



## FY12 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 460,000 licensed drivers and identification card holders (out of a population of nearly 617,000) and 275,000 registered vehicles at three service centers. We conduct adjudication services and collect ticket payments for more than 2.5 million tickets each year. We also conduct over 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 in FY12 are listed by functional division.

### PERFORMANCE PLAN DIVISIONS

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

### AGENCY WORKLOAD MEASURES

Metric	FY2010 Actual	FY11 Actual	FY12 YTD
# parking tickets adjudicated	209,818	186,905	62,889
% parking tickets adjudicated	12%	9%	14%
% adjudicated parking tickets dismissed	42%	50%	52%
# photo tickets adjudicated	45,632	42,104	9,650
% photo tickets adjudicated	10%	9%	10%
% adjudicated photo tickets dismissed	19%	32%	32%
# moving tickets adjudicated	42,373	50,116	12,143
% moving tickets adjudicated	29%	39%	50%
% adjudicated moving tickets dismissed	50%	59%	55%
# appeals filed	2,368	2,786	544
# vehicle inspections	201,315	182,064	45,982
# active vehicle registrations	275,043	277,583	279,591
# active driver license	274,676	351,537	358,661
# active ID cards	118,489	122,120	126,733



## *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: Investigate feasibility of charging an administrative hearing fee (FISCAL STABILITY).**

In order to reduce the increase in frivolous adjudication requests, which unnecessarily tie up agency resources and increase adjudication wait times, we will investigate the feasibility of charging an administrative fee for customers to adjudicate tickets. The investigation will include best practices and industry standards. If determined feasible, then a project plan, with corresponding timeline for possible implementation, will also be completed. Completion date: December 2011

#### **INITIATIVE 1.2: Create additional Appeals Board.**

Although DMV currently has two Appeals Boards, the period of time for reviewing appeal cases is almost 24 months. Therefore, the agency will identify funding and create an additional Appeals Board to reduce the time period for reviewing appeal requests. This initiative will improve customer satisfaction and reduce customer calls and emails checking on the status of appeal cases. Completion date: July 2012.

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

#### **INITIATIVE 2.1: Publish hearing examiner handbook. (QUALITY EDUCATION)**

Employee guidelines and training is critical to providing consistent information to customers. For the hearing examiners who adjudicate tickets, it is important that hearing decisions are rendered in a fair and equitable manner, consistent with the law. The creation of an internal hearing examiner handbook will aid with the ability to meet this requirement. Completion date: May 2012

#### **INITIATIVE 2.2: Require hearing examiners to attend DUI training. (QUALITY EDUCATION)**

In our quest for continued employee improvement and training, DMV will require that at least 90% of all hearing examiners attend DUI training to aid in the adjudication of DUI cases. This training will improve the analysis and review of permit control related hearings. Completion date: September 2012

#### **INITIATIVE 2.3: Create law school internship program to assist with mail adjudication. (QUALITY EDUCATION)**

DMV will partner with area law schools to create an internship program for third year law students to assist with conducting mail adjudication. This program will provide an



opportunity for real life application of the law for the students and assist DMV with maintaining our performance measure related to mail adjudication. Additionally, the program will provide a potential training ground for future hearing examiners. Completion date: July 2012

#### **PROPOSED KEY PERFORMANCE INDICATORS- Adjudication Services**

<b>Measure</b>	<b>FY2011 Actual</b>	<b>FY2012 Target</b>	<b>FY2012 YTD</b>	<b>FY2013 Projection</b>	<b>FY2014 Projection</b>	<b>FY2015 Projection</b>
% mail adjudication hearings completed within 150 days of request <sup>1</sup>	82%	75%	59%	77%	80%	80%
% adjudication customers whose wait times are 40 minutes or less <sup>2</sup>	88%	80%	91%	80%	80%	80%
Average adjudication customer wait time in minutes <sup>3</sup>	17	30	17	30	30	30
% customers rating Adjudication Services as satisfactory or better	82%	84%	90%	84%	84%	84%
% appeals decided based on those filed	58%	55%	55%	57%	57%	57%
% hearing decisions reversed on appeal	19%	25%	25%	23%	23%	23%
% adjudication related OUC service requests addressed timely	86%	85%	85%	85%	85%	85%

<sup>1</sup> For FY11, KPI of 150 days reflects increased ticket issuance by MPD, DPW and DDOT, without increase in adjudication staff.

<sup>2</sup> Wait time based on Q-matic tickets issued at information desk.

<sup>3</sup> Neutral FY13/14/15 projections are based on increased workloads without corresponding increased resources.



## *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: Allow for online insurance records.**

Create an online transaction which allows customers to obtain a request for vehicle insurance information online. This transaction allows customers involved in accidents to obtain the insurance company and policy number for a specific tag number. There is no vehicle name or address information provided with this transaction. Completion date: September 2012

##### **INITIATIVE 1.2: Develop option for low tag issuance by priority mail.**

We will develop a process that will allow low tag holders to renew their tags by using priority mail service, such as FedEx or certified mail. This process, which will require the customer to pay for the expedited postage, will increase customer satisfaction by allowing these customers to “skip the trip” and conduct the transaction by mail. Completion date: February 2012

##### **INITIATIVE 1.3: Implement settlement program for insurance lapse fines. (FISCAL STABILITY)**

DMV will implement a settlement program which will allow customers to pay a reduced amount for all outstanding insurance lapse fines. In addition to increased revenue, the program will also increase customer satisfaction by allowing customers, who could not previously afford to pay their debt, to do so and receive DMV services. Completion date: April 2012

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

##### **INITIATIVE 2.1: Train frontline service center employees on for hire services. (QUALITY EDUCATION)**

In preparation to distribute the for hire (i.e., taxis and limos) services to all service centers, DMV will train 90% of frontline service center employees on these two functions. The training will increase customer service by allowing customers to visit any one of our three service centers instead of being redirected to one specific location for service. Completion date: November 2011

#### **OBJECTIVE 3: Ensure the integrity, security and safety of DMV’s vehicle services.**

##### **INITIATIVE 3.1: Revamp government fleet program (PUBLIC SAFETY).**

DMV will revise the internal process used to conduct and maintain the inspection, titling and registration of all vehicles used in government activities. The revisions will



standardize policies and create specific guidelines to share with all government entities.  
Completion date: June 2012

**INITIATIVE 3.2: Reduce use of paper temporary tags (PUBLIC SAFETY & FISCAL STABILITY).**

DMV will eliminate the reliance on paper temporary tags by issuing hard tags that can be used as both temporary and permanent tags. This initiative will increase revenue by immediately collecting excise tax for title issuance, and it will decrease fraud by individuals who have no plans to permanently register vehicles for which temporary tags are requested. Completion date: June 2012

**PROPOSED KEY PERFORMANCE INDICATORS - Vehicle Services**

Measure	FY2011 Actual	FY2012 Target	FY2012 YTD	FY2013 Projection	FY2014 Projection	FY2015 Projection
# vehicle inspections per staff hour	5.6	4	4.25	4	4	4
% customers rating Vehicle Services as satisfactory or better	87%	85%	90%	85%	85%	85%
% registrations renewed online	62%	55%	61%	60%	62%	62%
% dealer transactions processed w/in 7 business days	98%	98%	100%	98%	98%	98%
% vehicle related OUC service requests addressed timely	93%	87%	82%	87%	87%	87%

***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: Create online sample knowledge tests. (PUBLIC SAFETY)**

DMV will create online sample knowledge tests that will assist customers in preparing and studying for the knowledge test. Customers who adequately master the driver manual by passing the knowledge test with high scores are usually better prepared for the roadway. Completion date: September 2012

**INITIATIVE 1.2: Implement online check acceptance capability for licensing/registration transactions.**

Many customers are not comfortable using their credit/debit card online for services and goods. Therefore, DMV will coordinate with the Office of Finance and Treasury to develop an online check acceptance capability for licensing and registration transactions.



This initiative, when fully implemented by OFT, will provide increased customer service by reducing in-person visits. Completion date: September 2012

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

**INITIATIVE 2.1: Train frontline service center employees on foreign national services. (QUALITY EDUCATION)**

In preparation to distribute the foreign national services to all service centers, DMV will train 90% of frontline service center employees on these two functions. The training will increase customer service by allowing customers to visit any one of our three service centers instead of being redirected to one specific location for service. Completion date: November 2011

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

**INITIATIVE 3.1: Increase credential security. (PUBLIC SAFETY)**

In accordance with federal requirements, implement a more secure credential by the federal deadline of January 2013 based on guidance received from the Department of Homeland Security. Implement a process to image breeder documents presented for driver licenses and identification cards. Completion date: February 2012



## PROPOSED KEY PERFORMANCE INDICATORS - Driver Services

Measure	FY2011 Actual	FY2012 Target	FY2012 YTD	FY2013 Projection	FY2014 Projection	FY2015 Projection
% service center customers whose wait times are 40 minutes or less <sup>4</sup>	66%	75%	69%	75%	75%	75%
Average service center customer wait time in minutes <sup>5</sup>	33	35	27	35	35	35
% customers rating Driver Services as satisfactory or better	84%	85%	83%	85%	85%	85%
% license renewed online <sup>6</sup>	34%	35%	38%	10%	10%	10%
% ID cards renewed online <sup>6</sup>	9%	9%	11%	5%	5%	5%
% driver related OUC service requests addressed timely	97%	87%	87%	87%	87%	87%

<sup>4</sup> Wait time based on Q-matic ticket issued at information desk. Wait time is expected to increase in FY12-FY15 due to additional federal requirements in REAL ID legislation and increased DC population without corresponding increased resources.

<sup>5</sup> Ibid.

<sup>6</sup>Reduction in FY13/14/15 projection due to implementation of federal req'ts which will reduce use of online transactions.



*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 emergency contact information. (PUBLIC SAFETY)**

Similar to other jurisdiction, DMV will implement an emergency contact website which will allow customers to include emergency contact information for law enforcement and medical personnel to access during emergencies. To prevent increased service pressure on DMV’s facilities, the service will only be available online. Completion date: June 2012

**INITIATIVE 1.2: Create DMV You Tube Channel. (PUBLIC SAFETY)**

As part of its continued outreach efforts, DMV will create a You Tube Channel to showcase public service announcements and brief videos related to DMV processes and motor vehicle public safety. The majority of the public safety content will be linked from other sites which already have available content. Completion date: December 2011

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

**INITIATIVE 3.1: Integrate photos into WALES. (PUBLIC SAFETY)**

Currently, the Washington Area Law Enforcement System (WALES) does not have access to DMV photos for the purpose of verifying identity. This reduces law enforcement’s flexibility in efficiently performing their job. Therefore, DMV will program our licensing system to integrate driver license and identification card photos with the Metropolitan Police Department’s WALES. Completion date: September 2012

**PROPOSED KEY PERFORMANCE INDICATORS- Technology Services**

Measure	FY2011 Actual	FY2012 Target	FY2012 YTD	FY2013 Projection	FY2014 Projection	FY2015 Projection
% usage of online driver/vehicle services use <sup>6</sup>	36%	33%	53%	33%	33%	33%

<sup>6</sup>Neutral in FY13-15 projection due to implementation of federal req’ts which will reduce use of online transactions.





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

**INITIATIVE 3.1: Implement NMVTIS to reduce vehicle title fraud. (PUBLIC SAFETY)**

The National Motor Vehicle Title Information System (NMVTIS) is a federal system enacted to deter trafficking of stolen vehicles by strengthening law enforcement against auto theft, combating vehicle title fraud, preventing "chop shop" related thefts and inspecting exports for stolen vehicles. NMVTIS makes vehicle information available to federal, state and local law enforcement officials, insurance carriers and other prospective purchasers (e.g., individuals, auction companies and used car dealers). The system will reduce fraud by allowing DMV to instantly and reliably verify the information on the paper title with the electronic data from the state that issued the title. Completion date: September 2012

**PROPOSED KEY PERFORMANCE INDICATORS- Service Integrity**

<b>Measure</b>	<b>FY2011 Actual</b>	<b>FY2012 Target</b>	<b>FY2012 YTD</b>	<b>FY2013 Projection</b>	<b>FY2014 Projection</b>	<b>FY2015 Projection</b>
% employees completing FDR training	92%	92%	92%	92%	92%	92%



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

**INITIATIVE 2.1: Provide customer service training to frontline employees. (QUALITY EDUCATION)**

Each year DMV offers customized customer service training to meet the needs of frontline employees. Provide training related to basic technology techniques and behavioral management to 90% of frontline employees. The training will enhance employees’ ability to self diagnose computer issues; thereby, saving time by reducing help desk calls while customers are waiting for service. Additionally, the training will reduce customer complaints and maximize customer service. Completion date: September 2012

**PROPOSED KEY PERFORMANCE INDICATORS- Agency Management**

Measure	FY2011 Actual	FY2012 Target	FY2012 YTD	FY2013 Projection	FY2014 Projection	FY2015 Projection
% usage of online driver/vehicle services use <sup>6</sup>	36%	33%	53%	33%	33%	33%
% customers rating overall DMV service as satisfactory or better	84%	85%	85%	85%	85%	85%
% of organ donors through DMV	35%	37%	38%	39%	41%	41%
% OIG inquiries completed within deadline	100%	100%	100%	100%	100%	100%
% correspondence addressed timely	98%	90%	92%	93%	95%	95%

<sup>6</sup>Neutral in FY13-15 projection due to implementation of federal req’ts which will reduce use of online transactions.