



DEPARTMENT OF MOTOR VEHICLES

FY 2027 PERFORMANCE PLAN

APRIL 14, 2026

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1 INTRODUCTION

This document is the Fiscal Year 2027 Performance Plan for the Department of Motor Vehicles.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily when the Mayor’s budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are composed of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency’s mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency’s overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like “How much did we do?”, “How well did we do it?”, “How quickly did we do it?”, and “Is anyone better off?” as described in the table below.

Measures are printed in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

| Measure Type | Measure Description | Example |
|--------------|---|---|
| Quantity | Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase “Number of...”. | “Number of public art projects completed” |
| Quality | Quality measures assess how well an agency’s work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction. | “Percent of citations issued that were appealed” |
| Efficiency | Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog. | “Percent of claims processed within 10 business days” |

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| Measure Type | Measure Description | Example |
|--------------------------|--|--|
| Outcome | Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service. | "Percent of families returning to homelessness within 6-12 months" |
| Context | Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control. | "Recidivism rate for 18-24 year-olds" |
| District-wide Indicators | District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency. | "Area median income" |

Targets: Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report.

Not all measures are associated with a target. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or outside of the agency's direct control. In some cases, the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 DEPARTMENT OF MOTOR VEHICLES OVERVIEW

Mission: The mission of DMV is to promote the safe operation of motor vehicles and public safety while providing outstanding customer service.

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 approximately 150,000 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.

Objectives:

1. Provide outstanding customer service.
2. Develop and retain a skilled and diverse workforce.
3. Protect and secure DMV data and processes.
4. Cultivate innovative solutions to improve customer safety.
5. Optimize processes and systems as technology evolves.
6. Efficient, Transparent, and Responsive Government

3 PROPOSED OBJECTIVES

3.1 PROVIDE OUTSTANDING CUSTOMER SERVICE.

| Measure Type | Measure | Directionality | FY2024 | FY2025 | FY2026 Target | FY2027 Target |
|--------------|---|----------------|--------|--------|---------------|---------------|
| Quantity | Average adjudication customer wait time in minutes | Down is Better | 3 | 5 | 13 | 13 |
| Quantity | Average service center customer wait time in minutes | Down is Better | 33 | 28.5 | 30 | 30 |
| Outcome | Percent of customers rating Adjudication Services as satisfactory or better | Up is Better | 95.9% | 94.37% | 91% | 91% |
| Outcome | Percent of customers rating Driver Services as satisfactory or better | Up is Better | 86.13% | 91.15% | 88% | 88% |
| Outcome | Percent of customers rating Vehicle Services as satisfactory or better | Up is Better | 93.68% | 95.29% | 92% | 92% |
| Outcome | Percent of customers rating overall DMV service as satisfactory or better | Up is Better | 92.11% | 93.69% | 87% | 87% |
| Efficiency | Percent of correspondence addressed within citywide standard of 15 days | Up is Better | 100% | 99.79% | 95% | 95% |
| Efficiency | Percent of mail adjudication hearings for parking and moving violations completed within 90 days of request | Up is Better | 97.18% | 86.01% | 70% | 70% |
| Efficiency | Percent of mail adjudication hearings for photo violations completed within 150 days of request | Up is Better | 98.27% | 99.83% | 75% | 75% |

3.2 DEVELOP AND RETAIN A SKILLED AND DIVERSE WORKFORCE.

| Measure Type | Measure | Directionality | FY2024 | FY2025 | FY2026 Target | FY2027 Target |
|--------------|---|----------------|--------|--------|---------------|---------------|
| Outcome | Percent of employees attending annual customer service training | Up is Better | 96.97% | 93.63% | 94% | 94% |

3.3 PROTECT AND SECURE DMV DATA AND PROCESSES.

| Measure Type | Measure | Directionality | FY2024 | FY2025 | FY2026 Target | FY2027 Target |
|--------------|--|----------------|--------|--------|---------------|---------------|
| Outcome | Percent of biometric facial recognition cleared within 45 days | Up is Better | 100% | 100% | 98% | 98% |

3.4 CULTIVATE INNOVATIVE SOLUTIONS TO IMPROVE CUSTOMER SAFETY.

| Measure Type | Measure | Directionality | FY2024 | FY2025 | FY2026 Target | FY2027 Target |
|--------------|--|----------------|--------|--------|---------------|---------------|
| Outcome | Percent of customers reached from safety education | Up is Better | 96.53% | 96.53% | 88% | 88% |

3.5 OPTIMIZE PROCESSES AND SYSTEMS AS TECHNOLOGY EVOLVES.

| Measure Type | Measure | Directionality | FY2024 | FY2025 | FY2026 Target | FY2027 Target |
|--------------|--|----------------|--------|--------|---------------------|----------------------------|
| Outcome | Percent of ID cards renewed online | Up is Better | 28.22% | 31.91% | Target not required | Target not required |
| Outcome | Percent of licenses renewed online | Up is Better | 49.09% | 42.65% | Target not required | Target not required |
| Outcome | Percent of organ donor designees through DMV | Up is Better | 42.83% | 42.05% | Target not required | Target not required |
| Outcome | Percent of registrations renewed online | Up is Better | 83.06% | 81.87% | Target not required | Target not required |

3.6 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

Create and maintain a highly efficient, transparent, and responsive District government.

| Measure Type | Measure | Directionality | FY2024 | FY2025 | FY2026 Target | FY2027 Target |
|--------------|---|----------------|--------|--------|---------------------|----------------------------|
| Outcome | Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years | Up is Better | 92.59% | 88.57% | Target not required | Target not required |

(continued)

| Measure Type | Measure | Directionality | FY2024 | FY2025 | FY2026 Target | FY2027 Target |
|---------------------|--|-----------------------|---------------|---------------|----------------------|----------------------------|
| Outcome | Percent of employees that are District residents | Up is Better | 60.78% | 59.79% | Target not required | Target not required |
| Outcome | Percent of new hires that are District residents (Peoplesoft) | Up is Better | 61.7% | 53.33% | Target not required | Target not required |
| Outcome | Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia (eRecruit) | Up is Better | 45.45% | 50% | Target not required | Target not required |
| Outcome | Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time | Up is Better | 0% | 0% | Target not required | Target not required |

4 PROPOSED ACTIVITIES

4.1 ADJUDICATE PARKING, MOVING AND PHOTO ENFORCEMENT TICKETS

Adjudicate parking, moving and photo enforcement tickets by providing fair and equitable reviews of ticket and permit violations for respondents so they can resolve outstanding issues of liability.

| Measure Type | Measure | Directionality | FY2024 | FY2025 | FY2026 Target | FY2027 Target |
|--------------|--|----------------|--------|--------|---------------------|----------------------------|
| Outcome | Percent of parking tickets adjudicated | Neutral | 17.1% | 53.27% | Target not required | Target not required |
| Outcome | Percent of photo tickets adjudicated | Neutral | 8.82% | 33.38% | Target not required | Target not required |
| Quantity | Percent of moving tickets adjudicated | Neutral | 19.16% | 86.57% | Target not required | Target not required |

4.2 INFORMATION TECHNOLOGY

Provide integrated and reliable information systems for all DMV services and comply with Districtwide technology standards and requirements.

No Related Measures

4.3 SYSTEMS NECESSARY FOR DMV OPERATIONS

Provide integrated and reliable information systems for all DMV services and comply with Districtwide technology standards and requirements.

No Related Measures

4.4 PROVIDE GENERAL AND ADMINISTRATIVE SUPPORT

Provide general and administrative support along with 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.

| Measure Type | Measure | Directionality | FY2024 | FY2025 | FY2026 Target | FY2027 Target |
|--------------|--|----------------|--------|---------|---------------------|----------------------------|
| Quantity | Number of customers reached | Neutral | 23,539 | 101,659 | Target not required | Target not required |
| Quantity | Number of employees | Neutral | 331 | 282 | Target not required | Target not required |
| Quantity | Percent of employees trained on customer service | Neutral | 96.97% | 89.3% | Target not required | Target not required |

4.5 ISSUE DRIVER LICENSES AND IDENTIFICATION CARDS

Issue driver licenses and identification cards by providing driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residency and driving qualifications so they may legally operate their vehicles.

| Measure Type | Measure | Directionality | FY2024 | FY2025 | FY2026 Target | FY2027 Target |
|--------------|---------------------------------------|----------------|--------|---------|---------------------|----------------------------|
| Quantity | Number of driver licenses issued | Neutral | 31,435 | 125,566 | Target not required | Target not required |
| Quantity | Number of identification cards issued | Neutral | 8,962 | 37,941 | Target not required | Target not required |

4.6 TITLE AND REGISTER VEHICLES

Titles and registers vehicles by providing legal certification services to residents and non-residents by providing timely documentations of ownership and authority to operate, allowing them to legally drive, park or sell their vehicles

| Measure Type | Measure | Directionality | FY2024 | FY2025 | FY2026 Target | FY2027 Target |
|--------------|--|----------------|--------|---------|---------------------|----------------------------|
| Quantity | Number of vehicle registrations issued | Neutral | 54,553 | 210,042 | Target not required | Target not required |

4.7 AGENCY MANAGEMENT

Optimize processes and systems as technology evolves.

No Related Measures