

2016

# Department of the Secretary of State Bureau of Motor Vehicles Strategic Plan



This plan was developed by the senior staff at the Bureau of Motor Vehicles



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## **EXECUTIVE SUMMARY**

The Bureau of Motor Vehicles' senior management team developed this strategic plan to guide the organization through the challenges it will face over the next five years by bringing focus to its core functions and values.

The Bureau operates in an ever changing, highly visible environment. Dedicated staff uses advanced and complex technical tools to meet requirements and deliver services required by state and federal laws and rules while meeting the expectations of the public.

This plan is designed to support the ongoing functions, goals and objectives of the organization, and reaffirms the bureau's commitment to serving customers, improving highway safety, protecting consumers and collecting funds for the highway transportation system.

We are confident that the talented and committed staff will continue to merit the support and trust of the public, legislature, and partners by striving to achieve these goals while making every attempt to reduce costs by using available resources wisely.

The citizens of the State of Maine deserve no less than the best service the Bureau of Motor Vehicles can deliver.

Patty Morneault, Deputy Secretary of State  
May 2016

## **MISSION**

Provide exemplary driver licensing and vehicle services which promote safety, efficiency, fairness, and convenience.

## **VISION**

BMV will be a recognized and trusted leader in public services.

## **CORE VALUES**

Safety  
Honesty and integrity  
Respect  
Teamwork  
Accuracy and quality of data  
Leadership

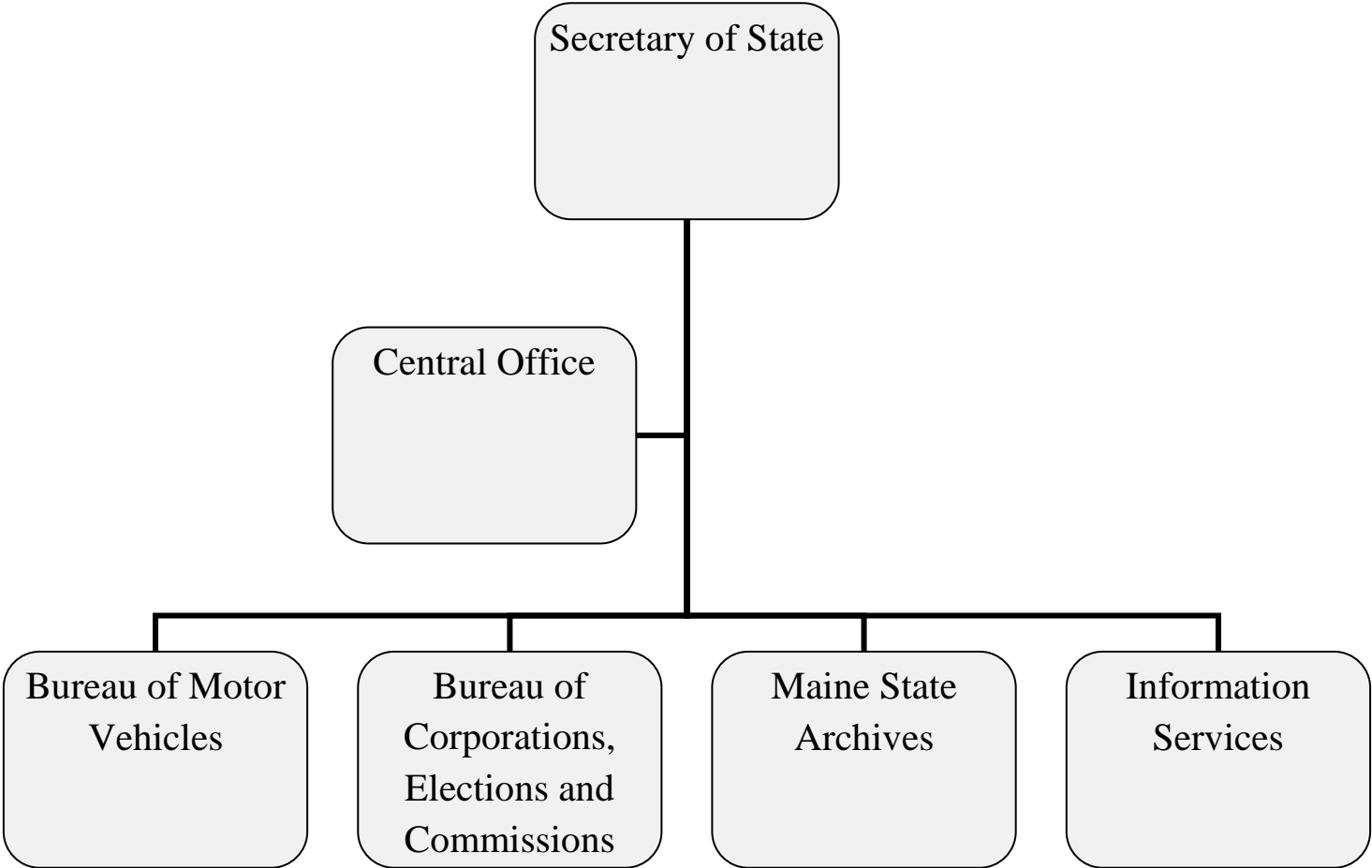
## **BUREAU OF MOTOR VEHICLES OVERVIEW**

The Maine Bureau of Motor Vehicles (BMV), within the constitutional office of the Department of the Secretary of State, was established in 1905 out of concern for public safety following the invention, mass production, and use of automobiles. Since that time, the Bureau has served the residents of the State and all users of Maine highways by qualifying and licensing drivers and by maintaining records of driver history, and by maintaining vehicle ownership and vehicle registration records. Through the collection of the licensing and registration fees associated with these services, the BMV also provides revenue to build and maintain Maine's highways.

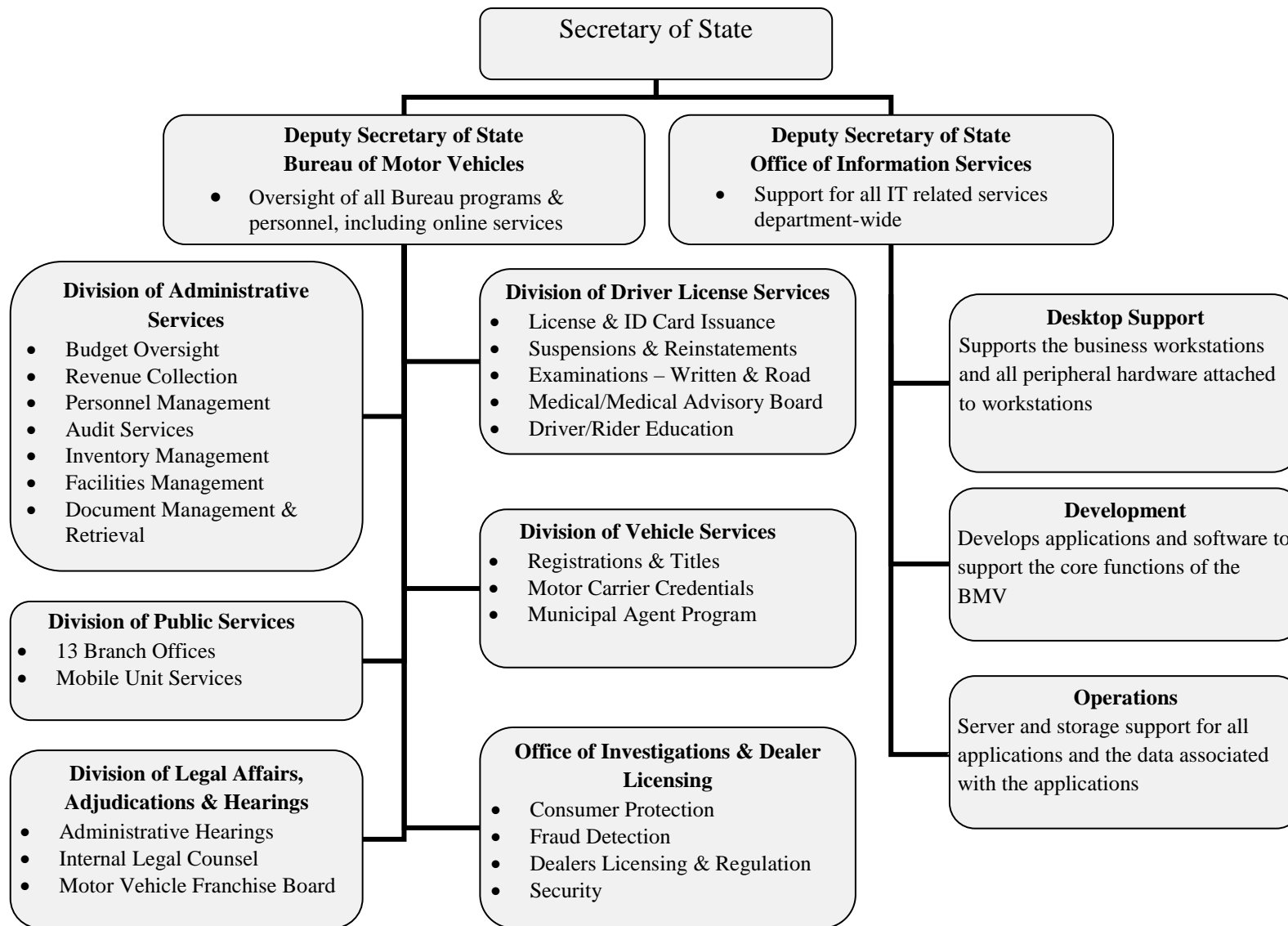
The Bureau operates through six organizational divisions: Driver License Services, Vehicle Services, Public Services, Administrative Services, Legal Affairs, Adjudications and Hearings and the Office of Investigations. The Bureau issues credentials for 1.4 million motor vehicles and 750,000 trailers registered in Maine and one million motor vehicle operators. Additionally, the Bureau is responsible for regulating motor carriers, vehicle dealers, municipal agents, salvage yards, driver education schools and much more.

The Bureau is located at 101 Hospital Street in Augusta. There are 13 Branch offices located throughout the state, 22 outreach stations, two mobile units, nine AAA locations and approximately 500 municipal offices that conduct the Bureau's business. A variety of online services are also available in addition to physical office locations.

**DEPARTMENT OF THE SECRETARY OF STATE ORGANIZATION CHART**



# DEPARTMENT OF SECRETARY OF STATE, BUREAU OF MOTOR VEHICLES AND INFORMATION SERVICES ORGANIZATION CHART



## Abbreviations

AAA	American Automobile Association
BMV	Bureau of Motor Vehicles
CJIS	Criminal Justice Information Services
CRM	Customer Relationship Management
CVISN	Commercial Vehicle Information Systems and Networks
DL	Driver License
DLS	Driver License Services
DPPA	Driver Privacy Protection Act
FAP	Functional Ability Profile
HVUT	Heavy Vehicle Use Tax
ID	Identification Card
IFTA	International Fuel Tax Agreement
IRP	International Registration Plan
IT	Information Technology
MCRB	Motor Carrier Review Board
MOU	Memorandum of Understanding
NCIC	National Crime Information Center
NCR	Non Conformance Report
NMVTIS	National Motor Vehicle Title Information System
NVRA	National Voter Registration Act
OL	Over Limit
PII	Personally Identifiable Information
RFP	Request for Proposal
SR-22	Driver/Vehicle Liability Insurance
SSA	Social Security Administration
UCR	Unified Carrier Registration
VIN	Vehicle Identification Number
VS	Vehicle Services



## **STRATEGIC FOCUS AND CORE COMPETENCIES**

### **1) Safety – BMV will put safety first in everything we do by enhancing internal programs and external partnerships.**

- a) Expand the Bureau’s traffic safety related projects and programs to educate and qualify road users to further highway safety.
  - (1) Implement a real-time interface with judicial system by 2019 to suspend, revoke or reinstate driving privileges and to reduce data entry error and redundancy.
  - (2) Develop programs/testing requirements in areas of driver concerns, including the medical, elderly driving, driver education, motorcycle rider education programs.
  - (3) Obtain new Overlimit permit routing system program to integrate with internal permit process, and have 90% of the routing done automatically by 2018.
  - (4) Upgrade UCR system by summer 2016.
  - (5) Update the MCRB process by summer 2016 to better provide evidence-based information on the effectiveness of traffic safety related actions to stakeholders – ongoing.
  - (6) Apply for CVISN grants as available to facilitate motor carrier safety projects – annually.
  - (7) Plan for and assess the safety implications of innovative modes of transportation such as alternative and automated vehicles – ongoing.
- b) Improve the quality, completeness, timeliness and uniformity of safety data.
  - (1) Use VIN decode to pre-populate registration data elements by 2017.
  - (2) Encourage/mandate municipal use of approved vendor systems by 2018.
  - (3) Purge old registration records and set expired records to “inactive” by June 2016.

### **2) Customer service – BMV will deliver efficient and accurate solutions and systems to meet the diverse needs of our customers.**

- a) Fully implement and use ACF Lobby Management program by December 2017, and use the product to assist in determining the following measures.
  - (1) Complete 95% of all core customer transactions within their optimal completion time.
  - (2) Realign/reassign processes and procedures that can be done with more efficiency in the branch offices.
  - (3) Establish branches in strategic locations and assess reduction in mobile unit sites.
- b) Enhance the administrative hearings reporting and scheduling functions within the DLS platform to meet the following measures.
  - (1) Schedule administrative license suspension hearings within 3 business days of request.

- (2) Conduct 80% of administrative license suspension hearings via video conferencing by January 2020 and issue hearing decision within 30 days of the close of evidence.
- (3) Achieve a 90% success rate in prosecuting court appeals – annual report.
- c) Access use of webinars and other software training tools for external and internal trainings.
  - (1) Gather requirements to determine the acquisition of a learning management software program by 2019.
  - (2) Conduct IRP/IFTA/UCR online trainings by 2021.
  - (3) Create online trainings for municipal agents by 2021.
- d) Convert some business processes to online services and assess current business processes for improvements to services.
  - (1) Conduct 75% of registration cancellations and registration address updates online by 2017.
  - (2) Provide online renewal of driver's education instructor's credentials by 2018.
  - (3) Implement mobile driver's licenses by 2021.
  - (4) Provide online transfer of SR 22/24/26 filings by 2021.
  - (5) Expand online renewal of licenses to include mechanism for submission of eye forms by 2019.
  - (6) Promote IFTA/IRP/UCR/OL online filing and accept electronic payment by 2018.
  - (7) Reestablish online address change for driver's licenses and ID cards by 2017.
  - (8) Reduce registration system update of manual towns' registrations from 19 days to 10 days by mid-2017.
  - (9) Convert all pin print and NCR forms to laser print forms by 2021.
- e) Streamline title issuance process to increase efficiency and effectiveness.
  - (1) Issue titles within 20 days of receipt of application to BMV by mid-2017.
  - (2) Automate NMVTIS checks by querying VIN similar to NCIC checks by December 2017.
  - (3) Develop (title) interface with dealers and municipalities (Integrated with E-reg systems) – start in 2017 and instituted by 2019.
  - (4) Transition Branches, Municipalities and Dealers to laser printable title forms by 2019.
- f) Streamline DL/ID issuance process to increase efficiency and effectiveness and reduce redundancy.
  - (1) Create an RFP to replace internal DLS software platform and award new contract to obtain a new modern CRM product by 2020.
  - (2) Create an interface with elections to streamline the motor voter registration process and attain compliance with NVRA of 1993 by January 2018.
  - (3) Implement E911 addressing standards in concurrence with online address change project by fall 2016.

**3) Workforce – BMV will recruit, retain, strengthen and support the professionalism and skill of our workforce.**

- a) Improve methods that foster collaborative and open communications among the workforce by completing 80% of knowledge transfer by December 2017.
- b) Modernize recruitment and selection processes to maximize the effectiveness of our workforce.
  - (1) Perform a comprehensive review of all job positions and specifications and ensure each is updated by 2017.
  - (2) Fill vacancies within 60 days after posting is closed.
  - (3) Work on marketing strategy with Maine colleges and university systems to promote state positions and recruit new graduates by 2018.
  - (4) HR personnel to participate in upcoming career fairs – ongoing.

**4) Security – BMV will continually strengthen the integrity, validity, security and protection of all data, assets, processes and products.**

- a) Promote and strengthen information security and privacy awareness to staff by ensuring 100% compliance with annual BMV information security policies.
- b) Maintain 100% compliance with various security plans (SSA, CJIS, IFTA, DPPA, etc.) to mitigate fraud and protect Personal Identifiable Information (PII) under BMV authority.
- c) Strengthen and enhance the processes used to release or exchange BMV Information by creating a plan that includes MOUs, periodic reviews, and audits; and to shut down access if out of compliance.
- d) Implement a disaster recovery plan– ongoing.
- e) Implement a business continuity plan- ongoing.
- f) Install new software programs or updates to current systems to strengthen data and security.
  - (1) Upgrade critical incident software by December 2016.
  - (2) Continue research of software programs that will assist in the reduction of fraud complaints by 75% by 2018.
  - (3) Continue deployment of document management across various business units and complete by 2021.
  - (4) Retire Rapid Renewal Access database by May 2016.

**5) Consumer Protection – BMV will strive to make consumers feel confident when patronizing motor vehicle-related businesses.**

- a) Enhance inspection, investigation and review processes by conducting ongoing dealer reviews.
- b) Develop new and improved trend analysis and enforcement tactics and obtain software package for such by 2017.

- c) Enhance case management and resolution processes by adding dealer information into the system by January 2017.
- d) Identify and integrate best practices that impact consumer protection as they relate to licensing, vehicle related services and enforcement practices – ongoing.
- e) Promote public awareness of rights, responsibilities and consumer protection services by participating in public speaking engagements - ongoing.

**6) Revenue collection and disbursement – BMV will continually increase operational efficiency, financial accountability and environmental sustainability.**

- a) Maximize revenues and efficiently manage expenditures.
  - (1) Work with partners to ensure timely submittals of Highway Fund revenue with a target of 90% or greater deposited within two weeks of collection.
  - (2) Ensure annual expenditures optimize the use of funds and do not exceed the approved budget.
  - (3) Understand theories of highway finance in light of changing technology and demographics by being aware of mileage-based fees; alternate and dual fuels; urbanization and our aging population.
  - (4) Explore the benefits of the excise tax reimbursement program with partners.
  - (5) HVUT enforcement – consider requiring proof at time of registration by 2017.
- b) Ensure all newly constructed facilities meet or exceed state efficiency building standards.
- c) Recycle 100% of recyclable goods and reduce forms and paper usage by 25% over next 5 years.
  - (1) Explore means of delivering electronic credentials securely.
  - (2) Reduce dependency on printed forms by using existing database options.
- d) Create or enhance audit tools to improve efficiency and effectiveness of internal controls.
  - (1) Enhance VS municipal pages to include audit functionality by fall 2016.
  - (2) Ensure adequate staffing, tools, and training to meet IRP and IFTA audit requirements by continuing to send at least two auditors per year to IRP/IFTA audit workshop.
  - (3) Continue to develop & implement an inventory system.

## **RECENT ACHIEVEMENTS AND CURRENT PROJECTS THAT SUPPORT BMV GOALS**

(2016 plan)

- Submitted Government Program Evaluation Report to the 127<sup>th</sup> Legislature.
- Standardized form numbers and formed a document repository
- As a part of a department initiative, the bureau redesigned its website using responsive, mobile-ready templates, which improves the customer experience from any device.
- Enhanced current online services and added new online services
- Implemented a new lobby management system and will continue to enhance the system
- Developed and implemented an employee mentoring program
- Developed a succession plan to improve employee longevity and ensure the bureau will have capable staff ready for promotional opportunities into senior management level positions
- Roof Replacement and repaving completed at the main office
- Video/conferencing software and equipment was purchased and installed at all branch locations and the main office
- Rulemaking complete for the Motor Carrier Review Board
- Dealer licensing merged with the Office of Investigations
- Marijuana working group submitted recommendations to the 127<sup>th</sup> Legislature
- Developed and implemented a case management database for Office of Investigations
- Continued progress with document management and scanning processes
- Developing an inventory management system
- Creating an RFP for a new digital driver license contract.
- Transitioning to laser printing of registration forms
- Completing rulemaking for Medical Functional Ability Profile (FAP)
- Maintain compliance with federal mandates involving driver licensing and vehicle titling.
- Continuing to modernize the exchange of data with state, federal and business partners