



AGENCY BUSINESS PLAN

DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES



Our Mission and Values

Providing highway safety and security through excellence in service, education and enforcement.

- 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
- Excellence** • in all we do!

Introduction

As society progresses into an era of rapidly advancing technology, we will face significant changes to the way we do business as evidenced by the exponential developments experienced in the last few decades. Internet and social media penetration is vast, and with it, the creation and availability of data. In 1984, about 1,000 Internet devices were sold; in 2008, over 1 billion were sold. In 2006, there were 2.7 billion Google searches a month; that number is 31 billion today. Facebook reached 50 million users in just two years, and the number of text messages sent daily exceeds the total population of the Earth. More data will be generated this year than in the previous 5,000 years (Fisch, 2012).

In our own industry, recent technology changes include the use of cameras to enforce red lights, license plate readers to enforce laws and support open-road tolling, parental controls in vehicles to set maximum speeds and radio volumes, and self-parking vehicles. Last year, the Legislature authorized testing of autonomous cars. Nationally, the industry is working on pilots for electronic titles, more and better data exchange between states, best practices for license plate readers, license plate technology, electronic registration and insurance cards, and intelligent policing systems. Internationally, we see the advent of smart roads and signs that manage driving behavior electronically, allowing engineers to change road information dynamically, or providing mechanisms for electric cars to recharge while traveling.

Traditionally, agencies use strategic planning to set short- and mid-term goals. Most typically, these goals are prepared by executive leadership and passed down to managers. The goals are specific and measureable; primarily with the purpose of assuring that we are performing well. However, this type of planning does not specifically promote forward-thinking. In most cases, the future 10-15 years out cannot be predicted sufficiently to allow us to set measurable goals. Additionally, many members of leadership and management are consumed with the here and now, largely out of necessity to keep operations flowing smoothly.

Given, then, that both technology and society are changing rapidly, how will we prepare for the future? While we cannot identify the future with certainty, we can look at current trends and assess the environment around us to identify the general shape of the future. From that, we can prioritize areas that are relevant to the Department and create policy that will help us embrace and prepare for the future. In addition, we can involve operational managers in this process, to shift the culture so that forward-thinking and agility becomes the norm.

This Agency Business Plan is a result of six months of research and workshops with both executive and operational managers. This Plan is vital due to both resource constraints and a dynamic technological environment. These factors necessitate a thoughtful, business-focused approach to the decision-making processes of the Department at all levels. This Plan provides direction to help us align business objectives, identify future opportunities, and ensure excellence.

Methodology

The process for the Agency Business Plan started in late August 2012, with a meeting of the Executive Leadership Team (ELT). The core expectations for the Department were defined as:

- Promoting and enforcing public safety
- Credentialing for public services
- Nurturing business through good government

From there, a team of representatives from each division was established to conduct workshops with all operational level managers (bureau chiefs, assistant chiefs and troop commanders). Brainstorming workshops were held in which groups were to determine what potentially could be the goals of the Department in 2025 based on the three core expectations. The groups were instructed to focus on the four perspectives which are listed below:

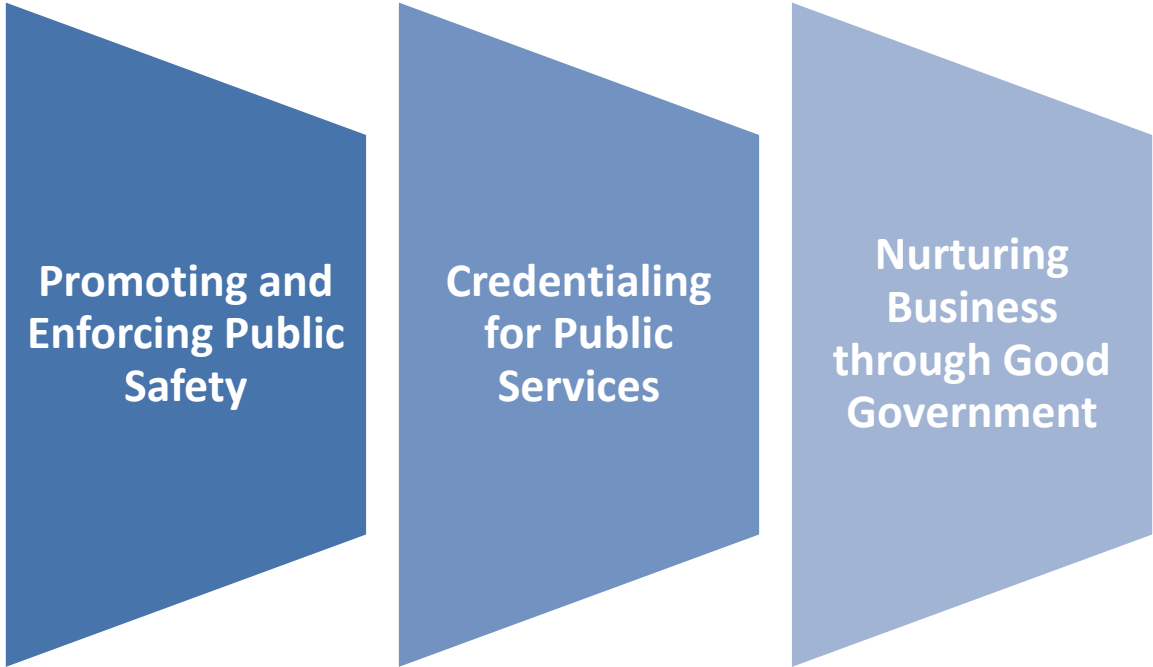
- Social: demographics, socio-economic changes, cultural issues, crimes/safety
- Consumer: consumer expectations, trends, fads, attitudes/opinions, technologies for service
- Industry: best practices, emerging technologies, legal issues, regulations
- Environment: workforce, workplace technologies, economy, geographic and physical issues

The group members rotated into different groups (Social, Consumer, Industry or Environment) so that they could brainstorm from more than one perspective. After the brainstorming, each participant determined what they considered the top five issues that the Department will face in the future. These results were categorized and specific aims were developed under each corresponding core expectation. At this step in the process, a similar workshop was conducted with the Executive Leadership Team (ELT). Once ELT completed their brainstorming session, the results from the five previous brainstorming workshops were shared and it was determined that the results were very similar.

The next step for the Project Team was to hold strategy session workshops. During this series of workshops, a SWOT (Strengths/Weaknesses/Opportunities/Threats) Analysis, Attachment A, was developed with input from all the workshop attendees. Once the SWOT Analysis was completed, workshop members were assigned to further define what the Department will do to transition toward each aim, utilizing the SWOT Analysis, asking questions of the group, being creative (thinking outside the box), and researching other resources.

The second series of workshops was completed mid-January and the Project Team then compiled all the information received from both series of workshops into a cohesive document for presentation to the Executive Leadership Team.

Core Expectations



The Shape of the Future

While current technology has significantly affected the way business is performed in today's world, it is reasonable to conclude the future will be influenced even more dramatically by advancing technology and the dynamic applications in which the technologies will be utilized. Technology will drive consumer expectations, workforce habits, delivery methods for goods and services, and societal behavior. The ability to capture and use data, while providing new opportunities for efficiencies, will also be greatly enhanced through the introduction of new technology.

In 10-15 years, we anticipate a transportation infrastructure that incorporates more smart roadways and advanced traffic control devices to manage driving behavior and road conditions dynamically (collectively, these will be referred to as Smart Transportation Systems). Motor vehicles will contain more programmatic controls, some of which may work in conjunction with smart infrastructure. Autonomous vehicles will be more commonplace, although we do recognize that traditional vehicles will continue to be driven. Vehicles powered by electricity or gasoline alternatives will likely become more main stream, which will lead to a decrease in gas stations as we know them and a need for re-charging mechanisms. Driver behavior will change in reaction to changes in transportation infrastructure and vehicle technology. Much as we had to relearn how to brake in emergencies when anti-lock brake systems were introduced, we will have to learn how to drive using these new systems. Safety may improve as we move forward, but new gadgets and devices may lead to greater driver distraction. We also foresee significant changes to traffic, vehicle and driver license laws because of these new technologies.

Intermodal transportation plans will connect ports and rails via established land routes. Commercial traffic on these roadways will be heavy. We anticipate increasing cargo and truck theft; tighter national controls on commercial traffic to address safety concerns like driver fatigue and vehicle safety; and more interconnectivity between ports, rails and highway transport. We also expect new passenger transport options, like high-speed rails, that will cross multiple jurisdictions.

Technology generates more data and with data comes opportunity. Speed cameras and cameras to capture drivers passing school buses are already being contemplated and license plate readers are already in use. It seems plausible that the future will bring more data-driven enforcement, whether through additional camera uses, license plate readers, event data recorders in vehicles, or Smart Transportation Systems. Data will be readily available and will bring consistency to enforcement, as well as to crash and criminal investigations. As data-driven enforcement is implemented, we can direct our resources to domestic security, immigration, drug mills, human trafficking, and other emerging crimes and security issues.

Data sharing will increase, as credentialing and enforcement methods change. National data sharing will be expanded to assist with enforcing driver license and vehicle laws, public safety, domestic security, and tolling. Data sharing among state and local agencies will grow as we move toward consolidation of government and efficiencies in credentialing. Opportunities for private businesses will depend on ready

access to data. Our responsibilities to protect identity and confidential data will grow and shift with changing technology. Cybercrimes and vulnerabilities will continue to evolve, as society shifts from paper and manual to digital and automated processes.

Today's credentials are typically tangible – a card, a piece of paper, a tag. We expect a national movement toward electronic credentials, like e-titles and electronic insurance cards. Eventually, the electronic credential might be an electronic key which will return data from a variety of databases, depending on which data the reader is authorized to access. This concept lends itself to the consolidation of credentials. Many agencies issue credentials today for various types of government benefits and licenses. The basic identity of the individual requesting these services does not change, so there are likely efficiencies to using one Department to verify identity and issue the electronic key that provides access to other agencies' data about the benefits or license.

Consumers will advocate for more government efficiencies and will expect real-time, self-service delivery at their convenience. As a society, we expect to conduct almost all personal business via our ever-present mobile device. Technology will lend itself to adding new services on-line or by mobile applications, or their successors. Even such things as obtaining an original driver license might be done from one's own home. Electronic verification systems will afford us opportunities to streamline processes, eliminate paper, and reduce the need for in-person transactions. Consumers will also expect virtual support 24/7/365 with accurate and helpful results. Communication, whether for customer service or safety initiatives, must be done in ways that best meet the needs of the target audience.

Along with these changes, we foresee changes in the revenue streams that support these services. States are currently discussing alternatives to the fuel use tax because of greater fuel economy and electric vehicles. If how we enforce traffic laws change, will how we remit payment and remediate these enforcement actions also change? If we no longer conduct as much business in-person, will revenue change?

Finally, we know that our workforce must change. Reliance on technology means that we must have employees with technical skills. Most employers will be confronted with the same challenge, which means a more competitive hiring and retention environment. Shifting to more on-line services opens the door for more flexibility in hours, more remote work locations, and needs for technology to support effective and responsive communication. Most importantly, we must have an agile workforce that can be augmented or streamlined quickly, has appropriate skill sets, and is project-oriented.

Our Commitment for the Future

Core Expectation: Promoting and Enforcing Public Safety

Aim 1: To pursue the regulation, enforcement and education associated with the advancing technology of Smart Transportation Systems (STS).

Smart transportation refers to various types of transportation systems and vehicles that may operate in conjunction with, or independent of human control. For example, high-speed rail; autonomous, flying and amphibious vehicles; vehicles where driving behavior is controlled by features integrated into the vehicle (like parental controls for speed and radio volume, self-parking and self-backing); and electronic controls or features integrated into existing roadway systems (road surfaces, signs, and lighting) that affect vehicle behavior. STS necessitates changing how we enforce transportation safety and how we train our motoring public.

We will:

- Participate in research and development groups to continuously work with local, state, national and global agencies and private businesses to identify present and future STS advances, benefits and risks.
- Identify new service opportunities and needs generated by STS. For example,
 - As autonomous vehicle use grows, mandatory vehicle inspections may be necessary to ensure the electronic systems are working properly.
 - High-speed rails cross multiple law enforcement and government jurisdictions and may necessitate the designation of one law enforcement agency to enforce safety along the railway.
- Propose legislation to promote and foster the development of STS and update traffic, driving and motor vehicle laws based on changing technology.
- Modify driver training curricula, educational materials and driver assessments to address technology changes that alter driving behavior.

Aim 2: To enhance and support the Department's future role in criminal interdiction, investigations and regulatory efforts

The purpose of this aim is to adopt more electronic enforcement techniques in order to focus manpower on growing criminal interdiction needs. Electronic enforcement is the use of technology to enforce laws related to criminal activity, domestic security, infrastructure protection, and monitoring and enforcement of transportation systems. Technology might include intelligent transportation systems, license plate readers, drones, and RFID tracking, among others. Criminal Interdiction includes identifying, preventing, and eradicating criminal activity through proactive enforcement in conjunction with timely and thorough investigations.

We will:

- Identify current, trending and future technologies, while developing strategic plans to effectively utilize the Department's electronic enforcement assets.
- Pursue legislative changes needed to effectively implement the use of current and future technology for electronic enforcement and to address changing crime trends.
- Establish a systematic and progressive training model designed to offer continual training for specialty units, including electronic enforcement techniques and other new technologies.
- Strengthen partnerships with federal, state, and local governments to maximize the use of the Department's data resources (facial recognition, DL/Vehicle information, etc.).
- Dedicate staff to predictive policing techniques and systems for the analysis of future trends, the efficient deployment of limited resources, and to deter/prevent crime.
- Identify fiscal requirements and subsequent funding sources to construct an efficient infrastructure necessary to develop a dynamic enforcement program.
- Create specialized units to foster expertise in forensics and analysis, such as crime scene processing, computer crimes, aerial support, drug recognition, and public corruption, and expand individual specialization of members.
- Upgrade the Department's automated law enforcement information reporting system to be more efficient to allow for one stop shopping for report completion and data retrieval.
- Proactively represent the State's interest in domestic security efforts (i.e. intelligence information sharing, critical infrastructure protection, security measures, immigration enforcement units, antiterrorism units).

- Enhance the Traffic Homicide Investigations (THI) program, including training, to effectively interface with advances in technology associated with Smart Transportation Systems and other technological advancements.

Aim 3: To expand and improve our existing cyber security practices.

Cyber security is the protection of the confidentiality, integrity, and availability of sensitive information. Cyber security involves utilizing technologies to control access to and distribution of data and to defend against data breaches and vulnerabilities. It also involves training and educating users about data security responsibilities and providing policies and procedures to ensure compliance.

We will:

- Enhance threat assessment and monitoring through timely compliance with state and federal law changes, and by designating additional staff to serve as cyber security experts.
- Propagate enhanced authentication technologies (biometrics, smart cards) for both internal and external access to sensitive information. This is particularly important in relation to Aim 5.
- Improve user accountability of sensitive data by maximizing the use of technology to manage user access and identify potential fraud or misuse.
- Implement best practices for effective cyber defense.
- Improve security training by focusing on specific job responsibilities as well as saving, storing, sharing and maintaining electronic records.
- Pursue contract changes to ensure stakeholders safeguard sensitive data, and enhance contract management to provide for stricter penalties for security breaches.
- Practice good records management to ensure the proper retention and maintenance of electronic data.

Aim 4: To enhance the Department’s ability to successfully promote the transportation of commerce while ensuring public safety and security.

The transportation of commerce is the delivery of goods and the conveyance of passengers from one location to another via land, sea or air. The promotion of commerce ensures the efficient movement of goods and the conveyance of passengers throughout the state to the benefit of businesses and the consuming public. This must be balanced with protecting the businesses, citizens, and visitors of Florida from harm, such as physical injury or death, property damage, theft, or financial loss.

New technologies in this area include automatic on-board recording devices to record driver activity; technology to monitor operator drowsiness; intelligent transportation systems; and automatic weigh in-motion with imaging.

We will:

- Emphasize cargo theft prevention or intervention by strengthening partnerships with other governmental agencies and industry stakeholders, while developing predictive analytical techniques to address future trends.
- Pursue legislation, policies, and partnerships to maximize the use of data driven self-monitoring by operators.
- Implement procedures to actively participate in the deployment of the Intermodal Strategic Transportation System managed by the Department of Transportation to link major port cities and railroad lines. These routes will be highly traveled by commercial vehicles.
- Establish outreach programs to educate industry stakeholders and foster productive relationships.
- Comply with federal regulations and propose legislation to facilitate the regulation, enforcement and security of commercial transportation systems.
- Actively participate in national committees and alliances to ensure Departmental input with regard to federal regulatory issues.
- Identify technological advancements in the area of commercial transportation systems and formalize fiscal requirements and funding sources to obtain and utilize advanced technology.

Aim 5: To position the Department to lead the transition from paper to electronic credentials.

Credentials that could be transitioned from physical documents to electronic documents include: driver license, vehicle title/registration and the possibility of an embedded RFID chip with title and registration information that will follow the vehicle and not the individual. E-credentials will provide a safe and secure means for our stakeholders, partners and customers to obtain services more efficiently and timely. The e-credential will also provide an infrastructure to support other state, local and private entities.

We will:

- Propose legislation to allow electronic credentials.
- Support national e-titling/e-credentialing projects and identify industry best practices.
- Identify and utilize outsourcing potentials with private entities. See also Aim 12 below.
- Facilitate the collection and delivery of e-credentials with evolving technology.
- Promote and market transition to e-credentials.
- Identify opportunities to lessen adverse effects on vendors and stakeholders who currently provide systems or products that support paper credentials.
- Develop procedures to mitigate impact to law enforcement/stakeholder if disruption of delivery system occurs.
- Develop a model which allows for a smooth transition from physical documents to e-credentials (considering those customers who are reluctant or hesitant to convert).

Aim 6: To expand customers' ability to independently access services in real-time.

Real-time, self-service delivery refers to methods and processes put in place by the Department so that a customer can obtain services at their convenience.

We will:

- Provide a secure one-stop on-line interface for all services provided by the Department, as well as related services provided by other state entities.
- Propose policy and/or law changes to allow implementation of future service delivery methods (alternate official notification, e-mail, text, hologram, etc.), as well as incentives for the use of self-service options.
- Improve customer service through both virtual assistance and 24/7/365 service delivery.
- Invest in modernization efforts and adopt successful private industry advancements in technology in partnership with industry experts when efficiencies are attainable.
- Coordinate with other jurisdictions and stakeholders to share electronic information and other official documents to streamline processes. See also Aim 8.

Aim 7: To maximize the Department’s communication efforts through the use of social media and other new technology.

Communication involves all forms of interaction between the Department and the various internal and external consumers we serve. Effective communication is critical to sustain productive and efficient relationships, and the rapidly changing technology associated with social media networks presents a tremendous opportunity to develop interactive, real-time marketing strategies which will greatly enhance the Department’s ability to provide quality service.

We will:

- Research and adopt technologies that will allow implementation of new communications tools, resources and infrastructures.
- Ensure our members are trained in the use of progressive communications technologies and new media applications.
- Proactively seek funding and partnerships to effectively communicate the Department’s messages.
- Emphasize public safety messaging and instructional materials for our customers.
- Continuously track changes in population and cultural shifts to properly target communications needs and develop optimal interaction methods.
- Use progressive communications tools to allow real-time access for internal and external users to interact with the Department’s resources.
- Leverage information and best practices provided by other entities, including other states that relate to public safety issues.
- Provide management tools that will continuously evaluate the use and effectiveness of our communications efforts.

Aim 8: To utilize advanced technology to enhance data sharing practice and provide the ability to adjust in real-time to stakeholder requirements.

Data sharing is the exchange of data from one entity to another, for example, the transfer of traffic citation data from law enforcement officers to the Clerks of Court, the transfer of data from driver and vehicle records to insurance companies, and the transfer of driver record data from Florida to another state.

We will:

- Create data connectivity portals to provide data to stakeholders through self-service and automation, which will foster entrepreneurship and promote data use.
- Support Aims 2, 4, 6, 7, and 8 by implementing best practices for storage and maintenance of identification data that is used to connect disparate data sets from a variety of sources.
- Champion national data sharing from one jurisdiction to another for purposes like driver records, vehicle titles, toll violations, civil citations, investigations, immigration, and other uses.
- Facilitate the electronic collection of crash, citation, safety, domestic security, and other data to improve data accuracy and integrity.

Aim 9: To effectively attain, train, and promote a more efficient and agile workforce.

The advent of a more technological advanced work environment will result in a need for a highly skilled workforce to function in multiple roles across the Department, necessitate a need for an innovative training program to promote upward progression within the Department, and creative ideas to retain employees. These ideas might encompass on-the-job-training; job shadowing; succession planning; mentoring; flexibility in work schedules and work location; and agility in personnel management, like hiring on a project-basis, or allowing supervisors control over how salary dollars are used.

We will:

- Develop a workforce model to assess future skills needed, provide training to develop employees to perform new duties, create a competitive salary/benefit model to attract and retain a skilled workforce, and build a succession plan.
- Anticipate changes in how we work, work duties, and performance expectations, based on changing business practices, and provide new training, communication, and performance tools to accommodate those changes.
- Encourage, motivate, and support the workforce through innovative recognition and training programs that are relevant and current.
- Monitor employment trends and proactively adjust hiring and recruitment practices.
- Consider staffing alternatives to ensure adequate staffing levels are maintained and to obtain specialized skill sets.
- Empower decision-making at the lowest possible organizational level.

Aim 10: To consolidate government functions and leverage the capabilities of businesses to support a variety of public and private services.

The purpose of this aim is to maximize efficiencies in the delivery of government-issued products and services. For example, the efficiencies realized by the consolidation of government-issued licenses, identification documents, and benefit authorizations have the potential to greatly benefit the user and the issuing entities. Other examples might include consolidation of certain law enforcement functions, joint law enforcement communication centers, and process efficiencies that eliminate redundancy. Additionally, leveraging the capabilities of, including private businesses, to provide services will allow the Department to focus on the goods and services in which it specializes. Examples include partners offering virtual driving simulators for training and examinations, cameras to enforce speed limits and other traffic laws, and centralized production and distribution of products.

We will:

- Seek opportunities for mutually beneficial partnerships that provide leading-edge goods or services, while producing cost-savings and providing a variety of options to customers. For example:
 - Related government services might be offered through a single on-line portal or in shared service centers.
 - Consolidation of the responsibility of customer identification to one agency, with participating agencies electronically verifying customer identity prior to the provision of benefits or services, may reduce fraud and misappropriation of government benefits. See Aim 8.
- Work with stakeholders to identify legislation, revenue, and budgetary impacts and implement changes necessary to produce efficiencies.
- Adapt ideas from other agencies and jurisdictions and implement best practices.
- Foster a cultural environment that encourages members, based on their subject matter expertise, to eliminate redundancies in operations.
- Capitalize on technological advances that create process efficiencies and streamline operations.
- Develop different models of service delivery to maximize benefits to our constituents and allow partners to realize profits, while maintaining uniform standards for service delivery.
- Increase the depth of contract management skills to meet the challenges of the future, craft specifications and scope, and create advanced accountability standards to measure efficiencies and vendor performance.

Aim 11: To identify alternative revenue models.

Existing revenue models, such as the fuel-use tax, user fees from driver license and vehicle services, data sales, and traffic citation penalties, may no longer produce sufficient revenue as technology and processes change. Therefore, the Department must consider new revenue models to ensure continued funding for state services. Alternative revenue models might include convenience fees for optional services, tax by mileage driven, and restructured payment of traffic fines.

We will:

- Analyze current revenue models against changing business practices, industry trends and potential changes to determine effect on state, local, and third-party revenue.
- Propose new revenue models corresponding to process and system changes to ensure adequate funding levels.
- With stakeholders, conceptualize implementation of alternative revenue models to identify repercussions, mitigate risk, and facilitate transition.

Attachment A

Strengths, Weaknesses, Opportunities, Threats

| | Strengths | Weaknesses |
|----------|---|---|
| Internal | <ul style="list-style-type: none"> • Data centric • Document/identification expertise • Law enforcement intelligence expertise • Experience in credentialing • Some existing technology that supports goals • Ability to generate revenue • Some existing connectivity between states and between agencies within Florida • Some services available on-line now • Scope of legislative authorization/Ability to influence laws and national standards • Mission • Reputation • Networking resources • Participation with national and local organizations • Creative ideas • Family-oriented • Already working toward consolidated govt. • Currently collecting emails and using SharePoint notifications • New customer service phone system • Seek new employees with new ideas • Most new hires have technical skills • Modernization of systems being planned • Touch more citizenry than any other Department • LE communications center technology and expertise • Presence and visibility as law enforcement • National leadership role • Experience in investigations • Multi-lingual/cultural • Existing educational opportunities for members • History • Effective revenue collection mechanisms • Public service values • Data analysis and use • Knowledge base • Looking forward as a Department • Business friendly | <ul style="list-style-type: none"> • Manpower • Ability to influence the decision makers • Ability to gain trust and support • Lack of Department focus, cohesiveness • Lack of funding – project specific • Training – for future skills, to retain employees • Effective internal and external communication • Resistance to change/Slow to adapt to change • Competing priorities • Lack of system integration/Disparate databases • Planning for the future • Inability to change quickly/lack of nimbleness • Unreliable, outdated technology infrastructure • Slow system response times • Changing technology impacts staff skill level and hiring requirements • Not business-minded with staffing decisions • Management culture and training/mentoring • Bureaucracy for purchasing, personnel actions • Lack of documentation of business rules • Don't know our customers well • Taking culture into consideration when dealing with customers and employees • Cross-training, having more than one or two experts • Overall lack of resources • Growth/succession of employees • Lack of centralized, concerted policy making • Getting everyone to see the big picture • Salary levels and lack of raises/incentives • Not enough project and management involvement from field • High turnover and members retiring • Lack of awareness about data security and privacy • Lack of implementation of innovation • Reactive • Too influenced by outside sources • Legal challenges • Time management • Matching the right person to the right job/team • Lack of career paths not requiring supervisory duties • Lack of trust in managers • Diverse and complex laws • Programs that are outside our core mission • Marketing • Inability to help certain portions of the population • Data accuracy and integrity • Lack of data governance • Ability to handle additional high volumes of transactions • Ability to accept new payment types • Complexity of fees and revenue distribution |

| | | |
|----------|---|---|
| External | Opportunities | Threats |
| | <ul style="list-style-type: none"> • Consolidation of laws • Streamline processes • Changing public expectations • New funding sources (grants, etc.) • New public services • Ability to influence national standards via participation in AAMVA and other organizations • Cultural change • Improved communication/outreach • Affect change in other organizations by our changing business processes • Adapting new technologies • Streamline between agencies • Partnership with private businesses • Consumer-driven services • Changing federal regulations • Integrate information/access to how people want to receive information • Consolidation or streamlining of law enforcement, communications center, etc. • Telecommuting/remote workplace • Shifting law enforcement duties to civilians • Outsourcing for expertise • Streamlining business practices and processes • Successes in other jurisdictions • New high speed train from Miami to Orlando • New services from advent of autonomous cars • Partnerships with other agencies • Public education and outreach • Use of state university resources • Changes in criminal activity • Involvement with immigration issues • Elder drivers • Data 'keeper' • Crime scene investigations • Stakeholder outreach and involvement • Automation of business processes and service delivery • Business and criminal intelligence • Change paradigms related to how service is delivered • Shift of services to others who are experts • Fraud detection • Fewer physical items produced and less cash handled • More data connections/data access • Tolling, nationally • Free ways to communicate with various audiences; less reliance on news media | <ul style="list-style-type: none"> • Political environment • Economic environment • Stakeholder perception • Stakeholder willingness to change • New & different security threats • Available technology ready and available to customers • Managing changing technology • Changing/loss of revenue • Privacy issues/Security vulnerabilities and breaches • Shifting workforce norms – generation gaps • Changing consumer expectations • Language barriers • Other agencies relinquishing control/trusting us • 'DMV' reputation • Facilities location and structural limitations • Limitations of laws/authority • High volume of stakeholders • Ethical changes in society • Legislative mandates • Cultural buy-in • Availability of qualified resources • Ability to retain employees • Lobbying by others contrary to our goals • Bureaucracy • Competition from private sector • Communication fragmentation • Demographic changes • Purchasing protests/environment • Lack of standard data definitions • Outdated technology used by our partners • Transitioning from current to new technology/maintaining multiple systems • Coordination across agencies and state lines regarding adaptation of new technologies • Dependencies on others • Lack of uniform data management systems • Information silos • Lack of data/data gaps • Managing public records with outsourcing • Existing laws that are restrictive or out of date • Posers, i.e., misleading websites |