



Department of Motor Vehicles (DMV) FY2016 Performance Accountability Report (PAR)

Introduction

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

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 600,000 licensed drivers and identification card holders (out of a population of more than 650,000) and 300,000 registered vehicles at four service centers. We conduct adjudication services and collect ticket payments for 2.5 million tickets each year. We also conduct 200,000 annual vehicle inspections. Combining these services into a customer centered, mission driven organization is the responsibility of the Agency Management Division. Department performance expectations are listed by functional division.

Overview – Agency Performance

The following section provides a summary of DMV performance in FY 2016 by listing DMV’s top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
The opening of the Benning Ridge service center.	The new locations is convenient for employees who travel by metro and the spacious center is conducive to better service. It’s a place employees are proud to work.	It provides a new, spacious location, that convenient to the metro for DMV services.
Phase one of the Inspection Station renovation	Employees can enjoy a new, spacious and beautiful facility, that makes better use of space. They are proud to work in a beautiful inspection station.	Residents can enjoy a new, spacious and beautiful facility.
Automated Road Test appointments calendar intergration	The system ensures customers acknowledge road test instructions and requirements prior to confirming the appointment. DC DMV approved Third-party road test examiners have capability to schedule and modify their customer appointments. Previously, DC DMV was tasked with managing this process on behalf of the Third Party testers.	It allows DMV to auto-reschedule appointments, when necessary, and customers are automatically notified in real-time via email and text.

In FY 2016, DMV had 22 Key Performance Indicators. Of those, 0 were neutral. Of the remaining measures, 82% (18 KPIs) were met, 5% (1 KPIs) were nearly met, and 14% (3 KPIs) were unmet. In FY 2016, DMV had 21 Initiatives. Of those, 76% (16) were completed and 10% (2) were nearly completed, and 14% (3) were not completed. The next sections provide greater detail on the specific metrics and initiatives for DMV in FY 2016.

FY16 Objectives

Division	Objective
Adjudication Services	Make it easier, faster, and friendlier to do business with DMV.
Agency Management	Make it easier, faster, and friendlier to do business with DMV.
Agency Management	Ensure a skilled and diverse workforce for quality customer service.
Agency Management	Ensure the integrity, security and safety of DMV's processes.
Driver Services	Ensure the integrity, security and safety of DMV's licensing and identification cards.
Technology Services	Make it easier, faster, and friendlier to do business with DMV.
Vehicle Services	Make it easier, faster, and friendlier to do business with DMV.
Vehicle Services	Ensure the integrity, security and safety of DMV's titling and registration process.

FY16 KPIs

Objective: Ensure the integrity, security and safety of DMV's licensing and identification cards.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of service center customers whose wait times are 40 minutes or less	75	Q	85.11	89.29	75.68	72.91	80.5	Met	
Percent of customers rating Driver Services as satisfactory or better	85	Q	87.02	88.18	87.22	85.9	87	Met	
Percent of driver related OUC service requests addressed timely	90	Q	86.63	99.15	98.22	99.56	96.3	Met	
Average service center customer wait time in minutes	35	Q	22	22	27	31	25	Met	KPI was met. Average wait time was 25 minutes.***

Objective: Make it easier, faster, and friendlier to do business with DMV.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of adjudication customers wait times are 40 minutes or less	85	Q	99.84	98.94	96.3	96.86	98	Met	
Percent of customers rating Adjudication Services as satisfactory or better	84	Q	100	97.87	96.43	100	98.4	Met	
Percent of appeals decided based on those filed	65	Q	556.63	446.02	195.24	67.45	296.1	Met	
Percent of adjudication related OUC service requests addressed timely	85	Q	67	93.71	98.08	89.89	88.3	Met	
Number of vehicle inspections per staff hour	4	Q	4.2	3.9	4.2	4.2	4.1	Met	
Percent of customers rating Vehicle Services as satisfactory or better	87	Q	96	94.67	93.33	94.67	94.7	Met	
Percent of vehicle related OUC service requests addressed timely	90	Q	93.9	99.52	99.42	99.28	98	Met	
Percentage usage of online driver/vehicle services use	50	Q	68.03	67.11	67.13	65.65	66.9	Met	
Percent of registrations renewed online	66	Q	71.2	71.52	72.61	75.01	72.7	Met	
Percent of driver licenses renewed online	0	Q	4.53	7.89	10.43	11.07	9.6	Met	
Percent of identification cards renewed online	0	Q	0.24	0.34	0	0.16	0.2	Met	
Percent of customers rating overall DMV service as satisfactory or better	85	Q	88.23	89.7	88	89.15	88.8	Met	
Percent of correspondence addressed within citywide standard of 15 days	95	Q	96.84	96.17	95.53	94.98	95.8	Met	

Average adjudication customer wait time in minutes	25	Q	13	11	11	10	11	Met	KPI was met. Average is 11 minutes***
Percent of organ donors through DMV	40	Q	37.13	37.17	37.46	37.89	37.4	Nearly Met	There is a certain level of unwillingness to resident to sign up for organ donation.
Percent of mail adjudication hearings for parking and moving violations completed within 90 days of request	80	Q	9.12	17.46	37.99	17.03	21.3	Unmet	Six hearing examiner vacancies and a 35% increase in photo ticket issuance led to the short fall.
Percent of mail adjudication hearings for photo violations completed within 150 days of request	75	Q	88.69	31.46	17.8	48.11	40.5	Unmet	Six hearing examiner vacancies and a 35% increase in photo ticket issuance led to the short fall.
Percent of hearing decisions reversed on appeal	28	Q	49.89	67.26	47.32	12.59	53.1	Unmet	Appeal backlog prevented the timely review of decisions. Vacancies and photo ticket increase added to the backlog.

FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
Number of active vehicle registration	A	303,333	304,306	307,853	308,362	305,963
Number of active driver licenses	A	452,396	451,890	457,544	463,650	456,370
Number of active identification cards	A	155,104	156,165	156,212	156,758	156,060
Number of parking tickets adjudicated	Q	47,556	49,589	58,663	58,916	214,724
Percent of parking tickets adjudicated	Q	11.7	14.01	14.59	15.57	13.9
Percent of adjudicated parking tickets dismissed	Q	58.84	58.32	55.04	56.83	57.1
Number of photo tickets adjudicated	Q	9,672	9,707	22,719	35,206	77,304
Percent of photo tickets adjudicated	Q	3.54	3.61	7.79	12.06	6.9
Percent of adjudicated photo tickets dismissed	Q	29.2	22.21	28.55	26.02	26.7
Number of moving tickets adjudicated	Q	6,628	6,247	7,765	8,259	28,899
Percent of moving tickets adjudicated	Q	39.4	39.86	49.13	51.89	45
Percent of adjudicated moving tickets dismissed	Q	77.79	76.23	77.01	78.99	77.6
Number of vehicle inspections	Q	45,235	41,622	45,332	45,474	177,663
Number of appeals filed	Q	166	176	210	212	764

FY16 Initiatives

Title: Relocate Adjudication Services into customer/employee focused facility.

Description: The current location of DC DMV's Adjudication Services is fraught with facility issues that negatively impact customer service and employee morale. Therefore, by September 2016, DC DMV will coordinate with the Department of General Services to relocate the Administration into a new facility that improves the quality of life experience for both customers and employees.

Complete to Date: 50-74%

Status Update: A lease has been executed and construction started on HBX's new space (which is needed for DMV's new space). The Adjudication build out and relocation is expected for February 2017

If Incomplete, Explanation: Lease has been executed and construction started on HBX's new space (which is needed for DMV's new space). Adjudication build out and relocation expected for February 2017.

Title: Create online request for Limited Occupational License request.

Description: By January 2016, DC DMV will create an online transaction for residents to submit a Limited Occupational License request online. This online transaction will ensure requests are properly routed in a timely manner to a hearing examiner for review and action.

Complete to Date: Complete

Status Update: Limited occupational license request is available online for customer

Title: Develop ability for customers to print copy of parking ticket online.

Description: Customers often contact DC DMV for copies of parking tickets that were misplaced. Therefore, by March 2016, DC DMV will develop the ability for customers to print a copy of a parking ticket online.

Complete to Date: Complete

Status Update: Customers can print a copy of their ticket from the DMV website

Title: Open Benning Ridge Service Center as replacement for Penn Branch location.

Description: 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 will open in February 2016.

Complete to Date: Complete

Status Update: The Benning Ridge service center is open

Title: Expand HIV testing to second DMV service center location.

Description: DC DMV, the Family and Medical Counseling Service (FMCS) and the Department of Health will continue to support the Administration's bold goal of 90-90-90-50 by the year 2020: meaning 90% of DC residents with HIV will know their status, 90% of persons living with HIV will be in treatment, 90% of persons with HIV will achieve viral load suppression, and the District will see a 50% decrease in new HIV cases. To support the goal of 90% of residents will know their HIV status, we will expand free HIV testing to a second DMV Service Center location no later than March 2016. Since providing HIV testing at our Penn Branch location in October 2010, over 25,000 residents have been tested. FMCS will also explore testing for high blood pressure and glucose screening at DC DMV facilities.

Complete to Date: Complete

Status Update: The HIV testing is now being offered at the Benning Ridge service center

Title: Provide annual employee customer service training.

Description: Consistent and accurate information, along with professional and friendly employees are a necessity for service excellence. Therefore, by September 2016, DMV will train 90% of frontline employees on customer service techniques.

Complete to Date: Complete

Status Update: DMV trained 97% of the employees by September 20, 2016

Title: Provide weekly employee training, coaching and recognition.

Description: Currently, there is no time during the day or week in which management can provide the necessary training, coaching and recognition to employees to ensure customers are provided with accurate and consistent information to deliver service excellence. This is especially relevant for communicating policy changes and reiterating agency procedures. Therefore, by March 2016, one day each week, DC DMV will open an hour later to customers to provide the necessary time for employee development. This concept is already in place at the Department of Consumer and Regulatory Affairs and at several other motor vehicle agencies.

Complete to Date: Complete

Status Update: Employees started weekly training in Marc

Title: Develop Fact vs Fiction webpage to ensure the accuracy of media information.

Description: The integrity of DMV operations, especially in terms of ticket adjudication, is often compromised when inaccurate information is published or communicated without the ability to provide the public with accurate information. Customers often provide news copy and other media material as evidence to support their beliefs that DC DMV should dismiss tickets or override laws. By developing a Fact vs Fiction webpage, DMV will be able to provide the public with accurate information.

Complete to Date: Complete

Status Update: Fact vs Fiction page is available to customers on DMV websit

Title: Implement DC DMV Human Trafficking Program.

Description: Sex trafficking in the District has been on a steady rise, with its value placed at \$103 million in 2007 and 62 confirmed cases in DC in 2014. Motor vehicle agencies have been identified as a key component in the trafficking industry as individuals receive credentials to function. To assist in eliminating human trafficking, which may lead to other criminal activity, prior to July 2016, DC DMV will join the DC Human Trafficking Task Force, train employees in identifying human trafficking victims, require parental consent for minors to obtain an identification card and distribute human trafficking information to truckers and those with commercial driver licenses.

Complete to Date: Complete

Status Update: This initiative was completed on July 31, 2016

Title: Require mandatory ignition interlock for 2nd DUI offenses.

Description: Currently, the ignition interlock device program is a voluntary option allowing first-time DUI offenders to obtain a restricted driver license and drive designated vehicles with an installed ignition interlock device. This initiative, which requires legislation, will require second-time DUI offenders to be enrolled in

the ignition interlock program in an effort to reduce the number of alcohol-related collisions and reduce the number of repeat offenders.

Complete to Date: 75-99%

Status Update: This initiative was not completed because, as indicated in Q3, legislation discussion was not passed by the council prior to September 30

If Incomplete, Explanation: This initiative was not completed because, as indicated in Q3, legislation discussion was not passed by council prior to September 30.

Title: Use DC DMV customer service monitors to support small businesses.

Description: Five days a week, DC DMV services approximately 1,500 customers in its four service centers. These locations have monitors that allow for public service announcements (PSA) or advertisements. To support small business, by June 2016, DC DMV will develop a program to sell local ads or allow small businesses to sponsor government PSAs.

Complete to Date: 25-49%

Status Update: This was not completed because OAG concluded we did not have the legal ability to implement this initiative

If Incomplete, Explanation: This was not completed because OAG concluded we did not have the legal ability to implement this initiative.

Title: Create DC DMV certified driver record online transaction.

Description: By February 2016, DC DMV will create an online transaction for customers to request a certified driver record online. Currently, customers can only request a non-certified driver record online. However, certified records are often needed for employment purposes; therefore, this transaction will improve customer service.

Complete to Date: Complete

Status Update: Completed Feb 201

Title: Create DC DMV online no-fee 5 day registration transaction.

Description: By September 2016, DC DMV will create an online, no-fee 5 day registration transaction for residents who need to take vehicles through inspection prior to registration. This transaction, which currently can only be conducted in person, will improve customer service and reduce customer volume.

Complete to Date: Complete

Status Update: Initiative was implemented prior to June 30, 2016. Online transaction available as part of vehicle registration renewal transaction at website link: <http://dmv.dc.gov/node/111886>

Title: Create mobile ID unit for disabled/senior residents.

Description: By February 2016, DC DMV will create the ability to provide identification services to disabled/seniors unable to make an in-person visit to a DMV service center.

Complete to Date: Complete

Status Update: DMV staff can make travel to those customers who, due to age or disability, cannot make an in-person visit to the DMV for an ID car

Title: Integrate registration system with DCRA business license system.

Description: Currently, when businesses want to title and register a vehicle in the name of the business, DC DMV requires the original business license for authentication purposes. However, this requirement conflicts with the Department of Consumer and Regulatory Affairs' (DCRA) requirement for businesses to

display the original business license at all times. To resolve this conflict, DCRA will provide DMV with real-time business license data to allow for an accurate confirmation prior to the business vehicle registration process.

Complete to Date: 50-74%

Status Update: DMV will not implement this initiative in the future

If Incomplete, Explanation: Due to DCRA constraints, this was not completed.

Title: Renovate Inspection Station into customer/employee focused facility.

Description: The Inspection Station is over 20 years old without the benefit of any facility improvements. Therefore, by September 2016, DC DMV will coordinate with the Department of General Services to renovate the employee, customer and inspection areas to improve the quality of life experience for both customers and employees.

Complete to Date: 75-99%

Status Update: Phase two of the renovation, is pending finalization of requirements and the transfer of additional DMV funds to DGS due to the budget shortfall

If Incomplete, Explanation: Phase one was completed in April 2016. Phase two is pending finalization of requirements and transfer of additional DMV funds to DGS due to budget shortfall.

Title: Create enhanced fee for dealers to receive expedited services.

Description: Often, organizations have requested the ability to pay for expedited government services. Therefore, by June 2016, DC DMV will submit legislation to allow automobile dealers and contractors to pay an enhanced fee for employee overtime to expedite services.

Complete to Date: Complete

Status Update: The legislation was submitted, prior to June 30, 2016, to OCA to allow expedited DMV services to dealers/contractors

Title: Create online estimate for DMV titling/registration fee calculation.

Description: By April 2016, DC DMV will create an online transaction for residents to calculate their titling and registration fees prior to visiting a DMV Service Center. This online calculation will ensure customers are aware of their fees prior to their in-person visit.

Complete to Date: Complete

Status Update: By April 2016, the online estimate for DMV titling/registration fee calculation was rolled out

Title: Explore allowing physicians to certify DMV vision and medical reports online.

Description: By March 2016, DC DMV will determine the feasibility of creating a program and the process to allow physicians to certify DC DMV's vision and medical reports online for those residents who qualify. Currently, residents must have their physicians complete a paper form and submit to DC DMV for processing to ensure uninterrupted, safe driving that could be compromised due to medical issues.

Complete to Date: Complete

Status Update: Completed on March 30,2016

Title: Implement a wireless monitoring technology for inspecting OBD vehicles.

Description: By September 2016, DC DMV will coordinate with the Department of Energy and the Environment to implement a wireless monitoring technology for inspecting on-board diagnostics (OBD) in eligible vehicles. This initiative will reduce the number of vehicles which will need to physically go through the Inspection lanes.

Complete to Date: Complete

Status Update: This initiative was completed on September 30, 2016

Title: Refresh the six-digit license plates to improve readability.

Description: The District's existing 4,800 six-digit license plates are faded due to significant wear and tear. This fading greatly diminishes law enforcement's ability to properly identify tag numbers. To resolve this issue, by April 2016, DC DMV will reissue these tags to the current customers.

Complete to Date: Complete

Status Update: DC DMV has currently replaced six-digit license plates for more than 1700 residents.