

Driver License Transition Plan



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February 1, 2011

Honorable Mike Haridopolos
Senate President
409 The Capitol
404 South Monroe Street
Tallahassee, Florida 32399-1100

Honorable Dean Cannon
Speaker of the House
420 The Capitol
402 South Monroe Street
Tallahassee, Florida 32399-1300

Dear President and Speaker,

Pursuant to the provisions of HB 5501, the Department of Highway Safety and Motor Vehicles, in conjunction with the Florida Tax Collectors and the Florida Association of Counties, have developed this plan for the transition of all driver license issuance services to the county tax collectors who are constitutional officers under s. 1(d), Art. VIII of the State Constitution.

We appreciate the continuing cooperation of these partners in the delivery of these services to Florida residents throughout our great state.

Sincerely,

A handwritten signature in black ink that reads "Julie Jones". The signature is fluid and cursive, with the first and last names clearly legible.

Julie L. Jones
Executive Director

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Executive Summary

During the 2010 Legislative session, state lawmakers required the Department of Highway Safety and Motor Vehicles, the Florida Tax Collectors, Inc., and the Florida Association of Counties to develop a plan to transition all front-line driver license issuance services to the Tax Collectors by June 30, 2015.

This report is the result of that requirement and contains information for the effective transfer of driver licensing services to the Tax Collectors. Based on the findings of this report, the goal of transitioning services by June 30, 2015, is achievable and Florida's Tax Collectors are ready, willing, able and committed to the transition as evidenced in part by the fact that many Tax Collectors already provide front-line services.

Throughout this report, you will note that the primary goals are to: 1) ensure safe and secure DL service-provision and to 2) provide excellent customer service, 3) efficiency (one-stop shopping), 4) accountability, 5) uniformity and 6) responsiveness. The Senate Transportation Committee Report of September 2008 provides that Tax Collector "participation in providing these [DL] services is essential in maintaining or improving customer service" and that the Legislature should "adjust the driver's license and ID card fee structure to promote more tax collector participation in providing driver's license and ID card services."¹ This report presents a funding model that, in addition to helping meet the important goals outlined above, provides a substantial (of up to \$18 million annually) savings to the State.

This report further presents a hybrid outsourcing model that combines the best of the private sector (i.e. no appropriation, charge-for-service based funding, cost cutting measures, increased customer service, less bureaucracy and increased responsiveness) and the best of the public sector (accountability, security and auditing).

The Department and Tax Collectors engaged in several fact-finding activities to develop the transition plan, to include a comprehensive [Cost Analysis Study](http://www.flhsmv.gov/CostAnalysisStudy.pdf) (www.flhsmv.gov/CostAnalysisStudy.pdf). The study establishes current costs and determines if additional funding is needed to provide services on a revenue neutral basis. The study involved 23 Tax Collectors using a calculated cost per minute based on actual expenses for each Tax Collector for one year. The cost per minute was then applied to each driver license transaction or activity to determine the cost. The methodology for the study is fully described in Appendix 8D of this report. The cost analysis indicates that Tax Collectors are spending approximately 50 percent more than

they are receiving from the current fee reimbursement system for driver license services.

In addition, the Department and Tax Collectors conducted a thorough [Needs Assessment Survey](http://www.flhsmv.gov/NeedsAssessmentSurvey.pdf) (www.flhsmv.gov/NeedsAssessmentSurvey.pdf) to determine what the Tax Collectors will require as they move forward in the transition process. The survey sought the Tax Collectors' opinion on various issues, such as funding, staffing, facilities, Regional Service Centers and equipment allocation. The survey included feedback from 56 of the 67 County Tax Collectors, 38 that currently conduct driver license services and 18 that do not.

The Department and the Tax Collectors also created a [Tax Collector Transition Manual](http://www.flhsmv.gov/TransitionManual.pdf) (www.flhsmv.gov/TransitionManual.pdf) to assist Tax collectors as they prepare to expand or engage in the transition process. DHSMV and the Tax Collectors have made every effort to provide the best report content to the legislative body that will be assessing this recommendation and making decisions regarding the future of driver license services. The study components and actions have assisted in defining the 14 sections contained in this report.

Tax Collectors have unanimously voiced that they are the most logical and secure outsourcing option available to conduct driver license services. Tax Collectors have been transitioning these services since 1996 and are in full agreement with taking the proposed steps to fully assume the services to assure consumers' personal information and credentialing remains secure along with supporting the public safety on our roadways.

¹ Note further that OPPAGA reported similarly that: "the tax collector fee structure is a reported impediment to expanding outsourcing and the Legislature may wish to consider a service fee increase to encourage greater participation." *Department of Highway Safety and Motor Vehicles Outsourcing and Privatization Options of Driver Licensing Services*, Dec. 7, 2007.

Section 1 Introduction



Section 1 Introduction

During the 2010 Legislative session, lawmakers passed House Bill 5501, which includes the following:

“It is the intent of the Legislature that the complete transition of all driver license issuance services to tax collectors who are constitutional officers under s. 1(d), Art. VIII of the State Constitution be completed no later than June 30, 2015. The transition of services to appointed charter County Tax Collectors may occur on a limited basis as directed by the department.”

The bill further stated, “The department, in conjunction with the Florida Tax Collectors Association and the Florida Association of Counties, shall develop a plan to transition all driver’s license issuance services to the county tax collectors who are constitutional officers under s. 1(d), Art. VIII of the State Constitution. The transition plan must be submitted to the President of the Senate and the Speaker of the House of Representatives on or before February 1, 2011. The transition plan must include a timeline to complete the full transition of all driver’s license issuance services no later than June 30, 2015, and may include, but is not limited to, recommendations on the use of regional service centers, interlocal agreements, and equipment.”

The bill formalizes an ongoing transition of driver license services from the Department of Highway Safety and Motor Vehicles to the various Tax Collectors, which began in 1996, when the Sarasota County Tax Collector and the Department of Highway Safety and Motor Vehicles entered into an agreement designating the county tax office as a driver license issuance agent for the State of Florida. The partnership occurred after several years of budget reductions had reduced the number of state operated driver license offices from 172 to 149 by December 1995.

The downsizing of the Division of Driver Licenses created a need for additional service locations with improved service levels for the residents of Florida to receive the vital service, and some Tax Collectors agreed to assist as licensing agents for the State. The first office opened on Aug. 1, 1996, and provides the residents of Florida with a one-stop shop for motor vehicle and driver license services. With the success of the initial venture, the Marion, Hillsborough and Pinellas Tax Collectors soon became licensing agents, too.

Since 1996, the Department of Highway Safety has continued to expand and transition services to various Tax Collectors throughout the state as Tax Collectors agreed to assume services in part or completely. As of Jan. 1, 2010, driver license services were being offered by Tax Collectors in 48 counties with a total of 138 offices. In 30 of those counties, the Tax Collector is the exclusive driver license issuance agent.

It is important to note that driver license offices provide many services beyond the issuance of credentials and licensing drivers to our residents. Examples include the majority of applications for voter registration and enroll-

ment into the selective service system. The facilities also collect donations for 14 charitable organizations and offer customers a venue to register as organ and tissue donors. Driver license offices also play a role in the enforcement of laws that deal with school attendance, underage smoking, child support, sexual predators and offenders, worthless checks and more. While the additional services are not part of the core mission of driver license offices, they are a time consuming element of the duties that the offices perform.

This report outlines a plan to complete the transition of driver license issuance services to the remaining Tax Collectors by June 30, 2015. Included in this report are:

- Recommendations from the Department of Highway Safety and Motor Vehicles concerning the transition with input from the Florida Association of Counties and the Florida Tax Collector Association.
- Recommendations for revenue sharing
- Recommendations for statutory changes needed to effectively transition services
- Recommendations for the Department’s continued oversight of issuance

Section 2 Timeline



Section 2 Timeline

Forty-eight Tax Collectors currently offer some level of driver license services. Thirty of those Tax Collectors are the sole provider of DL services in the political subdivision. Twenty-one Tax Collectors offer services considered to be full DL service providers, which includes Level I and Level II as defined in this report (see section 4). The goal of a complete transition by June 30, 2015, is obtainable and as some Tax Collectors may not yet be proficient in offering both levels of service the Department and Tax Collectors have created a plan that incrementally allows for the complete transition as required by law. This will help assure quality and integrity for service and product. Of the 37 counties where Tax Collectors are not the sole driver license provider, 17 have state offices supplementing the Tax Collector operated driver license offices. In five small counties neither the State nor the Tax Collectors operate DL offices.

2.1 Lease Expiration Dates and Proposed Transition Dates

The Department leases many of the facilities that currently house state DL offices. The most ideal situation is to transition services in the various counties at the time when each lease expires. However, there may be situations where the Tax Collectors elect to accept services prior to the current lease's expiration. In this situation, the Legislature would need to non-appropriate funding for specific locations on a specified date. Also, some Tax Collectors may choose to assume the lease from the State if the location and facility meet their needs and their funding permits.

In other situations, the Tax Collectors may not be ready or able to accept services when the current lease expires, and the Department may request funding to maintain DL services in a particular county until a transition of services can occur. However, the Department plans to make every effort to transition services in conjunction with the expiration dates of the current leases. The following chart provides information on the Department's leased facilities that will be involved in the transition.

DHSMV Leased Facility Information

County	ADDRESS	CITY	Office	Term Expiring	Close date
Palm Beach	14570 S Military Trail	Delray Beach	P02	6/30/10	8/25/10
Okaloosa	115-D NW Racetrack Rd	Fort Walton Beach	A07	11/6/10	9/24/10
Hendry	943 West Sugarland Highway	Clewiston	N05	11/30/10	8/12/10
Lake	305 Skyline Drive Suite 1	Lady Lake	G09	7/23/11	7/23/11
Hillsborough	14610 Livingston Avenue	Tampa	K03	8/31/11	9/31/2011
Bay	237 West 15th Street	Panama City	B10	9/30/11	9/30/11
Lee	413 NE Van Loon Lane	Cape Coral	N02	12/31/11	6/24/10
Santa Rosa	2748 Gulf Breeze Parkway	Gulf Breeze	A05	4/12/12	9/30/11
St. Lucie	6578 NW Selvitz Road	Port St. Lucie	P08	5/20/12	5/20/10
Indian River	110 S US Highway 1	Vero Beach	H06	7/31/12	5/31/11
Manatee	3611 First Street E	Bradenton	M01	7/31/12	3/24/11
Polk	930 Lily Ave	Haines City	L04	7/14/13	
Lake	2400 S. US Hwy 27	Clermont	G04	3/31/14	
Seminole	290 East Market Place	Winter Springs	G06	3/31/14	
Clay	868 Blanding Blvd	Orange Park	E09	7/15/14	7/31/10
Walton	1045 US. Highway 331 South	Defuniak Springs	A08	9/27/14	5/31/12
Polk	692 Hwy. 60 West	Lake Wales	L03	11/18/14	2/23/11
Jackson	2918 Pennsylvania Avenue	Marianna	1U2	11/25/14	6/30/11
Orange	11764 East Colonial Ave	Orlando	G02	4/16/15	
Broward	7201 W Oakland Park Blvd	Lauderhill	R03	6/30/15	
St. Lucie	3220 US 1	Fort Pierce	P09	7/31/15	
Citrus	1020 NE 5TH Ave	Crystal River	L09	8/31/15	2/28/11
Okeechobee	1857 Highway 441 SE	Okeechobee	H07	10/31/15	
Hillsborough	2042 A. James Redman Parkway	Plant City	K06	12/31/15	6/30/11
Hillsborough	10137 E Adamo Drive	Tampa	K05	2/28/16	
Palm Beach	10134 Indian Town Rd	Jupiter	P11	10/8/17	7/1/11

Section 2 Timeline

Taking into account the three counties that have appointed Tax Collectors, Miami-Dade, Broward and Volusia, 34 Tax Collectors would need to complete the transition of services by June 30, 2015. Beginning with the current fiscal year and assuming that no counties opt out of providing services, an average of seven or more Tax Collectors need to fully transition each year. The sooner transitions occur, the more likely it will be that the transition date is met with Tax Collectors fully able to take on all specified DL services.

Staff members from the Department of Highway Safety and Motor Vehicles have been actively discussing and negotiating the transition of DL services with the various Tax Collectors during the past several years. Negotiations will continue and intensify during the coming months and years to ensure compliance with the legislative deadline. The listing below shows the current status of these negotiations, as well as commitments we have from various counties as to when they will assume DL services.

2.2 County Status and Estimated Transition Dates

Currently Tax Collector Exclusive:

Baker	Hendry	St. Johns
Bradford	Jefferson	Sumter
Calhoun	Lafayette	Suwannee
Charlotte	Lee	Taylor
Clay	Levy	Union
Collier	Liberty	Wakulla
Columbia	Marion	
DeSoto	Martin	
Dixie	Monroe	
Flagler	Nassau	
Hamilton	Pasco	
Hardee	Putnam	

Counties with No Driver License Offices:

Franklin	Glades	Washington
Gilchrist	Madison	

Counties where DHSMV and Tax Collectors Offer Driver License Services:

Bay	Hillsborough	Osceola
Brevard	Indian River	Palm Beach
Citrus	Leon	Pinellas
Duval	Manatee	Santa Rosa
Escambia	Okaloosa	Sarasota
Hernando	Orange	Seminole

Counties with DHSMV Only:

Alachua	Holmes	Polk
Broward	Jackson	St. Lucie
Gadsden	Lake	Volusia
Gulf	Miami-Dade	Walton
Highlands	Okeechobee	

2010-2011 Transitions:

Brevard	Gadsden	Okaloosa
Citrus	Hendry	Palm Beach (partial)
Clay	Indian River	Polk (Lake Wales only)
Columbia	Manatee	Santa Rosa (Milton only)

Continued

Section 2 Timeline

2011-2012 Transitions:

Alachua	• Hillsborough	• Polk
Bay	• Jackson	• Santa Rosa (Gulf Breeze)
Duval	• Lake (Lady Lake)	• Walton
Gulf	• Madison	
Hernando	• Palm Beach	

2012-2013 Transitions:

Escambia	• Seminole	• Highlands
Lake	• St. Lucie	

2013-2014 Transitions:

Nothing Pending

2014-2015 Transitions:

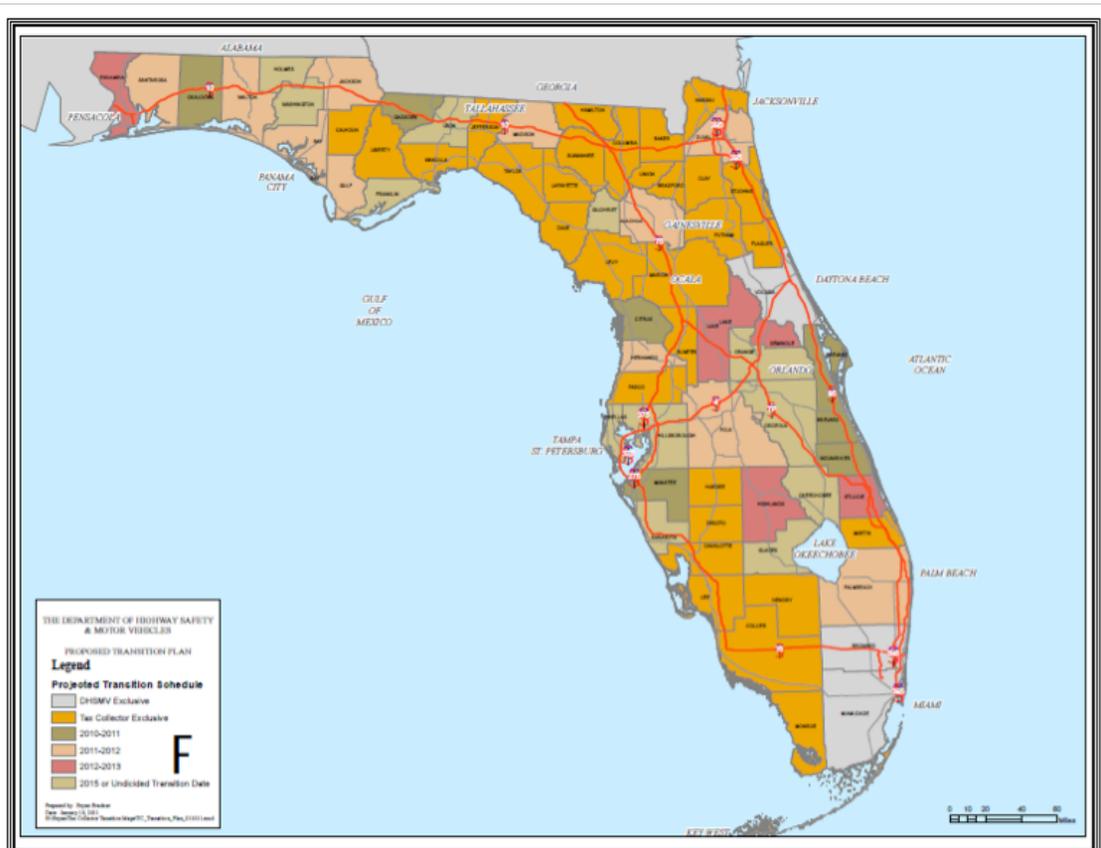
Nothing Pending

2015 or Undecided Transition Dates:

Franklin	• Hillsborough (three remaining offices)	• Pinellas
Gilchrist	• Holmes	• Sarasota
Glades	• Okeechobee	• Washington
	• Orange	

While the dates shown for the future fiscal years are tentative and subject to change, they reflect the commitments the various Tax Collectors have made to take

over services in their counties. The following map and the Figure 1 Timeline in [Section 2.4](#) further illustrate the incremental plan.



Section 2 Timeline

Based on feedback from Tax Collectors, small counties should have the option to apply for exception for not providing DL services. Florida Statutes 120.52(1)(19) defines a small county as any county that has an unincarcerated population of 75,000 or less. Several of the State's smallest counties lack the resources to offer additional services due to a lack of facilities, staffing and revenues. Requiring the Tax Collectors to provide additional services may adversely impact their ability to provide essential county services. In addition, there may be counties that are not financially able to assume the services, which may be considered as well.

Based on the most recent population estimates, 30 counties meet the definition of a small county. However, of those 30 counties, 19 have driver license services provided exclusively by the Tax Collectors, and six others have services provided by DHSMV. There are only five small counties where driver license services are not currently available. Counties that meet the "small county" definition are highlighted in yellow on the map that follows.

The ability to enter into an interlocal agreement with a neighboring Tax Collector may help Tax Collectors in small counties provide driver licensing services. Where geographically feasible, small county Tax Collectors could enter into agreements to provide service at reduced cost by sharing facilities, employees and other operational expenses.



2.3 Preferred Service Information from the Tax Collectors

A recent Needs Assessment Survey allowed the Tax Collectors to voice their concerns, both independently and as a whole. Survey results have been informative on how to best manage the transition to Tax Collectors as the solution. The Senate Transportation Report of 2007 cited and supported that the best solution for DL service provision

is the Florida Tax Collectors, Inc. and its members who are already geared toward the full transition and implementation of the law.

The Tax Collectors received the Needs Assessment Survey during the summer of 2010. Of the 67 counties surveyed, 57 or 85 percent responded to the survey, providing their input on their needs and expectations during and after the transition of driver license issuance services

Section 2 Timeline

to the Tax Collectors.

Nearly half (47 percent) responded that they agreed with fully transferring all driver license services to the Tax Collectors. In a separate question, 54 percent favored transferring limited driver license services to the Tax Collectors. The survey indicates that counties believe they are not adequately funded for the DHSMV services they provide. A majority (84 percent) stated that the funding received is inadequate. Of those that currently conduct driver license services, all indicated that they are not

adequately funded. Of those that do not conduct the services, 61 percent said they are not adequately funded for other services they currently provide, specifically motor vehicle services.

If adequate funding were provided, 79 percent of the Tax Collectors that currently provide limited services would be willing to expand to full service. Of the 57 counties responding, only five said they would not be in favor of providing exclusive driver license services in their respective counties. Additional information on services may be found in Section 4.

Transition Timeline

ID	Proposed Transition Dates for Driver Licensing Services Moving to the County Tax Collectors	Start	Finish	2010		2011				2012				2013				2014				2015	
				Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
1	2010-2011 Planned transitions: Brevard, Citrus, Clay, Columbia, Gadsden, Hendry, Hillsborough (Plant City), Indian River, Manatee, Okaloosa (Ft. Walton), Palm Beach (partial), Polk (Lake Wales), and Santa Rosa	7/1/2010	6/30/2011	[Blue bar spanning Q3 2010 to Q2 2011]																			
2	2011-2012 Planned Transitions: Alachua, Bay, Duval, Gulf, Hernando, Hillsborough (K03 & K06), Jackson, Lake (Lady Lake), Madison, Okaloosa (Crestview), Palm Beach (completed), Polk, and Santa Rosa (Gulf Breeze), Walton	7/1/2011	6/29/2012	[Blue bar spanning Q3 2011 to Q2 2012]																			
3	2012-2013 Planned Transitions: Escambia, Highlands, Lake, Seminole and St. Lucie	7/2/2012	6/28/2013	[Blue bar spanning Q3 2012 to Q2 2013]																			
4	2013-2014 Planned Transitions: Nothing planned at this time – negotiations continue with several counties to transition during this fiscal year.	7/1/2013	6/30/2014	[Blue bar spanning Q3 2013 to Q2 2014]																			
5	2014-2015 or Undecided Transition Dates: Franklin, Gilchrist, Glades, Hillsborough (4 remaining offices), Holmes, Okeechobee, Orange, Pinellas, Sarasota, and Washington	7/1/2014	6/30/2015	[Blue bar spanning Q3 2014 to Q2 2015]																			

Section 3

Policy and Oversight



Section 3 Policy and Oversight

3.1 Transition of Services

Purpose

The plan sets out to transition front-line customer service delivery from the Department of Highway Safety and Motor Vehicles to the County Tax Collectors. The Department will establish policies and procedures and provide training, guidance, assistance and oversight using Quality Assurance through compliance audits to fulfill its obligations.

Contact/Tax Collector Liaison

The Department has appointed a Tax Collector Liaison to streamline communication and assist Tax Collectors. The liaison is available to help coordinate and facilitate the transition for each Tax Collector, as well as assist them after they are issuing driver licenses to customers. Various divisions within the Department are involved with driver license transitions. For example, Human Resources works with our members for potential job placement. Facilities Management is another business unit the Department employs during office transitions, specifically when DHSMV closes an office. The Liaison is the point of intake and coordinates within the Department to provide accurate, consistent and timely answers and/or solutions for the Tax Collectors.

Transition Plan

The Department works with each Tax Collector to prepare an implementation plan that will ensure the most seamless transition possible. Each Tax Collector has unique needs and constituents; therefore, we work together to prepare a customized implementation plan for each new office opening. The Department uses the Needs Assessment Survey to determine the status and view of the Tax Collector and the needs of his/her county. The Department then uses that information to plan a kick-off meeting between the Tax Collector and the Tax Collector Liaison. This is the first step in the process to discuss licensing services, issuance figures, equipment costs and revenue. The Department and the Tax Collector work together to provide the following information:

1. In order to provide Tax Collectors the best information possible, the Department presents the Tax Collector with the following information on driver license staff in their county:

- a. Salary -- current employee salary history
- b. Length of service
- c. Current benefits
- d. Leave balances
- e. Performance appraisals for up to the past two years
- f. Recorded disciplinary actions (will include actions for excessive tardiness)

Note: Each Tax Collector uses their own business model to address these issues and negotiate future employment with staff members.

Tax Collectors who choose to offer jobs to DHSMV employees may provide the following information:

1. Information on salary and benefits
2. Coordinate date of termination and date of new employment
3. Organizational structure and position description

State Examiner Notification

To help minimize anxiety, it is important that the Department proactively talk with Department staff in the impacted area. Shortly after learning that a Tax Collector is interested in offering driver license services, the Department reviews the results of their Needs Assessment Survey to help plan for a first meeting. Then the Department schedules a meeting for the Division of Driver Licenses Director or a designated representative to meet with the affected Department personnel to make them aware of the available options. Members receive a copy of the Driver License Transition Manual at the meeting to answer many questions they may have. If the Tax Collector is interested in hiring state personnel, the Tax Collector Liaison schedules a meeting between the Tax Collector and those employees. Often the two meetings take place on the same day. The Department notifies the affected employee(s) as soon as possible after the Tax Collector makes hiring decisions.

2. Agreement:

The Department provides a sample copy of a contractual agreement between the Department and a Tax Collector and reviews with the Tax Collector to ensure he/she understands expectations outlined in Chapter 322, Florida Statutes, and specifically Chapter 322.02 Legislative intent; administration and Chapter 322.135 Driver's license agents.

Agreement Preparation and Execution

The Department and the Tax Collector prepare and execute an agreement. The document outlines the responsibilities of the Department and the Tax Collector, as well as training requirements, cost, payment and remittance process, adherence to policies and procedures, and adherence to operation requirements. Other items covered in the agreement are record keeping requirements, termination of the agreement and safeguards to prevent misuse of information.

3. Statistics and Annual Revenue Projections:

The Department provides transaction information and estimated revenue from driver license transactions to the Tax Collector for their county to assist them with planning and budgeting.

4. State Facility Information and Operational Cost:

A chart is provided to the tax collectors listing facility information and operational costs.

Section 3 Policy and Oversight

5. Leases:

- Evaluate terms of the leases
- State and County decide if the County or Tax Collector will assume the lease or if the State will discontinue funding so the lease terminates
- Provide contact information for lessor so that Tax Collectors can contact them to determine continuing or changes in lease terms with the transfer of the lease to the County or Tax Collector
- If a new lease facility is necessary, the State assists the Tax Collector with determining needs for space, parking and driving test feasibility in the area
- State and County or Tax Collector guidelines apply
- Provide contact information for utilities and costs for budgeting
- If the Tax Collector requests an extension, determine and communicate the feasibility of the request

Driver License Equipment Cost, Footprint and Ordering Information

See [Driver License Transition Manual \(www.flhsmv.gov/TransitionManual.pdf\)](http://www.flhsmv.gov/TransitionManual.pdf).

6. Provide Contact Information for the various service portals available to the Tax Collector for the transition and beyond (also in the Manual)

7. Discuss services to be offered

Determine where the Tax Collector is in the process:

New to Driver License

Currently provides limited driver license services

Offers full service driver license services

Establish the personalized timeline for implementation according to overall plan expectations.

Note: Each model requires different information or guidance

Site Survey, Physical Security Survey and Driver License Equipment

The Department conducts a site survey, including a needs assessment, to determine the amount and placement of equipment, space requirements and cabling, electrical or remodeling needs. The Department contacts the Tax Collector management and technology personnel to schedule a date and time to conduct the site survey and the security survey. To comply with the federal Real ID Act, a Physical Security Analysis of all driver license issuance facilities is required. The purpose of the security analysis is to identify gaps in security and make the necessary corrections.

After completion of the site survey, the Department provides a list of recommended equipment to the Tax Collector based on the needs assessment and the office layout. An office Information and Installation Checklist is

completed. Section 9 addresses specific information regarding equipment requirements. Fees for equipment are based on the supplier's current equipment pricing. When the Department closes an office and the Tax Collector assumes services in the area, the Department negotiates the transfer of state office equipment applicable to conducting specified driver's license services to the Tax Collector.

After completion of the security survey, Department staff review results with the Tax Collector, and they develop a plan to resolve any deficiencies.

Note: The site survey applies only if a location exists. The requirements determined during a site survey will be made available to the Tax Collector if they are just beginning the process and the site has not yet been completed.

Equipment Contract, Payment, Order and Install Schedule

Currently the Tax Collector submits payment for driver license issuance equipment in the form of a check made payable to DHSMV. (The Department has a contract to lease the equipment from L1.) The payment is submitted with the signed contract. Next, the equipment is ordered and the install is scheduled. Delivery time for the equipment is usually eight to 10 weeks. Scheduling the installation is a joint effort between the Department and the Tax Collector, working toward a convenient time for both and ensuring appropriate staff members are available and present. Many installations are completed over a weekend to minimize downtime and to work out any issues that may arise before opening on Monday morning. The installation often begins on a Friday afternoon. However, the Department also works with the individual Tax Collector to minimize the down time. Equipment testing and brief onsite follow installation, and then hands-on training for office management staff and front-line staff members that typically lasts four hours.

The Driver License Transition Manual provides a reference for the Tax Collector to help their staff through the process and in defining their equipment and electrical needs.

Background Check and Florida Driver License Information System Password

To comply with the federal Real ID Act, Department and Tax Collector staff members must undergo a fingerprint based background check. They must complete and submit a Background Check Form in conjunction with a [FDLIS Authorization Request form](#). (Florida Driver License Information System is the name of the computer operating system used for all driver license transactions.) The forms are submitted for each staff member who will access, issue or direct the issuance of a driver license and the authorization fee is \$43.25 per person.

Tax Collectors and applicable staff must complete a FDLIS Authorization Form before they receive a secure login to FDLIS. Logins are not given until the member passes

Section 3 Policy and Oversight

the fingerprint based background check. Therefore, we recommend completing the background check and fingerprinting process as soon as possible. In most cases, previous Department personnel who become Tax Collector employees have already complied with the fingerprint based background check and do not need to go through the process again. In some instances, background checks required by Tax Collector agencies may satisfy Real ID Act requirements.

Note: Tax Collectors can have background checks and fingerprinting done through their own source if they meet the federal requirements.

Training

The Department's Learning and Development Office trains Tax Collector personnel. A DHSMV training representative contacts the designated Tax Collector representative to develop a training plan for driver licenses services once an install date has been scheduled.

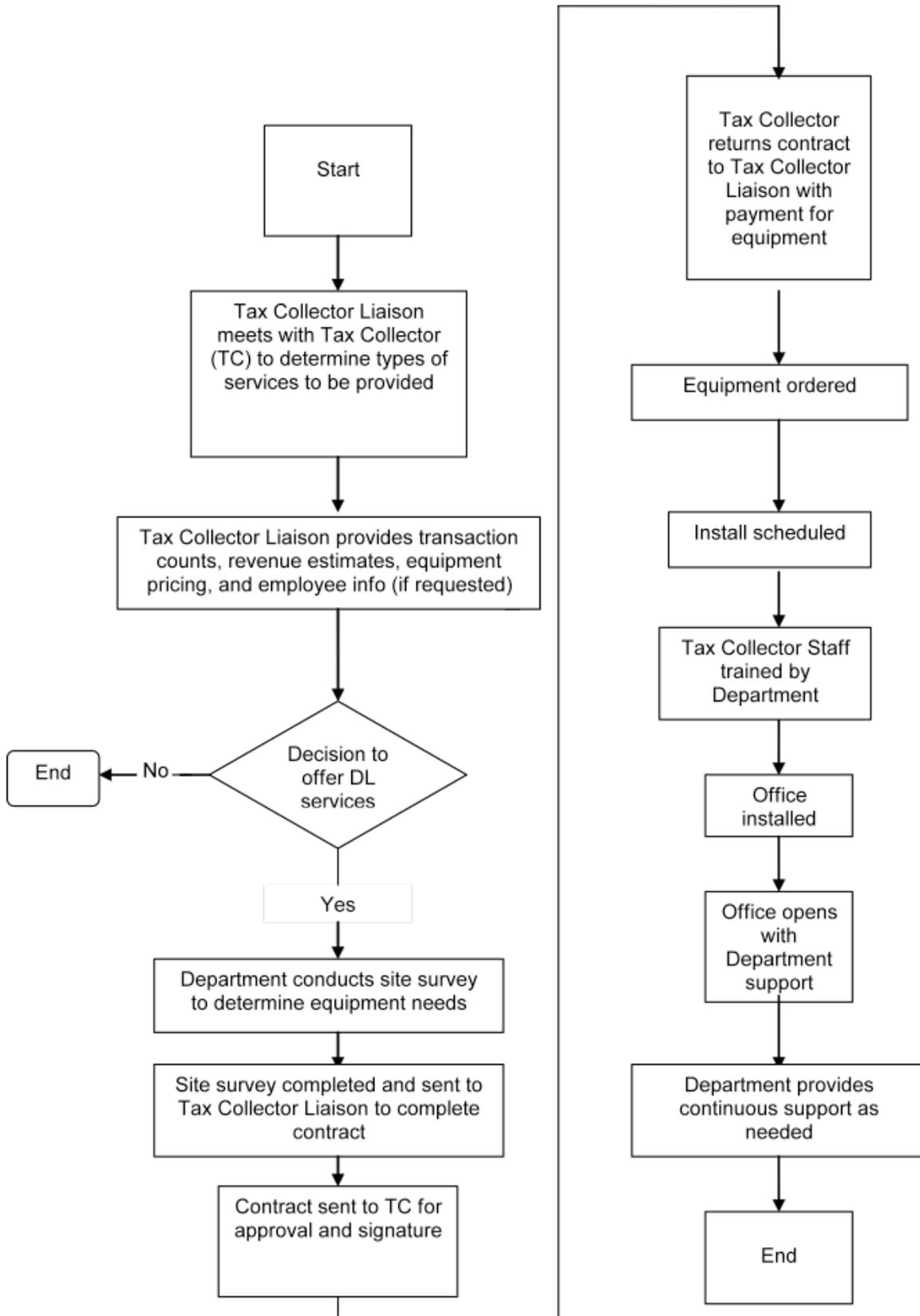
The Tax Collector and the Department prepare a training schedule to ensure Tax Collector employees obtain the required classroom and hands-on issuance training, as well as training on the Inventory Management System. The training schedule is based upon the type of services being provided by the Tax Collector office. The Depart-

ment strongly encourages that everyone receive hands-on training in a driver license issuance office prior to opening a new office.

Training is addressed in the Tax Collector Agreement as follows: "The Tax Collector agrees to ensure that its examiners and managers attend all mandatory driver license training scheduled by the Department in order to meet the same qualifications, education and training standards as Department examiners and managers, to the extent necessary in providing all driver license services offered to be consistent with state and federal laws. The Tax Collector will adhere to such policies, procedures and operating instructions issued by the Department with regard to driver license file access and input."

Note: As county size and population vary so does the ability of Tax Collectors to provide training. The situation varies from Tax Collector to Tax Collector. While some of the Tax Collectors in large counties may have full training sections that are well versed in driver license issuance, others may have no trainers and little institutional knowledge. They must rely on a more seasoned employee to train the new or less experienced employees. Some rely solely on the state trainers to provide their training. At this time, resources are limited for both the State and Tax Collectors in many cases. The State is required to provide the mandatory training.

Section 3 Policy and Oversight



Section 3 Policy and Oversight

3.2 Department Oversight of Rules and Laws

Chapter 322.02 (2), F.S., charges the Department of Highway Safety and Motor Vehicles with the administration and enforcement of the provisions of all driver license issuance laws.

Based on this statutory authority, the Department is responsible for, but not limited to, the following:

- Compliance with all applicable state and federal laws dealing with credentialing
- Compliance with the Driver Privacy Protection Act (Appendix 3A, page 56)

All training related to credentialing unless Department approved training is being conducted by Tax Collector trainers.

- Developing and implementing policies and procedures
- Quality Assurance and Motorist Services audits to ensure compliance
- Internal fraud detection and deterrence in cooperation with the Tax Collectors as Agents
- Customer inquiries regarding procedure and law
- Technical Assistance

3.3 Quality Assurance Program

The Department and many Tax Collectors use Quality Assurance Programs to help ensure high service levels for the residents of Florida. Examples of two of these programs are in Appendix 3B, page 60, the Pinellas Tax Collectors QA Program, and Appendix 3C, page 76, the Bureau of Driver License Field Operations QA Program. Some of the goals of the programs are:

- Clarify employee responsibility and accountability.
- Provide a channel of communication at every level.
- Discover what is working and what is not - share success and fix what is not working.
- Standardize office operations throughout the state.

This includes but is not limited to processes, office procedures and forms used.

- Confirm that rules, laws, policies and procedures for office operations and reporting are being followed and meet compliance expectations.
- Ensure quality of work as it relates to operations.
- Provide for secure credentialing and promote consumer protection.

The Department and the Tax Collector work together to develop a Quality Assurance Program to review service delivery activities in all offices providing driver license credentialing. The Tax Collector uses the program as an internal tool to ensure compliance with rules, laws and procedures that govern driver license issuance activity. Department members also may use the QA instrument to review issuance activities at the Tax Collector offices.

3.4 Business Integrity Unit

The Department of Highway Safety and Motor Vehicles established the Office of Business Integrity to work with DHSMV management and Tax Collectors to strengthen the integrity of the motorist services issuance processes through monitoring, compliance and support activities. A primary objective for the office is consumer protection through the prevention and detection of fraud.

The Tax Collector Liaison oversees the Office of Business Integrity. The Liaison works as a point of contact between the Department and the various Tax Collectors and provides the collectors a voice in the development of laws, policies and procedures that impact the collector's operations that are governed by the Department. The Liaison also serves as a first point of contact for Tax Collectors who are transitioning driver license issuance services into their offices or expanding current services to meet the new expectations.

To ensure compliance with current rules and laws, the Office of Business Integrity reviews credential issuance for all offices, both Tax Collector and state. Routine errors resulting from training or communications issues are addressed directly with the Tax Collector or their designee and their office management in order to improve the integrity of service delivery. If activity is detected that may indicate unethical or illegal issuance of credentials, the Business Integrity Unit turns the matter over to the Florida Highway Patrol Bureau of Investigations to investigate any findings of possible criminal activity.

Section 4 Services



Section 4 Services

4.1 Types of Services

Driver License Issuance Services are very complex and highly technical in nature and require intense training for each type and level of service. This requires that an employee who provides the services receive comprehensive training for each type of service at each level. Driver License providers must be trained on an on-going basis until they can reach proficiency in job knowledge to ensure quality of work and enable speed of processing to meet expected service standards. Driver license examiners or customer service technicians must be knowledgeable of various state and federal driver license related and traffic laws, policies and procedures, as well as multiple computer programs such as the Florida Driver Licensing Information System. The driver license issuance program is designed to promote motor vehicle safety, establish and protect identity and meet national security requirements.

Tax Collector employees are currently cross-trained in order to provide residents with a wide array of governmental services at one convenient location (one-stop shopping). Tax Collector employees are currently trained to assist residents in obtaining hunting and fishing licenses, motor vehicle titles and registrations, property tax collection, occupational licenses and more. Tax Collectors have found it both efficient for Florida's residents and economically necessary to further cross-train employees to enable them to provide driver license services in addition to other services. Currently, the challenge is to retain quality employees while increasing their job responsibilities without a corol-

lary increase in compensation. Hiring and retaining staff will become even more difficult as the DL transition takes place, as job expectations will continue to increase. This is especially true if the funding provided to Tax Collectors for the provision of driver license services does not cover the cost of providing the service, per the cost analysis.

The lack of adequate funding to Tax Collectors has resulted in many Tax Collectors not providing full driver license services. The types of services offered by Tax Collectors currently providing driver license issuance services varies greatly from Tax Collector to Tax Collector. While some Tax Collectors offer full service other Tax Collectors have elected to offer only limited services.

While the goal of the transition is to provide all driver licensing services at the various Tax Collector offices throughout the state, the types of services offered by the various Tax Collectors currently performing driver licensing duties varies greatly from Tax Collector to Tax Collector. While some are considered full service, that is they offer all services provided by a DHSMV-operated driver license issuance office, others have elected to offer only limited services. The following matrices provide a general overview of what a full service office provides. The first matrix illustrates what would be considered limited services and provides a timetable for all Tax Collector Offices to become full service. The second matrix provides a list of services with an estimated time to complete each type of transaction. While the matrix is not all inclusive, it lists the most common services performed. Many of the items listed encompass a myriad of sub-services that could be part of each listed service description.

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Required Minimum Services Phased in by

July 1, 2013 Level 1	July 1, 2014 Level 2	July 1, 2015 Level 3
Driver License and Identification Card U.S. Citizen <ul style="list-style-type: none"> • Original from Out-of State* • Original Learners* • Renewal** • Replacement** 	Driver License and Identification Card Non U.S. <ul style="list-style-type: none"> • Original from Out-of State*** • Original Learners*** • Renewal*** • Replacement*** 	Driver License and Identification Card U.S. and Non U.S. <ul style="list-style-type: none"> • Original***
Commercial Driver License U.S. Citizen <ul style="list-style-type: none"> • CDL Renewal without Hazmat • Original from Out-of-State without Hazmat* • Replacement** 	Commercial Driver License U.S. and Non U.S. Citizen <ul style="list-style-type: none"> • CDL Renewal with or without Hazmat*** • Original from Out-of-State with or without Hazmat*** • Replacement with or without Hazmat*** 	
July 1, 2013 Level 1 Exams <ul style="list-style-type: none"> • Vision • Written 	July 1, 2014 Level 2 Exams <ul style="list-style-type: none"> • Oral Exams with Interpreters 	July 1, 2015 Level 3 Exams <ul style="list-style-type: none"> • Driving Exams • Department Re-Exams • Medicals • Five-Day Letters
Reinstatements <ul style="list-style-type: none"> • D6** • Child Support** • Failed To Pay Court Financial Obligations** 	Reinstatements - all <ul style="list-style-type: none"> • Financial Responsibility** • Suspensions** • Revocations** • Cancellations** 	

The following represents additional required support elements that will be completed in conjunction with the above outlined services:

*Includes applicant screening for identity and legal presence and compliance with state and federal Real ID requirements, fraudulent document detection screening, administering an oath to attest that information is correct and emergency contact information.

**May include applicant screening for identity and legal presence with document authorization and compliance with state and federal Real ID requirements and fraudulent

document detection screening and emergency contact information.

***May include applicant screening for identity and legal presence with document authorization and compliance to meet state and federal Real ID requirements, vision testing and hearing screening, application for voter registration, organ and tissue donation wills and emergency contact information. Knowledge of immigration documents to ensure persons being licensed have legal presence in the United States.

Section 4 Services

Appendix A:

Driver License Transaction Types and Estimated Service Times

Transaction Description	10 min. or less	10 to 20 Minutes	Over 20 Minutes
ID Card for U.S. Citizen	X		
Renewal of ID Card for U.S. Citizen	X		
Replacement ID Card for U.S. Citizen	X		
ID Card for Foreign National		X	
Renewal of ID Card for Foreign National		X	
Replacement ID Card for Foreign National		X	
Transfer of Out of State license to Florida/U.S. Citizen	X		
Driver License Renewal for U.S. Citizen	X		
Original Florida License -- never licensed before U.S. or Foreign National			X
Replacement license for U.S. citizen	X		
Transfer of Out of State license to Florida/Foreign National		X	
Driver License Renewal for Foreign Nationals		X	
Replacement license for Foreign Nationals		X	
Written exams -- CDL or regular license class			X
Road Tests		X	
D-6 Clearances	X		
Clearance of Child Support Sanctions	X		
Clearance of suspensions, revocations and cancellations requiring additional knowledge skills and abilities			X
Clearance of sanctions such as Driving Under the Influence			X
Commercial Driver License Skill Testing			X
Clearance of Financial Responsibility Cases			X
Clearance of Cancellations for Foreign Nationals with document issues			X
CDL Hazmat Endorsement with fingerprinting			X
Medical and Five-Day Letter re-exams			X
Adding and removing endorsement and restrictions from licenses	X		
Registration of Sexual Offenders and Predators		X	
Services required by statute for all eligible customers			
Vision Testing	X		
Reviewing documents for Foreign Nationals & U.S. Citizens			X
Identifying customers with medical conditions that could impact their driving ability			X
Fraudulent document detection		X	
Application for Voter Registration	X		
Application of Selective Service	X		
Registration as an Organ Donor	X		

Section 4 Services

Appendix A shows the services currently offered by each Tax Collector. There remains a gap between those Tax Collectors who offer full-service and those Tax Collectors who do not. The gap often creates an imbalance of workload between neighboring Tax Collectors and also state offices as residents opt to cross county lines in order to have the convenience of full DL service provision. Customers are displaced and Tax Collectors end up providing services to residents from other counties at a cost to the Tax Collector.

Twenty-one Tax Collectors are near full-service provision. Some Tax Collectors noted in the Needs Assessment Survey that revenue from property tax collection is used to offset costs for conducting driver license services in general and when this happens, the county's financial liability increases. Some collectors also referenced that motor vehicle tax collector service fees have not been raised in more than 20 years.

Tax Collectors strongly favor providing licensing services to their customers. The decision of the majority of Tax Collectors to limit the DL services provided is economic. As reported in the Needs Assessment Survey, Tax Collectors who currently offer driver license services are not adequately funded. As a result, Tax Collectors who do not currently provide driver licensing services lack the proper economic incentives to take over the provision of DL services. Tax Collectors have indicated that if driver license services were funded in a manner to cover costs, then the overwhelming majority of Tax Collectors would provide full services.

4.2 Minimum Mandatory Service Requirements

During the initial stages of the transition of services, the minimum mandatory service level (included in level 1) required for each Tax Collector to perform will vary depending on the skill level of their members. Tax Collectors who are able to employ former state driver licensing examiners may be able to provide full service, while others would need to limit the types of services that they offer until members are trained and become familiar with the more complex, time consuming transactions. To date 21 Tax Collectors report that they offer full driver license service in at least some or most of their offices. There remain some variations in this group as well. For example, some do not offer services such as driving tests, medical re-exams or issue licenses to non-U.S. citizens.

It is recommended by both the Department and the Tax Collectors that Tax Collectors phase in services over a period of time. Initially, the offices would provide transactions that require less knowledge base and less time. These are generally those transactions listed on the *Driver License Transaction Types and Estimated Service Times* table that may be completed in 10 minutes or less. During this phase, the Regional Service Centers, described in [Section 5](#), would be required to serve customers with the complex

and time consuming transactions. Once Tax Collector employees are trained and familiar with the requirements of the various transaction types, Tax Collectors may add more services. When all Tax Collectors who are expected to become full service do so, the number of Regional Service Centers required may be reduced or eliminated completely.

The Department recommends that all Tax Collectors become full service driver license providers or Exclusive Agents by July 1, 2015.

4.3 Third Party Testing

The use of third party testers could be a solution for providing some of the services that the Tax Collectors would prefer not to provide, such as driving tests. Third party testing already provides the majority of Commercial Driver License skill testing and all motorcycle knowledge and skill testing.

Ninety-two percent of Tax Collectors who currently offer driver license services do not believe that the services should be outsourced because of fraud concerns with the exception of driving tests. They have voiced concerns of increased fraud if full outsourcing occurs, recognizing that they are the best option as the State decreases or stops offering driver license issuance services.

The legal authority for providing third party testing is found in 322.56 Florida Statutes:

(1) The department may, by contract, interagency agreement, or interlocal agreement, authorize a person, an entity of the state government, a subdivision of state government, a public or private corporation, a firm, an organization, a school, or an entity of a local government to administer the written and driving skills portions of an examination for all classes and types of driver's licenses, the results of which may be accepted in lieu of the results of a written and driving skills examination given by the department.

(2) Any test given by a third-party administrator under contract with the State must be the same as the test that the State would otherwise give.

(3) The contract or agreement between the third-party administrator and the State must, at a minimum, contain provisions that:

(a) Allow the Federal Highway Administration, or its representative, to conduct random examinations, inspections, and audits without prior notice;

(b) Allow the department, or its representative, to conduct random examinations, inspections, and audits without prior notice;

(c) Allow the department to conduct onsite inspections at least annually;

(d) Require that all third-party administrators meet the same qualifications and education and training standards as department examiners, to the extent necessary to conduct the written and driving skills portions of the examination;

Section 4 Services

(e) Allow the department to test, at least annually, a random sample of the drivers approved by the third party for licensure; and

(f) Reserve to the department the right to take prompt and appropriate action against a third party that fails to comply with state or federal standards for a driver's license examination or that fails to comply with any terms of the contract.

(4) The department shall monitor examinations administered under the authority of this section. Such monitoring shall, at a minimum, satisfy the requirements of paragraphs (3)(b), (c), (d), and (e).

(5) An applicant who successfully completes a written and driving skills examination administered by an authorized third-party administrator shall provide evidence of such fact to the department prior to licensure.

(6) To qualify as a third-party administrator, a person, an entity of state government, a subdivision of state government, a public or private corporation, a school, or an entity of a local government must demonstrate to the satisfaction of the department that it has the necessary qualified personnel, equipment, and facilities to administer the written and driving skills portions of the driver's license examination.

(7) This section does not exempt a person from the requirement that he or she successfully complete any other test required for licensure under this chapter.

While the legal authority to use third party testing is in place, the actual application of the program has exhibited a history of risks. Since 2000, 14,818 CDL drivers who were examined by third party CDL examiners have had to retest because of improper testing or fraud. Twelve CDL third party tester administrators have been decertified as a result of improper activity. Improper testing practices also have been identified in Driver's Education programs administered in our public schools. As a result, numerous customers have had to retake exams, and instructors have been decertified. Any additional third party testing would require an increase of oversight by the Department to assure quality and compliance of the testing process are met based on service agreements with the businesses.

An overwhelming majority of Tax Collectors recommend restrictions on outsourcing due to fraud and safety concerns. One in three felt outsourcing should not be used at all due to concerns with increased exposure to personal information, security risks and fraudulent activity. The remainder favored very limited testing outsourcing for services, such as driving tests. None were in favor of outsourcing the actual issuance process.

The Department and the Tax Collectors have expressed interest into looking at alternatives to third party testing. The Department will explore the use of volunteers as a possible aid in providing driving tests to driver license customers. Retired law enforcement officers or Florida

Highway Patrol Auxiliary members are possible sources for volunteers to help provide these services.

At the request of the Department, the American Association of Motor Vehicle Administrators surveyed other states concerning outsourcing of driving exams. Of the jurisdictions that responded, only 27 percent allow outsourcing to a third party tester or vendor. Survey respondents reported that vendors charge customers anywhere from \$5 to \$150 to administer the tests. The survey also asked if the jurisdiction charges a fee for driving tests. More than half responded that they do not charge any fee for driving tests. For those that do charge, the fees range from \$5 to \$70.

Another option that the survey brought to light is the use of simulators instead of actual on the road driving tests. None of the jurisdictions that responded to the survey use simulators as part of their driver examining program. Historically simulator technology has been cost prohibitive, but as technology improves and prices drop this is an avenue that we can research as an option.

There is consensus between the Department and Tax Collectors that the Department should retain and offer certain functions, to include:

- Training
- Quality Assurance, Motorist Services Audit/Compliance
- Tax Collector Help Desk
- Policy and Procedures
- Administrative Reviews
- DHSMV Customer Service Center (public)
- Policies and Procedures in the DL Transition Manual
- Support services for Tax Collectors during and after tax collectors become DL issuance agents

Section 5 Regional Service Centers



Section 5 Regional Service Centers

5.1 Recommendation

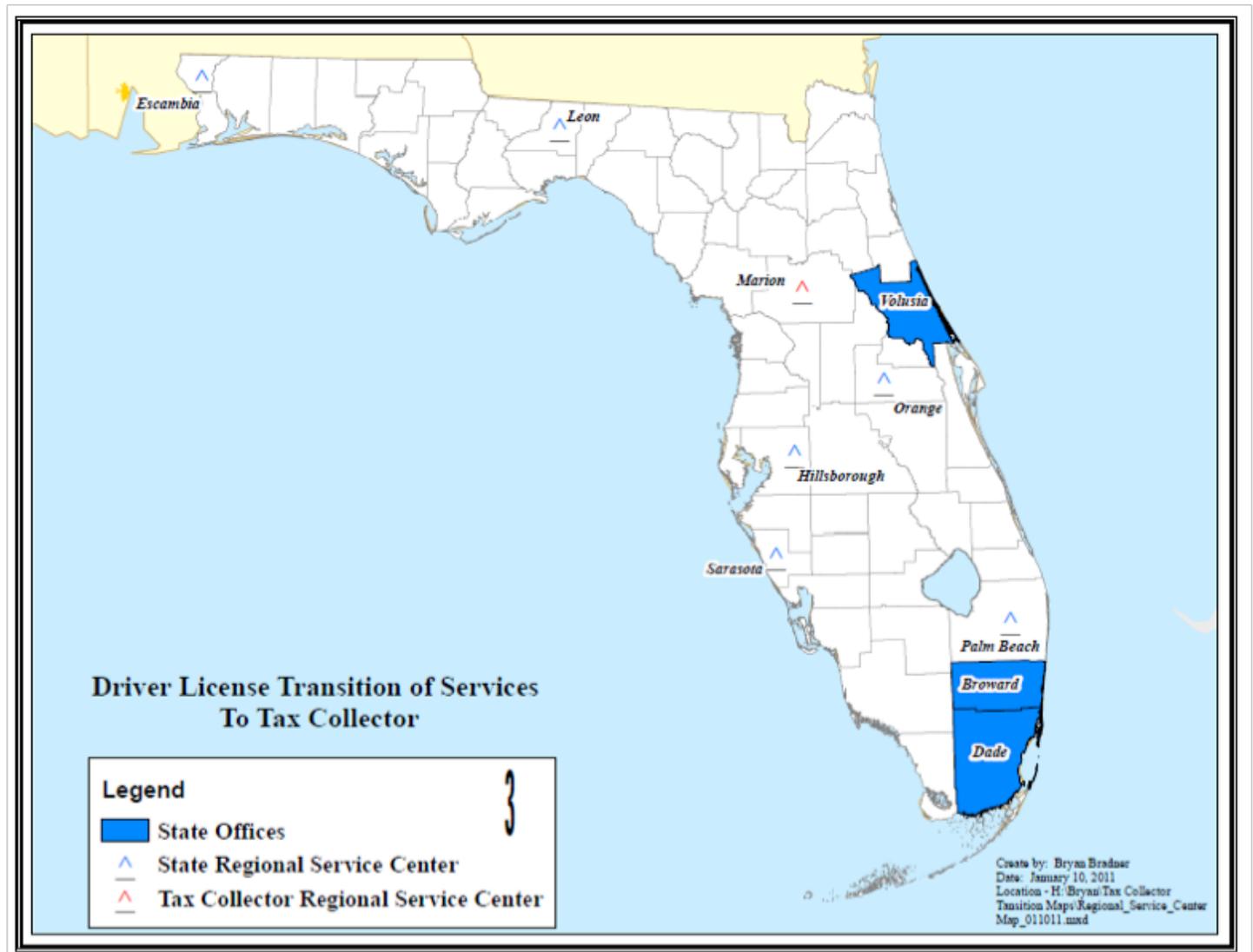
Tax Collectors and the Department plan to establish Regional Service Centers as a service and support function for the Tax Collectors until the transition is complete. At the choice of the Tax Collector, the RSC may operate under the direction of the Tax Collector.

Initially Regional Service Centers may be designed to offer all driver license issuance services. However, the focus will be on the more complex transactions to encourage the customers to rely on the Tax Collectors as the primary point of service. As the transition to Tax Collectors is completed on or before 2015, the service centers will phase out.

The Needs Assessment Survey identified the following as services the Tax Collectors would like the centers to provide:

- Driving tests
- Medical evaluations and subsequent testing (five-day letters)
- Department re-exams
- CDL testing including Hazmat and school bus endorsements
- Non-U.S. citizens
- Oral exams
- 3-in-3 road tests (accelerated driving tests)
- Certain driver license suspensions or reinstatements
- Bureau of Administrative Reviews functions
- Reinstatements

The Department recommends six state operated Regional Service Center locations, initially. The eight locations would be in addition to the Department-operated facilities in Miami-Dade, Broward and Volusia counties, where the Tax Collectors are not constitutional. The map below illustrates the Department's suggested locations for service centers.



Section 5 Regional Service Centers

Please note that state DL offices are not authorized by law to collect a \$6.25 service charge, while Tax Collectors do collect this service charge pursuant to state law. In order to provide seamless customer service and cost, the Department recommends that all offices, state and Tax Collectors, collect the same fee. If state operated Regional Service Center facilities were to collect the \$6.25 fee, the service monies should be deposited in the Highway Safety Operating Trust Fund.

5.2 Options

While cost and staffing levels for the proposed Regional Service Centers vary greatly depending on the location and services provided, there are several possible options for the facilities.

The Department recognizes that Tax Collectors are fully capable of taking on all driver license issuance functions and have enough staff and office locations to meet the needs of our residents. Thus, the first option and the one that DHSMV recommends is that all Tax Collector offices operate full service facilities by June 30, 2015. Tax Collectors have adequate time to phase in all driver license issuance services and provide adequate staff training. In this case, the Regional Service Centers would phase out by July 1, 2015.

In the second option, the Regional Service Centers remain to benefit customers and the Tax Collectors. In this case, the Regional Service Centers would become Motorist Service Centers. The Department could use these facilities to include personnel to process complex driver licensing issues, the Bureau of Administrative Reviews, Motor Vehicle field and regional offices, and perhaps the Florida Highway Patrol. By housing the divisions in a single location, the Department would eliminate lease costs for separate facilities that each division currently operates. Providing centralized Motorist Service Centers would provide residents and shareholders with a single outlet for Department services at the local level that currently are only available through headquarters in Tallahassee.

Another recommendation is for the Bureau of Administrative Reviews to provide the needed support services. Staff would be added to the Department's current BAR offices to provide needed technical assistance to the Tax Collectors, as well as roving teams, known as the Administrative Reviews Outreach Program, that would go to the Tax Collector offices and provide specific services, such as driving tests and medical reviews, to customers on an appointment only basis.

The final option approaches the various County Tax Collectors to inquire if any of them are willing to provide Regional Service Centers. In this concept, the Tax Collectors provide the front line customer service. The Department provides the subject matter experts needed for support,

technical assistance, auditing, customer service and quality control for the assigned region. Costs for the facility could be shared between the Department and the Tax Collector who would maintain their own staff members within the facility. The map with proposed RSC locations, show the Marion Regional Service Center, which would be operated by the Tax Collector. The Department is currently in discussions with the Marion County Tax Collector, who indicates an interest in hosting such a site.

Section 6

DHSMV State Facilities



Section 6 DHSMV State Facilities

6.1 Current Inventory

The Department currently maintains Driver License facilities throughout the state. The facilities are either leased from the private sector or are owned by the State. Through sublease or lease assignment, it is possible for both types of offices to become occupied by a Tax Collector who provides driver license issuance services. Private sector leases contain clauses that allow the Department to sublet upon written consent of the landowner. State owned property that the Department manages also may be subleased or assigned upon the authorization of the Board of Trustees. The Department of Environmental Protection manages the process. Appendices 6A, page 92, and 6B, page 93, provide an inventory and operating costs, respectively, for each of the Driver License issuance facilities.

The Department will help facilitate leasing actions with Tax Collectors. To assist the local Tax Collectors in their decision as to whether or not to take over a state facility, the Department will provide the following:

- Customer need and accessibility overview
- Building square footage
- Building condition
- Size of property the building occupies
- Condition of the roof and any information regarding repairs or replacement
- Number of parking spaces for the facility
- Condition of all equipment, to include air conditioning systems
- Facility operating costs
- Condition of driving range where applicable or street accessibility for conducting driving tests
- Lease or ownership information

The sections that follow provide an overview of the sublease and assignment processes for private sector and state owned properties, respectively.

6.2 Sublease Process for Private Party Leases

A majority of the private sector leases have clauses that allow the Department to sublease the facility to the Tax Collector for the remainder of the lease period. In situations where the lease is expiring and services are transitioning to the Tax Collector, the County/Tax Collector would need to negotiate a new lease with the facility owner or representative. The language contained in Department leases is as follows:

“The Lessee upon obtaining written consent of the Lessor, which written consent shall not capriciously be withheld, shall have the right to sublet all or nay part of the demised premises or to assign all or any part of the demised premises.”

An example of a typical private party sublease agreement is displayed in Appendix 6C, page 96.

6.3 Assignment and Sublease Processes of State Owned Leases

With state owned facilities, DEP requires that the property have a lease assigned to the County Tax Collector should they wish to take over the entire facility. The lease assignment allows the Tax Collector to use the property. A sample of an assignment and assumption agreement is shown in Appendix 6D, page 102.

If the Department maintains some presence in a driver license issuance facility, it may choose to use a sublease process rather than an assignment. Also governed by DEP, this process allows for a Tax Collector to use a state facility for driver license issuance services. An example of a state property sublease is shown in Appendix 6E, page 106.

6.4 Disposition of State Owned Facilities

If a Tax Collector does not wish to use a state owned facility for driver license issuance services and the Department is closing the office, the State must follow specific rules and procedures to dispose of the property. Under the current rules, when the Department no longer needs a facility and stops providing services from that facility, the Department remains responsible for the maintenance of that facility until such time as it is subleased to another entity, backfilled by another state agency or sold.

The disposition process takes the Department approximately 15 months. The information below provides a summary of the process:

- Department of Environmental Protection receives a request from The Department of Highway Safety and Motor Vehicles that a property is no longer needed and that the Department wishes to dispose of the property. The Department’s obligation to maintain the property remains until another manager is identified. The prioritized process set forth in statute determines who the new manager is.

- State Agency and State University Notice – The property is offered for lease to other state agencies and universities, with universities given priority consideration, according to Chapter 253.034(6) and (16) F.S. and 18-2.019 Florida Administrative Code. The process takes approximately two months.

- Local Government Notice – If no interest is expressed by any state agency or state university, the property is offered to the local government with the first right of refusal to purchase by the Tax Collector and then the local municipality where the property is situated pursuant to Chapters 253-.034(6)(f) and 253.111 F.S. and Section 18-2.019 FAC. Purchase price is negotiated after appraisal, and the cost of appraisal is borne by the interested purchasing party. This process takes approximately two months.

- In absence of interest from local governments, market value of the property is determined at the cost of DHSMV pursuant to Section 253-034 F.S. and Section 18-1 and 18-2 FAC, so that the property may be offered for sale on the open market. Appraisals take approximately two to four

Section 6 DHSMV State Facilities

months, depending upon the complexity.

- DEP staff prepares a negotiation strategy and markets the property for sale or bid as required by Chapter 253 F.S. Marketing is done by advertising via newspaper ads, For Sale signs and a surplus land website. The competitive bid process takes approximately two to three months.

- DEP staff prepares contracts and handles sales transaction in coordination with the Office of the General Counsel. The process takes approximately two months.

- The Division of State Lands in the Department of Environmental Protection is authorized to approve and execute the sale of non-conservation parcels not exceeding five acres in size and with a market value of \$100,000 or less. All other sales go to the Governor and Cabinet for approval. The process takes approximately four months.

6.5 Disposition of Private Sector Leased Facilities

For private sector leases, there are two options available when the Tax Collector is not interested in assuming the lease.

The first is to let the lease expire at the end of the current contracted period and allow the Tax Collector to assume services at that time. While desirable, it is not always possible due to the term of the contract and/or the timetable agreed to by the Department and the Tax Collector. In cases where the Tax Collector agrees to assume driver license issuance services prior to the expiration of the contracted term, the Legislature must approve a non-appropriation of funds for the specific facility that authorizes the Department to terminate the lease prior to the contract expiration period. Without the non-appropriation legislation, the Department is required to continue paying the lease until such time as the appropriate non-appropriation language passes the Legislature. All current private sector leases contain the following language:

“The State of Florida’s performance and obligation to pay under this contract is contingent upon annual appropriation by the Legislature F.S. 255.2502.”

Section 7

Employees and Staffing



Section 7 Employees and Staffing

7.1 Transition of DHSMV Staff Members to Tax Collectors

The Department of Highway Safety and Motor Vehicles recommends that the Tax Collectors hire state driver license examiners as the state offices transition to the Tax Collectors. While hiring members may not always be possible, the result can be a win-win situation for both the State and the Tax Collectors. The benefits include:

- Experienced, knowledgeable driver license examiners from the first day of operation as a driver license issuance agent

- Reduced training cost because the members are already trained

- Retained institutional knowledge

- Employment continuity

Tax Collectors who express an interest in hiring Department members during the transition of services will receive the following information from the Department:

- Salary -- current employee salary history

- Length of service

- Current benefits

- Leave balances

- Performance appraisals for the past two years

- Written disciplinary actions for the past two years

Each Tax Collector must determine if the transitioning members meet their employment standards. The Tax Collector Needs Assessment Survey indicated that nearly two out of three Tax Collectors would hire any state employees that were adversely affected due to the transition of services. However, it should be noted that the majority of Tax Collectors indicated the members would have to meet the qualifications of the various counties prior to a job offer. Another factor that will influence employing state employees is salary. Forty-two percent of the Tax Collectors said their salary ranges are commensurate with the State's; 43 percent said their salaries are not commensurate but rather indicated that their counties pay more than the State.

Once it is determined that a facility will be transitioning to the Tax Collectors, the Department will notify employees immediately and advise them of the employment options available to them. In cases where the Tax Collector has indicated a desire to employ the state's members, a meeting may be scheduled with the office staff, Department management and Tax Collector staff to advise the members of employment opportunities and requirements.

The Department assists members who are not selected for employment by the Tax Collectors by providing them with training in interview techniques and resume preparation to aid them as they apply for other positions. The Department will keep staff members informed of vacancies within the agency, as well as contact other state and

county agencies to assist with job placement. Once it is determined that an office will be closing and transitioning to the Tax Collector, the Department notifies affected staff members of their employment options and assistance available to them should they choose to apply for other available job vacancies.

7.2 Oversight

The Department must maintain an adequate number of positions to provide oversight for the driver license functions performed by the Tax Collectors. The support functions will include:

- Monitor compliance with all applicable state and federal laws dealing with credentialing

- Monitor compliance with the Driver Privacy Protection Act

- Provide training related to credentialing unless Department approved training is being conducted by Tax Collector trainers

- Develop and implement policies and procedures

- Quality Assurance and Motorist Services audits to ensure compliance

- Internal fraud detection and deterrence in cooperation with the Tax Collectors as agents

- Customer inquiries regarding procedure and law

- Technical assistance

The Department will assign staff to the Office of Business Integrity within Motorist Service Support to provide production quality assurance. Assigned staff will provide both on-site and remote review of the issuance processes for each of the Tax Collector agents.

To ensure compliance with current rules and laws, the Office of Business Integrity reviews credential issuance for all offices, both county and state. The unit addresses routine errors that result from training or communication issues directly with the Tax Collector or designee and their office management in order to improve the integrity of service delivery. If activity is detected that may indicate unethical or illegal issuance of credentials, the Business Integrity Unit will turn the matter over to the Florida Highway Patrol Bureau of Investigations that investigates any findings of possible criminal activity.

Section 7 Employees and Staffing

7.3 Department Staffing Needs

While the majority of front line customer service delivery will transition away from the Department of Highway Safety and Motor Vehicles to the various Tax Collectors, the Department will require staffing for the Regional Service Center, as well as the counties with appointed Tax Collectors. Below is a listing of the staffing levels the Department must maintain for these field operations.

Miami-Dade County.....	232 office members
Broward County.....	120 office members
Volusia County.....	29 office members
Regional Service Centers.....	20 office members
Bureau Chief.....	1
Program Managers.....	3
Field Services Managers.....	5
Training.....	To Be Determined
Audit.....	To Be Determined

The Tax Collector Needs Assessment Survey indicates that 81 percent of the Tax Collectors believe at least one Department member should be available for support for each Tax Collector office location. The survey also indicates that Tax Collectors think the maximum number of support personnel is one DHSMV support member for every 10 front line Tax Collector members.

Section 8 Revenue Sharing Model



Section 8 Revenue Sharing Model

The goals of the driver license transition are to: 1) ensure safe and secure DL service provision, 2) provide excellent customer service, 3) operate efficiently (one-stop shopping), 4) be accountable, 5) function with uniformity and 6) be responsive. Adequate funding is necessary to accomplish these goals. Cost-studies conducted by DHSMV and Tax Collectors, including the cost study referenced below as well as the cost study required by general law in 2001,¹ conclude that the current Tax Collector funding model is inadequate.² Moreover, the current DL funding model has no provision to cover the cost of new driver license equipment. Therefore, the Department and Tax Collectors are in support of a dedicated source of revenue to support equipment costs, as well as a funding model that provides appropriate incentives for Tax Collectors to become full-service providers by 2015.

Tax Collectors are well-regarded in Florida for convenient and efficient service provision. DHSMV is considered by the other states and the American Association of Motor Vehicle Administrators to be a leader in the areas of highway safety, credentialing and motor vehicle administration. The Department and Tax Collectors have worked together to design a hybrid outsourcing model that combines the benefits of a convenient and efficient one-stop shop for driver license and motor vehicle services with the highest attention to safety and security. The transition plan will provide a better service experience for the customer and higher efficiencies in service delivery.

As the current fee-structure will not sustain the transition of DL services, the Department and Florida's Tax Col-

¹ See CS/HB 1121 (2001) which amended S. 322.02, Florida Statutes, including an amendment to 322.02(6) as set forth below:

Administration of driver license services by a county tax collector as the exclusive agent of the department must be revenue neutral with no adverse state fiscal impact and with no adverse unfunded mandate to the tax collector. Toward this end, the Cost Determination and Allocation Task Force is created, to be established by July 1, 2001. The task force shall be composed of two representatives appointed by the executive director of the department, two tax collectors appointed by the president of The Florida Tax Collectors, Inc., one from a small-population county and one from a large-population county; one person appointed by the Speaker of the House of Representatives; one person appointed by the President of the Senate; and the Governor's appointee. If requested by the task force, the Auditor General must provide technical assistance.

² The Cost Determination and Allocation Task Force developed a methodology to determine the cost of providing the myriad of DL services in Florida. For instance, the Task Force determined that the cost of a Class "E" DL (the most common type of DL service) was \$13.04. Note that this was the cost in 2001, and does not therefore account for inflation, Real ID implementation, etc.

lectors propose a revenue sharing model that supports a smooth transition with no negative impact to the comprehensive infrastructure and while maintaining the integrity, safety and security of the driver license and motor vehicle tag and title issuance system. The revenue sharing model does not impact the state's general revenue fund. Instead, the funding model creates appropriate economic incentives for Tax Collectors to increase DL service provision, while the Department winds down its front-line service provision.³

As state offices close, issuance equipment is transferred to the Tax Collector taking over those services. In many cases, the amount of equipment available to be transferred is not adequate to meet customer service needs. Purchasing additional equipment can be quite costly, and the Tax Collectors have voiced concerns that inadequate funding will have detrimental impact on customer service.

The Tax Collectors performed a Cost Analysis looking at small, medium and large counties to determine the current actual cost of providing driver license services. The methodology of their study is as follows:

The methodology to produce the Driver License cost analysis includes several phases of data collection and analysis using cost per minute approach. Cost per minute is based on actual annual budget expenditures for a year using all costs for each Tax Collector office. This approach uses the full cost of operating Tax Collector offices including all salaries, facilities costs, training, Information Technology support, budget and finance functions, Human Resources support, administrative functions, management, etc., to determine costs. Using this for each county involved in the study then averaging the cost per minute across counties provides a more equitable cost for the various kinds of transactions and varied situations. For specifics about how the cost study was conducted, see [Appendix 8D](#).

Study findings are summarized in [Appendix 8A](#), page 118. The entire study may be viewed at (www.flhsmv.gov/CostAnalysisStudy.pdf). The following chart shows the estimated loss indicated by the study for small, medium and large counties throughout the state. As indicated, the Tax collector Study determined a total revenue deficit of \$19,268,908.04.

³ Note that this proposal is in keeping with previous Senate Transportation and OPPAGA findings.

Section 8 Revenue Sharing Model

County Type	# of Each	Loss Estimate	Total Estimated Loss
Small Counties	30	\$97,487.66	\$2,924,629.80
Medium Counties	30	\$154,738.96	\$4,642,168.80
Large Counties	7	\$1,671,729.92	\$11,702,109.44
		\$19,268,908.04	

Currently, the Tax Collectors receive a \$6.25 service charge, limited to a one-time charge per visit, as described in Chapter 322.135(1)(c), F.S. Appendix 8B, page 120, shows the amount each Tax Collector, who provides driver license services, collected in service charges for the 2009 and 2010 fiscal years. Service charges collected in 2009 were \$9,856,940.25; in 2010 they were \$9,821,537.50. Appendix 8C, page 122, shows the amount that each Tax Collector could potentially collect when they are the exclusive agent in the county and collect a service charge for each customer served. With Tax Collectors serving as the exclusive agents in all counties and charging a service charge for each transaction, the potential earnings in 2009 were \$42,675,406.25 and for 2010 is \$37,143,993.75.

8.2 Projected State Savings

Transitioning all the Driver License field offices to the Tax Collectors in all counties with constitutionally elected Tax Collectors would result in a saving of approximately up to \$18 million. The savings comes from salaries, benefits and facility operating costs for all the state offices that would be closed during the transition.

The savings would need to be adjusted depending upon the number of Regional Service Centers the State operates, as well as the number of support personnel needed to assist the Tax Collectors. The estimated cost for each Regional Service Center would be approximately \$850,000.

8.3 Revenue Sharing Model

To assist the complete transfer of driver licensing services to Florida's Tax Collectors, the Department recommends amending Florida law to increase the revenues going to the collectors who provide DL services as the Department winds-down its front-line service provision. The following revenue sharing model does not impact the state's general revenue and does not decrease the proposed savings to the State as previously outlined.

The recommendation includes amending Chapter 322.21, F.S., to allow the Tax Collectors to retain the portion of the funds previously deposited in the Highway Safety Operating Trust Fund for all replacement driver licenses and identification cards issued at a tax office. The amendment would allow the Tax Collectors to keep \$7 from each replacement license, and \$9 for each replacement identification card issued in their offices. Based on issuance data from the fiscal year that ended June 30, 2010, the recommendation would have provided an additional \$5,755,177 to the Tax Collectors, where driver license issuance services will be provided by them at no additional cost to the tax payers.

Additional information regarding these legislative recommendations can be found in Section 13 of this report.

Section 9 Equipment



Section 9 Equipment

9.1 Expiration of Current Contract

The Department of Highway Safety and Motor Vehicles and L-1 Digital Solutions currently have a contract for driver license issuance equipment, including the digital imaging cameras and printers. The current contract will expire in 2015. At that time, all equipment currently leased from L-1 will be picked up by the vendor. New equipment will be required for issuance processes in all offices at that time.

9.2 State Supplied DL Equipment Information

The Department provides a list that identifies the equipment necessary to perform driver license issuance services and the lease cost. The equipment leased under this contract is the property of L-1 Digital Solutions. During the term of the contract, L-1 is responsible for all maintenance

and repairs of their equipment. The contract covers consumables, such as the credential cards stock, color printer ribbons, and holograms, and DHSMV pays for these items at no cost to the Tax Collector agents. Sections 8 and 13 include proposals for funding equipment costs.

The current contract with L-1 includes a technology refresh. During the refresh, offices will receive new leased equipment including card printers, work stations, servers, and other peripheral equipment leased to the Department and Tax Collector agents. Only the equipment covered under the original contract will be included in the refresh. Any additional equipment leased from L-1 after the initial equipment install, either by a state or Tax Collector office, will not be included in the refresh. However, the equipment not included in the refresh will remain compatible with our operating systems and may continue to be used. The refresh will take place during the fall of 2011. Prices indicated on the list on the next two pages do not include the technology refresh or installation costs.

TYPE OF EQUIPMENT	PRICE	CABLING DROPS
Notation		
Word Processing Work Station Not needed if adding the Driver License application to an existing FRVIS workstation.	\$2,536.45	Yes
Work Station Not needed if adding the Driver License application to an existing FRVIS workstation.	\$2,396.78	Yes
*Signature Pad w/Stylus One per workstation.	\$851.33	Not Required
Camera System Minimum of one. Recommend one for every two or four workstations.	\$4,416.00	Not Required
*Scanner Minimum of one. Recommend one for every workstation.	\$601.00	Not Required
Cashier Printer Minimum of one. One for each Card Printer.	\$528.00	Yes
Server Not needed if adding the Driver License application to an existing server.	\$11,498.65	Yes
L1 License One per site.	\$4,200.00	N/A
Card Printer Minimum of one. Recommend two per site (larger sites/some layouts may require additional).	\$10,080.00	Yes

2D Bar Code Reader (Optional) One per site.	\$684.00	Not Required
Palm Pilot One per site.	\$1,445.00	Not Required
Switch One per site, if needed. To be determined during site survey of location.	\$1,844.00	N/A
(Automated Driver License Testing System)	Order off of HP refresh contract	Yes
Eye Machines (OPTECH 1000 DMV) Stereo Optical, Inc	\$775.00 + \$30.00 S & H	N/A
Fingerprint Scanner	\$15,700 with computer. (Assets shifted from state offices at no charge)	Not Required

*May be purchased from another vendor. Refer to another Tax Collector.

9.3 Estimated Equipment Needs

The chart in Appendix 9A, page 130, provides an estimate of the minimum quantity of each piece of equipment needed to provide driver licensing services by each Tax Collector. The data provides information for both fiscal years 2009 and 2010. Customer traffic during the fiscal year that ended June 30, 2010, was significantly lower than that of the previous year. This was the result of several factors to include: an increase in fees charged for driver license issuance, the implementation of the Real ID program, and the overall economic condition in Florida and the country as a whole. While the data from 2010 may be somewhat useful, the 2009 data reflects a better representation of the "normal" customer traffic in the offices.

The Department based estimates in the charts on the current staffing and productivity model used by the Division of Driver Licenses, Bureau of Driver License Field Operations. The equipment levels are based on the original recommendations from L-1 Digital Solutions, the equipment vendor, provided during the initial rollout of their equipment to the state field offices.

9.4 Transition of State Equipment

When an existing DHSMV Driver License office transitions to a Tax Collector, all the equipment currently at that facility goes to the Tax Collector at no cost for the equipment. When the contract expires at the end of 2015, a plan will be required to replace that equipment in all credentialing office.

Section 6 covers where the Tax Collectors choose to take over the existing state office facility.

9.5 Current Contractual Requirements

The current contract with L-1 Digital Solutions covers the leased equipment required for the credentialing process until 2015. A copy of the contract is available through the Bureau of Purchasing and Contract at the Department of Highway Safety and Motor Vehicles.

Section 10 Training



Section 10 Training

10.1 Training Requirements

Training is a critical element of transitioning Tax Collectors who are new to providing driver license services. It is important in maintaining current employee job knowledge and ability to maintain a high quality of work, as well. The very technical and sensitive information that employees who process driver licenses and identification cards review during every transaction requires special skills, knowledge and abilities. Tax Collector employees currently are and will continue to be trained in proper procedures for issuance of vehicle, vessel and mobile home registration, license plates, driver licenses and identification cards to Florida consumers. The Department's goal is to complete the training in the first 120 days of employment, followed by on the job mentoring and practice in each subject area. However, it should be noted that the Department will work with the Tax Collector's individual training needs as many Tax Collectors use a phased in training process where the employees may be trained on tasks other than driver license issuance during their initial employment period.

Training is a never ending cycle due to constant change in county, state and federal laws, regulations, policies and procedures. The subject matter covers multiple chapters of law with more than 300 motor vehicle and driver license operational and accounting procedures. The Department will provide the training and all materials free of cost at the request of Tax Collectors on a mutually agreeable date, time and location for new employees and/or existing employees who need refresher training. Some Tax Collectors may provide training for their own employees.

The Department offers the following courses primarily for all employees who have been approved issuance of a Florida Real-time Vehicle Information System login, which provides them access to the system that contains personal and driving record information. Tax Collectors have additional training programs for employees who process and issue motor vehicle transactions, as well. The following list is not all inclusive but provides an overview of the main subject matters required for employees to become functional and efficient in providing motorist services.

- Original Titles*
- Transfer and Duplicate Titles*
- Original Registration*
- Towing and Storage*
- Titles of Deceased Owners*
- Salvage and Branded Titles*
- Heavy Vehicle Use Tax, which includes special federal requirements*
- Vehicle Document Examination Certification Governed by the American Association of Motor Vehicle Administrators*
- FRVIS navigation and online processing

- SharePoint resource library, which contains tools, such as references for laws, policies and procedures and other pertinent information needed for processing work and responding to customer inquiries (state and county)
- Queuing systems (in counties that use queuing systems)
- Training for opening and closing procedures - for offices that includes cashing, handling of monies, auditing, managing and accounting for the various indicia and reports
- Training updates that apply to existing policies and procedures or new ones generally due to new laws being passed and implemented

* Indicates Department required training

Note: Some of these courses may be offered in an online format as the Department recently acquired a new program called i-learn, which facilitates online classes to be made available statewide. Online training is not appropriate for all required types of classes. Certain classes, based on the subject matter, still require in-classroom training. Currently, the Department provides the required training, and Tax Collectors conduct supplemental training with their own training staff. Some of the smaller counties or those that do not have their own training resources rely on the Department or other counties to share resources with them. Historically, Department resources to conduct training have been limited because of budgetary restraints resulting in inadequate resources. Many Tax Collectors face the same budgetary restrictions. It should be noted that in Tax Collector offices that currently do not offer driver license services, 78 percent report that they do not have a training staff or department. In that group, 25 percent reported that they receive some of their training from DHSMV, and eight percent reported that they receive all of their training from DHSMV. At this time the Department provides only training courses designated as required, which leaves many topics entirely to Tax Collectors to provide for their staffs in some manner. The courses also may be needed to enable staff members to do all aspects of their jobs. As a result, Tax Collectors recognize that online training will be an effective solution for training in the future as it will improve efficiency in the development and deployment of training provided by the Department that does not require hands on training. This supports the rationale that all the Tax Collectors who do not offer driver license services cited in the Needs Assessment Survey that they will take advantage of online training when it is made available. Of the Tax Collectors who currently offer driver license services, 95 percent report that they are for and will take advantage of online training, as well.

The following courses are offered for all employees who have a Florida Driver License Information System login:

- Driver License Examiner Phase I*
- Driver License Examiner Phase II*
- Fraudulent Document Recognition*
- FDLIS Navigation and Online Processing *

Section 10 Training

- Partner Net and SharePoint Resource Libraries (contain tools, such as references for law, policies and procedures and other pertinent information for processing work and responding to customer inquiries - state and county)

- Queuing systems (in counties that use queuing systems)
- OASIS or other appointment systems
- Training for opening and closing procedures for offices (includes cashiering, handling of monies, banking, auditing, managing and accounting for the various indicia and reports*)

- Accepting applications to register to vote and processing organ and tissue donation wills*

* Indicates Department required training

Training subjects are job specific. Each Tax Collector has additional training needs that may be included in specific training classes. Necessary training for the various motorist services tasks include topics, such as using phone systems to respond to related customer inquiries and operating remittance processors and other related mail processing equipment. In addition, each program area has various types of specialized equipment that employees must learn to use, such as printers for printing titles, registrations and decals; driver license cameras; card printers and scanners.

Some of the training may be offered online. Instructional designers will make the decisions on delivery formats, taking into account the learning objectives and desired outcomes as well as the wishes of the Tax Collectors.

Tax Collectors who choose to provide their own training to employees may either (this will also apply to those who already provide their own training):

1. use the DHSMV curriculum and have their trainers certified to teach required courses,
2. develop their own curriculum and seek DHSMV's approval, or
3. seek DHSMV's approval of their existing in order to continue teaching courses that have been successful in the past

The Department continues to offer Train the Trainer courses periodically for Tax Collector training staff members. Once the trainer completes the course, they gain access to the Department's curriculum. Because the curriculum changes frequently with procedural and process changes, trainers are notified when new versions of the courses are released and have access to all updated materials through PartnerNet. Each Tax Collector is responsible for making sure that their staff views and uses the updated materials as they are made available.

If a Tax Collector elects to use their own curriculum to meet the mandatory requirements, they must submit their curriculum to the Department for authorization. The curriculum must cover the same material that DHSMV covers

in its courses. Subject matter experts in the field review the material for accuracy. The review process takes place annually or as agreed upon based on the circumstances. Once approved, the courses may be offered and will fulfill the training requirements.

Sharing of training resources with neighboring Tax Collectors will create efficiencies, ultimately result in cost savings and enable more timely training for all. In most cases, Tax Collectors need to train employees as soon as possible because recent budget cutbacks have left less staff available to assist customers. Forty percent of Tax Collectors who do not currently provide driver license issuance services but who have training resources and 63 percent of the Tax Collectors who do provide the DL issuance services cite their willingness to share training opportunities or resources with neighboring counties.

10.2 Monitoring delivery of training

Each Tax Collector employee receive access to i-Learn, the Department's learning management system. Tax Collectors can use the system to track completion of required learning and to provide access to online training modules. Tax Collectors also may have their own required training that that will be tracked using i-Learn or their own records systems.

Annually, the Department will survey Tax Collectors and Driver License subject matter experts on the quality of training the Department provides and on additional training needs. The Department may add courses based on the survey feedback.

DHSMV members will be allowed to attend and observe any approved training to ensure adherence to the authorized curriculum. Department participation ensures quality, promotes consistency, improves training resources and promotes the partnership between the Department and Tax Collector employees. Everyone can learn from one another to help fulfill the expected requirements.

10.3 Curriculum Developed by DHSMV with input from Tax Collector Training Units

All Department curricula will involve curriculum designers with experience in Instructional Systems Design and appropriate subject matter experts. The Department will use a formative evaluation process to test the curricula. The Department encourages Tax Collector employees to participate in the process and give feedback to proposed curriculum.

Note: Tax Collectors historically have been involved in the development and review of curricula, and teams have participated in the review process for procedures and in training. The relationship will help facilitate a successful transition as it occurs.

10.4 Training Locations

The Department has training locations in the following counties: Leon, Alachua, Hillsborough, Orange, Palm

Section 10 Training

Beach, Miami-Dade and Santa Rosa. If the Tax Collector requires training in locations more than 50 miles from the training locations, the Department will make every effort to accommodate their needs. The Department will make every effort to minimize travel costs for training conducted more than 50 miles from the trainer's headquarters location. Tax Collectors have noted a willingness to share resources to help the Department conserve and create a timelier schedule for training.

10.5 Future Training Needs for Tax Collector Employees

Consideration of the true staffing levels that will require training may need to be considered since most Tax Collectors cross train front-line employees in several functional areas. Ratios provided in section on Staffing indicate only the number of full time employees needed to conduct driver license issuance services in each Tax Collector's office. Most Tax Collectors who currently provide such services have found it necessary to cross train all front-line employees to provide service to customers in the four major program areas in which they provide service: motor vehicles, driver license, tax collection, and hunting and fishing licenses.

Cross training employees allows the Tax Collector offices to avoid lost productivity that occurs during slow periods (peaks and valleys) in the various program areas. A survey of training needs for Tax Collector employees may be necessary to determine actual training needs. Staffing of the Department's Learning and Development Office will need to maintain or exceed its current level in order to meet the demands of cross-training Tax Collector employees.

The Department is committed to work with all Tax Collectors where necessary to assure excellent and timely training occurs. This is especially true for small counties to assure they receive all required training. This may not be as necessary in medium or large county Tax Collector offices where training departments and staff may afford them the alternative of conducting their own training. Tax Collectors with large staffs may find it both necessary and more efficient to provide training their own staff members.

The motorist services functions are some of the most visible and important services offered by state and local government. Training is, and will always be, one of the most important initiatives for the Department and the Tax Collectors. Training will continue to be a major driving force in the successful transition of driver license issuance services to Tax Collectors. It has been proven many times that training is the most valuable and effective tool in promoting excellence in customer service, increased efficiency, achieving exceptional quality of work, raising the level of consumer protection, improving public safety and moving toward the Department's vision of a safer Florida.

The manner in which the core driver license and motor

vehicle functions are supported through training also facilitates collaboration and information exchange between federal, state and local jurisdictions; law enforcement including homeland security; and industry organizations.

The training offered must be reliable, readily available, and contain necessary security levels that support the Department and Tax Collector's ability to safeguard the privacy of personal identity information through a more secure credentialing process. It also must provide necessary tools and capabilities to enable employees to carry out their responsibilities more effectively, help them make better business decisions, and maximize their ability to handle the workload.

The Department's future role to support Tax Collectors is reflected in the move toward a fully integrated Motor Services Division, which ultimately will combine motor vehicles, driver license issuance and training functions. The Department already has created efficiencies by consolidating all training functions in the Learning and Development Office.

To support the transition, the Department's Motorist Services Division's straightforward approach with the Tax Collectors as active and contributing participants will bring about the greatest level of success.

Section 11 Support Services



Section 11 Support Services

11.1 Motorist Services Help Desk

In August 2009, the Department consolidated its Motor Vehicle Help Desk and the Driver License Program Systems Help Desk into a single entity under the Motorist Services initiative. The merge was a major undertaking as the job knowledge and the performance expectations of employees to meet the service needs of customers are enormous. Employees must be trained and versatile in both program areas and have the ability to navigate multiple resource programs, such as the Florida Real-time Vehicle Information System, Florida Driver License Information System, the Department's intranet site and others. The two help desks unified to form Motorist Services Help Desk.

The Help Desk consists of 18 team members who staff the telephones, Monday through Friday from 7 a.m. until 6 p.m. Eastern Standard Time to accommodate our Tax Collector partners and state offices located in both the Eastern and Central time zones.

The help desk offers a variety of services and provides subject matter experts to both Tax Collector agents and the state offices in all 67 counties of Florida. The services include intranet sites called PartnerNet for Tax Collectors and SafetyNet for DHSMV members. Both are a web based and use Microsoft SharePoint.

PartnerNet contains a wealth of web based libraries and information laid out in a user-friendly tab format, arranged by subjects. Field personnel can view resources by selecting the FIELD SUPPORT link on the middle left hand side of the webpage. There are sections for frequently asked questions, reference material such as manuals and procedures, publications and forms, and access to web based programs. The intranet site provides users with guidance to assist with most situations the members may encounter in a field office.

When members cannot find the answer through the web based service, they can place a call to the help desk. The help desk team then assists the caller with their concern. The majority of calls to the help desk fall generally within the following areas:

- Opening/closing the Inventory Management System and Inventory issues with digital camera and printer supplies
- Opening/closing reports and assisting with cash management issues, such as reports being out of balance
- Hardware support with office systems including the Automated Driver License Testing System, the Intranet Records Information System, digital imaging, fingerprint machines, vision equipment, printers, and signature pads
- Assistance with both the Florida Driver License Information System and the Florida Real-time Vehicles Information System production systems
- Operational assistance with both process and procedural issues dealing with driver licenses, titles, license

plates, and motor vehicle registrations

- Subject matter guidance and policy clarifications on Motor Vehicle and Driver License Operations Manuals
- Issues escalated to internal bureaus for resolution, such as document validation and system programming issues that require the DHSMV Information Systems Administration's involvement

When any field location has an issue or a concern that requires a call to the help desk, the team is available to field the request. Their goal is to provide the highest level of courteous and professional service in a timely manner so as to help all customers – both internal and external. In many cases when a Tax Collector's office calls for support, the customer may be in the office. Such a scenario requires immediate, expert assistance.

The Motorist Services Help Desk is located in the Neil Kirkman Building in Tallahassee. The Department of Highway Safety and Motor Vehicles plans to continue to provide the support to all Driver License issuance and Motor Vehicle agents through the Motorist Services Help Desk.

Another important service is the Department's Customer Service Center, which provides assistance to DHSMV customers throughout the state. Customer Service Center representatives provide customers with valuable information about how and where to obtain services. It is important to note that help desk representatives must be highly trained to respond to the complex and wide variety of questions regarding driver license and motor vehicle matters and are expected to be subject matter experts.

11.2 Online Appointment Service and Information System/Queuing System

OASIS

The Online Appointment Service and Information System is available through the Department and can be provided to the Tax Collectors upon request and at no cost. The system currently allows customers to schedule appointments, at their convenience, for driver license services in both state and Tax Collector offices through any personal computer with Internet access. The State is currently working with Tax Collectors to expand the capability of the system to allow for Tax Collector employees to use the system for all services offered by Tax Collectors. Tax Collectors also may use the system to schedule appointments for customers who call in or who are in an office. The appointment system can help improve productivity by reducing the number of telephone calls and improving appointment processes. It also has the potential to make the transition of services to all Tax Collectors a smoother process when fully implemented by those who chose to use it. The Escambia County Tax Collector already has expanded the system, and other Tax Collectors are considering doing the same at reduced or no cost.

Another feature of OASIS is that it provides various links during the process of making an appointment to further inform the customer about the type of transaction they

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are requesting.

Queuing System

The queuing system is an automated system that helps manage customer flow and employee workflow while providing valuable performance measure data, ranging from wait times to the amount of time it took to serve a customer at the counter. The data assists managers with assigning examiners to specific duties and to adjust those assignments based on changing customer requirements throughout the day. The queuing system supports checking a customer in with the receptionist, who selects the customer's service requirements and prints a ticket with a computer generated number.

When the appropriate examiner workstation is available, the queuing system notifies the customer through audio and video that are integrated with queuing system. Using the interface provided on the examiner workstation, the examiner indicates they are beginning to process the customer's transaction. When the examiner completes the transaction, they indicate through the interface that they are ready for the next customer transaction.

The queuing system provides a variety of management reports that summarize wait times by category, overall examiner performance, and average transactions times. Reports also provide information pertaining to specific customer service categories. The queuing system has the capability to target goals for wait times, adjust service categories and examiner assignments. Both historical data and real time data are available through the Management Portal module. Queuing systems offer an exceptional tool for managing and balancing workloads in one or multiple offices. The systems enable offices to use skill base routing of customers to assure that customers can receive the service that they require from the employee that the system routes them to. This will be especially useful during the transition period as employees are cross-trained in multiple functions across program areas.

The software licenses that the Department currently uses for its offices equipped with the queuing system cannot be transferred to the Tax Collectors when the driver license offices transition. Tax Collectors who wish to take over a state facility equipped with a queuing system and keep the equipment would need to coordinate directly with the company of their choice that provides the technology.

Motor Vehicle Network

The Motor Vehicle Network is a public information service provided to the Department at no charge by MVN. The service provides Department public information announcements, news, weather and traffic updates to customers waiting for service in Driver License offices. The service is paid for through advertising that MVN sells and

displays on the monitors throughout the day. The Department has final approval on all material content displayed on the MVN television monitors. MVN owns the equipment and is responsible for all maintenance or equipment replacement required to keep the system operational. It is important to note that MVN is compatible with the Department's queuing system and other customer queuing systems and displays the number of the customer who is currently being served.

An additional feature that MVN provides is the ability to customize messages to a specific office location. This could be used in the case of a natural disaster where a specific office or group of offices are being closed, or to provide customers and employees with important emergency information. Continuation of the MVN in Tax Collector offices could be beneficial to customers, and Tax Collectors could coordinate use of the MVN directly with the company.

Other Support Services

The Department offers many support services to Tax Collectors. The Driver License Transition Manual assists Tax Collectors through the transition and provides information on support services. Also, as discussed in Section 3, DHSMV's Tax Collector Liaison guides and supports services for Tax Collectors. Some of the liaison's duties and responsibilities are covered in the Needs Assessment Survey.

Forty-three percent of the Tax Collectors who currently provide driver license services say that they will need support from DHSMV to obtain statistical information and to establish budgetary needs and costs for expansion of services that include staffing, space, and equipment needs. A majority of the Tax Collectors who do not currently provide driver license services report that they, too, need help in these areas.

Tax Collectors indicate a need for special support during the transition period and beyond. To date, 39 percent of Tax Collectors who currently provide driver license services do not have an IT support section. As a result, they rely heavily on the Department and they are able to contract with the Department for such support. More than half of the Tax Collectors who do not provide driver license services report that they do not have IT support and will need the Department's technical support, as well. Technical support will be an important option for Tax Collectors who do not currently provide driver license services. Sixty-one percent of Tax Collectors who do not offer driver license services indicate that they will need guidance with expanding current facilities or obtaining new facilities to meet the demands of providing driver license services.

When Tax Collectors who currently do not perform driver license services were asked which motorist services functions they expect DHSMV to continue to perform once driver license services are fully transferred to Tax Collectors, they rated the following services:

Section 11 Support Services

- 100 percent - Quality Assurance, Motorist Services, Audit/Compliance
- 100 percent - Tax Collector Help Desk
- 100 percent - Policies and Procedures
- 94 percent - Training
- 81 percent - Administrative Reviews
- 81 percent - DHSMV Customer Service Center (public)

These are just some examples of how Tax Collectors see they need help and support from the Department going forward in the transition. It will be important to them that the Department maintains appropriate staff levels in support areas to manage their needs during and after the transition.

Section 12

Integrated Motorist Services Information System



Section 12 Integrated Motorist Services Information System

12.1 Department Current Responsibilities and Coming Change

The Department of Highway Safety and Motor Vehicles is responsible for issuing driver licenses and motor vehicle titles and registrations to Florida residents. According to the most recent data, the Department processes more than 5 million driver licenses and identification cards and 24.5 million motor vehicle, manufactured home, and vessel registrations and titles annually. The Department operates 70 field offices directly and supports the issuance efforts of their partners and agents, the Tax Collectors, in an additional 134 offices across the state. During the next several years, the number of state offices will continue to decline and the number of Tax Collector offices that provide driver license issuance services will rise as we move toward a full transition of services by June 30, 2015.

Although various state and federal mandates have changed the Department's duties and responsibilities since its creation in 1969, its service delivery method has remained largely the same throughout the past 40 years. Two separate divisions manage licensing, registration and titling services, oversight and business support. The Division of Driver Licenses issues identification and driving credentials and oversees compliance programs related to driver license issuance. Program areas include enforcing insurance coverage requirements and operating the state's alcohol treatment programs. The Division of Motor Vehicles licenses and monitors vehicle dealers and manufacturers and coordinates with the Tax Collectors who are responsible for registering vehicles and issuing driver licenses as full service to limited service agents at this time.

Amendments to Florida Statute 322.135 during the 2010 Legislative Session changed the scope of the services Tax Collectors will provide during the next few years. As an expected result of the study and report, beginning in 2015, the Tax Collectors will assume all front line, in person driver license customer service delivery from the Department. The Division of Driver Licenses will stop performing issuance activities and instead perform monitoring, oversight and regulatory functions. Effective tools must be developed and provided to make this transition cost effective for the Tax Collectors and at the same time, provide cost savings to the State and the Department.

12.2 Obsolete Computer Systems and Technology

As the Department's duties and responsibilities have changed, its hardware and software also have evolved. At the core of the Department's technology environment today are the Florida Driver License Information System for Driver Licenses and the Florida Real-time Vehicle Information System for Motor Vehicles. The systems date from 1997 and 1999, respectively. In the past 14 years, the Department has made numerous changes and enhance-

ments to the operating systems and has added new applications. As a result, the current technical environment is multi-layered; uses many different applications, databases, languages; and requires many people and skill sets to maintain.

As a result of the need to create efficiencies and streamline operations within the next five years, the Department plans to integrate the two systems into a single operating system. Historically, as changes to the Motor Vehicle systems have occurred, the Tax Collector community has been involved in the development of requirements and participated in system testing and pilot programs to assure system stability and functionality. Tax Collectors will be involved in the integration and software re-write for the new system and will help the Department provide an operating system that meets the needs of all involved entities.

12.3 Future Goal for Integrated Motorist Services System

The Department is in planning stages for merging its numerous technological systems into one fully integrated system. FDLIS and FRVIS historically have been separated by the functions of the divisions. It is the goal of the Department to move toward a fully integrated Motor Services organization with systems that support the new structure and business needs. For example, if a customer were to update the address on their motor vehicle registration it would automatically update their driver license address furthering the one customer, one system approach. Front-line employees, including Tax Collector personnel, will have the ability to serve customers at a potentially lower cost per unit of service. Such changes would come as a result of having technology tools that offer a single view to the customer's records and provide assistance with the issuance process for multiple services through one portal. This will be accomplished with the use of enhanced workflows, informational wizards, and pre-populated forms where appropriate from each record. Workload will be managed between field offices through business intelligence capabilities for planning and budgeting.

The proposed integrated Motorist Services system will provide customers with the ability to manage their own information and initiate transactions through multiple channels, including an Interactive Voice Response system, call center and self service online portal. With the new environment, the Department will meet the information needs of its workforce by turning data into usable information that can be deployed for better decision-making while improving productivity at the same time. The unified system also will provide more background service support to Tax Collectors as they assume new or added responsibility during the transition or improve on current customer service practices. Some currently have phone centers that field calls for driver license and motor vehicles, as well as tax collections and hunting and fishing licensing. A unified system will greatly improve all processes through

Section 12 Integrated Motorist Services Information System

intense streamlining and will enhance direct customer interactions.

To support the business endeavor, the technical approach will be to create a tool that truly supports a one-stop-shop environment for the customer. To accomplish the single interface, a single source of data and the core interface should be integrated with third parties and point solution applications so that dual entry and transfer of data is not necessary. In achieving this single view of the customer and promoting self-service online to the greatest degree possible, the Department will achieve a secondary objective of simplifying and modernizing the technical environment while improving customer service and keeping consumer protection as main objectives.

12.4 The Challenges

The current technical environment consists of seven major systems supported by six different database repositories, a dozen point solutions and 47 web applications. In addition, nearly 3,000 batch applications and more than 17,000 stored procedures, online transaction services, print services and File Transfer Protocol services transfer data from system to system, update, print or transfer driver license or motor vehicle data, or pull data from external sources. More than 20 programming languages are used to maintain these systems on nearly a dozen different platform environments.

The complexity and age of the software creates challenges in supporting and maintaining the environment, which in turn generates risks to the business. From a technical perspective, the Department's Information Systems Administration deals with:

- System down time, which can halt service delivery
- Increased costs
- Difficulty locating necessary skill sets
- Data synchronization and errors
- Difficulty fixing bugs or implementing changes
- Difficulty integrating software packages

Some technology challenges affect ISA's capacity to be responsive to businesses requests for new or modified functionality, while others cause direct risks to the business including:

- Risk to public safety
- Risk of non-compliance with federal and state mandates
- Risk of increased costs
- Risk of uncollected or delayed revenue
- Risk of reputational injury

Each risk can be traced back to one or more of the challenges caused by the technical environment. The Integrated Motor Services System project clearly is a necessary

component of fully and successfully transitioning driver license services to Tax Collectors by June 2015. Updating the antiquated system is paramount to the ongoing future of the Department, Tax Collectors, customer service and stakeholders.

Objective Targets:

To start the process of creating a seamless system, the Department will need support for the fiscal year 2011-2012 budget requests related to DHSMV's technology environment modernization. The long-term objectives are:

- Create a consolidated system that is nimble, user friendly and easy to modify
- Create a system that will allow for a more streamlined issuance process, therefore improved customer service.
- Allow evolving technologies to be more easily integrated with the newly created system

Section 13

Legislative Recommendations



Section 13 Legislative Recommendations

13.1 Rule Making Authority

As part of the transition of services to the Tax Collectors, the Department will conduct a review of Sections 319, 320 and 322, Florida Statutes, to ensure that the Department has appropriate rule making authority within these statutory sections. The Department also will address and seek amendments to any statutes in these sections that are in conflict or are duplicated when addressing the services that Tax Collectors will provide in relationship to Motor Vehicles and Driver Licenses. Tax Collectors may take part in this effort to ensure their needs are met. The review and amendments will include areas of law that will be in conflict with the goal to create a revenue neutral system for Tax Collectors providing DHSMV Motorist Services.

The goal of the review is to achieve a consistent and clear understanding of responsibility in operations. A thorough review of all driver license and motor vehicle statutes will ensure consistent application of law throughout all Department of Highway Safety and Motor Vehicles transactions. Such consistency will ultimately provide better service delivery to our customers and equal treatment and benefits whether going to a state or Tax Collector facility for Department services.

13.2 Driver License Service Charge

Florida law authorizes Tax Collectors to collect a \$6.25 service charge for driver license services. DHSMV offices do not assess the \$6.25 service charge. An unintended consequence of the difference is that a significant imbalance of workload has occurred during the transition period. If the \$6.25 continues to be applied inconsistently, while state offices are closing and reducing the number of employees, customers in state offices will not be served in a sustainable manner. In an effort to eliminate the fee discrepancy and provide services at a comparable cost, the Department recommends charging the same amount regardless of where the service is performed. More than 70 percent of the Tax Collectors responded to the Needs Assessment Survey in favor of the state offices charging the same charge as the Tax Collector offices.

A Legislative change would authorize the Department to charge a \$6.25 service charge for driver license and ID card original issuances and renewals. The Department recommends that the entire \$6.25 charge be deposited into the Highway Safety Operating Trust Fund.

322.211. Service charge

“There shall be a service charge of \$6.25 for each original, renewal or replacement driver license or identification card issued by a state-operated driver license office. Of that amount, \$6.25 shall be deposited into the Highway Safety Operating Trust Fund.”

The First Quarter Performance Report submitted during

the Nov. 9 Cabinet meeting included a statement that although there are more Tax Collector issuance offices than state facilities, 63 percent of driver license transactions are being done in state facilities. A contributing factor may be the additional \$6.25 fee that customers pay when they visit a Tax Collector. The Department believes the consistent fee will make the transition more seamless and keep customers from going out of their way to visit state offices instead of Tax Collector offices. The statistic is particularly telling because there are approximately twice as many Tax Collector Offices that issue driver licenses as there are state offices.

13.3 Small County Exemption

It is recommended that any language in Florida Statute regarding the transitioning of Driver License to the various Tax Collectors include a provision that allows counties meeting the definition of a small county to create interlocal agreements or to apply to the Department for an exception to opt out of providing services.

Based on feedback from Tax Collectors, counties defined as small counties should have the option of requesting to opt out of providing services. Florida Statutes 120.52(1) (19) defines a small county as any county that has an unincarcerated population of 75,000 or less. Several of the State’s smaller counties may lack the resources to offer the additional services because of a lack of facilities, staffing and revenues. Requiring them to provide the additional services may adversely impact their ability to provide essential county services. There also may be counties that are not financially able to assume the services, which may be considered as well.

Based on the most recent population estimates, 30 counties meet the definition of a small county. The Tax Collector is the sole provider of driver license services in 19 of those counties, and the State provides driver license services in six others. There are only five small counties where driver license services are not currently available: Franklin, Gilchrist, Glades, Madison and Washington. The Department recommends that these five counties have the option of applying for an exception to not provide driver licensing services.

In addition, the Department recommends that the six small counties where the State currently offers driver license services also be authorized to apply for an exception if the Tax Collector is unable to assume driver license services when the state offices close. The counties are: Gadsden, Gulf, Holmes, Jackson, Okeechobee and Walton.

The ability to enter into an interlocal agreement with a neighboring Tax Collector may help the smaller counties provide driver license issuance services. Where it is geographically feasible, small county Tax Collectors could enter into agreements to provide service at reduced cost by sharing facilities, employees and other operational expenses. Small counties that are financially unable to provide driver license services should be allowed to enter

Section 13 Legislative Recommendations

into interlocal agreements with neighboring Tax Collectors to authorize them to provide driver license services for their county if they choose not to opt out.

In the event that a small county encounters a financial obligation after taking on driver license issuance duties and becomes financially unable to perform these duties, consideration must be given to allow these counties to opt out of providing the services. In such cases, interlocal agreements should be considered to ensure services are available to the residents of the counties where unforeseen financial obligations occur.

13.4 Tax Collector Retain Portion of the Replacement License and Identification Card Fee

To assist the Tax Collectors with the expenses involved in providing driver license services, the Department is proposing a change to Florida Statute 322.21 to allow the Tax Collectors to retain the portion of the fees for replacement licenses and identification cards that was previously designated for the Highway Safety Operating Trust Fund. The change would only apply to replacements actually issued by the Tax Collectors and would be in addition to the \$6.25 service fee. It should be noted that such funds would be taken from the savings the Department achieves by transitioning services and will not impact General Revenue. The following language is proposed:

322.21 License fees; procedure for handling and collecting fees.

(1) Except as otherwise provided herein, the fee for:

(e) A replacement driver's license issued pursuant to s. 322.17 is \$25. Of this amount \$7 shall be deposited into the Highway Safety Operating Trust Fund, and \$18 shall be deposited into the General Revenue Fund. If replaced by the tax collector, \$7 shall be retained by the collector.

3. For a replacement identification card issued pursuant to s. 322.051, the fee is \$25. Of this amount, \$9 shall be deposited into the Highway Safety Operating Trust Fund, and \$16 shall be deposited into the General Revenue Fund. If replaced by the tax collector, \$9 shall be retained by the collector.

13.5 Minimum Services Requirement

The Department recommends that language be included in Chapter 322, Florida Statutes that all driver license issuance services be assumed by the Tax Collectors who are constitutional officers under s. 1(d), Art. VIII of the State Constitution no later than June 15, 2015. Section 4 fully describes the implementation of the requirement, which allows the Tax Collectors to phase in full driver license issuance services over a set period of time with exception to

small counties that may apply for an exception as recommended in Section 13.3.

13.6 Ability to Enter Into Leases

Florida Statute 218.32 will need to be amended to authorize the Tax Collectors to establish staff and equip branch offices for specified purposes. The following language is proposed:

(7) A tax collector may establish one or more branch offices by acquiring title to real property or by lease agreement. The tax collector may staff and equip such branch offices to conduct state business or, if authorized to do so by resolution of the county governing body, conduct business pursuant to s. (1) (k), Art. VIII of the State Constitution. The department shall rely on the tax collector's determination that a branch office is necessary and shall base its approval of the tax collector's budget in accordance with the procedures of s. 195.087(2).

Section 14 Appendices



Appendix 3A

SUBJECT PERSONAL INFORMATION EXEMPTED FROM PUBLIC DISCLOSURE	POLICY NUMBER 9.02	 A SAFER FLORIDA HIGHWAY SAFETY AND MOTOR VEHICLES
POLICY MAINTENANCE ADMINISTRATOR: General Counsel		
PURPOSE/SCOPE: To establish department policy and procedures to exempt from disclosure personal information contained in the driver, vehicle and vessel records of public officials, and the motor vehicle records of the general public.		

I. AUTHORITY

18 USC ss2721-2725, Driver Privacy Protection Act

Section 119.0712 (2), Florida Statutes, Exemptions from Inspection

II. DEFINITIONS

Department–The Department of Highway Safety and Motor Vehicles.

Driver Privacy Protection Act (DPPA)–A federal law that regulates the release and sharing of information from state motor vehicle records. 18 USC ss2721-2725

General Public– A motorist whose personal information contained in their motor vehicle record is exempted from public disclosure as defined in Section 119.0712 (2), Florida Statutes.

Motor Vehicle Record–Any record that pertains to a motor vehicle operator’s permit, motor vehicle title, motor vehicle title registration or identification card issued by the Department of Highway Safety and Motor Vehicles.

Personal Information– Information in a motor vehicle record that identifies an individual, including the name, address, social security number, telephone number, driver identification number, medical, disability or emergency contact information and photograph or digital image of a public official or motorist. Personal information does not include information relating to vehicular crashes, driving violations and driver’s status.

Public Official– An employee of a government agency whose home address, telephone number, social security number and photograph are exempt from disclosure according to Section 119.071 (4), Florida Statutes.

Suppress– Personal information contained in department records that has been exempted from public disclosure.

III. POLICY

It is the policy of the Department of Highway Safety and Motor Vehicles to exempt from public disclosure the personal information contained in the driver, vehicle, and vessel records of public officials. Additionally, it is the policy of the Department to develop and implement procedures consistent with the Federal Driver Privacy Protection Act of 1994 and exempt from disclosure the personal information contained in motor vehicle records unless permitted by law.

IV. RESPONSIBILITIES

Public Officials: Eligible public officials may request that the Department exempt from public review the personal information contained in their driver, vehicle, and vessel records. The request must be made in writing as required in Section 119.071 (4)(d)8, Florida Statutes by completing the Public Officials Request To Suppress Records Information Form (HSMV 96020). The form must be returned to the Department with a letter or other documentation on employer letterhead indi-

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cating eligibility. The following public officials, their spouses, their children, and other family members living at the same address are eligible for privacy protection under Section 119.071 (4), Florida Statutes:

Active and former law enforcement officials.

Correctional and correctional probation officers.

Personnel from the Department of Children and Family Services who investigate cases of abuse, neglect, exploitation, fraud, theft, or other criminal activities.

4. Personnel from the Department of Health who investigate cases of child abuse and neglect.

5. Personnel from the Department of Revenue or local governments whose responsibilities include revenue collection and enforcement or child support enforcement.

6. Certified firefighters.

Current and former justices of the Supreme Court, district court of appeal judges, circuit court judges, and county court judges.

Current and former state attorneys, assistant state attorneys, statewide prosecutors, assistant statewide prosecutors.

Current or former human resource, labor relations or employee relations directors, assistant directors, managers or assistant managers of any local government agency or water management district whose duties include hiring and firing employees, labor contract negotiations/administration or other personnel related duties.

Current and former United States attorneys and assistant US attorneys.

Current and former judges of US Courts of Appeal, US district judges and US magistrate judges.

12. Current and former code enforcement officers.

13. Current and former guardians ad liter as defined in Section 39.820, FS.

14. Current and former juvenile protection officers.

The Department records affected by this action include Florida driver license records, Florida identification card records, motor vehicle registration and title records, vehicle registration and title records, and vessel registration and title records, including federally documented vessels. The Department may only release suppressed personal information of public officials, to law enforcement, judges or other state offices.

B. General Public: Personal information contained in motor vehicle records or driver records that identifies an individual is confidential and exempt from disclosure except as provided below.

The Department records affected by this action include Florida driver license records, Florida identification card records, and motor vehicle registration and title records. Protection of personal information is limited, and based on the Federal Driver Privacy Protection Act of 1994 and Section 119.0712 (2), Florida Statutes. The law requires the Department to release suppressed personal information for the following uses:

1. For use in connection with matters of motor vehicle or driver safety and theft; motor vehicle emissions; motor vehicle product alterations, recalls, or advisories; performance monitoring of motor vehicles and dealers by motor vehicle manufacturers; removal of non-owner records from the original owner records of motor vehicle manufacturers; to carry out the purpose of the Automobile Information Disclosure Act; the Motor Vehicle Information and Cost Saving Act; the National Traffic and Motor Vehicle Safety Act of 1966; the Anti-Car Theft Act of 1992; and the Clean Air Act.

For use by any government agency, including any court or law enforcement agency, in carrying out its functions, or any private person or entity acting on behalf of a federal, state, or local agency in carrying out its functions.

For use in connection with matters of motor vehicle or driver safety and theft; motor vehicle emissions; motor vehicle product alterations, recalls, or advisories; performance monitoring of motor vehicles, motor vehicle parts, and dealers; motor vehicle market research activities, including survey research; and removal of non-owner records from the original owner records of motor vehicle manufacturers.

For use in the normal course of business by a legitimate business or its agents, employees, or contractors, but only:

To verify the accuracy of personal information submitted by the individual to the business or its agents, employees, or contractors.

If such information as so submitted is not correct or is no longer correct, to obtain the correct information, but only for the purposes of preventing fraud by, pursuing legal remedies against, or recovering on a debt or security interest against, the individual.

5. For use in connection with any civil, criminal, administrative, or arbitral proceeding in any court or agency or before any

Appendix 3A

self-regulatory body for:

Service of process by any certified process server, or other person authorized to serve process in this state.

Investigation in anticipation of litigation by an attorney licensed to practice law in this state or the agent of the attorney, but not for mass commercial solicitation of clients for litigation against motor vehicle dealers.

Investigation by any person in connection with any filed proceeding but not for mass commercial solicitation of clients for litigation against motor vehicle dealers.

Execution or enforcement of judgments and orders.

Compliance with an order of any court.

6. For use in research activities and for use in producing statistical reports, so long as the personal information is not published, re-disclosed, or used to contact individuals.

7. For use by any insurer or insurance support organization, or by a self-insured entity, or its agents, employees, or contractors, in connection with claims investigation activities, anti-fraud activities, rating, or underwriting.

8. For use in providing notice to the owners of towed or impounded vehicles.

9. For use by any licensed private investigative agency or licensed security service for any purpose permitted under this paragraph. Personal information obtained based on an exempt driver's record may not be provided to a client who cannot demonstrate a need based on a police report, court order, or a business or personal relationship with the subject of an investigation.

10. For use by an employer or its agent or insurer to obtain or verify information relating to a holder of a commercial driver's license that is required under the Commercial Motor Vehicle Safety Act of 1986, 49 U.S.C. App. 2710 et seq.

11. For use in connection with the operation of private toll transportation facilities.

12. For bulk distribution of surveys, marketing or solicitations when the Department has obtained the express consent of the person to whom such personal information pertains.

13. For any use if the requesting person demonstrates that they have obtained the written consent of the person who is the subject of the motor vehicle record.

14. For any other use specifically authorized by state law, if such use is related to the operation of a motor vehicle or public safety.

15. For any other use if the person to whom the information pertains has given express consent on a form prescribed by the Department. Such consent shall remain in effect until it is revoked by the person on a form prescribed by the Department.

C. Notwithstanding section B. above, the following information contained in motor vehicle records may not be released without the express consent of the person to whom such information applies except as follows:

1. Social Security numbers may be released only as provided in section B. 2, 5, 7 and 10.

2. An individual's photograph or image may be released only as provided in Section 322.142, F.S.

3. Medical disability information may be released only as provided in Sections 322.125 and 322.126, F.S.

4. Emergency contact information may be released only to law enforcement agencies for purposes of contacting those listed in the event of an emergency.

The general public can opt out of this protection and request that the Department disclose, as a public record, the personal information contained in their motor vehicle records. The request must be made in writing as required in Section 119.0712 (2)(b)15, Florida Statutes by completing the Request for Disclosure of Personal Information form (HSMV 96104). The form must be returned to the Department for processing. A separate form must be completed for each family member. Also, a customer that has requested disclosure of the personal information on their driver license or motor vehicle record may subsequently request their personal information be withheld. The request must be made in writing by completing the Request to Withhold Personal Information form (HSMV 96018).

A customer may obtain personal information from his/her own driver or motor vehicle record by submitting a completed Request for Personal Information form (HSMV 73281). This form must be notarized and constitutes a one-time request for this information to be released. The Department will not provide personal information by fax, email or letter until the original notarized document is received. The customer must include appropriate contact information on the form.

If a customer requests personal information from his/her own driver or motor vehicle record in person at any office of the Department, the examiner, clerk or other authorized staff must verify the person's identity, either from their photo identi-

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fication or by verifying the customer's photo in FDLIS or IRIS/DAVID.

If a customer provides personal information to the Department, the Department may in turn provide that same information back to the customer. For example, if a customer requests a driver record for Jane B. Doe, DOB 1/1/1976, the Department may provide a driver record transcript to the customer that lists Jane B. Doe, DOB 1/1/1976, but the Department cannot provide any other personal information.

H. Department: The Department will develop and implement procedures for processing requests from public officials or motorists to protect personal information and for releasing personal information to qualified individuals or companies. The procedures will include all forms and automated systems that are required to update the records of the requester. The Department will ensure that all requests are processed in a timely manner. Any request for suppressed personal information must be made in writing to the Department or, by completing a Request for Exempt Personal Information in a Motor Vehicle/Driver License Record form, (HSMV-96015). An individual or company receiving suppressed personal information may only disclose the information and must maintain records as provided in Section 119.0712 (2)(e), Florida Statutes.

I. The Department may release a customer's own personal information to the customer by phone after the person has correctly provided sufficient identifying information contained in his/her own driving record. The customer must provide name, date of birth, Social Security Number and at least one of the following: original license issuance year, last address on record, information on tickets and/or endorsements or other appropriate information from the motor vehicle or driving record.

Quality Assurance (QA) Checklist				
Office: AA/Director:				
Date:		Reviewed By:	Time In:	Time Out:
Total Positions:		Staff on Duty:	Vacancies:	
QA Item #	MONEY	Y	N	Comments
5	Staff and Manager/AA/Director or designee verify, initial, and write their bag/station/key on the Daily Office Accountability Log (DOAL) UDS009 when signed out and signed in. Observe for compliance.			
5	Cash drawers will be locked unless collecting fees and providing change. Cash key will remain in the possession of the member until monies are turned in. During breaks and lunch break turned into the funds room. Check drawer for any unauthorized contents. Only persons assigned a cash drawer can collect money. Observe for compliance.			
5	Each cashier must verify their bank prior to use. Observe for compliance.			
5	Observe credit card transaction for compliance with credit card procedures such as verifying name, expiration date, and returning credit card to customer. Observe for compliance.			

Appendix 3B

5	M 5	Safe is locked at all times. Only supervisor or above will have the safe combination. Combination will be changed when personnel with the combination depart the office. Check safe for any unauthorized contents. List unauthorized contents in safe. Check date combination was last changed. Verify name/pay grade of those with combination (UDS233).			
5	M 6	All overages and shortages are documented, and all documentation required by and in accordance with B&F cash management policy are completed. Check for compliance.			
5	M 7	All money is counted out of the view of the public and the Manager/AA/Director or designee is always present with the cashier when the cash is counted. Money is never left unattended when not secured in the safe. Observe for compliance.			
	QA Item #	SAFETY AND SECURITY	Y	N	Comments
1	SS 1	Ensure all fire exits are lit. Observe.			
3	SS 2	All pre-printed ADLTS blank tests are kept in a locked and secure location. Completed and incomplete tests are kept in a secure location for one year. Observe for compliance.			
3	SS 3	A list of designated member(s) authorized to respond for alarm activation is current. A list is maintained of designated employees who have been provided with keys, alarm codes, and the safe combination. Check log (UDS236)			

Appendix 3B

	QA Item #	FACILITY	Y	N	Comments
1	F 1	Members may keep a capped beverage no larger than 24 oz. to drink when not waiting on customers. Observe.			
1	F 2	Radios and/or stereos are not permitted in the examining area or any public work area, unless approved by departmental Deputy. Observe and if present check for approval letter.			
1	F 3	Customer and staff restrooms are clean, neat, stocked, and free of graffiti. Observe.			
2	F 4	Workstations and public areas in office are always neat, clean, and well organized. Information posted on the public bulletin board is current and neatly arranged. No handmade signs in public areas, and all posters are in good condition and neatly displayed. Observe.			
2	F 5	Permit from Law Enforcement posted and visible from the outside of the building. Observe.			
2	F 6	Televisions in break rooms must have a low volume and no noise to carry over to public areas. Approved televisions located in office lobbies must display news, weather, or department approved videos. No offensive programs at any time. Observe.			
5	DS 5	Put the MFD cards in a box, which is then stored in the safe. Observe.			
5	DS 6	Digimarc supplies are stored in the safe and checked out by using the Inventory Management System (IMS). Observe.			

Appendix 3B

		DMV			Comments
2	DS 7	GDC Decals should be in a location that allows monitoring during the day, ensuring customers or unauthorized personnel do not have access to the decals and locked in the vault at night. Obsolete decals are kept in a secured area until ready to be disposed by incineration through Property Stores Clerk III or designee. Observe.			
2	DS 8	License Plates are made available during the day. Regular and specialty plates should be locked in cabinets at night (Note: 501 Office does not have room to keep regular license plates in cabinets.)			
2	DS 9	Temporary license plates, temporarily employed 90-day license plates and disabled parking permits are made available during the day and locked in the vault at night. (Note: 501 Office does not have enough room in the vault and keeps them in the Audit room, which is locked at night. Note: MCSC is authorized to leave them in the locking license plate cabinets.) Observe.			
4	DS10	Title certificate paper (fast titles) should be in a location that allows monitoring during the day; ensuring customers do not have access to the paper and locked in the vault at night. Observe.			
2	DS11	Lienholder packets with attached checks should be kept in locked cabinets, with a designated tax specialist or above maintaining control of the key. Observe.			
2	DS12	Unprocessed or processed dealer work, fleet and mail/drop box items should be secured nightly, either in locked cabinets or the vault. Observe.			

Appendix 3B

1	DS13	Surrendered (turned-in) plates are marked VOID across the face of the plate with permanent ink pen. The plates are periodically picked up by the Property and Stores Clerk III or designee and sent back to PRIDE for recycling. Observe.					
	QA Item #	REPORTS- CHECK FIVE DL QUALITY REPORTS, IF NO FINDINGS LIST ONLY REPORT DATE AND MARK (Y)					
5	RC 1	Review at least five DL Reports. Check for compliance of UDS234 DL Quality Report Procedures 102709 and completed UDS231 DL Quality and Void Rpt Checklist attached to each report.					
		DATE	DL Report Number	Employee	Y	N	Comments
		User ID	Verifying Initials				
	1						
	2						
	3						

Appendix 3B

4								
5								
5	RC2	<p>Review at least five transactions in IRIS per report. Look at associated application and scanned documents. Were the appropriate documents scanned and correctly identified? Was transaction handled according to policies and procedures? Check five dates and record discrepancies.</p>						
		DATE Name	DL Number / Examiner ID #	Employee	Y	N	Comments	
	1							
	2							
	3							
	4							
	5							

Appendix 3B

5	RC3	<p>The DL daily reports are submitted to B&F by 10AM, two days in arrears after EOD process. Check date and time of deposit. Deposit will be initialed by the two closing team members. Deposit must be made prior to 2pm. Per TL-64, reports must be submitted to DHSMV within 10 business days after the EOD process. Check five reports and record discrepancies.</p>			
		Y	N	NA	
	1				
	2				
	3				
	4				
	5				
	QA Item #	<p>REPORTS- CHECK FIVE REPORTS, IF NO FINDINGS LIST ONLY REPORT DATE AND MARK (Y)</p>			
	RC4	<p>Review Add/Change report to see if there is an association or reason for addition. Check at least five per report. Check five reports and record discrepancies.</p>			
		Y	N	NO	
	1				

Appendix 3B

	1								
	2								
	3								
	4								
	5								
5	RC6	<p>Check driving test log to ensure tests are administered in a timely manner. All records of driving examination disqualification forms are updated immediately and retained. Designee reviews all road test disqualifications daily. Check five reports and record discrepancies.</p>							
		DATE	DL Number	Time/OUT	Time/IN	Y	N	NA	
		Employee Name	/ Examiner ID #						
	1								
	2								
	3								
	4								
	5								

Appendix 3B

5	RC7	<p>Check ADLTS processes for accuracy and timeliness. Check to ensure all printed tests are taken from ADLTS. Printed tests should be graded and have employee's signatures and Examiner ID #, indicating the customer's test was graded and updated in FDLIS. Check completed printed tests for trends and other issues that may indicate fraud or poor work quality. Check daily reports to verify FDLIS was properly updated and the customer's record indicates all testing activity. Check five reports and record discrepancies.</p>																																				
		<table border="1"> <thead> <tr> <th data-bbox="586 1732 657 1871">DATE / Examiner ID #</th> <th data-bbox="586 1577 657 1732">DL Number</th> <th data-bbox="586 1421 657 1577">Employee Name</th> <th data-bbox="586 1266 657 1421">Y</th> <th data-bbox="586 1110 657 1266">N</th> <th data-bbox="586 955 657 1110">NA</th> </tr> </thead> <tbody> <tr> <td data-bbox="662 1732 734 1871">1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="734 1732 805 1871">2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="805 1732 876 1871">3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="876 1732 948 1871">4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="948 1732 1019 1871">5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	DATE / Examiner ID #	DL Number	Employee Name	Y	N	NA	1						2						3						4						5					
DATE / Examiner ID #	DL Number	Employee Name	Y	N	NA																																	
1																																						
2																																						
3																																						
4																																						
5																																						
	QA Item #	<p>REPORTS- CHECK FIVE DAYS DMV FRAUD QUALITY REPORTS, IF NO FINDINGS LIST ONLY</p>																																				
5	RCMV1	<p>Review at least five DMV Reports. Check for compliance of UDS350 DMV Quality Report Procedures 102709 and completed UDS351 DMV Quality Rpt Checklist attached to each report.</p>																																				

Appendix 3B

		DATE Employee User ID	DMV Report Number Verifying Initials	Y	N	COMMENTS
	1					
	2					
	3					
	4					
	5					
5	RCMV2	<p>Surrendered License Plate Report. Report should have initials and date completed. To ensure all plates and decals matched the report; all plates and decal numbers should be checked accordingly. This original report is retained in the processing office. List only those items that are noncompliant.</p>				
		DATE Employee User ID	Plate Number Verifying Initials	Y	N	COMMENTS

Appendix 3B

1						
2						
3						
4						
5						
5	RCMV3	<p>Initial Exempt Report. Report should have the signature of office manager and date completed. Ensure all title numbers and exempt codes are marked with a checked. This original report and supporting documents (82002) are sent to Tallahassee. Should the office retain a copy of the 82002? PRIVACY ACT ISSUE?</p>				
		DATE	Employee User ID	Title number	Manager Signature	COMMENTS
				Y	N	
1						
2						
3						
4						
5						

Appendix 3B

5	RCMV4	<p>Heavy Vehicle Use Tax Report. Report should have the signature of the office manager and date completed. <u>Every HVUT transaction must be verified with no exception and should be indicated by a check mark next to VIN and declared GVW.</u> This original report is sent to Tallahassee and verified for accuracy. . (this procedure will be modified based on needs and demands of State). <u>When errors are found by Tallahassee, agency submits response with corrective action plans within one week (5 business days). Check 5 reports and record discrepancies.</u></p>	<p>DATE Employee User ID</p>	<p>VIN Number Manager Signature</p>	<p>Y</p>	<p>N</p>	<p>NA</p>
	1						
	2						
	3						
	4						
	5						
5	RCMV5	<p>Merge Customer Activity Report. Report should have the signature of the office manager and date completed. Verify checkmarks indicating inappropriate merges may have been done and corrective actions were taken. This original report is sent to Tallahassee. Check 5 reports and record discrepancies.</p>	<p>DATE Employee User ID</p>	<p>Source Number Manager Signature</p>	<p>Y</p>	<p>N</p>	<p>COMMENTS</p>

Appendix 3B

5	RCMV7	<p>Void Transaction Detail Report. Report should have initials of office manager and date of completed. Verify completeness of voided documents attached to report indicated by checkmarks next to transaction ID. Ensure work was not processed and voided by the same person by checking user ID and void ID. If transaction is original registration check Registration History for initial registration fee. A check mark next to the plate and decal Inventory should indicate the inventory was retained or returned to the office. This original report is retained in the processing office. Check 5 reports and record discrepancies.</p>				DATE	Employee User ID	Customer Number	Manager Signature	Y	N	COMMENTS

<h2 style="margin: 0;">Quality Assurance Review</h2>		Revised 04-01-10	
Office Number/Name:	Office Manager:	FSM:	
Date and time of Reviews:	Score:		
Reviewed by :	Examiners On Duty:	Vacancies:	
Examiners Assigned:	Per Hour Issuance Average:		
Prior 3 Months - Attendance Average:			
EQUIPMENT	Y	N	COMMENTS
Compliance rating for entire category (three or more "N" not in compliance)			
<u>Verify that equipment is fully operational</u>	Y	N	NO
Workstations			
DVR and Surveillance Cameras			
MVN and/or Public television			
Q-Matic announcing and displaying numbers on televisions			
ADLTS			
Alarm System			
Air Conditioning			
Exit Lights			
Water Fountains			
Office Interior/Exterior Lighting			
Vending machines			
Bathroom Fixtures			
Ceiling Fans			

	<u>Verify that office complies</u>	Y	N	NA	NO	
	Personal conversations and/or member complaints do not take place in public areas while the public is present. Observe for compliance.					
	All members are at their assigned position, computers logged on and ready for the first customer(s) when the door opens. (Except late shift)					
	Road test instructions are correctly communicated to all customers. Reviewer must ride on customer road test to determine compliance.					
	Required customer questions such as medical conditions, disabilities, vision, etc. are asked correctly and appropriate procedures are followed as necessary. Note which member(s) are not in compliance.					
	Ask the customer about motor voter application using required verbiage and ensure MV applications printed, verified and given to the customer. Note which member(s) are not in compliance.					
	Oath is administered using the correct verbiage when prompted to do by FDLIS Express. Note which member(s) are not in compliance.					
	Customer information is verified at the last processing screen. Note which member(s) are not in compliance.					
	Observe credit card transaction for compliance with credit card procedures such as verifying name, expiration date, signature on receipt and returning credit card to customer. The signed credit card receipts are attached to the daily report and maintained for one year. Observe for compliance.					
	No eating or chewing gum while serving the public. Observe					
	Members may keep a bottle of capped water out of the public view and not on the counter work surface no larger than 24 oz. to drink when not waiting on customers. Observe.					
	All members comply with Department Dress Standards. Check for Compliance					

Appendix 3C

<p>Alarm System is in place, operational, and tested monthly. Check Alarm System log.</p>	<p>P-card invoices are on file for one year. Only the person issued the card has signed receipts.</p>	<p>Inspect fire extinguishers monthly and inspection card is dated and initialed each month. Verify that extinguishers have been professionally inspected annually.</p>	<p>Check quarterly A/C room report. Report must be maintained for one year.</p>												
<p>Good things about this office:</p>															
<p>DETAILED EXPLANATION OF ANY FINDINGS</p>															

Appendix 4A

	COUNTY	Number of Sites	Full Service	Limited Services
1	Baker	1		1
2	Bay	1		1
3	Bradford	2		2
4	Brevard	5	5	
5	Calhoun	1		1
6	Charlotte	3	2	1
7	Clay	2	2	
8	Citrus	1		1
9	Collier	8	2	6
10	Columbia	3	1	2
11	Desoto	1	1	
12	Dixie	1	1	
13	Duval	9	6	3
14	Escambia	4		4
15	Flagler	2	1	1
16	Hamilton	1		1
17	Hardee	1	1	
18	Hendry	2	2	
19	Hernando	1		1
20	Hillsborough	4		4
21	Indian River	3	3	
22	Jefferson	1	1	
23	Lafayette	1		1
24	Lee	6	2	4
25	Leon	5	1	4
26	Levy	3	3	
27	Liberty	1		1
28	Manatee	4		4
29	Marion	8	1	7
30	Martin	3	1	2
31	Monroe	4	3	1
32	Nassau	2	1	1
33	Okaloosa	3		3
34	Orange	8		8
35	Osceola	1		1
36	Palm Beach	5	1	4
37	Pasco	3		3
38	Pinellas	6	6	
39	Putnam	3	3	
40	Santa Rosa	1	1	
41	Sarasota	2	1	1
42	Seminole	1		1
43	St. Johns	5	1	4
44	Sumter	2	2	
45	Suwannee	1	1	
46	Taylor	1	1	
47	Union	1		1
48	Wakulla	1	1	
		138	58	80

30 Counties offer full service in at least one location.

Appendix 4A

#	COUNTY	OFFICE	CITY	Install Date	knowledge test	driving test	Non U.S.	original	new resident	renewal	replacement	ID cards	D-6	all reinstatements	FR/PIP	Hazmat
1	Baker	E73	MacClenny	04/28/03	yes	yes	no	yes	yes	yes	yes	yes	yes	yes	yes	no
2	Bay	B74	Panama City Beach	01/15/98	yes	no	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
3	Bradford	E71	Starke	03/03/97	yes	yes	no	yes	yes	yes	yes	yes	yes	yes	yes	no
4	Bradford	E75	Keystone Heights	11/09/06	yes	no	no	yes	yes	yes	yes	yes	yes	yes	yes	no
5	Brevard	H71	Merritt Island	07/10/09	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
6	Brevard	H75	Indian Harbour	02/19/10	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
7	Brevard	H76	Palm Bay	02/26/10	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
8	Brevard	H77	Titusville/FDLIS Inquiry	06/14/10	no	no	no	no	no	no	no	no	no	no	no	no
9	Brevard	H78	Titusville	10/15/10	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
10	Brevard	H79	Melbourne	11/12/10	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
11	Calhoun	B72	Blountstown	06/18/07	yes	no	no	yes	yes	yes	yes	yes	yes	yes	yes	no
12	Charlotte	M76	Port Charlotte	06/25/06	yes	no	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
13	Charlotte	M77	Punta Gorda	08/28/06	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
14	Charlotte	N75	Englewood	11/05/02	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
15	Clay	E87	Orange Park	06/18/10	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
16	Clay	E86	Green Cove Springs	06/05/09	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
17	Citrus	L75	Inverness	02/23/09	yes	yes	no	yes	yes	yes	yes	yes	yes	no	yes	no
18	Collier	N70	Naples	05/23/00	no	no	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
19	Collier	N71	Immokalee	07/17/00	no	no	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
20	Collier	N72	Naples	11/01/01	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
21	Collier	N73	Naples	02/22/06	no	no	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
22	Collier	N74	Marco Island	11/13/01	no	no	no	yes	yes	yes	yes	yes	yes	yes	yes	no
23	Collier	N78	Naples	02/24/06	no	no	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
24	Collier	N79	Naples	06/09/06	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
25	Collier	N81	Naples	09/22/08	no	no	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
26	Columbia	D83	Lake City	07/23/10	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
27	Columbia	D84	Lake City	06/26/10	no	no	no	yes	yes	yes	yes	yes	yes	yes	yes	no
28	Columbia	D85	Fort White/Central Issuance Only	08/08/10	no	no	no	no	no	yes	yes	yes	yes	no	no	no
29	Desoto	M72	Arcadia	06/04/98	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
30	Dixie	D82	Dixie	08/25/09	yes	yes	no	yes	yes	yes	yes	yes	yes	yes	yes	no
31	Duval	E70	Jacksonville Cedar Hills	03/03/97	yes	no	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
32	Duval	E72	Jacksonville Kernan	05/11/98	yes	no	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
33	Duval	E74	Jacksonville Mandarin	12/01/03	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
34	Duval	E76	Jacksonville Gate way	05/07/07	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
35	Duval	E77	Neptune	06/25/07	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
36	Duval	E78	Jacksonville North Jax	06/08/07	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	no
37	Duval	E83	Jacksonville	09/02/09	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
38	Duval	E84	Jacksonville Yates Building	05/01/09	yes	no	yes	yes	yes	yes	yes	yes	yes	yes	yes	no

Appendix 6A

Inventory of Department Driver License Offices

County	Occupant	Office Number	Address	City	Building Ownership	Year Built	Facility Condition	Land Ownership	Office Size
Alachua	DL	D14	5301 NE 39TH Ave	Gainesville	FDOT	N/A	Good	DOT - State	n/a
Alachua	DL	D10	5830 NW 34TH ST	Gainesville	State	1973	Good	State	2,672
Alachua	DL Admin	D20	4210 NW 37th Place	Gainesville	Leased	N/A	Good	Private	1,748
Bay	DL/BAR	B10	237 West 15th Street	Panama City	Leased	N/A	Good	Private	4,500
Brevard	DL	H04	601 E University Blvd	Melbourne	State	1976	Good	State	2,550
Brevard	DL/DMV	H02/22-1	2290 Columbia Blvd	Titusville	State	1975	Good	State	4,472
Broward	DL	R04	2712 W Atlantic Blvd	Pompano Beach	Leased	N/A	Good	Private	3,668
Broward	DL	R08	1931 NW 9TH Ave	Fort Lauderdale	Leased	N/A	Good	Private	3,856
Broward	DL	R06	2500 N State Road 7	Margate	Leased	N/A	Good	Private	3,923
Broward	DL	R05	100 South Military Trail	Deerfield Beach	Leased	N/A	Good	Private	3,676
Broward	DL	R02	8001 Pembroke Road	Pembroke Pines	State	1976	Good	State	3,586
Broward	DL	R03	7201 W Oakland Park Blvd	Lauderhill	Leased	N/A	Good	Private	3,825
Broward	DL/BAR	R01	3708 W Oakland Park Blvd	Lauderdale Lakes	Leased	N/A	Good	Private	9,991
Citrus	DL	L09	1020 NE 5TH Ave	Crystal River	Leased	N/A	Good	Private	2,885
Columbia	DL/DMV/FHP	D01/FHP HQ/19-2	1350 W US 90	Lake City	State	1978	Good	State	6,690
Dixie	DL/FHP	D06/Troop B	16102 SE Hwy 19	Cross City	State	1979	Good	State	3,160
Duval	DL/BAR	E01	7439 Wilson Blvd	Jacksonville	State	1975	Good	County	5,335
Escambia	DL	A02	100 Stumpfield Road	Pensacola	State	1975	Good	State	4,136
Gadsden	DL/FHP	B14/FHP Field Office	18290 Blue Star Hwy	Quincy	State	1975	Fair	State	3,691
Gulf	DL	B03	130 Library Drive	Port St Joe	State	N/A	Fair	County	720
Hendry	DL	N05	943 West Sugarland Highway	Clewiston	Leased	N/A	Good	Private	2,977
Hernando	DL/FHP	L07/FHP Field Office	11319 Ponce De Leon Blvd	Brooksville	State	1980	Good	State	3,367
Highlands	DL	MO8	1205 US 27 North	Sebring	State	1987	Good	State	1,223
Hillsborough	DL	K05	10137 E Adamo Drive	Tampa	Leased	N/A	Good	Private	7,400
Hillsborough	DL	K06	2042 A. James Redman Parkway	Plant City	Leased	N/A	Good	Private	3,379
Hillsborough	DL	K03	14610 Livingston Avenue	Tampa	Leased	N/A	Good	Private	3,103
Hillsborough	DL/BAR	K02	2814 E Hillsborough Avenue	Tampa	State	1975	Good	State	1,003
Hillsborough	DL/BAR	K01	4100 W Dr Martin Luther King Jr Blvd	Tampa	State	1976	Good	State	5,550
Indian River	DL	H06	110 S US Highway 1	Vero Beach	Leased	N/A	Good	Private	2,568
Jackson	DL Admin	1U2	2918 Pennsylvania Avenue	Marianna	Leased	N/A	Good	Private	977
Jackson	DL/FHP	B05/Field Office	3613 Highway 90 West	Marianna	State	1963	Fair	State	1,932
Lake	DL	G09	305 Skyline Drive Suite 1	Lady Lake	Leased	N/A	Good	Private	1,900
Lake	DL	G07	28129 County Road 561	Tavares	State	1975	Good	County	3,000
Lake	DL	G04	2400 S. US Hwy 27	Clermont	Leased	N/A	Good	Private	3,080
Leon	DL/DMV/FHP	Q02/8	2900 Apalachee Parkway 32399	Tallahassee	State	N/A	Good	State	380,000
Manatee	DL	M01	3611 First Street E	Bradenton	Leased	N/A	Good	Private	4,700
Miami-Dade	DL	S05	1923 W 60 St	Hialeah	Leased	N/A	Good	Private	3,668
Miami-Dade	DL	S07	7795 West Flagler Street	Miami	Leased	N/A	Good	Private	1,462
Miami-Dade	DL	S11	7900 NW 27 Ave	Miami	Leased	N/A	Good	Private	3,736
Miami-Dade	DL	S12	15555 Biscayne Blvd	Miami	Leased	N/A	Good	Private	300
Miami-Dade	DL	T02	1315 SW 107 Ave	Miami	Leased	N/A	Good	Private	4,545
Miami-Dade	DL	S03	21427 NW 2nd Avenue	Miami	Leased	N/A	Good	Private	3,900
Miami-Dade	DL	S09	18400 NW 75th Place	Miami	Leased	N/A	Good	Private	4,971
Miami-Dade	DL	T06	1450 North Krome Ave	Homestead	Leased	N/A	Good	Private	3,355
Miami-Dade	DL	S06	12601 NW 42 Ave	Opa Locka	State	1975	Good	State	6,001
Miami-Dade	DL	T04	14653 SW 122 Ave	Miami	State	1975	Good	DOT - State	4,000
Miami-Dade	DL	T03	11735 147th Avenue	Miami	Leased	N/A	Good	Private	4,999
Okaloosa	DL	A07	115-D NW Racetrack Rd	Fort Walton Beach	Leased	N/A	Good	Private	4,999
Okaloosa	DL/FHP	A06/Troop A	197-A E James Lee Blvd	Crestview	State	1978	Good	State	2,925
Okeechobee	DL	H07	1857 Highway 441 SE	Okeechobee	Leased	N/A	Good	Private	1,194
Orange	DL	G02	11764 East Colonial Ave	Orlando	Leased	N/A	Good	Private	4,975
Orange	DL	G10	425 North Orange Ave	Orlando	County	N/A	Good	County	100
Orange	DL/DMV/BAR	G01/23	4101 Clarcona Ocoee Road 32810	Orlando	State	2005	Excellent	State	1,590
Osceola	DL	H01	2892 N Orange Blossom Trail	Kissimmee	State	1977	Excellent	State	4,888

Appendix 6A

Palm Beach	DL	P11	10134 Indian Town Rd	Jupiter	Leased	N/A	Good	Private	3,272
Palm Beach	DL	P05	3185 PGA Blvd	Palm Beach Gardens	State	1976	Good	State	3,136
Palm Beach	DL	P01	571 N Military Trail	West Palm Beach	State	1972	Poor	State	4,150
Palm Beach	DL Admin	P21	1926 10th Avenue North	Lake Worth	Leased	N/A	Good	Private	3,530
Palm Beach	DL/BAR	P03	1299 West Lantana Road	Lantana	State	1977	Good	State	6,720
Pinellas	DL	J03	6855 62nd Avenue North 33781	Pinellas Park	State	1977	Good	State	3,024
Polk	DL	L04	930 Lily Ave	Haines City	Leased	N/A	Good	Private	2,999
Polk	DL	L03	692 Hwy. 60 West	Lake Wales	Leased	N/A	Good	Private	1,545
Polk	DL/DMV/BAR	FHP Field Office/DMV sub c	3247 Lakeland Hills Blvd	Lakeland	State	1976	Good	State	1,059
Putnam	DL/DMV/FHP	F06/FHP Field Office/19-1	152 N Highway 17	Palatka	State	1978	Good	State	9,200
Santa Rosa	DL	A05	2748 Gulf Breeze Parkway	Gulf Breeze	Leased	N/A	Good	Private	2,429
Santa Rosa	DL	A04	6089 Old Bagdad Highway	Milton	State	1975	Good	County	2,389
Sarasota	DL	M03	601 S Pompano Ave	Sarasota	State	1976	Good	County	3,000
Seminole	DL/BAR	G06	290 East Market Place	Winter Springs	Leased	N/A	Fair	Private	4,980
St. Lucie	DL	P08	6578 NW Selvitz Road	Port St. Lucie	Leased	N/A	Good	Private	3,398
St. Lucie	DL/BAR	P09	3220 US 1	Fort Pierce	Leased	N/A	Good	Private	3,400
Volusia	DL	F01	330 East New York Ave	Deland	Leased	N/A	Good	Private	2,500
Volusia	DL	F02	310 Jean Street	Daytona Beach	State	1976	Good	County	4,816
Volusia	DL	F03	2986 South Ridgewood Avenue	Edgewater	Leased	N/A	Good	Private	1,800
Walton	DL	A08	1045 US. Highway 331 South	Defuniak Springs	Leased	N/A	Good	Private	1,836

Operating Costs for Driver Licensing Offices

County	Office #	Office Name	FTE (Office Only)	Salaries & Benefits (Office Only)	**Lease (Expenses)	Janitorial (OP/S)	Waste (Expenses)	Pest Control (C/S)	Misc.	Alarms (C/S)	A/C Maint (C/S)	Water Cooler	Utilities (Expenses)	Facility Operating Cost	Total Cost	Type
			Total	Total										Total		
Escambia	A02	Pensacola - Stumpfield	14.0	\$ 515,022		10,656	879	312	0	769	0	0	14,255	26,871	\$ 541,893	State
Santa Rosa	A04	Milton	6.0	\$ 219,924		7,164	720	303	0	1,252	0	0	9,507	18,946	\$ 238,870	State
Santa Rosa	A05	Gulf Breeze	4.0	\$ 147,876	43,477	7,236	0	312	0	794	0	0	4,626	56,446	\$ 204,322	Leased
Okaloosa	A06	Crestview	3.0	\$ 111,862		0	0	0	0	0	0	0	3,895	115,747	\$ 115,747	State
Walton	A08	Diefuniak Springs	2.0	\$ 74,396	44,064	3,450	0	0	0	653	0	0	0	48,167	\$ 122,563	Leased
Holmes	A09	Bonifay	2.0	\$ 74,396		0	0	0	0	0	0	0	0	0	\$ 74,396	Free-County
Gulf	B03	Port St. Joe	2.0	\$ 74,396		2,733	0	0	0	964	0	0	2,854	6,551	\$ 80,947	State
Jackson*	B05*	Marianna	6.0	\$ 224,620		5,040	0	0	0	1,136	0	487	10,889	17,552	\$ 242,172	State
Bay	B10	Panama City	10.0	\$ 365,272	55,701	0	0	0	0	763	0	0	0	56,464	\$ 421,736	Leased
Gadsden	B14	Quincy	4.0	\$ 147,876		9,124	0	0	0	1,323	0	0	8,180	18,627	\$ 166,503	State
Alachua	D10	Gainesville	12.0	\$ 437,320		7,500	840	312	0	1,224	0	0	18,082	27,958	\$ 465,278	State
Alachua-CDL	D14	Gainesville-CDL Site	3.0	\$ 116,548		0	0	0	0	0	0	0	3,949	3,949	\$ 120,497	FDOT
Duval	E01	Jacksonville - Wilson	13.0	\$ 473,344		9,300	1,198	312	0	1,096	0	0	11,688	23,574	\$ 496,918	State
Duval	E60	Jacksonville AAA	3.0	\$ 72,048		0	0	0	0	0	0	0	0	0	\$ 72,048	AAA
Orange	G01	Orlando North	25.5	\$ 962,016		8,933	3,000	312	0	1,561	0	0	15,754	20,627	\$ 982,643	State
Orange	G02	Orlando - East	13.5	\$ 491,356	162,235	8,933	1,080	312	0	1,420	0	0	13,344	187,324	\$ 678,680	Leased
Lake	G04	Clermont	10.0	\$ 365,272	113,662	0	0	0	0	1,083	0	0	0	114,735	\$ 480,007	Leased
Seminole	G06	Winter Springs	14.0	\$ 509,368	99,351	0	0	0	0	1,367	0	0	0	100,718	\$ 610,086	Leased
Lake	G07	Tavares	8.0	\$ 295,572		7,656	977	312	1,620	1,145	0	0	6,979	18,689	\$ 314,261	State
Lake	G09	Lady Lake	6.0	\$ 219,924	43,510	0	0	0	0	1,079	0	0	0	44,589	\$ 264,513	Leased
Orange	G10	Orange County Traffic Court	5.0	\$ 183,900		0	0	0	0	0	0	0	0	0	\$ 183,900	Free-County
Osceola	H01	Kissimmee	17.0	\$ 619,788		8,400	874	312	0	1,484	0	0	10,893	21,963	\$ 641,751	State
Brevard	H02	Titusville	8.5	\$ 309,984		8,400	578	312	242	1,471	0	0	8,342	19,345	\$ 329,329	State
Brevard	H04	Melbourne	10.5	\$ 382,032		6,732	317	312	221	1,181	0	0	6,622	15,385	\$ 397,417	State
Okeechobee	H07	Okeechobee	2.5	\$ 93,840	22,973	0	0	0	0	1,021	0	0	0	23,984	\$ 117,834	State
Pinellas	J03	Pinellas Park	12.0	\$ 437,320		6,876	2,491	312	0	1,061	0	0	11,983	22,723	\$ 460,043	State
Pinellas	J60	St. Petersburg AAA	3.0	\$ 111,852		6,675	0	312	0	1,369	2,926	0	19,347	0	\$ 111,852	AAA
Hillsborough	K01	Tampa-West MLK	17.0	\$ 694,184		6,000	0	0	0	1,162	924	0	8,984	17,070	\$ 724,813	State
Hillsborough	K02	Tampa-Hillsborough	9.5	\$ 347,260		9,780	0	312	0	1,021	0	0	13,720	117,607	\$ 364,330	State
Hillsborough	K03	Lutz	10.5	\$ 383,264	91,601	9,780	1,173	0	0	1,272	0	0	0	157,560	\$ 500,891	Leased
Hillsborough	K05	Brandon	10.5	\$ 385,632	156,288	0	0	0	0	1,204	0	0	0	50,007	\$ 543,192	Leased
Hillsborough	K06	Plant City	9.5	\$ 347,260	29,319	5,442	0	0	0	1,204	0	0	14,042	50,007	\$ 397,267	Leased
Hillsborough	K60	Tampa AAA	3.0	\$ 110,420		0	0	0	0	740	0	0	8,750	9,799	\$ 110,420	AAA
Polk	L01	Lakeland	13.0	\$ 473,344		0	0	309	0	711	0	0	60,421	60,421	\$ 483,143	State
Polk	L04	Haines City	7.0	\$ 255,948	59,710	0	0	0	0	0	0	0	10,023	19,462	\$ 194,369	Leased
Herndon	L07	Brooksville	5.0	\$ 183,900		0	539	0	0	0	0	0	0	16,412	\$ 194,462	State
Sarasota*	M03*	Sarasota	14.0	\$ 516,412		4,716	0	0	0	1,048	1,123	0	9,525	16,412	\$ 532,824	State
Highlands	M08	Sebring	7.0	\$ 255,948		7,040	300	0	0	1,021	0	0	5,951	14,312	\$ 270,260	State
Sarasota	M60	Sarasota AAA	3.0	\$ 110,420		0	0	0	0	0	0	0	0	0	\$ 110,420	AAA

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Highlands	M08	Sebring	7.0	\$ 255,948		7,040	300	0	0	1,021	0	0	0	5,951	14,312	\$	270,260	State
Sarasota	M60	Sarasota AAA	3.0	\$ 110,420											0	\$	110,420	AAA
Palm Beach	P01	West Palm Beach	19.0	\$ 793,980		7,080	2,370	0	0	1,146	1,020	0	0	14,736	26,352	\$	820,332	State
Palm Beach-CDL	P01	West Palm Beach CDL Range Site	3.0	\$ 118,926	48,000	0	0	0	0	0	0	0	0	0	48,000	\$	166,926	Leased
Palm Beach	P03	Lantana	10.0	\$ 376,702		8,280	2,925	0	0	1,149	0	0	0	6,800	19,154	\$	395,856	State
Palm Beach	P05	Palm Beach Gardens	12.0	\$ 451,290		10,564	1,476	312	0	1,079	259	0	0	8,114	21,824	\$	473,114	State
Palm Beach	P11	Jupiter	5.0	\$ 188,980		119,574	0	0	0	1,127	0	0	0	0	121,013	\$	309,993	Leased
Leon	Q02	Tallahassee-Kirkman Building	12.5	\$ 458,638		0	0	0	0	0	0	0	0	0	0	\$	458,638	State
Statewide		11 Mobile Units Statewide				0	0	0	0	0	0	0	0	0	114,400	\$	114,400	State
Totals (excluding Broward, Miami-Dade, & Volusia offices-see below)			408.0	\$ 15,148,138	\$ 1,331,256	\$ 174,797	\$ 21,737	\$ 5,292	\$ 2,083	\$ 40,035	\$ 6,252	\$ 487	\$ 281,814	\$ 1,978,153	\$ 17,126,291			

Private Tax Collectors: Broward, Miami-Dade, Volusia

Broward	R01	Lauderdale Lakes	20.0	\$ 751,990	149,266	0	0	0	0	1,414	0	0	0	0	150,680	\$	902,670	Leased
Broward	R02	Pembroke Pines	21.0	\$ 786,936		8,700	3,583	312	0	1,352	0	0	0	13,914	27,861	\$	814,797	State
Broward	R03	Oakbrook	15.0	\$ 563,172	72,560	6,751	0	0	0	1,123	0	0	0	12,889	93,323	\$	656,495	Leased
Broward	R04	Pompano Beach	10.0	\$ 376,702	83,155	7,200	0	0	0	1,436	0	0	0	10,854	102,645	\$	479,347	Leased
Broward	R05	Deerfield Beach	13.0	\$ 488,584	158,987	9,048	0	0	0	1,436	0	0	0	14,900	184,371	\$	672,955	Leased
Broward	R06	Margate	13.0	\$ 488,584	74,969	0	0	0	0	1,277	0	0	0	0	76,246	\$	564,830	Leased
Broward	R08	Fort Lauderdale	13.0	\$ 488,584	71,336	0	0	0	0	1,228	0	0	0	0	72,564	\$	561,148	Leased
Broward	R60	Pembroke Pines AAA	4.0	\$ 151,524												\$	151,524	AAA
Miami-Dade	S03	Miami-County Square	18.0	\$ 675,054	87,727	0	0	0	0	1,422	0	0	0	0	89,149	\$	764,203	Leased
Miami-Dade	S05	Hialeah	22.0	\$ 866,220	107,168	0	0	0	0	1,166	0	0	0	0	108,334	\$	974,554	Leased
Miami-Dade	S06	Opa Locka	18.0	\$ 675,054		4,880	4,348	312	0	1,105	0	0	0	14,425	24,870	\$	699,924	State
Miami-Dade	S07	Miami-Central	24.0	\$ 861,524	105,547	7,800	0	0	0	1,214	0	0	0	2,083	116,644	\$	978,168	Leased
Miami-Dade	S09	Miami-Palm Springs North	17.0	\$ 640,108	194,466	0	0	0	0	1,194	0	0	0	12,147	207,807	\$	847,915	Leased
Miami-Dade	S11	Miami-Northside	24.0	\$ 861,524	91,532	0	0	0	0	1,026	0	0	0	0	92,558	\$	954,082	Leased
Miami-Dade	S12	Miami-Ng. Dade Justice Center	5.0	\$ 188,980	1,884	0	0	0	0	0	0	0	0	0	1,884	\$	190,864	Leased
Miami-Dade	T02	Miami University	22.0	\$ 826,578	93,173	0	0	0	0	1,207	0	0	0	0	107,266	\$	933,844	Leased
Miami-Dade	T03	Miami-Kendall	18.0	\$ -	125,280	7,200	0	0	0	1,246	0	0	0	13,510	147,236	\$	147,236	Leased
Miami-Dade*	T04*	Miami - Coral Reef	21.0	\$ 833,622		9,000	1,652	0	0	1,101	1,140	0	0	10,344	23,237	\$	856,859	State
Miami-Dade	T06	Florida City (Hornsteat)	12.0	\$ 453,638	72,971	0	0	0	0	1,048	0	0	0	0	74,019	\$	527,657	Leased
Volusia	F01	Deland	11.0	\$ 401,296	40,650	0	0	0	0	1,026	0	0	0	0	41,676	\$	442,972	Leased
Volusia	F02	Daytona Beach	12.0	\$ 437,320		5,184	0	312	0	1,393	0	0	0	10,408	17,297	\$	454,617	State
Volusia	F03	New Smyrna Beach	5.0	\$ 183,900	22,437	0	0	0	0	1,123	0	0	0	1,403	24,963	\$	208,863	Leased
Total (Broward, Miami-Dade, Volusia)			338.0	\$ 12,000,894	\$ 1,553,107	\$ 65,563	\$ 9,683	\$ 936	\$ -	\$ 24,537	\$ 1,140	\$ -	\$ 129,763	\$ 1,784,629	\$ 13,785,523			

Notes:

- *Includes on-site CDL Range
- FTE and Salaries/Benefits for office managers and examiners only. Does not include field support staff.
- DHSMV Budget Office provided cost per position based on class code generated by LAS/PBS.
- **Lease costs represents the 2007 funded amount and not current the lease rate.

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FY 2010-11 Office Closures:

Okaloosa	A07	Ft. Walton Bch. (closing 9/30/10)	9.0	\$	329,248	97,380	0	0	0	0	0	0	0	0	0	0	0	0	98,139	\$	427,387	Leased
Clay	E09	Orange Park (closing 7/31/10)	8.0	\$	291,972	66,047	0	0	0	0	0	0	0	0	0	0	0	0	66,580	\$	358,552	Leased
Indian River	H06	Vero Beach (closing 5/31/11)	8.0	\$	293,224	72,931	0	0	0	0	0	0	0	0	0	0	0	0	73,523	\$	366,747	Leased
Polk	L03	Lake Wales (closing 2/28/11)	7.0	\$	255,948	26,188	0	0	0	0	0	0	0	0	0	0	0	0	26,756	\$	282,704	Leased
Citrus	L09	Crystal River (closing 2/28/11)	5.0	\$	183,900	37,447	6,840	0	312	0	0	0	0	0	0	0	0	0	52,753	\$	236,653	Leased
Manatee	M01	Bradenton (closing 3/31/11)	9.0	\$	367,620	81,122	0	0	0	0	0	0	0	0	0	0	0	0	81,792	\$	449,412	Leased
Hendry	N05	Clewiston (closing 8/12/10)	3.0	\$	111,852	65,047	0	0	0	0	0	0	0	0	0	0	0	0	65,580	\$	177,432	Leased
Lee	N60	Ft. Myers AAA (Closed 6/24/10)	0.0	\$	-	-	0	0	0	0	0	0	0	0	0	0	0	0	0	\$	0	AAA
Palm Beach	P02	Delray Beach (closing 8/31/10)	19.0	\$	714,696	78,750	8,520	1,152	0	0	0	0	0	0	0	0	0	0	18,878	\$	823,119	Leased
Miami-Dade	T01	Coral Gables (Closed 5/25/10)	0.0	\$	41,056	88,606	6,720	5,196	0	0	0	0	0	0	0	0	0	0	114,698	\$	155,754	Leased



**Appendix C
Private Sector Sublease Agreement (Sample)**

STATE OF FLORIDA

**DEPARTMENT OF MANAGEMENT SERVICES
LEASE AGREEMENT**

ZONE:

NO.:

Sublease

THIS LEASE AGREEMENT, entered into this _____ of _____, 20____ between State of Florida DEPARTMENT OF MANAGEMENT SERVICES, party of the first part, hereinafter called the Lessor, and _____ State of Florida Department of

Division of

Bureau of

party of the second part, hereinafter called the Lessee,

WITNESSETH:

That the Lessor, for and in consideration of the covenants and agreements hereinafter mentioned to be kept and performed by the Lessee, has demised and leased to the Lessee, for the term and under the conditions hereinafter set out,

those certain premises in _____,

(City)

(County)

Florida, described as follows:

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which shall constitute an aggregate area of _____ square feet of usable space measured from the base of the interior walls of the demised premises, in accordance with Department of Management Services' Standard Method of Space Measurement.

I TERM

TO HAVE AND TO HOLD the above described premises for a term commencing on the ____ day of _____, _____, on a month to month basis until terminated by the Department of Management Services.

II RENTALS

The Lessor hereby leases to the Lessee and the Lessee hereby leases from the Lessor the above described premises for the term set out in this lease and the Lessee agrees to pay to the Lessor the sum of _____ (\$ ____) per quarter for the rental period described in Article I of this lease (subject to adjustments in rate as provided for in Article XII). The rent for any fractional part of the first quarter shall be prorated and thereafter the rent shall be payable on the first day of each subsequent quarter. The rentals shall be paid to the Lessor at.

(Address)

(City)

Lease No. _____

Sublease

III HEATING, AIR CONDITIONING AND JANITOR SERVICES

The Lessor agrees to furnish to the Lessee heating, air conditioning and janitor services for the leased premises during the term of the lease at the expense of the Lessor during the facilities normal working hours.

IV LIGHT FIXTURES

The Lessor agrees to maintain in the demised premises light fixtures installed for the use of the Lessee. The Lessor shall be

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responsible for replacement of all bulbs, lamps, tubes and starters used in such fixtures for the purpose of furnishing light.

V MAINTENANCE REPAIRS

1. The Lessor shall provide for interior maintenance and repairs in accordance with generally accepted good practices established by the Bureau of Maintenance. The Lessee shall, during the term of this lease, keep the interior of the demised premises in as good a state of repair as it is at the time of the commencement of this lease, reasonable wear and tear and unavoidable casualties excepted.
2. The Lessee is responsible for the interior of its individual area, including, but not limited to, painting, carpeting, partition changes, etc., the cost of which is also the Lessee's responsibility. The Lessee must obtain approval through the Department of Management Services, Bureau of Maintenance, before proceeding with any changes or additions. Any relocation of furniture and all moves, internal or external, must be coordinated through the Building Manager of the building in which the relocation or move is to occur. Only in this way can the Bureau of Maintenance carry out a successful Preventive Maintenance Program and maintain uniformity and continuance of the aesthetic values of the building.
3. The design live load for this building is _____ lbs. per square foot. Any loading of equipment, files, furnishings, etc., in excess of this limit shall be called to the attention of the Division of Construction and Maintenance prior to placement of said items in building. If structure is deemed to be insufficient for planned loading, the Lessee shall bear the expense for the installation of necessary additional structural support.
4. The removal of any furnishings affixed to the building shall be at the expense of the Lessee and, further, all damage to the building caused by said removal shall be repaired at the expense of the Lessee. Such repair work shall be performed under the supervision of the Division of Building Construction and Maintenance and completed to their satisfaction.
5. The Lessor shall maintain and keep in repair the exterior of the demised premises during the term of this lease and shall be responsible for the replacement of all windows broken or damaged in the demised premises, except such breakage or damage caused to the exterior of the demised premises by the Lessee, its officers, agents or employees.

VI UTILITIES

That the Lessor will promptly pay all gas, water, power and electric light rates or charges which may become payable during the term of this lease for the gas, water and electricity used by the Lessee on the premises.

VII INJURY OR DAMAGE TO PROPERTY ON PREMISES

That all property of any kind that may be on the premises during the continuance of this lease shall be at the sole risk of the Lessee. The Lessor shall not be liable to the Lessee or any other person for any injury, loss or damage to property or to any person on the premises.

VIII FIRE AND OTHER HAZARDS

In the event that the demised premises, or the major part thereof, are destroyed by fire, lightning, storm or other casualty, the Lessor at its option may forthwith repair the damage to such demised premises at its own cost and expense. The rental thereon shall cease until the completion of such repairs and the Lessor will immediately refund the pro rata part of any rentals paid in advance by the Lessee prior to such destruction; should the premises be only partly destroyed, so that the major part thereof is

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usable by the Lessee, then the rental shall abate to the extent that the injured or damaged part bears to the whole of such premises and such injury or damage shall be restored by the Lessor as speedily as is practicable, and upon the completion of such repairs, the full rental shall commence and the lease shall then continue the balance of the term.

Lease No. _____

Sublease

IX RIGHT OF LESSOR TO INSPECT

The Lessor, at all reasonable times, may enter into and upon the demised premises for the purpose of viewing the same and for the purpose of making any such repairs as they are required to make under the terms of this lease.

X TAXES AND INSURANCE

Lessor shall pay all fire insurance premiums on the demised premises. Lessor shall not be liable to carry fire insurance on the person or property of the Lessee or any other person or property which may now or hereafter be placed in the demised premises.

XI AVAILABILITY OF FUNDS

The obligations of the Lessee under this lease agreement are subject to the availability of funds lawfully appropriated annually for its purposes by the Legislature of the State of Florida.

XII RENTAL CHANGES

Rental as shown in Article II is at the present rate for this building as established by the Governor and Cabinet. Lessee agrees that any change in rental rate for this building approved by the Governor and Cabinet will necessitate a change in rental of this lease. Such rental charge will be affected by amendment hereto. Lessor agrees to provide to Lessee information on any rental change in adequate time for Lessee to budget for required funds.

XIII USE OF PREMISES

The Lessee will not make or suffer any unlawful, improper or offensive use of the premises or any use or occupancy thereof contrary to the laws of the State of Florida or the Ordinances of the City of _____ now or hereinafter made.

XIV NOTICES

All notices required to be served upon the Lessor shall be served, return receipt requested, at

(Address)

_____, and all

(City)

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notices required to be served upon the Lessee shall be served, return receipt requested, at the address of the Lessee at

(Address) (City)

XV DEFINITION OF TERMS

(a) The terms "lease," "lease agreement," or "agreement" shall be inclusive of each other and shall also include any renewals, extensions or modifications of this lease.

(b) The terms "Lessor" and "Lessee" shall include the successors for the parties hereto.

(c) The singular shall include the plural and the plural shall include the singular whenever the context so requires or permits.

(d.) The term "lease agreement" or "agreement" as used in this document shall be interpreted to mean "sublease" or "sublease agreement" and "Lessor and lessee" shall be interpreted to mean "sublessor and sublessee."

XVI ADDITIONAL TERMS

(Check One)

_____ Any and all additional covenants or conditions appear on the attached.

_____ No additional covenants or conditions form a part of this lease.

Lease No. _____

Sublease

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IN WITNESS WHEREOF, the parties hereto have hereunto executed this instrument for the purpose herein expressed, the day and year above written.

ORIGINAL SIGNATURES REQUESTED ON ALL COPIES

<p>Signed, sealed and delivered in the presence of:</p> <p>_____</p> <p>_____</p> <p>AS TO DIVISION DIRECTOR</p>	<p>LESSOR:</p> <p>DEPARTMENT OF MANAGEMENT SERVICES</p> <p>By: _____</p> <p>DIRECTOR, DIVISION OF FACILITIES MANAGEMENT</p>
<p>Signed, sealed and delivered in the presence of:</p> <p>_____</p> <p>_____</p> <p>AS TO LESSEE</p>	<p>LESSEE:</p> <p>STATE OF FLORIDA DEPARTMENT OF</p> <p>By: _____</p> <p>NAME</p> <p>_____</p> <p>TITLE</p>
<p>APPROVAL AS TO CONDITIONS AND NEED THEREFOR</p> <p>DEPARTMENT OF MANAGEMENT SERVICES</p> <p>_____</p> <p>CHIEF, BUREAU OF REAL PROPERTY MANAGEMENT</p> <p>_____</p>	

Appendix 6D

AOL1

BOARD OF TRUSTEES OF THE INTERNAL IMPROVEMENT
TRUST FUND OF THE STATE OF FLORIDA
ASSIGNMENT AND ASSUMPTION
OF

Lease Numbers XXXX

STATE OF FLORIDA DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES ("ASSIGNOR"), for value received, subject to written consent of the Board of Trustees of the Internal Improvement Trust Fund of The State of Florida ("Board"), does hereby assign, transfer and convey 100% of its right, title and interest vested under Lease Number 2847 dated July 25, 1975 and Lease Number 2905 dated December 17, 1976 (the "Leases") attached hereto as Exhibit "A", by and between the Board, as lessor and ASSIGNOR, as lessee, to the XXX("ASSIGNEE"), for and during the remainder of the term of the Leases and all renewals thereof, subject to the full payment of fees and the performance of all covenants, conditions, and provisions required to be performed by ASSIGNEE as the lessee under the terms of the Leases, and subject to the conditions and provisions therein set forth.

The following special conditions shall apply to this assignment:

1. ASSIGNEE acknowledges and agrees that existing structures shall not be demolished until ASSIGNEE has secured funding for a XXXX facility and notified the State of Florida Department of Environmental Protection, Division of State Lands in writing that the funding has been received.
2. ASSIGNEE agrees that the construction of the new facility shall be completed within two years of ASSIGNEE securing the funding for the construction of the new XXXX facility.
3. ASSIGNEE and ASSIGNOR agree that in the event ASSIGNEE no longer wants to lease the leased premises or in the event of any default with the terms and conditions of the Leases, that in addition to all other remedies, this assignment shall terminate and ASSIGNEE shall immediately reassign the Leases to ASSIGNOR, which shall include all improvements on the leased premises.
4. ASSIGNEE shall guarantee the construction of the new XXXX facility with a performance bond in the amount of \$_____. The performance bond will be provided by the contractor chosen for the building project and shall guarantee satisfactory completion of the new XXXX facility within two years of ASSIGNEE securing funding for the construction of the new XXXX facility.
5. ASSIGNEE, subject to the provisions of 768.28 Florida Statutes, shall indemnify and hold harmless ASSIGNOR and the Board of Trustees of the Internal Improvement Trust Fund of the State of Florida from any claim or liability arising from negligent acts of its officers and employees, including any premises claims or liability arising from its operation and maintenance of the leased premises and all improvements thereon.

Appendix 6D

Witness

Print/Type Witness Name

Witness

Print/Type Witness Name

By: _____

Print/Type Name

Title: _____

"ASSIGNOR"

STATE OF FLORIDA
COUNTY OF LEON

The foregoing instrument was acknowledged before me this _____ day of _____, 2010, by _____ as _____ on behalf of the State of Florida Department of Highway Safety and Motor Vehicles. He/ She is personally known to me or has produced _____ as identification.

Notary Public, State of Florida

Print/Type Notary Name

Commission Number:

Commission Expires:

Appendix 6D

ACCEPTANCE OF ASSIGNMENT AND A ASSUMPTION OF LEASE NUMBERS XXX

XXXX("ASSIGNEE"), in consideration of

the foregoing Assignment, subject to written consent of the Board, as lessor, does hereby accept assignment of the Leases and assumes and agrees for the benefit of the Board to make all payments and perform all covenants, agreements, conditions and provisions of the Leases. Further, ASSIGNEE agrees that its successors and assigns shall be bound for the due performance herein in the same manner as was ASSIGNOR, as the original lessee named in the Leases, for and during the remainder of the term of the Leases and all renewals thereof.

XXXX
OFFICE

By: _____

Witness

Print/Type Witness Name

Print/Type Name

Title: _____

Witness

Print/Type Witness Name

"ASSIGNEE"

STATE OF FLORIDA
COUNTY OF PALM BEACH

The foregoing instrument was acknowledged before me this _____ day of _____, 2010, by _____ as _____, on behalf of the XXXX. He/She is personally known to me or has produced _____ as identification.

Notary Public, State of Florida

Print/Type Notary Name

Commission Number:

Commission Expires:

Appendix 6D

CONSENT TO ASSIGNMENT AND ASSUMPTION OF LEASE
Lease Number XXXX

BOARD OF TRUSTEES OF THE INTERNAL IMPROVEMENT TRUST FUND OF THE STATE OF FLORIDA, the lessor of the property described in the Lease consents to the foregoing Assignment and Assumption of Lease Numbers 2487 and 2905 this ____ day of _____, 2010.

BOARD OF TRUSTEES OF THE INTERNAL
IMPROVEMENT TRUST FUND OF THE STATE
OF FLORIDA

Witness

Print/Type Witness Name

Witness

Print/Type Witness Name

By: _____

GLORIA C. BARBER, OPERATIONS
AND MANAGEMENT CONSULTANT
MANAGER, BUREAU OF PUBLIC
LAND ADMINISTRATION, DIVISION
STATE LANDS, STATE OF FLORIDA
DEPARTMENT OF ENVIRONMENTAL
PROTECTION

"Board"

STATE OF FLORIDA
COUNTY OF LEON

The foregoing instrument was acknowledged before me this ____ day of _____, 2010, by Gloria C. Barber, Operations and Management Consultant Manager, Bureau of Public Land Administration, Division of State Lands, State of Florida Department of Environmental Protection, acting as agent on behalf of the Board of Trustees of the Internal Improvement Trust Fund of the State of Florida. She is personally known to me.

Notary Public, State of Florida

Print/Type Notary Name

Commission Number:

Commission Expires:

Approved as to Form and Legality

By: _____

DEP Attorney

Exhibit "A"

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OAS1

(Insert Name of SUBLESSOR here)

SUBLEASE AGREEMENT

Sublease Number _____

THIS SUBLEASE AGREEMENT is entered into this _____ day of _____ 20__, by and between the STATE OF FLORIDA DEPARTMENT OF _____ hereinafter referred to as "SUBLESSOR", and _____ hereinafter referred to as "SUBLESSEE".

WITNESSETH

In consideration of the covenants and conditions set forth herein, SUBLESSOR subleases the below described premises to SUBLESSEE on the following terms and conditions:

1. **ACKNOWLEDGMENTS:** The parties acknowledge that title to the subleased premises is held by the Board of Trustees of the Internal Improvement Trust Fund of the State of Florida ("TRUSTEES") and is currently managed by SUBLESSOR as the _____ under TRUSTEES' Lease Number _____.
2. **DESCRIPTION OF PREMISES:** The property subject to this sublease agreement, is situated in the County of _____, State of Florida and is more particularly described in Exhibit "A" attached hereto and hereinafter referred to as the "subleased premises".
3. **SUBLEASE TERM:** The term of this sublease shall be for a period of _____ years commencing on _____, and ending on _____, unless sooner terminated pursuant to the provisions of this sublease.
4. **PURPOSE:** SUBLESSEE shall manage the subleased premises only for the establishment and operation of _____, along with other related uses necessary for the accomplishment of this purpose as designated in the Land Use Plan required by paragraph 7 of this sublease.
5. **CONFORMITY:** This sublease shall conform to all terms and conditions of TRUSTEES' LEASE NO. _____ between the TRUSTEES and SUBLESSOR dated _____, a copy of which is attached hereto as Exhibit "B", and SUBLESSEE shall through its agents and employees prevent the unauthorized use of the subleased premises or any use thereof not in conformance with this sublease.
6. **QUIET ENJOYMENT AND RIGHT OF USE:** SUBLESSEE shall have the right of ingress and egress to, from and upon the subleased premises for all purposes

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necessary to full quiet enjoyment by said SUBLESSEE of the rights conveyed herein.

7. LAND USE PLAN: SUBLESSEE shall prepare and submit a Land Use Plan for the subleased premises in accordance with Section 253.034, Florida Statutes, within twelve months of the effective date of this sublease. The Land Use Plan shall be submitted to the TRUSTEES for approval through SUBLESSOR and the State of Florida Department of Environmental Protection, Division of State Lands. The subleased premises shall not be developed or physically altered in any way other than what is necessary for security and maintenance of the subleased premises without the prior written approval of the TRUSTEES and SUBLESSOR until the Land Use Plan is approved. SUBLESSEE shall provide SUBLESSOR with an opportunity to participate in all phases of preparing and developing the Land Use Plan for the subleased premises. The Land Use Plan shall be submitted to SUBLESSOR in draft form for review and comments within ten months of the effective date of this sublease. SUBLESSEE shall give SUBLESSOR reasonable notice of the application for and receipt of any state, federal, or local permits as well as any public hearings or meetings relating to the development or use of the subleased premises. SUBLESSEE shall not proceed with development of said subleased premises including, but not limited to, funding, permit application, design or building contracts, until the Land Use Plan required herein has been submitted and approved. Any financial commitments made by SUBLESSEE which are not in compliance with the terms of this sublease shall be done at SUBLESSEE'S own risk. The Land Use Plan shall emphasize the original management concept as approved by the TRUSTEES at the time of acquisition which established the primary purpose for which the subleased premises were acquired. The approved Land Use Plan shall provide the basic guidance for all management activities and shall be reviewed jointly by SUBLESSEE, SUBLESSOR and the TRUSTEES. SUBLESSEE shall not use or alter the subleased premises except as provided for in the approved Land Use Plan without the advance written approval of the TRUSTEES and SUBLESSOR. The Land Use Plan prepared under this sublease shall identify management strategies for exotic species, if present. The introduction of exotic species is prohibited, except when specifically authorized by the approved Land Use Plan.

8. ASSIGNMENT: This sublease shall not be assigned in whole or in part without the prior written consent of the TRUSTEES and SUBLESSOR. Any

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assignment made either in whole or in part without the prior written consent of the TRUSTEES and SUBLESSOR shall be void and without legal effect.

9. RIGHT OF INSPECTION: The TRUSTEES and SUBLESSOR or their duly authorized agents, representatives or employees shall have the right at any and all times to inspect the subleased premises and the works and operations thereon of SUBLESSEE in any matter pertaining to this sublease.

10. PLACEMENT AND REMOVAL OF EQUIPMENT: All buildings, structures, improvements and signs shall be constructed at the expense of SUBLESSEE in accordance with plans prepared by professional designers and shall require the prior written approval of SUBLESSOR as to purpose, location and design. Further, no trees, other than non-native species, shall be removed or major land alterations done without the prior written approval of SUBLESSOR. Removable equipment placed on the subleased premises by SUBLESSEE which do not become a permanent part of the subleased premises will remain the property of SUBLESSEE and may be removed by SUBLESSEE upon termination of this sublease.

11. INSURANCE REQUIREMENTS: During the term of this sublease, SUBLESSEE shall procure and maintain policies of fire, extended risk, and liability insurance coverage. The extended risk and fire insurance coverage shall be in an amount equal to the full insurable replacement value of any improvements or fixtures located on the subleased premises. The liability insurance coverage shall be in amounts not less than \$100,000 per person and \$200,000 per incident or occurrence for personal injury, death, and property damage on the subleased premises. Such policies of insurance shall name SUBLESSEE, the TRUSTEES, SUBLESSOR and the State of Florida as additional insureds. SUBLESSEE shall submit written evidence of having procured all insurance policies required herein prior to the effective date of this sublease and shall submit annually thereafter, written evidence of maintaining such insurance policies to SUBLESSOR and the Bureau of Public Land Administration, Division of State Lands, State of Florida Department of Environmental Protection, Mail Station 130, 3800 Commonwealth Boulevard, Tallahassee, Florida 32399-3000. SUBLESSEE shall purchase all policies of insurance from a financially-responsible insurer duly authorized to do business in the State of Florida. In lieu of purchasing insurance, SUBLESSEE shall self-insure these coverages. The insurer must possess a minimum current rating of B+ Class VIII in "Bests Key Rating Guide". Any certificate

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of self-insurance shall be issued or approved by the Chief Financial Officer, State of Florida. The certificate of self-insurance shall provide for casualty and liability coverage. SUBLESSEE further agrees to immediately notify SUBLESSOR, the TRUSTEES and the insurer of any erection or removal of any structure or other fixed improvement on the subleased premises and any changes affecting the value of any improvements and to request said insurer to make adequate changes in the coverage to reflect the changes in value. SUBLESSEE shall be financially responsible for any loss due to failure to obtain adequate insurance coverage, and the failure to maintain such policies or certificate in the amounts set forth shall constitute a breach of this sublease.

12. LIABILITY: Each party is responsible for all personal injury and property damage attributable to the negligent acts or omissions of that party and the officers, employees and agents thereof. Nothing herein shall be construed as an indemnity or a waiver of sovereign immunity enjoyed by any party hereto, as provided in Section 768.28, Florida Statutes, as amended from time to time, or any other law providing limitations on claims.

13. PAYMENT OF TAXES AND ASSESSMENTS: SUBLESSEE shall assume full responsibility for and shall pay all liabilities that accrue to the subleased premises or to the improvements thereon, including any and all drainage and special assessments or taxes of every kind and all mechanic's or materialman's liens which may be hereafter lawfully assessed and levied against the subleased premises.

14. NO WAIVER OF BREACH: The failure of SUBLESSOR to insist in any one or more instances upon strict performance of any one or more of the covenants, terms and conditions of this sublease shall not be construed as a waiver of such covenants, terms and conditions, but the same shall continue in full force and effect, and no waiver of SUBLESSOR of any of the provisions hereof shall in any event be deemed to have been made unless the waiver is set forth in writing, signed by SUBLESSOR.

15. TIME: Time is expressly declared to be of the essence of this sublease.

16. NON-DISCRIMINATION: As a condition of obtaining this sublease, SUBLESSEE hereby agrees not to discriminate against any individual because of that individual's race, color, religion, sex, national origin, age, handicap, or marital status with respect to any activity occurring within the subleased

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premises or upon lands adjacent to and used as an adjunct of the subleased premises.

17. UTILITY FEES: SUBLESSEE shall be responsible for the payment of all charges for the furnishing of gas, electricity, water and other public utilities to the subleased premises and for having all utilities turned off when the subleased premises are surrendered.

18. MINERAL RIGHTS: This sublease does not cover petroleum or petroleum products or minerals and does not give the right to SUBLESSEE to drill for or develop the same. However, SUBLESSEE shall be fully compensated for any and all damages that might result to the subleasehold interest of SUBLESSEE by reason of such exploration and recovery operations.

19. RIGHT OF AUDIT: SUBLESSEE shall make available to the TRUSTEES and SUBLESSOR all financial and other records relating to this sublease, and SUBLESSOR and or the TRUSTEES shall have the right to audit such records at any reasonable time. This right shall be continuous until this sublease expires or is terminated. This sublease may be terminated by SUBLESSOR should SUBLESSEE fail to allow public access to all documents, papers, letters or other materials made or received in conjunction with this sublease, pursuant to the provisions of Chapter 119, Florida Statutes.

20. CONDITION OF PROPERTY: SUBLESSOR assumes no liability or obligation to SUBLESSEE with reference to the condition of the subleased premises or the suitability of the subleased premises for any improvements. The subleased premises herein are subleased by SUBLESSOR to SUBLESSEE in an "as is" condition, with SUBLESSOR assuming no responsibility for bidding, contracting, permitting, construction, and the care, repair, maintenance or improvement of the subleased premises for the benefit of SUBLESSEE.

21. NOTICES: All notices given under this sublease shall be in writing and shall be served by certified mail including, but not limited to, notice of any violation served pursuant to Section 253.04, Florida Statutes, to the last address of the party to whom notice is to be given, as designated by such party in writing. SUBLESSOR and SUBLESSEE hereby designate their address as follows:

SUBLESSOR: _____

SUBLESSEE: _____

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Mandatory copy to:

STATE OF FLORIDA DEPARTMENT
OF ENVIRONMENTAL PROTECTION
DIVISION OF STATE LANDS M.S. 130
BUREAU OF PUBLIC LAND ADMINISTRATION
3800 COMMONWEALTH BOULEVARD
TALLAHASSEE, FLORIDA 32399-3000

22. BREACH OF COVENANTS, TERMS, OR CONDITIONS: Should SUBLESSEE breach any of the covenants, terms, or conditions of this sublease, SUBLESSOR shall give written notice to SUBLESSEE to remedy such breach within sixty days of such notice. In the event SUBLESSEE fails to remedy the breach to the satisfaction of SUBLESSOR within sixty days of receipt of written notice, SUBLESSOR may either terminate this sublease and recover from SUBLESSEE all damages SUBLESSOR may incur by reason of the breach including, but not limited to, the cost of recovering the subleased premises and attorneys' fees or maintain this sublease in full force and effect and exercise all rights and remedies herein conferred upon SUBLESSOR.

23. DAMAGE TO THE PREMISES: (a) SUBLESSEE shall not do, or suffer to be done, in, on or upon the subleased premises or as affecting said subleased premises or adjacent properties, any act which may result in damage or depreciation of value to the subleased premises or adjacent properties, or any part thereof. (b) SUBLESSEE shall not generate, store, produce, place, treat, release, or discharge any contaminants, pollutants or pollution, including, but not limited to, hazardous or toxic substances, chemicals or other agents on, into, or from the subleased premises or any adjacent lands or waters in any manner not permitted by law. For the purposes of this sublease, "hazardous substances" shall mean and include those elements or compounds defined in 42 USC Section 9601 or which are contained in the list of hazardous substances adopted by the United States Environmental Protection Agency (EPA) and the list of toxic pollutants designated by the United States Congress or the EPA or defined by any other federal, state or local statute, law, ordinance, code, rule, regulation, order, or decree regulating, relating to, or imposing liability or standards of conduct concerning any hazardous, toxic or dangerous waste, substance, material, pollutant or contaminant. "Pollutants" and "pollution" shall mean those products or substances defined in Chapters 376 and 403, Florida Statutes, and the rules promulgated thereunder, all as amended or updated from time to time. In the event of SUBLESSEE'S failure to comply with this paragraph, SUBLESSEE shall, at its

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sole cost and expense, promptly commence and diligently pursue any legally required closure, investigation, assessment, cleanup, decontamination, remediation, restoration and monitoring of (1) the subleased premises, and (2) all off-site ground and surface waters and lands affected by SUBLESSEE'S such failure to comply, as may be necessary to bring the subleased premises and affected off-site waters and lands into full compliance with all applicable federal, state or local statutes, laws, ordinances, codes, rules, regulations, orders and decrees, and to restore the damaged property to the condition existing immediately prior to the occurrence which caused the damage. SUBLESSEE'S obligations set forth in this paragraph shall survive the termination or expiration of this sublease. This paragraph shall not be construed as a limitation upon obligations or responsibilities of SUBLESSEE as set forth herein. Nothing herein shall relieve SUBLESSEE of any responsibility or liability prescribed by law for fines, penalties, and damages levied by governmental agencies, and the cost of cleaning up any contamination caused directly or indirectly by SUBLESSEE'S activities or facilities. Upon discovery of a release of a hazardous substance or pollutant, or any other violation of local, state or federal law, ordinance, code, rule, regulation, order or decree relating to the generation, storage, production, placement, treatment, release or discharge of any contaminant, SUBLESSEE shall report such violation to all applicable governmental agencies having jurisdiction, and to SUBLESSOR, all within the reporting periods of the applicable agencies.

24. ENVIRONMENTAL AUDIT: At SUBLESSOR'S discretion, SUBLESSEE shall provide SUBLESSOR with a current Phase I environmental site assessment conducted in accordance with the State of Florida Department of Environmental Protection, Division of State Lands' standards prior to termination of this sublease, and if necessary a Phase II environmental site assessment.

25. SURRENDER OF PREMISES: Upon termination or expiration of this sublease, SUBLESSEE shall surrender the subleased premises to SUBLESSOR. In the event no further use of the subleased premises or any part thereof is needed, SUBLESSEE shall give written notification to SUBLESSOR and the Bureau of Public Land Administration, Division of State Lands, State of Florida State of Florida Department of Environmental Protection, Mail Station 130, 3800 Commonwealth Boulevard, Tallahassee, Florida 32399-3000, at least six months prior to the release of any or all of the subleased premises.

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Notification shall include a legal description, this sublease number and an explanation of the release. The release shall only be valid if approved by SUBLESSOR and the TRUSTEES through execution of a release of sublease instrument with the same formality as this sublease. Upon release of all or any part of the subleased premises or upon termination or expiration of this sublease, all improvements, including both physical structures and modifications of the subleased premises, shall become the property of the TRUSTEES and SUBLESSOR, unless SUBLESSOR gives written notice to SUBLESSEE to remove any or all such improvements at the expense of SUBLESSEE. The decision to retain any improvements upon termination of this sublease shall be at SUBLESSOR'S sole discretion. Prior to surrender of all or any part of the subleased premises a representative of SUBLESSOR shall perform an on-site inspection and the keys to any building on the subleased premises shall be turned over to SUBLESSOR. If the subleased premises do not meet all conditions as set forth in paragraphs 17 and 34 herein, SUBLESSEE shall, at its expense, pay all costs necessary to meet the prescribed conditions.

26. BEST MANAGEMENT PRACTICES: SUBLESSEE shall implement applicable Best Management Practices for all activities conducted under this sublease in compliance with paragraph 18-2.018(2)(h), Florida Administrative Code, which have been selected, developed, or approved by SUBLESSOR, SUBLESSEE or other land managing agencies for the protection and enhancement of the subleased premises.

27. SOVEREIGNTY SUBMERGED LANDS: This sublease does not authorize any use of lands located waterward of the mean or ordinary high water line of any lake, river, stream, creek, bay, estuary, or other water body or the waters or the air space thereabove.

28. PROHIBITIONS AGAINST LIENS OR OTHER ENCUMBRANCES: Fee title to the subleased premises is held by the TRUSTEES. SUBLESSEE shall not do or permit anything to be done which purports to create a lien or encumbrance of any nature against the real property contained in the subleased premises including, but not limited to, mortgages or construction liens against the subleased premises or against any interest of the TRUSTEES and SUBLESSOR therein.

29. CONDITIONS AND COVENANTS: All of the provisions of this sublease shall be deemed covenants running with the land included in the subleased premises, and construed to be "conditions" as well as "covenants" as though the words

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specifically expressing or imparting covenants and conditions were used in each separate provision.

30. PARTIAL INVALIDITY: If any term, covenant, condition or provision of this sublease shall be ruled by a court of competent jurisdiction to be invalid, void, or unenforceable, the remainder shall remain in full force and effect and shall in no way be affected, impaired or invalidated.

31. ENTIRE UNDERSTANDING: This sublease sets forth the entire understanding between the parties and shall only be amended with the prior written approval of the TRUSTEES and SUBLESSOR.

32. EASEMENTS: All easements including, but not limited to, utility easements are expressly prohibited without the prior written approval of the TRUSTEES and SUBLESSOR. Any easement not approved in writing by the TRUSTEES and SUBLESSOR shall be void and without legal effect.

33. SUBSUBLEASES: This sublease is for the purposes specified herein and any subsubleases of any nature are prohibited, without the prior written approval of the TRUSTEES and SUBLESSOR. Any subsublease not approved in writing by the TRUSTEES and SUBLESSOR shall be void and without legal effect.

34. MAINTENANCE OF IMPROVEMENTS: SUBLESSEE shall maintain the real property contained within the subleased premises and any improvements located thereon, in a state of good condition, working order and repair including, but not limited to, removing all trash or litter, maintaining all planned improvements as set forth in the approved Land Use Plan, and meeting all building and safety codes. LESSEE shall maintain any and all existing roads, canals, ditches, culverts, risers and the like in as good condition as the same may be on the effective date of this sublease.

35. COMPLIANCE WITH LAWS: SUBLESSEE agrees that this sublease is contingent upon and subject to SUBLESSEE obtaining all applicable permits and complying with all applicable permits, regulations, ordinances, rules, and laws of the State of Florida or the United States or of any political subdivision or agency of either.

36. ARCHAEOLOGICAL AND HISTORIC SITES: Execution of this sublease in no way affects any of the parties' obligations pursuant to Chapter 267, Florida Statutes. The collection of artifacts or the disturbance of archaeological and historic sites on state-owned lands is prohibited unless prior authorization has been obtained from the State of Florida Department of State, Division of Historical Resources. The Management Plan prepared

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pursuant to Chapter 18-2 Florida Administrative Code, shall be reviewed by the Division of Historical Resources to insure that adequate measures have been planned to locate, identify, protect, and preserve the archaeological and historic sites and properties on the subleased premises.

37. GOVERNING LAW: This sublease shall be governed by and interpreted according to the laws of the State of Florida.

38. SECTION CAPTIONS: Articles, subsections and other captions contained in this sublease are for reference purposes only and are in no way intended to describe, interpret, define or limit the scope, extent or intent of this sublease or any provisions thereof.

39. ADMINISTRATIVE FEE: SUBLESSEE shall pay TRUSTEES an annual administrative fee of \$300 pursuant to subsection 18-2.020(8), Florida Administrative Code. The initial annual administrative fee shall be payable within thirty days from the date of execution of this sublease agreement and shall be prorated based on the number of months or fraction thereof remaining in the fiscal year of execution. For purposes of this sublease agreement, the fiscal year shall be the period extending from July 1 to June 30. Each annual payment thereafter shall be due and payable on July 1 of each subsequent year.

40. SPECIAL CONDITIONS: The following special conditions shall apply to this sublease.

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IN WITNESS WHEREOF, the parties have caused this sublease to be executed on the day and year first above written.

STATE OF FLORIDA DEPARTMENT OF

Witness

Print/Type Witness Name

Witness

Print/Type Witness Name

STATE OF _____

COUNTY OF _____

By: _____ (SEAL)

Print/Type Name

Title: _____

"SUBLESSOR"

The foregoing instrument was acknowledged before me this ____ day of _____ 20__, by _____, as _____, State of Florida Department of _____. He/She is personally known to me or have produced _____ as identification.

Notary Public, State of Florida

Print/Type Notary Name

Commission Number:

Commission Expires:

Appendix 6E

_____ COUNTY, FLORIDA
By its Board of County Commissioners

Witness

Print/Type Witness Name

Witness

Print/Type Witness Name

By: _____ (SEAL)

Print/Type Name

Title: _____

Attest: _____

Print/Type Name

Title: _____

"SUBLESSEE"

STATE OF FLORIDA
COUNTY OF _____

The foregoing instrument was acknowledged before me this ____ day of _____ 20__, by _____, and _____ as _____, respectively, on behalf of the Board of County Commissioners of _____ County, Florida. They are personally known to me or produced _____ as identification.

Notary Public, State of Florida

Print/Type Notary Name

Commission Number:

Commission Expires:

Consented to by the TRUSTEES on ____ day of _____, 20__.

By: _____
Gloria C. Barber, Operations and
Management Consultant Manager
Bureau of Public Land Administration
Division of State Lands, State of
Florida Department of Environmental
Protection

Approved as to Form and Legality

By: _____
DEP Attorney

Appendix 8A

Estimated Total DL Cost Funded by County

Total Projected Loss for a Small County

Year	Costs covered by service fees paid by the state (\$6.25 and \$37.50)	Cost for unfunded Support Services (Loss)	Estimated total DL cost	Estimated % currently funded by the county
2010	\$ 71,617.50	\$ 97,487.66	\$ 169,105.16	58%

Total Projected Loss for a Medium County

Year	Costs covered by service fees paid by the state (\$6.25 and \$37.50)	Cost for unfunded Support Services (Loss)	Estimated total DL cost	Estimated % currently funded by the county
2010	\$ 168,916.95	\$ 154,738.96	\$ 323,655.91	48%

Total Projected Loss for a Large County

Year	Costs covered by service fees paid by the state (\$6.25 and \$37.50)	Cost for unfunded Support Services (Loss)	Estimated total DL cost	Estimated % currently funded by the county
2010	\$ 1,289,811.25	\$ 1,671,729.92	\$ 2,961,541.17	56%

average	54%
median	56%

Appendix 8A

The costs are less the \$6.25 and \$37.50 fees.								
Approximate Averages					Approximate Median			
Driver License Service Transaction Type	Approximate Minutes per Transaction	Approximate Cost per Transaction (\$0.6038/min)	Current fees	Approximate Loss per Transaction	Approximate Minutes per Transaction	Approximate Cost per Transaction (\$0.5696/min)	Current fees	Approximate Loss per Transaction
*1 Express DL 2009	11.70	7.06	\$ 6.25	(\$0.81)	12.00	6.84	\$ 6.25	(\$0.59)
*1 Express DL 2010	15.77	9.57	\$ 6.25	(\$3.32)	16.00	9.11	\$ 6.25	(\$2.86)
*2 Expert DL 2009	13.24	8.03	\$ 6.25	(\$1.78)	14.00	7.97	\$ 6.25	(\$1.72)
*3 Expert with exam 2009	21.89	13.28	\$ 6.25	(\$7.03)	23.50	13.39	\$ 6.25	(\$7.14)
*3 Expert with exam 2010	24.25	14.71	\$ 6.25	(\$8.46)	25.00	14.24	\$ 6.25	(\$7.99)
*4 Road test 2009	30.04	18.22	\$ 6.25	(\$11.97)	30.50	17.37	\$ 6.25	(\$11.12)
*5 Oral test 2009	54.70	33.19	\$ 6.25	(\$26.94)	55.00	31.33	\$ 6.25	(\$25.08)
*6 Non-US citizen 2009	16.85	10.22	\$ 6.25	(\$3.97)	17.00	9.68	\$ 6.25	(\$3.43)
*6 Non-US citizen 2010	19.92	12.09	\$ 6.25	(\$5.84)	19.00	10.82	\$ 6.25	(\$4.57)
*7 Exam only (full written) 2009	20.56	12.48	\$ 6.25	(\$6.23)	23.00	13.10	\$ 6.25	(\$6.85)
*7 Exam only (full written) 2010	22.94	13.92	\$ 6.25	(\$7.67)	25.00	14.24	\$ 6.25	(\$7.99)
D6 & child support clearance	10.63	6.45	\$ 37.50	\$31.05	12.50	7.12	\$ 37.50	\$30.38

***Average Q-Matic service times are applicable as noted below.

2010 data is provided to show Real ID impact.

*1--Express DL/ID cards=Renewals, replacements, ID cards, DELAP waivers, OOS originals, CDL waivers

*2--Expert DL=Reinstatement of Sanctions (cancellations, suspensions & revocations), original dl with exams, CDL, & MC waivers

*3--Expert with exam (written)

*4--Road Test

*5--Oral --All types (may involve interpreter)

*6--Non US--full exam or vision test

*7--Considered Exam only customer failed exam = no license issued

* With RID all customers comply with scanning & increased ID requirements

D6 = reinstatement of DL for delinquent payment of traffic tickets

Appendix 8B

County Retained Revenues from DHSMV Work

County	Retained DL Revenue '08-'09	Retained DL Revenue '09-'10	Retained Registration Revenue '08-'09	Retained Title Revenue '08-'09
Alachua			\$ 852,471.48	\$ 364,943.77
Baker	\$ 66,455.25	\$ 53,106.25	\$ 112,553.06	\$ 64,051.54
Bay	\$ 69,204.75	\$ 56,581.25	\$ 733,130.36	\$ 279,061.84
Bradford	\$ 89,911.50	\$ 47,531.25	\$ 120,452.38	\$ 58,824.21
Brevard		\$ 144,918.75	\$ 1,916,381.53	\$ 599,035.39
Broward			\$ 6,452,928.91	\$ 1,946,242.11
Calhoun	\$ 17,646.75	\$ 17,225.00	\$ 47,632.76	\$ 32,112.10
Charlotte	\$ 294,948.00	\$ 264,675.00	\$ 1,178,579.62	\$ 384,366.75
Citrus	\$ 18,666.00	\$ 61,781.25	\$ 695,847.02	\$ 185,853.10
Clay	\$ 6,574.50	\$ 97,337.50	\$ 687,956.79	\$ 396,339.45
Collier	\$ 783,528.75	\$ 588,450.00	\$ 1,535,910.19	\$ 282,156.39
Columbia		\$ 725.00	\$ 273,176.59	\$ 162,019.57
Desoto	\$ 53,721.75	\$ 42,262.50	\$ 133,268.99	\$ 67,861.53
Dixie		\$ 15,281.25	\$ 79,977.26	\$ 37,367.18
Duval	\$ 624,813.00	\$ 1,051,187.50	\$ 3,034,979.41	\$ 1,624,127.00
Escambia	\$ 205,358.25	\$ 146,262.50	\$ 1,207,540.16	\$ 1,025,434.50
Flagler	\$ 132,898.50	\$ 144,050.00	\$ 388,084.04	\$ 154,122.01
Franklin			\$ 55,972.32	\$ 24,854.81
Gadsden			\$ 153,023.03	\$ 89,330.18
Gilchrist			\$ 73,961.89	\$ 35,132.91
Glades			\$ 29,566.54	\$ 12,067.62
Gulf			\$ 63,091.48	\$ 41,635.51
Hamilton	\$ 19,256.25	\$ 15,337.50	\$ 37,693.33	\$ 35,464.37
Hardee		\$ 29,643.75	\$ 101,806.83	\$ 66,899.33
Hendry	\$ 59,625.75	\$ 46,812.50	\$ 172,032.18	\$ 108,155.87
Hernando	\$ 145,293.00	\$ 138,175.00	\$ 673,846.74	\$ 226,174.08
Highlands			\$ 478,188.04	\$ 238,838.42
Hillsborough	\$ 779,209.50	\$ 645,168.75	\$ 4,814,072.50	\$ 2,923,796.21
Holmes			\$ 79,281.68	\$ 66,603.13
Indian River		\$ 33,325.00	\$ 511,085.56	\$ 293,827.14
Jackson			\$ 215,069.92	\$ 190,921.67
Jefferson	\$ 26,955.75	\$ 23,562.50	\$ 239,729.01	\$ 1,927,008.51
Lafayette	\$ 6,659.25	\$ 8,368.75	\$ 27,789.96	\$ 22,774.27
Lake			\$ 1,413,707.53	\$ 648,524.45
Lee	\$ 423,753.00	\$ 544,518.75	\$ 3,062,531.65	\$ 753,260.94
Leon	\$ 278,006.25	\$ 270,600.00	\$ 973,569.36	\$ 1,444,064.36
Levy	\$ 97,024.50	\$ 81,912.50	\$ 208,732.99	\$ 104,999.51
Liberty		\$ 3,018.75	\$ 28,127.83	\$ 19,937.56
Madison			\$ 69,182.84	\$ 64,625.14
Manatee	\$ 198,420.75	\$ 201,618.75	\$ 1,415,469.98	\$ 459,233.46
Marion	\$ 632,771.25	\$ 515,143.75	\$ 1,446,545.83	\$ 571,056.11
Martin	\$ 262,460.25	\$ 261,125.00	\$ 966,488.65	\$ 258,832.01
Miami-Dade			\$ 8,742,274.07	\$ 4,545,763.84
Monroe	\$ 130,549.50	\$ 164,725.00	\$ 972,022.57	\$ 319,179.24

Appendix 8B

Nassau	\$ 139,936.50	\$ 107,487.50	\$ 279,052.10	\$ 190,778.34
Okaloosa	\$ 71,050.50	\$ 86,931.25	\$ 932,074.97	\$ 313,627.50
Okeechobee			\$ 209,652.97	\$ 131,366.17
Orange	\$ 821,502.00	\$ 822,206.25	\$ 3,701,419.05	\$ 1,639,517.07
Osceola	\$ 414,247.50	\$ 318,893.75	\$ 741,348.47	\$ 432,056.82
Palm Beach		\$ 23,850.00	\$ 5,233,726.78	\$ 1,482,906.13
Pasco	\$ 782,377.50	\$ 636,175.00	\$ 1,559,444.42	\$ 864,081.49
Pinellas	\$ 1,232,346.00	\$ 1,057,693.75	\$ 6,016,323.28	\$ 2,700,329.66
Polk			\$ 2,553,988.63	\$ 1,232,467.46
Putnam	\$ 6,513.00	\$ 51,975.00	\$ 339,837.29	\$ 144,312.95
Santa Rosa			\$ 667,619.14	\$ 272,975.79
Sarasota	\$ 273,985.50	\$ 280,138.75	\$ 2,010,260.69	\$ 826,037.26
Seminole	\$ 51,445.50	\$ 158,900.00	\$ 1,584,243.76	\$ 852,331.18
St. Johns	\$ 411,214.50	\$ 318,331.25	\$ 754,135.55	\$ 228,203.43
St. Lucie			\$ 942,607.60	\$ 340,128.25
Sumter	\$ 89,609.25	\$ 97,718.75	\$ 333,567.55	\$ 148,244.63
Suwannee	\$ 72,240.75	\$ 56,381.25	\$ 171,091.53	\$ 99,201.79
Taylor	\$ 42,001.50	\$ 34,712.50	\$ 121,746.29	\$ 80,576.30
Union	\$ 24,758.25	\$ 21,993.75	\$ 48,946.64	\$ 23,774.68
Volusia			\$ 2,414,173.83	\$ 817,677.98
Wakulla		\$ 33,537.50	\$ 113,509.17	\$ 59,438.40
Walton			\$ 196,969.49	\$ 134,951.23
Washington			\$ 76,233.24	\$ 52,597.32
Total	\$ 9,856,940.25	\$ 9,821,537.50	\$ 77,477,707.30	\$ 36,224,460.92

Grand Total 2008-2009

\$ 133,380,645.97

Potential Service Charge Income 2009

County	FY2009	Potential Service Charge Income
Alachua	76666	\$479,162.50
Baker	10513	\$65,706.25
Bay	61481	\$384,256.25
Bradford	13618	\$85,112.50
Brevard	156427	\$977,668.75
Broward	654047	\$4,087,793.75
Calhoun	3041	\$19,006.25
Charlotte	53568	\$334,800.00
Citrus	39606	\$247,537.50
Clay	59582	\$372,387.50
Collier	140590	\$878,687.50
Columbia	23240	\$145,250.00
DeSoto	10297	\$64,356.25
Dixie	4297	\$26,856.25
Duval	331843	\$2,074,018.75
Escambia	100481	\$628,006.25
Flagler	31358	\$195,987.50
Franklin	1	\$6.25
Gadsden	12912	\$80,700.00
Gilchrist	0	\$0.00
Glades	5089	\$31,806.25
Gulf	5089	\$31,806.25
Hamilton	3249	\$20,306.25
Hardee	11754	\$73,462.50
Hendry	32278	\$201,737.50
Hernando	52076	\$325,475.00
Highlands	29511	\$184,443.75
Hillsborough	458660	\$2,866,625.00
Holmes	8034	\$50,212.50
Indian River	47952	\$299,700.00
Jackson	16444	\$102,775.00
Jefferson	5057	\$31,606.25
Lafayette	1409	\$8,806.25
Lake	120131	\$750,818.75
Lee	158960	\$993,500.00
Leon	166016	\$1,037,600.00
Levy	17216	\$107,600.00
Liberty	0	\$0.00
Madison	0	\$0.00
Manatee	83007	\$518,793.75
Marion	115459	\$721,618.75
Martin	50035	\$312,718.75
Miami-Dade	1260644	\$7,879,025.00
Monroe	37557	\$234,731.25
Nassau	21091	\$131,818.75
Okaloosa	67119	\$419,493.75

Appendix 8C

Okeechobee	15345	\$95,906.25
Orange	422109	\$2,638,181.25
Osceola	187242	\$1,170,262.50
Palm Beach	409407	\$2,558,793.75
Pasco	125164	\$782,275.00
Pinellas	295397	\$1,846,231.25
Polk	157728	\$985,800.00
Putnam	18791	\$117,443.75
St. Johns	66754	\$417,212.50
St. Lucie	89208	\$557,550.00
Santa Rosa	42966	\$268,537.50
Sarasota	102995	\$643,718.75
Seminole	115269	\$720,431.25
Sumter	18142	\$113,387.50
Suwannee	15343	\$95,893.75
Taylor	6597	\$41,231.25
Union	4197	\$26,231.25
Volusia	158818	\$992,612.50
Wakulla	8819	\$55,118.75
Walton	10369	\$64,806.25
Washington	0	\$0.00

\$42,675,406.25

Potential Service Charge Income 2010

County	FY2010	Potential Service Charge Income
Alachua	66991	\$418,693.75
Baker	10139	\$63,368.75
Bay	53737	\$335,856.25
Bradford	12813	\$80,081.25
Brevard	140162	\$876,012.50
Broward	542653	\$3,391,581.25
Calhoun	3227	\$20,168.75
Charlotte	49539	\$309,618.75
Citrus	36513	\$228,206.25
Clay	49536	\$309,600.00
Collier	119120	\$744,500.00
Columbia	21303	\$133,143.75
DeSoto	8735	\$54,593.75
Dixie	3309	\$20,681.25
Duval	279310	\$1,745,687.50
Escambia	89204	\$557,525.00
Flagler	27908	\$174,425.00
Franklin	0	\$0.00
Gadsden	11364	\$71,025.00
Gilchrist	0	\$0.00
Glades	0	\$0.00
Gulf	4944	\$30,900.00
Hamilton	2999	\$18,743.75
Hardee	9965	\$62,281.25
Hendry	27098	\$169,362.50
Hernando	46335	\$289,593.75
Highlands	26816	\$167,600.00
Hillsborough	406682	\$2,541,762.50
Holmes	8370	\$52,312.50
Indian River	39069	\$244,181.25
Jackson	14371	\$89,818.75
Jefferson	4858	\$30,362.50
Lafayette	1603	\$10,018.75
Lake	104400	\$652,500.00
Lee	167085	\$1,044,281.25
Leon	149623	\$935,143.75
Levy	16670	\$104,187.50
Liberty	574	\$3,587.50
Madison	0	\$0.00
Manatee	73397	\$458,731.25
Marion	103984	\$649,900.00
Martin	51040	\$319,000.00
Miami-Dade	1015590	\$6,347,437.50
Monroe	33708	\$210,675.00
Nassau	19191	\$119,943.75

Appendix 8C

Okaloosa	62441	\$390,256.25
Okeechobee	13842	\$86,512.50
Orange	384561	\$2,403,506.25
Osceola	150683	\$941,768.75
Palm Beach	347267	\$2,170,418.75
Pasco	114658	\$716,612.50
Pinellas	274784	\$1,717,400.00
Polk	137279	\$857,993.75
Putnam	19652	\$122,825.00
St. Johns	60673	\$379,206.25
St. Lucie	77098	\$481,862.50
Santa Rosa	40635	\$253,968.75
Sarasota	101641	\$635,256.25
Seminole	105480	\$659,250.00
Sumter	18147	\$113,418.75
Suwannee	11137	\$69,606.25
Taylor	6534	\$40,837.50
Union	4248	\$26,550.00
Volusia	141561	\$884,756.25
Wakulla	7420	\$46,375.00
Walton	9363	\$58,518.75
Washington	0	\$0.00
		\$37,143,993.75

Cost Study Methodology

Many factors can affect the cost of doing business in a county or state service office:

- transaction cycle time and productivity
- staffing levels
- adequate equipment ratio to staff member
- employee salaries drive cost
- staff training whether adequate or timely (training level by staff member)
- facility size and/or office layout can affect productivity
- facility cost per square foot
- service type and transaction cycle time
- system availability
- timely and correct information to do the job

The Tax Collectors used the following steps for the Cost Study:

Step 1: Find cost per minute for each Tax Collector office using actual annual budget expenditures for a year.

Cost per minute methodology:

- a. Total number of budgeted positions multiplied by 60 minutes/hour multiplied by 2,080 hours/year.
- b. Hours were not reduced for vacations, sick time or holidays
- c. Cost/minute calculated by dividing the expenditures (Personal Service, Operating, and Capital) by total calculated minutes/year (2,080 per full time employee)

Step 2: Find cost per transaction for each county using specific service categories.

Cost per transaction by service type methodology:

- a. Service categories were determined by grouping services using complexity of service type and cycle time to define each.
- b. We gathered cycle times for each service category using one year's worth of data. In categories where REAL ID had added compliance requirements, we included January figures for cycle time. (REAL ID increases each driver license cycle time by three to five minutes because of new requirements and will do so going forward).
 - 1) Data was collected through various means: queuing system, manual time study and other queuing systems.
- c. Transaction cycle time was multiplied by cost per minute to determine the cost for each different type of transaction.

Appendix 8D

- 1) This was done for each county then averaged for all counties by adding each county's cycle times then dividing by the number of participating counties. This was repeated for each type of transaction so that a cost could be determined for each using averages.
- d. We took the total cost per transaction and subtracted the current service charge or revenue per transaction to determine the loss or income per transaction.

Step3: By county, based on total transactions processed, determine the total income or loss for conducting driver license services in a given service category. Pinellas County was the example used in the preliminary study to determine revenue income versus loss.

Total Revenue versus Loss (For Pinellas County this demonstrates a loss)

- a. From the previous calculations we used Pinellas loss and income per transaction and multiplied it by the number of transactions in each category according to state reports.
- b. Overall, these factors resulted in an approximate loss of income for 2009 of \$424,639.27. We projected approximate numbers for 2010. Considering the impact of REAL ID, this number could nearly double during the next year. However, there is opportunity to control cost by providing adequate equipment per person while also determining a reasonable service level based on customer satisfaction.
- c. There are an estimated 30 to 40 percent of transactions for which we do not receive payment, according to customer tickets issued through the queuing system, specific to driver license transactions not reported on the above mentioned reports.
- d. Another unfunded driver license service provided in Pinellas and other counties is phone calls. Last year, customer service representatives answered an estimated 105,000 calls at an estimated three minutes per call resulting in an expenditure of approximately \$198,450. Driver license represents about 37 percent of the calls, which take half of overall call time or about seven full time employees. This was calculated using the 63 cent cost per minute for Pinellas County.

Step 4:

Cost of doing business by transaction for each county was summarized and averaged across transaction categories and then across counties to obtain an approximate average of the cost per minute and approximate cost per transaction type. This enables us to determine the estimated profit or loss per transaction type. Cost of doing business by transaction also includes some state offices that indicate a significantly lower cycle time and can be explained in the study where we looked at the staffing levels, driver license equipment per staff member and facility size. To date we have only calculated the ratio for driver license cameras to employee as an example of the impact when inadequate equipment is provided. However this can be more closely evaluated with the same steps using the number of each equipment item and dividing that by the number of people doing the front line work to determine the ratio necessary to meet specific transaction

Appendix 8D

cycle time. It is also important to determine the correct number of full time employees necessary to meet a given service level.

Step 5:

In this step, statistics from the State Activity Report, which gives both state and county office activity, are used to establish service volume.

- a. County report of total number of oral tests taken and special reporting from the State that provided the number of D-6 and child support related suspensions cleared and the number of Unpaid Financial Obligations processed. The report categorized the various services and provided an annual count of each.
- b. In the study the categories were color coded for ease of reading and understanding to indicate transactions for which:
 - a. Fees were collected
 - b. No fees were collected
 - c. Oral tests that were counted by the counties representing extensive cycle time
 - d. State report earnings @ \$37.50
 - e. State versus county offices

Step 6:

Staffing levels by office, equipment and facility information and cost was collected to establish ratios that can affect cycle times and cost of doing business.

- a. Staffing
 - 1) Number of driver license management staff (supervisory)
 - 2) Number of front line staff
 - 3) Total staff
- b. Driver license equipment
 - 1) Number of cameras
 - 2) Number of card printers
 - 3) Number of eye machines
 - 4) Number of signature pads
 - 5) Number of scanners
- c. Facility information
 - 1) Square footage
 - 2) Lease price per square foot (can affect cost per minute in productivity)
 - 3) Total lease price or “county space”

Appendix 8D

Step 7:

Fee analysis was conducted for 2009 to demonstrate the number of transactions the state reports versus the number of transactions for which Tax Collectors are receiving service fees of \$6.25 and \$37.50.

- a. To obtain the perceived loss or revenue gain for one year, the following steps were taken:
 - 1) Total driver license fees paid to Pinellas County Tax Collector by the State
 - 2) Subtracted the total fees that PCTC received for services provided earning \$37.50 (number of transactions taken from the state report)
 - 3) Subtract the total fees collected earning the \$37.50 fee from the total fees paid to the PCTC
 - 4) Using the remainder of fees divided by \$6.25 you will find the number of transactions earning \$6.25 each
 - 5) Then add the total number of transactions from each of the two categories (\$37.50 and \$6.25) to find the total number of transactions that the PCTC was paid for
 - 6) Taking total number of transactions from the state and county reports combined subtract the number of transactions earning fees to find the number that the PCTC did not receive payment for conducting
 - 7) Then using that number multiply by \$6.25 to give an estimated loss just from the reports outlined in this part of the exercise
 - 8) Examples of services not earning a service fee are exam only, oral tests or road tests

In summary, the outlined steps will help point out estimated losses by Tax Collectors taking on driver license service to the extent expected by law. This is the most factual approach and is based on real data and factors affecting the cost of doing business.

Estimated Equipment Needs per County Fiscal Year 2009

County	# Served FY2009	FTEs Recommended	Workstations	Signature Pad	Camera System	Scanner	Cashier Printer	Server	Card Printer	Palm Pilot
Alachua	76666	14	14	14	7	14	7	1/office	3	1/office
Baker	10513	2	2	2	1	2	1	1/office	1	1/office
Bay	61481	11	11	11	6	11	6	1/office	2	1/office
Bradford	13618	3	3	3	1	3	1	1/office	1	1/office
Brevard	156427	29	29	29	14	29	14	1/office	6	1/office
Broward	654047	120	120	120	60	120	60	1/office	24	1/office
Calhoun	3041	2	2	2	1	2	1	1/office	1	1/office
Charlotte	53568	10	10	10	5	10	5	1/office	2	1/office
Citrus	39606	7	7	7	4	7	4	1/office	1	1/office
Clay	59582	11	11	11	5	11	5	1/office	2	1/office
Collier	140590	26	26	26	13	26	13	1/office	5	1/office
Columbia	23240	4	4	4	2	4	2	1/office	1	1/office
DeSoto	10297	2	2	2	1	2	1	1/office	1	1/office
Dixie	4297	2	2	2	1	2	1	1/office	1	1/office
Duval	331843	61	61	61	31	61	31	1/office	12	1/office
Escambia	100481	18	18	18	9	18	9	1/office	4	1/office
Flagler	31358	6	6	6	3	6	3	1/office	1	1/office
Franklin	1	2	2	2	1	2	1	1/office	1	1/office
Gadsden	12912	2	2	2	1	2	1	1/office	1	1/office
Gilchrist	0	2	2	2	1	2	1	1/office	1	1/office
Glades	5089	2	2	2	1	2	1	1/office	1	1/office
Gulf	5089	2	2	2	1	2	1	1/office	1	1/office
Hamilton	3249	2	2	2	1	2	1	1/office	1	1/office
Hardee	11754	2	2	2	1	2	1	1/office	1	1/office
Hendry	32278	6	6	6	3	6	3	1/office	1	1/office
Hernando	52076	10	10	10	5	10	5	1/office	2	1/office
Highlands	29511	5	5	5	3	5	3	1/office	1	1/office
Hillsborough	458660	84	84	84	42	84	42	1/office	17	1/office
Holmes	8034	2	2	2	1	2	1	1/office	1	1/office
Indian River	47952	9	9	9	4	9	4	1/office	2	1/office

Appendix 9A

Jackson	16444	3	3	3	2	3	2	3	2	1	1/office	1	1/office
Jefferson	5057	2	2	2	1	2	1	2	1	1	1/office	1	1/office
Lafayette	1409	2	2	2	1	2	1	2	1	1	1/office	1	1/office
Lake	120131	22	22	22	11	22	11	22	11	11	1/office	4	1/office
Lee	158960	29	29	29	15	29	15	29	15	15	1/office	6	1/office
Leon	166016	31	31	31	15	31	15	31	15	15	1/office	6	1/office
Levy	17216	3	3	3	2	3	2	3	2	2	1/office	1	1/office
Liberty	0	2	2	2	1	2	1	2	1	1	1/office	1	1/office
Madison	0	2	2	2	1	2	1	2	1	1	1/office	1	1/office
Manatee	83007	15	15	15	8	15	8	15	8	8	1/office	3	1/office
Marion	115459	21	21	21	11	21	11	21	11	11	1/office	4	1/office
Martin	50035	9	9	9	5	9	5	9	5	5	1/office	2	1/office
Miami-Dade	1260644	232	232	232	116	232	116	232	116	116	1/office	46	1/office
Monroe	37557	7	7	7	3	7	3	7	3	3	1/office	1	1/office
Nassau	21091	4	4	4	2	4	2	4	2	2	1/office	1	1/office
Okaloosa	67119	12	12	12	6	12	6	12	6	6	1/office	2	1/office
Okeechobee	15345	3	3	3	1	3	1	3	1	1	1/office	1	1/office
Orange	422109	78	78	78	39	78	39	78	39	39	1/office	16	1/office
Osceola	187242	34	34	34	17	34	17	34	17	17	1/office	7	1/office
Palm Beach	409407	75	75	75	38	75	38	75	38	38	1/office	15	1/office
Pasco	125164	23	23	23	12	23	12	23	12	12	1/office	5	1/office
Pinellas	295397	54	54	54	27	54	27	54	27	27	1/office	11	1/office
Polk	157728	29	29	29	14	29	14	29	14	14	1/office	6	1/office
Putnam	18791	3	3	3	2	3	2	3	2	2	1/office	1	1/office
St. Johns	66754	12	12	12	6	12	6	12	6	6	1/office	2	1/office
St. Lucie	89208	16	16	16	8	16	8	16	8	8	1/office	3	1/office
Santa Rosa	42966	8	8	8	4	8	4	8	4	4	1/office	2	1/office
Sarasota	102995	19	19	19	9	19	9	19	9	9	1/office	4	1/office
Seminole	115269	21	21	21	11	21	11	21	11	11	1/office	4	1/office
Sumter	18142	3	3	3	2	3	2	3	2	2	1/office	1	1/office
Suwannee	15343	3	3	3	1	3	1	3	1	1	1/office	1	1/office
Taylor	6597	2	2	2	1	2	1	2	1	1	1/office	1	1/office
Union	4197	2	2	2	1	2	1	2	1	1	1/office	1	1/office
Volusia	158818	29	29	29	15	29	15	29	15	15	1/office	6	1/office

Wakulla	8819	2	2	2	1	2	1	1/office	1	1/office
Walton	10369	2	2	2	1	2	1	1/office	1	1/office
Washington	0	2	2	2	1	2	1	1/office	1	1/office

Estimated Equipment Needs per County Fiscal Year 2010

County	# Served FY2009	FTEs Recommended	Workstations	Signature Pad	Camera System	Scanner	Cashier Printer	Server	Card Printer	Palm Pilot
Alachua	66991	12	12	12	6	12	6	1/office	2	1/office
Baker	10139	2	2	2	1	2	1	1/office	1	1/office
Bay	53737	10	10	10	5	10	5	1/office	2	1/office
Bradford	12813	2	2	2	1	2	1	1/office	0	1/office
Brevard	140162	26	26	26	13	26	13	1/office	5	1/office
Broward	542653	100	100	100	50	100	50	1/office	20	1/office
Calhoun	3227	2	2	2	1	2	1	1/office	1	1/office
Charlotte	49539	9	9	9	5	9	5	1/office	2	1/office
Citrus	36513	7	7	7	3	7	3	1/office	1	1/office
Clay	49536	9	9	9	5	9	5	1/office	2	1/office
Collier	119120	22	22	22	11	22	11	1/office	4	1/office
Columbia	21303	4	4	4	2	4	2	1/office	1	1/office
DeSoto	8735	2	2	2	1	2	1	1/office	1	1/office
Dixie	3309	2	2	2	1	2	1	1/office	1	1/office
Duval	279310	51	51	51	26	51	26	1/office	10	1/office
Escambia	89204	16	16	16	8	16	8	1/office	3	1/office
Flagler	27908	5	5	5	3	5	3	1/office	1	1/office
Franklin	0	2	2	2	1	2	1	1/office	1	1/office
Gadsden	11364	2	2	2	1	2	1	1/office	1	1/office
Gilchrist	0	2	2	2	1	2	1	1/office	1	1/office
Glades	0	2	2	2	1	2	1	1/office	1	1/office
Gulf	4944	2	2	2	1	2	1	1/office	1	1/office
Hamilton	2999	2	2	2	1	2	1	1/office	1	1/office
Hardee	9965	2	2	2	1	2	1	1/office	1	1/office
Hendry	27098	5	5	5	2	5	2	1/office	1	1/office
Hernando	46335	9	9	9	4	9	4	1/office	2	1/office
Highlands	26816	5	5	5	2	5	2	1/office	1	1/office

Appendix 9A

Hillsborough	406682	75	75	75	75	37	75	37	1/office	15	1/office
Holmes	8370	2	2	2	2	1	2	1	1/office	1	1/office
Indian River	39069	7	7	7	7	4	7	4	1/office	1	1/office
Jackson	14371	3	3	3	3	1	3	1	1/office	1	1/office
Jefferson	4858	2	2	2	2	1	2	1	1/office	1	1/office
Lafayette	1603	2	2	2	2	1	2	1	1/office	1	1/office
Lake	104400	19	19	19	19	10	19	10	1/office	4	1/office
Lee	167085	31	31	31	31	15	31	15	1/office	6	1/office
Leon	149623	28	28	28	28	14	28	14	1/office	6	1/office
Levy	16670	3	3	3	3	2	3	2	1/office	1	1/office
Liberty	574	2	2	2	2	1	2	1	1/office	1	1/office
Madison	0	2	2	2	2	1	2	1	1/office	1	1/office
Manatee	73397	13	13	13	13	7	13	7	1/office	3	1/office
Marion	103984	19	19	19	19	10	19	10	1/office	4	1/office
Martin	51040	9	9	9	9	5	9	5	1/office	2	1/office
Miami-Dade	1015590	187	187	187	187	93	187	93	1/office	37	1/office
Monroe	33708	6	6	6	6	3	6	3	1/office	1	1/office
Nassau	19191	4	4	4	4	2	4	2	1/office	1	1/office
Okaloosa	62441	11	11	11	11	6	11	6	1/office	2	1/office
Okeechobee	13842	3	3	3	3	1	3	1	1/office	1	1/office
Orange	384561	71	71	71	71	35	71	35	1/office	14	1/office
Osceola	150683	28	28	28	28	14	28	14	1/office	6	1/office
Palm Beach	347267	64	64	64	64	32	64	32	1/office	13	1/office
Pasco	114658	21	21	21	21	11	21	11	1/office	4	1/office
Pinellas	274784	51	51	51	51	25	51	25	1/office	10	1/office
Polk	137279	25	25	25	25	13	25	13	1/office	5	1/office
Putnam	19652	4	4	4	4	2	4	2	1/office	1	1/office
St. Johns	60673	11	11	11	11	6	11	6	1/office	2	1/office
St. Lucie	77098	14	14	14	14	7	14	7	1/office	3	1/office
Santa Rosa	40635	7	7	7	7	4	7	4	1/office	1	1/office
Sarasota	101641	19	19	19	19	9	19	9	1/office	4	1/office
Seminole	105480	19	19	19	19	10	19	10	1/office	4	1/office
Sumter	18147	3	3	3	3	2	3	2	1/office	1	1/office
Suwannee	11137	2	2	2	2	1	2	1	1/office	0	1/office

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Taylor	6534	2	2	2	1	2	1	1/office	1	1/office
Union	4248	2	2	2	1	2	1	1/office	1	1/office
Volusia	141561	26	26	26	13	26	13	1/office	5	1/office
Wakulla	7420	2	2	2	1	2	1	1/office	1	1/office
Walton	9363	2	2	2	1	2	1	1/office	1	1/office
Washington	0	2	2	2	1	2	1	1/office	1	1/office

Estimated Equipment Needs per County Fiscal Year 2010

County	# Served FY2009	Max FTE Recommended	Workstations	Signature Pad	Camera System	Scanner	Cashier Printer	Server	Card Printer	Palm Pilot
Alachua	66991	12	12	12	6	12	6	1/office	2	1/office
Baker	10139	2	2	2	1	2	1	1/office	1	1/office
Bay	53737	10	10	10	5	10	5	1/office	2	1/office
Bradford	12813	2	2	2	1	2	1	1/office	0	1/office
Brevard	140162	26	26	26	13	26	13	1/office	5	1/office
Broward	542653	100	100	100	50	100	50	1/office	20	1/office
Calhoun	3227	2	2	2	1	2	1	1/office	1	1/office
Charlotte	49539	9	9	9	5	9	5	1/office	2	1/office
Citrus	36513	7	7	7	3	7	3	1/office	1	1/office
Clay	49536	9	9	9	5	9	5	1/office	2	1/office
Collier	119120	22	22	22	11	22	11	1/office	4	1/office
Columbia	21303	4	4	4	2	4	2	1/office	1	1/office
DeSoto	8735	2	2	2	1	2	1	1/office	1	1/office
Dixie	3309	2	2	2	1	2	1	1/office	1	1/office
Duval	279310	51	51	51	26	51	26	1/office	10	1/office
Escambia	89204	16	16	16	8	16	8	1/office	3	1/office
Flagler	27908	5	5	5	3	5	3	1/office	1	1/office
Franklin	0	2	2	2	1	2	1	1/office	1	1/office
Gadsden	11364	2	2	2	1	2	1	1/office	1	1/office
Gilchrist	0	2	2	2	1	2	1	1/office	1	1/office
Glades	0	2	2	2	1	2	1	1/office	1	1/office
Gulf	4944	2	2	2	1	2	1	1/office	1	1/office
Hamilton	2999	2	2	2	1	2	1	1/office	1	1/office
Hardee	9965	2	2	2	1	2	1	1/office	1	1/office
Hendry	27098	5	5	5	2	5	2	1/office	1	1/office
Hernando	46335	9	9	9	4	9	4	1/office	2	1/office
Highlands	26816	5	5	5	2	5	2	1/office	1	1/office
Hillsborough	406682	75	75	75	37	75	37	1/office	15	1/office
Holmes	8370	2	2	2	1	2	1	1/office	1	1/office
Indian River	39069	7	7	7	4	7	4	1/office	1	1/office
Jackson	14371	3	3	3	1	3	1	1/office	1	1/office

Appendix 9A

Jefferson	4858	2	2	2	2	1	2	1	1	1/office	1	1/office
Lafayette	1603	2	2	2	2	1	2	1	1	1/office	1	1/office
Lake	104400	19	19	19	19	10	19	10	10	1/office	4	1/office
Lee	167085	31	31	31	31	15	31	15	15	1/office	6	1/office
Leon	149623	28	28	28	28	14	28	14	14	1/office	6	1/office
Levy	16670	3	3	3	3	2	3	2	2	1/office	1	1/office
Liberty	574	2	2	2	2	1	2	1	1	1/office	1	1/office
Madison	0	2	2	2	2	1	2	1	1	1/office	1	1/office
Manatee	73397	13	13	13	13	7	13	7	7	1/office	3	1/office
Marion	103984	19	19	19	19	10	19	10	10	1/office	4	1/office
Martin	51040	9	9	9	9	5	9	5	5	1/office	2	1/office
Miami-Dade	1015590	187	187	187	187	93	187	93	93	1/office	37	1/office
Monroe	33708	6	6	6	6	3	6	3	3	1/office	1	1/office
Nassau	19191	4	4	4	4	2	4	2	2	1/office	1	1/office
Okaloosa	62441	11	11	11	11	6	11	6	6	1/office	2	1/office
Okeechobee	13842	3	3	3	3	1	3	1	1	1/office	1	1/office
Orange	384561	71	71	71	71	35	71	35	35	1/office	14	1/office
Osceola	150683	28	28	28	28	14	28	14	14	1/office	6	1/office
Palm Beach	347267	64	64	64	64	32	64	32	32	1/office	13	1/office
Pasco	114658	21	21	21	21	11	21	11	11	1/office	4	1/office
Pinellas	274784	51	51	51	51	25	51	25	25	1/office	10	1/office
Polk	137279	25	25	25	25	13	25	13	13	1/office	5	1/office
Putnam	19652	4	4	4	4	2	4	2	2	1/office	1	1/office
St. Johns	60673	11	11	11	11	6	11	6	6	1/office	2	1/office
St. Lucie	77098	14	14	14	14	7	14	7	7	1/office	3	1/office
Santa Rosa	40635	7	7	7	7	4	7	4	4	1/office	1	1/office
Sarasota	101641	19	19	19	19	9	19	9	9	1/office	4	1/office
Seminole	105480	19	19	19	19	10	19	10	10	1/office	4	1/office
Sumter	18147	3	3	3	3	2	3	2	2	1/office	1	1/office
Suwannee	11137	2	2	2	2	1	2	1	1	1/office	0	1/office
Taylor	6534	2	2	2	2	1	2	1	1	1/office	1	1/office
Union	4248	2	2	2	2	1	2	1	1	1/office	1	1/office
Volusia	141561	26	26	26	26	13	26	13	13	1/office	5	1/office
Wakulla	7420	2	2	2	2	1	2	1	1	1/office	1	1/office
Walton	9363	2	2	2	2	1	2	1	1	1/office	1	1/office
Washington	0	2	2	2	2	1	2	1	1	1/office	1	1/office



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