

Strategic Plan Fiscal Year • 2013 - 2014

Goals • Objectives • Strategies • Measures

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Executive Director

Public Safety

Protect the lives and security of our residents and visitors through enforcement, service and education



- a. Maximize troopers available for primary patrol by continuing to reclassify supervisory and investigative positions
- b. Utilize data-driven analysis to guide staffing and operational decision making
- c. Implementation of the "tiered approach" for allocating FHP resources as recommended by Law Enforcement Consolidation Task Force
- d. Apply traffic incident management techniques in coordination with FDOT to improve road clearance time
- e. Identify and respond to the specific public safety needs of unique customer groups

2. Emphasize proactive enforcement, criminal investigations and motorist services sanctions to reduce risk to the motoring public

- a. Increase criminal interdiction capabilities resulting in the removal of criminals and contraband from Florida's roadways
- b. Combat aggressive driving, impaired driving, hazardous driving behaviors and occupant restraint violations through targeted enforcement
- c. Leverage efforts of the medical review, administrative review, financial responsibility and driver improvement programs
- d. Combat and investigate credential fraud, identify theft and associated crimes
- e. Ensure the successful completion of the Commercial Vehicle Safety Plan objectives

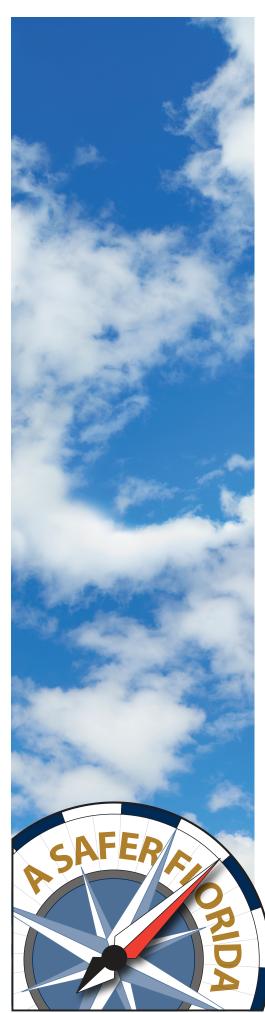
3. Advance our safety education efforts and consumer protection initiatives to increase public awareness

- a. Promote safe driving behaviors for all drivers, with an emphasis on at-risk drivers
- b. Develop and/or participate in safety campaigns to reduce fatalities and serious injuries among vulnerable road users such as motorcyclists, bicyclists, and pedestrians
- c. Ensure regulatory compliance to reduce the number of vehicle and manufactured home consumer complaints
- d. Increase the frequency and enhance the content of safety-related demonstrations and inspections to target audiences
- e. Brand the Department as the primary advocate for public safety on Florida's roadways through an integrated marketing effort

4. Collect, analyze, disseminate and share data and intelligence information with stakeholders

- a. Deploy a facial recognition system for law enforcement and credentialing
- b. Enhance data exchange for the secure interactive sharing of information
- c. Increase use of technology for driver and vehicle identification





5. Provide research, analysis and public safety expertise in support of education efforts and policy decisions

- a. Implement a Policy Unit for the purpose of compiling and analyzing traffic and safety data and emerging trends
- b. Formulate comprehensive Department policy positions and statutory changes for consideration by executive leadership
- c. Coordinate the Department's education efforts on critical public safety issues

Public Safety Measures

A.	Highway crashes	ANNUAL STANDARD
1.	% change in highway fatalities to previous year	0% or reduction
2.	% change in highway crashes to previous year	0% or reduction
3.	% change in commercial vehicle crashes to previous year	1.3% or greater reduction
4.	% change in mature drivers involved in fatal crashes to previous year	0% or reduction
5.	% change in teen drivers involved in fatal crashes to previous year	0% or reduction
6.	% change in impaired drivers involved in fatal crashes to previous year	0% or reduction
B. l	Highway safety education and enforcement	
7.	% of duty hours spent on patrol and investigation activities	73%
8.	Number of highway safety education hours provided	8,100
9.	Number of safety education and enforcement-related marketing activities	15
10.	Number of commercial vehicle inspections performed	87,318
11.	% of insured motorists	95%
C. Criminal Investigations		• • • • • • • • • • • • • • • • • • • •
12.	% of criminal investigation cases completed within 90 days	90%
13.	% of field intelligence reports reviewed, analyzed, adjudicated and shared within 30 days	90%
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DHSMV Strategic Plan 4 FY 2013-2014

Service Delivery

Provide efficient and effective services that meet or exceed the needs of our customers and stakeholders



- a. Increase the availability and quality of services
- b. Leverage media to promote Department services
- c. Maximize grant funding that supports Department initiatives
- d. Increase public and private sector partnerships to expand the delivery options for Department services

2. Improve and increase efficiency to enhance internal and external service delivery

- a. Evaluate flexible staffing and scheduling techniques
- b. Modernize our office environment and equipment
- c. Modernize our service delivery systems and processes
- d. Use demographic data to assess service needs
- e. Identify and eliminate unneeded, redundant or inefficient systems and processes
- f. Improve operational safety and reduce liability and risk

3. Leverage private sector business opportunities that support/enhance Department initiatives

- a. Eliminate unnecessary obstacles for the private sector
- b. Identify the strategic value of our data for appropriate alternate uses

Reliable Service Delivery Measures

A. Motorist transactions successfully completed	ANNUAL STANDARD
14. % of registration transactions successfully completed	95%
15. % of title transactions successfully completed	95%
% of driver license and identification card transactions successfully completed	98%
% of disabled parking permit transactions successfully completed	98%
B. Customer services completed timely	
18. % of calls for service responded to by FHP within 30 minutes	65%
19. % of driver license office customers waiting30 minutes or less for service	95%
20. % change in average wait time for Customer Service Center calls to previous year	5% or greater reduction
21. % of business licenses issued within 5 days	98%
C. Customer Satisfaction	
22. % of customers that rate services as satisfactory or better	85%

Leverage Technology **Build upon the Department's** successful integration of technology into the way we do business

1. Expand our service delivery options to enhance customer access to the Department's services and information

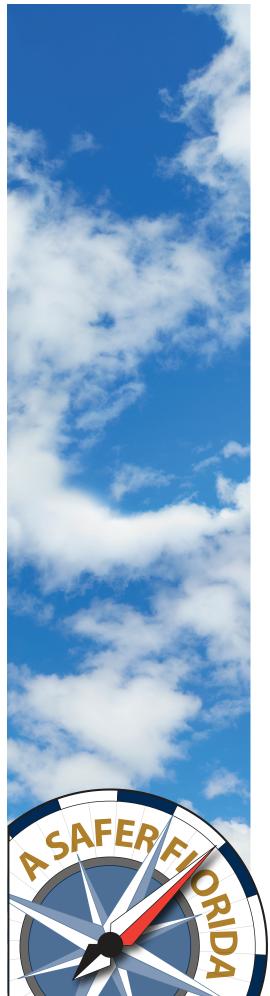
- a. Continue migrating from legacy mainframe processing to newer technologies
- b. Reduce the complexity of the Department's enterprise application portfolio
- c. Enhance traditional-based customer services by expanding online accessibility to information and services
- d. Build a foundation for customer self-service and mobile device computing
- e. Combine all fee-based services into one single transaction with the Department

2. Enhance cybersecurity to ensure the continued integrity, availability and confidentiality of Department data

- Ensure security policies are consistent with Criminal Justice Information Security and other applicable Federal and State standards
- b. Improve incident management capability by incorporating tabletop exercises in the quarterly Cybersecurity Incident Response Team (CSIRT) meetings, so core team members understand their roles, responsibilities and communication procedure.
- c. Provide research and development for new technologies and trends that can help protect Department data from the ever evolving threat landscape
- d. Broaden the Department's information technology security awareness program and training to ensure each member understands the cybersecurity responsibilities specific to his/her job duties

3. Enhance information management and knowledge creation by connecting people, information and business functions

- a. Continue to integrate an inclusive solution for real-time communication services
- b. Continue to research an enterprise electronic content management solution
- c. Provide members, partners and stakeholders working remotely secure real-time access to vital information
- d. Invest in knowledge management tools that make information available to our partners and stakeholders
- e. Leverage and enhance the Computer Aided Dispatch (CAD) and Records Management System (RMS) to efficiently connect people in need to law enforcement and related services
- f. Consider solutions focused on simplicity, efficiency, cost containment and reduction, as well as an adherence to industry standards while still providing best in class service
- g. Create a common interface for third-party providers of services via automated processes
- h. Merge and re-engineer the driver and vehicle renewal process in a phased approach
- i. Initiate the design of a business rules engine to provide accuracy in customer transactions



Leverage Technology Measures

Α. C	ustomer Technology Use	ANNUAL STANDARD
23.	% of customers being served via internet	21%
24.	% of motor vehicle and vessel titles issued electronically	35%
B. New Technology Projects		
25.	% of projects in progress which are on time and budget	80%
C. Computer support uptime available to our partners		
26.	% of State provided Data Center system uptime	99.9%
27.	% of Partner provided Data Center system uptime	99.9%
28.	% of Network provided Data Center system uptime	99.9%
29.	Effectiveness of data and systems security preventative measures	100%
30.	% of time dedicated to research and development	15%

Talent Creation & Development

Build a business environment that regards our members as our most valuable resource



- a. Recruit a workforce with relevant skills, including the use of technology
- b. Promote a Department culture that gives members pride and passion about public service
- c. Recognize and value individual members' contributions
- d. Develop and implement retention strategies

2. Foster a performance-based leadership culture that prioritizes the professional development, empowerment and successes of each member

- a. Identify members with high potential and develop them to be our future leaders
- b. Set clear performance expectations for members
- c. Provide members with the information, tools, support and authority they need to perform at high levels
- d. Provide members with on-going candid feedback and helpful coaching
- e. Regularly measure performance and hold all members accountable for results
- f. Improve our ability to identify and move underperforming members into more appropriate roles or out of the Department

3. Promote a Department culture that encourages ethical conduct, integrity and high performance

- a. Build values and ethical awareness
- b. Develop an innovative mindset among managers to recognize and encourage good ideas and increased service delivery
- c. Highlight significant values and ethical behavior of applicants and members
- d. Identify and reward innovative thinking
- e. Create a work environment that encourages open communications

4. Increase professional knowledge and personal development

- a. Enhance the skills required to serve a diverse customer population
- b. Expand the core competencies of all members

Talent Creation and Development

	ANNUAL STANDARD
31. % of members who rate job satisfaction as satisfactory or better	75%
32. % of members participating in a discretionary leadership course/program	25%
33. % of members participating in a discretionary technology course/program	20%
34. % of members participating in a discretionary service delivery course/program	25%
35. % of positions filled by internal promotion	30%

OUR MISSION

Providing Highway Safety and Security Through Excellence In Service, Education and Enforcement.

OUR VISION

A Safer Florida!

OUR VALUES

We Believe In:

SERVICE

by
exceeding
expectations;

INTEGRITY

by upholding the highest ethical standards;

COURTESY

by

treating everyone with dignity and respect;

PROFESSIONALISM

by

inspiring confidence and trust;

INNOVATION

by

fostering creativity;

and

EXCELLENCE IN ALL WE DO!



On the Cover

The Compass: A time-honored navigational instrument that aligns the user's path to reach an intended goal.

Just as early explorers used the compass to reach new worlds, the Department of Highway Safety and Motor Vehicles uses our Strategic Plan to lead us to A Safer Florida.



For more information about the Department's Strategic Plan, contact us at (850) 617-3033 or at HSMV-Info@flhsmv.gov.