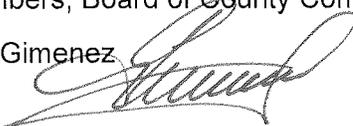


# Memorandum



**Date:** August 1, 2014

**To:** Honorable Chairwoman Rebeca Sosa  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor 

**Subject:** Feasibility of Providing US Passport Services at County Facilities

Pursuant to Resolution R-766-13, sponsored by Chairwoman Rebeca Sosa and adopted by the Board of County Commissioners (Board), the Administration was directed to prepare a report on the feasibility of the County providing US passport services to residents at County facilities.

As the Board is aware, this service was provided by the County's Team Metro, which was dissolved after FY 2007-08. Staff analyzed the past annual revenues and expenditures of the passport services operation to determine the feasibility of providing these services once again.

## Revenues

The County would generate revenue through a service fee per application, which was reduced from \$30 to \$25 in FY 2007-08. Passport photos were also offered for a \$10 fee. As shown in the table below, records indicate that Team Metro processed almost 136,000 passport applications and generated under \$4 million in revenue (inclusive of approximately \$80,000 annually for picture services) between FY 2003-04 through FY 2007-08.

Monthly Transactions	FY 2003-04		FY 2004-05		FY 2005-06		FY 2006-07		FY 2007-08	
	Passports	Revenue								
October	1,886	\$56,580	1,481	\$44,430	1,567	\$47,010	1,889	\$56,670	1,835	\$55,050
November	1,417	42,510	1,273	38,190	1,316	39,480	1,239	37,170	1,207	36,210
December	1,454	43,620	923	27,690	1,600	48,000	1,482	44,460	1,500	45,000
January	1,916	57,480	1,300	39,000	1,911	57,330	2,845	85,470	2,624	78,720
February	2,116	63,480	1,716	51,480	2,187	65,610	2,787	83,640	2,422	60,550
March	3,233	96,990	2,613	78,390	2,803	84,090	3,709	111,990	3,227	80,675
April	2,768	83,040	3,041	91,230	3,594	107,820	4,240	127,200	3,648	91,200
May	3,227	96,810	3,164	94,920	3,135	94,050	2,930	87,900	3,301	82,525
June	2,755	82,650	2,401	72,030	3,002	90,060	3,206	96,180	3,463	86,575
July	1,469	44,070	1,412	42,360	1,929	57,870	2,824	84,720	3,317	82,925
August	1,704	51,120	1,353	40,590	1,668	50,040	2,199	65,790	2,987	74,675
September	1,113	33,390	922	27,660	1,343	40,290	1,461	43,830	2,915	72,875
<b>Total</b>	<b>25,058</b>	<b>\$751,740</b>	<b>21,599</b>	<b>\$647,970</b>	<b>26,055</b>	<b>\$781,650</b>	<b>30,811</b>	<b>\$925,020</b>	<b>32,446</b>	<b>\$846,980</b>

## Expenditures

Passport services, as well as other direct services, were provided at nine different Team Metro locations. However, it required at least one cashier per site valued at approximately \$50,000 annually (inclusive of salary and fringes) and minimal operating expenses such as postage and film. All other supplies were provided by US Passport Services. The associated operating expenses for the nine locations would equate to approximately \$450,000 annually.

**Moving Forward**

As the Board is aware, I have tasked staff with identifying ways to generate additional revenues. The ability to offer passport services will give the County an opportunity to generate additional revenue while providing residents a popular service.

I have tasked staff to consider implementing this service at the County's libraries. Staff from the Library System performed research to: (1) identify other library systems around the nation that also partner with the federal government to offer passport services, and (2) determine if there is a return on investment. The five library systems surveyed include those in: Elia, Illinois; Housing, Texas; Oxnard, California; Sacramento, California; and Evansville, Indiana.

However, before the County can implement any passport services, approval by US Passport Services must be obtained and locations where this service is to be provided must be identified. Additionally, the County's library system must have the right staffing resources, which must be trained and certified by US Passport Services.

I will update the Board on this issue as the process moves forward.

If you have any questions or concerns, please feel free to contact Senior Advisor Michael Spring at 305-375-5049, or me directly.

c: Robert A. Cuevas, Jr., County Attorney  
Office of the Mayor Senior Staff  
Arleene Cuellar, Director, Human Resources  
Charles Anderson, Commission Auditor