



## FY11 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 FY11 are listed by functional division.

### PERFORMANCE PLAN DIVISIONS

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

### AGENCY WORKLOAD MEASURES

Metric	FY2009 Actual	FY2010 Actual
# parking tickets adjudicated	117,656	209,818
% parking tickets adjudicated	7%	12%
% adjudicated parking tickets dismissed	41%	42%
# photo tickets adjudicated	20,251	45,632
% photo tickets adjudicated	3%	10%
% adjudicated photo tickets dismissed	37%	52%
# moving tickets adjudicated	22,693	42,373
% moving tickets adjudicated	20%	29%
% adjudicated moving tickets dismissed	58%	50%
# appeals filed	2,211	2,368
# vehicle inspections	223,394	201,315
# active vehicle registrations	286,934	275,043
# active driver license	346,219	274,676
# active ID cards	135,607	118,489



## *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 amnesty program for moving violations and parking tickets.**

With over \$300 million in uncollected ticket debt, by June 2011, DMV will implement an amnesty program which will allow customers to pay only the original fine (i.e., penalties will be waived) on delinquent tickets. It is estimated that a ticket amnesty program will generate an estimated \$6 million in revenue. In addition to increased revenue, it will also increase customer satisfaction by allowing customers, who could not previously afford to pay their debt, to do so and receive DMV services.

#### **INITIATIVE 1.2: Implement online traffic school.**

In FY11, DMV will take over the traffic school function from MPD. However, due to limited resources and best practices, we will implement an online traffic school by December 2010. The online traffic school will still meet our requirements of providing the necessary driver safety education to keep our streets safe from unsafe drivers.

#### **INITIATIVE 1.3: Investigate feasibility of tiered/discount ticket fine system.**

Currently, DC's ticket fine system results in tickets doubling (i.e., receiving a penalty) thirty days after issuance if the ticket is not paid or adjudicated. Due to the high percentage of unpaid tickets, we need to investigate the feasibility of implementing a tiered/discount ticket fine system which would incent customers to timely pay tickets. Therefore, we will create a project team composed of DMV, MPD, OCA and OCFO representatives to determine the long-term feasibility of an incentive ticket fine structure, as it relates to revenue, legislative, computer programming and adjudication impact. The team's recommendations are needed by November 2010 to be considered during the review of the new ticket processing system. Also, any fee structure changes would require legislation.

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

#### **INITIATIVE 2.1: Roll out specialized customer service training to 98% of DMV frontline employees.**

In FY10, DMV provided a specialized customer service training session, entitled "Find the Simple, Legal Yes," to all frontline managers. The session encouraged management to find creative ways to assist customers, on a case by case basis, within the confines of the law. Due to the overwhelming positive feedback from the course participants, we will roll out a modified version of the course to 98% of frontline employees by



September 2011. The training will reduce customer complaints and maximize customer service and flexibility.

**INITIATIVE 2.2: Develop written new hire and refresher training courses for Legal Instrument Examiners (LIEs).**

Currently, the majority of training for new hire legal instrument examiner employees consists of on-the-job training (OJT). Although this benefits most employees, OJT programs should be supplemented with written and classroom training. Therefore, by May 2011, DMV will develop written new hire and refresher training courses for the LIEs in the Service Centers, the Processing Center and Adjudication Services. The classroom portion will also contain a section on ethics using the new fraud video from the US Immigration and Customs Enforcement.

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

**INITIATIVE 3.1: Develop teleconference option for MPD officers for in-person hearings.**

Since DC law does not specify how officers must appear for in-person hearings, an alternate and cost effective option, that will save officer time, is the use of teleconferencing. This option is more viable than video conferencing since it only requires a phone; thereby, allowing officers to be the most mobile, while meeting their scheduled hearing commitment. DMV will implement this initiative by December 2010.

**PROPOSED KEY PERFORMANCE INDICATORS - Adjudication Services**

Measure	FY2009 Actual	FY2010 Target	FY2010 Actual	FY2011 Projection	FY2012 Projection	FY2013 Projection
% mail adjudication hearings completed within 150 days of request <sup>1</sup>	99%	82%	84%	80%	80%	80%
% adjudication customers whose wait times are 40 minutes or less <sup>2</sup>	87%	87%	84%	80%	80%	80%
Average adjudication customer wait time in minutes <sup>3</sup>	23	30	23	35	35	35
% customers rating Adjudication Services as satisfactory or better	Not Available	80%	87%	82%	84%	84%
# appeals decided based on those filed	33%	50%	48%	53%	55%	57%
% hearing decisions reversed on appeal	33%	30%	22%	27%	25%	23%
% adjudication related OUC service requests addressed timely	30%	80%	88%	83%	85%	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.

<sup>3</sup> Ibid.



## *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: Automate Tag Surrender Refund Process.**

By March 2011, we will enhance our registration system to process registration refunds automatically for license tags which are surrendered with more than six months remaining on the registration. Currently, this is a manual process which results in additional delay in the customer receiving the refund.

##### **INITIATIVE 1.2: Develop process to issue low tags online and by mail.**

Prior to February 2011, we will develop a process that would allow low tag holders to renew their tag online and receive it by mail. This process will reduce our need to provide overtime services to this population. It will also increase customer satisfaction by allowing these customers to “skip the trip” and conduct the transaction online.

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

##### **INITIATIVE 2.1: Roll out specialized customer service training to 98% of DMV frontline employees.**

In FY10, DMV provided a specialized customer service training session, entitled “Find the Simple, Legal Yes,” to all frontline managers. The session encouraged management to find creative ways to assist customers, on a case by case basis, within the confines of the law. Due to the overwhelming positive feedback from the course participants, we will roll out a modified version of the course to 98% of frontline employees by September 2011. The training will reduce customer complaints and maximize customer service and flexibility.

##### **INITIATIVE 2.2: Develop written new hire and refresher training courses for Legal Instrument Examiners (LIEs).**

Currently, the majority of training for new hire legal instrument examiner employees consists of on-the-job training (OJT). Although this benefits most employees, OJT programs should be supplemented with written and classroom training. Therefore, by May 2011, DMV will develop written new hire and refresher training courses for the LIEs in the Service Centers, the Processing Center and Adjudication Services. The classroom portion will also contain a section on ethics using the new fraud video from the US Immigration and Customs Enforcement.



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

**INITIATIVE 3.1: Implement NMVTIS to reduce vehicle title fraud.**

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. The system will be implemented by September 2011.

**INITIATIVE 3.2: Develop IRP training module for carriers.**

The International Registration Plan (IRP) is an international highway program designed for the licensing of heavy (>26,000 pounds) commercial vehicles that travel in two or more jurisdictions. Compliance with program requirements ensure the safety of heavy weight vehicles, other vehicles that share the roadway and pedestrians. For FY11, DMV will develop an IRP training module for carriers that focus on safety and program requirements. The training will be developed by March 2011.

**PROPOSED KEY PERFORMANCE INDICATORS- Vehicle Services**

Measure	FY2009 Actual	FY2010 Target	FY2010 Actual	FY2011 Projection	FY2012 Projection	FY2013 Projection
# vehicle inspections per staff hour	4.26	4	4.74	4	4	4
% customers rating Vehicle Services as satisfactory or better	Not Available	83%	83%	85%	87%	87%
% mail and drop box registration renewals processed within 2 business days	Not Available	98%	99%	100%	100%	100%
% registrations renewed online	26%	35%	54%	45%	55%	60%
% dealer transactions processed w/in 7 business days	Not Available	95%	97%	98%	100%	100%
% vehicle related OUC service requests addressed timely	Not Available	85%	85%	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 document verification check.**

By December 2010, we will create and implement an online document verification check to assist customers in identifying the proper documentation necessary to obtain a first-time DC driver license, identification card or title/vehicle registration. The customer will be able to select from a list of acceptable documents and print out their requirements prior to visiting the DMV. This will streamline the new resident process and decrease customer visits by ensuring customers have all necessary documents to complete their transaction in one visit.

##### **INITIATIVE 1.2: Produce Pilot Parent-Teen Driving Forum.**

DMV's Gradual Rearing of Adult Drivers (GRAD) Program permits novice drivers (16 - 21 years of age) to safely gain driving experience before obtaining full driving privileges. Many driver education programs are barely sufficient to learn basic vehicle control skills; most do not take into account complexities such as driving at night. Although GRAD addresses these complexities, it still does not integrate one crucial factor—the parent-teen relationship. Therefore, prior to August 2011, we will pilot a voluntary Parent-Teen Driving Forum to provide information on the GRAD program and highlight teen driving safety and statistics.

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

##### **INITIATIVE 2.1: Roll out specialized customer service training to 98% of DMV frontline employees.**

In FY10, DMV provided a specialized customer service training session, entitled "Find the Simple, Legal Yes," to all frontline managers. The session encouraged management to find creative ways to assist customers, on a case by case basis, within the confines of the law. Due to the overwhelming positive feedback from the course participants, we will roll out a modified version of the course to 98% of frontline employees by September 2011. The training will reduce customer complaints and maximize customer service and flexibility.

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LIEs in the Service Centers, the Processing Center and Adjudication Services. The classroom portion will also contain a section on ethics using the new fraud video from the US Immigration and Customs Enforcement.

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

**INITIATIVE 3.1: Increase credential security.**

In accordance with federal requirements, implement a secure credential by the federal deadline of May 11, 2011 based on guidance received from the Department of Homeland Security. The requirements include imaging breeder documents, capturing photos upfront and developing security plans.

**INITIATIVE 3.2: Integrate photos into WALES.**

Currently, the Washington Area Law Enforcement System (WALES) does not have access to DMV photos for the purpose of verifying identity. This reduces law enforcements flexibility in efficiently performing their job. Therefore, DMV will integrate our photos into WALES by September 2011.

**PROPOSED KEY PERFORMANCE INDICATORS- Driver Services**

Measure	FY2009 Actual	FY2010 Target	FY2010 Actual	FY2011 Projection	FY2012 Projection	FY2013 Projection
% service center customers whose wait times are 40 minutes or less <sup>4</sup>	81%	83%	63%	80%	80%	80%
Average service center customer wait time in minutes <sup>5</sup>	23	30	35	30	30	30
% customers rating Driver Services as satisfactory or better	Not Available	83%	83%	85%	85%	85%
% license renewed online	24%	25%	28%	27%	30%	32%
% ID cards renewed online	4%	5%	9%	6%	7%	10%
% driver related OUC service requests addressed timely	Not Available	85%	75%	87%	87%	87%

<sup>4</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 legislation.

<sup>5</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 fillable DMV forms online.**

Currently, DMV provides numerous forms/applications online for customer convenience. However, these forms must be printed out and then completed in pen/pencil by customers. By December 2010, we will make all of our vital online forms/applications fillable. By having customers type information on the forms, it will also reduce employee errors due to illegible writing.

#### **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.**

Currently, the Washington Area Law Enforcement System (WALES) does not have access to DMV photos for the purpose of verifying identity. This reduces law enforcements flexibility in efficiently performing their job. Therefore, DMV will integrate our photos into WALES by September 2011.

##### **INITIATIVE 3.2: Reduce agency paper consumption by 1%.**

DMV will reduce paper consumption as a cost saving initiative and to ensure the integrity of operations by preventing the unnecessary printing of paper with sensitive customer information. First, we will conduct an assessment of how much paper is currently being used. Then, we will implement changes to our licensing/registration/inspection/ticket systems to prevent the unnecessary printing of paper. We will also engage in employee communication to make employees more aware of recycling and conservation. The overall 1% paper reduction will be achieved by September 2011.

##### **INITIATIVE 3.3: Standardize computer printers.**

As a toner cost saving initiative, we will standardize printers from seven models to three models.. This will allow us to standardize purchasing, buy in bulk and save money. This standardization will be completed in May 2011.

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

<b>Measure</b>	<b>FY2009 Actual</b>	<b>FY2010 Target</b>	<b>FY2010 Actual</b>	<b>FY2011 Projection</b>	<b>FY2012 Projection</b>	<b>FY2013 Projection</b>
% increase in online driver/vehicle services use	41%	10%	59%	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 2: Ensure a skilled and diverse workforce for quality customer service.**

##### **INITIATIVE 2.1: Develop written new hire and refresher training courses for Legal Instrument Examiners (LIEs).**

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

<b>Measure</b>	<b>FY2009 Actual</b>	<b>FY2010 Target</b>	<b>FY2010 Actual</b>	<b>FY2011 Projection</b>	<b>FY2012 Projection</b>	<b>FY2013 Projection</b>
% employees completing FDR training	Not Available	85%	92%	90%	100%	100%

## *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: Senior outreach for online services.**

Work with the Office on Aging to provide onsite assistance at wellness centers for seniors to renew their driver licenses, identification cards and vehicle registrations online. Seniors are more willing to use online services when receiving one-on-one assistance. By providing this assistance, it is hoped they will continue to use online services for future transactions. This initiative will be completed by January 2011.

**INITIATIVE 1.2: Redesign DMV website.**

DMV will convert our website to the city-wide redesign format by September 2011. The redesigned website will be more user friendly and aid residents and non-residents in quickly finding pertinent vehicle, driver and adjudication information.

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

**INITIATIVE 2.1: Roll out specialized customer service training to 98% of DMV frontline employees.**

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**INITIATIVE 2.3: Develop management training course on new AFGE 1975 labor contract.**

Currently, the city is negotiating new labor contracts which will result in changes to current labor-management practices. In order to ensure managers are familiar with the contract content, we will develop and deliver a management training course that goes through all the requirements of the contract. This training will ensure fair and equitable treatment of our valued employees. This training will be completed by July 2011.



**INITIATIVE 2.4: Deliver refresher training on the use of Language Line.**

By March 2011, DMV will deliver refresher training on the use of Language Line to 98% of Legal Instrument Examiner (i.e., frontline) employees. This training will ensure DMV meets the District’s goal of providing service for customers not proficient in English.

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

**INITIATIVE 3.1: Reduce agency paper consumption by 1%.**

DMV will reduce paper consumption as a cost saving initiative and to ensure the integrity of operations by preventing the unnecessary printing of paper with sensitive customer information. First, we will conduct an assessment of how much paper is currently being used. Then, we will implement changes to our licensing/registration/inspection/ticket systems to prevent the unnecessary printing of paper. We will also engage in employee communication to make employees more aware of recycling and conservation. The overall 1% paper reduction will be achieved by September 2011.

**PROPOSED KEY PERFORMANCE INDICATORS- Agency Management**

Measure	FY2009 Actual	FY2010 Target	FY2010 Actual	FY2011 Projection	FY2012 Projection	FY2013 Projection
% increase in online driver/vehicle services use	41%	10%	57%	10%	10%	10%
% customers rating overall DMV service as satisfactory or better	85%	85%	83%	85%	85%	85%
% of organ donors through DMV	33%	35%	38%	37%	39%	40%
% OIG inquiries completed within deadline	Not Available	99%	100%	100%	100%	100%
% correspondence addressed timely	Not Available	85%	87%	87%	89%	90%
% of subgrantee’s budget spent on programmatic costs <sup>6</sup>	Not Available	Not Available	Not Available	65%	65%	65%
% of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award <sup>7</sup>	Not Available	Not Available	Not Available	100%	100%	100%

<sup>6</sup> The Wise Giving Alliance of the Better Business Bureau identifies 65% to be an industry standard for this measure <http://www.bbb.org/us/Charity-Standards/>. This metric measures all subgrantees’ programmatic costs as a percentage of their overall costs.

<sup>7</sup> Pursuant to 11.4 of the Grants Manual and Source Book all District agencies must complete monitoring reports. All District agencies should be in compliance with this standard. The standard is 100%.