



FY08 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 and 257,000 registered vehicles at four service centers. DMV conducts adjudication services and collects ticket payments for more than 2.4 million parking and traffic tickets each year. It also conducts over 219,000 annual vehicle inspections. Additionally, the DMV call center answers over 30,000 customer service calls every month.

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

INITIATIVE 1.1: Reduce wait times on Saturdays.

Currently, DMV has only one service center open on Saturdays. This results in longer wait times due to peak demand on Saturdays. By March 2008, DMV will change the operating days of one additional location from Monday through Friday to Tuesday through Saturday. Doing so will relieve crowding at the 95 M Street, SW location on Saturdays. This initiative is cost neutral.

INITIATIVE 1.2: Revamp the DMV website to provide customers with enhanced information.

DMV will revamp its website to provide information that is customer-focused and content driven. The new website will provide customers with enhanced information such as tips for buying and selling vehicles, information related to lemon laws, alternative-fuel vehicles and identity theft, and optimal times to visit DMV's service locations. The improved website will also feature a more user-friendly search engine based on frequently searched topics. DMV will spend approximately \$50,000 revising the look and feel of the website. The revamped website will be available by May 2008.

INITIATIVE 1.3: Pursue parking ticket adjudication by mail only and provide an option for e-mail adjudication.

DMV's in-person hearing wait times could be significantly reduced by requiring mail-in adjudication for parking tickets. Currently, DMV offers adjudication of parking tickets by mail and in person. Since parking tickets do not require the presence of an officer or parking aid, the DMV could eliminate in-person adjudication. Doing so would reduce wait times for customers with transactions that require them to visit a DMV service location. In addition to mail-in adjudication, customers will also be able to contest parking tickets by submitting an e-mail with all necessary evidence. DMV will complete the phase-out of in-person adjudication of parking tickets in favor of mail-in and e-mail adjudication by December 2008.

INITIATIVE 1.4: Begin implementation of SmarTrip in DC drivers' licenses and identification cards.

Automobiles are only one of the methods for traveling in DC. The primary mode of transportation for many residents is Metrobus and Metrorail. SmarTrip is the most efficient way of paying for transit service. Installing SmarTrip chips in drivers' licenses and ID cards will allow all District residents access to SmarTrip cards and encourage transit usage. DMV will spend approximately \$830,000 annually to implement this initiative by October 2008.

INITIATIVE 1.5: Create at least five Public Service Announcements (PSAs).

With the implementation of an upgraded Q-Matic system (i.e., queuing system) in all DMV service centers in FY07, DMV now has the capacity to deliver PSAs to customers waiting for service. DMV will create five PSAs related to obtaining a license/ID, registering a vehicle, adjudicating a ticket and basic DMV information. Customers will benefit from receiving this information in both audio and visual formats. The anticipated cost is \$30,000 and the first PSA will roll out in January 2008.

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

INITIATIVE 2.1: Develop and implement a customer satisfaction survey.

One of the best ways to gauge whether the workforce is adequately delivering quality customer service is to obtain feedback directly from customers soon after their interaction with DMV. To achieve this objective, DMV will develop a customer satisfaction survey that can be delivered to customers immediately after their visit to DMV. DMV will distribute surveys in person, by mail and by e-mail. DMV will monitor which channels are most effective and eliminate any that are not. The results of the survey will be used to determine employee training needs and process improvements. This survey will be implemented by December 2007 with an estimated cost of \$20,000.

INITIATIVE 2.2: Provide Cultural Competency Training for frontline employees.

To more effectively serve an increasing diverse community of customers, DMV will provide cultural competency training to its employees, including training on linguistic diversity, ethnic diversity, and sexual orientation. DMV will spend approximately \$20,000 to provide this training to all frontline employees by March 2008.

INITIATIVE 2.3: Create an e-learning program for employees.

DMV is a public safety agency. However, citizens base their opinion of the agency on its customer service. At times tension arises between DMV's regulatory and customer service requirements. The need for constant, consistent training ensures employees are equipped to perform their jobs, thereby allowing customers to have a seamless interaction while receiving accurate information. To satisfy this training need, DMV will expand the use of customized e-learning tools that allow employees to train at their computers. The initial training program is anticipated to cost \$50,000 and will be implemented by September 2009.

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

INITIATIVE 3.1: Implement REAL ID.

REAL ID is a federal mandate aimed at increasing the security of jurisdictional licenses and identification cards. DMV is in the process of making necessary technology changes to accommodate REAL ID. DMV will spend approximately \$30 million to implement the technical, facility, equipment, business process and communication requirements for REAL ID by January 2010.

INITIATIVE 3.2: Develop and implement an automated inventory control system.

In the past, DMV's lack of an inventory system has resulted in shortages of critical inventory; inconveniencing customers seeking related services. An inventory system will eliminate this problem by integrating the inventory and procurement process. This initiative will create an automated inventory control system for registration, licensing, adjudication, inspection and office stock. It will be implemented by August 2008 for a cost between \$80,000 and \$100,000.

INITIATIVE 3.3: Develop and implement a registration and licensing transaction auditing process.

For FY06, DMV conducted over 3.4 million customer transactions. The internal integrity of these transactions is critical to ensuring that DMV meets its regulatory requirements and protects the District's revenue and residents. In February 2007, a Service Integrity Officer was hired to ensure the integrity of agency operations and increase the customer's trust in DMV's services. By January 2008, DMV will develop and implement a transaction auditing process.

PROPOSED KEY PERFORMANCE INDICATORS

Metric	FY06 Actual	FY07 Original Target	FY07 YE Actual	FY08 Projected	FY09 Projected	FY10 Projected
Objective 1						
% of mail adjudication hearings completed within 90 days of request ¹	N/A	N/A	N/A	80%	85%	90%
% of service center customers whose wait times are 40 minutes or less ^{1, 2}	N/A	N/A	N/A	80%	80%	80%
% of vehicle inspections completed within 15 minutes or less ³	N/A	N/A	N/A	80%	83%	85%
% of abandoned calls to the call center ³	N/A	N/A	N/A	10%	8%	8%
% of calls to agency call center answered within 2.5 minutes ⁴	N/A	85%	N/A	85%	88%	88%
% of agency correspondence (US mail and E-mail) acknowledged within two business days	N/A	85%	68%	80%	85%	85%
Objective 2						
% of customers rating DMV service as satisfactory or better ⁵	N/A	N/A	N/A	80%	83%	83%
Objective 3						
% of audited transactions conducted correctly ⁶	N/A	N/A	N/A	90%	93%	93%

Notes:

- 1 – Performance indicator was revised; therefore, data not available in proper format
- 2 – Wait time based on Q-Matic ticket issued at information desk
- 3 – No data in FY07 due to inability to measure complete wait time inside inspection lane; new software implemented that will allow basic measurements
- 4 – No data in FY07 due to inability to measure due to call center software malfunctions; new system implemented that will allow basic measurements
- 5 – New performance indicator
- 6 – No data in FY07 due to no Service Integrity Officer or Auditor in office; Service Integrity Officer now hired with Auditor soon to follow