

PAYROLL COMPARISON – 2025

Proposer Name: Brittney Heitman

Evaluator Printed Name: Michael Farrell

PAYROLL from Operational Form 4.3 Staffing and Personnel Calculation

	Location Number(s)					
	<u>Loc. 1</u>	<u>Loc. 2</u>	<u>Loc. 3</u>	<u>Loc. 4</u>	<u>Loc. 5</u>	<u>Loc. 6</u>
	31-6					
Highest Rate	\$28 hr					
Lowest Rate	\$17 hr					
Number of Hours Recommended	268					
Number of Hours Proposed	321					
Total Monthly Wages	\$22,948					

Comments:

PERSONAL EVALUATION (2025)

Brittney Heitman
31-G / 25010
Hamilton County, Norwood
4566 Montgomery Rd.

Evaluation Team Number: _____

Location(s) Proposed: (#1) 31-G _____

Proposed as 2nd Location _____

Verify Proposer's Full Name: (#2) Brittney Nicole Heitman

Proposer's County of Residence (NPC Operation): (#4) Hamilton

Verify Proposer's Driver's License Number: (#6) [REDACTED]

Proposing as Minority: (#9) Yes _____ No ☒

Proposing as: (#10) Individual ☒ Clerk of Courts _____ Co. Auditor _____ Nonprofit Corp. _____

SCORING SUMMARY

FORM 3.0, PERSONAL CHECKLIST	(Max. 16 Points):	<u>16</u>
PERSONAL EVALUATION, Page 2	(Max. 55 Points):	<u>55</u>
BUSINESS AND EMPLOYMENT EXPERIENCE, Page 3	(Max. 100 Points):	<u>100</u>
PERSONAL EVALUATION, Page 5	(Max. 28 Points):	<u>28</u>
PERSONAL EVALUATION, Page 6	(Max. 17 Points):	<u>17</u>
PERSONAL EVALUATION, Page 7	(Max. 27 Points):	<u>27</u>
PERSONAL EVALUATION, Page 8	(Max. 15 Points):	<u>15</u>

TOTAL POINTS (Max. 258 Points): 258

Comments: _____

	<u>Evaluators' Signatures</u>	<u>Evaluators' Printed Names</u>	<u>Date</u>
(1)	<u>Michael Farrell</u>	<u>Michael Farrell</u>	<u>2/26/25</u>
(2)	_____	_____	_____

PERSONAL EVALUATION		OK	NO
1. Proposer does not and will not hold a PROHIBITED elective public office other than County Clerk of Courts or County Auditor? (#11 & 12)	5	*	
2. Proposer does not hold an overlapping deputy registrar contract? (#13) If contract overlaps, what is the expiration date of the contract? _____	0	0	
3. Proposer is not a prohibited relative of a current deputy registrar? (#14, 15 & 16)	5	*	
4. Proposer is not a prohibited relative of an ODPS employee, or (if a relative) proposer has either been a deputy registrar continuously since January 1, 1992, or the ODPS employee became employed after the proposer was first appointed deputy registrar? (#17)	5	*	
5. Proposer is not a State of Ohio employee or will resign? (#19)	5	*	
6. Proposer is not an active insurance agent or is nonprofit? (#20)	5	*	
7. Proposer states no criminal conviction within the last 10 years? (#21)	5	*	
8. Proposer owes no local, state, or federal delinquent taxes, social security payments, workers' compensation premiums or mandatory contributions? (#22)	5	*	
9. Proposer agrees to maintain acceptable business liability insurance in accordance with Ohio Revised Code section 4503.03(C)? (#23)	5	*	
10. Proposer can meet bond requirements? (#24 and acceptable proof)	5	*	
11. Acceptable educational information OR nonprofit corporation? (#25)	5	0	
12. Proposer has computer training or experience? (#26)	5	0	

PERSONAL EVALUATION POINTS, Page 2 (Max. 55 Points) 55

NOTE: Score indicated "*" may lead to disqualification OR contract contingency. Score "0" may lead to contract contingency.

Comments: _____ _____ _____ _____ _____ _____
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BUSINESS AND EMPLOYMENT EXPERIENCE VERIFICATION

Person called: Verified at telephone ()

Company: Norwood License Agency

Relationship: _____

Verified experience as: Deputy Registrar Agency Owner (50) ☒ Other Business Owner (34) _____

Manager or Supervisor (25) _____ Deputy Registrar Employee (23) _____ Other Employee (20) _____

Hours per week: 40

From (date): 6/20 To (date): Present Length: 4.7 years

Verified Hours 40 = Factor 1 x Years 4.7 x Points 50 = 235

Person called: _____ at telephone ()

Company: _____

Relationship: _____

Verified experience as: Deputy Registrar Agency Owner (50) _____ Other Business Owner (34) _____

Manager or Supervisor (25) _____ Deputy Registrar Employee (23) _____ Other Employee (20) _____

Hours per week: _____

From (date): _____ To (date): _____ Length: _____

Verified Hours _____ = Factor _____ x Years _____ x Points _____ = _____

Person called: _____ at telephone ()

Company: _____

Relationship: _____

Verified experience as: Deputy Registrar Agency Owner (50) _____ Other Business Owner (34) _____

Manager or Supervisor (25) _____ Deputy Registrar Employee (23) _____ Other Employee (20) _____

Hours per week: _____

From (date): _____ To (date): _____ Length: _____

Verified Hours _____ = Factor _____ x Years _____ x Points _____ = _____

BUSINESS AND EMPLOYMENT EXPERIENCE CALCULATION

13. DEPUTY REGISTRAR AGENCY OWNER Experience, Form 3.2

ITEM	AGENCY/COMPANY	HOURS = FACTOR x YEARS	x	POINTS =	SCORE	VERIFIED
A.	<i>Norwood License Agency</i>	# NA = 1.0	x 4.7	x 50 =	235	✓
B.		# NA = 1.0	x	x 50 =		
C.		# NA = 1.0	x	x 50 =		
Subtotal of 13-A, 13-B & 13-C =					235	

14. OTHER BUSINESS OWNERSHIP Experience, Form 3.2

ITEM	AGENCY/COMPANY	HOURS = FACTOR x YEARS	x	POINTS =	SCORE	VERIFIED
A.		# =	x	x 34 =		
B.		# =	x	x 34 =		
C.		# =	x	x 34 =		
Subtotal of 14-A, 14-B & 14-C =						

15. SUPERVISORY / MANAGEMENT (ANY BUSINESS – INCLUDING DR) Experience, Form 3.2

ITEM	AGENCY/COMPANY	HOURS = FACTOR x YEARS	x	POINTS =	SCORE	VERIFIED
A.		# =	x	x 25 =		
B.		# =	x	x 25 =		
C.		# =	x	x 25 =		
Subtotal of 15-A, 15-B & 15-C =						

Total DR, Ownership and/or Management #13-15 (Max. 100 Points) = 100

16. DEPUTY REGISTRAR EMPLOYMENT (NON-MANAGEMENT) Experience, Form 3.2

ITEM	AGENCY	HOURS = FACTOR x YEARS	x	POINTS =	SCORE	VERIFIED
A.		# =	x	x 23 =		
B.		# =	x	x 23 =		
C.		# =	x	x 23 =		
D.		# =	x	x 23 =		
Subtotal of 16-A, 16-B, 16-C & 16-D =						

Total DR Employment Experience #16 (Max. 90 Points) =

17. OTHER EMPLOYMENT Experience, Form 3.2

ITEM	AGENCY/COMPANY	HOURS = FACTOR x YEARS	x	POINTS =	SCORE	VERIFIED
A.		# =	x	x 20 =		
B.		# =	x	x 20 =		
C.		# =	x	x 20 =		
D.		# =	x	x 20 =		
Subtotal of Lines 17-A, 17-B, 17-C & 17-D =						

Total Other Employment Experience #17 (Max. 80 Points) =

ENTER LARGEST OF TOTALS [13-15 (100 pts.), 16 (90 pts.), or 17 (80 pts.)] = 100

PERSONAL EVALUATION

OK | NO

18. Form 3.3 – Customer Service Experience

Did proposer provide acceptable list of ideas to improve customer service at a deputy registrar agency or provide an example of something done as part of a job or business to improve services for customers?

2

0

19. Form 3.4 – Start-Up Cost Funds On Deposit (not required for Auditors or Clerks of Courts)

A. Are funds in acceptable financial institution and verified with bank/teller stamp?

5

*

B. Are funds in proposer's or proposer's business name or joint with spouse?

5

*

20. Form 3.5 – Political Contributions Report (not required for Auditors or Clerks of Courts)

Did proposer mark "NO" for every category, every year?

(For Nonprofit Corporations, evaluate both Corporation's and CEO's Form 3.5)

5

*

21. Form 3.6 – Personnel Policy Summary

Does proposer agree to provide/maintain a written personnel policy covering the following:

A. Hiring employees with deputy registrar agency experience?

B. Equal Employment Opportunity?

C. Employee training by the deputy registrar?

D. Participation in BMV provided training?

E. Evaluation of employee performance?

F. Grounds for discipline or dismissal/termination (list) which shall include drug and alcohol use?

G. Progressive disciplinary steps?

H. Dress code with list of acceptable attire?

I. Dress code with list of unacceptable attire?

J. A policy for maintaining the professional appearance of all staff at all times?

K. Fringe benefits (beyond those required by law or contract)?

11

0

PERSONAL EVALUATION POINTS, Page 5 (Max. 28 Points)

28

NOTE: Score indicated "*" may lead to disqualification OR contract contingency. Score "0" may lead to contract contingency.

Comments:

PERSONAL EVALUATION

OK | **NO**

22. Form 3.7 – Security Plan Summary - Did proposer agree to provide:		
A. An electronic alarm system? (Mandatory)	13	*
B. Alarm system monitored 24 hours, off-site? (Mandatory)		
C. Alarm system reports off-site if wires cut or tampered with? (Mandatory)		
D. Adequate alarm monitored panic/hold-up buttons? (Mandatory)		
E. Motion detectors connected to alarm system? (Mandatory)		
F. Alarm monitored contacts on all exterior doors? (Mandatory)		
G. Alarm monitored contacts on all exterior windows? (Mandatory)		
H. Video recording camera surveillance system? (Mandatory)		
I. Safe or secured locking cabinet? (Mandatory)		
J. Secured storage room with alarm monitored contacts on door(s) and window(s), if applicable? (Mandatory)		
K. Cross cut shredder to be made available to destroy customer copy records? (Mandatory)		
L. All doors and all windows will be securely locked when license agency is closed? (Mandatory)		
M. Smoke, fire, and carbon monoxide detection devices (Mandatory)?		
N. Interior/Exterior motion activated security lights? (Suggested) – Check OK or NO	OK	NO

23. Form 3.8 – Facility Maintenance Plan Summary - Did proposer agree to provide:		
A. Indoor/Outdoor maintenance and cleaning?	1	0
B. Prompt snow and ice removal?	1	0
C. Carpet and/or floor cleaning (if appropriate)?	1	0
D. Repainting?	1	0

PERSONAL EVALUATION POINTS, Page 6 (Max. 17 Points) 17

NOTE: Score indicated "*" may lead to disqualification OR contract contingency. Score "0" may lead to contract contingency.

Comments: _____

PERSONAL EVALUATION

OK NO

24. Form 3.9 – Involved and Invested in Your Business

1. How do you plan to manage, be responsible, and be accountable for this business at all times?	1	0
2. How will you ensure that all laws, rules, guidelines and procedures are followed, at all times, specifically with regard to issuing and renewing driver licenses, identification cards, and vehicle registrations?	1	0
3. What measures will you put in place to detect, deter, and prevent fraud?	1	0
4. The Ohio Bureau of Motor Vehicles routinely issues new and/or revised policy and procedural changes through email broadcasts to the deputy registrars. How will you ensure that policies and procedures are communicated to the staff and followed on a daily basis?	1	0
5. How will you demonstrate good leadership to your employees?	1	0
6. How will you maintain a high level of professionalism each day in this business?	1	0
7. How do you intend to recruit and retain high quality employees?	1	0
8. How will you provide a safe, clean, and friendly place to do business?	1	0
9. How would you deal with an irate customer?	1	0
10. What training or advice do you, or will you, give to your employees for dealing with irate customers?	1	0
11. How will you meet the expectations of the Ohio Bureau of Motor Vehicles?	1	0
12. Why should the Ohio Bureau of Motor Vehicles consider you for a deputy registrar license agency contract?	1	0

25. Form 3.10(A) (B) or (C) – Affidavit of Individual, Auditor/Clerk of Courts or Nonprofit Corporation

A. Did proposer submit proper affidavit without alteration and does it appear to be complete, accurate, and truthful ?	3	*
B. Is it the affidavit duly signed and notarized?	2	*

26. Local Law Enforcement Report / Articles of Incorporation (AOI)

A. No disqualifying convictions for individual / AOI for nonprofit corporation?	3	*
B. No convictions (except minor traffic) / AOI for nonprofit corporation?	2	0

27. BCI / FBI Criminal Background (WebCheck) Report / AOI for Nonprofit Corporation

No disqualifying convictions for individual / AOI for nonprofit corporation?	5	*
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PERSONAL EVALUATION POINTS, Page 7 (Max. 27 Points)

27

OK | NO

A. Credit report submitted contains credit score?	2	0
B. No tax liens (state or federal)?	3	0
C. No judgments for the past 36 months?*	3	0
D. *No bankruptcy filed or trusteeship imposed for the past 36 months?	2	0
E. *No other negative items (charge-offs, collections, etc.) for the past 36 months?	2	0
F. *No negative items (pattern of delinquencies, etc.) for the past 60 months?	1	0

* Exclude minor medical judgments and disputed items with good cause explanation.

2	0
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15

[illegible]

OPERATIONAL EVALUATION (2025)

Brittney Heitman
31-G / 25010
Hamilton County, Norwood
4566 Montgomery Rd.

FORM	DESCRIPTION	OK	NO
4.0	Operational Checklist – Maximum = 6 Points (enter points recorded on bottom of Form 4.0)	6	
4.1	Appointment of Agency Managers		
	A. Deputy to Work at Least Twenty (20) Hours Per Week Proposed Work Hours Per Week <u>20</u>	5	*
	B. Appointment of Manager and Assistant OR Acceptable Statement	3	0
4.2	Experienced Employees Summary		
	Gave Acceptable Statement OR Provided Names	2	0
4.3	Staffing and Personnel Calculation		
	A. Hours Recommended: <u>268</u> Proposed: <u>321</u>	4	*
	B. Work Hours and Pay Calculated Correctly	2	0
	C. Meets Minimum Wage Requirement (2025 Ohio Minimum Wage Rate = \$7.25 or \$10.70 Per Hour)	1	*
4.4	Start-Up Costs Calculation		
	A. Adequate and Accurate Personnel Costs	3	0
	B. Adequate and Accurate Site Preparation Costs	2	0
	C. Adequate and Accurate Rental Payments	2	0
	D. Total Required: \$ <u>35,599.39</u> On Deposit (Form 3.4): \$ <u>140,263.61</u>	5	*
4.5	Deputy Registrar Contract		
	A. Filled Out Completely and Properly	2	0
	B. Signed and Properly Notarized	3	0

OPERATIONAL EVALUATION POINTS (Max. 40 Points) 40

NOTE: Score indicated "*" may lead to disqualification **OR** contract contingency. Score "0" may lead to contract contingency.

Comments:

Evaluators' signatures	Printed names	Date
(1) <u>Michael Farrell</u>	<u>Michael Farrell</u>	<u>2/26/25</u>
(2) _____	_____	_____

Operational Evaluation (2025)

DEPUTY REGISTRAR

REQUEST FOR PROPOSALS

2025 FORMS

AND

INSTRUCTIONS

3.0 PERSONAL CHECKLIST

Proposer's Full Legal Name Brittney Nicole Heitman

Proposer Number (BMV use only) _____

INSTRUCTIONS: You must submit one original of this form and all documents listed on this form as appropriate based on your status as a proposer (individual, county auditor, clerk of courts or nonprofit corporation). Even if you are submitting more than one proposal, only one original of these forms are required. Please submit via email in accordance with the RFP instructions.

INDIVIDUAL	✓	BMV	COUNTY AUDITOR OR CLERK OF COURTS	✓	BMV	NONPROFIT CORPORATION	✓	BMV
Form 3.0 Personal Checklist (this form)	✓		Form 3.0 Personal Checklist (this form)			Form 3.0 Personal Checklist (this form)		
Form 3.1 Personal Questionnaire	✓		Form 3.1 Personal Questionnaire			Form 3.1 Personal Questionnaire		
Form 3.2 Business and Employment Experience	✓		Forms 3.2 Business and Employment Experience			Forms 3.2 Business and Employment Experience		
Form 3.3 Customer Service Experience	✓		Form 3.3 Customer Service Experience			Form 3.3 Customer Service Experience		
Form 3.4 Start-Up Cost Funds on Deposit	✓		N/A	X	1	Form 3.4 Start-Up Cost Funds on Deposit		
Form 3.5 Political Contributions Report	✓		N/A	X	1	Form 3.5 Political Contributions Report Nonprofit Corporation		
N/A	X	1	N/A	X	1	Form 3.5 Political Contributions Report Chief Executive Officer		
Form 3.6 Comprehensive Personnel Policy Agreement	✓		Form 3.6 Comprehensive Personnel Policy Agreement			Form 3.6 Comprehensive Personnel Policy Agreement		
Form 3.7 Security Plan Agreement	✓		Form 3.7 Security Plan Agreement			Form 3.7 Security Plan Agreement		
Form 3.8 Facility Maintenance Plan Agreement	✓		Form 3.8 Facility Maintenance Plan Agreement			Form 3.8 Facility Maintenance Plan Agreement		
Form 3.9 Involved and Invested in Your Business	✓		Form 3.9 Involved and Invested in Your Business			Form 3.9 Involved and Invested in Your Business		
Form 3.10(A) Affidavit of Individual	✓		Form 3.10(B) Affidavit of Auditor or Clerk of Courts			Form 3.10(C) Affidavit of Nonprofit Corporation		
2025 Credit Report	✓		N/A	X	1	2025 Certificate of Good Standing		
2025 Local Law Enforcement Report	✓		2025 Local Law Enforcement Report			Articles of Incorporation		
2025 WebCheck Receipt	✓		2025 WebCheck Receipt			N/A	X	1
Pre-approval Statement for \$25,000 Bond	✓		Current Bond with BMV added as Additional Insured			Pre-approval Statement for \$25,000 Bond		
INDIVIDUAL			COUNTY AUDITOR OR CLERK OF COURTS			NONPROFIT CORPORATION		

Form 3.0, Personal Checklist (2025)

3.1 PERSONAL QUESTIONNAIRE

1. List all location numbers for which the applicant intends to submit a proposal (limit six locations). Check the box underneath if proposing the location as a second site in addition to a current agency:

31-G _____

2. Full legal name of proposer Brittney Nicole Heitman

3. Proposer's street address _____

City _____ State OH Zip code 45247

4. County of residence (nonprofit corporation county of operation) Hamilton

5. Daytime telephone _____ Home telephone _____

6. Proposer's driver's license number (nonprofit corporation N/A) _____

7. Spouse's name (nonprofit corporation N/A) _____

8. Spouse's home street address (nonprofit corporation N/A) _____

City _____ State _____ Zip code _____

9. Are you proposing as the owner of a minority business enterprise (MBE)? No ☒ Yes _____

10. Proposer is (check one and follow instructions):

☒ An **individual person**. These forms are designed to be self-explanatory for Proposers proposing as individual persons. Answer all questions as they apply to you personally. If a question does not apply to you, enter "N/A" or "Not applicable";

_____ The **Clerk of Courts** of _____ County;

_____ The **County Auditor** of _____ County. Answer all questions as they apply to you and your position as Clerk of Courts or County Auditor. If a question does not apply to you or your position, enter "N/A" or "Not applicable";

_____ A **nonprofit corporation (NPC)**. An officer or an authorized agent should answer all questions and sign all documents on behalf of the NPC. The answers must refer to the NPC itself and not to the individual officers, agents, or employees of the NPC, unless otherwise specified. Many questions are not applicable to nonprofit corporations. To assist your responses, we have marked those questions "NPC N/A" meaning we believe the marked question is not applicable to most nonprofit corporations. Please answer all other questions unless clearly inapplicable.

11. A. Are you currently serving in elective public office, other than Clerk of Courts or County Auditor, either by election or appointment (includes precinct committee person)? (NPC N/A)

Yes _____ No ☒

B. If YES, in what elective office are you serving? _____

C. If YES, date that you plan to leave this office? _____

12. A. Are you currently running for any elective public office. (including precinct committee person)? (NPC N/A)

Yes _____ No ☒

B. If YES, what office? _____

13. A. Are you currently a deputy registrar?

Yes ☒ No _____

B. If YES, on what date does your contract expire? June 29, 2025

C. If YES, have you served as a deputy registrar continuously since January 1, 1992?

No ☒ Yes _____

14. A. Is your spouse currently a deputy registrar? (NPC N/A)

Yes _____ No ☒

B. If YES, on what date does your spouse's contract expire? _____

For the following three questions, **extended family** includes your spouse, parent, brother, sister, son, daughter, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law, or daughter-in-law:

15. A. Does any member of your extended family currently hold a deputy registrar contract? (NPC N/A)

Yes _____ No ☒

B. If YES, list their name, relationship to you, whether you share the same household, and date their contract expires here:

Name	Relationship	Same Household		Contract Expires
_____	_____	Yes _____	No _____	_____
_____	_____	Yes _____	No _____	_____
_____	_____	Yes _____	No _____	_____
_____	_____	Yes _____	No _____	_____

16. A. To the best of your knowledge, will any member of your extended family submit a proposal in response to this RFP? (NPC N/A)

Yes _____ No ☒

B. If YES, list their name, relationship to you, and whether you share the same household:

Name	Relationship	Same Household
		Yes <input type="checkbox"/> No <input type="checkbox"/>
		Yes <input type="checkbox"/> No <input type="checkbox"/>
		Yes <input type="checkbox"/> No <input type="checkbox"/>
		Yes <input type="checkbox"/> No <input type="checkbox"/>

17. A. Is any member of your extended family employed by any subdivision of the Ohio Department of Public Safety? (NPC N/A)

Yes ☐ No ☒

B. If YES, list their name, relationship to you, and the date they became so employed:

Name	Relationship	Employment Date

18. A. Have you completed the Political Contributions Report, Form 3.5?
(NPC must submit one for NPC itself and one for its C.E.O.)

No ☐ Yes ☒

B. If "NO," are you applying as a Clerk of Courts or County Auditor? No ☐ Yes ☐

19. A. Are you an employee of the State of Ohio? (NPC N/A)

Yes ☐ No ☒

B. If "YES," will you resign, if appointed?

No ☐ Yes ☐

20. Are you an insurance company agent, writing automobile insurance?
(NPC N/A)

Yes ☐ No ☒

21. Has Proposer (including NPC and proposed office manager) been convicted within the past ten years of a crime punishable by death or imprisonment in excess of one year (felony), or any crime involving dishonesty or false statement?

Yes ☐ No ☒

22. As of the date of this certification does Proposer owe any overdue taxes, unemployment compensation contributions, social security payments, or workers' compensation premiums either to the State of Ohio or any political subdivision thereof, or to the federal government, or any other state or locality within the United States?

Yes ☐ No ☒

23. Is Proposer willing and able, if appointed, to maintain during the entire term of your contract a policy of business liability property damage, and theft insurance satisfactory to the Registrar and hold the Department of Public Safety, the Director of Public Safety, the Bureau of Motor Vehicles, and the Registrar of Motor Vehicles harmless upon claims for damages in accordance with Ohio Revised Code 4503.03(C)? (County Auditor/Clerk of Courts N/A)

No _____ Yes ☒

24. Is Proposer bondable as outlined in Ohio Administrative Code 4501:1-6-01(B)?

No _____ Yes ☒

25. Please provide the following information regarding your education. If applying as a NPC, please provide educational information for the individual who will manage the license agency business.

High school diploma?

No _____ Yes ☒

High school name Colerain High School

City Cincinnati State OH Zip 45251

College name Northern Kentucky University

City Highland Heights State KY Zip 41099

Major Communications Degree awarded Yes

College name _____

City _____ State _____ Zip _____

Major _____ Degree awarded _____

26. Computer experience. Does Proposer have any training or experience working with or using computers? (Incumbent deputy registrars may take credit for operating BMV computers. For nonprofit corporations, this question should be answered for computer systems operated or used in the nonprofit corporation's activities.)

No _____ Yes ☒

Yes, I have extensive computer experience. I am proficient in BASS, Microsoft Outlook, and all Microsoft Office applications. In addition, I am also proficient in the IRP Production software.

Yes, I have extensive computer experience. I am proficient in BASS, Microsoft Outlook, and all Microsoft Office applications. In addition, I am also proficient in the IRP Production software.

the
A
B
C

List any special instructions for contacting this person during business hours:

28. Employment, management, supervisory, and business experience. Each Proposer's experience is one of the most important factors to be considered in the award of deputy registrar contracts. For the purposes of this RFP, experience gained prior to the year 1990 will not be evaluated or considered. Please provide a professional resume, in chronological order (no earlier than 1990), the positions you have held. If the position you held in 1990 was one you started before 1990, you may list that position and the date you actually started on your submitted resume. If you did not hold any position in 1990, please begin with the first position you held after 1990. If applying as a NPC, please provide a description of the fundraising, program, and charitable functions of the nonprofit corporation.

FORM 3.2(A) BUSINESS OWNERSHIP EXPERIENCE
FORM 3.2(B) MANAGEMENT AND/OR SUPERVISORY EXPERIENCE
FORM 3.2(C) EMPLOYEE EXPERIENCE

Instructions

It is important that you supply complete and accurate information about all relevant business ownership, management, supervisory, and employment experience so that the BMV will be able to verify that experience from independent sources. Generally, proposers receive the most consideration for service as a deputy registrar, second most consideration for service as a business owner, third most consideration for service as a manager or supervisor, fourth most consideration as a deputy registrar employee without management experience, and least consideration for other employment experience without any supervisory or management experience. Be sure to include as much detailed experience possible within the submitted professional resume.

Nonprofit corporations must report only the businesses and activities conducted by the nonprofit corporation itself on Form 3.2(A) Business Ownership Experience. If the nonprofit corporation has operated a deputy registrar agency, that information should be entered and submitted on one Form 3.2(A) Business Ownership Experience. Any other business activities (fundraising, charitable activities, etc.) should also be entered and submitted on a separate 3.2(A) Business Ownership Experience. Use a separate Form 3.2 for each separate business activity performed by the NPC and a separate Form 3.2(A) for each separate business activity performed by the NPC.

Form 3.2(A) Business Ownership Experience. Deputy registrars, nonprofit corporations, county auditors, clerks of courts, and individuals should use this form to report on businesses actually owned and operated by them.

Form 3.2(B) Management and/or Supervisory Experience. Individuals, county auditors, and clerks of courts should use this form to report management and supervisory experience performed by them. Service as a county auditor or clerk of court qualifies as management and supervisory experience.

Form 3.2(C) Employee Experience. Individuals, county auditors, and clerks of courts should use this form to report all other employment that did not include management or supervisory authority.

FORM 3.2(A) BUSINESS OWNERSHIP EXPERIENCE

Instructions. Please fill out one of these forms 3.2(A) for each business you have owned. Do not use this form 3.2(A) for management, supervisory, or employee experience. If you have owned more than one business, submit a separate for 3.2(A) for each business owned. *Please make additional copies of this form as necessary.*

Proposer's name Brittney Heitman Company name Norwood License Agency LLC
Company address 4566 Montgomery Rd. City Norwood
State OH Zip 45212 Telephone (513) 225-3114
Type of business (deputy registrar, retail grocery, etc.) Deputy Registrar

Company's products and/or services Maintain both the Norwood and Sharonville BMV locations.
Contracted Deputy Registrar with the State of Ohio.

BUSINESS OWNER - Form of ownership (sole proprietor, partner, etc.): Sole Proprietor

1. Federal Tax ID Number: [REDACTED]
2. Percentage of business you owned: 100 % Hours worked weekly 40
3. Dates you operated this business: From: month 06 year 2020 To: month 01 year 2025
4. Is/was this business profitable? No Yes ✓
5. Is/was this business your primary source of income and support? No Yes ✓
6. Do/did you directly hire, evaluate, train, and discipline employees? No Yes ✓
7. Do/did you directly manage employees on a daily basis? No Yes ✓
If you answered yes to question number 6, how many employees do/did you manage? 25+
8. Have you ever developed a comprehensive business plan? No Yes ✓

List at least one person, not a relative of yours, who can verify this experience. If we cannot contact at least one person to verify this experience, you will not receive any credit for it. (If you are a deputy registrar or deputy registrar employee, you may list BMV employees to verify that experience.)

[REDACTED]

FORM 3.2(A) BUSINESS OWNERSHIP EXPERIENCE

Instructions. Please fill out one of these forms 3.2(A) for each business you have owned. Do not use this form 3.2(A) for management, supervisory, or employee experience. If you have owned more than one business, submit a separate for 3.2(A) for each business owned. *Please make additional copies of this form as necessary.*

Proposer's name **Brittney Heitman** Company name **HeitWill Enterprises LLC**

Company address 3474 Tallahassee Dr. City Cincinnati

State OH Zip 45239 Telephone (513) 225-3114

Type of business (deputy registrar, retail grocery, etc.) Real Estate Investment

Company's products and/or services Specializing in acquiring, maintaining, and renting residential properties.

BUSINESS OWNER - Form of ownership (sole proprietor, partner, etc.): Partner

1. Federal Tax ID Number: _____

2. Percentage of business you owned: 50 % Hours worked weekly 5

3. Dates you operated this business: From: month 05 year 2024 To: month 01 year 2025

4. Is/was this business profitable? No Yes ☒

5. Is/was this business your primary source of income and support? No ☒ Yes ☐

6. Do/did you directly hire, evaluate, train, and discipline employees? No ☒ Yes ☐

7. Do/did you directly manage employees on a daily basis? No ☒ Yes

If you answered yes to question number 6, how many employees do/did you manage? _____

8. Have you ever developed a comprehensive business plan?	No	Yes	✓
---	----	-----	---

List at least one person, not a relative of yours, who can verify this experience. If we cannot contact at least one person to verify this experience, you will not receive any credit for it. (If you are a deputy registrar or deputy registrar employee, you may list BMV employees to verify that experience.)

_____ () _____
_____ () _____

3.2(B) MANAGEMENT AND/OR SUPERVISORY EXPERIENCE

Instructions. Please fill out one of these forms 3.2(B) for each separate management or supervisory job you have held. Do not use this form 3.2(B) for business ownership or regular employee positions. Use a separate form 3.2(B) for each management or supervisory position that you have held. *Please make additional copies of this form as necessary.*

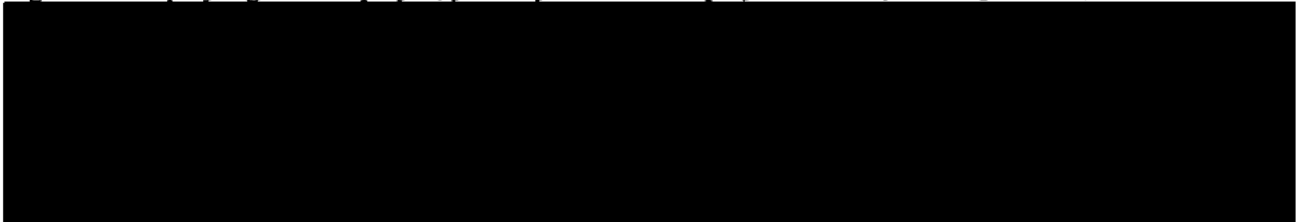
Proposer's name Brittney Heitman Company name Red Bank License
Company address 3372 Red Bank Rd. City Cincinnati
State OH Zip 45227 Telephone (513) 271-2770
Type of business (deputy registrar, retail grocery, etc.) Deputy Registrar

Management/supervisory duties Processing license applications, processing inventory, customer complaints, reviewing DL applications, processing reports, bank deposits, payroll hours, etc.

MANAGER OR SUPERVISOR - Job title: Office Manager

1. Title of position Office Manager Hours worked weekly? 40
2. Dates this position was held: From: month 08 year 2019 To: month 05 year 2020
3. Do/did you directly hire, evaluate, train, and discipline employees? No Yes ✓
4. Do/did you directly manage/supervise employees on a daily basis? No Yes ✓
If you answered yes to question number 4, how many employees do/did you manage? 7
5. Have you ever developed a comprehensive business plan? No ✓ Yes

List at least one person, not a relative of yours, who can verify this experience. If we cannot contact at least one person to verify this experience, you will not receive any credit for it. (If you are a deputy registrar or deputy registrar employee, you may list BMV employees to verify that experience.)



3.2(C) EMPLOYEE EXPERIENCE

Instructions. Please fill out one of these forms 3.2(C) for each and every separate job you have held as an employee. Do not use this form 3.2(C) for business ownership or jobs in which you had management or supervisory duties. Use a separate form 3.2(C) for each non-management and/or non-supervisory job held. *Please make additional copies of this form as necessary.*

Proposer's name Brittney Heitman Company name Hamilton County- Facilities
Company address 1000 Main St. City Cincinnati
State OH Zip 45202 Telephone (513) 946-5000
Type of business (deputy registrar, retail grocery, etc.) County Government

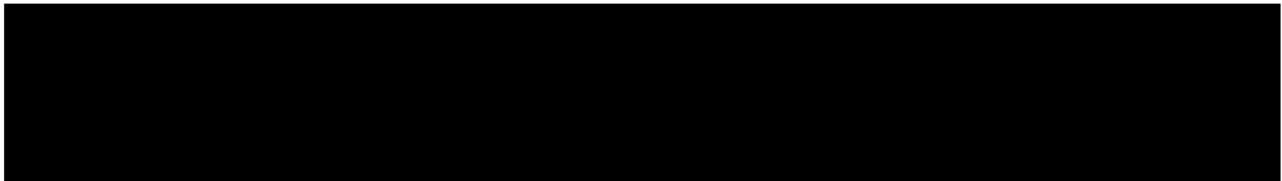
EMPLOYEE - Job title: Accountant I
Hours worked weekly 40 Job duties Daily functions of accounts payable, paying invoices,
managed vendor accounts, department inventory, process payroll, maintain all
accrual and usage of employee sick and vacation time.

Dates of this employment: From: month 06 year 2017 To: month 08 year 2019

Describe how and to what extent you provided high quality customer service at this position:

I supported my department through accurate payroll processing, managing accounts payable
and maintaining detailed records. I worked closely with colleagues to resolve issues quickly,
ensure inventory accuracy, and meet operational needs, helping ensure the entire team functioned smoothly.

List at least one person, not a relative of yours, who can verify this experience. If we cannot contact at least one person to verify this experience, you will not receive any credit for it. (If you are a deputy registrar or deputy registrar employee, you may list BMV employees to verify that experience.)



3.2(C) EMPLOYEE EXPERIENCE

Instructions. Please fill out one of these forms 3.2(C) for each and every separate job you have held as an employee. Do not use this form 3.2(C) for business ownership or jobs in which you had management or supervisory duties. Use a separate form 3.2(C) for each non-management and/or non-supervisory job held. *Please make additional copies of this form as necessary.*

Proposer's name Brittney Heltman Company name Hamilton County- Clerk of Courts
Company address 1000 Sycamore St. City Cincinnati
State OH Zip 45202 Telephone (513) 946-6019
Type of business (deputy registrar, retail grocery, etc.) County Government

EMPLOYEE - Job title: Office Manager

Hours worked weekly 40 Job duties Maintained budget for Municipal Criminal and Traffic.

Process and complete orders for purchasing supplies, yearly inventory, managed criminal counter,
expungements and appeals, responsible for sending all traffic violations to BMV weekly.

Dates of this employment: From: month 06 year 2012 To: month 03 year 2017

Describe how and to what extent you provided high quality customer service at this position:

I worked directly with the public to ensure they recieved proper assistance with their needs.

I also supported internal operations by managing the criminal counter and maintained
accuracy in processing traffic records, expungements, and appeals.

List at least one person, not a relative of yours, who can verify this experience. If we cannot contact at least one person to verify this experience, you will not receive any credit for it. (If you are a deputy registrar or deputy registrar employee, you may list BMV employees to verify that experience.)

[Redacted Signature Area]

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3.2(C) EMPLOYEE EXPERIENCE

Instructions. Please fill out one of these forms 3.2(C) for each and every separate job you have held as an employee. Do not use this form 3.2(C) for business ownership or jobs in which you had management or supervisory duties. Use a separate form 3.2(C) for each non-management and/or non-supervisory job held. *Please make additional copies of this form as necessary.*

Proposer's name Brittney Heitman Company name Mt. Airy License
Company address Colerain Ave. City Cincinnati
State OH Zip 45239 Telephone (513) 741-7300
Type of business (deputy registrar, retail grocery, etc.) Deputy Registrar

EMPLOYEE - Job title: Customer Service Representative
Hours worked weekly 40 Job duties Processed license, vehicle registration, and title applications. Provided excellent customer service.

Dates of this employment: From: month 02 year 2005 To: month 06 year 2012

Describe how and to what extent you provided high quality customer service at this position:

Stayed knowledgeable with procedures to provide accurate guidance while remaining patient and empathetic with customers, especially during stressful situations. Clear communication is vital, ensuring customers understand processes and requirements. Handled transactions efficiently while maintaining professionalism.

List at least one person, not a relative of yours, who can verify this experience. If we cannot contact at least one person to verify this experience, you will not receive any credit for it. (If you are a deputy registrar or deputy registrar employee, you may list BMV employees to verify that experience.)



() _____

3.3 CUSTOMER SERVICE EXPERIENCE

Instructions. Please give us a list of ideas you have to improve customer service at your deputy registrar agency. You will only receive full credit if you demonstrate sufficient customer service awareness.

- A. This is a list of ideas I have to improve customer service at my deputy registrar agency if I am awarded a contract (Please be specific) and/or this is an example of something I have done as part of my job or business to improve services for my customers (Please be specific):

As a Deputy Registrar, I have implemented several initiatives to improve customer service and ensure a positive experience for everyone visiting our office.

We use the queuing system efficiently by having a dedicated door clerk who checks customers in and ensures they have the proper identification before entering the queue. This prevents customers from waiting unnecessarily if they are missing required documents. Additionally, the door clerk provides any necessary forms for their transactions, allowing customers to complete them before reaching the counter. This process significantly reduces the time customers spend in the office and keeps the workflow smooth.

To gather customer feedback and build our reputation, I have QR codes placed throughout the office that customers can scan to leave a Google review. I personally follow up on any negative reviews to address concerns and resolve issues. This approach has been highly effective, not only in improving the experience for those who leave feedback but also in attracting new business. Many customers tell us, "I came here because I saw on Google that you guys are the best."

Creating a welcoming environment is also a priority. I maintain a clean, organized office and have added unique decor to enhance the atmosphere. One of the highlights is our wall of plates, where I display license plates collected from all 50 states in the shape of the United States. These plates come from customers we've served, and many people return just to see their plate proudly displayed on the wall. This feature has become a memorable part of our office that customers love and talk about.

I also value customers' time and recognize that no one wants to spend their entire day at the BMV. I have trained my staff to be both quick and efficient while maintaining excellent service. This ensures customers can get in and out of the office promptly without feeling rushed or

Form 3.3, Customer Service Experience (2025)

3.5 POLITICAL CONTRIBUTIONS REPORT

Instructions

Instructions You must report on the following page whether you and your immediate family together gave more than \$100.00 to any political party or to certain individual candidates during any one of the last three calendar years and so far this year.

"Immediate family" means you, a spouse residing with you, and any dependent children. You must add together all contributions you, your spouse, and your dependent children made to each separate party or each separate candidate during each calendar year.

"Political party" means each separate political party and includes any political action committee (PAC) and any "continuing association" which are connected to that political party. "Political party" includes all levels of that party, federal, state, county, and local.

"Candidate" includes both the candidate and any of that candidate's campaign committees. You must report only for candidates for the following offices: Ohio governor, attorney general, secretary of state, treasurer of state, auditor of state, state senator or state representative. You are not required to report any contributions to federal, county, local, or judicial candidates.

"More than \$100.00" means any amount exceeding \$100.00, starting with \$100.01. A contribution of exactly \$100.00 or less is acceptable. Contributions include the value of any "in-kind" contributions.

County Auditors and Clerks of Court are exempt from this requirement and need not file this Report of Political Contributions.

Nonprofit Corporations must submit one report for the nonprofit corporation itself and one report for the chief executive officer (C.E.O.) who has, or will have, primary responsibility for the nonprofit corporation's operation of the deputy registrar agency. There is only one copy of this report in this package. Nonprofit corporations must make a second copy and submit one copy for the nonprofit corporation itself and one for the C.E.O. who will be responsible for the operation of the deputy registrar agency.

Name: Brittney Heitman

Title (if officer of nonprofit corporation): _____

(A nonprofit corporation must submit two separate reports: one for the nonprofit corporation itself, and one for its chief executive officer)

Did you and your immediate family together give more than \$100.00 to any of the following during any one of the years listed? You must place a check mark "✓" in the appropriate box, "yes" or "no" for each category and year separately.

RECIPIENT	JAN 1 - DEC 31 2022		JAN 1 - DEC 31 2023		JAN 1 - DEC 31 2024		2025 To Date	
	Yes	No	Yes	No	Yes	No	Yes	No
Democratic Party including PACs and Associations		✓		✓		✓		✓
Republican Party including PACs and Associations		✓		✓		✓		✓
Any other Party including PACs and Associations		✓		✓		✓		✓
Governor, Candidate and Committee		✓		✓		✓		✓
Attorney General, Candidate and Committee		✓		✓		✓		✓
Secretary of State, Candidate and Committee		✓		✓		✓		✓
Treasurer of State, Candidate and Committee		✓		✓		✓		✓
Auditor of State, Candidate and Committee		✓		✓		✓		✓
State Senator, Candidate and Committee		✓		✓		✓		✓
State Representative, Candidate and Committee		✓		✓		✓		✓

Form 3.5, Political Contributions Report (2025)

3.6 PERSONNEL POLICY

A comprehensive personnel policy must be readily available and presented upon request. Items needing covered within the agency's comprehensive personnel policy are listed below.

Do you agree to provide a comprehensive personnel policy, if requested, that covers the listed items?

No _____ Yes ☒

COMPREHENSIVE PERSONNEL POLICY MUST INCLUDE PROVISIONS FOR:

HIRING EMPLOYEES WITH DEPUTY REGISTRAR AGENCY EXPERIENCE
EQUAL EMPLOYMENT OPPORTUNITY
EMPLOYEE TRAINING BY THE DEPUTY REGISTRAR
PARTICIPATION IN BMV PROVIDED TRAINING
DOCUMENTED PERIODIC EMPLOYEE PERFORMANCE EVALUATIONS (ANNUAL AT A MINIMUM)
LIST OF GROUNDS FOR DISCIPLINE OR DISMISSAL
PROGRESSIVE DISCIPLINARY ACTION
DRESS CODE WITH LISTS OF ACCEPTABLE AND UNACCEPTABLE ATTIRE
POLICY FOR MAINTAINING PROFESSIONAL APPEARANCE
FRINGE BENEFITS

3.7 SECURITY PLAN SUMMARY

If you are awarded a contract, you will be required to adopt a security plan to assure that agency employees, patrons, other citizens, equipment, and consigned inventory will be protected from harm (your plan should detail how you intend to address the items listed below).

If you are awarded a contract, do you agree to provide all of the following?

Yes ☒ No ☐

ELECTRONIC ALARM SYSTEM
ALARM SYSTEM MONITORED 24 HOURS, OFF-SITE
ALARM SYSTEM REPORTS OFF-SITE IF WIRES ARE CUT OR TAMPERED
ADEQUATE ALARM MONITORED PANIC/HOLD BUTTONS
MOTION DETECTORS CONNECTED TO ALARM SYSTEM
ALARM MONITORED DOOR CONTACT ON ALL EXTERIOR DOORS
ALARM MONITORED CONTACTS ON ALL EXTERIOR WINDOWS
VIDEO RECORDING CAMERA SURVEILLANCE SYSTEM
A SAFE OR SECURE LOCKING CABINET
A SECURED STORAGE ROOM WITH ALARM MONITORED CONTACTS ON DOOR(S) AND WINDOW(S)
A CROSS CUT SHREDDER
SECURELY LOCK ALL DOORS AND WINDOWS WHEN OUTSIDE BUSINESS HOURS
SMOKE, FIRED, AND CARBON MONOXIDE DETECTION DEVICES
INTERIOR/EXTERIOR MOTION ACTIVATED SECURITY LIGHTS

Note: For Deputy Provided Sites, the deputy registrar shall install and maintain an approved alarm system. At BMV Controlled Sites, either the BMV or the deputy registrar will install an approved alarm system, which will be maintained by the deputy registrar.

3.8 FACILITY MAINTENANCE PLAN SUMMARY

If you are awarded a contract you will be required to adopt a facility maintenance plan, including provisions for maintaining the deputy registrar agency premises. Your plan should detail how you intend to address the items listed below.

If you are awarded a contract, do you agree to be responsible for the following either on your own, through your lease or sublease, or by separate contract:

No _____ Yes ☒

OUTDOOR BUILDING MAINTENANCE
KEEP OUTDOOR AREA FREE OF TRASH AND DEBRIS
PROVISION TO ASSURE PROMPT SNOW AND ICE REMOVAL
CLEANING INSIDE OF AGENCY INCLUDING EQUIPMENT
PROVISION FOR INSIDE/OUTSIDE MAINTENANCE
PROVISION FOR PROFESSIONAL CARPET/FLOOR CLEANING (MIN. OF ONCE A YEAR)
PROVISION FOR REPAINTING AND/OR COSMETIC UPDATES

3.9 INVOLVED AND INVESTED IN YOUR BUSINESS

Instructions: Answer all of the following questions to the best of your ability. Please be concise and attempt to limit each answer to seventy-five (75) words or less. Include attachment(s) if more space is needed to answer any of the questions.

1. How do you plan to manage, be responsible, and be accountable for this business at all times?

I manage my agencies through hands-on leadership, strong communication, and structured oversight. Since I can't be in both locations simultaneously, I maintain daily contact with my managers, empowering them to make decisions within set guidelines to ensure smooth operations and excellent customer service. Consistent training, regular team meetings, and technology-driven monitoring help maintain service quality and alignment. I foster open communication with staff and customers, addressing feedback promptly to drive continuous improvement. By delegating effectively, staying actively involved, and prioritizing operational consistency, I ensure both agencies run efficiently while remaining accountable for their success.

2. How will you ensure that all laws, rules, guidelines and procedures are followed, at all times, specifically with regard to issuing and renewing driver's licenses, identification cards, and vehicle registrations?

To ensure all laws, rules, guidelines, and procedures are consistently followed, I focus on thorough staff training, clear and updated operating procedures, and diligent supervision. When I acquired my second office at the end of 2023, there were challenges in balancing the responsibilities of both locations. These growing pains taught me valuable lessons, and as a result, I have become a stronger and more effective Deputy Registrar. I now maintain open communication with my managers at both offices, conduct regular audits to review compliance, and use technology to help prevent errors and ensure accuracy. By learning from past experiences and continuously improving processes, I ensure that both locations operate efficiently and in full compliance with state requirements.

3. What measures will you put in place to detect, deter, and prevent fraud?

To prevent fraud, I use a hands-on approach combined with training, technology, and strong oversight. I make sure my staff is trained to spot things like fake documents, mismatched info, or anything else that looks off. We follow strict steps to verify IDs, residency, and other paperwork to keep everything accurate and above board. I also ensure that all of my fraud detection tools are in working order and that every staff member knows how to use them effectively.

In addition, I use camera technology that allows me to monitor both of my offices from my phone. This means that even when I'm not physically in the office, I still have constant access to what's happening and can address any concerns in real time. On top of that, I personally review a good number of driver's license transactions to catch mistakes and look for anything suspicious. My managers also check transactions regularly, adding an extra layer of oversight. By staying actively involved and keeping a close eye on things, we make sure fraud is caught and prevented while ensuring everything runs smoothly.

4. The Bureau of Motor Vehicles routinely issues new and/or revised policy and procedural changes through email broadcasts to the deputy registrars. How will you ensure that policies and procedures are communicated to the staff and followed on a daily basis?

When the Bureau of Motor Vehicles issues new or revised policy and procedural changes through email broadcasts, I ensure they are communicated to the staff and followed daily through a structured and efficient process. As soon as a broadcast comes through, either the manager or assistant manager prints it immediately. Per the manual, all broadcasts must be signed by each clerk to confirm they've read and understood the updates.

This year, I improved this process by implementing preprinted rosters with each employee's name and a signature line. With 10+ employees, it was challenging to track who had seen the broadcasts and who hadn't. The roster now makes it simple to identify any clerks who still need to read and sign. Additionally, if a broadcast includes updates to the manual, I require managers to print the updated manual pages and attach them to the broadcast. This allows clerks to review both the broadcast and the revised manual sections together, ensuring they fully understand the changes. This system keeps everyone informed and compliant with policy updates.

5. How will you demonstrate good leadership to your employees?

I demonstrate good leadership to my employees by being a working deputy who leads by example. I regularly get on a terminal and perform transactions alongside my staff. This not only shows my team that I understand the demands of their roles but also allows me to set clear expectations and maintain a high standard of service. By working directly with the team, I can identify mistakes or areas for improvement and address them immediately, ensuring consistent quality and compliance.

I set high expectations for my staff but trust them to perform their duties without constant oversight. I avoid micromanaging by empowering my team through thorough training, open communication, and clear guidance. At the same time, I stay approachable and available to provide support or answer questions as needed. This balance of trust and accountability fosters a productive, respectful, and collaborative work environment where employees feel confident and motivated. My hands-on leadership approach ensures that I remain connected to daily operations while inspiring my team to excel.

6. How will you maintain a high level of professionalism each day in this business?

I maintain a high level of professionalism each day by setting the tone for my team through my actions, attitude, and commitment to excellence. As a working deputy, I lead by example, demonstrating the importance of treating every customer and colleague with respect, patience, and courtesy. I make it a priority to remain approachable and calm, even during challenging situations, to model the behavior I expect from my staff.

Consistency is key to professionalism, so I ensure that our office maintains a clean, organized, and welcoming environment that reflects our dedication to customer service. I also emphasize the importance of clear communication—both internally and with customers—by encouraging my team to be thorough, polite, and solution-oriented in all interactions.

To support this, I provide ongoing training to keep my staff updated on policies and procedures, ensuring that they feel confident and knowledgeable in their roles. Additionally, I hold myself and my team accountable for our performance by regularly monitoring transactions and addressing issues promptly and constructively. By staying engaged, focused, and committed to upholding high standards, I create a professional and efficient workplace that consistently delivers excellent service.

7. How do you intend to recruit and retain high quality employees?

Recruiting and keeping great employees is crucial, especially in the post-COVID professional world. I'm proud to have retained 90% of my original staff since opening my agency five years ago, which I attribute to building a strong, supportive team. I prioritize employee recommendations when hiring, as referrals help create an immediate sense of rapport and trust within the team. I also use Indeed to reach a wider pool of candidates. Once hired, I focus on team bonding through quarterly events outside of work, fostering camaraderie and a positive workplace atmosphere where employees feel valued. Open communication and respect are key to retention. Since we can't raise fees to offer higher salaries, I find other ways to give back. My staff keeps 100% of their notary service earnings, and I offer commissions on items like plate frames, nuts, and bolts—small perks that make a big difference. By recruiting through trusted referrals, prioritizing team building, and offering creative incentives, I've been able to attract and retain a high-quality team.

8. How will you provide a safe, clean and friendly place to do business?

I make it a top priority to provide a safe, clean, and friendly environment for both customers and employees. Keeping the office clean and organized is non-negotiable—I ensure that the space is regularly cleaned and well-maintained so customers feel comfortable and welcome when they walk in. I also make sure the layout is efficient and easy to navigate, minimizing stress for both staff and customers.

Safety is just as important. I've implemented security measures like camera systems that I can monitor remotely, ensuring that the office is secure at all times. Staff is also trained on safety protocols, including how to handle emergencies or difficult situations, to keep everyone protected.

Friendliness is part of our culture. I encourage my team to greet every customer warmly and offer help with patience and respect. The small details matter, too—we've added personal touches like our license plate wall in the shape of the U.S., which customers love and often comment on. By focusing on cleanliness, safety, and a welcoming atmosphere, I've created an environment where people feel at ease and happy to do business.

9. How would you deal with an irate customer?

When dealing with an irate customer, my first priority is to stay calm and composed, ensuring the situation doesn't escalate further. I actively listen to their concerns without interrupting, so they feel heard and understood. Most of the time, customers become frustrated due to a rule I cannot change, a document they need but don't have, or a document they have that we legally cannot accept. In these situations, I take the time to explain why those rules are in place, often pointing out that they are set by the state to ensure consistency and security. This explanation usually helps customers understand and accept the situation.

Once I've explained the issue, I work to find a solution, whether that's providing guidance on what they need to bring or helping them understand the next steps. If the problem can't be resolved immediately, I offer alternatives or suggestions to make their return visit as smooth as possible. I also train my staff to handle these situations with patience and professionalism, but if a customer is particularly upset, I step in personally to ensure they feel valued. By staying empathetic, solution-focused, and clear in my communication, I can often turn a negative experience into a more positive one.

10. What training or advice do you, or will you, give to your employees for dealing with irate customers?

I train my employees to handle irate customers with patience, empathy, and professionalism. The first thing I emphasize is the importance of staying calm and composed, as a calm demeanor helps prevent the situation from escalating further. I advise them to actively listen to the customer's concerns without interrupting, allowing the person to feel heard and respected.

I also teach my team to recognize that most frustration comes from situations beyond our control, such as rules we cannot change. Employees are trained to focus on finding solutions wherever possible, whether that means offering clear next steps or guiding the customer on what they need to bring. If the issue cannot be resolved immediately, I encourage staff to remain empathetic and reassure the customer that we want to help them succeed.

Finally, I let my team know that they're never alone in these situations. If a customer becomes too upset or difficult to manage, they are instructed to involve me or a manager. This not only supports the employee but also ensures that the customer feels their concerns are being taken seriously. By equipping my team with these strategies and offering my full support, I help them handle irate customers professionally and confidently.

11. How will you meet the expectations of the Bureau of Motor Vehicles?

I meet the expectations of the Bureau of Motor Vehicles by staying proactive, organized, and fully committed to maintaining compliance with their policies and standards. I'll be honest—this past year was not my best. However, I remained positive and worked hard with my field staff to identify and implement changes that ensured I was operating in full compliance. I took responsibility for my downfalls, and those experiences ultimately made me a better deputy.

This is a unique job because there is always something new to learn, and that's what I love most about it. Whether it's adjusting to policy updates or improving processes, I embrace the opportunity to grow and improve. I focus on thorough staff training, regular transaction audits, and open communication with the BMV to ensure accuracy and alignment with expectations. By staying dedicated, adaptable, and committed to delivering excellent service, I not only meet the BMV's expectations but continuously strive to exceed them.

12. Why should the Bureau of Motor Vehicles consider you for a deputy registrar license agency contract?

The Bureau of Motor Vehicles should consider me for a deputy registrar license agency contract because of my proven commitment to providing excellent service, my ability to adapt and grow, and my dedication to meeting and exceeding the expectations of the BMV. Over the past five years, I have successfully managed my agency, retaining 90% of my original staff, which speaks to the positive work environment I've cultivated.


While this past year presented challenges, I took full responsibility for my shortcomings and worked closely with my field staff to implement changes, ensuring compliance and improving operations. These experiences have made me a stronger and more effective leader. I'm a hands-on deputy who leads by example—I frequently work directly on the terminal to understand the challenges my staff face and to identify and correct mistakes quickly.

What sets me apart is my passion for learning and improving. This job constantly offers opportunities to grow, and I embrace that fully. I've built strong rapport with my employees through team-building efforts, creative perks, and open communication, which helps me recruit and retain high-quality staff. My focus on providing a safe, clean, and friendly environment for both customers and employees ensures that our office reflects the professionalism and standards of the BMV.

With my dedication to compliance, service excellence, and continuous improvement, I am confident in my ability to successfully operate a deputy registrar agency and represent the BMV with integrity and professionalism.

3.10(A) AFFIDAVIT OF INDIVIDUAL

(Not to be used by County Auditors, Clerks of Courts or Nonprofit Corporations)

County of Hamilton :

State of Ohio _____:

I, Brittney Heitman, being first duly sworn, depose and say that:

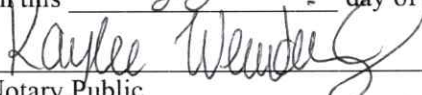
- 1) I am submitting my proposal for appointment as deputy registrar in my own individual capacity, and not as an agent, representative, partner, or business associate of any kind whatsoever of any other person or persons;
- 2) If appointed, I will serve as a deputy registrar in my own individual capacity, and will not act as an agent, representative, partner, or business associate of any kind whatsoever of any other person or persons;
- 3) If appointed as deputy registrar, I will not assign my deputy registrar contract, in whole or in part, nor any of my deputy registrar's responsibilities to any other person or persons without the advance written consent of the Registrar;
- 4) If appointed as a deputy registrar, I will fully comply with all requirements set forth by the Registrar. I will not serve as an office manager of any deputy registrar agency other than my own; nor will I permit any other deputy registrar, the spouse of any deputy registrar, or the parent, child, brother, or sister of any deputy registrar living in the same household as the deputy registrar to operate my deputy registrar agency, directly or indirectly. I understand that I may hire the spouse, parent, child, brother, or sister of any deputy registrar as an employee, provided that I maintain control of my deputy registrar agency;
- 5) To the best of my knowledge and belief, I am fully qualified to serve as a deputy registrar, and there is no provision of the Ohio Revised Code or the Ohio Administrative Code which would make me ineligible to serve as a deputy registrar; and,
- 6) I have caused to be prepared, have read, and take full responsibility for, all forms and documents submitted with this proposal. All information is true, accurate, and complete to the best of my knowledge and belief. This affidavit is submitted by me for the purpose of obtaining a deputy registrar contract.

Signature of proposer: 

Printed/typed name of proposer: Brittney Heitman

Sworn to and subscribed in my presence by the above named Brittney Heitman

on this 23rd day of January


Notary Public

Printed name of Notary Public: Kaylee Wendling

My commission expires: 8/8/2028



2025
KAYLEE MARIE WENDLING
Notary Public
State of Ohio
My Comm. Expires
August 8, 2028

DEPUTY REGISTRAR
REQUEST FOR PROPOSALS

SECTION 4

(2025)

OPERATIONAL FORMS

4.0 OPERATIONAL CHECKLIST

Proposer's Full Legal Name Brittney Nicole Heitman

Location Number 31-G

Proposer Number (*BMV use only*) _____

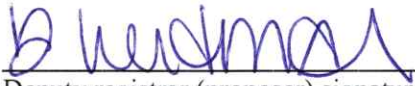
INSTRUCTIONS: You must submit one original of this form and all documents listed on this form **FOR EACH SITE YOU ARE PROPOSING.**

FORM	DESCRIPTION	X	BMV
4.0	Operational Checklist (this form)	✓	
4.1	Appointment of Agency Managers	✓	
4.2	Experienced Employees Summary	✓	
4.3	Staffing and Personnel Costs Calculation	✓	
4.4	Start-Up Costs Calculation Amount: \$ <u>35,599.39</u>	✓	
4.5	Deputy Registrar Contract (2 pages only)	✓	

4.1 APPOINTMENT OF AGENCY MANAGERS

Proposer's name: Brittney Heitman Location number: 31-G

- (A) DEPUTY REGISTRAR: As deputy registrar, I agree to work in the agency at least 20 hours per week during the hours the agency is open to the public for business throughout the entire term of the contract. I understand that the minimum requirement for deputy registrars is twenty (20) hours per week during the hours the agency is open for business. This twenty-hour requirement does not apply to County Auditors/Clerks of Courts, nonprofit corps., or deputy registrars operating multiple locations (assessed as received).
- (B) OFFICE MANAGER: I understand and agree that I must appoint either myself or another reliable person to serve as the office manager for the agency, and that the office manager must be scheduled to work at the agency at least thirty-six (36) hours per week during the hours the agency is open to the public for business. It is my intention to:
- _____ Appoint myself as the office manager and work at least thirty-six hours per week during the hours the agency is open to the public for business.
- ☒ Appoint another reliable person to serve as the office manager to work at least thirty-six hours per week during the hours the agency is open to the public for business.
- (C) ASSISTANT OFFICE MANAGER: I understand and agree that I must appoint a reliable person to be responsible for the management of the agency in the absence of myself and the agency office manager during the hours the agency is open to the public for business.
- (D) OTHER EMPLOYEES: I agree to maintain an accurate and current roster of my office manager, assistant office manager, and all other employees and their work schedules, as well as my own work schedule, on file and available for inspection by BMV employees at all times. I also agree to notify the BMV in writing immediately of any changes in the appointment of the office manager or assistant office manager, and to keep the employee roster complete and current.


Deputy registrar (proposer) signature

Date: 01/15/2025

4.2 EXPERIENCED EMPLOYEES SUMMARY

Proposer's name: Brittney Heitman Location number: 31-G

- (A) HIRING EXPERIENCED EMPLOYEES. I certify that if I am appointed as a deputy registrar under contract with the Registrar of Motor Vehicles, I will make every good faith effort to hire and retain qualified employees who have relevant experience working in a deputy registrar agency. I agree to make bona fide offers of employment at comparable wages and under comparable conditions to their most recent deputy registrar employment experience.

- (B) CHECK WHICHEVER APPLIES:



I HAVE NOT BEEN A DEPUTY REGISTRAR OR DEPUTY REGISTRAR EMPLOYEE. I have not yet identified any prospective employees who have relevant deputy registrar experience. However, if awarded a contract, I will make every reasonable effort to identify and hire, if possible, qualified employees who have relevant experience working in a deputy registrar agency. **Please do not contact any deputy registrar employees until after you have been awarded a contract.**



I AM OR HAVE BEEN A DEPUTY REGISTRAR OR DEPUTY REGISTRAR EMPLOYEE. I have identified the following persons to whom I will make a bona fide offer of employment at comparable wages and under comparable conditions to their present employment. (A deputy registrar or a proposer who has deputy registrar employment experience may list himself or herself here):



- (C) I understand that failure to hire properly qualified and experienced deputy registrar employees is grounds to withhold or terminate my deputy registrar contract.

B. Heitman

Deputy registrar (proposer) signature

Date: 01/15/2025

Form 4.2, Experienced Employees Summary (2025)

4.3 STAFFING AND PERSONNEL CALCULATION

Proposer's name: Brittney Heitman Location number: 31-G

Instructions. Use this form to project the number of hours the deputy registrar, office manager, assistant office manager, and all other experienced (if known) and/or new hire employees will work, the projected hourly wages paid, and the weekly and monthly payroll costs.

The deputy registrar shall be regularly scheduled and on duty at the license agency at least twenty (20) hours per week, during regular business hours. This twenty-hour requirement does not apply to nonprofit corps., county auditors/clerks of court, or deputy registrars operating multiple locations (assessed as received). The deputy registrar shall appoint a full-time office manager, who shall be either the deputy registrar or a full-time employee with responsibility for management of the agency. The office manager shall be regularly scheduled, and shall work at least thirty-six (36) hours per week during regular business hours. The deputy registrar shall also designate an assistant office manager who shall supervise the agency in the absence of the deputy registrar and the full-time office manager.

The projected total weekly work hours for the deputy registrar and all employees should equal or exceed the minimum staffing recommended for the Class Size Agency as prescribed in the Agency Specifications.

In accordance with the standards established by the United States Department of Labor, Wage and Hour Division; Ohio Constitution; and Ohio Department of Commerce; all license agency employees must be paid at least the current minimum wage rate of \$7.25 per hour by businesses with gross receipts of less than \$394,000 per year and \$10.70 per hour by businesses with gross receipts of \$394,000 or more per year.

The deputy registrar need not list any salary or wages for the deputy's own service as deputy registrar or as the office manager.

Caution. For deputy registrars who also serve as the office manager, be careful not to duplicate hours worked.

EMPLOYMENT POSITION	PROJECTED HOURS PER WEEK	PROJECTED HOURLY RATE	PROJECTED WEEKLY PAY	PROJECTED MONTHLY PAY (weekly x 4)
Deputy Registrar	20.00	N/A	N/A	N/A
Office Manager (leave blank if the Deputy Registrar is also the Office Manager)	40.00	\$ 28.00	\$ 1,120.00	\$ 4,480.00
Assistant Office Manager	36.00	\$ 22.00	\$ 792.00	\$ 3,168.00
Experienced Employees Total Number (combine Full-time & Part-time) = <u>10</u>	225.00	\$ 17.00	\$ 3,825.00	\$ 15,300.00
New Hire Employees Total Number (combine Full-time & Part-time) = <u>0</u>	0.00	\$ 0.00	\$ 0.00	\$ 0.00
TOTALS	321.00	N/A	\$ 5,737.00	\$ 22,948.00

4.4 START-UP COSTS CALCULATION

Proposer's name: Brittney Heitman Location number: 31-G

The purpose of this form is to assure the BMV that you are financially able to cover the costs of beginning a deputy registrar business. We need to know that you have enough financial resources to cover your personnel, site preparation, and site rental costs.

1. PERSONNEL COSTS (FOUR WEEKS)

Use Form 4.3 to calculate four (4) weeks' personnel costs for this location.

\$ 22948.00

2. SITE PREPARATION COSTS (AMORTIZED)

A. If this is a Deputy Provided Site, calculate and enter the actual projected costs you will need to spend to prepare the building for use as a deputy registrar agency in each of the following categories:

1. Building Modifications	\$ <u>0</u>
2. Counter Costs	\$ <u>0</u>
3. Other Costs	\$ <u>0</u>
4. Total	\$ <u>0</u>

Total amortized over 60 month contract period
(Divide line 4 by 60) = \$ 0

B. If this is a BMV Controlled Site, enter the information contained in the Agency Specifications for this location. Do not change the information from the Agency Specifications.

\$ N/A

3. AGENCY RENTAL PAYMENTS (3 MONTHS)

A. If this is a Deputy Provided Site, enter the actual amount you will pay to rent or lease this site.

B. If this is a BMV Controlled Site, enter the estimated rent listed in the Agency Specifications for this site. Do not change the amount listed.

One month's rent: \$ 4217.13 x 3 = \$ 12,651.39

TOTAL START-UP COSTS

[four weeks' personnel costs, plus one month's amortized site preparation costs (2.A total amount or 2.B BMV Controlled Site amount), plus three months' rent]

\$ 35,599.39

STATE OF OHIO
DEPARTMENT OF PUBLIC SAFETY
BUREAU OF MOTOR VEHICLES
DEPUTY REGISTRAR CONTRACT - 2025

This Agreement is made by and between the Registrar of Motor Vehicles, (Registrar, herein), located at 1970 West Broad Street, Columbus, Ohio 43223-1102 and Brittney Heitman _____, (deputy registrar, herein) whose

home mailing address is _____

(City) _____, Ohio (Zip) 45247 _____, to operate a deputy

registrar agency, Location No. 31-G _____, to be located as follows: in the

State of Ohio, County of Hamilton _____

City/Village/Township (indicate which) City _____ of Norwood _____

Street address: 4566 Montgomery Rd. _____

(City) Norwood _____, Ohio (Zip) 45212 _____

WHEREAS, the Registrar of Motor Vehicles, pursuant to section 4503.03, section 4507.01, and other applicable sections of the Ohio Revised Code, wishes to appoint and contract the above named person as deputy registrar for the above referenced location;

WHEREAS, the above named deputy registrar wishes to accept this appointment and contract as deputy registrar;

NOW, THEREFORE, IT IS AGREED AS FOLLOWS:

1. The Registrar hereby appoints the above named person as a deputy registrar subject to the 2025 Deputy Registrar Contract Terms and Conditions which are incorporated herein by reference;
2. The above named person hereby accepts appointment as a deputy registrar subject to the 2025 Deputy Registrar Contract Terms and Conditions incorporated herein by reference;
3. The term of this appointment and contract shall begin on the 29th day of June, 2025, and shall end on the 29th day of June, 2030, unless otherwise terminated as provided herein;

Form 4.5, Deputy Registrar Contract (2025)

4. The deputy registrar is appointed and accepts appointment in the capacity of [state whether: "an individual," "County Auditor for (specify county)," "Clerk of Courts for (specify county)," or "a nonprofit corporation"]:

an individual

5. The Deputy Registrar certifies that he or she has read, understands, and hereby agrees to all of the 2025 Deputy Registrar Contract Terms and Conditions incorporated herein.

B. Wendling
Deputy Registrar signature

01/23/2025

Date

STATE OF OHIO

:

COUNTY OF Hamilton

:

:

Before me, a notary public in and for said county and state, personally appeared the above named Brittney Heitman, who acknowledged that he or she did sign the foregoing instrument and that the same is his or her free act and deed.

IN WITNESS WHEREOF I have hereunto set my hand and official seal, this 23 day of January, 2025.

Kaylee Wendling
NOTARY PUBLIC



Printed name of Notary Public: Kaylee Wendling

My commission Expires: 8/8/2028

STATE OF OHIO

DEPARTMENT OF PUBLIC SAFETY

BUREAU OF MOTOR VEHICLES

BY: _____
REGISTRAR OF MOTOR VEHICLES

Done at Columbus, Ohio, on

DEPUTY REGISTRAR
REQUEST FOR PROPOSALS

SECTION 5

(2025)

DEPUTY PROVIDED SITES

5.0 DEPUTY PROVIDED SITE CHECKLIST

Proposer's Full Legal Name Brittney Nicole Heitman
 Location Number 31-G
 Proposed Site Address 4566 Montgomery Rd. Ste 23 Norwood OH 45212
 Proposer's Telephone Number (number where BMV staff can reach you) (513) 225-3114
 Proposal Number (BMV use only) _____

INSTRUCTIONS: You must submit one original of this form and all documents listed on this form **FOR EACH LOCATION YOU ARE PROPOSING**. If you fail to submit a complete set of originals **FOR EACH LOCATION**, you will not be evaluated for those locations.

ATTENTION: Proposers applying for contracts at existing license agency locations designated as Deputy Provided Sites are not required to complete and submit all Section 5 forms if the site was approved under a previous RFP and if there have been no changes to the site since the last contract was approved and signed. Under this license agency site provision, form 5.0, page one (1) of form 5.1, and form 5.3 must be completed and submitted with all other required forms and documents.

FORM	DESCRIPTION	✓	BMV
5.0	Deputy Provided Site Checklist (this form)	✓	
5.1	Site Questionnaire (page 1 only if proposing existing license agency site)	✓	
5.2	ADA Checklist (leave blank if proposing existing license agency site)		
5.3	Lease Option (required for all proposers, which includes incumbent deputy registrars)	✓	
	– filled out, including complete address	✓	
	– signed and notarized	✓	
5.4	Proximity Attachment [for "Proximity" sites only] (leave blank if proposing existing license agency site)		
Proposer provided	Site Plan (leave blank if proposing existing license agency site)		
	– with 8½ x 11-inch formatting (SUBMITTED ELECTRONICALLY)		
	– with complete dimensions		
Proposer provided	Counter Plan (leave blank if proposing existing license agency site)		
	– with 8½ x 11-inch formatting (SUBMITTED ELECTRONICALLY)		
	– with complete dimensions		
Proposer provided	Map (leave blank if proposing existing license agency site)		
	– with site clearly marked		

Form 5.0, Deputy Provided Site Checklist (2025)

5.1 SITE QUESTIONNAIRE

1. Location Number for which you are proposing (from Agency Specifications): 31-G
Street address of site 4566 Montgomery Rd. Suite 23
City Norwood, Ohio, Zip Code 45212
2. Is the site you are proposing currently in operation as a deputy registrar agency?
No _____ Yes ☒
3. Do you intend to perform construction or remodeling to prepare this site for operation under a new deputy registrar contract?
No ☒ Yes _____
4. Are you applying for a contract at an existing license agency site that was approved under a previous contract?
No _____ Yes ☒
5. A. If you answered "No" to question number 4, skip to question number 7, and complete the information required for this form (5.1) and the remainder of Section 5 forms 5.2 through 5.4.
- B. If you answered "Yes" to question number 4, have there been any changes to the site (interior and/or exterior to include parking areas, path of travel, and accessibility to individuals with disabilities, and signage)?
No ☒ Yes _____
6. A. If you answered "No" to question number 5, please print and submit this along with form 5.3 for compliance with Section Five (5) requirements for this RFP and include it with the remainder of your required proposal documents.
- B. If you answered "Yes" to question number 5, list the site changes in the space below and be specific with the description(s) of any changes that have been made. Include additional supporting documentation and attachments if needed, then stop here. Print and submit this page along with any other documentation and attachments for compliance with Section 5 requirements for this RFP and include it with all other required proposal documents.

5.3 LEASE OPTION

1. I (we)(owners' complete names) Brixmor Surrey Square Mall, LLC,
a Delaware limited liability company
of (owners' complete address) [REDACTED]

City [REDACTED], State Pennsylvania, Zip 19428

HEREBY GRANT, upon due consideration, receipt of which is hereby acknowledged, this OPTION
TO LEASE the following described property located in the State of Ohio, County of
Hamilton

(state whether city, village or township)
city [REDACTED] of Norwood and commonly known as:

(property's address) 4566 Montgomery Road

Suite [REDACTED] City Norwood, Ohio, Zip 45212

to (proposer's name) Norwood License Agency, LLC, an Ohio limited liability company

of (proposer's address) [REDACTED]

City [REDACTED], Ohio, Zip 45247

for the operation of a deputy registrar agency under contract with the Ohio Bureau of Motor
Vehicles, and for no other purpose.

2. THE TERM OF THE LEASE, if this lease option is exercised, shall begin on July 1, 2025 and shall expire on June 30, 2030.
3. THE TERM OF THIS LEASE OPTION shall begin on the date of its execution (signing) below and shall be held open until the 1st day of May, 2025.
4. THE PARTIES AGREE AS FOLLOWS:
- A. The owners may, in their sole discretion, grant a similar lease option to operate a deputy registrar agency for the stated period of time to more than one proposer, provided that the premises are not subject to an existing lease for any portion of the term of lease as specified in paragraph 2, above.
- B. If the owners have granted or hereafter grant an option to the same described real estate to another person or entity for the operation of a deputy registrar agency it is understood and agreed by owners and proposer that only the option granted to the person or entity awarded a contract by the Ohio Bureau of Motor Vehicles shall be entitled to exercise the relevant option.

C. Except as provided in paragraphs 4(A) and (B), above, the owners shall not grant an option, lease, or rental agreement to any other person during the term of this lease option specified in paragraph 3, above.

D. The lease under this option shall be on any terms as owners and optionee agree to contemporaneously with the granting of this option, provided that no such term shall be inconsistent with this lease option. Said terms, if any, are incorporated herein.

Owner(s)' signature(s): David Vender

David Vender, Executive Vice President

Owner(s)' printed name(s): Brixmor Surrey Square Mall, LLC

STATE OF Illinois:

COUNTY OF Cook:

The foregoing instrument was acknowledged before me on this 15th day of

January, 2025, by the owners, David Vender, Executive Vice President of Brixmor Surrey Square Mall, LLC (Owner)

Debra Ann Pauly

Notary Public

Printed name of Notary Public: Debra Ann Pauly

My commission expires on 8/12/2028



I hereby accept this option.

1/15/25
Date

B. Weidman
Optionee signature, Deputy Registrar Proposer