



WASHINGTON STATE DEPARTMENT OF
LICENSING

Strategic Plan

2009-2011

Our Vision:

Great people, great service,
excellence every time.

www.dol.wa.gov

Contents

MESSAGE FROM THE DIRECTOR	4
MISSION, VISION, AND GOALS	5
DEPARTMENT OF LICENSING OVERVIEW	6
Our Customers	6
Our Services & Structure	7
Our Workforce	9
Our Partners	9
Our Role in State Revenue	10
ASSESSING STRENGTHS, CHALLENGES, AND OPPORTUNITIES ..	11
Key Assessments	11
Applying Assessments to Planning	12
External Environmental Factors	13
Legislation Factors	14
MOVING FORWARD	15
Logic Model	15
Goals, Objectives, Strategies, Measures, and Targets	16
Agency Performance Management	22
APPENDIX	25
Organizational Chart	25
DOL Authorizing and Related RCWs	26

MESSAGE FROM THE DIRECTOR

The Department of Licensing exists for the citizens of Washington. It is our passion for public safety and commitment to service that drives us every day.

Each year, we continue to listen and learn more about how we can most effectively improve public safety. Customers, staff, partners, and stakeholders provide information daily. Senior leadership studies our opportunities and performance monthly. The agency continually seeks the best information resources available. All these valuable sources guided us in creating this Strategic Plan.

This plan will be our overarching framework for the coming years. It will guide us in setting priorities, staying on track and making progress toward improving public safety. It is anchored by four major goals:

- A High-Performing Workforce
- Business Success
- A Customer-Focused Organization
- A Safer Washington

The goals and strategies of this plan are designed to align and strengthen all efforts and programs in the agency. As we all apply them, the specific positive results will become measurable. Results take time and persistent effort. I think we'll truly appreciate the focused effort, and I know we can be proud of not only where we are today, but how far we'll go in the future. It's about the citizens of Washington. It's about reaching our vision and fulfilling our mission of "one vision, one voice, working together for a safer Washington."

Sincerely,

Liz Luce, Director
Washington Department of Licensing



Liz Luce, Director

MISSION, VISION, AND GOALS

Our Mission:

One vision, one voice –
working together for a safer Washington.

Our Vision:

Great people, great service, excellence every time.

Our Goals:

- A High-Performing Workforce
- Business Success
- A Customer-Focused Organization
- A Safer Washington



DEPARTMENT OF LICENSING OVERVIEW

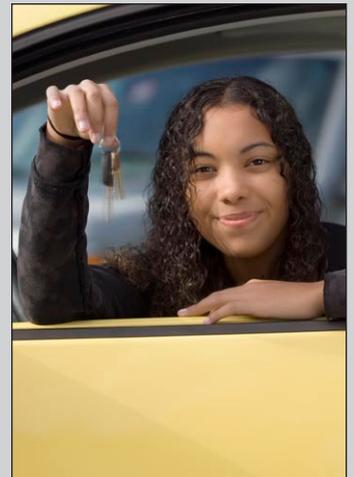
Our Customers

The Department of Licensing customer is almost every Washington resident. He or she is of every age and demographic, in every neighborhood, receiving one or more of our services directly, and benefiting from the revenue we collect to fund other agencies' services.

Our customer is often seeking a commonplace transaction. Our customer is also the nervous teen hoping to pass their first drive test, or the senior feeling vulnerable to consumer fraud or identity theft. He or she may be the new citizen registering to vote, or the newly retired person seeking help with starting a business, the injured person applying for a temporary disabled parking permit, or the child receiving their first haircut.

Our customers are on the Internet, in our offices, and on task force teams, right along side us setting priorities, identifying problems, and creating solutions. Our customers need many of the same services or products their great grandparents needed, but they expect more choices on how to receive them.

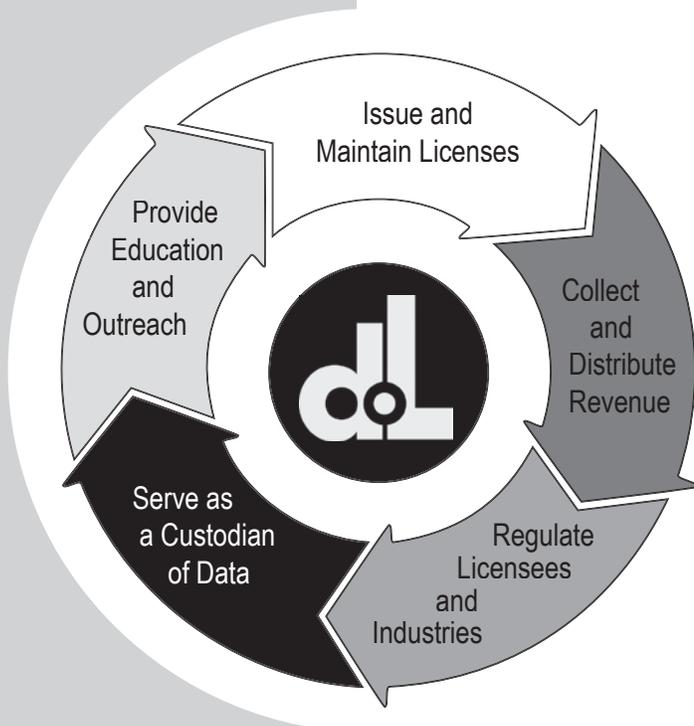
To prepare for their changing needs and expectations, we study everything from population forecasts to international law, education strategies to biometric identification technology. Population forecasts can serve as a key indicator of our customers' future needs. We are developing strategies to address the public safety risks associated with changing customer demographics.



Our Services and Structure

The Department of Licensing serves Washington residents through the licensing and regulating of drivers, vehicles, vessels, and a wide range of businesses and professions. The common purpose of these services and products is the improvement of public safety.

On a daily basis we:



- provide education and outreach in support of public safety
- test and authorize new drivers to go on the road
- process records on traffic accidents to enable law enforcement to follow up on safety violations
- register vehicles and vessels, personal and commercial, and issue the titles
- issue professional licenses and certifications
- provide one-stop business licensing and registration through Master Business Applications
- respond to inquiries for business, driver, and vehicle records information via telephones, the Internet, and service counters
- process corporate and business license renewals and register business trade names

- provide due process to licensees, conduct investigations and hearings
- provide data to law enforcement, the courts, and public policy decision makers
- collect and distribute fees and taxes to generate state government revenue

To deliver this wide range of services, we have direct service staff in all counties throughout the state, we offer expanding online options, and have centralized administrative operations. This approach allows us a balance of service effectiveness and business efficiency.

Our services are delivered through:

- over 60 driver licensing service offices
- over 180 vehicle and vessel licensing service locations, the majority of which are staffed by our county auditor and private business partners
- over 40 sites operated by partner agencies, where we accept business license applications
- nearly two million online service transactions per year

Our programs are organized as follows:

- **The Director's Office** includes the agency Director and Deputy Director, the Communications and Education Office, Human Resources, Office of Policy and Legislative Affairs, Office of System and Program Review, and Research and Planning.
- **Driver Services Division** provides driver education, examining and licensing; conducts special investigations to eliminate problems such as fraud and identity theft; conducts hearings and interviews, and ensures driver's due process through services to the courts and law enforcement agencies; maintains all driver records; and provides a myriad of services such as certifying the organ donor program, registering voters, and creating jury source lists.
- **Vehicle Services Division** registers and issues titles for vehicles and vessels, and collects the associated licensing fees and taxes. The division also administers two international fuel and registration compacts related to interstate truckers, and collects, distributes, and audits specific fuel taxes for local, state, and foreign jurisdictions. Vehicle Services also regulates the state vehicle sales industry from the manufacturer, to the dealer, to the wrecking yard.
- **Business and Professions Division** provides licensing and regulation of businesses and professions that influence public safety and consumer protection; the Master License Service to simplify business licensing for over 100 different licenses and registrations, administered by numerous state agencies and cities; and supports the collection of associated revenue and protection of privacy.
- **Finance and Administration Division** provides all agency divisions with centralized operational support, including administrative and mail services; budgeting, revenue and expenditure accounting and forecasting; contract administration; customer service center; safety and risk management; facilities management; and public disclosure.
- **Information Services** manages the department's network technology, computer hardware, and develops or acquires application software



to support all department business functions. They provide daily solutions and develop the long term strategic technology direction for the agency. The goal is to maximize the application of advanced computer technology and increase the capabilities of integrated automated business applications for agency staff and our customers, to result in increased agency operational efficiency and effectiveness.

Our Workforce

We are over 1,370 employees working hard every day to provide all the services described above and all the supporting infrastructure that makes those services possible. We develop and possess an equally wide range of talents. We earn and receive kudos on the job and recognition from external organizations. One hundred percent of our workforce has current written performance expectations, training plans, and performance evaluations.

As we do our work, we experience a good degree of satisfaction. In 2006 and 2007, employee surveys were taken by all state agencies. We learned our satisfaction with our employment is higher than the average state employee. And it is growing; among all agencies, we experienced the fourth highest rate of improvement from 2006 to 2007. We are one of only 18 state agencies (with over 50 respondents) having an overall survey rating of 4.00 or higher. In particular our ratings tell us we feel more positive than other agencies about our agency performance, accountability, commitment, productivity, and training.



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Partners benefit from collaborative research and strategy development. The public benefits when partners combine resources to implement those strategies.

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Our Partners

Our mission and vision statements extend outward to our partners and communities. Through partnerships, we achieve greater public safety results and more efficient government.

Our partners include:

- State and federal agencies having a complementary role to our own in traffic safety, transportation, public health, and economic concerns
- Regulatory boards, commissions, and committees

- Community groups, private and not-for-profit organizations, cities, counties, and tribes
- Law enforcement and the courts
- Individual citizens and subject experts joining us and other partners on task force teams
- Public policy decision makers and central service agencies

Our Role in State Revenue

The Department of Licensing partners with multiple state, local, tribal, and private entities to collect over \$3 billion per biennium in fees and taxes on fuel and vehicle related services. More than 85 percent of state funding for Washington's transportation typically comes from revenue we collect on behalf of the state. DOL works closely with partner agencies, like the Office of Financial Management and Department of Transportation (DOT), to share information on projected revenue to support state projections and forecasts. Our partnership with DOT enables them to plan transportation projects and increase road safety in Washington.

The revenue we forecast, collect, and distribute is used by many state and local agencies for:

- Constructing and maintaining state, city, and county roads, bridges, and ferries
- Purchasing transportation rights of way
- Improving state parks and recreational facilities
- Funding K-12 education
- Supporting law enforcement
- Installing, maintaining, and operating traffic and signal lights
- Patrolling state highways
- Operating movable span bridges, and a myriad of additional public services



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The Department of Licensing partners with multiple state, local, tribal, and private entities to collect over \$3 billion per biennium in fees and taxes.

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ASSESSING STRENGTHS, CHALLENGES AND OPPORTUNITIES



We have studied our current organizational strengths and challenges, as well as upcoming opportunities and external influences. Key assessments are listed, followed by a summary of what we learned and applied to our strategic planning.

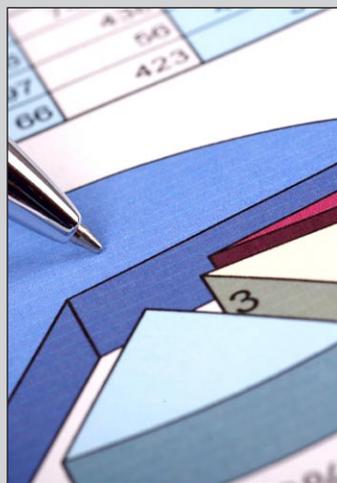
Key Assessments

Agency assessments are a key element in our performance management and include:

- Annual Agency Self Assessment
- Annual Employee Survey
- Government Management Accountability and Performance Reports and Forums
- Human Resource Management Reports
- Office of System and Program Review internal risk and performance audits
- Process Assessments

Data and technology studies are essential to developing long range plans for improving our ability to acquire, manage, share, store, and use information in an efficient, effective, and secure way. Current studies affecting our planning include:

- Data Acquisition and Management Study
- Drivers and Vehicles Field System Replacement Study



- Review for Replacement of End-of-Life Business Applications
- Pro-rate and Fuel System Replacement Study

External assessments provided us with additional perspective, and include:

- Baldrige Criteria for Performance Excellence
- Customer Surveys
- Public recognition and awards

Partnerships provided us opportunities for collaborative assessment. Examples include:

- At-Risk Drivers Task Force
- Boards and Commissions
- Motorcycle Safety Task Force
- Traffic Safety Team
- Transportation System Progress Report

Applying Assessments to Planning

Workforce

Our greatest organizational strength is our workforce. Assessments validated this in many ways, from our improving internal trends to our strengths when compared to other agencies. We did identify challenges in finding new job candidates with all the necessary competencies. We will pursue opportunities to improve our recruitment and related practices.

Business

Assessments ranging from focus groups to data and technology studies tell us that our business efficiency and effectiveness are critically hindered by ongoing data and technology needs. Our greatest internal challenges are with the accessibility and integrity of data, which in turn creates



Recent Recognition:

- Governor's Plain Talk Awards
- Customer Service Excellence Award, AAMVA
- Technology innovations by "Governing Solutions"
- First in the nation to create a viable solution to the Western Hemisphere Travel Initiative requiring people traveling into the U.S. to present a valid passport

additional challenges in measuring performance and improving key work processes. To create long-term solutions to these critical business challenges, we will need to pursue recommendations from data and technology studies, and dedicate resources to process improvements.

Customer Focus

Public recognition and awards have confirmed our strengths in quality customer services and products. Our customer surveys show we have good stable overall customer satisfaction; ratings from 2001 through 2007 have been hovering around 90 percent. However, when ratings for timeliness improved, ratings for courtesy and accuracy declined. To create breakthrough change, we will need both technology and process improvements. That being said, the ultimate measure of a successful customer focus is in our ability to affect a safer Washington.

A Safer Washington

We learn from national research, partnerships, task force teams and our own data analysis that effecting public safety is often rooted in educating the public on risks to influence their behavior. Influencing behaviors is not only extremely difficult, but requires long-term, sustainable strategies followed by diligent analysis to determine the effects of specific strategies over time. Positive outcomes are often seen after targeted education, outreach, and intervention programs, but we are reluctant to conclude that permanent results have occurred in public behavior and safety. We will continue monitoring and learning, and become increasingly focused on the highest risk areas for drivers and consumers.

External Environment Factors

Economic outlook: Although Washington is not experiencing the same extent of economic problems as other states, we are planning as if we will. This plan focuses on strategies and activities that are achievable at very low cost, or provide high return on investment.

Population forecasts: Because our potential customer base is represented by the general population, we rely on population forecasts as one indicator of our customers' future needs. We study demographics in relationship to public safety issues, and develop strategic responses to changing demographics.

Legislation Factors

During the 2008 legislative session, three agency-requested bills were passed into laws to increase the safety of Washington residents.

Citizen information from the Enhanced Driver License/Identification card application which is stored in our electronic database is now exempt from public disclosure laws. By extending exemptions in state laws and the federal Driver Privacy Protection Act, we maintain citizen's privacy and reduce their chances of becoming a victim of identity theft.

We are now able to investigate and act on cases of criminal activity, since we received a Criminal Justice Agency designation. This also enables us to work directly with prosecutors and proceed with criminal charges.

Bail bond recovery agents, or "bounty hunters," will be required to have more extensive training, for purposes of protecting privacy and preventing complaints and accidents.

These law changes increase our opportunities to meet public needs, and each year we will study our best opportunities for similarly beneficial law changes. As with most opportunities, challenges will follow. We challenge and stretch our existing resources of people, time, and infrastructure to prepare for and implement law changes.



Achievement:
DOL regularly ranks in the top five Washington agencies in volume and best turnaround time of fiscal notes, the in-depth cost analysis for new legislation.

MOVING FORWARD

The Strategic Plan Overview

Mission: One vision, one voice, working together for a safer Washington.					
Vision: Great people, great service - excellence every time.					
<i>The Department of Licensing strategically invests our resources of people, time, funds, energy and influence:</i>					
To Strengthen Capacity	Goals	A High-Performing Workforce		Business Success	
	Objectives	a healthy work environment	an engaged workforce	efficient, effective and economical business processes	data-driven decision making
	Strategies	prioritize the work and balance the workloads • improve workplace safety and promote personal health • realize benefits of different styles	create a true performance management culture • instill agency values throughout the organization • comprehensive changes in recruitment and selection practices	employee-driven business process improvement • standardizing agency processes • capitalizing on technology solutions	agency-wide approaches to improve data • integrate performance management into the way we do business
To Improve Results	Goals	A Customer-Focused Organization		A Safer Washington	
	Objectives	improve customer services and products	strengthen relationships and partnerships	increase public safety	reduce consumer risks
	Strategies	knowledge of customer needs and requirements • comprehensive service delivery plan for the future • convenience & value to customers	foster customer engagement • increase partnerships with organizations that benefit our customers	research-based prevention and intervention programs for highest risk factors • educate and inform staff, customers, public • partner with safety organizations	identify areas of highest consumer risk, prioritize efforts and resources • inform consumers of highest risks and best prevention strategies
To Achieve the Ultimate Result of Improving Public Safety					

Goal 1

A High-Performing Workforce

OBJECTIVE: A healthy work environment

Strategies: how we are going to achieve this objective

- Prioritize the work and balance the workloads
- Improve workplace safety and promote personal health
- Develop skills to realize the benefits of different styles, strengths, experience, and backgrounds

Activities: examples of what will occur

- Develop and utilize criteria for prioritizing work
- Develop and provide comprehensive supervisor safety training
- Implement personal style inventories to agency leaders

Performance Measure: how we will know if we're achieving the objective

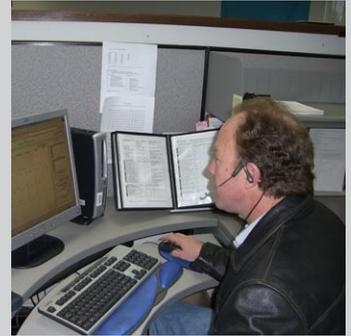
- Employee survey scores for prioritization and balance of workloads

Target: upward trend from baseline year

OBJECTIVE: An engaged workforce

Strategies: how we are going to achieve this objective

- Create a true performance management culture
- Instill agency values throughout the organization





- Make comprehensive changes in recruitment and selection practices

Activities: examples of what will occur

- Receive Department of Personnel performance confirmation
- Develop and implement a comprehensive internal communication plan
- Implement recommendations from agency recruitment review team

Performance Measure: how we will know if we're achieving the objective

- Employee survey scores for individual and agency-wide workforce engagement

Target: upward trend from baseline year

Goal 2

Business Success



OBJECTIVE: Efficient, effective, and economical business processes

Strategies: how we are going to achieve this objective

- Improve business processes by fostering a culture of employee-driven process improvement
- Standardize agency processes where feasible
- Capitalize on technology solutions

Activities: examples of what will occur

- Engage employees in evaluating key business processes using criteria for performance excellence
- Define achievable but challenging process turnaround time standards for key processes
- Dedicate resources to increase process improvement competencies
- Prioritize technology projects based on agency-wide criteria
- Increase the use of web-based tools, processes, and training

Performance Measure: how we will know if we're achieving the objective

- Percent of key processes with improved results (i.e., turnaround time, cost savings)

Target: 50 percent of revised processes result in measurable improvement

OBJECTIVE: Data-driven decision making

Strategies: how we are going to achieve this objective

- Use an agency-wide approach to improve data accessibility, usability, integrity, security, and consistency
- Integrate performance management into the way we do business

Activities: examples of what will occur

- Develop prioritized near-term and long-range data improvement plans
- Review and strengthen data security specifications in contracts and data sharing agreements with partner agencies
- Implement the integrated approach to agency performance management and use the associated reports to inform decisions

Performance Measures: how we will know if we're achieving the objective

- Data improvement project status of on time and on budget



Target: 85 percent

- Number of work units having quarterly reports and discussions of performance measures

Target: increase by 20 percent of work units per year

Goal 3

A Customer-Focused Organization



OBJECTIVE: Improve customer services and products

Strategies: how we are going to achieve this objective

- Improve our knowledge of customer needs and requirements
- Develop a comprehensive service delivery plan for the future
- Find opportunities to improve convenience and value to customers during business process improvements

Activities: examples of what will occur

- Work units research key customer group demographics, requirements and risk factors, for impacts to key services or products
- Research customer-focused alternatives to current service delivery methods, and develop a long-range plan

Performance Measures: how we will know if we're achieving the objective

- Percent of work units implementing change to service or product based on research of customer needs and requirements

Target: 40 percent of work units per year

- Customer feedback scores

Target: improvement trends in previous year's top concerns

OBJECTIVE: Strengthen relationships and partnerships

Strategies: how we are going to achieve this objective

- Foster customer engagement
- Increase partnerships with organizations that can benefit our customers

Activities: examples of what will occur

- Use focus groups, workshops, town hall meetings, task force teams
- Engage customers while designing product and service improvements
- Work with international, national, and local organizations

Performance Measure: how we will know if we're achieving the objective

- Percent of work units sponsoring a customer or partnership engagement activity

Target: 60 percent of work units per year

Our award-winning website provides 24-hour self-service to our customers, and brings partner agencies' services and information closer to our mutual customers.

Goal 4

A Safer Washington

OBJECTIVE: Increase public safety





Strategies: how we are going to achieve this objective

- Develop research-based prevention and intervention programs for highest risk factors
- Educate and inform staff, customers, partners, stakeholders, and the general public on safety practices
- Partner with other organizations that can impact public safety

Activities: examples of what will occur

- Dedicate resources to increase research and data analysis competencies
- Public service announcements regarding high-risk factors via TV, radio, and multiple websites; safety information in all our mailings
- Establish and report on new education and information programs for key risk groups



Performance Measures: how we will know if we're achieving the objective

- Number of priority high-risk research projects completed
Target: to be based on review of budget and prioritized risk factors
- Number of public safety information and education recipients
Target: annual increase of 10 percent for general population and 20 percent for three highest-risk populations

OBJECTIVE: Reduce consumer risks

Strategies: how we are going to achieve this objective

- Identify areas of highest consumer risk and prioritize efforts and resources accordingly
- Inform consumers on highest risks and best prevention strategies

Activities: examples of what will occur

- Increase the use of newer technologies such as biometrics



- Increase the use of risk analysis training
- Use intake units to analyze risk and prioritize work

Performance Measure: how we will know if we're achieving the objective

- Turnaround times for key consumer-protection processes

Target: 80 percent backlog (excluding in-queue) elimination in first year, followed by 80 percent timeliness to standardized turnaround times in second year



Agency Performance Management

To achieve performance excellence in all these priority areas, we will use an agency-wide approach to performance management, aligning previous practices to strengthen our performance management culture and structure. We will know it's successful when we can say "It's simply the way we do business." Our progress is underway and will be marked by these essential indicators:

Planning

- based on a broad range of assessments, analysis, listening and learning, and consecutive years of executive leadership and outreach
- establishing a balanced and comprehensive set of performance measures and targets
- balancing short-term and long-term needs and requirements

Aligning to the Strategic Plan

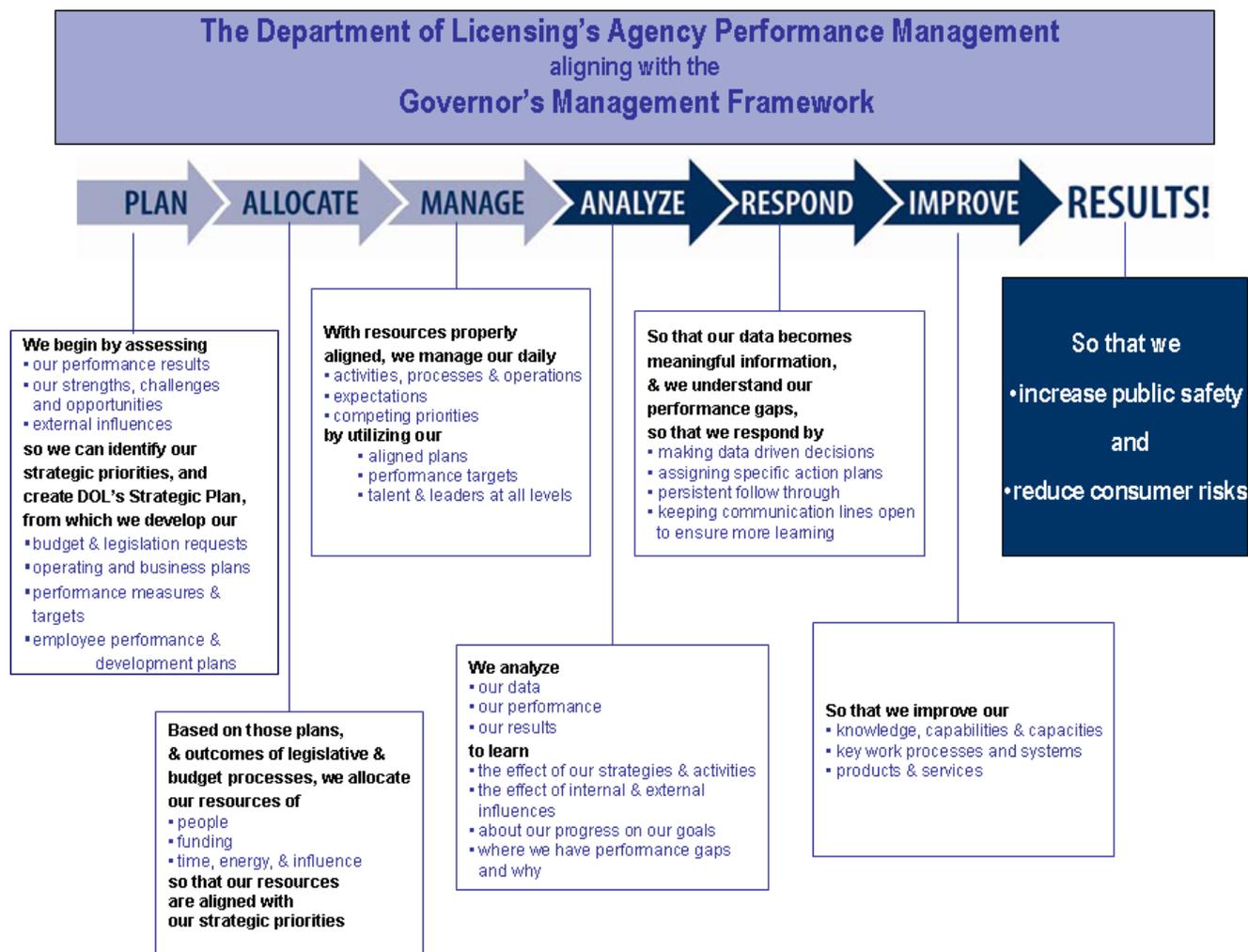
- budget and legislation requests
- resource allocations
- operating and business plans
- performance measures and reports
- employee performance and development plans

- daily decisions when priorities compete

Learning and Improving

- using agency-wide performance reporting practices
- studying the effects of our strategies based on in-depth data analysis
- using data-driven action plans to improve performance
- commitment to continual improvement, in the way we do business and the results we achieve for the public

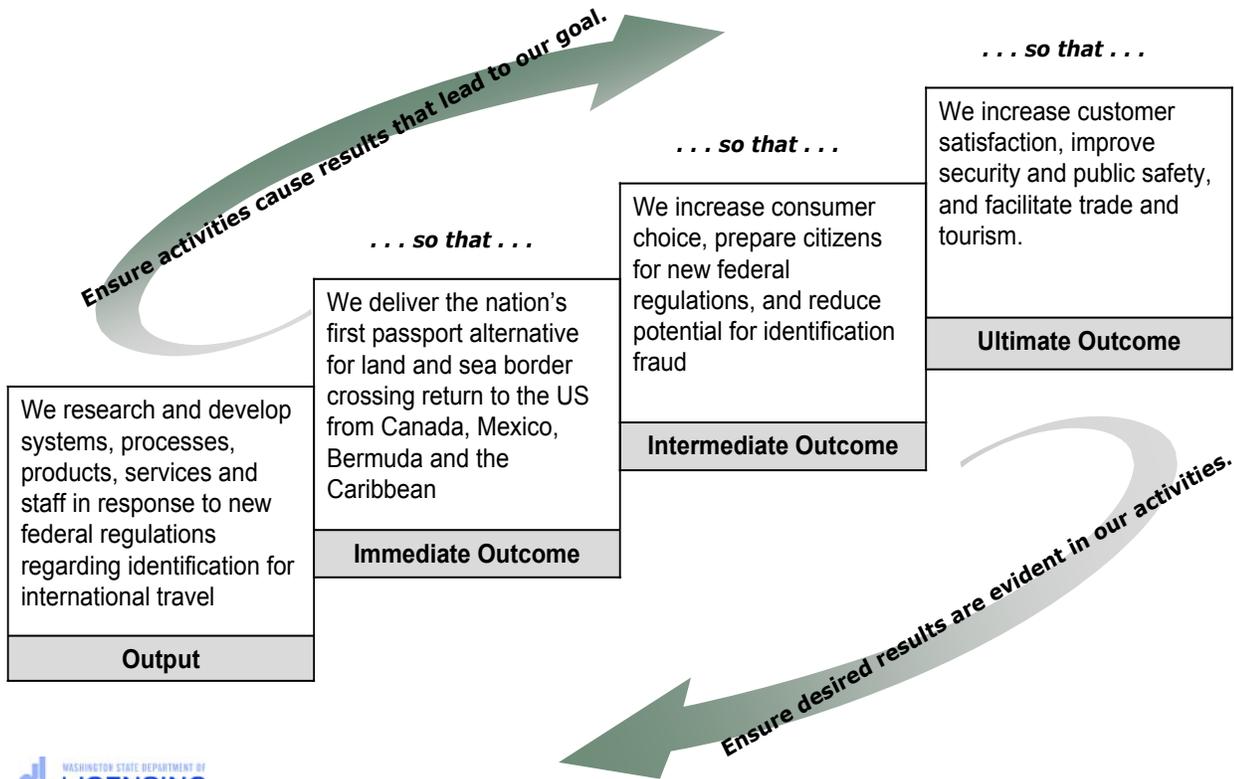
How our practices align with the Governor’s Management Framework:



Using logic models for planning, aligning, and improving:

Enhanced Driver License Logic Model ■ Aligning Goals, Activities and Outcomes

Goal Alignment:  Workforce,  Business,  Customer and  Safety



In closing

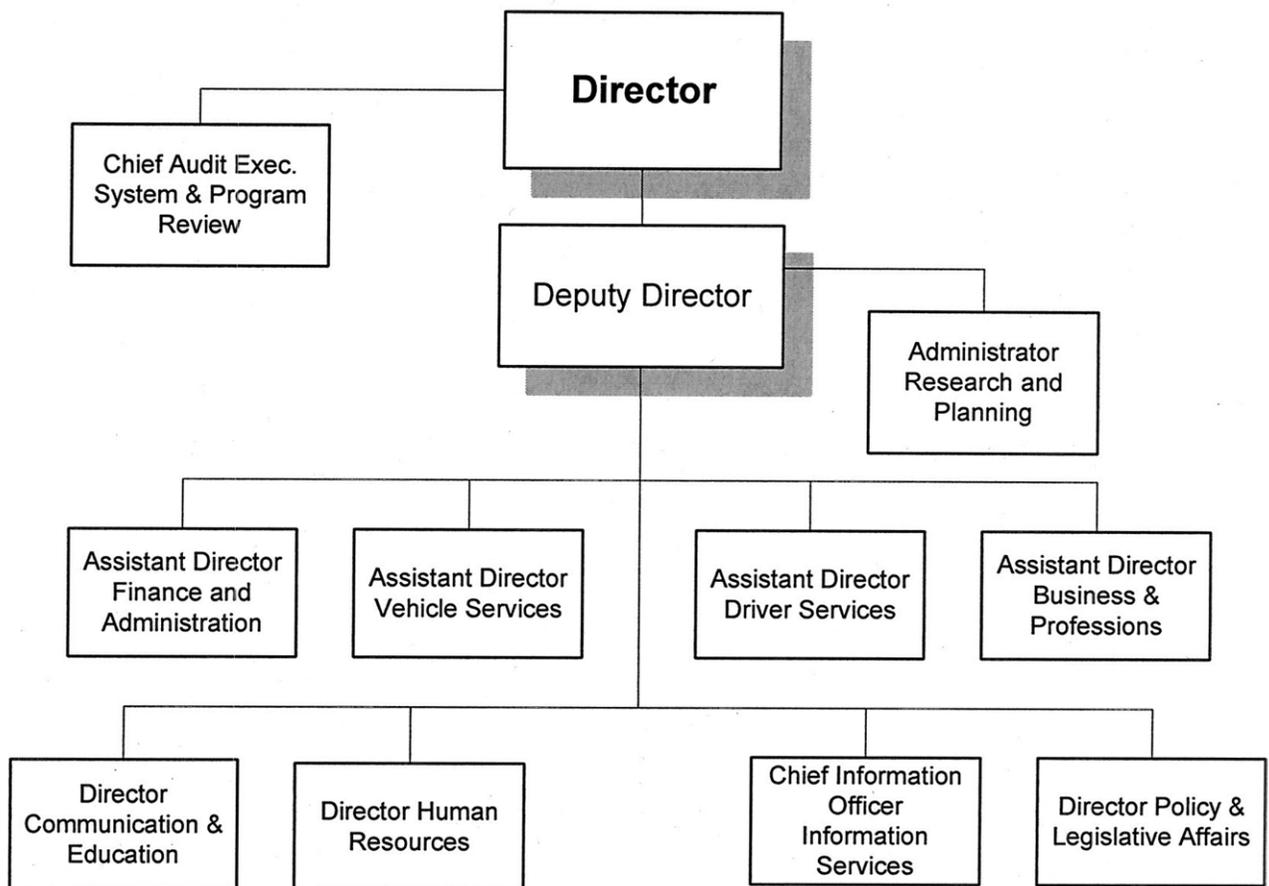
This Strategic Plan is just the beginning. We will be monitoring and communicating our progress. To our workforce, customers, partners, and stakeholders, we thank you in advance for your involvement.

APPENDIX

Organizational Chart

Department of Licensing

June 2008



DOL Authorizing and Related RCWs

9.41	Firearms and dangerous weapons	46.64	Enforcement
11.02	General provisions probate and trust law	46.65	Washington habitual traffic offenders act
11.62	Small estates – disposition of property	46.68	Disposition of revenue
18.08	Architect	46.70	Dealers and manufacturers
18.11	Auctioneer	46.72	Transportation of passengers in for hire vehicles
18.16	Cosmetologists, barbers, and manicurists	46.72A	Limousines
18.118	Regulation of business professions	46.73	Private carrier drivers
18.140	Certified real estate appraiser act	46.74	Ride sharing
18.145	Court reporting practice act	46.76	Motor vehicle transporters
18.165	Private investigators	46.79	Hulk haulers and scrap processors
18.170	Security guards	46.80	Vehicle wreckers
18.185	Bail bond agents	46.81	Traffic safety education courses
18.210	On-site wastewater treatment systems – Designer licensing	46.81A	Motorcycle skills education program
18.235	Uniform regulation of business and professions act	46.82	Driver training schools
18.39	Embalmers – Funeral directors	46.85	Reciprocal or proportional registration of vehicles
18.43	Engineers and land surveyors	46.87	Proportional registration
18.85	Real estate brokers and salespersons	46.88	Out-of-state commercial vehicles – intrastate permits
18.86	Real estate brokerage relationships	46.90	Washington model traffic ordinance
18.96	Landscape architect	46.96	Franchise agreement
19.02	Business license center act	46.98	Construction
19.16	Collection agencies	59.18	Residential Landlord-Tenant Act
19.31	Employment agencies	59.21	Mobile home relocation assistance
19.80	Trade names	59.22	Office of mobile home affairs – resident-owned mobile home parks
19.105	Camping resorts		Chattel liens
19.118	Motor vehicle warranties	60.08	Personal property liens – summary foreclosure
19.138	Sellers of travel	60.10	Crop liens
19.158	Commercial telephone solicitor	60.11	Processor and preparer liens for agricultural products
28A.220	Traffic safety	60.13	Uniform federal lien registration act
35.95A	City transportation authority – Monorail transportation	60.68	Landlord’s lien for rent
36.120	Regional transportation investment districts	60.72	Negotiable instruments
36.57	County public transportation authority	62A.3	Secured transactions; sales of accounts, contract rights and chattel paper
36.57A	Public transportation benefit areas	62A.9A	Alienation of land by Indians
36.73	Transportation benefit districts		Joint tenancies
37.12	Indians and Indian lands – Jurisdiction	64.20	Timeshare regulation
42.44	Notaries public	64.28	Classification of motor homes
43.24	Department of Licensing	64.36	Boxing, martial arts, and wrestling
46.01	Department of Licensing	65.20	Cemetery board
46.04	Definitions	67.08	Motor vehicle emission control
46.08	General provisions vehicles	68.05	Veterans affairs general provisions
46.09	Off-road and nonhighway vehicles	70.120	Regulation of recreational vessels
46.10	Snowmobiles	73.04	Motor freight carriers
46.12	Certificates of ownership and registration	79A.60	High occupancy vehicles
46.16	Vehicle licenses	81.80	High-capacity transportation systems
46.17	Vehicle weight fees	81.100	Low-level radioactive waste sites
46.20	Drivers’ licenses – Identicards	81.104	Regional transit authorities
46.21	Driver license compact	81.108	Retail sales tax
46.23	Nonresident violator compact	81.112	Use tax
46.25	Commercial Driver’s License Act	82.08	Motor vehicle fuel tax
46.29	Financial responsibility	82.12	Special fuel tax act
46.30	Mandatory liability insurance	82.36	Multistate fuel tax agreement
46.32	Vehicle inspection	82.38	Aircraft fuel tax
46.37	Vehicle lighting and other equipment	82.41	Motor vehicle excise tax
46.39	Interstate compact for school bus safety	82.42	Excise tax on real estate sales
46.44	Size, weight, load	82.44	Watercraft excise tax
46.48	Transportation of hazardous materials	82.45	Local option transportation taxes
46.52	Accidents-Reports-Abandoned vehicles	82.49	Vessel registration
46.55	Towing and impoundment	82.80	Private moorage facilities
46.61	Rules of the road	88.02	
46.63	Disposition of traffic infractions	88.26	