

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



Department of Motor Vehicles FY2020

Agency Department of Motor Vehicles

Agency Code KVO

Fiscal Year 2020

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.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Provide Special REAL ID Appointments for Customers Expiring after October 1, 2020	The appointment schedule allowed DC DMV to better control the influx of extra, unexpected customers, thus keeping wait times to a minimum.	With the importance of having a REAL ID compliant credential to fly or access certain federal facilities, customers were delighted in knowing they could get an appointment to upgrade their non-compliant DC license or ID card to a REAL ID compliant credential before their normal renewal date. This kept them from having to carry a passport for domestic travel.
Expand DMV Mobile App Transactions	DMV will get faster response and more frequent interaction whenever customers can multitask and complete their transactions on-the-go.	Mobile transactions are the way of the future. Customers now have access to seven additional mobile app transactions, thus making it friendlier and easier to do business with DMV.
Hosted Recruitment Events in Wards 7 and 8	The employment workshops offered DC DMV's Human Resources personnel gave them the opportunity to engage with local residents seeking employment opportunities and provide them with information on how to apply for open positions at DC DMV in support of the Mayor's initiative to increase the number of DC residents in Wards 7 and 8 applying for and being offered District Government jobs; thereby putting them on the pathway to the middle class.	Constituents of Wards 7 and 8 had the opportunity to learn vital interviewing and job prepping skills that would benefit them in applying for District Government jobs, as well as those available at the US Census Bureau, which partnered with DC DMV to host these recruitment events and was offering them full and part-time employment opportunities with hourly pay rates ranging between \$22.50 and \$27.50.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Provide outstanding customer service. (9 Measures)												
Percent of mail adjudication hearings for parking and moving violations completed within 90 days of request	Quarterly	31.1%	22.8%	70.4%	70%	69%	40.1%	87.9%	100%	63.7%	Nearly Met	In an effort to prioritize walk-in customers, more hearing examiners were assigned to process in-person hearings, thereby allowing fewer hearing examiners to handle mail-in hearings. Ticket backlogs were eliminated during the Public Health Emergency, however, DMV was not able to process enough hearings to overcome the lag caused by prioritizing walk-ins during the earlier part of FY20.
Percent of mail adjudication hearings for photo violations completed within 150 days of request	Quarterly	24.1%	75.8%	76.9%	75%	42.8%	9.1%	47%	99.2%	56.4%	Unmet	In an effort to prioritize walk-in customers, more hearing examiners were assigned to process in-person hearings, thereby allowing fewer hearing examiners to handle mail-in hearings. Ticket backlogs were eliminated during the Public Health Emergency, however, DMV was not able to process enough hearings to overcome the lag caused by prioritizing walk-ins during the earlier part of FY20.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Average adjudication customer wait time in minutes	Quarterly	9.3	10	10	13	10	9	1	3	5.8	Met	
Average service center customer wait time in minutes	Quarterly	26.8	23	29	30	33	24	0	1	14.5	Met	
Percent of customers rating Adjudication Services as satisfactory or better	Quarterly	96.5%	93.7%	96.2%	91%	92.9%	97.1%	No data available	No data available	95.2%	Met	
Percent of customers rating Driver Services as satisfactory or better.	Quarterly	90%	90.4%	89.9%	85%	91%	93.1%	94.9%	95.2%	92.9%	Met	
Percent of customers rating Vehicle Services as satisfactory or better.	Quarterly	94.3%	94.3%	95%	92%	94.7%	96.6%	100%	93.3%	95.4%	Met	
Percent of correspondence addressed within citywide standard of 15 days.	Quarterly	95.4%	97.9%	90.3%	95%	94.5%	100%	99.7%	99.8%	98.4%	Met	
Percent of customers rating overall DMV service as satisfactory or better.	Quarterly	90.3%	90.8%	90.9%	85%	91.1%	93.5%	95.1%	95.1%	93.1%	Met	
2 - Develop and retain a skilled and diverse workforce. (2 Measures)												
Percent of employees rating DMV as satisfactory or better, overall.	Annually	New in 2019	New in 2019	63.6%	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	57.5%	Met	
Percent of employees attending annual customer service training.	Annually	93%	95.8%	98.3%	94%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	96.8%	Met	
3 - Protect and secure DMV data and processes. (1 Measure)												
Percent of biometric facial recognition cleared within 45 days	Quarterly	99.9%	99.9%	100%	97%	100%	100%	100%	100%	100%	Met	
4 - Cultivate innovative solutions to improve customer safety. (1 Measure)												
Percent of customers reached from safety education	Annually	New in 2019	New in 2019	100%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
5 - Optimize processes and systems as technology evolves. (4 Measures)												
Percent of registrations renewed online	Quarterly	75.3%	76.8%	75.5%	72%	77.7%	79.6%	89.3%	86%	83%	Met	
Percent of licenses renewed online	Quarterly	11.4%	15.5%	13.6%	10%	9.3%	13.3%	80.3%	43.1%	23.7%	Met	
Percent of ID cards renewed online	Quarterly	2.5%	3.5%	5.1%	2%	5.6%	5.9%	84.7%	42.1%	13.9%	Met	
Percent of organ donor designees through DMV	Quarterly	38.9%	40.1%	41.3%	40%	42%	42.1%	42.3%	42.7%	42.1%	Met	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
1 - Adjudicate parking, moving and photo enforcement tickets (3 Measures)							
Percent of parking tickets adjudicated	14%	18.2%	6.9%	17.6%	25.8%	13.7%	14.5%
Percent of photo tickets adjudicated	10.3%	4.3%	14.6%	8.1%	18.2%	16%	14.4%
Percent of moving tickets adjudicated	41.3%	26.5%	32.1%	23.8%	112.4%	119.1%	52.6%
1 - Issue driver licenses and identification cards (2 Measures)							
Number of driver licenses issued	134,204	148,270	42,696	36,210	9220	23,399	111,525
Number of identification cards issued	44,532	46,142	11,090	10,384	1516	3682	26,672
1 - Title and register vehicles (1 Measure)							
Number of vehicle registrations issued	257,509	255,013	58,883	54,762	41,155	59,044	213,844

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
2 - Provide general and administrative support (2 Measures)							
Percent of employees trained on customer service	93.7%	98.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	96.8%
Number of employees	265	266	269	254	253	249	249
4 - Provide general and administrative support (1 Measure)							
Number of customers reached	New in 2019	26,893	6952	7135	7489	7756	29,332

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Provide outstanding customer service. (4 Activities)			
Vehicle Services	Title and register vehicles	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	Daily Service
Driver Services	Issue driver licenses and identification cards	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.	Daily Service
Adjudication Services	Adjudicate parking, moving and photo enforcement tickets	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.	Daily Service
Agency Management	Provide general and administrative support	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	Daily Service
2 - Develop and retain a skilled and diverse workforce. (1 Activity)			
Agency Management	Provide general and administrative support	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.	Daily Service
3 - Protect and secure DMV data and processes. (3 Activities)			
Agency Management	Provide general and administrative support	Provides 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.	Daily Service
Driver Services	Issue driver licenses and identification cards	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.	Daily Service
Information Technology	Systems necessary for DMV operations	Provide integrated and reliable information systems for all DMV services and comply with Districtwide technology standards and requirements.	Daily Service
4 - Cultivate innovative solutions to improve customer safety. (3 Activities)			
Driver Services	Issue driver licenses and identification cards	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.	Daily Service
Agency Management	Provide general and administrative support	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.	Daily Service
Information Technology	Information technology	Provide integrated and reliable information systems for all DMV services and comply with Districtwide technology standards and requirements.	Daily Service
5 - Optimize processes and systems as technology evolves. (4 Activities)			
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2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Adjudicate parking, moving and photo enforcement tickets (1 Strategic Initiative)				
Create a More Efficient Driver Improvement Hearing Process	Currently, DMV hearing examiners use a word document to create official hearing records for Driving Improvement Hearings that are outside of DMV Licensing and Registration System (Destiny). To streamline the process, DMV will develop and implement a new module within Destiny, that would allow hearing examiners to create and save Driving Improvement Hearing Records in the system and automatically associate them with the customer's driving record; which is currently a manual process.	Complete	Final changes to the application are reported to have been made based on feedback from Adjudication managers and hearing examiners from several sessions with programmers. However, because of the Covid-19 shut down, those final changes have not been seen or tested. The application will be tested upon re-open and it is expected that the application can be switched on for use.	
Information technology (1 Strategic Initiative)				
Take the Pledge	DMV has one of the most active websites within the District Government that could be used to bring awareness to Vision Zero Initiatives. By January 2020, DMV will integrate an optional public pledge on its website to encourage customers to "Slow down and Save a Life" for the remainder of FY20. Customers will have the option to skip the pledge offer and continue with their business as usual.	Complete	DMV has one of the most active websites within the District Government that could be used to bring awareness to Vision Zero Initiatives. By January 2020, DMV will integrate an optional public pledge on its website to encourage customers to "Slow down and Save a Life" for the remainder of FY20. Customers will have the option to skip the pledge offer and continue with their business as usual.	
Issue driver licenses and identification cards (2 Strategic initiatives)				
Provide Special REAL ID Appointments for Customers Expiring after October 1, 2020	Based on REAL ID regulations, travelers will be required to provide either a REAL ID or another TSA-approved form of identification in order to fly after October 1, 2020. DMV will provide optional special REAL ID appointments to customers with non-compliant credentials that expire after October 1, 2020. This will allow them to be compliant with TSA and REAL ID requirements before the mandatory due date.	Complete	DC DMV began offering special REAL ID Early Renewal appointment in October 2019. Appointments are on-going and planned to be offered through September 2020 on specified Mondays when the Service Centers are generally closed for business and during normal business hours.	
Require Human Trafficking Awareness Training for New CDL Licenses or Permits Issued	New drivers seeking a CDL learner permit, as well as, those looking to convert an out-of-state CDL, will be required to complete mandatory training on the warning signs of human trafficking activities. This initiative will require rulemaking.	50-74%	DC DMV has partnered with Truckers Against Trafficking (TAT) to identify training needs, content, and resources. The DAS team has received the business requirements and initiated development on the programming solution. Due to COVID-19, the legislation for this initiative was not passed. Status meetings with DMV and DAS regarding programming are ongoing.	
Provide general and administrative support (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, by April 30, 2020, DMV will internally train 95% of eligible frontline employees on DMV specific customer service techniques.	Complete	Due to Covid-19, this initiative is being re-engineered to allow for online or in-person training for those that don't have computers at home	
Host Recruitment Event in Wards 7 or 8	By March 2020, DMV will host a recruitment event in Ward 7 or 8 geared towards area residents. The goal is to increase the applications received from residents of those two Wards and thereby, increase the employment numbers of residents from those two wards.	Complete	DC DMV held three recruitment events in collaboration with the US Census Bureau. The first event was on February 3, 2020 at the Fort Stanton Recreation Center in Ward 8. The second and third events were held at the Kenilworth Recreation Center in Ward 7 on February 10 and March 9.	
Systems necessary for DMV operations (2 Strategic initiatives)				
Implement Second OBD Kiosk East of the River	Currently, all vehicle inspections take place at the one inspection station or an OBD Kiosk in Ward Five. DMV will implement a second OBD Kiosk East of the River, offering those residents the convenience of a self-service OBD testing option.	0-24%	Funding to implement the second OBD Kiosk was repurposed from the FY20 budget.	Funding to implement the second OBD Kiosk was repurposed from the FY20 budget.
Expand DMV Mobile App Transactions	Currently, DMV only has one mobile app transaction. In an effort to offer more convenience to our customers and make use of emerging technology, DMV will expand the mobile app offerings to five additional transactions by March 2020.	Complete	Currently, DMV only has one mobile app transaction. In an effort to offer more convenience to our customers and make use of emerging technology, DMV will expand the mobile app offerings to five additional transactions by March 2020.	
Title and register vehicles (3 Strategic initiatives)				
Explore Electronic Titling	Currently, DMV prints and mails paper titles. This involves having a secure storage area, paying postage and risks of lost documents. By August 2020, DMV plans to complete an analysis of the feasibility of adding an electronic title option, which will reduce the handling of paper documents, thereby saving money, resources and increasing customer satisfaction and convenience.	Complete	An Request for Information (RFI) was distributed to vendors, 4 vendors responded to the RFI providing detail information about their titling services, Programming and operational costs. The Agency reviewed all responses and it was determined that electronic titling is feasible.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Overhaul the Insurance Verification System	The DMV's Insurance Verification System (DC IVS) collects automobile liability insurance information from insurance companies that are licensed to provide automobile liability insurance in the District. This system is used to collect information to identify vehicles that do not meet the District's minimum insurance requirements. The current Insurance Verification System is outdated and requires major overhaul. DMV will secure and implement system enhancements to this technology to ensure compliance with all District insurance laws and regulations.	Complete	DC DMV hosted and participated in JAD sessions and programming to enhance the Insurance Verification System. The insurance enhancements include DC Insurance Verification System web portal, commercial reporting, SR22 Inquiry, SR22 information update portal, insurance compliance inquiry, insurance compliance update module and program for electronic reporting (PIER).	
Implement the Clean Energy Excise Tax Requirements	By January 2020, DMV shall amend and implement new rules revising the calculation of the vehicle excise tax as mandated by the Clean Energy DC Omnibus Act of 2018.	0-24%	A technical amendment to the act was filed on 1/14/2020 and passed. This amendment has extended the compliance date for the excise tax rulemaking to January 2021. DC DMV has started working on the MOU and with the assistance from DOEE, DC DMV has finalized the excise tax chart.	A technical amendment to the act was filed on 1/14/2020 and passed. This amendment has extended the compliance date for the excise tax rulemaking to January 2021. DC DMV has started working on the MOU and with the assistance from DOEE, DC DMV has finalized the excise tax chart.