



Nebraska Department of Motor Vehicles Strategic Plan 2014 - 2019

Reflecting on the past...
Planning for the future.





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What We Do

The Nebraska Department of Motor Vehicles (DMV) is charged with the responsibility for the regulation, enforcement and education of motor vehicle operators and vehicle requirements. The DMV ensures that licensed Nebraska drivers meet the eligibility requirements for operating a motor vehicle and those vehicles are properly titled and registered. An additional purpose is to generate and collect revenues that support not only the services offered by DMV but also other government entities. The DMV is composed of an Administration Division that oversees six other divisions:

The **Driver and Vehicle Records Division (DVR)** is responsible for oversight of the statewide Vehicle Titling and Registration (VTR) System and associated online services. Over \$700,000,000 in fees and taxes were collected and distributed to over 1,200 local and state authorities during registration of over 2.3 million vehicles through VTR in 2013. The DVR is also responsible for administration of the title and registration issuance processes, and the State's license plate, handicap parking permit, vehicle record, and driver record programs. In addition, DVR houses a Fraud Unit that investigates identity theft and driver license, title, and odometer fraud.

The **Driver Licensing Services Division** ensures individuals meet Nebraska's licensing standards. There are 114 employees and 97 driver licensing offices located across the state. In 2013, approximately 634,000 applicants were processed in offices and another 100,000 applicants processed online. The Division is also responsible for certifying Commercial Drivers License (CDL) third party testers and examiners who administer CDL skills tests to commercial drivers. Lastly, the Division provides oversight of schools and instructors for adult and teen driver training, and the motorcycle safety program.

The **Motor Carrier Services Division** serves the trucking industry in Nebraska by regulating compliance with the International Registration Plan, the International Fuel Tax Agreement and the Unified Carrier Registration System. These programs collect and distribute fees and taxes between member States and Provinces. The Division serves over 4,000 Nebraska-based trucking companies that register over 100,000 vehicles. In 2013, the Division collected over \$92 million dollars - of which approximately \$39.5 million was retained by the State with the remaining \$52.5 million distributed to 58 participating jurisdictions.



What We Do

The **Legal Division** manages the legal work of the Department. This includes drafting state legislation and working with the legislative process, review of federal legislation, promulgation of agency rules and regulations, preparation and review of contracts and other legal documents, providing public warranty information received from auto manufacturers, review of 15-year license revocation reprieve applications for the Board of Pardons, conducting agency administrative hearings, management of the STOP program, certification of ignition interlock providers, and representation of the Department before the State Claims Board and other venues.

The **Financial Responsibility Division** identifies those individuals who do not drive safely and assists them in becoming safe drivers. This Division denies driving privileges through disqualification (CDL licenses), suspension or revocation of driver licenses to those who cannot or will not drive safely, and subsequently the reinstatement of the driver licenses. In

2013, the Division revoked /suspended the driver licenses of 60,064 individuals, reinstated 57,884 driver licenses, and recorded 164,978 traffic violation convictions to driving records. Division staff members responded to 92,941 phone inquiries.

The **Information Systems Division** is responsible for the development, implementation, maintenance and support of DMV related business applications. The Division provides technological tools, expertise and support needed to develop more efficient methods to serve our customers, employees, and the citizens of Nebraska. The focus of the DMV has been to provide customers with easy access to both services and data hosted by the DMV. DMV online services are provided through www.nebraska.gov.



Vision & Mission

Our Vision

Our vision is to have quality, accessible, secure services available for all Nebraska DMV customers.

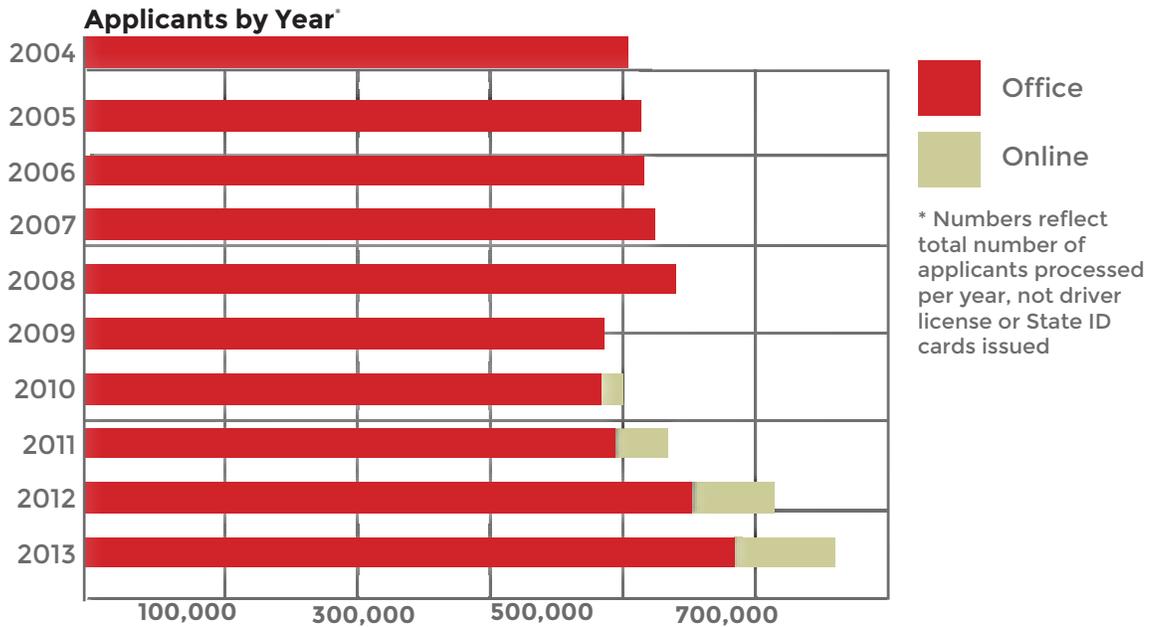
Our Mission

Exceptional employees deliver accurate, secure, and innovative services.

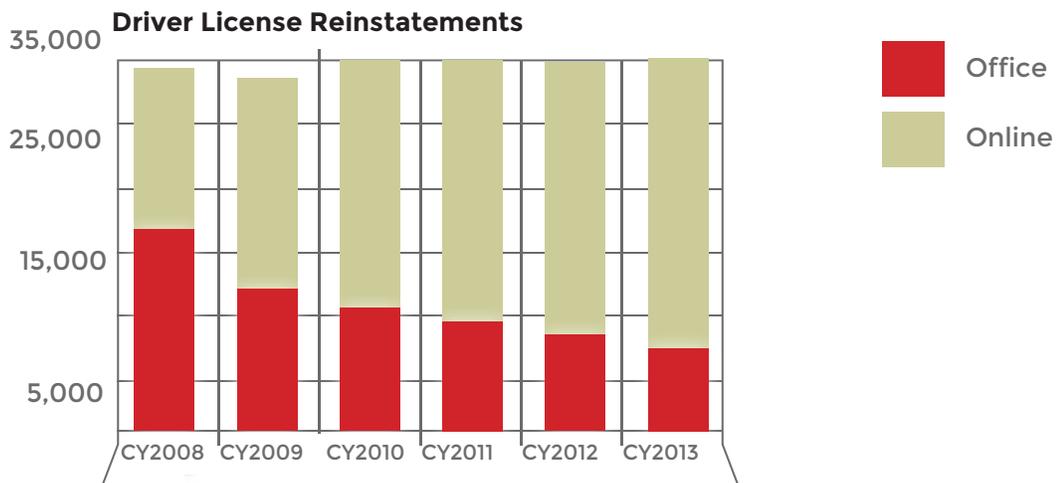


Trends & History

Although staffing and appropriations have remained static over time, the DMV has experienced increases in driver license applicants, vehicle registrations and revenue collections. For example, the total number of driver license applicants processed has increased, primarily because of new statutory requirements and shifting workload. To compensate for this, beginning in April 2010, Nebraskans have been able to obtain licenses and State ID cards through the online licensing system and have increasingly been using this option.



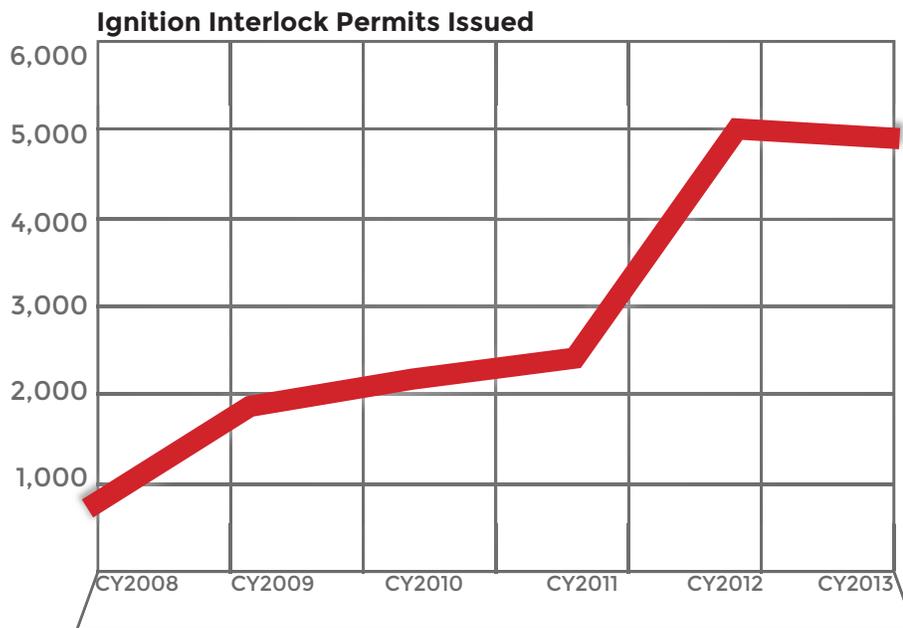
Nebraskans have also increasingly used online services for driver license reinstatements.



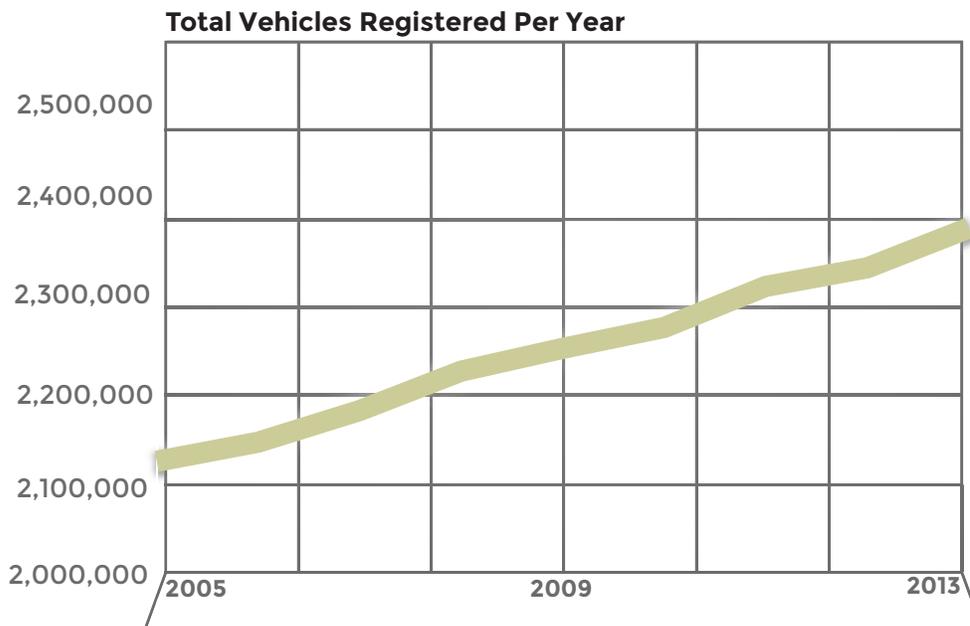


Trends & History

The Department has issued an increasing number of ignition interlock permits over the last six years.



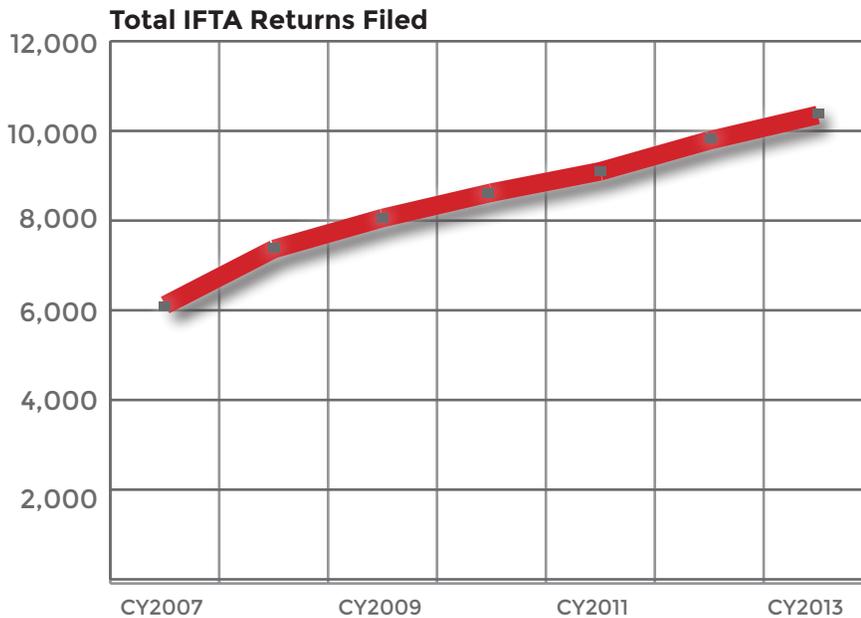
The number of vehicles registered in Nebraska has steadily increased over the last nine years.



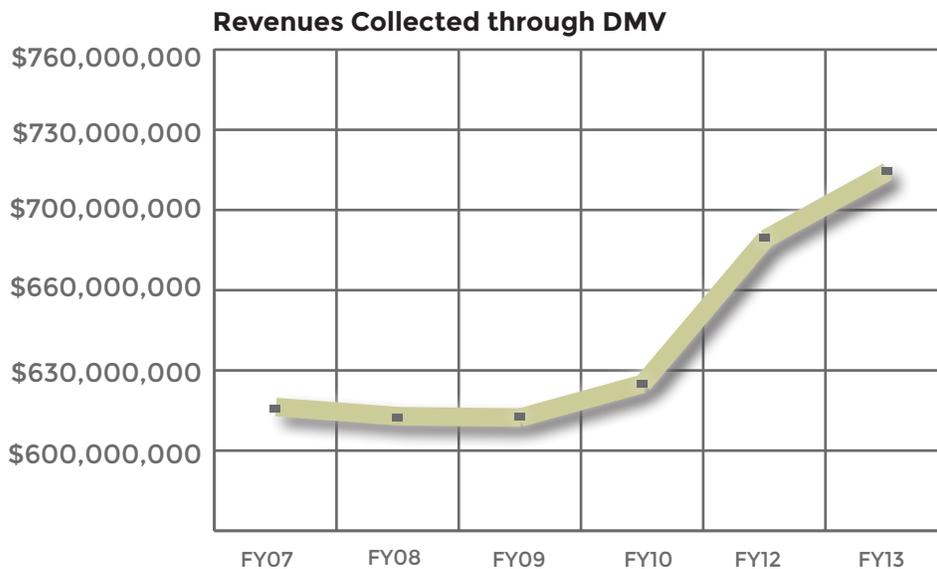


Trends & History

The number of International Fuel Tax Agreement (IFTA) web-filed returns has increased substantially over the last seven years.



The amount of revenue collected from all sources and redistributed to other entities has increased substantially over the last seven years.

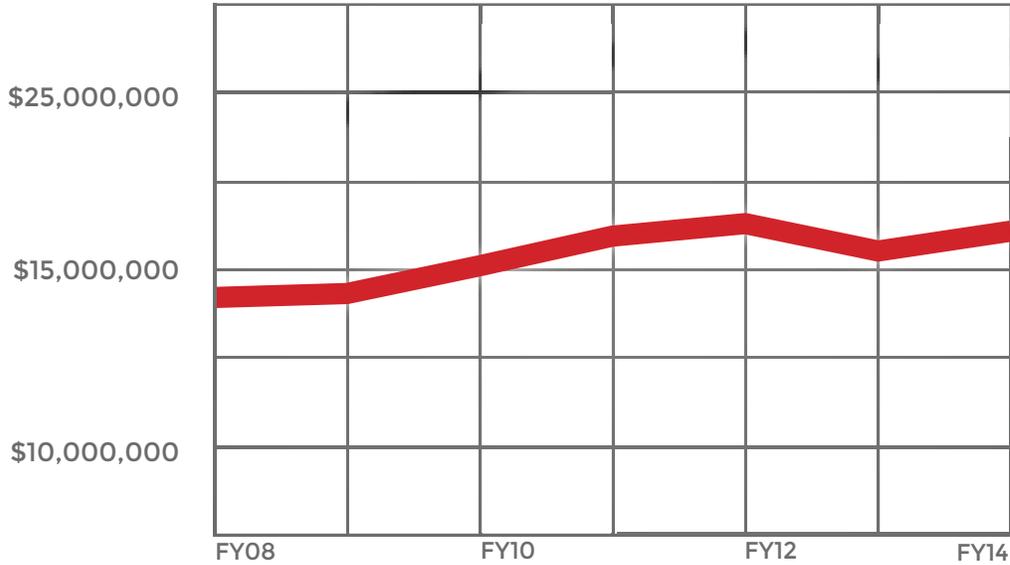




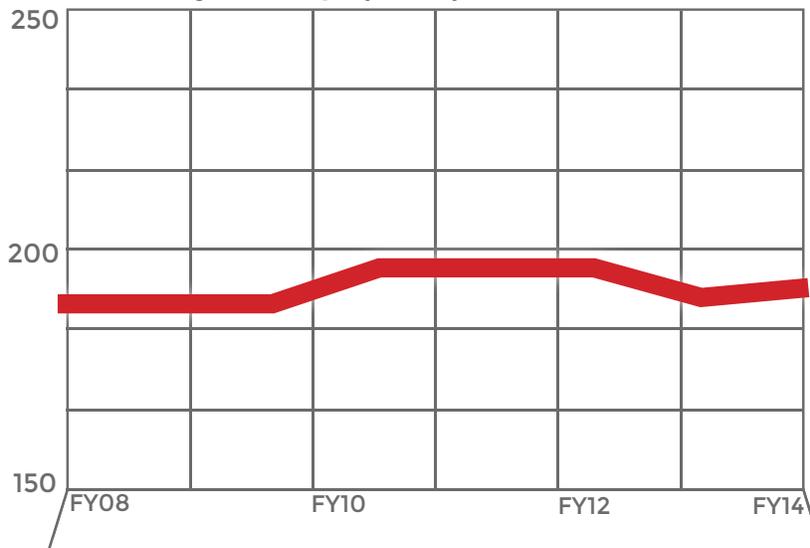
Trends & History

Increases in driver licensing services applicants, vehicle registrations, and monetary receipts occurred while operational expenditures and staffing have remained static.

DMV Operational Expenditures



DMV Budgeted Employees by Year





Where We Are Going

The Department of Motor Vehicles began a revision of its strategic plan in the Spring of 2014. A senior management team examined the changing environment and new challenges facing the Department. This team developed new vision and mission statements, goals, objectives, and strategies. Vision and mission statements were provided to all DMV employees for feedback and input through an online survey. This feedback was incorporated into plan revisions. The goals focus on three primary areas: enhancing a culture of customer service; ensuring the DMV workforce is trained, qualified, and appreciated; and continuing the upgrading of business and technology systems to meet the changing demands anticipated over the next five years.

Goals & Objectives

Goal 1: The DMV has cooperative and collaborative relationships with its customers.

- Objective 1.1: Customers receive accurate information.
- Objective 1.2: Customers receive prompt services.
- Objective 1.3: Services are accessible to customers.
- Objective 1.4: Services are easy to use.
- Objective 1.5: Relationships are professional.

Goal 2: The DMV workforce is proficient, professional, and valued.

- Objective 2.1: Employees are recognized for their work.
- Objective 2.2: The DMV effectively recruits and retains quality staff.
- Objective 2.3: Employees develop essential knowledge and skills.

Goal 3: DMV business processes promote customer-focused services.

- Objective 3.1: Business practices are efficient, understandable, secure and have integrity.
- Objective 3.2: Technology systems are efficient, understandable, secure and have integrity.



Where We Are Going

Strategies to achieve the goals and objectives fall into three categories: assessment, development, and training. The Department as a whole and the Divisions within the Department are using work plans that specify action steps, timelines, deliverables, and persons responsible to implement these strategies and achieve the goals and objectives.

Strategies

Assessment Strategies:

1. Analyze job classification and job descriptions
2. Analyze workloads
3. Analyze compensation
4. Analyze work environment and work schedules
5. Assess divisional operations including workflows, resources, and statutory requirements
6. Assess floor plan and usage of space for efficiencies and comfort
7. Assess the extent operations reflect equal access to services
8. Evaluate business processes for functionality

Development Strategies:

1. Develop stable funding sources for technology
2. Update and continue modernization of business practices and systems
3. Develop public information strategies to enhance DMV's interaction with customers
4. Increase employee involvement in agency projects and process development
5. Enhance the employee recognition program
6. Enhance the recruiting plan to increase effectiveness
7. Develop an employee retention plan
8. Create and encourage succession and replacement planning



Where We Are Going

9. Update manuals and reference materials
10. Acknowledge and celebrate accomplishments of agency milestones
11. Review and revise agency policies and procedures
12. Create a plan for more effective internal and external communication
13. Create a technology review plan

Training Strategies:

1. Standardize and conduct training for new employees and on-going training for current employees
2. Allow time for employees to receive necessary training
3. Maintain up-to-date training curriculum
4. Provide up-to-date training manuals
5. Utilize and encourage mentoring opportunities for employees' professional growth
6. Provide additional training and guidance on disaster recovery
7. Provide additional training and guidance on systems security



Strategic Plan

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Planning for the future.

