



## **FY10 PERFORMANCE PLAN**

### **Department of Motor Vehicles**

#### **MISSION**

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

#### **SUMMARY OF SERVICES**

The DMV provides service to approximately 440,000 licensed drivers and identification card holders (out of a population of 590,000) and 257,000 registered vehicles at three service centers. We conduct adjudication services and collect ticket payments for more than 2.4 million tickets each year. We also conduct over 214,000 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 FY10 are listed by functional division.

#### **PERFORMANCE PLAN DIVISIONS**

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



## *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, warehousing and inventory control.

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

#### **INITIATIVE 1.1: Expand Penn Branch Service Center and relocate NCDL Road Test Office.**

The Penn Branch location needs to be renovated to expand the waiting area and add public restrooms. It also needs expanding to accommodate the transfer of the Non-Commercial Driver License (NCDL) Road Test and Commercial Driver License (CDL) Office, from the Brentwood location to the Penn Branch location. DMV will work with the Department of Real Estate Services to complete this initiative by September 2010.

#### **INITIATIVE 1.2: Streamline driving instructor and driving school requirements.**

Currently, Title 18, Chapter 9 of the District of Columbia Municipal Regulations contains outdated and cumbersome rules related to the regulation of driving instructors and driving schools. By September 2010, DMV will rewrite and propose legislation that will streamline the requirements, making it easier for instructors and schools to become licensed with DMV.

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

#### **INITIATIVE 2.1: Provide specialized customer service training to DMV frontline managers.**

DMV consistently strives to meet and exceed customer expectations on a daily basis. To achieve this objective, we must create and deliver a specialized customer service curriculum that provides instruction on how to assist customers by utilizing the “Find the Simple, Legal Yes” philosophy. This philosophy encourages management to find ways to assist customers on a case by case basis, within the confines of the law. The training will reduce customer complaints and maximize customer service and flexibility. By June 2010, DMV will deliver this course to all DMV frontline managers and supervisors.

#### **INITIATIVE 2.2: Create operational policies and procedures manual.**

Currently, there are no internal, formal guidelines for employees to use when delivering customer service during transactions. Lack of formal policies and procedures has led to inconsistencies and confusion for both employees and customers. By September 2010, DMV will develop a comprehensive operational policies and procedures manual, to include all adjudication functions, which can be accessed by employees through the Intranet.



**OBJECTIVE 3: Ensure the integrity, security and safety of DMV's registration, licensing and adjudication services and facilities.**

**INITIATIVE 3.1: Increase credential security.**

DMV will continue to make process and technology changes to increase the security of our driver licenses and identification cards. By September 2010, we will reengineer our process to take images of all breeder documents (i.e., passports, birth certificates, etc.) that are submitted for verification. We will also reengineer our process to capture photos prior to issuing a credential. These changes will increase the security and integrity of our licensing and identification process.

**INITIATIVE 3.2: Integrate SAVE program with DMV's vehicle and licensing system.**

The Systematic Alien Verification for Entitlements (SAVE) Program is a nationally accessible database of selected immigration status information on over 60 million records. The SAVE Program enables Federal, state and local government agencies and licensing bureaus to obtain immigration status information needed to determine a non-citizen's eligibility for many public benefits such as obtaining a driver license or identification. Although we currently have web access to SAVE, to streamline operations, we will integrate SAVE with DMV's vehicle and licensing system (i.e., Destiny) by June 2010.

**PROPOSED KEY PERFORMANCE INDICATORS- Agency Management**

<b>Metric</b>	<b>FY08 Actual</b>	<b>FY09 Target</b>	<b>FY09 Actual</b>	<b>FY10 Projected</b>	<b>FY11 Projected</b>	<b>FY12 Projected</b>
% increase in online driver/vehicle services use	22%	5%	41%	10%	10%	10%
% customers rating overall DMV service as satisfactory or better	85%	88%	85%	85%	87%	90%
% increase in organ donors through DMV	25%	N/A	33%	35%	37%	39%
% OIG inquiries completed within deadline	N/A	N/A	N/A	99%	100%	100%



**STANDARD CITYWIDE OPERATIONAL MEASURES**

<b>Measure</b>	<b>FY10 YTD</b>
<b>Contracts</b>	
<b>KPI:</b> % of sole-source contracts	
<b>KPI:</b> Average time from requisition to purchase order for small (under \$100K) purchases	
<b>KPI:</b> # of ratifications	
<b>KPI:</b> % of invoices processed in 30 days or less	
<b>Customer Service</b>	
<b>KPI:</b> OUC customer service score	
<b>Finance</b>	
<b>KPI:</b> Variance between agency budget estimate and actual spending	
<b>KPI:</b> Overtime as percent of salary pay	
<b>KPI:</b> Travel/Conference spending per employee	
<b>KPI:</b> Operating expenditures "per capita" (adjusted: per client, per resident)	
<b>People</b>	
<b>KPI:</b> Ratio of non-supervisory staff to supervisory staff	
<b>KPI:</b> Vacancy Rate Total for Agency	
<b>KPI:</b> Admin leave and sick leave hours as percent of total hours worked	
<b>KPI:</b> Employee turnover rate	
<b>KPI:</b> % of workforce eligible to retire or will be within 2 years	
<b>KPI:</b> Average evaluation score for staff	
<b>KPI:</b> Operational support employees are percent of total employees	
<b>Property</b>	
<b>KPI:</b> Square feet of office space occupied per employee	
<b>Risk</b>	
<b>KPI:</b> # of worker comp and disability claims per 100 employees	



## *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: Implement online adjudication requests.**

By September 2010, DMV will introduce online adjudication requests. Customers will have the option to contest a ticket by submitting online requests and receive the electronic hearing record from Adjudication Services. Although this initiative is not anticipated to reduce customer volume (since the population taking advantage of this service will probably be those individuals who currently mail in adjudication requests), it will streamline operations and provide customers with an additional security that their adjudication requests have been received by Adjudication Services.

#### **INITIATIVE 1.2: Introduce a first level review process for walk-in adjudication.**

In order to streamline operations and reduce customer wait time, DMV will introduce a first level review process for the adjudication of walk-in parking tickets. This first level review will take into consideration tickets which are defective on their face and tickets for which the customer has required paperwork. The customer will be able to submit their ticket for a first-level review instead of waiting for a hearing. The decision letter will then be mailed to the customer. This initiative will be implemented by August 2010.

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

#### **INITIATIVE 2.1: Create operational policies and procedures manual.**

Shared Initiative Agency Management Division - Initiative 2.3 Currently, there are no internal, formal guidelines for employees to use when delivering customer service during transactions. Lack of formal policies and procedures has led to inconsistencies and confusion for both employees and customers. By September 2010, DMV will develop a comprehensive operational policies and procedures manual, to include all adjudication functions, which can be accessed by employees through the Intranet.



**PROPOSED KEY PERFORMANCE INDICATORS- Adjudication Services**

<b>Metric</b>	<b>FY08 Actual</b>	<b>FY09 Target</b>	<b>FY09 Actual</b>	<b>FY10 Projected</b>	<b>FY11 Projected</b>	<b>FY12 Projected</b>
% mail adjudication hearings completed within 150 days of request <sup>1</sup>	74%	82%	99%	82%	82%	84%
% adjudication customers whose wait times are 40 minutes or less <sup>2</sup>	87%	N/A	87%	87%	87%	89%
Average adjudication customer wait time in minutes <sup>2</sup>	25	N/A	23	30	30	30
% customers rating Adjudication Services as satisfactory or better	N/A	N/A	N/A	80%	82%	84%
# parking tickets adjudicated	129,529	N/A	117,656	N/A	N/A	N/A
% parking tickets adjudicated	8%	N/A	7%	N/A	N/A	N/A
% adjudicated parking tickets dismissed	43%	N/A	41%	N/A	N/A	N/A
# photo tickets adjudicated	16,476	N/A	20,251	N/A	N/A	N/A
% photo tickets adjudicated	4%	N/A	3%	N/A	N/A	N/A
% adjudicated photo tickets dismissed	75%	N/A	37%	N/A	N/A	N/A
# moving tickets adjudicated	22,301	N/A	22,693	N/A	N/A	N/A
% moving tickets adjudicated	20%	N/A	20%	N/A	N/A	N/A
% adjudicated moving tickets dismissed	36%	N/A	58%	N/A	N/A	N/A
# appeals filed	1,211	N/A	2,211	N/A	N/A	N/A
% appeals decided based on those filed	55%	N/A	33%	50%	53%	55%
% hearing decisions reversed on appeal	28%	N/A	33%	30%	27%	25%
% adjudication related OUC service requests addressed timely	34%	N/A	30%	80%	83%	85%

<sup>1</sup>For FY10, KPI of 150 days reflects increased ticket issuance by MPD, DPW, DDOT, without increase in adjudication staff

<sup>2</sup>Wait time based on Q-matic ticket 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: Provide change of address services online and by mail.**

Allowing residents to change their addresses online will result in reduced mail costs (i.e., due to returned mail), reduced customer inconveniences and reduced customer wait times in the service centers. DMV will introduce this initiative by January 2010.

##### **INITIATIVE 1.2: Enhance registration renewal process by installing customer computers in service centers.**

On July 13, 2009, DMV eliminated in-person vehicle registration renewals. Customers who still visit the service center in person are directed to a drop box. Although drop box renewals are processed within 48 business hours, customers often need expedited service due to their expiration dates. For customer convenience and streamlined services, by October 2009, DMV will locate a customer computer and printer in all service centers to allow on-site online services for those using credit cards. Since we will have an employee to walk them through the online process, this will take away any customer anxiety and enable them to complete the process. Once completed, they will be able to complete future transactions either at home or at a public library.

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

##### **INITIATIVE 2.1: Create operational policies and procedures manual.**

Shared Initiative: Agency Management Division - Initiative 2.3 Currently, there are no internal, formal guidelines for employees to use when delivering customer service during transactions. Lack of formal policies and procedures has led to inconsistencies and confusion for both employees and customers. By September 2010, DMV will develop a comprehensive operational policies and procedures manual, to include all adjudication functions, which can be accessed by employees through the Intranet.

#### **OBJECTIVE 3: Ensure the integrity, security and safety of DMV's registration.**

##### **INITIATIVE 3.1: Implement PRISM to enhance the safety of motor carriers.**

The Performance and Registration Information Systems Management (PRISM) improves motor carrier data sharing by providing current information to jurisdictions. This data includes driver moving violations, which can be used by law enforcement. PRISM is a performance-based system which assists in identifying at-risk motor carriers with a history of safety problems, places them on an improvement process and may ultimately lead to revocation of the registration of vehicles assigned to an unsafe motor carrier if safety performance fails to improve. DMV will implement PRISM by December 2009.



**PROPOSED KEY PERFORMANCE INDICATORS- Vehicle Services**

<b>Metric</b>	<b>FY08 Actual</b>	<b>FY09 Target</b>	<b>FY09 Actual</b>	<b>FY10 Projected</b>	<b>FY11 Projected</b>	<b>FY12 Projected</b>
# vehicle inspections per staff hour	3.43	3.40	4.26	4	4	4
# vehicle inspections	214,404	N/A	135,983	N/A	N/A	N/A
% customers rating Vehicle Services as satisfactory or better	N/A	N/A	N/A	83%	85%	87%
% mail and drop box registration renewals processed within 2 business days	N/A	N/A	N/A	98%	100%	100%
% registrations renewed online	22%	N/A	26%	35%	45%	55%
% dealer transactions processed w/in 7 business days	N/A	N/A	N/A	95%	98%	100%
# active vehicle registrations	278,217	N/A	268,966	N/A	N/A	N/A
% vehicle related OUC service requests addressed timely	N/A	N/A	N/A	85%	87%	89%





## *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: Implement online reinstatement of driver licenses.**

Currently, customers must visit the Penn Branch Service Center to have their driver license reinstated. This function has increased customer wait times at this location. Therefore, by April 2010, DMV will make the necessary system changes to enable 60-75% of reinstatements to be conducted online. This will maximize flexibility and reduce customer wait times.

##### **INITIATIVE 1.2: Create online driving record transaction.**

The DMV currently does not allow customers to obtain a driving record online. By November 2009, DMV will implement a new transaction which will allow customers to obtain driving records online. This initiative will reduce customer inconvenience, volume and wait times. However, certified driving records will still need to be obtained at a service center.

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

##### **INITIATIVE 2.1: Create operational policies and procedures manual.**

Shared Initiative: Agency Management Division - Initiative 2.3 Currently, there are no internal, formal guidelines for employees to use when delivering customer service during transactions. Lack of formal policies and procedures has led to inconsistencies and confusion for both employees and customers. By September 2010, DMV will develop a comprehensive operational policies and procedures manual, to include all adjudication functions, which can be accessed by employees through the Intranet.

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

##### **INITIATIVE 3.1: Increase credential security.**

DMV will continue to make process and technology changes to increase the security of our driver licenses and identification cards. By September 2010, we will reengineer our process to take images of all breeder documents (i.e., passports, birth certificates, etc.) that are submitted for verification. We will also reengineer our process to capture photos prior to issuing a credential. These changes will increase the security and integrity of our licensing and identification process.



**INITIATIVE 3.2: Integrate SAVE program with Destiny.**

The Systematic Alien Verification for Entitlements (SAVE) Program is a nationally accessible database of selected immigration status information on over 60 million records. The SAVE Program enables Federal, state and local government agencies and licensing bureaus to obtain immigration status information needed to determine a non-citizen’s eligibility for many public benefits such as obtaining a driver license or identification. Although we currently have web access to SAVE, we will integrate SAVE with DMV’s vehicle and licensing system (i.e., Destiny) to streamline operations by June 2010.

**INITIATIVE 3.3: Implement Ignition Interlock Device (IID) Program.**

The Ignition Interlock Device (IID) program is for repeat offenders who have violated the District’s driving under the influence law. An IID is a breath alcohol analyzer connected to the ignition of a car. A vehicle equipped with an IID cannot be started or driven unless the driver passes the unit’s breath alcohol tests. In other jurisdictions, this program has proven to be an effective tool in the battle against drunk driving. DMV will introduce this initiative by June 2010.

**PROPOSED KEY PERFORMANCE INDICATORS- Driver Services**

Metric	FY08 Actual	FY09 Target	FY09 Actual	FY10 Projected	FY11 Projected	FY12 Projected
% service center customers whose wait times are 40 minutes or less <sup>1</sup>	83%	85%	81%	83%	85%	87%
Average service center customer wait time in minutes <sup>1</sup>	25	20	23	30	30	30
% customers rating Driver Services as satisfactory or better	N/A	N/A	N/A	83%	85%	85%
% license renewed online	13%	N/A	24%	25%	27%	30%
% ID cards renewed online	1%	N/A	4%	5%	6%	7%
# active driver license	347,096	N/A	341,769	N/A	N/A	N/A
# active ID cards	125,065	N/A	105,541	N/A	N/A	N/A
% driver related OUC service requests addressed timely	N/A	N/A	N/A	85%	87%	89%

<sup>1</sup> Wait time based on Q-matic ticket issued at information desk. Wait time is expected to increase in FY11 and FY12 due to additional federal requirements in REAL ID/PASS ID legislation.



## *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: Implement online adjudication requests.**

By September 2010, DMV will introduce online adjudication requests. Customers will have the option to contest a ticket by submitting online requests and receive the electronic hearing record from Adjudication Services. Although this initiative is not anticipated to reduce customer volume (since the population taking advantage of this service will probably be those individuals who currently mail in adjudication requests), it will streamline operations and provide customers with an additional security that their adjudication requests have been received by Adjudication Services.

#### **INITIATIVE 1.2: Enhance registration renewal process by installing customer computers in service centers.**

On July 13, 2009, DMV eliminated in-person vehicle registration renewals. Customers who still visit the service center in person are directed to a drop box. Although drop box renewals are processed within 48 business hours, customers often need expedited service due to their expiration dates. For customer convenience and streamlined services, by October 2009, DMV will locate a customer computer and printer in all service centers to allow on-site online services for those using credit cards. Since we will have an employee to walk them through the online process, this will take away any customer anxiety and enable them to complete the process. Once completed, they will be able to complete future transactions either at home or at a public library.

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**PROPOSED KEY PERFORMANCE INDICATORS- Technology Services**

<b>Metric</b>	<b>FY08 Actual</b>	<b>FY09 Target</b>	<b>FY09 Actual</b>	<b>FY10 Projected</b>	<b>FY11 Projected</b>	<b>FY12 Projected</b>
% increase in online driver/vehicle services use	22%	5%	41%	10%	10%	10%



## *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 a skilled and diverse workforce for quality customer service.**

**INITIATIVE 1.1: Provide Fraudulent Document Recognition (FDR Level 2) training to frontline employees who issue driver licenses.**

Fraudulent Document Recognition (FDR) Training Level 2 combines the material from FDR Level I with a more in-depth look at covert security features. Employees will obtain hands-on experience evaluating various documents to enhance and further build their awareness of altered and/or counterfeited identification and driver licenses. By September 2010, DMV will develop and deliver this course to 85% of DMV frontline employees who issue driver licenses.

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

<b>Metric</b>	<b>FY08 Actual</b>	<b>FY09 Target</b>	<b>FY09 Actual</b>	<b>FY10 Projected</b>	<b>FY11 Projected</b>	<b>FY12 Projected</b>
% employees completing FDR training	N/A	N/A	N/A	85%	90%	100%



## *Customer Contacts*

### **SUMMARY OF SERVICES**

Provides advocacy for customers by promptly responding to their requests for information and services in a knowledgeable, accessible and friendly manner.

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

#### **INITIATIVE 1.1: Re-engineer Correspondence Process.**

The correspondence process will be revamped to ensure the DMV is in compliance with District standards to provide excellent customer service as it pertains to response time. By March 2010, develop process so all correspondence from Executive Office of the Mayor, Ask the Director, and other official avenues will be acknowledged and completely resolved within District standards.

### **PROPOSED KEY PERFORMANCE INDICATORS- Customer Contacts**

<b>Metric</b>	<b>FY08 Actual</b>	<b>FY09 Target</b>	<b>FY09 Actual</b>	<b>FY10 Projected</b>	<b>FY11 Projected</b>	<b>FY12 Projected</b>
% correspondence addressed timely	N/A	N/A	N/A	85%	87%	89%