

Trends

No Data Available

Legend:

▲ Increase,
 ▼ Decrease,
 ↔ Steady

Key Performance Areas

No Data Available

Productivity

No Data Available

Legend:

▲ Improving,
 ▼ Worsening,
 ↔ Maintaining

For more information on administrative key, and productivity measures, go to www.vaperforms.virginia.gov/agencylevel/index.cfm

Background & History

The Department of Motor Vehicles (DMV) issues a wide variety of transportation and tax-related credentials and products for individuals, government agencies, and businesses. The agency collects state transportation revenues and enforces motor vehicle laws. Additionally, DMV actively works with localities, state agencies, higher education institutions, and non-profit organizations to address Virginia's most pressing highway safety issues through the administration of federal transportation safety grants.

Primary Product & Services

DMV's most visible and widely used products and services include driver, vehicle, and motor carrier credentialing, and revenue collection. During fiscal year (FY) 2013, the agency:

- Conducted 9.9 million vehicle transactions,
- Conducted 3.1 million driver's transactions, and
- Collected \$2.2 billion in revenue.

DMV provides its services through a network of 75 customer service centers, five mobile customer service centers, 13 motor carrier service centers (i.e., weigh stations), 12 mobile and one satellite weigh stations, the agency website, and three customer contact centers located throughout Virginia. This includes DMV's innovative partnership with Fort Lee to open a customer service center on post, at no cost to the Commonwealth, to serve military members, families and retirees. The agency also uses 57 DMV Select Agents who process specific vehicle transactions on behalf of DMV for a percentage of the transaction fee. The agency anticipates providing the same types of products and services in the future, but will continue to make changes in how it delivers its products and services for several reasons including: changing requirements related to national security, customer demands for easier access to services, reduced funding levels, increased complexity in DMV's work, and technology advances that allow greater access to data coupled with a need for increased data security. DMV anticipates that an increasing number of products will be delivered by Preferred Service (primarily electronic) delivery channels.

Customer Base

The agency expects to see modest, but steady growth in its customer base as Virginia's population grows. Long term, the agency anticipates an increased reliance on technology to facilitate the completion of transactions with the public, as the public becomes more comfortable with technology. In addition, as the population of Virginia undergoes demographic changes, DMV must adapt and ensure its products and services meet our customers' needs.

Customer Listing

No Data Available

Key Agency Statistics

The following statistics provide a comprehensive snapshot of the magnitude of DMV operations.

Agency Executive Progress Report

Finances

DMV's financial resources come from a mixture of special funds. The major operating fund is the Motor Vehicle Special Fund, which derives its revenues from fees and taxes as specified in the Motor Vehicle Code of Virginia. These funds are dedicated to DMV's operational and capital costs. Several other special funding sources are available to DMV through the Appropriation Act and are for specific use. These include the Motor Carrier Fund, Highway Maintenance and Operating Fund, Uninsured Motorist Fund, Motorcycle Safety Fund, and the Federal Trust Funds.

DMV provides financial aid to localities, other state agencies, and non-profit organizations through Federal Trust Funds that support the state's Highway Safety Program, as well as through the taxes collected and distributions made from the Regional Motor Fuels Sales Tax and the Mobile Home Sales and Use Tax Fund.

Fund Sources

No Data Available

Revenue Summary Statement

One of DMV's important responsibilities is collecting a variety of fees, fines, and taxes for transportation-related activities. Most of these funds flow directly to accounts outside of DMV and are thus not reflected in the DMV budget. Monies collected by DMV primarily provide funds for the construction of new highways and the maintenance of Virginia's existing highway infrastructure. DMV's revenue collections of \$2.2 billion in FY 2013 were from the following sources:

Key Risk Factors

Several factors will have a significant impact on the agency over the next four years. DMV's focus is on managing and improving performance in order to mitigate these risk factors.

Customer service demands: DMV is undertaking a number of initiatives to improve service, however, the ongoing demands from customers who have complex compliance related driving issues will necessitate the allocation of resources to support these customers. The increasing complexity of these transactions requires additional time to serve customers and resolve their issues. This could translate into longer wait times if not adequately addressed.

Revenues: Not unlike many agencies, DMV is dealing with an environment of limited economic growth. Even though DMV has received some authority to collect revenue from some sources, such as late fees, the agency is still projected to experience a 10.5% decline in revenue for 2014 when compared to collections in FY 2013. This is largely attributed to the transition from a five year to an eight year license.

Spending: Despite a great deal of progress in managing costs, the agency faces a growing number of cost drivers. These must be managed in order to continue to maintain service levels. Specifically, increased employee benefits costs, such as healthcare along with outside cost drivers like information technology are projected to rise over time.

Performance Highlights

One of the best measures of DMV's performance is the amount of time customers wait for service in customer service centers. The FY 2014 target is to serve customers in an average of 20.0 minutes or less. DMV also measures transactions conducted through preferred services (i.e., the use of Internet, mail, and telephone for specific services such as vehicle registration renewal) and monitors financial performance through activity-based costing. The success of safety programs is measured by looking at the state's seat belt usage rate and fatalities resulting from motor vehicle accidents. Significant performance indicators are listed below, including those designated as key measures (designated by an asterisk). To meet customers' needs and achieve these objectives, DMV has rolled out an array of low cost service options to conduct business with the agency. These include EZ Fleet, Troops to Trucks to streamline credentialing for military and veterans, mobile apps, DMV Connect to support prisoner re-entry initiatives, and mobile customer service centers that can serve customers at an ever changing number of locations.

Performance Measures

Management Discussion & Analysis

General Information about the Ongoing Status of the Agency

DMV will continue initiatives to improve service with upgrades to service center operating equipment, partnerships with other state agencies, and increased functionality of electronic services. DMV has also opened an office at Fort Lee at no cost to the Commonwealth.

Agency initiatives to reduce IT, postage, printing, and telecommunications costs have already yielded savings of over \$8.8 million and over 16.2 million pieces of paper. IT improvements have delivered savings through the issuance of personal identification numbers (PIN), electronic vehicle and driver renewal notifications, online driver's license and special license plate order tracking, EZ Fleet titling and registration, and citizen account management through MyDMV. The agency has an ongoing initiative to seek new ways to reduce costs.

DMV will continue to increase enforcement and promote the collection of revenue for the Commonwealth through a variety of enforcement tools and dedicated law enforcement resources. DMV will maintain its high collection rate, maintain support to localities through the Vehicle Registration Withholding program, and enforce fuels tax collection through its dedicated law enforcement personnel.

DMV operates Virginia's Highway Safety office with a deliberate focus on reducing fatalities in partnership with law enforcement, non-profits, and other state agencies to pursue this effort. DMV will roll out enhancements to the traffic records system and use its data to apply resources to target areas for the Commonwealth.

Information Technology

Major IT investments underway include:

System Modernization: This project focuses on delivering a solution to DMV's customer service operations that will replace the outdated system into one modernized platform that improves efficiency, re-engineers service delivery, and is responsive to changing security, legislative, and customer relationship issues. The agency has deployed the solution for customers and employees in its service centers and will see benefits from improved processing time and the ability to serve customers across all of their needs with fewer visits. Additional modernization entails the ongoing evolution of core business systems, some of which are more than 25 years old. DMV is focusing on delivering solutions that provide improved capabilities to serve customers and employees, while also saving money by consolidating platforms. This will require that the agency migrate off of mainframe technology and implement a solution that is able to meet the Commonwealth's needs for the coming decades while being both flexible and secure.

Improved web and mobile service solutions: To meet customers' needs, DMV has improved its already robust website that provides low cost service options to conduct business with the agency. DMV has successfully implemented the MyDMV account which allows customers to easily access all of their DMV information in one location as well as serve as the launching pad for conducting transactions. DMV has also deployed an Android and iPhone mobile app.

SecuriTest: This project will replace the current KATS system with one incorporating necessary advancements in testing and technology that were not available when KATS was implemented in 1993, to include providing the exam in multiple languages. The administration of the driver knowledge exam is a critical component of DMV's responsibility to administer driver license laws and to promote highway safety. Maintaining an automated system of testing drivers is essential to ensure the integrity and efficiency of the testing process.

Workforce Development

The DMV workforce will be faced with an evolving technological environment and frequently changing processing requirements. Problem solving, analytical and decision-making skills, and the ability to comprehend and disseminate complex information will all be requirements for the new "knowledge worker." DMV will use several strategies to ensure that the agency's workforce is able to adapt to operational changes and competently provide quality services. Key strategies start with comprehensive workforce and succession planning. In addition, the agency will use a systematic approach for training that involves the continuous improvement of employees' technical skill sets and coaching for improved performance. Training will be provided to all employees, with a strong emphasis on technical training for our customer service centers and our customer service contact centers. The implementation of a revised supervisory program will enhance the competencies of supervisory staff and improve the functioning of operational units. Additionally, the continued use of a leadership program will prepare future leaders of the organization.

Physical Plant

Agency Executive Progress Report

Strategically located, well-maintained facilities are critical to DMV's ability to provide driver, vehicle, and motor carrier services to its customers. DMV's owned customer service centers range in age from 16 to 39 years old. The motor carrier service centers range in age from 18 to 58 years old. DMV facility inspectors visit all locations at least annually; needed repairs/replacements are recommended as a result of facility inspections, repair history (based on maintenance records maintained by DMV), and age.

As Virginia's population grows, DMV must make strategic changes to some of its service delivery outlets. Of particular interest, Northern Virginia and the Hampton Roads region will require relocation or expansion of existing facilities in order to meet service demands. However, these needs must be balanced against an environment of limited resources. As such, the agency is maximizing the value of existing space and only seeking additional space as is absolutely necessary. Capital projects related to physical plant focus on renewal/renovation of existing, owned facilities and our responsibility to provide ongoing maintenance in order to extend the useful life of these structures and their associated building systems as well as site improvements.