2014 MOTOR VEHICLE ADMINISTRATION ANNUAL REPORT

Maryland Department of Transportation

MVA Motor Vehicle Administration

FOCUS ON THE FUTURE.

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ADMINISTRATOR'S MESSAGE

This fiscal year, the MVA accepted the challenge of reducing wait times at branch offices in spite of an increase in the number of transactions. Annually, the MVA processes more than 12 million transactions. Last year, online transactions increased by more than 345,000, significantly contributing to the reduction in wait times in the branch offices and allowing more Marylanders to complete their MVA transactions anywhere, at any time with the use of technology. .

Technology has provided an alternative way to improve customer service for our customers. Over the past year, we have made several enhancements to business processes to improve customer service. One of the key initiatives to reduce wait times was the renewal of eligible driver's licenses for those under the age of 40. This new service is offered through the web, mail or MVA kiosk. Online appointments to take the driver skills test, vehicle registration renewals, personalized license plates, and changes of address via secure transactions topped the list of other well used online services.

The MVA also redesigned its website to make services even more accessible. We expect our employees to provide superior customer service, and through a smart phone or computer, the MVA has become a national leader in expanding the number of services accessible to our customers online. By offering so many products at the click of a mouse, a visit to an MVA branch office can be eliminated. This year's "Anywhere, Anytime, MVA Online" campaign increased awareness about the availability of the MVA's online services through radio, TV, web banners, digital advertisement, and social media.

Our embrace of technology to enhance customer service resulted in MVA being honored this year with awards for innovation and for public affairs. The MVA received the Innovation of the Year Award from the StateScoop 50 for the MVA's Online Vision Certification Service. The StateScoop awards the best and brightest that make state government more efficient and effective. The MVA's Online Vision Certification Service allows vision screening results to be electronically submitted to the MVA. In addition, the MVA's Driving Test Video won a Public Affairs and Consumer Education Award (PACE) from the American Association of Motor Vehicle Administrators. The video is an important way to give prospective drivers tips on how to prepare for their driver's licensing test.

As technology continues to change every aspect of our lives, our goal is to find new ways to use technology to enhance customer service and continue to provide exemplary driver and vehicle services that promote Maryland's safe mobility while enhancing the product security and protecting personal data. We will meet future challenges by being an innovative, customer oriented and technology-driven agency. I am proud of the great strides our employees have made over the last year. It is with great pleasure that I present the 2014 annual report.

Milton Chaffee

Milton Chaffee, Maryland Motor Vehicle Administrator

THE ROLE OF MARYLAND'S MVA

The Maryland Motor Vehicle Administration (MVA) is the gateway to Maryland's transportation infrastructure.

The MVA is a key department within the Maryland Department of Transportation (MDOT). The MVA facilitates the safe travel of cars and trucks on Maryland's highways. We assist Maryland residents travel by airplane through the issuance of Federally compliant driver's licenses and identification cards.

The Maryland Transit Administration, along with many private businesses, relies on the MVA issued commercial driver's licenses for their professional drivers.

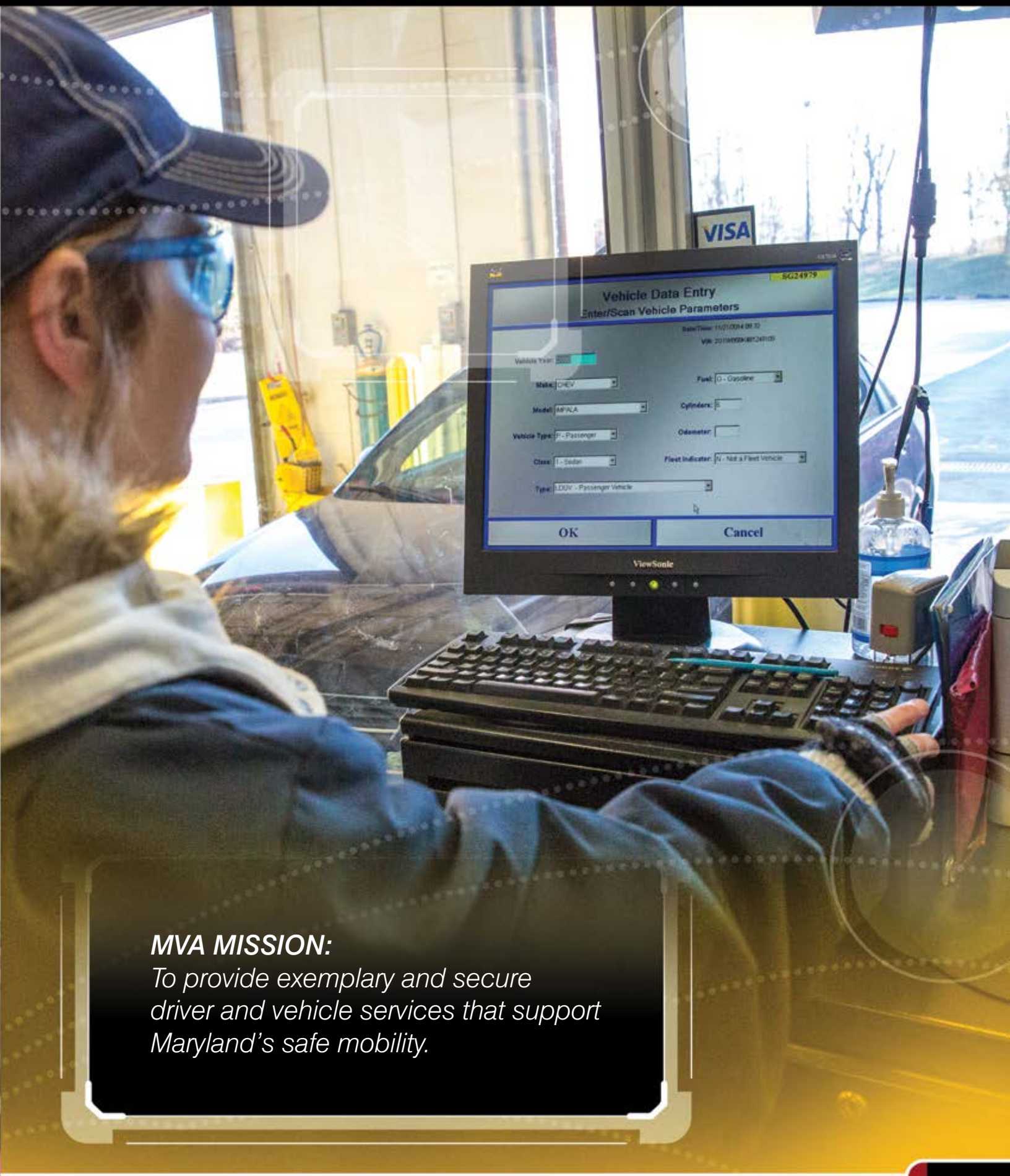
Functions of the MVA include:

- Licensing Drivers
- Registering and Titling Vehicles
- Managing Vehicle Emissions Inspection Program (VEIP)
- School Bus Inspection Programs
- Automobile Insurance Compliance
- Driver Education and Motorcycle Safety Programs
- Maryland Highway Safety Office
- Motor Voter and Organ Donation Registration
- Issuing Permits to Commercial Truckers
- Regulating Business/Professional Licenses

The MVA also funds more than 35% of Maryland's Transportation Trust Fund. In FY14, the MVA collected $1.6 billion, of which $1.4 billion was used to improve Maryland's diverse transportation system.

The MVA is poised to move forward into the future, recognizing that the future will look very different as we begin to increase the use and reliance on technology. The MVA is dedicated to meeting the needs of our customers, which includes being able to provide efficient services with driver, vehicle, and highway safety.

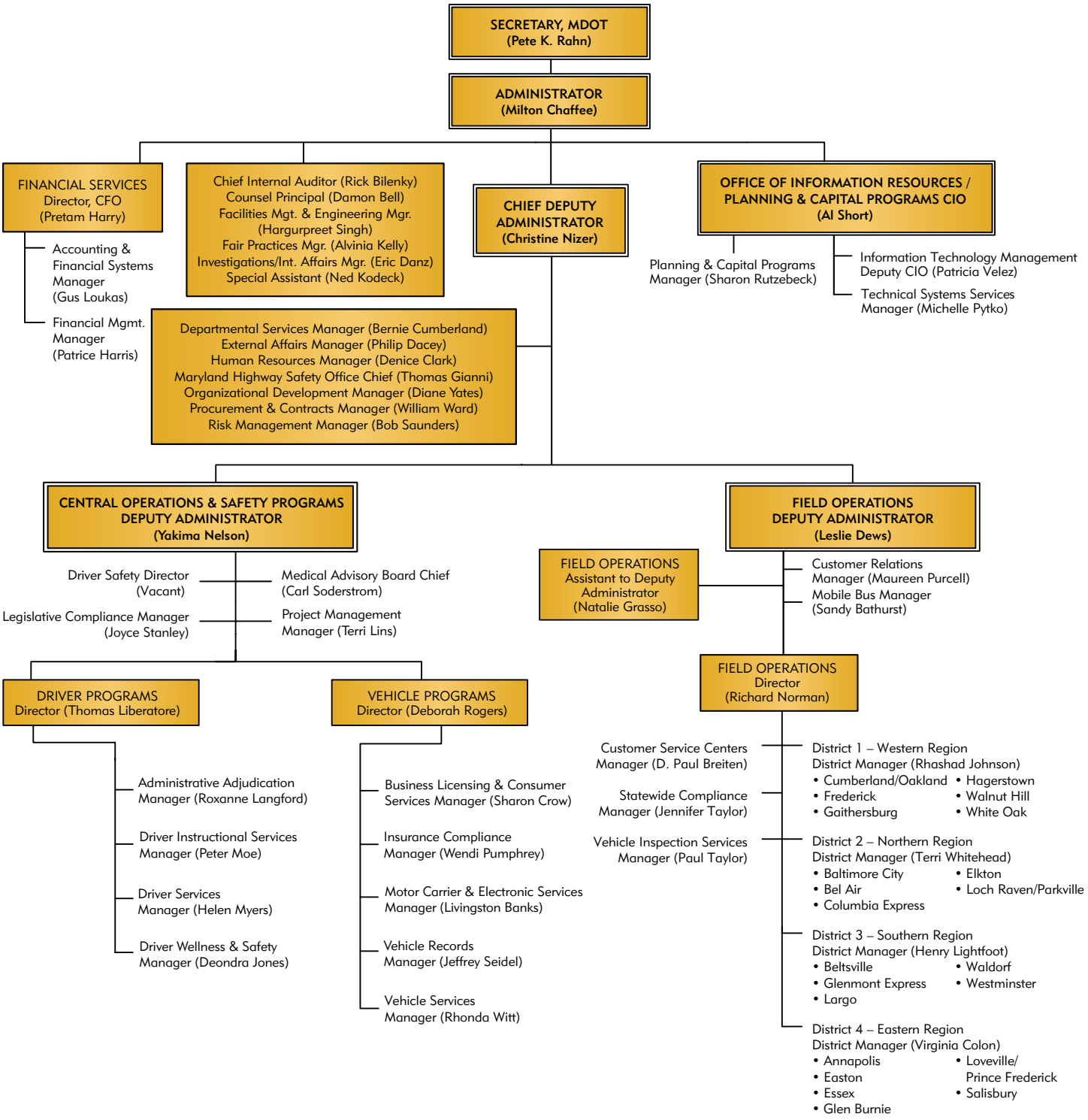
Communication methods are dramatically changing. We are already seeing this trend with the popularity of mobile devices and social networking. Eventually these devices will become the primary source of all forms of communication. Adapting to change and being proactive will enable MVA to continue providing high quality service to its customers.



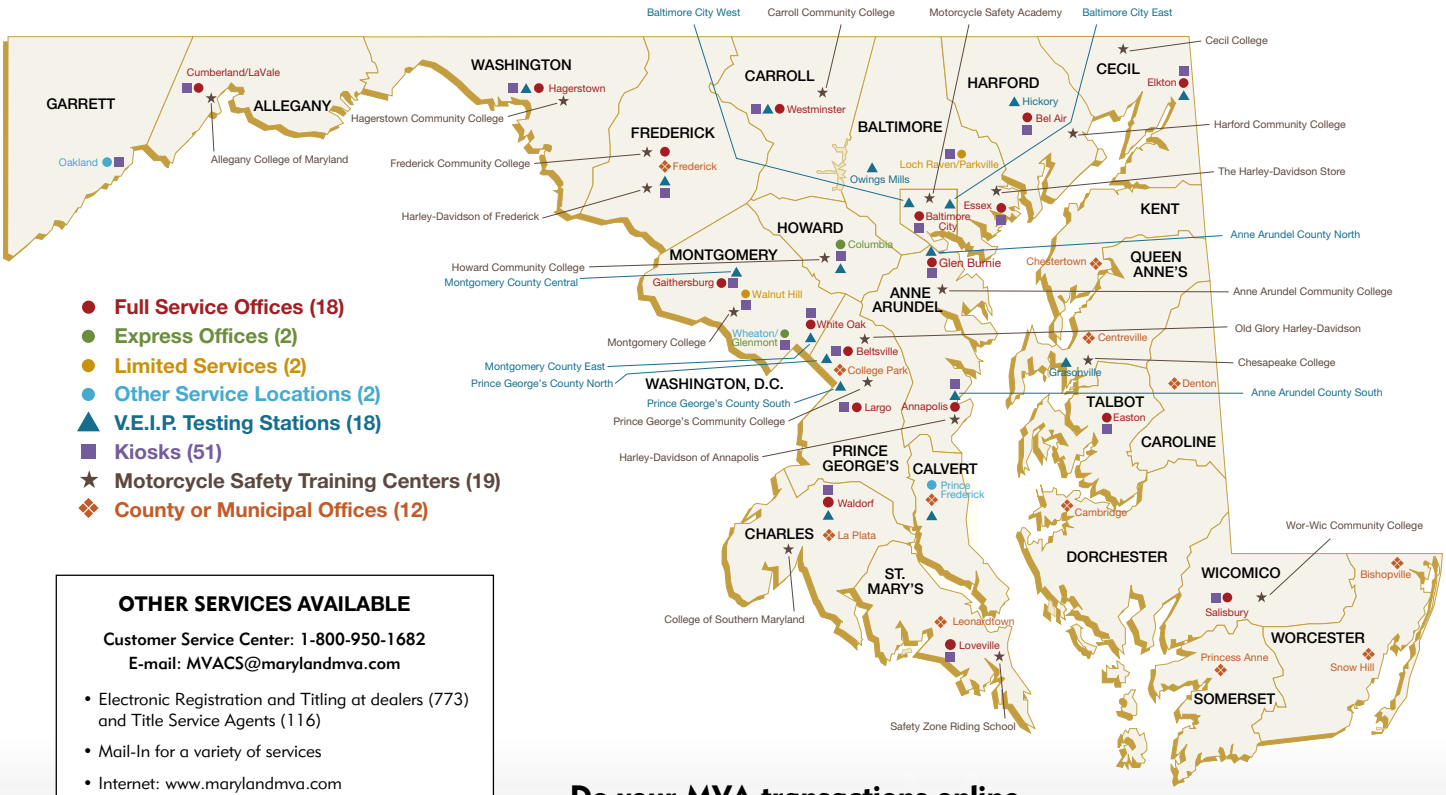
MVA MISSION:

To provide exemplary and secure driver and vehicle services that support Maryland's safe mobility.

ORGANIZATIONAL CHART



SERVICE DELIVERY MAP



- Full Service Offices (18)
- Express Offices (2)
- Limited Services (2)
- Other Service Locations (2)
- V.E.I.P. Testing Stations (18)
- Kiosks (51)
- Motorcycle Safety Training Centers (19)
- County or Municipal Offices (12)

OTHER SERVICES AVAILABLE

Customer Service Center: 1-800-950-1682
E-mail: MVACS@marylandmva.com

- Electronic Registration and Titling at dealers (773) and Title Service Agents (116)
- Mail-In for a variety of services
- Internet: www.marylandmva.com
- Interactive Voice Response: 1-800-950-1682
- TTY: 1-800-492-4575

Do your MVA transactions online – it's fast, easy, secure.

NOTE: Columbia will be transitioning to a Limited Service in FY15

The MVA touches the lives of nearly every resident in Maryland.

ACCOMPLISHMENTS

Technology allows the MVA to bring the residents of Maryland a faster, more efficient way to do business with the agency. "Anywhere, Anytime, MVA Online" is the business model that encourages customers to perform MVA transactions via the Internet, eliminating the need to visit the MVA.

IMPROVING CUSTOMER SERVICE

The MVA has worked to modernize its systems while improving customer service wait times and adding services so customers can interact with the MVA conveniently on their own time through the use of online, phone, mail, or kiosk service. Some key improvements include:

- Adding appointments for knowledge test re-tests and voluntary appointments for individuals applying for a new DL/ID, which allows customers to schedule at their own convenience;
- Notifying customers through email on driver's license and ID card renewals, vehicle registration renewals, vehicle emission inspections, certain driver's license suspensions and vehicle insurance compliance issues (2 million email addresses collected, resulting in reduced mailing notices, saving the MVA a significant amount in postage costs);
- Implementing a process to allow private vision providers to electronically transmit vision exam results to the MVA, which enables customers to complete their driver's license renewal online; and
- Coordinating with the Office of Veterans Affairs to support the implementation of a Veterans Indicator to DL/ID products for those residents who served in the armed forces.

INTERNAL PROCESS EFFICIENCIES

Over the last several years, the MVA has implemented a number of internal processes that resulted in efficiencies, which have had a positive impact on the customer experience. Some key efficiencies include:

- Implementing the first automated system in the country to monitor drivers who are required to participate in the ignition interlock program, thus reducing a manual paper process resulting in a safer and more accountable system;
- Automating the hearing process with the Office of Administrative Hearings, which eliminated paper case files and allows hearing officers to electronically record their decision real-time and immediately update the driving record based on these results; and
- Automating the process for collecting results and information for driver education and driver improvement completion, eliminating the need for schools to complete the paper certificate and having customers bring it to the MVA.

Technology provides Maryland citizens with a more efficient way to do business with MVA.

ACCOMPLISHMENTS

Over the past years the MVA has rolled out online services to assist our customers with information and tools to better serve them at the MVA. The latest of these accomplishments was the Online Document Guide, which offers the customers a checklist of items needed to complete their transactions if they need to come into a branch for services. Information is also available on how to complete transactions online, as well.

INTERNET STATS FY14

Website hits – 10,348,943
Manual downloads (English and Spanish) – 295,887
Online Law Test Tutorials – 1,134,724
MVA App downloads – 233,777

The proof is in the numbers and evident in the results of our Customer Satisfaction Surveys. MVA is meeting the needs of its customers by taking measures to reduce wait times, and making changes to modernize systems and procedures.

MVA will meet the challenges that lie ahead, with better and faster methods of conducting business with customers, today, tomorrow, and far into the future.

Some of the Awards MVA received in FY14:

- ***MVA Maryland Driver Practice Test Mobile App*** *won the 2014 Visual Excellence in Multimedia Arts (VEMA) Award for excellence of the visual arts and digital communications media and to strengthen its collective artistic community.*
- ***Maryland Vision Certification Service*** *won the StateScoop State Innovation of the Year Award.*
- ***MVA's Driving Test Video*** *has won the 2014 Public Affairs and Consumer Education Award from AAMVA.*

ACCOMPLISHMENTS

INVESTIGATIONS

During FY14, the Investigation Division processed 6,626 cases pertaining to possible violations of licensing, titling and dealer laws, regulations, etc. The newly established "Alternative Services Unit" increased its "in person audits" of licensed Tag & Title services to ensure that they are adhering to business practices established by the Administration. This Pro-Active Enforcement Unit conducted 327 random business inspections this year and as a result 7 Tag & Title services were closed and others were counseled on proper business practices.

During FY14, the Investigation Division received a $25,000 grant from the Maryland Vehicle Theft Prevention Council. Through this grant they conducted numerous joint operations throughout the state with law enforcement targeting uninsured vehicles. A total of 348 tags were removed from vehicles netting $331,083 in accrued fines. This grant funding also provided support in the identification of fraudulent out-of-state titles that were examined by an expert from within the division.

The Division continued to partner with law enforcement this year enforcing the state's disability placard/plate holder parking laws. In this effort MVA investigators are an essential component in the enforcement of improper use of disability placards/plates. Realizing the importance of these efforts, the Baltimore Ravens continued to fund overtime operations in which Division investigators addressed disability placard violations prior to the Ravens games.

FY14 was a productive year for Investigations with 7,039 cases investigated and closed. During FY14, the Legislature passed a new law that expanded the investigators' ability to issue citations with regard to the licensing of businesses and occupations. This provided the Investigations Unit more authority and flexibility when enforcing MVA regulations.

Investigations - FY14 Activity

	Cases Created	Cases Closed
Special Operations	830	834
Alternative Services	327	275
Business Investigations	1,081	1,126
General Investigations	1,651	2,119
Homeland Security	1806	1,754
Administrative	931	931
Total Cases	6,626	7,039
Warnings Issued	139	
Citations Issued	411	
Subpoenas Processed	5,341	
Administrative Processes	2,449	
Customers Served	48,580	

ACCOMPLISHMENTS

MVA WAIT TIME REDUCTION PLAN

In August 2013, the MVA developed a plan to reduce the customer wait time at each branch to 25 minutes or less. Our previous goal was to have an average wait time of 40 minutes and with these new initiatives we have surpassed that goal. The major components of the plan included: adding additional customer agents, shifting vehicle service workstations at several branches to driver's license workstations, and moving transactions currently done in the branch to Alternative Service Delivery (ASD), which includes using the mail, web, and kiosks. One of the most effective means to decrease wait time is to keep customers from walking into the branch to conduct transactions.

MVA hired 76 additional customer agents to support branch operations. In addition, during a four-month period, the MVA was able to convert 26 vehicle service counters to driver's license counters within seven branch offices.

The MVA has turned to ASD methods as a way to maintain or decrease customer wait times. The MVA forecasts that in FY15 more transactions will be done through ASD than in its branch offices. The number of driver's license transactions done through ASD is expected to more than double. MVA has established a modernization plan for the future of Maryland Motorists, which will continue to evolve with the use of new processes, technologies, and delivery methods.

- In May 2014, more than half of the Under 40 DL Renewals (52.5%) are now renewing online, which is a positive result of MVA's new online renewal procedure put in place on April 1, 2014.
- As of June, 2014, the number of Vision Providers Enrolled - 624 (24% of Total Vision Providers). Number of Vision Tests Recorded - 13,875. Enrolled Vision Providers can submit customer vision test results to allow DL Renewals online for customers 40 and over.
- In FY14, 58% of vehicle registration renewals that were emailed were completed online prior to mailing a paper renewal to the customer.

ACCOMPLISHMENTS

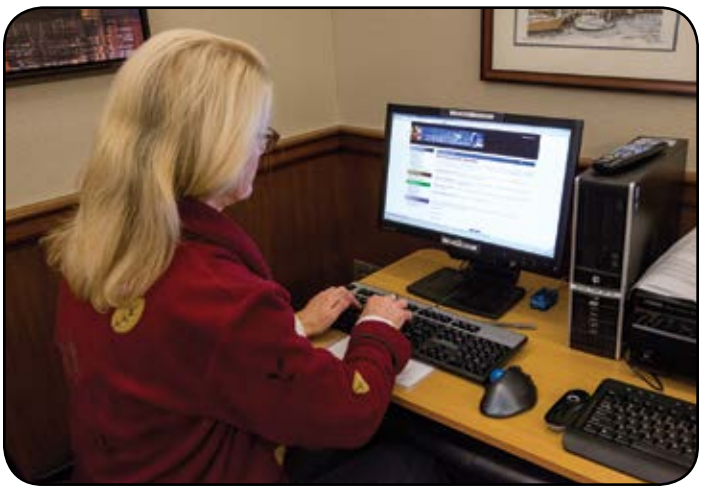
MVA PROJECT CORE

Project Core, is an enterprise-wide IT project with an emphasis on modernizing MVA's IT infrastructure, replacing legacy systems and enhancing MVA's ability to provide customers and the agency with a 360° view of their services and products. Project Core will serve as the base architecture for replacing the existing Titling and Registration System (TARIS) and other MVA legacy systems, which are well over 40 years old.

This new system will provide full customer account management and will allow customers to see all information related to their MVA transaction. This is similar to the banking industry where you can see your numerous accounts such as checking, savings, mortgage and credit cards. MVA has selected a consultant to assist the MVA in preparing the next phase RFP for the system construction.

FY14 accomplishments include the awarding of the Project Core Project Planning Request (PPR) Request for Proposal (RFP), the operational deployment of governing boards (Program Management Office (PMO), Functional Governance, Enterprise Architecture, and Quality Management) to assist the MVA in managing the life cycle of the project and provide the organizational infrastructure required for success.

One of the fundamental goals of Project Core is to create enhanced operational efficiencies to benefit MVA customers and our employees. To that end, the Project Core support team mapped MVA organizational business processes and identified more than 150 potential system enhancements, which will be used to form requirements for the implementation RFPs. In addition, the Project Core team issued a Request for Information (RFI) to the motor vehicle industry and received responses from industry leaders that will be referenced to further develop requirements within the implementation RFP.



Project Core, a multi-year Major IT Development Project (MITDP), is near to closing out the Department of Information Technology (DoIT) PPR phase and preparing for the DoIT Project Implementation Request (PIR). In FY15, the MVA plans on obtaining final approval for the RFP to be published.

This initiative has been a significant and well-orchestrated project involving all facets of the MVA. Support team members continue to rise to the challenge of effectively conducting normal business operations while having a significant portion of their work week dedicated to developing MVA's future technology platform. Together, we are developing a comprehensive technical solution that meets the needs of MVA customers today and well into the future.

ACCOMPLISHMENTS

MARYLAND HIGHWAY SAFETY OFFICE FISCAL YEAR 2014 ACCOMPLISHMENTS

The number of traffic fatalities on Maryland roadways is currently the lowest recorded number of fatalities in more than five decades. In CY 2014, there were a reported 443 deaths which is lower than the previous year, CY2013, where there were 466 lives lost on Maryland highways. These numbers reflect the lowest since 1961 when there were 461 deaths reported. The 2014 and 2013 figures mark a decrease from the 2012 figure of 511.

After four years of development, the Maryland State Police (MSP) deployed the new Automated Crash Reporting System (ACRS) in FY 2014. This was a major transition from the outdated paper-based vehicle crash data collection system called Maryland Automated Accident Reporting System (MAARS) which was previously used by all Maryland law enforcement agencies. The successful launch of this new system will improve the timeliness and quality of critical crash data.

IMPAIRED DRIVING

The Maryland Highway Safety Office (MHSO) and the Maryland State Police (MSP) launched the State Police Impaired Driving Effort, or SPIDRE, in July of 2013. The seven troopers that make up the statewide DUI-focused patrol team were assembled to help reduce impaired driving crashes throughout the state. Over the course of the first year of existence, the SPIDRE team and its partners in county enforcement made more than 1,050 impaired driving arrests.

DISTRACTED DRIVING

In FY 2014, legislation was passed which further strengthened Maryland's existing cell phone laws. Also known as "Jake's Law," the new legislation allows for enhanced penalties for drivers who cause a serious or a fatal crash by using a handheld cell phone while driving, including up to three years in jail and fines of up to $5,000.

SEATBELTS

The seat belt use rate in Maryland increased from 90.7 percent in 2013 to 92 percent in 2014, according to an annual seat belt use study. The 2014 survey data was collected during the first week of June, and included occupants traveling in passenger cars, vans, sport utility vehicles (SUV), and pick-up trucks on primary, secondary, and local roads. 170 seat belt observation sites were surveyed as a part of Maryland's annual seat belt use study.

To highlight the lifesaving benefits of properly using a seat belt, the MVA partnered with the Anne Arundel County Police Department and Maryland Transportation Authority Police in a rollover crash demonstration using a pickup truck. The May 2014

event served as Maryland's major emphasis on the 2014 Click It or Ticket campaign. Maryland law now requires driver and front seat passengers to wear a seat belt. All passengers in the rear seats must also wear a seat belt – or be restrained by a child safety seat if under the age of eight years, regardless of where seated in a vehicle.

AGGRESSIVE DRIVING

The Smooth Operator Program is a public safety initiative providing solutions to the problem of aggressive driving. For many years the Maryland Highway Safety Office has participated in the regional Smooth Operator Program. A consortium of law enforcement agencies, trauma experts, government officials and other professionals direct the public safety initiative. They partner through the Smooth Operator Program to stop and ticket aggressive drivers, and educate motorists on risks involved with aggressive driving and stigmatize aggressive driving behavior on our roads.

Smooth Operator uses a multi-pronged 4 E's approach:

1. **Enforcement** – Stepped-up patrols and police activity;
2. **Education** – Public education, relations and awareness campaigns;
3. **Evaluation** – Constant research and evaluation of campaign activities; and
4. **Engineering** – Physical transportation and roadway solutions.

PEDESTRIAN SAFETY

Several pedestrian campaigns were launched including Street Smart in the Baltimore metropolitan region, through a grant to the Baltimore Metropolitan Council.

Maryland's Walk Smart Campaign in Ocean City included a June 2014 press conference that involved law enforcement, transportation, and local officials from Maryland and Delaware. Delaware adopted Maryland's campaign along the Delaware Beach area, thereby expanding the reach of the Maryland program that started in 2013.

In addition to organizing and hosting numerous press and media events throughout FY 2014 to highlight traffic safety issues across the State of Maryland, MHSO hosted the 2014 Highway Safety Summit in Linthicum. Approximately 300 people attended the event, including professionals from the four "Es" of highway safety (Engineering, Enforcement, Education, & Emergency Medical Services). Presentations were delivered by a variety of locally and nationally recognized speakers with topics relevant to the Strategic Highway Safety Plan's Emphasis Area Teams, including Aggressive Driving, Distracted Driving, Highway Infrastructure, Impaired Driving, Occupant Protection, and Pedestrian Safety.

FINANCIAL REPORTS

REVENUES

In FY14, MVA collected its highest revenue of $1.6 billion.

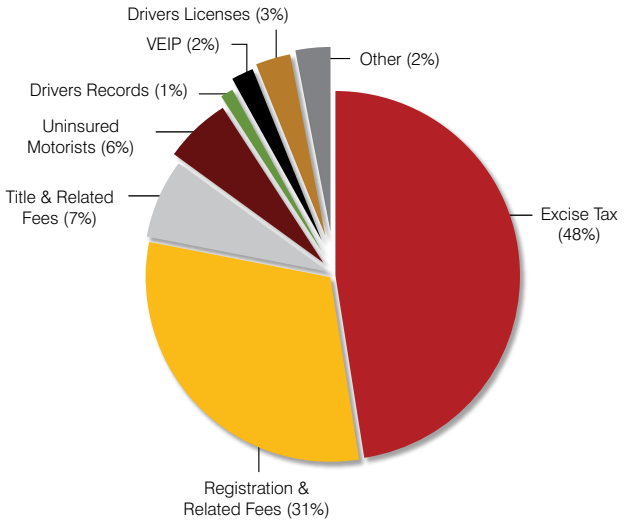
The increase in revenue was driven by a significant rise in vehicle sales, which resulted in a more than $56 million or an 8% increase in excise tax revenues. Also, as a result of implementing the eight-year driver's license program, driver's license revenues increased over 9% ($5 million) to $51 million. In addition, the Medical Systems Surcharge increased by 32% raising the total Registration & Related Fees by $17 million in FY14.

The graph to the right displays the major components of MVA revenues for FY14. The pie chart demonstrates the comparison by type of FY14 revenues.

Net Gross Revenues

Revenue Source	FY13 Revenue	FY14 Revenue
Excise Tax	$685,992,645	$741,865,405
Registration & Related Fees	$460,244,797	$483,664,194
Title & Related Fees	$103,084,625	$104,726,030
Uninsured Motorists	$85,308,319	$84,573,535
Drivers Records	$19,860,772	$20,009,464
VEIP	$31,649,077	$32,822,464
Drivers Licenses	$47,157,471	$51,244,866
Other	$37,010,468	$36,258,061
Total	**$1,470,308,173**	**$1,555,163,747**

Net Gross Revenue – $1.6 Billion



FINANCIAL REPORTS

EXPENDITURES

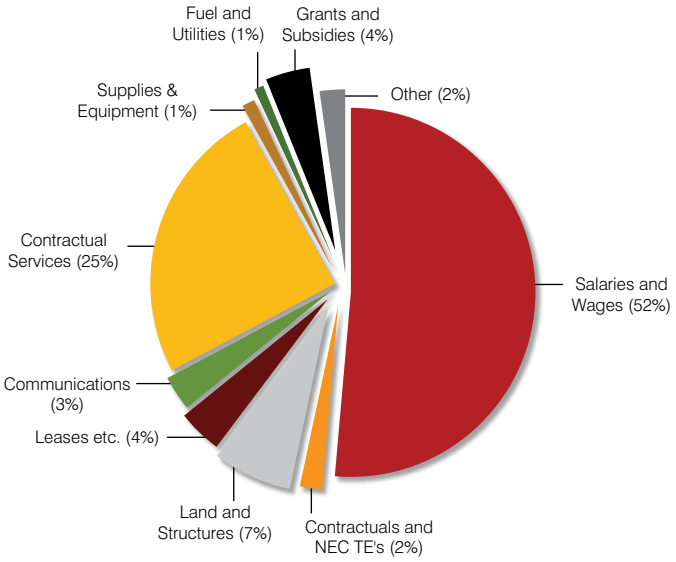
In FY14, the MVA managed a balanced budget. This is a result of careful monitoring of revenue and expenditures. The largest expenditures were salaries and wages.

The expenditure increase of $22.5 million over last year is attributed to more capital investments which include a $9 million increase in Information Technology maintenance cost, $3 million increase in Maryland Highway Safety Office grants, and $7 million in other operating cost.

Internal Expenditures

Category	FY13 Expenditure	FY14 Expenditure
Salaries and Wages	$103,661,096	$104,752,593
Contractuals and NEC TE's	$4,723,474	$5,008,069
Land and Structures	$5,685,772	$14,727,194
Leases etc.	$6,545,036	$8,005,894
Communications	$5,607,380	$6,308,388
Contractual Services	$42,951,125	$50,521,031
Supplies & Equipment	$1,166,191	$1,156,279
Fuel and Utilities	$2,123,972	$2,918,367
Grants and Subsidies	$4,888,281	$8,009,820
Other	$5,730,249	$4,194,303
Total	**$183,082,576**	**$205,601,938**
Budget	$201,969,705	$225,240,220
% of Budget	90.6%	91.3%

Expenditures – $205.5 Million



FINANCIAL REPORTS

EXTERNAL DISBURSEMENTS

The MVA is required to finance its operational costs in the collection of fees through a cost recovery formula established in statute.

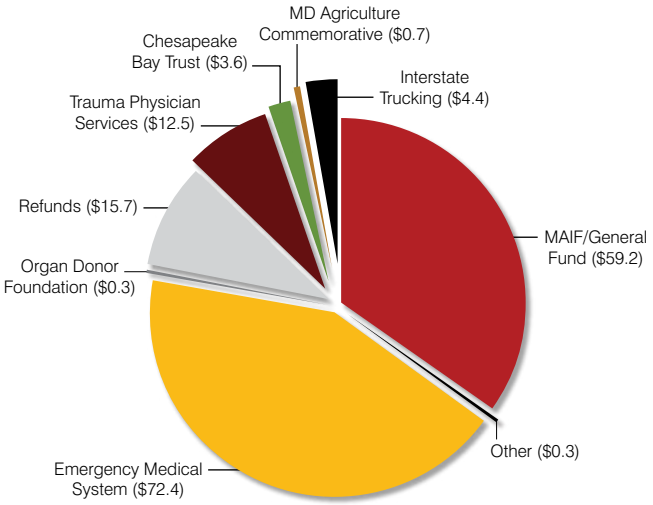
Through these fees, the residents of Maryland contribute to programs that provide vital services for the safety and security of Maryland residents. In addition, Maryland residents aid the environment by supporting the Chesapeake Bay Plates and the Maryland Agriculture Plates. The below chart indicates fund distribution.

Disbursement of Funds - External

Fund	FY13 Amount	FY14 Amount
MAIF/General Fund	$59,726,746	$59,201,476
Emergency Medical System	$55,106,144	$72,429,751
Refunds	$14,833,384	$15,705,478
Trauma Physician Services	$12,147,137	$12,500,374
Interstate Trucking	$4,318,156	$4,407,408
Chesapeake Bay Trust	$3,635,204	$3,646,076
MD Agriculture Commemorative	$705,050	$748,270
Organ Donor Foundation	$309,784	$319,485
Other	$164,098	$258,090
Total	**$150,945,703**	**$169,216,407**

External Disbursement of Funds – $169 Million

Remainder to the Transportation Trust Fund – $1.4 Billion



FINANCIAL REPORTS

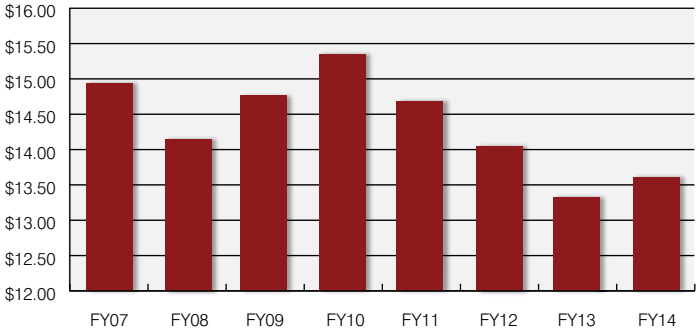
COST OF SERVICE

The MVA analyzed the cost required to operate and maintain the agency throughout the entire fiscal year, as well as the total number of core service transactions performed. The categories of core services were defined as Driver Licensing, Vehicle Services (Titling & Registration), Vehicle Emissions Inspections Program (VEIP), and Insurance Compliance. The cost was distributed among the number of transactions to arrive at an average cost to perform each transaction. The MVA's average cost to perform a service transaction during FY14 was $13.62.

Overall, the average cost to provide services and process (core) transactions was very similar to FY13, which was determined to be $13.63 after adjusting the cost for inflation. Therefore, MVA processed an additional 500,000 transactions during FY14 at a cost that is consistent with recent experience.

	Total Transactions	Cost per Transaction ($)	Total Transactions (in mils)
FY07	12,542,138	$14.94	12.5
FY08	12,388,104	$14.14	12.4
FY09	12,141,096	$14.76	12.1
FY10	11,043,967	$15.35	11.0
FY11	11,880,378	$14.68	11.9
FY12	11,995,093	$14.04	12.0
FY13	12,216,731	$13.32	12.2
FY14	12,748,021	$13.61	12.7

Total Cost Per Transaction

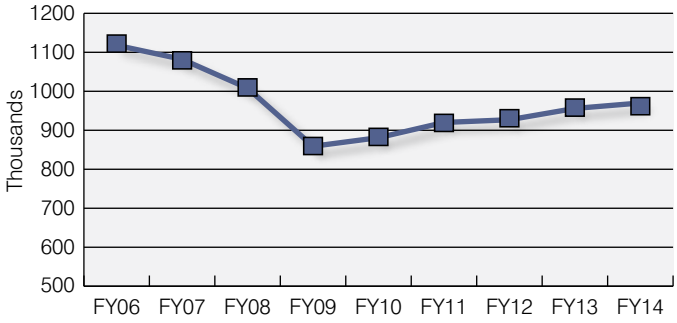


FINANCIAL REPORTS

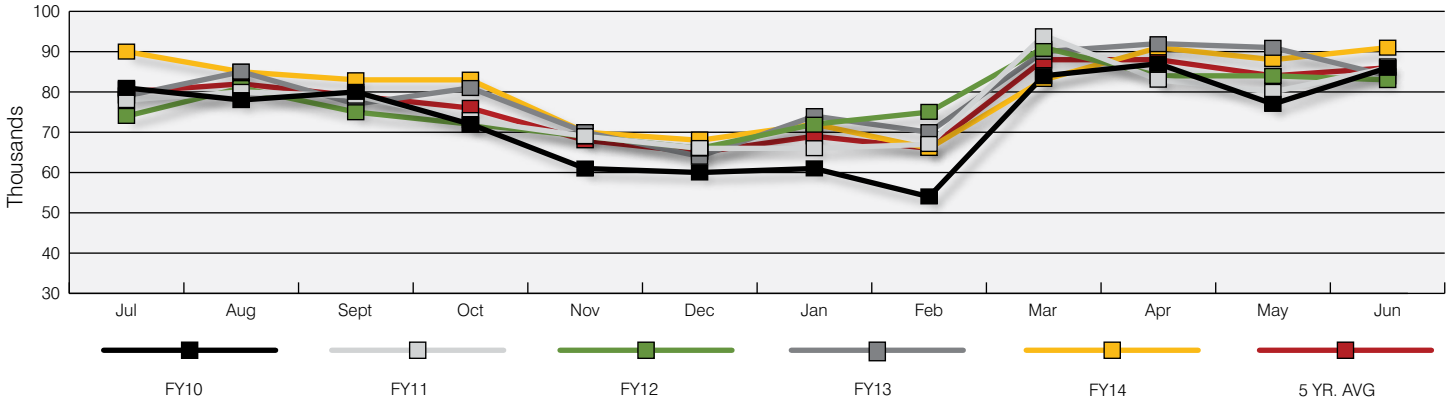
VEHICLE SALES

In FY14, vehicle sales are now approaching 1 million. This represents a 1.4% increase over the previous year totaling 13,543, which shows more vehicle sales in FY14 when compared to FY13. Overall for FY14, vehicle sales in Maryland increased by 110,875 sales or 8% since hitting a low point during the economic downturn in FY09.

Total Number of Vehicles Sold



Monthly Vehicles Sold



Total Number of Vehicles Sold (New and Used)

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	5 YR. AVG
JULY	94,250	86,243	80,529	78,070	73,697	78,739	89,624	80,132
AUG	98,596	79,121	77,683	80,517	80,930	84,844	85,208	81,836
SEP	82,789	77,957	80,353	78,891	75,334	77,237	83,179	78,999
OCT	92,313	73,943	71,500	72,914	72,493	80,760	82,539	76,041
NOV	77,753	56,645	61,485	68,826	69,217	69,669	70,416	67,923
DEC	69,581	59,831	60,464	65,585	66,386	64,220	67,595	64,850
JAN	76,929	59,217	61,007	65,531	71,590	73,929	71,679	68,747
FEB	73,756	63,087	53,741	67,327	74,999	69,523	66,356	66,389
MAR	83,096	74,792	84,430	93,524	90,706	90,346	83,333	88,468
APR	89,237	76,536	87,073	83,166	84,380	92,172	91,097	87,578
MAY	84,424	70,930	76,931	79,599	84,486	91,217	88,153	84,077
JUN	85,912	81,241	86,042	86,187	82,810	84,219	91,239	86,099
Total	1,008,636	859,543	881,238	920,137	927,028	956,875	970,418	931,139
Percent Change		-14.8%	2.5%	4.4%	0.7%	3.2%	1.4%	

FINANCIAL REPORTS

CAPITAL PROJECTS

From FY13 through FY14, MVA invested $32.6 million improving information technology (IT) systems and preserving a network of customer service facilities and other offices. More than two-thirds of the total investment was used to replace obsolete IT equipment, and update and enhance information technology systems, in order to more efficiently provide motor vehicle services to a growing number of Maryland residents. The remaining investment was used for the renovation, preservation, and the relocation of facilities.

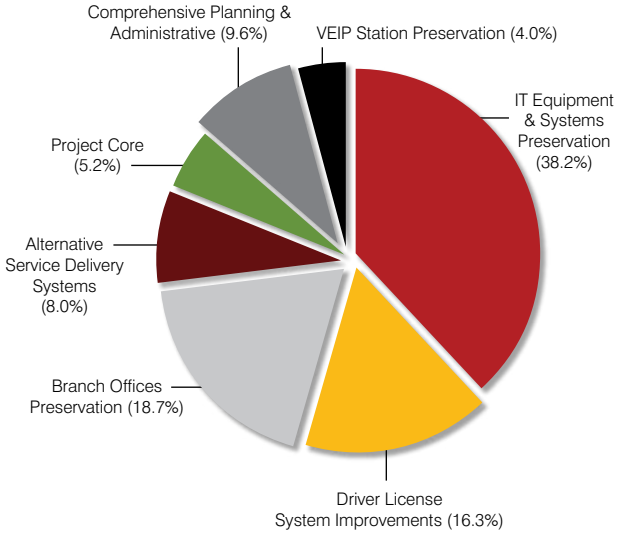
The IT investment of $22.1 million included replacement of computer equipment, update of driver licensing systems, and enhancement of alternative service delivery systems. The remainder of IT investment was for IT system preservation, security and telecom systems improvement, and development and modernization of important business systems under Project Core.

Aging MVA facilities required investment in order to continue to provide safe, secure, and effective service. The majority of $7.4 million in facility investment during the two year time period was for preservation of state-owned customer service facilities including roofing, building systems and site work that was environmentally focused. For an investment of $2.3 million, the Salisbury Full Service Office underwent a renovation, and the Walnut Hill and Parkville Express offices were expanded and relocated to transition to Limited Services Offices. Limited Services Offices offer limited vehicle and driver services to Maryland residents. Another $1.3 million dollars was invested in Vehicle Emission Inspection Program (VEIP) station preservation.

Capital Investments FY13 - FY14

Project Category	Percent	Dollars
IT Equipment & Systems Preservation	38.2%	$12,465,277
Driver License System Improvements	16.3%	$5,321,633
Branch Offices Preservation	18.7%	$6,118,699
Alternative Service Delivery Systems	8.0%	$2,617,288
Project Core	5.2%	$1,692,658
Comprehensive Planning & Administrative	9.6%	$3,120,842
VEIP Station Preservation	4.0%	$1,306,253
	100.0%	$32,642,650

Capital Investments



SERVING CUSTOMERS

ALTERNATIVE SERVICE DELIVERY

Alternative Service Delivery (ASD) is the program that enables customers to complete their transaction through the US mail, Internet, Kiosk or telephone, eliminating their need to physically come to a MVA branch office. As the number of transactions processed by the MVA increased over the past 10 years, ASD has allowed the MVA to decrease or maintain customer wait times.

As part of MVA's ASD options, the web-based Online Vision Certification Service allows authorized online vision certification providers to submit an individual's vision results electronically to the MVA, thereby increasing renewal efficiencies. Over 624 vision providers have signed up for this service, submitting more than 13,875 vision results electronically.

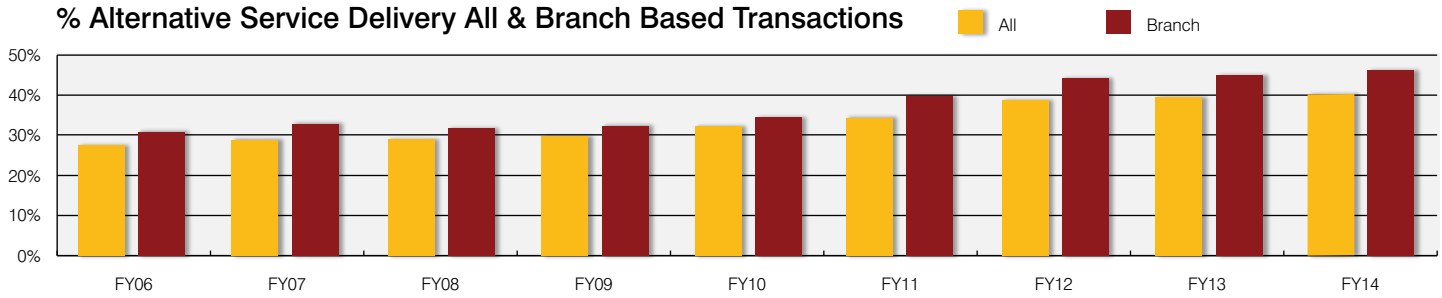
The MVA increased the percentage of transactions that are completed by ASD from 32.9% in FY07 to 46.3% in FY14, a 13.4% increase. Policies and business processes continue to be reviewed and revised to accommodate the continued implementation of ASD.

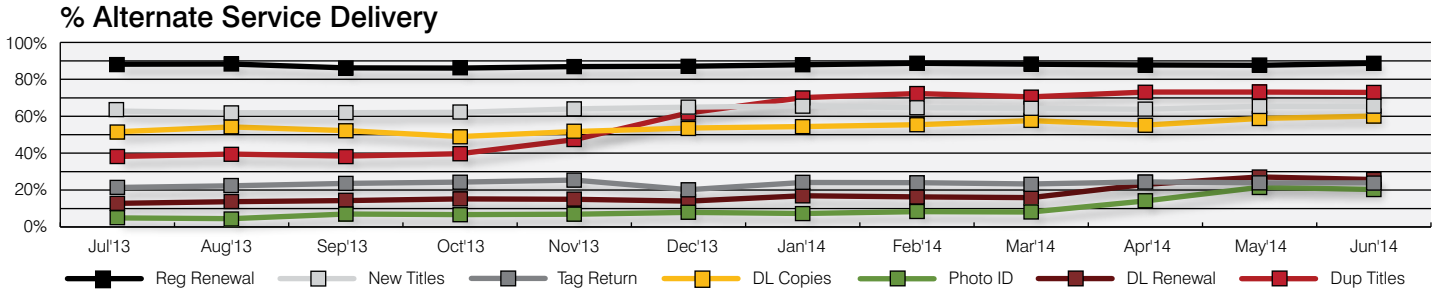
Percent Alternative Service Delivery

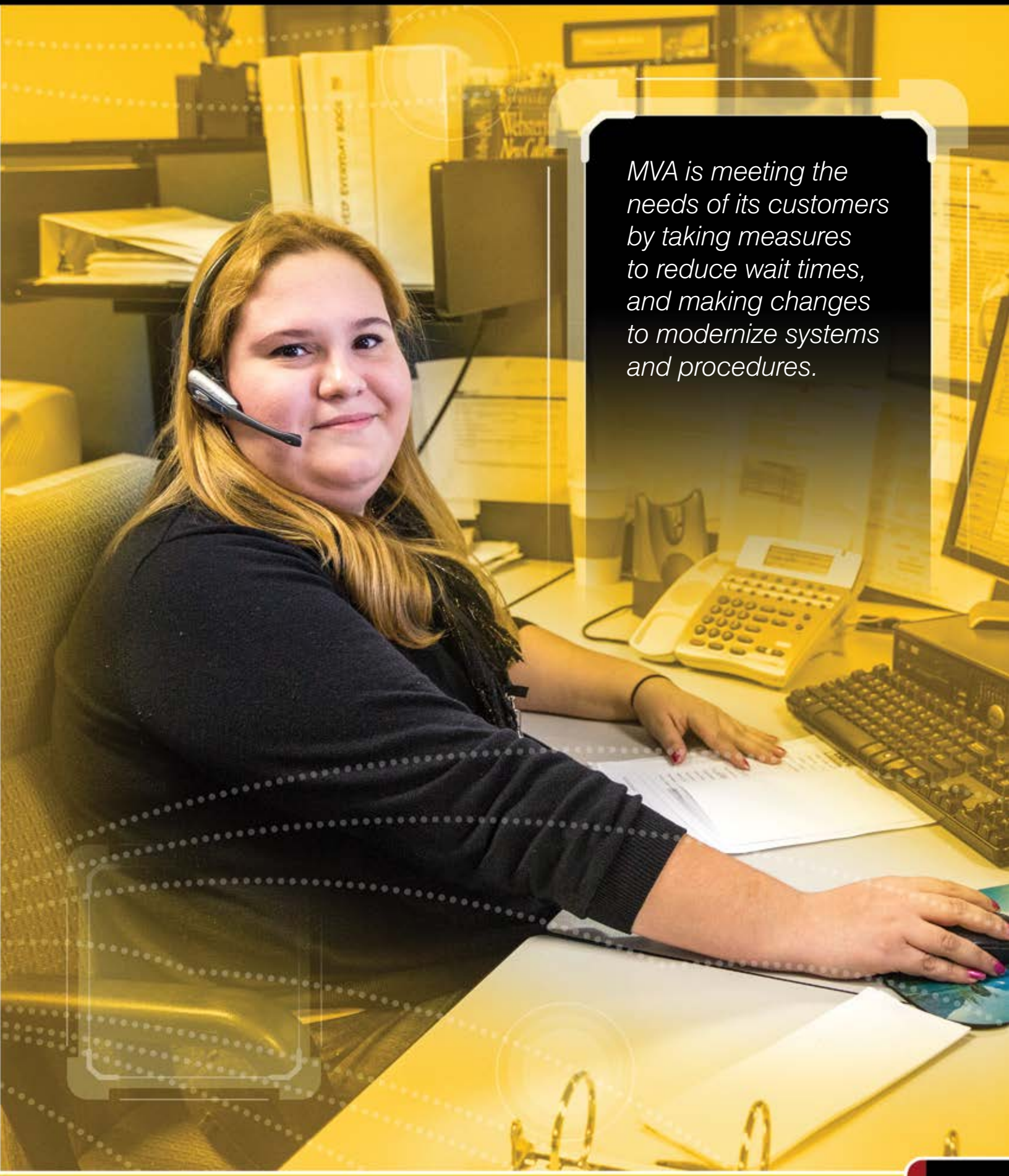
	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
All	27.5%	28.9%	29.0%	29.8%	32.3%	34.4%	38.7%	39.5%	40.2%
Branch	30.9%	32.9%	31.7%	32.4%	34.6%	39.7%	44.2%	45.1%	46.3%

All - Based on all MVA transactions. Includes VEIP and Business Licensing transactions.

Branch - based on transactions that can be done in a branch.







MVA is meeting the needs of its customers by taking measures to reduce wait times, and making changes to modernize systems and procedures.

SERVING CUSTOMERS

TRANSACTIONS BY DELIVERY TYPE

In FY14, transactions increased by more than 4% from 12.2 million to 12.7 million. The largest cause of this increase was the growth in walk-in transactions from 5.7 million to 5.8 million. Internet transactions also increased due to the implementation of new Internet services such as ID card and driver's license renewals for all eligible customers. Over 88% of all vehicle transactions were conducted using ASD methods. Another contributor to the growth in Internet transactions was the implementation of email renewal notices. The majority, 58% of vehicle registration renewal customers who were emailed their renewal notice used the Internet to renew.

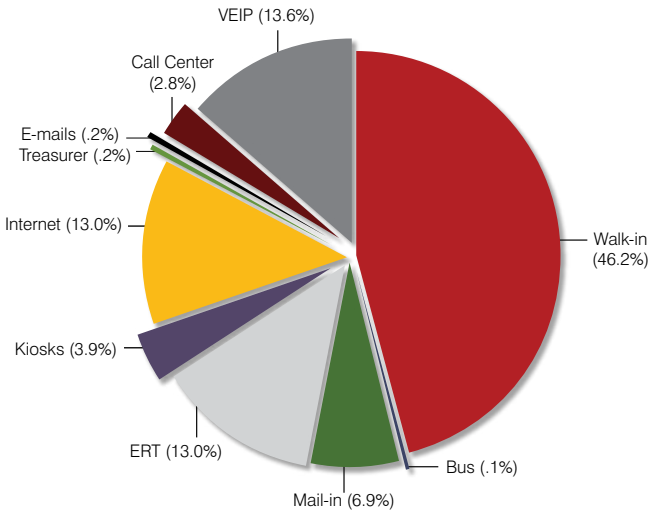
The MVA also experienced more than a 6% increase in the use of the Electronic Registration and Titling (ERT) system from 1.5 million to 1.6 million transactions. This was due to an overall increase in vehicle sales in FY14.

The chart and graph to the right summarizes the usage of the various delivery methods available to MVA's customers.

Number of Transactions by Delivery Type

Delivery Type	FY13	FY14
Walk-in	5,748,043	5,887,995
Bus	12,481	13,060
Mail-in	846,617	881,246
ERT	1,551,539	1,660,064
Kiosks	426,944	490,922
Internet	1,534,693	1,657,451
E-mails	24,898	28,272
Treasurer	25,787	24,074
Call Center	347,203	361,062
VEIP	1,698,526	1,735,634
Total	**12,216,731**	**12,739,780**

Transactions by Type of Delivery

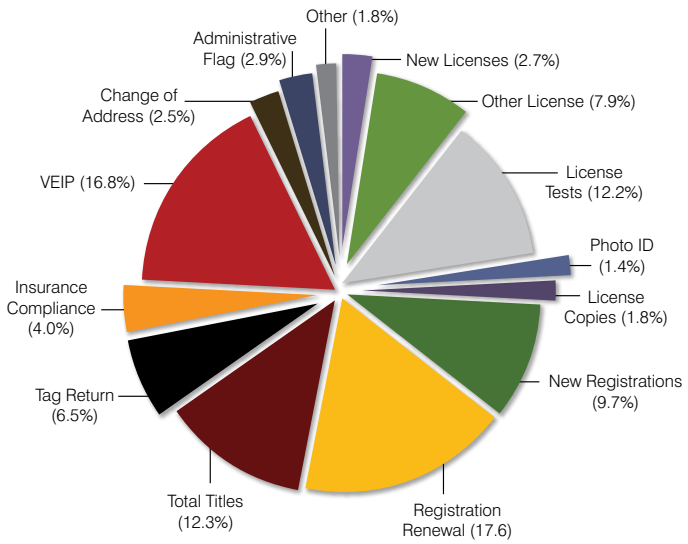


SERVING CUSTOMERS

TRANSACTIONS BY SERVICE TYPE

In FY14, the number of transactions increased by more than 4% from 12.2 million in FY13 to 12.7 million in FY14. The transaction growth was primarily a result of the increase in all types of driver's license transactions. The number of vehicle services transactions in FY14 remains relatively unchanged from FY13.

Transactions by Service Type



Number of Transactions by Service Type

Service Type	FY13	FY14
New License	295,276	339,207
License Tests	1,359,503	1,556,943
Renewal	764,235	799,853
Corrections and Duplicates	170,657	210,606
CDL*	47,863	–
Photo ID	176,814	174,166
Certified Copies	224,125	227,712
Registration	1,215,625	1,240,365
Registration Renewal	2,132,754	2,247,174
Titles - New	1,025,972	1,036,190
Titles - Other	511,701	534,094
Tag Return	803,129	827,806
Insurance Compliance	496,452	503,374
Business Licenses	14,913	19,392
VEIP Tests	1,698,526	1,735,634
VEIP Extensions	321,670	316,292
VEIP Exemptions and Waivers	100,041	87,824
CSC - Service Transactions	8,498	9,387
Change of Address	276,676	313,624
Administrative Parking Flag Removal	416,454	363,756
County Stickers	233	227
Disability Placards	155,614	196,154
TOTAL	12,216,731	12,739,780

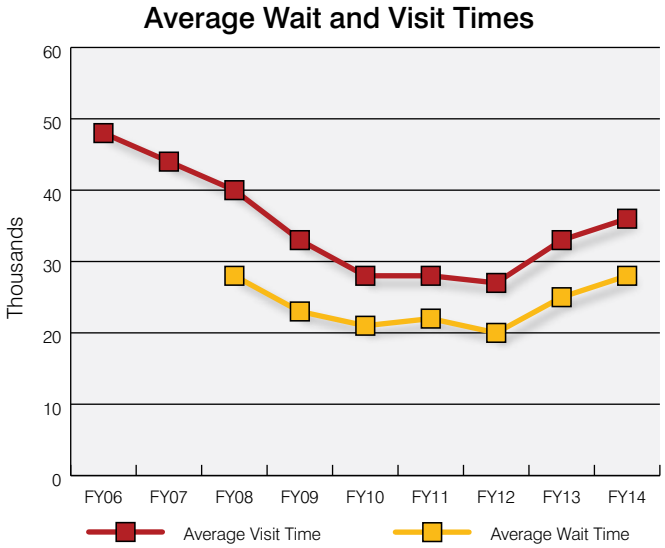
* *CDL data for FY14 is incorporated into New License, Renewal, Corrections and Duplicates due to the new reporting system.*

SERVING CUSTOMERS

WAIT AND VISIT TIME

Customer wait times in our branches showed a steady decrease from FY06 to FY11, due mostly to efficiencies gained through a new Customer Traffic Management System and the increased use of alternative service delivery methods. During FY11 to FY12, wait time continued to decrease because MVA was at the low end of the 5-year driver's license cycle, and the increase in customers using alternative service delivery for transactions. From FY12 - FY13 wait times began to increase because of the growth in the driver's license transactions impacted by the high point in the driver's license cycle.

In FY14, the average customer wait time of 28 minutes remained relatively consistent with previous years. However, with the increased number of customers served in the branches, the wait times did increase slightly. The MVA continued to enhance alternative service delivery methods, and now many services are available and mandatory online, including the renewal of driver's license and identification cards. MVA has modified many branches to accommodate the increase in customer traffic, which has kept the customer wait time increase to a minimum while processing an ever increasing number of transactions.



Average Wait and Visit Times (Minutes)

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Average Visit Time	48	44	40	33	28	28	27	33	36
Average Wait Time			28	23	21	22	20	25	28
Customers Served					4.4M	4.2M	4.1M	4.1M	4.2M

SERVING CUSTOMERS

CUSTOMER SATISFACTION SURVEY

Customer satisfaction is extremely important to the MVA. For one month in every quarter, five days are randomly selected to provide all branch customers an opportunity to participate in the MVA's customer satisfaction survey. Survey cards are handed out to every customer as they enter or leave the branch and they are asked to complete them and rate their experience. The survey cards are placed in a locked box and collected by non-branch personnel for evaluation. Almost 72,000 Customer Surveys were processed during FY14.

Below is a chart summarizing the survey results by branch for FY14.

Customer Service Survey - FY14

	Survey Responses	Response Rate	Average Visit Time	Visit Time Satisfaction	Single Visit	Satisfaction With Employee	Customer Satisfaction
Full Service Offices							
Annapolis	2,987	16.4%	55	76.8%	94.4%	97.8%	93.4%
Baltimore City	2,995	12.2%	73	67.7%	89.5%	90.4%	80.8%
Bel Air	2,867	21.6%	32	87.8%	94.1%	96.8%	93.1%
Beltsville	2,062	8.1%	69	61.4%	80.5%	85.6%	77.0%
Cumberland	2,001	43.3%	18	96.1%	95.7%	97.7%	96.7%
Easton	2,642	35.2%	38	82.9%	92.1%	96.4%	91.1%
Elkton	1,896	25.9%	32	84.9%	94.4%	95.8%	91.3%
Essex	3,740	26.1%	76	65.6%	91.2%	95.1%	85.4%
Frederick	3,966	27.5%	39	84.9%	96.4%	98.6%	96.7%
Gaithersburg	5,736	27.1%	72	69.9%	90.4%	97.2%	90.5%
Glen Burnie	4,226	12.6%	57	80.8%	92.9%	97.4%	91.5%
Hagerstown	4,099	44.3%	30	90.6%	95.2%	99.0%	97.0%
Largo	3,258	12.2%	81	63.5%	85.6%	87.8%	79.1%
Loveville	602	7.9%	38	82.5%	90.6%	92.8%	87.9%
Mobile Bus	1,286	–	17	97.2%	99.1%	100.0%	99.8%
Salisbury	1,745	15.2%	32	87.4%	91.0%	94.9%	91.3%
Waldorf	3,025	17.8%	57	75.1%	91.3%	95.6%	88.1%
Westminster	2,858	26.6%	47	76.1%	93.0%	95.0%	88.5%
White Oak	4,138	22.4%	65	74.6%	89.6%	94.5%	91.1%
Weighted Average		19.2%	57	75.2%	90.6%	94.2%	88.0%
Total	56,129						
Express Offices							
Columbia	3,204	42.4%	38	81.5%	97.4%	97.8%	93.9%
Glenmont	4,213	57.8%	19	94.5%	97.5%	98.8%	97.9%
Parkville	3,956	43.2%	27	89.0%	96.4%	96.9%	95.0%
Walnut Hill	3,282	37.8%	43	72.8%	97.1%	98.6%	94.1%
Weighted Average		44.8%	32	84.2%	97.1%	98.0%	95.2%
Total	14655						
Satellite Offices							
Oakland	408	43.4%	21	95.1%	92.7%	99.0%	96.4%
Prince Fredrick	364	20.2%	22	95.3%	92.9%	99.1%	97.8%
Weighted Average		28.1%	22	95.2%	92.8%	99.0%	97.3%
Total	772						
Statewide							
Weighted Average		21.9%	55	76.3%	91.3%	94.6%	88.8%
Total	71,556						

SERVING CUSTOMERS

VEHICLE EMISSIONS INSPECTION PROGRAM (VEIP)

The MVA is playing an important role in Maryland's comprehensive and ongoing efforts to begin cleaning our air and water that create a healthier Maryland for all of us. Although there are many sources of pollutants which form ground level ozone, automobiles and light trucks remain the major source here in Maryland.

By ensuring Maryland's cars and trucks are properly maintained in accordance with manufacturer recommendations through the VEIP inspection program, vehicle owners can be assured that we are doing our part, along with industry and our fellow government partners, to keep Maryland a clean and healthy place to live.

In FY14, the VEIP program conducted more than 1.7 million vehicle tests, which is an increase of nearly 2% when compared to FY13 vehicle tests.

The MVA's VEIP inspection fee is $14, one of the lowest in the nation. The MVA continues to deliver a cost-effective emissions inspection program while meeting or exceeding the state's clean air standards.

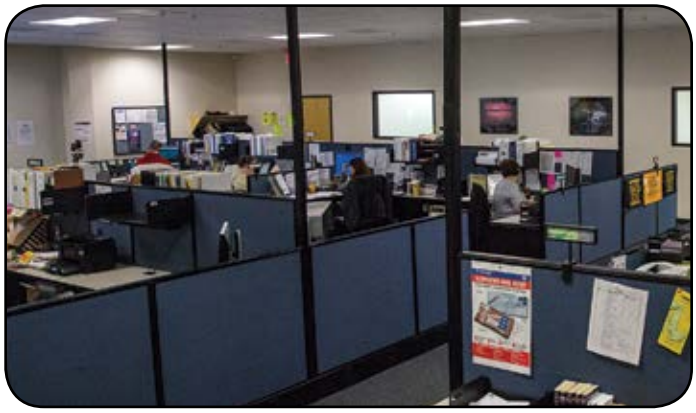
Vehicle Emissions Inspection Program

	FY10	FY11	FY12	FY13	FY14
Vehicle Tests					
Paid	1,097,777	1,601,018	1,618,522	1,601,809	1,639,436
Gratis	73,442	95,821	107,121	96,717	96,198
Total	**1,171,219**	**1,696,839**	**1,725,643**	**1,698,526**	**1,735,634**
Vehicle Test Fees					
Inspection	$15,368,878	$22,414,252	$22,659,308	$22,425,802	$22,952,104
Late	$6,354,090	$9,600,225	$9,238,950	$9,223,275	$9,870,360
Total	**$21,722,968**	**$32,014,477**	**$31,898,258**	**$31,649,077**	**$32,822,464**

SERVING CUSTOMERS

CUSTOMER SERVICE CENTER (CSC)

An integral part of MVA's customer service is provided by the dedicated staff of the Customer Service Center, who assists customers by giving them guidance on how to complete a transaction or resolve an issue with their records, prior to, or instead of, visiting a branch office.



The total number of calls including Cumberland, Vehicle Emissions Inspection Program (VEIP), Limited English Proficiency (LEP), Spanish and Hazmat handled by the CSC increased by 10% in FY14 to 1,432,930 from 1,306,323 in FY13. CSC managed the increase in call volume by increasing staff as well as providing ongoing training. The increase in staff also allowed for a decrease in the Average Handle Time from 3.5 minutes per call to 3.3 minutes per call. Calls to the General Information line increased from 1,103,846 in FY13 to 1,239,498 in FY14 an increase of 135,652 calls.

Customer Service Center Statistics FY14

	FY12	FY13	FY14
Total no. of calls	1,314,289	1,306,323	1,432,930
Calls to the General Information Line	1,041,902	1,103,846	1,239,498
Avg. Time to Pick Up Call	3:55	5:24	4:27
Avg. Call Duration	3:03	2:59	2:55
Abandon Rate	–	17%	14%

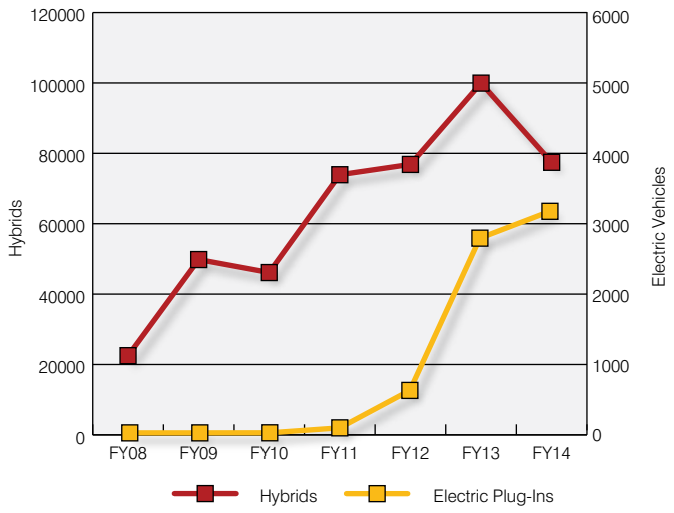
MVA STATISTICS

ALTERNATIVE FUEL VEHICLES

Maryland actively supports the adoption of plug-in electric vehicles (PEV) through an excise tax credit for residents to purchase PEVs and an HOV sticker. PEVs are powered by domestic sources such as coal, natural gas, nuclear, and renewable sources. Vehicles requiring less gasoline also reduce greenhouse gas emissions when compared to conventional vehicles.

Since FY08, the number of hybrid vehicles registered in Maryland has grown by more than 250% from 22,500 to over 80,000 in FY14. The number of plug-in electric vehicles has grown from 72 in FY11 to over 3,000 in FY14.

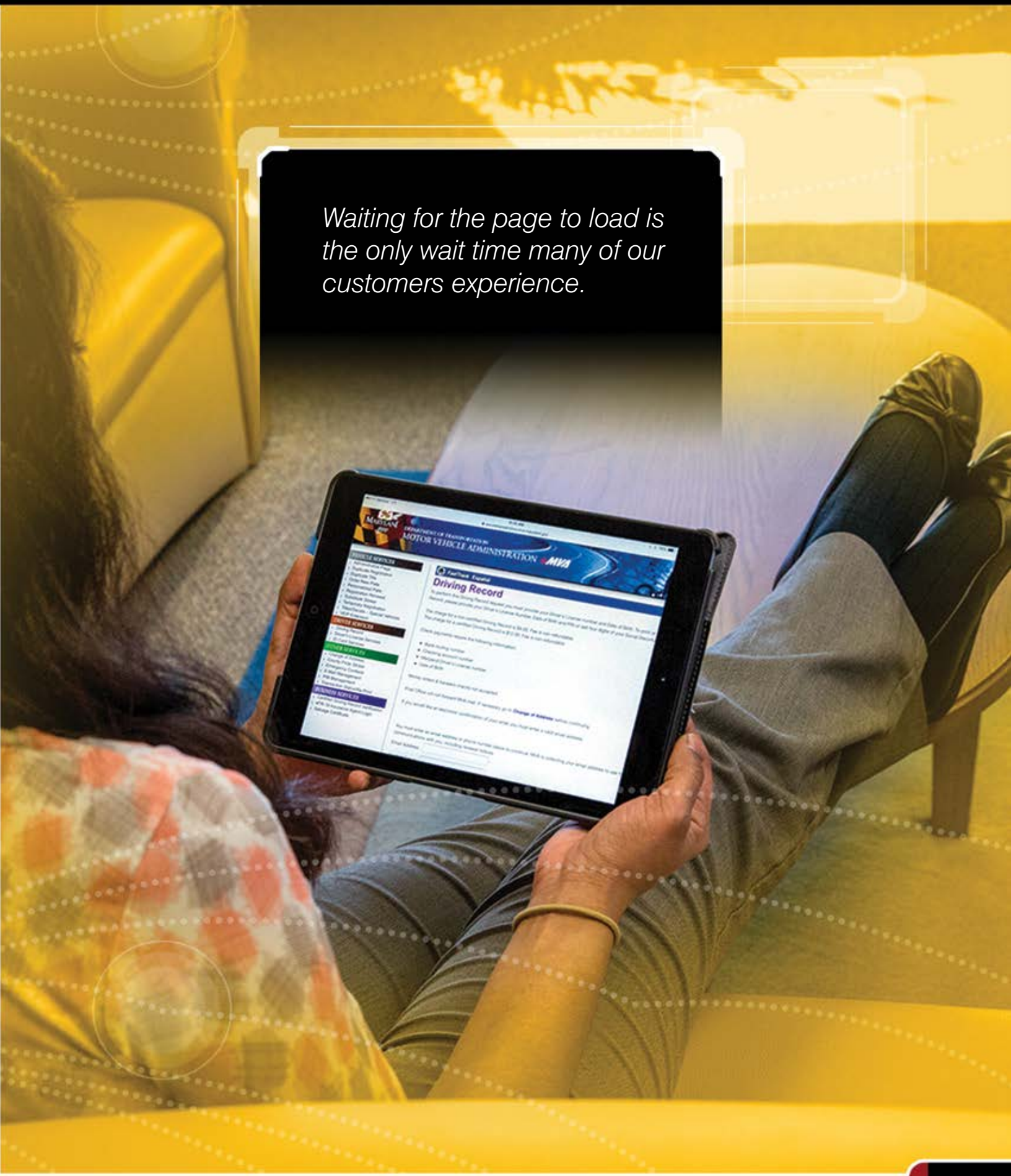
The Growth of Hybrids and Electric Vehicles in Maryland



The Growth of Hybrids and Electric Vehicles in Maryland

	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Hybrids	22,506	49,816	46,125	73,923	76,851	70,649	77,454
Electric Plug-Ins	0	0	1	72	609	2,059	3,178
Total	**22,506**	**49,816**	**46,126**	**73,995**	**77,460**	**72,708**	**80,632**

Waiting for the page to load is the only wait time many of our customers experience.



MVA STATISTICS

REGISTERED VEHICLES

During FY14, there were 4,872,481 registered vehicles in Maryland, equating to approximately a 1% increase from FY13. Over the past five years, registered vehicles have had a 1% increase annually.

Below is a listing of the number of registered vehicles by county by year.

Vehicle Registration by County

COUNTIES	1960	1970	1980	1990	2000	2010	2011	2012	2013	2014
ALLEGANY	33,238	42,464	58,135	59,175	61,604	62,813	62,512	62,574	61,390	61,481
ANNE ARUNDEL	69,204	147,414	280,434	372,187	443,587	513,278	533,106	537,670	538,501	542,768
BALTIMORE	190,231	324,277	503,077	591,708	597,466	660,553	663,514	669,052	669,201	680,074
BALTIMORE CITY	282,219	318,140	348,379	293,390	314,145	280,793	285,394	289,229	297,990	303,542
CALVERT	5,793	11,158	26,774	48,437	68,161	91,108	91,768	93,222	92,699	93,322
CAROLINE	10,577	12,787	22,551	26,064	31,938	36,699	36,667	36,728	35,749	36,019
CARROLL	24,963	39,140	81,028	116,940	142,307	176,842	177,125	177,603	176,281	178,086
CECIL	17,970	25,769	43,127	60,244	76,241	94,305	94,563	95,254	93,408	94,146
CHARLES	12,318	22,435	53,680	87,252	105,111	138,672	140,423	141,965	141,107	143,729
DORCHESTER	12,818	17,115	23,528	26,966	29,119	31,742	31,672	32,416	32,056	32,553
FREDERICK	29,751	46,505	90,443	143,304	179,129	226,529	227,672	230,727	228,442	231,390
GARRETT	8,269	10,714	17,958	22,533	28,393	33,303	33,202	33,459	32,942	33,231
HARFORD	29,081	55,821	107,857	149,512	192,082	235,366	237,096	236,024	234,421	236,667
HOWARD	15,220	35,570	94,302	160,080	216,534	251,713	255,497	258,164	258,498	261,320
KENT	7,338	9,811	13,920	16,708	19,426	21,453	21,397	21,651	21,191	21,397
MONTGOMERY	144,049	288,672	444,939	584,373	650,261	754,641	752,503	755,353	758,413	763,346
PRINCE GEORGE'S	139,873	325,985	460,754	535,132	550,048	626,009	633,920	643,710	640,226	653,111
QUEEN ANNE'S	7,387	10,476	21,074	33,114	40,911	53,779	53,938	54,159	53,259	53,842
SOMERSET	7,130	9,338	13,654	16,224	17,939	20,570	20,382	20,021	19,495	20,125
ST. MARY'S	10,910	18,924	39,582	58,987	76,601	104,488	105,942	108,276	107,802	108,794
TALBOT	10,648	14,937	23,037	29,518	34,759	42,116	42,380	42,344	41,680	42,110
WASHINGTON	37,634	54,940	85,668	102,692	114,103	136,894	137,204	137,716	135,787	137,007
WICOMICO	22,756	33,196	50,312	63,376	73,430	86,553	88,153	87,294	86,735	87,766
WORCESTER	11,118	14,726	25,515	36,626	47,720	57,117	56,627	57,767	56,148	56,655
COUNTY TOTAL	1,140,495	1,890,314	2,929,728	3,634,542	4,111,015	4,737,336	4,782,657	4,822,378	4,813,421	4,872,481
NO COUNTY LISTED	1,380		938	2,213	2,520	2,455	-	2	-	-
GRAND TOTAL	1,141,875	1,890,314	2,930,666	3,636,755	4,113,535	4,739,791	4,782,657	4,822,380	4,813,421	4,872,481

MVA STATISTICS

LICENSED DRIVERS BY AGE

Since 2009, the number of licensed drivers continues to increase at less than 1%. In FY14, there were 4.1 million licensed drivers. For several years, the number of under age (under 18) drivers was decreasing, however, over the last four years that trend has leveled-off.

Below is a breakdown of the number of licensed drivers by age.

Drivers License Age Stratification

AGE	1995	2000	2008	2009	2010	2011	2012	2013	2014
16	21,701	18,226	13,318	12,410	7,393	5,722	6,007	6,717	5,818
17	33,767	39,168	39,466	36,795	32,129	27,382	28,066	28,570	27,290
Sub-total	55,468	57,394	52,784	49,205	39,522	33,104	34,073	35,287	33,108
18	41,161	45,526	53,253	50,749	47,081	42,877	40,383	41,939	40,451
19	43,037	49,648	58,922	60,076	56,570	52,571	49,504	48,318	48,550
Sub-total	84,198	95,174	112,175	110,825	103,651	95,448	89,887	90,257	89,001
Teen Sub-total	139,666	152,568	164,959	160,030	143,173	128,552	123,960	125,544	122,109
20	45,900	51,891	62,449	63,485	63,839	59,974	56,708	54,718	53,167
21	44,278	50,424	64,272	66,309	66,225	66,091	62,557	60,398	58,075
22	48,209	49,931	63,536	65,427	66,236	65,460	65,672	63,251	61,066
23	55,251	52,742	66,074	68,165	68,468	68,649	67,725	68,718	66,032
24	64,563	54,061	68,204	71,369	71,762	71,299	71,303	71,081	71,730
Sub-total	258,201	259,049	324,535	334,755	336,530	331,473	323,965	318,166	310,070
25 - 29	344,678	312,851	363,270	376,083	380,409	381,065	379,155	378,731	378,133
30 - 34	412,929	373,513	347,504	360,437	368,267	377,074	383,400	390,089	391,581
35 - 39	416,337	426,788	387,085	380,632	371,072	358,505	353,678	355,592	359,306
40 - 44	378,773	413,565	416,478	407,990	401,910	400,624	394,741	386,022	374,034
45 - 49	349,432	370,476	435,445	438,300	436,837	429,469	421,322	410,572	397,771
50 - 54	268,418	331,384	397,611	405,784	411,094	418,658	420,726	424,018	424,141
55 - 59	201,102	249,507	336,945	343,391	353,650	361,199	370,939	380,668	386,789
60 - 64	163,133	180,535	271,308	283,007	294,569	309,493	307,966	313,730	319,402
65 - 69	147,115	143,994	189,403	197,736	206,029	212,612	232,748	244,048	254,754
70 - 74	122,856	126,067	131,226	134,840	138,632	144,174	152,580	165,330	173,346
75 - 79	81,954	98,753	102,926	101,151	101,367	102,831	104,788	109,072	112,918
80 - 84	41,141	56,249	74,509	73,069	73,194	73,496	74,498	76,097	75,860
85 - Over	17,951	27,579	51,579	51,307	53,207	55,086	57,687	62,424	62,783
Sub-total	2,945,819	3,111,261	3,505,289	3,553,727	3,590,237	3,624,286	3,654,228	3,696,393	3,710,818
Grand Total	3,343,686	3,522,878	3,994,783	4,048,512	4,069,940	4,084,311	4,102,153	4,140,103	4,142,997

MVA STATISTICS

OTHER SERVICES

BUSINESS LICENSING

Business Licensing had a busy year in FY14 showing a 4% increase in licensing applications, which is almost 500 more applications from FY13. Salesman licenses account for the majority of applications, which total over 11,000. There was a 30% increase in Driver School license applications and a 14% increase in renewal applications. In FY14, the Business Licensing Unit implemented the Electronic Registration and Titling workflow system which audits the transactions processed electronically.

Business Licensing

	Number of Transactions	
	FY13	FY14
Regulatory Licenses		
Salesman's License	10,753	11,281
New Car Dealer's License	205	210
Used Car Dealer's License	484	479
Motorcycle Dealer's License	39	37
Trailer Dealer's License	106	122
Boat Trailer Dealer's License	6	24
Wrecker's License	35	43
Scraper Processor's Licenses	96	11
Manufacturer's License	50	37
Distributor's License	18	14
Factory Branch License	2	1
Title Service Agent License	177	175
Wholesale Dealer License	463	461
Driver School Licenses		
Original	45	58
Renewal	146	167
Total Regulatory Licenses	12,625	13,120

AUDITING

The Internal Audits area performs audits of the activities, operations, and responsibilities of MVA. Audits are conducted for compliance, reliability and integrity of information. In an effort to accomplish agency goals and objectives, the auditors perform independent evaluations of the efficiency and effectiveness of financial information and safeguarding of assets. In this process, Internal Auditing works with management to analyze risks and develop effective controls to mitigate those risks and ensure that business objectives are being met.

In FY14, the Auditing Division was instrumental in the recovery of estimated taxes and other fees. As a result of dealer, title service, IRP, and car rental audits the MVA was credited with $119,739 in receivables.

During FY14 the division completed and issued 203 reports.

Assignments	Reports Issued
Dealers	116
Branch Office Reviews	11
Home Office Coverage	4
International Registration Program	37
Information Technology	1
Vehicle Emissions Inspection Program	1
MVA Inventory System	1
Miscellaneous Assignments	32
Total	203

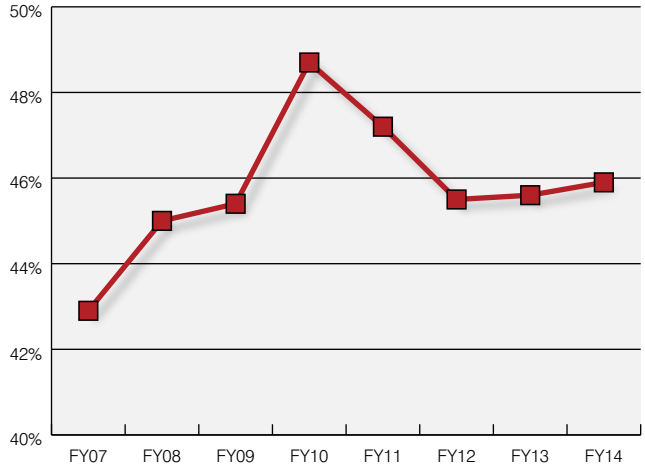
ORGAN DONORS

Donate Life Maryland (DLMD) is a nonprofit organization dedicated to saving and enhancing lives by registering organ, eye and tissue donors. DLMD was established in 2007 by the Living Legacy Foundation of Maryland, the Medical Eye Bank of Maryland and Washington Regional Transplant Community.

When you register as an organ, eye, and tissue donor with Donate Life Maryland, you are choosing to donate your organs and tissues after you die. There is also a living donation process for kidney and liver transplants.

During FY14, the MVA continued to maintain its three year average of 45% participation rate in the Organ Donor program. Nationwide there are currently more than 120 million people who have already been inspired to register as organ, eye, and tissue donors. You can register as a donor at any Maryland Motor Vehicle Administration branch when you obtain a new driver's license or state identification card or when you renew your license or ID.

Percent Organ Donors



Percent Organ Donors	
FY07	42.9%
FY08	45.0%
FY09	45.4%
FY10	48.7%
FY11	47.2%
FY12	45.5%
FY13	45.6%
FY14	45.9%

IN CLOSING

The MVA is comprised of 22 branch offices, 2 mobile offices, 18 VEIP stations, and 12 municipal offices, all of which will serve every resident of Maryland in some capacity. The MVA is more accessible to its customers than ever before with the use of the Internet, and mobile apps that enable anyone to do business with MVA at any time online.

In FY14, MVA's "Anywhere, Anytime" online campaign encouraged residents to perform transactions on the Internet and via mobile apps so they could skip the trip to the MVA. The success of this campaign is reflected in the more than 12 million transactions that were processed throughout the year.

MVA is continuing to pursue new technology and improving the systems that our customers use to interact with us. The future will bring new opportunities for the MVA, and we will strive to meet those opportunities with our customers as our top priority.

2014 MOTOR VEHICLE ADMINISTRATION ANNUAL REPORT

FOCUS ON THE FUTURE.

Maryland Department of Transportation

MVA Motor Vehicle Administration

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