



# **DEPARTMENT OF MOTOR VEHICLES**

## **FY 2023 PERFORMANCE ACCOUNTABILITY REPORT**

**JANUARY 16, 2024**

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# 1 DEPARTMENT OF MOTOR VEHICLES

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*Mission:* The mission of DMV is to promote the safe operation of motor vehicles and public safety while providing outstanding customer service.

*Services:* The DMV provides service to approximately 600,000 licensed drivers and identification card holders (out of a population of more than 650,000) and 300,000 registered vehicles at four service centers. We conduct adjudication services and collect ticket payments for 2.5 million tickets each year. We also conduct approximately 150,000 annual vehicle inspections. Combining these services into a customer centered, mission driven organization is the responsibility of the Agency Management Division. Department performance expectations are listed by functional division.

## 2 2023 ACCOMPLISHMENTS

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Accomplishment	Impact on Agency	Impact on Residents
Develop online ticket status update	It will reduce the number of calls and emails requesting ticket status updates. Employees will be able to handle other calls and emails, saving time.	This, now, allow customer to go online and see the current status of their ticket adjudication. Previously, they would have to call or email for the update, which was time consuming.
Expand OBD self-service kiosks.	Customers who choose to utilize the kiosk will not have to come to the inspection station. That will mean short lines and faster service.	With two new emissions inspection kiosks, in wards 7 and 8, customers have more options to self test. These kiosks are available 24-hours a day and customers no longer have to go to the DC Vehicle Inspection station for a vehicle inspection renewal.
Release of a newly designed and more secure driver license and identification card	This is a more secure credential that will be harder to recreate, thus, reducing fraud.	The new design will reduce the chances of identity theft, as the security features of the new credential is harder to reproduce.

### 3 2023 OBJECTIVES

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#### Strategic Objective

Provide outstanding customer service.

Develop and retain a skilled and diverse workforce.

Protect and secure DMV data and processes.

Cultivate innovative solutions to improve customer safety.

Optimize processes and systems as technology evolves.

Create and maintain a highly efficient, transparent, and responsive District government.

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## 4 2023 OPERATIONS

Operation Title	Operation Description
<b>Provide outstanding customer service.</b>	
Title and register vehicles: Daily Service	Titles and registers vehicles by providing legal certification services to residents and non-residents by providing timely documentations of ownership and authority to operate, allowing them to legally drive, park or sell their vehicles
Provide general and administrative support: Daily Service	Provide general and administrative support along with 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.
Adjudicate parking, moving and photo enforcement tickets: Daily Service	Adjudicate parking, moving and photo enforcement tickets by providing fair and equitable reviews of ticket and permit violations for respondents so they can resolve outstanding issues of liability.
Issue driver licenses and identification cards: Daily Service	Issue driver licenses and identification cards by providing driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residency and driving qualifications so they may legally operate their vehicles.
<b>Develop and retain a skilled and diverse workforce.</b>	
Provide general and administrative support: Daily Service	Provide general and administrative support along with 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.
<b>Protect and secure DMV data and processes.</b>	
Provide general and administrative support: Daily Service	Provide general and administrative support along with 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.
Issue driver licenses and identification cards: Daily Service	Issue driver licenses and identification cards by providing driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residency and driving qualifications so they may legally operate their vehicles.
Systems necessary for DMV operations: Daily Service	Provide integrated and reliable information systems for all DMV services and comply with Districtwide technology standards and requirements.
<b>Cultivate innovative solutions to improve customer safety.</b>	
Issue driver licenses and identification cards: Daily Service	Issue driver licenses and identification cards by providing driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residency and driving qualifications so they may legally operate their vehicles.
Provide general and administrative support: Daily Service	Provide general and administrative support along with 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.
Information technology: Daily Service	Provide integrated and reliable information systems for all DMV services and comply with Districtwide technology standards and requirements.
Title and Register Vehicles: Daily Service	Titles and registers vehicles by providing legal certification services to residents and non-residents by providing timely documentations of ownership and authority to operate, allowing them to legally drive, park or sell their vehicles.
<b>Optimize processes and systems as technology evolves.</b>	

(continued)

Operation Title	Operation Description
Issue driver licenses and identification cards: Daily Service	Issue driver licenses and identification cards by providing driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residency and driving qualifications so they may legally operate their vehicles.
Title and Register Vehicles: Daily Service	Titles and registers vehicles by providing legal certification services to residents and non-residents by providing timely documentations of ownership and authority to operate, allowing them to legally drive, park or sell their vehicles.
Adjudicate parking, moving and photo enforcement tickets: Daily Service	Adjudicate parking, moving and photo enforcement tickets by providing fair and equitable reviews of ticket and permit violations for respondents so they can resolve outstanding issues of liability.
Systems necessary for DMV operations: Daily Service	Provide integrated and reliable information systems for all DMV services and comply with Districtwide technology standards and requirements
Agency Management: Daily Service	Optimize processes and systems as technology evolves.

## 5 2023 STRATEGIC INITIATIVES

In FY 2023, Department of Motor Vehicles had 11 Strategic Initiatives and completed 63.64%.

Title	Description	Update
Implement Out-of-Country DC Resident Credential Extension	In an effort to increase convenience for DC residents abroad, DMV will enact legislation to allow for the extension of REAL ID licenses/IDs when an individual is overseas (military, foreign services, studying abroad, or out of the country for more than six months) and develop a process to execute the transaction.	Completed to date: 25-49% The draft legislation is going through the executive approval process.
Enhance servicing for DMV customers with hearing impairments	By February 2023, DMV will enhance its technology solutions to provide more seamless service and communication options for customers with hearing impairments.	Completed to date: Complete Acquisition & Distribution of UbiDuo two-way communication devices have been executed.
Implement TAS enrollment for DC Residents without tickets	In an effort to make DMV easier and friendlier to work with, DMV will Implement a process that allows a DC Resident with vehicles registered in the District the ability to enroll in Adjudication Ticket Alert System (TAS) without having received a ticket first.	Completed to date: Complete This initiative was completed in Q1
Implement State-to-State Verification	In an effort to ensure one driver has one REAL ID credential in one state at a time, DC DMV will implement the State-to-State (S2S) Verification Service to electronically check with all other participating states to determine if the applicant currently holds a driver license or identification card in another state.	Completed to date: 50-74% Project milestone review and system testing is ongoing.
Expand DC DMV Mobile App	In a continued effort to increase convenience to DMV customers, DMV will expand the DCDMV Mobile App with a minimum of five new transactions.	Completed to date: Complete This initiative was completed in September.
Implement MY DCDMV App functionality	By September 2023, DMV will implement MY DCDMV Functionality within the agency's mobile app to give the public the use of secure log-ins which would allow them access to all available app transactions for vehicles/credentials associated with their registered account.	Completed to date: 50-74% We are completing initial phases of outlining required customer transactions to be captured in the app to ensure functionality. Due to technical priorities, the project's completion & release may be delayed until FY24.



Expand OBD self-service kiosks	By September 2023, DMV will expand the OBD Self-Service Kiosks with two additional locations: one east of the river to add more service and convenience throughout the city.	Completed to date: Complete This initiative was completed in September.
Create Educational Outreach Program	By March 2023, DMV will create and execute an educational outreach program to increase the number of teenagers and young adults residing in zip codes 20011, 20019, and 20020 to pass the DC DMV Knowledge Test. By increasing the number of residents who pass the test, it will create employment opportunities for youth living in these areas where the majority of the residents are members of the BIPOC community and the unemployment rate for residents 16 years of age and older is higher than the overall District of Columbia unemployment rate.	Completed to date: 75-99% Funding was not awarded, timely.
Provide annual customer service training for DMV front-line employees	On-going training is a necessity to expand employee knowledge on specific customer service techniques on topics frequently encountered in the DMV environment. Therefore, by April 2023, DMV will internally train 95% of eligible frontline employees on techniques to avoid implicit racial bias.	Completed to date: Complete This initiative was completed in April.
Redesign the Driver Manual	In an effort to provide better quality instruction to customers, DMV will redesign and publish a new and improved Driver Manual that's easier to navigate with more interactive and user-friendly features.	Completed to date: Complete This initiative was completed in September.
Develop online ticket status update	By August 2023, DMV will develop an online option for the public to obtain the status update for their ticket to add additional transparency to the status of their adjudication options or pending hearings.	Completed to date: Complete Completed in August

## 6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
<b>Provide outstanding customer service.</b>											
Percent of mail adjudication hearings for parking and moving violations completed within 90 days of request	Up is Better	100%	95.5%	73.4%	92.4%	85.1%	53.2%	74.1%	70%	Met	
Percent of mail adjudication hearings for photo violations completed within 150 days of request	Up is Better	99.9%	100%	99.1%	47.5%	94%	91.1%	83.4%	75%	Met	
Percent of customers rating Adjudication Services as satisfactory or better	Up is Better	91.9%	91.9%	92.2%	94%	100%	100%	94.1%	91%	Met	
Percent of customers rating Driver Services as satisfactory or better.	Up is Better	91.9%	92.3%	93.1%	94.2%	93.9%	86.2%	91.8%	85%	Met	
Percent of customers rating Vehicle Services as satisfactory or better.	Up is Better	97.9%	97.3%	91.1%	97.3%	94.3%	89.6%	94.2%	92%	Met	
Percent of correspondence addressed within citywide standard of 15 days.	Up is Better	99.4%	99.1%	100%	100%	100%	100%	100%	95%	Met	
Percent of customers rating overall DMV service as satisfactory or better.	Up is Better	95.8%	95.3%	92.4%	94.9%	94.4%	87.8%	93.3%	87%	Met	
Average adjudication customer wait time in minutes	Down is Better	3.5	3.3	3	3	2	3	3	13	Met	
Average service center customer wait time in minutes	Down is Better	13.8	14.8	10	11	13	16	12	30	Met	
<b>Develop and retain a skilled and diverse workforce.</b>											
Percent of employees rating DMV as satisfactory or better, overall.	Up is Better	Not Available	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents	50%		
Percent of employees attending annual customer service training.	Up is Better	95.8%	97%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	98%	94%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
<b>Protect and secure DMV data and processes.</b>											
Percent of biometric facial recognition cleared within 45 days	Up is Better	100%	100%	100%	100%	100%	100%	100%	98%	Met	
<b>Cultivate innovative solutions to improve customer safety.</b>											
Percent of customers reached from safety education	Up is Better	98.6%	97.2%	97.2%	97.1%	97.1%	96.9%	97.1%	80%	Met	
<b>Optimize processes and systems as technology evolves.</b>											
Percent of registrations renewed online	Up is Better	86.4%	82.8%	83.3%	83%	82.8%	82.2%	82.8%	78%	Met	
Percent of licenses renewed online	Up is Better	29.3%	44.6%	46.8%	53.2%	50.8%	52.9%	51%	10%	Met	
Percent of ID cards renewed online	Up is Better	29.1%	19.2%	24%	23.1%	27.7%	24.8%	24.8%	2%	Met	
Percent of organ donor designees through DMV	Up is Better	43.3%	43.6%	43.6%	43.6%	43.5%	43.4%	43.5%	40%	Met	

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
<b>Adjudicate parking, moving and photo enforcement tickets</b>							
Percent of parking tickets adjudicated	7.8%	13.3%	14.3%	10.5%	8.7%	12.4%	11.4%
Percent of moving tickets adjudicated	25%	43.5%	31.1%	31.1%	19.2%	15.5%	24.1%
Percent of photo tickets adjudicated	9.1%	8.7%	8.6%	8.8%	8.9%	7.9%	8.5%
<b>Issue driver licenses and identification cards</b>							
Number of driver licenses issued	130,616	111,526	24,733	26,499	26,975	30,053	108,260
Number of identification cards issued	33,146	36,441	7,674	8,838	8,390	8,887	33,789
<b>Title and register vehicles</b>							
Number of vehicle registrations issued	233,477	200,444	50,151	51,433	53,615	58,593	213,792
<b>Provide general and administrative support</b>							
Percent of employees trained on customer service	95.8%	97%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	98%
Number of employees	269	270	240	252	254	254	254
Number of customers reached	34,223	36,961	10,435	10,691	10,760	10,925	42,811