

DRIVING NEVADA

DEPARTMENT OF MOTOR VEHICLES STRATEGIC FRAMEWORK

2018-2022





STRATEGIC PRIORITIES:			MISSION:		VALUES: Dedication Modernization Vision
Responsive Agency Administration			The Department of Motor Vehicles proudly delivers efficient, innovative and diverse services providing for the identification, licensure and protection of all we serve.		
Innovation in Technology and Service			VISION:		
Cultivate Customer Centered Culture			A pioneer in efficient and responsive government, the Nevada Department of Motor Vehicles is committed to innovative services and solutions, today and tomorrow.		
Enhanced Public Safety & Security			STRATEGIC INITIATIVES:		
			What we will do to cause measurable progress toward the goal		
			STRATEGIC OUTCOME MEASURES:		
			What we will measure to quantify progress and communicate results		

GOAL 1: Modernize DMV Systems with Advanced and Efficient Technologies

●	●	●	1.1 Merge Records: create "Customer 360°" View	% duplicate records removed; data conversion transferred
●	●	●	1.2 Reduce paper & ease business with online fillable forms	Decrease in avg. transaction time; increased efficiencies
●	●	●	1.3 Reduce bad debt & ensure accuracy with integrated system	Bad debt reduction; clear, timely, and complete reporting
	●	●	1.4 Introduce voice activated & secure payment platforms	Availability of Alexa, Google Assistant, Apple Pay, Google Wallet, etc.
●	●	●	1.5 IFTA & IRP modernization w/online motor carrier customer access	Reduction in OTC transactions/office traffic; increased customer convenience and satisfaction
●	●	●	1.6 Improved validation for motor fuel & special fuel licensures	Increased reporting accuracy; reduced penalties, interest, and fines
	●	●	1.7 CLDIS update, allowing CDL customers access to online tools	Reduction in OTC transactions/office traffic; increased customer convenience and satisfaction

GOAL 2: Improve Customer Convenience with Innovation in Technology and Data Security

●		●	2.1 Introduce web based tool for customized experience	Reduced call volume and office traffic; increased alternative services transactions
		●	2.2 Expand OTC-AAA transactions statewide	# of offices offering over-the-counter DMV transactions
●	●	●	2.3 Implement new customer queueing system & appointments	Increase of available appointments; reduced customer wait times
●	●	●	2.4 Allow mobile capture stations for ADA/special needs customers	Ability to serve customers with these needs
		●	2.5 Improve MyDMV security & sign on	Increased password complexity; account creation requirements updated to allow for DAC users
●		●	2.6 Strengthen DMV data security	Implement Duo Authentication by FY 20; Develop biometric single sign on by FY22
●		●	2.7 Promote and rebrand EDRS to improve compliance	% of EDRS users and transactions
	●	●	2.8 Increased DL security and innovation	New vendor contracted and prepared for issuance by 2020

GOAL 3: Efficient and Effective Administration of the Department

●	●		3.1 Develop and implement supplemental communication plan	Social media impact, influencers & analytics; decreased office wait times, phone calls, etc.
●		●	3.2 Annually review and revise policies and procedures	% of policies reviewed within calendar year
●		●	3.3 Work though plate reissuance backlog and remain current	Eliminate backlog by end of 2019
●			3.4 Modernize DMV Service Requests & Change Management Process	Create internal prioritization committee; 95% satisfaction rate
●			3.5 Staff development, including succession planning and training	% of employee participation; employee tracking rates, etc.
●			3.6 Develop and implement internship program by 2020	Availability of internship opportunities; % of interns that go on to become FTEs
●	●	●	3.7 Provide employees with the tools to do their jobs	Intranet revision; P&P search functionality and standardization, etc.

GOAL 4: Introduce Compliance Enforcement and Public Safety Initiative Improvements and Efficiencies

●		●	4.1 OBL efficiencies and legislative improvements	Tracking % consumer complaints & resolutions; \$\$ recovered funds for consumers; paperless
●	●	●	4.2 Improve emissions program efficiencies	Reduction in manual entry, improved reporting, remote sensing framework completed
●	●	●	4.3 Improve case management of enforcement cases	Resolution of complaints; decrease in time to resolution; totals of recoveries made for citizenry; improved record keeping
●		●	4.4 Increase resolution of consumer complaints for industry cases	

THE PROMISE OF OPPORTUNITY: *DEDICATION, MODERNIZATION, AND VISION*

Since 1957, the Nevada Department of Motor Vehicles (DMV) has sought to protect the public trust. Its creation was the result of legislative action, transferring responsibilities once housed by the Nevada Tax and Public Service Commissions to a newly formed executive branch agency. The DMV was charged with the administration over driver licensing and motor vehicle laws. Since that time, the DMV has become a public face in Nevada government, proudly serving the changing needs of those who call this great state home.



Today, the Nevada DMV is comprised of seven operational divisions, each orchestrated under the authority of the Director's Office. The Department's services are broad reaching, carried out by eighteen locations throughout the State, and through a wealth of alternative services and partnerships with external service providers. While the agency's role as a public-facing governmental entity has evolved since its creation, the DMV remains committed to customer service and public safety.

Through the application of innovative technological advancements and a customer-centric focus, the DMV has become a recognized leader in the establishment of best practices. The Department holds a profound responsibility for ensuring Nevada's communities remain safe through the licensure of drivers, verification of identities, registration and titling of vehicles, regulation of the motor vehicle industry, and more. Work performed by the agency is also expansive, existing outside Nevada's borders on both national and international fronts.

As presented in Governor Sandoval's Strategic Framework for Nevada, four over-arching Strategic Priorities were identified as the foundation of his Administration: *Vibrant and Sustainable Economy, Educated and Healthy Citizenry, Safe and Livable Communities* and *Efficient and Responsive State Government*. Each of these priorities greatly influences the collective work being performed by Nevada's governmental agencies.

While all four hold relevance for the DMV, *Efficient and Responsive State Government*, has exceptionally close ties to work being performed by the Department. As servants of the public trust, DMV is focused on leadership, service, and problem solving. Each of these provides foundational importance to the administration of an efficient and responsive organization.

The Department's Strategic Priorities serve to support the Governor's vision as presented in the Statewide Strategic Planning Framework, focused on the needs of those "*Generations to Come*" while progressively "*Driving Nevada*" into the future.



STATISTICS AT A GLANCE



REGISTERED
VEHICLES
IN NEVADA

2,490,806



2,322,241

DRIVER'S LICENSES
& ID CARDS

TOTAL TRANSACTIONS
IN 2017: 9,317,280



my **DMV** 871,937
ACCOUNTS

2,705,924
TRANSACTIONS

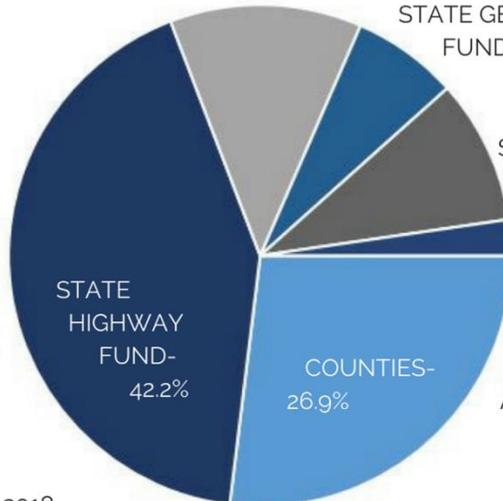


WHERE DO THOSE FUNDS GO?



#DYK
THE DMV
COLLECTS
REVENUE
TO BE
DISTRIBUTED
ACROSS THE
STATE

ALTERNATIVE
STATE FUNDS- 12.32%



SPECIAL PLATE FUNDS- .10 %
AIRPORTS- .022%
ASSESSORS & TREASURERS- .018%

*STATISTICS AS OF JAN 1, 2018



A MESSAGE FROM DIRECTOR ALBERTSON

Dear Fellow Nevadans,

The Department's Strategic Framework represents a comprehensive overview of aspirations for our future goals. Given the diversity of the programs that fall under the authority of the DMV, we have provided our vision for supporting the Statewide Strategic Planning Framework.

We have achieved many accomplishments over the last two years to increase efficiencies through alternate services and trusted partnerships. Yet, there is more work to be done. We are excited about the opportunity to have a new south Reno office that will include a one-stop location with adequate parking and the first ever DMV drive-up self-service kiosk, scheduled to open in the fall of 2020.

We also have a goal to improve communications and introduce new technology to enhance customer service.

One such example of technology advancement includes the issuance of electronic credentials, for use by our citizens and business partners to receive services from other State agencies and Federal services.

One project I'm especially proud to highlight is the Department's "No Child For Sale" initiative, an effort to raise awareness and educate on the crime of Human Trafficking. As the prominent public facing entity in governmental service, the DMV has the unique opportunity to come into contact with the majority of Nevadans and new residents. We have partnered with the Department of Homeland Security's Blue Campaign, Truckers Against Trafficking, and local organizations to develop and distribute educational materials for our staff and our customers. We are dedicated to increasing awareness through customized staff training, and have even garnered support amongst our peers to expand the program nationally. It is my belief that if we can help save ONE person – all of our efforts will have been worth it.

Nevadans are proud of their state, and I couldn't be more proud to serve as the Director of this organization. As Governor Sandoval stated in his Strategic Planning Framework message to Nevada, *"the possibilities are endless – because of what we're doing now, and what we will do over the next few years, is truly redefining Nevada for generations to come."*

We are *"Driving Nevada."*

Sincere regards,



Terri Albertson
Director

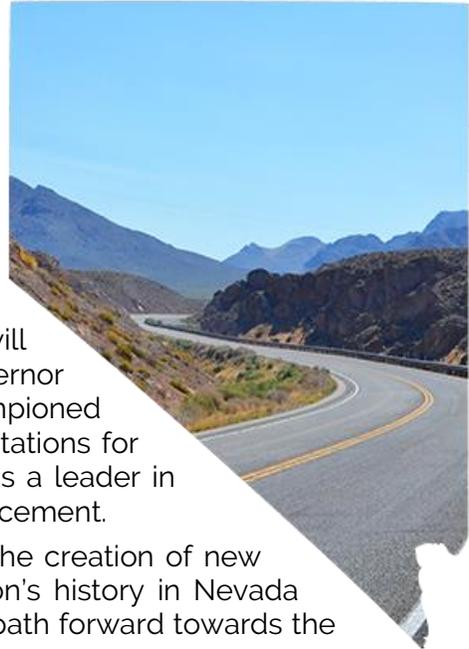


WHERE WE ARE HEADED

The DMV is often the first point of contact for new residents moving to the state. Yet, beyond the well-known issuance of driver's licenses and registration of motor vehicles, services of the Department are expansive. Broadly encompassing diverse areas, such as automotive industry regulation, motor carrier services, and records management, the Department also plays a key role in both public safety and financial assets to the State.

The agency's role both now and in the future will contribute to a "New Nevada" as outlined by Governor Sandoval. Agency Director Terri Albertson has championed the establishment of clear, defined goals and expectations for the Department, further aspiring to be recognized as a leader in customer centric innovation and technological advancement.

The agency's commitment to success begins with the creation of new purpose statements, acknowledging the organization's history in Nevada and recognizing current state, further formulating a path forward towards the future.



Slogan: *"Driving Nevada"*

Vision: A pioneer in efficient and responsive government, the Nevada Department of Motor Vehicles is committed to innovative services and solutions, today and tomorrow.

Mission: The Department of Motor Vehicles proudly delivers efficient, innovative and diverse services providing for the identification, licensure and protection of all we serve.

Philosophy: Always advancing in our commitment to meet the ever-changing needs of all we serve, the Department of Motor Vehicles is unrivaled in its devotion to deliver modernized services. We are a forward-thinking organization, eagerly exploring new solutions. Our valued team of public servants hold a profound sense of responsibility for maintaining the safety of our communities and providing diligent administration, and we proudly embrace those duties. We are efficient and responsive; we are *"Driving Nevada"*.

DMV Values: **D**edication
Modernization
Vision

HOW WE WILL GET THERE

DMV Strategic Priorities: Committed to serving the diverse needs of Nevadans, the Department has established four focused strategic priorities. Each corresponds with priorities as set forth in Governor Sandoval's Strategic Framework for Nevada.

- **RESPONSIVE AGENCY ADMINISTRATION**

As government employees, we exist to serve the citizens of Nevada. Improving efficiencies throughout the Department serves as the groundwork to becoming a leader in service, employment, and governmental standards. It is through the agency's comprehensive efforts that the Nevada DMV is redefining what it means to be a public servant.

- **INNOVATION IN TECHNOLOGY AND SERVICE**

It is critical that we be proactive to the needs of our customers. With technological enhancements, we can better serve our citizens through methods and manners most convenient to them. The DMV seeks to become a leader through continuous improvement of technology and service enhancements.

- **CULTIVATE A CUSTOMER-CENTRIC CULTURE**

We are in a people-focused business, yet DMV's are not known for a people centered approach. Our priority is to change that mindset by recognizing every transaction we process represents someone who requires our services, thereby treating every customer as if they have a choice on where to receive governmental service. This standard will enable us to stand out amongst our peers and provide gold star service to our citizenry.

- **ENHANCE PUBLIC SAFETY AND SECURITY**

Public safety and protection, from regulating the motor carrier industry to oversight of Nevada's automotive services, are also key components of what we do on a daily basis. There are numerous areas for which the agency holds a discernable amount of accountability. Effective administration of our resources is key to ensuring we can remain dedicated to what is important.

DMV Goals: While by no means an all-inclusive list, each goal and coordinating initiatives in the following documentation are intended to provide a foundation to align with the Strategic Priorities of the Department.

DMV further recognizes success is only achieved through perpetual improvement with measurable or clear results.

1. **Modernize DMV Systems with Advanced and Efficient Technologies**
2. **Improve Customer Convenience with Innovation in Technology and Data Security**
3. **Efficient and Effective Administration of the Department**
4. **Introduce Compliance Enforcement and Public Safety Improvements and Efficiencies**

"We aren't simply attempting to be better; we are striving to lead the nation in innovative governmental services."

**-DMV Director
Terri Albertson**



Source: Travel Nevada

GOAL 1: MODERNIZE DMV SYSTEMS WITH ADVANCED AND EFFICIENT TECHNOLOGIES

In order to move forward, DMV must replace and update antiquated technology. With a system modernization project underway, the Department is in a unique position to be a national leader in technology implementation and customer service. The System Technology Application Redesign (STAR) project, provides the foundation to sculpt an entirely new governmental experience for our citizenry.

- 1.1. To improve the accuracy and authenticity of the agency's records, DMV will identify multiple records and merge results to reduce and eliminate all duplications by 2024, achieving "one person one identity." This will further combine vehicle records to an identity, providing a full "Customer 360°" view, improving quality assurance and public safety.
- 1.2. Beginning in 2018, the Department shall progressively research measures to facilitate ease of business such as online fillable forms to reduce paper waste and increase data entry efficiencies.
- 1.3. As a predominant contributor to revenue collections for the State of Nevada, the Department is committed to ensuring the appropriate, accurate, and timely receipt and distribution of funds through implementation of an integrated debt platform.
- 1.4. DMV will work to make available modernized, secure payment platforms such as EFT, PayPal, and Apple Wallet, to further increase the means of payments available to serve our citizens. Additionally, the introduction of voice activated services and other premier resources serving to enhance customer service will be prioritized as part of modernization efforts.

"It's only when you can't see another vehicle's taillights that you truly know you're in the lead..."

- 1.5. The agency shall improve services for Motor Carrier registrants and licensees, including simplifying existing registration and licensure processes and strengthening alternative service offerings to reduce the impact of walk-in traffic 50% by 2021. The agency shall align with the Performance Registration Information and Management System (PRISM) federal mandate, required by October 2020.
- 1.6. By 2024, motor fuel and special fuel licensure, bonding and alternative service offerings will be moved to an online integrated system to improve the speed of filing. Integrations shall further provide the ability to cross-match, verify and validate reported activities, while also providing new online account access to customers.
- 1.7. By 2020, the Department will programmatically enhance its database to electronically identify and report CDL drivers possessing withdrawal actions and/or convictions in Nevada, as well as comply with Federal mandates for submitting physical requirements electronically to the Department for CDL operators.



The integration of new technologies will also provide for data exchange and improve communication of actions to other jurisdictional partners.

MEASURABLE OUTCOMES:

- *Percentage of duplicate records removed enabling smooth data conversion to new system and increased customer convenience, removing the need to search across multiple records.*
- *Increase collection of bad debt due to the Department.*
- *Reduced Motor Carrier customer traffic in offices; 25% reduction by mid-2019, 50% reduction by mid-2020; and 10% each year thereafter.*
- *Timely returns and processes for motor carrier customers; increased customer convenience by catering to a much needed accessibility issue for motor carrier customers.*
- *Reduced administrative penalties and fines due to greater compliance.*
- *Reduction of CDL transactions completed over the counter in a DMV Office.*



GOAL 2: IMPROVE CUSTOMER CONVENIENCE WITH INNOVATION IN TECHNOLOGY AND DATA SECURITY

Organizations who are responsive to the needs of their customers understand the power of leveraging resources. The Department's commitment to customer-focused goals utilizing resources to introduce innovative best practices, will allow the agency to be responsive to the evolving needs of its stakeholders. Integrating the latest in technological resources, the DMV shall continue to streamline processes and reduce wait times through business partnerships, kiosks, on-line web transactions, and mail services. It is through the agency's comprehensive efforts that the Nevada DMV is redefining what it means to be a public servant.

- 2.1 By 2019, the Department will develop and implement a public-facing, virtual assistant tool, designed to create a customized experience for each user. Further implementing mobile friendly design into both the tool and existing web resources will provide greater functionality to our citizenry.
- 2.2 Successful expansion statewide of the partnership program with AAA, to provide over-the-counter vehicle services in AAA office locations.
- 2.3 Select and transition to a new customer queueing system for offices, with a primary objective of majority appointment-based service. The new system should also improve ability to communicate with customers in office and organize them by their needs. Providing customers the ability to self-serve through the use of alternative technology education in office will also be a key priority.
- 2.4 Purchase and allow for the use of Mobile Capture Stations, to serve customers who are unable to visit a DMV location to receive services they require.
- 2.5 The Motor Vehicle Information Technology Division (MVIT) will implement password length increases by 2019. Further, modifying the registration process for the MyDMV portal will allow Driver Authorization Card holders to sign up and utilize services they previously did not have access to.

- 2.6 To ensure individuals accessing the DMV's computer systems meet federal and state eligibility requirements, the Department intends to progressively implement Duo Authentication protocols by 2019. Further, the Division will work toward development of biometric authentication planning in effort to support a single sign on for DMV resources by 2023.
- 2.7 In order to further improve customer convenience, the Electronic Dealer Registration System (EDRS) will be rebranded to better appeal to and educate customers and dealers, whom could benefit from increased usage of the system.
- 2.8 By 2020, the DMV will have implemented new card issuance protocols, including completing a vendor search with a focus on ability to provide cards with additional innovative technology and security enhancement.

MEASURABLE OUTCOMES:

- *By providing customers the tools to find the specific answers unique to their needs, we can:*
 - *Reduce call volumes;*
 - *Reduce unnecessary¹ office traffic;*
 - *Increase customer preparedness and compliance;*
 - *Increase alternative service transactions.*
- *Increase the number of AAA offices across Nevada that offer over-the-counter DMV services.*
- *Reduction in customer wait times, particularly due to increased technological abilities and a transition to a majority appointment based service.*
- *Ability to further serve customers with ADA requirements or special needs.*
- *Increased MyDMV security through password complexity and length requirements.*
- *Implementation of multi-factor authentication and single stream sign on.*
- *Ability to issue cards with measurable increased security features as well as transition to Mobile DL capability, if and when, it becomes allowable by law.*



Photo: Carson City Visitor's Bureau

¹ Transactions that took place in an office location, but could have been completed via alternative services. (Such as at a kiosk, using mail in or online services or through use of a MyDMV account.)



Source: Travel Nevada

GOAL 3: EFFICIENT AND EFFECTIVE ADMINISTRATION OF THE DEPARTMENT

The DMV seeks to operate in a standardized and streamlined fashion across all divisions, eliminating cumbersome and unnecessary processes, manual workarounds, and external spreadsheets. The Department will utilize staff development and training to enhance internal methods to increase work turnaround and customer wait times measured through noteworthy decreases recorded year-over-year.

- 3.1 Development and implementation of a supplemental strategic communications plan in order to unite the Department on communication-related priorities such as consistent messaging, branding criteria, and other critical public facing initiatives. The plan will include specialized focus on increasing engagement Department-wide by creation of a Social Media Team and more proactive opportunities for improving service delivery.
- 3.2 Annually, the Department will review and revise, all required policy and procedure documents.
- 3.3 The Department will work through the plate reissuance back log by 2019 and remain current on all issuance of license plates.
- 3.4 Modernize DMV Service Requests and Change Management practices to better improve service delivery. The creation of a Prioritization Committee in order to align the Department's goals to the service projects will further increase effectiveness of the change management process.
- 3.5 The Department will seek to recruit and train a capable workforce and provide a culture of continuous learning, succession, and career planning in order to increase retention and support staff development, The Department will further utilize training to enhance internal

methods to increase work turnaround, and further reduce customer wait times measured with noteworthy decreases year-over-year.

- 3.6 Formalize an internship program to provide students with opportunities to gain work experience and learn about State government by 2019.
- 3.7 The Department will provide the best tools and resources for staff to effectively complete their job duties. Incorporating technology to ensure continuous education and consistency in resources utilized by staff will better standardize the information each employee receives. Further examples include updating on hold messaging to phone lines and repurposing the employee Intranet site to store all forms and Policies & Procedures.

"AS DMV professionals, we must never allow ourselves to become complacent. We have an incredible responsibility and we must hold ourselves to a higher standard and ensure the best possible customer experience."

**-Kurt Myers, 2017-2018 AAMVA
Chair of the Board**

MEASURABLE OUTCOMES:

- *Social media impact, including engaged internal influencers and success of diverse messaging, as well as improved measurable analytics such as reach, frequency, and followers.*
- *Decrease in office wait times or office traffic.*
- *Decrease in number of calls to the Call Center.*
- *Eliminate backlog of plate reissuance by 2019.*
- *Creation of internal prioritization committee, as well as overall 95% satisfaction rate on change management projects.*
- *Completion of desk manuals, targeted training, succession plans, and diverse staff development opportunities being utilized by a large percentage of employees.*
- *Internship program availability by the end of FY19. Long term, the number of interns that go on to become full time employees of the Department will be tracked.*
- *Revised employee intranet featuring searchable functionality, enabling employees both new and experienced to find answers they need quickly and consistently.*

GOAL 4: INTRODUCE COMPLIANCE ENFORCEMENT AND PUBLIC SAFETY IMPROVEMENTS AND EFFICIENCIES

The Compliance Enforcement Division (CED) plays a key role in the public safety and environmental health of Nevada. The Division contributes to the protection of consumers through four key areas: licensing entities related to drivers and motor vehicle sales and services; oversight of emission programs; fraud prevention and detection efforts; and regulatory oversight of auto related businesses, such as auto repair shops, car dealers and drive schools.

Air quality control programs, such as Smog Spotter and the Heavy Duty Diesel Program, help monitor and regulate environmental air quality due to transportation related causes.

4.1 By 2020, the Department will improve the efficiency and expediency of Licensing programs through paperless technologies and increased training and resources. The Department seeks to proactively reduce consumer fraud and service complaints through scheduled regulatory and deceptive trade training for licensed vehicle dealers, financial institutions, and salespersons.

By 2024, the Department will seek legislation requiring background checks for renewal of occupational and business licenses to better identify persons unsuitable for continued licensure in their respective field.

4.2 By 2020, the DMV shall streamline and modernize all Emissions programs, including elimination of manual processes, reinstating the Heavy Duty Diesel Enforcement Program, as well as establish a framework for remote sensing air quality control programs in Nevada.



- 4.3 Improve outcome of fraud, identity theft, or licensure violation enforcement cases by enhanced monitoring of open cases and achieving measurable outcomes to the benefit of consumers.
- 4.4 Effectively resolve consumer complaints in a timely manner in the administration of auto related oversight for body shops, drive schools, and dealerships in Nevada. Further, improve the start to finish process and record keeping for consumer complaints in completion of these cases.

MEASURABLE OUTCOMES:

- *Trackable resolution of complaints, including decrease in the amount of time to resolve cases; actions taken toward resolution; and totals of recoveries made for the citizenry.*
- *Reduction of staff time utilized for manual processes.*
- *Cost savings from eliminating monthly SMOG third-party services (phone and web, as well as duplicative reporting methods).*
- *Creation of a framework and regulations for allowing a remote sensing program, with the benefit of increased convenience by eliminating need for separate visit to a certified smog station for a percentage of customers.*
- *Integrate the use of paperless technologies for OBL, serving to eliminate duplicative processes and establishing well-defined policies and procedures.*



Future Reno DMV Service Center, Coming Fall 2020

CONTACT US

Nevada Department of Motor Vehicles

555 Wright Way

Carson City, NV 89711

DMVdirectorsoffice@dmv.nv.gov

