

MEETING OF THE GOVERNOR AND CABINET
AS HEAD OF THE DEPARTMENT OF HIGHWAY SAFETY
AND MOTOR VEHICLES

August 25, 2009

AGENDA

Agency Contact: Lee Ann Korst, 850-617-3100

1. Respectfully submit the Minutes for the May 27, 2009 Cabinet meeting.

Attachment #1.
Recommended.

2. Respectfully submit the Annual Performance Report for Fiscal Year 2008-2009.

Attachment #2.
Recommended.

3. Respectfully submit the Annual Performance Contract for Fiscal Year 2009-2010.

Attachment #3.
Recommended.

4. Respectfully submit Collier DOJ Settlement

Attachment #4.
Recommended.

5. Respectfully submit Medical Advisory Board Extension

Attachment #5.
Recommended.

<http://www.hsmv.state.fl.us/agenda>

THE CABINET
STATE OF FLORIDA

Representing:

FINANCIAL SERVICES COMMISSION, OFFICE OF
FINANCIAL REGULATION

DEPARTMENT OF VETERANS' AFFAIRS

DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES

FLORIDA LAND AND WATER ADJUDICATORY COMMISSION

BOARD OF TRUSTEES, INTERNAL IMPROVEMENT TRUST FUND

STATE BOARD OF ADMINISTRATION

The above agencies came to be heard before
THE FLORIDA CABINET, Honorable Governor Crist
presiding, in the Cabinet Meeting Room, LL-03,
The Capitol, Tallahassee, Florida, on Wednesday,
May 27, 2009, commencing at 9:05 a.m.

Reported by:
JO LANGSTON

Registered Professional Reporter

ACCURATE STENOGRAPHY REPORTERS, INC.
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TALLAHASSEE, FLORIDA 32308
(850) 878-2221

APPEARANCES:

Representing the Florida Cabinet:

CHARLIE CRIST
Governor

CHARLES H. BRONSON
Commissioner of Agriculture

BILL McCOLLUM
Attorney General

ALEX SINK
Chief Financial Officer

* * *

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FINANCIAL SERVICES COMMISSION, OFFICE
OF FINANCIAL REGULATION
(Presented by ALEX HAGER)

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DEPARTMENT OF VETERANS' AFFAIRS
(Presented by EARL DANIELL)

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DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
(Presented by ELECTRA BUSTLE)

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FLORIDA LAND AND WATER ADJUDICATORY COMMISSION
(Presented by LISA SALIBA)

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BOARD OF TRUSTEES, INTERNAL IMPROVEMENT TRUST FUND
(Presented by MICHAEL SOLE)

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STATE BOARD OF ADMINISTRATION
(Presented by ASH WILLIAMS)

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1 GOVERNOR CRIST: Department of Highway Safety
2 and Motor Vehicles. Electra. Morning.

3 MS. BUSTLE: Good morning, Governor and Cabinet
4 members. Today we have two items on the agenda for
5 your consideration. Item Number 1, we respectfully
6 request approval of the minutes from the March 10th
7 2009 meeting.

8 COMMISSIONER BRONSON: Motion for approval of
9 Item 1.

10 CFO SINK: Second.

11 GOVERNOR CRIST: Moved and seconded. Show the
12 minutes approved without objection.

13 MS. BUSTLE: Item Number 2 is our third quarter
14 performance report. And like many things, our
15 performance measures have been impacted by today's
16 economic times. However, we are on track to meet
17 most other measures that demonstrate internal
18 performance.

19 Before requesting approval, I'd like to
20 highlight just a couple areas of interest. First,
21 this year marks the 40th anniversary for the
22 Department of Highway Safety and Motor Vehicles and
23 the 70th anniversary for the Florida Highway Patrol.

24 GOVERNOR CRIST: Can I interrupt you for just a
25 second, Electra? May I interrupt you for a second?

1 MS. BUSTLE: Sure.

2 GOVERNOR CRIST: I want to welcome President
3 Frank Brogan from Florida Atlantic University and
4 the Burrowing Owls. Good to have you with us, sir.

5 (Applause)

6 GOVERNOR CRIST: Forgive me, Electra.

7 MS. BUSTLE: No problem.

8 GOVERNOR CRIST: Higher ed is real important to
9 me.

10 MS. BUSTLE: So this year marks the 40th year
11 for the Department, it was created in 1969, and the
12 70th year for the Florida Highway Patrol, created in
13 1939, which is pretty neat. And we are looking
14 forward to just continuing our progress as one
15 DHS&MV, as we like to call it.

16 We are also pleased to report that preliminary
17 data shows that the 2008 traffic fatalities on
18 Florida's roads were the lowest in eight years.
19 Although many factors play a role in this decrease,
20 I believe Florida's focus on education and safety
21 has made a positive impact.

22 We continued our focus on service and education
23 this quarter with initiatives like partnering with
24 AAA to open driver's license offices inside selected
25 branches. We have four already throughout the state

1 and we are going to have ten by the end of the year.

2 We've added tips for buying and selling
3 vehicles on our Safety First website. We've
4 partnered with the military to bring driver's
5 license services to the bases. And we added a new
6 feature to our customers' ability to check their
7 driver's license information. Now they can check to
8 see whether they're eligible for a driving course or
9 not online.

10 We also added reality-based simulation training
11 for the Florida Highway Patrol, taking them out of
12 the sort of static training and moving them into
13 more of an active reality-based, using paint ball
14 types of tools.

15 All in all, even in these challenging times, we
16 are proud that we have continued to push forward
17 with education, service and enforcement initiatives
18 and programs that carry out our mission of highway
19 safety and security.

20 And before I request approval, I do want to
21 touch on one item. General, you and I spoke outside
22 a little bit about the dealership closures. And I
23 just want to touch on a couple of things that I know
24 right now to let you know about.

25 We know that Chrysler has filed bankruptcy, and

1 they are expected to close 789 dealerships, 35 of
2 which are expected here in Florida. We do not have
3 the list. Chrysler has told us they will give us a
4 list of those dealerships by June 10th of 2009.

5 This morning there is a motion being heard in
6 the bankruptcy court that would preempt any state
7 action to the federal bankruptcy court. And what we
8 understand is the folks that have new cars or
9 purchased cars, their warranties will not be
10 impacted. They won't be able to do warranty work at
11 the dealerships that are closing, but they could go
12 someplace else. And that's what we know right now.
13 And, General, I know that you've had some
14 involvement as well.

15 ATTORNEY GENERAL McCOLLUM: Well, and I'd like
16 to commend you for looking into this, Electra.
17 Chapter 320 of the Florida Statutes, Governor, as
18 you probably know, allows the Department to engage
19 and protect consumers and the dealers in this
20 situation.

21 And dealers, as I understand it in that
22 chapter, Electra, who terminate their contracts
23 either voluntarily or have them involuntarily
24 terminated, like in bankruptcy, under Florida law
25 would have the right to have the company, in this

1 case Chrysler, buy back the cars and the parts.

2 And my understanding from many dealers in
3 Florida, these 35 affected -- who knows what happens
4 if General Motors does something like this. But
5 many of these dealers have not had those parts and
6 the cars bought back. Some of them terminated early
7 in anticipation of the bankruptcy and they're
8 particularly hurting. And normally you would
9 enforce that law in Florida. Am I right?

10 MS. BUSTLE: That's correct.

11 ATTORNEY GENERAL MCCOLLUM: But what may be
12 happening here today even, as early as today, is the
13 bankruptcy court may cut off the right of the states
14 to do what we normally would do in this regard.

15 Yesterday our office filed an objection with
16 the bankruptcy court to this kind of termination and
17 this type of unilateral action that would abridge
18 the Florida rights and the Florida laws.

19 We asked specifically in a letter to the
20 chairman and the president of Chrysler, James Press,
21 that they honor the obligations that they have and
22 that they not press forward in bankruptcy in such a
23 way as to disavow this obligation.

24 There are lots of jobs at stake here. We're
25 not necessarily trying to keep the dealerships open,

1 although that would be nice if we did. But we're
2 talking about money that should be priority, ahead
3 of any of these bankruptcy claims, under the
4 contract obligations with these dealers.

5 And you can imagine what disruption that's
6 going to mean if the parts are not honored, they
7 don't buy them back and they don't buy the cars
8 back. That's a huge issue for the State of Florida.
9 Anyway, our office, the Attorney General's office
10 yesterday did file these objections in bankruptcy
11 court trying to protect the rights of Florida
12 dealers.

13 And I know you'd like to have the opportunity
14 to do your job. And that's what that objection is
15 about, Electra. Do you have anything else you want
16 to amplify on this, as you understand it?

17 MS. BUSTLE: No. I think you've covered it. I
18 will tell you that most of the consumer complaints
19 would be disputed, and DOAH would be -- we would
20 facilitate that action to the Division of
21 Administrative Hearings. So that's sort of our
22 process in things. But we're tracking it. We will
23 let your folks know when we know things, and we will
24 definitely keep you all up to date on what's going
25 on there.

1 ATTORNEY GENERAL McCOLLUM: Thank you very
2 much.

3 COMMISSIONER BRONSON: Governor, if I might --

4 GOVERNOR CRIST: Commissioner.

5 COMMISSIONER BRONSON: -- add to that. We're
6 also concerned, since we handle a lot of Lemon Law
7 as well, under this proposal. I've been concerned
8 because my office has received some information that
9 while the company may close down sites and move the
10 business to other areas, in some cases the logic of
11 it kind of escapes me because they're actually going
12 to close down more profitable and more -- sites that
13 do more business to sites that don't do as much
14 business.

15 And, you know, I think there are some
16 considerations being made that could affect not only
17 jobs in that area but, in the end, how much money
18 the federal government and others are going to put
19 into this program, if they're making bad business
20 decisions.

21 And we're worried about the Lemon Law
22 situation. If cars are not accepted or if they're
23 sitting on lots for too long a time that there could
24 be problems, does the company that receives the cars
25 at a later date, do they have to effectively take

1 care of the Lemon Law process or not because of the
2 transferal dates and so forth? Those are issues
3 that I think we need to find out about.

4 That's almost, in my opinion, like taking cars
5 that have been flooded somewhere that were new cars
6 and claim to be new cars but have a problem already
7 in hand. So I want to make sure that we protect
8 ourselves, especially when people in the state of
9 Florida are going to be buying these cars from who
10 knows where and how the business process is going.

11 ATTORNEY GENERAL MCCOLLUM: Commissioner, if I
12 could, on your point, we, as you know, mediate the
13 Lemon Law, when you see the complaints. And part of
14 this filing in bankruptcy court is a hope that we
15 could protect the individuals who already have
16 claims.

17 My understanding from my office is that over
18 the past year we've had far more Lemon Law
19 adjudications related to Chrysler than any other
20 brand. And that means there are quite a number of
21 individuals out there today who are in the process
22 of having their Lemon Law case being heard and may
23 well have a normal claim back against the company.

24 My understanding is that if something is not
25 done by the bankruptcy court, this ruling could

1 easily, on their part, wipe out the obligation of
2 the company to reimburse somebody. You know, the
3 Lemon Law works like that, where if you've got a bad
4 car, you've got to get a new one or you've got to
5 get a substitute or you've got to get paid for it.

6 And this is something all the attorney generals
7 across the country are concerned with, but our
8 office particularly. So I appreciate your pointing
9 it out, because it doesn't just affect the dealers.
10 Obviously, indirectly, whatever affects dealers
11 affects everybody, but it does affect going forward,
12 as you point out, but also the existing claims in
13 progress on Lemon Law.

14 MS. BUSTLE: If I may add one thing I just
15 remembered. We are planning to do a frequently
16 asked questions document or website version, and I
17 had asked our communications folks to get with yours
18 to see some of those issues and get some of those
19 answers so that folks could have a one-stop shop for
20 answers to typical questions, and expect a press
21 release next week outlining the new site and where
22 people can go, with links to the appropriate sites
23 in your areas as well.

24 ATTORNEY GENERAL MCCOLLUM: And I might add,
25 Electra, we all are concerned about this. It's sort

1 of a precursor to what a lot of people anticipate --
2 I don't know if it will happen, but General Motors
3 may well declare bankruptcy June 1st. They're even
4 bigger than Chrysler, and who knows what that's
5 going to do, but it sounds like the same type
6 process would be followed, with the federal
7 government trying to hurry all this up.

8 And I understand the economy of this, but it's
9 a real problem for individuals and the rights of our
10 citizens in this case. So we really appreciate your
11 being on top of it. We'll work with you.

12 MS. BUSTLE: Thank you.

13 ATTORNEY GENERAL McCOLLUM: Thank you,
14 Governor.

15 MS. BUSTLE: With that, if there are no other
16 questions, I would request approval of the third
17 quarter report, please.

18 GOVERNOR CRIST: Is there a motion?

19 COMMISSIONER BRONSON: Motion for approval.

20 CFO SINK: Second.

21 GOVERNOR CRIST: Moved and seconded. Show it
22 approved without objection. Electra, thanks so
23 much.

24 MS. BUSTLE: Thank you.



Annual Performance Report

Fiscal Year 2008-2009

A SAFER
FLORIDA
HIGHWAY SAFETY AND MOTOR VEHICLES

DHSMV 40th Anniversary • FHP 70th Anniversary
Committed to Excellence

Electra Theodorides-Bustle
Executive Director

Message From The Director

August 2009

I am pleased to present the Florida Department of Highway Safety and Motor Vehicles' Annual Performance Report for fiscal year 2008-2009. The report details progress in achieving legislatively mandated performance measures and highlights key initiatives and performance achievements for the past fiscal year.

This year we celebrate our proud history as we continue to lead the way to a safer Florida. The Department celebrates 40 years of service, while the Florida Highway Patrol celebrates 70 years of service. In 1969, the Department of Highway Safety and Motor vehicles was formed out of the reorganization of state government agencies. The Department of Public Safety and the Department of Motor Vehicles became the Department of Highway Safety and Motor Vehicles. FHP was formed in 1939, when the Legislature authorized 60 officers to patrol public highways and to enforce all state laws governing traffic, travel, and public safety upon the highways.

During the 2008-2009 fiscal year Florida faced significant challenges, but with the dedication of over 4,500 Department members and the support of Governor Crist, the Cabinet, and the Legislature we were able to continue to provide critical services that the citizens and visitors of Florida depend on each and every day. We advanced many key initiatives that support our mission and vision such as:

- We focused on proactive safety education to improve driving behavior: developing Ride Proud/Dress Loud motorcycle safety campaign; launching the first of its kind teen website at www.takethewheel.net; and creating the Florida Trip Tips booklet and the Safety First website for one stop highway safety information. Most importantly, the number of deaths per 100 million miles traveled decreased to 1.5 last year - the lowest the state has ever reported and less than half the fatality rate of 1986. This is the first time there have been less than 3,000 traffic fatalities in Florida since 2000.
- We used technology to professionalize and streamline operations: updating our website for easy use at www.flhsmv.gov; implementing a new Performance Planning and Evaluation System that recognizes our members; and implementing an electronic queuing system in driver license offices to improve service times.
- We focused on partnerships with our stakeholders: opening four driver license offices in AAA locations; increasing tax collector participation where offices were closed due to reductions; and co-locating in tax collector offices to provide road tests.
- We focused on giving law enforcement the tools they need to protect our roadways and fight crime: equipping Troopers with Chargers and Tasers; enhancing the Driver and Vehicle Information Database enabling a vehicle search with just a few known facts; and implementing scenario-based training that exposes recruits to reality based, non-lethal firearms training.

As we reflect on what has been accomplished, we look forward to meeting the highway safety and security needs of tomorrow.

It is with great pleasure that I present to you the Florida Department of Highway Safety and Motor Vehicles' Annual Performance Report for fiscal year 2008-2009.



Electra Theodorides-Bustle
Executive Director

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What We Believe...

Our Mission

**Providing Highway Safety and Security through
Excellence in Service, Education, and Enforcement**

Our Vision

A Safer Florida!

Our Values

WE BELIEVE IN:

**Service by exceeding expectations;
Integrity by upholding the highest ethical standards;
Courtesy by treating everyone with dignity and respect;
Professionalism by inspiring confidence and trust;
Innovation by fostering creativity; and
Excellence in all we do!**

Facts and Figures 2008-2009

Florida Highway Patrol

364,502 unlawful speed citations
10,329 Driving Under the Influence arrests
8,048 felony arrests
217,084 crash investigations
372,103 written warnings issued
624 stolen vehicles recovered
35,710,934 miles patrolled
307,969 motorists with disabled vehicles received assistance
2,753 public safety presentations

Motorist Services

5,896,039 driver license and identification cards issued
3,340,953 driver license and identification cards issued by DHSMV
2,333,368 emergency contacts registered as of 6/30/2009
4,857,423 organ donors registered as of 6/30/2009
2,176,678 suspension, revocations, cancellations and disqualifications of driving privileges
484,862 insurance suspensions issued
20,918,645 motor vehicle, manufactured home, and vessel registrations issued
4,901,295 motor vehicle, manufactured home, and vessels titles issued
13,223 dealer and manufacturer licenses issued
7,547 motor vehicle and mobile home consumer complaints investigated
22% of driver license services completed by convenience services (internet, phone, mail)
16% of motor vehicles services completed by convenience services (internet, phone)

Department History: Proud Past, Bright Future

■ The 1905 Legislature passed an act requiring all vehicles “propelled by other than muscular power” be registered with the Department of State and pay a \$2 registration fee.

■ The 1911 Legislature authorized counties to issue automobile tags and the function was abandoned by the state for the next six years.

■ The 1917 Legislature established motor vehicle licensing and registration as a state function and placed this function with the State Comptroller.

■ In 1921, previous motor vehicle laws were repealed and the licensing scale based upon the weight of the vehicle was established, the method still used today. The state also abandoned two license plates in favor of one, to be attached to the rear only. Sales of vehicles were to be recorded with the Comptroller, the beginning of the present title certificate system by which car ownership is recorded.

■ The 1927 Legislature took the tag and title functions from the Comptroller and created the Office of Motor Vehicle Commissioner; that official was appointed by the Governor for a four-year term.

■ State law enforcement in Florida began on November 23, 1931, when the Attorney General ruled that by an act of the 1923 Legislature, the responsibility of enforcing laws enacted to preserve the physical structure of the highways rested upon the State Road Department. Twelve inspectors were hired for this detail.

■ In 1939, the Florida Legislature created the State Department of Public Safety, the birth of the Florida Highway Patrol. The legislation authorized 60 officers to patrol the public highways, and regulate and govern traffic, travel, and public safety upon the public highways, with full police power to bear arms and arrest persons violating laws.

■ On November 1, 1939, the first FHP training school began in Bradenton with 40 students.

■ In 1939, the first Florida driver licensing law was enacted. The law required everyone to obtain a driver license if they intended to drive, but no examination was required. The license fee was 50 cents per year. The operations were housed in a one-room office.

■ During the first full year of operation in 1940, the Patrol made 4,836 arrests and investigated 1,000 accidents.

■ In 1941, driver license examinations were required for original licenses. The license fee was increased to 50 cents per year for drivers under 18, \$1 for operators over 18, and \$1.50 for chauffeurs.

■ The first communications system was installed in January 1943, and at that time there were only six FHP stations with radio service, but by the end of 1944, there were 13 stations in operation with mobile units in all cars.

■ The Legislature required that beginning in 1952, license plates would show in bold characters the slogan, “SUNSHINE STATE.” This continued through 1976 when the division went to the alpha-numeric license plate system and embossed the county name on each license plate.

■ Prior to 1952, all FHP members were classified as Patrolmen or Patrol Officers. That changed in 1952, when the new classification for members on the Patrol was Trooper.

■ An act authorizing the Director of the Florida Highway Patrol to establish an Auxiliary composed of volunteers was passed by the 1957 Legislature and was signed by the Governor.

■ In July 1958, the Department of Public Safety held open house ceremonies at the new four-story Neil Kirkman Building in Tallahassee.

■ The 1965 Legislature changed the name from the Motor Vehicle Commission to the Department of Motor Vehicles and placed under the control and administration of an executive board composed of the Governor and Cabinet.

■ In 1966, FHP celebrated the opening of the new training academy. The new three-story building included two classrooms each with a capacity for 60 people.

■ In 1970, under central issuance, temporary driving permits were issued in field offices and all driver licenses were issued by computer from Tallahassee and mailed to the licensees. Applicants under the age of 18 were required to complete a driver education course to get a driver license.

■ In 1972, the first computer terminals were installed in headquarters for on-line record inquiries.

■ In 1973, computer terminals were installed in driver license field offices, central issuance ended, color photographic driver licenses were issued in the field offices.

■ In 1983, organ donor information is included on the driver license. The Department installed its first personal computers in driver license and Florida Highway Patrol offices along with dot-matrix printers.

■ In 1985, two express renewal facilities opened in Eckerd drug stores in Pinellas County.

■ In 1986, the first specialty license plate, ‘Challenger’ was signed into law.

Department History continued

■ In 1988, the Department's Kirkman Data Center provided the computer and programming resources necessary for the State Division of Elections to accumulate vote totals state-wide on election night.

■ In April 1994, the Dial *FHP project was initiated to report drunk drivers, traffic crashes, stranded or disabled motorists, or any suspicious incidents occurring on Florida roadways.

■ In October 1995, Florida's first digital driver license was issued to Governor Lawton Chiles in Tallahassee.

■ In November 1996, the Florida Highway Patrol was originally accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. (national accrediting body).

■ In 2001, the Department implemented a web-based and telephone application for the renewal of motor vehicle/vessel registrations and handicap parking permits.

■ In May 2002, the Florida Highway Patrol was accredited by the Commission for Florida Law Enforcement Agencies, Inc. (state accrediting body).

■ In 2003, the Florida Highway Patrol placed laptop computers, wireless modems and law enforcement software in FHP patrol vehicles.

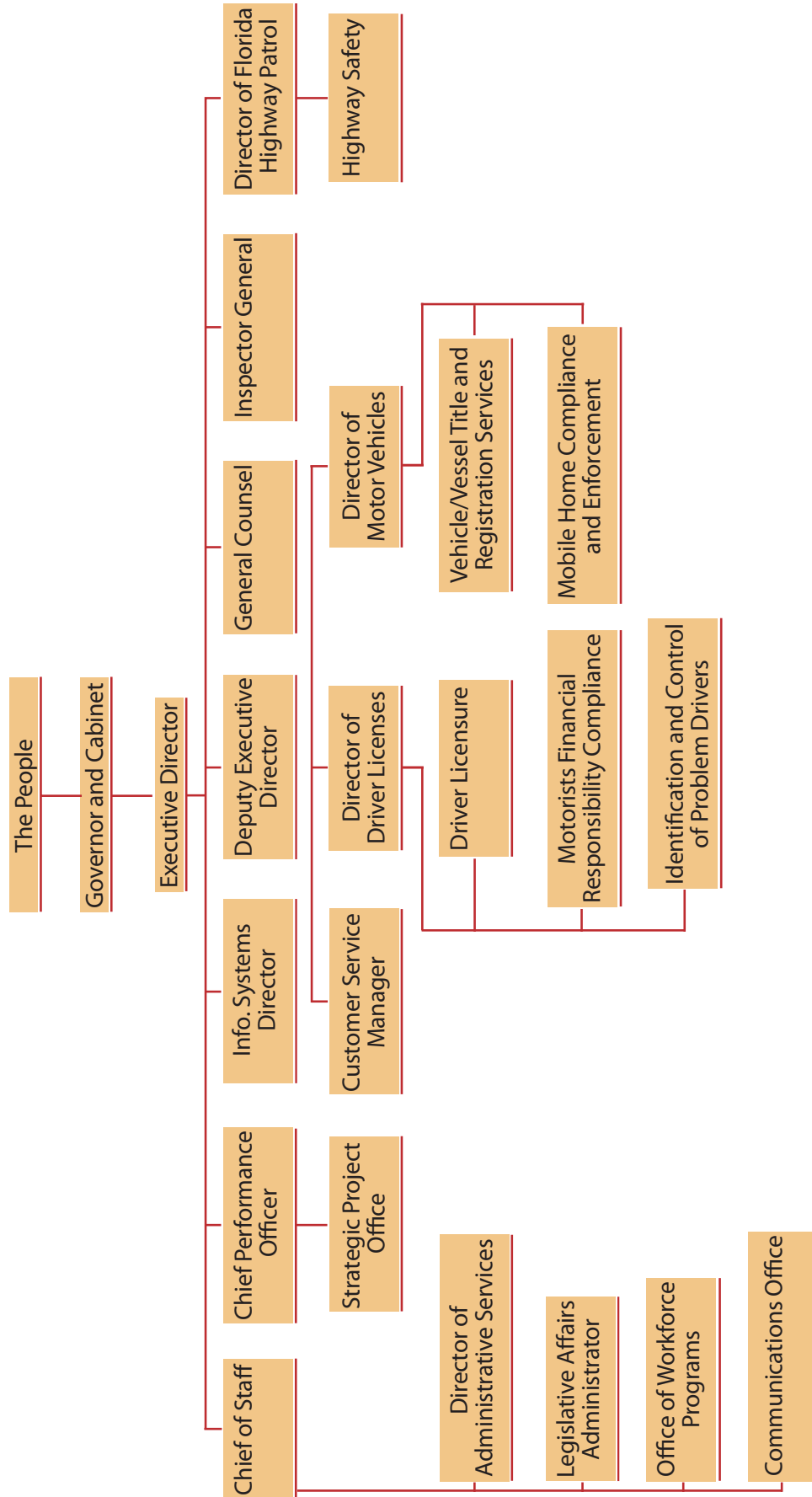
■ In 2005, Internet services were expanded to include ID card and driver license renewals; address changes for ID cards and driver licenses.

■ In 2006, the minimum age for an identification card was lowered to age five.

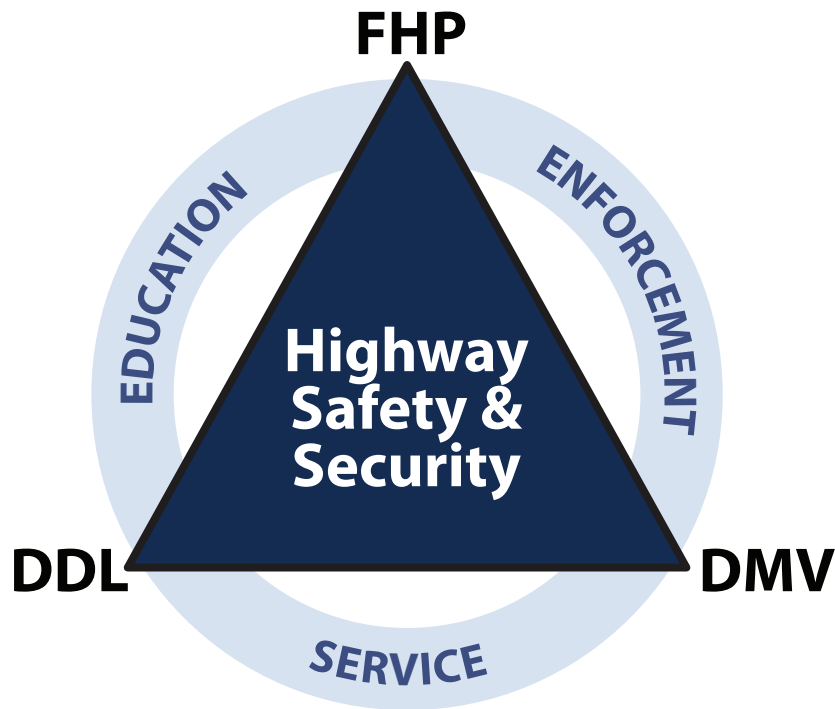
■ In 2008, driver license field offices began accepting credit cards.

■ In 2009, a project was initiated to merge the Division of Driver Licenses and the Division of Motor Vehicles into a single Division – the Division of Motorist Services.

How We Are Organized



Core Services



Driver Licenses

- Ensure eligibility of drivers.
- Validate identity of drivers.
- Validate driver skills.
- Protect and maintain records of driver data.
- Evaluate at risk drivers.

Motor Vehicles

- Accurately title and register vehicles, vessels and mobile homes.
- Properly license motor vehicle businesses.
- Remove unsafe vehicles from roadways.
- Collect over \$1 billion in titling and registration fees.
- Inspect salvage vehicles.
- Resolve consumer complaints.

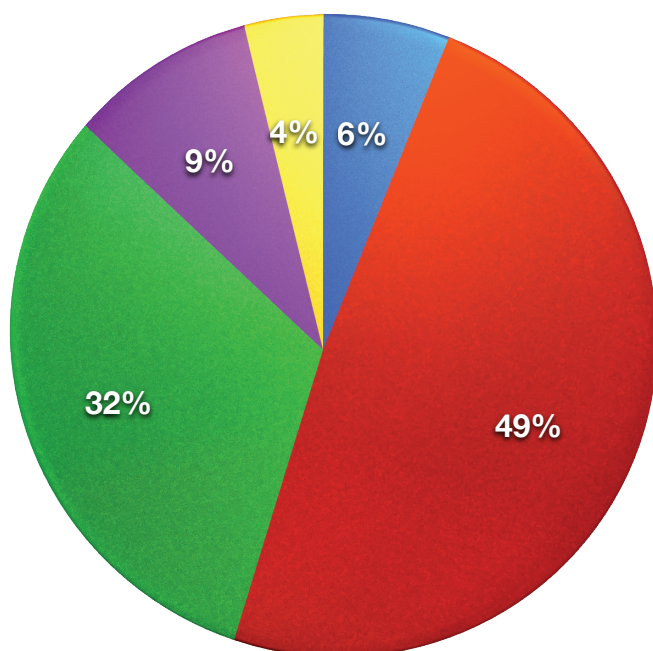
Florida Highway Patrol

- Protect drivers by enforcing laws on the roadways.
- Remove unsafe drivers from the roadways.
- Assist motorists.
- Disaster response (49% of statewide response).
- Investigate driver license, title and odometer fraud.
- Investigate crashes and fatalities.
- Criminal interdiction.
- Coordinate seven joint dispatch communication centers.

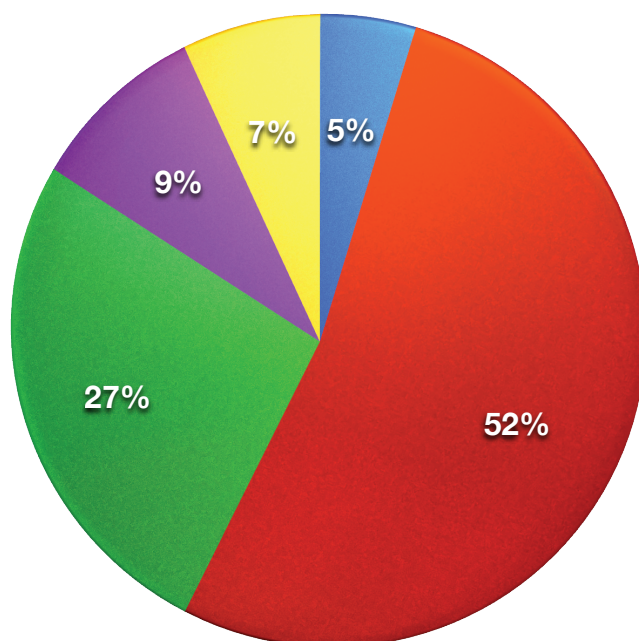
Budget by Division

Division	FTE 08/09	FTE 09/10	Amount 08/09	Amount 09/10
Office of Executive Director and Administrative Services (OED)	292	276	\$18,772,377	\$18,447,675
Florida Highway Patrol (FHP)	2,249	2,232	\$205,934,810	\$207,081,418
Driver Licenses (DDL)	1,550	1,476	\$109,117,510	\$104,918,706
Motor Vehicles (DMV)	441	425	\$63,129,056	\$35,690,040
Information Systems Administration (ISA)	193	175	\$31,339,610	\$27,195,602
Total	4,725	4,584	\$428,293,363	\$393,333,441

FTE by Division 09/10



Budget by Division 09/10

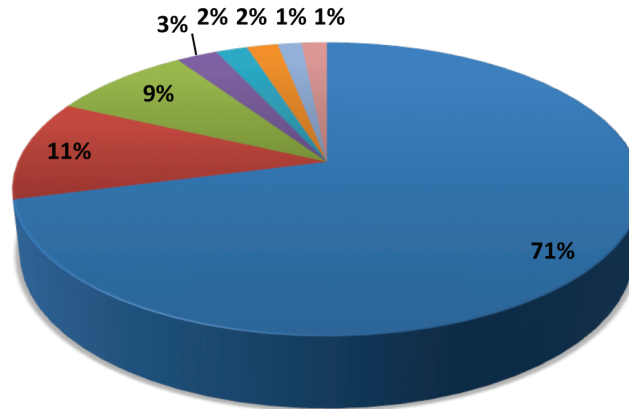


Our Fiscal Impact

Revenue Generated

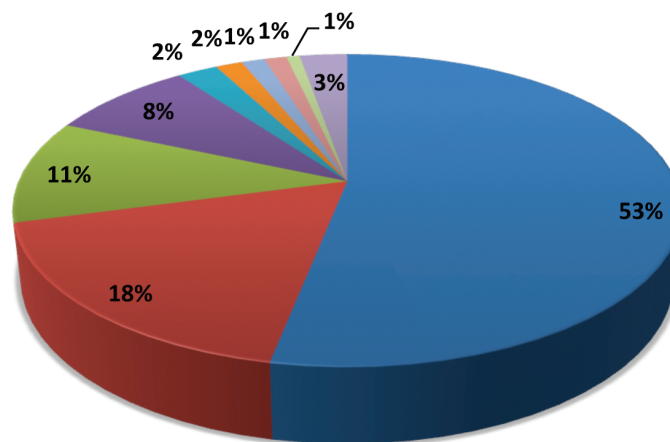
	Trust Fund	General Revenue	Total
FY 2007-08	\$1,335,709,159	\$134,983,523	\$1,470,692,682
FY 2008-09	\$1,263,760,465	\$152,329,524	\$1,416,089,989

Where the Money Comes From – FY 2008-09



- License Plates and Decals (\$1,004,384,274)
- Driver Licenses (\$156,692,079)
- Motor Vehicle Titles (\$121,729,888)
- Motor Fuel Use Tax (\$36,122,038)
- Driving Records/Transcript (\$27,298,210)
- International Registration Plan Receipts (\$27,079,111)
- Fines and Forfeitures (\$20,841,637)
- Other (\$21,942,752)

Where the Money Goes – FY 2008-09



- Dept of Transportation (\$751,743,827)
- HSMV Agency Funding (\$250,501,460)
- General Revenue Funded Programs (\$152,329,524)
- Dept of Education (\$119,244,262)
- Specialized Plate-Sponsor (\$33,221,352)
- Fuel Use Tax (\$21,869,415)
- Air Pollution Control Program (\$19,086,914)
- Law Enforcement Radio TF (\$18,277,082)
- International Registration Plan Program (\$10,831,645)
- Other (\$38,984,508)

2007-2010 Strategic Plan

2009-10 FY Goals

Service Delivery

It is critical that we employ strategies that ensure customer-driven excellence.

1. We will improve customer satisfaction annually focusing resources where opportunities for improvement are greatest.
2. We will increase efficiency in our work systems to enhance internal and external service delivery.
3. We will expand public and private partnerships to increase visibility or availability of services and achieve strategic objectives.

Safety

It is critical that we protect our citizens' lives and personal security through service, education, and enforcement.

4. We will decrease the number of traffic fatalities and injuries annually on Florida's roadways.
5. We will improve the safety of Florida's residents and visitors through proactive enforcement.
6. We will advance our safety education efforts and consumer protection initiatives to increase public awareness.
7. We will safeguard crucial information to ensure public trust.

Workforce

It is critical that we build an environment that regards our members as our most valuable resource.

8. We will attract and retain a diverse and highly qualified workforce.
9. We will recognize members who are responsive, innovative, and effective.
10. We will provide educational resources that expand and increase professional knowledge and personal development.
11. We will provide personalized, professional human resource services and programs to support our members.

Performance Management

It is critical that we take an integrated approach to measure, manage, and improve our organizational performance to further the agency's mission.

12. We will cultivate a strategic thinking agency by ensuring effective governance and implementing proactive solutions to anticipated trends and strategic challenges.
13. We will "measure what matters" to ensure accountability, organizational sustainability, and improvement of overall agency effectiveness and capabilities.

Strategic Expectations

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These strategic expectations support the Department's strategic plan and are centered on being a professional, proactive and proud agency that leads the way to A Safer Florida. These will be the cornerstones of our initiatives and programs in the coming years.

1. Our Members are Our #1 Resource. We will continue our progress on a fully automated performance management system; provide increased online training opportunities; enhance our supervision and leadership classes; and implement the FHP Leadership plan with designation for senior and master trooper and sergeant; and provide the tools necessary to get the job done whether that be tasers, Chargers, computers, new and improved training, or education.

2. We are "One DHSMV". We will align our organization to be accountable and flexible and to implement strategies for the future. This year we will implement a Motorist Services philosophy that supports both driver license and motor vehicle business functions. Our Department will continue to ensure our processes are streamlined and aligned to the changing needs of our customers.

3. We Will Proactively Protect Our Roadways Through Education and Enforcement. We will continue to look ahead to where we need to be, what we need to focus on and how we can better serve the public by analyzing trends and data and conducting proactive operations that target our most at-risk populations of drivers. Our proactive efforts will focus on maintaining a safe driving environment by preventing crashes and related fatalities through education, licensing, and enforcement. We will have organized and coordinated statewide operations utilizing all field operations and bureau of investigations to proactively target violators.

4. We Will Focus On Service Excellence. We will continue to focus on excellent customer service by implementation of the Queuing system in our largest offices for better service and accountability; additional training for our customer service representatives; and continuing to expand FLOW services statewide. We will enhance our Virtual Office site; create more online checks for driver license and motor vehicle information; and create the GatherGoGet site to assist in the implementation of federal regulations beginning January 1, 2010.

5. We Will Market Our Critical Services. We must use all available resources to educate the public about our services so that they can take advantage of important and often life saving information including Emergency Contact Information, Mover Over Law, online services, Safety First and teen driving websites.

6. We Will Implement Technology Solutions. We will continue to deploy secure technology advancements that benefit our customers, business partners, and members as they perform their duties and responsibilities each day including Rapid ID, facial recognition, driver database enhancements, performance measures, project coordination, queuing systems, and more.

7. We Will Have Strategic Relationships With Our Stakeholders. Whether it is drivers, motor vehicle dealers, tax collectors, law enforcement, private business or other state and local entities, we will not only communicate with our stakeholders, but enhance our partnership to ensure we are delivering the best and most efficient service possible.

8. We Will Measure What Matters. We will implement the Performance & Accountability Measurement System as well our queuing system to help us measure both the Department and our driver license offices and improve as an organization.

2008/2009 DHSMV Accomplishments

Our Members Are Our #1 Resource:

■ **Reorganization of FHP putting more Troopers on the Road:** April's reorganization of the Patrol added 12 trooper positions to the road, streamlined upper management and saved \$450,000 for the Department.

■ **Significant Budget Reductions with No Layoffs:** The Department's efforts to find efficiencies and new ways of doing business, streamline operations, and realign business functions allowed a reduction in almost \$20 million without impact to our members or our customers.

■ **Offered More Training:** Through the consolidated training office we offered more online training and learning opportunities and enhanced supervisor and leadership training.

■ **FSECC and Davis Productivity Programs:** Both programs saw the highest member participation to date. DHSMV had 61 Leadership Givers (the most of any state agency) in the Florida State Employees Charitable Campaign and 42 Davis Productivity Award nominations representing over 200 members and \$10 million in savings valued.

■ **The Purchase of Chargers and Tasers for Troopers:** In a continued effort to provide the FHP with tools to keep them and others safe on our roads, the FHP recently purchased Tasers for troopers that will be an intermediate weapon. Additionally, the purchase of Dodge Chargers has shown a decrease in fleeing suspects due to the speed of the Charger.

■ **DHSMV Go Green Website:** The Department developed a Go Green website that focuses on energy efficiency and recycling for our members. It is an easy to use site that provides tips and recommendations for a more green work environment.

■ **Energy Report:** Efforts at reducing energy usage are starting to pay off. HSMV employees in the Neil Kirkman Building used 81,000 fewer kilowatt hours in July 2008 than they did in July 2007. This 10% reduction in electricity usage helps the Department reduce costs and greenhouse gas emissions. The financial savings for the month of July was approximately \$7,200 which translates to about \$85,000 per year.

■ **Operation EFFORT:** Ensuring Florida's Future with Opportunity and Recruitment of Troopers (EFFORT), is an intensified recruitment and selection of qualified trooper applicants program. This program consists of a faster and more effective hiring process that allows the Patrol to address major hiring steps up front. Operation EFFORT has reduced the Patrol's application to hiring time frame by approximately three to four months. Additional streamline adjustments made within the processing and background procedures have allowed the Patrol to offer an applicant employment within six to eight weeks.

■ **Award Winners:** This year, two Department members were recognized by the American Association of Motor Vehicle Administrators (AAMVA). Those award winners include Dee Dee Holley, AAMVA International Award Winner for Customer Service Excellence and Wayne Archer, AAMVA International Driver Examiner of the Year. Trooper Joshua Earrey, was also recognized by the Florida Cabinet as the 2009

Trooper of the Year. These members personify the Department's values of service, integrity, courtesy, professionalism, innovation, and excellence.

We are "One DHSMV"

■ **Consolidated Business Units:** We have consolidated numerous business units that has resulted in a more coordinated and effective approach to doing business. Communications, Training, Technology, Grants, Projects, and Strategic Planning offices have been consolidated to support the department as a whole rather than divisions independently and much success has been seen.

We Will Proactively Protect Our Roadways Through Education and Enforcement:

■ **FHP Contraband Interdiction Program:** This specialized program targets illegal drugs and activity. FHP made over 4,300 drug arrests in FY 08/09.

■ **FHP Click It or Ticket:** This enforcement and education campaign seeks to increase the use of occupant restraints. FHP issued 77,501 seatbelt citations in FY 08/09.

■ **Ride Proud, Dress Loud:** The Department and Tallahassee's law enforcement community joined forces with area motorcyclists to launch a new motorcycle safety campaign. The statewide initiative focuses on promoting motorcycle visibility and safety in an effort to reduce fatalities on Florida's roadways. To enhance visibility, motorcyclists are encouraged to wear brightly colored or reflective upper-torso apparel. It is also suggested that reflective strips, high beams and vibrantly colored decals be used on the motorcycle itself. For more information about the Florida Department of Transportation funded campaign visit www.rideprouddressloud.com

■ **.02 Zero Tolerance Awareness:** In the month of September, DHSMV developed a campaign to target underage drinking on college campuses and educate students about specific driver license related consequences involving underage drinking. The campaign educates students by providing specific information on laws pertaining to implied consent, .02 Blood Alcohol Level (BAL) law for drivers under 21, open container laws, and DUI fine increases. Our message is being spread throughout all Florida's college campuses by partnering with Student Government Associations, crime prevention teams, sororities and fraternities, and campus radio and television stations. Specific information is disseminated through banners, billboards, internet web postings, and public service announcement broadcasts.

■ **Fatalities Involving Commercial Vehicles Reduced:** The state of Florida recently received an award from the American Association of Motor Vehicle Administrators nationally recognizing the state for its significant reduction in the number of fatalities involving commercial vehicles. The Florida Highway Patrol was part of this effort and accepted the award on behalf of the state. In 2005, there were 535 fatalities involving commercial motor vehicles in Florida, and

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in 2007, there were 366 fatalities. FHP continues to partner with the Florida Department of Transportation and other agencies to address commercial and non-commercial crash causation factors.

■ **Highway Fatalities Down in Florida:** Florida ended 2008 with 2,983 traffic fatalities, the lowest the statistic has been in eight years. The last time Florida's total number of fatalities was less than 3,000 was in 2000 when there were 2,999 fatalities. State traffic deaths in 2008 were down 238, a seven percent reduction, from 2007 when 3,221 people died and 328 fewer than the five-year average of 3,311 deaths. While the numbers of fatalities are similar for 2000 and 2008, the Sunshine State's population grew by more than 2.8 million, an increase of nearly 18 percent.

■ **Primary Safety Belt Law Passed:** Senate Bill 344, the "Dori Slosberg and Katie Marchetti Safety Belt Law" was passed by the 2009 Legislature. The new law allows for the primary enforcement of Florida's safety belt requirements, which the National Highway Traffic Safety Administration estimates will prevent 142 fatalities in Florida annually. The law, sponsored by Senator Nan Rich, Representative Rich Glorioso, and supported by Governor Charlie Crist, took effect June 30, 2009. According to a 2008 National Traffic Highway Safety Administration study, states with primary enforcement laws rank in the top five for safety belt usage while Florida ranks 35th in the nation.

■ **DUI Enforcement:** Ten Troopers from across Florida were recognized for their outstanding DUI enforcement efforts in 2008. Each Trooper made over 100 DUI arrests. Trooper Ronald Evans Jr. earned the Hurd-Smith award for his extraordinary DUI enforcement efforts, which included 187 DUI arrests, more than one every other day.

■ **Aggressive Driving:** FHP initiated several enforcement initiatives to combat aggressive driving. In North Florida Operation "Take Back 98," intensified enforcement and awareness on US 98, a congested route in Okaloosa and Walton Counties, where speeding increases incidents of crashes, injuries and deaths. In South Florida the Blitz on Aggressive Drivers task force focused enforcement on the Interstates running through Broward County. The task force works in concert to save lives and reduce injuries by stopping aggressive drivers. In the first six months the task force issued over 1,000 citations. In Southwest Florida where a high frequency of speeding complaints, crashes and fatalities occur, Aggressive Concentrated Enforcement Teams have issued 1,158 seatbelt citations, 263 speeding citations, and arrested 26 drivers with a suspended or no valid license.

■ **Operation Safe Ride:** A powerful unannounced concentrated enforcement effort targeted spring-time drivers in March and April. The effort addressed the growing concern over speeding, aggressive driving, and other driving practices that place motorists at higher risk for crashes. Operation Safe Ride is part of a long-term traffic safety campaign that focuses on hazardous violations to prevent deaths and injuries on our roadways. Troopers issued over 22,000 traffic citations during the combined eight day effort.

We Will Focus on Service Excellence

■ **Department Reenactment:** This year the Department celebrates 40 years of service, while the Florida Highway Patrol celebrates 70 years of service. In 1969, the Department of Highway Safety and Motor vehicles was formed out of the reorganization of state government agencies. The Department of Public Safety and the Department of Motor Vehicles became the Department of Highway Safety and Motor Vehicles. FHP was formed in 1939 when the Legislature authorized 60 officers to patrol public highways and to enforce all state laws governing traffic, travel, and public safety upon the highways. Coinciding with the anniversaries, in June 2009, the Department of Highway Safety and Motor Vehicles was formally reenacted completing the Department's comprehensive sunset review process. This process reviewed and validated the mission, structure, and operations of the Department.

■ **New Driver License Check Feature Available:** As a continued effort to offer excellent customer service, the Department's website now provides information to customers regarding their eligibility to elect driver school in lieu of receiving points on their driving record. Through driver license check on the Department's website, they will be given information including a statement indicating if the customer is eligible or not to elect driver school. The site also provides the date of the last election and the number of times the customer has elected school in the past ten years. Additionally, there is a link to the list of approved schools that offer driver improvement courses. This feature will further empower customers to access their information.

■ **Reaching Teen Drivers Through New Website:** The Department launched a new campaign that challenges teens to "take charge" when they get behind the wheel of a vehicle. The new nationally awarded website, created by teens for teens, is the first of its kind in Florida and allows teens drivers to share their experiences with peers. The site (www.TakeTheWheel.net), made possible by funding provided through the Florida Department of Transportation, offers teens a chance to talk about their experiences with others, give advice, listen, learn and challenge one another to take charge of their own actions behind the wheel.

■ **Florida Trip Tips:** Out-of-state visitors and new drivers are sometimes unaware of all the ins and outs of Florida's road rules, and occasionally the rules change. With the recently published Florida Trip Tips booklet, drivers will find helpful information on traffic laws and tips for safe travel. Highlights include: new requirements for motorcycles; Florida's Move Over Law; guidelines on seatbelts; and what to do in a minor car accident. The publication was produced by the Department of Highway Safety and Motor Vehicles and made possible by a grant from the Florida Department of Transportation. The Florida Trip Tips booklet is available at welcome centers, driver license offices, Florida Highway Patrol stations, turnpike plazas, and rest areas across the state and online.

■ **Department Promotes "Safety First" Online:** In October, the Department announced its newest website feature – Safety First. With a simple click to the Safety First page through www.flhsmv.gov, one can learn about various topics, such as buying a vehicle online, school bus safety, iden-

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tivity theft, and driving in inclement weather. The Department will continue to update the web page to include timely and relevant information on driver-related safety issues.

■ **New Online Guides for Vehicle Buyers and Sellers:** The Department recently added two new guides to its website to equip consumers with useful information for making vehicle transactions. A seller's guide provides information on what to do before, during and after the sale of a vehicle. A buyer's guide explains what buyers should look for when car shopping, describes buyers' rights, and includes a list of questions to ask. It provides information on Florida's new car lemon law, warranties, titles and much more. In addition to the buyer and seller's guides, the Department provides information on actions to take if a dealer goes out of business, tips on buying a car online, and what to know before purchasing a non-traditional vehicle. This information is available at www.flhsmv.gov/Safety-Tips/Vehicles.htm.

■ **Teen Driving Website Now has Key Information for Parents:** The Florida Department of Highway Safety and Motor Vehicles launched a parents section on its teen driving website at www.flhsmv.gov/teens. The new and improved website now provides parents with useful information to help them teach their teens to become safe drivers. Florida's graduated driver licensing program allows teens to obtain a learner's permit at age 15, which restricts them to driving only under certain conditions with a licensed adult. Other restrictions apply to teens with an operator's license until their 18th birthday. To ensure that both parents and teens have a complete understanding of the law, an explanation of each phase of the graduated licensing program and the related restrictions are available on the website.

■ **Florida Licensing on Wheels - Helping Those In Need:** The Department responded to several different natural disasters last year to assist the Federal Emergency Management Agency and the Department of Emergency Management. Many of our mobile licensing units were deployed to sites including those that suffered damage from Tropical Storm Fay and flooding that occurred as a result of other storms throughout the state. Through these efforts, nearly 500 customers were able to obtain critical documents that were lost or destroyed as a result of flood damage associated with the storms.

■ **Temporary Tags Go High-Tech Statewide:** The program, mandatory for all automobile dealers July 2008, requires temporary license plates to be issued using a print-on-demand process. Upon the sale of a vehicle, information is entered into a secure system, electronically sent to the Department in real time, and a temporary license plate is produced. Using this print on demand process law enforcement, toll authorities and parking authorities have immediate access to verify the authenticity of the temporary license plate. In addition, dealers benefit by no longer maintaining a temporary license plate log. In FY 08-09, over 1 million electronic temporary tags were issued.

■ **License Plate Enhancements:** Two creative changes to the Florida standard license plate will save the Department

approximately \$100,000 annually. The license plate was originally designed using three different colors (green, orange, and brown.) The only brown portion of the license plate was the stem of the orange. By changing the stem from brown to green, the Department will save close to \$50,000 a year. Another enhancement is also saving the Department approximately \$50,000 per year. By reducing the size of the license plate by 1/8 of an inch on all sides, the Department uses less aluminum, resulting in lower costs.

We Will Market our Critical Services

■ **The Communications Office:** The Department's Communications Office now includes the Florida Highway Patrol's Public Affairs Officers in an effort to create the synergy of "One DHSMV" in all internal and external communication efforts. The Communications Office strategically plans and works with all divisions to deliver consistent messaging in the marketing of our critical services and to publicize agency achievements to the public, stakeholders and members.

■ **Information Distribution:** During the past year, the Department distributed 93 news releases, responded to 1,793 media queries, and provided content oversight of the Department Intranet and Internet websites. These websites are an integral medium to provide detailed information to the public as well as our stakeholders and members. During the past year, there were more than 593 million Intranet and Internet website hits from more than a million unique addresses.

■ **New Website Makes "Surfing" Easier:** As part of our ongoing customer service and process improvement efforts, the Department released an enhanced website in July. This new website simplifies finding information of interest and facilitates transactions with the Department. Whether customers need to check their driver license status or vehicle registration, get live traffic information or crash reports, find a convenient office, or contact one of our divisions, it will all be readily accessible through the new portal www.flhsmv.gov.

■ **Hispanic Outreach Continues:** Through an electronically distributed Community Update / Informe Comunitario, published monthly in English and Spanish, topics related to highway safety and driver licenses are shared with our state's Spanish speakers. The Update/ Informe reaches deep into the community and is forwarded to all Department of Children and Families service providers, public schools, Chambers of Commerce, local government entities, and Spanish media outlets. This community outreach is further supported by interviews to Spanish media, participating in community events, and visits to health fairs and to businesses serving our Hispanic customers.

■ **Enhancements to Crash Report:** This year's 2008 Traffic Crash Facts Book is the most comprehensive ever produced, and is nearly double in size to the previous year. The changes include five year trends provided by county size, graphics for time of day and day of week crash and fatality information, and limited site location information. The report also includes more graphics and color making the book easier to read and the data easier to interpret.

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We Will Implement Technology Solutions

■ **Electronic Queuing Systems begin in Offices:** 54 of the Department's largest volume offices now have a queuing system implemented. This electronic system is used for service time management, personnel accountability and performance measures, office productivity and provides a skill based manner to provide the best services for customers. Coming soon- real-time service times on the Internet!

■ **DAVID Update:** DHSMV is proud to announce the Driver And Vehicle Information Database (DAVID) program has added another valuable feature for law enforcement's use. An officer can now perform a vehicle search with just a few known facts about the vehicle they are attempting to locate.

■ **FHP Training Academy Integrates Simunition into the Basic Recruit Training:** The Florida Highway Patrol Training Academy recently integrated simunition training into the 117th Basic Recruit Class training program. Simunition training exposes recruits to reality based, non-lethal, force-on-force scenario (firearms) training. The simunition rounds, or paint rounds, allow for safe firing against live targets and have a reduced noise signature, which allows for safe firing in any environment. The recruits gain an understanding of the importance of properly using available cover and concealment when threatened by or engaged in the use of lethal force. The Training Academy plans to integrate the scenario-based training into future mandatory retraining in-service classes.

■ **Performance Planning and Evaluation System:** On August 1, 2008 the Department's new Performance Planning and Evaluation online system was implemented. The new system promotes an atmosphere of open two-way communication between supervisors and members. This new system allows supervisors to set and communicate measurable performance expectations and partner with their members to identify training and developmental needs and opportunities. Moving from the previous Meets or Needs Improvement system to a five point rating scale has given Supervisors the tools needed to measure and track job performance effectively.

■ **Valuing Customer Input:** Previously, the Department manually input results from customer comment cards that are available in driver license field offices across the state. This process took a great deal of time and effort. Using optical reader technology, that process has been automated by transferring the customer survey to a bubble sheet format. The process is now greatly improved and will make the information received from the surveys more timely, will create additional operational enhancements, and will reduce associated staff time.

We Will have Strategic Relationships With Stakeholders:

■ **Tax Collector Update:** Effective August 1, 2008, county tax collector sites that did not previously offer driver license services have the availability to request a replacement driver license or identification card for customers who are chang-

ing their addresses. The fee is collected at the tax collector's office and the card is mailed to the customer from DHSMV Headquarters. In addition, the Department has developed the Motorist Services Report, a monthly newsletter specifically designed to inform tax collectors about recent Department activities and upcoming initiatives, further enhancing communications.

■ **Emergency Contact Information:** DHSMV is teaming up with state colleges and universities to spread the word to students about the importance of entering their Emergency Contact Information (ECI) online. Colleges and universities around the state were contacted to assist with this endeavor and asked to post fliers and send emails advertising this service to their student body. Our Florida Licensing on Wheels (FLOW) mobile units were also scheduled at colleges and universities throughout the state in both August and September. The schools participating in the program are: Florida A&M University, University of Florida, Florida State University, Tallahassee Community College, University of North Florida, Miami-Dade Community College and the University of Miami. Over 1.3 million people have put their information into the Emergency Contact Information system.

■ **Statewide Events Reach Out to Homeless Population:** During this quarter, the Department participated in several events around the state that focused on bringing motor services directly to homeless populations. The Department partnered with service providers such as legal aid, Vital Statistics, the Social Security Administration and local community agencies to provide the participants with driver licenses or identification cards, certified birth certificates, clothing, food, haircuts and legal assistance. Through events in six counties, thousands of homeless people were served. In addition to the homeless population served, nearly 400 driver licenses and identification cards were issued to community members participating in the events.

■ **Motor Vehicle Network Enhances Customer Service:** The Motor Vehicle Network (MVN) is a free service that provides updated news and information to customers in our driver license field offices. MVN debuted in October in Miami-Dade and Broward Counties and is now implemented statewide. This new feature keeps customers informed and entertained during the short time they may wait for service. Our customers also benefit by being advised of local Amber Alerts, inclement weather and road closures.

■ **Partnership with County Health Department:** The Department has partnered with the Orange County Health Department's Vital Statistics Office by designating a special work area in our largest Orlando driver license field office to issue (instant) birth certificates. This new service will expedite the issuance of driver licenses and identification cards enhancing customer service. The Orange County Health Department will supply the equipment and personnel to be used in this innovative partnership.

■ **Driver License Services Offered in AAA Offices:** The Department and the American Automobile Association (AAA) announced a new partnership to offer Florida motorists the convenience of a driver license service desk inside selected AAA branch offices. The AAA's office services will include driver license renewals, duplicates, address changes,

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Accomplishments continued

identification cards, and the ability to register to vote. We plan to have 10 AAA driver license offices open by the end of the year.

We Will Measure What Matters:

■ **Updated Department's Legislative Performance Measures:** Effective July 1, 2009, the Department's Legislative Long Range Program Plan was updated to professionalize and contemporize the department's performance measures. These standards will now evaluate outcomes of department performance rather than just outputs.

■ **Strategic Plan:** In September 2008, the Department's strategic plan was revised to include communications in all facets of operations and to elevate safety to a critical issue. All divisions have tailored strategies to meet the newly revised goals that are continually aimed at creating a safer Florida.

■ **Centralized Grant Administration:** A Grants Administration Office was established to provide centralized oversight

for grant dollars and related projects. The Department received 21 grant awards totaling \$11,375,190 from federal and state sources this year.

■ Customer Service Call Center Process Improvement

Exercise Completed: The CSC workgroup completed 13 out of 19 recommendations to reduce call volume and expedite the process of servicing callers resulting in improvements to the IVR system, additional education for insurance providers, simplified notification letters, and enhanced online services.

■ **Department Survey Conducted:** A comprehensive public opinion survey was conducted through distribution to customers in field offices and visitors online resulting in approximately 30,000 responses. A detailed report of the findings will be provided in August.

■ **Comprehensive Tool for Reporting Agency Performance Measures:** The performance measures library with associated definitions was completed allowing for the parameters of an executive and division level dashboards to be selected and developed for monitoring continuous improvement.

Performance Measures

Florida Highway Patrol

	07-08 Actual	08-09 Actual	08-09 Standard
1. Florida death rate on patrolled highways per 100 million vehicle miles of travel	1.57	1.50	1.70
2. National average death rate on highways per 100 million vehicle miles of travel	1.36	1.27	1.50
3. Alcohol-related death rate per 100 million vehicle miles of travel	0.61	0.59	0.64
4. State seat belt compliance rate	81.7%	Not available at time of printing	67.50%
5. Percent change in seat belt use	3.3%	Not available at time of printing	1.0%
6. Annual crash rate per 100 million vehicle miles of travel on all Florida roads	125	123	131
7. Number of crashes investigated by FHP	221,475	199,471	200,361
8. Percent change in number of crashes investigated by FHP	-4%	-10%	1%
9. Number of hours spent on traffic homicide investigations (1)	171,181	189,027	156,284
10. Number of cases resolved as a result of traffic homicide investigations (2)	1,824	1,444	1,728
11. Average time (hours) spent per traffic homicide investigation (1)	92.88	115.39	90.44
12. Average response time (mins) to calls for crashes or assistance	26.40	25.61	26.00
13. Number/percent of duty hours spent on preventive patrol by law enforcement officers	976,259 / 39%	925,715 / 39%	1,006,389/ 41%
14. Number/percent of flight hours spent on aerial traffic enforcement by law enforcement pilots	1,855 / 59%	1,632 / 56%	1,195/ 50%
15. Number/percent of duty hours spent on crash investigations by law enforcement officers	355,698 / 14%	316,296 / 13%	326,447/ 14%
16. Number/percent of duty hours spent on crash investigations by community service officers (3)	19,174 / 43%	15,576 / 39%	10,707/ 29%
17. Number/percent of duty hours spent on non-patrol support activities (law enforcement)	733,223 / 30%	721,319 / 30%	654,577/ 29%
18. Average time (hours) to investigate crashes (long form)	2.31	2.32	2.17
19. Average time (hours) to investigate crashes (short form)	1.33	1.34	1.35
20. Average time (hours) to investigate crashes (non-reportable)	0.74	0.71	0.65
21. Number/percent of duty hours spent on law enforcement officer assistance to motorists	113,143 / 5%	116,017 / 5%	111,635/ 5%
22. Number of motorists assisted by law enforcement officers	272,088	276,543	313,277
23. Number of training courses offered to FHP recruits and personnel	72	67	45
24. Number of students successfully completing training (4)	1,213	1,057	1,224
25. Percent of recruits retained by FHP for 3 years after the completion of training	87%	87%	90%
26. Percent of closed criminal investigations which are resolved	91%	87%	80%
27. Number/percent of duty hours spent on criminal investigations (5)	43,250 / 48%	37,351 / 41%	56,199/ 60%
28. Number/percent of duty hours spent on professional compliance investigations (5)	12,397 / 14%	18,773 / 21%	5,293/ 6%
29. Number/percent of duty hours spent on polygraph examinations	5,877 / 7%	6,118 / 7%	5,885/ 5%
30. Number/percent of duty hours spent on non-investigative support activities	28,579 / 31%	29,108 / 32%	25,250/ 29%

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	07-08 Actual	08-09 Actual	08-09 Standard
Motorist Services (Licenses, Titles, and Regulations)			
Driver Licensure			
31. Percent of customers waiting 15 minutes or less for driver license service (6)	84%	89%	50%
32. Percent of customers waiting 30 minutes or more for driver license service (6)	5%	3%	35%
33. Average number of corrections per 1,000 driver records maintained (7)	5.6	6.5	4.0
34. Number of driver licenses issued	5,130,326	4,930,906	5,418,344
35. Number of identification cards issued	1,044,072	965,133	852,315
36. Number of written driver license examinations conducted	1,595,056	1,626,333	1,561,590
37. Number of road tests conducted	537,000	547,833	492,055
Motorist Financial Responsibility Services			
38. Percent of motorists complying with financial responsibility	94%	97%	96%
39. Number of insured motorists	11,713,387	11,988,707	12,180,000
Identification and Control of Problem Drivers			
40. Percent of DUI course graduates who do not recidivate within 3 years of graduation	86%	86%	86%
41. Number of driver licenses / ID cards suspended, cancelled, and invalidated as a result of fraudulent activity (with annual percent change shown) (8)	2,048 / -24%	1,822 / -11%	2,356 / -27%
42. Number of problem drivers identified (9)	2,262,998	2,176,678	1,866,461
Mobile Home Compliance and Enforcement Services			
43. Ratio of warranty complaints to new mobile homes titled (10)	1 : 179	1:125	1 : 154
44. Number of mobile homes inspected (11)	7,302	3,531	14,800
Vehicle and Vessel Title and Registration Services			
45. Percent of motor vehicle / vessel titles issued without error	93%	93%	92%
46. Number of fraudulent motor vehicle titles identified and submitted to law enforcement	59	42	50
47. Percent change in numbers of fraudulent motor vehicle titles identified and submitted to law enforcement	79%	-29%	3%
48. Average cost to issue a motor vehicle / vessel title (12)	\$2.50	\$2.82	\$2.12
49. Number of motor vehicle and mobile home titles issued (13)	5,712,567	4,718,683	6,700,000
50. Number of motor vehicle and mobile home registrations issued	21,111,938	19,975,037	21,446,037
51. Number of vessel titles issued (13)	207,759	182,612	270,879
52. Number of vessel registrations issued	1,013,423	943,608	1,046,445
53. Average number days to issue a vehicle title	3	3	3
54. Ratio of inspections of rebuilt salvage motor vehicles failing the statutory and procedural requirement for rebuilt certificates of title to total inspections of rebuilt salvage vehicles	1 : 5	1:6	1 : 8
55. Number of rebuilt salvaged motor vehicles inspected for vehicle identification numbers and odometer readings	25,066	28,795	36,319
56. Percent of dealer licenses issued within 7 working days upon receipt of completed application	99%	99.8%	99%
57. Number of automobile dealer licenses issued (all dealer types)	13,492	13,223	12,800
58. Ratio of taxes collected as a result of International Registration Plan and International Fuel Tax Agreement audits to cost of audits (14)	\$1.06 : 1	\$1.15 : \$1.00	\$1.73 : \$1.00
59. Number of International Fuel Use Tax and International Registration Plans accounts audited	339	375	350
60. Number of motor carriers audited per auditor, with number of auditors shown	24 : 14	30:9	22 : 14

continued

Performance Measures continued

	07-08 Actual	08-09 Actual	08-09 Standard
Executive Direction and Support Services			
61. Agency administration and support costs as a percent of total agency costs/ agency administration and support positions as a percent of total agency positions	4.68% / 6.18%	4.70% / 6.18%	5.40%/ 6.42%
62. Percent Florida Highway Patrol administration and support costs and positions compared to total Florida Highway Patrol costs and positions	1.31% / 1.16%	1.29% / 1.20%	1.41%/ 1.18%
63. Percent Motorist Services administration and support costs and positions compared to total Motorist Services costs and positions	2.06% / 1.93%	2.02% / 1.81%	2.13%/ 2.19%
64. Percent of customers who rate Kirkman Data Center services as satisfactory or better as measured by survey	99%	99%	90%

Justifications

(1) Number of hours spent on traffic homicide investigations / Average time (hours) spent per traffic homicide investigation - The standard for successful prosecution continues to become more complex and challenging. To keep up with these increased demands, the Florida Highway Patrol revised its Traffic Homicide investigation report format and investigative procedures. These necessary changes require additional time be dedicated to fatality crash investigations.

(2) Number of cases resolved as a result of traffic homicide investigations - Florida has experienced a reduced number of fatal traffic crashes over the past year. This has resulted in fewer such crashes being investigated by the Florida Highway Patrol and therefore, fewer cases resolved each quarter.

(3) Number/percent of duty hours spent on crash investigations by Community Service Officers - The Community Service Officer position description requires members spend most of their duty time investigating traffic crashes.

(4) Number of students successfully completing training - During fiscal year 08/09, the Florida Highway Patrol had to cancel several large classes for various reasons including hurricane and tropical storm activity. Some of these classes were not rescheduled during fiscal year 08/09. Based on these large classes being canceled, the number of students successfully completing training declined.

(5) Number/percent of duty hours spent on criminal investigations / Number/percent of duty hours spent on professional compliance investigations - The patrol separated professional compliance from the criminal investigative function in 2008. The move established greater accountability and tracking of alleged cases of misconduct resulting in a more accurate depiction of numbers of complaints and workload.

(6) Percent of customers waiting 15 minutes or less for driver license service / Percent of customers waiting 30 minutes or more for driver license service - The continued improvement is the result of a combination of factors, including technology, training and staffing. Customers are continuing to use the Online Appointment Service and Information System (OASIS) to schedule appointments and are taking greater advantage of services offered through the internet.

(7) Average number of corrections per 1,000 driver records maintained - Many of the errors made on the driver's record, which subsequently require a correction, are completed or reported by other outside agencies (courts and other state motor vehicle agencies). The Department, through a DOT grant, is working with five clerks of court to identify causes of errors in the transmission of citation data and to propose solutions to decrease error rates. Quality assurance reviews have also revealed system errors. We have hired a

consultant to document the business rules and provide a gap analysis. Two federal grants will partially fund system modernization and data clean-up efforts.

(8) Number of DL/ID cards suspended, cancelled and invalidated as a result of fraudulent activity (with annual percent change shown) - This measure details possible driver license fraud when a customer reports their driver license or identification card may have been comprised. This measure does not include fraud cases worked by the Florida Highway Patrol. This measure does not capture all alleged incidents of fraud and may not be a reliable indicator of more or less fraudulent activity.

(9) Number of problem drivers identified - The number of problem drivers exceeds the performance standard due to an increase in court related suspensions, such as failure to comply with court requirements on traffic citations (D-6 suspensions), child support suspensions, and financial obligation suspensions. Problem driver is defined as a driver that has had a driver license suspended, revoked, cancelled or disqualified.

(10) Ratio of warranty complaints to new mobile homes titled - The number of homes titled has decreased while the number of complaints has held relatively constant. The ratio variance is caused by the increase in number of complaints on out of state mobile home manufacturers that ship into Florida (77%). The Department has been successful in decreasing the number of complaints on in-state manufacturers, however, the inspection of homes shipped into the state is outside the Department's authority.

(11) Number of mobile homes inspected - Production in mobile/manufactured home plants has continued to decrease significantly due to reduced public demand and industry decline causing fewer homes to be inspected in plants. All required mobile home inspections are being met.

(12) Average cost to issue a motor vehicle/vessel title - Fixed title costs (staff, forms, data processing, overhead, etc.) represents approximately 90 percent of all title costs. These costs remain constant regardless of the number of titles issued. Since fewer titles were issued, a higher average cost results.

(13) Number of motor vehicle and mobile home titles issued / Number of vessel titles issued - Title issuance has decreased due to lower consumer demand for the purchase of motor vehicles, mobile homes, and vessels.

(14) Ratio of taxes collected as a result of International Registration Plan and International Fuel Tax Agreement audits to cost of audits - Based on audit results, more carriers are being found in compliance, and those carriers not in compliance are making installment tax payments rather than lump sum payments.

Key Services

On Line Services

- Check your driver license, insurance, social security number and vehicle registration status
- Personalized license plate inquiry to check plate availability
- Check your teens' driving record
- Check if you are eligible to take a driving course
- Request a vehicle title be printed and mailed to a vehicle owner
- Renew or replace your driver license, ID card, parking placard, or vehicle registration
- Register "ECI" Emergency Contact Information for law enforcement only access in case of an emergency
- Live crash and road conditions
- Locate a driver license, motor vehicle, or Florida Highway Patrol office
- Make an appointment for a visit to our driver license offices at "OASIS"
- Conduct vehicle registration and fuel use tax reporting services for qualified commercial carriers
- Download driver handbooks
- Access to new on-line organ donor registry

On line educational resources:

- Learn about driver license and motor vehicle laws for new Florida residents and new drivers
- Check for information about the latest highway safety alerts at www.FLHSMV.gov/safetytips/
- Teen-parents website: www.FLHSMV.gov/teens
 - Teen section: created by teens for teens about dangers of poor driving choices
 - Parent section: guides them on how to teach their teen to drive and helps them understand Florida's licensing laws.
- Florida Granddriver Program: educates drivers on aging and driving at www.Floridagrandidriver.com/

Other services:

- **Florida Licensing on Wheels (FLOW's):** 11 (5 buses, 6 miniFLOWs) mobile units that are actual Motor Services offices that can go anywhere in the community
- **Identification card for children 5 years** of age and older so that there is a digital photo at the fingertips of law enforcement if one is needed- any DL office can do this. Also allows parent to enter ECI information for the child.
- **Child passenger safety and occupant protection:** agency personnel around the state will check child seats, teach individuals on proper installation, answer questions about Florida requirements, and assist in determining whether individuals qualify for low-cost seat or booster seat. Check out www.FLHSMV.gov/FHP/cps/



ANNUAL PERFORMANCE CONTRACT FISCAL YEAR 2009 - 2010

PROVIDING HIGHWAY SAFETY AND SECURITY
THROUGH EXCELLENCE IN SERVICE, EDUCATION, AND ENFORCEMENT

ELECTRA THEODORIDES-BUSTLE, EXECUTIVE DIRECTOR

Leading the Way to... A Safer Florida!

The following Department of Highway Safety and Motor Vehicle performance measures have been approved by the Florida Legislature for the 2009-10 fiscal year. They are arranged by the Department's critical issues as defined in the Department's strategic plan. The Department will continue to be guided by the comprehensive strategic plan and performance metrics to fulfill the mission of providing highway safety and security through excellence in service, education, and enforcement.

Measure

Standard

Service Delivery - We will employ strategies that ensure customer-driven excellence.

Number of motorists assisted by FHP	300,000
Percent of driver license office customers waiting 15 minutes or less for service	80%
Percent of driver license office customers waiting less than 30 minutes for service	95%
Percent of customer service phone calls answered by the Customer Service Center within 2 minutes of being placed in the queue	70%
Number of highway crashes investigated by FHP	235,000
Percent of fatal highway crashes investigated by FHP to all fatal highway crashes investigated by law enforcement in Florida	60%
Percent of highway homicide investigations completed within 90 days of crash	80%
Percent of calls for service responded to within 30 minutes	65%
Percent of traffic investigation hours for FHP troopers and corporals to total duty hours for FHP troopers and corporals	23%
Percent of criminal investigation cases resolved within 30 days	50%
Percent of professional compliance investigation cases completed within 45 days	80%
Number of corrections per 1,000 driver records maintained	4
Number of driver licenses and identification cards issued	6,200,000
Percent of vehicle/vessel titles issued without error	92%
Number of motor vehicle/manufactured home/vessel titles issued	5,750,000
Number of motor vehicle/manufactured home/vessel registrations issued	21,300,000
Percent of titles issued within 3 workdays of request	98%
Percent of motor vehicle, manufactured home and recreation vehicle dealer licenses issued within 5 workdays of receipt of completed dealer application	99%
Percent of paper titles issued for motor vehicles, manufactured homes and vessels to all titles issued	80%
Percent of biennial motor vehicle, manufactured home and vessel registrations issued to all registrations issued eligible biennial registration participants	6%

Measure**Standard****Safety – We will protect our citizens' lives and personal security through service, education, and enforcement.**

Florida highway fatality rate per 100 million vehicle miles traveled	1.5
Florida alcohol-related highway fatality rate per 100 million vehicle miles traveled	0.58
Florida's seat belt compliance rate	85%
Percent of preventive patrol hours for FHP troopers and corporals to total duty hours for FHP troopers and corporals	52%
Percent of registered vehicles that meet Florida's minimum insurance requirements	95%
Number/percent of driving related sanctions issued to all sanctions issued	130,000 / 5%
Percent of "Driving Under the Influence" course graduates who do not have another DUI conviction within 4 years of graduation	90%
Percent of new manufactured home warranty complaints to new manufactured homes titled	0.6%
Number of manufactured homes inspected in plants	6,000
Number of rebuilt salvage motor vehicles inspected	25,000
Number of dealer licenses issued (includes motor vehicle and manufactured home dealers, and manufacturers licenses)	12,800

Workforce – We will build an environment that regards our members as our most valuable resource.

Percent of FHP recruit graduates who passed certification exam on initial testing	95%
Percent turnover for all FHP troopers and corporals	7.5%
Percent of administrative/training hours for FHP troopers and corporals to total duty hours for FHP troopers and corporals	25%

Performance Management – We will take an integrated approach to measure, manage, and improve our organizational performance to further the agency's mission.

Agency administration and support costs as a percent to total agency costs	5.00%
Number/percent of non-driving related sanctions issued to all sanctions issued	2,470,000 / 95%
Cost per motor vehicle/manufactured home/vessel title issued	\$2.75
Percent of International Fuel Tax Agreement audits completed to all International Fuel Tax agreements	3.00%
Percent of International Registration Plan Agreement audits completed to all International Registration Plan agreements	3.00%

United States of America v. State of Florida and
The Florida Department of Highway Safety and Motor Vehicles

Beginning in November 2003, the Department of Justice has been corresponding with the State of Florida regarding Florida's implementation of the Driver's Privacy Protection Act (DPPA), as amended in 2000. In 2000, the DPPA was amended to require an "opt in" provision as opposed to the "opt out" provision followed by Florida. The state is allowed to release personal information, as described in the statute, under certain circumstances. One of those circumstances is if a person "opts in" or allows the state to release the information. Florida's statute allowed the release of personal information unless the person "opted out" by requesting their information not be released. In October 2004, Florida changed its statute to comply with the DPPA.

In January 2008, DOJ sent DHSMV a letter asking the State and DHSMV to show cause why a penalty, as provided in the DPPA, should not be assessed against the State and DHSMV for its lack of compliance with the DPPA from July 1, 2000 until September 30, 2004 (the time period Florida's law was inconsistent with the DPPA). A response was sent February 15, 2008. Thereafter several tolling agreements were signed, beginning May 2008, and on January 16, 2009 the DHSMV received a Memorandum of Decision imposing \$2,535,000.00 in penalties against the State and DHSMV for DPPA violations. On January 29, 2009, DOJ filed suit in federal district court, Southern District of Florida, to enforce the penalty assessed.

On July 16, 2009, Chesterfield Smith, Deputy Attorney General, and Robin Lotane, General Counsel DHSMV, met with representatives of DOJ to attempt to settle the pending suit. It was agreed that the amount of \$1,514,915.00 (the amount of money made by the continued sale of information during the prohibited time period) would suffice as the penalty against the State. The agreement is contingent upon approval from the Cabinet, as Agency Head, and legislative appropriation.



Electra Theodorides-Bustle
Executive Director

2900 Apalachee Parkway
Tallahassee, Florida 32399-0500
www.flhsmv.gov

May 29, 2009

TO: Sandra C. Lambert, Director
Division of Driver Licenses

VIA: Kathy A. Jimenez-Morales, Chief
Bureau of Driver Improvement

FROM: Michael Sarvis, Supervisor
Medical Review Section

SUBJECT: Medical Advisory Board

It is requested that the name of the following member of our department's Medical Advisory Board be put on the Cabinet agenda for a four year extension.

Dr. James Paul Grant, Chiropractor
1351 East Call Street
Tallahassee, Florida 32301

Original appointment date: May 1989
Proposed term: May 2009-May 2013

Dr. Grant is licensed to practice chiropractic medicine in the State of Florida and a copy of his curriculum vitae is attached.

Attachments

Under section 322.125, Florida Statutes, one member of the Medical Advisory Board must be a chiropractic physician licensed to practice in this state.

Dr. Grant is a licensed chiropractic physician and has been practicing in Tallahassee since 1957. He has been a member of the Medical Advisory Board since May 1989. We are requesting that he be approved for another four year term.

License Verification

Data As Of 5/26/2009

JAMES P GRANT JR

LICENSE NUMBER: **CH1072**

Profession

CHIROPRACTIC PHYSICIAN

License/Activity Status

CLEAR/ACTIVE

License Expiration Date

3/31/2010

License Original Issue Date

Discipline on File

NO

Address of Record

1351 E CALL STREET
TALLAHASSEE, FL 32301-2804

The information on this page is a secure, primary source for license verification provided by The Florida Department of Health, Division of Medical Quality Assurance. This website is maintained by Division staff and is updated immediately upon a change to our licensing and enforcement database.

JAMES PAUL GRANT, D.C., F.I.C.C.
1351 E. Cali Street
Tallahassee, Florida 32301

PROFESSIONAL RESUME

EDUCATION

Lincoln Chiropractic College, Indianapolis, Indiana (Graduated 1953)
Spears Chiropractic Hospital, Denver Colorado (2 years residential internship)
Florida Basic Science Certificate (1953)
Colorado Basic Science Certificate (1954)

POST-GRADUATE

Yearly post-graduate seminars conducted by the Florida Chiropractic Association
Proprietary Substances - National Chiropractic College (72 hours)

EXPERIENCE

Intenship - Lincoln Chiropractic College Clinic
Internship - 2 years residential - Spears Chiropractic Hospital
Chief-of-Staff Spears Outpatient Clinic (1956-57)
Since December, 1957, private practice, Tallahassee, Florida

PROFESSIONAL ORGANIZATIONS

Florida Chiropractic Association
North Central Florida Chiropractic Society

PROFESSIONAL LICENSE

Florida (Active since 1954)
Colorado (Inactive)

HONORS

Former member of Florida Board of Chiropractic Examiners
Fellow - International College of Chiropractic
1973 - Florida Chiropractic Association Distinguished Service Award
Member - Florida Department of Highway Safety and Motor Vehicles
Medical Advisory Board
1995 - Florida Board of Chiropractic Distinguished Service Award
1999 - Florida Chiropractic Association Distinguished Service Award