TO: Planning Committee
FROM: Philippe Dolimier
SUBJECT: MVA Planning Group
DATE: 12/13/2017

Cover Memo

Introduction

This memo contains the documents needed to create an entire final report regarding the state of the Maryland MVA, its deficiencies, possible solutions, a plan of action, and all of the information about my final reader. It includes a Rhetorical Situation - Memo to document all the pre required information to understand the report - and the Final Report text (which documents the plan of action needed to take. The Final Report serves to persuade my final reader that my plan of action is the best possible solution to the given problem.

Abstract

This packet looks at my research and development of a plan to increase the satisfaction and efficiency levels of the Maryland MVA. The Maryland MVA has approval ratings lower than the average, and is lacking in the areas of technological expansion, administrative organization, and customer outreach. This research draws upon mostly primary sources including comparison of other states' DMV's, online testimony, and survey. Most prior research on the MVA focuses on how the MVA could improve to decrease customer wait time by looking at the root of specific problems. This focus allowed me to find specific solutions outlined in the Final Report. (102 words)

Glossary

DMV (Department of Motor Vehicles) - a state-level government agency that administers vehicle registration and driver licensing.

Landing Page - the section of a website accessed by clicking a hyperlink on another web page, typically the website's home page.

MVA (Motor Vehicle Administration) - Maryland's term for their Department of Motor Vehicles.

UX (User experience) - encompasses all aspects of the end-user's interaction with the company, its services, and its products.

Rhetorical Situation Memo

My audience is the MVA Executive Board, and my Final Reader is Ms. Christine Nizer, the Chief Deputy Administrator of Maryland Transportation Authority.

General Information

Ms. Christine Nizer has a Bachelors in Arts from Goucher College, and a Master's from Rutgers, The State University of New Jersey. She has been the Chief Deputy Administrator of Maryland Transportation Authority since March 2014, but previously joined the MVA in 2006 as Associate Administrator for driver and vehicle policies & programs. She was promoted to the Deputy Administrator for Central Operations and Safety Programs at MVS in early 2010. She has also held leadership positions as chair of the National Driver Registry Workgroup and chair of AAMVA's Driver Committee (Company Overview of Maryland Transportation Authority). Her Job-Related Responsibilities are to help oversee the decisions made by the MVA departmental-staff and oversees the high-level operations of the Division of Motor Vehicles. Her non-related responsibilities are serving as the Maryland State Highway Safety Representative (Department of Transportation).

Specific Information

When attempting to interview my final reader in the research stage it was very difficult to get an initial response, presumably due to Ms. Nizer's extremely busy schedule and my research not being on her priority list. But, I eventually got answers to many of the questions I asked. Her tone was choppy and perhaps rushed but was kind with her responses. She mentioned how the problems I raised were common areas of exploration. The reader has been dealing with the

problems of long customer wait times since she entered the Maryland MVA and that they were extremely complex problems to solve. The MVA often attempts to solve these issues with their customer service departments, but their budgets are government-level strict since they are a government department. My Final Reader probably has low expectations for the document since their is a sector dedicated to solving these issues, yet I believe I have strong insight and could change her view of my documents. I aim to have provide a strong opening to ensure she takes the time to analyze the final report.

Audiences' Organization

The MVA's mission statement is, "The MVA shall provide exemplary driver and vehicle services that promote Maryland's mobility and safety while enhancing process and product security.". Maryland's MVA has been strong historically, sometimes beginning national trends. In 1978, Maryland was the first state to enact a graduated licensing system requiring young drivers to complete a provisional licensing period (Trip Down Memory Lane). "The Maryland MVA has also innovated continuously, most recently installing a Central Scheduling System which enabled customers to schedule appointments on-line, [in 2008]"(Trip Down Memory Lane). This is where the innovations end on their website, indicating that they have both slowed with innovations and have neglected to update their website recently. In recent years they have sponsored some civil rights efforts, including Diversifying their leadership with focusing on creating an inclusive and diverse executive committee. The organization has dealt with the issue of efficiency and customer satisfaction since the 1970's where increased customers and safety laws lead to many more individuals using the MVA's services. THey have been attempting to diminish these problems for over 40 years, with different techniques and innovations. With the balance of safety of customer

vs. efficiency, it is difficult to solve both. My attempt is to reach the executive board and demonstrate the solutions that their board has not been able to implement.

How the final report will accommodate the Expert Reader

The reader is looking for information to raise their approval ratings, and increase the satisfaction for their customers. This is difficult to do with their strict budget, so I will attempt to outline the best solutions which minimizes increased spending. The value systems of the MVA are creating strong and useful vehicle services for MD driver's. My solutions will improve the effectiveness of their systems and directly correlate to their values. Evidence that demonstrates that my solutions are cheap and effective are the best to use, this includes price modelling and factual evidence supporting the efficiencies of my solutions. My reader is aware of the advances of other DMV's nationally, but is non-technical, therefore is unaware of the cyber-steps that could be taken to greatly improve customer service and how inexpensive these steps can be. My reader will appeal to the notions of keeping costs low, as the budget is a very strict element that historically holds back innovations.

Conclusion

I will present my ideas persuasively to Ms. Christine Nizer in the Final Report. She works tirelessly to improve the state of the MVA therefore may look down on my research as she has a wider scope of vision on the issues, yet I bring technical knowledge and a diverse perspective that could be very useful.

TO: MVA Planning Committee
FROM: Philippe Dolimier
SUBJECT: Solutions For Improving MVA Efficiencies
DATE: 12/13/2017

MVA Efficiency Improvement Plan

Philippe Dolimier

December 13, 2017

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Executive Summary

Laid out in this report is the Problem, Recommendations, and Implementation Plan for the MVA's transition of its current state of sub-par customer satisfaction and high customer wait times to a state of high customer satisfaction and reduced customer wait times. I offer my research to prove this problem is real with statistical analysis. Second, I exemplify my research of the root causes of these issues being, poor online presence and poor website design, customer disorganization, understaffing, and, forced arrival times due to inefficient operating hours. I then outline my recommendations as well as the implications of how these root causes can be solved, including their budgetary and feasibility constraints. My recommendations are 1) creating a new website layout with chart-centric data that will organize customers to reduce the customer's' level of disorganization, reduce the amount of customers going in-person to an MVA when their task could be completed online, and improve their approval rate of the current frustrating site. 2) Changing the current schedule to match that of the most effective DMV, which stays open later on weekdays to disperse from all the customers visiting on Saturday mornings and creating bottlenecks in the queues, and 3) installing 24/7 kiosks which eliminates the scheduling issue since they can be use at any time by the customer, although this solution is very expensive. I then outline an implementation plan of the cheapest solutions, since the budget is extremely strict. I then analyze the Personnel needed for my implementation and finally outline the costs of this plan through a strict and accurate budget. My implementation will not only be extremely beneficial to the MVA's satisfaction rates, they are relatively hyper-inexpensive, as the implementation plan ends up costing the MVA less than $1,000 in fixed costs.

Problem

The Maryland Motor Vehicle Administration is inefficient in terms of extended customer wait times and poor customer service, which leads to overall customer dissatisfaction. In your 2014 Motor Vehicle Administration Annual Report, we see that although average customer wait time has decreased from 2008 (28 min per customer, and 44 minute average visit time), to 2011 at (22 min per customer, and 30-minute average visit time), it increased back to 28 minutes' average wait time and 36-minute average visit time in 2014(Chaffee 26). With more customers being served every year, these wait times are set to increase in the future at a continuous rate.

It is to be made aware that these averages include all Maryland MVA locations. This means it includes all smaller locations, express offices, and satellite offices, with minimal wait times, which offset the overall average. The busiest MVA locations in 2014 had average wait times of: Beltsville: 69 minutes with customer satisfaction at 61.4%, Essex: 76 minutes with customer satisfaction at 65.6%, Gaithersburg: 72 minutes with customer satisfaction at 69.9%, and Largo: 81 minutes with customer satisfaction at 63.5%. The overall averages included full service offices, express offices, and satellite offices, the latter two having much lower wait times lowering the overall average.

These results parallel a DMV satisfaction Survey conducted in 2017 where 1575 people responded to the question: *Please rate your overall satisfaction with the services offered by your*

state DMV. Under "Wait Times" on a 5 point satisfaction scale, 15.05% gave it a *1 - Very*

dissatisfied and 16.19% gave it a *2 – Dissatisfied (DMV Satisfaction Results)*.

1359 people responded to the question: *How long do you typically have to wait in line in order to*

receive service at your local 'DMV' office There were 9 possible answers starting at *no wait time*

and increasing by 10 minute increments until 1 – 2 hours and 2+ hours. 47.02% gave a response

that was at least above 30 minutes.

1300 people responded to the question "Has a 'DMV' employee ever been rude to you?".

32.85% responded *Yes* and 67.15% responded *(DMV Satisfaction Results)*.

In our survey in October, I asked you "In the eyes of the current administration, what are the first

two priorities to increase customer service at the busiest Maryland locations?", with which you

essentially responded that your customer service would best improve by diminishing time that

customers spend waiting en queue, and making more tasks completed online (which is very

difficult due to security reasons). Although I am unable to tackle government security legislation,

I worked to solve the queueing issue.

My research has lead me to discover the root causes of poor online customer satisfaction, and

long wait times at the DMV (which correlates to in-person disatisfaction).

I have found in research that one root cause of online stress and online disatisfaction comes from

poor web layout and design. According to the psychological research of Brenda Barron, UX

design graduate, if one follows the correct 21st century design rules, the user will associate

pleasant emotions with your website company or product. The implication of this is that