimately benefiting both the industry and consumers.

### **Legacy Integration**

#### *Motor Vehicle Issuance Services*

##### *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. Electronic Lien and Title (ELT) vendors process liens from the ELT providers. Then the Title Batch functionality processes this information. 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.

*Titles:*

- ELT (Electronic Lien and Title)
- Add/satisfy lien actions
- Print Electronic Title
- Title Imaging
- Title Batch
- Vehicle Inspection & PRVIP (Private Rebuilt Vehicle Inspection Program)

*Electronic Lien and Title*

Electronic Lien and Title (ELT) processing allows FLHSMV and the banks to manage vehicle titles electronically. This system will eliminate the need to physically transfer title certificates back and forth, until the owner pays off the loan or the bank chooses to convert the title to paper.

FLHSMV and the banks will exchange files via FTP, FLHSMV will put the files on the vendor's server and pick up the files from the vendor's server. When a data file is received each transaction is handled individually by the bank or the FLHSMV computer system. For each data file received, FLHSMV will return a confirmation that the file was received. Later, FLHSMV will send an update-result file that contains an error transaction for each transaction (from the received data file) that failed to update. The banks will confirm receipt of each data file and each update-result file from FLHSMV. If the bank discovers errors while updating the FLHSMV data file, these errors will be sent as error transactions in the bank's next data file to FLHSMV.

The ELT system can handle first liens and subsequent liens. All liens can be either paper or electronic. The determination of whether a title is an e-title or paper title is made by the first lienholder. Once an electronic lien has been converted to paper, it can no longer be satisfied electronically. The lien must be satisfied at a Tax Collector's office. Once a bank chooses to be an ELT participant, all liens processed after that date must be handled electronically.

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. The specific title transaction is run through a nightly batch process for subsequent distribution of fees and electronic transmission of the title to lienholder.

## **Title Transfer with Electronic Lienholder**

### 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 Inspection & PRVIP (Private Rebuilt Vehicle Inspection Program)**

### Verification

If the vehicle is a Salvage/Rebuildable vehicle, it would then be inspected so it can be titled as rebuilt and operated on the roadway. A vehicle that is purchased as a kit or replica would be inspected to verify the source of the parts and the presence of required safety equipment. Homemade vehicles also fall into this category (Assembled from Parts). Mobile Homes are also inspected if deemed to be salvage rebuildable.

### Functional Processing/Issuance/Cashiering

Motor vehicles, motorcycles, or mobile homes must be in their rebuilt state before applying for a rebuilt title. Rebuilt applications must be submitted to a FLHSMV Bureau of Dealer Services (BDS) Regional Office or a Private Rebuilt Vehicle Inspection Program (PRVIP) facility. The Department shall conduct the physical examination of the motor vehicle to assure identity of the motor vehicle and all major component parts. Which have been repaired or replaced.

A Private Rebuilt Vehicle Inspection Program (PRVIP) facility is authorized by FLHSMV through a memorandum of understanding that allows a private sector participant to conduct rebuilt motor vehicle inspections and specifies requirements for oversight, bonding and insurance, procedures, and forms and requires the electronic transmission of documents. These PRVIPs are issued and recognized by county/agency codes used for rebuilt inspection documentation. FLHSMV may examine all records pertaining to any inspection or related service performed under the rebuilt motor vehicle inspection program. The authorized PRVIP facilities are listed on [flhsmv.gov](http://flhsmv.gov). The PRVIP facilities may conduct rebuilt vehicle inspections for any customer from various counties.

Customers are responsible for scheduling an appointment with the Regional Office or PRVIP facility serving the customer's Florida county of residence for examination of the documents and placement of the assigned "Rebuilt" decal.

Assigned "Rebuilt" decals must be placed in the driver's door jam in a conspicuous place (visible) for motor vehicles and as near as possible to the right-side frame down tube for motorcycles. The assigned decal must be placed in the main door jam, hinge side, just below the lower hinge on mobile homes. Decals must not be placed on a removable part.

All title fees should be submitted to the tax collector office or license plate agent. Sales tax must be collected according to the purchase price of the motor vehicle and the purchase price of all component part bill of sales/receipts where sales tax was not already collected.

If the application is accepted, a "Rebuilt" decal will be assigned and affixed to the vehicle. If the application is rejected, the Regional Office Compliance Examiner or a PRVIP will hold the paperwork until the reason for the rejection has been satisfied. A rebuilt decal shall not be affixed until a "pass" rebuilt inspection is completed. The customer will be charged an inspection fee of \$40. If the vehicle fails inspection, there will be a \$20 fee charged for each additional inspection needed.

### **Title Imaging**

#### Verification

This area ensures the documents are scanned and attached to the customer's record correctly through our quality assurance process which relies heavily on reports generated from FRVIS. Specifically, the Missing Image Report which lists all transactions not imaged during scanning. If any images are not imaged during the scanning process, the documents would in turn be re-scanned to ensure they've been attached to the customer's record. Once quality assurance has been performed the paper documents are destroyed.

#### Functional Processing

The High-Speed and Image Review unit is responsible for imaging all 82041 motor vehicle title and 93011 motor vehicle STOP documents processed by tax collectors, driver's license offices, and other FLHSMV field offices in Florida. We ensure the documents are kept confidential, retained, and destroyed in compliance with Florida law and FLHSMV policies and regulations.

Imaging title and STOP documentation is necessary for providing the customer's complete driver and vehicle history. This section will convert the paper documents to electronic form using scanning software to add the images to (FRVIS) making them accessible to authorized entities and officials.

**Stakeholders**

- Private Rebuilt Vehicle Inspection Program (PRVIP) private sector participants
- ELT Lienholders (banks)
- 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

**Interfaces**

- FRVIS
- DAVID
- NMVTIS for title and registration only information checks
- ELT for electronic liens
- Electronic Filing System (EFS) for automobile dealer title and registration
- Dealer licensing files
- Virtual Office – Online dealer Print Electronic Title (PET)
- MyDMV Portal
- File transmittal processes (FTP'S) with various state agencies
- Fee distribution system
- ORION (Formerly FRVIS/FDLIS)

**Inputs**

- Vehicle information including but not limited to vehicle identification number
- Make of vehicle
- Year of manufacture
- Body Code
- Net Weight/Gross vehicle weight
- Length (feet/inches)
- Width (feet/inches)
- Brake Horsepower/Cubic centimeters
- Hull Material Type
- Vessel Code
- Vessel propulsion type
- Vessel Manufacturer Code
- Vessel Registration Number
- Title Issue Date (yyyymmdd)
- Electronic Title Status

**Motorist Modernization Program**

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- Lien Information (number/date/active lien count)
- Vehicle sort lien umber
- Total owners count
- Brand (Type/State/Date)
- Vendor sequence number
- Lien Satisfaction Information
- Vehicle Inspection Information
- 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
- Information from Electronic Filing System
- Information maintained on the ORION (formerly FDLIS/FRVIS)) database that is regularly updated by various government agencies (e.g., DBPR professional licenses)
- Application

**Outputs**

- Completed title applications
- Vehicle titles
- Lien forms (add/satisfy)
- Vehicle Inspection forms
- Email notifications
- Title transaction documentation that is boxed and sent to FLHSMV/Tallahassee for scanning/archiving
- Reports for transactional activity, auditing, and revenue distribution

**ELT (Electronic Lien and Title) Challenges***Technical Challenges*

- The current system does not provide real-time responses and confirmations of transaction requests, which slows the process down.
- The ELT vendors have no way of getting a notice when a lien has been deleted or modified.
- All the information on an ELT is not currently included (odometer reading, brands, stops or other holds).
- The character spaces for addresses are currently limited to 25 characters.
- The vendors have no way of allowing titles to be printed and mailed to overseas mailing addresses to accommodate vehicle owners who are stationed/living outside of the US.

*Business Challenges*

- Availability of Motor Vehicle scanned title documentation.
- The current system only allows entry of an APO address for overseas.
- Availability to allow E-signature for title applications.
- Unable to see the names of additional lienholders (if any) that exist on the title.
- Availability to track vendor issues and request via the system.
- Allow for the VIN to be included in the data transmissions from the Department.

**Data Exchange**

The Department maintains a data repository and 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*

*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 FLHSMV, 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/FRVIS)
- 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

## **Dealer Services**

### Overview

The Department, through an extensive application, vetting, evaluation and review process, grants permission for a business, individual, school, vendor or specific location to do business, provide a service, sell a product or to be the location for service in the State of Florida. Most licensing, certification, one-time permits, or approvals emanate from Driver Education and MV Field Operations. Currently, Driver Education staff manage contracts with 148 commercial driving schools, 661 commercial driver school instructors, approves all course types for driver improvement schools, contracts with 76 Sponsors and 262 Rider Coaches for the Florida Rider Training Program, certifies ranges, programs, instructors and evaluators for DUI programs and certifies Ignition Interlock Device System vendors. MV Field Operations staff license and permit entities that sell, manufacture, import, distribute and service vehicles driven on Florida highways.

Specific entities that require licenses, certifications, permits, and/or approvals include:

- Motor vehicle manufacturers,
- Importers and distributors
- Recreational vehicle manufacturers
- Importers and distributors
- Mobile home manufacturers
- Franchise motor vehicle dealers
- Service facilities
- Independent motor vehicle dealers
- Auction dealers
- Wholesale dealers
- Salvage dealers
- Mobile home dealers
- Mobile home brokers
- New recreational vehicle dealers
- Used recreational vehicle dealers
- Off premise sales permits
- Dealer training schools
- Dealer training school instructors
- Tent/inventory sales permitting
- Commercial driving schools
- Florida Rider Training Program certification
- DUI Program certification
- Ignition Interlock Device system vendors
- Various school instructors
- Range certification

## **New Car Dealer Licensing**

This is the process for obtaining a license that permits an entity to open a business to sell new cars to the public

**Manufacturer Notice/Notification to Affected Parties/Outcome**

The Department receives written notice from a licensed manufacturer, importer or distributor, stating their intent to establish a new dealership or relocate an existing dealership for the sale of their line-make. Information regarding dealers in the same county or adjacent county who are selling the same line-make and have a standing to protest must also be included in this notification. Staff of the Dealer License Section (DLS) manually grades these notices for accuracy by verifying details of information in the notice with the data in FRVIS. If the notice is not accurate, DLS staff contacts the manufacturer via e-mail or telephone and request an amended notice. If the notice is accurate, DLS staff manually enters details of the notice in a database used to track notices and publications. This database is updated when there is an update to the record. DLS staff generates a publication in FRVIS and submit it electronically to the Florida Administrative Weekly for publication. Upon the notice being published, DLS staff generates letters via FRVIS that advise the dealers withstanding regarding the application and location and giving dealers 30 days to file a protest. If a protest(s) is received, the DLS staff manually prepares a case to be reviewed for accuracy by the supervisor and then forwarded electronically to the Division of Administrative Hearings. If no protest is received, a Final Order approving the establishment of the dealer is manually prepared by the staff, reviewed for accuracy by the supervisor, and forwarded to the Director of DHSMV for approval and signature. DLS staff e-mail scanned copies of the Final Order to the manufacturer, dealer and the DHSMV Regional Office.

**Pre-application Location Inspection**

Prospective applicant requests and makes appointment for physical location inspection by Department Compliance Officer to ensure location meets statutory requirements. Compliance Officer inspects location and creates record in FRVIS with site inspection number, location address, name of owner and whether location passed or failed. Prospective applicant can have as many locations inspected as they want without incurring any costs. If passed, prospective applicant obtains lease agreement or proof of ownership.

**Application/ Functional Processing/Fee Collection/License Issuance**

Applicant submits completed FHSMV New Dealer Application Form (obtained from Department website, FHSMV Regional Office or Kirkman Building) and fee for processing. Application can be submitted by mail, in person at a FHSMV Regional Office or to the Compliance Office. The examiner reviews the application for accuracy and completeness. Data including manufacturer approval numbers for each line make is manually entered into FRVIS and the application is matched to the site inspection number. Application fee is processed in FRVIS. If everything is complete, FRVIS generates a license which is sent to the applicant. If application is not complete, a request letter is sent to the applicant and the license is issued when all mandatory paperwork is received.

**Inspection**

Every new mobile/manufactured home constructed in Florida is required to be inspected by representatives of the Bureau of Mobile Home and Recreational Vehicle Construction (BMHRVC) in the Division of Motor Vehicles, Florida Department of Highway Safety and Motor Vehicles. These inspections ensure that all construction standards for the industry have been met. These construction standards were developed by the U.S. Department of Housing and Urban Development (HUD) which has authority over mobile/manufactured home construction. The bureau is under contract with HUD to perform the inspections of single-family mobile/manufactured homes manufactured under federal standards. In this capacity the bureau serves as the Production Inspection and Primary Inspection Agency (IPIA).

**Investigation**

The bureau investigates consumer complaints against mobile home manufacturers and dealers. If a consumer feels that the dealer and/or manufacturer has not been responsive to their concerns, they may file a written complaint with the bureau. This work is also done under an agreement with HUD. In this capacity the bureau serves as the State Administrative Agency (SAA).

## **Certification Seals and Labels**

Mobile homes must display a federal label from HUD certifying licensing and code compliance. Seals and labels are purchased from the bureau's Seals and Labels Section by licensed manufacturers using form HSMV-81300, Application for Standards Seals/Labels

### **Stakeholders**

- Motor vehicle dealers
- Motor vehicle manufacturers, importers and distributors
- Director of DHSMV
- Staff of the Dealer License Section and Field Offices
- Division of Administrative Hearings
- National Highway Transportation Safety Administration/USDOT/FDOT
- Division of Corporations
- Dealer Training Schools
- FDLE and FBI
- NCIC
- NICB

### **Interfaces**

- FRVIS

### **Inputs**

- Application
- Fingerprints of officers
- Sole proprietor
- Partners
- Managers or members of a business
- Surety bond or Irrevocable Letter of Credit
- Garage liability
- Insurance policy
- Pre-licensing dealer training certification from dealer training school licensed by Department
- Site location inspection by Department Compliance Officer resulting in a site inspection number
- For new car dealers, letter of approval from manufacturer and Final Order (signed by DHSMV Director), resulting from notice published regarding the application/location of the prospective new dealer
- Copy of business and/or fictitious name registration from the Division of Corporations showing current business registration in the State of Florida
- Articles of Incorporation if business is a corporation
- Articles of Organization and Operating Agreement if business is a Limited Liability Company
- Partnership Agreement if business is a partnership
- FEID
- Sales Tax Number from the Department of Revenue, lease agreement signed and dated by the lessor and lessee or a Tax document as proof of ownership if the location is owned by the dealer
- Copies of charging and disposition documents and civil rights restoration if applicant had a felony conviction

### **Outputs**

- Dealer license

### Challenges

- Online Dealer application cannot be filed electronically
- FRVIS does not have a VIN Edit capability
- Lack of interfaces for/with 3rd party systems (e.g. insurance companies, banks manufacturers, Division of Corporations) causes additional transaction time/effort.
- Dealer Training Schools do not have the ability to upload test results into FRVIS
- Manufacturers Certificates of Origin inquiry not automated and Tax Collectors not able to access information when they have inquiries
- Dealer Training School application not automated and paper intensive
- FRVIS does not have the capability to do online tracking of Administrative Actions from inception to completion
- There are duplicative Administrative Action tracking systems, CRM used by Admin. Hearings and FRVIS used by DHSMV.

### **Revenue and Distribution**

#### Overview

This is the process of collecting, processing, and distributing revenue collected by the Department.

#### In-house:

Online/Interactive Voice Response (IVR), DL, MV, data exchanges fees, and other miscellaneous revenue is collected in-house and processed either manually or programmatically. The manual process is where accounting staff input 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/DL Issuance when the transaction occurs. Requests 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 import the data from the vendor system into CRS and verifies that the written amount on the check, check number, and remitter information match. Once this process is completed, the checks are removed from the batch, and the vendor-transmitted deposit can be audited and entered in 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 DL Issuance, 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 DL Issuance or FRVIS (depending upon the transaction type) within the corresponding customer's account. In addition, payment information is entered into the cashiering portions of DL Issuance 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 DL Issuance or FRVIS (depending upon the transaction type) within the corresponding customer's account. Payments are recorded to the cashiering portions of DL Issuance or FRVIS, and cash is deposited by the tax collector into the Department's account. Revenue recorded in FRVIS or DL Issuance is automatically sent to the distribution system to be distributed appropriately. Besides in-person DL and MV transactions, tax collectors also download online MV transactions into FRVIS, which follows this same distribution process.

*FHP:*

The Florida Highway Patrol and an online vendor sell crash reports. FHP tracks the amount owed and deposits the associated fees into the Department's account. A manual reconciliation is performed by Department accounting revenue staff. Once the reconciliation is performed, the accounting staff must manually enter the revenue into the CRS system for the fee to be distributed by the distribution system appropriately. With online vendor sales, the Department debits the fee amount from the vendor for reported transactions, which is programmatically posted into FRVIS for distribution.

*DOR/Clerk of Court:*

The Clerks of Court collect civil penalty fines on behalf of the State from drivers with violations and performs the clearance procedures for the respective driver. The Clerks send the 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 (the State of Florida's e-payment vendor) 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

**Motorist Modernization Program**

- Specialty plate organizations
- State agencies
- Voluntary contribution organizations
- Local jurisdictions
- School boards
- Out-of-State jurisdictions
- County Commissions

**Interfaces**

- FRVIS
- ORION
- ORION (DL Maintenance)
- CRS
- Microsoft Excel
- Mail/Fax
- FAME distribution program
- FLAIR
- NIC

<b>Process Inputs</b>		
<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.



**Motorist Modernization Program**

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 (In 2026, FLAIR will be decommissioned and replaced with Florida PALM.)
- Warrants distributed to appropriate entities
- Revenue reports to perform financial reconciliations, projections, and analyses

**Database Modernization**

**Overview**

The Department’s priorities for database management and modernization focus on ensuring accurate data management and storage through several key initiatives. First, to enhance data quality by implementing robust data governance frameworks that ensure compliance with regulations and protect against cyber threats. Modernization efforts include adopting cloud-based solutions and advanced analytics to improve data accessibility and reliability. Additionally, the Department aims to integrate machine learning technologies to automate data processes and enhance decision-making capabilities. By addressing these priorities, the Department seeks to create a more efficient, secure, and scalable data management environment.

**Crash Data Repository**

Crash data serves as the foundational dataset for integrating all traffic records systems, which is crucial for prioritizing highway safety improvements, designing and evaluating safety campaigns, educating the public, allocating enforcement resources, and enhancing medical services. Ensuring that traffic record data is accurate, complete, and timely is essential. Without high-quality data, traffic safety issues cannot be properly identified, countermeasures cannot be effectively implemented or monitored, and program evaluations will be less effective. Given competing priorities and reduced law enforcement resources, the need for targeted enforcement and education campaigns on traffic safety initiatives is greater than ever.

FLHSMV receives approximately 750,000 crash reports annually. The Department is responsible for developing Florida’s crash report forms, aggregating data from each Florida law enforcement agency (LEA), and distributing the data to safety stakeholders and other interested parties. Stakeholders use crash data to evaluate vehicle safety features and identify highway safety problem areas for comparison between state and national statistics; and the Florida Department of Education (FDOE), which evaluates and improves bus safety. These government entities utilize the crash data derived from crash reports to conduct analysis necessary for their efforts to improve public safety and general welfare.

FLHSMV is the official custodian of the Florida Traffic Crash Report data. All crash data is consolidated into the Department’s CRSCAN database and stored on a local server. The Department collects and stores data reported by approximately 355 Law Enforcement Agencies (LEAs) and other crash reporting agencies using the uniform crash report, which includes long form, short form, and supplement forms. The crash report

was last modified in June 2013, the data dictionary was last updated in 2016, and the Uniform Traffic Crash Report Manual was updated on February 5, 2019.

Over 99% of crash reports are submitted to the Department electronically. The remaining paper reports (less than 1%) are submitted to a third-party vendor for manual entry into the central repository, where they must pass the same validations as electronic crash (e-crash) submissions. Florida has approved over a dozen different electronic crash reporting software vendors to contract with law enforcement for submitting their crash data.

Data quality reviews are conducted before data entry into the state crash repository through electronic crash reporting software field validations. Additionally, at the point of data collection, the data must again pass central repository validations to be successfully submitted into the database.

### Stakeholders

- Florida Executive Office of the Governor
- Florida Department of Transportation (FDOT)
- Florida Department of Health (FDOH)
- National Highway Traffic Safety Administration (NHTSA)
- Florida Department of Education (FDOE)
- FLHSMV Division of Motorist Services
- FLHSMV Communications Office
- Florida Sheriff's Offices
- City and County municipalities
- Out-of-state law enforcement entities
- Florida Motorists
- Other states' driver licensing authorities
- General public
- Insurance companies
- Crash Software Vendors
- University of Florida's Signal Four Analytics
- University of Central Florida Center for Urban Transportation Research

### Interfaces

- Florida roadway network
- National Highway Traffic Safety Administration (NHTSA)
- Crash Data Repository
- Uniform Traffic Citation (UTC)
- Florida Crash Portal
- FLHSMV's data warehouse
- NHTSA Fatality Analysis Reporting System (FARS)

### Inputs

- Personal identifying information of the parties involved such as name, address, and date of birth
- Exemption criteria or Driver Privacy Protection disclosure
- Driver License/ID Card Number
- Date and Time of crash events such as crash date, dispatch date, arrival and scene cleared date and times
- Officer and Law Enforcement information

- Detailed information on vehicles involved such as make, model, weight, special functions, and body type
- Crash location and geospatial information such as latitude and longitude, county of crash, and proximity to intersections
- Parties involved
- Insurance information
- Crash images and diagrams
- Detailed crash narrative
- Manner of collision and direction of travel
- Roadway conditions
- Emergency Medical Information
- Citations issued
- Levels of impairment or distraction
- Driver behavior and actions prior to crash
- Updated information for any of the crash categories (hit and run updates, injury severity updates, additional charges/citations, updates to narrative)

#### Outputs

- Annual Traffic Crash Facts report
- Ad hoc crash reporting analysis
- Traffic crash reports
- Self-Report online or by mail
- Public records request
- Media request for data
- Access to Signal 4 Portal
- Updates to Florida's crash dashboards maintained by FLHSMV, FDOT, and Signal 4

#### Challenges

- Outdated ingestion process for receiving electronic submissions of crash reports
- Outdated Design: Based on the Model Minimum Uniform Crash Criteria Guideline Third Edition (MMUCC, 2008) and implemented in 2010.
- Lack of Alignment with Current MMUCC Guidelines: Only 50.15% conform with the MMUCC Fifth Edition (2017), highlighting significant gaps in data collection.
- Insufficient Data Granularity: Missing detailed data on crashes involving fatalities, commercial motor vehicles, and non-motorists, which are crucial for in-depth analysis and progressive traffic safety initiatives.
- Societal Changes: The current form does not reflect societal changes impacting traffic safety over the past 14 years.
- Pending Updates: MMUCC is in the process of being revised, with the Sixth Edition expected in 2024, which will provide updated guidance on crash data collection.
- Need for Improved Data Quality: The new standards aim to enhance data quality through better data elements, attributes, and validation rules.
- National Standards Integration: The Sixth Edition will align with the American National Standards Institute (ANSI) D.16 Manual, ensuring uniform data collection across states.
- Comprehensive Data Collection: The integration of MMUCC and ANSI D.16 will provide states with the necessary information to collect motor vehicle traffic crash data uniformly.

## **Data Warehouse**

The Bureau of Enterprise Database Management oversees the Data Warehouse. This area is a vital element in the agency's decision-making processes across various business areas, designed to facilitate analysis and reporting for the Department. It consists of two main sections: the Central Reporting and Data Warehouse System, and the Data Warehouse for Reporting.

- **Central Reporting and Data Warehouse System:** This system is utilized by internal FLHSMV Bureaus to generate various types of reports for internal use and to fulfill public requests.
- **Data Warehouse for Reporting:** To ensure data reliability and maintainability, reporting is conducted from a dedicated data warehouse. This setup allows for fast and accurate reporting without compromising the integrity of the data relied upon by agency applications.

### Stakeholders

- FLHSMV Office of the Executive Director
- FLHSMV Motorist Services staff
- FLHSMV Communications Office
- Office of Performance Management (OPM) – Product Owner
- Bureau of Accounting
- Service Development
- Florida Highway Patrol
- Tax Collector (SSRS)
- Financial Accounting Management Exchange (FAME)
- License Plate Reader (LPR)
- OnBase
- Specialty Plate
- People First
- Bureau of Personnel Services

### Interfaces

- DAVID
- SSRS
- Excel
- FRVIS
- ORION
- SharePoint

### Inputs

- ORACLE
- SQL Server
- CRASH
- FHP Warehouse
- DAVID
- FIN – RESP
- People First

### Outputs

- SSRS Reports (Application Reports and Adhoc Reports)
- Data Analysis Cubes
- Stored Database

## **Customer Service Support**

### Overview

The Bureau of Customer Service provides customer service to the public, county tax collectors, and state driver license offices inquiring about driver license and motor vehicle records, laws, policies and procedures. The Customer Service Center (CSC) positions are allocated to the Call Center, Field Support, Driver License Appointments, and Correspondence Center. Customer Service communicates with customers via phones, emails, faxes and traditional written correspondence.

### Customer Relationship Management/ Interactive Voice Response (CRM/IVR)

The current customer service process is designed to manage and address customer inquiries through a rudimentary CRM/IVR system. When a customer calls, the Interactive Voice Response (IVR) system automatically, answers the call and interacts with the caller using voice and touch-tone inputs. This system can either route the customer to a live agent for personalized assistance or provides very limited self-service options based on the nature of the inquiry.

The current IVR system can provide limited information related to the customer's driving records, such as school requirements and citation details for recent violations, based on the customer's input and their record. The IVR system attempts to route calls to an analyst based on the customer's input, directing calls to a specific queue or skill set to connect the customer with the analyst best suited to address their needs.

For customers needing to clear certain suspensions, there is a dedicated phone number available with limited self-service options without the ability to connect with a live agent. This phone number does not allow a customer to resolve all suspension-related issues independently, requiring some customers to still need live agent intervention. Overall, the customer service unit is unable to manage incoming call volume of over 900,000 calls annually with the current CRM/IVR.

### Stakeholders

- General public
- Florida drivers
- Law enforcement
- Florida Governor's Office and other Florida state, county and city governmental agencies (e.g., clerk of courts)
- Other jurisdictions
- ISA
- DL Records staff
- AAMVA
- Tax collectors

### Interfaces

- Expert
- ORION
- DAVID
- MyDMV Portal

- Mail/Fax
- Email/Outlook
- Service Now
- Cashier Receipt System (CRS)
- FRVIS
- (CCIS)
- Driver Improvement
- Central Issuance Processing System (CIPS)
- Bureau of Records (BOR)
- Mailroom
- Field offices

#### Inputs

- Full Name
- Date of Birth
- Driver License Number
- Vehicle Information
- Address Information
- Driver Record Information
- Phone Number
- Email Address

#### Outputs

- Updated driver records
- Communication to drivers regarding sanctions and citations
- Assist with various service options
- Data exchange with government entities and law enforcement agencies
- Assist with online account creation
- Clarity on sanctions and clearance information
- Assistance with sanction clearance transactions

#### Challenges

- Availability of Business and Technical Resources
  - Ensuring that the right resources are available at the right time can be difficult. This includes both human resources (e.g., skilled personnel) and technical resources (e.g., hardware, software). Limited availability can delay projects and reduce efficiency.
  - There may be a lack of necessary skills within the team to handle specific tasks or technologies. This can lead to increased training costs or the need to hire external experts.
  - Key personnel may be overburdened with a high customer volume, leading to burnout and decreased productivity.
  - Many customer service interactions are unanswered due to current technology limitations, and automation, limited resources, and high volume.
- Technical Limitations of System Integrations
  - Limited availability of self-service options via telephone to handle a volume of over a million customer interactions a year.

- Integrating new systems with existing ones can be challenging due to compatibility issues. Different systems may use different data formats, protocols, or technologies, making seamless integration difficult.

## **Enforcement**

### Overview

In 2023, Florida had 17.9 million licensed drivers and recorded over 44,000 DUI arrests. Individuals convicted of DUI may be required to install an Ignition Interlock Device (IID) on their vehicles.

To comply with legislative mandates and ensure access to DUI/IID client information, various external agencies and vendors provide data to the Department. There are 26 DUI Programs and seven IID vendors reporting to the Department. Department staff must access multiple systems to compile a complete driver history, which is crucial for DUI education and enforcement. The level of education and requirements increase based on the offender's overall history, making a comprehensive driver history essential.

FLHSMV aims to incorporate Diversion Programs and Substance Abuse Treatment reporting into a centralized repository. This initiative is designed to track the effectiveness of each program and ensure that only first-time offenders participate.

Currently, there are seven diversion programs in Florida. However, due to a lack of data sharing between programs, the completion of diversion programs is not reported to the Department. This gap allows some individuals to exploit the system by attending what is meant to be a one-time course, multiple times. A centralized tracking system would help monitor the success of diversion programs and ensure eligibility. Additionally, direct data exchange with Approved Treatment Providers would allow the Department to collect data on treatment outcomes, while adhering to HIPAA laws.

### DUI Centralized Repository Database (DCR)

FLHSMV staff are tasked with entering citations and sanction obligations into the appropriate Florida driver records upon receipt from the Clerk of Court and other jurisdictions. The Department manages printing, issuing, and inventory tracking of the standardized, in-state uniform traffic citation forms used by most law enforcement agencies. Once issued, these citations are entered by the Clerk of Court into the Traffic Citation Accounting Transmittal System (TCATS). The Department then updates driver records to reflect the issued citations. Additionally, the Department updates driver records with sanction information provided by the county Clerk of Court.

After citations and sanctions are entered into driver records, the Department's Driver Improvement staff review them and notify affected drivers of any actions and remedial requirements. When drivers meet the necessary requirements to regain their privileges, their records are updated to reflect compliance. This compliance information is received from external entities like county Clerks of Court or internally from the Department.

In 2023, Florida law enforcement agencies issued 2,773,109 citations. Most of these citations were entered into Florida driver records through the electronic TCATS process. However, manual entry is required for citations and sanctions from out-of-state jurisdictions, clerk data errors, or system limitations in accepting unique data requirements for citations and sanctions issued within Florida.

Once the Department receives this information, it must be input into the appropriate driver records through either an automated or manual process, depending on the format of the source data.

The Bureau of Motorist Compliance's DUI/IID section utilizes the Client Data System (CDS), which is a web-based application for DUI programs to report to the Department client education (i.e., Level I and II), treatment completions, and/or failures to complete education and or treatment. The CDS also provides a means for the DUI/IID section to communicate with Florida's 26 DUI Programs by posting information

regarding law changes, rules, program information pertaining to training events, meetings and continuing education for certification and recertification.

#### *Driving Under the Influence (DUI)*

The Department works with 26 DUI programs across the state. The DUI programs access the Department's CDS system, a web-based application, to access updated information applicable to DUI Programs, such as annual Consumer Price Index (CPI) fee increases (Pursuant to Florida Administrative Code 15A-10.0141), Department approved Certified Education Unit (CEU) trainings and notices. The Programs also download, through Compliance Manager and other systems, completion status for Level I & II education, and if applicable, substance abuse training, to FLHSMV through CDS. This data also migrates to ORION.

The Board of Administrative Review (BAR) conducts hearings to determine eligibility for a hardship license following an administrative suspension, such as for Driving with an Unlawful Blood Alcohol Level (DUBAL) or refusal to submit to a test. Recently, the Department retired GOBI, an Access database used by all BAR members for tracking hearings and reviews. Now, BAR members use ORION to create, update, delete, and generate reports for BAR cases. To share this information with other stakeholders, BAR must code the client's driver license record to reflect the hearing outcome.

#### *Ignition Interlock Device (IID)*

DUI offenders ordered by the courts, or who have more than one DUI offense, are required to have an IID on their vehicle. The IID is a breathalyzer that is wired to the car's ignition system and prevents the vehicle from starting if the individual's Blood Alcohol Level (BAL) registers above a set reading. The device also provides a photo of the individuals every time the device is used. FLHSMV currently contracts with five IID providers that submit data to the Department through a secure file transfer protocol (SFTP) on each client participating in the program every month. This information is provided to the IID vendors from their subcontracted vendors that perform the installation, monitoring and calibration of IIDs and photos.

The DUI section of the Department has limited access to Driver License Issuance and can only view data. They are not authorized to make edits or additions. It is necessary for IID to make edits or additions in Motorist Maintenance, which imports into Driver License Issuance.

Occasionally, the IID section requires access to the following data bases to collect additional information to complete an accurate assessment of a clients' driver record and what requirements are necessary to comply with Florida Statutes and Florida Administrative Code, or any violations or specific penalties.

- Traffic Citation Accounting Transmission System (TCATS)
- Crash Reports, Homicide Investigation Tracking System (HITS)
- Florida's Integrated Report Exchange System (FIRES)
- Intranet Record Information System (IRIS)
- Driver and Vehicle Information Database (DAVID).

Additionally, the Department accesses the Comprehensive Case Information System (CCIS), offered by Florida's Clerks of Court. The system is a secured single point of search for statewide court case information. The information held by the Clerks of Court that may be accessed through CCIS includes court case information, Official Records, and performance and accountability measures.

#### *Stakeholders*

- DL applicants
- Tax collectors
- FLHSMV Motorist Services staff
- Florida and out-of-state law enforcement entities
- Federal Departments of Homeland Security, Transportation/Federal Motor Carrier Safety Administration, Social Security Administration



**Motorist Modernization Program**

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- Florida Motorists
- Florida Governor's Office and other Florida state, county and city governmental agencies (e.g., clerk of courts)
- Other state driver licensing entities
- Private schools/businesses providing driver related services (e.g., driving schools, DUI programs)
- Driver safety focused organizations (e.g., Mothers Against Drunk Driving (MADD))
- Vendors that provide driver license equipment (e.g., Interlock Device Providers)
- General public
- Insurance companies
- Treatment Providers
- Substance Abuse Treatment Providers
- AAMVA
- DUI Programs
- Future Partners

**Interfaces**

- Traffic Citation Accounting Transmission System (TCATS)
- Crash Reports, Homicide Investigation Tracking System (HITS)
- Florida's Integrated Report Exchange System (FIRES)
- Intranet Record Information System (IRIS)
- Driver and Vehicle Information Database (DAVID)
- MyDMV Portal
- Driver License customer records
- ORION applications
- AAMVA

**Inputs**

- In State and Out of State citations
- Administrative Sanctions
- Florida Criminal Financial Obligations
- DUI Program data including but not limited to citation number
- DUI client information
- Proof of required insurance
- Acknowledgements of completion of treatment requirement
- Paper identification documents (e.g., Identification Card, Driver License or Passport)
- Paper proof of residence documents
- Clearance for sanctions and other enforcement actions
- Acknowledgements of completion of Driver Education and/or Drug related
- Proof of proper installation of breath safety device
- DRE and ARIDE certification for Florida Law Enforcement Officers
- Fee remittance for DUI Programs and IID Vendors.

**Outputs**

- Real-time information and communication regarding sanctions and citations
- Updated driver records
- Treatment Plan
- Education Requirements
- Reports for transactional activity, auditing, and revenue distribution
- Other Inventoried Items
- Application for appropriate disposition action
- Proof of compliance and sanction clearance
- Proper issuance of a temporary driving permit

- Proper issuance of a restricted driver license
- Data exchange with government entities and law enforcement agencies
- Reports on Law Enforcement Certifications
- Reconciliation reports for financial audits and fee remittance.

### **Challenges**

- The current DUI administrative system lacks the means to efficiently track DUI offenders from the time of the offense through to the completion of all requirements
- Easily store and retrieve pertinent data to effectively manage the DUI administrative process
- The ability to collect client information and data, for reporting purposes, on DUI clients and programs, Ignition Interlock Device providers and users, substance abuse treatment providers and clients and other stakeholders to communicate and exchange information in real time.
- Provide a web-based user portal that has confidentiality protection.
- Tiered access for end users based on assigned roles.
- Allow DUI programs to track certified employee CEUs, review approved CEU certification courses and provide online training opportunities for certified DUI program personnel.
- Identify DUI high-risk areas for increased patrol.
- Track diversion program participants.
- There are several manual processes such as analyzing the drivers record history to determine the appropriate action.
- Availability of viewing Driver License related alerts.
- Limited access to information
- Delayed and duplicative processes
- Stale administrative systems

## **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**

FLHSMV is looking to renovate antiquated processes and technologies related to motor vehicle titling, customer service, revenue collections and distribution, and other various supporting systems (DUI, Crash, etc.). The current technology is hindering the Department's ability to fully implement its plans.

Expansion of the modernized system must provide for greater data availability, integrity and accountability and the flexibility to meet future needs. This renovation will result in continued cost reductions and the ability to fully capture 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, and will improve the overall service provided to stakeholders.

To streamline our operations, detailed processes will be designed that align with the Department's updated procedures. These processes will incorporate the changes resulting from improved efficiency. The revised processes, along with the overall objectives and data standards established by the Division, will form the basis for developing future requirements and selecting an appropriate solution.

### **2. Business Solution Alternatives**

The Department performed preliminary research of solution alternatives, including commercially available systems (off-the-shelf, modifiable off-the-shelf, and other State transfer). In addition, custom build and

retaining existing system alternatives were also considered. More extensive research will be conducted during the requirements gathering period of Phase III.

- **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.

- **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

- **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 FLHSMV 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.

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 preliminarily researched 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 (including retirement of FRVIS) and back-end mainframe-based processes with a combination of custom developed software systems and commercial solutions. (See Section 6.B. of this document for details) 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 procured and utilized in areas where the Department does not have expertise or require extensive customization to integrate with existing solutions. Custom development of some Phase III components gives the Department the best chance to implement a system that will be beneficial to all stakeholders while replacing/modernizing components required to retire 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 a combination of custom development and commercial solutions 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. FLHSMV's organization is aligned to these functional areas and 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' organizational structure consists of the following bureaus which perform business support services and/or services that utilize the legacy FRVIS application.

- 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.
- 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, crash data system, title imaging, and aids law enforcement in their endeavor to make Florida a safer state.

- 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.
- **The Bureau of Enterprise Data Management** is responsible to integrate and effectively retrieve data for both internal applications and external communication by establishing business rules, maintaining documentation of data, reporting protocols, and assisting in the development and implementation of best practices for the management of FLHSMV'S data environment including the assurance of database policies and procedures, data integrity, data extraction, report customization and analysis. The Enterprise Data Management team serves as a liaison between Business and Functional areas and technology to ensure that data related business requirements for protecting sensitive data are clearly defined, communicated and well understood and considered as part of operational prioritization and planning.
- **The Office of Performance Management** is responsible for handling statistical requests, data governance, data quality, strategic planning, policy management, and Tableau services. The Department aims to foster a culture of information awareness, trust, and value, while supporting processes that safeguard data assets and make them accessible and useful for data-driven decisions. The office is establishing a framework to identify and define data sources and appoint data stewards to champion data access, availability, and quality.
- **The Bureau of Service Operations** provides support for the Department's platforms, systems, network, storage, telecommunications and application infrastructure that are integral to the Department's systems and operations. This infrastructure is the foundation for the Department's applications and software products such as e-mail, messaging systems, collaboration tools, business applications, and Internet Web systems. They provide support for statewide remote offices, including tax collector offices, and coordinate with the State's primary data centers to ensure the required infrastructure services are available and operating effectively daily. Service Operations also includes the Technical Assistance Center (TAC) who is the first point of contact when reporting technical issues and includes Desktop Support, who is responsible for troubleshooting issues with desktop hardware/software, software installation, and printer configuration/installation, among other things.
- **The Bureau of Accounting** is comprised of three distinct operational functions.
  - The Revenue Section is broken into three subsections that are responsible for the daily transactions which consist of receiving, distributing, reporting, and reconciling the revenue collected by the Department.
    - The Accounts Receivable subsection handles revenue received via online transactions, by mail, or in a Tax Collector, driver license or an FHP office. Additionally, this unit also collects and processes commercial vehicle citations and coordinates such payments with the FHP Commercial Vehicle Enforcement unit.
    - The Reporting and Distribution subsection reconciles, post report collections received via online transactions and in offices (i.e., field, regional and local offices, FHP field offices and FLOW mobiles), as well as reports and distributes all fees collected for the registration and titling of vehicles and the issuance of driver licenses. Additionally, this unit is responsible for maintaining all bank accounts outside the State Treasury system. In addition, this subsection is responsible for processing credit card refunds which includes addressing chargebacks for the Department, Tax Collector and License Plate Agencies. This section is also responsible for the administration of various online payment portals

- and the electronic payment system for the collection of fees. Lastly, this section is responsible for ensuring all funds owed to the Department are collected from Tax Collectors, License Plate Agencies and Vendors.
- The Audit and Refund subsection is responsible for the annual tag inventory and audit, debt collection activities, and processing of check refunds.
  - The Financial Accounting, Reconciliation, Fleet and Fixed Assets Section includes three primary subsections.
    - The Financial Accounting subsection is responsible for the Department's financial accounting functions. This includes completing the Department's fiscal year close out and financial reports mandated by the state's Chief Financial Officer (i.e. CAFR and SEFA).
    - The Reconciliation subsection ensures that all fees are both timely and accurately collected and distributed. This section is also responsible for reconciling the revolving fund as well as the semi-annual audit of the Department's employee benefit funds.
    - The Fleet and Fixed Asset subsection is responsible for the maintenance of the Department's property records as well as the Division of Administrative Services Fleet (pool cars). This section is also responsible for FLHSMV's insurance through the State's self-insured program as well as other private insurance instruments and subrogate vehicle crash recoveries. Lastly, this section manages the compilation of Department vehicle repair and maintenance data supplied to the Florida Equipment Electronic Tracking (FLEET) managed by the Department of Management Services.
  - The Disbursement Section includes Accounts Payable, Payroll, and Grants.
    - The Accounts Payable subsection is responsible for paying FLHSMV's bills through Ariba on Demand (AOD) and the State of Florida's Accounting System (FLAIR). Employee travel reimbursements are examined and paid in this section. This section also reviews payment requests from other Department areas in accordance with rules detailed by the Chief Financial Officer and Florida Statutes.
    - The Payroll subsection is responsible for reviewing all personnel action forms to ensure accuracy of payments submitted to Bureau of State Payrolls (BOSP) by People First. This includes payroll for members on worker's compensation, beneficiary payments for deceased members, hire back, back pay settlements, and OPS. Additionally, this section monitor's leave without pay and collecting back money owed for salary overpayments.
    - The Grants subsection is responsible for submitting reimbursement of all Federal and State grants to ensure the Department is properly reimbursed for grant activities.

### **Business Services**

- Legacy Integration
- **Motor Vehicle Issuance Services (ELT, PRVIP, Title Imaging)**
  - The system will support Electronic Lien and Title (ELT) program
  - The system will provide the ability to track the submission and receipt of files processed by ELT providers.
  - The system will provide the ability to allow the improvement to the process and addition of instructions on how to properly add a subsequent lien in the world of electronic titles.
  - The system will provide the ability to cancel Florida electronic records when an out of state title was issued by an operation of law procedure, inheritance, towing & storage, etc.
  - The system will provide the ability to see the names of additional lienholders.
  - The system will provide the ability to remove a lien when a lienholder has two liens on the same title in error.
  - The system will provide the ability to get notices when a lien has been deleted or modified.
  - The system will provide the ability to allow an expedited title service for the customer to pick-up from the local Tax Collector Office.

- The system will provide the ability to allow title corrections or name changes on title without requiring printing of a paper title.
- The system will provide the ability for quicker real-time responses and confirmations of transaction requests.
- The system will support the batch mainframe system that processes batch titles that pulls, prints and mails titles that need to be printed or sent electronically to a lienholder.
- The system will support Electronic Lien and Title (ELT) program.
- The system will provide the ability to print an electronic title.
- The system will provide the functionality to perform and process vehicle inspections.
- The system will provide better access for the purpose of "passing" the vehicle in the system to allow for a rebuilt title to be issued.
- The system will provide the functionality for Online PRIVP applications (and renewal) process – to include communication with appropriate regional office.
- The system will provide the ability for PRVIP online training for classroom training portion.
- The system will provide the ability for consumers to submit rebuilt inspection paperwork for approval and correction online, prior to making an appointment for physical inspection.
- The system will support improved reporting for rebuilt inspections and titling completed when rebuilt are successfully completed.
- The system will provide improvements to the high-speed scanning process.
- The system will provide the ability to sort printed reports by months alphabetically and corresponding Box Numbers numerically.
- The system will provide the ability to select pages/images that need to be transferred due to images that were scanned with an incorrect transaction.
- The system will provide the ability to enter multiple months/years into a box during title imaging.
- The system will provide the ability to scan the Transaction Summary Report with the barcode, so the information no longer needs to be manually entered.
  
- **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.
  
- **Dealer Services Systems**
  - The system will support licensing and monitoring commercial entities.
  - The system will support motor vehicle, manufactured home and recreational vehicle manufacturers, dealers, importers, distributors, and manufactured home installers.
  - The system will support submission of a business license application online.
  - The system will enable a verification process of dealer insurance as it relates to garage and surety bonds.
  - The system will support creation of inspection checklists and store inspection results from specific vehicles, businesses or installations.
  - The system will provide a dealer status check to allow customers to inquire on

complaints, violations and license status.

- The system will support an online Consumer Complaint system that will be in plain language and will include Manufactured homes construction and installation programs.
- The system will alert GHQ of High-Risk Dealers.
- The system will support the fingerprint system interfacing with FDLE.
- The system will support Risk Based Auditing (Record Inspections).
- The system will support an automated inspection audit for scanned deal jackets.
- The system will support uploading and storing documentation online.
- The system will support the auditing of misuse of dealer licensing (curbstoning), dealer plates, transporter plates and garage liability insurance.

- **Manufacturer Housing System**

- The system will support monitoring manufacturer housing entities.
- The system will support inspecting manufacturer housing entities.
- The system will support retrofit inspections.
- The system will support installer home inspections.
- The system will support monthly service file reviews
- The system will support Institute for Building Technology (IBTS)and Safety Audits.
- The system will support the issuance of HUD labels.
- The system will support auditing the issuance of HUD labels
- The system will support quality control reviews.

- **Revenue and Distribution**

- **Distribution System**

- Normal process
  - The system will support generating revenue distribution reports by date range, exportable and downloadable.
  - The system will support verification of distribution by revenue account and date range and/or county, exportable and downloadable.
  - The system will automatically update the agency report with the distribution date.
  - The system will support updates and the addition of specialty plates, fee codes and revenue accounts.
  - The system will support generating the undistributed report by date range, exportable and downloadable
  - The system will support generating the Department of Revenue County Sales Tax Summary reports by date range, individually and grouped, downloaded and exportable.
  - The system will support query and maintenance of the distribution schedule by fee code and account code.
  - The system will support maintenance of FEID of county recipients by county number and revenue account.
  - The system will support the addition or editing of SAMAS account codes (i.e., PALM account codes).
  - The system will support the maintenance of revenue destination codes.
  - The system will support query of distribution by revenue account and date range.
  - The system will support query of distribution by location using the revenue account and date range.
  - The system will support inquiry of agency report amount due and payments received by office number, report number and report date.
  - The system will support the maintenance and updating of the FEID sequence number (i.e., PALM supplier number) for counties.
  - The system will support the entry of new vendors for distribution.



- The system will generate a report to identify the transaction number, county/agency and associated fee(s) upon distribution failure.
  - The system will allow for alteration of the normal distribution schedule.
  - The system will support the maintenance of location codes by trust fund account code, county number, city (full name and abbreviated), FEID, suffix and prefix.
  - The system will support a query for fees not distributed.
  - The system will support distributing fees received from other jurisdictions for IFTA & IRP transactions.
  - The system will support distributing fees received from processing motor vehicle and driver license transactions.
- Year-end Process
    - The system will support the entry of the specialty plate maximum values by administrative revenue account and/or subsequent account and by county.
    - The system will support the entry of the budget appropriation by trust fund and query of revenue budgets.
    - The system will support the entry of the Motor Vehicle License Revenue (MVLRL) allocation.
    - The system will provide a distribution hold report by fiscal year and revenue account, exportable and downloadable.
    - The system will support generating the biennial distribution report by date range, exportable and downloadable.
- **Refunds**
    - The system will support a pop-up question if the system recognizes a duplicate refund (i.e., like security deposit).
    - The system will support the request for a refund from a tax collector on behalf of a customer (not to include bad checks).
    - The system will support determining eligibility of a refund requested by the Tax Collector on behalf of a customer (not to include bad checks).
    - The system will support determining if eligibility requirements are met.
    - The system will support the refund request from a tax collector and write to a pending report.
    - The system will support a work queue to download supporting documents for the refund.
    - The system will support an inquiry for all refund types by customer name or number, driver license number, plate number, title number or transaction ID.
    - The system will support a query by all refund types.
    - The system will support a refund correction.
    - The system will support printing refund checks.
    - The system will support voiding a refund check.
    - The system will support cancellation of a refund check.
    - The system will support the creation of a bank deposit.
    - The system will support the maintenance of the bank account.
    - The system will support the maintenance of the bank statement.
    - The system will support the maintenance of stale dated checks.
    - The system will support the reconciliation process of the bank statement.
    - The system will support the import of the bank statement.
    - The system will support the queries and reporting of all bank-related transactions, downloadable and exportable.
    - The system will support the addition of adding comments for a refund reason or rejection, by role.
    - The system will support validating bank IDs, refund counties, transaction types/codes and payee types for ISF and the refund system.
    - The system will support the online request for a refund (customer eligibility).

- The system will support determining eligibility for an online refund request (customer eligibility).
- The system will support the creation of a work queue to process online refund request.
  
- **Insufficient Funds (ISF) Transactions**
  - The system will support processing ISF transactions for motor vehicle and driver license transactions by transaction id, form number, Centralized Receivables Service (CRS) number and driver license number.
  - The system will support capturing remitter name, return reason, financial institution, and other payment related information.
  - The system will support capturing the fees that need to be undistributed by debit memo type.
  - The system will support creating stops and/or cancellations for all customers.
  - The system will support updating the CRS system, when the transaction is paid using CRS payment type.
  - The system will support sending notifications to non-driver license customers nightly (i.e., as stops are created).
  - The system will support sending cancellation letters to driver's license/ID card customers nightly (i.e., as the stops are created).
  - The system will support clearing insufficient funds transactions.
  - The system will support the voiding of insufficient funds transactions.
  - The system will support voiding insufficient funds clearance transactions.
  - The system will support generating reports for auditing and tracking insufficient funds transactions.
  - The system will support reporting insufficient funds transactions to the collection agency weekly.
  - The system will support exporting data for ISF transactions older than 120 days or 13 months.
  - The system will support reporting insufficient funds transactions to the Comptroller on request.
  - The system will support the fee collection from the various revenue streams to ensure the correct fees associated to the transaction are correct.
  - The system will support the creation of a reimbursement check to the tax collector by debit memo type.
  - The system will support the creation of IFTA/IRP stops using a transaction ID.
  - The system will support sending notifications to IFTA/IRP customers as the stops are created (need letters).
  - The system will support sending notifications to motor vehicle registrants as the stops are created.
  - The system will support sending notifications to a regional office for a dealer.
  - The system will support placing a cancellation on a dealer license if not paid (14 days).
  - The system will support clearing insufficient funds transactions business and customer.
  - The system will support voiding insufficient funds transactions business and customer.
  - The system will support voiding insufficient funds clearance transactions business and customer.
  - The system will support voiding insufficient funds payment transactions
  - The system will support generating reports for auditing and tracking insufficient funds transactions.
  - The system will support reporting insufficient funds transactions to the collection agency monthly.
  - The system will support reporting insufficient funds transactions to the comptrollers for requests to write-off.
  - The system will support capturing the data needed to indicate when the record was sent to collections or to write-off.
  - The system will support multiple stops being created across multiple transactions on a single

## ISF.

- The system will separate the fees being reimbursed by transaction ID.
- The system will support a transaction ID to be re-used if the previous transaction was cancelled or voided.
- The system will support adding and removing a fraud flag after it has been set.
- The system will allow the end user to add comments.
- The system will support the end user to clear a transaction with no funds
- The system will support a message display for certified funds, deceased date, bad check fee paid etc.
- The system will support writing the transaction to an end of day report.
- The system will support the end user updating all ISF report structure/tables (automated).
- The system will support an ISF transaction inquiry.
- The system will support a button to conduct a customer search.
- The system will support identification of tax collector retained fees separately from HSMV fees as part of clearance.
- The system will support the clearance of one-to-many transactions on the ISF with the first customer making payment paying the bad check service fee.
- The system will support additional reasons for returned items.
- The system will support creating multiple driver license stops on the same ISF from the same check.
- The system will support the use of a CRS transaction ID to place a stop.
- The system will support the generating of annual reports to the Comptroller by date range and create date.
- The system will support a drop-down menu to allow for the status codes of “paid” and “TC paid”.
- The system will support a drop-down menu to allow for the status codes of “cleared unpaid”, “cleared fraud” or “deceased” to remove cancellations that require no payment.
- The system will support the automated generation of a fraud letter when the fraud box is checked.
- The system will support the automated generation of a cancellation letter due to non-response to the fraud letter.
- The system will support the entry of the fraud case number provided by the Fraud Unit.
- The system will support the entry of an FHP/DHSMV investigation case number.
- The system will support comments on the ISF screen.
- The system will support entry of NIC/Tyler Technologies payment order identification number.
- The system will support validating the selection of accurate field identifiers.
- The system will support validating the return reason.
- The system will support capturing the data need for processing a cancellation.
- The system will support entry of cancellations without a transaction ID number.
- The system will support validating the debit memorandum types.
- The system will support the entry of the credit/debit cardholder.
- The system will support the entry of the customer receiving the service.
- The system will allow the clearance of a transaction with the addition of a CRS number later if the transaction has been marked for collections.
- The system will support displaying the correct amount to be collected on the letters.
- The system will support queries on old and new ISF transactions.
- The system will support queries on ISF cancellations by customer number, transaction ID, driver license, plate and title number.
- The system will support indicating when a customer’s account is with the collection agency.

- **Revenue Collections**
  - The system will support automatic posting of revenue collections (need to be specific with agency/county).
  - The system will support manual posting of revenue collections.
  - The system will support clear, readable descriptions of posting types.
  - The system will support deletion of automatic and manual revenue collection postings.
  - The system will support generating revenue collection reports by date range.
  - The system will support generating reports for e-commerce collections by county/agency by date range.
  - The system will support inquiry of agency report amount due and payments received by office number, report number and report date.
  
- **Agency Report Payments**
  - The system will support automated posting of report payments collected for transactions processed by field offices, regional offices, tax collectors, license plate agencies and vendors.
  - The system will support manual posting of report payments collected for transactions processed by field offices, regional offices, tax collectors, license plate agencies and vendors.
  - The system will support maintenance/deletion/correction of automated and manual postings of report payments collected for transactions processed by field offices, regional offices, tax collectors, license plate agencies and vendors.
  - The system will support re-printing agency reports with no timeframe for re-generating the report.
  - The system will support sending agency report data to NIC/Tyler Technologies for tax collector, license plate agency and vendor payment processing.
  - The system will support the automated process of receiving electronic payment data from NIC/Tyler Technologies to be applied to the tax collector, license plate agency or vendor transaction report.
  
- **Jurisdiction Payments**
  - The system will support capturing payments for IFTA transactions received from other jurisdictions
  - The system will support capturing payments for IRP transactions received from other jurisdictions
  - The system will support writing the transactions to the End of Day Report, exportable and downloadable.
  - The system will generate an email to initiate the request for payment to the Clearinghouse and all non- participating jurisdiction
  - The system will support the maintenance of IRP and IFTA jurisdictions.
  
- **Cashier Receipt System (CRS)**
  - The system will support payment tracking and update to status per CRS number
  - The system will support amount changes and history of change.
  - The system will support distribution via Warehouse
  - The system will support the maintenance of program areas
  - The system will support automation update to fee codes in CRS
  - The system will support grouping of related batches to a deposit number to close the workday
  - The system will support the requirement of deposit number and batches balancing
  - The system will support Batching of CRS numbers
  - The system will store support documentation per CRS number via integration with mailroom process or user uploading
  - The system will support redaction of support documentation
  - The system will support restriction access to confidential information based upon roles
  - The system will support importing files from an external entry point from third party

- The system will support displaying all pertinent customer data along with the payment and remitter information
- The system will support displaying CRS data in descending date order
- The system will support the addition of new fee codes as they are added to production
- The system will support displaying customer data on the address inquiry
- The system will support searching for a customer with or without a DL number
- The system will support maintenance of a closed batch
- The system will support inquiry by DL Number, FEIN number Plate Number, Title Number, Customer Number, VIN Number
- The system will support queries from data warehouse:
- The system will support email integration with an email service provider
- The system will support the ability to search comment fields
- The system will support importing files from an external entry point.
- The system will support the provision of different areas to be used for cashiering out.
- The system will support the validation of program areas
- The system will support displaying all pertinent customer data along with the payment and remitter information.
- The system will support an inquiry by customer, driver license, plate, title FEID and business customer numbers.
- The system will display the customers in descending order, current on top when inquiring by customer number.
- The system will support searching for a customer with or without a DL number.
- The system will support the addition of new fee codes as they are added to production.
- The system will support automated posting of the amount to be distributed.
- The system will support the merging of CRS numbers.
- **Online Payments**
  - The system will support the automated process of creating agency report payments for transactions that were processed online via the shopping cart application.
- **Electronic Payments**
  - The system will support the payment of an ISF.
  - The system will support the clearance of an ISF.
- **Reporting**
  - The system will support report screens for CRS, ISF, refund and distribution system queries.
  - The system will support vendor End of Day reports.
  - The system will support the adjustment of a report/transaction.
  - The system will support the reconciliation of E-commerce collections (i.e., E-comm Internet Reconcile).
- **Database Modernization**
  - **Statewide Crash Data Repository**
    - The system will provide the ability to create and modify crash report forms
    - The system will provide the ability to collect data from each Florida law enforcement agency (LEA)
    - The system will provide the ability to distribute the data safely and securely to stakeholders and other interested parties.
    - The system will comply with the MMUCC Guideline Sixth Edition (released in 2024).
    - The system will comply with the American National Standards Institute (ANSI) D.16 Manual on Classification of Motor Vehicle Traffic Crashes.

- The system will provide the ability to track data on emerging trends.
- The system will provide the ability to identify secondary crashes resulting in injury or death of a law enforcement officer or first responders.
- The system should support the ability to handle many submissions from multiple agencies to the central repository at a time.
- The system should provide a cloud-based storage environment for large data volumes in raw form with easy and secure access.
- The system should have the ability to handle large volumes of data at high speed, in real-time batches, with the ability to cleanse and/or add timestamps during the ingestion process.
- The system will model the defined validation rules and edit checks for data elements and attributes using the MMUCC Sixth Edition.
- The system will provide the ability to identify errors, omissions, and logical inconsistencies in a crash report or database record.
- The system will provide the ability to enhance E-Crash reports with detailed error logging and descriptive error messages to identify the root cause of failure.
- The system will provide the ability to communicate a weekly/monthly notification email detailing the submission errors received.
- The system will provide the existing ability to accept and load crash reports.
- The system will provide the ability to brand the crash report image with “Official Florida Crash Report” upon successful submission loaded into the database.
- The system will support all updates to improve crash database structure and schema for enhanced data collection, analysis, or legislative updates.
- The system will provide the ability to maintain useful performance measures.
- The system will provide the ability to query crash data.
- The system will provide a user interface for LEAs and their vendors to view reports submitted.
- The system will provide the ability to conduct advanced searching related to accuracy, completeness, timeliness statistics to include extracting a report score card of these statistics.
- The system will provide the ability to issue HSMV crash report numbers to LEAs and generate email confirmation of numbers received.
- The system will alert on crash report(s) being submitted using a crash report number(s) not assigned to the LEA should be provided to the business.
- E-commerce dashboard with up-to-date sales and reimbursement information
- The system will provide the ability to define parameters to query and run reports to meet business reporting needs.
- The system will provide the ability to perform geo-location searches.
- The system will provide the ability to extract data requests with redacted personal identification information.
- The system will provide the ability to allow traffic safety stakeholders to query and retrieve bulk data extracts and crash images.
- The system will provide the ability to allow the public limited but interactive data querying to include an analytics portal and/or dashboard with canned and configurable reports.
- The system will provide the ability to allow the public to submit crash self-reporting and driver exchange of information to include confirmation of submission.
- The system will provide the ability to reconcile the CRSCAN fatality count to the Fatality Analysis Reporting System (FARS) count as part the closeout process.

- **Customer Service Support**

- **CRM/IVR**

- The system will support the ability to maintain record of all customer interactions as system of record across multiple contact methods
    - The system will support the ability to allow for case management and case tracking,

escalations, etc.

- The system will support the ability to provide detailed system reporting including dashboards, real-time, historical, forecasting
- The system will support the ability to provide an agent and customer facing knowledge base.
- The system will support the ability to allow for configurable AI components.
- The system will support the ability to integrate with existing agency systems and databases.
- The system will support the ability to integrate with the Department's phone system or provide support for a configurable user interface
- The system will support the ability to use digital communication methods (inbound/outbound email, virtual chat, agent assisted chat) with dynamic or configurable assignment methods.
- The system will support the ability to route calls based on customer data, such as their history and preferences, to the most appropriate agent or section.
- The system will support the ability to allow customers to resolve common issues through automated menus before speaking to an agent.
- The system will support the ability to utilize artificial intelligence to enhance agent experience.
- The system will support the ability to use artificial intelligence to enhance the customer experience by accessing and analyzing customer data
- The system will support the ability to track and analyze call data to gain insights into customer behavior and call center performance.
- The system will support the ability to use CRM data to generate reports on customer interactions and satisfaction levels.
- The system will support the ability to provide support for natural language inputs for customers utilizing virtual chat (voice and written).
- The system will support the ability to provide multiple language support with auto-translation
- The system will support the ability to search based on varying identifiers.
- The system will support the ability to attach documents to customer record.
- The system will support the ability to create templates and/or pre-populate interaction notes.
- The system will support real-time data sync and ensure that the IVR system can access and update customer information in real-time within the CRM system.
- The system will provide data security and implement robust security protocols to protect customer data during interactions.
- The system will provide a scalable solution and ensure the system can handle increasing call volumes and customer data as the business grows.
- The system will provide the ability to integrate with flexibility.
- The system will provide a user-friendly agent dashboard with a unified interface for agents to access customer information and manage interactions across multiple channels.
- The system will provide intuitive and user-friendly menu options to enhance the overall customer experience

- **Enforcement**

- ***DUI Repository***

- The system will provide the ability to efficiently manage the DUI offender
    - The system will provide the ability to store and retrieve pertinent data
    - The system will provide the ability to effectively manage the DUI administrative process
    - The system will provide the ability to easily access IID client logs from each vendor
    - The system will provide the ability to allow DUI programs to accurately track certification of employees
    - The system will provide the ability to provide online certification training
    - The system will provide the ability to access statewide data and statistical reports for improved data collection and analysis
    - The system will provide the ability a web-based user portal for DUI clients, DUI programs,

- Ignition Interlock Device Providers, and substance abuse treatment providers
  - The system will provide the ability to web-bases user portal with confidentiality protection, multi-leveled access, and manages the DUI Administrative process
  - The system will provide the ability to web-bases user portal for the DUI offender
  - The system will provide the ability to track employee CEUs
  - The system will provide the ability to review approved CEU certification courses
  - The system will provide the ability to provide online training opportunities for certified DUI program personnel
- **Motor Vehicle Issuance System**
    - The system will support Electronic Lien and Title (ELT) program
    - The system will provide the ability to track the submission and receipt of files processed by ELT providers.
    - The system will provide the ability to allow the improvement to the process and addition of instructions on how to properly add a subsequent lien in the world of electronic titles.
    - The system will provide the ability to cancel Florida electronic records when an out of state title was issued by an operation of law procedure, inheritance, towing & storage, etc.
    - The system will provide the ability to see the names of additional lienholders.
    - The system will provide the ability to remove a lien when a lienholder has two liens on the same title in error.
    - The system will provide the ability to get notices when a lien has been deleted or modified.
    - The system will provide the ability to allow an expedited title service for the customer to pick-up from the local Tax Collector Office.
    - The system will provide the ability to allow title corrections or name changes on title without requiring printing of a paper title.
    - The system will provide the ability for quicker real-time responses and confirmations of transaction requests.
    - The system will support the batch mainframe system that processes batch titles that pulls, prints and mails titles that need to be printed or sent electronically to a lienholder.
    - The system will support Electronic Lien and Title (ELT) program.
    - The system will provide the ability to print an electronic title.
    - The system will provide the functionality to perform and process vehicle inspections.
    - The system will provide better access for the purpose of "passing" the vehicle in the system to allow for a rebuilt title to be issued.
    - The system will provide the functionality for Online PRIVP applications (and renewal) process – to include communication with appropriate regional office.
    - The system will provide the ability for PRVIP online training for classroom training portion.
    - The system will provide the ability for consumers to submit rebuilt inspection paperwork for approval and correction online, prior to making an appointment for physical inspection.
    - The system will support improved reporting for rebuilt inspections and titling completed when rebuilt are successfully completed.
    - The system will provide improvements to the high-speed scanning process.
    - The system will provide the ability to sort printed reports by months alphabetically and corresponding Box Numbers numerically.
    - The system will provide the ability to select pages/images that need to be transferred due to images that were scanned with an incorrect transaction.
    - The system will provide the ability to enter multiple months/years into a box during title imaging.
    - The system will provide the ability to scan the Transaction Summary Report with the barcode, so the information no longer needs to be manually entered.



- **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.
  
- **Data Warehouse**
  - The system will support a dedicated data analysis and storage environment.
  - The system will support an analytical environment supported through a cloud-based vendor supported product.
  - The system will provide better solutions for data management that are integrated into the storage environment.
  - The system will provide a dedicated data analysis and storage environment optimized for business intelligence and reporting.
  - The system will be comprised of components hosted and managed by a cloud-based vendor that will be scalable and flexible and can adjust to the variable business needs.
  - The system will streamline and automate the ability to ingest and process existing and new data sources and include extract transform and load (ETL) products that offer additional capabilities to produce much cleaner, usable data sets.
  - The system will provide for timely upgrades and the ability of business users to evaluate and adopt the latest tools and versions of analytical software.
  
- **Dealer Services Systems**
  - The system will support licensing and monitoring commercial entities.
  - The system will support motor vehicle, manufactured home and recreational vehicle manufacturers, dealers, importers, distributors, and manufactured home installers.
  - The system will support submission of a business license application online.
  - The system will enable a verification process of dealer insurance as it relates to garage and surety bonds.
  - The system will support creation of inspection checklists and store inspection results from specific vehicles, businesses or installations.
  - The system will provide a dealer status check to allow customers to inquire on complaints, violations and license status.
  - The system will support an online Consumer Complaint system that will be in plain language and will include Manufactured homes construction and installation programs.
  - The system will alert GHQ of High-Risk Dealers.
  - The system will support the fingerprint system interfacing with FDLE.
  - The system will support Risk Based Auditing (Record Inspections).
  - The system will support an automated inspection audit for scanned deal jackets.
  - The system will support uploading and storing documentation online.
  - The system will support the auditing of misuse of dealer licensing (curbstoning), dealer plates, transporter plates and garage liability insurance.
  
- **Manufacturer Housing System**
  - The system will support monitoring manufacturer housing entities.
  - The system will support inspecting manufacturer housing entities.
  - The system will support retrofit inspections.

- The system will support installer home inspections.
- The system will support monthly service file reviews
- The system will support Institute for Building Technology and Safety (IBTS) Audits.
- The system will support the issuance of HUD labels.
- The system will support auditing the issuance of HUD labels
- The system will support quality control reviews.
  
- **Distribution System**
  - Normal process
    - The system will support generating revenue distribution reports by date range, exportable and downloadable.
    - The system will support verification of distribution by revenue account and date range and/or county, exportable and downloadable.
    - The system will automatically update the agency report with the distribution date.
    - The system will support updates and the addition of specialty plates, fee codes and revenue accounts.
    - The system will support generating the undistributed report by date range, exportable and downloadable
    - The system will support generating the Department of Revenue County Sales Tax Summary reports by date range, individually and grouped, downloaded and exportable.
    - The system will support query and maintenance of the distribution schedule by fee code and account code.
    - The system will support maintenance of FEID of county recipients by county number and revenue account.
    - The system will support the addition or editing of SAMAS account codes (i.e., PALM account codes).
    - The system will support the maintenance of revenue destination codes.
    - The system will support query of distribution by revenue account and date range.
    - The system will support query of distribution by location using the revenue account and date range.
    - The system will support inquiry of agency report amount due and payments received by office number, report number and report date.
    - The system will support the maintenance and updating of the FEID sequence number (i.e., PALM supplier number) for counties.
    - The system will support the entry of new vendors for distribution.
    - The system will generate a report to identify the transaction number, county/agency and associated fee(s) upon distribution failure.
    - The system will allow for alteration of the normal distribution schedule.
    - The system will support the maintenance of location codes by trust fund account code, county number, city (full name and abbreviated), FEID, suffix and prefix.
    - The system will support a query for fees not distributed.
    - The system will support distributing fees received from other jurisdictions for IFTA & IRP transactions.
    - The system will support distributing fees received from processing motor vehicle and driver license transactions.
  
  - Year-end Process
    - The system will support the entry of the specialty plate maximum values by administrative revenue account and/or subsequent account and by county.
    - The system will support the entry of the budget appropriation by trust fund and query of revenue budgets.
    - The system will support the entry of the Motor Vehicle License Revenue (MVLRL) allocation.

- The system will provide a distribution hold report by fiscal year and revenue account, exportable and downloadable.
- The system will support generating the biennial distribution report by date range, exportable and downloadable.
  
- **Refunds**
  - The system will support a pop-up question if the system recognizes a duplicate refund (i.e., like security deposit).
  - The system will support the request for a refund from a tax collector on behalf of a customer (not to include bad checks).
  - The system will support determining eligibility of a refund requested by the Tax Collector on behalf of a customer (not to include bad checks).
  - The system will support determining if eligibility requirements are met.
  - The system will support the refund request from a tax collector and write to a pending report.
  - The system will support a work queue to download supporting documents for the refund.
  - The system will support an inquiry for all refund types by customer name or number, driver license number, plate number, title number or transaction ID.
  - The system will support a query by all refund types.
  - The system will support a refund correction.
  - The system will support printing refund checks.
  - The system will support voiding a refund check.
  - The system will support cancellation of a refund check.
  - The system will support the creation of a bank deposit.
  - The system will support the maintenance of the bank account.
  - The system will support the maintenance of the bank statement.
  - The system will support the maintenance of stale dated checks.
  - The system will support the reconciliation process of the bank statement.
  - The system will support the import of the bank statement.
  - The system will support the queries and reporting of all bank-related transactions, downloadable and exportable.
  - The system will support the addition of adding comments for a refund reason or rejection, by role.
  - The system will support validating bank IDs, refund counties, transaction types/codes and payee types for ISF and the refund system.
  - The system will support the online request for a refund (customer eligibility).
  - The system will support determining eligibility for an online refund request (customer eligibility).
  - The system will support the creation of a work queue to process online refund request.
  
- **Insufficient Funds (ISF) Transactions**
  - The system will support processing ISF transactions for motor vehicle and driver license transactions by transaction id, form number, Centralized Receivables Service (CRS) number and driver license number.
  - The system will support capturing remitter name, return reason, financial institution, and other payment related information.
  - The system will support capturing the fees that need to be undistributed by debit memo type.
  - The system will support creating stops and/or cancellations for all customers.
  - The system will support updating the CRS system, when the transaction is paid using CRS payment type.
  - The system will support sending notifications to non-driver license customers nightly (i.e., as stops are created).
  - The system will support sending cancellation letters to driver's license/ID card customers nightly (i.e., as the stops are created).
  - The system will support clearing insufficient funds transactions.

**Motorist Modernization Program**

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- The system will support the voiding of insufficient funds transactions.
- The system will support voiding insufficient funds clearance transactions.
- The system will support generating reports for auditing and tracking insufficient funds transactions.
- The system will support reporting insufficient funds transactions to the collection agency weekly.
- The system will support exporting data for ISF transactions older than 120 days or 13 months.
- The system will support reporting insufficient funds transactions to the Comptroller on request.
- The system will support the fee collection from the various revenue streams to ensure the correct fees associated to the transaction are correct.
- The system will support the creation of a reimbursement check to the tax collector by debit memo type.
- The system will support the creation of IFTA/IRP stops using a transaction ID.
- The system will support sending notifications to IFTA/IRP customers as the stops are created (need letters).
- The system will support sending notifications to motor vehicle registrants as the stops are created.
- The system will support sending notifications to a regional office for a dealer.
- The system will support placing a cancellation on a dealer license if not paid (14 days).
- The system will support clearing insufficient funds transactions business and customer.
- The system will support voiding insufficient funds transactions business and customer.
- The system will support voiding insufficient funds clearance transactions business and customer.
- The system will support voiding insufficient funds payment transactions
- The system will support generating reports for auditing and tracking insufficient funds transactions.
- The system will support reporting insufficient funds transactions to the collection agency monthly.
- The system will support reporting insufficient funds transactions to the comptrollers for requests to write-off.
- The system will support capturing the data needed to indicate when the record was sent to collections or to write-off.
- The system will support multiple stops being created across multiple transactions on a single ISF.
- The system will separate the fees being reimbursed by transaction ID.
- The system will support a transaction ID to be re-used if the previous transaction was cancelled or voided.
- The system will support adding and removing a fraud flag after it has been set.
- The system will allow the end user to add comments.
- The system will support the end user to clear a transaction with no funds
- The system will support a message display for certified funds, deceased date, bad check fee paid etc.
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- The system will support the end user updating all ISF report structure/tables (automated).
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- The system will support a button to conduct a customer search.
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- The system will support the clearance of one to many transactions on the ISF with the first customer making payment paying the bad check service fee.
- The system will support additional reasons for returned items.
- The system will support creating multiple driver license stops on the same ISF from the same check.
- The system will support the use of a CRS transaction ID to place a stop.
- The system will support the generating of annual reports to the Comptroller by date range and create date.
- The system will support a drop-down menu to allow for the status codes of “paid” and “TC paid”.
- The system will support a drop-down menu to allow for the status codes of “cleared unpaid”, “cleared fraud” or “deceased” to remove cancellations that require no payment.
- The system will support the automated generation of a fraud letter when the fraud box is checked.

- The system will support the automated generation of a cancellation letter due to non-response to the fraud letter.
  - The system will support the entry of the fraud case number provided by the Fraud Unit.
  - The system will support the entry of an FHP/DHSMV investigation case number.
  - The system will support comments on the ISF screen.
  - The system will support entry of NIC/Tyler Technologies payment order identification number.
  - The system will support validating the selection of accurate field identifiers.
  - The system will support validating the return reason.
  - The system will support capturing the data need for processing a cancellation.
  - The system will support entry of cancellations without a transaction ID number.
  - The system will support validating the debit memorandum types.
  - The system will support the entry of the credit/debit cardholder.
  - The system will support the entry of the customer receiving the service.
  - The system will allow the clearance of a transaction with the addition of a CRS number later if the transaction has been marked for collections.
  - The system will support displaying the correct amount to be collected on the letters.
  - The system will support queries on old and new ISF transactions.
  - The system will support queries on ISF cancellations by customer number, transaction ID, driver license, plate and title number.
  - The system will support indicating when a customer's account is with the collection agency.
- **Revenue Collections**
    - The system will support automatic posting of revenue collections (need to be specific with agency/county).
    - The system will support manual posting of revenue collections.
    - The system will support clear, readable descriptions of posting types.
    - The system will support deletion of automatic and manual revenue collection postings.
    - The system will support generating revenue collection reports by date range.
    - The system will support generating reports for e-commerce collections by county/agency by date range.
    - The system will support inquiry of agency report amount due and payments received by office number, report number and report date.
- **Agency Report Payments**
    - The system will support automated posting of report payments collected for transactions processed by field offices, regional offices, tax collectors, license plate agencies and vendors.
    - The system will support manual posting of report payments collected for transactions processed by field offices, regional offices, tax collectors, license plate agencies and vendors.
    - The system will support maintenance/deletion/correction of automated and manual postings of report payments collected for transactions processed by field offices, regional offices, tax collectors, license plate agencies and vendors.
    - The system will support re-printing agency reports with no timeframe for re-generating the report.
    - The system will support sending agency report data to NIC/Tyler Technologies for tax collector, license plate agency and vendor payment processing.
    - The system will support the automated process of receiving electronic payment data from NIC/Tyler Technologies to be applied to the tax collector, license plate agency or vendor transaction report.
- **Jurisdiction Payments**
    - The system will support capturing payments for IFTA transactions received from other jurisdictions
    - The system will support capturing payments for IRP transactions received from other jurisdictions

- The system will support writing the transactions to the End of Day Report, exportable and downloadable.
- The system will generate an email to initiate the request for payment to the Clearinghouse and all non- participating jurisdiction
- The system will support the maintenance of IRP and IFTA jurisdictions.
  
- **Cashier Receipt System (CRS)**
  - The system will support payment tracking and update to status per CRS number
  - The system will support amount changes and history of change.
  - The system will support distribution via Warehouse
  - The system will support the maintenance of program areas
  - The system will support automation update to fee codes in CRS
  - The system will support grouping of related batches to a deposit number to close the workday
  - The system will support the requirement of deposit number and batches balancing
  - The system will support Batching of CRS numbers
  - The system will store support documentation per CRS number via integration with mailroom process or user uploading
  - The system will support redaction of support documentation
  - The system will support restriction access to confidential information based upon roles
  - The system will support importing files from an external entry point from third party
  - The system will support displaying all pertinent customer data along with the payment and remitter information
  - The system will support displaying CRS data in descending date order
  - The system will support the addition of new fee codes as they are added to production
  - The system will support displaying customer data on the address inquiry
  - The system will support searching for a customer with or without a DL number
  - The system will support maintenance of a closed batch
  - The system will support inquiry by DL Number, FEIN number Plate Number, Title Number, Customer Number, VIN Number
  - The system will support queries from data warehouse:
  - The system will support email integration with an email service provider
  - The system will support the ability to search comment fields
  - The system will support importing files from an external entry point.
  - The system will support the provision of different areas to be used for cashiering out.
  - The system will support the validation of program areas
  - The system will support displaying all pertinent customer data along with the payment and remitter information.
  - The system will support an inquiry by customer, driver license, plate, title FEID and business customer numbers.
  - The system will display the customers in descending order, current on top when inquiring by customer number.
  - The system will support searching for a customer with or without a DL number.
  - The system will support the addition of new fee codes as they are added to production.
  - The system will support automated posting of the amount to be distributed.
  - The system will support the merging of CRS numbers.
  
- **Online Payments**
  - The system will support the automated process of creating agency report payments for transactions that were processed online via the shopping cart application.

- **Electronic Payments**
  - The system will support the payment of an ISF.
  - The system will support the clearance of an ISF.
  
- **Reporting**
  - The system will support report screens for CRS, ISF, refund and distribution system queries.
  - The system will support vendor End of Day reports.
  - The system will support the adjustment of a report/transaction.
  - The system will support the reconciliation of E-commerce collections (i.e., E-comm Internet Reconcile).
  
- **DUI Repository**
  - The system will provide the ability to efficiently manage the DUI offender
  - The system will provide the ability to store and retrieve pertinent data
  - The system will provide the ability to effectively manage the DUI administrative process
  - The system will provide the ability to easily access IID client logs from each vendor
  - The system will provide the ability to allow DUI programs to accurately track certification of employees
  - The system will provide the ability to provide online certification training
  - The system will provide the ability to access statewide data and statistical reports for improved data collection and analysis
  - The system will provide the ability a web-based user portal for DUI clients, DUI programs, Ignition Interlock Device Providers, and substance abuse treatment providers
  - The system will provide the ability to web-bases user portal with confidentiality protection, multi-levelled access, and manages the DUI Administrative process
  - The system will provide the ability to web-bases user portal for the DUI offender
  - The system will provide the ability to track employee CEUs
  - The system will provide the ability to review approved CEU certification courses
  - The system will provide the ability to provide online training opportunities for certified DUI program personnel
  
- **Statewide Crash Data Repository**
  - The system will provide the ability to create and modify crash report forms
  - The system will provide the ability to collect data from each Florida law enforcement agency (LEA)
  - The system will provide the ability to distribute the data safely and securely to stakeholders and other interested parties.
  - The system will comply with the MMUCC Guideline Sixth Edition (released in 2024).
  - The system will comply with the American National Standards Institute (ANSI) D.16 Manual on Classification of Motor Vehicle Traffic Crashes.
  - The system will provide the ability to track data on emerging trends.
  - The system will provide the ability to identify secondary crashes resulting in injury or death of a law enforcement officer or first responders.
  - The system should support the ability to handle many submissions from multiple agencies to the central repository at a time.
  - The system should provide a cloud-based storage environment for large data volumes in raw form with easy and secure access.
  - The system should have the ability to handle large volumes of data at high speed, in real-time batches, with the ability to cleanse and/or add timestamps during the ingestion process.
  - The system will model the defined validation rules and edit checks for data elements and attributes using the MMUCC Sixth Edition.
  - The system will provide the ability to identify errors, omissions, and logical inconsistencies in a crash report or database record.

- The system will provide the ability to enhance E-Crash reports with detailed error logging and descriptive error messages to identify the root cause of failure.
  - The system will provide the ability to communicate a weekly/monthly notification email detailing the submission errors received.
  - The system will provide the existing ability to accept and load crash reports.
  - The system will provide the ability to brand the crash report image with “Official Florida Crash Report” upon successful submission loaded into the database.
  - The system will support all updates to improve crash database structure and schema for enhanced data collection, analysis, or legislative updates.
  - The system will provide the ability to maintain useful performance measures.
  - The system will provide the ability to query crash data.
  - The system will provide a user interface for LEAs and their vendors to view reports submitted.
  - The system will provide the ability to conduct advanced searching related to accuracy, completeness, timeliness statistics to include extracting a report score card of these statistics.
  - The system will provide the ability to issue HSMV crash report numbers to LEAs and generate email confirmation of numbers received.
  - The system will alert on crash report(s) being submitted using a crash report number(s) not assigned to the LEA should be provided to the business.
  - E-commerce dashboard with up-to-date sales and reimbursement information
  - The system will provide the ability to define parameters to query and run reports to meet business reporting needs.
  - The system will provide the ability to perform geo-location searches.
  - The system will provide the ability to extract data requests with redacted personal identification information.
  - The system will provide the ability to allow traffic safety stakeholders to query and retrieve bulk data extracts and crash images.
  - The system will provide the ability to allow the public limited but interactive data querying to include an analytics portal and/or dashboard with canned and configurable reports.
  - The system will provide the ability to allow the public to submit crash self-reporting and driver exchange of information to include confirmation of submission.
  - The system will provide the ability to reconcile the CRSCAN fatality count to the Fatality Analysis Reporting System (FARS) count as part the closeout process.
- **CRM/IVR**
    - The system will support the ability to maintain record of all customer interactions as system of record across multiple contact methods
    - The system will support the ability to allow for case management and case tracking, escalations, etc.
    - The system will support the ability to provide detailed system reporting including dashboards, real-time, historical, forecasting
    - The system will support the ability to provide an agent and customer facing knowledge base.
    - The system will support the ability to allow for configurable AI components.
    - The system will support the ability to integrate with existing agency systems and databases.
    - The system will support the ability to integrate with the Departments phone system or provide support for a configurable user interface
    - The system will support the ability to use digital communication methods (inbound/outbound email, virtual chat, agent assisted chat) with dynamic or configurable assignment methods.
    - The system will support the ability to route calls based on customer data, such as their history and preferences, to the most appropriate agent or section.
    - The system will support the ability to allow customers to resolve common issues through automated menus before speaking to an agent.
    - The system will support the ability to utilize artificial intelligence to enhance agent experience.



- The system will support the ability to use artificial intelligence to enhance the customer experience by accessing and analyzing customer data
- The system will support the ability to track and analyze call data to gain insights into customer behavior and call center performance.
- The system will support the ability to use CRM data to generate reports on customer interactions and satisfaction levels.
- The system will support the ability to provide support for natural language inputs for customers utilizing virtual chat (voice and written).
- The system will support the ability to provide multiple language support with auto-translation
- The system will support the ability to search based on varying identifiers.
- The system will support the ability to attach documents to customer record.
- The system will support the ability to create templates and/or pre-populate interaction notes.
- The system will support Real-Time Data Sync. Ensure that the IVR system can access and update customer information in real-time within the CRM system.
- The system will provide data security and implement robust security protocols to protect customer data during interactions.
- The system will provide a scalable solution and ensure the system can handle increasing call volumes and customer data as the business grows.
- The system will provide the ability to integrate with flexibility.
- The system will provide a user-friendly agent dashboard with a unified interface for agents to access customer information and manage interactions across multiple channels.
- The system will provide intuitive and user-friendly menu options to enhance the overall customer experience

## 2. Technical Requirements -

### a. System Architecture Context Diagram

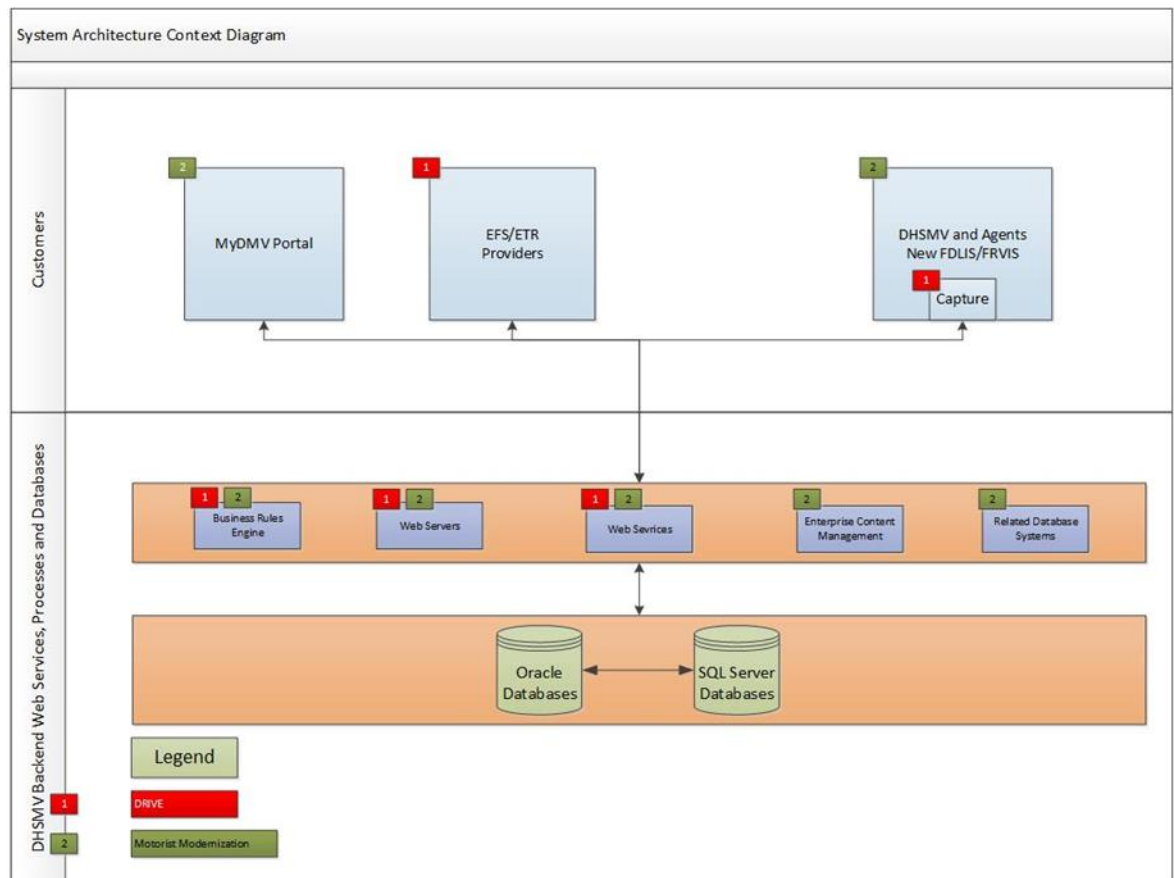


Figure 1-3 – System Architecture Context Diagram

## 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 increase 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.

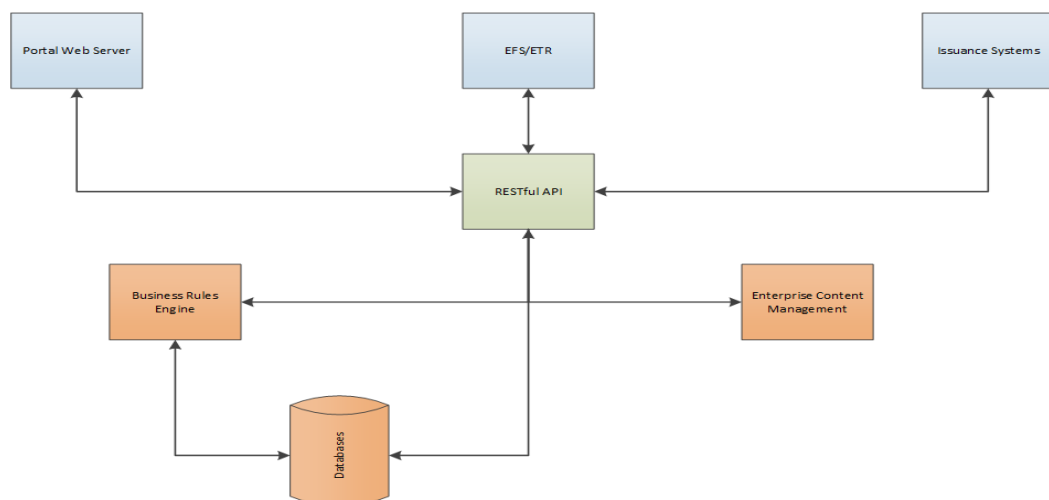


Figure 1-4 – System Architecture Model

### 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	Web 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	Driver License and Motor Vehicle Issuance

Table 1-3 – System Architecture Component Elements

## II. Success Criteria

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY) <sup>1</sup>
1.	Legacy: Improve the timeliness of Electronic Lien & Title (ELT) vendors and ELT providers with real-time responses and improved communication.	Processing times in the old system compared to the new system with real-time interfaces.	FLHSMV, ELT Vendors, ELT Providers, Tax Collectors	06/30
2.	Legacy: Reduce processing times for the high-speed title process by reducing manual processes and improving functionality for the scanning unit.	Compare high-speed title paperwork processing times (prepare, scan, and verify) in the old system against the new system.	FLHSMV, Tax Collectors	06/30
3.	Legacy: Reduce operational costs through the modernization of processes relying on the NWRDC Mainframe.	Compare mainframe costs before and after implementation of Phase III. Projected mainframe service costs and supporting software for FY 2024-25 is \$1.72M or approximately \$143K monthly.	FLHSMV, Public	07/30
4.	DL/MH: Decrease time for the Department to process dealer services licensing applications; increase dealer compliance and implement process efficiencies.	Dealer services application processing time metrics, reporting.	FLHSMV, Applicants, Consumers	06/30
5.	DL/MH: Reduce investigation / research time for dealer services and turnaround time for customer responses.	Track and monitor research/turnaround time for investigating customer interactions.	FLHSMV, Consumers, Dealers, Installers	06/30
6.	DL/MH: Streamline ordering and payment for MH Certification Labels (HUD Tags) and MH Installer decals.	Track and monitor delivery/turnaround time for licensees to obtain required labels/decals.	FLHSMV, Manufactured Home Plants	06/30

<sup>1</sup> Upon receiving approval authority, the Phase III schedule will be assessed to identify systems/systems components that may be implemented early.

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY) <sup>1</sup>
7.	Rev: Reduce the wait time for requesting and processing refunds and credits.	<p><i>Eligibility requirements for the determination of the refund by recording and exempling the following:</i></p> <p>Reduce the wait time for our citizens/stakeholders when a refund is warranted due to overpayment of fees. This will be accomplished by allowing the individual/entity to request the refund online through MyDMV Portal and determine if refund request meets eligibility requirements.</p> <p>Reduce the number of calls related to refund requests and updates on refund requested.</p> <p>Reduce the cost associated with mailing a paper refund request to FLHSMV.</p> <p>Reduce the number of office visits to the Tax Collector for refund requests.</p>	Florida drivers, Tax Collectors, FLHSMV	06/30
8.	Rev: Improve the collection of Insufficient Funds checks and credit card chargebacks.	<p>Reporting of insufficient funds owed to the state (anticipated increase in collection of insufficient funds).</p> <p>Call volume and wait time metrics (anticipated decrease in calls to FLHSMV and reduced wait times to satisfy outstanding debts).</p> <p>Number of collection referrals (anticipated reduction of additional costs to citizens and negative effects on their credit worthiness).</p>	Florida drivers, Tax Collectors, FLHSMV	06/30
9.	Rev: Improve Distribution Processing throughout the fiscal year by Statute and Fee Code assigned.	<p>Wait time and processing time metrics for funds transferred to stakeholders (anticipated reduction in wait time).</p> <p>Research time metrics to identify the cause of a failed distribution (anticipated reduction in research time).</p>	Vendors, Tax Collectors, FLHSMV, Not for profit entities, state agencies, other government units	06/30

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY) <sup>1</sup>
10.	<p>Rev: Improve data quality by the following:</p> <ul style="list-style-type: none"> <li>• Streamline data entry screens and improve the re-use of data, ensuring customers are tied to the primary database by standard data fields and data definitions.</li> <li>• Centralize data in a single system and make readily available for staff to assist citizens with their inquiries thereby reducing call durations.</li> <li>• Improve system reporting to identify future opportunities to address the needs of our citizens.</li> <li>• Improve reporting of Statutory and Financial Statement requirements.</li> <li>• Enable citizens ability to view all transactions that affected their records online thereby reducing the number of calls and visits to offices.</li> </ul>	<p>System reporting to monitor:                      Duplication of records due to multiple systems (should be eliminated)                      Reduction in manual entries due to automation errors                      Data processing efficiencies</p>	<p>Florida drivers,                      Tax Collectors,                      FLHSMV</p>	<p>06/30</p>
11.	<p>Crash: Improve data uniformity of Crash reports.</p>	<p>MMUCC alignment uniformity score (Goal is to increase from 45.22% to 90% or higher).</p>	<p>Florida Law Enforcement,                      FLHSMV,                      Federal/State/Local Traffic Safety Stakeholders</p>	<p>12/28</p>
12.	<p>Crash: Reduce annual traffic fatalities and serious bodily injuries.</p>	<p>Traffic safety data analysis for federal and state traffic safety stakeholders.</p> <p>Metrics regarding annual traffic fatalities and serious bodily injuries (anticipated to decrease).</p>	<p>Florida Law Enforcement,                      FLHSMV,                      Federal/State/Local Traffic Safety Stakeholders</p>	<p>12/28</p>

**Motorist Modernization Program**

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY) <sup>1</sup>
13.	Crash: Improve crash data accessibility for FLHSMV and stakeholders.	Timeliness of the crash closeout process to publish the Annual Traffic Crash Facts report. Crash closeout goal is July of each year.  Number of stakeholders accessing data and timeframe to conduct crash closeout when compared to prior years: FY2021 – December 19, 2022 FY2022 – January 22, 2024.	Florida Law Enforcement, FLHSMV, Federal/State/Local Traffic Safety Stakeholders	12/28
14.	DW: Improve the quality of the data available in the Data Warehouse.	Automated data quality checks and exception reporting.  Sample data quality errors in the old system and compare with the new system.	Public, Florida drivers, Motor vehicle owners, Tax Collectors, FLHSMV	06/28
15.	DW: Increase the timeliness of the data available in public and internal reports by reducing time to load key analytical data into the Data Warehouse.	Processing times in the old system compared to the new system.	Public, Florida drivers, Motor vehicle owners, Tax Collectors, FLHSMV	06/28
16.	DUI: Eliminate errors, reducing the amount of calls/contact to FLHSMV by replacing Client Data System (CDS) with a web-based repository.	System reports to monitor whether records are updated correctly.	FLHSMV, DUI Programs, Tax Collectors, Florida Drivers	06/30
17.	DUI: Reduce staff time dedicated to the collection of statutorily mandated assessment fees from DUI Programs and IID Vendors	Compliance rate of assessment fees collected by the due date.	FLHSMV, DUI Programs, IID Vendors	06/30

**Motorist Modernization Program**

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY) <sup>1</sup>
18.	<p>DUI: Allow for real-time tracking of the offender from roadside arrest, BAR hearing through court disposition and DL reinstatement.</p> <p>Decrease the amount of time needed to investigate customer inquiries and advise on next steps.</p> <p>Reduce expenses and travel times for on-site audits of DUI programs.</p>	Expense, investigation time and travel time metrics for conducting investigations and on-site audits of DUI programs.	FLHSMV, Law Enforcement, Judicial, state attorney, IID Vendors, DUI Programs, Florida Drivers, Tax Collectors	06/30
19.	DUI: Close data loophole to eliminate DUI offenders misuse of multiple diversion programs.	Reporting regarding diversion program attendance.	State Attorney, FLHSMV, DUI Programs	06/30
20.	DUI: Increase DUI Program Certified Personnel, Drug Recognition Expert (DRE), and Advanced Roadside Impaired Driving Enforcement (ARIDE) certification tracking	Real time tracking of certifications for DUI Programs and law enforcement agencies. This will provide for enhanced reporting capabilities and reduce research and processing times for stake holder inquires.	FLHSMV, DUI Programs, FDOT, Impaired Driving Coalition, Law Enforcement statewide	06/30
21.	IVR: Increase self-service transactional options (including E-Payment), self-service informational options (using chatbot, voice bot, SMS) for inbound customer service interactions by deploying Natural Language Understanding (NLU) and Machine Learning.	Reporting metrics associated with volume of customers served, number of self-service interactions, wait times, sanction clearance data and payment totals.	External stakeholders, FLHSMV	06/28
22.	Case Management System: Streamline workflow processes, provide better insight to customer needs, provide better tracking of work volume completed, and improve data accuracy quality. Ability to customize user experience.	<p>Processing (turnaround) time data analytics and reports.</p> <p>Case status reporting that chronologically captures all case status dispositions (open, pending, closed, etc.) and actions.</p>	External stakeholders, FLHSMV	06/28



SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY) <sup>1</sup>
23.	CRM: Improve call center agent efficiency. Include use of automated quality assurance and sentiment analysis to improve service delivery.	Agent performance data. Real-time audit capability of customer interactions.	External stakeholders, FLHSMV	06/28

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

#### A. Benefits Realization Table

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	Retiring FRVIS and modernizing the systems that interact with FRVIS will eliminate operational redundancies and align with ORION's streamlined functionality. These gains will increase efficiency, enhance customer experience, improve data management and provide cost savings.	Customers/ Tax Collectors/ FLHSMV	Processing times in the old system compared to the new system with real-time interfaces.	Processing times in the old system compared to the new system with real-time interfaces.	07/30
2	Modernizing the CRASH database will enhance data accuracy, accessibility, and integration with other systems. These gains will increase efficiency and improve overall data management and analysis capabilities.	FLHSMV/ External Partners	Data uniformity and accessibility will improve and, ultimately an annual reduction in traffic fatalities and serious bodily injuries.	Traffic safety data analysis for federal and state traffic safety stakeholders.	12/28
3	Modernizing the data warehouse will improve data consolidation, reporting capabilities, and	Customers/ Tax Collectors/ FLHSMV/External	Increases in the timeliness of data availability and data	Automated data quality checks and exception	06/28

**Motorist Modernization Program**

BENEFITS REALIZATION TABLE					
	analytical power, thereby, enhancing decision-making, and support better integration with other modernized systems	Partners	quality improvement	reporting.  Sample data quality errors in the old system and compare with the new system.  Processing times in the old system compared to the new system.	
4	The new centralized DUI Repository will close data loophole to eliminate DUI offenders misuse of multiple diversion programs.	FLHSMV, DUI Programs, FDOT, Impaired Driving Coalition, Law Enforcement statewide	Real time tracking of certifications for DUI Programs and law enforcement agencies. This will provide for enhanced reporting capabilities and reduce research and processing times for stake holder inquires.	Reporting regarding diversion program attendance.	06/30
5	The new centralized DUI Repository will streamline information sharing. and reduce staff time dedicated to the collection of statutorily mandated assessment fees from DUI Programs and IID Vendors.	FLHSMV, DUI Programs, IID Vendors	Due to the centralization, staff time dedicated to the collection of statutorily mandated assessment fees from DUI Programs and IID Vendors will be reduced.	Compliance rate of assessment fees collected by the due date.	06/30
6	Upgrades in Customer Service applications will provide a more efficient and user-friendly experience for the approximately 26.9 million customers.	Customers/ FLHSMV	Customers will spend less time in contact with the Department due to the more efficient process to resolve issues		06/28
7	Workload savings will be achieved through the implementation of system efficiencies and data warehouse consolidation. Based on gained efficiencies, there will be less of a need to increase the number of staff required to meeting increasing service needs.	FLHSMV	Workload Savings generated by system efficiency that shortens or eliminates transaction times. This will save FLHSMV from expanding their workforce as demand grows in coming years.	The Department monitors average transaction time and online transactions allowing for accurate comparison and measurement of gained efficiencies.	06/28

## B. Cost Benefit Analysis (CBA)

State of Florida  
 Cost Benefit Analysis

APPENDIX A

Fiscal Year 2025-26

<b>CBAForm 1 - Net Tangible Benefits</b>	Agency <u>FLHSMV</u>	Project <u>Phase III</u>	
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Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBAForm 1A																
Agency <i>(Recurring Costs Only -- No Project Costs)</i>	FY 2025-26			FY 2026-27			FY 2027-28			FY 2028-29			FY 2029-30			
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	
<b>A. Personnel Costs -- Agency-Managed Staff</b>	\$2,986,358	\$0	\$2,986,358	\$2,986,358	\$0	\$2,986,358	\$2,986,358	\$0	\$2,986,358	\$2,986,358	\$0	\$2,986,358	\$2,986,358	\$0	\$2,986,358	
<b>A.b Total Staff</b>	41.00	0.00	41.00	41.00	0.00	41.00	41.00	0.00	41.00	41.00	0.00	41.00	41.00	0.00	41.00	
A-1.a. State FTEs (Salaries & Benefits)	\$2,986,358	\$0	\$2,986,358	\$2,986,358	\$0	\$2,986,358	\$2,986,358	\$0	\$2,986,358	\$2,986,358	\$0	\$2,986,358	\$2,986,358	\$0	\$2,986,358	
A-1.b. State FTEs (#)	41.00	0.00	41.00	41.00	0.00	41.00	41.00	0.00	41.00	41.00	0.00	41.00	41.00	0.00	41.00	
A-2.a. OPS Staff (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
A-2.b. OPS (#)	0.00	0.00	0.00		0.00	0.00		0.00	0.00		0.00	0.00		0.00	0.00	
A-3.a. Staff Augmentation (Contract Cost)		\$0			\$0			\$0			\$0			\$0		
A-3.b. Staff Augmentation (# of Contractors)		0.00			0.00			0.00			0.00			0.00		
<b>B. Application Maintenance Costs</b>	\$548,960	\$0	\$548,960	\$548,960	\$0	\$548,960	\$548,960	\$0	\$548,960	\$548,960	\$0	\$548,960	\$548,960	\$0	\$548,960	
B-1. Managed Services (Staffing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
B-2. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
B-3. Software	\$548,960	\$0	\$548,960	\$548,960	\$0	\$548,960	\$548,960	\$0	\$548,960	\$548,960	\$0	\$548,960	\$548,960	\$0	\$548,960	
B-4. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>C. Data Center Provider Costs</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
C-1. Managed Services (Staffing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
C-2. Infrastructure - Mainframe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
C-4. Disaster Recovery	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
C-5. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>D. Plant &amp; Facility Costs</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>E. Other Costs</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
E-1. Training	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
E-2. Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
E-3. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total of Recurring Operational Costs</b>	\$3,535,318	\$0	\$3,535,318	\$3,535,318	\$0	\$3,535,318	\$3,535,318	\$0	\$3,535,318	\$3,535,318	\$0	\$3,535,318	\$3,535,318	\$0	\$3,535,318	
<b>F. Additional Tangible Benefits:</b>		\$0			\$0			\$0			\$0			\$0		
F-1.																
F-2.																
F-3.																
<b>Total Net Tangible Benefits:</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	<input type="checkbox"/> Confidence Level	
Order of Magnitude	<input checked="" type="checkbox"/> Confidence Level	40%
Placeholder	<input type="checkbox"/> Confidence Level	

State of Florida  
 Cost Benefit Analysis

APPENDIX A

Fiscal Year 2025-26

FL HSMV			Phase III CBA Form 2A Baseline Project Budget																	
Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable. Include only one-time project costs in this table. Include any recurring costs			FY2025-26			FY2026-27			FY2027-28			FY2028-29			FY2029-30			TOTAL		
Item Description <i>(remove guidelines and annotate entries here)</i>	Project Cost Element	Appropriation Category	Current & Previous Years Project	YR 1 #	YR 1 LBR	YR 1 Base Budget	YR 2 #	YR 2 LBR	YR 2 Base Budget	YR 3 #	YR 3 LBR	YR 3 Base Budget	YR 4 #	YR 4 LBR	YR 4 Base Budget	YR 5 #	YR 5 LBR	YR 5 Base Budget	TOTAL	
Costs for all state employees working on the project.	FTE	S&B	\$ -						\$ 2,986,358			\$ 2,986,358			\$ 2,986,358			\$ 2,986,358	\$ 11,945,430	
Costs for all OPS employees working on the project.	OPS	OPS	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	
Staffing costs for personnel using Time & Expense.	Staff Augmentation	Contracted Services	\$ -	0.00	\$ -	\$ 880,000	0.00	\$ -	\$ 880,000	0.00	\$ -	\$ 880,000	0.00	\$ -	\$ 880,000	0.00	\$ -	\$ 880,000	\$ 4,400,000	
Project management personnel and related deliverables.	Project Management	Contracted Services	\$ -		\$ 8,100,000			\$ 8,150,000			\$ 8,200,000			\$ 8,200,000	\$ -			\$ 8,200,000	\$ -	\$ 40,850,000
Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	\$ -	0.00	\$ 299,975	\$ -	0.00	\$ 299,975	\$ -	0.00	\$ 299,975	\$ -	0.00	\$ 299,975	\$ -	0.00	\$ 299,975	\$ -	\$ -	\$ 1,499,875
Staffing costs for all professional services not included in other categories.	Consultants/Contractors	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
Hardware purchases not included in data center services.	Hardware	OCO	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
Commercial software purchases and licensing costs.	Commercial Software	Contracted Services	\$ -		\$ 5,000,000	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -	\$ 5,000,000
Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	Contracted Services	\$ -		\$ 2,179,816	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -	\$ 2,179,816
All first-time training costs associated with the project.	Training	Contracted Services	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
Include the quote received from the data center provider for project equipment and services. Only include one-time project costs in this row. Recurring, project-related data center costs are included in CBA Form 1A.	Data Center Services - One Time Costs	Data Center Category	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
Other contracted services not included in other categories.	Other Services	Contracted Services	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
Include costs for non-state data center equipment required by the project and the proposed solution (insert additional rows as needed for detail)	Equipment	Expense	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
Include costs associated with leasing space for project personnel.	Leased Space	Expense	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
Other project expenses not included in other categories.	Other Expenses	Expense	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
<b>Total</b>			\$ -	0.00	\$ 15,579,791	\$ 880,000	0.00	\$ 8,449,975	\$ 3,866,358	0.00	\$ 8,499,975	\$ 3,866,358	0.00	\$ 8,499,975	\$ 3,866,358	0.00	\$ 8,499,975	\$ 3,866,358	\$ 65,875,121	

State of Florida  
 Cost Benefit Analysis

APPENDIX A

Fiscal Year 2025-26

CBAForm 2 - Project Cost Analysis

Agency	<u>FL HSMV</u>	Project	<u>Phase III</u>
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PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	
<b>TOTAL PROJECT COSTS (*)</b>	\$16,459,791	\$12,316,333	\$12,366,333	\$12,366,333	\$12,366,333	\$65,875,121
<b>CUMULATIVE PROJECT COSTS</b> <i>(includes Current &amp; Previous Years' Project-Related)</i>	\$16,459,791	\$28,776,124	\$41,142,456	\$53,508,789	\$65,875,121	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
<b>Trust Fund</b>	\$16,459,791	\$12,316,333	\$12,366,333	\$12,366,333	\$12,366,333	\$65,875,123
Federal Match <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> Specify	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL INVESTMENT</b>	\$16,459,791	\$12,316,333	\$12,366,333	\$12,366,333	\$12,366,333	\$65,875,123
<b>CUMULATIVE INVESTMENT</b>	\$16,459,791	\$28,776,124	\$41,142,457	\$53,508,790	\$65,875,123	

Characterization of Project Cost Estimate - CBAForm 2C		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	Confidence Level	
Order of Magnitude	Confidence Level	40%
Placeholder	Confidence Level	

State of Florida

APPENDIX A

Fiscal Year 2025-26

Cost Benefit Analysis

CBAForm 3 - Project Investment Summary

Agency	<u>FL HSMV</u>	Project	<u>Phase III</u>
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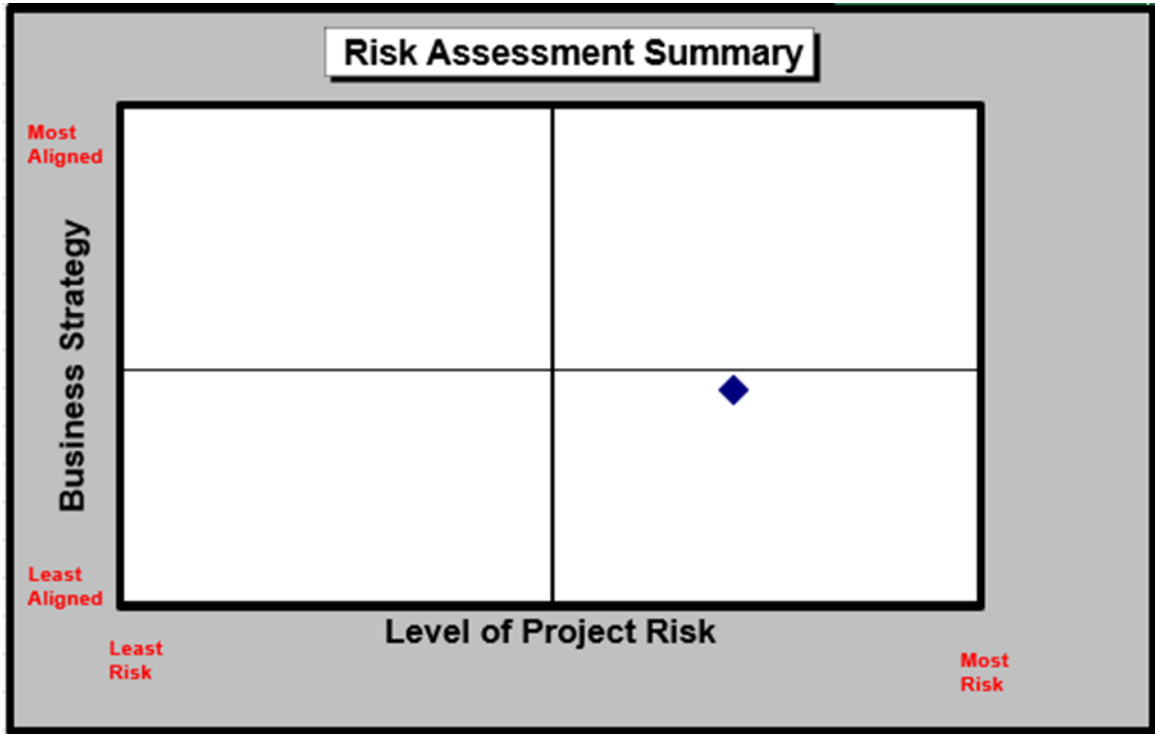
COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	TOTAL FOR ALL YEARS
Project Cost	\$16,459,791	\$12,316,333	\$12,366,333	\$12,366,333	\$12,366,333	\$65,875,121
Net Tangible Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Return on Investment	(\$16,459,791)	(\$12,316,333)	(\$12,366,333)	(\$12,366,333)	(\$12,366,333)	(\$65,875,121)
Year to Year Change in Program Staffing	0	0	0	0	0	

RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B		
Payback Period (years)	NO PAYBACK	Payback Period is the time required to recover the investment costs of the project.
Breakeven Fiscal Year	NO PAYBACK	Fiscal Year during which the project's investment costs are recovered.
Net Present Value (NPV)	(\$60,031,772)	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	NO IRR	IRR is the project's rate of return.

Investment Interest Earning Yield -- CBAForm 3C					
Fiscal Year	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30
Cost of Capital	2.90%	3.10%	3.30%	3.40%	3.50%

#### IV. 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 III program achieves 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.



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



## V. Schedule IV-B Technology Planning

### A. Current Information Technology Environment

The current 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.

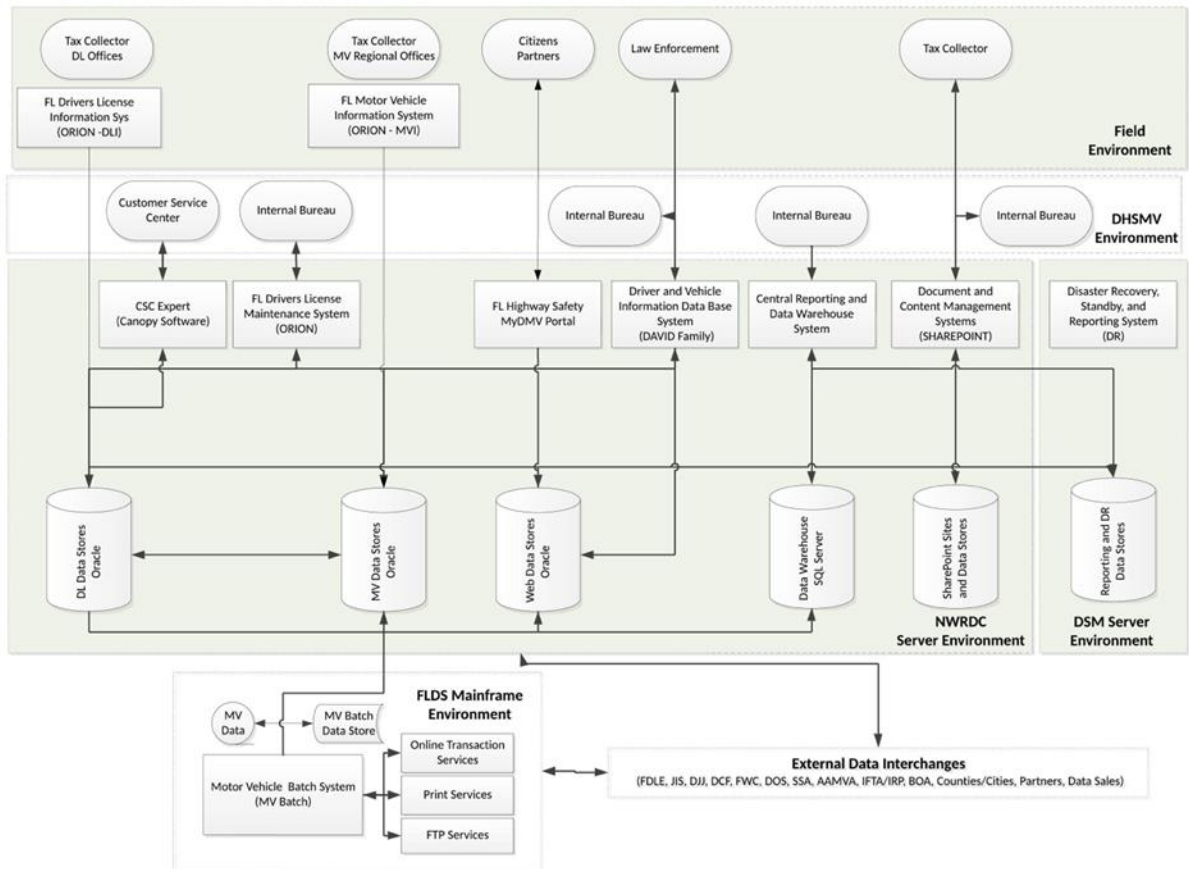


Figure 5-1 – Current Technology Environment

## 1. Current System

### a. Description of Current System

The current technical environment consists of the modernized ORION system which replaced FDLIS and significant FRVIS functionality. Remaining is several back-office systems written in various languages such as Uniface, Java and Microsoft .Net. Figure 5-2 – Current System Overview depicts the current technology environment.



**Figure 5-2 – Current System Overview**

The cornerstone of the current technology environment is ORION. This system is 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. This system also provides the ability to collect fees and distribute revenue.

In addition to ORION, 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 MyDMV Portal** - 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, CSC Expert, DAVID, and MyDMV Portal are supported by two major databases, one for ORION and one for two web applications (DAVID and FLHSMV.GOV).

#### **b. Current System Resource Requirements**

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.

Supporting the technologies in the existing system is becoming extremely more challenging as skill sets in these areas is hard to find and very expensive to train staff to levels that are needed for the support required.

#### **c. 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.
- **Difficulty fixing bugs or implementing changes:** The complexity and inflexibility of the environment causes relatively straightforward changes to take significant 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

**Motorist Modernization Program**

web services, SOA, etc.) built in the technology. Some software integrations are simply not possible with decades-old technologies.

**2. Information Technology Standards**

The Department’s current technical architecture standard is based on Microsoft’s .NET framework, Microsoft’s SQL Server relational database Service Oriented Architecture (SOA), and web-based customer facing interfaces.

FLHSMV 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.

**B. Current Hardware and/or Software Inventory**

The following hardware and inventory encompass those components directly related to the proposed solution for Phase III.

Component	Purchase & Warranty Expiration Dates	Current Performance Issues or Limitations	Business Purpose	Estimated Annual Maintenance
Expert	N/A (vendor COTS solution)	Technologies used to support Expert applications are becoming obsolete. The Department currently relies on a vendor to manage the solution.	Allows for search, retrieval, and tracking of customer data (DL, MV, and correspondence information), and provides guidelines to customer support representatives.	
Data Warehouse		The current Data Warehouse system is comprised of SQL Server solutions and run on out-of-date Operating Systems. The solution was designed with initial requirements which were over 15 years old.	Provides reporting and data analytic services for agency solutions and applications.	
FRVIS (Dealer Licensing)	N/A (custom built system)	System is over 20 years old, and the design did not anticipate the current rules and requirements.  Developed using a programming language for which it is extremely difficult to acquire expertise.  The underlying databases are isolated from other Department functionality and do not interrelate well with other systems.	Primary system for Dealer Licensing.	

**Motorist Modernization Program**

FRVIS (Manufactured Housing)	N/A (custom built system)	System is over 20 years old, and the design did not anticipate the current rules and requirements.  Developed using a programming language for which it is extremely difficult to acquire expertise.  The underlying databases are isolated from other Department functionality and do not interrelate well with other systems.	Primary system for Manufactured Housing.	In-house staff support & software maintenance
DUI	N/A (vendor COTS solution)	The current DUI administrative system lacks the means to efficiently manage the DUI offender from the initial offense through the completion for all requirements pertaining to the DUI offense and reinstatement of driver licensure.	Allows for DUI administrative services to be performed by the agency.	

## C. Proposed Technical Solution

### 1. Technical Solution Alternatives

Three solution alternatives were considered for the Motorist Modernization Phase III:

#### **Alternative 1: Retain Existing System**

This alternative involves continuing the current business processes using the existing technology environment, without significant changes or improvements.

- Maintenance would include:
  - Bug fixes
  - Periodic updates for legislative and policy mandates
  
- Challenges:
  - The system’s age and complexity increase costs in several areas:
    - Staffing and skill set maintenance
    - Data synchronization
    - Implementing timely changes
    - Integrating new functionality

Due to these limitations, this alternative is generally not viable.

#### **Alternative 2: Custom Build**

With this alternative, the Department would either procure a vendor or engage in-house resources. The custom-built solution would be tailored to meet the specific needs of the Department, with commercially available solutions used where appropriate.

- Advantages
  - Seamless integration with third-party and existing systems
  - Minimizes costs associated with commercial software upgrades and customization
  - Customized features to match business processes
  - Input from subject matter experts
  - Direct support from in-house developers

### **Alternative 3: COTS/MOTS/Transfer**

This alternative implements new business processes supported by a commercially available technology environment, while reducing the risks associated with custom-built solutions.

The Department would:

- Procure a commercially available solution that aligns with its needs
- Contract a vendor to configure/customize the solution

Key Considerations:

- Integration with third-party applications and current technology components (e.g., web services)
- Potential modification of business processes to fit the new system's approach

In some cases, a combination of custom-built and COTS/MOTS solutions is necessary due to the lack of market options that fully meet the requirements.

## **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. 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**

FLHSMV recommends a combination of selecting a COTS/MOTS and where appropriate replacing some of the older legacy applications processes with custom built software supporting the integration between various ORION processes as required. Many of the aspects being modernized are provided in pre-built solutions that would require some customization and custom integration thus the choice of procuring a COTS/MOTS solution is ideal. FLHSMV is confident that this provides the best opportunity for success.

Below are the technical solutions for each of the modernized aspects and where custom development or utilization of a COTS/MOTS is recommended based on preliminary research.

- a. Sunsetting of the remaining legacy Florida Real Time Vehicle Information System (FRVIS) functionality such as Dealer Licensing, and regulation of licensing of installers for mobile homes, manufactured homes, park trailers, and for manufacturing components.

**Alternatives 2 and 3 Selected.** The solution for this aspect will be procuring a COTS/MOTS solution that provides a licensing management aspect. Some custom development will be done to provide integration with the Department's ORION system.

- b. Modernizing the processes used to support cashiering, payment processing, funds distribution, refunds, and insufficient funds processing as well as consolidating revenue processing and other reporting functions.

**Alternative 2 selected.** The solution for this aspect will involve custom development in ORION, including some batch program development to support the revenue processing process.

- c. Database modernization efforts, which includes the following systems:

**1) Data Warehouse**

Modernizing the Data Warehouse, a critical component to the agency's analytics and decision-making processes in various business areas, designed to provide reporting for the Department.

**Alternative 3 selected.** The solution for this aspect will involve a re-platforming of the existing SQL Server implementation. This could be accomplished in a cloud-based deployment model or in an on-premises model using Oracle or Microsoft technologies or with any of the other vendors that provide solutions in this space.

**2) Crash Reporting System**

Modernizing the existing Crash Reports Database, the state's official repository for crash reports.

**Alternative 2 selected.** The solution for this will most likely involve custom development and the procurement of a data analytics vendor engagement as well.

- d. Creating a centralized repository for the collection of Driving Under the Influence (DUI) related information.

**Alternative 2 selected.** The solution for this will likely require procurement of a custom developed solution. Due to the complexity and uniqueness, it is unlikely that a COTS/MOTS implementation is available in the marketplace.

The DUI Repository effort will require the following technical components:

- Database Development – Storage of the data will be maintained alongside the Department's existing database environment.
- Web Application Development – A front end application will be needed for stakeholder interactions as well as Department maintenance of aspects of the system.
- Data Interface Development – Web services development will be required for data exchanges with Stakeholders.
- An Enterprise Service Bus – Data exchanges will need durability, reliability and high performance considering the number of data exchanges and stakeholders involved. An enterprise Service bus provides an ideal solution for the DUI repository.

- e. **Improving customer service by:**

- Modernizing the subsystem used to support the customer contact center, including displaying contact history in the customer dashboard.
- Modernizing the automated telephone system to engage callers, allowing them to provide and access information without a live agent
- Extending electronic payment processing to other customer channels.
- Implementing a Case Management System to aid in organizing the large volume of case-related data collected by FLHSMV to improve access, workflow, communication, and follow up.

**Alternative 3 selected.** The solution for this will most likely be the procurement of CRM (Customer Relationship Management) and Case Management COTS/MOTS solution.

## D. Proposed Solution Description

### 1. Summary Description of Proposed System

The proposed solution design extends the service-oriented architecture (SOA) design provided by Phases I and II 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
Expert	Internal COTS	Unknown	Internal	ISA Security Policy / Limited access	Vendor Solution / COTS / In-house development/ Customer Service Management Solution (CSM)	Internal CSM	High
FRVIS (Dealer Licensing)	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
FRVIS (Manufactured Housing)	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
Data Warehouse	Databases	SQL Server	Internet	ISA Security Policy / Limited access	In-house development/ SaaS/ COTS/ Vendor Solution	Internal data warehouse.	High
DUI	External COTS	Unknown	External/ Web Services	ISA Security Policy / Limited access	Vendor Solution / COTS / In-house development/ Customer Service Management Solution (CSM)	Internal/ External CSM	High



## **2. Resource and Summary Level Funding Requirements for Proposed Solution**

The Department's current technical architecture standard is based on Microsoft's .NET framework, Microsoft's SQL Server relational database, Service-Oriented Architecture (SOA), and web-based customer facing interfaces.

Motorist Modernization – Phase III requires staff augmentation in the Service Development bureau to assist with developing components of the system.

Motorist Modernization – Phase III 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 modernization projects, developed utilizing modern, standards-based platforms, and built for maximum flexibility and expansion. Additionally, where COTS/MOTS are utilized the capacity planning discipline will be extended to any procured solution as a technical requirement.

Most capacity metrics based on the existing technical architecture are not applicable to the existing Service Oriented Architecture used for implementing previous phases of Motorist Modernization.

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 exception to this will be the DUI repository which is a new process for the Department. The new applications are being developed to work within the current network architectures and bandwidth. Where applicable, existing network usage has been calculated and considered with the design of the new system.

For development produced by the Department, such as data exchanges or interfaces, 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.

## **VI. Schedule IV-B Project Management Planning**

To manage the components of the Motorist Modernization program, the Department utilizes a project management framework based on the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK). Please see Section VII. Appendices of this document for more information.

## VII. Appendices

### Appendix A: Acronyms

Acronym	Description
AAMVA	American Association of Vehicle Administrators
ACH	Automated Clearing House
ADLTS	Automated Driver License Testing System
ANSI	American National Standards Institute
API	Application Programming Interface
BOR	Bureau of Records
CBA	Cost Benefit Analysis
CDL	Commercial Driver License
CDS	Client Data System
CEU	Certified Education Unit
COTS	Commercial Off-The Shelf Software
CPI	Consumer Price Index
CRM	Customer Relationship Management software
CRS	Cashier Receipt System
DAVID	Driver and Vehicle Information Database
DBMS	Database Management System
DBPR	Department of Business and Professional Regulation
DELAP	Driver Education Licensing Assistance Program
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
DUI	Driving Under the Influence
ECM	Enterprise Content Management
EFS	Electronic Filing System
ELT	Electronic Lien and Title
EREC	Electronic Repository of Executed Contracts
FAME	Financial Accounting Management Exchange
FARS	Fatality Analysis Reporting System
FBI	Federal Bureau of Investigation
FDLE	Florida Department of Law Enforcement
FDLIS	Florida Driver License Information System
FDOH	Florida Department of Health
FEID/FEIN	Federal Employee Identification Number
FHP	Florida Highway Patrol
FLAIR	Florida Accounting Information Resource
FLDS	Florida Digital Service
FLHSMV	Florida Highway Safety and Motor Vehicles
FRTP	Florida Rider Training Program
FRVIS	Florida Realtime Vehicle Information System
FTP	File Transfer Protocol
GHQ	General Headquarters
HTTPS	Hypertext Transfer Protocol Secure
IES	Information Exchange Services
IID	Ignition Interlock Device
IRS	Internal Revenue Service
ISA	Information Systems Administration
ISF	Insufficient Funds
IVR	Interactive Voice Response

**Motorist Modernization Program**

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<b>Acronym</b>	<b>Description</b>
MV	Motor Vehicle
MOTS	Modified Off-The Shelf software
MOU	Memorandum of Understanding
NIC	State of Florida e-payment vendor
NCIC	National Crime Information Center
NICB	Nation Insurance Crime Bureau
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
PALM	Planning, Accounting, and Ledger Management
PII	Personally Identifiable Information
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
SFTP	Secure File Transfer Protocol
SOA	Service Oriented Architecture
TCATS	Traffic Citation Accounting Transmittal System
UTC	Uniform Traffic Citations
VIN	Vehicle Identification Number
WRAP	Work Request and Prioritization request

## Appendix B: Project Management Plan



### **Motorist Modernization Program**

Information Systems Administration ♦  
Office of Motorist Modernization ♦

Phase III Program Management Plan  
Version 1.0

**Motorist Modernization Program**

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**Contact Information**

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**File Information**

**File Location:** All program artifacts will be maintained in the MM Project Control Book (PCB).

**Revision History**

Date	Version	Revised By	Description
09/06/2024	1.0	M. Anderson	Initial Draft

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# Purpose of Document

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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 III program and this Program Management Plan

Document	Format	Purpose/Description
Del 2 Attach A – Blueprint Procedures v4.0.doc	MS-Word	Procedures for additions and updates to the 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 III.

# Background and Business Need

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The Motorist Services program within the Department of Highway Safety and Motor Vehicles supports the issuance of almost 5.7 million driver licenses/identification cards and 31.2 million motor vehicle title and registration transactions in Florida annually. These services provide more than \$2.6 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. Given the Department's significant impact on state revenue, it is imperative to continue modernizing and enhancing its systems to improve service delivery and operational efficiency.

In 2014, the Department embarked on Motorist Modernization Phase I to upgrade its legacy driver license systems. This phase successfully improved customer service and introduced a new customer portal that offered additional online services. It also enhanced online support for active-duty military personnel.

In 2017, Motorist Modernization Phase II commenced, focusing on modernizing legacy motor vehicle systems. This phase unified driver license and motor vehicle issuance systems, further simplifying office visits and expanding online services. It successfully reduced duplicative processes and increased service efficiency. The culmination of these efforts was the development of the Online Registration and Identity Operating Network (ORION), a web application designed to consolidate and integrate FLHSMV's various networking systems and applications.

While significant progress has been made, several key business support systems remain that require modernization to fully realize the benefits of the new infrastructure. Key areas for further development include:

- **Retirement of FRVIS:** The Florida Real-Time Vehicle Information System (FRVIS) remains a legacy system that must be retired. Modernizing the systems that interact with FRVIS is essential for eliminating operational redundancies and aligning with ORION's streamlined functionality.
- **Modernization of the CRASH Database:** The current CRASH database, which records and processes traffic accident reports, is outdated. Modernizing this database will enhance data accuracy, accessibility, and integration with other systems, thereby improving overall data management and analysis capabilities.
- **Modernization of the Data Warehouse:** The current data warehouse, which supports data storage, retrieval, and analysis across various systems, is outdated and lacks integration with newer technologies. Modernizing the data warehouse will improve data consolidation, reporting capabilities, and analytical power. It will enable more sophisticated data analysis, enhance decision-making, and support better integration with other modernized system.
- **Development of a Central DUI Repository:** A centralized repository for Driving Under the Influence (DUI) data is needed to streamline information sharing and enhance law



enforcement efforts. This system will facilitate more efficient tracking and management of DUI-related incidents, ultimately supporting better decision-making and public safety.

- **Improvement of Customer Service Applications:** Despite advancements made in previous modernization phases, there are still opportunities to further enhance customer service applications. Upgrades in this area will provide a more seamless and user-friendly experience for customers interacting with FLHSMV services.

The ongoing modernization and integration efforts will deliver several key benefits:

- **Increased Efficiency:** Streamlining operations and retiring outdated systems will reduce redundancy, lower costs, and improve overall efficiency.
- **Enhanced Customer Experience:** Upgraded systems will offer more robust, user-friendly services, including improved online functionalities and faster processing times.
- **Improved Data Management:** Modernized databases and data warehouses will enhance data accuracy, accessibility, and analysis, supporting better decision-making and public safety.
- **Cost Savings:** Consolidation of resources and systems will lead to reduced operational costs and more efficient use of resources.

The continued modernization of FLHSMV's legacy systems, including the retirement of FRVIS, the modernization of the CRASH database, the development of a central DUI repository, and improvements to customer service applications and the data warehouse, is essential for maintaining operational excellence and enhancing service delivery. Investing in these initiatives will ensure that the Department continues to support Florida's motorists and Law Enforcement effectively while optimizing state revenue contributions and operational efficiencies.

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 Department. This effort will leverage technological advances in the software, hardware and network arenas to provide faster and more effective computing solutions.

# Assumptions and Constraints

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## ***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 0.
- 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.

## ***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.

# Program Scope and Methodology

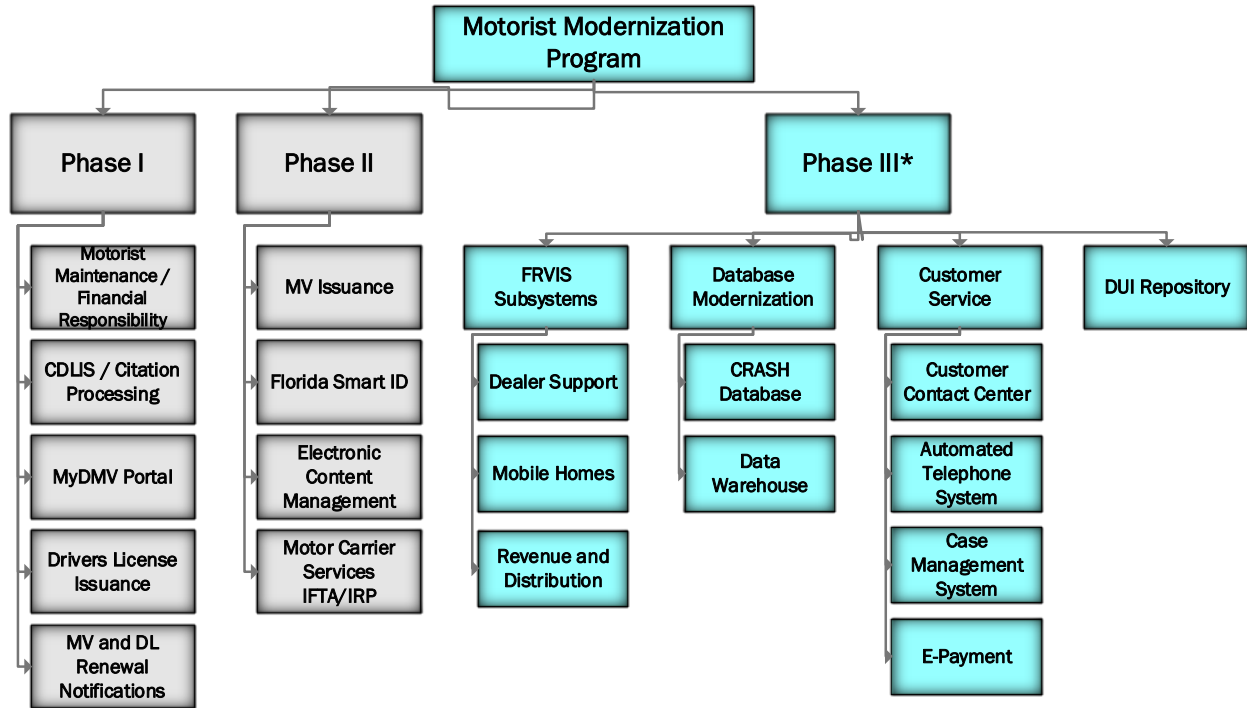
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## ***Scope Statement***

The Motorist Modernization Program – Phase III, beginning in July 2025, will modernize several key business support systems to fully realize the benefits of the new infrastructure implemented in Phases I and II.

- **Retirement of the Florida Real-Time Vehicle Information System (FRVIS):** FRVIS remains a legacy system that must be retired. Modernizing the systems that interact with FRVIS is essential for eliminating operational redundancies and aligning with ORION's streamlined functionality.
- **Modernization of the CRASH Database:** The current CRASH database, which records and processes traffic accident reports, is outdated. Modernizing this database will enhance data accuracy, accessibility, and integration with other systems, thereby improving overall data management and analysis capabilities.
- **Modernization of the Data Warehouse:** The current data warehouse, which supports data storage, retrieval, and analysis across various systems, is outdated and lacks integration with newer technologies. Modernizing the data warehouse will improve data consolidation, reporting capabilities, and analytical power. It will enable more sophisticated data analysis, enhance decision-making, and support better integration with other modernized system.
- **Development of a Central DUI Repository:** A centralized repository for Driving Under the Influence (DUI) data is needed to streamline information sharing and enhance law enforcement efforts. This system will facilitate more efficient tracking and management of DUI-related incidents, ultimately supporting better decision-making and public safety.
- **Improvement of Customer Service Applications:** Despite advancements made in previous modernization phases, there are still opportunities to further enhance customer service applications. Upgrades in this area will provide a more seamless and user-friendly experience for customers interacting with FLHSMV services.

Implementation of Motorist Modernization Phase III 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 III consists of four overarching projects supporting the Department's business operations. The structure of the Motorist Modernization Program and the Phase III component is displayed in Figure 4.1.



\* - Final Structure TBD

Figure 4-1 – Phase III 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.

**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.
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.

**Motorist Modernization Program**

Deliverable Name	Completion and Acceptance Criteria
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)	Identify items, their costs, and narrative to explain why items are required for the program initiatives.
Request for Quote (RFQ)	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 the modernization project.
Support Services Vendor Deliverables	Deliverables developed in accordance with the program's support services vendor contract.

***Program Exclusions***

Anything not explicitly stated in the scope of this program is implicitly excluded.

***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.

***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 IDSM has a multitude of stage containment activities. There is an evaluation of the Program's progress at various points to ensure work has been completed and stakeholder approval has been achieved to proceed to the next stage of activities.

### ***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.

# Critical Success Factors and Program Benefits

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## ***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 0.
- 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.

## ***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.

# 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.

## Program Organization High-Level Overview

Figure 6.1 shows the program organization and the relationship between its components.

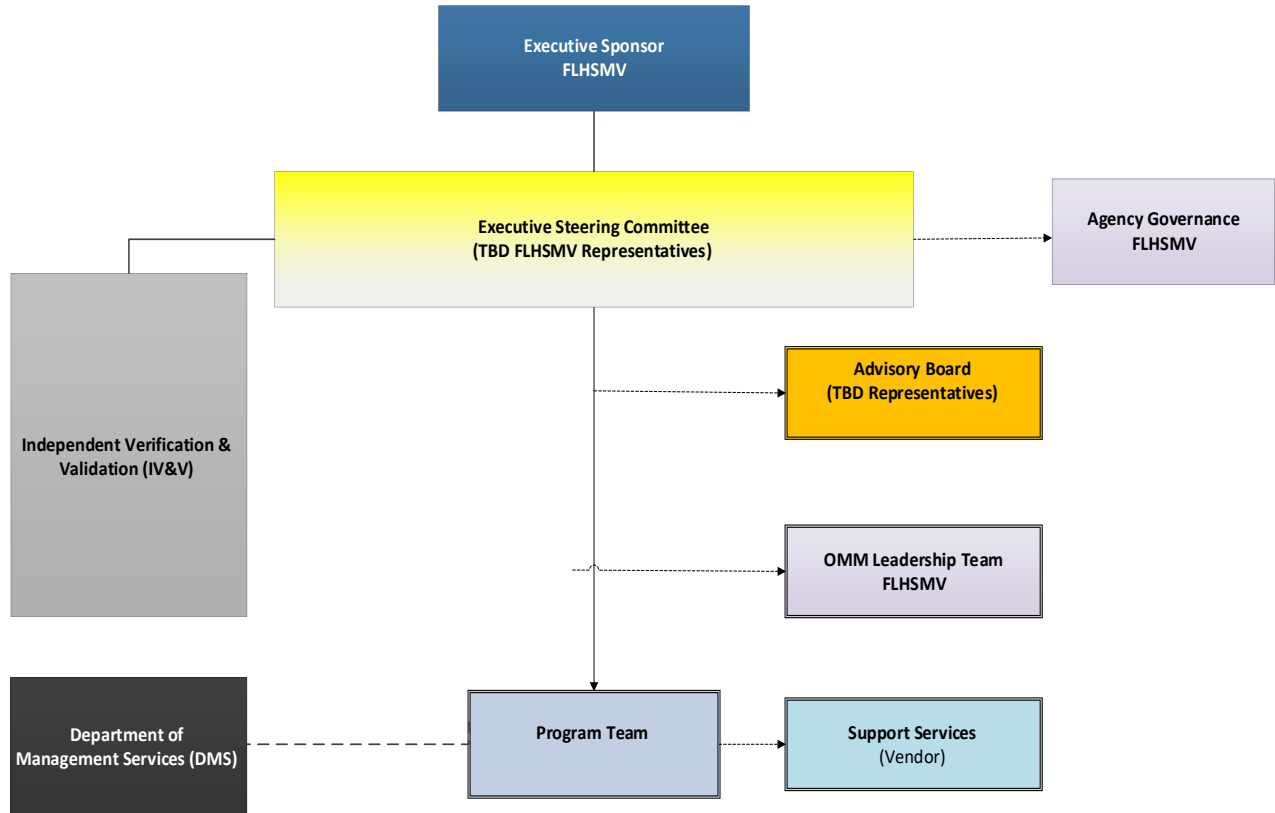


Figure 0-1 – Program Organization



**Executive Steering Committee**

Figure 0-2 illustrates the Phase II Executive Steering Committee members. Modifications to the ESC members may be made to ensure adequate leadership representation as it pertains to Phase III initiatives. These modifications 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).



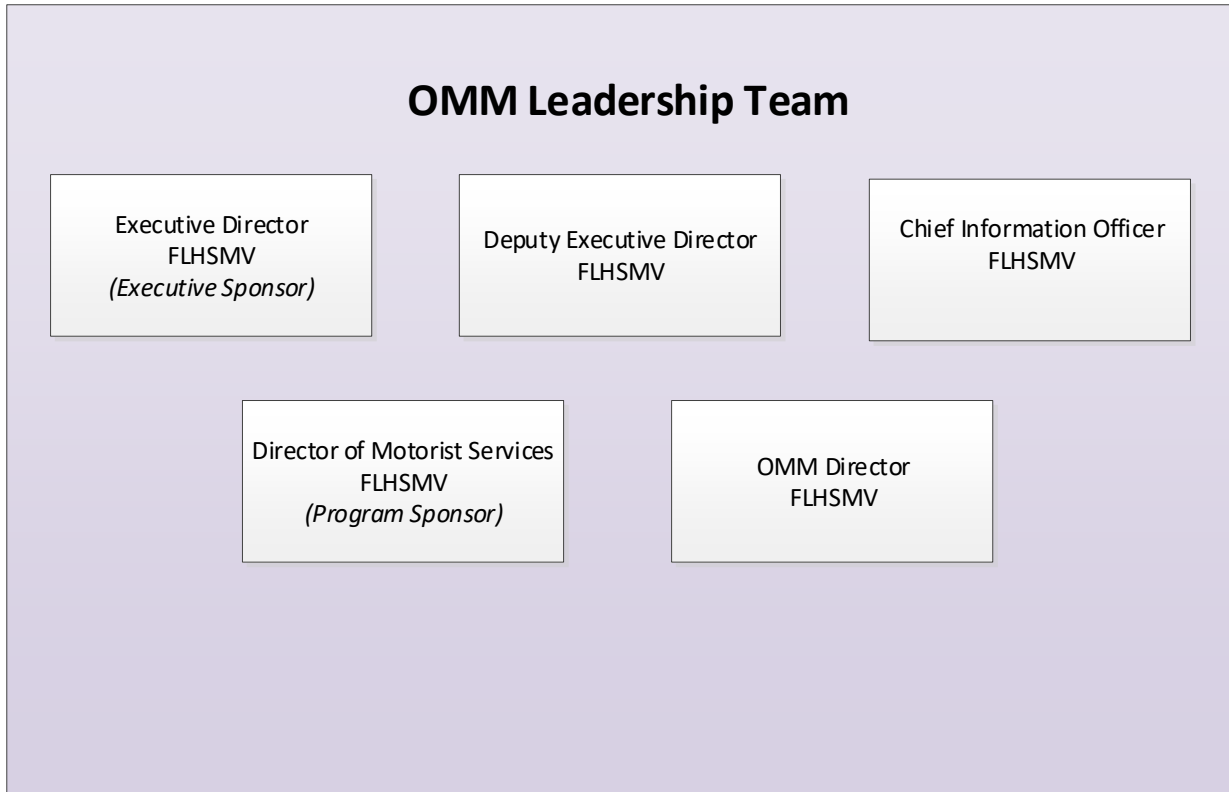
**Figure 0-2 – Executive Steering Committee**

***Program Advisory Board***

The Motorist Modernization Advisory Board provides input and strategic guidance to the Program Director and the ESC to assist in decision making. Members will be solicited from areas like: Information Systems Administration’s (ISA) Enterprise Data Management, ISA’s Service Operations, Motor Services’ (MS) Customer Service Delivery, MS Program Operations, Accounting, Law Enforcement, and Tax Collector Representatives.

***OMM Leadership Team***

Figure 0-4 illustrates the OMM Leadership Team members.



**Figure 0-4 – OMM Leadership Team**

**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 0.

	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>HIGH PRIORITY ITEMS</b>					
<b>ESC</b> <i>Ensure the program meets overall objectives and:</i> – 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	– Missed phase gate. – Schedule variances that will impact the IMS baseline (warranting re-baseline). – Significant schedule slippage that may include missing key deliverables or milestone dates. – Schedule variances that will cause a delay in work along the critical path. – Schedule Performance Index (SPI) trending < 0.90 (+/- 10%).	– Changes in scope that impact the overall program definition and direction. – Legislative and/or Policy directives. – Unstable program scope. – Deferral of functionality with impact to business objectives. – Go/No-Go decision point.	– Spending over/under budget for an established reporting period (+/- 10%). – Changes to the overall program budget (allocation, distribution, etc.). – Cost Performance Index (CPI) trending < 0.95 variance across three (3) or more months	– Escalating or new risks that will most likely impact the success of the program. – Escalating or new issues that are impacting the success of the program.	– Enterprise (cross-program / Department) staffing and resource management (allocations).

**Motorist Modernization Program**

	<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>
<i>- 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.</i>					
<b>Motorist Modernization Advisory Board</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>FLHSMV Governance</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</li> </ul>	Review and monitoring.	Review and monitoring.	Review and monitoring.	Review and monitoring.	Review and monitoring.

**Motorist Modernization Program**

	<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>
<i>with external entities or other agencies - Confidential information will be shared with external entities or agencies - Large multi-year - Critical timelines</i>					

**Motorist Modernization Program**

<b>Governance Body</b>	<b>Schedule</b>	<b>Scope</b>	<b>Cost</b>	<b>Risks / Issues</b>	<b>Resources</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>					
<p><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></p>	<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>

**Motorist Modernization Program**

<b>Governance Body</b>	<b>Schedule</b>	<b>Scope</b>	<b>Budget</b>	<b>Risks / Issues</b>	<b>Resources</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>

**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>
<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>	<ul style="list-style-type: none"> <li>- No cost impacts.</li> </ul>	<ul style="list-style-type: none"> <li>- Work may be performed by existing program (cross-project) resources.</li> </ul>



**Motorist Modernization Program**

<b>Governance Body</b>	<b>Schedule</b>	<b>Scope</b>	<b>Cost</b>	<b>Resources</b>
<p><b><u>Level I Product Owner</u></b></p>	<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>-</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>	<ul style="list-style-type: none"> <li>- No cost impacts.</li> </ul>	<ul style="list-style-type: none"> <li>- Work may be performed by existing program (cross-project) resources.</li> </ul>

**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

**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)	<p>Ensure the program meets overall objectives and:</p> <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>
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.
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.

**Motorist Modernization Program**

Role	Responsibility
Independent Verification and Validation (IV&V)	Perform independent assessment of the program to ensure that the deliverables meet defined requirements / specifications in accordance with industry leading practices, the Scope of Services document and the Deliverable Expectation Document.
OMM Leadership Team	<ol style="list-style-type: none"> <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>
<p>Program Director</p> <p>(may also be referred to as the Office of Motorist Modernization (OMM) Program Director)</p>	<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 recommendations meet required acceptance criteria.</li> </ol> </li> </ol>
<p>Deputy Program Director</p> <p>(may also be referred to as the Office of Motorist Modernization (OMM) Deputy Program Director)</p>	<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 III Initiative.</li> <li>3. Liaison with the program and project managers in the development and implementation of Motorist Modernization – Phase III projects.</li> <li>4. Liaison with the Contract and Budget Consultant in the management of the Motorist Modernization – Phase III 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> </ol>

**Motorist Modernization Program**

Role	Responsibility
	<ol style="list-style-type: none"> <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	<p>Develop and oversee the overall design, architecture, and development of program deliverables and enterprise architect plan.</p> <p>Establishes architectural solution recommendations and manages the database redesign resources assigned to the Motorist Modernization program.</p>
Software Architect	<p>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.</p>
Data Architect	<p>Reports to the Enterprise Architect and is responsible for coordinating database redesign activities in support of all phases of modernization.</p>
Infrastructure Architect	<p>Reports to Enterprise Architect and is responsible for the planning and coordination of infrastructure related activities to support the Motorist Modernization program.</p>
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>

**Motorist Modernization Program**

Role	Responsibility
	<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 III 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>
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> </ol>

**Motorist Modernization Program**

Role	Responsibility
	<ol style="list-style-type: none"> <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>
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>

Role	Responsibility
Support Services Vendor	Provide professional consulting services as outlined in the Scope of Services agreement.
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>

**Program Stakeholders**

The Department serves over 18.2 million licensed drivers and the registrants of over 26.9 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) 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
Commercial Fleet Manager / Independent Owner-Operators	Issue Commercial Driver License (CDL), International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP)

<sup>2</sup> The complete list of stakeholders may be found in the program’s Schedule IV-B.



**Motorist Modernization Program**

<b>Customers/Users</b>	<b>Function Performed by Department</b>
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 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 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	Public Records Fulfillment
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

**Motorist Modernization Program**

Customers/Users	Function Performed by Department
<p>Other Federal, State and Local Entities, e.g.:</p> <ul style="list-style-type: none"> <li>• Florida Department of Revenue</li> <li>• Florida Department of Financial Services</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>	<p>Perform data exchange</p>
<p>Selective Service Administration</p>	<p>Register people eligible for the draft</p>
<p>Donate Life Florida</p>	<p>Register people for organ donation</p>
<p>Supervisor of Elections</p>	<p>Provide voter registration information</p>
<p>Courts</p>	<p>Enforce sanctions or judgments</p>
<p>Department of Revenue/Children of Non-Custodial Parents</p>	<p>Suspend driver licenses of noncustodial parents that do not meet their court-ordered child support obligation</p>
<p>Florida Highway Patrol / Law Enforcement</p>	<p>Provide access to lookup identity information and other information related to maintaining public safety</p>
<p>Florida Department of Law Enforcement</p>	<p>Report changes of address for offenders</p>
<p>Department Vendors (e.g., PRIDE, etc.)</p>	<p>Provide commodities, equipment, and/or services</p>
<p>American Association of Motor Vehicle Administrators (AAMVA)</p>	<p>Perform data exchange related to driver license and motor vehicle information</p>
<p>IFTA/IRP Inc.</p>	<p>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</p>

**Motorist Modernization Program**

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<b>Customers/Users</b>	<b>Function Performed by Department</b>
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

# Human Resource Management

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## ***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.

Internal agency hires are the preferred source for meeting the needs of the program. However, when internal resources are not available to meet the agency's needs/obligations, resources should be sourced utilizing the multi-tiered approach below based on the availability of funding from an approved Legislative Budget Request.

Tier 1: Agency hires to fill vacant FTE positions

Tier 2: Managed Services or Talent Organization contract (multi-position contracts)

Tier 3: Individual Staff Augmentation contracts

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 0, Program Team Roles and Responsibilities.

## ***FLHSMV Operations Resources***

Subject matter experts (SMEs) will be required from appropriate business and technical areas. The Program Manager, Project Manager, or Business Analyst may identify a specific resource need. Once identified, the Program Manager shall be responsible for providing the detail surrounding the need, including the duration of the resource need, tasks assigned, and percentage of time the resource will be needed for the duration specified. The detailed request will be escalated to the Executive Steering Committee 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 III 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).

***Support Services Resources/Deliverable Based Contract Vendor Resources***

Support services resources are identified and assigned to the MM Phase III program in accordance with the contract and based on their 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. Once identified, the Support Services vendor will provide the following points of contact 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.

***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 utilizing the tiered approach identified above. 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 or Contract Manager depending on the source of the resource. 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.

***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 0).
  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.

### ***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) 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 05.

# Cost Management

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## ***Program Estimated Budget***

The Legislative Budget Request (LBR) was submitted for FY 2025-26 to fund requirements gathering with an estimated program length of five 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.

## ***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.

## ***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 0, 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 0.

# Time Management

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## ***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.

Note: There are several workstreams within Phase III 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 III 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.

**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 will be managed by the Support Services vendor 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

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 0-1 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 0-1 IMS Update Responsibility**

Schedule changes will be managed according to the Decision Escalation Matrix referenced in Section 0. Changes will follow the Change Management Process documented in Section 0. 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.

### ***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 0. 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:

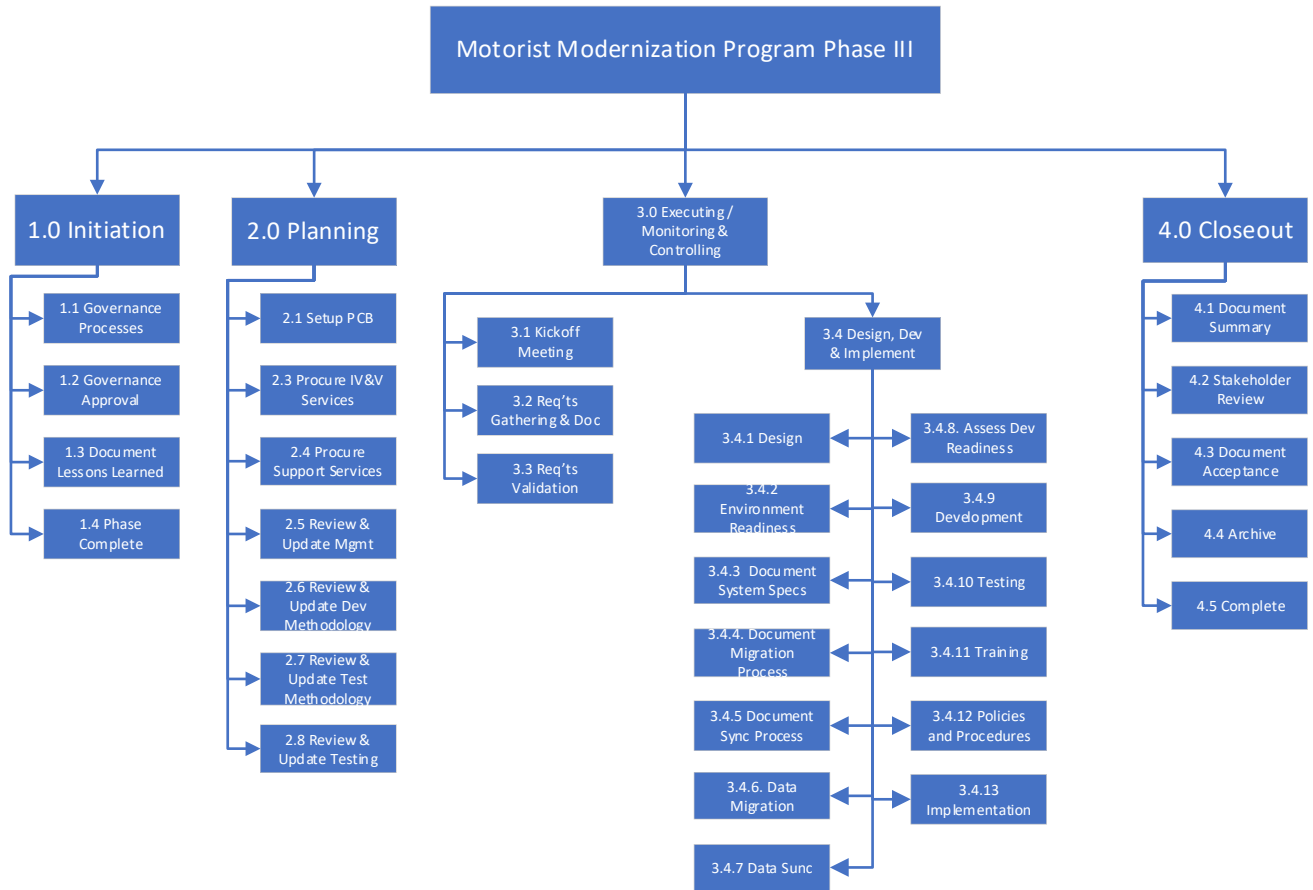
- Review progress during the status meeting. This will identify slippage early in the process and allow for response.
- Review progress, at the status meeting, to verify work is proceeding as previously scheduled. This will include walkthroughs of the products, artifacts, and deliverables.
- Review progress 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.

### ***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.

**Work Breakdown Structure (WBS)**

Figure 0-3 Work Breakdown Structure (WBS) illustrates the hierarchical structure of the tasks required to meet the program objectives.



**Figure 0-3 – Work Breakdown Structure**

# Risk and Issue Management

## 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 with 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.
Probability of Occurrence	Ranking the potential for risk occurrence: <b>Low:</b> <10% chance of risk realization.

Risk Details	Description
	<p><b>Medium:</b> 10%-60% chance of realization.</p> <p><b>High:</b> &gt;60% chance of risk realization.</p>
Mitigation Approach	<p>The risk response:</p> <p><b>Accept:</b> This approach reflects a risk that is acknowledged as valid, but cannot be avoided or mitigated</p> <p><b>Avoid:</b> This approach reflects a risk where steps are taken to disengage any activities associated with the inherent risk.</p> <p><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.</p> <p><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.</p>
Impact	<p>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.</p> <p><b>Low:</b> Variance to impacted area is anticipated to be &lt; 10%.</p> <p><b>Medium:</b> Variance to impacted area between 10%-25%.</p> <p><b>High:</b> Variance to impacted area is anticipated to be &gt; 25%.</p>
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	<p>A chronological history of the activities taken to manage this risk. Latest entry should be listed at top. Each entry should begin as follows:</p> <p style="text-align: center;"><b>&lt;MM-DD-YYYY&gt; author of update (i.e., First Initial. Last Name)</b></p>
Logged By	The person entering the risk into the PPM tool.

**Table 0-2 Risk Details**

**Risk Management Strategy**

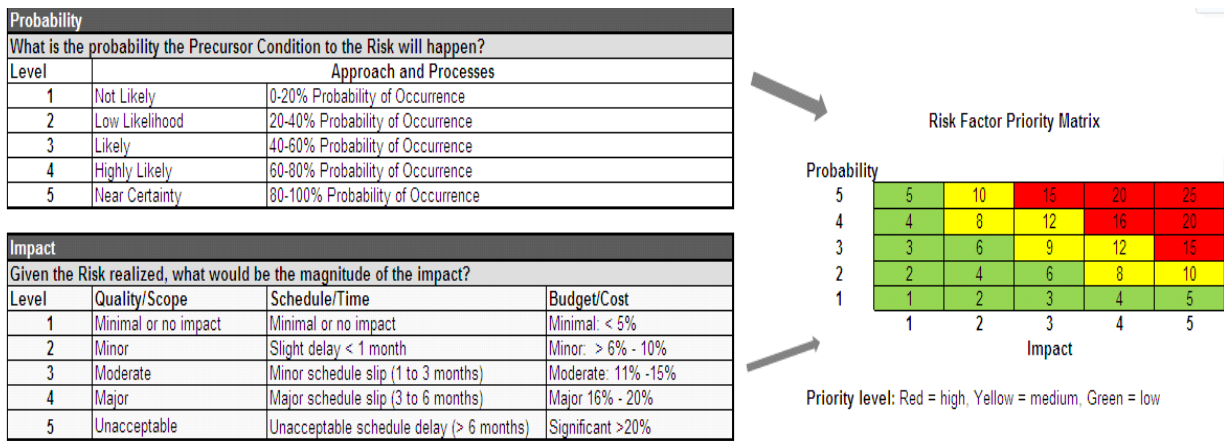
*Risk Identification Process*

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 0.

*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 0-4 illustrates the priority matrix once the probability and impact for each individual risk has been assessed.



**Figure 0-4 – Risk Scoring Matrix**

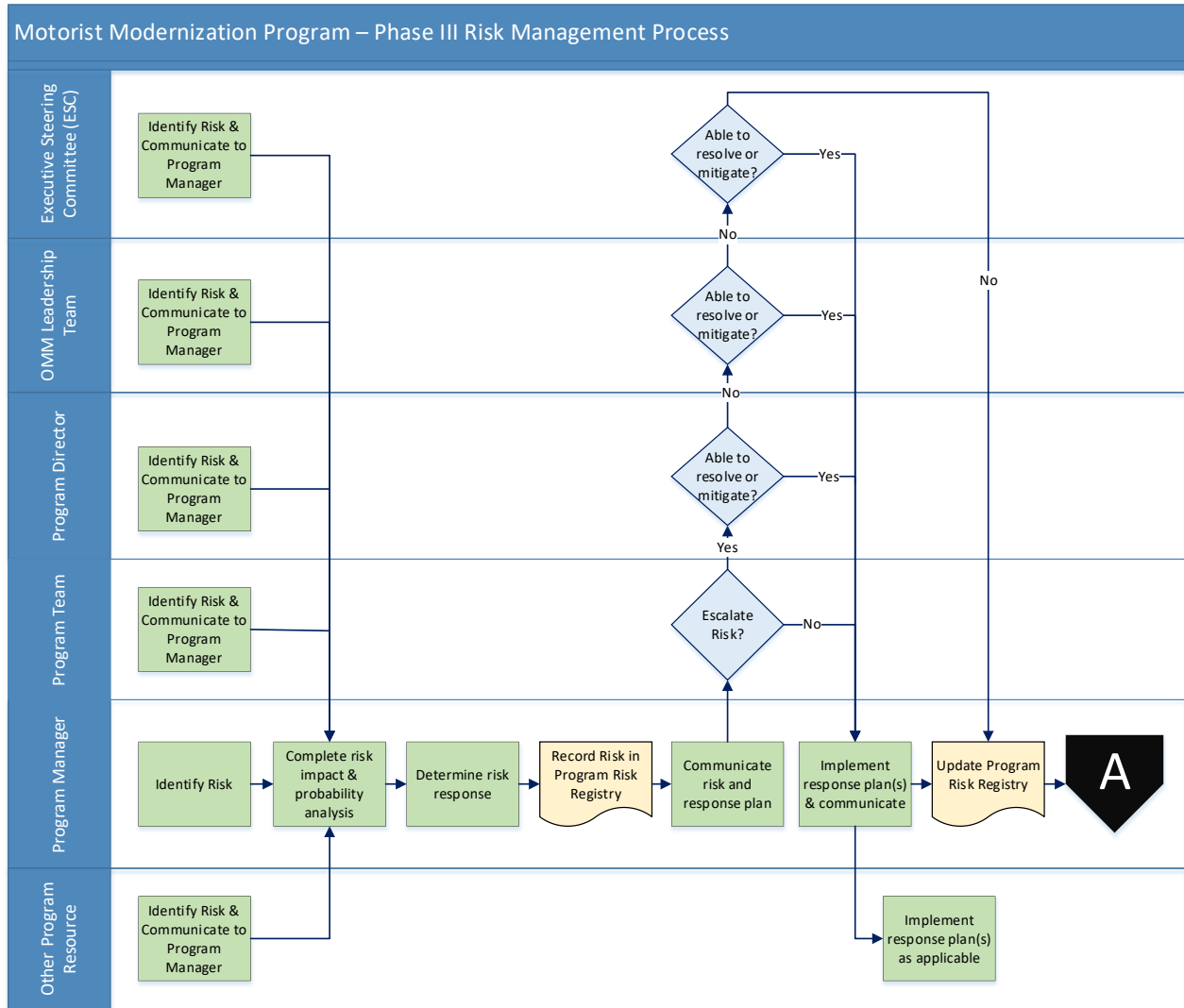
For high risks, mitigation plans will be developed to eliminate the risk or the potential impacts to the program. All high-level risks will be documented and communicated to the ESC for review and evaluation.

*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.

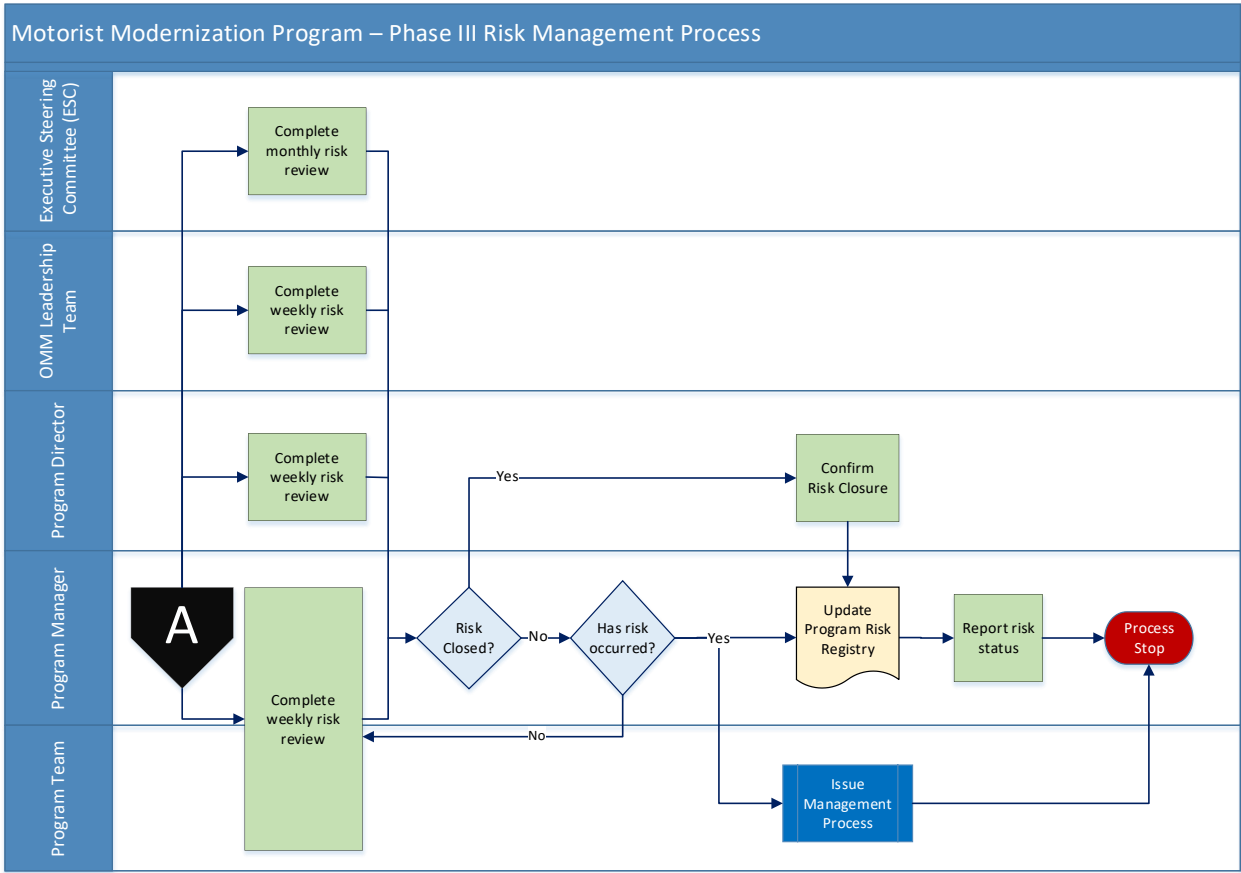
Figure 0-5 and Figure 0-6 both illustrate the Motorist Modernization program’s Risk Management Process.

**Motorist Modernization Program**



**Figure 0-5 – Risk Management Process (1 of 2)**

**Motorist Modernization Program**

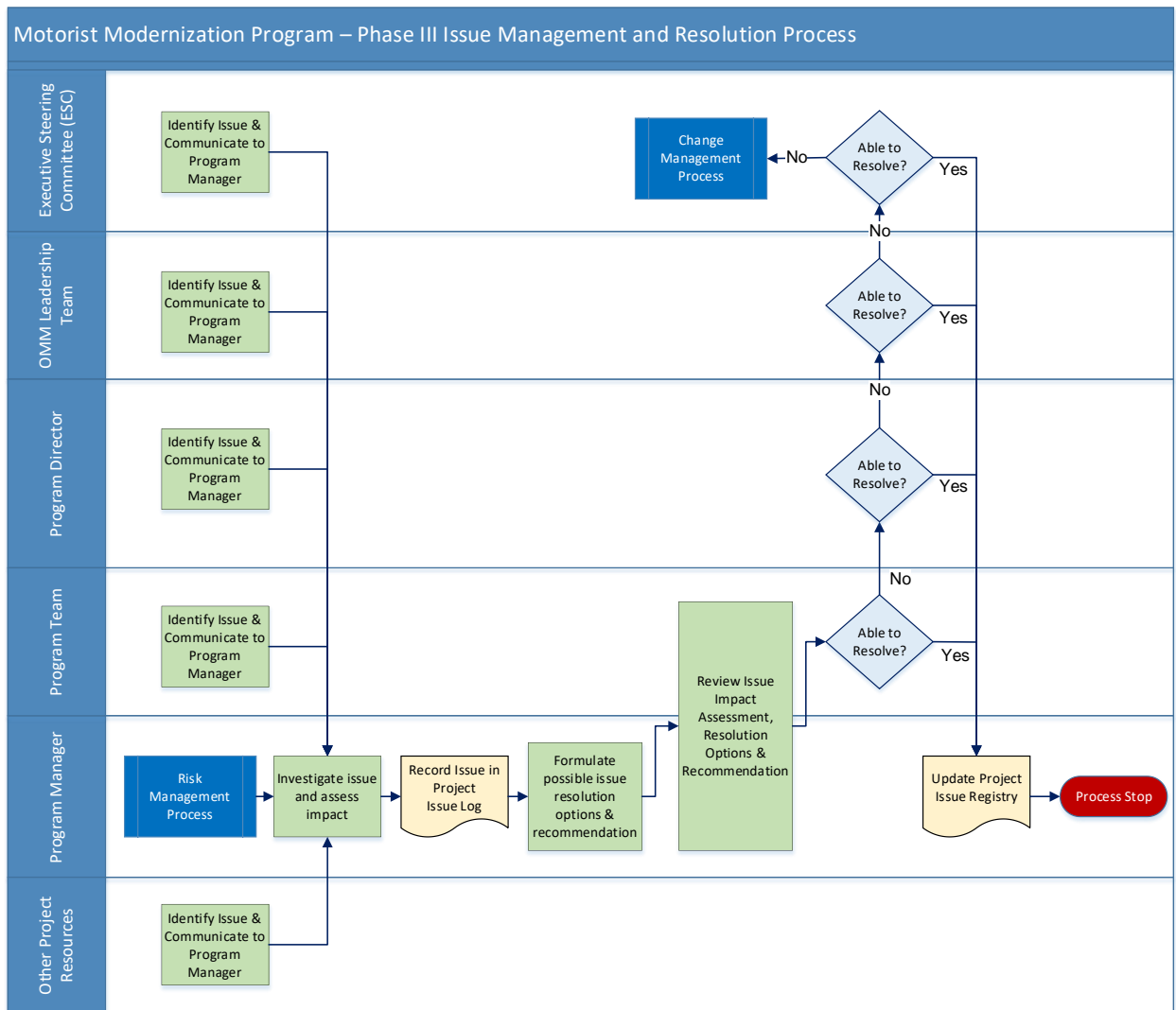


**Figure 0-6 – Risk Management Process (2 of 2)**



### 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 0-7 illustrates the issue management process.**

The Program Manager will monitor all program issues on an ongoing basis and maintain the issue log 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. <i>Note: This will need to be updated weekly</i>
Assignee(s)	The person(s) assigned to the issue <i>Note: The PPM tool generates an automatic notice to all assignees</i>

**Table 0-3 Issue Details**

# 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.

## ***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 0.

### 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 0.

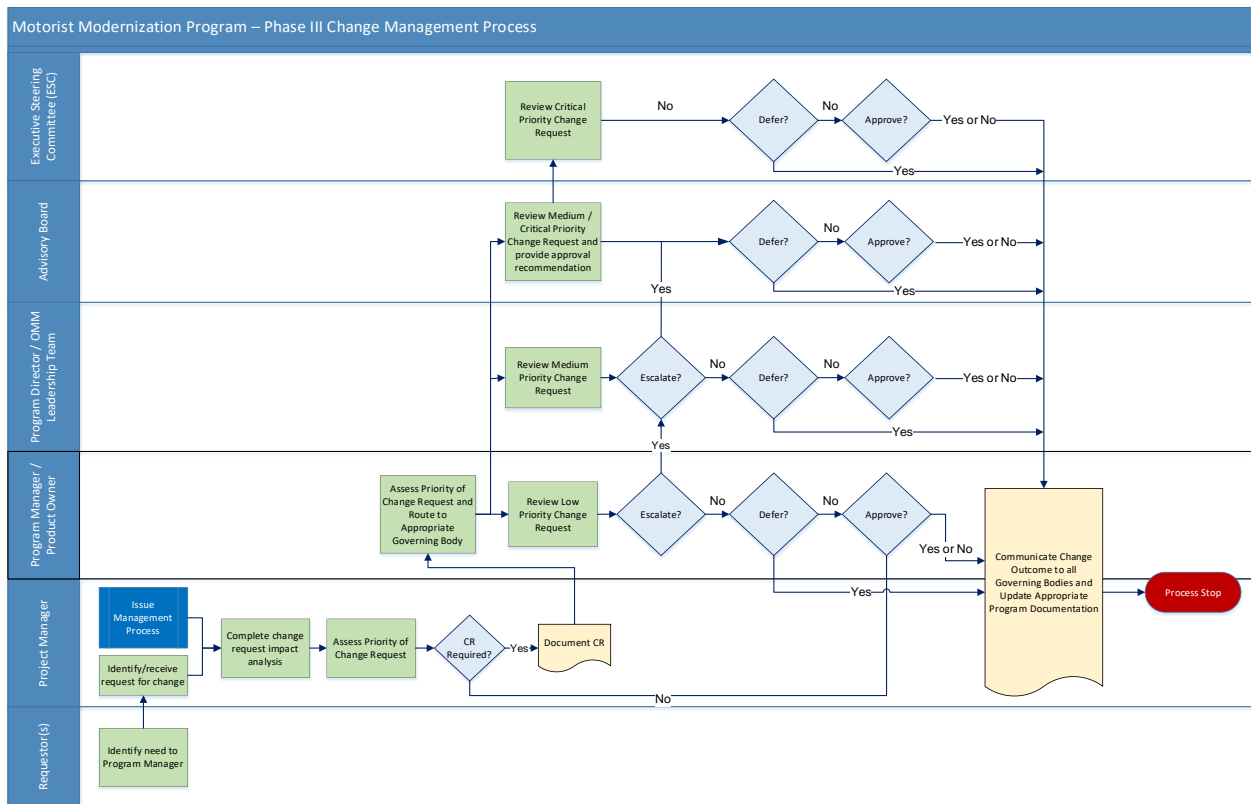


Figure 0-8 – Change Management Process

### 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 6.5.

**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 0.

Level	Attributes	Reviewer(s) / Approver(s)
<p>Level 1 (Low)</p>	<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 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>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>	<p>Product Owner / Program Manager / Project Manager</p>
<p>Level 2 (Medium)</p>	<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> </ul>	<p>Product Owner / Program Director</p>

<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.

**Motorist Modernization Program**

Level	Attributes	Reviewer(s) / Approver(s)
	<ul style="list-style-type: none"> <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>	
<p>Level 3 (Medium) (Critical)</p>	<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.                             <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.</li> </ul> </li> <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> <p>Level 3 changes must be fully documented with a change request and follow the formal change management process. Also, in accordance with the program’s Decision Escalation Matrix referenced in Section 0, 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>	<p>Program Director / Executive Steering Committee</p>

# Quality Management

## 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>
Deliverable Expectations Document (DED)	The Program Team will work with the Vendor to document acceptance criteria for each deliverable, identify appropriate reviewers, and streamline the deliverable review process.

**Motorist Modernization Program**

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Tool	Description
	<b>Note:</b> A template for the Deliverable Expectation Document is in the Project Control Book.

The purpose of the Quality Management Plan is to outline the processes to instill quality in the deliverables produced and services provided. The plan outlines both quality assurance activities as well as quality management metrics.

The objectives of the Quality Management Activities are to:

- Identify and correct defects early in the process
- Evaluate a deliverable against program standards and deliverable expectations
- Reduce the number of errors as the work effort progresses
- Reduce time and costs resulting from rework
- Monitor adherence to agreed-upon program processes

For purposes of this document, quality is defined as the degree to which a system, deliverable, or process meets specified requirements. The Quality Management Plan is made up of quality activities that fit into three main categories:

- Deliverable Quality
- Process Quality
- System Quality

The following sub-sections outline the key activities within the deliverable quality assurance, process quality management, and system quality categories.

***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, currently Blueprint.

***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.

***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



**Motorist Modernization Program**

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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 0-9, Figure 0-10, and Figure 0-11 illustrate the deliverable review process, including the quality assurance peer review(s). Within the approved DED, specific individuals are aligned to one or more of these roles reflected in the Deliverable Review Process.

Motorist Modernization Program

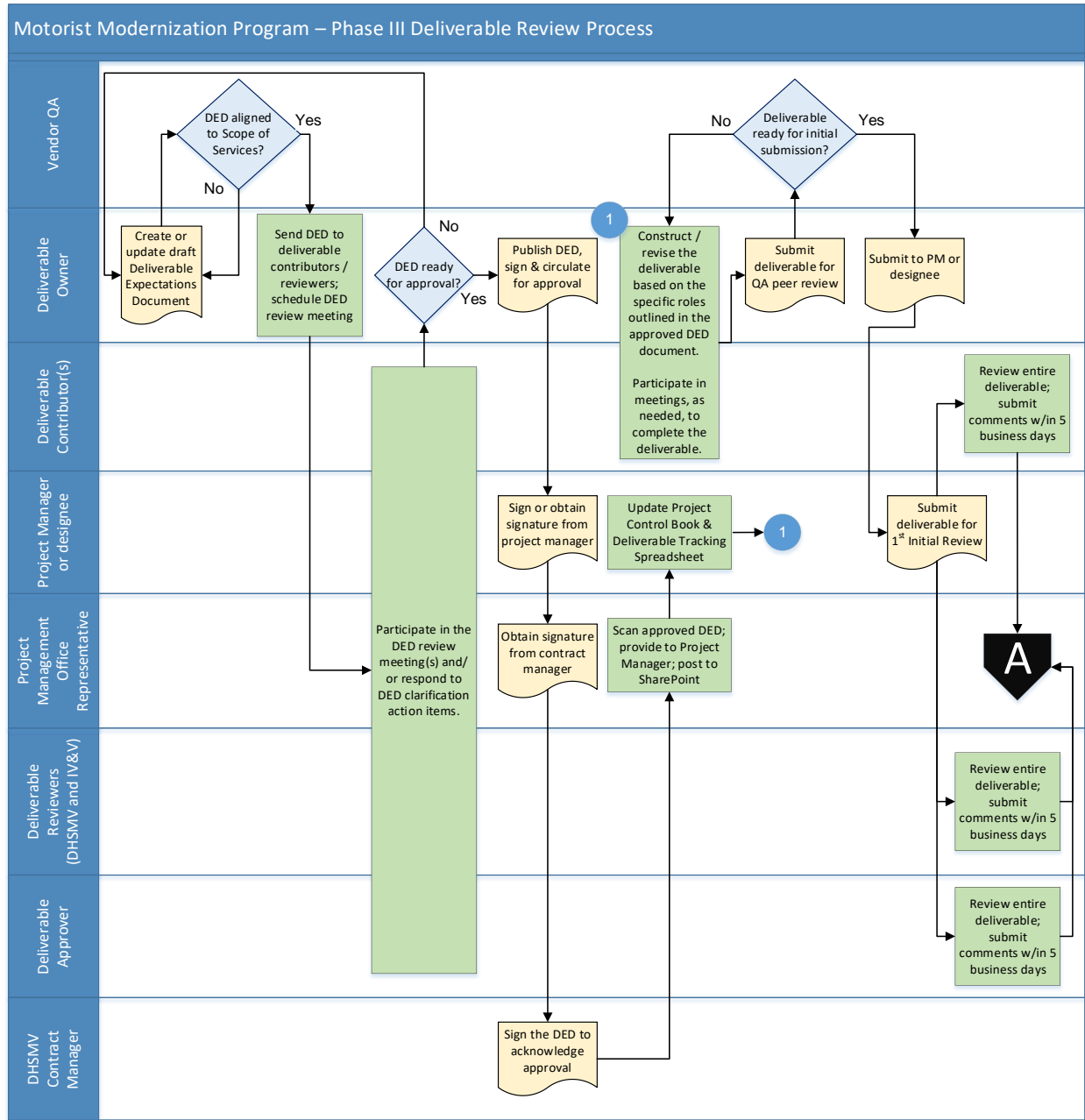


Figure 0-9 – Deliverable Review Process (1 of 3)

Motorist Modernization Program

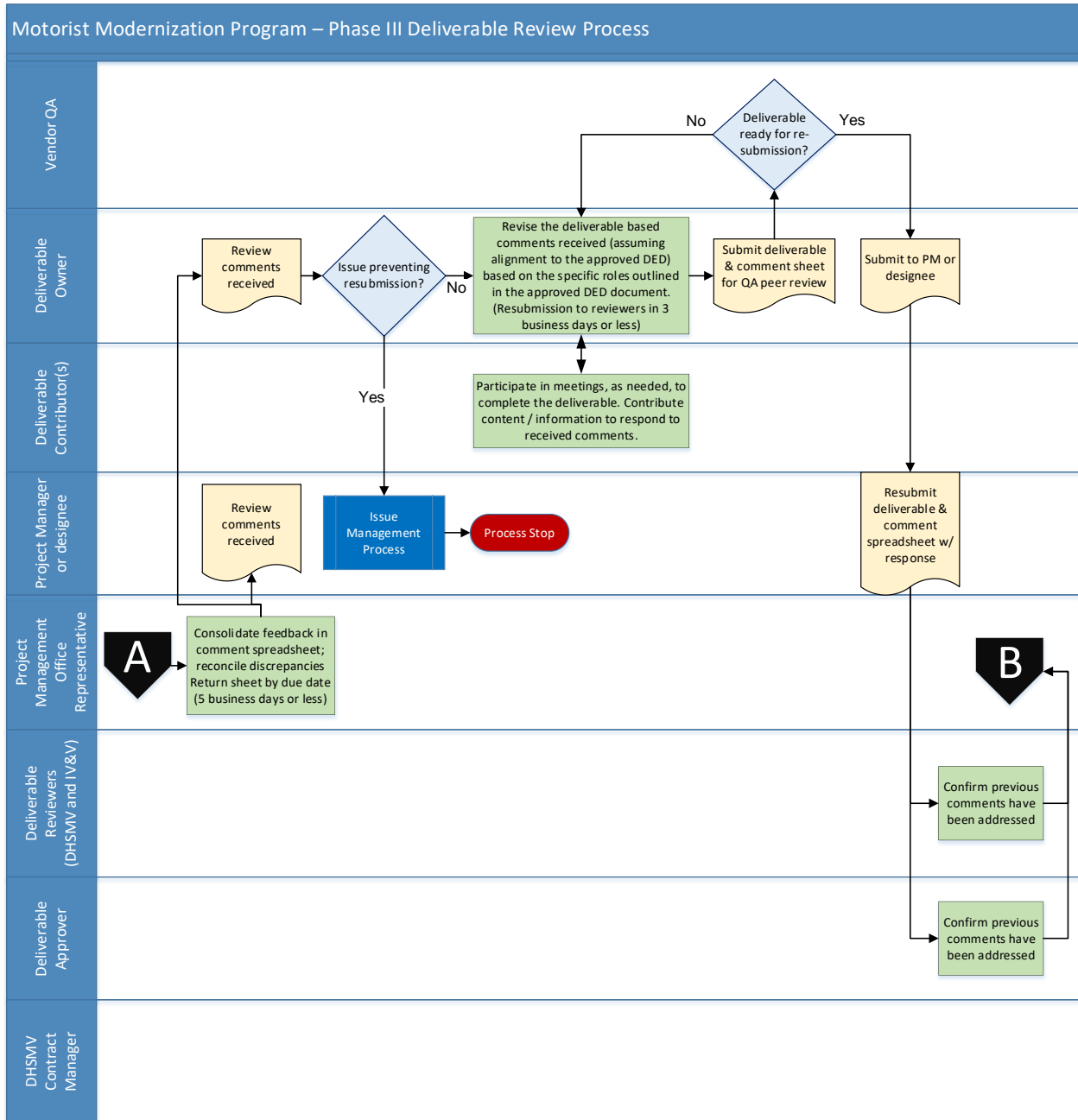
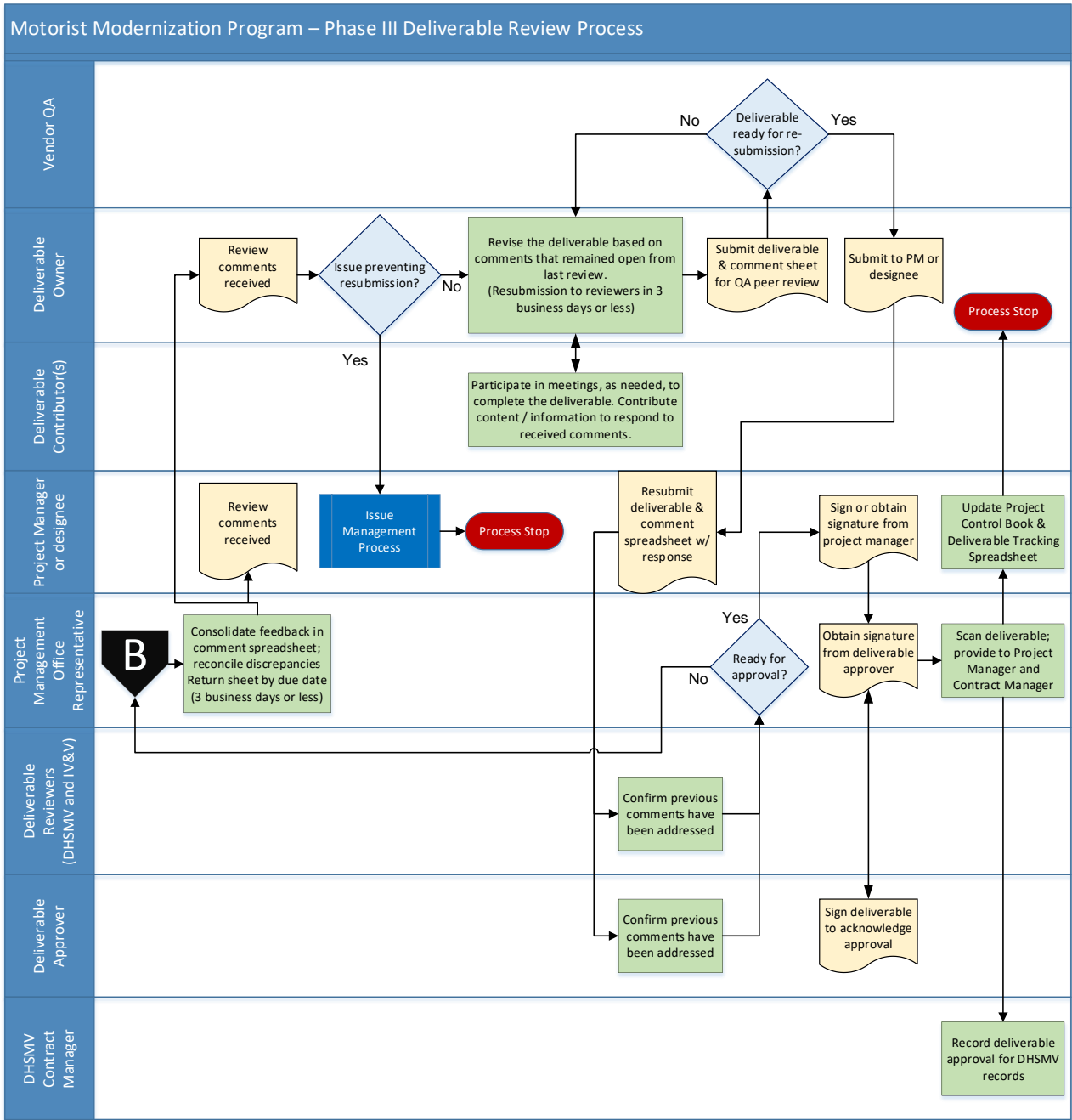


Figure 0-10 – Deliverable Review Process (2 of 3)

**Motorist Modernization Program**



**Figure 0-11 – Deliverable Review Process (3 of 3)**

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***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 0-4– 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 0-4 Deliverable Quality Metrics**

***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	Green: ≤ 5 business days Yellow: 6 < to ≤ 10 business days Red: 10 > business days	Weekly

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Metric	Measurement	Target / Measurement	Reporting Period
	Deliverables on schedule?		
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 0-5 Tier III Program/Project Health Metrics

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**Motorist Modernization Program**

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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 Florida Administrative Code 60GG-1, Department of Management Services Project Management and Oversight.

***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.

***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.

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**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.

**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	<b>Green:</b> ≤ 5 <b>Yellow:</b> 5< to ≤ 25 <b>Red:</b> 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.	<b>Green:</b> ≤ 3 <b>Yellow:</b> 3< to ≤ 6 <b>Red:</b> 6 >
Change request aging	Mean calculation of the number of days between a change request being logged and a decision (to proceed or not)	<b>Green:</b> ≤ 10 <b>Yellow:</b> 10< to ≤ 15 <b>Red:</b> 15 >
# of open critical system defects	Count of open defects	<b>Green:</b> ≤ 15 <b>Yellow:</b> 15< to ≤ 25 <b>Red:</b> 25 >
Defect resolution time	Mean calculation of the time between defect opening and defect resolution deployed to the testing environment	<b>Green:</b> ≤ 2 days <b>Yellow:</b> 2< to ≤ 10 <b>Red:</b> 10 >
% of re-opened defects	Percentage of defects that have been re-opened after initial testing (by testing phase)	<b>Green:</b> ≤ 10% <b>Yellow:</b> 10%< to ≤ 15% <b>Red:</b> 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 0-6 System Metrics**



# 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 6.5.

Additionally, the Program's Communication Consultant will be responsible for communications conducted as a part of Organizational Change Management (referenced in Section 0).

The following tables (Table 0-7 and Table 0-8) detail the program communications and meetings used to manage the program.

PROGRAM COMMUNICATIONS				
Description	Target Audience	Delivery Method	Delivery Frequency	Owner
Project Control Book (PCB) (includes risks, issues, action items, change control forms, etc.)	Team, PMO	PPM tool, SharePoint	Weekly	Program Manager / Assigned PM
Project Schedule	Project Team and Sponsors	PPM tool, SharePoint		Assigned PM
Project Management Plan document	Project Team and Sponsors	PPM tool, PCB, SharePoint	Within 30 days of approval	Assigned PM
Program Management Plan document	Program Team and Sponsors	PPM tool, PCB, SharePoint	Within 30 days of approval	Program Manager
Status Reports includes action items	Program Team and Sponsors	PPM tool, SharePoint	Weekly	Program Manager / Assigned PM

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<b>PROGRAM COMMUNICATIONS</b>				
<b>Description</b>	<b>Target Audience</b>	<b>Delivery Method</b>	<b>Delivery Frequency</b>	<b>Owner</b>
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 0-7 Program Communications**

<b>MEETINGS</b>				
<b>Description</b>	<b>Target Audience</b>	<b>Delivery Method</b>	<b>Delivery Frequency</b>	<b>Owner</b>
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
Program Sponsor Meeting	Motorist Services Director	Meeting	Weekly	Program Director
CIO Update Meeting	CIO	Meeting	Weekly	Program Director

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<b>MEETINGS</b>				
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 0-8 Program Meetings**

***Program Documentation***

- All program artifacts shall be in the PCB.
- All final program deliverables shall be in PCB and the PPM tool.

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**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	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 0-3 Program Status Reporting**

**Updates to the Communications Plan**

The Program’s tactical Communications Plan will be updated by the Communications Consultant quarterly and distributed via e-mail.

# Document Management

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The Document Management section provides the standards for managing all Motorist Modernization program documents.

## ***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

## ***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.

# Organizational Change Management

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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.

The MM Phase III has similar OCM efforts planned, although focused on the stakeholders and needs of the groups impacted by the MM Phase III effort. The Support Services Vendor will have 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.

# 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.



# 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.

# Information Security Plan

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The Information Security Plan for the Motorist Modernization Phase III 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 III Information Security Plan will be developed in conjunction with the FLHSMV Information Security Manager and will be documented in a deliverable.

# Conflict Resolution Plan

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When priorities between members or teams within Motorist Modernization Phase III 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 III Advisory Board
- FLHSMV Executive Governance Committee (Tier 3)
- Office of Motorist Modernization Program Director
- Project Manager(s)

The Phase III Program Management Plan's Decision Escalation Matrix provides guidance for decision escalations for both waterfall and agile stages of Phase III. See Section 6.6 for more information.

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# Attachments

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The following documents are supporting attachments relative to the MM Phase III program and this Program Management Plan.

Document	Format	Purpose/Description
Del 2 Attach A – Blueprint Procedures v4.0.doc	MS-Word	Procedures for additions and updates to the requirement tool (“Blueprint”)

# 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>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>FSID</b>	Florida Smart Identification
<b>IFTA</b>	International Fuel Tax Agreement
<b>IMS</b>	Integrated Master Schedule
<b>IRP</b>	International Registration Plan

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<b>Acronym</b>	<b>Description</b>
<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>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
<b>SME</b>	Subject Matter Expert
<b>SPI</b>	Schedule Performance Index
<b>TAC</b>	Technical Assistance Center

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<b>Acronym</b>	<b>Description</b>
<b>TFS</b>	Team Foundation Server
<b>WBS</b>	Work Breakdown Structure
<b>WRAP</b>	Work Request and Prioritization

# 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**

\_\_\_\_\_

Michael Anderson  
Program Manager, Office of Motorist Modernization

**Approved by**

\_\_\_\_\_

Dave Kerner  
Executive Director, FLHSMV

\_\_\_\_\_

Robert Kynoch  
Deputy Executive Director, FLHSMV

\_\_\_\_\_

Terrence Samuel  
Chief Information Officer, FLHSMV

\_\_\_\_\_

Stan Kirkland  
Manager, Strategic Management Office, FLHSMV

\_\_\_\_\_

Cheryl Bruce  
FLHSMV Motor Vehicle Representative



## Appendix C: Project Schedule

MM Phase III - MASTER Program Schedule  
As of 09/09/2024

WBS	Task Name	% Complete	Duration	Start	Finish	Status
<b>0</b>	<b>MM Phase III Project Schedule</b>	<b>0%</b>	<b>1423 days</b>	<b>Mon 1/13/25</b>	<b>Wed 6/26/30</b>	<b>Future Task</b>
<b>1</b>	<b>Initiation Phase</b>	<b>0%</b>	<b>15 days</b>	<b>Mon 1/13/25</b>	<b>Fri 1/31/25</b>	<b>Future Task</b>
1.1	Complete Governance Pre-Governance Processes	0%	10 days	Mon 1/13/25	Fri 1/24/25	Future Task
1.2	Obtain Governance Approval	0%	0 days	Fri 1/24/25	Fri 1/24/25	Future Task
1.3	Document Lessons Learned from Initiation Phase	0%	5 days	Mon 1/27/25	Fri 1/31/25	Future Task
1.4	Initiation Phase Complete	0%	0 days	Fri 1/31/25	Fri 1/31/25	Future Task
<b>2</b>	<b>Planning Phase</b>	<b>0%</b>	<b>1409 days</b>	<b>Fri 1/31/25</b>	<b>Wed 6/26/30</b>	<b>Future Task</b>
2.1	Setup Program Control Book (PCB)	0%	0 days	Fri 1/31/25	Fri 1/31/25	Future Task
2.2	Setup Project Control Books (PCB)	0%	5 days	Mon 2/3/25	Fri 2/7/25	Future Task
<b>2.3</b>	<b>Procure MM Phase III IV&amp;V Services &amp; Onboard Resources</b>	<b>0%</b>	<b>90 days</b>	<b>Fri 1/31/25</b>	<b>Thu 6/5/25</b>	<b>Future Task</b>
2.3.1	Draft RFQ for IV&V Services	0%	15 days	Fri 1/31/25	Thu 2/20/25	Future Task
2.3.2	Finalize RFQ for IV&V Services	0%	30 days	Fri 2/21/25	Thu 4/3/25	Future Task
2.3.3	Issue RFQ for IV&V Services	0%	0 days	Thu 4/3/25	Thu 4/3/25	Future Task
2.3.4	Review IV&V RFQ Responses	0%	10 days	Fri 4/25/25	Thu 5/8/25	Future Task
2.3.5	Select Vendor for IV&V Services	0%	0 days	Thu 5/8/25	Thu 5/8/25	Future Task
2.3.6	Complete Procurement	0%	15 days	Fri 5/9/25	Thu 5/29/25	Future Task
2.3.7	Complete Staff Onboarding	0%	0 days	Thu 6/5/25	Thu 6/5/25	Future Task
<b>2.4</b>	<b>Procure MM Phase III Support Services &amp; Onboard Resources</b>	<b>0%</b>	<b>90 days</b>	<b>Fri 1/31/25</b>	<b>Thu 6/5/25</b>	<b>Future Task</b>
2.4.1	Draft RFQ for Support Services	0%	15 days	Fri 1/31/25	Thu 2/20/25	Future Task
2.4.2	Finalize RFQ for Support Services	0%	30 days	Fri 2/21/25	Thu 4/3/25	Future Task
2.4.3	Issue RFQ for Support Services	0%	0 days	Thu 4/3/25	Thu 4/3/25	Future Task
2.4.4	Review Support RFQ Responses	0%	10 days	Fri 4/25/25	Thu 5/8/25	Future Task
2.4.5	Select Vendor for Support Services	0%	0 days	Thu 5/8/25	Thu 5/8/25	Future Task
2.4.6	Complete Procurement	0%	15 days	Fri 5/9/25	Thu 5/29/25	Future Task
2.4.7	Complete Staff Onboarding	0%	0 days	Thu 6/5/25	Thu 6/5/25	Future Task
<b>2.5</b>	<b>Review &amp; Update Program/Project Management Plans</b>	<b>0%</b>	<b>109 days</b>	<b>Mon 2/3/25</b>	<b>Thu 7/3/25</b>	<b>Future Task</b>
2.5.1	Review Program Management Plan (PgMP)	0%	15 days	Mon 2/3/25	Fri 2/21/25	Future Task
2.5.2	Finalize PgMP Updates	0%	5 days	Mon 2/24/25	Fri 2/28/25	Future Task
2.5.3	Obtain PgMP Approval and Signoff	0%	0 days	Fri 3/7/25	Fri 3/7/25	Future Task
2.5.4	Finalize Project Management Plans (PMP)	0%	15 days	Fri 6/13/25	Thu 7/3/25	Future Task
<b>2.6</b>	<b>Review &amp; Assess Development Methodology (ISDM)</b>	<b>0%</b>	<b>20 days</b>	<b>Fri 6/6/25</b>	<b>Thu 7/3/25</b>	<b>Future Task</b>
2.6.1	Review Agile-Waterfall Methodology Documentation	0%	10 days	Fri 6/6/25	Thu 6/19/25	Future Task

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2.6.2	Finalize Agile-Waterfall Methodology Documentation Assessment	0%	5 days	Fri 6/20/25	Thu 6/26/25	Future Task
2.6.3	Obtain Agile-Waterfall Methodology Assessment Approval and Signoff	0%	0 days	Thu 7/3/25	Thu 7/3/25	Future Task
<b>2.7</b>	<b>Review &amp; Update Testing Methodology</b>	<b>0%</b>	<b>20 days</b>	<b>Fri 6/6/25</b>	<b>Thu 7/3/25</b>	<b>Future Task</b>
2.7.1	Review Testing Methodology Documentation	0%	10 days	Fri 6/6/25	Thu 6/19/25	Future Task
2.7.2	Finalize Testing Methodology Documentation Updates	0%	5 days	Fri 6/20/25	Thu 6/26/25	Future Task
2.7.3	Obtain Testing Methodology Approval and Signoff	0%	0 days	Thu 7/3/25	Thu 7/3/25	Future Task
2.8	Document Lessons Learned from Project Planning Phase	0%	5 days	Fri 7/4/25	Thu 7/10/25	Future Task
2.9	Planning Phase Complete	0%	0 days	Thu 7/10/25	Thu 7/10/25	Future Task
<b>3</b>	<b>Execution and Monitoring &amp; Control</b>	<b>0%</b>	<b>1405 days</b>	<b>Mon 1/27/25</b>	<b>Fri 6/14/30</b>	<b>Future Task</b>
3.1	Conduct Kickoff Meeting	0%	0 days	Mon 6/9/25	Mon 6/9/25	Future Task
<b>3.2</b>	<b>Requirements Gathering and Documentation</b>	<b>0%</b>	<b>250 days</b>	<b>Mon 1/27/25</b>	<b>Fri 1/9/26</b>	<b>Future Task</b>
3.2.1	Document Existing "As-Is" Functionality (High Level)	0%	168 days	Mon 1/27/25	Wed 9/17/25	Future Task
3.2.2	Gather New Suggestions, Ideas, and Functionality (Road Shows)	0%	240 days	Mon 1/27/25	Fri 12/26/25	Future Task
3.2.3	Perform Data Warehouse Needs Assessment	0%	60 days	Fri 6/6/25	Thu 8/28/25	Future Task
3.2.4	Document Detailed "As-Is" Functionality	0%	240 days	Mon 1/27/25	Fri 12/26/25	Future Task
3.2.5	Perform Gap Analysis	0%	240 days	Mon 1/27/25	Fri 12/26/25	Future Task
3.2.6	Document "To-Be" System Functionality	0%	240 days	Mon 1/27/25	Fri 12/26/25	Future Task
3.2.7	Obtain Requirements Approval and Signoff	0%	0 days	Fri 1/9/26	Fri 1/9/26	Future Task
<b>3.3</b>	<b>Requirements Validation and Approval</b>	<b>0%</b>	<b>221 days</b>	<b>Mon 2/23/26</b>	<b>Mon 12/28/26</b>	<b>Future Task</b>
<b>3.3.1</b>	<b>Validate Business Rules &amp; Functional Requirements with Users</b>	<b>0%</b>	<b>208 days</b>	<b>Mon 2/23/26</b>	<b>Wed 12/9/26</b>	<b>Future Task</b>
3.3.1.1	Perform Requirements Grooming	0%	208 days	Mon 2/23/26	Wed 12/9/26	Future Task
3.3.1.2	Develop Test Cases	0%	193 days	Mon 3/16/26	Wed 12/9/26	Future Task
3.3.1.3	Develop Development Estimations	0%	193 days	Mon 3/16/26	Wed 12/9/26	Future Task
3.3.2	Validate Technical Requirements	0%	215 days	Mon 2/23/26	Fri 12/18/26	Future Task
3.3.3	Perform Gap Analysis	0%	218 days	Mon 2/23/26	Wed 12/23/26	Future Task
3.3.4	Obtain Validated Requirements Approval and Signoff	0%	0 days	Wed 12/23/26	Wed 12/23/26	Future Task
3.3.5	Establish Requirements Baseline	0%	3 days	Thu 12/24/26	Mon 12/28/26	Future Task
<b>3.4</b>	<b>Design, Development and Implementation</b>	<b>0%</b>	<b>1216 days</b>	<b>Fri 10/10/25</b>	<b>Fri 6/7/30</b>	<b>Future Task</b>
<b>3.4.1</b>	<b>Design</b>	<b>0%</b>	<b>316 days</b>	<b>Fri 10/10/25</b>	<b>Fri 12/25/26</b>	<b>Future Task</b>
3.4.1.1	Baseline Analysis - As Is	0%	20 days	Mon 2/23/26	Fri 3/20/26	Future Task
3.4.1.2	Baseline Analysis - To-Be	0%	60 days	Mon 3/23/26	Fri 6/12/26	Future Task
3.4.1.3	Gap Analysis	0%	40 days	Mon 6/15/26	Fri 8/7/26	Future Task

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3.4.1.4	Review and Update Data Model	0%	100 days	Mon 8/10/26	Fri 12/25/26	Future Task
3.4.1.5	Data Warehouse Planing & Design	0%	115 days	Fri 10/10/25	Thu 3/19/26	Future Task
3.4.2	Environment Readiness	0%	190 days	Fri 11/21/25	Thu 8/13/26	Future Task
3.4.2.1	Conduct Database Needs Analysis / Capacity Planning	0%	100 days	Fri 11/21/25	Thu 4/9/26	Future Task
3.4.2.2	Purchase Software	0%	90 days	Fri 4/10/26	Thu 8/13/26	Future Task
3.4.3	Document System Specifications	0%	60 days	Mon 9/28/26	Fri 12/18/26	Future Task
3.4.4	Document Migration Process Design	0%	60 days	Mon 6/15/26	Fri 9/4/26	Future Task
3.4.5	Document Synchronization Process Design	0%	60 days	Mon 9/7/26	Fri 11/27/26	Future Task
3.4.6	Data Migration (Initial)	0%	60 days	Mon 9/7/26	Fri 11/27/26	Future Task
3.4.7	Data Synchronization (Initial)	0%	60 days	Mon 11/30/26	Fri 2/19/27	Future Task
3.4.8	Assess Development Readiness	0%	30 days	Tue 12/29/26	Mon 2/8/27	Future Task
<b>3.4.9</b>	<b>Development</b>	<b>0%</b>	<b>863 days</b>	<b>Mon 1/12/26</b>	<b>Wed 5/2/29</b>	<b>Future Task</b>
3.4.9.1	Development Foundation Support	0%	20 days	Mon 1/12/26	Fri 2/6/26	Future Task
3.4.9.2	Development Release Planning	0%	180 days	Mon 2/23/26	Fri 10/30/26	Future Task
3.4.9.3	Enterprise Preparations	0%	115 days	Mon 9/21/26	Fri 2/26/27	Future Task
3.4.9.4	Software Development	0%	566 days	Wed 3/3/27	Wed 5/2/29	Future Task
3.4.9.5	Development Complete	0%	0 days	Wed 5/2/29	Wed 5/2/29	Future Task
<b>3.4.10</b>	<b>Testing</b>	<b>0%</b>	<b>757 days</b>	<b>Tue 12/29/26</b>	<b>Wed 11/21/29</b>	<b>Future Task</b>
3.4.10.1	Develop Automated Test Scripts	0%	30 days	Tue 12/29/26	Mon 2/8/27	Future Task
3.4.10.2	Conduct End to End User Acceptance Testing (UAT)	0%	628 days	Wed 3/24/27	Fri 8/17/29	Future Task
<b>3.4.10.3</b>	<b>Conduct Enterprise System Testing</b>	<b>0%</b>	<b>130 days</b>	<b>Thu 5/3/29</b>	<b>Wed 10/31/29</b>	<b>Future Task</b>
3.4.10.3.1	Conduct End to End System Testing	0%	30 days	Thu 5/3/29	Wed 6/13/29	Future Task
3.4.10.3.2	Conduct End to End Regression Testing	0%	30 days	Thu 6/14/29	Wed 7/25/29	Future Task
3.4.10.3.3	Conduct Stress Testing	0%	30 days	Thu 7/26/29	Wed 9/5/29	Future Task
3.4.10.3.4	Conduct Performance Testing	0%	5 days	Thu 9/6/29	Wed 9/12/29	Future Task
3.4.10.3.5	Conduct Disaster Recovery Testing	0%	5 days	Thu 9/13/29	Wed 9/19/29	Future Task
3.4.10.3.6	Conduct Integration Testing	0%	30 days	Thu 9/20/29	Wed 10/31/29	Future Task
3.4.10.4	Conduct Security Testing - ISA Security Scan	0%	15 days	Thu 11/1/29	Wed 11/21/29	Future Task
3.4.10.5	Testing Complete	0%	0 days	Wed 11/21/29	Wed 11/21/29	Future Task
<b>3.4.11</b>	<b>Training</b>	<b>0%</b>	<b>713 days</b>	<b>Wed 5/26/27</b>	<b>Fri 2/15/30</b>	<b>Future Task</b>
3.4.11.1	Document Training Plan	0%	60 days	Wed 5/26/27	Tue 8/17/27	Future Task
3.4.11.2	Develop Training Course(s)	0%	180 days	Thu 12/28/28	Wed 9/5/29	Future Task
3.4.11.3	Conduct Training	0%	90 days	Mon 9/24/29	Fri 1/25/30	Future Task

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3.4.11.4	Update Training Plan and Manual	0%	15 days	Mon 1/28/30	Fri 2/15/30	Future Task
<b>3.4.12</b>	<b>Policies and Procedures</b>	<b>0%</b>	<b>475 days</b>	<b>Mon 10/18/27</b>	<b>Fri 8/10/29</b>	<b>Future Task</b>
3.4.12.1	Update Policies and Procedures	0%	475 days	Mon 10/18/27	Fri 8/10/29	Future Task
3.4.12.2	Review and Acceptance of Policies and Procedures	0%	0 days	Fri 8/10/29	Fri 8/10/29	Future Task
<b>3.4.13</b>	<b>Implementation</b>	<b>0%</b>	<b>287 days</b>	<b>Thu 5/3/29</b>	<b>Fri 6/7/30</b>	<b>Future Task</b>
3.4.13.1	Determine Pilot Site(s)	0%	30 days	Thu 5/3/29	Wed 6/13/29	Future Task
3.4.13.2	Develop Implementation Plan	0%	30 days	Thu 6/14/29	Wed 7/25/29	Future Task
3.4.13.3	Pilot the System	0%	45 days	Thu 11/22/29	Wed 1/23/30	Future Task
3.4.13.4	Decision Point - Move to Production (Roll out)	0%	0 days	Wed 1/23/30	Wed 1/23/30	Future Task
3.4.13.5	Submit Request to Change Advisory Board (CAB)	0%	1 day	Thu 1/24/30	Thu 1/24/30	Future Task
3.4.13.6	Change Advisory Board Approval	0%	1 day	Fri 2/8/30	Fri 2/8/30	Future Task
3.4.13.7	Move into Production/Go-Live	0%	45 days	Mon 2/18/30	Fri 4/19/30	Future Task
3.4.13.8	Stabilization Period for Production	0%	35 days	Mon 4/22/30	Fri 6/7/30	Future Task
3.4.13.9	Statewide Implementation Complete	0%	0 days	Fri 6/7/30	Fri 6/7/30	Future Task
3.5	Document Lessons Learned from Project Execution phase	0%	5 days	Mon 6/10/30	Fri 6/14/30	Future Task
3.6	Execution and Monitoring & Control Phase Complete	0%	0 days	Fri 6/14/30	Fri 6/14/30	Future Task
<b>4</b>	<b>Project Closeout</b>	<b>0%</b>	<b>13 days</b>	<b>Mon 6/10/30</b>	<b>Wed 6/26/30</b>	<b>Future Task</b>
4.1	Document Project Closure Summary	0%	3 days	Mon 6/10/30	Wed 6/12/30	Future Task
4.2	Review Closeout Documentation with Stakeholders	0%	5 days	Thu 6/13/30	Wed 6/19/30	Future Task
4.3	Receive Acceptance and Signature on Closeout Documentation	0%	5 days	Thu 6/20/30	Wed 6/26/30	Future Task
4.4	Archive all Project Documentation, Artifacts, Records, etc.	0%	0 days	Wed 6/26/30	Wed 6/26/30	Future Task
4.5	Closeout Phase Complete	0%	0 days	Wed 6/26/30	Wed 6/26/30	Future Task
<b>5</b>	<b>Project Complete</b>	<b>0%</b>	<b>0 days</b>	<b>Wed 6/26/30</b>	<b>Wed 6/26/30</b>	<b>Future Task</b>

## Appendix D: Project Risk Register

<b>Motorist Modernization Phase III - Risks</b>								
<b>Risk ID</b>	<b>Risk Name</b>	<b>Risk Description</b>	<b>Assigned To</b>	<b>Date Logged</b>	<b>Probability of Occurrence</b>	<b>Impact</b>	<b>Risk Status</b>	<b>Actual Resolution Date</b>
1	Yearly budgetary funding for MM Phase III	If the Department does not receive budgetary funding for MM Phase III each year, then the Department will not be able to continue Phase III activities.	Judy Moats	8/29/2024 4:00 PM	Low	High	Active	
2	Effectively manage program communications	If program communications are not managed effectively for the extensive internal and external visibility, then service and functionality issues may lead to negative publicity and erode program support.	Ann Naiman	8/29/2024 4:00 PM	Low	High	Active	
3	Implement organizational change management	If organizational change management is not implemented to align revised business processes and technology changes, then some users may be reluctant to adopt and champion these changes.	Elise Batchelor	8/29/2024 4:00 PM	Medium	Medium	Active	
4	Competing technology initiatives	If there are other technology initiatives that compete in priority, or represent dependencies or integration points with OMM Phase III, then this may impact Phase III timeline and costs.	Terrence Samuel	8/29/2024 4:00 PM	Medium	High	Active	
5	Unidentified program expenditures	If all program expenditures have not been identified, then unanticipated program needs may increase the overall budget and impact the schedule.	Judy Moats	8/29/2024 4:00 PM	Low	High	Active	

6	Managing multiple Vendors	If the Department contracts with multiple vendors for Phase III Program, then IT personnel turnover can occur and the inability to retain skilled personnel could impact the program timeline.	Terrence Samuel	8/29/2024 4:00 PM	Medium	Medium	Active	
7	IT personnel turnover	If the Department incurs full time, IT personnel turnover, then the inability to retain skilled personnel could impact the program schedule.	Terrence Samuel/Jeff Marsey	8/29/2024 4:00 PM	Medium	Medium	Active	
8	Missed requirements	If additional requirements or missing requirements are identified, then this may elongate timelines, increase costs, or contribute to program/project failure.	Judy Johnson	8/29/2024 4:00 PM	High	High	Active	
9	Incomplete technical architecture documentation	If the program does not document the technical architecture and a fully developed design specification, then this may elongate timelines, increase costs, or contribute to program/project failure as well as result in negative publicity.	Chad Hutchinson	8/29/2024 4:00 PM	Medium	Medium	Active	
10	Subject Matter Experts unavailable	IF Subject Matter Experts (SMEs) for Phase III 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	8/29/2024 4:00 PM	High	High	Active	
11	Legacy system knowledge gap	IF Technical SMEs familiar with legacy systems being modernized in Phase III (FRVIS, IVR, CRM, 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	Kristin Green	8/29/2024 4:00 PM	High	High	Active	

		lead to negative publicity and erode program support.						
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 III development.	Kristin Green	8/29/2024 4:00 PM	Low	Low	Active	
13	Lack of availability of key OMM resources	IF there is a lack of availability of key OMM resources, THEN the competing needs for their time could impact completion of deliverables causing a delay in the project schedule	Terrence Samuel	8/29/2024 4:00 PM	Medium	Medium	Active	
14	Meeting space	IF additional meeting rooms or alternatives to in person meetings are not available to accommodate competing meetings, THEN schedules may be impacted	Kristin Green/Judy Moats	8/29/2024 4:00 PM	Low	Low	Active	
15	Delay of procurement of an IVR system	IF the timeline for the procurement of an IVR system is delayed, THEN the completion of requirements confirmation and/or integration development may be delayed as well.	Terrence Samuel	8/29/2024 4:00 PM	Medium	Medium	Active	
16	Teams use inconsistent processes	IF the Phase III teams do not use consistent processes for documenting requirements, THEN there may be missed requirements and inconsistent levels of detail.	Scrum Masters	8/29/2024 4:00 PM	Low	Low	Active	
17	Blueprint access	IF Phase III team members cannot access Blueprint due to concurrent user licensing limitations, THEN there may be a delay in documenting Phase III requirements.	Judy Johnson	8/29/2024 4:00 PM	Low	Low	Active	
18	Legacy system changes	IF there are changes to the legacy/operational systems after the start of requirements analysis for Phase III (legislative changes, WRAPs, etc.), THEN there may be an impact to Phase III requirements.	Business Analysts	8/29/2024 4:00 PM	Medium	Medium	Active	

19	Insufficient understanding of the to-be technical solution	IF Phase III 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	Chad Hutchinson/Business Analysts	8/29/2024 4:00 PM	Medium	Medium	Active
20	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.	Judy Johnson	8/29/2024 4:00 PM	High	High	Active
21	Process Flow impacts	If team not available as group, THEN it could impact ability to create process flows and impact the schedule.	Michael Anderson	8/29/2024 4:00 PM	Medium	Medium	Active
22	Phase II Advisory Board	IF DHSMV does not identify external members of the Phase III Advisory Board, THEN it will continue to impact the ability to meet with the group and result in ineffective/incomplete decision making.	Terrence Samuel	8/29/2024 4:00 PM	Medium	Low	Active
23	PO Availability	IF Product Owners or Alternate Product Owners are not available for Phase III Team meetings, THEN the Teams will not be able to meet and make decisions, causing schedule slippage.	Scrum Masters	8/29/2024 4:00 PM	Medium	Medium	Active
24	Communication of timelines and milestones	IF project team members do not understand Phase III timelines and milestones, THEN team member engagement may be lower.	Ann Naiman	8/29/2024 4:00 PM	Medium	Medium	Active
25	OCM	IF OCM activities are not identified, incorporated in the program's Integrated Master Schedule and managed ahead of go-lives THEN stakeholders may not be aware of process changes and efficiencies	Elise Batchelor	8/29/2024 4:00 PM	Low	Medium	Active



		may not be realized to support the business case.						
26	Mainframe Program Analysis	IF not all mainframe programs that are targeted for modernization in Phase III are analyzed, THEN business rules may be missing from the TO-BE requirements	Terrence Samuel	8/29/2024 4:00 PM	Medium	Medium	Active	
27	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 III development, then Phase III development may experience delays due to unstable dev and test database environments	Chad Hutchinson	8/29/2024 4:00 PM	Medium	Medium	Active	
28	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	8/29/2024 4:00 PM	High	High	Active	
29	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 in the process.	Terrence Samuel, Jeff Marsey	8/29/2024 4:00 PM	High	High	Active	
30	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 in the process.	Judy Johnson	8/29/2024 4:00 PM	High	High	Active	
31	Legacy system business rules knowledge gap	IF the business rules from legacy systems are not fully documented and understood, THEN there could	Business Analysts	8/29/2024 4:00 PM	Medium	Medium	Active	

		be missed business rules in the new system.						
32	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	8/29/2024 4:00 PM	Medium	Medium	Active	
33	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	8/29/2024 4:00 PM	High	Medium	Active	
34	Dependency on procurements	IF decisions related to procurements are not made on time, THEN stories related to those functions will miss milestone deadlines.	Michael Anderson	8/29/2024 4:00 PM	High	Medium	Active	

**SCHEDULE VI: DETAIL OF DEBT SERVICE**

**Department:** Florida Highway Safety & Motor Vehicles  
**Budget Entity:** \_\_\_\_\_

**Budget Period 2025 - 2026**

(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: 2024- 2025**

**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
Enterprise Cybersecurity Audit of Incident Response 202324-05 The results of this audit are confidential and exempt from Sections 119.07(1) and 282.318(4)(g), F.S.	8/30/2024	Information Systems Administration/ Service Development	Developing and monitoring a vulnerability management plan would improve compliance with the Florida Administrative Code. Our review noted the Department does not currently possess or monitor a vulnerability management plan. Also, the State of Florida has regulations requiring Florida agencies to have a vulnerability management plan in place. We recommend that Enterprise Security Management, in coordination with ISA management develop and implement a vulnerability management plan.	A vulnerability management plan can be formalized by June 2025; however, the Department's current staffing shortage will impact how this plan is maintained and what risks can be remediated. Legislative Budget Requests for FY 2025-26 for additional contracted staff in both ISA and ESM are under development now.	
Enterprise Cybersecurity Audit of Incident Response 202324-05 The results of this audit are confidential and exempt from Sections 119.07(1) and 282.318(4)(g), F.S.	8/30/2024	Information Systems Administration/ Service Development	Maintaining a Cybersecurity Risk Register would aid the Department in prioritizing, documenting, and assessing known cybersecurity risks. The Department currently does not maintain a Cybersecurity Risk Register. Without documentation of potential threats and vulnerabilities, the Department is more likely to experience successful cyberattacks, potentially resulting in data breaches, financial losses, and operational disruptions. We recommend Enterprise Security Management in collaboration with ISA management, establish and maintain a Cybersecurity Risk Register to continuously document, prioritize, and monitor information security risks.	ESM intends to develop a Cybersecurity Risk Register in consultation with ISA by January 2025. Ongoing maintenance of the register is a concern for both ESM and ISA due to staffing constraints. The Department's Legislative Budget Request to acquire additional contracted staff in FY 2024-25 was not funded by the Legislature. Legislature Budget Requests for FY 2025-26 for additional contracted staff in both ISA and ESM are under development now.	
Enterprise Cybersecurity Audit of Incident Response 202324-05 The results of this audit are confidential and exempt from Sections 119.07(1) and 282.318(4)(g), F.S.	8/30/2024	Information Systems Administration/ Service Development	Updating the IT Disaster Recovery Plan to reflect changes in the Department's cyber ecosystem and testing the plan at least annually would improve disaster preparedness and compliance with the Florida Administrative Code. The Department is not maintaining and updating the IT Disaster Recovery Plan based on lessons learned from recovery exercises or backup tests. The IT Discovery Plan also currently does not reflect changes that have occurred in the cyber ecosystem since 2018. In the event of a cyber incident, an outdated IT Disaster Recovery Plan could lead to a delayed or ineffective response. This could exacerbate the impact of the incident and hinder an organization's ability to recover quickly. We recommend Enterprise Security Management and ISA management in coordination with applicable Department management update the Department's IT Disaster Recovery Plan to reflect the current state of the Department's cyber ecosystem. We further recommend Enterprise Security Management and ISA management test the IT Disaster Recovery Plan at least annually as required by Rule 60GG-2.006(1)(e) F.A.C., and update the plan based on lessons learned from the test.	ESM and ISA management concur with this finding and have committed resources to make updates to the existing IT Disaster Recovery Plan by January 2025. Both ISA and ESM are resource-constrained to fully test and implement the processes needed to provide long-term support for the Plan at this time. The Department's Legislative Budget Request to acquire additional contracted staff in FY 2024-25 was not funded by the Legislature. Legislature Budget Requests for FY 2025-26 for additional contracted staff in both ISA and ESM are under development now.  Once the Plan is updated, testing will be scheduled in coordination with our state and local stakeholders.	

## Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Highway Safety and Motor Vehicles						
Agency Budget Officer/OPB Analyst Name: Grady Smith / Sherie Carrington						
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Action	Program or Service (Budget Entity Codes)					
	76010100	76100100	76100400	76100600	76210100	76400100

1. GENERAL						
1.1 Are Columns A01, A04, A05, A91, A92, A93, A36, A10, IA1, IA4, IA5, 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
<b>TIP</b> 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 56 of the LBR	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 14 through 27)? Do they clearly describe the issue?	Y	Y	Y	Y	Y	Y

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### 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
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#### AUDITS:

3.2 Negative Appropriation Category Audit for Agency Request (Columns A03 and A04): Are all appropriation categories positive by budget entity 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.						
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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.						
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### 4. EXHIBIT D (EADR, EXD)

4.1 Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 59 of the LBR	Y	Y	Y	Y	Y	Y
--	---	---	---	---	---	---

4.2 Is the program component code and title used correct?	Y	Y	Y	Y	Y	Y
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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.						
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### 5. EXHIBIT D-1 (ED1R, EXD1)

5.1 Are all object of expenditures positive amounts? (This is a manual check.)	Y	Y	Y	Y	Y	Y
--	---	---	---	---	---	---

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### AUDITS:

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.						
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 2023-24 approved budget. Amounts should be positive. The \$5,000 allowance is necessary for						
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 14 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 64 through 69 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 66 through 69 of the LBR	N/J	N/J	N/J	N/J	N/J	Y

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7.4 Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	N/J	N/J	N/J	N/J	N/J	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.7 of the LBR Instructions.)	N/J	N/J	N/J	N/J	N/J	N/J
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	N/J	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 94 of the LBR Instructions.)	Y	Y	N/J	Y	Y	N/J
7.8 Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/J	N/J	N/J	N/J	N/J	N/J
7.9 Does the issue narrative reference the specific county(ies) where applicable?	Y	Y	N/J	N/J	N/J	N/J
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 #24-040?	N/J	Y	N/J	Y	Y	Y
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>	N/J	N/J	N/J	N/J	N/J	N/J
7.12 Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/J	N/J	N/J	N/J	N/J	N/J
7.13 Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/J	N/J	N/J	N/J	N/J	N/J
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.	N/J	N/J	N/J	N/J	N/J	N/J
7.16 Do the issue codes relating to special <i>Salaries 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 27 of the LBR Instructions.)	Y	Y	N/J	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)?	N/J	N/J	N/J	N/J	N/J	Y



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7.18 Are the issues relating to <i>Major Audit Findings and Recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/J	N/J	N/J	N/J	N/J	N/J
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>	N/J	N/J	N/J	N/J	N/J	N/J
7.21 Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/J	N/J	N/J	N/J	N/J	N/J
7.22 Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/J	N/J	N/J	N/J	N/J	N/J
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	N/J	N/J	N/J	N/J
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 2024-25? Review Column G66 to determine whether any incremental amounts are needed to fully fund an issue that was initially appropriated in Fiscal Year 2024-25. Do not add annualization issues for pay and benefit distribution issues, as those annualization issues (26AXXXX) have already been added to A03.	N/J	N/J	N/J	N/J	N/J	N/J
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 64 through 69 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).						

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<b>TIP</b> If an appropriation made in the FY 2024-25 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	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	Y
8.9 Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)? For non-grant federal revenues, is the correct revenue code identified (codes 000504, 000119, 001270, 001870, 001970)?	Y

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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-	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	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	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 analyzed for continuing appropriations (category 13XXXX) and properly accounted for in the appropriate column(s) in Section III?	Y

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8.28 Does Column A01 of the Schedule I accurately represent the actual prior year accounting data as reflected in the agency accounting records, and is it provided in sufficient detail for analysis?	Y
8.29 Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y

**AUDITS:**

8.30 Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y	Y	Y	Y	Y	Y
8.31 Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? If a Schedule IB was prepared, do the totals agree with the Schedule I, Line I? <b>(SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")</b>	N/J	N/J	N/J	N/J	N/J	N/J
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	Y	Y	Y	Y	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	Y	Y	Y	Y	Y
8.34 Have A/R been properly analyzed and any allowances for doubtful accounts been properly recorded on the Schedule IC?	Y	Y	Y	Y	Y	Y
<b>TIP</b> 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!						
<b>TIP</b> Determine if the agency is scheduled for trust fund review. (See page 124 of the LBR Instructions.) Transaction DFTR in LAS/PBS is also available and provides an LBR review date for each trust fund.						
<b>TIP</b> Review the unreserved fund balances and compare revenue totals to expenditure totals to determine and understand the trust fund status.						
<b>TIP</b> Typically nonoperating expenditures and revenues should not be a negative number. Any negative numbers must be fully justified.						

**9. SCHEDULE II (PSCR, SC2)**

**AUDIT:**

9.1 Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? <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 155 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
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## Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Highway Safety and Motor Vehicles						
Agency Budget Officer/OPB Analyst Name: Grady Smith / Sherie Carrington						
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)					
	76010100	76100100	76100400	76100600	76210100	76400100

<b>10. SCHEDULE III (PSCR, SC3)</b>						
10.1	Is the appropriate lapse amount applied? (See page 90 of the LBR Instructions.)	Y	Y	Y	Y	Y
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See pages 93 and 94 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	Y	Y	N/J	Y	Y
<b>11. SCHEDULE IV (EADR, SC4)</b>						
11.1	Are the correct Information Technology (IT) issue codes used?	N/J	N/J	N/J	N/J	N/J
TIP	If IT issues are not coded (with "C" in 6th position or within a program component of 1603000000), they will not appear in the Schedule IV.					
<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
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>						
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>	<b>NOT REQUIRED FOR THIS YEAR</b>				
TIP	If all or a portion of an issue is intended to be reduced on a nonrecurring basis, include the total reduction amount in Column A91 and the nonrecurring portion in Column A92.					
<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 99 through 102 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
TIP	Compare the debt service amount requested (IOE N or other IOE used for debt service) with the debt service need included in the Schedule VI: Detail of Debt Service, to determine whether any debt has been retired and may be reduced.					
TIP	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) (NO LONGER)</b>						
<b>16. SCHEDULE XI (UCSR, SCXI) (LAS/PBS Web - see pages 104-108 of the LBR Instructions for detailed instructions) (Required to be posted to the Florida Fiscal Portal in Manual Documents)</b>						
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
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP (if submitting) and LBR match?	N/J	N/J	N/J	N/J	N/J

## Fiscal Year 2025-26 LBR Technical Review Checklist

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Action	Program or Service (Budget Entity Codes)					
	76010100	76100100	76100400	76100600	76210100	76400100

AUDITS INCLUDED IN THE SCHEDULE XI REPORT:							
16.3	Does the FY 2023-24 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.						

17. MANUALLY PREPARED EXHIBITS & SCHEDULES (Required to be posted to the Florida Fiscal Portal)							
17.1	Do exhibits and schedules comply with LBR Instructions (pages 52 through 152 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 128 and 129 of the LBR instructions for exceptions to this rule)? Have all IV-Bs been emailed to: <b>IT@LASPBS.STATE.FL.US</b> ?	N/J	N/J	N/J	N/J	N/J	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	N/J	N/J	N/J	N/J

AUDITS - GENERAL INFORMATION							
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 154 through 156) 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.						

## Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Highway Safety and Motor Vehicles						
Agency Budget Officer/OPB Analyst Name: Grady Smith / Sherie Carrington						
<i>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.</i>						
Action	Program or Service (Budget Entity Codes)					
	76010100	76100100	76100400	76100600	76210100	76400100

<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP) (Required to be posted to the Florida Fiscal Portal)</b>							
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y	Y	N/J	N/J	Y	N/J
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP	Y	Y	N/J	N/J	Y	N/J
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	Y	Y	N/J	N/J	Y	N/J
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	Y	Y	N/J	N/J	N/J	N/J
18.5	Are the appropriate counties identified in the narrative?	Y	Y	N/J	N/J	N/J	N/J
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	N/J	N/J	N/J	N/J
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

## Fiscal Year 2025-26 LBR Technical Review Checklist

### Justification for Items Entered Using "N/J"

Department/Budget Entity (Service): Highway Safety and Motor Vehicles

Agency Budget Officer/OPB Analyst Name: Grady Smith / Sherie Carrington

Section	Budget Entity	Justification
7.3	76010100	No such issues requested for this budget entity.
7.3	76100100	No such issues requested for this budget entity.
7.3	76100400	No such issues requested for this budget entity.
7.3	76100600	No such issues requested for this budget entity.
7.3	76210100	No such issues requested for this budget entity.
7.4	76010100	No such issues requested for this budget entity.
7.4	76100100	No such issues requested for this budget entity.
7.4	76100400	No such issues requested for this budget entity.
7.4	76100600	No such issues requested for this budget entity.
7.4	76210100	No such issues requested for this budget entity.
7.5	76010100	No new FTE positions were requested in this budget entity.
7.5	76100100	No new FTE positions were requested in this budget entity.
7.5	76100400	No new FTE positions were requested in this budget entity.
7.5	76100600	No new FTE positions were requested in this budget entity.
7.5	76210100	No new FTE positions were requested in this budget entity.
7.5	76400100	No new FTE positions were requested in this budget entity.
7.6	76100400	No rate issues were requested in this budget entity.
7.7	76100400	No Salaries and Benefits issues for this budget entity.
7.7	76400100	No Salaries and Benefits issues for this budget entity.
7.8	76010100	The Consensus Estimating Conference forecast is not applicable to issues in this budget entity.
7.8	76100100	The Consensus Estimating Conference forecast is not applicable to issues in this budget entity.
7.8	76100400	The Consensus Estimating Conference forecast is not applicable to issues in this budget entity.
7.8	76100600	The Consensus Estimating Conference forecast is not applicable to issues in this budget entity.
7.8	76210100	The Consensus Estimating Conference forecast is not applicable to issues in this budget entity.
7.8	76400100	The Consensus Estimating Conference forecast is not applicable to issues in this budget entity.
7.9	76100400	There are no such issues requested for this budget entity.
7.9	76100600	There are no such issues requested for this budget entity.
7.9	76210100	There are no such issues requested for this budget entity.
7.9	76400100	There are no such issues requested for this budget entity.
7.10	76010100	There are no such issues requested for this budget entity.
7.10	76100400	There are no such issues requested for this budget entity.
7.11	76010100	There are no such issues requested for this budget entity.
7.11	76100100	There are no such issues requested for this budget entity.
7.11	76100400	There are no such issues requested for this budget entity.
7.11	76100600	There are no such issues requested for this budget entity.
7.11	76210100	There are no such issues requested for this budget entity.
7.11	76400100	There are no such issues requested for this budget entity.
7.12	76010100	There are no additional space needed for FTE or OPS positions requested in this budget entity.





7.22	76400100	There are no such issues requested for this budget entity.
7.23	76100400	There are no such issues requested for this budget entity.
7.23	76100600	There are no such issues requested for this budget entity.
7.23	76210100	There are no such issues requested for this budget entity.
7.23	76400100	There are no such issues requested for this budget entity.
7.25	76010100	There are no such issues requested for this budget entity.
7.25	76100100	There are no such issues requested for this budget entity.
7.25	76100400	There are no such issues requested for this budget entity.
7.25	76100600	There are no such issues requested for this budget entity.
7.25	76210100	There are no such issues requested for this budget entity.
7.25	76400100	There are no such issues requested for this budget entity.
8.31	76010100	Trust Funds are balanced at Department Level
8.31	76100100	Trust Funds are balanced at Department Level
8.31	76100400	Trust Funds are balanced at Department Level
8.31	76100600	Trust Funds are balanced at Department Level
8.31	76210100	Trust Funds are balanced at Department Level
8.31	76400100	Trust Funds are balanced at Department Level
10.2	76100400	There are no such issues requested for this budget entity.
10.2	76400100	There are no such issues requested for this budget entity.
11.1	76010100	There are no such issues requested for this budget entity.
11.1	76100100	There are no such issues requested for this budget entity.
11.1	76100400	There are no such issues requested for this budget entity.
11.1	76100600	There are no such issues requested for this budget entity.
11.1	76210100	There are no such issues requested for this budget entity.
17.4	76010100	There are no such issues requested for this budget entity.
17.4	76100100	There are no such issues requested for this budget entity.
17.4	76100400	There are no such issues requested for this budget entity.
17.4	76100600	There are no such issues requested for this budget entity.
17.4	76210100	There are no such issues requested for this budget entity.
16.2	76010100	Pursuant to Chapter 2024-228, Laws of Florida, the LRPP for FY 2024-25 will remain in effect for FY 2025-26.
16.2	76100100	Pursuant to Chapter 2024-228, Laws of Florida, the LRPP for FY 2024-25 will remain in effect for FY 2025-26.
16.2	76100400	Pursuant to Chapter 2024-228, Laws of Florida, the LRPP for FY 2024-25 will remain in effect for FY 2025-26.
16.2	76100600	Pursuant to Chapter 2024-228, Laws of Florida, the LRPP for FY 2024-25 will remain in effect for FY 2025-26.
16.2	76210100	Pursuant to Chapter 2024-228, Laws of Florida, the LRPP for FY 2024-25 will remain in effect for FY 2025-26.
16.2	76400100	Pursuant to Chapter 2024-228, Laws of Florida, the LRPP for FY 2024-25 will remain in effect for FY 2025-26.
17.5	76100400	There are no such issues requested for this budget entity.
17.5	76100600	There are no such issues requested for this budget entity.
17.5	76210100	There are no such issues requested for this budget entity.
17.5	76400100	There are no such issues requested for this budget entity.
18.1	76100400	There are no such issues requested for this budget entity.
18.1	76100600	There are no such issues requested for this budget entity.
18.1	76400100	There are no such issues requested for this budget entity.
18.2	76100400	There are no such issues requested for this budget entity.
18.2	76100600	There are no such issues requested for this budget entity.

18.2	76400100	There are no such issues requested for this budget entity.
18.3	76100400	There are no such issues requested for this budget entity.
18.3	76100600	There are no such issues requested for this budget entity.
18.3	76400100	There are no such issues requested for this budget entity.
18.4	76100400	There are no such issues requested for this budget entity.
18.4	76100600	There are no such issues requested for this budget entity.
18.4	76210100	There are no such issues requested for this budget entity.
18.4	76400100	There are no such issues requested for this budget entity.
18.5	76100400	There are no such issues requested for this budget entity.
18.5	76100600	There are no such issues requested for this budget entity.
18.5	76210100	There are no such issues requested for this budget entity.
18.5	76400100	There are no such issues requested for this budget entity.
18.6	76100400	There are no such issues requested for this budget entity.
18.6	76100600	There are no such issues requested for this budget entity.
18.6	76210100	There are no such issues requested for this budget entity.
18.6	76400100	There are no such issues requested for this budget entity.