



FY 2013 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 490,000 licensed drivers and identification card holders (out of a population of nearly 618,000) and 280,000 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 an estimated 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 FY13 are listed by functional division.

PERFORMANCE PLAN DIVISIONS

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

AGENCY WORKLOAD MEASURES

Metric	FY 2010 Actual	FY 2011 Actual	FY 2012 YTD
Number of parking tickets adjudicated	209,818	186,905	200,951
Percent of parking tickets adjudicated	12%	9%	15%
Percent of adjudicated parking tickets dismissed	42%	50%	50%
Number of photo tickets adjudicated	45,632	42,104	40,305
Percent of photo tickets adjudicated	10%	9%	7%
Percent of adjudicated photo tickets dismissed	19%	32%	29%
Number of moving tickets adjudicated	42,373	50,116	42,144
Percent of moving tickets adjudicated	29%	39%	55%
Percent of adjudicated moving tickets dismissed	50%	59%	58%
Number of vehicle inspections	201,315	182,064	142,928
Number of active vehicle registrations	275,043	277,583	281,401
Number of active driver license	274,676	351,537	358,661
Number of 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: Enhance the Ticket Access Service (TAS) to make it more user-friendly and efficient.

Since the fall of 2010, approximately 30,000 customers have established online TAS accounts which allow them access to ticket information on their registered vehicles and driver license. DMV will partner with its ticket processing vendor to re-engineer the TAS application to make it more user-friendly and efficient. This re-engineering will reduce customer complaints and maximize customer service. Completion date: February, 2013.

INITIATIVE 1.2: Reduce mail adjudication response time.

Partner with D.C. Public Schools to create an internship program for high school students to assist with mail adjudication. This program will provide an opportunity for students to earn credits toward their community service graduation requirement. The program will also provide valuable experience in the administrative law area for students who may be interested in pursuing a legal career. Completion date: February, 2013.

INITIATIVE 1.3: Implement strategy to educate new residents on ticket adjudication.

Create a brochure and create a page on the adjudication section of the website which provides the top ten adjudication tips for new residents. Based on our experience with hearings and the hearing process, new residents are not clear on Registration of Out-of-State-Automobiles (ROSA), meters, right turn on red, etc. Completion date: March, 2013.

KEY PERFORMANCE INDICATORS – Adjudication Services

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent of mail adjudication hearings completed within 150 days of request ¹	82%	75%	77%	75%	75%	75%
Percent of adjudication customers whose wait times are 40 minutes or less ²	88%	80%	89%	80%	80%	80%

¹ The FY13 target reflects increased ticket issuance by MPD, DPW and DDOT without an increase in adjudication staff.



Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Average adjudication customer wait time in minutes ³	17	30	19	30	30	30
Percent of customers rating Adjudication Services as satisfactory or better	82%	84%	87%	84%	84%	84%
Percent of appeals decided based on those filed	58%	55%	57%	57%	57%	57%
Percent of hearing decisions reversed on appeal	19%	25%	25%	25%	25%	25%
Percent of adjudication related OUC service requests addressed timely	86%	85%	83%	85%	85%	85%

² Wait time based on Q-matic tickets issued at information desk.

³ 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: Streamline taxi registration renewal process.

Currently, approximately 80% of all taxi registration renewals occur in the month of March. This initiative will even-out the number of renewals processed each month, thereby, streamlining the process. Completion date: January, 2013.

INITIATIVE 1.2: Enable vehicle titling/registration by new car dealerships.

DMV will partner with new car dealerships to develop process for dealers to title and register new vehicles for their customers. This will streamline DMV operations and allow for us to redirect DMV resources to other areas. Completion date: April, 2013.

INITIATIVE 1.3: Investigate feasibility of mailing personalized tags.

DMV will investigate feasibility and analyze costs to create a process for mailing personalized tags. This will eliminate customers needing to make a second trip to the DMV, thereby decreasing customer volume in the service centers. Completion date: April, 2013.

INITIATIVE 1.4: Create online transaction for calculating excise tax.

Create an online system to allow customers to estimate the excise tax for titling a vehicle prior to an in-person visit. This service will ensure customers have sufficient funds to complete their transaction, thereby, avoiding return trips to the service center. Completion date: August, 2013.

OBJECTIVE 2: Ensure the integrity, security and safety of DMV's vehicle services.

INITIATIVE 2.1: Create online dealer registration process.

Currently, each year in October, we require all District dealerships to make an in-person visit to recertify their DMV dealer registration which allows them to obtain dealer tags and reassign titles. We will create an online process that would allow the DMV to review the paperwork in advance to avoid dealers making return trips and to increase the integrity of the process. Completion date: July, 2013.



KEY PERFORMANCE INDICATORS – Vehicle Services

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Number of vehicle inspections per staff hour	5.6	4	4.25	4	4	4
Percent of customers rating Vehicle Services as satisfactory or better	87%	85%	91%	87%	87%	87%
Percent of dealer transactions processed within 7 business days	98%	98%	100%	98%	98%	98%
Percent of vehicle related OUC service requests addressed timely	93%	87%	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 a brochure for new DC residents.

DMV will create a new residents brochure that would explain the process of how to convert an out-of-state license, obtain an identification card and/or register a vehicle in the District. Often those who are new to the city are not aware of how to complete all their necessary transactions in one visit. This brochure would be provided to District realtors, building managers and leasing companies for dissemination. This broader dissemination of information, which is already available on our website, would assist new residents complete their DMV transactions during their first visit. Completion date: March, 2013.

INITIATIVE 1.2: Allow driving instructors to administer road tests.

Create pilot program which uses driver instructors and their vehicles, for an additional fee, for road tests under the supervision of the DMV Road Test Supervisor. This initiative, which requires a regulation change, would allow driver instructors to administer the road test and decrease the wait time to get a road test appointment. Completion date: March, 2013.

INITIATIVE 1.3: Modify renewal requirements for expired DC license holders.

This initiative, which requires a regulation change, will allow DC customers whose licenses have been expired for more than 90 days the option of completing an online driver education course in lieu of the in-person knowledge test. Additionally, we will investigate the feasibility of using third party testers to administer the road test. This would result in decreased wait times for the knowledge test and potentially earlier road test appointments. Completion date: July, 2013.

OBJECTIVE 2: Ensure the integrity, security and safety of DMV's licensing and identification cards.

INITIATIVE 2.1: Create CDL testing waiver for military.

DMV will use the Federal Motor Carrier Safety Administration requirements to implement a process that allows military personnel to more easily obtain a commercial driver license. We will substitute two years of safe driving experience in military equivalents of commercial motor vehicles for the skills test portion of the commercial driver license skills test. Completion date: January, 2013.



KEY PERFORMANCE INDICATORS – Driver Services

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent of service center customers whose wait times are 40 minutes or less ⁴	66%	75%	67%	75%	75%	75%
Average service center customer wait time in minutes ⁵	33	35	30	35	35	35
Percent of customers rating Driver Services as satisfactory or better	84%	85%	82%	85%	85%	85%
Percent of driver related OUC service requests addressed timely	97%	87%	89%	87%	87%	87%

⁴ Wait time based on Q-matic ticket issued at information desk. Wait time is expected to increase in FY13-FY15 due to additional federal requirements in REAL ID legislation and increased DC population without a corresponding increase in resources.

⁵ 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: Enhance online road test appointment system.

We will streamline the rescheduling of online road test appointments to make it easier for customers to conduct the transaction and manage appointment availability. This enhancement will improve customer satisfaction. Completion date: June, 2013.

INITIATIVE 1.2: Develop phone app for DMV renewal services.

In collaboration with the Office of the Chief Technology Officer, DMV will develop a phone app for customers to renew their vehicle registrations, driver licenses and identification cards. This initiative will provide an alternative method for obtaining DMV service and eliminate in-person visits. Completion date: September, 2013.

INITIATIVE 1.3: Develop online solution for customers without internet access.

To better serve customers without access to a computer, DMV will develop an online solution for these customers. This solution, which will partner with businesses in the city, will encourage customers to utilize online services, thereby, reducing in-person customer volume and wait time. Completion date: September, 2013.

PROPOSED KEY PERFORMANCE INDICATORS – Technology Services

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percentage usage of online driver/vehicle services use ⁶	36%	33%	56%	40%	30%	30%
Percent of registrations renewed online	62%	55%	69%	65%	65%	65%
Percent of licenses renewed online ⁷	34%	35%	39%	30%	10%	10%
Percent of ID cards renewed online ⁸	9%	9%	12%	8%	5%	5%

⁶ Reductions in FY14 and FY15 projections are due to implementation of federal requirements which will reduce use of online transactions.

⁷ Ibid.

⁸ Ibid.



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 the integrity, security and safety of DMV’s licenses and registration.

INITIATIVE 1.1: Provide an online Fraudulent Document Recognition refresher course to frontline employees who issue driver licenses and titles.

The agency will re-train at least 90% of frontline employees with an online course. The online Fraudulent Document Recognition refresher course will provide employees with the latest information on how to evaluate the various documents they are in contact with daily when issuing licenses and titles. Additionally, this course will reduce fraud by continuing to raise employee awareness of altered and/or counterfeit documents that may be presented to them. Completion date: September, 2013.

INITIATIVE 1.2: Integrate US Passport Verification system into licensing system.

The ability to validate breeder documents is critical in preventing fraud and identity theft. Therefore, using our licensing system, we will validate US Passports, in real-time, with the US Department of State. Completion date: May, 2013.

KEY PERFORMANCE INDICATORS – Service Integrity

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent of employees completing fraudulent document recognition refresher training	92%	92%	92%	90%	90%	90%
Percent of law enforcement requests processed within 48 business hours ⁹	NA	NA	NA	90%	90%	90%

⁹ This is a new measure in FY13.



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

INITIATIVE 1.1: Open the Rhode Island Service Center.

In an effort to better serve the citizens of the District, a new facility will be opened in Northeast Washington. This initiative will increase customer satisfaction and employee morale due to the new facility design and close proximity to the metro and affordable garaged parking. Completion date: December, 2012.

INITIATIVE 1.2: Develop a solution for the unbanked population.

In an effort to better serve customers who may not have a traditional bank account or debit/credit card, the DMV will partner with area businesses to help residents gain access to a bank card. This would make it easier and faster to service customers in the service centers and adjudication by reducing cash transactions. It will also encourage customers to skip the in-person trip and utilize online services. Completion date: September, 2013.

INITIATIVE 1.3: Improve language access for customers.

To ensure vital web information is available to non-English speaking communities, the DMV will translate to Spanish the following processes on its website: obtain a driver license, obtain a DC non-driver identification card and first time title and registration. More languages will be added if the budget allows. Additionally, the DMV will work with the Mayor's constituent offices and attend at least one outreach event for each of the three offices. Completion date: September, 2013.

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

INITIATIVE 2.1: Train frontline service center employees on active listening.

In an effort to better serve the citizens of the District, the DMV will train 90% of frontline service center employees on active listening skills. The training will increase customer service by teaching employees on how to listen to what a person is saying and determine what message they are trying to get across. Active listening and good communication will lead to better or accurate information being delivered by employees during the first contact with a customer, thus eliminating the need for multiple visits to the DMV. Completion date: September, 2013.



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

INITIATIVE 3.1: Obtain 36% overall organ donation designee.

Over 98% of all organ donation designees occur at motor vehicle locations. Therefore, it is critical we do our part to promote this lifesaving program. We will partner with Donate Life DC to create and implement ideas to increase organ donation designees from 32% to 36%. Completion date: September, 2013.

KEY PERFORMANCE INDICATORS – Agency Management

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent of customers rating overall DMV service as satisfactory or better	84%	85%	84%	85%	85%	85%
Percent of organ donors through DMV ¹⁰	35%	37%	32%	36%	38%	40%
Percent of correspondence addressed timely	98%	90%	92%	93%	95%	95%

¹⁰ This measure was revised in FY13 to reflect the methodology used by the organ donor community to measure percentage of organ donor designations.