

**Terry L. Rhodes**  
Executive Director

**Ron DeSantis**  
Governor

**Ashley Moody**  
Attorney General

**Jimmy Patronis**  
Chief Financial Officer

**Nikki Fried**  
Commissioner of Agriculture



2900 Apalachee Parkway  
Tallahassee, Florida 32399-0500  
[www.flhsmv.gov](http://www.flhsmv.gov)

September 30, 2021

Chris Spencer, Director  
Office of Policy and Budget  
Executive Office of the Governor  
1603 Capitol  
Tallahassee, Florida 32399-0001

Eric Pridgeon, Staff Director  
House Appropriations Committee  
221 Capitol  
Tallahassee, Florida 32399-1300

Tim Sadberry, Staff Director  
Senate Committee on Appropriations  
201 Capitol  
Tallahassee, FL 32399-1300

Dear Directors:

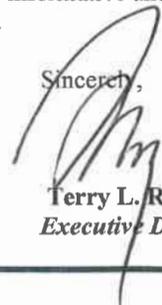
Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Department of Highway Safety and Motor Vehicles (DHSMV) is approved and submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the Fiscal Year 2022-2023 through Fiscal Year 2026-2027. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is <http://floridafiscalportal.state.fl.us/>. This submission has been approved by Terry L. Rhodes, Executive Director.

This LRPP continues the same nine prior year performance measures. COVID-19 directly impacted our performance again, as well as other aspects of the department from crashes investigated, citations issued, and customers served to numerous other unit cost allocations. We conducted our annual business planning process on the multi-year strategic plan developed three 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, our resources are being efficiently and effectively utilized, and transparency and openness are available to the citizens of the state. As the pandemic continues to disrupt, we continue to respond quickly and maintain essential services, through online, mail and lockboxes, and by reopening offices for face-to-face transactions. Our workspaces were adapted, with appropriate social distancing equipment, to ensure the safety of both customers and members.

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 2022/23– 2026/27*

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

**September 30, 2021**

# **TABLE OF CONTENTS**

|  |                     |
|--|---------------------|
| <b>Agency Mission</b>  | <b>Page 3</b>       |
| <b>Goals and Objectives</b>  | <b>Page 4 - 5</b>   |
| <b>Linkage to Governor’s Priorities</b>  | <b>Page 6 - 7</b>   |
| <b>Trends and Conditions Statement</b>   | <b>Page 8 - 18</b>  |
| <b>Performance Measures and Standards (LRPP Exhibit II)</b>                      | <b>Page 19 - 21</b> |
| <b>Performance Measure Assessment (LRPP Exhibit III)</b>                         | <b>Page 22 - 23</b> |
| <b>Validity and Reliability Statements (LRPP Exhibit IV)</b>                     | <b>Page 34 - 37</b> |
| <b>Associated Activity Contributing to Performance Measures (LRPP Exhibit V)</b> | <b>Page 38 - 39</b> |
| <b>Agency – Level Unit Cost Summary (LRPP Exhibit VI)</b>                        | <b>Page 40 - 41</b> |
| <b>Glossary of Terms and Acronyms</b>  | <b>Page 42 - 45</b> |

# 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 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------|------------|------------|------------|------------|------------|
| 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 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------|------------|------------|------------|------------|------------|
| 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 and moderate-risk intrastate motor carriers receiving a compliance intervention within 90 days. (2017-18 baseline was for high-risk only.)

| Baseline 2017-18 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------|------------|------------|------------|------------|------------|
| 90.00%           | 100.00%    | 100.00%    | 100.00%    | 100.00%    | 100.00%    |

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

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

| Baseline 2015-16 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------|------------|------------|------------|------------|------------|
| 5.00%            | 5.25%      | 5.50%      | 5.50%      | 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.

| <b>Baseline<br/>2010-11</b> | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|-----------------------------|------------|------------|------------|------------|------------|
| 95.00%                      | 95.00%     | 95.00%     | 95.00%     | 95.00%     | 95.00%     |

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

| <b>Baseline<br/>2013-14</b> | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|-----------------------------|------------|------------|------------|------------|------------|
| 13:00                       | 12:00      | 12:00      | 11:00      | 11:00      | 11:00      |

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

| <b>Baseline<br/>2015-16</b> | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|-----------------------------|------------|------------|------------|------------|------------|
| 63.98%                      | 70.00%     | 70.00%     | 70.00%     | 70.00%     | 70.00%     |

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

| <b>Baseline<br/>2010-11</b> | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|-----------------------------|------------|------------|------------|------------|------------|
| 85.00%                      | 85.00%     | 85.00%     | 86.00%     | 86.00%     | 86.00%     |

**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.

| <b>Baseline<br/>2010-11</b> | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|-----------------------------|------------|------------|------------|------------|------------|
| 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 – Protect our communities by ensuring the health, welfare and safety of our citizens)

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, Sub-bullet 2 – Promote greater transparency at all levels of

government 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: Enhance collection and utilization of data.

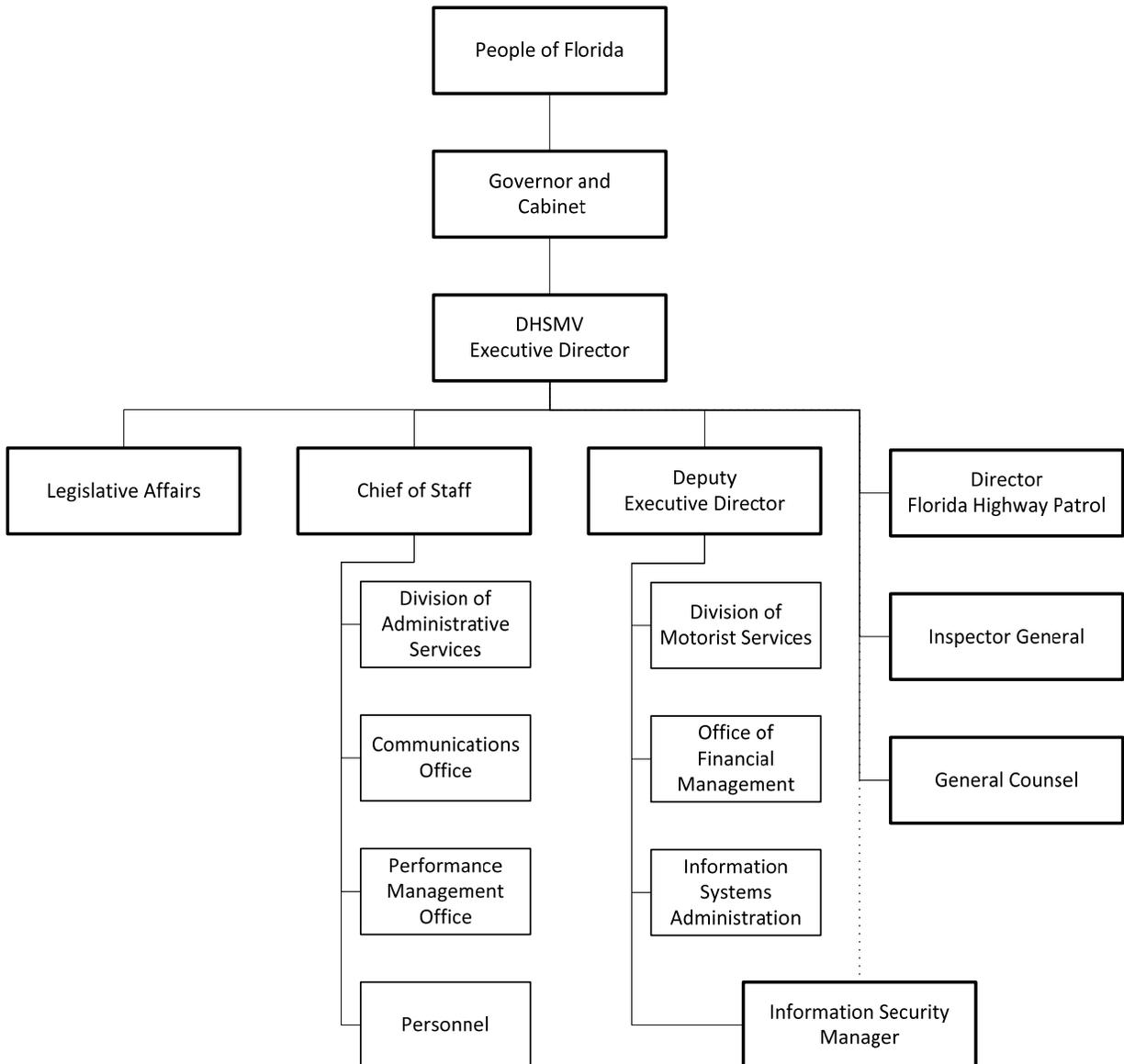


# Trends and Conditions Statement

## 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, identification cards, titles, registrations, parking permits, commercial driver licenses, 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 adjust our strategic plan. As we progressed through the Data Governance tactical program, the need for a new, accompanying tactical program arose. A Data Management Maturity Framework tactical program was initiated and is tracked concurrently with Data Governance. Three Member Experience tactical programs were also initiated this fiscal year. At the end of the fiscal year 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.

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 I of Motorist Modernization became fully operational at the end of April 2021. Phase I implemented the redesign of the driver license issuance functions and supporting systems while also delivering the MyDMV Portal, a new online self-service portal allowing citizens to interact with the department virtually for many transactions. MyDMV Portal functionality, to include motor vehicle services, will continue to expand as the department progresses through Phase II.

Phase II, relating to motor vehicle titling and registration issuance, completed requirements gathering in June 2018. Requirements grooming was completed in 2019; however, requirements validation is an ongoing effort and Phase II teams will continue to validate requirements throughout software development. Software development began during Fiscal Year 2019-20. 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, and a centralized source for customer data. Motorist Modernization will also create opportunities for savings and cost avoidance for the state and our local government stakeholders.

To enhance customer satisfaction and enable increased productivity in Department Driver License Offices, the department upgraded to a new queue management system. The new system allows customer flow and wait times to be managed and tracked without customers having to physically wait in line. Additional features include management reports and tools to improve service and appointment scheduling and reduce wait times using skill-based routing to serve customers more efficiently and effectively.

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. This project is dependent upon securing funding through a Legislative Budget Request.

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 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 sixteen state driver license offices, 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 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.

**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). Although this measure currently only addresses the high-risk category, moderate risk and risk motor carriers are being monitored and moderate risk carriers are being added in fiscal year 2021-22.

**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 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. For FY 2019-2020 collectively, 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 and a teacher guide for Driver Education Licensing Assistance Program (DELAP). DELAP are the county schools within Florida that offer Driver Education in high schools. 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.**

None known at this time.

**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). The department's legislative proposals will be posted online at [www.flhsmv.gov](http://www.flhsmv.gov).

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

The department participates in numerous joint projects, initiatives, studies, and activities with approximately 491 associations, committees, boards and commissions of which 326 or 66.39% percent are law enforcement related. 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
- 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 (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
- Volusia County Transition to Tax Collector
- ePayment Banking Solution
- Entry Level Driver Training
- Florida Planning, Accounting and Ledger Management (PALM)
- Express Driver License Pick-up via MyDMVPortal
- Expansion of Registration Renewal Kiosks
- Purchase of new Troop D HQ facility – Orlando
- ITN for lease of new facility in Sarasota County
- Procurement of new statewide Computer-aided dispatch/Report management system contract for FHP and state law enforcement partners
- Acquire and distribute new SLERS mobile and portable radios for FHP personnel
- StarChase pursuit intervention system pilot program and evaluation in Troop C
- 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

- 3rd Party Notification Service
- Heavy Trucks/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 Best Practices Working Group
- American Association of Motor Vehicle Administrators Card Design Standards Committee
- American Association of Motor Vehicle Administrators E-Odometer Task Force
- American Association of Motor Vehicle Administrators Joint mDL Working Group
- American Association of Motor Vehicle Administrators State2State Work Group
- Automobile Dealers Industry Advisory Board
- Autonomous Vehicle Information Sharing Group
- 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**

**Performance Measures and Standards (LRPP Exhibit II)**

**Department of Highway Safety and Motor Vehicles**

| <b>Approved Performance Measures for FY 2020-21</b>  | <b>Approved Standards for FY 2020-21</b> | <b>Prior Year Actual FY 2020-21</b> | <b>Approved Standards for FY 21-22</b> | <b>Requested FY 2022-23 Standards</b> |
|--|--|-------------------------------------|--|---------------------------------------|
| 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%                                    | 4.24%                               | 5.00%                                  | 5.00%                                 |
| % of members who rate job satisfaction as satisfactory or better                                     | 75.00%                                   | 67.75%                              | 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%                                   | 69.14%                              | 85.00%                                 | 85.00%                                |
| % of duty hours spent on patrol and crash investigation activities                                   | 75.00%                                   | 68.87%                              | 75.00%                                 | 75.00%                                |
|  |  |                                     |  |                                       |
| Service/Budget Entity: Commercial Vehicle Enforcement  |  |                                     | Code:                                  | 76100600                              |
| 90% of high-risk intrastate motor carriers receiving an intervention within 90 days.                 | 90.00%                                   | 73.08%                              | 90.00%                                 | 90.00%                                |
| <i>New Measure:</i> 100% of high and moderate-risk carriers receiving an intervention within 90 days | N/A                                      | N/A                                 | 100.00%                                | 100.00%                               |

| <b>Approved Performance Measures<br/>for FY 2020-21</b>                     | <b>Approved<br/>Standards<br/>for FY 2020-21</b> | <b>Prior Year Actual<br/>FY 2020-21</b> | <b>Approved<br/>Standards<br/>for FY 2021-22</b> | <b>Requested<br/>FY 2022-23<br/>Standards</b> |
|---|--|---|--|---|
| Program: Motorist Services  |  |   | Code:  | 76210000                                      |
| Service/Budget Entity: Motorist Services                                    |  |   | Code:  | 76210100                                      |
| % of targeted transactions reviewed for quality assurance                   | 5.25%  | 10.06%                                  | 5.25%  | 5.25%   |
| % of driver license office customers waiting 30 minutes or less for service | 95.00%   | 83.52%                                  | 95.00%   | 95.00%  |
| Average Customer Service Call Center wait times (minutes)                   | 12 minutes or less                               | 15:50                                   | 12 minutes or less                               | 12 minutes or less                            |
| % of customers that rate services as satisfactory or better                 | 85.00%   | 80.40%                                  | 85.00%   | 85.00%  |
| First time pass rate for Class E driver license knowledge test              | 70.00%   | 73.04%                                  | 70.00%   | 70.00%  |
|   |  |   |  |   |
|   |  |   |  |   |
|   |  |   |  |   |

**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:**

- |  |  |
|--|--|
| <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/ <u>Under</u> ) | Percentage Difference |
|-------------------|----------------------------|----------------------------------|-----------------------|
| 5.00%             | 4.24%                      | 0.76                             | -15.20%               |

**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:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**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:**

- |  |  |
|--|--|
| <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/ <u>Under</u> ) | Percentage Difference |
|-------------------|----------------------------|----------------------------------|-----------------------|
| 75.00%            | 67.75%                     | 7.25                             | -9.67%                |

**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:** Lower staffing levels in areas, workload concerns, supervisory challenges. 2020-2021 Climate Survey was recently distributed and member feedback continues to be analyzed. Selected factors contributing to decrease in member satisfaction are based on preliminary analysis and will be solidified following final analysis.

**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:** Pandemic directly contributed to the decrease in both participation and member satisfaction.

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

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

**Recommendations:** 2020-2021 FLHSMV Climate Survey was recently distributed and member feedback continues to be analyzed. Recommendations to address the decrease in member satisfaction will be documented following complete data analysis. Each division will create action plans in response to and support of the final recommendations to help increase member satisfaction over the next fiscal year.

*Office of Policy and Budget – June 2021*

**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/ <b>Under</b> ) | Percentage Difference |
|-------------------|----------------------------|----------------------------------|-----------------------|
| 85.00%            | 69.14%                     | 15.86                            | 18.66%                |

**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:** Extremely high trooper retirement and attrition rates impact outcome. Quick Response Force events, i.e., major storms and crowd control during high profile events reduce number of Trooper available to respond in a given area. FHP is the sole crash investigative entity in some areas which reduces number of troopers available to respond to calls for service.

**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 isolation protocols directly impacted availability of personnel. Geographic expansiveness in rural areas and dense traffic in urban areas exacerbate high attrition/staffing challenges. All lead to increased response times. Population and number centerline miles required to be patrolled are 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:** Use data analytics to determine “target areas” and factors such as season, weather, time, road conditions and other influencing driving behaviors. Testing predictive analytics software solutions to deploy resources to areas where future crashes are most likely to occur. Aggressively addressing recruiting and retention and partnering with state, county and local entities to identify areas of mutual support.

*Office of Policy and Budget – July 2021*

## 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/crash investigation

**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/ <b>Under</b> ) | Percentage Difference |
|-------------------|----------------------------|----------------------------------|-----------------------|
| 75.00%            | 67.15%                     | 7.85                             | -10.46%               |

**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:**

Extremely high trooper retirement, resignation and attrition rates impact outcome. Quick Response Force events, i.e., major storms and crowd control during high profile events reduce patrol and investigation hours. Mandatory training requirements impact availability of patrol hours. Handgun transition training in FY 2020-21 required increased training time.

**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 isolation protocols directly impacted 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:**

Training and communication on procedures on properly accounting of hours is being developed. Technology updates and improvements to daily time and activity reporting have been implemented. Targeted enforcement waves for high visibility patrols are underway.

*Office of Policy and Budget – July 2021*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department: Highway Safety and Motor Vehicles**

**Program: Florida Highway Patrol**

**Service/Budget Entity: Highway Safety**

**Measure: Percentage of high-risk intrastate motor carrier interventions completed within 90 days**

**Action:**

- |   |  |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure           | <input type="checkbox"/> Revision of Measure |
| <input checked="" 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/ <u>Under</u> ) | Percentage Difference |
|-------------------|----------------------------|----------------------------------|-----------------------|
| 90%               | 73.08%                     | 16.92                            | -18.80%               |

**Factors Accounting for the Difference:**

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

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

**Explanation:** COVID-19 pandemic and four investigator vacancies directly impacted performance. Federally mandated Group Safety Audits cancelled due to the pandemic caused an increase in investigator's workloads to complete mandated New Entrant Safety Audits.

**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 impacted ability to perform on-site compliance investigations (CIs). March 2020, all on-site CIs were suspended. FMCSA also suspended Federal investigators from conducting on-site CIs. CIs resumed November 2020, virtually requiring additional time to complete.

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

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

**Recommendations:**

- Continue effective use of virtual CIs and identify other virtual efficiencies.
- Fill vacancies timely.
- Reengage Group Safety Audits easing pressure on New Entrant Safety Audits.
- Evaluate need for additional staffing.

*Office of Policy and Budget – July 2021*

**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:**

- |  |  |
|--|--|
| <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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| < 12:00 minutes   | 15:50                      | 3:50                    | +31.92%               |

**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:** Moratorium on hiring through first two quarters of FY due to COVID. ORION preparation, training, and system issues. Financial Responsibility cases increased workload.

**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:** Significant increase in correspondence due to COVID required redirecting resources to manage increased volume. ORION system issues impacted average customer handle time. Hiring slowed by COVID and economy.

**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:** Collaborated with HR to create expedited hiring process. In November 2020, deployed first ever virtual assistant allowing 24/7 customer access. Working with IT group to develop process for customers to submit documents in one constant communication stream. Exploring Interactive Voice Response retrofit and enhancements to clear multiple sanction types without operator assistance.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department: Highway Safety and Motor Vehicles**

**Program: Motorist Services**

**Service/Budget Entity: Motorist Services**

**Measure: Customer Wait Times ≤ 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%            | 83.52%                     | 11.48  | -12.08%               |

**Factors Accounting for the Difference:**

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

- |   |  |
|---|--|
| <input checked="" 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:** When our offices re-opened COVID was at its peak. We have faced shortages in staffing due to employees being out as a result of COVID and, as all businesses are experiencing, we are also facing difficulties filling vacancies.

**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 are experiencing staffing shortages and personnel having to be out due to COVID. In addition, towards the later part of the year we have been dealing with pent up demand, from customers not wanting to come into an office when COVID was at its peak.

**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:** Department has developed an online portal which will allow for more transactions to be done online, hence, less individuals having to come into an office. We are in the process of filling vacant positions.

*Office of Policy and Budget – July 2021*

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Highway Safety and Motor Vehicles

**Program:** Motorist Services

**Service/Budget Entity:** Motorist Services

**Measure:** Customer Service Satisfaction

**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/ <b>Under</b> ) | Percentage Difference |
|-------------------|----------------------------|----------------------------------|-----------------------|
| 85%               | 80.40%                     | 4.60                             | -5.41%                |

**Factors Accounting for the Difference:**

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

- |  |  |
|--|--|
| <input 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:** Staff impact due to temporary office closures and appointment only transactions in offices as a result of COVID-19.

**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:** Survey results were adversely impacted due to the COVID-19 pandemic. Offices were temporarily closed, and operations were altered by requiring transactions be conducted by appointment only and offering more services via web-services.

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

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

**Recommendations:**

Add additional driver and vehicle services via the Department's web-based renewal online renewal system (MyDMV Portal).

*Office of Policy and Budget – July 2021*

# **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 in the survey.

**Validity:** This measure is a direct indicator of members who rate job satisfaction as satisfactory or better on the annual department climate survey. Using a third party to perform this survey provides assurance the survey results are anonymous, valid and uncompromised.

**Reliability:** This measure is reliable to the extent that the online survey tool accurately captures responses.

*Office of Policy and Budget – July 2021*

## 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.

*Office of Policy and Budget – July 2021*

**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<br>FY 2021-22   | 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              | 100% of high and moderate-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<br>Issue Driver License and Identification Cards    |
| 9              | First time pass rate for Class E driver license knowledge test  | Issue Driver Licenses and Identification Cards<br>Oversee Driver Improvement Activities |
| 10             | % of customers that rate services as satisfactory or better   | Provide Program Customer Service  |

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

| HIGHWAY SAFETY AND MOTOR VEHICLES, DEPARTMENT OF  |  | FISCAL YEAR 2020-21 |                      |                              |           |
|---|--|---------------------|----------------------|------------------------------|-----------|
| SECTION I: BUDGET   |  | OPERATING           | FIXED CAPITAL OUTLAY |                              |           |
| TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT  |  | 498,112,533         | 1,127,244            |                              |           |
| ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)  |  | 245,056             | 0                    |                              |           |
| FINAL BUDGET FOR AGENCY   |  | 498,357,591         | 1,127,244            |                              |           |
| SECTION II: ACTIVITIES * MEASURES   |  | Number of Units     | (1) Unit Cost        | (2) Expenditures (Allocated) | (3) FCO   |
| Executive Director, Administrative Support and Information Technology (2)   |  |                     |                      |                              | 1,127,057 |
| Enforcement Of Traffic Laws * Law enforcement duty hours spent on active patrol, crash investigations and public safety.  |  | 2,501,948           | 81.79                | 239,804,045                  |           |
| Provide Aerial Traffic Enforcement * Number of duty hours spent on aerial traffic enforcement.  |  | 1,423               | 1,146.00             | 1,630,760                    |           |
| Conduct Traffic Homicide Investigations * Number of hours spent on traffic homicide investigations.   |  | 223,314             | 94.89                | 21,189,957                   |           |
| Provide Academy Training * Number of students successfully completing training courses.   |  | 194                 | 35,573.49            | 6,901,258                    |           |
| Conduct Criminal And Administrative Investigations * Number of hours spent on investigations.   |  | 113,920             | 92.81                | 10,572,645                   |           |
| Number Of Commercial Motor Vehicle Inspections Performed * Number of commercial motor vehicle inspections.  |  | 95,355              | 433.61               | 41,347,334                   |           |
| Issuance Of Automobile Dealer Licenses * Number of motor vehicle, mobile home and recreational vehicle (RV) dealers licensed.   |  | 10,912              | 462.19               | 5,043,408                    |           |
| Enforce Title And Registration Laws * Number of rebuilt salvaged motor vehicles inspected for vehicle identification numbers and odometer readings.   |  | 85,059              | 78.12                | 6,644,506                    |           |
| Issue Driver License And Identification Cards * Number of driver license and identification card transactions including voids.  |  | 6,243,944           | 10.23                | 63,848,749                   |           |
| Maintain Records * Maintain records. Number of records maintained.  |  | 28,451,391          | 0.35                 | 9,887,900                    |           |
| Provide Program Customer Service * Response to the number of phone calls, emails, faxes and written (letters) inquiries.  |  | 3,776,620           | 3.27                 | 12,332,291                   |           |
| Administer Motorist Insurance Laws * Number of insured motorists.   |  | 14,315,934          | 0.07                 | 1,011,545                    |           |
| Oversee Driver Improvement Activities * Number of problem drivers identified.   |  | 841,075             | 4.74                 | 3,987,862                    |           |
| Conduct Administrative Reviews * Number of administrative reviews and hardship and miscellaneous hearings completed.  |  | 24,904              | 182.25               | 4,538,648                    |           |
| Conduct Driver, Driving Under The Influence And Motorcycle Education Activities * Number of graduates.  |  | 338,434             | 9.59                 | 3,244,908                    |           |
| Monitor Mobile Home Inspections * Number of mobile homes inspected.   |  | 10,006              | 148.78               | 1,488,703                    |           |
| Register And Audit Commercial Carriers * Number of registration transactions and registrants audited; decals issued, quarterly tax returns processed, and licensees audited; phone calls answered by Help Desk. |  | 241,053             | 19.79                | 4,769,821                    |           |
| Issuance Of Vehicle And Mobile Home Titles And Registrations * Number of motor vehicle and mobile home titles and registrations issued.   |  | 30,487,414          | 0.57                 | 17,446,163                   |           |
| Issuance Of Vessel Title And Registrations * Number of vessel titles and registrations issued.  |  | 1,162,571           | 0.31                 | 365,960                      |           |
| TOTAL   |  |                     |                      | 456,857,581                  | 1,127,057 |
| SECTION III: RECONCILIATION TO BUDGET   |  |                     |                      |                              |           |
| PASS THROUGHS   |  |                     |                      |                              |           |
| TRANSFER - STATE AGENCIES   |  |                     |                      |                              |           |
| AID TO LOCAL GOVERNMENTS  |  |                     |                      |                              |           |
| PAYMENT OF PENSIONS, BENEFITS AND CLAIMS  |  |                     |                      |                              |           |
| OTHER   |  |                     |                      | 9,548,579                    |           |
| REVERSIONS  |  |                     |                      | 32,751,341                   |           |
| TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)   |  |                     |                      | 498,357,503                  | 1,127,057 |

**SCHEDULE XI/EXHIBIT VI: AGENCY-LEVEL UNIT COST SUMMARY**

(1) Some activity unit costs may be overstated due to the allocation of double budgeted items.  
(2) Expenditures associated with Executive Director, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could 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.