



MDOT MVA

A PREMIER CUSTOMER SERVICE ORGANIZATION

OPERATIONS REPORT | FY15 & FY16

TABLE OF CONTENTS

The Role of Maryland’s MDOT MVA.....	4
Investigations	6
Financial Revenues	9
Financial Expenditures	11
External Disbursements	14
Capital Investments	17
Vehicle Sales.....	19
Alternative Service Delivery.....	21
Transactions by Delivery and Service Type	23
Wait and Visit Time.....	26
Customer Satisfaction Survey.....	27
Vehicle Emissions Inspection Program (VEIP).....	30
Customer Service Center.....	32
Alternative Fuel Vehicles	34
Registered Vehicles by County and Year.....	36
Licensed Drivers by Age and Year.....	39
Other Services.....	42
Internet Traffic.....	42
Business Licensing.....	43
Auditing	45
Organ Donor	46
Departmental Services	46



THE ROLE OF MARYLAND'S MDOT MVA



The Maryland Motor Vehicle Administration (MVA), one of the business units within the Maryland Department of Transportation (MDOT), is a premier customer service organization with a knowledgeable and empowered staff that uses clear and concise communication to provide services when and where customers want it. The MDOT MVA is a well-integrated provider that is a one-stop shop for all vehicle and driver related services including the following:

- Licensing drivers
- Registering and titling vehicles
- Managing the Vehicle Emissions Inspection Program (VEIP)
- Inspecting school buses
- Ensuring automobile insurance compliance
- Conducting driver education and motorcycle safety programs
- Managing the Maryland Highway Safety Office
- Directing the medical review process for fitness to drive
- Overseeing motor voter and organ donation registration
- Issuing permits to commercial truckers
- Regulating business/professional dealer licenses



MDOT MVA recently conducted an extensive visioning exercise to ensure the Administration can effectively meet the challenges of the future. This visioning examined what was happening outside the MDOT MVA that would impact services and operations, examined the current state of operations, and recognized what was at stake if the MDOT MVA did not change. Leaders within the MDOT MVA determined where the Administration should go, and identified the strategies and actions that would move the MDOT MVA forward. This report provides an update on MDOT MVA operations for fiscal years 2015 and 2016 in the following areas:

- Investigations
- Financial Revenues
- Financial Expenditures
- External Disbursements
- Vehicle Sales
- Alternative Service Delivery
- Transactions by Delivery Type
- Transactions by Service Type
- Wait and Visit Time
- Customer Satisfaction Survey
- Vehicle Emissions Inspection Program
- Customer Service Center
- Alternative Fuel Vehicles
- Registered Vehicles by County & Year
- Licensed Drivers by Age & Year
- Other Services

The update gives a snap shot of where MDOT MVA is today which will help define the Administration's efforts as it meets the demands of a more advanced, technologically challenging landscape. In 2017, MDOT MVA will launch the Premier Customer Service Organization (PCSO) initiative to revitalize the customer-oriented approach to the MDOT MVA mission. The initiative stems from the understanding that customers want quick, professional, accurate, convenient, and consistent service. This initiative will allow MDOT MVA to adopt future-oriented tools, technologies, and business practices that will enable scalability and growth.

INVESTIGATIONS



The MDOT MVA Office of Investigation and Internal Affairs undertakes a variety of investigations including inspections of and complaints against businesses MDOT MVA licenses and regulates.

Other investigations involve violations of Maryland's vehicle law; fraudulent driver and vehicle documentation; compulsory insurance; vehicle registration; unlicensed sales of vehicles; dealer investigations, and suspended and revoked driving privilege cases. Other tasks involve a review of handicap parking permits and investigations into cases from the MDOT MVA Medical Advisory Board.

During fiscal year 2016 (FY16), the Office initiated 5,170 cases, slightly more than the 5,143 cases handled in FY15. The cases involved violations or customers' complaints relating to Maryland's driver licensing, vehicle titling, and car dealer laws, along with motor vehicle laws and regulations.

Figure 1 shows the total number of cases created and closed per year. **Figure 2** shows the number of opened cases by type. General and homeland security investigations continue to be the largest categories of investigations.

Investigations closed 4,659 cases in FY 16 as compared to 4,877 in FY 15. These outcomes along with the number of administrative processes and customers served are in **Table 1**.

FIGURE 1: NUMBER OF CASES CREATED AND CLOSED BY YEAR, FY14- FY16

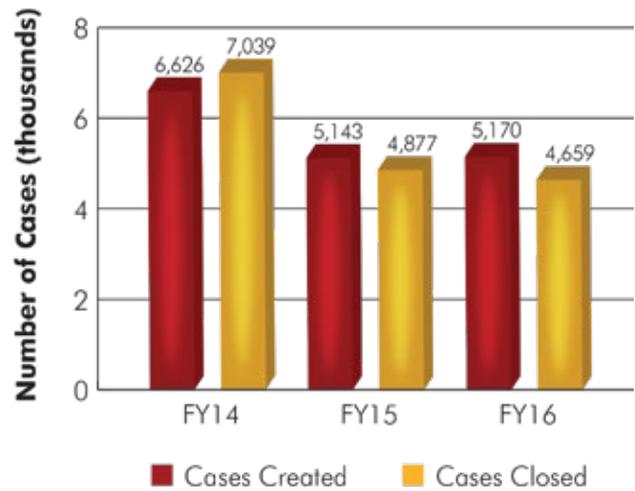


FIGURE 2: NUMBER OF OPENED CASE BY TYPE, FY14- FY16

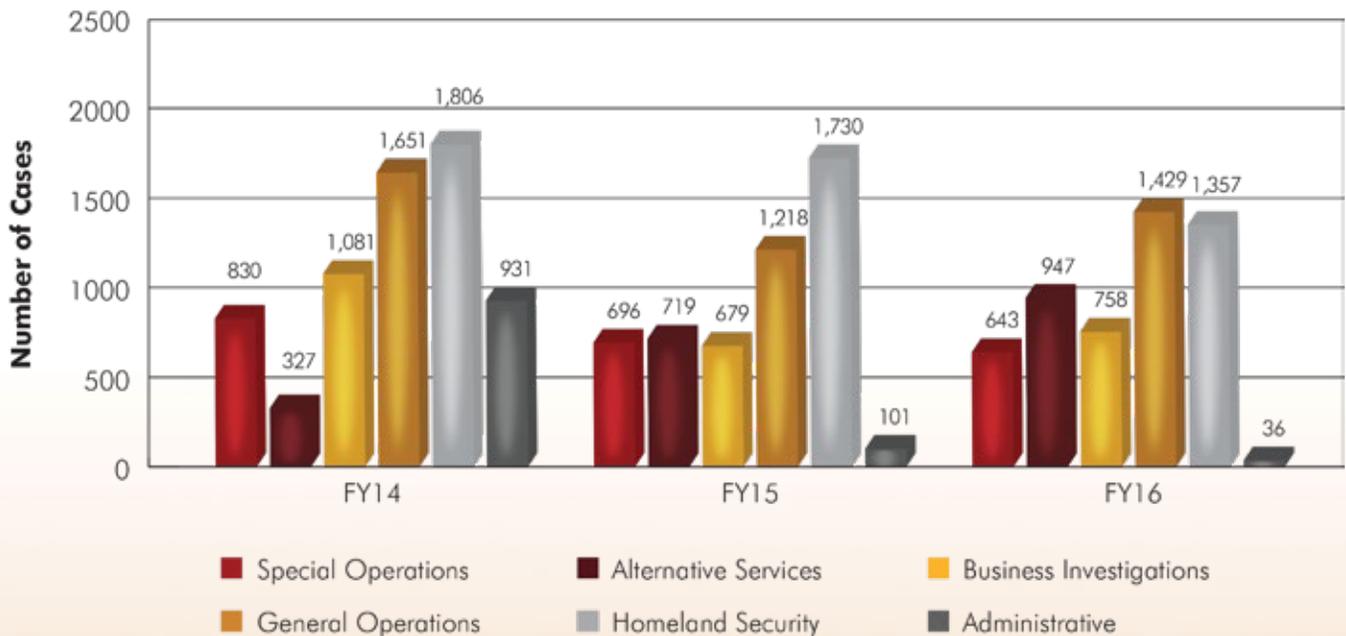




TABLE 1: NUMBER OF PROCESSED CASES, FY14- FY16

	FY14	FY15	FY16
Warnings Issued	139	74	96
Citations Issued	411	253	173
Subpoenas Processed	5,341	5,582	5,375
Administrative Processes	2,449	2,729	4,347
Customers Served	48,580	50,490	49,041

In FY15, the Investigation Division received a \$25,000 grant from the Maryland Vehicle Theft Prevention Council to conduct a “tag details” campaign with local law enforcement agencies. Using mobile license plate readers, the MDOT MVA and their law enforcement partners searched for stolen and/or uninsured vehicles and seized 355 sets of license plates, recovering one stolen vehicle during the campaign. The fines and penalties associated with the recovered license plates totaled \$338,238.

Fines and Penalties for Recovered License Plates:



FINANCIAL REVENUES



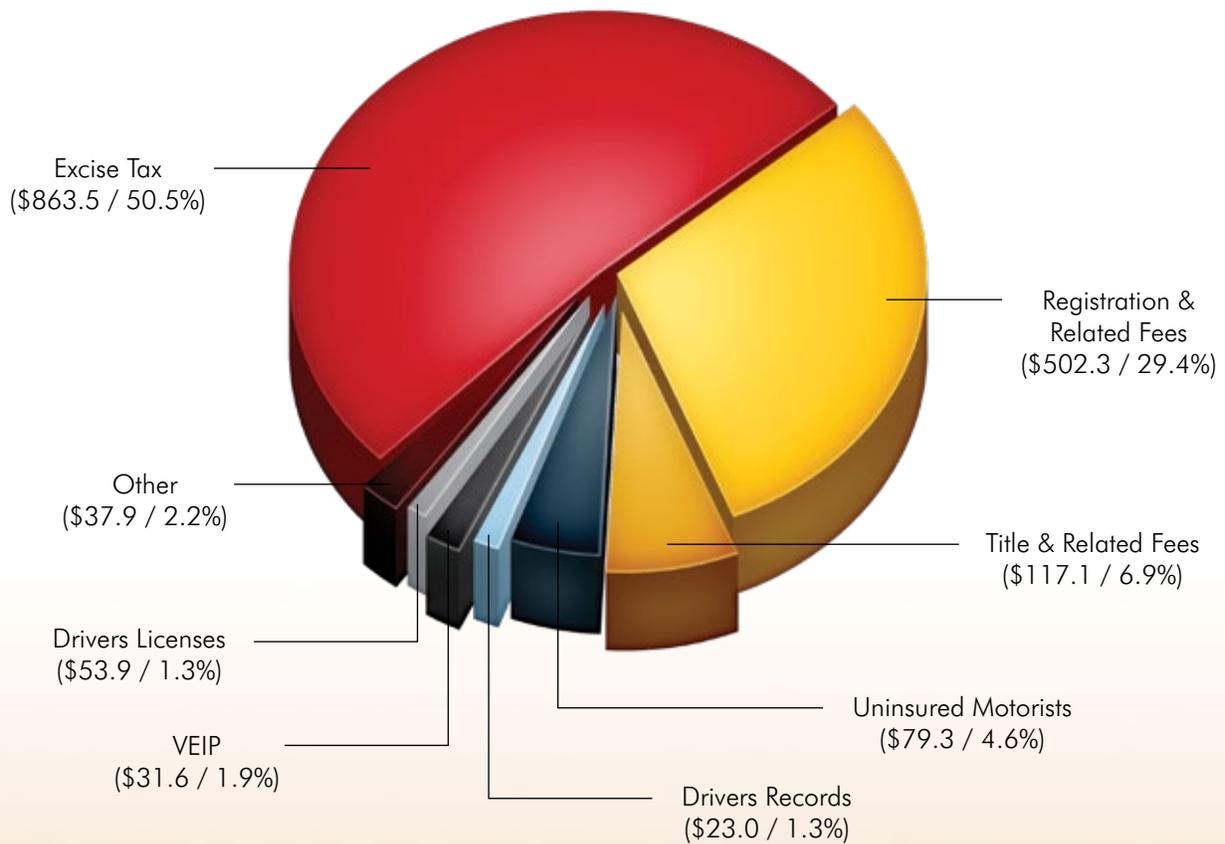
MDOT MVA received \$1.7 billion in revenue during FY16, a 4.5 percent increase from FY15's revenue of \$1.6 billion.

The MDOT MVA receives revenue from a number of sources as shown in **Table 2**. **Figure 3** shows the relative percentages of revenue by category. Excise tax comprises the largest portion of total revenue at 50.5 percent. Registration and related fees is the next-highest category, comprising over one-quarter of annual revenue. Driver records, although a small portion of the overall revenue at 1.3 percent, experienced the largest growth from FY14 to FY16 at 63 percent. Since FY14, MDOT MVA has seen a decrease in revenue from uninsured motorists (down 6.2 percent), VEIP (down 38.3 percent), and driver's records (down 36.6 percent). Decreased revenue from uninsured motorists may be due to increased enforcement from the tag details campaign, but may also be due to a lower level of new registrations (-5 percent) and renewal registrations (-1 percent) from FY15 (see **Table 10**).

TABLE 2: NET GROSS REVENUE, FY14- FY16

Revenue Source	FY14	FY15	FY16	Percent Change FY14-FY16
Excise Tax	\$ 741,865,405	\$ 798,569,836	\$ 863,539,160	16.4%
Registration & Related Fees	\$ 483,664,194	\$ 494,158,516	\$ 502,288,464	3.9%
Title & Related Fees	\$ 104,726,030	\$ 112,699,565	\$ 117,134,785	11.8%
Uninsured Motorists	\$ 84,573,535	\$ 86,506,012	\$ 79,329,011	-6.2%
Drivers Licenses	\$ 20,009,464	\$ 53,166,318	\$ 53,948,589	63.0%
Other	\$ 32,822,464	\$ 35,720,764	\$ 37,900,606	15.5%
VEIP	\$ 51,244,593	\$ 33,849,381	\$ 31,616,642	-38.3%
Drivers Records	\$ 36,258,061	\$ 20,317,942	\$ 22,975,149	-36.6%
Total	\$ 1,555,163,747	\$ 1,634,988,334	\$ 1,708,732,405	9.9%

FIGURE 3: NET GROSS REVENUE (MILLIONS), FY16



FINANCIAL EXPENDITURES



Financial expenditures in FY16 totaled \$220.2 million, less than the budgeted amount of nearly \$228 million; a 2.2 percent increase from FY15's expenditures of \$215.5 million.

The FY16 financial expenditures represent an increase of 2.2 percent from FY15's expenditures of \$215.5 million. **Table 3** depicts the breakdown of expenditures by category, **Table 4** shows expenditures from FY14- FY16, and **Figure 4** depicts the share of expenditures by category. Salaries and wages comprise the largest portion of expenditures, amounting to 54 percent. Contracted services account for over one-quarter of expenditures and experienced the highest dollar-value increase since FY15, with an increase of \$5.8 million. However, this category experienced a 63.2% decrease since FY14. Land and Structures, while a relatively low amount, experienced a 69.0 percent decrease in expenditures from FY14.

TABLE 3: TOTAL EXPENDITURES, FY16

Category	Total	Percent
Salaries and Wages	\$ 119,711,987	54.3%
Contractuals and NEC TE's	\$ 1,843,664	0.8%
Land and Structures	\$ 4,560,342	2.1%
Leases	\$ 7,993,464	3.6%
Communications	\$ 7,920,599	3.6%
Contracted Services	\$ 61,274,203	27.8%
Supplies and Equipment	\$ 1,193,509	0.5%
Fuel and Utilities	\$ 2,178,929	1.0%
Grants and Subsidies	\$ 8,759,647	4.0%
Other	\$ 4,856,395	2.2%
Total	\$ 220,292,739	100.0%

FIGURE 4: EXPENDITURES (MILLIONS), FY16

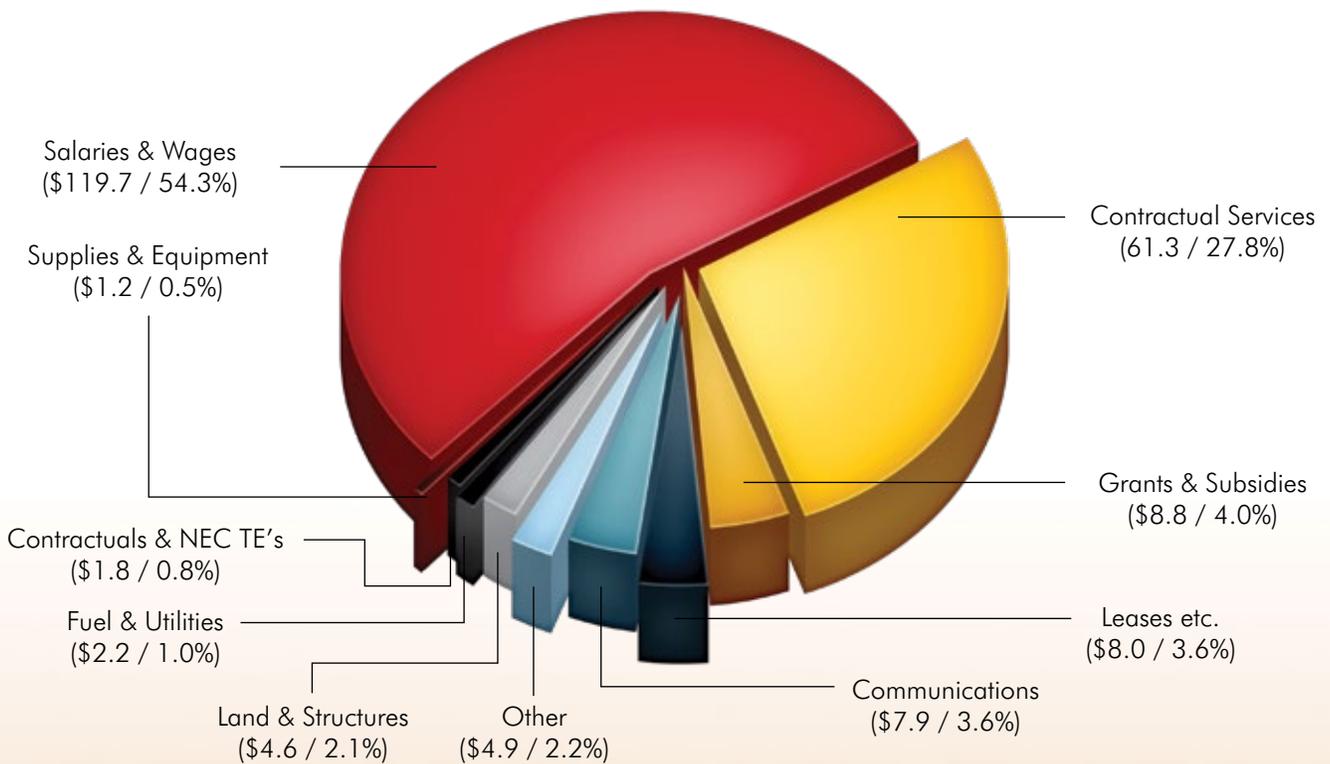




TABLE 4: EXPENDITURES OVER TIME, FY14- FY16

Category	FY14	FY15	FY16	Percent Change FY14-FY16
Salaries and Wages	\$ 104,752,593	\$ 117,757,723	\$ 119,711,987	14.3%
Contractuals and NEC TE's	\$ 5,008,069	\$ 1,710,704	\$ 1,843,664	-63.2%
Land and Structures	\$ 14,727,194	\$ 8,068,706	\$ 4,560,342	-69.0%
Leases etc.	\$ 8,005,894	\$ 7,909,086	\$ 7,993,464	-0.2%
Communications	\$ 6,308,388	\$ 6,198,104	\$ 7,920,599	25.6%
Contracted Services	\$ 50,521,031	\$ 55,408,293	\$ 61,274,203	21.3%
Supplies & Equipment	\$ 1,156,279	\$ 1,223,679	\$ 1,193,509	3.2%
Fuel and Utilities	\$ 2,918,367	\$ 2,189,931	\$ 2,178,929	-25.3%
Grants and Subsidies	\$ 8,009,820	\$ 9,483,932	\$ 8,759,647	9.4%
Other	\$ 4,194,303	\$ 5,557,258	\$ 4,856,395	15.8%
Total	\$ 205,601,938	\$ 215,507,416	\$ 220,292,739	7.1%

EXTERNAL DISBURSEMENTS



Table 5 shows total FY16 disbursements by category and what percentage that represents for total disbursements, and **Table 6** shows disbursements over time.

The MDOT MVA funded 33% of the Transportation Trust Fund in FY16 and 29% in FY 2015. **Figure 5** represents each category of disbursements. The Emergency Medical System was the largest recipient at 43.7 percent followed closely by the Maryland Automobile Insurance Fund (MAIF)/General Fund disbursements at 32.5 percent of disbursements.

MDOT MVA disbursed a total of \$171.0 million in FY16, slightly below the \$172.3 million in FY15.

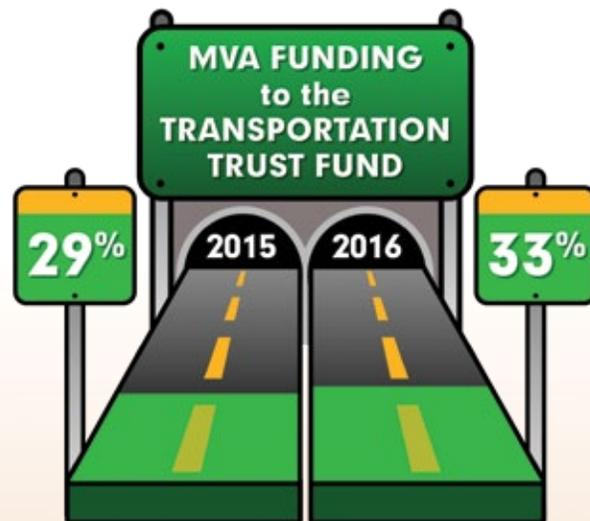


TABLE 5: EXTERNAL DISBURSEMENTS OF FUNDS, FY16

Category	Total	Percent
Emergency Medical System	\$ 74,669,063	43.7%
MAIF/General Fund	\$ 55,525,583	32.5%
Refunds	\$ 17,918,304	10.5%
Trauma Physician Services	\$ 12,878,887	7.5%
Interstate Trucking	\$ 5,001,843	2.9%
Chesapeake Bay Trust	\$ 3,651,489	2.1%
MD Agriculture Commemorative	\$ 778,250	0.5%
Other	\$ 381,449	0.2%
Organ Donor Foundation	\$ 231,048	0.1%
Total	\$ 171,035,916	100.0%

FIGURE 5: EXTERNAL DISBURSEMENTS OF FUNDS (MILLIONS), FY16

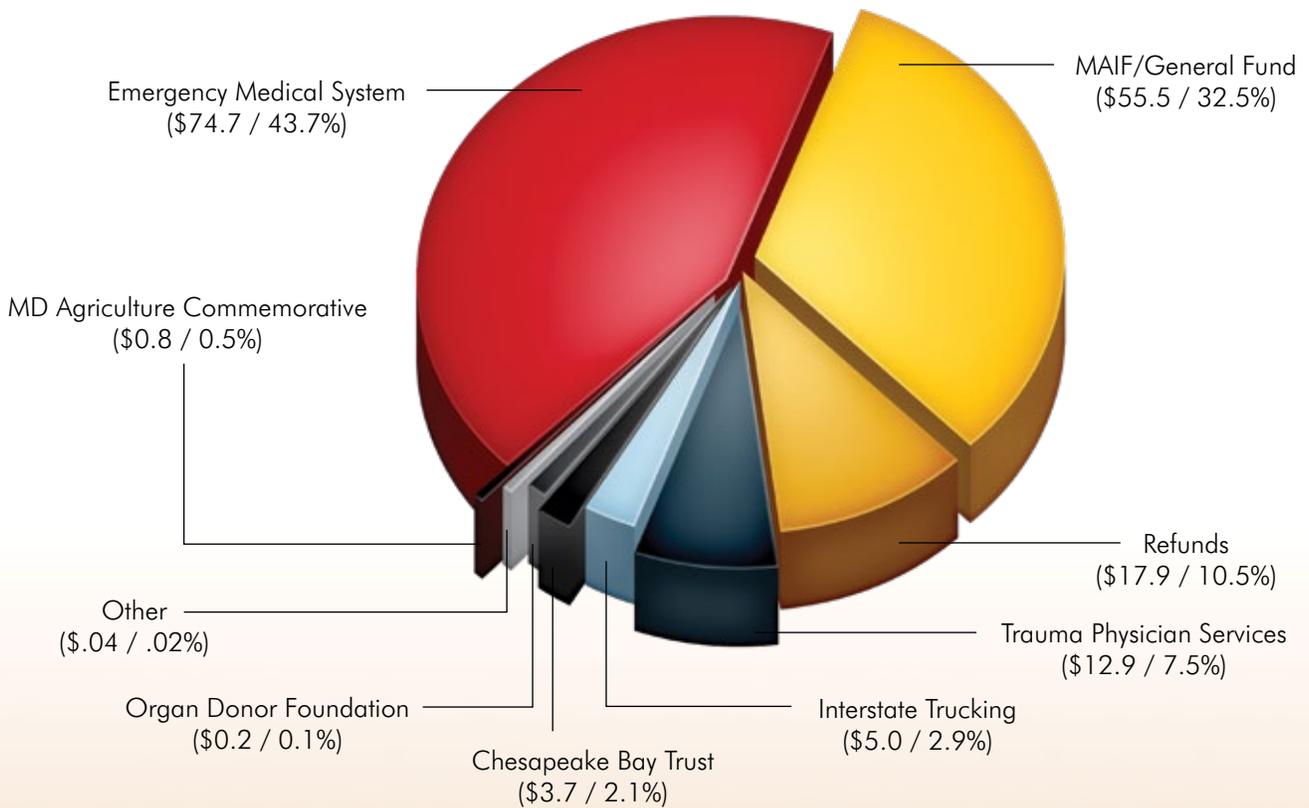


TABLE 6: EXTERNAL DISBURSEMENTS OF FUNDS, FY14- FY16

Fund	FY14	FY15	FY16
Emergency Medical System	\$ 72,429,751	\$ 72,773,951	\$ 74,669,063
MAIF/General Fund	\$ 59,201,476	\$ 60,553,224	\$ 55,525,583
Refunds	\$ 15,705,478	\$ 17,181,605	\$ 17,918,304
Trauma Physician Services	\$ 12,500,374	\$ 12,544,961	\$ 12,878,887
Interstate Trucking	\$ 4,407,408	\$ 4,384,735	\$ 5,001,843
Chesapeake Bay Trust	\$ 3,646,076	\$ 3,613,198	\$ 3,616,300
MD Agriculture Commemorative	\$ 748,270	\$ 730,170	\$ 778,250
Organ Donor Foundation	\$ 319,485	\$ 299,170	\$ 231,048
Other	\$ 258,090	\$ 263,946	\$ 416,638
Total	\$ 169,216,407	\$ 172,344,959	\$ 171,035,916

In FY16, MDOT MVA processed over 11 million transactions. The cost per transaction was \$17.02 in FY16, which is above FY15's rate of \$16.68. Because MDOT MVA's costs are largely fixed, the cost per transaction is typically higher in years with fewer transactions. **Table 7** shows the number of transactions, cost, and cost per transaction from FY11 - FY16.

TABLE 7: COST PER TRANSACTION, FY11- FY16

Category	Total	Percent
FY11	11,880,378	\$15.04
FY12	11,995,093	\$14.11
FY13	10,315,015	\$16.31
FY14	10,755,729	\$16.42
FY15	11,116,613	\$16.68
FY16	11,005,144	\$17.02
Percent Change FY11-FY16	-7.0%	13.0%
Annual Average Growth Rate	-1.3%	2.7%

CAPITAL INVESTMENTS



In FY15- FY16, MDOT MVA made capital investments totaling \$42.3 million.

As shown in **Figure 6**, IT equipment and systems preservation represented the largest category of spending at 42.4 percent of the total, with a significant amount also spent on driver's license system improvements, project core, and branch offices preservation.

In FY14- FY15, MDOT MVA made capital investments totaling \$41.8 million. IT equipment and systems preservation represented the largest category of spending at 36.5 percent of the total, with a significant amount also spent on driver's license system improvements and branch offices preservation as shown on **Figure 7**.

FIGURE 6: CAPITAL INVESTMENTS (MILLIONS), FY15- FY16

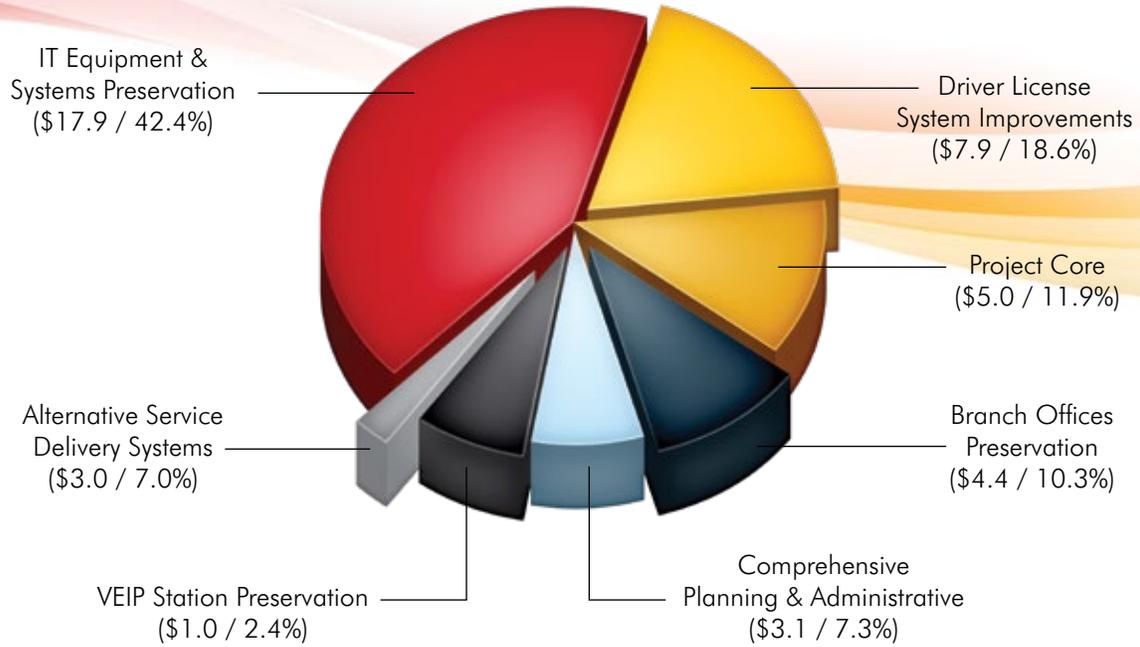
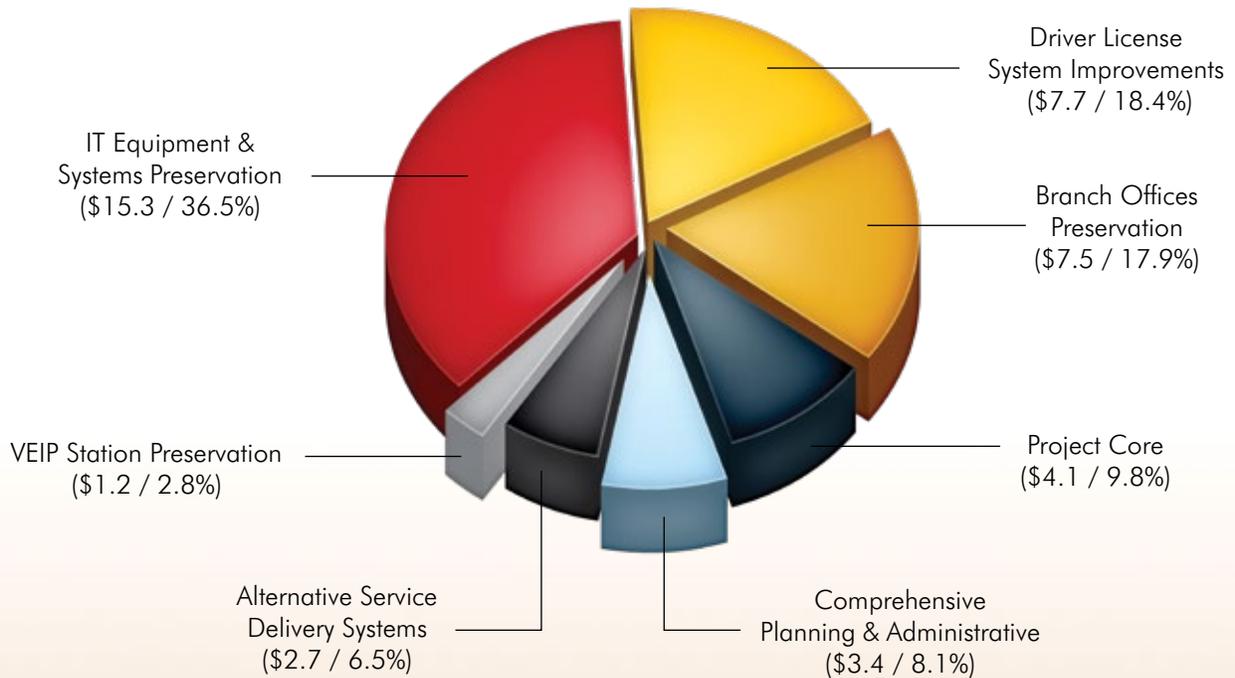


FIGURE 7: CAPITAL INVESTMENTS (MILLIONS), FY14- FY15



VEHICLE SALES



Vehicle services are a major responsibility for MDOT MVA. **Figure 8**, which depicts the number of vehicles sold each year since FY06, indicates MDOT MVA has seen a steady increase in vehicles sales since a low point in FY09. March continues to be the month with the highest sales, and December-February typically experiences the lowest number of sales. **Table 8** depicts purchase price of new (\$32,406 average) and used (\$10,468 average) vehicles. The average purchase price for both new and used vehicles is \$17,638.

From FY14 to FY15, the total number of vehicles sales increased 4.9 percent, and continued to increase 7.7 percent into FY16.

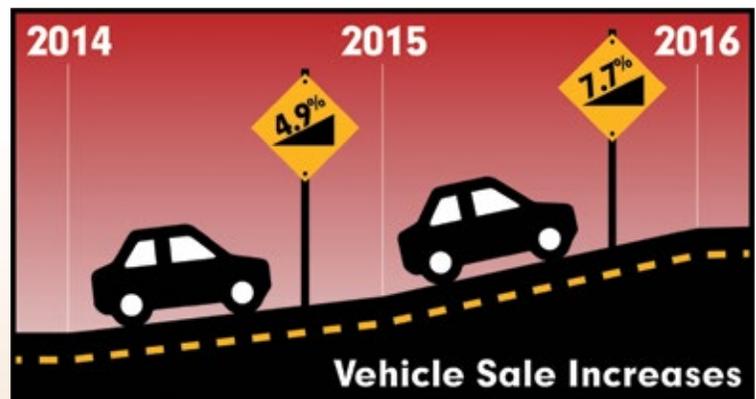


FIGURE 8: TOTAL NUMBER OF VEHICLES SOLD, FY06- FY16

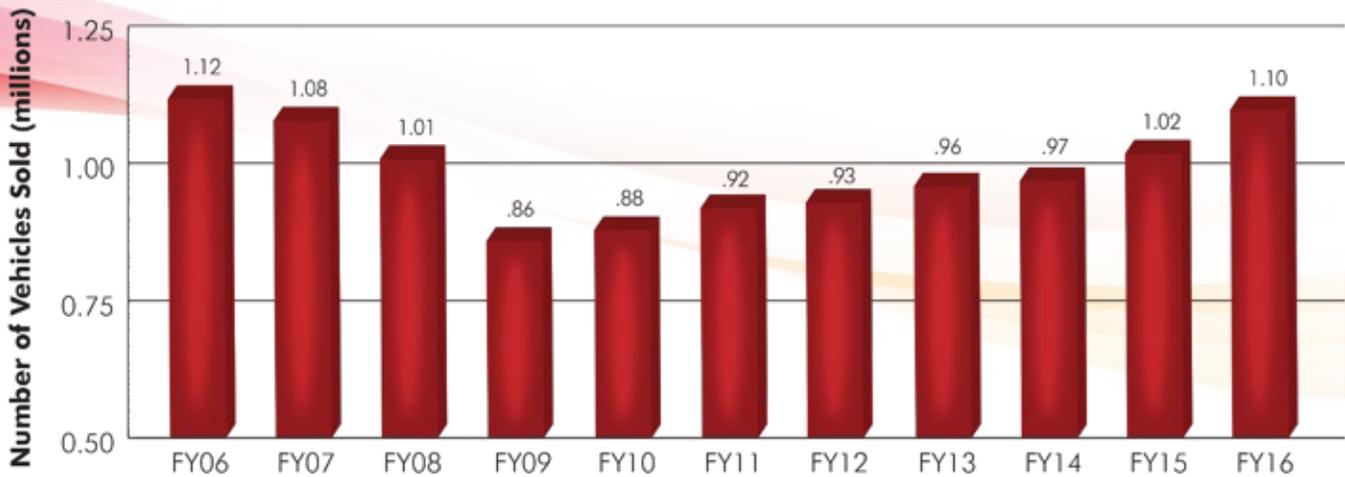


TABLE 8: VEHICLE SALES, FY16

Month	Number of Vehicles		Total Sales		Average Purchase Price	
	New	Used	New	Used	New	Used
July	34,179	62,920	\$ 1,062,988,492	\$ 650,454,487	\$ 31,101	\$ 10,338
August	30,125	61,268	\$ 958,163,037	\$ 618,794,306	\$ 31,806	\$ 10,100
September	32,154	62,182	\$ 1,035,533,325	\$ 632,452,008	\$ 32,205	\$ 10,171
October	30,552	62,954	\$ 991,747,766	\$ 653,329,361	\$ 32,461	\$ 10,378
November	25,828	54,354	\$ 858,213,639	\$ 568,019,044	\$ 33,228	\$ 10,450
December	29,062	56,592	\$ 969,641,175	\$ 621,925,235	\$ 33,365	\$ 10,990
January	25,835	45,285	\$ 878,106,665	\$ 518,918,140	\$ 33,989	\$ 11,459
February	24,257	58,184	\$ 813,473,347	\$ 581,005,001	\$ 33,536	\$ 9,986
March	30,675	73,163	\$ 988,609,546	\$ 723,865,536	\$ 32,229	\$ 9,894
April	29,787	66,793	\$ 943,502,901	\$ 693,293,383	\$ 31,675	\$ 10,380
May	31,525	65,659	\$ 1,018,042,636	\$ 712,783,380	\$ 32,293	\$ 10,856
June	34,366	68,750	\$ 1,094,447,550	\$ 751,886,189	\$ 31,847	\$ 10,937
Total	358,345	738,104	\$ 11,612,470,080	\$ 7,726,726,069	\$ 32,406	\$ 10,468
Total (New and Used)	1,096,449		\$ 19,339,196,149		\$ 17,638	

ALTERNATIVE SERVICE DELIVERY



Alternative service delivery allows customers to complete transactions outside of an MDOT MVA office, typically by telephone, internet, kiosks, or mail. **Figure 9** represents the levels of Alternative Service Delivery since FY06. **Figure 10** shows the breakdown of the Alternative Service Delivery by type followed by **Figure 11**, which shows the use of alternative methods within the MDOT MVA. Not surprising, vehicle titles, tags, and registrations are where alternative methods are used the most.

During FY16, 57 percent of all services were completed through alternative service delivery, the highest rate in the past ten years.



FIGURE 9: PERCENT ALTERNATIVE SERVICE DELIVERY, FY06- FY16

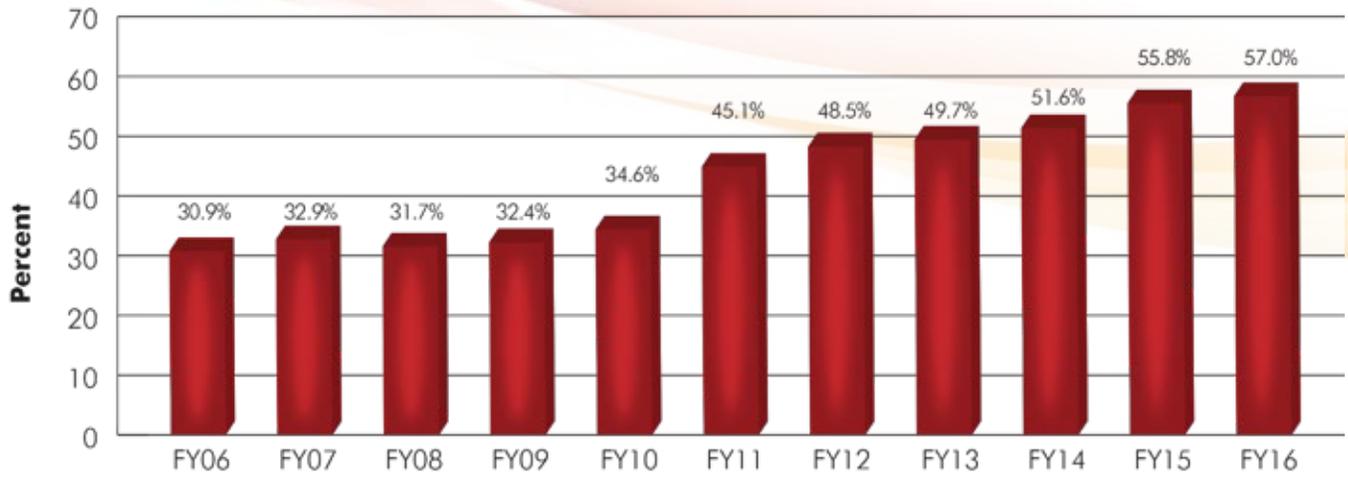


FIGURE 10: ALTERNATIVE SERVICE DELIVERY, TRANSACTIONS BY DELIVERY TYPE, FY14 – FY16

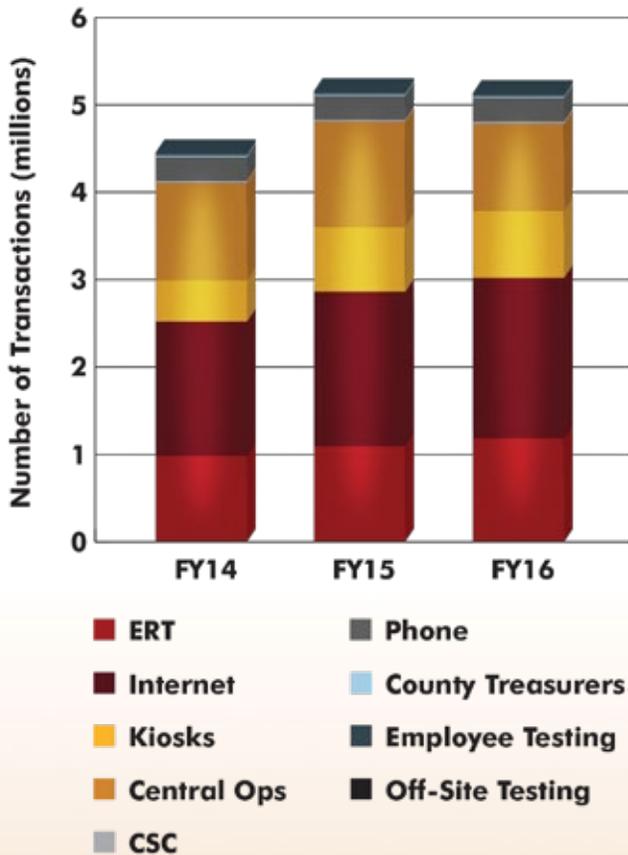
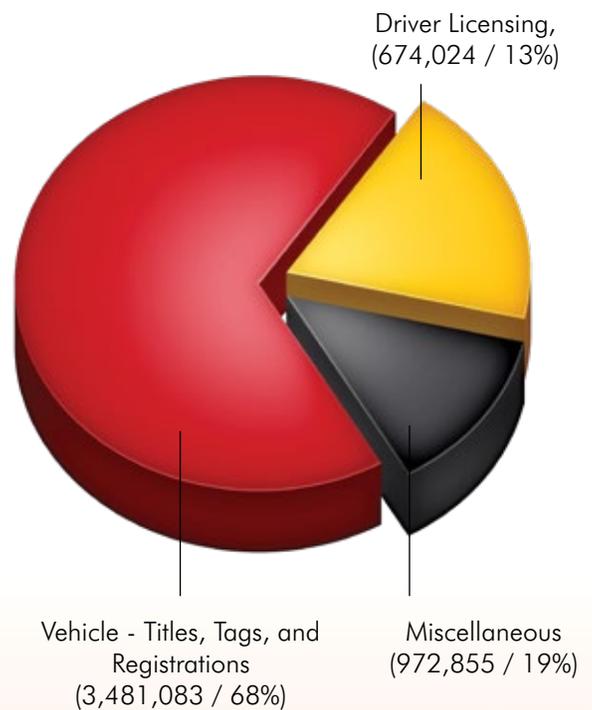
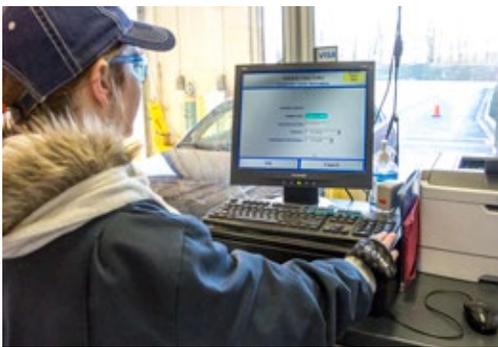


FIGURE 11: ALTERNATIVE SERVICE DELIVERY, TRANSACTIONS BY SERVICE TYPE, FY16



TRANSACTIONS BY DELIVERY AND SERVICE TYPE



The MDOT MVA processed 11.1 million delivery transactions in FY15, the highest ever for the agency and \$11.0 million in FY16.

The largest number of transactions at MDOT MVA continue to be walk ins and bus delivery (34.5 percent of delivery transactions in FY16 and 35.4 percent in FY15). Internet and VEIP remain second and third. Kiosks experienced the largest growth from FY14- FY16 with a 57 percent increase as shown in **Table 9**.



TABLE 9: NUMBER OF TRANSACTIONS BY DELIVERY TYPE, FY14– FY16

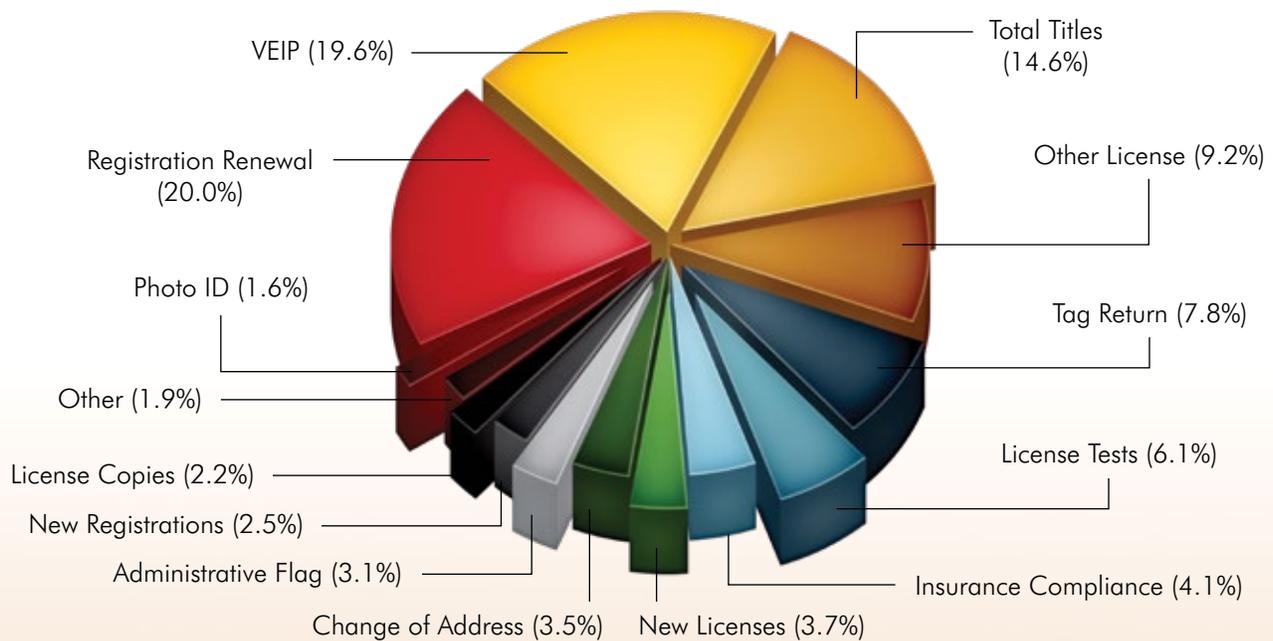
Delivery Type	FY14	FY15	FY16	Difference FY14-FY16	Percent Change FY14-FY16
Walk-in & Bus	4,164,243	3,937,747	3,794,379	-369,864	-9%
Central Operations	1,112,083	1,057,584	906,757	-205,326	-18%
ERT	989,968	1,116,188	1,209,160	219,192	22%
Kiosks	488,906	726,858	767,984	279,078	57%
Internet	1,538,710	1,762,041	1,825,854	287,144	19%
Treasurer	24,074	24,592	22,706	-1,368	-6%
Call Center	11,298	14,842	15,705	4,407	39%
Phone	265,834	275,272	279,227	13,393	5%
External CDL Testing	1,469	1,318	1,775	306	21%
VEIP	2,139,750	2,179,523	2,152,993	13,243	1%
Business Licensing	19,394	20,648	28,604	9,210	47%
Total	10,755,729	11,116,613	11,005,144	249,415	2%

Registration renewal remains the largest category of transactions at 20 percent of the total, followed by VEIP transactions, which accounted for 19.6 percent of transactions in FY16 as shown in **Table 10**. **Figure 12** shows the categories of service transactions in FY14 and FY16. Change of address transactions saw a large spike in requests from FY14-FY15, but have remained steady from FY15 to FY16. The biggest increase in transactions from FY15 to FY16 was new licenses, with a 40,000 increase. This may be due to a 9 percent increase in teenage drivers (see **Table 19**). The biggest decrease from FY15 to FY16 was other license requests which includes motorcycle and commercial driver licenses.

TABLE 10: NUMBER OF TRANSACTIONS BY SERVICE TYPE, FY14–FY16

Service Category	FY14	FY15	FY16	Percent Change FY15-FY16
New Licenses	330,247	367,291	408,632	11%
Other License	1,015,104	1,117,720	1,013,321	-9%
License Tests	648,427	701,074	676,525	-4%
Photo ID	174,717	186,540	178,549	-4%
License Copies	227,522	238,894	243,284	2%
New Registrations	253,853	285,427	270,266	-5%
Registration Renewal	2,178,116	2,221,346	2,206,191	-1%
Total Titles	1,570,121	1,564,157	1,609,424	3%
Tag Return	827,806	858,448	856,684	0%
Insurance Compliance	496,911	468,836	447,379	-5%
VEIP	2,139,750	2,179,523	2,152,993	-1%
Change of Address	313,624	383,379	390,221	2%
Administrative Flag	363,755	323,923	340,732	5%
Other	215,776	220,055	210,943	-4%
Total	10,755,729	11,116,613	11,005,144	-1%

FIGURE 12: TRANSACTIONS BY SERVICE TYPE, FY16



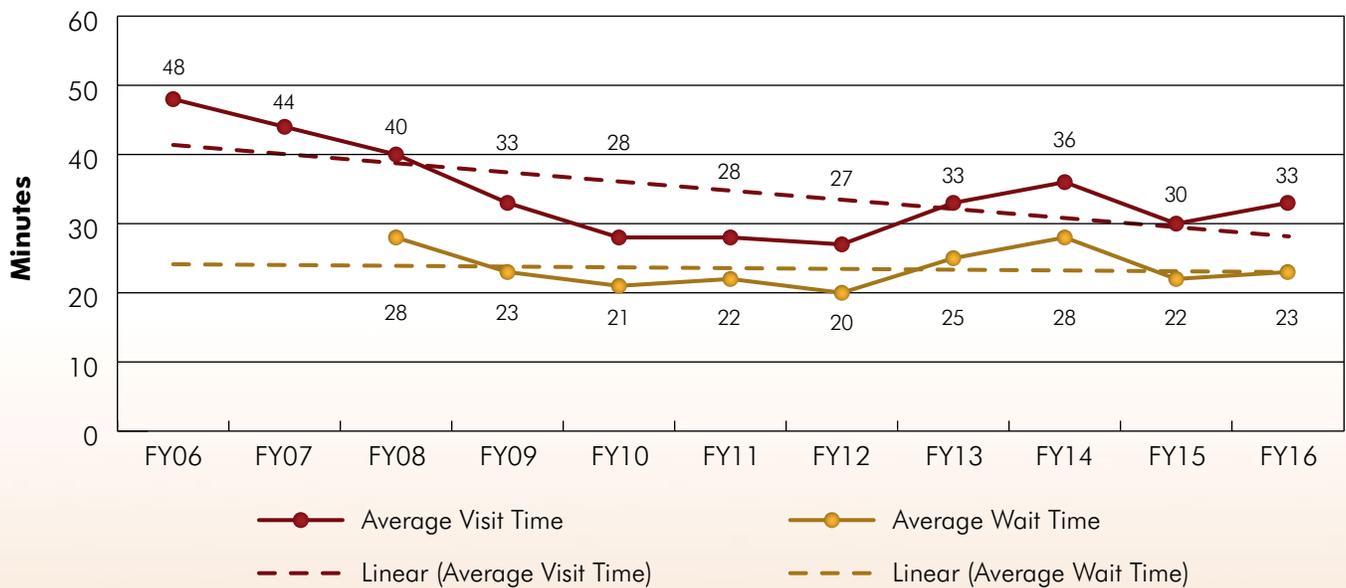
WAIT AND VISIT TIME



Average wait and visit times in FY16 have increased since FY15, although they remain below FY14 levels and are similar to FY13 levels.

Trend lines over the past 10 years (Figure 13) indicate that wait times and visit times continue to decrease overall.

FIGURE 13: AVERAGE WAIT AND VISIT TIME (MINUTES), FY06-FY16



CUSTOMER SATISFACTION SURVEY

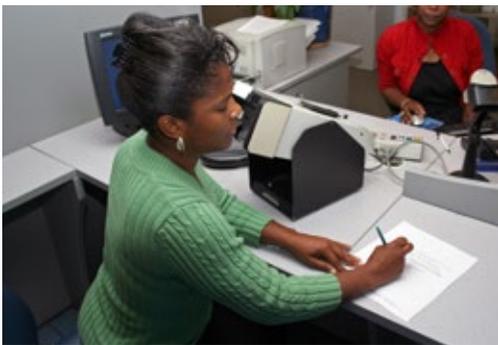


Table 11 shows the customer service responses by branch in FY16 and **Table 12** shows the same in FY15. 86.2 percent of customers are satisfied with their wait time in FY16, up from 82.5 percent in FY15. Customers expressed satisfaction with the employees that assisted them, with 95.3 percent believing they were friendly, 95.5 percent believing they were helpful, and 95.9 percent believing they acted professionally. These numbers are very similar to FY15 rates. Statewide, 92.1 percent of customers were satisfied with their experience, up from 91.4 percent in FY15. Mobile Bus respondents were the most satisfied, with a 99.9 percent satisfaction rate. Customers in Glenmont, Oakland, Cumberland, Frederick, and Walnut Hill had the highest satisfaction rates.

MDOT MVA received a 19.8 percent response rate to its FY16 customer satisfaction survey, up from an 18.8 percent response rate in FY15.



TABLE 11: CUSTOMER SERVICE SURVEY, FY16

	Survey Responses	Response Rate	Wait Time Satisfaction	Employee Effectiveness			Customer Satisfaction
				Friendly	Helpful	Professional	
				Percent "Good" and "Very Good"			
Full Service Branches							
Annapolis	1,286	8.4%	82.8%	96.0%	96.2%	96.6%	92.6%
Baltimore City	1,830	9.6%	82.6%	92.8%	93.1%	93.3%	88.7%
Bel Air	1,606	14.6%	88.3%	96.9%	96.9%	97.5%	93.5%
Beltsville	2,486	12.1%	73.3%	87.3%	87.4%	88.1%	81.8%
Cumberland	1,243	29.0%	97.7%	98.2%	98.0%	98.4%	97.8%
Easton	1,614	25.7%	90.7%	97.1%	97.3%	97.8%	94.4%
Elkton	1,140	16.5%	94.3%	96.6%	97.1%	97.3%	95.5%
Essex	2,084	15.1%	89.3%	97.4%	97.4%	97.9%	94.1%
Frederick	2,430	19.8%	93.0%	98.7%	98.9%	97.4%	97.2%
Gaithersburg	6,984	37.0%	89.6%	98.0%	97.8%	98.4%	95.6%
Glen Burnie	8,050	28.0%	89.9%	97.3%	97.3%	97.6%	95.0%
Hagerstown	3,009	37.3%	93.8%	99.2%	99.0%	99.4%	97.7%
Largo	1,915	8.4%	83.7%	94.5%	94.9%	95.3%	90.5%
Loveville	1,871	30.2%	84.6%	93.9%	94.4%	95.1%	90.6%
Mobile Bus	919	0.0%	99.0%	100.0%	100.0%	100.0%	99.9%
Salisbury	1,438	14.4%	85.7%	93.8%	94.5%	94.8%	90.7%
Waldorf	1,630	11.5%	78.2%	90.8%	92.3%	92.2%	85.9%
Westminster	1,817	21.0%	88.4%	96.3%	96.3%	96.4%	93.0%
White Oak	1,808	9.9%	81.0%	93.3%	93.3%	94.6%	88.8%
Weighted Average		18.0%	85.7%	95.0%	95.2%	95.6%	91.7%
Total	45,160						
Express Branches							
Columbia	1,739	22.4%	88.4%	96.7%	97.3%	97.3%	94.4%
Glenmont	4,040	62.0%	95.8%	98.8%	98.9%	99.0%	98.4%
Loch Raven/Parkville	2,479	29.3%	86.2%	96.7%	96.8%	97.0%	92.5%
Walnut Hill	1,720	25.3%	91.9%	99.4%	99.4%	99.6%	97.2%
Weighted Average		33.8%	90.2%	97.8%	98.0%	98.1%	95.4%
Total	9,978						
Satellite Branches							
Oakland	226	22.4%	98.1%	98.5%	99.0%	99.5%	98.0%
Prince Frederick	542	37.5%	94.1%	97.9%	98.9%	99.1%	96.7%
Weighted Average		31.3%	95.8%	98.2%	98.9%	99.3%	97.3%
Total	768						
Statewide							
Weighted Average		19.8%	86.2%	95.3%	95.5%	95.9%	92.1%
Total	55,906						

TABLE 12: CUSTOMER SERVICE SURVEY, FY15

	Survey Responses	Response Rate	Wait Time Satisfaction	Employee Effectiveness			Customer Satisfaction
				Friendly	Helpful	Professional	
				Percent "Good" and "Very Good"			
Full Service Branches							
Annapolis	1,624	9.4%	88.4%	97.5%	98.2%	98.2%	95.9%
Baltimore City	1,614	7.3%	76.9%	89.2%	90.0%	89.8%	84.4%
Bel Air	2,103	17.4%	86.7%	97.3%	97.5%	97.6%	92.7%
Beltsville	2,309	10.2%	73.4%	89.5%	89.1%	90.4%	84.4%
Cumberland	1,636	32.6%	96.6%	98.1%	98.8%	98.7%	97.9%
Easton	2,087	27.5%	81.3%	96.6%	96.7%	97.3%	91.8%
Elkton	1,696	22.0%	90.3%	95.6%	96.7%	96.7%	94.9%
Essex	3,549	23.3%	87.1%	97.0%	97.3%	97.6%	93.5%
Frederick	4,018	30.2%	86.4%	97.9%	98.2%	95.8%	95.5%
Gaithersburg	5,595	28.1%	80.4%	97.5%	97.1%	98.1%	93.4%
Glen Burnie	4,205	13.4%	82.8%	97.1%	97.0%	97.4%	92.8%
Hagerstown	3,676	38.4%	91.6%	99.2%	99.2%	99.4%	97.3%
Largo	2,759	12.3%	76.1%	92.9%	93.5%	87.4%	87.4%
Loveville	1,235	18.6%	85.9%	95.8%	95.6%	96.9%	92.1%
Mobile Bus	1,319	0.0%	98.8%	100.0%	100.0%	99.9%	100.0%
Salisbury	1,586	13.8%	80.1%	93.3%	94.0%	95.0%	89.0%
Waldorf	2,066	13.6%	81.1%	92.8%	93.3%	94.0%	89.3%
Westminster	1,751	17.4%	78.9%	93.2%	92.8%	93.4%	87.6%
White Oak	2,832	15.2%	77.2%	91.8%	91.7%	93.2%	89.3%
Weighted Average		17.3%	81.8%	94.7%	94.9%	94.7%	90.8%
Total	47,660						
Express Branches							
Columbia	1,205	15.4%	82.9%	96.2%	97.2%	97.1%	94.6%
Glenmont	3,368	51.7%	88.5%	98.5%	97.9%	98.2%	96.2%
Parkville	2,651	28.5%	85.0%	96.1%	96.2%	96.3%	92.8%
Walnut Hill	2,749	34.2%	90.9%	99.0%	99.0%	99.2%	97.1%
Weighted Average		31.5%	86.7%	97.4%	97.5%	97.6%	95.1%
Total	9,973						
Satellite Branches							
Oakland	247	25.9%	91.7%	97.8%	98.3%	98.1%	95.3%
Prince Frederick	268	14.7%	96.9%	99.2%	100.0%	99.6%	99.2%
Weighted Average		18.5%	95.1%	98.7%	99.4%	99.1%	97.9%
Total	515						
Statewide							
Weighted Average		18.8%	82.5%	95.0%	95.2%	95.1%	91.4%
Total	58,148						

VEHICLE EMISSIONS INSPECTION PROGRAM (VEIP)



Maryland law requires vehicles to undergo a safety inspection before registration and for most vehicles to have their emissions tested periodically under MDOT MVA's VEIP, which exceeds the state's clean air standard. The cost per inspection is \$10 for self-service kiosks and \$14 at inspection stations. **Table 13** shows the number of vehicle tests and the revenue generated from FY12-FY16. In FY16, the VEIP program conducted over 1.79 million vehicle tests, which decreased by approximately 0.3 percent from FY15. In FY15, the VEIP program conducted nearly 1.8 million vehicle tests, an increase of 3.4 percent from FY14. Revenue from vehicle test fees decreased in FY16 by 3.4 percent from FY15, reflecting the lower number of tests conducted. **Figure 13** shows the number of vehicle tests in FY14, FY15, and FY16. **Figure 14** indicates the fees generated by those tests.

Several enhancements to the VEIP occurred in recent years with the addition of fleet testing for larger companies and government agencies. For the public, MDOT MVA added two high-tech VEIP kiosks in August 2015 and in April 2016 added an additional seven VEIP self-service kiosks in air quality non-attainment areas,¹ which are available twenty-four hours a day, seven days a week in nine locations, with four at VEIP stations and five at branch offices. Customers can perform the same on-board diagnostic test that a station inspector would complete. Maryland Department of the Environment and the MDOT MVA will continue to examine new technologies for testing such as mobile units, telematics, and remote testing to continue to enhance the program. The current system for vehicle emissions inspections will remain in place until 2019.

The Vehicle Emissions program tests over 1.5 million cars per year at 18 centralized locations and 9 self-service kiosks.

¹ A non-attainment areas is an area considered to have air quality worse than the National Ambient Air Quality Standards as defined in the Clean Air Act Amendments of 1970

TABLE 13: VEHICLE TESTS AND FEES BY YEAR, FY14-FY16

Vehicle Tests	FY14	FY15	FY16	Percent Change FY15-FY16
Paid	1,639,436	1,693,926	1,683,770	-0.6%
Gratis	96,198	101,016	100,648	-0.4%
Kiosk			5,652	
Total	1,735,634	1,794,942	1,790,070	-0.3%
Vehicle Test Fees (\$)	FY14	FY15	FY16	Percent Change FY15-FY16
Inspection	\$ 22,952,104	\$ 23,700,376	\$ 23,558,016	-0.6%
Late	\$ 9,870,360	\$ 10,149,005	\$ 9,153,885	-9.8%
Total	\$ 32,822,464	\$ 33,849,381	\$ 32,711,901	-3.4%

FIGURE 13: NUMBER OF VEHICLE TESTS BY YEAR, FY14-FY16

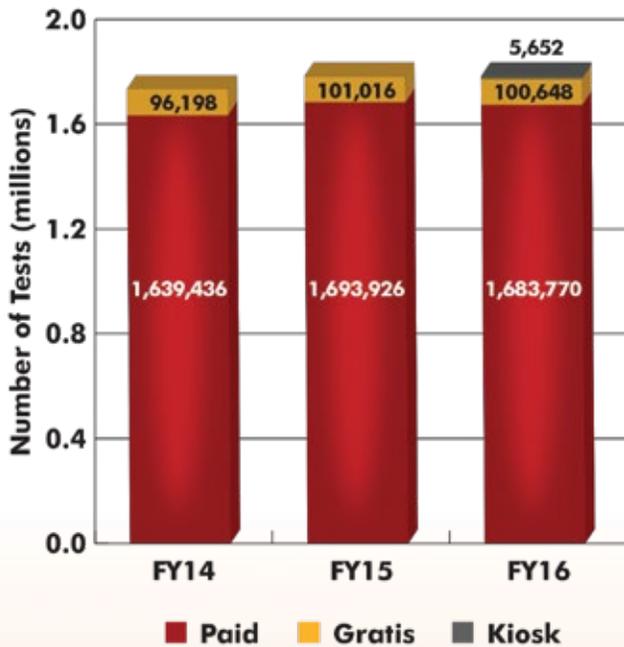
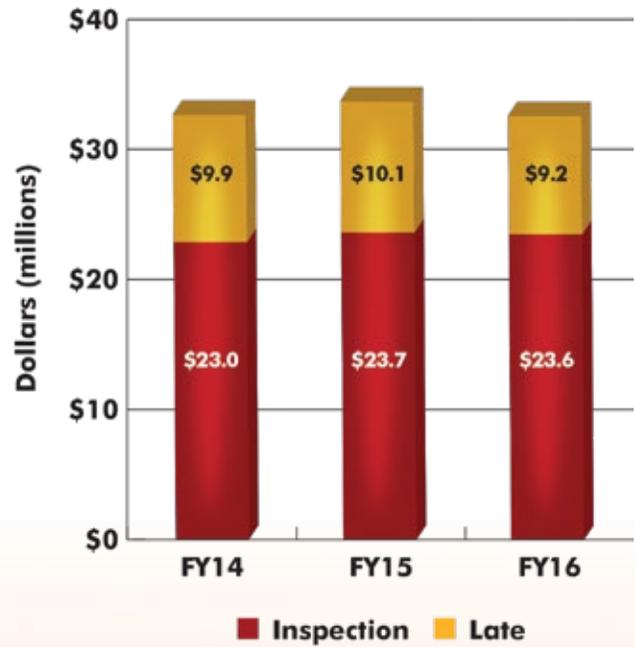


FIGURE 14: VEHICLE TEST FEES, FY14-FY16



CUSTOMER SERVICE CENTER

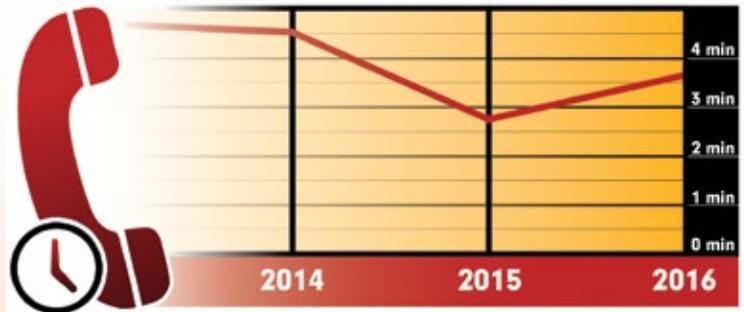


The 2016 average for customer service center calls is up from FY15's average of 2 minutes and 48 seconds, but down from FY14's average of 4 minutes and 27 seconds. The overall number of calls and calls to the general information line increased from FY14 to FY15 but decreased from FY15 to FY16 (**Table 14**). The average call duration remained roughly the same across the three years. FY16 saw an increase in the abandon rate (13 percent as opposed to 9 percent in FY15).

In FY15, MDOT MVA launched two new programs to assist in serving customers. The program Salesforce replaced a previous help desk system and Computer Telephony Integration (CTI) is a new customer tracking system. Both systems provide an easier way for staff to review customer information and provides a log of previous calls, which enhances efficiency since repeat callers do not need to explain their issue multiple times. MDOT MVA also had increased staff in the customer service center in FY15, allowing them to handle more calls.

In FY16, it took an agent an average of 3 minutes and 43 seconds to pick up a call.

AVERAGE TIME TO PICK UP CALL:



In FY16, staff adjusted to the new systems, handling calls in new ways to promote efficiency. In May 2016, the Customer Service Center began using a new triage system for calls coming into the General Information Line. Calls are classified as Level I, those that can be answered quickly with minimal research and Level II require additional research. Currently, about 80 percent of staff are assigned to handle Level 1 calls.

TABLE 14: NUMBER OF CALLS TO THE CUSTOMER SERVICE CENTER, FY14-FY16

	FY14	FY15	FY16
Total Number of Calls	1,432,930	1,646,580	1,564,406
Calls to the General Information Line	1,239,498	1,440,154	1,360,914
Average Time to Pick Up Call	4:27	2:48	3:43
Average Call Duration	2:55	3:00	3:09
Abandon Rate	14%	9%	13%

The number of customers served by MDOT MVA branch offices decreased by 89,756 from FY15 to FY16, representing a 2.3 percent decrease (**Table 15**), followed by a decrease of 8.4 percent from FY14 to FY15. These decreases are likely due to increased customer use of online services.

TABLE 15: CUSTOMERS SERVED BY BRANCH, FY14-FY16

Branch	FY14	FY15	FY16
Annapolis	236,800	221,630	203,464
Baltimore City	323,750	279,777	258,896
Bel Air	176,247	156,161	152,565
Beltsville	324,825	290,071	283,765
Columbia	103,229	101,833	110,222
Cumberland	59,569	61,986	59,049
Easton	98,865	93,160	84,163
Elkton	92,392	97,494	95,881
Essex	200,971	194,001	191,679
Frederick	194,980	171,044	168,201
Gaithersburg	281,944	258,462	256,921
Glen Burnie	438,671	400,273	385,317
Glenmont	96,447	88,714	90,417
Hagerstown	119,193	115,884	109,824
Largo	345,885	297,432	307,098
LochRavenParkville	120,117	119,077	119,332
Loveville	90,641	78,935	78,054
Oakland	12,176	12,640	12,507
Prince Frederick	20,858	21,710	19,550
Salisbury	146,642	137,989	135,216
Waldorf	227,183	194,129	188,865
Walnut Hill	116,299	104,878	100,702
Westminster	142,854	127,920	119,074
White Oak	251,739	242,713	247,395
Total	4,222,277	3,867,913	3,778,157

ALTERNATIVE FUEL VEHICLES



Plug-in electric and plug-in hybrid have both seen increases in use from FY15 to FY16 (36 percent and 18 percent, respectively).

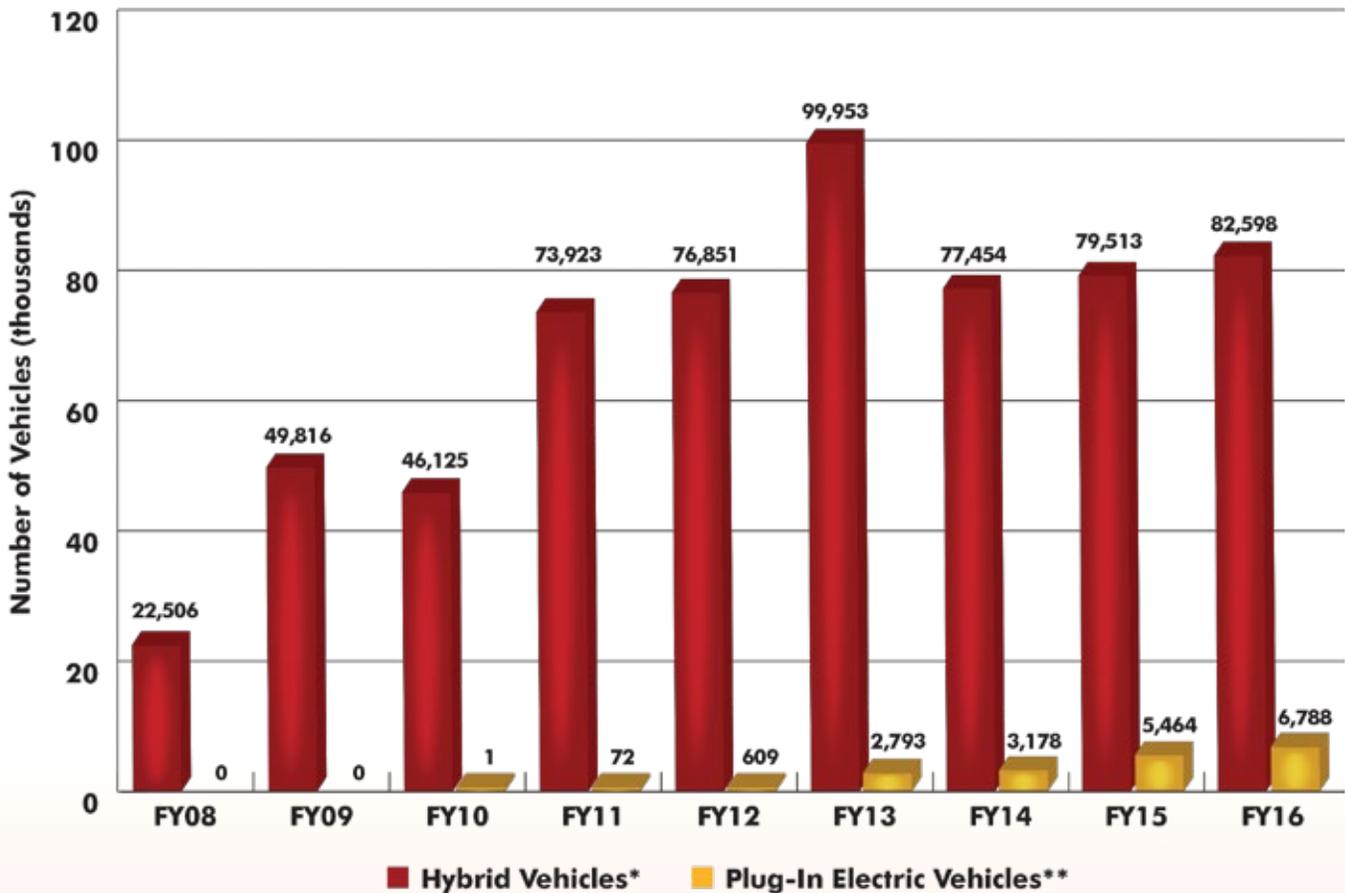
Maryland has seen a steady increase in the number of vehicles using alternative fuel. Alternative fuel includes alcohol, natural gas, liquid gas, hybrid, plug-in hybrid, plug-in electric, or flex fuel. Flex fuel has been and remains the most popular form of alternative fuel, with 300,000 users in FY16 (**Table 16**). **Figure 15** depicts the rise in use of these types of vehicles.

TABLE 16: VEHICLES BY ALTERNATIVE FUEL SOURCE, FY14–FY16

Energy Source	FY14	FY15	FY16	Percent Change FY15-FY16
Natural Gas	360	382	413	8%
Liquid Gas (Propane)	11	15	23	53%
Hybrid *	77,454	79,513	82,598	4%
Plug-In Hybrid	1,757	3,521	4,145	18%
Plug-In Electric	1,421	1,943	2,643	36%
Flex Fuel	261,566	279,314	300,447	8%
Total	342,569	364,688	390,269	7%

* Beginning FY2014, Excludes 'Plug-In Hybrid Electric Vehicles'

FIGURE 15: HYBRID AND ELECTRIC VEHICLES, FY08-FY16



* Beginning FY 14, Excludes 'Plug-In Hybrid Electric Vehicles' | ** All Electric and 'Plug-In Hybrid Electric Vehicle'

REGISTERED VEHICLES BY COUNTY AND YEAR



The number of registered vehicles in Maryland has grown substantially in the past 45 years. **Table 17** depicts vehicle registration by county and **Table 18** shows the overall percentage. Montgomery County has the most registered vehicles, at 787,000 and 15.8 percent of the state's vehicles, with Baltimore in second at 701,000, representing 14 percent of the state's vehicles.

In FY16, there were nearly 5 million registered cars, up from 1.8 million in 1970, 2.9 million in 1980, and 3.6 million in 1990.



TABLE 17: VEHICLE REGISTRATION BY COUNTY, FY70–FY16

Counties	FY70	FY80	FY90	FY00	FY10	FY14	FY15	FY16
Allegany	42,464	58,135	59,175	61,604	62,813	61,481	61,522	61,345
Anne Arundel	147,414	280,434	372,187	443,587	513,278	542,768	548,755	552,968
Baltimore	324,277	503,077	591,708	597,466	660,553	680,074	692,233	701,014
Baltimore City	318,140	348,379	293,390	314,145	280,793	303,542	309,611	293,270
Calvert	11,158	26,774	48,437	68,161	91,108	93,322	94,446	95,636
Caroline	12,787	22,551	26,064	31,938	36,699	36,019	36,356	36,986
Carroll	39,140	81,028	116,940	142,307	176,842	178,086	179,479	179,561
Cecil	25,769	43,127	60,244	76,241	94,305	94,146	95,147	95,495
Charles	22,435	53,680	87,252	105,111	138,672	143,729	146,350	148,272
Dorchester	17,115	23,528	26,966	29,119	31,742	32,553	32,439	32,599
Frederick	46,505	90,443	143,304	179,129	226,529	231,390	234,601	238,409
Garrett	10,714	17,958	22,533	28,393	33,303	33,231	33,472	33,748
Harford	55,821	107,857	149,512	192,082	235,366	236,667	239,775	243,840
Howard	35,570	94,302	160,080	216,534	251,713	261,320	264,666	268,452
Kent	9,811	13,920	16,708	19,426	21,453	21,397	21,543	21,221
Montgomery	288,672	444,939	584,373	650,261	754,641	763,346	774,968	787,453
Prince George's	325,985	460,754	535,132	550,048	626,009	653,111	673,476	685,700
Queen Anne's	10,476	21,074	33,114	40,911	53,779	53,842	54,480	55,564
Somerset	9,338	13,654	16,224	17,939	20,570	20,125	21,721	19,388
St. Mary's	18,924	39,582	58,987	76,601	104,488	108,794	108,860	112,179
Talbot	14,937	23,037	29,518	34,759	42,116	42,110	42,488	42,907
Washington	54,940	85,668	102,692	114,103	136,894	137,007	137,203	138,494
Wicomico	33,196	50,312	63,376	73,430	86,553	87,766	89,182	88,464
Worcester	14,726	25,515	36,626	47,720	57,117	56,655	57,230	59,393
County Total	1,890,314	2,929,728	3,634,542	4,111,015	4,737,336	4,872,481	4,950,003	4,992,358
No County Listed		938	2,213	2,520	2,455	0	16	0
Grand Total	1,890,314	2,930,666	3,636,755	4,113,535	4,739,791	4,872,481	4,950,019	4,992,358

TABLE 18 : VEHICLE REGISTRATION BY COUNTY, FY70 -FY16

Counties	FY70	FY80	FY90	FY00	FY10	FY14	FY15	FY16
Allegany	2.2%	2.0%	1.6%	1.5%	1.3%	1.3%	1.2%	1.2%
Anne Arundel	7.8%	9.6%	10.2%	10.8%	10.8%	11.1%	11.1%	11.1%
Baltimore	17.2%	17.2%	16.3%	14.5%	13.9%	14.0%	14.0%	14.0%
Baltimore City	16.8%	11.9%	8.1%	7.6%	5.9%	6.2%	6.3%	5.9%
Calvert	0.6%	0.9%	1.3%	1.7%	1.9%	1.9%	1.9%	1.9%
Caroline	0.7%	0.8%	0.7%	0.8%	0.8%	0.7%	0.7%	0.7%
Carroll	2.1%	2.8%	3.2%	3.5%	3.7%	3.7%	3.6%	3.6%
Cecil	1.4%	1.5%	1.7%	1.9%	2.0%	1.9%	1.9%	1.9%
Charles	1.2%	1.8%	2.4%	2.6%	2.9%	2.9%	3.0%	3.0%
Dorchester	0.9%	0.8%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%
Frederick	2.5%	3.1%	3.9%	4.4%	4.8%	4.7%	4.7%	4.8%
Garrett	0.6%	0.6%	0.6%	0.7%	0.7%	0.7%	0.7%	0.7%
Harford	3.0%	3.7%	4.1%	4.7%	5.0%	4.9%	4.8%	4.9%
Howard	1.9%	3.2%	4.4%	5.3%	5.3%	5.4%	5.3%	5.4%
Kent	0.5%	0.5%	0.5%	0.5%	0.5%	0.4%	0.4%	0.4%
Montgomery	15.3%	15.2%	16.1%	15.8%	15.9%	15.7%	15.7%	15.8%
Prince George's	17.2%	15.7%	14.7%	13.4%	13.2%	13.4%	13.6%	13.7%
Queen Anne's	0.6%	0.7%	0.9%	1.0%	1.1%	1.1%	1.1%	1.1%
Somerset	0.5%	0.5%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
St. Mary's	1.0%	1.4%	1.6%	1.9%	2.2%	2.2%	2.2%	2.2%
Talbot	0.8%	0.8%	0.8%	0.8%	0.9%	0.9%	0.9%	0.9%
Washington	2.9%	2.9%	2.8%	2.8%	2.9%	2.8%	2.8%	2.8%
Wicomico	1.8%	1.7%	1.7%	1.8%	1.8%	1.8%	1.8%	1.8%
Worcester	0.8%	0.9%	1.0%	1.2%	1.2%	1.2%	1.2%	1.2%

LICENSED DRIVERS BY AGE AND YEAR



The total number of license drivers has steadily risen from 3.3 million in 1995 to over 4.2 million in 2016.

Maryland like most states in the Mid-Atlantic region has seen a population increase, which means a corresponding increase in the number of licensed drivers. **Table 19** depicts the total number of licensed drivers by age. **Figure 16** and **Figure 17** show the age stratification by percent in FY16 and FY15, respectively. Most drivers are between the ages of 20-59. In FY16, 130,949 licensed drivers were teenagers, above the FY15 level of 119,730 but below the FY1995 level of 139,666. The number of licensed drivers in their eighties has steadily increased from 59,092 in FY1995 to over 141,000 in FY16, accounting for about 3 percent of all drivers.



TABLE 19: DRIVER'S LICENSE AGE STRATIFICATION, FY95–FY16

Age	FY95	FY00	FY10	FY14	FY15	FY16
Teens	139,666	152,568	143,173	122,109	119,730	130,949
20's	602,879	571,900	716,939	688,203	690,858	705,040
30's	829,266	800,301	739,339	750,887	770,471	801,481
40's	728,205	784,041	838,747	771,805	756,646	749,648
50's	469,520	580,891	764,744	810,930	814,093	814,589
60's	310,248	324,529	500,598	574,156	594,438	613,524
70's	204,810	224,820	239,999	286,264	298,054	307,770
80's+	59,092	83,828	126,401	138,643	141,462	141,874
Total	3,343,686	3,522,878	4,069,940	4,142,997	4,185,752	4,264,875

FIGURE 16: DRIVER'S LICENSE AGE STRATIFICATION BY PERCENT, FY16

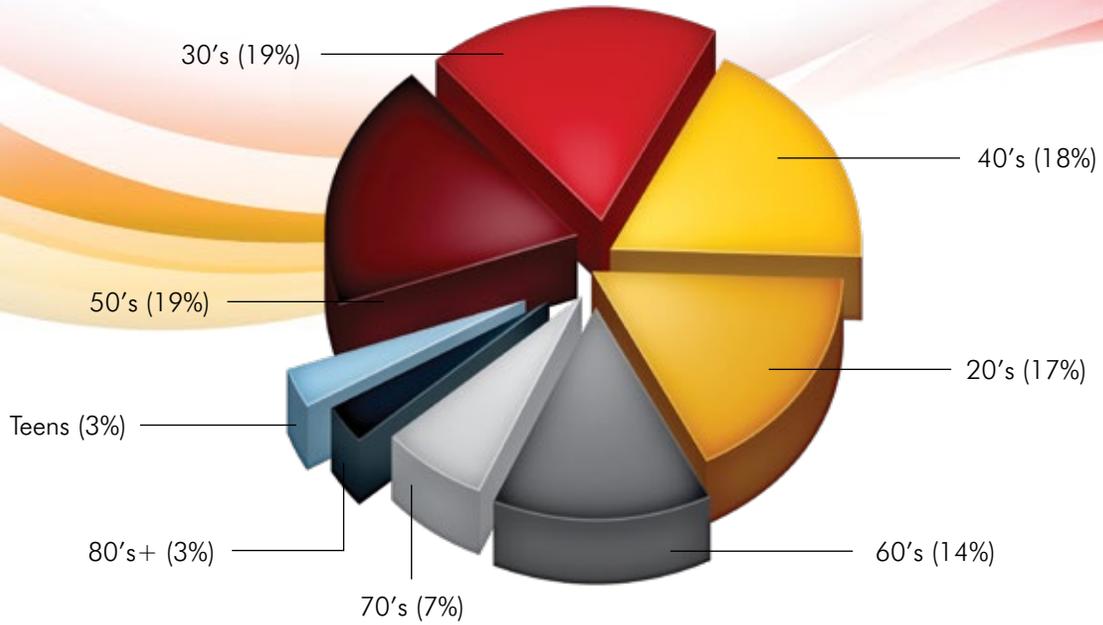
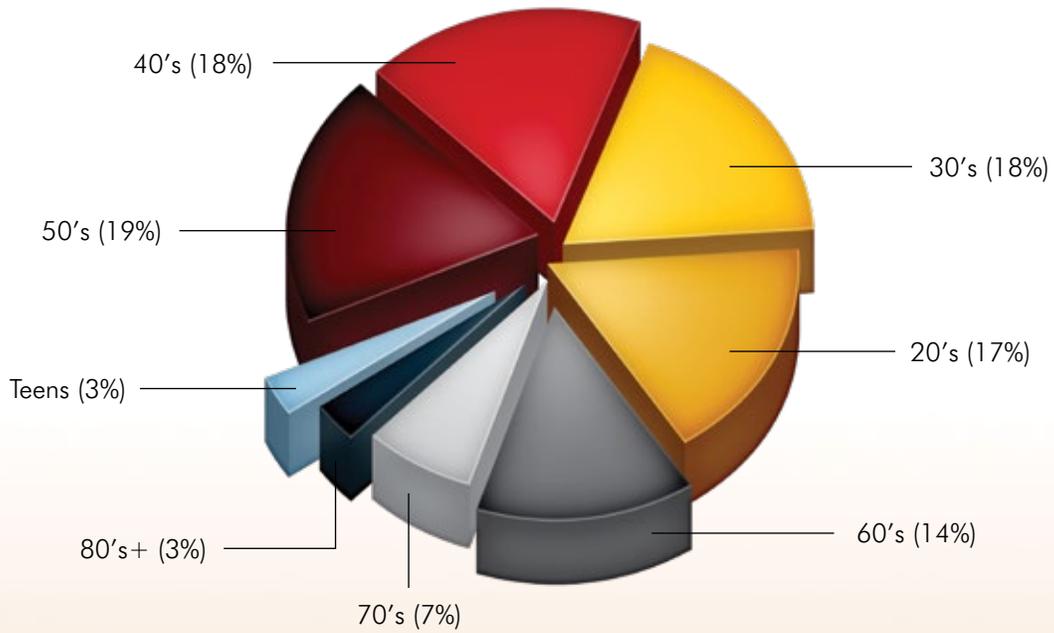


FIGURE 17: DRIVER'S LICENSE AGE STRATIFICATION BY PERCENT, FY15



OTHER SERVICES

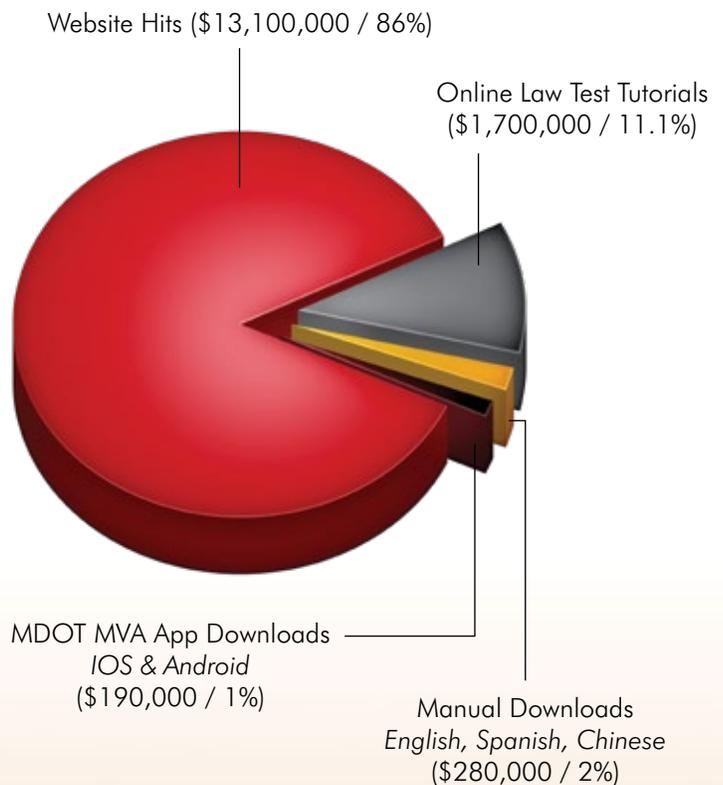


Website hits remain MDOT MVA's main way of interacting with the public online, with over 13.1 million website hits in FY16 and 12.8 million hits in FY15.

INTERNET TRAFFIC

Online law test tutorials are a growing sector of internet interactions, experiencing a 16 percent growth from FY15 to FY16. Customers can also access manual downloads in English, Spanish, and Chinese, as well as download the MDOT MVA app on iOS and Android. **Figure 18** shows the percentage breakdown of each category.

FIGURE 18: INTERNET INTERACTIONS BY TYPE, (MILLIONS) FY16



BUSINESS LICENSING

In FY16, MDOT MVA provided a total of 14,239 business driver's licenses, 9 percent higher than FY14's 13,120 business driver's licenses (**Table 20**). The biggest category of business driver's licenses is Salesman's Licenses, with 86 percent of the total license sales in FY16 (**Table 21**).

TABLE 20: NUMBER OF TRANSACTIONS: REGULATORY LICENSES, FY14-FY16

Category	FY14	FY15	FY16	Percent Change FY14-FY16
Salesman's License	11,281	11,709	12,187	8%
New Car Dealer's License	210	218	205	-2%
Used Car Dealer's License	479	420	503	5%
Motorcycle Dealer's License	37	36	40	8%
Trailer Dealer's License	122	112	115	-6%
Boat Trailer Dealer's License	24	1	25	4%
Wrecker's License	43	119	127	195%
Scrapper Processor's Licenses	11	11	52	373%
Manufacturer's License	37	42	30	-19%
Distributor's License	14	17	20	43%
Factory Branch License	1	2	2	100%
Title Service Agent License	175	197	207	18%
Wholesale Dealer License	461	492	458	-1%
Driver School Licenses				
Original	58	86	82	41%
Renewal	167	151	186	11%
Total	13,120	13,613	14,239	9%

TABLE 21: LICENSES BY PERCENT, FY16

Category	FY16	Percent
Salesman's License	12,187	86%
New Car Dealer's License	205	1%
Used Car Dealer's License	503	4%
Motorcycle Dealer's License	40	0%
Trailer Dealer's License	115	1%
Boat Trailer Dealer's License	25	0%
Wrecker's License	127	1%
Scrapper Processor's Licenses	52	0%
Manufacturer's License	30	0%
Distributor's License	20	0%
Factory Branch License	2	0%
Title Service Agent License	207	1%
Wholesale Dealer License	458	3%
Driver School Licenses		
Original	82	1%
Renewal	186	1%
Total	14,239	100%

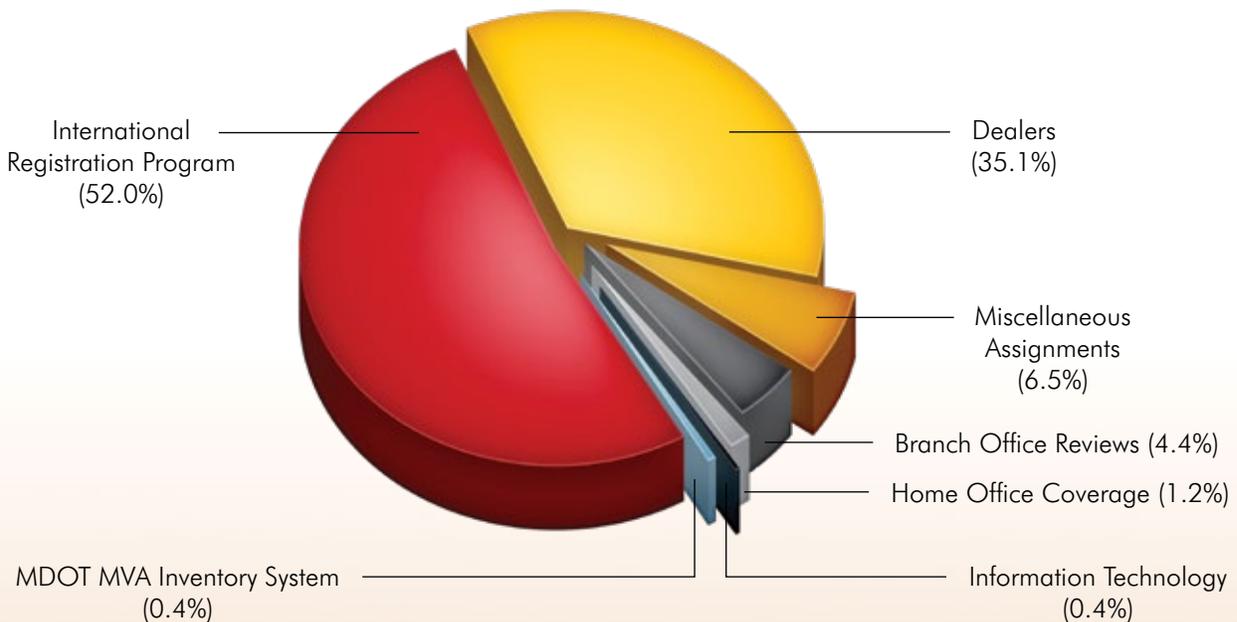
AUDITING

In FY16, MDOT MVA had a total of 248 auditing assignments, up from 205 in FY15 (**Table 22**). The international registration program made up for 52 percent of all audits completed and showed the largest increase (an increase of 76 audits or 143 percent) since FY15. **Figure 19** shows the assignments by category.

TABLE 22: AUDITING ASSIGNMENTS BY YEAR, FY14-FY16

Auditing Assignments	FY14	FY15	FY16	Difference FY15-FY16	Percent change FY15-FY16
International Registration Program	37	53	129	76	143.4%
Dealers	116	110	87	-23	-20.9%
Miscellaneous Assignments	33	30	16	-14	-46.7%
Branch Office Reviews	11	7	11	4	57.1%
Home Office Coverage	4	1	3	2	200.0%
Information Technology	1	2	1	-1	-50.0%
MDOT MVA Inventory System	1	2	1	-1	-50.0%
Total	203	205	248	43	21.0%

FIGURE 19: AUDITING ASSIGNMENTS BY CATEGORY, FY16



ORGAN DONOR

MDOT MVA tracks the number of driver's license and identification card holders who elect to become organ donors. In FY16, 46.4 percent residents elected to be organ donors, similar to FY15's 46.5 percent. **Table 23** shows the total number of organ donors over the last decade, 2007 to 2016. These rates have been on the rise since FY12, although FY11 was the state's highest rate of organ donors at 47.2 percent.



TABLE 23: TOTAL NUMBER OF ORGAN DONORS, FY07-FY16

Year	Total Number of ID and Driver License Holders	Total Donors	Percentage
FY11	4,512,391	2,130,824	47.2%
FY12	4,648,433	2,116,436	45.5%
FY13	4,653,241	2,124,138	45.6%
FY14	4,740,348	2,175,447	45.9%
FY15	4,787,218	2,228,179	46.5%
FY16	4,908,402	2,279,781	46.4%

DEPARTMENTAL SERVICES

In FY16, customers received over 1.22 million branch products, slightly below FY15's 1.275 million branch products (**Table 24**). MDOT MVA mailed 644,044 products to customers in FY16, which is a slight decrease from the 657,548 in FY15.

TABLE 24: DEPARTMENTAL SERVICES, FY14-FY16

Departmental Services	FY14	FY15	FY16
Branch Products handed to Customer	1,329,596	1,275,185	1,224,030
Products Mailed via High Volume Central Issuance	354,318	657,548	644,044
Total Products	1,683,914	1,932,733	1,868,074



MOT MARYLAND DEPARTMENT OF TRANSPORTATION
MOTOR VEHICLE ADMINISTRATION

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