



# Strategic Plan

## Fiscal Year • 2011 - 2012

Goals • Objectives • Strategies • Measures

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# Public Safety

Protect the lives and personal security of our residents and visitors through enforcement, service and education.

## **1. Deploy our workforce to improve the Florida Highway Patrol's efficiency and effectiveness**

- A. Reclassify and civilianize supervisory and investigative positions to re-allocate to primary patrol
- B. Leverage Strategic and Timely Accountability Review (STAR) information to create continued efficiencies
- C. Force multiply by redefining and integrating the regional/local mission with metro and county law enforcement
- D. Further Department of Public Safety discussions and identify best practices
- E. Complete educating members in traffic incident management techniques to improve road clearance time
- F. Ensure that all regional communications center members are certified as 911 Public Safety Telecommunicators

## **2. Improve the safety of Florida's residents and visitors through proactive enforcement, criminal investigations and appropriate sanctions**

- A. Increase contraband and criminal interdiction capabilities resulting in the removal of felons from Florida's roadways
- B. Combat aggressive driving, driving under the influence, speed violations and occupant restraint violations through targeted enforcement
- C. Enhance public safety through the coordinated efforts of the medical review, administrative review, financial responsibility and driver improvement programs
- D. Partner with transportation stakeholders in the revision of Florida's Strategic Highway Safety Plan
- E. Investigate and combat driver license fraud, identity theft and associated crimes
- F. Conduct trend analysis to determine success of programs and manage change when needed

## **3. Advance our safety education efforts and consumer protection initiatives to increase public awareness through no cost/low cost methods using technology and new partnerships**

- A. Partner with community-based groups to deliver our messages to reach specific demographic target groups
- B. Promote teen and elder safe driving behaviors utilizing existing personnel and external volunteer stakeholders
- C. Develop safety campaigns to reduce fatalities and serious injury among vulnerable road users such as motorcyclists, bicyclists, and pedestrians
- D. Reduce the number of vehicle and manufactured home consumer complaints by ensuring dealer regulatory compliance and creating innovative new dealer cooperative programs
- E. Develop partnerships and innovative ways to increase the frequency and enhance the content of safety-related demonstrations and inspections
- F. Partner with Florida Department of Transportation and other public safety stakeholders to maximize/leverage the efficient use of available grant funds in connection with interdiction, prevention and information efforts

#### 4. Collect, disseminate and share intelligence information with stakeholders to enhance public safety

- A. Develop and implement Intelligence-Led Policing Model for law enforcement services
- B. Develop a crash analysis and GIS mapping program through a partnership with the University of Florida to more effectively deploy personnel and implement regional targeted enforcement strategies
- C. Participate in the Data Driven Approaches to Crime and Traffic Safety Project
- D. Build the connectivity for passport verification with Interpol
- E. Deploy a facial recognition system for law enforcement and credentialing
- F. Create data exchange for the secure interactive sharing of driver license photos
- G. Expand our current environment for license plate scanning technologies to seamlessly access our data exchanges, without impact to existing business processes or law enforcement

#### Public Safety Measures

	<b>ANNUAL STANDARD</b>
<b>A. Highway crashes</b>	
1. % change in highway fatalities to previous year	0% or reduction
2. % change in highway crashes to previous year	0% or reduction
3. % change in highway injuries to previous year	0% or reduction
4. % change in teen drivers involved in fatal crashes to previous year	0% or reduction
5. % change in alcohol-related fatalities to previous year	0% or reduction
6. % change in commercial vehicle crashes to previous year	2% or greater reduction
<b>B. Highway safety education and enforcement</b>	
7. % of duty hours spent on patrol and investigation activities	72%
8. Number of highway safety education hours provided	7,500
9. Number of commercial vehicle inspections performed	75,600
<b>C. Criminal Investigations</b>	
10. % of criminal investigation cases resolved within 90 days	70%
11. % of field intelligence reports reviewed, analyzed and disseminated within 30 days	75%

# Reliable Service Delivery

Provide efficient and effective services that exceed the expectations of our customers and stakeholders.

## 1. Expand public and private partnerships to increase availability of services to our customers

- A. Improve the quality of our offerings and improve the quality and ease of access for residents and the private sector
- B. Expand service delivery to interested, qualified third-party providers
- C. Partner with additional media outlets and expand opportunities to promote important public safety services and REAL ID credentialing information
- D. Brand the department as the primary advocate for public safety on Florida's roadways through integrated marketing communications
- E. Maximize grant funding to enhance existing highway safety initiatives and develop new programs to proactively solve emerging issues
- F. Create regional highway safety service centers by leveraging existing investments in infrastructure and tax collector partners and eliminating redundant department offices and staffing

## 2. Increase efficiency in our work systems to enhance service delivery

- A. Enhance systems integration efforts to improve "cloud" access to critical software applications and data to Tax Collectors
- B. Expand training to front-line members on application enhancements and basic computer use to help them serve customers faster and more accurately
- C. Upgrade equipment in all offices to enhance staff productivity and improve the customer experience
- D. Plan the merger of the Florida Real-time Vehicle Information System (FRVIS) and the Florida Driver License Information System (FDLIS), significantly reducing administrative and computing costs by integrating customer data into a single application platform
- E. Invest in developing a new data architecture to reduce costs for accessing data and enable integration of applications via further systems integration

## 3. Create a department culture focused on continuous customer service delivery improvement and the greatest return on investment

- A. Use flexible staffing and scheduling techniques to reduce counter-time and lines for customers
- B. Increase scheduled customer appointments
- C. Create partnerships with community-based organizations that enhance service delivery to seniors, foreign language communities and other demographic groups
- D. Expand services to customers and businesses utilizing on-line technologies
- E. Encourage front line staff to develop creative customer service and operational improvement solutions
- F. Pilot the use of a while-you-wait buzzer system (like used at a restaurant) for customers to conduct other business rather than waiting in a driver license office (at appropriate locations); benefiting customer service and commerce
- G. Explore self-service options

#### **4. Proactively pursue an enterprise business intelligence system**

- A. Invest in knowledge management tools to leverage existing information for private sector business opportunities and to enhance the effectiveness of our law enforcement mission
- B. Identify potential opportunities with virtualization, consolidation, networking, and storage upgrades to be able to provide the connectivity to drive our business data needs
- C. Consider solutions focused on simplicity, efficiency, cost containment and reduction, as well as an adherence to industry standards, while still providing best in class service
- D. Re-architect data storage systems to enhance information management and knowledge creation

#### **5. Increase business opportunities for the private sector**

- A. Standardize our data distribution processes for efficiency and automation
- B. Identify the strategic value of our data for alternative uses, which could result in new operational efficiencies, business cost avoidance, and return on investment
- C. Improve the information exchange and collaboration with the local government tax collectors' processes throughout the state
- D. Increase driver and motor vehicle service delivery options through growth of tax collector and private partnership participation

#### **6. Create a department culture focused on continuous improvement and efficiency to enhance internal service delivery**

- A. Identify and eliminate unneeded, redundant, or inefficient systems, reports and processes
- B. Improve safety and reduce liability and risk
- C. Encourage staff to develop creative services and operational improvement solutions
- D. Promote compliance with mandated policies and procedures
- E. Improve the quality of technical services that support internal operations
- F. Improve the information available to all members to better deliver department services

## Reliable Service Delivery Measures

	ANNUAL STANDARD
<b>A. Motorist transactions successfully completed</b>	
12. % of registration transactions successfully completed	95%
13. % of title transactions successfully completed	90%
14. % of driver license and identification card transactions successfully completed	98%
15. % of disabled parking permit transactions successfully completed	98%
16. % of temporary operating permit transactions for heavy commercial trucks successfully completed	90%
<b>B. Customer services completed timely</b>	
17. % of calls for service responded to by FHP within 30 minutes	65%
18. % of driver license office customers waiting 30 minutes or less for service	95%
19. % of titles issued within 3 workdays of request	98%
20. % change in average wait time for Customer Service Center calls to previous year	5% or greater reduction
21. % of business licenses issued timely	98%
<b>C. Customer Satisfaction</b>	
22. % of customers that rate services as satisfactory or better	85%

## Leverage Technology

Build upon the department's successful integration of technology into the way we do business.

### **1. Create a one-stop customer friendly online service center to provide easy access to the Department's services and information**

- A. Move from outdated software applications provided on mainframes to newly architected data provisioning systems to reduce costs and enhance service delivery flexibility
- B. Utilize standards-based platforms and infrastructure to become more cost efficient and effective
- C. Migrate from traditional-based services to modernized and streamlined 24/7 online accessibility to information, empowering citizens, businesses, and visitors to access services in the most convenient way (Web 3.0)

### **2. Develop an identity management solution to improve security, enhance business processes and improve accountable information sharing**

- A. Provide a secure single sign-on capability
- B. Provide an auditable electronic signature capability
- C. Safeguard sensitive information to ensure public trust
- D. Combine all fee-based services into one single transaction with the department, and explore methods of use by entire state government

### **3. Expand mobile technology offerings**

- A. Provide our mobile information workers real-time access to vital information
- B. Provide wireless and mobile-based versions of our applications

### **4. Deploy a unified communications solutions to connect people, information, business functions, and teams**

- A. Integrate an inclusive solution for real-time communication services using instant messaging, presence, telephony (VoIP), video conferencing, call control and speech recognition
- B. Implement a single web-based platform to provide one stop shopping for internal communication and electronic document management

### **5. Effectively use social networks to distribute information**

- A. Develop a social networking media strategy to promote public safety, informational bulletins, surveys, and other business related information



## Leverage Technology Measures

	<b>ANNUAL STANDARD</b>
<b>A. Customer Technology Use</b>	
23. % of customers being served via internet	20%
24. % of motor vehicle and vessel titles issued electronically	20%
25. % change in Emergency Contact Information registrants to previous year	10% or greater increase
<b>B. New Technology Projects</b>	
26. % of new projects developed and implemented timely	95%
27. % of time dedicated to research and development	20%
<b>C. Computer support uptime available to our partners</b>	
28. % of Mainframe system uptime	99.9%
29. % of Oracle uptime	99.9%
30. % of SQL server uptime	99.9%
31. % of Customer Information Control System (CICS) uptime	99.9%

# Talent Creation and Development

Build a business environment that regards our members as our most valuable resource.

## 1. Recruit and retain a highly qualified workforce

- A. Identify and prepare our most talented members to be our future leaders –grow great leaders
- B. Recruit and retain a workforce knowledgeable in the use of technology
- C. Promote department culture and values to give members pride in public service as something to be passionate about and believe in
- D. Develop and educate members in best management practices
- E. Set clear leadership expectations

## 2. Recognize members who are responsive, innovative and effective

- A. Develop an innovative mindset among managers to recognize and encourage good ideas and increased service delivery
- B. Recognize and value individual members' contributions

## 3. Increase professional knowledge and personal development

- A. Make leadership development a priority
- B. Make career enhancing training available
- C. Expand the ability, knowledge and skills of all members to increase our service delivery efforts
- D. Enhance the skills required to serve a diverse customer population

## 4. Set challenging performance goals

- A. Develop a performance-focused culture by giving members candid feedback and helpful coaching
- B. Regularly measure performance and hold all levels accountable for results
- C. Hold all levels accountable for development and management of the talent pool
- D. Identify high performers and develop their capabilities
- E. Improve our ability to identify and quickly move underperforming members into more appropriate roles or out of the department



## Talent Creation and Development Measures

	<b>ANNUAL STANDARD</b>
32. % of members who rate job satisfaction as satisfactory or better	75%
33. % change in leadership training program participation to previous year	1% or greater increase
34. % change of positions filled by internal promotion to previous year	1% or greater increase

## **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!**



**For more information about the  
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