

**GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE INSPECTOR GENERAL**

DEPARTMENT OF MOTOR VEHICLES

REPORT OF RE-INSPECTION



**CHARLES C. MADDOX, ESQ.
INSPECTOR GENERAL**

Inspections and Evaluations Division
Mission Statement

The Inspections and Evaluations (I&E) Division of the Office of the Inspector General is dedicated to providing District of Columbia (D.C.) government decision makers with objective, thorough, and timely evaluations and recommendations that will assist them in achieving efficiency, effectiveness, and economy in operations and programs. I&E's goals are to help ensure compliance with applicable laws, regulations, and policies, to identify accountability, recognize excellence, and promote continuous improvement in the delivery of services to D.C. residents and others who have a vested interest in the success of the city.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the Inspector General

Charles C. Maddox, Esq.
Inspector General



September 8, 2003

Ms. Anne C. Witt
Director
Department of Motor Vehicles
301 C Street, N.W., Suite 1018
Washington, DC 20001

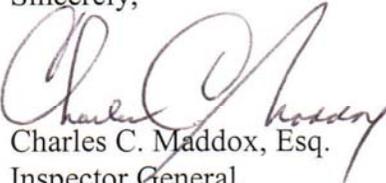
Dear Ms. Witt:

Enclosed is our *Report of Re-inspection of the Department of Motor Vehicles (DMV)*. We conducted the re-inspection of DMV as a follow-up to our initial inspection that occurred between September and December 1999. Re-inspections and follow-up reports are the key components of the OIG compliance process. This process was developed to assist District managers in improving service delivery by implementing the findings and recommendations that were agreed upon at the conclusion of the initial inspection.

Re-inspections are reviews of matters that have already been discussed in detail, and as is true in this case, there is usually agreement on the majority of our findings and recommendations. However, please note that we do not send re-inspection reports such as this one out to agencies for comment prior to publication. Of the 92 recommendations made in our initial inspection, DMV has complied fully with 63, partially complied with 2, failed to comply with 26, and 1 was overtaken by events. I commend DMV for the significant improvements represented by those recommendations complied with, and ask that DMV managers be encouraged to work diligently and expeditiously to bring the agency into full compliance on the remaining issues.

If you have questions or comments concerning this report or other matters related to the re-inspection, please contact me at the number below or Alvin Wright, Jr., Assistant Inspector General for Inspections and Evaluations at (202) 727-9249.

Sincerely,


Charles C. Maddox, Esq.
Inspector General

Enclosure
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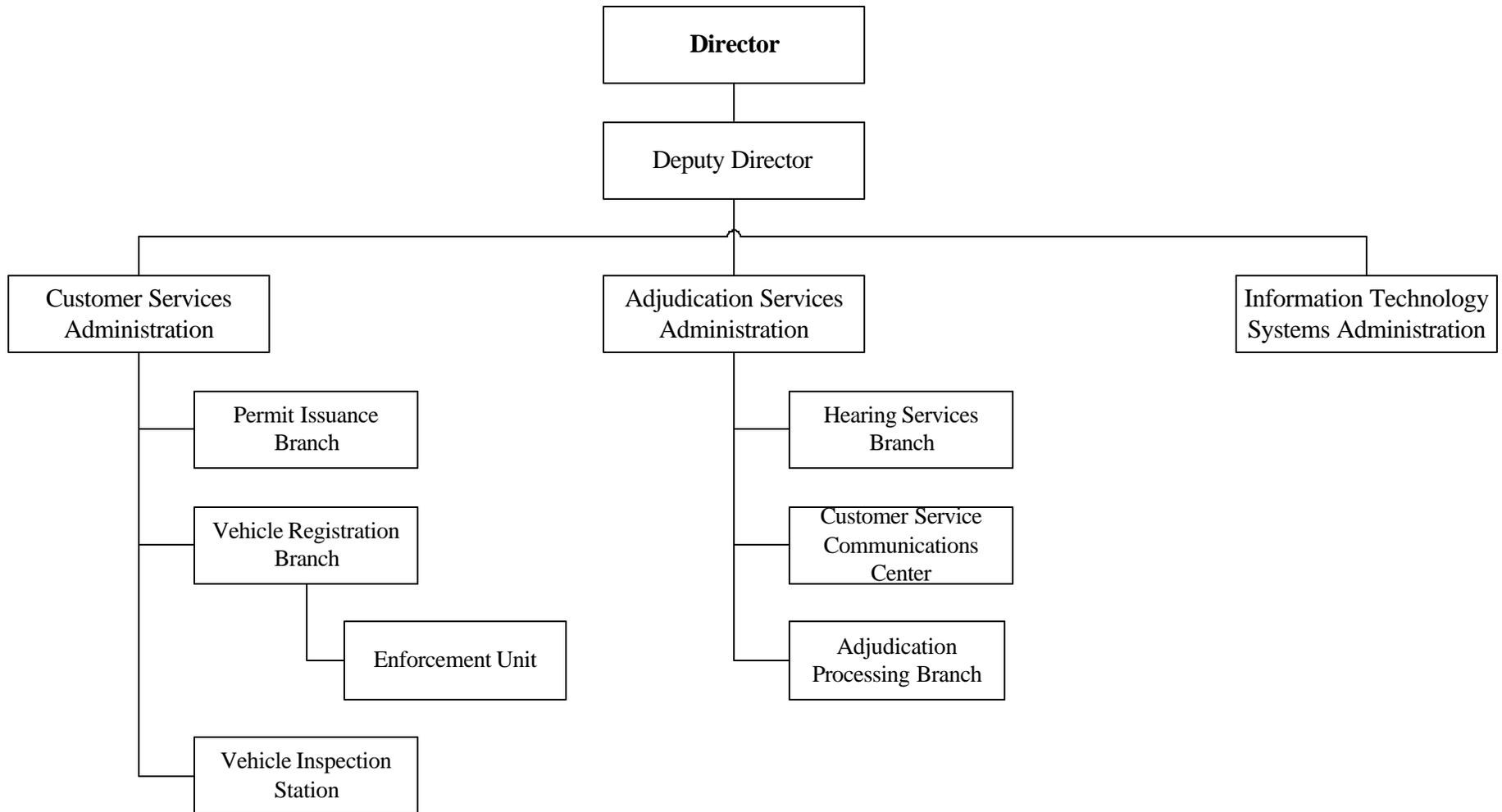
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D.C. Department of Motor Vehicles



ACRONYMS

AAMVA	American Association of Motor Vehicle Administrators
CDL	Commercial Driver's License
CDLIS	Commercial Driver's License Information System
DCMR	District of Columbia Municipal Regulations
DCPS	District of Columbia Public Schools
DCRA	Department of Consumer and Regulatory Affairs
DMV	Department of Motor Vehicles
DPW	Department of Public Works
FAU	Fee Adjustment Unit
FBI	Federal Bureau of Investigation
IT	Information Technology
ITSA	Information Technology Systems Administration
MPD	Metropolitan Police Department
MSS	Management Supervisory Service
MVIS	Motor Vehicle Information System
OCTO	Office of the Chief Technology Officer
OFT	Office of Finance and Treasury
PDPS	Problem Driver Point System
TIMS	Ticket Information Management System

INTRODUCTION

INTRODUCTION

Background

The re-inspection of the Department of Motor Vehicles (DMV) was a follow-up to the initial inspection conducted between September and December 1999. The initial inspection was directed by the Inspector General (IG) following discussions with the newly appointed Director of DMV (D/DMV), who asked the IG to make an independent assessment of the strengths and weaknesses of DMV and provide recommendations that could assist management in increasing the efficiency and effectiveness of DMV operations. The team found that of the 92 recommendations, 63 are in full compliance, 2 are in partial compliance, 26 have not been complied with, and 1 was overtaken by events.

DMV has 289 employees serving at 7 locations within the city:

- 301 C Street, N.W.;
- 65 K Street, N.E.;
- 1233 Brentwood Road, N.E.;
- 3222 M Street, N.W.;
- 2214 Pennsylvania Ave, S.E.;
- 1001 Half Street S.W.; and
- 2390 South Capitol Street, S.E..

Scope and Methodology

The re-inspection took place between September and November 2002, and evaluated DMV's compliance with recommendations made in the February 2000 DMV Report of Inspection 00-0001KV (ROI). During the re-inspection, the team conducted 17 interviews, directly observed major work processes, reviewed documentation, and inspected work areas and facilities. OIG inspections comply with standards established by the President's Council on Integrity and Efficiency.

Format of This Report

Each finding in the original ROI is repeated (some are italicized at the beginning of a paragraph) and is followed by a summary of the status of DMV's compliance with the agreed upon recommendations. Please see Appendix 1 for a complete list of the original findings and recommendations and the current status of those recommendations.

**Findings and
Recommendations:**

**MANAGEMENT AND
SUPERVISION**

MANAGEMENT AND SUPERVISION

Original Finding:

1. **The Director of DMV does not have a consolidated and responsive management team.**

Current Status: Partially in Compliance.

In Compliance. Since the initial inspection, the Director of DMV (D/DMV) has developed a stronger, more cohesive management team. D/DMV has implemented weekly senior staff meetings where top managers and executives meet to update one another on DMV operations. During those meetings, administrative reports from each of the satellite offices are presented. These reports include information such as wait times, transaction times, and backlogs for each major division of DMV (e.g., Customer Services Administration, Adjudications, etc). Furthermore, DMV senior managers regularly communicate with middle management and front-line employees through the *DMV Highlights*, a monthly newsletter.

Not in Compliance. The inspection team (team) found, however, that many DMV managers are working under position descriptions for their former non-supervisory positions. Consequently, it is hard to accurately evaluate the management product they are delivering. The lack of position descriptions that reflect management's current responsibilities does not allow the type of accountability that the D/DMV must have in order to maintain a successfully functioning District agency.

Original Finding:

2. **Managers and supervisors work hard but not smart. Many appear to lack sufficient managerial skills and leadership ability to perform effectively.**

Current Status: In Compliance.

D/DMV has made a concerted effort to provide training and development opportunities to management and front-line employees. The majority of employees have received training on Destiny, the DMV's new computer system. Most of the front-line managers are in the Management Supervisory Service (MSS) and have attended courses required in this program. Managers not in the MSS program indicated that they have attended some outside training such as American Association of Motor Vehicle Administrators (AAMVA) conferences or some other form of training.

Original Finding:

3. **There is a serious deficiency in management control over basic internal and external communication processes.**

Current Status: Not in Compliance.

As they were during the initial inspection, current DMV managers were unresponsive to both oral and written requests for information from the IG. A number of referral letters requiring responses were either not answered in a timely fashion, answered with incomplete responses, or not answered at all.

D/DMV should evaluate communication procedures in the front office and throughout DMV, and take steps to ensure prompt transmittal and receipt of internal and external operational information. D/DMV should also ensure that action on correspondence is taken promptly, where required. Those responsible for the flow of information and correspondence should be identified by name or position and held accountable.

Original Finding:

4. **Employees are not receiving annual performance evaluations as required by the District Personnel Manual (DPM).**

Current Status: In Compliance.

Since the initial inspection, the employee performance evaluation process has significantly improved. Most supervisors stated that they evaluated their employees, and that they, in turn, had also been evaluated by their superiors. Most supervisors stated that they provide annual counseling for employees as part of the evaluation process, and that they have also been counseled by senior managers.

Original Finding:

5. **There are significant deficiencies in the cross-training of employees in some areas. This inhibits management flexibility to redirect resources.**

Current Status: Partially in Compliance.

Since the initial Department of Motor Vehicles (DMV) inspection, cross-training and cross-utilization of the Customer Service Administration employees improved significantly in satellite offices, but have remained unchanged at DMV's headquarters on 301 C Street, N.W. During Destiny training, all employees were cross-trained to handle licensing and registration transactions; however, only the satellite offices are utilizing this cross-training.

In the satellite offices, each clerk handles both functions, licensing and registration. At headquarters, motor vehicle clerks handle either licensing or registration functions, although they have been trained and are equipped to handle both. As a result, managers and supervisors are not

MANAGEMENT AND SUPERVISION

able to use clerks to fill in for absent co-workers in another area or to assist with heavier workloads. Customers seeking service at satellite offices are able to obtain multiple service transaction types from one clerk, while customers at the headquarters facility must see a different clerk for each different type of transaction.

Management stated that because clerks were hired as either licensing or registration clerks, DMV managers are unable to mandate that clerks perform both functions. Managers further stated that all employees at the satellite offices opted to perform both functions, while those at headquarters did not.

Original Finding:

- 6. The team requested copies of policies and procedures for various operations but was told that they were outdated and not being used, or that none existed.**

Current Status: Partially in Compliance.

During the development of the Destiny computer system, many DMV policies and procedures were incorporated into the employee handbook. Almost all employees received a copy of the Destiny handbook during their training. Furthermore, many portions of the Destiny handbook can be found on the DMV's intranet. The team found that some managers had departmental policies and procedures handbooks for their employees. However, the team found that many managers and supervisors do not have access to Title 18 of the District of Columbia Municipal Regulations (DCMR), which regulates the Department of Motor Vehicles. Without access to the legal requirements of motor vehicle operations, managers are unable to independently support DMV decisions and procedures.

Original Finding:

- 7. Management involvement in and oversight of contracts and services provided by contractors appear to be minimal. Consequently, there are strong indications that DMV and the District government are not getting what they are paying for in the Information Technology (IT) area.**

Current Status: Partially in Compliance.

In Compliance. DMV employees reported widespread satisfaction with the new Destiny computer system. During the implementation of Destiny, several DMV employees (superusers)¹ helped the contractor modify the system to meet DMV's needs. Currently, Destiny is still supported by its developer. However, there has been significant information sharing with

¹ *Superusers* is the term used to describe line employees who assisted with the development of Destiny.

MANAGEMENT AND SUPERVISION

Office of the Chief Technology Officer (OCTO) and DMV ITSA (Information Technology Systems Administration) so that when the contractor leaves, District personnel can support Destiny. ITSA has established a hotline for DMV employees to call when they are having technical difficulties.

Not in Compliance. Nevertheless, there are indications that IT problems remain. The team observed that only one of four work stations at the Georgetown facility had access to TIMS (Ticket Information Management System). The employees and manager of the satellite facility stated that their TIMS has been inoperative on the other computers for two months. They informed the team that they had called the hotline, to no avail. When questioned, the DMV Deputy Director in charge of operations was unaware of this lengthy IT failure. A review of the Director's administrative report, by which she receives updates from her managers, revealed no designated section for reporting IT problems.

D/DMV and the Administrator of ITSA (A/ITSA) should establish procedures to ensure that all computer service requests are tracked and promptly addressed. ITSA service data should be included in the weekly administrative report so that the D/DMV can be informed of computer issues that impact operations.

**Findings and
Recommendations:**

**CUSTOMER SERVICES
ADMINISTRATION**

CUSTOMER SERVICES ADMINISTRATION

The Customer Services Administration titles and registers new and used motor vehicles and trailers; issues special tags and permits; enforces activities relating to automobile dealers and vehicle inspection facilities; licenses vehicle operators; provides all services which pertain to the issuance of driver permits and licensing; and processes and maintains records of suspensions and revocations.

Permit Issuance Branch

The Permit Issuance Branch administers drivers' tests, issues regular drivers' licenses and learners' permits, issues commercial drivers' licenses, non-drivers' identification cards, and has a medical review and drivers' records department.

Original Finding:

1. **The Problem Driver Pointer System (PDPS) was not being checked for each applicant applying for a driver's license.**

Current Status: In Compliance.

The PDPS is a federally regulated nationwide program with information on moving violations in all 50 states. If a driver has an open suspension or revocation in another state, a District license should not be issued until the driver presents a clearance letter from the Department of Motor Vehicles in that state.

Previously, computers at each workstation were used to access both the Motor Vehicle Information System (MVIS, the DMV's old computer system) and PDPS. In order to check PDPS, clerks had to close MVIS and log onto PDPS using the same computer terminal. When this was done, the system consistently shut down, resulting in many clerks simply issuing licenses and learners' permits without checking PDPS.

Currently, the PDPS is checked for each applicant applying for a driver's license. Unlike the old MVIS computer system, Destiny automatically checks PDPS for each applicant applying for a license or learner's permit. If the PDPS is not checked, Destiny will not allow the clerk to proceed.

CUSTOMER SERVICES ADMINISTRATION

Original Finding:

2. **There is a significant backlog in entering driver's license revocations and suspensions into the Motor Vehicle Information System (MVIS). This allows problem drivers to continue driving without detection.**

Current Status: In Compliance.

During the last inspection, the team found that DMV had a backlog of 3,000 revocations and 12,500 suspensions that had not been processed to deny driving privileges. Since that time, DMV has significantly reduced the backlog of driver's license suspensions and revocations. The supervisor of the driver's records unit stated that the unit processes all suspensions and revocations within 45 days of receipt of the suspension or revocation notice. DMV hires temporary employees and has reassigned permanent staff to process these records. Although this initiative has reduced the backlog, staffing assistance and management control processes should be maintained to prevent this backlog from developing again.

Original Finding:

3. **The driver's license suspension notification process contains an extra step that extends processing time and uses additional resources without definitive benefit.**

Current Status: Overcome by Events.

The implementation of the Destiny computer system has made this finding obsolete. Destiny automatically produces the Official Notice of Proposed Suspension that is sent to drivers subject to suspension or revocation. The drivers' records unit is no longer involved in this automated process.

Original Finding:

4. **School bus driver licenses have been issued to applicants with criminal backgrounds before required FBI (Federal Bureau of Investigation) checks were completed.**

Current Status: In Compliance.

DMV is no longer responsible for completing the FBI background checks of school bus driver applicants. District of Columbia Public Schools (DCPS) is now responsible for ensuring that applicants turn in completed copies of their application packages with the required FBI and Metropolitan Police Department (MPD) background checks. Upon successful completion of the application testing processes, DMV issues a school bus driver identification card to the driver.

CUSTOMER SERVICES ADMINISTRATION

Original Finding:

5. **DMV is illegally disseminating FBI background checks to other agencies.**

Current Status: In Compliance.

DMV no longer requests FBI background checks for school bus driver applicants. DCPS coordinates on background checks with MPD and provides them to DMV during the application process.

Original Finding:

6. **There is no legal or procedural reason for DCPS or its contractor to be involved in DMV's school bus driver licensing process. This interaction detracts CDL Unit² personnel from other important duties. In addition, there are no firm, written procedures for the school bus licensing process.**

Current Status: In Compliance.

Since the initial inspection, the procedures for obtaining a school bus driver's license have changed. Applicants obtain DCPS clearances prior to submitting the completed package to DMV for processing. The procedures for obtaining a school bus driver's license are clearly written on the application.

Original Finding:

7. **The regulations that govern qualifying standards for school bus drivers are inconsistent regarding age.**

Current Status: Not in Compliance.

Title 18 DCMR § 200.3 states that a school bus driver's license shall be issued "to an applicant who is at least 18 years of age" Section 201.1(a) states that a school bus driver's license will not be issued to "a person who is under 21 years of age" These two sections are contradictory. Senior managers stated that DMV's legal team is reviewing various D.C. regulations, which have not been changed to date.

² CDL is the acronym for Commercial Driver's License.

CUSTOMER SERVICES ADMINISTRATION

Original Finding:

8. **There is no automated system to track basic information about individuals holding school bus driver licenses.**

Current Status: In Compliance.

School bus driver licenses are now tracked through Destiny, similar to all other licenses issued in the District of Columbia.

Original Finding:

9. **Accountability for the data cards used to make driver's licenses and non-driver identification cards is lax, and cards are not handled or stored in a secure manner.**

Current Status: In Compliance.

Data cards have become obsolete with the implementation of the Destiny computer system. The driver's licensing process is now automated.

Original Finding:

10. **Some permit clerks and photographers are careless in issuing data cards and finished permits to customers.**

Current Status: In Compliance.

Destiny has made data cards obsolete and the DMV has reduced the number of errors in the issuance of finished permits. In order to obtain a finished permit, customers must present a printed receipt to the photo unit clerk. The receipt is then matched with the name on the computer screen. In cases where the customer has a digital license, the stored photo is used as a further security measure. The DMV also has installed a photo station in the testing area so that customers who pass the learner's test do not have to leave the room to obtain their finished permit.

Original Finding:

11. **Voter registration forms with personal information are not securely maintained.**

Current Status: Not in Compliance.

The DMV offers voter registration to customers applying for any license or permit. The forms, which contain personal information such as addresses and telephone numbers, are not securely maintained. They are kept in a pile on the windowsill or in open containers until the end of the day in various DMV branches. At the end of the day, the forms are transferred to a mailbox until a representative from the D.C. Board of Elections and Ethics picks them up. If

CUSTOMER SERVICES ADMINISTRATION

stolen, these forms could be used for criminal activity, including the creation of false identification documents.

Original Finding:

12. **Problems in accessing the Commercial Driver's License Information System (CDLIS) and staffing shortages delay customer service.**

Current Status: In Compliance.

Federal law mandates that the Commercial Driver's License Information System (CDLIS) be checked during the processing of commercial drivers' licenses. Previously, the old computer system in the CDL Unit was not working at the start of the business day and the federally mandated check could not be conducted. In addition, the three CDL Unit clerks were overwhelmed because the CDLIS check took up to 25 minutes, and there was a large amount of manual administrative work connected to the issuance of CDLs. Customers often had to wait lengthy periods for repairs to be made or they had to leave and return on another day to complete processing. The CDLIS checks are very important because errors made in the District may affect other jurisdictions nationwide.

Currently, the CDL Unit has three permanent and two temporary employees. The significant backlog has been eliminated because most of the information that was previously processed manually is now quickly stored in Destiny and the required background check takes approximately 5 minutes.

Original Finding:

13. **There is a need for formal training of clerks and supervisors in document examination and other aspects of driver processing.**

Current Status: Not in Compliance.

DMV managers stated that employees attended a false document training session in early 2000 and that clerks were issued a booklet that contains pictures of state issued licenses, identifications and documents for all states and territories of the United States. However, the team polled several clerks at various DMV branches and found only one clerk who had the booklet at her workstation.

An area of significant concern to the team is DMV's lack of a policy on the handling of fraudulent documentation. Managers at the various satellite facilities have markedly different policies on handling fraudulent documentation. Some facilities retain the document in question, while others merely deny service and return the fraudulent documentation. No managers stated that they contact law enforcement officials to report falsified immigration and identification documents. In this era of heightened interest in national security, D/DMV needs to immediately develop and implement a clear policy on the handling, disposition, and referral to law enforcement authorities of fraudulent documentation confiscated by DMV employees. The D/DMV should also ensure that employees receive training on updated methods used to identify

CUSTOMER SERVICES ADMINISTRATION

fraudulent documentation and DMV's policy on their acceptance and referral. The OIG issued a Management Alert Report on this finding on March 4, 2003 (MAR 03-I-004, Appendix 2).

Original Finding:

14. Supervisors deviate from procedures regarding required documentation

Current Status: Not in Compliance.

DMV senior management agrees with supervisors who state that, on occasion, it is necessary to deviate from the standard policies and procedures. The team observed incidents where such deviation was not only necessary, but also a benefit to the DMV. However, senior management is not monitoring or tracking these decisions and, therefore, cannot ensure that supervisors are not abusing their ability to deviate from standard procedures and override system safeguards.

Information Desk – 301 C Street

The Information Desk in Room 1157 is the first stop for DMV customers applying for driver's licenses, registrations, and renewals. Clerks provide all necessary forms, directions and other assistance. They tell customers what personal documents are needed for each transaction, and verify that the documents customers bring are authentic. Photocopies are not accepted. When customers approach the Information Desk, they are asked if they have all of the required documents. If customers are unsure as to what documents are needed, the clerks should give them a sheet listing all required documents and instruct them to return with the necessary documentation. When satisfied that customers are prepared for the next stop, clerks issue an automated control number and direct the customer to the appropriate waiting area.

Original Finding:

1. Information Desk Clerks do not consistently verify that customers have correct documentation prior to issuing them a control number.

Current Status: Not in Compliance.

The team found that Information Desk Clerks remain inconsistent in ensuring that customers have the correct documents necessary to complete the desired DMV transaction before issuing a control number. Unlike the previous inspection, we observed no clerks failing to check documents. Instead, errors were generated when clerks made only a cursory examination of the documents or failed to realize that the documentation was insufficient or invalid. Consequently, customers waited for service only to be told that their documentation was insufficient and that they could not receive service at that time.

CUSTOMER SERVICES ADMINISTRATION

Original Finding:

2. **Information for customers about required documentation and instructions about the licensing process are inadequate.**

Current Status: In Compliance.

Since the initial DMV inspection, the DMV has posted large location signs outside the main offices and corridors in Spanish and English. Brochures outlining DMV documentation requirements and procedures are now available and placed in accessible locations at DMV facilities. Information Desk clerks also have brochures outlining the different DMV services, which are provided to customers upon request.

Original Finding:

3. **Some Information Desk Clerks are rude and unhelpful.**

Current Status: Not in Compliance.

Consistent with the previous inspection of DMV, a number of Information Desk clerks were observed failing to provide the required time and attention to customers who had difficulty understanding a process. No clerks were observed being overtly rude; rather, clerks were often abrupt and impatient with customers who failed to immediately understand DMV documentation requirements, which caused service delays for other DMV customers. Clerks also often rely solely on verbal transmittal of information and documentation requirements, instead of using the available brochures to assist in service delivery.

Original Finding:

4. **The configuration of the Information Desk area causes congestion and affects the personal attention clerks should be giving to customers.**

Current Status: In Compliance.

Since the initial inspection of DMV, changes have been made to correct congestion at the Information Desks at all DMV facilities. Most Information Desks have guide ropes installed to direct the flow of incoming customers. In addition, security guards and DMV employees direct customers to stand in areas outside of the main flow of pedestrian traffic. At its main headquarters office on C Street N.W., DMV has installed a counter at the perimeter of Room 1157 for completing forms. In addition, Information Desk clerks distribute clipboards so that customers do not have to use the desk as a writing surface while completing paperwork. Throughout the inspection, the team observed that the flow of customers in the Information Desk area was maintained in an orderly fashion at all DMV facilities.

CUSTOMER SERVICES ADMINISTRATION

Original Finding:

5. **There is no suitable area for customers to retrieve faxed information.**

Current Status: In Compliance.

DMV no longer allows customers without required documentation to have information faxed directly to them while they await services at DMV. The Customer Service Administrator stated that DMV decided to discontinue this free service because it used a lot of DMV resources (employee time and equipment) when there are a number of private copy/service centers that customers can use to receive faxed information.

Original Finding:

6. **Drivers test scores are handwritten on applications by the DMV testing clerk. This procedure could allow a failing test score to be changed to a passing score.**

Current Status: In Compliance.

With the implementation of the Destiny computer system, DMV changed its procedure for storing driver's license test results. The test results are generated automatically and stored electronically with the license application in Destiny. Although clerks write a score on the paper application, the score and paper application are used only for archival purposes. The licensing clerk and/or photographer verify the electronic information before completing the licensing process.

Original Finding:

7. **The testing computer cannot be audited because testing clerks do not always log on and off.**

Current Status: In Compliance.

The team did not observe any clerks failing to log on and off their computers when leaving their workstations. In addition, improved operational procedures and electronic controls discourage this practice. With the implementation of the Destiny system, DMV clerks accept non-cash payments (e.g., money orders, checks, and credit cards). Each clerk is responsible for reconciling payments received with the computer record of payments accepted at that station while under his or her control. Supervisors are responsible for reviewing each clerk's daily transaction record and must sign the record to show that it has been reviewed. In addition, management stated that the Customer Service Administration workstations have been programmed to automatically log-off within a certain number of minutes if no one uses the keyboard.

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Satellite Offices

The former H Street satellite office reported on in the original report has been closed. DMV now has three other satellite locations: (1) Penn Branch - 3214 Pennsylvania Ave., S.E.; (2) Brentwood Square - 1233 Brentwood Road, N.E.; and (3) Georgetown - inside The Shops at Georgetown Park, 3222 M Street, N.W. These offices provide vehicle registration services, driver's license services, and title services. This section of the report evaluates the same operational area in the current satellite offices that our initial report evaluated in the now-closed H Street facility.

Original Finding:

1. **Information Desk services are being provided by contract security guards.**

Current Status: Not in Compliance.

Although management stated that security guards no longer perform DMV functions, the team observed security guards providing non-security tasks at various DMV facilities. Security guards were observed operating the camera for driver's license pictures and staffing the Information Desk.

As stated in the previous inspection report, the guards have not been formally trained in DMV procedures and have significant gaps in their knowledge. In addition, guards are diverted from their security functions to provide services that trained DMV staff should handle. The original ROI recommended that DMV install large signs listing the documentation needed for the most popular transactions and that senior managers ensure that security guards are not used for non-security purposes. DMV has installed direction signage and provides transaction information via brochures. The DMV Chief of Staff and the Customer Service Administrator have not ensured that DMV managers and employees are aware that security guards are not to serve as substitute DMV employees. Furthermore, they have not ensured that staff shortages are covered with trained DMV employees, rather than security guards.

Original Finding:

2. **Cashier stations are understaffed and the facility manager has little supervisory influence over Office of Finance and Treasury employees.**

Current Status: In Compliance.

Since the previous inspection, DMV has implemented procedures that allow DMV clerks to accept non-cash payments for DMV transactions. Office of Finance and Treasury (OFT) employees have also been trained on the Destiny computer system and can process DMV transactions. Supervisors are able to monitor customer wait-times and change the types of transactions accepted at each window to more evenly allocate the volume of financial transactions and decrease the burden on Treasury employees.

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Because the cashiers are OFT employees, DMV managers do not have supervisory authority over them. However, DMV management stated that OFT has installed a lead cashier at the DMV headquarters to address day-to-day problems among OFT cashiers and reassigned OFT cashiers to meet DMV service needs. Managers at several facilities stated that this system works. Furthermore, DMV senior management meets with OFT officials on a regular basis to discuss operational issues.

Original Finding:

- All service windows should be equipped to handle all customer transactions.**

Current Status: In Compliance.

During the previous inspection, the team observed that service windows in the Customer Service Administration were not equipped with the data cards and printers needed for clerks to handle both licensing and registration functions. Consequently, customers had to go to more than one clerk for different types of transactions and wait for each clerk. In addition, DMV employees who were not busy could not be used to assist other overwhelmed DMV employees performing a different type of transaction, ostensibly because of union rules.

With the implementation of the Destiny computer system, clerks in satellite offices are now able to perform both licensing and registration functions at the same service window. Unlike clerks at DMV headquarters who perform only one of these transactions, those in satellite offices have volunteered to perform both transactions and have been trained to do so.

Brentwood Road Test Facility

The Brentwood Road Test facility, located at 1205 Brentwood Road, N.E., administers road tests for automobile and motorcycle driver's licenses. The facility has been relocated to a small shopping center across the street from its previous location. A DMV satellite facility is also located in the same shopping center.

Original Finding:

- Customer payments are sent to the C Street Office for reconciliation instead of being reconciled at Brentwood.**

Current Status: In Compliance.

During the initial inspection, the team observed that:

1. the Brentwood facility did not have a Treasury cashier to accept customer payments;
2. the facility had employees who were not trained on payment reconciliation procedures;

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3. the Brentwood supervisor stored receivables (checks, money orders, and work orders) in an unsecure manner;
4. the supervisor sent receivables to the headquarters office for reconciliation without accounting for the items sent; and
5. licensing supervisors were approximately 2 months behind in reconciling Brentwood's receivables.

As a result, customer checks were not cashed in a timely fashion which delayed fund deposits into the city treasury.

During the re-inspection, the team found that DMV clerks in all DMV facilities reconcile payments received on a daily basis. Managers review each clerk's transaction record and receivables daily. The records and receivables are collected by a DMV courier and transported to the DMV accounting office for delivery to Treasury.

Original Finding:

2. **The facility lacks shredding equipment to destroy documents that contain personal information.**

Current Status: In Compliance.

After the previous inspection, DMV began contracting for shredding services. The team observed locked bins for the disposal of old license tags, licenses, and documentation in all DMV facilities. Management stated that only supervisors have the keys needed to retrieve items from the locked bins. Management further stated that the contractor retrieves and disposes of items on a scheduled basis. The contractor collects the bins, and shreds everything in them.

Original Finding:

3. **Testing equipment and materials for the motorcycle road test are inadequate.**

Current Status: Not in Compliance.

The team found that motorcycle skills testing has deteriorated even further since the previous inspection at the Brentwood Road Test Facility. During that inspection, DMV examiners conducted motorcycle road tests by watching applicants perform basic maneuvers in the parking lot, such as figure eights, starts, shifting, and stops. The examiners lacked many basic materials (e.g., the proper cones, chalk, traffic control signs) that would allow them to conduct a reliable test.

Since the initial inspection, the Brentwood facility was sold to a private developer and the DMV road testing facility was relocated to a small shopping center across the street. In the current facility, DMV shares the parking lot with a number of businesses and cannot test motorcycle license applicants there. Instead, the motorcycle test is conducted on a nearby public street. As the examiners have no authority to stop traffic flow on the street, examiners must interrupt the testing process for oncoming cars. The use of public streets for testing is a serious

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safety hazard to both applicants and the public. Management stated that moving the motorcycle road test to the same lot as the CDL road test is under consideration, but no plan has been finalized.

The Maryland Motor Vehicle Administration (MVA) conducts a Motorcycle Safety Program that offers motorcyclists both Basic and Experienced Rider courses for a small fee. The courses include road skills training, testing, and a knowledge test. Applicants who successfully complete the Basic Rider course receive a certificate that entitles them to a class "M" endorsement (motorcycle license) from MVA, without further testing. The Virginia Department of Motor Vehicles also offers a motorcycle rider training course, the Virginia Rider Training Program. Applicants for a Virginia motorcycle license or endorsement who have passed the course within the past two years and have a course completion card are not required to take the skills portion of the motorcycle test.

Although the District does not offer a motorcycle training program and operates a substandard motorcycle skills testing program, it does not accept motorcycle training certification from these neighboring jurisdictions. Until the District is able to provide motorcycle training and testing that meets AAMVA guidelines, temporary legislation allowing DMV to accept motorcycle training certification from AAMVA approved programs in other local jurisdictions should be considered.

Vehicle Registration Branch

Original Finding:

1. **There are no internal controls to prevent misappropriation of accountable vehicle registration instruments.**

Current Status: In Compliance.

There are no controls in place to limit access to vehicle registration instruments. The Destiny computer system has several security features to account for vehicle registration instruments. For example, license plates and temporary tags are accounted for and tracked by an electronic inventory system. In addition, many items, such as residential parking permits and registration stickers, are printed out only upon demand, and printed stickers now include individual vehicle identification information that make them less interchangeable. ***However, the Penn Branch satellite facility has old registration instruments (which are still valid) in an unsecure open box behind the cashier's station. The Customer Service Administrator should continue to ensure that all satellite offices follow the same procedures regarding the use and disposal of accountable items.***

Instruments kept in unlocked storage room. The storage room located at the end of the vehicle registration area was locked 5 of the 6 times that the team tested it. Management stated that only managers and their designees have access to the storage room key. In addition, the

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more valuable documents (title documents and stickers) are kept in a locked cabinet within the storage room. On one occasion during the inspection, the storage room door lock was reported broken, but it was repaired within 24 hours.

Personalized license plates are not stored securely pending customer pickup. DMV management stated that after the previous inspection, DMV notified owners of unclaimed personalized plates to retrieve them or else the plates would be destroyed. Management further stated that under current DMV procedures, customers are notified that license plates must be claimed within 60 days of arrival. During this period, DMV stores the plates in a locked file cabinet. The team did not observe any unsecured plates during this inspection.

Surrendered license plates are not securely stored. DMV has installed shredder bins in all facilities. The team observed clerks accepting surrendered license plates, marking the surrendered plates with their initials, and then storing the old license plates under their desks. Clerks were later observed depositing the old plates in the shredder bins. Clerks were also observed providing customers with a receipt for their surrendered plates.

Original Finding:

- The customer service window area is disorderly.**

Current Status: In Compliance.

During this inspection, the team observed customer service window areas at several DMV locations. The Brentwood Road Test Facility, C Street N.W., Georgetown, and Penn Branch facilities all have modular furniture with lockable storage drawers. All customer service window areas observed at these locations were neat, orderly, and presented a professional appearance.

Original Finding:

- Some window clerks do not present a professional appearance in their manner of dress.**

Current Status: Not in Compliance.

During the re-inspection, the team observed employees working the customer service windows in T-shirts, jeans, and jogging suits. Management stated that DMV provided employees with shirts with the DMV logo on them, but is unable to enforce a mandatory dress code due to union regulations. Managers further stated that employees who are dressed inappropriately may be sent home (using administrative leave) to change clothing and return to work.

CUSTOMER SERVICES ADMINISTRATION

Enforcement Unit

The Enforcement Unit regulates motor vehicle dealerships in accordance with Title 18 DCMR, Chapter 5. The unit is also responsible for auditing automobile dealerships for regulatory violations of 18 DCMR, Chapter 5. If violations are found, unit investigators testify at the adjudication hearings. The personnel assigned to this unit also staff the Fee Adjustment Unit (FAU). FAU has responsibility for customer overpayment refunds and dishonored customer check collections.

Original Finding:

1. **The Enforcement Unit is severely understaffed and cannot fulfill its assigned responsibilities.**

Current Status: Not in Compliance.

The Enforcement Unit continues to be severely understaffed and unable to carry out its assigned duties. The unit is currently staffed with five employees (four permanent and one temporary employee), but only two of these employees are inspectors conducting fieldwork. The others serve in administrative and supervisory capacities.

Monthly audits of automobile dealerships are not being conducted. As found in the previous DMV inspection, monthly audits of District automobile dealerships are not being conducted. According to DMV Standard Operating Procedures, all automobile dealerships registered with DMV will be audited monthly by Enforcement Unit investigators to ensure compliance with Title 18 DCMR Chapter 5. With only two investigators, the Enforcement Unit is auditing each dealership approximately once a year.

Monthly audits of re-inspection stations are not being conducted. The Enforcement Unit no longer conducts re-inspection station audits. DMV Inspection Station employees are now tasked with performing this inspection, but cannot because of insufficient staff.

Understaffing blamed for the poor showing at Adjudication Hearings involving automobile dealers. Although the team did not observe any adjudication hearings where an automobile dealer had been served with a Notice of Proposed Revocation of Dealership Registration, Enforcement Unit management stated that the unit's staffing shortages continue to limit their ability to fully investigate these cases.

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Original Finding:

2. **There is a substantial amount of uncollected revenue owed to the District in the form of dishonored checks received from DMV customers.**

Current Status: In Compliance.

The team performed a 100% sampling of dishonored checks from May 2002. Once checks are accepted by DMV, they are forwarded to Treasury for deposit and the funds are withdrawn from the customer's account. Management stated that DMV has taken over the dishonored check collection process from Treasury and that DMV has seen a 25% increase in payment.

Month	# Checks	Amount of Checks (\$)	Amount of Fees (\$)	Total Due (\$)
May 2002	100	28,639.18	5,000	33,639.18

Dishonored checks are sent to the Enforcement Unit for filing and input into the DMV computer system 2-3 months after the check date. Once entered into the DMV computer system, a stop code is placed on the check writer's driving record and he or she cannot obtain further DMV services until the dishonored check and associated fees are paid. DMV suspends driving privileges if the service for which the arrears occurred is related to the check writer's driving record, but initiates no other enforcement action until the check writer returns for DMV service.

DMV subscribes to a limited check authorization service that clears personal checks prior to their acceptance by DMV cashiers. The service clears checks if the check writer does not have a dishonored check history on file among the businesses serviced by the company. The service does not guarantee checks.

Once DMV accepts a check that is subsequently dishonored, the driving privileges of the driver are suspended if the arrears stem from a driving infraction. In response to the last ROI, DMV management stated that they were recommending the adoption of legislation to facilitate DMV's recovery of outstanding payments by authorizing the agency to boot and tow vehicles registered to delinquent owners. Currently, these processes are allowed for recovering arrears totaling more than \$300. However, DMV does not have a method to collect from drivers who present dishonored checks for other services and do not owe more than \$300.

CUSTOMER SERVICES ADMINISTRATION

Original Finding:

3. **More coordination is needed between DMV and the Department of Consumer and Regulatory Affairs (DCRA) to effectively regulate automobile dealers and salespersons.**

Current Status: Not in Compliance.

According to DMV management, the lack of coordination between DMV and DCRA continues to exist. DMV is responsible for the registration of automobile dealerships under Title 18 DCMR so that dealers can receive temporary license plates and registrations. DCRA is responsible for the business licensing of dealerships under Title 16 DCMR. When DMV applies sanctions to dealers or vehicle salespersons who violate motor vehicle laws, it does not inform DCRA so that these sanctions can be considered when business licenses are up for renewal. When DCRA revokes the business licenses of automobile dealers and salespersons, it does not notify DMV so that the dealer registration can also be revoked. Although DMV enters its sanction information into the Destiny computer system, DCRA does not have access to Destiny, nor have the two agencies established a routine information sharing process.

**Findings and
Recommendations:**

**ADJUDICATION
SERVICES
ADMINISTRATION**

ADJUDICATION SERVICES ADMINISTRATION

The Adjudication Services Administration is responsible for providing administrative hearings concerning parking violations, moving violations, drinking and driving related offenses, leaving after colliding, vehicular homicide, reckless driving, vehicle insurance, and fleet and rental vehicle matters. It also processes payments for vehicular violations and provides customer service information by telephone and in person.

Original Finding:

1. **There are over 680,000 tickets for moving violations dating from 1987 through 1999 that are unpaid. This represents uncollected revenue for the District amounting to more than \$63 million.**

Current Status: In Compliance.

With the implementation of the Destiny computer system, DMV began seeking payment for unpaid traffic fines, moving violations, and child support for the past 20 years.³ Customers who could not provide proof of payment were unable to receive DMV services. After an immediate public outcry, DMV implemented an amnesty program to waive the charges for moving violation tickets issued before 1997. Tickets received after 1997 must be paid before the customer can receive further DMV services.

To assist customers unable to pay their accrued tickets and fines, DMV established a payment plan for individuals who owe more than \$250 in fines and penalties. The payment plan has been legislatively approved through June 2003. As of March 2003, 3012 payment plan agreements had been issued. Plan participants must pay at least 25% of the amount due to establish the plan and receive service. After the 25% is paid, plan participants are issued a temporary license or registration valid for 6 months. DMV has not determined if payment plans will continue to be offered after June 2003 or what actions will be taken to obtain funds from those drivers who fail to pay the amount due by the end of the payment plan term. Information regarding the number of plan agreements in default was not available at inspection time. *DMV should move quickly to develop procedures to address these aspects of the payment plan.*

Original Finding:

2. **Most employees interviewed expressed dissatisfaction with the performance of the computer system managed by the current contractor.**

Current Status: Partially in Compliance.

In Compliance. In contrast to the previous inspection, most users expressed satisfaction with the performance of the Destiny computer system. Users applaud the system's ability to provide them with access to more information, and the manner in which superusers were used to modify the Destiny computer program for easier use by DMV employees.

³ Customers with child support arrears or arrears from other District agencies coordinating with DMV have to present clearance documentation from that particular agency before they can receive DMV services.

ADJUDICATION SERVICES ADMINISTRATION

OCTO has assumed many of DMV's information technology functions and bears responsibility for oversight of the work and product quality of IT contractors. OCTO provides programmers, works on system development, and negotiates IT contracts.

Not in Compliance. Nevertheless, some IT problems remain. Some records from DMV's previous Motor Vehicle Information System (MVIS) were not transferred to Destiny.⁴ As a result, Destiny cannot find the files of many District residents with valid District licenses or registrations. Each time this occurs, ITSA employees must be called and customers must wait 5 to 15 minutes for them to arrive and assist the clerk in completing the transaction. Residents have also complained that Destiny is not retaining information on tickets marked as paid by a supervisor override of the system. Residents presenting proof of payment to supervisors may be granted authorization to receive services via a supervisor override of the system, but these tickets may reappear as unpaid at a later date and this process has to be repeated.

The team also found that for two months, only one DMV clerk in the Georgetown office was able to access the TIMS computer system from her workstation.⁵ The facility's manager and employees reported that the situation has not been resolved despite numerous requests to the IT office. ITSA employees stated that notification procedures to track computer problems exist but they were not properly notified regarding the occurrence in the Georgetown office.

In addition, the team found that the briefing form used to provide the Director with weekly updates does not provide space for updates on ITSA. Since most DMV services rely on information technology, it is important that D/DMV be kept abreast of all IT issues. Furthermore, managers and employees should be routinely educated on the procedures for contacting the IT help desk and requesting IT assistance.

Original Finding:

3. **Employees cited a number of problems concerning ticket handling and operations that they deemed significant.**

Current Status: Partially in Compliance.

- ***No access to MPD name lists.*** Managers within the Scheduling Unit stated that the Metropolitan Police Department (MPD) provides DMV hard copy information regarding current MPD officers and their court date availability upon request. Managers stated that they request this information 3-4 times per year from MPD. Nevertheless, DMV records show that in FY 2001, 12,500 moving violation tickets were dismissed because the officer was absent from the hearing; in FY 2002, 5000 were dismissed for the same reason; and finally, as of March 2003, 1800 more have been dismissed due to officer absences during the current fiscal year.

⁴ Information may be untransferrable between the two computer systems for many reasons. For example, two records have the same social security number but different customer information, improperly formatted information, etc.

⁵ TIMS is used to access ticket information.

ADJUDICATION SERVICES ADMINISTRATION

- ***Pre-processed tickets left incomplete.*** Tickets written by the Department of Public Works' (DPW) ticket writers are downloaded from their handheld computers into the system each day. Tickets written by MPD officers are written in ticket books and must be submitted for input into the system. If the ticket is contested and the ticket writer's copy has not been entered into the system before the hearing date, the ticket will be dismissed at the hearing, resulting in money lost to the city.
- ***DMV processing time for entering tickets into the system has increased, due to a significant increase in the number of tickets that have to be input manually into the system.*** The team observed boxes of unprocessed tickets awaiting input into the system. The current photo enforcement contract was developed by MPD and does not provide any funds for DMV resources (staff, time) used to input photo enforcement tickets into the system. DMV records indicate that 499,617 photo enforcement tickets have been issued since the program began in August 2001. However, only 110,144 of those tickets have been subject to DMV adjudication services as well as data input.
- ***Numbers on blank tickets not in computer system.*** DMV does not have access to MPD ticket inventory information. Therefore, DMV has no way to assess officer accountability for blank tickets provided to MPD officers.
- ***Ticket payments not being credited.*** Tickets paid at all DMV locations are entered into the Destiny and TIMS computer systems. Managers stated that tickets paid via the drop box are collected by a DMV contractor at 2 p.m. each day. Tickets dropped in the box after that time are not collected or credited until the next day. Managers stated that ticket payments are supposed to be updated within 48 hours. Destiny does not provide real time access to ticket information, but once the system downloads (24-48 hours), ticket and payment information is accessible using both systems.
- ***As with any system, errors still occur.*** Managers in the Customer Service Administration stated that customers have come in with proof of payment for tickets that are displayed as unpaid in the system. They further stated that tickets have also reappeared in the system as unpaid even after DMV officials overrode the ticket information and made corrections.
- ***Printouts for customers are time consuming.*** Clerks continue to print out ticket information for customers upon request.
- ***Only four tickets can be paid in one transaction.*** Customers may pay all of their accrued tickets and are no longer limited to paying only four per transaction.

ADJUDICATION SERVICES ADMINISTRATION

Original Finding:

4. **Questions were raised about management decisions on awarding permanent or temporary status to hearing examiners. Pay levels also questioned.**

Current Status: Not in Compliance.

As noted in the previous inspection, hearing examiners are paid at the DS-12 level. Management stated that all hearing examiners are hired for a 13-month term appointment and that after the term is over, examiners are automatically converted to permanent status if they have no adverse personnel actions.

Although hearing examiners are not required to have a law degree, their duties include those normally associated with lawyers and judges. Consequently, DMV preferentially hires lawyers for the position. However, due to the position's non-competitive compensation rate, DMV encounters difficulty retaining hearing examiners and thus carries several vacant positions. Many examiners leave once they gain enough experience to find employment elsewhere. As a result, the unit experiences continuous turnover, low morale, and backlogs, and must continually retrain new employees.

Management stated that DMV's proposed reorganization will address the pay and grade levels of many employees, including hearing examiners.

Original Finding:

5. **The work environment at 65 K Street, N.E. is extremely poor and there are serious deficiencies in office supplies, equipment, furniture, and staffing.**

Current Status: Not in Compliance.

Since the previous inspection, a number of repairs and upgrades have been made to the facilities at 65 K Street, N.E. Administrative offices on the 2nd floor have received new furniture, paint, and carpet. In addition, the carpet has been replaced and the bathrooms renovated throughout the building. Finally, supplies are more plentiful and computers have been upgraded.

However, the team observed that some unfavorable conditions remain. Heating and ventilation throughout the building is inconsistent, with some offices receiving too much heat while others receive too little. Employees alternately rely on supplemental heaters to heat their offices or on fans for ventilation; most offices and customer waiting rooms are still in need of painting; furniture at the service windows is old and dilapidated; service windows are cramped; guide ropes installed to direct customers to the Treasury or DMV service windows are confusing; the entry lacks signage to direct customers to the proper line; and there is a shortage of office equipment (e.g. copiers). Finally, the customer service window area is still equipped with older workstations that appear to be more cramped and disorderly than those in operation at the other DMV locations.

**Findings and
Recommendations:**

**INFORMATION
TECHNOLOGY SYSTEMS
ADMINISTRATION**

INFORMATION TECHNOLOGY SYSTEMS ADMINISTRATION

The Information Technology Systems Administration (ITSA) is responsible for providing day-to-day user support of information systems; planning, developing, implementing and administering DMV computer systems; providing technical input to DMV administrators on IT matters; and ensuring that DMV adheres to District technology policies and national standards.

Since the previous inspection, DMV has separated its IT hardware from the DPW. In addition, DMV ITSA staff receive support from staff in the OCTO in such areas as IT contract oversight, programming, development, and maintenance.

Original Finding:

1. **The Information Technology Systems Administration (ITSA) does not have sufficient staff to provide technical support and protect DMV IT interests. The ITSA still relies on DPW to provide many functions, further compromising its effectiveness.**

Current Status: Partially in Compliance.

During the last inspection, DMV had recently separated from DPW to become a separate agency. DMV, however, did not have its own IT hardware and continued to rely on DPW for many functions, including email. Since our first inspection, DMV has improved IT support in many ways. DMV no longer relies on DPW hardware (e.g. routers and servers) for most of its basic functions. Instead, software programs are located on DMV or OCTO equipment that is accessible by DMV or OCTO staff. ITSA continues to rely heavily on contractor support to carry out many of its functions. DMV and OCTO staff are further supplemented by a large number of IT contractors supporting the implementation of the Destiny computer system.

ITSA and OCTO staff were instrumental in developing requirements and providing technical oversight with respect to Destiny's development and implementation. The former ITSA Administrator serves as a liaison between DMV and the contractor. Knowledgeable DMV employees were also recruited as superusers to assist programmers in modifying Destiny to meet DMV user needs. OCTO staff continue to work with Destiny contractors on system maintenance.

ITSA also has a hotline number for users to call to report problems. Nevertheless, the team found that ITSA is either not being kept fully informed of user problems or does not always respond promptly to user issues that affect customer service. The TIMS computer system, used to check ticket information, was not accessible on several computers at one DMV facility. ITSA management stated that they were unaware of the problem, while facility employees and management stated that ITSA management had been informed.

Original Finding:

2. **MVIS sometimes erases transaction stop codes on individuals who have submitted dishonored checks.**

Current Status: In Compliance.

This finding became obsolete with the implementation of the Destiny computer system.

Original Finding:

3. **Computer system deficiencies force supervisors to manually count transactions performed on the MVIS.**

Current Status: In Compliance.

During the previous inspection, the team found that permit issuance supervisors at the C Street and H Street facilities had to manually count the number and type of transactions performed each day because MVIS did not monitor transaction data. Since that time, DMV has installed the Q-matic system⁶ and Destiny, both of which are able to provide transaction information.

Original Finding:

4. **The issuance of temporary license plates to car dealerships should be automated.**

Current Status: In Compliance.

The process used to record and track the issuance of temporary license plates has been automated and is part of the Destiny system.

Original Finding:

5. **Accountability for inspection stickers should be automated.**

Current Status: In Compliance.

The Enforcement Unit no longer audits re-inspection stations or issues inspection stickers to re-inspection personnel. Instead, re-inspection stations are now part of a DMV computer network that issues individualized stickers when a car passes re-inspection. Oversight of the re-inspection process has been moved from the Enforcement Unit to the DMV Inspection Station.

⁶ Q-matic is an electronic system used to route customers from the Information Desk to the appropriate service clerk. Customers are given a control number (paper tag with a code on it) based on the type of service needed. As each clerk finishes processing the previous customer, the Q-matic displays the number for the next customer to be serviced.

Original Finding:

6. **The Ticket Information Management System (TIMS) is not integrated with MVIS.**

Current Status: Not in Compliance.

Customers are required to pay all outstanding traffic and parking tickets before they can receive DMV services. Clerks check for outstanding tickets using Destiny and TIMS. Both systems are located on each clerk's computer; however, the two systems are not integrated with each other and often provide disparate information.⁷

Although the MVIS computer system has been replaced by Destiny, the problem still remains that DMV computer systems are not integrated with each other and can provide disparate information.

Original Finding:

7. **One of the computers used to access TIMS is constantly inoperable.**

Current Status: In Compliance.

During the last inspection, customer service clerks had to leave their workstations to access TIMS through separate shared terminal. TIMS is no longer located on separate terminals at the customer service windows. Instead the system is located on each clerk's workstation computer, along with Destiny.

Original Finding:

8. **A broken computer forces the Brentwood supervisor to print road test appointments by hand.**

Current Status: In Compliance.

During the previous inspection, the team observed that the Brentwood supervisor had to manually draw an appointment calendar, which Call Center employees used to schedule road tests. The Call Center then faxed the completed schedule back to the supervisor. Since that time, DMV has repaired the scheduling computer. After passing the written portion of

⁷ Destiny updates overnight, while TIMS updates on "real time" and is considered the more accurate database of ticket information. Problems with the transfer of information from MVIS to Destiny and with the retention of information input into Destiny by supervisor override have resulted in inaccuracies in Destiny records that may cause them to differ from TIMS records.

INFORMATION TECHNOLOGY SYSTEMS ADMINISTRATION

the learner's permit test, customers are given instructions on how to contact the DMV Call Center to make an appointment for a road test. Employees use a computer program to generate appointment dates and times which are then assigned to customers.

Findings and Recommendations: SECURITY

Original Finding:

The security of DMV facilities and personnel is insufficient.

Current Status: Partially in Compliance.

Since the previous inspection, DMV has increased its security presence in all DMV facilities. All DMV facilities employ contract security guards that monitor the entrances and operate security surveillance equipment. However, deficiencies remain in the attentiveness of security guards and the adequacy of DMV security.

The DMV Chief of Staff has been designated as the responsible official for facility security. He stated that DMV assessed methods to improve their security services after the previous report, and that management decided to continue with contracted security personnel. The Chief of Staff stated that he has attended training on improving DMV operations, including security, and that he is able to contact security company supervisors whenever issues regarding security personnel arise.

- **301 C Street.** Metal detectors have been installed at the building's main entrances, which two security guards monitor at all times. However, the team observed that guards were frequently distracted while engaging in private conversations and did not appear to be consistently focused on who was entering and leaving the building or what they were carrying. Two security guards are usually stationed in the Customer Services Administration waiting area most of the time.
- **65 K Street.** A metal detector has been installed at the building's main entrance which a security guard monitors at all times. However, the team observed that the second floor security guard post was empty on several occasions, but noted that security guards frequently patrol corridors and monitor actions throughout the building.
- **1233 Brentwood Road Test Facility.** There is a metal detector at the main entrance of the building monitored by a security guard at all times, and a second security guard patrols the customer service area. Because this facility is small, the two security guards are able to monitor the entire building.
- **3222 M Street.** There are no metal detectors present at the entrance of this facility, and there is only one security guard present. However, this is a very small facility located within the Georgetown Park Mall. Should the need for additional security arise, Mall security guards are available to intervene.
- **3214 Pennsylvania Ave. (Penn Branch).** A metal detector has been installed at the facility's entrance, which one security guard monitors, while a second guard staffs the entrance. The team did not observe the security guards roaming

throughout the facility. However, because the facility is small, a security guard can respond quickly should the need arise.

APPENDICES

APPENDIX

Appendix 1: Listing of Original Findings and Recommendations

Appendix 2: MAR 03-I-004

APPENDIX 1

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

DMV Management and Supervision

1. **The Director of DMV does not have a consolidated and responsive management team.**

Current Status: Partially in Compliance.

- a. That D/DMV establish a written, routine (e.g. weekly) reporting process for managers to keep her and her deputy informed of developments within their respective areas of responsibility. This report should provide a forum for managers to notify senior management of any problem (backlogs, customer service problems, etc.) and how they plan to solve them. The written record would provide a method of tracking problems and solutions; who was informed about them; when they were informed and by whom.
- b. That D/DMV immediately (1) direct the updating of job descriptions for each manager; and (2) establish and promulgate in writing baseline performance standards for all managers in their respective positions, including DMV's most senior managers.
- c. That D/DMV take vigorous and decisive action to hold all DMV managers and supervisors accountable for the quality of their performances, the fulfillment of their responsibilities, and the amount of initiative taken, regardless of the positions they hold.
- d. That D/DMV ensure that she has the resources and management tools required to make the District's DMV a professional organization performing at levels comparable to other DMV's across the country. It is particularly important that D/DMV expeditiously reassign or remove from service employees who are demonstrably not meeting promulgated performance standards.
- e. That by a date to be specified, D/DMV hold a "town hall" meeting with all employees to make clear the mission of DMV and her expectations of herself as the head of the agency and of all employees; to explain her leadership and managerial role; and to address employee concerns and questions. There are significant tardiness, absenteeism, and poor performance issues that must be addressed by DMV leadership to all employees directly and unequivocally.
- f. That by a date to be specified, D/DMV hold a similar meeting with her senior and middle managers with a focus on eliciting their ideas and input for accelerating the pace of reform and improvement of DMV operations.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

2. **Managers and supervisors work hard but not smart. Many appear to lack sufficient managerial skills and leadership ability to perform effectively.**

Current Status: In Compliance.

That D/DMV, by a date to be specified and using generally accepted professional standards, complete assessments of the managerial competencies and leadership qualities of each employee in a management or supervisory position based on past and current performance. The goal is to determine the requirements for remedial training and counseling, and to take other actions to eliminate performance deficiencies in this group of employees.

3. **There is a serious deficiency in management control over basic internal and external communication processes.**

Current Status: Not in Compliance.

That D/DMV immediately establish procedures in her front office and throughout DMV to ensure prompt transmittal and receipt of internal and external operational information, and that action on correspondence is taken where required. Those responsible for the flow of information and correspondence should be identified by name or position and held accountable.

4. **Employees are not receiving annual performance evaluations as required by the District Personnel Manual (DPM).**

Current Status: In Compliance.

- a. That D/DMV direct managers and supervisors to comply with the DPM, Chapter 14, regarding the requirement that employees receive yearly performance evaluations. Evaluations that are past due should be done promptly and delivered to the Office of Personnel.
- b. That DMV management institute as part of the performance evaluation process, periodic counseling and discussions with subordinates on such things as performance standards, professional and personal goals, and the skills and training needed to progress in their assigned areas.

5. **There are significant deficiencies in the cross-training of employees in some areas. This inhibits management flexibility to redirect resources.**

That all administrators ensure that, wherever possible, employees are cross-trained so they can be reassigned as necessary to meet changing work requirements.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

6. **The team requested copies of policies and procedures for various operations but was told that they were outdated and not being used, or that none existed.**

Current Status: In Compliance.

That D/DMV direct all Administrators to oversee the creation, updating, and promulgating of written policies and procedures for all significant day-to-day DMV operations.

7. **Management involvement in and oversight of contracts and services provided by contractors appear to be minimal. Consequently, there are strong indications that DMV and the District government are not getting what they are paying for in the Information Technology (IT) area.**

Current Status: Partially in Compliance.

- a. That D/DMV become directly involved in the MVIS and TIMS upgrades, and that she immediately designate one or more senior managers to focus specifically on the upgrade plans, vendor selection, and contracts. D/DMV should be provided with accurate, up-to-date information about all significant details of major computer system matters.
- b. That D/DMV establish a unit with the experience and expertise to oversee all DMV contractor operations and ensure that she and her managers are fully informed to protect the interests of the District government and D.C. taxpayers.

Customer Services Administration

Permit Issuance Branch

1. **The Problem Driver Pointer System (PDPS) was not being checked for each applicant applying for a driver's license.**

Current Status: In Compliance.

That the Customer Service Administrator ensure that there are sufficient staff persons and working terminals available at all times so that PDPS driver history checks can be done on every applicant without inordinate delays.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

2. **There is a significant backlog in entering drivers' license revocations and suspensions into the Motor Vehicle Information System (MVIS). This allows problem drivers to continue driving without detection.**

Current Status: In Compliance.

That DRRIB be provided with sufficient staff to fulfill its data processing and customer service functions.

3. **The driver's license suspension notification process contains an extra step that extends processing time and uses additional resources without definitive benefit.**

Current Status: Overcome by Events.

That the Customer Services Administrator direct the DRRIB supervisor to cease issuing a second Official Notice of Proposed Suspension.

4. **School bus driver licenses have been issued to applicants with criminal backgrounds before required FBI checks were completed.**

Current Status: In Compliance.

That the Customer Services Administrator review the entire process of licensing school bus drivers and develop procedures that ensure that unqualified applicants do not receive school bus licenses.

5. **DMV is illegally disseminating FBI background checks to other agencies.**

Current Status: In Compliance.

- a. That DMV no longer disseminate FBI checks outside of the CDL Division.
- b. That applicants are not issued a copy of the actual FBI check but provided the information necessary to obtain a clearance letter from the courts.

6. **There is no legal or procedural reason for DCPS or its contractor to be involved in DMV's school bus driver licensing process. This interaction detracts CDL Unit personnel from other important duties. In addition, there are no firm, written procedures for the school bus licensing process.**

Current Status: In Compliance.

- a. That the CDL Unit maintain all documents connected with the school bus driver licensing process and work directly with an applicant until a license is issued or the file is closed because the applicant does not complete the process. The following procedure is suggested:

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

- (1) Open a temporary folder for each applicant. Applicants should be instructed to return completed application packages to the DMV CDL Unit. When applicants return their completed application forms, file the forms in the temporary folder while awaiting return of the FBI checks.
 - (2) Upon receipt of a satisfactory FBI check, notify applicants by mail to come in for their school bus driver license. After issuing the license, make the temporary folders permanent and file all relevant documents.
 - (3) When warranted by the FBI check, advise applicants by mail that a court clearance letter is required to complete processing of the license.
- b. That procedures similar to those outlined in (a.) above be analyzed, developed, documented, and promulgated.
 - c. That the CDL Unit no longer handle FBI checks for DCPS school bus attendants.

7. **The regulation that governs qualifying standards for school bus drivers is inconsistent regarding age.**

Current Status: Not in Compliance.

That D/DMV draft the necessary clarifying language so that legislative changes can be made to DCMR 18, Section 200.3.

8. **There is no automated system to track basic information about individuals holding school bus driver licenses.**

Current Status: In Compliance.

That the Information Technology Administration develop a stand-alone database of school bus driver information for CDL Unit computers. The database should include information on FBI background checks.

9. **Accountability for the data cards used to make drivers licenses and non-driver identification cards is lax, and cards are not handled or stored in a secure manner.**

Current Status: In Compliance.

- a. That the Information Technology Administration enable each Permit Branch computer to generate daily counts for each license type. The supervisor would then match the computer count with each day's batch of operator data card copies. If there is a discrepancy, the appropriate permit clerks should be held accountable.
- b. That a Permit Issuance Branch supervisor or designee have control of the key to the storage cabinet containing the data cards and be the only person authorized to

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

issue the cards. A record should be kept of the issuing officer, the recipient, and the date/time the cards were issued.

10. Some permit clerks and photographers are careless in issuing data cards and finished permits to customers.

Current Status: In Compliance.

- a. That the Customer Services Administrator require employees in the Photo Unit to check all data cards closely and immediately notify supervisors of any errors.
- b. That the Customer Services Administrator require Photo Unit employees to ask customers what type of license (learner's permit or driver's license) they are applying for prior to the photograph being taken and compare the verbal response to the data card information.

11. Voter registration forms with personal information are not securely maintained.

Current Status: Not in Compliance.

That a slotted, locked box under the control of a supervisor be provided for storage of voter registration forms.

12. Problems in accessing the Commercial Drivers' License Information System (CDLIS) and staffing shortages delay customer service.

Current Status: In Compliance.

- a. That the Information Technology (Systems Administration updates?) Division update all the computers in the CDL Unit.
- b. That an additional clerk be hired to assist with customer service and administrative matters.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

13. **There is a need for formal training of clerks and supervisors in document examination and other aspects of driver processing.**

Current Status: Not in Compliance.

That the Customer Services Administrator develop a comprehensive training program for all Customer Services Administration employees. The American Association of Motor Vehicle Administrators (AAMVA), located in Arlington, Virginia, is a non-profit educational organization that develops training programs and will supply training plans, instructors, and materials to certify employees who provide motor vehicle services.

14. **Supervisors deviate from procedures regarding required documentation.**

Current Status: Not in Compliance.

That the Customer Services Administrator ensure by all means available that supervisors and clerks adhere to all procedural requirements for issuing drivers' licenses.

Information Desk – 301 C Street

1. **Information Desk Clerks do not consistently verify that customers have correct documentation prior to issuing them a control number.**

Current Status: Not in Compliance.

That the Customer Service Administrator ensure that Information Desk Clerks carefully inspect each piece of required customer documentation. Instructions on this matter should be documented in formally issued procedures, and clerks should be closely supervised to ensure compliance.

2. **Information for customers about required documentation and instructions about the licensing process is inadequate.**

Current Status: In Compliance.

That large signs in English and Spanish that list required documentation be placed outside the entrance and on the wall between the entrance and the exit.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

3. **Some Information Desk Clerks are rude and unhelpful.**

Current Status: Not in Compliance.

That the Customer Services Administrator ensures that Information Desk Clerks are evaluated on their customer service skills and receive sufficient formal training and close supervision as required. Instructions on this matter should be documented by the acting chief of the Permit Issuance Branch in formally issued procedures.

4. **The configuration of the Information Desk area causes congestion and affects the personal attention clerks should be giving to customers.**

Current Status: In Compliance.

That the Customer Service Administrator reconfigure the Information Desk as shown in Appendix 6.

5. **There is no suitable area for customers to retrieve faxed information.**

Current Status: In Compliance.

That a fax machine be installed in the PDPS room to receive faxes and information sent to DMV customers. A separate waiting area should be established to the right of the PDPS room. (See Appendix 6.)

6. **Drivers test scores are handwritten on applications by the DMV testing clerk. This procedure could allow a failing test score to be changed to a passing score.**

Current Status: In Compliance.

That the Information Technology Administrator explore the possibility of reconfiguring the testing room computer to automatically generate a printout of the test-taker's name, SSN, and score. This printout would then be attached to the application by DMV staff rather than having the clerk write the score directly on the application.

7. **The testing computer cannot be audited because testing clerks do not always log on and off.**

Current Status: In Compliance.

That licensing supervisors instruct testing clerks to always use appropriate log on and log off procedures when using the testing room computers.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

H Street Satellite Office – 616 H Street, N.E.

1. **Information Desk services are being provided by contract security guards.**

Current Status: Partially in Compliance.

- a. That the Customer Service Administrator provide staff, rather than security guards, to answer questions and provide information on DMV operations.
- b. That large signs listing the documents needed for both registration and licensing be placed prominently within the facility.

2. **Cashier stations are understaffed and the facility manager has little supervisory influence over Treasury employees.**

Current Status: In Compliance.

That DMV management review the operational role of Treasury employees who work in DMV.

3. **All service windows should be equipped to handle all customer transactions.**

That additional printers be purchased and service windows be reconfigured so that each employee has enough space and the equipment necessary to process both licensing and registration transactions at all windows.

Brentwood Road Test Facility

1. **Customer payments are sent to C Street for reconciliation instead of being reconciled at Brentwood.**

Current Status: In Compliance.

- a. That Brentwood staff be trained and required to reconcile the facility's daily receivables and prepare the daily "tally report." C Street supervisors should continue to provide close oversight of this process until the staff is fully trained.
- b. That the Brentwood facility immediately receive a safe to store the day's receivables (checks and money orders) until they are picked up by the security company.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

2. **The facility lacks shredding equipment to destroy documents that contain personal information.**

Current Status: In Compliance.

That a shredder be placed near the counter for the immediate destruction of this sensitive information.

3. **Testing equipment and materials for the motorcycle road test are inadequate.**

Current Status: Not in Compliance.

- a. That DMV provide the Brentwood facility with cones and other basic road testing materials to set up exercises that can better assess motorcycle driving skills until new testing machinery is installed.
- b. That DMV acquire up-to-date, cost-effective motorcycle testing equipment that meets American Association of Motor Vehicle Administrator (AAMVA) guidelines for skill testing as soon as possible.
- c. That if District motorcycle drivers are not going to be tested in traffic conditions (off-road and simulated tests can be devised that meet AAMVA standards), then Title 18 of the DCMR should be changed to reflect the actual procedures that will be followed.

Vehicle Registration Branch

1. **There are no internal controls to prevent misappropriation of accountable vehicle registration instruments.**

Current Status: In Compliance.

- a. That the Customer Services Administrator institute a comprehensive internal control system to limit access to, and establish accountability for, all vehicle registration instruments.
- b. That the Customer Services Administrator enclose the workstation that dispenses vehicle registration instruments by means of a physical barrier (See recommended layout at Appendix 8).
- c. That the Customer Services Administrator establish a log to record the names of employees working at a particular workstation, the beginning and ending date, and time on duty.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

- d. That the Customer Services Administrator install a cypher lock and allow only designated DMV employees access to the storage room.
- e. That the Customer Services Administrator issue a directive that mandates that the storage room door be kept locked at all times.
- f. That the Customer Services Administrator establish procedures requiring designated employees to take receipt of accountable items.
- g. That the Customer Services Administrator direct that all personalized plates be secured in the file cabinets at all times.
- h. That the Customer Services Administrator direct that the file cabinets containing personalized plates and any other instruments be locked when not in immediate use.
- i. That the Customer Services Administrator establish notification and disposal procedures to resolve the accumulation of unclaimed personalized plates.
- j. That the Customer Services Administrator locate a secure storage space for surrendered plates to be stored until they are picked up for recycling.

2. **The customer service window area is disorderly.**

Current Status: In Compliance.

That the Customer Services Administrator hold Vehicle Registration Branch management responsible for the cleanliness of the customer service window work areas.

3. **Some window clerks do not present a professional appearance in their manner of dress.**

Current Status: Not in Compliance.

That D/DMV institute dress standards for all employees.

Enforcement Unit

1. **The Enforcement Unit is severely understaffed and cannot fulfill its assigned responsibilities.**

Current Status: Not in Compliance.

- a. That D/DMV assign additional personnel to the Enforcement Unit to ensure that monthly audits of automobile dealerships and re-inspection stations are

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

conducted; and that employees representing the DMV at hearings have sufficient time to prepare effective presentations.

- b. That the Customer Services Administrator identify training that will assist investigators in conducting research, as well as preparing and presenting evidence and effective presentations at adjudication hearings.

2. There is a substantial amount of uncollected revenue owed to the District in the form of dishonored checks received from DMV customers.

Current Status: In Compliance.

- a. That the Customer Services Administrator, in conjunction with representatives from Treasury, devise and implement a plan to collect the revenue owed the District from dishonored checks submitted to DMV.
- b. That the Customer Services Administrator coordinate with Treasury to obtain information on checks not yet turned over to DMV so that stop transaction codes can be entered into MVIS to suspend the ability to obtain services of those who have submitted dishonored checks.
- c. That the Customer Services Administrator ensure the development of a means of capturing research and retrieval of all pertinent information concerning dishonored checks and those who submit them, including but not limited to check number, check date, amount, bank, account name and number, ticket number, license number, title number, and license plate number.
- d. That D/DMV oversee the drafting of legislation to be incorporated into DCMR Title 18, Chapter 3 that would suspend the driving privileges of individuals in financial arrears with DMV.

3. More coordination is needed between DMV and the Department of Consumer and Regulatory Affairs (DCRA) to effectively regulate automobile dealers and salespersons.

Current Status: Not in Compliance.

That D/DMV coordinate with the Director of DCRA to consider establishing a process for information sharing among the two agencies that will detect violations of Titles 16 and 18 by automobile dealers and salespersons, and ensure coordinated regulatory efforts by DMV and DCRA.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

Adjudication Services Administration

1. **There are over 680,000 tickets for moving violations dating from 1987 through 1999 that are unpaid. This represents uncollected revenue for the District amounting to more than \$63 million.**

Current Status: In Compliance.

That DMV consider suspension of driving privileges as a penalty for moving violation tickets unpaid after a specified number of days.

2. **Most employees interviewed expressed dissatisfaction with the performance of the computer system managed by the current contractor.**

Current Status: Partially in Compliance.

- a. That final approval of a new contract for TIMS not be given until a cost-benefit analysis has been conducted.
- b. That final approval of a new contract not be given until an independent performance assessment has been made and reviewed by all concerned parties.
- c. That limitations be placed on the length of any new contract to ensure the District's ability to make adjustments and corrections as necessary.
- d. That specific DMV managers be tasked with and held accountable for oversight and monitoring responsibilities of all aspects of contractor operations and contracts between the selected contractor and DMV.
- e. That all DMV managers whose responsibilities are affected by computer systems operations be directed to familiarize themselves with the contractor's role and performance.

3. **Employees cited a number of problems concerning ticket handling and operations that they deemed significant.**

Current Status: Partially in Compliance.

That the Adjudication Services Administrator assign one or more senior employees to study these problems, recommend solutions in a written report, and take approved action within a specified time period, such as 30 or 60 days.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

4. **Questions were raised about management decisions on awarding permanent or temporary status to hearing examiners. Pay levels also questioned.**

Current Status: Partially in Compliance.

That D/DMV establish an independent task force to report within 30 calendar days the pay and employment status of hearing examiners and make appropriate recommendations for any changes.

5. **The work environment at 65 K Street, N.E. is extremely poor and there are serious deficiencies in office supplies, equipment, furniture, and staffing.**

Current Status: Not in Compliance.

- a. That the Adjudication Services Administrator and D/DMV move expeditiously to improve the physical work environment at 65 K Street. Better office equipment, supplies and furniture are transportable and such improvements need not wait until planned moves take place.
- b. That the Adjudication Services Administrator ensure that all maintenance and upkeep for which the landlord is responsible under DMV's lease, including interior painting, has been done or will be done, regardless of any planned moves out of the building.
- c. That the Adjudication Services Administrator review staffing requirements and develop a plan that will ensure a sufficient number of clerks are on duty each day.

Information Technology Systems Administration

1. **The Information Technology Systems Administration (ITSA) does not have sufficient staff to provide technical support and protect the department's information technology (IT) interests. The ITSA still relies on DPW to provide many functions, further compromising its effectiveness.**

Current Status: In Compliance.

That D/DMV hire and maintain a staff of knowledgeable, well-trained technical employees to provide necessary oversight of contracts and contracting staff. Training opportunities that enhance DMV's interests should be provided for the IT staff. Although it is acceptable to rely on contractors to provide the day-to-day support of DMV systems, knowledgeable government employees should be used for IT contracting and acquisition.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

2. **MVIS sometimes erases transaction stop codes on individuals who have submitted dishonored checks.**

Current Status: In Compliance.

That the Information Technology Manager install an automatic save feature in the MVIS to prevent loss of such data.

3. **Computer system deficiencies force supervisors to manually count transactions performed on the MVIS.**

Current Status: In Compliance.

That the Information Technology staff develop a software program that counts the number of MVIS transactions performed by type and provides daily reports of this information.

4. **The issuance of temporary license plates to car (automobile?) dealerships should be automated.**

Current Status: In Compliance.

That the Customer Services Administrator in conjunction with the Information Technology Manager develop upgrades for MVIS that will allow automated issuance of temporary license plates.

5. **Accountability for inspection stickers should be automated.**

Current Status: In Compliance.

That the Customer Services Administrator coordinate with the Information Technology Administrator in developing upgrades for MVIS that will allow for the automation of inspection sticker accountability and issuance procedures for re-inspection stations.

6. **The Ticket Information Management System (TIMS) is not integrated with MVIS.**

Current Status: Not in Compliance.

That the Customer Services Administrator coordinate with the Information Technology Administrator and contract representatives to develop a toggle feature to display both TIMS and MVIS screens on existing computers or install a TIMS computer in each vehicle registration window. The possibility of using laptops should be explored if space is limited.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

7. **One of the computers used to access TIMS is constantly inoperable.**

Current Status: In Compliance.

That the Customer Services Administrator repair or replace the current TIMS computer or develop a toggle feature to display both TIMS and MVIS screens on the existing computers.

8. **A broken computer forces the Brentwood supervisor to print road test appointments by hand.**

Current Status: In Compliance.

- a. That the software program that generates appointment dates and times be repaired or an alternative calendar program be installed immediately.
- b. That Call Center employees generate the blank appointment sheet and fill it in at the Call Center until the software program is repaired. There is no need for the Brentwood supervisor to create blank appointment sheets by hand. An appropriately formatted template appointment sheet could be computer-generated with 10-minute appointment slots. The Call Center supervisor could check with the Brentwood supervisor to determine how many examiners will be available for the day, complete the appointment sheet, and send it to the Brentwood facility until the program is fixed.

Security of DMV Facilities and Personnel

The security of DMV facilities and personnel is insufficient.¹

- a. That D/DMV appoint a task force of senior managers to develop and present to her within 30 days of their appointment a comprehensive security plan for employees and customers at each DMV facility. Consideration should be given to requesting on or off-duty MPD officers in uniform, particularly in areas such as 301 C Street where violations of criminal law by customers presenting false documents have been documented by supervisors. “Best Practices” regarding security procedures at DMV offices in other states should be reviewed.
- b. That the performance and professionalism of current security personnel at all DMV locations be assessed and improved immediately, and monitored continuously thereafter, by the responsible DMV officials. DMV officials must ensure that security officers carry out their duties in a manner that will deter incidents, and that they can respond appropriately should there be a security breach.

¹ *Sic.* This original finding was not numbered.

APPENDIX 2

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the Inspector General

Inspector General



March 4, 2003

Ms. Sherryl Hobbs-Newman
Director
Department of Motor Vehicles
301 C Street, Northwest
Room 1018
Washington, DC 20001

Dear Ms. Hobbs-Newman:

This is a Management Alert Report (MAR 03-I-004) to inform you of a significant issue that has come to our attention as a result of our reinspection of the Department of Motor Vehicles (DMV). The Office of the Inspector General (OIG) provides these reports when we believe a serious matter requires the immediate attention of a District of Columbia government official.

Observation:

During the reinspection of the DMV, the inspection team observed that DMV lacks policy on the handling of questionable and/or clearly fraudulent documents submitted by customers, including identification and immigration documents. Managers at all of DMV's satellite facilities and at the headquarters office were interviewed. Each indicated that their facility handles fraudulent documents differently. Some DMV facilities retain the documents, while others deny service and return them to the customer.

In this era of heightened interest in national security, the DMV needs to immediately develop and implement a clear policy on the handling and disposition of fraudulent documentation confiscated by DMV employees.

Recommendations:

1. That the Director, DMV develop and implement clear policy and procedures regarding the receipt and disposition of fraudulent or otherwise suspicious documents.
2. That the Director, DMV ensure that employees receive training on current methods used to identify fraudulent documentation.

Letter to Sherryl Hobbs-Newman

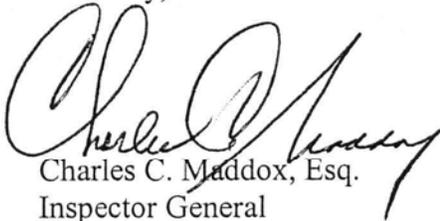
March 4, 2003

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Please provide your comments to this MAR by **March 18, 2003**. Your response should include actions taken or planned, dates for completion of planned actions, and reasons for any disagreement with the concerns and recommendations presented. Please distribute this Management Alert Report to only those personnel who will be directly involved in preparing your response.

Should you have questions or desire a conference prior to preparing your response, please contact [REDACTED], Director of Planning and Inspections, 202-727-[REDACTED]

Sincerely,



Charles C. Maddox, Esq.
Inspector General

CCM/LP/MLC/jcs

cc: Mr. John A. Koskinen, City Administrator, Office of the City Administrator
Herbert R. Tillery, Deputy Mayor For Operations