

## Meeting Summary

The following is a summary of issues discussed at the Motor Vehicle Administration (MVA) StateStat Meeting on September 24, 2013. Analysis is provided by StateStat.

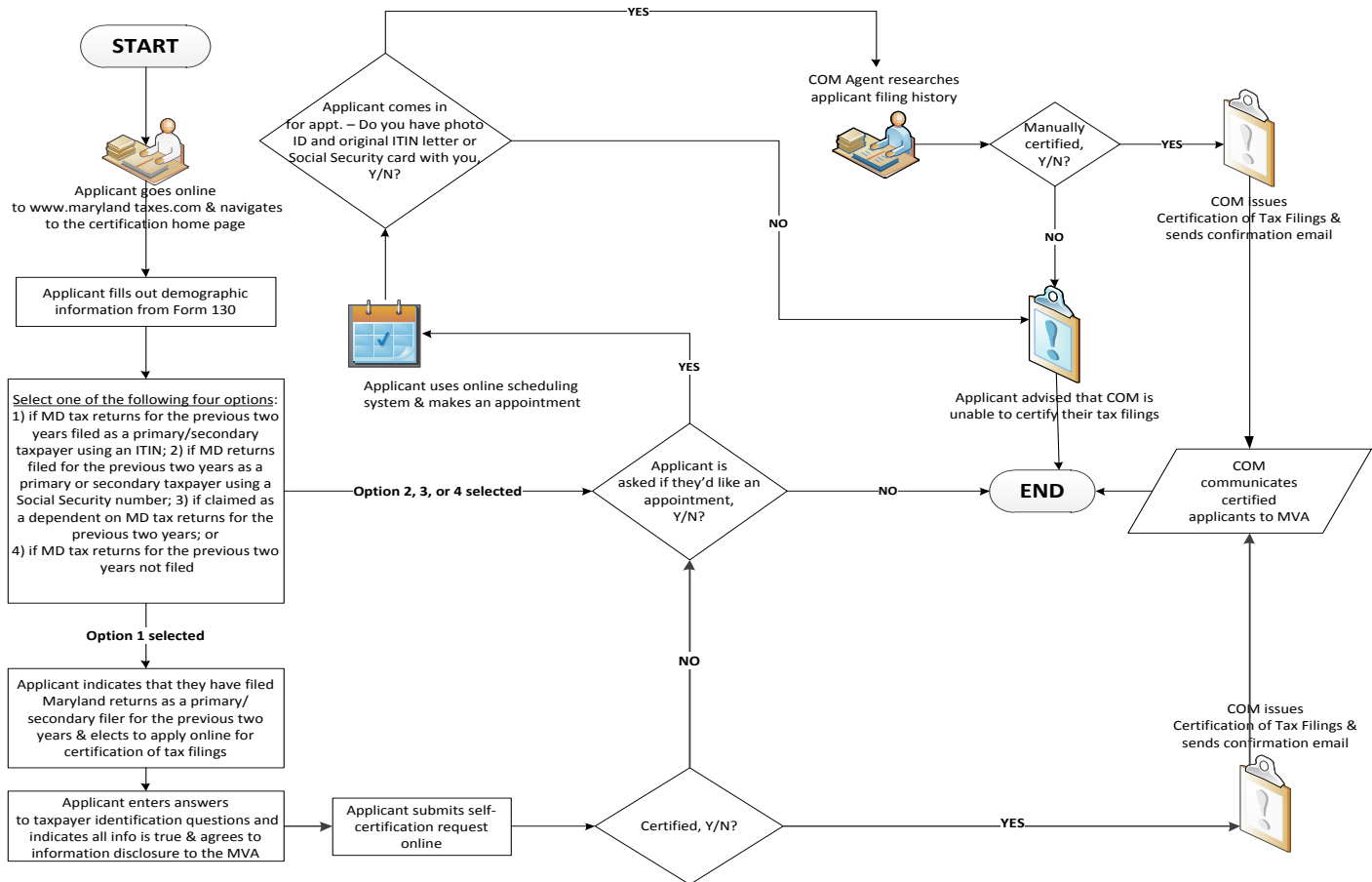
### Update on Implementing the Maryland Highway Safety Act

- **Scheduling Appointments, Adding Staff, and Public Outreach.** The Maryland Highway Safety Act (MHSA), effective on January 1, 2014, allows residents who cannot prove their citizenship to obtain a second tier driver's license marked "Not for Federal Purposes." Casa de Maryland is predicting there will be at least 100,000 applicants for the new license. In order to prepare for the expected increase in customer flow, the MVA plans to schedule up to 17,800 appointments every month across all of its full-service offices. The agency will not process customers who come to MVA branches without an appointment. Instead, these individuals will be required to complete the appointment process online or by using a kiosk machine.

During last month's meeting, Administrator Kuo said the regulations and documentation requirements for the MHSA have been developed and approved by MVA lawyers. The agency is now meeting with dozens of targeted organizations and community leaders to begin its outreach campaign about the new law, but it will not fully engage the public until it is confident the regulations will not be changed. The regulations will officially be published on October 4<sup>th</sup>, and the comment and review period will end on November 4<sup>th</sup>. The MVA has several events planned highlighting the MHSA, including a television interview with Administrator Kuo on WBAL, a Spanish language press conference with the Governor's Office of Community Initiatives (GOICI) in early November, and the agency is working on developing web banners, print materials, electronic posters, radio advertisements, and an instructional YouTube video about the law. MHSA appointments are scheduled to begin on Thursday, January 2<sup>nd</sup> and will take place at every general driver's license services (DLS) counter. The agency reported that it will make appointments for a window of time in order to minimize expectations that customers will not have to wait in line just because they have an appointment.

- **Coordination with the Comptroller's Office in Implementing MHSA.** Applicants for a second-tier license must first receive a two-year tax certification letter from the Comptroller's Office before scheduling an appointment with the MVA. Administrator Kuo believes it is critical that the Comptroller's Office be ready to process MHSA applicants by November 4th in order to begin its outreach campaign and begin scheduling appointments. The Comptroller's Office has weekly conference calls with the MVA to track its progress, and it recently developed a new business process flow chart (included on the next page). The Comptroller's Office has adopted a plan similar to the MVA's model that will require applicants to begin online to set up appointments at one of its twelve locations around the State. However, if a person has filed Maryland taxes for the previous two years using an ITIN number, as opposed to a Social Security number, he or she will not be required to enter the Comptroller's Office. Instead, that person will be sent a confirmation email, and the Comptroller's Office will electronically send notification to the MVA. The customer will then need to print out the certification form, schedule an appointment online at an MVA branch, and bring the certification form to that appointment in order to begin the transaction. The agency emphasized the point that the customers will not have the option of re-printing the certification form, so it is very important customers are aware of the importance of not losing it. Otherwise, they will have to go to the Comptroller's Office to get another copy, which makes the process less efficient for everyone involved. The MVA reported that it has been working well with the Comptroller's Office in the last few months, and that it expects both agencies to begin the appointment process by November 4<sup>th</sup>.

## The Comptroller's Office Business Flow Chart for Implementing MHSA



### Updates and Follow-Up Items

- **Two Important Driver Safety Laws Take Effect on October 1<sup>st</sup>.** In addition to preparing for the MHSA, the MVA is also getting ready for the implementation of two other laws passed by the Maryland Legislature this session. First, new legislation will make it a secondary offense for adults to sit in the back seat of a vehicle without wearing a seatbelt. Second, legislation was also passed that will make it a primary offense in Maryland to drive a car while using a cell phone. Both laws, briefly described below, go into effect on October 1, 2013 and directly impact driver safety. Administrator Kuo said the MVA has worked closely with local law enforcement agencies in recent weeks to promote the new laws in addition to running an extensive social media campaign.

1. **New Seat Belt Legislation.** Before [SB 87](#) was passed, only adult passengers in the front seat of a vehicle were required by law to wear seatbelts. However, this law now prohibits adults from riding in the rear seats of a motor vehicle without a seatbelt as well. Failing to wear a seatbelt in the back of a car is considered a secondary offense, meaning officers are not permitted to pull someone over for that offense alone. The law increases the fine from \$25 to \$50 and maintains that drivers and passengers in the front seat may be given citations just for driving without a seatbelt.
2. **New Cell Phone Law.** [House Bill 753](#) amends the previous law by making the use of cell phones while driving a primary offense instead of a secondary offense. Starting in October, an officer will be able to pull someone over and issue a citation solely for using a handheld telephone while driving. The law states that an adult driver “of a motor vehicle that is in motion may not use a handheld telephone; instead, the driver may only use the driver’s hands to initiate or terminate a wireless

telephone call or to turn the handheld telephone on or off.” The maximum fine for a first offense is \$75, \$125 for a second offense, and \$170 for a third offense.



- The MVA Plans to Go Live With its New Website Beginning in January 2014.** The MVA has one of the most viewed websites of all the State agencies, but its current format is not user-friendly and can be very difficult to search. Shortly after the July Stat meeting, the MVA met with NIC USA and a Work Order Proposal was signed to make significant changes to the website. In its follow-up from the August meeting, the MVA indicated that a project manager has been assigned to oversee the process and a timeline (listed below) shows the new website is expected to go live in January 2014. The agency has completed an inventory of all the site pages and will only move pages to the new format that contain relevant and current information.

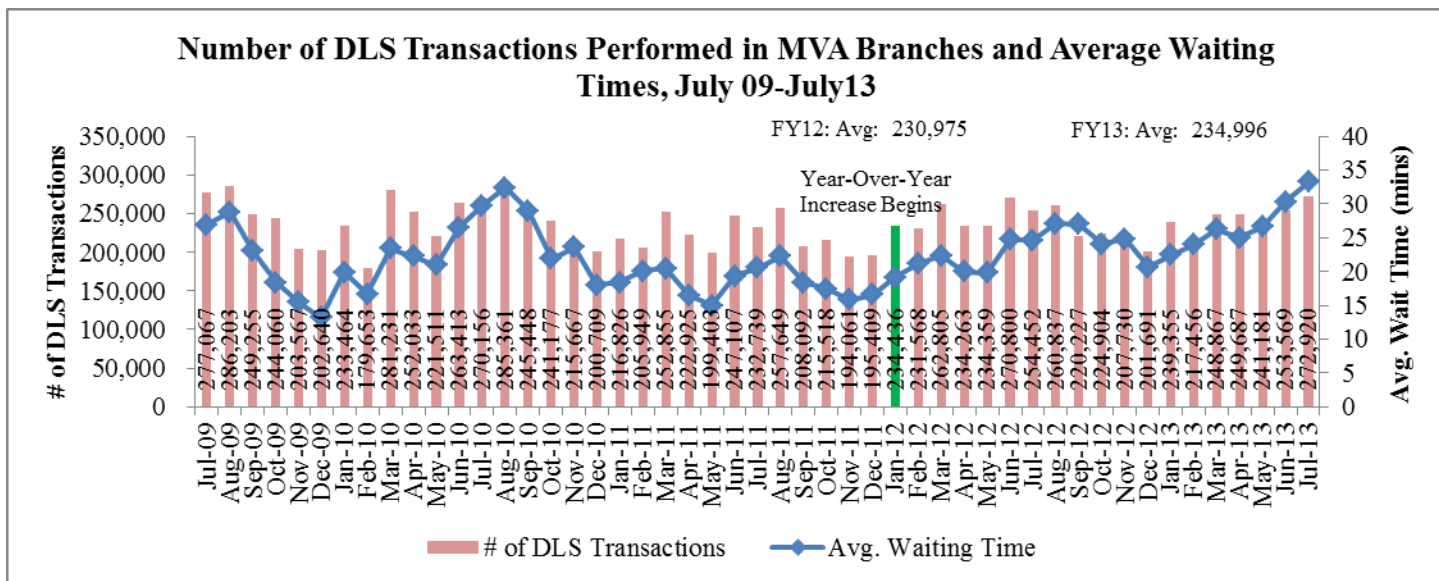
MVA’s Timeline to Redesign its Website	
Web Site Redesign Tasks	Due Date
Proof of concept using new MD.Gov templates	Completed
Compile inventory of current content	Completed
Review/Revise current content	Nov 13
Build new server production environment	Dec 13
Implement redesign	Jan 14

**Branch Wait Times**

- Average Branch Wait Times Continue to Trend in the Wrong Direction.** In July, the average wait time at MVA branches was 33.3 minutes, which is the highest wait time in the past five years. Wait times have now increased from the previous year in 19 consecutive months, beginning in January 2012. During the previous meeting, StateStat asked the MVA to develop a comprehensive plan to address the causal factors of increasing wait times and how to reverse the trend. The MVA’s primary reasons for why wait times have increased in the past year are listed on the next page, but they mostly stem from the fact that Driver’s License Service (DLS) transactions have increased by nearly 4,000 per month from FY12 to FY13. DLS transactions involve the issuance of a driver’s license, a new ID card, or the copying of a driver’s license record. The agency’s Wait Time Reduction Plan has a goal to reduce wait times at all of its locations to 25 minutes---in FY13 eight branches exceeded that mark. The Reduction plan has four major strategies to improve wait times: (1) Increase Staffing for Branches with a Wait Time Over 25 Minutes, (2) Convert Some Vehicle Service (VS) Counters into DLS Counters at Seven MVA Branches, (3) Increase the Number of Transactions Performed Outside of MVA Branches, and (4) Schedule Appointments for Certain Transactions to Reduce Congestion During Peak Hours.

### MVA's Explanations for Why Wait Times Have Increased

1. **Branch Staff Reductions---**Since FY06 the MVA has Lost 180 Branch Positions
2. **The Number of DLS Transactions Has Increased in FY 13**
  - a. This problem is compounded by the fact that additional processes for DLS transactions have made them more complex in the past two years---increasing service time by 25-30 Percent.
    - i. Federal Real ID Requirements
    - ii. Motor Voter Questions
    - iii. Veteran's Initiatives
    - iv. Stricter Document Verification
3. **There are Currently Not Enough Counters for the Increased Number of DLS Transactions in MVA Branches**
  - a. MVA Offices were originally configured to have roughly the same amount of counters for DLS transactions and vehicle service (VS) transactions, but now there are far more DLS transactions being completed at MVA branches. DLS transactions cannot be processed at VS counters, because those transactions require different computers and technology.
4. **DLS Transactions are Still Primarily Being Conducted Inside MVA Branches**
  - a. The MVA has been successful in driving many of the VS transactions (like titling and registration renewals) outside MVA branches through alternative service delivery (internet, mail, kiosk, etc), but it has not been as successful yet with DLS transactions. Although there are now a number of alternative service delivery options for DLS transactions, customers have largely not been taking advantage of them.



### MVA's Wait Time Reduction Plan

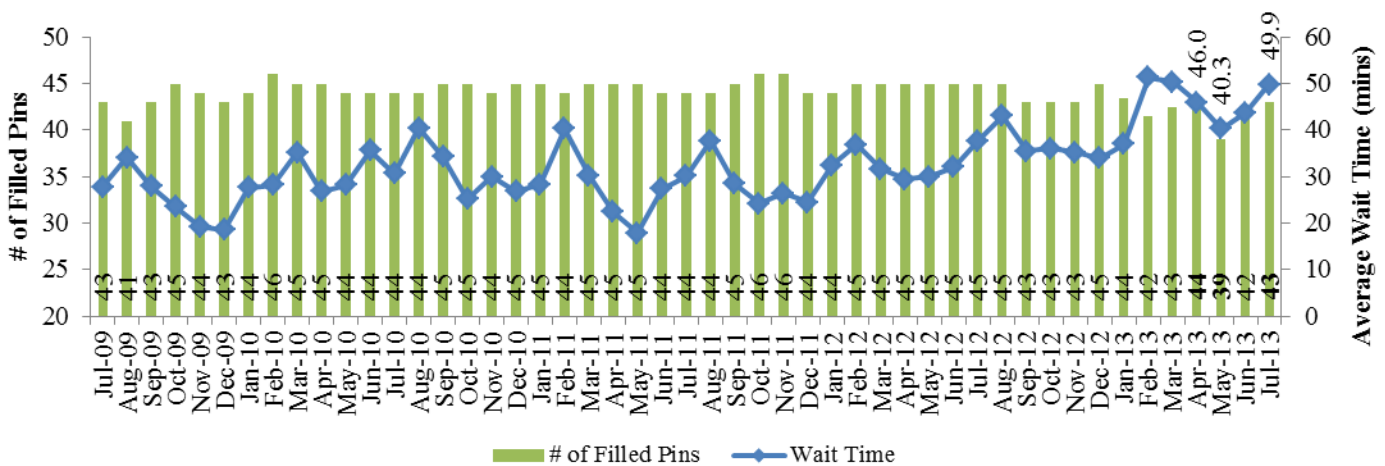
- **I. Increase Staffing to the Eight Branches that have Wait Times Exceeding 25 Minutes by April 2014 (Estimated Wait Time Reduction of Four Minutes).** The agency hopes to add a total of 43 employees to the eight branches that had an average wait time over 25 minutes in FY13, ranging from one employee in Annapolis to 11 in Baltimore City. In addition, the MVA would like to add 63 full time employees to the Central Operations and Safety Programs (COSP) division and the Office of Information Resources to “maintain and enhance the workflow throughout the MVA.” In total, the MVA plans to add 106 new positions for an estimated cost of \$4.6 million. As seen in the table below, the agency plans to add the most staff to Baltimore City and Essex, which had the highest average wait times in FY13. Adding staff to these branches seems appropriate, as they are both averaging significantly more transactions per employee than other full service offices. The agency said it uses a model based on current wait times, branch space, and the number of available counters to determine the appropriate number of employees to add. Additional

information on this model will be shared with StateStat prior to the October meeting. The agency acknowledged that additional employees will have a limited impact if they do not have a counter to serve customers, which is why the second part of the plan (a conversion of VS counters into DLS counters) is so important.

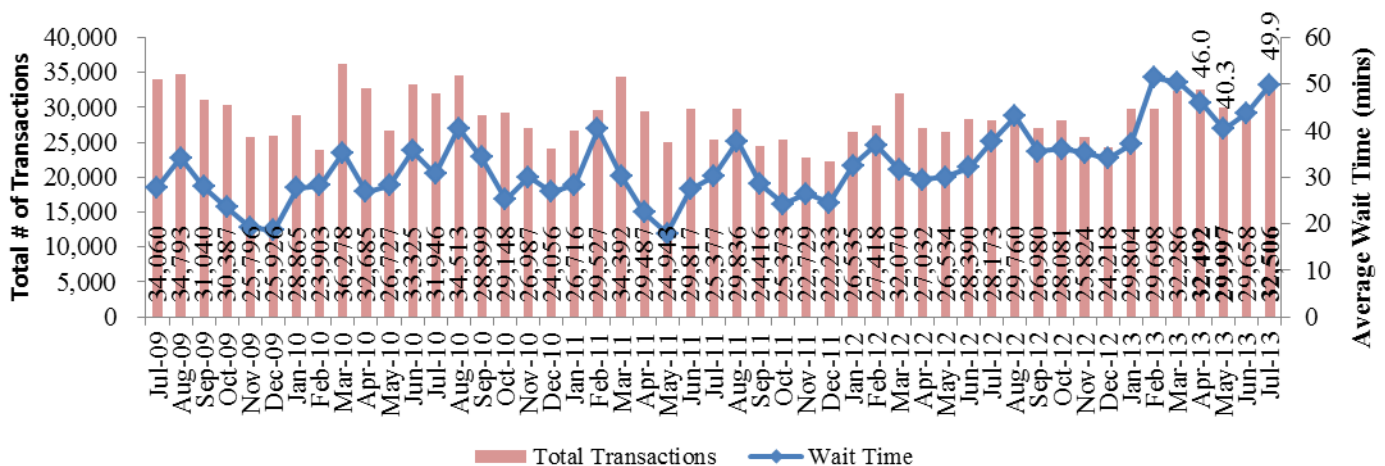
**MVA's Proposed Staffing Changes to Reduce Branch Wait Times**

Branch	Additional Staff Request	Avg. # of Pins in FY13	Avg. Wait Time in FY13 (mins)	Avg. # of Transactions in FY13	Avg. # of Transactions per Employee
Baltimore City	11	43.0	40.9	28,914	672
Essex	10	29.3	38.9	20,981	716
Largo	7	57.6	36.1	30,576	531
White Oak	7	38.0	34.1	20,655	544
Gaithersburg	3	49.9	30.5	23,736	476
Beltsville	2	54.8	30.2	24,083	440
Columbia Express	2	8	28.4	12,562	1,570
Annapolis	1	39.0	26.6	22,569	579

**Number of Filled Pins in the Baltimore City Branch and the Avg. Wait Time, Jul 09-Jul 13**



**Total Number of Transactions Conducted in Baltimore City Branch and Avg. Wait Time, Jul 09-Jul 13**



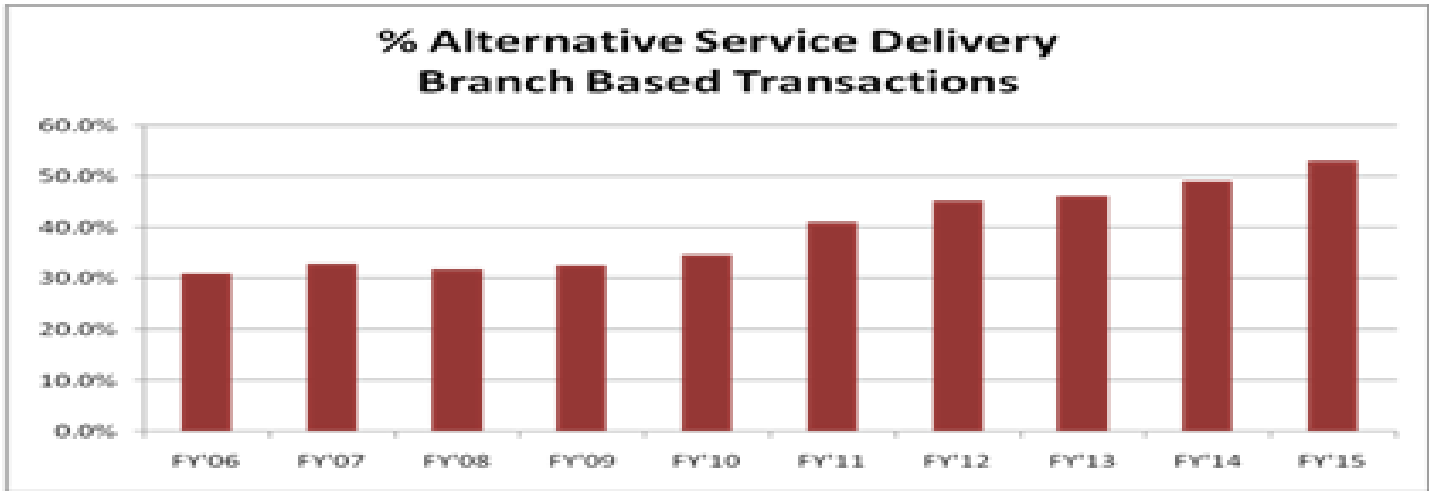
- II. Convert Many of the VS Counters into DLS Counters to Accurately Reflect Customer Demand by April 2014 (Estimated Wait Time Reduction of One-Two Minutes).** The MVA explains in its Wait Time Reduction Plan that many of its branches are no longer configured correctly to meet the changing population of its walk-in customers. The agency has been successful in getting individuals to complete many of the VS transactions outside of MVA branches, but it has been less successful in doing so with DLS transactions. Therefore, the percentage of DLS walk-in customers has gone from less than 50 percent in 2006 to nearly 60 percent in 2013. MVA counters for DLS and VS transactions are not interchangeable and have never been redistributed to reflect the new customer demand. The agency states that rebalancing the counters is a costly and time consuming process because additional equipment and technology is needed for DLS counters. The MVA wants to eventually change the distribution in all of its branches, but it has chosen seven locations (listed below) to start with that had the highest DLS wait times in FY13. The wait time data supports the MVA's conclusion that a rebalancing of counters is necessary, because DLS wait times have increased at a much faster rate in recent years. The agency reported that there is roughly a 50-50 split between VS counters and DLS counters in most branches that have not been renovated recently, and the conversion will have an immediate impact on reducing wait times. The MVA indicated that all front-line staff are already trained in conducting DLS transactions, so additional training will not be necessary to support the counter conversions.

<b>DLS and VS Avg. Wait Times for Branches with Priority Counter Changes</b>						
<b>Branch</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>% Change Since FY10</b>	<b>% Change FY12-FY13</b>
<b>Largo</b>	<b>Change Six Counters</b>					
DLS Avg. Wait Time	36.9	36.0	33.3	47.2	27.9%	41.7%
VS Avg. Wait Time	29.3	24.5	18.5	27.6	-5.8%	49.2%
<b>Beltsville</b>	<b>Change Four Counters</b>					
DLS Avg. Wait Time	25.3	29.4	30.1	38.1	50.6%	26.6%
VS Avg. Wait Time	22.7	29.4	23.5	24.1	6.2%	2.6%
<b>White Oak</b>	<b>Change Four Counters</b>					
DLS Avg. Wait Time	31.8	37.5	37.6	43.8	37.7%	16.5%
VS Avg. Wait Time	25.9	28.0	22.6	27.4	5.8%	21.2%
<b>Annapolis</b>	<b>Change Three Counters</b>					
DLS Avg. Wait Time	34.9	32.3	27.4	39.0	11.7%	42.3%
VS Avg. Wait Time	18.6	16.7	13.8	15.0	-19.4%	8.7%
<b>Baltimore City</b>	<b>Change Three Counters</b>					
DLS Avg. Wait Time	36.4	40.1	41.1	57.3	57.4%	39.4%
VS Avg. Wait Time	20.8	20.5	19.7	24.1	15.9%	22.3%
<b>Gaithersburg</b>	<b>Change Three Counters</b>					
DLS Avg. Wait Time	24.1	22.9	29.6	37.5	55.6%	26.7%
VS Avg. Wait Time	29.7	23.3	22.1	24.6	-17.2%	11.3%
<b>Essex</b>	<b>Change Two Counters</b>					
DLS Avg. Wait Time	35.3	41.2	41.4	49.2	39.4%	18.8%
VS Avg. Wait Time	29.1	32.1	27.6	31.3	7.6%	13.4%

- III. Increase Alternative Service Delivery (ASD) Transactions by Making Many of them Mandatory (Expected Wait-Time Reduction of One-Two Minutes).** The most effective way to reduce branch wait times is to have fewer people walk into MVA offices. The agency has made impressive strides in this area in recent years and is projecting that in FY15 more than half of branch based transactions will be completed

through the internet, mail, or kiosk machines. However, a large percentage of these ASD improvements are for VS transactions. In July, 68.6 percent of titling and car registration transactions were completed through alternative sources, but less than 10 percent of DLS transactions were completed outside an MVA branch. Driver’s license renewals represent the largest DLS category, but only 13.9 percent (10,095 out of 72,437) of renewal customers decided to avoid MVA lines in July. People under the age of 40 have been able to renew their driver’s license online for fourteen months, and people over the age of 40 have been able to renew online after submitting an eye test since April 2013. Still, the agency is having trouble convincing customers to take advantage of these opportunities. Therefore, the agency proposed requiring individuals to complete several DLS transactions through alternative sources in its Wait Time Reduction Plan. The list of potential mandatory ASD transactions is listed below, and the agency expects the changes to cost roughly \$818,000. The agency also expects that a marketing campaign to appropriately educate the public on these changes would cost roughly \$500,000. In addition to the proposals below, the MVA reported last month that by the spring of 2015 all driver’s licenses and ID cards will be centrally issued, meaning customers will be unable to pick them up at MVA branches. Instead, all licenses and ID cards will be mailed to customers, which will hopefully reduce the incentive for people to enter MVA branches for these transactions. The agency said it is still deciding whether it should require certain ASD transactions, but that it will work with StateStat and the Maryland Department of Transportation (MDOT) to make a decision on each one in the coming weeks. Obviously, the more people who conduct transactions outside of branches, the less wait time there will be for the rest of MVA’s customers.

<b>List of Transactions the MVA Plans to Require Customers to Complete Through Alternative Sources</b>	
<b>Transaction Type</b>	<b>Year of Implementation</b>
1). Driver’s License Renewals for People under 40 Yrs Old	FY14
2). License Duplications and Corrections (other than name changes)	FY14
3). Electronic Safety Inspection Notification by MSP	FY14
3). ID Card Transactions	FY15
4). Corrected/Duplicate Title and Registrations	FY15
5). Electronic Liens	FY15
6). Kiosk Mandatory for one year car registration renewals	FY15
7). Substitute Stickers	FY15



- **IV. Begin Scheduling Appointments for First-Time Applicants for Driver’s Licenses and ID Cards (Expected Wait-Time Reduction of One Minute).** The MVA explained in its Wait Time Reduction Plan that arrival time distribution plays a major role in causing elevated wait times. As the graphs below indicate, most people tend to come to MVA branches in the morning hours and during the spring/summer months, which consequently causes increased wait times for customers. The agency’s solution for trying to reduce congestion is to begin a scheduling system for certain transactions. The MVA stated that its online system “does not have the capacity to handle the more than 5 million walk-in transactions, but can manage new first-time applicants who come for either a driver’s license or ID card.” First-time applicants have the longest transaction times, so having a schedule system for them during non-peak hours could significantly help even out the arrival distribution of customers. The agency indicated that it is still weighing the pros and cons of this potential change with MDOT and will make a decision on this strategy before the next Stat meeting.

