

*FLORIDA DEPARTMENT OF
HIGHWAY SAFETY AND MOTOR VEHICLES*

AGENCY STRATEGIC PLAN

Fiscal Years 1999-2000 --- 2003-04

February 1, 1999

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Executive Director

EXECUTIVE SUMMARY

Chapter 187, Florida Statutes, (State Comprehensive Plan) consists of 26 goals and many supporting clusters and policies used to guide the growth of Florida for the next decade. Section 186.021, F.S., details the steps which agencies should take in preparing agency strategic plans.

The Department of Highway Safety and Motor Vehicles' Plan for Fiscal Years 1999-2000 through 2003-04 focuses on three strategic issues. It does not attempt to provide detailed information on every aspect of the State Comprehensive Plan for which we feel we have partial responsibility.

The Department has selected the following strategic issues for inclusion in this of its Agency Strategic Plan:

- **Safety on patrolled highways**
- **Consumer protection and public safety**
- **Customer service and public satisfaction**

These strategic issues will also appear in the Executive Director's Performance Contract. The objectives incorporated within the Performance Contract are narrowed to those that we hope to accomplish by June 30, 1998. In this Plan, the objectives are of a long-range nature and may extend through 2004 and beyond.

The first issue, "*Safety on Patrolled Highways*," is in line with the Department's mission and refers to the Florida Highway Patrol's activities. The second issue, "*Consumer protection and public safety*," concerns acts of violence and fraud, and involves DHSMV's three operating divisions. "*Customer service and public satisfaction*" is an internal issue that is important to all areas of the Department. Ranging from member training to redesigned systems and state-of-the-art technology, it refers to improved public relations and better access to information.

Our strategic issues accurately reflect the Department's mission as described on page 2. Within each issue are one or more objectives which specify the directions we will take to address the issue, accompanied by the strategies which show how we plan to achieve the objectives. Although the issues are broad, the objectives within each issue deal specifically with major items in each of the Department's divisions:

Florida Highway Patrol	Motor Vehicles
Driver Licenses	Administrative Services
and Information Systems Administration.	

The Department has received approval from the Executive Office of the Governor for performance-based program budgeting outcomes for its Divisions of Driver Licenses and Motor Vehicles as well as legislative approval during the 1998 session. Legislative approval for Florida Highway Patrol's performance-based program budgeting outcomes was received during the 1997 legislative session. These outcomes are included in the matrix in Appendix C.

As recommended in Chapter 3 of the Planning and Budgeting Instructions, we have altered our plan to reflect the overall impact of our efforts on Floridians rather than to stress the accomplishments of the Department.

By concentrating on those issues which are very important to DHSMV, we feel that this document accurately reflects our commitment to make highways safe through service, education, and enforcement.

This Agency Strategic Plan is prepared for the Governor, the Cabinet, the Legislature, and the citizens of Florida to describe DHSMV's priorities and the steps the Department will take to achieve its' outlined objectives.

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INTRODUCTION

The DHSMV Strategic Plan includes three strategic issues. These issues are not necessarily listed in priority order as the agency has many objectives which we feel are equally important. Within each strategic issue is a trends and conditions analysis, followed by several objectives relating to that issue. References to goals and policies in the State Comprehensive Plan may be found within the trends and conditions analysis or following the objective. If the items to be measured are not included within the trends and conditions statement, they appear with the individual objectives.

Following each objective are one or more strategies for achieving that objective. Unlike the objective, strategies are not required to be measurable, as noted in the Planning and Budgeting Instructions.

Submission of an annual performance report began in July 1992. The annual performance report measures the Department's fiscal year progress toward accomplishing each objective mentioned in the year's Plan, lists factors which facilitated or hindered accomplishing the objectives, and states whether that objective will remain in the next Plan.

This Plan marks the second time that the Department has attempted to link its objectives with performance-based program budgeting (PBPB) outcomes. Outcomes for the Divisions of the Florida Highway Patrol (FHP), Driver Licenses (DL) and Motor Vehicles (MV) have been approved by the Executive Office of the Governor as well as the Legislature, the latter two during the 1998 session. They appear in the General Appropriations Act for Fiscal Year 1998-99. Of the four FHP outcomes, three are currently linked to strategic objectives while the fourth relating to safety belt use compliance is not because it does not involve primary enforcement activities of the Patrol and Florida does not yet have a primary seat belt use law in effect. Four outcomes were approved for the Division of Driver Licenses, two of which are currently aligned with strategic objectives and four outcomes were approved for the Division of Motor Vehicles, all of which are currently linked to the plan's strategic objectives.

MISSION STATEMENT

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.

STRATEGIC ISSUE A

STRATEGIC ISSUE STATEMENT: SAFETY ON PATROLLED HIGHWAYS

While the current level of FHP staffing remains unchanged, the growth rate of the population and motoring public in Florida continues to increase at a phenomenal rate. FHP's level of staffing simply is not adequate to fulfill its statutory requirements and moral obligation to the residents and visitors of Florida. The growth factors combined with fewer troopers per capita have led to an increase in traffic crashes and fatalities, both of which decrease troopers' preventive patrol time on the State's highways. Other significant activities troopers engage in while providing safety on the highways include combating drug smuggling, acts of highway violence, the ever-dangerous drunk driver, and assisting the motoring public.

TRENDS AND CONDITIONS ANALYSIS

Florida continues to experience tremendous population increases, resulting in phenomenal growth in the motoring public using the roadways. Statistics in the Florida Traffic Trends table below illustrate that from 1987 to 1997, the number of registered vehicles increased from 11.73 to 12.17¹ million (an increase of 4%); licensed drivers from 10.24 to 12.69 million² (an increase of 24%); and vehicle miles driven from 92 to nearly 133 billion³ (an increase of 45%). Population increased from 12 million to 14.7 million (up 22%) between 1987 and 1997⁴ and the number of tourists visiting Florida rose from 34.06 million to 46.95 million⁵ (up 38%) during the same period. Florida's motoring public, as depicted in the line graph on page 5, is expected to continue its current growth rate between 1998 and 2004.

An eleven-year comparative study of eight highly populated states showed that Florida ranked relatively high in the number of licensed drivers, vehicle miles traveled, and the number of registered vehicles. For example, Florida had approximately a 40% increase in the number of licensed drivers between 1986 and 1996. Georgia, North Carolina, Texas, California, Ohio, Illinois and New York ranked second through eighth behind Florida with smaller percentage increases. With respect to increase in vehicle miles traveled, Florida with a 48.17% increase ranks third only behind Georgia (60.29%) and North Carolina (55.77%) among the eight highly populated states. The remaining states in the study had smaller percentage increases in vehicle miles traveled between 1986 and 1996. Regarding the number of sworn positions per ten thousand residents, Florida ranked seventh (1.18) among the eight states. New York ranked highest with 2.22 sworn positions per ten thousand residents. Other states fell somewhere between Florida and New York with Georgia ranking eighth (1.15). Florida also ranked lowest (1.52) among the eight states in the number of sworn positions per ten thousand licensed drivers. New York ranked first with 3.85 sworn positions per ten thousand licensed drivers. Furthermore, Florida ranked sixth in the number of sworn positions per ten thousand registered vehicles which places the State behind New York, California, Illinois, North Carolina and Texas.

The growth of Florida's motoring public has naturally resulted in increased traffic law violations. These include DUI, speeding, aggressive driver violations and occupant restraint violations. These violations ultimately lead to traffic crashes resulting in fatalities, injuries and tremendous property damage. (State Comprehensive Plan references: 7.17, 7.19, and 7.20).

While the number of statewide crashes, as reported in the Florida Traffic Trends, has declined within the past ten years, the number of crashes investigated by FHP and the number of statewide injuries have increased. One possible explanation is that statewide Florida Trends include only long form crashes, while FHP data include long form, short form and non-reportable crashes. The increase in traffic related injuries represent only the absolute value of non-fatal injuries. However, the rate of injuries per one hundred vehicle miles has dropped from 232 in 1987 to 180 in 1997. This is an improvement of 22% in injury reduction.

FLORIDA TRAFFIC TRENDS

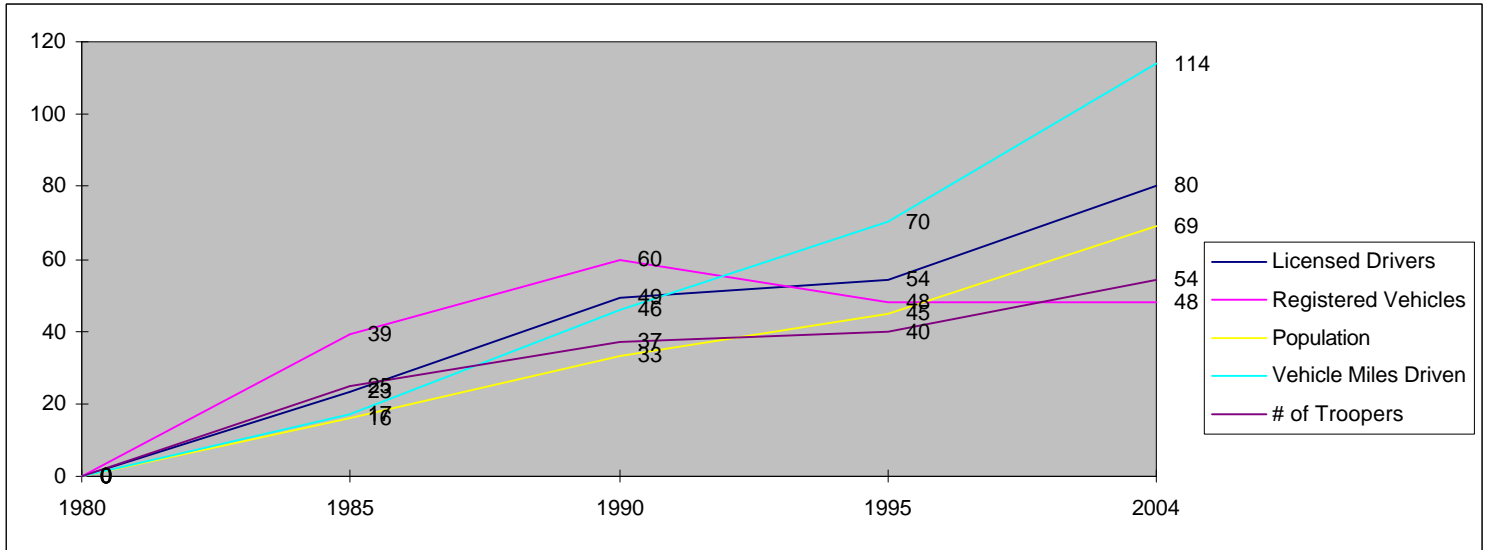
Year	Licensed Drivers	Registered Vehicles	Vehicle Miles*	Crashes	Non-Fatal Injuries	Deaths	Mileage Death Rate**
1987	10,241,063	11,738,273	92,865	240,429	215,886	2,891	3.11
1988	10,648,019	11,997,948	105,030	256,543	230,738	3,152	3.00
1989	11,109,288	12,276,272	108,876	252,439	230,060	3,033	2.79
1990	11,612,402	12,465,790	109,997	216,245	214,208	2,951	2.68
1991	12,170,821	11,184,146 [^]	113,484	195,312	195,122	2,523	2.22
1992	11,550,126 [^]	11,205,298	114,000	196,176	205,432	2,480	2.18
1993	11,767,409	11,159,938	119,768	199,039	212,454	2,719	2.27
1994	11,992,578	11,393,982	120,929	206,183	223,458	2,722	2.25
1995	12,019,156	11,557,811	127,800	228,589	233,900	2,847	2.23
1996	12,343,598	12,003,929	129,637	241,377	243,320	2,806	2.16
1997	12,691,835	12,170,375	133,276	240,639	240,001	2,811	2.11

* In Millions

** Per 100 Million Vehicle Miles of Travel

[^] Decrease Reflects Change in Accounting Method

**CUMULATIVE PERCENTAGE GROWTH
Florida Motoring Environment and FHP Uniform Positions
1980-1995 (Year 2004 Projected)**



MOTORING ENVIRONMENT	1980	1985	% CHANGE	1990	% CHANGE	1995	% CHANGE	2004	% CHANGE
Licensed Drivers	7,809,423	9,630,975	23	11,612,402	49	12,019,156	54	14,063,051	80
Registered Vehicles	7,797,375	10,827,693	39	12,465,790	60	12,683,731	65	14,457,395	85
Population	9,746,324	11,287,932	16	12,937,926	33	14,149,300	45	16,428,965	69
Vehicle Miles Driven*	75,281	88,057	17	109,997	46	127,800	70	161,043	114
# of Troopers	1,208	1,510	25	1,649	37	1,688	40	1,856	54

*IN MILLIONS

The primary statutory duties of the Florida Highway Patrol (FHP) are to patrol the state's highways and regulate the flow of traffic on those highways; to enforce laws governing traffic and public safety; and to protect the highway and public property thereon (Section 321.05(1), Florida Statutes). Public road mileage in Florida consists of 114,422 miles, 60,009 of which are patrolled by the FHP. The Patrol's increased visibility (**preventive patrol**) on the roadways contributes significantly to motorists' compliance with traffic laws and helps to provide immediate response to incidents and calls for service occurring on the highways under FHP jurisdiction.

Each year, almost half of Florida's tourists arrive by personal vehicle.⁵ Most of the remaining visitors either rent or lease vehicles after arriving in the state. The increase in traffic congestion and traffic infractions created by tourists places an additional burden on FHP. This was particularly true in 1997 when tourists visiting Florida rose above 46 million.⁶

While the growth of the motoring public has escalated, the growth in FHP law enforcement personnel has consistently lagged behind. The line graph on page 5 and the accompanying table attest to the ever-widening gap in growth between the motoring environment and law enforcement personnel. Table 1 below explores the expected increase in FHP personnel if it had kept pace with the growth in the motoring public. For example, the average growth rate of 23.75% in the motoring public from 1980 to 1985 would translate to 1,495 authorized positions for the FHP. Similarly, a growth rate of 47% during the period 1985 through 1990 would translate to 1,776 total uniformed positions. The corresponding number of uniformed positions for 1990-1995 was expected to reach 1,884 and the projected number for the period 1995-2004 would be 2,156. While Table 1 provides a rough estimate of the number of authorized positions needed to keep up with the growth in the motoring public, the Northwestern University Traffic Institute (NUTI) formula provides a more accurate picture of the need based on actual workload.

Table 1: Expected Cumulative Growth in Uniformed Positions Had the Number of Troopers Increased in Proportion to the Average Growth in the Motoring Environment*

Motoring Envir. and Expected # of Troopers to Keep Up With	Average Percentage Growth in Motoring Environment			
	1980-1985	1985-1990	1990-1995	1995-2004
Motoring Envir. : Lics. Drivers, Reg. Vehcls, and Population	23.75%	47%	56%	78.50%
Expected Increase in the # of Troopers to Keep Up with Average Growth in the Motoring Environment	1,495	1,776	1,884	2,156

* Average growth in the Motoring Environment refers to the average of percentage changes, specified on page 5, for Licensed Drivers, Registered Vehicles, Vehicle Miles Traveled, and Population for periods covering 1980-1985 through 2003-2004 applied to the growth expected in the number of troopers. While Table 1 provides a rough estimate of the number of authorized positions needed to keep up with growth in the motoring public, the NUTI formula provides a more accurate picture of the need based on actual workload.

Table 2 further explores the gap between the number of positions received and the number of positions needed as it relates to the growth in the motoring public. Consequences of the imbalance are obvious: the Patrol's ability to respond to residents' needs is severely hindered, greatly compromising the safety of the motoring public.

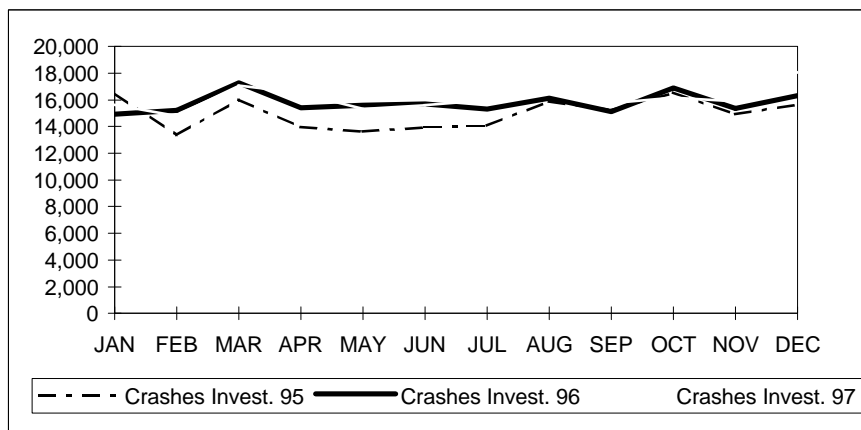
Table 2: Number of Authorized Positions Received by FHP as Compared to the Number of Positions Needed to Keep Up with the Corresponding Growth in the Motoring Environment

	1980-1985	1985-1990	1990-1995	1995-2004
Number of Positions Received	302	139	39	168
Number of Positions Needed to Keep Up with Growth in the Motoring Public	287	266	235	468
Difference between Received and Needed	15	-127	-196	-300

Along with the increased demands for service resulting from population growth, many other factors have resulted in the reduction of patrol time (**preventive patrol**) and the lack of availability of law enforcement assistance for the motoring public. As Table 3 and the corresponding graph indicate there has been an increase in the Patrol's crash investigation activities resulting from an increase in the motoring public during the most recent years. There has also been a corresponding decrease in preventive patrol time during the same period as depicted in Table 4.

**Table 3: Crashes Investigated 1995, 1996 and 1997
January through December**

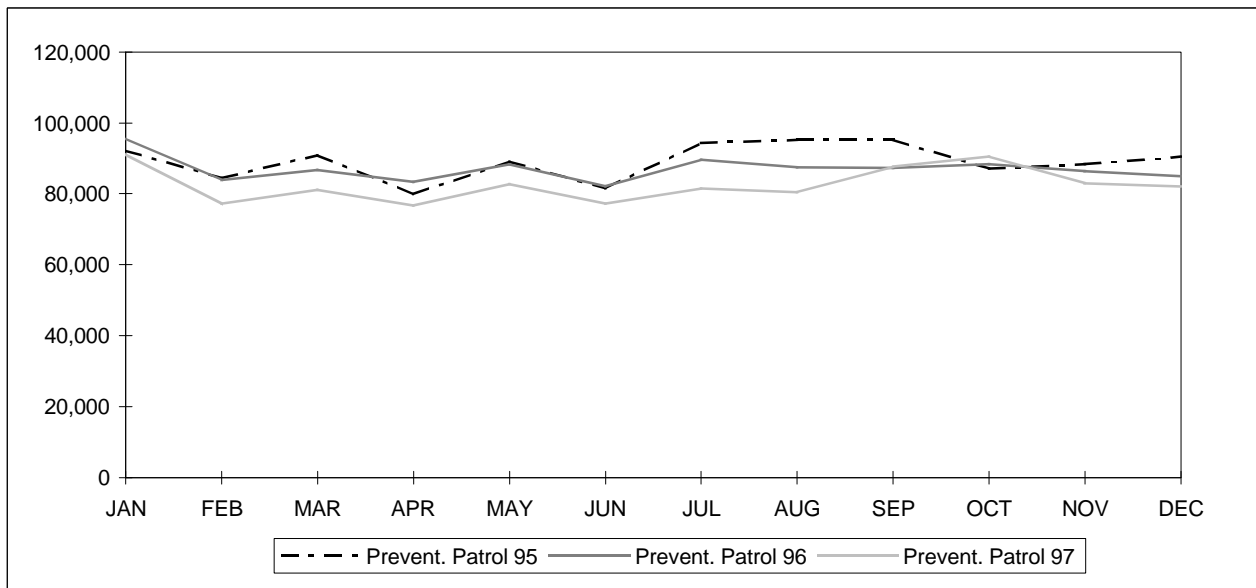
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Crashes Invest. 95	16,526	13,355	16,008	13,966	13,613	13,927	14,078	15,901	15,196	16,547	14,925	15,650
Crashes Invest. 96	14,939	15,209	17,275	15,423	15,618	15,696	15,325	16,105	15,118	16,872	15,338	16,317
Crashes Invest. 97	15,652	14,768	17,089	16,526	15,304	15,579	15,966	16,798	15,750	16,170	15,879	18,074



A further study by the Patrol, using data gathered over a five-year period, revealed that there is a relatively strong negative correlation (-.49) between preventive patrol time and the number of crashes investigated. This suggests that as preventive patrol time increases, the number of crashes decrease indicating a positive impact of trooper visibility (**preventive patrol**) on crash reduction. Conversely, as preventive patrol decreases due to the increase in the motoring public, the number of crashes is expected to rise.

Table 4: Preventive Patrol Time 1995, 1996 and 1997
January through December

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Prevent. Patrol 95	92,254	84,355	90,958	79,859	89,134	81,444	94,397	95,196	95,189	87,090	88,335	90,474
Prevent. Patrol 96	95,505	83,917	86,705	83,382	88,293	82,039	89,722	87,472	87,286	88,362	86,389	84,935
Prevent. Patrol 97	91,260	77,177	81,087	76,634	82,711	77,182	81,527	80,479	87,674	90,555	82,933	81,982

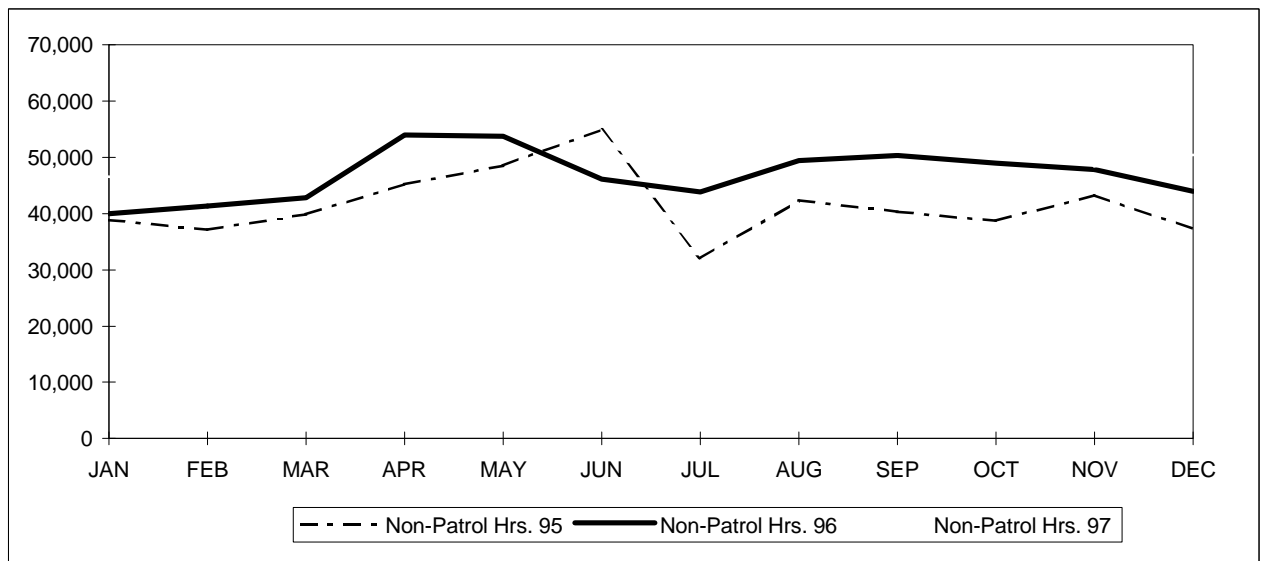


Natural disasters, such as hurricanes, have had an impact on FHP's ability to provide adequate service to the remaining areas of the state. The 1998 killer tornadoes in Central Florida are a case in point where 415 troopers were assigned to tornado detail for a period of 7 working days, thereby taking them away from their normal law enforcement duties. New laws have increased the amount of in-service training required for FHP personnel, as well as for the initial certification of law enforcement officers. Training and education are critical elements to enhancing the professionalism and integrity of law enforcement personnel and the standardization of police practice. However, the increased classroom hours further reduce patrol time and availability for assisting the motoring public (State Comprehensive Plan reference: 7.10). While the total duty hours have remained the same over the past several years, the distribution of duty hours among preventive patrol time, obligated patrol (crash investigation), and non-patrol hours (training) has changed considerably.

A comparison of Tables 3, 4, and 5 demonstrates that as training and crash investigations increase, preventive patrol time decreases. Current statistics illustrate the demands placed upon a trooper's time. In fiscal year 1997-98, trooper time totaled 2,995,607 hours and consisted of 1,014,436 hours of preventive patrol time, 1,374,185 hours of obligated time, and 606,987 hours of non-patrol time.

**Table 5: Non-Patrol Hours (Training) 1995, 1996 and 1997
January through December**

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Non-Patrol Hrs. 95	38,858	37,119	39,900	45,209	48,543	54,921	32,027	42,326	40,347	38,704	43,270	37,289
Non-Patrol Hrs. 96	39,947	41,295	42,790	53,999	53,769	46,090	43,868	49,401	50,327	48,962	47,842	43,949
Non-Patrol Hrs. 97	46,587	45,104	47,465	60,563	59,886	51,831	54,986	55,845	50,966	56,563	48,455	50,466



While Tables 3, 4 and 5 show the most recent impact of the motoring environment on preventive patrol, an eleven year trend (Table 6) provides a more dramatic increase in contributing factors that predicate the need for more troopers.⁷ For example, the number of crashes, VMT, crash investigation hours, and injuries had substantial increases between 1987 and 1997. The number of deaths was slightly lowered from 2,910 in 1987 to 2,074 in 1997. There was also a slight increase in preventive patrol hours. However, that increase can be attributed to the 160 trooper positions appropriated to the Patrol between 1987 and 1997. Had the number of troopers kept pace with increases in the motoring environment, the preventive patrol hours would have been significantly higher than figures reflected for 1997 which, in turn, would have had a positive impact in reducing traffic crashes, injuries, and deaths on Florida's highways (Objectives A1 through A5).

Table 6: Florida Highway Patrol Trend Statistics*

1987 through 1997

YEAR	NO. OF CRASH INVEST. BY FHP	PREVENTIVE PATROL HOURS	VMT**	CRASH INVEST. HOURS	INJURIES REPORTED BY FHP	NO. OF DEATH
1987	185,141	757,947	96,497	266,014	82,576	2,910
1988	186,186	804,141	100,293	270,593	83,140	2,889
1989	187,232	850,334	104,090	275,171	83,703	2,869
1990	188,278	896,528	107,887	279,750	84,266	2,848
1991	189,324	942,721	111,684	284,329	84,829	2,828
1992	190,370	988,915	115,481	288,907	85,392	2,807
1993	191,416	1,035,108	119,277	293,486	85,955	2,787
1994	192,462	1,081,301	123,074	298,065	86,519	2,766
1995	193,508	1,127,495	126,871	302,644	87,082	2,745
1996	194,554	1,173,688	130,668	307,222	87,645	2,725
1997	195,600	1,219,882	134,465	311,801	88,208	2,704

*Actual data are transformed into trends to facilitate visual examination of the changes over a long period of time.

**IN MILLIONS

Given the continuing growth in motoring environment, the number of crashes tends to increase over time. An increase in the number of crashes will ultimately assume a larger proportion of the total trooper time devoted to obligated patrol (investigating crashes). This is particularly true if the number of law enforcement positions does not increase in proportion to increases in the motoring public.

The Florida Highway Patrol uses the NUTI staffing model to decide the number of troopers needed in each county.⁸ The NUTI formula takes into account all activities that comprise a trooper's workload. Such activities include, but are not limited to patrol time, crashes investigated, arrests/warnings issued, motorist assists, and report writing. Citizens expect the same level of service no matter what county they are traveling in, so certain standards have been determined prior to "running" the NUTI formula. The standards include a uniform patrol interval and hours of coverage on each roadway system, length of roadways covered, a shift percentage factor and an immediate response time percentage set at 70% to name a few.

Currently, FHP is staffed at 67% of the total troopers needed, according to the NUTI model. Table 7 represents one-time requests for law enforcement positions during the early 1990s, which were repeated in the following years because the positions were not funded as requested. The average annual request for new positions during this period was 215, however, the Patrol received an average of 12 positions in each of these years (less than 5.6% of the annual request). The 1998 Legislature has funded a pilot project for the 1998-99 fiscal year. This project consists of 28 new community service officer (CSO) positions to assist in investigating traffic crashes. These positions are non-sworn positions and it is not known how this will impact FHP operations.

**Table 7: Number of Law Enforcement Positions Requested and Funded
Fiscal Years 1991-92 through 1998-99**

Fiscal Year	# Law Enforcement Positions Requested*	# Law Enforcement Positions Funded**
1991-92	363	6
1992-93	288	0
1993-94	270	0
1994-95	256	48
1995-96	162	42
1996-97	135	0
1997-98	175	0
1998-99	67	0

Sources: * FHP Budget Requests
** General Appropriation Acts

Florida Highway Patrol Law Enforcement Activity

Table 8 contains selected FHP activity data for fiscal year 1997-98 and projected changes for fiscal year 2003-04 resulting from an increase in traffic congestion and changes in the motoring environment. The assessment and projection of traffic violations due to excessive speed is not included in this table due to the lack of reporting of speed monitoring by the Florida Department of Transportation as well as the recent change in speed limits on interstate highways.

**Table 8: Selected FHP Activity Data
Statistics for Fiscal Year 1997-98
Projected Statistics for Fiscal Year 2003-04**

Florida Highway Patrol Activity	Actual Statistics 1997-98	Projected Statistics 2003-04
Number of Crashes Investigated	200,550	204,221
Number of Motorists Rendered Assistance	332,702	417,472
Number of Safety Belt Arrests	98,082	138,189
Property Damage Reported	\$609,835,504	\$723,694,297

Source: FHP1999/2000ASPFIL.E.

As depicted in Table 9, a sharp increase in the number of licensed drivers, registered vehicles, tourists and vehicle miles driven will occur by 2004. Population is expected to increase by more than 1.7 million. While our projection indicates an increase in vehicle miles driven by the year 2004, the statewide traffic death rate is predicted to decrease. Major shifts in factors affecting safety could impact the mileage death rate.

**Table 9: Motoring Environment, Crashes and Fatalities
Statistics for Calendar Year 1997
Projected Statistics for Calendar Year 2004**

Motoring Environment, Crashes and Fatalities	Actual Statistics, 1997	Projected Statistics, 2004
Number of Licensed Drivers	12,691,835	14,063,051
Number of Registered Vehicles**	13,511,584	14,457,395
Number of Tourists	46,953,929	50,827,455
Number of Crashes*	240,369	204,794
Number of Traffic-Related Injuries	240,001	242,467
Number of Traffic-Related Deaths	2,811	2,560
Vehicle Miles Driven	133,276,000,000	161,043,000,000
Population	14,712,922	16,428,965

Sources: Traffic Crash Facts, 1997 edition
Florida Visitors Monthly Estimates, December 1997 Final
FHP1999/2000ASPFIL

*Projected figure is deflated due to statutory revisions in 1989, which reduced the number of non-injury crashes required to be reported

**Projection from Office of Chief of Staff, DMV

While Tables 9 and 10 projections reflect a slight decline in the number of crashes and traffic-related deaths, the projected numbers are high enough to alert us to the medical cost, property damage and human suffering involved.* Actual figures for traffic-related injuries and deaths are listed in Table 9 accompanied by a projection for the year 2004. As the projected figures indicate, we expect only 853 fewer traffic-related injuries in the year 2004 compared to 1996. The corresponding decrease in traffic-related deaths are projected to be 246 in the year 2004 compared to 1996. These projections will not hold if the gap between the motoring environment and funding of law enforcement positions keeps widening as depicted in the line graph on page 5 and the accompanying table.

* According to the National Highway Traffic Safety Administration estimates for calendar year 1996, the economic cost per traffic fatality in Florida was \$766,119. The total cost for the State was \$2,149,729,358. The estimates include the medical, property damage, workplace, and legal/court costs.

Table 10:

**Traffic-Related Injuries and Deaths in Florida
Statistics for Calendar Years 1991 through 1997
Projected Statistics for Calendar Year 2004**

Calendar Year	# of Injuries	# of Deaths
1991	195,122	2,523
1992	205,432	2,480
1993	212,454	2,719
1994	223,458	2,722
1995	233,900	2,847
1996	243,320	2,806
1997	240,001	2,811
2004*	242,467	2,560

Sources: Management and Planning Services, Statistics Subsection
*FHP1999/2000ASPFIL

Administrative Suspension/Alcohol-Related Crashes

The Florida Legislature has taken continual action during this decade to increase public safety by passing stricter laws dealing with the use of alcohol and drugs while operating a motor vehicle. In 1989, the Florida Legislature passed an administrative suspension law (s. 322.2615, F.S.) which allows a driver's license to be suspended before a court conviction. An administrative suspension adversely affects the quality of life for persons arrested and/or convicted for operating a vehicle with an illegal blood alcohol content. It is estimated that automobile insurance rates double or triple and attorney fees ranging from \$1000 to \$2500 are not uncommon. Lost wages, property damage, and medical costs are important factors regarding quality of life.

Effective January 1, 1994, the importance of DUI legislation was stressed when the blood alcohol level at which driving is illegal was reduced from 0.10% to 0.08%. In October 1996, a graduated licensing program was implemented to address driving behavior of teenagers between the ages of 15-17. Drivers in the target population accumulating four points on their driving record will have their license restricted for one year and will be required to obtain a business purposes only license. Each additional point results in extending the restriction by 90 days, if the year restriction has not expired. Effective January 1, 1997, the blood alcohol level at which driving is illegal was reduced to 0.02% for drivers under 21 years of age.

In 1996, the Division of Driver Licenses (DDL) immediately suspended 60,915 licenses under the Administrative Suspension Law and 55,459 drunken drivers were removed from Florida's highways.⁹ Offenders are required to provide proof of completing a DUI educational course prior to the reinstatement of their driving privilege. This approach of immediately suspending driver licenses has proven to be an effective countermeasure to reduce driving under the influence of alcohol.

Through various public information programs in schools and the community, the Florida Highway Patrol participates in alcohol and drug prevention programs on an ongoing basis (State Comprehensive Plan references: 2.6, 2.12, and 7.18). Although the exact number of future alcohol-related crashes cannot be predicted, the trend in Florida over the last 13 years shows a decline. For example, Table 11 below captures this downward trend by showing the number of alcohol-related crashes investigated by all agencies, as well as those investigated by the Florida Highway Patrol. As depicted in this table, the Florida Highway Patrol investigates more alcohol-related crashes in rural areas than urban areas. This is because FHP shares the urban area jurisdiction with other law enforcement agencies including city police and sheriff departments, thereby having less control over urban areas. It would be misleading to compare FHP to all other agencies regarding the absolute number of urban alcohol-related crashes investigated. Using the figures for urban alcohol-related crashes and the number of authorized positions allocated to each law enforcement agency, a per capita crash investigation can be calculated which is a more accurate indicator of workload than the absolute number of urban alcohol-related crashes. For example, FHP per capita urban crashes investigated in 1997 were .64 (1,105/1,735) while the corresponding figure for local agencies (sheriffs' departments and city police departments) was .37 (11,142/30,000). In other words, on the average, each FHP uniformed officer, investigated .64 crashes during the 1997 calendar year as compared to .37 crashes per local law enforcement officer during the same period. Similar logic could be applied to rural alcohol-related crashes investigated in those areas where per capita crash investigation for FHP and local law enforcement agencies were 4.80 and .12, respectively.*

Based on the past ten-year trend analysis, rural and urban alcohol-related crashes investigated by the FHP should decrease significantly below the 1994 figures by the year 2004.¹⁰ This projection may hold true only if we assume that conditions surrounding alcohol-related crashes will remain relatively unchanged. While the decline in the past ten years can be attributed mainly to continued education, stronger DUI laws and strict enforcement, the growth in motoring environment and under-funding of law enforcement positions may undermine the effectiveness of the past enforcement efforts, thereby leading to an increase in alcohol-related crashes as opposed to the projected decline. We have embarked on ambitious projections regarding objectives A.3 and A.4; however, these are predicated on

* According to a 1997 study by the Office of Program Planning and Government Accountability (OPPAGA), the number of sworn law enforcement officers for county sheriffs and city police was 30,000. During the same period, FHP's law enforcement total was 1,735. These two figures along with the number of statewide urban and rural alcohol-related crashes investigated were used in the computation of the per capita figures.

our strategy of obtaining the number of law enforcement personnel based on the recommendation of the NUTI staffing plan.

Table 11:

Alcohol-Related Crashes Investigated by All Agencies and the Florida Highway Patrol Statistics (Rural and Urban) for Calendar Years 1991 through 1997

Calendar Year	Alcohol-Related Crashes Investigated by All Agencies		Alcohol-Related Crashes Investigated by FHP	
	Rural	Urban	Rural	Urban
1991	12,477	13,517	9,505	1,853
1992	11,559	12,271	8,522	1,881
1993	12,377	12,273	9,552	1,135
1994	12,547	12,440	9,567	1,241
1995	12,065	12,808	8,579	1,769
1996	12,389	12,486	8,531	1,328
1997	11,872	12,247	8,324	1,105

Source: Management and Planning Services, Statistics Subsection

The Florida Highway Patrol takes the position that if the number of drivers cited for non-crash DUIs increase and the number of alcohol-related crashes decrease, this is indicative of the effectiveness of enforcement. In calendar years 1990 through 1997, the numbers of non-crash-related DUI citations issued were 13,330, 13,022, 10,738, 9,394, 9,408, 6,628, 7,465 and 5,102, respectively. These figures along with the number of urban and rural alcohol-related crashes will be used to determine the alcohol-related crashes as a percent of non-crash DUI citations.

Transport of Illegal Narcotics/Random Violent Acts or Criminal Mischief

Section 321.05(1), F.S., provides statutory authority for the Florida Highway Patrol “to patrol the state highways and regulate, control, and direct the movement of traffic thereon; to maintain the public peace by preventing violence on highways; to apprehend fugitives from justice; to enforce all laws now in effect regulating and governing traffic, travel, and public safety upon the public highways and providing for the protection of the public highways and public property thereon; [and] to make arrests without warrant for the violation of any state law committed in their presence in accordance with the laws of this state.”

At least two key elements of criminal activity have emerged over the past ten years on the highway system of Florida, creating serious compromise of the motoring public's safety at alarming rates: the use of the highways to transport illegal narcotics by drug couriers and the escalation of random violent acts or criminal mischief prior to 1994.

The transport of illegal narcotics endangers law enforcement personnel as well as other users of the road system. Routine traffic stops can lead to tragedy when drug traffickers are involved. Two Florida Highway Patrol officers were murdered by drug traffickers during traffic stops in the 1980's. During fiscal years 1992-93 through 1997-98, the Florida Highway Patrol's contraband interdiction efforts resulted in the seizure of 57,249.87 pounds of marijuana, 4,496.93 pounds of cocaine, 130 vehicles and 493 weapons. The estimated value of drugs seized was \$21,910,926.18. The 6,860 drug incidents resulted in 15,556 drug-related arrests.¹⁰ It is important to note that drug seizures and arrests have been made solely because of traffic stops on state roadways.

Historically, Florida has experienced random violent acts or criminal mischief on the highway system statewide. Typically in the past, the violence centered on juveniles throwing rocks and other debris into traffic from interstate overpasses. The method of operation has changed during recent years. Random acts of violence on the interstate highway system now involve a variety of criminal offenses against the motoring public. Although we still have a notable number of rock-throwing incidents involving juveniles, there has been an escalation of random violence involving the use or reckless display of firearms by career juvenile and adult offenders. Some arrests have occurred; however, the violence continues.

While highway violence has been documented by the Florida Highway Patrol within the past ten years, systematic data collection required for trend analysis is only available from July 1993 to the present. Therefore, lack of adequate quantitative data prevents us from establishing trends and making predictions. However, based on limited data, it is expected that highway violence will be reduced a considerable degree by fiscal year 2002-04 and, therefore, a previous objective has been deleted.

Table 12: Summary of Highway Violence Incidents Involving the Florida Highway Patrol Statistics for Fiscal Years 1993-94 through 1997-98

Fiscal Year	Robbery	Strong-arm Robbery	Rock Throwing	Other Acts	Total
1993-94	87	113	740	484	1,424
1994-95	67	67	614	580	1,328
1995-96	39	13	404	590	1,046
1996-97	33	10	387	368	798
1997-98	27	5	313	317	662

Violent crime victimizing tourists primarily occurs while visitors are in vehicles upon state roadways. The primary motive of the violence is robbery; however, increased violence and escalating force often accompany the criminal act. Other types of highway criminal violence, such as “bump-and-rob” cases, are more prevalent and cover most larger metropolitan areas of the state. “Bump-and-rob” cases are those in which a criminal deliberately bumps into a potential victim to get the motorist to stop. The criminal then robs the motorist, often in a violent confrontation.

Motorists’ Assistance/Response Time

A general lack of state law enforcement resources has made it difficult to respond effectively to incidents of highway violence. For example, during 1997-98 the FHP statewide average response time for each call for service---including response to traffic crashes -- was 24.99 minutes.^{11*} Statewide, a trooper was not available for 10,416 calls for service during fiscal year 1997-98.¹² It was necessary to divert these calls for service to other law enforcement agencies due to a shortage of Florida Highway Patrol troopers. While law enforcement resources are not growing in proportion to demand for services, the number of motorists stranded on highways and in need of service has been growing steadily. Assistance rendered by FHP grew from 258,340 in fiscal year 1990-91 to 332,702 in 1997-98, an increase of 28.59% in only seven years. Table 13 below shows the actual and projected statistics for assistance rendered to stranded motorists. Given the recent ten-year trend, it is projected that the number of requests for motorists’ assistance will increase to 417,472 by fiscal year 2003-04.¹³ These trends illustrate the need for the FHP to have state of the art communications equipment and adequate dispatch personnel. In order to improve its communication system, the Patrol brought the Division of Communication and other law enforcement agencies together to discuss the need for a system with more radio channels for troopers. The need for a new system was well received by the agencies and the Governor and Cabinet which resulted in the approval and funding of the first two phases of the 800 MHz system by the Legislature. Phase I was implemented in June 1994. Phase II was completed in June of 1998, however, due to legislative budget constraints, the remaining three phases (III, IV and V) were not implemented. Presently, there is an initial study being conducted to consider the possibility of having a private company finance the infrastructure of the 800 MHz system and later lease it to the State.

* The Patrol will be working on re-programming its’ Computer Aided Dispatch (CAD) system in order to modify this objective. The new objective will provide the percentage of people who received assistance within specified periods of time (i.e. 80% received assistance within 25 minutes, 95% received assistance within 50 minutes, and 100% received assistance within 90 minutes). It is anticipated that this modified objective will be in place beginning FY 2000-01.

Table 13:

**Assistance Rendered by the Florida Highway Patrol
Actual Statistics for FY 1990-91 through 1997-98
Projected Statistics for FY 2003-04**

Fiscal Year	Assistance Rendered
1990-91	258,340
1991-92	291,244
1992-93	293,950
1993-94	322,859
1994-95	323,963
1995-96	334,410
1996-97	332,198
1997-98	332,702
2003-04	407,704

Source: FHP1999/2000 ASPFILE

Along with the ever-increasing demands to prevent violence on the highways and provide protection to the motoring public, there has been an escalation of civil unrest throughout Florida and the United States over the last ten years. In Florida, these civil unrest incidents have resulted in the increased use of Special Response Teams (SRTs) to respond to a variety of concerns ranging from high profile criminal trials to civil disorder to rioting. The FHP has eight SRTs which have had a significant impact on FHP's availability to assist the motoring public on the roads. It is expected that the demand for SRTs, due to violence on the highways and civil unrest, will continue to increase over the next five years. Because of this, FHP will redirect enforcement efforts from traditional traffic enforcement to more specialized enforcement in an effort to curb this anticipated violence.

The Florida Highway Patrol is the primary responding state law enforcement agency in disaster situations. Through the years, our personnel have responded quickly, professionally, and efficiently to any crisis situation. Troops have excelled in the assignment and deployment of troopers and support personnel. To build upon the long history of effective FHP response to emergency situations and cognizant of tropical storm/hurricane activities in Florida, the Patrol has implemented a plan to deploy a 25-person "Reaction Force" team from each troop consisting of one lieutenant, three sergeants, and twenty-one troopers. Although not in an on-call status,

members of the team will be prepared to respond to any situation (hurricane, riot, wildfire, etc.) with minimal preparation time. The Patrol also has a plan to assign a certain number of troopers to disaster relief where the number assigned depends on the strength of the storm/hurricane. For example, 75 troopers will be assigned to a category one hurricane, 200 for a category two, 400 for a category three, and 500 or more for categories four and five.

TRENDS AND CONDITIONS SUMMARY STATEMENT

The present trends and conditions pose a challenge to any law enforcement agency. The Florida Highway Patrol has tried to deal with this complex environment by developing critical budget issues around six service areas as defined by performance-based program budgeting. These areas include traffic enforcement, investigations, safety education, traffic homicide investigations, the academy, and administration and support. While it is apparent from the trends and conditions section that a primary budget concern is lack of sworn personnel, other areas of concern include trooper equipment and vehicles, communications equipment and staff, and fixed capital outlay for repairs and renovations to deteriorating facilities. Due to the tremendous growth in the motoring public, the FHP has been expected to do more with less. This trend cannot continue if safety on patrolled highways is a priority for the citizens of the State of Florida.

STRATEGIC GOAL: Prevent increases in the rates of traffic deaths, injuries, crashes and alcohol-related crashes through law enforcement, preventive patrol, revocation, suspension and cancellation of driving privileges, and public education.

INDICATORS (with most recent baseline data):

- Urban alcohol-related crashes investigated by FHP as a percent of non-crash DUI citations issued (27% in 1995).
- Rural alcohol-related crashes investigated by FHP as a percent of non-crash DUI citations issued (129% in 1995).
- Mileage death rate (2.16 per 100 million vehicle miles of travel in 1996).
- Mileage injury rate (188 per 100 million vehicle miles of travel in 1996).
- Mileage crash rate (186 per 100 million vehicle miles of travel in 1996).
- Alcohol-related crash rate (19.2 per 100 million vehicle miles of travel in 1996).
- Number of preventive patrol hours as a percent of total duty hours (41% for FY 1996-97).
- Number of motorists rendered assistance by FHP (332,198 for FY 1996-97).
- Average response time to calls for services by FHP (27.32 minutes in February 1998).

OBJECTIVES:

OBJECTIVE A.1: Reduce the statewide traffic death rate from 2.16 deaths per one hundred million vehicle miles traveled in 1996 to 1.90 deaths per one hundred million vehicle miles traveled by the end of calendar year 2003. (FHP)

PROJECTION TABLE					
1999	2000	2001	2002	2003	2004
2.14	2.13	2.10	2.00	1.90	1.80

State Comprehensive Plan references: 7.17, 7.18, 7.19, 7.20, 21.1, 21.5, 21.13.

Strategies:

1. Target and identify specific problem areas within the state.
2. Increase the number of FHP law enforcement personnel until NUTI staffing plan recommendations are achieved.
3. Specify the number of law enforcement positions needed to address motorists' safety issues in the Department's budget requests over the next five years.
4. Contact law enforcement agencies to establish interest in building coalitions to address traffic law violations including safety belt and child restraint use.
5. Conduct interagency law enforcement cooperative planning group meetings to review and discuss regional traffic problems.
6. Use troop-based decision-making to identify specific traffic problems and determine the most effective use of law enforcement resources.

OBJECTIVE A.2: Reduce the statewide traffic injury rate from 188 injuries per one hundred million vehicle miles traveled in 1996 to 170 injuries per one hundred million vehicle miles traveled by the end of calendar year 2003. (FHP)

PROJECTION TABLE					
1999	2000	2001	2002	2003	2004
178	176	174	172	170	168

State Comprehensive Plan references: 7.17, 7.18, 7.19, 7.20, 21.1, 21.5, 21.13

Strategies:

1. Target and identify specific problem areas in the state.
2. Increase the number of FHP law enforcement personnel until NUTI staffing plan recommendations are achieved.
3. Specify the number of law enforcement positions needed to address motorists' safety issues in the Department's budget requests over the next five years.
4. Contact law enforcement agencies to establish interest in building coalitions to address traffic law violations including safety belt and child restraint use.
5. Conduct interagency law enforcement cooperative planning group meetings to review and discuss regional traffic problems.
6. Use troop-based decision-making to identify specific traffic problems and determine the most effective use of law enforcement resources.

OBJECTIVE A.3: Increase the FHP’s effectiveness to identify drivers under the influence by reducing the percentage of rural alcohol-related crashes investigated to the non-crash DUI citations issued from 129% in 1995 to 123% by the end of calendar year 2003. (FHP)

PROJECTION TABLE						
	1999	2000	2001	2002	2003	2004
Rural	127%	126%	125%	124%	123%	123%

State Comprehensive Plan references: 7.17, 7.18.

Strategies:

1. Increase the number of FHP law enforcement personnel until NUTI staffing plan recommendations are achieved.
2. Specify the number of law enforcement positions needed to address motorists’ safety issues in the Department’s budget requests over the next five years.
3. Contact law enforcement agencies to establish interest in building coalitions to address traffic law violations including safety belt and child restraint use.
4. Conduct interagency law enforcement cooperative planning group meetings to review and discuss regional traffic problems.
5. Establish strategies for traffic enforcement and utilization of resources.
6. Use troop-based decision-making to identify specific traffic problems and determine the most effective use of law enforcement resources.
7. Immediately suspend the driver license of persons driving with an unlawful blood alcohol level or refusing to submit to a breath, blood, or urine test requested by the arresting officer.
8. Participate in safety awareness campaigns to educate the motoring public.

OBJECTIVE A.4: Increase the FHP’s effectiveness to identify drivers under the the influence by reducing the percentage of urban alcohol-related crashes investigated to non-crash DUI citations issued from 27% in 1995 to 23.5% by the end of calendar year 2003. (FHP)

PROJECTION TABLE						
	1999	2000	2001	2002	2003	2004
Urban	25.6%	25%	24.5%	24%	23.5%	21%

State Comprehensive Plan references: 7.17, 7.18.

Strategies:

1. Increase the number of FHP law enforcement personnel until NUTI staffing plan recommendations are achieved.
2. Specify the number of law enforcement positions needed to address motorists’ safety issues in the Department’s budget requests over the next five years.
3. Contact law enforcement agencies to establish interest in building coalitions to address traffic law violations including safety belt and child restraint use.
4. Conduct interagency law enforcement cooperative planning group meetings to review and discuss regional traffic problems.
5. Establish strategies for traffic enforcement and the utilization of resources.
6. Use troop-based decision-making to identify specific traffic problems and determine the most effective use of law enforcement resources.
7. Immediately suspend the driver license of persons driving with an unlawful blood alcohol level or refusing to submit to a breath, blood, or urine test requested by the arresting officer.
8. Participate in safety awareness campaigns to educate the motoring public.

OJECTIVE A.5: Reduce the statewide traffic crash rate from 186 crashes per one hundred million vehicle miles traveled in 1996 to 167 crashes per one hundred million vehicle miles traveled by the end of calendar year 2003. (FHP)

PROJECTION TABLE					
1999	2000	2001	2002	2003	2004
179	176	173	170	167	164

State Comprehensive Plan references: 7.17, 7.18, 7.19, 7.20, 21.1, 21.5, 21.13.

Strategies:

1. Target and identify specific problem areas in the state.
2. Increase the number of FHP law enforcement personnel until NUTI staffing plan recommendations are achieved.
3. Specify the number of law enforcement positions needed to address motorists' safety issues in the Department's budget requests over the next five years.
4. Contact law enforcement agencies to establish interest in building coalitions to address traffic law violations including safety belt and child restraint use.
5. Conduct interagency law enforcement cooperative planning group meetings to review and discuss regional traffic problems.
6. Use troop-based decision-making to identify specific traffic problems and determine the most effective use of law enforcement resources.

OBJECTIVE A.6: Maintain the response time to crashes and other calls for service at 25 minutes or less from 1999-2000 through 2003-04. (FHP)

PROJECTION TABLE				
1999-2000	2000-2001	2001-02	2002-03	2003-04
25	25	25	25	25

State Comprehensive Plan reference: 7.9.

Strategies:

1. Use highway violence suppression details in metropolitan areas where highway violence has occurred and which have the most potential for further escalation.
2. Establish law enforcement comprehensive plans through cooperative efforts with other law enforcement agencies, to include requesting positions to work specific criminal activity details on the roadways.
3. Increase the number of FHP law enforcement personnel until NUTI staffing plan recommendations are achieved.
4. Continue to implement the 800 MHz system statewide to provide for better communication.
5. Adequately staff communication centers with duty officers.

ENDNOTES -- STRATEGIC ISSUE A

1. DHSMV Traffic Crash Facts, 1997 edition.
2. Driver Licenses Issued in Florida, 1/01/87 and 1/01/97 reports.
3. DHSMV Traffic Crash Facts, op cit.
4. Florida Consensus Estimating Conference, Book 3, Vol. 13, (Table 5), 1997.
5. Florida Department of Commerce, Bureau of Economic Analysis. "Florida Visitors", December 1997 Monthly Estimates, December 1997 Final.
6. Florida Department of Commerce, op cit.
7. Florida Highway Patrol 1999-2000 ASP File
8. Police Allocation Manual, 1991.
9. Driver Improvement Suspension Report, 1996.
10. Florida Highway Patrol 1999/2000 ASP File.
11. Ibid.
12. Florida Highway Patrol "Monthly Average Response Time Report" 1997/1998.
13. Ibid.
14. Ibid.

Fraud has become a significant contributor to the erosion of the public economy and endangers the livelihood and rights of Florida's consumers. Driver license fraud occurs when individuals assume identities of others for criminal purposes and increases the requirement for investigative actions by the Department as well as other law enforcement agencies. The Divisions of Driver Licenses (DDL) and Motor Vehicles (DMV) are committed to protecting the consumers of this state through innovative and cost effective technology. Educational processes and partnerships with national motor vehicle systems will enable DMV to reduce fraud as well.

TRENDS AND CONDITIONS ANALYSIS

Financial Responsibility

Uninsured motorists shift the cost of medical and property damage cases to Florida citizens. To protect Floridians against financial loss in crash cases, the Florida legislature enacted the following two laws to require vehicle owners to secure automobile insurance and provide compensation for crash victims:

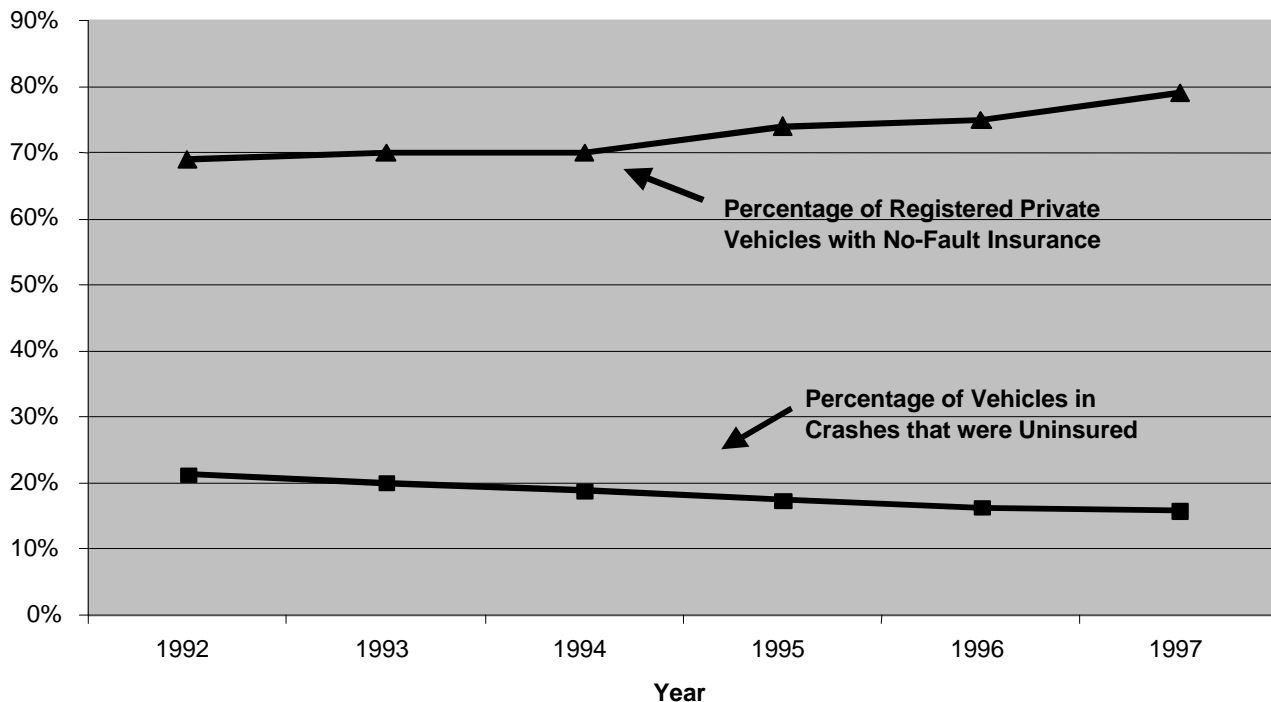
- **Florida Motor Vehicle No-Fault Law** (section of Chapter 627, F.S.) requires every person who registers a vehicle in Florida to obtain Personal Injury Protection (PIP) and Property Damage Liability (PDL) insurance to provide compensation to insured drivers for physical injury regardless of who is at fault, and property damage compensation to others when an insured driver is at fault.
- **Financial Responsibility Law** (Chapter 324, F.S.) requires vehicle owners to carry additional liability insurance if they have caused crashes involving bodily injury or have been convicted of certain offenses, such as Driving Under the Influence (DUI).

Enforcement of the motor vehicle insurance requirements involves county tax collectors, local and state law enforcement agencies, court systems, insurance companies and recovery agents. However, the entity primarily responsible for detecting and enforcing compliance from uninsured motorists is the Bureau of Financial Responsibility (BFR) within DHSMV. The Bureau of Financial Responsibility assists citizens and other enforcement agencies in the following areas:

- Restitution from uninsured motorists for damaged autos and property;
- Identification and verification of automobile insurance companies for drivers involved in a crash;
- Collection of judgements as a result of a motor vehicle crash;
- Seize tag operations;
- Reinstatement of driving privileges; and
- Maintaining the master file for insurance companies regarding issuance and cancellation of coverage.

Department efforts have resulted in an increase in the percentage of insured vehicles for No-Fault coverage from 69% in fiscal year 1991-92 to 78% during fiscal year 1996-97¹. As shown in the figure below, there has been a concurrent decrease in the percentage of vehicles in traffic crashes that do not have insurance. This equates to an estimated decrease of about 2 million dollars in uninsured losses annually. Florida's goal is to have 86% of its vehicle owners insured under No-Fault coverage by 2001. Florida's long term goal is to have 100% of its vehicle owners insured.

Trends in Financial Responsibility Compliance



DHSMV's ability to efficiently identify uninsured motorists will be enhanced with improved reporting of insurance company changes in vehicle policies. Reporting time lags and errors may result in DHSMV initiating follow-ups on a large number of motorists whose vehicles are properly insured. As a result, Floridians are held responsible for providing proof of compliance or losing their driving privilege. During fiscal year 1993-94, 40% of the insurance verification notices issued were confirmed as insured. Thirty-seven percent of the notices issued for fiscal years 1994-95, 1995-96 and 1996-97 were also confirmed as insured.

Some Floridians may not be aware of the insurance requirements under the Florida No-Fault Insurance Law until a suspension notice is issued. Some citizens cancel coverage on their vehicle because it is not in use and are unaware that their tag must be surrendered. Survey results in 1996 for the Seize Tag Operation in Dade, Broward, and Hillsborough counties indicated that 60% of those suspended had cancelled coverage because their vehicle was inoperable and they did not know to surrender their tag². Informing citizens of the No-Fault Law requirements through educational outreach programs will assist Floridians with complying with the law.

Driver License Services

The mission of the Department's Division of Driver Licenses (DDL) is to provide effective and efficient driver licensing systems, including a reliable testing system designed to preclude unqualified drivers from receiving a driver license. This mission was established to protect Floridians against crashes and fatalities that result from a driver's inability to safely operate a motor vehicle. Although data is not available to determine the number of crashes caused by unqualified drivers, the importance of effective examination systems is apparent and supports safer roadways for Floridians.

The Division accomplishes its mission by administering knowledge, skill, and visual examinations to licensing applicants. It also reviews driving and medical histories of drivers to ensure that they maintain the minimum competencies for public safety. In fiscal year 1996-97, 3,390,823 examinations were administered, with 3,436,782 examinations administered in fiscal year 1995-96. In fiscal year 1996-97, 7,310 medical cases were reviewed, compared with 6,669 reviewed in fiscal year 1995-96. These investigations resulted in 5,901 unqualified drivers being removed from Florida's roadways in these two fiscal years. The Division administers Florida's administrative license suspension law for persons who drive a motor vehicle with an unlawful alcohol level or who refuse a breath, blood or urine test. As part of this process, the Division provides administrative reviews to ensure due process and determine the validity of these suspensions. In 1996-97, 60,180 of these suspensions were issued and 15,991 administrative reviews were conducted. The Division also administers a program that provides an alternative to persons whose driving privileges had been suspended for alcohol-related driving. The hardship license administrative 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. In 1996-97, 42,000 hardship license administrative reviews were conducted resulting in 28,096 applicants being granted restricted driving privileges. The division also assists all persons who have any questions or concerns about the status of their driving privilege or who seek an explanation, clarification or correction of their driving record through administrative record reviews. In 1996-97, 3,289 record reviews were conducted.

Driver licenses and identification cards issued through the driver licensing system have developed into the most 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 continued increase in population, projected to rise 1.75 million to 16,148,900 by the year 2003, will require enhancements to these systems as federal and local issues such as driver privacy and social security identification become more prevalent. The Department has initiated several projects to enhance the efficiency of driver license services. These initiatives include the extension of office hours into the evenings and on Saturdays in selected locations, extended use of express lines to expedite services, and the expansion of the mail-in renewal driver license renewal program. In FY 1996-97, 523,777 licensed drivers renewed their licenses using mail-in driver license renewals. The percentage of licenses renewed by mail has increased from 38% in FY 1994-95 to 41% in FY 1996-97.

Driver License Fraud

Driver license fraud also necessitates the need to protect customers who reside in Florida and out of state, because their identities can be assumed and used fraudulently by criminals. In Florida, a third degree felony is committed when a person assumes another person's identity. The repercussions can be devastating, credit can be ruined, employment can be jeopardized, check and/or savings accounts can be accessed, vehicles can be purchased, traffic citations can be issued in a victim's name, and criminal offenses can be charged to innocent victims. In 1996, according to *Business Week*, it was estimated that losses in the U.S. for check fraud were beyond \$10 billion annually. Victims, law enforcement agencies, Department field offices, other state agencies and federal agencies report these cases.

The Department is required by Florida Statutes to enforce laws governing the licensing of drivers and enforcement of traffic laws. The Divisions of the Florida Highway Patrol and Driver Licenses have initiatives to investigate driver license fraud. The Bureau of Investigations, within FHP, becomes involved in driver license fraud cases requiring law enforcement investigative effort or criminal prosecution. Local police, sheriffs' offices and state attorneys refer such cases to the Bureau. The Division of Driver Licenses' fraud section also refers cases for criminal investigation. Driver license fraud cases generally involve a known subject and an unknown imposter. A complete case report is compiled upon completion of any driver license fraud investigation. If the evidence supports an arrest, a report is forwarded to the State Attorney's

Office for prosecution, and to the driver license fraud section for administrative action. The driver license fraud section then corrects the affected records.

In response to criminal activity, the Department created a fraud section within the Bureau of Driver Improvement to provide victim assistance by investigating reports of fraud and identifying offenders. This section annually investigates over 1,000 cases for allegations of fraud. During fiscal year 1995-96, the fraud section investigated 1,017 cases and in 1996-97 1,136 cases were completed. In some of the investigations, the outcome resulted in license suspensions, cancellations or evidence that the victim's identity was used in circumstances other than driver license fraud.

Currently, the Division of Driver Licenses, in cooperation with the Florida Highway Patrol, is requesting grant funding to design an integrated fraud case management system linking the two fraud units. The development of this system will enhance the efficiency of the Department's driver license fraud investigation process. The establishment of an integrated case management system will impact processing time by eliminating the transfer of paper documents between the two divisions and providing direct access to case information. A critical component of this system will be the development or purchase of software to analyze biometrics factors to determine the credibility of suspected fraudulent driver licenses and to identify perpetrators of fraudulent activities.

Motor Vehicle and Vessel Fraud

Motor vehicles and vessels represent a large investment by the average person. The primary reason for the issuance of a title is the protection of these expenditures and ownership rights. A title is a secure, negotiable legal document that provides prima facie evidence of ownership and a means for the conveyance of ownership rights to another person. It also contains all of the pertinent information required to accurately identify a motor vehicle or vessel. Thus, a criminal intent on selling a stolen motor vehicle or vessel must alter an existing title or counterfeit a title to dispose of it in the marketplace.

Title and odometer fraud, which includes both the falsification and forgery of information on a title as well as counterfeiting titles, is a growing crime in the United States, both domestically and for export purposes. This is a threat to the titles issued in Florida as well as being able to rely on the integrity of titles issued by other states. In fiscal year 1997-98, 13,511,584 motor vehicles and mobile homes were registered, 4,676,782 motor vehicle and mobile home titles were issued, 809,159 vessels were registered, and 191,407 vessel titles were issued in Florida.³ With these volumes of transactions, criminals cost society very large sums of money each year. According to a May 17, 1998 press release issued by the Federal Bureau of Investigation, motor vehicle thefts decreased 5% nationwide and 6% in the South in 1997.⁴ The following figures were reported by the Florida Motor Vehicle Theft Prevention Authority in its 1997 Annual Report⁵:

-
- 103,769 motor vehicles were reported stolen in Florida, reflecting a –5.33% decrease from the previous year.
 - The top ten counties for auto thefts remained unchanged: Dade, Broward, Hillsborough, Palm Beach, Duval, Orange, Polk, Pinellas, Lee, and Volusia. Dade, Broward and Hillsborough counties accounted for more than 55% of the State's reported offenses.
 - The number of thefts reflects a 5% decrease in reported thefts over the previous year, and establishes a downward trend of motor vehicle theft in Florida of 16% over the last two years.
 - The value of reported stolen vehicles in 1996 was \$743,749,253, while the value of recovered stolen vehicles was \$555,332,409. This represents a 75% recovery rate based on value, a significant increase over the 61% recovery rate of the previous year.

Security features on titles have been enhanced in recent years, making it more difficult and expensive for criminals to counterfeit titles. The resulting trend is for criminals to obtain titles issued by other states and alter the information on the title to match the stolen vehicle or vessel, or to alter the stolen vehicle or vessel to match the information on the legitimate title. To avoid detection when using fraudulent titles, criminals may obtain new titles in several jurisdictions to “wash” the title and obscure and complicate the paper trail. This is effective since the requirements for titling vary from state to state and the information on the titles also varies. The results are consumer fraud and public safety concerns. Purchasers of stolen vehicles and vessels face many confiscation and legal fees for recovery of the purchase price. Odometer fraud can result in the payment of too much money for a vehicle since a low odometer reading falsely inflates its true value.

Title II of the Anti Car Theft Act of 1992 requires the creation of a National Motor Vehicle Title Information System (NMVTIS). NMVTIS is expected to deter trafficking in stolen vehicles by making it harder for thieves to title stolen vehicles. It will also reduce title fraud by allowing states to verify the validity of titles prior to issuing new titles. Consumer protection will be afforded to prospective purchasers by giving them access to brand data, which then allows them to determine market value and road-worthiness of the vehicle prior to purchase.

NMVTIS is a significant activity for the Department-and Florida is one of the pilot states. The pilot period on the Department's host computer was expected to be from February 1998 through February 1999. From Florida's perspective, the pilot period was delayed due to one of the AAMVAnet, Inc. contractual central file system providers not completing its part of NMVTIS by December 31, 1997 and the delays associated with the Vehicle Information System Redesign Project (VISOR). The Contractor completed its part of NMVTIS in mid-1998, however, by not meeting the December 31 date, all of the pilot states and AAMVAnet were behind in testing the system and joining in unison. The Department must complete Uniface modification with

AAMVANet as well as finish programming and testing before it can join the pilot. The projected target date for joining the pilot is the summer of 1999. It is not known for certain when the pilot period will start and be available to tax collector offices.

Since the pilot states are in various stages of testing or participation, it is not known for certain when the full pilot period will end. The Department, AAMVANet, and other pilot states are dependent on the data collected during the pilot project to know the full extent of title fraud on a national level. Until a sufficient amount of valid data is available to benchmark both out of state and in state title fraud, the Department is unable to make an intelligent estimate in Strategic Issue B, Objective 4. However, the Department has made a conservative estimate based solely on fraudulent titles detected manually. After the pilot period is completed, evaluated, and any necessary adjustments are made by AAMVANet, Inc.'s contractual providers, NMVTIS will be incrementally expanded nationwide based on federal funding. At that time, the Department will be able to make estimates based on data collected during the pilot period.

The Department feels that participation in NMVTIS will enhance its ability to identify fraudulent titles, which is now primarily done by human detection. Initially, the number of out of state titles identified as fraudulent by NMVTIS will produce an overall increase for Florida as well as other states. It is the intent of NMVTIS to provide consumers with protection against fraud and at what point fraud decreases remains to be seen. To provide another measure of consumer protection, a bar-coded title will serve as a deterrent to title alterations or counterfeiting. Additionally, program measures relating to fraud have been developed in the appropriate program components in Exhibit D-2 of the Department's Legislative Budget Request as a linkage to this document.

Table 14:

Fraudulent Motor Vehicle Titles Identified

Fiscal Year	Number of Fraudulent Motor Vehicle Titles Identified And Sent To Law enforcement	Percent Change
1995-96	52*	Not Available
1996-97	676	1,202%
1997-98	945	40%
1998-99 (Estimated)	973	3%
1999-2000 (Estimated)	1005	3.25%

*Prior to the 1995-96 FY, the Department did not have this as a strategic objective in the ASP. During the 1996-97 FY, the Department with grant funding developed a Fraud Training Curriculum for its employees as well as Tax Collector employees which has resulted in more titles being identified as fraudulent and sent to law enforcement.

Motor Vehicle Regulation and Enforcement

Chapter 319, Florida Statutes, contains provisions that address vehicles determined to be salvage and requires a salvage title with a brand of "unrebuildable" to be issued when the estimated cost of repairing the physical and mechanical damage is equal to 80% or more of the current retail cost of the vehicle as established in any official used car guide. A vehicle that has been declared unrebuildable is no longer eligible for issuance of another title in Florida. When the physical and mechanical damage is less than 80% or more of the current retail cost of the vehicle as established in any official used car guide, a salvage title with a brand of rebuildable is issued. Such a vehicle is eligible to be rebuilt and operated on the roads of Florida. If the vehicle is properly and lawfully rebuilt, the Department will issue a title with a brand of "rebuilt" on its face.

It is the responsibility of the Department to provide consumer protection and public safety by performing rebuilt, VIN and odometer inspections and enforcement of mobile home and motor vehicle dealer, title and registration laws to reduce insurance fraud, title fraud, automobile theft and illegal business practices. In keeping with this charge, the Department recognized that the "rebuilt" process for motor vehicles needed attention and Objective B.4, Strategy 5 in this Strategic Issue was developed to help deter fraud and process proper applications in a more timely and efficient manner. Also, program measures regarding this Program Component have been developed in Exhibit D-2 of the Department's Legislative Budget Request as a linkage to this document.

Before November 15, 1996, the last step in the rebuilt title issuance process was a field check to see if a rebuilt VIN plate had been properly affixed to the vehicle. If the rebuilt VIN plate was properly affixed, a title with a rebuilt brand was issued to the owner. Accordingly, this process did not include an inspection of the vehicle if (1) the confidential VIN matched the VIN on the vehicle's salvage rebuildable title; (2) any stolen parts were used in the rebuilding process; or (3) a vehicle with an unrebuildable salvage brand was illegally involved.

After November 15, 1996, to assist in combating motor vehicle fraud by addressing the deficiencies listed above and also provide process streamlining, all applications for Certificates of Title for a "rebuilt" motor vehicle, motorcycle or mobile home are required to be submitted to a DMV Compliance Examiner/Inspector before being filed with the Department or one of its agents. The purpose of this front end inspection is to reduce the amount of processing time, paperwork and fraud by allowing only motor vehicles that qualify for a title branded "rebuilt" to be entered into the Florida Real Time Vehicle Information System (FRVIS). To qualify for a "rebuilt" title, a motor vehicle must have been built from salvage or junk per s.319.14(1)(c)(3), F.S. The Department is prohibited from issuing a title for any motor vehicle or mobile home when an unrebuildable salvage Certificate of Title is submitted as proof of ownership. Motor vehicles or mobile homes with unrebuildable salvage Certificates of Title are only good for parts or scrap. When such a motor vehicle or mobile home is disassembled and acquired for parts, such parts may only be used in the assembly of various motor vehicles.

Table 15:

Rebuilt Motor Vehicle Inspections

Fiscal Year	Number Inspected	Percentage Increase/ Decrease	Ratio of Vehicles Passing Inspections to Total Vehicles Inspected	Ratio of Vehicles Failing Inspections to Total Vehicles Inspected
1995-96	7,381	NA*	**	**
1996-97	13,928	53%	2:3	1:3
1997-98	15,103	8%	2:3	1:3

* First year of program

** First year of data capture

STRATEGIC GOAL: Increase consumer protection and public safety by maintaining effective and efficient licensing systems that license qualified motor vehicle operators, by reducing the volume of fraudulent titles and title applications, and by targeting criminal activity.

INDICATORS (with most recent baseline data):

- Percent of motor vehicles with Florida's No-Fault insurance (78% for FY 1996-97).
- Percentage of driver license customers renewing in field offices (59% for FY 1996-97).
- Percentage of driver license customers renewing by mail (41% for FY 1996-97).
- Annual percentage change in and number of fraudulent motor vehicles identified (Percentage change not available/52 in FY 1995-96; 1,202%/677 in FY 1996-97; and 40%/945 in FY 1997-98).

OBJECTIVES:

OBJECTIVE B.1: Increase the percentage of owners complying with Florida’s No-Fault insurance law from 77% of 6.54 million insured vehicles in FY 1995-96 to 90% of total insured vehicles by FY 2002-03. (DDL)

PROJECTION TABLE				
1998-1999	1999-2000	2000-2001	2001-2002	2002-2003
80%	84%	84%	86%	90%

State Comprehensive Plan reference: None

Strategies:

1. Suspend the licenses of drivers who do not comply with the state’s financial responsibility laws concerning vehicles.
2. Initiate educational outreach programs to further inform citizens of the No-Fault law.

OBJECTIVE B.2: Increase the accuracy of insurance companies reporting cancellations of personal injury protection to comply with state law from 70% of 5.75 million vehicles in 1996-97 to 98% of the total base by FY 2002-03. (DDL)

PROJECTION TABLE				
1998-1999	1999-2000	2000-01	2001-02	2002-03
75%	82%	82%	88%	98%*

*The projection of 98% in fiscal year 2002-03 is based on the insurance industry agreeing to update information on a real-time on-line system. Since many insurance companies are not large enough to have electronic systems, it will be unreasonable to expect 100% achievement.

State Comprehensive Plan references: 21.9, 21.13.

Strategies:

1. Provide computer-generated production lists to insurance companies containing driver license numbers with an insured status on the file.
2. Research providing on-line inquiry capabilities to insurance companies for determining or correcting VIN numbers.
3. Provide on-line update capabilities to insurance companies to report financial responsibility coverage.
4. Improve the internal link between the DHSMV insurance and the vehicle databases.

OBJECTIVE B.3: Increase the number of completed cases evaluated for driver license fraud from 1,017 during FY 1995-96 to 1,230 by FY 2001-02. (DDL)

PROJECTION TABLE			
1998-1999	1999-2000	2000-01	2001-02
1,159	1,182	1,206	1,230

State Comprehensive Plan references: 7.11, 21.1, and 21.5.

Strategies:

1. Enhance access to computerized data and increase technology initiatives in the fraud section.
2. Increase the internal case management training for staff members.
3. Establish a communication link for fraud detection and training with representatives from FDLE and local law enforcement agencies.
4. Establish and maintain an outreach training program for local businesses and other state agencies.
5. Design and develop a fraud case management system electronically linking the Florida Highway Patrol and the Division of Driver Licenses fraud investigation units.

OBJECTIVE B.4: Increase the identification (number and percentage) of fraudulent titles submitted for motor vehicles from a baseline of 676 in FY 1996-97 to 1122 by FY 2002-03. (The projection table does not differentiate between out of state and Florida issued titles. Comprehensive baseline data for fraudulent out of state titles will be captured during a National Motor Vehicle Title Information System (NMVTIS) pilot project and used to develop more accurate targets of reduction when NMVTIS is implemented on a nationwide basis). (DMV)

PROJECTION TABLE				
FY 1999-2000	FY 2000-2001	FY 2001-2002	FY 2002-2003	FY 2003-2004
973 identified	1005 identified	1040 identified	1079 identified	1122 identified
3% increase	3.25% increase	3.50% increase	3.75% increase	4% increase

State Comprehensive Plan references: 7.7, 7.9, 7.11, 7.14, 21.5, and 21.9.

Strategies:

1. As described in the Trends and Conditions Analysis, participate as a pilot state in the National Motor Vehicle Title Information System (NMVTIS) established by the Federal Anti-Car Theft Act of 1992.
2. Continue as part of the National Motor Vehicle Title Information System (NMVTIS) when the pilot is completed.
3. Establish an educational program and conduct training classes for DMV members and tax collector employees on how to use NMVTIS.
4. Continue Title Fraud Detection Workshops for DMV members and tax collector employees who serve as title agents that will help detect altered and fraudulent titles and identify stolen vehicles.
5. Continue the statewide motor vehicle rebuilt, VIN. and odometer inspection activities to reduce title fraud.

ENDNOTES -- STRATEGIC ISSUE B

1. Bureau of Financial Responsibility internal report. Unpublished.
2. DHSMV, Seize Tag Pilot Project Report, October 1, 1996.
3. DMV 1996-97 Operational Report.
5. Florida Motor Vehicle Theft Prevention Authority, Annual Report.

STRATEGIC ISSUE C**CUSTOMER SERVICE AND PUBLIC
SATISFACTION**

Customer service, public health, and consumer satisfaction will be enhanced by the Division of Motor Vehicles through electronic processes and increased proficiency in monitoring air pollution in an efficient and effective manner. Additionally, the demand for licensing services has increased dramatically over the last twenty years due to population growth. Processing procedures have increased as well pursuant to the Florida Legislature's revisions of driver licensing requirements. However, customer expectations of shorter waiting periods and increased customer satisfaction continue to challenge the Department.

TRENDS AND CONDITIONS ANALYSIS

DHSMV's 4,900 members serve millions of customers each year. Annually, we process nearly six million driver license applicants, issue eighteen million motor vehicle registrations (net registrations of approximately 13.5 million vehicles when excluding temporary tags and transfers), issue eight hundred thousand vessel registrations and assist over 300,000 motorists on Florida's highways.

With a population growth rate in excess of 100% over the last 20 years, tremendous increases have occurred in the number of drivers needing licenses, the number of motor vehicles, mobile homes, and vessels requiring titles and registrations, and traffic congestion---particularly during peak tourist seasons and holidays. Despite this growth rate, title applications submitted through county tax collector offices and license plate agencies are being processed within three to seven days. We recognize that the way business is conducted will continue to be driven by customer needs and technological applications.

Table 16:**Selected Driver License, Motor Vehicle and Vessel Transaction Totals
Statistics for Fiscal Years 1991-92 Through 1997-98**

Fiscal Year	Number of Driver License Transactions	Number of Motor Vehicle and Vessel Titles Issued	Number of Motor Vehicle and Vessel Registration Transactions*
1991-92	6,206,137	3,882,369	16,111,012
1992-93	5,602,293	4,059,342	16,257,801
1993-94	5,572,914	4,264,088	16,845,925
1994-95	5,580,099	4,406,700	16,980,698
1995-96	5,409,421	4,720,672	18,533,446
1996-97	5,835,154	4,855,546	18,409,694
1997-98	5,893,506	4,868,189	19,098,924

Sources: Internal DDL and DMV statistics

* Includes temporary tags and transfers

In the past five years, troopers have been faced with escalating crime and violence on Florida's highways. To provide safety for highway motorists, the agency has shifted its priorities to include additional training and the formulation of cooperatives with local law enforcement.

Florida's population growth, coupled with legislative budget constraints, position reductions and layoffs, creates a demand for the current workforce to consistently provide courteous, professional and accurate information to motorists. New legislation has required additional administrative functions of members while administering and issuing driver licenses. This demand threatens our ability to provide convenient, quick and professional services to the public. Such changes require maximum potential from our workforce, increased organizational efficiency and improved public access to information and facilities. The effectiveness and efficiency of service to Florida citizens and visitors will improve by increasing the customer service and process improvement skills of our members.

Increasing Organizational Efficiency

According to a federal government publication, the service revolution in our society has changed the expectations of customers. Just a few years ago, we had three TV networks, one phone company and four car makers. The economy was geared to mass production and service was acceptable if you did not need it right away. Those days are gone and the explosion of

information has given us an explosion of choices. Customer expectations have risen and they want quality, value and variety. They also want it right now.¹

To meet these customer expectations, government must:

- Identify their customers,
- Survey these customers to determine the type and quality of services they want,
- Develop service standards and measure results,
- Involve front-line employees in planning service delivery strategies,
- Address customer complaints,
- Bring service points of delivery to the customer, and
- Make information easily accessible.²

Improved Efficiency Within DMV

As shown in Table 16 above, the Division of Motor Vehicles (DMV) processed over 19-million vehicle and vessel registration transactions³ and 4.8 million vehicle and vessel title transactions⁴ in fiscal year 1997-98. With this growth rate has come a corresponding demand on the Division to manage the increased volume of document processing effectively and efficiently. In fiscal year 1997-98, the average time to issue a motor vehicle and mobile home title submitted to a Tax Collector Office using the Florida Real Time Vehicle Information System (FRVIS) was 3 days and 2 days using the Fast Title Service Center. Such increasing demand from the motoring public requires improvements in internal processes and assuring accuracy in all transactions. An example of such an improvement is the implementation of FRVIS Release 6.8. Following implementation, the percentage of titles being electronically processed increased from approximately 82% in fiscal year 1995-96 to 96% in fiscal year 1997-98. This is due to the examination of most miscellaneous title applications by tax collectors in the field and the title being issued in the electronic transfer process. Title issuance time and customer service have been improved.

Until 1991, tax collectors could not issue titles in their offices. The public was required to submit a title application to their local tax collector and wait weeks or months for a title to be issued by Tallahassee headquarters. A pilot project to issue titles for new motor vehicles in the field has proven successful and will be expanded within the next five years. The Florida Real Time Vehicle Information System (FRVIS) is being redesigned to allow limited issuance of titles in tax collector offices with the goal of a customer receiving his/her title within days as opposed to weeks. Vehicle Information System Overall Redesign (VISOR) will allow FRVIS to electronically process information and documentation more easily and efficiently. This will include electronic lien recording and certificate of origin information transfers from the manufacturer. The consulting firm of KPMG Peat Marwick has assessed the title issuance process and issued a report

containing its findings and recommendations. The scope of KPMG's review focused on streamlining the title issuance process.

The 1997 Legislature provided funding to purchase the routing equipment and frame relay technology required to upgrade the current DMV telecommunications network (telephone data circuits) to be equal to the DDL network funded during the 1995 Legislative session. The current network is outdated technology and has significant limitations. These limitations include (1) network speed is slow and does not provide the capacity to handle additional message volumes; (2) the network communication software is proprietary which restricts the type of equipment that can be connected; (3) the existing multi-office lines do not provide a feasible means of other agencies to communicate with the Department except through the mainframe computer; and (4) the network does not provide the capacity to transmit images such as optically stored title and registration forms. The 1998-99 Legislative Budget Request contained a D3-A Issue for recurring line changes and maintenance and the Department received approval for this request from the Legislature during this session.

The 1998 Legislature provided funding to expand the decentralization of printing of new or used original titles to the remaining 61 Tax Collector Offices pursuant to a recommendation contained in the study performed by KPMG Peat Marwick. The purchase of 93 on-line printers will improve efficiency at the Tax Collector level, lower headquarter costs, and increase customer satisfaction.

The Division of Motor Vehicles' internal efficiencies would increase and benefits gained by the purchase of personal computers linked by local area networks to the Department's mainframe. These efficiencies would include but not be limited to (1) achieving significant cost savings through the reduction of manual tasks performed by employees; (2) sharing information through electronic mail and electronic bulletin boards; (3) serving as a training tool, including the preparation of training materials; (4) potentially linking into an electronic document imaging system; (5) making changes to procedures manuals; (6) producing reports for internal and external use with graphs and charts; (7) making changes to title and lien forms; and (8) providing support services for the Division of Administrative Services to other divisions. The 1998-99 Legislative Budget Request contained a D3-A Issue for personal computers linked by local area networks to the Department's mainframe.

The Division of Motor Vehicles, through its Bureaus of Regulation and Enforcement, Mobile Home and Recreational Vehicles, and Emissions Control, serves its customers by being able to travel to their locations. These Bureaus collectively have 166 vehicles, 85 of which meet the Department of Management Services' criteria for replacement. Mechanical breakdowns which affect field personnel duties and other high maintenance costs could be offset by the purchase of new vehicles. The 1999-2000 Legislative Budget Request will contain a D3-A Issue for the purchase of 85 new vehicles.

Improved Efficiency Within DDL

The Department's driver license field operation provides licensing services to the public through its offices located throughout the state. Statistics indicate that DDL has increased its services to customers requesting driver license and identification cards by 2% each year for the last 10 years.⁵ The state's population growth, new residents from other jurisdictions, and the influx of refugees from other countries have contributed significantly to the increased demand for driver license services. However, the driver license examining workforce has not increased proportionately to the public's demand for services. Reductions in staff and the number of offices have adversely affected the time that customers must wait for services as fewer staff members attempt to provide effective and efficient service.

The Division has employed several strategies over the years to minimize the wait for customers. These strategies have included reducing examination requirements, making specific services available at selective offices, implementing mail-in license renewals and address changes, extending office hours into the evening and on Saturdays, and temporarily assigning examining duties to employees outside of their class. During 1996, the Department initiated several objectives to enhance customer service by providing customers with alternative options to obtain driver license services. These initiatives included implementing a credit card reinstatement fee payment process via telephone, redistributing computer equipment to maximize productive utilization, and installing a 1-900 telephone line for driver license renewal and address changes. Other conveniences, such as the telephone appointment system in Dade, Broward and Palm Beach counties, contribute to enhanced customer service and productivity by reducing the time that a customer must wait prior to receiving service. These centers permit the automated scheduling of driver license appointments by telephone. The Department also has initiated a partnership with local tax collectors to provide driver licensing services to the public (see below for expanded explanation).

As a result of these innovations and the continuation of other initiatives, the average wait time for driver license customers by November 1996 was less than 15 minutes. This means that 75% of our customers receive service within 15 minutes of entering a driver license office. Offices in the Southeast region, which include Dade and Broward counties, made substantial strides by decreasing their customer wait time from 21 minutes to 15 minutes during this time.

Table 17:**Driver License Wait Time by Region - 1996**

Region	Counties	Wait Time
Northwest	Leon, Gadsden, Escambia, Holmes and Santa Rosa	6 minutes
Northeast	Duval, Gilchrist, Columbia, Dixie and Taylor	9 minutes
Central	Orange, Indian River, Okeechobee, Brevard and Osceola	15 minutes
Southwest	Pinellas, Lee, Charlotte, Hendry, Collier and Sarasota	15 minutes
Southeast	Dade and Broward	15 minutes
AVERAGE		14 minutes

Source: Response to Governor and Cabinet on Johnson Control Report and OPPAGA Report, Department of Highway Safety and Motor Vehicles

Tax collectors generally provide license plate issuance and motor vehicle registration services in Florida's 67 counties. In 1995, the Florida Legislature passed House Bill 1329 that supported a collaborative effort between Florida tax collectors and the Division of Driver Licenses. The Department received authority to designate tax collectors as agents for the issuance of driver licenses and identification cards. Tax collectors were authorized to collect \$5.25 for services provided; however, only \$1.00 is remitted to the Department to support this initiative. The Department provides necessary processors and communication links.

A survey of all tax collectors indicated that 54% were interested in serving as agents for driver license services. Thirteen percent were not interested in participating; this included larger population counties such as Dade, Broward and Palm Beach. However, in fiscal year 1996-97, only eight of the 67 counties (Sarasota, Marion, Hillsborough, Leon, Bradford, Duval, Hamilton, and Union) were actively participating in this effort. Statistics indicate that the licensing agents served 51,406 customers during the period of August 1996 through June 1997. In several cases, the state-operated driver license office was not closed in a county; therefore, the tax collector services only supplement the Department's activities. The normal growth demand for driver license services in Florida is two percent; therefore, it is assumed that these agents will increase the number of customers served by two percent each fiscal year.

In 1996, tax collectors in Bradford, Duval, Hamilton, Hillsborough, Leon, Marion, Sarasota and Union counties served 5.45% of the driver license customers in these counties. Currently, in addition to the 123 state funded driver license issuance offices, twenty-two tax collector sites in

seventeen counties issue driver licenses and identification cards. Tax collector agents in Bay, Bradford, Calhoun, DeSoto, Duval, Hamilton, Hillsborough, Jefferson, Leon, Manatee, Marion, Osceola, Pinellas, Sarasota, St. Johns, Taylor and Union have joined the Florida driver license network as licensing agents. The Department will continue to increase the number of tax collectors issuing driver licenses and identification cards as funding is available to provide critical computer technology to link tax collector offices to the driver license database and support communication links. This initiative supports the overall mission of the Department to continue to provide Florida's citizens with convenient and efficient driver licensing services through innovative and diverse methods.

Other efforts to improve organizational efficiency include establishing cooperative partnerships with our external customers so that we may better understand the needs of the public. A citizen committee was formed to assist the Division of Driver Licenses in delivering an improved driver license. Members from other law enforcement agencies, retail associations, and special interest groups met and provided ideas for the driver license redesign. This led to the creation of a new digitized license now issued in all offices (State Comprehensive Plan reference: 21.10). Using the new central imaging system, customers may either renew by mail or receive duplicates with address changes using the portrait image on file. Office visits for renewals should decrease because licenses can now be issued using data (portrait and signature) on file and mailed directly to the customer.

Improved Efficiency Departmentwide

The Department recognizes that a strategic planning process is necessary to manage our programs effectively and respond to the changing needs of the motoring public of Florida. Our five-year Strategic Plan will continue to improve as Department managers and constituent groups work together in the planning process. The Strategic Plan serves as a basis for many other documents, including the Executive Director's Performance Contract with the Governor and Cabinet and our recent introduction to performance-based program budgeting (PBPB) (State Comprehensive Plan references: 26.1, 26.5, 26.6). During 1995-96, DHSMV managers were trained in PBPB and developed measures in two program areas: highway safety and licensing. The highway safety program was approved by the Office of the Governor in 1995, performance measures were developed for approval in 1996, and approval by the Office of the Governor was received in 1997. Florida Highway Patrol will report measurement accomplishments beginning with fiscal year 1997-98. The licensing program was split into separate areas for driver licenses and motor vehicles. Outcome and output measures for both programs were approved in the 1998 legislative session.

Improving Public Access to Information and Facilities

Currently, the motoring public has to visit several state offices to receive driver licenses, registrations or insurance financial responsibility services. Further, continuous growth in Florida's population has resulted in an increased need for motorists to have immediate access to their driver license and vehicle registration information. During 1994-1995, 162,711,124 file inquiries were received from the public, increasing 5% in 1995-96 to 170,768,226, and dropping to 165,673,520 in 1996-1997.⁶

The constantly increasing population of drivers indirectly reduces the efficiency of services to current resident motorists. The issuance of a driver license or the registration of a motor vehicle or vessel is no longer an independent activity unconstrained by other factors. For example, suspension of a citizen's driver license may preclude the citizen from registering a motor vehicle; failure to register a motor vehicle may preclude the citizen from obtaining a driver license; and multiple outstanding parking tickets or unpaid child support will stop the registration process for a citizen's vehicle.

We must provide local, rapid and accurate driver license and registration services to meet the current and future demands of motorists. The Department is undergoing massive changes in technology and expanded public access, creating "one-stop shopping" for the public.

The passage of legislation in 1995 has provided the Department with the ability to expand its use of other entities to provide driver license services. As mentioned above, tax collectors in eight counties have been designated to issue driver licenses and identification cards as agents of the Department. A survey conducted by the Department in 1995 indicated that 81% of the 67 tax collectors were interested in participating in this partnership.

However, expansion of service delivery is hindered because the Department's primary databases (drivers, vehicles, vessels, insurance, and financial responsibility) are not integrated. Even when multiple services are offered in one location, they use separate computer systems that do not share information. Currently, vessel titling and registration, driver license, and vehicle title and registration run on three computer systems. The strategy is to combine the Department's primary databases into a "Motorist Database" and make all information relevant to a customer accessible to the county tax collector systems. The VISOR project is the first step of this endeavor. VISOR will migrate vehicle, vessel, and insurance data to the Motorist Database and redesign the county tax collector software to include vessel processes. After the driver license database is migrated to the Motorist Database, the issuance system will be converted to run on the county tax collector equipment. This will provide the means to offer "one-stop shopping" for driver licenses, vehicle and vessel titles and registrations, insurance and other clearances.

Emissions Control Program

Florida's Motor Vehicle Inspection Program (MVIP) was authorized by the legislature in 1988 in response to a determination by the U. S. Environmental Protection Agency (EPA) that six Florida counties were not in compliance with federal ambient air quality standards. This recognizes that, in general, motor vehicles are the major contributors to air pollution through exhaust emissions. By requiring motor vehicles that are registered in the affected counties to pass emission inspections before they are registered or renewed has reduced air pollution in these counties (State Comprehensive Plan references: 11.1, 11.3). Estimates of the effects of the program indicate that volatile organic compound emissions were reduced by 12.7% (47 tons per day) and carbon monoxide emissions by 17.6% (583 tons per day) during the peak ozone season of 1997 for all six counties combined. In addition, 25,721 gross polluting vehicles were taken out of service in these counties.⁷

During fiscal year 1997-98, 5,321,781 emission inspections were conducted, an increase of approximately 2.5% over the previous fiscal year. The initial inspection failure rate declined again. The decline in initial failure rates suggests that motorists affected by the program are doing a better job of maintaining their vehicles in anticipation of the inspection requirement.⁸

Table 18:

Initial Inspection Failure Rate

Fiscal Year	Failure Rate
1990-91	16%
1991-92	12%
1992-93	10%
1993-94	9%
1994-95	8%
1995-96	8%
1996-97	7%
1997-98	6%

In order to ensure that public education efforts continue to be properly focused, a telephone public opinion survey was conducted in July and August 1997 by a professional survey firm hired by MVIP contractors. The survey was developed to ascertain public awareness and perceptions of the program. A total of 2,105 randomly selected motorists were sampled. Survey results showed that motorists have become increasingly aware of program requirements.

In the 1997 survey, respondents who had more than one years experience with the program were asked whether the inspection stations were running more smoothly than in the past. Ninety-four percent of respondents had their vehicle inspected two or more times since 1991. Of these respondents, 37% said "yes" and 61% reported "no change" which are similar to results from prior years' surveys.⁹

Program measures regarding this program component have been developed in Exhibit D-2 of the Department's Legislative Budget Request as a linkage to this document.

Legislation(CS/HB 1377) passed by the 1998 Legislature provides for the Department to hire an independent consultant to develop appropriate Request-for-Proposal specifications and a range of inspection fees for the motor vehicle inspection program. This Request-for-Proposal is to be based on an annual and biennial inspection program, using the basic test for hydrocarbons and carbon monoxide emissions and other mobile source testing for nitrous oxides or other pollutants. The report from the independent consultant is due no later than January 1, 1999, to the President of the Senate and the Speaker of the House of Representatives.

The Department and the Cabinet, acting as head of our agency, are to wait until after the 1999 Legislative session to enter into any contract or extension of a contract for any form of motor vehicle emission testing. If no specific legislation passes during the 1999 Legislative session, the Department may issue a Request-for-Proposal and enter into one or more contracts for a biennial inspection program for vehicles five model years and older using the basic test for hydrocarbons and carbon monoxide emissions. The requirements for the program included in the proposals are to be based on the requirements under Chapter 325, Florida Statutes, unless those requirements conflict with amendments contained in CS/HB 1377. No contract is to be entered into for a period longer than 2 years and if the fee is higher than \$10, it must be approved by the budget amendment process set forth in Chapter 216, Florida Statutes, with notice to the Chairmen of the Senate and House Transportation and Natural Resource Committees when it is provided to the Senate Ways and Means and House Appropriations Committees.

Motor Carrier Services

In 1968, the American Association of Motor Vehicle Administrators (AAMVA) formed a subcommittee to develop a plan that would incorporate all theories of reciprocity into one uniform agreement. The objective of the agreement is to provide licensing efficiencies for home state based motor carriers and provide a fair share of revenue to all jurisdictions. Since its inception in 1973, fifty-two (52) jurisdictions (states, the District of Columbia, and Canadian provinces) have joined the International Registration Plan (IRP).

Simply put, IRP is an agreement authorizing proportional registration of commercial vehicles and providing for the recognition of such registrations in participating jurisdictions. Under proportional registration, a carrier registers in a single "base" state or province, declaring the

extent (in actual or estimated mileage) of a fleet's operations in all jurisdictions and the weight in each jurisdiction. Fees for the vehicles in the fleet are calculated for each of the IRP jurisdictions, according to the jurisdictions' statutory fee requirements, and then apportioned based on the percentage of total miles declared in that jurisdiction.

Florida's participation in IRP was established in Chapter 320, F.S., during the 1985 session of the Florida Legislature. Later, the Motor Fuel Use Tax (MFUT) program was transferred to DHSMV from the Department of Revenue effective July 1, 1988.

During fiscal year 1997-98, the Department collected \$53,216,006 in IRP taxes and \$33,857,882 in MFUT taxes. Of these sums, \$17,966,468 in IRP taxes and \$4,563,307 in FUT receipts were distributed to other jurisdictions. These taxes are currently reported by completing paper documents, a process that is time consuming for the commercial carrier and may take weeks for the Department to process. The Department manually enters this information into its computer system and stores the paper documents.

A more cost-effective way would be to join a nationwide electronic system for IRP which reduces processing time to a few days or less. Several computer systems' vendors are approaching states with software and interfaces that link the vendor's host computer with state jurisdictions, financial institutions and commercial motor carriers.¹⁰ Motor carriers would be able to use personal computers to register their vehicles and trailers. They could receive IRP information and documentation from jurisdictions, and pay taxes electronically by means of a link with financial institutions. This would save time and money and allow employees to improve their responsiveness to other customers. On-line IRP would help every aspect of the renewal and supplement process. There would be fewer errors in application processing. For walk-in customers, there would be less volume and waiting time.¹¹

The nationwide electronic system for IRP is Objective C.4 in this plan. In the 1999-2003 Agency Strategic Plan, the year to accomplish implementation is FY 2000 - 01. We have revised the implementation date to FY 2001 - 02 to allow more time to accomplish Strategies 1. and 2. under the Objective and also allow the major technical phases of the VISOR Project to be completed by ISA.

The collection of unreported taxes is one of the reasons for auditing commercial carrier accounts. The electronic system mentioned above would provide on-line inquiry audit trails and reports that would be beneficial to the audit process.

Table 19:

Ratio of IRP and IFTA Taxes Collected from Audits to Cost of Audits

Fiscal Year	Ratio
1996-97	3.43:1
1997-98	1.52:1
1998-99 *	2.00:1
1999-2000 *	2.00:1

*Estimated

Program measures regarding this program component have been developed in Exhibit D-2 of the Department's Legislative Budget Request as a linkage to this document.

Training and Customer Service

To effectively serve its customers, the Department recognized that its management and other members must be trained in current customer service techniques. A customer service training program was purchased to train all members, along with a refresher course for continuing reinforcement. This training has produced a cultural change in the way members view and treat customers. Also, the Department has developed a Customer Service Plan in conjunction with Florida's tax collectors. Process improvement teams are exploring training, technology, and communication to find innovative solutions to customer needs and requirements. In addition, other teams are working to improve both internal processes (e.g., mail operations, personnel services) and processes which serve the public (e.g., titling processes, customer phone services).

Program measures regarding this program component have been developed in Exhibit D-2 of the Department's Legislative Budget Request as a linkage to this document.

Electronic Title and Lien System

On September 25, 1996, the Division of Motor Vehicles was awarded a grant from the Governor's Innovative Investment Program to establish and implement an Electronic Lien and Title (ELT) system for lienholders. Barnett Bank is participating as a financial partner by contributing \$50,000 to the Department and the balance of the funding (\$175,000) comes from the grant. The system is coded and will be implemented as part of FRVIS 2000, VISOR Increment II. NationsBank acquired our financial partner, Barnett Bank, and NationsBank is merging with BankAmerica. These series of mergers and schedule changes for the pilot period

outlined for FRVIS 2000, VISOR Increment II will delay participation in ELT. It is the Department's intent to bring lienholders into ELT as quickly as possible.

An electronic title is a title that exists only in electronic form on our database. With electronic titles, lien notifications and releases are transmitted electronically between the Department and the lienholder. No paper title certificate exists; thus, it is referred to as a "paperless title." It, however, is just as legal as a paper title pursuant to s.319.24, F.S.

The same title documents required to apply for a paper title are also required for an electronic title. These documents are submitted in the same manner, either through a tax collector's office or the Department's Fast Title Service Center. Title documents will be entered into FRVIS and are handled and examined in the same manner as if paper titles were being issued. The change will occur when the title is ready to be issued. Instead of issuing a paper title certificate, an electronic notification will be sent through ADVANTIS to the lienholder. When an electronic lien is satisfied, a lien satisfaction will be sent electronically through ADVANTIS to the Department. If no other electronic liens exist, a clear paper certificate of title is printed and mailed to the owner of the motor vehicle or insurance company if directed by the lienholder. Mailing addresses can be specified by the lienholder.

ELT will allow lienholders to reduce the handling, storage and mailing costs associated with paper titles by replacing them with electronic titles. Lienholders who join the program will enjoy not having to:

- retrieve titles from conventional files when the lien has been satisfied;
- physically sign off liens on titles;
- mail titles to customers; or
- apply for duplicates to replace lost titles.

Additionally, electronic lienholder customers who have satisfied their loan obligations will receive clear titles without having to resubmit their titles to the Department if they wish to have a title that shows no lien even though it has been satisfied.

Of the approximately 4,900,000 motor vehicle, mobile home and vessel titles issued by DHSMV in fiscal year 1997-98, approximately 2.3 million of these titles had a first lien. ELT will initially reduce the number of paper lien titles printed. The amount of reduction is in direct relation to the number of lienholder participants and their title volume.

Program measures regarding ELT are being developed for inclusion in Exhibit D-2 of the Department's Legislative Budget Request as a linkage to this document.

Mobile Home Set-Up and Installation

From August 23 to August 27, 1992, Hurricane Andrew was one of the costliest hurricanes in history, causing extensive damage throughout the Bahamas, Louisiana and Florida. Andrew was responsible for 52 deaths and approximately 16 billion dollars in damage in Florida. It ravaged mobile home parks and conventional homes, leaving thousands of people homeless. According to James Cato of the University of Florida, "We need to improve construction standards and codes to build more hurricane-proof buildings."

The violent storms which generated tornadoes in the Spring of 1998 caused deaths and destruction of mobile homes in Florida. The Department is proposing new rules for tie-down straps and set-up requirements to help protect the lives of persons residing in Florida and their investment in mobile homes. These rules are pending in the Chapter 120, F.S. review and adoption process.

Legislation which became effective October 1, 1996, will help code enforcement when mobile homes and manufactured homes are installed on real property. Proper installation is crucial to help prevent the loss of life and damage or destruction to manufactured homes and mobile homes by severe weather, including hurricanes. In fiscal year 1997-98, 510,381 mobile homes and manufactured homes were registered in Florida.

The Legislative Budget Request D-2 Program Purpose Statement covers two major activities. They are:

- Increase the quality of manufactured home units by ensuring manufacturers' compliance with established construction standards.
- Provide consumer protection by training, testing and licensing installers.

This reflects a shift in the direction of program activities as the inspection of recreational vehicles ends and the training and testing of installers begins. To effectively measure the quality and effectiveness of training and licensing installers, it would be beneficial to receive reports from counties on the number of total installations and passing and failure rates. This is not in place and will require research and contact with counties to determine the feasibility of such a reporting system.

The strategies for accomplishing this strategic objective are licensing and educational training programs for set-up contractors and manufactured housing dealers and educational training programs for local building officials.

Section 320.8249, F.S., provides that any person who engages in mobile home installation is required to obtain a mobile home installer's license from the Department. The license must be renewed annually, and each licensee pays a fee of \$150. In order to obtain licensure as a mobile home installer, the applicant must be at least 18 years old, must hold a valid performance bond in an amount set by Department rule, not to exceed \$5,000, conditioned upon proper performance of mobile home installation and weather-sealing duties for a period of one year, must carry liability insurance in an amount determined by Department rule, not to exceed \$100,000, must complete a minimum eight-hour training course approved by the Department, and must pass a Department-approved examination designed to test the skills necessary to properly and competently perform mobile home installation and to ascertain that the applicant has adequate knowledge of federal, state, and local laws applicable to mobile home installation contracting.

All installers, dealers, and manufacturers must purchase installation decals from the Department for a fee not to exceed \$10 per decal. An installation decal must be affixed to the manufactured home or mobile home prior to installation. This decal shall denote the date of installation, the name of the installer, and the number of the installer's license or the dealer or manufacturer license number. Such decal shall be positioned immediately next to the HUD decal.

Program measures regarding this program component have been developed in Exhibit D-2 of the Department's Legislative Budget Request as a linkage to this document.

Effective Energy Management

The Energy Management Coordinator for the Department of Highway Safety and Motor Vehicles developed an Energy Emergency Contingency Plan (EECP) to deal with disruptions of energy supplies or unexpected price surges. The Department continues to follow its provisions (State Comprehensive Plan reference: 12.10). The Florida Highway Patrol uses State-maintained and private gas stations to provide the needed fuel to continue patrolling the State's highways.

STRATEGIC GOAL: Decrease customer wait time for services, increase access to services for customer convenience, and increase the accuracy of information.

INDICATORS (with most recent baseline data):

Average time from customer arrival to initial service at driver license office (20 minutes during period of February-August 1996).

Average time to issue a title (3 to 7 days using FRVIS for FY 1996-97; 2 to 3 days using Fast Title Service for FY 1996-97; 3 days using FRVIS for FY 1997-98; 2 days using Fast Title Service for FY 1997-98).

Direct cost of issuance per title (Vessel: \$5.50 for FY 1996-97; \$5.17 for FY 1997-98; motor vehicle: \$2.05 for FY 1996-97; \$1.97 for FY 1997-98).

OBJECTIVES:

OBJECTIVE C.1: Decrease the average wait time for field driver license services from 14 minutes in 1996 to 10 minutes by FY 2002-03. (DDL)

PROJECTION TABLE				
1998-99	1999-2000	2000-01	2001-02	2002-03
12 minutes	11.30 minutes	11 minutes	10.30 minutes	10 minutes

State Comprehensive Plan references: 7.21, 21.10.

Strategies:

1. Identify the customers, evaluate their needs, and develop and enhance programs to service the customers.
2. Provide direct customer services in person, by telephone and by written correspondence for internal and external customers regarding all driver license inquiries and complaints.
3. Maintain a cadre of customer service representatives skilled in customer relations and highly knowledgeable of the laws, rules, policies, procedures and programs administered by the division.
4. Coordinate and develop user friendly technologies and educational material for customer outreach programs.
5. Use new technology to increase the timeliness of services requiring written responses to driver license situations.
6. Work with DHSMV's Information Systems Administration to assure that electronic technology is "user-friendly" and provides a minimum response time.
7. Reduce the number of renewal applicants in field offices by making it more convenient for drivers to renew/extend their driving privilege with mail-in renewals.
8. Replace data processing technology in areas providing direct customer services.
9. Authorize licensing agents as authorized by Chapter 322, F.S., to supplement DHSMV services and to provide more "one-stop" service locations.

Note: Objective C.2, as reflected in the Department's ASP 1998/99-2002/03, has been met and has been deleted from the Agency Strategic Plan. FRVIS issued titles are being issued in 3 days and Fast Title Service Center titles are being issued in 2 days.

OBJECTIVE C.2: Increase the efficiency of driver licensing service by increasing the percentage of driver licenses renewed by mail from 38% in FY 1994-95 to 60% by FY 2002-03. (DDL)

PROJECTION TABLE				
1998-1999	1999-2000	2000-01	2001-02	2002-03
48%	50%	54%	58%	60%

State Comprehensive Plan references: 7.21, 21.9.

Strategies:

1. Expand the mail-in renewal program for qualified drivers.
2. Implement an address change by mail program.
3. Promote awareness of mail-in services provided by the Department through public relation activities.
4. Design a process to provide driver license renewal services via the Internet.

OBJECTIVE C.3: Increase the number of customers served at "one-stop" service locations by 100% from the 1996-97 baseline of 51,406 to 100,250 by FY 2002-2003. (DDL)

PROJECTION TABLE				
1999-2000	2000-2001	2001-2002	2002-2003	2003-2004
86,600	90,930	95,476	100,250	105,024

State Comprehensive Plan references: 7.21, 21.1, 21.5, 21.8, 21.9, 21.12.

Strategies:

1. Design a relational database structure to store comprehensive, non-duplicative data pertaining to drivers, vehicles, insurance, financial responsibility, vessels, title history, and tag history.
2. Migrate six existing database files to the Motorist Database.
3. Authorize more agents to supplement DHSMV services and provide more "one-stop" service locations.

OBJECTIVE C.4: Use a nationwide electronic computer system to process IRP applications, collect taxes and reduce processing time from five weeks to ten days or less by FY 2001-02. (DMV)

PROJECTION TABLE		
FY 1998-1999	FY 1999-2000	FY 2000-01
NA	NA	10 days or less

State Comprehensive Plan reference: 21.9.

Strategies:

1. Evaluate existing and proposed systems to determine the availability and compatibility of electronic systems for IRP credentialing and IFTA tax return filing and payment.
2. Submit technological budget issues to the legislature, governor's office and grant funding sources for the acquisition of hardware and software.
3. Implement electronic system for IRP credentialing and IFTA tax return filing and payment.
4. Educate motor carriers within Florida about the availability of the IRP credentialing and IFTA tax return filing and payment system.

OBJECTIVE C.5. Protect air quality to ensure that Broward, Dade, Duval, Hillsborough, Palm Beach and Pinellas counties meet all national air quality standards and maintain attainment status. (DMV)

PROJECTION TABLE				
1999-2000	2000-01	2001-02	2002-03	2003-04
15.63% annual reduction in pollution tonnage	15.63% annual reduction in pollution tonnage	15.63% annual reduction in pollution tonnage	15.63% annual reduction in pollution tonnage	15.63% annual reduction in pollution tonnage

Note: The Department’s statutory responsibility is in two areas: Regulation of Central Inspection Operators and to not register or renew a vehicle until it has passed an emissions inspection or received a waiver or exemption. These measurements are provided by the Department of Environmental Protection.

State Comprehensive Plan references: 6(b) a, 6(b) b, and 11.1.

Strategies:

1. Reduce mobile source emissions (volatile organic compounds and carbon monoxide emissions) by not allowing any passenger motor vehicles or light duty trucks, model years 1975 and newer, weighing 10,000 pounds or less registered weight, in Broward, Dade, Duval, Hillsborough, Palm Beach, and Pinellas counties to be registered or renewed until the vehicle has passed an emissions inspection or received a waiver or exemption.
2. Continue to share information with the departments of Environmental Protection and transportation regarding air pollution levels.
3. Use public education and assistance to help affected motorists reduce the number of vehicles failing the initial emissions inspection.
4. To the extent proved feasible by pilot projects, provide additional non-inspection services at central inspection stations as set forth in s.325.217, F.S.
5. Use professional surveys to determine motorists' knowledge about program requirements and evaluate their experiences.

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6. Hire an independent consultant to develop a Request-for-Proposal and a range of inspection fees for the motor vehicle inspection program by January 1, 1999. However, if no specific legislation passes during the 1999 Legislative session, the department may issue a Request-for-Proposal and enter into one or more contracts for a biennial inspection program for vehicles five model years and older using the basic test for hydrocarbons and carbon monoxide emissions.

Note: Objective C.6, as reflected in the Department's ASP 1998/99-2002/03, has been deleted from the Agency Strategic Plan. The Governors Office of Planning and Budgeting noted the target in this Objective has been reached as 364 installers were licensed in the FY 1997-98.

OBJECTIVE C.6: Improve service to first lienholders by reducing the printing of lien titles by 50% from a level of 2.13 million in FY 1995-96 by the end of FY 2000-01. (DMV)

PROJECTION TABLE		
1998-99	1999-2000	2000-01
15% reduction	30% reduction	50% reduction

State Comprehensive Plan references: 21.9, 21.13.

Strategies:

1. With lienholder input, ISA and DMV will design the Electronic Lien and Title (ELT) system to provide an electronic alternative of storing recorded liens and associated motor vehicle title information.
2. Implement the ELT system as part of Increment 2 of VISOR to provide efficiencies in operations for the Department and lienholders.
3. Encourage lienholders to select this alternative method of lien recording.

ENDNOTES -- STRATEGIC ISSUE C

1. Putting Customers First '95: Standards for Serving the American People. 1995.
2. Executive Order 12862. President Bill Clinton.
3. Summarized from four DHSMV Quarterly Reports for fiscal year 1996-97.
4. Ibid.
6. ISA internal reports.
7. Florida's Motor Vehicle Inspection Program, 1996 Annual Report.
8. Ibid.
9. Ibid.
10. Client Connection, Lockheed Martin, March 1996.
11. Ibid.

STATE COMPREHENSIVE PLAN POLICIES FOR WHICH ALL AGENCIES HAVE RESPONSIBILITY

Every employer shall provide a safe and healthful workplace. (6.(b).d)

Quarterly meetings have been on-going this fiscal year for all members, both to inform and to obtain feedback on workplace safety issues. Also, all divisions have designated safety representatives for each statewide office.

Provide incentives to attract and retain high-quality law enforcement and correctional officers. (7.6)

DHSMV provides quality training opportunities through the Florida Highway Patrol Training Academy, our educational leave with pay program, the Management Fellows program, etc. Pay flexibility for education, special duty, overtime and other special needs, coupled with special skills programs such as special response teams, canine corps, and motorcycle team, serve as incentives.

Continue to reduce per capita energy consumption. (12.1)

The Florida Energy Office, through the Department of Community Affairs, has granted the Department of Highway Safety and Motor Vehicles \$900,000 to be used as a buy-down for a proposed \$3.5 million energy conservation project. An energy services contractor has been qualified and selected. Retrofit of the Kirkman Building will proceed with final clarification of the tax exempt funding process.

Increase efficient use of energy in design and operation of buildings, public utility systems, and other infrastructure and related equipment. (12.6)

Renovation and replacement projects incorporated the most efficient energy saving equipment and proven systems concepts resulting in efficiency and energy savings.

Reduce the per capita volume of municipal solid waste requiring disposal. (13.1)

In 1994, we exceeded this 30% requirement of reducing the volume of solid waste requiring disposal, and last fiscal year we implemented programs that have resulted in electronic communication and electronic medium which serve to reduce hardcopies and paper generated products.

Promote rehabilitation and reuse of existing facilities, structures, and buildings as an alternative to new construction. (18.2)

Numerous DHSMV (Florida Highway Patrol and Driver Licenses) facilities were renovated to provide improved customer service and operating efficiency.

Encourage the development, use, and coordination of capital improvement plans by all levels of government. (18.7)

The review process for Highway Safety Capital Improvement Plans (CIP) has been centralized in the Division of Administrative Services to provide balance of control among the divisions of the Department. This process has resulted in efficient and timely CIP processing.

Promote ride sharing by public and private sector employees. (20.10)

Traffic congestion, air pollution, parking needs and other transportation subjects are on the rise in our community. Our agency is working cooperatively with local government to address these concerns.

Encourage greater cooperation between, among, and within all levels of Florida government through the use of appropriate interlocal agreements and mutual participation for mutual benefit. (21.1)

DAS interacts with DMS' Division of Personnel Management Services and Banking and Finance's State Payroll Office on a regular basis to facilitate personnel policy interpretation and insure statutory compliance. DAS interacts with the Auditor General's Office relating to Department personnel/payroll function audits.

DAS interacts frequently with DMS' Data Center on matters concerning the COPEs and COPEsview data systems and to work toward greater efficiency in records management. DAS functions as a member of the COPEsview development team to service as an end-user consultant for continuing development of the system.

Frequent exchange of information between the Division of State Employees' Insurance and DAS insures successful implementation of State benefit programs and promotes efficiency and economy of programs within the Department.

DAS interacts daily with the Department of Insurance, Division of Risk Management relating to Workers' Compensation claims.

DAS interacts with the Florida Department of Law Enforcement regarding registration and termination requirements for Law Enforcement Officers.

DAS provides DMS with up-to-date Centrex information to assist in locating Department members and functions.

DHSMV will continue to contract with the Florida Department of Transportation to facilitate the provision of services to the FDOT by off-duty FHP troopers.

DHSMV will frequently interact with DMS' Division of Purchasing on matters relating to contracts and purchasing, and with DMS' Bureau of Property Management on matters relating to leases of real property.

DHSMV will work with the Minority Business Advocacy and Assistance Office in the Department of Labor and Employment Security to meet the statutory goals for purchasing from minority business enterprises (State Comprehensive Plan reference: 22.2).

Our Information Systems Administration meets frequently with the Information Resource Commission on matters concerning our computer center.

Eliminate regulatory activities that are not tied to specific public and natural resource protection needs. (21.4)

Regulatory activities include the licensing of motor vehicle manufacturers, distributors, and importers. DHSMV has no authority to regulate or eliminate county air resource programs.

Eliminate needless duplication of, and promote cooperation in, governmental activities between, among and within state, regional, county, city, and other governmental units. (21.5)

The Department's efforts to achieve compliance with this responsibility have been detailed in policy 21.1 above.

Encourage greater efficiency and economy at all levels of government through adoption and implementation of effective records-management, information-management, and evaluation procedures. (21.9)

We will use the Electronic Forms Management Server to improve the way we collect, maintain, and distribute form data through electronic transmission. The EFMS can be used by all divisions to generate, store, and distribute information. The EFMS will be continually updated by adding new forms in order to accomplish this objective.

Additionally, we will explore the possibility of extending the EFMS to the private sector and other governmental agencies.

Encourage governments to seek outside contracting on a competitive bid basis when cost effective and appropriate. (21.11)

We will continue the outsourcing of janitorial, data entry and catering services already in place and will continue using stocking distributors and just-in-time (JIT) delivery for ammunition, uniforms and some paper products. We will establish a similar agency office supply contract, discontinuing central supply receiving and stocking of office consumables, and budget and purchasing review of each item of order, in favor of JIT desktop delivery of a pre-approved list of items by a stocking dealer accepting paperless orders by electronic data interchange.

Discourage undue expansion of state government and make every effort to streamline state government in a cost effective manner. (21.12)

The Department will continue internal strategic planning and process improvement teams and techniques to streamline our efforts and improve efficiencies.

Encourage joint venture solutions to mutual problems between levels of government and private enterprise. (21.13)

Within the Department's Division of Driver Licenses, volunteers have been used for many years in field offices to assist examiners in serving the public. In cooperation with county tax collectors, we have begun to open offices where customers can take care of both vehicle and driver license concerns.

Provide for nondiscriminatory employment opportunities. (22.10)

The Department recognizes that by increasing its cultural diversity it further enhances its public image, efficiency, effectiveness, productivity, customer service and customer relations; thereby responding to the multicultural needs of the citizens of the State of Florida.

All supervisors in the Department complete training in the principles of equal employment opportunity, cultural diversity, affirmative action, sexual harassment and veterans' preference. The purpose of equal opportunity and affirmative action in our Department is to ensure a diverse employee population that reflects the diversity of our state.

In addition, the Department sets up sound recruitment strategies targeted for all ethnic/cultural groups to attract applicants with strong knowledge, skills and abilities in customer relations.

Encourage innovative arrangements such as on-site day care facilities and flexible hours of employment to increase the access of working parents to the job market. (25.8)

The Department will continue its leadership role in corporate-sponsored worksite childcare programs (Ina S. Thompson Child Enrichment Center) and a K-2 worksite classroom (Kirkman-Apalachee Satellite School), which are designed and scheduled to meet the needs of state workers and their children. The Department will continue flexible work schedules as possible and increase telecommuting opportunities as feasible.

Establish strong and flexible agency and regional planning functions at all levels of government capable of responding to changing state policies and goals. (26.1)

Planning at the Departmental level occurs within the Office of the Executive Director. The Office of Management and Planning Services is responsible for coordinating the long-range planning objectives of DHSMV.

Structure currently exists within the Department to provide regular and routine coordination with affected governmental and private agencies dealing with highway safety, transportation, motor vehicles, and driver licensing. Department membership in a variety of state and national groups, as well as regular contact at the governmental level, provides for continued input and involvement in the departmental management process.

Ensure that each agency's strategic plan is designed to achieve the policies and goals of the state comprehensive plan consistent with state law. (26.5)

The new requirements of the Agency Strategic Plan allow the Department to respond to those state comprehensive plan policies and goals which are most pertinent. Priority issues may change each year, causing different portions of the state comprehensive plan to be emphasized.

Encourage citizen participation at all levels of policy development planning and operations. (26.6)

Since the creation of the Florida Highway Patrol Auxiliary in 1955, volunteers have assisted the Florida Highway Patrol by riding with troopers, performing communications duty, participating in alerts and emergency details, and aiding in other related areas. More recently, the formation of a parent/teacher organization has provided DHSMV with input from parents whose children are enrolled in the State's pilot child care program, implemented by DHSMV in March 1986.

The Department's Executive Director has appealed to the retired public to perform volunteer service in driver license offices statewide. The tasks, generally non-technical in nature, are performed by these volunteers so the driver license members can efficiently process other applicants. By

answering questions and screening applicants, these volunteers can reduce processing time and eliminate the need for OPS or full-time members.

The Department adheres to its policy regarding administrative rulemaking and invites participation from interested parties at publicized hearings. Topics at these hearings range from motorcycle helmets to new buildings and provide citizens with opportunities to include their ideas in the Departmental planning process.

DHSMV will use customer survey methodologies to obtain data for policy development, planning, and design of operations.

DHSMV intends to continue exploring all areas in which citizen participation can be obtained in policy development and planning, and in operational settings.

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Appendix A

EXPLANATION OF SIGNIFICANT MODIFICATIONS TO PREVIOUS ASP

The Agency Strategic Plan for Fiscal Years 1999-2000--2003-04 again contains only three strategic issues, but they have been developed in conjunction with the Department's entry into Performance Based Program Budgeting (PBPB). Issues A and B refer to "Safety on Patrolled Highways" and "Consumer Protection and Public Safety", areas which are being measured in our PBPB. Issue C, "Customer Service and Public Satisfaction", deals with DHSMV efforts to improve customer satisfaction. Additional objectives appear in this Plan in an effort to link the Department's performance based outcomes pursuant to Performance-Based Program Budgeting and in accordance with the Agency Strategic Plan Instructions. Strategic Objective B.3 was moved to Strategic Issue C pursuant to the Office of Planning and Budgeting's initial review of the same and is now Strategic Objective C.2. Additionally, Strategic Objectives C.2, and C.6 which appeared in the Department's 1998-99/2002-2003 ASP, have been achieved and therefore deleted from this year's plan. The subsequent objectives have been renumbered. Strategic Objective C.4 was modified to extend the implementation date for the reasons setforth on page 51 herein.

Appendix B

LEGISLATIVE AUTHORITY

1999-2000 ASP OBJECTIVES

A.1: Reduce the statewide traffic death rate from 2.16 deaths per one hundred million vehicle miles traveled in 1996 to 1.9 deaths per one hundred million vehicle miles traveled by the end of calendar year 2003.

A.2: Reduce the statewide traffic injury rate from 188 injuries per one hundred million vehicle miles traveled in 1996 to 170 injuries per one hundred million vehicle miles traveled by the end of calendar year 2003.

A.3: Increase FHP's effectiveness to identify drivers under the influence by reducing the percentage of rural alcohol-related crashes investigated to the number of non-crash DUI citations issued from the 1995 baseline of 129% to 123% by the end of calendar year 2003.

A.4: Increase FHP's effectiveness to identify drivers under the influence by reducing the percentage of urban alcohol-related crashes investigated to non-crash DUI citations issued from the 1995 baseline of 27% to 23.5% by the end of calendar year 2003.

A.5: Reduce the statewide traffic crash rate from 186 crashes per one hundred million vehicle miles traveled in 1996 to 167 crashes per one hundred million vehicle miles traveled by the end of calendar year 2003.

A.6: Maintain the response time to crashes and other calls for service at 25 minutes or less from 1999/2000 through 2003-04.

B.1: Increase the percentage of owners complying with Florida's No-Fault insurance law from 77% of 6.54 million insured vehicles in FY 1996-97 to 90% of total insured vehicles in FY 2002-03.

B.2: Increase the accuracy of insurance companies reporting cancellations of personal injury protection to comply with state law from 70% of 5.75 million vehicles in 1996-97 to 98% of total base by FY 2002-03.

LEGISLATIVE AUTHORITY

SCP 7.17, SCP 7.18, SCP 7.19, SCP 7.20, SCP 21.1, SCP 21.5, SCP 21.13, ss. 316.193, 316.640, 321.05, 338.239, F.S.

SCP 7.17, SCP 7.18, SCP 7.19, SCP 7.20, SCP 21.1, SCP 21.5, SCP 21.13, ss. 316.193, 316.640, 321.05, 338.239, F.S.

*SCP 7.17, SCP 7.18, ss. 316.193, 316.640, 321.05, 338.239, F.S.

*SCP 7.17, SCP 7.18, ss. 316.193, 316.640, 321.05, 338.239, F.S.

SCP 7.17, SCP 7.18, SCP 7.19, SCP 7.20, SCP 21.1, SCP 21.5, SCP 21.13, ss. 316.193, 316.640, 321.05, 338.239, F.S.

SCP 7.9, ss. 316.193, 316.640, 321.05, 338.239, F.S.

s. 627.733, F.S.

SCP 21.9, SCP 21.13, s. 627.736, F.S.

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- B.3: Increase the number of completed cases evaluated for driver license fraud from 1,017 during FY 1995-96 to 1,230 by FY 2001-02. SCP 7.11, 21.1, 21.5, Ch. 322, F.S.
- B.4: Increase the identification (number and percentage) of fraudulent titles submitted for motor vehicles from a baseline of 676 in FY 1996-97 to 1122 by FY 2002-03. SCP 7.7, SCP 7.9, SCP 7.11, SCP 7.14, SCP 21.5, SCP 21.9, s. 319.33, F.S.
- C.1: Decrease the average wait time for field driver license services by 20% from 20 minutes in 1996 to 16 minutes in FY 2002-03. SCP 7.21, SCP 21.10, Ch. 322, F.S.
- C.2: Increase the efficiency of driver licensing service by increasing the percentage of driver licenses renewed by mail from 38% in FY 1994-95 to 60% by FY 2002-03. SCP 7.21, SCP 21.9, s. 322.18(8), F.S.
- C.3: Increase the number of customers served at "one-stop" service locations by 100% from 1996-97 baseline of 51,406 to 105,024 in FY 2003-04. SCP 7.21, SCP 21.1, SCP 21.5, SCP 21.8, SCP 21.9, SCP 21.12, s. 322.135, F.S.
- C.4: Use a nationwide electronic computer system to process IRP applications, collect taxes and reduce processing time from five weeks to ten days or less by FY 2001-02. SCP 21.9, ss. 207.004, 207.005, 320.0715, F.S.
- C.5: Protect air quality to ensure that Broward, Dade, Duval, Hillsborough, Palm Beach and Pinellas counties meet all national air quality standards and maintain attainment status. SCP 6(b)a, SCP 6(b)b, SCP 11.1, SCP 22.3, s. 325.203, F.S.
- C.6: Improve service to first lienholders by reducing the printing of lien titles by 50% from a level of 2.13 million in FY 1995-96 by the end of FY 2000-01. SCP 21.9, SCP 21.13, s. 319.24, F.S.

***SCP = Chapter 187, F.S.**

*Note: ASP Objectives C.2 and C.6, which appeared in the Department's 1998-99/2002-03 Plan, have been achieved and therefore deleted. The subsequent objectives have been renumbered.

Appendix C

CROSS REFERENCE MATRIX OF ASP OBJECTIVES AND STRATEGIES AND AGENCY PROGRAMS WITH ASSOCIATED OUTCOMES AND OUTPUTS

FLORIDA DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES			
AGENCY STRATEGIC PLAN FOR FISCAL YEARS 1999-2000-2003-04	STATE COMP. PLAN (Chapter 187, Florida Statutes)	PERFORMANCE-BASED PROGRAM BUDGETING MEASURES (Chapter 216, Florida Statutes)	FLORIDA BENCHMARKS (as published by the Florida Commission on Government Accountability to the People)
A.1: Reduce the statewide traffic death rate from 2.16 deaths in 1996 to 1.9 deaths per one hundred million vehicle miles traveled by the end of calendar year 2003.	7.17, 7.18, 7.19, 7.20, 21.1, 21.5, 21.13	FHP: Annual mileage death rate on patrolled highways per 100,000,000 vehicle miles of travel compared to national average	2.17.2(a): Number of deaths in traffic accidents per 100 million miles traveled in Florida. 2.17.2(b): Florida's rank in the highway death rate among the 50 states. 2.20.1(a): Number of people per 100,000 Florida residents who died from injuries...
A.2: Reduce the statewide traffic injury rate from 188 injuries in 1996 to 170 injuries per one hundred million vehicle miles traveled by the end of calendar year 2003.	7.17, 7.18, 7.19, 7.20, 21.1, 21.5, 21.13	FHP: Annual percent change and actual number of reported crashes on patrolled highways	2.17.3: Number of people injured in traffic accidents per 100 million miles traveled in Florida

A.3: Increase the FHP's effectiveness to identify drivers under the influence by reducing the percentage of rural alcohol-related crashes investigated to the non-crash DUI citations issued from 129% in 1995 to 123% by end of calendar year 2003.	7.17, 7.18	FHP: Annual alcohol-related mileage death rate per 100,000,000 vehicle miles of travel	2.17.4: Percentage of traffic accidents that were a) alcohol-related only, b) drug-related only, c) both alcohol- and drug-related
A.4: Increase the FHP's effectiveness to identify drivers under the influence by reducing the percentage of urban alcohol-related crashes investigated to the non-crash DUI citations issued from 27% in 1995 to 23.5% by the end of calendar year 2003.	7.17, 7.18	FHP: Annual alcohol-related mileage death rate per 100,000,000 vehicle miles of travel	2.17.4: Percentage of traffic accidents that were a) alcohol-related only, b) drug-related only, c) both alcohol- and drug-related
A.5: Reduce the statewide traffic crash rate from 186 crashes in 1996 to 167 crashes per one hundred million vehicle miles traveled by the end of calendar year 2003.	7.17, 7.18, 7.19, 7.20, 21.1, 21.5, 21.13	FHP: Annual percent change and actual number of reported crashes on patrolled highways	2.17.1: Number of traffic accidents per 100 million miles traveled in Florida
A.6: Maintain the response time to crashes and other calls for service at 25 minutes or less from 1999/2000 through 2003-04.	7.9	FHP: Actual average response time to calls for crashes or assistance from the motoring public	
B.1: Increase the percentage of owners complying with Florida's No-Fault insurance law from 77% of 6.54 million insured vehicles in FY 1995-96 to 90% of total insured vehicles in FY 2002-03.		DDL: Percent of motorists complying with Financial Responsibility Law	

B.2: Increase the accuracy of insurance companies reporting cancellations of personal injury protection to comply with state law from 70% of 5.75 million vehicles to 98% of the total base by FY 2002-03.		DDL: Percent of motorists complying with Financial Responsibility Law	
B.3: Increase the number of completed cases evaluated for driver license fraud from 1,017 during FY 1995-96 to 1,230 by FY 2001-02.	7.21, 21.9	DDL: Annual percent change in and number of cases in which fraud was identified	
B.4: Increase the identification (number and percentage) of fraudulent titles submitted for motor vehicles from a baseline of 676 in FY 1996-97 to 1122 by FY 2002-03.	7.7, 7.9, 7.11, 7.14, 21.5, 21.9	DMV: Annual percent change in and number of fraudulent motor vehicle titles identified	
C.1: Decrease the average wait time for field driver license services by 20% from 20 minutes in 1996 to 16 minutes in FY 2002-03.	7.7, 7.9, 7.14	DDL: Percent of customers waiting 15 minutes or less compared to percent of customers waiting 30 minutes or more	
C.2: Increase the efficiency of driver licensing service by increasing the percentage of driver licenses renewed by mail from 38% in FY 1994-95 to 60% by FY 2002-03.	21.9, 21.13	DDL: Percent of customers waiting 15 minutes or less compared to percent of customers waiting 30 minutes or more	
C.3: Increase the number of customers served at "one-stop" service locations by 100% from the 1996-97 baseline of 51,406 to 100,250 in FY 2003-04.	7.21, 21.10	DDL: Percent of customers waiting 15 minutes or less compared to percent of customers waiting 30 minutes or more	7.2.1(d): By survey, percentage of adults who rated the services where they lived as good or excellent

C.4: Use a nationwide electronic computer system to process IRP applications, collect taxes and reduce processing time from five weeks to eight days or less by FY 2001-02	21.9		
C.5: Protect air quality to ensure that Broward, Dade, Duval, Hillsborough, Palm Beach and Pinellas counties meet all national air quality standards and maintain attainment status.	6(b)a, 6(b)b, 11.1, 22.3		6.1.1: Percentage of people living in areas where the outdoor air meets or exceeds air quality standards
C.6: Improve service to first lienholders by reducing the printing of lien titles by 50% from a level of 2.13 million in FY 1995-96 by the end of FY 2000-01.	21.9, 21.13	DMV: Annual percent change in collection of unreported taxes by audit (IRP,IFTA). Ratio of IRP and IFTA taxes collected per audit to cost of audit. Average time to issue a refund. Percent of revenue distributed to other states with 30-day agreement.	

Appendix D

**CONNECTING STATE COMPREHENSIVE PLAN GOALS
WITH DHSMV STRATEGIC ISSUES**

State Comprehensive Plan Goal & Policy	DHSMV Strategic Issue			
	A	B	C	Other Issues
2-Children 6, 12	X			
6-Health (b)a, (b)b, (b)d			X	A
7-Public Safety 6, 7, 9, 10, 11, 14, 17, 18, 19, 20, 21, 23	X	X	X	A
11-Air Quality 1, 3			X	
12-Energy 1, 6, 10			X	A
13-Hazardous & Non- Hazardous Materials & Waste 1				A
18-Public Facilities 2, 7				A
20-Transportation 10				A
21-Governmental Efficiency 1, 4, 5, 8, 9, 10, 11, 12, 13	X	X	X	A
22-The Economy 3, 10			X	A
25-Employment 8				A
26-Plan Implementation 1, 5, 6			X	A

Appendix E

ABBREVIATIONS/GLOSSARY

The following abbreviations appear in this Plan:

AAMVA	American Association of Motor Vehicle Administrators
BFR	Bureau of Financial Responsibility
CIP	Capital Improvement Plan
DAS	Division of Administrative Services
DDL	Division of Driver Licenses
DHSMV	Department of Highway Safety and Motor Vehicles
DMS	Department of Management Services
DMV	Division of Motor Vehicles
DUI	Driving Under the Influence
EECP	Energy Emergency Contingency Plan
ELT	Electronic Lien and Title System
EPA	Environmental Protection Agency
F.S.	Florida Statutes
FDOT	Florida Department of Transportation
FHP	Florida Highway Patrol
FRVIS	Florida Realtime Vehicle Information System
FUT	Fuel Use Tax
HVAC	Heating, Ventilation and Air Conditioning
IRP	International Registration Program
ISA	Information Systems Administration
MSF	Motorcycle Safety Foundation
MVIP	Motor Vehicle Inspection Program
MFUT	Motor Fuel Use Tax
NMVTIS	National Motor Vehicle Title Information System
NUTI	Northwestern University Traffic Institute
PBPB	Performance-Based Program Budgeting
PDL	Personal Damage Liability
PIP	Personal Injury Protection
SRT	Special Response Team
TCAC	Traffic Collision Avoidance Course
TCP/IP	Telecommunications Protocol/Internet Protocol
VIN	Vehicle Identification Number
VISOR	Vehicle Information System Overall Redesign

The following terms appear in this Plan:

Advantis - This is a leased line network owned by the IBM Corporation and used nationally by state agencies via the American Association of Motor Vehicle Administrators to access and transmit data.

Agency Strategic Plan - Required by s. 186.022(1), F.S., this annual document identifies the strategic directions that DHSMV will take to fulfill its mission within the context of the State Constitution, the State Comprehensive Plan, Florida Statutes, and other statutory mandates or authorizations. The Plan has a scope or outlook of at least five years.

Air Quality Attainment - The Federal Clean Air Act requires the Environmental Protection Agency to set national ambient air quality standards for the six most common air pollutants at levels which protect public health. “Attainment areas” are those places in the United States which meet these standards.

Alcohol-Related Traffic Crash - A crash involving a driver and/or pedestrian for whom alcohol use was reported (does not presume intoxication).

Crash Rate - The number of crashes per one hundred million vehicle miles traveled.

Driver License Fraud - Assuming another person’s identity to illegally obtain a Florida driver license or identification card.

Fatal Traffic Crash - A traffic crash that results in one or more fatalities within ninety days of occurrence.

Highway Death Rate - The number of deaths per one hundred million vehicle miles traveled.

Indicators - Information about the nature of conditions and/or activity influencing strategic goals.

Injury Rate - The number of injuries per one hundred million vehicle miles traveled.

International Registration Plan - This is an agreement that fifty-two (52) jurisdictions have entered into authorizing proportional registration of commercial motor carriers and providing for the recognition of such registrations.

Mission Statement - A broad statement of purpose that describes what DHSMV does, for whom it does it, and how it does it.

Mobile Home Installation Standards - The engineering standards by which a mobile home installer must follow when setting-up a mobile home.

Objective - An outcome-oriented, measurable, intermediate (up to five-year) term performance or improvement target that is achievable and supports the strategic goal.

One Stop Service - A concept whereby a citizen (customer) can go to one location and obtain more than one type of government service.

Outcome - A high-level, measurable public benefit or impact achieved through a series of related outputs (defined below).

Output - The product or service provided through a series of processes which is measurable and which attempts to achieve the proposed overall outcome.

Response Time - The time the crash, incident or other happening was received in the communications center until the first uniformed employee arrives on the scene.

State Comprehensive Plan Reference - An indicator of the goal and policy referred to in the State Comprehensive Plan (Chapter 187, F.S.).

Strategic Goal - A long-term end toward which DHSMV directs its efforts by stating policy intentions.

Strategic Issue - A statement or phrase which identifies the most significant opportunities and/or threats/problems that DHSMV must address during the next five years to help DHSMV succeed or prevent DHSMV from failing in its mission. This issue may be "external" or "internal", but must benefit the public in some manner.

Strategy - A means of achieving a strategic goal and its objectives by showing how the goals and objectives will be achieved.

Title Fraud - When a person willfully falsifies or forges information on a legitimate title, including odometer readings, or counterfeits a title for the purpose of committing a crime involving a vehicle, vessel or mobile home.

Traffic Crash - A crash involving at least one motor vehicle on a trafficway that is open to the public. Previously referred to as "accident."

Traffic Fatality - The death of a person as a direct result of a traffic crash within ninety days of the crash occurrence.

Trends and Conditions Analysis - An analysis of current conditions and trends, and forecasting of future conditions and trends, that impacts DHSMV's ability to perform its mission and meet the needs of its customers in relation to the strategic issues.

Wait Time - The time that expires from the point a customer enters a driver license office until he or she comes to the counter and begins to receive licensing services.

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