



## FY2015 PERFORMANCE PLAN Department of Motor Vehicles

### MISSION

The mission of the Department of Motor Vehicles (DMV) is to promote public safety by ensuring the safe operation of motor vehicles.

### SUMMARY OF SERVICES

The DMV provides service to approximately 537,000 licensed drivers and identification card holders (out of a population of nearly 632,000) and 290,000 registered vehicles at four service centers. We conduct adjudication services and collect ticket payments for more than 2.6 million tickets each year. We also conduct an estimated 190,000 annual vehicle inspections. Combining these services into a customer centered, mission driven organization is the responsibility of the Agency Management Division. Department performance expectations in FY15 are listed by functional division.

### PERFORMANCE PLAN DIVISIONS

- Adjudication Services
- Vehicle Services
- Driver Services
- Technology Services
- Service Integrity
- Agency Management

### AGENCY WORKLOAD MEASURES

Metric	FY 2012 Actual	FY2 013 Actual	FY 2014 YTD <sup>1</sup>
Number of parking tickets adjudicated	277,224	216,717	157,704
Percent of parking tickets adjudicated	15%	12%	13%
Percent of adjudicated parking tickets dismissed	50%	48%	47%
Number of photo tickets adjudicated	56,925	74,737	56,607
Percent of photo tickets adjudicated	7%	14%	24%
Percent of adjudicated photo tickets dismissed	27%	35%	32%
Number of moving tickets adjudicated	57,247	40,262	25,762
Percent of moving tickets adjudicated	56%	42%	41%
Percent of adjudicated moving tickets dismissed	60%	53%	62%
Number of vehicle inspections	191,159	189,222	137,785
Number of active vehicle registrations	282,201	286,715	291,103
Number of active driver license	362,755	376,436	396,583
Number of active ID cards	128,872	134,143	141,124

<sup>1</sup> Data is current as of June 30, 2014.



## *Adjudication Services*

### **SUMMARY OF SERVICES**

Provide ticket processing, noticing, hearing and hearing support services to residents and non-residents, in order to render legally sound decisions on parking, photo and moving violations, and to ensure proper processing of violation and penalty payments for those infractions.

### **OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.**

#### **INITIATIVE 1.1: Simplify online request for adjudication process.**

DMV will enhance and modify the online application for requesting ticket adjudication to provide more customer information and provide more time for document uploading and submissions. These improvements, which are based on customer feedback, will include enhanced customer prompts; thereby, allowing for the review and edit of evidence and statements. **Completion Date: October, 2014.**

#### **INITIATIVE 1.2: Provide customers with the earliest scheduled hearing date.**

To maximize scheduled hearing slots, DMV will review and modify the hearing calendar business rules. This will also require increased DMV management training on the hearing calendar application. Additionally, DMV will meet with traffic and law enforcement officials to provide training on how to create, modify and retire an officer's calendar, discussion of the DMV business rules and law enforcement general orders relevant to DMV hearings. **Completion Date: December, 2014.**

#### **INITIATIVE 1.3: Improve current appeal process and reduce response time.**

To improve the current process and maximize the customer's experience, DMV will create an online appeals process to assist in reducing the time for internally processing appeals and minimizing overall response time. The current process is time-consuming and manually intense. Additionally, DMV will link the online appeals application to the Tickets Alert Service. **Completion Date: September, 2015.**

### **OBJECTIVE 2: Ensure a skilled and diverse workforce for quality customer service.**

#### **INITIATIVE 1.1: Provide hearing examiner refresher training.**

DMV will utilize training by the Office on Human Rights (OHR), focusing on bias, discrimination and civility, to update and refresh hearing examiners' training. The agency will also deliver internal refresher training on applicable District law and regulations. Additionally, DMV will create supplementary monthly reports, such as detailed appeal reversal reports, to be used during employee feedback sessions. **Completion Date: September, 2015.**



## KEY PERFORMANCE INDICATORS: Adjudication Services

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD <sup>2</sup>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of mail adjudication hearings for parking and moving violations completed within 90 days of request	NA	80%	95%	80%	80%	80%
Percent of mail adjudication hearings for photo violations completed within 150 days of request	NA	75%	37%	75%	75%	75%
Percent of adjudication customers whose wait times are 40 minutes or less <sup>3</sup>	93%	85%	95%	85%	85%	85%
Average adjudication customer wait time in minutes	15	25	13	25	25	25
Percent of customers rating Adjudication Services as satisfactory or better	90%	84%	94%	84%	84%	84%
Percent of appeals decided based on those filed	67%	60%	60%	65%	70%	70%
Percent of hearing decisions reversed on appeal	29%	28%	35%	28%	28%	28%
Percent of adjudication related OUC service requests addressed timely	87%	85%	94%	85%	85%	85%

<sup>2</sup> Data is current as of June 30, 2014.

<sup>3</sup> Wait time based on Q-matic tickets issued at information desk.



## *Vehicle Services*

### **SUMMARY OF SERVICES**

Provide certification and inspection services to residents, businesses, and government entities so they may legally park, drive, and sell their vehicles in the District of Columbia.

#### **OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.**

##### **INITIATIVE 1.1: Implement Full Reciprocity Plan (FRP).**

In accordance with a ballot vote among all US jurisdictions, DMV will implement the Full Reciprocity Plan (FRP). The FRP will change the International Registration Plan (IRP) to make the Plan more efficient, more equitable and more flexible for its member jurisdictions and registrants by granting full reciprocity for all apportioned vehicles in all member IRP jurisdictions. It will also remove from the Plan any provisions related to estimated distance. **Completion Date: January, 2015.**

##### **INITIATIVE 1.2: Review feasibility of increasing new car inspection period.**

DMV will investigate the feasibility to allow customers with new cars to not require a vehicle inspection for six years, instead of the current four years. This would reduce customers needing inspection; and thereby, further reduce inspection wait times. **Completion Date: May, 2015.**

##### **INITIATIVE 1.3: Expand and consolidate all Inspection Station services.**

The DMV Inspection Station has outdated software and equipment, as well as, multiple contracts that are not cost-efficient. Therefore, DMV will expand and consolidate all inspection services. This will result in the District having an overall cost savings, updated software and equipment, and it will streamline processes. **Completion Date: September, 2015.**

#### **OBJECTIVE 2: Ensure a skilled and diverse workforce for quality customer service.**

##### **INITIATIVE 2.1: Develop a web-based training program for taxi and dealer services.**

To better serve customers, employees will be re-trained on taxi and dealer related transactions via a web-based program. Improved employee knowledge will result in quicker transaction times and improved customer satisfaction. **Completion Date: September, 2015.**



### KEY PERFORMANCE INDICATORS: Vehicle Services

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD <sup>4</sup>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Number of vehicle inspections per staff hour	4.32	4	4.35	4	4	4
Percent of customers rating Vehicle Services as satisfactory or better	92%	87%	92%	87%	87%	87%
Percent of vehicle related OUC service requests addressed timely	97%	90%	95%	90%	90%	90%

<sup>4</sup> Data is current as of June 30, 2014.



## *Driver Services*

### **SUMMARY OF SERVICES**

Provide driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residence, and driving qualifications so they may legally operate their vehicles.

### **OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.**

#### **INITIATIVE 1.1: Reduce in-person visits to renew driver license/identification card.**

With the implementation of REAL ID, customers renewing or obtaining a duplicate credential must bring in various documents for revalidation. This process results in increased customer volumes due to multiple in-person visits. Additionally, it leads to increased customer dissatisfaction and inconvenience. To better service customers, DMV will implement a 45-day temporary extension of credentials for renewals and duplicates. **Completion Date: March, 2015.**

#### **INITIATIVE 1.2: Reduce duplicate Limited Purpose credential appointments.**

Customers who make several appointments for the limited purpose credential lengthen the appointment timeframe for other customers. Therefore, DMV will enhance the Limited Purpose appointment calendar to eliminate the ability to create duplicate appointments. Based on DMV's conversation with the appointment calendar vendor, the additional enhancements will be available in Winter 2014.

**Completion Date: February, 2015.**

#### **INITIATIVE 1.3: Assist with online voter registration process.**

DMV will partner with the Board of Elections (BOE) to create a system interface to provide driver license and identification card signatures to the BOE in support of the implementation of an online voter registration process.

**Completion Date: March, 2015.**

#### **INITIATIVE 1.4: Extend the expiration of learner permits from one to two years.**

Currently, novice drivers are often forced to attempt passing the road test prior to being ready. DMV will submit legislation to extend the expiration period for a learner permit from one to two years. This extension will allow permit holders additional time to practice and meet driver education requirements. **Completion Date: September, 2015.**

#### **INITIATIVE 1.5: Conduct Returning Citizens outreach prior to release.**

In an effort to assist soon-to-be-released returning citizens in clearing their driver records, the Driver Services Administration staff will partner with federal prisons (specifically Federal Correctional Institute, Cumberland) to conduct outreach. DMV employees will meet individually with returning citizens scheduled to be released within 6 months and advise them of all their outstanding DMV issues and make recommendations for resolution. **Completion Date: September, 2015.**



**OBJECTIVE 2: Ensure a skilled and diverse workforce for quality customer service.**

**INITIATIVE 2.1: Increase employee job-specific knowledge.**

DMV will create and deliver bi-annual employee refresher training to enhance knowledge and improve customer satisfaction. Additionally, DMV employees will attend community meetings to hear customer concerns and inform customers of new requirements and offered services. **Completion Date: September, 2015.**

**OBJECTIVE 3: Ensure the integrity, security and safety of DMV’s licensing and identification cards.**

**INITIATIVE 3.1: Create safe driving self-assessment.**

To assist drivers and concerned family members, DMV will create an online driving self-assessment that can be used to determine one’s ability to continue to safely operate a motor vehicle. This assessment will assist in highlighting skills and/or competencies where a driver may have become deficient. **Completion Date: January, 2015.**

**KEY PERFORMANCE INDICATORS: Driver Services**

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD <sup>5</sup>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of service center customers whose wait times are 40 minutes or less <sup>6</sup>	72%	75%	77%	75%	75%	75%
Average service center customer wait time in minutes <sup>7</sup>	31	35	26	35	35	35
Percent of customers rating Driver Services as satisfactory or better	85%	85%	86%	85%	85%	85%
Percent of driver related OUC service requests addressed timely	98%	90%	96%	90%	90%	90%

<sup>5</sup> Data is current as of June 30, 2014.

<sup>6</sup> Wait time based on Q-matic ticket issued at information desk. Wait time is expected to increase in FY15 due to additional federal requirements, increased DC population and the initiative to provide credentials to undocumented residents.

<sup>7</sup> Ibid.



## *Technology Services*

### **SUMMARY OF SERVICES**

Provides integrated and reliable information systems for all DMV services and complies with District-wide technology standards and requirements.

#### **OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.**

##### **INITIATIVE 1.1: Provide an online transaction for tracking license/ID mail dates.**

To better serve the citizens of the District, DMV will create an online transaction for customers to track the mail date of their driver license and identification card. With the implementation of central issuance in November 2013, credentials are not mailed and customers often contact either 311 or DMV's correspondence unit for the status of their mailing. **Completion Date: March, 2015.**

##### **INITIATIVE 1.2: Reduce noticing print costs.**

DMV sends a high volume of customer notices (i.e., registration/inspection/driver license/identification card renewal notices). Switching the font on notices to Garamond, will save ink and reduce toner costs. **Completion Date: February, 2015.**

##### **INITIATIVE 1.3: Provide online real-time wait time data.**

To decrease high customer volume during service center peak times, DMV will provide online real-time wait time data for citizens. This will allow customers to avoid peak times and better plan their visit. **Completion Date: March, 2015.**

##### **INITIATIVE 1.4: Provide an online transaction for requesting disability placards.**

Disabled customers often have difficulty in visiting the service center to obtain disability placards. DMV will provide an online transaction to allow customers to request disability placards. This will increase customer satisfaction and improve wait times. **Completion Date: April, 2015.**

##### **INITIATIVE 1.5: Develop an online driver record portal for special organizations.**

Special approved organizations, such as the Washington Metropolitan Area Transit Commission (WMATC), need the ability to access driver records for the registration of vehicles under their authority. Therefore, DMV will develop a portal that allows employers to electronically provide a list of drivers. When a conviction hits a record, notification will automatically be sent to the employer.

**Completion Date: September, 2015.**

#### **OBJECTIVE 2: Ensure the integrity, security and safety of DMV's licensing and identification cards.**

##### **INITIATIVE 2.1: Implement the American Association of Motor Vehicle Administrator's (AAMVA) Driver License Data Verification (DLDV) program.**

There is a potential for fraud when commercial and government organizations have to rely solely on the document presented. Therefore, DMV will partner with AAMVA to create a process for these organizations to verify District driver licenses online. **Completion date: August, 2015.**





### KEY PERFORMANCE INDICATORS: Technology Services

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD <sup>8</sup>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percentage usage of online driver/vehicle services use	59%	50%	67%	50%	50%	50%
Percent of registrations renewed online	68%	65%	70%	66%	67%	68%
Percent of licenses renewed online <sup>9</sup>	34%	20%	9%	0%	0%	0%
Percent of ID cards renewed online <sup>10</sup>	9%	8%	5%	0%	0%	0%

<sup>8</sup> Data is current as of June 30, 2014.

<sup>9</sup> Reductions in FY15-FY17 projections are due to the implementation of federal requirements which will reduce the usage of online services, as well as, the interval attributed due to District identification card and license expiration extension from five to eight years.

<sup>10</sup> Ibid.



## *Service Integrity*

### **SUMMARY OF SERVICES**

Ensure the security and integrity of all DMV transactions, employees, and products by implementing and auditing procedures to minimize fraud, abuse, corruption, and risk of financial loss related to the execution of departmental functions.

**OBJECTIVE 1: Ensure the integrity, security and safety of DMV’s licenses and registration.**

#### **INITIATIVE 1.1: Develop a portal for customers to submit fraud complaints.**

The DMV Office of Service Integrity does not have a formal way for the public to initiate a DMV-specific fraud complaint. Therefore, DMV will develop an online portal and electronic form for customer use **Completion Date: February, 2015.**

### **KEY PERFORMANCE INDICATORS- Service Integrity**

<b>Measure</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Target</b>	<b>FY 2014 YTD<sup>11</sup></b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>	<b>FY 2017 Projection</b>
Percent of employees completing FDR refresher training	0%	90%	0%	90%	90%	90%
Percent of law enforcement requests processed within 48 business hours	91%	90%	94%	90%	90%	90%

<sup>11</sup> Data is current as of June 30, 2014.



## *Agency Management*

### **SUMMARY OF SERVICES**

Provide general and administrative support and the required tools to achieve operational and programmatic results. This includes financial operations, customer service, administrative services, legislative affairs, facility management, as well as warehousing and inventory control.

### **OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.**

#### **INITIATIVE 1.1: Educate the public about agency roles and responsibilities.**

Citizens are often confused about the roles and responsibilities of DMV, the Department of Public Works (DPW) and the District Department of Transportation (DDOT). DMV will partner with these agencies to create a public campaign related to the different functions. Among other initiatives, the agencies will increase awareness by participating in live web chats, radio and television interviews. **Completion Date: March, 2015.**

#### **INITIATIVE 1.2: Provide graphical representation of operational data online.**

To increase transparency, DMV will provide graphical representation of operational data online. Additionally, where applicable, the agency will link to the FOIAXpress reading room. **Completion Date: April, 2015.**

#### **INITIATIVE 1.3: Refresh website content.**

DMV will review the website for formatting and content inconsistencies in an effort to make the site clearer, more concise and user friendly. **Completion date: June, 2015.**

#### **INITIATIVE 1.4: Break ground on the Penn Branch Service Center.**

To better serve the citizens of the District, DMV will partner with the Department of General Services (DGS) to relocate the Penn Branch Service Center. This initiative will increase both employee and customer satisfaction and will provide additional capacity to process a steadily increasing District population and undocumented residents. The facility is expected to be completed in early to mid FY16 **Completion Date: March, 2015.**

#### **INITIATIVE 1.5: Relocate the Brentwood Road Test Office and the Commercial Driver License (CDL) Road Test Office.**

To better serve the citizens of the District, DMV will partner with DGS to co-locate the Brentwood Road Test Office and the CDL Road Test Office. This initiative will increase both employee and customer satisfaction and will provide adequate space for testing. **Completion Date: September, 2015.**

### **OBJECTIVE 2: Ensure a skilled and diverse workforce for quality customer service.**

#### **INITIATIVE 2.1: Provide annual customer service training.**

DMV will train 90% of frontline employees on customer service techniques. The training will link customer service techniques to the agency's strategic policies, initiatives and performance measures. **Completion Date: September, 2015.**



**INITIATIVE 2.2: Create DMV Summer Youth Internship Positions.**

There is an inability for summer youth, high school graduates to be hired by DMV, in entry level positions, due to the lack of work/educational experience. DMV will partner with the District of Columbia Human Resources to create paid internship positions which allow qualified summer youth to be hired, and then transition into entry level DMV positions. This initiative has the ability to harness the valuable youth work experience on a permanent basis and increase the hiring of District residents.

**Completion Date: September, 2015.**

**OBJECTIVE 3: Oversee the implementation of agency-wide priorities.**

**INITIATIVE 3.1: Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor’s Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3)**

Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment (DDOE) and the Office of Planning (OP), the DMV Director shall use the criteria to evaluate the sustainability of DMV’s operations in accordance with the requirements of Mayor’s Order 2013-209, the Sustainable DC Transformation Order, and submit to the Office of the City Administrator the results of the agency’s internal assessment. **Completion Date: April 2015**

**KEY PERFORMANCE INDICATORS- Agency Management**

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD <sup>12</sup>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of customers rating overall DMV service as satisfactory or better	87%	85%	87%	85%	85%	85%
Percent of organ donors through DMV	40%	38%	35%	40%	40%	40%
Percent of correspondence addressed within citywide standard of 15 days	96%	95%	98%	95%	95%	95%

<sup>12</sup> Data is current as of June 30, 2014.