

# ZERO BASED BUDGET REVIEW



**FLORIDA DEPARTMENT OF  
HIGHWAY SAFETY & MOTOR VEHICLES**

◆ Making Highways Safe ◆

September 2002

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# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76010100 Executive Direction and Support Services

**Contact:** Fred O. Dickinson, Executive Director

**Phone:** (850) 487- 3132

### 1. Description of Service and Purpose Statement:

- a. What is the purpose and/or mission of this service and why is government providing this service?

Sections 20.04 and 20.05, Florida Statutes establish that the head of each agency must plan, direct, coordinate, and execute the powers, duties, and functions vested in the department. The service area of Executive Direction and Support Services assures that the department fulfills this responsibility. Executive direction and administrative support are an integral part of the agency as it relates to personnel administration, budget development, strategic planning, legislative affairs, procurement, legal issues, financial management, and property management. These activities ensure that the department's people, workplace, and money are managed and supported enabling the members of the department on the frontline, troopers, examiners, and others to focus on making highways safe.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

Services are provided to both internal customers (DHSMV members) and external customers such as the Governor's Office, the Legislature, the Cabinet, local governments, general public, and business partners. Services are provided by state employees.

Services include but are not limited to:

- Department leadership and management
- Budgeting
- Business Planning
- Legal
- Accounting
- Contract/Property Management
- Procurement
- Training
- Personnel
- Human Resources
- Records Management
- Legislative Affairs
- Internal Audits
- Mail Receipt/Distribution
- Printing

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- c. Explain how this service relates to the agency's mission.

The department could not achieve its mission without leadership and administrative support.

- d. Explain why this service should be continued. What is the impact if the service were eliminated?

The service must be continued to assure the department's mission is achieved and statutory responsibilities are met.

- e. Does the agency have any work flow charts or process maps which it uses to convey what this service does? If so please provide.

See various activities.

### 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}

There are no performance measures outside those specified in the General Appropriations Act.

- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.

The percentage of agency administrative costs averages 5 % over the past few years.

- c. Describe internal and external trends and conditions affecting performance related to this service.

The trends of assuring personal and public security have increased significantly since the attack on our country. The department is charged by statute with great responsibility in maintaining the balance between necessary information for security purposes and protecting an individual's privacy. Leadership is critical to keeping the department's personnel and resources focused during these times of change and uncertainty. Quality administrative services must exist to support the daily operations of the organization.

- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

No benchmarks exist other than those listed in the GAA. There are cost comparisons listed for various activities within this service area.

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### 3. Summary of Resources – Service Level:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 345,285	\$ 325,060	\$ 3,865,953
Federal Trust Fund(s)			
State Trust Fund(s)	\$ 17,385,905	\$ 17,515,704	\$ 17,580,365
Total	\$ 17,731,190	\$ 17,840,764	\$ 21,446,318
FTE	361	328	328

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate "N/A".}

### 4. Summary of Activities:

Priority Ranking	Activities (Business Processes)	FTE	FY 2002-2003 Est Expenditures	Statutory References
1	Executive Direction	5	581,210	Ch. 20, F.S.
2	Director of Administration	2	214,039	Ch. 20, F.S.
3	Planning and Budgeting	12	744,320	Ch. 20, F.S.
4	General Counsel/Legal	13	1,102,494	Ch. 20, F.S.
5	Finance and Accounting	83	3,387,917	Ch. 20, F.S.
6	Contract Administration	2	108,299	Ch. 20, F.S.
7	Procurement	10	562,270	Ch. 20, F.S.
8	Personnel Services/Human Resources	31	2,667,992	Ch. 20, F.S.
9	Training	15	981,024	Ch. 20, F.S.
10	Inspector General	7	436,438	Ch. 20, F.S.
11	Records Management	32	1,641,351	Ch. 20, F.S.
12	Mail Room	25.5	815,750	Ch. 20, F.S.
13	Communications/Public Information	6	414,634	Ch. 20, F.S.
14	Legislative Affairs	9	805,229	Ch. 20, F.S.
15	Print Shop	11.5	526,045	Ch. 20, F.S.
16	Property Management	52	2,335,471	Ch. 20, F.S.
17	Supply Room	12	516,281	Ch. 20, F.S.
See Note	Total Service	328	17,840,764	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency's mission and goals statements in the Agency LRPP.

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## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT0010 Executive Direction (agency head)

**Activity/ Business Process Owner:** Fred Dickinson, Executive Director

**Phone:** (850) 487-3132

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The Office of Executive Director reports directly to the Governor and the Cabinet. It has leadership and functional responsibility for monitoring, supervising, coordinating, administering, and directing the activities of the Department.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity is performed to assure that the mission and responsibilities vested in the Department are met in an efficient and effective manner. The Executive Director sets the direction and priorities of the department. The Executive Director assures that the statutory responsibilities of the Department are met, and that issues pertaining to the safety of the public in regard to highway safety and motor vehicles, budget and fiscal programs, and internal structuring are communicated to the Governor, the Cabinet, and the Legislature.

- c. Provide a list of the major tasks for the activity in process order.

This activity performs the functions explained in 1.a. and b.

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## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 8,921	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 573,958	\$ 581,210	\$ 588,535
Total	\$ 582,879	\$ 581,210	\$ 588,535
FTE	5	5	5

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is only minimally funded from the General Revenue fund.

## 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and Benefits for the fiscal year 2002-03 are estimated at \$ 547,932.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

The Department's Executive Director has committed the department to regular management training available to all members (in cooperation with Florida State University's Center for Professional Development).

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific

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numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative Support: 2

Supervisory: 2

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE in this activity are located in the Executive Director and the Deputy Executive Director units in the Department table of organization.

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## 4. Customers:

- a. Who are the key customers of this activity?

Governor  
Legislature  
DHSMV Members  
Tax Collectors  
Local Governments  
Public Citizens

- b. What product(s) or service(s) are provided to the customer?

Direction of the Department, policy decisions, leadership and guidance, reports

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

## 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

Executive direction provides the overall leadership and direction for the entire department. This activity is responsible to assure that the mission of the department is met effectively and with a high degree of quality.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Loss of leadership  
Inconsistent policy information and direction to members and external customers  
Reduced response to Governor, Cabinet, and Legislature  
Loss of departmental focus on mission

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- Long term (5 yrs)?

Same as short term but with greater severity.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

State mandated Section 20.05(1)(b), Florida Statutes, establishes agency heads.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes, all government and private sector entities have an executive direction function.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

All activities have been explored for outsourcing. There are no feasible or reasonable alternatives.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

The Executive Director's staff is a total of five people. There have been no outsourcing efforts for this small group.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Increasing. The additional work load is handled by working longer hours, and reducing non-essential services.

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## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT0020 General Counsel/Legal

**Activity/ Business Process Owner:** John Whitney, General Counsel   **Phone:** (850) 488-1606

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The Office of General Counsel (OGC) represents the agency in administrative and judicial proceedings in all courts. OGC handles legal inquiries and provides legal support for Florida Highway Patrol, and the Divisions of Motor Vehicles, Driver Licenses, Administrative Services and ISA (Kirkman Data Center).

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

OGC represents DHSMV in actions challenging driver license suspensions, revocations and final orders, Public Employee Relations Commission appeals, APA matters and cases, forfeiture proceedings, complaints filed in circuit court, and appellate litigation, and coordinates claims of negligence and civil rights violations with Risk Management. This representation is required by law suits and other claims and complaints against the DHSMV, filed in Federal and State courts and administrative forums.

- c. Provide a list of the major tasks for the activity in process order.

- Responding to court and administrative pleadings
- Attending hearings and oral arguments in court and administrative and legislative forums
- Providing legal advice through conferences and written legal opinions to DHSMV management and members
- Drafting legislation and bill analyses for pending legislation.

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### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 38,261	\$ 45,473	\$ 175,989
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 1,018,372	\$ 1,057,021	\$ 940,207
Total	\$ 1,056,633	\$ 1,102,494	\$ 1,116,196
FTE	13	13	13

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is only minimally funded from the General Revenue fund. The Department is proposing legislation for an additional assessment of \$25 per DUI conviction to help fund the DUI vehicle confiscation program.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts:

Salary and Benefits for fiscal year 2002-03 are estimated at \$789,447.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

No.

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- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative: Five Paralegal Specialist

Supervisory: Two: General Counsel and Administrative Assistant II.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

For fiscal year 2002-03, \$8,750 is estimated for court reporting services and \$1,000 is estimated to the Department of Legal Affairs for miscellaneous litigation.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE in this activity are located in the General Counsel Unit of the Department table of organization.

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## 4. Customers:

- a. Who are the key customers of this activity?

Department staff requiring legal advice and defense and initiation of legal actions on their behalf; the taxpayers of Florida to ensure that statutes and laws are properly interpreted and public funds are properly expended; the traveling public and persons affected by operations of the Department; and other governmental units, consultants and professional resources.

- b. What product(s) or service(s) are provided to the customer?

Successful representation of the Department as set forth above, including sustaining Florida's program for Administrative Suspension of Driver Licenses (in DUI cases) in the appellate courts and the U. S. District Court.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

## 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

Representation and legal services are required to protect agency's critical missions.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Exposure to adverse consequences and financial loss.

- Long term (5 yrs)?

Exposure to adverse consequences and financial loss.

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- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Not directly but by case precedents.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes, this activity is performed by other government and private agencies.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

Attorney General provides representation in civil litigation and forfeiture proceedings throughout Florida's 67 counties for DHSMV.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

See answer to 6.a. In addition, this activity out sources the court reporting services at an annual estimated cost of \$13,500.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload of this activity is increasing because of exposure to adverse risk to agency missions and financial loss.

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## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT0030 Legislative Affairs

**Activity/ Business Process Owner:** Millie Seay

**Phone:** (850) 414-5490

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The Legislative Affairs Office develops and coordinates comprehensive legislative and budgetary issues for the entire department. This office serves as a single point of contact for all legislative and congressional offices as well as the Florida Cabinet. The agency's proposals affecting traffic and motor vehicle laws directly impact the mission of "Making Highways Safe" by giving the department and all traffic enforcement agencies the legal authority to handle traffic-related issues. Quarterly and annual reports of agency activity are produced as required. Traffic crash data is compiled and disseminated to national and statewide highway safety organizations. Crash data is analyzed to determine possible changes necessary to make highway travel more safe and reduce fatalities. This office provides oversight of federal highway safety grants that are used to promote safety. Coordinating community outreach programs allows the agency to partner with community organizations and leaders to further promote the department's mission and become a part of the community fabric.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This office provides a single point of contact for handling all inquiries from members of the Florida Legislature, Congress, and the Florida Cabinet for the purpose of answering general questions about highway safety related issues as well as resolving specific constituent problems and concerns. This activity is responsible for the review, analysis, coordination and tracking of changes in state laws, rules, and regulations and is an essential component of the agency's responsibility for coordinating and planning a safe environment for drivers through enforcement, preventive patrol, revocation, suspension, and cancellation of driving privileges, and public education. Statistical information is vital in order to garner an understanding of trends in crashes and vehicle safety. Charting the progress of the agency is essential for the accountability of the agency and its use of taxpayer dollars. Active participation in such organizations as the American Association of Motor Vehicle Administrators enable Florida to interact with, and utilize expertise

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from, the other 49 states, Canada, and Mexico. Also, the comprehensive research reports produced by this office on topics such as bicycle and motorcycle safety, DUI laws, and aggressive driving provide the public with invaluable information to help make Florida's highway more safe.

- c. Provide a list of the major tasks for the activity in process order.
- Responding to inquiries from the Florida Legislature, Cabinet and Congress with regard to general questions as well as specific issues brought by their constituencies.
  - Develop the Department's legislative and budgetary priorities.
    - Track the department's priorities as well as all other proposed legislation affecting the department's operations; analyzing their affect.
    - Coordinate the department's responses to legislative committees with regard to proposed legislation and its impact on the department.
    - Attend committee meetings and testify on agency's position.
    - Prepare and distribute daily committee schedules and weekly bill actions for distribution to all affected DHSMV employees.
    - Attend floor sessions.
    - Prepare annual summary of all legislation enacted that affects the department, its agents and all other agencies involved in traffic related activities.
    - Follow through on implementation of legislation throughout the department.
  - Publish – Traffic Crash Facts.
    - Retrieve traffic crash data from database
    - Analyze data and format.
    - Publish book and distribute. (annually)
  - Publish – DHSMV Quarterly and Annual Report
    - Collect data from all divisions of the department reflecting the agency's activity.
    - Analyze data and format.
    - Publish book and distribute.
  - Make application for and coordinate the use of federal highway safety related grants.
  - Coordinate the department's community outreach programs. (E.g., FSECC, Mentoring Program, partnership with local schools.)
  - Membership on the Missing Children Information Clearing House Advisory Board.
  - Membership on the Motor Carrier Services Committee of the American Association of Motor Vehicle Administrators.
  - Membership on the Intergovernmental Relations Team.
  - Respond to inquiries on the Florida Buckle-Up Hotline.

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- Respond to inquiries from the media, other governmental agencies and all other parties seeking information on traffic crash statistics.
- Conduct statistical research on specific projects as needed. (E.g., tire safety, motorcycle crashes, rollovers, etc.)

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ 15,400	\$ 15,400
State Trust Fund(s)	\$ 698,011	\$ 789,829	\$ 798,125
<b>Total</b>	<b>\$ 698,011</b>	<b>\$ 805,229</b>	<b>\$ 813,525</b>
FTE	9	9	9

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is funded from the trust funds and a federal grant.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salary and Benefits for the 2002-03 fiscal year are estimated at \$620,525.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

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Yes, the office continually strives to improve the way we conduct business and provide the best customer service. We are utilizing technology and the department's web-site to disseminate legislative changes more timely. The Legislative Affairs office is more narrow in focus and streamlined to provide the necessary service to the agency and the public.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Supervisors: 2

Administrative support staff: 2

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

In fiscal year 2002-03, \$50,000 is estimated in the Grants and Donations Trust Fund for consulting to build a database for Traffic Crash records and statistical publications.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Legislative Affairs Administration Unit of the Department table of organization.

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## 4. Customers:

- a. Who are the key customers of this activity?

Legislators and their staff, committee staff members, Cabinet officers and staff, general public, other state and federal agencies, internal personnel of DHSMV, local governments and law enforcement agencies, and various highway safety-related groups and organizations.

- b. What product(s) or service(s) are provided to the customer?

Products:

- Analyses of various legislative proposals and their affect on departmental operations and the general public, including fiscal impacts.
- Traffic crash statistics and records of departmental activities via quarterly and annual reports.

Services:

- Resolution of constituent issues with the department involving driver licenses.
- Motor vehicle and vessel titles and registrations.
- Motor vehicle and mobile home dealer licenses.
- Handicapped placards.
- Issues involving the Florida Highway Patrol concerning traffic investigations and stops.
- The dissemination of general information regarding the statutory provisions overseen by this department.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

Not applicable.

## 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity is an essential component of the Department's ability to coordinate the planning of a safe driving environment by assisting law enforcement and this

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

department with the necessary legal tools to actively pursue those drivers that pose a threat to others on Florida roadways. Understanding and implementing the law as passed by the legislature is necessary to the Department's compliance with its mandated mission to make highways safe through enforcement, education and preventive measures taken to remove unsafe drivers from the highways; as well as increase consumer protection by combating fraud in driver licensing and titling of motor vehicles used in Florida. Without statistical data used in research, finding those areas needing to be addressed legislatively or otherwise would be significantly hampered. Compliance with legal requirements is impossible absent the ability to understand and implement the law as passed by the legislature.

b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Loss of legislative development services to our customers. Loss of a single point of contact for legislative offices attempting to assist constituents with issues involving the department. Loss of the development of statistical data used by both the federal and state government to determine future legislative or rule making action. It would be necessary to merge these functions into other places in the department, most likely resulting in a compromise, reduction or elimination of services.

- Long term (5 yrs)?

Loss of legislative development services to our customers. Loss of a single point of contact for legislative offices attempting to assist constituents with issues involving the department. Loss of the development of statistical data used by both the federal and state government to determine future legislative or rule making action. It would be necessary to merge these functions into other places in the department, most likely resulting in a compromise, reduction or elimination of services.

c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

No.

d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

All state agencies perform this legislative activity for their area of expertise. The private sector does perform similar legislative functions for the areas of interest to them. All statistical data regarding crashes in Florida originates with this department as the information is entered into a database maintained by DHSMV and formatted by this office. The analysis of crash data after publication is conducted by many entities with regard to their own needs.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

No feasible outsourcing alternatives have been identified for this activity.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

Not applicable.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload may increase or decrease depending on the legislative needs of the Department. There has been an ever increasing amount of highway safety related bills and issues each year. Also, the workload requirements of the research activity of this office have been increasing as the Department strives to better understand highway safety issues and to develop effective solutions such as promoting the use of seatbelts and child safety restraints.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT0060 Inspector General

**Activity/ Business Process Owner:** John R. Davis, Inspector General **Phone:** (850) 488-1407

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

This activity provides the Executive Director with an independent and objective assurance of the quality of the Department's products, compliance with established policies and procedures, and the efficiency and effectiveness of operations.

The Department's Office of Inspector General (OIG) is statutorily assigned specific duties and responsibilities for its audit and investigation functions. Section 20.055(2), F.S., requires the appointment of an Inspector General by the agency head and specifies the Inspector General's responsibilities.

The OIG assists the Department in accomplishing its mission by providing independent review, assessment or investigation of Department activities and programs. The OIG's mission is to promote integrity, accountability, and process improvement in the Department.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The OIG's responsibilities include advising in the development of performance measures, standards, and procedures for the evaluation of agency programs; reviewing action taken by the agency to improve program performance and meet program standards; conducting audits; providing direction for supervising and coordinating audits, investigations, and management reviews relating to the programs and operations of the agency; recommending corrective action concerning fraud, abuses, and deficiencies; reporting on the progress made in implementing corrective action; reviewing rules relating to the programs and operations of the agency; and ensuring that an appropriate balance is maintained between audit, investigative, and other accountability activities. The OIG review, assessment and investigation activities are an essential service component as it provides management with objective information for decision-making and promotes process improvements.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

The OIG also monitors agency compliance with findings and recommendations of the Auditor General and/or the Office of Program Policy Analysis and Governmental Accountability (OPPAGA), and conducts investigations relating to allegations of fraud, waste, and abuse. The Inspector General also receives complaints and coordinates all activities of the agency as required by the Whistle-Blower's Act.

- c. Provide a list of the major tasks for the activity in process order.

The following major activities were identified and the major processes/tasks within each activity are listed.

### **INTERNAL AND EXTERNAL ACTIVITIES:**

#### **Assurance Services**

The audit process has fifteen phases:

- Selection of Auditee.
- Audit Preparation (Planning).
- Preliminary Survey of Operations.
- Internal Control Description and Analysis (Fieldwork).
- Expand Test of Controls, if necessary.
- Exit with field management.
- Develop Findings and Recommendations.
- Review work papers.
- Issue draft report.
- Discuss with auditee.
- Receive response from auditee.
- Review/evaluate responses from auditee.
- Write rebuttal if necessary.
- Issue report to Executive Director.
- Follow-up at six-month intervals on implementation of recommendations.

#### **Special Projects**

The process for performing special projects is much the same as conducting an audit. Audits have been traditionally conducted after the fact and report on “what went wrong.” Special projects generally occur prior or concurrent to an activity and provide timely information to management to make proper decisions.

The special project process has five phases.

- Client Selection.
- Audit Preparation (Planning).
- Fieldwork.
- Review of Fieldwork.
- Communicate results of fieldwork to executive management.

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## **Performance Measure Validation**

The purpose of conducting performance measure validation is to assess the validity and reliability of Legislative Budget Request information related to the respective performance measures and standards.

This work is performed using, to a great extent, the audit methodology listed in a previous section.

- Identify the system(s) used to collect the data (specific performance measure).
- Determine the intended use/purpose(s) for the data.
- Interview system owner/users, as appropriate.
- Document the control environment for data organization, input, processing and output of pertinent data.
- Evaluate control environment.
- Test the specified data for validity and reliability as necessary.
- Analyze results and draw conclusions.
- Write the report.

## **Review of External Audits and Attestations**

- Determine objectives of review.
- Determine criteria for review.
- Review.
- Communicate any shortcomings.
- Review corrective action taken.
- Approve audit or attestation.

## **Compliant Resolution**

The following are the major tasks to resolve complaints.

- Receive complaint.
- Review complaint.
- Plan action to be taken.
- Fieldwork.
- Write response.
- Review fieldwork and report.
- Issue report.

## **Follow-up on Auditor General and OPPAGA findings and recommendations**

- Receive finding and recommendations.
- Coordinate response.
- Review response for adequacy and completeness.
- Prepare response for Executive Director.
- Coordinate and respond to recommendations six months after audit.
- Verify corrective action has been taken.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- Coordinate and respond to recommendation 18 months after audit.

### 2. Resources for Activity:

	FY 2001-2002	FY 2002-2003	FY 2003-2004
	Act Exp	Est Exp	Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 431,039	\$ 436,438	\$ 441,940
Total	\$ 431,039	\$ 436,438	\$ 441,940
FTE	8	7	7

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is trust funded.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and Benefits for fiscal year 2002-03 are estimated at \$411,585.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

We reviewed privatizing the field audits performed by the OIG. The cost of using a CPA firm to perform this function was about three times more expensive than if the Department continues to perform the function. The Department chose not to privatize the function. As a result of the expertise in the OIG and the requirement

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

placed on the Department through law and need, the OIG performs time studies of Driver License Field Offices annually and reviews audits and attestations submitted to the Department. The audits and attestations are a form of privatization in that the work is performed by non-departmental people and reviewed by the OIG.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No. The annual work plan for this activity is prioritized by considering a combination of the number of FTE's (available staff hours), assessed risk and management preferences. In addition, the work plan must be adjusted for special projects and complaints because these activities are not known when the work plan is established.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative Support – 1

Supervisory- 1

Inspector General-1

The administrative and supervisory staff engages in production work.

Staff for 2002/2003 decreased from 8 to 7 FTE's

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

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- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE in this activity are located in the Inspector General Unit in the Department table of Organization.

### 4. Customers:

- a. Who are the key customers of this activity?
- Department management.
  - Governor.
  - Legislature.
  - Media representatives.
  - Non-profit organizations.
  - Counties.
  - Citizens of Florida.
  - For profit organizations.
  - Law enforcement partners.
- b. What product(s) or service(s) are provided to the customer?
- Audit Reports.
  - Special projects.
  - Reviews of external audits and attestations.
  - Resolution of complaints.
  - Consultations with management.
  - Performance measure validations.
  - Follow-up on Auditor General and OPPAGA recommendations.

Within the Department of Highway Safety and Motor Vehicles, the Office of Inspector General has been designated the official contact for "Get Lean" hotline calls and is responsible for ensuring an appropriate and timely response is made to the comptroller.

- c. Are there any expenditure for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities, which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

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## 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity responds to the public's demand for more government accountability. Section 20.055, Florida Statutes, establishes the Office of the Inspector General as a central point for coordination of and responsibility for activities that promote accountability, integrity, and efficiency in government. Specifically, this includes tasks such as:

- Assessing the reliability and validity of agency data and information.
- Evaluating program performance.
- Conducting audits, investigations, and management reviews.
- Promoting economy and efficiency in the administration of, or:
- Preventing and detecting fraud, waste and abuse in, the agency programs and operations.

Section 282.318, F.S. – IS Audits 282.318 Security of data and information technology resources- (5). Ensure that periodic internal audits and evaluations of the security program for the data and information technology resources of the agency are conducted.

Outsourced areas require more oversight. Prior to a Department function being turned over for outsourcing, management with the assistance of the OIG if needed: establishing criteria for the measure of services, base lines the current level of in-house services, and develops terms for negotiated outsourcing agreements. Having an OIG to monitor and audit the delivery of these outsourced services will best serve the Department.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

The organization would be under greater risk of fraud, waste and abuse from employees, managers, and external partners.

If not funded some of the effects would be:

- Performance measures would not be validated;
- There would be limited response to needs and requests of management for vital information to make decisions regarding efficient and effective operations and the expenditure of State funds;
- Increased threat to State Information, and the integrity of data used to make decisions;
- The OIG's expertise of designing, monitoring, evaluating control systems would be lost;

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- The intellectual capital (i.e., in-house knowledge) of the Department's functions processes and activities would be significantly reduced;
- Would eliminate a central point in the Department for coordination of and responsibility for activities that promote accountability, integrity, and efficiency. This function would have to be taken on by each program area if eliminated. The disbursement of the accountability and oversight function would duplicate the function among the programs and eliminate objectivity and independence. If the activities were eliminated, there would be a significant increased risk of fraud, waste and abuse.
- As a result of the expertise contained in the OIG, last year a report was generated which persuaded the Legislature not to incur over 6 million dollars in expenditures.
- Long term (5 yrs)?

The long-term effects would have the same impact as above, but on a larger scale. The effects may include increased operational costs due to inefficiencies, fraud, waste and abuse in agency operations. Additionally, the culture and values of the organization may reflect less the important components of honesty and integrity.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Yes, statutorily mandated in Section s. 20.055, 282.318; and 320.08062, Florida Statutes.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Other states, counties, municipalities, and the federal government have effectively established inspectors general, whose staff performs similar functions. Likewise, private industry has acknowledged the benefits of internal independent auditing the improvements in productivity and accountability that can result. The Auditor General, OPPAGA, State Comptroller and the Department's internal quality assurance initiatives perform related activities that complement the OIG services.

The private sector is available to do some of the same activities. Private sector companies have the limitation of not being a part of the agency and not attuned to the goals and objectives of the agency. Cost for the private sector to perform the services is about three times more expensive.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that

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may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

The Inspector General has explored the possibility of outsourcing the field audit function to a CPA firm. The results were that it would be about three times more expensive to privatize.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None are being pursued.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload of this activity is increasing. Programs are expanded and new programs are created each year. Additionally, the Legislature from time-to-time will require additional "special work" from the OIG. Because of the expertise in the OIG, the number and complexity of special projects have increased. Because of the finite number of work hours, selections of projects are prioritized. Prioritization excludes projects, which should be completed. The affect on the agency is the loss of the benefit of performing the excluded projects. These projects promote accountability, integrity and efficiency in the agency.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT0070 Communications/Public Information

**Activity/ Business Process Owner:** Robert F. Sanchez, Public Information Director

**Phone:** 850-487-4636

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The Office of Public Information plans, develops, and coordinates dissemination of information internally to the agency's employees and externally to the public both directly through the agency Website and other means, and through the news media. The office also supervises implementation of safety awareness campaigns. The public and the media benefit from centralized access to the department and its records.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

Effective communication between the agency and its employees, the public, and the news media is essential to promoting the agency's core mission of "Making Highways Safe."

- c. Provide a list of the major tasks for the activity in process order.

The office maintains and disseminates accurate, user-friendly information, thus reducing correspondence, office visits, and the number of phone calls of customers seeking information. It oversees the agency Website, issues press releases, and responds to calls and e-mails from the news media and the public.

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## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 340,365	\$ 414,634	\$ 417,879
Total	\$ 340,365	\$ 414,634	\$ 417,879
FTE	6	6	6

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is trust funded.

## 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and benefits for fiscal year 2002-03 are estimated at \$392,331.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those that are anticipated for implementation.

The office has reduced the number of periodical subscriptions as Internet access to those publications became available. It also discontinued little-used services such as PR Newswire.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative Support Staff: 1

Supervisory Staff: 2

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Public Information Administration Unit in the Department table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

The motoring public, state policymakers, law enforcement agencies, the news media, and the agency's senior managers and its rank-and-file employees.

- b. What product(s) or service(s) are provided to the customer?

Accurate, user-friendly information in appropriate formats.

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- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? No. If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities that address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity should continue because the public, the news media, state policymakers, and the agency's senior managers and rank-and-file employees will continue to have a need to receive accurate information in appropriate formats concerning highway safety issues ranging from changes in the Florida statutes to crash statistics, driver licensing, and vehicle/vessel sales, titling, and registration.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

The agency's ability to disseminate information would be severely diminished. Meanwhile, senior managers often could be diverted from their primary responsibilities in order to deal with inquiries from the news media and the general public.

- Long term (5 yrs)?

A lengthy diminution of the agency's ability to disseminate information could lead to misinformation and confusion among agency employees and members of the general public, causing added phone calls, correspondence and office visits.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

No.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

Yes, this activity is performed in government and private agencies.

### 6. Privatization, Outsourcing:

Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

Pre-press activities (typesetting and layout) for the agency's bimonthly publication *Expressways* are outsourced to a private company.

Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003. Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The typesetting and layout service for the *Expressways* publication is \$3,200 annually.

Is the workload for this activity increasing or decreasing?

Increasing. There has been a substantial increase in inquiries from the public and the news media. This has resulted in part from changes in driver licensing procedures adopted soon after the events of 9/11/02.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT0080 Director of Administration

**Activity/ Business Process Owner:** Sandra G. DeLopez, Director Of Administrative Services

**Phone:** (850) 488-1404

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The department's administrative services office staff supports all operations of the agency through comprehensive financial, human resource, purchasing and contracting, and facilities management systems.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity provides the leadership necessary to accomplish the tasks and duties required to meet the administrative needs of all program areas within the Department.

- c. Provide a list of the major tasks for the activity in process order.

Planning and developing the agencies administrative policy; pursuing the cost effectiveness, automation, and networking of agency business processes and records management. It enhances employee productivity and effectiveness through, management training, education, process improvement, and leadership programs. Specifically:

- Ensure that all Administrative Services activity areas have the resources necessary to perform the functions required to support the entire department with a high quality of customer service.
- Develop administrative policy
- Provide guidance and leadership
- Research and plan outsourcing initiatives
- Pursue cost effective technological enhancements
- Oversee and advise on employee, and management training, and process improvements

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## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 320	\$ 1,955	\$ 1,962
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 221,173	\$ 212,084	\$ 214,677
Total	\$ 221,493	\$ 214,039	\$ 216,639
FTE	2	2	2

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is only minimally funded from the General Revenue fund.

## 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and Benefits for the fiscal year 2002-03 are estimated at \$183,201.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

All activity areas are reviewed on a regular basis for process quality and efficiency.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

One FTE is administrative support and 1 FTE is supervisory.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

There is no funding used for OPS, Contract Staff, or Consultants.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE in this activity are located in the Director of Administrative Services Unit in the Administrative Support Services table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

DHSMV employees, DHSMV senior managers, citizens with questions about the department.

- b. What product(s) or service(s) are provided to the customer?

Leadership, guidance, problem solving, management consultation.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was

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the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

Without this activity there would be no leadership or direction for the various administrative activities required to assure the department's mission is achieved.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Insufficient administrative support leadership and guidance.

- Long term (5 yrs)?

Insufficient administrative support for the entire department and state.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Section 20.05(1)(b), FS, specifies that the agency head has authority to appoint administrative units and assistants to supervise the administrative units.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

All government entities and most private sector entities will have an Administrative Director type function.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that

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may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

All activities have been explored for outsourcing. There are no feasible or reasonable alternatives.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.
- Personnel Services at \$1,204,483 is an ongoing project.
  - Micrographics was at \$1,166,100 and eliminated 45 FTE's in FY 1999-00. This amount is now completely eliminated. As of FY 2001-02, an electronic copy is now the only required record.
  - Crash Records at \$569,191 and eliminated 23 FTE's in FY 2001-02.
- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Increasing. The primary impact is the number of hours worked by SMS and SES employees as well as a reduction in the activities and services performed by SMS and SES.

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## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT0090 Planning and Budgeting

**Activity/ Business Process Owner:** Neil Standley, Chief   **Phone:** (850) 488-3542

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The purpose of this activity is to develop and submit the Department's legislative budget request, to coordinate all aspects of the Department's Long Range Program Plan, to develop and submit the Department's Capital Improvement Plan, to monitor the Department's approved budgets to ensure sufficient program funding, and to prepare analyses of the fiscal impact of proposed legislation affecting the Department. And it also prepares miscellaneous analyses and reports in response to requests for information from various entities.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The purpose of this activity is to develop and submit the Department's legislative budget request, to coordinate all aspects of the Department's Long Range Program Plan, to develop and submit the Department's Capital Improvement Plan, to monitor the Department's approved budgets to ensure sufficient program funding, and to prepare analyses of the fiscal impact of proposed legislation affecting the Department. And it also prepares miscellaneous analyses and reports in response to requests for information from various entities.

- c. Provide a list of the major tasks for the activity in process order.
  - Prepare and submit the Legislative Budget Request.
  - Prepare and submit the Long Range Program Plan.
  - Prepare and submit the Capital Improvement Plan.
  - Respond to questions from governor's and legislative staff on the LBR, LRPP, and CIP.
  - Allocate the Legislative appropriations to Departmental cost centers.
  - Review proposed purchases and prepare analyses comparing actual and estimated expenditures to ensure sufficient program funding.

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- Prepare fiscal impact statements of proposed legislation.
- Prepare miscellaneous reports and analyses requested by various entities.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 2,000	\$ 16,679	\$ 16,679
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 720,846	\$ 727,701	\$ 737,642
Total	\$ 722,846	\$ 744,380	\$ 754,321
FTE	12	12	12

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is only minimally funded from the General Revenue fund.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and Benefits for the fiscal year 2002-03 are estimated at \$ 652,032.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

This activity has not been formally reviewed, re-engineered, redesigned, or put through a value analysis over the past five years.

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- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

There are two administrative support positions and three supervisory positions in this activity.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Chief of Budget in the Administrative Support Services table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?
- Department of Highway Safety and Motor Vehicles management and various members
  - Governor's Office of Planning and Budget

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- Legislative Appropriation and Substantive Committee Staffs
- Certain Federal Departments
- General public

b. What product(s) or service(s) are provided to the customer?

- Legislative Budget Request
- Long Range Program Plan
- Capital Improvement Plan
- Agency Allotment Plan
- Monthly analyses comparing actual and projected expenditures to budgeted expenditures
- Fiscal impact statements on proposed legislation
- Miscellaneous analyses and reports

c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No expenditures are reserved for any geographic areas or constituency groups.

d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

Not applicable.

### 5. Justification of Activity:

a. Explain why this activity should continue to be funded.

This activity should continue to be funded in order for the Department to meet the statutory requirements of preparing and submitting the Legislative Budget Request, the Long Range Program Plan, and the Capital Improvement Plan. The monitoring of the various program budgets is also a function that is critical to the Department achieving its mission.

b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Inconsistent legislative budget request submission

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Inconsistent long range program plan submission  
Inconsistent capital improvement plan submission  
Inconsistent responses to Governor's and legislative staff inquiries  
Inconsistent allocation of costs to program cost centers  
Inconsistent monitoring of program budgets  
Inconsistent preparation of fiscal impact statements  
Inability to provide timely and accurate analyses and reports to various entities

- Long term (5 yrs)?

Inconsistent legislative budget request submission  
Inconsistent long range program plan submission  
Inconsistent capital improvement plan submission  
Inconsistent responses to Governor's and legislative staff inquiries  
Inconsistent allocation of costs to program cost centers  
Inconsistent monitoring of program budgets  
Inconsistent preparation of fiscal impact statements  
Inability to provide timely and accurate analyses and reports to various entities

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

State mandate for this activity is Chapter 216, Florida Statutes.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

All governmental agencies and private sector must perform some form of planning and budgeting activity to be successful. All state agencies in Florida use essentially the same process.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

During the past several years all the activities of the Department have been reviewed in connection with the workforce reduction exercise of the long range program planning process. Given the importance of this activity in the daily operations of the Department, the need for quick responses to requests for information from the Governor's and legislative staff, and the heavy workload demand at various times of the year, it is felt that outsourcing this activity is not feasible.

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- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

Not applicable.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

With the increased emphasis on integrating planning and budgeting over the past several years the workload in this activity has increased. This additional demand has been met by the current staff working overtime as needed to complete all projects.

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## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT0100 Finance and Accounting

**Activity/ Business Process Owner:** Deana Metcalf, Chief      **Phone:** (850) 488-7780

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The finance and accounting staff coordinates all aspects of collecting and distributing department revenue, processing employee payroll, processing department invoices for payment and accounting for department owned assets.

This activity allows the department to fully utilize its financial resources to accurately reflect the assets, liabilities, revenues and expenditures of the department in accordance with Generally Accepted Accounting Principles.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity provides revenue management, accounts payable, asset management, forecasting and financial reporting that is necessary to manage the financial resources and assets and to report on the financial transactions and position of the department.

- c. Provide a list of the major tasks for the activity in process order.

There is not a process order to these major tasks:

- Revenue Management
  - Accounts Receivable and Depositing
  - Recording, Reconciling and Distribution
  - Refunding (as applicable)
  - Reporting
- Accounts Payable
  - Vendor Payments
  - Employee Reimbursements
  - Payroll
  - Journal Transfers

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- Forecasting
  - Revenue & Distribution Projections
  
- Financial Reporting
  - Revenue Reports
  - Reconciliation's
  - Property

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 122,774	\$ 107,045	\$ 107,432
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 3,317,125	\$ 3,280,872	\$ 3,326,094
<b>Total</b>	<b>\$ 3,439,899</b>	<b>\$ 3,387,917</b>	<b>\$ 3,433,526</b>
FTE	84	84	84

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is only minimally funded from the General Revenue fund.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and Benefits for the fiscal year 2002-03 are estimated at \$2,792,422.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

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We continually review all of our activities for improvements and opportunities to provide better and more efficient services. The following reengineering/enhancement efforts have been completed or are underway currently:

- Voyager automated payment-processing system – This system reduces the time required to process the Voyager invoices for gasoline purchases for agency vehicles. A once time consuming process that required approximately 32 hours to process is now done in less than 30 minutes.
- Goodyear Tire Purchases – During fiscal year 2001/2002 we moved from manually processing the payment of FHP Goodyear tire purchases via paper invoices to utilizing the Comptroller's EDI system. This resulted in a 75% reduction in the time required to process these invoices for payment, improved employee satisfaction with their ability to provide better customer service by expediting payment to the vendor. In fiscal year 2002/2003 we have added all of the other division's tire purchases to the EDI system. This should result in additional productivity and customer satisfaction.
- Pride Automated License Plate Payment System – During 2001/2002 we began the development of an automated payment system for the agency license plate orders. We anticipate completion of this system in the second quarter of 2002/2003. This system will interface with FRVIS for license plates ordered and received. We will receive FTP files from PRIDE for invoicing. The system will assist in the auditing of this information and the upload of payment data into FLAIR for processing. This system will be a time and cost saver for PRIDE and agency staff.
- Automated Payment Ledgers – The implementation of an automated spreadsheet application for processing and maintaining payment information related to telephone, uniform and freight charges has reduced the number of errors related to manually written code sheets and provided faster retrieval of data related to these payments. It has help improve agency compliance with the prompt payment law, employee satisfaction with their performance and customer satisfaction with improved payment turn around.
- Moved to a server-based imaging system for voucher documents – The transition to a server-based imaging system has provided us with improved document quality, faster retrieval time and an expandable system. We are planning to expand the system to allow for concurrent users in several areas: Budget, Fixed Assets and Revenue. All these areas have needs for copies of vouchers that could be served by having access to the images. Once expanded it will no longer necessary to continue to provide paper copies of the imaged documents.
- Certified Forward Application – The development of a certified forward application for utilization in the 2001/2002 fiscal year end expedited the process

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of certified forward. It allowed for scripting of several transaction types to make changes to encumbrances and payables. The manual keying of transactions that would have taken several hours was reduced to only minutes.

- A spreadsheet application was developed to track all checks received by the accounts receivable section. The information on the spreadsheet reflects remitter name, date received in Fixed Assets, dollar amount, check number, deposit date and type of information requested. This has allowed faster lookup and retrieval of customer payment information.
- With the assistance of DMS, we developed a pilot desktop PC application to enter, store and retrieve the equipment operating costs and maintenance costs from the Equipment Management Information System (EMIS). Currently, DMS is developing a web-based application that will further enhance the use of EMIS. This has allowed on-line reporting options and faster data retrieval.
- Our refund system was redesigned to interface directly with our FRVIS and FDLIS program applications. The new system also incorporates return check items and bank reconciliations for our accounts. The redesigned system has streamlined our processing of refunds by passing data electronically between program areas, automating the refund payments and redistribution of funds, and automating the bank account reconciliation process. This new system is paperless and efficient.
- Our revenue distribution system was redesigned to automate reconciliation and distribution of moneys received through our FRVIS program. Previously, data from one system had to be keyed into the other system, reconciled, and then distribution reports had to be prepared. The new system does this automatically. We are continuing to enhance this system. During the 2002-2003 fiscal year, we are working on an interface into FLAIR to automate the payments to the revenue recipients. This has allowed us to delete a position and move other staff to quality control functions in lieu of data entry and manual reconciliation's.
- An online electronic payment system was created for tax collectors to remit moneys owed to our department via the internet through an ACH debit process. Funds entered today are posted to our treasury accounts tomorrow. Payment data entered is transferred electronically to FLAIR and to our revenue distribution system. This has eliminated the need for paper reports and data entry from one system to another. Also, funds are now posted to our bank accounts within one day. For those counties that paid us by check, this process used to take up to two weeks. This also allows us to distribute this money to the ultimate revenue recipients on a more timely basis.
- We streamlined our deposit process by allowing multiple employees to enter deposit data into a computer program. The deposit information is then

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combined and one employee can pull the entire deposit together. In prior years, each employee tracked deposit information manually. The information then was combined manually before the deposit could be completed. This new method is more efficient and also provides electronic deposit data. This new process has allowed us to delete a position.

- We created an online reconciliation program for our e-commerce systems. Previously, the files from our e-commerce vendors were received and manually matched to the transactions that updated in our FRVIS and FDLIS system by line item. We worked with ISA to create a program that would match the files against each other and give us an exception report. This has allowed us to delete a position.
  - We are currently designing a cash receiving application to record all moneys received by the Department. This system will provide a method to effectively track all customer payments and provide more efficient customer service. It will also automate the deposit information into FLAIR, electronically interface with FDLIS and FRVIS to eliminate duplicate data entry, and automate into our distribution and refund systems.
  - We are in the initial stages of redesigning our driver license revenue system. We are working on eliminating manual processes and automating data from FDLIS to our revenue system and to FLAIR.
  - We are working on enhancing FRVIS to allow tax collectors to process all moneys owed to the department through this system. Currently, payments for inventory, reimbursements of bad checks received from customers, and interest have to be paid manually by check. The enhancement will reduce tax collector costs and provide faster payment processing.
  - We redesigned our hire back payroll system to allow online input of new programs and hours worked. Previously, this information had to be sent to our data entry contract vendor in Tampa. Once data was received back, it had to be verified and corrections rekeyed. This process was reduced from three weeks to one day.
  - We are currently working on an FTP data transfer process to the Bureau of State Payrolls of payroll information. Currently, we are using data tapes that must be hand delivered. This new process will save the cost of purchasing the data tapes and the time it takes to deliver.
- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional

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organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

- Administrative Support: 2
- Supervisory: 6
- Supervisory Engaged in Production: 7

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Chief of Accounting in the Administrative Support Services table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

- Vendors
- Employees
- Other State Agencies
- Revenue Recipients
- Legislature
- Governor

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b. What product(s) or service(s) are provided to the customer?

- Recording and distribution of revenues and receipts
- Payments for goods and services
- Financial Information and Reports
- Invoicing, receipt and crediting amounts due
- Sufficient funds availability
- Insurance Coverage
- Cash and Revenue Forecasting

c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

Not applicable.

### 5. Justification of Activity:

a. Explain why this activity should continue to be funded.

This activity allows the department to fully utilize its financial resources to accurately reflect the assets, liabilities, revenues and expenditures of the department in accordance with Generally Accepted Accounting Principles.

b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

The Department would not have funds to perform any of its statutory duties.

- Long term (5 yrs)?

Same as above

c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Yes. Refer to the following statutory provisions: Section 18.101, FS, Section 112.061, FS, Section 215.31, FS, Section 215.3206, FS, Section 215.322, FS,

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Section 215.34, FS, Section 215.422, FS, Section 216.102, FS, Section 216.301, FS, Chapter 273, Section 317.004, FS, Section 317.0010, FS, Section 319.32, FS, Section 320.023, FS, Section 320.08, FS, Section 320.08056, FS, Section 320.08058, FS, Section 320.081, FS, Section 320.20, FS, Section 321.23, FS, Section 322.21, FS, Section 324.061, FS, Section 328.20, FS, Section 328.72, FS, and Section 328.76, FS.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes, other governmental entities and the private sector perform the same type of activities.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

The Payroll portion of this activity is in the process of being outsourced.

The State of Florida is currently contracting for a new accounting system and revision of business processes for the remaining activities. It would not be cost effective to outsource these activities when the state is investing extensive resources to develop the new accounting system and revise business processes.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

The human resource management function (including payroll) is currently being outsourced to Convergys. Funding is being handled at a statewide basis.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload is increasing as purchasing is decentralizing procurement of small dollar transactions resulting in an expanded vendor base, more statutory fees and requirements have been added to department activities, more property is acquired, etc. However, through automation efforts and redesigning processes, we have been able to handle increasing workloads while simultaneously decreasing staff.

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## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT00110 Personnel Services/Human Resources

**Activity/ Business Process Owner:** Ken Wilson, Chief

**Phone:** (850) 488-3014

#### 1. Description and Purpose

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The purpose of the Bureau of Personnel Services activity is to provide human resources management support and services to managers, supervisors and employees of the department. These activities include developing policies, procedures and processes in the program areas of recruiting, selection, appointment, pay, benefits, career mobility, employee training and development, classification, compensation, employee relations, performance evaluation, workers' compensation, unemployment compensation, retirement, rule and policy promulgation and implementation and maintenance of official employee records. These activities support the attraction and retention of qualified employees who are capable of performing the assignments necessary to carry out the department's mission.

- b. Describe this activity and why it is an essential component of the overall service being provided by the budget entity.

The Bureau of Personnel Services is essential because the department must provide managers, supervisors and employees with technical assistance in many complex human resource management program areas such as EEO, FMLA, Wage/hour, etc., and statutory and personnel rules administration and benefits. This activity serves employees by developing and improving their skills through training, placing them on the payroll, enrolling them in the various benefit programs, processing employee transactions advising them about their employment and benefits and separation rights and obligations.

- c. Provide process maps for each activity, if available, or provide a list of the major tasks of the activity in process order.

Refer to 1.a and 1.b above.

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## 2. Resources for Activity

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 29,819	\$ 29,328	\$ 29,434
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 1,448,570	\$ 2,638,664	\$ 2,657,876
Total	\$ 1,478,389	\$ 2,667,992	\$ 2,687,310
FTE	33	31	31

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is only minimally funded from the General Revenue fund.

## 3. Accountability, Performance, Cost Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and benefits for fiscal year 2002-03 are estimated at \$1,275,471.

- b. In the last 5 years, has the activity been reviewed/re-engineered or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

All functions in the Bureau of Personnel have been reviewed for efficiency, as part of the HR Outsourcing project to identify functions that are suitable for outsourcing and those functions that must be retained.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

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No. Activity reports are routinely reviewed to determine increases/decreases to detect timeliness and incomplete work.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative Support Staff – 3

Supervisory Staff – 8

The administrative and supervisory staff engages in production work.

- e. How much funding in this activity is used for OPS, Contract Staff or Consultants? For FY 02-03, list each use and indicated the number of staff being used and for what purposes.

No funds are allocated for these purposes.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc.) included in the cost identified for this activity. If, not, provide an estimate of the cost associated with the activity.

This is an agency administrative cost.

- g. Please indicated where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Chief of Personnel Services Unit in the Administrative Support Services table of organization.

#### 4. Customers:

- a. Who are the key customers of this activity?

The key customers are managers, supervisors and employees of the department and external applicants for vacant positions.

- b. What products or services are provided to the customer?

For managers, supervisors and employees:

Activities include developing policies, procedures and processes in the program areas of recruiting, selection, appointment, pay, benefits, career mobility, employee training and development, classification, compensation, employee relations, performance evaluation, workers' compensation, unemployment compensation, retirement, rule and policy promulgation and implementation and maintenance of official employee records.

In addition, the Bureau of Personnel provides technical assistance in many complex human resource management program areas such as EEO, FMLA, Wage/hour, etc., and statutory and personnel rules administration and benefits.

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External applicants are provided information regarding the department, vacancies and benefits.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas ?

No.

- d. Are there any funds passed through to other state or local?

No.

### 5. Justification for Activity:

- a. Explain why this activity should continue to be funded.

The basic functions performed by this activity must be conducted either by internal resources or through outsourcing. Funding must be provided for either option. Personnel matters will be necessary for employees to carry out the mission of the department.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 year)?

The department would experience delays and other problems in the hiring process. Invalid transaction would occur in the payroll process. Federal and state laws relating to employment would be violated. Employee benefits would not be maintained on a current or accurate basis and employees would not have informed assistance in selecting benefits. Training would be left up to outside vendors unfamiliar with state and departmental processes. Lawsuits would increase without the employee relations program being staffed to guide managers and supervisors in grievance, disciplinary or collective bargaining matters.

- 
- Long term (5 years)?

The impact explained above would be significantly magnified resulting in increased turnover and lost production.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

The Florida Constitution mandates that public employees be allowed to organize and collectively bargain. Chapter 447, F.S., implements the constitutional mandate. A function must be present in the department to administer the collective bargaining contractual activities which covers 80% of the department's workforce. Chapter 110, F.S.,

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

specifies the personnel activities that are to be developed and administered for state employees. These activities must be administered for department employees by either an internal or external organization.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes. Personnel activities for employees must be provided whether governmental or private sector employers.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored or should be explored for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

Yes. The Department of Management Services has entered into an agreement with Convergys to outsource the functions not identified as "government in nature" for all state agencies.

- b. Describe current major privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

The HR Outsourcing project contract can be found on the MY.FLORIDA.com website which describes in detail the outsourcing effort. The funding for the department's Bureau of Personnel Services for 2002-2003 is \$1,204,483.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The most notable increase in workload is in the employee relations. The department has the largest number of Law Enforcement bargaining unit positions. The International Union of Police Associations, Inc., (IUPA), which replaced the previous long-term union, represents the bargaining unit. The interaction with IUPA has been ten-fold and has required more staff to deal with grievances and other requests from the union.

If resources are not increased, the services provided in the area of employee relations will be severely strained and will cause the number of grievances to increase and may increase costs to the department due to more arbitrations

CB Grievances filed

PBA

IUPA

AFSCME

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1999	1	n/a	4
2000	n/a	6	4
2001	n/a	14	3

Agency Grievances (internal) filed under Personnel Rules

1999	30
2000	30
2001	29

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## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT00120 Training

**Activity/ Business Process Owner:** Mallory Horne, Program Planning Coordinator

**Phone:** (850) 488-5216

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The Human Resource Training and Development Office provides training, professional development services for Department members, technical application consultation, process team creation/coordination, and management overview of the Department's Intranet and Internet resources. Additionally, this office provides video and graphic design direction for the Department. This activity adds the necessary professional support for all members carrying out the agency mission.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity provides soft skill support that enables the Department to accomplish its mission seamlessly and professionally.

- c. Provide a list of the major tasks for the activity in process order

- Management and Leadership training development, coordination, and delivery
- Video design and distribution
- Process improvement team facilitation
- Business process flowcharting
- Help desk design for a variety of key Department processes
- Software application consultation
- Specific application design and implementation
- Photo and graphic design services
- Computer Training
- Job-specific/customized training courses

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### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 19,720	\$ 16,619	\$ 16,679
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 880,518	\$ 964,405	\$ 976,293
Total	\$ 900,238	\$ 981,024	\$ 992,972
FTE	15	15	15

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is only minimally funded from General Revenue funds.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and benefits for the fiscal year 2002-03 are estimated at \$797,593.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

All the training functions have been reengineered to some extent, and efficiencies identified and implemented. Examples would be the development of help desk support for key activities, automated form creation, and streamlined team management. All have resulted in improved core processes performance, and shortened support response times. As a result, member efficiency has increased.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe

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the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

- Administrative Support: 2
- Supervisor: 1
- Supervisory engaged in production: 2

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

For fiscal year 2002-03, \$19,910 is estimated primarily for management and leadership development training for the Department.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Program Planning Coordinator in the Administrative Support Services table of organization.

#### 4. Customers:

- a. Who are the key customers of this activity?

Key customers include Department members, managers, and other state agencies.

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- b. What product(s) or service(s) are provided to the customer?

Improved customer service delivery, user friendly websites, graphics, instructional videos, public service announcements (PSA's), customer focused business processes.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

Not applicable.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

To assure that all customers of the Department receive professional services that make highways safe.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

There would be no response to the Department's requests for process improvement assistance, software application assistance, graphics and video production would become less convenient and more costly. The quality of service that Department employees deliver to the public would decrease.

- Long term (5 yrs)?

Reduction in professionalism in the tasks performed as the Department strives to meet its mission. Eventually employee morale and productivity declines significantly.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

No.

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- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Other government and private sector entities do perform this activity

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

This activity has been considered for outsourcing and privatization but based on selected quotes from private vendors, it has been determined that it is more cost efficient for the Department to provide these services.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

In recent years, Florida State University and Tallahassee Community College have provided the Department with Management and Leadership Development training classes. For fiscal year 2002-03, \$19,910 is estimated.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The demand for services provided by all aspects of this activity is increasing. The private sector is improving service to the public by utilizing technology and improving customer service techniques. The Department strives to do the same. Application development services are in high demand, process improvement teams are needed and formed regularly, with progressive and innovative results.

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## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT00130 Mail Room

**Activity/ Business Process Owner:** Deana Metcalf, Chief

**Phone:** (850) 488-7780

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The mailroom staff handles almost 10 million pieces of mail annually, including mailing of titles, registrations, and driver licenses.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The activity described above is one of the many administrative support functions provided to support the core business functions of the Department.

- c. Provide a list of the major tasks for the activity in process order.

- Receive, sort and distribute mail received from the U.S. Postal Service.
- Receive, sort and distribute parcels received from express mail services (FedEx, FedEx Ground, Airborne, and UPS).
- Process agency USPS mail for delivery to the Post Office.
- Process agency parcels for delivery via express mail services.
- Monitor use of mail/courier services and pay postal/courier bills.
- Execute courier contracts.
- Develop mail service procedures and guidelines.
- Coordinate mail services with private sector courier services.

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## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 773,918	\$ 815,750	\$ 824,543
Total	\$ 773,918	\$ 815,750	\$ 824,543
FTE	25.5	25.5	25.5

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Activity is trust funded.

## 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

- Salaries and Benefits for fiscal year 2002-03 are estimated at \$657,714.
- Record Keeping: Records maintained include USPS usage, express services usage, courier service providers, vendor contract documentation and equipment maintenance information. Postage Expenditures for fiscal year 2001-02 was \$2,487,322 Department wide.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

We continually review all of our activities for improvements and opportunities to provide better and more efficient services. Through automation and restructuring of workloads, we were able to eliminate 5 positions over the last two years.

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Additionally, we reevaluated our courier service contract and were able to enhance our online accounting and shipping information and eliminate the cost of shipping courier manifests from field locations to our accounting office.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

- Supervisory: 1
- Supervisory staff engaged in production: 3
- Administrative Support: 0

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Chief of Accounting in the Administrative Support Services table of organization.

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### 4. Customers:

- a. Who are the key customers of this activity?

Department employees, citizens of the State of Florida and private sector businesses with whom the Department does business.

- b. What product(s) or service(s) are provided to the customer?

- Receive, sort and distribute mail received from the U.S. Postal Service.
- Receive, sort and distribute parcels received from express mail services (FedEx, FedEx Ground, Airborne, and UPS).
- Process agency USPS mail for delivery to the Post Office.
- Process agency parcels for delivery via express mail services.
- Monitor use of mail/courier services and pay postal/courier bills.
- Execute courier contracts.
- Develop mail service procedures and guidelines.
- Coordinate mail services with private sector courier services

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

All activities addressed above are essential administrative support functions that must be performed.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?
  - Mail services described above would not be performed.
  - Department offices would lose a major communication link with the field offices and private sector businesses.

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- Citizens of the State of Florida would not receive their vehicle registration, title information or driver license renewal information.
- Long term (5 yrs)?

Same as above.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

No.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes, this activity is performed by other government and private agencies.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

The basic function of delivering mail and parcels to other Departmental offices throughout the state and to citizens and private businesses is already outsourced to the USPS and to private sector couriers (FedEx, FedEx Ground, Airborne and UPS). The functions retained by the Department are primarily contract management in nature and those functions that are internal to the organization.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Over the last five years, the outgoing mail pieces have decreased by approximately 500,000 and the incoming mail pieces have decreased by approximately 900,000. These decreases are due to more services being offered online and outsourcing motor vehicle and driver licenses services to tax collector offices.

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## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT00140 Print Shop

**Activity/ Business Process Owner:** Harrel Bolden, Chief

**Phone:** 850-488-6778

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The department's full service print operation produces 76 million pages annually. It includes color printing, bindery work, duplicating, and oversees services to insure cost-effective production of materials critical for tax collectors user manuals, public safety education, internal operations, and other department documents. Copier locations and types are monitored by this staff to insure adequacy and cost-efficiency.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

Printing test documents, examinations, handbooks and reports of a confidential classification is essential to DHSMV's core mission of public safety and ensure security. Printing other major reports such as the Agency Legislative Budget Request, Long Range Program Plan and Work Program, print information required by law.

- c. Provide a list of the major tasks for the activity in process order.

Documents are re-designed for simplicity and functionality, thus dramatically increasing user friendliness. Records management staff also provides for the Traffic Crash Data Program, which maintains a database of traffic crash reports and statistical data.

- Print testing documents.
- Print examinations.
- Print division reports.
- Print division manuals.
- Oversee maintenance agreements as well as equipment assessment of 250 copiers statewide.
- Provide walk-up and other copy services.

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## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 573,540	\$ 526,045	\$ 530,919
Total	\$ 573,540	\$ 526,045	\$ 530,919
FTE	11.5	11.5	11.5

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees..

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is trust funded.

## 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salary and benefits for the fiscal year 2002-03 are estimated at \$364,579.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

The DHSMV has and continues a self analysis of activities for timely production, confidentiality, and cost efficiency. The cost of producing the more than 76 million pages on average is 0.815 cents compared to outside researched cost of 2.3 cents.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

The agency has no standard workload formula for determining resource needs.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative Support Staff: 1

Supervisors Staff: 2

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Chief of Office Services in the Administrative Support Services table of organization.

#### 4. Customers:

- a. Who are the key customers of this activity?

- The public as customers of DHSMV.
- State officials and law enforcement.
- Local officials and law enforcement.
- DHSMV employees.

- b. What product(s) or service(s) are provided to the customer?

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- Handbooks.
  - Manuals, sensitive and non-sensitive.
  - Florida Uniform Traffic Crash Report Forms
  - Pamphlets on public service information.
  - Manuals aiding on current events.
- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?
- No
- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.
- No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.
- Our customer base has a continuing need for the printing service we provide. Documents sensitivity is a non-financial asset.
- b. If this activity were no longer funded, what would be the impact over the:
- Short term (1 yr)?  
Those served would have to depend upon other agencies and receive expense funding to outsource the services at a substantial increase in cost. Facility space would have to be maintained even when unallocated.
  - Long term (5 yrs)?  
Same as above.
- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.
- No.
- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

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Yes.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

The DHSMV has and continues a self analysis of activities for timely production, confidentiality, and cost efficiency. The cost of producing the more than 76 million pages on average is 0.815 cents compared to outside researched cost of 2.3 cents.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

For graphic design, typesetting is outsourced at \$10,000 Department wide.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

This activity workload is increasing. The agency through conscientious management tools has been able to efficiently handle the increase and provide a quality product and timely service without an increase in cost of operation.

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## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT00150 Records Management

**Activity/ Business Process Owner:** Gary Wright, Records Coordinator **Phone:** (850) 487-9665

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The Department's records management staff works to reduce the proliferation of paper, increase production by developing electronic forms, reduce access to sensitive personal information, supervise the data entry contract for crash records, and aids in the control of building security through the issuance and control of photo ID security badges. It reports fatal traffic crash data to the National Highway Traffic Safety Administration (NHTSA) for the federal database, and processes fatal traffic crash photographs taken during a homicide investigation by the Florida Highway Patrol.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity provides forms support to all department offices throughout the state. It has responsibility for coordinating the storage, retention and destruction of department records in compliance with state law.

The photographic laboratory processes approximately 7,000 rolls of film and 300,000 photographs each year. The photographs are an essential part of the homicide investigation report that is sent to the State Attorney's Office.

Section 316.066(3) mandates that all traffic crashes be reported to the Department. The reports are entered into a statistical crash reporting database. The quality and timeliness of this function, which has been outsourced, must be closely monitored to ensure the data is available as needed and recorded in quality condition.

- c. Provide a list of the major tasks for the activity in process order.

Documents are designed with broad input from customers, with attention to simplicity and functionality. Existing forms are periodically reviewed in the same manner, for updates. Records management staff also provides management of the

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Traffic Crash Data Program, which maintains a database of traffic crash reports and statistical data.

Traffic homicide investigation photographs are processed, filed, and distributed to law enforcement, state and private attorneys, and insurance companies.

Fatal traffic crash data is provided the National Highway Traffic Safety Administration (NHTSA) for the federal database.

Fatal traffic crash photographs taken during a homicide investigation, by the Florida Highway Patrol, are processed.

Contract management of the data entry and digital imaging for storage contract with Pride industries for traffic crash reports, is provided (650,000 reports are received annually).

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 111,596	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ 96,619	\$ 97,887
State Trust Fund(s)	\$ 2,292,079	\$ 1,544,732	\$ 1,556,002
Total	\$ 2,403,675	\$ 1,641,351	\$ 1,653,889
FTE	61	32	32

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

No, this activity is not supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is only minimally funded from General Revenue funds.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

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Salaries and benefits for fiscal year 2002-03 are estimated at \$939,718.

This activity oversees the statewide automobile crash records program that was outsourced at \$569,191 annually.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.
- The micrographics section was reviewed and in 1999-2000, the microfilming of title records was outsourced eliminating 45 FTE's. The outsourcing contract was \$1,166,100 annually. In January, 2002, this amount was completely eliminated as an electronic copy is now the only required record.
  - The crash records system was reviewed, and in January, 2002 outsourcing began, which eliminated 23 FTE's. The outsourcing contract is \$569,191 annually.
  - The need for and practicality of an electronic forms program was evaluated and in 1997 it was added. We are again evaluating the program against the impact of the latest technology. We expect to upgrade again to a newer, more user-friendly electronic forms program by December, 2002. This unit constantly evaluates the need for increased effectiveness in all areas of its work.
  - The photo lab was reviewed and it was discovered that the obsolete equipment was the primary source of system failure and declining customer satisfaction. The Department completed a cost analysis to determine if the function would be improved and cost reduced if it were outsourced. The result was that it was more cost effective and secure (for Traffic Homicide Investigation photos) for the Department to continue the service in house. Last fiscal year, new photo processing equipment was purchased, which provides a better product and service to our customers. The new photo lab technology allows field offices to access the photo lab's server via password protection and view the photo images in a timely manner. This new photo technology will reduce the expense of costly photo paper, as only the necessary photos will be printed.
- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not,

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and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff?  
How many are supervisory staff?

Administrative Support Staff: 2

Supervisory engaged in production: 4

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants?  
For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

There is no funding for OPS or consultants. There is a special category of \$569,191 for contract staff for the outsourced data entry of automobile crash records.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Chief of Offices Services in the Administrative Support Services table of organization.

#### 4. Customers:

- a. Who are the key customers of this activity?

The key customers are department members, vendors, the Legislature and the Governor's office, law enforcement, insurance companies, the court system, and the general public.

- b. What product(s) or service(s) are provided to the customer?

Records, electronic forms, photographs, Florida crash information, and various statistical reports.

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- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

All aspects of this activity contribute directly to the accomplishment of the department's mission, and, with the exception of security card issuance are either Federal or State mandates.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

The Department could not fulfill the obligation to maintain a crash records system as required by statute. The Department could not submit crash records information to NHTSA as required by federal mandate. The Florida Traffic Crash Reporting System would not continue to meet the obligation to pay the contractor to enter the data into a system and record the images digitally for storage and historical data retrieval.

The photo lab services would no longer exist to the Florida Highway Patrol, State's Attorney's, private attorney's, or insurance companies. The security and organized control of the photographic evidence would be lost.

- Long term (5 yrs)?

See "a"

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

All but facilities security is state mandated (FS 119, FS 257, and FS 316).

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes, other agencies process sensitive film development. There is crash data information managed at the federal level also.

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### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

As described above in 3 b,

- Micrographics of Title Records has been outsourced, and now eliminated completely,
- Crash Records has been outsourced,
- Photo Lab has been upgraded with new equipment, and
- Forms Management is in the process of being upgraded with new forms management software.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

The Traffic Crash Records outsourcing contract is \$569,191 annually.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

This activity requires a high level of attention to detail. The workload level of this activity remains relatively constant. Even with the increased use of technology, the attention to detail is simply realigned.

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## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT00160 Supply Room

**Activity/ Business Process Owner:** Russ Rothman, Chief      **Phone:** (850) 488-8535

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission

This activity maintains inventory of commonly required items, including law enforcement materials, license plates and registration decals; provides central receiving and distribution; makes deliveries or ship supplies to agency and tax collector offices; picks up sensitive waste materials (driver license consumables, patrol uniforms) for secure destruction; and disposes of surplus property so as to maximize value. It ensures compliance with Chapter. 273, Florida Statutes and operates a central supply room and a warehouse.

This activity supports the agency's mission through the delivery of highway and public safety and consumer protection services using materials received, stored, and delivered by the Supply function, and through the secure disposition of waste driver license and law enforcement materials.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The department must acquire many commodities from outside sources. To provide secure and ready access, and sometimes economies of scale, some items must be inventoried in and issued from central stores. Items must be accounted for as received for proper payment and record keeping, and delivered to end users, when and where required. Both state offices and county tax collectors receive materials through the Supply function without which they could not operate.

- c. Provide a list of the major tasks for the activity in process order.
  - Receive incoming supply shipments at the Neil Kirkman Building, prepare receiving reports, and route them to Accounts Payable.
  - Store items meant for the central supply room or warehouse, and update inventory records.
  - Deliver incoming supplies not meant for storage to the end user.

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- Process supply requisitions, making deliveries to requestors locally and statewide, and update inventory records.
- Operate department-owned trucks and manage common carrier contracts for statewide deliveries.
- Conduct annual physical inventories.
- Warehouse agency forms and other property.
- Collect, store, advertise and dispose of surplus property, and transport law enforcement and driver license waste materials to incinerator operators for secure destruction.

### 2. Resources for Activity:

	FY 2001-2002	FY 2002-2003	FY 2003-2004
	Act Exp	Est Exp	Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 579,678	\$ 516,281	\$ 521,285
Total	\$ 579,678	\$ 516,281	\$ 521,285
FTE	12	12	12

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is not fund from General Revenue.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and benefits for fiscal year 2002-03 are estimated at \$374,316.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

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The department's Supply function was moved to the Bureau of Purchasing & Contracts July 1, 2002. Innovations undertaken to improve service while cutting costs include:

- Convert paper forms to electronic. Fifty (50) forms have been converted.
- List inventory items on our Intranet site and allow electronic ordering instead of paper process. Completed and ongoing.
- Reduce number of items in inventory. Down about 3%, more deletions planned.
- Reduce the value of inventory from over 28.6% to under 25% of annual issues. Now under 25%, and dropping.
- Handle surplus property more effectively by listing on our web site and facilitating relocation. Completed and ongoing.
- Reduce freight costs by more careful routing, and fuller utilization of, in-house delivery staff. Cost reductions about \$8,000 through August, and ongoing.
- Develop Supply and Warehouse staff to use more technical resources, such as spreadsheets, word processing and email. Initiated, and ongoing.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

Resource needs are not determined based upon a formula. However, data indicates that Supply operating expenses can be kept at less .25% (one quarter of a percent) of agency budget.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Two of the twelve FTEs are administrative support staff, and three are supervisory. All supervisors are also working supervisors involved in the production process (inventory, record keeping, shipping & receiving, etc.).

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None of the funding is used for OPS, contract staff or consultants.

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- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE positions in this activity are located in the Chief of Purchasing and Contracts in the Administrative Support Services table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

Customers are agency members in all divisions (about 4,800), suppliers, common carriers, and county tax collectors. Indirectly, the public at large is a customer through the delivery of highway and public safety and consumer protection services using resources received, handled, stored and delivered by the Supply function.

- b. What product(s) or service(s) are provided to the customer?

Supply services provided to customers include shipping, receiving, storage, inventory, surplus disposal, and secure waste disposal, all delivered when needed, where needed, at the lowest overall cost. Products handled in one or more of these processes include license plates, registration decals, police equipment, computers, forms, first aid and emergency items, etc.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

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The agency cannot carry out its mission of making highways safer without assuring to the operating and administrative services divisions a supply of commodities when and where needed, through receipt, storage, inventory, and delivery.

b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Not funding this activity would cause reduction of some inventory items would lead to higher costs and loss of immediate access during emergencies. Reduction in delivery by department Supply function trucks and employees would increase costs of delivery, using common carriers. Reduction in handling surplus and secure waste would increase cost of operations and cost of secure waste disposal. Lead times of police items, license plates and decals would increase, as would unit prices.

- Long term (5 yrs)?

The long-term effect of not funding this activity increases costs and loss of responsiveness and flexibility, especially in emergency circumstances, as described in the immediately preceding response.

c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

State statutes govern surplus property (Chapter 273, FS) and misuse of police uniforms is governed by sections 321.02 and 321.03, FS.

d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Other government and private entities perform this Supply function for themselves. Items which can be supplied by outside sources on demand, such as ammunition, most office supplies, highway patrol, driver license and DMV uniforms and some paper products, as well as Uniform Traffic Citations, and driver license consumables, have already been outsourced to the private sector. Supply items are constantly reviewed for additional outsourcing opportunities.

### 6. Privatization, Outsourcing:

a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

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Items, which can be supplied by outside sources on demand, or “just-in-time,” such as ammunition, most office supplies, highway patrol, driver license and DMV uniforms and some paper products, as well as Uniform Traffic Citations, and driver license consumables, have already been outsourced to the private sector. Supply items are constantly reviewed for additional outsourcing opportunities. Limiting factors to additional outsourcing are security of some police items, availability (lead time), flexibility and responsiveness, especially during emergencies, and cost, for example, the cost of making all deliveries by commercial common carriers exceeds costs of mixed delivery by department resources and common carrier.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

Items which can be supplied by outside sources on demand, or “just-in-time,” such as ammunition, most office supplies, highway patrol, driver license and DMV uniforms and some paper products, as well as Uniform Traffic Citations, and driver license consumables, have already been outsourced to the private sector. Supply items are constantly reviewed for additional outsourcing opportunities

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Workload for this activity is relatively stable. Efforts are made to offset increasing demands through technology and outsourcing of inventory and delivery of appropriate items, e.g. ammunition, uniforms, traffic citations, office supplies, etc., as described above.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT00170 Property Management

**Activity/ Business Process Owner:** Harrel Bolden, Chief

**Phone:** 850-488-6778

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

This activity provides risk management, i.e., safety services, building maintenance, building security, custodial services, approval of floor plan for leased office space, staffing to space ratio and management of the Department's Fixed Capital Outlay program. These activities relate to the agency's mission in that they are basic administrative support functions that provide life/safety services for our employees, provide functional work environments that enhance employee productivity, and allow the Department to obtain efficient and effective leased office space needed to meet operational requirements.

In addition, the Fixed Capital Outlay (FCO) activity addresses DHSMV's real property (land, buildings including appurtenances, fixtures and fixed equipment, structures, etc.). It includes repairs, replacements, additions, and renovations to the Department's real property that materially extend its useful life or materially improves or changes its functional use and includes furniture and equipment necessary to furnish and operate a new or improved facility as appropriated by the Legislature.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The activities described above support the core business functions of the Department.

- c. Provide a list of the major tasks for the activity in process order.

#### Facility Safety

- Risk Management with Safety Services.
- Conduct fire prevention inspections.
- Conduct fire drills.
- Coordinate with the State Fire Marshal.

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- Conduct safety classes and disseminate information.

### Building Maintenance

- Execute/monitor contracts with private vendors for maintenance on major mechanical systems.
- Perform preventative maintenance on major mechanical, electrical and plumbing systems.
- Operate major mechanical systems.
- Perform all general maintenance activities, graphics, keying.
- Perform repair and minor renovation services internal to Neil Kirkman Building.
- Coordinate with contractors regarding major repairs and renovations statewide.
- Plan for facility upgrades.
- Monitor utility use/conservation.

### Building Security

- Develop security procedures.
- Perform access control at Kirkman Building.
- Monitor fire alarm systems.
- Conduct internal/external security patrols, 24/7 schedule.
- Coordinate security issues with law enforcement officials.
- Coordinate responses to building emergencies (fire alarms, bomb threats, injured persons, etc.)
- Coordinate parking policies and procedures.

### Asset Management

- Recording
- Inventory Control
- Warranty Information
- Disposition

### Custodial Services

- Clean the facility.

### Landscaping Service

- Maintain grounds at Kirkman Building site of approximately 24 acres.
- Coordinate and perform landscaping services as necessary and seasonal.
- Coordination of leased office space and land.
- Approval of agency staffing request per office.
- Approval of office layout for efficiency and effectiveness.
- Site assessment and recommendation for space greater than informal request.

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- Review, approve and recommend land use request.

### Fixed Capital Outlay

- Develop Fixed Capital Outlay budget request.
- Review/balance of FCO appropriations.
- Review and justify FCO certified forwards.
- FCO procedure updates.
- Oversee contracts for all Fixed Capital Outlay projects; new, repairs and additions.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 10,574	\$ 84,560	\$ 3,494,232
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 2,832,266	\$ 2,250,911	\$ 2,277,075
<b>Total</b>	<b>\$ 2,842,840</b>	<b>\$ 2,335,471</b>	<b>\$ 5,771,307</b>
FTE	52	52	52

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is only minimally funded from the General Revenue fund. In fiscal year 2003-04, the General Revenue is requested for Fixed Capital Outlay, so the Department can make necessary repairs/improvements to the Neil Kirkman Building.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and benefits for fiscal year 2002-03 are estimated at \$1,491,012.

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- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

This activity was reviewed and an evaluation produced cost benefits for specific Custodial tasks to be outsourced.

Security services for the Kirkman building were evaluated and the most economical method is being provided through a card control system, and using staff positions to monitor and control public entrance into the lobby area.

Assessments are ongoing.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative Support Staff: 4

Supervisory Staff: 4

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

The Department outsourced a portion of the custodial tasks for \$52,785. In addition, \$14,340 is allocated for necessary building engineer and consultants required for the continued repairs and improvements to the Heating Ventilation and Air Conditioning (HVAC) system in the Neil Kirkman building.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

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This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Chief of Office Services in the Administrative Support Services table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

- The public at large is a customer through the delivery of licenses, titles and registrations.
- Employees of the Department of Highway Safety and Motor Vehicles and other state agencies.

- b. What product(s) or service(s) are provided to the customer?

This activity provides safe, secure, and efficient facilities for all customers and staff.

- Building maintenance
- Building security
- Custodial services
- Landscaping services

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No expenditures are reserved for any geographic areas or constituency groups.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

Not applicable.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded. A functioning office or building is essential.

This activity base is the most economical and efficient means currently available.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

The physical facility and equipment would deteriorate without maintenance thus becoming inoperable. The facility would become an unsafe, environmentally hazardous and public nuisance location.

- Long term (5 yrs)?

A progression of above until building would require boarding up due to stage of disrepair and contamination.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

State mandated. Chapter 20, 216, 255, 287, Florida Statutes.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

Many maintenance tasks are outsourced. For instance fire alarm system, chiller plant, cooling tower and elevators. Custodial services in common areas have been outsourced. Activity cost assessments are an ongoing process.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

The Department will continue to evaluate activities outsourcing. The current outsourcing estimate for fiscal year 2002-03 is \$87,517 in the expense category and

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as described above in question 3 (e) for OPS outsourcing \$67,125, for a grand total of \$154,642.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

This activity is increasing. Thus far the increased workload has been handled with existing resources.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT00180 Contract Administration

**Activity/ Business Process Owner:** Russ Rothman, Chief **Phone:** (850) 488-8535

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

Contract Administration provides administration of department contracts to ensure compliance with legal requirements (Chapters 119 and 287, etc), regarding contracting terms, conditions and procedures, and public records, and to maintain complete contract files, paper and electronic, including financial information. And, Contract Administration serves as liaison with agency contract managers, in accordance with sections 287.057(15) and (18) Florida Statutes. Contract Administration supports the agency's mission through contract composition, contract records maintenance, and support of contract managers who use contracts to deliver quality government services (highway and public safety and consumer protection services) to the public at the lowest overall cost.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The department contracts for technical and professional services, real property and information technology systems, including law enforcement systems. Contracting procedures, contract terms and conditions, contract enforcement and contract record keeping must be consistent with the state's best interests and meet the requirements of law.

- c. Provide a list of the major tasks for the activity in process order. Review incoming requisitions and requests for office space for specifications, justification, authority and procurement method.
  - Draft and/or review contract documents, applying sound professional contracting principles, such as complete description of mutual obligations, consideration, statement of work and performance standards, agency, and other terms and conditions required by law (e.g. s.287.058 and 287.059), or the state's best interests.

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- Distribute contract copies to contractor, contract manager and contract files.
- Enforce contract terms.
- Maintain electronic and hard copy records, as appropriate.
- Assist agency contract managers in contract management, interpretation, and dispute resolution, and termination of contracts for default.
- Provide contracting advice and information to senior management.
- Participate in contract related proceedings under Chapter 120, Florida Statutes.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue			
Federal Trust Fund(s)			
State Trust Fund(s)	\$ 89,310	\$ 108,299	\$ 109,703
Total	\$ 89,310	\$ 108,299	\$ 109,703
FTE	2	2	2

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is trust funded.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salary and Benefits for the fiscal year 2002-03 are estimated at \$104,978.

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- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

During the last 5 years, contract administration has added a server site to provide information and documents electronically to agency members, and, along with procurement, an Intranet site to provide electronic copies of contracts and instructions to agency members.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

Resource needs are not determined based upon a formula. However, data indicates that annual procurement and contract administration operating expenses can be kept at less than 2% (two percent) of total annual contract and purchase order awards, and less than .3% (three-tenths of a percent) of agency budget.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

None of the staff are administrative support staff. One is supervisory.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None of the funding is used for OPS, Contract Staff, or Consultants.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

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The positions in this activity are located in the Chief of Purchasing & Contracts in the Administrative Support Services table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

Customers are agency members (about 4,800), agency senior managers (7), and several hundred vendors and contractors, public and private. Indirectly, the public at large is a customer through the delivery of highway and public safety and consumer protection services using procured resources of commodities and services.

- b. What product(s) or service(s) are provided to the customer?

The agency contracts to provide equipment and services to county tax collectors, state agencies (especially DOT), federal agencies (especially DEA and FBI), universities, commercial driving schools, motorcycle instruction schools, commercial driving instructors, and to provide compensation to private and public providers of technical and professional services to the state.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

Not applicable.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

The agency cannot carry out its mission of making highways safer without proper contract administration, including the enforcement of contracts.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

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Immediate inability to function or carry out the agency mission.

- Long term (5 yrs)?

Inability to carry out the agency mission of making highways safer. Inability to provide highway and public safety and consumer protection services. Specifically, inability to write, issue and enforce contracts to service county tax collectors, universities, state and federal agencies, commercial driving schools and instructors, etc.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

State contracting requirements generally are set forth in sections 287.057 and 287.058, Florida Statutes. Other statutes impacting on our contract administration function are Chs. 120, 255, 282, 283, 413 and 946.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes, other government and private entities perform this procurement function for themselves.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

No effort to outsource has been undertaken. It would be difficult for an outside entity to provide responsive, effective contract administration in compliance with statutes within the costs identified above. However, no outside firms have been solicited to provide the function.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None underway for the contract administration function.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Workload for this activity is increasing, as measured by the number and dollar value of contracts administered each year.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76010100 – Executive Direction and Support Services

**Activity / Business Process Review:** ACT00200 Procurement

**Activity/ Business Process Owner:** Russ Rothman, Chief

**Phone:** 488-8535

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The agency requires commodities, services and office space from outside suppliers and contractors in order to carry out its mission of making highways safe. Procurement assures the provision of needed commodities, services and real property to the agency when and where needed, at the lowest overall cost, considering price, quality, terms and conditions, in conformance with legal requirements of Chapters 255, 282, 283, 287, 413, 946, Florida Statutes and Rules 60A-1 and 60D-4, etc., Florida Administrative Code.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The department must acquire many commodities and services from outside sources. These include but are not limited to information technology equipment, services and systems, including hardware, software and support; communications equipment; automobiles; firearms, uniforms and other police equipment; equipment and facility maintenance and repair products and services of many kinds, office space; office equipment and supplies; printing; courier and delivery services, etc.

- c. Provide a list of the major tasks for the activity in process order.

- Review incoming requisitions and requests for office space for specifications, justification, authority and procurement method.
- Apply sound professional purchasing principles, such as effective service, efficient operations, best value, reduced supplier base, long term contracting, volume discounts, product and service standardization, just in time delivery, supplier diversity, etc., to determine sources, terms and prices considering specifications, statutes and rules.
- Solicit and award competitive quotes, bids, proposals, and negotiations. In negotiations, lead or participate on negotiation teams.

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- Issue purchase orders and contracts and real property leases.
- Enforce contract terms.
- Maintain electronic and hard copy records, as appropriate.
- Assist agency contract managers in purchase and real property contract management, interpretation, and dispute resolution, and termination of contracts for default.
- Manage the agency’s purchasing card program, including cardholder training and support, card issuance and cancellation, and dispute management.
- Provide purchasing advice and information to senior management.
- Participate in purchasing related proceedings under Chapter 120, Florida Statutes.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 1,300	\$ 23,461	\$ 23,546
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 495,137	\$ 538,809	\$ 546,283
<b>Total</b>	<b>\$ 496,437</b>	<b>\$ 562,270</b>	<b>\$ 569,829</b>
FTE	10	10	10

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate “N/A”.}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is only minimally funded from the General Revenue fund.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

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Salaries and benefits for fiscal year 2002-03 are estimated at \$429,776.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

During the last 5 years, procurement has added a web site to provide information and documents electronically to vendors and the public, an Intranet site to provide electronic copies of purchase orders, contracts and instructions to agency members, and implemented a purchasing card program. The goal of the purchasing card program was to decentralize 80% or more of the transactions out to front line members, doing no more than 20% centrally, while controlling 80% or more of purchasing expenditures through the centralized transactions, with less than 20% of the funds expended through the decentralized transactions. These goals have been attained. Procurement has also implemented more longer term contracts, and more contracts allowing just-in-time delivery of commodities.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

Resource needs are not determined based upon a formula. However, data indicates that annual procurement and contract administration operating expenses can be kept at less than 2% (two percent) of total annual contract and purchase order awards, and less than .3% (three-tenths of a percent) of agency budget.

- d. How many of the FTE identified for this activity are administrative support staff?  
How many are supervisory staff?

Four of the ten FTEs are administrative support staff, and three are supervisory. All supervisors are working supervisors involved in the production process (contracting, dispute resolution, etc.).

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants?  
For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

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- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

This is an agency administrative cost.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Chief of Purchasing and Contracts in the Administrative Support Services table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

Customers are agency members (about 4,800), agency senior managers (7), purchasing card holders (about 870) and several hundred vendors and contractors, public and private. Indirectly, the public at large is a customer through the delivery of highway and public safety and consumer protection services using procured resources of commodities and services.

- b. What product(s) or service(s) are provided to the customer?

The agency requires commodities, services and office space from outside suppliers and contractors in order to carry out its mission of making highways safe. Procurement assures the provision of needed commodities, services and real property to the agency when and where needed, at the lowest overall cost, considering price, quality, terms and conditions, in conformance with legal requirements.

Commodities and services acquired include but are not limited to information technology equipment, services and systems, including hardware, software and support; communications equipment; automobiles; firearms, uniforms and other police equipment; equipment and facility maintenance and repair products and services of many kinds, office space; office equipment and supplies; printing; courier and delivery services, etc.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

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- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

The agency cannot carry out its mission of making highways safer without procurement of commodities, services and real property, and the enforcement of contracts.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Immediate inability to function or carry out the agency mission.

- Long term (5 yrs)?

Inability to carry out the agency mission of making highways safer. Inability to provide highway and public safety and consumer protection services. Specifically, inability to issue driver licenses or vehicle titles, inability to regulate dealers, inability to patrol the highways.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

State procurement requirements generally are set forth in Chapter 287, Part 1, Florida Statutes. Other statutes impacting on our procurement function are Chapters 120, 255, 282, 283, 413 and 946, Florida Statutes.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes, other government and private entities perform this procurement function for themselves.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

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No effort to outsource has been undertaken. It would be difficult for an outside entity to provide responsive, effective procurement in compliance with statutes within the costs identified in 3c above. However, no outside firms have been solicited to provide the function.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None underway for the procurement function.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Workload for this activity is increasing, as measured by the dollar value of purchases awarded each year.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76100100 Highway Safety

**Contact:** Lt. Col. Larry Austin, Deputy Director of Field Operations **Phone:** (850) 488-6855

### 1. Description of Service and Purpose Statement:

- a. What is the purpose and/or mission of this service and why is government providing this service?

The Florida Highway Patrol is charged with providing a safe driving environment for Florida's residents, visitors, and commercial shippers through proactive law enforcement. This service monitors the effectiveness of the Patrol's major law enforcement functions: patrolling the state's highways, providing community service officers, providing aerial traffic enforcement, conducting traffic homicide investigations and providing training to law enforcement officers.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

Services produced include protection of lives and property from unlawful activities occurring on Florida's highways, efficient delivery of those services, quick response and resolution to problems encountered by motorists, and assurance that those providing these services are professionally trained to perform their required duties consistently and equitably. All sworn members of the Florida Highway Patrol provide these services. The effectiveness of the delivery of these services is dependent on the agency's ability to hire and promote qualified candidates and to properly equip its law enforcement personnel. All persons that use the streets and highways of this state are recipients of these services. The purpose of these services is to protect the lives and property of Florida's residents and visitors.

Goods produced include the reports and forms completed by all employees assigned to this service level. Citizens, department management, local and state government entities, and insurance companies use these reports to ensure that services are being delivered in an efficient and effective manner, proper documentation of unlawful activity is maintained, and persons that injure another person or damage another's property are identified and held liable.

- c. Explain how this service relates to the agency's mission.

The agency's mission to provide safe highways is dependent upon the activities contained in this service. This service represents the delivery of one of the Florida Highway Patrol's primary core business practices. The activities associated with this service provide protection for citizens who are using the highways of Florida.

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- d. Explain why this service should be continued. What is the impact if the service were eliminated?

This service is necessary to ensure motorist safety by enforcing laws enacted to protect citizens as they use the streets and highways. If this service were eliminated disregard for those laws would increase resulting in elevated loss of life, personal injury, and damage to property.

- e. Does the agency have any work flow charts or process maps, which it uses to convey what this service does? If so please provide.

No.

### 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}

None.

- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.

- Florida death rate on patrolled highways per 100 million vehicle miles of travel.

The death rate has declined over the past 3 years.

- National average death rate on highways per 100 million vehicle miles of travel.

The national average death rate has remained the same over the past 3 years.

- Annual alcohol-related death rate per 100 million vehicle miles of travel.

The annual alcohol-related death rate has increased over the past 3 years.

- Annual crash rate per 100 million vehicle miles of travel.

The annual crash rate per 100 million vehicle miles of travel has declined.

- Percent change in number of crashes investigated by FHP.

The percent change in number of crashes has decreased over the past 3 years.

There are no other agency outcome measures used to manage performance in this service area.

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- c. Describe internal and external trends and conditions affecting performance related to this service.

Conditions that affect this service include increases/decreases in agency resources, population trends, the number of licensed drivers and registered vehicles, the number of highway miles traveled, and, advances in and procurement of, technology, natural disasters and uncertain economic conditions.

- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

The Florida death rate per 100 million vehicle miles traveled is compared to the national death rate per 100 million vehicle miles traveled.

### 3. Summary of Resources – Service Level:

	Act Exp	Est Exp	Ag Req
General Revenue	\$ 104,693,606	\$ 115,076,452	\$142,853,462
Federal Trust Fund(s)	\$ 1,242,440	\$ 1,730,022	\$ 760,635
State Trust Fund(s)	\$ 48,591,853	\$ 59,552,426	\$ 42,768,864
Total	\$ 154,527,899	\$ 176,358,900	\$186,382,961
FTE	2176	2192	2278

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate “N/A”.}

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### 4. Summary of Activities:

Priority Ranking	Activities (Business Processes)	FTE	FY 2002-2003 Est Expenditures	Statutory References
1	Enforcement of traffic laws	1,938	\$ 159,735,405	321
2	Conduct traffic homicide investigations	197	\$ 12,970,519	321
3	Provide academy training	20	\$ 1,824,139	321
4	Provide community service enforcement activities	28	\$ 1,107,324	321
5	Provide aerial traffic enforcement	9	\$ 705,298	321
See Note	Total Service	2,192	\$ 176,358,900	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency's mission and goals statements in the Agency LRPP.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76100100 – Highway Safety

**Activity / Business Process Review:** ACT1011 Enforcement of traffic laws

**Activity/ Business Process Owner:** Lt. Colonel Larry L. Austin, Deputy Director of Field Operations     **Phone:** (850) 488-6855

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The major responsibility of the Florida Highway Patrol is patrolling the state's highways, providing aerial traffic enforcement and providing a safe driving environment for Florida's residents, visitors, and commercial shippers. The Florida Highway Patrol is charged with providing safety on Florida's highways through proactive law enforcement, preventive patrolling responses to disasters and domestic security initiatives.

The purpose of this activity is to encourage voluntary compliance with Florida's traffic laws through a combination of enforcement and visibility. Enforcement of traffic laws is performed through proactive patrols and traffic crash investigations that identify and take enforcement action against traffic law violators and providing assistance to disabled motorists. The visibility of Florida Highway Patrol units remind those using Florida's highways of the need to comply with traffic laws. Compliance with traffic laws by those using Florida's streets and highways reduces the number and severity of traffic crashes and therefore is a vital component of achieving the Department's mission of "making highways safe."

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

Preventive patrolling entails proactively locating and taking action against traffic law violators and maintaining a visible presence to encourage voluntary compliance with those laws. Traffic crash investigations identify traffic law violations that have resulted in traffic crashes so that appropriate enforcement action can be taken against at-fault drivers. Assistance provided to disabled motorists ensures that travel lanes remain open and promote the orderly flow of traffic. Traffic law enforcement is one of the core business practices of the Florida Highway Patrol. All Florida Highway Patrol sworn employees engage in activities to enforce all of Florida's traffic laws. Positions assigned to this budget entity comprise the front line workers whose primary tasks are essential to the Highway Safety budget entity.

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The recruitment and promotion of qualified candidates and the procurement of equipment are essential to the effectiveness of this activity.

- c. Provide a list of the major tasks for the activity in process order.

While on patrol, a troopers' major tasks include stopping motorists for violations of traffic laws, investigating traffic crashes, assisting disabled motorists, and assisting other law enforcement agencies. During disasters, troopers are called on for traffic control, general law enforcement activities to prevent looting or rioting, and to provide relief for affected residents. Troopers also support the state's efforts to control illegal drugs by making arrests and confiscating contraband discovered during traffic stops.

### Traffic Stops:

Traffic stops take many forms. A trooper conducting aerial surveillance may identify traffic violators. In the course of conducting the traffic stop a trooper may become aware of criminal violations (DUI, illegal drugs, etc.). The process listed below is an outline of a basic traffic stop.

- Trooper identifies a traffic law violator.
- Trooper overtakes the violator.
- Trooper activates the patrol car's emergency lights and/or siren.
- Violator and trooper stop on roadway shoulder.
- Trooper approaches violator and obtains documents required to be carried (driver license, registration, and proof of insurance).
- Trooper completes appropriate enforcement form (citation, warning, faulty equipment notice).
- Trooper observes for indicators that criminal activity is taking place and, if present, takes appropriate steps.
- Trooper presents enforcement form to violator and explains consequences of the traffic stop.
- Violator is either arrested or released.
- Trooper completes appropriate paperwork (traffic stop data report, radar log, etc.).
- Forms are turned in to local Florida Highway Patrol station.
- Forms are disseminated in accordance with statute and agency procedures.

### Traffic Crash Investigation:

- Report of a traffic crash is received in a Florida Highway Patrol communications center.
- A Duty Officer enters information from the report into the Computer Aided Dispatch system.
- The Duty Officer dispatches a trooper to the traffic crash.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- The trooper arrives on the scene of the traffic crash and:
  - Controls traffic around the crash scene
  - Renders aid to injured parties
  - Arranges for the removal of vehicles
  - Collects information from participants
  - Collects evidence
  - Arranges for the protection of personal property
  - Determines cause(s) of the traffic crash
  - Takes appropriate enforcement action against at-fault drivers
  - Completes traffic crash report forms
- The report is turned into the local Florida Highway Patrol station.
- The report is forwarded to the Department’s crash records section.

### Disabled Motorist Assistance

- A trooper is dispatched to a disabled motorist or observes the disabled motorist while on routine patrol.
- The nature of the problem is determined.
- The travel lanes are cleared if necessary.
- The member provides assistance or requests appropriate assistance through the communications center.
- The member completes the assignment and returns to routine patrol.
- The duty officer a makes the appropriate notation in the CAD system

### 2. Resources for Activity:

	Act Exp	Est Exp	Ag Req
General Revenue	\$ 89,493,458	\$ 100,545,137	\$ 124,380,356
Federal Trust Fund(s)	\$ 1,242,440	\$ 1,730,022	\$ 760,635
State Trust Fund(s)	\$ 46,479,090	\$ 57,476,461	\$ 40,811,293
Total	\$ 137,214,988	\$ 159,751,620	\$ 165,952,284
FTE	1918	1938	1958

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate “N/A”.}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is supported from General Revenue and Department Trust Funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

As an alternative to General revenue funding, the Department can recommend fee increases if so directed.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and Benefits:	<u>\$ 97,862,961</u>
Overtime:	<u>\$ 2,000,000</u>
Expenses:	<u>\$ 8,975,946</u>
Mobile Data Terminals:	<u>\$ 4,100,000</u>
Operating Capital Outlay:	<u>\$ 1,627,262</u>
Acquisition of Motor Vehicles	<u>\$ 9,401,303</u>
Operation of Motor Vehicles	<u>\$ 5,776,885</u>

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

Yes. The Florida Highway Patrol underwent a justification review by the Office of Policy Planning and Government Accountability (OPPAGA) in June 1999. Report 98-87 noted that "The patrol should initiate a pilot project measuring specific outcomes through strategic deployment of staff." Please note the response to 3c.

As part of effort to improve operations, the Patrol is in the second year of a three-year project to place mobile data computers in patrol cars. When completely implemented, this project will increase trooper productivity by decreasing the amount of time required to complete reports. It also will reduce the workload for duty officers by allowing troopers to make computer checks of driver licenses and vehicle registrations directly through the computer rather than having to request the information over the radio. A dispatch function allows dispatch communications through the computers instead of the radio, allows troopers to view all active calls, and allows troopers to dispatch themselves in response to calls for service. Knowing where all activity is taking place allows troopers to provide more effective and rapid backup when required.

Keeping up with the increasing demand for services requires the Florida Highway Patrol to have state of the art communications equipment and adequate dispatch

## **DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES**

personnel. In order to improve its communication system, the Patrol has joined with other state agencies to develop a new 800 MHz (megahertz) radio system. This new radio system will help to alleviate the problems caused by the limited capacity and capabilities of long outdated equipment.

In order to provide more effective and efficient communications, the Patrol is consolidating its dispatch operations into seven communications centers. These centers provide dispatch services to units of several other state agencies: Department of Transportation, Motor Carrier Compliance Office; Department of Law Enforcement, Investigations and Division of Capitol Police; Office of the Attorney General, Medicaid Fraud Unit; Department of Insurance, Insurance Fraud and State Fire Marshall; Department of Professional and Business Regulation, Division of Alcoholic Beverages and Tobacco; Department of Environmental Protection, Division of Law Enforcement; and the Department of Agriculture and Consumer Services, Agricultural Law Enforcement.

The Florida Highway Patrol is taking advantage of new technologies and developing public/private partnerships to enhance public safety. FHP is in the process of installing low-power radio transmitters at the state's welcome centers to broadcast safety messages and apprise drivers arriving in the state of road conditions and emergency situations.

In partnership with Verizon Wireless, the Patrol distributed hands-free devices for cellular telephones to reduce the dangers of driving while talking on the telephone. Other private partnerships have resulted in billboard advertising with traffic safety messages and radio and television public service announcements to supplement the Patrol's safety education program.

In an effort to combat aggressive driving, FHP has instituted aggressive driving details and is using unmarked vehicles to spot and document cases of aggressive driving. For fiscal year 2001-02, through May, troopers reported citations in association with 6,529 cases of aggressive driving.

As a means to increase visibility, the Florida Highway Patrol has initiated the Statewide Overtime Action Response (SOAR) program funded by the legislature that allows troopers to supplement existing patrols with additional personnel working overtime hours. Relying on current statistics and trooper experience, plans of action are created that target traffic related issues such as speeding, DUI, aggressive drivers, crashes, seatbelt compliance, commercial vehicles, red light running, response time and assistance rendered.

During holiday periods, all office operations for sworn personnel are suspended and those personnel are assigned to enforcement duties throughout the holiday period. This action provides additional personnel on the roadways during periods when traffic crashes and law violations are most likely to occur.

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Finally, effective law enforcement depends on the public's faith in the honesty and fairness with which enforcement actions are taken. On January 1, 2000, the Florida Highway Patrol began collecting data on the drivers stopped by its troopers.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

The Florida Highway Patrol bases its required strength in each county on a staffing model developed by the Northwestern University Transportation Institute for the National Highway Traffic Safety Administration (see Appendix B). To test the accuracy of this model, the Patrol has assigned additional troopers to a specific county to bring the strength there up to the staffing level recommended. The activity levels and safety measures are being studied to evaluate the effects of the additional positions. The final results are pending.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative: 485

Supervisory: 392

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

Instructor costs at FHP Academy	\$ 78,398
Legal (Litigation-confiscated property)	\$ 96,704
Medical exams	\$ 92,300
Custodial	\$ 96,127
Veterinary services (law enforcement canines)	\$ 34,062
Hireback (reimbursable)	\$8,342,100

Rather than fixed staffing for the above expenses, the OPS activities are primarily outsourced. There is a legal staff of 15 at DHSMV that serves all divisions.

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- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative costs associated with the activity are \$3,316 per FTE.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE identified with this activity are found under Chief of Special Operations and Chief of Field Operations in the Florida Highway Patrol table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

Key customers include residents, visitors, automobile insurance companies, trucking industry, commerce, and local and state governments

- b. What product(s) or service(s) are provided to the customer?

Services provided include enforcement of Florida's traffic laws, which helps reduce the number and severity of traffic crashes and their associated economic costs. Enforcement also facilitates the orderly flow of traffic increasing the efficiency and effectiveness of Florida's roadways. Other services include the investigation of traffic crashes, assistance provided to disabled motorists, prevention of acts of highway violence and the detection and removal of illegal drugs and other contraband being transported on the streets/highway and responses to natural disasters and incident of domestic security.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

The Florida Highway Patrol enforcement efforts on Florida's Turnpike are funded by the Turnpike Enterprise and specifically targets those persons using Florida's Enterprise system. The original spending authority is Section 338.239, Florida Statutes. If Turnpike Enterprise funding were eliminated the costs associated with providing traffic enforcement on the Florida Enterprise system would have to be appropriated from General Revenue and/or other sources.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

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No.

## 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

Nearly every resident and visitor makes use of Florida's streets and highways. Enforcement of Florida's traffic laws is essential for protecting the lives and property of these residents and visitors. A primary responsibility of the Florida Highway Patrol is to regulate, control, and direct the movement of traffic, prevent acts of highway violence, and enforce all laws governing traffic, travel, and public safety on public highways.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?
  - Loss in expertise and consistency in traffic law enforcement
  - Loss of expertise and consistency in traffic crash investigations
  - Increased number and severity of traffic crashes
  - Increased illegal traffic activities
  - Reduced assistance provided to disabled motorists
  - Increased burden on local law enforcement resources
  - Increased crime activities occurring on the highways
  - Loss of expertise in responses to disasters and domestic security issues
- Long term (5 yrs)?
  - Continued loss in expertise and consistency in traffic law enforcement
  - Continued loss of expertise and consistency in traffic crash investigations
  - Continued increase in the number and severity of traffic crashes
  - Continued increase in illegal traffic activities
  - Continued reduced assistance provided to disabled motorists
  - Continued increased burden on local law enforcement resources
  - Continued increased crime activities occurring on the highways
  - Continued loss of expertise in responses to disasters and domestic security issues

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

- Section 316.065, Florida Statutes - Requires drivers involved in traffic crashes to notify the nearest Florida Highway Patrol station of crashes that occur outside municipalities.

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- Section 316.066, Florida Statutes - Provides requirements for law enforcement officer to investigate traffic crashes.
  - Section 316.071, Florida Statutes - Requires that all reasonable efforts be taken to remove a disabled vehicle from obstructing the regular flow of traffic.
  - Section 316.640, Florida Statutes - Provides authority to enforce traffic laws of this state.
  - Section 316.645, Florida Statutes - Provides authority for law enforcement officers to make charges subsequent to a traffic crash investigation.
  - Section 321.05, Florida Statutes - Specifies duties, function, and powers of Florida Highway Patrol officers.
  - Section 321.051, Florida Statutes - Authorized the Florida Highway Patrol to establish a wrecker operator system for the removal and storage of wrecked or disabled vehicles.
  - Section 321.051(b), Florida Statutes - Prohibits unauthorized wrecker operators from initiating contact with the operator of a wrecked or disabled vehicle.
  - Rule 15b-9, Florida Administrative Code - Sets guidelines for the establishment and maintenance of the Florida Highway Patrol's Wrecker Operator System.
- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes, other state and local agencies also perform this activity.

However, the primary enforcement of traffic laws is left to the Florida Highway Patrol by all State of Florida law enforcement agencies.

The private sector does not perform this function. The private sector does provide assistance to disabled motorists with certain restrictions.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

Outsourcing or privatization of traffic law enforcement and traffic crash investigation has not been explored. Traffic enforcement entails the authority to detain violators and make arrests, which are inherently functions reserved for government entities.

Assistance for disabled motorists is a public/private partnership. The Florida Highway Patrol provides for a timely response to disabled vehicles to ensure that travel lanes remain unobstructed and that arrangements are made to secure necessary repairs. This response also ensures the safety of the disabled motorists and others using the highways. Private wrecker operators and automobile repair facilities provide for the removal and repair of disabled vehicles. Costs associated

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with private company removal and repair of the vehicle are borne by the owner/operator of the disabled vehicle not by government funds.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

Not applicable

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload for this activity is increasing. At present resource levels the increased workload could result in increases in the number of traffic crashes leading to reduced time for troopers to perform proactive enforcement patrol with a result being a decrease in the level of voluntary compliance with traffic laws and a reduction in the orderly flow of traffic. The lack of additional resources could cause local law enforcement agency resources to be diverted from traditional crime related functions to providing these services.

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## Zero-Based Budgeting Activity Review

### 76100100 – Highway Safety

**Activity / Business Process Review:** ACT1012 Provide community service enforcement activities

**Activity/ Business Process Owner:** Lt. Colonel Larry L. Austin, Deputy Director of Field Operations      **Phone:** 850-488-6855

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The Patrol is charged with providing safety on the highways for Florida's residents, visitors, and commercial shippers through law enforcement, preventive patrol, and safety education. Two of the functions are investigating the circumstances leading to traffic crashes and providing assistance to motorists. Investigating a traffic crash is a service to the people involved, as well as a means to collect information for planning highway safety programs and improving highway design. Assisting the drivers of disabled vehicles is both a public service and a means to assure that the flow of traffic is not impeded and hazards along the roadway are removed.

The primary duties of Community Service Officers are to investigate minor traffic crashes, provide assistance to disabled motorists, and perform traffic direction and control duties at malfunctioning traffic signals and traffic crash or crime scenes. The Community Service Officer program relieves fully sworn members from having to respond to some calls for service. This program enables fully sworn members to dedicate additional time to preventive traffic enforcement patrols. The increase in preventive patrols protects the lives and property of those who use Florida's highways and therefore directly supports the agency's mission.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

Traffic crash investigation entails rendering aid to injured parties, provision for the removal of vehicles, determination of the cause of the crash, protection of property of involved parties, and the making of appropriate charges for violations of traffic laws. Assistance to disabled motorists entails removal of disabled vehicles from travel lanes, assisting motorists with minor repairs, and/or arranging for appropriate assistance from private entities to repair or remove the disabled vehicle. The use of Community Service Officers enables fully sworn members to dedicate additional time to preventive traffic enforcement patrols.

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- c. Provide a list of the major tasks for the activity in process order.

Major tasks performed by Community Service Officers include:

Traffic Crash Investigation:

- Report of a traffic crash is received in a Florida Highway Patrol communications center.
- A Duty Officer enters information from the report into the Computer Aided Dispatch system.
- The Duty Officer dispatches a trooper to the traffic crash.
- The Community Service Officer arrives on the scene of the traffic crash and:
  - Renders aid to injured parties
  - Arranges for the removal of vehicles
  - Collects information from participants
  - Collects evidence
  - Arranges for the protection of personal property
  - Determines cause(s) of the traffic crash
  - Takes appropriate enforcement action against at-fault drivers
- Completes traffic crash report forms
- The report is turned into the local Florida Highway Patrol station.
- The report is forwarded to the Department’s crash records section.

Disabled Motorist Assistance

- A community service officer is dispatched to a disabled motorist or observes the disabled motorist while on routine patrol.
- The nature of the mechanical problem is determined.
- The travel lanes are cleared if necessary.
- The member provides assistance or requests appropriate assistance through the communications center.
- The member completes the assignment and returns to routine patrol.

**2. Resources for Activity:**

	Act Exp	Est Exp	Ag Req
General Revenue	\$ 24,386	\$ 35,481	\$ 3,645,613
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 786,178	\$ 1,071,843	\$ 1,071,997
<b>Total</b>	<b>\$ 810,564</b>	<b>\$ 1,107,324</b>	<b>\$ 4,717,610</b>
FTE	28	28	94

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate “N/A”.}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

This activity is supported from General Revenue and Department Trust Funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

As an alternative to General Revenue funding, the Department can recommend fee increases if so directed.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries:	<u>\$ 935,598</u>
Expenses:	<u>\$ 23,000</u>
Operation of Motor Vehicles	<u>\$ 83,172</u>

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those, which are anticipated for implementation.

No. The Community Service Officer (CSO) Program resulted from a review of the Florida Highway Patrol's traffic accident investigation activity on local roads performed by the Office of Program Policy Analysis and Government Accountability in February of 1998. A review conducted in 2000 indicated that through the CSO program, the Florida Highway Patrol was able to respond to an increased number of calls for service in the Hillsborough and Pinellas County areas.

As a means to expand this program, the Florida Highway Patrol has requested 66 additional CSO positions in its 2003-2004 Legislative Budget Request.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

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No.

- d. How many of the FTE identified for this activity are administrative support staff?  
How many are supervisory staff

Administrative: 28

Supervisory: none

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants?  
For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative costs associated with the activity are \$3,316 per FTE.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE identified with this activity are found under the Chief of Field Operations in the Florida Highway Patrol table of organization.

#### 4. Customers:

- a. Who are the key customers of this activity?

Key customers include residents, visitors, automobile insurance companies, trucking industry, commerce, wrecker companies, and vehicle repair facilities.

- b. What product(s) or service(s) are provided to the customer?

Services provided include investigation of traffic crashes and assistance to disabled motorists, and traffic direction and control, which helps reduce the number and severity of traffic crashes and their associated economic costs. These services also facilitate the orderly flow of traffic increasing the efficiency and effectiveness of Florida's roadways.

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- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

The primary duties of Community Service Officers are to investigate minor traffic crashes, provide assistance to disabled motorists, and perform traffic direction and control duties at malfunctioning traffic signals and traffic crash or crime scenes. The Community Service Officer program relieves fully sworn members and personnel from other agencies from having to respond to some calls for service. This program enables fully sworn members to dedicate additional time to preventive traffic enforcement patrols. The increase in preventive patrols protects the lives and property of those who use Florida's highways and therefore directly supports the agency's mission.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?
  - Increased use of sworn members to perform the tasks currently performed by the Community Service Officers
  - Reduced time dedicated to preventive patrols
  - Increased response time to calls for service
  - Increased illegal traffic activities
  - Increased burden on local law enforcement resources
- Long term (5 yrs)?
  - Continued increased use of sworn members to perform the tasks currently performed by the Community Service Officers
  - Continued reduced time dedicated to preventive patrols
  - Continued increased response time to calls for service
  - Continued increase in illegal traffic activities

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- Continued increased burden on local law enforcement resources
- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.
- Section 316.065, Florida Statutes Requires drivers involved in traffic crashes to notify the nearest Florida Highway Patrol station of crashes that occur outside municipalities
  - Section 316.071, Florida Statutes Requires that all reasonable efforts be taken to remove a disabled vehicle from obstructing the regular flow of traffic
  - Section 316.640, Florida Statutes - Provides authority to enforce traffic laws of this state
  - Section 316.645, Florida Statutes - Provides authority for making charges subsequent to a traffic crash investigation
  - Section 321.051, Florida Statutes - Authorizes the Florida Highway Patrol to establish a wrecker operator system for the removal and storage of wrecked or disabled vehicles
  - Section 321.051(b), Florida Statutes - Prohibits unauthorized wrecker operators from initiating contact with the operator of a wrecked or disabled vehicle
  - Section 321.065, Florida Statutes - Permits the Florida Highway Patrol to employ non-sworn traffic accident investigators
  - Rule 15b-9, Florida Administrative Code - Sets guidelines for the establishment and maintenance of the Florida Highway Patrol's Wrecker Operator System
- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes, there are other state and local agencies that perform this activity.

The private sector does not conduct at scene traffic crash investigations. The private sector does provide assistance to disabled motorists with certain restrictions.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

Outsourcing or privatization of traffic crash investigations has not been explored. Traffic crash investigation includes a determination of violation of traffic laws and the citing or arrest of violators, which are inherently functions reserved for government entities.

Assistance for disabled motorists is a public/private partnership. The Florida Highway Patrol provides for a timely response to disabled vehicles to ensure that

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travel lanes remain unobstructed and that arrangements are made to secure necessary repairs. This response also ensures the safety of the disabled motorists and other using the highways. Private wrecker operators and automobile repair facilities provide for the removal and repair of disabled vehicles. Costs associated with private company removal and repair of the vehicle are borne by the owner/operator of the disabled vehicle not by government funds.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

Not applicable

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload for this activity is increasing. At the present resource level the increased workload could result in delays in responding to and investigating traffic crashes and delays in providing assistance to disabled motorists. The lack of additional resources could cause local law enforcement agency resources be diverted from traditional crime related functions to providing these services.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76100100 – Highway Safety

**Activity / Business Process Review:** ACT1013 Aerial traffic enforcement

**Activity/ Business Process Owner:** Lt. Col. Michael Boles, Deputy Director of Special Operations    **Phone:** (850) 488-2149

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The activity focuses on traffic enforcement in designated speed zones. Emphasis also is placed on extending the effectiveness of state and federal law enforcement agencies in activities ranging from surveillance to locating missing persons or fugitives. Other activities performed using the aircraft include spotting disabled and stolen vehicles, drug enforcement, disasters, searches, medical relays, and assisting Florida Highway Patrol and officers of other law enforcement agencies on the ground.

These activities enhance the Florida Highway Patrol's ability to protect the visitors and citizens of the State of Florida.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity entails the monitoring of traffic from an aerial position and directing ground units to violators so that appropriate enforcement action can be taken. The pilot's vantage point enables FHP troopers to conduct enforcement efforts in areas of high volume traffic where normal enforcement activities are difficult and dangerous to the ground units and motoring public. Aerial traffic enforcement not only increases the efficiency of ground patrol units, but also enhances officer safety. The aerial vantage point enables the pilot to see activities that are out of sight to ground units. This is especially important when tracking fleeing violators. The pilot can direct ground units to hidden suspects and warn ground units of possible ambushes.

Aerial traffic enforcement increases the overall efficiency of the Highway Safety budget entity and allows for targeted enforcement efforts in congested areas where traditional traffic enforcement efforts are impractical.

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The Florida Highway Patrol Aviation Unit plays a crucial role in locating missing persons during an Amber Alert or during disasters due to the pilot being able to observe greater areas in less time than ground units.

- c. Provide a list of the major tasks for the activity in process order.

### Traffic Enforcement

- Assisting Disabled Vehicles
- Assisting Other Agencies
- Stolen Vehicle Recovery/Lojack
- Search and Rescue
- Marijuana Eradication
- Surveillance
- Transportation
- Aerial Photography During Crime and Crash Scenes
- Aerial Command Post During Natural Disasters
- Aerial Security During Dignitary Visits

### 2. Resources for Activity:

	Act Exp	Est Exp	Ag Req
General Revenue	\$ 678,677	\$ 564,738	\$ 577,705
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 343,566	\$ 140,560	\$ 137,510
Total	\$ 1,022,243	\$ 705,298	\$ 715,215
FTE	13	9	9

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is supported from General Revenue and Department Trust Funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

As an alternative to General Revenue funding, the Department can recommend fee increases if so directed.

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### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and Benefits:	<u>\$ 588,282</u>
Expenses:	<u>\$ 60,000</u>
Operation/Maintenance of Planes:	<u>\$ 215,105</u>

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those, which are anticipated for implementation.

Yes. In January 2002, the flight section was reduced from 13 to 9 personnel. In addition 7 aircraft (or 50% of the aircraft) were also eliminated and later auctioned off by the Department of Management Services. This endeavor was part of FHP's budget reduction during the 2001-2002 fiscal year.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff?  
How many are supervisory staff?

Administrative: None

Supervisory: 9

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

This activity is not budgeted from the Other Personal Services Category.

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- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative costs associated with the activity are \$3,316 per FTE.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE identified with this activity are found under the Chief of Special Operations and the Chief of Field Operations in the Florida Highway Patrol table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

Key customers include residents, visitors, FHP patrol units, and other criminal justice agencies.

- b. What product(s) or service(s) are provided to the customer?

Services provided are increased efficiency in the enforcement of Florida's traffic laws, which helps reduce the number and severity of traffic crashes and their associated economic costs. Other services include search and rescue capabilities, aerial surveillance, and identification of criminal activities.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

The Florida Highway Patrol aerial traffic enforcement efforts on Florida's Enterprise system are funded by the turnpike enterprise and specifically targets those persons using Florida's Enterprise system. The original spending authority is Section 338.239, Florida Statutes. If the turnpike enterprise funding were eliminated, the cost associated with operating its one assigned aircraft and FTE would have to be appropriated from general revenue and or other sources.

- d. Are there any funds passed through to other state or local entities, which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

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### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

A primary responsibility of the Florida Highway Patrol Aviation Unit is to regulate, control, and direct the movement of traffic, prevent acts of highway violence, and enforce all laws governing traffic, travel, and public highways.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?
  - Loss in expertise and consistency in traffic law enforcement
  - Reduced traffic law enforcement efficiency
  - Increase in the number and severity of traffic crashes
  - Increased illegal traffic activities
  - Increased burden on local law enforcement resources
  - Loss of beneficial revenue to county governments
- Long term (5 yrs)?
  - Continued loss in expertise and consistency in traffic law enforcement
  - Continued increase in the number and severity of traffic crashes
  - Continued increase in illegal traffic activities
  - Continued increased burden on local law enforcement resources
  - Continued loss of beneficial revenue to county governments

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

- Section 321.05, Florida Statutes Specifies duties, function, and powers of Florida Highway Patrol officers.
- Section 316.640, Florida Statutes Provides authority to enforce traffic laws of this state.
- Section 316.1905(2), Florida Statutes Authorizes a law enforcement officer to make speed arrests based upon information relayed to them from another officer on the ground or in the air.
- Section 901.15, Florida Statutes Authorizes a law enforcement officer to make traffic arrests based upon information relayed to them from another officer on the ground or in the air.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

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There are other state and local agencies that perform this activity. The private sector does not perform this function.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

Outsourcing of this activity has been explored in the past, however no viable options have been identified. The primary barrier to outsourcing this activity is that aerial traffic enforcement entails the authority to detain violators and make arrests, which are inherently, functions reserved for government entities. Aerial traffic enforcement can evolve into high-speed pursuits or other criminal activities that require special skills and the placement of the aircraft and pilot into hazardous situations not normally encountered by privatized pilots.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

Not applicable.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload is increasing. At present resource levels, the increased workload could result in increases in the number of traffic crashes resulting from reduced efficiency in the overall traffic enforcement efforts of the Department. The lack of additional resources could cause local law enforcement agency resources to be diverted from traditional crime related functions to providing these services.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76100100 – Highway Safety

**Activity / Business Process Review:** ACT1014 Conduct traffic homicide investigations

**Activity/ Business Process Owner:** Lt. Col. Larry Austin, Deputy Director Field Operations

**Phone:** (850) 488-6855

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

Fatal traffic crashes are traumatic events that often involve high levels of civil liability and the possibility of criminal charges. This activity provides the residents of and visitors to Florida with a thorough and professional investigation into the facts surrounding fatalities due to traffic crashes. Traffic homicide investigators work to provide comprehensive information concerning the death to the Medical Examiner and State Attorneys.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The Florida Highway Patrol conducts death investigations during the course of the Highway Patrol duties and responsibilities as outlined in Section 321.05, Florida Statutes. The requirement of this section mandates that investigators secure testimony of witnesses and persons involved and to complete a report of the investigator's findings. Death investigations are criminal in nature, requiring a thorough and comprehensive investigation.

- c. Provide a list of the major tasks for the activity in process order.

#### Traffic Homicide Investigation:

- Report of a traffic crash resulting in a fatality or potential fatality is received by in a Florida Highway Patrol communications center.
- Information from the report is entered into the Computer Aided Dispatch system by a Duty Officer.
- The Duty Officer dispatches a Trooper and a Traffic Homicide Investigator to the traffic crash.
- The trooper arrives on the scene and conducts a traffic crash investigation, which includes:

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- Rendering aid to injured parties
- Collecting information from participants
- Arranging for the protection of personal property
- Interviewing witnesses
- Determining cause(s) of the traffic crash
- Taking appropriate civil infraction enforcement action against at-fault drivers
- Completing traffic crash report forms
- The Traffic Homicide Investigator arrives at the scene and conducts a criminal investigation, which includes:
  - Arranging for the removal of vehicles
  - Interviewing Witnesses
  - Collecting evidence
  - Arranging for the protection of personal property
  - Determining cause(s) of the traffic crash
- Taking appropriate criminal enforcement action against at-fault drivers after consultation with the Traffic Homicide Investigator and the State’s Attorneys Office.
- Completing a criminal investigation report
- The reports are turned into the local Florida Highway Patrol station. The Traffic Homicide Report is also forwarded to the State’s Attorneys Office.
- The traffic crash report is forwarded to the Department’s crash records section and the Traffic Homicide Report is forwarded to the Division Traffic Homicide Investigation Section.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 13,049,858	\$ 12,458,836	\$ 12,747,398
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 515,168	\$ 511,683	\$ 406,830
<b>Total</b>	<b>\$ 13,565,026</b>	<b>\$ 12,970,519</b>	<b>\$ 13,154,228</b>
FTE	197	197	197

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate “N/A”}.

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is supported from General Revenue and Department Trust Funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

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- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

As an alternative to General Revenue funding, the Department can recommend fee increases if so directed.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries:	\$ 11,542,480
Expenses:	\$ 180,000
Operation of Motor Vehicles:	\$ 585,169

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those, which are anticipated for implementation.

The Florida Highway Patrol underwent a justification review by the Office of Policy Planning and Government Accountability (OPPAGA) in June 1999. No specific recommendations were made regarding this activity. A review was also completed in August of 2002, by the State of Florida Auditor General. No specific recommendations have been published as of this date.

In October 2001, the reporting procedure for traffic homicide investigations was evaluated (see Appendix C). A plan to categorize death investigations into three classes was developed, approved by FHP staff and implemented March, 2002. The three classifications are:

Class 1: Any fatal traffic crash that may result in felony charges.

Class 2: Any fatal traffic crash resulting in a non-felony charge against any involved driver.

Class 3: Any fatal traffic crash in which the at fault driver is deceased.

Time requirements to submit Class 1 and 2 investigations were established at 60 days; Class 3 investigations was established at 45 days. The on scene investigative procedures have not changed and are the same for all three classes.

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The Class 2 and 3 investigative report formats has been shortened to speed up the reporting process. This change should allow the investigator to meet report deadlines in a more timely manner and to be able to spend more time on Class 1 felony investigations.

Case Closing procedures were also reviewed and changed. Procedures have been implemented to suspend investigations when investigators are simply waiting for essential information needed to complete the investigative report. Investigations that are suspended are exempt from investigative time limits. However, every 30 days a status report is written by the investigator to the Traffic Homicide Investigations Sergeant, indicating the status of the investigation and the projected completion dates.

A training schedule has been developed based on input from field personnel. Training will include basic traffic homicide investigations, advanced traffic crash investigation and reconstruction, and motorcycle/pedestrian/commercial motor vehicle fatality investigations.

Training has been conducted throughout the state to educate investigators and supervisors on how to use the Homicide Investigation Tracking System (HITS).

The activity uses the Homicide Investigation Tracking System (HITS) program to track death investigations. In 2000, a web based traffic homicide investigation tracking system (HITS) was designed and developed to provide all supervisors in the State the ability to track and manage homicide investigations from the initial case assignment to completion. The system has assisted supervisors by insuring that investigations are completed in a timely manor. FHP managers receive a HITS report that lists all late homicide investigations. FHP Deputy Director of Field Operations, three Chiefs of Field Operations, and Troop Commanders also receive a copy of this weekly report. The report is intended to provide managers with a tool to monitor the timeliness of traffic homicide reports, and also projects investigations that will be on the late list within seven days.

Recognizing the rights of the victims of these crimes, the Florida Highway Patrol has placed victim advocates in Orlando and Ft. Lauderdale. Funded with Victims of Crime Act funds from the U.S. Department of Justice through the Florida Attorney General's Office, these advocates provide counseling and other services to the surviving families of innocent victims of traffic crashes and DUI. Two additional advocates are being added in Tampa and Ft. Myers in cooperation with local Hospice agencies.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not,

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and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

Not applicable.

- d. How many of the FTE identified for this activity are administrative support staff?  
How many are supervisory staff?

Administrative: 1

Supervisory: 25

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants?  
For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative costs associated with the activity are \$3,316 per FTE.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE identified with this activity are found under the Chief of Investigations in the Florida Highway Patrol table of organization.

#### 4. Customers:

- a. Who are the key customers of this activity?

The Florida Highway Patrol provides overall traffic safety to the 16 million citizens of Florida and the approximately 60 million annual visitors to our state. In addition, key customers of the homicide program are the families of victims, Medical Examiners, State Attorneys and the insurance industry.

- b. What product(s) or service(s) are provided to the customer?

Services provided include providing a comprehensive death investigation and a report detailing the events that lead to fatal traffic crashes reported to the Florida

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Highway Patrol as well as providing the service of enforcing traffic laws relating to traffic safety.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities, which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This is a very vital function that provides the judicial system with a product from which criminal prosecution results. The Florida Highway Patrol provides a comprehensive and complete investigation into any reported death during the course of the Highway Patrol's duties and responsibilities as outlined in Section 321.05, Florida Statutes. The investigation is documented in a detailed report, which is provided to Medical Examiners, State Attorneys, victims' families and the insurance industry. These customers use the investigative findings to determine the cause of death, to prosecute violations of Florida law and to determine liability.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?
  - Calls for law enforcement services that are normally handled by FHP would have to be handled by the local Sheriff's Office.
  - Death investigations would take longer to resolve due to the increased workload of the Sheriff's Department.
  - Loss of expertise in the investigation of traffic related fatalities.
  - Commerce would be affected.
  - Public safety would be at risk.
- Long term (5 yrs)?
  - Local Sheriffs' Departments would have to increase their work force to handle the workload.
  - Number of traffic related fatalities would increase due to the absence of dedicated traffic enforcement officers.
  - Commerce would be affected.

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- Public safety would be at risk.
- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

State Mandated: Section 321.05, Florida Statutes, Duties, functions and powers of patrol officers:

Requires Florida Highway Patrol Officers to Patrol the state highways and regulate control and direct the movement of traffic and to maintain the public peace by preventing violence on highways.

To investigate traffic crashes, secure testimony of witnesses and of persons involved, and to make report thereof with copy when requested in writing to any person in interest or his or her attorney.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

All states and all local and city law enforcement agencies perform this activity. Sheriffs' Departments usually do not perform this activity due their dependence on the Florida Highway Patrol to carry out this function.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

There has been no exploration for outsourcing this activity since this is inherently a government function.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

Not applicable.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Traffic related fatalities have continued to increase over the last five years. No additional increase in resources to the agency would cause the increased delay in processing of traffic crash fatality scenes resulting in the delay of the motoring public, which includes commerce traveling the roadways of Florida, causing an increased cost to industry using Florida roadways to deliver products. There would

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be delays in bringing to justice those individuals responsible for the causation of the fatality causing undue stress on the families of the victims.

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## Zero-Based Budgeting Activity Review

### 76100100 – Highway Safety

**Activity / Business Process Review:** ACT1015 Provide academy training

**Activity/ Business Process Owner:** Lt. Col. Michael Boles, Deputy Director of Special Operations     **Phone** (850) 488-2149

#### 1. Description and Purpose

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

For each new recruit, the Florida Highway Patrol provides a 26-week course of study leading to state certification through the Criminal Justice Standards and Training Commission (CJSTC). In addition, FHP offers approved courses used for mandatory retraining/certification and specialty training. In addition to training FHP troopers, the Academy has entered into multi-agency partnerships to train the recruits of other state law enforcement agencies. The Academy assists the agency in accomplishing its highway safety mission by providing basic and specialized law enforcement training to recruits and sworn officers.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

Law enforcement officers are required to be certified by the Criminal Justice Standards and Training Commission by successfully completing a basic law enforcement recruit course. Additionally, the FHP Academy provides mandatory training and oversight of CJSTC mandatory re-training for continued certification of FHP troopers. The FHP Academy receives, evaluates, and trains in-service and new law enforcement employees to meet requirements of CJSTC certification.

It is essential to the Department, the Division, and the citizens of this state that FHP troopers acquire not only statutorily mandated knowledge, but also specific training as it relates to the duties of a state trooper. In meeting DHSMV's mission of highway safety, the FHP Academy provides needed training to update and meet the needs of the general citizenry and the agency.

- c. Provide a list of the major tasks for the activity in process order.
  - Receive and process new law enforcement recruit employees.
  - Provide mandated basic law enforcement training (including Firearms, Medical First Responder, Driving, and Defensive Tactics training).

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- Provide review course for preparation of CJSTC State Certification Exam.
- Upon certification, provide an eight-week FHP job-specific course to new recruits to train them for trooper duties.
- Conduct a Field Training Officer (FTO) course to train field troopers who will conduct the final 10-week FTO program before releasing the recruit to solo patrol duty.
- Provide continued mandatory and agency specialized training to troopers to ensure CJSTC certification and contemporary law enforcement practices.
- Provide other training as needed to civilian employees and other state and local agencies.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 1,447,227	\$ 1,472,260	\$ 1,502,390
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 467,851	\$ 351,879	\$ 341,234
<b>Total</b>	<b>\$ 1,915,078</b>	<b>\$ 1,824,139</b>	<b>\$ 1,843,624</b>
FTE	20	20	20

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is supported from General Revenue and Department Trust Funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

As an alternative to General Revenue funding, the Department can recommend fee increases if so directed.

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### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries:	<u>\$ 1,205,210</u>
Expenses:	<u>\$ 453,431</u>
Trooper Equipment:	<u>\$ 46,569</u>
Operation of Motor Vehicles:	<u>\$ 59,408</u>

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

Yes. The Florida Highway Patrol's Academy program was reviewed by the Office of Policy Planning and Government Accountability (OPPAGA) in June 1999. The OPPAGA report concluded that the FHP training academy should be retained.

As part of a re-engineering process, in 1997 the FHP Academy implemented a decentralization of training program to reduce the amount of travel and per diem of Division employees. In addition, a field trainer officer position was established in each of the 10 troops to provide some agency specific training on a local level.

In an effort to reduce cost and share resources, the FHP Academy will be relocating to the campus of the Tallahassee Community College (TCC), Pat Thomas Law Enforcement Academy in Spring 2004. A training facility for state agencies will be constructed on campus allowing for the sharing of TCC resources.

During the 2001-2002 fiscal year, the FHP Academy reduced its staff by one Lieutenant Training Officer as part of a budget reduction endeavor.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

Criminal Justice Standards and Training Commission (CJSTC) mandates various student-to-instructor ratios during high liability courses, e.g., Defensive Tactics, Firearms, Driving, Medical First Responder.

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- d. How many of the FTE identified for this activity are administrative support staff?  
How many are supervisory staff?

Administrative: 11

Supervisory: 8

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants?  
For FY 02-03, list each use and indicate the number of staff being used and for  
what purposes.

Medical                   \$ 6,003

Custodial               \$ 3,900

Instructor              \$ 4,850

These OPS activities are not staffed, but outsourced.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc)  
included in the cost identified for this activity? If not, provide an estimate of agency  
administrative cost associated with the activity.

The estimated administrative costs associated with the activity are \$3,316 per FTE.

- g. Please indicate where the FTE identified with this activity are found in the table of  
organization submitted with the agency's Legislative Budget Request.

The FTE identified with this activity are found under the Chief of FHP Training  
Academy in the Florida Highway Patrol table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

The customers of the activity are the 16 million citizens and 60+ million visitors to the state of Florida who depend on the FHP to provide well trained, knowledgeable and professional law enforcement officers to safeguard the highways. Additionally, customers include the employees of DHSMV, the FHP, Florida Department of Transportation, and law enforcement officers of other state and local agencies that call upon the FHP Academy for training and resources, and 38 other CJSTC law enforcement training centers throughout the state that have called upon the FHP Academy for specialized training and resource materials.

- b. What product(s) or service(s) are provided to the customer?

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Professionally trained and certified law enforcement officers are produced for patrol duties throughout the state to safeguard the motoring public. Troopers are continually provided advanced, specialized and mandatory training to maintain certification, knowledge, and contemporary skills in law enforcement techniques. Other state and local law enforcement agencies that do not have the resources to train their officers in advanced or specialized areas are allowed to send their officers to these types of courses offered at the FHP Academy at no cost. This further enhances highway safety by ensuring all officers regardless of agency are well trained.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

Law enforcement officers are required to be certified by the Criminal Justice Standards and Training Commission by successfully completing a basic law enforcement recruit course. Additionally, the FHP Academy provides mandatory training and oversight of CJSTC mandatory re-training for continued certification of FHP troopers. The FHP Academy receives, evaluates, and trains in-service and new law enforcement employees to meet requirements of CJSTC certification.

For each new recruit, the Florida Highway Patrol provides a 26-week course of study leading to state certification through the Criminal Justice Standards and Training Commission. In addition, FHP offers approved courses used for mandatory retraining/certification and specialty training to FHP and other state and local agencies. Also, the Academy has entered into multi-agency partnerships to train the recruits of other state law enforcement agencies. The FHP and citizens enjoy the comfort of knowing that troopers are receiving advanced and specialized training in the highway safety area in which an agency specializes. of highway safety of which the agency specializes in.

- b. If this activity were no longer funded, what would be the impact over the:

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- Short term (1 yr)?
  - The agency would not be able to hire, train and post new troopers on our state's highways.
  - The local training centers do not possess the resources (expertise in highway safety issues, training facilities, staffing, etc.) to take-on the training of the state's largest state law enforcement agency (basic and mandatory).
  - The FHP would not have immediate replacements for vacant trooper positions. This would result in an immediate reduction in highway visibility, availability for emergencies, and highway safety overall.
  - Current troopers would not have access to or control of courses needed for mandatory re-certification; thus some might not maintain certification. Any training received would be inconsistent.
  
- Long term (5 yrs)?
  - Safety on our state's highways may suffer due to the FHP's reduced ability to provide timely basic recruit academies to replace a depleting fleet.
  - Recruit employees would be offered only as the local academies' schedules permit and they are already taxed for resources.
  - State wide training inconsistencies would take its toll on traffic regulation protocols, organizational training needs, and the agency's ability to design and implement special training related to geographical emergency preparedness.
  - Long term effects of no longer funding a FHP Academy would equate to increased traffic crashes, less law enforcement presence on the highways, and an increase in illegal drugs being transported on our highways.
  - The impact would be most felt at the local level ultimately shifting the burden of providing public safety and law enforcement services to local law enforcement agencies. Again, due the loss of the ability to conduct recruit training to fill agency vacancies based on FHP's needs.
  
- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.
  - F.S. 943.13 mandates that any person employed as a full or part-time law enforcement officer completes a CJSTC approved basic recruit training program and thereafter, comply with the continuing training or education requirements of F.S. 943.135.
  - F.S. 321.02 states that the Department of Highway Safety and Motor Vehicles shall "set up and promulgate rules and regulations by which the personnel of the Florida Highway Patrol officers shall be examined, employed, **trained**..."
  
- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

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Currently, there are 39 certified CJSTC training centers throughout the State of Florida with the FHP Academy being one of these training centers. Some of these training centers are very small with limited resources while others are at student capacity.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

The possibility of training all FHP recruits at a local training center has been explored and determined to not be in the best interest of the agency and Florida citizens at this time. However, the outsourcing of certain activities has been determined to be of benefit to the agency and taxpayers. The FHP Academy is in the process of building a shared training facility on the campus of the Tallahassee Community College, Pat Thomas Law Enforcement Academy in Gadsden County, Florida. This will result in cost savings for not having to maintain the buildings, cafeteria, and many training resources. The FHP Academy will continue to provide state-of-the-art training to its recruits and troopers but will do so while sharing the resources of other state agencies and the Pat Thomas Academy within this co-located area.

In addition, the housing and meals of FHP Academy students will be outsourced to the Pat Thomas Academy.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

The FHP Academy is in the process of building a shared training facility on the campus of the Tallahassee Community College, Pat Thomas Law Enforcement Academy in Gadsden County, Florida. All state agencies will conduct their training at this new facility. This will result in cost savings for not having to maintain the buildings, cafeteria, and many training resources. The FHP Academy will continue to provide state-of-the-art training to its recruits and troopers but will do so while sharing the resources of other state agencies and the Pat Thomas Academy within this co-located area.

The housing and meals of FHP Academy students will be outsourced to the Pat Thomas Academy. The estimated cost for this construction was approximately eight million dollars appropriated from the Florida Legislature.

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- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload for this activity is increasing. Due to a higher number of troopers retiring from the agency through the DROP program, higher officer turnover due to other agencies' recruitment of FHP troopers, a greater agency demand for advanced and specialized training for troopers, and changes to training programs that require a smaller student-to-instructor ratio, the FHP Academy is challenged to meet and exceed contemporary law enforcement training needs.

If no additional resources are provided during this increase, the staff of the FHP Academy will continue to function effectively, however not as efficiently as possible.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76100200 Criminal & Administrative Investigations

**Contact:** Lt. Col. Paul Taylor, Chief of Staff

**Phone:** (850) 488-1939

### 1. Description of Service and Purpose Statement:

- a. What is the purpose and/or mission of this service and why is government providing this service?

This service area conducts criminal investigations, professional compliance (internal) investigations, polygraph examinations and support functions in order to insure integrity in the operation of the Department of Highway Safety and Motor Vehicles, to respond to complaints from Florida's residents and visitors, to deter criminal activity related to transportation in Florida, and as a service to other law enforcement agencies. Specifically, this activity area is called upon to conduct a variety of criminal investigations, including those involving driver license fraud, title fraud, odometer fraud, identity theft, organized auto and heavy equipment theft, commercial vehicle and cargo theft, and worthless checks submitted to the department. In addition, this service area participates in numerous task forces and professional groups that focus on motor vehicle theft and fraud, and is involved in intensive resource and information sharing with other federal, state, and local agencies.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

State employees conduct criminal investigations, administrative investigations, professional compliance investigations, polygraph testing, security analyses and other non-investigative support activities related to the department's statutory authority. These services are provided to the residents and visitors of the State, the Division of Florida Highway Patrol, the Division of Driver Licenses, the Division of Motor Vehicles, the Division of Administrative Services, and other state and local government agencies. The services protect the integrity and assets of the department, deter criminal activities related to driver licensing, identity theft, motor vehicles' licensing and theft and transportation in Florida.

- c. Explain how this service relates to the agency's mission.

The agency's mission is highway safety through driver and motor vehicle licensing. The agency's mission is enhanced by ensuring that professional and courteous members perform the responsibilities of the agency in compliance with Florida

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Statutes. The services protect the integrity and assets of the department, deter criminal activities related to driver licensing, identity theft, motor vehicles licensing and theft, and transportation in Florida. The services protect the public from unlicensed and unqualified drivers.

- d. Explain why this service should be continued. What is the impact if the service were eliminated?

Continuation of this service is necessary to ensure compliance with statutory requirements. If these services were eliminated, the integrity of department operations and the public trust of the department would be adversely impacted, criminal activities by members of the public and members of the department would increase, and investigation of fraudulent activities concerning driver licensing, identity theft and motor vehicle licensing would be relegated to local agencies that would place a lower level of importance on the crimes due to other priorities.

- e. Does the agency have any work flow charts or process maps which it uses to convey what this service does? If so please provide.

No.

### 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}

None.

- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.

Percent of closed criminal investigations, which are resolved.

The percent of closed criminal investigations, which are resolved, has increased over the past 3 years.

- c. Describe internal and external trends and conditions affecting performance related to this service.

Internally, there has been a decrease in number of internal professional compliance investigations and the hours relating to them. This has resulted in an increase in the number of hours available for criminal investigations. The external conditions that will affect this service are an increase in identity theft, cargo theft, driver license fraud, motor vehicle titling fraud, and computer crimes and has resulted in an increase in criminal investigations.

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- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

None.

### 3. Summary of Resources – Service Level:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 3,259,185	\$ 4,591,093	\$ 4,139,655
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 1,315,058	\$ 1,323,949	\$ 1,333,044
Total	\$ 4,574,243	\$ 5,915,042	\$ 5,472,699
FTE	56	73	73

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate “N/A”.}

### 4. Summary of Activities:

Priority Ranking	Activities (Business Processes)	FTE	FY 2002-2003 Est Expenditures	Statutory References
1	Conduct criminal and administrative investigations	73	\$ 5,915,042	321.05
See Note	Total Service	73	\$ 5,915,042	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency’s mission and goals statements in the Agency LRPP.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76100200 – Criminal and Administrative Investigations

**Activity / Business Process Review:** ACT1021 Conduct criminal and administrative investigations

**Activity/ Business Process Owner:** Lt. Col. Paul Taylor, Chief of Staff

**Phone:** (850) 488-1939

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

Conducting criminal investigations, professional compliance investigations, and polygraph examinations to insure integrity in the operation of the Department. To respond to complaints from Florida's residents and visitors, to deter criminal activity related to transportation in Florida, and as a service to other law enforcement agencies.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

Criminal and administrative investigations are conducted to insure integrity in the operation of the department and protect the consumer from fraud related to identity theft, driver licensing and motor vehicle licensing. Complaints from residents and visitors are investigated in order to deter criminal activity related to identity theft, driver licensing, motor vehicle licensing and transportation in Florida. Protect motorist from unqualified drivers and unsafe motor vehicles operated on the highways. Professional compliance investigations are conducted to ensure the integrity of both sworn and non-sworn members of the department.

- c. Provide a list of the major tasks for the activity in process order.

#### **Criminal Investigations**

- Bureau of Investigation (BOI) receives complaint.
- Case is forwarded to records section. A case number is assigned for tracking purposes and a database entry is initiated.
- Crime Intelligence Analyst reviews case and obtains background information, intelligence and related documents.
- Case is forwarded to the appropriate BOI region captain for investigator assignment.

## **DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES**

- Case is assigned to BOI investigator for investigation.
- Investigator reviews complaint along with any supporting documentation.
- If applicable, investigator responds to the scene to secure, identify, document, collect, and catalog all available evidence for safekeeping and or analysis.
- If applicable, investigator conducts surveillance.
- Investigator identifies, locates, and interviews all available witnesses.
- Investigator identifies and documents any other pertinent information related to investigation.
- Investigator reviews all relevant information, including laboratory results.
- Investigator identifies all criminal violations and suspects.
- Investigator completes investigation case report.
- If applicable, in cases involving felony charges, the investigator may arrest the suspect on probable cause or;
- Investigative Case report is submitted to the State Attorney having appropriate jurisdiction for review with recommendations concerning appropriate criminal charges.
- If applicable, investigator secures arrest warrants.
- Investigator locates and arrests suspects.
- Investigator submits all related reports to the courts for prosecution.
- After all investigative effort is exhausted, the investigator submits case report to records section and case is closed.

### **Administrative Investigations**

- Bureau of Investigation (BOI) receives complaint.
- Case is forwarded to records section. A case number is assigned for tracking purposes and a database entry is initiated by the Records Technician.
- Records Technician checks database for prior disciplinary actions and/or complaints.
- Case is forwarded to the appropriate BOI region captain for investigator assignment.
- If applicable, a BOI investigator is assigned to conduct a criminal investigation.
- A BOI investigator is assigned to conduct the administrative investigation.
- Investigator identifies and secures all applicable evidence.
- Investigator collects all relevant records and documentation related to allegation.
- If applicable, investigator conducts surveillance.
- Investigator identifies, locates, and interviews all available witnesses.
- Investigator reviews all relevant information, including laboratory results.
- Investigator interviews the subject officer(s).
- Investigator identifies all administrative policy violations related to employee conduct.
- Investigator completes investigation case report.
- BOI forwards the investigation to the appropriate DHSMV department/division managers for administrative handling according to departmental guidelines.

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## Polygraph Examinations

- Application is received from Chief Background Investigator's Office.
- Applicants are contacted with their appointment date via a letter.
- Examiner reviews application.
- Applicant arrives for polygraph examination appointment.
- Applicant receives instructions on completing the pre-test booklet.
- Applicant fills out the booklet.
- Applicant is interviewed (Pre-test interview).
- Applicant receives explanation of the components of the polygraph instruments.
- Questions are reviewed with the applicant.
- Applicant is polygraphed.
- Post-test interview conducted.
- Applicant is allowed to explain any unresolved responses.
- Determine if applicant is a staff review, pass, or need to re-polygraph.
- Applicant is advised of such and dismissed.
- Review booklet and application.
- Prepare report.
- If staff review is required, submit report and file to proper authorities.
- If staff review is not required, send file to background investigator.
- If applicable, Executive Staff review of report and file.
- Reports and files returned to technical serves for information entered into computer.
- Reports and files sent to the Chief Background Investigator.
- Test Booklet retained by polygraph examiner.

## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 3,259,185	\$ 4,591,093	\$ 4,139,655
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 1,315,058	\$ 1,323,949	\$ 1,333,044
Total	\$ 4,574,243	\$ 5,915,042	\$ 5,472,699
FTE	56	73	73

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees. This activity is supported from General Revenue and Department Trust Funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

As an alternative to General Revenue funds, the Department can recommend fee increases if so directed.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries:	\$ 5,243,171
Expenses:	\$ 235,316
Trooper Equipment:	\$ 64,645
Operating Capital Outlay:	\$ 10,000
Operation of Motor Vehicles	\$ 89,000

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those, which are anticipated for implementation.

The Florida Highway Patrol was reviewed by the Office of Policy Planning and Government Accountability (OPPAGA) in June 1999. The OPPAGA report concluded that the FHP should remain with the Department of Highway Safety and Motor Vehicles. Options for improvement were recommended such as hiring civilians, modifying the dispatcher's dress code, establishing a network garage system, assigning non-pursuit vehicles to staff who perform predominantly administrative function and using a single car color.

Of the recommendations, all but one, have either been implemented or legislatively requested over the past 3 years. Using a single car color is the only exception and that recommendation will not be implemented due to changes in Chapter 321.2 of the Florida Statutes, which requires Florida Highway Patrol vehicles to be painted their current and traditional color scheme.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated

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standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative: 11

Supervisory: 24

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes:

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative costs associated with the activity are \$3,316 per FTE.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE identified with this activity are found under Driver License Fraud and Identity Theft Investigations Director and Chief of Investigations in the Florida Highway Patrol table of organization.

#### 4. Customers:

- a. Who are the key customers of this activity?

The customers of this activity are the residents and visitors of the State of Florida, the Department of Highway Safety and Motor Vehicles and all of the division which include the Florida Highway Patrol, the Division of Motor Vehicles, the Division of Driver Licenses and the Division of Administrative Services and other State and local government agencies.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- b. What product(s) or service(s) are provided to the customer?

Criminal investigations, administrative investigations, professional compliance investigations, and polygraph examinations.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?
- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

The activity should continue to be funded to ensure integrity in the operation of the department as well as in response to complaints from residents and visitors.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?
  - The integrity of department operations would be severely impacted.
  - The public trust of the department would be adversely affected.
  - Criminal activities would increase among members of the public and members of the department.
  - Adverse financial impact on residents, visitors and businesses in Florida due to identity theft and other frauds.
- Long term (5 yrs)?
  - Continued loss of integrity in department operations.
  - Continued loss of public trust.
  - Continued increase of criminal activities among members of the public and members of the department.
  - Continued adverse financial impact on residents, visitors and businesses in Florida due to identity theft and other frauds.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

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The activities are mandated by Florida State Statute 321.05, which include "to investigate reported thefts of vehicles and to seize contraband or stolen property on or being transported on the highways", "to make arrest of a person wanted for a felony or against whom a warrant has been issued on any charge in violation of federal, state, or county laws", " and to enforce all laws now in effect regulating and governing traffic, travel, and public safety upon the public highways".

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes. Most state, local and federal law enforcement agencies perform this activity as a by-product of investigations related to their primary enforcement responsibilities. However, drivers license fraud, title fraud and identity thefts are relegated to a lower level of importance by other agencies due to other priorities. The private sector does not conduct such criminal investigations.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

A review of the potential for privatization of polygraph testing has been conducted. The review concluded that there were a limited number of vendors interested in performing this task. The quality and integrity of the polygraph examination process was observed to be less of a priority for private vendors. As a result, there is justified expressed concern from law enforcement personnel that the integrity of the polygraph program will be compromised if this function is privatized.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003

Not applicable.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The total number of investigations is increasing due to an increase in identity theft and financial fraud. Obtaining a false identification is the entry-level crime for financial fraud. This could result in increased delays and setting more stringent requirements for case acceptance if no increases in resources are provided.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76100300 Public Information & Safety Education

**Contact:** Lt.Col. Paul Taylor, Chief of Staff

**Phone:** (850) 488-1939

### 1. Description of Service and Purpose Statement

- a. What is the purpose and/or mission of this service and why is government providing this service?

This service area benefits Florida's residents and visitors by providing information relating to the Florida Highway Patrol's activities, traffic safety, crash investigations, and enforcement programs. The service ensures accurate and timely responses to any inquiries from the media and the public. In addition, this service area disseminates information that provides for public safety during emergencies that may endanger the safety of motorists, provides information to the media for dissemination to the public, provides information to the public through the FHP website, and participates with safety-oriented organizations, law enforcement, and governmental agency campaigns emphasizing highway safety.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

During the last fiscal year (2001-2002), this section provided traffic safety education programs to over 254,000 Floridians. Members also produced and distributed over 22,000 news releases containing information about road closures, traffic crashes, drug arrests, special enforcement programs, driver license checkpoints, traffic safety campaigns, and other traffic-related topics to the public via the news media. This section also produces and distributes television and radio public service announcements through its statewide network of established public affairs officers. Since 1993, members of this section have also provided appropriate child safety seat training and distributed nearly 48,000 free child safety seats to needy Floridians. Generally, members of this section are sworn law enforcement officers who also engage in law enforcement patrol activities and participate in selective traffic enforcement programs.

- c. Explain how this service relates to the agency's mission.

The Legislature established the Florida Highway Patrol to reduce the dangers of motor vehicle travel and educate people on safer driving methods. The overall mission of the department is "Making Highway Safe." Members of this section accomplish this mission by providing traffic safety education programs, distributing

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free child safety seats to needy Floridians, coordinating major statewide traffic safety campaigns, and providing important information to the public through its established network of professionally trained public affairs officers.

- d. Explain why this service should be continued. What is the impact if the service were eliminated?

The Florida Highway Patrol's mission of reducing fatalities and injuries through enforcement and education is consistent with the overall mission of the Department, which is to "Develop, maintain, and support a safe driving environment through law enforcement, public education, and service, reduction of traffic crashes, titling and registering of vessels and motor vehicles, and licensing motor vehicle operators." One of the ways this mission is accomplished is through members of this section providing safety education and training to the public on safe driving methods, child safety seat installation, dangers of driving under the influence, occupant protection issues, and other important traffic safety issues in an attempt to reduce the 3,000 traffic deaths occurring annually in Florida. This information is disseminated to the public individually, through groups, and through the news media. If this service were eliminated, the public would not have access to professional traffic safety education as described above. In addition, the news media in Florida would not have easy access to information regarding Florida Highway Patrol activities and/or investigations, traffic crashes, new traffic laws, traffic safety campaigns, and other critical information from trained media relations professionals who are generally available 24-hours a day.

- e. Does the agency have any work flow charts or process maps, which it uses to convey what this service does? If so please provide.

No.

### 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}

None.

- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.

- Percent change in seat belt use

The percent change in seat belt usage has increased over the past 3 years.

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- State seat belt compliance rate

The seat belt compliance rate has increased over the past 3 years.

- c. Describe internal and external trends and conditions affecting performance related to this service.

The acquisition of four (4) additional occupant protection specialists (for a total of five positions assigned to major metropolitan areas of the state) was timely, due to an ever-increasing public demand for child passenger safety training. Nationally, it is estimated that approximately 90% of child safety seats are improperly installed, due to a lack of formal training on proper installation techniques. A total of three (3) “rollover simulators”, complete with vehicles capable of towing the devices, have been acquired to dramatically simulate what happens to unrestrained occupants of a vehicle in the event of a rollover-type crash. Statewide, public demand for rollover simulator demonstrations is increasing as awareness that the service is available spreads throughout Florida. In addition, the news media continues to constantly seek information from members of this section, as evidenced by the 31,000 media contacts documented during the last fiscal year (2001-2002).

- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

The seat belt compliance rate is compared to the national seat belt compliance rate.

### 3. Summary of Resources – Service Level:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 1,142,151	\$ 1,363,840	\$ 1,734,250
Federal Trust Fund(s)	\$ 648,360	\$ 755,732	\$ 757,461
State Trust Fund(s)	\$ 214,163	\$ 249,858	\$ 250,709
Total	\$ 2,004,674	\$ 2,369,430	\$ 2,742,420
FTE	19	21	27

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate “N/A”.}

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

### 4.Summary of Activities:

Priority Ranking	Activities (Business Processes)	FTE	FY 2002-2003 Est Expenditures	Statutory References
1	Public Information and Safety Education	21	\$ 2,369,430	321
See Note	Total Service	21	\$ 2,369,430	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency's mission and goals statements in the Agency LRPP.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76100300 – Public Information and Safety Education

**Activity / Business Process Review:** ACT1031 Conduct highway safety education presentations

**Activity/ Business Process Owner:** Lt. Col. Paul Taylor, Chief of Staff

**Phone:** (850) 488-6855

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

To promote driver safety through safety presentations to school groups, civic groups, the military, and others; appearances on radio and television; newspaper articles; radio and television public service announcements; and news releases. The Patrol promotes the safety of children in automobiles by providing child restraint safety seats to needy Florida families, promoting the correct use of child restraint devices, and educational awareness sessions in cooperation with local law enforcement agencies and Community Traffic Safety Teams. Supervising the recruitment of new troopers.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

In Florida, approximately 3,000 people were killed and 256,169 were injured in traffic crashes in 2001. In order to reduce these deaths and injuries, a public information and traffic safety education component must be used in conjunction with an aggressive traffic enforcement activity in order to effectively motivate the public to comply with Florida's traffic laws. Timely information concerning traffic safety campaigns, the location of planned DUI and driver license and faulty equipment checkpoints, new traffic laws, safe driving information, and other important traffic safety information is disseminated to the public through the news media, and at traffic safety presentations to civic groups, schools, churches, military organizations, and other interested parties. Over 254,000 people attended these types of traffic safety education presentations during the fiscal year ending June 2002.

- c. Provide a list of the major tasks for the activity in process order.

#### Highway Safety Education Presentations

- A member of the media (newspaper, television, or radio reporter) contacts the Office of Public Affairs and requests an interview concerning a traffic safety issue. The interview may be conducted over the telephone (newspaper or radio)

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or it may be conducted on-camera (television), in a “live” or “taped” format. The interview may be conducted in the field or at the television or radio station.

- The Public Affairs Officer ascertains the specific topic(s) to be discussed from the member of the media.
- Specific arrangements are agreed upon by both parties concerning the date, time, and location of the interview.
- Preparation is made by the Public Affairs Officer to obtain additional information concerning the topic of discussion, if necessary.
- The interview is conducted at the appropriate time, date, and location.
- A phone call, letter, email, or other type of communication is received by the Office of Public Affairs from a school, civic group, military organization, church, or other interested party requesting that a traffic safety presentation be conducted for their particular group.
- Clarification is made concerning which traffic safety topic the group is interested in and the approximate number of attendees.
- Preparations are made by the Public Affairs Officer to conduct an appropriate presentation based on the requesting party, including, but not limited to, gathering handouts, brochures, posters, promotional items, securing the use of the rollover simulator or seat belt convincer, acquiring appropriate videotapes, preparing or acquiring presentation materials, and assembling an outline of topics to be discussed during the presentation.
- The Public Affairs Officer arrives at the location of the presentation on the scheduled date and time and conducts the traffic safety presentation, then answers follow-up questions from the participants.

### 2. Resources for Activity:

	Act Exp	Est Exp	Ag Req
General Revenue	\$ 1,142,151	\$ 1,363,840	\$ 1,734,250
Federal Trust Fund(s)	\$ 648,360	\$ 755,732	\$ 757,461
State Trust Fund(s)	\$ 214,163	\$ 249,858	\$ 250,709
Total	\$ 2,004,674	\$ 2,369,430	\$ 2,742,420
FTE	19	21	27

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate “N/A”.}

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- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is supported from General Revenue and Department Trust Funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

As an alternative to General Revenue funding, the Department can recommend fee increases if so directed.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and Benefits:	\$ <u>1,522,152</u>
Expenses:	\$ <u>468,339</u>
Trooper Equipment:	\$ <u>25,010</u>
Operating Capital Outlay:	\$ <u>105,000</u>
Acquisition of Motor Vehicles	\$ <u>114,838</u>
Operation of Motor Vehicles	\$ <u>35,000</u>

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those, which are anticipated for implementation.

Yes. The Florida Highway Patrol underwent a justification review by the Office of Policy Planning and Government Accountability (OPPAGA) in June 1999.

Currently, each of the ten troops has a Public Information Officer who is a sworn law enforcement officer. As part of the division's efforts to maximize efficiency and minimize costs, the division received legislative approval to hire a civilian to function as a public information officer at a troop level. If successful, the division will look at expanding the civilianization of this function.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe

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the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

Not applicable.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative: 3

Supervisory: 14

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

The Florida Highway Patrol will contract to conduct an impartial analysis of data collected by the Patrol traffic stops. The contract will cover all expenses incurred by the contractor to conduct the study, including staff salaries, research assistance, and indirect costs (limited to five percent). (\$75,000)

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative costs associated with the activity are \$3,316 per FTE.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE identified with this activity are found under the Law Enforcement Public Affairs Administrator in the Florida Highway Patrol table of organization.

#### 4. Customers:

- a. Who are the key customers of this activity?

All Florida residents, particularly the state's 14 million licensed drivers. Residents and visitors to Florida also receive important traffic safety information from the

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Florida Highway Patrol's Highway Advisory Radio System (to be launched in September 2002), from internally-produced television and radio public service announcements that have been distributed statewide through the Patrol's established network of public affairs officers, and through information obtained through television, radio, and newspapers as a result of news releases being generated by public affairs officers.

- b. What product(s) or service(s) are provided to the customer?

Needy Florida families are eligible to receive training and free child safety seats from this section's occupant protection specialists. Nearly 48,000 free child safety seats have been distributed through this program since 1993. This section also maintains the Florida Highway Patrol internet website, where the public can receive valuable traffic safety and other important information, as well as check on the status of road conditions and traffic crashes. Nearly 120,000 "hits" per week have been documented on this website. This section is also responsible for responding to inquiries received from the public and news media via telephone, email, and regular correspondence.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No

- d. Are there any funds passed through to other state or local entities, which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

The mission of the department is "Making Highways Safe". The one of the responsibilities of the Florida Highway Patrol is to reduce deaths and injuries associated with traffic crashes. This can only be accomplished by combining strict enforcement of Florida traffic laws with timely dissemination of traffic safety information to the public via the news media, and personally, through traffic safety presentations at schools, civic groups, churches, military organizations, and other interested parties. The news media and the public expect to receive timely, thoughtful, and professional responses to their questions submitted through email, telephone, or regular correspondence. Needy families in Florida should also be

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able to receive specialized training and proper installation techniques for the free child safety seats they receive from the Florida Highway Patrol.

b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Approximately 254,000 people would be denied the opportunity to attend traffic safety presentations where important information is disseminated; the news media in Florida would have no single contact source of information to assist them in reporting the activities of the Florida Highway Patrol to the public; approximately 5,000 needy Floridians would be denied the opportunity to receive free child safety seats and instruction on proper installation techniques for those seats; thousands of telephone calls, emails, and regular pieces of correspondence from the public and news media would need to be diverted to another entity for responses; the Florida Highway Patrol internet website, where the public and news media receives important traffic safety, road condition, traffic crash, and other important and timely information, would be abandoned; loss of federal highway safety grant funding associated with coordinating statewide traffic safety campaigns; possible increase in traffic deaths and injuries as a result of a lack of safe driver training.

- Long term (5 yrs)?

Over 1 million people would be denied the opportunity to attend traffic safety presentations where important information is disseminated; the news media in Florida would continue to have no single contact source of information to assist them in reporting the activities of the Florida Highway Patrol to the public; approximately 25,000 needy Floridians would be denied the opportunity to receive free child safety seats and instruction on proper installation techniques for those seats; thousands of telephone calls, emails, and regular pieces of correspondence from the public and news media would need to be diverted to another entity for responses; the Florida Highway Patrol would not have an internet website, where the public and news media could receive important traffic safety, road condition, traffic crash, and other important and timely information; continued loss of federal highway safety grant funding associated with coordinating statewide traffic safety campaigns; continued possible increase in traffic deaths and injuries as a result of a lack of safe driver training.

c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

This activity is referenced in Florida Statutes, Chapter 321.

d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

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Other governmental entities at all levels may provide this type of service to the public at the local level. However, no one entity provides this service on a statewide basis.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

A pilot project for a civilian public affairs officer, as opposed to a sworn officer performing this function, is in the process of being implemented this fiscal year.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

Not applicable.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The public demand for more information concerning traffic safety increases every year, particularly in the area of child safety and occupant protection. Unfortunately, the need for more traffic safety education is evidenced by the increase in traffic deaths and injuries in Florida during the last several years.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76100400 Executive Direction and Support Services

**Contact:** Col. Christopher Knight, Director

**Phone:** (850) 488-4885

### 1. Description of Service and Purpose Statement:

- a. What is the purpose and/or mission of this service and why is government providing this service?

The purpose of this service is to provide leadership, direction and support for the Division in an effort to fulfill mandated directives as stated in Chapter 321, Florida State Statutes. This activity relates to the agency's mission in that an organization must have proper executive direction and appropriate support services to ensure the overall operation and successful achievement of the mission, goals, objectives and compliance with mandatory state and federal laws.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

This service provides critical oversight in the areas of budgeting, performance measurement, long range planning, and research and staff inspections. The activity provides accountability for division programs, collecting and processing incident reports for the Uniform Crime Reports, processing of time sheets for overtime "hireback" programs, processing of trooper activity reports and collection of data on traffic stops. The service also provides research for responding to requests from the legislature, the media, and the public; and for developing grant proposals. Lastly, the Executive Direction and Support Services provides an internal assessment of program policies and practices to assure that the direction, compliance, integrity, effectiveness and efficiency of operations is maintained at an exemplary level.

- c. Explain how this service relates to the agency's mission.

This service provides essential management direction and administrative support services critical to the agency mission of providing public safety through traffic law enforcement.

- d. Explain why this service should be continued. What is the impact if the service were eliminated?

The service is essential for the operation of other division programs and for accountability to the Legislature and the public. If the service were eliminated, the division would be unable to insure uniformity in discipline, to provide basic

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

personnel services, and to provide the record keeping and research necessary for accountability, budgeting, and planning.

- e. Does the agency have any work flow charts or process maps, which it uses to convey what this service does? If so please provide.

No.

### 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}

None.

- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.

The outcome measure for this service is the percent program administration and support costs and positions compared to total program costs and positions. The percentage of support costs have decreased over the last three years and the percentage of positions have decreased during the past two years.

- c. Describe internal and external trends and conditions affecting performance related to this service.

The service is affected by public interest in issues such as racial profiling, changing federal and state personnel rules, audit requirements for federal grant funds, and court decisions related to law enforcement records and public information.

- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

None.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

### 3. Summary of Resources – Service Level:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 2,211,637	\$ 2,113,415	\$ 2,218,738
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 89,055	\$ 195,539	\$ 196,461
Total	\$ 2,300,692	\$ 2,308,954	\$ 2,415,199
FTE	26	26	27

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate “N/A”.}

### 4. Summary of Activities:

Priority Ranking	Activities (Business Processes)	FTE	FY 2002-2003 Est Expenditures	Statutory References
1	Executive Direction and Support Services	26	\$ 2,308,954	321
See Note	Total Service	26	\$ 2,308,954	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency’s mission and goals statements in the Agency LRPP.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Performance Review

### 76100400 – Executive Direction/Support Services

**Activity / Business Process Review:** ACT1041 Executive Direction

**Activity/ Business Process Owner:** Col. Christopher Knight, Director     **Phone:** (850) 488-4885

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The purpose of this activity is to provide leadership, direction and support for the Division in an effort to fulfill mandated directives as stated in Chapter 321, Florida State Statutes. This activity relates to the agency's mission in that an organization must have proper executive direction and appropriate support services to ensure the overall operation and successful achievement of the mission, goals, objectives and compliance with mandatory state and federal laws.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity provides critical oversight in the areas of budgeting, performance measurement, long range planning, and research and staff inspections. The activity provides accountability for division programs, collecting and processing incident reports for the Uniform Crime Reports, processing of time sheets for overtime "hireback" programs, processing of trooper activity reports and collection of data on traffic stops. The activity also provides research for responding to requests from the legislature, the media, and the public; and for developing grant proposals. Lastly, the Executive Direction and Support Services provides an internal assessment of program policies and practices to assure that the direction, compliance, integrity, effectiveness and efficiency of operations is maintained at an exemplary level.

- c. Provide a list of the major tasks for the activity in process order.

#### **Executive Direction**

It is the responsibility of the FHP Executive Staff to provide executive direction, leadership and management of the Division of Florida Highway Patrol. The FHP Executive Staff, ensures the efficient operation of the Division which consists of 1,798 sworn and 514 non-sworn members. They are responsible for providing direction in carrying out all duties and responsibilities as designated in Chapter 321, Florida Statutes, that includes the overall safety of persons travelling on Florida's highways, the reduction of criminal activities occurring on Florida's highways, assisting motorists, investigating crashes, apprehending

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

felons, and providing a quality level of preventive patrol activity. There is no set process order for this activity; this process order is based on the operational demand of the division and field demands.

### **FHP Accreditation Process**

The Florida Highway Patrol is currently accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and the Commission for Florida Law Enforcement Accreditation, Inc. (CFA). On-going accreditation efforts entail maintenance of the agency's accredited status. The process for accreditation maintenance is outlined below:

- Ongoing Accreditation Maintenance
  - Compilation and filing of compliance documentation reports
  - Review of agency programs and procedures to ensure continued compliance with applicable standards
  - Updating agency programs and procedures to comply with new or revised accreditation standards
  - Staff inspections incorporating review of many accreditation standards conducted
- Triennial Review
  - Preparation of accreditation files
  - Accreditation process training provided to all employees
  - Checklist of applicable standards is provided to each component to review with employees
  - Mock on-site assessment is conducted to prepare for actual on-site
  - Final preparation of files and employees
  - Actual on-site assessment by the accrediting bodies
  - Assessment team prepares assessment report for accrediting commission
  - Commission hearing and review
  - Awarding of accreditation

### **Budget Preparation**

This process is used to develop Legislative Budget Requests for the Florida Highway Patrol.

- Develop Budget instructions
- Provide memo, instructions, and equipment standards and guidelines to field staff.
- Mid level and Upper level managers receive budget issues from field staff
- Issues are evaluated for consideration
- Selected issues are forwarded to the Office of Program Planning
- Issues entered into budget database for tracking
- Issues categorized by Troop and request category, (i.e. trooper equipment).
- Categorized issues reviewed by FHP executive staff and prioritized

## **DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES**

- Prioritized issues forwarded to the DHSMV Budget office for consideration into the departmental budget.

### **Long Range Program Planning (LRPP)**

This process is used to develop long range plans for the Florida Highway Patrol.

- Review trends and conditions for the division.
- Conduct Strengths, Weaknesses, Opportunity and Threat (SWOT) Analysis
- Develop Goals and Objectives
- Develop strategies with performance measures for accountability to accomplish goals and objectives
- Prepare narrative for the service areas and activity areas.
- Update actual performance standards for the activity areas
- Develop performance standards for the upcoming fiscal year
- Complete the performance measure assessment forms for each measure
- Develop justifications for those measures where actual performance did not meet the established standards for that fiscal year.
- Complete Validity and Reliability statements for each measure.
- Finalize material for FHP Executive staff review
- Incorporate changes/revisions
- Forward final LRPP to DHSMV planning officer

### **Grant Process**

This process is used to develop grants proposals for the Florida Highway Patrol.

- Funding Source or Program Identified
- Grant Application Reviewed
  - Scope of grant determined
  - Applicability to agency mission and goals determined
  - Alternative projects identified and reviewed
- Project Identified that conforms to the grant requirements
  - Assignment of responsibility for preparing grant proposal is made
  - Key players identified and notified of project
    - Contract Administrator
    - Bureau of Budget
    - Bureau of Personnel
    - Fleet Property Section
    - Bureau of General Services
- Grant proposal prepared and reviewed
- Required signatures obtained
- Application sent to grantor
- Award notice from grantor received

## **DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES**

- Contract with grantor completed
- Legislative Budget Amendment prepared requesting spending authority
- Spending authority received
- Project initiated
- Periodic program and financial reports prepared in accordance with grant requirements
- Project completed
- Final report prepared in accordance with grant requirements
- Continuation funding requested in agency's annual budget
- Audits completed by grantor

### **Hireback**

The Hireback Program provides public safety at road constriction sites, Rest Areas and Turnpike Service Plaza. The Trooper's provides these services after regular scheduled shifts as an office duty employment.

- Receive Payroll sheets form Field Offices
- Audit Payroll Sheets
- Audit Hireback Summary Reports
- Review Individual Hireback Forms
- Submit Payroll on established deadline date to DHSMV Payroll
- Data Enter Individual Hireback Forms
- Maintain and update Hireback Database
- Generate, Design monthly, Quarterly and Annual Reports in Microsoft Access
- Maintain Project Files – Individual Hireback Reports, Purchase Orders, etc.
- Provide Monthly Trooper Hourly Wage Report to Troops
- Research Records Request
- Provide Hireback Payroll copies as requested

### **FHP Policy Process**

This process is used to make policy revisions to the FHP policy and Manual

- Proposed revision received by Accreditation and Policy Section.
- Draft revision language.
- Distribute draft revision(s) to Executive Staff, Troop Commanders, and DAS
- Incorporate suggestions from Executive Staff, Troop Commanders and DAS staff.
- Distribute revised draft(s) to the Office of Legal Counsel.
- Incorporate suggestions from Legal.
- Draft revisions to be reviewed by IUPA and DMS.
- Draft revision(s) reviewed and approved by Director and Executive Director.
- Revisions Printed
- Revisions Shipped.
- Update Manual on File Server.

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- Place one copy of the revisions in the Policy Manual Archive Files
- Copy entire manual onto diskettes
- Place copy in Policy Manual Archive Files.
- Update Table of Contents and Index, if applicable.

### **Staff Inspection Process**

This process is used to conduct staff inspections for the Florida Highway Patrol.

- Component to be inspected is selected. Each component is inspected at least once every three years
- Inspection team selected based on size of component and scope of inspection
- Commander/Supervisor of component notified of upcoming inspection
- Pre-Inspection review conducted
- Entrance conference conducted with Commander/Supervisor of the component
- On-site inspection of component conducted
- Exit conference conducted with Commander/Supervisor of the component
- Working papers compiled
- Inspection Report written and compiled
- Inspection report reviewed and approved by the Director
- Final report is distributed to the Executive Staff and Commander/Supervisor of the inspected component
- Commander/Supervisor submits response detailing corrective actions taken. Response is submitted within 6 months of approval of the final inspection report

### **Uniform Crime Reporting**

The Florida Highway Patrol maintains and provides information from the data captured from the Arrest/Notice to Appear, Probable Cause Affidavits, Offense Incident Report, and Vehicle/Property Report forms in compliance of Section 923.089, F.S., and for members of the Florida Highway Patrol for investigative purposes. Below is a list of the major tasks for the activity in process order.

- Separate reports received from the field
- Code each report identifying:
  - Non-Jurisdictional or Jurisdictional
  - Victim or Suspect
  - Race/Sex
  - Specific offense(s)
  - Collect DUI arrest data
  - Collect criminal traffic violation data
- Batch reports
- Return any report to field needing correction
- Enter data from each report into Database
- Scan reports

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- Complete Backup procedures
- Edits on data quarterly
- Provide semi-annual and annual reports to FDLE from statistical data derived from reports

### **Traffic Stop Data Collection**

In 1999, the Florida Highway Patrol committed to collecting information on all traffic stops made by its troopers in an effort to dispel the perception that law enforcement routinely engages in racial profiling for traffic stops. The reason for traffic stops and enforcement actions are based on violations that are observed and serve as the basis of the traffic stop. In March 2001, the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), issued Standard 1.2.9 to formally prohibit all forms of “bias-based profiling”. Below is a listing of the major tasks for the activity in process order.

- Data stamp TSD reports received from the field
- File each report by Troop and District
  - Within Troop/District file in Trooper ID number order
- Prepare batch sheet cover for reporting month
- Box reports to be sent out to outside contractor for data entry
- Download keyed data once diskette received from outside vendor
- Run monthly edits on downloaded data, make necessary corrections
- Scan reports
- Make CD of scanned reports

### **Weekly Report of Daily Activity (WRDA)**

Law Enforcement Officers are required and are held accountable for reporting their individual time, enforcement activities and vehicle usage. The data collected from the Weekly Report of Daily Activity (WRDA) is used for various statistical reports, manpower allocation and performance measure and budgeting purposes. Below is a listing of the major tasks for the activity in process order.

- WRDA's are keyed weekly, once individual reports are received from the field
- Months are broken down into workweeks, averaging 5 workweeks per month
- Clerks contact field personnel whenever they identify an error on the WRDA report. Once correct information has been verified, correct data is then keyed
- Once all WRDA's have been keyed for the month, the supervisor runs edits to identify any errors that may have passed daily edits, and to identify any missing reports
- Clerks contact field for any missing WRDA report identified
- Missing reports are keyed as received
- Supervisor updates database and runs program edits
- Final End of Month edits are run
- Reports and Records closes out and completes the reporting month

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## **Staffing**

It is the responsibility of the activity area to gather, research, analyze pertinent data and recommend staffing needs for the FHP on an annual basis so the FHP can provide an appropriate and expected level of service to the citizens and visitors to the state of Florida. The process order is as follows:

- Query annual totals of trooper activity by county
- Collect (by county) mileage via FDOT, patrol intervals, calls for service, desired coverage, etc
- Input 67 sets of data into excel database that contains the staffing formula
- Record current positions (by county) and the results of the staffing formula
- Present findings to Executive Staff for discussion/planning strategies to acquire/placement of new positions

## **Ad Hoc Reports**

It is the responsibility of this activity area to gather, analyze and produce certain reports that reflect the actions of the Florida Highway Patrol personnel. Below is the process order for producing these reports:

- Troopers complete a Weekly Report of Daily Activity (WRDA) that reflects exactly what each trooper does during the week.
- Reports are forwarded to GHQ where they are audited for accuracy and then data entered.
- Queries may then be made based on time frames, counties and statewide totals.
- Other selected reports are designed in GHQ to gather information not captured on the WRDA.
- These selected reports are tallied up in each of the 10 troops located throughout the state and then forwarded to a central receiving location at GHQ.
- GHQ summarizes the 10 troop totals and produces a statewide summary.
- Completed reports are then forwarded to each of the 10 Troop Commanders and the FHP Executive Staff for their consumption.
- These reports are an excellent indicator of "what is going on" out in the field and can quickly tell command staff certain trends, where to place emphasis on enforcement activities, etc.
- Reports include: Trooper Activity, Drug Report, SOAR, Average Response Time, DUI/Wolfpack, Truck Enforcement, and Hireback.

## **Customer Service**

It is the responsibility of the activity area to provide exemplary customer service to all persons, organizations and other entities that may request information, particularly statistics. Customers include state, federal and local governments, the Legislature, Florida residents, students, visitors and internal customers from the Division and Agency as well. There are frequent requests for information and FHP depends heavily on the "library" of information stored in the activity area. Below is the process order for this task:

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- Reports of trooper activity and other information are collected and stored at a central location at GHQ (Office of Program Planning) where they are readily accessible for instant recall
- Inquiries from the various customers are received and routed to the Office of Program Planning
- The information required is then gathered and forwarded to the customers as expeditiously as possible
- A record of the request is made and kept on file for future reference

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 2,211,637	\$ 2,113,415	\$ 2,218,738
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 89,055	\$ 195,539	\$ 196,461
<b>Total</b>	<b>\$ 2,300,692</b>	<b>\$ 2,308,954</b>	<b>\$ 2,415,199</b>
FTE	26	26	27

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity supported from General Revenue and Department Trust Funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

As an alternative to General Revenue funding, the Department can recommend fee increases if so directed.

### 3. Accountability, Performance, Cost, Efficiency:

- a. **Key Cost Drivers:** Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

Salaries and Benefits:	\$ <u>1,852,333</u>
Expenses:	\$ <u>352,635</u>
Operating Capital Outlay:	\$ <u>10,000</u>

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those, which are anticipated for implementation.

Elements of the activity have been re-engineered in the last five years. Responsibilities have been realigned for more effective management of division programs, data entry has been outsourced and microfilm archiving of reports has been replaced with electronic imaging.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed. Resource needs are determined by the specific tasks, which must be performed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative: 13

Supervisory: 13

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative costs associated with the activity are \$3,316 per FTE.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE identified with this activity are found under Director of Florida Highway Patrol, Law Enforcement Inspections Administrator, Deputy Director of FHP Special & Operational Support, Deputy Director of FHP Field Operations, Chief of Staff and Program Planning Coordinator in the Florida Highway Patrol table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

The customers for this activity are the Governor and Cabinet, the Legislature, the division's employees, the department's management and other divisions, and ultimately the residents of and visitors to Florida.

- b. What product(s) or service(s) are provided to the customer?

The activity directly supports the division's programs by providing, planning and research, inspections, grant management, policies, and managerial direction. The record keeping functions provide information to management, the Governor and Cabinet, and the Legislature on division activities and performance measures. These functions also provide accountability to the public for division programs.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity is critical for the operation of the division's programs and provides accountability for the funds allocated to those programs.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

Critical management functions would be eliminated and the division would not be able to provide accountability for its programs.

- Long term (5 yrs)?

Management guidance and coordination of division programs would be lost, planning and accountability would be impossible, and the Legislature would not have the information needed to evaluate the division's programs.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

No.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

No. Some of the specific tasks carried out within the activity are similar to those carried out by most government agencies and the private sector. However, the activity involves the management of the specific division programs, which is not done by other entities.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

Certain tasks within the activity, such as data entry, have been outsourced. The major barriers include the need to maintain confidentiality of certain law enforcement records and the need for specific law enforcement knowledge and experience to carry out management functions.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

Certain data entry services have been outsourced.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload increases with new mandates for records and accountability for division programs. Resources have been reduced in recent years to the point that any new demands, such as the traffic stop data collection project, will result in the reduction of some other activity, thereby reducing accountability.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76250200 Compliance and Enforcement

**Contact:** Dwight F. Davis, Chief

**Phone:** (850) 413-8352

### 1. Description of Service and Purpose Statement:

- a. What is the purpose and/or mission of this service and why is government providing this service?

This purpose of this service is to protect Florida consumers and ensure that Florida residents are abiding by the motor vehicles laws of this state. This service provides consumer protection by enforcement of motor vehicle and mobile home titling and registration laws and dealer licensing regulations. This involves the inspection of rebuilt vehicles for the purpose of detecting fraudulent titles, invalid odometer readings, stolen vehicles and stolen vehicle parts as well as mobile home and motor vehicle dealer, title, and registration laws to reduce insurance fraud, title fraud, automobile theft, and illegal business practices. It also provides for the receipt, investigation, and appropriate disposition of both original and renewal license applications for motor vehicle manufacturers, importers, distributors, broker and dealer licenses and mobile home manufacturer and dealer licenses. The essential purpose of this service is consumer protection, which is clearly a proper province of state government.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

Activities performed by this service are to provide consumer protection and to prevent and detect vehicle theft, insurance fraud and illegal business activities.

Activities performed by this service include:

- Inspection of all salvage vehicles that have been rebuilt and all vehicles assembled from parts to ensure proper ownership of such vehicles pursuant to titling them.
- Verification of vehicle identification numbers (VINs) so persons can get title to their vehicles and legally sell them.
- Enforcement of the prohibition against selling vehicles from public right of ways and from private property without the property owner's permission ("curbstoning"). Such sales often involve the sale of stolen vehicles or vehicles that the seller does not have title to. Such sellers also do not meet all the requirements of duly licensed motor vehicle dealers and the protection that provides to consumers.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- Investigation of persons selling motor vehicles who are not licensed motor vehicle dealers. Sales by such persons often results in consumer fraud.
  - Responding to reports of persons who are Florida residents who have not registered their vehicles in Florida and issuing Notices of Violation and Uniform Traffic Citations.
  - Responding to inquires about motor vehicle issues from the public and assisting the public in complying with Florida motor vehicle laws.
  - Providing public education events for the public regarding motor vehicle fraud and theft prevention.
  - Assisting law enforcement agencies in the investigation of title and odometer fraud.
  - Assisting county tax collector tag agencies with motor vehicle issues.
  - Selling temporary license plates to persons authorized to have these license plates.
  - Assisting motor vehicle and mobile home dealers with their license applications and responding to their inquiries about legal compliance issues to try to ensure they comply with all the laws which govern their businesses.
  - Inspecting proposed locations of motor vehicle and mobile home dealers to ensure they meet all requirements of law and administrative rule.
  - Issuing licenses to dealers, manufacturers, distributors, and importers as required by law.
  - Inspecting the records of dealers for compliance with the laws governing their businesses to help ensure that they continue to meet all legal requirements governing their businesses.
  - Investigating dealer complaints to assist consumers in getting satisfaction for harm done to them and also as a basis for taking administrative action against dealers which may include a fine or suspension or revocation of their license.
- c. Explain how this service relates to the agency's mission.

The agency's mission statement is as follows:

"The Florida Department of Highway Safety and Motor Vehicles develops, maintains and supports a safe driving environment through law enforcement, public education and service, reduction of traffic crashes, titling and registering of vessels and motor vehicles, and licensing motor vehicle operators."

Implicit in this mission statement is concern for the welfare of Florida residents with regard to motor vehicle issues including motor vehicle fraud and theft, and support for the motor vehicle laws of Florida. As well as protecting consumers and the motoring public and licensing and regulating motor vehicle and mobile home dealers does this.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- d. Explain why this service should be continued. What is the impact if the service were eliminated?

This activity is critical to protecting Florida residents from vehicle fraud and to ensure that all Florida residents abide by the motor vehicle laws of Florida. Generally, there is no where else where Florida residents can obtain the services provided by this activity. In addition, the impact of eliminating this activity would be to put Florida consumers at considerable risk for illegal and unscrupulous behavior by motor vehicle and mobile home dealers.

- e. Does the agency have any work flow charts or process maps which it uses to convey what this service does? If so please provide.

The agency does not have any work flow charts or process maps which it uses to convey what this service does.

### 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}

Outcome measures for this service include the ratio of failed rebuilt inspections compared to the total number of rebuilt inspections and the percent of dealer licenses that are issued within 7 days of receipt by the licensing entity.

- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.

During the past three fiscal years the outcome performance on the items measured were as follows:

<u>Fiscal Year</u>	<u>Number of Rebuilt Inspections</u>	<u>Ratio of Failed Rebuilt Inspections to all Inspections</u>
1999-2000	22,799	1:50
2000-2001	23,326	1:80
2001-2002	24,156	1:10

<u>Fiscal Year</u>	<u>Number of Licenses Issued</u>	<u>Percent of Licenses Issued Within 7 Days</u>
1999-2000	11,427	99%
2000-2001	11,540	99%
2001-2002	11,797	99%

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- c. Describe internal and external trends and conditions affecting performance related to this service.

Due to the incrementally increasing population of Florida there are increasing number of vehicle sales by motor vehicle dealers which adds to the workload of this activity. The high quality of performance of this activity has remained steady.

- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

There are no internal benchmarks established for this service other than historical trends regarding the demand for services. There are also no external benchmarks for this service related to state, national, local government, or private sector cost and performance standards.

### 3. Summary of Resources – Service Level:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ 930,000
Federal Trust Fund(s)	\$ 118,412	\$ 200,000	\$ 200,000
State Trust Fund(s)	\$ 6,297,075	\$ 6,121,730	\$ 6,188,253
Total	\$ 6,415,487	\$ 6,321,730	\$ 7,318,253
FTE	144	144	144

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate "N/A".}

The 2002-2003 General Appropriations Act provided for the consolidation of the Dealer Licensing Service (76250100) with the Compliance and Enforcement Service (76280200) to more appropriately align activities and functions. For reporting purposes, actual FY 01-02 expenditures reflect expenditures for both service areas.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

### 4. Summary of Activities:

Priority Ranking	Activity (Business Processes)	FTE	FY 2002-2003 Est. Expenditures	Statutory References
1	Enforce Title and Registration/Laws	136	\$ 5,957,734	Ch. 319 and 320, F.S.
2	Issuance of Automobile Dealer Licenses	8	\$ 363,996	Ch. 319 and 320, F.S.
See Note	Total Service	144	\$ 6,321,730	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency's mission and goals statements in the Agency LRPP.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76250200 – Compliance and Enforcement

**Activity / Business Process Review:** ACT2511 Issuance of automobile dealer licenses

**Activity/ Business Process Owner:** Dwight F. Davis, Chief      **Phone:** (850) 413-8352

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

This activity concerns the timely and accurate licensing of motor vehicle dealers, mobile home dealers, recreational vehicle dealers, motor vehicle, mobile home and recreational vehicle manufacturers, motor vehicle distributors, and motor vehicle importers. The essential purpose of this activity is consumer protection. The agency's mission statement is as follows:

"The Florida Department of Highway Safety and Motor Vehicles develops, maintains and supports a safe driving environment through law enforcement, public education and service, reduction of traffic crashes, titling and registering of vessels and motor vehicles, and licensing motor vehicle operators."

Implicit in this mission statement is concern for protecting consumers and the motoring public and licensing and regulating motor vehicle and mobile home dealers does this.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The motor vehicle dealer industry in Florida sells approximately 3,000,000 vehicles per year and the mobile home dealer industry sells approximately 415,000 mobile homes per year. The gross revenue of these industries is approximately \$47 billion per year. The purchase of a motor vehicle is generally the second most expensive cost to consumers after the purchase of a home. Persons who work in this industry should be licensed and well regulated to protect consumers against fraud.

- c. Provide a list of the major tasks for the activity in process order.

The primary task of this activity is the centralized issuance of licenses to dealers, manufactures, distributors and importers. Assistance with license applications responding to inquires regarding legal compliance issues, inspection of dealer facilities and records and investigation of dealer complaints is provided by field personnel reflected within the ACT2522 Appendix D review.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 368,584	\$ 363,996	\$ 372,999
Total	\$ 368,584	\$ 363,996	\$ 372,999
FTE	8	8	8

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity generates fees pursuant to sections 320.27(3), 320.62, 320.77(4), 320.771(4), and 320.8225(3), Florida Statutes which are deposited into the General Revenue Fund. This activity is supported from general operations of the Department.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Not applicable.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

The primary cost driver associated with the provision of this activity are personnel costs to provide the various services. Estimated costs for the various services provided by this activity are as follows:

Salaries and Benefits: \$ 292,107

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

During the past year, the issuance of dealer renewal licenses has been moved to the Division of Motor Vehicles regional offices. This eliminated a step in the process. Historically, dealers submitted their license applications to the regional offices which reviewed them for accuracy and correctness then submitted them to the Dealer Licenses Section in headquarters for license issuance. The result of this innovation was to speed up the process for issuing dealer licenses.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

The workload needs for this activity are associated with the volume of requests for the various types of services provided based on historical trends. These efforts are not associated with any national or regional accrediting agency or professional organization, however, it is common for similar state agencies to estimate their resource needs this way.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

There are 7 administrative support staff members associated with this activity.

There is 1 supervisory staff member associated with this activity.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

There are no OPS, contract or consultant staff associated with this activity.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

Estimated administrative costs for this activity are \$50,200.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

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All FTE identified for this activity are located on the Licenses, Titles and Regulations organization chart, Chief of Field Operations.

### 4. Customers:

- a. Who are the key customers of this activity?

The key customers of this activity are customers of motor vehicle and mobile home dealers and the dealers themselves.

- b. What product(s) or service(s) are provided to the customer?

- Issuing licenses to dealers, manufacturers, distributors, and importers.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

Not applicable.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

There are no funds passed through to other state or local entities which address statewide needs in this activity.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity is critical to protecting Florida residents from vehicle fraud. Generally, there is no where else where Florida residents can obtain the services provided by this activity.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

The impact of not funding this activity in the short term would be to put Florida consumers at considerable risk for illegal and unscrupulous behavior by motor vehicle and mobile home dealers.

- Long term (5 yrs)?

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The impact of not funding this activity in the long term would be to put Florida consumers at considerable risk for illegal and unscrupulous behavior by motor vehicle and mobile home dealers.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

None of the services provided through this activity are mandated by the state constitution or federal law, although there is a federal and state law governing motor vehicle odometer fraud (section 3109.324, Florida Statutes).

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

No other government or private entity performs this activity.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

There has been no exploration for outsourcing or privatizing the services provided in this activity. Generally, these services seem to be the proper province of state government since they essentially concern enforcement of the motor vehicle laws of the state.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

There are no privatization or outsourcing efforts underway regarding this activity.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload for this activity is incrementally increasing as a function of the increase in population of Florida. There are an increasing number of motor vehicle owners in the state. If there are no increased resources for this activity, the efficiency of issuing dealer licenses will suffer due to workload demands.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76250200 – Compliance and Enforcement

**Activity / Business Process Review:** ACT2521 Enforce Title and Registration Laws

**Activity/ Business Process Owner:** Dwight F. Davis, Chief      **Phone:** (850) 413-8352

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

This purpose of this activity is to protect Florida consumers and to help ensure that Florida residents are abiding by the motor vehicles laws of the state. This activity provides consumer protection and public safety by performing inspections of rebuilt vehicles, verifying vehicle identification numbers, odometer inspections, as well as enforcing mobile home and motor vehicle dealer, titling and registration laws to reduce insurance and title fraud, vehicle theft and illegal business practices. This activity is also ensures that all motor vehicle and mobile home dealers meet law and administrative rule licensing requirements. The essential purpose of this activity is consumer protection which is clearly a proper province of state government. The agency's mission statement is as follows:

"The Florida Department of Highway Safety and Motor Vehicles develops, maintains and supports a safe driving environment through law enforcement, public education and service, reduction of traffic crashes, titling and registering of vessels and motor vehicles, and licensing motor vehicle operators."

Implicit in this mission statement is concern for protecting consumers and the motoring public and licensing and regulating motor vehicle and mobile home dealers.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The motor vehicle dealer industry in Florida sells approximately 3,000,000 vehicles per year and the mobile home dealer industry sells approximately 415,000 mobile homes per year. The gross revenue of these industries is approximately \$47 billion per year. The purchase of a motor vehicle is generally the second most expensive cost to consumers after the purchase of a home. Persons who work in this industry should be licensed and well regulated to protect consumers against fraud. This activity provides consumer protection by enforcement of motor vehicle and mobile home titling and registration laws and dealer licensing regulations.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- c. Provide a list of the major tasks for this activity in process order.

The major tasks for this activity are as follows:

- Responding to inquires from the public and assisting the public in complying with motor vehicle laws.
- Inspection of salvage vehicle that have been rebuilt and vehicles assembled from parts to ensure proper ownership.
- Enforcement of laws prohibiting the sale of motor vehicles from public right of ways and private property without proper authorization.
- Verification of vehicle identification numbers so that persons can get title to their vehicles and legally sell them.
- Investigating dealer complaints and persons selling motor vehicles who are not licensed dealers.
- Assisting county tax collectors with motor vehicle registration and titling issues.
- Assisting law enforcement agencies in the investigation of title and odometer fraud.
- Responding to reports of persons who are Florida residents who have not registered their vehicles and issuing them Notices of Violation and Uniform Traffic Citations.
- Providing public education events regarding motor vehicle fraud and theft prevention.
- Investigating dealer complaints to assist consumers and as a basis for taking administrative action against dealers.
- Assisting motor vehicle and mobile home dealers with their license applications and responding to their inquiries about legal compliance issues.
- Inspecting proposed locations of motor vehicle and mobile home dealers.
- Issuing licenses to dealers, manufacturers, distributors, and importers (see ACT2511).
- Inspecting the records of dealers for compliance with the laws governing their businesses to ensure that continue to meet all requirements of law and administrative rule.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ 930,000
Federal Trust Fund(s)	\$ 118,412	\$ 200,000	\$ 200,000
State Trust Fund(s)	\$ 5,928,491	\$ 6,121,730	\$ 6,188,253
Total	\$ 6,046,903	\$ 6,321,730	\$ 7,318,253
FTE	136	136	136

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

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This activity is generates fees pursuant to sections 320.27(3), 320.62, 320.77(4), 320.771(4), and 320.8225(3), Florida Statutes which are deposited into the General Revenue Fund. This activity is funded from the Highway Safety Operating Trust Fund which funds the general operations of the Department.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Not applicable.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

The primary cost driver associated with this activity is salary and benefit costs.

Salaries and Benefits:	\$4,556,805
Title and Odometer Fraud Prevention Grants:	\$ 200,000
Travel	\$ 24,896

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

During the past year, the issuance of dealer renewal licenses has been moved to the Division of Motor Vehicles regional offices. This eliminated a step in the process. Historically, dealers submitted their license applications to the regional offices which reviewed them for accuracy and correctness and then submitted them to the Dealer Licenses Section in headquarters for license issuance. The result of this innovation was to speed up the process for renewal of licenses.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

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The workload needs for this activity are associated with the volume of requests for the various types of services provided based on historical trends. These efforts are not associated with any national or regional accrediting agency or professional organization..

- d. How many of the FTE identified for this activity are administrative support staff?  
How many are supervisory staff?

There are 23 administrative support staff members associated with this activity.

There are 24 supervisory staff members associated with this activity.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants?  
For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

This activity has \$40,000 appropriated in other personal services for the title and odometer fraud prevention grants.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

Estimated agency administrative cost for this activity is \$853,400.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

All FTE identified with this activity are located in the Licenses, Titles and Regulations table of organization, Chief of Field Operations.

### 4. Customers:

- a. Who are the key customers of this activity?

The key customers of this activity are customers of motor vehicle and mobile home dealers and the dealers themselves.

- b. What product(s) or service(s) are provided to the customer?

- Assisting motor vehicle and mobile home dealers with their license applications and responding to their inquiries about legal compliance issues.
- Inspecting proposed locations of motor vehicle and mobile home dealers.
- Issuing licenses to dealers, manufacturers, distributors, and importers.

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- Inspecting the records of dealers for compliance with the laws governing their businesses.
  - Investigating dealer complaints.
  - Inspection of all salvage vehicles that have been rebuilt and all vehicles assembled from parts to ensure proper ownership of such vehicles pursuant to titling them.
  - Verification of vehicle identification numbers (VINs) so persons can get title to their vehicles and legally sell them.
  - Enforcement of the prohibition against selling vehicles from public right of ways and from private property without the property owner's permission ("curbstoning"). Such sales often involve the sale of stolen vehicles or vehicles that the seller does not have title to. Such sellers also do not meet all the requirements of duly licensed motor vehicle dealers and the protection that provides to consumers.
  - Investigation of persons selling motor vehicles who are not licensed motor vehicle dealers. Sales by such persons often results in consumer fraud.
  - Responding to reports of persons who are Florida residents who have not registered their vehicles in Florida and issuing Notices of Violation and Uniform Traffic Citations.
- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?
- Not applicable.
- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

There are no funds passed through to other state or local entities which address statewide needs in this activity.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity is critical to protecting Florida residents from vehicle fraud. Generally, there is nowhere else where Florida residents can obtain the services provided by this activity.

- b. If this activity were no longer funded, what would be the impact over the:

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- Short term (1 yr)?

The impact of not funding this activity in the short term would be to put Florida consumers at considerable risk for illegal and unscrupulous behavior by motor vehicle and mobile home dealers.

- Long term (5 yrs)?

The impact of not funding this activity in the long term would be to put Florida consumers at considerable risk for illegal and unscrupulous behavior by motor vehicle and mobile home dealers.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

None of the services provided through this activity are mandated by the state constitution or federal law, although there is a federal and state law governing motor vehicle odometer fraud (section 319.35, Florida Statutes). The statutory authority for the other services provided are as follows:

- Assisting motor vehicle and mobile home dealers with their license applications and responding to their inquiries about legal compliance issues. Implicit in sections 320.27, 320.61, 320.77, and 320.771, Florida Statutes.
- Inspecting proposed locations of motor vehicle and mobile home dealers. Sections 320.27(2), 320.77(1)(h), and 320.771(3)(h), Florida Statutes.
- Issuing licenses to dealers, manufacturers, distributors, and importers. Sections 320.27, 320.61, 320.77, and 320.771, Florida Statutes.
- Inspecting the records of dealers for compliance with the laws governing their businesses. Sections 320.27(6), 320.77(8), and 320.771(9), Florida Statutes.
- Investigating dealer complaints. Section 320.865, Florida Statutes.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

No other government or private entity provides the services of this activity.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

There has been no exploration for outsourcing or privatizing the services provided in this activity. Generally, these services seem to be the proper province of state

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government since they essentially concern enforcement of the motor vehicle laws of the state.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

There are no privatization or outsourcing efforts underway regarding this activity.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload for this activity is incrementally increasing as a function of the increase in population of Florida. There are an increasing number of motor vehicle owners in the state. If there are no increased resources for this activity, the efficiency of issuing dealer licenses will suffer due to workload demands.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76250300 Driver Licensure

**Contact:** Sandra C. Lambert, Director

**Phone:** (850) 414-2426

### 1. Description of Service and Purpose Statement:

- a. What is the purpose and/or mission of this service and why is government providing this service?

The driver licensure program includes the statewide issuance of driver licenses and identification cards, telephone assistance for resolution of customer inquiries regarding licensing and motor vehicle information and actions, maintenance of comprehensive driver history information, and maintenance of a statewide uniform traffic citation system. These activities are intended to increase consumer protection and public safety by ensuring that only qualified drivers are licensed after the administration of knowledge, skill and vision examinations. Upon verification of identity, customers are provided a universally accepted form of identification through issuance of an identification card or driver license.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

Driver licenses and identification cards are issued to citizens and non-citizens in approximately 150 state issuance and tax collector offices throughout the State through a centralized issuance process. The contract for the current digital license system, held by Unisys, will expire September 2003. The agency issued its Intent to Award on July 17, 2002 to Digimarc ID Systems for a 5-year contract, subject to approval by the Governor and Cabinet. Computerized records on each licensed driver or ID card holder are used to administer and enforce driver licensing requirements, as well as other provisions of law linked to a person's driving privilege. Driver history records are provided to the courts, law enforcement agencies, insurance companies, attorneys, employers, state agencies and private citizens. Photographs from the negative film and digitized file are provided to law enforcement agencies in connection with felony investigations. Customer service resolves problems with the National Driver Register and commercial driver record problems with other states and provides expert assistance to Florida's citizens out-of state drivers, and other state and local jurisdictions in interpreting motor vehicle laws and requirements.

- c. Explain how this service relates to the agency's mission.

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Driver license-related activities are intended to increase protection and public safety by licensing only those drivers who demonstrate the necessary knowledge, skills and abilities to operate motor vehicles on Florida's roads and by maintaining driver history records that are provided to the courts, law enforcement agencies, insurance companies, attorneys, employers, state agencies, and private citizens.

- d. Explain why this service should be continued. What is the impact if the service were eliminated?

The purpose of this service is to maintain an efficient and effective licensing program that assures that only drivers demonstrating the necessary knowledge, skills, and abilities are licensed to operate motor vehicles on Florida's highways. The primary public benefits are to increase consumer protection and public safety on state roads by precluding unqualified drivers from receiving a driver license, by providing individuals with a universally accepted form of identification upon verification of identity and proper motor vehicle insurance, and assisting citizens when this identification is stolen or used fraudulently. More recently, the new urgency of homeland security has strengthened the role of driver licensing in such matters as individuals' true identities, legal residency, and authorization to transport hazardous materials. It is essential for the state to be able to suspend, revoke, and cancel individuals' licenses when traffic laws are violated to ensure the safety of all citizens. There were approximately 14.4 million licensed drivers in 2001, of whom 1.3 million had their licenses suspended, revoked, cancelled, or disqualified due to licenses suspended, revoked, cancelled, or disqualified

Abolishing this service would eliminate the state's only option for taking away the driving privileges of persons who do not obey state driving laws, such as persons who commit numerous traffic violations or drive under the influence of alcohol and drugs. Additionally, the state could lose federal funding by abolishing the program's commercial driver licensing activities. Federal rules provide that if the Federal Highway Safety Administration is not satisfied with a state's commercial driver licensing efforts, the state may lose 10% of its federal highway funding.

This service also fills the critical need for individuals to have a secure and universally acceptable means of establishing personal identity. Commerce, law enforcement, transactions with government, and many other aspects of daily life depend on continuing this service. Abolishing this service would allow identity fraud to become commonplace and uncontrolled.

This service provides significant amounts of state general revenue and other funding. For Fiscal Year 2001-02, this service generated \$101.3 million in revenues, of which \$61.5 million was deposited in the General Revenue Fund and \$39.8 million was deposited in the Highway Safety Operating Trust Fund to fund general Department operations. Of the \$39.8 million deposited into the trust fund, \$405,012 represented voluntary contributions collected on the driver's license

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application which were distributed to various state and non-profit organizations. Elimination of this service would negatively impact General Revenue fund receipts as well as severely impacting the Department's Operating Fund. In addition, collection of voluntary donations would also cease which negatively impacts non-profit organizations such as the Florida Council for the Blind and the Organ Tissue Donor Program.

- e. Does the agency have any work flow charts or process maps which it uses to convey what this service does? If so please provide.

No.

### 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}
- Number of Driver Licenses issued.
  - Number of ID Cards issued.
  - Number of written driver license examinations conducted.
  - Number of road tests conducted.
  - Percent customers waiting 15 minutes or less for driver license service.
  - Percent of customers waiting 30 minutes or more for driver license service.
  - Number of records maintained.
  - Average number of corrections per 1,000 driver records maintained.
  - Number of telephone inquiries responded to (includes motorist services customer service unit.
- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.
- The percentage of customers waiting 15 minutes or less for service increased from 80% in FY 1999-00 to 82% in FY 2001-02.
  - The percentage of customers waiting more than 30 minutes for service decreased from 9% in FY 1999-00 to 6% in FY 2001-02.
  - The number of licensed drivers increased from 13,012,132 on January 1<sup>st</sup>, 1999 to 14,346,373 on January 1<sup>st</sup>, 2002.
  - The number of driver records maintained increased from 16,349,658 in FY 1999-00 to 17,011,850 in FY 2001-02.
- c. Describe internal and external trends and conditions affecting performance related to this service.

Currently, there are more than 14 million customers requiring driver licensing services. This total is expected to increase to over 15 million by 2005. The numbers of drivers in the youngest (less than 18 years) and oldest (age 75+)

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segments of the driving population grew at twice the rate of the general driving population over the past decade. Both groups, for different reasons, represent drivers whose safe driving abilities warrant closer attention than most. This generates a particular need to strengthen the licensing program's fundamental role of testing and monitoring driver qualifications.

Driver licenses or identification cards issued through the driver licensing system have developed into the most widely recognized forms of identification nationwide. Citizens are required to present either form of identification when conducting business transactions that range from cashing a check to buying a home or boarding an airplane. Consequently, the driver license system has evolved from indicating driver qualification to establishing identity. The magnitude of driver license and identification card fraud occurring in Florida and throughout the United States is increasing.

During the current driver licensure process, fraud prevention is accomplished through recognition of fraudulent documentation, digital imaging and electronic record review, automated driver license testing, scanning of documents and the use of sanctions and notations of the driver license file which prevent issuance to ineligible drivers. New security measures implemented December 2001, have led to a significant increase in the time and resources needed to process many driver license transactions. For example, the identification and immigration documents of all applicants whose US citizenship or legal alien status is unconfirmed are being scanned and scrutinized in great detail, with issuance of the permanent license withheld until this verification has been completed. About 25 to 30 thousand driver license applicants a month are directly affected. Additional security measures will be installed in fiscal year 2002-2003 with electronic social security and address verification and an automated law enforcement referral process.

The following primary objectives were considered in the new digital license contract with Digimarc ID Systems, to become effective in 2003 if approved:

- Produce a uniform secure driver license and identification card to uniquely identify an individual.
- Reduce and deter identity theft.
- Provide a means to identify individuals that represent a threat to domestic public security.

The new digital licensing system, if approved, will have increased system network and application security, three levels of card security, additional equipment security and inventory control, and added biometrics identifiers intended to prevent identity theft and aid in the identity of individuals who represent a threat to domestic security and public safety.

The department continues its emphasis on partnerships or outsourcing to improve service and reduce spending. To this end, the department continues to authorize

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county tax collector offices to provide driver license services. Tax collectors desiring to serve as agents must submit an application to the department identifying facility operational structure, types of services to be provided and the proposed startup date. In addition to 109 state office locations, Florida citizens may visit 41 office locations operated by tax collectors, pay the appropriate fees, and obtain certain driver licensing services. With the expiration of state leases, the department also seeks to turn over state issuance offices to county tax collectors to serve as the driver licensing agent for the department in those specific service areas. It is anticipated this trend will continue.

Additionally, commercial driver license testing has been largely shifted to third party administrators. A pilot project has been added to determine the feasibility and best practices for regular operator’s license testing by third party administrators. As outsourcing increases, additional positions are essential to monitor and audit testing and licensing practices of such contractual relationships.

- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

There are no internal benchmarks.

### 3. Summary of Resources – Service Level:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 2,340,180	\$ 2,841,569	\$ 5,470,204
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 61,270,747	\$ 63,392,048	\$ 76,661,172
Total	\$ 63,610,927	\$ 66,233,617	\$ 82,131,376
FTE	1196	1202	1202

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate “N/A”.}

Included in FY 2001-2002 Actual Expenditures is \$200,000 appropriated for Fixed Capital Outlay for statewide minor repairs and improvements to Driver License facilities. Included in the FY 2003-2004 Agency Request is \$8,222,980 for minor repairs, improvements, renovations and funding for new Driver License facilities in Palm Beach Gardens and Orange County.

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### 4. Summary of Activities:

Priority Ranking	Activities (Business Processes)	FTE	FY 2002-2003 Est Expenditures	Statutory References
1	Issue Driver Licenses & Identification Cards	965	\$ 52,555,616	Ch. 322.02(04), F.S.
2	Maintain Records	149	\$ 8,784,739	Ch. 322.20, F.S. Ch. 322.142(4), F.S. Ch. 320.05, F.S.
3	Provide Program Customer Service	88	\$ 4,273,262	Ch. 322, F.S.
4	Pass through of voluntary contributions collected on the driver's license application	0	\$ 620,000	Ch. 322.081, F.S.
See Note	Service: Driver Licensure Total	1202	\$ 66,233,617	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency's mission and goals statements in the Agency LRPP.

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## Zero-Based Budgeting Activity Review

### 76250300 – Driver Licensure

**Activity / Business Process Review:** ACT2531 Issue driver licenses and identification cards

**Activity/ Business Process Owner:** Sandra C. Lambert, Director **Phone:** (850)414-2426

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

This is a key activity in furthering the agency's mission to provide a safe driving environment. The purpose of the activity is to assure the basic competency of all drivers through an examination and licensing procedure that determines whether a driver may legally operate motor vehicles on the public roadways. Assurance of an individual's true identity is also a necessary condition for enforcement of laws against driving without such a license, and the identification process involved has been extended to become the standard basis for validating legal identity and legal presence in many contexts.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

Driver licenses and ID cards are issued primarily through approximately 150 local offices operated throughout Florida by the Division of Driver Licenses and tax collector licensing agents. Customers come to the office to provide proof of legal identity, take applicable tests (if not done through third parties), be photographed, and issued the license or ID card. Certain subsequent transactions, such as regular license renewals, may be done by telephone, mail or over the Internet and processed through a central issuance system.

- c. Provide a list of the major tasks for the activity in process order.

A customer appearing for license or ID card issuance "over the counter" goes through the following steps:

- a. Verification of identity through documentation
- b. Verification of license type required
- c. Verification of eligibility through observation, questions and computer records
- d. Vision test
- e. First administration of oath

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- f. Knowledge testing, if applicable, or documentation of equivalent testing by a third party
- g. Skills (road) testing, if applicable, or documentation of equivalent testing by a third party
- h. Motor Voter record
- i. Voluntary contribution record
- j. Organ donor record
- k. Verification of monies paid
- l. Second administration of oath
- m. Recording of digital photograph
- n. Provide customer with driver license or ID card and receipt

This is an interactive process that the customer conducts with an examiner, and is aided by two computerized systems – the Florida Driver License Issuance System (FDLIS) and the Automated Driver License Testing System (ADLTS).

Customers renewing licenses, recording address changes, and similar transactions through the Internet, mail or telephone provide the applicable new information, which is then combined with existing driver record information such as the customer’s digital photograph to produce a license at Department headquarters. This new license is then mailed to the customer.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 2,340,180	\$ 2,841,569	\$ 5,470,204
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 48,072,172	\$ 49,714,047	\$ 63,044,854
Total	\$ 50,412,352	\$ 52,555,616	\$ 68,515,058
FTE	964	965	965

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate “N/A”.}

Included in FY 2001-2002 Actual Expenditures is \$200,000 which was appropriated in Fixed Capital Outlay for minor repairs and improvements for Driver’s License field offices. The FY 2003-2004 Agency Request includes \$8,222,980 for minor repairs, improvements, renovations and funding for new Drivers License facilities for Palm Beach Gardens and Orange County.

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

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Yes, fees for issuance of driver licenses are established by Section 322.21, F.S. and fees for issuance of ID cards are established by Section 322.051, F.S. Other fees which support this activity such as fees for duplicate and replacement licenses are authorized in Section 322.017, F.S.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

As an alternative to General Revenue funding, the Department can recommend increases if so directed.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Major cost factors and approximate annual amounts for this activity include:

Salaries and Benefits	<u>\$32,093,870</u>
Data Processing	<u>\$ 8,611,067</u>
Purchase of Driver Licenses	<u>\$ 2,816,169</u>
Postage	<u>\$ 749,234</u>
Handbooks	<u>\$ 260,000</u>
Travel	<u>\$ 142,253</u>

The current contract for digitized licenses will expire in September 2003. As a result of the increased demand for security features, a new contract for a digitized licensing system and the related training of field personnel, the cost associated with this activity will increase by \$5,540,028 during FY 2003-2004.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

Major redesigns have been done in two related areas: Most recently, procedures for verification of identity and citizenship or legal presence in the US have been implemented in the interest of domestic security. A key feature of this redesign is the use of document scanners for capturing all source documents provided by applicants whose status has not been previously verified, with delayed (central) issuance of the photo ID license. The entire issuance system (FDLIS) has also been

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redesigned with input from law enforcement, business, the Office of the Statewide Prosecutor, and other entities to improve security of the Driver License/ID card document, deter identity theft, and provide better means of identifying individuals representing threats to domestic security. Implementation of the new issuance system will be complete in the Fall of 2003.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

Allocation of driver license examiner positions is based on apportionment of the number made available in the Division's budget. Within that preset limit, historical data on numbers of transactions by type in a given office, with average times to complete each transaction type, are used to calculate the number of positions an office should have.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative support	23
Supervisory	116

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

It is estimated that \$182,235 will be expended for temporary employment activities to assist with general program operations.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

No, estimated administrative costs for this activity are \$3,453,735.

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- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

FTE for this activity are found in the Licenses, Titles and Regulations organization chart, Chief of North, Central and South Field Operations.

### 4. Customers:

- a. Who are the key customers of this activity?

All persons who seek a Florida driver license or identification card.

- b. What product(s) or service(s) are provided to the customer?

Qualified customers gain the privilege to operate motor vehicles. All residents gain protection from the hazard of sharing the road with unqualified drivers. All residents and businesses gain the benefit of establishing secure legal identities for themselves and the people they deal with.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

Not applicable.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This is a core activity in the public efforts to control traffic crash losses and to carry out the innumerable personal, business, and government transactions which depend on true and secure legal identities.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Traffic crashes would increase, aspects of commerce which depend on establishing personal responsibility for payment, such as credit and checking,

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would cease to function, and the ability of law enforcement to identify individuals would be severely reduced.

- Long term (5 yrs)?

The impact described above would begin immediately upon ceasing to issue driver licenses and ID cards and would grow over time as the proportion of the population not licensed or securely identified grows.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

This activity is state mandated under Chapter 322, Florida Statutes.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes. See Item 6b.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

There has been a continuing expansion of outsourcing and privatization in this activity over the past several years, as described below. The major barrier, applicable largely to privatized driver license testing, is that this carries inherent incentives to conduct tests less rigorously than government examiners, and thus requires greater effort to provide adequate oversight. A similar problem would apply to legal identity issues if the basic issuance process was privatized.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

Tax collectors in 25 counties are authorized licensing agents. Most skills testing incorporated in the issuance process for Commercial Driver Licenses is provided by third party businesses or government agencies. Privatized testing for motorcycle endorsements is well established, and privatized testing for regular driver licenses is currently being piloted. Outsourcing of the basic issuance process to tax collectors is funded by a \$5.25 add-on fee that is retained by the tax collector. Privatized driver license testing is not directly supported from public funds. Customers may pay a fee for this

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service as set by the business conducting the tests, or costs may be absorbed by businesses testing their own commercial drivers.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload is increasing to the extent that Florida's population continues to grow, and increasing concerns relating to domestic security, identity theft, and the integrity of the testing process call for more time spent on each transaction by Department personnel.

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## Zero-Based Budgeting Activity Review

### 76250300 – Driver Licensure

**Activity / Business Process Review:** ACT2532 Maintain Records

**Activity/ Business Process Owner:** Harry Scott, Chief

**Phone:** (850) 921-0927

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

Computerized records on each licensed driver or ID card holder are used to administer and enforce driver licensing requirements, as well as other provisions of law linked to a person's driving privilege. Each person's record contains information on their current license status and a history of any violations, crashes, driver improvement actions, and other pertinent events. The system also contains control records enabling appropriate actions to be taken for non-licensed traffic violators.

Further, the Bureau of Records is responsible for the operation of a headquarters driver license and ID card issuance function to produce original "valid without photo/signature" licenses and ID cards, for duplicate or replacement licenses/stickers/ID cards, and temporary driving permits to support the agency's mission to continue to provide a safe driving environment. This activity provides a convenience service to its qualified customers and helps discourage lengthy lines at field examining offices.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The Bureau of Records maintains computerized driver history records on all licensed drivers and ID card holders, furthering the agency's mission to assure the basic competency of all drivers and to assure the individual's time identity. Records are screened, verified, corrected, and updated to assure currency to assist enforcement of laws and increase safety of Florida's motoring public. Current records are used also to satisfy public requests, comply with court actions, and complete administrative research. Driver history records are provided to the courts, law enforcement agencies, insurance companies, rental car agencies, attorneys, employers, state government agencies (within Florida or out-of-state), private citizens, as well as Federal agencies. Photographs from the negative film file and digitized file are provided to law enforcement agencies to support their

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investigations and a help desk resolves commercial driver issues with other states and transmits driver record information to the National Driver Register.

Bureau of Records staff also coordinate the convenience renewal and address change program utilizing mail-in, phone-in, and internet services. Staff also update individual driver history records and oversees the printing, distribution, retrieval, recording/accounting for over 4 million uniform traffic citations annually originating from approximately 480 law enforcement agencies and processed through the 67 county courts.

Accurate and timely driver record information is provided to all qualified entities desiring/inquiring this service. This is essential for compliance with the state information Sunshine laws and to improve driver safety statewide/nationally.

- c. Provide a list of the major tasks for the activity in process order.

Customers renewing licenses, recording address changes, and similar transactions through the mail-in process provide the applicable new information, which is manually entered onto the electronic database by BOR staff, combined with the existing driver record information to produce a driver license/sticker or ID card at department headquarters. If these transactions occur via the telephone/internet mediums, the information is transferred electronically to produce the same results. In all cases, production is monitored by BOR personnel to insure a quality product (license/sticker/ID card) is then mailed to the customer.

Driver license record activity consists of constant updates (mostly manual) by BOR staff or personnel from all other Division bureaus who have programmatic access to DL records, to include electronic and tape updates by the 67 county courts. Driver license record updates, corrections, deletes, whether applied manually or electronically, are screened, edited, verified by BOR staff to insure accuracy and timeliness.

Requests for record information from the public and other sources are manually recorded, processed, and filled either through a job control computer process or a manual collection of information and mailing process.

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## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 8,468,441	\$ 8,784,739	\$ 8,527,224
Total	\$ 8,468,441	\$ 8,784,739	\$ 8,527,224
FTE	147	149	149

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

Yes, fees for issuance of driver licenses are established by s. 322.21, F.S. and fees for issuance of ID cards are established by s. 322.051, F.S. Fees for sale of driver license records are established by s. 322.20, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Not applicable.

## 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Major cost factors and approximate annual amounts for this activity include:

Salaries and Benefits	\$ <u>4,768,622</u>
Uniform Traffic Citation Accounting System	\$ <u>1,632,351</u>
Data Processing	\$ <u>1,080,651</u>
Forms	\$ <u>650,000</u>

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

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Major redesign has either been done or is currently occurring in two major areas. Changes described in Appendix D for the "Issue driver Licenses and identification cards" activity (ACT2531) pertain as well to the headquarters issuance function of the Bureau of Records.

The Uniform Traffic Citation program is currently undergoing major redesign which will transform the processing and recording of information from law enforcement to the various courts, and in-turn, to this department from a manual process to the electronic arena. When completed, this will enhance driver safety due to increased accuracy and timeliness of driver information.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative support 6  
Supervisory 27

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative cost associated with this activity is \$533,271.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

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FTE for this activity are located in the Licenses, Titles and Regulations organization chart, Chief of Records.

### 4. Customers:

- a. Who are the key customers of this activity?

All persons who seek a Florida driver license or identification card.

- b. What product(s) or service(s) are provided to the customer?

Qualified customers conveniently regain the privilege to operate motor vehicles. All residents maintain protection from the hazard of sharing our highways with unqualified drivers. Driver record information provided in a timely manner to all requesting same.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

Both processes, convenience issuance and accurate record information, are core activities in the ongoing effort to maximize public safety and carry out the numerous personal, business, and government transactions which depend on timely and accurate driver history information.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Driver records maintained in this activity contain the information used to identify drivers, determine their legal driving status, history of violations, and similar facts that are essential to enforce traffic safety laws. Without adequate

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funding the staffing and computer essentials would not meet the demand of law enforcement, the courts, and the general public

- Long term (5 yrs)?

Overall negative impact would grow with time as the funding decreases. Eventually there would be no record of Florida drivers.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Yes, this activity is mandated in Chapter 322, Florida Statutes.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

No.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

The convenience issuance process has been explored for outsourcing or privatization and commercial vendors currently provide telephone/internet services, however, the product (license/sticker/ID card) is produced and mailed by this agency.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

The above outsourcing results in added fees of \$2.90 or \$3.00 per transaction for the customer using the above services.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

There has been a constant increase in workload since 1995 as the population has grown over the past decade and personnel resources decreased. Bureau of Records personnel have decreased in that time period from 215 to 149 FTEs (31%) while productively supporting increased demands/expectations of the public.

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## Zero-Based Budgeting Activity Review

### 76250300 – Driver Licensure

**Activity / Business Process Review:** ACT2533 Provide program customer service

**Activity/ Business Process Owner:** Janet Dennis, Chief

**Phone:** (850) 921-6658

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

More than 13 million Floridians depend on their continued ability to drive, and when problems arise, many need expert personal assistance to understand the complex laws and procedures governing what they must do to retain that privilege. This activity provides a centralized point of contact for customers to conveniently interact with a person who can access their records and provide specific guidance.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

Florida citizens and visitors need to drive and register and title their vehicles. They often have questions relating to these services, and many Floridians experience a suspension or revocation of their driving privilege and need specific assistance to clear their record and regain a valid driver license. The Customer Service Center provides this service for approximately 14,250 individuals every week. Often these calls result in faxed information being sent to us to allow us to clear the record or provide other service the customer needs.

- c. Provide a list of the major tasks for the activity in process order.

A customer calling the Customer Service Center goes through the following steps:

- Calls 850/922-9000 and makes selections within the Interactive Voice Recognition (IVR) system based on their problem
- Many calls can be aided by the IVR without the need to talk to a customer service analyst.
- Provide information to analyst allow us to locate their record—either a driver license, social security number, financial responsibility case number, title number, VIN or hull number
- Describe the problem
- Analyst reviews the record
- Analyst provides information regarding resolving the problem

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- Analyst records information in the computer indicating what the customer was told
- Customer may fax supplemental information to us to clear the problem
- We process the fax to clear the record
- If problem particularly complex, or customer particularly angry, call may be escalated to a consumer services consultant or supervisor for handling.

This is an interactive process that the customer conducts with the analyst, and is aided by three computer systems—the Expert System (specifically designed to help aid customers with driver license and motor vehicle questions), the Florida Driver license Issuance System (FDLIS) and the Florida Real-Time Vehicle Information System (FRVIS).

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 4,269,519	\$ 4,273,262	\$ 4,469,094
<b>Total</b>	<b>\$ 4,269,519</b>	<b>\$ 4,273,262</b>	<b>\$ 4,469,094</b>
FTE	85	88	88

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate “N/A”.}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Not applicable.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

- Salary and Benefits \$3,343,916
- Software Maintenance \$ 35,000

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- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

Yes. The DHSMV call center received huge volumes of attempted calls. Callers received numerous busy signals and often spent long periods of time waiting in the queue to reach an agent. The solution designed was multi-faceted, it included:

- Combining two call centers within DHSMV, retrain and monitor employees so they could all answer questions on both driver license and motor vehicle issues.
  - Institute a bonus program as incentive for employees to improve
  - Add technology.
  - Develop custom software, and improved the speed and efficiency of its call center by reducing wait time from an average of 7 minutes, to an average of 3 minutes. Improvements were made using technology, improved systems processing, revamping the internal structure of the unit and human improvement.
  - Examine systems within the agency to improve efficiencies. In June of 2000, we combined two phone centers within the Department – one had handled motor vehicle calls, the other had handled driver license calls. We combined these two units, cross trained personnel, developed an updated Expert computer software system to support their efforts and installed a new Interactive Voice Recognition phone system to automate some routine calls. The Department of Highway Safety's Customer Service Center We enhanced the primary software product used by phone analysts to assist customers--we added significant information to this software on motor vehicle issues. In addition, we installed an Interactive Voice Recognition telephone system which routes calls, but also provides information directly to consumers via phone or fax. At least 700 calls each week related to motor vehicle data are handled completely by the IVR; and another 500 faxes are sent to customers requesting specific information.
  - We've gone from a wait time of typically 7 minutes in queue early in 2001, to answering 60% of our calls with a wait time of less than 3 minutes. Customers who call before 10 a.m. now often get directly to a customer service representative with no wait at all. The abandonment rate has dropped drastically throughout the year -- from July-September almost 18% of customers abandoned the call due to the long wait time. In Jan-March, 2002, the abandonment rate has dropped to 9.18%.
- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

Resource analysis programs in the phone system software for this activity, if adhered to, indicate that the number of FTE's needed for this activity exceeds those available due to budgetary constraints.

- d. How many of the FTE identified for this activity is administrative support staff?  
How many is supervisory staff?

Administrative support 12

Supervisory 7

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative cost associated for this activity is \$314,952.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

FTE for this activity are located in the Licenses, Titles and Regulations organization chart, Chief of Customer Service.

### 4. Customers:

- a. Who are the key customers of this activity?

- All persons who seek a Florida driver license or ID card or to remove sanctions from their Florida license.
- Anyone who registers or titles a motor vehicle, mobile home or vessel in Florida
- Permanent residents of Florida living or traveling outside of Florida
- Insurance companies, banks, lending institutions, towing companies, auto dealers, trucking companies—any company that needs access to an individuals driving record or motor vehicle record.

- b. What product(s) or service(s) are provided to the customer?

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Information regarding a specific driver license or motor vehicle record, or driver license or motor vehicle policy.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

The information provided by this unit is critical to individuals—in their ability to drive and register their vehicles, and to businesses. They must have access to this information in some easily accessible form. There is no other existing source that could provide this service. For example, driver license offices, which are already busy serving customers with more routine functions, would be overwhelmed if called upon to help customers with complex issues on their record. In addition, customers who are not located in Florida would be left with nowhere to get information except to come back to Florida in order to find out what the problem is with their record, and resolve it.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Frustrated citizens would be very vocal in expressing their displeasure to any who would listen. They would try to find the service elsewhere and overload other offices whose primary function is to license or renew drivers.

- Long term (5 yrs)?

If access to telephone assistance for customers seeking help with problems relating to their driver licenses, vehicles, or vessels were discontinued, the immediate impact noted above would continue for so long as no such services were available.

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- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.
- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

No.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

Preliminary discussions have occurred with private call centers whose costs have not been competitive with the existing call center costs—and who don't have the background in the complex driver license and motor vehicle laws and procedures that current staff has.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Activity is increasing. We are constantly evaluating technological solutions to providing more automated information to the public. We have established a driver license check on our website at [www.hsmv.state.fl.us](http://www.hsmv.state.fl.us) that provides some basic information on a license status—and in certain basic cases, it tells the customer what needs to be done to clear up the record. Legislation in 2001 requires similar basic information on motor vehicles be available on the web—that development is now underway. We are exploring technology that might help us assist customers more quickly, therefore help more callers. The funding of these must be weighed in light of overall agency needs.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76250300 – Driver Licensure

**Activity / Business Process Review:** ACT2534 Pass through for voluntary contributions collected on the driver's license application

**Activity/ Business Process Owner:** Sandra C. Lambert, Director **Phone:** (850) 414-2426

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The act of issuing a driver license or ID card is one of the most common occasions for bringing residents in contact with government, and therefore becomes an opportunity for promoting voluntary interactions that serve other worthwhile needs. This activity represents the distribution of voluntary monetary contributions to approved state and non-profit entities for designated purposes.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The application for a driver license or ID card includes language permitting voluntary contributions to certain approved organizations. Applicants are asked whether they wish to contribute during the application process as described below. Any additional funds collected from the applicants when they pay their issuance fees are distributed accordingly.

This activity is required by Section 322.08 (6) (a-e), Florida Statutes

- c. Provide a list of the major tasks for the activity in process order.

During the driver license or ID card application process, the examiner asks the customer if he/she wishes to contribute to:

- Election Campaign Trust Fund
- Organ Donor and Tissue Education and Procurement Trust Fund
- Florida Council of the Blind
- Hearing Research Institute, Incorporated
- Juvenile Diabetes Foundation International

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The dollar amount of the contribution designated by the customer is entered on the driver license or ID card application.

The appropriate additional fee is collected when the customer pays for the issuance and a receipt is provided.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 460,615	\$ 620,000	\$ 620,000
Total	\$ 460,615	\$ 620,000	\$ 620,000
FTE	0	0	0

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

Section 322.081 (1) (b), F.S., states in part:

(1) An organization that seeks authorization to establish a voluntary contribution on a driver's license application must submit to the department:

(a) A request for the particular voluntary contribution being sought, describing the proposed voluntary contribution in general terms.

(b) An application fee, not to exceed \$10,000 to defray the department's cost for reviewing the application and developing the voluntary contribution check off, if authorized. State funds may not be used to pay the application fee.

If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Not applicable.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

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There are no key cost drivers for this activity. This activity serves only as a pass through of funds to approved state and non-profit organizations.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those, which are anticipated for implementation.

Not applicable.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

Resource needs for this activity are determined by the driver license and ID card issuance activity.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Not applicable.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

Not applicable.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

Not applicable.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

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Not applicable.

## 4. Customers:

- a. Who are the key customers of this activity?

All driver license and ID card applicants are potential donors through this activity. Customers, in the sense of being beneficiaries, include the organizations listed under Item 1.c. above.

- b. What product(s) or service(s) are provided to the customer?

Additional funds for the beneficiary organizations.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

Expenditures are reserved for the constituency groups of the beneficiary organizations. The impact if eliminated would be a reduction of \$620,000 in annual funding for these groups.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

Described throughout this appendix.

## 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity provides our customers with the option of making voluntary donations to approved state and non-profit organizations.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

The distribution of voluntary contributions would be impacted if this activity were not funded. The inability to make distributions to approved state and non-profit organizations could result in a reduction in annual funding for these groups.

- Long term (5 yr)?

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The distribution of voluntary contributions would be impacted if this activity were not funded. The inability to make distributions to approved state and non-profit organizations could result in a reduction in annual funding for these groups.

- b. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Yes, this activity is state mandated in s. 322.08 (6), Florida Statutes.

- c. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Tax collector licensing agents also perform this activity.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

This activity may be considered the reverse of privatization, in the sense that it brings government into the collection of charitable contributions, which is traditionally carried out primarily by the private sector.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

See above.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload in this activity is built into driver license and ID card issuance workload, which is generally increasing as Florida's population grows.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76250400 Motorist Financial Responsibility Compliance

**Contact:** T. N. Prakash, Chief

**Phone:** (850) 488-6435

### 1. Description of Service and Purpose Statement:

- a. What is the purpose and/or mission of this service and why is government providing this service?

The Motorist Financial Responsibility Compliance service is responsible for helping protect motorists from financial loss due to traffic crashes. This is accomplished by making vehicle owners/registrants comply with Florida automobile insurance laws. Personal Injury Protection (PIP) and Property Damage Liability (PDL) coverage are required by Florida's Motor Vehicle No-Fault Law and is mandatory for all vehicle owners and registrants of motor vehicles (Ch. 627, F.S.). Bodily Injury Liability (BIL) coverage is required under the Florida Financial Responsibility Law (Ch. 324, F.S.) when an operator displays evidence of bad driving behavior.

Activities for carrying out this responsibility involve administering Florida's No Fault and Financial Responsibility laws; verifying financial responsibility with evidence presented in one of several forms provided in the law; verifying insurance coverage through maintenance of an insurance database of all active policies and cancellations; suspending driving privileges of persons for non-compliance with Florida's motor vehicle insurance laws; and reinstating suspended driving privileges upon compliance. Consumers are protected through verification that licensed drivers and motor vehicles are properly insured.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

Florida motorists are legally required to maintain insurance coverage or make other financial arrangements to compensate the damages of any crash in which they might be involved. The Division of Driver Licenses Bureau of Financial Responsibility provides this service by linking enforcement to the driving privilege; a motorist's license will be suspended if the department finds they have dropped the required coverage or been involved in a crash without making proper compensation. Administration of these provisions requires continuous interaction with insurance companies, vehicle owners, the courts, and the crash records system.

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The department has established an insured motorist database wherein insurance companies supply information on all new policies and periodic updates for terminations, and non-renewals. This information is then compared with the state's vehicle registration database and the driver license database. The department suspends the registration for vehicles that are found to be uninsured and also suspend these motorists' driver licenses.

Other activities include updating driving history records and maintaining and distributing procedures and operational bulletins pertaining to forms and form filings to all fire and casualty insurance companies and agents licensed to do business in Florida.

- c. Explain how this service relates to the agency's mission.

Driver license-related activities are intended to increase protection and public safety by licensing only those drivers who demonstrate they comply with the requirements of financial responsibility to other users of the road. This is demonstrated by complying with Florida automobile insurance laws. Such compliance, when enforced, insures reduction in cost to the state, reduction in uninsured motorist premiums, and provides for the economic and physical safety of the public.

- d. Explain why this service should be continued. What is the impact if the service were eliminated?

The purpose of this service is to ensure that licensed drivers maintain financial responsibility to others by complying with Florida automobile insurance laws and requirements and to protect insured motorists against financial losses in case of an accident. Between Fiscal Year 1995-96 and 2001-02, over 700,000 of the state's registered vehicles were brought into compliance. Lack of enforcement compliance by the state would result in extraordinary increase in costs to the law-abiding public in the form of increased uninsured motorist premiums. In addition, it could substantially lead to increased impact in our court systems by unnecessary litigation.

- e. Does the agency have any work flow charts or process maps which it uses to convey what this service does? If so please provide.

Charts indicating the process flow in the enforcement process are attached for each type of case generated for enforcement.

### 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}
- Percent of motorists complying with financial responsibility

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- Number of insured motorists
- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.

From FY 1999-00 to FY 2001-02, the percentage of motorists complying with financial responsibility laws has increased from 84% to 88%.

From FY 1999-00 to FY 2001-02, the number of insured Florida motorists has increased from 7,771,295 to 8,6104,83.

- c. Describe internal and external trends and conditions affecting performance related to this service.

### Internal Trends:

- Increased outsourcing of crash record update functions has delayed monitoring process
- Resource constraints have delayed the transference to improved technology applications
- Changes in technology could not be speedily adapted to improve monitoring functions

### External Trends:

- Newer liability insurance laws nationwide have placed constraints on the industry
  - Flexibility in adapting to new technology has been affected within the industry
  - Technology changes have not been taken up jointly by both sectors expeditiously
- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

The cost of enforcement has been substantially reduced over the last two years. The Bureau has reduced staff strength from 69 FTE positions to 56 positions, and still delivering the required output but at an increased pace.

The revenues generated by the Bureau through reinstatement fees has increased by over 60% to \$13.2 million in FY2001-02, over 1995-96, when the revenues were \$8.2 million. The costs associated reduced substantially since 32% fewer notices were mailed at a savings of over \$100,000.

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The program of enforcement in Florida is considered a leading program and adopted as a model by many states in some form or fashion. The agency's seminars provided to the industry has been adopted for a nationwide symposium to be given in mid-2003 in Chicago, with Florida leading the way.

The agency was also primarily instrumental in defining a nationwide standard for calculating the uninsured motorist rate which has been adopted by the American Association of Motor Vehicle Administrators.

### 3. Summary of Resources – Service Level:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 64,066	\$ 64,530	\$ 64,765
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 2,894,332	\$ 2,627,185	\$ 2,644,928
Total	\$ 2,958,398	\$ 2,691,715	\$ 2,709,693
FTE	57	56	56

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate "N/A".}

### 4. Summary of Activities:

Priority Ranking	Activities (Business Processes)	FTE	FY 2002-2003 Est Expenditures	Statutory References
1	Administer Motorist Insurance Laws	56	\$ 2,691,715	Ch. 324, F.S. Ch. 627, F.S.
See Note	Total Service: Motorist Financial Responsibility Compliance	56	\$ 2,691,715	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency's mission and goals statements in the Agency LRPP.

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## Zero-Based Budgeting Activity Review

### 76250400 – Motorist Financial Responsibility Compliance

**Activity / Business Process Review:** ACT2541 Administer motorist insurance laws

**Activity/ Business Process Owner:** T. N. Prakash, Chief      **Phone:** (850) 488-6435

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

Activities for carrying out this responsibility involve administering Florida's No Fault and Financial Responsibility laws; verifying financial responsibility with evidence presented in one of several forms provided in the law; verifying insurance coverage through maintenance of an insurance database of all active policies and cancellations; suspending driving privileges of persons for non-compliance with Florida's motor vehicle insurance laws; and reinstating suspended driving privileges upon compliance. Public safety is enhanced through verification that licensed drivers and motor vehicles are properly insured.

Driver license-related activities are intended to increase protection and public safety by licensing only those drivers who demonstrate they comply with the requirements of financial responsibility to other users of the road. This is demonstrated by complying with Florida automobile insurance laws. Such compliance, when enforced, insures reduction in cost to the state, reduction in uninsured motorist premiums, and provides for the economic and physical safety of the public.

Florida motorists are legally required to maintain insurance coverage or make other financial arrangements to compensate the damages of any crash in which they might be involved. Enforcement is linked to the driving privilege; a motorist's license will be suspended if the Department finds they have dropped the required coverage or been involved in a crash without making proper compensation.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The purpose of this service is to ensure that licensed drivers maintain financial responsibility to others by complying with Florida automobile insurance laws and requirements and to protect insured motorists against financial losses in case of an accident. Between Fiscal Year 1995-96 and 2001-02, over 700,000 of the state's registered vehicles were brought into compliance. Lack of enforcement compliance

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by the state would result in extraordinary increase in costs to the law-abiding public in the form of increased uninsured motorist premiums.

- c. Provide a list of the major tasks for the activity in process order.
- Maintain the insurance industry business book for verifying registered vehicles are insured
  - Verify insurance prior to tag renewal
  - Follow-up when policy cancellations are reported by insurance industry
  - Monitor driving patterns and compliance with traffic laws
  - Monitor crash records to ensure at-fault parties are adequately insured
  - Enforce financial responsibility requirements appropriately on violators

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 64,066	\$ 64,530	\$ 64,765
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 2,894,332	\$ 2,627,185	\$ 2,644,928
<b>Total</b>	<b>\$ 2,958,398</b>	<b>\$ 2,691,715</b>	<b>\$ 2,709,693</b>
FTE	57	56	56

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

Yes, fees are specified in Sections 627.733 and 324.071, Florida Statutes. This activity is only minimally funded from General Revenue.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Currently, the Bureau generates \$13.2 million in fees and has expenditures of approximately \$2.7 million annually. The excess revenues support general operations of the Department.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

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Personnel costs are the primary costs. This has been steadily decreasing over the last 3 years. Other costs related to travel, etc. are minimal. Cost of data processing is approximately 10% of total bureau costs. A rough breakdown of costs are given below:

Salaries and Benefits	<u>\$ 1,736,306</u>
Data Processing	<u>\$ 490,237</u>
Postage	<u>\$ 331,250</u>

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those, which are anticipated for implementation.

Re-engineering the processes and practices has steadily reduced the personnel costs of the bureau. Re-engineering involved a detailed study of the processes, identifying the weakness in the processes, eliminating redundancies, and identifying external deficiencies in our partners. These weaknesses were eliminated and strengths reinforced.

Awaiting implementation is the use of FTP methods and advanced computer applications to further enhance timeliness and accuracy of enforcement and further result in cost savings. A greater benefit with such improved applications with minimal cost implications will be the substantial reduction in the redundancy of mailing notices to properly insured vehicle owners/registrants.

More accurate targeting of non-compliant industry partners has also been started for accurate monitoring and the new reports currently being generated and under testing will help us adequately identify every insurance company found not in compliance with our laws. This will assist in improved enforcement and improve our efficiencies and productivity in the enforcement process.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

There are no standard workloads prescribed in the industry for this activity. The other states do not have a program similar to ours, since the two-tier system of

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requiring no-fault insurance from all owners and targeting proven violators for liability insurance is unique to this state. The enforcement of the various laws are also not uniform among the states, since most do not have a preemptive program as we do. Even the four other states, which do have preemptive programs, have laws dissimilar to ours and hence are not comparable.

The insurance laws have been enforced for over 30 years. Just as any other program, program managers, with their knowledge of state government functions and expertise in program enforcement developed these resource requirements. They were, in the last five years reviewed, studied, and reengineered with the advent of technology, and as a result substantially reduced the need for greater resources. The productivity of the Bureau has increased substantially in the last 5 years. FTE to Case Production ratio has improved from approximately 11,900 cases per FTE in 1996-97 to 14,500 cases per FTE in 2001-02.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative support 2

Supervisory 5

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative cost associated for this activity is \$200,424.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

FTE for this activity are located in the Licenses, Titles and Regulations organization chart, Chief of Financial Responsibility.

#### 4. Customers:

- a. Who are the key customers of this activity?

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Every motor vehicle owner/registrator and every operator who violates our traffic laws.

- b. What product(s) or service(s) are provided to the customer?

Assurance that in the event of a crash or other driving related problems, the victim is provided for compensation for damages and injuries.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

None.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

None.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

The purpose of this service is to ensure that licensed drivers maintain financial responsibility to others by complying with Florida automobile insurance laws and requirements and to protect insured motorists against financial losses in case of an accident. Between Fiscal Year 1995-96 and 2001-02, over 700,000 of the state's registered vehicles were brought into compliance. Lack of enforcement compliance by the state would result in extraordinary increase in costs to the law-abiding public in the form of increased uninsured motorist premiums. In addition, it could substantially lead to increased impact in our court systems by unnecessary litigation.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Increase in uninsured motorists

- Long term (5 yrs)?

Increase in court cases, redundant litigation, and uninsured motorist premiums and added cost to law abiding citizens.

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- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

This activity is state mandated in Chapters 627 and 324, Florida Statutes.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

No. The enforcement function is exclusively performed by this agency.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

This has been explored for outsourcing and found not feasible without relinquishing enforcement functions.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Generally will decrease over time but maintain itself at an optimum level. We believe that this optimum level will be reached in the next two years.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76250500 Identification and Control of Problem Drivers

**Contact:** Peter Stoumbelis, Assistant Director

**Phone:** (850) 414-2426

### 1. Description of Service and Purpose Statement

- a. What is the purpose and/or mission of this service and why is government providing this service?

The Identification and Control of Problem Drivers service area is responsible for identification and control of problem drivers through the suspension, revocation, disqualification, and cancellation of driving privileges; conducting administrative reviews for persons subject to certain driving sanctions under the law; and approval of course curricula and evaluation of driver improvement-related course programs. A basic precept in traffic safety is that drivers who repeatedly violate traffic laws, cause crashes, or otherwise demonstrate they are a hazard to others should have their driving privileges removed. Florida law provides many criteria for identifying such problem drivers and specifies the actions to be taken in response.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

The Bureau of Driver Education and DUI programs is responsible for approving and monitoring DUI (driving under the influence of alcohol or drugs), commercial driving schools and motorcycle safety programs. The bureau trains and certifies program staff in all program areas for DUI, Motorcycle Rider and Commercial Driving School programs. The bureau responds to customer inquiries, processing grievances for these programs, and handles appeals related to DUI offenders. Other activities include evaluating and approving driver improvement curricula, testing those curricula for effectiveness and conducting research to develop improved education methods. The bureau is also responsible for staff work with the judicial system to coordinate services. Staff also develop, train, and coordinate volunteers that assist in the monitoring of DUI programs.

The Bureau of Driver Improvement is responsible for identifying and sanctioning problem drivers, investigating fraudulent driver license and identification card activity, and functioning in a regulatory capacity to identify severely impaired drivers who are potentially dangerous. These activities are carried out through the bureau's driver services and medical sections. Driver services activities include enforcing revocation, suspension, cancellation, and disqualification sanctions imposed on problem drivers and independently investigating, analyzing, and

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

resolving complaints and inquiries from the courts, driver license offices, law enforcement and other state agencies relating to fraudulently obtained driver license and identification cards. Medical services activities include screening, reviewing, and evaluating drivers who may have a physical or mental disability that could interfere with their ability to safely operate a motor vehicle.

The Bureau of Administrative Reviews' functions include conducting driver license reviews to issue offender-restricted licenses, administering driver license hardship hearings for reinstatements, reviewing records, conducting formal and informal reviews for administrative suspensions and medical competency and financial responsibility reviews, and conducting field investigations that are requested by other service category entities.

- c. Explain how this service relates to the agency's mission.

Driver license-related activities are intended to increase protection and public safety by licensing only those drivers who demonstrate the necessary competency to be licensed and legally operate motor vehicles on the public roadways. A basic precept in traffic safety is that drivers who repeatedly violate traffic laws, cause crashes, or otherwise demonstrate they are a hazard to others should have their driving privileges removed. Florida law provides many criteria for identifying such problem drivers and specified the actions to be taken in response. Driver improvement activities include enforcing revocation, suspension, cancellation, and disqualification sanctions imposed on problem drivers and independently investigating, analyzing, and resolving complaints and inquiries from the courts, driver license offices, law enforcement, and other state agencies relating to fraudulently obtained driver license and identification cards. Additionally, drivers who may have a physical or mental disability that could interfere with their ability to safely operate a motor vehicle are evaluated and appropriate action taken.

Drivers subject to certain sanctions relating to their driving privilege are entitled under law to administrative review of their cases. This review program allows suspended drivers to petition for limited reinstatement restricted to business, employment or education purposes. This program enhances public safety by ensuring that restricted driving privileges are only granted to those persons who do not pose a risk to highway safety.

Drivers may be required to participate in educational and treatment programs designed to address the problem driver's behavior and improve their driving performance. Drivers who accumulate numerous traffic violations may be required to complete either an advanced driver improvement or basic driver improvement course. For those drivers with DUI's, a substance abuse education course and treatment may be required. Oversight and interaction with these programs are provided as needed to assure effective content and drivers' completion of the program required. These include safety courses for people wishing to obtain a motorcycle endorsement on their license (note: this is mandatory training for

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

persons under 21 years of age who wish to ride a motorcycle) and the Traffic Law and Substance Abuse Education course which is required for anyone who has never been licensed or who has not completed a Department of Education driver education course.

- d. Explain why this service should be continued. What is the impact if the service were eliminated?

This service should be continued because of the reduction in problem behaviors in the populations that attend the above mentioned courses. These improvements are documented in regular departmental studies or data analysis. For example, 86% of the DUI graduates do not recidivate within three years of completing the process. Students who attend a driver improvement course have fewer violations and crashes than drivers who do not attend. The impact of the elimination of this service would allow drivers with documented problem behaviors unrestricted access to Florida's highways where they would be a danger to other law-abiding drivers.

- e. Does the agency have any work flow charts or process maps which it uses to convey what this service does? If so please provide.

None.

### 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}
- Number of driver licenses/ID cards suspended, cancelled and invalidated as a result of fraudulent activity
  - Percent of DUI course graduates who do not recidivate within 3 years of graduation
  - Number of Problem drivers identified
  - Number of administrative reviews and hardship hearings completed
  - Number of graduates from driver improvement, DUI, and motorcycle courses
- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.

Number of driver licenses/ID cards suspended, cancelled and invalidated due to fraudulent activity:

FY99-00	2356
FY00-01	2749
FY01-02	2742

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Number of problem drivers:

FY99-00	1,100,883
FY00-01	1,211,083
FY01-02	1,344,161

For graduates of DUI programs, the percent improvement rate has risen some each year from the benchmark of 85.71%. This small increase is absorbed when the figures are rounded for the reports.

- c. Describe internal and external trends and conditions affecting performance related to this service.

New legislation increased the number of possible reasons a driver may be sanctioned, increasing the number of drivers who qualify as problem drivers. With regard to number of driver licenses/ID cards suspended, cancelled, or invalidated, this measure was affected over the last three years by turnover, training, vacant positions, and reallocation of staff to handle immigration concerns. . New Level I and II curricula implemented August 1, 2002; zero tolerance offenders with greater than a .05 BAC now must attend DUI education; permanent revocations for DUI cannot get a driver license and do not need to attend the education intervention unless court ordered; an 85% increase in trained motorcycle operators in the last 2 years; the repeal of the helmet law; the increase in motorcycle rider fatal crashes; driver Improvement courses that use technology as the delivery system which offer alternatives too traditional in person course delivery; distance learning training of drivers; the curriculum review committee that designs, develops and tests the criteria for driver improvement courses and reviews submitted curricula; deregulation of oversight of driver improvement schools; the number of commercial driving schools has increased 62% and the number of commercial driving school instructors has increased 72%.

- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

With regard to driver improvement activities, several benchmarks are used. These include the number of activities or cases handled per FTE with respect to medical revocations, fraud and identity theft, correspondence, customers handled individually, and total caseload. The numbers of fraud and medical case decisions that are reversed are also considered.

With regard to administrative reviews, there are two significant internal benchmarks – the number of cases handled per Hearing Officer, and the number of decisions on those cases that are later overturned on appeal.

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With regard to activities of the Bureau of Driver Education and DUI, benchmarks on such measures as recidivism of DUI course graduates were originally established in the “PB Squared” planning and budgeting process using historical data from 1992 through 1997.

No comparable benchmarks from other government or private sources have been identified.

### 3. Summary of Resources – Service Level:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 227,124	\$ 228,596	\$ 575,842
Federal Trust Fund(s)	\$ 228,530	\$ 492,481	\$ 493,521
State Trust Fund(s)	\$ 9,658,052	\$ 9,925,988	\$ 10,025,668
Total	\$ 10,113,706	\$ 10,647,065	\$ 11,095,031
FTE	219	217	217

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate “N/A”.}

### 4. Summary of Activities:

Priority Ranking	Activities (Business Processes)	FTE	FY 2002-2003 Est Expenditures	Statutory References
1	Conduct Administrative Reviews	136	\$ 5,929,305	Ch. 322.2515, F.S. Ch. 322.2616, F.S. Ch. 322.62, F.S. Ch. 322.271, F.S.
2	Oversee Driver Improvement Activities	64	\$ 3,167,493	Ch. 322.025, F.S. Ch. 322.0261, F.S. Ch. 318.1452(1)(a), F.S.
3	Conduct Driver, Driving Under the Influence & Motorcycle Education Activities	17	\$ 1,550,267	Ch. 318.1451(1)(a), F.S. Ch. 322.292, F.S. Ch. 322.0255(2), F.S.
See Note	Total Service: Identification and Control of Problem Drivers	217	\$ 10,647,065	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency’s mission and goals statements in the Agency LRPP.

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## Zero-Based Budgeting Activity Review

### 76250500 – Identification and Control of Problem Drivers

**Activity / Business Process Review:** ACT2551 Oversee driver improvement activities

**Activity/ Business Process Owner:** T.N. Prakash, Chief      **Phone:** (850) 488-6435

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

A basic precept in traffic safety is that drivers who repeatedly violate traffic laws, cause crashes, or otherwise demonstrate they are a hazard to others should have their driving privileges removed. Alternatively, they may be required to participate in educational and treatment programs designed to change their behavior. Florida law provides many criteria for identifying such problem drivers and specifies the actions to be taken in response. This activity administers those provisions.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This is a key activity in the agency's mission to provide a safe driving environment for the motoring public. This activity is responsible for taking driver license sanction actions against drivers who violate traffic laws, investigate fraudulently issued driver licenses and identification cards and identifying physically or mentally impaired drivers that are potentially dangerous.

- c. Provide a list of the major tasks for the activity in process order.
  - Revoke, suspend, cancel or disqualify driving privileges as statutorily required for violating traffic laws.
  - Review and investigate driving qualifications for physically and mentally impaired and potentially dangerous drivers.
  - Investigate and give relief to customers' inquiries and complaints of identity fraud.
  - Verify Non-U.S. citizens' legal presence in the United States for licensing purposes.
  - Correspond with customers by letter, fax, and e-mail on inquiries concerning reinstatement requirements, status and clearance letters.

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## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 227,124	\$ 228,596	\$ 229,342
Federal Trust Fund(s)	\$ -	\$ 70,000	\$ 60,000
State Trust Fund(s)	\$ 2,917,346	\$ 2,868,897	\$ 2,889,843
Total	\$ 3,144,470	\$ 3,167,493	\$ 3,179,185
FTE	64	64	64

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

Yes. Reinstatement fees are established in s.322.12 and s.322.29, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

As an alternative to General Revenue funding, the Department could recommend fee increases if so directed.

## 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salary and Benefits	<u>\$ 2,094,274</u>
Data Processing	<u>\$ 582,996</u>
Postage	<u>\$ 201,638</u>

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

Re-engineering of work process is ongoing as we continually implement new laws each year with fewer FTE's to process the work. More automation is done as funds and technology allow.

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- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative support 3

Supervisory 9

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

This activity is funded for approximately \$37,000 for two OPS positions. One position is a physician assigned to the Medical Review Section who makes final recommendations as to whether an individual should be licensed to operate a motor vehicle based on medical reasons. The other position performs various miscellaneous administrative duties.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative cost associated with this activity is \$229,056.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

This activity is found in the Licenses, Titles and Regulations table of organization, Bureau of Driver Improvement.

#### 4. Customers:

- a. Who are the key customers of this activity?

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All Florida driver license holders.

- b. What product(s) or service(s) are provided to the customer?

Qualified drivers can expect continued licensing privileges while unqualified or impaired drivers will have their driving privilege sanctioned.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

If enforcement ceased, potentially dangerous and hazardous drivers with total disregard for the traffic laws of Florida would be allowed to freely drive on the streets and highways causing harm to innocent citizens of this state.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

The impact would be immediate upon ceasing to sanction unqualified drivers.

- Long term (5 yrs)?

Unqualified potentially dangerous and possibly physically impaired drivers would be allowed to drive without sanctions. Vehicle crashes and fatalities would increase, innocent people would be harmed.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Yes, this activity is state mandated by Chapters 316, 318 and 322, Florida Statutes, and federally mandated by Federal Motor Carrier Safety Regulations.

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- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

No.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

The process of sanctioning drivers or removing driving privileges is inherently a function reserved for government. Because of this, it is felt that this activity would not be a good candidate for outsourcing or privatization.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Increasing due to increase in the driving population but expected to increase at a decreasing rate until an optimum level of activity is reached.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76250500 – Identification and Control of Problem Drivers

**Activity / Business Process Review:** ACT2552 Conduct administrative reviews

**Activity/ Business Process Owner:** Gloria Cooksey, Chief      **Phone:** (850) 414-1551

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The purpose of this activity is to provide due process for individuals identified as problem drivers and to provide a means by which they can continue to drive on a limited basis. This allows drivers to continue to be productive members of society by allowing them to continue to drive to and from their place of employment and other any driving necessary to maintain their livelihood. This provides an avenue to modify an individual's driving behavior without undue hardship to them or their families. Providing a means of due process is also necessary for individuals given roadside suspensions in conjunction with a DUI arrest and in other situations to insure individuals have a means of presenting proof of errors on their driving records. Another important part of this activity is to investigate questionable drivers reported to the agency by various means. This activity is critical to the agency's mission to insure safety and due process to the motoring public.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

Drivers subject to certain sanctions relating to their driving privilege are entitled under law to administrative review of their cases. For example, reviews are conducted to determine whether a driver whose license has been revoked as a Habitual Traffic Offender or for Driving Under the Influence may, without undue hazard to the public, have limited driving privileges restored for purposes of driving on a restricted basis. Another example is reviews conducted after the issuance of a roadside suspension to determine if the suspension should be sustained, invalidated or amended based on evidence submitted by Law Enforcement and the driver. This activity also includes investigating questionable drivers to determine if there are physical or medical problems that might affect their operation of a motor vehicle. If problems are detected, the privilege to drive may be taken away from these individuals or their privileges restricted to driving with limitations, i.e., driving during daylight hours only.

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- c. Provide a list of the major tasks for the activity in process order.
- Receive administrative suspension case files from law enforcement
  - Add sanctions to driving records
  - Schedule administrative reviews/hearing upon request from drivers
  - Conduct administrative reviews/hearings
  - Maintain (audio) records of the reviews/hearings
  - Render final disposition orders for reviews/hearings
  - Conduct investigations on questionable driver
  - Report findings of investigations to proper entity within the agency
  - Collect driver license from sanctioned drivers when not surrendered

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ 346,500
Federal Trust Fund(s)	\$ 228,530	\$ 422,481	\$ 433,521
State Trust Fund(s)	\$ 5,367,321	\$ 5,506,824	\$ 5,569,899
<b>Total</b>	<b>\$ 5,595,851</b>	<b>\$ 5,929,305</b>	<b>\$ 6,349,920</b>
FTE	138	136	136

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is supported by fees as authorized in s. 322.12, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Not applicable.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

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Major cost factors and approximate annual amounts for this activity include:

Salaries and Benefits	\$ <u>5,052,852</u>
Hearing Officer Grants	\$ <u>422,481</u>

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those that are anticipated for implementation.

The activity has been reviewed and redesigned in various areas. The process for recording hearings/reviews has recently changed from analog recorders to digital recording systems. This provides for a much better recording and is a more versatile and less expensive medium for storage. The hearings/reviews can be transmitted electronically. This reduces time spent by personnel copying analog tapes. New technology is also being used to obtain records from local courts and for communicating with attorneys, law enforcement and the public. This enables us to reduce time delays in mailings and postage expenditures. Other projects are being developed such as centralizing control of telephonic hearings and centralized scheduling of hearings/reviews. This will enable a more even distribution of workload throughout the state without relocating positions to accommodate workload activity changes in one area of the state.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

Work standards are being developed.

- d. How many of the FTE identified for this activity are administrative support staff?  
How many are supervisory staff?

Administrative support	7
Supervisory	21

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

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None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative cost associated with this activity is \$486,744.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

FTE for this activity are located in the Licenses, Titles and Regulations organization chart, Chief of Administrative Reviews.

### 4. Customers:

- a. Who are the key customers of this activity?

Problem drivers with sanctions imposed and drivers with questionable driving abilities.

- b. What product(s) or service(s) are provided to the customer?

Qualified drivers are allowed to reinstate their driving privilege on a restricted basis during their sanction period. Persons with roadside suspensions are afforded due process. The overall motoring public benefits from the review of problem drivers and only drivers with improved driving behaviors are allowed to regain their driving privileges on Florida's highways.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

Not applicable.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

Not applicable.

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### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This program is essential to dealing with problem drivers and providing due process for drivers.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Eligible sanctioned drivers would have to serve out their sanction periods with no means of obtaining a driver license on a restricted base for hardship purposes. In most cases this would mean loss of employment. Individuals with roadside suspensions would have no avenue for due process. There would be no means of identifying drivers with questionable driving abilities.

- Long term (5 yrs)?

The impact described above would lead to more individuals driving illegally during their sanction period or loss of employment. The administrative suspension (roadside) would have to be repealed. This would cause the state to lose federal monies associated with this law. Further, with no way to identify drivers with questionable driving abilities, traffic crashes would increase and the overall safety of the motoring public would be significantly decrease.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Yes, this activity is state mandated under Chapter 322, Florida Statutes.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

No.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

This activity was reviewed recently by private sources for possible outsourcing. It was determined it would not be economically feasible to outsource this activity. This was due to the complex and unique nature of this activity.

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- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None are being pursued.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload for this program is slowly increasing. Updated technology with existing human resources is being utilized to handle the increased workload.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76250500 – Identification and Control of Problem Drivers

**Activity / Business Process Review:** ACT2553 Conduct driver, Driving Under the Influence and motorcycle education activities

**Activity/ Business Process Owner:** Barbara Lauer, Chief

**Phone:** (850) 487-1227

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

It is to eliminate the inappropriate behaviors of the problem driver population on the roadways of Florida. The research literature documents that without addressing the underlying behavioral problems, you cannot change those behaviors. Without changing those behaviors we would allow a dangerous driver back on the roadway with the same problems that brought them to our attention in the first place. Our departmental mission is to make the roadways safe for the citizens of Florida.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

It is essential because without addressing the underlying behavioral problems, the behavior cannot be changed. Without changing the behavior, the person becomes locked in the identification and sanctioning cycle without end.

- c. Provide a list of the major tasks for the activity in process order.

Program Licensing conducts the various education and training activities of the bureau:

- a. Receipt of applications for program licensure.
- b. Application review in accordance with existing law and administrative rule.
- c. Discussion with program applicants on any deficient program area and remedies for those deficiencies.
- d. Final review of applications.
- e. License applicants to become a "course" or "service" provider for the various education and training activities or deny licensure.
- f. Monitor providers as required by law and administrative rule.
- g. Statistically test providers for effectiveness.

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## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 1,373,385	\$ 1,550,267	\$ 1,565,926
Total	\$ 1,373,385	\$ 1,550,267	\$ 1,565,926
FTE	17	17	17

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

Yes, assessment and registration fees.

DUI Program, section 322.292 and 322.293, Florida Statutes.

Motorcycle Rider Training, section 320.08(1)(d), Florida Statutes.

Commercial Driving Schools, Chapter 488, Florida Statutes.

Driver Improvement Courses, section 318.1451(4) and 322.095(6), Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Not applicable.

## 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salary and Benefits	\$ 841,012
Motorcycle school reimbursements	\$ 312,500

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

All section processes are reviewed at least annually to identify ways to increase efficiency in the overall process.

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- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative support	4
Supervisory	5

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

This activity is funded \$312,500 in OPS for motorcycle school reimbursements, \$24,800 for consultants to provide for training, curriculum development and \$55,193 for software development.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative cost associated with this activity is \$60,843.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

FTE for this activity are located on the Licenses, Titles and Regulations organization chart, Chief of Driver Education and DUI Programs.

### 4. Customers:

- a. Who are the key customers of this activity?

All motor vehicle operators who use the roadways of Florida.

- b. What product(s) or service(s) are provided to the customer?

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The ability to retain or secure the driving privilege for those drivers not otherwise excluded by law (permanent revocations for DUI or as a court requires).

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

Without the education portion of this budget entity the dangerous drivers with documented inappropriate behaviors are immediately back on the road. This would make the roadways of Florida immediately more dangerous. Additionally, this section is funded by the user/offender and does not use general revenue.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Immediate increase in the danger on the roadway; fatalities, injuries and concomitant costs escalate.

- Long term (5 yrs)?

Immediate increase in the danger on the roadway; fatalities, injuries and concomitant costs escalate.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Yes, this activity is statute mandated as follows:.

1. DUI Program, section 322.292 and 322.293, Florida Statutes.
2. Motorcycle Rider Training, section 320.08(1)(d), Florida Statutes.
3. Commercial Driving Schools, Chapter 488, Florida Statutes.

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4. Driver Improvement Courses section 318.1451(4) and 322.095(6), Florida Statutes.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

No.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

This activity was explored for outsourcing and the limiting factors were prohibitive costs and the lack of qualified vendors. No vendors in Florida currently conduct the activities of the bureau.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None are being pursued.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Workload for this activity is increasing. We are not requesting an increase in resources; however, without the additional resources to match the increase in workload, the obvious events will take place. Longer processing times, less monitoring and testing of providers with the correspondent decrease in quality of delivered service. A lesser impact on the reduction of the threat caused by the inappropriate behavior of the problem driver.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76250600 Mobile Home Compliance & Enforcement

**Contact:** Edward D. Broyles, Assistant Director

**Phone:** (850) 488-4597

### 1. Description of Service and Purpose Statement:

- a. What is the purpose and/or mission of this service and why is government providing this service?

This service monitors the quality of manufactured home units by ensuring manufacturers' compliance with construction standards established by the Department of Housing and Urban Development (HUD) and provides additional consumer protection by training, testing and licensing individuals that set-up and install mobile homes. The Department is under contract with the Department of Housing and Urban Development (HUD) to inspect mobile homes as they are built in Florida manufacturing facilities to ensure compliance with HUD Code. This work is performed in a mobile home manufacturing plant, inspecting all construction phases of a mobile home. This provides consumer protection and safety measures to Florida citizens. Site inspections and complaint investigations are conducted to ensure the safety of the construction and installation of the home. Training, testing and licensing mobile home installers, also provides consumer protection. Installation businesses are trained on the state requirements for setting up a mobile home correctly.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

Consumer protection is provided through monitoring inspections of manufactured homes built in and shipped into the State of Florida by assuring that federal and state construction and safety code requirements are met in all phases of production, transportation and installation.

- c. Explain how this service relates to the agency's mission.

Monitoring inspections of mobile/manufactured housing ensures the department fulfills, in part it's obligation in reducing the potential for over the road traffic mishaps, as well as protecting consumers from living in unsafe and improperly built dwellings. Mobile/manufactured homes are transportable structures required to meet titling/registration and highway movement requirements. The inspection of design and construction methods assures compliance with these requirements.

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- d. Explain why this service should be continued. What is the impact if the service were eliminated?

To discontinue this service would increase the number of personal injuries and deaths, the amount of insurance costs and property damage resulting from manufactured home accidents. Manufactured housing provides affordable housing opportunities to one in five residents in the state. The impact of discontinuation of this service would result in increased cost to the consumer due to a lack of enforcement of manufacturer and dealer warranty service.

- e. Does the agency have any work flow charts or process maps which it uses to convey what this service does? If so please provide.

The agency does not have work flow charts or process maps for this service.

### 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}

The outcome measure for this service is the ratio of warranty complaints to new mobile home titles.

- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.

1999-2000	1:52
2000-2001	1:82
2001-2002	1:116

- c. Describe internal and external trends and conditions affecting performance related to this service.

None that affect performance.

- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

No internal benchmarks established other than a continuous effort to improve on historical performance.

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### 3. Summary of Resources – Service Level:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ 75,000
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 1,572,011	\$ 1,663,365	\$ 1,694,378
Total	\$ 1,572,011	\$ 1,663,365	\$ 1,769,378
FTE	38	38	38

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate “N/A”.}

### 4. Summary of Activities:

Priority Ranking	Activities (Business Processes)	FTE	FY 2002-2003 Est Expenditures	Statutory References
1	Monitor mobile home inspections	38	\$ 1,663,365	Ch. 320, F.S.
	Total Total Service	38	\$ 1,663,365	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency’s mission and goals statements in the Agency LRPP.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76250600 – Mobile Home Compliance and Enforcement

**Activity / Business Process Review:** ACT2561 Monitor mobile home inspections

**Activity/Business Process Owner:** Edward Broyles, Asst. Chief **Phone:** (850) 488-4597

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The Department is under contract with the U.S. Department of Housing and Urban Development (HUD) to inspect mobile homes as they are built in Florida manufacturing facilities to ensure compliance with HUD Code. Consumer protection is provided through monitoring inspections of manufactured homes built in and shipped into the State of Florida by assuring that federal and state construction and safety code requirements are met in all phases of production, transportation and installation.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

Inspections of manufacturer's compliance with construction standards are performed in mobile/manufactured home plants to ensure compliance with HUD building standards. These inspections encompass all construction phases of the home. This provides consumer protection and safety measures to Florida citizens. Site inspections and complaint investigations are conducted to ensure the safety of the construction and installation of the home. Training, testing and licensing mobile home installers, also provides consumer protection. Installation businesses are trained on the state requirements for setting up a mobile home correctly.

Monitoring inspections of mobile/manufactured housing ensures the department fulfills, in part it's obligation in reducing the potential for over the road traffic mishaps, as well as protecting consumers from living in unsafe and improperly built dwellings. Mobile/manufactured homes are transportable structures required to meet titling/registration and highway movement requirements. The inspection of design and construction methods assures compliance with these requirements.

- c. Provide a list of the major tasks for the activity in process order.

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This work is performed in a mobile home manufacturing plant, inspecting all construction phases of a mobile home. Also involved are reviews of the Manufacturers Quality Control System. When noncompliance in a construction requirement is discovered, specific elements of the system are reviewed and improvements implemented. Improvement plans are required if noncompliances occur. As noncompliances are documented and tracked, Manufacturer Quality Control Systems are re-evaluated.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ 75,000
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 1,572,011	\$ 1,663,365	\$ 1,694,378
Total	\$ 1,572,011	\$ 1,663,365	\$ 1,769,378
FTE	38	38	38

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is financially supported through revenue collection of H.U.D. labels, Chapter 320, F.S., licensed mobile home manufacturers, Chapter 320.8225 (3), F.S., which is deposited into the General Revenue Fund. This activity also generates installer decal/licensure fees collected from mobile home installers, pursuant to Chapter 320.8249 (1),(2),(13), F.S., which are deposited into the Highway Safety Operating Trust Fund.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

The Department has recommended the increase of the above referenced fees to cover the operating costs of this activity.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

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Salary and Benefits: \$ 1,429,912

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

No re-engineering efforts have been implemented.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

Resources are not requested or funded based on a workload basis. However, the workload needs for this activity are based on the number of mobile home plants in production and the number of inspections performed. The workload determination is not associated with any national or regional standards.

Workload needs were based on the number of staff required to effectively perform the inspection functions in accordance with HUD requirements and perform other required functions, such as consumer complaint investigations and dealer lot audits.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

11 administrative support and 5 supervisory staff.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

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- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative cost for this activity is \$238,450.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

FTE for this activity are located on the Licenses, Titles and Regulations organization chart, Chief of Mobile Home and Recreational Vehicle Construction.

### 4. Customers:

- a. Who are the key customers of this activity?

Manufactured housing consumers and residents.

- b. What product(s) or service(s) are provided to the customer?

This service provides consumer protection and safety measures to Florida citizens by inspecting all phases of manufactured housing construction in the manufacturing facility on-site installation inspections and warranties complaint investigations.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

Not applicable.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

Not applicable.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

The monitoring of inspections of mobile/manufactured housing ensures the department fulfills in part its obligation in reducing potential over the road traffic mishaps. These transportable structures are required to meet

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titling/registration and highway movement requirements that inspection of design and construction methods assures compliance with. In addition, site inspections and complaint investigations are conducted to ensure the safety of the construction and installation of the home. Training, testing and licensing mobile home installers, also provides consumer protection. Installation businesses are trained on the state requirements for setting up a mobile home correctly.

b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)? See long term response.
- Long term (5 yrs)?

Not funding this activity would impact the state's general revenue fund and would require repeal of much of the state law regarding the regulation of mobile homes, otherwise the state would be required to perform many of the same regulatory activities as performed now without the revenue. The safety of consumers living in mobile/manufactured homes would be at risk from possible improper construction and installation of their home. No warranty program would be available and the consumer's cost for service and repairs would increase significantly.

c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Program activity is federally and state mandated. Sections 320.822 through 320.862, Florida Statutes, provides for in-plant inspections, warranty provisions, installations and consumer complaints. This program is also federally cited in the National Manufactured Housing Construction and Safety Standards Act (42 U.S.C.) C.F.R. 24 Part 3282.

d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

No, not in Florida.

### 6. Privatization, Outsourcing:

a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

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Not at the state level due to contractual obligations with the Department of Housing and Urban Development.

A major distinction between a state inspection agency and a private inspection entity is the cost of the inspection process. Florida currently charges \$32.00 for a HUD label. The manufacturer is not assessed any hourly fee for the routine inspection process.

There are seven private IPIAs currently approved by HUD in the United States. Each of these private IPIAs structures their fees differently. Private IPIAs charge an hourly inspection fee in addition to a HUD label fee. This hourly inspection fee increases the cost of the inspections substantially. An in-plant inspection program requires inspectors to be in the plant for several days a week and for the majority of the day. An IPIA spends an average of 30 hours a week in the plants performing inspections.

The following details the fee structure of five of the seven private IPIAs that were willing to disclose this information on an anonymous basis:

IPIA-A:	\$6.00 per label, \$31.00 per hour inspection fee
IPIA-B:	\$6.00 per label, \$30.00 per floor fee, \$36.00 per hour inspection fee
IPIA-C:	\$35.00 per label, \$56.00 per hour inspection fee
IPIA-D:	\$23.00 per label, \$ 33.75 per hour inspection fee
IPIA-E:	\$24.00 per label, \$37.50 per hour inspection fee

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

Not applicable.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload for this activity remains stable and is not subject to major increases or decreases despite fluctuations in production.

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## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76250700 Motor Carrier Compliance

**Contact:** David Helton, Chief

**Phone:** (850) 921-0066

### 1. Description of Service and Purpose Statement:

- a. What is the purpose and/or mission of this service and why is government providing this service?

This service registers and audits Florida-based commercial motor carriers under the International Registration Plan and the International Fuel Use Tax Agreements. The State of Florida is required by 49 USC, Subtitle VI, Part B, Chapter 317 to maintain its commercial motor vehicle registration and fuel use tax reporting laws and programs in conformance with the International Registration Plan (IRP) and the International Fuel Tax Agreement (IFTA). The IRP is an interstate agreement between the various states and Canadian provinces, which allows a carrier to register a vehicle one time in a single jurisdiction and satisfy the registration requirements for all other participating jurisdictions. Once registered, the carrier is allowed to perform intrastate and interstate operations. The IFTA is an interstate agreement between the various states and Canadian provinces, which allows a carrier to obtain a fuel tax license in one state and report all operations for fuel tax purposes to that one state. Registration fees and fuel taxes owed to other jurisdictions are then distributed accordingly. These activities comprise the majority of the activities within the service and are the main focus of the entity.

This service also processes all refunds related to motor vehicle titles and registration, vessel titles and registrations, IFTA and IRP accounts and registrations, and other miscellaneous motor vehicle relate refunds. Refunds are authorized by Chapter 215, Florida Statutes. This service also provides communication and information for law enforcement through the Teletype Unit. This unit is the Department's link with law enforcement agencies around the country for providing motor vehicle and driver license information on a 24/7 basis.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

Activities within this service provide IFTA and IRP registrations/licenses for the interstate motor carrier population, audit and compliance activities for the other participating IFTA and IRP jurisdictions, refund services for the general motoring public, and timely information for the law enforcement community. These activities are provided entirely by Department employees.

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- c. Explain how this service relates to the agency's mission.

The Services provided directly relate to the Department's mission of maintaining and supporting a safe driving environment through law enforcement and through the registering of motor vehicles and licensing of motor vehicle operators.

- d. Explain why this service should be continued. What is the impact if the service were eliminated?

The service of registering and auditing carriers under the IRP and IFTA must be continued for the State to be in compliance with Federal law. The service of the refund unit should be continued as a matter of public policy, to return funds paid into the state treasury in error. The Teletype function should be continued as part of the Department's mission of maintaining a safe driving environment through law enforcement. By discontinuing this service, law enforcement agencies, especially smaller agencies and agencies from other states, would not have 24/7 access for information and confirmation related to Department data on motor vehicles and licensed drivers.

- e. Does the agency have any work flow charts or process maps, which it uses to convey what this service does? If so please provide.

Not applicable.

## 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}
- Process Refunds within 5 days of receipt of the application
  - Comply with the 3% audit requirement for IRP and IFTA
- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.
- Ratio of taxes collected as a result of IRP & IFTA audits to the cost of audits

<u>Year</u>	<u>Standard</u>	<u>Actual</u>
1999/00	2.00:1	1.70:1
2000/01	1.85:1	3.60:1
2001/02	1.75:1	1.20:1

Estimating the dollar amount of taxes collected as the result of audits is difficult, as there is not a direct correlation between the level of audit work and the resulting collections. In many cases, actual audit assessments are reduced due to a number of

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factors, including financial difficulty of the carrier. In addition, while we do have some leeway in our selection of carriers for audit, we have to comply with selection stratification requirements of the IFTA which require certain percentages of audits to be performed on small and large carriers. While we attempt to identify potential problem carriers during the registration process or through other analysis, the majority of carriers selected for audit during a given fiscal year may result in low or zero assessments and collections.

- Process Refunds within 5 days of receipt of the application

Department refunds processed through the Bureau's Refund unit have been processed on average in less than 5 working days. Through process changes implemented by the Section Supervisor, the average has been one 1 day for the past year.

- Comply with the 3% audit requirement for IRP and IFTA

The service area has complied with this outcome measure for the last five years and is currently meeting this standard.

- c. Describe internal and external trends and conditions affecting performance related to this service.

In July 1997 a new internal computer system was developed and implemented for the processing of IFTA licenses and tax returns. In addition, a new internal IRP computer system was developed and implemented in March 1999. A new internal 2002.

As noted in OPPAGA Report No. 94-15, there were 5,569 active IRP accounts registered in Florida as of February 1994. Data received from the Department's Information Systems Administration disclosed that registrations were issued for 10,606 IRP accounts for the 2002 registration year. This has resulted in an increased workload for the IRP/IFTA Examining Section due to the increase in the volume of IRP applications and supplemental transactions. In addition, the Department is required to audit 3% of the renewing IRP accounts per year, which has resulted in an increased workload for the IRP/IFTA Auditing Section. As noted in the same report, the IRP/IFTA Examining Section had 33 FTE and the Auditing Section had 34 FTE as of June 1994. As of June 2002, the Examining Section had 34 FTE and the Auditing Section had 31 FTE.

In May 2000, the department entered into a cooperative memorandum of agreement to support the deployment of CVISN (Commercial Vehicle Information Systems and Networks) Level I capabilities. The agreement was entered into by the Florida departments of Highway Safety and Motor Vehicles, Transportation, Revenue, and Agriculture and Consumer Services. The Florida CVISN project is a cooperative effort between the agencies noted above, along with other entities including the

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Federal Motor Carrier Safety Administration (FMCSA), the Florida Trucking Association, and various businesses with the motor carrier industry. The Florida CVISN Business Plan, Florida CVIEW System Plan, and Florida CVISN Program Plan have been finalized and approved by management of the respective departments and the FMCSA. The overall objectives of the CVISN project are to improve motor carrier safety and enhance the efficiency and effectiveness of various administrative processes for government and the motor carrier industry.

The deployment of technologies that will enable the motor carrier industry to conduct business with state agencies electronically is consistent with the state's e-government initiative and ultimately will lead to reduced administrative costs for the motor carrier industry and the state agencies that administer the various programs/functions. CVISN technologies streamline credentials and tax administration processes by enabling commercial motor vehicle operators to process tax payments and/or apply for operating credentials electronically. Currently for interstate carriers, these processes are entirely manual. Previous studies by the American Trucking Association have shown that major cost savings and efficiencies can be obtained by both the motor carrier industry and regulatory agencies through the implementation of these technologies.

- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

There have been no formal benchmarks established for this service.

### 3. Summary of Resources – Service Level:

	Act Exp	Est Exp	Ag Req
General Revenue	\$ -	\$ -	\$ 2,536,677
Federal Trust Fund(s)	\$ -	\$ 90,000	\$ 90,000
State Trust Fund(s)	\$ 3,950,288	\$ 3,943,065	\$ 4,129,169
Total	\$ 3,950,288	\$ 4,033,065	\$ 6,755,846
FTE	84	84	84

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate "N/A".}

Requested in the FY 03-04 Legislative Budget Request is \$2,401,700 from General Revenue for Capital Improvements projects which include \$2,217,993 to construct a Motor Carrier Office Facility along the I-10 corridor and \$183,684 for renovations to the Motor Carrier Services section in the Neil Kirkman Building.

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### 4. Summary of Activities:

Priority Ranking	Activities (Business Processes)	FTE	FY 2002-2003 Est Expenditures	Statutory References
1	Register & Audit commercial carriers	84	\$ 4,033,065	Ch. 207, F.S. Ch. 320, F.S.
See Note	Total	84	\$ 4,033,065	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency's mission and goals statements in the Agency LRPP.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76250700 – Motor Carrier Compliance

**Activity / Business Process Review:** ACT2571 Register and audit commercial carriers

**Activity/ Business Process Owner:** David Helton, Chief      **Phone:** 850-921-0066

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The State of Florida is required by 49 USC, Subtitle VI, Part B, Chapter 317 to maintain its commercial motor vehicle registration and fuel use tax reporting laws and programs in conformance with the International Registration Plan (IRP) and the International Fuel Tax Agreement (IFTA). This activity ties directly to the Department's mission of registering motor vehicles and licensing motor vehicle operators.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The registration of interstate motor carriers under the IRP and IFTA and the subsequent auditing of those carriers are the primary functions of the Budget Entity (Bureau of Motor Carrier Services)

- c. Provide a list of the major tasks for the activity in process order.

- Process Original IRP Applications
- Process Renewal IRP Applications and Supplements
- Issue IRP License Plates and Cab Cards
- Process Original IFTA Applications
- Process Renewal IFTA Applications
- Issue IFTA Licenses and Decals
- Process Quarterly IFTA Tax Returns
- Audit IRP and IFTA Accounts
- Process and Respond to Carrier Inquiries

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### 2. Resources for Activity:

	Act Exp	Est Exp	Ag Req
General Revenue	\$ -	\$ -	\$ 2,536,677
Federal Trust Fund(s)	\$ -	\$ 90,000	\$ 90,000
State Trust Fund(s)	\$ 3,950,288	\$ 3,943,065	\$ 4,129,169
Total	\$ 3,950,288	\$ 4,033,065	\$ 6,755,846
FTE	84	84	84

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

Chapters 207.004 and 320, Florida Statutes.

An analysis of the activity for the five previous fiscal years shows that revenue related to the activity totaled approximately \$314.8 million, while expenditures totaled approximately \$18.2 million. This results in net state revenues for the activity of approximately \$296.6 million. Program expenditures as a percentage of program revenues for the previous five fiscal years are 5.79%.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Not applicable.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

The key cost drivers for this activity are personnel, mailing related expenses, and data center costs for maintaining internal systems.

Salaries and Benefits:	\$ 3,103,288
Data Processing:	\$ 243,833
Travel	\$ 25,512

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

In July 1997 a new internal computer system was developed and implemented for the processing of IFTA licenses and tax returns. In addition, a new internal IRP computer system was developed and implemented in March 1999.

In May 2000, the department entered into a cooperative memorandum of agreement to support the deployment of CVISN (Commercial Vehicle Information Systems and Networks) Level I capabilities. The agreement was entered into by the Florida departments of Highway Safety and Motor Vehicles, Transportation, Revenue, and Agriculture and Consumer Services. The Florida CVISN project is a cooperative effort between the agencies noted above, along with other entities including the Federal Motor Carrier Safety Administration (FMCSA), the Florida Trucking Association, and various businesses with the motor carrier industry. The Florida CVISN Business Plan, Florida CVIEW System Plan, and Florida CVISN Program Plan have been finalized and approved by management of the respective departments and the FMCSA. The overall objectives of the CVISN project are to improve motor carrier safety and enhance the efficiency and effectiveness of various administrative processes for government and the motor carrier industry.

Florida's motor carrier industry is comprised of approximately 11,000 interstate carriers and an estimated 20,000 to 25,000 intrastate carriers. The trucking industry serves all of Florida's communities. Commercial motor vehicles form the backbone of the State's freight transportation network. Over 350 million tons of freight are transported from Florida to other parts of the United States each year. Motor carriers haul 77 percent of this freight with a combined value of \$154 billion. The trucking industry is an active participant in all of Florida's major industries, including "services" which accounts for 35 percent of the State's employment. Commercial vehicles also provide the integral landside link to the State's intermodal facilities.

The deployment of technologies that will enable the motor carrier industry to conduct business with state agencies electronically is consistent with the state's e-government initiative and ultimately will lead to reduced administrative costs for the motor carrier industry and the state agencies that administer the various programs/functions. CVISN technologies streamline credentials and tax administration processes by enabling commercial motor vehicle operators to process tax payments and/or apply for operating credentials electronically. Currently for interstate carriers, these processes are entirely manual. Previous studies by the American Trucking Association have shown that major cost savings and efficiencies can be obtained by both the motor carrier industry and regulatory agencies through the implementation of these technologies.

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- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Administrative Support Staff	7
Supervisory Staff	9

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

This activity is funded \$11,438 for temporary employment activities.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

Estimated administrative costs for this activity are \$527,100.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE for this activity are located on the organizational chart for Licenses, Titles and Regulations, Chief of Motor Carrier Services.

#### 4. Customers: Customers:

- a. Who are the key customers of this activity?

The key customers of this activity are the interstate motor carriers participating in the IRP and IFTA and the other participating jurisdictions.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- b. What product(s) or service(s) are provided to the customer?

Registration and licensing services, along with tax return processing, are provided to the interstate motor carrier population. Monetary and information transmittal services are provided to the other member jurisdictions, along with audit and compliance activities.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

Miscellaneous fees are collected as part of the activity and allocated and transferred to other state and local entities through the Department's Bureau of Accounting. Allocation is based on the provisions of Chapters 207 and 320, Florida Statutes.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

The State of Florida is required by 49 USC, Subtitle VI, Part B, Chapter 317 to maintain its commercial motor vehicle registration and fuel use tax reporting laws and programs in conformance with the International Registration Plan (IRP) and the International Fuel Tax Agreement (IFTA).

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

If this activity were no longer funded, the State would not be able to remain in compliance with the Federal laws relating to interstate registration of motor carriers and fuel use tax laws for interstate carrier operations

- Long term (5 yrs)?

If this activity were no longer funded, the State would not be able to remain in compliance with the Federal laws relating to interstate registration of motor carriers and fuel use tax laws for interstate carrier operations.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

See Reference in 5.a. above.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

No.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

Due to the regulatory nature of the activity and the audit/compliance activities and relationships with other IRP and IFTA jurisdictions, it would not be recommended that the activity be outsourced or privatized. We are currently exploring the option of moving certain functions within the activity to the tax collectors, as agents of the Department. In addition, we are evaluating the possibility of contracting for certain administrative functions, such as data entry.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

Not applicable.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

As noted in OPPAGA Report No. 94-15, there were 5,569 active IRP accounts registered in Florida as of February 1994. Data received from the Department's Information Systems Administration disclosed that registrations were issued for 10,606 IRP accounts for the 2002 registration year. This has resulted in an increased workload for the IRP/IFTA Examining Section due to the increase in the volume of IRP applications and supplemental transactions. In addition, the Department is required to audit 3% of the renewing IRP accounts per year, which has resulted in an increased workload for the IRP/IFTA Auditing Section. As noted in the same report, the IRP/IFTA Examining Section had 33 FTE and the Auditing Section had 34 FTE as of June 1994. As of June 2002, the Examining Section had 34 FTE and the Auditing Section had 31 FTE.

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Taking into consideration the factors noted above, a reduction in the funding for this activity would negatively impact the Department's ability to provide an acceptable service level to its customers and comply with the requirements of the IRP and IFTA.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76250800 Vehicle & Vessel Title & Registration Services

**Contact:** Elaine Huebner, Chief

**Phone:** (850) 922-2472

### 1. Description of Service and Purpose Statement:

- a. What is the purpose and/or mission of this service and why is government providing this service?

This service provides consumer protection and public safety through efficient licensing systems that register and title motor vehicles, vessels and mobile homes. Customers may title and register motor vehicles, vessels and mobile homes at Tax Collector offices, or at Departmental headquarters. The purpose of this service is consistent with the Department's core mission which is developing, maintaining and supporting a safe driving environment through law enforcement, public education and service, reduction of traffic crashes, titling and registering of vessels and motor vehicles, and licensing motor vehicle operators.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

This service issues title and registration certificates, license plates with valid decals, and parking permits. This service is performed by employees through one the 294 Tax Collector offices or departmental headquarters for motor vehicle registrants in Florida. The service provides consumer protection by establishing proof of vehicle or vessel ownership and allows for the registrant to have the privilege of driving on the highways and roads in Florida. This service assists law enforcement and the judicial system and others in enforcing Florida law and enhances public safety through efficient license systems that register and title motor vehicles, vessels and mobile homes.

- c. Explain how this service relates to the agency's mission.

The Vehicle and Vessel Title and Registration service enhances the state's ability to provide consumer protection, health and public safety through efficient license systems that register and title motor vehicles, vessels and mobile homes.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- d. Explain why this service should be continued. What is the impact if the service were eliminated?

Discontinuing the Vehicle and Vessel Title and Registration service would have a significant impact to the motoring public, law enforcement, financial institutions, dealers, the judicial system and numerous other entities. This would directly effect protecting motor vehicle consumers and their public safety by eliminating the efficient license systems that title and register motor vehicles, vessels and mobile homes. Fraud/crimes associated with motor vehicles would increase considerably.

- e. Does the agency have any work flow charts or process maps which it uses to convey what this service does? If so please provide.

No.

### 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}

- Percent of vehicle titles issues without error.
- Number of motor vehicle titles issued annually.
- Number of motor vehicles registered annually.
- Number of vessel titles issued annually.
- Number of vessel registrations issued annually.
- Average cost to issue a motor vehicle title.
- Average cost to issue a vessel title.
- Number of telephone inquiries responded to.
- Number of fraudulent motor vehicle titles referred to FHP.
- Average time to issue a vehicle/vessel title.

- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.

Profiling outcome performance over the last three years reveals a consistent increase in the number of motor vehicles, vessels and mobile homes that are titled and registered in Florida. These increases are consistent with population growth statewide. Over the past three years, all standards have consistently been met and/or positively exceeded.

- c. Describe internal and external trends and conditions affecting performance related to this service.

Our economy continues to expand with tourism and trade generating one-third of Florida's economic activity. In addition, the population continues to grow with more individuals retiring and opting to reside in Florida. These two trends

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significantly impact the department in meeting the needs of the motoring public. Over the past ten years, population growth and tourism has increased the registration of motor vehicles and mobile homes from 12,309,167 in fiscal year 1991-1992 to 14,532,466 in fiscal year 2001-02. Likewise, title transactions increased from 3,882,369 to 5,036,776 for this same timeframe.

- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

The department has established benchmark for the Vehicle and Vessel Titles and Registration Service as follows:

- The number of fraudulent title cases identified and submitted to law enforcement. The benchmark is 676 cases for fiscal year 1996-97.
- The number of motor vehicle and mobile homes registered. The benchmark is 12,860,504 for fiscal year 1996-97.
- The number of motor vehicle and mobile home titles issued. The benchmark is 4,651,261 for fiscal year 1996-67.
- The average cost to issue a motor vehicle title. The benchmark is \$2.05 for fiscal year 1996-97.
- The average time to issue a motor vehicle title. The benchmark is 3.5 days for fiscal year 1996-97.
- The percentage of motor vehicle titles issued without error. The benchmark is 99% for fiscal year 1996-97.

### 3. Summary of Resources–Service Level:

	Act Exp	Est Exp	Ag Req
General Revenue	\$ 401,936	\$ 405,153	\$ 1,192,946
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 49,989,653	\$ 53,395,956	\$ 56,268,950
Total	\$ 50,391,589	\$ 53,801,109	\$ 57,461,896
FTE	206	197	197

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate "N/A".}

Requested in the agency's FY03-04 Capital Improvement Overview is \$280,507 for work space modifications for the Technical and Customer Assistance unit.

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### 4. Summary of Activities:

Priority Ranking	Activities (Business Processes)	FTE	FY 2002-2003 Est Expenditures	Statutory References
1	Issuance of vehicle & mobile home titles & registrations	157	\$ 29,729,145	Ch.320, F.S.
2	Issuance of vessel title & registrations	18	\$ 1,400,000	Ch.328, F.S.
3	Provide program & technical customer assistance	22	\$ 791,964	Ch.320, F.S. Ch. 328, F.S.
	Pass through of license tax collections to local government		\$ 21,500,000	Ch.320.081, F.S.
	Pass through of voluntary contributions collected on the motor vehicle registration		\$ 380,000	Ch.320.023, F.S.
See Note	Total Service	197	\$ 53,801,109	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency's mission and goals statements in the Agency LRPP.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76250800 – Vehicle and Vessel Title and Registration Services

**Activity / Business Process Review:** ACT2581 Issuance of vehicle and mobile home titles and registrations

**Activity/ Business Process Owner:** Elayne Huebner, Chief      **Phone:** (850) 922-2472

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The reason this activity is performed is to establish the proper, valid and accurate ownership of motor vehicles and mobile homes. This activity is performed in order to provide consumer protection while assisting registrants, dealers, financial institutions and others as to who owns a motor vehicle and/or mobile home.

This activity relates to the agency's mission in that part of the agency's mission is to provide issue motor vehicle and mobile home titles and registrations.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity, issuing motor vehicle and mobile home titles and registrations, is performed within each of the 67 counties by county Tax Collectors or centrally by the department. Upon submission of proper identification, application, insurance, or proof of ownership (MSO, title certificate, bill of sale, etc.), a title certificate or registration certificate is issued to the customer. The certificate of title reflects ownership of a specific vehicle whereas the registration certificate indicates a valid registration, which ensures the privilege a customer has to drive on the highways and roads of Florida.

This activity is the essential component of the service since the service's primary function is to issue title and registration certificates. The services sole purpose is to issue titles and registration certificates to the motoring public to validate proof of ownership and validate the registrants right to drive on the roads and highways of Florida.

- c. Provide a list of the major tasks for the activity in process order.

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Listed below are the major tasks for issuing a motor vehicle registration certificate:

1. Proper proof of identification
2. Proof of motor vehicle insurance.
3. Submission of completed and accurate application for registration with appropriate supporting paperwork.
4. Payment of applicable fees.

Listed below are the major tasks for issuing a motor vehicle title certificate:

1. Proper proof of identification.
2. Submission of completed and accurate application for title with appropriate supporting paperwork (MSO, Title...etc.).
3. Payment of applicable fees.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 401,936	\$ 405,153	\$ 912,439
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 11,336,496	\$ 29,323,992	\$ 32,178,346
<b>Total</b>	<b>\$ 11,738,432</b>	<b>\$ 29,729,145</b>	<b>\$ 33,090,785</b>
FTE	166	157	157

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is supported by various fees authorized in Chapter 320, Florida Statutes. The majority of these fees are distributed to the State Transportation Trust Fund, Department of Education Capital Outlay and Debt Service Trust Fund, the Highway Safety Operating Trust Fund and the Transportation Disadvantaged Trust Fund. Motor vehicle titling and registration fees deposited into the Highway Operating Trust Fund are used to fund general operations of the Department.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

This activity is funded \$405,153 from General Revenue primarily for data processing services. As an alternative to General Revenue funding, the Department can recommend fee increases if so directed.

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### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and Benefits	<u>\$ 5,487,307</u>
Purchase of License Plates	<u>\$ 9,759,461</u>
Data Processing	<u>\$ 11,773,632</u>

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

Yes, this activity has been reviewed and re-engineered in the past five years. In October 1999, the Division of Motor Vehicles redesigned and implemented a new computer system to process title and registration transactions. At this same time, this activity was re-engineered to provide efficient and effective technical and procedural/policy support to all county Tax Collector offices statewide. The entire Bureau of Titles and Registrations was re-organized. The Bureau deleted one of three Assistant Bureau Chief positions and re-structured title operations under one Assistant and Registration operations under the other Assistant. Each Section/Unit under these two primary categories had staff re-allocated as needed in order to become more efficient and effective. The net effect/benefit of this change appropriately allocated staff and their corresponding workload to streamline operations which has yielded optimum performance.

Other efficiencies created by the re-engineering of the FRVIS data base and operational activities of this program are:

*Electronic Lien and Title (ELT).* This process allows the department and the participating lending institution to communicate electronically. When a transaction is processed as an ELT the department's records are updated with the most recent title and lien information. An electronic message is then sent to the lending institution in lieu of a paper title. This process also allows for

liens to be satisfied electronically and allows for a paper title to be printed and mailed to the owner or other designated location.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

*Vessels online with counties.* Effective June 1999, with the implementation of the new FRVIS computer system, the County Tax Collectors were provided with online access to the vessel data base and were provided the ability to issue vessel titles and registrations in the same manner as vehicles. Previously, all vessel work was handled manually and processed off-line. This change reduced the processing time from issuance of a vessel title from several weeks to same day over the counter and also gave the counties the ability to issue duplicate titles through their offices.

*File Transfer of License Plate Orders to Pride.* This process allows the department to send orders via the computer instead of printing and mailing paper orders. It also reduces the time to receive tags from Pride for customers. When a license plate order is transmitted, within 10 minutes or less the order is electronically received by PRIDE and uploaded electronically into the production system without errors.

*Temporary License Plates.* Beginning in July 2001, all Division of Motor Vehicles regional offices began issuing temporary license plates using FRVIS 2000. Prior to this all temporary license plates were issued manually by the regional offices. Using FRVIS 2000 creates an electronic record of each temporary license issuance. This greatly facilitates the reporting of revenue from the sale of temporary license plates due to the reports available as part of FRVIS.

*Expedited title issuance (Fast Title).* This is being implemented throughout Florida in approximately 250 locations. This will enable the consumer to obtain a Fast Title at the local level rather than mailing it to Tallahassee for processing. Including mail time, the turnaround time for obtaining a fast title has gone from approximately 9 days to instantly over the counter.

*Decal on Demand (DOD).* The program has been successfully implemented in all Tax Collector agencies statewide. This program eliminates production of decals as well as inventorying and auditing decals.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

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No workload formulas or standards are used to determine funding needs for this activity.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

There are five administrative support staff and approximately 12 supervisors.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

For fiscal year 02-03, this activity is funded \$63,182 in the other personal services category. Of this amount, \$29,174 is for employment of OPS staff and the balance is for contracted legal services.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated agency administrative costs for this activity is \$985,175.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE for this activity are found in the Licenses, Titles and Regulations table of organization under Chief of Titles and Registrations.

### 4. Customers:

- a. Who are the key customers of this activity?

The key customers are motor vehicle purchaser (i.e. individuals, dealers, auctions, financial institutions, and insurance companies).

- b. What product(s) or service(s) are provided to the customer?

Customers are provided a title certificate and/or registration certificate, which reflects ownership information.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what

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was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

Multiple fees and taxes are collected by county tax collectors for use by the Florida Department of Transportation and other state entities for statewide benefit. The percentages and amounts are as specified by governing statute.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity must continue to be funded in order to provide consumer protection to the citizens of Florida when a motor vehicle is titled and registered. Consumers could be sold vehicles that were stolen or an unbranded vehicle without knowing the proper chain of ownership and condition of the vehicle. Likewise, vehicles could be registered to anyone to drive without proof of insurance or proper clearance from driving violations such as DUI and parking violations. Furthermore, approximately \$800,000,000 in funding to the Department of Transportation would not be collected to pay for roads and highways to be built and maintained. This would create safety hazards upon the roads of Florida.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

If this activity is not funded, consumers could be sold vehicles that were stolen or an unbranded vehicle (flood vehicle, manufacture buyback...etc) without knowing the proper chain of ownership and condition of the vehicle.

- Long term (5 yrs)?

If this activity is not funded, consumers could be sold vehicles that were stolen or an unbranded vehicle (flood vehicle, manufacture buyback...etc) without knowing the proper chain of ownership and condition of the vehicle.

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- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Chapters 319 and 320, of Florida Statutes provide for the issuance of titles and registrations.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes, the County Tax Collector offices act as agents on behalf of the Department. Yes, private tag agencies perform these functions, however, they fall under the authority of the county Tax Collector's office.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

This activity has been explored for privatization, however, it was found that the DHSMV currently provides title and/or vessel registration processing through the local County Tax Collectors offices (250) that in turn contract with private tag agencies in some counties and private businesses such as AAA in Tampa. In addition to these services, there are many private businesses, such as motor vehicle dealers, that offer title and registration services by processing by paperwork for the consumer at the local Tax Collectors offices. No license is required for a business to offer title and registration services to consumers whereby the paperwork is delivered to a local Tax Collectors office for formal processing.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload for this activity continues to increase annually.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76250800 – Vehicle and Vessel Title and Registration Services

**Activity / Business Process Review:** ACT2582 Issuance of vessel titles and registrations

**Activity/ Business Process Owner:** Elayne Huebner, Chief      **Phone:** (850) 922-2472

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The reason this activity is performed is to establish the proper, valid and accurate ownership of vessels. This activity is performed in order to provide consumer protection while assisting registrants, dealers, financial institutions and others as to who owns a vessel.

This activity relates to the agency's mission in that part of the agency's mission is to provide issue vessel titles and registrations.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity, issuing vessel titles and registrations, is performed within each of the 67 counties by county Tax Collectors or centrally by the department. Upon submission of proper identification, application, insurance, or proof of ownership (MSO, title certificate, bill of sale...etc.), a title certificate or registration certificate is issued to the customer. The certificate of title reflects ownership of a specific vessel whereas the registration certificate indicates a valid registration, which ensures the privilege a customer has to drive a vessel on the waterways of Florida.

This activity is the essential component of the service since the services primary function is to issue title and registration certificates. The services sole purpose is to issue titles and registration certificates to the vessel public to validate proof of ownership and validate the registrants right to drive on the waterways of Florida

Provide a list of the major tasks for the activity in process order.

Listed below are the major tasks for issuing a motor vessel registration certificate:

1. Proper proof of identification.
2. Proof of vessel insurance

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3. Submission of completed and accurate application for registration with appropriate supporting paperwork and 4. Payment of applicable fees.

Listed below are the major tasks for issuing a vessel title certificate:

1. Proper proof of identification.
2. Submission of completed application for title with appropriate supporting paperwork (MSO, Title...etc)
3. Payment of applicable fees.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000
<b>Total</b>	<b>\$ 1,400,000</b>	<b>\$ 1,400,000</b>	<b>\$ 1,400,000</b>
FTE	18	18	18

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is funded from fees authorized in Chapter 328 and 320.04, Florida Statutes, provides for the collection of vessel title and registration fees. The majority of fees collected by the Department are distributed to the Marine Resource Conservation Trust Fund.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Not applicable.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and Benefits: \$ 581,442

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

Data Processing

\$ 704,093

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

Yes, in the last five years, this activity has been reviewed and re-engineered. The Division of Motor Vehicles merged Vessel Title and Registrations in with Vehicle Title and Registration operations. This transition came into full fruition upon the successful implementation of the Division's new computer system (FRVIS 2000). Likewise, the Bureau of Titles and Registrations was re-organized to include and re-allocate 35 vessel employees which has yielded maximum efficiencies in all aspects of operations.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No workload formulas or standards are used to determine funding needs for this activity.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

This activity has one administrative support staff and one supervisor.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

This activity has \$6,334 funded for OPS temporary employment services.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

Estimated agency administrative costs for this activity are \$112,950.

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- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE for this activity are found in the Licenses, Titles and Regulations table of organization under Chief of Titles and Registrations.

### 4. Customers:

- a. Who are the key customers of this activity?

The key customers are vessel purchaser (i.e. individuals, dealers, auctions, financial institutions, and insurance companies).

- b. What product(s) or service(s) are provided to the customer?

The product provided to the customer is a title or registration certificate.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

Multiple fees and taxes are collected by county tax collectors for use by other state entities for statewide benefit. The percentages and amounts are as specified by governing statute

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity must continue to be funded in order to provide consumer protection to the citizens of Florida when a vessel is titled and registered. Consumers could be sold vessels that were stolen or an unbranded vehicle without knowing the proper chain of ownership and condition of the vehicle. Likewise, if vessels could be registered to anyone to drive without proof of insurance or proper clearance from driving violations (DUI, violations...etc.). Furthermore, approximately \$13 million in funding to the Marine Conservation Trust Fund would not be collected.

- b. If this activity were no longer funded, what would be the impact over the:

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- Short term (1 yr)?

If this activity were not funded consumers could be sold vessels that were stolen or an unbranded vehicle without knowing the proper chain of ownership and condition of the vehicle.

- Long term (5 yrs)?

If this activity were not funded consumers could be sold vessels that were stolen or an unbranded vehicle without knowing the proper chain of ownership and condition of the vehicle.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Chapters 327 and 328 of the Florida Statutes provides for the issuance of vessel titles and registration certificates.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes, the County Tax Collector offices act as agents on behalf of the Department. Yes, private tag agencies perform these functions, however, they fall under the authority of the county Tax Collector's office.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

This activity has been explored for privatization, however, it was found that the DHSMV currently provides title and/or vessel registration processing through the local County Tax Collectors offices (250) that in turn contract with private tag agencies in some counties and private businesses such as AAA in Tampa. In addition to these services, there are many private businesses that offer title and registration services to consumers and process the consumer's paperwork for the consumer at the local Tax Collectors office. No license is required for a business to offer title and registration services to consumers whereby the paperwork is delivered to a local Tax Collectors office for formal processing.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

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None.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload associated with this activity has been increasing annually.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76250800 – Vehicle and Vessel Title and Registration Services

**Activity / Business Process Review:** ACT2583 Provide program and technical customer assistance

**Activity/ Business Process Owner:** Elayne Huebner, Chief      **Phone:** (850) 922-2472

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

This activity encompasses handling telephone inquiries from two customer bases, Tax Collectors and consumers. The Department provides separate telephone numbers and employees to serve these customer bases, as their needs are different. These customers are the general motoring public, motor vehicle dealers, insurance companies, financial institutions and Tax Collector employees.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity is an essential component of the overall service because procedural and technical information is distributed to both customer bases in order to facilitate the issuance of motor vehicle and vessel title and registration transactions. Customers call into the department to obtain forms and documents in order to be prepared when they visit a Tax Collector's office or the department to process a title and/or registration transaction.

- c. Provide a list of the major tasks for the activity in process order.

For Tax Collectors, we provide information on all types of title and registration records and respond to questions concerning these records and transactions. The employees responding to these calls are empowered to make designated changes to FRVIS 2000 records and transactions for the purpose of assisting Tax Collectors in processing transactions for consumers.

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## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ 280,507
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 798,326	\$ 791,964	\$ 810,604
Total	\$ 798,326	\$ 791,964	\$ 1,091,111
FTE	22	22	22

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

Requested in the Capital Improvement Plan for FY 03-04 is \$280,507 for redesign of the Technical and Customer Assistance work area.

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is supported from general operations of the Department.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Not applicable.

## 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and Benefits: \$745,591

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

Yes, this activity has been reviewed/re-engineered/redesigned in the last five years. In October 1999, the Division of Motor Vehicles redesigned and implement a new computer system to process title and registration transactions. At this same time,

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this activity was re-engineered to provide efficient and effective technical and procedural support to all county Tax Collector offices statewide.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

This activity has one administrative support staff and two supervisor staff members.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

Not applicable.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

Estimated agency administrative costs for this activity \$138,050.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE for this activity are found in the Licenses, Titles and Regulations table of organization under Chief of Titles and Registrations.

#### 4. Customers:

- a. Who are the key customers of this activity?

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The key customers are Tax Collector employees, the general public, motor vehicle dealers, financial institutions, insurance companies, tow companies and auctions.

- b. What product(s) or service(s) are provided to the customer?

Procedural and technical information is given to customer in order to facilitate the issuance of motor vehicle and vessel title and registration transactions.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity must be funded in order to provide internal administrative support to customers by providing critical information and materials that are used in the issuance of both vehicle and vessel title and registration transactions. Failure to have this activity available would cause operational inefficiencies in issuing titles and registration certificates.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

The department and Tax Collector offices could not effectively and properly function since technical and procedural support would not be available. Customer service would be directly impacted negatively.

- Long term (5 yrs)?

Same as above

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

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No.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

No.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

No, privatization this activity has not been explored.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload continues to increase.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76250800 – Vehicle and Vessel Title and Registration Services

**Activity / Business Process Review:** ACT2584 Pass through of License Tax Collections to Local Government

**Activity/ Business Process Owner:** Elaine Huebner

**Phone:** (850) 922-2473

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

This activity provides for the pass through of license tax revenues collected from the registration of mobile homes and certain trailers to local government. Mobile homes, park trailers and certain fifth wheel trailers are registered and titled in order to proper, valid and accurate ownership and to provide consumer protection while assisting registrants, dealers, financial institutions and vehicle owners. This activity relates to the agency's mission that provides for the titling and registration of vessels, motor vehicles and mobile homes.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity represents the distribution of license taxes collected from the registration of mobile homes, park trailers and certain fifth wheel trailers to local government. Section 320.081, F.S., provides for license taxes to be distributed to the county or city governing authority where the mobile home or trailer is physically located.

This activity is required by sections 320.08 and 320.081, Florida Statutes

- c. Provide a list of the major tasks for the activity in process order.

Section 320.81, F.S., provides for the tax collector to remit all license taxes collected from the registration of mobile homes, park trailers, and all travel and fifth wheel trailers exceeding 35 feet in body length to be remitted to the Department of Highway Safety and Motor Vehicles for deposited into the License Tax Collection Trust Fund and the General Revenue Fund. The Department keeps records indicating the total number of stickers issued to each type of mobile home or trailer and whether the unit is located with the county or city jurisdiction. From each month, the amount derived from license taxes from each county and each city

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within the county are certified to the Comptroller. One half of such amount, less \$1.50 per sticker fee which is deposited into the General Revenue Fund, is distributed to the counties or cities where the unit is located with the remaining balance being distributed to the district school board.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 18,493,649	\$ 21,500,000	\$ 21,500,000
Total	\$ 18,493,649	\$ 21,500,000	\$ 21,500,000
FTE	0	0	0

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity represents a pass through of license tax revenues to local government. Section 320.81, F.S., provides for the tax collector to remit all license taxes collected from the registration of mobile homes, park trailers, and all travel and fifth wheel trailers exceeding 35 feet in body length to be remitted to the Department of Highway Safety and Motor Vehicles for deposited into the License Tax Collection Trust Fund and the General Revenue Fund.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Section 320.81, F.S., provides that for each sticker issued, \$1.50 is deposited into the General Revenue Fund.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

There are no key cost drivers for this activity. This activity serves only as a pass through of funds to local government.

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- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

Not applicable.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

Not applicable.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Not applicable.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

Not applicable.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

Not applicable.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The FTE for this activity are found in the Licenses, Titles and Regulations table of organization under Chief of Titles and Registrations.

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### 4. Customers:

- a. Who are the key customers of this activity?

Local government.

- b. What product(s) or service(s) are provided to the customer?

Pass through of license tax revenues to local government.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

Expenditures for this activity represents the pass through of one half of license tax revenues collected to either the county or city government where the mobile home, park trailer or certain fifth wheel trailer is located. The balance of license tax fees are distributed to the district school board.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

See answer to 4 c above.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity represents a pass through of license tax revenues to local government.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Elimination of the pass through of license tax funds to local government would reduce revenues distributed by the state to local government by approximately \$21.5 million per year.

- Long term (5 yr)?

See response to short term impact.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

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Yes, this activity is mandated in s. 320.081, Florida Statutes.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

No.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

Not applicable.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

Not applicable.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Not applicable.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76250800 – Vehicle and Vessel Title and Registration Services

**Activity / Business Process Review:** ACT2585 Pass through for voluntary contributions collected on the motor vehicle registration

**Activity/ Business Process Owner:** Elaine Huebner, Chief      **Phone:** (850) 922-2473

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The act of issuing or renewing a motor vehicle registration is one of the most common occasions for bringing residents in contact with government, and therefore becomes an opportunity for promoting voluntary interactions that serve other worthwhile needs. This activity represents the distribution of voluntary monetary contributions to approved state and non-profit entities for designated purposes.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

The application for a motor vehicle registration permits voluntary contributions to certain approved organizations. Applicants are asked whether they wish to contribute during the application process as described below. Any additional funds collected from the applicants when they pay their issuance fees are distributed accordingly.

This activity is required by sections 320.02 and 320.023, Florida Statutes

- c. Provide a list of the major tasks for the activity in process order.

During the motor vehicle registration process, the customer has to the option of contributing to various nonprofit and state organizations which include:

- Nongame Wildlife Trust Fund
- Election Campaign Trust Fund
- Transportation Disadvantaged Trust Fund
- Prevent Blindness Florida
- Florida Mothers Against Drunk Driving
- Child Safety Seat Contribution

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The dollar amount of the contribution designated by the customer is entered on the motor vehicle registration application.

The appropriate additional fee is collected when the customer pays for the issuance or mails in their registration.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 258,517	\$ 380,000	\$ 380,000
Total	\$ 258,517	\$ 380,000	\$ 380,000
FTE	0	0	0

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

Section 320.023, F.S., states in part:

(1) An organization that seeks authorization to establish a voluntary contribution on the motor vehicle registration application must submit to the department:

(a) A request for the particular voluntary contribution being sought, describing the proposed voluntary contribution in general terms.

(b) An application fee, not to exceed \$10,000 to defray the department's cost for reviewing the application and developing the voluntary contribution checkoff, if authorized. State funds may not be used to pay the application fee.

Yes, this activity is supported by fees, which are distributed to approved non-profit and state organizations for charitable causes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Not applicable.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

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There are no key cost drivers for this activity. This activity serves only as a pass through of funds to approved state and non-profit organizations.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

Not applicable.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

Resource needs for this activity are determined within registration process.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Not applicable.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

Not applicable.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

Not applicable.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

The FTE for this activity are found in the Licenses, Titles and Regulations table of organization under Chief of Titles and Registrations.

### 4. Customers:

- a. Who are the key customers of this activity?

All motor vehicle registrants are potential donors through this activity. Customers, in the sense of being beneficiaries, include the organizations listed under Item 1.c. above.

- b. What product(s) or service(s) are provided to the customer?

Additional funds for the beneficiary organizations.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

Expenditures are reserved for the constituency groups of the beneficiary organizations. The impact if eliminated would be a reduction of \$380,000 in annual funding for these groups.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

Described throughout this appendix.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity provides our customers with the option of making voluntary donations to approved state and non-profit organizations.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

The distribution of voluntary contributions would be impacted if this activity were not funded. The inability to make distributions to approved state and non-profit organizations could result in a reduction in annual funding for these groups.

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- Long term (5 yr)?

The distribution of voluntary contributions would be impacted if this activity were not funded. The inability to make distributions to approved state and non-profit organizations could result in a reduction in annual funding for these groups.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Yes, this activity is state mandated in s. 320.023, Florida Statutes.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Yes. Voluntary contributions are also authorized on the driver's license application per s. 322.08, Florida Statutes.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

This activity may be considered the reverse of privatization, in the sense that it brings government into the collection of charitable contributions, which is traditionally carried out primarily by the private sector.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

See above.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload in this activity is built into the motor vehicle registration workload, which is generally increasing as Florida's population grows.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76250900 Executive Direction and Support Services

**Contact:** Tommy Edwards, Assistant Deputy Executive Director **Phone:** (850) 410-3630

### 1. Description of Service and Purpose Statement:

- a. What is the purpose and/or mission of this service and why is government providing this service?

This service area supports all licenses, titles and regulation activities by ensuring consistent management of all operations. This service area provides for planning necessary to manage organizational change, supports liaison with senior managers of other agencies, and ensures efficient use of tax dollars in the management of the division.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

The Division of Driver Licenses consists of the Office of the Director and nine programmatic bureaus. The division has a staff of 1,499 employees located throughout the state. The division's mission is to promote safety on the streets and highways by maintaining an efficient and effective driver licensing program assuring that only drivers demonstrating the necessary knowledge, skills and abilities are licensed to operate motor vehicles on Florida roads. Furthermore, to remove drivers from the highways who abuse their driving privilege or require further driver education; to ensure that drivers are financially responsible for their actions; and to maintain adequate records for driver education and administrative control.

The Division of Motor Vehicles consists of the Office of the Director and four programmatic bureaus with a staff of 481 employees. The Division of Motor Vehicles, Office of Executive Director, provides services to both internal customers (DMV employees) and external customers ( Governor's Office, Legislature, contractors, local governments, lending institutions, general public, etc.). These services include division management and leadership, budgeting, hearing officer, technical support and training.

- c. Explain how this service relates to the agency's mission.

The agency's mission statement includes "titling and registering of vessels and motor vehicles, and licensing motor vehicle operators" Both aspects of this mission

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

would fail without executive direction and support from the corresponding divisions.

- d. Explain why this service should be continued. What is the impact if the service were eliminated?

With regard to driver licensing, this service provides the consistent management of operations, the ability to respond to new and changing laws and federal regulations, and maintain an efficient and effective driver licensing program. Abolishing this service would eliminate the public's access to efficient and effective mandated driver licensing services.

With regard to motor vehicles and vessels, discontinuing executive direction and support would have a significant impact to the motoring and boating public, law enforcement, financial institutions, dealers, and numerous other entities. This would directly effect protecting motor vehicle consumers and their public safety by eliminating the efficient license systems that title and register motor vehicles, commercial motor vehicles, vessels, mobile homes and the construction of mobile homes. Fraud crimes associated with motor vehicles, vessels and mobile homes would increase considerably.

- e. Does the agency have any work flow charts or process maps that it uses to convey what this service does? If so please provide.

No.

### 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}

The outcome measures approved by the legislature are the primary outcomes focused on by the respective divisions' management.

- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.

Outcome performance with respect to driver licensing over the past 3 years proves a consistent improvement of most measures with some transient declines due primarily to fluctuations in the public demand of licensing services.

Outcome performance with respect to motor vehicles and vessels over the past 3 years proves a consistent improvement of most measures with decline primarily due to audit requirements of motor carriers.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- c. Describe internal and external trends and conditions affecting performance related to this service.

The divisions represented in this service are facing many challenges: increased demands for title and licensing services, increase in fraudulent activity throughout the state, doing more with less and increasing our productivity. Over the past five years the Division of Motor Vehicles has reduced itself from 626 employees to 481 in an effort to streamline its process. Similar cutbacks have taken place in the Division of Driver Licenses.

Our economy continues to diversify. Tourism and trade continues to generate one-third of Florida's economic activity. Therefore, one primary external trend affecting this service is tourism, combined with the increase in population growth due to individuals retiring and opting to reside in Florida. These two trends significantly impact the department in meeting the needs of the motoring public. Over the past ten years, population growth and tourism have increased the registration of motor vehicles and mobile homes from 12,309,167 vehicles in Fiscal Year 1991-1992 to 14,532,466 in Fiscal Year 2001-2002. Likewise, title transactions increased from 3,882,369 to 5,036,776 for this same timeframe. The number of Florida licensed drivers has increased by 24%, from 11,550,126 to 14,346,373 during the past eight years.

- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

There are no internal benchmarks established for this service other than historical trends for the demand for service. There are no external benchmarks related to state, national, local government, or private sector cost and performance standards.

### 3. Summary of Resources – Service Level:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 293,837	\$ 146,142	\$ 147,673
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 2,547,023	\$ 2,582,300	\$ 2,609,313
Total	\$ 2,840,860	\$ 2,728,442	\$ 2,756,986
FTE	42	42	42

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate "N/A".}

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

### 4. Summary of Activities:

Priority Ranking	Activities (Business Processes)	FTE	FY 2002-2003 Est Expenditures	Statutory References
1	Executive Direction/Support Services	42	\$ 2,728,442	Ch. 207, F.S. Ch. 319, F.S. Ch. 320, F.S. Ch. 322, F.S. Ch. 328, F.S.
See Note	Total Service: Executive Direction and Support Services	42	\$ 2,728,442	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency's mission and goals statements in the Agency LRPP.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76250900 – Executive Direction/Support Services

**Activity / Business Process Review:** ACT2591 Executive Direction

**Activity/ Business Process Owner:** Tommy Edwards, Assistant Deputy Executive Director

**Phone:** (850) 410-3630

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

This activity insures consumer/property protection and public safety by maintaining effective and efficient licensing systems that license qualified motor vehicle operators, reducing the volume of fraudulent titles and title applications, targeting criminal activity and ensuring financial responsibility throughout this state. It provides leadership for planning necessary to manage organizational change, support liaison with senior managers of other agencies, and ensures maximum utilization in the management of the agency and the 1.1 billion tax dollars collected.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity provides overall leadership and direction for the Division of Driver Licenses and Division of Motor Vehicles. The Division of Motor Vehicles faces many challenges such as an increasing demand for title and licensing of motor vehicles, mobile homes and vessels, doing more with less, increasing productivity. The division's leadership team is responsible for managing this change while continuing to provide a high level of service to Florida's consuming public. Similarly, for the Division of Driver Licenses, this activity provides executive direction, implementation, management and monitoring of the division's communications, media relations, program planning, driver license and identification card issuance and records, quality control, training, internal complaint investigation and resolution and special projects.

- c. Provide a list of the major tasks for the activity in process order.

The following major activities are identified and the major processes/tasks within each activity are listed:

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

### Statewide Internal License Systems

- Analyze, design, test and implementation custom point of sale software programs, record maintenance programs, and customer service oriented programs
- Analyze, design, plan, acquire and role-out hardware as needed
- Maintain internal IT resources to assist in disseminating policy and procedural information and data base program testing

### Business Area Support

- Provide analysis, design, programming, and implementation of business processes using IT strategies
- Provide process consultation services and problem resolution strategies
- Provide maintenance and support of business systems software and hardware
- Provide hardware and software support for PC workstations

### Program Planning

- Oversight of division expenditures and maintaining a balanced budget
- Management of leadership and direction in policy development and implementation
- Oversight and implementation of new legislation
- Oversight of bureau, operational, HR and employee relations issues
- Plan, acquire and administer division's grant and foundation programs
- Develop, modify and implement long range program plans and develop operational strategies.

### Third Party Testing Administration

- Administration of tester contracts and certifications
- Oversight of Commercial Driver Licensing policy and procedures
- Training of third party testers
- Conduct programs to control fraudulent or improper testing

### Quality Assurance

- Analyze, design and implement quality assurance programs to protect the integrity of the license, ID card and electronic data records
- Coordinate and manage quality assurance teams
- Coordinate and disseminate quality assurance reports
- Provide follow-up strategies on quality assurance discrepancies

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## Training

- Analyze, design and implement training curriculum and programs
- Maintain policy and procedure resources (manuals, forms, customer communication materials, etc.)
- Coordinate training activities
- Document training activities

## Customer Inquiry and Complaint Resolution

- Establish methods of inquiry and consumer inquiry-complaint processes
- Monitor member activity for accuracy and timeliness
- Analyze customer inquiry and response for more convenient or permanent resolutions for future customers
- Provide in-depth investigation of alleged unlawful acts identified by the quality assurance program
- Provide reports and recommendations of action
- Conduct informal and formal hearings of licensed dealers

## Public Relations and Coordination Initiatives

- Administer the division’s public information and media relations activities
- Administer statewide public relations awareness campaigns
- Administer the division’s correspondence and email systems
- Represent department and promote safety concerns on various state and national coalitions, such as the: Florida Aging Driver Council, Florida Aging Driver Research Sub-committee, TRB Alternative Transportation Sub-committee; Florida Alzheimer Disease Initiative, Florida Coalition on Aging, Capital Coalition on Aging, UCF Simulation Consortium, AAMVA Older Driver Working Group, Florida Transportation Lifetime Choice Program
- Participate in studies and governmental reports and provide follow-up on OPPAGA and other governmental committee findings and recommendations

## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ 293,837	\$ 146,142	\$ 147,673
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 2,547,023	\$ 2,582,300	\$ 2,609,313
Total	\$ 2,840,860	\$ 2,728,442	\$ 2,756,986
FTE	42	42	42

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate “N/A”.}

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

This activity is not directly supported by fees.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

As an alternative to General Revenue funding, the Department can recommend fee increases if so directed.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries and Benefits	<u>\$ 2,349,268</u>
Other Personal Services	<u>\$ 40,000</u>

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

In 1999, the Division of Motor Vehicles underwent the development and implementation of a new database for the purpose of issuing over 5 million titles and 15 million registrations annually.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

No.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

Administrative support	15
Supervisory/Managerial	27

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

This activity is budgeted \$40,000 to fund four OPS positions which are used for miscellaneous administrative duties within the Division of Motor Vehicles and the Division of Driver Licenses.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative cost associated with this activity is \$198,846.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

FTE for this activity are located on the Licenses, Titles and Regulations organization chart, Directors of Driver Licenses and Motor Vehicles, Assistant Director of Motor Vehicles, Manager Program Operations, Program Planning Administrator and Coordinator, and Field Operations Management Coordinator.

### 4. Customers:

- a. Who are the key customers of this activity?

- Division bureau personnel.
- Governor
- Legislature
- Media representatives
- County Tax Collectors
- Supervisors of Elections
- Third Party Testers
- Law enforcement partners
- All persons who seek a Florida Driver License or Identification cards.
- All Florida motor vehicle owners
- All Florida vessel owners
- All Mobile Home owners
- All Vehicle Manufacturers
- Interstate Commercial Carriers
- Motor Vehicle Dealers

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- b. What product(s) or service(s) are provided to the customer?
- Reports, policy decisions, management and direction of division.
  - Training of internal and external customers.
  - Management leadership and direction for internal and external customers.
  - Assisting the motoring public with problems/concerns with Florida Driver License or Identification Card applications or renewals.
  - Assisting motor vehicle, vessel and mobile home consumers and dealers with their, title and license applications and responding to their inquiries about legal issues.
  - Quality assurance and customer inquiry and complaint resolution.
  - Assisting internal and external customers with hardware and software support.
  - Qualified customers gain the privilege to operate motor vehicles.
  - All residents gain protection from the hazard of sharing the road with unqualified drivers.
  - Conducting formal and informal hearings of motor vehicle dealers.
  - All residents and businesses gain the benefit of establishing secure legal identities for themselves and the people they deal with.
- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

No.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity provides the overall leadership and direction for the respective divisions. The divisions face many challenges such as an increasing demand for title and licensing of motor vehicles, mobile homes and vessels, driver licenses and identification cards -- doing more with less and increasing productivity. The divisions' leadership teams are responsible for managing this change while continuing to provide a high level of service to Florida's consuming public.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

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- Loss of focused leadership
  - Decreased information flow to policy makers
  - Inconsistent Departmental policy direction
- Long term (5 yrs)?
- Loss of focused leadership
  - Decreased information flow to policy makers
  - Inconsistent Departmental policy direction
- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Yes, this activity is mandated under Chapters 207, 319, 320, 322, 327 and 328, Florida Statutes.

The State of Florida is required by 49 USC, Subtitle VI, Part B, Chapter 317 to maintain its commercial motor vehicle registration and fuel use tax reporting laws and programs in conformance with the International Registration Plan (IRP) and the International Fuel Tax Agreement (IFTA). Under 49 USC, Part 384, the state must maintain a Commercial Driver License program in accordance with federal standards.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

County Tax Collector offices act as agents on behalf of the Department. Private tag agencies perform certain tag-related functions; however, they fall under the authority of the county Tax Collector's office.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

Executive direction and support, as such, necessarily comes from the government agency charged with overall responsibility for this activity. However, DHSMV currently provides a number of direct services through outsourcing and privatization. Examples include:

Title and/or vehicle registration processing through the local County Tax Collectors offices (250) who in turn contract with private tag agencies in some counties and private businesses such as AAA in Tampa, as well as 350 licensed motor vehicle dealers who issue motor vehicle registrations from their place of businesses. Tax

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

collectors also provide driver licensing services in 25 counties. About 90% of Commercial Driver License skills tests are outsourced. All 11,000 licensed motor vehicle dealers in Florida process title and registration paperwork for consumers purchasing vehicles from their business without the consumer having to visit a local or state office. In addition to these services, there are many private businesses that offer title and registration services to consumers and process the consumer's paperwork for the consumer at the local Tax Collectors office. No license is required for a business to offer title and registration services to consumers whereby the paperwork is delivered to a local Tax Collectors office for formal processing.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None at this time.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Yes, the workload for this activity increases each year due to new consumers moving to Florida.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Service Review

**Service / Budget Entity Review:** 76400100 Information Technology

**Contact:** Sherry Allen, Software Services Manager      **Phone:** 922-5707

### 1. Description of Service and Purpose Statement:

- a. What is the purpose and/or mission of this service and why is government providing this service?

Information Systems Administration (ISA) provides information technology (IT) resources to assist the operational divisions to accomplish the Department's mission and goals effectively and efficiently.

- b. What services or goods are produced, by whom (private contract or state employees), to or for whom (customers) and for what purpose (what policy objective)?

This service is provided by state employees or fulfilled by contractors. It provides acquisition of computer equipment, software, and services, software development, system installation and maintenance, network administration, computer operations and desktop support for systems that are used to issue driver licenses and vehicle and vessel titles and registrations to the citizens of Florida. Information from these systems is stored on the Department's central databases and used by the Department, tax collectors, local, state, and federal agencies, businesses, and private citizens. This service maintains the Department central computing facility, which houses a mainframe, enterprise and web servers and includes a standby facility for disaster recovery. Additionally, ISA provides help desk support for more than 400 statewide field offices maintained by the Divisions of Driver Licenses, Motor Vehicles, Florida Highway Patrol and 67 county Tax Collectors.

- c. Explain how this service relates to the agency's mission.

This service provides the IT infrastructure that enables the Agency to perform its mission.

- d. Explain why this service should be continued. What is the impact if the service were eliminated?

This service must be continued in order to provide the Department with the necessary information and tools to perform its mission. The Department could not reliably and accurately issue driver licenses and vehicle /vessel title registrations to the millions of Florida driver and vehicle owners without statewide systems that are

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

connected to centralized databases by high speed networks. Law enforcement could not support a safe driving environment without timely access to vehicle and driver information. Business (rental car agencies, insurance companies, trucking companies, etc.) and government agencies that rely on the Department's information would be significantly impaired.

- e. Does the agency have any work flow charts or process maps which it uses to convey what this service does? If so please provide.

Not available.

### 2. Performance Accountability:

- a. Outcomes {List outcomes used by agency management that are in addition to legislatively approved outcomes.}

Not Applicable.

- b. Profile outcome performance over the last 3 years. Address legislatively approved measures and any others used by the agency to manage performance.

Not Applicable.

- c. Describe internal and external trends and conditions affecting performance related to this service.

The growth of Florida's motoring public, no increase in resources, and customer demand for convenient and timely services necessitates the use of technology for the Department to provide services more efficiently and effectively. The Department continues to use internet and telephone technology to expand service delivery options and customer use of these options continues to increase.

Legislative mandates continue to increase and change Department responsibilities, require system changes to accommodate new functionality. Laws to withdraw the driving privilege for non-driving offenses and the issuance of a license or identification card for secondary purposes continue to increase. For instance, the Department has special processing for sexual predators, organ donors, motor voters, child support suspensions, school drop outs, and career offenders.

The driver license is the primary means of personal identification. Issues of identity theft, driver license fraud, and homeland security have increased the need for new security processes. For example, the Department recently implemented a system to scan identity documents submitted by foreign nationals. Images are stored centrally and scrutinized before the license is issued. Pending Federal legislation adds a fingerprinting requirement for commercial driver license holders applying for a hazardous material endorsement.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

The pace at which technology changes continues to increase. Client server systems depend on staying up to date with synchronized operating system, database, and application program language releases to retain vendor support. Equipment has to be replaced more often because parts for older equipment become difficult to find.

- d. Describe any internal benchmarks established for this service (comparison against historical cost and performance) and/or external benchmarks (comparison against another state, national, local government, or private sector cost and performance standards).

The performance measure used to measure the service is the percent of customers who rate services as satisfactory or better as measured by a survey. A customer satisfaction survey was sent to bureau chiefs and directors from the Department’s four divisions and each of the 67 county Tax Collectors. Respondents were asked to rate their overall satisfaction with specific services offered by ISA and their overall satisfaction with ISA for the past fiscal year. Ratings were categorized as outstanding, very satisfied, satisfied, less than satisfactory, and poor. The final rating was calculated by dividing the total number of respondents, who rated their overall satisfaction rate as satisfactory or better, by the total number of respondents. For FY 2001/2002 the goal was 80% and the rating was 96%.

The rating for the previous year, FY 2000/2001 was 72.53%. This was the first year that a customer satisfaction survey was used to measure performance and ratings were categorized as very satisfied, satisfied, somewhat satisfied, dissatisfied, or very dissatisfied. “Satisfied” is normally the middle rating; however, in our initial survey, the middle rating was “somewhat satisfied”. Because the ratings were categorized differently on the FY2001/2002 and FY 2000/2001 surveys, they can not be compared.

### 3. Summary of Resources – Service Level:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 27,294,753	\$ 29,650,278	\$ 30,429,500
Total	\$ 27,294,753	\$ 29,650,278	\$ 30,429,500
FTE	189	189	189

{Source of data should be LASPBS. For data that is unavailable at the time of submission, please indicate “N/A”. }

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

### 4. Summary of Activities:

Priority Ranking	Activities (Business Processes)	FTE	FY 2002-2003 Est Expenditures	Statutory References
1	Desktop Support	33	14,923,575	s. 216.272
2	Computer Operations	73	5,845,671	s. 216.272
3	Application Development/Support	64	4,404,266	s. 216.272
4	Network Services	3	3,440,254	s. 216.272
5	Executive Direction	4	462,471	s. 216.272
6	Administrative Services	12	574,041	s. 216.272
See Note	Total Service	189	\$29,650,278	

Note: Rank in priority order within this service which activities are most to least critical in meeting the agency's mission and goals statements in the Agency LRPP.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76400100 – Information Technology

**Activity / Business Process Review:** ACT0300 Executive Direction

**Activity/ Business Process Owner:** Randolph Esser, Director

**Phone:** 488-6264

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The purpose of this activity is to provide leadership and oversight in setting direction for Information Technology resources to assist the operational divisions to effectively and efficiently accomplish the Department's mission and goals.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity provides centralized planning, organizing, directing, and coordinating of all information technology resources for the Department either by directly supplying the computer equipment, software, or services or fulfilling these requirements through a contractor. It is essential because it provides the leadership and management for all the other components of the service.

- c. Provide a list of the major tasks for the activity in process order.

There is not a set order for these tasks. Develop requests for proposals, negotiations, and bids for acquisition of computer equipment, software, and services. Reviews computer equipment and software purchases to ensure that products comply with Department and industry standards. Develops policies and procedures. Directs 189 employees who design, develop, and maintain systems consistent with the Department's strategic plan, policies and procedures, provide a 24 by 7 data center operation, maintain a statewide communications network, provide help desk services, and manage contracts for technology hardware, software, and services. Directs information technology projects and oversees the information technology budget.

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## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 453,539	\$ 462,471	\$ 467,378
Total	\$ 453,539	\$ 462,471	\$ 467,378
FTE	4	4	4

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

While this activity is funded from the Working Capital Trust, the revenues to this fund are from General Revenue and Departmental trust funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Approximately 10% of the revenue to the Working Capital Trust for FY 2002-03 is from the general Revenue Fund. The Department can recommend fee increases as alternatives to General Revenue Funding if so directed.

## 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries of Executive Direction staff are the major cost associated with this activity (\$426,458 for FY 02-03). Other costs include training, travel, utilities, and office supplies.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

The Executive Direction activity provides leadership and management of the other activities, which have improved and reengineered, in some cases. This activity is

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

responsible for providing the Department with directing IT projects that enhance productivity and support operational staff reductions that have occurred.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

There is not a standard workload formula. This activity includes the Information System Director, and one assistant director for each of the three functional areas (computer operations, research and technical services and application development and support).

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Two administrative support staff support this activity, but are identified in the Administrative Services activity. This activity has one director and three assistant directors.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The agency administrative cost associated with this activity is \$11,296.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Information Systems Director unit, the Software Services Manager unit, the Computer & Communications Systems Manager unit, and the Technical Services Manager unit in the Kirkman Data Center table of organization.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

### 4. Customers:

- a. Who are the key customers of this activity?

Customers are Department personnel and Tax Collectors who provide services to every driver, identification card holder, vehicle / vessel owner in this state. Customers also include law enforcement, government agencies, businesses, and private citizens who access the Department's databases.

- b. What product(s) or service(s) are provided to the customer?

Products and services provided include applications, networked communications, databases, hardware and software, customer support / help desk services, information technology plans, standards, policies, reports, and database information.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

Expenditures for this activity are provided statewide.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity provides centralized planning, organizing, directing, and coordinating of all information technology resources for the Department either by directly supplying the computer equipment, software, or services or fulfilling these requirements through a contractor. It is essential because it provides the leadership and management for all the other components of the service.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

If this activity were not funded for one year, IT functions, projects, and resources would not be coordinated or managed and there would not be oversight on technology purchases. Customer needs would not be considered in

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

an enterprise-wide manner. This could lead to project delays, inappropriate purchase of hardware and software, lack of strategic direction to accomplish the Department's goals.

- Long term (5 yrs)?

If this activity were not funded for five years, the conditions described above will continue to get worse. This would result in incompatible software and hardware environments and stand-alone solutions that can not be used throughout the Department and may not interface with statewide technology initiatives.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Each agency is required to have a Chief Information Officer (CIO) whose primary duties are enumerated in Statute (F.S. 282.3055). Each Agency's CIO shall be a member of the CIO Council (F.S. 282.315).

F.S.282.318 "security of data and information technology resources" requires that each Agency perform computer security administration.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Other government entities and the private sector perform similar functions for their organizations but do not provide it for Department of Highway Safety and Motor Vehicles.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

Outsourcing to perform Executive Direction has not been considered. However, the Department does use research and consulting expertise that is available from the Gartner Group.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None.

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- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload for this activity has remained consistent; however, the rapid rate of technology change requires constant evaluation of the best direction to achieve the Department's mission. This activity can be accomplished with existing resources.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76400100 – Information Technology

**Activity / Business Process Review:** ACT0310 Administrative Services

**Activity/ Business Process Owner:** Sherry Allen, Software Services Manager

**Phone:** 922-5707

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

This activity includes the business functions associated with the administration of the Information Technology Service. It supports the agency's mission by allowing the other activities in this service to operate more efficiently and effectively by focusing on direct customer services instead of administrative tasks.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity includes positions and related costs associated with general office support, purchasing, accounting, billing, personnel, budgeting, and training services associated with the information technology service.

- c. Provide a list of the major tasks for the activity in process order.

Tasks vary and are not described in process order. Tasks for this activity include obtaining vendor quotes, preparing purchase orders, personnel actions, travel requests, and invoice receipts, tracking contract expenditures and software renewals, ordering supplies, coordinating technology training, providing business customer support, coordinating information requests and legislative bill responses, and answering telephone calls.

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## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 548,096	\$ 574,041	\$ 579,709
Total	\$ 548,096	\$ 574,041	\$ 579,709
FTE	12	12	12

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

While this activity is funded from the Working capital Trust Fund, the revenues to this fund are from General Revenue and Departmental Trust Funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Approximately 10% of the revenue to the Working Capital Trust Fund for FY 2002-03 is from the General Revenue Fund. The Department can recommend fee increases as alternatives to General Revenue Funding if so directed.

## 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

The salaries of administrative support personnel are the major cost factor associated with this activity (\$492,587 for FY 02-03). Other expenditures include costs associated with utilities and general office supplies.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

The process of providing administrative services has improved over the last five years due to use and standardization on word processing, spreadsheet, and presentation software tools.

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- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

There is no standard workload formula. Resource allocation is based on monitoring workload and priorities.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

All the administrative support staff for the Information Technology service are included in this activity. There is one supervisor and 11 administrative support positions.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

Estimate of agency administrative cost associated with this activity is \$33,888.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are distributed in all units shown in the Kirkman Data Center table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

Customers are IT personnel who serve Department personnel and Tax Collectors who provide services to every driver, identification card holder, vehicle/vessel owner in the State.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

- b. What product(s) or service(s) are provided to the customer?

Products and services are purchase order requests, personnel actions, travel requests, leave and attendance documents, training classes, contract expenditure reports, software renewals, billing and legislative bill responses, and general office support.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

All expenditures for this activity address statewide needs.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

None.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity includes the business functions associated with the administration of the Information Technology Service. It supports the agency's mission by allowing the other activities in this service to operate more efficiently and effectively by focusing on direct customer services instead of administrative tasks.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Delays in purchasing, budget, and personnel actions, lack of coordination of administrative functions, and loss of productivity for personnel in the other service activities.

- Long term (5 yrs)?

Conditions described above will continue to get worse.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

No.

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- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

All government and private sector agencies perform an administrative function that serves their agency.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

This activity needs personnel who understand the state and agency rules for budgeting, personnel, billing, accounting, and purchasing. While some activities could be fulfilled by the private sector, the cost would probably be higher, with less understanding of the business rules.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload for this activity has remained consistent from year to year and can be accomplished with existing resources.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76400100 – Information Technology

**Activity / Business Process Review:** ACT0320 – Application Development / Support

**Activity/ Business Process Owner:** Sherry Allen, Software Services Manager

**Phone:** 922-5707

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

The purpose of this activity is to analyze, design, develop, maintain custom software, provide help desk support, install software, and provide system administration for statewide driver license issuance and motor vehicle/vessel title and registration systems that reside in over 400 field offices. Provide the same support for other systems that include internet and telephone applications and public access to the Department's databases.

Application development supports the agency's mission of providing a safe highway environment by developing custom programs that are used to issue driver licenses, and register and title vehicles and vessels, and store motorist data in a centralized database that can be retrieve by law enforcement and other stakeholders.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity provides custom software that includes client server, web, and mainframe applications and technical assistance to support the Department's functions.

Custom applications ensure that information is captured accurately, provide timely access, and automate business processes that could not be done efficiently or effectively, if done manually.

- c. Provide a list of the major tasks for the activity in process order.

The Department has an Information Systems Development Methodology (ISDM) which we are currently using for software maintenance releases. The phases of the maintenance release life cycle include: Phase I Needs Assessment/Planning; Phase II Design; Phase III Development; Phase IV Acceptance Testing; and Phase V Implementation.

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Tasks are iterative and include defining requirements, analyzing software requests, designing systems, developing, modifying, testing, and documenting custom software, distributing software releases, troubleshooting computer system problems, installing software, providing application help desk support for Department and Tax Collector personnel, and providing system administration for application users.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 4,543,464	\$ 4,404,266	\$ 4,438,794
Total	\$ 4,543,464	\$ 4,404,266	\$ 4,438,794
FTE	64	64	64

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

While this activity is funded from the Working Capital Trust, the revenues to this fund are from General Revenue and Departmental trust funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Approximately 10% of the revenue to the Working Capital Trust for FY 2002-03 is from the general Revenue Fund. The Department can recommend fee increases as alternatives to General Revenue Funding if so directed.

### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Salaries for application development support personnel are the major cost associated with this activity (\$3,000,816 for FY 02-03). Other costs include software development tools, workstations, training, utilities, and office supplies.

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- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those that are anticipated for implementation.

In 1999, the Department reengineered all vehicle /vessel and associated processes and driver license issuance and online host processes to use a fourth generation software development language and migrated its primary databases from proprietary to a commercial, relational databases. The fourth generation language, Uniface, uses a model driven approach that allows business rules and processes to be defined once and reused throughout the application. This approach has reduced errors, improved programmer productivity, and shortened development time.

The Department purchased the Learmonth Burchett Management Systems (LBMS) Information Systems Development Methodology (ISDM) in 1996. An ISDM defines a comprehensive set of life cycle activities that support software development from planning through maintenance. The objectives of utilizing a methodology are:

- Standardize the approach to system development;
- Enable the production of better documented, maintainable systems;
- Detect defects early in the life cycle and thus reduce the cost of corrective action;
- Produce systems that better support customer processes and meet customer expectations;
- Produce systems that are more reliable and have fewer defects;
- Provide more accurate project estimates and a better means to monitor and track project status.

This methodology was used successfully in re-engineering the project to replace legacy software provided by ISA for the Division of Motor Vehicles (DMV). However, the original company sold the methodology since we purchased it and it is not currently being used. While it served our needs during our reengineering projects, it is cumbersome to use for maintenance and enhancements. We have developed our own ISDM (based on the State's Technology Office) for system enhancements/maintenance and began using it for software releases initiated after July 1, 2002.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

Resource needs are not determined on a standard workload formula. The

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Department has a process for tracking software requests. Business personnel request changes by submitting a work request order (WRO) through their division director. All WROs are logged in an on-line system and routed to the appropriate programming section. Division directors or their designee prioritize requests. Programming supervisors assign the WRO to analysts to develop a solution, estimated hours, and estimated completion date. Business representatives select WROs that will be grouped together for a release. Based on WRO solutions, tasks and estimated completion dates are defined, resources assigned, and project plans are initiated. There is a backlog of pending requests in every programming section.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

Six administrative staff support Application Development/Support but they are identified in the Administrative Support activity. Application Development/Support has 2 managers, and 6 supervisors.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

We currently do not have any Contract or Consultant Staff. Occasionally vendors request and pay for special programming and we hire our staff on an OPS basis to perform these tasks after hours. Occasionally we hire a Contractor to supplement internal staff when special expertise is required.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimate of agency administrative cost associated with this activity is \$180,736.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Software Services Manager unit and the Technical Services manager unit in the Kirkman Data Center table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

Customers are Department personnel and Tax Collectors who provide services to

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

every driver, identification card holder, vehicle / vessel owner in this state. Customers also include law enforcement, government agencies, businesses, and private citizens who access the Department’s databases.

- b. What product(s) or service(s) are provided to the customer?

Custom software includes client server, web, and mainframe applications. Major systems provided by this activity are:

Florida Driver License Information System (FDLIS)	This software is used to process citizen applications for driver licenses and identification cards.
DL Field (Host)	This software supports batch processing for updating driver license actions.
Florida Highway Patrol/ Administrative Services	This software supports batch processing for trooper activity, citation insurance, payroll, accounting and other administrative functions.
Florida Real-time Vehicle Information System	This software is to process citizen applications for vehicle vessel title and registrations.
MV Host	This software supports batch processing such as title printing, reporting, and renewals.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

All the expenditures for this activity address statewide needs. The Florida Real-time Vehicle Information System (FRVIS) Trust fund has specific spending authority to support the FRVIS system. The impact on this activity if it is eliminated is that it would reduce training, software tools acquisition, and consulting services required to support the FRVIS system.

- b. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity provides custom software that includes client server, web, and mainframe applications and technical assistance to support the Department’s

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functions. Custom applications ensure that information is captured accurately, provide timely access, and automate business processes that could not be done efficiently or effectively, if done manually.

b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

No legislative changes would be implemented; workload and backlogs would increase due to manual workarounds. When a software problem occurs, it will not be fixed; programs will cease to run, or not run accurately or timely. Customers will not be served accurately or timely and information from the Department's database will not be available accurately or timely.

- Long term (5 yrs)?

The conditions described above will continue to get worse. As technology changes, software will grow more out of date and will not likely run on new computers unless the software is modified. Significant increases in manpower will be required to handle manual workloads.

c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

No.

d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Other government entities and the private sector perform similar functions for their organizations but do not provide this activity for Department of Highway Safety and Motor Vehicles.

### 6. Privatization, Outsourcing:

a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

A legislative budget request (LBR) and feasibility study was submitted for fiscal year 2000/2001 to outsource two programming sections. The LBR was not funded. Cost was substantially higher to outsource this activity.

b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

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None.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload for this activity continues to increase. If no additional increase in resources is provided, the business customers will continue to prioritize their requests and the ones that are the highest priority that can be accomplished with the current resources, will be completed. We will continue to investigate new technology and software development tools to improve productivity.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76400100 – Information Technology

**Activity / Business Process Review:** ACT0330 Computer Operations

**Activity/ Business Process Owner:** Steve Waltz, Technical Services Manager

**Phone:** 487-2194

#### 1. Description and Purpose

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

This activity provides processing resources in the Kirkman Data Center, the Department's central computing facility, which houses a mainframe, enterprise, and web servers. It includes a standby system, installed in a separate location that will provide processing support for the Department's mission critical applications in case of a catastrophic failure of the primary facility.

Computer Operations supports the agency's mission of providing a safe highway environment by providing the computing center and resources required to issue driver licenses, and register and title vehicles and vessels, and store motorist data in a centralized database that can be retrieved by law enforcement and other stakeholders.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity provides support for operating system, database, system utilities, and development software for mainframe, enterprise servers and web servers. It provides software and hardware management and maintenance, tape backup and restoration services, a disaster recovery facility, capacity planning and replacement, and performance monitoring and tuning.

It is an essential component of the overall service because it is responsible for the computers and databases that store driver license and motor vehicle information that is required to support the Department's functions.

- c. Provide a list of the major tasks for the activity in process order.

Data center staff provide a 24-hour per day, 7 days per week operation that support batch runs, back ups, and print jobs. System support personnel upgrade software, tune and monitor the system, provide system administration and security for each of

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the Department’s computers. Database personnel design, tune, implement changes, and monitor the databases and provide database security. This includes near real time replication of mission critical databases at a remote site and maintaining the capability to switch operations to that site in a disaster scenario. Production control staff schedule jobs and review results for quality control.

### 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 6,134,988	\$ 5,845,671	\$ 10,269,718
Total	\$ 6,134,988	\$ 5,845,671	\$ 10,269,718
FTE	73	73	73

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate “N/A”.}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

While this activity is funded from the Working Capital Trust, the revenues to this fund are from General Revenue and Departmental trust funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Approximately 10% of the revenue to the Working Capital Trust for FY 2002-03 is from the general Revenue Fund. The Department can recommend fee increases as alternatives to General Revenue Funding if so directed.

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### 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Major cost factors are salaries for computer operations personnel (\$3,006,828 for FY 02-03) and software license and hardware maintenance costs (\$1,617,192). Other costs include utilities, database and security consulting, lease of the disaster recovery site, equipment, training, and office supplies.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those that are anticipated for implementation.

In 1999, the Department's mainframe databases (running on an internally supported database management system) were replaced by Oracle databases on Unix servers. This gave us greater flexibility in our choice of hardware and software due to the popularity of the Oracle RDBMS (relational database management system). However, Oracle does require significant support and we have not yet fully recovered from the staffing losses that occurred during that transition.

We have upgraded the mainframe processor, tape sub-system and disk storage, which has resulted in more efficient operations.

We recently entered a joint investigation with the Department of Corrections of the feasibility of consolidating mainframe operations on their IBM mainframe. Due mainly to software licensing issues, the initial cost of consolidation was estimated at over a million dollars. Annual support and usage thereafter would have increased by about \$100,000.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

We do not have standard workload formulas. Utilization, performance, capacity, and demand for computing resources determine system needs. The system is monitored daily and tuned to provide the most efficient, effective operation. Staff resource allocation is based on workload and priorities.

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- d. How many of the FTE identified for this activity are administrative support staff?  
How many are supervisory staff?

This activity shares two administrative support positions with the rest of the Technical Services and Computer Operations. These positions are identified in the Administrative Support activity. There are 11 supervisors and three managers; most of the supervisors spend significant time on technical computer operations support.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

We have contract staff about the equivalent of ½ FTE through the end of 2002 for the purpose of augmenting internal staff, providing expertise for database replication, and migrating our databases to a more current Oracle release.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity

The estimate of agency administrative cost associated with this activity is \$206,152.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Information Systems Director unit, the Computer & Communications Systems Manager unit, and the Technical Services Manager unit in the Kirkman Data Center table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

The customers served are all Department employees and all of the Department's customers. Almost every customer contact involves retrieval and/or storage of data in a database or some other computer file.

- b. What product(s) or service(s) are provided to the customer?

The products and services provided to the customer are computer reports, document printing, access to data, 24 by 7 computing facility, disaster recovery facility, and reliable, timely computer processing.

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- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

All the expenditures for this activity address statewide needs. The Florida Real-time Vehicle Information System (FRVIS) Trust fund has specific spending authority to support the FRVIS system. The impact on this activity if it is eliminated is that it would reduce fund required for computer operations to support the FRVIS system.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This is an infrastructure issue and not separable from the Department's activities which it supports. Computer support is essential to virtually all Department operations.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

Almost all Department functions would stop without mainframe, enterprise, web server, and database support.

- Long term (5 yrs)?

Same as above.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Florida State Statutes 320.03 (4) could be construed to require an online system for registering motor vehicles. Online systems require database support.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Other government entities and the private sector perform similar functions for their

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organizations but do not provide this support for the Department of Highway Safety and Motor Vehicles.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

At least one vendor has approached us about outsourcing our mainframe operations, but the most optimistic estimates did not suggest potential savings worth the initial costs, risk, and inconvenience.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload is changing. Processing is moving off of the mainframe onto smaller servers. Users are running more reports at the desktop instead of requesting them from Computer Operations. Some new applications are developed and supported by vendors. Since these are new applications, they do not reduce workload, but rather increase support and coordination with the supplying parties. Similarly, a data warehouse scheduled for implementation this fall will allow key agency personnel easier access to Department data without undue impact on the main databases, but support for the data warehouse will add work to an already understaffed database support unit. Efforts to provide disaster recovery have been underway for at least 2 years. We plan to have full implementation this fiscal year, but the units responsible for that are not staffed for the risky and time-consuming testing required to insure that the process would work if needed. If we are unable to match the shift and increase in workload, the data warehouse will be underutilized for lack of maintenance and database and server slowdowns and interruptions will be more frequent due to insufficient monitoring, maintenance and tuning. We will either not test disaster recovery or face serious risk of disaster in the process of testing. We will continue to investigate new technology to improve productivity.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76400100 – Information Technology

**Activity / Business Process Review:** ACT0340 Network Operations

**Activity/ Business Process Owner:** Steve Waltz, Technical Services Manager

**Phone:** 487-2194

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

This activity supports the Department's wide area network, which allows sharing of data between its central facility, field offices throughout the State, and a growing number of Department customers and suppliers. These services support motor vehicle and vessel titling and registration, driver licensing, and the Florida Highway Patrol.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity includes FTE to support the Department's frame relay network and network communication costs. It is an essential component of the overall service because without the network, the Department and the customers we serve do not have access to the Department's databases.

- c. Provide a list of the major tasks for the activity in process order.

Staff members provide network monitoring, network security, assist other agencies with connection to the Department's networks, network administration, and work with contract personnel to diagnose and resolve network problems.

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## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 3,435,886	\$ 3,440,254	\$ 3,443,005
Total	\$ 3,435,886	\$ 3,440,254	\$ 3,443,005
FTE	3	3	3

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

While this activity is funded from the Working Capital Trust, the revenues to this fund are from General Revenue and Departmental trust funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Approximately 10% of the revenue to the Working Capital Trust for FY 2002-03 is from the general Revenue Fund. The Department can recommend fee increases as alternatives to General Revenue Funding if so directed

## 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Major cost factors associated with this activity are salaries for network personnel (\$239,082 for FY 02-03) and communication costs associated with the Department's frame relay network (\$3,196,322). Other costs include utilities, training, and office supplies.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies that were implemented and those which are anticipated for implementation.

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Over the past two years the Wide Area Network (WAN) has been redesigned to provide greater redundancy and access to the disaster recovery site.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

We do not use a workload formula. This activity has a work backlog and is understaffed. Reorganizations over the past few years have reallocated personnel to this activity to address the most critical priorities.

- d. How many of the FTE identified for this activity are administrative support staff? How many are supervisory staff?

This activity shares one administrative person in the Administrative Support activity. There is one manager who also manages another activity but spends significant time on technical network operations support.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

We do not anticipate use of OPS, but may need to bring in a consultant to assist us with integrating Windows 2000 and its Directory Services with our network.

- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimated administrative cost associated with this activity is \$8,472.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Technical Services Manager unit in the Kirkman Data Center table of organization.

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### 4. Customers:

- a. Who are the key customers of this activity?

The customers are Department employees and all of the Department's customers. Almost every customer contact involves retrieval and/or storage of data in a database or some other computer file through the network.

- b. What product(s) or service(s) are provided to the customer?

The customers are provided access to the Department's data and services through the network.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

All the expenditures for this activity address statewide needs. The Florida Real-time Vehicle Information System (FRVIS) Trust fund has specific spending authority to support the FRVIS system. The impact on this activity if it is eliminated is that we could not pay the network communications costs and the Department could not perform its mission.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This is an infrastructure issue and not separable from the Department's activities which it supports. Network support is essential to virtually all Department operations.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

The Department could not issue driver licenses and vehicle and vessel title and registrations accurately or timely. Government, businesses, and citizens will not have access to the information they need.

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- Long term (5 yrs)?

Same as above.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

Florida State Statutes 320.03 (4) could be construed to require an online system for registering motor vehicles and, by extension, network support.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Other government entities and the private sector perform similar functions for their organizations but do not provide this support for the Department of Highway Safety and Motor Vehicles.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored *or should be explored* for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

We have had proposals from STO approved network providers for taking over part of the activity. Only one vendor proposal would have reduced costs, but other aspects of that proposal to replace the incumbent provider were deemed unacceptable. The incumbent provider's proposal would have increased costs considerably.

- b. Describe current *major* privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

None.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

Demands for network services are growing and becoming more complex. Internet access, streaming video, image transfer, voice over other high volume data transfer all represent potential network demands which compete with the individual inquiries and online processing we must support. Many of these have very volatile network requirements that make them difficult to manage as part of the prime shift mix.

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Tax Collectors, who act as the Department's vehicle and vessel title and registration agents, are becoming increasingly sophisticated in the deployment of their own Local Area Networks. This increases the challenges of connectivity and troubleshooting network problems.

As network attacks become more sophisticated and the risk of unauthorized access and removal, alteration or corruption of data grows, monitoring and defensive measures must increase. We can build or license tools to help with some of this, but some monitoring and denial of less critical services during times of peak usage will still be necessary. If there are not enough support people, denial of service will be more frequent for more services. Without sufficient personnel to monitor and protect against attacks, only major applications will be allowed access and/or more attacks will succeed.

# DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

## Zero-Based Budgeting Activity Review

### 76400100 – Information Technology

**Activity / Business Process Review:** ACT0350 Desk Top Support

**Activity/ Business Process Owner:** Randolph Esser, Director

**Phone:** 488-6264

#### 1. Description and Purpose:

- a. Explain the purpose of this activity and why it is being performed. Explain how this activity relates to the agency's mission.

This activity provides statewide help desk services for field offices and headquarters, provides support of software and application on the desktops and support of attached or networked peripherals, and support of shared servers.

Desktop support supports the agency's mission of providing a safe highway environment by providing the hardware and software that is used in over 400 field offices to issue driver licenses and vehicle and vessel and title registrations. Additionally, it provides support for word processing, email, spreadsheet, and presentation software used to support the Department's functions.

- b. Describe this activity and why it is an essential component of the overall service being provided by the Budget Entity.

This activity is described above. It is an essential component to the overall service because it supports automated businesses processes that could not be performed accurately or timely, if done manually.

- c. Provide a list of the major tasks for the activity in process order.

Help Desk personnel respond to calls for assistance for equipment, software, and network problems and requests for service to relocate and install additional equipment. They troubleshoot computer malfunctions, contact maintenance vendors and track problem resolution. They work with Department personnel to plan workstation acquisitions, expansions, and software upgrades and obtain price quotes, order equipment, prepare purchase orders, and install equipment and software.

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## 2. Resources for Activity:

	FY 2001-2002 Act Exp	FY 2002-2003 Est Exp	FY 2003-2004 Ag Req
General Revenue	\$ -	\$ -	\$ -
Federal Trust Fund(s)	\$ -	\$ -	\$ -
State Trust Fund(s)	\$ 12,178,780	\$ 14,923,575	\$ 11,230,896
Total	\$ 12,178,780	\$ 14,923,575	\$ 11,230,896
FTE	33	33	33

List Federal and State Trust Fund Sources.

{Source of data should be LASPBS. For data that is unavailable please indicate "N/A".}

- a. Is this activity supported by fees? List the statutory reference authorizing such fees.

While this activity is funded from the Working Capital Trust, the revenues to this fund are from General Revenue and Departmental trust funds. Most of the trust fund revenue is from various fees authorized in Chapters 320 and 322, Florida Statutes.

- b. If all or part of the activity is funded from General Revenue, are there other alternatives to funding the activity (increased fees, additional fees, other trust fund sources)?

Approximately 10% of the revenue to the Working Capital Trust for FY 2002-03 is from the general Revenue Fund. The Department can recommend fee increases as alternatives to General Revenue Funding if so directed.

## 3. Accountability, Performance, Cost, Efficiency:

- a. Key Cost Drivers: Describe the major cost factors associated with the provision of this activity, e.g., what requirements for labor, record keeping, travel, and other expenditures generate the need for resources for this activity. Please describe and include specific dollar amounts.

Major cost factors are salaries for Help Desk personnel (\$1,400,101 for FY 02-03), expense for hardware and software maintenance costs, new software, travel, office supplies, and training (\$3,595,404), Operating Capital Outlay for equipment replacement (\$1,879,778) and equipment, software, and services for Tax Collector offices (\$5,297,925).

In fiscal year 2002-03, \$2,800,000 of expenses will be used to fund the Mobile Data Terminals for the Florida Highway Patrol.

- b. In the last 5 years has the activity been reviewed/re-engineered/redesigned or put through a value analysis? If so, describe re-engineering efforts and the efficiencies

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

that were implemented and those that are anticipated for implementation.

In 2001, the central site Local Area Network (LAN) was reengineered to increase speed and add redundancy.

In 2001, we completed a project that replaced obsolete state owned equipment in Tax Collector offices with servers, personal computers using Windows NT operating systems, decal and other printers, and local area networks. This system provides decals on demand, eliminates having pre-printed decal inventory, provides the means to run the Florida Vehicle Information System (FRVIS) and Florida Driver License Information System (FDLIS) on the same server and improved productivity.

In 1997, we completed a project that replaced obsolete state owned equipment in driver license offices with servers, personal computers using Windows NT operating systems and local area networks and redesigned FDLIS to run on the new computers.

Recently, we have retained Gartner to study and make recommendations to improve our e-mail systems and the supporting Novell operating system.

- c. Does the agency determine resource needs for this activity based on a standard workload formula(s) (e.g. # of active cases per professional staff)? If so, describe the formula(s) and report agency actual vs. the standard (include the specific numbers used in calculating the actual). Are the workload formula(s) and associated standard(s) recognized by a national or regional accrediting agency or professional organization and used by other governmental entities or the private sector? If not, and the formula(s) and standard(s) are unique to the state of Florida, describe how they were developed.

There are no standard workload formulas. Systems are monitored and upgraded as necessary. Staff resources are allocated based on workload and priorities.

- d. How many of the FTE identified for this activity are administrative support staff?  
How many are supervisory staff?

There is one administrative support staff identified in the Administrative Support activity. There are five supervisors and one manager.

- e. How much funding in this activity is used for OPS, Contract Staff, or Consultants? For FY 02-03, list each use and indicate the number of staff being used and for what purposes.

None.

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- f. Are agency administrative costs (e.g. personnel, accounting, Secretary's office, etc) included in the cost identified for this activity? If not, provide an estimate of agency administrative cost associated with the activity.

The estimate of agency administrative cost associated with this activity is \$93,192.

- g. Please indicate where the FTE identified with this activity are found in the table of organization submitted with the agency's Legislative Budget Request.

The positions in this activity are located in the Computer & Communications Systems Manager unit and the Technical Services Manager unit in the Kirkman Data Center table of organization.

### 4. Customers:

- a. Who are the key customers of this activity?

Customers are Department personnel and Tax Collectors who provide services to every driver, identification card holder, vehicle / vessel owner in this state. Customers also include law enforcement, government agencies, businesses, and private citizens who access the Department's databases.

- b. What product(s) or service(s) are provided to the customer?

Products and services include computer equipment and software for desktops, support for client server applications and stand-alone software, hardware and software acquisition and installation, and maintenance management.

- c. Are there any expenditures for this activity which are reserved for certain geographic areas or constituency groups? If an expenditure is reserved, what was the specific spending authority when first appropriated? What is the impact if eliminated?

All the expenditures for this activity address statewide needs. The Florida Real-time Vehicle Information System (FRVIS) Trust fund has specific spending authority to support the FRVIS system. The impact on this activity if it is eliminated is that we could not acquire computer equipment and software to expand offices or open new Tax Collector offices and we could not fund FRVIS software license and hardware maintenance.

- d. Are there any funds passed through to other state or local entities which address statewide needs? If so, describe the process, including allocation methodology and formulas used.

No.

## DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

### 5. Justification of Activity:

- a. Explain why this activity should continue to be funded.

This activity is an essential component to the overall service because it supports automated businesses processes that could not be performed accurately or timely, if done manually. Desktop support supports the agency's mission by providing the hardware and software that is used in over 400 field offices to issue driver licenses and vehicle and vessel and title registrations. It also provides support for word processing, email, spreadsheet, and presentation software used to support the Department's functions.

- b. If this activity were no longer funded, what would be the impact over the:

- Short term (1 yr)?

We could not replace or add desktop hardware and software. Computer equipment that breaks would not be fixed. Software problems would not be fixed. As a result, the services the Department provides would be significantly impaired.

- Long term (5 yrs)?

The conditions described above would continue to get worse. The computers and software would become obsolete and the Department can not perform its missions timely or accurately; significant increase in manpower would be required.

- c. Is all or part of this activity constitutionally, federally or state mandated? If so, explain. Include a reference to the constitutional, federal or state statutory citation.

No.

- d. Do other government entities (state, local, federal) perform this activity? Does the private sector also perform this activity?

Other government entities and the private sector perform similar functions for their organizations but do not provide this activity for Department of Highway Safety and Motor Vehicles.

### 6. Privatization, Outsourcing:

- a. Describe whether this activity has been explored or should be explored for outsourcing or privatization. Describe what efforts the agency has taken or that may be taken to outsource the activity. Have any barriers to outsourcing been identified? (i.e., costs, limited vendors, etc.)

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This activity has not been explored for outsourcing. The lack of familiarity with our environment and systems and the high cost of personnel are barriers.

- b. Describe current major privatization or outsourcing efforts (even if only part of an activity) and include estimated funding for FY 2002-2003.

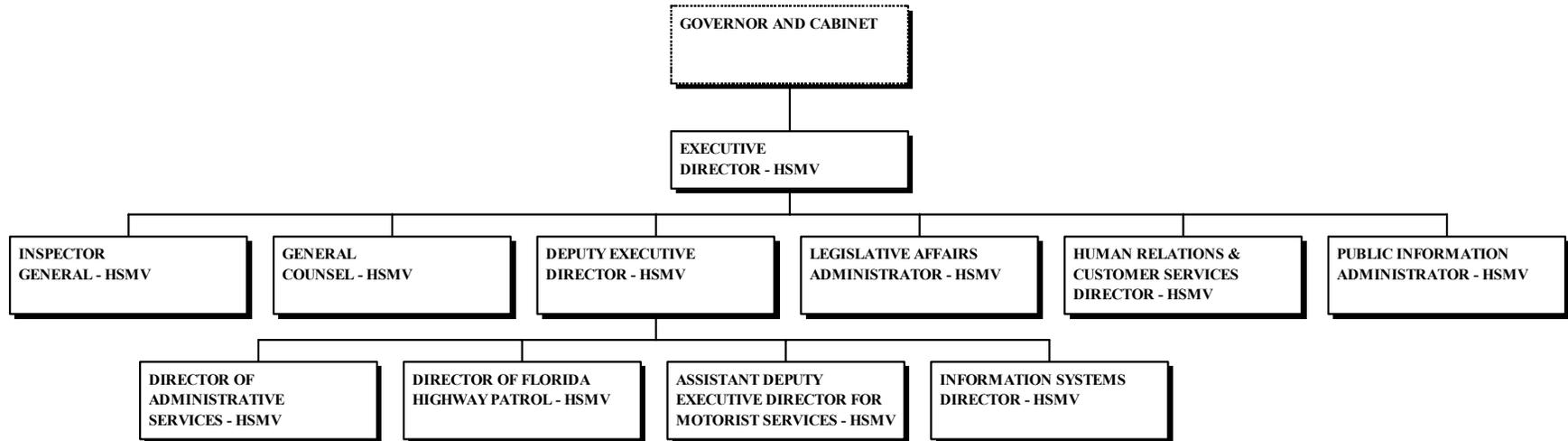
None.

- c. Is the workload for this activity increasing or decreasing? Describe the impact of an increasing workload on agency operations, if no additional increase in resources is provided.

The workload for this activity continues to increase due to the pace of changing technology. In order to plan for future growth, support staff must be knowledgeable of the old as well as the new technology and often support both. Current staffing levels are inadequate to support systems as they are upgraded. If no additional increase in resources is provided work will continue to be prioritized and the most critical needs will be addressed. We will continue to investigate new technology to improve productivity.

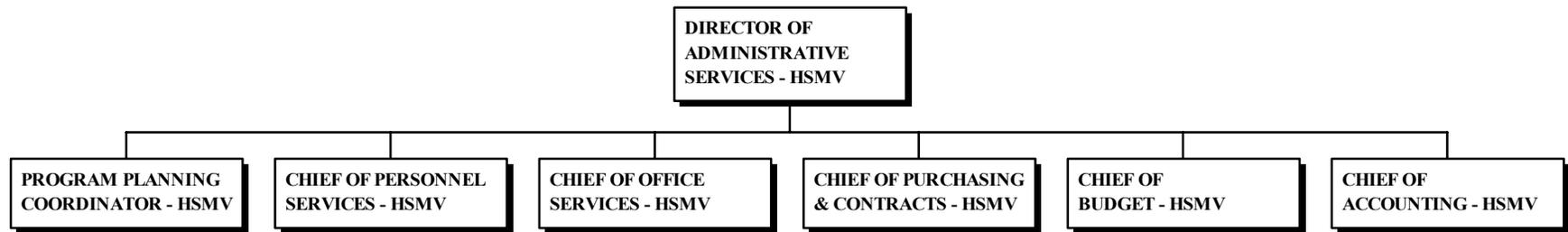
**Department of Highway Safety & Motor Vehicles  
Executive Direction**

Table of Organization – September 2002



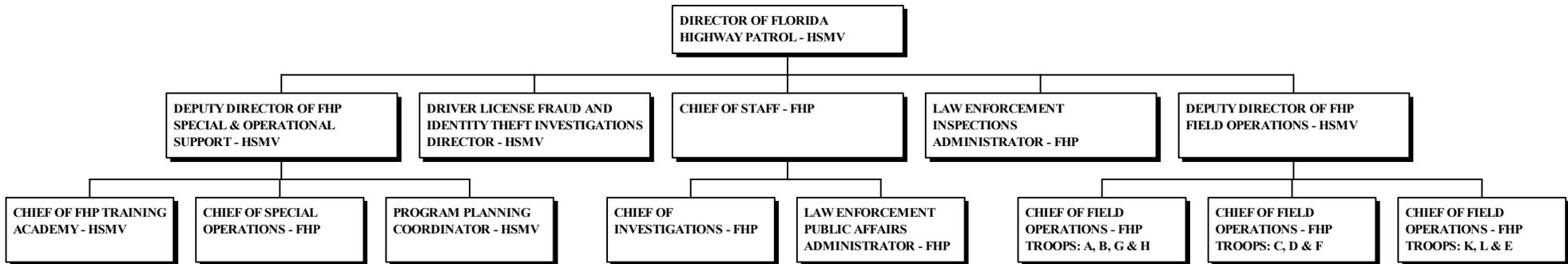
**Department of Highway Safety & Motor Vehicles  
Administrative Support Services**

Table of Organization – September 2002



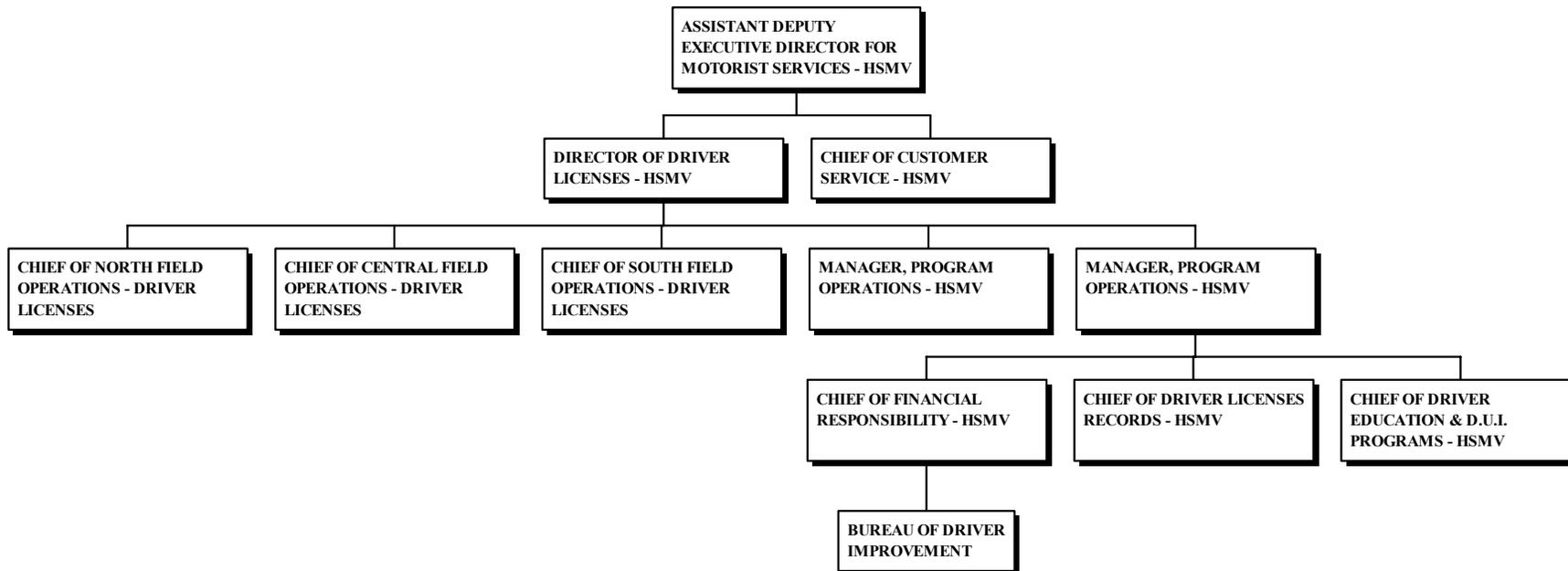
**Department of Highway Safety & Motor Vehicles  
Florida Highway Patrol**

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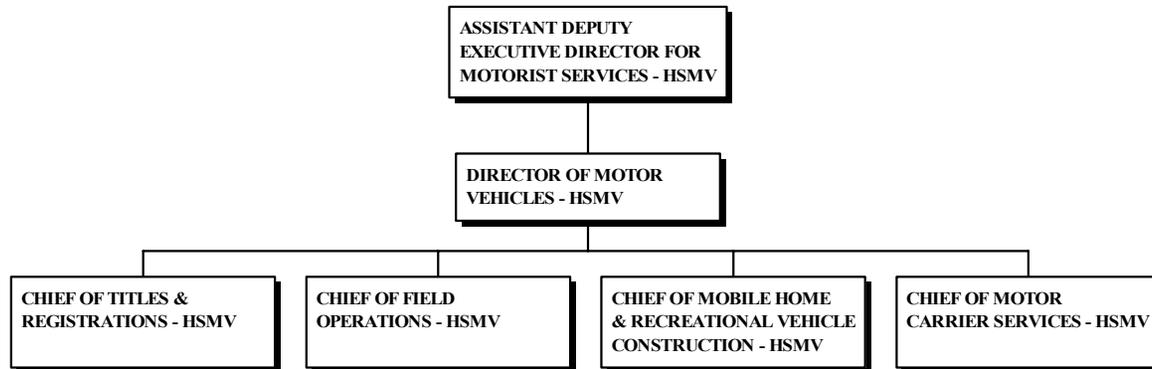
**Department of Highway Safety & Motor Vehicles  
Licenses, Titles, and Regulations – Driver Licenses Services**

Table of Organization – September 2002



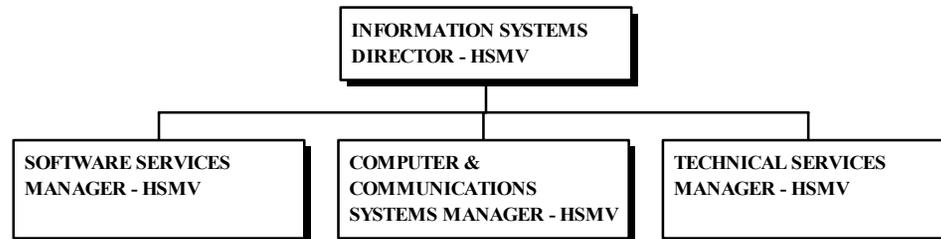
**Department of Highway Safety & Motor Vehicles  
Licenses, Titles, and Regulations – Motor Vehicle Services**

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**Department of Highway Safety & Motor Vehicles  
Kirkman Data Center**

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## **OVERVIEW OF THE NORTHWESTERN UNIVERSITY INSTITUTE (NUTI) STAFFING MODEL USED BY THE FLORIDA HIGHWAY PATROL**

The NUTI<sup>1</sup> staffing model was developed as the result of a grant from the National Highway Traffic Safety Administration (NHTSA). State highway patrol agencies and other law enforcement departments from around the country (including Florida) had expressed the need for an effective, objective staffing model for traffic law enforcement services. The NUTI model was developed over a period of three years to meet those needs. FHP participated in the pilot program and provided input to the Institute during the course of development of the model. The staffing model was completed and circulated to state agencies in March, 1991.

The NUTI staffing model uses time-based procedures. The model determines staffing and allocation requirements based on time required for the following four major trooper activities:

- A. REACTIVE TIME - Time spent on traffic crash investigations and other calls for service.
- B. PROACTIVE (SELF-INITIATED) TIME - Time spent on self-initiated activities including the issuance of citations and warnings for traffic violations, assisting motorists, and other activities.
- C. PROACTIVE (PATROL) TIME - Time spent providing trooper "visibility" and "availability" for self-initiated activities and timely response to calls for service. Patrol Time includes time spent on both moving and stationary patrol.
- D. ADMINISTRATIVE TIME - Time spent on activities such as training, squad/district meetings and inspections.

The methodology used to determine each of the above four time components includes activities taken from a broad database of trooper activity. Activities mentioned in the above four time components are included in this database. Other data such as the number of other calls for service, road type, road mileage, coverage per week and patrol interval must be obtained from the field or other sources such as the Florida Department of Transportation.

Using the activities describe above, through a series of worksheets and mini-formulas contained in the NUTI staffing model, the number of on-duty troopers required per day in a county can be determined.

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<sup>1</sup> The NUTI staffing Model also known as the Police Allocation Manual: Determination and Allocation of Personnel for Police Traffic Services for Statewide Agencies, Version 3.5 dated March 1991. This model was prepared by the Northwestern University Traffic Institute (NUTI) for the National highway Traffic Safety Administration, U.S. Department of Transportation.

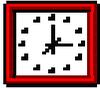
Data fields used from the Weekly Report of Daily Activity include:

- Hours Patrolled
- Crash Investigation Hours
- Traffic Homicide Investigation Hours
- Safety Education Hours
- DUI Hours
- Other Hours
- Drug & Contraband Hours
- Court Hours
- Assistance Rendered Hours
- Offense Incident Hours
- Report Writing Hours
- Training Hours
- Vehicle Repair/Maintenance Hours
- Special Detail Hours
- Assisting Other Troopers/Officers Hours
- Relay Hours
- Squad/District Meeting Hours
- Recruitment Hours
- Traffic Control Hours
- Applicant Investigation Hours
- Aircraft Hours
- All Arrests (converted to hours)
- All Warnings (converted to hours)
- Faulty Equipment Notices (converted to hours)

nutioverview.doc  
Revised 08/08/00

# Florida Highway Patrol Staffing Model

## 1. Reactive Time



Shift length



Crashes and  
Crash  
Investigation  
hours



Other Calls for  
Service and Other  
calls for Service  
hours

+

## 2. Self-Initiated Time



Arrests



Warnings



Motorist  
Assists

+

## 3. Patrol Time



Desired  
Coverage  
Per Day



Roadway  
Types and  
Roadway Miles

+

## 4. Administrative Time



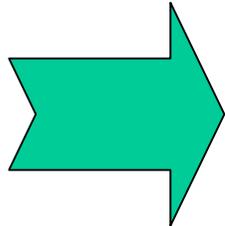
Training



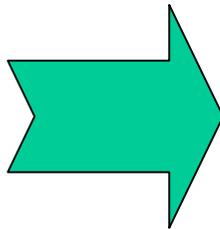
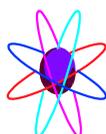
Troop  
Meetings



Monthly  
Inspections



=



**NUTI  
Formula**

# THI RECLASSIFICATION

## CLASS ONE INVESTIGATION

### Current Classification Guidelines

#### *60 Day Time Limit\**

- Completed for any fatal traffic crash that will result in felony charges or misdemeanor DUI charges.
- Completed for any traffic crash resulting in infraction charges or non-DUI misdemeanors only, or in which no charges will be forthcoming due to the death of the at-fault driver.
- Completed for any fatal traffic crash involving a government owned or leased vehicle or a fatal pedestrian crash involving an on-duty employee of a government organization to include non-paid emergency personnel.
- Completed for any fatal crash that troop supervisory personnel deem necessary.
- Completed for any FHP vehicle crash investigation or any pedestrian crash involving sworn, non-sworn, auxiliary or reserve FHP personnel.

### Proposed Classification Guidelines

#### *60 Day Time Limit\**

- Completed for any fatal traffic crash that will result in felony charges or misdemeanor DUI charges.

Note: Any FHP vehicle crash investigation or any pedestrian crash involving on-duty sworn personnel that results in a death shall be a Class 1 investigation.

Any fatal crash that because of it's complexity and need for additional investigation and documentation may be investigated as a Class 1 investigation, if authorized by troop supervisory personnel.

Will be reported using the Criminal Investigation format.

*\* Except when an on-scene felony arrest is made of an impaired driver in a fatality, the time limit is 30 days.*

## CLASS TWO INVESTIGATION

### Current Classification Guidelines

#### *30 Day Time Limit*

- Completed for all single vehicle, single occupant (driver) fatal crashes.
- Completed for any traffic crashes involving deaths that are not due to the crash.

### Proposed Classification Guidelines

#### *45 Day Time Limit*

- Completed for any fatal traffic crash resulting in a moving violation charge against an involved driver.
- Completed for any fatal traffic crash involving a government owned or leased vehicle or a fatal pedestrian crash involving an on-duty employee of a government organization to include non-paid emergency personnel.
- Completed for any FHP vehicle crash investigation or any sworn personnel that is a pedestrian.

Will be reported using the Non-Criminal Investigation format.

## CLASS THREE INVESTIGATION

### Current Classification Guidelines

#### *30 Day Time Limit*

- Completed for all deaths occurring on private property with no public access, or non-traffic related deaths.

### Proposed Classification Guidelines

#### *30 Day Time Limit*

- Completed for non-traffic fatalities and traffic crashes on private property not open to the use of the general public.
- Completed for any fatal traffic crash in which the at-fault driver is deceased.

Will be reported using the Non-Criminal Investigation format.

Special Note: Heart attacks or other natural deaths in motor vehicles when no crash occurs will not be investigated as a traffic homicide. A traffic homicide investigator utilizing an offense incident report will report these cases.

# REPORT OUTLINE AND FORMS

## CRIMINAL INVESTIGATION FORMAT

### Current Reporting Guidelines

- State Attorney Release Form
- Cover Sheet
- Table of Contents
- Investigative Report Consisting of:
  - Identification
  - Weather
  - Highway
  - Vehicle or Pedestrian
  - Background
  - Crash Analysis
  - Investigation
  - Investigative Summary
  - Case Closing Status
- Reconstruction Diagram
- Copy of Florida Uniform Traffic Crash Report
- Witness List
- Statements and/or Written Interviews (If applicable)
- Chemical Test Information
- Property Taken into Custody (Personal)
- Property Taken into Custody (Vehicle)
- Driver License Record(s)
- Arrest Information (If applicable)
- Other

### Proposed Reporting Guidelines

- State Attorney Release Form
- Cover Sheet
- Table of Contents
- Investigative Report Consisting of:
  - Identification
  - Weather
  - Highway
  - Vehicle or Pedestrian
  - Background
  - Crash Analysis
  - Investigation
  - Investigative Summary
  - Case Closing Status
- Reconstruction Diagram
- Copy of Florida Uniform Traffic Crash Report
- Witness List
- Statements and/or Written Interviews (If applicable)
- Chemical Test Information
- Property Taken into Custody (Personal)
- Property Taken into Custody (Vehicle)
- Driver License Record(s)
- Arrest Information (If applicable)
- Other

## NON-CRIMINAL INVESTIGATION FORMAT

### Current Reporting Guidelines

- Supervisor Release Form
- Cover Sheet
- Table of Contents
- Investigative Report Consisting of:
  - Identification
  - Vehicle or Pedestrian
  - Narrative of Investigation
    - Roadway/Traffic
    - Visual obstructions
    - Lighting
    - Roadway defects
    - Any other information that has a direct bearing on the crash.
    - Trip plan
    - Crash Analysis
    - Environmental Factors
    - Summary
- Diagram
- Copy of Florida Uniform Traffic Crash Report
- Witness List
- Chemical Test Information
- Property Taken into Custody (Personal)
- Property Taken into Custody (Vehicle)
- Other

### Proposed Reporting Guidelines

- State Attorney or Supervisor Release Form
- Cover Sheet
- Table of Contents
- Investigative Report Consisting of:
  - Identification
  - Vehicle or Pedestrian
  - Background
  - Crash Analysis
  - Investigative Summary
  - Case Closing Status
- Diagram (*Omitted in Class 3 Investigation*)
- Copy of Florida Uniform Traffic Crash Report
- Witness List (*Abbreviated*)
- Arrest Information (*If applicable*)
- Other

## **Manufactured Housing Program Overview**

The Department of Highway Safety and Motor Vehicles serves as the enforcement agency for the Federal Manufactured Housing Construction and Safety Standards and also as the in-take agency for all manufactured housing consumer complaints.

Manufactured housing is exempt from local regulation and governed by the Manufactured Housing Construction and Safety Standards Act (42 U.S.C.) of 1974, and the corresponding rules promulgated by the Department of Housing and Urban Development under 24 Code of Federal Regulations Chapter XX, parts 3280 and 3282. The 1974 act urged the states to enter into contracts with the federal Department of Housing and Urban Development to oversee the mobile home manufacturing process, and to adopt state legislation that would better enable the enforcement of the federal regulations. In 1976, Florida entered into two contracts with the Department of Housing and Urban Development, which have been administered by the Department of Highway Safety and Motor Vehicles since that time.

The Department of Highway Safety and Motor Vehicles' Bureau of Mobile Home and Recreational Vehicle Construction coordinates the state's regulation of mobile homes and recreational vehicles and the implementation of two contracts with the federal Department of Housing and Urban Development. The Bureau coordinates activities with the mobile home, recreational vehicle, and park trailer industries and trade organizations, the federal government, and other national groups. The bureau personnel represent the state at national meetings, and a representative of the bureau sits on the Council of State Administrative Agencies, Plant Inspection Agency Committee as Co-Chair.

The Department of Highway Safety and Motor Vehicles' Bureau of Mobile Home and Recreational Vehicle Construction carries out the state's regulation of manufactured housing and enforcement of the federal programs through implementation of the following functions.

- Inspections – Approximately 27,000 home sections in 18 mobile home production plants per year.
- Investigations – Approximately 600 consumer complaints. This is approximately 2% of the total homes produced and shipped into Florida on an annual basis.
- Licensing – Approximately 1,400 mobile home dealers and 84 mobile home manufacturers located in and out of state.
- Issues – Federal Construction Certification Labels (one per mobile home section). Approximately 14,000 single and multi section homes are produced in Florida annually.

- Administers – 2 federal Contracts for Department of Housing and Urban Development as the approved State Administrative Agency.

1. Consumer complaint handling.

2. In-plant inspection agency. (IPIA)

- Audits – Performs approximately 1,400 dealer lot inventory audits annually.

#### Provisions of State law

320.77 F.S. – Provides authority for the department to license mobile home dealers and for injunctive powers and to assess administrative fines for noncompliance with applicable statute.

320.8225 F.S. – Requires mobile home manufacturers in or out of state that offer new mobile homes for sale in Florida to be licensed.

320.823 F.S. – Establishment of uniform manufactured housing standards requires all mobile homes manufactured for sale in Florida to meet the Federal requirements for mobile home construction.

320.8255 F.S. – Establish authority for department inspectors to inspect units in Florida manufacturing plants for compliance with Federal regulations and to take appropriate action to assure compliance. To determine fees for special inspections and for the certification label authorized under 320.827.

320.827 F.S. – Federal Certification Labels: Authorizes the establishment of procedures for issuance of and requirement for each mobile home to bear the label to certify compliance with the construction code.

320.831 F.S. – Penalties: For violations of Federal Construction Code Requirements for mobile homes and any Code of Federal Regulations, fines may be assessed up to one thousand dollars per violation.

320.835 F.S. – Mobile Home Warranty Service: 1 year warranty requirements for manufacturers and mobile home dealers and presentation of warranty claims by consumers. Annually the total warranty service performed in Florida by licensed manufacturers resulted in approximately 4.8 millions dollars in savings for Florida Manufactured housing consumers.