



# **Strategic Plan**

## **Fiscal Year • 2013 - 2014**

**Goals • Objectives • Strategies • Measures**

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Julie L. Jones  
*Executive Director*



# Public Safety

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

## 1. Deploy our workforce to improve the Department's efficiency & effectiveness

- 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

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

### Public Safety Measures

	ANNUAL STANDARD
<b>A. Highway crashes</b>	
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>B. Highway safety education and enforcement</b>	
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%
<b>C. Criminal Investigations</b>	
12. % of criminal investigation cases completed within 90 days	90%
13. % of field intelligence reports reviewed, analyzed, adjudicated and shared within 30 days	90%





# Service Delivery

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

## 1. Improve ease of access for our customers and stakeholders

- Increase the availability and quality of services
- Leverage media to promote Department services
- Maximize grant funding that supports Department initiatives
- 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

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

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

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

## Reliable Service Delivery Measures

	ANNUAL STANDARD
<b>A. Motorist transactions successfully completed</b>	
14. % of registration transactions successfully completed	95%
15. % of title transactions successfully completed	95%
16. % of driver license and identification card transactions successfully completed	98%
17. % of disabled parking permit transactions successfully completed	98%
<b>B. Customer services completed timely</b>	
18. % of calls for service responded to by FHP within 30 minutes	65%
19. % of driver license office customers waiting 30 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%
<b>C. Customer Satisfaction</b>	
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

- a. 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

	ANNUAL STANDARD
<b>A. Customer Technology Use</b>	
23. % of customers being served via internet	21%
24. % of motor vehicle and vessel titles issued electronically	35%
<b>B. New Technology Projects</b>	
25. % of projects in progress which are on time and budget	80%
<b>C. Computer support uptime available to our partners</b>	
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

## 1. Actively recruit and retain a skilled workforce

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

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

- Identify members with high potential and develop them to be our future leaders
- Set clear performance expectations for members
- Provide members with the information, tools, support and authority they need to perform at high levels
- Provide members with on-going candid feedback and helpful coaching
- Regularly measure performance and hold all members accountable for results
- 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

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

## 4. Increase professional knowledge and personal development

- Enhance the skills required to serve a diverse customer population
- 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

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**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](mailto:HSMV-Info@flhsmv.gov).**