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September 30, 2022

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201 Capitol  
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Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Department of Highway Safety and Motor Vehicles (DHSMV) is approved and submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the Fiscal Year 2023-2024 through Fiscal Year 2027-2028. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is <http://floridafiscalportal.state.fl.us/>.

This LRPP continues the same nine prior year performance measures. We conducted our annual business planning process on the multi-year strategic plan developed four fiscal years prior. As we continue building on our strategic plan, we have identified more tactical programs to supplement our goals and objectives and support our performance measures.

Measuring our performance and reporting on the results each year ensures we are providing quality service to our customers. We strive to ensure resources are being efficiently and effectively utilized, transparent and are available to the citizens of the state.

The Department of Highway Safety and Motor Vehicles provides services impacting the lives of almost every family in our state. We recognize the importance of maintaining our values of service, integrity, courtesy, professionalism, innovation, and excellence in everything we do. I am sure you will find the department's LRPP is informative and indicative of our continued commitment to public safety, driver education, consumer protection, and customer service.

Sincerely,

Terry L. Rhodes  
Executive Director

# LONG RANGE PROGRAM PLAN

*Fiscal Years 2023/24– 2027/28*

**“Providing Highway Safety and Security Through Excellence in  
Service, Education and Enforcement”**

**September 30, 2022**

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# Department of Highway Safety and Motor Vehicles Mission

## 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***

**Leaders in Service ~ Agents of Progress ~ Champions for Safety**

# Department of Highway Safety and Motor Vehicles

## Goals and Objectives

**GOAL #1: PUBLIC SAFETY** – *Enhance the quality of life for residents, visitors, and members while deterring illegal activity, promoting safety, protecting property, and safeguarding personal information.*

**OBJECTIVE 1A:** Foster a safe driving environment and protect the community.

**OUTCOME:** % of calls for service responded to by FHP within 30 minutes or less.

Baseline 2014-15	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
71.37%	85.00%	85.00%	85.00%	85.00%	85.00%

**OBJECTIVE 1B:** Recruit, develop and retain a skilled, knowledgeable and engaged workforce.

**OUTCOME:** % of duty hours spent on patrol and crash investigation activities.

Baseline 2014-15	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
73.35%	75.00%	75.00%	75.00%	75.00%	75.00%

**OBJECTIVE 1C:** Optimize processes and operations to provide effective and reliable services.

**OUTPUT:** 100% of high risk intrastate motor carriers receiving a compliance intervention within 90 days. (2017-18 baseline was for high-risk only.)

Baseline 2017-18	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
90.00%	90.00%	90.00%	90.00%	90.00%	90.00%

**OBJECTIVE 1D:** Secure and protect data.

**OUTPUT:** % of targeted transactions reviewed for quality assurance.

Baseline 2015-16	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
5.00%	5.50%	5.50%	5.75%	5.75%	5.75%

**GOAL #2: SERVICE DELIVERY** – *Provide quality experiences, products, services, and interactions.*

**OBJECTIVE 2A:** Optimize processes and operations to provide effective and reliable services.

**OUTCOME:** % of driver license office customers waiting 30 minutes or less for service.

Baseline 2010-11	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
95.00%	95.00%	95.00%	95.00%	95.00%	95.00%

**OUTCOME:** Average Customer Service Call Center wait times (minutes).

Baseline 2013-14	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
13:00	12:00	12:00	11:00	11:00	11:00

**OUTCOME:** First time pass rate for Class E driver license knowledge test.

Baseline 2015-16	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
63.98%	70.00%	70.00%	70.00%	70.00%	70.00%

**OUTCOME:** % of customers that rate services as satisfactory or better.

Baseline 2010-11	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
85.00%	85.00%	85.00%	86.00%	86.00%	87.00%

**GOAL #3: Member Experience** – *Foster an environment where our members feel valued and are empowered to grow and make a positive difference.*

**OBJECTIVE 3A:** Foster a collaborative culture where all members are empowered to succeed.

**OUTCOME:** % of members who rate job satisfaction as satisfactory or better.

Baseline 2010-11	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
75.00%	75.00%	75.00%	75.00%	75.00%	75.00%

# Department of Highway Safety and Motor Vehicles

## Linkage to Governor's Priorities

Governor's Priority # 2 – Improve Florida's Education System (Sub-bullet 4 – Provide quality career and technical education options for Florida's students and workforce)

Department of Highway Safety and Motor Vehicles

*Goal: Member Experience – Foster an environment where our members feel valued and are empowered to grow and make a positive difference.*

Objective: Recruit, develop and retain a skilled knowledgeable and engaged workforce.

Objective: Standardize education of the department's vision, mission, and values as part of new member recruitment and orientation.

Objective: Use SMART expectations to focus supervisors on educating members how their support is key to the success of the department's strategic plan.

Governor's Priority #3 – Economic Development and Job Creation (Sub-bullet 2 – Maintain Florida's status as a low-tax state and continue to find opportunities to reduce taxes and fees and Sub-bullet 3 – Reduce existing regulations and stop any new regulations that do not serve the public health, safety, and welfare.)

Department of Highway Safety and Motor Vehicles

*Goal: Service Delivery – Provide quality experiences, products, services, and interactions.*

*Goal: Member Experience – Foster an environment where our members feel valued and are empowered to grow and make a positive difference.*

Objective: Deliver innovative services.

Objective: Recruit, develop and retain a skilled knowledgeable and engaged workforce.

Objective: Enhance collection and utilization of data.

Objective: Promote a work environment where members feel safe and secure.

Objective: Encourage open, professional communication.

Objective: Cultivate member pride, loyalty and representation of our department's vision, mission and values.

Governor's Priority #5 – Public Safety (Sub-bullet 1 - Continue to uphold immigration law to protect our borders and communities and remove illegal aliens from the state, Sub-bullet 2 – Support local and state law enforcement's ability to investigate and prevent criminal activity and Sub-bullet 3 - Develop and implement comprehensive threat assessment strategies to identify and prevent threats to the public. )

Department of Highway Safety and Motor Vehicles

*Goal: Public Safety – Enhance the quality of life for residents, visitors, and members while deterring illegal activity, promoting safety, protecting property, and safeguarding personal information.*

Objective: Effectively respond to domestic security events, natural disasters, and emerging threats.

Objective: Foster a safe driving environment and protect the community.

Objective: Secure and protect data.

Objective: Conduct a comprehensive threat assessment for field offices.

Objective: Employ alternative methods to maximize security presence at field offices and public-facing facilities.

Governor’s Priority #6 – Public Integrity (Sub-bullet 1 – Protect taxpayer resources by ensuring the faithful expenditure of public funds and return funds to taxpayers through tax relief, Sub-bullet 2 – Promote greater transparency at all levels of government and promote the highest standard of ethics for state and local officials. and Sub-bullet 3 – Hold public officials and government employees accountable for failure to serve the public interest at all times)

Department of Highway Safety and Motor Vehicles

*Goal: Public Safety – Enhance the quality of life for residents, visitors, and members while deterring illegal activity, promoting safety, protecting property, and safeguarding personal information.*

*Goal: Service Delivery – Provide quality experiences, products, services, and interactions.*

Objective: Secure and protect data.

Objective: Position the department as a leader in acquisition and management of assets and emerging technology.

Objective: Improve efficiency and effectiveness of our members by applying creative solutions to department priorities.

Objective: Educate members on department's vision, mission and values, and how they support it.

Objective: Enhance collection and utilization of data.



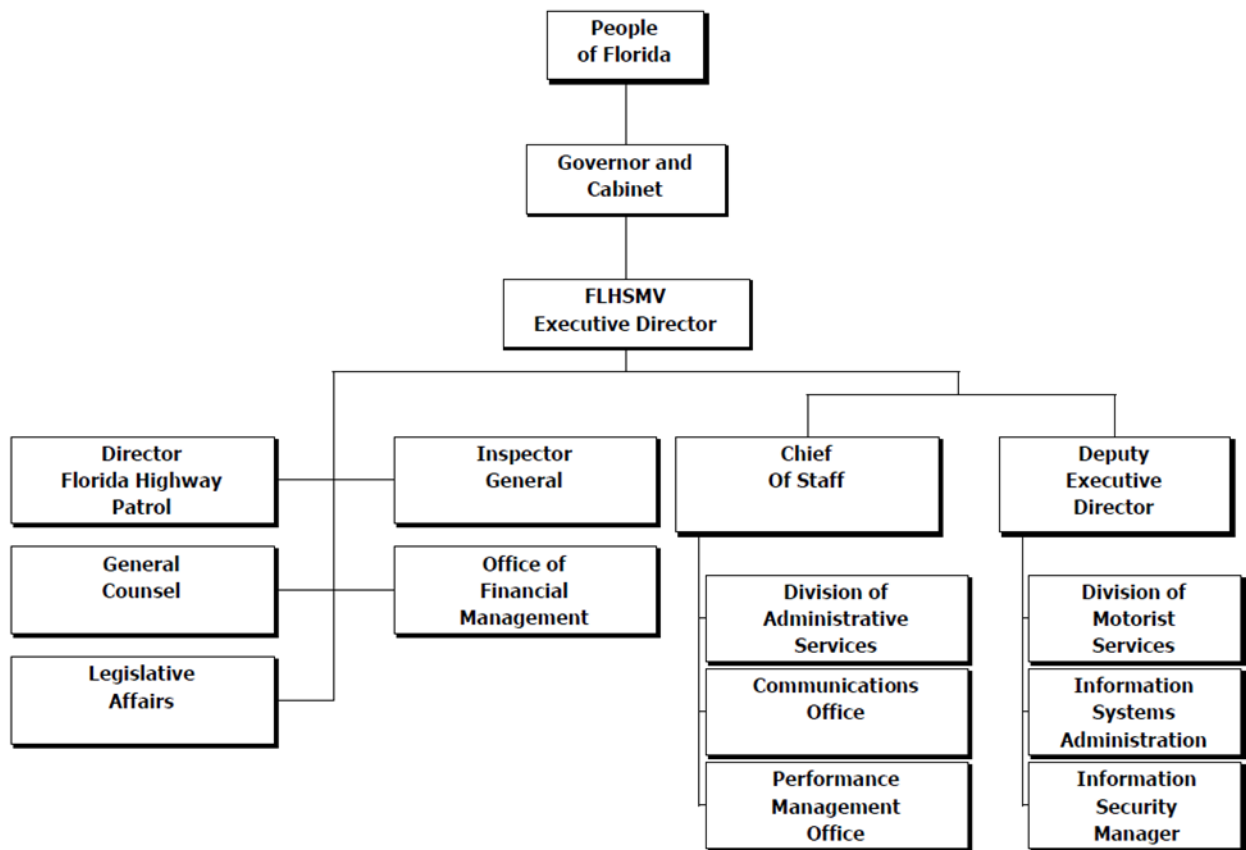


# Trends and Conditions Statement

## A. Agency primary responsibilities, based on statute.

As a public safety agency, the Department of Highway Safety and Motor Vehicles' core mission is to provide highway safety and security through excellence in service, education and enforcement for millions of Florida residents and visitors. We are dedicated to finding efficient and effective ways of doing business so we may continue to improve customer service, enhance strategic relationships with stakeholders and measure critical performance indicators.

The department is organized as described below:



The department's primary responsibilities are established in various provisions of Florida law as described in the following paragraphs:

#### Law Enforcement

The Division of the Florida Highway Patrol (FHP) is authorized in Section 20.24, Florida Statutes. Section 321.05, Florida Statutes provides that members of the Florida Highway Patrol are to be conservators of the peace and law enforcement officers of the state. The FHP is directed to patrol the state highways; regulate, control, and direct the movement of traffic; enforce all laws regulating and governing traffic, travel and public safety on the public highways; and provide for the protection of the public highways and public property. Additional duties assigned to the FHP include:

- Maintain the public peace by preventing violence on highways;
- Apprehend fugitives from justice;
- Investigate vehicle thefts and seize contraband or stolen property on the highways;
- Assist other constituted law enforcement officers of the state to quell mobs and riots, guard prisoners and police disaster areas;
- Make arrests while in pursuit of a person believed to have violated traffic and other laws; arrest persons wanted for a felony or against whom a warrant has been issued on any charge in violation of federal, state or county laws or municipal ordinances; and
- Enforce laws governing the operation, licensing, and taxing of private and commercial vehicles, licensing and controlling the operations of drivers, and collecting state fees and revenues imposed on incidents related to the use of highways.

#### Motorist Services

The Division of Motorist Services has been established in Section 20.24, Florida Statutes, and Chapter 15, Florida Administrative Code.

Statutory Authority for Operational Activities:

- The department's driver licensing and driver improvement programs are established in Chapters 318, 322, 324 and 624, Florida Statutes.
- The department's motor vehicle program derives statutory responsibilities from Chapters 207, 317, 319, 320, and 328, Florida Statutes.

The Division is responsible for administering major operational functions and serving customers across the state. Motorist Services achieves its core functions through eight operational bureaus; Bureau of Commercial Vehicle and Driver Services, Bureau of Dealer Services, Bureau of Issuance Oversight, Bureau of Motorist Compliance, Bureau of Records, Bureau of Credentialing Services, Bureau of Customer Service, and Bureau of Motorist Support Services.

The core functions provided by the bureaus within Motorist Services are the issuance of driver licenses, learner's licenses, identification cards, titles, motor vehicle registrations, parking permits, commercial driver licenses, commercial learners permits, dealer licenses and maintaining driver and vehicle records.

**B. What led the agency to select its priorities?**

The department’s priorities are established as part of our strategic planning process. To achieve stability and establish an overall baseline for performance, the department will continue with the same nine performance measures as last year. Each of the performance measures and their associated standards were evaluated through an extensive blueprinting process. The department’s approach led to a three to five-year strategic plan. This year our annual business planning review process, using the SWOT methodology, allowed us to continue adjusting our strategic plan. Complementing the three Member Experience tactical programs initiated last fiscal year, a fourth one was initiated this fiscal year. Ten of the twelve Member Experience tactical programs are now in progress while one has been completed. At the end of the fiscal year at a Tactical Programs Team Leads meeting, accomplishments were documented, roadblocks were identified and workarounds discussed, and future plans established.

The department continues the use of data and analytics to pursue our goal of data-driven decision making and improved products and services. We will be able to provide monthly, quarterly, and annual performance reports to a variety of stakeholders, and all other reports, on a timely, consistent basis.

**C. How the agency will generally address the priorities over a five-year period.**

The department incorporates division-level strategic plans from each team and ties them to our goals and performance measures. Measurable goals and objectives are set, as well as specific strategies for achieving each goal and objective. During the strategic planning process, each organizational unit ties the goals and objectives to an individual’s Specific, Measurable, Attainable, Realistic, Timely (SMART) goals.

These processes allow the department to monitor current progress, provide for course corrections, and establish and address our priorities over a five-year period. Also, maintaining the same performance measures over a longer period, increases our ability to provide timely, consistent, quality assured data and relevant analysis of such data. As mentioned above, quarterly and annual reports, after briefed to the Governor and Cabinet, are published and provided to stakeholders.

**D. The justification of revised or proposed new programs and/or services.**

The performance measures and goals establish the foundation and a roadmap for the department. The department is focusing on data-driven decision making through improved data collection, data validation, and data analytics. With quality, data-driven analysis we will be able to create educational campaigns that improve driver safety; guide improvements in Florida Highway Patrol (FHP) responses; focus FHP resources on “target areas” to prevent and respond to crashes; provide quality information to our partners to enhance public safety services; and continually review and improve our internal processes. Additionally, one of the tactical programs tied to the Public Safety goal is to pursue a data loss prevention initiative under the secure and protect data objective. The department’s strategy behind this tactical program is to protect against data loss and improper use of data through effective system and

policy design. The data loss prevention initiative is a maturing and evolving process. Current progress includes fine tuning policies, validating incidents, and escalating for action.

Additionally, two major initiatives were implemented in the Office of Performance Management both of which will enhance the business operations side of data management, data quality and data security. The first initiative embraces Cloud First with the migration of the current data visualization software on premise server to an online/cloud environment including installation and configuration. The second initiative involves a revised approach to data management and analysis broken into four phases: scope, data discovery, data analysis and review results.

The Motorist Modernization Program continues to be one of our agency's top budget priorities. The Program modernizes out-of-date systems and technologies to better support the strategic goals of the department. This initiative leverages technological advances in the software, hardware and network arenas to provide faster and more effective computing solutions. The Program aligns with the major tenets of the department's strategic plan by streamlining strategic business processes, revolutionizing customer service and leveraging current technologies.

Phase II, relating to motor vehicle titling and registration issuance, completed requirements gathering in June 2018 and requirements grooming was completed in 2019. Software development began during Fiscal Year 2019-20 and is currently underway. The department continues to involve stakeholders in this initiative to ensure system development is beneficial to Florida residents. A monthly verification and validation assessment is conducted by an independent contractor to ensure the Program is managed in an efficient and optimal manner. Finally, the department will leverage the driver license work from Phase I and will release Florida Smart ID, an optional digital and secure version of a physical credential, later this year with additional functionality to follow.

The Motorist Modernization implementation timeline allows the department to make necessary, real-time adjustments to performance, performance measures, and associated standards. Other benefits include enhanced revenue collection, increased audit, and self-service capabilities, a centralized source for customer data, improved motor carrier services, and a more efficient document collection and management system. Motorist Modernization will also create opportunities for savings and cost avoidance for the state and our local government stakeholders.

FLHSMV's Highway Heroes initiative was launched in partnership with the Florida Attorney General's Office and Truckers Against Trafficking (TAT). The goal is to train Florida's commercial drivers on how to identify and report suspected human trafficking occurring on Florida's highways. To date, more than 6,500 of Florida's licensed truck drivers became certified Highway Heroes. Additionally, the department trained nearly 400 FHP troopers with TAT's law enforcement resources.

The FHP received funding to incorporate an Advanced Vehicle Operations and Training Complex at the FHP Training Academy. Working with an application (app) developer, FHP has a Wellness App available for download for members and family. The Wellness App is available 24/7 and it is confidential.

The American Association of Motor Vehicles (AAMVA) maintains the State to State (S2S) system, which utilizes the State Pointer Exchange Services (SPEXS), enabling communication via the AAMVA Central Site, as well as direct communications from ‘State to State’. This allows a state to: (1) determine if a person holds a DL or ID card in another state; (2) send a request to another state to terminate a DL/ID if a duplicate is found. If an applicant does not want to cancel the out-of-state issuance, they will not be issued a driver license or ID card in Florida. Participation will afford FLHSMV the capability to have an automated electronic access to all other driver information contained in the motor vehicle databases of each participating state.

The department has scheduled an implementation date with AAMVA for January 2023

The department received legislative funding in fiscal year 2020-2021 to initiate, plan, execute/implement a secure mobile driver license (mDL) starting with a pilot program in December 2020. A credential service provider (CSP) vendor has been procured and work has begun to develop the data exchange interface between the CSP and the department. The pilot will consist of a control group (staff, public officials, law enforcement and retail partners). The mDL will be utilized in addition to the existing plastic driver license credential to minimize fraud and meet customer needs electronically through unlimited use cases.

The department created a web service solution that provides Tax Collectors an option to partner with a vendor to provide self-service kiosks in their county offices and other retail locations. The self-service kiosk provides Tax Collectors the opportunity to serve more residents of their counties without additional staffing. Released at the end of 2020, nine additional transaction types were added during Motorist Modernization Phase 1 and more will be added during Phase II. There are currently 53 kiosks with 38 in county offices and 15 in Publix stores. Over 550,000 transactions have been conducted in either cash or credit card. Services are available in both Spanish and English. Additional kiosk locations are under consideration.

FLHSMV’s MyDMV Portal provides Floridians and partners access to expanded online services. In addition to renewing and replacing your license, Florida ID card or motor vehicle registration, there are many other improved features. For example, you can clear many insurance suspensions, pay reinstatement fees, purchase and print your driver record, obtain a clearance letter and subscribe to receive email notifications.

The department started enhancing the existing survey process in fiscal year 2019-2020 to electronically disseminate surveys to customers through multiple different service delivery channels. Initially, the Customer Service Center was selected to survey customers as over a million customers are handled. Upon completion of a call, an optional text message is sent to the customer’s cell phone. Now, the department offers surveys in all fourteen state driver license offices, our web-based Virtual Office renewal system and our commercial vehicle walk in center, medical call help desk, vision call help desk, and commercial driver license help desk. Survey results are used to measure customer experience to improve services and evaluate performance. The department’s goal is to expand surveys in all service delivery channels to measure customer satisfaction and improve customer service.

Expanding on previously mentioned data analytics, the department increased the visibility and visualization of releasable public and media-interest data using recently acquired interactive data visualization software by posting dashboards on external outlets. The number of posted dashboards has increased substantially based on both external and internal data requests.

**E. Justification on the final projection of each outcome and include an impact statement relating to demand and fiscal implications.**

**Outcome 1A: % of calls for service responded to by FHP within 30 minutes or less.**

This outcome focuses on timely response and service by FHP troopers. This outcome, modified from the 2013-14 fiscal year, remained the same this fiscal year to appropriately address response times. In some areas, FHP has sole responsibility for crash investigations, which impacts this outcome. FHP will continue to work toward achieving the identified level throughout the outyears. FHP is experiencing an extremely high trooper retirement and attrition rate which directly impacts this outcome and outcome 1B below. The department has recently completed a detailed analysis of this measure. The analysis provided greater insights into the business process which resulted in an improvement of the measure. The analysis identified a gap in the measurement calculation for response time that, when updated, resulted in an improved response time percentage. The analysis also resulted in automating manual processes so more time can be spent in detailed business analysis and data quality improvements.

**Outcome 1B: % of duty hours spent on patrol and crash investigation activities.**

This outcome focuses on maximizing the time troopers patrol our highways and investigate traffic crashes. FHP will continue to assess the data to determine the maximum mix of hours available for patrol, crash activities and other requirements including mandatory training, court appearances, and leave. This performance measure went through a comprehensive vetting to ensure all signal codes used for the outcome were appropriately identified and aligned. As mentioned above, the extremely high trooper retirement and attrition rate impacts this measure as well.

**Output 1C: 90% of high risk intrastate motor carriers receiving an intervention within 90 days.**

This outcome focuses on safety performance and operational efficiency by prioritizing intervention efforts aimed at the motor carrier level (dealing directly with the persons responsible for safety management controls in the company). Compliance investigations may result in the issuance of civil penalties or enjoinder from operations based on findings. This measure will require an efficient use of compliance investigation section resources and extensive coordination with the Federal Motor Carrier Safety Administration (FMCSA), whose primary responsibility is the oversight of interstate motor carriers. FMCSA's Safety Measurement System determines the overall safety fitness status for each motor carrier based upon roadside inspection results, crash history and/or prior investigation violations to assess risk-based prioritization (high risk, moderate risk, risk, and monitor).

**Output 1D: % of targeted transactions reviewed for quality assurance.**

This output focuses on credentialing reviews to assist the department in exercising oversight of both state and Tax Collector issuance offices. This quality assurance program, through assessments of internal processes used during the execution of a variety of credentialing

functions, continues to present opportunities to improve compliance, provide consumer protection, detect possible fraud and deliver useable feedback to improve issuance accuracy. These compliance audits assist the department in fulfilling its statutory responsibility of ensuring lawful compliance. The standard for this measure will be incrementally increased either by a percentage or by the total number of transactions or offices reviewed. Transaction complexity and the type of transactional analysis may limit the incremental increase in the number of transactions reviewed each year. Specific focus areas will be determined as the data warrants as this measure provides us with the flexibility to adjust mid-stream and immediately address non-compliance areas and to implement corrective actions.

**Outcome 2A: % of driver license office customers waiting 30 minutes or less for service.**

This outcome focuses on timely service to driver license office customers. The department uses a web-based queue management system that monitors office flow with the aim of improving the customer's experience while optimizing operational efficiency. The system records the number of customers and measures their wait/service times during the service delivery process. The Department has been having trouble meeting demand for in person driver license services in Miami Dade and Broward. This is predominately due to the ongoing fallout of COVID 19. During the pandemic, a driver license office which required extensive face to face interaction with customers was not a particularly attractive place to work and the Department became unable to hire and train driver license examiners faster than we lost them. As a result, our vacancy rate skyrocketed. To address this problem, during this legislative session the Department requested and received a \$5,000 annual competitive market pay (CMP) adjustment for all driver license examiners in Miami-Dade and Broward effective July 1. In addition to the CMP, using existing budget, the department further increased the pay of examiners. Thus, starting pay for driver license examiners in Miami-Dade and Broward went from \$29k last fiscal year to \$38k starting July 1. This increase has had a dramatic positive impact on the Department's ability to hire examiners. In June of this year, 91 of the 326 driver license examiner positions were vacant. Currently, we have 57 vacancies with 27 applicants going through a background check which, when hired, would reduce our vacancies to 30. We also continue to interview prospective employees each week. It will take several months for the examiners to become fully proficient, but we expect our capacity to provide services will be greatly improved by the beginning of next year. For context, 60 more trained driver license examiners would be able to assist about 2,250 more customers each day. The Department provides 4,000 appointments a day and serves as many walk-up customers as we can fit in each day. As new examiners are hired and trained, we will aggressively add more appointments. Additionally, we have opened three offices on Saturdays to help meet the demand. In December of 2020, the Department also launched MyDMVPortal, a new portal which offered customers the ability to conduct additional transactions online. The department will continue to work towards reaching and maintaining the proposed levels during the next five years. The department will continue to work towards reaching and maintaining the proposed levels during the next five years.

**Outcome 2A: Average Customer Service Call Center wait time (minutes).**

The Department has one Customer Service Center (CSC) that assists the motoring public. The Customer Service Center (CSC) consists of three (3) sections: Tallahassee CSC, Field Support Center (FSC) and the Kissimmee Service Center (KSC). The Tallahassee CSC is comprised of 103 representatives and the Kissimmee CSC has 31 representative positions. The primary focus of the two service centers is to assist customers with motor vehicle and driver license

questions via inbound calls, faxes, emails, and written correspondence. The Field Support Center (FSC), a subset of the Tallahassee CSC, consists of 18 representatives. The FSC supports tax collector offices and supports general customer service functions. The CSC also utilizes an Interactive Voice Response system (IVR) to provide an automated self-service option to customers. The CSC, KCS, FSC and IVR (self-service) served almost 1.4 million customers. Although the CSC serves almost 1.4 million customers annually, more than 3 million contact attempts are made to the CSC annually. Using new analytics and visualization software, the department can further dissect the variables associated with this measure and get back on track to the identified standards over the next five years.

**Outcome 2A: First time pass rate for Class E driver license knowledge test.**

This measure reflects the percentage of individuals who successfully pass the 50 questions exam on the first attempt. This measure and the associated data allow us to monitor the individual exam questions and make appropriate changes where and when necessary. The department is currently issuing a new handbook with recent law changes. An electronic version of the handbook was uploaded to the department's website, and the handbook was made available as an eBook on Apple iBooks and Google Play. The handbook and practice knowledge exams are available in English, Spanish and Creole. The department regularly reviews the test questions to ensure relevancy and updates them accordingly. As with all measures, the department continuously monitors performance and runs monthly reports to increase the effectiveness.

**Outcome 2A: % of customers that rate services as satisfactory or better.**

This outcome measures the customers' experience and perception of service provided. The results of this measure allow the department to identify areas needing improvement and develop tools to help communicate clear, accurate and consistent information. The department started enhancing the survey process by implementing Qualtrics in fiscal year 2019-2020 to disseminate surveys to customers through different service delivery channels. Initially, the Customer Service Center was selected to survey customers as over a million customers are handled. Upon completion of a call, an optional text message is sent to the customers cell phone to participate in the survey. Now, the Department offers surveys in all sixteen state driver license offices via a QR Code, our web-based Virtual Office renewal system and our commercial vehicle walk in center.

Survey results are used to measure customer experience to improve services and evaluate performance. The department's goal is to offer surveys in all service delivery channels to measure customer satisfaction and improve customer service while monitoring the standards through the next five years.

**Outcome 3A: % of members who rate job satisfaction as satisfactory or better.**

This outcome focuses on our members' job satisfaction. Information collected is incorporated into action plans to address areas of improvement. Managers continuously solicit feedback from members to provide for process improvements. The department will continue our periodic pulse surveys and executive director round tables to ensure we are on track and make course corrections as necessary to achieve the standards throughout the five-year cycle and beyond.



**F. List of potential policy changes affecting the agency budget request or governor's recommended budget.**

The department is pursuing two strategies to expand services to commercial carriers registered and licensed under the International Registration Plan (IRP and International Fuel Tax Agreement (IFTA)). The first involves a legislative proposal that would allow authorized agents of the department to process IFTA transactions. There are currently 4 private tag agencies in the state that provide IRP services on behalf of the department but are not permitted to process IFTA transactions. The second strategy involves a legislative budget request that would establish an additional department office in Kissimmee to provide both IRP and IFTA services to commercial carriers.

**G. List changes that would require legislative action, including the elimination of programs, services and/or activities.**

The department's legislative proposals will identify any policy changes affecting our Legislative Budget Request and will identify proposed legislative actions (including those that would eliminate department programs, services and/or activities).

**List of all task forces, studies, etc., in progress.**

The department participates in numerous joint projects, initiatives, studies, and activities with associations, committees, boards and commissions. A sampling is listed below:

- American Association of Motor Vehicle Administrators
- Commercial Vehicle Safety Administration
- Federal Bureau of Investigation
- Federal Drug Enforcement Agency
- Federal Highway Administration
- Federal Motor Carrier Safety Administration
- First Responder Suicide Deterrence Task Force
- Florida American Legion Boys State
- Florida American Legion Girls State
- Florida Tax Collectors
- Florida Agency for Health Care Administration
- Florida Clerks of the Court
- Florida Department of Corrections
- Florida Department of Education
- Florida Department of Health
- Florida Department of Law Enforcement
- Florida Department of Revenue
- Florida Department of State
- Florida Department of Transportation
- Florida Department of Veterans Affairs
- Florida Division of Emergency Management
- Florida (Franchise) Auto Dealers
- Florida Highway Heroes

- Florida (Independent) Auto Dealers
- Florida Police Chiefs Association
- Florida Sheriffs Association
- Florida Trucking Association
- International Association of Chiefs of Police
- Mothers Against Drunk Driving
- National Association of State Boating Law Administrators
- National Highway Transportation Safety Administration
- Students Against Destructive Decisions
- State and local law enforcement agencies
- State Law Enforcement Chiefs Association
- US Department of Defense
- US Navy, Naval Postgraduate School
- US Secret Service
- US Department of Justice
- US Department of Homeland Security
- US Department of Transportation
- Veterans Florida

Significant projects currently in progress include the following:

- Motorist Modernization Phase II including mobile Driver License (Florida Smart ID)
- Application Cloud Environment (ACE)
- Retrofit Application to New Data Model
- ePayment Banking Solution
- Entry Level Driver Training
- Florida Highway Patrol Advanced Vehicle Operations and Training Complex
- Florida Planning, Accounting and Ledger Management (PALM)
- Express Driver License Pick-up via MyDMVPortal
- Expansion of Registration Renewal Kiosks
- Renovation of new Troop D HQ facility – Orlando
- Relocation of new Troop F facility – Sarasota County Procurement of new statewide Computer-aided dispatch/Report management system contract for FHP and state law enforcement partners
- Procurement of new Conducted Electrical Weapons with comprehensive virtual reality training
- FHP Sworn Applicant Portal and Background Information System Rewrite
- Department of Defense SkillBridge program
- Automated Driver License Testing System Workstation Replacement
- Automated Driver License Infrastructure Upgrade
- State-to-State (S2S) Driver License and Identification Card Verification System
- United States Passport Verification System
- Data Loss Prevention Tactical Program
- Veteran Recruitment Plan (HB 1219) (fourth year)
- Electronic Filing System for Salvage Dealers

- HAZMAT Fingerprint Machine Replacement
- Mobile Home/Birthdate Registration
- National Uniform Boating Law – HB 475
- Temporary IFTA/IRP Permit Online Sales Solution

The Department participates in numerous joint projects, initiatives, and activities with the following committees/task forces (**highlighted items indicate those required by law**):

- American Association of Motor Vehicle Administrators Autonomous Vehicle Information Sharing Group
- American Association of Motor Vehicle Administrators Best Practices Working Group
- American Association of Motor Vehicle Administrators Card Design Standard Committee
- American Association of Motor Vehicle Administrators E-Odometer Task Force
- American Association of Motor Vehicle Administrators Electronic Identity Subcommittee
- American Association of Motor Vehicle Administrators Joint Mobile DL Subcommittee
- American Association of Motor Vehicle Administrators National Motor Vehicle Title Information Systems State Program Subcommittee
- American Association of Motor Vehicle Administrators State2State Work Group
- **Automobile Dealers Industry Advisory Board**
- 
- Big Bend Coalition Against Human Trafficking
- **Commercial Motor Vehicle Review Board**
- Community Traffic Safety Teams
- **Criminal and Juvenile Justice Information Systems Council**
- **Criminal Justice Standards and Training Commission**
- DEA Task Forces – Various Florida Cities
- DL/ID Information Verification System Committee
- **Domestic Security Oversight Council**
- **Drug Policy Advisory Council**
- **DUI Programs and Review Board**
- **Emergency Medical Services Advisory Council**
- Electronic Registration Information Center (ERIC)
- FBI – Joint Terrorism Task Force
- Florida Auto Theft Intelligence Unit
- **Florida Court Clerks and Comptrollers**
- FloridaNet (National Public Safety Broadband Network)
- Florida Impaired Driving Coalition
- **Florida Planning, Accounting and Ledger Management (PALM) Project**
- Florida Preventative Radiological/Nuclear Detection Committee
- **Information Security Manager**
- Judicial Inquiry System Replacement

- Medical Advisory Board
- National Highway Traffic Safety Administration Quinquennial Traffic Records Assessment
- Natural Hazards Interagency Workgroup
- Off - Highway Vehicle Recreation Advisory Committee
- Orlando Metropolitan Bureau of Investigation (Ninth Judicial Circuit Task Force)
- Regional Domestic Security Task Forces
- Statewide Law Enforcement Radio System (SLERS)
- Statewide Commercial Vehicle and Cargo Theft Task Force
- Strategic Highway Safety Plan
- Tax Collector Steering Committee
- Traffic Incident Management Teams
- Traffic Records Coordinating Committee
- US Department of Housing and Urban Development

# **Performance Measures and Standards**

## **LRPP Exhibit II**

## LRPP Exhibit II - Performance Measures and Standards

### Department of Highway Safety and Motor Vehicles

Approved Performance Measures for FY 2022-23	Approved Standards for FY 2021-22	Prior Year Actual FY 2021-22	Approved Standards for FY 2022-23	Requested FY 2023-24 Standards
Program: Administrative Services			Code:	76010000
Service/Budget Entity: Executive Direction and Support Services			Code:	76010100
Agency administration and support costs as a % of total agency costs	5.00%	4.69%	5.00%	5.00%
% of members who rate job satisfaction as satisfactory or better	75.00%	81.79%	75.00%	75.00%
Program: Florida Highway Patrol			Code:	76100000
Service/Budget Entity: Highway Safety			Code:	76100100
% of calls for service responded to by FHP within 30 minutes or less	85.00%	64.17%	85.00%	85.00%
% of duty hours spent on patrol and crash investigation activities	75.00%	65.26%	75.00%	75.00%
Service/Budget Entity: Commercial Vehicle Enforcement			Code:	76100600
90% of high and moderate-risk carriers receiving an intervention within 90 days	90.00%	99.22%	90.00%	100.00%

<b>Approved Performance Measures for FY 2022-23</b>	<b>Approved Standards for FY 2021-22</b>	<b>Prior Year Actual FY 2021-22</b>	<b>Approved Standards for FY 2022-23</b>	<b>Requested FY 2023-24 Standards</b>
Program: Motorist Services			Code:	76210000
Service/Budget Entity: Motorist Services			Code:	76210100
% of targeted transactions reviewed for quality assurance	5.25%	10.54%	5.50%	5.50%
% of driver license office customers waiting 30 minutes or less for service	95.00%	68.55%	95.00%	95.00%
Average Customer Service Call Center wait times (minutes)	12 minutes or less	21:17	12 minutes or less	12 minutes or less
% of customers that rate services as satisfactory or better	85.00%	90.35%	85.00%	85.00%
First time pass rate for Class E driver license knowledge test	70.00%	72.19%	70.00%	70.00%

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# **Assessment of Performance for Approved Performance Measures LRPP Exhibit III**



**Assessment of Performance for Approved  
Performance Measures  
LRPP Exhibit III**

**Administrative Services Program**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Highway Safety and Motor Vehicles

**Program:** Administrative Services

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

**Measure:** Agency administration and support costs as a % of total agency costs

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/ <span style="background-color: yellow;">Under</span> )	Percentage Difference
5.00%	4.69%	0.31	6.20%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity              |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training           |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

**Explanation:** Included to show adherence to budget and cost guidelines.  
 No internal factors apply as the Department met this standard.

**External Factors** (check all that apply):

- |  |   |
|--|---|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster       |
| <input type="checkbox"/> Target Population Change                            | <input type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem         |   |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission |   |

**Explanation:**

No external factors apply as the Department met this standard.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

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**Assessment of Performance for Approved  
Performance Measures  
LRPP Exhibit III**

**Florida Highway Patrol**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Highway Safety and Motor Vehicles

**Program:** Florida Highway Patrol

**Service/Budget Entity:** Highway Safety

**Measure:** % Calls for Service FHP responded to in 30 minutes or less

**Action:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure             | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                     |  |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
85.00%	64.17%	20.83	24.51%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Personnel Factors    | <input checked="" type="checkbox"/> Staff Capacity |
| <input checked="" type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training         |
| <input type="checkbox"/> Previous Estimate Incorrect     | <input type="checkbox"/> Other (Identify)          |

**Explanation:** High retirement and attrition rates impact outcome. Quick Response Force events, out of state enforcement partnerships and crowd control during high profile events reduce trooper availability. Sole crash investigative entity in some areas also reduces availability.

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Resources Unavailable                    | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input checked="" type="checkbox"/> Natural Disaster |
| <input checked="" type="checkbox"/> Target Population Change                 | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission |  |

**Explanation:** Random nature of crash locations, geography, road construction/maintenance, and weather impact response times. COVID-19 caused 3 sworn FHP Line-of-Duty deaths. Isolation protocols in FY 21-22 Q1 created weeks when more than 90 members were unable to work, exacerbating staffing shortages. Geographic expansiveness in rural areas and dense traffic in urban areas exacerbate high attrition/staffing challenges. Population and centerline miles required to be patrolled increasing while staffing remains stagnant.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |   |  |
|---|--|
| <input type="checkbox"/> Training             | <input checked="" type="checkbox"/> Technology       |
| <input checked="" type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

**Recommendations:** Data analytics to determine “target areas” and factors such as season, weather, time, road conditions and other influencing driving behaviors. Test predictive analytics to deploy resources to areas where crashes most likely to occur. Address recruiting, retention and partnering with state, county, and local entities to identify areas of mutual support. Establish comprehensive merit/performance pay plan to improve retention and recruitment efforts.

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## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Highway Safety and Motor Vehicles  
**Program:** Florida Highway Patrol  
**Service/Budget Entity:** Highway Safety  
**Measure:** % of time spent on patrol and crash investigation

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/ <u>Under</u> )	Percentage Difference
75.00%	65.26%	9.74	12.99%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Personnel Factors    | <input checked="" type="checkbox"/> Staff Capacity |
| <input checked="" type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training         |
| <input type="checkbox"/> Previous Estimate Incorrect     | <input type="checkbox"/> Other (Identify)          |

**Explanation:** Trooper retirements, resignations, and attrition rates impact resources available to patrol and investigate crashes. Resources needed for Quick Response Force events and other state law enforcement activities further reduce resources for patrol and investigation hours. Mandatory training requirements impact availability of patrol hours. Radio system transition in FY 2021-22 required increased time for equipment installation and training.

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission |  |

**Explanation:** COVID-19 caused 3 Sworn FHP Line-of Duty-deaths, and isolation protocols in Q1 of FY 21-22 created weeks in which more than 90 members were unable to work, directly impacting availability of personnel for patrol and investigation hours. Court time and other mandatory administrative protocols impede available time for patrol.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Training | <input checked="" type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel           | <input checked="" type="checkbox"/> Other (Identify) |

**Recommendations:** Establishing a comprehensive merit and performance pay plan to improve retention and encourage recruitment efforts. Continuing virtual court attendance options. Training and communication on procedures to properly account for hours being developed. Technology updates and improvements to daily time and activity reporting implemented. Targeted enforcement waves for high visibility patrols underway.

*Office of Policy and Budget – July 2022*

**Assessment of Performance for Approved  
Performance Measures  
LRPP Exhibit III**

**Motorist Services Program**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department: Highway Safety and Motor Vehicles**

**Program: Motorist Services**

**Service/Budget Entity: Motorist Services**

**Measure: Average Customer Service Center (CSC) call wait times**

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
< 12:00 minutes	21:17	9:17	77.33%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Personnel Factors    | <input checked="" type="checkbox"/> Staff Capacity |
| <input checked="" type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training         |
| <input type="checkbox"/> Previous Estimate Incorrect     | <input type="checkbox"/> Other (Identify)          |

**Explanation:** Staffing challenges, global labor shortage, competitive salaries, and call volume increase. “One call resolution” increased call handle time but will decrease as members gain experience. Resources normally dedicated to phones, allocated to manage and process Financial Responsibility (FR) case backlog, resulting in higher wait times. FR case backlog resolved June 2022. MyDMV Portal volume continues to grow. Extra volume dictated need to add 15-20 FTE to MyDMV Portal daily. Resources reallocation negatively affects ability to service other calls.

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Resources Unavailable                    | <input checked="" type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster                  |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission |  |

**Explanation:** Global labor shortage made hiring and retention challenging. Influx of new drivers from out of State increased call volume while also increasing handle time. Customers increasingly looking for ways to interact with CSC other than voice as can be seen by MyDMV Portal increased volume.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Training  | <input checked="" type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify)      |

**Recommendations:** Enhance hiring process in collaboration with HR. Chatbot initiated deflects simple questions to automated resources and assisted over 1.1M customers. Interactive Voice Response enhancement will allow customers to clear multiple sanction types. Conditional routing to reduce idle time in MyDMV Portal. Work with ServiceNow project to develop more efficient email/case communication channel. Focus on “one call resolution” will reduce number of repeat calls and improve customer and member satisfaction.

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## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department: Highway Safety and Motor Vehicles**

**Program: Motorist Services**

**Service/Budget Entity: Motorist Services**

**Measure: Customer Wait Times  $\leq$  30 minutes**

**Action:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure             | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                     |  |

Approved Standard	Actual Performance Results	Difference (Over/ <span style="background-color: yellow;">Under</span> )	Percentage Difference
95.00%	68.55%	26.45	27.84%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity   |
| <input type="checkbox"/> Competing Priorities         | <input type="checkbox"/> Level of Training           |
| <input type="checkbox"/> Previous Estimate Incorrect  | <input checked="" type="checkbox"/> Other (Identify) |

**Explanation:**

Beginning July 2021, offices switched from appointment only to walk-in. Since customers were walk-in only, many were waiting for extended periods of time. October 2021, transitioned to appointment only and still faced with customers showing up without appointment. Customer wait time is result of high turnover (over 28%) and struggle to fill vacant positions. Once positions are filled, it takes at least three months before employees are thoroughly trained to have an impact. We have seen an increase in applicants for Examiner positions since legislative pay change took effect July 2022. Hiring and training is top priority.

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Resources Unavailable                    | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission |  |

**Explanation:** As indicated above, we have been faced with staffing shortages. We have seen an increase in the number of applicants applying to be a Driver Licenses Examiner since the legislative pay change went into effect July 1st.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |   |  |
|---|--|
| <input type="checkbox"/> Training             | <input checked="" type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify)      |

**Recommendations:** Our focus is hiring and training the newly hired employees. The Department also continues to leverage technology to allow for more transactions to be completed online.



# **Performance Measure Validity and Reliability**

## **LRPP Exhibit IV**

# **Performance Measure Validity and Reliability LRPP Exhibit IV**

## **Administrative Services Program**

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Highway Safety and Motor Vehicles

**Program:** Administrative Services

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

**Measure:** % of members who rate job satisfaction as satisfactory or better

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:**

This annual survey is performed using an online tool, with results maintained internally by the department. The standard is calculated by summing the number of members' survey results rating job satisfaction as satisfactory or better and dividing by the total number of members participating responding to the satisfaction question.

**Validity:** This measure is a direct indicator of members who rate job satisfaction as satisfactory or better on the annual department climate survey. Following standard and strict survey protocols ensures results are anonymous, valid, and uncompromised.

**Reliability:** This measure is reliable to the extent that the online survey tool accurately captures responses. Survey data maintains margins of error for the department that are at or below industry standards.

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# **Performance Measure Validity and Reliability LRPP Exhibit IV**

## **Florida Highway Patrol**

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department: Highway Safety and Motor Vehicles**

**Program: Florida Highway Patrol**

**Service/Budget Entity: Highway Safety**

**Measure: % of calls for service responded to by FHP within 30 minutes or less.**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:** The department recently completed a detailed analysis of this measure. The analysis provided greater insights into the business process which resulted in an improvement of the measure. The analysis identified a gap in the measurement calculation for response time that, when updated, resulted in an improved response time percentage. The data source is the Florida Highway Patrol (FHP) Computer Aided Dispatch (CAD) SmartCOP system. The methodology used to calculate this measure uses the number of calls for service responded to within 30 minutes as a percentage when compared to the total number of calls for service. The monthly report from CAD shows response times in minutes and seconds. The seconds must be converted to decimals to calculate the averages and display the percentage to two decimal places.

**Validity:** This measure is being used to directly monitor the effectiveness of the Patrol's major law enforcement function, patrolling the highways and traffic enforcement.

**Reliability:** The percent of calls for service responded to within 30 minutes is taken from the CAD system. As dispatchers receive calls for service, the CAD system automatically tracks each call from the time it is received to the time a trooper arrives on scene. The data flow and collection processes are consistent. The measuring procedure yields consistent results. A periodic data management review ensures an accurate representation of FHP performance on response time.

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## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

**Department:** Highway Safety and Motor Vehicles

**Program:** Florida Highway Patrol

**Service/Budget Entity:** Highway Safety

**Measure:** 100% of high-risk and moderate-risk intrastate motor carriers receiving an intervention within 90 days.

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:** The Federal Motor Carrier Safety Administration’s (FMCSA) Safety Measurement System (SMS) database, which is used to collect and store on-road performance data, is used to determine at risk motor carriers with potential safety problems for interventions. Motor carrier risk is assessed in a peer group environment where motor carrier safety histories are compared to like motor carriers. 100% of all Florida-based high and moderate-risk intrastate motor carriers will receive an intervention within 90 days of the motor carrier being identified as a “High or Moderate Risk” motor carrier. The data will be collected monthly and accumulated quarterly and annually.

**Validity:** This measure is a direct indicator of the results of on-road safety data obtained through roadside inspections, crash reports and on-site investigations. The data is validated by a third party (federal government) regularly.

**Reliability:** This measure is reliable to the extent that the FMCSA’s SMS is updated and maintained regularly where motor carriers are added to or removed from the risk list based on on-road safety data and investigation results. FMCSA currently rates in groupings of High Risk, Moderate Risk, Risk, and Monitor.

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# **Associated Activities Contributing to Performance Measures LRPP Exhibit V**

## LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2022-23	Associated Activities Title
1	Agency administration and support costs as a % to total agency costs	Provide Executive Direction and Support Services
2	% of members who rate job satisfaction as satisfactory or better	Provide Executive Direction and Support Services
3	% of calls for service responded to by FHP within 30 minutes or less	Enforcement of Traffic Laws
4	% of duty hours spent on patrol and crash investigation activities	Enforcement of Traffic Laws
5	90% of high risk intrastate motor carriers receiving a compliance intervention within 90 days	Provide Commercial Motor Vehicle Inspections
6	% of driver license customers waiting 30 minutes or less for service	Provide Program Customer Service
7	Average Customer Service Call Center wait times (minutes)	Provide Program Customer Service
8	% of targeted transactions reviewed for quality assurance	Enforce Title and Registration Laws Issue Driver License and Identification Cards
9	First time pass rate for Class E driver license knowledge test	Issue Driver Licenses and Identification Cards Oversee Driver Improvement Activities
10	% of customers that rate services as satisfactory or better	Provide Program Customer Service

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# **LRPP Exhibit VI: Associated Unit Cost**

HIGHWAY SAFETY AND MOTOR VEHICLES, DEPARTMENT OF		FISCAL YEAR 2021-22			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			504,936,765	1,127,244	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			12,555,918	2,678,193	
FINAL BUDGET FOR AGENCY			517,492,683	3,805,437	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures	(3) FCO
<i>Executive Direction, Administrative Support and Information Technology (2)</i>					3,805,437
Enforcement Of Traffic Laws * <b>Law enforcement duty hours spent on active patrol, crash investigations and public safety.</b>		2,708,722	93.12	252,241,054	
Provide Aerial Traffic Enforcement * <b>Number of duty hours spent on aerial traffic enforcement.</b>		1,042	1,584.66	1,651,217	
Conduct Traffic Homicide Investigations * <b>Number of hours spent on traffic homicide investigations.</b>		219,463	101.85	22,352,312	
Provide Academy Training * <b>Number of students successfully completing training courses.</b>		141	53,913.72	7,601,834	
Conduct Criminal And Administrative Investigations * <b>Number of hours spent on investigations.</b>		113,012	101.73	11,496,564	
Number Of Commercial Motor Vehicle Inspections Performed * <b>Number of commercial motor vehicle inspections.</b>		91,107	469.96	42,816,295	
Issuance Of Automobile Dealer Licenses * <b>Number of motor vehicle, mobile home and recreational vehicle (RV) dealers licensed.</b>		12,070	383.65	4,630,679	
Enforce Title And Registration Laws * <b>Number of rebuilt salvaged motor vehicles inspected for vehicle identification numbers and odometer readings.</b>		103,463	64.45	6,668,355	
Issue Driver License And Identification Cards * <b>Number of driver license and identification card transactions including voids.</b>		6,139,760	8.34	51,177,828	
Maintain Records * <b>Maintain records. Number of records maintained.</b>		9,308,645	0.34	10,075,955	
Provide Program Customer Service * <b>Response to the number of phone calls, emails, faxes and written (letters) inquiries.</b>		3,220,816	3.98	12,807,257	
Administer Motorist Insurance Laws * <b>Number of insured motorists.</b>		14,841,352	0.07	1,011,932	
Oversee Driver Improvement Activities * <b>Number of problem drivers identified.</b>		1,376,851	3.02	4,156,963	
Conduct Administrative Reviews * <b>Number of administrative reviews and hardship and miscellaneous hearings completed.</b>		28,733	155.59	4,470,500	
Conduct Driver, Driving Under The Influence And Motorcycle Education Activities * <b>Number of graduates.</b>		480,959	6.76	3,249,759	
Monitor Mobile Home Inspections * <b>Number of mobile homes inspected.</b>		11,734	131.85	1,547,141	
Register And Audit Commercial Carriers * <b>Number of registration transactions and registrants audited; decals issued, quarterly tax returns processed, and licensees audited; phone calls answered by Help Desk.</b>		270,016	19.36	5,227,742	
Issuance Of Vehicle And Mobile Home Titles And Registrations * <b>Number of motor vehicle and mobile home titles and registrations issued.</b>		29,974,131	1.05	31,612,497	
Issuance Of Vessel Title And Registrations * <b>Number of vessel titles and registrations issued.</b>		1,105,039	0.53	582,749	
<b>TOTAL</b>				475,378,633	3,805,437
SECTION III: RECONCILIATION TO BUDGET					
<b>PASS THROUGHS</b>					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER				9,189,045	
<b>REVERSIONS</b>				32,927,943	
<b>TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)</b>				517,495,621	3,805,437
SCHEDULE XI/EXHIBIT VI: AGENCY-LEVEL UNIT COST SUMMARY					
(1) Same activity unit costs may be overstated due to the allocation of double budgeted items.					
(2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methods might result in significantly different unit costs per activity.					
(3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.					
(4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.					

# Appendix

## Glossary of Terms and Acronyms

**AAMVA** – American Association of Motor Vehicle Administrators

Activity: A unit of work which has identifiable starting and ending points, consumes resources, and produces outputs. Unit cost information is determined using the outputs of activities.

Budget Entity: A unit or function at the lowest level to which funds are specifically appropriated in the appropriations act. “Budget entity” and “service” have the same meaning.

CSC - Customer Service Center

CSP - Credential Service Provider

DELAP - Driver Education Licensing Assistance Program

Demand: The number of output units that are eligible to benefit from a service or activity.

**EOG** - Executive Office of the Governor

Estimated Expenditures: Includes the amount estimated to be expended during the current fiscal year. These amounts will be computer generated based on the current year appropriations adjusted for vetoes and special appropriations bills.

**FCO** – Fixed Capital Outlay

Fixed Capital Outlay: Real property (land, buildings including appurtenances, fixtures and fixed equipment, structures, etc.), including additions, replacements, major repairs, and renovations to real property which materially extend its useful life or materially improve or change its functional use. Includes furniture and equipment necessary to furnish and operate a new or improved facility.

**FHP** – Florida Highway Patrol

FLHSMV – Florida Department of Highway Safety and Motor Vehicles

**FMCSA** – Federal Motor Carrier Safety Administration

FSC - Field Support Center

**GAA** – General Appropriations Act

**HUD** – Housing and Urban Development

**Indicator:** A single quantitative or qualitative statement that reports information about the nature of a condition, entity, or activity. This term is used commonly as a synonym for the word “measure”.

**Input:** See Performance Measure.

**Intervention:** An intervention is the process by which the Florida Highway Patrol’s Office of Commercial Vehicle Enforcement will investigate a motor carrier’s safety management practices based on crash performance and / or demonstrated noncompliance to federal safety regulations and state laws during roadside inspection activities. The term intervention includes, but is not limited to, activities associated with the completion of a compliance investigation and/or actions to determine that a motor carrier has either ceased operations or relocated its principal place of business to a location outside of the state of Florida.

**IOE** – Itemization of Expenditure

**ISA** – Information Systems Administration

**IT** – Information Technology

**IVR** - Interactive Voice Response

**Judicial Branch:** All officers, employees, and offices of the Supreme Court, district courts of appeal, circuit courts, county courts, and the Judicial Qualifications Commission.

**KSC** - Kissimmee Service Center

**LAN** – Local Area Network

**LAS/PBS** – Legislative Appropriation System/Planning and Budgeting Subsystem

**Legislative Appropriation System/Planning and Budgeting Subsystem:** The statewide appropriations and budgeting system owned and maintained by the Executive Office of the Governor.

**LBR** – Legislative Budget Request

**Legislative Budget Request:** A request to the Legislature, filed pursuant to s. 216.023, *Florida Statutes*, or supplemental detailed requests filed with the Legislature, for the amounts of money an agency or branch of government believes will be needed to perform the functions that it is authorized, or which it is requesting authorization by law, to perform.

**LRPP** – Long-Range Program Plan

**Long Range Program Plan:** A plan developed on an annual basis by each state agency that is policy-based, priority-driven, accountable, and developed through careful examination and justification of all programs and their associated costs. Each plan is developed by examining the needs of agency customers and clients and proposing programs and associated costs to address those needs based on state priorities as established by law, the agency mission, and legislative authorization. The plan provides the framework and context for preparing the Legislative Budget Request and includes performance indicators for evaluating the impact of programs and agency performance.

**mDL** - Mobile Driver License

## MS – Motorist Services

Narrative: Justification for each service and activity is required at the program component detail level. Explanation, in many instances, will be required to provide a full understanding of how the dollar requirements were computed.

**OPB** – Office of Policy and Budget, Executive Office of the Governor

**OMM** – Office of Motorist Modernization

Outcome: See Performance Measure.

Output: See Performance Measure.

Pass Through: Funds the state distributes directly to other entities, e.g., local governments, without being managed by the agency distributing the funds. These funds flow through the agency’s budget; however, the agency has no discretion regarding how the funds are spent, and the activities (outputs) associated with the expenditure of funds are not measured at the state level. **NOTE: This definition of “pass through” applies ONLY for the purposes of long-range program planning.**

Performance Measure: A quantitative or qualitative indicator used to assess state agency performance.

- Input means the quantities of resources used to produce goods or services and the demand for those goods and services.
- Outcome means an indicator of the actual impact or public benefit of a service.
- Output means the actual service or product delivered by a state agency.

Primary Service Outcome Measure: The service outcome measure which is approved as the performance measure which best reflects and measures the intended outcome of a service. Generally, there is only one primary service outcome for each agency service.

Program: A set of services and activities undertaken in accordance with a plan of action organized to realize identifiable goals and objectives based on legislative authorization (a program can consist of single or multiple services). For purposes of budget development, programs are identified in the General Appropriations Act by a title that begins with the word “Program.” In some instances, a program consists of several services, and in other cases the program has no services delineated within it; the service is the program in these cases. The LAS/PBS code is used for purposes of both program identification and service identification. “Service” is a “budget entity” for purposes of the Long Range Program Plan.

Program Purpose Statement: A brief description of approved program responsibility and policy goals. The purpose statement relates directly to the agency mission and reflects essential services of the program needed to accomplish the agency’s mission.

Program Component: An aggregation of generally related objectives which, because of their special character, related workload and interrelated output, can logically be considered an entity for purposes of organization, management, accounting, reporting, and budgeting.

Reliability: The extent to which the measuring procedure yields the same results on repeated trials and data are complete and sufficiently error free for the intended use.

Service: See Budget Entity.

**SMART** – Specific, Measurable, Attainable, Realistic, Timely.

Standard: The level of performance of an outcome or output.

**SWOT** – Strengths, Weaknesses, Opportunities and Threats

S2S – State to State

Tactical Program - Tactical Programs are the planned procedures and activities that address the operational strategic plan of the department. Tactical programs fulfill each strategy, breaking down the larger goals, objectives and strategies into manageable pieces to bring the overall Strategic Plan to life.

**TCS** – Trends and Conditions Statement

Unit Cost: The average total cost of producing a single unit of output.

Validity: The appropriateness of the measuring instrument in relation to the purpose for which it is being used.