Department of Motor Vehicles FY2018

FY2018 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

Mission

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

Summary of 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 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 are listed by functional division.

FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
Created digital vehicle registration card.	Customers now have the convenience of accessing their vehicle registration online or on their cell phones, thereby eliminating the issue of losing the physical card or not being able to read a worn registration card. Also, the color coding allows anyone to know the registration status, at a glance.	The program only started recently, however, we have been getting positive feedback from customers.
Implemented automatic voter registration process.	Residents visiting DC DMV for licensing/identification services are now automatically registered to vote, and their complete voter registration information will automatically be transmitted, real-time, to the Board of Elections. This is a streamlined process.	Although this accomplishment does not benefit DMV, it does increase the city's voter registration files and provides voting opportunities to all residents.
Implemented enhanced Ticket Alert Service (TAS) texts and text renewal reminders for licenses, identification cards, inspection and vehicle registration.	The ticket/boot/tow text alerts will allow customers to act before fees and penalties are assessed. Also, the use of texts for license/vehicle renewal notices serve as an additional notification for residents who may have changed their email address or recently moved.	We have not seen an impact yet; however, we expect customers will be very happy with the opportunity to receive additional reminder notices and potentially avoid late fees for failure to timely pay a ticket or renew registration.

2018 Strategic Objectives

Objective Number	Strategic Objective
1	Make it easier, faster and friendlier to do business with DMV.
2	Ensure a skilled and diverse workforce for quality customer service.

Objective Number	Strategic Objective
3	Ensure the integrity, security and safety of DMV's in-person, by mail and online processes and operations.
4	Create and maintain a highly efficient, transparent and responsive District government.**

2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
1 - Make it easier, faster and friendlier to do business with DMV. (4 Measures)									
Percent of mail adjudication hearings for parking and moving violations completed within 90 days of request	Quarterly	80%	17.6%	25.7%	38.7%	10.1%	22.8%	Unmet	In June of 2018, the ticket processing vendor discovered 72K tickets which had not been staged/placed in the workflow queues. This did 2 things. First, it meant the number of tickets and age of tickets we used as a benchmark for this initiative was incorrect. Parking tickets were older than 9 months. Secondly, with this influx of aging tickets it became mathematically impossible for us to reach both the parking and photo ticket KPIs so we focused on the photo tickets and reached that goal.
Percent of mail adjudication hearings for photo violations completed within 150 days of request	Quarterly	75%	77.7%	29.9%	83.5%	100%	75.8%	Met	
Average adjudication customer wait time in minutes	Quarterly	15	10	8	10	11	10	Met	
Average service center customer wait time in minutes	Quarterly	30	21	20	21	31	23	Met	
2 - Ensure a skilled and diverse workforce for quality customer service. (4 Measures)									
Percent of customers rating Adjudication Services as satisfactory or better	Quarterly	90%	84.8%	92.8%	95.4%	94.6%	93.7%	Met	
Percent of customers rating Vehicle Services as satisfactory or better	Quarterly	90%	94.7%	94.7%	94.7%	93.3%	94.3%	Met	
	Quarterly	85%	92%	90.7%	91.3%	88.2%	90.4%	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Percent of customers rating Driver Services as satisfactory or better									
Percent of customers rating overall DMV service as satisfactory or better	Quarterly	85%	92%	90.3%	92.1%	89%	90.8%	Met	
3 - Ensure the integrity, security and safety of DMV's in-person, by mail and online processes and operations. (4 Measures)									
Percent usage of main online driver/vehicle services transactions	Quarterly	60%	66.4%	64.5%	63.6%	63.4%	64.4%	Met	
Percent of registrations renewed online	Quarterly	67%	76.8%	77.2%	76.2%	77%	76.8%	Met	
Percent of licenses renewed online	Quarterly	5%	17.2%	16.5%	13.9%	15.1%	15.5%	Met	
Percent of ID cards renewed online	Quarterly	1%	4.4%	4.1%	2.5%	3.2%	3.5%	Met	
4 - Create and maintain a highly efficient, transparent and responsive District government. (1 Measure)**									
Percent of correspondence addressed within citywide standard of 15 days	Quarterly	95%	94.8%	98.8%	98.3%	99.5%	97.9%	Met	

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
1 - Adjudicate parking, moving and photo enforcement tickets (9 Measures)						
Number of parking tickets adjudicated	Quarterly	43,535	59,089	42,959	50,610	196,193
Percent of parking tickets adjudicated	Quarterly	13.6%	17.4%	11.4%	14%	14%
Percent of adjudicated parking tickets dismissed	Quarterly	49.5%	52%	50.3%	52.5%	51.2%

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
Number of photo tickets adjudicated	Quarterly	31,891	24,392	39,348	30,649	126,280
Percent of photo tickets adjudicated	Quarterly	11.4%	9.1%	11.9%	8.9%	10.3%
Percent of adjudicated photo tickets dismissed	Quarterly	30.9%	25%	24.8%	28%	27.1%
Number of moving tickets adjudicated	Quarterly	4437	5300	9785	8331	27,853
Percent of moving tickets adjudicated	Quarterly	27.4%	30.2%	58.3%	49.1%	41.3%
Percent of adjudicated moving tickets dismissed	Quarterly	57.7%	60.5%	62.6%	63.3%	61.6%
1 - Inspect vehicles for emissions and safety (1 Measure)						
Number of vehicle inspections	Quarterly	40,367	42,421	44,830	40,305	167,923
1 - Issue driver licenses and identification cards (2 Measures)						
Number of driver licenses issued	Quarterly	29,686	33,557	34,609	36,352	134,204
Number of identification cards issued	Quarterly	9807	11,359	11,599	11,767	44,532
1 - Title and register vehicles (1 Measure)						
Number of vehicle registrations issued	Quarterly	60,671	62,492	67,628	66,718	257,509
2 - Provide training, tools and resources for DMV's workforce (1 Measure)						
Percent of employees trained on customer service	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	227
3 - Systems necessary for DMV Operations (1 Measure)						
Cost of new licensing/registration system	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0

2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
COMMUNICATIONS (4 Strategic initiatives)				
Create enhanced customer	DMV will create an instant, on-the-spot	Complete	Effective June 30, 2018, "R U Happy" kiosks were installed at all DMV locations to allow customers to indicate their overall customer satisfaction using emojis.	

Title	Description	Complete to Date	Status Update	Explanation
satisfaction survey.	survey that will provide feedback from customers regarding their visit. This will determine whether the customers were satisfied upon completion of their transaction. The survey information will help DMV improve its operations and processes.			
Hold quarterly town hall meetings.	To afford residents an opportunity to voice their opinion, as well as, to ensure accurate information is communicated to the public, DMV will hold four town hall meetings, one in each quarter, in each quadrant of the city. Accurate and consistent agency information is critical to ensuring residents can complete their DMV transactions in one visit.	Complete	The agency was able to complete the strategic initiative of holding quarterly town hall meetings by having one each quarter at a different service center. The town hall meetings were held at: o Southwest Service Center, 12/19/2017 o Rhode Island Service Center, 2/27/2018 o Benning Ridge Service Center, 6/26/2018 o Georgetown Service Center, 8/14/2018	
Engage in public outreach.	DMV will attend a minimum of ten Advisory Neighborhood Commission (ANC) and community organization meetings to share information related to REAL ID, new credential design and other DMV information. Accurate and consistent agency information is critical to ensuring residents can complete their DMV transactions in one visit.	Complete	The agency was able to complete the strategic initiative, as DC DMV Director Lucinda Babers attended 10 community meetings in which she discussed the agency's five year strategic plan, as well as thoroughly explained REAL ID and what documents are required to obtain a REAL ID driver license or identification card.	
		Complete		

Title	Description	Complete to Date	Status Update	Explanation
Develop public service announcements.	DMV will create a minimum of ten public service announcements (PSAs) and videos related to DMV functions and processes. Accurate and consistent agency information is critical to ensuring residents can complete their DMV transactions in one visit.		In an effort to provide customers with information about DC DMV and assist them in completing their DMV business in one transaction, the agency created 10 public service announcements that are posted on its YouTube page at https://www.youtube.com/channel/UCbSRd11Qsmz04pJc9znd1ZA?disable_polymer=true. The videos were posted and live on the website on or before September 28, 2018.	
HEARINGS (3 Strategic initiatives)				
Implement strategies to reduce adjudication backlog by 50%.	Due to staff vacancies and increased ticket issuance, mail adjudication turnaround times currently average 9 months. To reduce the backlog, DMV will implement various strategies, including dedicated hearing examiners for mail adjudication and redeployment of current resources, to decrease the backlog by at least 4.5 months. The reduced backlog will increase customer satisfaction.	50-74%	Adding an additional 72,000 tickets meant the number of tickets and age of tickets we used as a benchmark for this initiative was incorrect. Parking tickets were older than 9 months. Secondly, with this influx of aging tickets it became mathematically impossible for us to reach both the parking and photo ticket KPIs so we focused on the photo tickets and reached that goal. However, to do so, we had to decide a high volume of tickets monthly (6,700 tickets.) This did not allow us to switch gears and put resources on the parking tickets even though we were responding to photo ticket requests well with the goal of 150 days, months ago.	In June of 2018, the ticket processing vendor discovered 72,000 tickets which had not been staged/placed in the workflow queues.
Review adjudication regulations.	DMV has not conducted a comprehensive review of its regulations in over ten years. Therefore, a review is necessary to ensure the	Complete	On September 25, 2018, DMV submitted to the OCA and OPLA proposed rulemaking pertaining to adjudication, licensing and identification as well as inspection, vehicle titling and registration. DMV has not yet received comments or suggested changes. After sign-off by OCA and OPLA, DMV will submit the proposed rulemaking to OAG for a legal sufficiency determination.	

Title	Description	Complete to Date	Status Update	Explanation
	regulations are updated to reflect operational requirements and best practices. To achieve this objective, DMV will review and submit regulations to update the District of Columbia Municipal Regulations Title 18, Chapter 10 and 30 regulations related to the adjudication process.			
Enhance Ticket Alert Service (TAS)	DMV will add phone text notification to the Ticket Alert Service to provide customers with another option to receiving notification of when a parking/photo ticket is received or when it is about to double in fine. This text notification will be optional and email notification will still be sent. DMV will also add an additional TAS feature to notify customers when their vehicle is boot eligible. This	Complete	On September 28, 2018, DC DMV rolled out the ability for customers to receive text alerts when their vehicle has ticket related activity, including booting and towing. Since there are 163,000 ticket alert service accounts, text alerts are being sent out to account holders in batches as to whether or not they want to opt-in to receiving these texts since data rates may apply.	

Title	Description	Complete to Date	Status Update	Explanation
	initiative will continue to highlight our dedication to increased customer satisfaction.			
INFORMATION TECHNOLOGY (3 Strategic initiatives)				
Create digital vehicle registration card.	DMV will partner with OCTO to create a digital vehicle registration for customer use, which will supplement the paper registration card. This will give customers the option of carrying the printed and/or digital version. If information is updated, such as address, the digital version will be updated instantly, opposed to waiting for the new document to arrive by mail.	Complete	As of June 30, 2018, a digital vehicle registration application was created and is available on I-tunes for iOS and android smart phones. Law enforcement has been notified of the new app, which includes color coding that allows you to see if the registration is valid, expired, suspended or pending renewal.	
Implement text renewal reminders.	DMV will coordinate with OCTO to provide renewal notice text alerts for those customers with a cell phone number on file. Customers will have the option to opt out of this service so as not to incur	Complete	Effective June 30, 2018, DMV implemented text renewal reminders for driver licenses, ID cards, inspection and vehicle registration for those customers who opted to receive these reminders via cell phone.	

Title	Description	Complete to Date	Status Update	Explanation
	unwanted charges. Text reminders will provide another option for ensuring customers comply with renewal expiration deadlines.			
Implement automatic voter registration process.	Currently, on an opt-in basis, DMV captures and electronically transfers, to the Board of Elections, basic resident information that registers them to vote when obtaining license or identification services. DMV will implement the legislative requirement to automatically register eligible residents to vote, unless they opt-out. This will require DMV to capture additional voter registration information such as previous and mailing addresses and whether assistance is required at the polls. This additional information will require major updates to the	Complete	Effective June 30, 2018, DC DMV began automatically enrolling residents to vote which includes capturing all required information and electronically sending it to the Board of Elections.	

Title	Description	Complete to Date	Status Update	Explanation
	licensing system.			
INSPECTIONS (1 Strategic Initiative)				
Increase the number of car seat safety inspections.	According to the American Automobile Association (AAA), three out of four child car seats are installed incorrectly. DMV will increase the number of car seat safety inspections by 20% to ensure District residents have the tools and training to keep their children safe.	Complete	We increased the number of car sear safety inspections from FY17 (previous fiscal year) by 52%. By increasing the number of car seat safety inspection by 52%, we ensure more District residents/our customers have the tools and training to keep their children safe and alive.	
LICENSING (4 Strategic initiatives)				
Update the DMV driver manual.	To keep up-to-date with changes to regulations and best practices, the DMV driver manual will be refreshed. The new version will have the latest information related to drivers, pedestrians, bicyclists and streetcars. This initiative also supports Vision Zero.	Complete	The driver manual underwent a thorough review and content refresh to provide a more user-friendly and helpful resource to customers.	
Create senior and teen websites.	To effectively target the specific driving needs of both	Complete	Effective June 30, 2018, DMV rolled out senior and teen websites that provides specific DMV information to these populations.	

Title	Description	Complete to Date	Status Update	Explanation
	seniors and teens, DMV will create websites for these two demographics and link the websites to the main DMV website. Within these websites, both groups will find information, updates and tips geared towards their needs and challenges.			
Review license and identification regulations.	DMV has not conducted a comprehensive review of its regulations in over ten years. Therefore, a review is necessary to ensure the regulations are updated to reflect operational requirements and best practices. To achieve this objective, DMV will review and submit regulations to update the District of Columbia Municipal Regulations Title 18, Chapter 1 regulations related to the license and identification process.	Complete	On September 25, 2018, DMV submitted to the OCA and OPLA proposed rulemaking pertaining to adjudication, licensing and identification as well as inspection, vehicle titling and registration. DMV has not yet received comments or suggested changes. After sign-off by OCA and OPLA, DMV will submit the proposed rulemaking to OAG for a legal sufficiency determination.	

Title	Description	Complete to Date	Status Update	Explanation
Implement Federal program (RIDE).	According to the United States Citizenship and Immigration Services (USCIS), driver licenses and ID cards account for nearly 80 percent of the documents used as proof of identity by employees for E-Verify. The Records and Information from DMVs for E-Verify (RIDE) initiative is an enhancement to the E-Verify program that verifies the validity of driver license and ID card information by matching the data entered by employers against participating motor vehicle department records. DC DMV will participate in this federal program to enable employers access to this verifications tool.	25-49%	Program discontinued as stated in Q3	Program was discontinued
REGISTRATIONS (2 Strategic initiatives)				
Implement lien holder electronic lien release.	To implement industry best practices, DMV will streamline	Complete	The electronic lien release application was launched on September 30, 2018. To implement industry best practices, DMV streamlined the process of obtaining a "clear title" from the lien holders by implementing a process for lien holders to release a lien after the	

Title	Description	Complete to Date	Status Update	Explanation
	the process of obtaining a "clear title" from the lien holders by implementing a process for lien holders to release a lien after the vehicle loan has been paid off. Currently, the lien holder mails a lien release letter to the customer for he/she to file in his/her records. However, the customer often misplaces the form and does not have it available when he/she needs a duplicate title. This requires customers to request another lien release which adds additional time for them to complete their service.		vehicle loan has been paid off. In the past, the lien holder mailed a lien release letter to the customers for the customers to file in their files. However, the customer often misplaces the form and does not have it available when they need a duplicate title. This requires the customers to request another lien release which adds additional time for them to complete their service.	
Review inspection, titling and registration regulations.	DMV has not conducted a comprehensive review of its regulations in over ten years. Therefore, a review is necessary to ensure the regulations are updated to reflect operational requirements and best	Complete	On September 25, 2018, DMV submitted to the OCA and OPLA proposed rulemaking pertaining to adjudication, licensing and identification as well as inspection, vehicle titling and registration. DMV has not yet received comments or suggested changes. After sign-off by OCA and OPLA, DMV will submit the proposed rulemaking to OAG for a legal sufficiency determination.	

Title	Description	Complete to Date	Status Update	Explanation
	practices. To achieve this objective, DMV will review and submit regulations to update the District of Columbia Municipal Regulations Title 18, Chapters 4 and 6 regulations related to the inspection, titling and registration process.			
TRAINING (2 Strategic initiatives)				
Provide annual customer service training.	Consistent and accurate information, along with professional and friendly employees, are a necessity for service excellence. Therefore, DMV will train 90% of frontline employees on customer service techniques.	Complete	One of the initiatives in DC DMV's five year strategic plan is to provide outstanding customer service, which is also a component of the agency's mission. Ultimately, DC DMV exceeded its goal by training 96% of staff overall and 99% of the frontline employees. The customer service training was offered on the following dates: o August 2, 10, 13, 27, and 30, 2018.	
Develop enhanced employee emergency system.	In conjunction with a more comprehensive emergency management system aimed at ensuring employee safety, DMV will develop an enhanced employee emergency	Complete	The employee emergency system, including management training, was completed on February 28, 2018.	

Title	Description	Complete to Date	Status Update	Explanation
	system. The system will notify employees when an emergency situation, such as an active shooter situation, is occurring, and it will also incorporate training and drills related to the process.			